

# REIMAGINE MIDDLE BRANCH

Parks, projects & programs to connect communities in South Baltimore

## Project Brief

JUNE 7, 2021

PREPARED FOR: CITY OF BALTIMORE,  
PARKS & PEOPLE FOUNDATION, AND  
SOUTH BALTIMORE GATEWAY PARTNERSHIP

# ACKNOWLEDGEMENTS

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# FOREWORD

*The complete article “A JEDI Approach to the Middle Branch Waterfront” from which this Forward is adapted can be found in Appendix 7.1*



## History and Middle Branch Today

*“This place calls for preservation and restoration processes that incorporate aesthetic rituals linked to functional and meaningful design... creating and retaining spaces for memory, nature, and ritual to shape the land... preserve landscape meaning, and promote both environmental and cultural sustainability equitably... an essential tenet of African-American living and dying... These, whether intentional or intuitive, lead to the sustainability of the landscape.”* (Jones,10)<sup>[1]</sup>

JEDI, as defined in Section 2 of this brief, encompasses four ideas, justice, equity, diversity, and inclusion, as an attempt to correct a set of social, cultural, economic, political and in the case of the Middle Branch project, ecological and environmental imbalances. JEDI principles are needed to keep an accurate historical reference to what happened along the banks of the Patapsco River or Gwynns Falls as they converge into the Chesapeake Bay. The diversity and inclusion practices over the years inform contemporary

solutions needed to enact meaningful changes along the 11-mile Baltimore shoreline designated as the Middle Branch project area (see Figure 1). A viable plan reflecting the future will bring equity and justice for the broad spectrum of Baltimore citizens who claim the Middle Branch as part of their home. Recognizing the shared histories and practices that physically and spiritually reflect the people most impacted by current use of the water and the surrounding landscapes defining the waterfront will be the strength of the Middle Branch made anew.

In the United States, JEDI discussions owe their primary origins to issues of race and gender inequalities. The four words used in tandem offer a multiplicity of ways to problem solve particularly tying together the environment and quality of life matters in a fair and shared manner.

Struggles for access to the Baltimore shoreline have at various points focused upon diversity, then inclusion, then

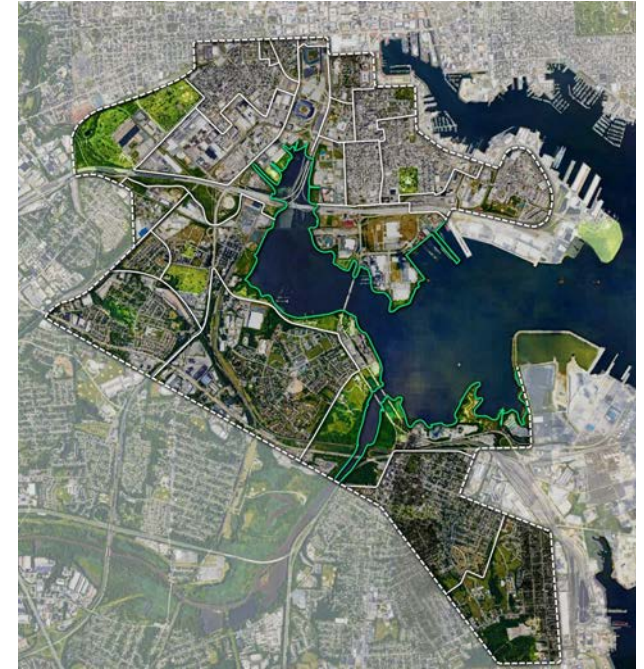


Figure 1: Reimagine Middle Branch project area including adjacent South Baltimore neighborhoods and 11 miles of waterfront along the Patapsco River.

equity and finally justice. A green model of best JEDI practices includes efforts like the Masonville Cove Environmental Education Center. Yet, the same shoreline also contains some of the worst environmental conditions, dating back hundreds of years.

[1] Jones, Diane. *The City of the Dead: The Place of Cultural Identity and Environmental Sustainability in the African-American Cemetery*. Landscape Journal (2011)

## History and Middle Branch Today

The concept of JEDI has grown, and the four words have taken on a much broader and more complex set of meanings. This project, like any other in 2021, must embrace a comprehensive understanding of JEDI principles for as many people as possible. To achieve equity and central to the future of the Middle Branch though, issues of race, particularly but not limited to African American inequalities of access and usages, are not only essential to address, but become major gateways or hurdles to remediate the coves and the neighborhoods defining the water's edge and the interplay between the two. Gaining neighborhood participation and affirming community interests are a means for measuring the success of this project as strong as the obvious need to clean the waterways that define Baltimore. In 2021, like the deadly pollutants in the Middle Branch water, environmental imbalances are not always as visible as other Baltimore issues like the policing or housing crisis. But residents who are often descendants of former slaves who built the City of Baltimore, know the pollutants exist, and are often on the

frontline suffering from years of exposure. Baltimore neighborhood residents have many ideas of what the waterfront is and what it needs and what it might become if they, after so many years, have a say---a JEDI presence in all aspects of the planning and the design of a new ecology for the Middle Branch.

The complication of then, tying JEDI words to the Middle Branch as a reimagined place---**a reimagined Baltimore, centers on how to uncover and recognize the suppressed historical imprints, interpretations, misgivings and restrictions upon the landscape as it meets the water of the River and Coves.** And then, measure the current uses of the Middle Branch against those hidden contributions and what surrounding communities may offer for reframing and reshaping the waterfront as a point of common ownership and celebration and recreation. Ecological and environmental sustainability is an essential part of the fabric of the neighborhoods and contribute greatly to what makes Baltimore unique, vibrant, and resilient.

Communities that must be recognized in this process are ones with limited access, whether driven by social, cultural or physical factors. The water's edge is essential for all people. Afterall, it is a central part of the Baltimore experience. The reimagined Middle Branch will have lifts and ramps to navigate elevation changes. It will also have public restrooms accessible to all, walkways and paths that are wide enough to accommodate wheelchairs, often going beyond the zoning codes to imagine an even more equitable future, as well as signage that represents the broad need of all disabilities. It will provide accommodations for the visually and audibly impaired. Most of all, the project must have a willingness and an openness to examine the past in order to understand how we navigate **a future where diversity, inclusion, equity and justice are made commonplace.**

The firm that shaped landscape architecture's beginnings in America, the Olmsted Brothers, tried at least three times, in 1904, 1926 and 1941, to state the importance of green space in the Middle Branch. By the third attempt, the

## History and Middle Branch Today

industrialization and pollution of this body of water was significant enough for what seems like a retreat, “...*We do not believe that the investment of money in additional waterside recreational areas on the Middle Branch would be as productive as would the same expenditure in...other places.*”<sup>[i]</sup>

particularly related to Waterview Avenue turning it into “...*an additional thorough-fare into the City.*”<sup>[ii]</sup>

But even more significant was the segregation policies that dominated all aspects of life, including recreational activity for the area. Ironically, at the same time when the need for increasing greenspaces was being downsized for the Middle Branch, Baltimore was readying Cherry Hill for 600 units of segregated housing to become “*The First Negro Suburb*” in the United States. This was done with major protests from African American organizations who fought the move because of the lack of infrastructure in this part of the Middle

Branch as well as the knowledge that a hostile climate for increasing African American presence in other parts of the City had caused government officials to make the move to the isolated peninsula.<sup>[iii]</sup>

Cities still hold normal, conditions where neighborhoods are not formulating the policy or design strategies for defining their environments but have this given to them through workshops and charrettes failing to really listen or see what people are saying and doing.

Section 5 of the Project Brief demonstrates how JEDI principles can be realized in specific Reimagine Middle Branch planning strategies. The comment summaries from Task 1 stakeholder workshops for the JEDI exercise overwhelmingly prioritize Inclusive Programs and Activities in tandem with Access and Connectivity. Maps of vacant and industrial land in

the South Baltimore communities illustrate the unjust land use and planning practices that have created barriers in these neighborhoods over the decades. It is helpful for understanding the marginalized the participation of communities claiming some degree of ownership of the Middle Branch. Baltimore was founded because of its coastal position and Reimagine Middle Branch is an opportunity to reverse the flow of energy, participation and ownership, back from the neighborhoods and down to the shoreline. The seventeen communities shown within the project extents in Section 1 of the Project Brief all have a central role to play shaping the Master Plan to fit their needs and those of Baltimore as a whole.

### 1. The Porous Landscapes

JEDI approaches to Reimagining the Middle Branch begins with the idea that the neighborhoods have something

<sup>[i]</sup> Freeman, Ernest. *Lower Gwynns Falls/Middle Branch Management Plan/- Phase 1 of the Middle Branch Waterfront Plan*. Baltimore City Department of Planning. (1990), 31-34.

<sup>[ii]</sup> Freeman, Ernest. *Lower Gwynns Falls/Middle Branch Management Plan/- Phase 1 of the Middle Branch Waterfront Plan*. Baltimore City Department of Planning. (1990), 31-34.

<sup>[iii]</sup> Winbush, Raymond, Ahmad Ashraf, Anyadike, Clement, Churchill, Jeanetta, Menzise, Jeff, Robinson, Glenn and Rone, Tracy. *A Comprehensive Demographic Profile of the Cherry Hill Community in Baltimore City*. The Institute for Urban Research, Morgan State University. (2015), 4.

## History and Middle Branch Today

much more, much richer, to contribute to the 11-mile shoreline defining the water's edge and the community's landscape, than the 11-mile shoreline can contribute to the neighborhoods. The neighborhoods fought to survive pulling the Middle Branch along as a valid place for human interaction, recreation and spiritual rebirth. Many people were baptized in the Middle Branch in spite of its condition. Many people swim and more fish to this day in spite of the failures of the Middle Branch ecologies to sustain healthy lifeforms. This project is one more effort to turn the Middle Branch into a vibrant center, reflecting a resilient and sustainable Baltimore as the sun hits its waters.

If the Middle Branch is viewed from 10,000 feet above, one of the most significant green, permeable spaces of its watershed, purifying the water before it reaches Smith's Cove, is Mt. Auburn Cemetery. Founded by African Americans in 1872, Mt Auburn has one of the best views looking down into the Middle Branch. The act of placing The City of The Dead in a 33-acre location

was to celebrate the living and the dead. The central role of Ancestors and the waterway back to the ocean give this site a sacredness that helps to define the communities surrounding it. Mt. Auburn, adjacent to Westport, as one of the largest permeable protective lands in the watershed serves as an ecological composition tied to Baltimore's culture. Mt. Auburn gives definition and literally gives health and vibrancy to the Middle Branch and has done so for 150 years without fail, where the same cannot be said for many other landscapes surrounding the Middle Branch. From a JEDI position, Mt Auburn should be seen as part of the project. The border between neighborhood and project should be porous or may in places need to disappear. The Porous Landscape could eliminate barriers, open vistas and celebrate the people within the site.

### **2. Mobility as Diversity**

The bridges of the Middle Branch are the first sign that the automobile's importance, like that of railroad trains will shift. A JEDI approach to the Middle Branch allows neighborhoods to weigh in

on what this really means over the next five years in terms of global urbanism. Paris's city government claims no diesel automobiles in Paris by 2025 and no automobiles by 2035. The Governor of California has declared no sales of combustible gasoline engines by 2035. Ford is now a Mobility company. Transportation will be dramatically altered in the next ten years and a green Middle Branch should reflect the same level of change in the street patterns and hierarchy driving the shape of the waterfront and into surrounding communities. The streets of today will be altered to fit the tasks of tomorrow. Many of the industries that demanded impermeable surfaces flowing into the Middle Branch have left. The communities in the same area have not. JEDI principles demand an open and honest conversation about what we see for the City of Baltimore. Discussions on one more lane for automobiles to ease the traffic lose relevance to possibly closing or limiting automobile traffic for the strategic increase of people walking or biking or utilizing other yet to be realized forms of mobility around the Middle Branch.



## History and Middle Branch Today

### 3. Joint Ownership of the Water

A central role for research and creative restoration of the Middle Branch to a healthy ecosystem must include extensive participation from all of the colleges and universities related to and located in Baltimore, bring the full weight of their collective institutions together to investigate, monitor and reimagine with neighborhoods and individuals the healthy Middle Branch of 2025.

Reimage Middle Branch Project is a commitment to unifying and strengthening the cultural ties between the usages of the water in all its forms, the neighborhoods and a greener and more inclusive Baltimore landscape.

### 4. Cleaning the Middle Branch

Across centuries and into the current decade, the land surrounding the Middle Branch has served as the region's major place for depositing or burning waste materials. A six-mile straight line from the still active Wheelabrator Incinerator, heading southeast to the Curtis Bay

Medical Waste Incinerators offers a living testimony, crossing through or near the Quarantine Road Landfill, the former Reedbird Landfill and Masonville. Places representing one struggle after another for handling urban and industrial waste in a humane and sustainable manner.

The Middle Branch neighborhoods and communities are thus filled with remnants of past practices of dumping and burying some of the most dangerous materials known in urban environments and combining them with some of the most polluted air in the Chesapeake Bay. In order to overcome the years of environmental injustice and the misrepresentation of this body of water and its surrounding communities as the dumping ground for Maryland, this project must serve as the crossroads, bringing together communities and institutions and industries in a collective and comprehensive clean-up campaign cleaning the land and the water.

Many important efforts have been launched across communities and

within the City of Baltimore including the fight for the Baltimore Clean Air Act. All have impacted the discussion about the health of the Middle Branch. What this project offers is a unified effort to visually improve the environmental quality of the Middle Branch within the next few years.

Simultaneously, a more long-term but no less intensive effort instituted over the next seven years---the life expectancy of the Quarantine Road Landfill.

This project, embracing a full range of justice, equity, diversity and inclusion issues and participants, is the central space that can unify multiple institutions and people around the basic idea of reimagining the worth and importance of the Middle Branch as a unique environmental experience. Cleaning the Middle Branch can take on many different forms engaging young people from elementary schools through local universities and colleges in the daily acts of research, litter campaigns, plantings, major and minor ecology efforts and making real the

## History and Middle Branch Today

transformation of landfills to useful landscapes as the birth of renewable technologies takes place in the same locations.

Baltimore's reconfiguring of geographical priorities and building a new awareness of place, could in a short time, have the Middle Branch serving as a major collective response to climate change. New inexpensive green infrastructure projects could be constructed and operated locally. Affordable sensors and monitoring devices could measure pollutant and salinity levels daily, operated by researchers working with neighborhoods and individuals. The Middle Branch could redefine urbanism through acts of greater participation in decision making and defining the water and the land first as useful spaces for all.

With the implementation of these four JEDI principles -- The Porous Landscapes: From Mount Auburn to the Water, Mobility as Diversity, Joint Ownership of the Water, and Cleaning the Middle Branch -- the reimagined Middle Branch will meet the needs of all

users, will set a precedent for the development of just and equitable public space, and will tell the rich narratives of generations past, present, and future.



# SECTION 1

# INTRODUCTION

***Summary:** This section provides an introduction to Reimagine Middle Branch including the project's intent, timeline, and geographic extent.*



**Overview**

Reimagine Middle Branch is a multi-year initiative to build a system of world class parks, trails, and public amenities along 11 miles of the Middle Branch of the Patapsco River in the heart of South Baltimore, from the Locust Point Marine Terminal to Masonville Cove. This Project Brief summarizes the output of Task 1, the first of four tasks that will culminate in a transformational plan for the Middle Branch. Within this context, the Project Brief provides an initial framework for planning and design intended to purposely ground the effort and establish principles of justice, equity, diversity, and inclusion (JEDI) that will guide future tasks.

This endeavor will encompass a process and series of projects that are **deeply local and broadly regional**.

The output of Tasks 2-4 will build on this Project Brief and include a Preliminary Master Plan (Task 2), a Revised Master Plan and Concept Designs (Task 3), and a Final Master Plan and Roadmap for Realization (Task 4).

Reimagine Middle Branch projects will serve all Baltimoreans with particular attention to the historically disenfranchised and underserved African-American, minority and lower-income neighborhoods of South Baltimore that for generations have been divided from the waterfront that is their birthright. As such, planning and design will encompass processes and projects

that are deeply local and broadly regional, see Figure 1.1. Central to this approach is a JEDI lens that looks first at how existing neighborhoods, neighbors and local businesses can benefit from any new projects or development. This will ensure that ideas for Baltimore’s next great civic landscape are grounded in stakeholders priorities and preferences, which will be explored iteratively, inclusively, and transparently with community members through targeted outreach and engagement activities in Task 2-4 of Reimagine Middle Branch.

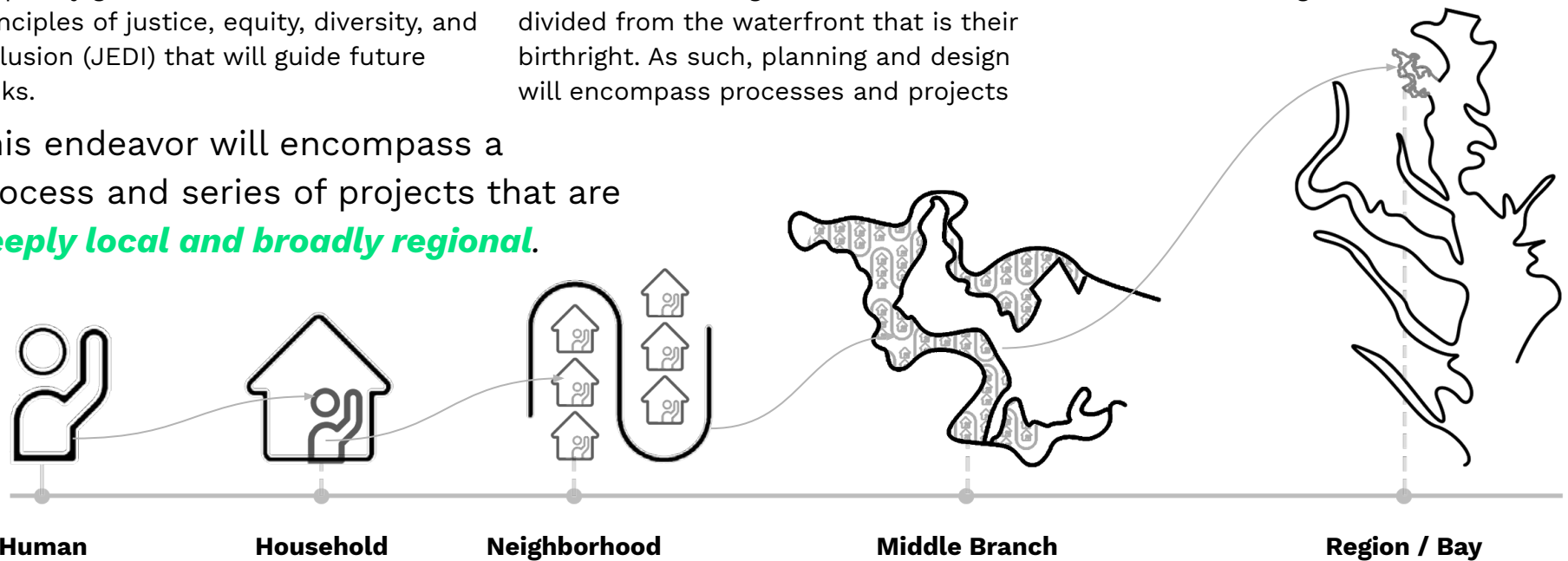


Figure 1.1: Nested benefits of Reimagine Middle Branch span from the human scale all the way to a broader Chesapeake Bay level.

## 1 INTRODUCTION

### Opportunity

In Baltimore and cities around the world, investments in public access to formerly industrial waterfronts have generated economic benefits, inspired ecological restoration, and created highly desirable destinations and amenities for residents and visitors. In the 1980's and 1990's, Baltimore was a leader in this sector with the transformation of the Inner Harbor (the North Branch of the Patapsco) from an industrial landscape to a mixed-use commercial district, structured around public open space and animated by entertainment, civic programs, and cultural events. Figure 1.2 illustrates the scale and location of the Middle Branch in relation to Baltimore's renowned Inner Harbor.

Today, the Middle Branch of the Patapsco presents a similar, yet different, generational opportunity to **spur equitable economic development, improve environmental resiliency and public health, and deliver inclusive access to public parks, trails and water-based recreation.** Plans for the Middle Branch will be developed with and for communities to ensure a just, equitable, inclusive, and diverse transformation.

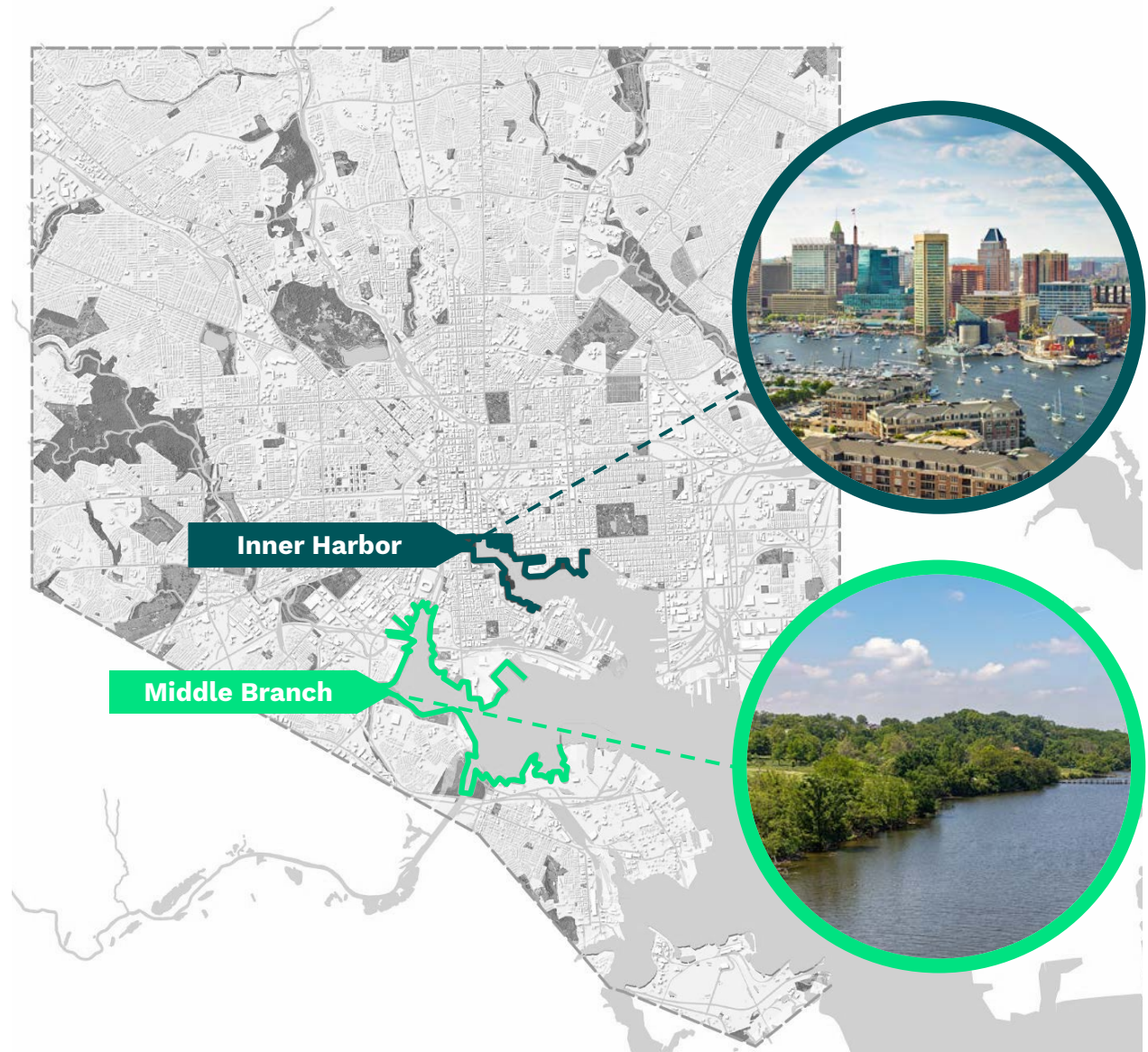


Figure 1.2: Baltimore was an early leader in transforming an industrial waterfront into a thriving mixed-use district at the Inner Harbor. Reimagine Middle Branch can be another moment of leadership in landscape transformation and community development.

### Neighborhood Context

Fifty thousand people live within communities that are a 20-minute walk or less from the Middle Branch shoreline, many of whom are African-American or minority residents of the city. The area includes cherished cultural institutions, landmarks imbued with collective memory, and vast open landscapes, see Figure 1.3. However, the area also includes a patchwork of vacancy, active industrial uses, long fallow development sites, and underutilized parks that are disconnected from one another and cut off from adjacent neighborhoods.

Reimagine Middle Branch presents an opportunity to envision a hopeful and pragmatic future. To support JEDI outcomes, a broad base of stakeholders will be engaged throughout Tasks 2-4. Section 5 of the Project Brief outlines targeted planning strategies including outreach and engagement activities that will be used to solicit community input and stakeholder feedback. Reimagine Middle Branch's JEDI approach is intended to catalyze action that directly impacts the health, wealth, and quality of life of residents in the Middle Branch, while simultaneously stimulating benefits for Greater Baltimore and Chesapeake Bay region.



Figure 1.3: The study area showcases the diversity of Baltimore's Middle Branch neighborhoods.



## 1 INTRODUCTION

### Project Timeline

As illustrated in Figure 1.4, Reimagine Middle Branch was initiated in 2018 and included a series of community input meetings with nearby residents, property owners, stakeholder agencies, and nonprofit organizations, to define the priorities and parameters of an invited design competition for the area. In 2019, the Middle Branch Waterfront Design Competition was launched soliciting proposals from a world-renowned group of landscape architecture firms. A high profile jury of practitioners, civic leaders, and community members selected their preferred teams, and, in June of 2020, the top-ranked team began work on the Project Brief as part of the Initial Scope Period (ISP). Shortly thereafter, the lead consultant resigned from the project. Project partners and community stakeholders were nonetheless determined to advance the Project Brief and continued working with the top ranked project team to build on the ISP Project Brief and expand it to include a more intentional JEDI approach. This Project Brief captures all of the work completed to date and sets the frame for future planning and design tasks that are anticipated to begin in May 2021.

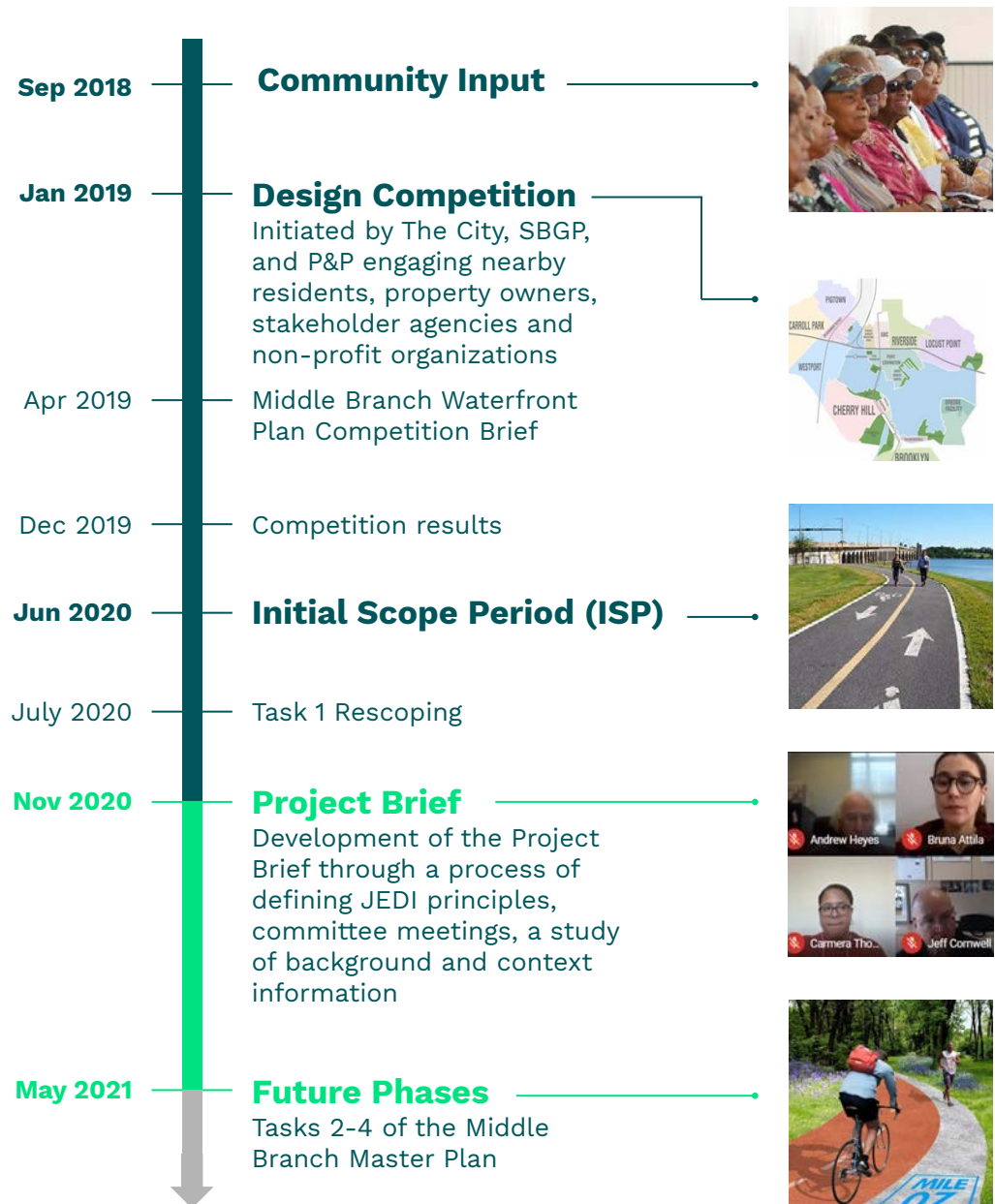


Figure 1.4: Timeline illustrating the progression of Reimagine Middle Branch from the onset of the development of the Design Competition, to the current Task 1 Project Brief phase, and project ahead to future phases, Tasks 2-4.

## 1 INTRODUCTION

### Time to Act

Previous planning documents for the Middle Branch reviewed in Section 2, acknowledge the duality of the project area as both a hub of African American culture, history, and lifeways dating back to the establishment of the Mt. Auburn Cemetery in 1872, as well as a site of racial and economic inequity that has denied residents of Southwest Baltimore opportunities afforded to the City's predominantly white neighborhoods. See Appendix 7.1 A JEDI Approach to the Middle Branch Waterfront (Complete Article).

Some of the most damaging policies and actions to Middle Branch communities include: local and federal housing policies such as redlining that denied equal access to economic resources; federal highway projects that ignored and erased African-American landmarks like the Negro League Baseball field, see figure 1.5; zoning programs that permitted toxic land uses such as landfills and incinerators adjacent to residential neighborhoods; and, until 1947, a racially segregated Baltimore City park system.

**Reimagine Middle Branch is the opportunity to address community concerns about gentrification and displacement, as well as rectify the damage done to South Baltimore neighborhoods through past plans and policy decisions.**

The historical timeline, Figure 1.6, illustrates how Reimagine Middle Branch, through its JEDI approach, intends to harmonize these entangled histories to support and catalyze conditions for racial, economic, and environmental justice in the project area, greater Baltimore, and Chesapeake Bay region. A quote from W.E.B. DuBois highlights the urgency to act now.

“Now is the accepted time, not tomorrow, not some more convenient season. **It is today that our best work can be done** and not some future day or future year.

-W.E.B. DuBois



Figure 1.5: Images of the Baltimore Black Sox team. (source: Sports Legends Museum Baltimore)



Historical Timeline

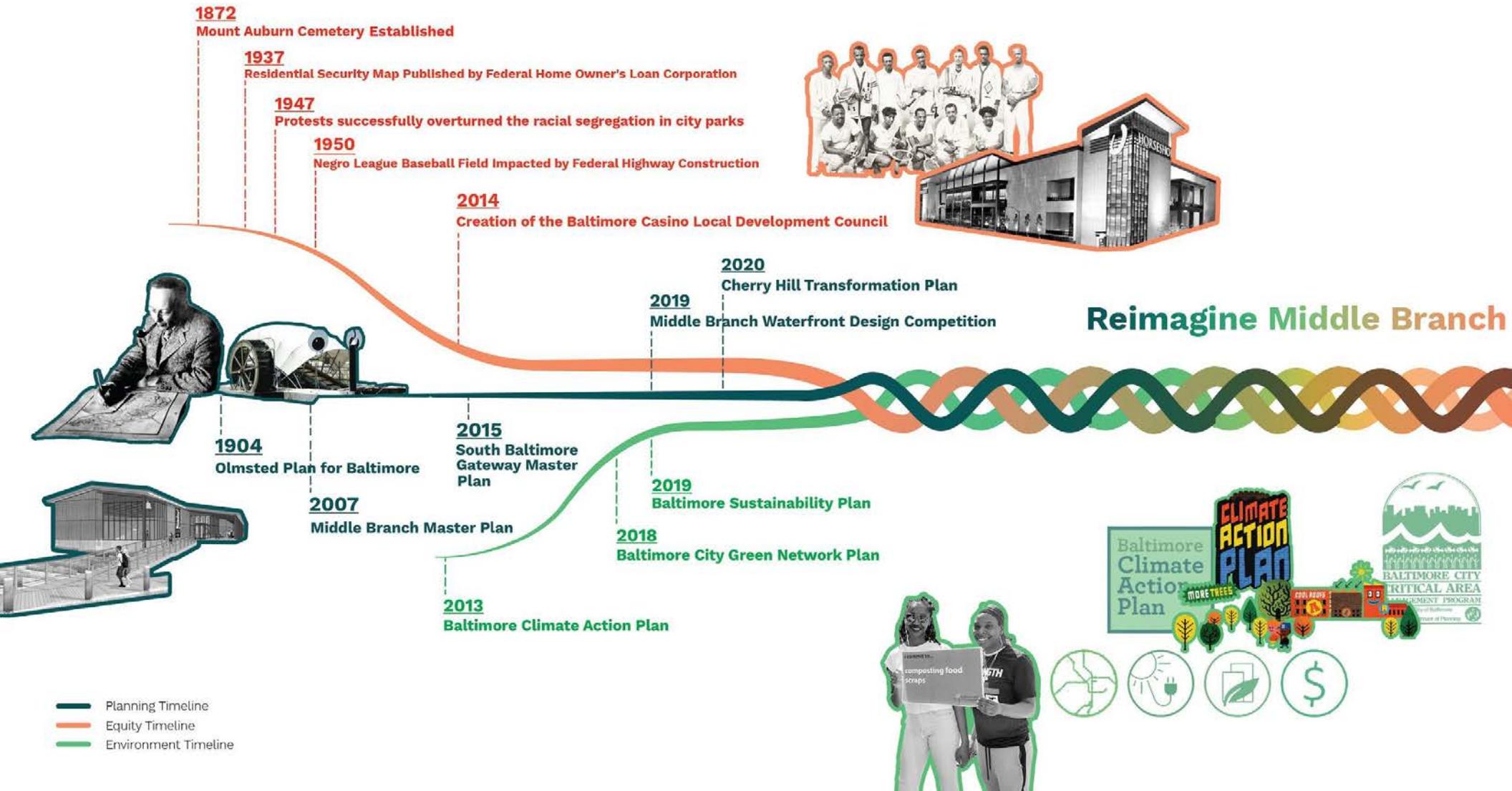


Figure 1.6: The timeline diagram shows how various planning and environmental events interweave with the inequities faced by South Baltimore neighborhoods. The Reimagine Middle Branch JEDI approach offers an opportunity to right historical wrongs.



## SECTION 2

# JEDI FRAMEWORK & PROJECT GOALS

**Summary:** *This section outlines Reimagine Middle Branch's JEDI Framework and Project Goals based on input gathered directly from project stakeholders and a review of past plans for area.*

### 2.1 JEDI Framework

### 2.2 Project Goals



## 2.1 JEDI FRAMEWORK

### Time of Change

Reimagine Middle Branch is unfolding during a time of incredible change. Social, environmental, and economic justice issues are front and center in Baltimore and in other cities in the US and around the world. These issues of Justice, Equity, Diversity, and Inclusion (JEDI) are being exacerbated by a global pandemic that has and continues to expose systemic inequalities in infrastructure, health, education, and many other facets of contemporary life.

The Project Brief centers Reimagine Middle Branch on these JEDI issues establishing them at the heart of future planning and design work in Tasks 2-4. It also presents the public realm - urban parks, public gathering spaces, and the connective tissue of streets, sidewalks, and trails - as essential civic infrastructure that supports or undermines JEDI goals. These shared spaces should be a resource for all and a common anchor for economic investment,

environmental health, and public well-being.

In Middle Branch communities, these critical civic infrastructures have been neglected and/or underinvested in for generations. Reimagine Middle Branch is an opportunity to change that by investing in the people who call Middle Branch home and the essential landscapes and civic infrastructure they need for just and vibrant lives.

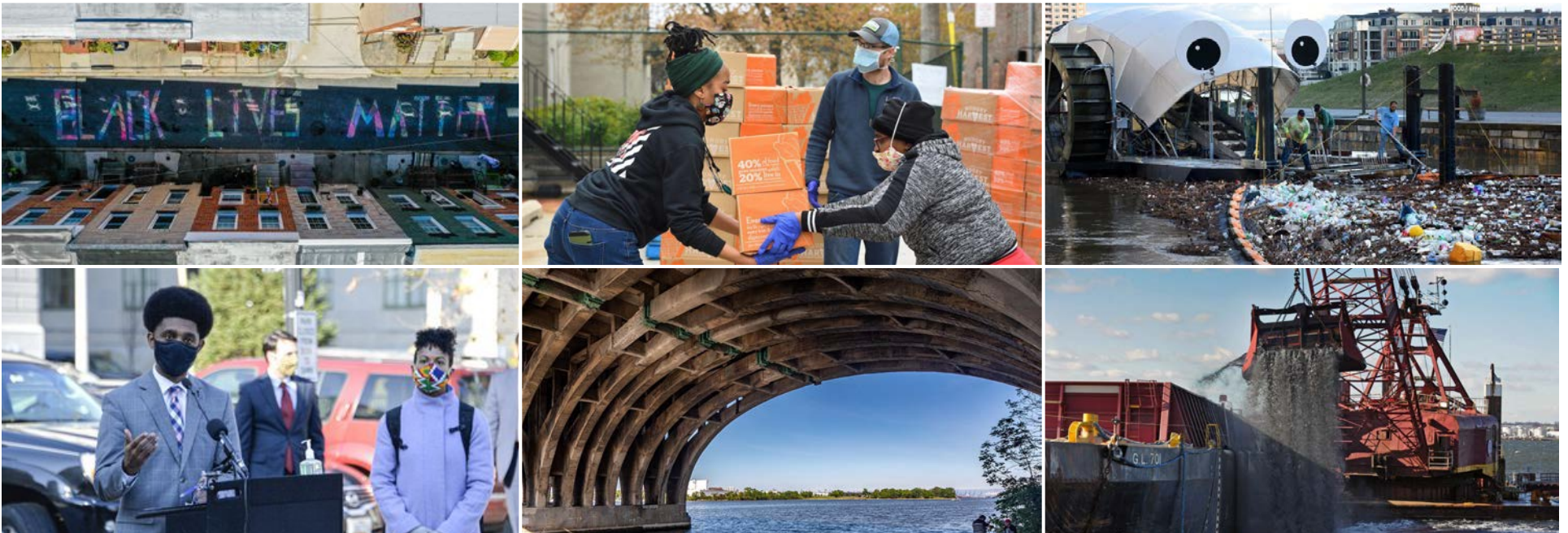


Figure 2.1: Representative photos of the current times and conditions in Baltimore.

### Justice, Equity, Diversity, and Inclusion (JEDI) Principles

As described by Dr. Franklin Lance, President and CEO of the Parks and People Foundation, Reimagine Middle Branch differs from traditional master planning processes in that it is not a capital project with environmental justice elements, but rather is an environmental justice project with capital elements. This framing puts the project in a position to tackle systemic inequities in the Middle Branch including economic disinvestment, environmental degradation, and cultural erasure.

The JEDI approach outlined in this Project Brief is intended to support this outcome and guide the planning and design work in Task 2-4. The definitions of Justice, Equity, Diversity, and Inclusion are provided in Figure 2.2 to ensure a common understanding of the terms amongst project partners, stakeholders, and design team members.

These definitions are used throughout the Project Brief and will be carried forward in future phases of Reimagine Middle Branch.

“From a capital project with environmental justice elements to *an environmental justice project* with capital elements.

-Dr. Frank Lance  
CEO of Parks & People Foundation



Figure 2.2: Definitions of inclusion, equity, and diversity result in the ultimate scenario of justice. Adapted from definitions as outlined by jedicollaborative.com

## 2.1 JEDI FRAMEWORK

### JEDI Process

To realize the vision of Reimagine Middle Branch, it is necessary to provide a clear **procedural framework** for the incorporation of JEDI principles into the planning process. This Project Brief proposes a “Feedback Loop” approach as shown in Figure 2.3 that includes two primary loops - Communication and Implementation. The loops provide an adaptive framework whereby planning and design ideas, actions, and outcomes can be developed and evaluated iteratively, inclusively, and flexibly to support a real-time understanding of process and project performance.

Within this procedural framework, the **Communication Loop** describes how stakeholders - committee members and their community constituents, the client group, and the project team - are intended to share information and ideas bidirectionally ensuring that the project benefits from a myriad of perspectives. The **Implementation Loop** describes how project information is intended to flow and evolve bidirectionally from strategies, to investments, to outcomes, which can be studied in real-time to refine and/or generate new implementation pathways.

Together, these two feedback loops offer a process-based approach to Reimagine Middle Branch’s JEDI framework. As future phases of work are initiated and undertaken, phase and/or task specific feedback loops may be added to this procedural framework to advance targeted JEDI outcomes and/or to facilitate adaptive management of the project.

Reimagine Middle Branch’s committees play an important role in the Communications Feedback Loop, supporting collaboration, open dialogue, and a healthy exchange of ideas amongst stakeholders. Past planning efforts offer a similar reference point for the Implementation Feedback Loop, providing perspective on the strategies, investments, and outcomes that have been targeted previously.

Identifying key personnel to manage these feedback loops in Tasks 2-4 is an important step that should be taken to help ensure that JEDI outcomes are supported procedurally.

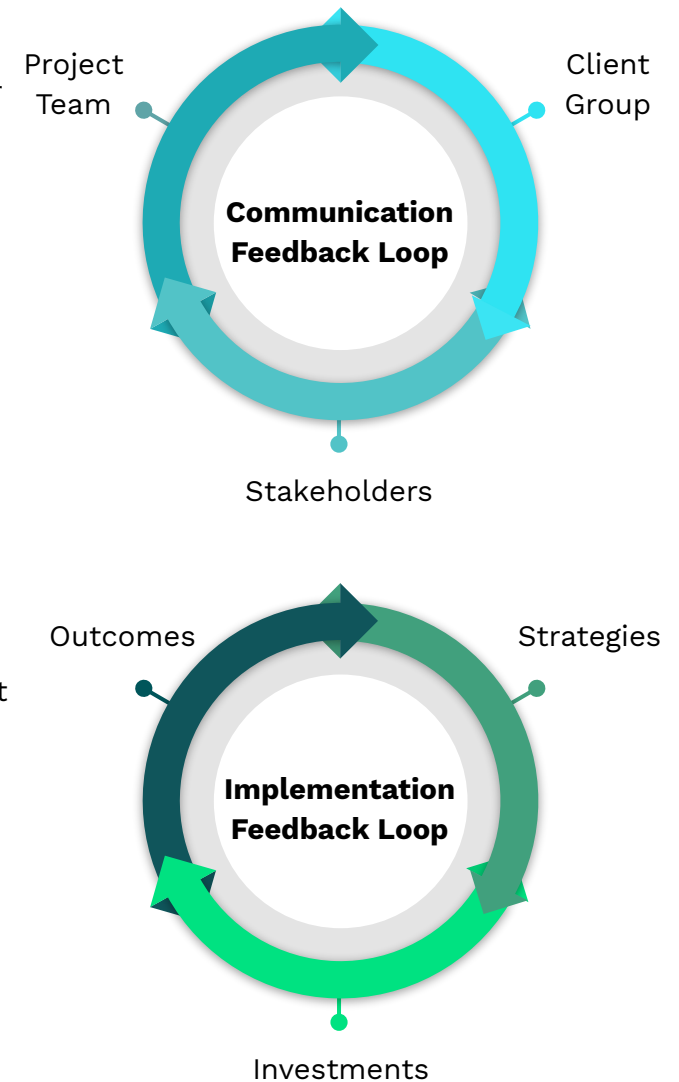


Figure 2.3: Feedback loops provide a more holistic and collaborative design and communication process.

## 2.1 JEDI FRAMEWORK

### A Continuum of Ideas

Planning documents reviewed present a remarkably consistent set of goals over the past 20 years (Figure 2.4) centering around investments in the **waterfront, parks, recreation, environmental resilience, entertainment, programming, transportation** (emphasizing active transit/multi-modal transit), **education, and equitable development**. They also repeatedly frame goals as interrelated, aiming to address the linked legacies of

economic inequality, racial injustice, environmental degradation, and siloed implementation. A sampling of vision statements from 2007-2018 emphasize that planning “be coordinated within a sustainable framework” ([2007 Middle Branch Master Plan](#)), “connect housing, transportation and workforce development strategies to identify crosscutting responses to the challenges created by regional disparities”

([2015 Baltimore Regional Plan for Sustainable Development](#)), “supplement, not replace what is available for community services and development initiatives through existing City resources” ([2015 South Baltimore Gateway Master Plan](#)), and “invest in ‘green networks’, holistic systems that connect parks and natural resources with safe, accessible routes for both people and wildlife” ([2018 Green Network Plan](#)).



Middle Branch Master Plan

2007

#### [Middle Branch Master Plan](#)

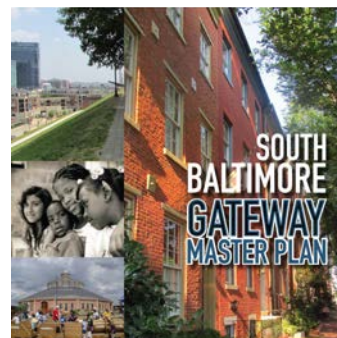
connects the environment to inequities in housing, transportation and workforce development opportunities.



2015

#### [Baltimore Regional Plan for Sustainable Development](#)

supports the development of an enhanced network of city services for residents.



2015

#### [South Baltimore Gateway Master Plan](#)

emphasizes the goal of developing an expanded trail network and world-class waterfront park system.



2018

#### [Green Network Plan](#)

highlights the importance of connecting people to parks and natural resources.



2019

#### [Baltimore Sustainability Plan](#)

prioritizes climate change and community resiliency initiatives.

Figure 2.4: A review of planning documents from 2007-2019 reveal common core goals, principles, and priorities for Baltimore’s Middle Branch.

### Enhanced Implementation

The formation of the Baltimore Casino Local Development Council and the South Baltimore Gateway Partnership (SBGP) in 2007 and 2016 respectively represents financial and institutional infrastructures that enable implementation. The creation of these entities, the access to capital, and the organizational capacity they provide have categorically changed the investment profile in the project area. They not only bring human and financial resources to support plan implementation, but they also augment the capacity of existing organizations and agencies to catalyze strategic partnerships that themselves advance planning goals, which has led to the advancement of numerous plan recommendations and JEDI outcomes.

However, among the more than 500 recommendations made in nearly two dozen planning documents for the Middle Branch over the last two decades, many remain incomplete. Notably, the 15 transformative initiatives identified in the [2015 South Baltimore Gateway Master Plan](#) remain relevant and need to be initiated, enhanced, and/or more fully advanced.

These include:

1. An expanded **trail network**
2. A world-class **waterfront park system**
3. **Clean water** in the Middle Branch
4. A **community benefits district** or other non-profit organization
5. Expanded and coordinated **arts, cultural, and historical institutions and programs**
6. Local **business support networks** and resources
7. Transformative **redevelopment**
8. Programs and incentives to spur **reinvestment** and redevelopment
9. **Transit-oriented development** offering housing, retail and employment opportunities
10. An **upgraded Carroll Park** and connections across the B&O Railroad tracks
11. Increased **transit options**
12. **Complete streets** that are safer and better accommodate all users of the roadways
13. Increased **police and fire resources**
14. **Fiber optic networks**
15. Improved **school readiness** and achievement for all children.

### Plans reviewed for the Project Brief include:

- 2001 Carroll Camden Urban Renewal Plan
- 2005 Gwynns Falls Trail Map
- 2005 Westport-Mt. Winans Lakeland
- **2007 Middle Branch Master Plan**
- 2008 Cherry Hill Master Plan
- 2011 Middle Branch Transportation Plan
- 2012 Maritime Master Plan
- 2013 Disaster Preparedness & Planning Project (DP3)
- **2015 Baltimore Regional Plan for Sustainable Development**
- **2015 South Baltimore Gateway Master Plan**
- 2015 Baltimore Bike Master Plan
- 2017 Equity Action Plan
- 2017 Baltimore Greenway Trails
- 2017 Separated Bike Lane Network Addendum to the 2015 Bike Plan
- 2018 I-95 Access Improvements
- **2018 Green Network Plan**
- **2018 Disaster Preparedness & Planning Project (DP3)**
- 2018 Hanover Street Corridor Study
- 2018 Masonville Cove Multimodal Transportation Feasibility Study
- **2019 Baltimore City Sustainability Plan**
- 2020 Baltimore Complete Streets Design Manual
- 2020 Cherry Hill Transformation Plan

## 2.1 JEDI FRAMEWORK

### Equity in Planning (EIP)

The [2019 Baltimore City Sustainability Plan](#) and its equity framework (Figure 2.5) deserves special attention as a guiding document for Reimagine Middle Branch. The Sustainability Plan is an umbrella plan that explicitly addresses JEDI issues and combines elements of the STAR Community Rating System, United Nations (UN) Sustainable Development Goals (SDG), and guidance from the Urban Sustainability Directors Network to establish an approach to planning that the Baltimore City Office of Sustainability

describes as “an equity lens, a transformative tool to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs.” This **Equity in Planning (EIP)** lens articulated in the Sustainability Plan and overseen by the City’s Equity in Planning Committee (EIPC) also offers an avenue to align Reimagine Middle Branch with the City’s Office of Equity and Civil Rights, whose mission is “to carry out activities to eliminate inequity, inequality, and discrimination.”

This pragmatic EIP framework provides a platform to evaluate the planning, design, policy, and investment priorities of Reimagine Middle Branch as they emerge and are refined together with stakeholders in future phases of the project. **Formalizing connections between the Reimagine Middle Branch planning activities and the City’s broader equity initiatives is a critical step in institutionalizing the effort, broadening its support, and establishing appropriate accountability measures for project implementation.**



**Community**



**Human-Made  
Systems**



**Climate &  
Resilience**



**Nature in  
the City**



**Economy**

Figure 2.5: The 2019 Baltimore Sustainability Plan outlines a framework for sustainability planning through and equity lens



**Middle Branch Equity in Planning (EIP) Framework**

For Reimagine Middle Branch, the City’s EIP approach has been adopted. This JEDI approach is centered on four key questions and complements the procedural framework described earlier in Section 2. Together, the feedback loops and Middle Branch EIP provide a pragmatic and flexible JEDI approach for Regimagine Middle Branch that that will guide planning and design decisions in Tasks 2-4.

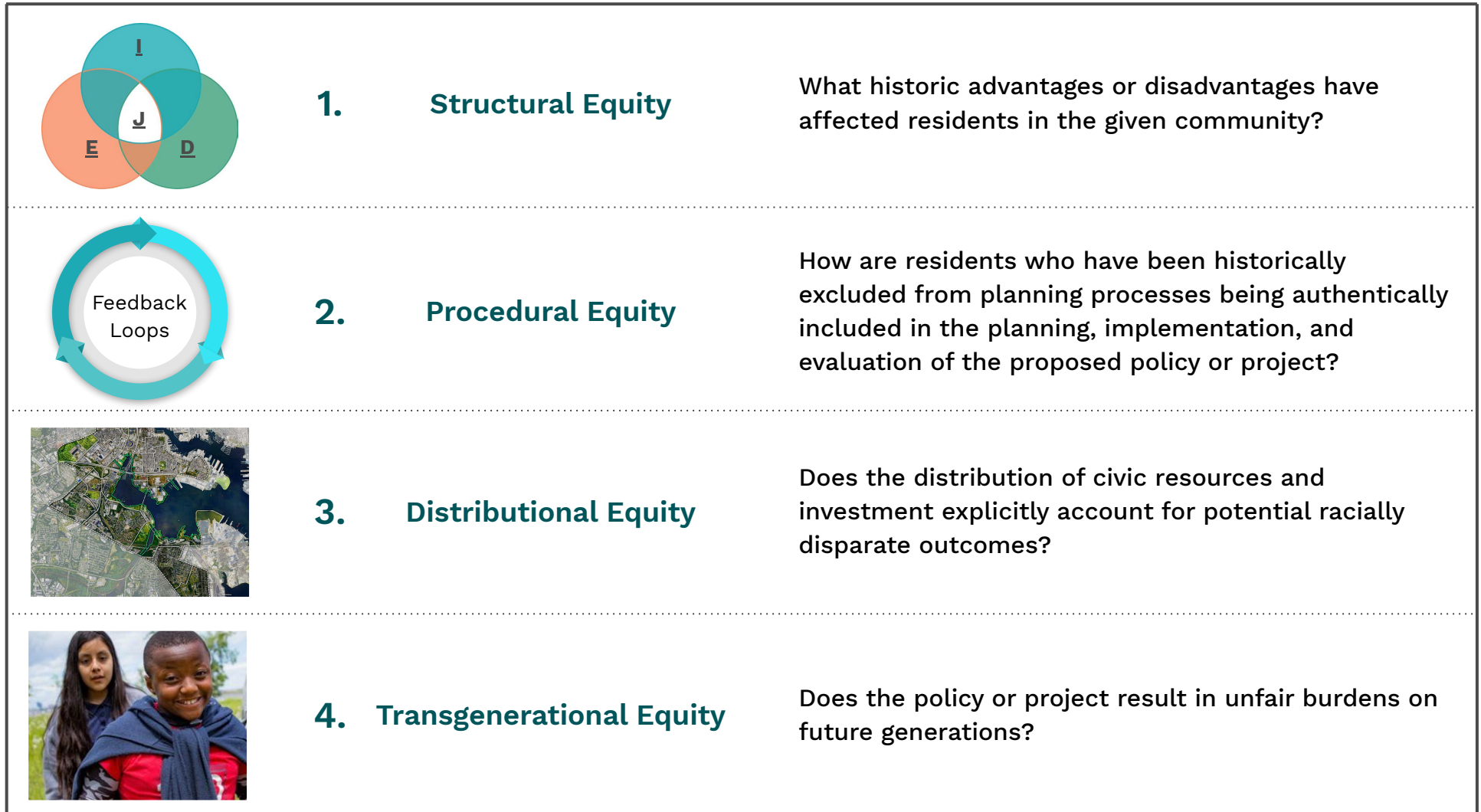


Figure 2.6: Equity in Planning principles and framing questions focusing on structural, procedural, distributional, and transgenerational equity.

**SECTION 2**  
**2.2 Project**  
**Goals**



## 2.2 PROJECT GOALS

### Project Goals

Reimagine Middle Branch project goals (Figure 2.7) build and expand on those articulated in previous planning efforts described earlier in this Section. They were developed with input from the six Reimagine Middle Branch stakeholder committees during the Project Brief phase of work and effectively represent the JEDI procedural framework in action. The goals are intended to stimulate new action and support realization of the project's JEDI principles, which are foundational to the project. As Task 2-4 unfold and action taken, the goals will need to be revisited through both the communications and implementation feedback loops.



Figure 2.7: Project goal statements.

## 2.2 PROJECT GOALS

### Grounding

To operationalize Reimagine Middle Branch JEDI principles and ground planning strategies in community priorities, the team conducted stakeholder interviews and facilitated committee workshops during the Design Competition, Initial Scope Period and the Project Brief phases of work respectively (Figure 2.8). These interviews and workshops were structured to foster discussion centered on two topics: (1) aligning project goals with JEDI principles; and (2) articulating immediate, short, and long-term actions to advance project goals and JEDI principles.

In total, more than 50 stakeholders shared more than 800 suggestions on these topics providing essential guidance in developing the planning strategies for Reimagine Middle Branch including mitigating gentrification and displacement outlined in Section 5.

The strategies incorporate stakeholder input to date and are organized in discrete categories including community outreach, youth engagement, communications, governance and financing, and innovative reuse and beneficial use (IRBU) of dredged material.

The strategies are intertwined and will evolve as opportunities emerge in Task 2-4 of Reimagine Middle Branch and the project's Communication and Implementation Feedback Loops are initiated and activated through additional dialogue with community stakeholders and project partners, as well as through targeted implementation actions. The Project Brief strategies are intended to seed the next steps in the project and lay the groundwork for impact opportunities that emerge, evolve, and grow out of Reimagine Middle Branch.

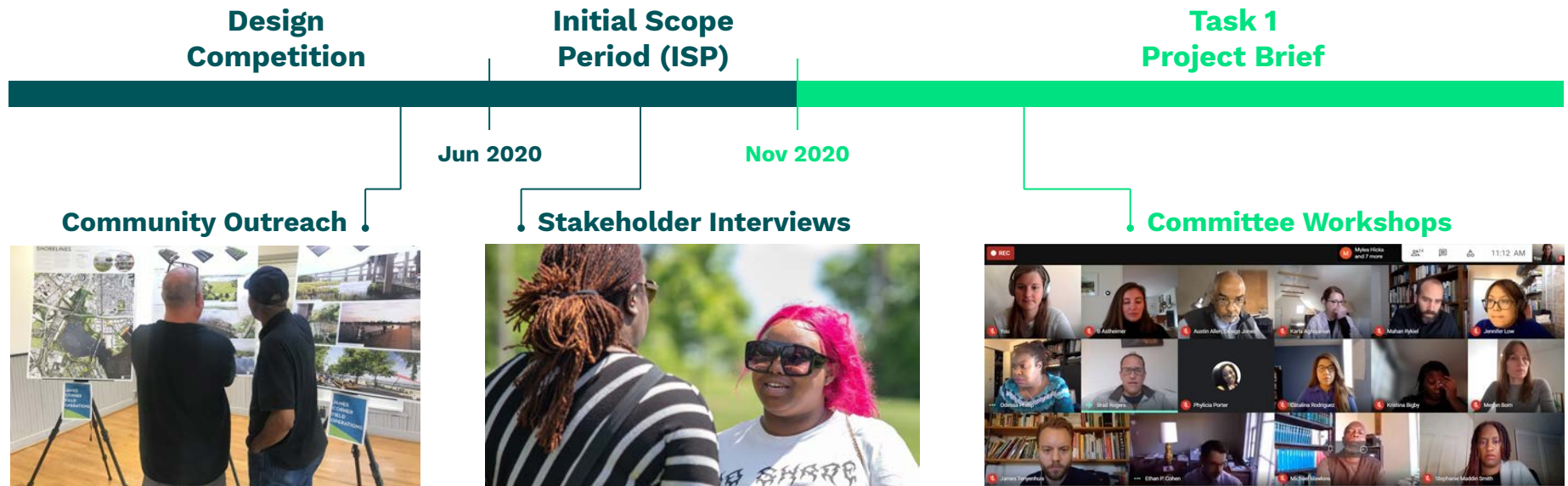


Figure 2.8: Project timeline outlines community input milestones to date.

## 2.2 PROJECT GOALS

### Project Goals & JEDI Outcomes

To strengthen the relationship between Reimagine Middle Branch project goals and JEDI outcomes, word coding methods were utilized to sort and organize stakeholder comments about Justice, Equity, Diversity, and Inclusion into project goal categories as shown in the pie charts in Figure 2.9. As an example, the Justice Comment Summary indicates that stakeholders see the relative contribution of Access & Connections, Inclusive Programs & Activities, Economic Equity, Parks & Recreation, and Environment, Resilience, and Health goals to JEDI outcomes in the following percentages respectively - 29%, 24%, 19%, 18%, and 10%.

This analysis was repeated for Equity, Diversity, and Inclusion highlighting the relative contributions of each project goal toward specific JEDI outcomes. Aggregating this stakeholder input suggests that JEDI outcomes will be most effectively actualized by investing in project goals as ranked in Figure 2.9. These findings should be verified and/or modified through project communication and implementation loops in future phases of Reimagine Middle Branch.

### Project Goal Ranking by JEDI Outcomes:

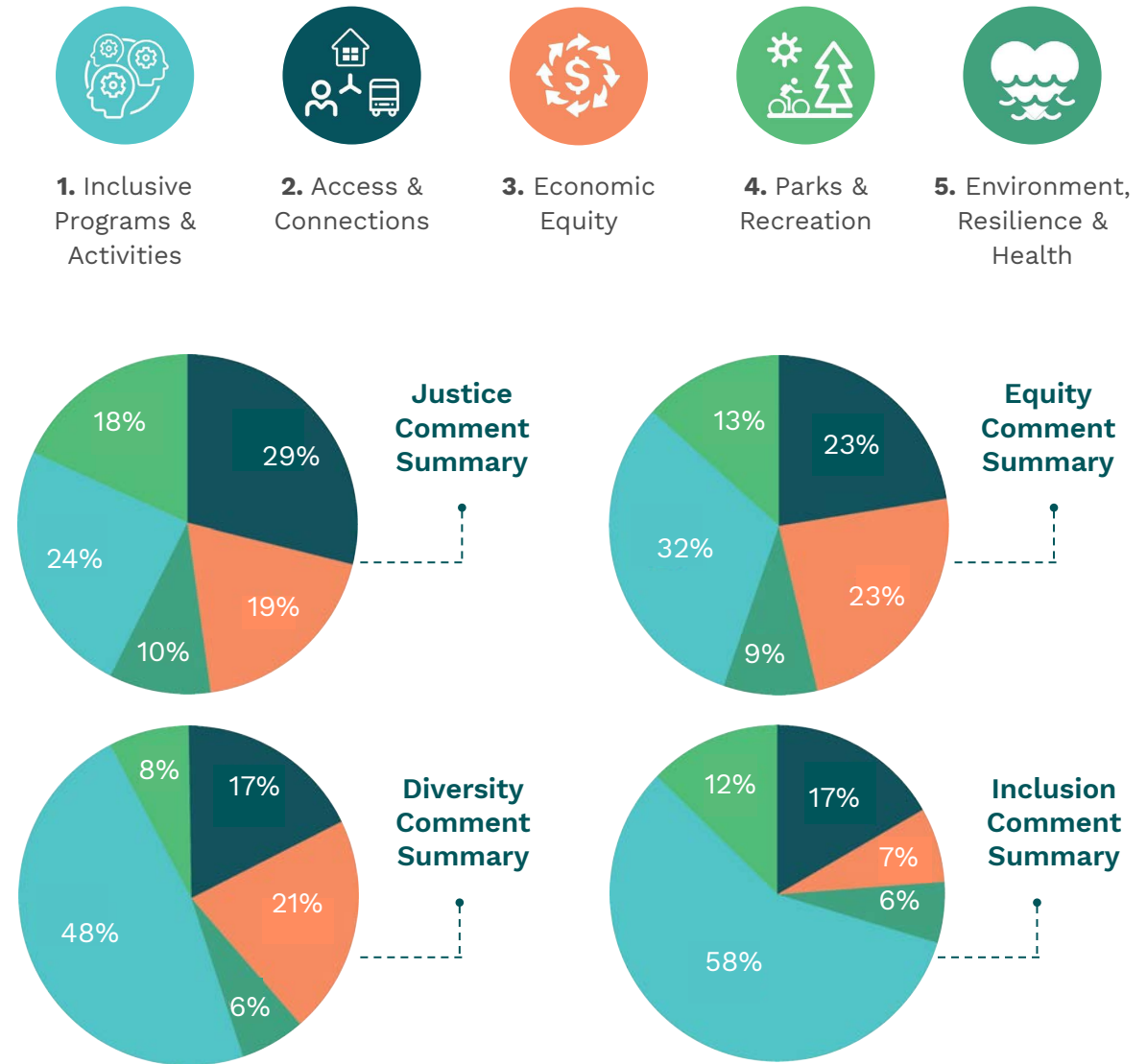


Figure 2.9: Project goals were assessed against JEDI principles. The rankings are illustrated in pie charts for each JEDI principle.

## 2.2 PROJECT GOALS

### Co-Benefit Actions

During stakeholder interviews and committee workshops, participants recommended immediate-term (0-12 months), short-term (1-3 years), and long-term (4-10 years) actions to advance Reimagine Middle Branch project goals and JEDI outcomes including ideas for programs, policies, and capital investments.

To operationalize and optimize implementation actions, recommendations in each time period were coded and sorted by project goal (see Appendix 7.4). Actions contributing to more than one goal represent **co-benefit opportunities capable of providing multiple returns to community members and project partners.**

Co-benefit opportunities, such as career mentorship training which aligns with all five project goals and was proposed in all three time periods as shown in Figure 2.10, are strategically valuable and should be advanced in the next phase of Reimagine Middle Branch.

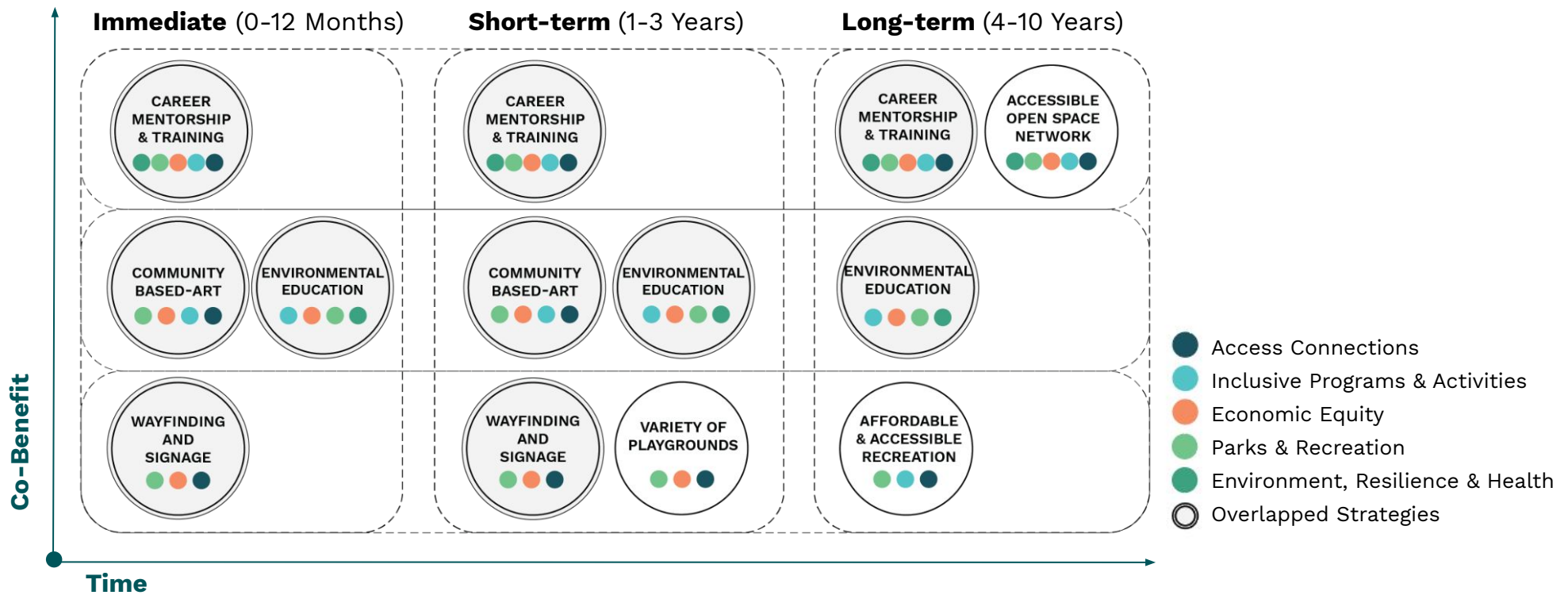


Figure 2.10: The table above identifies co-benefit opportunities that support three or more project goals making them the highest value implementation actions to target in the next phase of Reimagine Middle Branch.

## 2.2 PROJECT GOALS

### Enriched Understanding

In addition to providing input on the impact of project goals on JEDI outcomes and immediate, short, and long-term actions to advance Reimagine Middle Branch, stakeholders offered personal narratives and descriptions of lived experiences in the Middle Branch, individual accountings of urban environmental histories and planning processes, and aspirations, opportunities, and obstacles presented by the project.

This additional input enriches the project team’s understanding of stakeholder priorities, expands the definition of project goals, and increases the resolution of future planning and design tasks. Figure 2.11 presents the expanded definitions of project goals and together with the project goal rankings (Figure 2.9) and co-benefit actions (Figure 2.10) serves as a springboard for the more detailed strategies that follow.

It will be necessary to return to and update these definitions as new information, ideas, and partners emerge from Reimagine Middle Branch.







Project Goals	Expanded Definitions
	<p>Prioritization of <b>community needs and interests in project implementation</b> to build trust and enhance perceptions of the planning process.</p>
	<p>Creation of a shared <b>sense of ownership through transparency, inclusion, and access for all cultures and abilities</b> in the planning process, design of physical spaces, and implementation of plan recommendations.</p>
	<p>Rejuvenation and restoration of <b>parks and public spaces</b> that are <b>safe, clean, and supportive of healthy and resilient communities and environmental systems</b>.</p>
	<p>Utilization and appreciation of local resources including individuals, institutions, and businesses leading to <b>employment opportunities, economic growth, and community wealth creation</b>.</p>
	<p>Preservation, accentuation, and celebration of <b>diverse cultural histories and identities</b> with an emphasis on African-American experiences in <b>free or low-cost programs and activities</b>.</p>
	<p>Mitigation and protection from foreseeable harmful socioeconomic effects such as <b>gentrification, displacement, and erasure</b>.</p>

Figure 2.11: The table above provides expanded definitions of project goals as derived from stakeholder input.

## SECTION 3

# DATA INVENTORY & PERMITTING

***Summary:** This section provides an overview of available geospatial information for Reimagine Middle Branch and outlines data needs for Tasks 2-4 and project permitting.*

### 3.1 Data Inventory

### 3.2 Permitting





## 3.1 DATA INVENTORY

### Data Inventory

To support future planning and design tasks of Reimagine Middle Branch (Tasks 2-4), the team acquired and assessed available geospatial data sets from State, City, non-profit, and academic sources. This included downloading, inventorying, more than 150 data sets, and generating sample base maps. The data inventory revealed adequate information for planning and early stage concept design purposes (Figures 3.1-3.5). A complete data inventory is provided in the appendix.

The sample maps that follow highlight how the inventoried data can be used to visualize existing conditions, which will be updated and serve as the basis for planning and design analysis in Tasks 2-4. It is recommended that these analytical conclusions be drawn together with Reimagine Middle Branch stakeholders as part of the project's JEDI Framework.

### Data Acquisition

To accelerate the transition from planning to site specific design, and implementation, the team recommends collecting targeted data early in Task 2. The following is a list of data, which the team recommends to acquire in the next phase of work:

- Pedestrian and cyclist counts at key locations and intersections
- Boardings and departures from bus stops and light rail stations
- Community input on the location of multi-modal transit facilities
- Dockless vehicle trip origins and destinations
- Vegetative composition and quality
- Key metrics related to environmental determinants of health such as local air quality, noise pollution, and access to clean water, recreation, and food
- Site Photography
- Qualitative ecological surveys
- Equity planning data - baseline and project impact metrics

Collecting this data will strengthen the development of evidence-based planning and design recommendations and the establishment of baseline metrics that enhance the project's overall transparency, accountability, and responsiveness. In addition to these benefits, data acquisition can also catalyze unique outreach and engagement activities like the community science events and science-based public art as described in Section 5. This type of co-benefits approach (e.g. improved design, efficiency, and outreach) is highlighted in multiple points in the strategy section of Reimagine Middle Branch Project Brief as a cost-effective way to maximize investment impact.

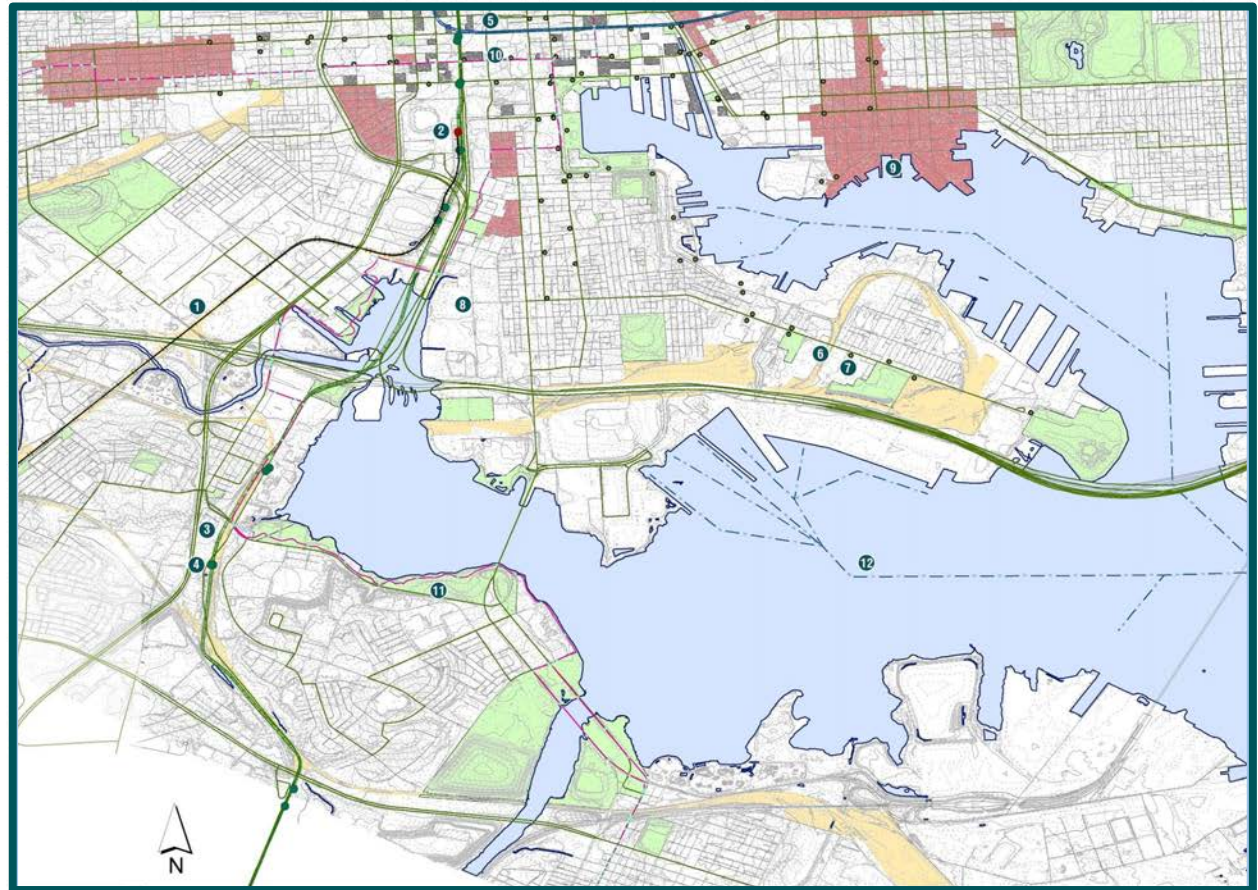
**Data acquisition can also *catalyze unique outreach and engagement activities* like community science events and science-based public art.**



### Access and Connections

The sample Access and Connections base map on this page shows how available geospatial data sets, including public transportation assets, bike routes, parking facilities, and more, can be assembled for analysis in future planning and design tasks. At the start of Task 2, the team will create an up-to-date Access and Connections base map utilizing the inventoried data sets, as well as any newly acquired data to support planning and design analysis.

The sample base map legend highlights the data sets that are visualized in the exhibit (Figure 3.1). Additional data related to Access and Connections not shown, but available for future planning and design include MDOT right of ways, Green Network Plan Corridors, Census Block Data, and regional trails.



#### Legend:

Bike Route	Light Rail Route	Water	Park
Rail Stop	Charm City Stop	10ft	Rail
Railroad	Bus Routes	2ft	
Subway	Centerline	Historic	
Light Rail Stop	Channel	Parking	

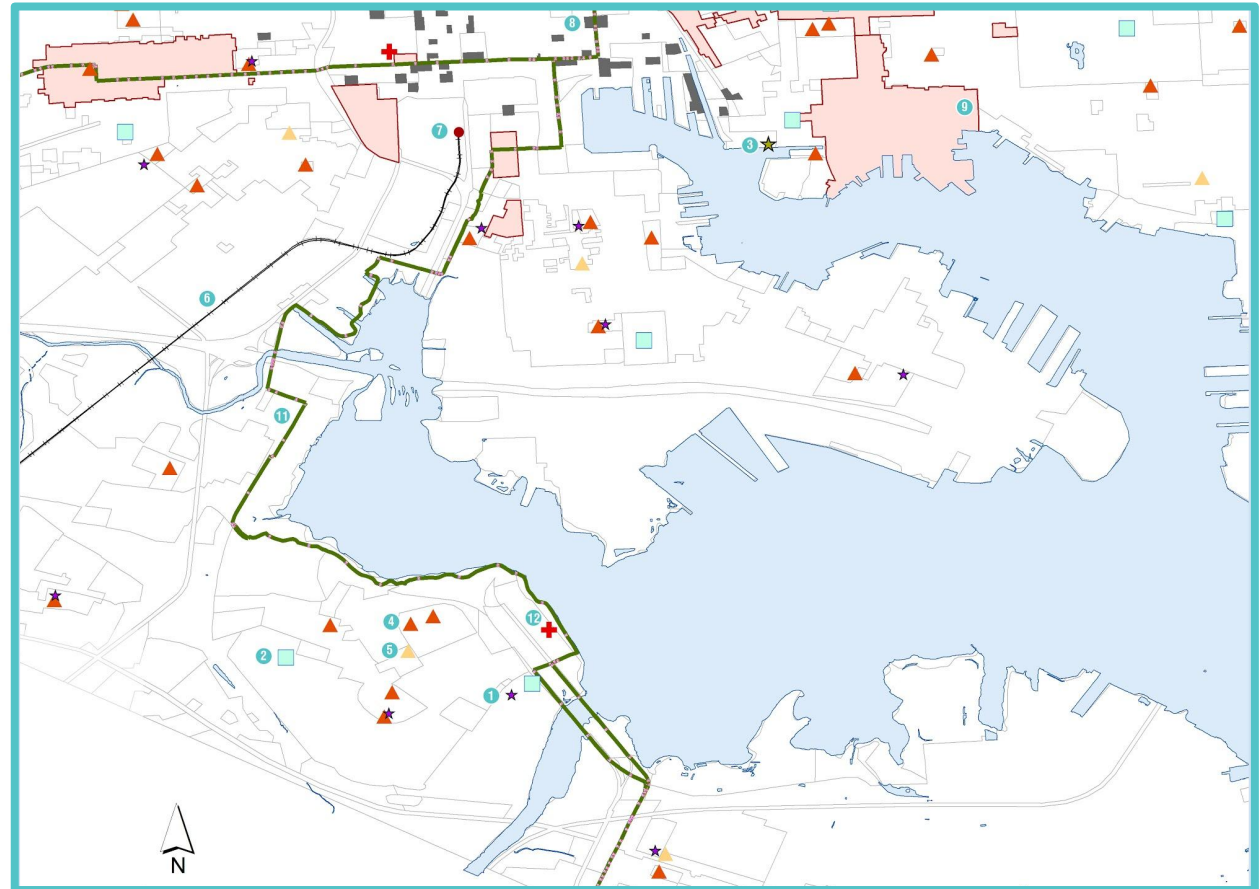
Figure 3.1: Sample base map developed to visualize available data sets for Access and Connections goal.



### Inclusive Programs and Activities

The sample Inclusive Programs and Activities base map on this page shows how available geospatial data sets including recreation centers, schools, libraries, hospitals, and more can be assembled for analysis in future planning and design tasks. At the start of Task 2, the team will create an up-to-date Inclusive Programs and Activities base map utilizing the inventoried data sets, as well as any newly acquired data to support planning and design analysis.

The sample base map legend highlights the data sets that are visualized in the exhibit (Figure 3.2). Additional data related to Inclusive Programs and Activities not shown, but available for future planning and design include INSPIRE areas, community gardens, and Community Statistical Areas.



#### Legend:

- |   |  |  |
|---|--|--|
| <span style="color: red;">+</span> Hospital   | <span style="color: red;">▲</span> Public School   | <span style="border: 1px solid red; display: inline-block; width: 15px; height: 10px;"></span> Historic  |
| <span style="border: 1px solid red; display: inline-block; width: 15px; height: 10px;"></span> Pool | <span style="border-bottom: 2px solid green; width: 20px; display: inline-block;"></span> Bike Route       | <span style="background-color: black; display: inline-block; width: 15px; height: 10px;"></span> Parking |
| <span style="color: purple;">★</span> Recreation  | <span style="color: red;">●</span> Railroad Stop   | <span style="border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>         |
| <span style="color: gold;">★</span> Farm  | <span style="border-bottom: 1px solid black; width: 20px; display: inline-block;"></span> Railroad         |  |
| <span style="color: gold;">▲</span> Library   | <span style="background-color: lightblue; display: inline-block; width: 15px; height: 10px;"></span> Water |  |

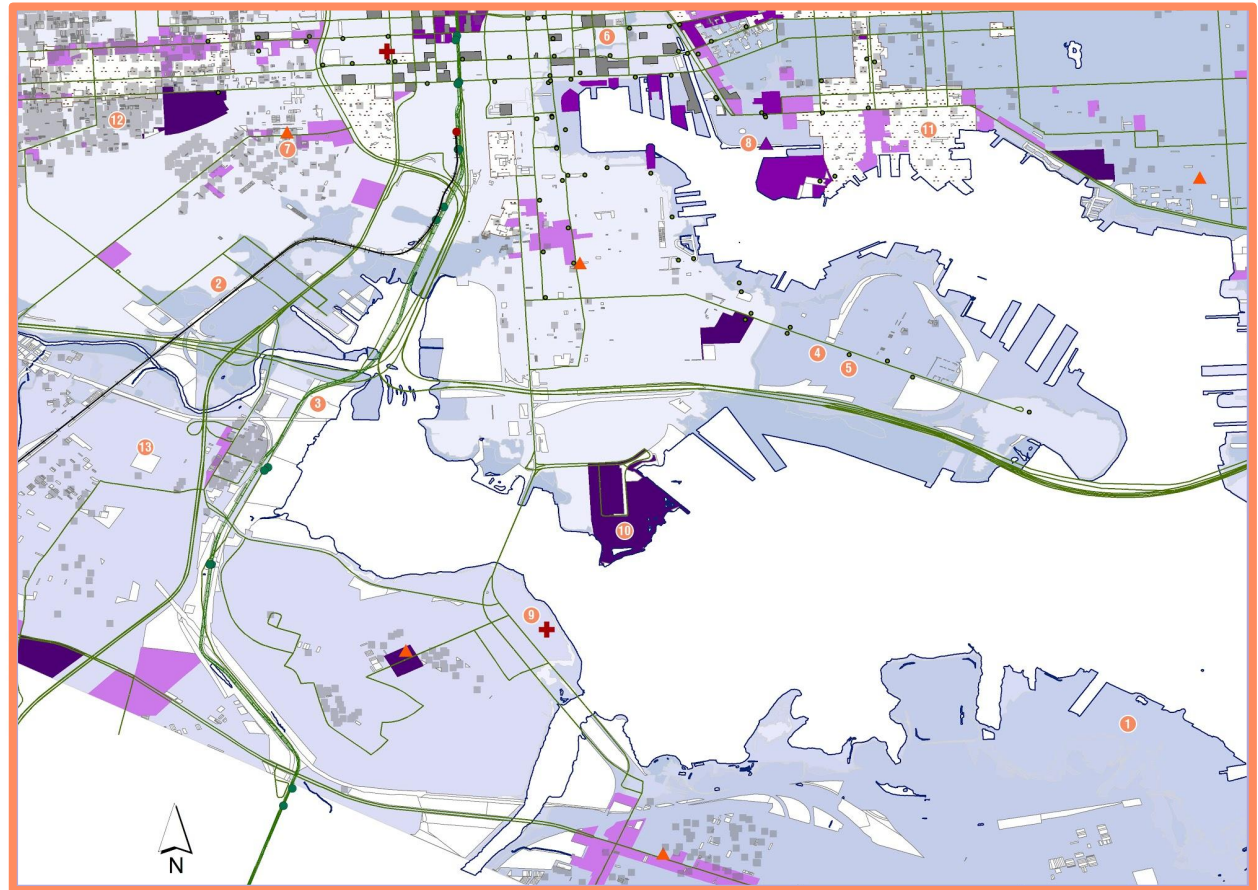
Figure 3.2: Sample base map developed to visualize available data sets for Inclusive Programs and Activities goal.



### Economic Equity

The sample Economic Equity base map on this page shows how available geospatial data sets including commercial zoning classes, parking assets, vacant buildings, vacant lots, and more can be assembled for analysis in future planning and design tasks. At the start of Task 2, the team will create an up-to-date Economic Equity base map utilizing the inventoried data sets, as well as any newly acquired data to support planning and design analysis.

The sample base map legend highlights the data sets that are visualized in the exhibit (Figure 3.3). Additional data related to Economic Equity not shown, but available for future planning and design include Enterprise Zones, historic redlining maps, and land use categories.



**Legend:**

- |                   |                    |                     |                    |
|-------------------|--------------------|---------------------|--------------------|
| ■ Vacant Building | —+— Railroad Route | □ Water             | ▤ Historic Parking |
| ▲ Farm            | ● Light Rail Stop  | □ Vacant Lot        | ■ Parking          |
| ▲ Library         | — Light Rail Route | ■ Shopping          |                    |
| ⊕ Hospital        | ● Charm City Stop  | ■ High Commercial   |                    |
| ● Railroad Stop   | — Charm City Route | ■ Medium Commercial |                    |

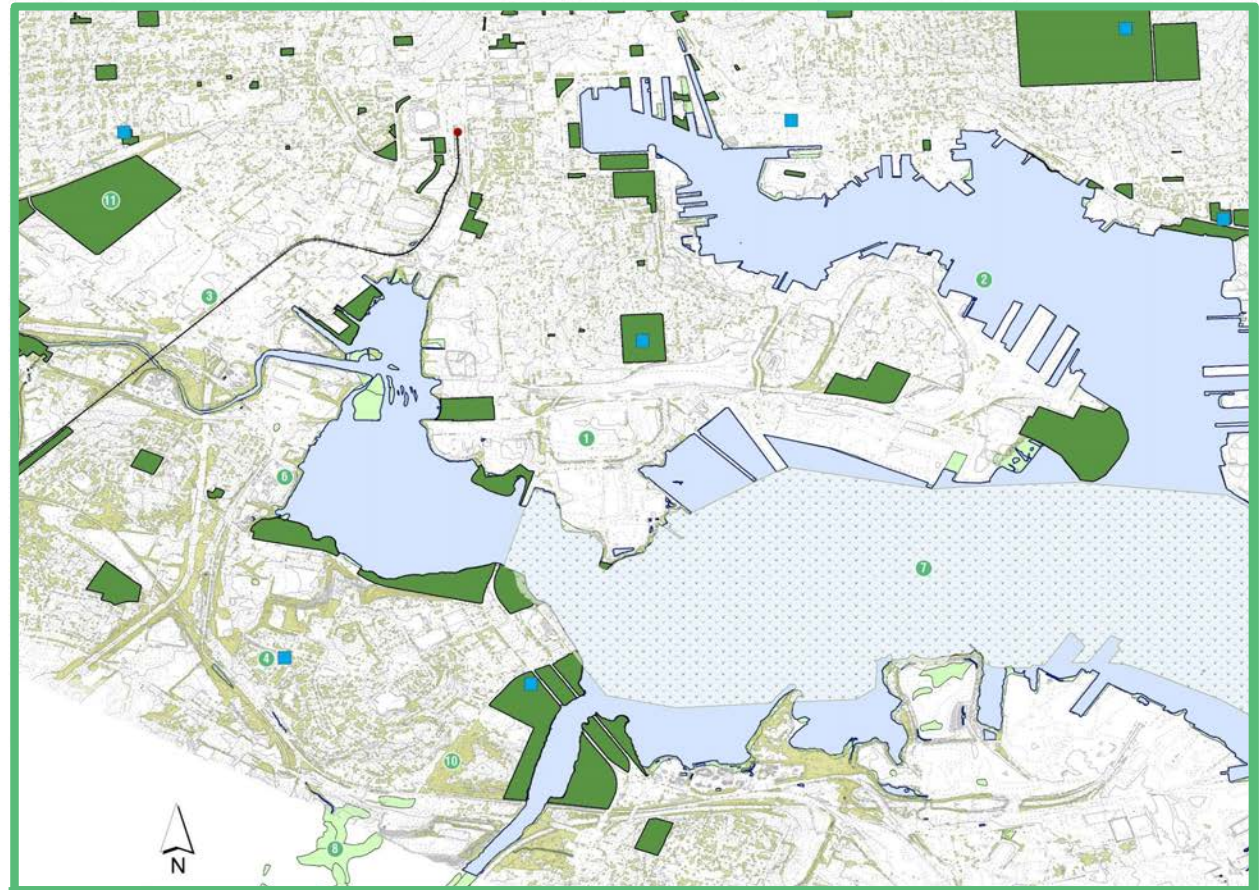
Figure 3.3: Sample base map developed to visualize available data sets for Economic Equity goal.



### Parks and Recreation

The sample Parks and Recreation base map on this page shows how available geospatial data sets including parks, public pools, canopy cover, and more can be assembled for analysis in future planning and design tasks. At the start of Task 2, the team will create an up-to-date Parks and Recreation base map utilizing the inventoried data sets, as well as any newly acquired data to support planning and design analysis.

The sample base map legend highlights the data sets that are visualized in the exhibit (Figure 3.4). Additional data related to Parks and Recreation not shown, but available for future planning and design include community managed open spaces, golf courses, and Growing Green initiatives.



**Legend:**











- |   |                |   |           |
|---|----------------|---|-----------|
|  | Pool           |  | Canopy    |
|  | Railroad Stop  |  | Shoreline |
|  | Railroad Route |  | 10ft      |
|  | Critical Area  |  | 2ft       |
|  | Park           |  | Wetland   |

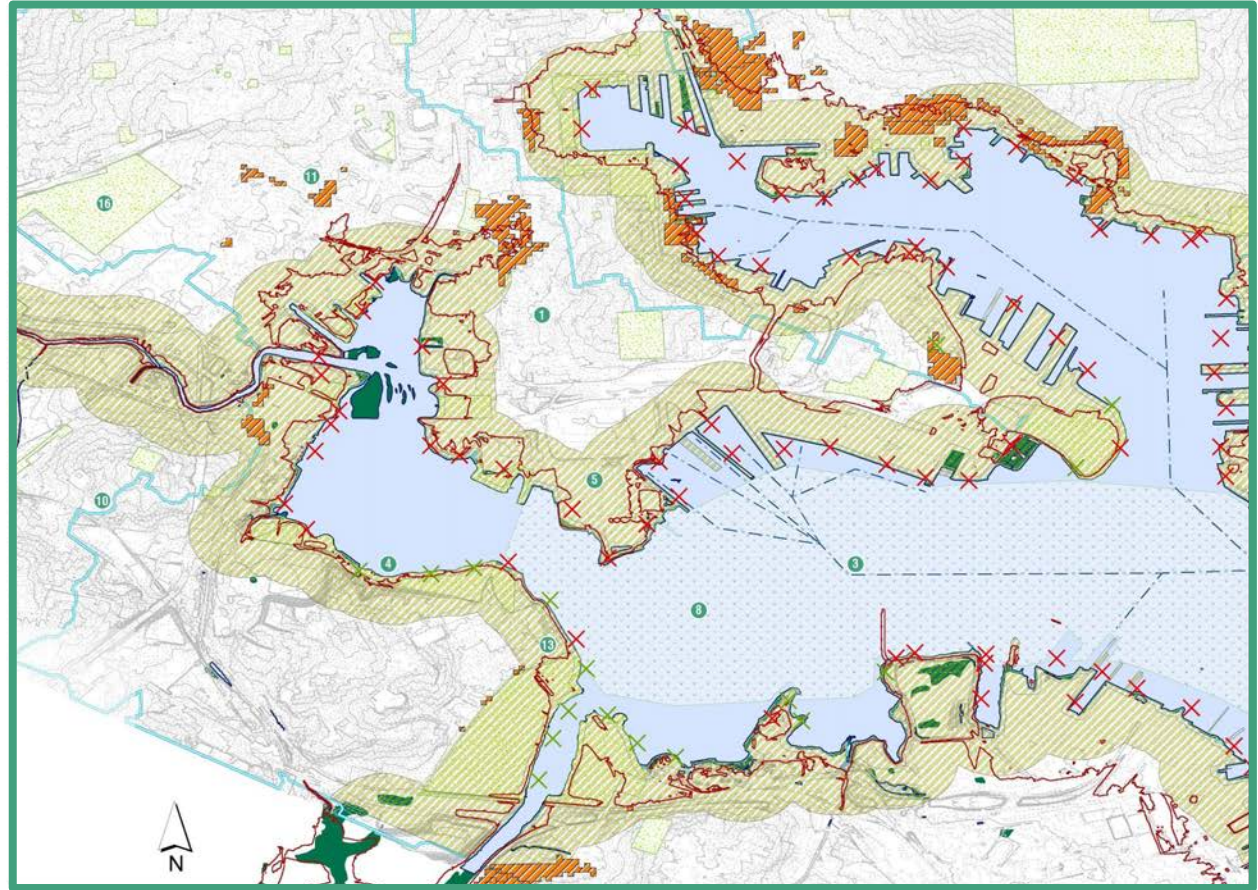
Figure 3.4: Sample base map developed to visualize available data sets for Parks and Recreation goal.



**Environment, Resilience, and Health**

The sample Environment, Resilience, and Health base map on this page shows how available geospatial data sets including wetlands, Chesapeake Bay Critical Area, resiliency hubs, and more can be assembled for analysis in future planning and design tasks. At the start of Task 2, the team will create an up-to-date Environment, Resilience, and Health base map utilizing the inventoried data sets, as well as any newly acquired data to support planning and design analysis.

The sample base map legend highlights the data sets that are visualized in the exhibit (Figure 3.5). Additional data related to Environment, Resilience, and Health not shown, but available for future planning and design include shorelines and historic shorelines, shellfish and oyster sanctuaries, storm drains and outfalls, and more.



**Legend:**

- |       |                |  |               |       |         |
|-------|----------------|--|---------------|-------|---------|
| ×     | Erosion        |  | Critical Area | —     | 10ft    |
| ×     | No Erosion     |  | Waterfowl     | - - - | 2ft     |
| - - - | Channel        |  | Park          |       | Wetland |
|       | SLR 10ft       |  | Shoreline     |       | Basins  |
|       | Resiliency Hub |  |               |       |         |

Figure 3.5: Sample base map developed to visualize available data sets for Environment, Resilience, and Health goal.

**SECTION 3**  
**3.2 Permitting**



### 3.2 PERMITTING

#### Permitting

As described earlier in this Section, acquiring data during the early stages of Task 2 present numerous benefits to Reimagine Middle Branch including optimized project delivery, opportunities for enhanced outreach and engagement activities, and verified metrics upon which to base and evaluate project goals and JEDI outcomes.

In addition to these direct project benefits, specific data sets are required to advance project permitting within the overlapping regulated environments of the Middle Branch basin. Figure 3.6 below, shows the landscape conditions that are most highly regulated within the project area including uplands, coastal and tidal wetlands, and open water environments, as well as the primary oversight agencies and legislation that control permitting.

The data requirements table (Figure 3.7) outlines typical data sets required for project permitting within each of these regulated conditions, what phase of project implementation they are typically acquired, and the primary purpose/use of the data. The plan implementation table (Figure 3.8) lays out common planning and design milestones and recommended steps and agencies that will need to be coordinated with to advance permitting for Reimagine Middle Branch projects.

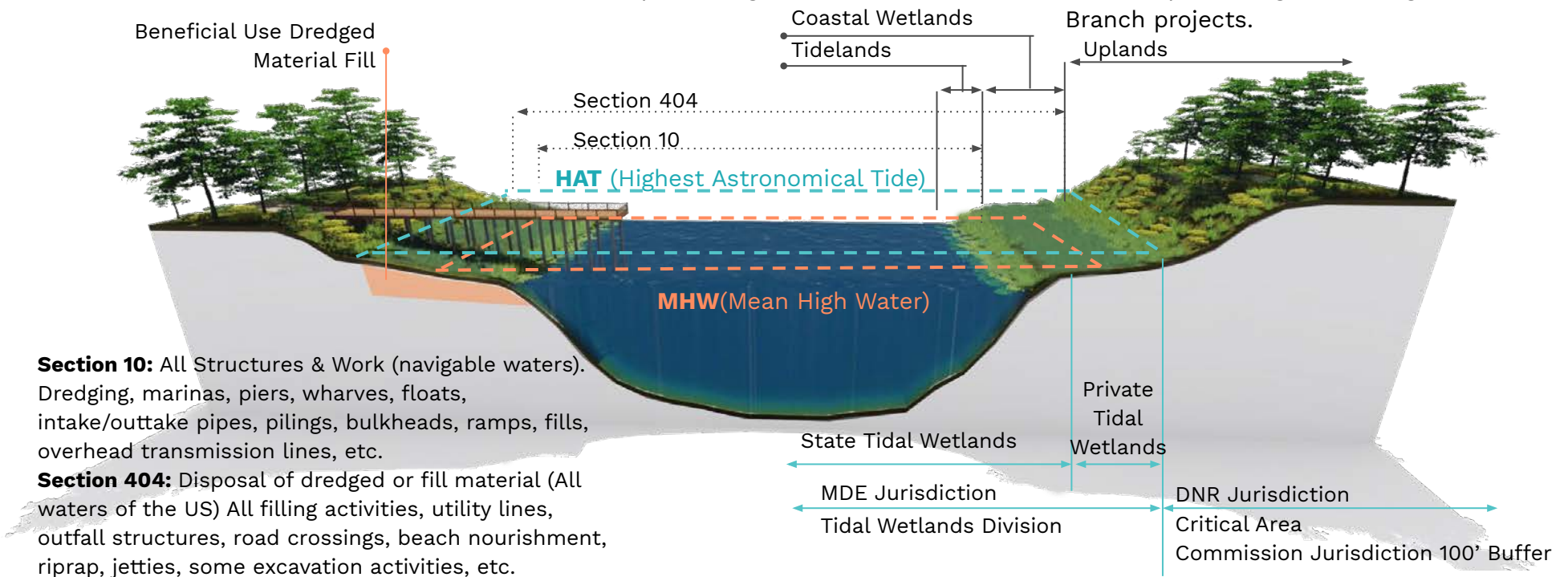


Figure 3.6: A diagrammatic view of landscape conditions and associated regulatory oversight.



### 3.2 PERMITTING

**Data Requirements Table:** The following table identifies known data requirements for the permitting of upland, coastal, and in-water activities organized by implementation phase.

Project Phase	Activity	In-Water	Coastal	Upland	Primary Purpose
<b>Schematic Design (SD)</b>	Field Location & Topographic Survey		X	X	Basis of design
	Lidar Topographic Survey		X	X	Basis of design
	Drone / Aerial Photography		X	X	Basis of design
	Bathymetric Survey	X	X		Basis of design
	Wetland Delineation		X	X	Basis of design
	Rare, threatened, endangered survey		X	X	Permit support
	Benthic / SAV survey	X	X		Permit support
	Biological Assessment	X	X		Permit support
	Tree Inventory		X	X	Basis of design
	Habitat Assessment		X	X	Permit support
	Invasive Species Survey	X	X	X	Permit support
	Shoreline Condition Assessment		X		Basis of design
	Stream Channel Stability Analysis	X	X	X	Basis of design
	Geomorphological Assessment	X	X	X	Basis of design
	Soil Samples (agronomic properties)	X	X	X	Basis of design
	Structural Assessment	X	X	X	Basis of design
	Condition Inspection	X	X	X	Basis of design
Cultural Resources Investigation	X	X	X	Permit support	
Utility Survey		X	X	Basis of design	
<b>Design Development (DD)</b>	Geotechnical Investigation	X	X	X	Basis of design
	Hazardous Material Survey	X	X	X	Basis of design
<b>Ongoing</b>	Water Quality	X	X	X	Basis of design
	Flow Monitoring	X	X	X	Basis of design
	Trash Survey	X	X	X	Basis of design
	Tide Monitoring	X			Basis of design

Figure 3.7: Data Requirements Table

### 3.2 PERMITTING

**Plan Implementation Table:** Project implementation targets including document sets, cost estimate classes and accuracy, and permitting milestones are listed in the table below:

		0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%	
<b>Plan Milestones</b>	<b>Contract Documents</b> (Engineering)																						
	<b>Design Level</b> (Architecture)	Master Plan/ Concept	Schematic Design (SD)				Design Development (DD)						Construction Development (CD)										
			50% SD		100% SD		50% DD			100% DD			50% CD			100% CD							
	<b>Cost Estimate Class &amp; Accuracy</b>		5	4		3				2				1									
		-30% to + 50%	-20% to + 30%		-15% to + 20%				-10% to + 15%				-5% to + 10%										
<b>Recommended Permitting Steps</b>	<b>Waterside</b>	<ul style="list-style-type: none"> <li>- Joint Evaluation (JE) meeting</li> <li>- Maritime master plan strategic planning</li> <li>- Critical area management program (CAMP) strategic planning</li> </ul>				<ul style="list-style-type: none"> <li>- Introduce to Planning Dept</li> <li>- Joint Permit Application (JPA) development</li> <li>- Permit Drawings (plans and sections) and Project Description</li> <li>- Numerical modeling</li> <li>- Alternatives analysis</li> <li>- Biological data</li> <li>- Quantities for impacts and mitigation</li> </ul>						<ul style="list-style-type: none"> <li>- Response to public notice questions</li> <li>- Project/permit modifications, RFIs</li> <li>- Additional modeling</li> <li>- Supplemental field investigation</li> <li>- Final permit documents</li> <li>- Negotiation</li> </ul>				<ul style="list-style-type: none"> <li>- USACE approval</li> <li>- MDE Waterway Construction Permit issued</li> <li>- State Water Quality Certificate issued</li> <li>- State Tidal Wetlands License issued</li> <li>- Compliance and notification matrix</li> </ul>							
	<b>Landside</b>	<ul style="list-style-type: none"> <li>- Critical strategic planning and meeting</li> <li>- SWM strategic planning and meeting</li> <li>- Floodplain identification and resiliency strategic planning</li> </ul>				<ul style="list-style-type: none"> <li>- Introduce project to Planning Dept</li> <li>- SPRC pre-development and schematic design review meetings</li> <li>- Floodplain identification and resiliency strategic planning</li> </ul>						<ul style="list-style-type: none"> <li>- UDAAP design development review meeting</li> <li>- Baltimore e-file building permit application</li> <li>- Address City review comments</li> <li>- SWM/ESC concept review and approval</li> <li>- Local permitting meetings</li> </ul>				<ul style="list-style-type: none"> <li>- Local permitting meetings</li> <li>- Address City review comments</li> <li>- State Critical Area review and approval</li> <li>- SWM/ESC design development and final review and approval</li> <li>- City building permit issued</li> </ul>							

**Construction**

Figure 3.8: Plan Implementation Table



## SECTION 4

# PRELIMINARY ANALYSIS

**Summary:** *This section presents preliminary planning and design analysis, and provides a framework of recommendations for new design opportunities that address known conditions and constraints in the project area.*



## 4 PRELIMINARY ANALYSIS

### Overview

The previously completed planning studies described in Section 2 not only provide Reimagine Middle Branch with a pragmatic JEDI framework in the City's Equity in Planning (EIP) lens, but they also present an evolving planning and design framework for the project area that is increasingly sophisticated and coordinated. Analysis of plan recommendations for the project area from 2007-2018 highlight the maturation of ideas and strategies proposed for the Middle Branch, its communities, and the environment. Figure 4.1 presents select plan images from the 2007 Middle Branch Master Plan, the 2015 South Baltimore Gateway Master Plan, and the 2018 Green Network Plan to highlight how planning and design has shifted from site specific strategies for parks and open space, and access and connections in 2007 - to a systems based node and network approach in 2018.

As an environmental justice project with capital elements rather than a capital project with environmental justice elements, Reimagine Middle Branch is

well-positioned to integrate and expand on both the site and system approaches proposed by past planning efforts to actualize project goals and JEDI outcomes.

The preliminary analysis exhibits that follow describe initial site- and system-level opportunities and obstacles that will be addressed in detail in Task 2-4 of Reimagine Middle Branch. The intent of this preliminary analysis is to highlight how Reimagine Middle Branch

project goals overlay with known conditions in the project area, as well as to frame new opportunities and obstacles, such as the innovative reuse and beneficial use (IRBU) of dredged material to support the goal of Environment, Resilience, and Health shown in Figure 4.6 and expanded upon in Section 5. Findings from the preliminary analysis and past plans are used to support Planning Strategies in Section 5 including the identification of priority areas for Tasks 2-4.

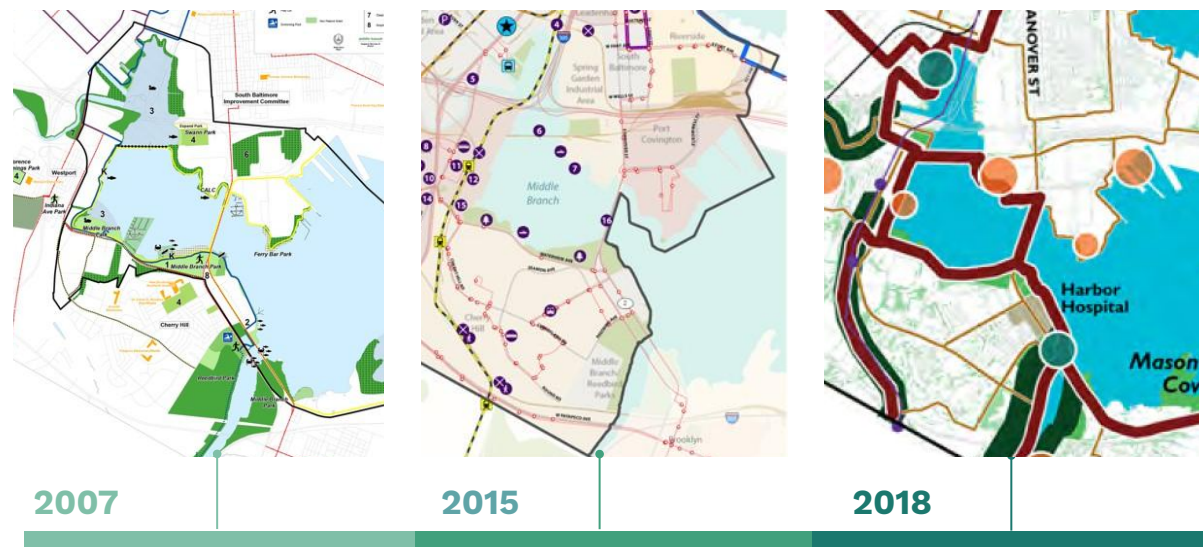


Figure 4.1: The 2007 Middle Branch Master Plan focuses on parks, the 2015 South Baltimore Gateway Partnership analyzes access and connections, while the 2018 Green Network Plan connects and synthesizes these themes and goals.

## 4 PRELIMINARY ANALYSIS

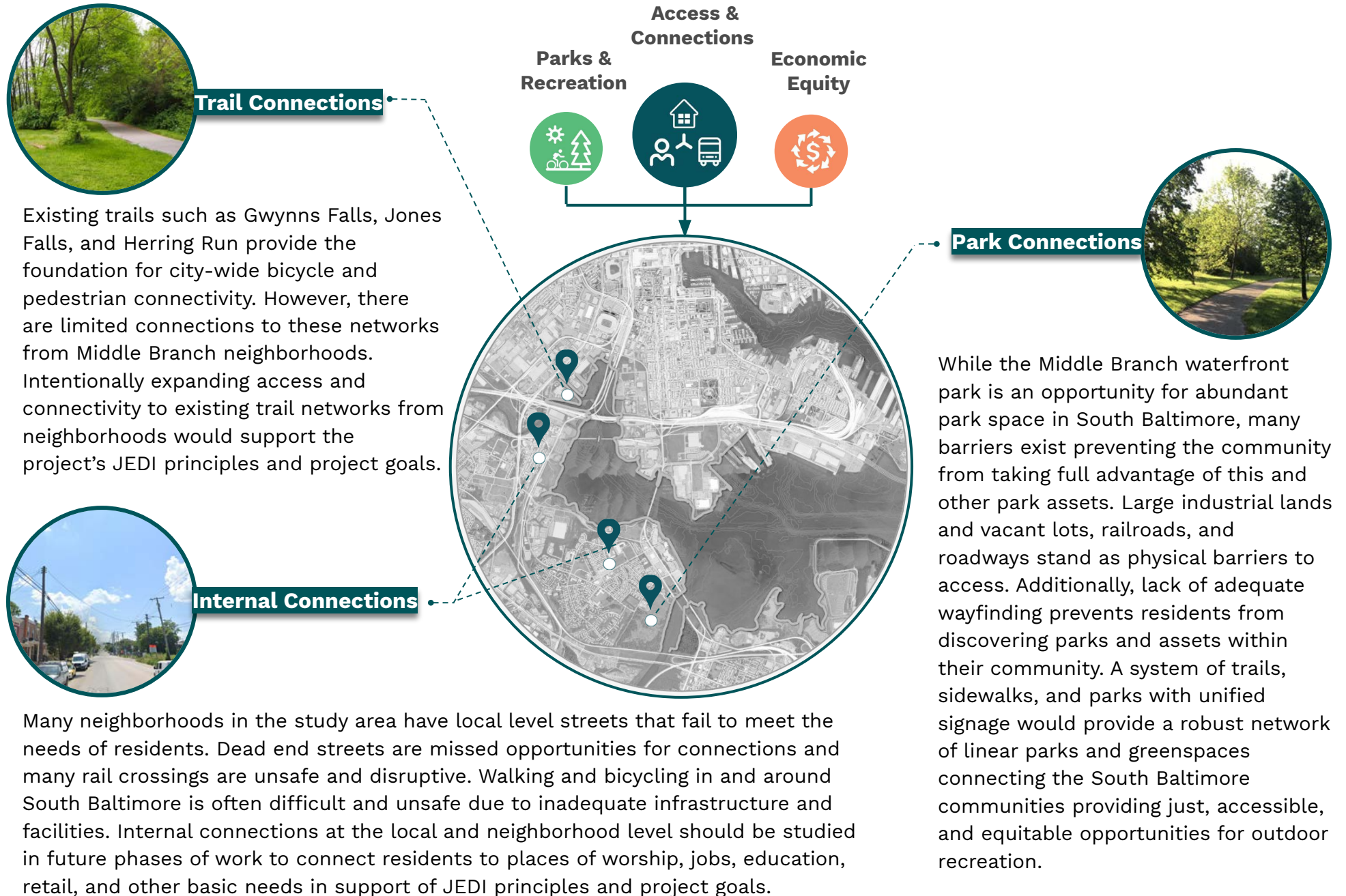


Figure 4.2: Preliminary analysis exhibit focusing on access and connections.

Travel can be **challenging for pedestrians and bicyclists in South Baltimore** attempting to connect with the many destinations around the Middle Branch of the Patapsco River, as other modes of transportation (vehicles, buses, and trucks) tend to dominate the road network.

-2018 Hanover Street Corridor Study



**Major Surface Road Connections**

The existing road and transportation network in the project area is robust system with many benefits for industry and regional accessibility prioritizing high speed, multi-lane roadways and through trips over local trips to and from residential areas and amenities. Opportunities to explore active transportation connections (e.g. pedestrian, cyclist, etc.) across major surface roads and highways, including Interstates 95, 295, and 895 would support project JEDI principles and project goals.



**Hanover Street Bridge**

Hanover Street Bridge is a major north-south vehicular connection, but it fails to provide safe facilities for other modes of active transportation (e.g. pedestrian, cyclist, etc.). A reimagined Hanover Street Bridge should feature multimodal opportunities, including enhanced pedestrian facilities, barrier separated bicycle lanes, additional wayfinding, and improved connections to adjacent trails, sidewalk, and public transportation nodes.

Figure 4.3: Preliminary analysis exhibit focusing on access and connections.

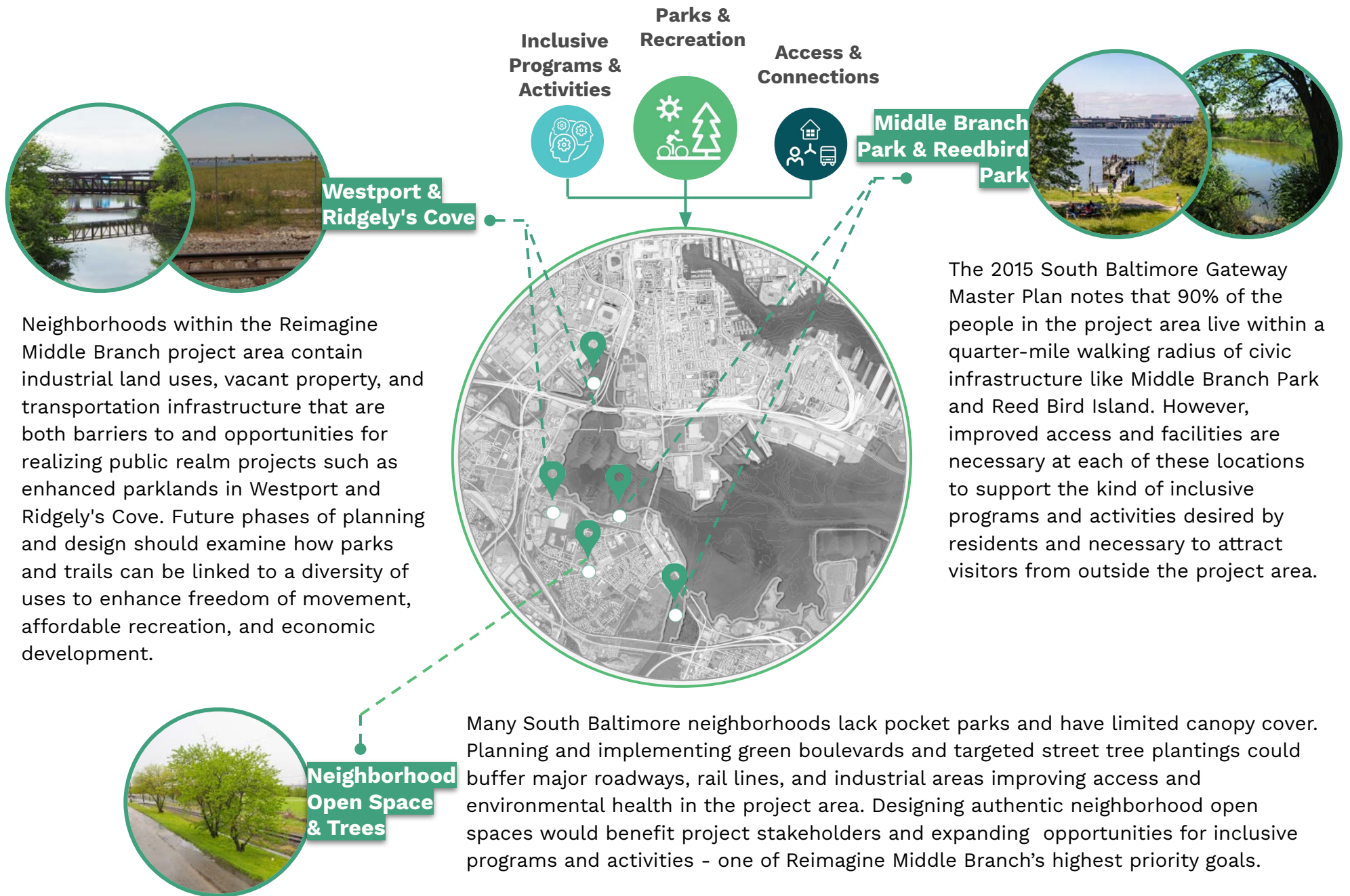
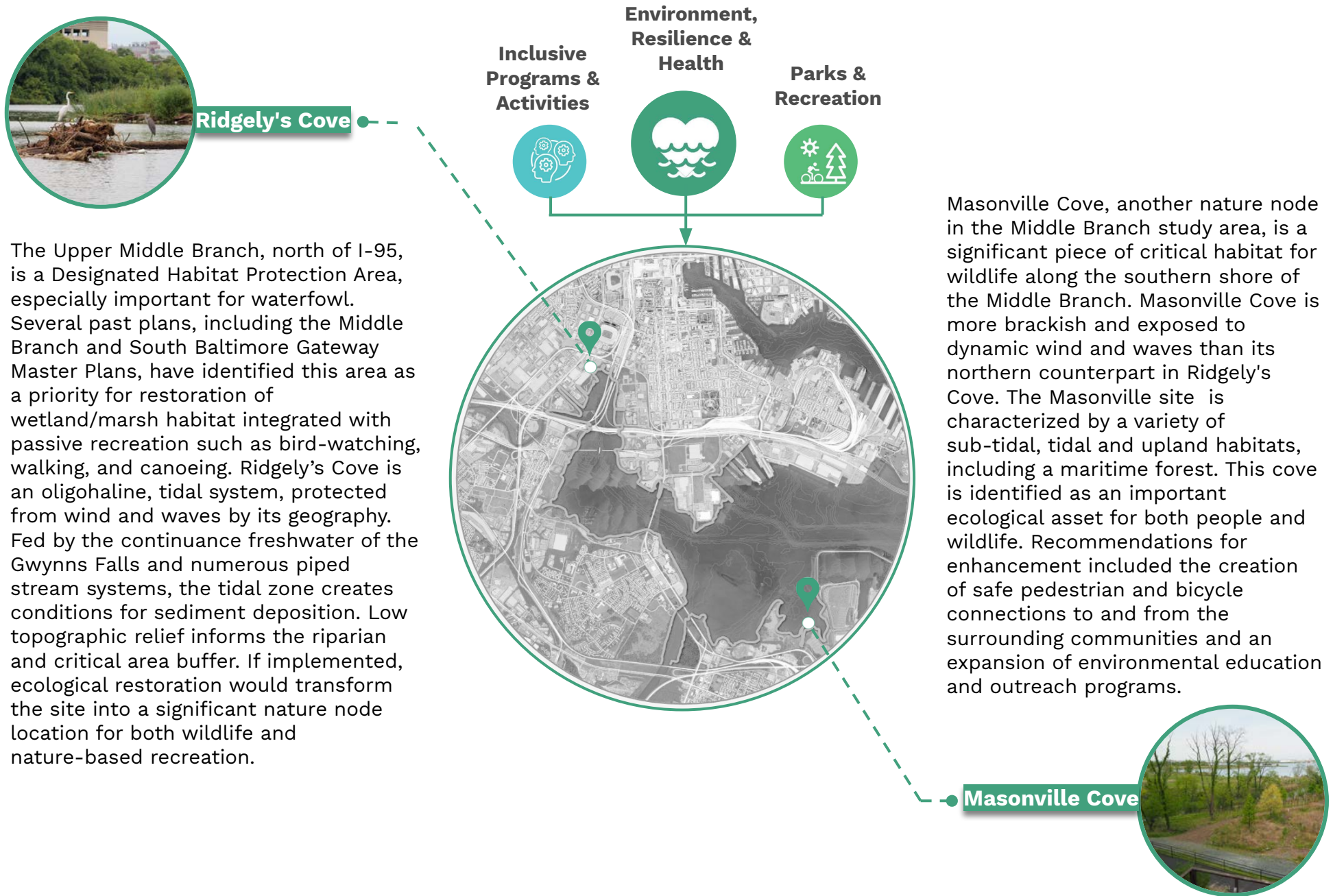


Figure 4.4: Preliminary analysis exhibit focusing on parks and recreation.

## 4 PRELIMINARY ANALYSIS



The Upper Middle Branch, north of I-95, is a Designated Habitat Protection Area, especially important for waterfowl. Several past plans, including the Middle Branch and South Baltimore Gateway Master Plans, have identified this area as a priority for restoration of wetland/marsh habitat integrated with passive recreation such as bird-watching, walking, and canoeing. Ridgely's Cove is an oligohaline, tidal system, protected from wind and waves by its geography. Fed by the continuance freshwater of the Gwynns Falls and numerous piped stream systems, the tidal zone creates conditions for sediment deposition. Low topographic relief informs the riparian and critical area buffer. If implemented, ecological restoration would transform the site into a significant nature node location for both wildlife and nature-based recreation.

Masonville Cove, another nature node in the Middle Branch study area, is a significant piece of critical habitat for wildlife along the southern shore of the Middle Branch. Masonville Cove is more brackish and exposed to dynamic wind and waves than its northern counterpart in Ridgely's Cove. The Masonville site is characterized by a variety of sub-tidal, tidal and upland habitats, including a maritime forest. This cove is identified as an important ecological asset for both people and wildlife. Recommendations for enhancement included the creation of safe pedestrian and bicycle connections to and from the surrounding communities and an expansion of environmental education and outreach programs.

Figure 4.5: Preliminary analysis exhibit focusing on environment, resilience, and health.



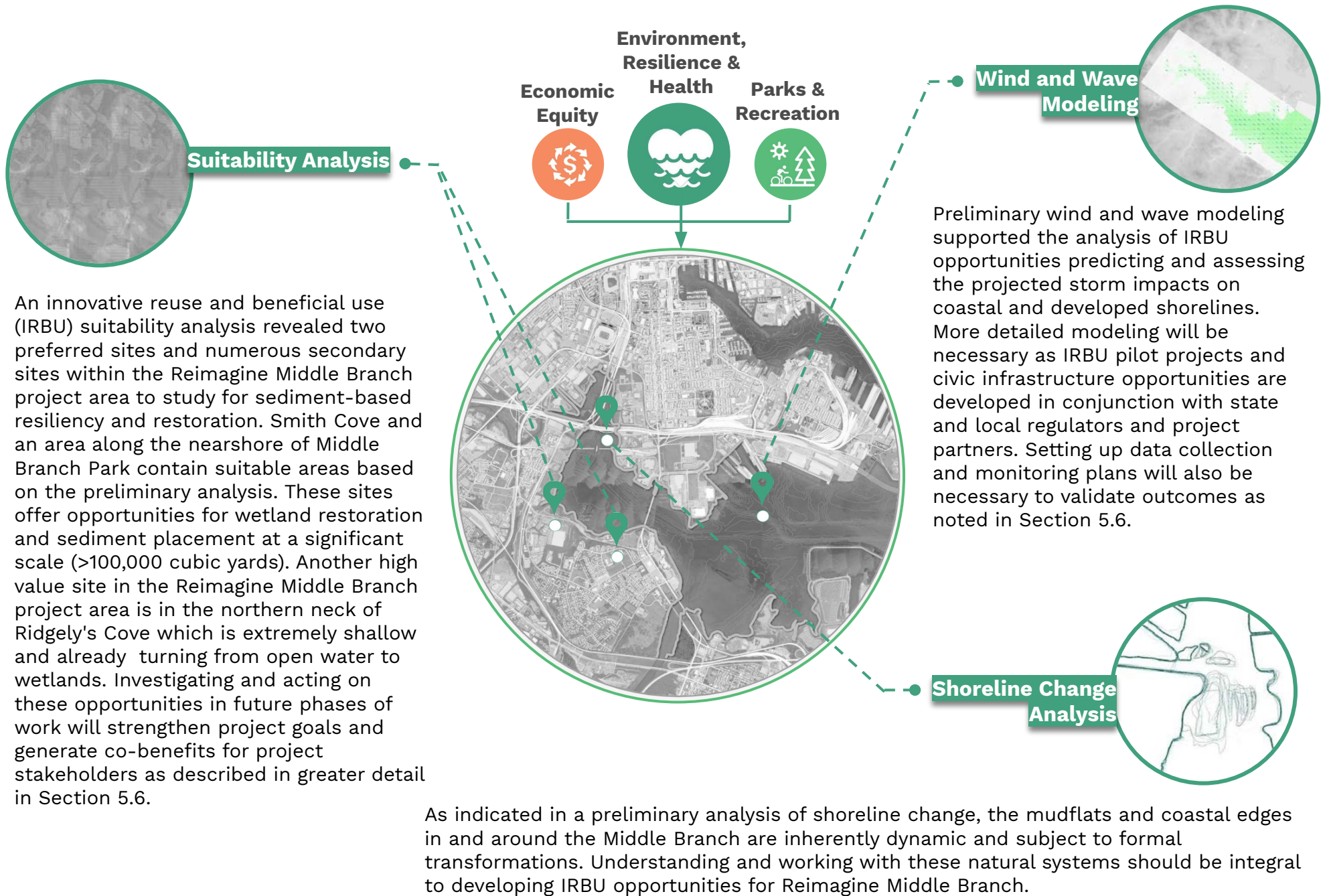



Figure 4.6: Preliminary analysis exhibit focusing on environment, resilience, and health.



# SECTION 5

# PLANNING STRATEGIES

**Summary:** *This section describes planning strategies for future phases that build and expand on stakeholder input and lessons learned from the Design Competition, ISP, and Project Brief phases of the project, as well as professional best practices.*

**5.1** Overview

**5.2** Design & Placemaking

**5.3** Community Engagement Strategy

**5.4** Youth Engagement Strategy

**5.5** Communications Strategy

**5.6** Innovative Reuse and Beneficial Use (IRBU) of Dredged Material Strategy

**5.7** Funding and Governance Strategy



### Overview

This Section covers the major **Planning Strategies** for how the Master Plan will be developed. Viewed together, the strategies detailed in each subsection convey how work will proceed to ensure that the principles outlined in this Project Brief carry through in the final plan.

Creating the Master Plan will occur in three phases or “tasks” conducted over a 12-month period and building on the Project Brief (“Task 1”). These are:

- Task 2: Preliminary Master Plan & Equity Frameworks
- Task 3: Revised Master Plan & Concept Development of Priority Zones
- Task 4: Final Master Plan & Roadmap to Realization.

The team creating the plan is comprised of national and local experts in landscape architecture, community design, equity-planning, ecological restoration, reuse of dredge material, mobility planning, project finance and facilities management.

James Corner Field Operations will lead the team, collaborating with Baltimore-based Mahan Rykiel Associates and the other experts who contributed to the Project brief. The City, South Baltimore Gateway Partnership, Parks & People, and their community and government partners will continue to guide this effort.

The primary objective of the Master Plan is to create the vision for a new “park system” that captures the Middle Branch’s unique sense of place and the spirit of openness and equitable access that the community demands. A strong vision will inspire buy-in and excitement, leading to partnerships and attracting funding to realize the plan over several years.

This approach for how to create that vision is described in Section **5.2 – Design and Placemaking**, which defines the Study Area and Project Area, and describes “Priority Projects” or “Zones” in which unique conditions call for unique solutions. The design work will be rooted in a series of **Equity Frameworks** for the **program, circulation** and **ecology** of the park system.

The process of creating the Master Plan must be communicated to the public with transparency and opportunities for input that will inform the design and equity frameworks. That basic principle is behind creating this Project Brief and the strategies described in Sections **5.3 – Community Engagement**, **5.4 – Youth Engagement** and **5.5 – Communications**.

Equally important is ensuring the feasibility of the plan. The designs for parks and facilities must be buildable, the programs implementable, the long-term operations and maintenance sustainable. The vision must be flexible, phaseable and smart. Issues related to the technical feasibility and long-term viability of the plan are explored in Section **5.6 – Innovative Reuse and Beneficial Use (IRBU) of Dredged Material** and Section **5.7 – Funding and Governance**.

**SECTION 5**  
**5.2 Design &  
Placemaking**



## 5.2 DESIGN & PLACEMAKING

### Design & Placemaking Strategy

The Design & Placemaking strategy concerns how to “design” for the parks, landscapes, roads, pathways and facilities that make up the park system and connect people to it. The skill sets involved are landscape architecture and urban design, informed by the other disciplines that make up the consultant team – marine engineering, ecosystem analysis, community engagement, cost estimating, cultural geography.

As noted above, design work will be rooted in a series of **Equity Frameworks** for the **program, circulation** and **ecology** of the park system.

- “**Program**” refers to creating new uses and activities that reflect the community’s desires for equitable access and participation in these spaces. Beyond the waterfront, this approach will identify partnerships and policies that foster small business growth and job creation, expand educational opportunities, and yield equitable community development.
- “**Circulation**” refers to how people and vehicles travel to and around the Middle Branch. The plan will address how to create equitable access to the park system with connections that extend its benefits into surrounding neighborhoods.
- “**Ecology**” refers to how the environmental systems of the Middle Branch benefit the health of surrounding communities, while increasing biodiversity on the land and in the water and improving resilience to climate change.



Figure 5.1: The design work will understand and respond to the program, circulation, and ecology of the Middle Branch.

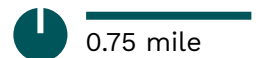
## 5.2 DESIGN & PLACEMAKING

### Study Area

The Master Plan will approach design and planning in different geographic areas with different levels of detail. This starts with examining all the neighborhoods of the Study Area (Figure 5.2) for how they can have an impact on and benefit from an improved Middle Branch. The Study Area includes neighborhoods, industrial areas and development sites within approximately 1.5 miles from the shoreline. Taking this broad look ensures that neighborhood and regional planning efforts are integrated with and reinforced by the Master Plan vision.



Figure 5.2: Master Plan Study Area and South Baltimore Neighborhoods



## 5.2 DESIGN & PLACEMAKING

### Project Area

The Project Area consists of places in the Study Area where new landscapes, recreation facilities, “complete streets” and other physical changes are proposed (Figure 5.3). The Design & Placemaking strategy will focus on these places, leading to realizable projects that address the Master Plan’s goals. The Equity Frameworks will inform these projects, yet they may also yield programs and policies that reach beyond any particular project site or location. An example might be a summer jobs program for youth researching the ecology of the Middle Branch.

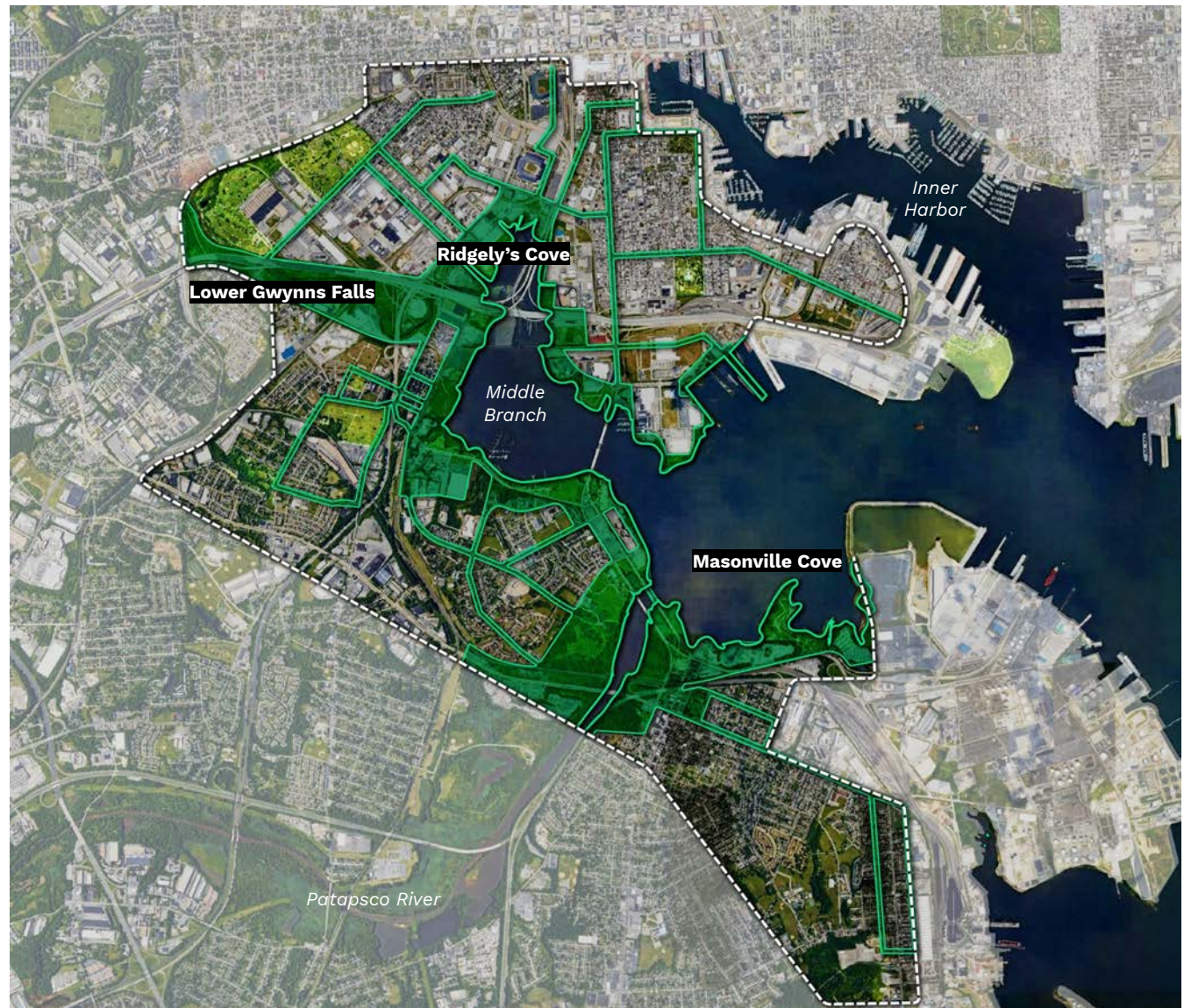




Figure 5.3: Master Plan Project Area



## 5.2 DESIGN & PLACEMAKING

### Projects in Motion

Within the Project Area, many projects underway will contribute to the future vision for the Middle Branch. These “Projects in Motion” (Figure 5.4) include new trails and shoreline resiliency structures, and the Middle Branch Fitness and Wellness Center currently under construction in Reedbird Park. The Design & Placemaking Strategy will integrate and connect these projects, to build on early wins as we work towards realizing the overall vision.

-  Shoreline and Resiliency Improvements
-  Potential Recreational Projects
-  Development Sites
-  Middle Branch and Gwynns Falls Trail Connections
-  Secondary Trail Connections

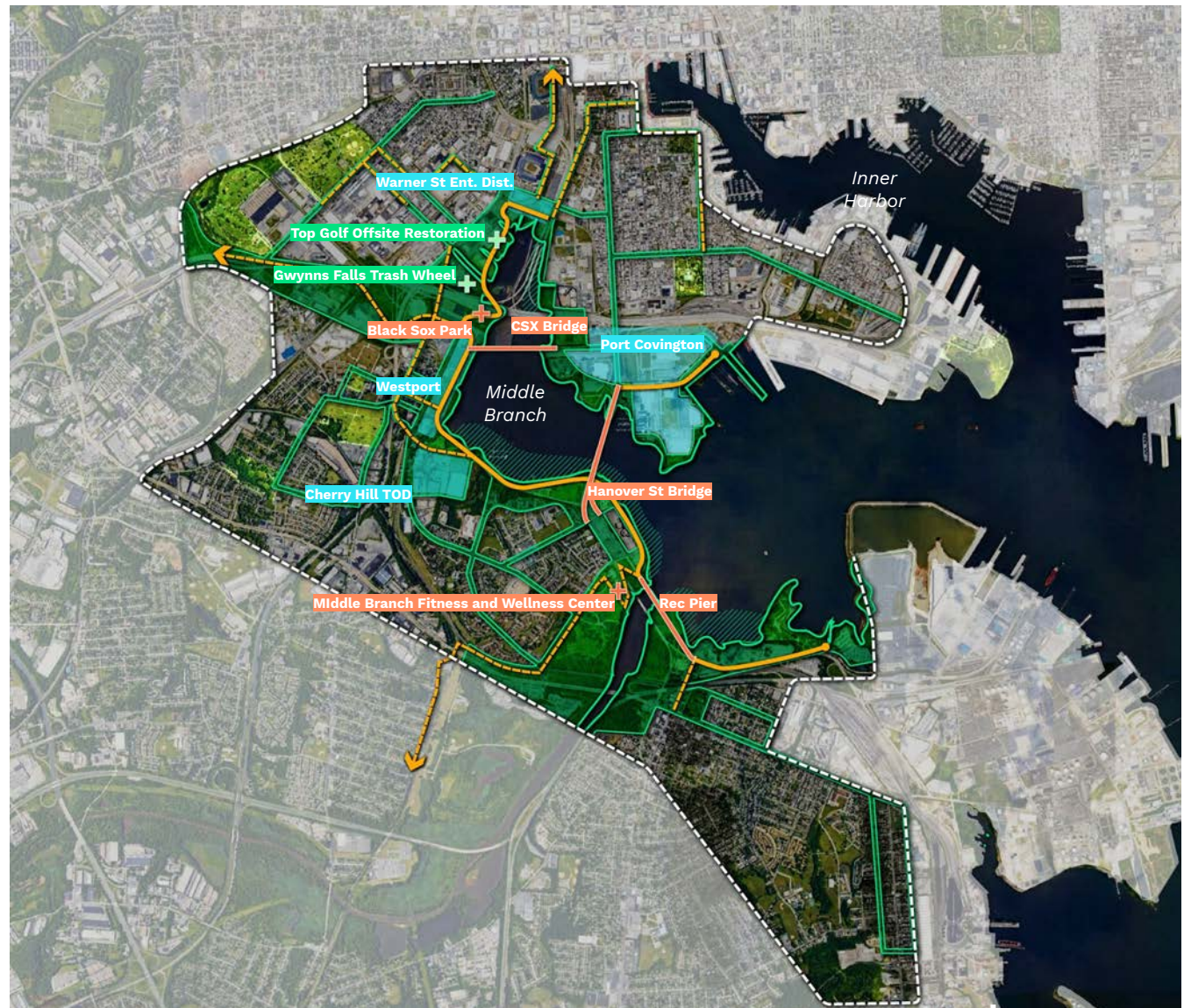


Figure 5.4: Projects in Motion





## 5.2 DESIGN & PLACEMAKING

### Priority Project Areas

The City and its partners have identified three zones for more detailed development within the Master Plan Project Area:

1. The Loop Trail
2. Expanded Middle Branch Regional Park
3. Ridgely's Cove

These Priority Project Areas are open spaces and connective elements that are critical to fully realizing the potential of the master plan.



Figure 5.5: Priority Project Areas



**The Loop Trail**

The Loop Trail will be the system of primary pathways for accessing the waterfront, major open spaces and facilities. Stretching 11 miles from Port Covington to Masonville Cove, the route integrates existing trail segments and accommodates multiple activities: walking, running, cycling, and taking in the view (Figure 5.6).

The Loop will include an east-west bridge between Westport and Port Covington, midway between Middle Branch Park and the Warner Street District. If feasible, the bridge will make use of the existing railroad trestle and “swing bridge,” or at least provide a close-up look at these structures. “Community loops” will provide safe access between neighborhoods and the main Trail route as it follows the waterfront.

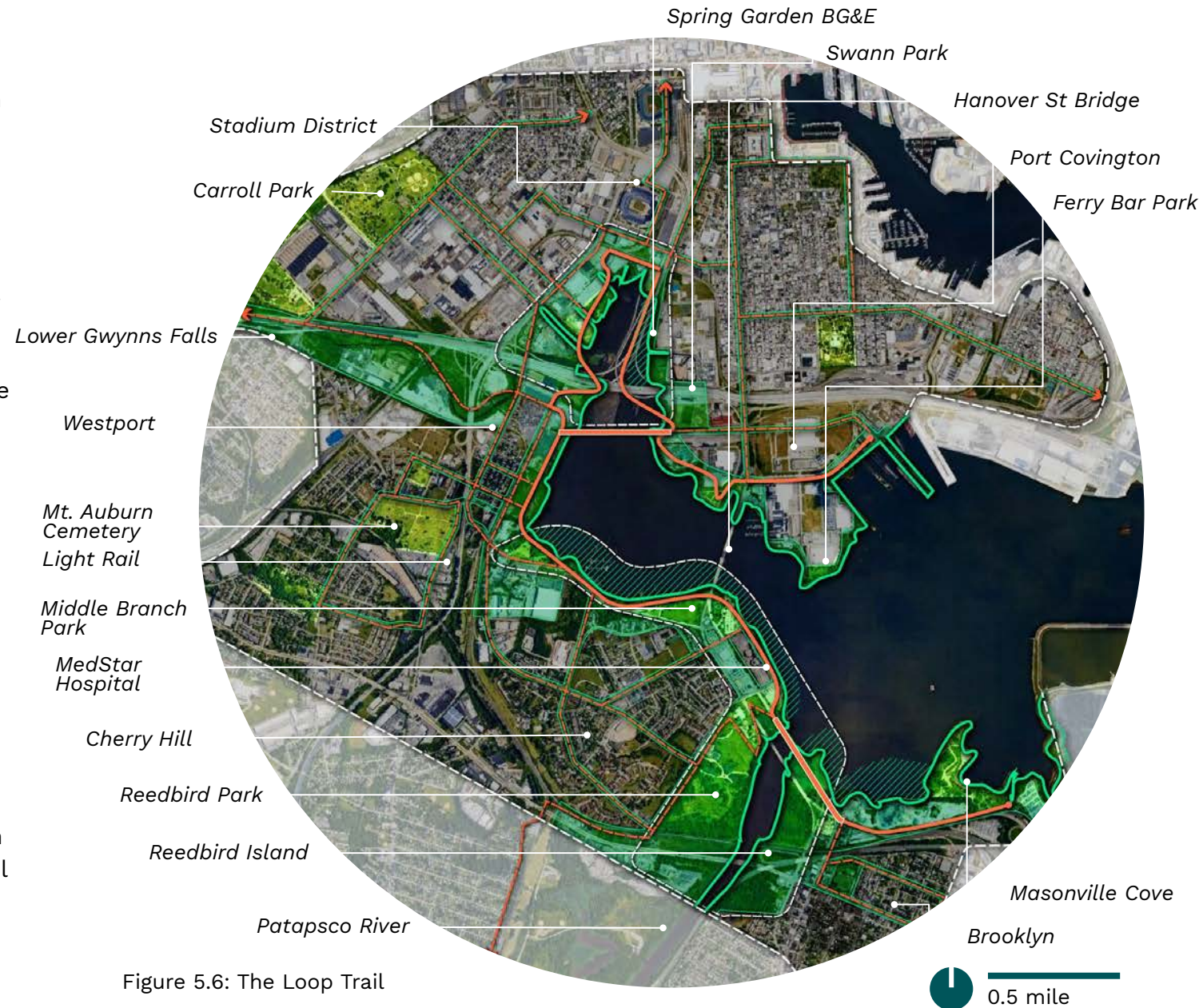


Figure 5.6: The Loop Trail

## 5.2 DESIGN & PLACEMAKING

### Expanded Middle Branch Park

An Expanded Middle Branch Park will connect Middle Branch and Reedbird Parks with other properties between Smith Cove at Waterview Avenue and the City-County line at Patapsco Avenue. Trails and natural areas will line both sides of the Patapsco River between Brooklyn and Cherry Hill, connecting in the future to Southwest Regional Park. The Master Plan will integrate these spaces into a cohesively designed whole, while identifying activities, facilities and access points that respond to residents' desire for an inclusive and equitable park (Figure 5.7).

Potential projects include\*:

1. Living Shoreline Zones
2. Expanded Boathouse and Rowing Piers
3. Fishing Piers
4. Beach and Picnic Areas
5. Amphitheater/Performance Space
6. Canoe & Kayak Launches

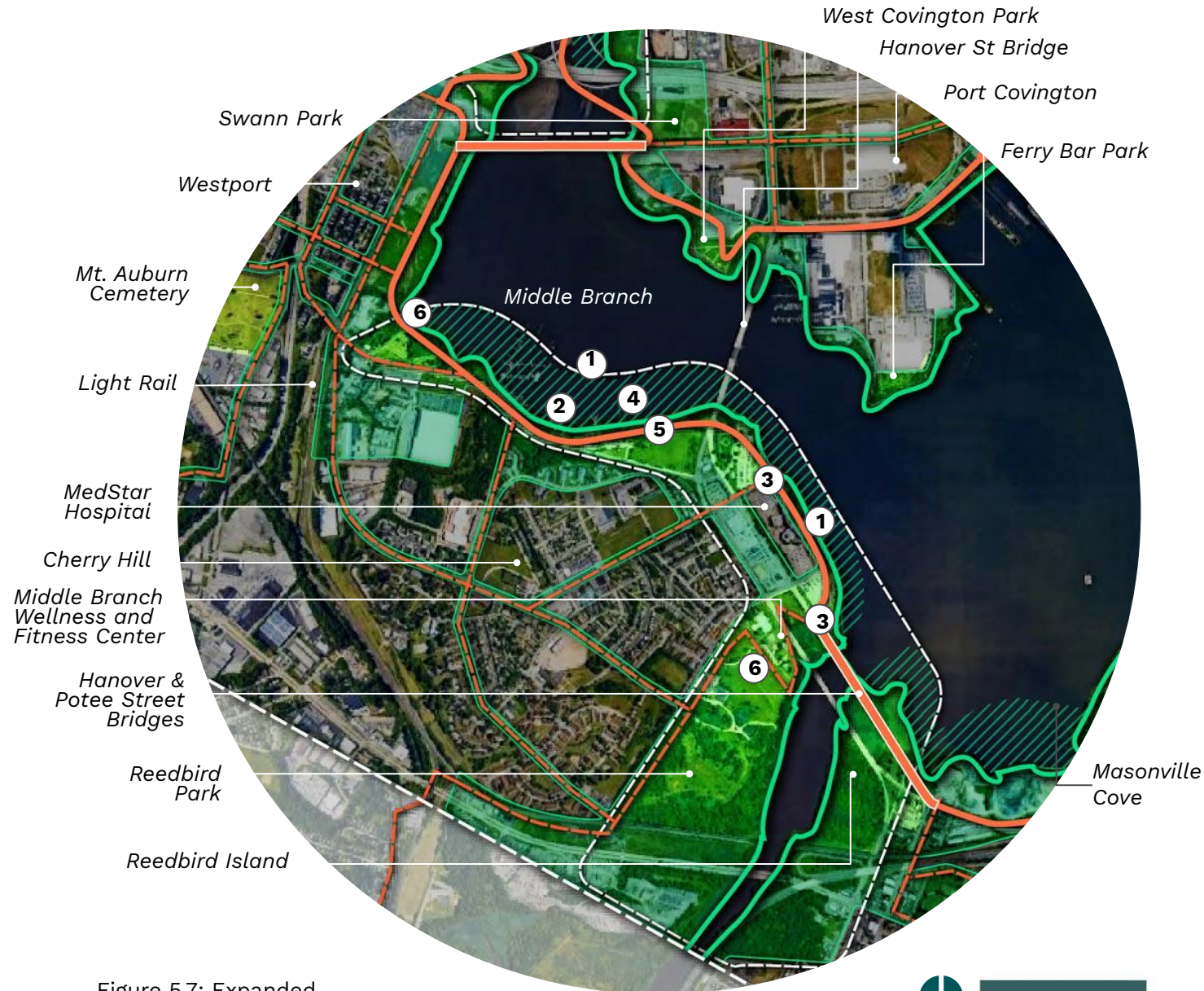


Figure 5.7: Expanded Middle Branch Park

\* Locations and programs shown are approximate, to be confirmed in the Master Plan

**Ridgely's Cove**

Ridgely's Cove is a landscape of contrasts: marshes and mudflats, woodlands and nature trails, a 24-hour casino, natural gas storage tanks, the City's trash incinerator, and an I-95 highway interchange. Even with this diversity of uses, the cove presents incredible opportunities for ecological restoration and improving resiliency, while connecting the Loop Trail and adding outdoor recreation. The Master Plan will explore these opportunities and integrate "Projects in Motion," such as the Warner Street Entertainment District (Figure 5.8).

Potential projects include\*:

1. Living Shoreline Zones
2. Commemorative "Black Sox Park"
3. Skate Park, Bike Park or Pump Track
4. Boardwalks, Piers and Docks
5. Suspended Walkways below the interchange
6. Connecting to the Gwynns Falls



Figure 5.8: Ridgely's Cove

\* Locations and programs shown are approximate, to be confirmed in the Master Plan

**SECTION 5**  
**5.3 Community  
Engagement  
Strategy**



### 5.3 COMMUNITY ENGAGEMENT STRATEGY

#### Audience

The outreach and engagement framework focuses on transparency and inclusivity in communications and action - building widespread awareness, enthusiasm, and involvement across a range of audiences to maintain the positive support and momentum already garnered for Reimagine Middle Branch project goals and JEDI outcomes. Communications strategies tied to these outreach and engagement efforts are outlined in Section 5.5 and emphasize consistent messaging across a variety of formats and languages to encourage

inclusivity and diversity amongst the target audiences. As necessary, COVID protocols will be adhered to with all audiences with outreach and engagement meetings, events, and campaigns occurring remotely and/or in physically distanced settings according to public health guidance. For public meetings and general communications, outreach and engagement will target a broad, inclusive, and diverse audience including stakeholders and influencers at multiple scales, see Figure 5.9.

For civic events and campaigns, outreach and engagement will include those targeted in the broader effort, while **focusing explicitly on the individuals, organizations, businesses, and institutions embedded in and/or operating within the project area.** This approach aims to anchor the work in local knowledge, needs, and expertise as called for by project goals, JEDI objectives, and thematic focus areas.

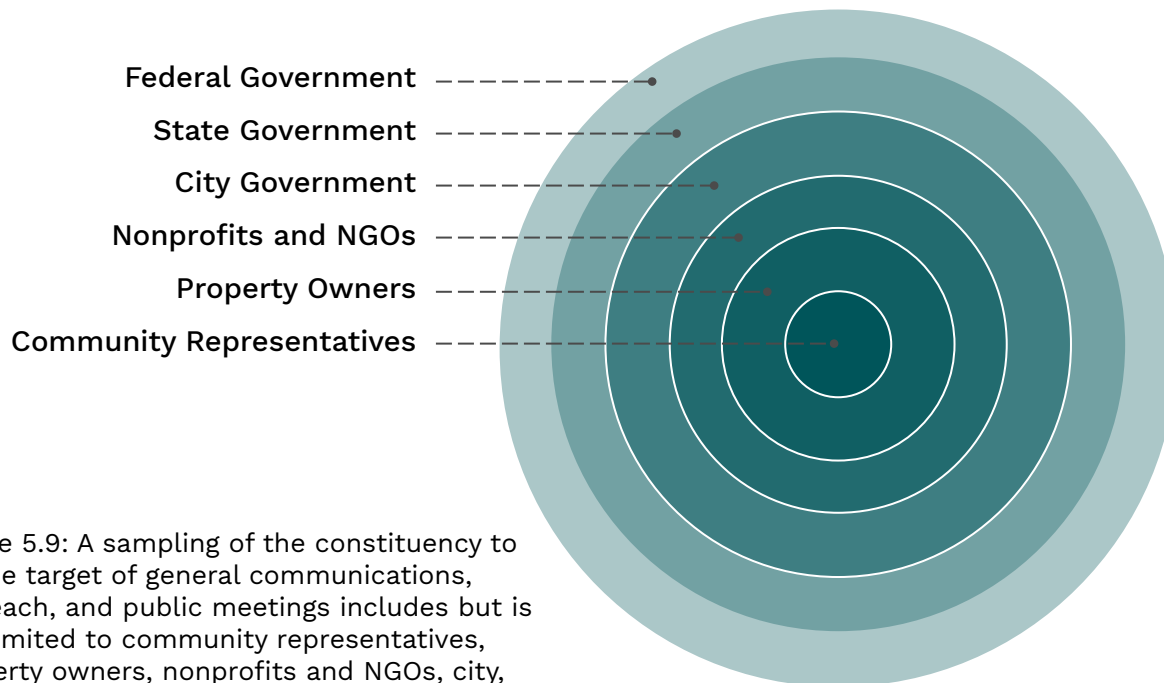


Figure 5.9: A sampling of the constituency to be the target of general communications, outreach, and public meetings includes but is not limited to community representatives, property owners, nonprofits and NGOs, city, state, and federal government.

## 5.3 COMMUNITY ENGAGEMENT STRATEGY

### Tools, Techniques, and Technology

To reach the target audiences for Reimagine Middle Branch and foster an inclusive, diverse, and effective outreach and engagement process, a broad spectrum of tools, techniques, and technologies will need to be deployed. This will include traditional tools and techniques such as:

- Direct mail/postcards
- Informational flyers
- Door hangers
- Intercept surveys

In addition, advanced virtual tools and technologies will be leveraged to augment COVID imposed limitations to in-person activities and events, see Figure 5.10). Remote outreach and engagement will include the use of:

- Cell phones
- QR codes
- Virtual meeting rooms
- Virtual meeting boards

Specific platforms that have proven valuable in outreach and engagement efforts and likely be used in the next phase of Reimagine Middle Branch are outlined below:

- *MURAL, miro, and Jamboards:* Digital workspace for visual collaboration to be used during public meetings for interactive exercises and real-time feedback.
- *Eventbrite:* Remote registration platform to track stakeholder participation in public meetings, events, and campaigns.
- *Slido:* Interactive engagement plug-in to foster participation in presentations and public meetings.
- *Survey Monkey:* Online survey platform for stakeholder input that works on computers, cell phones, and tablet.
- *Zoom, Google Meet, and/or Microsoft Teams:* Virtual gathering space and breakout rooms for presentations, public meetings, events, and campaigns.



Figure 5.10: Various tools and apps including Jamboard, Google Meet, and surveys can be used for virtual public engagement.

### Tasks and Activities

The outreach and engagement strategies outlined in this Section include tasks and activities that build and expand on past planning efforts, the ISP, Project Brief phase of work, and professional best practices. They are intended to build relationships and activate a strong coalition of supporters for Reimagine Middle Branch that includes a wide range of people, voices, ideas, and communities, equitably representing the diversity and character of the project area. Three engagement tasks and three types of engagement activities will guide engagement during future phases of Reimagine Middle Branch as shown in Figure 5.12.

Engagement tasks include:

- **“Evaluate”** - This task will focus on idea generation, work revisions, and iterative consensus building.
- **“Validate”** - This task will focus on vision synthesis and development of design and planning recommendations.
- **“Demonstrate”** - This task will focus on development of implementation pathways and execution of high value co-benefit opportunities.

Engagement activities include:

- **Meetings** - Public meetings to share updates and solicit stakeholder feedback at critical project milestones.
- **Events** - Civic events that educate and inspire stakeholders to connect with the project.
- **Campaigns** - Ongoing initiatives that strengthen and support project goals and JEDI outcomes.

### Metrics

Success will be defined by how well the outreach and engagement activities attract community members and whether stakeholder input is incorporated into planning and design recommendations.

Metrics include:

- Number of stakeholders that participate in engagement activities.
- Quantity of stakeholder recommendations gathered during engagement activities.
- Integration of stakeholder input into planning and design recommendations.



Figure 5.11: The Reimagine Middle Branch engagement activities will target project stakeholders with various avenues for input and participation.



### 5.3 COMMUNITY ENGAGEMENT STRATEGY

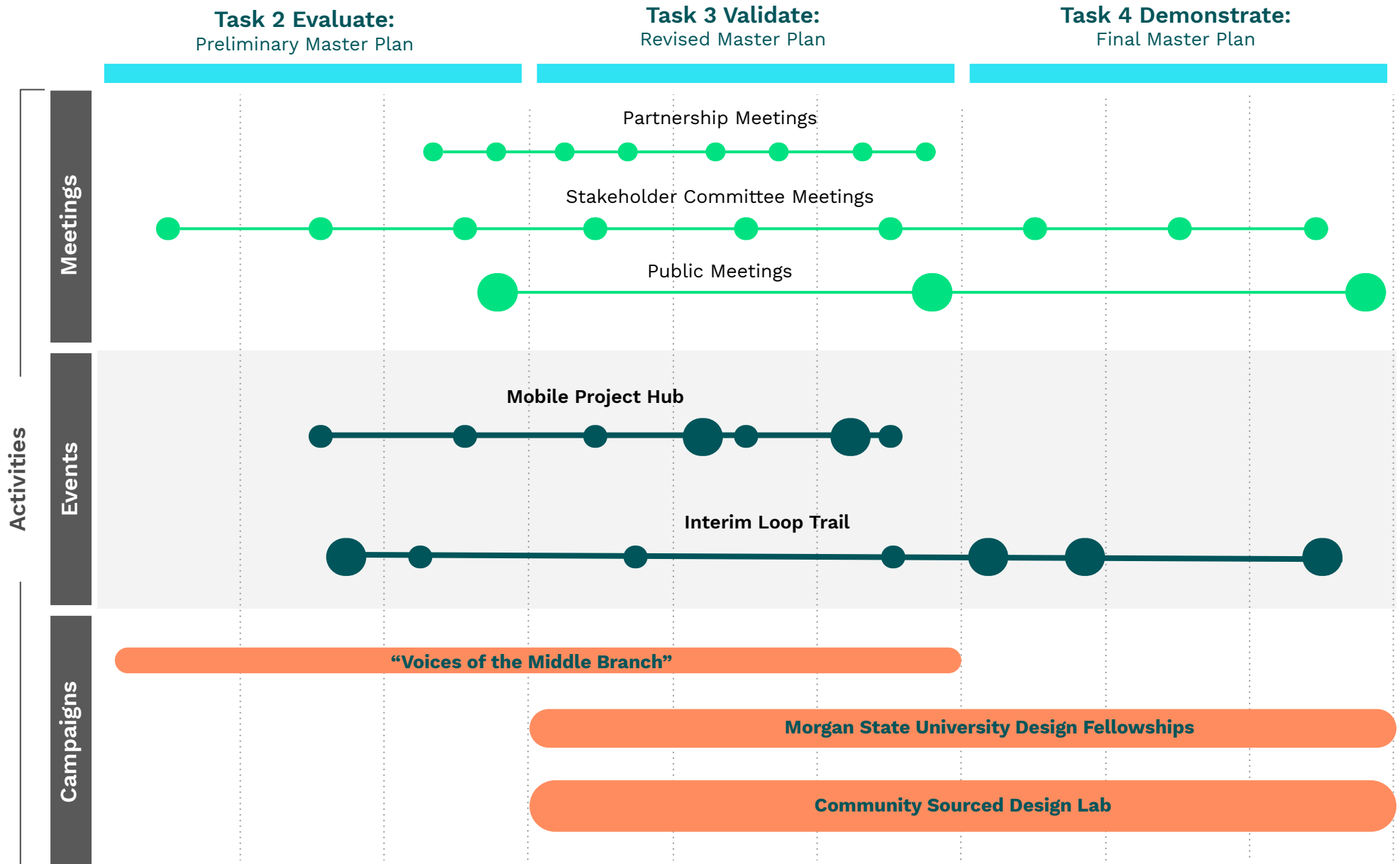


Figure 5.12: The community engagement strategy is divided into three types of activities - meetings, events, and campaigns that will occur throughout Task 2, 3, and 4 of the Reimagine Middle Branch master planning process. Each event and campaign is described in further detail in the events/campaigns profiles Section and youth engagement Section respectively.

### Event 1 | Mobile Project Hub

Mobile Project Hub events will include stakeholder input opportunities, information sharing, design demonstrations, and community resource repository for Reimagine Middle Branch, see Figure 5.16. The hub, housed in a moveable kiosk, cart, truck, trailer, or similar, will have a physical, on-site presence during the master plan and will host events in surrounding communities. The hub will share up-to-date project information, collect feedback (both passively and actively), organize activities and provide resources to residents of the project area neighborhoods.

The design of the hub and coordination of related programming will be completed during Task 2. Potential programming and hub activation opportunities include:

- Community Resource Hub
- Home Garden Kits
- Partnerships with local restaurants and food vendors
- Innovative Reuse and Beneficial Use of Dredged Material (IRBUDM) Pilot and Demonstration Projects

The Hub will begin travelling to communities during Task 3, and continue to mobilize throughout Task 4 per the opportunities identified and confirmed during Task 2.

### Event 2 | Interim Loop Trail

Events surrounding the creation of an Interim Loop Trail will explore the immediate need for improving access, connections and mobility between the Middle Branch and neighboring communities. In addition to identifying locations for safe and accessible routes to destinations in and around the waterfront, these events will seek to increase awareness of and access to cultural, historic and recreational resources, see Figure 5.14. Interim Loop Trail events will build and develop an identity for the Middle Branch Master Plan and help foster a sense of public trust and rapport.

During Task 2, the team will host a community walking tour event (in-person or virtual) identifying a series of historically, culturally and recreationally significant destinations within the project area, while providing safe and convenient community access

to the waterfront. This activity will incorporate conceptual narratives, stories and other modes of interpretation. The identified sites will serve as initial nodes that the project team will work to connect through the design and alignment of the Interim Loop Trail.

During Task 3, the team will refine the list of identified cultural and recreational community nodes and identify up to three locations/connections along or leading to the preferred route to install temporary trail segments and/or local connectors as “Demonstration Projects” which will include:

- Develop project concepts - demonstrate how an underutilized space could be transformed to contribute to safety, community building, or economic goals.
- Technical analysis – traffic management and safety analysis and mobility needs.
- Community engagement - via workshops and survey, to gather input and generate support.

## 5.3 COMMUNITY ENGAGEMENT STRATEGY

During Task 4, the Interim Loop Trail will serve as a location for public outreach and engagement events such as a South Baltimore Park(ing) Day or a local Food Truck Rally. The project team will develop a process to document and measure the success of the pilot project by collecting before and after metrics in order to illustrate project viability and generate support for permanent implementation.

### **Campaign Profile 1 | MSU Fellowship**

3-5 fellowships will be awarded to Morgan State University graduate students and recent alumni, see Figure 5.15. Fellows will participate in the design, planning and public outreach of the Reimagine Middle Branch Master Plan in conjunction with Tasks 3 and 4 of the master plan. Fellows will be hosted by master plan project team members who will provide day-to-day direction on project work, guidance on individually-directed projects, and mentorship. The fellowship will focus on individually-directed projects and master plan related work.

For individually-directed projects, Fellows will define, develop and deliver projects related to the master plan site and project goals. They will present their work for feedback and comment from their host firm at regular intervals during the 10-week fellowship. The fellowship will culminate in a gallery presentation.

For master plan related work, the fellows will each concentrate on one of the following aspects of the project:

- Design
- Outreach and Engagement
- Youth Engagement and Education
- Communications

Fellows will submit a final report of their work and exit interviews with fellows and mentors will be conducted to assess the impact and overall effectiveness of the fellowship program.

Additional Resource Needs:

- Fellows will receive a stipend of \$8,000 and will be eligible to receive academic credit.

### **Campaign Profile 2 | “Voices of the Middle Branch”**

Inspired by the 'Humans of New York' series and NPR's 'StoryCorps' projects, the Voices of the Middle Branch campaign will celebrate the communities around the Middle Branch through visual storytelling shared across social media platforms. The project team will conduct a series of interviews with individuals, families, and community members from around the Middle Branch, see Figure 5.13. Working with a local photographer, the project team will also capture portrait photography of the interview subjects. Content will be edited and packaged into social media posts, and shared on a variety of platforms (instagram, facebook, etc.) as well as the project website. Posts will be coordinated with the project's social media calendar, which will be outlined by the design team in Task 2.

### 5.3 COMMUNITY ENGAGEMENT STRATEGY



Figure 5.13: The Voices of The Middle Branch Campaign documents the stories of South Baltimore residents.



Figure 5.14: The proposed Interim Loop Trail will provide equitable and safe access from adjacent South Baltimore neighborhoods to nodes such as Middle Branch Park and job opportunities, retail, and community service centers.



Figure 5.15: The MSU Fellowship program offers students hands on experience in the design professions.



Figure 5.16: The Mobile Project Hub will serve as a way to bring resources and project information into the community.

**SECTION 5**  
**5.4 Youth**  
**Engagement**  
**Strategy**



## 5.4 YOUTH ENGAGEMENT STRATEGY

### Overview

This strategy supplements and supports the overall Community Engagement Strategy by soliciting input from the community's youth, a sector of the community that may otherwise not be involved with the planning process. The youth strategy intersects with and supports many of the project goals and builds capacity in the next generation of residents, business owners, and advocates. Specifically, the Project Team will initiate a two-pronged approach to the integration of youth perspectives and involvement in Reimagine Middle Branch.

- **Strategy 1: Youth Advisory Council**
- **Strategy 2: Community Design Lab**

The objective of 'Strategy 1' is to establish a process and platform for the community's youth to provide feedback and insights that directly inform the Middle Branch Master Plan deliverables as part of the larger, community engagement strategy. 'Strategy 2' is a youth engagement campaign that will include the design and implementation of a youth-led design program that begins to build momentum and capacity across several key objectives as

identified in the committee workshops and Initial Scope Period: youth environmental education and stewardship, career discovery in design fields, entrepreneurship opportunities for local residents, and partnership building amongst secondary and higher education institutions (see Figure 5.17). The following Sections outline the rational and proposals for the youth engagement strategies.



Figure 5.17: Youth are introduced to the process of community design and master planning and have the opportunity to provide their input and perspectives to address social and environmental inequities in their community.

### Strategy 1: Youth Advisory Council

#### Rationale:

“We can't forget *the youth*.”

-Michael Middleton  
SB7 Coalition, Inc.

**Intent:** Tasks 2 – 4 of Reimagine Middle Branch provide the opportunity to integrate youth perspectives and feedback to inform the master planning deliverables, build youth awareness of the project's planning process, and generate interest about the transformation of this waterfront asset. Youth engagement activities and/or events will be in tandem with the overall Community Engagement Strategy for the master plan.

## 5.4 YOUTH ENGAGEMENT STRATEGY

### Approach

The project team will work together with the Youth Advisory Council to develop specific youth-centered engagement opportunities and exercises using innovative tools, apps, and techniques. The youth engagement strategy will parallel the overall community engagement strategy providing opportunities for youth input at all public meetings. The Youth Advisory Council will help the project team frame questions about the master plan and programming in specific ways through unique platforms targeted for the community's youth.

### Work Plan (see Figure 5.18)

**Stage 1:** Form a Youth Advisory Council (Task 2 – Months 1 to 2)

The planning, design, and implementation of youth-oriented public engagement activities that correspond to the overall public engagement strategy should be designed with youth perspectives and interests in mind. Toward this goal, the project team will form a Youth Advisory Council comprised of 8 to 10 high school-aged participants.

**Stage 2:** Youth Advisory Council Kick-Off (Tasks 2 to 4 – Months 3 to 9)

The Youth Advisory Council will advise the project team on appropriate methods and tools to target youth engagement (K-12) at the three scheduled public meetings to be held throughout Tasks 2 through 4. Youth advisors will participate in public meetings and post-meeting workshops with the project team to analyze and summarize what they heard from the general public and their peers.

**Stage 3:** Reflection and Assessment (Task 4 – Month 9)

Exit interview conversations will be conducted with the Youth Advisory Council members to capture participant reflections, key takeaways, next steps and evaluate the overall effectiveness of the Youth Advisory Council and the engagement strategy.

Other Resource Needs:

- Youth Advisory Council members to be paid stipends (\$500 each) for their time and expertise.



Figure 5.18: The conceptual program overview of the development of the Youth Advisory Council as a way to integrate youth perspectives in parallel with the community engagement strategy and planned public meetings.

## 5.4 YOUTH ENGAGEMENT STRATEGY

### **Strategy 2:** Community Design Lab

**Intent:** The built environment design industry, including architects, landscape architects, urban designers, and urban planners are plagued by a predominately white industry, and a majority of these professionals are not residents of the communities that they plan and design. To make real change in how we plan, design and shape the built environment, it is critical to amplify the voices and perspectives of the community experts (e.g. South Baltimore Youth). By providing the right tools, experiences, and resources, young people will envision themselves as key stakeholders that hold the authority in shaping and transforming their own neighborhoods and will gain access to career paths that might otherwise have been unknown or unobtainable.

A Community Design Lab at Middle Branch allows for targeted and deep engagement through a youth-led initiative to coincide with the master planning project. The 5-month long (paid) student-led design immersion and incubator program will engage students through an explorative design process in

the context of the issues that are currently affecting their own communities in Middle Branch (see Figure 5.19). Participants will connect project ideas to lived experiences toward disciplines such as architecture, landscape architecture, urban design, and urban planning, and see themselves as contributing toward transformational change in South Baltimore. The goal of this strategy will be to design, implement, evaluate a pilot youth design education program that will serve as a model to be sustained for future program years.

### **Approach**

The Community Design Lab at the Middle Branch will empower Baltimore youth by providing them with access to the tools, resources, mentorship, and networks to design and cultivate their own environmental justice project and connect their interests with future career opportunities as a designer of the built environment, see Figure 5.20. Students will identify, conceive, and implement youth-led innovation projects that address issues of social,

environmental, and spatial justice to improve their own communities. The program will select a youth cohort of up to 10 high school students aged 16+. The cohort will be introduced to the Middle Branch design process in real-time through an 8-week design immersion studio course before they segue into their 3-month-long design incubator process to support the development of their individual (or group) projects, prototypes, and proposals that center social and environmental justice outcomes in the Middle Branch and its adjacent neighborhoods. The program will lead students through a design research and place-based curriculum, inspire an entrepreneurial spirit, and open them up to the possibilities of a future design career in landscape architecture, urban design, engineering and urban planning.

**A *Community Design Lab* at the Middle Branch allows for targeted and deep engagement through a youth-led initiative to coincide with the master planning process.**



## 5.4 YOUTH ENGAGEMENT STRATEGY

### Program Timeline (see Figure 5.21)

6 distinct stages of the Community Design Lab outline the process to plan, implement, evaluate and disseminate the work produced from the pilot Design Lab program. In the context of Task 2-4 of the master plan, the pilot Community Design Lab will align with and extend slightly beyond Task 4 of the master plan, to include additional time to prepare close-out documentation.

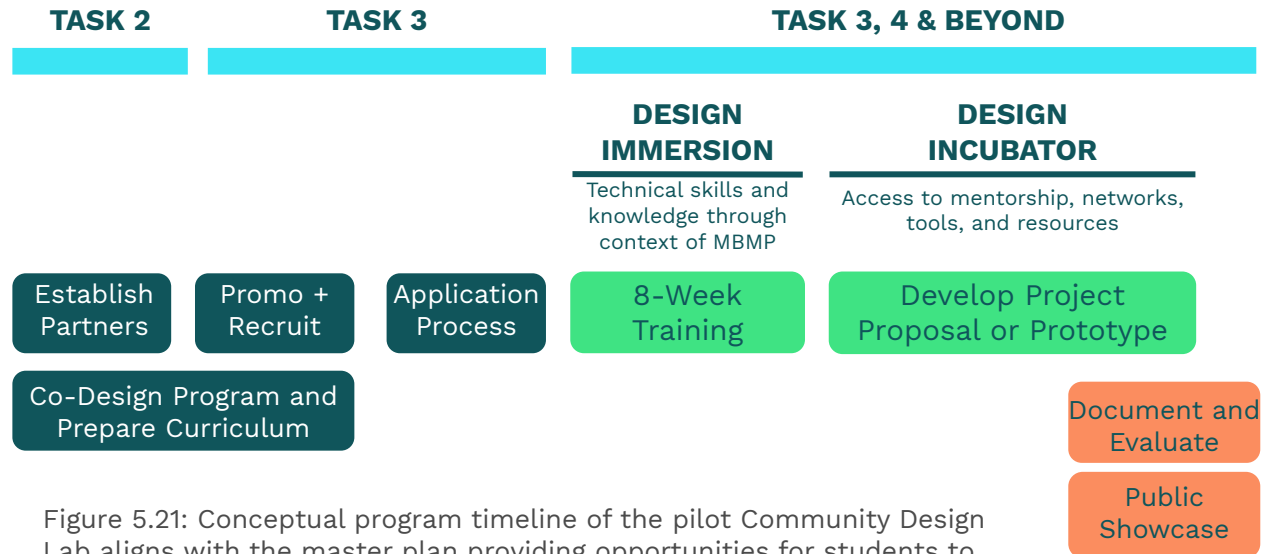


Figure 5.21: Conceptual program timeline of the pilot Community Design Lab aligns with the master plan providing opportunities for students to solve problems and provide input to the master plan.



Figure 5.19: Precedents for the Community Design Lab include The Urban Studio's Studio DC where students of color learn about landscape architecture and allied professions while tackling design challenges in their neighborhood.



Figure 5.20: In a Community Design Lab, students have access to mentors in the design profession who co-lead the 8-week design immersion training program.

## 5.4 YOUTH ENGAGEMENT STRATEGY

### Work Plan

**Stage 1:** Identify and Establish Key Program Partners (*Task 2 – Months 1 to 3*)  
The project team will collaborate with the Client Group and committees to identify and host preliminary conversations with potential program partners and establish partnership agreements (e.g. MOUs). The goal is to integrate a program partner(s) that target youth organization(s) or a school with aligned programming and infrastructure where the Design Lab program will complement and add value.

Potential Youth and Environmental Education Partners (in no particular order):

- Youth Resiliency Institute
- Living Classrooms
- Masonville Cove Partnership
- Blue Water Baltimore

Potential Institutional Partners (high schools in close proximity):

- New Era Academy
- Digital Harbor High School
- Ben Franklin High School

Potential Higher Education Partners:

- Baltimore School of Design

**Stage 2:** Plan and Co-Design Program with Program Partners, Stakeholders, and Client Group  
The project team will facilitate the development of the program framework and program evaluation metrics with input from Program Partner(s), key Stakeholders, and Client Group. This is the stage at which key design concepts, sites, and themes may be identified as focus areas for the curriculum and design studio.

**Stage 3:** Call for Applications and Review Process (*Task 3 – Months 4 to 6*)  
Promote, recruit and review Design Lab applications.

**Stage 4:** 8-Week Design Immersion Training (*Task 4 – Months 7 to 9*)

**Stage 5:** Conduct 3-Month Design Incubator and Host Public Showcase (*BEYOND Task 4 – Months 10 to 11*)  
Public showcase may be digital or in person. Depending on timing, public showcase could possibly take place in conjunction with the Task 4 public meeting.

**Stage 6:** Document Program Findings and Outcomes for Funding Opportunities (*BEYOND Task 4 – Months 12 to 13*)  
Exit interviews to be conducted with participants including students, stakeholders, and program partners to document the initial pilot program and evaluate its success. Pilot program documentation will serve as a means for acquiring long term Community Design Lab support and funding so the program at the Middle Branch can be sustained and hosted on an annual or biennial basis as funding allows.

**SECTION 5**  
**5.5 Communications  
Strategy**



### Communications Strategy

From climate change and resiliency to racial injustice and community building, the work being done in the Middle Branch is among the most relevant and impactful work being done anywhere in the country. There is great opportunity from a communications perspective to shine a bright light on the Middle Branch, bringing regional and national attention to South Baltimore. Whether it's a high-level summary of the overall project or a zoomed-in analysis of a particular component, media should be leveraged to drive awareness in support of community buy-in, fundraising, and ultimately, implementation.

Reimagine Middle Branch is at a delicate point in the overall planning, engagement, and implementation process. With public engagement slated to be ongoing, and a robust team of committee members already contributing, it is critical that communications move in lockstep with engagement. As with any major project, transparent and early communication with the project's stakeholders and public can result in positive momentum and greater public support.

Messaging needs to be clear, concise, and consistent, keeping the public informed of what's happening at every stage and building and maintaining trust through transparency. The following is an overview of the communications plan.

### Purpose

Communications is a tool to support the creation of the Master Plan, enable effective community engagement, drive awareness and fundraising, and help usher in implementation. Each component of a strategic campaign should be reverse-engineered to support the goals of the project.

**...it is critical that  
*communications* move in  
lockstep with *engagement*.**

### Target Audience

Every campaign is informed by the specific audiences it is trying to reach. Reimagine Middle Branch has several audiences that need to be engaged and informed throughout the process. The goals related to each audience are not always the same. To that end, all relevant audiences will be identified at each stage of the campaign to ensure their interests are reflected throughout the strategy.

Relevant audiences are categorized as follows:

- SB7 and other local communities
- Baltimore and region
- Funders and investors
- Local chapters of national affiliations/interest groups like ASLA, ULI, AIA, etc.
- Media (local and national)
- Working Group and Committees
- Project Team

### Findings: What We Heard To Date.

- A clear **commitment to JEDI principles** must be reflected in all facets of the project and especially through all communications materials and engagements.
- There is an **urgency for projects and initiatives to demonstrate action**. Early actions and activities will happen during the master plan. This effort must be made transparent through ongoing communications.
- Communities' and stakeholders' insights and input must be meaningfully incorporated into the catalyst projects and the final master plan. The team must be able to **draw direct linkages from the communities' input and feedback** to the final output.
- Throughout the process, **partnerships need to be leveraged** and built with agencies and nonprofits to assist with implementation, build trust within communities and support fundraising.
- There is a need to create opportunities for **communities to have their stories reflected in the master plan**, including stories about histories, the injustices that have occurred, and unique experiences within the Middle Branch.
- Each of South Baltimore's communities have **unique needs** and histories, which all must be understood and reflected throughout the process.
- Programs and **activities need to be tailored in order to resonate** and engage with the diverse cultures and neighborhoods of South Baltimore.
- **Language needs to be carefully considered** to reflect explicit feedback given in Committee meetings. (Ex: emphasizing African Americans and talking about the physical and emotional concept of 'freedom of movement.')

**Goals:** A strategic communications approach will be applied at each step of the planning and engagement processes. Each engagement strategy includes a set of tactics that each require communications. Clear goals will be used to inform the appropriate tools, channels, and audiences at each step of the campaign. Strategic goals include:

- Driving awareness & participation in engagement activities
- Establishing and reinforcing the project brand
- Creating community & stakeholder buy-in
- Supporting fundraising efforts public & private
- Increasing social media engagement & web page visits
- Sharing project updates and milestones
- Countering misinformation & false narratives

### Microsite Updates

In future tasks, [reimaginemb.com](http://reimaginemb.com) (Figure 5.22) will continue to function as the central hub for project information and updates. Through the early stages of Task 2-4, the Design Competition website [middlebranchwaterfront.com](http://middlebranchwaterfront.com) will remain as an archival record of the competition process and documents. The websites have been integrated to ensure they are speaking to each other, preventing any confusion from a public standpoint.

Website integration in Task 1 included:

- Creating a banner/pop-up window as well as adding copy on the homepage of the Competition website, redirecting users to the new microsite for up-to-date information
- Adding an additional FAQ on the Design Competition website clarifying the difference between the two websites
- Updating the Contact tab to ensure all inquiries are received through the new email/microsite form
- Linking the Resources tab on [reimaginemb.com](http://reimaginemb.com) to the Design Competition materials on the previous website

### Website Consolidation & Brand Identity

At the onset of Task 2, the [middlebranchwaterfront.com](http://middlebranchwaterfront.com) website will be fully consolidated into the new [reimaginemb.com](http://reimaginemb.com) microsite. This will ensure there is one de facto project hub and eliminate any lingering confusion for the public. In addition, the project's brand identity will be revisited as an engagement activity - providing stakeholders an opportunity to shape the visual character of communications.

Steps to consolidate the websites:

- Create a new tab on the navigation bar and associated page dedicated to the Design Competition outlining the purpose, jury, and process. Include all competition entries and relevant documents.
- Create a new tab for FAQ's, combine existing FAQs with any new questions and update answers as needed

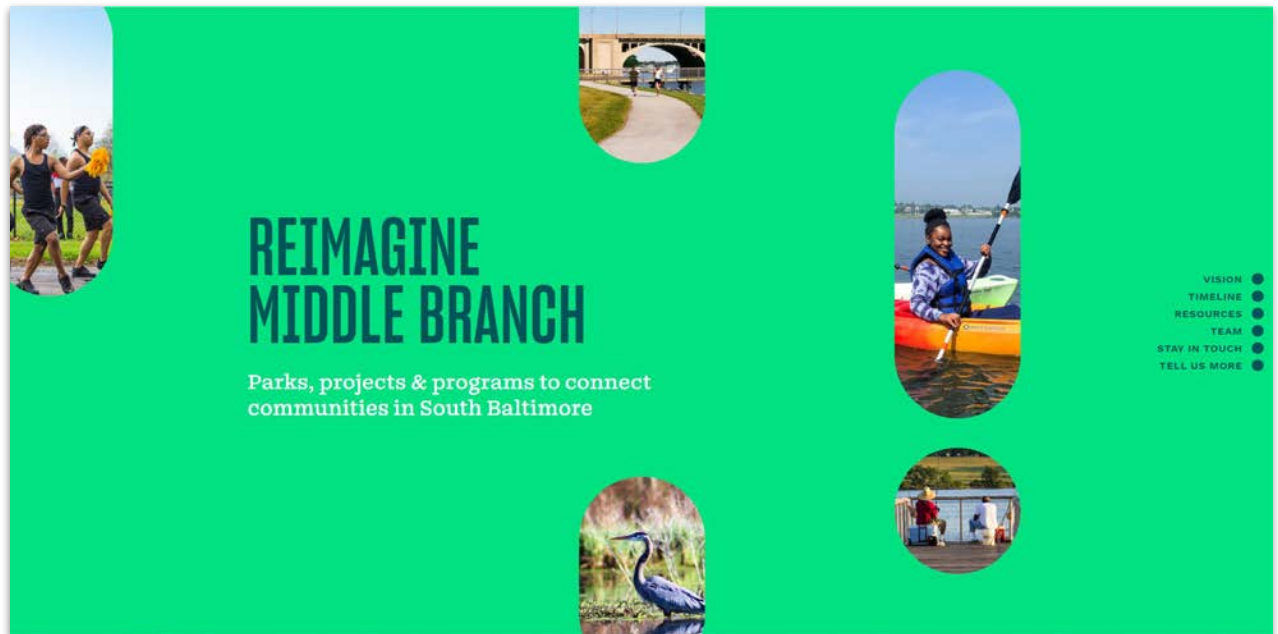


Figure 5.22: New microsite version 1 landing page for [reimaginemb.com](http://reimaginemb.com) as developed by Public Mechanics in Task 1.

### Levels of Communications

Throughout Tasks 2 to 4, communications campaigns will support design and engagement activities with external communications that ladder back to specific goals.

To support efficient and impactful communications, a two-tiered messaging program will be deployed for engagement and outreach activities. This will include Baseline and Elevated Communications as defined below.

**B**

#### Baseline Communications

represents the mandatory steps that need to be taken for each activity during Tasks 2 to 4. They include refining messaging, identifying spokespeople, and updating website and social media.

**E**

#### Elevated Communications

represents additional, proactive steps that can be taken to achieve a specific project goal. This can include drafting a press release, arranging exclusives, pitching media and/or staging a photo opp.

### Engagement and Communications

Community engagement and communications should be thought of as two sides of the same effort. Effective engagement is a critical tool that will inform and direct planning and design tasks to the needs and goals of the community. Effective engagement can also be used to disseminate strategic messages directly to the community, driving awareness and excitement around the master plan.

As engagement strategies are further developed, refined and implemented, plans and timelines will be updated to ensure the goals can be effectively supported with communications.

In an effort to ensure goals are met, a series of questions will be asked at the start of Task 2. A sampling of engagement and communications questions are listed here.

Questions to consider include:

- How do our efforts ensure an equitable and inclusive dialogue?
- How do these actions reinforce our commitment to JEDI?
- What is the hook that will get people to participate?
- How can stakeholders be engaged to develop a brand and visual identity for Reimagine Middle Branch broadly and priority project specifically?
- What unexpected elements can be included to drive excitement?
- How can the committee be engaged to promote and drive awareness?
- What partnerships exist and/or can be created to cross promote these engagements?
- What funding opportunities can be leveraged to broaden the Reimagine Middle Branch network and support project goals?
- What channels can we leverage to maintain momentum and share the narrative? How can engagement be framed to entice media coverage?
- How can media coverage help reinforce strategic goals?

## 5.5 COMMUNICATIONS STRATEGY

### Communications Tools and Tactics

Communications tools will be tailored to each of the engagement activities to ensure the appropriate content reaches the project's target audience(s). Tools include, but are not limited to:

**Press Releases:** Make an announcement, launch a program or share a key milestone.

**Media Relations:** Targeted pitches to media; story and interview placement to disseminate key messages.

**Fact Sheet:** Key facts and background about the project/initiative to ensure accurate information is published.

**Website Updates:** Developing new copy and revising the website design to reflect the project status.

**Social Media:** Developing, reviewing, and vetting content (text and visuals) that support project milestones and engagement activities. In-person or digital activation events will be amplified with social media coverage. Customized hashtags will be created for each post, leveraging project-specific hashtags (ex: #reimaginemb #reimaginemiddlebranch #middlebranch) and general topic-related hashtags (ex: #southbaltimore #masterplanning).

**Imagery & Other Visual Assets:** Master plan imagery and photos from events, activations, and engagement activities are key tools in conveying messages.

**Eblasts:** Mass email communication will be sent to list subscribers as a way to convey project updates and encourage participation in the engagement process.

**Interviews & Exclusives:** Negotiated exclusives and/or placed editorials will be run in local media outlets to carry project messaging. When warranted, communications will also target larger regional/national press and industry specific publications to increase visibility and drive project goals.

**Activations & Photo Ops:** In-person or digital events can help attract media attention and/or provide photo opportunities that can be leveraged. Communications will identify opportunities in the engagement strategies, as well appropriate project milestones that offer elevated content opportunities.



**Communications and Engagement**

Using the Evaluate, Demonstrate, Validate, framework identified, for Tasks 2-4, two simultaneous tracks of content will be leveraged for each task. The first track will support the main public events that anchor each project task. The second track will take advantage of supplementary engagement initiatives that support identified project goals, see Figure 5.23.

**Public Event Track**

At the start of Task 2, a significant amount of communications will be focused on promoting and supporting central engagement events scheduled to occur throughout Tasks 2-4. This collection of events is identified as the Public Event track. It is made up of the following communications initiatives:

**Pre-Public Event:** Communications will begin, roughly three weeks before the event with the goal of driving awareness and participation. The campaign will include:

- Posting information to the website three weeks from the event
- Social media posts that drive back to the website, beginning three weeks and continuing up until the event

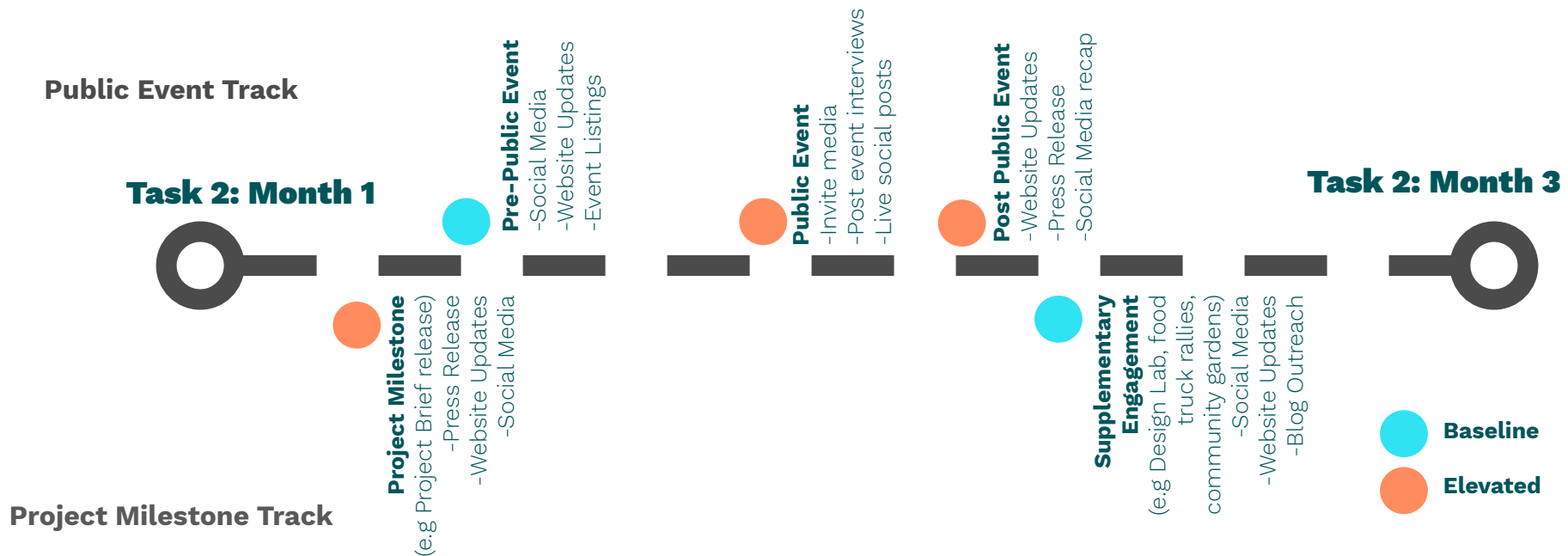


Figure 5.23: An example communications and engagement timeline for a public event and project milestone. The timeline identifies specific instances of baseline and elevated communications strategies.

## 5.5 COMMUNICATIONS STRATEGY

**Public Event:** All primary engagement events will be treated as elevated communication opportunities and will follow the requisite steps. To increase visibility and transparency of public events, a story will be placed in local media and/or media will be invited to observe the event itself.

In order to ensure PR principles are utilized, and engagement is maximized, the following communications protocols should be discussed and confirmed at the start of Task 2:

- Updated messaging and communications chain of command for the client team and project team members.
- Designated spokespeople to field media questions.
- Key facts and backg document about the project/initiative that can be made available to media to ensure accurate information reporting.
- Media relations consultants to field media requests and coordinate interviews as needed.

**Post Public Event:** Following all primary engagement events communications materials will be sent to local media to sustain awareness, reinforce messages, and build momentum. This communications can take the form of a formal press release or targeted pitches, with the goal of securing coverage of the engagement and its outcomes.

Additionally, social media posts should be shared the day following the event, and website updates should be made within one week, sharing any presentations or relevant assets, questionnaires, surveys, etc. developed for the engagement.

- Emails blasted to relevant lists.
- Paper invites and posters/postcards distributed to targeted institutions and in-person hubs.
- Event listings submitted to relevant local websites, including blogs, media, community organizations and relevant City-owned channels.

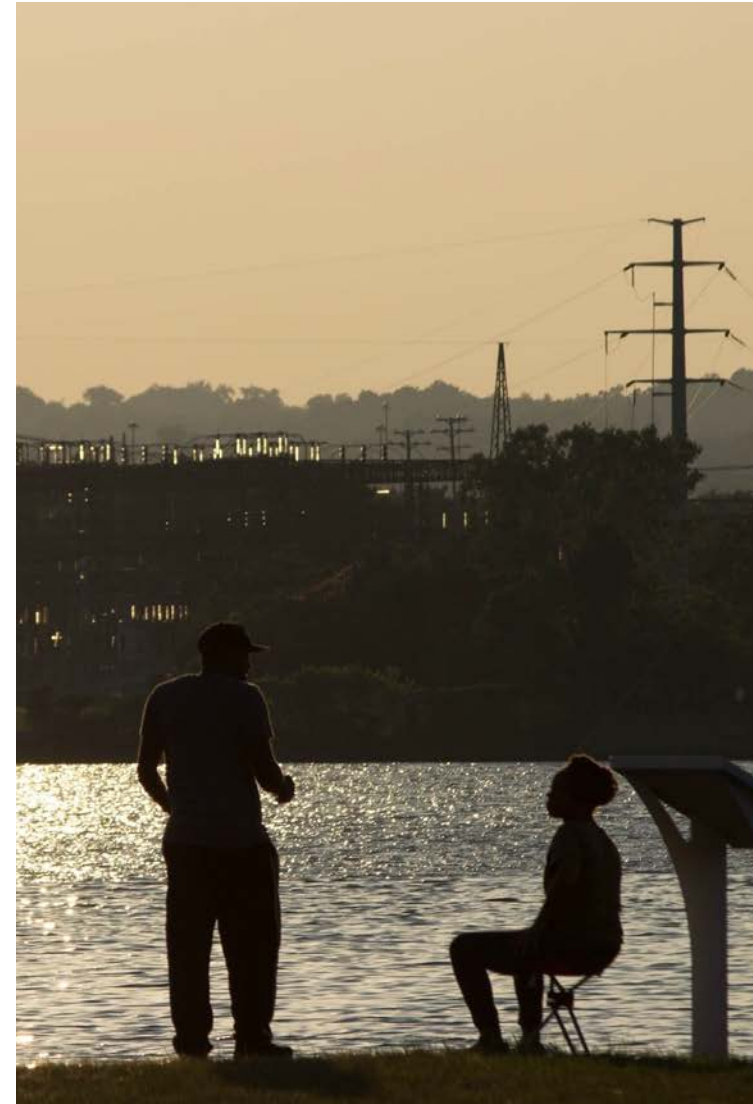


Figure 5.24: Communicating with project stakeholders throughout the process is critical to success.

### **Project Milestone Track**

While engagement will be a significant focus and source of content during Tasks 2-4, it is not the only opportunity for PR and communications. Additional opportunities include relevant project milestones, supplementary events or initiatives, and specific design or project details. These additional opportunities are collectively identified as the Project Milestone Track.

**Project Milestone:** Key milestones will be leveraged on social media, the website and in the press, and will be treated as Elevated communications opportunities. For each significant milestone, the a media advisory and/or release will be drafted and sent to appropriate media target(s). This copy will be modified and replicated on the website and in social media. Relevant imagery will be added to the website on a case-by-case basis.

**Project Details:** A list of key facts and background information about specific projects or initiatives will be developed. These project detail factsheets will be provided to media contacts and can be made available on the project website to ensure accurate information reporting. At any point during Tasks 2-4, a particular detail of the project can be highlighted and used to inform a pitch to media. Details may include the innovative use of dredge, the centering of JEDI principles, potential catalyst projects, etc. As much as a media campaign can be planned, there are always unforeseen opportunities that arise. These real-time communications opportunities should be evaluated by the Client Group and Project Team to determine if they are worth pursuing. In most instances, these opportunities will result in a targeted pitch to a specific media outlet with a story that will work in service of a specific project goal.

**Supplementary Engagement:** All supplementary engagement and communications and Client will be evaluated and assigned a Baseline or Elevated value based on newsworthiness and overall importance to the project. The timing of social media posts and website updates will be dictated by the needs and goals of the engagement team and Client Group. Messaging will be updated for all engagements while media campaigns will be developed for Elevated engagements only.

**Metrics:** Success will be defined by how well the message resonates with community members and whether key messages were picked up in media articles. The team will monitor anecdotal evidence of messaging being adopted by the community as well. Metrics include:

- Number of PR hits along with impressions for earned media
- Quality and prominence of messaging in stories
- Social media page growth and engagement metrics
- Increase in participation numbers throughout the Engagement events, including Open Houses

**SECTION 5**  
**5.6 Funding and  
Governance  
Strategy**



**Funding Overview**

A review of national urban open space projects including Brooklyn Bridge Park, Yerba Buena Gardens, Millennium Park, The Highline, and Bryant Park (Figure 5.25) indicates that Reimagine Middle Branch will need to rely on a range of funding sources, including **public funds** (such as federal grant dollars, local general obligation bonds, etc.); **public-private funding** sources including value capture through Tax Increment Financing and other sources; **earned income** from

programming, vendors, events, and fees; and **private funding sources** including philanthropy and corporate sponsorship to meet its financial needs. These needs should be planned to identify funding for both the initial capital improvements, plus the net present value of the first 20 years of the project’s operating expenses, including routine and capital maintenance, security, programming, constituent relations, and ongoing fundraising. These two uses of funds –

the **initial capital outlay** and the **net present value of a generation’s operations** – are likely to be roughly equal amounts. Although available funding sources will likely change over time, it is appropriate to plan for this total cost to be shared equally between public and private sources, as has been the national norm for major urban open space projects launched in the last couple of decades (see Figure 5.26).

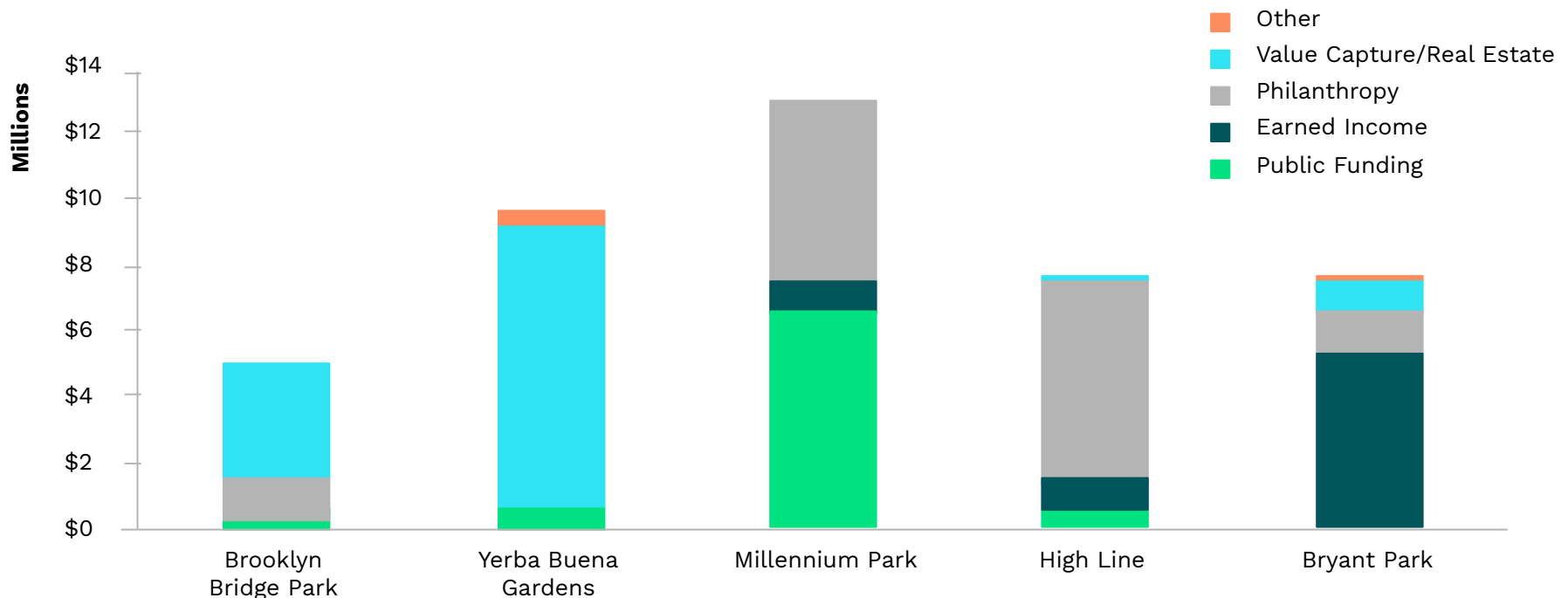


Figure 5.25: The range of funding amounts and sources varies for urban open space projects and parks.

## 5.6 FUNDING AND GOVERNANCE STRATEGY

To begin developing a funding plan, these considerations should be borne in mind:

- Capital dollars are easier to raise than operating, particularly where local leadership is committed for the duration of more than a single mayor's term, and where the design vision is strong.
- Discretionary funding sources, particularly philanthropy, will likely need a robust operating plan to commit funds.
- Because it will likely be the case that many identified sources of funds are earmarked for capital investments, flexible sources should, to the maximum extent possible, be reserved for operating needs. A portion of private capital raised should be earmarked for operating needs, e.g. as a Start-Up Operating Reserve.
- Building an endowment requires an extraordinary commitment of political and financial capital and is therefore rarely attempted.

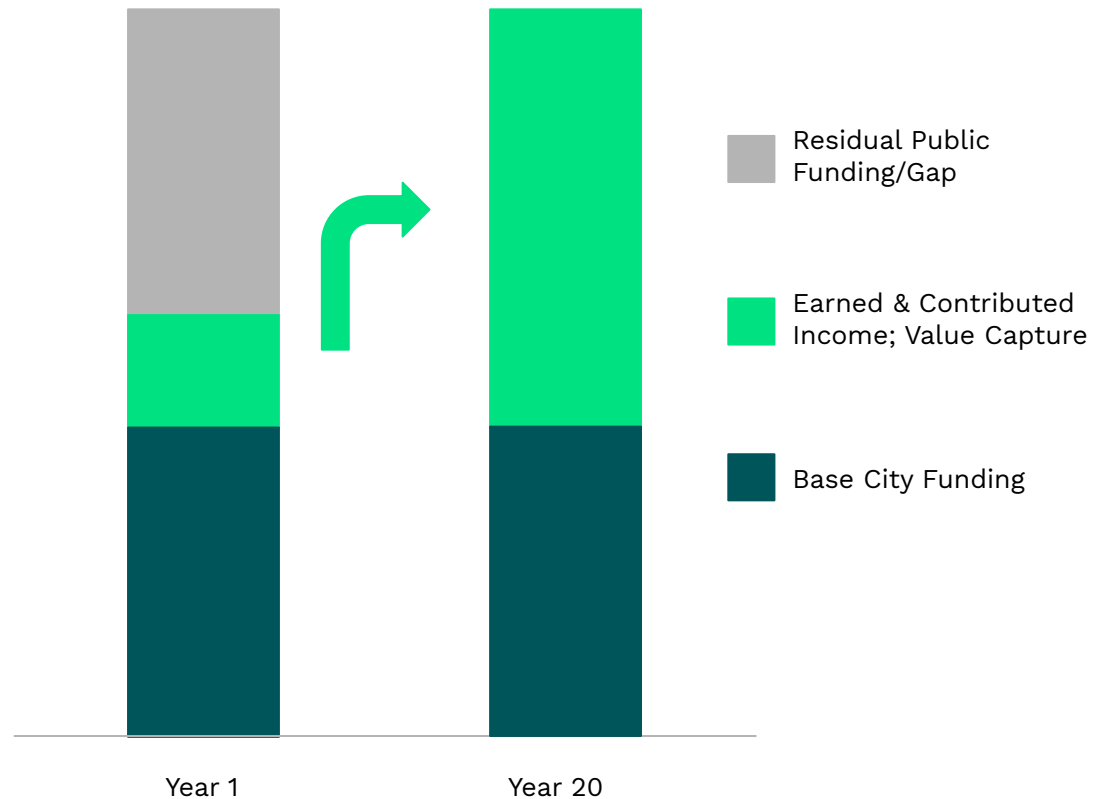


Figure 5.26: Funding sources shift throughout the life of a project

## 5.6 FUNDING AND GOVERNANCE STRATEGY

### Strategies

Building and sustaining a coalition of stakeholders that can bring funding, directly or indirectly, will be crucial to the successful implementation of any Reimagine Middle Branch project, see Figure 5.27. These stakeholders should include “grasstops” community leaders, business leaders, property owners, and elected leadership. As projects proceed, the team should develop an estimate of total funding needed based on capital costs and operating expenses.

To plan for the needed capital, it is recommended that the client team pursue the following:

- Revise and refine the Reimagine Middle Branch narrative to strengthen stakeholder support and target both existing and novel value funding streams.
- Identify likely sources of public funding, including local bonding capacity, federal infrastructure grants, state programs, sale proceeds, and value capture.
- Engage with local leaders, community organizations, and others that can advocate effectively for the project and assert the political will to secure public funding.
- Engage with potential private funders, including philanthropists and corporate sponsors, to understand funding priorities and build support for the project.

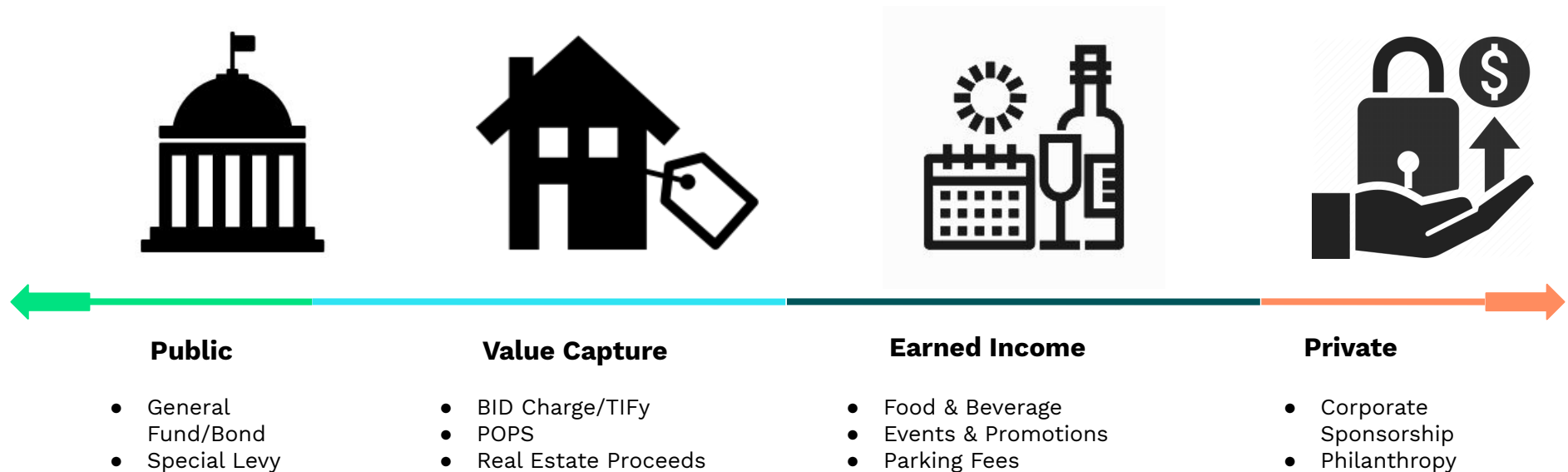


Figure 5.27 A continuum of funding mechanism that should be explored for Reimagine Middle Branch.

### Funding

In support of the funding recommendations, Federal, State, and philanthropic grant sources were reviewed for their alignment with the goals, strategies, and projects identified in the Reimagine Middle Branch Project Brief. Based on project type, applicant information, and eligibility criteria there are numerous competitive opportunities that should be targeted. Opportunities exist for each of the Project Brief goals and project buckets including Access and Connections, Inclusive Programs & Activities, Economic Equity, Parks & Recreation, and Environment, Resilience & Health.

Given the overlap and points of connection between these goals and project buckets, select grants may present opportunities to secure resources that achieve more than one objective. For example, funding sources like the recently submitted Building Resilient Infrastructure and Communities (BRIC) program from the Federal Emergency Management Agency (FEMA) offers the opportunity to fund natural and nature-based resiliency features and

incorporate trail alignments that also support the goal of access and connections. Similarly, programs like the National Endowment for the Arts (NEA) Our Town program, which supports community arts and programming may also offer opportunities to hire local artists and/or craftspeople that support the project's economic equity goals.

Developing a clear grant plan based on their requirements and alignment with goals is a critical step in securing financial resources for project implementation. It is recommended that this be prioritized in the next phase of work for Reimagine Middle Branch. The following should be considered in developing the grant plan:

- Program eligibility.
- Grant cycles.
- Alignment with project goals.
- Sufficiency of existing information.
- Relationships and/or experience with funding source.
- Community and political support.



## 5.6 FUNDING AND GOVERNANCE STRATEGY

### Grant Sources

While a variety of types and sources of grants may be relevant to the Master Plan, the following grants provide avenues for funding to advance specific project goals. For example, parks and transportation grants may be most suitable to advance trail development or the improvement of safety on streets or at intersections connecting to the trail. Meanwhile, other aspects of the plan's implementation may be eligible for resiliency, environmental justice, and arts grant funding. For example, trail construction could be incorporated into broader resiliency projects along the trail alignment. Similarly, environmental justice and community art projects may help to address any existing inequities in communities along the trail route, or create new public art along the trail, thereby advancing both the Master Plan and local community development goals. It would be beneficial to seek out partners who may be aware of other specific programs in federal agencies such as the DOT. A full list of funding sources that were reviewed, as well as the source type, funding agency, a short description of the opportunity, award size, and URL for more information, can be found in the appendix.

The following is a sampling of grant programs and funding sources that align with and support specific project goals:



#### **Parks and Recreation:**

- Land and Water Conservation Funding (LWCF) - federal
- Rivers, Trails and Conservation Assistance (RTCA) - federal
- Outdoor Recreation Legacy Partnership Program (ORLP) - federal
- Program Open Space - state
- Community Parks and Playgrounds Program - state



#### **Access and Connections:**

- Recreational Trails Program - federal
- Kim Lamphier Bikeways Network Program - state
- Transportation Alternative Program - federal



#### **Environment, Resilience, and Health:**

- Chesapeake Bay Trust Green Streets, Green Jobs, Green Towns (G3) - regional
- State Environmental Justice Cooperative Agreement Program - federal
- EPA Environmental Justice Small Grants Program - federal



#### **Inclusive Programs and Activities:**

- Our Town Program - federal

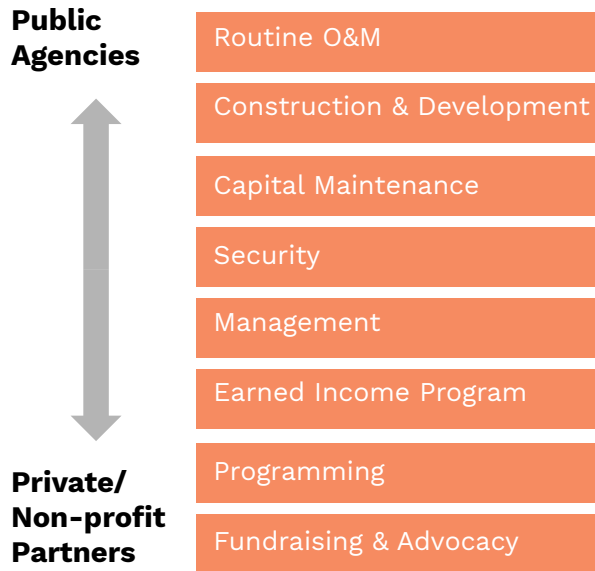


#### **Economic Equity:**

- HUD Section 108 Community Development Block Grants - federal

**Governance**

A governance entity for Reimagine Middle Branch will require several core capabilities over the next 1-5 years. Clearly, the implementing entity needs expertise, capacity, and interest in relevant disciplines (such as parks and recreation, the City’s planning and capital budgeting processes, and mission-alignment with the project’s guiding principles); must be accountable to the public; and should be structured and led by people capable of the flexibility to evolve or change along with the project.



In addition, this initial phase of work requires the abilities to:

- Develop, refine, and promulgate the value propositions inherent in the narrative described in this Project Brief;
- Reliably solicit, accept, maximize, and spend funds from multiple sources;
- Maintain a nimble community engagement effort that employs media and community relations expertise to promulgate a message and timely response to inevitable glitches;
- Oversee the design, construction, and programming of a pilot, or first phase of activity. Early activation projects are intended to build momentum for the rest of the project, including building partnerships with programming partners, both program funding and content partners.

The collective impact model and public-private partnership of Baltimore City, SBGP, and PPF has successfully demonstrated the capabilities listed above.

For Reimagine Middle Branch to continue along this trajectory of success, the group should:

- Identify any gaps in its core capabilities and organizational capacity.
- Fill those gaps, either through additional strategic partnerships with other existing organizations or by building its own capacity.
- Engage more broadly with a national network of urban parks leaders, including peer organizations in other cities and national parks organizations. Joining the City Parks Alliance and High Line Network, as well as outreach to thought leaders of Waterfront Seattle, Brooklyn Bridge Park, Fountain Square (Cincinnati), and Pittsburgh Riverlife projects should be prioritized.

To advance implementation of Reimagine Middle Branch, members of the client team should pursue the tasks, as outlined in the funding and governance checklist (Figure 5.29), concurrent with the design and pre-development processes.

Figure 5.28: Successful governance models allocate responsibilities based on partners’ strengths. The optimal governance approach is a function of program, funding and local capacity.

## 5.6 FUNDING AND GOVERNANCE STRATEGY

**Funding and Governance Checklist:** The following table identifies funding and governance related tasks and their timing related to the master plan and implementation.

Task	Topic	Timing
Engage more broadly with a national network of urban parks leaders, including peer organizations in other cities and national parks organizations.	Governance	Ongoing, beginning in month 1 or 2
In collaboration with the design team, develop a compelling narrative about the priority project and the project as a whole, including its potential to serve Baltimore residents, its value as an investment, and the ability of the pilot project to align and build momentum for the overall Middle Branch waterfront project. This will should include development of descriptive narratives with estimates of value created (whether of real estate, city “brand,” crime reduction, health improvement, home value increment, etc.) for different audiences; a discussed and agreed-upon set of renderings; and a capital cost and operating plan/budget.	Funding	Early in the planning & design phase, months 1-6
Identify likely sources of public funding, including local bonding capacity, federal infrastructure grants, state programs if available, and possibly including real estate value capture or sale proceeds.	Funding	Early in the planning & design phase, months 1-6
Consider the most managerially and politically effective organization of a governance coalition, e.g. as a “friends’ group,” expanded SBGP, etc.	Governance	Early in the planning & design phase, months 1-3
Identify any gaps in the core capabilities and organizational capacity of the SBGP and governance coalition or group.	Governance	Early in the planning & design phase, months 1-3
Engage with local leaders, community organizations, and others that can advocate effectively for the project and assert the political will to secure public funding. Test the narrative and its components; refine as needed.	Funding	Months 3-6

Figure 5.29: Funding and Governance Checklist

## 5.6 FUNDING AND GOVERNANCE STRATEGY

**Funding and Governance Checklist:** The following table identifies funding and governance related tasks and their timing related to the master plan and implementation.

Task	Topic	Timing
Fill identified governance gaps, either through strategic partnerships with other existing organizations or by building internal capacity.	Governance	Months 3-6
Through the City’s budgeting process, work with coalition members to advocate for local funding appropriations for the pilot and the project as a whole.	Funding	Ongoing, beginning in month 5 or 6, and informed by capital and operating budgeting for the pilot
Work with City and State leaders to position the pilot and the project as a whole to receive state and federal infrastructure grants.	Funding	Ongoing, beginning in month 5 or 6, and informed by capital and operating budgeting for the pilot
Engage with potential private funders, including philanthropists and corporate sponsors, to understand funding priorities and build support for the project.	Funding	Ongoing, beginning in month 5 or 6
Secure commitments for private financing.	Funding	Ongoing, beginning in month 6 or 7, and informed by capital and operating budgeting for the pilot
Finalize funding plan for capital and initial operations.	Funding	Concurrent with predevelopment process following final design including securing site control, entitlements, and final plans
Close on financing including public grants as applicable, and begin construction.	Funding	At the end of pre-development or when the project is “shovel-ready”

**SECTION 5**

**5.7 Innovative  
Reuse and  
Beneficial Use  
(IRBU) of Dredged  
Material Strategy**



## 5.7 INNOVATIVE REUSE AND BENEFICIAL USE (IRBU) OF DREDGED MATERIAL STRATEGY

### Opportunity

Every year in the Baltimore Harbor natural and anthropogenic siltation processes infill waterways and navigation channels, necessitating the removal of 1.5 mcy of sediment to keep the Port of Baltimore operating smoothly - enough to pile 140 yards high on the star fort at Fort McHenry (see Figure 5.30).

In coordination with federal and state regulatory agencies, the Maryland Port Administration (MPA) is responsible for the management of sediment from the

federal channels (see Figure 5.31). Due to limited storage capacity available in upland facilities and the need to maintain a 20-year rolling plan for placement capacity, there's a significant incentive to establish alternative sediment placement techniques. MPA and its partners have developed a range of innovative reuse and beneficial use (IRBU) of dredged material strategies including constructing wetlands and resiliency features as alternatives to landfilling the material. Using dredged

material to construct wetlands and build resiliency features in the Middle Branch presents an opportunity to establish additional pilot projects and capture some of the sediment volume dredged annually. This approach also holds potential to lower the price point of nutrient credits that might be generated, traded, and/or sold in the project area making them more competitive in the open marketplace and opening up co-benefit opportunities for Reimagine Middle Branch.

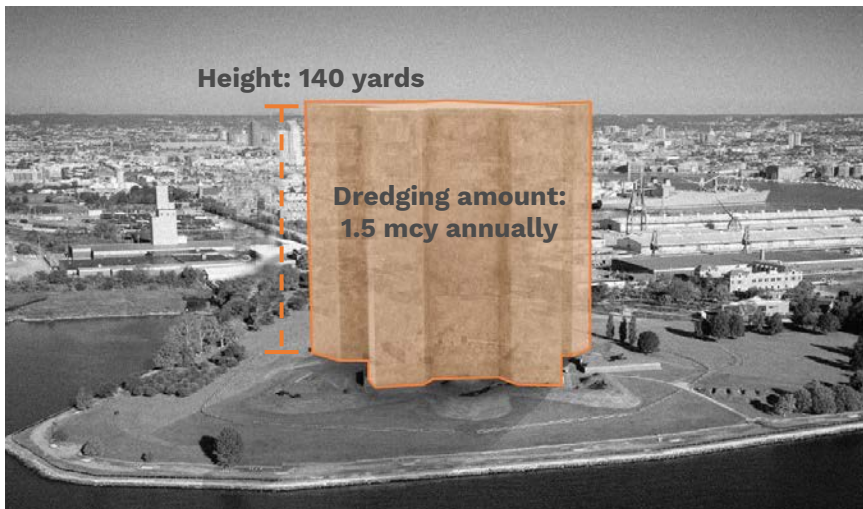


Figure 5.30: Sediment yields from Baltimore Harbor dredging operations typically range from 1.5 - 2.0 million cubic yards - enough to pile 140 yards high on the star for at Fort McHenry.



Figure 5.31: To maintain the system of federal navigation channels that supply the Port of Baltimore with goods and services, MPA must dredge sediment from the Baltimore Harbor annually.

## 5.7 INNOVATIVE REUSE AND BENEFICIAL USE (IRBU) OF DREDGED MATERIAL STRATEGY

### Benefits

Embracing an IRBU strategy for Reimagine Middle Branch in coordination with MPA and its partners could unlock a cascade of positive benefits including:

1. Supporting Maryland's port economy.
2. Enhancing the ability of Reimagine Middle Branch partners to sell nutrient offsets, accelerating the rate at which wetlands and resiliency features could be built.
3. Remediating aquatic and/or upland environments through the construction of wetlands, resiliency features, and/or other habitats that at a lower cost than doing each individually.
4. Protecting critical infrastructure and communities from floods, sea level rise, and storm damage.
5. Creating new and essential landscape features in the project area that enhances community quality of life in tangible ways.
6. Activating a circular economic driver within the project area that opens up opportunities for stakeholders to identify and define their own goals for economic development and wealth creation.

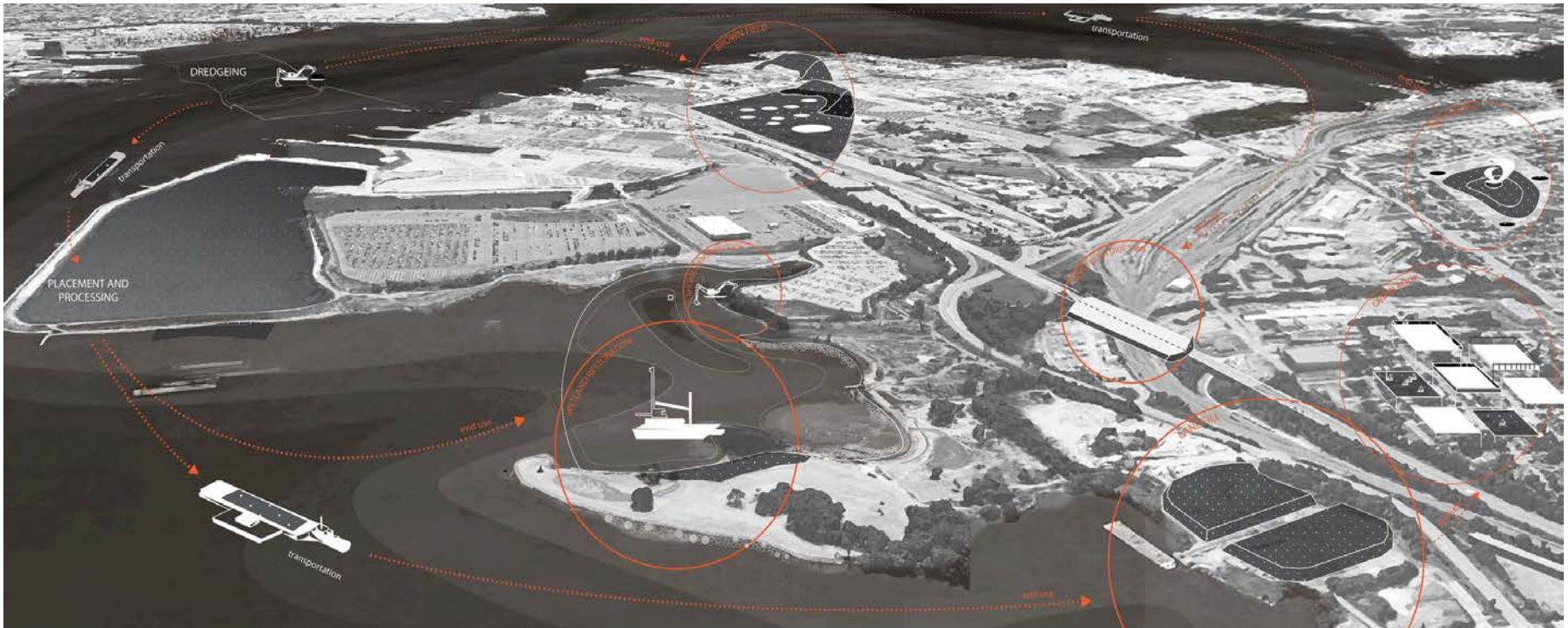


Figure 5.32: MPA and its partners have and are continuing to develop pathways to innovatively reuse and beneficially use dredged material from federal navigation channels.

**Leveraged Funding**

An IRBU strategy should be understood as integral to and augmenting Reimagine Middle Branch’s nontraditional funding mechanism portfolio (Figure 5.33). This includes local impact grant funds from casino revenues that provide positive cash flow and allows project partners to make continual progress in capital, maintenance, and programming in the project area, while simultaneously moving the broader planning process forward.

These dedicated funds are then supported by state and philanthropic dollars that come from existing funding mechanisms and/or targeted allocations. In both cases, the demonstrated commitment from local funding sources allows project partners to unlock matching funds from a variety of sources. Other special purpose funding mechanisms designed to support major development projects in the area, such as TIF’s for Port Covington, Westport, and the casino entertainment district further diversify and strengthen the financial position of the project

As part of this broader funding strategy, IRBU can and should play a key role in project implementation.

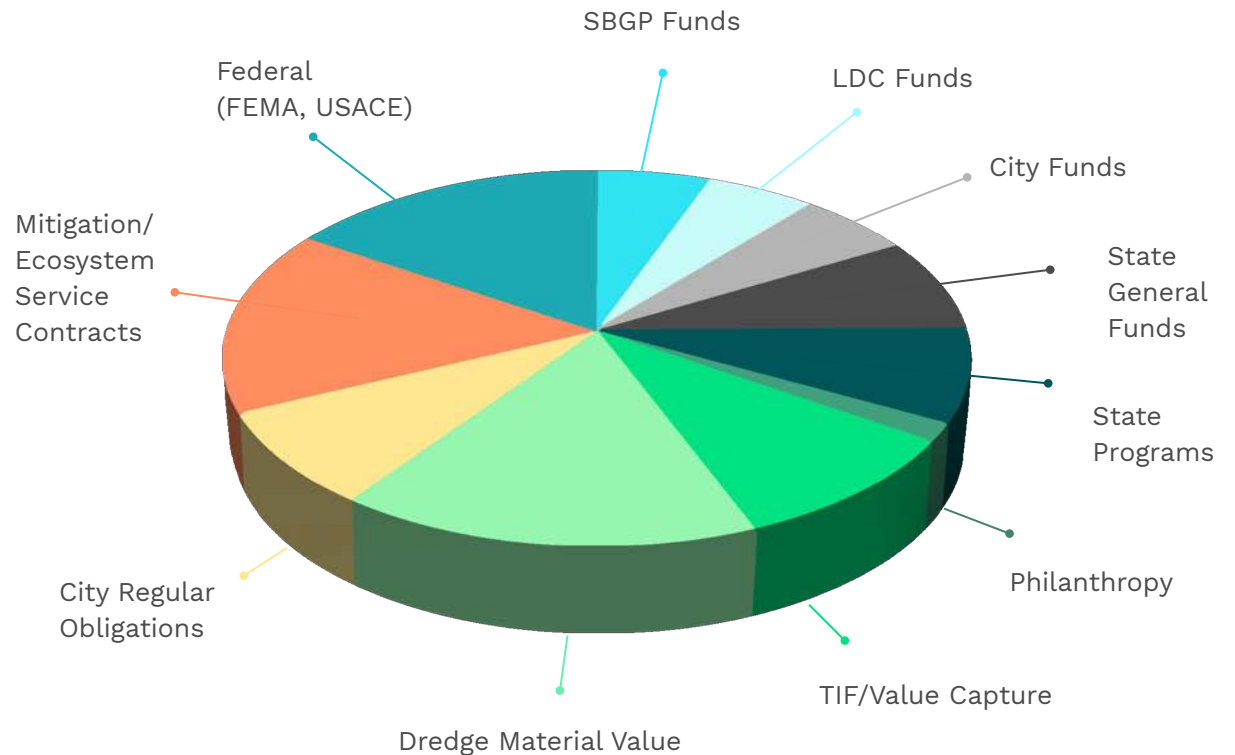


Figure 5.33: Non-traditional funding portfolio for Reimagine Middle Branch that leverages the opportunity of IRBU.



# SECTION 6

# CONCLUSIONS



### Generational Impact

Reimagine Middle Branch presents an opportunity to invest in generational impact that addresses long-standing social, economic, and environmental justice issues in South Baltimore neighborhoods, the City at-large, and the greater Chesapeake Bay region. The scope and scale of Reimagine Middle Branch rivals the most ambitious civic undertakings in Baltimore's history - akin to the transformation of the Inner Harbor in 1980's and 1990's. However, unlike that revitalization effort, Reimagine Middle Branch centers its pursuit on JEDI principles and collective social, economic, and environmental impact.

The ideas, frameworks, goals, inventory, analysis, and strategies documented in Sections 1-5 of this Project Brief provide a roadmap and instrumental guidance for future planning and design tasks. They build on past planning efforts and the strengths of the individuals, organizations, institutions, and partnership networks that are actively investing and positively impacting the health, wealth, and quality of life for those that live, work, and play in the Middle Branch.

There has and continues to be growing momentum and a track record of impactful investments in the project area, as well as increasingly sophisticated and coordinated planning studies. Reimagine Middle Branch builds on this arc of progress and the partnerships that enable it including between and amongst the City, the South Baltimore Gateway Partnership, the Parks and People Foundation, and the dedicated community organizations that directly represent project stakeholders.

This model of cooperative planning and action should be a North Star for Reimagine Middle Branch as it moves beyond the Project Brief and into the next phases of planning and design. The City's Equity in Planning (EIP) lens and EIP Committee (EIPC) should also be leaned on to guide and steward future planning and design tasks in the project area to ensure that Reimagine Middle Branch's JEDI principles and ideals remain front and center as implementation decisions come into focus, are evaluated, and made.

Prioritizing and pursuing immediate (0-12 months), short (1-3 years), and long-term (4-10 years) implementation actions that produce measurable benefits and achieve Reimagine Middle Branch goals as outlined in Section 2 will be critical to sustaining momentum and attracting new resources to the project. To that end, the Project Brief identifies a range of strategies for the next phase of Reimagine Middle Branch including meetings, events, and campaigns intended to generate excitement, deliver tangible benefits, and create a transparent, accountable, and responsive planning and design process.

As the project advances and new information, ideas, and partners emerge, Reimagine Middle Branch will need to evolve. The feedback loop framework outlined in Section 2 of the Project Brief offers a flexible approach to process management that can be adapted to meet the needs of project stakeholders and should be revisited collectively to ensure that the intent and impact of this ambitious effort is actualized.



## SECTION 7

# APPENDIX

- 7.1** A JEDI Approach to the Middle Branch Waterfront (Complete Article)
- 7.2** Project Team & Committee List
- 7.3** Committee Exercises & Input
- 7.4** Co-Benefit Opportunities
- 7.5** Data Catalog
- 7.6** Funding and Grant Tables



**SECTION 7**  
**7.1 A JEDI Approach  
to the Middle  
Branch Waterfront  
(Complete Article)**





# A JEDI Approach to the Middle Branch Waterfront: Landscape Architecture Seen Anew

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Article by: Austin Allen and Diane Jones Allen  
DesignJones

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

*“This place calls for **preservation** and **restoration** processes that incorporate aesthetic rituals linked to functional and meaningful design...creating and retaining spaces for memory, nature, and ritual to shape the land...preserve landscape meaning, and promote both environmental and cultural sustainability equitably...an essential tenet of African-American living and dying... These, whether intentional or intuitive, lead to the sustainability of the landscape”*

*(Jones,10)<sup>[1]</sup>*

**JEDI**, a popularly celebrated, collective body of words as defined in section 2 of this brief, encompasses four principles, **justice, equity, diversity** and **inclusion**, converging and attempting to correct a set of social, cultural, economic, political and in the case of the Middle Branch project, ecological and environmental imbalances. These well-established but constantly shifting imbalances undermine accurate historical references to what happened along the banks of the Patapsco River or Gwynns Falls as they converge into the Chesapeake Bay, or contemporary practices to enact meaningful changes along the 11-mile Baltimore shoreline designated as the Reimagine Middle Branch project area. For the broad spectrum of Baltimore citizens that claim the Middle Branch as part of their home, a viable plan for the future of the place needs to come from **shared histories and practices that physically and spiritually reflect the people most impacted by their current use of the Middle Branch and the surrounding landscape that define the waterfront.**

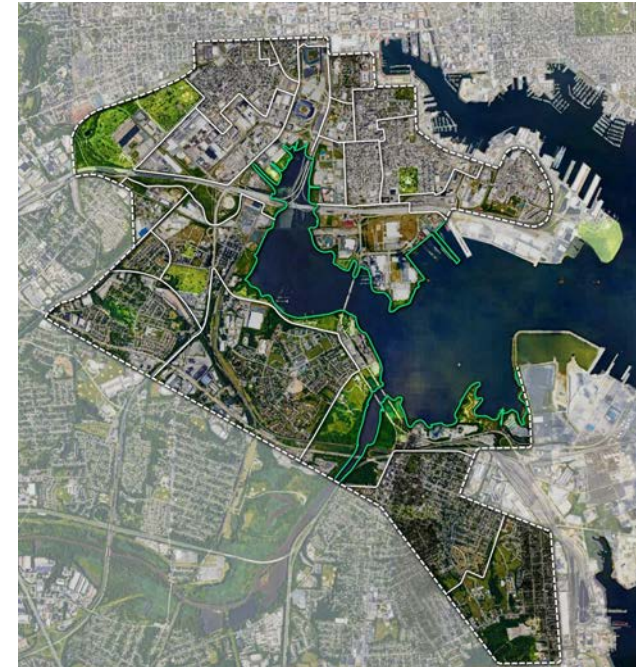


Figure 1: Reimagine Middle Branch project area including adjacent South Baltimore neighborhoods and 11 miles of waterfront along the Patapsco River.

[1] Jones, Diane. *The City of the Dead: The Place of Cultural Identity and Environmental Sustainability in the African- American Cemetery*. Landscape Journal (2011)

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

In the United States, JEDI discussions, usually turning into a comprehensive set of goals for this or any project owe their primary origins to issues of race and gender inequalities. The struggle for access to the Baltimore shoreline is a green model of some of the best examples of JEDI practices in the country featuring places like the **Masonville Cove Environmental Education Center**. Yet, the same shoreline also contains some of the worst conditions devoid of JEDI principles, dating back hundreds of years. As the concept of JEDI has grown, the four words have taken on a much broader and more complex set of meanings and this project, like any other in 2021, must embrace a comprehensive understanding of JEDI principles for as many marginalized groups and individuals as possible.

To achieve equity and central to the future of the Middle Branch means **recognizing and creating opportunities for the diversity of people living in the neighborhoods adjacent to the Middle Branch**-- including for example, people of all races and ethnicities, people of all

ages, as well as those with disabilities. Issues of race, particularly African American inequalities of access and usages, are not only essential to address, but become a major gateway or hurdle to remediating the Coves and the neighborhoods defining the water's edge and the interplay between the two. **Gaining neighborhood participation and meeting community interests are the means for measuring the success of this project** as important as cleaning the waterways that define Baltimore. In 2021, like the deadly pollutants in the Middle Branch water, environmental imbalances are not always as visible as

a reimagined Baltimore, centers on how to **uncover and recognize** the suppressed **historical imprints, interpretations, misgivings** and **restrictions** upon the landscape as it meets the water of the River and Coves.

what we have seen in other Baltimore issues lately like the policing or housing crisis. But residents who are often descendants of former slaves who built the City of Baltimore, know the pollutants exist, and are often the frontline suffering from years of exposure to toxins in the River.

Baltimore neighborhood residents have many ideas of what the waterfront is and what it needs and what it might become if they, after so many years, have a say---a JEDI presence in all aspects of the planning and the design of a new ecology for the Middle Branch.

The complication tying JEDI words to the Middle Branch as a reimagined place, centers on how to uncover and recognize the suppressed historical imprints, interpretations, misgivings and restrictions upon the landscape and neighborhoods as they meet the water of the River and Coves. And then, measure the current uses of the Middle Branch against those hidden contributions that surrounding communities may offer for reframing and reshaping the waterfront as a point

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

of common ownership, celebration, recreation, ecological and environmental sustainability, and most important, as part of the fabric of the neighborhoods that makes Baltimore unique, vibrant, and resilient.

Communities that must be recognized in this process are ones with disabilities. Physical access to the water's edge is essential for all people regardless of their level of mobility and ability. After all, the waterfront is a central feature of the Baltimore experience. The reimagined Middle Branch will have lifts and ramps to navigate elevation changes. It will also have public restrooms accessible to all, walkways and paths that are wide enough to accommodate wheelchairs, often going beyond the zoning codes to imagine an even more equitable future, as well as signage that represents the broad need of all disabilities. It will provide accommodations for the visually and audibly impaired. Most of all, the project must have a willingness and an openness to examine the past in order to understand how we navigate **a future where diversity, inclusion, equity and justice are made commonplace.**



Figure 2: South Baltimoreans and childhood friends gather outside Lexington Market. A just, equitable, inclusive, and diverse Middle Branch is one that accommodates all users, regardless of their level of ability. (source: WYPR)



# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

*“Landscape” comes from the old Frisian language of what is the coast of the Netherlands and the North Sea coast of Germany...the word once meant shoveled land, land thrown up against the sea...Near the coast, approaching land, making land as seaman still call it, sailing among sandbanks and other shape-shifting hazards, sixteenth century North Sea mariners understood “landschop” to mean new-made land warped out into shallows...Start then with looking around.<sup>[ii]</sup>*

The firm that shaped landscape architecture’s beginnings in America, the Olmsted Brothers, tried at least three times in 1904, 1926 and 1941 to state the importance of green space in the Middle Branch. By the third try the industrialization and pollution of this body of water was significant enough for what seems like a retreat, “...We do not believe that the investment of money in additional waterside recreational areas on the Middle Branch would be as productive as would the same expenditure in...other places<sup>[iii]</sup>” particularly related to Waterview Avenue turning it into “...an additional thorough-fare into the City...<sup>[iv]</sup>” But even more significant was the segregation policies that dominated all aspects of life, including recreational activity and the usage of parks and recreation spaces in the area. Ironically, at the same time when the need for increasing green spaces was being downsized for the Middle Branch, Baltimore was readying Cherry Hill for 600 units of

segregated housing to become “*The First Negro Suburb*” in the United States. There were major protests from African American organizations who fought the development because of the lack of infrastructure in this part of the Middle Branch. Locals knew that a hostile climate for increasing African American presence in other parts of the City had caused government officials to make the move to this isolated peninsula.<sup>[v]</sup>



Figure 3: 1946 photo of Cherry Hill Village segregated African American housing. (source: Baltimore Sun)

[ii] Stilgoe, John R. *What is Landscape?*. The MIT Press: Cambridge, (2015). Introduction, 2-14

[iii] Freeman, Ernest. *Lower Gwynns Falls/Middle Branch Management Plan/- Phase 1 of the Middle Branch Waterfront Plan*. Baltimore City Department of Planning. (1990), 31-34.

[iv] Freeman, Ernest. *Lower Gwynns Falls/Middle Branch Management Plan/- Phase 1 of the Middle Branch Waterfront Plan*. Baltimore City Department of Planning. (1990), 31-34.

[v] Winbush, Raymond, Ahmad Ashraf, Anyadike, Clement, Churchill, Jeanetta, Menzise, Jeff, Robinson, Glenn and Rone, Tracy. *A Comprehensive Demographic Profile of the Cherry Hill Community in Baltimore City*. The Institute for Urban Research, Morgan State University. (2015), 4.

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

Often forgotten, Baltimore, in 1814, was the third largest and **one of the most industrial and economically productive port cities in America**, thus a major target for the British, engaged in an economically driven, physical war with the United States. Beyond the advantage of its port, well protected from the environment and hostile nations, and beyond an abundance of natural resources, Baltimore's critical economic and population growth surge after the American Revolution happened because of the advantage of forced labor and free expertise provided by the mass number of people who constituted enslaved in Baltimore. Even though a large number of African Americans had gained freedom in Baltimore, working and gaining skills in heavy industries, in the U.S. Census of 1810, slaves made up at least 30% of a population of 381,000 residents of the state. Therefore, one of the most effective tactics that the British launched against Baltimore during the War of 1812 was not missiles,

but the opportunity for and the promise of freedom for thousands of Americans who were not free. While many Baltimore African Americans, free and enslaved, fought to defend the United States during this war, many thousands from Maryland fought with the British or fled in order to experience freedom---a collectively recognized, imprinted expression upon the landscape. And, following the War, many left and became citizens of Bermuda, the Virgin Islands, Nova Scotia and West Africa in order to achieve such a conceptual landscape of freedom.

As much as African Americans actually built and helped to construct one of **America's most densely populated, dynamic port cities**, those contributions are very often overlooked or unrecognized to this day.

As much as African Americans actually built and helped to construct one of America's most densely populated, dynamic port cities, those contributions are very often overlooked or unrecognized to this day. Slavery at its deepest foundation produced a hierarchical formation of who and what counted in the landscape by relegating slaves as property<sup>[vi]</sup> not human beings capable of shaping the environment. Slavery in Baltimore could only be justified through the severe suppression of recognizing the cultural imprint of Africans and African Americans on the City of Baltimore in its formation, its look and its utilization of its spaces. Baltimore has functioned for decades struggling out of a skewed framework of imagining the foundational footing holding the city together discounting a major portion of its population. **Baltimore is yet to fully correct its own history, a necessary step for forging a future that operates for all, one that can be enriched by an inclusive waterway and shoreline.**

[vi] "...Slaves who escaped to Union lines early in the war were often returned to their masters. However, Maj. Gen. Benjamin Butler [6], commanding Union forces at Fort Monroe, Va., refused to return three runaway slaves who reached his lines on 23 May 1861. Butler reasoned that since their former owner was in revolt against the United States, his slaves could be considered "contraband of war" and were not subject to return. Butler's opinion on this issue eventually became Union policy. According to the Confiscation Acts [7] passed by the U.S. Congress during 1861 and 1862, all slaves used by the Confederate military for transportation or construction work would be freed if captured by Union forces. The term "contraband" remained in use throughout the war." Norris, David A. Contrabands, Encyclopedia of North Carolina. University of North Carolina Press: Chapel Hill. (2006)

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

African slaves and later African American slaves as well as free African Americans did bring to Baltimore every element of culture as they understood it and practiced and ritualized those elements as forms of both resistance and recognition of their own humanity and as utilitarian ways of navigating an environment, living in prescribed areas within the city and by the water. Whether hidden in plain sight or misinterpreted or simply intentionally passed over, these imprints upon the city and its landscape exist and have existed for centuries. **The Middle Branch project offers a localized opportunity to magnify and give national recognition and interpretation anew to these factors as we move forward, further redefining the heart of this city, the Baltimore Waterfront.** But first, as Stilgoe stated, one must start by looking around.

The concept of slaves as contraband of war, meaning escaping slaves who crossed Union lines and became Union property not to be returned, lost its utilitarian usefulness almost as soon as the term was coined---long before the end of the Civil War. The Emancipation Proclamation, thousands of African



Figure 4: A colorful mural in Cherry Hill celebrates African Americans but fails to meet the need of residents seeking shelter while waiting for a bus. (source: Baltimore Sun)

American Union soldiers, General Sherman's Special Field Orders 15 in 1865 and the hundreds of thousands of slaves who simply walked or ran away from slavery and went on to produce and excel across the American landscape, highlighted the absurdity of the word. However, the in depth underlying meaning still lingers in many aspects of urban design and planning and other experiences today, particularly in the American landscape of central cities. Contrabanded landscapes, still prevail with the idea of separating the livability of a space from the people occupying it. In this environment the work and production of people expressing and imprinting their human existence upon the landscape

where they exist is at best, minimalized. Cities still hold normal a conceptual zombified kind of equation on a neighborhood scale, where neighborhoods are not formulating the policy or design strategies for defining the environments where they produce and create but have this given to them through workshops and charrettes failing to really listen or see what these same people are saying and doing. Similar to the beginning of the Civil War, contraband communities were a way of commodifying the output of people, of neighborhoods, of communities, and separating it from the right or privilege of possession of place, afforded other human beings.

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

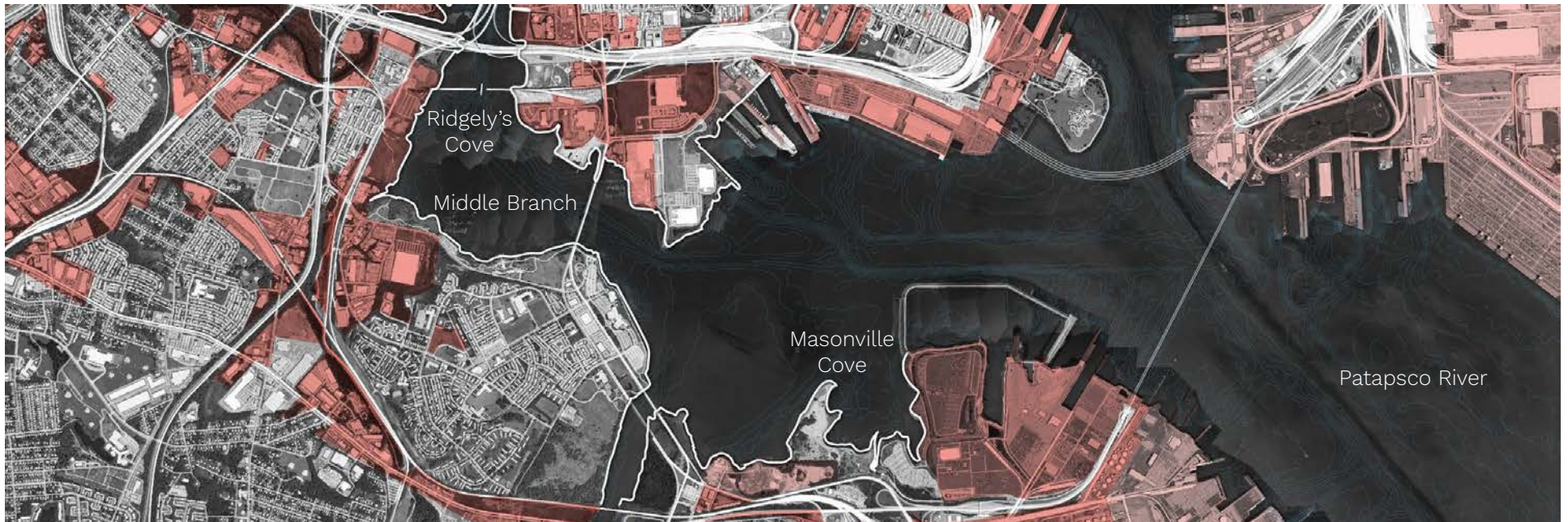


Figure 5: Industrial use and vacant land are a barrier to residents in adjacent neighborhoods attempting to access the waterfront.

**Issues of justice, equity, diversity, and inclusion have everything to do with the possession or a sense of ownership of place.** For instance, the JEDI comment summaries from the stakeholder Committee Meetings held overwhelmingly prioritize the project goal of inclusive programs and activities in tandem with access and connections. Figure 5, a map of vacant and industrial land as barriers represents the most

compelling image of inequities in the neighborhoods' ability to physically embrace the Middle Branch park and waterfront.

The use of such an archaic term as contraband is helpful for understanding the level of entrenchment in behavior that marginalizes the participation of communities claiming some degree of ownership of the Middle Branch.

Baltimore started because of its coastal position and Reimagine Middle Branch is an opportunity to reverse the flow of energy, participation and ownership, back from the neighborhoods and down to the shoreline. The seventeen communities included in the area of study all have a central role to play shaping the master plan to fit their needs and those of Baltimore as a whole.

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen



## 1. The Porous Landscapes: From Mount Auburn to the Water

JEDI approaches to Reimagine Middle Branch begins with the idea that the neighborhoods have something much more, much richer, to contribute to the 11-mile shoreline defining the water's edge and the community's landscape, than the 11-mile shoreline can contribute to the neighborhoods. The neighborhoods fought to survive pulling the Middle Branch along as a valuable asset and place for human interaction, cultural exchange, recreation and spiritual rebirth. Throughout history, many people were baptized in the Middle Branch in spite of its condition. People swim and fish in the Middle Branch to this day in spite of the failures of the Middle Branch ecologies to sustain healthy lifeforms. This project is one more effort to turn the Middle Branch into a vibrant center, reflecting a resilient and sustainable Baltimore as the sun hits its waters.

If the Middle Branch is viewed from 10,000 feet above, one of the most significant green, permeable spaces of its watershed, purifying the water before it reaches Smith Cove, is Mt. Auburn Cemetery. Founded by African Americans in 1872, Mt. Auburn has one of the best views looking down into the Middle Branch. The act of placing The City of The Dead in this 33-acre location was to celebrate the living and the dead. The visual connection to the waterfront, a waterway that connects back to the ocean, gives this site a sacredness that helps to define the communities surrounding it. Mt. Auburn, one of the largest permeable protected lands in the watershed, serves as an ecological and environmental feature with a rich cultural narrative. Mt. Auburn gives definition and literally gives health and vibrancy to the Middle Branch and has done so for 150 years without fail.

Figure 6: Mt. Auburn Cemetery is the resting place of former slaves, clergy, professionals, business owners and thousands of African American families. (source: Westport CEDC)

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen



Figure 7: Land adjacent to Mt. Auburn Cemetery could provide physical connections from nearby neighborhoods to the Middle Branch waterfront.



Figure 8: Street view adjacent to Mt. Auburn Cemetery.

Coming down from 10,000 feet and walking through the cemetery, evidence of an articulate cultural overlay abounds. Artifacts that date back centuries, rituals performed on the land and the many vistas makes this burial ground a place that should be centered in the reimagining and reframing of the Middle Branch. Mt. Auburn borders the Middle Branch, lying adjacent to its southern border. From a JEDI position, Mt. Auburn should be seen as part of the project. The border between neighborhood and project should be porous or may in places need to disappear.

The Mt. Auburn porous landscape could be an adjacent site, as highlighted in figure 7, where temporary and more long-term design and community strategies employed would help **cement the connection between the Mt. Auburn Cemetery and the Middle Branch creating an ecological and cultural synergy for the City of Baltimore through physical or imagined linkages.** In collaboration with appropriate agencies, the porous landscape could eliminate barriers, open vistas and celebrate the history of the site.

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

## 2. Mobility as Diversity

The bridges bisecting neighborhoods of the Middle Branch are the first sign of the automobile's importance and dominance in the area. A JEDI approach to the Middle Branch allows neighborhoods to weigh in on access and connections, and the future of transportation. In Paris the city government claims no diesel automobiles in Paris by 2025 and no automobiles by 2035. The Governor of California has declared no sales of combustible gasoline engines by 2035. Ford is now a mobility company. Transportation will be dramatically altered in the next ten years and **a green Middle Branch should reflect the same level of change in the street patterns and transportation hierarchy guiding the shape of the waterfront and surrounding communities.** The streets of today will be altered to fit the tasks and needs of tomorrow. Many of the industries that demanded impermeable surfaces flowing into the Middle Branch have left. The communities in the same area have not but have the opportunity to reclaim the once impermeable barriers.



Figure 9: Existing transportation networks serve trains and automobiles but stand as barriers to neighbors attempting to access the waterfront.

JEDI principles demand an open and honest conversation about what we see for the future of the City of Baltimore. Discussions about plans to expand highways shift to the possibility of closing or limiting automobile traffic on certain segments of roadways and bridges for the strategic increase pedestrian and bicycle access or opportunities for utilizing other yet to be realized forms of mobility around the Middle Branch. Communities must be prepared to shift infrastructure priorities to redefine movement and travel in cities throughout the United States.

Increasing the porousness of the Middle Branch may include taking advantage of extending the time period for closing off and on ramps to Maryland 295, who's construction divided Westport as a neighborhood and diverted traffic from the commerce on Annapolis Road. These temporary closures and others might serve a reverse function through researching where the automobile is no longer the dominant factor in organizing urbanism in Baltimore neighborhoods. Similar to the way industry has departed from the Middle Branch, the role of the automobile should be reimagined.

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

## 3. Joint Ownership of the Water

Coming back to the idea of contrabanded landscapes, Reimagine Middle Branch provides a distinct opportunity to give local residents and communities and sense of ownership as they participate and invest in the master planning process.

Additionally, partnering with local HBCUs to creatively restore the Middle Branch into a healthy and thriving ecosystem promotes positive synergies and relationships between established institutions and the local neighborhoods.

Reimagine Middle Branch will strengthen the cultural and physical ties between the Bay and the neighborhoods through the lens and framework of the JEDI principles to create a greener and more inclusive Baltimore for all.



Figure 10: Providing opportunities for youth and nearby residents to engage with the water, learn water safety, and connect with the natural environment encourages stewardship and joint ownership of the water.



# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

## 4. Cleaning the Middle Branch

Across centuries and into the current decade, the land surrounding the Middle Branch has served as a primary site for depositing or burning waste materials from around the region. A six-mile straight line from the still active Wheelabrator Incinerator, heading southeast to the Curtis Bay Medical Waste Incinerators offers a living testimony, crossing through or near the Quarantine Road Landfill, the former Reedbird Landfill and Masonville. These places represent the continued struggle to handle urban and industrial waste in a humane and sustainable manner. ***Curtis Bay houses the nation's largest medical waste incinerator... Wheelabrator is Baltimore's single-largest standing source of air pollution, a major source of sulfur oxides and was also the single-biggest nitrogen oxide emitter in the city. Ash from the incinerator makes up over 40 percent of the waste dumped in Baltimore's Quarantine Road Landfill, which is also located near Curtis Bay.***<sup>[1]</sup>



Figure 11: Students, residents, and advocates successfully defeated Energy Answers' plan to build the nation's largest trash-burning incinerator in the Curtis Bay neighborhood of Baltimore in 2016. (source: Chesapeake Climate Action Network)

The Middle Branch neighborhoods and communities are thus filled with remnants of past practices of dumping and burying some of the most dangerous materials known in urban environments and combining them with some of the most polluted air in the Chesapeake Bay. In order to overcome the years of environmental injustice and the misrepresentation of this body of water and its surrounding communities, this project must serve as the crossroads, bringing together communities and institutions and industries in a collective and

comprehensive clean-up campaign for both land and water. Many important efforts have been launched across communities and within the City of Baltimore including the fight for the Baltimore Clean Air Act. All have impacted the discussion about the health of the Middle Branch. A unified effort is needed to improve the environmental quality of the Middle Branch in the short-term while simultaneously envisioning a more long-term effort to be instituted within seven years---the life expectancy of the Quarantine Road Landfill.<sup>[1]</sup>

[1] Fritts, Rachel. How Maryland's Preference for Burning Trash Galvanized Environmental Activists in Baltimore, Inside Climate News. (August 24, 2020).

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

This project, embracing a full range of diversity and inclusion issues and participants, is the central space that can unify multiple institutions and people around the basic idea of reimagining the worth and importance of the Middle Branch as a unique environmental experience. Cleaning the Middle Branch can take on many different forms, engaging young people from elementary schools through local universities and colleges in the daily acts of research, litter campaigns, plantings, major and minor ecology efforts and making real the transformation of transforming landfills into useful landscapes and the end of incinerators as the birth of renewable technologies take place in the same locations. But as much as young people could be engaged in the thousands on a daily basis for two to seven years, the larger transformation will be to **reimagine the Middle Branch as a place of healing and growth and recreation for the city.** The Middle Branch, transformed by direct action and by campaign, can no longer be seen as the industrial



Figure 12: Nitrogen oxide emissions from Baltimore's Wheelabrator incinerator are a major contributor to health and water quality issues in the city and in downwind counties. (source: Chesapeake Bay Foundation)

center of the region. A phasing out of industrial and automobile driven designing, zoning and planning should be a JEDI priority for the Middle Branch, where industry still happens as will automobile traffic. But, our need for industry like coal and infrastructure like freeways both must allow environmental issues to be the priority particularly at the waterfront. Rerouting and relocating transportation to make human access to the Middle Branch the first priority

would bring immediate rethinking to the symbolic importance of this particular waterfront. The Middle Branch waterfront is currently dominated by heavy industry, fences and concrete surfaces, adding to runoff into the coves and bays and presenting a physically impermeable barrier to access from adjacent neighborhoods.

[1] Fritts, Rachel. How Maryland's Preference for Burning Trash Galvanized Environmental Activists in Baltimore, Inside Climate News. (August 24, 2020).

# A JEDI Approach to the Middle Branch Waterfront

By: Diane Jones Allen and Austin Allen

Baltimore's reconfiguring of geographical priorities and building a new awareness of place, could in a short time, have the Middle Branch serving as a major collective response to climate change. New inexpensive green infrastructure projects could be constructed and operated locally. Affordable sensors and monitoring devices could measure pollutant and salinity levels daily, operated by researchers working with neighborhoods and individuals. The Middle Branch could redefine urbanism through acts of greater participation in decision making and defining the water and the land first as useful spaces for all. With the implementation of these four JEDI principles -- The Porous Landscapes: From Mount Auburn to the Water, Mobility as Diversity, Joint Ownership of the Water, and Cleaning the Middle Branch -- the reimagined Middle Branch will meet the needs of all users, will set a precedent for the development of just and equitable public space, and will tell the rich narratives of generations past, present, and future.



Figure 13: Hanover Street Bridge (source: Patrick Gillespie)

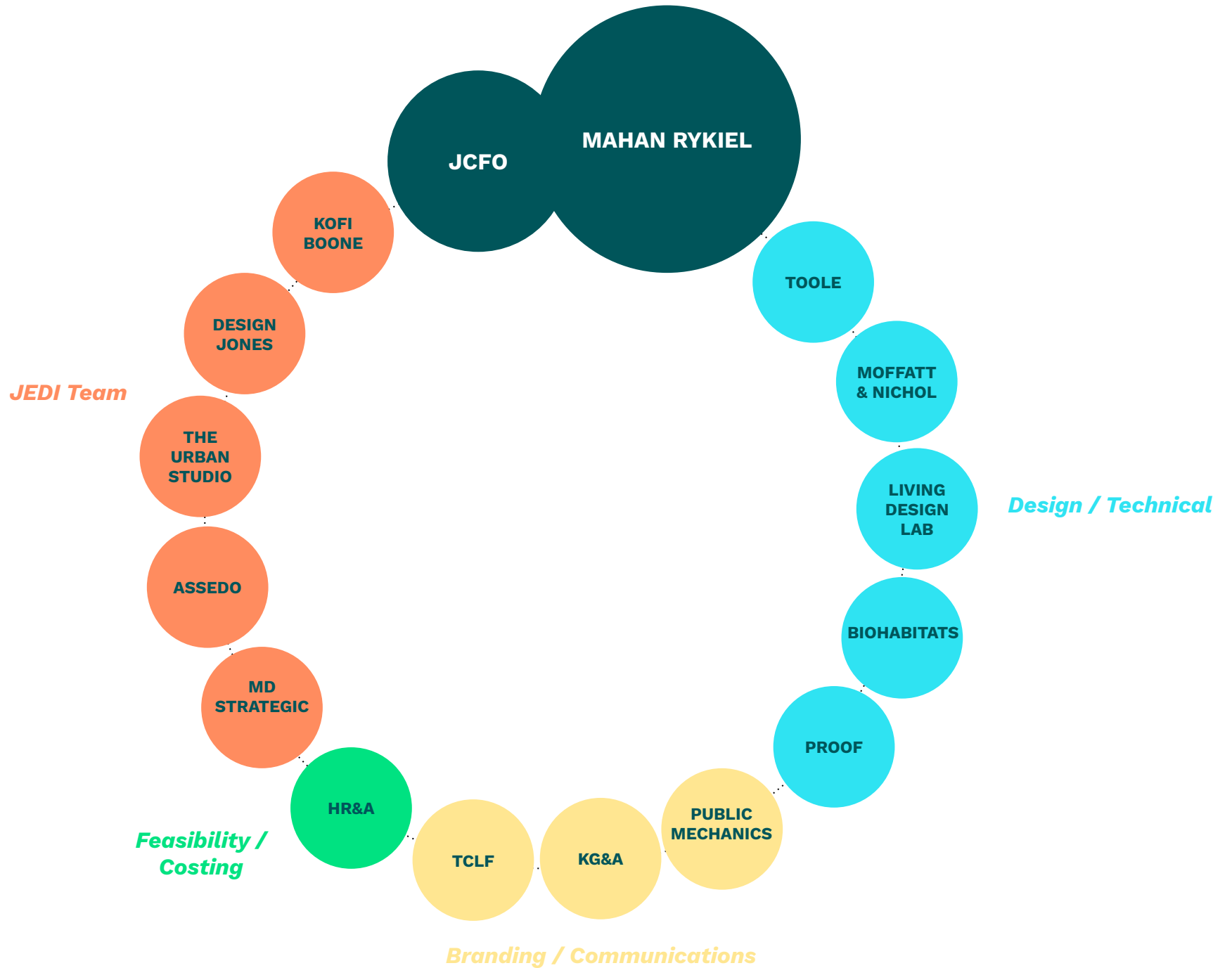
## SECTION 7

# 7.2 Project Team & Committee List

*As of March 2021, the following individuals participated in the project committees.*



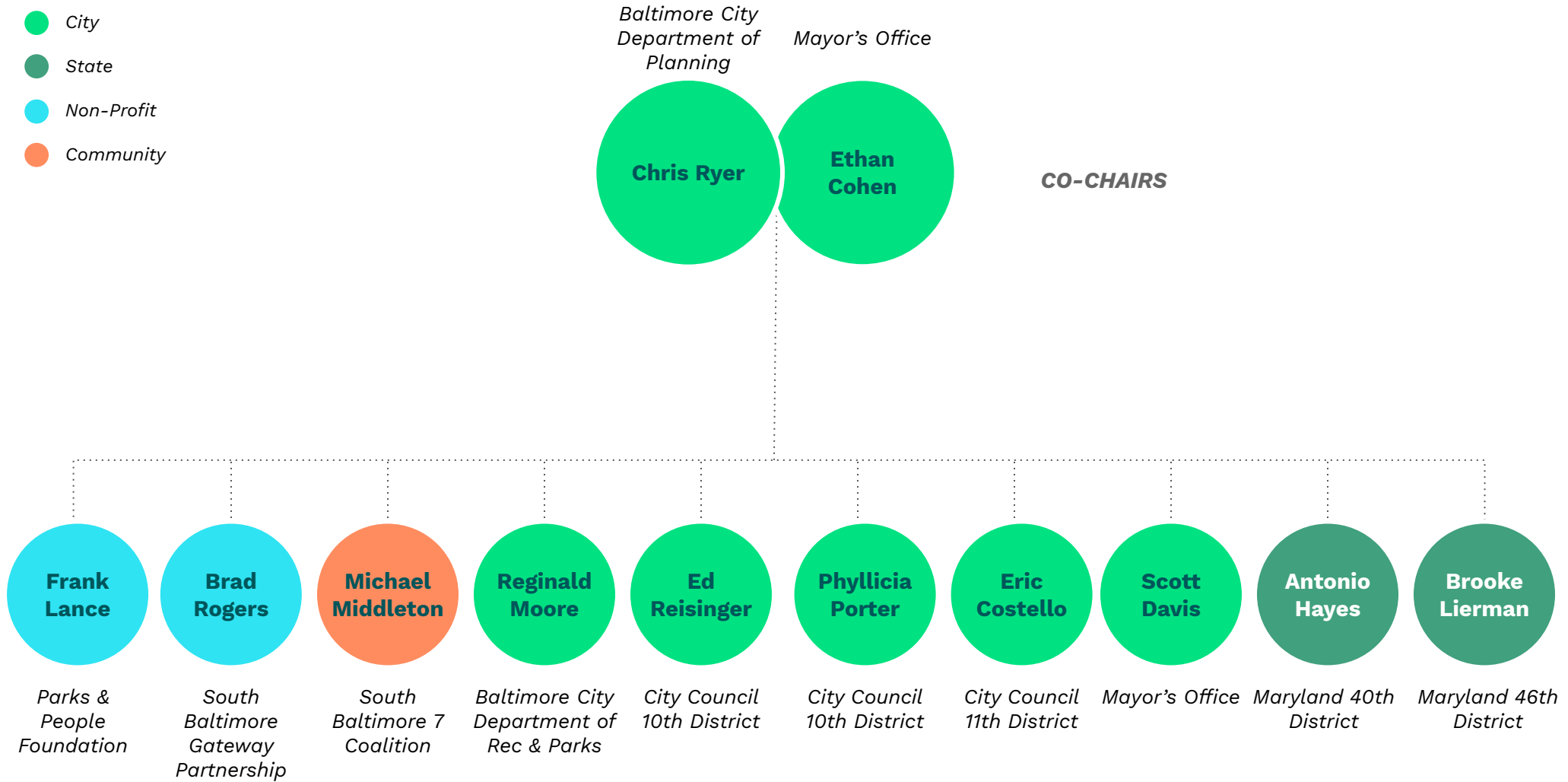
7.2 PROJECT TEAM



## 7.2 COMMITTEE LIST

### Executive Committee

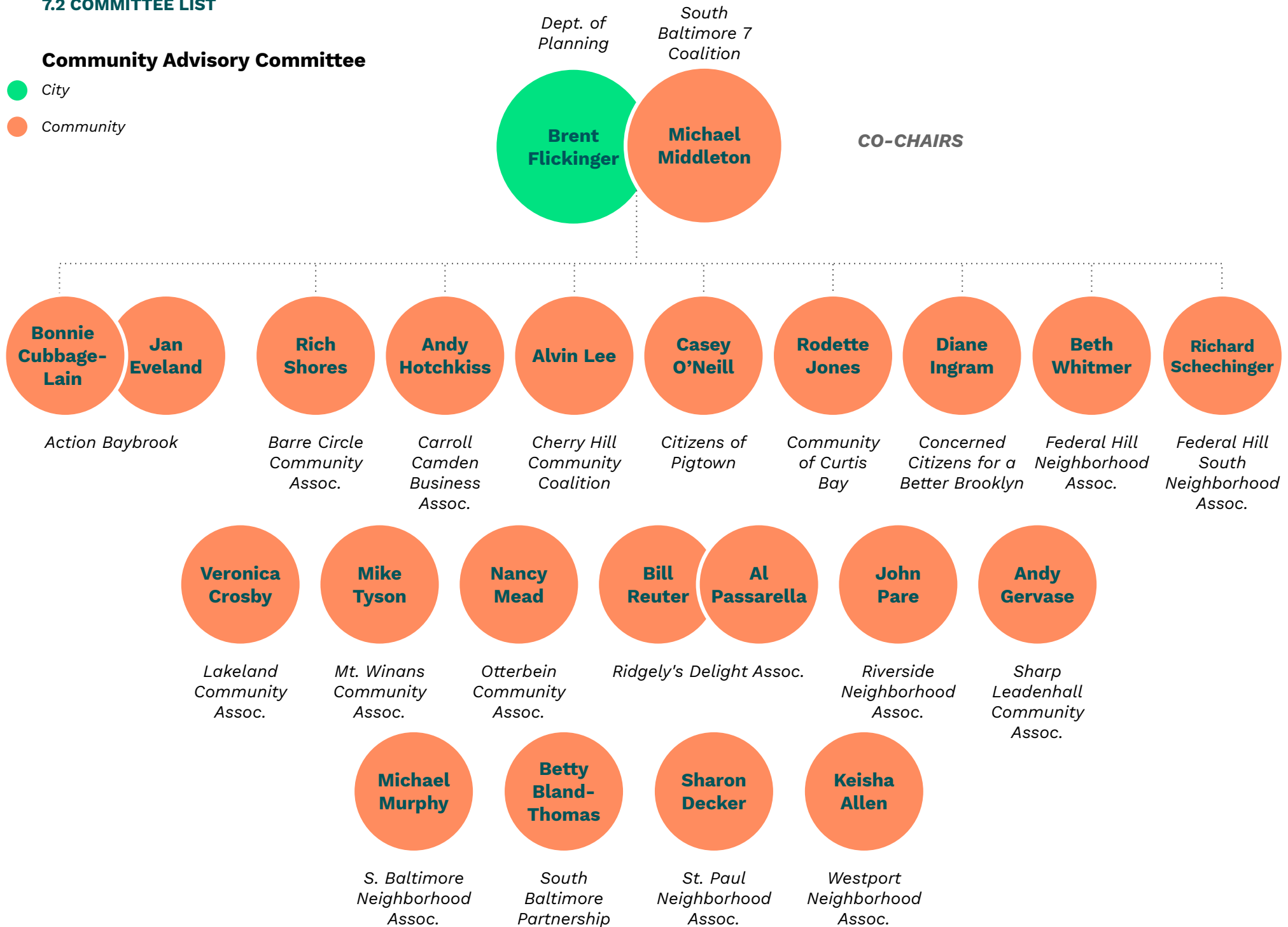
- City
- State
- Non-Profit
- Community



## 7.2 COMMITTEE LIST

### Community Advisory Committee

- City
- Community

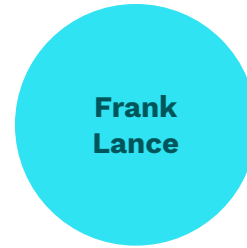


## 7.2 COMMITTEE LIST

### Steering Committee

- City
- State
- Federal
- Non-Profit
- Community
- Private

*Parks & People  
Foundation*



**Frank  
Lance**

**CHAIR**



**Sean  
Davis**

*Balt. City  
Planning  
Commission*



**Cheryl  
Casciani**

*Balt. Dept. of  
Planning*



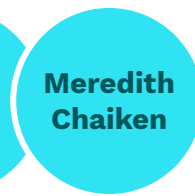
**Matthew  
Garbark**

*Balt. Dept. of  
Public Works*



**Sarah  
Hope**

*Greater Baybrook Alliance*



**Meredith  
Chaiken**

*Harbor West  
Collaborative*



**Lisa  
Hodges**



**Eleanor  
Carey**

*Baltimore  
Community  
Rowing*



**Damon  
Krieger**

*BGE*



**Linda  
Locascio**

*CBAC, LLC*



**Adam  
Boarman**

*Balt. Dept. of  
Rec and Parks*



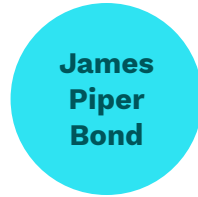
**Steve  
Sharkey**

*Balt. Dept. of  
Transportation*



**Carolyn  
Mozell**

*Mayor's Office*



**James  
Piper  
Bond**

*Living  
Classrooms*



**Andy  
Frank**

*Parks & People  
Foundation*



**Michael  
Furbish**

*South Baltimore  
Business Alliance*



**J.M.  
Schapiro**

*Continental  
Realty*



**Celeste  
Amato**

*MD  
Philanthropy  
Network*



**Jill  
Donaldson**

*MedStar  
Harbor  
Hospital*



**Marty  
Baker**

*MD Dept. of  
Transportation*



**Phil  
Hutson**

*MD Stadium  
Authority*



**Mark  
Broady**

*South  
Baltimore 7  
Coalition*



**Geoffrey  
Washington**

*South Baltimore  
Gateway  
Partnership*



**Michael  
Seipp**

*Southwest  
Partnership*



**Pierce  
Flanigan**

*P. Flanigan &  
Sons*



**Ray  
Jackson**

*Stonewall  
Capital*



**Neil  
Jurgens**

*Under Armour*



**Adam  
Genn**

*Weller  
Development*

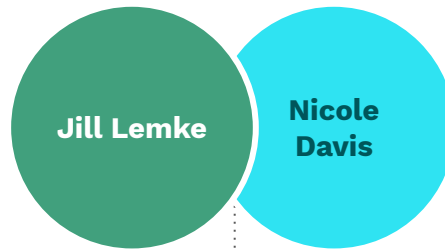


## 7.2 COMMITTEE LIST

### Public Planning Advisory Committee

- City
- State
- Federal
- Non-Profit

MDOT Port Administration  
Balt. Development Corporation



**CO-CHAIRS**



Balt. Metropolitan Council



Dept. of Housing & Comm. Dev.



Congressional District 3



MD Dept. of Housing & Comm. Dev.



MD Dept. of Natural Resources



Balt. Environmental Stewardship Summit



Balt. Neighborhood Indicators Alliance



Friends of Masonville Cove



Dept. of Planning



Dept. of Public Works



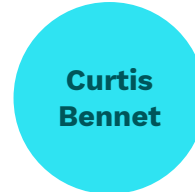
MD Dept. of Planning



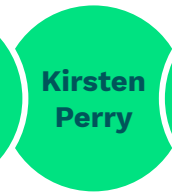
MD Dept. of Transportation



Greater Washington Partnership



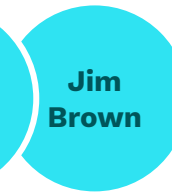
National Aquarium



Dept. of Rec and Parks



Dept. of Transportation



Rails-to-Trails Conservancy



Waterfront Partnership

## 7.2 COMMITTEE LIST

### Technical Advisory Committee

- City
- State
- Federal
- Non-Profit
- Academic

UMCES  
Institute of  
Marine &  
Env.  
Technology

**Eric Schott**

**CO-CHAIRS**

**Brad Rogers**

**Nan Rohrer**

SBGP

**Mintesinot Jiru**

Coppin State

**Kellogg Schwab**

JHU School of  
Public Health

**Chunlei Fan**

Morgan State

**James Hunter Jr.**

**Chris Swan**

UMBC,  
Geography  
and Envi Sci

**Lee Blaney**

UMCES

**Michael Gonsior**

UMCES Chesapeake Biological Laboratory

**Lora Harris**

**Andrew Heyes**

**Jeremy Testa**

**Ryan Woodland**

**Jeff Cornwell**

UMCES Horn Point Laboratory

**Ming Li**

**Judy O'Neil**

**Kate Fritz**

Alliance for the  
Chesapeake Bay

**Laura Bankey**

Baltimore National  
Aquarium

**Charmaine Dahlenburg**

**Jenn Aiosa**

Blue Water  
Baltimore

**Bruna Attila**

Balt. City  
Department of  
Planning

**Kim Grove-Burgess**

Balt. City  
Department of  
Public Works

**Denise Caldwell**

Balt. City  
Department of  
Rec and Parks

**Carmera Thomas-Wilhite**

Chesapeake Bay  
Foundation

**Mark Conway**

Chesapeake  
Conservancy

**Jessica Elliot**

Chesapeake Conservation  
Partnership

**John Griffin**

**Greg Baranko**

Chesapeake  
Research  
Consortium

**Suzanne Dorsey**

MD Department  
of Environment

**Megan Granato**

MD Department of Natural  
Resources

**Sasha Land**

**Kristen Keene**

MD Port  
Administration

**Ashley Traut**

Greater  
Baltimore  
Wilderness  
Coalition

**Tony Chatwin**

National Fish  
and Wildlife  
Foundation

**Rob Aguilar**

Smithsonian

**Erik Meyers**

The  
Conservation  
Fund

**Morgan Grove**

USDA Forest  
Service

**Clare Maffei**

US Fish and Wildlife Service

**Katie Stahl**

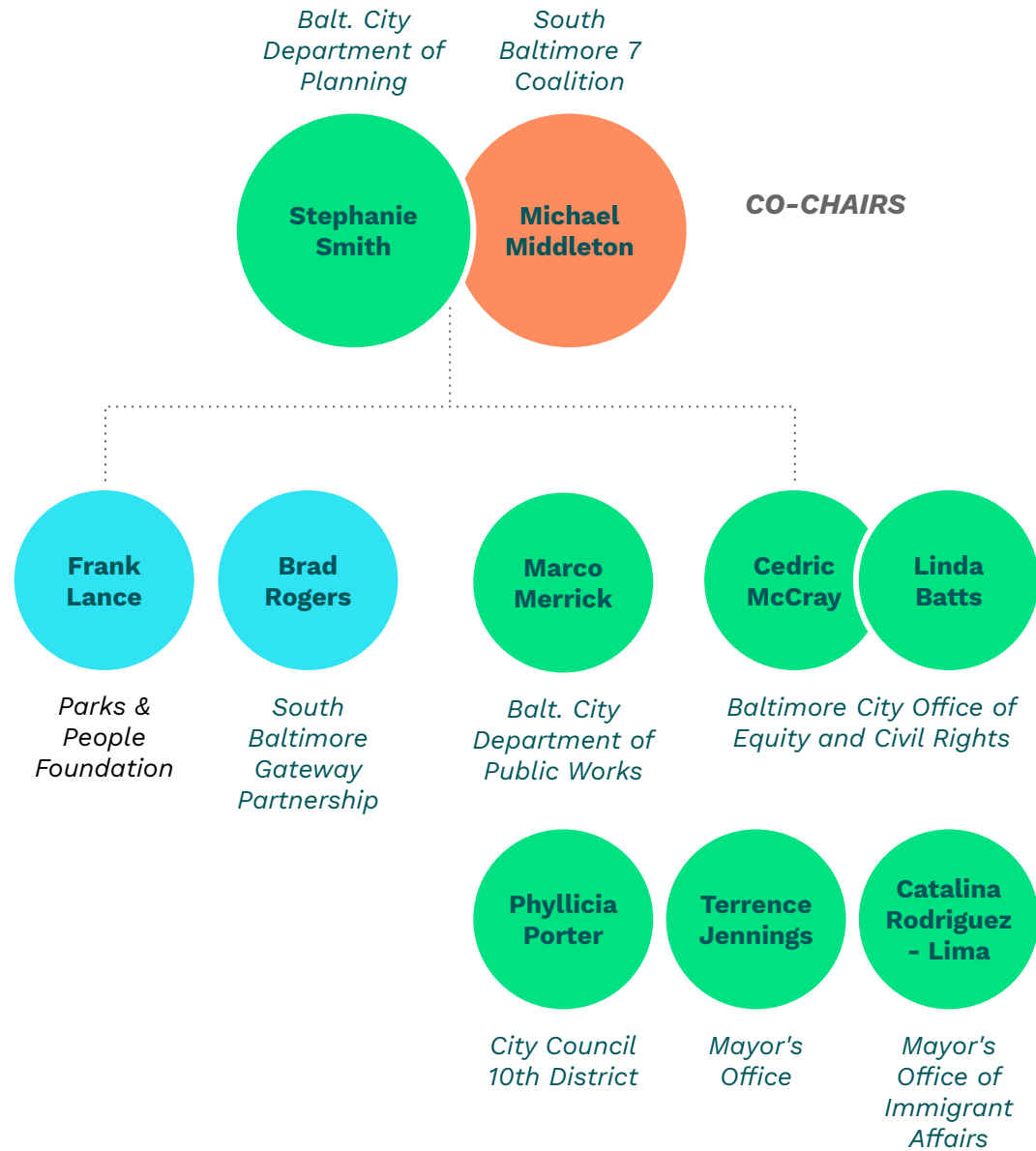
**Emily Majcher**

US Geological  
Survey

## 7.2 COMMITTEE LIST

### Justice, Equity, Diversity, and Inclusion Committee

- City
- State
- Federal
- Non-Profit
- Community
- Academic
- Private



**SECTION 7**

**7.3 Committee  
Exercises & Input**  
(Public Planning Advisory  
Committee - PPAC)





**Defining JEDI Exercise:** Committee members were asked to consider what JEDI means in the context of the Middle Branch. Feedback was used to help frame specific JEDI goals and objectives for the project.

### EXERCISE 1: Defining JEDI

10-min activity + 20-min discussion

# Defining Justice, Equity, Diversity, and Inclusion (JEDI)

#### Expected Outcomes:

- Consistent understanding of how JEDI can and should be incorporated into project(s).
- Approach(es) to infusion of JEDI into the program.

Inequities are  
*physical*

Inequities are  
*social*

Inequities are  
*systemic*

**BUT....**

**Inequities can be addressed explicitly if  
*defined***

- **Justice** for me in this program would include \_\_\_\_\_
- **Equity** incorporated into the project would look like \_\_\_\_\_
- For us to have **Diversity**, we should \_\_\_\_\_
- An **Inclusive** project would mean \_\_\_\_\_

**Defining JEDI Jamboard:** An interactive platform, Jamboard, was used to record real-time comments from committee members. The following screenshots are records of the Jamboards from the Public Planning Advisory Committee Meeting.

**Exercise 1: Defining JEDI JUSTICE**

Ports - Educational programming opportunities

--It's hard to know where to go/what to do in the area. So better signage and wayfinding (physical and digital) on how to experience the space Seema (BNIA)

Ditto - Access

Removing cost for recreational programming (Example)

Resolution from City Council on Transgendered

I can get to the Middle Branch from my neighborhood in a convenient and affordable way - walking, biking, public transportation.... (Example)

Transportation access to the programming

Along the MB Trail link through the park from Brooklyn to the BWI Trail will there be historical/place markers (perhaps interactive?) featuring work/actions by residents/POC in the area? And, what a pathway means, i.e., a connection between people and places, for our younger learners. --Dick Williams, BGCJ

There is a tension between the needs of the port and industry and neighborhood level design that will need to be sorted out.

One might consider how polluting facilities (or those generating truck/freight traffic) like bus storage or solid waste handling are distributed across or concentrated neighborhoods --- Ethan P. Cohen

Safety built into the design - pedestrian prioritization, lighting, views into and out of the park, etc.

Spanish language programming

One might consider how polluting facilities (or those generating truck/freight traffic) like bus storage or solid waste handling are distributed across or concentrated neighborhoods

Everyone has a space to relax and enjoy some form of nature

Q1: For me, "JUSTICE" in this program would look like:

Resolution from City Council on Transgendered -- Valorie LaCour

Ensuring that the area's more unique forms of recreation --- (i.e. fishing in South Baltimore waters) are able to, and encouraged, to continue

BC has an ADA access policy. DOT has an ADA policy

The Mayor's Office of Children and Family Success has worked on these themes and has developed a plan. Consider looking at the draft report.

-- Programming relevant to people of different ages, cultures, languages, etc. (John, GWP)

There is a tension between the needs of the port and industry and neighborhood level design that will need to be sorted out. -- Jeff La Noue

Feel safe to touch/use the water - Mark Cameron

The Light Rail, Roadway and Trail network do not act as barriers between the neighborhoods and the waterfront, but act as connectors between the neighborhoods, the waterfront and downtown. Jim RTC

Equal access to jobs with family sustaining wages.

What policies exist that may be barriers?

Ensuring public access to shoreline where private property is adjacent to the water. Making sure public paths to and around water are wide enough to accommodate wide usage and accessible

Challenging embedded power imbalances within the middle Branch neighborhoods.

-- Hours the park is open to the public

# Exercise 1: Defining JEDI EQUITY

Access to both jobs and recreational opportunities for all.

People of all abilities can access the water. (Example)

Baltimore City has a complete streets program that could/should help inform how we address key accessibility needs. Multimodal access is critical for equity. Marty

- Construction and maintenance of the park creates job opportunities for local residents (John, GWP)

recreational programming for all that are free or low cost. Katherine

Culturally relevant programming (Curtis, National Aquarium)

eq-ui-ty /'ekwədə/ | Those in the room have access to the same resources and opportunities

## Q2: "EQUITY" incorporated into the project(s) would look like:

Those outside "the room"

Beyond the park itself, looking at green space distribution in this area overall. For example, one could look at green spaces in proximity to schools (this has connections to programming opportunities, outdoor classrooms, etc). Curtis, National Aquarium

--Over time, need to really track metrics on who is using the area and if it's not representative, we need actions to address those gaps Seema (BNIA)

--In addition to wayfinding, a clear warning system for pollutant levels in the water systems for the public.

Has safety in the park been addressed already? Dick

Existing residents are included in the planning in a meaningful way and benefit from the improvements for years to come. (Ren, DoP)

When developed as public open space, the waterfront will be welcoming to black and brown people, and be centered on amenities which local neighborhoods design, rather than amenities promoted by only outside orgs Jim, RTC

- Spaces and outdoor education opportunities for local schools and a way for schools to bring students there

The Middle Branch will serve as an equitable physical link between the residential neighborhoods of South Baltimore and the employment centers of downtown - creating the same level of access to downtown that other areas of the region enjoy. Jim - RTC

Addressing green fear (making people feel comfortable in nature).. this can also include perceived feelings of safety

Outreach vs engagement...there is a difference! (Curtis, National Aquarium)

Meaningful watershed experiences!

Additional environmental education could help better tie our justice piece to the equity element. Giving better grounding for future job opportunities to link people of the community to the environment.

marketing and promotion of activities in all different media to ensure people learn about these events. Katherine

Active outreach INTO priority communities - don't assume that if you build it they will come



## Exercise 1: Defining JEDI DIVERSITY

di-ver-si-ty  
/də'vɜrsədē

Includes all differences through which we experience advantages or encounter barriers to opportunities

### Q3: For us, to have "DIVERSITY" we should:

Need to find a diverse set of "trusted leaders" who will be a part of programming but more importantly promotion among their networks. Some people will listen to folks they know in their community to participate Seema (BNIA)

Consider the types of events, programs, activities that are available. A component of this is also when programs are offered (i.e. times, days, etc). -Curtis (National Aquarium)

--Need to find diverse "trusted Leaders" who will be involved in the process and also be part of promotion of the area/events. Some people want to hear from folks they know that it's ok to participate Seema (BNIA)

Programming/Service reflect community wants and needs

Project team to set the goal that when people are using the park, the demographics of park users reflects the demographics of the city -- Jim RTC

Avoiding duplication in programming will be key in the diversity area. We all have limited resources as agencies, so let's use them wisely. Different types of programming attract different segments of the population. Dan

-- Have a variety of spaces that invite a wide range of people with different backgrounds, ages, races, orientations, cultural experiences, etc. (Ren, DoP)

Create a sense of ownership of places.. it's for everyone not just for some

remove access barriers

A way to regularly monitor whether the park is attracting diverse users, especially representative of the local communities but also the broader city and region. (John, GWP)

Diversity should bring new ideas and experiences from people so they can learn from each other. This leads to better problem solving and program creation. Work together in teams to open dialogue, ignite creativity, and value each other. All voices need to be heard.

## Exercise 1: Defining JEDI INCLUSION

in-clu-sion /in'klooZHən/ | Fosters a sense of belonging by centering, valuing, and amplifying all voices

### Q4: An "INCLUSIVE" project would mean:

ownership of the landscape, the history, and the present is given over to adjacent communities in developing a landscape plan and programming plan to determine how their stories are told in the master plan Jim RTC

Inclusive spaces really need to be welcoming. Not only from the organizers but also the attendees. If you feel welcome you are more like to return and get more deeply involved in the future Seema (BNIA)

Move at the speed of trust! (Curtis, National Aquarium)

--Opportunities to bring in programming from other cities, a variety of artists - visual, performances, etc, (Katherine Hannah Brower)

-- Small steps and good-faith actions beginning now - not waiting for the planning process to end.

We don't gloss over questions about obstacles and inequalities... (Example)

Listening to understand! (Curtis, National Aquarium)

Co-creation and co-development! (Curtis, National Aquarium)

I think a challenge may be to break down the us vs. them mentality: Cultivating a sense of ownership for the Port and the Water in general - so that residents act from a position of pride to support/defend these interests. Marty

A project that embraces the uniqueness of everyone and ensures inclusion, equity of opportunity within the program.

There needs to be a means to consolidate input from the public. Being truly inclusive means everyone at the very least, is heard. Dan

inclusive is also 'inviting' the whole city and region. this will be a unique gem! (and right now it's not well known) Victoria

**Mapping Success Exercise:** As a way to define tangible next steps for the Master Plan, committee members were asked to brainstorm events, programs, strategies, and partnerships that support the project goals in the immediate, short, and long-term.

**EXERCISE 2: Mapping Success**

20-min activity + 25-min discussion

# Mapping Success in the Middle Branch

**Expected Outcomes:**

- Clear steps that move project goals toward successful outcomes.
- Targeted strategies that support immediate, short, and long-term implementation.

**It's the year 2030...**

---

In 10 years, how do we know when \_\_\_\_\_ (goal) will be achieved?



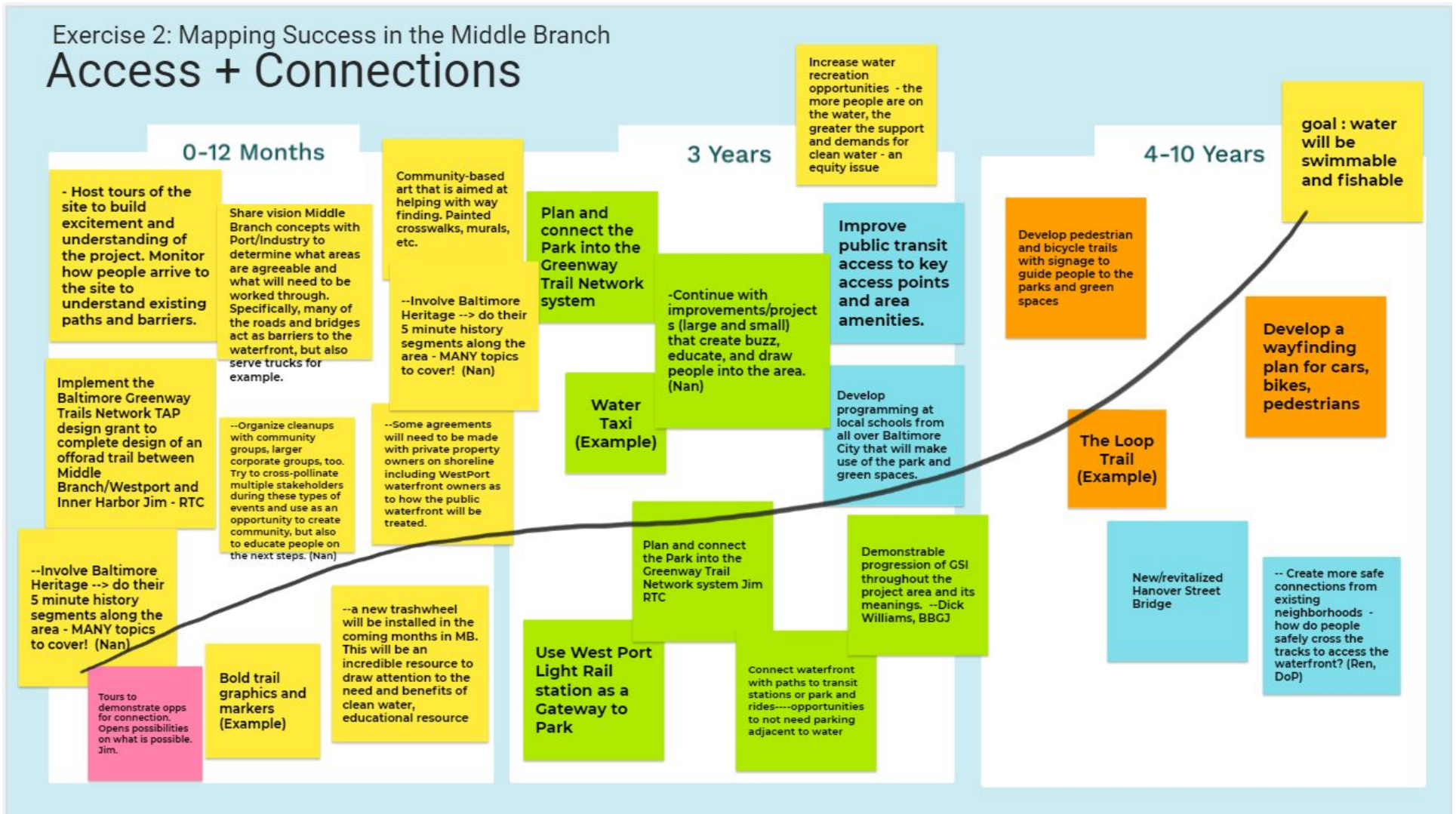
**w/ particular focus on...**

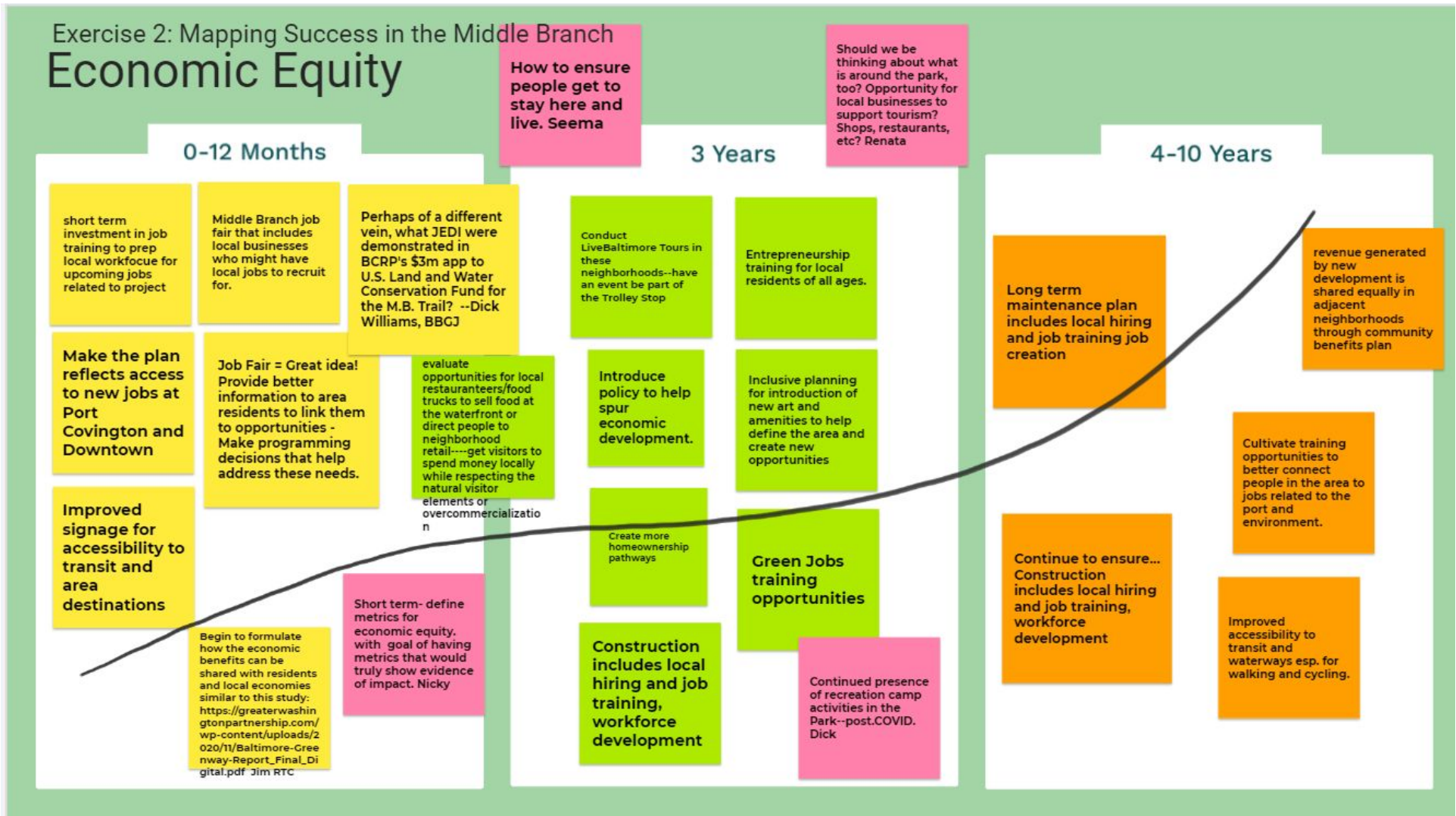
- **Justice, Equity, Diversity, and Inclusion**
- **Building momentum through engagement and partnerships**

---

*Construct this timeline from the perspective of the community/group you are here representing. What are not only the projects, but how can we assess achieving our goals -- **note key events, actions, programming or the changing roles people play?***

**Mapping Success Jamboard:** Jamboard was also used to facilitate Exercise 2: Mapping Success. The following screenshots are captures of the Exercise 2 Mapping Success Jamboards from the Public Planning Advisory Committee on December 2, 2020.



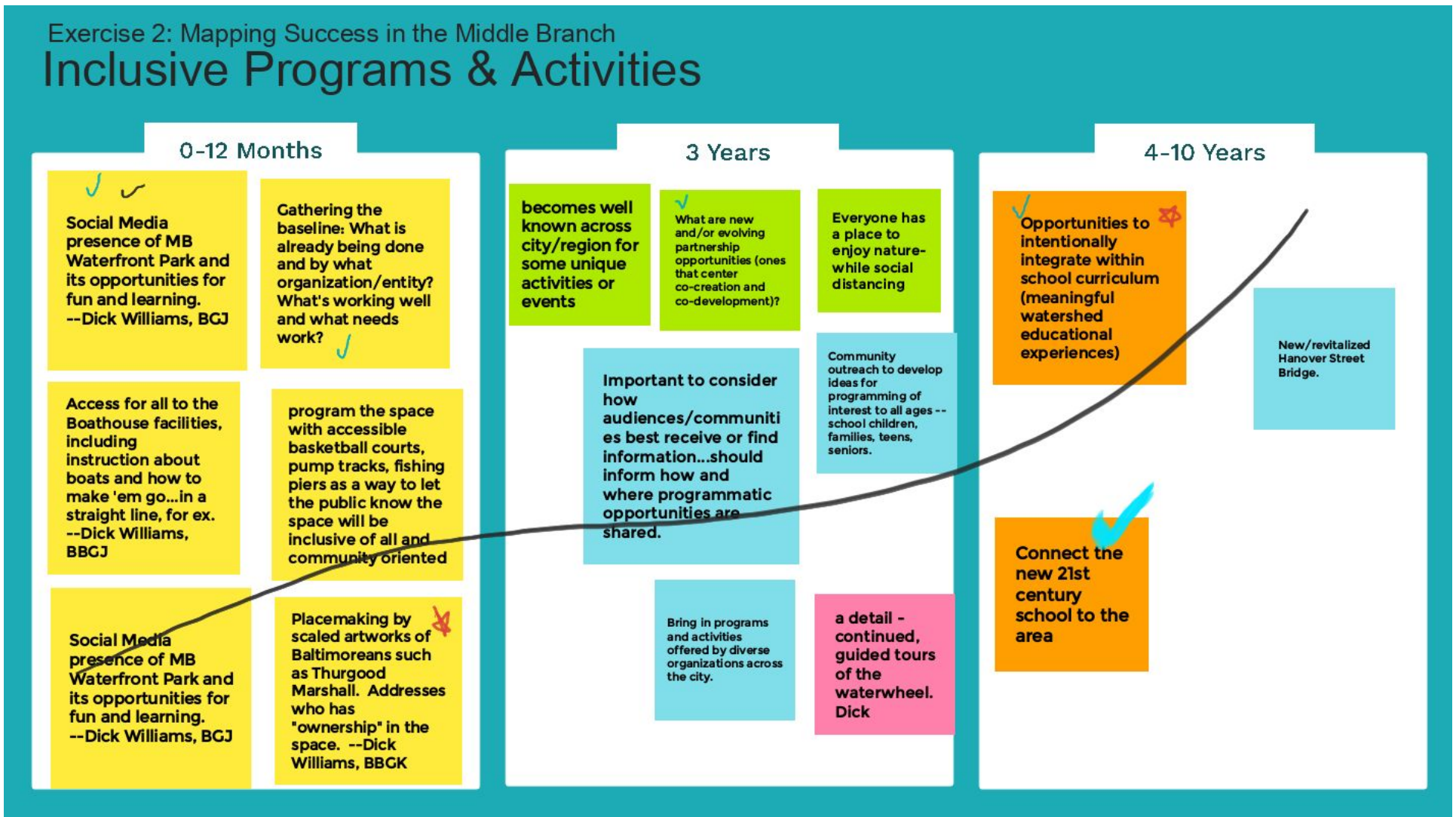


# Exercise 2: Mapping Success in the Middle Branch Environment, Resilience & Health

Climate change as an environmental issue and affects on marine life. -- Making connection/impacts to environment.

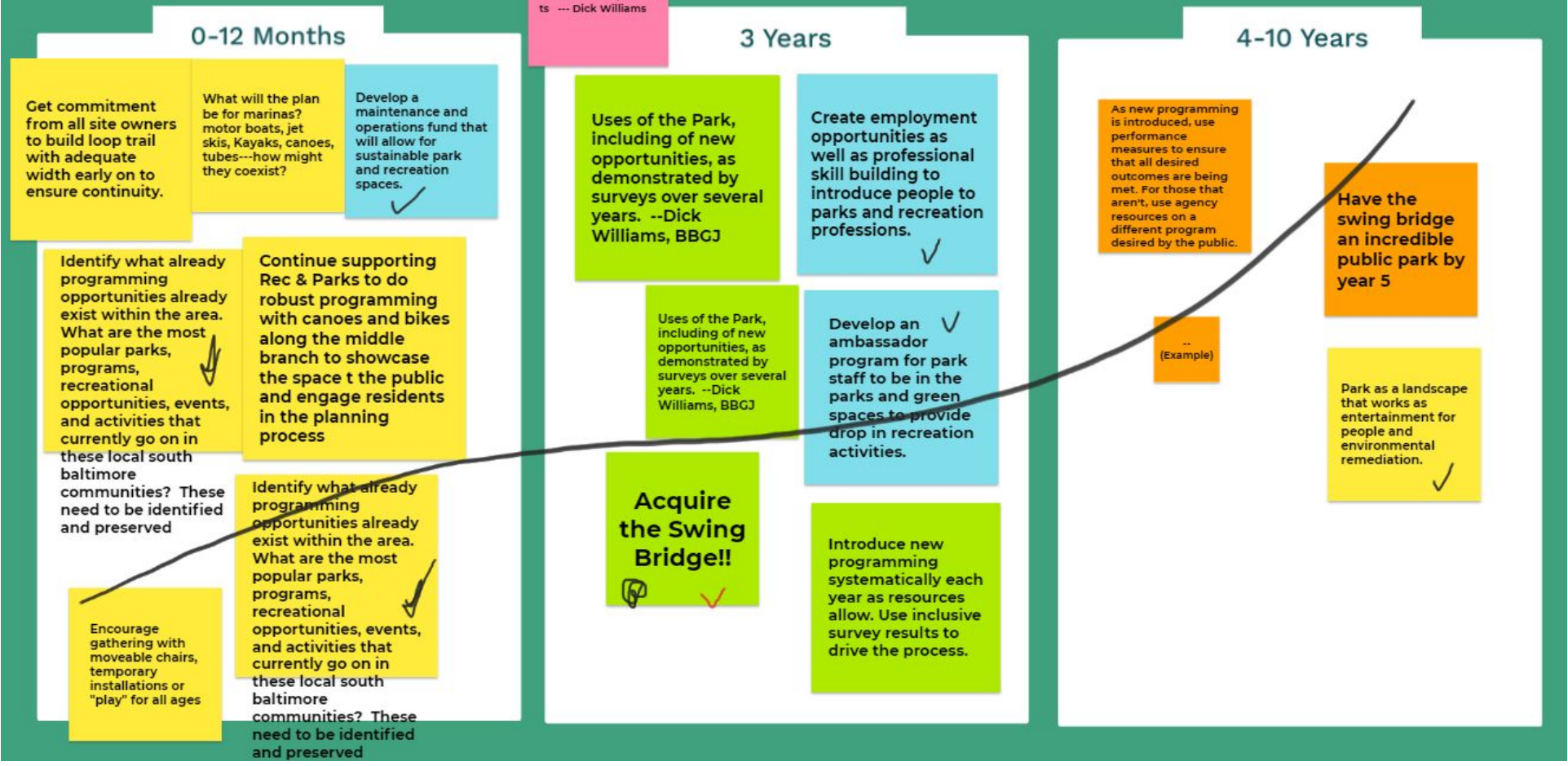


## Exercise 2: Mapping Success in the Middle Branch Inclusive Programs & Activities



# Exercise 2: Mapping Success in the Middle Branch Parks & Recreation

outdoor entertainment/concerts --- Dick Williams



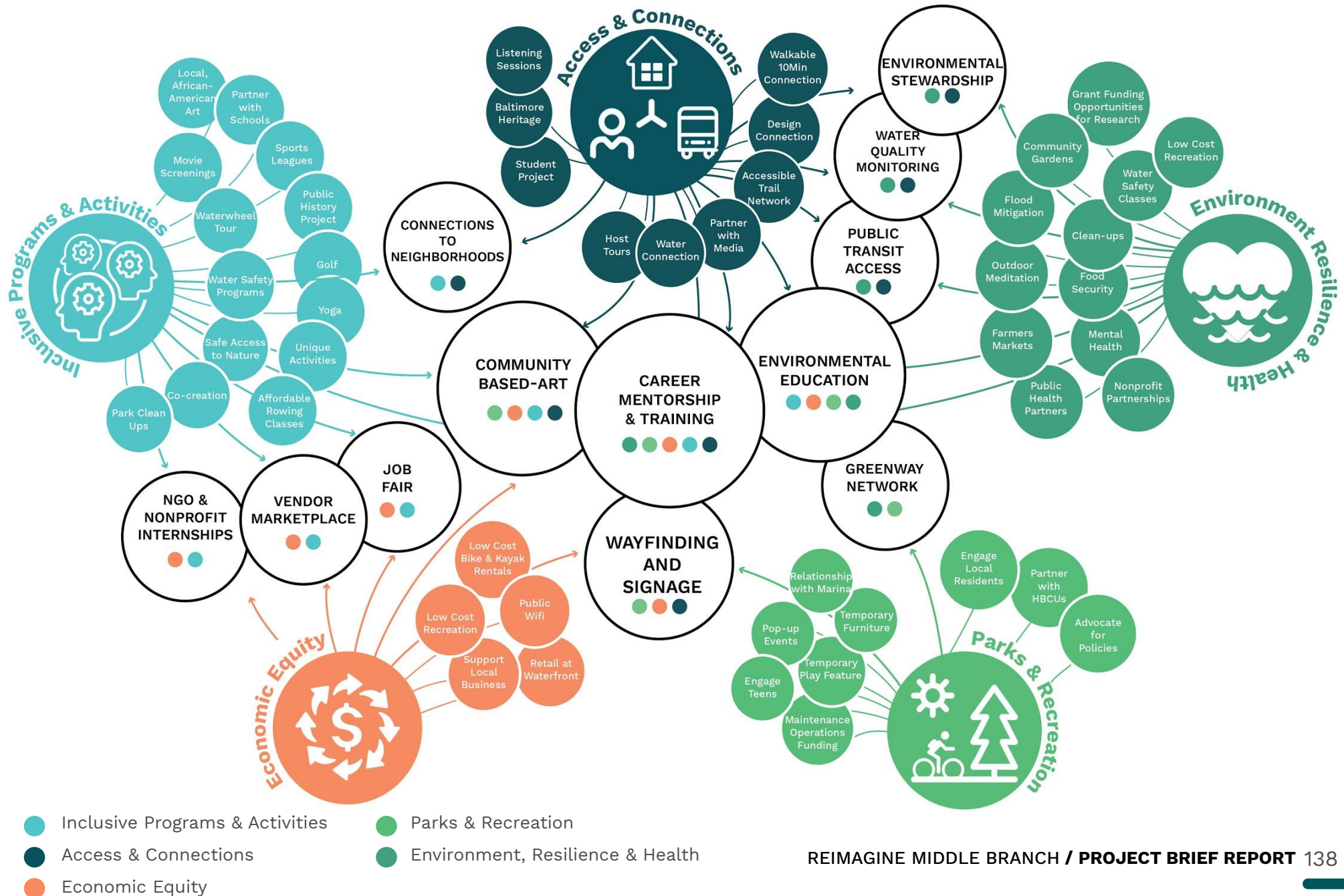


**SECTION 7**  
**7.4 Co-Benefit  
Opportunities**



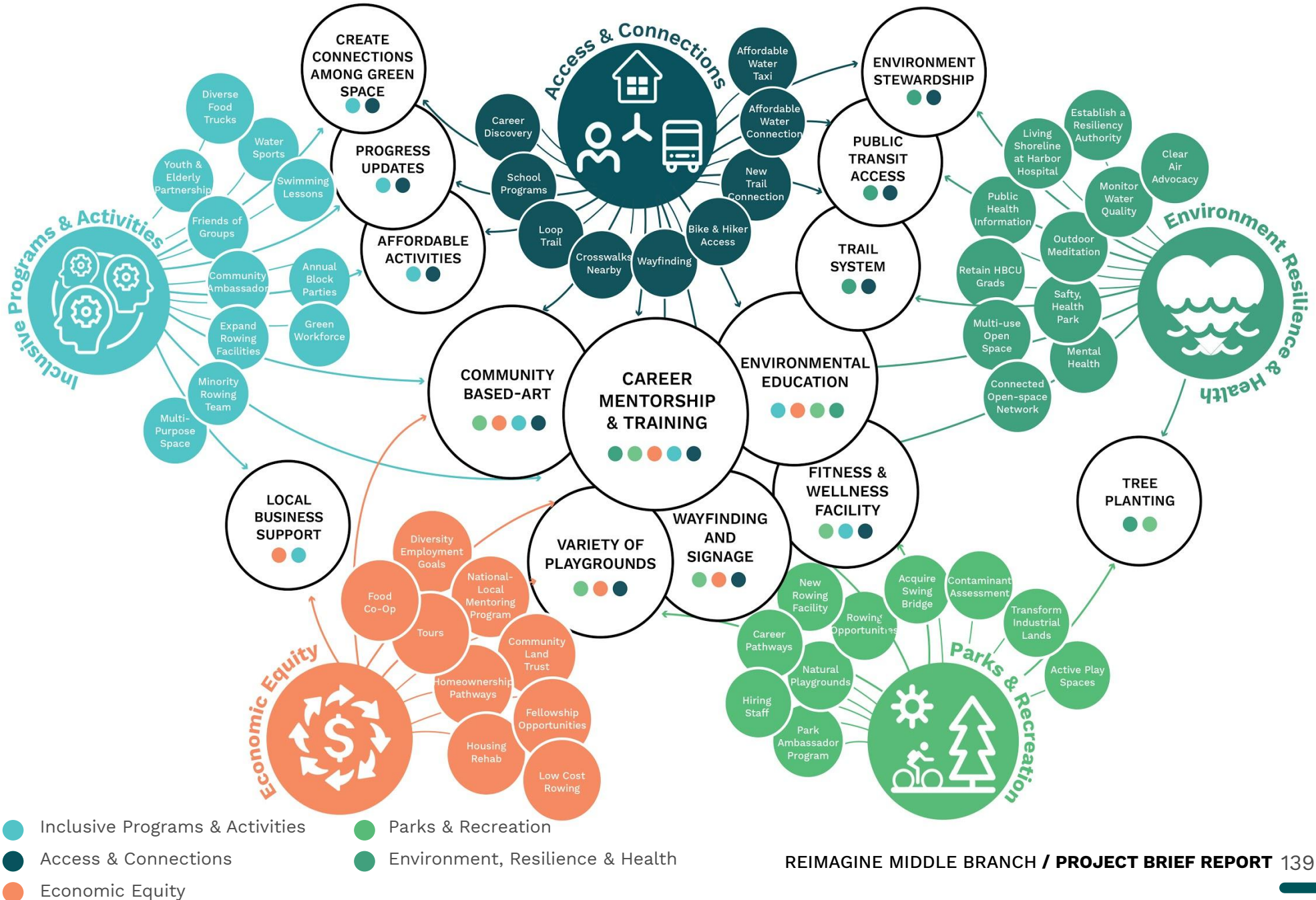
## 7.4 CO-BENEFIT OPPORTUNITIES

**Immediate-Term (0-12 Months) Co-Benefit Opportunities** The following graphic illustrates the beneficial immediate-term actions proposed by committee members during Task 1 stakeholder meetings. The programs and implementation ideas are organized by their alignment with project goals. Action items that cross multiple project goals are indicated with multiple color coded goal dots. Items that intersect with three or more project goals are also identified in the section 5.1 findings and themes summary table.



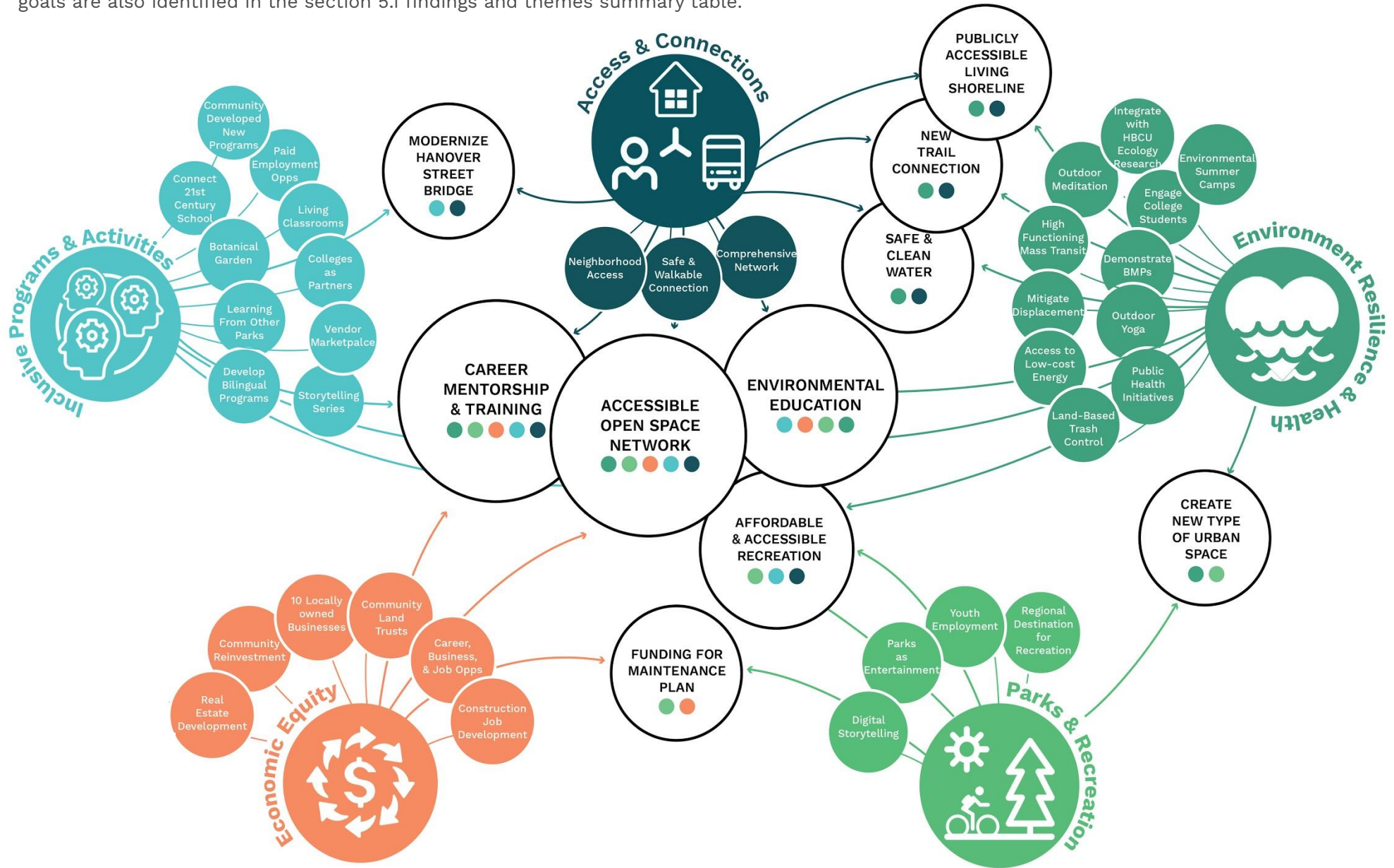
## 7.4 CO-BENEFIT OPPORTUNITIES

**Short-Term (1-3 Years) Co-Benefit Opportunities** The following graphic illustrates the beneficial short-term actions proposed by committee members during Task 1 stakeholder meetings. The programs and implementation ideas are organized by their alignment with project goals. Action items that cross multiple project goals are indicated with multiple color coded goal dots. Items that intersect with three or more project goals are also identified in the section 5.1 findings and themes summary table.



## 7.4 CO-BENEFIT OPPORTUNITIES

**Long-Term (4-10 Years) Co-Benefit Opportunities** The following graphic illustrates the beneficial long-term actions proposed by committee members during Task 1 stakeholder meetings. The programs and implementation ideas are organized by their alignment with project goals. Action items that cross multiple project goals are indicated with multiple color coded goal dots. Items that intersect with three or more project goals are also identified in the section 5.1 findings and themes summary table.



- Inclusive Programs & Activities
- Access & Connections
- Parks & Recreation
- Environment, Resilience & Health
- Economic Equity

**SECTION 7**  
**7.5 Data Catalog**



## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Aerials	State	1972 Wetlands Map	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Boundaries	City	Chesapeake Bay Critical Area	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Boundaries	City	Parcels	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Boundaries	City	Community Statistical Areas	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Boundaries	City	CHAP Historic Districts	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Boundaries	City	Enterprise Zones	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Boundaries	State	Maryland Historic Trust Preservation Easements	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Boundaries	City	Inspire Areas	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Boundaries	City	Resiliency Hubs	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Boundaries	City	Food Deserts	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Boundaries	City	Redlining Map	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Boundaries	City	Legislative Districts	Baltimore Ecosystem Study/Baltimore Neighborhood Indicator Alliance	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Boundaries	City	Neighborhoods	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Boundaries	City	Building Footprints	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Demographics	City	Census Block Groups and associated data	US Census	Request from US Census
GIS	Demographics	City	Social Vulnerability Index	CDC	Request from CDC
GIS	Demographics	City	EPA EJ Screen	EPA	<a href="https://ejscreen.epa.gov/mapper/">https://ejscreen.epa.gov/mapper/</a>
GIS	Demographics	City	Maryland EJ Screen	U of MD	<a href="https://p1.cgis.umd.edu/ejscreen/">https://p1.cgis.umd.edu/ejscreen/</a>
GIS	Demographics	City	Maryland Park Equity Mapper	U of MD	<a href="https://maryland.maps.arcgis.com/apps/webappviewer/index.html?id=58402cc8e38141cfb797d0e46a07a23b&amp;shareWithWebMap=true">https://maryland.maps.arcgis.com/apps/webappviewer/index.html?id=58402cc8e38141cfb797d0e46a07a23b&amp;shareWithWebMap=true</a>
GIS	Demographics	City	Neighborhood Socioeconomic and Demographic Changes: 1930 to 2010	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Fauna	City	eBird Observations	Cornell Lab of Ornithology	<a href="https://ebird.org/science/download-ebird-data-products">https://ebird.org/science/download-ebird-data-products</a>
GIS	Fauna	Region	Shellfish	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Fauna	State	Oyster Sanctuaries	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>

Sortable spreadsheet available on [Google Drive](#).

Data Catalog **Page 1 of 7**

## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Fauna	Region	Living Resources	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Fauna	State	Fish Blockage Locations	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Fauna	State	Sensitive Species Project Review Areas	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Fauna	State	Waterfowl Areas	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Fauna	State	Biodiversity Conservation Network	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Fauna	Region	Essential Fish Habitat	NOAA	<a href="https://www.habitat.noaa.gov/application/efhmapper/index.html">https://www.habitat.noaa.gov/application/efhmapper/index.html</a>
GIS	Fauna	City	Apiary Locations	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Fauna	City	Bird Survey	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Fauna	City	Soil Fauna-Earthworm Localities	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Fauna	City	Relative Frequency of Terrestrial Isopod Species in Urban and Rural Forests	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Fauna	City	Brownfields Invertebrate and Habitat	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Fauna	City	Vacant Lot Bird Communities	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Fauna	City	Mosquito Ovitrap Data from Baltimore City and County (2011-2015)	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
PDF	Fauna	City	Urban Bat Ecology	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Geology/ Soils	State	SSURGO Soils	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hazards	City	Hurricane Inundation	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hazards	State	SLR vulnerability	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hazards	State	Sea Level Rise Data	NOAA	<a href="https://coast.noaa.gov/slrdata/">https://coast.noaa.gov/slrdata/</a>
GIS	Hydrology	City	Floodplain	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	Major Watersheds	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	Drainage Basins	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	Major Drainages	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	Stream	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	Stream impact sampling and ammonia screening	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	E. coli bacteria levels	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Hydrology	City	Storm Drain Outfall Drainage Areas	DPW	Request from DPW

Sortable spreadsheet available on [Google Drive](#).

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## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Hydrology	Region	National Estuarine Research Reserves	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hydrology	City	Shoreline	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hydrology	City	Historical shorelines	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hydrology	City	Watersheds	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hydrology	State	Floodplain	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Hydrology	State	Hydrographic Surveys- Shipping Channel	USACE	<a href="https://www.arcgis.com/apps/opsdashboard/index.html#/4b8f2ba307684cf597617bf1b6d2f85d">https://www.arcgis.com/apps/opsdashboard/index.html#/4b8f2ba307684cf597617bf1b6d2f85d</a>
GIS	Hydrology	City	Topobathymetric Model	NOAA	<a href="https://coast.noaa.gov/dataviewer/#/lidar/search/-8539462.598055217,4749962.985253608,-8519244.529498363,4775094.19599433/details/8656">https://coast.noaa.gov/dataviewer/#/lidar/search/-8539462.598055217,4749962.985253608,-8519244.529498363,4775094.19599433/details/8656</a>
GIS	Hydrology	Region	National Wetland Inventory	USFWS	Request from USFWS
GIS	Hydrology	City	Historic Streams	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Hydrology	City	MS4 Neighborhood Projects	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Hydrology	City	MS4 WIP Locations	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Hydrology	City	Nitrate Spiraling and Hydrogeomorphic Characteristics of Restored and Unrestored Streams	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Hydrology	City	Metabolic Activity of Restored and Unrestored Streams	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Hydrology	City	High Temporal Frequency (5-10min Resolution) Measurements of Dissolved Oxygen, Photosynthetically Active Radiation, Temperature, and Depth Used to Estimate Metabolism in Restored and Unrestored Baltimore streams	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Hydrology	City	Pharmaceutical Effects on Biofilm Functioning	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Hydrology	City	Pharmaceutical Contaminants	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
PDF	Hydrology	City	Historic Nautical Charts	NOAA	<a href="https://historicalcharts.noaa.gov/">https://historicalcharts.noaa.gov/</a>
GIS	Land Cover	Region	Chesapeake Bay High-Resolution Land Cover	Chesapeake Conservancy	<a href="https://chesapeakeconservancy.org/conservation-innovation-center/high-resolution-data/land-cover-data-project/">https://chesapeakeconservancy.org/conservation-innovation-center/high-resolution-data/land-cover-data-project/</a>
GIS	Land Cover	City	Pavement, Edge of Pavements	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>

Sortable spreadsheet available on [Google Drive](#).

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## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Land Use	Region	Chesapeake Bay High-Resolution Land Use	Chesapeake Conservancy	<a href="https://chesapeakeconservancy.org/conservation-innovation-center/high-resolution-data/land-use-data-project/">https://chesapeakeconservancy.org/conservation-innovation-center/high-resolution-data/land-use-data-project/</a>
GIS	Land Use	State	Green infrastructure	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Land Use	State	DNR Focal Areas	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Land Use	State	Land Use	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Land Use	State	Historical Land Use	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Parks and Open Space	City	Parks and Open Space	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Community Managed	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Golf Courses	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Dog Parks	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Pocket Parks	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Community Gardens	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Urban Farms	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Park Deserts	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Parks and Open Space	City	Recreation Deserts	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Libraries	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Places	City	Public Pools	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Places	City	DPW Office of Compliance and Laboratories (OCAL) testing	DPW	Request from DPW
GIS	Places	City	Customer Service Requests (CSR) for areas of known flooding	DPW	Request from DPW
GIS	Places	City	Education Facilities	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Places	State	Maryland Inventory of Historic Properties	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Places	State	National Register of Historical Places	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Places	City	Community Corridors	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Nature Corridors	City of Baltimore	Used in Green Network Plan- request permissions/updates from City

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## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Places	City	Priority Corridors	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Community Nodes	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Nature Nodes	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Anchor Institutions	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Ecological Value	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Legacy Ecological Value	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Green Network Plan- Vacants Site Suitability Score	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Cemetaries	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Growing Green Initiatives	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Vacancy and City-Owned Property	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Vacant Lots	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Vacant Buildings	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	University Campuses	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Hospital Campuses	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Recreation Centers	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Places	City	Computer Assisted Mass Appraisal	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
PDF	Places	City	Baltimore City Property Plats - PDF Reference	City Services Baltimore	<a href="https://cityservices.baltimorecity.gov/realproperty/default.aspx">https://cityservices.baltimorecity.gov/realproperty/default.aspx</a>
GIS	Soil	City	Survey - Soil	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Soil	City	Sample Locations	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Soil	City	Brownfields	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Soil	City	Physical, Chemical and Biological Properties of Forest and Home Lawn Soils	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Soil	City	Century Modeled Urban Residential Soil and Tree Carbon	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Topography	City	Contours- 2'	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>

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## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Topography	City	Contours- 10'	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Topography	City	Historic USGS Topo	USGS	USGS Web service
GIS	Transportation	City	Railroads	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Transportation	City	Parking Citations, Tickets, Offenders	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Transportation	City	Parking Facilities	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Transportation	City	Multi-use Trails	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Transportation	City	Transportation - Ridership	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Transportation	State	MDOT SHA ROW	ArcGIS	<a href="https://www.arcgis.com/home/webmap/viewer.html?useExisting=1&amp;layers=30accb802c1a415d9281ef64f9b9ca14">https://www.arcgis.com/home/webmap/viewer.html?useExisting=1&amp;layers=30accb802c1a415d9281ef64f9b9ca14</a>
GIS	Transportation	State	MDOT SHA Pavement Conditions	ArcGIS	<a href="https://maryland.maps.arcgis.com/apps/webappviewer/index.html?id=c11655543dc840349b939b40e94cbd2b">https://maryland.maps.arcgis.com/apps/webappviewer/index.html?id=c11655543dc840349b939b40e94cbd2b</a>
GIS	Transportation	State	BCDOT Road Classifications	ArcGIS	<a href="https://www.arcgis.com/home/webmap/viewer.html?webmap=5ef5d5c249004f098fc39dead71b8055">https://www.arcgis.com/home/webmap/viewer.html?webmap=5ef5d5c249004f098fc39dead71b8055</a>
GIS	Transportation	State	BCDOT Edge of Pavement	ArcGIS Baltimore Open Data	<a href="http://gis-baltimore.opendata.arcgis.com/datasets/edge-of-pavement?geometry=-76.643%2C39.258%2C-76.608%2C39.264">http://gis-baltimore.opendata.arcgis.com/datasets/edge-of-pavement?geometry=-76.643%2C39.258%2C-76.608%2C39.264</a>
GIS	Transportation	City	Bike Stations	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Subway	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Subway Stop	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Lightrail	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Lightrail Stop	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Charm City Circulator Routes	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Charm City Circulator Stops	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Trails	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Trails- Unpaved	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Street Centerlines	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Transportation	City	Railroads	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Transportation	City	Light Rail	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>

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## 7.5 DATA CATALOG

Type	Category	Extents	Name	Source	Web Link
GIS	Transportation	City	Parking Facilities	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Transportation	City	Major Roads	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Transportation	City	Subway Route	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Transportation	City	Subway Stations	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>
GIS	Utilities	City	Water Line	Open Baltimore	<a href="https://data.baltimorecity.gov/">https://data.baltimorecity.gov/</a>
GIS	Utilities	City	Stormwater Management BMPs	DPW	Request from DPW
GIS	Vegetation	City	iNaturalist Social Media App - Crowd Sourced Observations of Flora and Fauna	iNaturalist	<a href="https://www.inaturalist.org/observations/export">https://www.inaturalist.org/observations/export</a>
GIS	Vegetation	State	Forest Interior Dwelling Species	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Vegetation	State	Submerged Aquatic Vegetation	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Vegetation	State	Historical Submerged Aquatic Vegetation	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Vegetation	State	Wetlands	MERLIN	<a href="https://gisapps.dnr.state.md.us/MERLIN/index.html">https://gisapps.dnr.state.md.us/MERLIN/index.html</a>
GIS	Vegetation	City	Tree Canopy Along Existing Streams	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Vegetation	City	Certified Wildlife Habitat	City of Baltimore	Used in Green Network Plan- request permissions/updates from City
GIS	Vegetation	City	Baltimore Tree Inventory	Tree Baltimore	<a href="https://baltimore.maps.arcgis.com/apps/webappviewer/index.html?id=d2cfbbe9a24b4d988de127852e6c26c8%20">https://baltimore.maps.arcgis.com/apps/webappviewer/index.html?id=d2cfbbe9a24b4d988de127852e6c26c8%20</a>
GIS	Vegetation	City	Notable Trees in Baltimore	Tree Baltimore	<a href="http://www.treebaltimore.org/maps/#.XvqOEW1KJIU">http://www.treebaltimore.org/maps/#.XvqOEW1KJIU</a>
GIS	Vegetation	City	Urban Forest Effects Model (UFORE)	Baltimore Ecosystem Study	<a href="https://baltimoreecosystemstudy.org/bes-data-catalog/">https://baltimoreecosystemstudy.org/bes-data-catalog/</a>

Sortable spreadsheet available on [Google Drive](#).

**SECTION 7**  
**7.6 Funding and  
Grant Tables**


















7.6 FUNDING AND GRANT TABLES

Project Goals	Grant Name	Agency/Source	Funding	Application Window	Match
	<b>Our Town Program</b>	National Endowment for the Arts	\$25,000 to \$150,000	August	Match equal to the grant amount
	<b>Neighborhood Spruce Up Grant</b>	Southeast CDC	\$7,500-\$20,000	May	Encouraged, no requirement
	<b>Citizen Stewardship Grant</b>	Forever Maryland	Up to \$5000	October	None
	<b>Partners for Places Grant Program</b>	The Funders Network	\$25,000-75,000 for 1 year/\$50,000-100,000 for 2 years	Jan 31	1:1 matching
	<b>AdvancingCities Challenge</b>	JP Morgan Chase	Up to \$5 million over 3 years	January	None
	<b>HUD Section 108 Community Development Block Grants</b>	Housing and Urban Development	Varies	November	None
	<b>Clean Up and Green Up Maryland Grant</b>	Forever Maryland	Up to \$5000	October	None
	<b>Baltimore City- Care-A-Lot Program</b>	BMORE Beautiful	Up to \$5500	Opens January, Due February	None









- Inclusive Programs & Activities
- Access & Connections
- Economic Equity
- Parks & Recreation
- Environment, Resilience & Health






7.6 FUNDING AND GRANT TABLES

Project Goals	Grant Name	Agency/Source	Funding	Application Window	Match
	Clean Vessel Act Grant Program	MD Department of Natural Resources (DNR)	\$15K (typ.)	Year-Round	25% non-federal match
	Boating Infrastructure Grant (BIG) Program	MD Department of Natural Resources (DNR)	Tier 1: \$100K (State) Tier 2: \$1.5M (Nationally)	Q3	25% non-federal match (higher recommended for Tier 2)
	Kim Lamphier Bikeways Network Program	Maryland Department of Transportation	Varies based on project complexity	Opens in April closes May 22 <sup>nd</sup> . Letter of Intent encouraged	Requires 20% match in total project costs as cash, in-kind contribution, or 3rd party contribution.
	Transportation Alternative Program (TAP)	US Department of Transportation	Varies based on project complexity.	Cycle opens April, closes in May	Requires a sponsor for a minimum of 20% of project costs.
 	Community Parks and Playgrounds Program	Maryland DNR	Grants may be for up to 100% of the project cost and are selected on a competitive basis	Early August. Information updated in June	None
 	Meet Me in the Park Play Space Grant Program	National Recreation and Park Association (NRPA)	\$30K (max.)	Q2	50% match
 	Rivers, Trails and Conservation Assistance	National Parks Service	Varies	March	Requires commitment letters from three or more project partners

-  Inclusive Programs & Activities
-  Access & Connections
-  Economic Equity
-  Parks & Recreation
-  Environment, Resilience & Health









7.6 FUNDING AND GRANT TABLES






Project Goals	Grant Name	Agency/Source	Funding	Application Window	Match
	Rivers, Trails and Conservation Assistance	National Parks Service	Varies	March	Requires commitment letters from three or more project partners
	Community Parks and Playgrounds Program	Maryland DNR	Grants may be for up to 100% of the project cost and are selected on a competitive basis	Early August. Information updated in June	None
	Community Parks and Playgrounds Program	State of Maryland	Grants may be for up to 100% of the project cost & selected on a competitive basis	June	None
	Outdoor Recreation Legacy Partnership Program (ORLP)	National Parks Service	\$300,000 to \$1M	July	Grants are matched at a minimum 1:1 ratio
	Program Open Space	Maryland DNR	Varies	July	Matching share will be determined by the percent of assistance that the county is eligible to receive and the amount of funds available to the applicant
	Recreational Trails Program (RTP)	US Department of Transportation	\$25,000 - \$80,000	May	80% federal funds to be matched. 20% in-kind of cash match
	Land and Water Conservation Funding (LWCF)	National Parks Service	Varies	December	>50% of the total project-related costs
	TD Green Street Space Grants	Arbor Day Foundation	\$20,000 - \$25,000	December	50/50 matching grants

-  Inclusive Programs & Activities
-  Access & Connections
-  Economic Equity
-  Parks & Recreation
-  Environment, Resilience & Health

















7.6 FUNDING AND GRANT TABLES

Project Goals	Grant Name	Agency/Source	Funding	Application Window	Match
 	<b>Doppelt Family Trail Development Fund</b>	Rails-to-Trails Conservancy (RTC)	\$5K to \$10K	Q1	None
 	<b>Recreational Trails Program</b>	MD Department of Transportation, State Highway Administration (MDOT SHA)	\$10K to \$100K	Q2	20% non-federal match
 	<b>Waterway Improvements Fund</b>	MD Department of Natural Resources (DNR)	\$250K (max.)	Q3	50% non-State match
 	<b>Chesapeake Bay Trust Green Streets, Green Jobs, Green Towns (G3)</b>	Chesapeake Bay Trust	<\$30,000 for engineered designs, <\$100,000 for implementation projects, <\$50,000 for community greening projects	March	Match is encouraged but not required








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7.6 FUNDING AND GRANT TABLES

Project Goals	Grant Name	Agency/Source	Funding	Application Window	Match
	Five Star and Urban Waters Restoration	National Fish and Wildlife Foundation	Average \$37,000	January	Match 1:1 non-federal match
	EPA Environmental Justice Small Grants (EJSG) Program	Environmental Protection Agency	Up to \$30,000	March	None
	State Environmental Justice Cooperative Agreement (SEJCA) Program	Environmental Protection Agency	Up to \$160,000	April	None
	EPA Chesapeake Bay Grants	Environmental Protection Agency	Varies	June	50/50 matching grants
	Chesapeake Bay Community Resilience Watershed Assistance Grants	Department of Natural Resources	Varies	August	Unknown
	Chesapeake Bay Trust Fund Coastal Grants Gateway	Maryland Department of Natural Resources	Varies	October	no match funds required
	Brownfields Assessment Grant	Environmental Protection Agency	Up to \$1M	October	None
	EPA Urban Waters Small Grants Program (UWSG)	Environmental Protection Agency	Individual award amounts of up to \$60,000	December	Minimum of \$4,000 as the non-federal cost share/match
	Maryland Community Resilience Grants	State of Maryland	Unknown	Unknown	Unknown

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7.6 FUNDING AND GRANT TABLES

Project Goals	Grant Name	Agency/Source	Funding	Application Window	Match
	Land & Water Conservation Fund	National Park Service (NPS)	\$250K (max.)	Q2	50% non-federal match
	Maryland's Community Resilience Program	Maryland Department of Natural Resources	\$100K (max.)	Q2	None
	Coastal Resilience Grant Program	National Oceanic & Atmospheric Administration (NOAA)	\$75K to \$2M	Q2	33% match
	Clean Water State Revolving Fund	Environmental Protection Agency (EPA)	low-interest loan	Year-Round	n/a
	Urban Waters Small Grants	National Fish and Wildlife Foundation (NFWF)	\$20K to \$200K	Q2	33% match
	Innovative Nutrient and Sediment Reduction Grants	National Fish and Wildlife Foundation (NFWF)	\$5-7 million in total available for multiple grants	Feb 28	1:1 match
	Innovative Reuse and Beneficial Use of Dredged Material	MDOT Maryland Port Authority	Max \$300,000 per project	No end date	n/a

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