SECTION 1: PRIORITY OUTCOME
STRONGER NEIGHBORHOODS

The purpose of this Priority Outcome is to ensure that everyone who lives, works, plays and learns in Baltimore's neighborhoods has the desire and confidence to invest their time, money, and social capital in his/her neighborhood to ensure a secure future.

We envision strong neighborhoods that have healthy real estate markets that promote private and public investment. We envision neighborhoods that are well-maintained, peaceable, and are free from both perceived and actual crime and fear-inducing behavior.

Residents desire access to good schools, commercial and retail outlets, healthful food options, transportation choices, cultural resources, and recreational opportunities. Strong neighborhoods are safe, have clean, green open spaces, and successfully integrate 21st century amenities into the existing neighborhood fabric.

Strong neighborhoods are those with optimum levels of homeownership, engaged neighbors and strong community organizations which embrace a diversity of people and lifestyles. Strong neighborhoods offer access to community services and volunteer opportunities as well as other services such as homeownership and financial counseling.

Of utmost importance is eliminating the blight associated with the City's 16,000 plus vacant and boarded properties. Vacant properties severely diminish the quality of life in our neighborhoods and carry enormous public safety costs. We believe that with improvement in this one area, much of the City would be positively impacted.

SECTION 2: SMART GOALS

To achieve this Priority Outcome, the City must make progress on five key areas:
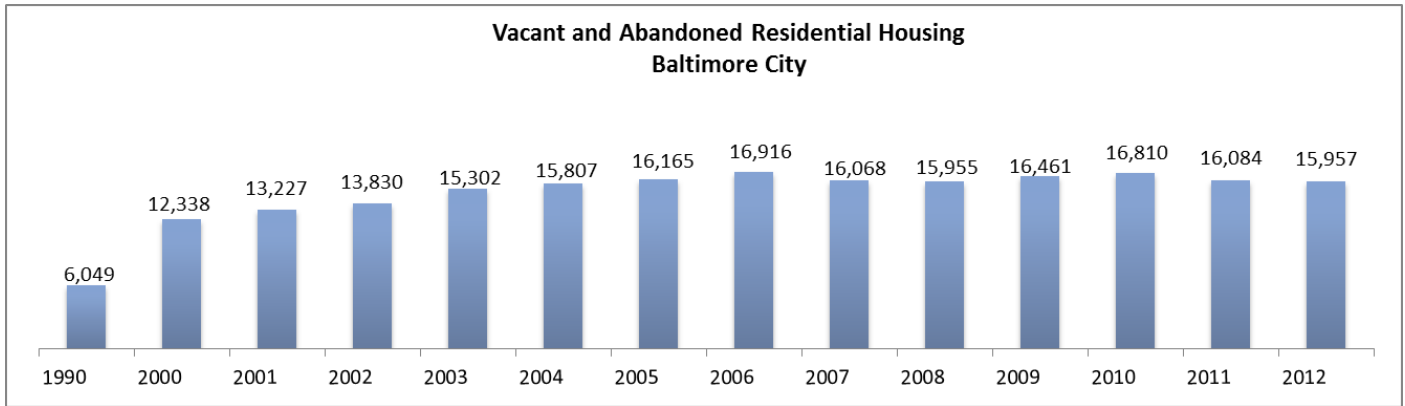
- housing,
- private investment
- public right of ways,
- neighborhood-based services and amenities; and
- citizen engagement.

The following five goals will be used to track progress for this Priority Outcome. They are listed below, with the most relevant factor from the Cause-Effect Map shown in parentheses. Proposals that "move the needle" on these goals will receive priority consideration for funding. However, other elements are also important to a successful neighborhood. We have listed some of them after the goals, and agencies are free to propose others.

Goals

1. **GOAL: Reduce Blight and return vacant neighborhood structures and land to productive and beneficial use (**Promote a Variety of Creative Re-Use Strategies)
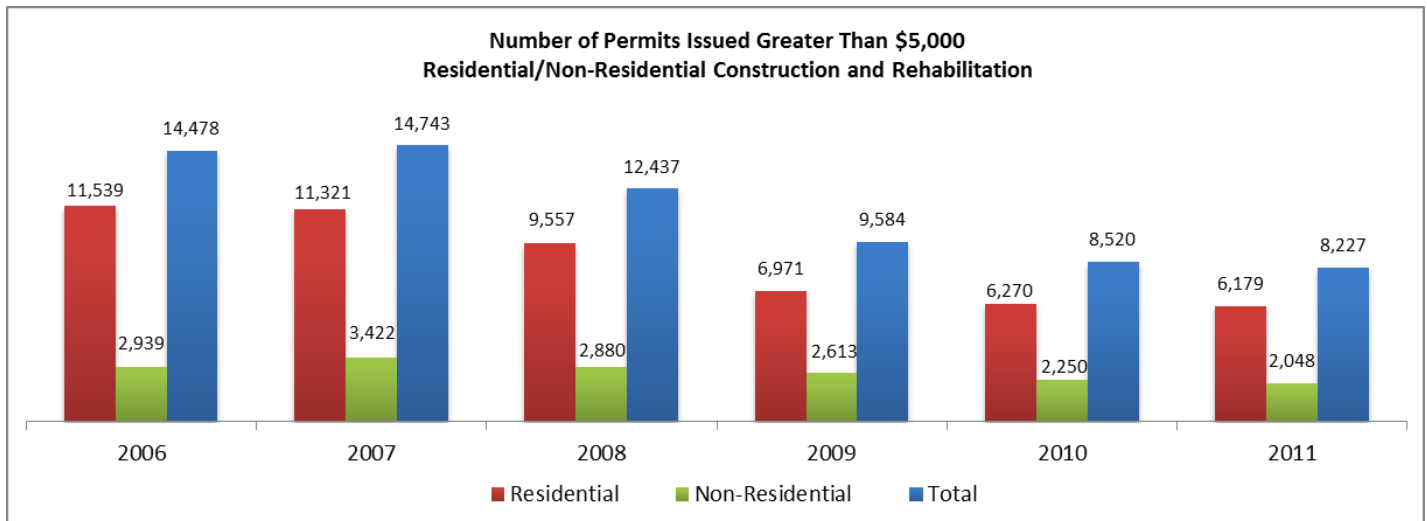   o **Measure: Reduce the number of vacant residential properties in Baltimore**

Vacant and Abandoned Residential Housing Baltimore City

Year	Value
1990	6,049
2000	12,338
2001	13,227
2002	13,830
2003	15,302
2004	15,807
2005	16,165
2006	16,916
2007	16,068
2008	15,955
2009	16,461
2010	16,810
2011	16,084
2012	15,957

Source: Baltimore City Department of Housing and Community Development

2. **GOAL: Improve the condition of private neighborhood properties and promote new construction (**Promote Strategic, Effective, and Efficient Code Enforcement)
   o **Measure: Increase the number of permits for more than $5,000 issued for residential/non-residential new construction and/or major rehabilitation**

Number of Permits Issued Greater Than $5,000 Residential/Non-Residential Construction and Rehabilitation

Year	Residential	Non-Residential	Total
2006	11,539	2,939	14,478
2007	11,321	3,422	14,743
2008	9,557	2,880	12,437
2009	6,971	2,613	9,584
2010	6,270	2,250	8,520
2011	6,179	2,048	8,227

*Source: Baltimore City Department of Housing and Community Development*

3. **GOAL: Improve the Quality of Right-Of-Ways in Neighborhoods (**Promote "Complete Streets")
   o **Measure: Increase the percentage of City streets rated acceptable**

Street Pavement Index Rating

Acceptable 56.7%

Substandard 43.3%

2008
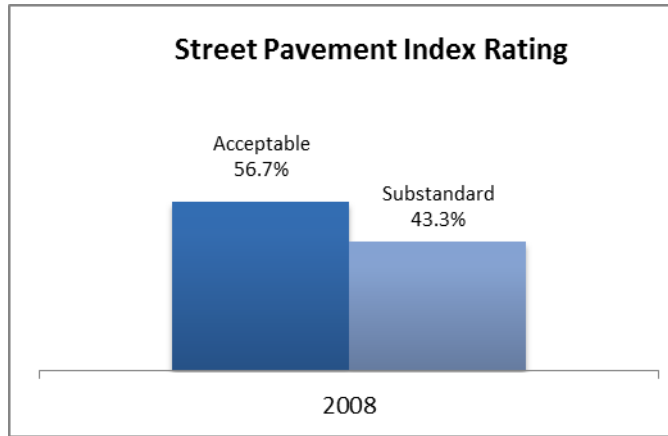
Source: Baltimore Department of Transportation.

o **Measure: Improve citizen satisfaction with street and sidewalk maintenance**

Citizen Street & Sidewalk Maintenance Satisifcation

2009: 33%
2010: 31%
2011: 29%
2012: 28%
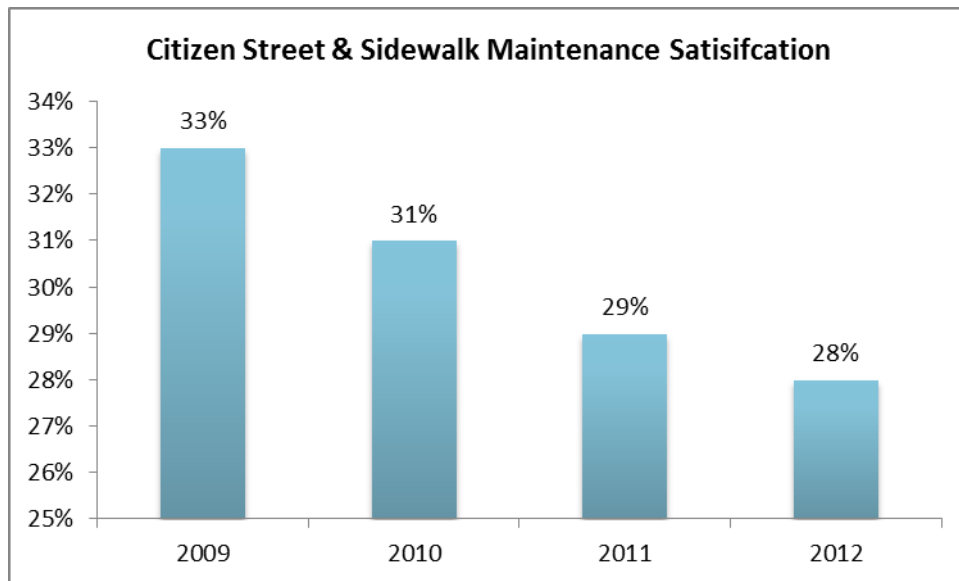
Source: Baltimore Citizen Survey

4. **GOAL: Improve Citizen Usage of and Satisfaction with neighborhood-based services and amenities (**Create Diverse, Responsive, and Equitable Programming)
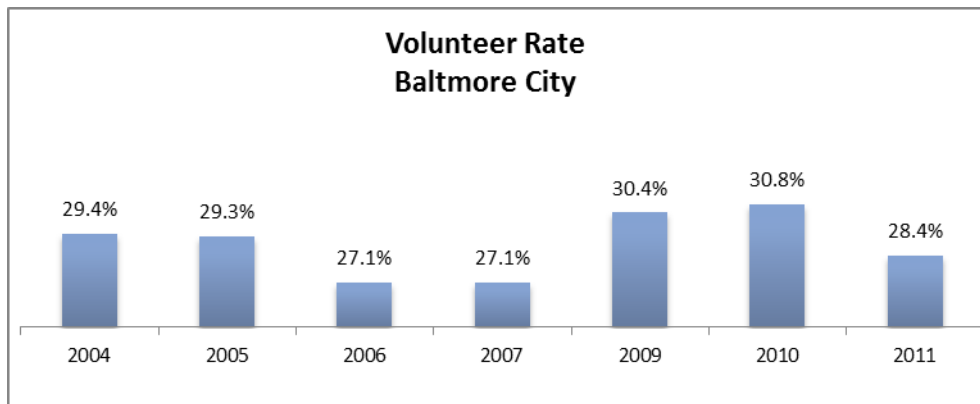   o **Measure: Increase citizen satisfaction of availability of recreational opportunities in Baltimore.**

Availability of Recreational Opportunities in Baltimore
(2011 and 2012)

	Excellent	Good	Fair	Poor	Don't Know
2011	10%	23%	29%	32%	6%
2012	10%	25%	27%	33%	5%
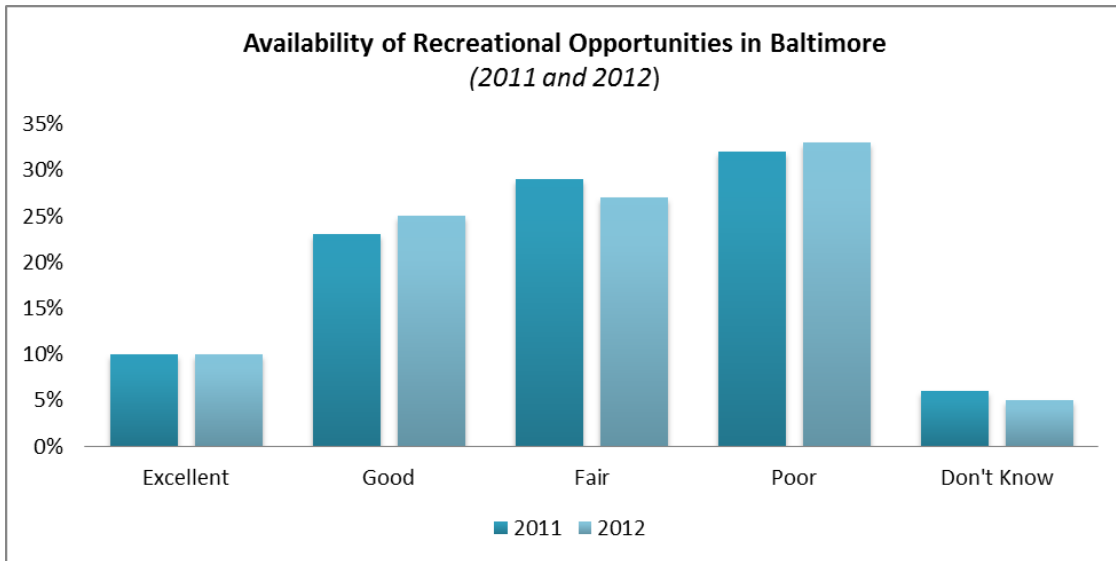
Source: Baltimore City 2010 Citizen Survey

5. **GOAL: Increase citizen engagement within neighborhoods (**Promote Citizen Volunteerism Within Their Neighborhoods)
    o **Measure: Increase the percentage of citizens who volunteer**

Volunteer Rate
Baltmore City

2004	2005	2006	2007	2009	2010	2011
29.4%	29.3%	27.1%	27.1%	30.4%	30.8%	28.4%

Source: Corporation for National and Community Service

STRONGER NEIGHBORHOODS

STRONGER NEIGHBORHOODS

1. Reduce Blight
- Strategic Acquisition
- Demolition
- Streamline Disposition

Creative Re-Use
- Redevelopment
- Rehab/Renovation
- Urban Farming

2. Private Investment
- Housing Choice
- Code Enforcement
- Incentives
- Permits

3. Public Right of Ways
- Complete Streets
- Cleaning
- Greening

4. Neighborhood Services and Amenities
- Retail
- Quality of Facilities
- Diverse and Responsive Programming
- Access and Awareness

5. Community Engagement
- Creative Outreach
- Volunteerism
- Build Capacity

SECTION 4: SUGGESTED STRATEGIES

As indicated on the Cause-Effect Map, the Neighborhoods Results Team has identified five Goals critical to creating strong neighborhoods in Baltimore. **In order of importance, these Goals are: Reduce Blight and Return Vacant Neighborhood Structures and Land to Productive and Beneficial Use, Improve the Condition of Private Neighborhood Properties and Promote New Construction, Improve the Quality of Right-of-Ways in Neighborhoods, Improve citizen usage of and satisfaction with neighborhood-based services and amenities, and Increase Citizen Engagement within Neighborhoods.** These goals are multi-faceted. Within each one, we have identified and prioritized specific factors for achieving this Priority Outcome.

Below are the top two factors for each goal:

Goal #1: **Reduce Blight and Return Vacant Neighborhood Structures and Land to Productive and Beneficial Use**
- Promote a Variety of Creative Re-Use Strategies
- Streamline Disposition

Goal #2: **Improve the Condition of Private Neighborhood Properties and Promote New Construction**
- Promote Strategic, Effective, and Efficient Code Enforcement
- Promote a Streamlined User-Friendly Permit Process

Goal #3: **Improve the Quality of Right-of-Ways in Neighborhoods**
- Promote "Complete Streets"
- Promote Cleanliness

Goal #4: **Increase citizen usage of and satisfaction with neighborhood-based services and amenities**
- Create Diverse, Responsive, and Equitable Programming
- Promote Access to and Awareness of Services

Goal #5: **Increase citizen engagement within neighborhoods**
- Promote Citizen Volunteerism Within Their Neighborhoods
- Build Capacity of Neighborhood Organizations

As on overlay on these strategies we seek proposals that incorporate **place based/neighborhood based** principles. Specifically, where goals cannot be realistically achieved city wide in the short run, we seek place-based proposals that strategically focus resources to achieve desired outcomes.

This Team will consider any budget proposal that demonstrates a contribution to creating and sustaining strong neighborhoods. However, it should be noted that the issue of safety and education is paramount to a neighborhood's vitality. To provide singular focus and oversight, the Safe Streets Results Team will review and handle proposals pertaining to crime prevention and response; the Better Schools Team will review and handle proposals pertaining to education accessibility and effectiveness.

GOAL 1. Reduce Blight and Return Vacant Neighborhood Structures and Land to Productive and Beneficial Use

All Baltimoreans want to live in strong neighborhoods with quality housing, surrounded by other well-maintained, occupied properties. Vacant properties are among the most significant impediments to achieving this outcome. Solving the vacant housing problem is paramount to the City's success. However, solutions will need to have a multi-faceted approach to respond to the unique situation in each neighborhood. In transitional housing markets, many of the vacant structures are suitable for rehabilitation and reuse.

However, the majority of Baltimore's vacant and boarded structures – approximately 11,000 – are highly concentrated in severely distressed areas. Many of these vacant properties will ultimately need to be demolished and sites will need to be prepared for future redevelopment opportunities. While demolition is generally a means to a more productive future use, creative temporary uses (urban farming, open space, community gardening, etc) may be needed in the short run to strengthen neighborhoods.

Accordingly, we are seeking proposals that (in priority order):

1. Promote a Variety of Creative Re-Use Strategies:
   a. Strategically convert vacant properties into productive usage (e.g. ownership options, rental units, green space, urban agriculture, or other commercial opportunities and community needs).
   b. Incentivize non-governmental entities to acquire and rehab vacant properties
   c. Where more permanent uses are not realistic, promote creative interim uses of vacant lots
   d. Prepare large parcels for major redevelopment opportunities for current and future markets
2. Streamline Disposition: Streamline City policy and processes to transfer and dispose of vacant properties efficiently and effectively.
3. Strategic Demolition: Beyond emergencies and short of full-scale, tactically demolish vacant and abandoned property, in a manner most advantageous for that particular neighborhood (mitigating hardship and/or promoting re-use).
4. Strategic Acquisition: Efficiently acquire properties to create redevelopment opportunities and facilitate neighborhood-driven quality of life demolitions.

GOAL 2. Improve the Condition of Private Neighborhood Properties and Promote New Construction

A secure future for our neighborhoods requires that investors - a homeowner considering improvements to his/her house, a family considering buying a home in the City, a business entity considering rehabilitation or a retail business owner on a Main Street –have the confidence to invest in and to improve property.

Fostering and facilitating private investment in neighborhood properties strengthens neighborhoods, increases the residential tax base and moves us forward on the path to responsibly reduce property taxes.

Accordingly, we are seeking proposals that (In priority order):

1. Promote Strategic, Effective, and Efficient Code Enforcement:
    a. Enforce standards for property maintenance.
    b. Educate the public on sanitation, weatherization, lead and other Healthy Homes issues
2. Promote a Streamlined User-Friendly Permit Process
    a. Maximize Web-enabling
    b. Improve customer service
    c. Make processes transparent
3. Encourage Investment Incentives
    a. Enable residents to reduce overall housing costs
    b. Promote weatherization opportunities to reduce utility costs
    c. Promote responsible, sustainable development and historic preservation
4. Ensure Housing Choices
    a. Raise awareness of responsible homeownership and personal financial responsibility
    b. Promote affordable homeownership and rental living options
    c. Promote incentives to create mixed-income housing choices
    d. Promote inclusionary housing choices to promote de-concentration of poverty.
    e. Promote the creation of special needs housing opportunities

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GOAL 3. Improve the Quality of Right-of-Ways in Neighborhoods

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Along with quality housing units, strong neighborhoods offer larger physical infrastructure that has the potential to improve quality of life for residents. Neighborhood environments that promote livable communities or "complete streets" are welcoming to everyone including bicyclists, public transportation vehicles and riders, pedestrians of all ages and abilities, and motorists. Complete street features such as smooth roadways, ADA compliant sidewalks, bike lanes, frequent crossing opportunities, traffic calming devices, and adequate street and pedestrian lighting significantly contribute to vibrant and healthy neighborhoods. Clean streets and alleys encourage residents to keep their own property clean and well-maintained. Street trees and green medians provide shade, reduce storm water runoff, and improve property values.

We are seeking proposals that (in priority order):

1. Promote "Complete Streets"
    a. Ensure roadways and sidewalks are walkable, bikeable, drivable and well lit.
    b. Reduce congestion and calm traffic in residential areas.
2. Promote Cleanliness
    a. Ensure well-maintained public right of ways including streets, alleys and medians
3. Promote Greening
    a. Ensure right of ways have adequate tree canopy
    b. Maintain green medians

GOAL 4. Increase citizen usage of and satisfaction with neighborhood-based services and amenities

Strong neighborhoods offer residents access to diverse, high quality recreational and leisure opportunities, retail outlets and professional services. Neighborhood environments that contain a multitude of amenities including recreation centers, senior centers, libraries, park facilities, grocery stores and pools are welcoming to all citizens. Critical features such as program diversity, responsiveness and access contribute to the fabric of a strong neighborhood

We are seeking proposals that (in priority order):

1. Create Diverse, Responsive, and Equitable Programming
   a. Collaboratively evaluate existing services and population trends to determine the need for new/future services and/or locations so as to focus on underserved, growing and/or emerging neighborhoods' capacity
2. Promote Access to and Awareness of Services:
   a. increase awareness of available services and facilities
   b. effectively locate and deliver city services/programs in neighborhoods
   c. promote the community utilization of City-owned space
3. Improve the Quality of Facilities
   a. Keep building facilities well-maintained and welcoming
   b. Ensure cleanliness of building interiors and exteriors
4. Increase access to retail and professional services important to residents, with a special emphasis on grocery stores

GOAL 5. Increase citizen engagement within neighborhoods

Strong neighborhoods are comprised of engaged residents who invest their time, energy, and ideas into enhancing their community. Developing civic responsibility is the best way to foster neighborhood improvement, while improving community engagement, community standards, and neighborhood networks.

We are seeking proposals that (in priority order):

1. Increase Citizen Volunteerism Within and Across Neighborhoods
2. Build Capacity of Neighborhood Organizations
   a. Promote collaborative neighborhood decision-making and problem-solving that is inclusive and representative of community residents.
   b. Strengthen the capacity of neighborhood-based organizations/associations that are inclusive of neighborhood residents, and business entities to more effectively engage with City government and address local issues.
   c. Encourage neighborhood organizations to work together to achieve common goals.
3. Employ Creative Outreach
   a. Employ methods of communication that are most effective for their intended target audiences.

SECTION 5: CRITERIA

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

Strength of alignment with the Priority Outcome, Priority Indicators, and strategies.

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

Multiple Priority Outcomes. We seek proposals that demonstrate the ability to address multiple Priority Outcomes concurrently.

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

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

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

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

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