





Economy

Local Economy

Workforce Development

Arts & Culture



economy: **Local Economy**

More for more of us.



THE BIG PICTURE

A local economy is a catalyst for attracting new residents and retaining longtime residents, for fostering job creation and entrepreneurship, and for stimulating new investment. Producing and selling local goods and services strengthens local employment and builds community wealth by ensuring that money spent in a city stays in the city. By pooling capital and human resources and expanding new models of economic development and wealth creation that leverage local assets and spending power, opportunities can be created for local residents and businesses. Growing local economic opportunities that embrace the triple bottom line—people, planet, and prosperity—contributes to economic growth, social equity, and resilience.



The Made In Baltimore pop-up store was an amazing opportunity for my company to reach into the retail market. Before this year I was running [my business] part time and only taking small print jobs here and there. From everything I've learned, I'm now confident taking on larger print runs and seeking out more brick-and-mortar stores to sell in.

- One of Baltimore's many small business owners and minority entrepreneurs



IN BALTIMORE

Our city is filled with entrepreneurs and small businesses who are poised to create more jobs and community-based wealth.

Baltimore's unemployment rate has steadily declined from its 2010 high. At the end of 2017, unemployment was at a low of 5.8 percent. Yet even with these significant gains, the rate for black residents remains three times higher, at 15.9 percent. The median income for black households in Baltimore is about half that of white households, and 70 percent of black residents who are older than age 25 do not have a college degree. This is a barrier to many of the mid-to-high-paying job opportunities in growing sectors like healthcare and financial services. In Baltimore today, more than 50,000 firms employ 314,000 individuals. Of these businesses, 23,600 are held by black owners, who employ just over 6,247 individuals - a small share, but a growth opportunity for Baltimore. Minority-owned businesses are an important economic strength for Baltimore.

FAST FACT:

More than half — 55 percent — of the businesses that have received “Made In Baltimore” certification are owned by women.

They are growing in number, but they need support in growing to scale—a step which leads to even more local jobs and economic resilience.

Inclusion strategies by both the public and private sectors provide access to financing for small businesses. They can spur investments in early-stage companies, increase programs to develop small-business opportunities, and help minority- and women-owned firms obtain needed funding. More needs to be done. Working together, Baltimore’s business community can grow living-wage job opportunities for unemployed and underemployed residents and specifically for black candidates. The light manufacturing, transportation, and logistics sectors are fields that are economic strengths and hold promise to connect good paying jobs to those without college degrees. Sustaining a strong, growing, local economy lifts the entire city.



STRATEGIES & ACTION

1. Proactively support local businesses to advance the triple-bottom-line approach: people, planet, and prosperity.

Action 1:

Set purchasing preferences and supplier diversity goals with businesses, anchor institutions, government, and others to invest and buy locally.

Action 2:

Grow cooperative business models run and operated by the people who work in them, as an innovative and inclusive vehicle to overcoming economic and social inequity.

Action 3:

Expand the adoption of environmentally-friendly business practices, such as the use of green technologies, policies, and programs—reduced packaging, reuse and recycling of materials, energy reduction and renewable energy. Also promote the Maryland Green Registry.¹

2. Build the capacity of local manufacturers and entrepreneurs through access to resources, technical, and financial assistance, and a supportive policy and investment environment.

Action 1:

Provide support services to grow businesses, help develop new market channels, improve access to affordable and safe production spaces, and enhance retail and sales opportunities. Support and encourage minority business ownership in sectors with economic strength.

Action 2:

Build the capacity of Made in Baltimore and other entrepreneurial support organizations to create supportive networks and prosperous business environments for emerging entrepreneurs while increasing neighborhood-based small manufacturing businesses.

Action 3:

Advocate for state and local policies such as tax exemption programs that support manufacturers and owner-operated business. Review regulations related to home-based businesses, and regulations related to reinvesting in older manufacturing facilities. These include, but are not limited to, preserving light-industrial zoning.

1. The Maryland Green Registry is a free, voluntary program offering tips and resources to help businesses and other organizations set and meet their own goals on the path to sustainability. <https://mde.maryland.gov/MarylandGreen/Pages/Home.aspx>

3. Ensure historically underrepresented groups share in the city’s economic prosperity by strengthening the capacity of and purchasing from small, local, minority-owned, women-owned, and cooperatively owned businesses.

Action 1:

Continue to address needs unique to minority- and women-owned businesses by supporting existing programs and developing new programs and strategies. These include access to capital and equity investments, technical assistance, and program marketing.

Action 2:

Continue to align Baltimore City’s MBE/WBE certification with the State of Maryland’s, assist more companies in attaining certification, and prepare more

companies for opportunities at both levels. Improve tracking and transparency of city agency spending and encourage large businesses and anchor institutions to set minority-owned business goals and to track spending.

Action 3:

Promote increased access to alternative sources of financing and technical assistance to support social enterprises and community wealth-building strategies.

Action 4:

Create and adopt an economic plan that supports local production, purchasing, and exporting strategies; addresses training on inclusion and bias and increases access to job training and living-wage jobs. Promote hiring practices to equitably include more women; more people from racial, ethnic, and religious minorities; and more LGBTQIA , differently-abled, and formerly incarcerated people.



Photo Credit: Made in Baltimore

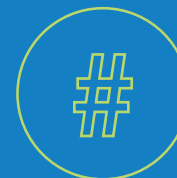
how we’ll measure success:



Number of businesses and institutions that have set or expanded buying preferences for locally owned or minority- and women-owned businesses (and/or have provided additional support and funds to these priority business groups)

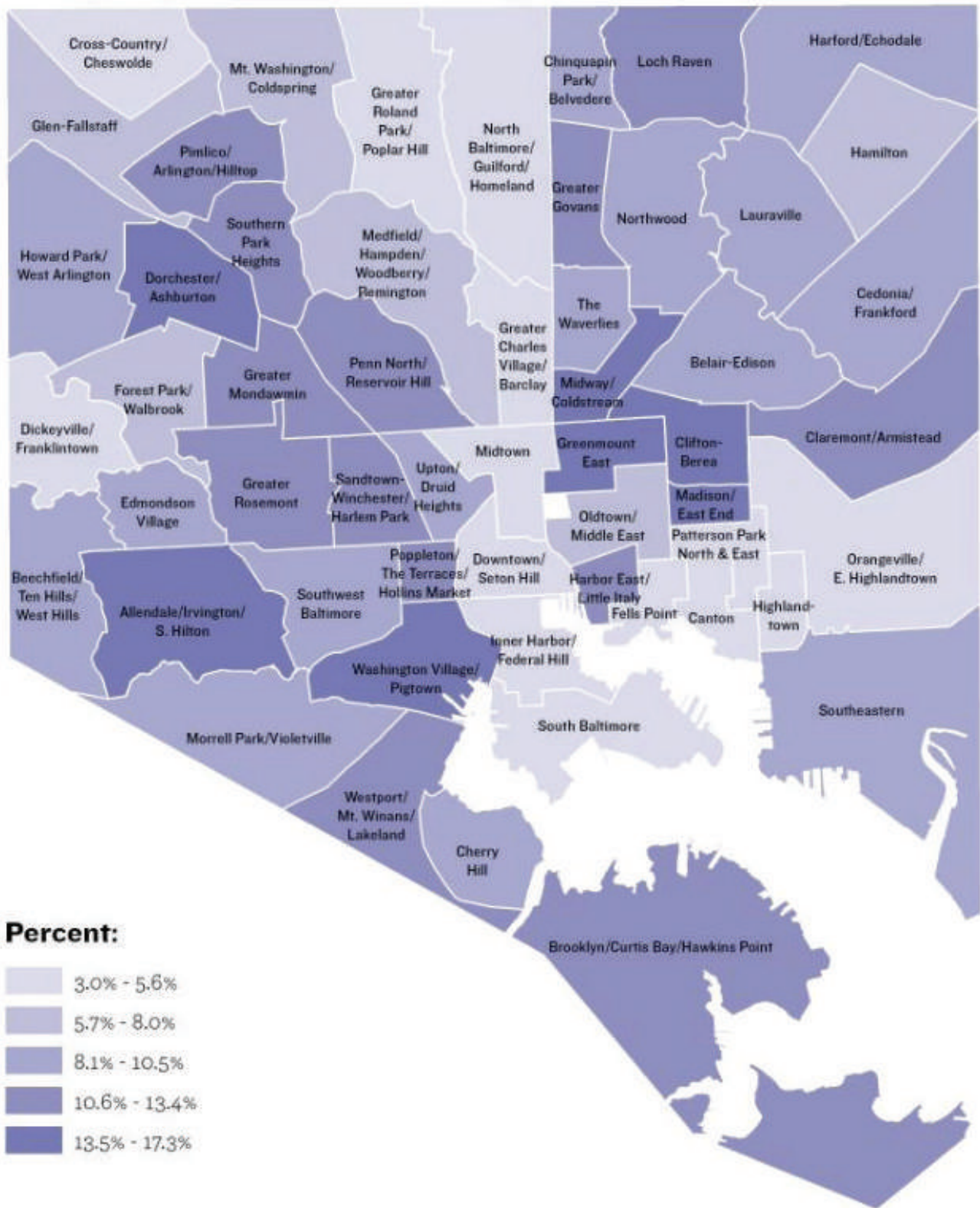


Total amount of City contract dollars awarded to minority- and women-owned and local firms (as a percentage of total contract dollars)



Total number of minority-owned businesses registered in the City

Percent Population 16-64 that is Unemployed and Looking for Work, 2012-2016





economy: **Workforce Development**

Career potential is maximized by every resident, and every employer has the human resources needed to prosper



THE BIG PICTURE

The biggest barrier to household stability is not having a job. Quality, living-wage jobs are an important piece of the puzzle so that everyone can provide for their household. A city's workforce must also be well-trained, prepared, and connected to job opportunities. Employers, residents, governments, and other stakeholders all have a role to play by collaborating transparently to eliminate barriers to employment.

People with a history of incarceration, those who lack adequate education, language skills, or training, and those who are underemployed rarely benefit from positive employment trends. Investments in the workforce can make a city more sustainable by bolstering residents' financial stability and resilience and by driving the local economy. Those investments must meet people "where they are," providing services directly tailored to those who are often excluded from the traditional job market.



Job training for youth. [And] give community people jobs to feel better about themselves.

- Long-term resident of Sandtown-Winchester shares her perspective on making the city better



IN BALTIMORE

By looking beyond the unemployment rate, Baltimore can create the economic change it needs.

While Baltimore currently has a low overall unemployment rate, the rate among African Americans is more than double. People of color are disproportionately impacted by the criminal justice system, and criminal records can lead to employment discrimination. Baltimore is home to a large number of formerly-incarcerated people, almost 9 out of 10 of whom are African American. Education is a further factor, as 75 percent of adults in the city lack a college degree and 25 percent lack a high school diploma. This statistic is even more urgent because research by the Opportunity Collaborative suggests that more than half of the jobs expected to be created by 2020 will require a high school diploma—and virtually all of

those that don't require a college education pay less than a living wage.

Baltimore is making strides. Baltimore has customized and on-the-job training programs, apprenticeships, digital learning labs, and GED classes. The

FAST FACT:

The unemployment rate is especially high for young people in Baltimore, where 16% of people age 20–22 and 15% of people age 22–24 are unemployed.

Mayor's Office of Employment Development and the Baltimore Workforce Development Board are working together, in partnership with other agencies and a myriad of nonprofits, to build a citywide workforce system. The City has growing fields in sustainability and the green economy: solar and clean energy, weatherization and energy efficiency, environmental remediation, home improvement, deconstruction and recycling, and green construction and infrastructure. This type of site-based localized work is done almost entirely by local businesses and nonprofits who run workforce development programs, annually training and placing underemployed residents in solar, weatherization, and environmental remediation jobs. Green jobs support the sustainability goals of supporting people, the planet, and our prosperity all at one time.



STRATEGIES & ACTION

1. Collectively integrate and streamline the delivery of green workforce services to increase employment and self-employment, and help close the equity and opportunity gaps for Baltimore's low-income, African-American, and minority residents.

Action 1:

Expand green job training programs for the unemployed, underemployed, and those facing barriers to unemployment in areas such as clean energy, energy efficiency, energy auditing, green infrastructure, and waste. Build people's skills, qualifications, and credentials to succeed.

Action 2:

Ensure green jobs are part of a larger, centralized case management system to help jobseekers find support services, while also tracking their progress. Establish clear points of entry for in-person, call-in, and digital jobseekers, so that they can easily find the support services and providers they need.

Action 3:

Ensure wrap-around services and support are built into green training programs. These services include developing basic interview and resume skills, providing test preparation and GED completion services, providing legal services and expungements, and offering support obtaining a driver's license and addressing transportation barriers. Help trainees establish a timeline of milestones to build financial security, including financial services education, credit building, tax preparation, and savings.

Action 4:

Ensure green jobs are part of a job-matching tool that will identify highly qualified and newly trained workers from all existing training programs. Develop a screening process and use this tool to fill job orders.

Action 5:

Increase the number of nonprofits and industry partners involved in green and sustainable jobs who are connected to the network of providers organized by the Mayor's Office of Employment Development, to integrate service delivery programs and share best practices.

2. Connect youth, young adults, returning citizens, and others who have limited work experience to green, work-based learning opportunities.

Action 1:

Fuse a relationship between Baltimore City Public Schools and green industries to promote experience, apprenticeships, paid jobs, and workforce industry relationships. Include a pilot program with high school seniors utilizing YouthWorks.

Action 2:

Promote city government workforce training programs that lead to jobs. Continue the Department of Public Work's Youth Water Mentoring Program and promote additional programs that provide on-the-job-training and support to equip youth with the skills needed to fill entry-level City positions, and to increase potential for advancement to meet the City's future workforce needs.

Action 3:

Collect common data points on green job seekers using the Mayor's Office of Employment Development's standard assessment tool. This data should be collected at every touchpoint, and then interpreted to identify program improvements.

Action 4:

Institute the use of common performance metrics by workforce providers and funders to start building lessons learned. Produce an annual report to track and share progress on these measures citywide. .

3. Increase emphasis on post-placement services, setting up newly employed residents for greater success in the long run.

Action 1:

Work with employers to find pathways, interventions, and service gaps in supporting workers in green and sustainability fields including career pathway programs, incumbent worker training, apprenticeships, and mentoring. Ensure feedback loops are intact so that training programs are responsive to employer needs and linked to living wage jobs.

Action 2:

Develop funding opportunities to support long-term engagement with people who come through job placement services, find a job, but are not supported beyond that milestone.

how we'll measure success:



Number and distribution of jobseekers in green industries that have been trained



Number and distribution of jobseekers successfully hired for green or sustainable jobs



Number of City agency and private partner programs that support, train, and place jobseekers in green and sustainable jobs



Photo Credit: Andy Cook



economy: **Arts & Culture**

An abundance of inspirational and engaging arts and cultural programs that reflect the diversity of Baltimore.



THE BIG PICTURE

Creativity is a key to sustainability. Within each of us lies a creative self. Through art we connect with one another and with new ideas. Art can act as a catalyst to stimulate discourse and foster change. When making big decisions—such as weighing the benefits of preserving biodiversity versus those of creating jobs—art can help us examine our values and enable us to discuss issues broader than just scientific facts. When residents are able to see and express their desires and values through local arts, they have a stronger voice in guiding their city's future. A strong city arts and cultural scene is one that is accessible to residents of all ethnicities, ages, and abilities. Art can provide a cultural shift to achieve a more sustainable city, and can encourage tourism, attract new residents, and serve as a positive driver of the local economy.



Art crosses all boundaries. Can we improve through art? Transformative art projects in our neighborhoods have had very positive impacts.

- 5-10 year resident of Hamilton



IN BALTIMORE

Baltimore focuses on equity and representation in its thriving art scene to build on its diverse past.

Baltimore has a long tradition of integrating art into civic life. Nicknamed the “Monumental City” because of its high number of public sculpture and monuments, the city is home to a wide variety of arts and cultural institutions—performance organizations and venues, an eclectic music and art scene, museums, colleges and universities, faith-based organizations, and cultural societies. Continuing in the rich history of jazz and other cultural phenomena made popular by black artists in the 20th Century,

and the diverse artistry of hometown talents such as Amy Sherald, John Waters, and countless others, the City maintains its commitment to invest in local arts through the Baltimore Office of Promotion & the Arts (BOPA). BOPA produces free citywide festivals, allocates grants to increase public access to

the arts, facilitates the creation and installation of public art, and hosts a youth-focused job training program. More recently, the City has focused on

FAST FACT:

From jazz composer Eubie Blake to painter Amy Sherald — whose portrait of Michelle Obama now hangs in the Smithsonian National Portrait Gallery — Baltimore has a rich history of performing and visual artists who have influenced art and culture around the world.

increasing equity in its investments in arts and culture, seeking to ensure that all communities contribute their voices and values to the art scene. There is a need to increase the funding available to artists and particularly those from diverse racial and socioeconomic backgrounds. One way this can be done, in part, is through the City's "1% for Art" ordinance, which requires that one percent of all capital construction costs be spent on creating and maintaining public art and art facilities—a requirement which is currently not being fully met.



STRATEGIES & ACTION

1. Create processes that ensure Baltimore's art institutions and organizations represent and engage audiences reflective of the demographics of the city.

Action 1:

Require publicly funded arts organizations to track audience engagement with the goal of engaging audiences representative of the demographics of Baltimore. Future funding should be contingent on meeting this goal, which may include increasing outreach to local artists of color, and to art organizations that serve younger and emerging artists across disciplines.

Action 2:

Increase artist-led decision making such as increasing representation on review committees, commissions, selection panels, festival planning committees, and more. The goal should be representation based on the racial demographics of the city.

Action 3:

Support and expand youth arts programs in areas of the city underserved by cultural institutions and programs. Provide resources to existing and emerging programs, such as marketing and communications support, additional staffing, funding, and free space for programming.

2. Invest in the economic and neighborhood development potential of artists and arts organizations.

Action 1:

Implement the recommendations of the Mayor's Task Force on Safe Arts Space, giving top priority to providing funding and free technical assistance to artist-run spaces so they may become code-compliant. Also make suitable, City-owned properties available at low- or no-cost for community-led arts programming, or for acquisition by arts organizations.^{1,2}

Action 2:

Host free or low-cost professional development and entrepreneurial workshops for artists and art-based organizations.

Action 3:

Fully implement the City's "1% for Art" program. Evaluate how the City could establish an "artist-in-residence" program, bringing artists to work within City agencies in order to share creative perspectives and propose innovative solutions. Also create new funding streams for arts programs.

3. Increase arts funding and ensure equitable distribution of publicly-supported arts funding opportunities.

1. <http://www.promotionandarts.org/arts-council/public-art>

2. https://www.baltimorecity.gov/sites/default/files/Final_Report_SASTF_12.18.2017.pdf

Action 1:

Seek a dedicated fund for art, such as a grant making program. Also create and support social enterprises that would serve as platforms for artists of color to highlight, promote, share, and celebrate their work.

Action 2:

Equitably distribute funding to artists ensuring broader cultural representations. Require that publicly-supported arts grants be awarded to recipients who reflect the racial demographics of the City, and create new artist grant programs designed for non-Western artistic traditions.

Action 3:

Create and support spaces for discourse by fostering mobile museums, pop ups, and onsite art, engaging people through art-making.

Action 4:

Provide funding and support for local leaders to engage artists, arts organizations, and residents to cultivate a broad range of arts, cultural, and heritage resources and activities.



Photo Credit: Teaching Artist: S. Rasheem and 2018 Art@Work Park Heights team

how we'll measure success:



Amount of publicly-supported arts funding awarded to people of color, with the goal of award recipients reflecting Baltimore's racial demographics



Number of artists of color participating in publicly supported arts programming, with a goal of representation that reflects Baltimore's racial demographics



Number of employees in the Creative Economy

