



i commit to...  
working  
together

i commit to...  
being  
honest about  
Baltimore's past

i commit to...  
supporting  
change at the  
local level

i commit to...  
working toward  
a just city

i commit to...  
caring for our  
natural world

i commit to...  
racial equity



# **Equitable Implementation**





# *Baltimore Sustainability Plan Guidance for Equitable Implementation*

The Commission on Sustainability and the Office of Sustainability commit to more intentionally addressing implicit bias and removing barriers for racial and other marginalized groups. Our goal is to help eliminate the forces that create and sustain institutional<sup>1</sup> and structural racism<sup>2</sup> and other entrenched inequities in Baltimore. When discussing, creating, and implementing policy, projects, and programs, we commit to using our power to achieve racial equity.

Baltimore remains one of the most segregated cities in the United States, according to 2010 Census data. It is undeniable that historic policy and planning decisions created and exacerbated inequity and inequality in Baltimore. Policies to deliberately segregate white and black residents—such as restrictive covenants, the Federal Housing Administration’s openly racist system for mortgage loan approval, urban renewal, redlining, and other policies—directly contributed to many of the economic and social challenges Baltimore faces today.

The 2019 Sustainability Plan uses an equity lens to approach integrating social equity, the environment, the economy, resiliency, and regeneration. To continue this integration, this Guidance Document is a companion to the Sustainability Plan. Its purpose is to assist those who are implementing the Plan to do the work more equitably. It will carry forward the intention set through this Plan and provide a framework to incorporate equity considerations during design, planning, decision-making, and implementation processes, and to encourage accountability.

## **What is an Equity Lens?**

An equity lens “leads” with a racial equity analysis to ensure that the impacts of institutional racism are considered. This analysis does not exclude other historically under-represented and under-served communities, but rather serves as a starting point; an analysis of inequities begins with racial equity because race is a predominant, but under-acknowledged, determinant of outcomes. Still, decisions regarding the development of policies, procedures, regulations, and plans, or issuance of permits, must consider the impact on all under-represented communities.

An equity lens is not intended to be a checklist. Rather, it’s a guide to inform project management decision-making, and a facilitation tool to support iterative learning and process improvement throughout the development and implementation of an initiative.

## **Equity Considerations<sup>3</sup>**

The following equity considerations were identified as critical opportunities to advance equity through the Sustainability Plan. These considerations will be used as an initial framework to inform the Guidance Manual for any new project, and will help to uphold the Big Audacious Commitments.

### **A. Defining Project Purpose and Intent:**

- a. What problem does this project aim to address? Define the benefits of the proposed action and how they can reduce historic or

current disparities.

- b. Did the interests of those who are under-served or under-represented help define the problem statement for this project?

## **B. Budget and Work Planning:**

- a. How has the project budget been structured to support meaningful engagement?
- b. How has the project work plan been structured to support effective relationship building with under-served and under-represented communities?
- c. How will members of the community that have traditionally been involved in this work be engaged to advance equitable outcomes?

## **C. Relevant Data and Information Gathering**

- a. What information exists from the community to help us understand existing conditions?
- b. Can the data available be disaggregated by race, income, geography, and other factors to understand how experiences differ between communities?

## **D. Inclusive Community Engagement:**

- a. How have communities of color and other historically under-represented communities been engaged in the design of the process?
- b. Does the engagement promote an understanding of the audience in a meaningful, authentic, and culturally appropriate manner?
- c. How does the process help foster the building of effective, long-term collaborative relationships and trust?

## **E. Equitable Impacts Analysis**

- a. Accessibility:** In what ways are the benefits of the proposed action accessible to

households, organizations, and businesses throughout the community—particularly those organizations run by and for historically under-represented communities?

- b. Capacity Building:** How does the proposed action help build community capacity through an expanded knowledge base, funding, or other resources?

- c. Alignment:** How does the proposed action align with and support existing priorities of historically under-represented communities?

- d. Disproportionate Impacts:** How does the proposed action generate burdens, either directly or indirectly, to groups whose life outcomes are disproportionately affected by structures in society? Are there opportunities to mitigate these impacts?

- e. Economic Opportunity:** How does the proposed action support historically under-represented communities through workforce development, living wage jobs, small business, and/or contracting opportunities?

- f. Displacement:** Can this action create destabilizing forces that could result in the displacement of a community? What actions would need to be taken to eliminate this threat?

## **F. Accountability**

- a. How will impacts on under-served and under-represented communities be tracked and monitored?
- b. Throughout the work, what was the quality of the community's experience in being engaged?
- c. Are we measuring what matters?

<sup>1</sup> Institutional racism is the existence within institutions of policies or practices that result in different access to goods, services, and opportunities for different racial groups, specifically creating advantages for whites while disadvantaging people of color. Institutional racism affects where people live, the quality of the education they receive, their income, the types of food they have access to, their exposure to pollutants, and whether they have access to clean air and clean water. While many laws were passed in the mid-20th century to make discrimination illegal, major inequalities continue to exist in part because of institutional racism.

<sup>2</sup> Structural racism is when multiple institutions interact to both create and compound inequities experienced by communities of color.

<sup>3</sup> These considerations have been adapted from the Government Alliance for Race and Equity's "Equity Toolkit" and the City of Portland's Bureau of Planning and Sustainability's "Equity Decision-Making Tool" and "Climate Equity Considerations."

# What can residents do?

Responses to Question 4 and 5, ideas on how residents can make their neighborhood and city better.



## Community

### Neighbors

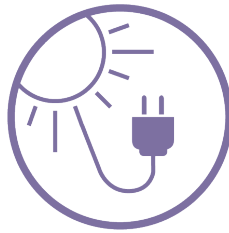
Offer to take a person experiencing homelessness to lunch



## Human-Made Systems

### Neighborhoods

Talk (often) to your neighbors



## Climate & Resilience

### Community Preparedness

Have a flashlight, water and a can opener on hand



## Nature in the City

### People and Nature

Take a walk



## Economy

### Local Economy

Buy or sell locally produced goods and services

### Environmental Literacy

Bring a child to a park

### Housing Affordability

Support a low-income senior in reducing housing costs

### Energy

Get a free energy audit

### Nature for Nature's Sake

Stop using pesticides

### Workforce Development

Hire, train or mentor a returning citizen

### Healthy School Environments

Pick up litter around your local school

### Buildings

Install energy efficient light bulbs and other equipment

### Greenhouse Gas Emissions

Drive less, fly less

### Trees and Forests

Plant and care for a tree

### Arts and Culture

Visit a museum with a neighbor

### Waste and Recycling

Buy less and recycle what you don't use

### Transportation

Walk, bike or ride the bus instead of driving

### Clean Air

Nurture a house-plant

### Water in the Environment

Clear a storm drain of debris

### Urban Agriculture

Support an urban farm

### Noise

Silence your phone

### Food Systems

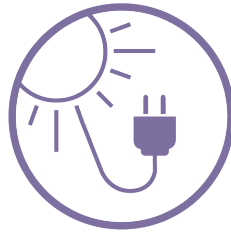
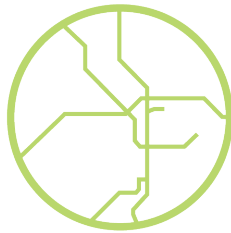
Buy and eat local food

### Green Infrastructure

Don't Pave. Plant

# What can *YOU* do?

Write your own responses in the blank boxes below.



**Community**

**Human-Made  
Systems**

**Climate &  
Resilience**

**Nature in  
the City**

**Economy**

**Neighbors**

**Neighborhoods**

**Community  
Preparedness**

**People and  
Nature**

**Local Economy**

**Environmental  
Literacy**

**Housing  
Affordability**

**Energy**

**Nature for  
Nature's Sake**

**Workforce  
Development**

**Healthy School  
Environments**

**Buildings**

**Greenhouse  
Gas Emissions**

**Trees and  
Forests**

**Arts and  
Culture**

**Waste and  
Recycling**

**Transportation**

**Clean Air**

**Water in the  
Environment**

**Urban  
Agriculture**

**Noise**

**Food Systems**  
Eat more vegetables

**Green  
Infrastructure**



**At a Glance**





# Strategies, Actions & Measures of Success

Summary of all strategies, actions and measures of success

## Community:

### NEIGHBORS

**Strategy #1: Support the promotion of stronger connections between neighbors and among neighborhoods.**

*Action 1: Build capacity and create opportunities for conversations around racial equity to breakdown biases and increase understanding.*

*Action 2: Engage, promote, and support voices who may not traditionally be heard.*

*Action 3: Develop avenues for incorporating resident knowledge and voices into decision-making processes.*

*Action 4: Promote resident and neighborhood successes.*

**Strategy #2: Increase public participation in collective community activities.**

*Action 1: Support resident dialogue and social capital building in neighborhoods.*

*Action 2: Expand and elevate the network of low- and no-cost programming in neighborhoods.*

*Action 3: Establish measures for the City government's equitable community engagement with residents.*

*Action 4: Create educational campaigns for local elections to increase voter participation, particularly in neighborhoods with traditionally low turnout.*

**Strategy #3: Increase the number and use of safe, well-maintained indoor and outdoor public gathering places.**

*Action 1: Use community-driven processes to envision, create, and activate safe, accessible community spaces.*

*Action 2: Support resident-generated ideas for neighborhood events.*

*Action 3: Develop tools to support residents' creation and maintenance of new and existing neighborhood gathering spots.*

*Action 4: Engage youth and designate spaces for youth to gather.*

## NEIGHBORS (CONT.)

### How we'll measure success:

- *Satisfaction with actions and strategies, measured by qualitative resident survey*
- *Number and distribution of school-based recreation programs available during non-school hours*
- *Percent of population (over the age of 18) who are registered to vote*

## ENVIRONMENTAL LITERACY

**Strategy #1: Engage school leadership in sustainability and environmental justice education and practices and provide teachers with resources and professional development.**

*Action 1: Expand and provide professional development in environmental literacy including environmental justice.*

*Action 2: Incorporate meaningful outdoor learning experiences into science classes at every grade level.*

*Action 3: Foster sustainability-minded school leaders.*

**Strategy #2: Support students as environmental leaders and entrepreneurs, connecting green projects with economic sustainability.**

*Action 1: Support student-led environmental projects.*

*Action 2: Pursue youth-based economic sustainability programs.*

**Strategy #3: Build and sustain meaningful family and community engagement in schools.**

*Action 1: Make environmental literacy meaningful for families and communities.*

*Action 2: Expand and sustain meaningful partnerships.*

*Action 3: Increase the number of Baltimore City Public Schools that are green certified.*

### How we'll measure success:

- *Number of teachers and distribution of schools participating in professional development activities related to sustainability*
- *Number of students and distribution of schools engaging in paid opportunities in the sustainability field through the City Schools and the Green Schools Network partners, with a goal of 1,000 students employed per year by 2025*
- *Number and distribution of schools that are certified (or recertified) as green every year; with a goal of 33 percent by 2025*

## HEALTHY SCHOOL ENVIRONMENTS

**Strategy #1: Create healthy physical environments in every school.**

*Action 1: Improve indoor air quality in all schools.*

*Action 2: Provide clean, local potable water via water fountains in all schools.*

*Action 3: Ensure acceptable temperatures, light, and acoustics in all schools.*

**Strategy #2: Provide a welcoming environment for students, faculty, and families, and increase access to nutritious foods.**

*Action 1: Fund a Community School Coordinator in every school.*

*Action 2: Maintain clean and attractive buildings and grounds.*

*Action 3: Increase student consumption of nutritious food.*

**Strategy #3: Increase physical activity, outdoor play, and outdoor learning experiences.**

*Action 1: Adapt school grounds into inviting outdoor areas.*

*Action 2: Make schoolyards and indoor and outdoor spaces available for public use during non-school hours.*

*Action 3: Promote physical activities.*

**Strategy #4: Conserve resources.**

*Action 1: Reduce waste and increase recycling.*

*Action 2: Green the school system's fleet of vehicles.*

*Action 3: Follow green design and construction practices.*

### How we'll measure success:

- Number of schools (by location) with clean water from drinking fountains
- Number and distribution of schools with Community School Coordinators, active School Wellness Teams, or productive gardens, with a goal of 100 percent by 2025
- Number of free meals at City Schools including school breakfast and lunch and after-school and summer meals

## WASTE AND RECYCLING

**Strategy #1: Increase the amount of trash that is diverted from the landfill and incinerator to recycling programs.**

*Action 1: Provide free recycling bins.*

*Action 2: Launch an anti-litter, pro-recycling campaign.*

*Action 3: Create and implement a plan to achieve zero waste.*

**Strategy #2: Expand Baltimore's Waste to Wealth initiative.**

*Action 1: Implement the City's Food Waste and Recovery Strategy.*

*Action 2: Site a local composting facility.*

*Action 3: Investigate changes to regulations to eliminate waste and maximize reuse of materials; Establish businesses that reuse products and marketplaces for selling them.*

*Action 4: Create a revolving loan fund for investment in recycling and composting infrastructure.*

**Strategy #3: Pursue legislative and policy changes to reduce the waste stream.**

*Action 1: Adapt school grounds into inviting outdoor areas.*

*Action 2: Make schoolyards and indoor and outdoor spaces available for public use during non-school hours.*

*Action 3: Promote physical activities.*

**Strategy #3: Pursue legislative and policy changes to reduce the waste stream.**

*Action 1: Enact legislation to impose a fee for plastic bags; and support State legislation instituting beverage container deposits.*

*Action 2: Create a City government procurement committee.*

*Action 3: Develop a plan for a "Save As You Throw" program to reduce waste that is landfilled or burned.*

### **How we'll measure success:**

- *Tons of waste per capita sent to landfill and incinerator (including ash)*
- *Amount of trash collected by the trash wheels and supplemental sanitation service programs*
- *Number of businesses created in recovery and re-use of waste*
- *Achieve a residential recycling rate of 50 percent by 2025*

## URBAN AGRICULTURE

**Strategy #1: Create agriculture land-use policies that encourage urban farms and local food production.**

*Action 1: In partnership with urban agriculture practitioners, develop site criteria for identifying City-owned land that may be suitable for farming.*

*Action 2: Protect and support existing farms.*

*Action 3: Create better defined and supported pathways to ownership.*

**Strategy #2: Ensure farmers and gardeners can produce food, flowers, fiber, and fuel in ways that are safe, environmentally sustainable, and socially responsible—and educate residents on opportunities to support and engage with them.**

*Action 1: Connect growers (both new and experienced) to educational resources and training.*

*Action 2: Support existing social networks and non-profits of growers.*

*Action 3: Improve strategies for engaging communities in urban agriculture projects.*

**Strategy #3: Pursue legislative and policy changes to reduce the waste stream.**

*Action 1: Adapt school grounds into inviting outdoor areas.*

*Action 2: Make schoolyards and indoor and outdoor spaces available for public use during non-school hours.*

*Action 3: Promote physical activities.*

**Strategy #4: Support growers to create financially viable urban agriculture.**

*Action 1: Create and expand City programs, and connect more growers to public, private, and philanthropic programs and incentives.*

*Action 2: Support aggregation among small farms.*

*Action 3: Increase demand for locally grown products.*

### How we'll measure success:

- Number and location of projects and amount of land used for urban agriculture
- Number and location of growers (both new and experienced) as well as number of residents participating in educational opportunities
- Improvements in overall agricultural infrastructure available to urban growers of historically disinvested communities



## Human-Made Systems:

### NEIGHBORHOODS

**Strategy #1: Strengthen community capacity to address neighborhood obstacles and opportunities.**

*Action 1: Continue the City's Neighborhood Planning Academy.*

*Action 2: Support residents in developing neighborhood plans, baselines, and/or maps.*

*Action 3: Continue to increase resident-led and city-supported improvements with a focus in under-served neighborhoods.*

**Strategy #2: Support programs and policies to increase investments in neighborhoods.**

*Action 1: Seek to increase the volume of investment in small businesses in neighborhoods.*

*Action 2: Annually evaluate city government capital funding through an equity lens.*

*Action 3: Review historic preservation and other renovation tax credit.*

*Action 4: Increase funding for affordable housing.*

*Action 5: Continue to provide operating support for capacity-building programs such as the city-funded Community Catalyst Grant.*

*Action 6: Improve the investment landscape in under-invested communities.*

**Strategy #3: Encourage, support, and implement neighborhood improvements.**

*Action 1: Require new developments to be accessible by all.*

*Action 2: Increase Code Enforcement to ensure that vacant buildings and blighted, occupied homes do not re-main in neighborhoods for long periods.*

*Action 3: Ensure commercial outlets, such as corner stores and bars, are not nuisances and are supported by the community.*

*Action 4: Implement the Complete Streets Ordinance which prioritizes the safety of all people.*

#### How we'll measure success:

- Number and distribution of housing renovation permits granted
- Number of renovation tax credits issued
- Number and distribution of neighborhood improvement grants applied for and received—including both individual neighborhoods and neighborhoods working together

## HOUSING AFFORDABILITY

**Strategy #1:** Increase housing affordability for both renters and homeowners and create opportunities for economic mobility.

*Action 1: Use City resources to leverage funds to preserve and create affordable housing.*

*Action 2: Explore tools to ensure significant new development projects support existing residents and minimize resident displacement.*

**Strategy #2:** Expedite housing renovations, demolitions, and greening efforts to increase the number of thriving, safe, neighborhoods.

*Action 1: Continue to strategically demolish vacant structures.*

*Action 2: Facilitate the transfer of vacant, abandoned properties to owners who have capacity to rehabilitate them.*

**Strategy #3:** Enable homeowners—especially older adults, people of color, and people with low-incomes—to maintain their homes.

*Action 1: Increase awareness of financial assistance and incentives to help low-income homeowners maintain their homes.*

*Action 2: Increase financial resources (and increase awareness of them) to assist low-income and older adults.*

*Action 3: Increase financial resources (and increase awareness of them) to assist low-income households to become homeowners.*

### How we'll measure success:

- Number of households receiving weatherization assistance and energy-reduction education and assistance through programs like the Baltimore Energy Challenge
- Number of new and existing homeowners, by income level, who use City-supported homeowner pro-grams
- Number of city-supported affordable housing units (created or maintained) and number of units created with the Low Income Housing Tax Credits managed by the State of Maryland
- Affordability of mortgages and rent in the city

## BUILDINGS

**Strategy #1:** Advance building energy and water efficiency, as well as education and outreach, in all sectors—residential, commercial, municipal, and institutional—to reduce long-term costs and increase the health of occupants.

*Action 1: Expand outreach about energy and water rebates.*

## BUILDINGS (CONT.)

*Action 2: Develop a financing toolkit to assist building owners to understand available energy and water efficiency financing options.*

*Action 3: Promote Property Assessed Clean Energy (P.A.C.E.) financing.*

**Strategy #2:** Increase energy and water efficiency retrofits in affordable and low-income housing markets to reduce greenhouse gas emissions, expand local sector jobs, and improve the long-term viability of affordable housing.

*Action 1: Expand outreach to private landlords of low-income and affordable housing.*

*Action 2: Develop programs to retrofit affordable housing units into energy- and water-efficient units.*

*Action 3: Analyze long-term return on investment opportunities for deep energy and water retrofits in the low-income housing market.*

*Action 4: Increase workforce programs in energy efficiency, renewable energy and healthy upgrades, emphasizing local hiring.*

**Strategy #3:** Create policies to promote awareness and transparency of energy and water use and reduction.

*Action 1: Create residential disclosure for energy and water use at time of sale or lease agreement.*

*Action 2: Develop and pass benchmarking legislation.*

*Action 3: Evaluate existing utility and city-wide energy- and water-savers programs to further advance incentives and efficiency.*

**Strategy #4:** Create and adopt programs and codes for promoting occupant health and comfort as well as efficiency.

*Action 1: Review the City's existing green building code and amend.*

*Action 2: Create systematic approaches to building designs that integrate and restore the natural environment.*

*Action 3: Support the development of holistic, neighborhood-wide, deep energy retrofit projects.*

*Action 4: Explore requiring development plans to include operational efficiency cost-benefit analyses.*

*Action 5: Integrate energy- and water-savings strategies and promote gray-water harvesting and stormwater capture.*

### How we'll measure success:

- Total water and energy usage and costs by building sector
- Number of participants in Property Assessed Clean Energy (P.A.C.E.) financing
- Number and geographic distribution of certified green buildings

## TRANSPORTATION

**Strategy #1: Prioritize local and regional transportation coordination and investments, ensuring equity .**

*Action 1: Advance the Central Maryland Regional Transit Plan.*

*Action 2: Support a dedicated funding source for public transportation and safety improvements.*

*Action 3: Increase equitable investment.*

*Action 4: Standardize ongoing coordination between city and state agencies and the public.*

**Strategy #2: Enact policies that promote city and regional priorities for pedestrians, transit, and alternative forms of transportation.**

*Action 1: Implement Baltimore's Complete Streets Ordinance.*

*Action 2: Create and implement a Pedestrian Master Plan.*

*Action 3: Fully implement the Bicycle Master Plan.*

*Action 4: Alter traffic signal timing citywide.*

*Action 5: Seek opportunities to implement more pedestrian-only spaces.*

**Strategy #3: Improve reliability, accessibility, safety, and efficiency of transit while reducing the environmental impacts of vehicles.**

*Action 1: Develop and maintain transit hubs.*

*Action 2: Create more efficient public transit options.*

*Action 3: Eliminate parking subsidies and mandates, and offer employee incentives.*

*Action 4: Encourage green commutes to work and school.*

### How we'll measure success:

- *Walk-score by neighborhood*
- *Number of bicyclists by location using annual counts*
- *Number and distribution of mile of bike lanes, especially for neighborhoods with the lowest rates of car access*
- *Percent of population that uses public transportation to get to work along with mode split and travel time to work*
- *Transit on-time performance and number of riders using the bus system, for all corridors where dedicated lanes and priority bus travel have been implemented; data to include breakdown by neighborhood*

## NOISE

**Strategy #1:** Meet the goals of Baltimore's noise ordinance by reducing overall noise levels.

*Action 1: Create new regulations to bring the noise ordinance in line with best practices.*

*Action 2: Strengthen enforcement of commercial and industrial noise standards.*

**Strategy #2:** Ensure all neighborhoods enjoy the benefits of quiet.

*Action 1: Engage a group (or groups) of residents representing city demographics to discuss noise and seek ways to address it.*

*Action 2: Inventory noise pollution throughout the city.*

*Action 3: Initiate outreach activities to increase community awareness of noise standards.*

*Action 4: Direct tree planting and other efforts to muffle noise.*

### How we'll measure success:

- Number and distribution of noise code violations and complaints (as a starting point with an understanding that it likely is not representative of the distribution of noise)
- Number and distribution of noise-reducing projects

## Climate & Resilience:

### COMMUNITY PREPAREDNESS

**Strategy #1:** Review regulatory codes and implement collaborative programs to protect vulnerable residents, such as in neighborhoods with high percentages of seniors, low-income residents, and non-English-speaking immigrants.

*Action 1: Enhance City floodplain regulations and building codes.*

*Action 2: Update Capital Improvement Process.*

*Action 3: Streamline the permitting process.*

*Action 4: Upgrade infrastructure to minimize threat to most vulnerable communities.*

**Strategy #2:** Develop plans and systems to increase community resilience.



## COMMUNITY PREPAREDNESS (CONT.)

*Action 1: Develop a post-disaster plan.*

*Action 2: Apply an equity lens to all-hazards mitigation and climate adaptation planning.*

*Action 3: Finalize flood alert system upgrade.*

**Strategy #3: Increase community awareness of natural hazards and climate change.**

*Action 1: Continue to host workshops on “community preparedness.”*

*Action 2: Continue to support the growth of “community resiliency hubs” in disinvested, high-impact areas.*

*Action 3: Develop “community resiliency plans.”*

*Action 4: Increase the number of residents receiving community preparedness training in low-resourced neighborhoods.*

### How we'll measure success:

- *Number and distribution of community resiliency hubs*
- *Number and distribution of homes, businesses, and critical infrastructure in high risk areas that are at or above code standards*
- *Number and distribution of repetitive loss properties*
- *Number and distribution of residents who receive disaster preparedness training*

## ENERGY

**Strategy #1: Expand awareness of and funding models for energy efficiency and renewable energy.**

*Action 1: Expand energy efficiency, conservation, and renewable energy education programming.*

*Action 2: Seek increased financing for energy programs.*

*Action 3: Expand solar job training programs and job placement opportunities.*

**Strategy #2: Speed the path to decarbonization through increased deployment of renewable energy and electric vehicles.**

*Action 1: Increase the supply of clean, renewable electricity.*

*Action 2: Advocate for a higher State of Maryland renewable portfolio standard.*

*Action 3: Increase electric vehicle adoption.*

*Action 4: Adopt a goal for electric vehicle charging stations.*

## ENERGY (CONT.)

**Strategy #3: Support and deploy innovative technologies and programs to reduce energy use in buildings and transportation.**

*Action 1: Review current building codes and regulations, and adopt a residential green building code.*

*Action 2: Complete the conversion of streetlights to LEDs.*

*Action 3: Increase installation of cool roofs and green roofs and plant more shade trees.*

*Action 4: Promote and expand installation of energy-efficient combined heat and power and district energy systems which capture and reuse waste heat.*

*Action 5: Set a goal to reduce petroleum consumption and increase use of alternative fuel vehicles and equipment in the city government fleet.*

### How we'll measure success:

- *Number and distribution of homes retrofitted through community energy and assistance programs*
- *Number and distribution of solar installations*
- *Number of jobseekers that have been trained in solar installation and other green job skills and that have been successfully hired for green or sustainable jobs*
- *Average percentage of household income spent on energy*
- *Total electricity and natural gas consumption per capita (city-wide as well as specific to city government)*

## GREENHOUSE GAS EMISSIONS

**Strategy #1: Improve efforts to reduce greenhouse gas emissions.**

*Action 1: Update the Climate Action Plan.*

*Action 2: Establish a Climate Change Advisory Committee.*

**Strategy #2: Modify operations and policies in City government to reduce emissions.**

*Action 1: Set an ambitious reduction target.*

*Action 2: Require a life-cycle evaluation of energy savings and emission reduction options.*

*Action 3: Update codes.*

*Action 4: Work with community members and organizations to develop strategies to mitigate harm to, and to also increase the benefits accrued by the communities from climate actions.*

## GREENHOUSE GAS EMISSIONS (CONT.)

**Strategy #3:** Create new programs to reduce greenhouse gas emissions.

**Action 1:** *Develop outreach campaigns focused on actions to reduce emissions.*

**Action 2:** *Commit to being a “Carbon Neutral City”.*

**Action 3:** *Reduce short-term pollutants.*

### How we'll measure success:

- *Total greenhouse gas emissions (City-wide and for City government only)*
- *Total emissions of short-lived climate pollutants*

## CLEAN AIR

**Strategy #1:** Reduce emissions from industrial operations to reduce harm to people living nearby.

**Action 1:** *Encourage state-of-the-art pollution controls.*

**Action 2:** *Work with federal, state, and regional agencies to reduce toxic air emissions from transportation.*

**Action 3:** *Work with the Port of Baltimore.*

**Action 4:** *Enact and enforce strong anti-idling regulations for commercial cars, buses, and trucks.*

**Strategy #2:** Assess and monitor how air quality varies across the city to identify neighborhoods in greatest need of improvement, and increase community awareness of how air quality impacts the health of children, the elderly, low income communities, and communities of color.

**Action 1:** *Partner with researchers.*

**Action 2:** *Integrate information about unhealthy air quality days into community preparedness workshops.*

**Action 3:** *Adopt a policy or plan for eliminating use of pesticides and other toxic chemicals.*

**Action 4:** *Develop an alert system.*

**Strategy #3:** Develop and support programs that can improve indoor air quality for those most impacted.

**Action 1:** *Implement an Indoor Air Quality management program for the school system.*

**Action 2:** *Increase inspections, enforcement, and hazard remediation in rental properties.*

## CLEAN AIR (CONT.)

### How we'll measure success:

- *Number of days that levels of criteria pollutants, including ozone and particulate matter, exceed national standards*
- *Asthma hospitalization rates relative to state average*
- *Number of programs that can improve indoor air quality in public schools in neighborhoods most impacted by poor air quality*

## FOOD SYSTEMS

**Strategy #1: Use policy to create a more equitable food system.**

*Action 1: Integrate food system priorities across government.*

*Action 2: Implement equitable food policies.*

*Action 3: Engage residents in policy creation and support community-led processes.*

**Strategy #2: Increase resilience at the household, community, and food system levels.**

*Action 1: Reduce acute food insecurity.*

*Action 2: Increase overall resilience.*

*Action 3: Support equitable food systems.*

**Strategy #3: Strengthen and amplify the local food economy.**

*Action 1: Leverage the purchasing power of the City.*

*Action 2: Support and cultivate local, food-based businesses.*

*Action 3: Increase food recovery.*

### How we'll measure success:

- *Number of food system policies developed using race and equity frameworks*
- *New documenting and tracking activities related to food resilience, which assist in the development of meaningful metrics and indicators of a resilient food system*
- *Number of City procurement contracts that include "Good Food Procurement" standards*

## Nature in the City

### PEOPLE AND NATURE

**Strategy #1:** Increase community connections to nature; ensure it is done in culturally competent ways with early and frequent engagement.

*Action 1: Provide opportunities for residents to define and shape concepts of nature and incorporate them into plans and programs.*

*Action 2: Reconnect youth and families to the concepts and places of nature by co-creating programs.*

*Action 3: Connect with residents on ways to take action to support a diversity of species while healing ourselves and the nature around us.*

**Strategy #2:** Build stronger neighborhoods and stronger social connections.

*Action 1: Develop high quality nature-immersion programs for young children as a coping tool for trauma and stress.*

*Action 2: Expand the Docs in the Parks program.*

*Action 3: Expand nature programming and support organizations.*

**Strategy #3:** Improve and grow our natural systems and support increased management of them by residents, communities, organizations, and city government.

*Action 1: Develop a clear process for those seeking to enhance, transform and maintain city owned open space for short and long term greening.*

*Action 2: Identify creative methods for increasing conservation easements.*

*Action 3: Implement the Baltimore Green Network, continuing to create a collective vision with communities.*

*Action 4: Explore the development of a management plan that would identify existing and future threats to our natural resources.*

#### How we'll measure success:

- Number of residents reached annually through organized programs; specifically track youth exposure and engagement
- Number and distribution of natural areas, lots, and acres of land that are transformed into well-maintained gathering spaces, gardens, parks, quiet places, and play spaces
- Number of acres and distribution of land conserved (including easements, land trusts, parks, and Community Managed Open Spaces) and maintained both publicly and privately



## NATURE FOR NATURE'S SAKE

**Strategy #1:** Increase restoration, creation, and maintenance of habitat for native species on public and private land; ensure it is done in culturally competent ways with early and frequent engagement.

*Action 1: Expand habitat for pollinators and other wildlife.*

*Action 2: Develop policies to eliminate pollinator-harming insecticides (especially the class of “neonicotinoids”) from City property maintenance procedures.*

*Action 3: Link natural systems within the city and to the regional network.*

**Strategy #2:** Encourage and increase sustainable land management policies and practices on public and private land, taking into account the context of surrounding neighborhoods and the impacts to residents.

*Action 1: Complete Forest Management Plans for the largest forested parks.*

*Action 2: Implement invasive species management for both plants and animals in and outside of parks.*

*Action 3: Develop and implement organic land care policies.*

**Strategy #3:** Increase the acreage of maintained and protected land.

*Action 1: Develop workforce training programs for residents to restore and protect natural resources that lead to resident employment while actively avoiding community displacement.*

*Action 2: Identify mechanisms to ensure protection and maintenance of habitat areas on public and private lands, in perpetuity.*

*Action 3: Assess the potential for requiring natural spaces and onsite quality-of-life amenities in development plans.*

### How we'll measure success:

- Acres of habitat restored, created, and maintained
- New policies and/or plans to require use of safer, non-chemical alternatives to chemical fertilizers, pesticides, and herbicides and to increase use of organic land care
- Number of natural areas that are a) located in areas with demand for redevelopment and b) protected through the development review process

## TREES AND FORESTS

**Strategy #1:** Plant and establish more trees ensuring equitable planting distribution.

## TREES AND FORESTS (CONT.)

*Action 1: Continue prioritizing, planting, and caring for trees.*

*Action 2: Expand the call-to-action to plant and care for trees.*

*Action 3: Insure a diversity of tree species.*

*Action 4: Create a workforce development program employing residents to plant and care for trees and forests.*

**Strategy #2: Assess and manage the city's tree canopy for long-term health.**

*Action 1: Assess forests in all large parks and utilize the street tree inventory and tree canopy change data as a management tool.*

*Action 2: Create and implement plans to reduce harm to trees.*

*Action 3: Develop unified, long-term strategies to increase support and funding for managing forests.*

*Action 4: Develop and implement policy to manage parks after construction projects.*

**Strategy #3: Preserve the city's existing tree canopy.**

*Action 1: Classify trees and forests as public infrastructure.*

*Action 2: Adopt a Tree Ordinance.*

*Action 3: Investigate the creation of a forest land-banking credit program.*

*Action 4: Investigate a mechanism for monitoring long-term forest protection.*

*Action 5: Prioritize the Proactive Neighborhood Pruning Program.*

### How we'll measure success:

- *Active management of 75 percent of forests and trees by 2030*
- *Number of acres of controlled invasive management and subsequent reforestation*
- *Number of trees planted by neighborhood and percentage of trees maintained for 2 years*
- *Percent of area covered by trees*

## WATER IN THE ENVIRONMENT

**Strategy #1: Increase positive and safe connections to public waterways, along with awareness of how litter and other pollutants enter them.**

## WATER IN THE ENVIRONMENT (CONT.)

*Action 1: Connect more people to water in safe ways.*

*Action 2: Increase education and pursue progressive actions to reduce pollutants entering our waterways.*

*Action 3: Develop a combination of incentives and deterrents.*

*Action 4: Foster cross-jurisdictional partnerships.*

**Strategy #2: Improve aquatic habitats by increasing riparian restoration and water quality monitoring, and creating policies to eliminate sources of pollution.**

*Action 1: Increase restoration of riparian corridors, and pursue other innovative habitat restoration.*

*Action 2: Remove invasive species along waterway buffers.*

*Action 3: Identify, prioritize, and remediate sources of human fecal bacteria.*

*Action 4: Develop and promote legislation and policy.*

**Strategy #3: Ensure access to safe and affordable drinking water.**

*Action 1: Improve watershed management for the City's three raw water reservoirs.*

*Action 2: Evaluate the potential for water re-use.*

*Action 3: Promote assistance programs for low-income residents and seniors.*

### How we'll measure success:

- *Number and demographic makeup of participants at programs on the water's edge*
- *Total area of invasive species removal and native species plantings along waterways and shorelines*
- *Amount of nutrients and sediment in waterways (using State-approved protocols)*

## GREEN INFRASTRUCTURE

**Strategy #1: . Increase green infrastructure throughout the city, targeting neighborhoods with limited access to large parks and green spaces and high disparities in health outcomes.**

*Action 1: Evaluate an Offsite Stormwater Mitigation Credit or Pay for Performance program.*

*Action 2: Create standard design specifications.*

*Action 3: Support and expand programs to establish and maintain green infrastructure.*

*Action 4: Create a coordinating committee.*

## GREEN INFRASTRUCTURE (CONT.)

**Strategy #2:** Ensure green infrastructure is functional, proactively maintained, and an asset to neighborhoods.

*Action 1: Create a green infrastructure workforce development program.*

*Action 2: Seek funding to develop stewardship models and recruit neighborhood residents.*

*Action 3: Create a database of green infrastructure sites.*

*Action 4: Create a standard agreement.*

*Action 5: Analyze displacement pressures that new investments may have on low-income communities.*

**Strategy #3:** Increase awareness of stormwater runoff and the benefits of green infrastructure.

*Action 1: Ensure design and location of green infrastructure practices are appropriate within the neighborhood context.*

*Action 2: Create demonstration projects on public land.*

*Action 3: Create, maintain, and promote the use of educational mapping tools.*

### How we'll measure success:

- *Acres of impervious surface removed*
- *Number and square feet of green infrastructure projects implemented*
- *Amount and geographic distribution of funding provided for environmental stewardship and maintenance to public-private partnerships*

## Economy

### LOCAL ECONOMY

**Strategy #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.*

*Action 2: Grow cooperative business models.*

*Action 3: Expand the adoption of environmentally-friendly business practices*

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

## LOCAL ECONOMY (CONT.)

*Action 1: Provide support services to grow businesses.*

*Action 2: Build the capacity of Made in Baltimore.*

*Action 3: Advocate for state and local policies that support manufacturers and owner-operated business.*

**Strategy #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.*

*Action 2: Continue to align Baltimore City's MBE/WBE certification with the State of Maryland's.*

*Action 3: Promote increased access.*

*Action 4: Create and adopt an economic plan.*

### 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)*
- *Number of total jobs and number filled by people of color*
- *Total number of minority-owned businesses registered in the City, and number of employees at each*

## WORKFORCE DEVELOPMENT

**Strategy #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.*

*Action 2: Ensure green jobs are part of a larger, centralized case management system.*

*Action 3: Ensure wrap-around services and support are built into green training programs.*

*Action 4: Ensure green jobs are part of a job-matching tool.*

*Action 5: Increase the number of nonprofits and industry partners involved in green and sustainable jobs.*



## WORKFORCE DEVELOPMENT (CONT.)

**Strategy #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.*

*Action 2: Promote city government workforce training programs that lead to jobs.*

*Action 3: Collect common data points on green job seekers using the Mayor's Office of Employment Development's standard assessment tool.*

*Action 4: Institute the use of common performance metrics.*

**Strategy #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 services gaps in supporting workers in green and sustainability fields.*

*Action 2: Develop funding opportunities to support long-term engagement.*

### 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 job-seekers in green and sustainable jobs

## ARTS AND CULTURE

**Strategy #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.*

*Action 2: Increase artist-led decision making.*

*Action 3: Support and expand youth arts programs.*

**Strategy #2:** Invest in the economic and neighborhood development potential of artists and art organizations.

*Action 1: Implement the recommendations of the Mayor's Task Force on Safe Arts Space.*

*Action 2: Host free or low-cost professional development and entrepreneurial workshops for artists and art-based organizations.*

## ARTS AND CULTURE (CONT.)

### How we'll measure success:

- *Number of artists of color participating in publicly supported arts programming, with a goal of representation that reflects Baltimore's racial demographics*
- *Amount of publicly-supported arts funding awarded to people of color, with the goal of award recipients reflecting Baltimore's racial demographics*
- *Number of employees in the Creative Economy*


# Sustainability Ambassadors and More

*The following list represents small fraction of the Baltimore residents who dedicated time and effort to this plan.*

Adenike Akintilo	Raven Davis	Earl Johnson	Maggie Robbins
Frank Alex Jr.	Tradina DeMary	Justing Johnson	Kathy Robertson
Mary Alexander	Caleb DeMario	Roscoe Johnson	Angela Robinson
Jennifer Amann	Matthew DeSantis	Mable Jones	Anna Robinson
NeAnna Ammerman-McLean	Meldon Dickens	Rodette Jones	Gary Rodwell
Miguel Anderson	Peter Doo	Michael King	Michael Rosenband
Geselle Archie	Winette Downer	Danielle Laurenceau	Monique Sampson
Melissa Bagley	Meaca Downing	Reni Lawal	William Fun Scipio
Libby Baker	Danielle Dunlap	Frank Lee	Anne Sherrill
Farhan Bandiali	Kate Edwards	Kyle Leggs	Wynoina Simms
Aisha Banks	Virginia Edwards	Jennifer Leonard	Judieth Singleton
Jasmine Bazinet-Phillips	Phyliss Finch	Nick Lindow	Sandy Sparks
Cortnie Belser	Brent Flickinger	Joseph Linsalata	Renata Southard
Harold Bennett	Michael Furbish	Jana Long	Riley Sullivan
Mia Blom	Michael Galdi	Eli Lopatin	Lynn Supp
China Boak Terrell	Nayeli Garcia Mowbray	Bob Matha	JaLessa Tate
Sharon Bradford	Alex Gebhart	Cailin McGough	Myeasha Taylor
Julia Branco	Ella Gensheimer	Millie McMillan	Cynthia Tensley
Jim Brown	Zoe Gensheimer	Regina Minniss	Twanneshia Thomas
Kelly Brown	Dianne Graham	Sadie Molock	Christina Thompson
Camille Burke	Megan Griffith	Christina Moore	Raven Thompson
Mary Colleen Buttner	Benjamin Groff	Pam Moore	JoAnn Trach Tongson
Sarah Buzogany	Cynthia Gross	Carmen Morosan	Kalem Umrani
Nick Caminti	Jenny Guillaume	Shanie Morton	Melinda Walker
Romina Campbell	Zane Hadzick	Odessa Neale	Robers Walshe
Marly Cardona Moz	Chad Hayes	Aleeza Oshry	Lemmella Walston
Tiffany Carey	Walter Horton	Sara Paraniham	Claire Wayner
Alexandra Carroll	Benjamin Howard	Beth Perry	Matthew Weaver
Jeavonna Chapman	Alice Huang	Christine Peterson	Dianne Webb
Mary Chesley	Thelma Huff	Kristi Posival	Michael Wells
Zachary Chissell	Mark Hughes	Bridget Powers	Leanna Wetmore
Abby Cocke	Tamm Hunt	Roxane Prettyman	Megan Wiessner
Vivian Comer	Lanae Jackson	Wayne Reed III	Pam Williams
Andy Cook	Veronica Jefferson	Sonce Reece	Floria Zobear
Michael Cruse	Melissa Jencks	Beth Renwick	
	Janie Johns	Inez Robb	

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