



annual report 2022



**Baltimore Sustainability Plan
Strategies and Actions Implementation**

Sustainable Strategies and Actions Implementation

The Baltimore Sustainability Plan addresses all three legs of the sustainability stool – social equity (people), environmental stewardship (planet), and economic health (prosperity). The Plan was designed to lay out a broad, inclusive, and community responsive sustainability agenda. The Plan articulates strategies, actions, and measures of success across 5 core themes and 23 topic areas. Each topic area includes two to four strategies, and each strategy includes a list of recommended actions to support implementation of the strategy. There are 243 actions listed in the Plan, and we report on the implementation status of each action on an annual basis.

The charts below will allow you the opportunity to review the strategies and actions, and easily get an idea of where each action stands in implementation. Actions that advanced in status during 2022 are indicated with a black line that shows how the action advanced in status from 2021 to the end of 2022. A gray circle indicates that a strategy is “still pending,” and the green check mark indicates that the strategy has been “implemented and/or is ongoing.” A strategy may fall somewhere in between, and will be noted by orange, yellow, or light green. We update these charts every year to demonstrate our progress.



		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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:	Create an annual permit-free day for neighbors to connect in public spaces.		●			
Action 4:	Engage youth and designate spaces for youth to gather		●	●		
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.			●		
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.		●	●		

4 | Strategies & Actions

COMMUNITY - CON'T		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/ Ongoing
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.			●		
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 revising codes and creating ordinances 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.	●				

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.	●				
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 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: 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.	●				

HUMAN-MADE SYSTEMS		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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 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 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 programs.				●	
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 remain 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.			●		
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 housing and create affordable housing.		●			
Action 2:	Explore tools to ensure significant new development projects support existing residents and minimize resident displacement.		●	●		

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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 with ADA updates.	●	●	●		
Action 3:	Increase financial resources (and increase awareness of them) to assist low-income households to become homeowners.	●	●			

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.		●			
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.		●	●		

HUMAN-MADE SYSTEMS - CON'T		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.	●				
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.			●		

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.		●			

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.	●				

CLIMATE & RESILIENCE		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.						
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.		●			
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.		●			

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.		●	●		
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.	●				
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.			●		

CLIMATE & RESILIENCE - CON'T		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.	●				
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 for Code Red days.			●		
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.		●			

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.					●

NATURE IN THE CITY		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.			●		

NATURE IN THE CITY - CON'T		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/ Ongoing
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.		●	●		
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:	Acquire and maintain permanent green spaces;		●			
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. Develop policies to eliminate pollinator-harming insecticides (especially the class of "neonicotinoids") from City property maintenance procedures.			●		

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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 on-site quality-of-life amenities in development plans.	●				

TREES AND FORESTS

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

Action 1:	Continue prioritizing, planting, and caring for trees.			●		
Action 2:	Expand the call-to-action to plant and care for trees.			●		
Action 3:	Ensure 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.			●		

NATURE IN THE CITY - CON'T		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.			●		
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.						
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.					●

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/ Ongoing
GREEN INFRASTRUCTURE						
Strategy #1: Increase green infrastructure throughout the city, targeting neighborhoods with limited access to parks.						
Action 1:	Evaluate an Off-site 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.	●				
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 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.		●			
Strategy #3: Increase awareness of stormwater runoff and the benefits of green infrastructure.						
Action 1:	Ensure projects 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.		●			

ECONOMY		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/ Ongoing
LOCAL ECONOMY						
Strategy #1: Proactively support local businesses to advance the triple-bottom-line approach.						
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		●			

ECONOMY - CON'T		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/Ongoing
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.						
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 to alternative sources of financing and technical assistance.					
Action 4:	Create and adopt an economic plan.					
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.					
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 BCPS and green industries.					

		Still Pending	Early Stages	Mid-Stages	Advanced Stages	Implemented/ Ongoing
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 post-placement services, setting up newly employed residents for greater success.						
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.					
ARTS & 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.					
Action 3:	Fully implement the City's "1% for Art" program.					
Strategy #3: Increase arts funding and ensure equitable distribution of arts funding opportunities.						
Action 1:	Seek a dedicated fund for art, such as a grant making program.					
Action 2:	Equitably distribute funding to artists ensuring broader cultural representations.					
Action 3:	Create and support spaces for discourse and engaging people through art-making.					
Action 4:	Provide funding and support for local leaders to engage artists, arts organizations, and residents.					

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