APPENDIX A: HOUSING TOOLS AND RESOURCES

Housing Program Summaries

Program Type	Target Audience	Description	Accessibility	Contact
Tax Credits				
Newly Constructed Dwelling Property Tax Credit	Homeowner	5-yr real property tax credit on newly constructed or significantly rehabbed single resident, at 50% for 1st yr and 10% remaining yr	Owner must occupy Apply 90 days after settlement City-wide geography	Baltimore City Dept. of Finance 410.396.3972
Vacant Dwelling Homeowners Property Tax Credit	Homeowner/Developer	5-yr real property tax credit on the increased assessment for significantly rehabbed resident property with no more than 4 units, at 100% each yr	Submit annually prior to Sept.	Baltimore City Dept. of Finance 410.396.3972
Home Improvement Property Tax Credit	Homeowner	5-year real property tax credit on increased assessment at 100% for 1st year and 20% declines each year (2-5)	Improvements less than $100,000 Increased assessed value Owner occupied for 6+ months	Baltimore City Dept. of Finance 410.396.3972
Homestead Property Tax Credit	Homeowner	Limits the increased assessment each year to an annual cap of 4%	No application necessary	
Rehabilitated Vacant Dwelling Property Tax Credit	Homeowner/Developer	5-year reduction in property tax assessment increases at 100% for 1st year and 20% declines each year (2-5)		Baltimore City Dept. of Finance 410.396.3972
Loans				
City Housing Assistance Program (CHAP)	Homeowner	Rehabilitation loans for major repairs up to $25,000 with below market interest rates	Applicants incomes must be below 80% of Area Median Income (AMI)	Baltimore City Office of Rehabilitation Services 410.396.4151
Maryland Housing Rehabilitation Program	Homeowner	Single-family or less than four-unit multifamily low-interest loans for renovations to meet building codes		MD Dept. of Housing & Community Dev't 410.514.7530
Settlement Assistance Loan Program	Homeowner	Zero-percent deferred second mortgage loan for settlement expenses. Used in conjunction with the DCA Maryland Mortgage program	Homeowner must contribute $1,000 toward down payment	MD Dept. of Housing & Community Dev't 410.514.7530
Maryland (CDA) Mortgage Program	Homeowner	Low-interest mortgages for targeted areas (includes all of Baltimore City) for low-income residents	Occupy as principal residence Income maximum limit of $94,000	MD Dept. of Housing & Community Dev't 410.514.7508
Deferred Loan Program	Homeowner	3% loan of up to $7,500 for critical repairs. These repairs typically include furnaces, roofs and or accessibility improvements	Applicants incomes must be below 50% of Area Median Income (AMI)	Baltimore City Office of Rehabilitation Services 410.396.4151
Senior Roof Repair Program	Homeowner	For homeowners age 62 or older in need of roof repair. Up to $5,000, term reduced 20% each year of occupancy after initial loan. After 5 yrs no repayment.	Owner resides on the property with current insurance; Incomes must be below 50% AMI	Baltimore City Office of Rehabilitation Services 410.396.4151
State's Accessibility Fund	Homeowner	Below market rate rehabilitation loans for major home repairs		MD Dept. of Housing & Community Dev't 410.396.4153

Housing Program Summaries				
Program Type	Target Audience	Description	Accessibility	Contact
Loans (continued)				
State's Tenant Conversion Loan Program	Existing Tenant	5% mortgage for house not to exceed $77,000 price at $41,750 family income level	Tenants must currently live in home Strict credit requirements for eligibility	Baltimore Housing 410.396.4159
State's Homeownership for the Disabled	Homeowner	Low-income loan (possibly 5%) Income limit up to $79,000 and loan limit will exceed $100,000	Buyer must be disabled or parent of disabled child	MD Dept. of Housing & Community Dev't 410.396.4159
Baltimore City Trolley Tours	Homeowner	Loan/conditional grant of up to $2,000 for 1st-time homebuyers purchasing in the city employed by participating employers	Matches employer funds Applicants must offer $1,000 towards purchase price	Baltimore Housing 410.396.3124
Federal American Dream Downpayment Initiative	Homeowner			Baltimore Housing 410.396.3124
Baltimore City Employee Homeownership Program	Homeowner	Baltimore City Employees receive $3,000 down payment and closing costs for mortgages less than $417,000 in eligible neighborhoods	Minimum of 6 months employed at Baltimore City agency	Baltimore City Dept. of Hsg & Comm Dev't 410-396-3124
Baltimore City Live Near Your Work Program	Homeowner	Loan/conditional grant of up to $2,000 for 1st-time homebuyers purchasing in the city employed by participating employers	Matches employer funds Applicants must offer $1,000 towards purchase price	Baltimore City Dept. of Hsg & Comm Dev't 410-396-3124
Strategic Assistance for Emergencies (SAFE)	Homeowner	Loans for emergency repairs (e.g. floods, fires, etc.) of up to $5,000; rates vary based on loan term (5.5% to 1.5%)	Loans on 1st come basis Must be in designated disaster area	Baltimore City Office of Rehabilitation Services 410.396.4606

Source: Internet; Bay Area Economics, 2008.

APPENDIX B: ECONOMIC DEVELOPMENT TOOLS AND RESOURCES

Economic Development Programs				
Program Type	Target Audience	Description	Accessibility	Contact
Grants				
SBA's Secondary Market Assistance	Small Businesses	Through the secondary market, lenders are able to sell the guaranteed portion of SBA guaranteed loans to investors and thereby improve their liquidity and increase their yield on the un-guaranteed portion of SBA loans.		SBA's Secondary Market and 504 Sales Branch, 202.205.6024
Certified Development Company (504) Loan Program	Small Businesses	Long-term financing tool for economic development within a community. The 504 Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. A Certified Development Company is a nonprofit corporation set up to contribute to the economic development of its community. Proceeds from 504 loans must be used for fixed asset projects such as: purchasing land and improvements, including existing buildings, grading, street improvements, utilities, parking lots and landscaping; construction of new facilities, or modernizing, renovating or converting existing facilities; or purchasing long-term machinery and equipment.	To be eligible, the business must be operated for profit and fall within the size standards set by the SBA. Under the 504 Program, the business qualifies as small if it does not have a tangible net worth in excess of $7.5 million and does not have an average net income in excess of $2.5 million after taxes for the preceding two years. Loans cannot be made to businesses engaged in speculation or investment in rental real estate.	SBA Answer Desk 1-800-U-ASK-SBA (1-800-827-5722)
Community Development Block Grant Economic Development Program (CDBG – ED)	Small Businesses	HUD has mandated that job creation resulting from the use of CDBG economic development funds must be targeted to low and moderate-income citizens in non-urban areas of the State. Funds are disbursed to local jurisdictions in the form of a conditional grant. The local jurisdiction may lend the funds to a commercial enterprise or directly use the funds for infrastructure improvements needed by businesses or other eligible projects. Funds can be used for land acquisition, site improvements and the purchase of fixed assets such as new equipment.	The State notifies eligible localities of the availability of funds and conducts training sessions on application development.	MD Department of Housing and Community Development, 410.514.7288, 1.800.756.0119, x7288
Loans				
Neighborhood Businessworks Program	Small Businesses	Provide flexible gap financing to small businesses locating or expanding in locally designated neighborhood revitalization areas throughout MD. Eligible Applicants are 1) Maryland-based small businesses (as defined by the U.S. Small Business Administration), and 2) Nonprofit organizations whose activities contribute to a broader revitalization effort and whose projects are intended to promote investment in commercial districts or town centers.	Eligible Projects: Retail businesses, including franchises, Manufacturing businesses, Service-related businesses, Mixed-use projects, consisting of a commercial or retail use at street level and no more than 12 residential units.	MD Department of Housing and Community Development, 410.209.5805
Maryland Capital Access Program	Small Businesses	MCAP is a credit enhancement program that enables private lenders to establish a loan loss reserve fund from fees paid by lenders, borrowers, and the State of Maryland.	A small business applies to a participating lender. Current participating lenders: PNC Bank, BB&T Bank and SunTrust Bank. There is one reserve account for each financial institution where all their enrolled loans are placed.	MD Department of Housing and Community Development, 410.209.5805

Economic Development Programs (continued)				
Program Type	Target Audience	Description	Accessibility	Contact
SBA Special Purpose Programs	Small Businesses	SBA programs and services in support of women entrepreneurs, veteran's business development, Native Americans, special minority programs including HUBZone, Small Disadvantaged Business Certification and 8(a) business development.		www.sba.gov
Strategic Assistance Consulting Fund	Small Businesses	Provides up to $5,000 in expert private sector consulting services in specialized areas to Maryland small, minority, and micro-enterprise businesses.		Maryland Small Business and Development Center 410.704.5006
Capital Access Program	Small Businesses	Supports the growth and success of small businesses in Priority Funding Areas throughout the State of Maryland. MCAP is a credit enhancement program that enables private lenders to establish a loan loss reserve fund from fees paid by lenders, borrowers, and the State of Maryland.	Most Maryland small businesses, including nonprofit organizations, are eligible. Businesses must be located in Maryland's "Priority Funding Areas" (PFAs) though nearly all populated areas of the State are recognized PFAs. A small business applies to a participating lender (such as Allfirst Bank, BB&T, Bank of America, PNC Bank, SunTrust Bank).	MD Department of Housing and Community Development, 410.209.5805
Maryland Small Business Development Financing Program (MSBDFP): Surety Bonding Program	Small Businesses	Assists contractors in obtaining bonding for government or public utilities contracts	The Maryland Small Business Development Financing Authority (MSBDFA) provides financing for small businesses and those owned by socially and economically disadvantaged persons.	MSBDFP, Phone: 410-333-4270, Fax: 410-333-2552
MSBDFP: Long-Term Guaranty Program	Small Businesses	Provides loan guarantees and interest rate subsidies	The Maryland Small Business Development Financing Authority (MSBDFA) provides financing for small businesses and those owned by socially and economically disadvantaged persons.	MSBDFP, Phone: 410-333-4270, Fax: 410-333-2552
MSBDFP: Equity Participation Investment Program	Small Businesses	Provides direct loans, equity investments, and loan guarantees to eligible businesses in franchising, technology-based industries and for the acquisition of profitable businesses.	See Above	MSBDFP, Phone: 410-333-4270, Fax: 410-333-2552
MSBDFP: Contract Financing Program	Small Businesses	Provides loan guarantees and direct working capital and equipment loans to eligible businesses that have been awarded contracts mainly funded by government agencies and/or public utilities	See Above	MSBDFP, Phone: 410-333-4270, Fax: 410-333-2552
Federal Empowerment Zone Incentives	Small Businesses	Federally-designated Empowerment Zones are eligible for Federal income tax credits, increased depreciation on equipment, tax exempt bond financing, and job training resources.		http://www.ebmc.org/home/index.html

Economic Development Programs (continued)				
Program Type	Target Audience	Description	Accessibility	Contact
Community Legacy	Local governments; Community Development Organizations	Community Legacy provides local governments and community development organizations with funding for essential projects aimed at strengthening communities; Eligible projects include mixed-use development, business retention, expansion and recruitment, streetscape improvements, homeownership/home rehab programs, facade improvements, property acquisition, and community development financing.	Community Legacy has an annual round of funding and mandatory application training must be completed. Grants or loans are available for projects located in Priority Funding Areas and is meant to compliment and supplement other State funding programs.	DHCD Community Legacy Manager, 410 209 5823
Tax Credits				
One Maryland Economic Development Tax Credit	Small Businesses	Provides tax credit for costs related to the new or expanded facility. Eligible for certain business facilities in a priority funding area or as part of a project approved by the Board of Public Works, and that are located in a "distressed" Maryland county.	The business must, over a two-year period, create at least 25 positions at the new or expanded business facility that are full-time; of indefinite duration; paid at least 150 percent of the federal minimum wage; located in a qualified distressed county in Maryland; or filled. To qualify for the project tax credit, the business must also spend at least $500,000 in project costs on the project. No minimum expenditure is required for the "start-up" tax credit.	Maryland DBED, Division of Business Development, Tax Incentives Group Phone: 410-767-6438 or 410-767-4980
State Enterprise Zone Tax Credit	Small Businesses	Designated areas within the state where the DBED provides tax breaks to businesses which locate or expand within those areas. These breaks are provided to entice businesses into designated areas.	Sites can be considered for inclusion in a zone if they are adjoining land with either a demonstrated high unemployment rate, high poverty rate, local income or population declines. The Department considers requests for Enterprise Zones in April and October of each year, choosing up to six sites annually across the state.	Maryland Department of Business and Economic Development, 410.767.6490
Maryland Job Creation Tax Credit	Small Businesses	Provides income tax credits up to $1,000 or $1,500 for each new, full-time job. The purpose of these tax credits is to encourage businesses to expand or relocate in Maryland. Tax credits are more valuable than deductions because credits are subtracted directly from income tax liability.	Business Certification Requirement; Declaration of Intent Requirement; Job Creation Minimums, etc.	Maryland DBED, Division of Business Development, Tax Incentives Group Phone: 410-767-6438 or 410-767-4980
Maryland Biotechnology Tax Credit	Individuals & Corporations	Provides income tax credits for individuals, corporations and qualified Maryland venture capital firms that invest in qualified Maryland biotechnology companies. This tax credit program was passed to offer incentives for investment in seed and early stage, privately held biotech companies. The bill was passed in 2005 and is funded for fiscal year 2007 and 2008.	The value of the credit is equal to 50% of an eligible investment made in a qualified Maryland biotechnology company during the taxable year. The maximum amount of the credit cannot exceed (1) $50,000 for individual investors; and (2) $250,000 for corporations and qualified Maryland venture capital firms.	Maryland DBED, Division of Business Development, Tax Incentives Group Phone: 410-767-6438 or 410-767-4980
Maryland Brownfields Tax Incentives	Small Businesses	For five years after cleanup of the site, a site certified by the Department as a "qualified brownfields site" can receive a real property tax credit between 50 and 70 percent of the new increment of taxes on the increased value of the site. In an Enterprise Zone, the tax credit may last for up to 10 years.	The site must be located in a jurisdiction that has elected to participate in the Maryland Department of Business and Economic Development's Brownfields Revitalization Incentive Program (BRIP), must be owned by an inculpable person, and participate in the Maryland Department of the Environment's Voluntary Cleanup Program.	Maryland DBED, Division of Business Development, Tax Incentives Group Phone: 410-767-6438 or 410-767-4980

Economic Development Programs (continued)				
Program Type	Target Audience	Description	Accessibility	Contact
Maryland Research and Development Tax Credit	Small Businesses	Businesses that incur qualified research and development expenses in Maryland may be entitled to Maryland R&D tax credits. The Basic R&D tax credit is three percent of eligible R&D expenses that do not exceed the firm's average R&D expenses over the last four years. The Growth R&D tax credit is 10 percent of eligible R&D expenses that exceed the firm's average R&D expenses over the last four years.	To qualify for the Basic R&D tax credit and the Growth R&D tax credit, a business must submit an application to DBED no later than September 15th of the year following the tax year in which the expenses were incurred. DBED is required to certify the amount of basic and growth R&D tax credits by December 15 following the submission date. Eligible expenses for both the Basic R&D and the Growth R&D credits are restricted to "Maryland qualified research and development." This means qualified research, as defined in § 41 (d) of the Internal Revenue Code and regulations there under (the federal R&D tax credit), that is conducted in Maryland.	Maryland DBED, Division of Business Development, Tax Incentives Group Phone: 410-767-6438 or 410-767-4980
Smart Growth Economic Development Infrastructure Fund (One Maryland), DBED	Companies	Provides financial assistance for land acquisition, infrastructure development, and shell building construction.	Matching Tax Credit, maximum $5.5 million	
Enterprise & Empowerment Zones Programs: Property Tax Credit	Property Owners	10-year credit against new real property taxes generated from business improvements or new construction.	80% off new generated tax waived; 10% annual decrease in credit	
Employment Tax Credit, Enterprise & Empowerment Zones	Business Owners	1 to 3 year credit for wages paid to new hire in Enterprise Zone	$1000 per new hire; $6000 per economically disadvantaged new hire	
Personal Property Tax Credit, Enterprise & Empowerment Zones	Individuals	10-year, 80% credit against local personal property taxes on new investment		
Community Investment Tax Credits	Nonprofits	Nonprofit organizations utilize the tax credits as incentives for businesses to donate money, goods and real property to support operational and programmatic costs associated with specific, approved projects delivering services to communities. Projects must be in a Priority Funding Area and involve such activities as education & youth services, housing & community development, job/self-sufficiency training, arts, culture & historic preservation, technical assistance and capacity building, and services for at-risk populations.	Any entity conducting a trade or business in the State and subject to State income tax, public service company franchise tax, or insurance premiums tax; Businesses can earn tax credits equal to 50 percent of the value of money, goods, or real property contribution on donations to a qualified organization's approved project.	DHCD Community Investment Tax Credit Director, 410.514.7209

Economic Development Programs (continued)				
Program Type	Target Audience	Description	Accessibility	Contact
Programs				
DHCD Catalyst	Community nonprofits, local governments, for-profit developers, entrepreneurs	DHCD Catalyst is a training academy that serves as a statewide change agent for Maryland's community development initiatives. DHCD Catalyst provides flexible and supportive resources to help community development partners reach their finish line and extend sustainable and dynamic neighborhoods to all Maryland citizens.	Customized support is delivered through one-on-one consultations, on-site visits, field workshops and classroom training; DHCD Catalyst awards skill certifications upon completion of defined curricula and connects enrollees with preferred service and assistance providers.	DHCD Catalyst Program Manager, 410.209.5809, http://www.mdhousing.org, click Catalyst
MD SBDC --Retail & Restaurant Programs	Entrepreneurs, Small Businesses	The Maryland Small Business Development Center offers industry specific counseling and training in technology, retailing, restaurants, janitorial and other service businesses. Counselors can conduct pre-venture training & counseling, business assessment, operational analysis, leases, inventory & merchandising, financials/cash flow projections, POS systems, vendor relationships, human resources, customer service & sales, marketing, and solution alternatives.		Central Region SBDC 877.421.0830
YO!Baltimore	Out of School Youth, ages 16 to 22	Full-service youth development model offering on-line and in-person tutorials for high school diploma., life skills training, job readiness classes, internships, career training, daycare, recreational activities, and health education		YO!Westside Center; 1510 W. Lafayette Avenue; Baltimore, MD 21217 410.545.6953 410.383.9323
MOED Career Center Network	Baltimore City Residents	Full-service career center offering employment preparation, job search and placement assistance, skills training opportunities, educational support, and computer access/training; Also offers special support for disabled, youth, seniors, those who have been incarcerated		Northwest One-Stop Career Ctr 2401 Liberty Heights Avenue Mondawmin Mall, Ste 302 410.523.1060
FUTURES Dropout Prevention Program	Baltimore City Youth	FUTURES is a year-round, multi-year program operated in partnership with the Baltimore City Public Schools System. FUTURES uses personal coaching and other youth development support services to assist students in reducing social problems and improving attendance and academic success.		MOED, 410.396.6155 West Baltimore Site: Frederick Douglass High School

Source: Internet; Bay Area Economics, 2008.

C

APPENDIX C: ACTION ITEM ACRONYM AND ABBREVIATIONS LIST

ABAG – Association of Baltimore Area Grantmakers

AECF – Annie E. Casey Foundation

AF – Abell Foundation

BCDOT – Baltimore Department of Transportation

BCDPW – Baltimore City Department of Public Works

BCF – Baltimore Community Foundation

BCPA – Baltimore City Parking Authority

BCPD – Baltimore City Police Department

BCDOP – Baltimore City Department of Planning

BCPSS – Baltimore City Public School System

BCRP – Baltimore City Recreation and Parks

BDC – Baltimore Development Corporation

BH – Baltimore Housing

BMGF – Bill & Melinda Gates Foundation

BMZA – Board of Municipal and Zoning Appeals

BNC – Baltimore Neighborhood Collaborative

BSH – Bon Secours Hospital

BOPA –Baltimore City Office of Promotion and the Arts

BOTD – Baltimore City Library Board of Trustees

BR – Baltimore Rising

CAF – The Carmelo Anthony Foundation

CBT – Chesapeake Bay Trust

CDBG – Community Development Block Grant

CIP – Baltimore City Capital Improvements Budget

CL – Community Legacy Program

DAT – Maryland Department of Assessments and Taxation

DHCD – Maryland Department of Housing and Community Development

FBC – Local Faith-based Community

GBUL – Greater Baltimore Urban League

HDF – Home Depot Foundation

KF – Kellogg Foundation

LCEF – Lowe's Charitable and Educational Foundation

LGIF – Local Government Infrastructure Financing

LIHTC – Low-Income Housing Tax Credits

MCIP – Microsoft Community Investment Program

MDDBED – Maryland Department of Business and Economic Development

MJF – The Magic Johnson Foundation

MDOT – Maryland Department of Transportation

MOED – Mayor's Office of Employment Development

MTA – Maryland Transit Administration

SBDC – Maryland Small Business Development Center

SBRC – Small Business Resource Center

TEVO – Targeted Enforcement toward Visible Outcomes (Specialized code enforcement initiative of BH)

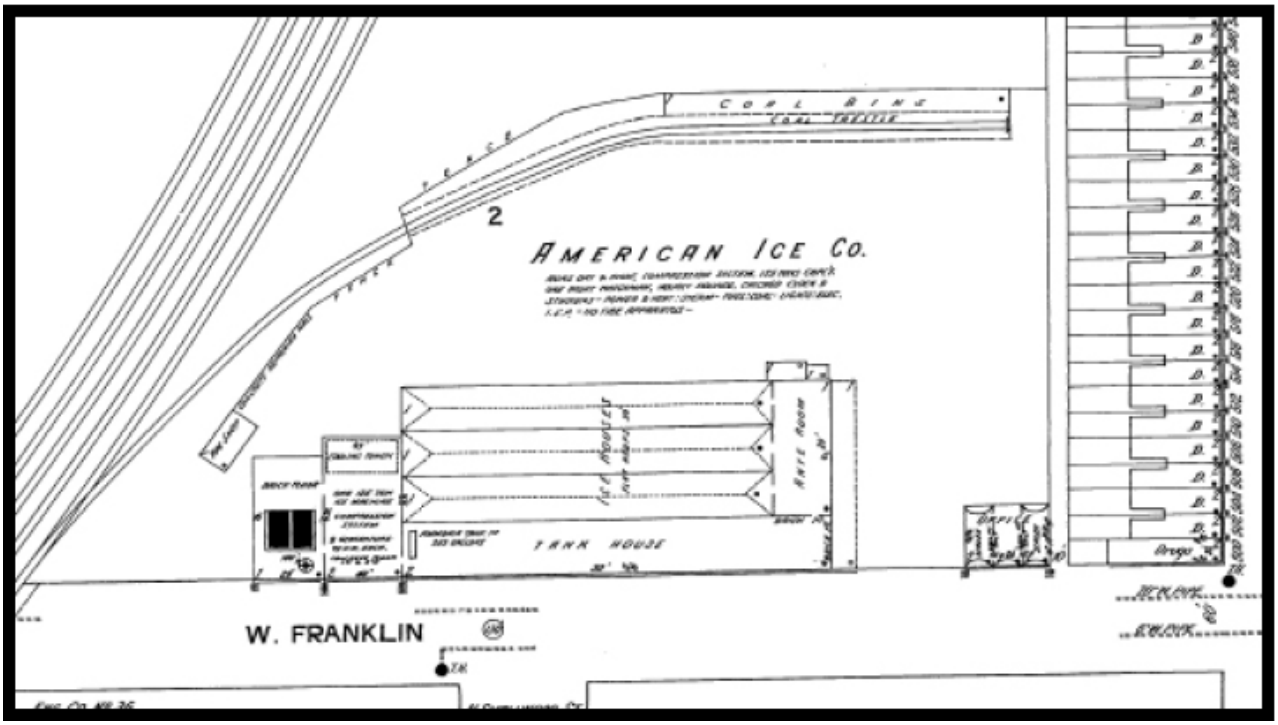
UDARP - Urban Design and Architecture Review Panel

VF – Verizon Foundation

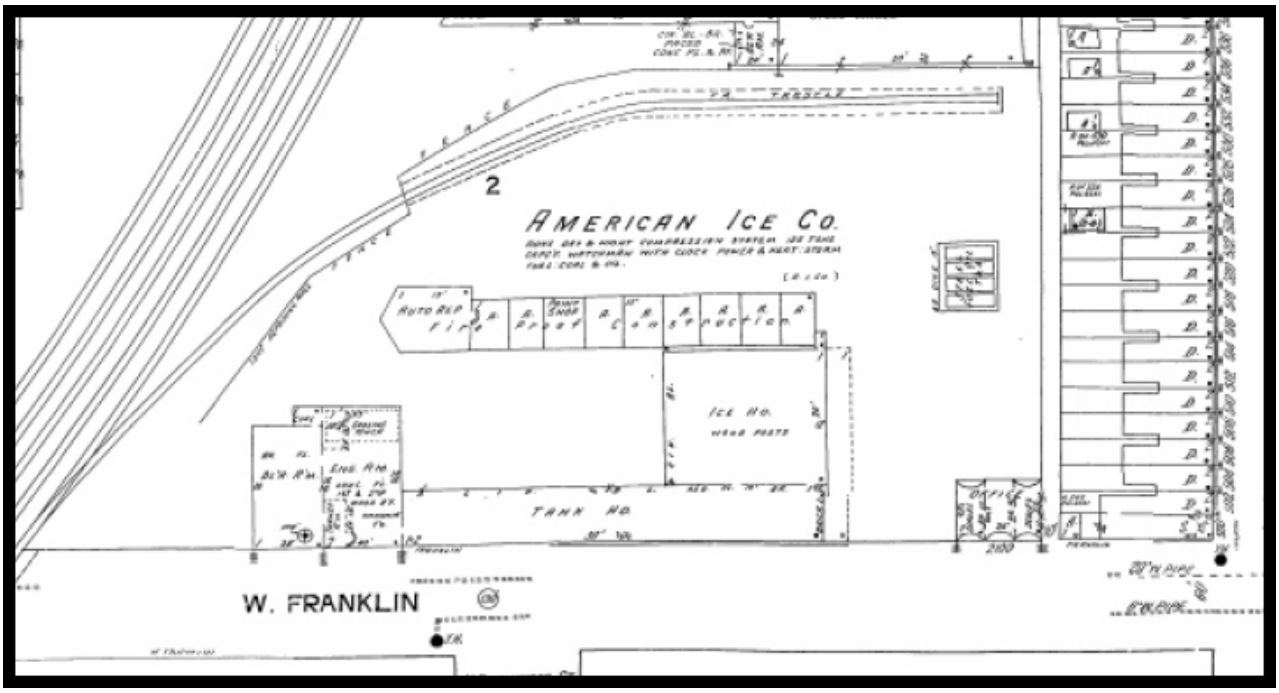
WBC – West Baltimore Coalition

WFF – Wieler Family Foundation

APPENDIX D: HISTORIC ICE HOUSE IMAGES



2100 W. Franklin Street (Sanborn map, 1914-15, vol. 2, page 147)



2100 W. Franlkin Street (Sanborn Map, 1914; Republished 1952, vol. 2, page 147)

APPENDIX E: WEST BALTIMORE MARC TRANSIT-CENTERED COMMUNITY DEVELOPMENT - RESOURCE LIST

Transit-Oriented Development:

American Public Transportation Association
Transit Resource Guide, Transit-Oriented Development
http://www.apta.com/research/info/briefings/briefing_8.cfm

Baltimore City Comprehensive Master Plan
http://www.liveearnplaylearn.com/
This 2006 comprehensive plan for the City of Baltimore sets out strategies for coordinating and leveraging City investment, policy and programming to maximize economic opportunity and the quality of life for Baltimore citizens. Appendix D outlines a TOD Strategy for implementing projects around transit stations that meet TOD objectives.

Baltimore City, Department of Planning http://www.baltimorecity.gov/government/planning/tod/
Includes materials presented at the New Directions/ReConnections: Baltimore Regional Summit on Transit Oriented Development which took place from December 10-11, 2007

Baltimore Neighborhood Collaborative: Transit Centered Community Development Initiative:
http://www.bncbaltimore.org/info-url4834/info-url_show.htm?doc_id=384750&cat_id=1289

Development Guidebook: Requirements for Building in Baltimore City
http://www.baltimorecity.gov/government/planning/images/DevelopmentGuidebook.pdf
Includes a checklist for Transit Oriented Development which is intended to guide Baltimore City agencies in reviewing proposed projects near transit stations, and in assessing the transit-friendliness of land-use plans, codes, and ordinances.

Federal Transit Administration: http://www.fta.dot.gov/planning/planning_environment_6932.html

Maryland Department of Transportation:
http://www.e-mdot.com/Planning/TOD/index
http://www.mdot-realestate.org/tod.asp

Reconnecting America
Center for Transit-Oriented Development
The Center for Transit-Oriented Development is the only national nonprofit effort dedicated to providing best practices, research and tools to support market-based transit-oriented development.
www.reconnectingamerica.org

Transit Resources:

B'More Mobile: http://www.bmoremobile.org/

Baltimore Environmental Justice and Transportation Project: http://www.brejtp.com/

Baltimore Region Transit Plan: http://www.baltimoreregiontransitplan.com/

Baltimore Region Transportation Board: http://www.baltometro.org/

Central Maryland Transportation Alliance: http://www.cmtalliance.org/

MARC Growth and Investment Plan:
http://www.mtamaryland.com/projects/marc%20plan%20full.pdf

Maryland Transit Administration: http://www.mtamaryland.com/

Mayor's Red Line Summit and Community Compact:
www.mayorsredlinesummit.com

Morgan State University: National Transportation Center: http://www.eng.morgan.edu/~ntc/

Transit Riders Action Council of Metropolitan Baltimore: http://www.getontrac.org/

Data, Initiatives, and Funding Resources for West Baltimore:

Art on Purpose: http://www.artonpurpose.org/

Baltimore City Base Re-alignment Action Plan
http://www.baltimorecity.gov/mayor/downloads/BRACtion%20Plan.pdf

Baltimore City Comprehensive Economic Development Strategy
http://www.baltimorecity.gov/government/planning/ceds/

Baltimore Neighborhood Indicators Alliance: http://www.bnia.org/

Black United Fund: http://www.nbuf.org/profile_affiliates.html

Bon Secours of Maryland Foundation: http://bonsecoursbaltimore.com/pages/bon-secours-of-maryland-foundationcommunity-services.php

Citizens' Planning and Housing Association: http://www.cphabaltimore.org/

Coppin Heights Community Development Corporation: http://www.coppin.edu/chcdc/

Culture Works Project - Ashley Milburn: http://www.soros.org/initiatives/baltimore/focus_areas/community_fellowship/case_studies/milburn_2007

Empower Baltimore Management Corporation: http://www.ebmc.org/home/about.html

Enterprise Community Partners: http://www.enterprisecommunity.org/local_work/baltimore/

Greater Baltimore Committee: http://www.gbc.org

Greater Baltimore Urban League: http://www.bul.org/

Neighborhood Design Center: http://www.ndc-md.org/

Parks and People: http://parksandpeople.org/home.html

Community Benefits Agreement (Resources and Samples):

Good Jobs First: http://www.goodjobsfirst.org/accountable_development/community_benefit_vic.cfm

Partnership for Working Families: http://www.communitybenefits.org/article.php?list=type&type=39

APPENDIX F: SAMPLE COMMUNITY BENEFITS AGREEMENT

Below is a sample community benefits agreement drafted by the West Baltimore Coalition. The text below describes what a community benefits agreement is, specifies the types of public subsidies that could be provided to developers, and lists the types of community benefits should be provided in return.

Draft West Baltimore Coalition Community Benefits Agreement
for the West Baltimore MARC Station Area

A Community Benefits Agreement or "CBA" is a legally enforceable contract signed by community groups and a developer setting forth a range of community benefits that the developer agrees to provide as part of a development project.

Community Benefits Agreements developed by individual communities in West Baltimore with the support of the WBC will ensure that projects receiving public benefits – including but not limited to public land, subsidies, zoning changes, tax relief and deferments, easements, even priority approval processing – create tangible benefits and amenities for the West Baltimore Communities and give residents the power to shape projects to their needs. These benefits may include, but are not limited to, living-wage jobs, affordable housing, first-source hiring programs for local residents, funding for parks, space for community services, and monies for local investment.

APPENDIX G: WEST BALTIMORE MARC STATION AREA POTENTIAL FOR A FORM-BASED CODE APPROACH

INTRODUCTION

The *West Baltimore MARC Station Area Transit-Centered Community Development Strategy* includes a long-term vision for housing, economic development, and transportation as well as a phased implementation plan. Although an important component of this strategy is focused upon preserving and enhancing the physical character of the community, the planning concept also envisions development in key neighborhood centers and along the streets which connect them.

Traditional zoning regulations are not particularly well-suited for predictably creating desired public spaces or relationships between adjoining developments. Form-based codes have gained popularity for their ability to guide new development and redevelopment in a manner that achieves more predictable results. The city and community should consider the form-based code approach as an implementation tool for the *West Baltimore MARC Station Area Transit-Centered Community Development Strategy*.

This report describes, generally, some background information regarding form-based codes and, more specifically, recommendations about how to advance the development of a form-based code for the area – given the point in the process. It is divided into the following sections:

- What is a Form-Based Code (FBC)?
- Advantages of the FBC Approach
- FBC in Practice
- Developing a FBC for West Baltimore MARC Station Area

WHAT IS A FORM-BASED CODE (FBC)?

Traditional Euclidian zoning focuses on land use with little consideration given to the physical form and character of neighborhoods and individual developments. Zoning regulations are often applied without a clear vision of what the desired development character should be. Form-based codes differ from traditional zoning because they:

1. Are the result of a public design process, which creates a clear and articulate vision for a defined district or neighborhood. A form-based code is developed as an outcome of this process.

2. Pay greater attention to the design of the public realm and the importance that streetscape design and individual building character have in defining public spaces and a special sense of place. Of special significance is the integration of street standards with the desired physical character of the abutting development.

3. Emphasize site design and building form over density and use regulations. Form-based codes pay more attention to the buildings, which will last many years, instead of uses that change over time.

4. Encourage a mix of uses and housing types to reduce the need to travel as part of one's daily routine.

5. Make much greater use of illustrations to explain important design elements rather than relying on numeric standards and text.

ADVANTAGES OF THE FBC APPROACH

To a large extent, the ultimate success of the development concept will rely upon thoughtful design solutions. For example, creating safe and pleasant pedestrian places involves more than just furnishing sidewalks. It requires locating different uses and destinations closer together, carefully designing the streetscape, and integrating private and public development to create a safe and inviting public realm. This careful attention to detail represents the overall strength of a well-executed form-based code. Additionally, some other notable advantages of the form-based code approach include:

1. Encouraging active public participation in creating the regulating plan and related design elements. This public participation and consensus-building at the beginning increases public understanding of the plan and its desired results, thereby reducing misunderstanding and conflict during implementation.

2. Focusing on what the community wants and not what it dislikes. This attention to what is desired makes it much easier for developers, citizens, and decision-makers to be "on the same page" when individual development projects are proposed.

3. Providing information that is easier to use than conventional zoning codes because they are shorter, more concise, and emphasize illustrations over text. Therefore, form-based codes are more engaging and comprehensible to non-professionals.

4. Tailoring the requirements to fit a specific place or neighborhood, by reflecting a neighborhoods vernacular architecture and overall character.

ADVANTAGES OF THE FBC APPROACH

To a large extent, the ultimate success of the development concept will rely upon thoughtful design solutions. For example, creating safe and pleasant pedestrian places involves more than just furnishing sidewalks. It requires locating different uses and destinations closer together, carefully designing the streetscape, and integrating private and public development to create a safe and inviting public realm. This careful attention to detail represents the overall strength of a well-executed form-based code. Additionally, some other notable advantages of the form-based code approach include:

1. Encouraging active public participation in creating the regulating plan and related design elements. This public participation and consensus-building at the beginning increases public understanding of the plan and its desired results, thereby reducing misunderstanding and conflict during implementation.

2. Focusing on what the community wants and not what it dislikes. This attention to what is desired makes it much easier for developers, citizens, and decision-makers to be "on the same page" when individual development projects are proposed.

3. Providing information that is easier to use than conventional zoning codes because they are shorter, more concise, and emphasize illustrations over text. Therefore, form-based codes are more engaging and comprehensible to non-professionals.

4. Tailoring the requirements to fit a specific place or neighborhood, by reflecting a neighborhoods vernacular architecture and overall character.

FBC IN PRACTICE

FBC Elements

Consistent with the notion that one-size-does-not-fit all, the application of form-based code techniques will also vary from one situation to another. However, they will typically include a regulating plan, requirements and guidelines, and supporting provisions.

Regulating Plan

Public involvement and creation of a clear vision provides the foundation for a form-based code. The regulating plan translates this vision into a plan and map of the regulated area designating the locations, which are to embody specific physical characteristics. This plan is often very detailed, considering specific design treatments for small subareas or individual blocks. A regulating plan map will show where different design standards apply, providing the link between the community vision and the form-based code elements that will help implement it.

Requirements and Guidelines

Support for the regulating plan is provided by requirements and guidelines that articulate the details of the planning concepts in the regulating plan. Although the organization will vary somewhat from plan to plan, requirements and guidelines typically fall into five categories:

1. Public Realm and Street Standards. These standards focus primarily on the design treatment of streets, plazas, and other public areas. The standards are developed in concert with the site and building standards to create a cohesive set of requirements, which are mutually supportive.

2. Site Design and Circulation Standards. Building placement on the site, pedestrian circulation, surface parking, protection of environmental features, and similar site design issues are addressed by these standards.

3. Building Form Standards. Surrounding buildings, the street system, and the neighborhood context are very important in determining how buildings should be designed to establish an appropriate relationship with their surroundings. Building form standards, relating to building size, form, orientation (especially to the street), entrances, window treatment, and weather protection are designed to create an inviting and functional public realm and a compatible relationship with surrounding development.

4. Land Use Requirements. Although land use regulations are the cornerstone of traditional zoning ordinances, this aspect of zoning is typically incorporated with a FBC approach. Permitted, conditional, and prohibited land uses are controlled in a similar manner as a conventional zoning ordinance, but they are not "micro-managed" with the long lists permitted uses commonly found in conventional zoning ordinances. As part of a FBC, land use is typically regulated more broadly with land use categories in lieu of long lists. This is because form-based code relies primarily on the other four elements to address how development should behave in the context of the surrounding community.

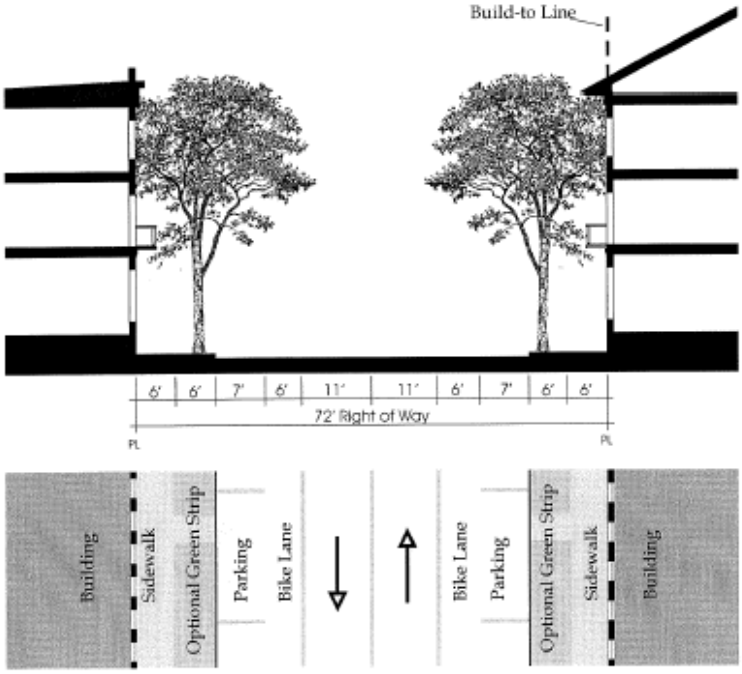
5. Architectural Standards. Detailed standards regarding exterior building design features and/or finish materials may be included in a form-based code. They provide complementary requirements to the building form standards.

Supporting Provisions

Successful implementation of a FBC relies upon two key supporting provisions:

1. Administrative Procedures. Similar to conventional zoning and land use regulations, FBC requirements must be applied to development applications using a clear administrative process.

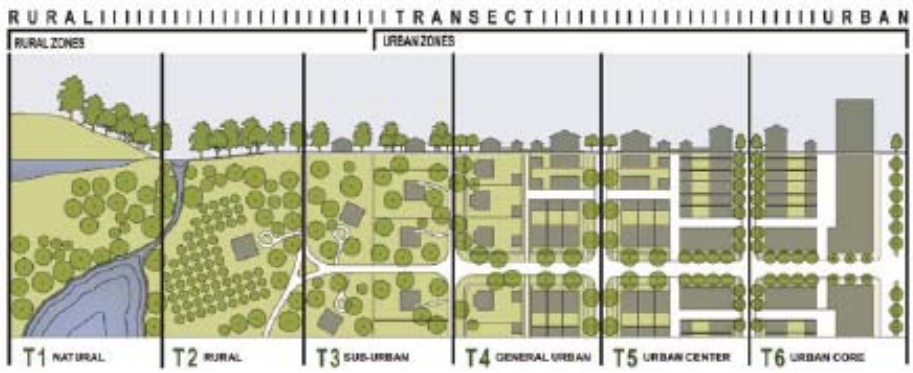
2. Glossary. Terms associated with a FBC must be defined and included with the code. Illustrations and diagrams should be included to enhance clarity.



FBC Organization

Form-based codes generally follow one of four basic organizational approaches.

1. Transect-Based. The rural-to-urban transect is a concept originally developed for form-based code application by Duany Plater-Zyberk & Company. It organizes development form into six categories from rural areas featuring natural environments and minimal development to urban core areas with the highest densities and greatest variety of uses. Each of the six transect zones is given a number from T1 – Natural Zone to T-6 – Urban Core Zone. The fundamental character elements of each zone, such as building types and setbacks, are described with illustrations and diagrams.

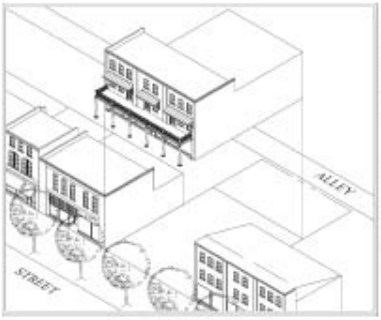


While the transect is a useful tool for analyzing and visualizing development form, communities often do not conform to the basic transect concept with one urban center transitioning out in all directions to natural and rural areas. For example, it is common for communities to have more than one center or uniform urban development along major thoroughfares. The transect concept can then continue to used as an organizational tool, but modified to fit the local conditions. This might include developing several zones within one transect zone type.

2. Building Type-Based. This FBC construct focuses on specific building types and how they should be arranged relative to surrounding development. This method was first used for larger private development projects, and has recently been incorporated into public development requirements. Specific standards are developed for building types deemed appropriate for different locations within the planning area.

Type I: Mixed-Use Building

CLASSIFICATION



Definition:
A structure with a vertical mixture of uses. The upper floors may be used for office, residential, lodging or storage and the ground floor (lot frontage at the street level) may be used for retail or office uses.

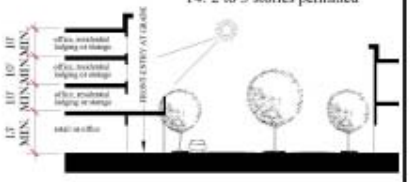
Transect Zones:

T5: Allowed
T4: Allowed by Conditional Use
T3: Not Allowed

URBAN STANDARDS

Allowable Height

T5: 2 to 5 stories permitted
T4: 2 to 3 stories permitted



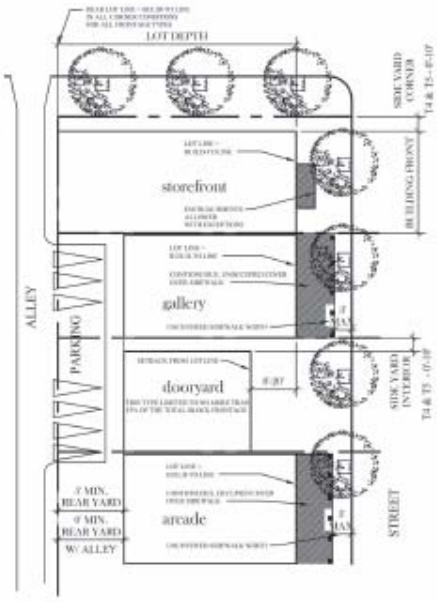
Additional Standards

Lot Size/Area
T4: Minimum 16 feet lot width
T5: No minimum lot size. Lot frontages are limited to no more than sixty (60) feet in width.

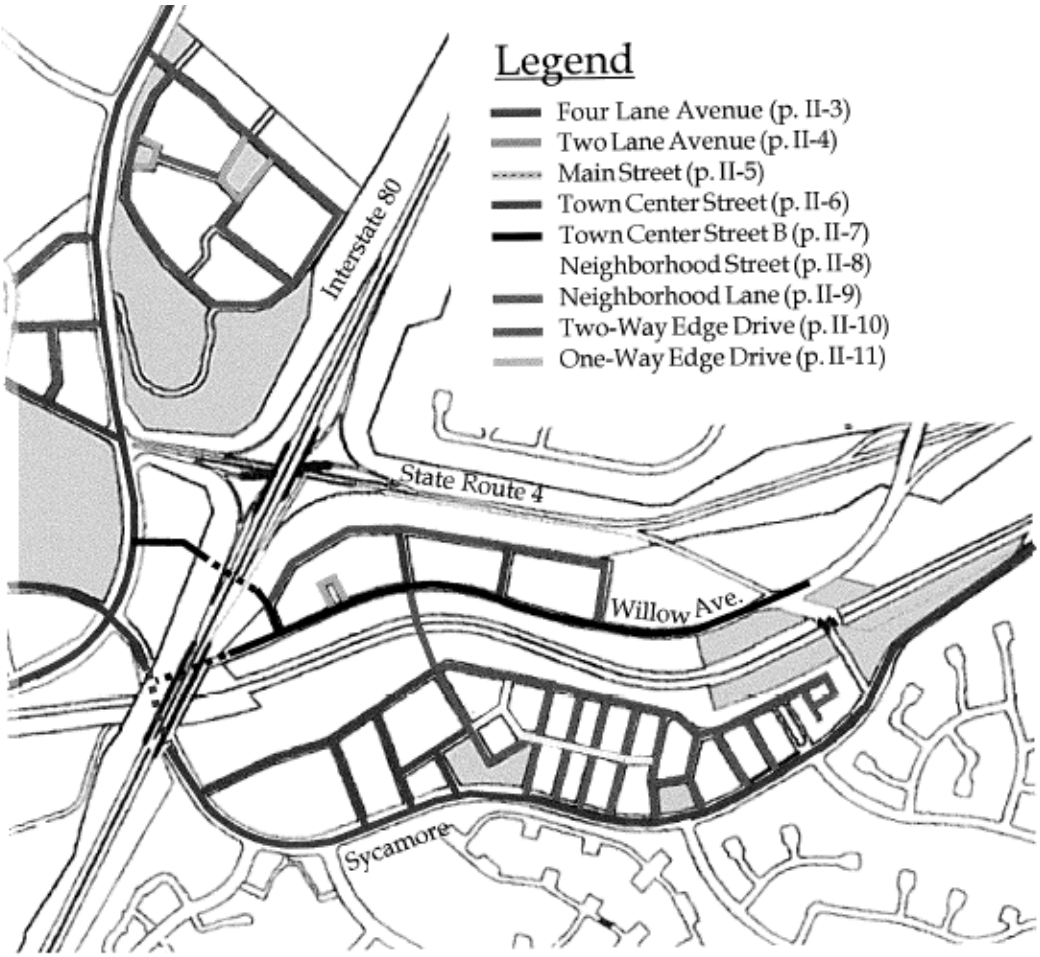
Off-Street Parking (also refer to Shared Parking Standard)
T4: One space/dwelling unit or lodging bedroom; 2 spaces/1,000 SF for office or retail.
T5: One space/dwelling unit or lodging bedroom; 2 spaces/1,000 SF for office or retail.

Function Intensity
T4: Restricted to block corner locations, and by the parking requirement. Lodging bedrooms are restricted to no more than 12.
T5: Restricted only by the parking requirement.

Allowable Frontages



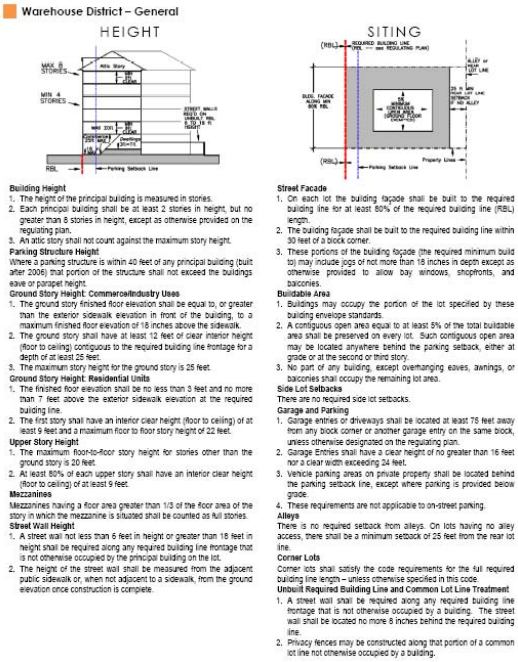
3. Street-Based. The focus here is on the design and location of streets. The associated standards will typically feature street cross sections and design standards for travel lanes, on-street parking, bike lanes, sidewalks, street trees, landscaping, and other amenities. Specific building frontage standards are also included to provide an integrated design intent for the public space formed by the street improvements and adjoining building facades. The requirements will vary by identified street types depending upon their intended function and character.



Regulating Code for the Central Hercules Plan, 7.16.01

4. Frontage-Based. This is similar to the street-based approach except that building frontage treatments and street design are not linked. This technique identifies different building form and function requirements based upon the desired urban character identified in the regulating plan. Building frontage requirements may then vary along one street, such as different treatments on corners and mid-block locations.

6.5 WAREHOUSE DISTRICT



Heart of Peoria Land Development Code, Draft, 10.10.06

FBC Implementation

Form-based codes need to work in harmony with the existing land use regulatory structure using one of three general methods for proper implementation.

1. Mandatory Requirements

   Description. A regulating plan and FBC requirements are applied to all new development in specified areas on the zoning map. With the FBC "rules" in place, new development must comply with these requirements.

   Application. The FBC design elements may either be incorporated with other land development regulations as a separate, stand alone document or they can be integrated into the body of existing regulations.

2. Floating Zone

   Description. The FBC provisions and zoning district are developed in a similar manner to the mandatory approach, but they are not applied to specific areas on the zoning map. The FBC zoning district "floats" because it is not applied to a specific property until requested by a developer. If a developer elects to develop under the FBC provisions during the review process, the FBC requirements become mandatory.

   Application. A developer wishing to develop using the FBC regulations, would create a regulating plan to identify how the adopted FBC provisions would be applied to the property. This application would then go through the development review process to be approved. Project often results in the FBC zoning designation being applied to the property on the zoning map.

3. Optional-Parallel

   Description. Similar to the floating zone approach, the FBC provisions are prepared in advance of being applied to a specific property or area. However, in this case, the eligible properties are described, commonly by a minimum size. If a developer elects to develop under the FBC provisions during the review process, the FBC requirements become mandatory.

   Application. This functions in the same way as the floating zone.

DEVELOPING A FBC FOR THE WEST BALTIMORE MARC STATION AREA

Introduction

The primary focus of the West Baltimore MARC Station Area Transit-Centered Community Development Strategy is improving housing, economic development, and transportation within the study area. The development of a form-based code is a possible tool the city may contribute to advance the implementation of the ideas and concepts from the Strategy. Although this planning effort was not initiated with the expressed intention of creating an adoptable, final code document, much of the planning work could be used as a first step towards creating a regulating plan and form-based code.

This section reviews the recommendstops for creating a form-based code as one of the many tools the city and community may want to employ to implement the Strategy. The FBC steps are described followed by a comment regarding how the completed work may be applied and what additional work remains to be completed.

Because the "Transform Baltimore: Zoning Code Rewrite" is underway to completely review and update the city's Zoning Code, this could be an opportune time to consider a FBC as an implementation tool in the West Baltimore MARC Station Area. In part, the Zoning Code Rewrite project intent is to preserve the unique characteristics of Baltimore City and to create more opportunities for mixed-use and transit-oriented development - core elements of the development strategy. The Zoning Code Rewrite is scheduled to be in the code drafting stage from this winter to spring of 2009. Introduction of FBC elements in the West Baltimore MARC Station Area and/or other locations in the city should be considered as this code amendment project moves forward.

Development Steps

Although the specific activities in creating a form-based code may vary, a devlopment process should involve five basic steps consisting of initial scoping and organization followed by the remaining steps, which focus on answering four questions:

1. Project Scoping and Organization
2. What Do We Have?
3. What Do We Want?
4. What Do We Need?
5. How Do We Get There?

Project Scoping and Organization

Before the planning project gets underway, preliminary scoping and organization are essential for successful and timely completion of the project. These activities should include generally defining the planning area and the desired outcome. The preferred results will vary depending upon any number of factors. The FBC could be a tool to help preserve existing neighborhood character, to encourage enhancement of an area, to facilitate the evolution of an area to develop a different character over time, or to help transform an area into a different place over a short period.

The FBC organization (transect, street-based, etc.) and regulatory approach (mandatory, optional, etc.) should be considered. The professional team of local planning staff and/or consultants should be determined along with a project schedule to complete the following four steps.

> Comment: This step has been largely completed as part of the strategy. However, if a FBC project is initiated, this step would need to be revisited to consider any changes that occurred following completion of the strategy document. In addition, the FBC organization and regulatory approach would need to be determined. The development strategy calls for focused improvements and redevelopment in several centers and along selected streets corridors as well as improvement and stabilization of residential neighborhoods. A street-based FBC approach for centers and corridors combined with a building-based approach for the residential areas would be one appropriate way to organize FBC requirements.

What Do We Have?

Define the Planning Area

Because a form-based code applies to individual properties in the same way as traditional zoning districts and regulations, a FBC must be tied to a specific planning area or district. Although the exact boundaries of the planning area may change as the project moves forward, a preliminary planning area should be established.

> Comment: The planning area has been generally defined in the strategy. To begin the FBC development process, this boundary is sufficient. However, as the FBC creation progresses, clearly defined boundaries must be established to identify specific properties, which will be subject to the FBC.

Analysis of Existing Conditions

A clear understanding of the current development characteristics of the community is essential to best understand how to move forward. This analysis should focus on the special community attributes regarding:

- Public Realm and Street Character and the degree to which they create safe and inviting pedestrian environments and public spaces.
- Site Design and Circulation and the extent it generally promotes compatibility and easy access between nearby properties.
- Building Form and how it creates inviting and functional public spaces and compatible relationships with surrounding development.
- Land Use Requirements and how they promote or inhibit a pedestrian-oriented environment with a proper integration of uses.
- Architectural Detailing and the degree to which it complements community character and sense of place.

> Comment: A general analysis of the primary character-defining aspects of the plan area including the basic neighborhood character and circulation, has been completed as part of the development strategy. Next, the details of existing development should be understood by evaluating typical building forms, locations on building sites, building setbacks, building features (e.g., ground floor commercial space, balconies), driveways, parking, and streetscapes. Much of this has been done to create the development strategy, but these community attributes should be reviewed and supplemented to provide sufficient detail about current development character in terms of the five categories above.

Code Audit

West Baltimore MARC Station Area
Transit-Centered Community Development Strategy
In addition to describing and recognizing the key physical characteristics of the planning area, it is equally important to understand how the current ordinance requirements support the West Baltimore MARC Station Area Transit-Centered Community Development Strategy. The following checklist summarizes these important characteristics organized according to the five FBC components. This shares many common elements with the city's "Checklist for Transit-Oriented Development", which is part of the "Development Guidebook".

Public Realm and Streetscape

- Sidewalks for urban development
- Pleasant, comfortable and safe pedestrian environment
- Fine-grained, interconnected street grid – easy access for all modes
- Frequent opportunities to cross streets
- Provide additional street, pathway and open space connections
- Pedestrians buffered from traffic
- Easy access to open space areas/plazas
- Building frontages and entries oriented to the street
- Active ground floor uses along major street frontages
- Redevelop and improve existing streetscapes
- Streetscape amenities including landscaping and street trees
- Building features that provide shade and weather protection for pedestrians
- Public buildings and open spaces serving as focal points
- Minimize impervious surface devoted to roadways and parking
- Utilize "Green Street" techniques to reduce the amount and enhance the quality of storm water runoff

Site Design and Circulation

- Locate buildings for easy pedestrian access between them
- Direct access to building entrances from the street
- Internal pedestrian circulation that is separate from vehicles
- Connections between buildings, transit and surrounding areas
- Minimize on-site parking requirements
- Allow shared parking
- Surface parking to the rear or side of buildings
- Secure and convenient bike parking
- Allow greater building coverage
- Design projects to allow increased density over time
- Locate building frontages up to the street in commercial and mixed-use areas

Building Form

- Building scale and setbacks that provide comfortable pedestrian-scale streetscapes
- Active ground floor uses in commercial and mixed-use areas
- Building scale and setback transitions between different uses/building types
- Encourage taller buildings in appropriate circumstances
- Utilize structured parking in higher density areas

Land Use

- Allow mixed-use on one site
- Allow vertical and horizontal mixed-use on one site
- Require/encourage active ground floor uses in commercial and mixed-use areas
- Increase density maximums
- Require minimum densities
- Allow for a range of housing types in mixed-use projects
- Allow affordable housing types near transit
- Encourage redevelopment of areas that are appropriate for higher density and/or mixed-use
- Allow different land uses and destinations within walking distance of each other and to transit
- Require the highest densities and mix of uses near transit

Architecture

- Building features that provide shade and weather protection for pedestrians
- Along important commercial and mixed-use area street frontages, require building design to accommodate active ground floor uses
- Retain local architectural styles and character
- Design infill development to be compatible with the character or historic value of adjoining sites
- Building incorporate architectural features that convey a sense of place
- Interesting building features and windows facing the street
- Design buildings to reduce energy demand

Audit Checklist

Using a checklist, the current zoning regulations should be evaluated systematically for the degree to which they would enable implementation of a form-based code, which promotes the community characteristics noted in the checklist. This analysis should also consider the redevelopment proposals contained in the West Baltimore MARC Station Area Transit-Centered Community Development Strategy. The current code deficiencies should be identified and summarized.

An example checklist framework is presented on the following page to provide a possible structure for identifying the FBC elements reflected in the development strategy, the applicable Zoning Code regulations, and an assessment of the Zoning Code provisions that should be amended to 1) not conflict and 2) better support the development strategy.

> Comment: This analysis will give a clear picture regarding how the existing city land use and zoning requirements support or inhibit the community improvement and redevelopment proposals contained in the strategy. As part of the Transform Baltimore: Zoning Code Rewrite, a FBC could be considered as a tool to be integrated with the new Zoning Code.

Example Checklist Framework

FBC Elements	West Baltimore MARC Station Area Development Strategy		Zoning Code Regulations		Assessment – Consistency with W. Baltimore MARC Station Development Strategy
	Section	Description	Section	Description	
Public Realm					
Design treatment of streets, plazas, and other public areas.		Description of the strategy provisions as they pertain to each FBC element as described above.		Description of the corresponding code provisions.	Overall assessment regarding how current code provisions do/don't support FBC design elements and development strategy
Site Design					
Building placement on the site, pedestrian circulation, surface parking, protection of environmental features, etc.					
Building Form					
Building size, form, orientation (especially to the street), entrances, window treatment.					
Land Use					
Permitted, conditional, and prohibited land uses					
Architecture					
Detailed standards regarding exterior building design features and/or finish materials.					

What Do We Want?

Community Outreach and Involvement

Because a FBC is more proactive and context-based, the community – residents, business owners, developers, and agencies - must be involved from the beginning. The importance of active public participation cannot be overstated. For any plan to succeed, and for a FBC to help a community attain its goals, there must be general community consensus about where it is today and what it wants in the future. As noted above, one of the shortcomings of conventional zoning is that it is often generically applied without a detailed planning process in advance to identify what the zoning regulations should achieve.

> Comment: The development strategy project included a significant amount of public involvement, establishing closer relationships between citizens, neighborhoods groups, and public agencies – especially the WBC and the city planning staff. If a FBC project is initiated, this active public involvement would need to continue the discussion about the physical character of the improvements and redevelopment described in the strategy.

Create a Vision and Regulating Plan

Specific methods to reach a common community vision vary, but a key ingredient is active participation and discussion using community workshops, design charrettes, and focus interviews with key stakeholders. A visioning process should include specifically defining the planning area. With the community actively engaged, a vision and supporting action plan for a defined area are created. The regulating plan will show how individual properties in the planning area will be affected by the form-based code. This exercise may also conclude with an action plan, which simply outlines the implementation steps and the parties responsible for their completion.

> Comment: Community understanding and support is absolutely essential to the success of a FBC or any other community plan for that matter. The public involvement leading to the creation of the development strategy demonstrates _____ how much community support for a redevelopment vision for the community. While the vision provides clear community direction, it must be further refined in a regulating plan, which describes specific design treatment for streets and properties.
>
> A charrette has proven to be an ideal method for bringing the technical skills, stakeholders, and citizens together for an intensive, multi-day planning process. The most important benefits are: 1) shortened visioning and code development process, and 2) a collaborative public process that effectively builds public understanding and support for the vision and FBC implementation method.

What Do We Need?

Identify Important Regulatory Elements to Achieve the Vision

With the guidance provided by a vision and plan, specific implementation elements must be developed to support them. A form-based code will normally address the following urban design aspects of a community vision:

- Public Realm and Streetscape.
- Site Design and Circulation.
- Building Form.
- Land Use.
- Architecture.

Land use regulations are the cornerstone of traditional zoning, and they are normally incorporated as part of a FBC for their value in identifying the desired locations for different types of land use activities, such as mixed-use districts, residential neighborhoods, and employment zones. Although land use regulation is important, it is always secondary element when used with a FBC.

The emphasis given to the other four design elements will vary based on the specific circumstances. For example, the primary concern for a historic downtown district might be building form and architecture, while a strip commercial corridor might call for a focus on site design and streetscape issues.

> Comment: The development strategy identifies important centers and street corridors for improvement and redevelopment. In addition, the need for compatible infill development in residential neighborhoods is identified as a significant element in the strategy.

Integrate FBC and Conventional Zoning

The audit should provide a clear understanding about the current policies and regulations that apply to the planning area as well as an understanding of the provisions, which may need amendment to be consistent with the FBC. The audit conducted as part of the previous step will underscore the strengths and weaknesses of the existing ordinances. This will help the city determine which provisions will need modification to allow implementation of the vision, regulating plan, and form-based code elements.

> Comment: The Transform Baltimore: Zoning Code Rewrite is scheduled to create a draft code by spring 2009. In part, this new code is intended to support mixed-use development, transit-oriented development, and the preservation of the unique character of the city. A FBC approach is an excellent tool to accomplish these objectives, and it can be incorporated as part of the city-wide Zoning Code to apply in specific districts, such as station areas.

Standards v. Guidelines

Standards should generally be used for development and design elements that are 1) essential for successful plan implementation; and/or 2) are relatively easy to apply using clear and objective language. Guidelines should generally be used for development and design elements that are 1) desirable but not essential for successful plan implementation; and/or 2) are more subjective in nature and difficult to distill into quantifiable standards.

> Comment: This should be created in coordination with the Zoning Code Rewrite project to ensure internal consistency in the basic philosophy and approach for the use of standards and guidelines.

Regulations v. Incentives

As noted above, a FBC can be mandatory or be used with a floating zone and be voluntary. In the second instance, incentives are a common method for encouraging property owners and developers to use the FBC routes rather than compliance with normal zoning standards. It is important to remember that once the optional course is selected, the FBC regulations then become mandatory. Offering a shorter and more certain application review and approval process is a common way to encourage use of the FBC approach. In addition, mandatory standards can be used to establish a threshold for basic compliance with incentives being used to create development, which goes further in meeting community objectives. For example, maximum building height requirements might be relaxed when specified affordable housing criteria are met.

> Comment: Regardless of the approach – FBC or conventional zoning – the city will need to be aware of market and economic realities in drafting and implementing the regulations. The code needs to clearly distinguish between development strategy elements that must be adhered to versus other elements where more flexibility may be appropriate to encourage private investment.

How Do We Get There?

Proper Integration with the Zoning Code

Because the current Zoning Code will be totally rewritten, the city has a perfect opportunity to consider the use of a FBC for specific areas in the city. Promotion of mixed-use and transit-oriented development aligns perfectly with a form-based approach. The city should consider the needs of the West Baltimore MARC Station Area and how the Zoning Code Rewrite could promote the redevelopment and improvement described in the development strategy.

> Comment: Probably the least disruptive method for including a FBC for the West Baltimore MARC Station Area will be to create a separate district on the city's zoning map along with a corresponding ordinance FBC chapter for this area.

Make It Readable

As illustrated in the FBC examples, this code approach relies heavily on supporting graphics and diagrams. The city should format the new Zoning Code so that text and headings are easy to read, topics are logically organized and presented, and all standards are thoroughly illustrated to support the text. Text-heavy documents without highlighted section headings, should be avoided.

> Comment: The new Zoning Code, with or without FBC elements, offers an excellent opportunity for the city to create a user-friendly ordinance, which is easy to read and understand for developers, decision makers, and citizens alike. The graphics and illustrations in the development strategy provide a good start from which more detailed code diagrams may be created.

Road Test

Once the draft Zoning Code and/or FBC are completed, they should be tested using past and/or anticipated development applications to determine how well the draft addresses real world development and design issues. The city staff should apply the new FBC and other zoning ordinance procedures and requirements to determine if the draft code would enable successful development strategy implementation without being unnecessarily burdensome to the applicant. All staff responsible for development review and approval should be involved in this evaluation including but not limited to: planning, public works, emergency services, and building officials.

This test should include multiple development types and circumstances, which would be representative of the actual development proposals. The staff should pay particular attention to the following questions:

- Does the code yield development outcomes that are consistent with the community vision?
- Are there any city ordinance requirements or standards that are inconsistent or conflict?

- Do the application submittal requirements provide sufficient information and detail to evaluate the application according to the FBC and other ordinance criteria?
- Are the FBC and other ordinance standards clear, objective, and easily interpreted yielding predictable results, which support the vision?

Following this review, the draft FBC and/or any other ordinance provisions should be amended as necessary to respond to issues identified during the test.

> Comment: The development strategy provides specific direction about the types of projects and improvements, which should be encouraged in the station area. These development concepts should be tested to determine how well the new code provisions support the strategy.

Monitoring Performance

After the code provisions have been adopted, its performance should be monitored by jurisdiction staff. The questions used during the initial road test should continue to be asked as development application reviews are completed. Problem areas should be recorded, and an annual update amendment process is recommended.

> Comment: The new code requirements for the station area should be monitored to identify regulations or procedural elements, which are not meeting city objectives. This should involve city staff, property owners, developers, and residents to be sure to understand code implementation issues from different perspectives.