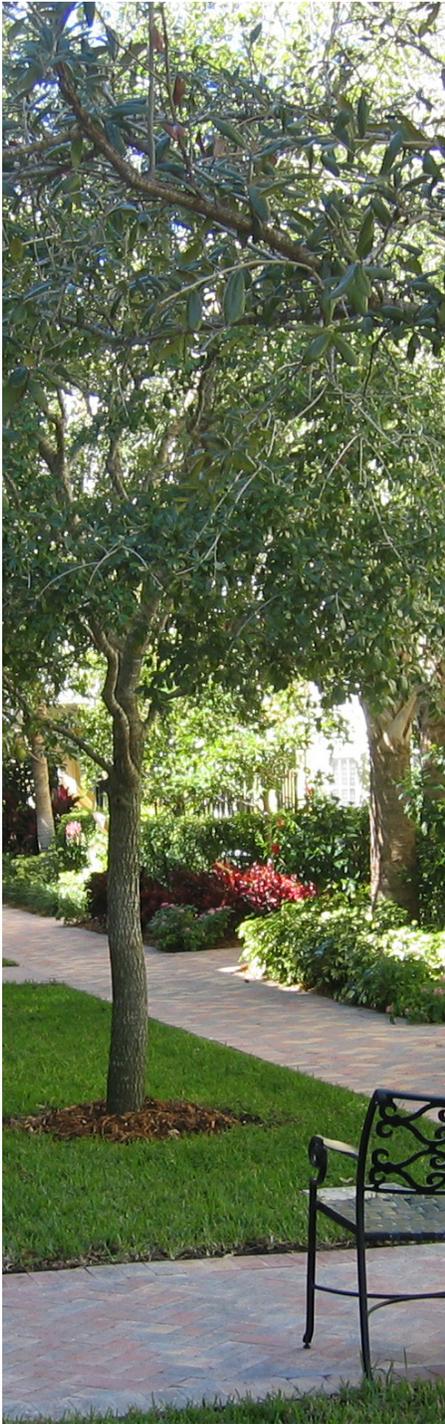


CHAPTER 4

PHASING





Moving Forward

This section addresses the development concept's phasing. Which requires careful consideration of both large-scale development and smaller infill projects. The Transit-Centered Community Development Strategy considers several large opportunity sites and infill areas wholly or partially within the focus area. By concentrating efforts on these properties, resources can be strategically utilized to allow for the greatest neighborhood impact over time.

Turning the ideas presented in this Strategy into reality will be a long-term effort, and it will take time for the neighborhood to see dramatic change. The following pages discuss the preparation needed within West Baltimore before major, new development can occur. This preparation includes addressing on-the-ground issues such as criminal activity, building and property code violations, deteriorating infrastructure, existing MARC station operations and accessibility challenges, and capacity building among key stakeholders. These initial steps will require considerable financial resources and need new financial tools, technical assistance, and vital partnerships to achieve the development outlined in the Strategy. Creating the needed framework and achieving these important milestones will take many years and much funding to achieve.

The Phasing section provides recommendations on achieving the potential development described in the previous sections. With no control or degree of certainty when actual development can be achieved, this section can only provide a logical series of steps that lead toward West Baltimore's redevelopment. Site studies, engineering estimates, and capital budget planning are necessary in order to determine actual costs, additional resources, and timeframes for completing each step. Ever-changing market conditions and economic climates will also influence the ability to reach short- and long-term objectives.

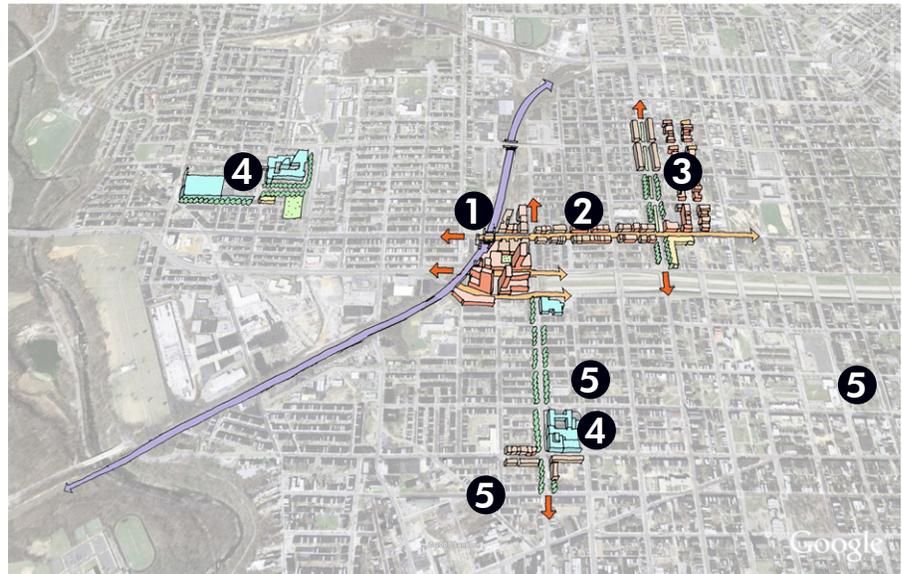
The Transit-Center Community Development Strategy outlines four phases: Revitalization, Phase I, Phase II, and Phase III. The Revitalization phase sets the stage for attracting development. The subsequent development phases describe how growth could occur. The years associated with the various phases are approximate and overlap. Dates indicate a suggested timeframe in which the associated activities could happen. However, there are many factors—some within the control of the community and some not—that could shift the phasing dates closer or further away.



▲ Concept Phasing Diagram

Phase 1

- ① West Baltimore
MARC/Ice House
- ② Edmondson Avenue
- ③ Mount Street Housing
- ④ Institutions— Coppin
State & Bon Secours
- ⑤ Operation Reach-Out
Southwest (OROSW)
Community
Improvements



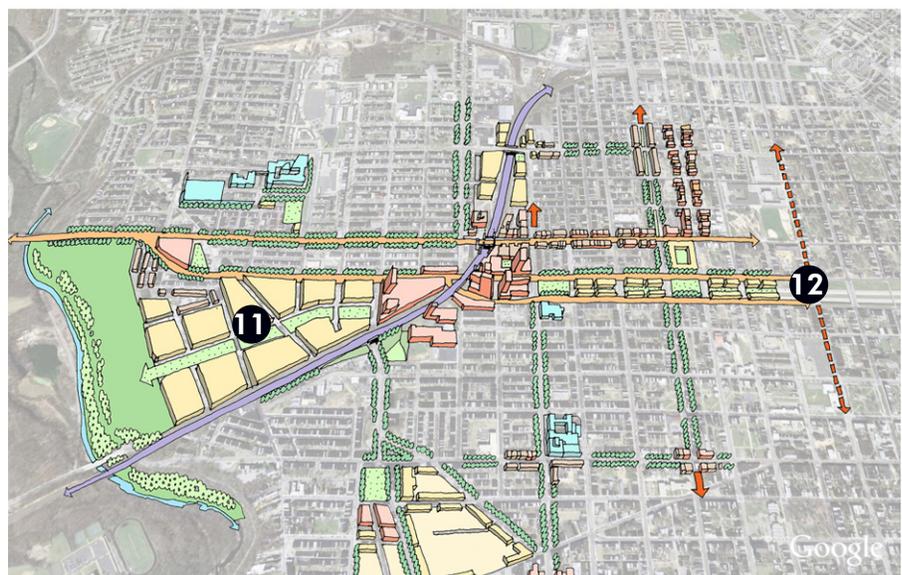
Phase 2

- ⑥ West Side of
MARC Station and
North/South along
alignment
- ⑦ First 2 blocks
of Highway to
Somewhere
- ⑧ Shipley Hill/
Southwest Town
Center (OROSW)
- ⑨ Green connections
through industrial/
Gwynns Falls Vista
Park (OROSW)
- ⑩ Franklin Mulberry
Corridor (Future Red
Line)



Phase 3

- ⑪ Industrial property
- ⑫ Highway to
Somewhere



Revitalization Phase – First 5 to 10 years (2008 - 2018)

Before major development can begin in West Baltimore, the community, with support from government and non-profit stakeholders, needs to achieve some critical first steps toward revitalization. The Action Strategy at the end of this report recommends specific non-development-related actions to encourage and support redevelopment. These include:

- Forcefully addressing crime and safety issues;
- Enforcing building codes to reduce substandard properties and dangerous conditions;
- Repairing deteriorating infrastructure (for example, streets, sidewalks, public utilities, and community facilities);
- Improving the neighborhood’s image through beautification efforts;
- Rezoning redevelopment areas to appropriate zoning designations;
- Building capacity to ensure fair and substantive participation by community organizations in a broader, long-term redevelopment program (see section entitled “Organizational Milestones for the West Baltimore Coalition”); and
- Fostering partnerships with private enterprises, public agencies, and local institutions to create workforce development opportunities for local residents.

While these actions are imperative for all phases, noticeable improvements in these functional areas are particularly important in the revitalization phase as they will establish a framework for new investment.

In order for the desired Phase I development to occur, additional actions will need to be taken to overcome the challenges associated with attracting private investment and new development to West Baltimore. These actions include:

- Acquiring and assembling property to accommodate development;
- Finding and securing existing public financial resources and non-profit technical assistance to encourage and support development;
- Creating new financing tools to incentivize development;
- Establishing and maintaining strategic partnerships among the community, public agencies, private sector, and institutional players, including negotiation of community benefits;
- Improving safety conditions through better lighting on various streets;
- Cleaning any environmentally-contaminated properties in designated redevelopment areas;
- Improving the existing MARC station and pedestrian access in order to make the station more functional and attractive as a community asset;
- Addressing the need for commuter parking and additional parking demand generated by new development; and
- Reaching a consensus on the Red Line alignment, including the number and locations of stations and how they should fit into and benefit the neighborhood.

Final decisions on the alignment of the Red Line will directly impact how development is pursued relative to the Highway to Somewhere. All Red Line alignments show potential opportunity for new investment at certain nodes, and this nodal activity can spur development between transit stops as well. To build on the public investment of the future Red Line, the West Baltimore community needs to consider which alignments and station stops offer the most potential to enhance revitalization efforts in the manner the community desires. This report does not specify or select a preferred Red Line alignment; that decision will be made through the Red Line process. It is imperative that West Baltimore's residents and neighborhood groups become involved in the MTA's study and make their opinions about preferred alignments and station locations known. Chapter 4's "Implementing the Community Development Strategy" section provides information to help residents determine which alignment(s) they prefer.

Renovation and rehabilitation of individual properties by private individuals will continue in this and all phases.



▲ Maintain Historic Character of the Ice House

Phase I – Next 10 years (2013-2028)

The first phase of major development within West Baltimore concentrates at the MARC station. The concept illustrates clustered mixed-use development on City-owned land currently serving as MTA commuter lots and the site of the former Ice House. The advantages of these sites are:

- The limited number of land owners (owner of the Ice House and Baltimore City are the sole owners);
- The large size of these contiguous properties,
- The City's ability to engage in a public-private partnership, integrate public amenities and workforce development as part of the project, and ensure First Source hiring requirements are met;
- Direct access to the MARC station,
- The site's compatibility with any future plans for the Red Line, and
- The adjacency to infill development areas targeted by the Midtown Edmondson Community Plan.

Key challenges to developing these sites are the need to temporarily or permanently replace MARC commuter parking, the need to lure pioneering developers into the neighborhood, and the limited availability of existing public subsidy dollars to spur private investment.

The Development Concept depicts the potential ripple effect that could be realized along Edmondson Avenue—points south of Mulberry Street and points north of Edmondson Avenue, depending on the market's response to redevelopment at the station and the construction of the potential Red Line. Fostered by property rehabilitation programs, tax credit incentives, and gap financing mechanisms for small businesses, these smaller infill properties (many of which are vacant storefronts or substandard structures) have the potential to transform into viable new housing and corner retail. Infill development could also further enhance street connections to area institutions such as Bon Secours and new housing projects such as the Mount Street Redevelopment project. Infill properties with manageable issues and needs could redevelop sooner than more complex large projects requiring creative financing or extensive rehabilitation.

As opportunities arise and without displacing viable businesses, assemblage of land in the Southwest Industrial Area (a.k.a. the Warwick Triangle) should also occur in this phase in addition to continued coordination with Coppin State University on its redevelopment plans for the former Lutheran Hospital site. The need for additional institutional space and university-related uses may dictate the future components on the former Lutheran Hospital site.

This phase should continue the street corridor enhancements and infrastructure improvements begun in the Revitalization Phase, focusing specifically on the MARC/Ice House Focus Area and eventually moving to the west (Edmondson Avenue and Franklin Street), south (Warwick Avenue, Pulaski Street, Monroe Street), and various points northward. Such enhancements include street trees, improved pedestrian and bicycle connections, better lighting, and street furniture. Planning efforts to establish a greenway connection from the MARC station through the Southwest Industrial Area to the Gwynns Falls Trail should begin in the Revitalization Phase and continue in this phase as well.

The implementation of the suggested strategy lends itself to the creation of a new Community Development Corporation, an entity to help guide public and private investment in West Baltimore. While organizations exist in West Baltimore the particular techniques to redevelopment recommended in this document necessitate a lead non-profit organization. As an initial step to becoming West Baltimore's main non-profit, the organization should work with existing non-profits such as Operation ReachOut Southwest (a local example) and DC One (a CDC in Washington, DC) to understand the roles successful non-profits can play in large-scale redevelopment and neighborhood revitalization efforts.

The organization needs to include all of the area's stakeholders with an interest in revitalization including area landowners and property-owning educational, medical, and other institutions. The primary activities of the new non-profit would include:

- Facilitate Policy Goals – The new entity will need to facilitate and coordinate the diverse policy goals and objectives of its members while enabling them to realize maximum benefits from their properties.
- Provide Expertise to Lead the TOD– Staff with expertise in TOD and urban revitalization through mixed-use development is needed to enhance the capabilities of each of the member organizations and to balance public and institutional interests.
- Coordinate Public Investments, Secure Debt, and Other Financing – A distinct entity will be best positioned to work with the Baltimore Development Corporation to arrange innovative funding strategies, secure additional debt and grant financing sources from City, State, and federal sources, and potentially receive tax surcharges to support additional services in the area.
- Attract Private Investment – This is vital for implementation of the Strategy and will require a combination of planning, marketing, and facilitation activities.

There are a variety of options for how this organization could be organized. The potential members of this new entity, with leadership from the City and State, should convene a stakeholder committee as soon as possible to work through these choices and decide on how the new entity should be incorporated and governed. Stakeholders will need to provide “seed money” for the non-profit's start-up.

Phase II – Next 15 years (2023-2043)

Development in this phase begins to stretch northward along both sides of the tracks from the MARC station. The largest property under single ownership at this location is the Acme Industrial Complex, which is owned solely by Baltimore City and offers the potential for a public-private partnership. Given its proximity to transit, the City should consider a high-density mix of uses if market conditions are favorable. Smaller infill development could occur on vacant or abandoned properties surrounding the Acme Industrial Complex and on the opposite side of the tracks facing Pulaski Street. Assemblage of contiguous underutilized properties in this area should also occur to allow for larger developments. The Acme Industrial Complex and the former Lutheran Hospital site frame a strong cluster of owner-occupied housing in the Evergreen Lawn community of West Baltimore and could possibly continue initial development momentum realized from new transit-oriented development in Phase I.

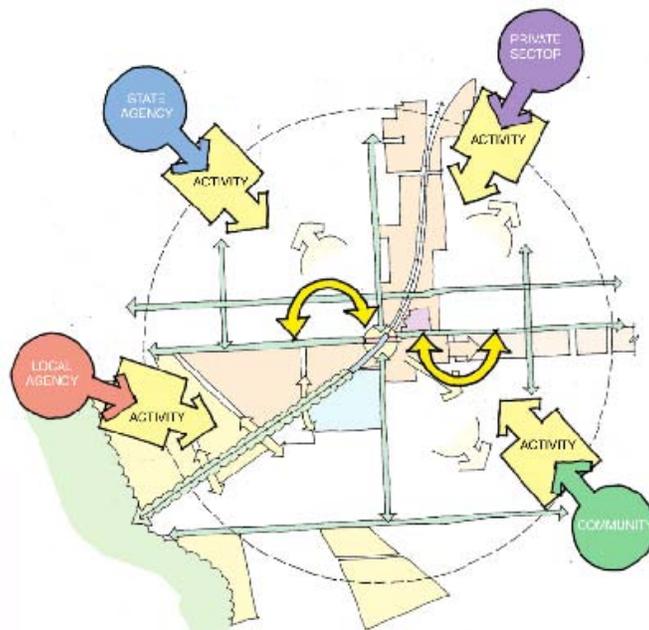
Despite proximity to the MARC station, multiple property ownership in the Southwest Industrial Area and the Shipley Hill Master Plan Area creates development challenges. This condition impacts development potential for these areas, postponing redevelopment due to the need for property acquisition and assembly of contiguous parcels. Ideally, property acquisition within the Southwest Industrial Area should occur from east to west in order to leverage any new station area investment. Uses for the easternmost portion of the Southwest Industrial Area should complement development on the opposite side of the tracks and possibly incorporate some of the desired public amenities outlined earlier in this report. Because of the size of this site and the Shipley Hill Master Plan Area, the potential development effects of both sites for West Baltimore are considerable. Both have the capacity to create a significant critical mass of uses and complement any new investment occurring in the near-term.

East of the MARC station and Pulaski Street, the first section of the Highway to Somewhere could be development-ready for private investment in either Phase I or Phase II. Before the area is development-ready, ownership of this land may need to change from City ownership to private ownership and it is assumed that MTA will have addressed how it will accommodate MARC commuter parking. A strategic mix of higher density uses will be required to make development viable at this location.

Finally, this phase accommodates the block-by-block rehabilitation of smaller properties throughout the neighborhood.

Phase III – 2038 and beyond

The last phase of the concept further develops the Southwest Industrial Area and the Highway to Somewhere and either joins up with other contiguous development from outside the half-mile radius or indicates how activity from investment in West Baltimore can spread beyond the half-mile radius. Continued land assembly and acquisition in the Southwest Industrial Area will eventually allow the full redevelopment of this area into a mixed-use center with rich connections to the Gwynns Falls Trail and the MARC station, and the dense residential areas in the half-mile area surrounding the station. A mix of uses for this area will allow the flexibility needed to develop into the highest and best use over time, based on market conditions. Public acquisition of sites in this area could further facilitate development and mandate that certain public benefits are realized.



IMPLEMENTING THE COMMUNITY DEVELOPMENT STRATEGY

Leveraging the Red Line and additional Transportation Investments.

The Community Development Strategy has been defined in the previous sections. Now is the time for the stakeholders - the community, the City, and MTA - to consider how to leverage future transportation investments toward implementing the vision and achieving a community with improved housing, expanded economic opportunity, and quality transportation choices. This is a positive break from the past, when often the discussion around transportation projects focused more on limiting impacts rather than creating livable communities.

The Red Line, if done well, cannot only provide improved transportation options for the community, but can also provide a focus for new in-fill housing development, enhanced retail services and improved access to neighborhood open spaces and institutions as well as access to employment opportunities in the greater Baltimore region.

The following pages provide a summary of the Red Line Alternative Alignments currently under study. The potential alignments include the median of US-40, the Franklin-Mulberry couplet, and the Franklin Transit Median. Each of these options should be evaluated for their contributions toward implementing the Community Development Strategy. The matrix titled "Evaluation based on Community Principles" provides a preliminary discussion tool and evaluation to assist the stakeholders in reaching consensus for a community-preferred alternative. In the matrix, each alignment is evaluated for how it addresses the Development Strategy themes: Transportation, Economic Development and Housing. A brief summary of each of the alignments is included and then evaluated for how it influences the existing condition – does it worsen?, does it have no impact?, or does it improve the current condition? The scores identified are preliminary and should be vetted further by the community, the city and MTA through the Red Line Draft Environment Impact Study process. To achieve the development strategy most expeditiously and with respect to the community principles, the Red Line alternative which provides the greatest positive influence toward providing improved transportation, enhanced housing choice and neighborhood-serving retail should be pursued as the community-preferred alternative.

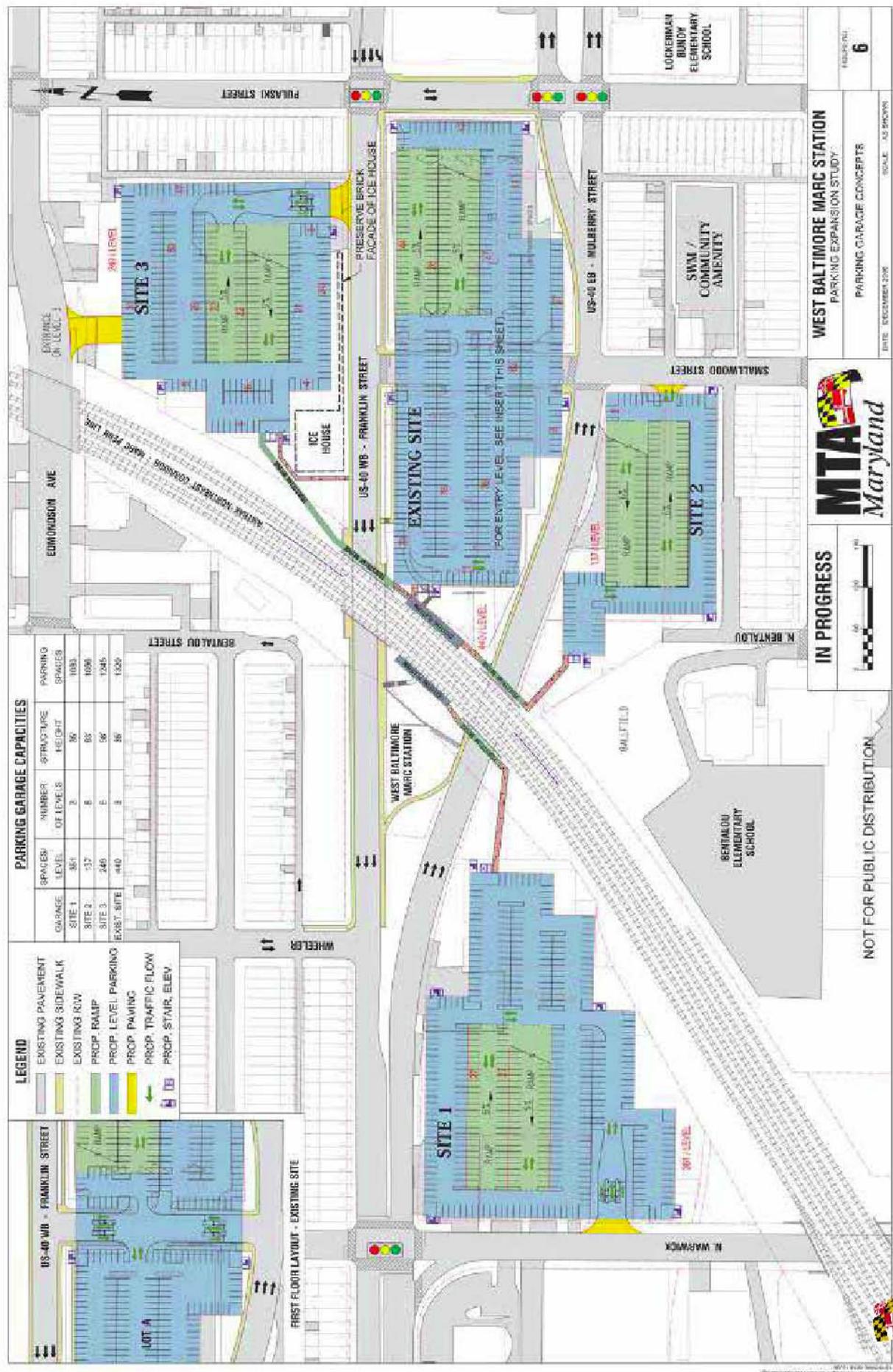
In the same manner, alternatives for MTA-MARC parking sites should be evaluated by the community, the City and MTA. The following matrix provides a summary description of the site, existing short-term land use, and the Development Strategy's preferred long-term land use. The preliminary analysis in the matrix illustrates that some of the parking alternatives may be considered as short-term actions in the context of the longer-term strategy.

In conclusion, with the Development Strategy in hand, the community, City and MTA can now collaborate on transportation investments which are both an asset for improved accessibility and a tool for achieving the larger goal of making West Baltimore a more sustainable community.

Preliminary Analysis of MTA Parking Alternatives- Evaluation for Consistency with Community Framework

| MTA Parking Options | Summary Description | Existing / Short Term Use | Long Term Use | Preliminary Analysis |
|--|--|--|---|---|
| Existing MTA Lots | - Surface Parking | - Surface Parking | - East lot is ideal for mixed-use MTA parking structure wrapped with active uses at street level - West lot area should include enhanced /new transit stops, commercial development, public space and link to Edmondson Ave. | |
| Site 1 West of Station | - Access from west - Minimum negative impacts on station area | - Privately owned, underutilized industrial | Lot is ideal option for mixed-use MTA parking structure wrapped with active uses at street level | - Could be temporary surface parking if linked with development strategy for adjacent parcels |
| Site 2 South of Station | - Access off of Mulberry | - Privately owned, underutilized industrial | - Mixed-use development | - Could be temporary surface parking if linked with development strategy for adjacent parcels |
| Site 3 Icehouse | - Access off of Franklin | - Privately owned, vacant | - Mixed-use, open space with link to Edmondson | - Could be temporary surface parking if linked with development strategy for adjacent parcels |
| Site 4 Highway to Somewhere | - Surface parking built on reconstructed end of Highway | - Neighborhood play space | - Residential and open space | - Does not support long-term vision |
| Site 5 Vest Pocket | - Negative impact to community; no benefit | - Privately owned, vacant; makeshift play area | - Residential and open space | - Bad idea |

Parking Garage Options



MTA Red Line Alignment Alternatives- Evaluation based on Community Principles

| Red Line Alignment Alternatives | Transportation | Economic Development | Housing |
|---|---|---|---|
| 1A Franklin to Highway Median | <ul style="list-style-type: none"> - 2 Transit Stops - Requires elevators - Highway remains - Enhanced Streetscape at station areas <p style="text-align: center;">+</p> | <ul style="list-style-type: none"> - Commercial focus at M A R C Station /Edmondson Ave <p style="text-align: center;">0</p> | <ul style="list-style-type: none"> - Housing along Franklin <p style="text-align: center;">0</p> |
| 1B Franklin to Highway Median with Lid at Stations | <ul style="list-style-type: none"> - 2 Transit Stops - Requires elevators - Highway remains - Potential 2-way Franklin & Mulberry - Enhanced Streetscape at station areas <p style="text-align: center;">+</p> | <ul style="list-style-type: none"> - Commercial focus at M A R C Station /Edmondson Ave and Calhoun/Carey Stops <p style="text-align: center;">+</p> | <ul style="list-style-type: none"> - Housing along Franklin and adjacent to Redline Stops <p style="text-align: center;">+</p> |
| 2 Franklin-Mulberry Couplet | <ul style="list-style-type: none"> - Potential for 3 Stops, though separated by highway - Highway reconfigured - Potential 2-way Franklin & Mulberry - Enhanced Franklin & Mulberry Streetscape <p style="text-align: center;">++</p> | <ul style="list-style-type: none"> - Commercial focus at M A R C Station /Edmondson Ave and adjacent to stops <p style="text-align: center;">++</p> | <ul style="list-style-type: none"> - Housing along Franklin and Mulberry <p style="text-align: center;">++</p> |
| 3 Franklin Transit Median | <ul style="list-style-type: none"> - Potential for 3 Stops - Highway reconfigured - Potential 2-way Franklin & Mulberry - Enhanced Franklin Streetscape <p style="text-align: center;">++</p> | <ul style="list-style-type: none"> - Commercial focus at M A R C Station /Edmondson Ave and adjacent to stops <p style="text-align: center;">++</p> | <ul style="list-style-type: none"> - Housing along Franklin, - Potential for housing along Mulberry with highway consolidation <p style="text-align: center;">+++</p> |
| 4 Franklin Boulevard | <ul style="list-style-type: none"> - Potential for 3 Stops - Highway eliminated - Potential 2-way Franklin & Mulberry - Enhanced Franklin Streetscape <p style="text-align: center;">+</p> | <ul style="list-style-type: none"> - Commercial focus at M A R C Station /Edmondson Ave and adjacent to stops <p style="text-align: center;">++</p> | <ul style="list-style-type: none"> - Maximum opportunity for housing development in highway area <p style="text-align: center;">+++</p> |

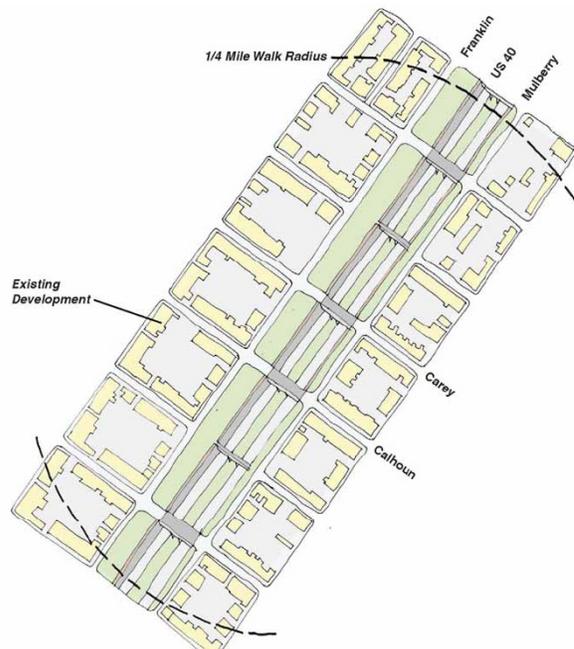
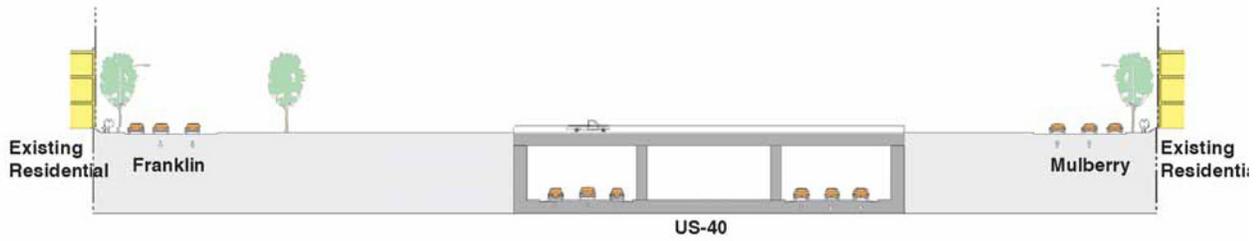
Note: Franklin alignments assume R O W . adjustments to public property only at W . Baltimore M A R C Station. Red Line option that includes new ramp structure around the Ice House is not an acceptable option.

Scoring Key:

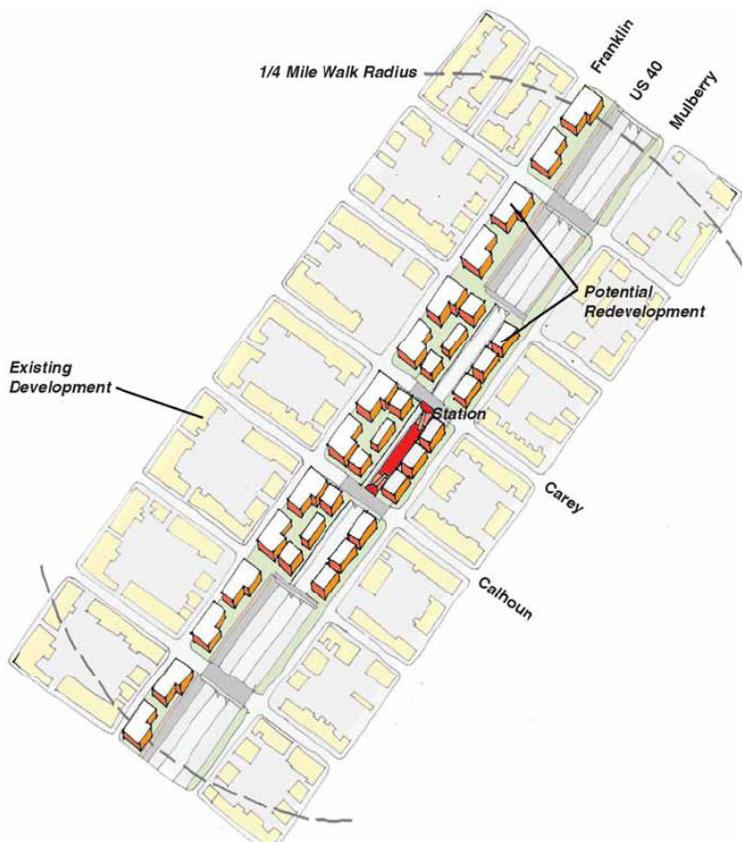
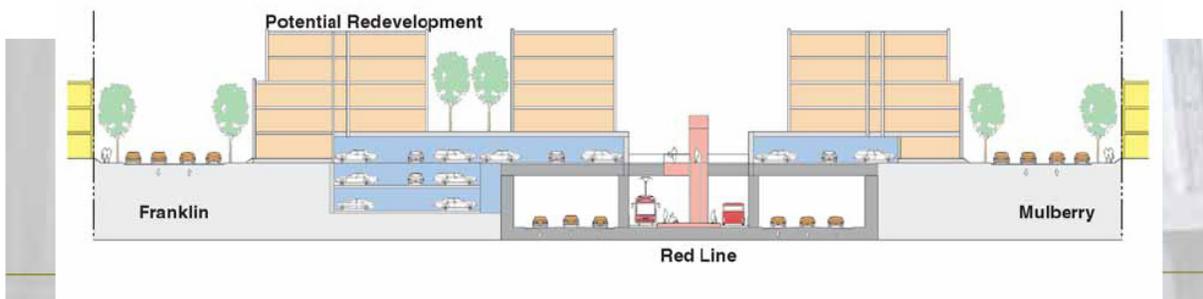
| | |
|--------------------------------------|---|
| Worsens" existing condition | - |
| "No influence" on existing condition | 0 |
| "Improves" existing condition | + |

For clarification: The Options 1 through 4 described above and depicted on the following pages are intended to help illustrate potential community benefits and long-term redevelopment considerations of street level versus highway median approaches to this segment of the Red Line study. The illustrations are intended to inform further discussion and analysis of alternatives, but will not directly coincide with options included in the Red Line Draft Environmental Impact Statement.

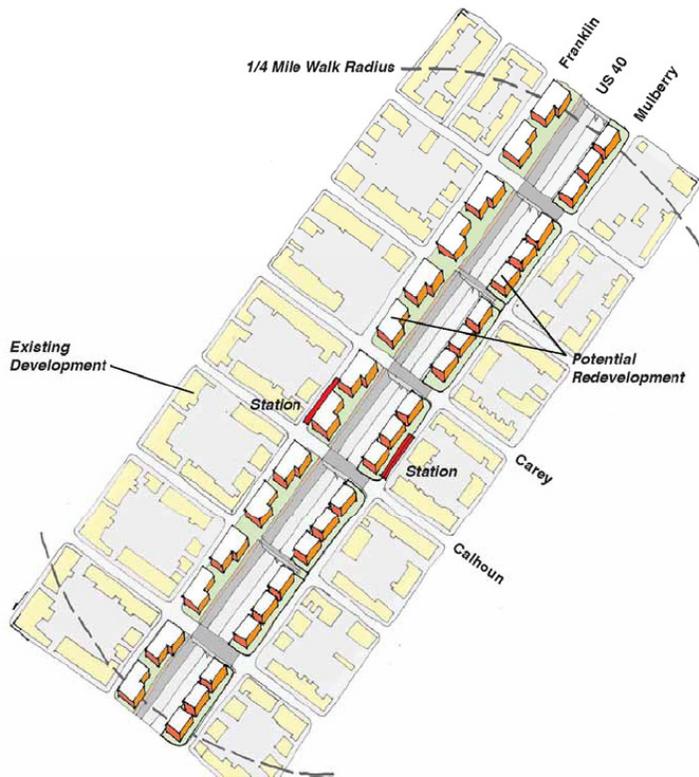
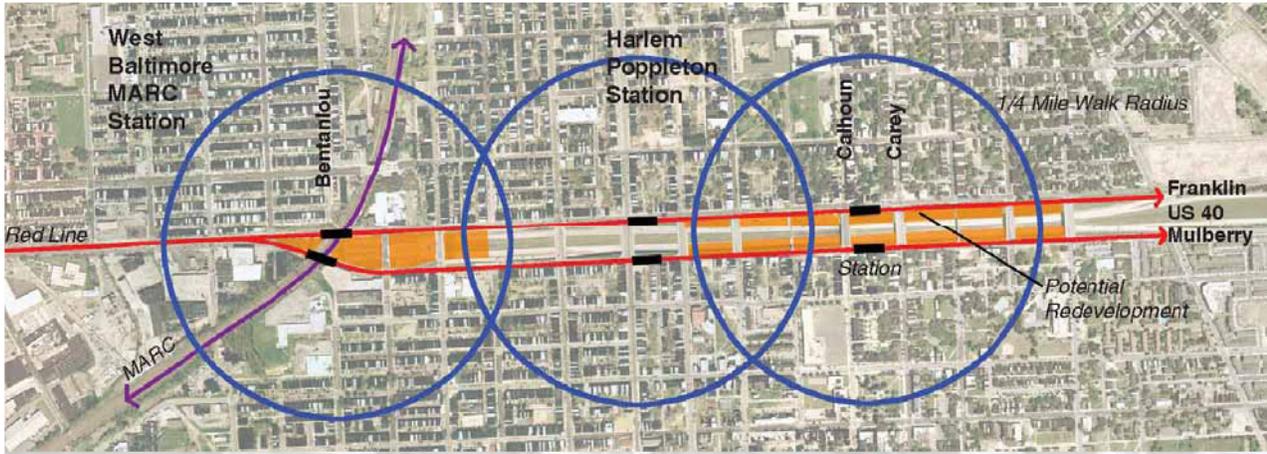
Existing Conditions



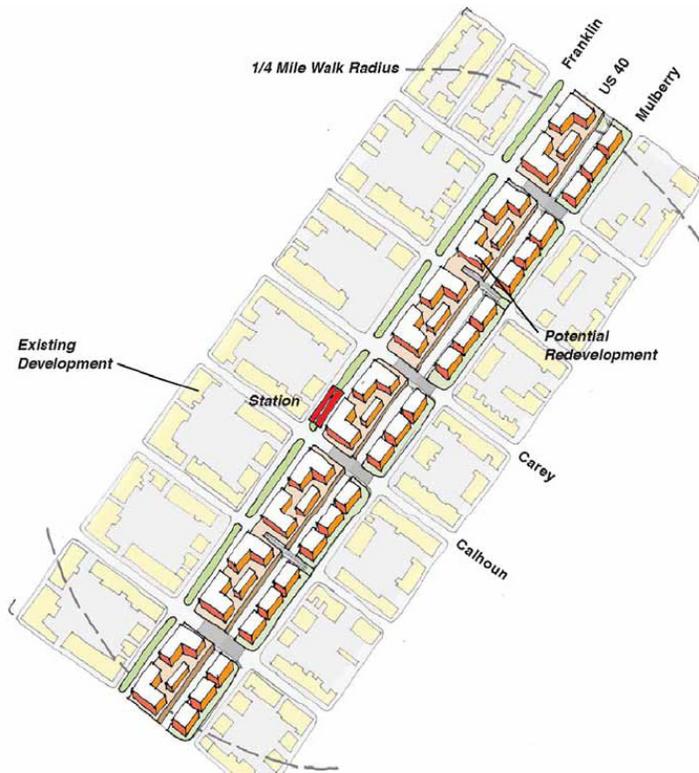
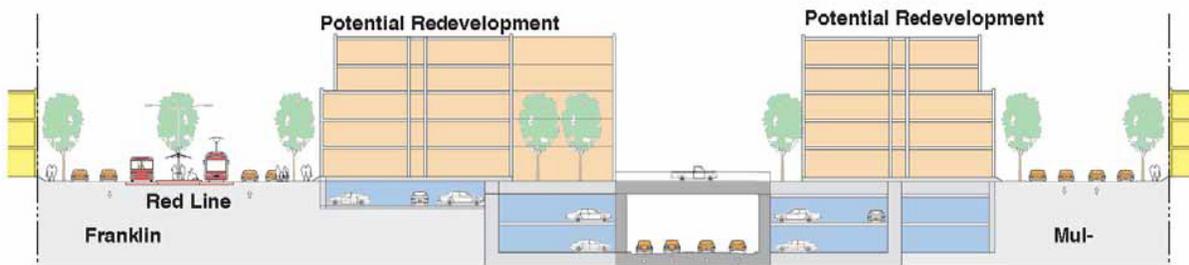
Alternative 1B: Franklin to Highway Median with Lid at Station



Alternative 2: Franklin-Mulberry Couplet



Alternative 3: Franklin Transit Median



OBSTACLES AND CHALLENGES TO IMPLEMENTATION

There are many hurdles that need to be addressed if the West Baltimore MARC Transit-Centered Community Development Strategy is to be successful. The challenges include:

- **Multiple Institutional Owners** – There are multiple owners of the land in the study area. These owners have their own mandates and institutional objectives that do not necessarily mesh with public interests or market considerations. The plans and actions of other large land owners in the area such as the Baltimore City Public School System and Coppin State University will greatly impact the success of the Strategy. Coordination of decision-making between these owners and implementers of the plan is essential to the Strategy’s success.
- **Creative Financing Techniques** – The financial analysis shows a need for significant public investment to fund infrastructure and capital improvement costs. Although some funding sources appear to be potentially available, securing those funds for West Baltimore as well as the creation of additional financial resources will require committed actions over several years.
- **Need for Innovative Partnerships** – The institutional, financial, and parking challenges, as well as overlapping City and State jurisdictions, will require innovation and effective agency coordination to successfully implement this Strategy.
- **Stakeholder Participation** – The success of this Strategy relies heavily on the participation and leadership of local stakeholders. While the community cannot do it alone, their participation and collaboration with the public and private sector are vital to the revitalization process. Now that these stakeholders have helped to define the vision for the area, they must continue to play a significant role in making the vision a reality.

However, as the community implements and achieves the action items outlined in the Organization Milestones for the West Baltimore Coalition and the Revitalization Action Strategy, the community will be taking valuable steps toward overcoming the challenges facing West Baltimore and will be setting the stage for the area’s revitalization.

ORGANIZATIONAL MILESTONES AND NEXT STEPS FOR COMMUNITY LEADERS OF WEST BALTIMORE

Baltimore has an extensive and successful history of using a variety of dedicated district-based public benefit corporations or community development corporations to stimulate revitalization of defined areas as well as provide enhanced services and other supporting activities. Notable examples include the Charles Street Development Corporation, Westside Renaissance, Downtown Partnership, Midtown Community Benefits District, and Mount Vernon Cultural District among many others.

In the near-term, community leaders in West Baltimore should:

- Actively recruit and expand its core base of committed members to include stakeholders with diverse expertise – old and new residents of all ages, workers, business owners, and large and small property owners;
- Define specific roles and/or subcommittees (e.g., outreach, marketing/logo design, housing; transportation, economic development, quality of life, etc.) for active members;
- Clarify its relationships with individual civic and neighborhood associations; and
- Set measurable goals and actions to be achieved quarterly, semi-annually, or annually.

A proven track record established early on could demonstrate to and excite public, non-profit, private, and institutional stakeholders that significant change within West Baltimore is on the horizon.

Of the action items featured in the implementation section, the following eight action items are suggested priorities that the community could begin immediately. The following list is not exclusive, but begins to define goals attainable for the community during the first year. As the community leaders of West Baltimore improve their organizational capacity and are better able to administer or lead implementation items, this list can expand per recommendations made in the full Revitalization Strategy.

A. Use “311” to report problems and encourage others to do the same. Many West Baltimore residents already use this method to report problems within their community. This process must continue as a way to increase safety, ensure a quality standard of life, and enforce city codes and regulations. The City cannot solve a problem if it does not know there is a problem. Getting a specific problem or issue recorded in the “311 system and following up with the City until the problem is resolved is a critical first step for getting many of West Baltimore’s daily standard-of-living issues addressed.

B. Properly secure unsafe, vacant, and abandoned properties. Property owners of vacant and abandoned structures should be held accountable for their investments. In partnership with Baltimore Housing, the community must target unsecured housing stock that threatens the neighborhood’s safety. More eyes on the street to report “problem properties” to City inspection and code enforcement officers can leverage Baltimore Housing’s capacity to reduce noncompliance. Baltimore Housing and the community must work in partnership to eliminate these problems and improve West Baltimore’s image.

- C. Apply for neighborhood grants to install street trees and community gardens.** There are a number of different non-profit groups and foundations that offer grants for street trees and community gardens. The Home Depot Foundation and Lowe's Charitable and Educational Foundation are just two examples of non-traditional sources to fund outdoor neighborhood improvements. The West Baltimore community should research and apply for such grants that will enhance the physical environment.
- D. Encourage preservation of existing housing stock through use of City and State repair and rehabilitation programs.** There are a variety of State and City programs available to residents who want to repair and rehabilitate their homes. Better marketing of these programs needs to occur in West Baltimore to help existing homeowners improve their properties. At least one community member should become knowledgeable about these different programs and provide guidance and outreach to community members who could benefit from these programs.
- E. Provide homeownership counseling and endorse homeownership assistance programs.** Similar to repair and rehabilitation programs, marketing homeownership counseling and assistance programs to potential members of the community is a start to increasing homeownership within West Baltimore. At least one community member should become knowledgeable about these different programs and provide guidance and outreach to community members who could benefit from these programs.
- F. Improve deteriorating infrastructure (for example, streets, sidewalks, medians, storm drains, etc.).** Through the City's capital improvement budget, the Baltimore City Department of Transportation and the Baltimore City Department of Public Works have resources available to make improvements to deteriorating infrastructure. In order for West Baltimore to take advantage of the potential resources, the community needs to develop a detailed, specific, and prioritized list of improvements to streets, sidewalks, etc. By setting these priorities and collaborating with the appropriate city agencies, such infrastructure projects can get itemized into the capital budget.
- G. Study successful partnership models for community benefits agreements.** While the construction of community benefits agreements is not uncommon, it is important for the community to understand the best practices of other cities while drafting its own versions.
- H. Offer workforce training options in target industries (for example, healthcare/medicine, services, construction, and education).** Workforce development is of deep concern to the community. In partnership with the Mayor's Office of Employment Development, Baltimore Development Corporation and local institutions, the community should create workforce development opportunities in existing industries that potentially have workforce gaps.

Because of the unique issues associated with current ownership patterns and the fact that successful community development requires many partners, success will depend, in part, on establishing a West Baltimore Advisory Council in the short-term. Strategic partners with varied capabilities or specialized talents will need to assist community leaders in West Baltimore to achieve their specific goals and objectives. Members of the advisory council should actively participate in the neighborhood initiatives, provide their expertise or influence as necessary through monthly or one-on-one meetings, and help community leaders meet specific milestones along the way. The Advisory Council should be far-reaching, but not unwieldy, so that collaboration with community leaders can be as effective and efficient as possible. Representatives from the following agencies, institutions, or sectors may be considered to serve as advisory council members:

- Abell Foundation
- Anne E. Casey Foundation
- Baltimore City Community College
- Baltimore City Department of Transportation
- Baltimore City Department of Planning
- Baltimore City Department Police
- Baltimore City Recreation & Parks
- Baltimore Community Foundation
- Baltimore Development Corporation
- Baltimore Housing
- Baltimore Neighborhood Collaborative
- Bon Secours Hospital Foundation
- Citizens Planning and Housing Association
- City Council Representatives
- Coppin State University
- Local Educational Institutions
- Enterprise Community Partners
- Experienced Community Development Corporations
- Greater Baltimore Urban League
- Local Faith-based Community Groups
- Local Financial Institutions
- Mayor’s Office of Neighborhoods
- Mayor’s Office of Employment Development
- Maryland Department of Business and Economic Development
- Maryland Department of Housing and Community Development
- Maryland Department of Transportation and Maryland Transit Administration
- Maryland Small Business Development Center
- Morgan State University
- University of Maryland Baltimore

WEST BALTIMORE REVITALIZATION ACTION STRATEGY

This section of the West Baltimore MARC Transit-Centered Community Development Strategy synthesizes (in narrative and matrix form) recommendations made about enhancing quality of life, providing housing and economic development opportunities, and improving transportation facilities and service throughout the area. The City, the community, and other stakeholders will need to form new partnerships and create new tools to bring about large-scale redevelopment projects in West Baltimore. This Action Strategy aligns directly with the Revitalization Phase described earlier and will serve as a roadmap for public agencies, the community, and other potential partners on actions to be taken over the next five to 10 years in preparation for longer-term redevelopment.

The Action Strategy identifies specific actions and responsible agencies to carry out these tasks as well as the optimal timeframe for their completion. Where possible, potential funding sources and relevant programs are shown for each action. Specific organizational milestones are recommended for the West Baltimore Coalition as it builds experience and capacity and transitions into a more formal community development organization.

Though specific City or State agencies are noted for various actions, other appropriate City or State agencies might be involved as well, depending on the issue.

Quality of Life Action Items

Enhancing the quality of life for West Baltimore residents is a key component to this 10-year Action Strategy. Positively transforming the area's image and perception is essential to stabilizing the community for existing residents and attracting new residents to invest in a neighborhood. More importantly, strategies to enhance neighborhood safety and improve the neighborhood's appearance can start immediately, while more complex actions will be planned, negotiated and funded for the mid- and long-term. The matrix highlights specific tasks to promote a better quality of life within West Baltimore. The definitions of the acronyms used in the matrix can be found in Appendix C.

| Quality of Life Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|-------------------------------------|---|
| | 0-5 | 6-10 | 10+ | | |
| Enhance Neighborhood Safety | | | | | |
| Aggressively target and document prevalent neighborhood crime areas | X | | | BCPD, Local community organizations | |
| Institute and maintain neighborhood watch programs; Market and distribute police safety materials | X | | | BCPD; Local community organizations | |
| Continue to endorse use of 311 | X | | | | |
| Properly secure unsafe, vacant and abandoned properties | X | | | BH | |
| Install necessary lighting at appropriate intersections, along certain streets, and within recreational areas | X | | | BCDOT | CIP; BCF; CL; LGIF |
| Locate police substation near MARC station; Assign more officers to patrol by foot and bicycle | X | | | BCPD; MTA Police | |
| Work with the police department to apply for Weed and Seed grants for selected subareas | X | | | BCPD | US Department of Justice |
| Consider potential for a new firehouse station | X | | | BCDOP | |

| Quality of Life Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|---|---|
| | 0-5 | 6-10 | 10+ | | |
| Improve Existing Neighborhood Amenities and Create New Ones | | | | | |
| Pursue development of a regional library | X | | | BCDOP; BOTD | WFF; BMGF; CL |
| Consider public-private partnership opportunities with private or institutional landowners to create new public amenities | X | | | BDC; BSH; MDOT; MTA; BCRP; BOTD; BCDOP; Local Institutions | CIP; CL |
| Incorporate child care into MARC station redevelopment and other locations where appropriate | | X | | BDC; DHCD; BCDOP; MDOT; MTA | CDBG; DHCD Neighborhood BusinessWorks |
| Explore possibility of establishing a Farmer's Market, choosing a site and recruiting vendors | X | | | BNC; Local community organizations | |
| Improve Neighborhood Appearance | | | | | |
| Continue to conduct neighborhood cleanup initiatives with local area schools and organizations | X | | | FBC; Local schools; Local community organizations | LCEF; BCF |
| Repair deteriorating playgrounds; Organize community for on-going maintenance | X | | | BCRP; FBC; Local community organizations | CIP; LCEF; BCF; HDF; CL |
| Strictly enforce building and sanitary codes | X | | | BH | |
| Ticket and/or impound abandoned cars | X | | | BCPD | |
| Bring signature architecture to landmark locations | | X | | BCDOP; UDARP | |
| Apply for neighborhood grants to install street trees and community gardens | X | | | Local community organizations | CIP; LCEF; BCF; HDF; CL |
| Beautify existing public green spaces; Install waste receptacles in key locations | X | | | BCRP; FBC; Local community organizations | CIP; LCEF; BCF; HDF; CL |
| Foster Neighborhood Identity | | | | | |
| Introduce neighborhood celebrations and events | X | | | Local community organizations | |
| Start a "Live West Baltimore" marketing campaign | X | | | BH; Live Baltimore; BCDOP; BNC; Local community organizations | CIP |
| Devise a city and state strategy for marketing the area | X | | | BH; Live Baltimore; BDC; DHCD; BCDOP; Local community organizations | |
| Establish neighborhood gateways/signage at key intersections | X | X | | BCRP; Local community organizations | CIP; LCEF; BCF; HDF; CL |

| Quality of Life Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|--|---|
| | 0-5 | 6-10 | 10+ | | |
| Enhance neighborhood schools and local educational opportunities | | | | | |
| Continue to evaluate performance of local schools; Identify and concentrate resources in deficient performance areas for improvement | X | | | BCPSS | AF; WFF; BMGF; AECF; Board of Education |
| Evaluate capacity and operations of local schools; Consider consolidating school property if appropriate | X | | | BCPSS | Board of Education |
| Consider use of any excess school property for desired public amenities | X | | | BCPSS; BDC; Local community organizations | CIP; BCPSS Reserves |
| Utilize school property for neighborhood celebrations and events and job training programs for youth and adults | X | | | MOED; Local schools | |
| Look for grants and other resources to increase the amount of after-school activities and educational tools, resources, and programs for youth; Consider partnering with area institutions | X | | | LS; Local institutions & community organizations | ABAG; KF; BCF; BMGF; MCIP; AECF; CAF; MJF; LI; BR |
| Continue to evaluate performance of local schools; Identify and concentrate resources in deficient performance areas for improvement | X | | | BCPSS | AF; WFF; BMGF; AECF; Board of Education |
| Evaluate capacity and operations of local schools; Consider consolidating school property if appropriate | X | | | BCPSS | Board of Education |
| Consider use of any excess school property for desired public amenities | X | | | BCPSS; BDC; Local community organizations | CIP; BCPSS Reserves |
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| Quality of Life Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|--|---|------|-----|---|---|
| | 0-5 | 6-10 | 10+ | | |
| Seek business partners and mentors to pair with area schools for after-school activities | X | | | MOED; FBC; Local institutions, schools, business owners & community organizations | BR |
| Study the potential for a charter school with focus on math and science | X | | | BCPSS | Board of Education |
| Coordinate among K-12 schools and area institutions to develop Science, Technology, Engineering and Mathematics (STEM) curriculum and programs | X | | | BCPSS | Board of Education |
| Support and develop Career and Technology Education (CTE) Pathway in local K-12 schools | X | | | BCPSS | Board of Education |
| Support programs to prepare students for BRAC-related employment | X | | | BCPSS | Board of Education |

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**Definitions of acronyms can be found in Appendix C.

Housing Action Items

The housing principles determined and verified by the West Baltimore community form the basis for the housing strategies in the matrix. The overarching theme is to provide a “neighborhood of choice”, in which existing and new households have housing options that meet their needs and lifestyles. The housing principles specifically deal with

- avoiding displacement;
- maintaining housing affordability;
- increasing housing diversity;
- increasing the amount of occupied housing;
- maintaining and protecting the character of existing viable housing stock; and
- drawing early investment to opportunity-driven places.

The definitions of the acronyms used in the matrix can be found in Appendix C.

| Housing Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|---|--|
| | 0-5 | 6-10 | 10+ | | |
| Increase the variety of housing stock to reach a broad variety of families income levels | | | | | |
| Work with developers to provide additional quality senior housing near retail and service providers | X | | | BCDOP; UDARP | |
| Encourage infill housing developers to consider different housing types | X | | | BCDOP; UDARP | |
| Rezone large-scale properties (Ice House, MARC station, Southwest Industrial Area) for mixed-use | X | | | BCDOP; Baltimore City Planning Commission | |
| Increase the amount of occupied housing | | | | | |
| Remove, replace, and/or rehabilitate substandard housing stock | X | | | BH; DHCD; Property Owners | CIP; AF; CL |
| Enforce building codes and set limitations on length of time property can remain vacant or abandoned | X | | | BH; Property Owners | |
| Target, engage and educate vacant and abandoned property owners about renovating and using home improvement and repair programs | X | | | BH; DHCD; Property Owners | CDBG ; State & City housing tax credits, rehab loans and homeowner assistance programs; CL |
| Provide homeownership counseling and endorse homeownership assistance programs | X | | | BH; DHCD; Property Owners | CDBG; HOME; AF; CL |
| Target, engage and educate owners of vacant and abandoned property about occupying, renting or selling their properties for immediate occupancy | X | | | BH; DHCD; Property Owners | CDBG; State & City housing tax credits, rehab loans and homeowner assistance programs; CL |

| Housing Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|---|--|
| | 0-5 | 6-10 | 10+ | | |
| Maintain and protect the character of the existing housing stock | | | | | |
| Encourage the preservation of existing housing stock through use of city and state repair and rehabilitation programs | X | | | BH; DHCD; Property Owners | CDBG; State & City housing tax credits, rehab loans and homeowner assistance programs; CL |
| Avoid displacement of renters and homeowners | | | | | |
| Endorse Maryland Residential Ground Rent Redemption program, which assists existing tenants with ground rents | X | | | BH; DHCD; Local community organizations | |
| Monitor the need to change the existing property tax cap for West Baltimore residents to keep homes affordable | X | | | BCDOP; DAT | |
| Investigate the potential to increase the homestead tax exemption for fixed-income residents to maintain affordability | X | | | BCDOP; DAT | |
| Maintain housing affordability within the area for renters and homeowners | | | | | |
| Apply inclusionary zoning law requiring developers to reserve 20 percent of units as affordable | X | | | BDC; BCDOP; BH | |
| Ensure that affordable and market-rate housing units in mixed-income projects are indistinguishable | X | | | BCDOP; UDARP | |
| Draw early investment to opportunity-driven places | | | | | |
| Target and/or acquire the following infill opportunities block by block: <ul style="list-style-type: none"> • 1900-2100 block of Edmondson Avenue • 500 block of N. Pulaski Street • 2300-2400 block of Lauretta Avenue • 200 Block of North Monroe Street • Mount Street area • TEVO** Priority Blocks | X | | | BH; DHCD; BDC; Habitat for Humanity; Enterprise Community Partners; Local community organizations & property owners | CIP; CDBG; Individual Partner Reserves; State & City housing tax credits, rehab loans and homeowner assistance programs; LIHTC |
| Engage in public-private partnerships to redevelop City-owned lots adjacent to MARC station into mixed-use | X | | | BDC; MDOT; MTA | |
| Assemble contiguous properties in public ownership in Southwest Industrial Area to facilitate redevelopment | X | | | BDC; BH | CIP; CDBG; DHCD |

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Economic Development Action Items

Generated by the local community, the economic development principles take both a macro and micro approach to improving economic development conditions within the area. The principles blend strategies to cultivate large-scale economic development opportunities, promote small business creation and entrepreneurship, and enhance opportunities for local employment. It is important to note that these principles are not sequential and depend on a variety of players. Where possible, cross-fertilization of these economic development principles needs to occur in order to achieve the optimum impact. As the market develops over time, less public investment will be needed to spur large-scale economic activity. In the meantime, collaborations with area employers and the Mayor's Office of Employment Development should address current workforce skill gaps for both youth and adults. The definitions of the acronyms used in the matrix can be found in Appendix C.

| Economic Development Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|--|---|------|-----|---|---|
| | 0-5 | 6-10 | 10+ | | |
| Cultivate large-scale economic development opportunities | | | | | |
| Establish and maintain an active dialogue and collaboration between Baltimore City and existing property owners in anticipation of long-term redevelopment | X | | | BDC; BCDOP; MDOT; MTA; Property owners | |
| Collaborate with large landowners to ensure their visions complement that of the community | X | | | BDC; BCDOP; Property owners | |
| Pursue public-private partnerships for structured parking at locations prime for substantial new mixed-use development | X | | | BDC; MDOT; MTA | CIP; CL |
| Investigate process for community non-profits to participate in large-scale redevelopment on City-owned land | X | | | BDC | |
| Identify and package City-owned lots for redevelopment with private sector partners. | X | | | BDC | |
| Rezone appropriate areas (MARC station, Ice House, SW Industrial Area) for mixed-use development | X | | | BCDOP; Baltimore City Planning Commission | |
| Study successful partnership models | X | | | Mayor's Office of Neighborhoods and Economic Dev't; WBC; BCDOP | |

| Economic Development Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|--|--|
| | 0-5 | 6-10 | 10+ | | |
| Focus and prioritize efforts on large-scale development opportunity sites: | | | | | |
| • MARC station area/Ice House | | X | | BDC; MDOT | |
| • Acme Industrial Complex | | | X | BDC | |
| • Former Lutheran Hospital site | | | X | CSU | |
| • SW Industrial Area | | | X | BDC | |
| Explore potential for an African-American cultural district within West Baltimore | X | | | BCDOP; BOPA | |
| Explore potential for new businesses in green technologies and medical device manufacturing | X | | | Mayor's Office of Neighborhoods and Economic Dev't | |
| Negotiate a Community Benefits Agreement with developers to ensure desired public benefits (local jobs, affordable housing, local amenities) are created and implemented | X | X | X | Developers, DHCD, appropriate city and state agencies | |
| Promote opportunities for small business development and entrepreneurship | | | | | |
| Market and brand existing small business assistance programs, workshops and economic development tax credits | X | | | SBDC; SBRC; DHCD; BDC; DBED | DHCD Neighborhood Businessworks; DHCD Catalyst; SBDC Programs |
| Provide technical assistance and entrepreneurship training to interested residents | X | | | SBDC; SBRC; DHCD; BDC; Local institutions; SCORE | DHCD Catalyst; SBDC Programs |
| Reduce the number of marginal stores that generate trash and attract crime by enforcing sanctions for building and sanitary code violations | X | | | BH; DHCD | |
| Improve/upgrade existing storefronts and revive empty ones block by block*: • Edmonson Avenue (near MARC station & at Franklin Street) • Intersection of Lafayette & Fulton • Intersection of Baltimore & Fulton • Intersection of Frederick, Pulaski & Pratt | X | | | BDC; BH; DHCD; Local property owners & business owners | DHCD Neighborhood Businessworks; DHCD Catalyst; SBDC Programs; BDC Small Business Programs; DBED Business Incentives; CL |
| Use results of Social Compact retail study to attract potential investment by retailers | X | | | BDC; BCDOP | |

| Economic Development Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|--|---|------|-----|--|---|
| | 0-5 | 6-10 | 10+ | | |
| Enhance local employment | | | | | |
| Uphold programs such as First Source Hiring and Baltimore City Residents First to require developers and contractors to seek employees from local community first for projects within West Baltimore | X | | | MOED; BDC | |
| Educate developers, contractors, and local businesses on tax incentives available for hiring local residents | X | | | MOED; BDC; DBED | |
| Investigate potential links to local institutions and area employers for additional jobs and spin-off businesses | X | | | MOED | |
| Offer workforce training options in target industries (healthcare/medicine, services, construction and education) | X | | | MOED; BDC; GBUL; Local institutions | |
| Actively seek local minority-owned contractors for development of publicly-owned land in West Baltimore | X | | | BDC; BH; MDOT; MTA | |
| Research grants and financial assistance from outside sources such as Microsoft, Verizon, Magic Johnson Foundation, etc. | X | | | Local community organizations | ABAG; BCF; MCIP; AECF; CAF; ECP; MJF |
| Actively market RFP opportunities to redevelop in West Baltimore | X | | | BDC; BH; MDOT; MTA | |

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Transportation Action Items

Also developed by West Baltimore community members, the transportation principles embrace a number of issues related to parking, neighborhood circulation, safety and security, modes of transportation and streetscape. The main objective is to create a transportation network that promotes West Baltimore as a livable, transit-oriented community enjoyable for pedestrians, bikers, transit riders, and drivers alike. Included in this matrix is the need to plan for the Red Line. While the Red Line project is not a specific focus for the West Baltimore MARC Transit-Centered Community Development Strategy, its impact on and benefits to the neighborhood cannot be overlooked. The definitions of the acronyms used in the matrix can be found in Appendix C.

| Transportation Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|--|---|------|-----|------------------------------------|---|
| | 0-5 | 6-10 | 10+ | | |
| Improve traffic safety and security | | | | | |
| Improve neighborhood sidewalks and street lighting, and increase the number of bus shelters and bike racks; Target specific locations by block; Monitor results of this action | X | | | BCDOT; MDOT; MTA | CIP; BCF; LGIF |
| Implement traffic calming, speed wagons and better signal synchronization on problem streets (Franklin, Mulberry, Fulton and Monroe, Edmondson); Monitor results | X | | | BCDOT; MDOT | CIP; BCF |
| Improve safety and security of MTA property | X | | | MTA | MTA reserves |
| Consider signals at Smallwood, Warwick and Pulaski Streets | X | | | BCDOT | CIP; BCF |
| Enhance process for handling bus rider assistance calls and complaint documentation | X | | | MTA | |

| Transportation Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|------------------------------------|---|
| | 0-5 | 6-10 | 10+ | | |
| Provide for adequate parking and improved neighborhood circulation | | | | | |
| Reduce the number of abandoned cars through ticketing and impounding | X | | | BCDOT | |
| Improve crosswalks at appropriate intersections | X | | | BCDOT | CIP; BCF |
| Ensure the provision of adequate off-street parking for MARC commuters to reduce neighborhood parking constraints; Study parking options to accommodate MARC commuters, incorporating community input | X | | | MDOT; MTA | MTA reserves |
| Allow for shared parking opportunities with local churches to eliminate weekday parking deficiencies | X | | | FBC | |
| Investigate <i>potential</i> for Residential Parking Permit (RPP) program with local community members to eliminate nonresident parking on neighborhood streets; Make sure RPP benefits residents rather than commuters or visitors | X | | | BCPA | |
| Study West Baltimore bus ridership to ensure routing is sufficient | X | | | MTA | |
| Provide stronger bus linkages to West Baltimore MARC station area, with signage at station platform/parking area to orient potential passengers | X | | | MTA, BCDOT | CIP; BCF |
| Improve pedestrian linkages between Edmondson Avenue & MARC station | X | | | BCDOT | CIP; BCF |

| Transportation Action Items | Timeframe for Initiating Effort (years) | | | Potential Partners in Process** | Potential Funding Sources/Relevant Programs** |
|---|---|------|-----|------------------------------------|---|
| | 0-5 | 6-10 | 10+ | | |
| Improve infrastructure and install new streetscape | | | | | |
| Improve deteriorating infrastructure (streets, sidewalks, medians, storm drains, etc.); Target specific locations | X | | | BCDOT; BCDPW | CIP; BCF; LGIF |
| Install street trees, landscaping, street/bus-related furniture, trashcans and adequate signage; Target specific locations by block | X | | | BCDOT; MTA; BCRP | CIP; BCF |
| Plan for Red Line development | | | | | |
| Participate in the implementation of the MARC Growth and Investment Plan | X | | | MTA; BCDOT | |
| Involve Coppin State University in dialogue on Red Line TOD planning | X | | | MTA; BCDOT | |
| Participate in the Red Line planning process | X | | | MTA; BCDOT | |
| Ensure Red Line alignment and station improvements complement the community | X | | | MTA; MDOT; BCDOT | |
| Pursue policies, incentives, and zoning to promote transit supportive development | X | | | BC DOP, BDC, BCDOT, BH | |

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