

# GREATER ROSEMONT AND MONDAWMIN AREA

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# Master Plan



Baltimore City Department of Planning



### **DEPARTMENT OF PLANNING MISSION STATEMENT**

To provide the highest level services and leadership in urban and strategic planning, historical, and architectural preservation, zoning, design, development, and capital budgeting to promote the sustained economic, social, and community development of the City of Baltimore.



# ACKNOWLEDGEMENTS

## **THE DEPARTMENT OF PLANNING WISHES TO THANK THE FOLLOWING STAKEHOLDERS FOR THEIR INVALUABLE CONTRIBUTION**

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# EXECUTIVE SUMMARY

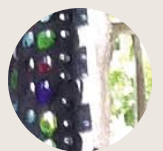
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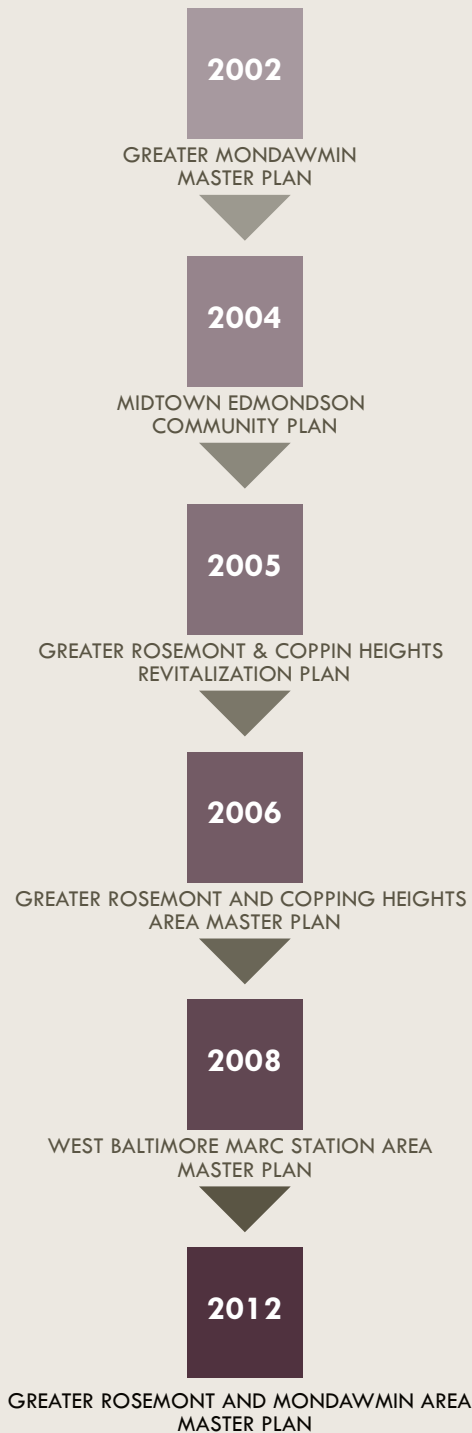
The Great Rosemont and Mondawmin Area (GRAMA) Master Plan evolved from a belief that the entire area could benefit from developing a shared set of principles and practical strategies to guide renewal efforts. The plan was crafted to reflect a collective vision for the area which incorporates current community input, information from recent planning efforts, and recommendations from past neighborhood plans into one user-friendly document. This vision can be used by stakeholders, city agencies, and developers as a road map for investment, redevelopment, and revitalization of the Greater Rosemont and Mondawmin Area.

## Plan Vision

The GRAMA Master Plan has been a work in progress for the past decade. A number of plans, sponsored by a variety of stakeholders have come before it. As time progressed, neighborhood leaders and institutional stakeholders began to recognize their shared interests and concerns, and decided to work together toward a vision for the area that would benefit all. This plan is the culmination of their collaborative effort, and envisions a community comprised of safe, attractive, and marketable neighborhoods. These envisioned neighborhoods have ample access to retail, education, transit, public places, and green spaces; they meet the community's growing need for access to quality healthcare, healthy food options, and outdoor recreation. It is a community that offers a wide-range of housing options that foster diversity in income levels and lifestyles. It is a pedestrian-oriented place that promotes positive community activities and social interactions; and cultivates a comfortable connectivity and co-existence between residents, businesses, institutions, organizations, and area visitors. This envisioned Greater Rosemont and Mondawmin Area is a place where people want to live, work, and play.



## THE MASTER PLANNING PROCESS



## Plan Overview

The plan includes principles and strategies which fall under five topic chapters: Neighborhood Revitalization, Economic Development, Transportation, Greening, and Historic Preservation. The Neighborhood Revitalization chapter addresses ways to improve the quality of life for residents, expand housing options, enhance stable areas, and redevelop areas with high vacancy. The Economic Development chapter provides strategies to revitalize the major corridors, capitalize on existing anchor institutions and assets, reenvision the industrial areas, and increase access to quality employment for residents. The Transportation chapter makes recommendations to improve the enforcement of traffic rules, enhance public transit services and amenities, repair of aging infrastructure, and create better pedestrian and bike connections. The Greening chapter focuses on opportunities to support the city-wide effort to increase the tree canopy, improve the visual appeal of the area through landscaping and greening projects, and transform vacant lots into green assets for the community. Finally, the Historic Preservation chapter lays out strategies to encourage renovation and redevelopment in a way that promotes and maintains the area's unique historic character.

## Planning Process

In the last ten years, there have been several smaller planning initiatives for the Greater Rosemont and Mondawmin Area. However, the Greater Rosemont and Coppin Heights Revitalization Plan, completed in 2005, was the first planning effort to create an overall vision for the larger area. Although the plan was never officially adopted by the city, the Greater Rosemont and Coppin Heights Revitalization Plan laid the groundwork and set the intention for creating a more connective and overarching master plan for the entire area.

In 2006, Baltimore City Department of Planning began an effort to transform the Greater Rosemont and Coppin Heights Revitalization Plan into the Greater Rosemont and Coppin Heights Master Plan (also known as the GRACE Plan). The goal of the GRACE Plan was to unite several of the objectives and strategies from the Greater Rosemont and Coppin Heights Revitalization Plan with proposed changes, such as a larger plan boundary, new developments and initiatives, community input from the past smaller neighborhood plans, and shared principles with the West Baltimore







MARC Station Area planning effort (which was later adopted by the city in 2008 as the West Baltimore MARC Station Area Master Plan). Unfortunately, the GRACE planning effort was stalled and was never presented to the public or the Baltimore City Planning Commission.

In 2011, the Baltimore City Department of Planning was approached by several community leaders who were interested in updating the GRACE Master Plan and preparing it for adoption by the Planning Commission. Due to the lapse in time and changing circumstances, a new community engagement process was initiated with a large kick-off meeting to reconnect with the community stakeholders. At this meeting, stakeholders reached a consensus about how to pursue updating the plan. In order to prevent specific neighborhood concerns from being lost in the overall vision planning for the larger plan boundaries, the community expressed an interest in having the planning area divided into smaller sectors for meeting purposes. In response, three planning sectors were created: Northeast, Northwest, and Southern. Each sector would contribute equally in providing recommendations for the master plan. Over the course of a year, the community stakeholders were engaged in smaller planning sector meetings which concluded with a larger community-wide charrette to determine the plan's principles and strategies. While compiling the updated GRACE Master Plan, it was renamed the Greater Rosemont and Mondawmin Area Master Plan to better reflect the expanded plan boundaries.

## Positive Indicators

The Greater Rosemont and Mondawmin Area has many positive indicators to suggest revitalization efforts will be successful. The area is primarily residential with a mixture of low, moderate, and middle-income households. However, it also includes significant commercial, institutional, light industrial, and open space potential.

The housing stock is solid with a variety of architectural characteristics and decorative styles. There are a number of neighborhoods which have stable home ownership and investment. Also, there are many area assets to build upon, such as having Coppin State University and Baltimore City Community College as anchor institutions and potential partners; the Mondawmin Mall as a commercial and retail attraction for city residents; the area's proximity to downtown, schools, and public parks; and good access to public transit.



There are a number of development projects planned for the area which will support the overall revitalization vision. A few of these projects are coming from transportation investments, such as future transit-oriented development opportunities connected with the Red Line Transit Project and the two proposed light rail stops at Rosemont and the West Baltimore MARC Station; the infrastructure improvements for the West Baltimore MARC Station; and the recently improved public transit hub at the Mondawmin Mall which enhances connections between the Metro subway station and the bus terminal.

Both Coppin State University (CSU) and Baltimore City Community College (BCCC) have institutional expansion efforts underway. BCCC has acquired property northeast of its current campus and is developing a new Technology Solution Center which will expand their offerings for training in green jobs. CSU recently completed construction of a new Physical Education Complex and the Health and Human Services Building. CSU has also begun preparation for a new Science and Technology Building and a new green space that will connect it to the Health and Human Service Building on the south side of North Avenue. Additionally, CSU has plans to develop more educational buildings and increase student and staff housing opportunities in the area in partnership with the Coppin Heights Community Development Corporation (CHCDC). The CHCDC has completed a feasibility study for the proposed historic renovation and reuse of the Hebrew Orphan Asylum.

The Mondawmin Mall continues to grow and attract popular retailers, such as Target, Marshalls, and Shoppers, which in turn draws more visitors to the area. The mall developers plan to further expand retail parcels on their site, including the former Motor Vehicle Administration (MVA) site and two smaller outparcels; this expansion will provide more local job opportunities. These planned development projects are all signs of progress for revitalization efforts, but many existing factors and challenges must be addressed in order for the community to move forward and realize its vision for the future.

# STUDY AREA

Stained glass windows, wraparound porches, generous front lawns, Tudor style roof-lines, Victorian turret towers, and bay windows all speak to the Greater Rosemont and Mondawmin Area’s rich cultural and architectural history. The wide variety of housing styles observed throughout the study area signifies its evolution over time from a once rural area comprised of summer estates, small working farms, and mills; to a mid-century suburban getaway for city residents; to the more working class neighborhoods we see today lined with tightly knit rowhomes. The study area has solid roots as a thriving community.

Over time, the growing neighborhoods encouraged commercial business development along North Avenue. The 1950’s saw a population shift in the neighborhoods; the establishment of Coppin State University—founded in 1952 as Coppin State College; the Mondawmin Mall—which opened its doors as the Mondawmin Center in 1956; and Baltimore City Community College relocated its campus to the area in 1959. These major investments added to the blossoming business market and today continue to be institutional and developmental anchors which draw visitors to the area.

During the 1960’s, the study area, like many other sections of the city, began to suffer from effects of steady population loss. There are a combination of factors which contributed to the city’s population decline, including but not limited to suburban development and growth, urban job center loss, housing discrimination, and the rise of drugs. These factors triggered rising vacancies and crime, and the adverse effects are still seen today.

As the Greater Rosemont and Mondawmin Area’s community stakeholders (residents, businesses, organizations, churches, and anchor institutions) look for opportunities to revitalize the study area, the current state of the area needed closer inspection. By evaluating the existing conditions, applicable strategies could be developed to support positive assets in the area, and reverse and/or prevent negative factors from escalating. In order for the study area to flourish, all community stakeholders must be actively engaged in redefining, reclaiming, and reinvesting in their community.





This chapter provides an overview of the current conditions impacting the study area; such as demographics trends, crime, and stability patterns. It also gives a summary of the housing market, commercial developments, and transportation investments.

## Location

The plan area is located northwest of the Inner Harbor and the downtown Central Business District. The street boundaries are Gwynns Falls Parkway, Tioga Parkway, and Liberty Heights on the north, Fulton Avenue and Monroe Street on the east, Franklin Street and Edmondson Avenue to the south, and Denison and Hilton Parkway to the west. The area neighborhoods fall under the 40th, 41st, and 44th state legislative districts, and the 7th and 9th city council districts.



## Neighborhoods Within the Study Area

- Mondawmin
- Matthew Henson/Easterwood
- Coppin Heights Ash-Co-East
- Panway/ Braddish Avenue
- Walbrook
- Northwest Community Action
- Rosemont
- Franklinton Road
- Burleith Leighton
- Mosher
- Evergreen
- Winchester
- Bridgeview/ Greenlawn
- Rosemont Homeowners and Tenants
- Midtown Edmondson
- Liberty Square
- Parkview/Woodbrook



	<p><b>Stephanie Rawlings-Blake</b> Mayor Thomas J. Stosur Director of Planning</p>	<p><b>Greater Rosemont and Mondawmin Area</b></p> <p><b>Planning Sectors</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid green; margin-right: 5px;"></span> Northeast Sector</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid orange; margin-right: 5px;"></span> Northwest Sector</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid purple; margin-right: 5px;"></span> Southern Sector</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px dashed yellow; margin-right: 5px;"></span> Neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; margin-right: 5px;"></span> GRAMA Master Plan Boundary</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: green; margin-right: 5px;"></span> Parks</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: grey; margin-right: 5px;"></span> Streets</li> </ul>	
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## Demographics

The population is approximately 31,000 residents and comprised of low to moderate income households with a disproportionately higher than average number of children and seniors. Children make up 25.1 percent of the population, while households with individuals over the age of 65 account for 12.8 percent of the population; both are higher than the city average.

The area continues to struggle with the effects of stagnant economic growth and high poverty levels. According to the 2006-2010 Five Year American Community Survey, the median household income for the area was \$29,155, while the city-wide median household income was \$39,386. Homeowners have a higher median income level, but still lower than the city-wide median.

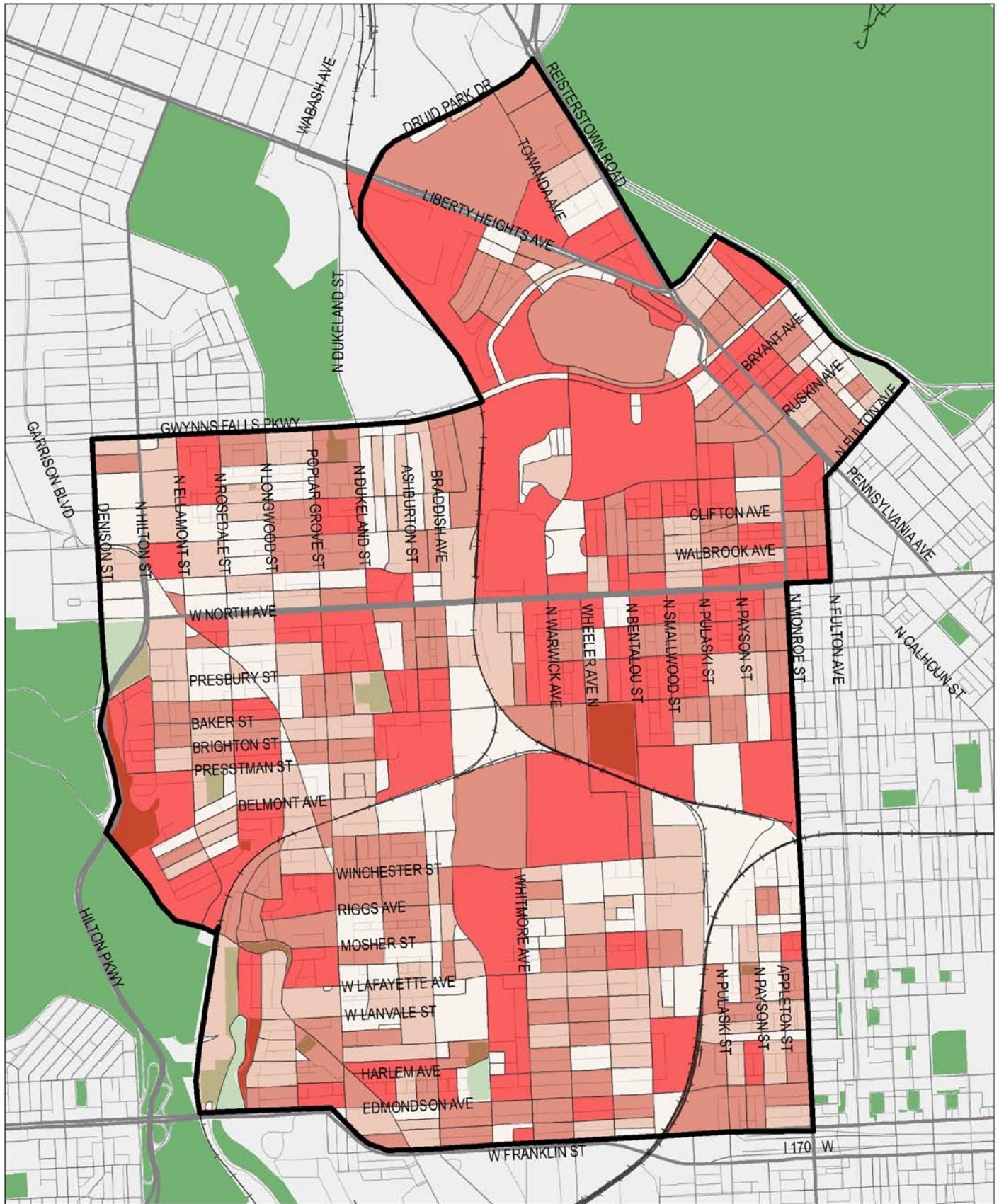
Not unlike other portions of the city, the area has experienced a steady decline in population and household growth due to urban flight and suburban center growth. Over the last two decades, the area has suffered a higher population loss compared to the city average. Although between 2000 and 2010, this decline appears to be slowing down.

## Crime

Safety issues are a significant concern among residents. During the Greater Rosemont and Coppin Heights Revitalization Plan process, residents identified crime and drug activity to be most prevalent along Poplar Grove Avenue, within vacant and dilapidated structures; around the public housing at Dukeland, just south of North Avenue; and around the eastern part of Edmondson Avenue. Not coincidentally, residents perceive areas with large amounts of abandoned and blighted properties, usually areas with low percentages of owner-occupied housing, as being the most unsafe.

The accompanying map, which is based on 2009 reported Type 1 crimes, presents a slightly different picture. This map shows that the rates of reported Type 1 crimes are highest along the eastern portion of North Avenue; the south side of the western portion of North Avenue; around Mondawmin Mall, Coppin State University, and Baltimore City Community College; and along North Hilton Street, south of Presbury Street. Type 1 crimes include burglary, larceny of vehicles, and violent crimes. This data shows that while there is a perception that crime occurs more frequently in areas with higher vacancies, the fact is that more crime is reported in the more populated areas around the institutional and commercial clusters.





**Stephanie Rawlings-Blake**  
Mayor  
Thomas J. Stosor  
Director of Planning

**Greater Rosemont and Mondawmin Area - Crime Concentration**

2009 Type 1 Crime Quartiles by Census Block

- 0 - 25%
  - 50 - 75%
  - GRAMA Master Plan Boundary
- 25 - 50%
  - 75 - 100%
  - Parks

1 inch = 1,340 feet

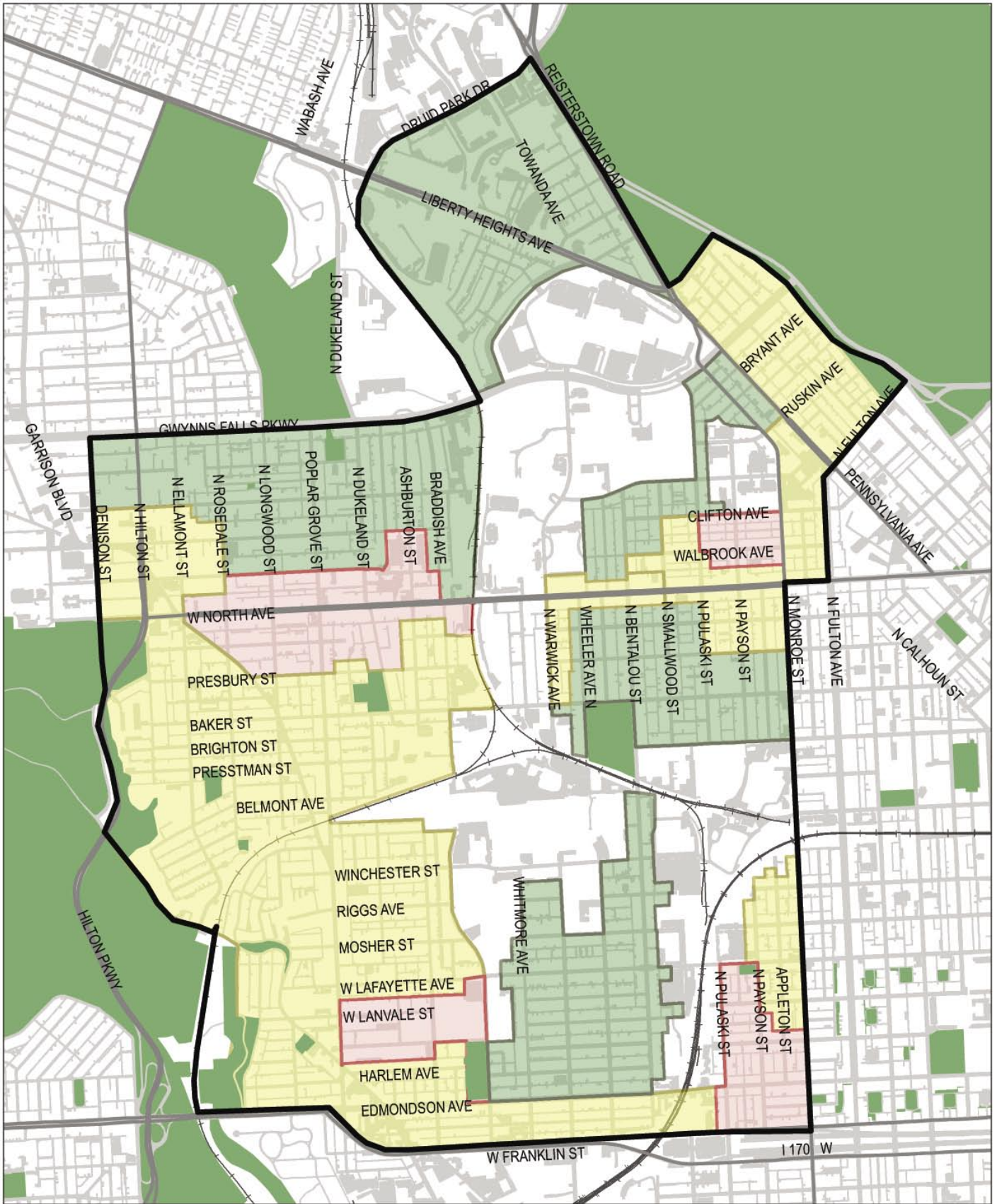




## Stability and Blight Patterns

The study area includes many stable neighborhoods with large percentages of long term home owners. However, the numerous vacant properties throughout the study area adversely affect perceptions and diminish area marketability. Generally the most blighted conditions - the largest number of vacant lots and buildings - are located along key corridors such as North Avenue, Poplar Grove Street, Edmondson Avenue, Fulton Avenue and Monroe Street. These street corridors are highly traveled and the visible blight creates a negative impression for the rest of the study area; and detracts from the area's strengths like stable neighborhoods, the Mondawmin Mall, Coppin State University, Baltimore City Community College, and the West Baltimore MARC Station.

The accompanying map identifies areas as strong, stable, or weak. The strong areas are identified in green; these areas should be preserved and maintained, and marketed to newcomers to the area. The stable areas are identified in yellow; these areas are still fairly strong, but beginning to see signs of decay, which will require proactive stabilization efforts to address vacancy and encourage renovation. The weaker and more blighted areas are illustrated in red; these are areas, which will likely require selective demolition and full scale redevelopment. This graphic analysis helps to visually identify patterns of stability and blight in the study area. It also helps illustrate priority areas, neighborhoods, and corridors that will require significant attention in order to prevent future destabilization. From this mapping analysis, it becomes clear that the areas of focus for redevelopment include; North Avenue west of Coppin State University, the area around the former Lutheran Hospital site, and the area adjacent to the West Baltimore MARC station.



**Stephanie Rawlings-Blake**  
**Mayor**  
 Thomas J. Stosur  
 Director of Planning

**Greater Rosemont and Mondawmin Area**

**Stability Patterns**

- Strong
- Stable
- Weak

- GRAMA Master Plan Boundary
- Parks
- Streets

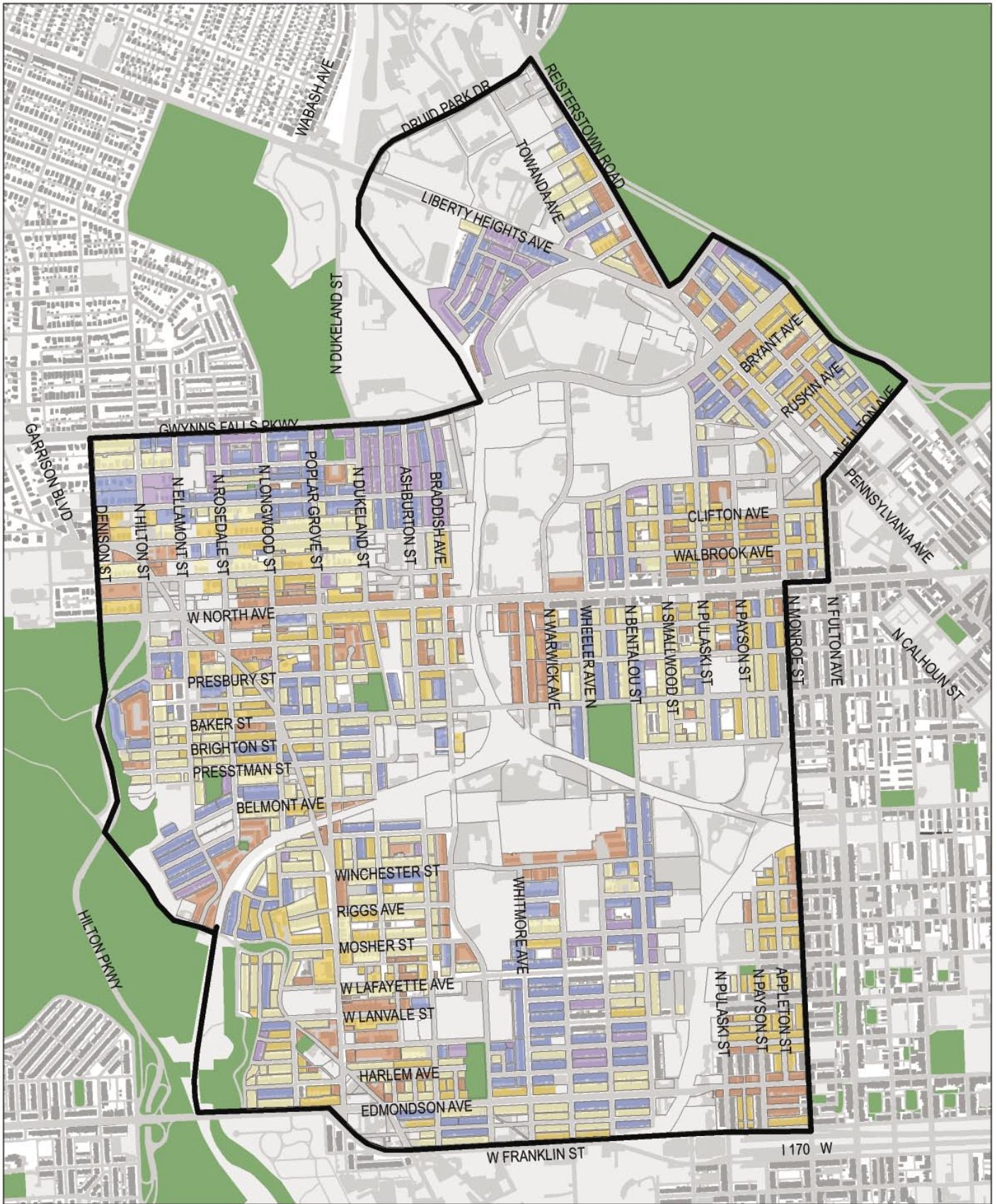




## Neighborhood Characteristics

One of the strengths of the study area is the beautiful historic architecture which is characteristic of many west Baltimore neighborhoods. The prevalence of historic architecture also presents a challenge since much of the housing is older than the average owner-occupied housing stock in Baltimore City. According to the 2000 U.S. Census, more than half of the owner occupied units in the study area were built prior to 1939 and less than ten percent of the owner occupied stock was built after 1960. The rental stock is slightly newer than the owner-occupied stock in the area with the median year built being 1948. However, more than fifty percent of the rental stock was built prior to 1940.

The following map shows the rates of homeowner occupied houses by block face. An analysis of the map shows that the neighborhoods of Walbrook and Panway/Braddish, which are south of the Gwynns Falls Parkway, and Burleith Leighton, which is northwest of the Mondawmin Mall, have the highest homeownership rates; many blocks in these neighborhoods have more than 82 percent homeownership. Evergreen and Bridgeview/Greenlawn, which are both in the central southern sector, also have high homeownership rates; with most blocks within those neighborhoods having 59-82 percent homeowner occupied units, and several blocks having over 82 percent homeowner occupancy rates. Additionally, the western edge of the Rosemont neighborhood, along Hilton Parkway, shows strength with very low vacancy rates, and many blocks with homeowner occupancy over 59 percent. Concentrations of vacancy were apparent along major corridors such as North Avenue and Poplar Grove. Also, specific neighborhoods such as Midtown Edmondson and portions of Mondawmin and Moshier have a significant number of vacancies. The areas with concentrations of vacant properties and buildings generally have a low rate of home ownership.



**Stephanie Rawlings-Blake**  
**Mayor**  
 Thomas J. Stosur  
 Director of Planning

**Greater Rosemont and Mondawmin Area - Owner Occupancy**

Home Ownership by Residential Block Face

- 0 - 14%
- 14 - 36%
- 36 - 59%
- 59 - 82%
- 82 - 100%
- Non Residential

- GRAMA Master Plan Boundary
- Parks
- Streets



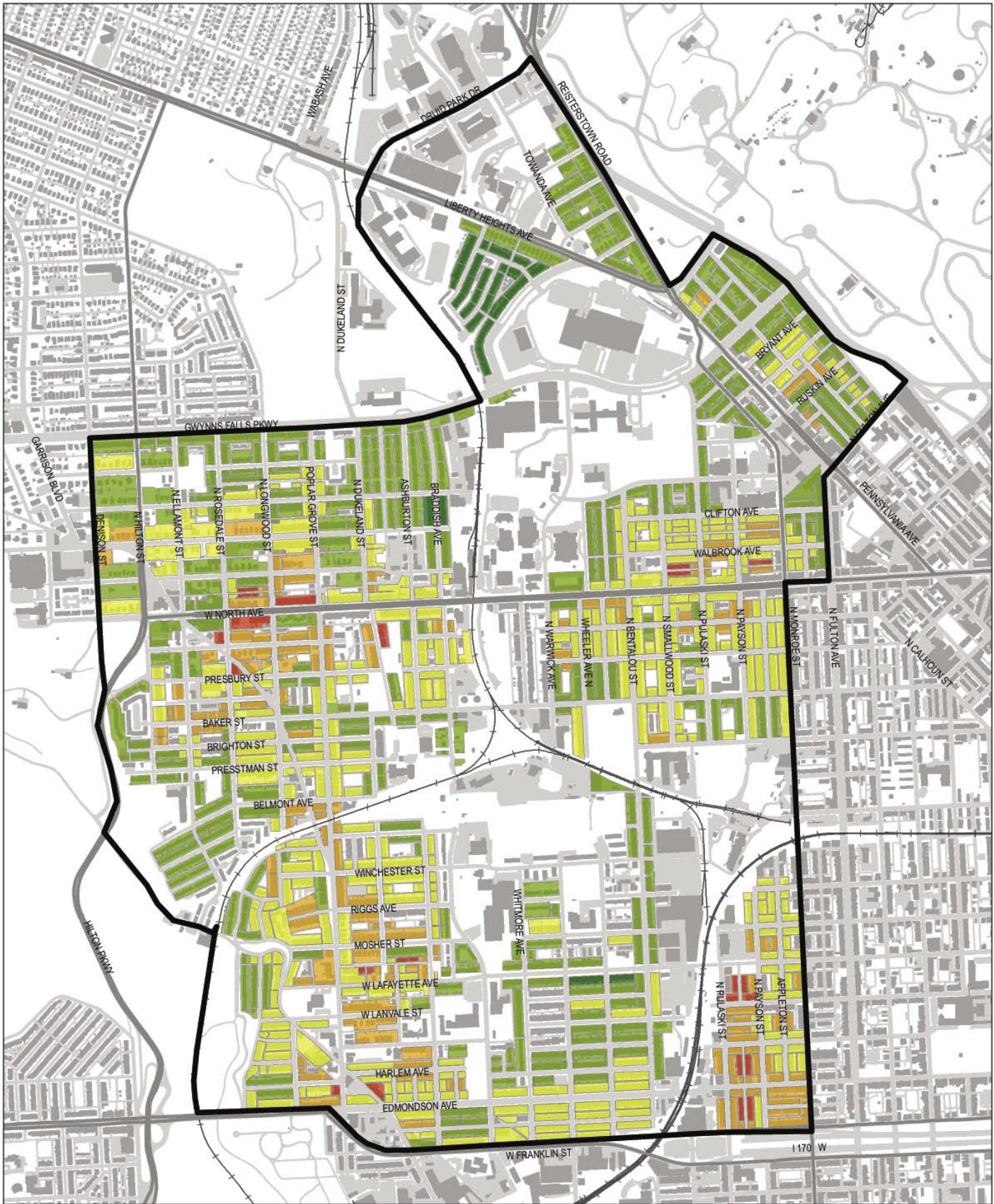


### Quality of Housing Stock by Block

A survey was conducted for the Greater Rosemont & Coppin Heights Revitalization Plan to evaluate the overall condition of blocks within the study area. This survey has been updated for the current planning effort. The survey consists of a visual assessment of housing quality on a block-by-block basis. The blocks are categorized by the following visual criteria:

- **Excellent** — All uses in good repair; no vacancies; well-kept landscaping.
- **Good** — Same as above, but a few uses in less than good repair.
- **Fair** — Some uses in bad repair (peeling paint, sagging porches, unkempt lawns, trash piled up) and/or several vacant/ boarded houses.
- **Poor** — Most uses are either in bad repair or vacant; trash strewn about, general feel of abandonment/neglect.
- **Deteriorated** — The majority of uses are vacant and decaying; with structures beginning to collapse and very little renovation potential.

Based on the updated visual survey, a great range of housing quality was found within the study area. The results indicate that many blocks are well-kept and in excellent condition, specifically in the neighborhoods surrounding the Mondawmin Mall, Coppin State University, and the central southern portion of the study area. In other areas, many blocks will require community-wide rehabilitation programs due to housing stock age and a lack of maintenance. In deteriorated blocks with extensive vacancies, the most strategic approach may be demolition and new construction. As the map indicates, the highest concentration of blocks fitting the deteriorated or poor criteria were found in the lower southeast quadrant within the boundaries and the railroad tracks; along the major routes of North Avenue, Bloomingdale Avenue, and the eastern portions of Edmondson Avenue and Franklin Street; and south of New Shiloh Baptist Church and west of the Lutheran Hospital.



 <p><b>Stephanie Rawlings-Blake</b> Mayor Thomas J. Stosur Director of Planning</p>	<p><b>Greater Rosemont and Mondawmin Area - Visual Analysis</b></p> <p><b>Visual Analysis by Block</b></p>		
	<p>Excellent</p> <p>Good</p>	<p>Fair</p> <p>Poor</p>	



### Housing Market Typology

Baltimore's Housing Market Typology was developed to assist the city in its efforts to strategically match available public resources to neighborhood housing market conditions. The typology is a critical tool used by the Department of Housing's Vacants to Value program to address city-wide vacant housing challenges. The typology is also used by the Housing Code Enforcement Division to tailor market interventions and strategies to specific neighborhood conditions. For example, some activities, such as targeted demolition, may be necessary in distressed markets to bring about change in whole blocks; while enhanced code enforcement may be applied in more stable markets on properties that are in danger of slipping into the distressed category without such intervention.

The typology is also used to inform local neighborhood planning and help neighborhood residents understand the housing market forces impacting their communities. The Housing Market Typology should be looked upon as a base on which additional information can be overlaid and strategies can be built.

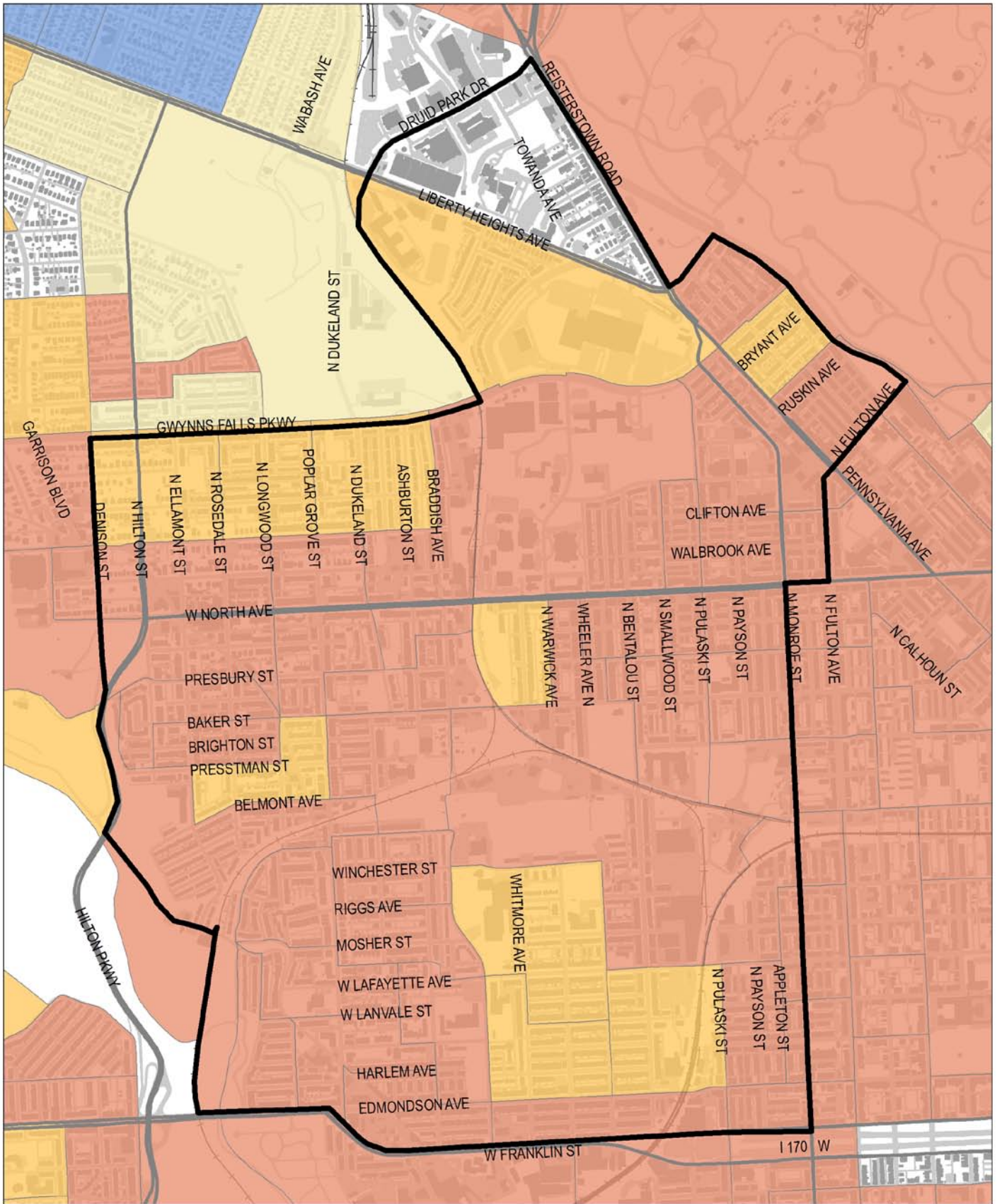
The variables selected to best represent housing market conditions at the individual property level are:

- Percent Vacant House Notices
- Change in sales price 2009-2010
- Percent Foreclosure
- Percent Vacant Lots
- Permits >\$50,000, 2009-2010
- Median Sales Price 2009-2010
- Ratio of Commercial to Residential Area
- Housing Units per Square Mile
- Percent Owner Occupied

When these variables are clustered for the study area, the following themes emerge:

- The strongest areas are found around the Mondawmin Mall, the northwestern part of the study area, and east of the former Lutheran Hospital.
- In comparison to the city as whole much of the planning area is distressed, necessitating a more fine grained analysis to see exactly where the major areas of weakness are located.





**Stephanie Rawlings-Blake**  
**Mayor**  
 Thomas J. Stosur  
 Director of Planning

**Greater Rosemont and Mondawmin Area - Housing**

**2011 Housing Market Typology**

- Regional Choice
- High Performing
- Middle Market
- Middle Market Stressed
- Distressed
- GRAMA Master Plan Boundary





## Commercial

The Mondawmin Mall provides the primary retail options for the study area. It serves the local neighborhood and community at large with a diverse offering of retail stores and service providers. Additionally, there are three key commercial corridors within the area: North Avenue, Edmondson and Franklin Avenue, and Bloomingdale and Poplar Grove. Each of these corridors provides essential retail and service opportunities for the surrounding neighborhoods.

## Large Retail

Mondawmin Mall is the most obvious opportunity for additional retail development within the study area, it offers an ideal location for medium scale development. The mall has recently gone through a \$70,000,000 renovation in which it added Shoppers—a full-size, modern grocery store, a Target Store, and a Marshalls. These new anchors have added quality shopping options to the surrounding communities, as well as the city as whole. This renovation also included modernizing and re-merchandizing its smaller retail selection.





General Growth Properties will continue Mondawmin Mall's expansion into the former Motor Vehicle Administration site which is now available for redevelopment, and two small outparcels that are available for redevelopment. The mall has declared its intention to locate a family sit-down restaurant within its property which would be a needed and welcomed addition to the community. The majority of the restaurants in the study area are either national fast food chains or smaller local carryout restaurants. Generally, residents complain that these restaurants are neither family friendly sit-down places, nor do they offer much variety in food choices or a balanced and healthy diet.

These upgrades are expected to spur more transit-oriented development and pedestrian movement in the northern section of the study area. However there continues to be a lack of shopping options in the southern section of the study area.

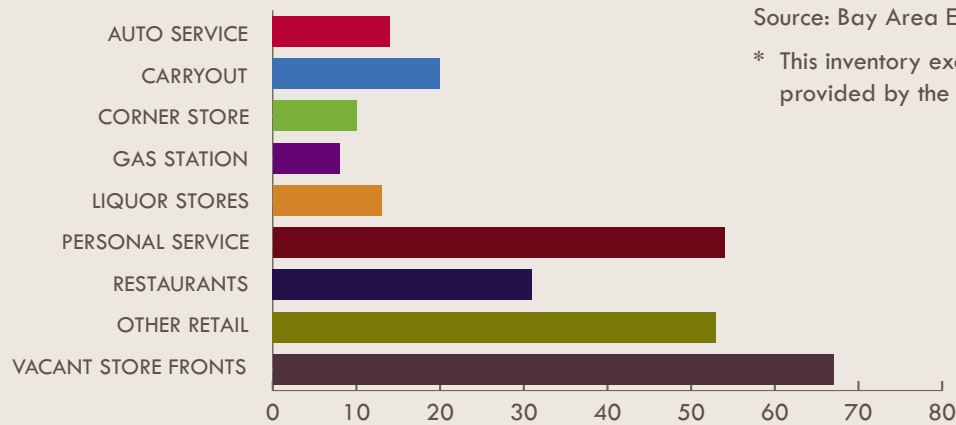




### Neighborhood Retail

The history of the neighborhood’s retail stores began as a reaction to the residential needs. Many corner properties along blocks of rowhomes were often converted into corner stores to provide residents with quick access to groceries and general merchandise. As the retail market for corner stores expanded to meet the neighborhood demand, more first floors in residential buildings were converted for commercial use. Over the last two decades, the need for neighborhood retail stores to provide the majority of consumer goods and services has shifted to larger suburban shopping center. The market shift made much of the retail store space obsolete and unable to compete with current consumer demands. Because of space limitations and parking access, the neighborhood retail stores were not ideal locations for expansion or growth. Other factors have contributed to the decline of the neighborhood retail market, such as the loss of population, growth in vacancies and blight, and perceptions of neighborhood safety.

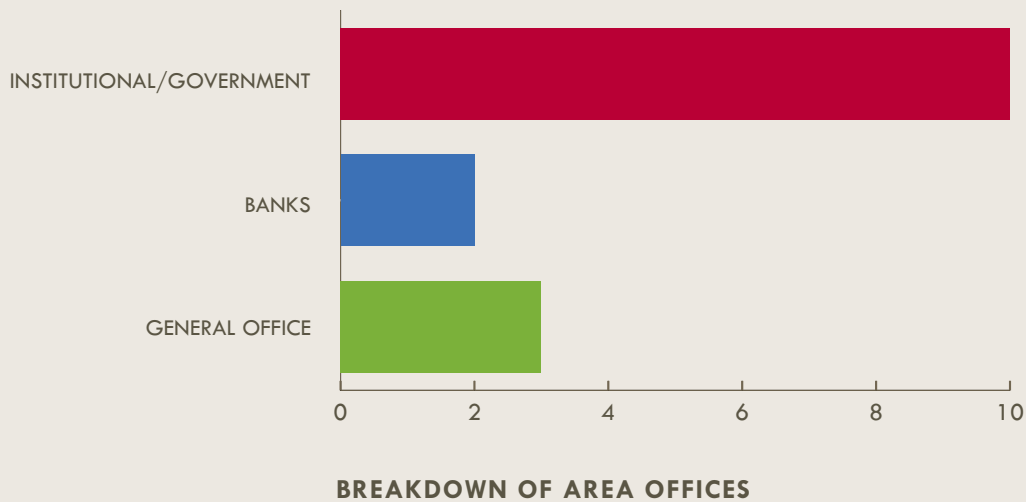
For the Greater Rosemont & Coppin Heights Revitalization Plan, an inventory was taken of all neighborhood retail businesses. The inventory captured all occupied and vacant retail space along the five main street routes, which included retail corridors along North Avenue, Pennsylvania Avenue, Liberty Heights, Edmondson and Franklin, and Poplar Grove and Bloomingdale, but excluded the Mondawmin Mall. Although performed in 2004, it indicates a very high number of vacant retail store fronts, and this is a condition which continues to impact the retail corridors today.



Source: Bay Area Economics, 2004

\* This inventory excludes the services provided by the Mondawmin Mall

**BREAKDOWN OF BUSINESS/RETAIL SPACE**



### Office

In the study area, the majority of the office space is used by anchor institutions and government agencies. There are a small number of spaces which are occupied by resident geared services, such as banks, private practice physicians, accountants, attorneys, and insurance agents. The Mondawmin Mall houses offices for a number of social service and health care providers, which includes Adult Social Services, the WIC Program, Northwest Career Center, Maryland Healthcare Clinic, Optimum Health Care & Rehabilitation, Change Health Systems, Park Heights Medical Center, and Total Health Care; and also provides a community room and office space for the Greater Mondawmin Coordinating Council—the umbrella organization for the community groups in the Mondawmin area.

Most of the office space utilized by educational institutions, like Coppin State University and Baltimore City Community College, has been located within their respective campus boundaries. In recent years—and laid out in recent university and college master plans, there has been a push to shift some of this office space outside of the campus. This office location shift could help the educational institutions positively affect the surrounding community by investing and stimulating new retail and business developments in the aligning retail corridors.

### Institutions and Services at the Lutheran Site

As Coppin State University (CSU) continues to grow, the university intends to build an off-campus development on the former Lutheran Hospital site—along with a complete historic renovation of the adjacent Hebrew Orphan Asylum property through the Coppin Heights Community Development Corporation. CSU plans to locate their expanding College of Health Professions at the site. The Lutheran site could potentially include commercial and retail services for the surrounding neighborhoods, thus creating a mixed-use, institution-oriented development. In order to capitalize on the development, adjacent vacant and distressed blocks should be considered for renovation and new housing development.



## Transportation

The study area has a disjointed street grid due to the presence of railroad tracks that effectively divide the area into thirds and create de facto neighborhood traffic corridors. Gwynns Falls Parkway, North Avenue, Edmondson Avenue, Franklin Street, Hilton Parkway, Bloomingdale Road, Poplar Grove, Fulton Avenue, and Monroe Street carry a high percentage of the city's north-south and east-west traffic through the study area. Lafayette Avenue, Baker Street, and Bentalou Street all cross the tracks as well, but function more as secondary cut-through traffic streets. Due to the high volume of traffic coursing through the traffic corridor, the community has consistently noted that pedestrian safety is a problem which must be addressed.

The east-west corridors are Gwynns Falls Parkway, North Avenue, and Edmondson Avenue. Gwynns Falls Parkway operates efficiently during morning and evening peak hours. However, Frederick Douglass High School students who walk to and from the Mondawmin Transit Station have a hard time crossing the Parkway during rush hour. North Avenue, which is also a major truck route, consistently receives complaints due to its narrow lanes, speeding traffic, double parking, and inadequate turning lanes at intersections. Pedestrian-vehicle conflicts on North Avenue are a major concern for the community, and are heightened by a lack of marked crosswalks. Edmondson Avenue connects with Franklin Street, and both streets function at different points as a part of U.S. Route 40. Many residents have raised concerns about how dangerous these streets are for pedestrians, specifically for area children trying to get to the nearby schools and transit stops.

The north-south corridors are Hilton Parkway, Poplar Grove, Monroe Street, and Fulton Avenue. Hilton Parkway provides an alternative short-cut to access major routes. It could not be classified as pedestrian or bicycle friendly. Poplar Grove is one of the most heavily used north-south routes in the study area. Both Monroe Street and Fulton Avenue are often used as an alternative route to connect with Interstate 95. During rush hours, the traffic on both streets is heavy, high speed, and dangerous for pedestrians and bicycles. The city attempted to create a bike lane on Monroe Street, but it was met by resistance from area drivers and residents. The community felt that the street was an unsafe route for a bike lane and eventually it was removed.





### Local Transit Use

The study area is served by many bus routes, and has a subway connection point and commuter rail access—making it one of the most well-served neighborhoods in Baltimore, in terms of transit. Eight different bus routes serve the area and connect with more than a half dozen others buses at Mondawmin Station, a major transit transfer point. Riders can also transfer to the Metro subway at the Mondawmin Station, which connects to the downtown, Inner Harbor, and Johns Hopkins areas of the city. According to census data, residents of the study area use transit to commute to work at a much higher rate than the rest of the city.

Another transit service asset is the West Baltimore MARC Station, which is located on Smallwood Street and Franklin Street. The MARC is a regional commuter train that provides service between Washington D.C., Baltimore, and the surrounding areas, including BWI Airport. With the Maryland Transit Administration's (MTA) plans for upgrades and improvements to the West Baltimore MARC Station, there is potential for this backyard access to Washington D.C. to be very marketable to potential homeowners.

The MTA's Red Line Project is a future transit amenity for the study area. The proposed Red Line Project is an east-west corridor light rail line that will run from Security Mall to Bayview; the line will run adjacent to the southern edge of the study area. Two proposed stops at Rosemont and the West Baltimore MARC station will serve residents of the area study. As the State of Maryland moves forward with making the Red Line a priority project, there are many opportunities for the community to benefit from the capital investment, such as potential jobs and training programs, transit-oriented development, and small-scale greening and beautification projects.



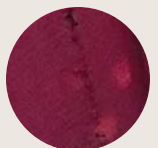
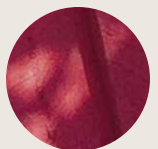
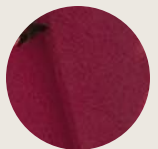
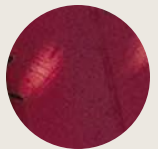
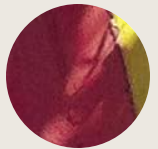
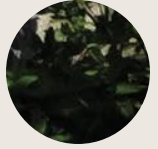
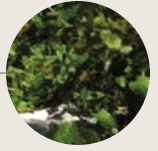
# PLAN PURPOSE AND STRUCTURE

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The Greater Rosemont and Mondawmin Area Master Plan outlines a vision for future growth and provides a roadmap of principles and implementable strategies to help community stakeholders achieve that vision. Over a decade of planning, numerous community meetings, countless drafts, and stakeholder reviews have led to this master plan. The process has demonstrated the necessity for planning documents to be flexible, functional, and able to adjust to changing conditions.

This plan is not intended to fully capture or address every challenge facing the Greater Rosemont and Mondawmin Area; it is meant to be a strategic tool to assist community stakeholders, government agencies, and potential developers and investors in understanding the community's general consensus for how future projects and development should be approached, and more importantly, how they should integrate into the fabric of the community. The community desires an approach that is more holistic and one which will contribute to a revitalization that benefits the entire community.

The plan is designed to allow stakeholders to pinpoint and gauge opportunities where they can bring together resources, and work collaboratively and/or concurrently to address a particular challenge or support a positive development. Another aim of the plan is to encourage creative thinking and innovative approaches to capitalize on current and future projects happening in the area. The hope is that this plan will inspire action by setting forth and promoting a clear community vision for the area.





## Plan Structure

The plan is organized to present information in a clear and easy to follow format. The content of the plan is based on recommendations from past plans, and new insight from the community engagement process and recent planning efforts. From the past plans and community input, five topic area chapters were identified: Neighborhood Revitalization, Economic Development, Transportation, Greening, and Historic Preservation. Within these topic areas, recommendations were compiled to create a list of implementable strategies. These strategies were then organized by shared characteristics from which common principles emerged. These became the guiding principles for the chapters. Each chapter begins with a list of principles, and within the chapter you will find the strategies that align with each principle.

The plan structure helps provide community stakeholders with transparency and a clear path to action, by including an action list with each strategy which identifies the type of strategy that is needed, an estimated timeframe for implementation, potential funding sources, and possible partners. There are six possible strategy types: Advocacy, Education, Partnership, Policy, Capital, or Operations. The timeframe estimates are as follows: short-term denotes 0-5 years, mid-term denotes 5-10 years, and long-term denotes 10+ years. If you find a strategy that lists all three timeframes, this indicates that the strategy contains components which have short-term, mid-term, and long-term action items. Also, the estimated timeframe is from the point of initiation or start of action on the strategy. The potential funding sources are indicated as Federal, State, City, Grants, Private, Cost-Neutral, Funding Analysis Needed, or any combination of the options. Finally, please utilize the appendix for a list of acronyms and abbreviations which will help clarify the correct agency and department partners. Also, in the appendix section, there is a corresponding strategy implementation table, which is useful for an at-a-glance overview.



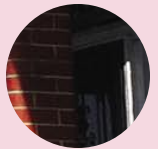
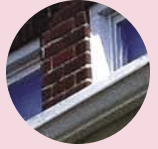


# NEIGHBORHOOD REVITALIZATION

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## PRINCIPLES

- 1 Help revitalize North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus
- 2 Pursue targeted crime reduction measures
- 3 Maintain the residential character of neighborhoods
- 4 Preserve and enhance stable areas
- 5 Stabilize areas in fair condition
- 6 Redevelop or rehabilitate areas with a high rate of vacancy
- 7 Strengthen enforcement of the sanitation code
- 8 Utilize the Baltimore City's Vacants to Value program to promote the renovation of vacant properties



## NEIGHBORHOOD REVITALIZATION

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The Greater Rosemont and Mondawmin Area includes many stable neighborhoods that boast a large number of long-term homeowners. Nevertheless, the numerous vacant properties throughout the community perpetuate a negative perception of the area as a whole. Generally, the most blighted conditions are located along the major street corridors, which are highly traveled. This initial view paints the area in an unflattering light and detracts from community assets, such as having many stable neighborhoods, great housing stock, and nearby amenities like the Mondawmin Mall, Coppin State University, Baltimore City Community College, and the West Baltimore MARC Station. Finding workable strategies to repair these corridors is key to highlighting community assets and supporting neighborhood revitalization.

To address pockets of stability and blight, strategies must be utilized that tackle the varying levels of stability throughout the area. Areas have been evaluated by their market strength, percentage of vacancy, and visual appearance to determine which strategies are most appropriate. The stable areas should be preserved by utilizing code enforcement and homeowner assistance to address poor maintenance. The areas in fair condition will need more attention to get vacant properties back into active use and to ensure that these blocks don't fall into further disrepair. The areas in poor condition should be targeted for rehabilitation and in some cases, full scale redevelopment.

In order to build on the strengths, focus should be put on marketing the affordability, unique historical character and architecture, transit connections, and accessibility to downtown and key anchor institutions. There are several groups which should be targeted as potential residents for new developments. Many current residents have expressed interest in quality, affordable rental and for sale housing. There is also a need for subsidized rehab programs and for quality, affordable and senior friendly homes. Proximity and good transit connections to jobs downtown and at nearby institutions, including Coppin State University,

Baltimore City Community College, University of Maryland, University of Maryland Medical System, Bon Secours, and the Social Security Administration are key determinants for the housing market. New employees, especially those desiring to live near work, will be attracted to the study area.

Both Coppin State University and Baltimore City Community College are expanding. This creates a market for both student and staff housing. There exists a great potential for new students, faculty, and staff housing to be located in the surrounding neighborhoods. Spreading students and staff to locations outside campus will greatly benefit the surrounding neighborhoods by increasing homeownership and density. A series of strategies to accommodate this potential market needs to be proactively sought by the institutions, the city and private developers.

This chapter outlines strategies which will help to revitalize the corridors, improve the residential neighborhoods, address the problem of vacant properties and also target quality of life issues.



# NEIGHBORHOOD REVITALIZATION

## Community Profile: Group Ministries Community Development Corporation of Greater Rosemont

The Group Ministries Community Development Corporation of Greater Rosemont (GM/GR-CDC) has an established training program that has graduated over 30 participants with a majority finding satisfactory paying positions. This unique training program focuses on the ex-offender population by training them in the construction and home renovation industry. Additionally GM/GR-CDC offers a life skills program, case management, an ongoing HIV/substance abuse intervention program, and provides wrap around support for both their temporary housing residents and their job training program participants.

GM/GR-CDC is working with sponsors to enable the organization to increase the scale of its training program and provide the basis for the creation of the Group Ministries Home Maintenance Company. GM/GR-CDC is also negotiating with its sponsors and banking representatives to secure financing to rebuild 8 to 12 houses along the Poplar Grove corridor. Group Ministries has already rebuilt three houses in Greater Rosemont using their job trainees in the renovation process, which counted as part of their practical training in home reconstruction. The organization is working with the Department of Housing to ensure prompt enforcement on vacant houses with code violations along the 1100 block of Poplar Grove to enable acquisition of the properties. Once work begins well over 50% of the workforce will consist of locally trained and hired laborers.

*Images: Group Ministries Community Development Corporation of Greater Rosemont*





# 1 Help revitalize North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus

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North Avenue serves as the front porch to Coppin State University’s growing academic environment. As an anchor institution, CSU’s growth and expansion could be used as a leverage to attract new development to the plan area. It would be mutually beneficial and a smart extension of the university’s investment to locate some of its new facilities and services in strategic areas along North Avenue and in nearby neighborhoods. Some of the planned investments are new institutional buildings, new and rehabbed off-campus student housing, rental property development, and student oriented services—all of which could help to stimulate and support overall economic development and neighborhood revitalization efforts. For additional strategies, see the Economic Development section, principle 1.

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## **STRATEGY A: Continue to partner with CSU, CHCDC and City of Baltimore to find locations to build new off-campus student housing**

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The Coppin Heights Community Development Corporation (CHCDC) is working to provide new student housing for CSU, they are currently planning to build new student housing on North Avenue which will compliment the rehabbed housing they have already completed. The new housing will be a larger development, and the CHCDC has already awarded the development project to a private developer. Additional locations should be located, which could follow this model. These new developments could be privately built and managed by CSU or CHCDC, or they could remain under private management with an agreement with CSU.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** State and Private Funds  
**Partners:** CSU, CHCDC, DOP, HCD, Private developers

## 2 Pursue targeted crime reduction measures

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Safety issues within the study area are a significant concern among residents. According to residents, crime and drug activity is most prevalent along Poplar Grove Avenue, within vacant and dilapidated structures, around the public housing at Dukeland, just south of North Avenue and around the eastern part of Edmondson Avenue.

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**STRATEGY A:**  
**Collaborate with neighborhood associations to foster more effective neighborhood watch programs**

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The GRAMA neighborhoods should strengthen their involvement in the Mayor’s Operation Crime Watch program. Operation Crime Watch is a program designed to prevent and reduce crime in Baltimore by creating and supporting neighborhood-based block watch and citizen patrol programs through a partnership between the citizens of Baltimore, the Mayor’s Office on Criminal Justice, the Baltimore City Police Department and the Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA). Citizens and police officers support each other through more effective communication and by creating problem-solving relationships appropriate to each community.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Community Organizations, Baltimore Police Department (BPD), Mayor’s Office on Criminal Justice

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**STRATEGY B:**  
**Continue coordination efforts between CSU Campus Police and Baltimore City Police Department to target known high crime areas**

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CSU Police are the primary agency responsible for policing university owned and operated properties. However, in order for the CSU Police Force to better serve the university community, the university has entered into a Concurrent Jurisdiction Agreement with the Baltimore Police Department. Under the agreement, the Baltimore Police Commissioner has given enforcement authority to the CSU Police in those neighborhoods adjacent to the university. The CSU Police and the Baltimore Police Department have a positive working relationship and provide assistance and expertise to each other as needed. This coordination should continue and be strongly supported and targeted toward high crime areas adjacent to the university.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** CSU Police, BPD

## BEST PRACTICES IN UNIVERSITY/COMMUNITY PARTNERSHIPS

### NEIGHBORHOOD SAFETY

- RAISED \$6 MILLION FROM INSTITUTIONS, RETAIL OPERATORS AND LANDLORDS WITHIN 2.2 SQ. MILES AROUND CAMPUS TO FINANCE UNIFORMED SAFETY AMBASSADORS EQUIPPED WITH 2-WAY RADIOS TO POLICE THE NEIGHBORHOOD STREETS
- MOVED PENN CAMPUS POLICE HEADQUARTERS TO AN OFF-CAMPUS LOCATION IN THE NEIGHBORHOOD
- INCREASED CAMPUS POLICE FORCE BY 20% AND INCLUDED NEIGHBORHOODS IN THEIR PATROLLING
- REIMBURSED RESIDENTS 50% OF COST OF STREET LIGHTS

Source: The Pennsylvania University Case Study

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### STRATEGY C:

**Develop ongoing partnerships between community members and Baltimore City Police, CSU Police and BCCC Police officers**

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Regular communication between community members and the area police officers helps to build trust and to add to the knowledge base of the police to help them in their enforcement efforts. This can be fostered by the Police attending community meetings and regular updates between the police and the community.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Community Organizations, CSU Police, BCCC Police, Baltimore Police Department

### 3 Maintain the residential character of neighborhoods

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The planning area includes a variety of neighborhoods with very strong housing stock. The character of the areas which are currently residential should be maintained by ensuring that the new zoning code and zoning recommendations reflect the existing development patterns and require any new development to be compatible with the existing neighborhoods.

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#### **STRATEGY A:** **Match updated zoning code recommendations in residential areas to the existing patterns of housing development**

One of the goals of TransForm Baltimore, the zoning code rewrite, is to preserve the unique character of Baltimore City. One way to achieve this goal is to ensure that the new zoning recommendations match the current housing patterns in neighborhoods where there is no plan in place which recommends a different development strategy. In line with this goal the areas of the GRAMA plan which are intended to retain their existing residential density should be zoned to match what's on the ground. See Appendix 3: Zoning Map for specific zoning recommendations.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP

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#### **STRATEGY B:** **Rezone manufacturing/industrial uses in close proximity to residential neighborhoods to more compatible zoning categories**

As a part of the TransForm Baltimore citywide rewrite of the zoning code areas that are currently zoned industrial but are in close proximity to residential areas should be changed to a less intense zoning category that is more compatible with the neighboring residential areas. Where appropriate mixed-use should be encouraged through use of the new Industrial Mixed Use (I-MU) zoning category, which allows for a mixture of light industrial uses along with residential. See Appendix 3: Zoning Map for specific zoning recommendations.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP

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#### **STRATEGY C:** **Under the new zoning code require adequate parking be provided onsite for all new housing developments**

Community members expressed concerns that with new housing development there would not be adequate street parking to accommodate new residents. The new zoning code will address this concern by requiring that adequate parking is provided for any new or converted dwelling units.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP

## 4 Preserve and enhance stable areas

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The existing character and stability of blocks that have been identified to be in excellent to good condition should be maintained, and enhanced where possible to improve quality of life for residents. Vacant houses should be rehabbed and vacant lots should be targeted for infill development or greening; strict code enforcement is a key remedy.

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### **STRATEGY A: Continue to promote the Healthy Neighborhoods program for eligible blocks in Greater Mondawmin and Coppin Heights**

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The Healthy Neighborhoods program helps strong but undervalued Baltimore neighborhoods increase home values, market their communities, create high standards for property improvements, and forge strong connections among neighbors. In the GRAMA plan area there are two Healthy Neighborhoods designations, Mondawmin and Coppin Heights. Within the designation areas certain blocks are targeted to receive a variety of technical and financial assistance as well as neighborhood marketing. Current and potential residents need to be informed of the full array of services that are offered. The targeted blocks are listed at [www.healthyneighborhoods.org](http://www.healthyneighborhoods.org)

**Type:** Education  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Healthy Neighborhoods, Greater Mondawmin Coordinating Council (GMCC), Coppin Heights Community Development Corporation (CHCDC)

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### **STRATEGY B: Develop marketing campaign in partnership with Live Baltimore**

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Live Baltimore works to promote and market the City of Baltimore and all of its neighborhoods. Some of the neighborhoods in GRAMA already have descriptions on the Live Baltimore website. However, there are still some which do not, the community should work with Live Baltimore to ensure that complete up to date descriptions are included in their marketing materials for each of the neighborhoods included in GRAMA. The materials should highlight affordability and attractiveness of the area, and connect people with information about available incentives including grants and loans for home improvement, rehab, and home purchase.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost neutral  
**Partners:** Live Baltimore, Community Organizations

## 5 Stabilize areas in fair condition

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Areas, which have been identified as in fair to good condition, should be stabilized using targeted crime prevention measures, homeownership incentives, and increased code enforcement. In some cases, there may be opportunities for selective demolition and redevelopment, and infill with new buildings and uses. Homeowner assistance should be identified to help current and new owners maintain and improve their homes. In addition, street and infrastructure maintenance, sidewalk repair, and increased lighting will help stabilize these areas.

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### **STRATEGY A:** **Identify areas where minor repairs could help to stabilize blocks in fair to good condition**

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In some areas blocks that are otherwise in good condition could greatly benefit from some minor street and sidewalk repairs, or possibly lighting and street trees. These areas should be identified so that they can be prioritized to be targeted by capital funds.

**Type:** Capital  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** Community Organizations, DOP, DOT, HCD

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### **STRATEGY B:** **Seek grants and other funding opportunities to support neighborhood beautification, revitalization and housing programs**

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With current budget constraints it can be difficult to find funding for neighborhood improvement projects. However, grant opportunities are available through government agencies, foundations and private entities. Area non-profits and city agencies should be prepared with projects that can be leveraged using a variety of neighborhood grants.

**Type:** Partnership, Advocacy  
**Timeframe:** Short, Mid, and Long-term  
**Funding:** Cost-neutral  
**Partners:** Non-profits, city agencies, grant providers






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**STRATEGY C:**  
**Seek homeowner assistance to help current and new owners to maintain and improve their homes.**

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Many of the neighborhoods in the GRAMA plan have an aging population of stable homeowners. As these homeowners get older, it can be difficult for them to maintain and make improvements to their properties. This can lead to some of the houses on otherwise stable blocks to fall into poor condition and detract from the appeal of the rest of the block. The city and area non-profits should seek out opportunities to make homeowner assistance available where it is needed and to promote this assistance to community members.

**Type:** Advocacy, Education  
**Timeframe:** Short-term  
**Funding:** Funding Analysis Needed  
**Partners:** DOP, HCD, CHCDC, Group Ministries CDC, Homeowners

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**STRATEGY D:**  
**Develop marketing campaign in partnership with Live Baltimore**

---

Live Baltimore works to promote and market the City of Baltimore and all of its neighborhoods. Some of the neighborhoods in GRAMA already have descriptions on the Live Baltimore website. However, there are still which do not, the community should work with Live Baltimore to ensure that complete up to date descriptions are included in their marketing materials for each of the neighborhoods included in GRAMA. The materials should highlight affordability and attractiveness of the area, and connecting people with information about available incentives including grants and loans for home improvement, rehab, and home purchase.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Live Baltimore, Community Organizations

## 6 Redevelop or rehabilitate areas with a high rate of vacancy

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The current level of abandonment in the areas identified as in poor condition will require proactive intervention and redevelopment strategies in order for positive change to occur. In general, these areas are hindering the adjacent blocks and neighborhoods from becoming more stable and marketable. Positive change will require complete renovation of blocks that have good housing stock; and selective demolition with new buildings construction and uses will be needed for blocks that are too deteriorated or unmarketable for renovation to be feasible. Redevelopment areas present the greatest opportunities for revitalizing the entire study area. These areas have the highest number of vacant and abandoned buildings, and should be targeted for a comprehensive redevelopment effort.

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### **STRATEGY A: Identify blighted areas with excessive deterioration or unmarketability to prioritize for demolition of vacant buildings**

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A major detraction from the attractiveness of this area for current residents, potential residents, and visitors is the large number of dilapidated and vacant buildings. Community members voiced this as one of their highest priorities for revitalizing the area. City officials and community members should work together to identify blighted areas that are not amenable to renovation and should be prioritized for demolition of vacant buildings.

**Type:** Policy, Operations  
**Timeframe:** Mid-term  
**Funding:** City, State, and Federal Funds  
**Partners:** HCD, DOP, Community Organizations

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### **STRATEGY B: Ensure that there is open dialogue between the community and the city regarding planned demolition sites.**

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During the community workshops many participants voiced concerns that they had not been adequately informed of planned demolition in their neighborhoods. In the future there should be a process for involving communities in non-emergency demolition decisions and providing them with adequate notice and information regarding all planned demolitions.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** HCD, DOP, Community Organizations



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**STRATEGY C:**  
**Develop City strategy to address the concerns in areas identified as distressed in the Housing Market Typology (HMT)**

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The Vacants to Value program, developed by the city to facilitate the process of selling city-owned vacant properties and to foster private market renovation of privately owned vacant properties, utilizes the HMT to identify areas of market strength to target for its market based strategies. However the majority of the GRAMA plan area is identified in the HMT as Distressed markets. The City needs to develop a comprehensive strategy to address the concerns specific to distressed areas.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** HCD, DOP, DPW

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**STRATEGY E:**  
**Seek partnerships with nonprofit housing developers**

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In neighborhoods where the private sector is not yet comfortable with the market potential of residential development, non-profits can step in and begin the redevelopment process to strengthen the market in order to prime it for private sector development. This type of model was pursued by The Reinvestment Fund (TRF) in the Oliver Neighborhood along with other community building initiatives and has been successful. Within the GRAMA area, Coppin Heights CDC and Group Ministries CDC are examples of non-profits who have begun developing properties and making investments. These efforts need to be supported and partnerships should be created to encourage more of this type of activity.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** Non-profits, HCD, DOP

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**STRATEGY D:**  
**Identify areas with high vacancy rates, which have good quality housing stock and signs of market potential, to market to potential developers**

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A unique aspect of the GRAMA neighborhoods is their architecturally and historically unique housing stock. Some areas which have high vacancy rates but where the quality of the houses is still high offer excellent opportunities for developers interested in entering this market. The affordability of this area and its proximity to transit, BCCC, CSU, Mondawmin Mall and Druid Hill and Leakin Parks make this an area of excellent potential which should be marketed.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** HCD, DOP



## 7 Strengthen enforcement of the sanitation code

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Illegal dumping, litter, and improper disposal of garbage are detrimental to the quality of life of residents and present a poor image to visitors and potential homebuyers. In addition, improperly disposed trash attracts rodents and contributes to other health risks. It is critical that both the citizens and city officials address the trash and sanitation issues to ensure that neighborhoods are well-maintained and healthy.

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### **STRATEGY A:** **Strengthen enforcement of illegal dumping laws**

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Many of the vacant lots and alleyways throughout the planning area are targets for illegal dumping, often by people outside the community. When the sites are identified and reported to 311, Code Enforcement investigates and issues citations if they are able to identify the dumpers. HCD has compiled a list of top dumping sites to monitor on a regular basis and possibly for location of cameras to help identify dumpers. The community should coordinate with Code Enforcement to identify any repeat dumping sites that may not be on their list.

**Type:** Partnership, Policy, Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** HCD, Community Stakeholders

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### **STRATEGY B:** **Improve training of sanitation employees**

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The community has observed that sanitation employees often leave behind trash items on garbage pick up days or when they have been called out to clean up an illegal dumping site, this leads to an accumulation of trash and attracts rats. The city needs to address these issues by training its employees to provide better quality service to city residents.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** DPW

*Image: Town of Minden, NV ([www.townofminden.com](http://www.townofminden.com))*



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**STRATEGY C:**  
**Educate residents, landlords and businesses about proper trash storage and disposal**

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A consistent complaint in the area is that trash is not properly stored and put out for pick-up. the Department of Public Works should increase its efforts to educate all residents about the proper storage of trash and when it can be put out for pick up as well as informing landlords of their responsibilities regarding their tenants trash storage.

**Type:** Education  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** DPW, Community Stakeholders

---

**STRATEGY D:**  
**Increase reporting and citations for properties that habitually and improperly dispose of their trash**

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Citations should be issued for property owners who repeatedly dispose of their property improperly. Community members should report these repeat offenders, so that city officials are aware of the problem and can increase enforcement.

**Type:** Partnership, Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** HCD, DPW, Community Stakeholders

---

**STRATEGY E:**  
**Develop community led initiatives to address trash and litter problems**

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In addition to increased City efforts, the community should continue their own efforts to address the concerns in their neighborhoods as well as develop new community led initiatives. Some examples which may already be in place in some neighborhoods throughout GRAMA include neighborhood adoption of trashcans in key areas to discourage littering, organize frequent block clean-ups through community organizations and coordinate on reporting and tracking problem areas through the cities 311 system.

**Type:** Partnership, Advocacy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Community Stakeholders

## 8 Utilize Baltimore City's Vacants to Value program to promote the renovation of vacant properties

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While the vacant and abandoned building stock in the planning area presents a challenge to revitalization it is also an opportunity. Cleaning up and redeveloping these properties can help raise property values, create community amenities, increase local tax revenue, and attract new residents and businesses. Vacants to Value (V2V) is a city initiative which utilizes the private market to maximize the repair and rehabilitation of blighted properties. The goal of V2V is to get more of Baltimore's vacant and abandoned properties cleaned up and redeveloped more quickly, efficiently, and economically.

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### **STRATEGY A:** Identify areas with signs of market strength to prioritize for streamlined code enforcement

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HCD Code Enforcement has developed a more streamlined process for issuing code violation citations to speed up the renovation process of vacant properties. This process has proven most effective in areas that have stronger housing markets since these are the areas where there is the most renovation activity, the city has been identifying areas for streamlined code enforcement using the Housing Market Typology (HMT).

**Type:** Policy, Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** HCD, DOP

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### **STRATEGY B:** Provide technical assistance and streamlined processes to interested developers to facilitate their acquisition and redevelopment of vacant properties

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In addition to targeting areas of market strength, HCD also works with interested developers to help them to acquire and redevelop vacant properties through different tools, including increased code enforcement.

**Type:** Policy, Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** HCD, Private Developers

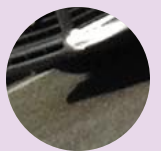
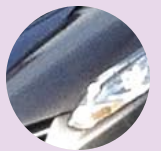
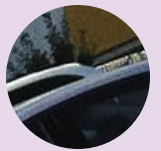
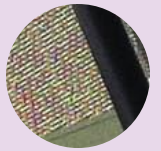
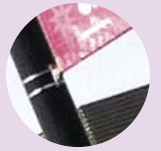


# ECONOMIC DEVELOPMENT

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## PRINCIPLES

- 1 Help revitalize North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus
- 2 Capitalize on existing anchor institutions and assets to spur interest and redevelopment
- 3 Create a redevelopment strategy for commercial corridors
- 4 Develop North Avenue as a walkable mixed-use corridor
- 5 Identify areas for redevelopment along commercial corridors
- 6 Increase access to quality employment for residents
- 7 Promote and provide assistance to retail businesses
- 8 Promote the expansion of Coppin State University in a way that fosters community-wide revitalization
- 9 Re-envision the Rosemont Industrial area as a more compatible and beneficial asset to the community



## ECONOMIC DEVELOPMENT

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The Greater Rosemont and Mondawmin Area Master Plan envisions comprehensive neighborhood-based economic development which focuses on neighborhood revitalization, increased investment, creation of neighborhood jobs and improved quality of life. The key to realizing this vision is to support the small businesses along the commercial corridors and to build on the existing anchor institutions and neighborhood assets.

Transformation of the area's commercial corridors is essential to re-establishing their historic roles as central places to shop, work, and meet neighbors. Vibrant commercial corridors provide the stable center of healthy neighborhoods. These commercial centers offer necessary retail goods and services, local employment opportunities and sustainable economic activity. The plan area has pockets of neighborhood retail along the major corridors. Zoning can be used to reinforce these areas as concentrated commercial clusters. Clustering the commercial areas rather than spreading them out can enhance foot-traffic for these businesses. These commercial areas should also be made more welcoming to customers by enhancing their visual appeal and working with local law enforcement to improve the safety of these areas.

In addition to supporting neighborhood retail it is also important to support and partner with the existing anchor institutions. The plan area has several valuable assets including; Coppin State University (CSU), Baltimore City Community College (BCCC), Mondawmin Mall, and the West Baltimore MARC Station. The plan's recommendations support building off of these assets by improving connections between them and the residents and locating businesses which serve the students, staff and customers of these destination institutions along the major commercial corridors in the area. North Avenue is the front porch of CSU and it is envisioned as a vibrant walkable street with businesses that serve local residents as well as students and

faculty of the University. Additionally BCCC is expanding in the northern portion of the planning area, this expansion will bring redevelopment and additional students and educational opportunities in the green jobs sector. Mondawmin Mall attracts visitors from throughout the city and its continuing expansion will generate more visitors and create new jobs in the area. The West Baltimore MARC station connects the area with Washington, DC and therefore attracts many commuters to the area, currently there are no complimentary services or businesses adjacent to the station to capitalize on the MARC train ridership. Once the planned Redline is built and connects the MARC Station with downtown and points further east and west, the southern portion of the planning area will be even more attractive for new residents and new development.

Through the GRAMA plan, area residents express many of their desires and concerns about how they would like to see future development in their neighborhoods occur. The strategies recommended in this chapter outline their desire to see new development that serves the needs of the surrounding communities, respects the character of the residential neighborhoods, provides job opportunities to residents, and enhances the overall quality of life in the area.



## ECONOMIC DEVELOPMENT

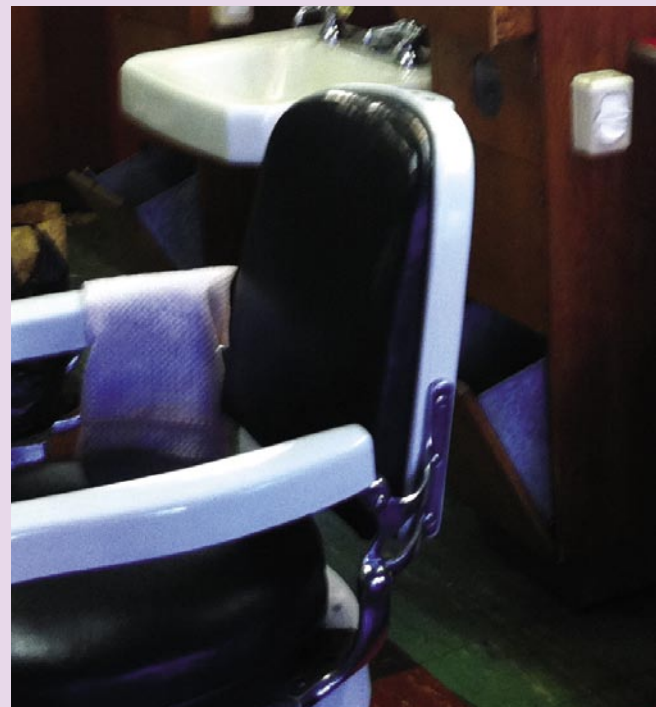
### Community Profile: Mr. Phillip Brown Uptown Barber Shop

Phillip Brown opened the Uptown Barber Shop at 3131 West North Avenue on September 13, 1955. At that time, the western end of North Avenue was the destination for shopping in the community. Mr. Brown remembers the area fondly as the center of activity, there was a movie theater, a bowling alley, a drug store, a hardware store, a florist, etc., all of the necessities were located right on North Avenue.

Things began to change in the 1970s with suburban flight. There was an exodus from cities throughout the country and as the population left the businesses began to leave as well. Additionally as Mondawmin Mall grew, businesses that may have located on North Avenue in the past were now opening in the mall instead.

However, through it all Mr. Brown stayed dedicated to his business, his customers, and his community. He is president of North Avenue Merchants Association, Inc. which is a group of area business owners working to address the needs of businesses in the community. The group has hired a private trash collector to address the litter problem and keep the commercial area free of debris. Other improvements which he would like to see include street trees and benches, façade improvements and the recruitment of new businesses to meet the basic needs of the community.

Mr. Brown sees potential in the new developments that are taking place in the area. The new housing development underway on the south side of 3000 W. North Avenue and the expansion of CSU, both promise to bring new residents to the area and reactivate this portion of North Avenue. In addition to these changes he hopes to see the development of new market rate housing in the area and additional businesses, perhaps on the north side of 3000 West North Ave.





# 1 Help revitalize North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus

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North Avenue serves as the front porch to Coppin State University’s growing academic environment. As an anchor institution, CSU’s growth and expansion could be used as a leverage to attract new development to the plan area. It would be mutually beneficial and a smart extension of the university’s investment to locate some of its new facilities and services in strategic areas along North Avenue and in nearby neighborhoods. Some of the planned investments are new institutional buildings, new and rehabbed off-campus student housing, rental property development, and student oriented services—all of which could help to stimulate and support overall economic development and neighborhood revitalization efforts. For additional strategies, see the Neighborhood Revitalization section, principle 1.

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## **STRATEGY A:** Support Coppin Heights Community Development Corporation (CHCDC) in their efforts to acquire and rehabilitate properties along North Avenue

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The Coppin Heights CDC has already begun rehabilitating and building new houses along North Avenue. They plan to continue this strategy along the 2700 block of North Avenue and market their new and renovated homes to CSU students and staff and area residents. Where appropriate the renovated properties will also include first floor retail to help create an active pedestrian environment on North Avenue

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** CHCDC, CSU, DOP, HCD

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## **STRATEGY B:** Encourage CSU to locate student destination buildings—such as a bookstore, a student union, administration offices, or similar facilities—off campus, possibly on North Avenue

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CSU has a campus master plan in place which will dictate placement of classroom and other institutional spaces. However, there may be opportunities to locate certain auxiliary buildings or student oriented services along North Avenue or throughout the neighborhoods. Any opportunities to integrate CSU buildings into the fabric of the community should be taken advantage of. CSU is a key partner and economic driver in the area and attraction; by strategically placing its facilities throughout the neighborhoods, it can help to stimulate the revitalization of the area.

**Type:** Partnership, Advocacy  
**Timeframe:** Long-term  
**Funding:** Funding Analysis Needed  
**Partners:** CSU, CHCDC, DOP, HCD, Private Developers

## BEST PRACTICES IN UNIVERSITY/COMMUNITY PARTNERSHIPS

### LOCAL BUSINESS DEVELOPMENT

- STARTED A SMALL-BUSINESS SUPPORT PROGRAM WITH GRANTS AND TRAINING
- CREATED MIX-USE RETAIL AREAS ON THE EDGE OF CAMPUS COMPRISING A COLLEGE/RETAIL BOOKSTORE, RESTAURANTS, A NON-CHAIN GROCERY STORE, AND A MOVIE THEATER
- MANDATED UNIVERSITY SUPPLIERS AND CONTRACTORS TO SUBCONTRACT SOME OF THEIR SERVICES TO LOCAL ENTERPRISES

Source: The Pennsylvania University Case Study

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### STRATEGY C:

#### Encourage CHCDC to run a rehabilitation program and connect students to private landlords in the area

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The CHCDC is working to provide new student housing for CSU. In some cases this need can be filled by working with private developers to rehab houses along North Avenue and throughout the neighborhoods. The CHCDC could maintain a database of suitable student housing throughout the area and connect students and staff with these resources.

**Type:** Partnership, Advocacy  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** CHCDC, CSU, DOP, HCD, Private Developers and Landlords

## 2 Capitalize on existing anchor institutions and assets to spur interest and redevelopment

The planning area includes many valuable assets which could contribute to the redevelopment of the area. The assets include Coppin State University, Baltimore City Community College, the Mondawmin Mall, the West Baltimore MARC Station, the future Red Line, and the Hebrew Orphan Asylum. Through the GRAMA plan, community stakeholders seeks to encourage new development around these areas which could spread to revitalization area-wide.

### STRATEGY A:

**Ensure that the continued expansion of the Mondawmin Mall is sensitive to the needs and concerns of the surrounding communities**

The Mondawmin Mall expansion has provided the area with improved shopping options and additional jobs. The city and community stakeholders encourage and support continued development of the mall. However, for the mall to continue to be a valuable community asset, it must continue to seek community input and take into consideration neighborhood concerns.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** General Growth Properties, DOP, Community Stakeholders

### STRATEGY B:

**Facilitate and support the expansion of BCCC in a way that fosters community-wide revitalization and quality urban design**

BCCC is an anchor institution in West Baltimore, it has recently acquired property located immediately northeast of its current Liberty Heights campus. The school, community and city agencies should work together to ensure that their expansion on this site is well integrated into the community fabric.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** BCCC, DOP, DOT, HCD, Community Organizations

## BEST PRACTICES IN UNIVERSITY/COMMUNITY PARTNERSHIPS

### HOUSING DEVELOPMENT

- ACQUIRED, RENOVATED, AND SOLD AT A SUBSIDIZED LOW-PRICE ABANDONED PROPERTIES IN STRATEGIC SOLID RESIDENTIAL BLOCKS
- CREATED HOMEOWNERSHIP PROGRAMS FOR PENN EMPLOYEES AND NON-EMPLOYEES OFFERING BENEFICIAL INCENTIVES
- TARGETED RENTAL PROPERTIES TO STRENGTHEN THE MARKET FOR LOWER AND MIDDLE INCOME PEOPLE
- ACQUIRED AN EMPTY WAREHOUSE AND LEASED IT A DEVELOPER THAT USED HISTORIC TAX CREDIT FOR ADAPTIVE REUSE CREATING 260 APARTMENTS AND 6 STREET-LEVEL SHOPS

Source: The Pennsylvania University Case Study




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**STRATEGY C:**  
**Support and assist in the redevelopment of the Hebrew Orphan Asylum as a community asset**

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The Hebrew Orphan Asylum located near the former Lutheran Hospital site is a designated Baltimore historic landmark. It is owned by CSU and the CHCDC is working on a redevelopment plan to revive this building and turn it into a neighborhood asset. The state has awarded historic tax credits worth \$2 million dollars to go towards the historic redevelopment of the property. City agencies and community organizations should help in seeking additional funding and other assistance to help realize the goal of completing this project.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** CHCDC, CSU, DOP, CHAP, HCD, MHT, Baltimore Heritage, Community Organizations

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**STRATEGY D:**  
**Support the implementation of the recommendations of the Red Line Station Area Advisory Committees (SAAC) to guide future development around planned Red Line stops**

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The MTA conducted a series of meetings with community representatives from neighborhoods surrounding future Red Line stations. The Station Area Advisory Committees (SAAC) were established as a part of Baltimore City’s Red Line Community Compact. For 18 months, the SAACs met and had guided discussions in order to gather community stakeholder recommendations on design and planning for the future Red Line stops and surrounding areas. Because both the Rosemont and West Baltimore MARC Station Red Line stops are within the GRAMA plan area boundaries, this plan fully supports the recommendations that came out of the SAAC process.

**Type:** Policy  
**Timeframe:** Long-term  
**Funding:** City, State, and Federal Funds  
**Partners:** MTA, DOT, DOP, HCD, MDOT

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**STRATEGY E:**  
**Support the implementation of the recommendations of the West Baltimore MARC Station Area Master Plan**

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In 2008, the Baltimore City Planning Commission adopted the West Baltimore MARC Station Area Master Plan. The plan established a revitalization vision for the ten neighborhoods surrounding the MARC station, and its boundaries overlap with southern portions of the GRAMA plan area. Baltimore City and the Greater Rosemont and Mondawmin Area community stakeholders are committed to supporting the implementation of West Baltimore MARC Station Area Master Plan, and the GRAMA plan incorporates many of the plan’s recommendations.

**Type:** Policy  
**Timeframe:** Short, Mid, and Long-term  
**Funding:** Funding Analysis Needed  
**Partners:** MDOT, MTA, DOT, DOP, HCD, Community Organizations

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**STRATEGY F:**  
**Utilize the new Transit Oriented Development (TOD) zoning categories to encourage transit friendly development**

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Transform Baltimore, the re-write of the Baltimore City zoning code, has created many new tools to address the zoning needs of our changing city. One new addition to the updated zoning code is the creation of new TOD zones. These zones are used to encourage a mixture of uses conducive to creating activity around transit stops and stations. The TOD zones allow high density residential, commercial and office to cluster around transit stops and also have design regulations that require new developments to be oriented to the transit stop to help promote pedestrian activity. These zones should be recommended where appropriate for existing and proposed transit stops. See Appendix 3: Zoning Map for specific zoning recommendations.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP

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**STRATEGY G:**  
**Connect residents with BCCC weatherization and energy efficiency education and training programs**

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Baltimore City Community College (BCCC) has received a \$1Million grant from the US Department of Energy and is planning to develop a Technology Solution Center which will be located within the expanded Liberty Heights Campus. The new facility will develop and implement green technology like photovoltaic and solar thermal. BCCC has also been designated as a National Weatherization Training Provider in Baltimore City, and has opened a Weatherization Hub training center at 1819 East Preston Street. Weatherization is the practice of modifying a building to reduce energy consumption and optimize energy efficiency. With heightened awareness of rising energy costs and interest in conserving resources, green jobs such as these are increasing in demand in the job market.

**Type:** Education, Partnership  
**Timeframe:** Short and Mid-term  
**Funding:** Cost-neutral  
**Partners:** BCCC, BDC, Office of Sustainability, Community Organizations

### 3 Create a redevelopment strategy for commercial corridors

---

Throughout the plan area there are pockets of neighborhood retail along the major corridors. These pockets create commercial clusters which can enhance foot traffic by concentrating many businesses within walking distance of each other rather than spreading the businesses out along the corridor so that they are not accessible to each other by foot. The merchants within these clusters should work together to develop a retail strategy which helps to revitalize and market their commercial area. One goal of the strategy should be to make the area more welcoming to customers by enhancing visual appeal and working with local law enforcement to improve the safety of these areas.

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#### **STRATEGY A:** **Reinforce the commercial clusters along major corridors by clustering commercial zoning within key blocks**

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Concentrating businesses in commercial clusters helps to promote walkability and increase foot-traffic. Zoning can be used to identify areas where commercial is appropriate and shape future development through these designations. For example, along North Avenue, commercial designations should primarily be clustered in the Hilton/North business area and surrounding CSU to help promote the development of neighborhood student oriented businesses. See Appendix 3: Zoning Map for specific zoning recommendations.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP

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#### **STRATEGY B:** **Promote the Baltimore Development Corporation (BDC) façade improvement grant program to businesses in the Hilton/North Avenue retail cluster**

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Improving the exterior appeal of business areas can help to attract new customers. The Baltimore Development Corporation (BDC) administers two Façade Improvement Grant (FIG) programs, which offer matching grants to local businesses in certain areas of the city. The businesses in the North Avenue/Hilton commercial area are eligible to apply for these funds which can be used to improve the appearance of individual building facades, signs and awnings, as well as the overall look of the retail district. The businesses in this area should apply for these grants which leverage private investment to find creative, affordable ways to improve commercial districts.

**Type:** Education  
**Timeframe:** Short-term  
**Funding:** City and Federal funds  
**Partners:** BDC, Merchants Associations, Business Owners



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**STRATEGY C:**  
**Identify location for a new surface parking lot that serves  
the North Avenue/Hilton retail district**

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It is recommended that businesses partner with community stakeholders to identify suitable and affordable locations for off-street parking. The community has expressed a need for additional parking to serve the businesses in the 3100 block of North Avenue. With new housing being constructed on the south side of the 3000 block and the possibility of future retail on the north side of the block, the need for parking will only increase.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Private Funds  
**Partners:** Merchants Association, North Avenue Taskforce,  
Community Organizations, DOP, HCD

## 4 Develop North Avenue as a walkable mixed-use corridor

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The community stakeholders envision North Avenue as a vibrant, pedestrian-friendly, and mixed-use street. A street brimming with single family and multi-family residential buildings, restaurants and cafes, retail shops, and bookstores; the future North Avenue offers services that meet the needs of residents, the Coppin State University campus, and the community at large. In order to capture this vision, future development should promote mixed-use components, which include space for retail and restaurants. Proposed developments should adhere to the architectural style of North Avenue, and reflect the urban and historic character of the area.

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**STRATEGY A:**  
**Seek opportunities to relocate the manufacturing uses on the 2600 and 2700 blocks of North Avenue**

---

To help realize the vision of North Avenue as a pedestrian friendly street that is active and attractive, opportunities should be explored to relocate manufacturing uses on the 2600 and 2700 blocks of North Avenue and replace them with a mixture of residential and commercial uses more compatible with the new vision of North Avenue.

**Type:** Development  
**Timeframe:** Long-term  
**Funding:** Funding Analysis Needed  
**Partners:** BDC, Business Owners, DOP, HCD

---

**STRATEGY B:**  
**Encourage new developments on North Avenue to adhere to the architectural style and urban and historic character of the area**

---

North Avenue is rich with history that borders several national historic districts. The character of North Avenue should be maintained and new development should reflect the unique architectural style of the historic buildings. Zoning can be used to encourage historic adherence in development; for larger projects, the Urban Design and Architectural Review Panel (UDARP) can help to achieve compliance.

**Type:** Policy  
**Timeframe:** Long-term  
**Funding:** Cost-neutral  
**Partners:** Private Developers, DOP








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**STRATEGY C:**  
**Urge Baltimore City to include West North Avenue in the Capital Improvement Program (CIP)**

---

Many portions of West North Avenue suffer from poor lighting, deterioration, and low accessibility—which prevent the street from becoming a pedestrian-friendly corridor. To address these issues, the city should include improvements for West North Avenue in the CIP budget; the needed improvements should include: ADA accessibility, streetscaping, signage, landscaping, bike lanes additions, and pedestrian-friendly design improvements.

**Type:** Capital  
**Timeframe:** Short-term  
**Funding:** City and State funds  
**Partners:** DOT, DOP

---

**STRATEGY D:**  
**Use the expansion of Coppin State University (CSU) as an opportunity to promote West North Avenue to potential developers**

---

CSU is the major anchor along West North Avenue. For development on North Avenue to flourish, it must capitalize on the advantages of having an institution of higher learning as a front door to the corridor. West North Avenue should be promoted for future retail and housing projects to potential developers by emphasizing the area’s built-in marketability to current and prospective Coppin State University students and faculty.

**Type:** Policy  
**Timeframe:** Long-term  
**Funding:** Cost-neutral  
**Partners:** HCD, DOP, CHCDC, BDC

## 5 Identify areas for redevelopment along commercial corridors

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The transformation of major commercial corridors, North Avenue, Poplar Grove, Bloomingdale, and Edmondson Avenue, is important to revitalizing the neighborhoods. These are the most visible streets and currently do not reflect the stability of many of the neighborhoods which are adjacent to these corridors. These corridors are the first image that potential students, faculty, staff, residents, businesses, and investors see and therefore it is crucial that these corridors are targeted for improvement and redevelopment.

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**STRATEGY A:**  
**Explore redevelopment opportunities for Bloomingdale immediately south of its intersection with North.**

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This intersection is key for the revitalization of both North Avenue and the Bloomingdale/Poplar Grove corridor and for the revitalization of the commercial area. The image of the intersection could be significantly improved with new buildings, signage, storefronts, and housing.

**Type:** Advocacy  
**Timeframe:** Mid-term  
**Funding:** Private Funds  
**Partners:** HCD, DOP, BDC, Private Developers

---

**STRATEGY B:**  
**Urge for rehabilitation and redevelopment of the south side of the 2700 and 2800 blocks and the north side of the 2900 and 3000 blocks of North Avenue**

---

These blocks currently have high rates of vacancy and blight but also have a lot of potential to revitalize the area if they are redeveloped. The CHCDC has already begun redeveloping the 2700 block of North Avenue and plans to continue with this redevelopment, also adding student housing along this portion of the corridor. Construction of new garden apartments has begun on the north side of the 3000 block by the WODA Group. This momentum should be built off of to encourage the redevelopment or renovation of the remaining properties.

**Type:** Advocacy, Partnership  
**Timeframe:** Mid-term  
**Funding:** Private Funds  
**Partners:** Private Developers, CHCDC, HCD, DOP, BDC

## 6 Increase access to quality employment for residents

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One of the major concerns voiced by area residents is the need for quality employment opportunities for area residents. The plan seeks to encourage growth in employment by identifying and fully engaging community partners for training opportunities and new developers and business owners for employment opportunities.

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### **STRATEGY A:** **Partner with nonprofit employment training programs and the Mayor’s Office of Employment Development (MOED) to increase access to jobs**

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There are non-profit groups in the area, such as the Center for Urban Families, Leonard E. Hicks Community Center, and Group Ministries, which are geared towards helping individuals get training to develop the job skills they will need to gain employment. Community organizations should continue to partner with these groups as well as MOED to prepare residents for, and link them with employment opportunities.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** City and Private Funds  
**Partners:** MOED, Non-profits, Community organizations

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### **STRATEGY B:** **Work with existing area businesses to develop apprenticeship programs for residents and to encourage local hiring**

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Community organizations should build relationships with area businesses to develop programs that could be beneficial to the businesses by providing them with a trained workforce and to residents by providing more job opportunities. Programs could be developed with local industrial businesses as well as anchor institutions and small businesses.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Funding Analysis Needed  
**Partners:** Business owners, Community Organizations, MOED, Non-profits, CSU, BCCC, CHCDC

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### **STRATEGY C:** **Encourage new construction projects to include workforce development strategies and community partnerships**

---

The community needs to tap into every opportunity to find quality employment for area residents. One obvious opportunity is new construction projects in the area. Developers of these projects should work with the community to ensure access to employment opportunities for area residents by partnering with existing employment training programs in the area.

**Type:** Partnership  
**Timeframe:** Short, Mid, and Long-term  
**Funding:** Cost-neutral  
**Partners:** Private developers, Community Organizations, Non-profits

## 7 Promote and provide assistance to retail businesses

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The commercial corridors in the plan area should be focussed on to help create the vibrant active areas envisioned by the plan. This includes engaging with potential business owners in the area and connecting them with services that could help them to grow their businesses in the Greater Rosemont and Mondawmin area.

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### **STRATEGY A: Encourage entrepreneurship among current residents and connect potential entrepreneurs with resources**

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There are many talented individuals living in the GRAMA area, in some cases these talents lend themselves to the opening of new locally owned businesses. Entrepreneurship should be encouraged by linking these individuals with resources such as the Small Business Administration (SBA), and the Baltimore Development Corporation (BDC) Small Business Resource Center.

**Type:** Partnership  
**Timeframe:** Short, Mid, and Long- term  
**Funding:** Cost-neutral  
**Partners:** Community Organizations, BDC, SBA, Merchants Associations

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### **STRATEGY B: Foster community owned business ventures**

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A community-owned business is a business owned by community members. They often are motivated by an unmet need in the community which the private market is not addressing. There are many examples of community-owned business models across the country. Community-owned businesses are financed and owned solely by members of a community. Because residents own the store, they can tailor the store to meet the unique needs of consumers and can set fair prices. Another possibility is to create a community investment fund, where community members can contribute to a fund that is used to provide loans or grants to local business ventures.

**Type:** Partnership  
**Timeframe:** Long-term  
**Funding:** Private Funds  
**Partners:** Community Stakeholders, BDC

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### **STRATEGY C: Evaluate the feasibility of a supermarket in the southern planning sector as part of the city's food desert retail strategy**

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The southern planning sector does not have a full service grocery store. Currently residents have to travel to Mondawmin Mall, Edmondson Village Shopping Center or other locations throughout the city to do their grocery shopping. The MARC station, and planned Redline provide even more incentive for the location of a grocery store in this area, a possible location could be within a mixed use transit oriented development near the transit stops, possibly incorporated into the redevelopment of the old Ice House. There are also plans for a healthy food market at the Hebrew Orphan Asylum.

**Type:** Operations  
**Timeframe:** Long-term  
**Funding:** Private Funds  
**Partners:** BDC, DOP, Food Policy Director, Property Owners, Private Developers, Grocery Store Operators

## 8 Promote the expansion of Coppin State University in a way that fosters community-wide revitalization

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Coppin State University is a major asset to the plan area. To best capitalize on this asset there must be coordination between the University's expansion plans and community-wide revitalization efforts.

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### **STRATEGY A: Create a Memorandum Of Understanding (MOU) between Baltimore City and CSU**

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CSU has created a campus master plan which includes a new science and technology building, additional parking facilities, green space and a new entrance on North Avenue. This new development will require a variety of city approvals and review processes an MOU should be created between CSU and the City of Baltimore that coordinates the campus development activities as laid out in the CSU Campus Master Plan and assists the university in completing these reviews in speedy and logical order

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** CSU, DOP, DPW, DOT

---

### **STRATEGY B: Continue to encourage CSU to have new campus buildings go through expedited city review processes, which includes the Site Plan Review Committee and Urban Design and Architectural Review Panel**

---

As a state institution, CSU is not required to complete the ordinary city review processes. However, as a courtesy and to enhance collaboration, the university has traditionally presented their plans for new development to city agencies for commentary. This process allows city agencies to give input into the design of the new facilities and provides another avenue for further coordination.

**Type:** Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** CSU, DOP



## 9 Re-envision the Rosemont Industrial area as a more compatible and beneficial asset to the community

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Currently, most of the Rosemont Industrial area is zoned to allow most types of light manufacturing and industrial development. However, many of the current land uses in this area do not reflect the industrial zoning and new heavy industrial uses are not compatible with the primarily residential surrounding neighborhoods. Therefore the desire is to focus recruiting efforts on businesses which would be more suitable in an area so close to residential properties, and change the zoning to reflect a vision of the area that is realistic and encourages uses that produce good jobs for local residents, strengthen the surrounding community and respect the residential nature of the neighborhood.

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### **STRATEGY A:** **Encourage the creative reuse and adaptation of the industrial properties**

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For the near term, creative reuse and adaptation of the industrial properties should be encouraged. It is preferred that proposed adaptations focus on uses that produce good jobs for local residents, strengthen the surrounding community, and respect the residential nature of the neighborhood.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** BDC, DOP, Private developers

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### **STRATEGY C:** **Recruit more compatible businesses to the area**

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Recruit future businesses to the area which are more compatible and represent future growth areas for the city. Business such as light manufacturing, bioscience, computer and data services, and business services would be more compatible to the area.

**Type:** Policy  
**Timeframe:** Long-term  
**Funding:** Cost-neutral  
**Partners:** BDC

---

### **STRATEGY B:** **Recommend less intense zoning designations for the industrial properties**

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As a part of the TransForm Baltimore city-wide zoning code rewrite, the zoning in this area should be changed to reflect a vision of the area that is realistic and encourages uses that are more residential-friendly. The active industrial properties in this area should be changed to a designation of (I-1) which does not allow for outdoor expansion of industrial activities and where appropriate mixed-use should be encouraged through use of the new Industrial Mixed Use (I-MU) zoning category. See Appendix 3: Zoning Map for specific zoning recommendations.

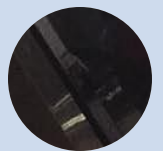
**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP

# TRANSPORTATION

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## PRINCIPLES

- 1 Enforce traffic and driving rules
- 2 Improve public transit services
- 3 Implement traffic calming measures in areas with high pedestrian and vehicle conflicts
- 4 Improve and enhance public transit facilities
- 5 Improve and/or establish pedestrian and bike connections
- 6 Address and fix street and infrastructure maintenance issues



# TRANSPORTATION

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Supporting a transportation corridor that is pedestrian-friendly and geared toward multi-modal options is essential to improving the overall health and safety of the Greater Rosemont and Mondawmin Area. By exploring methods to make the street and corridor system more pedestrian and bicycle friendly, community stakeholders have expressed a desire to build a more comfortable co-existence between people, bikes, and vehicles—with people being the first priority in consideration. Community feedback indicates that pedestrian-safety needs to be greatly improved throughout the area. The plan’s objective is to address community stakeholder concerns and look for current local, regional, and national strategies to inform improvements.

Currently, the trend in transportation planning is toward creating “complete streets.” Complete streets are designed to encourage safe and integrated access for pedestrians, bicyclists, motorists, and public transit riders. Over the years, several studies, including a review by the Federal Highway Administration, have shown that complete street policies can significantly reduce risk and improve overall safety for pedestrians, bicyclists, transit users, and drivers. Complete street policies call for improving the pedestrian infrastructure, such as increased sidewalk width, enhanced crosswalks, raised medians, and upgraded pedestrian signals; applying traffic calming measures, such as lowered speed limits, decreased street widths, and controlled turning access; and implementing accommodations for bikes and buses, such as dedicated bike lanes and bus pull-outs. Many of the recommended strategies received from community stakeholders are in direct harmony with complete streets policies, and should be reviewed as possible solutions.

In addition, the community stakeholders would like to see public transit enhanced and expanded within the area. As mentioned in the study area overview, the Greater Rosemont and Mondawmin Area is one of the most well-served neighborhoods in the city with regard to

transportation options, but this does not, by any means, negate the community’s desire to have public transit services improved. The plan encourages the Maryland Transit Administration (MTA) to work with the community stakeholders in order to find feasible avenues to improve transit services, and to explore ways to capitalize on future transportation projects planned for the area. The community would like the MTA’s plans to support and partner with the overall area goals of neighborhood revitalization, economic development, greening, and historic preservation where ever possible.

Generally, the Greater Rosemont and Mondawmin Area’s transportation vision aligns with the broad missions of both Baltimore City Department of Transportation and the Maryland Department of Transportation, to provide transportation systems that are balanced and efficient, well maintained and sustainable, and facilitate safe and convenient interaction between different modes of travel. This chapter will highlight the plan’s recommended strategies to improve the transportation corridor and infrastructure in order to live up to the goals and ideals for how streets should work for people, bikes, and vehicles.

*Source: Smart Growth America ([www.smartgrowthamerica.org](http://www.smartgrowthamerica.org))*





# TRANSPORTATION

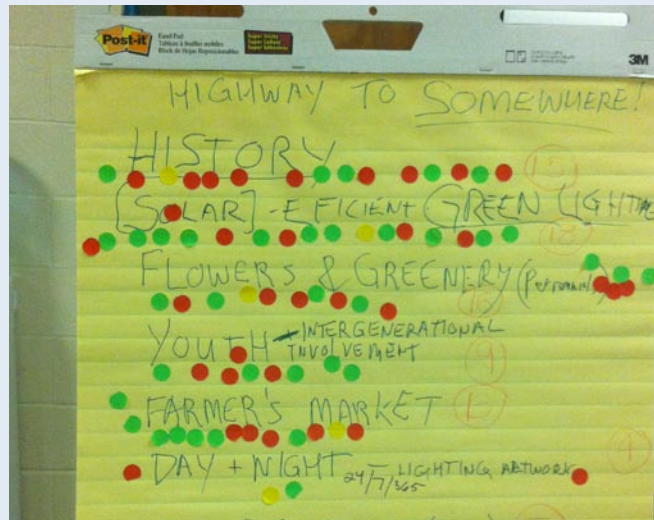
## Community Profile: West Baltimore MARC Scenic Beautification Project

In July 2012, the Maryland Transit Administration was awarded Transportation Enhancement Program (TEP) funding to complete a scenic beautification project for the West Baltimore MARC Station Area. The West Baltimore MARC Scenic Beautification Project will consist of fabricating and installing artistic glass panels on light poles and decorative plaques for brick columns. The project was developed with community stakeholders during a three-day charrette process, and the design will be finalized with the community during a series of hands-on kinetic art workshops and history gathering events to be held in spring 2013.

The West Baltimore MARC Scenic Beautification Project showcases how communities and agencies can work together to create projects that support overall neighborhood revitalization efforts. This project complements other improvement work happening in the West Baltimore MARC area, such as the city's West Baltimore Bicycle and Pedestrian Loop and streetscaping improvements along Pulaski Street and Edmondson Avenue; and in the future the West Baltimore MARC ADA Station Improvements; and the future Baltimore Red Line project will build upon these smaller projects to further encourage neighborhood growth and marketability.

By working together with the communities surrounding the West Baltimore MARC Station, many city and state projects have come to the forefront for implementation; these projects evolved out of the West Baltimore MARC Station Area Master Plan. In June 2012, the demolition of a portion of US 40, known as the "Highway to Nowhere" that physically separated neighborhoods, was completed. The reconnection of Payson Street and construction of two new parking lots have been slated to begin by the end of 2012. These types of public transportation infrastructure projects can help to create and renew a sense of place for the area; they are the build blocks to developing a sustainable neighborhood revitalization effort.

Top Illustration: Studio William Cochran



# 1 Enforce traffic and driving rules

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One of the greatest concerns for area residents is the general disregard for speed limits and basic traffic rules. Many drivers traveling through the area do not acknowledge area school zones and pedestrian crosswalks. When drivers choose to ignore the basic traffic and driving rules, it can create very dangerous road conditions with potentially dire consequences for pedestrians, bicyclists, and law-abiding drivers.

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## **STRATEGY A:** Identify dangerous traffic areas that should be monitored and citations increased

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Speeding cars and a disregard for traffic signals are a great concern for the residents in the area—especially with the high number of seniors and children living in the neighborhoods. The community has asked for traffic enforcement measures to improve street safety and discourage excessive speeds. The recommendation and best course of action would be to increase traffic ticketing and citations, and install red light and speed cameras in the most dangerous traffic areas.

**Type:** Operations  
**Timeframe:** Short and Mid-term  
**Funding:** City Funds  
**Partners:** DOT, Baltimore City Safety Division, Community Stakeholders

---

## **STRATEGY B:** Launch a safe driver campaign in schools and the community

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Develop a safe driver campaign to specifically target speeding, running red lights, and disregard of traffic rules that endanger pedestrians, especially seniors and children.

**Type:** Education, Operations  
**Timeframe:** Short and Mid-term  
**Funding:** City and Grant Funds  
**Partners:** DOT, Baltimore City Schools



## 2 Improve public transit services

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According to transit statistics and studies, the plan area is one of most well-served transit neighborhoods in the city, but this does not rule out the necessity to review available transit services for possible enhancement or improvements. The Mondawmin Mall serves as a major transit hub and provides users with ample access to a number of bus routes and the subway, but may not be easily accessible from other points within the study area. All bus services available in the area may need to be evaluated and updated to fit current community needs.

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**STRATEGY A:**  
**Work with the Maryland Transit Administration (MTA) to improve connections and enhance existing transit service**

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Identify community concerns, intermodal connections issues, and service problem areas by working with the community either through an advisory group, public workshop, or forum. Develop a plan or list of recommendations -- which will incorporate best practices of other transit agencies -- to help give the MTA valuable input from current and potential riders that could improve the efficiency of existing service in the study area.

**Type:** Operations, Policy, Advocacy  
**Timeframe:** Mid and Long-term  
**Funding:** State and Grant Funds  
**Partners:** MTA, Transit Planning Organization, Community Stakeholders

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**STRATEGY B:**  
**Explore the possibility of developing a new neighborhood shuttle system, or enhance the current neighborhood shuttle service**

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There is currently a circular bus service or neighborhood shuttle service in operation, the MTA's 97 route as known as the Mondawmin Metro Shuttle Bug. The community has expressed interest in expanding a shuttle service that would connect nearby colleges, Baltimore City Community College (BCCC), Coppin State University (CSU) and the Maryland Institute College of Art (MICA) with the Mondawmin Mall. The desire is for the service to mimic or be connected with the Charm City Circulator.

**Type:** Operations, Policy, Advocacy  
**Timeframe:** Mid and Long-term  
**Funding:** State, City, and Grant Funds  
**Partners:** MTA, DOT, Transit Planning Organizations, Community Stakeholders



### 3 Implement traffic calming measures in areas with high pedestrian and vehicle conflicts

---

There are a number of design and infrastructure enhancement techniques which could be utilized to promote traffic calming throughout the neighborhood and main street corridors. Some transportation planning research and studies suggest that improvements to sidewalks, medians, and crosswalk signaling can reduce the frequencies of pedestrian and vehicle conflicts. Also, better lighting and increased landscaping can be used as traffic calming measures.

---

**STRATEGY A:**  
Evaluate study area for suitable traffic calming measures and devise a plan to improve pedestrian conditions throughout the area

---

Special attention must be given to intersections which the community has noted as trouble spots for pedestrian and vehicle conflicts. The following high conflict areas have been identified: the crossings around the West Baltimore MARC Station; the intersections near Franklinton Rd, between Edmondson and Popular Grove; and major intersections along North Avenue. These areas are in dire need of measures to improve traffic flow and protect pedestrians from high volume and high speed traffic. Suggestions of adding ADA treatments, upgraded signage, and lighting enhancements should improve the safety and walkability of the major thoroughfares in the study area.

**Type:** Operations, Capital  
**Timeframe:** Short and Mid-term  
**Funding:** City Funds  
**Partners:** DOT

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**STRATEGY B:**  
Explore creative and alternative projects to draw attention to pedestrian paths and crossings

---

There are many opportunities to incorporate scenic art and landscape beautification projects to direct focus away from a car-centric traffic grid and create subtle traffic calming amenities. The community has suggested using art block projects around neighborhood schools, like Robert W. Coleman School and Lockerman Bundy School. Look to other cities for examples, such as using cobblestone crossings or integrating more interactive public spaces within intersections.

**Type:** Partnerships, Operations  
**Timeframe:** Short and Mid-term  
**Funding:** State, City, and Grant Funds  
**Partners:** DOT, Public Arts Organizations, Public Space Planners, Community Gardens Groups



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**STRATEGY C:**  
**Utilize Safe Routes to School program to improve safety and walkability around area schools**

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Work with schools, parents, and kids to develop small scale infrastructure projects which could help improve pedestrian safety by instituting traffic calming measures around nearby schools. One suggestion was to add roundabouts to slow down cars speeding through side streets, which are also heavily used by school children. Another recommendation is to improve the pedestrian crossings along Gwynns Falls Parkway between Frederick Douglass High School and the Mondawmin Mall. For more information about Maryland's Safe Routes to School program, check out the program website at <http://www.choosesafetyforlife.com>

**Type:** Operations, Capital  
**Timeframe:** Mid-term  
**Funding:** State Funds available through the Safe Routes to School Program  
**Partners:** DOT, Baltimore City Schools, Community Stakeholders

## 4 Improve and enhance public transit facilities

---

Every capital transit project, whether in the initial or final planning stages, has the opportunity to incorporate small scale improvements which could enhance the transit user's access and waiting experience with current services. Amenities, such as increased lighting and paths, will increase safety and accessibility; while the addition of more bike lockers and racks, will promote the use of more environment-friendly transportation alternatives.

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### **STRATEGY A:** Improve lighting at the West Baltimore MARC station and connected infrastructure

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The community has asked for better lighting as a safety measure on the platform of the station, as well as under the connected bridge that is used by many commuters. These recommendation will be given to the MTA, which currently has an ADA upgrade project for the West Baltimore MARC Station in the planning/design phase. The station upgrades will include major improvement to the platforms to provide shelter, lighting, and better access. It is crucial that the community's input be shared with the MTA for incorporation into the final design.

**Type:** Capital, Operations  
**Timeframe:** Mid-term  
**Funding:** State Funds  
**Partners:** MTA, Baltimore City Department of Planning (DOP)

---

### **STRATEGY B:** Provide more bike amenities at the major transit hubs

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By installing more bicycle lockers, bicycle racks, and incorporating better access to paths, the MTA could help promote and facilitate greater bike usage with it's riders.

**Type:** Operations  
**Timeframe:** Short to Mid-term  
**Funding:** State Funds  
**Partners:** MTA, DOP

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### **STRATEGY C:** Improve bus stops by including more shelters, benches, trash cans, and scheduled maintenance

---

The MTA could increase ridership by creating more inviting waiting environments at their current bus stops. More bus stops should have shelters and benches; and cleanliness could be encouraged with more trash cans and regularly scheduled maintenance.

**Type:** Operations, Partnership  
**Timeframe:** Short to Mid-term  
**Funding:** City and State Funds  
**Partners:** MTA, DOT, DPW

## 5 Improve and/or establish pedestrian and bike connections

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As walking and biking continues to grow as viable transportation options, so does the necessity to create more bike and pedestrian connections. It is essential that all plans for new bike and pedestrian paths be coordinated efforts and inclusive of community stakeholders input to ensure feasibility. In addition, the inclusion of designated bike and pedestrian paths in the plan area will need to coincide with an awareness campaign to educate travelers about road sharing, changing traffic patterns, and right-of-way rules to ensure safety.

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### STRATEGY A:

**Create a comprehensive bike and pedestrian plan for the area, that links to major anchors and builds upon the Baltimore City Bicycle Master Plan**

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The community has suggested connecting all the major anchors through a series of trails, pedestrian paths, and bike routes. The anchors should include, but are not limited to: the West Baltimore MARC Station, the proposed future Red Line transit stops, CSU, BCCC, Leakin Park, Gwynns Falls Trail, Druid Hill Park and Mondawmin Mall. There is a desire for developing a trail connecting the nearby trails: Gwynns Falls, Druid Hill Park, and the Jones Falls trail. In addition, there are recommendations for bike/pedestrian paths between BCCC and CSU along the railroad tracks and creating a north-south path by reconnecting Braddish Avenue.

**Type:** Operations, Policy, Capital  
**Timeframe:** Short, Mid, and Long-term  
**Funding:** City and Grant Funds  
**Partners:** DOT, DOP

---

### STRATEGY B:

**Encourage CSU and BCCC to include pedestrian and bicycle plans in their campus master plans**

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By including and planning for pedestrian/bike connections in the campus master plans, CSU and BCCC could provide prospective students with environmentally friendly transportation options. In addition, any constructed pedestrian and bike connections could be promoted as an amenity to potential students through the College Town and bicycle networks.

**Type:** Policy, Partnership  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP, CSU, BCCC

### STRATEGY C:

**Ensure the community's involvement in any future implementation of the Baltimore City Bicycle Master Plan**

---

The community should be consulted and given the opportunity to help shape how future bike paths can be incorporated in their neighborhoods. This preliminary action could help prevent wasted government funds and man-hours that would be utilized to put in bike lanes that do not work with the area traffic flow (similar to what occurred with the Monroe Street bike route). Residents hope their input and ideas will be reflected in future area bike connections.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP, DOT





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**STRATEGY D:**  
Identify potential streets to establish a major east-west connecting bike route

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Residents suggested the possibility of establishing east-west bike routes along North Avenue and/or Baker Street.

**Type:** Operations  
**Timeframe:** Short and Mid-term  
**Funding:** City Funds  
**Partners:** DOT

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**STRATEGY E:**  
Launch an educational campaign about road sharing and how to safely use the streets, trails, bike lanes, and crosswalks

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Develop a campaign to educate drivers, bicyclists, and pedestrians about the changing traffic patterns and street layouts. The campaign should encourage consideration and awareness of alternate transportation options and provide tips about how to get around safely—especially compelling all (drivers, bicyclists, and pedestrians) to abide by the rules in order to keep everyone moving and safe.

**Type:** Education  
**Timeframe:** Short and Mid-term  
**Funding:** Grant and City Funds  
**Partners:** DOT




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**STRATEGY F:**  
 Ensure planned improvements at the West Baltimore MARC Station are mindful of transit oriented development and pedestrian circulation

---

The Department of Planning should coordinate with the MTA to make certain that there is an overall consistency of thought and planning when it comes to pedestrian-friendly design and functionality. The West Baltimore MARC Station and any future transit oriented development projects should incorporate design standards which promote alternate transportation options and accessibility.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP, MTA

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**STRATEGY G:**  
 Encourage the developers of the Mondawmin Mall to improve pedestrian and bicycle circulation within the mall area

---

To support the study area’s revitalization efforts, all stakeholders should support the overall plan vision to create community assets which promote greater accessibility. The mall developers have an opportunity to change the perception of the mall from being solely geared toward cars users and plan for future development that encourage greater bike and pedestrian accessibility.

**Type:** Operations, Advocacy  
**Timeframe:** Short and Mid-term  
**Funding:** Cost-neutral  
**Partners:** DOP, DOT, Mondawmin Mall, Community Stakeholders

## 6 Address and fix street and infrastructure maintenance issues

---

There are a number of streets within the plan area that carry a large bulk of the traffic. Because these streets are heavily used by commuters, trucks, and buses, they are in constant need of repair and maintenance. Since these streets will continue to serve as popular travel routes to get in and out of the city, an automated solution is being requested to deal with the higher level of reoccurring maintenance and repaving.

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### **STRATEGY A:** Create a priority list of area streets in need of repair, resurfacing, and repaving

---

There are many neighborhood streets that are in desperate need of repaving. The community would like to work with officials to create a priority list to tackle these problem streets.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOT, Community Stakeholders

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### **STRATEGY C:** Explore avenues to deal with homes that have structural damage due to high volume, truck, and/or bus traffic

---

A plan of action or guidelines need to be given to owners who feel their homes and/or businesses have sustained structural damage due to truck, bus, or high volumes traffic traveling through the neighborhood streets, perhaps a website that provides information would be helpful to owners.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOT, MTA

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### **STRATEGY B:** Devise and implement a plan to resurface and improve maintenance of streets designated as the city's truck routes

---

The residents want the city to deal with the damaged on neighborhood streets caused by heavy truck activity. These streets suffer greater damage than normal traffic use and appear to need a more comprehensive resurfacing and maintenance schedule to keep up with the wear and tear of handling the heavy trucks.

**Type:** Operations, Capital  
**Timeframe:** Short and Mid-term  
**Funding:** Cost-neutral  
**Partners:** DOT

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### **STRATEGY D:** Identify and repair non-functioning street lights and sidewalks

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Work with residents to identify street lights that are out of service and sidewalks that pose a danger to pedestrians.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOT

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**STRATEGY E:**  
Launch an education campaign about using the 311 issue and complaint reporting system

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Many residents feel it would be helpful to provide a more hands on approach to educate people about how to use the 311 reporting system. In the future, this would help enable them to file, track, and resolve infrastructure complaints.

**Type:** Education, Operations  
**Timeframe:** Short-term  
**Funding:** Cost-Neutral  
**Partners:** DOT, Mayor's Office of Neighborhood and Constituent Services (MONCS)

---

**STRATEGY F:**  
Ensure that CSX follows codes and guidelines when maintaining the railroads

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Because the railroad tracks run through a good portion of the study area, residents would like reassurances that CSX follows all guidelines and codes when it comes to maintaining the railroad tracks -- specifically to prevent environmental contaminations etc.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** Cost-Neutral  
**Partners:** DOT

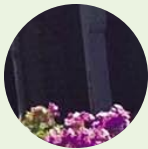


# GREENING

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## PRINCIPLES

- 1 Support the city-wide effort to increase the tree canopy
- 2 Improve visual appeal of neighborhoods and commercial areas through landscaping and greening projects
- 3 Transform vacant lots from liabilities to assets that provide social and environmental benefits



## GREENING

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Numerous studies have demonstrated the importance of green space in urban areas. Well maintained green spaces and trees offer benefits to the health of residents, provide spaces that can contribute to building community, increase property values and have even been shown to decrease crime in some areas. However, many urban neighborhoods have been built devoid of trees and park space. In many cases the green space that once existed is now in disrepair due to years of neglect. Through various neighborhood greening projects, the GRAMA plan aims to connect local government and non-profits with community members to identify and rejuvenate sites that show potential as neighborhood assets.

An important strategy in the Greening chapter is to reclaim vacant lots in the area and turn them into productive uses that can benefit the communities. Unmaintained vacant lots can become the targets of illegal dumping and other undesirable activities which can contribute to negative perceptions and can become unsafe. Communities working together can reclaim these lots and turn them into neighborhood assets. Some low cost and low maintenance options for communities include turning lots into community gardens, rain gardens, wild flower meadows, or pocket parks. The key to making these spaces successful is that community members truly take ownership of the spaces and use them and take care of them.

Strategies in this chapter include tree planting, park improvements, pocket parks, community gardens, playground improvements or installation, and other improvement projects. The success of these projects will depend on the strong involvement of the people and communities using the open spaces.

There are several groups that work to help communities to create and maintain community managed open spaces, these include: Parks and People Foundation, University of Maryland Extension, Baltimore Green Space, Blue Water Baltimore, Civic Works, and the Mayor's Power in Dirt initiative.

Also crucial to healthy, well utilized green spaces is proper and consistent maintenance. The GRAMA plan recognizes the need to better coordinate city services to ensure that city-owned lots are well maintained. This will require a partnership between community members and city officials to identify lots that need maintenance and to make sure that they are addressed in a timely fashion. Additionally neighborhood involvement and adoption of vacant lots within their own neighborhood can also help to address the need for maintenance especially for parcels that are not city-owned but have fallen into disrepair due to absentee owners.



## GREENING

### Community Profile: Mr. James Little Community Gardener

“I love flowers. They make everything look good.” Mr. James Little believes in doing his part to make his neighborhood more beautiful. He has lived on Laurretta Avenue for the last fifty years—it is the house where he raised all his kids; and he is extremely proud of the fact that each one graduated from college. Now that he is retired, Mr. Little spends most of his days helping out with his bounty of grand kids and volunteering wherever he can. In the past, Mr. Little worked as a landscaper, and his landscaping skills have been a great benefit to the community. He dedicates many hours to planting flowers, shrubs, and plants that he buys with his own money. On his corner of Laurretta Avenue, Mr. Little has landscaped many vacant homes to “keep the neighborhood looking clean,” as he puts it.

Over the last five years, Mr. Little has planted rows of crepe myrtles, constructed large beautiful planters that are always full of colorful flowers, and has a grand fig tree in his backyard that is very popular with the neighborhood kids. Everything around Mr. James Little is blossoming, but he would love to see his one-man neighborhood beautification effort spread to more areas in the community. He tries to imagine what the community would look like if more residents pitched in where they could, or if there was more funding available to buy more supplies—because given more resources, Mr. Little would gladly beautify more areas. He believes that if every person in the community donates some of their time or energy to landscaping, the neighborhood would grow and look beautiful all the time. He says, “We have to do our part too. We can’t just complain about it.”





# 1 Support the city-wide effort to increase the tree canopy

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Trees are an essential ingredient to growing healthy and vibrant communities. It is proven that increased tree canopies can help stimulate economic development, clean and reduce storm-water drainage, improve air quality, reduce cooling and heating costs, and increase property values. By maintaining existing trees and identifying priority blocks for new tree plantings, the objective is to improve neighborhood marketability and support the city-wide TreeBaltimore Initiative to double Baltimore’s tree canopy from 20% to 40% by 2037.

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## **STRATEGY A:** Plant street trees along North Avenue prioritizing blocks with active redevelopment projects

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There are very few street trees on North Avenue, this detracts from the walkability and aesthetic appeal of the street. Planting trees along North Avenue could provide shade for pedestrians and help to create the feel of a pedestrian friendly street. Strategic placement of new trees where development projects are planned will aid in the success of these projects.

**Type:** Capital  
**Timeframe:** Mid-term  
**Funding:** City Funds  
**Partners:** Tree Baltimore Initiative, DOT, DOP

---

## **STRATEGY B:** Protect and support tree canopies on Gwynns Falls Parkway and Druid Hill Park Drive

---

Gwynns Falls Parkway and Druid Hill Park have beautiful canopies of mature trees. Regular maintenance of these trees is critical to ensure their continued health by removing dead limbs or dead trees, trimming to keep limbs away from wires and to ensure visibility of any important signage.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** BCRP, DPW

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## **STRATEGY C:** Coordinate with city officials to ensure proper maintenance of street trees

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Once trees are planted it is important that they get off to a healthy start with regular watering initially if there is not adequate rain and trimming when necessary. The community should communicate with city officials to make sure they are aware of any problems with street trees.

**Type:** Operations  
**Timeframe:** Short-term  
**Funding:** City Funds  
**Partners:** Tree Baltimore Initiative, DOT, DOP

## 2 Improve visual appeal of neighborhoods and commercial areas through landscaping and greening projects

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By seeking strategic partnerships with neighborhood anchor institutions, a collective effort could be made to implement small-scale landscaping and greening projects. Anchor institutions have a vested interest in beautifying the area and the organizational resources to spearhead greening projects. Well maintained green spaces not only add to the quality of life, but they also make nearby institutions more attractive to visitors and potential investors. It is recommended that Baltimore City and community organizations partner with these anchor institutions to identify areas that could mutually benefit from low-cost greening projects.

---

### **STRATEGY A:** Ensure the greening opportunities around West Baltimore MARC Station and future Red Line transit stops are maximized

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The MTA's current improvement plans for the West Baltimore MARC Station includes enhanced greenspace usage. While the community stakeholders support this effort, they would also like to encourage the MTA to explore creative greening opportunities for the future Red Line transit stops to maximize the overall community use and benefit.

**Type:** Capital, Partnership  
**Timeframe:** Long-term  
**Funding:** City, State, and Federal Funds  
**Partners:** MTA, DOP, DOT, Community Organizations

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### **STRATEGY B:** Work with BCCC to develop greening and beautification programs along Liberty Heights Boulevard

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Any opportunity to provide green space which can be utilized by the community or which can simply provide beautification to the area should be pursued.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** BCCC, DOP, Community Organizations



---

**STRATEGY C:**  
**Work with CSU to develop greening and beautification programs that include North Avenue**

---

The CSU Campus Master Plan includes a large green quad on the south side of North Avenue. This greenspace will greatly enhance the atmosphere of North Avenue. The GRAMA plan recommends building off of this and partnering with the university to create additional green spaces along North Avenue and throughout the neighborhoods.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** CSU, CHCDC, DOP, Community Organizations

---

**STRATEGY D:**  
**Work with the Mondawmin Mall to improve mall landscaping and sponsor neighborhood greening projects**

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With Mondawmin Mall’s continued expansion all opportunities to provide additional green spaces, and improve the walkability of the exterior of the mall should be explored. Additionally partnerships with the mall to sponsor greening or recreational projects within the surrounding neighborhoods should be pursued.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Private Funds  
**Partners:** General Growth Properties, Community Organizations

### 3 Transform vacant lots from liabilities to assets that provide social and environmental benefits

---

There are a large number of abandoned lots in the plan area. Vacant properties can become targets for illegal dumping and litter, leading to an overall perception of neighborhood neglect. Conversely, these abandoned lots could be transformed into useful community spaces either through redevelopment or the creation and maintenance of open space. Communities can work together with the city to put many of these lots back into productive use.

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**STRATEGY A:**  
Explore options for a greening project at the vacant lot on Ellamount just above Windsor

---

This vacant lot is a large city-owned lot which could possibly be turned into a green asset for the community. However, the lot poses a challenge since it is on a very steep slope and doesn't face a street, it is located in the inner block and surrounded on most sides by houses. There should be further discussions with the community to determine what type of green space, if any, might be appropriate at this location.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** Office of Sustainability, DOP, Community Organizations

---

**STRATEGY B:**  
Explore the possibility of a temporary urban farm at former Lutheran Hospital site

---

This lot is owned by CSU which plans to use the lot for an educational building to expand their allied health services in the future. However, those plans are not in the near-term and there could possibly be an opportunity to use the site for some sort of temporary use in the short-term. There are models of urban farms being explored by the Office of Sustainability which would require a minimum of five year lease with a for-profit private farmer.

**Type:** Partnership, Advocacy  
**Timeframe:** Mid-term  
**Funding:** Private Funds  
**Partners:** CSU, Office of Sustainability, Urban Farmers, Community Organizations

## BEST PRACTICES IN UNIVERSITY/COMMUNITY PARTNERSHIPS

### GREENING

- GREENED AND LANDSCAPED VACANT LOTS WITH SMALL GRANTS AND STUDENT SWEAT-EQUITY

Source: The Pennsylvania University Case Study

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**STRATEGY C:**  
**Explore the possibility of an Urban Agriculture partnership project with community institutions**

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There may be an opportunity for area institutions such as CSU, CHCDC, Tuerk House, BCCC, Bon Secours and community organizations to partner to sponsor adoption of a vacant lot in the area which could be cultivated as urban agriculture to provide fresh produce, training and employment opportunities to residents.

**Type:** Partnership  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** CSU, CHCDC, Tuerk House, BCCC, Bon Secours, Community Organizations, Office of Sustainability

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**STRATEGY E:**  
**Identify vacant lots that could benefit from low maintenance beautification options such as wildflower meadows, pocket parks or tree lawns**

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During the GRAMA Plan community meetings stakeholders identified many vacant lots which could possibly be turned into beneficial greenspaces in the neighborhood. These lots should be evaluated further to determine the feasibility of the different greening options and to prioritize lots and then begin implementing some of the projects.

**Type:** Partnerships, Advocacy  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** Community Organizations, DOP, Office of Sustainability, Non-profits

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**STRATEGY D:**  
**Identify location for a large destination recreational greenspace**

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Although there are several smaller playground facilities, the community expressed a need for a larger destination recreational space that could include a full size playground. Community organizations should work with the City to identify possible locations and then possibly work with a non-profit like Kaboom whose mission is to help communities build new playgrounds.

**Type:** Partnership, Capital  
**Timeframe:** Long-term  
**Funding:** Funding Analysis Needed  
**Partners:** DOP, BCRP, Community Organizations, Non-profits

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**STRATEGY F:**  
**Inventory and preserve existing community gardens, including garden on the odd side of the 2400 block of North Avenue**

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The community expressed their desire to preserve the existing community gardens, all of these gardens need to be identified and added to the city's list of community managed open spaces. Where appropriate garden managers can partner with Baltimore Greenspace, which is a landbank for community managed open spaces, and has the ability to acquire select properties to protect them as community open spaces.

**Type:** Partnerships, Operations  
**Timeframe:** Mid-term  
**Funding:** Cost-Neutral  
**Partners:** Community Organizations, DOP, Baltimore Greenspace

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**STRATEGY G:**  
**Look for opportunities to establish rain gardens or other rain water recycling projects**

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Using the list of vacant lots already identified by community members, each should be evaluated to determine if any are suitable to be turned into rain gardens or other rain water recycling projects.

**Type:** Policy  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** Community Organizations, Office of Sustainability, Non-profits

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**STRATEGY H:**  
**Promote the new streamlined Baltimore City Adopt-A-Lot program and other city programs that assist communities in improving and managing vacant city-owned land**

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Through the Mayor's new Power in Dirt program, Baltimore City is making adoption of city-owned vacant lots easier and more beneficial to neighborhood groups by streamlining the process to adopt and by making the rules governing the adoption more user-friendly. Additionally, the Power in Dirt program now has community coordinators who can help communities realize their vision on adopted lots.

**Type:** Education  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Community Organizations, Power in Dirt

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**STRATEGY I**  
**Work with city agencies to ensure proper maintenance of city-owned vacant lots**

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A consistent concern of the city and the community is the improvement of the maintenance of city-owned vacant land. These properties need to be mowed and cleaned on a regular basis. The city maintains these properties on a rotating basis. However, with such a large inventory of properties, there are times when a lot needs attention sooner. Community organizations should report unmaintained lots through the city's 311 system to ensure that the city is aware of lots in need of maintenance.

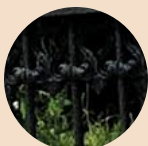
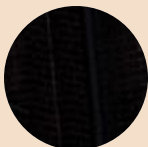
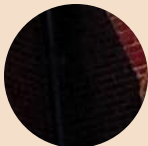
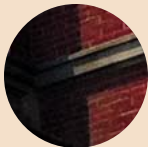
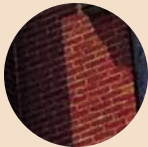
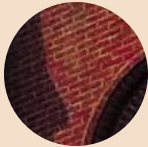
**Type:** Operations  
**Timeframe:** Ongoing  
**Funding:** City Funds  
**Partners:** Community Organizations, DPW, HCD, DOP

# HISTORIC PRESERVATION

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## PRINCIPLES

- 1 Encourage renovation of properties to maintain the historic character of the area
- 2 Market and promote the unique historic character of West Baltimore
- 3 Stabilize and preserve key historic resources



## HISTORIC PRESERVATION

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The Greater Rosemont and Mondawmin planning area is rich in history and culture. Rowhouses, suburban-type structures, country estates, farmhouses, churches, civic and fraternal institutions, parks, monuments, historic businesses, boulevards, and industrial buildings create communities diverse in history, land use, and architecture. The rehabilitation of the neighborhood's historic fabric offers opportunities for initiating and maintaining the revitalization of much of this area. Nevertheless, deferred maintenance and neglect have damaged portions of the planning area. Vacant, abandoned and underutilized buildings pose challenges to revitalization. In addition, modern construction has severed the continuity of the area's historic urban development patterns.

Historic preservation planning builds a revitalization strategy upon the positive assets of these communities. Unique architecture, high quality building materials, significant history, human-scale urban design, and neighborhood-based planning principles provide immense value to neighborhood revitalization. Historic preservation also provides substantial financial incentives through local, state, and federal historic preservation tax credits. These incentives have proven essential to many of Baltimore's revitalization efforts.

North Avenue is the most prominent corridor in the planning area and a major east/west connector for the city. From Baltimore Cemetery in East Baltimore to Gwynns Falls Park in West Baltimore, North Avenue ties together more than twenty neighborhoods. North Avenue was originally the northern boundary of Baltimore and was lined with grand Baltimore Style rowhouses. Current conditions do not do justice to its extraordinary history. Since its mid 20th-century designation as a truck route, its main street features and pedestrian-scale characteristics have been stripped away. Today, some areas of North Avenue look like an interstate highway; other parts retain their grand historic character.

In fact, eight national register historic districts, four local historic districts, and four national register-eligible areas abut North Avenue. These designations provide a firm foundation for a comprehensive rethinking of North Avenue.

In addition to ensuring perseverance along North Avenue, the surrounding neighborhoods also have valuable historic architecture which if preserved can be an asset for the community. Much of the southern portion of the GRAMA plan is already a part of the recently adopted Edmondson National Historic District, allowing these homeowners to benefit from historic tax credits.

As Coppin State University implements its campus master plan, Coppin Heights, Matthew Henson/Easterwood, and Mondawmin neighborhoods are poised to attract development and rehabilitation activity. National Register historic district designation of these neighborhoods would provide significant tax incentives for historic rehabilitation of properties for many homeowners and potential developers.





## HISTORIC PRESERVATION

### Community Profile: Coppin Heights Community Development Corporation

Coppin Heights Community Development Corporation's (CHCDC) mission is to stimulate economic development within the neighborhoods immediately adjacent to Coppin State University (CSU). Through the establishment of social, economic, education, and affordable housing development initiatives. These initiatives are established to collectively increase the stability and sustainability of the community by improving the physical environment in Coppin Heights; building community capacity; and strengthening the relationship between CSU and the community.

CHCDC's most recent accomplishments include the development of three new homes on West North Avenue, the awarding of four façade improvement grants, the renovation of Easterwood Park, and the creation of a community garden in the 2700 block of West North Avenue.

CHCDC's 2010 Development Plan includes continuing revitalization work in the 2700 block of W. North Avenue as well as predevelopment activities at the Hebrew Orphan Asylum (HOA). CHCDC proposes to redevelop the historic HOA into a Center for Health Care and Healthy Living. The HOA project is the largest and most significant initiative in the history of the organization and will complement the development of the College of Health Professions by CSU on the demolished hospital site.

In addition to its ongoing development work, the CHCDC has two long standing community programs; a financial literacy program funded by Baltimore City's Community Development Block Grant, and a Healthy Neighborhoods Initiative funded by Healthy Neighborhoods Inc. The CHCDC has recently expanded the financial literacy program to include credit counseling and homeownership counseling.

*Images: Coppin Heights Community Development Corporation*



# 1 Encourage renovation of properties to maintain the historic character of the area

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One of the advantages of the Greater Rosemont and Mondawmin Area is the variety of historic architecture within the neighborhoods. As much as possible, buildings should be renovated in a way that preserves the historic character of the area.

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## **STRATEGY A:** Identify areas for creation of National Register Districts

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With the expansion of CSU, many neighborhoods are likely to see an increase in development interest. Creation of National Register Historic Districts will make property owners eligible for state tax credits, this can help to encourage renovation of properties in a way that preserves their historic attributes. There are several neighborhoods which the Commission for Historical and Architectural Preservation (CHAP) has already identified as eligible, including; portions of Coppin Heights, East-erwood/Matthew Henson, Mondawmin and Walbrook. The city should move forward with designating these areas and study other areas to determine eligibility.

**Type:** Policy  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** Baltimore Heritage, CHAP, Community Organizations

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## **STRATEGY B:** Seek national register designation of eligible areas near the Lutheran Hospital site

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The former Lutheran Hospital site and the Hebrew Orphan Asylum are both owned by CSU. CSU intends to develop the hospital site as institutional buildings for their expanded Allied Health Education Program. The CHCDC intends to redevelop the Hebrew Orphan Asylum as a healthy food market, health clinic, and offices using state and federal historic tax credits. To aid in the success of these developments, the eligibility of surrounding neighborhoods for federal register historic designation should be explored and pursued in areas that could benefit from the tax credits.

**Type:** Policy  
**Timeframe:** Mid-term  
**Funding:** Cost-neutral  
**Partners:** Baltimore Heritage, CHAP, Community Organizations



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**STRATEGY C:**  
**Develop a comprehensive historic tax credit marketing plan**

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Throughout the designation process and after designation is complete, it is important to work with area residents and potential new residents to make them aware of tax benefits that are available and how to apply for them. The city and community organizations should work with local historic preservation advocates to develop a comprehensive historic tax credit marketing plan in neighborhoods that are designated as historic districts.

**Type:** Education  
**Timeframe:** Short-term  
**Funding:** Cost-neutral  
**Partners:** DOP, Non-profits, CHAP, Community Organizations

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**STRATEGY E:**  
**Create general development guidelines for North Avenue**

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North Avenue is one of Baltimore's major east/west connectors and it is rich in historic significance. This supports a comprehensive approach to preserving the historic architectural character of the street. Guidelines should be created and put in place which would ensure that new development along North Avenue will complement and enhance the historic character of the corridor.

**Type:** Policy  
**Timeframe:** Mid-term  
**Funding:** City Funds  
**Partners:** CHAP, DOP, Baltimore Heritage

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**STRATEGY D:**  
**Seek financial and technical assistance to property owners in this area who are interested in renovating their properties in a historic manner**

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In addition to the possibility of historic tax credits, other assistance should be sought which could help property owners renovate their properties. Financial assistance could come in the form of grants and there may be technical assistance available from different area non-profits.

**Type:** Advocacy, Policy, Partnership  
**Timeframe:** Mid-term  
**Funding:** Private, Grant, and City Funds  
**Partners:** DOP, Non-profits, CHAP, Community Organizations

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**STRATEGY F:**  
**Seek grants and funding for restoration of properties on North Avenue**

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The restoration of North Avenue is key to the revitalization of the entire area, it is the main corridor and its success will impact the neighborhoods which are adjacent to it. Funding opportunities should be explored to provide financial incentives to property owners for renovation of historic properties along North Avenue.

**Type:** Operations, Partnership  
**Timeframe:** Mid-term  
**Funding:** Grant Funds  
**Partners:** DOP, Non-profits, CHAP, Community Organizations

## 2 Market and promote the unique historic character of West Baltimore

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West Baltimore has an abundant variety of historical architecture including many different styles of homes that often offer more space and more greenery than other centrally located neighborhoods. The rehabilitation of the neighborhood's historic fabric offers opportunities for initiating and maintaining the revitalization of much of this area. These assets should be marketed and promoted to potential residents and developers.

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### STRATEGY A: Develop signage and guidelines to distinguish the neighborhoods along North Avenue

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Each neighborhood along North Avenue has its own unique character and history and many are historically designated. The history and character of the distinct neighborhoods should be celebrated and honored through appropriate signage along the major corridors, especially North Avenue.

**Type:** Policy, Capital  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** Community Organizations, CHAP, Baltimore Heritage, DOP, DOT

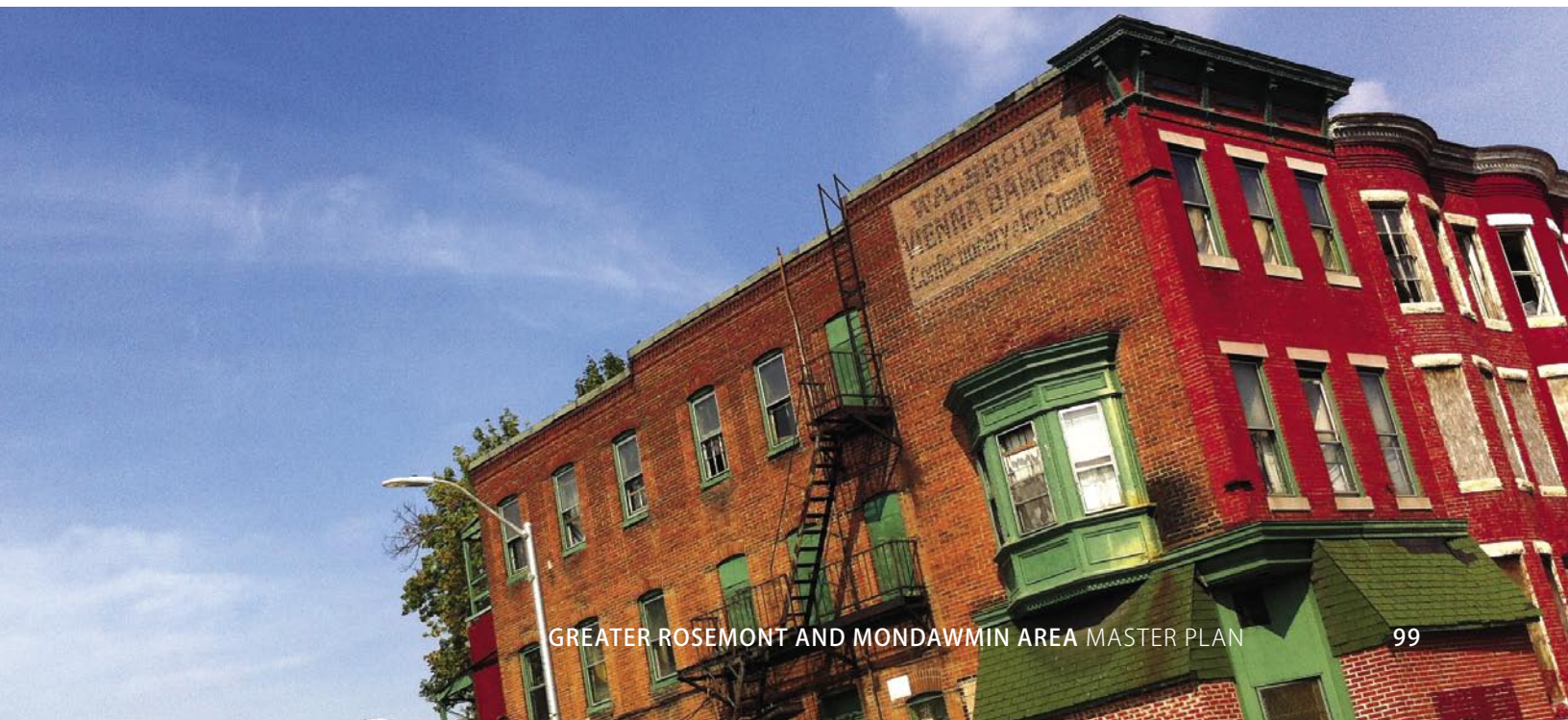
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### STRATEGY B: Ensure improvements to North Avenue celebrate the historic character of the surrounding neighborhoods

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Street improvements, landscaping, and lighting designs should complement the historic character of the neighborhoods and North Avenue.

**Type:** Capital, Policy  
**Timeframe:** Mid-term  
**Funding:** City Funds  
**Partners:** DOP, DOT, CHAP



### 3 Stabilize and preserve key historic resources

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The Greater Rosemont and Mondawmin Area includes several significant historic assets that have fallen into various states of disrepair. These historic buildings need to be stabilized to ensure that they do not further disintegrate; and as funds become available, they should be preserved as signature historic buildings in the neighborhoods.

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#### **STRATEGY A:** **Promote the redevelopment of key historic properties**

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Architecturally significant historic properties can serve as community assets and anchors. Where economically feasible these properties should be preserved. In some cases where a property is eligible for landmark designation and there is an interest in redevelopment, it should be designated so that it can also benefit from historic tax credits, even if the building is not already located in a national register historic district.

**Type:** Policy, Advocacy  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** Private Developers, CHAP, Baltimore Heritage, DOP

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#### **STRATEGY B:** **Retain and revitalize as much of North Avenue's historic buildings wherever possible**

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Every effort should be made to retain as much of North Avenue's historic character as possible. Being the most significant corridor within the plan area, North Avenue should continue to reflect the historic nature of the area.

**Type:** Policy  
**Timeframe:** Short, Mid, and Long-term  
**Funding:** Cost-Neutral  
**Partners:** Private Developers, CHAP, DOP, HCD

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#### **STRATEGY C:** **Seek additional funding for the historic renovation of the Hebrew Orphan Asylum**

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The Coppin Heights Community Development Corporation has been charged with completing the historic renovation of the Hebrew Orphan Asylum. The project has already received state historic tax credits to cover a portion of the expense, however a significant portion of the cost is still being sought. Any opportunity for funding should be pursued to help revitalize this property.

**Type:** Partnership, Operations  
**Timeframe:** short to mid-term  
**Funding:** Private, Grant, and City Funds  
**Partners:** CHCDC, CSU, DOP, HCD, Potential Funders

# APPENDIX

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- 1 Acronyms and Abbreviations
- 2 Zoning Map
- 3 Vacancy Rate Map
- 4 Historic Preservation Map
- 5 Greening Map



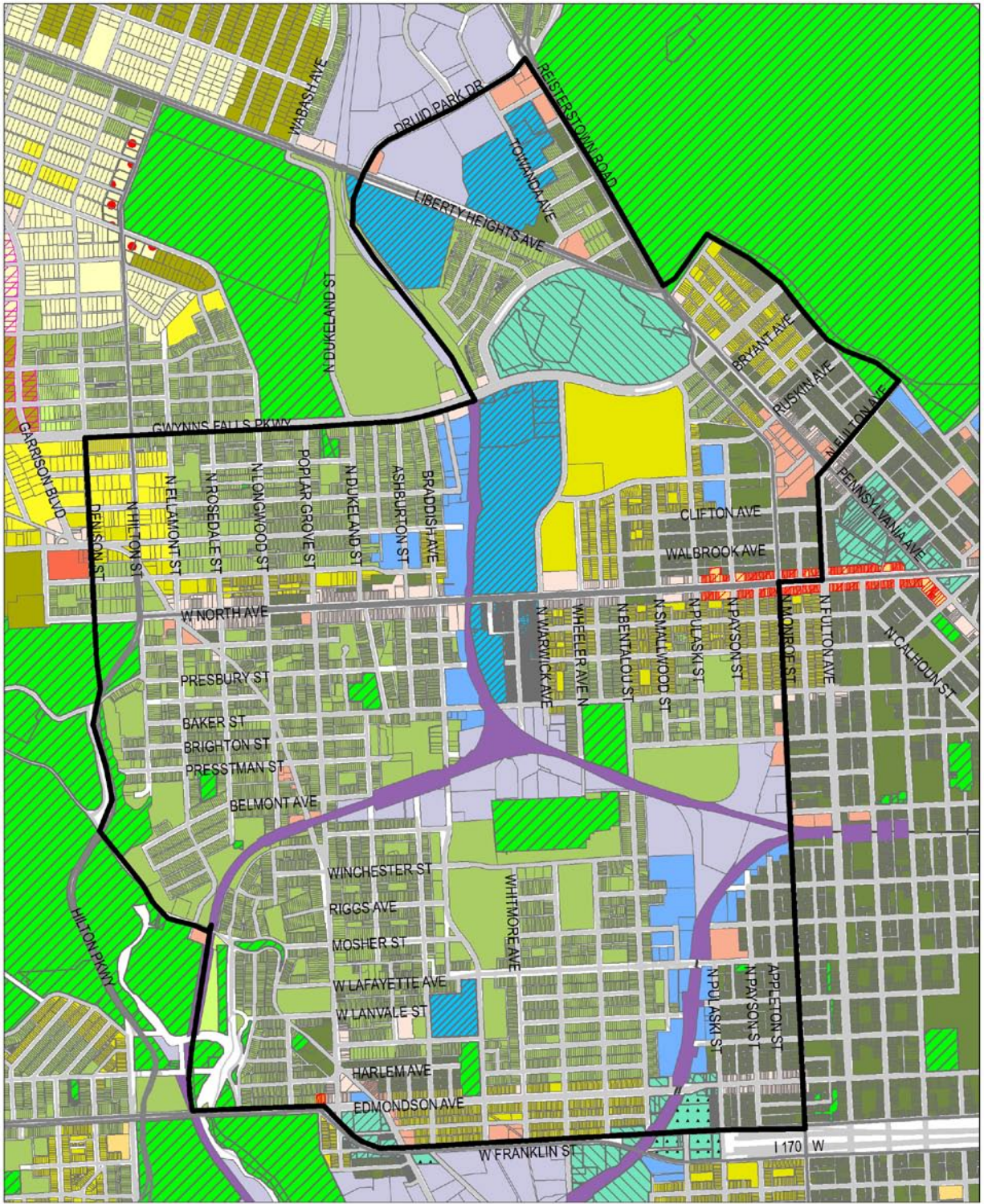
# 1 Acronyms and Abbreviations

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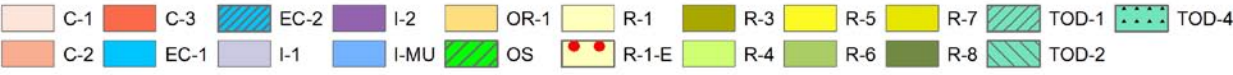
BCCC	Baltimore City Community College
BCRP	Baltimore City Department of Recreation and Parks
BDC	Baltimore Development Corporation
BPD	Baltimore Police Department
CHAP	Commission on Historical and Architectural Preservation
CHCDC	Coppin Heights Community Development Corporation
CSU	Coppin State University
DOP	Baltimore City Department of Planning
DOT	Baltimore City Department of Transportation
DPW	Baltimore City Department of Public Works
GMCC	Greater Mondawmin Coordinating Council
GMCDC	Group Ministries Community Development Corporation
GRAMA	Greater Rosemont and Mondawmin Area Master Plan
HCD	Baltimore City Department of Housing and Community Development
MDOT	Maryland Department of Transportation
MHT	Maryland Historical Trust
MOED	Mayor's Office of Employment Development
MONCS	Mayor's Office of Constituent Services
MTA	Maryland Transit Administration
SBA	Small Business Administration



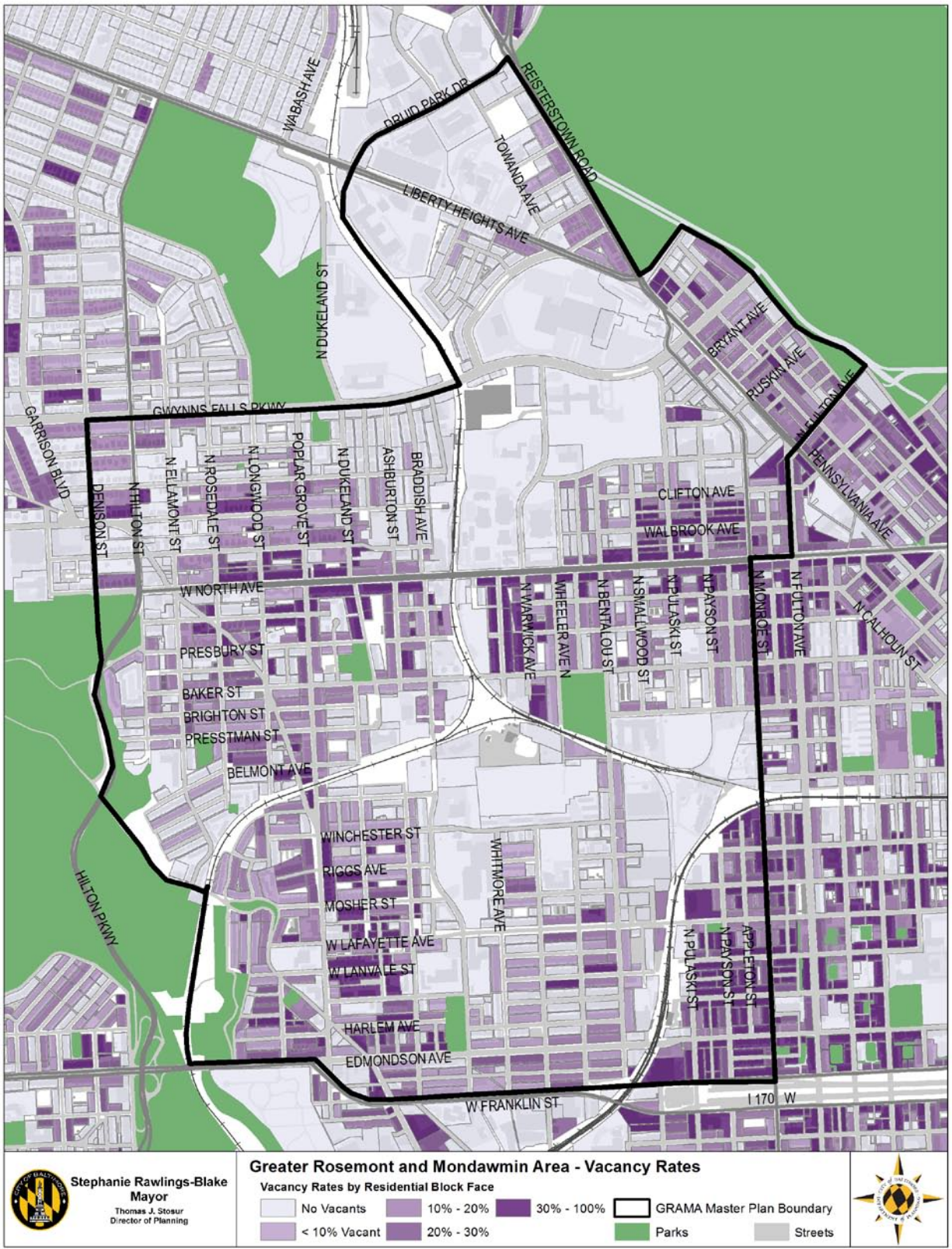
# 2 Zoning Map



**Transform Baltimore Zoning Categories - Greater Rosemont and Mondawmin Area**

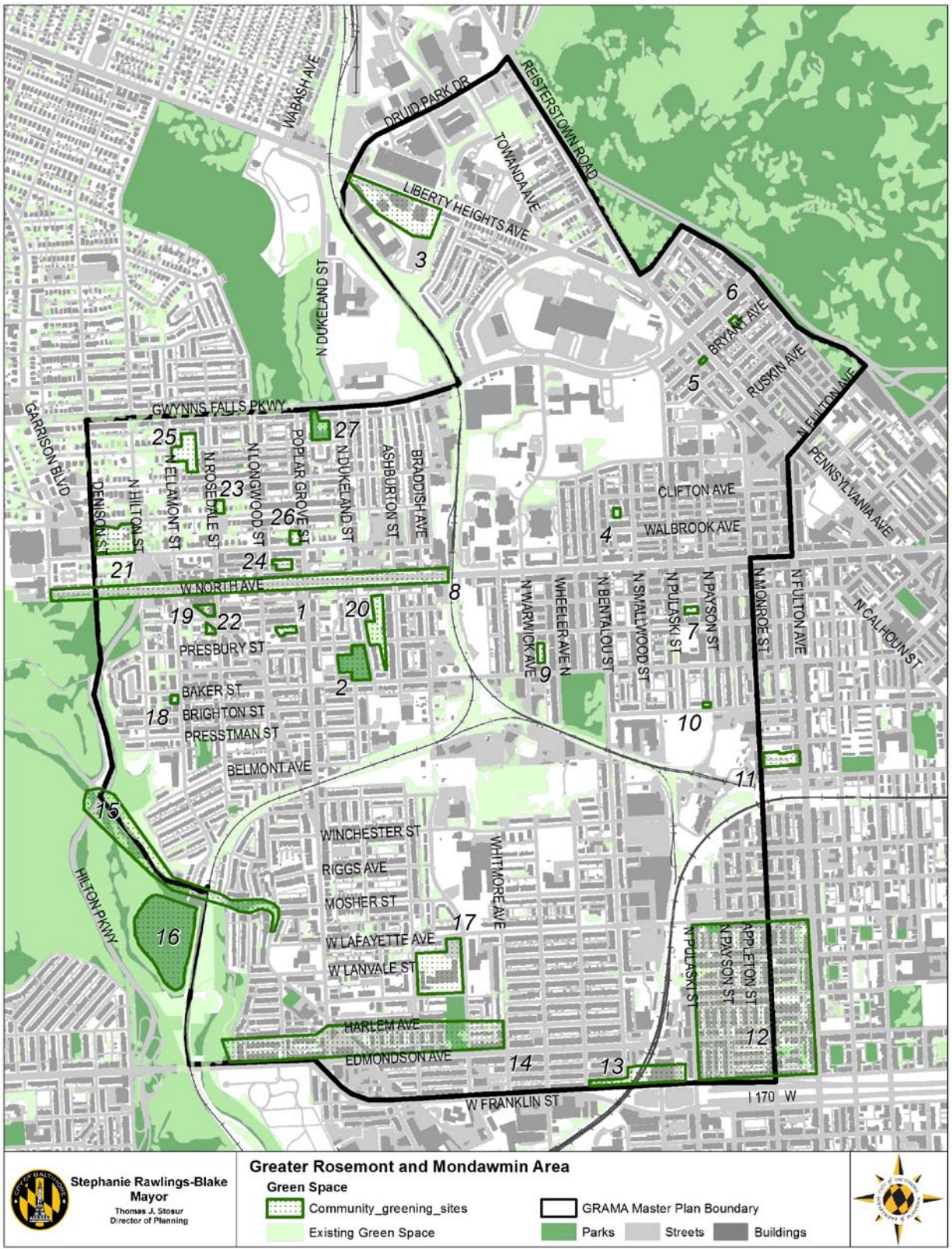


# 3 Vacancy Rate Map





# 5 Greening Map



## **COMMUNITY RECOMMENDED GREENING PROJECTS**

- 1 Possible playground
- 2 Improve park, and address drug problem that has developed in park
- 3 Garden along new BCCC loop road and bridge
- 4 Keep community garden here
- 5 Wildflower garden, repair fence
- 6 Garden: herbs, flowers
- 7 Community planning process for greening project
- 8 Need median strips and trees
- 9 Pervious parking
- 10 Pocket park with bench, fence, trees and flowers
- 11 Planned Strength to Love and Big City Farms agriculture site
- 12 Increase tree canopy and prioritize demolition and regreening
- 13 Wildflower meadows
- 14 Rain Garden
- 15 Rain Garden
- 16 Community Garden in Leon Day Park
- 17 Temporary Urban Agricultural project
- 18 Community planning process for greening project
- 19 Pervious parking
- 20 Rain Garden
- 21 Rain Garden
- 22 Memorial Garden
- 23 Possible solar farm or other community project
- 24 Community planning process for greening project
- 25 Possible solar farm or other community project
- 26 Community planning process for greening project
- 27 Community planning process for greening project





