GREATER ROSEMONT AND MONDOWMIN AREA

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

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State Delegate Shawn Z. Tarrant, 40th District

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State Delegate Nathaniel T. Oaks, 41st District
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State Delegate Melvin L. Stukes, 44th District

With special thanks to the residents, leaders and community organizations of the 17 neighborhoods included in the Greater Rosemont and Coppin Heights Area Master Plan.
[ FPO: Letter of Support ]
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EXECUTIVE SUMMARY

The Greater Rosemont and Mondawmin Area (GRAMA) Master Plan evolved out of a simple belief that by bringing together past community planning efforts, the entire area of connecting neighborhoods could benefit from developing a shared set of principles and practical strategies. By incorporating recommendations from past neighborhood plans along with recent planning efforts, a plan was pulled together to reflect a collaborative vision for the area. This collective community vision could be used by stakeholders and developers as a road map for reinvestment, redevelopment, and revitalization for the Greater Rosemont and Mondawmin Area.

Plan Vision

The plan has been a work in progress for the last decade. A number of plans have come before it, existing in various stages of completion, and sponsored by a variety of community stakeholders. As time progressed, neighborhood leaders and institutional stakeholders began to recognize their shared community interests and concerns, and became determined to work together toward a collective 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 which have ample access to retail, education, transit, public places, and recreational green spaces. It is a community that offers a wide-range of housing options that fosters 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.
As mentioned previously, there have been several smaller planning initiatives for the Greater Rosemont and Mondawmin Area which attempted to address small sections or specific neighborhoods located within the larger planning area, but it wasn’t until the planning effort for the Greater Rosemont and Coppin Heights Revitalization Plan in 2005, that a concerted effort was made to create an overall vision for the 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 objective of the GRACE planning effort 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 never made it before the Planning Commission.

In 2011, the Baltimore City Department of Planning began the process of updating and preparing the GRACE Master Plan for adoption by the Planning Commission. Due to the lapse in time and changing circumstances, a new engagement effort was initiated with a large kick-off meeting to reconnect with the community stakeholders. Because of a community suggestion to prevent neighborhood concerns from being lost in the overall vision planning, the community stakeholders were organized into three planning group sectors: Northeast, Northwest, and Southern. Each planning group 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. Over the course of compiling the GRACE Master Plan, it was renamed the Greater Rosemont and Mondawmin Area Master Plan to better reflect the newer plan boundaries.
Positive Indicators

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

The housing stock is solid with many varied architectural characteristics and decorative styles. There are a number of neighborhoods which have stable home ownership and investment. Also, there are many area assets which could be built 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 as a future selling point; and adequate access to public transit as a transportation cost benefit.

Currently, there are 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; 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 expansion efforts in various planning stages. BCCC has acquired property northeast of its current campus. CSU recently completed construction on a new Physical Education Complex on the northern section of its campus; finished a feasibility study for proposed reuses for the Hebrew Orphan Asylum; and has an expansion plan which includes developing new educational buildings and increasing student and staff opportunities to reside in the area.

The Mondawmin Mall continues to grow and attract popular retailers, such as Target, Marshalls, and Shopper, which in turn attracts more visitors to the area. The mall developers plan to further expand retail parcels onto other sites, including the former Motor Vehicle Administration (MVA) site; this expansion will provide more local job opportunities. These 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 shifts in the neighborhoods, but also 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 lead 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 contributed toward 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 and grow, all community stakeholders must be actively engaged in redefining, reclaiming, and reinvesting in their community.
The following sections are intended to provide an overview of the existing conditions that may be impacting the study area, such as demographics trends, crime, and stability patterns; and give 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, 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
Burleigh Leighton
Mosher
Evergreen
Winchester
Bridgeview/ Greenlawn
Rosemont Homeowners and Tenants
Midtown Edmondson
Liberty Square
Parkview/Woodbrook
Greater Rosemont and Mondawmin Area Master Plan - Planning Sectors

- Northwest Sector
- Northeast Sector
- Southern Sector
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. 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. Not coincidentally, residents perceive those areas with large amounts of abandoned and blighted properties, usually areas with low percentages of owner-occupied housing, as being the most unsafe.
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 furthermore detracts from the area’s strengths like stable neighborhoods, the Mondawmin Mall, Coppin State University, BCCC, and the West Baltimore MARC Station.

The accompanying map from “Greater Rosemont & Coppin Heights Revitalization Plan” identifies areas as assets or weaknesses. The weaker, more blighted areas are illustrated in red, with vacant lots and buildings indicated as dots. The stable, stronger areas are identified in green. This graphic analysis helps to visually identify patterns of stability and blight and, in turn, helps establish priorities: areas, neighborhoods, and corridors that require significant attention in order to prevent future destabilization. From this mapping analysis, it becomes clear that the major corridors of North Avenue, Poplar Grove Street, and Edmondson Avenue are important corridors which require stabilization.
Housing Characteristics

While one of the strengths of the study area is beautiful historic architecture which is characteristic of many west Baltimore neighborhoods, but this 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 age being 1948. However, more than fifty percent of the rental stock was built prior to 1940.

The following map shows owner occupied, renter occupied, and vacant buildings. An analysis of the map shows that neighborhoods such as Walbrook, south of Gwynns Falls Parkway, and Franklintown Road west of Poplar Grove in the southern edge of the study area have more than 70 percent homeownership. Neighborhoods such as Bridgeview/Greenlawn east of Poplar Grove and south of Baker Street have a 60 to 70 percent homeownership rate. North Avenue, as well as Edmondson, have a high percentage of renters. 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 Mosher have a significant number of vacancies. The areas with concentrations of vacant properties and buildings generally have a low rate of homeownership.
Quality of Housing Stock by Block
The survey to assess the overall condition of blocks was created for the “Greater Rosemont & Coppin Heights Revitalization Plan” and consisted of a visual and onsite inspection of housing quality on a block-by-block basis. The blocks were then categorized by the following criteria:

- **Excellent**: All uses in good repair; no vacancies; well-kept landscaping.
- **Good**: Same as above but one or two 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 units.
- **Poor**: Most uses are either in bad repair or vacant; trash strewn about, general feel of abandonment/ neglect.

This survey was updated in 2012 for this updated plan. Based on the updated visual survey, there is a great range in the visual appearance of the blocks within the study area. There were many blocks in the neighborhoods surrounding Mondawmin Mall and Coppin State University as well as neighborhoods in central southern portion of the study area that were characterized by well-kept blocks in excellent condition. There were also many blocks that due to the age of the housing stock and lack of maintenance will require community-wide rehabilitation programs. In some cases, for those blocks with extensive vacancies, demolition and new construction may be the most strategic approach. The poorest quality of blocks are located in the lower southeast quadrant within the boundaries and the railroad tracks; straddling the major arteries of North Avenue, Bloomingdale Avenue, Edmondson Avenue and parts of Franklin Street; and south of New Shiloh Baptist Church and west of the Lutheran Hospital.
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 neighborhood conditions. For example, some activities, such as demolition, may be necessary in distressed markets to bring about change in whole blocks. These activities may be applied more selectively in 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 by helping 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
- Co-efficient of variance for 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 most distressed areas are the ones immediately west of Monroe Street, along Edmondson Avenue, North Avenue and Poplar Grove.
- The strongest areas are found around the Mondawmin Mall, the northwestern part of the Plan Area, along Hilton and Leakin Park, east of the former Lutheran Hospital and around Easterwood Park.
Commercial

The Mondawmin Mall provides the primary retail offerings 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 larger scale 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.

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**Commercial Corridors Business Inventory, 2004***

<table>
<thead>
<tr>
<th>Type of Retail/Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto Service</td>
<td>14</td>
</tr>
<tr>
<td>Carryout</td>
<td>20</td>
</tr>
<tr>
<td>Corner Store</td>
<td>10</td>
</tr>
<tr>
<td>Gas Station</td>
<td>8</td>
</tr>
<tr>
<td>Liquor Stores</td>
<td>13</td>
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<tr>
<td>Personal Service</td>
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<tr>
<td>Restaurants</td>
<td>31</td>
</tr>
<tr>
<td>Other Retail</td>
<td>53</td>
</tr>
<tr>
<td>Total Businesses</td>
<td>203</td>
</tr>
<tr>
<td>Vacant Store Fronts</td>
<td>67</td>
</tr>
</tbody>
</table>


*This inventory excludes the services provided by the Mondawmin Mall.
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 of the study area.
Neighborhood Retail
In 2004, a business inventory was performed along each of the five main routes through the “Greater Rosemont & Coppin Heights Revitalization Plan” Area and excluding the Mondawmin Mall. The inventory captured all occupied and vacant commercial space. The five main routes include North Avenue, Pennsylvania, Liberty Heights, Edmondson and Franklin and Poplar Grove and Bloomingdale. The inventory gives us a picture of the current retail mix of the plan area. It also reveals an excessive number of vacant store fronts.

The historical development of the area’s retail began as a reaction to the residential needs. The corner property along a block of rowhomes was often converted to a corner store, providing limited groceries and general merchandise. These stores frequently operated in retail space which was added to the existing residential unit. As these retail opportunities expanded to meet the neighborhood demand, the entire first floor was converted to commercial use. Over the last two decades, urban neighborhood retail shifted with the growth of suburban shopping centers from providing the majority of consumer products to providing only limited consumer goods and services. These stores now provide common household items and limited groceries.

Based on these historical patterns, much of the current retail space is obsolete, not meeting modern retailers’ needs. The buildings conditions, with low ceiling heights, small spaces limiting the opportunity to grow, and limited off-street parking and loading, restrain retail potential. Other factors, including the perceived and real threat to personal safety of some of the commercial areas, the low density of the market around them, the excessive number of vacant buildings along the major corridors, all contribute to hampering the operations as well as the appeal of the existing and potential stores.
The majority of office space within the study area consists of institutional space and neighborhood-serving offices for local banks, doctors, accountants, attorneys and insurance agents. These office tenants depend on good access to area residents and are often more price-sensitive than larger corporations. They typically seek Class B or more basic office space. The Mondawmin Mall provides ample office space to social service providers including Parole & Probation, Adult Services, Total Health Care, WIC Program, Del MarVa Family Resources, as well as free office space for the Greater Mondawmin Coordinating Council - the umbrella organization for the community groups in Mondawmin. Institutional users represent office tenants with a strong interest in their surrounding community.

Educational institutions like Coppin State University and healthcare facilities in the Coppin study area provide the best source of office tenants. To date, those institutions have chosen to meet their office needs within their own campuses. In the future Coppin will try to decentralize some of its offices currently located on campus. In conjunction with new retail development, a small increment of additional office space could be developed to accommodate neighborhood-serving professionals, local entrepreneurs and service providers.

<table>
<thead>
<tr>
<th>Type of Office Space</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional/Gov.</td>
<td>10</td>
</tr>
<tr>
<td>Banks</td>
<td>2</td>
</tr>
<tr>
<td>General Office</td>
<td>3</td>
</tr>
<tr>
<td>Total Offices</td>
<td>15</td>
</tr>
</tbody>
</table>
Institutions and Services at the Lutheran Site
Beyond the identified campus expansion and new academic and learning buildings on Coppin State University’s campus, no real institutional demand has been documented. The University, however, has identified a desire to expand their allied health programs at the former Lutheran Hospital site. Supporting uses, such as housing, limited commercial, and services may be considered in conjunction with these components creating a mixed-use, institution-oriented development at the Lutheran site.
Transportation

The study area neighborhoods have a disjointed street network due to the presence of railroad tracks that effectively divide the area into thirds and create de facto neighborhood arterials that have to carry most of the north-south and east-west traffic. Gwynns Falls Parkway, North Avenue, Edmondson Avenue, Franklin Street, Hilton Parkway, Bloomingdale Road, Poplar Grove, Fulton Avenue, and Monroe Street carry the bulk of the local traffic in and out of the area network. Lafayette Avenue, Baker Street, and Bentalou Street all cross the tracks as well but are secondary cut-through traffic streets.

Gwynns Falls Parkway is a four-lane, truck-restricted parkway, running east-west along the northern border of the study area. The 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 is a four-lane, east-west arterial with a narrow center median. North Avenue consistently receives complaints about due to its narrow lanes, drivers’ tendency towards high speeds, double parking, and lack of turning lanes at intersections. North Avenue is also a major truck route into the downtown area. Pedestrian conflicts are significant due to lack of sufficiently marked crosswalks, and high traffic speeds and volume.

Edmondson Avenue is a two-way, east-west street that runs along the southern edge of the study area. Along with Franklin Street, which is an westbound only artery that connects with Edmondson Avenue. 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 trying to get to the nearby schools and transit stops.

Hilton Parkway is a two-way, north-south street that runs along the western edge of the study area. It provides access to the regional transportation network from Gwynns Falls Parkway, North Avenue, and Edmondson Avenue.

Poplar Grove is a two-way, north-south street until it intersects with Bloomingdale Road near the center of the plan area. It is one of the most heavily used north-south routes in the study area.
Monroe Street is a one-way southbound road making up the eastern edge of the study area. It is often used as an alternative route to connect with Interstate 95. During rush hours, the traffic is heavy, high speed, and dangerous for pedestrians.

Fulton Avenue, which is normally a main one-way north, becomes a major north-south arterial running two lanes in both directions once it crosses Edmonson Avenue.

**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.

An additional future transit amenity is the MTA’s Red Line Project. The proposed Red Line is an east-west corridor light rail line that will run from Security Mall to Bayview and is adjacent to the southern edge of the study area. The two proposed stops at Rosemont and the West Baltimore MARC station that 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.
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 structured and organized to present information in a clear and easy to follow format. The content of the plan is based on community stakeholder recommendations from past plans, along with new insight for recent planning efforts. All the collected recommendations were used to compile a list of executable strategies, and then these strategies were organized by shared commonalities and assigned to common principle. Each of the principles and its associated strategies falls under a designated plan topic. The next chapters are dedicated to the following designated plan topics: Neighborhood Revitalization, Economic Development, Transportation, Greening, and Historic Preservation. In each chapter, there is a numbered set of common principles related to the specified topic, along with a list of executable strategies pertaining to each numbered principle. To help provide community stakeholders with transparency and a clear path to action, each strategy has action list which identifies the type of strategy that is needed, an estimated timeframe for implementation, potential funding sources, and possible partners.

To prevent any confusion, here are some key details about the action list. First, there are six possible types of strategy, which are Advocacy, Capital, Education, Operations, Partnership, and Policy. Secondly, the timeframes 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 possibilities. Also, the estimated timeframe is from the point of initiation or start of action on a particular strategy. Thirdly, the funding will be indicated as Federal Funds, State Funds, City Funds, Grants Funds, Private Funds, Cost-Neutral, Funding Analysis Needed, or any combination of the options. Finally, please utilize the appendix for a list of commonly referenced acronyms and abbreviations for help in clarifying the correct agency and department partners. Also, in the appendix section, there is a corresponding table for containing all the principles and strategies, which is useful for an at-a-glance overview.
NEIGHBORHOOD REVITALIZATION

PRINCIPLES

1. Activate North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus
2. Aggressively pursue crime reduction measures
3. Maintain the integrity of the residential character of neighborhoods
4. Preserve and enhance stable areas
5. Proactively help 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 city’s Vacants to Value program to promote the renovation of vacant properties
NEIGHBORHOOD REVITALIZATION

The Greater Rosemont and Mondawmin areas include many stable neighborhoods with large number of long-term homeowners. However, 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 corridors. These corridors are highly traveled streets which create an unwelcoming perception and detract from community assets, such as stable neighborhoods, the Mondawmin Mall, Coppin State University, Baltimore City Community College, and the West Baltimore MARC Station. By repairing the corridors, these assets can be accentuated.

To address pockets of stability and blight, the plan recommends strategies that address the differing levels of stability throughout the area. Areas have been evaluated by their market strength, percentage of vacancy and visual appearance to determine where the different 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 that are in poor condition should be targeted for rehabilitation, and in some case 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, BCCC, University of Maryland, UMMS, Bon Secours, and Social Security 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 (CSU) and Baltimore City Community College (BCCC) 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 pro-actively 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.
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 and 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 GM 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. 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.
1 Activate North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus

North Avenue serves as the “front porch,” to Coppin State University, a growing academic environment. This anchor institution should be leveraged to attract new development to the area which could include new Coppin State University institutional buildings, new and rehabbed off campus student housing, rental housing, and new services and retail. The center of North Avenue, between Dukeland and Bentalou Street should become the Coppin Academic Village. See additional strategies listed under the Economic Development section, principle 1.

STRATEGY A:
CSU, CHCDC and City of Baltimore work together to find locations and recruit a developer to build new off-campus student housing

The 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 larger developments and the CDC has already awarded the development job to a private developer. These new developments could be built by the developer and managed by the CSU or the CHCDC, or they could remain under private management with a lease agreement with CSU.

Type: Development
Timeframe: Short-term
Funding: State and Private Funds
Partners: CSU, CHCDC, DOP, HCD, Private developers
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 Dueland, just south of North Avenue and around the eastern part of Edmondson Avenue.

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

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, Police, Mayor’s Office on Criminal Justice

STRATEGY B:
CSU Campus Police and Baltimore City Police Department coordinate efforts to aggressively target known high crime areas.

CSU Police are the primary agency responsible for policing University owned and operated properties. However, in order that the CSU Police Force may 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, Baltimore City Police Department
STRATEGY C:
Develop ongoing partnerships between community members and
Baltimore City Police, CSU Police and BCCC Police officers

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 integrity of the residential character of neighborhoods

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.

**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.

Type: Policy  
Timeframe: Short-term  
Funding: Cost-Neutral  
Partners: DOP

**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.

Type: Policy  
Timeframe: Short-term  
Funding: Cost-Neutral  
Partners: DOP

**STRATEGY C:**  
**Under the new zoning code require adequate parking to 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
Preserve and enhance stable areas

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.

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

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

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

**STRATEGY B:**
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 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 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
5 Proactively help stabilize areas in fair condition

Areas which have been identified as Fair to Good should be stabilized with enhanced crime prevention, incentives for increased homeownership, increased code enforcement, and in some cases there are opportunities for minor selective demolition and redevelopment and infill with new buildings and uses. Homeowner assistance should sought to help current and new owners maintain and improve their homes. Street and infrastructure maintenance, sidewalk repair, and lighting will help stabilize these areas.

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

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.

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<td>Timeframe:</td>
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<td>Funding:</td>
<td>City Funds</td>
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<td>Partners:</td>
<td>Community Organizations, DOP, DOT</td>
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STRATEGY B: Seek grants and other funding opportunities to support neighborhood beautification, revitalization and housing programs

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.

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<th>Type:</th>
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<td>Timeframe:</td>
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<td>Funding:</td>
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<td>Partners:</td>
<td>Non-profits, city agencies, grant providers</td>
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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 nonprofits should seek out opportunities to make homeowners assistance available where it is needed and to promote this assistance to community members.

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

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

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

A major detraction from the attractiveness of this area for current residents, potential residents and visitors is the large number of dilapidated 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 which should be prioritized for demolition of vacant buildings.

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

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

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: Mid-term
Funding: Cost neutral
Partners: HCD, DOP, Community Organizations
**STRATEGY C:**
Develop City strategy to address the concerns in areas identified as distressed in the Housing Market Typology (HMT)

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

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

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

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:** Short to mid-term
- **Funding:** Cost-Neutral
- **Partners:** Non-profits, HCD, DOP
Illegible text: "Illegal dumping, litter and improper disposal of garbage are detrimental to the quality of life of residents and present a poor image to visitors. Improperly disposed trash attracts rodents and contributes to other health risks. It is critical that both the citizens and city officials aggressively address the trash problem to ensure that neighborhoods are cleaner and healthier.

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.

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.

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

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

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

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

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.

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<td>Partners</td>
<td>DPW, Community Stakeholders</td>
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### STRATEGY D: 
**Increase reporting and citations for properties which habitually dispose of their trash improperly**

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.

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<td>HCD, DPW, Community Stakeholders</td>
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### STRATEGY E: 
**Develop community led initiatives to address trash and litter problems**

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.

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<tr>
<td>Partners</td>
<td>Community Stakeholders</td>
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8 Utilize the city’s Vacants to Value program to promote the renovation of vacant properties

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.

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

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
Timeframe: Short-term
Funding: City Funds
Partners: HCD, DOP

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

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
Timeframe: Short, Mid, and Long-term
Funding: City Funds
Partners: HCD, Private Developers
ECONOMIC DEVELOPMENT

PRINCIPLES

1. Activate 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

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.

Essential to revitalizing is the transformation of the study area’s commercial corridors to re-establish 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.

The Greater Rosemont and Mondawmin Area Master Plan expresses many of the desires and concerns of area residents as to 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.
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. Activate North Avenue and nearby neighborhoods by strategically locating CSU facilities and services off-campus

North Avenue serves as the “front porch,” to Coppin State University, a growing academic environment. This anchor institution should be leveraged to attract new development to the area which could include new Coppin State University institutional buildings, new and rehabbed off campus student housing, rental housing, and new services and retail. The center of North Avenue, between Dukeland and Bestalou Street would be the Coppin Academic Village. See additional strategies listed under the Neighborhood Revitalization section, principle 1.

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**STRATEGY A:**
Coppin Heights Community Development Corporation (CHCDC) acquires and rehabilitates properties on North Avenue

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:** Development  
**Timeframe:** Mid-term  
**Funding:** Funding Analysis Needed  
**Partners:** CHCDC, CSU, DOP

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**STRATEGY B:**
CSU locates student destination buildings such as a bookstore, a student union, administration offices, the CDC, or similar other facilities off campus – possibly on North Avenue

The GRAMA Plan recognizes that 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 it is an attraction and by strategic placing its facilities throughout the neighborhoods it can help to stimulate the revitalization of the area.

**Type:** Development  
**Timeframe:** Long-term  
**Funding:** Funding Analysis Needed  
**Partners:** CSU, CHCDC, DOP, HCD, Private Developers
Best Practices in University Local Business Development:
1. Started a small-business support program with grants and training.
2. 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.
3. Mandated University suppliers and contractors to subcontract some of their services to local enterprises.
(The Pennsylvania University Case Study)

STRATEGY C:
CHCDC runs rehabilitation programs and connects students to private landlords in the area.

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: Development
Timeframe: Mid-term
Funding: Funding Analysis Needed
Partners: CHCDC, CSU, 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. These include CSU, BCCC, Mondawmin Mall, the West Baltimore MARC Station, the planned Redline, and the Hebrew Orphan Asylum. The GRAMA Plan 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 improvements and expansion of the Mondawmin Mall have provided much needed improved shopping opportunities and additional jobs in the area. The GRAMA plan encourages and supports continued development of the mall, however it is important that this development continues to include the input of community members and take into consideration their concerns so that the mall will continue to be an asset for the area.

Type: Partnership
Timeframe: Short, Mid, and Long-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, BDOT, HCD, Community Organizations
STRATEGY C:
Support and assist in the redevelopment of the Hebrew Orphan Asylum as a community asset

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, Development
Timeframe: Mid-term
Funding: Funding Analysis Needed
Partners: CHCDC, CSU, BDOP, CHAP, HCD, Baltimore Heritage, Community Organizations

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

The MTA conducted a series of meetings with community representatives from the neighborhoods surrounding the planned Redline stations. These SAAC groups were created as part of the Redline Community Compact developed by the City of Baltimore. For 18 months the groups met and were guided through discussions to get their recommendations on design and planning for the planned stops and the areas surrounding them. The Rosemont stop and the West Baltimore MARC stop are included in the GRAMA plan area, and this plan fully supports the recommendations that came out of that process.

Type: Policy
Timeframe: Long-term
Funding: City, State, and Federal Funds
Partners: MTA, DOT, DOP, HCD, MDOT
STRATEGY E:
Support the implementation of the recommendations of the West Baltimore MARC Station Area Master Plan

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 overlaps 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

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

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.

Type: Policy
Timeframe: Short-term
Funding: Cost-Neutral
Partners: DOP

STRATEGY G:
Tap into the resources offered by BCCC expanding Green Jobs curriculum

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Type: short to mid-term
Timeframe: short to mid-term
Funding: Cost-Neutral
Partners: BCCC, BDC, Office of Sustainability, Community Organizations
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.

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

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.

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

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.

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<td>BDC, Merchants Associations, Business Owners</td>
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STRATEGY C: Identify location for a new surface parking lot that serves the North Avenue/Hilton retail district.

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 that block, the need for parking is only going to increase. The business community should work together to identify suitable and affordable locations for off street parking.

Type: Capital
Timeframe: Mid-term
Funding: Private Funds
Partners: Merchants Association, North Avenue Taskforce, Community Organizations
North Avenue is envisioned as a vibrant, pedestrian-friendly, mixed-use street with single family and multifamily residential, shops, cafes, bookstore, retail, restaurants and services that meet the needs of residents and the community at large. The architectural style of new buildings on North Avenue should reflect the urban and historical character of the area. Future development projects can include a mixed-use component, including retail and restaurants, which could be amenities for residents and the students and faculty of CSU.

**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:**
The architectural style of new buildings on North Avenue should reflect the urban and historical character of the area

North Avenue is rich with history, and abuts several national historic districts. The character of this street should be maintained and new buildings should reflect the unique architectural aspects of the historic buildings. Zoning can be used to encourage this pattern of development and for larger projects the Urban Design and Architectural Review Panel (UDARP) can help to achieve this goal.

- **Type:** Policy
- **Timeframe:** Long-term
- **Funding:** Cost-Neutral
- **Partners:** Private Developers, DOP
STRATEGY C:
The City of Baltimore includes West North Avenue in its capital improvement program (CIP)

Many portions of West North Avenue suffer from poor lighting, deterioration and low accessibility which prevent the street from becoming the pedestrian friendly corridor which is envisioned. To address these issues the city should include improvements to the street in its CIP budget, needed improvements include: ADA accessibility, streetscape, signage, landscaping, adding bike lanes and pedestrian friendly design.

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

STRATEGY D:
Use the expansion of CSU as an opportunity to promote West North Avenue to potential developers

CSU is the major anchor along West North Avenue. If North Avenue is going to flourish it must capitalize on the advantages offered by having an institution of higher education with its front door on the corridor. The area should be promoted to potential developers by emphasizing the built-in market of additional students and faculty for both the retail and housing market.

Type: Policy  
Timeframe: Long-term  
Funding: Cost-Neutral  
Partners: HCD, DOP, CHCDC
5 Identify areas for redevelopment along commercial corridors

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.

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

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: Development  
Timeframe: Mid and Long-term  
Funding: Private Funds  
Partners: HCD, DOP, Private Developers

STRATEGY B:
The south side of the 2700 and 2800 blocks of North Avenue and the north side of the 2900 and 3000 blocks should be rehabbed or redeveloped.

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: Policy  
Timeframe: Long-term  
Funding: Private Funds  
Partners: Private Developers, CHCDC, HCD
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.

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

There are non-profit groups in the area, such as the Center for Urban Families 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 and Long-term |
| Funding: | Cost-Neutral |
| Partners: | MOED, non-profits, community organizations |

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

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, Mid, and Long-term |
| Funding: | Funding Analysis Needed |
| Partners: | Business owners, Community Organizations, MOED, non-profits, CSU, BCCC, CHCDC |

**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 any 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

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.

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

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 up with resources such as the Small Business Administration (SBA), and the Baltimore Development Corporation (BDC) Small Business Resource Center.

Type: Partnership
Timeframe: short, mid, long- term
Funding: Cost-Neutral
Partners: Community Organizations, BDC, SBA

STRATEGY B:
Foster community owned business ventures

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: Advocacy, Policy
Timeframe: Long-term
Funding: Private Funds
Partners: Community Stakeholders, BDC

STRATEGY C:
Evaluate the feasibility of a supermarket in the southern planning sector

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.

Type: Development
Timeframe: Long-term
Funding: Private Funds
Partners: BDC, DOP, Property Owners, Private Developers, Grocery Store Operators
8 Promote the expansion of Coppin State University in a way that fosters community-wide revitalization

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.

STRATEGY A: Create a Memorandum Of Understanding between the City of Baltimore and CSU

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.

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STRATEGY B: New campus buildings go through expedited City review processes including 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.

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GREATER ROSEMONT AND MONDAWMIN AREA MASTER PLAN 65
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.

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

For the near term, the GRACE Area Master Plan encourages the creative reuse and adaptation of the industrial properties. Uses that produce good jobs for local residents, strengthen the surrounding community and respect the residential nature of the neighborhood should be always preferred.

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

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.

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

Recruit future businesses to the area which are more compatible and represent future growth areas for the city such as: Light manufacturing, Bioscience, Business Services, Computer and Data services, etc.

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TRANSPORTATION

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
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 for pedestrians 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 is aligned with the broad missions of both Baltimore City Department of Transportation and the Maryland Department of Transportation, to provide transportation systems which 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 these proposed goals and ideals for how streets should work for people, bikes, and vehicles.
Community Profile: West Baltimore MARC Scenic Beautification Project

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One of the greatest concerns for area residents is the general disregard for speed limits and basic traffic rules. Many cars traveling through the area do not abide or take into consideration the number of 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.

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

Speeding cars and a blatant 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, Cost-Neutral  
Partners: Baltimore City Department of Transportation (DOT), Baltimore City Safety Division, Community Stakeholders

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

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
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.

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

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

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

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 enhancements 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. In cities with similar high traffic corridors to the Greater Rosemont and Mondawmin Area, streets are designated to specific transit mode to provide equal accessibility for all modes and lessen conflicts.

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. These are high conflict areas are as follows: the crossings around the West Baltimore MARC Station; the intersections near Franklintown 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
Timeframe: Short and Mid-term
Funding: City Funds
Partners: DOT

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

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 incorporate small scale improvements which could enhance the transit user’s access and experience with available 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.

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

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 recommendations 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

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

Type: Operations
Timeframe: Short to Mid-term
Funding: State Funds
Partners: MTA, DOP
5 Improve and/or establish pedestrian and bike connections

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.

**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

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/ped paths between BCCC and CSU along the railroad tracks and creating a north-south path by reconnecting Braddish Avenue.

- **Type:** Operations, Policy
- **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

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
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 occur 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

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

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
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

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 as being more geared toward cars users and plan for future development to encourage 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.

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

STRATEGY B:
Devise 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
Timeframe: Short-term
Funding: Cost-Neutral
Partners: DOT

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 given to owners who feel their homes and/or business 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

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

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

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

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

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
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.

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.
GREENING

Community Profile:
Mr. James Little
Community Gardener

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Support the city-wide effort to increase the tree canopy

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.

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

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: DRP, DPW

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

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

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 for low-cost greening projects.

STRATEGY A: Continue to work with the MTA and communities to ensure maximization of greening opportunities around MARC Station and Redline stops

The MTA’s current plans for the Redline stop at the MARC station does include some greened areas, the GRAMA plan encourages this and recommends that green space that is provided near transit stations be creatively designed to maximize community use.

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

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

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: Capital  
Timeframe: Mid-term  
Funding: Funding Analysis Needed  
Partners: BCCC, DOP, Community Organizations
STRATEGY C:
Work with CSU to develop greening and beautification programs to 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.

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<td>Partners:</td>
<td>CSU, CHCDC, DOP, Community Organizations</td>
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STRATEGY D:
Work with the Mondawmin Mall to improve mall landscaping and sponsor neighborhood greening projects

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.

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<td>Partners:</td>
<td>General Growth Properties, Community Organizations</td>
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There are a large number of abandoned lots in the plan area. Vacant properties can become targets of illegal dumping and litter, leading to an overall perception of neighborhood neglect. Conversely lots can 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.

**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 for-profit private farmer.

Type: Partnership, Advocacy  
Timeframe: Mid-term  
Funding: Private Funds  
Partners: CSU, Office of Sustainability, Urban Farmers
STRATEGY C: Explore the possibility of an Urban Agriculture partnership project with community institutions

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.

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<td>Partners</td>
<td>CSU, CHCDC, Tuerk House, BCCC, Bon Secours, Community Organizations, Office of Sustainability</td>
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STRATEGY D: Identify location for a large destination recreational greenspace

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.

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<td>Partners</td>
<td>DOP, Department of Recreation and Parks (DRP), Community Organizations, Non-profits</td>
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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

During the GRAMA Plan community meetings stakeholders identified many vacant lots which could possibly be turned into beneficial green spaces 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.

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<td>Partners</td>
<td>Community Organizations, DOP, Office of Sustainability, area non-profits</td>
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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

The community expressed their desire to preserve the existing community gardens, all of these gardens need to be identified and if there are not already included they should be 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.

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<th>Type</th>
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<td>Partners</td>
<td>Community Organizations, DOP, Baltimore Greenspace</td>
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STRATEGY G:
Look for opportunities to establish rain gardens or other rain water recycling projects

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

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

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

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

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 that need maintenance.

Type: Operations
Timeframe: Ongoing
Funding: City Funds
Partners: Community Organizations, Office of Sustainability, Non-profits
HISTORIC PRESERVATION

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

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.
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 that 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 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.
Encourage renovation of properties to maintain the historic character of the area

One of the advantages of the GRAMA 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.

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

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, Eastoverwood/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

**STRATEGY B:**
**Seek national register designation of areas where preservation tax incentives would foster neighborhood revitalization in coordination with the redevelopment of the Lutheran Hospital site**

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 and the CHCDC intends to redevelop the Hebrew Orphan Asylum as a fresh food market and 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 eligible areas that could benefit from the tax credits.

**Type:** Policy  
**Timeframe:** Mid-term  
**Funding:** Cost-Neutral  
**Partners:** Baltimore Heritage, CHAP, Community Organizations
STRATEGY C:
Develop a comprehensive historic tax credit marketing plan

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

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

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STRATEGY E:
Develop general development guidelines for North Avenue

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

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, Capital, 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

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.

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

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

STRATEGY B: Ensure improvement to North Avenue celebrate the historic neighborhoods that surround it

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

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

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

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 |
| Timeframe: | Mid-term |
| Funding: | Funding Analysis Needed |
| Partners: | Private Developers, CHAP, Baltimore Heritage, DOP |

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

Every effort should be made to retain as much of North Avenue historic fabric as possible. It is the most significant corridor the plan and should reflect the historic nature of the area.

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

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

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

1 Acronyms and Abbreviations
2 Strategy Implementation Table
3 Zoning Map
APPENDIX 2: PRINCIPLE AND STRATEGY TABLE