

West Baltimore MARC

Transit-Centered Community Development Strategy

Prepared For:
Maryland Department of Transportation
West Baltimore Coalition
City of Baltimore

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BAE

September 2008

ACKNOWLEDGEMENTS

West Baltimore Coalition (WBC)

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Alliance of Rosemont Community Organization (ARCO)

Baltimore Neighborhood Collaborative
b'more mobile

Bon Secours Foundation

Boyd-Booth Community Association

Boyd-Booth Concerned Citizens, Inc.

Bridgeview Greenlawn Community Association

Citizens Planning and Housing Association

Edmondson Community Organization

Evergreen Protective Association

Fayette Street Outreach

Franklin Square Community Association

Harlem Park Neighborhood Council, Inc.

Lafayette Square Community Association

Midtown Edmondson Avenue Improvement Association (MEAIA)

Morgan State University

Neighborhood Design Center

Operation Reach Out Southwest

Rosemont Homeowners and Tenants Association

The Enterprise Foundation

Transit Riders Action Council

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Maryland Department of Transportation

Maryland Department of Planning

Maryland Department of Housing and Community Development

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Baltimore Development Corporation

Baltimore Housing

Department of Planning

Department of Transportation

Lockerman Bundy Elementary School

Police Department

Public School System

The Mayor's Office of Employment Development

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Zimmer Gunsul Frasca Partnership

Bay Area Economics

Thanks to all the West Baltimore community members
who generously gave their time to help envision the future
of the West Baltimore MARC station area.



West Baltimore
Coalition

Our Mission is to advocate for the communities in the West Baltimore Community to maintain affordable inclusionary housing, share economic vitality, re-establish safe, secure and effective transportation, and promote community development.

A Journey: Creating a Future

Finally, we have a document “The Transit-Centered Community Development Strategy” that articulates the heart of the community charting the course for new beginnings in West Baltimore.

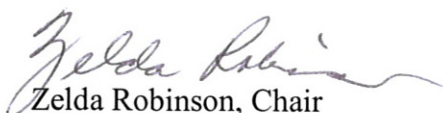
“**Community participation from the bottom up**” distinguishes this documents direction for future development opportunities that give back benefits and amenities directly to the people that are affected the most in the development areas.

With the advent of Transit Oriented Community Development a glimmer of hope for our West Baltimore Community “whose time has come”, after years of being overlooked and uncared for will once more become a jewel in the crown of the city of Baltimore.

Based on nearly two years of meetings and conversations, this document contains the key principles that the communities decided were paramount for West Baltimore to become a viable, thriving, productive and diverse community. Clearly, the people’s choices were for economic development, improved education, mixed-income (including a sufficient amount of affordable) housing, safe and efficient transportation, with future development clearly guided by Community Benefits Agreements. Such agreements can help to ensure self-determination by the communities. Within the document, each principle mirrors the community’s desires and wishes as expressed in the workshop process of 2006 and 2007.

The vision of each person in the community, incorporated into a strategy document going beyond the scope of the conventional Transit Oriented Development approach, brings a fresh new glimmer of hope for the future. When community’s voice is heard and heeded, the results can be phenomenal.

We thank each person that participated and contributed to a production that will continue to grow and develop in the years to come.


Zelda Robinson, Chair
West Baltimore Coalition



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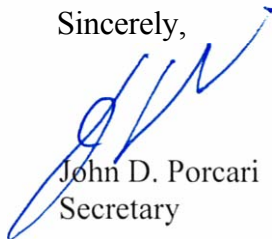
September 2, 2008

I am pleased to join the communities of West Baltimore in introducing the West Baltimore MARC Station Area Transit-Centered Community Development Strategy. This Strategy document reflects the successful outcome of an intensive collaboration between the residents of West Baltimore, the City of Baltimore, and Maryland State agencies led by the Department of Transportation (MDOT). It is our hope that it will guide future investment in West Baltimore for decades to come, to help achieve the community's ambitious vision.

Transit Oriented Development (TOD) is a major policy priority for MDOT and West Baltimore is a key location to focus this policy. This area's strong bus ridership, as well as the current MARC Station and plans to develop the "Red Line," makes transit a significant element of the West Baltimore landscape. It is all the more important, therefore, that transit be designed as an amenity to the area, and that land use planning reflect the needs and opportunities that transit investment can bring. The citizens of West Baltimore not only understand this, but with courage and energy have re-emphasized that transportation planning should look beyond system efficiencies to support the community development needs and opportunities of current residents. It is for this reason that the Strategy document outlines recommended actions not merely to promote "TOD," but to achieve "Transit-Centered Community Development" for and with the residents of West Baltimore.

This Strategy document is symbolic of the unique partnership and energetic leadership of those involved in its production. Committed residents and area stakeholders partnered with a broad array of State and City agencies, to create a process that was not only *for* the community, but *by* the community. On behalf of the Maryland Department of Transportation, I congratulate and thank the leaders of this effort for the creativity, energy and commitment they have demonstrated over the course of this interactive process. This collective spirit is testimony to the potential of the area and marks a brave step forward toward a better future for West Baltimore.

Sincerely,



John D. Porcari
Secretary

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EXECUTIVE SUMMARY

WEST BALTIMORE MARC TRANSIT-CENTERED COMMUNITY DEVELOPMENT





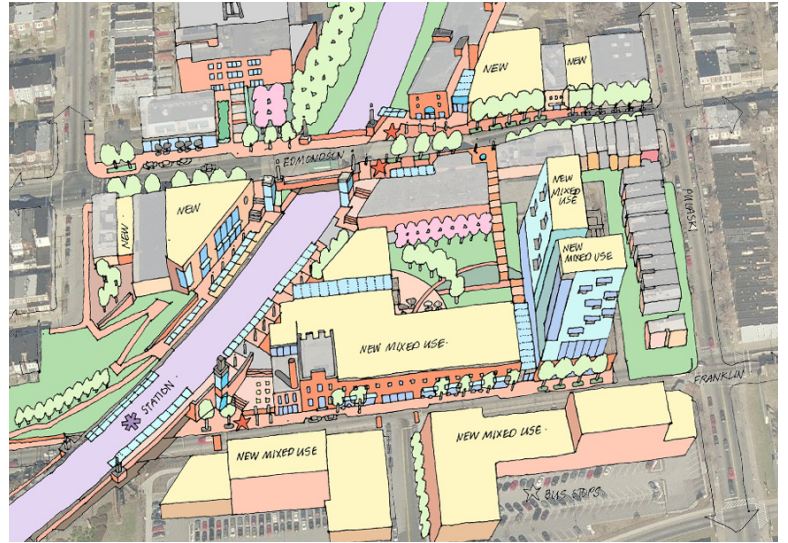
The West Baltimore MARC Transit-Centered Community Development Strategy provides community-supported guidance for future change in West Baltimore. The Strategy includes foundational principles and recommended implementing actions. The underlying belief of the Strategy is that the existing MARC regional rail service and the future Red Line transit investment can help in West Baltimore’s revitalization efforts. The strategy does not specify specific transit alignments or land use locations, rather it provides the community with general guidance to consider when specific projects are proposed. It is not the final word on how West Baltimore will redevelop – it is the first.

The Strategy is based on community input given at workshops and meetings from 2006 through 2008. Important to the planning process, the community generated development principles that specify how the community wants future development to occur and “behave”. The principles form the foundation of the Strategy’s development concept that envisions a future where a variety of housing is available, jobs are accessible and plentiful, and transportation serves the community. It imagines a future where the needs of current residents are met, residents are trained and qualified for new jobs, and the area becomes a destination attracting visitors from across the region.

All participants in the West Baltimore Transit-Centered Community Development Strategy process believe that West Baltimore can benefit from improving the connection between development and transit while acknowledging the area’s unique economic, housing, and cultural assets and resources. Transit-Oriented Development (TOD) is a major policy priority for Baltimore City and the Maryland Department of Transportation. The West Baltimore MARC station is an important TOD site because it is a stop on the MARC commuter rail line between Washington, DC and Aberdeen and because the area will be served by the future Red Line.



Before: West Baltimore MARC Station



After: West Baltimore MARC Station



Before: Ice House



After: Ice House



Before: MARC Platform



After: MARC Platform

KEY PRINCIPLES FROM COMMUNITY

Housing

- Avoid displacement.
- Maintain housing affordability. Increase housing diversity.
- Increase the amount of occupied housing.
- Preserve the character of existing viable housing stock.
- Draw early investment to opportunity-driven places.



▲ Housing

Economic Development

- Cultivate large-scale economic development opportunities.
- Attract and develop businesses and facilities to serve the local population.
- Promote small business development and entrepreneurship.
- Enhance local workforce, employment opportunities and local business participation.



▲ Economic Development

Transportation

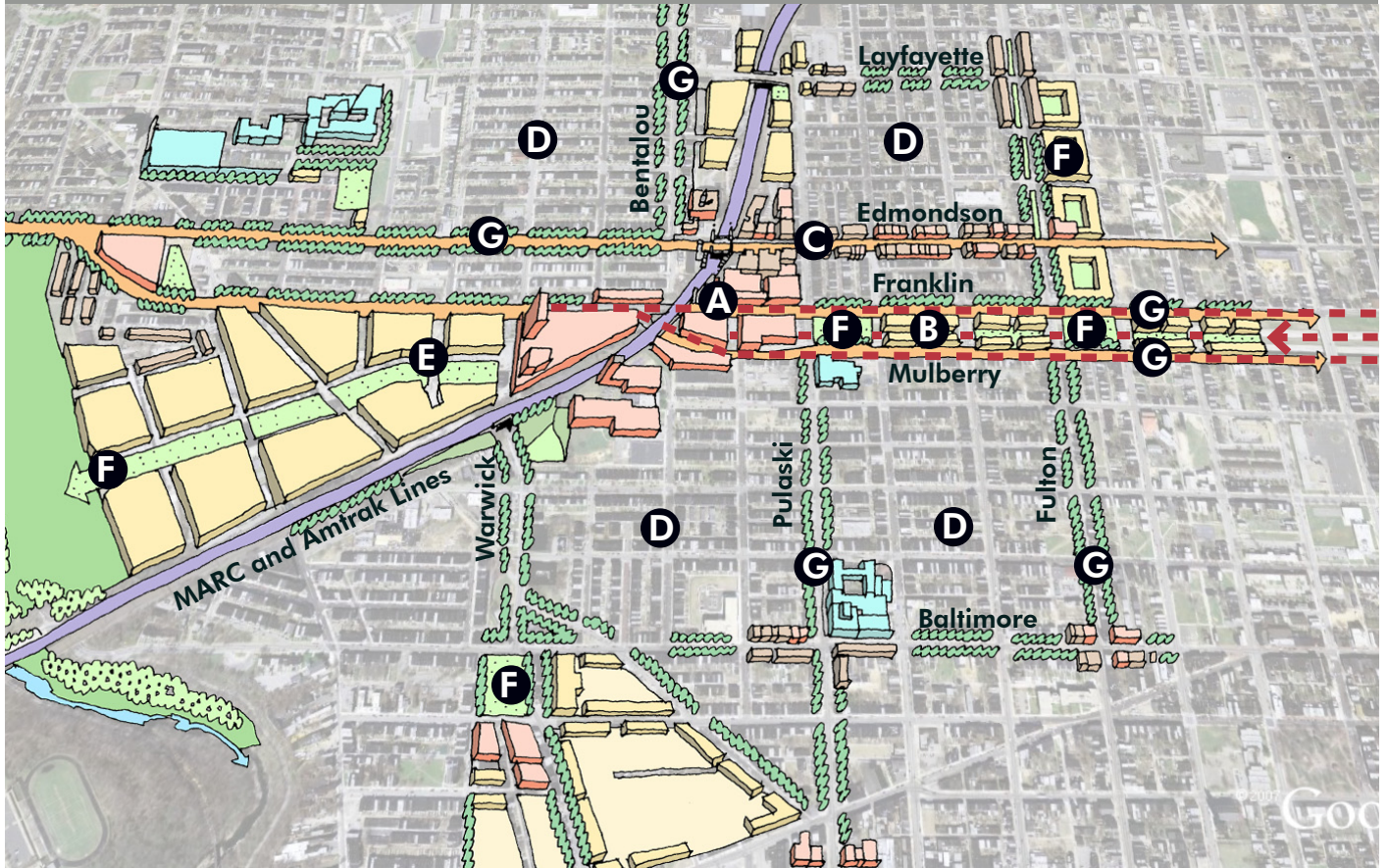
- Use the MARC station and other transit to bring about community improvement.
- Make walking and biking – especially to buses and trains – safer and more inviting and convenient.
- Be aware of, and sensitive to, existing community transportation plans.
- Design streets to tame traffic and make West Baltimore more livable.



▲ Transportation

CONCEPT SUMMARY

Over time, redevelopment and infill projects will strengthen and preserve the best areas of West Baltimore. Housing and good jobs will be available to everyone who wants to live and work here. Transportation facilities and transit systems will serve the community – not sever it.



A West Baltimore MARC Station/Ice House

1. Will provide a community access point for commuter rail service and future Red Line transit service.
2. Will become a community activity center with retail and office uses (such as dry cleaner, bank, child care, café, civic space/library) for residents and commuters.
3. Will improve pedestrian and handicapped access to the station platform and make it easier/safer for people to cross the streets surrounding the station.
4. Will manage station area parking and leverage potential benefits of commuters as station area business customers. Transit oriented development should be encouraged close to the station and park and ride vehicles should be kept one or two blocks away.

B Highway to Somewhere

1. Not market feasible at this time, eventually the existing Route 40 corridor should be transformed from a high-speed automobile trench into an infill development area.
2. The redefinition of the highway ditch could be realized in nodes of activity around potential Red Line stations, rather than a continuous strip.

C. Edmondson Avenue

1. Revitalize Edmondson Avenue with mixed-use development, similar to its function in the past.
2. Design speed and speed limit posting should not exceed 25 mph. Residents should accept some traffic congestion in this area, as it will be an indication of the street's desirability!
3. This is traditionally an on-street, parallel parking environment and new or additional parking should follow best management practices such as: putting parking behind, above, or to the side of buildings; sharing surface parking areas between uses and managing them communally; and keeping unsecured parking areas in clear view of active, adjacent uses.

D. Residential Neighborhoods

1. Support and enhance West Baltimore's many existing owner-occupied residential areas.
2. Enhance neighborhood character by aesthetic, recreational, and personal safety improvements.
3. Vacant housing should be sensitively renovated and/or redeveloped, respecting the character of adjacent buildings and uses, although a more diverse housing stock is encouraged.
4. Some local serving retail or commercial development should be allowed, as long as it respects the residential qualities of the neighborhood.
5. Work with Bon Secours, Coppin State, and OROSW to improve facilities and connections to community.

E. Southwest Industrial Area

1. The triangular piece of land bounded by Franklin Street to the north, the railroad tracks to the south, and the cemetery and Gwynns Falls to the west (currently low-density industrial uses).
2. Because of the area's proximity to the MARC Station and Gwynns Falls, the area should transition from primarily industrial to more mixed-use character, with higher intensity uses closest to the station.
3. Enhance the character by creating an internal street network, providing a linear path or greenway connection to the Gwynns Fall Trail, and providing personal safety improvements.

F. Parks and Open Space

1. A variety of parks and open spaces are envisioned for West Baltimore. These spaces will provide important recreational, social, environmental, and wildlife benefits.
2. The comprehensive open space concept includes a pedestrian promenade, improved streetscapes, parks, and open spaces trails, including a link to the Gwynns Falls Trail.

G. Improved Streets

1. Many of West Baltimore's streets (Franklin/Mulberry, Fulton, Pulaski, Lafayette, Bentalou and Warwick) could benefit from traffic that has been calmed by the provision of wider sidewalks, more pedestrian amenities, and greening with trees and landscaping.
2. New construction should create and support active corners and ground level uses. This means creating active, well-lit streets that are fronted by uses that provide "eyes on the street" at all times to deter crime and improve the safety and security of residents and visitors.
3. West Baltimore's streets should function appropriate to their context. That is, residential streets should be designed differently than a transit boulevard which is designed differently from a city

PHASING AND ACTION STRATEGY

The Strategy proposes a comprehensive implementation approach that requires the involvement and coordination of many stakeholders. Multiple issues, such as criminal activity, building and property code violations, deteriorating infrastructure, and MARC operations, will need to be addressed. Although complex, the Strategy provides tools that identify numerous action items and potential responsible parties to help the community realize the Strategy vision.

Initially, a period focused on revitalization needs to occur. This phase will set the stage for attracting development. Key issues to address initially include crime and safety; building code violations and dangerous conditions of property; improving public infrastructure (such as streets); beautification and image improvement; local organizational capacity building; and public/public and public/private partnerships.

Phase I (2013-2028): This is the first phase of major development activity. Key sites of focused mixed-use development include the City-owned land that currently serves as MTA commuter lots, and the site of the former Ice House (due to the limited number of land owners, parcel size, and direct access to MARC).

Phase II (2023-2043): Development in this phase begins to stretch northward along both sides of the tracks from the MARC station. Key sites include the Acme Industrial Complex, small infill sites, and the “Highway to Somewhere” closest to the MARC station.

Phase III (2038 and beyond): Later phases include the Southwest Industrial Area and the “Highway to Somewhere” parcels further from the MARC station.

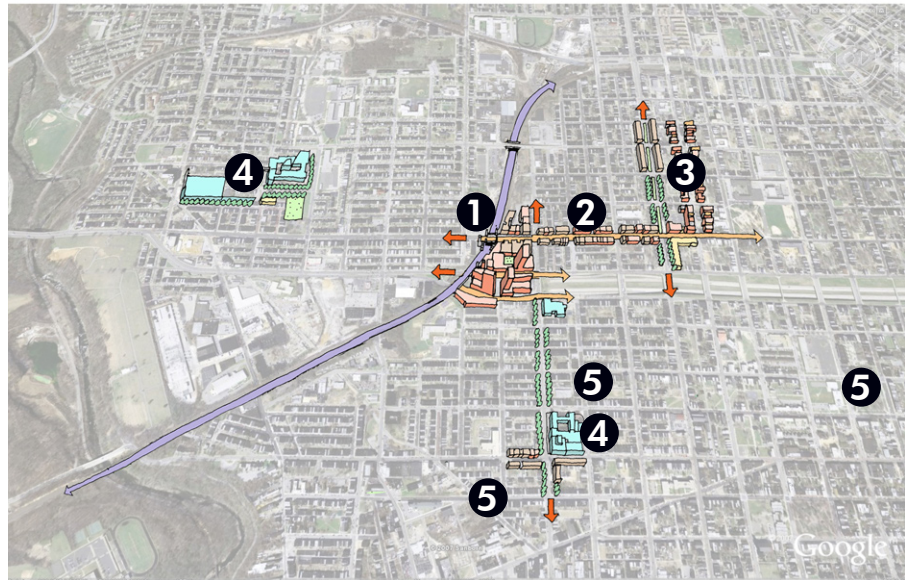
Keep in mind that this is a complex, long-term effort requiring the cooperation of multiple stakeholders and strong local, City and State leadership. However, it is important to begin the process with a focus on improving the station area and streets immediately adjacent to it.



▲ Phasing and Action Diagram

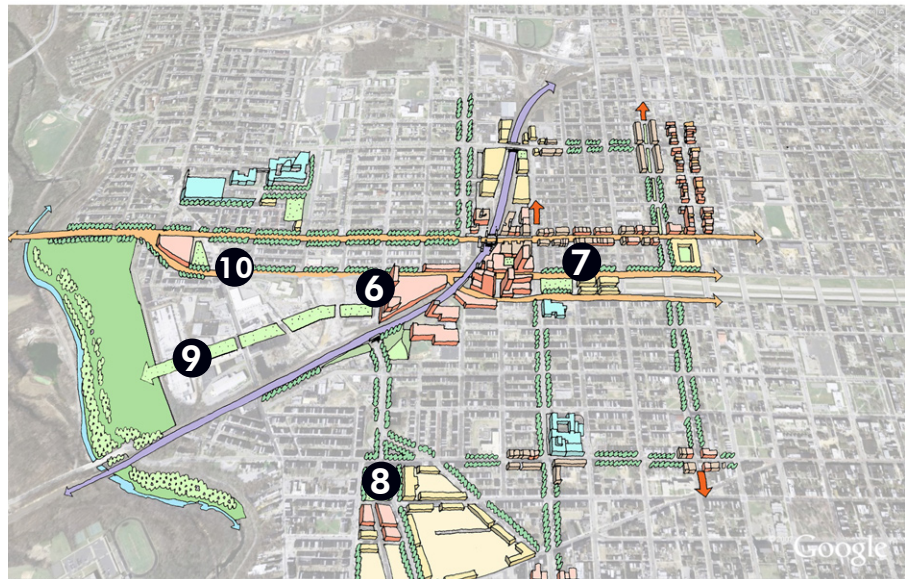
Phase 1

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



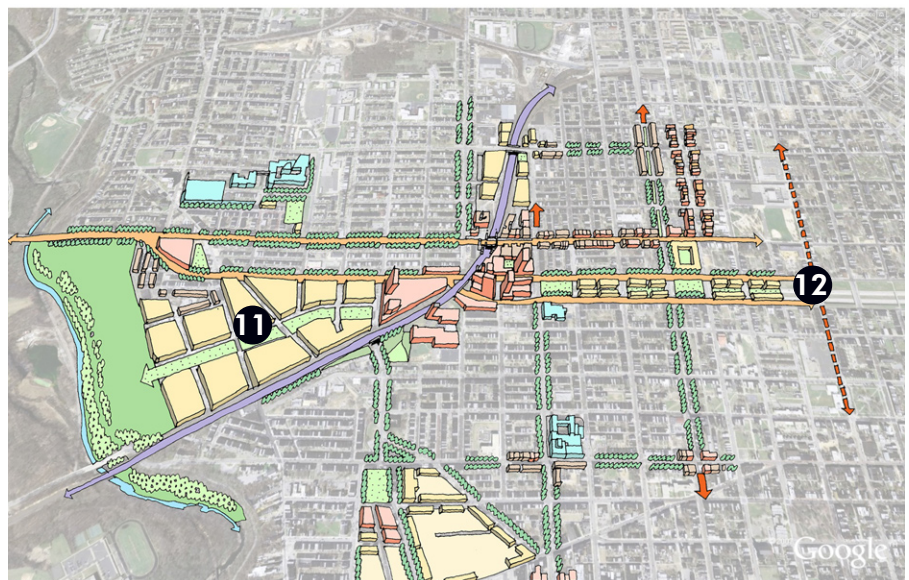
Phase 2

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



Phase 3

- 11 Industrial property
- 12 Highway to Somewhere



CHAPTER 1

INTRODUCTION





What the West Baltimore MARC Transit-Centered Community Development Strategy Is and Is Not

The West Baltimore MARC Transit-Centered Community Development Strategy is the first in what must be a long-term and continuing relationship between government agencies and residents of West Baltimore in their efforts to rebuild the West Baltimore MARC station area. The Strategy reflects the community's needs and expresses a vision for the future of the area based on community input in 2006 and 2007 and provides recommendations for the stakeholders involved to help achieve desired outcomes. The Strategy also includes phasing recommendations to achieve large-scale and small-scale development over time, and, more importantly, to transition West Baltimore into a healthy, stable neighborhood for existing and future residents.

Research conducted for this study indicates that there is limited market potential for various uses in the local market area as it exists today and both the City and the community need to take immediate action to improve the quality of life for current residents and business owners and to change the current development environment. The West Baltimore MARC Transit-Centered Community Development Strategy recommends that the community create a non-profit community development corporation to assist in the implementation of the strategy and to take advantage of the current and future MARC and Red Line investments. The Phasing section suggests what types of development could be supported over a four-phase, 35-year implementation period, starting with an immediate revitalization phase.

Though the Strategy specifies various actions that the community, the City, the State, and other stakeholders can take to help West Baltimore revitalize, the Strategy is primarily a framework document. Its intent is to **provide guidance to various stakeholders**. In recognition of the ever-changing market conditions, no attempt has been made to provide a specific and detailed build-out scenario for the neighborhood. Nor does the strategy make land use, zoning, or development-intensity recommendations at the parcel or block level. Instead, it summarizes a strategy for transit-centered community development and includes suggested actions, design and development principles, funding strategies, and lists of existing state and local assistance programs. All of these elements can help the community to achieve its desired future. The Strategy is not intended to be the last word on how West Baltimore is redeveloped – rather it is intended to be the first.



HISTORY:

How We Got to Where We are Today

Community History

West Baltimore underwent dramatic changes in the 20th century. In the 1940s and 1950s, at its peak size, the area was a vibrant neighborhood full of rowhouses and community businesses. The years that followed were not as good to the neighborhood, and vacancies and abandoned homes have been common in past the 40 years. Major population losses resulted in part from changes that affected the rest of the City, including increased suburbanization, white flight, loss of urban jobs, racial discrimination in housing, and drugs and crime. In both central West and East Baltimore, there were also civil disturbances in April 1968 as a reaction to the killing of the Reverend Martin Luther King Jr.

West Baltimore, however, suffered an additional blow in the late 1960s when the City adopted the "3A" Interstate Highway System, which was thereafter approved by the Federal Highway Administration. This system included a new connection to the Central Business District via the Franklin Street corridor, known as I-170. While some construction was started, the project was not completed and became known as the "Highway to Nowhere". Construction resulted in the demolition of 20 blocks and the displacement of almost 1,000 households, ending abruptly at what is now surface parking for the West Baltimore MARC station. The deep rift created by this highway has divided the communities in West Baltimore, causing a lot of pain and leaving a particularly deep scar.



▲ Views of the "Highway to Nowhere" dividing West Baltimore

However, with care and the passage of time, the scar can heal and fade. One important step toward this healing is the West Baltimore MARC Transit-Centered Community Development Strategy and the process that led to its creation. A sign of the community's healing? The community is no longer calling it the "Highway to Nowhere"; it is in the process of becoming the "Highway to Somewhere".

A passenger rail line has gone through West Baltimore since the mid- to late-1800s, although the location of the station serving that area has varied. Today, the West Baltimore MARC station is located at Franklin and Pulaski Streets. The station consists of platforms in both directions for passengers to board from and alight to and two surface parking lots. There is no formal station, and the station area is not an attractive community amenity.

However, MARC service is an important asset to the community. People from inside the community use it, as do people from outside the community. It connects West Baltimore residents to jobs in Baltimore, BWI Airport, Washington, and beyond. The Base Realignment and Closure Act (BRAC) calls for many new jobs in Aberdeen and Fort Meade, and both of these areas are served by the same trains that serve West Baltimore. MARC provides West Baltimore residents with easy access to numerous job centers, and MARC can create opportunities for workers from these job centers to move to West Baltimore and take the train to their jobs.

West Baltimore is also the site of a planned additional transportation asset – the proposed Red Line transit line, which, as an east-west line, would connect West Baltimore to the west to Security Square Mall, the Social Security Administration employment centers, and the Edmondson Village shopping center, and to the east to downtown, Harbor East shopping and employment and the Bayview medical research campus of Johns Hopkins University at the eastern terminus. The proposed Red Line will provide residents with better access to jobs, schools, medical centers, retailers, and other areas of the City. Such a line would be an important step towards integrating the various Baltimore region transit modes and provide West Baltimore residents with fast and easy access to the Baltimore Metro line (Owings Mills employment and shopping, Johns Hopkins Hospital) and the existing Central Light Rail Line (access to the Hunt Valley employment Center and BWI Marshall airport). The proposed Red Line is an opportunity to help reduce congestion, create more walkable communities, and support economic and community development in the Baltimore region. The project could bring major new investment and interest to the area and provide momentum for revitalizing the area.



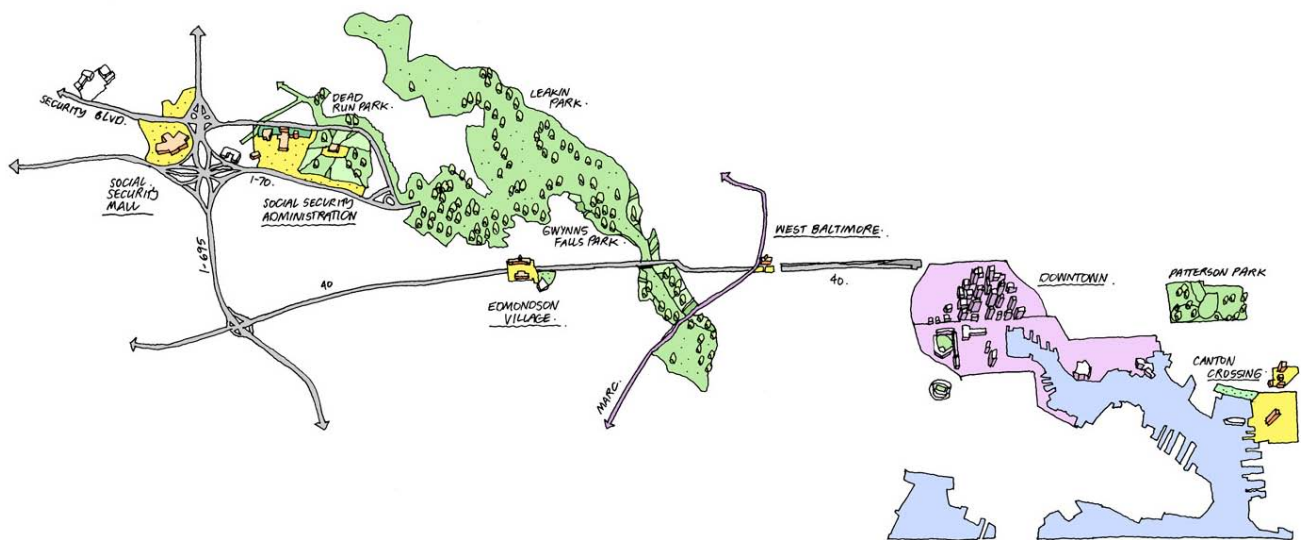
▲ The West Baltimore MARC station-simple platforms lacking community amenities

The transportation modes being studied for the Red Line are Light Rail Transit (LRT), Bus Rapid Transit (BRT), and Enhanced Bus Service. There are three major phases of the project that must be completed prior to construction. The Planning/Draft Environmental Impact Statement phase is scheduled to be completed in 2008, the Preliminary Engineering/Final Environmental Impact Statement phase in 2010, and the Final Design/Right of Way acquisition phase in 2012. Construction could be initiated in 2012, but this timeline is contingent upon both federal and state funds being available for the project.

The West Baltimore Coalition has requested that a community benefits agreement be formulated in conjunction with this project. A community benefits agreement would ensure that area benefits, as outlined in this report, would be leveraged through the realization of the Red Line project. Benefits would range from employment opportunities during construction and operation (particularly if a maintenance facility for the line is placed in West Baltimore as indicated in options of the current Red Line plans) to a transformation of the US 40 freeway to streetscape improvements and transit oriented development.

It can be assumed that the Red Line as an additional transit mode will transform West Baltimore into a true multi-modal transit hub which could add significant value to the area and could stimulate the changes envisioned by the Transit Centered Community Development Strategy.

An alignment for the future Red Line has not yet been selected by the MTA, and the Transit Centered Community Development Strategy does not advocate a particular alignment. The Strategy's maps and graphics show all the alignments when possible. It is up to community residents to decide which alignments they prefer and to express their opinions to the MTA through the Red Line process. Chapter 4's "Implementing the Community Development Strategy" section provides residents with additional information to consider as they participate in the MTA's Red Line project.



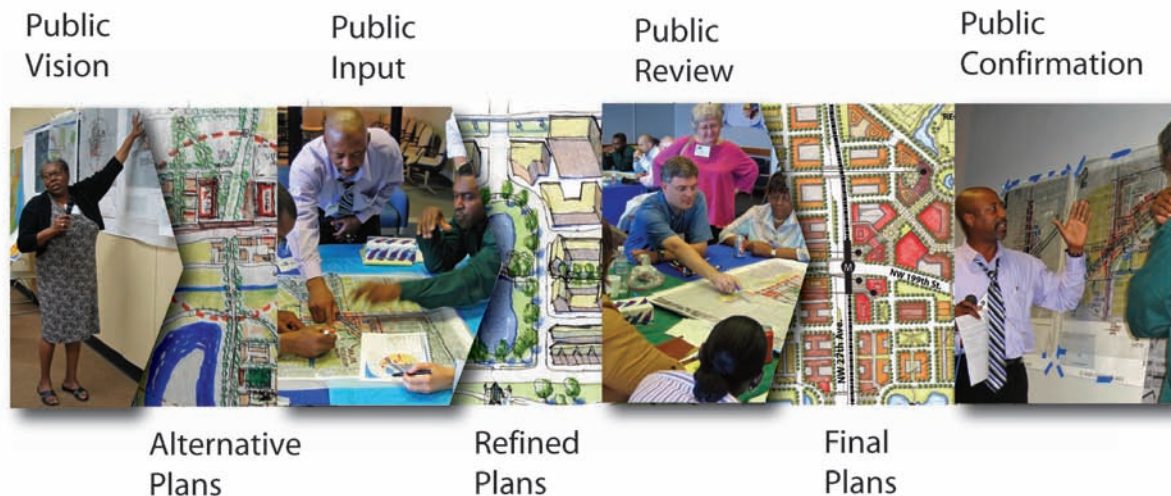
▲ Red Line Schematic Map

Project History

In recognition of the value the MARC service and the proposed Red Line service can play in the revitalization of West Baltimore, the Maryland Department of Transportation hosted a week-long community planning charrette in October 2006. The purpose of the charrette was to create a development strategy for the area around the station and to identify ways the community might leverage the proposed Red Line. Many residents participated and provided valuable information to the process. However, when it came time to present the results, West Baltimore's residents expressed the need for further consideration of the impacts that the Red Line and new development could bring to the area. The October 2006 charrette clearly identified a need for the City and State to step back and work more closely with the citizens of West Baltimore.

Project Milestones

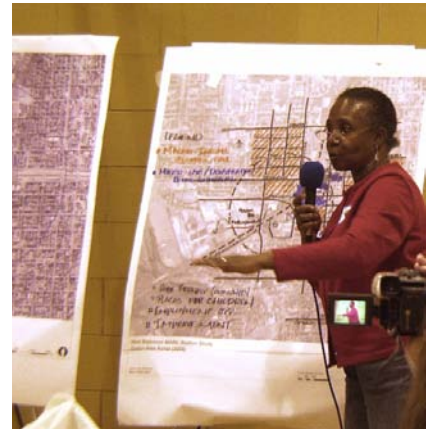
- 2005 Initial 1-day mini-charrette
- 2006 Preparation event prior to workshop (October 3)
- 2006 Workshop 1 (October 14-17)
- 2007 Creation of West Baltimore Coalition (WBC) and three subcommittees
- 2007 WBC Trip to DC to see TOD neighborhoods (April 28)
- 2007 Workshop 2 (Oct 12-13)
- 2007 Workshop follow-up event (November 30)
- 2008 Incorporation of the WBC



▲ Typical Charrette Process Diagram



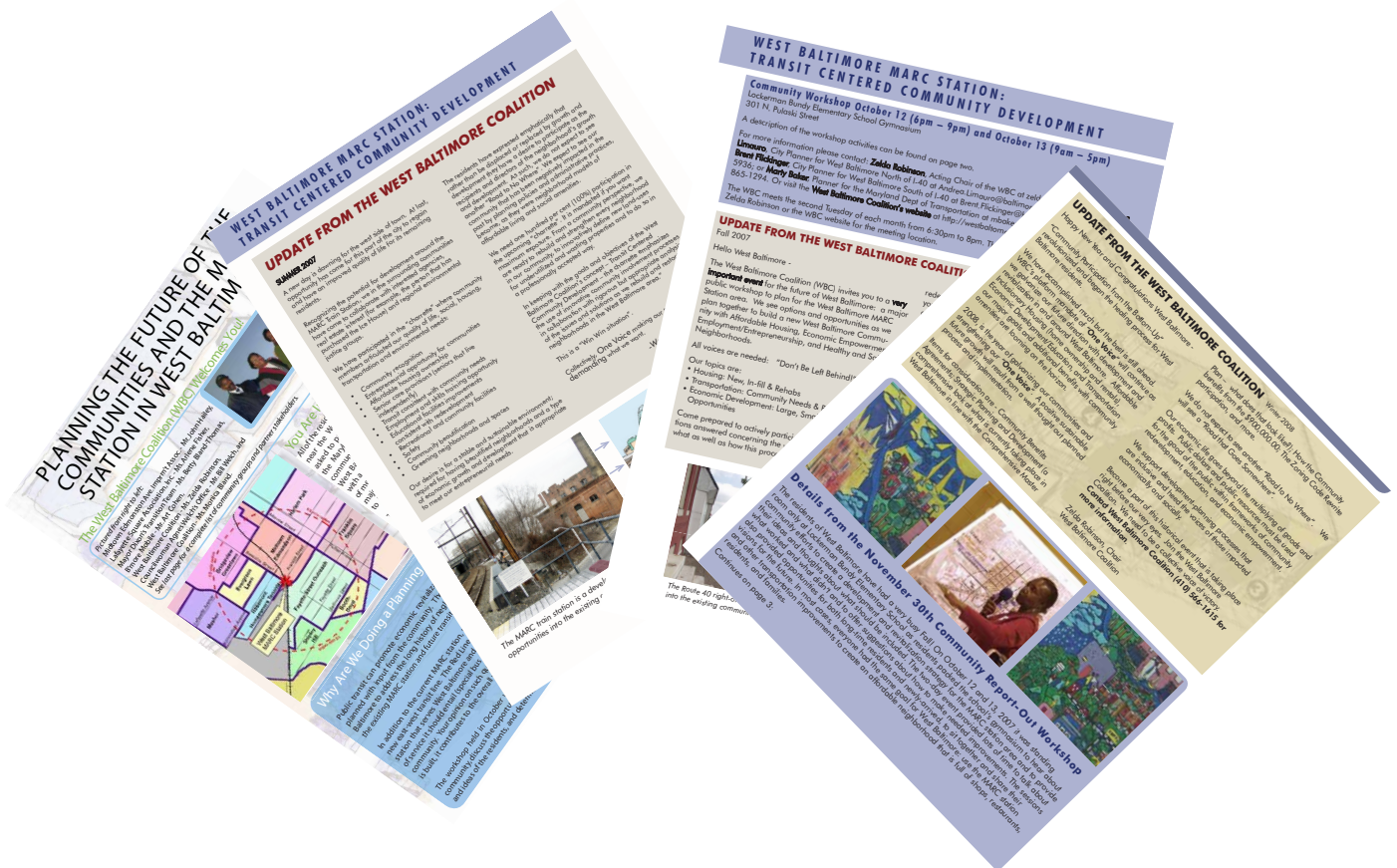
What a difference a year can make! After the 2006 charrette, a group of neighborhood leaders formed the West Baltimore Coalition (WBC), a collaboration of neighborhood groups and other stakeholders interested in seeing change in West Baltimore. This group played a major role in reorganizing the planning process to meet community needs and worked with the City and State to guide the planning process, and ensuring that the effort was grounded in the community and represented community interests. City and State officials helped community members expand their understanding of the benefits of transit, the community revitalization process, and the range of programs and resources that could help them achieve their goals.




▲ WBC Members Participating at Community Workshops

The WBC actively recruited fellow residents to get involved. Community leaders associated with the group held monthly community meetings and formed several subcommittees to provide additional and specific direction on the areas of particular interest to the community. The community decided that the focus should be on three topic areas: housing, economic development, and transportation. In advance of the October 2007 workshops, WBC members accompanied by a City planner visited neighborhood groups within West Baltimore to encourage residents to attend the community meetings and the October workshop. Members also distributed flyers, hung posters, and recorded radio spots to encourage participation. Newsletters that went to every home within a half mile of the MARC station told people about what was going on in the neighborhood and how they could get involved.

Newsletters were sent out to the community





The community's hard work paid off, and the October and November 2007 workshops were a rousing success. On October 12 and 13, it was standing room only at the Lockerman Bundy Elementary School as residents packed the school's gymnasium to hear about community efforts to create a development and revitalization strategy for the MARC station area and to provide their ideas and thoughts about what should be included. The two-day event provided lots of time to talk about what worked and what didn't and to offer suggestions about how to make needed improvements. The sessions also provided opportunities for both long-term and newly-arrived residents to sit together and share their visions for the future. In most cases, everyone had the same goal for West Baltimore: use the MARC station and other transportation improvements to create an affordable neighborhood that is full of residents, shops, restaurants, civic amenities, parks, and other recreational opportunities.

On November 30, 2007 Lockerman Bundy's gymnasium was again filled as residents gathered to see preliminary land use concepts and implementation strategies that came out of the October work sessions. The meeting began with a presentation of overall concepts, and the bulk of the time was spent with people gathered around posters showing the concepts and talking about the concepts with their neighbors. Agency representatives and members of the consultant team were available to answer questions, provide clarification, or take note of any concerns. The response back from the residents was clear, "This process has captured our vision, now let's get moving and start making something happen."

The West Baltimore MARC Transit-Centered Community Development Strategy is the first step toward making "something happen." It reflects the outcome of the intense community engagement over the 2006-2007 time period, including the culminating public workshops of October and November 2007. The Strategy is not a comprehensive list of all efforts that should be pursued in West Baltimore; rather it summarizes concerns and opportunities as expressed by participating community members. It is one of many steps that will be needed to make West Baltimore a better place to Live, Work, Earn, and Play.

PLANNING CONTEXT

In the Baltimore/Washington Metropolitan Region, Transit-Oriented Development (TOD) has become one of the primary strategies for spurring economic revitalization, sparking job creation, and encouraging mixed-use development. Historically, Baltimore has been under-recognized as a target for this type of development activity. However, this attitude is changing as more development is starting to occur around Baltimore's transit stations.

Interest in TOD has grown for several reasons:

- Maryland has invested a great deal of money into creating an extensive transit infrastructure, and it is in the best interest of the State to see its investments maximized;
- TOD can increase the number of people who ride transit, which will allow the system to get a better return on investment;
- Creating places that make it easier to use transit can help relieve road congestion by making it easier for people to leave their cars at home; and
- Putting a variety of land uses around transit stations can stimulate community reinvestment, boost property values, increase access to jobs, develop community culture, and improve quality of life.

The City's *Comprehensive Master Plan 2007-2012* outlines a TOD Strategy for implementing projects around transit stations that meet TOD objectives. The Plan calls for transit station areas to be an important focus for future capital investment. Additionally, the city's *Development Guidebook* contains a checklist for Transit Oriented Development that is intended to guide Baltimore City agencies in reviewing proposed projects near transit stations and in assessing the transit-friendliness of land-use plans, codes, and ordinances.

Several State agencies, led by the Maryland Department of Transportation (MDOT) and the Maryland Department of Planning (MDP), together with the City of Baltimore have been working to identify TOD opportunities within the City. MDOT and Baltimore City have identified West Baltimore as an important TOD site because the area is currently served by the MARC commuter train between Washington, D.C., and Aberdeen and because the area will be served by the planned Red Line transit project.



City agencies, in consultation with the Maryland Department of Transportation and area residents, identified West Baltimore as an area that could substantially benefit from TOD. The City recognizes that it is important to honor the West Baltimore neighborhoods' unique economic, housing, and cultural assets and values, while encouraging TOD opportunities at this location. The City also recognizes that it will need to work with residents and neighborhood leaders to achieve local goals as part of the City's promotion of transit use, bicycling, and walking as alternatives to automobile travel. This is why the City has supported community visioning, since it is vital to ensuring that future projects meet the desires of residents, businesses, transit riders, and local governments.

As TOD projects are identified, the City should continue to work with West Baltimore residents and MTA to ensure that they have opportunities to participate in the planning and development process. This support could take the form of detailed timelines, assistance from appropriate City agencies, identification of additional actions required to further the community's objectives, and negotiation and implementation of community benefits agreements between West Baltimore communities and developers. The coordinated approach would entail continued regular (quarterly or semi-annual) meetings with neighborhood organizations such as the WBC to review the City's and the neighborhoods' obligations and successes regarding TOD and revitalization. (More information on community benefits agreements can be found in Appendix F.)



CHAPTER 2

STUDY AREA



Site Context

The principal study area is roughly a half-mile circle around the West Baltimore MARC station. This distance was chosen because it represents approximately a 10-minute walk from the station to the furthest point, which is considered the longest time and furthest distance most people will walk to transit. The study area provides a guide for focusing planning efforts. However, it is recognized that community improvements are needed beyond this distance and that many neighborhoods – particularly east of the half mile circle identify the MARC Station and transit as a major focus of their revitalization potential. Even though the Strategy lays out land use alternatives for the study area, many of the recommended processes and implementation tools can and should be applied to other areas beyond the half mile radius.

Neighborhoods Within the Focus Area

Baltimore is a city of neighborhoods, and within the focus area there are many neighborhoods:

- Harlem Park/Lafayette Square
- Midtown Edmondson
- Rosemont
- Evergreen Lawn
- Bridgeview/Greenlawn
- Mosher
- Station West
- Franklin Square
- Boyd-Booth
- Shipley Hill

Some neighborhoods are fully encompassed in the focus area; other neighborhoods have only pieces of their organization within the focus area. All are in the West Baltimore Coalition's Communities of Neighborhoods. The success of the Strategy is dependent on the various groups coming together with a common vision for how to use the MARC station to spark West Baltimore's revitalization.

Socioeconomic and Demographic Characteristics

In 2000 (according to the 2000 Census), the total population of the ten neighborhoods was approximately 25,000 people. Since the late 1950s Baltimore City as a whole experienced consistent population and household loss over time due to urban flight to the suburbs. Unlike many urban areas, neighborhoods in West Baltimore are mostly families rather than single people or childless couples. Nearly one-third of the total neighborhood population in 2000 was comprised of those 19 and younger as compared to 28 percent for the City.

West Baltimore contains nearly 12,290 housing units of which 75 percent are occupied, according to the 2000 U.S. Census. Note that this total housing unit count has changed due to some new development and housing demolition occurring since 2000. Of the total occupied housing units, 45 percent were owner-occupied, while 55 percent were renter-occupied. Boyd-Booth, Franklin Square, and Harlem Park/Lafayette Square had very high renter-occupied percentages – at least 70 percent. Evergreen and Rosemont had the lowest renter occupied percentage – 23 percent. The 1999 median household income for the ten neighborhoods was \$23,500, which was lower than Baltimore City's median income of \$30,000. Approximately 30 percent of West Baltimore residents were classified as being below the poverty line compared to 23 percent in Baltimore City.







▲ Existing Land Use

Existing Land Use Characteristics

The existing land use within the study area is predominately medium-density residential with approximately 80 percent of the housing consisting of rowhouses. Some blocks have few or no vacant homes, while other blocks have a high number of vacant buildings. The majority of the nonresidential uses are industrial uses, especially southwest of the station and along the rail line.

LEGEND

-  **MARC** STATION
-  LOW DENSITY RESIDENTIAL
-  MED. DENSITY RESIDENTIAL
-  HIGH DENSITY RESIDENTIAL
-  GENERAL COMMERCIAL
-  PUBLIC / INSTITUTIONAL
-  PRIVATE / INSTITUTIONAL
-  INDUSTRIAL
-  UNDEVELOPED
-  PARKS / RECREATION
-  CEMETERY

Significant Physical Assets and Liabilities

West Baltimore has a number of significant assets that it should use to leverage new development. The MARC station provides residents with access to job centers in BWI Airport and the District of Columbia and to future job growth areas such as at the expanding military bases at Fort Meade and Aberdeen Proving Ground. The MTA has a long-term vision to expand MARC service. The planned Red Line transit project could expand access to include quick connections to Baltimore's central business district, the Social Security Administration and Centers for Medicare and Medicaid Services, as well as to growing job centers on Baltimore's East side.

The Gwynns Falls and the newly opened trail following it provide recreational activities not before available. West Baltimore should look for ways to increase access to this significant natural resource.

The historic Ice House and strong, stable residential streets are other assets that should be built upon. Even the area's liabilities – the Highway to Nowhere (now to be called the Highway to Somewhere) and the vacant homes – provide exciting development opportunities.

Institutional Players with Influence in the Area

West Baltimore has several nearby institutions that can serve as valuable partners for its revitalization. Large landowners within the study area include Coppin State University (Lutheran Hospital and Hebrew Orphanage: 28 acres northwest of the MARC station), Baltimore City (parking lots adjacent to the MARC station, Acme Industrial Complex, the Route 40 right-of-way ,a.k.a. "the Highway to Somewhere", and scattered neighborhood sites), and Bon Secours Hospital and Foundation (scattered neighborhood sites). Potential also exists to leverage nearby educational institutions for partnerships in development, workforce training, and job creation. Though the Maryland Transit Administration (MTA) does not own any land other than the MARC train platform, it will have significant influence on decisions made about MARC station improvements, the Red Line, and commuter parking.

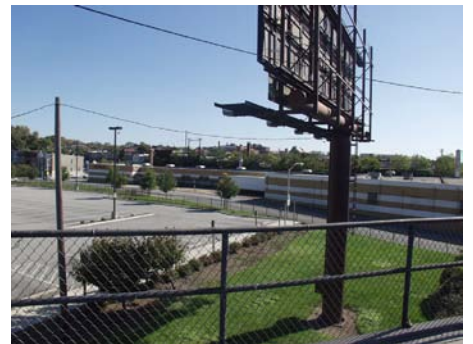
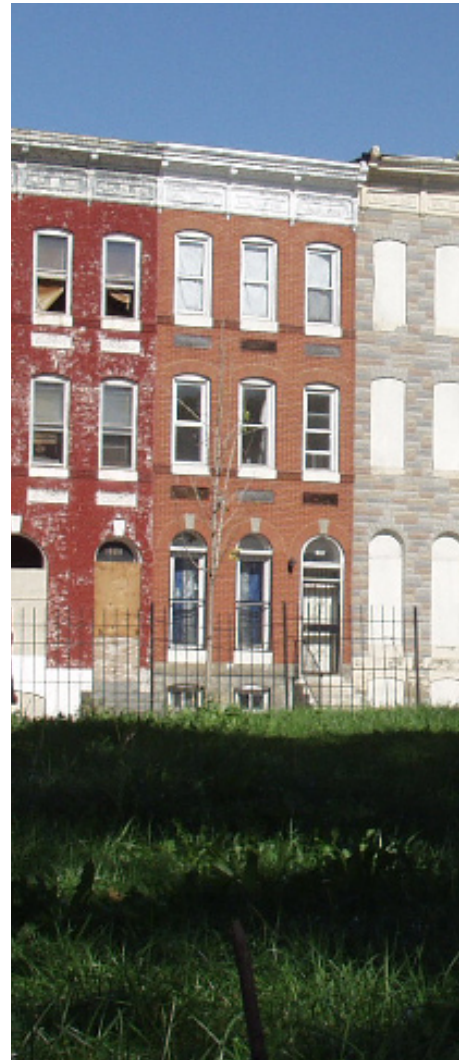


Existing Residential and Commercial Land Uses ▲

Existing Market Conditions

The demographic profile of West Baltimore reveals a low-to-moderate income, working class neighborhood. Steady population and household loss and modest household incomes challenge the neighborhood's stability and quality of life. Current residential market conditions show a transitional urban environment that may benefit over time from the close proximity to Downtown Baltimore and the University of Maryland, including the BioPark. Rental rates for multi-family units and private rentals tend to be below citywide market rates, providing an affordable housing alternative.

West Baltimore's population is sufficiently large to support at least one modern supermarket in the short-term as well as affordably-priced family-oriented retail. Retailers selling comparison items or specialty goods require a higher density of households and a more diverse mix of incomes.



PRINCIPLES

One of the most important products to come from the City and State’s collaboration with the WBC was the creation of explicit development principles. The principles are the “rules” that the community would like the City, State, WBC, and private developers to live by. The principles will guide the WBC in their discussions with the City, State, and private developers about what they – the residents of West Baltimore – want to have happen in their neighborhoods. The principles describe those issues that are most important to the community and form the foundation of this Strategy.

HOUSING PRINCIPLES

The housing issues of primary concern to WBC members and various stakeholders are related to preventing resident displacement, maintaining affordability, expanding housing diversity, eliminating prevalent housing vacancy, and providing opportunities for new housing. There is excitement about the opportunities the MARC station and the future Red Line can bring, but there are also fears about the potential impacts they will have on neighborhood affordability. Community consensus centers on providing existing and new households with housing options that meet a variety of needs and lifestyles. The housing principles reflect these desires for West Baltimore and should serve as guidelines for future development. The Action Strategy at the end of this document identifies specific actions necessary to achieve these principles.

Principle 1: Avoid Displacement – Too many revitalizing communities face the threat of existing residents being priced out of their neighborhoods. West Baltimore is no exception. While new households should be embraced, the plan must protect the current residents’ ability to remain. Mechanisms such as property tax controls and increases in homestead exemptions for fixed-income residents can lessen the impact of property tax increases and rising home prices. The Action Strategy cites more tasks to be considered to prevent displacement.

Principle 2: Maintain Housing Affordability – Continuing to offer affordable housing options in West Baltimore is critical as the neighborhood revitalizes. Regulatory tools requiring new housing projects to include affordable units are key to ensuring an adequate supply of new moderately-priced housing. In addition, the City and State have several programs designed to assist qualified individuals financially with home purchases, home rehabilitation, and home repair (see Appendix A for specific information on housing tools and resources). Environmentally-friendly home improvements that improve energy efficiency can also decrease monthly housing costs, which can help residents to continue to afford housing.

Principle 3: Increase Housing Diversity – Neighborhoods with an assortment of housing types typically thrive because they meet the needs of a range of households with different lifestyles. While singles and childless couples may prefer condominiums for ease of maintenance and limited space needs, families with children may prefer larger single-family homes with private backyards. Seniors may favor multi-level apartments with convenient ground floor retail options. To maximize interest and feasibility of living in West Baltimore that could be generated by the MARC station and the future Red Line, the area should offer a variety of housing options. In addition, the ability to serve a mix of households with housing types of various densities and price points greatly contributes to a community’s stability. The Development Strategy presents several potential sites to introduce a diversity of housing choices within West Baltimore.

Principle 4: Increase the Amount of Occupied Housing – West Baltimore has a large amount of vacant and abandoned housing. Some of these units are clustered and others are isolated. Block-by-block rehabilitation of such structures is the best strategy to transform these units into viable housing stock. The rehabilitation of housing adjacent to transit, proximate to large-scale projects, or near thriving community clusters tends to have the greatest impact because of its ability to leverage development momentum and market strengths. The MARC station and the future Red Line can help West Baltimore attract the needed development momentum.

The West Baltimore MARC Transit-Centered Community Development Strategy identifies several sites suitable for block-by-block infill development or rehabilitation. Owners of these sites may be eligible for City and State rehabilitation programs (see Appendix A for specific information on housing tools and resources).

Principle 5: Preserve the Character of Existing Viable Housing Stock – West Baltimore has a rich fabric of historic rowhomes that give the community a unique identity and physical character. Maintaining the neighborhood’s housing integrity will contribute to the area’s emerging marketability and attractiveness. New infill development should be sensitive to West Baltimore’s existing healthy housing stock, respecting the historic architecture and helping to stabilize neighborhood blocks.

Principle 6: Draw Early Investment to Opportunity-driven Places – Typically when investing in a neighborhood, it is best to look for “areas of opportunity” with the greatest potential for feasible development. These “areas of opportunity” can be clusters of vacant lots or housing, sites near transit and good transportation access, contiguous parcels near flourishing community nodes, or sites with good visibility. The MARC station and the future Red Line stations are West Baltimore’s primary areas of opportunity. Sometimes these attributes are enough to spur redevelopment. Other times public sector incentives are necessary to encourage private investment.

Housing Tools and Resources

Baltimore City and the State of Maryland offer various incentives for qualified individuals, property owners, and developers for home purchases, home repair, and property rehabilitation. Existing residents, new households, and infill housing providers should take advantage of these programs, which are described in Appendix A.



ECONOMIC DEVELOPMENT PRINCIPLES

Economic development – large-scale business creation and retention, small business development and entrepreneurship, job creation and workforce training – forms the basic foundation for neighborhood revitalization. The West Baltimore MARC station, the future Red Line, and the associated riders can help attract the large and small businesses needed to spark the neighborhood’s revitalization. The economic development principles for West Baltimore address all of these issues as well as the importance of education as a fundamental factor for entrepreneurship and enhancing employment. A key purpose of this study is also to identify key areas where these principles could be put into practice. The Action Strategy at the end of this plan identifies specific actions and partnerships necessary to achieve these principles.

Principle 1: Cultivate Large-Scale Economic Development Opportunities – West Baltimore suffers from a lack of services, jobs, and amenities for residents. New mixed-use development within the neighborhood would serve the current population and attract new households. Strategic focus on providing large-scale economic catalysts near the MARC station or along the future Red Line or on publicly-owned land could spur additional investment in other parts of the neighborhood, as the area population and retail spending grow. A marketing strategy for West Baltimore that highlights emerging positive trends could also encourage further revitalization.

The West Baltimore MARC Transit-Centered Community Development Strategy shows several areas as potential reinvestment opportunities, including the MARC station parking lots, the Ice House, and the Southwest Industrial Area (a.k.a. the Warwick Triangle). Their connection to the MARC station, the future Red Line and other points outward make them prime locations for large-scale economic development.

These sites vary in terms of their readiness for development. Because there are multiple property owners within the Warwick Triangle, development at this location would require extensive acquisition and assemblage of land. The MARC Station parking lots offer the advantage of available public land under sole ownership and could be developed sooner, although short-term accommodations for replacement commuter parking are necessary. The Ice House offers the advantage of single private ownership, adjacency to publicly-owned land, and the preservation of an historic façade. Weak market conditions coupled with the high cost of construction pose as challenges for all these sites.

There are many factors that determine whether a specific market area and site will attract private investment – ultimately determining development readiness. In order to attract private investment into a specific area there must be favorable market conditions, regulatory environment and community support. In addition to these area specific needs the site itself must be unencumbered by environment constraints, supported by adequate infrastructure and accessible for vehicles, public transportation and/or pedestrian access.

Developers always consider the degree of risk associated with a new project and evaluate its potential for success. To attract developers to West Baltimore, the community and the City must work together to encourage positive change and, thereby, reduce risks. Examples of positive change include infrastructure and streetscape improvements, beautification efforts, increased police presence, stricter property code enforcement, and evidence of population and household growth. In addition, facilitating development through public subsidy, faster project permitting, and effective public-private

coordination is also necessary to attract the expertise required to bring about new projects in West Baltimore. The Phasing Chapter of this report explains these issues and limitations in greater detail.

Principle 2: Attract and Develop Businesses and Facilities to Serve the Local Population

At the October 2007 workshop, the community provided a list of the goods and services desired for West Baltimore. While the ability to carry out these recommendations depends on various factors, this list is are important to consider as the community transitions.

Business Services

- Supermarket/farmers’ market
- Specialty health foods market
- Restaurants
- Café/coffee shop
- Entertainment options
- Bakery
- Pharmacy
- Tailor/seamstress
- Dry cleaner
- Pet store
- Hardware store
- Bookstore

Public Services

- Recreational facilities
- Workforce development center
- Police substation
- Youth and adult day care facilities
- Library
- Post office
- Medical clinics/dental facilities
- Playgrounds
- Charter school
- Community center
- Business incubator
- Fitness/health and wellness center



Example of library with housing above

Mulnomah County



Community-serving retail



Businesses on active mixed-use street fronts.

Principle 3: Promote Small Business Development and Entrepreneurship – In addition to large-scale economic development, small business development and entrepreneurship are critical for a healthy and stable local economy. Not only can small businesses support large-scale economic development, they also provide unique services and retail options to a community. Edmondson Avenue’s many empty storefronts offer opportunities for clusters of small businesses at certain intersections. The ability to leverage large-scale development at the MARC station site could create initial positive spillover northward onto Edmondson Avenue by attracting more pedestrians and new residents to patronize local stores. As with housing, an important strategy for small business infill is focused block-by-block improvements to buildings and streetscape.

West Baltimore is home to a multitude of talented individuals, some of whom may desire to start their own businesses within the neighborhood. The City and State offer many incentives and tools for budding entrepreneurs and existing business owners (see Appendix B for specific information on economic development tools and resources). These programs range from gap financing for facility improvements and operations to securing tax credits for job creation.

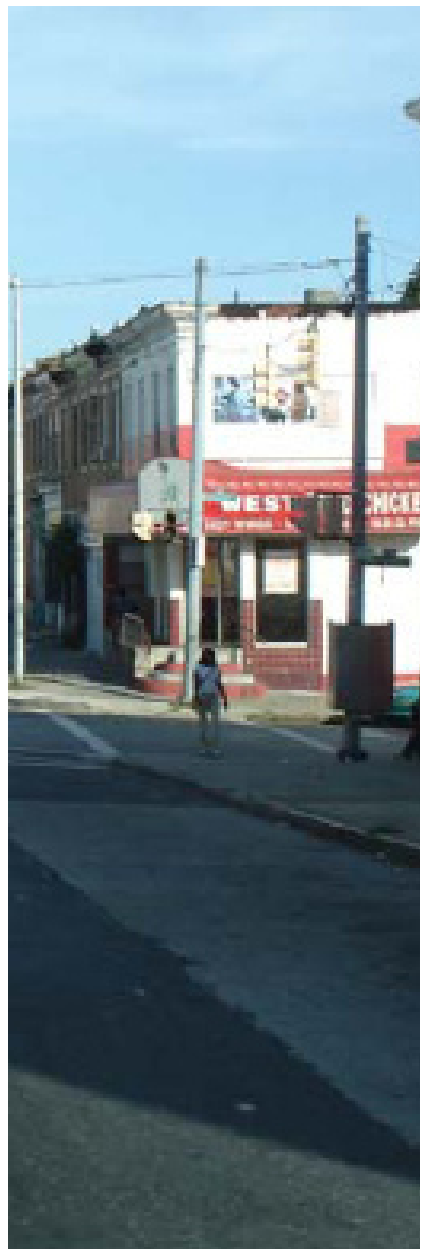
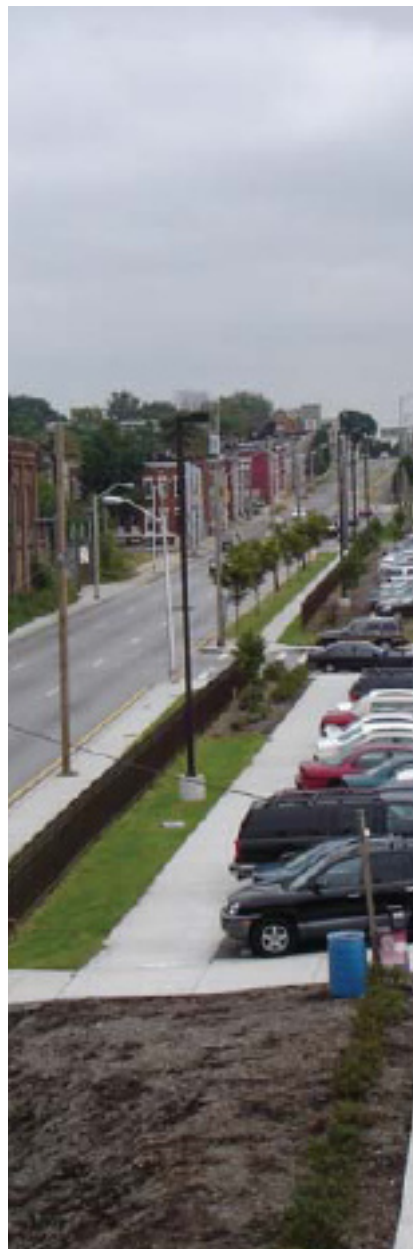
Principle 4: Enhance Local Workforce, Employment Opportunities and Local Business Participation – Neighborhood stability typically relies on residents’ economic health. Better jobs and better wages allow residents to invest more in their homes, while removing some of the impetus for crime. Attracting new businesses that create jobs for local residents will be important. Equally important is to ensure that local residents have the skills required for those new jobs. The neighborhood should foster partnerships with the Mayor’s Office of Employment Development (MOED), Baltimore City, local institutions, and area developers and contractors to assist unemployed, working-age youth and adults in obtaining viable skills and connecting with potential employers. The community is very committed to that residents receiving skill training and access to jobs generated by West Baltimore development as well as possible employment opportunities created elsewhere in the biotech industry, green technology manufacturing, and construction trades. Appendix B highlights some programs available to the local labor force.

In the long run, the neighborhood’s vitality will also depend on the ability of today’s children to compete for future jobs. Public education must help West Baltimore students gain the skills they need and challenge them to reach their full potential.

The participation of local businesses, particularly minority- and women-owned businesses, in West Baltimore’s revitalization is of particular importance to the community. The community and the City of Baltimore’s Minority- and -Women-Owned Business Development Office should work together to ensure that local businesses know about the benefits of minority certification and get registered. The WBC and the City of Baltimore should also work together to evaluate the City’s current minority- and women-owned procurement goals for publicly-owned sites and capital projects and determine how these goals can be enhanced for projects within West Baltimore. The City should continue to promote minority- and women-owned participation at all contracting levels.

Economic Development Tools and Resources

Baltimore City and the State of Maryland offer various incentives for qualified individuals, business owners and companies to facilitate business creation and retention. Workforce development programs also exist for youth and adults who seek job training and placement. Interested parties should take advantage of these programs, which are listed in Appendix B.



TRANSPORTATION PRINCIPLES

West Baltimore has a variety of transportation modes running through it – commuter trains, buses, local roads, highways, and, in the future, the Red Line. These assets, combined with its location, provide the area with many benefits, including quick and convenient access to job centers in downtown Baltimore, BWI Airport, and Washington, D.C. Indeed, the MTA has been studying parking improvements that might provide additional benefit to the community.

However, access can also bring negatives such as high speed traffic on local roads and commuter parking on residential streets. West Baltimore will thrive when it has taken advantage of the positive qualities its location makes available to it. Following the transportation principles listed below will help future development plans maximize the benefits and minimize the burdens that the current transportation infrastructure has brought to the area.

Principle 1: Use the MARC station and other transit to bring about community

improvement– The West Baltimore MARC station and other transit infrastructure can provide West Baltimore with a competitive advantage for redevelopment and revitalization efforts. Currently the MARC station is underutilized as a community asset and mainly serves commuters who drive in from neighborhoods outside of the area. There are approximately 600 people who use the station each day, but only a small percentage of those people live in West Baltimore. The station draws people into West Baltimore, but captures very little value from them. Station upgrades would increase the station’s functionality and strengthen the community’s view of the station as an amenity. Both the West Baltimore MARC Station and the future Red Line could be important tools that draw people to the community and encourage them to utilize the resources available within the community, providing benefit to West Baltimore neighborhoods. Consequently, station upgrades are especially important because deteriorated transportation infrastructure sends a message to residents and those who travel through that nobody cares. Working to develop a sense of place around the station will make it easier to attract investment and bring improvements to the community. Additionally, partnering with the City, other agencies, and the private sector to develop the property around the station will provide community residents with the needed leverage to attract even more funding sources and development to West Baltimore and lay the framework for future private investment. As planning for the Red Line moves forward, designs should emphasize how the Red Line will support other principles and enhance the community.

In addition, the MTA has outlined an aggressive 28-year improvement plan for the MARC system. Ridership is at record levels, and the demand for service is partly driven by Baltimore City’s revitalization. The MARC Growth and Investment Plan’s goals are to increase passenger carrying capacity threefold and increase the share of trips made by MARC during rush hour. For the Penn Line, the line that serves the West Baltimore MARC station, proposed improvements include decreasing the amount of time between trains from 25 minutes to 15 minute headways during rush hour, decreasing the amount of time between trains from once an hour to every 30 minutes in non-rush hour times, and providing late evening and weekend service. MTA has also identified that the West Baltimore Station has exceeded its parking capacity and plans call for the construction of additional parking in future phases of investment. By 2035, the MTA would like MARC to provide “transit-like” service through Baltimore and to provide connections to the planned subway extension from Johns Hopkins Hospital to the vicinity of Morgan State University/Good Samaritan Hospital (the Green Line). In

addition, the MARC Growth and Investment Plan identifies the West Baltimore MARC Station as being under capacity for parking and has set 2010 as a milestone for parking expansion. This expansion will improve West Baltimore's access to various locations and make it a more attractive place for people to live and businesses to locate.

Principle 2: Make walking and biking – especially to buses and trains – safer and more inviting and convenient – An improved pedestrian, bicycle, and transit environment is an important component of a revitalized West Baltimore. Improvements that create a safe environment for pedestrians and cyclists would encourage MARC patrons who live in the neighborhood to walk or bike to the station rather than drive and park. This could reduce the need for additional MARC parking and make the area more desirable. Similarly, as the neighborhood redevelops, a safer pedestrian environment could encourage commuter parkers to venture beyond the parking lot and to go into the neighborhood to pick up dry cleaning, groceries, or dinner. Because West Baltimore's pedestrian environment is so important to the area's success, making the necessary improvements should be top priorities for the City, the State, and the communities of West Baltimore. Improving the area's safety is a critical step in promoting revitalization of the West Baltimore area. To help further this goal, there needs to be increased involvement and coordination by the police, security personnel, and residents in the development of strategies to increase neighborhood safety and security.

Buses play an important role in the neighborhood that should be respected and promoted. Approximately 60 percent of area residents do not have access to private vehicles, and many people take transit to get to and from jobs, shopping, and recreational activities. Upgrading bus stops with benches, shelters, trash receptacles, and additional lighting would enhance the travel experience for current patrons and could attract new riders. In recognition of Baltimore communities' reliance on bus transportation, the City and MTA must work cooperatively with communities to ensure strong connections between existing and proposed transit options. The MTA will need to work closely with neighborhood organizations on current and future bus service plans through West Baltimore and to plan for connectivity to the future Red Line and MARC. Finally, creating improved pedestrian and bicycle connections to important destinations in the community such as the Gwynns Falls Trail would also have a positive impact on the neighborhood. This natural resource is a valuable asset and improving its visibility and accessibility to West Baltimore could be a benefit to existing residents and an attractor to new ones.

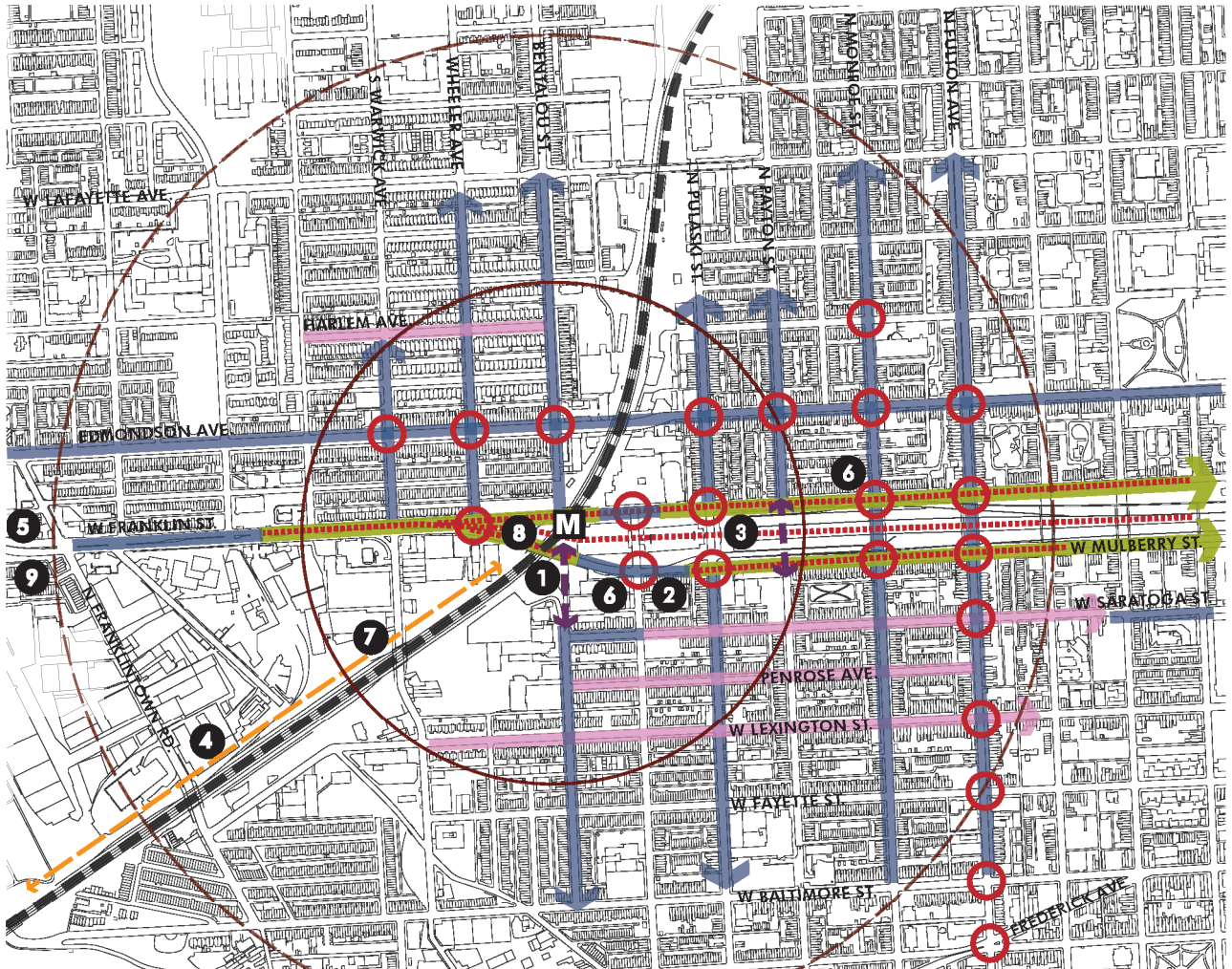
Principle 3: Be aware of, and sensitive to, existing community transportation plans –

West Baltimore is made up of many neighborhoods. Some of these neighborhoods have created their own redevelopment plans or have identified priority improvements. In recognition of these efforts, it is important to support the individual desires recommended in these neighborhood plans. Individual neighborhoods could feel the impacts of redevelopment around the MARC and future Red Line stations differently and should retain the autonomy to make decisions that will be the most appropriate for their neighborhood while serving the overall goals of the West Baltimore area. For example, decisions about the need for residential parking permits could be made at a neighborhood level without adversely affecting the overall goals of the West Baltimore MARC Transit-Centered Community Development Strategy. Some neighborhoods involved in the WBC have created infrastructure upgrade, pedestrian, and bicycle plans and the Strategy is sensitive to these existing initiatives. The Strategy is not isolated from other planning efforts, and it is important that the planning process inform and be informed by other planning efforts that are occurring. This includes planning efforts for the Red Line, which propose a transit alignment from downtown Baltimore to the West Baltimore MARC station and beyond. In these instances, it is important for community members to clearly identify their priorities and use them as a guide for other plans, as applicable to their community.

Principle 4: Design streets to tame traffic and make West Baltimore more livable – Streets play many roles in a community. They create connections. They define the urban fabric of an area. And they serve as important common space. While the efficient flow of traffic is important, overly wide streets can encourage speeding, which can create dangerous and uncomfortable living conditions. Efforts to reduce speeds on neighborhood streets through the use of signal timing; stricter enforcement; and speed wagons, which make people aware of their speeds, will help reduce the dangers presented by speeding. In addition, roads should be designed or modified so that drivers are provided with visual cues about the purpose of a street. For example, neighborhood streets, which are primarily residential, should encourage slower traffic by narrowing the travel lanes, by widening the sidewalks or, in some cases by putting diagonal parking on one side of the street. Speed humps, curb bump outs, and other techniques can also be used to calm traffic on residential streets. On city and community connectors, which provide access to a wider area than the residential streets do, traffic should be managed and cars should not be allowed to dominate the feel of the area.

No matter a street's designation, roads should be inviting to a variety of travel modes. Streets can be designed with trees and landscaping; with medians that can serve as pedestrian refuges; with bike lanes and parking to provide access and also a buffer to pedestrians on the sidewalk. These features do not impede a roadway's ability to move automobiles, but they make the road more comfortable and livable to those next to it. Finally, basic infrastructure such as sidewalks and crosswalks strengthens a roadway's ability to provide multimodal connections. Especially since every bus rider is also a pedestrian.





Community Transportation Priorities

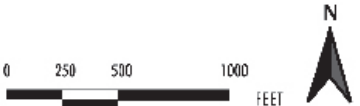
LEGEND

- Streets That Need Better Wider Sidewalks, Lighting + Amenities - Artwork, Benches Etc.
- Streets That Need Traffic Calming
- Green Streets With Landscaping, Trees, Etc. + Need Traffic Calming
- Reconnect Community Grid
- Pedestrian Crossing Improvements
- M Marc Station
- Marc Line
- Potential Red Line Alignments

NOTES

- 1 Extend Platform (Both Sides)
- 2 Improve Signage
- 3 Traffic Congestion, Needs Improvement
- 4 Add Bike Connections To Trail
- 5 Improve Traffic Signal Timing

- 6 Wider Sidewalks
- 7 Bike Improvements To Marc Station (Bette Connections, Bike Racks, Signage)
- 8 Need Hadicap/ADA Access To Station
- 9 Consider Taming



CHAPTER 3

DEVELOPMENT CONCEPTS





Opportunity Is Coming To West Baltimore

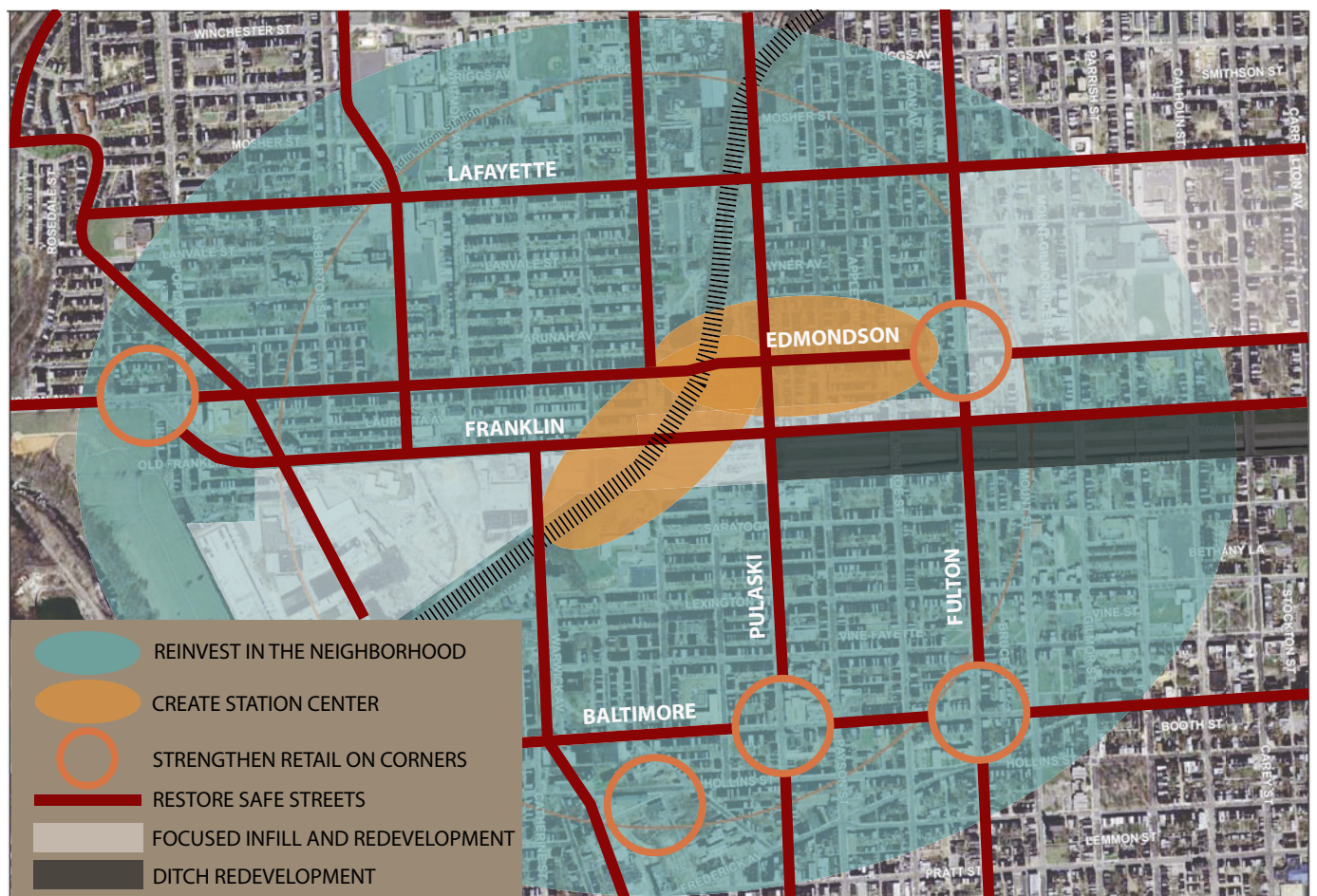
West Baltimore residents have signaled that they are ready for change in their neighborhoods. The key question, however, is what form the change will take. There are many “unknowns” facing the area, and every possibility holds major land use implications. Where will the Red Line go? How will the need for additional MARC parking be accommodated? What will happen to the industrial land southwest of the MARC station? What will happen to the Highway to Somewhere?

So that the community can be prepared for a range of possible futures, the West Baltimore MARC Transit-Centered Community Development Strategy is intended to provide guidance as to how the community can work toward their vision as these questions are answered, rather than try to predict a specific future. It outlines different methods for achieving community goals and principles in key areas and reflects residents’ input on how development should “behave” and strengthen the community.

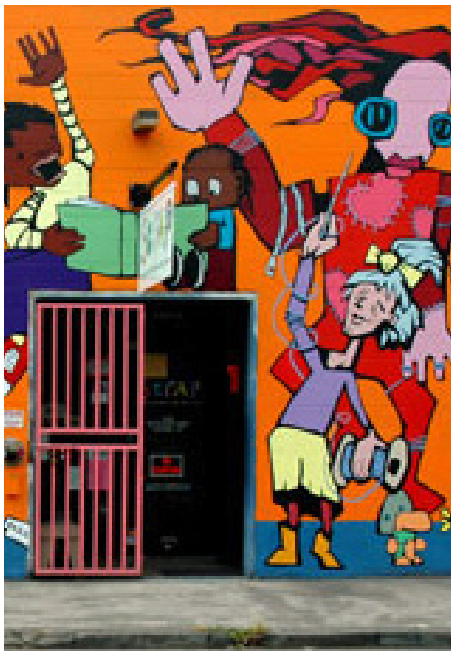
CONCEPT DIAGRAM

The Concept Diagram identifies important features that future West Baltimore development should work toward – community-serving retail along Edmondson Avenue, improvements to the MARC station and surrounding area, a connection to the Gwynns Falls, increased employment opportunities in the area, and preservation of residential neighborhoods. But what specific projects occur on which parcels is something that the community, the City, and developers will need to continue to address as development occurs. The Concept Diagram is one tool that will help them when reviewing proposals.

Large-scale opportunities exist with availability of large sites, good land configuration, and adjacency to prime neighborhood assets. If redeveloped, these areas could trigger additional investment, providing a ripple effect through West Baltimore. Unfortunately, most of these sites are not ready for redevelopment at this time as current market conditions do not support necessary investment from the private sector. It is important, however, that planning for these sites reflect their ability to impact the future of the West Baltimore neighborhoods in the near- and long-term.



Smaller scale opportunities also exist, such as infill projects and streetscape / infrastructure improvements. These projects will be equally important in igniting and furthering development momentum throughout West Baltimore. These smaller-scale projects should lay the foundation for investment (e.g., road improvements, site preparation, bike trails) while creating an opportunity for smaller investors and business owners to be notable players in the area's revitalization.



CONCEPT DIAGRAM

Over time, redevelopment and infill projects will strengthen and preserve the best areas of West Baltimore. Housing and good jobs will be available to everyone who wants to live and work here. Transportation facilities and transit systems will serve the community – not sever it.

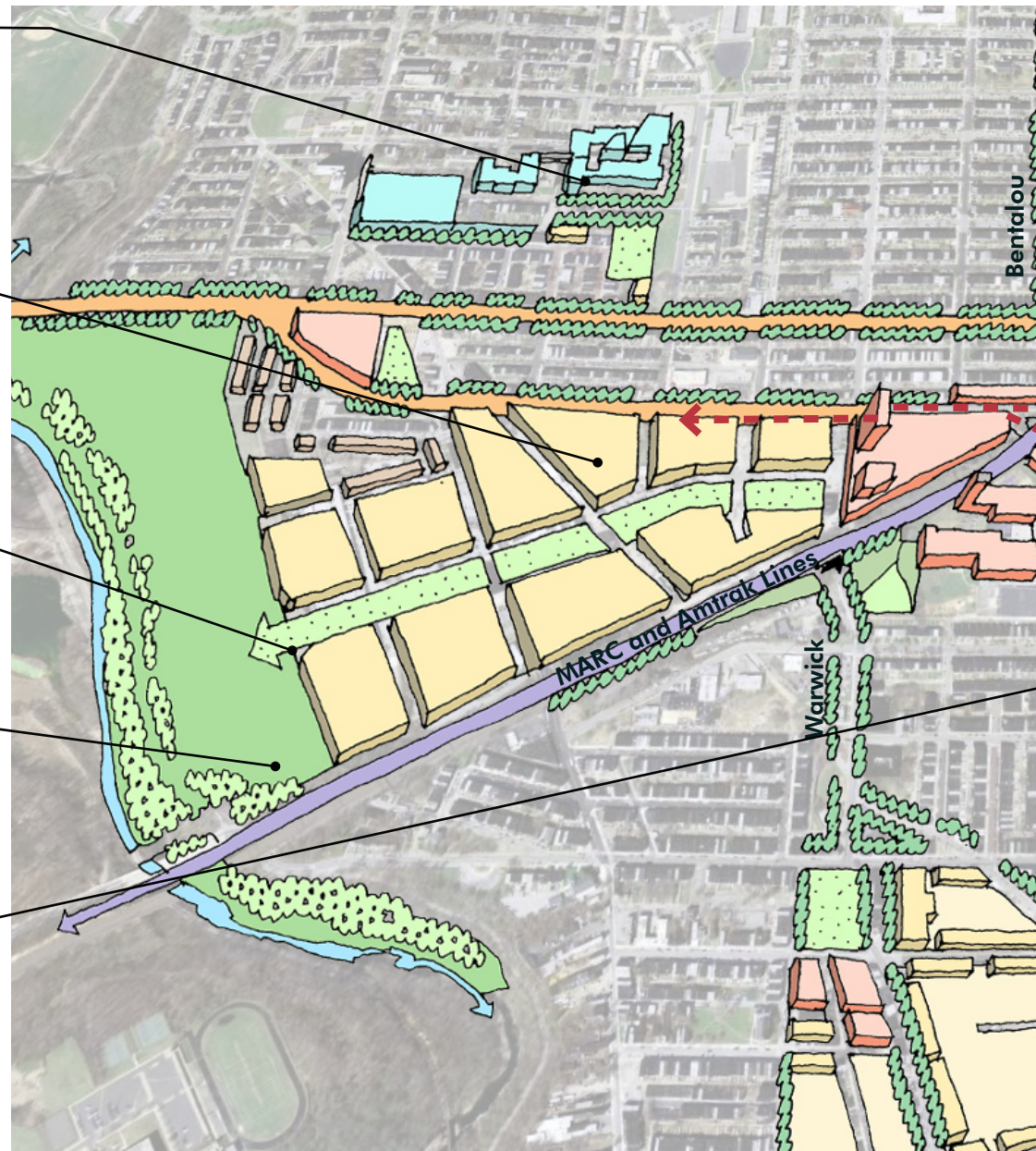
**Lutheran Hospital
Redevelopment**

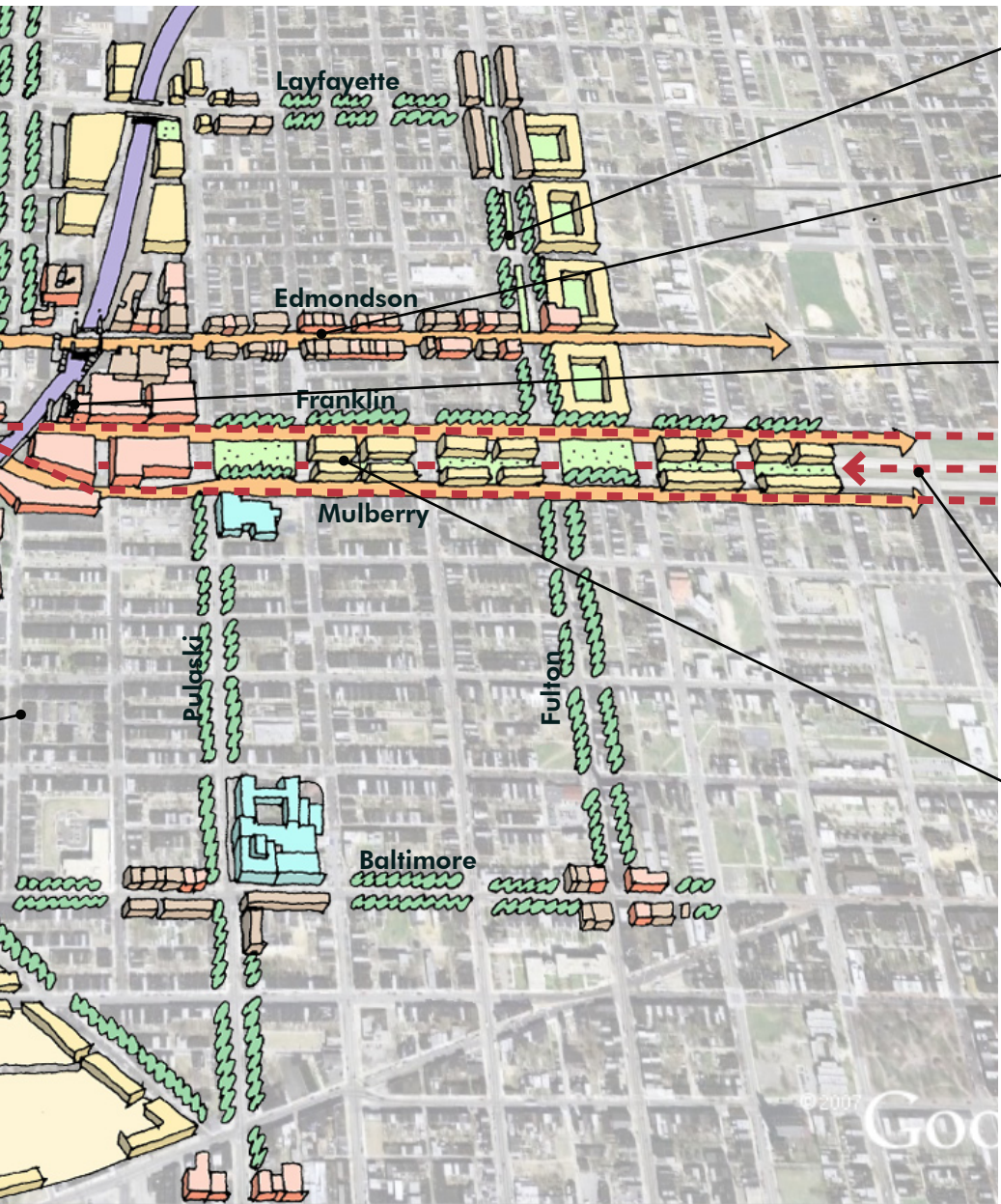
**Employment
Opportunities**

**Connection to
Gwynns Falls**

**Parks and
Open Space**

**Preservation
of Residential
Neighborhoods**





- Improved Streets
- Community Serving Retail
- Improved MARC Station/
Red Line Station
- Potential Red Line
Alignments
- "Highway to
Somewhere"

WEST BALTIMORE MARC STATION/ICE HOUSE

The West Baltimore MARC station will continue. To provide commuter rail transit access and could grow in importance by serving as a key connection point to the future Red Line. However, it should also evolve into a community activity center. The character of the station is envisioned as improving aesthetically and in terms of safety with the development of adjacent, active, complementary uses and station-focused renovations.

Land Use: Although the existing station is currently transportation focused, over time mutually-supportive uses such as retail or office should be incorporated. These may be as simple as the short-term addition of a newsstand and/or food cart vendors or the longer-term pursuit of redevelopment of the MARC station surface parking lots into mixed-use buildings. Based on input received at the October 12-13, 2007 public workshops, additional uses that may fit well with station improvements could include:

Business Services

- Dry cleaner/tailor/seamstress
- Bank/ATM
- Café/ coffee shop
- Convenience market

Public Services

- Child care
- Small police substation
- Civic space/library
- Small post office

Circulation: The existing station provides commuter rail patrons with minimal amenities aside from parking and rail transit access. There are a number of circulation improvements that would be of benefit:

- Pedestrian and handicapped access improvements including an elevator and accessible paths.
- Street crossing improvements including signage and crosswalk striping.
- Measures to calm traffic on Franklin and Mulberry.
- Bus transit improvements including additions of shelters, signage, lighting, and pedestrian paving.
- Platform improvements including signage, lighting, seating and weather protection.
- Incorporation of bicycle facilities including: striped on-street lanes and/or off street paths connecting the station to the adjacent neighborhoods; and ample, secure, covered bicycle parking at the station.
- Visual and functional integration with any future Red Line transit project, facilitating seamless pedestrian connectivity.

Parking: Station area parking needs to be more effectively managed. Some parking related improvements include:

- Adding parking area aesthetic improvements including decorative paving, landscaping, signing, and lighting.
- Providing parking area functional improvements including signage, lighting, seating, and weather protection.
- Addressing short-and longer-term parking needs through limited expansion/extension of existing lots that will ultimately be replaced by parking garages as part of larger redevelopment program.
- Institute a residential parking permit and enforcement program (for example, free on-street parking for neighborhood residents, metered or time-limited for non-residents).

Urban Design: The existing station is aging, unattractive, and functionally inadequate. The station could be remade as a more positive addition to the public realm, supporting the creation of great station area neighborhoods. There are many potential improvements that would be of benefit:

- Renovation of platform and adjacent structures with an eye toward their roles as “civic infrastructure” and the scale and aesthetic experience of pedestrians.
- Architectural improvements (site and structure design, material selection, colors) that elevate the station’s status to that of a community landmark.
- Incorporation of public art.
- Incorporation of activating, supportive mixed uses.
- Strengthening pedestrian connections to adjacent neighborhoods.

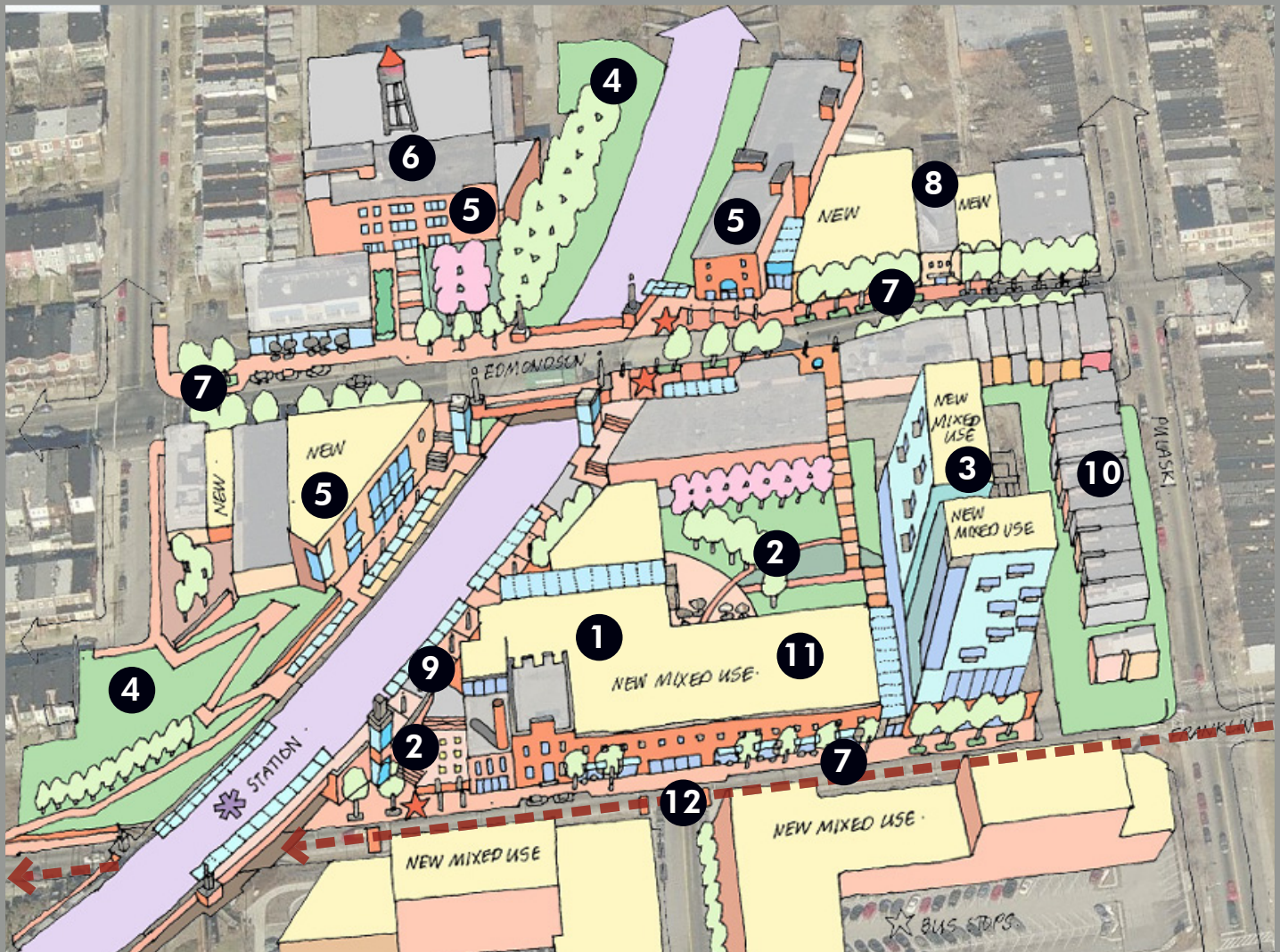
Parks and Open Space: Since the station functions as a place for people to gather, the opportunity exists to provide a small plaza near the station entry. This could serve multiple functions in terms of providing a gateway for West Baltimore, aesthetic improvements, waiting areas for transit patrons, a community recreational asset, and/or a stormwater management device.

Ice House History

The American Ice Company, Franklin Street Plant, is one of two surviving artificial ice manufacturing plants in Baltimore. From the mid-19th century to WWII, businesses and households relied on ice to prevent foods from spoiling. With the technological ability to produce ice, the American Ice Company of New York built at least five plants in Baltimore. The Franklin Street Plant, built in 1911 by New York architects, Mortimer and Company, cost \$225,000. It was the largest ice manufacturing plant in Baltimore and consisted of a boiler room, engine room, tank house, and warehouse. A large two-story stable (now demolished) was built across Franklin Street from the plant, and a two-story office building (now demolished) sat directly east of the plant. This complex produced approximately 40 tons of ice annually. Between 1914 and 1951, the American Ice Company modernized the plant. Sometime after the 1960s, the American Ice Company sold the property to the Baltimore American Ice Company which manufactured ice until a devastating fire in 2004.

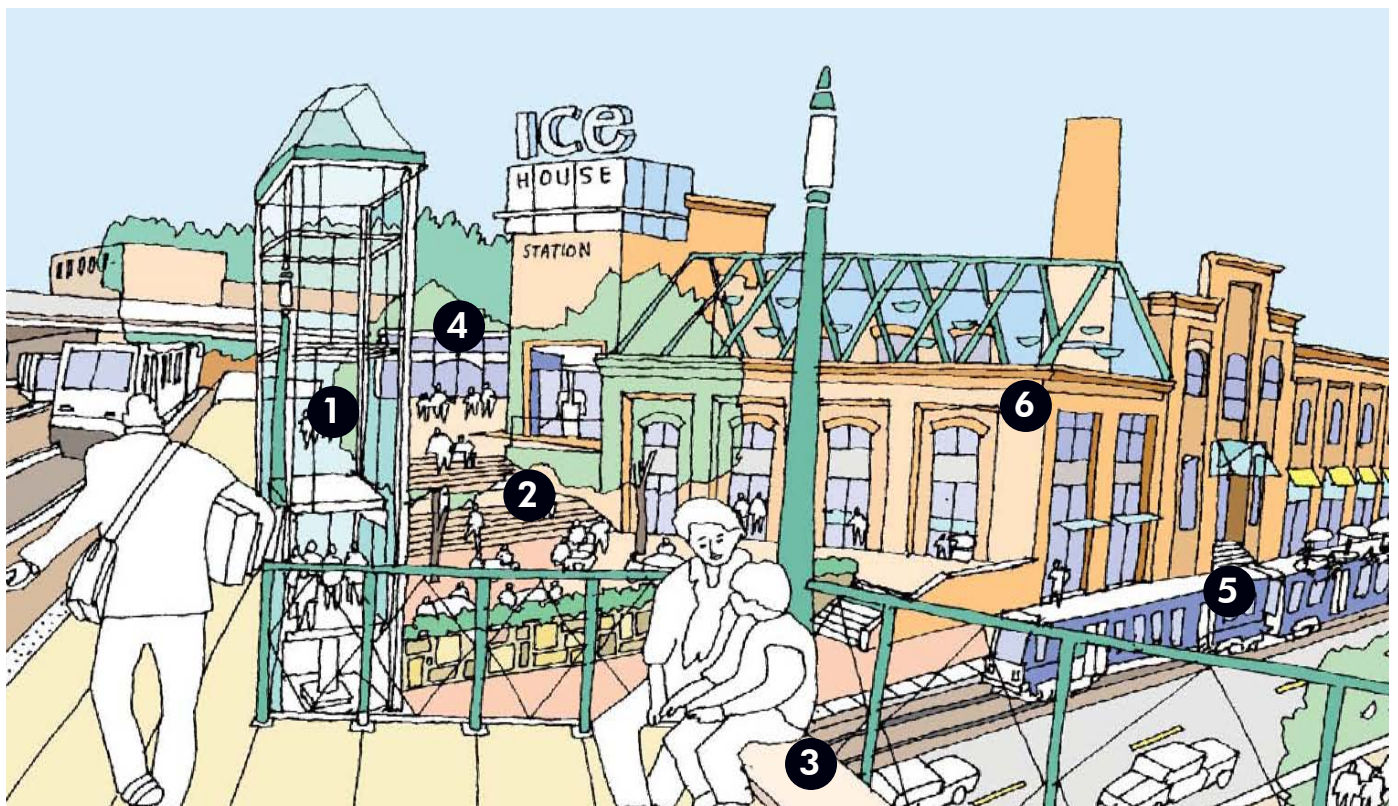
STATION / ICE HOUSE / EDMONDSON AVE. SKETCH

- 1** Ice House redeveloped as a community-serving mixed use retail center.
- 2** Public Park / Plaza provides open space for adjacent residents and community members.
- 3** New Mixed-Use Development with Residential Towers with views to park or plaza.
- 4** Public Open Space provides visual relief and environmental benefits.
- 5** New Office or Commercial Development with close proximity to MARC station.
- 6** Preserve Water Tower as Landmark to reflect the area's history and character.
- 7** Streetscape Improvements including street trees, benches, paving, and bus shelters.
- 8** Preserve Viable Businesses. New infill should not displace existing businesses.
- 9** Improve Pedestrian Connections to Station Platform including handicapped access.
- 10** Preserve Occupied Residential. New infill development should not displace current homeowners.
- 11** Community Center. Civic space for recreational activities, day care, etc.
- 12** Red Line Alignment. Consultat-recommended preferred alignment.



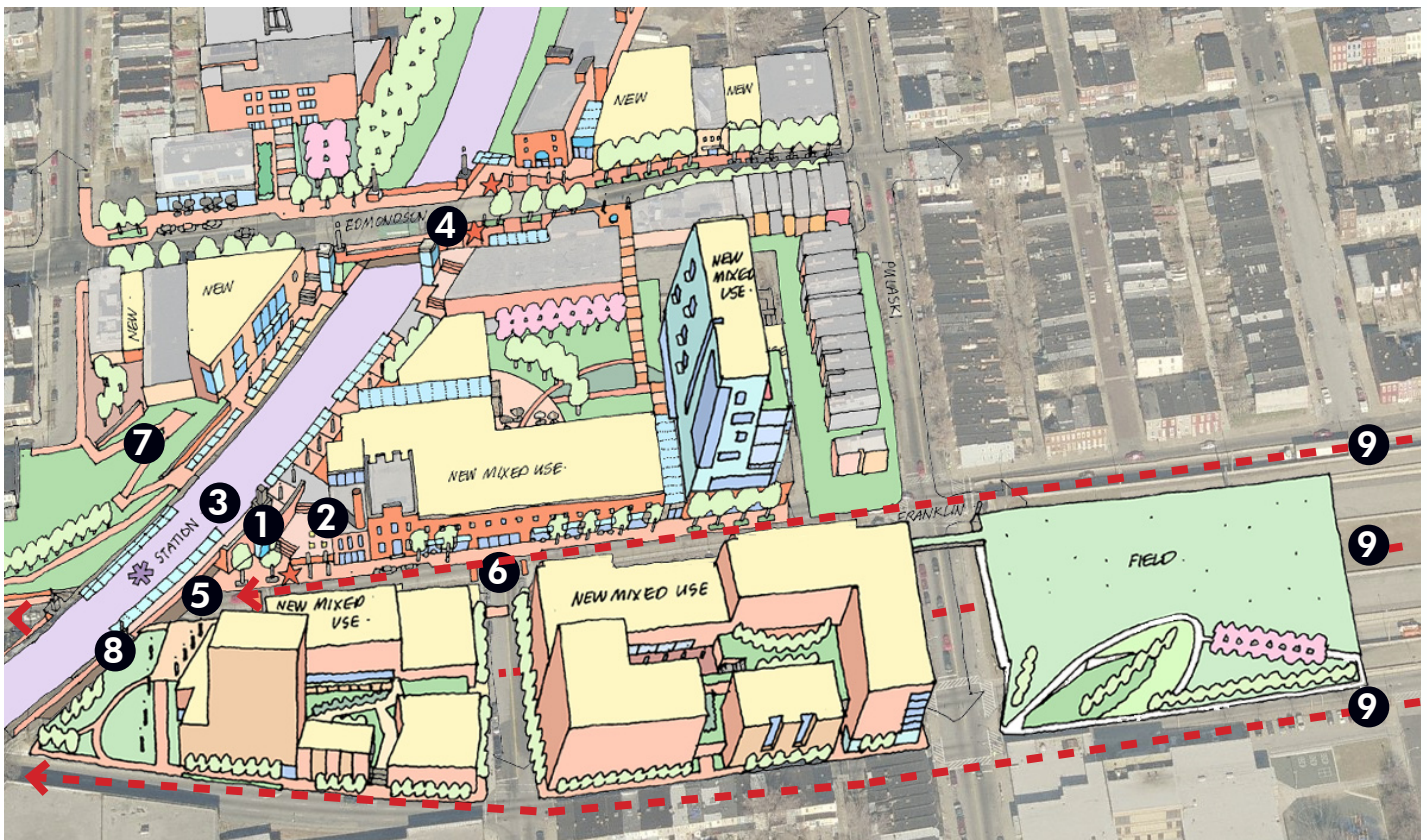
PEDESTRIAN IMPROVEMENTS AT MARC STATION- SKETCH

- 1 Elevator with ADA access and direct connection to future Red Line.
- 2 Pedestrian plaza with connection to platform and community open space.
- 3 Improve station platform with shelters and seating.
- 4 Direct pedestrian connection to Edmondson Avenue.
- 5 Potential Red Line location.
- 6 Ice House redevelopment with façade preserved.



PEDESTRIAN IMPROVEMENTS AT MARC STATION

- ① Elevator with ADA access and direct connection to future Red Line.
- ② Pedestrian plaza with connection to platform and community open space.
- ③ Improve station platform with shelters and seating.
- ④ Direct pedestrian connection to Edmondson Ave.
- ⑤ Improve pedestrian underpass with wider sidewalks and better lighting.
- ⑥ Marked street crossings for pedestrians.
- ⑦ Improve pedestrian connections to surrounding neighborhoods.
- ⑧ South Platform Pedestrian Connection.
- ⑨ Potential Red Line Alignments.



HIGHWAY TO SOMEWHERE

The primary function of the existing Route 40 freeway should, over time, be transformed from providing high speed auto access between the West Baltimore MARC station and the edge of downtown Baltimore to providing an area for infill development. Secondary functions could include the incorporation of a future Red Line alignment, calmed traffic flow on Franklin and Mulberry, and restoring connections or the “community fabric” between the neighborhoods north and south of Franklin and Mulberry. The character of this area should evolve from an underutilized, grade-separated freeway to a livable, urban, neighborhood street grid providing a variety of uses such as mixed-use development, housing, parks and open space. Some continued flow of traffic on Route 40 may be acceptable in the future, but this is not envisioned as the main purpose of this area.

Land Use: Although the existing Route 40 freeway is currently an incomplete highway project, bounded on the north and south by Franklin and Mulberry Streets, it is envisioned as supporting new land uses such as office, retail, housing, and/or parks and open space. Based on input received at the October 12-13, 2007 public workshops, specific uses mentioned by the community include:

- Grocery store
- Library
- Mixed use commercial development
- Retail
- Housing
- Community center
- Public art
- Greenway
- Water feature

Circulation: The Highway to Somewhere currently bisects the community. There are a number of opportunities for circulation improvements that would be of benefit:

- Extend Payson Street across Highway to Somewhere corridor.
- Make street crossing improvements including signage and crosswalk striping.
- Take measures to green and calm traffic on Franklin Street and Mulberry Street including landscaping and trees.
- Improve Monroe Street and Fulton Avenue with lighting, pedestrian amenities such as artwork and benches, and bicycle facilities.
- Incorporate bicycle facilities and connections including striped on-street bicycle lanes; off-street paths in open spaces and greenways; and ample, secure, covered bicycle parking at the new developments.
- Improve and widen the sidewalks on streets that go over the corridor.

Parking: As the Route 40 corridor is redeveloped, parking for the new uses is envisioned as being accommodated in a combination of on-site and on-street facilities. Since this corridor will likely contain the future Red Line transit project, parking ratios should be kept as low as possible (such as one space per dwelling unit or lower) to support walking and transit use. In response to immediate community concerns about MARC commuters parking in the neighborhood the MTA is currently looking at different short-term and longer-term parking solutions. Appendix D provides information about the different sites the MTA is considering. The MTA should work with the community to evaluate the alternatives to ensure that parking investments further the community's longer term goal of creating active, mixed-use development around the station area.

Other recommended best management practices for parking include:

- Put parking behind, above, or to the side of buildings.
- Divide large parking areas and design them as an integral part of the community. Avoid large continuous lots of parking that make areas less appealing for pedestrians.
- Share surface parking areas between uses, and manage them communally.
- Promote on-street parking for visitors and short-term users.
- Charge visitors/non-residents for on-street parking and invest the returns into the neighborhood.
- Keep unsecured parking in clear view of active, adjacent uses.
- Soften, screen, and/or provide active uses along ground floor frontages of multistory parking structures.
- Locate single-family home parking at the side or service from rear alleys – driveways and garage doors should not be allowed in front of single-family homes.

Urban Design: In addition to being functionally incomplete, the existing Route 40 freeway is an unattractive “no man’s land” for pedestrians and adjacent properties. The opportunity exists to remake this area into a more positive element relating to the adjacent neighborhoods. There are many potential improvements that could have benefit, including:

- Incorporate a large-scale (temporary or permanent) public art project.
- Take advantage of investment opportunities connected to the Red Line project to redefine the highway into blocks ready for new neighborhood infill development.
- Break down the overwhelming scale of the right-of-way by small, coordinated interventions that work toward achieving a larger, complete redevelopment vision.

Parks and Open Space: As part of the plan for reclaiming the Route 40 right of way for infill development, locations for parks and open spaces should be identified to provide recreational opportunities and visual relief.

“HIGHWAY TO SOMEWHERE” SKETCH

- 1 Improve Open Space on the inside of blocks that complement new buildings and existing housing.
- 2 Pedestrian Connections. Recognize existing connections through blocks and enhance continuity for a quality pedestrian network.
- 3 Transitional Scale of New Buildings. New buildings should match or scale down to match the scale and quality of surrounding neighborhood.
- 4 New Housing over Highway with reclaimed open space.
- 5 Renovate and Restore Existing non-housing buildings for new retail space, live/work, and small business.
- 6 Potential Red Line Alignments



SOUTHWEST INDUSTRIAL AREA (“WARWICK TRIANGLE”)

The triangular piece of land bounded by Franklin Street to the north, the railroad tracks to the south, and the cemetery and Gwynns Falls to the west is currently low-density industrial uses. Because of the area’s proximity to the MARC Station (which is located in the northeast corner of the triangle) and the Gwynns Falls, the long-term function of The Warwick Triangle area should transition from primarily industrial to more mixed-use in nature, with higher intensity uses closest to the station. The character of The Triangle will be enhanced by creating an internal street network, providing a linear path or greenway connection to the Gwynns Fall Trail, and providing personal safety enhancements.

As part of the Red Line project, the MTA is currently considering the area closest to the station for a yard and shop facility. The yard and shop facility is where the Red Line vehicles would be stored, maintained, and repaired. A potential benefit of the facility is that it could provide West Baltimore residents with skilled jobs close to home and provide the area with an increased number of employees who may take advantage of local services. A potential disadvantage of the facility is that it may not maximize the development potential presented by the MARC station. However, it may be possible to locate and design the facility so that there is still development potential in addition to providing the MTA with its needed facility. It is important to note that a final yard and shop location decision has not been made, and the City and other interested stakeholders need to weigh in with their opinions about what is best for the neighborhood, the City, and the operation of the Red Line.

Land Use: The site is zoned for, and occupied by, low-density industrial uses. However, given the proximity to the station area, this not the highest and best use for the land. The area should have a mix of uses including those that provide more jobs for area residents. Redevelopment of the Triangle should include a focus on uses that create as many jobs as possible. With more efficient use of land, there is an opportunity to introduce additional uses, including commercial, residential, and public space with access to both the MARC station and Gwynns Falls. The area should be rezoned to reflect these goals.

Circulation:

- Large site redevelopment will provide opportunities to re-configure the existing large blocks (blocks with perimeters greater than 1600 feet) with the addition of more local streets to improve access and pedestrian connectivity.
- Street crossing improvements including signage and crosswalk striping.
- Improved pedestrian crossings with pavers and cobblestones at intersection of Franklin Street at Mulberry Street.
- Improved (widened) sidewalks along Franklin Street and Mulberry Street.
- Measures to calm and green Franklin Street and Mulberry Street, including landscaping and trees.
- Intersection improvements along Franklin Street, including traffic signal timing improvements. Potential roundabout at the intersection of Franklin Street at Franklinton Road.
- Bus transit improvements including addition of shelters, signage, lighting, and pedestrian paving.
- Incorporation of bicycle facilities including: striped on-street bicycle lanes and/or off-street paths connecting the station to the adjacent neighborhoods and the Gwynns Falls Trail; and ample, secure, covered bicycle parking at the station.

Parking: The land at the northeast of the Triangle, adjacent to the MARC station, is a potential location for surface commuter parking in the short term or in a parking garage as part of a mixed use redevelopment program in the long-term. For the rest of the Triangle, some parking “best management” practices are recommended:

- Put parking behind, above, or to the side of buildings.
- Divide up large parking areas and design them as an integral part of the community.
- Share surface parking areas among uses, and manage them communally.
- Promote on-street parking for visitors and short-term users.
- Charge visitors/non-residents for on-street parking – invest returns in the neighborhood.
- Keep unsecured parking areas in clear view of active, adjacent uses.
- Soften, screen, and/or provide active uses along ground floor frontages of multistory parking structures.
- Prohibit driveways/garage doors allowed in front of single family homes – parking should be to the side or serviced from rear alleys.

Urban Design:

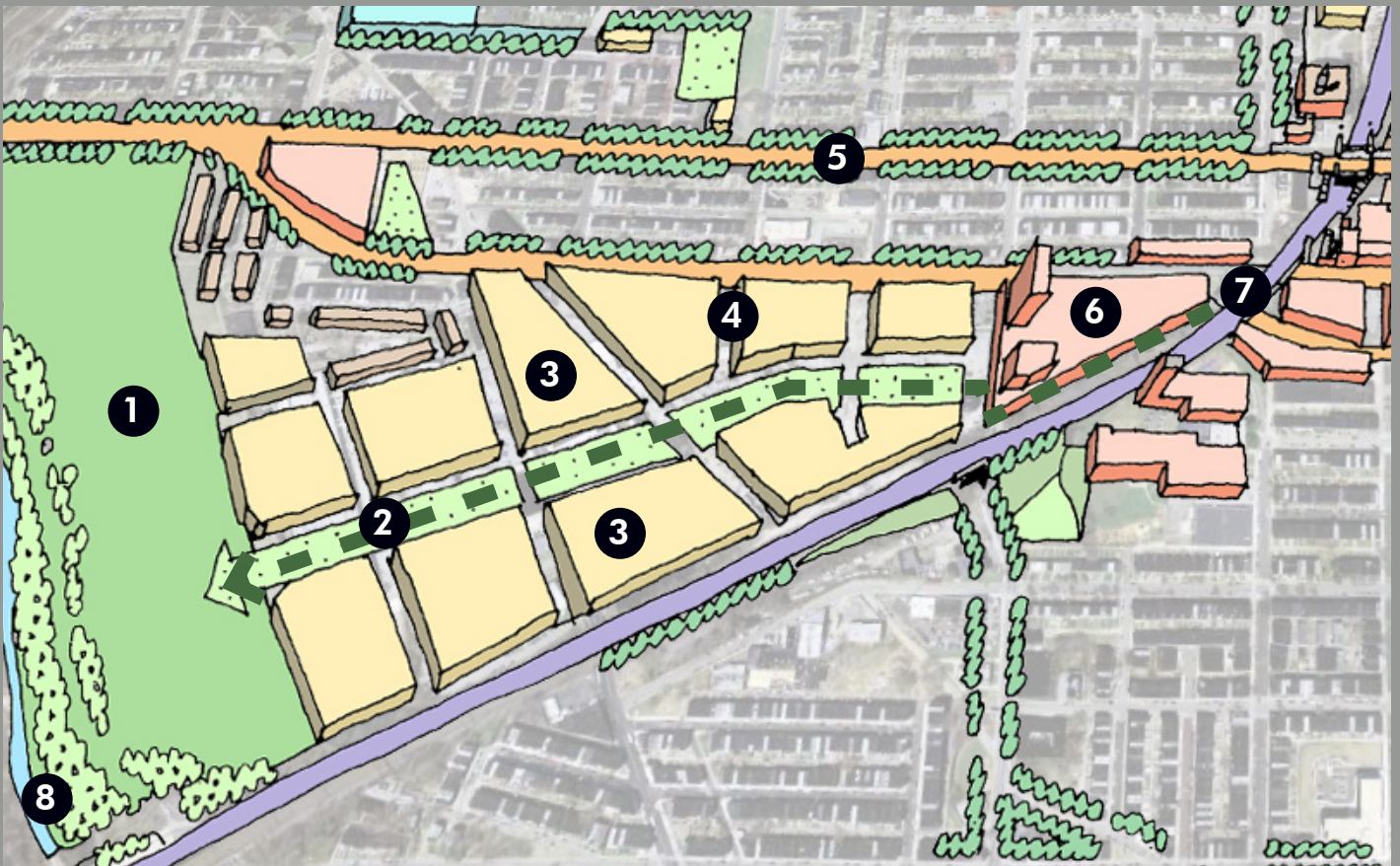
- The revitalization of the existing industrial area into a mixed-use district provides an excellent opportunity to create a unique neighborhood in West Baltimore.
- The buildings should orient toward public open space.
- Higher density, taller buildings should be sited closest to the MARC/transit station.
- Building height and density may “step down” away from the station to be in context with adjacent neighborhoods.

Parks and Open Space:

- A significant park with connections between the Gwynns Fall Trail and the MARC station can become the organizing “identity” for the revitalization of the Triangle.

WARWICK / TRIANGLE AREA SKETCH

- 1 Open Space provides opportunity for passive and active recreation.
- 2 Linear Park or Trail Connection to the Gwynns Falls.
- 3 Light Industrial or Office Space provides employment opportunities, including a potential yard and shop facility.
- 4 Integrated Street Network to connect to other parts of the neighborhood and reflect the existing street grid.
- 5 Streetscape Improvements could include street trees, benches, paving, and bus shelters.
- 6 Higher Intensity Development Near Station promotes transit ridership and offers employment, retail, and housing opportunities.
- 7 Refurbished MARC Station.
- 8 Gwynns Falls.



EDMONDSON AVENUE

Edmondson Avenue has served as a neighborhood “Main Street” which supported vibrant community activity. The character and function of Edmondson Avenue will, over time, be revitalized with mixed-use/retail development, similar to its function in the past.

Land Use: Edmondson Avenue will be an area where infill development, building renovations, and occupation of ground floor retail uses and services will be welcome and encouraged. Based on input received at the October 12-13, 2007 public workshops, specific uses desired by the community include:

- Ground floor retail or services such as:
 - Restaurants
 - Ice cream parlor
 - Florist
 - Bakery
 - Hardware store
 - Doctor office
 - Pharmacy
 - Pet shop
 - Bank
 - Café/coffee shop
 - Dry cleaner
 - Tailor/seamstress
 - Convenience market
 - Small post office
 - Child care
 - Small police substation
 - Housing
 - Neighborhood-serving offices

Circulation:

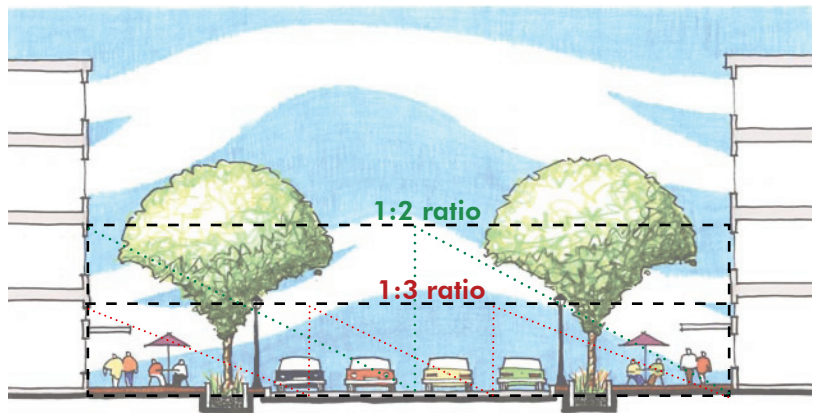
- Speed limit posting should not exceed 25 mph.
- Accept traffic congestion in this area – it will be an indication of its desirability!
- Invest in streetscape improvements to Edmonson Avenue, including street trees, benches, paving, and bus shelters.
- Improve pedestrian crossing including signage, crosswalk striping, lighting and pedestrian space for walking, etc
- Specific intersections for pedestrian crossing improvements along Edmonson Avenue are: Warwick Avenue, Wheeler Avenue, Bentalou Street, Pulaski Street, Payson Street, Monroe Street, and Fulton Avenue. Improve the lighting on these streets as well.
- Make bus transit improvements, including additions of shelters, signage, lighting, and pedestrian paving.
- Incorporate bicycle facilities including: striped on-street bicycle lanes; off street paths connecting the station to the adjacent neighborhoods and Gwynns Falls Trail; and ample, secure, covered bicycle parking.

Parking: This is traditionally an on-street, parallel parking environment. Additional or new parking should follow best management practices such as:

- Put parking behind, above, or to the side of buildings.
- Divide up large parking areas and design them as an integral part of the community.
- Share surface parking areas between uses, and manage them communally.
- Promote on-street parking for visitors and short-term users.
- Charge visitors/non-residents for on-street parking and invest the returns into the neighborhood.
- Keep unsecured parking areas in clear view of active, adjacent uses.
- Soften, screen, and/or provide active uses along ground floor frontages of multistory parking structures.

Urban Design: New infill development and/or building renovations should respect the existing “main street” character. Specific urban design considerations include:

- Promote pedestrian safety and comfort by incorporating details such as curb extensions, sidewalk maintenance, street furniture, and clearly marked street crossings.
- As referenced in the Operation ReachOut SouthWest (OROSW) Strategic Neighborhood Action Plan, respect the “human scale” of the street by paying attention to details such as sidewalk connections, street trees, sidewalk widths, building entries that are oriented to the street, continuous street walls, provision of window transparency, etc.
- Strive for a “building height to street width” ratio between 1:2 and 1:3. See Diagram.
- Encourage the main retail activity area in the four-to-eight blocks immediately east of the West Baltimore MARC station.
- Create strong pedestrian connections from this area to the MARC station and adjacent neighborhoods.
- Consider the areas just east and west of the four to eight blocks as “transition” areas where speeds are beginning to slow and act as “gateways” to the “main street”.
- Promote pedestrian-oriented signage and lighting.



▲ Building Height to Street Width Diagram

Parks and Open Space: The provision of a small pocket park/plaza may support the main street environment, although it should have a strong relationship to and partnership with adjacent uses, such as providing outdoor dining space for an adjacent restaurant or café.

RESIDENTIAL NEIGHBORHOODS

West Baltimore has many strong owner-occupied residential areas that should be supported and enhanced. The primary long-term function of the area's neighborhoods should be residential. Their character will be enhanced by aesthetic, recreational, and personal safety improvements. Vacant housing should be sensitively renovated and/or redeveloped, respecting the character of adjacent buildings and uses.

Land Use: Land uses should remain primarily residential, although a more diverse housing stock is encouraged. Provision of housing options that meet a variety of needs and lifestyles is desired. Some local-serving retail or commercial development should be allowed, as long as it respects the residential qualities of the neighborhood. Based on input received at the October 12-13, 2007 public workshops, specific uses desired and mentioned by the community could include:

- A diversity of housing types, such as rowhouses, single family homes, duplexes, live/work units, lofts, stacked flats, apartments over retail, assisted living facilities, etc.
- Small scale, community-serving retail
- Community center
- Churches
- Day care
- Schools
- Parks and open space

Circulation: To improve safety and street connectivity for all users, the following should be implemented:

- Streetscape improvements to neighborhood streets including street trees, benches, paving, and lighting. Priorities should include: Warwick Avenue, Wheeler Avenue, Bentalou Street, Pulaski Street, Payson Street, Monroe Street, Fulton Avenue, and Saratoga Street.
- Measures to calm and green neighborhood streets including: Harlem Avenue, Saratoga Street, Penrose Avenue and Lexington Street. This includes incorporation of traffic calming measures, landscaping and street trees.
- Pedestrian crossing improvements including signage, crosswalk striping, and lighting.
- Specific intersections for pedestrian crossing improvements along Fulton Avenue are: Edmonson Avenue, Franklin Street, Saratoga Street, Lexington Street, Fayette Street, Baltimore Street, and Frederick Avenue.
- Bus transit improvements including additions of shelters, signage, lighting, and pedestrian paving.
- Incorporation of bicycle facilities including: striped on-street bicycle lanes and/or off-street paths connecting the station to the adjacent neighborhoods and Gwynns Falls Trail; and ample, secure, covered bicycle parking at the station.

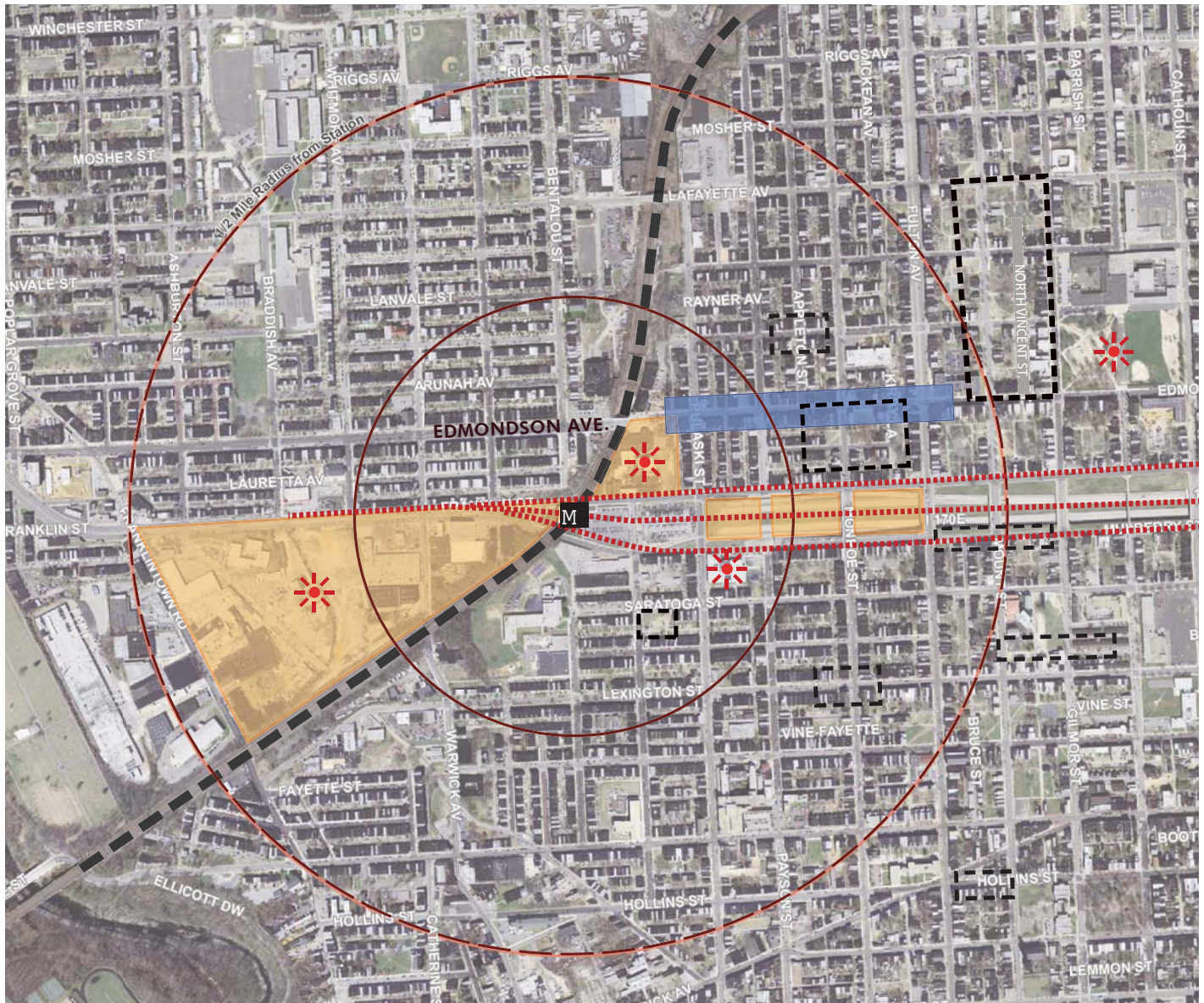
Parking: As these areas mature, parking for any new uses is envisioned as being accommodated in a combination of on-site and on-street facilities. Some parking best management practices are recommended:

- Put parking behind, under, above, or to the side of buildings.
- Divide up large parking areas and design them as an integral part of the community.
- Share surface parking areas between uses, and manage them communally.
- Promote on-street parking for visitors and short-term users.
- Charge visitors/non-residents for on-street parking – invest returns in the neighborhood.
- Keep unsecured parking areas in clear view of active, adjacent uses.
- Soften, screen, and/or provide active uses along ground floor frontages of multistory parking structures.
- No driveways/garage doors allowed in front of single family homes – parking should be to the side or serviced from rear alleys.

Urban Design: The opportunity exists to strengthen the positive qualities of the adjacent neighborhoods. There are many potential improvements which could be of benefit including:

- Respect the existing scale and character of occupied housing.
- Preserve and renew significant, historic buildings within the neighborhoods.
- Introduce new housing types that diversify the mixture of housing choices.
- Allow “modern” architectural designs if they functionally relate well to adjacent streets and uses, to inject new “visual energy” into the urban landscape.
- Improve the aesthetic and functional aspects of existing community facilities, such as schools, to improve upon their function as community gathering places and civic landmarks.

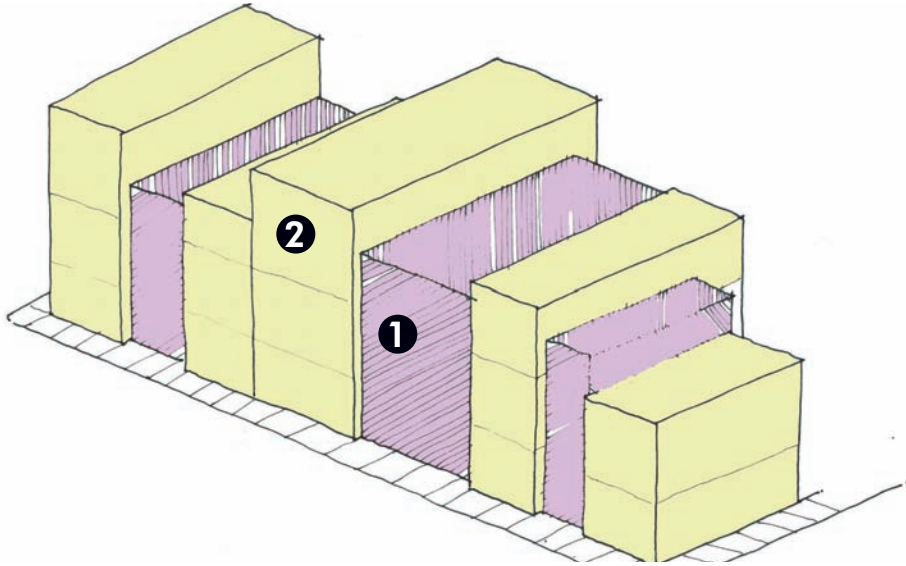
Parks and Open Space: Ideally, each neighborhood should have at least one park or recreational open space within a 5-to-10 minute walk of every residence. The overall study area should include a variety of facilities from tot lots and village greens to playfields and community gardens. These parks and/or open spaces should be configured to have a strong visual connection to adjacent uses, and be located in front of buildings, not behind them. If security concerns are high, then high quality, ornamental security fencing may be required to secure these areas from sun down to sun up.



▲ Housing Concept Diagram

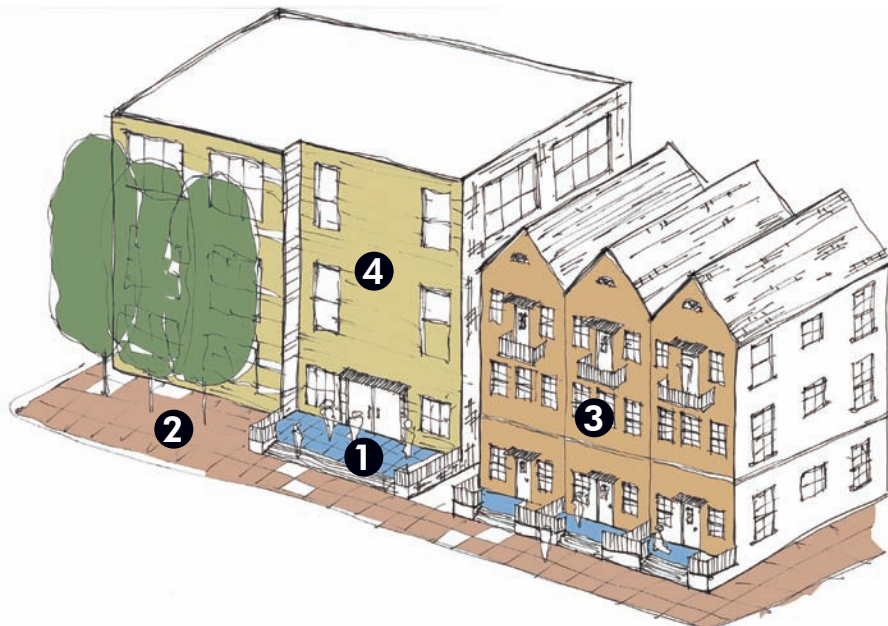
Legend

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> MIXED-USE POTENTIAL INDUSTRIAL AREA NEAR MCDONALDS/
MD LUMBER YARD COMPANY ICE-HOUSE ALONG I-40 | <ul style="list-style-type: none"> REHABILITATION FOCAL AREAS HARLEM PARK ICE-HOUSE WARWICK TRIANGLE SW INDUSTRIAL AREA EXISTING SCHOOLS <ul style="list-style-type: none"> - Bentalou Elem. School - Lockerman Bundy | <ul style="list-style-type: none"> MAIN STREET EDMONDSON POTENTIAL RED LINE ALIGNMENTS |
|---|---|---|



Respect Existing Buildings

- ❶ Sensitive Infill.
- ❷ Stabilize Existing Homes and Business.

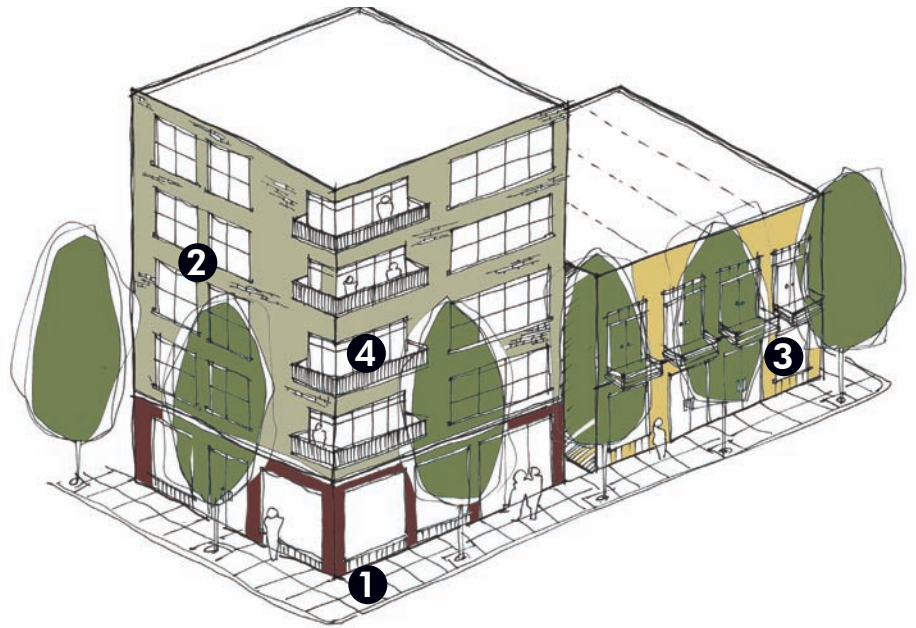


Improve Front Door Environment

- ❶ Porches w/ Buildings Set Back.
- ❷ Improved Sidewalks.
- ❸ New Rowhouses with Building Materials that match Existing Neighborhood.
- ❹ Orient Buildings to the Street.

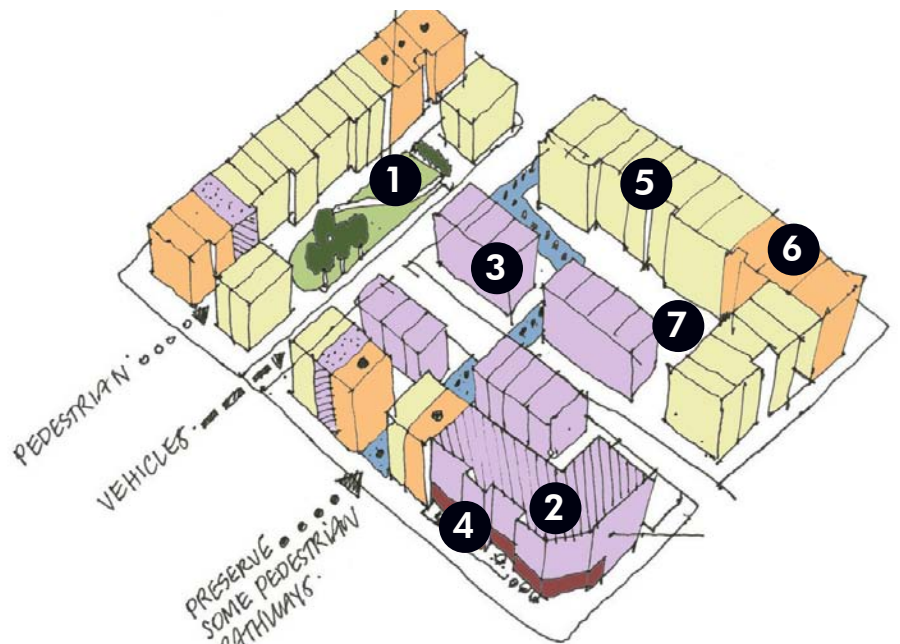
Build Housing Options

- ❶ Neighborhood-Serving Retail.
- ❷ A diversity of units for seniors, renters, and owners.
- ❸ Variety of Rowhouse Types.
- ❹ Balconies Provide Usable Outdoor Space.



Block Strategy

- ❶ Neighborhood Parks .
- ❷ Senior Housing or Multi-Family Housing Units w/ Ground Floor Retail.
- ❸ Infill w/ New Row Houses.
- ❹ Active Corners with Enhanced Sidewalks.
- ❺ Stable Housing Units
- ❻ Rehabilitated Facades of Buildings.
- ❼ Parking for Residents.

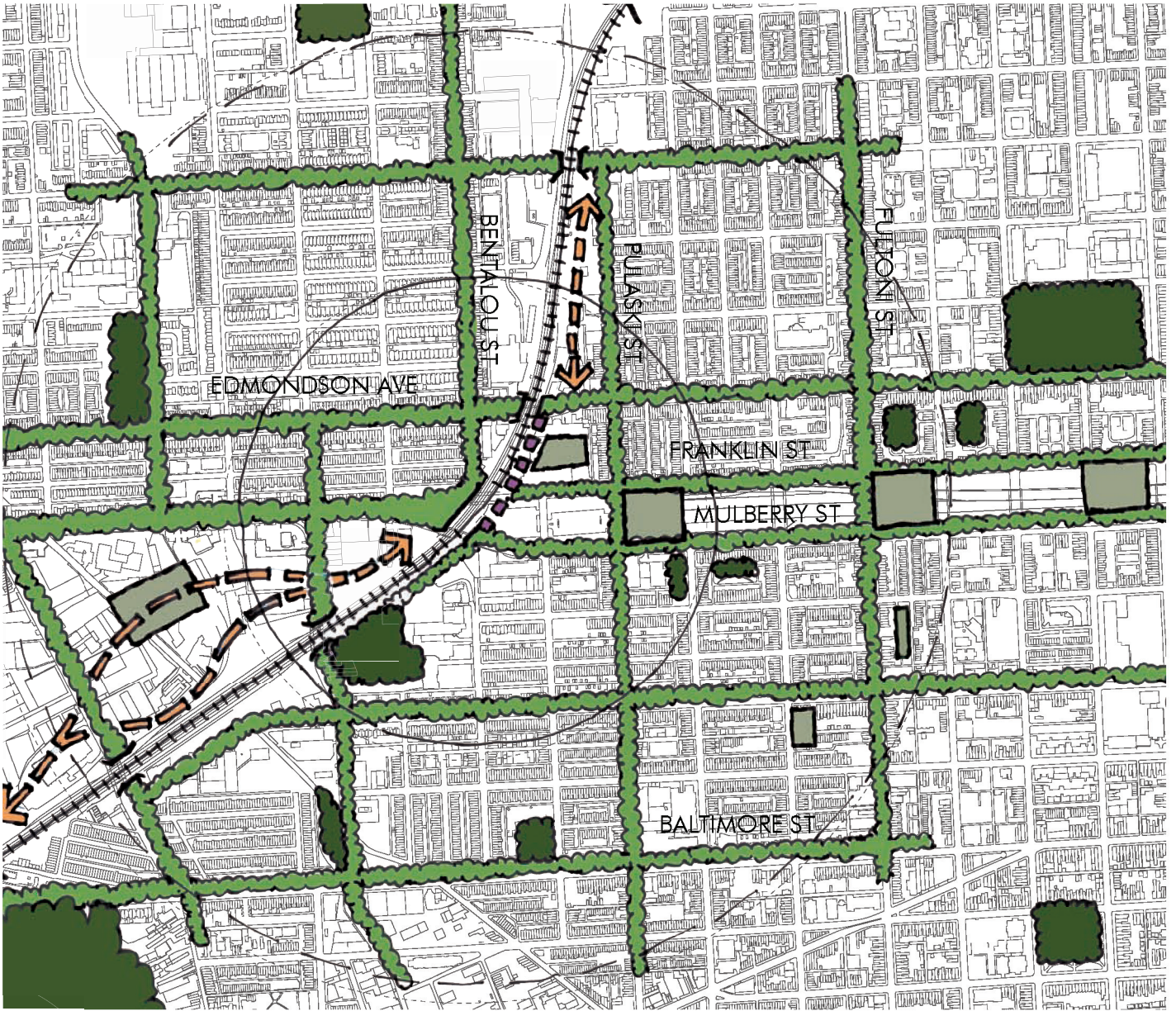


PARKS AND OPEN SPACE

As discussed under the focus areas described above, a variety of open spaces are envisioned for West Baltimore. These spaces will provide important recreational, social, environmental, and wildlife benefits. The open space concept includes a pedestrian promenade, improved streetscapes, parks, and trails. These open spaces will help define and connect the different neighborhoods that make up West Baltimore, manage stormwater, and provide gathering spaces and visual relief from the surrounding urban neighborhoods.

Specific new parks and open space features recommended for West Baltimore include:

- MARC station to Edmondson Avenue pedestrian promenade,
- MARC station/Ice House park or plaza,
- Highway to Somewhere neighborhood park(s),
- Warwick Triangle neighborhood park,
- MARC station to Gwynns Falls connection,
- Neighborhood pocket parks, and
- Streetscape improvements.



▲ Open Space Concept

LEGEND



Trail



Promenade



Improved Streetscapes



Existing Park or Open Space



Potential Park

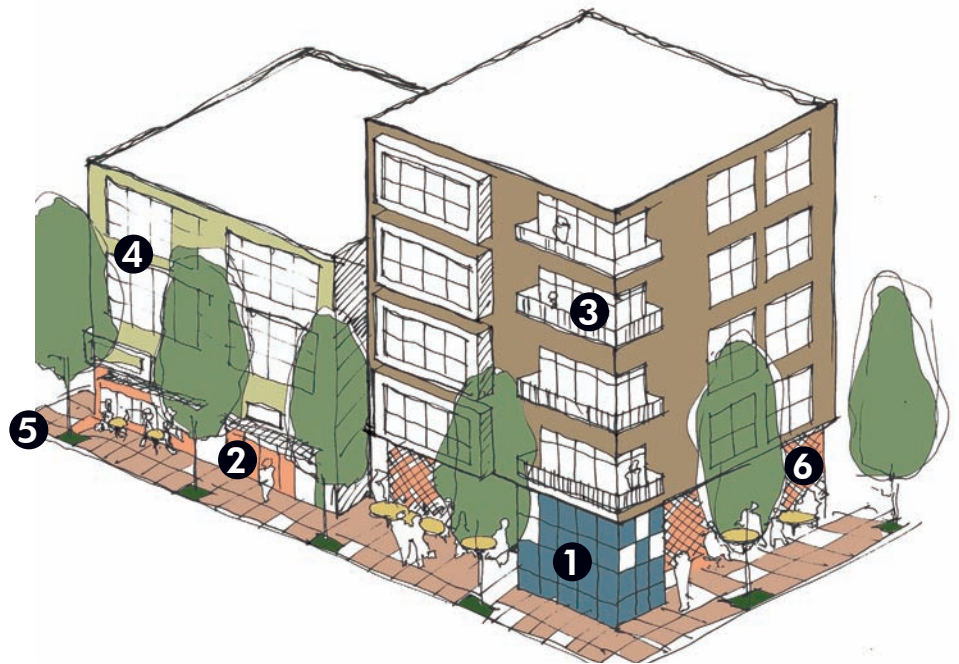
IMPROVED STREETS

West Baltimore's streets have room for improvement. Creating a median on Fulton Avenue is a positive first step, but much more needs to be done. For many streets the traffic should be slowed down – either by constructing wider sidewalks, providing more amenities, or greening the streets with street trees and landscaping – and many intersections lack safe and secure pedestrian crossings. New construction that occurs in the area should be done in a manner that creates and supports the concept of great streets with active corners and ground level uses. There is also a need to make more north/south connections in the areas where the east/west transportation network (e.g., the Route 40 right-of-way and the railroad tracks) dominates and has cut off different parts of the neighborhood. Improving the interface between the westbound off-ramp for Route 40 at Pulaski is another priority as the intersection is confusing and dangerous.

An additional recommendation for West Baltimore's streets is to design and reconstruct them in a manner appropriate to their function. That is, residential streets should be designed differently than a transit boulevard which is designed differently from a city connector street. In all cases, streets should be designed to deter crime and improve the safety and security of residents and visitors. This means creating active, well-lit streets that are fronted by uses that provide "eyes on the street" at all times.

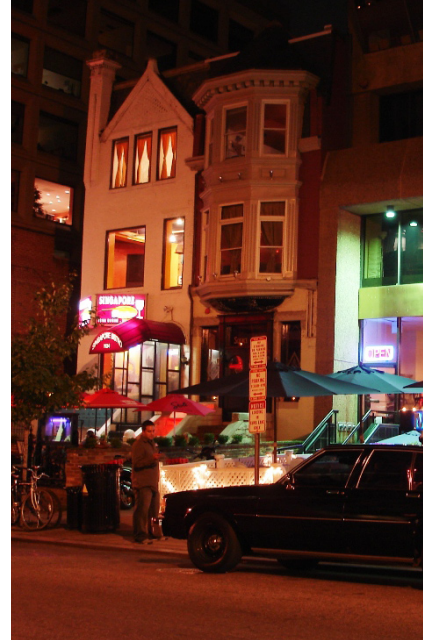
Create Great Streets

- ❶ Active Corners to Enhance Intersections.
- ❷ Ground Floor Uses should be active.
- ❸ Building Projections Enhance Street Environment.
- ❹ Residential Units Provide "Eyes on the Street" for Increased Safety.
- ❺ Street Trees and Furnishings Improve Pedestrian Experience.
- ❻ Opportunities For Public Art could be provided.





Active corners and renovated rowhouses improve livability.



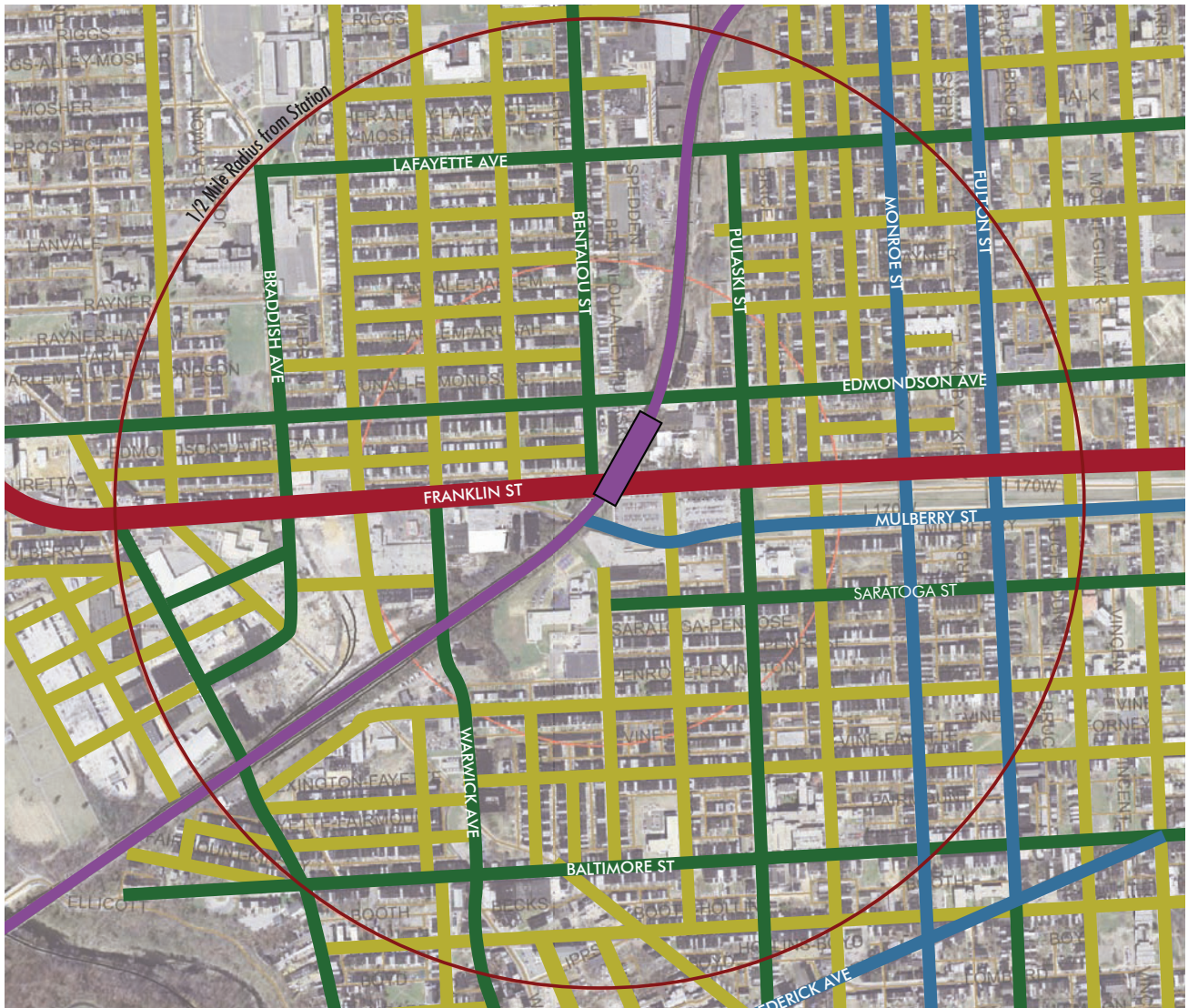
Lighting improves safety.



Streets for people, bicyclists and cars.



Safe and attractive bus stops promote transit usage.

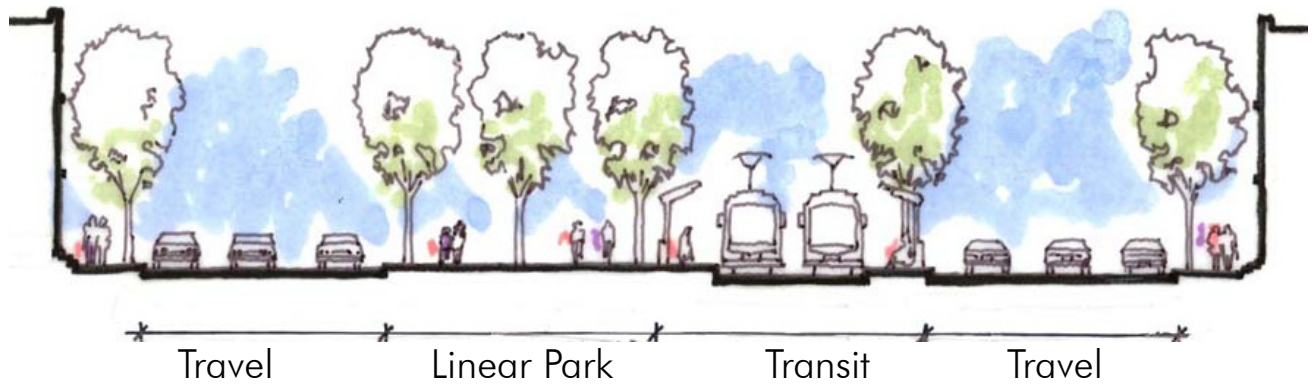


▲ Transportation Concept Diagram

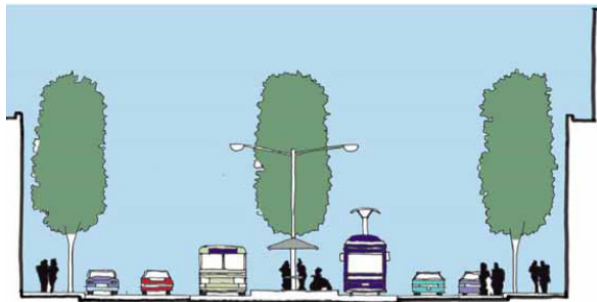
TYPE	USE	BUS	SPEED	TRAFFIC	GREEN
TRANSIT BOULEVARD	MIXED USE	YES	30 MPH	MANAGE	YES
CITY CONNECTOR	MIXED USE	YES	30-35 MPH	MANAGE	YES
COMMUNITY CONNECTOR	MIXED USE	YES	30 MPH	CALM	YES
NEIGHBORHOOD STREET	RESIDENTIAL	NO	10 MPH	REDUCE	YES

LEGEND

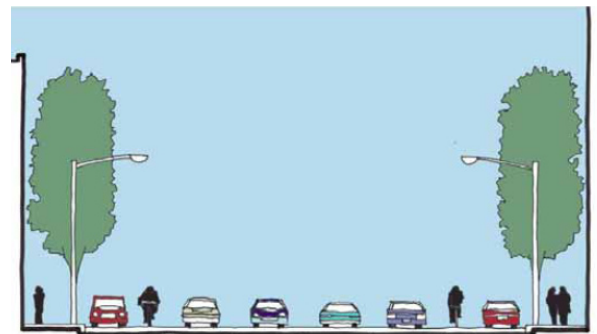
- MARC ALIGNMENT
- TRANSIT BOULEVARD
- CITY CONNECTOR
- COMMUNITY CONNECTOR
- NEIGHBORHOOD STREET



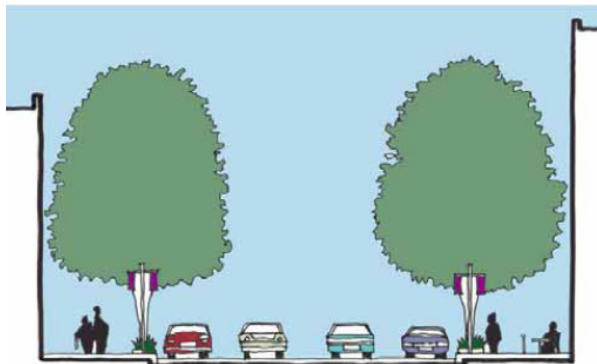
▲ Potential Roadway Cross Sections



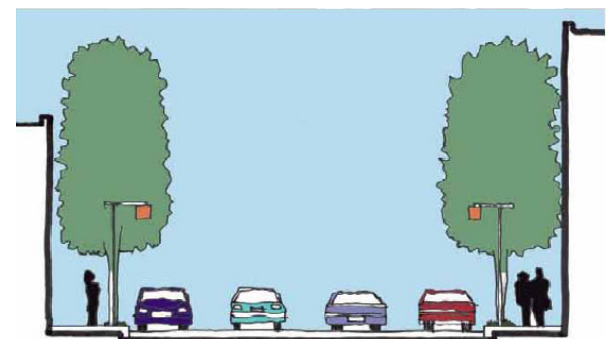
Transit Boulevard



City Connector



Community Connector



Neighborhood Street

CHAPTER 4

PHASING





Moving Forward

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

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

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

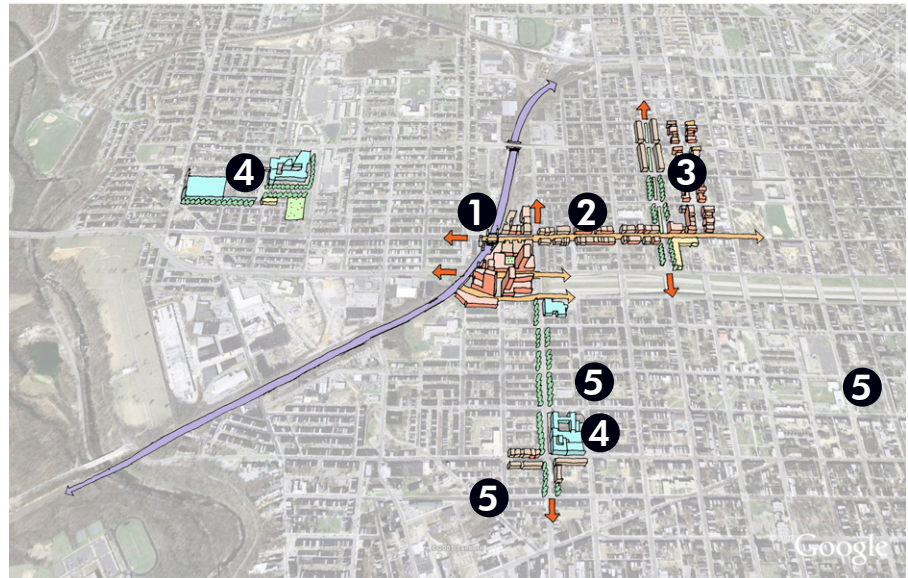
The Transit-Center Community Development Strategy outlines four phases: Revitalization, Phase I, Phase II, and Phase III. The Revitalization phase sets the stage for attracting development. The subsequent development phases describe how growth could occur. The years associated with the various phases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



▲ Concept Phasing Diagram

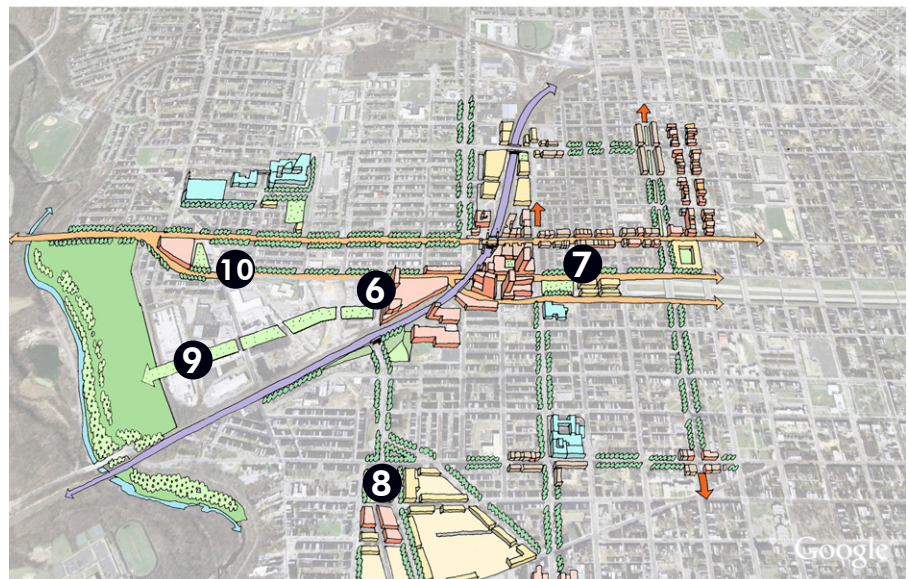
Phase 1

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



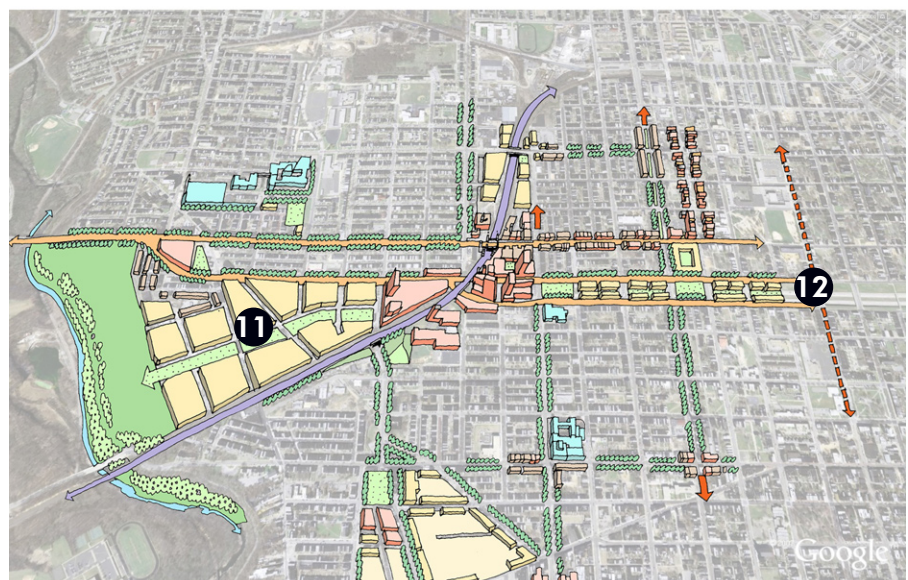
Phase 2

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



Phase 3

- ⑪ Industrial property
- ⑫ Highway to
Somewhere



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

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

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

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

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

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

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

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



▲ Maintain Historic Character of the Ice House

Phase I – Next 10 years (2013-2028)

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

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

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

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

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

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

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

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

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

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

Phase II – Next 15 years (2023-2043)

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

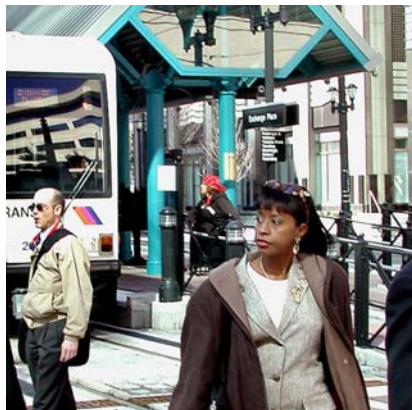
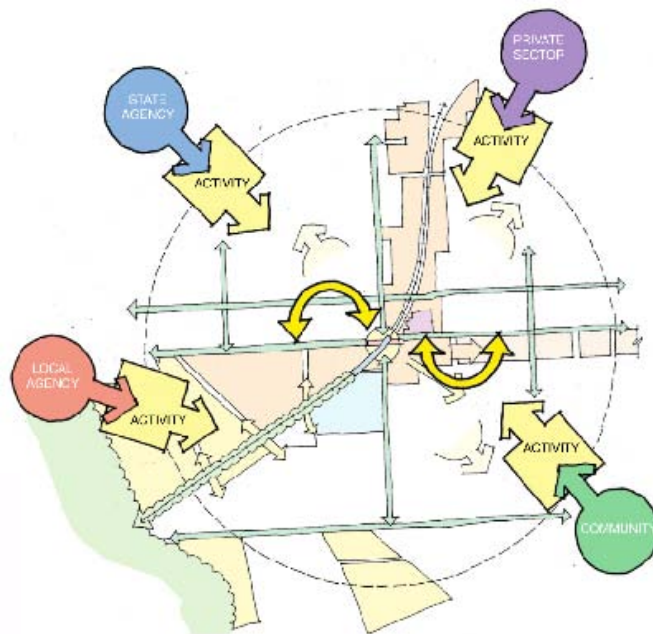
Despite proximity to the MARC station, multiple property ownership in the Southwest Industrial Area and the Shipley Hill Master Plan Area creates development challenges. This condition impacts development potential for these areas, postponing redevelopment due to the need for property acquisition and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

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

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

Phase III – 2038 and beyond

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



IMPLEMENTING THE COMMUNITY DEVELOPMENT STRATEGY

Leveraging the Red Line and additional Transportation Investments.

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

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

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

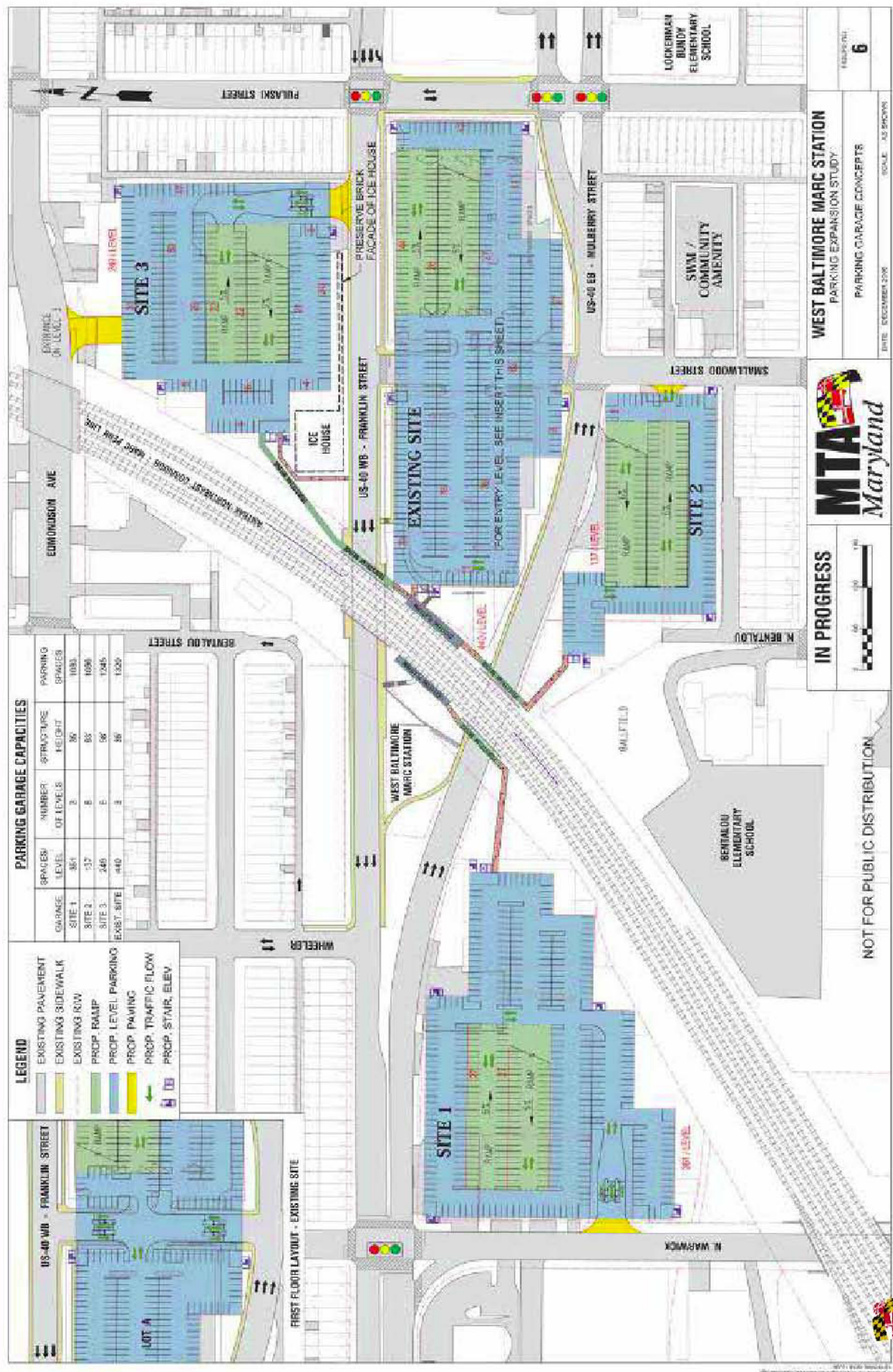
In the same manner, alternatives for MTA-MARC parking sites should be evaluated by the community, the City and MTA. The following matrix provides a summary description of the site, existing short-term land use, and the Development Strategy's preferred long-term land use. The preliminary analysis in the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

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

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

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

Parking Garage Options



MTA Red Line Alignment Alternatives- Evaluation based on Community Principles

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

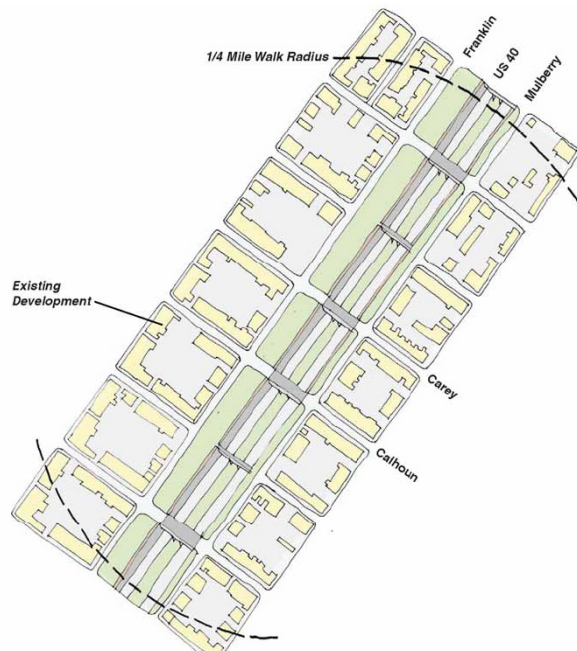
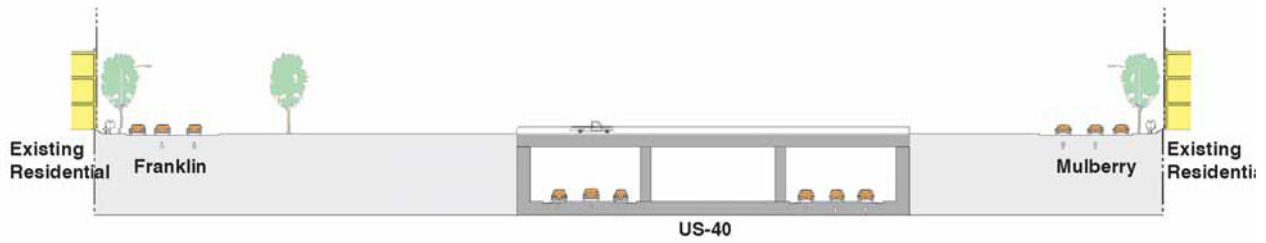
Note: Franklin alignments assume R O W . adjustments to public property only at W . Baltimore M A R C Station. Red Line option that includes new ramp structure around the Ice House is not an acceptable option.

Scoring Key:

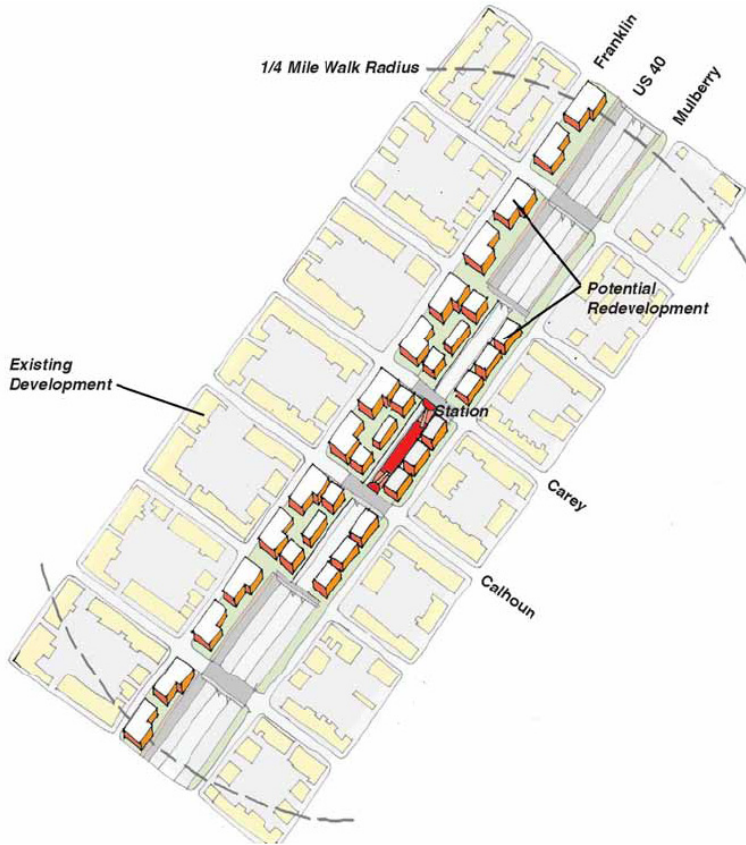
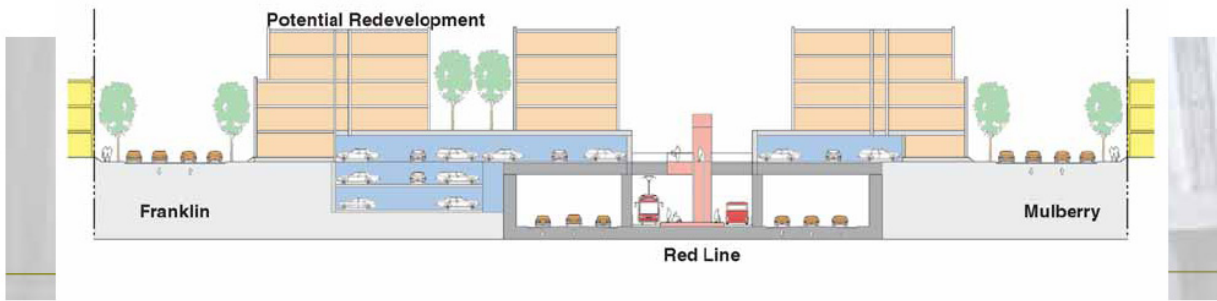
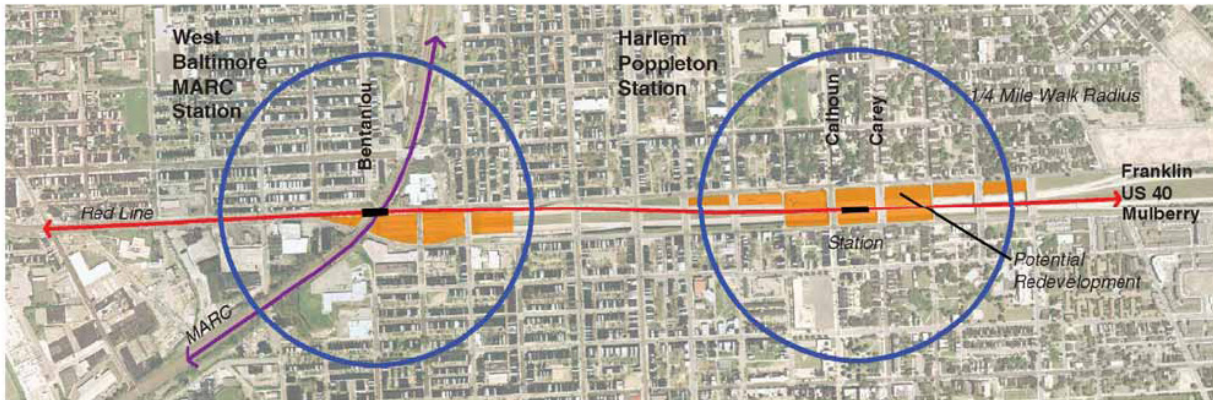
Worsens" existing condition	-
"No influence" on existing condition	0
"Improves" existing condition	+

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

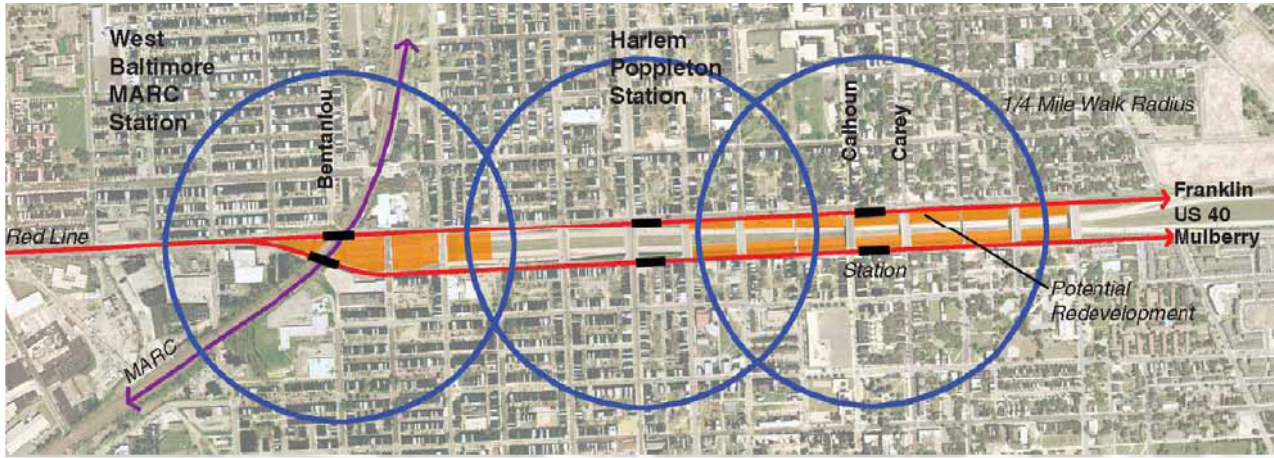
Existing Conditions



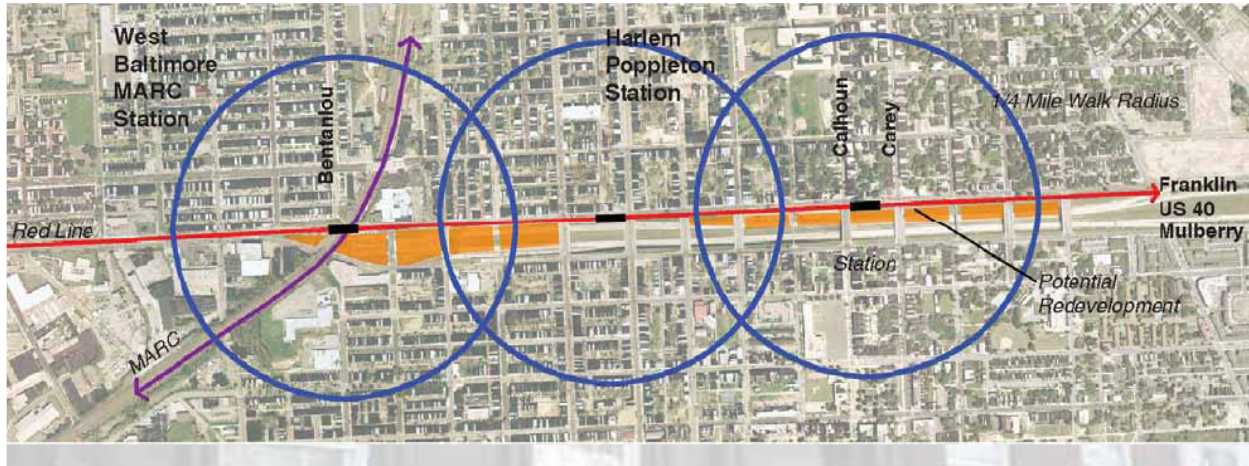
Alternative 1B: Franklin to Highway Median with Lid at Station



Alternative 2: Franklin-Mulberry Couplet



Alternative 3: Franklin Transit Median



OBSTACLES AND CHALLENGES TO IMPLEMENTATION

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

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

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

ORGANIZATIONAL MILESTONES AND NEXT STEPS FOR COMMUNITY LEADERS OF WEST BALTIMORE

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

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

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

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

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

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

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

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

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

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

WEST BALTIMORE REVITALIZATION ACTION STRATEGY

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

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

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

Quality of Life Action Items

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

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

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

Quality of Life Action Items	Timeframe for Initiating Effort (years)			Potential Partners in Process**	Potential Funding Sources/Relevant Programs**
	0-5	6-10	10+		
Enhance neighborhood schools and local educational opportunities					
Continue to evaluate performance of local schools; Identify and concentrate resources in deficient performance areas for improvement	X			BCPSS	AF; WFF; BMGF; AECF; Board of Education
Evaluate capacity and operations of local schools; Consider consolidating school property if appropriate	X			BCPSS	Board of Education
Consider use of any excess school property for desired public amenities	X			BCPSS; BDC; Local community organizations	CIP; BCPSS Reserves
Utilize school property for neighborhood celebrations and events and job training programs for youth and adults	X			MOED; Local schools	
Look for grants and other resources to increase the amount of after-school activities and educational tools, resources, and programs for youth; Consider partnering with area institutions	X			LS; Local institutions & community organizations	ABAG; KF; BCF; BMGF; MCIP; AECF; CAF; MJF; LI; BR
Continue to evaluate performance of local schools; Identify and concentrate resources in deficient performance areas for improvement	X			BCPSS	AF; WFF; BMGF; AECF; Board of Education
Evaluate capacity and operations of local schools; Consider consolidating school property if appropriate	X			BCPSS	Board of Education
Consider use of any excess school property for desired public amenities	X			BCPSS; BDC; Local community organizations	CIP; BCPSS Reserves
Utilize school property for neighborhood celebrations and events and job training programs for youth and adults	X			MOED; Local schools	
Look for grants and other resources to increase the amount of after-school activities and educational tools, resources, and programs for youth; Consider partnering with area institutions	X			LS; Local institutions & community organizations	ABAG; KF; BCF; BMGF; MCIP; AECF; CAF; MJF; LI; BR

Quality of Life Action Items	Timeframe for Initiating Effort (years)			Potential Partners in Process**	Potential Funding Sources/Relevant Programs**
	0-5	6-10	10+		
Seek business partners and mentors to pair with area schools for after-school activities	X			MOED; FBC; Local institutions, schools, business owners & community organizations	BR
Study the potential for a charter school with focus on math and science	X			BCPSS	Board of Education
Coordinate among K-12 schools and area institutions to develop Science, Technology, Engineering and Mathematics (STEM) curriculum and programs	X			BCPSS	Board of Education
Support and develop Career and Technology Education (CTE) Pathway in local K-12 schools	X			BCPSS	Board of Education
Support programs to prepare students for BRAC-related employment	X			BCPSS	Board of Education

*For priority reasons, a specified timeframe is given for initiating an action item. However, some action items may require infinite application.

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

Housing Action Items

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

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

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

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

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

*For priority reasons, a specified timeframe is given for initiating an action item. However, some action items may require infinite application.

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

Economic Development Action Items

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

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

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

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

*For priority reasons, a specified timeframe is given for initiating an action item. However, some action items may require infinite application.

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

Transportation Action Items

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

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

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

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

*For priority reasons, a specified timeframe is given for initiating an action item. However, some action items may require infinite application.

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

APPENDIX A: HOUSING TOOLS AND RESOURCES



Housing Program Summaries

Program Type	Target Audience	Description	Accessibility	Contact
Tax Credits				
Newly Constructed Dwelling Property Tax Credit	Homeowner	5-year real property tax credit on newly constructed or significantly rehabbed single resident, at 50% for 1st year and 10% remaining yr	Owner must occupy Apply 90 days after settlement City-wide geography	Baltimore City Dept. of Finance 410.396.3972
Vacant Dwelling Homeowners Property Tax Credit	Homeowner/Developer	5-year real property tax credit on the increased assessment for significantly rehabbed residential property with no more than 4 units, at 100% each yr	Submit annually prior to Sept.	Baltimore City Dept. of Finance 410.396.3972
Home Improvement Property Tax Credit	Homeowner	5-year real property tax credit on increased assessment at 100% for 1st year and 20% declines each year (2-5)	Improvements less than \$100,000 Increased assessed value Owner occupied for 6+ months	Baltimore City Dept. of Finance 410.396.3972
Homestead Property Tax Credit	Homeowner	Limits the increased assessment each year to an annual cap of 4%	No application necessary	
Rehabilitated Vacant Dwelling Property Tax Credit	Homeowner/Developer	5-year reduction in property tax assessment increases at 100% for 1st year and 20% declines each year (2-5)		Baltimore City Dept. of Finance 410.396.3972
Loans				
City Housing Assistance Program (CHAP)	Homeowner	Rehabilitation loans for repairs up to \$25,000 with below market interest rates	Applicants incomes must be below 80% of Area Median Income (AMI)	Baltimore City Office of Rehabilitation Services 410.396.4151
Maryland Housing Rehabilitation Program	Homeowner	Single-family or less than four-unit multifamily low-interest loans for renovations to meet building codes		MD Dept of Housing & Community Devt 410.514.7530
Settlement Assistance Loan Program	Homeowner	Zero-percent deferred second mortgage loan for settlement expenses. Used in conjunction with the DCA Maryland Mortgage program	Homeowner must contribute \$1,000 toward down payment	MD Dept of Housing & Community Devt 410.514.7530
Maryland (CDA) Mortgage Program	Homeowner	Low-interest mortgages for targeted areas (includes all of Baltimore City) for below-income residents	Occupy as principal residence Income maximum of \$94,000	MD Dept of Housing & Community Devt 410.514.7508
Deferred Loan Program	Homeowner	3% loan of up to \$7,500 for critical repairs. These repairs typically include furnaces, roofs and or accessibility improvements	Applicants incomes must be below 50% of Area Median Income (AMI)	Baltimore City Office of Rehabilitation Services 410.396.4151
Senior Roof Repair Program	Homeowner	For home owners age 62 or older in need of roof repair. Up to \$5,000 loan reduced 20% each year of occupancy after initial loan. After 5 yrs no repayment.	Owner resides on the property with current insurance; Income must be below 50% AMI	Baltimore City Office of Rehabilitation Services 410.396.4151
State's Accessibility Fund	Homeowner	Below market rate rehabilitation loans for home repairs		MD Dept of Housing & Community Devt 410.396.4153

Housing Program Summaries			
Program Type	Target Audience	Description	Contact
Loans (Continued)			
State's Tenant Conversion Loan Program	Existing Tenant	5% mortgage for house not to exceed \$77,000 price at \$41,750 family income level	Baltimore Housing 410.396.4159
State's Homeownership for the Disabled	Homeowner	Low-income ban (possibly 5%) income limit up to \$79,000 and ban limit to exceed \$100,000	MD Dept. of Housing & Community Dev't 410.396.4159
Baltimore City Trolley Tours	Homeowner	Loan/conditional grant up to \$2,000 for 1st-time homebuyers purchasing in the city employed by participating employers towards purchase price	Baltimore Housing 410.396.3124
Federal American Dream Downpayment Initiative	Homeowner		Baltimore Housing 410.396.3124
Baltimore City Employee Homeownership Program	Homeowner	Baltimore City Employees receive \$3,000 down payment and closing costs from outages less than \$417,000 in eligible neighborhoods	Baltimore City Dept. of Housing & Community Dev't 410-396-3124
Baltimore City Live Near Your Work Program	Homeowner	Loan/conditional grant up to \$2,000 for 1st-time homebuyers purchasing in the city employed by participating employers towards purchase price	Baltimore City Dept. of Housing & Community Dev't 410-396-3124
Strategic Assistance for Emergency (SAFE)	Homeowner	Loans for emergency repairs (e.g. floods, fires, etc.) of up to \$5,000; rates vary based on loan term (5% to 1.5%)	Baltimore City Office of Rehabilitation Services 410.396.4606

Source: Internet; Bay Area Economics, 2008.



APPENDIX B: ECONOMIC DEVELOPMENT TOOLS AND RESOURCES

Economic Development Programs			
Program Type	Target Audience	Description	Accessibility
Grants			
SBA's Secondary Market Assistance	Small Businesses	Through the secondary market, lenders are able to sell the guaranteed portion of SBA guaranteed loans to investors and thereby improve their liquidity and increase their yield on the unguaranteed portion of SBA loans.	SBA's Secondary Market and 504 Sales Branch, 202.205.6024
Certified Development Company (504) Loan Program	Small Businesses	Long-term financing tool for economic development within a community. The 504 Program provides growing businesses with long-term, fixed-rate financing for fixed assets, such as land and buildings. A Certified Development Company is a nonprofit corporation set up to contribute to the economic development of its community. Proceeds from 504 loans must be used for fixed asset projects such as: purchasing land and in progress, including existing buildings, grading, street in progress, utilities, parking lots and landscaping; construction of new facilities; or modernizing, renovating or converting existing facilities; or purchasing long-term machinery and equipment.	SBA Answer Desk 1-800-U-ASK-SBA 800-827-5722
Community Development Block Grant Economic Development Program (CDBG - ED)	Small Businesses	HUD has mandated that job creation resulting from the use of CDBG economic development funds must be targeted to low and moderate-income citizens in non-urban areas of the State. Funds are disbursed to local jurisdictions in the form of a conditional grant. The local jurisdiction may lend the funds to a commercial enterprise or directly use the funds for infrastructure in progress needed by businesses or other eligible projects. Funds can be used for land acquisition, site in progress and the purchase of fixed assets such as new equipment.	MD Department of Housing and Community Development, 410.514.7286, 1.800.756.0119, X7288
Loans			
Neighborhood Businessworks Program	Small Businesses	Provide flexible gap financing to small businesses located or expanding in locally designated neighborhood revitalization areas throughout MD. Eligible Applicants are 1) Maryland-based small businesses as defined by the U.S. Small Business Administration, and 2) Nonprofit organizations whose activities contribute to a broader revitalization effort and whose projects are intended to promote investment in commercial districts or brown centers.	MD Department of Housing and Community Development, 410.209.5805
Maryland Capital Access Program	Small Businesses	MCAP is a credit enhancement program that enables private lenders to establish a loan loss reserve fund from fees paid by lenders, borrowers, and the State of Maryland.	MD Department of Housing and Community Development, 410.209.5805



Economic Development Programs (continued)

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

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



Economic Development Programs (continued)

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

Economic Development Programs (continued)			
Program Type	Target Audience	Description	Accessibility
DHCD Catalyst	Community nonprofits, local government, for-profit developers, entrepreneurs	DHCD Catalyst is a training academy that serves as a statewide change agent for Maryland's community development initiatives. DHCD Catalyst provides flexible and supportive resources to help community development entrepreneurs reach their financial and extend sustainable and dynamic neighborhoods to all Maryland citizens. DHCD Catalyst provides individualized support through one-on-one consultations, on-site visits, field workshops and classroom training; DHCD Catalyst awards skill certifications upon completion of defined curricula and connects entrepreneurs with preferred service and assistance providers.	DHCD Catalyst Program Manager 410.209.5809, http://www.mhousing.org , click Catalyst
MD SBDC --Retail & Restaurant Programs	Entrepreneurs, Small Businesses	The Maryland Small Business Development Center offers industry specific counseling and training in technology, retailing, restaurants, financial and other service businesses. Counselors can conduct pre-venture training & counseling, business assessment, operational analysis, leases, inventory & merchandising, financial/cash flow projections, POS systems, vendor relationships, human resources, customer service & sales, marketing, and solution alternatives.	Central Region SBDC 877.421.0830
YO! Baltimore	Out of school youth, ages 16 to 22	Full-service youth development offering on-site and in-person tutorials for high school diploma, life skills training, job readiness classes, internships, career training, daycare, recreational activities, and health education	YO! Westside Center; 1510 W. Lafayette Avenue; Baltimore, MD 21217 410.545.6953 410.383.9323
MOED Career Center/Network Program	Baltimore City Residents	Full-service career center offering employment preparation, job search and placement assistance, skills training opportunities, educational support, and computer access/training. Also offers special support for disabled, youth, seniors, those who have been incarcerated	Northwest One-Stop Career Center 2401 Liberty Heights Avenue Baltimore, MD 21218 410.523.1060
FUTURES Dropout Prevention Program	Baltimore City Youth	FUTURES is a year-round, multi-year program operated in partnership with the Baltimore City Public Schools System. FUTURES uses personal coaching and other youth development support services to assist students in reducing social problems and improving attendance and academic success.	MOED, 410.396.6155 West Baltimore Site; Frederick Douglass High School

Source: Internet; Bay Area Economics, 2008.

APPENDIX C: ACTION ITEM ACRONYM AND ABBREVIATIONS LIST

ABAG – Association of Baltimore Area Grantmakers

AECF – Annie E. Casey Foundation

AF – Abell Foundation

BCDOT – Baltimore Department of Transportation

BCDPW – Baltimore City Department of Public Works

BCF – Baltimore Community Foundation

BCPA – Baltimore City Parking Authority

BCPD – Baltimore City Police Department

BCDOP – Baltimore City Department of Planning

BCPSS – Baltimore City Public School System

BCRP – Baltimore City Recreation and Parks

BDC – Baltimore Development Corporation

BH – Baltimore Housing

BMGF – Bill & Melinda Gates Foundation

BMZA – Board of Municipal and Zoning Appeals

BNC – Baltimore Neighborhood Collaborative

BSH – Bon Secours Hospital

BOPA – Baltimore City Office of Promotion and the Arts

BOTD – Baltimore City Library Board of Trustees

BR – Baltimore Rising

CAF – The Carmelo Anthony Foundation

CBT – Chesapeake Bay Trust

CDBG – Community Development Block Grant

CIP – Baltimore City Capital Improvements Budget

CL – Community Legacy Program

DAT – Maryland Department of Assessments and Taxation

DHCD – Maryland Department of Housing and Community Development

FBC – Local Faith-based Community

GBUL – Greater Baltimore Urban League

HDF – Home Depot Foundation

KF – Kellogg Foundation

LCEF – Lowe’s Charitable and Educational Foundation

LGIF – Local Government Infrastructure Financing

LIHTC – Low-Income Housing Tax Credits

MCIP – Microsoft Community Investment Program

MDDBED – Maryland Department of Business and Economic Development

MJF – The Magic Johnson Foundation

MDOT – Maryland Department of Transportation

MOED – Mayor’s Office of Employment Development

MTA – Maryland Transit Administration

SBDC – Maryland Small Business Development Center

SBRC – Small Business Resource Center

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

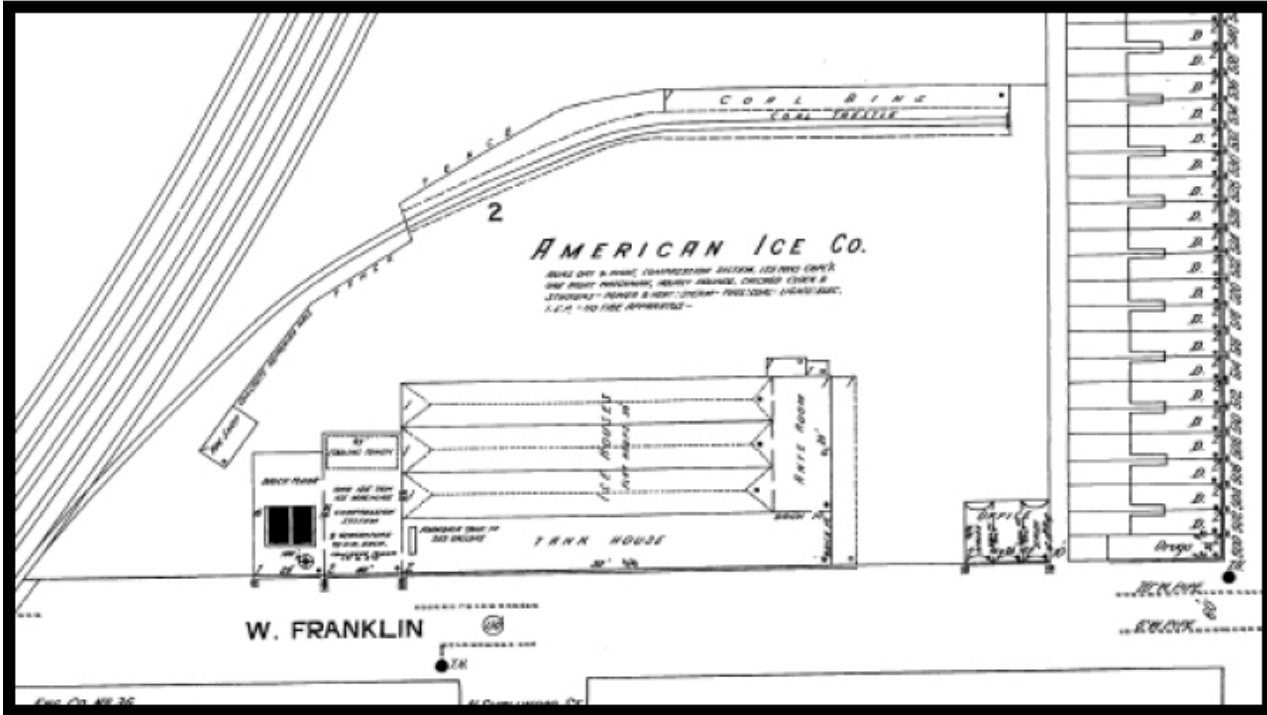
UDARP - Urban Design and Architecture Review Panel

VF – Verizon Foundation

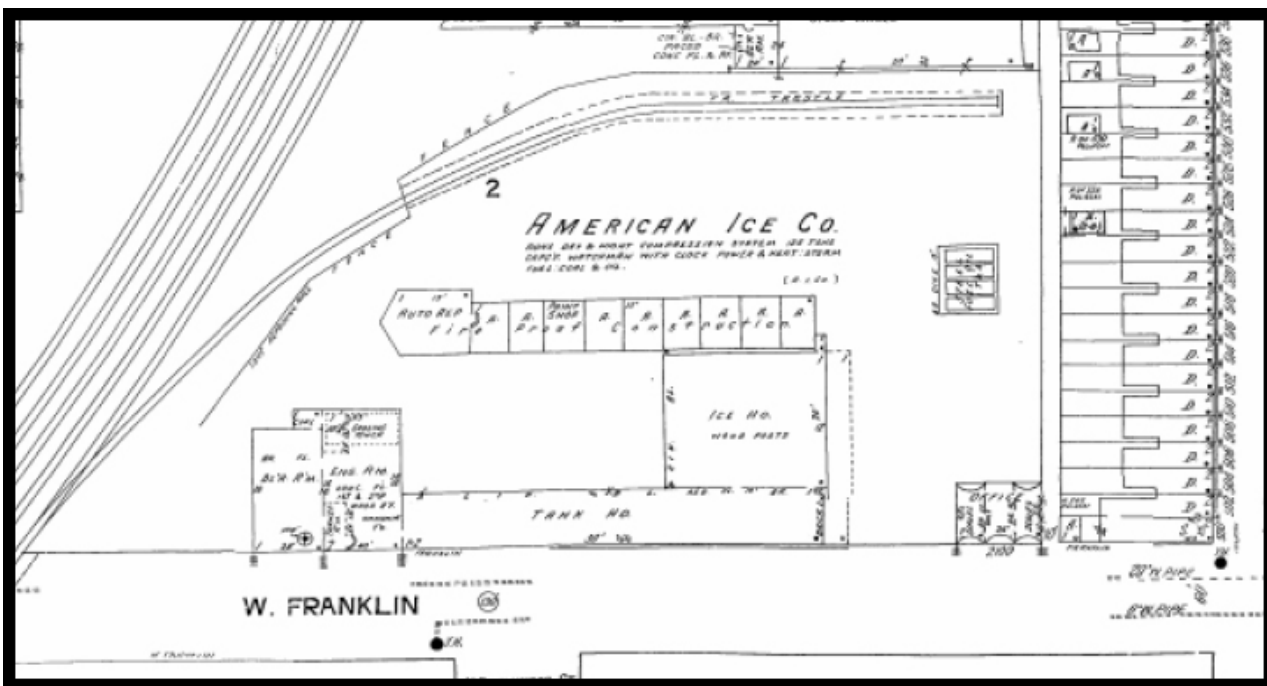
WBC – West Baltimore Coalition

WFF – Wieler Family Foundation

APPENDIX D: HISTORIC ICE HOUSE IMAGES



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



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

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

Transit-Oriented Development:

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

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

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

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

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

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

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

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

Transit Resources:

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

Baltimore Environmental Justice and Transportation Project: <http://www.brejtj.com/>

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

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

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

MARC Growth and Investment Plan:

<http://www.mtmaryland.com/projects/marc%20plan%20full.pdf>

Maryland Transit Administration: <http://www.mtmaryland.com/>

Mayor's Red Line Summit and Community Compact:

www.mayorsredlinesummit.com

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

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

Data, Initiatives, and Funding Resources for West Baltimore:

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

Baltimore City Base Re-alignment Action Plan

<http://www.baltimorecity.gov/mayor/downloads/BRACtion%20Plan.pdf>

Baltimore City Comprehensive Economic Development Strategy

<http://www.baltimorecity.gov/government/planning/ceds/>


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

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

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

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

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



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

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

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

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

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

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

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

Community Benefits Agreement (Resources and Samples):

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

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

APPENDIX F: SAMPLE COMMUNITY BENEFITS AGREEMENT

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

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

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

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

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

INTRODUCTION

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

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

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

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

WHAT IS A FORM-BASED CODE (FBC)?

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

1. Are the result of a public design process, which creates a clear and articulate vision for a defined district or neighborhood. A form-based code is developed as an outcome of this process.
2. Pay greater attention to the design of the public realm and the importance that streetscape design and individual building character have in defining public spaces and a special sense of place. Of special significance is the integration of street standards with the desired physical character of the abutting development.
3. Emphasize site design and building form over density and use regulations. Form-based codes pay more attention to the buildings, which will last many years, instead of uses that change over time.
4. Encourage a mix of uses and housing types to reduce the need to travel as part of one's daily routine.
5. Make much greater use of illustrations to explain important design elements rather than relying on numeric standards and text.

ADVANTAGES OF THE FBC APPROACH

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

1. Encouraging active public participation in creating the regulating plan and related design elements. This public participation and consensus-building at the beginning increases public understanding of the plan and its desired results, thereby reducing misunderstanding and conflict during implementation.
2. Focusing on what the community wants and not what it dislikes. This attention to what is desired makes it much easier for developers, citizens, and decision-makers to be "on the same page" when individual development projects are proposed.
3. Providing information that is easier to use than conventional zoning codes because they are shorter, more concise, and emphasize illustrations over text. Therefore, form-based codes are more engaging and comprehensible to non-professionals.
4. Tailoring the requirements to fit a specific place or neighborhood, by reflecting a neighborhood's vernacular architecture and overall character.

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FBC IN PRACTICE

FBC Elements

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

Regulating Plan

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

Requirements and Guidelines

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

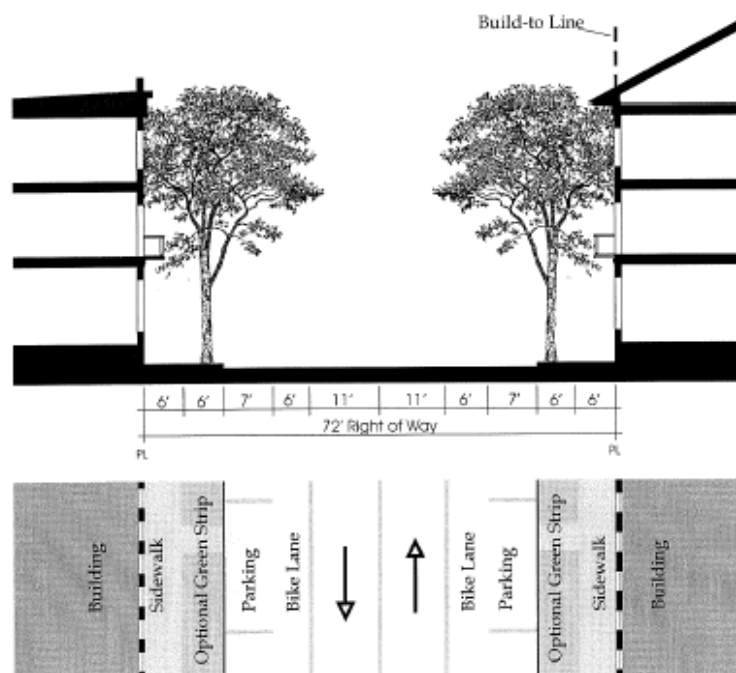
1. **Public Realm and Street Standards.** These standards focus primarily on the design treatment of streets, plazas, and other public areas. The standards are developed in concert with the site and building standards to create a cohesive set of requirements, which are mutually supportive.
2. **Site Design and Circulation Standards.** Building placement on the site, pedestrian circulation, surface parking, protection of environmental features, and similar site design issues are addressed by these standards.
3. **Building Form Standards.** Surrounding buildings, the street system, and the neighborhood context are very important in determining how buildings should be designed to establish an appropriate relationship with their surroundings. Building form standards, relating to building size, form, orientation (especially to the street), entrances, window treatment, and weather protection are designed to create an inviting and functional public realm and a compatible relationship with surrounding development.
4. **Land Use Requirements.** Although land use regulations are the cornerstone of traditional zoning ordinances, this aspect of zoning is typically incorporated with a FBC approach. Permitted, conditional, and prohibited land uses are controlled in a similar manner as a conventional zoning ordinance, but they are not “micro-managed” with the long lists permitted uses commonly found in conventional zoning ordinances. As part of a FBC, land use is typically regulated more broadly with land use categories in lieu of long lists. This is because form-based code relies primarily on the other four elements to address how development should behave in the context of the surrounding community.

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

Supporting Provisions

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

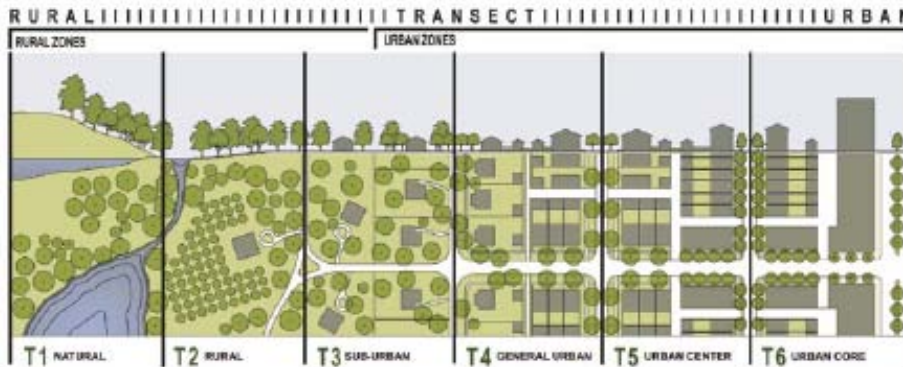
1. **Administrative Procedures.** Similar to conventional zoning and land use regulations, FBC requirements must be applied to development applications using a clear administrative process.
2. **Glossary.** Terms associated with a FBC must be defined and included with the code. Illustrations and diagrams should be included to enhance clarity.



FBC Organization

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

1. **Transect-Based.** The rural-to-urban transect is a concept originally developed for form-based code application by Duany Plater-Zyberk & Company. It organizes development form into six categories from rural areas featuring natural environments and minimal development to urban core areas with the highest densities and greatest variety of uses. Each of the six transect zones is given a number from T1 - Natural Zone to T6 - Urban Core Zone. The fundamental character elements of each zone, such as building types and setbacks, are described with illustrations and diagrams.

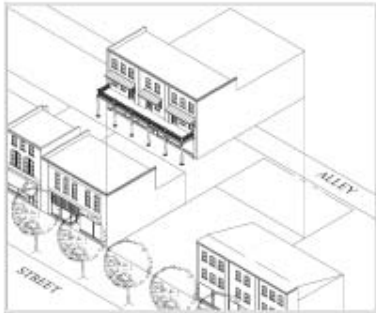


While the transect is a useful tool for analyzing and visualizing development form, communities often do not conform to the basic transect concept with one urban center transitioning out in all directions to natural and rural areas. For example, it is common for communities to have more than one center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

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

Type I: Mixed-Use Building

CLASSIFICATION

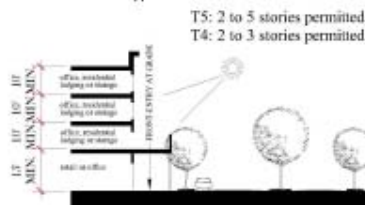


Definition:
A structure with a vertical mixture of uses. The upper floors may be used for office, residential, lodging or storage and the ground floor (lot frontage at the street level) may be used for retail or office uses.

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

URBAN STANDARDS

Allowable Height



Additional Standards

Lot Size/Area

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

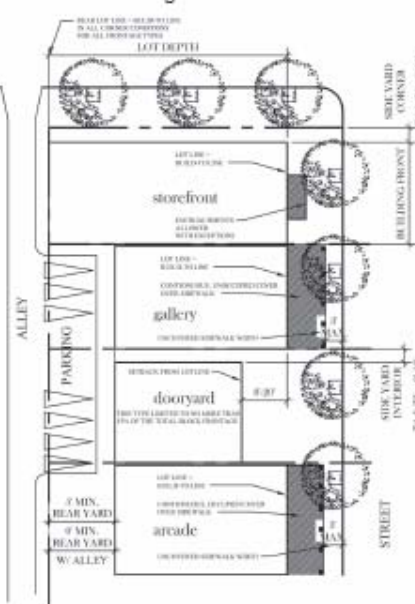
Off-Street Parking (also refer to Shared Parking Standard)

T4: One space/dwelling unit or lodging bedroom; 2 spaces/1,000 SF for office or retail.
T5: One space/dwelling unit or lodging bedroom; 2 spaces/1,000 SF for office or retail.

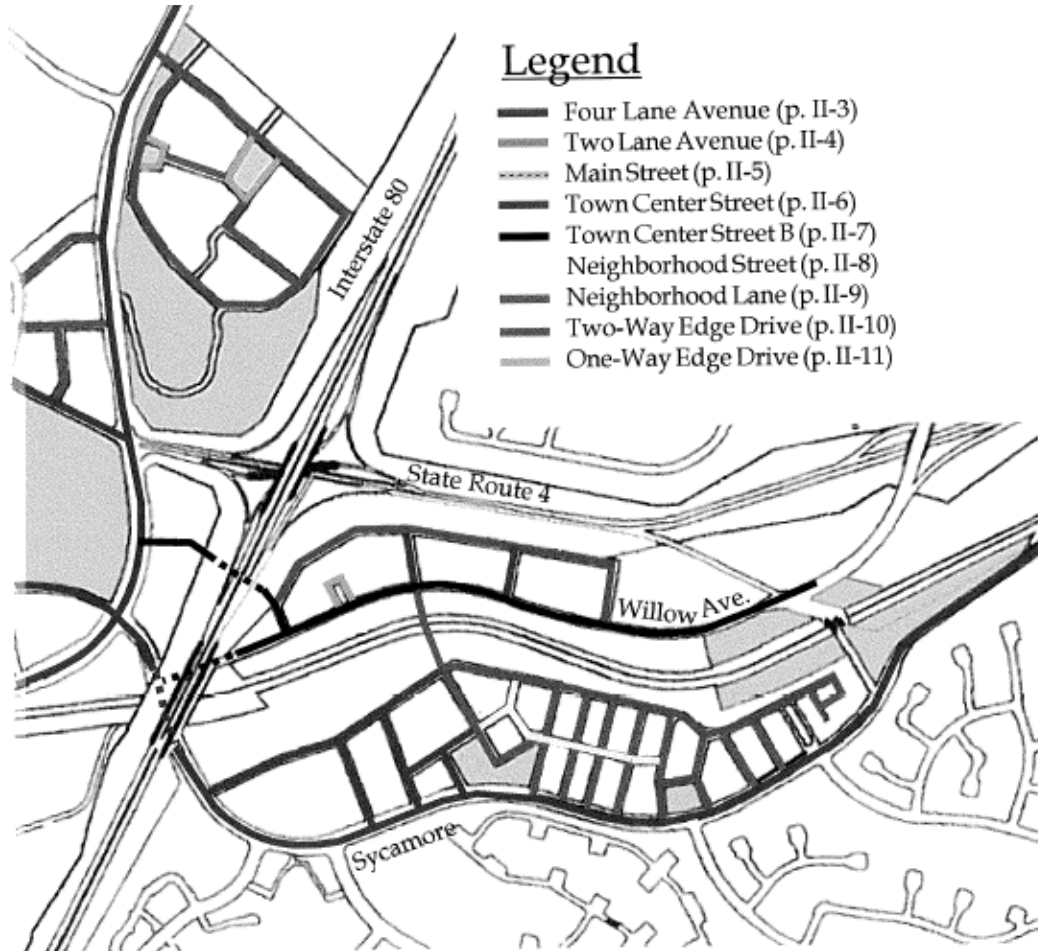
Function Intensity

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

Allowable Frontages



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



Regulating Code for the Central Hercules Plan, 7.16.01

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

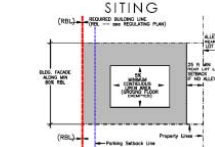
6.5 WAREHOUSE DISTRICT



Warehouse District - General



- Building Height**
1. The height of the principal building is measured in stories.
 2. Each principal building shall be at least 2 stories in height, but no greater than 8 stories in height, except as otherwise provided on the regulating plan.
 3. An attic story shall not count against the maximum story height.
- Parking Structure Height**
- Where a parking structure is within 40 feet of any principal building (built after 2008) that portion of the structure shall not exceed the buildings eave or parapet height.
- Ground Story Height: Commercial/Industrial Uses**
1. The ground story finished floor elevation shall be equal to, or greater than the exterior sidewalk elevation in front of the building, to a maximum finished floor elevation of 18 inches above the sidewalk.
 2. The ground story shall have at least 12 feet of clear interior height (floor to ceiling) contiguous to the required building line frontage for a depth of at least 25 feet.
 3. The maximum story height for the ground story is 25 feet.
- Ground Story Height: Residential Units**
1. The finished floor elevation shall be no less than 3 feet and no more than 7 feet above the exterior sidewalk elevation at the required building line.
 2. The first story shall have an interior clear height (floor to ceiling) of at least 9 feet and a maximum floor to floor story height of 22 feet.
- Upper Story Height**
1. The maximum floor-to-floor story height for stories other than the ground story is 20 feet.
 2. At least 80% of each upper story shall have an interior clear height (floor to ceiling) of at least 9 feet.
- Mezzanines**
- Mezzanines having a floor area greater than 1/3 of the floor area of the story in which the mezzanine is situated shall be counted as full stories.
- Street Wall Height**
1. A street wall not less than 6 feet in height or greater than 18 feet in height shall be required along any required building line frontage that is not otherwise occupied by the principal building on the lot.
 2. The height of the street wall shall be measured from the adjacent public sidewalk or when not adjacent to a sidewalk, from the ground elevation once construction is complete.



- Street Facade**
1. On each lot the building facade shall be built to the required building line for at least 60% of the required building line (RBL) length.
 2. The building facade shall be built to the required building line within 30 feet of a block corner.
 3. These portions of the building facade (the required minimum build) may include jogs of not more than 10 inches in depth except as otherwise provided to allow bay windows, shopfronts, and balconies.
- Buildable Area**
1. Buildings may occupy the portion of the lot specified by these building envelope standards.
 2. A contiguous open area equal to at least 5% of the total buildable area shall be preserved on every lot. Such contiguous open area may be located anywhere behind the parking setback, either at grade or at the second or third story.
 3. No part of any building, except overhanging eaves, awnings, or balconies shall occupy the remaining lot area.
- Side Lot Setbacks**
- There are no required side lot setbacks.
- Garage and Parking**
1. Garage entries or driveways shall be located at least 75 feet away from any block corner or another garage entry on the same block, unless otherwise designated on the regulating plan.
 2. Garage Entries shall have a clear height of no greater than 16 feet nor a clear width exceeding 24 feet.
 3. Vehicle parking areas on private property shall be located behind the parking setback line, except where parking is provided below grade.
 4. These requirements are not applicable to on-street parking.
- Alleys**
- There is no required setback from alleys. On lots having no alley access, there shall be a minimum setback of 25 feet from the rear lot line.
- Corner Lots**
- Corner lots shall satisfy the code requirements for the full required building line length - unless otherwise specified in this code.
- Unbuilt Required Building Line and Common Lot Line Treatment**
1. A street wall shall be required along any required building line frontage that is not otherwise occupied by a building. The street wall shall be located no more than 6 inches behind the required building line.
 2. Privacy fences may be constructed along that portion of a common lot line not otherwise occupied by a building.

Heart of Peoria Land Development Code, Draft, 10.10.06

FBC Implementation

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

1. Mandatory Requirements

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

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

2. Floating Zone

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

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

3. Optional-Parallel

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

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

DEVELOPING A FBC FOR THE WEST BALTIMORE MARC STATION AREA

Introduction

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

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

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

Development Steps

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

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

Project Scoping and Organization

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

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

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

What Do We Have?

Define the Planning Area

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

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

Analysis of Existing Conditions

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

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

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

Code Audit

West Baltimore MARC Station Area

Transit-Centered Community Development Strategy

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

Public Realm and Streetscape

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

Site Design and Circulation

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

Building Form

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

Land Use

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

Architecture

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

Audit Checklist

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

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

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

Exam ple Checklist Fram ew ork

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

What Do We Want?

Community Outreach and Involvement

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

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

Create a Vision and Regulating Plan

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

Comment: Community understanding and support is absolutely essential to the success of a FBC or any other community plan for that matter. The public involvement leading to the creation of the development strategy demonstrates _____ how much community support for a redevelopment vision for the community. While the vision provides clear community direction, it must be further refined in a regulating plan, which describes specific design treatment for streets and properties.

A charrette has proven to be an ideal method for bringing the technical skills, stakeholders, and citizens together for an intensive, multi-day planning process. The most important benefits are: 1) shortened visioning and code development process, and 2) a collaborative public process that effectively builds public understanding and support for the vision and FBC implementation method.

What Do We Need?

Identify Important Regulatory Elements to Achieve the Vision

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

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

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

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

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

Integrate FBC and Conventional Zoning

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

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

Standards v. Guidelines

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

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

Regulations v. Incentives

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

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

How Do We Get There?

Proper Integration with the Zoning Code

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

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

Make It Readable

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

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

Road Test

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

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

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

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

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

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

Monitoring Performance

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

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