



IMPLEMENTATION STRATEGY

The Urban Land Institute's Technical Assistance Panel (TAP) Report outlines the issues and opportunities facing the Pennsylvania Avenue and W. North Avenue commercial corridors between MLK Jr. Blvd. to N. Fulton Ave. & McCulloh St. to N. Monroe St. The recommendations in the report along with information from community input and city agencies have created the framework for the implementation matrix that follows. **This is a working document and an evolving tool.** It is meant to be flexible; especially as future community engagement sessions occur. Many of the ideas and concepts will be further refined and vetted as they become real projects.

The implementation matrix identifies the city agency partners for each action item. Those agencies include:

- Department of Transportation (DOT)
- Baltimore Development Corporation (BDC)
- Department Housing and Community Development (DHCD)
- Department of Planning (DOP)
- Baltimore City Department of Recreation and Parks (BCRP)
- Department of Public Works (DPW)
- Maryland Transit Administration (MTA)
- Public Markets Corporation (PMC)

Implementation will depend upon numerous partners working together, including the community associations along the corridor, with certain responsibilities lying with different partners, depending upon the project or recommendation. Additional opportunities may be identified and develop as the report's recommendations are individually addressed.

LINCS IMPLEMENTATION STRATEGY

PENNSYLVANIA AND W. NORTH AVENUE COMMERCIAL CORRIDORS

1 GOAL: Create corridors that are safe and accessible for multiple modes of transit through an improved street design and pedestrian amenities.

Objective	Action	Lead + Partners	Milestones	Time				
				Now	1-3 yrs	3-5 yrs	5+yrs	
1.1 Improve pedestrian safety, access and experience	Upgrade and increase the number of pedestrian ramps to be more consistent along the corridor	DOT			█			
	Improve pedestrian signal timing	DOT			█			
	Increase the number of crosswalk locations and identify those that need to be repainted	DOT			█			
	Implement traffic calming measures for Madison Ave., Druid Hill Ave., 900-1400 block Pennsylvania Ave. – targeting school, rec, and senior facilities	DOT				█		
	Repair sidewalk conditions with focus on 2200-2500 Penn Ave. and 2200-2500 Druid Hill Ave	DOT			█			
	Identify streetscape opportunities along W. North Avenue and metro station	DOT/MTA				█		
	Pedestrian lighting with a focus on safety and security	DOT/MTA				█		
	Enhanced, decorative, or highly visible crosswalks	DOT/MTA				█		
	1.2 Better delineate travel lanes & pedestrian crossings	Restripe the roadway where markings are faded. Ensure proper guidance is provided to drivers	DOT			█		
		Upgrade directional signage for drivers	DOT			█		
1.3 Improve user experience and safety at public transit stations and stops	Evaluate changes that will allow buses to safely pick up and discharge passengers, with minimized impact to vehicular traffic	MTA			█			
	Consideration of bus route using old #54 bus	MTA						

	route, turning around on Cumberland rather than on Fulton/Druid Hill Ave.			█			
	Install artwork on the mezzanine level of the Penn/North Metro Station that highlights the history and culture of the area	MTA			█		
	Installation of shelters at high-activity stops along the corridor (North Avenue)	DOT/MTA			█		
	Installation of a shelter in the plaza of the North Avenue Metro Station	MTA		█			
1.4 Work with MTA to improve transit operations	Dedicated bus/bike lanes along North Avenue painted red to encourage compliance. Dedicated lanes will include well signed, mixed traffic zones in order to allow right turns at intersections	DOT/MTA			█		
	Improved sanitation services needed in station and platforms for Penn North and Upton Stations	MTA		█			
	Improve wayfinding signage (especially track numbers), in stations	MTA		█			
	Install real-time arrival signage for buses at street level of the Penn/North Metro Station	MTA			█		
	Transit Signal Priority installed at key intersections in order to reduce delay at traffic signals	MTA			█		
	Improved lighting at the platform and mezzanine level of the Penn-North Metro Station	MTA			█		
	Improvements to the security of the entrance of the Penn-North Metro Station	MTA			█		
	Renovations to the escalators and elevators of the Penn-North Metro Station	MTA				█	
1.5 Better manage traffic and improve vehicular flow	Upgrade traffic signal operation and timing to be dynamic and programmable, to adjust for changing traffic patterns throughout the day	DOT			█		
	Targeted sub-surface road reconstruction and repaving to bring the roadway to a state of good repair	DOT/MTA			█		
1.6 Evaluate bicycle options	Evaluate the addition of bike lanes along W.	DOT/MTA					

	North Avenue and adjacent streets (where feasible)				█		
	Evaluate a bike share station program at Penn North Metro station	DOT/MTA			█		
	Install signage for the dedicated bus/bike lane that raises awareness to motorists of people on bicycles	DOT/MTA			█		
	Install bike boulevard treatments on parallel streets to North Avenue	DOT/MTA			█		

2 GOAL: Create strong nodes of commercial and community uses to enhance retail services and encourage infill development along the corridors.

Objective	Action	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+yrs
2.1 Explore key vacant sites along the corridor for potential redevelopment	Assist in the development of 1401 N. Fremont for potential mixed-use development	DHCD	TBD	█			
	Identify opportunities for the development of 1923-1945 Pennsylvania Ave	DHCD		█			
	Work with community organizations and agencies to activate the Upton Triangle Park	DHCD/ REC & PARKS		█			
	Explore ways to utilize the Royal Theater site to create momentum for a future Royal Theater venue; continue working with the Royal Theater & Community Heritage Corporation in their efforts to redevelop the site	BDC/DHCD/ REC & PARKS/ Community			█		
	Support the development of the Sphinx Club and adjacent Lennox Theater along the 2100 block of Pennsylvania Ave.	BDC			█		
	Explore effective solutions to market and sell MCC-owned properties along the Pennsylvania Ave. corridor	DHCD			█		
	Identify opportunities for the development of the 600 block of Pitcher Street	DHCD			█		

2.2 Increase code enforcement efforts with the purpose of reactivating existing vacant structures	Utilize code enforcement inspectors to issue Vacant Building Notices (VBNs) on vacant properties and litigate to bring vacants under City receivership	DHCD/DOP/BDC		■			
	Identify vacant properties suitable for commercial use and file receiverships; Utilize OHAAT's upcoming commercial property auction process to dispose of properties to businesses looking to locate along the corridors	DHCD		■			
2.3 Explore opportunities to create Transit-Oriented Development	Evaluate the potential for TOD that can incorporate the existing Tichner Building, Penn North Library/Health Center, and vacant properties along W. North Avenue	DOT/BDC/MTA/DOP		■			
	Evaluate the potential for TOD at the Upton Metro Station that can leverage the strengths of the station area, including the Avenue Market	DOT/BDC/MTA/DOP			■		
2.4 Target active businesses in need of façade improvement	For existing businesses, leverage Façade Improvement Grant program with private funds for business and corridor promotion	BDC		■			
	Identify commercial property clusters and property owners and evaluate a coordinated façade improvement program	BDC		■			
	Evaluate creating an enhanced façade improvement grant, including a "no required match" grant to assist cash-strapped retailers and property owners to improve their storefronts	BDC		■			
2.5 Increase efforts to attract new businesses and retailers to reduce commercial vacancies	Identify small businesses and entrepreneurs best suited to occupy small floor plates of vacant storefronts	BDC		■			
	Focus effort to recruit a financial institution to provide community banking services for small businesses and residents	BDC		■			
	Increase marketing of existing loan and grant products offered by BDC and 3 rd party vendors, including micro-loans and façade improvement grants	BDC	1. Create informational packets marketing BDC	■			

			products to corridor businesses and property owners. 2. Increase BDC staff outreach to community businesses to address concerns and identify better ways to improve the corridor	█			
2.6 Encourage entrepreneurship and business expansion along the corridors	Create a grant program that incentivizes existing small businesses with funding to expand specifically within the Penn & North commercial corridors	BDC	TBD	█			
2.7 Identify a financial services institution to locate within corridor	Increase efforts to recruit a financial institution to provide community banking services for small businesses and residents	BDC	TBD	█			
2.8 Consider financial incentives that can attract businesses, encourage job creation and activate underutilized commercial properties	Evaluate the area's existing Enterprise Zone and determine Focus Area eligibility to enhance real & personal property tax credits, as well as income tax credits for employees	BDC	1. Evaluate Focus Area criteria 2. Brief Mayor and City Council and propose Focus Area Tax Credits to include Central West Baltimore 3. Introduce legislation to allow submittal to the State of Maryland for a Focus Area designation 4. Submit application to the State of	█ █ █ █			

3 GOAL: Create cohesive corridors that act as a connector between neighborhoods through design controls, land use and zoning.

Objective	Action	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+yrs
3.1 Confirm that the regulations in Baltimore's new zoning code (Transform Baltimore) will spur neighborhood-serving development that adds to the vibrancy of the corridor.	Continue to review zoning recommendations and provide updates to Transform Baltimore to ensure that Baltimore's zoning regulations are consistent with the goals of the LINCS strategy.	DOP		█			
	Identify the best practices included in existing Urban Renewal Plans and verify that they have been incorporated into Transform Baltimore.	DOP		█			
3.3 Focus design efforts on critical sites as determined in the ULI TAP report	DOP to provide technical assistance for design standards	DOP		█			
3.4 Enhance existing public spaces through addressing deferred maintenance; enhancing usership and implementing Crime Prevention Through Environmental Design (CPTED) practices	Address growth of trees, shrubbery, fencing and implement a regular trash/maintenance plan at the park at Woodbrook and North Avenue	REC & PARKS	Parks Operations to: 1. Undertake selective thinning and removal of lower branches of trees. 2. Remove broken sections of iron fence. 3. Schedule contract crews	█ █ █			

			for litter pickup.				
			Capital Development & Planning to: 1. Undertake Preliminary Landscape Improvement Concept(s) 2. Insert Budget Item in FY18 CIP. 3. Implement Capital Improvements				
	Plan and implement improvements to other Pennsylvania Ave Corridor Parks such as Pennsylvania Triangle, Rev. Quille and Cumberland & Carey parks.	REC & PARKS	Capital Development & Planning to: 1. Insert Budget Item in FY18 and FY19 CIP's for Design and Construction 2. Implement Capital improvements				

4 GOAL: Improve the appearance of the corridors through diligent code enforcement efforts, appropriate sanitation disposal, and education.

Objective	Action	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
4.1 Focus sanitation, including code enforcement, efforts along the corridors	Implement more stringent code enforcement to control nuisance locations, littering and dumping in the neighborhoods	DPW/DHCD	TBD				

	Place trash cans at each bus stop	DOT/DPW		■			
4.2 Enact programs to engage community members in corridor cleanup and education	Create partnerships with existing local programs that focus on neighborhood cleanup (ex. Trash captains, Baltimore Clean Corps, Community Pitch In Program?)	DPW Community		■			
	City assistance in providing lawn mowers/supplies to community organizations volunteering to maintain vacant lots	DPW/ Community		■			
4.3 Increase frequency of trash pickup	Evaluate possibility to increase amount of pickup times per week for recyclable items.	DPW		■			
	Consider a Monday collection schedule for trash cans located in parks or play areas to cleanup weekend trash accumulation when space is most used	DPW		■			
4.4 Eliminate neighborhood blight, and nuisance properties & businesses	Work with property and business owners to address vacant & derelict structures abandoned lots, and businesses operating in code violation via frequent corridor sweeps	DPW/BDC/HCD		■			
	Identify private trash collection companies picking up trash between 2am and 4am and require pickup time change to daytime hours	DPW/ Community		■			
4.5 Increase residents' and business owners' awareness of proper trash disposal methods and reporting	Work with community associations to disseminate information about trash pickup, recycling and reporting illegal dumping	DPW		■			

5 GOAL: Reinvent The Avenue Market as an anchor destination that offers affordable healthy food and acts as a hub for economic development, local entrepreneurship, and small businesses activity

Objective	Action	Lead + Partners	Milestones	Time			
				Now yrs	1-3 yrs	3-5 yrs	5+ yrs
5.1 Activate available Avenue Market space (50% vacancy) with new concepts targeting increased access to	Finalize a master plan based on previous initiatives that include food-related and non-food businesses that could occupy the Market	PMC Community	TBD	■			

affordable healthy food							
	Lease the 10,000 square-foot vacant space formerly occupied by Murrays to a retailer that can act as an anchor Market tenant	PMC		■			
5.2 Continue support of <i>The Fresh At The Avenue</i> and expand the initiative	Increase the number of open days per week for the produce tenants to ensure continuous access to fresh foods	PMC Community		■			
	Support the inclusion of staple food offerings to the Market, including produce, seafood, and poultry vendors	PMC Community		■			
5.3 Identify local supply chain partnerships to support current and future Market outlets	Address asset needs for distribution from urban farms to market, including aggregation facilities	PMC/Community		■			
5.4 Realize Avenue Market's potential to create jobs and foster entrepreneurship	Partner with City agencies and the community to identify and recruit businesses to operate in and around the Market	PMC		■			
	Identify tenants who will provide workforce development training opportunities for local residents	PMC BDC Community		■			
5.5 Expand the Market's appeal to residents and visitors, and create an environment that fosters a sense of community	Investigate options for optimal seating, a community meeting place within the facility, and public services (e.g. wi-fi access) to increase patron dwelling time within the Market	PMC		■			
5.6 Integrate arts and entertainment into the Market experience to elevate its destination profile	Work with local performers and the arts community to bring public art and periodic performances to the Market	PMC		■			
5.7 Improve the façade and overall aesthetic appeal of the Market and surrounding grounds to improve identity and encourage patronage	Develop a design concept of an updated exterior and improved grounds surrounding the Market emphasizing new awnings, painting, new windows, enhanced lighting, lot improvements, etc.	PMC Community		■			
5.8 Develop a strategic partnership with the Arabber Association	Discuss bringing the Arabber cart to the Avenue Market during set days & times to build interest and momentum for the Market	PMC		■			

6 GOAL: Develop a strong and resounding brand for Pennsylvania Avenue that reclaims its historic identity as a cultural destination.

Objective	Action	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+yrs
6.1 Revive and support the Pennsylvania Avenue Main Street Program to establish a brand and encourage business growth along the corridor	Initiate Pennsylvania Avenue Main Streets Program and formulate agency/community committee groups to implement branding strategy and strengthen corridor businesses	BDC/ Various Agencies/ Community	✓ Fall 2016	█			
6.2 Found an organization that is empowered to achieve community/business goals	Establish a formalized multi-neighborhood coalition that will act as an umbrella organization to advocate the unified vision of the corridors	Various neighborhood groups	1) Identify key community and business stakeholders to act as representatives on the coalition 2) Create By-laws and committee system to establish goals and strategies 3) Engage City staff to support the partnership	█			
6.3 Plan for growth of the Main Street Program to incorporate beyond the Pennsylvania Avenue boundary	Evaluate extending the boundary of the Pennsylvania Avenue Main Street Program to include a portion of W. North Avenue as the existing program strengthens along the corridor	BDC/Various Agencies/ Community	TBD	█			

Community Listening Session Objectives to Improve Public Safety along the Commercial Corridors of Pennsylvania Avenue & West North Avenue

These comments will be shared with community organizations, City Agencies, and Baltimore City Police and future engagements will be held to discuss how these community-based ideas can be implemented to ensure safer corridors and neighborhoods.

7 GOAL: Pursue programs and activities that seek to ensure and promote public interest, safety, and well-being through community engagement, agency coordination, and improved community policing efforts.

Objective	Action	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
7.1 Improve community / police relationships	Encourage police ride-alongs with community members and youth	BCPD, MTA	TBD	█			
	Establish periodic frequent citizen patrol/community walks of the corridor and connecting streets	BCPD, Community		█			
7.2 Tackle Hot Spots	1600 Block W. North Ave; Harlem & Fremont; 2400 Block Penn Ave; 2529 Penn Ave; 900 Block N. Carey & Calhoun; Fulton & W. North corner; Monroe & W. North Corner; Ruxton Ave.	BCPD		█			
7.3 Increase police presence on Penn & North	Library/Health Center drug traffic impedes patients and children from entering property; Corner near the Arch Social Club is a hub of criminal activity and loitering; Park near metro is a drug den	BCPD		█			
	Evaluate a police substation to be placed at the metro station to increase safety and reduce criminal activity	BCPD		█			
	Increase foot patrol throughout all LINC neighborhoods			█			
7.4 Enhance lighting along the corridor to reduce criminal activity and create safer pedestrian walkways	There are several gaps along the corridor where lighting is either insufficient, or nonexistent. This is driving drug and criminal activity	MTA/DOT		█			
7.5. Collaboration between business owners and police	Increase foot patrols and complete periodic “check-ins” at corridor businesses to stop	BCPD		█			

	dealers from using stores as cover						
	Encourage businesses to report activity along the corridor and create a neighborhood watch system for business owners	BCPD/ Community		—			
7.6. Increase presence around schools and along children walk routes	Ensure schools police fully engaged in INSPIRE process with the community to create strategies to ensure children safety	BCPD		—			