

OLDTOWN REDEVELOPMENT PLAN:

Baltimore, Maryland URBAN DESIGN ASSOCIATES

MAY 2010



# Oldtown Redevelopment Plan



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FRONT COVER  
View of re-opened Gay street  
with renovated shop fronts

# Table of Contents



View of revitalized Oldtown Mall

## OVERVIEW 1

## ANALYSIS 4

Gathering Public Input 5

X-Rays 6

Transportation Analysis 7

Transportation Challenges 8

Market Analysis 9

Market Components 10

Design Principles 11

## MASTER PLAN 12

## ILLUSTRATED INITIATIVES

Oldtown Redevelopment 14

Somerset Homes 21

Fayette St. Corridor Improvements 25

Sojourner-Douglass College 28

Edison Properties 29

Fallsway 30

## RECOMMENDATIONS

Traffic Recommendations 32

Sustainable Design 34

Human and Economic Development Planning 35

Zoning 42

## IMPLEMENTATION STRATEGY 43

# Overview

*“To create a unique livable community that accommodates current residents, serves as an extension of the downtown Central Business District and offers a safe connection to Johns Hopkins Institutional area by blending mixed-income housing, commercial activity and public open space with quality design, improved circulation of street networks and public gathering spaces.”*

– Oldtown stakeholders’ community vision

## MAJOR ELEMENTS IN THE REDEVELOPMENT PLAN

- » Connect Oldtown to Downtown
- » Take a sustainable approach to redevelopment and community building
- » Improve existing residential uses and build new mixed-income housing
- » Convert the Fallsway into a new park amenity
- » Improve linkages to adjacent neighborhoods
- » Create a neighborhood commercial center that includes the revitalization of the Oldtown Mall
- » Landscape and beautify arterial streets to reinforce pedestrian connections

THE OLDTOWN NEIGHBORHOOD OF Baltimore is centrally located between downtown Baltimore and the Johns Hopkins Medical Institutions. Oldtown was one of three original settlements in the downtown area. The unique street grid and block structure of Oldtown is inherited from the original orientation of the settlement along the Fallsway River. During the course of the 19th century, Oldtown was absorbed and surrounded by a rapidly growing metropolitan center. Radiating country roads from the 17th and 18th centuries fed into Oldtown, and eventually became major arterial streets feeding the growing city. One of those arteries, Gay Street, grew into prominence as an important shopping street and market area for the African-American community.

In the 20th century, changes to the arterial street network compromised the original framework of blocks and streets in favor of providing access to the downtown. An elevated highway was built over the Fallsway River to provide grade separated access from the suburbs into downtown. In the post-war era, many blocks were redeveloped into public housing. With the large concentration of public housing in Oldtown and competition from outlying retail developments, Gay Street declined as a shopping destination. The street was closed to traffic and pedestrianized, and the historic market was torn down.

Though the 20th century brought many changes to the physical landscape, it also solidified the institutional and non-profit presence that has, in some cases, been there since the 19th century. Today, Oldtown is home to several important institutions and organizations including Sojourner-Douglass College, Dunbar High School, Johns Hopkins Medical Institutions, East Baltimore Community Corporation and a new public library.

In addition to these major educational and medical institutions, the area is home to several religious institutions. The religious institutions have been a major part of the Oldtown Community for over 100 years. Four churches within the plan area represent what has been called the 4 pillars of faith within the Oldtown Community. These churches are:

- » Centennial Caroline Street United Methodist Church
- » Fountain Baptist Church
- » Waters AME Church
- » First Charity Baptist Church



Aerial view of future Oldtown development



Existing view down Hillen Street

The churches see themselves as continuing to evolve and grow to offer year round programming, such as helping community members and parishioners with job training, computer literacy and other life skills education. Each has worked to provide both emotional and spiritual support for their parishioners as well as provide many programs and outreach efforts to the broader community.

They have been very active in forming community partnerships throughout the years with some of the educational and medical institutions mentioned above, as well as, non-profit organizations within the area. For example, Fountain Baptist Church has community partnerships with the Johns Hopkins Urban Health Institute, Goodwill Industries, Living Classrooms and the Boys and Girls Club. Not only do they actively seek community partnerships to help carry out their visions to help improve the quality of life of people through spiritual and emotional support programs, they also provide other outreach programs to help people meet other needs. First Charity Baptist Church offers a recovery program and Waters AME Church has a soup kitchen. In addition to these examples, other types of outreach provided are summer camps and enrichment programs, and health fairs.

In addition to the churches, both Sojourner-Douglass College and the East Baltimore Community Corporation have provided much need educational and human services to the Oldtown community and the City at-large. Part of the mission of Sojourner-Douglass College is to provide students with strong educational base for career development and social responsibility. They offer a myriad of programs, ranging from several in the medical field, bio-technology and human services. The East Baltimore Community Corporation (EBCC) focuses on youth and family services, occupational training, job

placement and drug treatment re-entry and referral services. Though there are a number of organizations providing much needed human services, there is still a great need to have better educational attainment, economic prosperity and health and human services to help shore up the base for existing and future residents of Oldtown. In addition to these human development needs, there are many physical redevelopment goals.

The district is still dominated by public housing, however the City of Baltimore and the Housing Authority have developed new mixed-income neighborhoods in the district including Pleasant View Gardens and Broadway Homes. Somerset Homes, at the east edge of the study area, has been demolished and will be replaced with a new mixed-income residential development based on these models. The City has also studied the re-opening of Gay Street, a commercial area with historic designation.

In 2005, the Baltimore Development Corporation selected Continental Realty Corporation and McCrary Development to prepare a redevelopment proposal for the Oldtown Mall. The City recognized that the redevelopment of the Mall and increasing interest in Oldtown required the preparation of a comprehensive redevelopment plan for Oldtown. In 2008, the City of Baltimore selected a team headed by Urban Design Associates to prepare a redevelopment plan for the Oldtown neighborhood. The redevelopment plan was prepared through a public planning process with the participation of neighborhood residents, merchants, property owners, developers, city officials and interested citizens.

The plan recommends the following key initiatives:

#### Oldtown Redevelopment

The Oldtown Mall and Gay Street Area will be redeveloped as a mixed-use commercial center with approximately 91,000 square feet of retail including a 50,000 square foot grocery store, 488 mixed-income residential units, a new community market building and structured parking. The retail center will be organized along a landscaped main street, in line with the historic market location, connecting Orleans with Hillen.

#### Somerset Homes

The existing Somerset Homes buildings will be replaced by approximately 268 units of mixed-income housing. New streets and blocks will be developed in Somerset homes to provide a development framework for the new housing.

#### Dunbar Field

A new community center is proposed to be built east of Dunbar Field. Landscape improvements including lighting, attractive fencing and plantings will greatly improve the usefulness of the park.

#### Douglass Homes

New housing would be a good use for the under-utilized property along Fayette Street and Broadway. Internal landscaping improvements are also recommended to enhance the attractiveness of Douglass Homes.

#### Sojourner Douglass College

Sojourner- Douglass plans to expand its academic facilities to create a campus setting at its location on Orleans and Central. This expansion will include remodeling of a historic building, two new building sites and a new parking garage located at the existing surface lot adjacent to the public library. Additional academic space may be built in reused historic buildings on Gay Street.

#### Edison Properties and BG&E

The plan recommends redevelopment of existing parking lots and maintenance yards into mixed-use blocks of substantial density. The mix of uses will include approximately 1,300 mixed-income residential units, 440,000 square feet of offices, a neighborhood park and adjustments to the street and block structure of the area.

#### Jones Falls Expressway (JFX)

The plan recommends the replacement of the elevated JFX with a landscaped parkway that properly connects to the city street network. This initiative will remove a major physical barrier that separates the downtown from Oldtown, and will transform an eyesore into an elegant linear park address for new development along its length. The plan also recommends several interim solutions.

#### Street Improvements

Ensor Street will be removed between Orleans and Hillen to improve the redevelopment of Oldtown Mall, simplify the intersection of Orleans and Gay Street, and remove undesirable commuter traffic from the heart of the Oldtown neighborhood. Streetscaping improvements are recommended along Orleans, Central, Hillen and other key streets.

#### Sustainable Design

In early 2009, the City of Baltimore adopted the Baltimore Sustainability Plan, a first for the City. This Plan addresses (either directly or indirectly) many of the goals of the Baltimore Sustainability Plan, such as having energy efficient housing and mixed-use buildings, limiting hardscape and increasing the quantity of permeable surfaces in order to promote water efficiency. The City seeks to maximize opportunities for green design in the physical component of the plan and educational opportunities that will provide for “green” jobs.

#### Human Development Recommendations

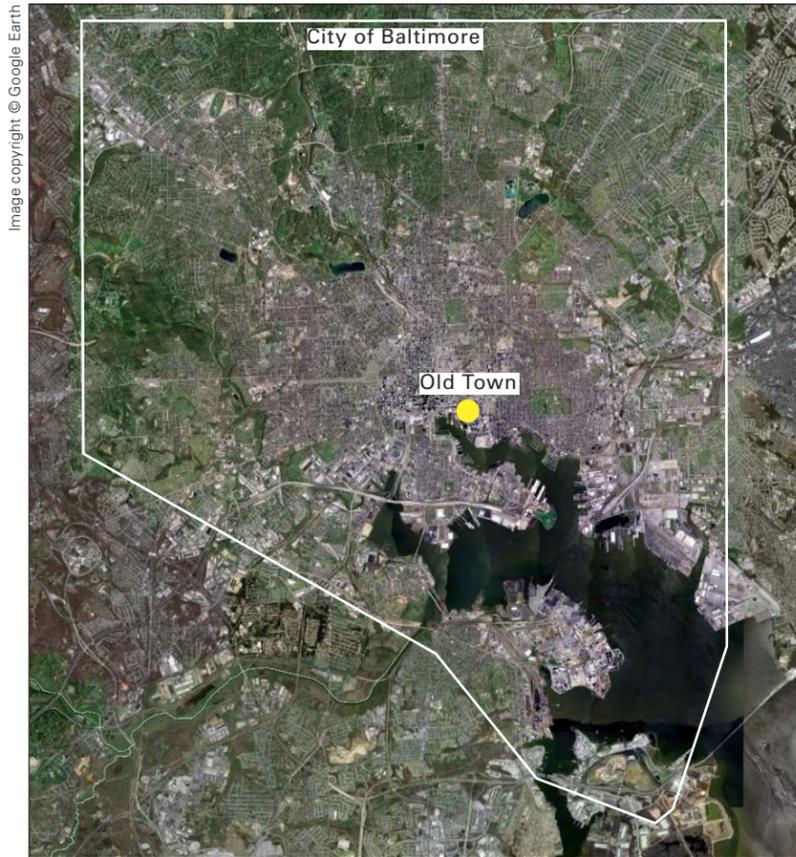
The plan offers several human and economic development recommendations that will assist in strengthening all aspects of life of the current and future residents of the Oldtown area. The goal is also to create a community in which the existing residents can thrive within the “mixed income” environment that the Redevelopment Plan envisions.

# Analysis

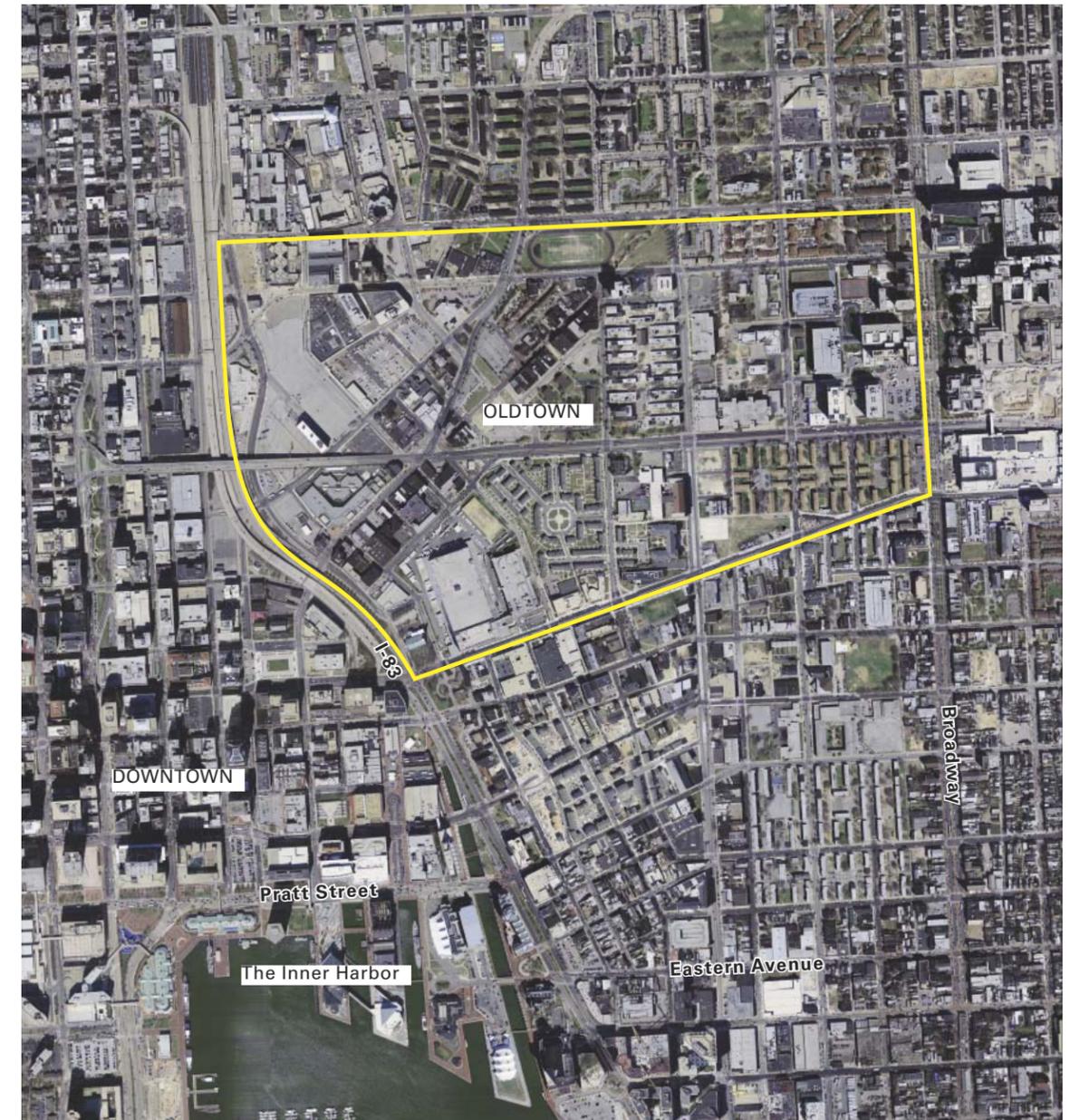
IN ORDER TO BETTER UNDERSTAND the redevelopment potential of Oldtown, the team studied the area and prepared a physical analysis which included UDA X-Rays®, precedent photography, and a portrait of existing conditions.

Given its proximity to downtown and adjacency to the Johns Hopkins Medical Campus, the site offers great opportunities if the current conditions can be mitigated. The site is bordered by the JFX Highway to the west, Broadway to the east, and Monument and Fayette Street to the north and south respectively. The area currently suffers from an incompatible mix of uses, including public housing, large institutions, and correctional facilities. The introduction of these uses into a once intact neighborhood has brought about serious blight including vacant buildings, crime, drugs, and poverty within the community. The re-routing of traffic patterns has also complicated issues by limiting vehicular access and forcing a block pattern that is difficult to develop.

The pages that follow describe the data that was gathered during the initial phase of the project, including public input from stakeholder meetings and mapping analyses prepared by the team. This analysis provided the base of information which allowed the team to create guidelines for new development in Oldtown.



Location Map



Aerial view of existing conditions, site boundary outlined in yellow

Image copyright © Google Earth

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# Gathering Public Input

During the course of the six-month process, the planning team, which consisted of urban designers, residential market analysts, community researchers, and transportation engineers, conducted a three-phase process including: Data Collection and Analysis; Development of Plan Alternatives; and Development of the Preferred Plan. The process included focus group meetings with residents and civic leaders, institutions such as area churches and social service providers, State and City representatives, area businesses, and other key stakeholders. The process was led by the City in conjunction with a Steering Committee. The Steering Committee was composed of community and City representatives who guided the team through all phases of the plan development.

The process created consensus among community stakeholders about the overall approach for improving the neighborhood, creating a new future for Oldtown, and maximizing redevelopment potential. During the process, the team facilitated a series of public meetings to ask participants to identify the strengths, weaknesses and visions for the area. The results of one of the first of these sessions are shown on the right.

KEY POINTS		
STRENGTHS/GOOD THINGS	WEAKNESSES/PROBLEMS	VISION FOR THE FUTURE
Central location Proximity to hospital, library Access to transportation Variety of schools Several churches Historic significance of the neighborhood Proximity to post office Proximity to Fells Point Adjacent to N.E. Market Chick Webb Recreation Center	Proximity to crime, drug activity, loitering, and trash Abandoned buildings Lack of public meeting places, playgrounds, parks No commercial or retail stores Lack of jobs Poor quality of Dunbar Field Lack of relationships between all institutions Oldtown Mall poorly maintained Traffic conflicts	A shopping center with a market, easily accessible by pedestrians Bring back historic commercial center Motivate new development More playgrounds Better housing, more accessible, with backyards Beautify Central Avenue Affordable housing Job creation
		
		

# X-Rays

**STUDY AREA** The Portrait drawing presents a map of the study area with buildings and parcels color coded to designate their current use.



- EXISTING RESIDENTIAL
- EXISTING INSTITUTIONS
- PARKING
- EXISTING COMMERCIAL
- EXISTING INDUSTRIAL
- PARKS & OPEN SPACE



**LOCAL STREET PATTERN**  
There is a limited street network which is interrupted by the presence of major institutions, public housing, and campuses. Several major arterials bypass the area dividing the site into difficult development parcels.



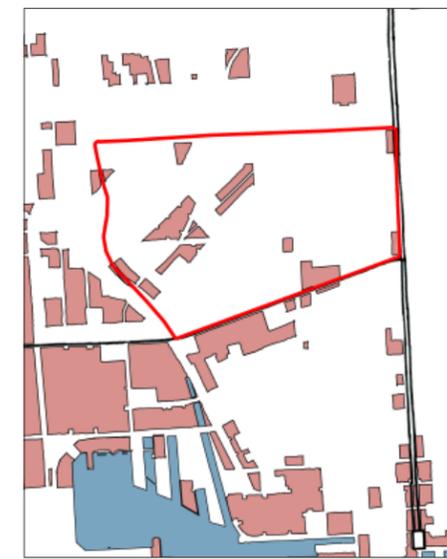
**RESIDENTIAL SETTLEMENT PATTERNS**  
Limited residential settlement in the area is primarily of one type, and isolated between major arterial roadways.



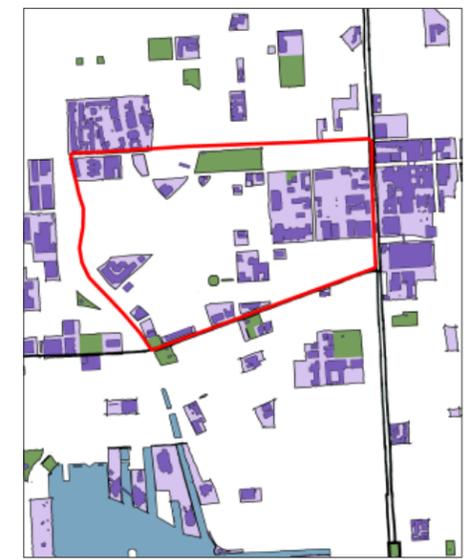
**BUILDING FOOTPRINTS**  
Footprints vary severely in scale between institutional uses and residential fabric. The result is a series of disconnected campuses.



**INDUSTRIAL USES**  
Major industrial uses form a barrier between Oldtown and Downtown which discourages new development.

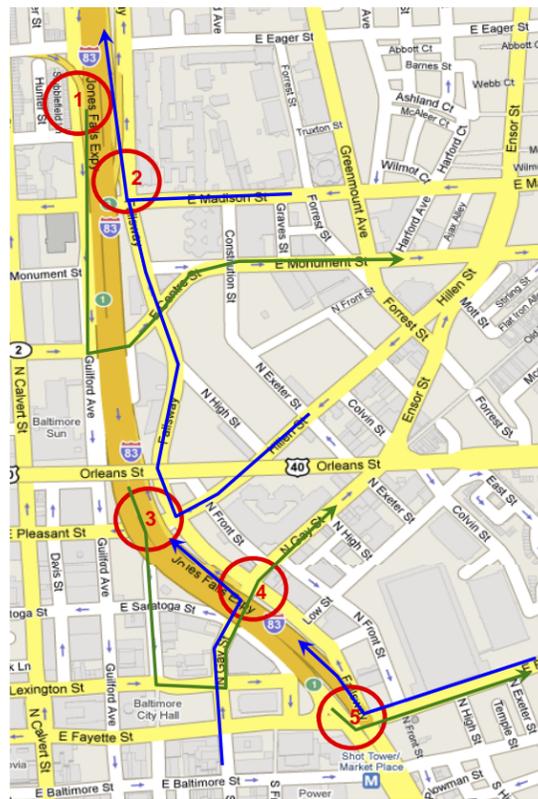


**COMMERCIAL USES**  
A few commercial uses remain along Gay Street, but are plagued by vacancy and disrepair.



**PARKS AND INSTITUTIONS**  
Institutional uses dominate this site and include Sojourner-Douglass College, schools, court and justice facilities, and churches.

# Transportation Analysis Summary



- Key access points to and from Oldtown include:
- 1 Guilford Avenue approach from the North
  - 2 E. Madison Street to I-83
  - 3 Hillen Street approach
  - 4 N. Gay and Ensor Street approach
  - 5 E. Fayette Street approach

The transportation network in the Oldtown area is dominated by several major east-west-oriented roadways as well as important north-south roadways, all of which provide access to the City's Central Business District (CBD). Orleans Street is a major gateway which connects to the CBD west of the project area, and to Johns Hopkins Medical Institutions (JHMI) to the east of the project area, as well as to the eastern part of Baltimore County. Madison Street and Monument Street, located on the north side of the project area, have similar functions. Ensor Street, Gay Street, and Hillen Road form north-south oriented one-way pairs that provide connections between the CBD and areas to the north. Average Daily Traffic on these roadways varies from approximately 22,000 on the Ensor Street/Hillen Road pair to 26,000 on the Madison Street/Monument Street pair and 37,000 on Orleans Street.

Madison and Monument Streets also provide important connections to I-83, which borders the project area to the west. At the southern boundary, Fayette Street provides access to I-83. These I-83 access routes are heavily used by travelers destined for the JHMI campus during the morning and afternoon peak hours. I-83 carries approximately 59,000 vehicles per day.

The area is served by several bus routes operated by the Maryland Transit Administration (MTA). Service is provided on all major east-west roadways (Orleans Street, Monument Street and Madison Street) as well as on the north south roadways (Gay Street, Hillen Road, and Ensor Avenue). MTA Subway service is provided along the southern boundary of the project area; while no subway stations are located within Oldtown, nearby stations are Shot Tower (at the intersection of President Street and Fayette Street) and on the JHMI campus on Broadway, between Monument and Madison Streets. Both stations are located approximately 0.5 miles from the center of Oldtown, which is beyond a comfortable walking range.

Pedestrians are accommodated on sidewalks throughout the project area. Crosswalks are provided at all signalized intersections. The City of Baltimore Bicycle Master Plan identifies several roadways as Introductory Network or Phase 2 Network bicycle routes, including Monument Street, Greenmount Avenue, Ensor Street, Hillen Road, and Central Avenue.

Both on- and off-street parking is available throughout the project area, with the exception of Orleans Street. Peak hour parking restrictions are in effect along the major east-west roadways. Surface parking lots are available south of Oldtown Mall; in addition, the western project area is dominated by surface parking lots which serve the correctional facilities and downtown office workers, and serve as JHMI satellite parking.

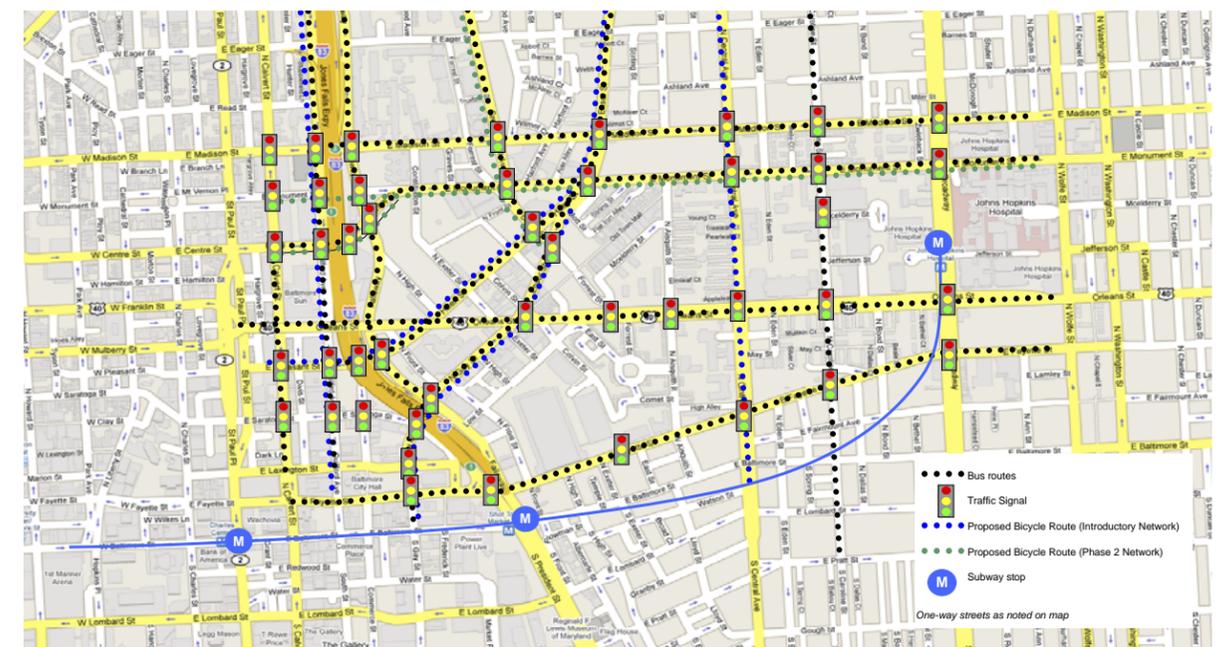


Illustration of Oldtown transportation network, including subway, bus, vehicular, and bicycle traffic

# Transportation Challenges



2007 Average Daily Traffic  
(Source: SHA TMS)

## DIAGONAL STREET GRID

The street grid in the Oldtown project area presents a challenge in that the major east-west roadways (Orleans Street, Monument Street, Madison Street) intersect with major roadways that have historically been oriented in a diagonal, southwest-to-northeast direction (Gay Street, Ensor Street, Hillen Road). This has resulted in skewed intersection alignments and discontinuous streets.

## ORLEANS STREET/GAY STREET INTERSECTION PEDESTRIAN CHALLENGES

The intersection of Orleans Street and Gay Street is frequently mentioned as a barrier for pedestrians. This intersection contains multiple offset approaches, with Gay Street approaching from the southwest, Ensor Street departing to the northeast, and Colvin and Exeter Streets intersecting Orleans and Ensor Streets within approximately 150 feet. No pedestrian refuge islands are provided on any of the approaches, and the skewed approach legs result in long pedestrian crossing distances on Orleans Street.

## I-83 SEPARATES DOWNTOWN FROM OLDTOWN

I-83, commonly referred to as the Jones Falls Expressway (JFX), is an elevated expressway connecting the eastern Central Business District to I-695. It borders the project area on the west side. I-83 also provides access from the north to destinations east of the project area via Fayette, Monument and Madison Streets, and most importantly the Johns Hopkins Medical Institutions campus. Currently, the southern end of I-83 carries approximately 59,000 vehicles each weekday.

The elevated structure of I-83 limits the opportunity to complete the urban grid on the east and west side, although Gay, Hillen, and Madison Streets continue underneath I-83 and do connect to the CBD. Guilford Avenue and Fallsway are north-south oriented surface roadways that parallel I-83 on the west and east side, respectively.



The above diagram illustrates the barriers around the study area

# Market Analysis Summary



Stakeholders participate in creating the community vision

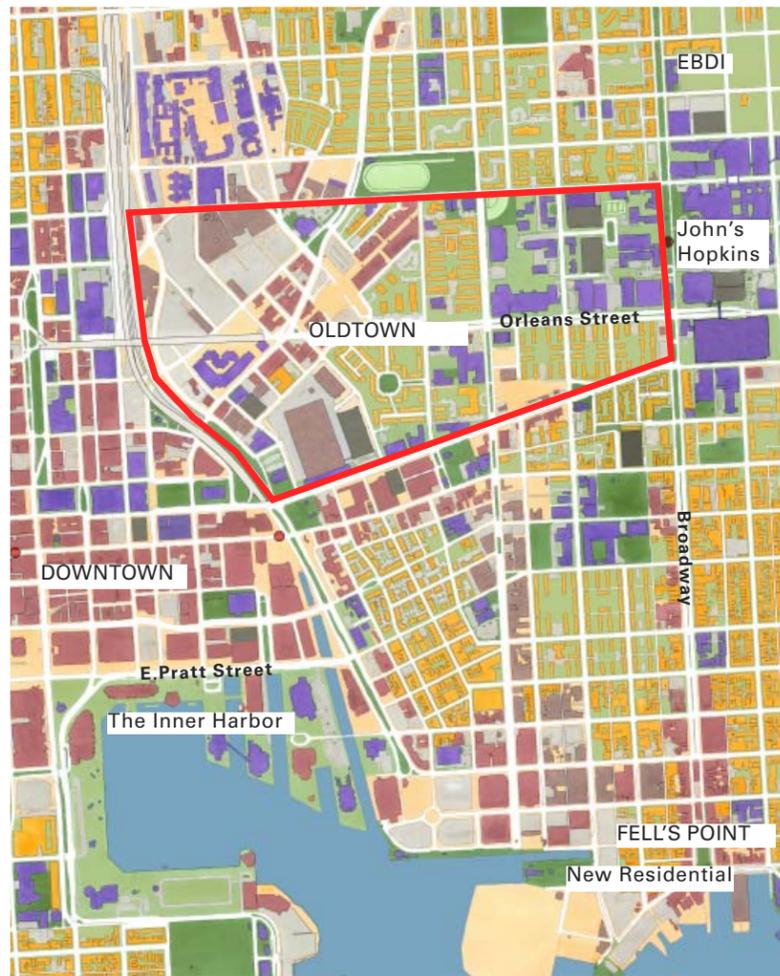
Note to readers: Even as this market analysis was being completed in mid-2008, an unprecedented and historical weakening of market conditions was occurring. While the systemic and far-reaching effects of this global economic crisis continued throughout 2009, the planning team contends that bold and innovative development strategies are needed to synergize the market strengths of Oldtown.

The following plans, published reports, and market data were reviewed and synthesized to inform the market analysis:

- » Social Compact Drilldown: City of Baltimore
- » Downtown Baltimore: Outlook 2012
- » 2006 – 2008 Downtown Development Report: Downtown Baltimore Real Estate Overview
- » Vital Signs IV: Measuring Baltimore’s Progress toward Strong Neighborhoods and a Thriving City
- » Community Statistical Area Profile Jonestown/Oldtown
- » Baltimore City Health Status Report 2004
- » Baltimore’s Five-Year Plan for Achieving School Readiness
- » 2006 Baltimore City Data Collaborative Community Profile – Jonestown/Oldtown
- » The 2007 Baltimore City Homeless Census
- » The Journey Home: Baltimore City’s 10-Year Plan to End Homelessness (Jan. 2008)
- » Vacant Property Policy and Practice: Baltimore and Philadelphia

The findings of the market analysis identified opportunities to leverage existing community strengths and assets, and to inform a people- and place-based development plan for the City of Baltimore designed to meet the needs of the people who live, earn, play and learn in and near Oldtown. Key findings of the analysis include three market components that strongly define community and economic conditions: housing, employment and community amenities (including retail services).

# Market Components



Oldtown location map

## HOUSING

A 2006 study reaffirmed an earlier report and projected a demand for 7,430 new units through 2011, including 2,980 multifamily rentals, 2,200 multifamily for-sale units, and 2,250 single-family for-sale townhouses. While the housing market for downtown is being fueled by the convergence of Baby Boomers and Millennials moving into the city (retirees, younger singles, and childless couples), the demand for housing in Oldtown is for young singles, professionals and existing neighborhood residents, all of whom work in downtown or at one of the nearby institutions. The income levels and lifestyles of potential market segments support the development of alternative, higher density rental units with flexible living space. Intentional efforts should be made to complement, not compete with, housing options being developed in the EBDI plan area.

## EMPLOYMENT

While employment opportunities are abundant in the districts adjacent to Oldtown (downtown, Johns Hopkins campus, waterfront), residents and those of neighboring communities experience significant barriers to quality jobs, education and career-oriented opportunities. Employment and requisite job training opportunities such as those which exist between Sojourner-Douglass College and Johns Hopkins represent a successful strategy, but one that must be expanded exponentially if low- and moderate-income households are to succeed in a new Oldtown. Job availability and creation exist, but development of human capital must be as robust as development of vacant land if existing and new employers are to be retained and attracted to the area.

## COMMUNITY AMENITIES

The Social Compact Drilldown and other secondary data confirmed that the Oldtown market area extends beyond its neighborhood boundary definition and, in fact, can be considered a potential 'regional' retail /commercial area because of its unique location adjacent to downtown, revitalized waterfront neighborhoods which attract residents and visitors, and its proximity to commuter corridors. While forecasting total retail build-out capacity may be reliant on successful mixed-income housing strategies, there is strong market demand for amenities such as a full-service grocery store or superstore (e.g. Target), local services such as dry cleaners, wireless providers, national clothing retailers or even outlet stores for major retailers located in the suburbs, national chain restaurants, as well as complementary locally grown services such as an open-air farmer's /produce market which might also feature locally produced clothing, food, crafts and art.

# Design Principles

After the initial data gathering trip, the team worked to understand the issues affecting Oldtown. In addition to the physical principles listed below, the following ideas were cited as important factors; respecting and capitalizing on the heritage and architectural character of Oldtown, providing workforce housing and job development in the community, and building capacity for existing institutions.

**PRINCIPLE 1: Better connect Oldtown to Downtown**  
Currently the major arterials surrounding the site act as barriers to downtown. Plan alternatives shall examine how to break through those barriers and better connect to downtown.

**PRINCIPLE 2: Greening of arterial streets**  
The arterials must be tamed by adding landscape to encourage walkability, reinforce crossings, and add on street parking where possible.

**PRINCIPLE 3: Improve existing residential developments and build new mixed-income housing**  
Most of the residential fabric is public housing and some suffers from disrepair. Residents would like to see improvements to existing housing and a broader housing mix introduced.

**PRINCIPLE 4: Create a new neighborhood center for retail and community services**  
Restore the once thriving Oldtown mall as part of a redeveloped commercial center.

**PRINCIPLE 5: Create new parks and open space links to adjacent neighborhoods**  
The neighborhood is currently lacking in sufficient park space. The master plan will seek to introduce new neighborhood parks of varying scale for multiple users.



# Master Plan

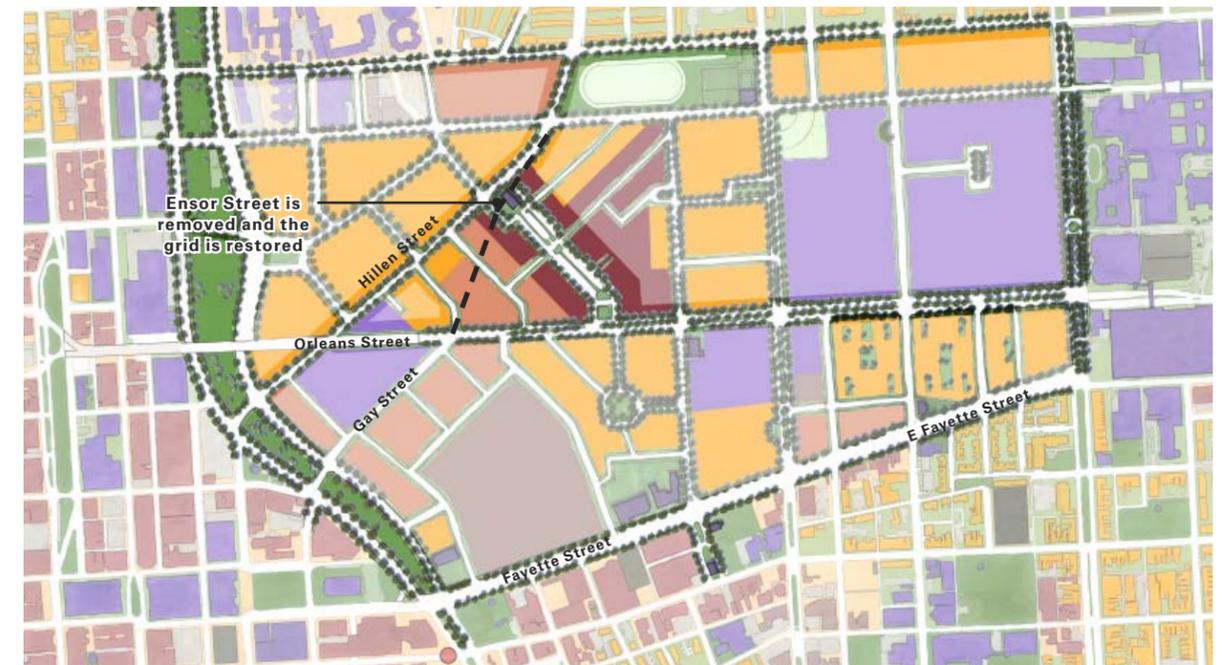
THE TEAM PROPOSES TO REVITALIZE the Oldtown neighborhood through the restoration of the historic Oldtown buildings, and the addition of a new mixed-use center supported by new residential uses. The plan includes both a physical and social component that can be one of the first redevelopment efforts to exemplify Baltimore’s sustainability approach. This three pronged approach for sustainable development includes environmental protection, economic prosperity, and social equity.

In discussions about the revitalization of this area, it became clear that a vital part of the plan must include building back a commercial core as an anchor for a mixed-income neighborhood. Many of the existing industrial uses are likely to be redeveloped as housing, which will allow for a substantial market that could support a town center development.

The team explored various development patterns and arrived at two clear framework diagrams. The first respects the alignment of Ensor Street and reconnects the street grid where possible. New streets are proposed in the district to reduce the size of development blocks, create a more pleasant pedestrian environment, and better connect the area together. The second option, which is preferred, takes a more comprehensive approach by removing Ensor Street and realigning the block framework to provide larger, more feasible development blocks. The removal of Ensor will slow traffic in the Oldtown Neighborhood, eliminate some dangerous intersections, and increase developable area. Both options share the idea of creating a commercial center anchored by a market building (a traditional Baltimore form) that protects and incorporates the fabric of the Oldtown Mall.



OPTION A: Redevelop a town center which respects the Ensor Street alignment



OPTION B: Ensor Street is re-routed

LAND USE KEY FOR DIAGRAM ONLY (FOR SPECIFIC ZONING, SEE PG.36)

<span style="display:inline-block; width:15px; height:15px; background-color:orange; border:1px solid black;"></span> RESIDENTIAL (PRIMARILY)	<span style="display:inline-block; width:15px; height:15px; background-color:purple; border:1px solid black;"></span> INSTITUTIONS	<span style="display:inline-block; width:15px; height:15px; background-color:darkred; border:1px solid black;"></span> RETAIL
<span style="display:inline-block; width:15px; height:15px; background-color:lightorange; border:1px solid black;"></span> MIXED-USE	<span style="display:inline-block; width:15px; height:15px; background-color:lightpurple; border:1px solid black;"></span> INDUSTRIAL	<span style="display:inline-block; width:15px; height:15px; background-color:green; border:1px solid black;"></span> PARKS & OPEN SPACE

Master Plan continued

The preferred physical redevelopment component of the master plan addresses programmatic requirements put forth by many stakeholders, including Oldtown residents, the Housing Authority, Sojourner-Douglass College, and major property owners in the area. The plan can be broken down into a series of initiatives, and each will be described in further detail in the section that follows. These include:

- » Redevelopment of the Oldtown Mall
- » Somerset Homes site
- » Fayette Street Initiatives
- » Sojourner-Douglass College
- » Edison Properties
- » Fallsway redesign



- SINGLE-FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- MIXED-USE
- EXISTING INSTITUTIONS
- PROPOSED INSTITUTIONS
- PARKS & OPEN SPACE
- INDUSTRIAL
- RETAIL
- OFFICE

**MASTER SITE PLAN**  
The team developed a preferred master plan, which includes a traditional Baltimore market building, new development blocks, and improved connectivity through a new framework of streets and open spaces.

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Multi-Family (units)		Townhouses/ Single-Family (units)	Residential Program Total
+/- 2141		34	<b>2148</b>
Retail	Grocery	Office	Commercial Program Total
91,000 sf	50,000 sf	440,000 sf	<b>+/- 581,000 sf</b>
Community Center		Sojourner Douglass College	Institutional Program Total
12,000 sf		75,000 sf	<b>87,000 sf</b>



- 2 STORIES
- 3 STORIES
- 4 STORIES
- 5 STORIES
- 6 - 7 STORIES
- 8 - 10 STORIES
- 12 - 14 STORIES

**PROPOSED HEIGHT DIAGRAM**  
Using the following height assumptions, a rough estimate was calculated for development potential on the various sites (shown to the left).

INITIATIVE 1:

# Oldtown Redevelopment



## KEY PLAN ELEMENTS

- » Revitalize the Oldtown Mall as a live/work address by re-opening Gay Street and connecting it to a new market address
- » Revive a market in the heart of Oldtown as a mixed-use center
- » Establish a full-service grocery store at the entrance to the Market
- » Preserve the historic fire station as a museum that can anchor a new public space and announce an entry to the market

The Oldtown Mall was once a thriving retail center. Although it has fallen into disrepair with deteriorating buildings and vacancies, its place in history and its architectural fabric are elements that can be celebrated as part of the redevelopment strategy. The neighborhood currently lacks many daily services. The plan, therefore, proposes a new town center that extends the historic fabric into a new market area lined with four-story, mixed-use buildings. The central space will be designed in the form of a traditional Baltimore market, and will accommodate a much-needed grocery store along with its parking and service access areas.

Uses in the town center may include retail, restaurants, office space and residences. The buildings will step down in height as they extend into the neighborhood in order to keep a comparable neighborhood scale.



This plan shows the redevelopment strategy for the Town Center at Oldtown (Ensor Street Realignment)



INITIATIVE 1 : Oldtown Redevelopment

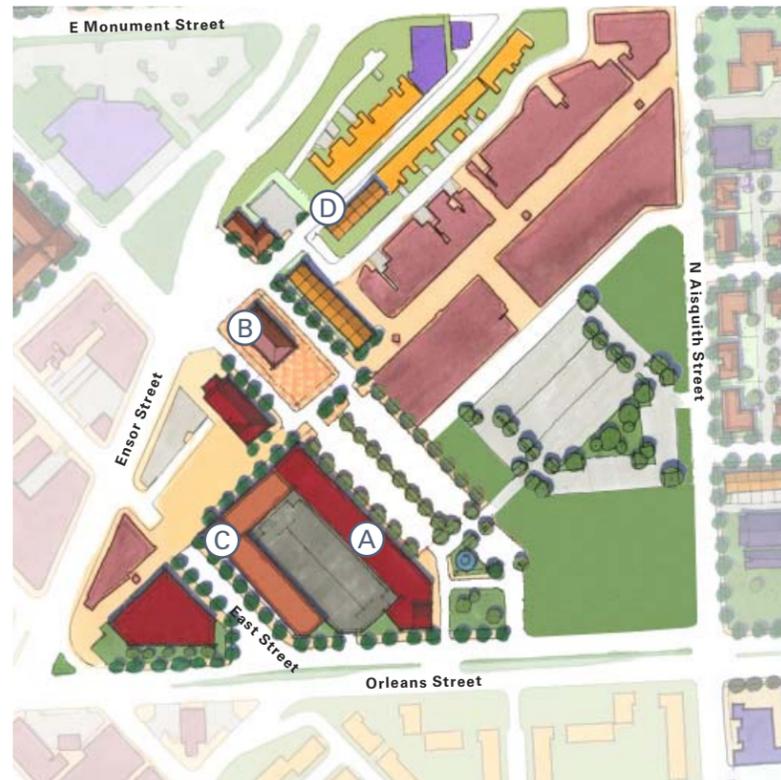
Town Center Phasing

In order to establish more regular street pattern and more reasonable development parcels, it is recommended that, in the second phase of the plan, Ensor Street be relocated and the traffic patterns be re-established. While this is a complicated venture that can take place over time, the town center is designed to be built in phases that respond to market conditions.

Phase One is a predominately residential development with some ground floor commercial space facing the new market square. A market building may be built in this phase as a symbol for the rebirth of Oldtown and a center for community activity.

Phase Two illustrates the addition of a 50,000 square foot grocery store as a major retail anchor, and additional residential development with some ground floor commercial space on adjacent parcels. If Ensor Street is removed, more land will be available for redevelopment, and structured parking will permit development density that is appropriate for this strategic urban location.

Parking is provided in both surface lots, and parking garages to accommodate both the residential and commercial program. There are also significant shared parking opportunities given the close proximity of churches and other civic amenities that have differing peak hours than the commercial amenities.



Phase I of the town center will include; (A) 15,000 sf of retail with some residential above, (B) a small market building (C) new multi-family residential buildings, and (D) residential infill along Stirling Street.



Phase II will include more retail uses, a 50,000 sf grocery store and related parking structure, and the removal of Ensor Street which will allow for additional residential development. This phase will require land assembly.

	Multi-Family (units)	Townhouses/ Single-Family (units)	Residential Program Total	Commercial Program Total
Phase I	223	14	237	26,000 sf
Phase II	251	0	251	65,000 sf
<b>TOTAL</b>	474	14	488	91,000 sf

INITIATIVE 1 : Oldtown Redevelopment



Existing view of Oldtown



Aerial rendering of the preferred proposed redevelopment of Oldtown; this option shows Ensor Street reconfigured

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INITIATIVE 1 : Oldtown Redevelopment



Existing view of the Oldtown Mall



Aerial rendering showing improvements to re-opened Gay Street

INITIATIVE 1 : Oldtown Redevelopment

OLDTOWN MALL REHABILITATION

Historic Oldtown Mall has a bright future as a place of business, destination for ethnic shops, restaurants and cultural venues, and residential community. The revitalization of the Oldtown Historic district will complement rather than compete with the redevelopment at the south end of Oldtown Mall.

The purpose of this plan is to outline a vision and implementation strategy for redevelopment. The geographic scope of this plan is the Oldtown Historic District, which includes 516-598 Oldtown Mall, 521-599 Oldtown Mall, 1119-1123 East Monument Street, and 604 Aisquith Street.

Vision

Historic Oldtown Mall is a diverse neighborhood in which people live, work, shop, dine, and enjoy a night out.

Small ethnic shops, food establishments, and cultural venues create a global market on Gay Street, which is open to vehicular traffic and includes on-street parking. Customers come in search of creative gifts and unique products that are difficult to find elsewhere.

Residents live in loft apartments or above the shops of smaller buildings, and many small business owners live in the same building in which they work. Residents are attracted to the character of the historic district; friendly and vibrant street life; reserved parking (in the larger buildings); the shops, restaurants, and cultural venues in the historic district and neighboring development; and the convenient location minutes from Downtown, Hopkins, and Sojourner-Douglass.

Oldtown Mall is a part of the surrounding community, too, with easy access to the developing neighborhood on Gay Street, Pleasant View Gardens, and the new mixed-use development on the site of the former Belair Market.



Active cafes and shopfronts are integral to the revitalization of Oldtown



Precedent photo of loft type architecture



As part of the transformation of the neighborhood, some historic buildings such as this bank building along the Fallsway have been recently renovated.



Entry feature of the recently opened Holiday Inn Express (also shown to the left)

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## INITIATIVE 1 : Oldtown Redevelopment

### 1. Implementation Strategy

- » Implementation will require support from all stakeholders, including City government, business owners, and property owners.
- » Encourage Renovation of Buildings
- » BDC should increase its marketing of existing incentives, including Historic Tax Credits, Enterprise Zone Tax Credits, Shop Baltimore Loans, and Facade Improvement Grants.
- » Historic Tax Credits: State income tax credits can reduce the cost of rehabilitation by 20%, although this is a competitive program;
- » Historic Tax Credits: A 10-year city property tax credit is applied to the increase in the assessment attributed to the renovations; and
- » Enterprise Zone Tax Credits: The enterprise zone offers property tax credits, which are applied to local property taxes to offset the cost of expansion or new construction;
- » Shop Baltimore Loans: Low-interest loans, available through the Baltimore Development Corporation, can be used for acquisition and capital improvements.
- » Facade Improvement Grants: Facade Improvement Grants, available through the Baltimore Development Corporation, can be used to improve the exterior of occupied commercial properties.

- » BDC should actively market vacant buildings.
  - » The Oldtown Merchants Association should distribute its newsletter to building owners to keep them informed of activities in the historic district, as well as progress on the new development.
  - » The City should pursue all options to transfer vacant buildings to new property owners who will make the vacant buildings fit for human habitation (and lease them).
  - » BDC and the Commission for Historic and Architectural Preservation should meet with all business and property owners to discuss historic tax credits and façade improvement grants.
  - » BDC and the Commission for Historic and Architectural Preservation should meet with all business and property owners to discuss how to improve buildings consistent with historic district requirements.
- ### 2. Strengthen Existing Businesses and Recruit New Businesses
- » BDC should work with existing business owners to incorporate the idea of the Global Marketplace into their goods, services, and marketing.
  - » BDC should arrange meetings between current business owners and representatives from the Small Business Development Center to learn how to re-orient businesses to remain competitive in the future.

- » BDC should increase efforts to recruit new businesses to the ‘Global Marketplace,’ by talking to people who own ethnic shops and restaurants in the Baltimore/Washington region, or who produce ethnic goods.
- » BDC should establish a referral program. Existing business owners can earn money by helping to recruit new businesses to Oldtown Mall. For every business they point us to that establishes a new location at Oldtown Mall (no poaching!), they can receive a grant of \$1000 (\$1500 if the business contributes to the Global Marketplace).
- » BDC should seek partners to establish a retail business incubator and/or restaurant incubator.
- » The City should amend the Urban Renewal Plan to permit restaurants with live entertainment at Oldtown Mall.

## INITIATIVE 1 : Oldtown Redevelopment

### 3. Improve the Appearance and Feel of Public Areas

#### Short Term:

- » The City should outline clearly those departments responsible for maintaining the public way.
- » The Oldtown Merchants' Association should regularly power wash entire mall.
- » The Oldtown Merchants' Association should hire a contractor for monthly rodent control.
- » The City should enforce sanitation codes.
- » The City should replace trash cans.
- » The City should increase police presence.
- » Stakeholders should apply to extend the Baltimore City Heritage Area to include Historic Oldtown, which would make the area eligible for small capital and non-capital grants through the Maryland Heritage Areas Authority. Though the grants cannot be used to renovate private property or for working capital for a business, they can be used to enhance public awareness of Oldtown's history, or to renovate or restore the public domain to its historic condition.

#### Long Term:

- » The City should install new pedestrian-oriented lighting after the area becomes less prone to vandalism.
- » The City should remove all bollards, large signs, sculpture, etc.
- » The City should re-open the Mall to vehicular traffic (but keep sidewalks wide enough to accommodate outdoor dining).

### 4. Market Historic Oldtown as a Cool, Environmentally-Friendly Global Marketplace

- » The Oldtown Merchants Association should market the Global Marketplace to the public, stressing "products and food made locally by craftsmen and culinary artists from around the globe."
- » The Oldtown Merchants Association should craft their future special events to reflect the Global Marketplace.
- » The City should consider holding the International Festival at Oldtown Mall.
- » The City should consider moving the Farmer's Market to Oldtown Mall.

### How to Maintain the Vision in the Future

Optimistic people believe that the steps outlined above to achieve the vision will be sufficient to ensure that historic Oldtown Mall remains a healthy neighborhood into the future. When historic Oldtown Mall becomes a desirable place to live and do business, people will be invested in maintaining its status as a desirable place.

However, the neighborhood may function better if it were owned and managed by a single entity. In order to achieve unified ownership of historic Oldtown Mall, progressive property owners can create a new LLC: Historic Oldtown. Instead of owning their individual property, they would own a share of Historic Oldtown in proportion to the size of their building. The LLC will assume day-to-day management of the mall and make decisions regarding use and maintenance.

Property owners who choose not to participate in the new LLC right away are always welcome to join at a later date. Shareholders in the LLC will receive annual dividends and they will retain their ability to sell their share in the LLC.

INITIATIVE 2:

# Somerset Homes



**KEY PLAN ELEMENTS**

- » Introduce new east-west connections through the Somerset Homes site lined by mixed-income housing including townhouses and flats
- » Improve Dunbar Field with additional programming such as a community building, lawn areas, and flexible market space

Somerset Homes is the site of a public housing project previously holding about 315 units. The site will be redeveloped as housing, along with some new community amenities. New housing will be developed in a form more comparable to traditional neighborhoods which encourage walkability, connectivity, and a variety of housing types that meet the diverse demographics of residents. The community expressed several development goals that they would like to see for the revitalized Somerset property:

- » Be mixed tenured with home-ownership opportunities available to HABC tenants
- » Units on the site should be affordable to low and very low income
- » The development includes some senior only housing (if multi-family a building is dedicated exclusively to seniors)
- » Units should accommodate a variety of sizes of families
- » Homes should fit in with the rest of the community and have the same quality of construction
- » The new development should have generous indoor and outdoor recreational facilities for all community members from the very young to seniors
- » The new development has space for employment/business training within the development

The design charrette resulted in two options for development, which vary in parking approach. The preferred option (shown to the right) illustrates a mix of 6, 9, and 12 unit walk-up apartments and townhouses, which are all supported by mid-block surface parking. Examples of these building typologies are found on the next page.



The preferred plan option for Somerset Homes includes a mix of building types, for which all parking requirements are met through the use of surface parking lots



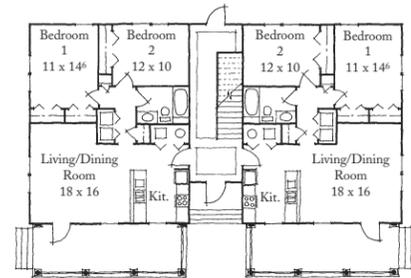
Existing conditions at Somerset Homes

	Multifamily (units)	Townhouses/ Single-Family (units)	Residential Program Total	Community Center (sq. ft.)	Parking
<b>Plan Option A</b>	261	7	<b>268</b>	<b>12,000 sf</b>	<b>305 spaces (1 to 1 for housing + visitor and shared church parking)</b>

**A. Urban Townhouse**



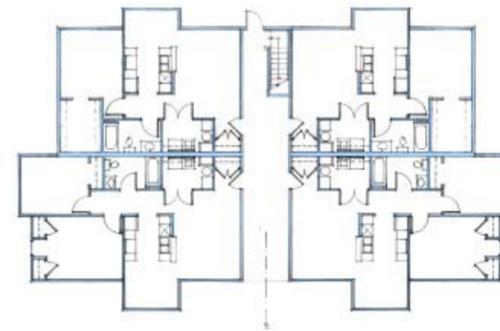
**B. 6-Unit Apartment Building**



**C. 9-Unit Corner Apartment Building**



**D. 12-Unit Apartment Building**



**BUILDING TYPES**

In mixed-income neighborhoods, family oriented townhouses (A) can be provided to suit a broad market. Several different architectural vocabularies can be created from standard floor plans, based on local precedents. Apartments in mixed-income neighborhoods are often provided in wood frame walk-up apartment buildings of two or three floors with a range of six (B), nine (C) and twelve units (D) in each building. Parking for these buildings is located in shared surface lots with landscaping. These buildings often resemble large houses characteristic of admired older neighborhoods nearby. Accessible units are located on the ground floor.

The images above are representative examples from precedent mixed-use projects

INITIATIVE 2 : Somerset Homes

The second option utilizes structured parking lined by a combination of flats and townhouses. Both schemes recommend taller buildings on Central Avenue, which is a high traffic boulevard, while maintaining a smaller scale of two- to two-and-a-half stories at the neighborhood cross streets. Both options preserve the existing churches within the block and strive to provide an improved parking strategy for the multiple uses on site.

Additional recommendations include improvements to Dunbar Field to facilitate community gatherings and limit illicit activity. Currently, the area around the field is poorly formed public space, and the site of much of the area's drug activity. This plan proposes a new community center which can serve as an anchor for the park, and can also program areas around the center for specific functions. Outdoor events and festivals can be accommodated, as well as a community garden, and a lawn.

This alternate scheme proposes three and four-story courtyard apartment buildings with elevators, connected to private structured parking. The garage will be lined with single aspect townhouses that face Aisquith and the new residential streets. Additional townhouses are incorporated into the design surrounding a neighborhood park.

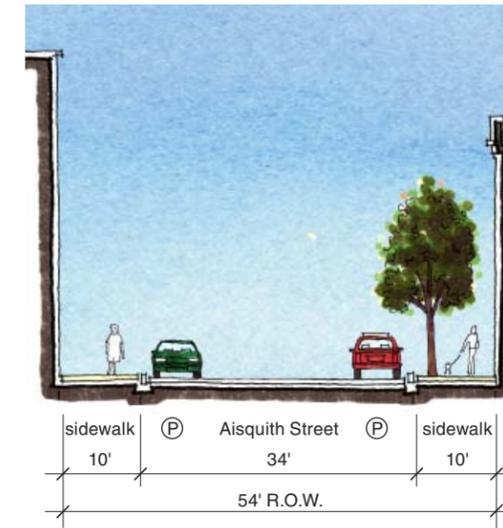
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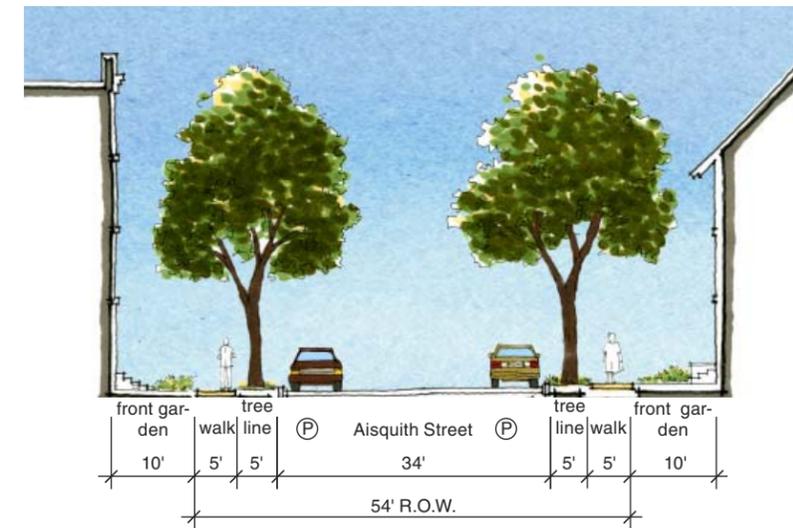
An alternate option for Somerset Homes includes a mix of larger multifamily buildings and townhouses. This allows for more units overall, and uses structured parking to meet parking requirements.

	Apartments (units)	Townhouses/ Single-Family (units)	Residential Program Total	Community Center (sq. ft.)
<b>Plan Option B</b>	305	29	<b>334</b>	<b>12,000 sf</b>

EXISTING CONDITION AT AISQUITH STREET



PROPOSED NEW CONDITION AT AISQUITH STREET



Improvements to the Aisquith streetscape include adding a green tree-line along the street, and introducing front garden setbacks to allow stoops and porches on the buildings



View down typical Residential Street in the Somerset Neighborhood

# Fayette Street Corridor Improvements



## KEY PLAN ELEMENTS

- » Potential improvements to Douglass Homes
- » Reinforce north-south connections by inserting a new street from Orleans to Fayette
- » Reinforce the frontage along Fayette Street with new mixed-use development
- » Establish new housing along Broadway
- » Create an improved park at the corner of Caroline and Madison
- » Improved streetscaping along Central Avenue, including a landscaped median and street trees



Existing conditions

The Fayette Street corridor is lined with an eclectic mix of uses. Yet, with ongoing streetscape improvements, and the redevelopment of Broadway Homes, this street is evolving into an attractive residential address. Therefore currently underutilized sites along this important connector could offer opportunities for new housing and mixed-use development.

Recommendations for this area include both improvements to Douglass Homes and opportunities for infill along Fayette Street and Broadway. Given the complicated ownership patterns in the area, the team studied various alternatives, including:

- 1 Opportunities for new multifamily housing with a commercial anchor at the corner of Fayette and Central Ave.
- 2 Opportunities for the expansion of SJC program elements (see page 27 for more detail)

The plans to the right illustrate variations of those two options depending on what land becomes available.

The housing authority controls some undeveloped frontage along Fayette Street, which should be utilized for new development of three to four stories fronting the street. Parking should be screened behind active ground floor uses, and may be accessed from a rear lane. This site offers a good opportunity for mixed-use buildings that strengthen the frontage along Fayette Street, while providing the amenities needed in the neighborhood. The Housing Authority, City and Sojourner-Douglass College also have an opportunity to partner up and develop alternative uses on these blocks, as illustrated on page 27.



Option 1 includes multifamily housing, and extended street network with potential ground floor commercial along Central and Fayette

	Apartments (units)	Townhouses/ Single-Family (units)	Residential Program Total
<b>Preferred Plan</b>	75	13	<b>88</b>
<b>Alternate Option</b>	60	13	<b>73</b>



An alternate option preserves the existing gas station on the corner, and adds housing along the remainder of the frontage.



Potential program expansion for SJC along Fayette Street



Alternate plan for opportunities if gas station is preserved

INITIATIVE 3 : Fayette Street Corridor Improvements



Development of frontage along Fayette Street as mixed-use buildings

INITIATIVE 3 : Fayette Street Corridor Improvements

DOUGLASS HOMES

While the buildings in Douglass Homes have been renovated in recent years, residents continue to face issues such as crime, lack of surveillance, and insufficient play space for children. Certain site improvements can help to mitigate these concerns.

Currently the blocks are a bit long and impenetrable both by residents and visitors. Therefore, one proposal is to convert one of the pedestrian only spaces into a two-way street. The space between buildings is sufficient to allow this conversion, as is illustrated in the sections below. Other opportunities include programming the ambiguous spaces between buildings with varying types of play equipment and landscaping. These efforts along with potential improvements to the facades can help to improve the character and safety of the development.



Existing conditions at Douglass Homes



Preferred plan for improvements to open space at Douglass Homes

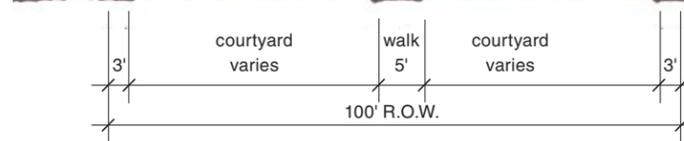


Improvements are recommended to streets, paths, and common areas within Douglass Homes.

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Photo of existing conditions



Existing conditions of the vacant space between buildings



Proposal for the addition of a two-way street with sidewalks through the Douglass Homes Site in order to improve connectivity.

INITIATIVE 4:

# Sojourner-Douglass College



Existing conditions at Sojourner-Douglass College



**PROGRAM ELEMENTS**

- 1 School of Hotel Management and Hospitality (150 rooms)
- 2 Shared Parking Garage
- 3 Wellness and Rehab Center with additional space for academic uses
- 4 Public parking garage next to library, with building above
- 5 Re-use of historic building for Allied Health
- 6 35,000 sf future building
- 7 45,000 sf future building

Sojourner-Douglass College is a private higher education institution that has been part of the Baltimore community since 1972. The college has focused on providing educational opportunities for working adults with a specific focus on the African-American community, and have developed programs to support local economic development. Among its core goals are teaching the values of self-reliance and community development. They also seek to build on existing relationships with institutions such as Johns Hopkins in order to help the community. Sojourner-Douglass is an important contributor to the revitalization of Oldtown. After considerable study, the College has presented a plan for the revitalization of Oldtown that sets forth a vision for a livable community with a unique identity based on its cultural history. The plan includes both programmatic recommendations and tools to address the social inequities that have been a problem for many years. Portions of this plan include the siting of specific programmatic elements as shown to the right. Additional sites are identified for new academic buildings adjacent to their existing buildings. This plan is one of several options being studied for the properties along Fayette Street and Central Ave.



Alternative plan for Fayette Street, including School of Hotel Management and Hospitality, requires land assembly



Existing campus building



Historic building to be redeveloped

INITIATIVE 5:

# Edison Properties



**KEY PLAN ELEMENTS**

- » Encourage infill development with office as a buffer between the jails and residential neighborhoods to the south
- » Establish a public space at the center of a new neighborhood
- » Reinforce the new commercial center with additional mixed-income housing

The area directly adjacent to the viaduct is primarily occupied by large utility companies and parking facilities. Given the limited vacancies and redevelopment opportunities within downtown, this becomes a key area for new mixed-use development and residential that is within very close proximity to downtown.

Edison Properties is a major landowner in the area and has drafted plans for future development. Rebuilding a neighborhood here would include restoring a regular street pattern lined by mixed-use buildings ranging from six to fourteen stories tall. An improved block configuration would also allow for much needed park space in the neighborhood. A larger central park may extend from the boulevard in the future, providing an address with beautiful views. Parking would be provided in the center of the block, lined by active uses. In order to mediate the adjacent correctional and industrial uses, Madison may be an appropriate place for office uses in loft-style buildings.

A key feature of this plan is the demolition of I-83 and its reconstruction as a broad boulevard. While that element of the plan may not be feasible in the short term, it is possible to phase the development extending from Oldtown in order to create new addresses now.



Illustrative plan of the development of the Edison Property

	Multi-Family (units)	Office
<b>Edison Properties</b>	1304	440,000 sf

INITIATIVE 6:

# Fallsway



## KEY PLAN ELEMENTS

- » Improve connections to downtown by extending east-west streets across a new boulevard
- » Create a greenway as a new frontage address in the place of the existing Jones Falls Expressway



The existing relationship between Jones Falls Expressway creates a barrier for connections

The re-envisioning of the I-83 Viaduct can serve as a major catalyst to the revitalization of Oldtown. In its current condition, the viaduct serves as a physical and visual barrier to downtown, and presents challenges for adjacent property owners. The viaduct has severed the street grid and negatively influenced the desirability of adjacent land uses.

The conversion of this elevated highway into an at-grade boulevard would facilitate connections across downtown and establish desirable frontage for new development. While the redesign of this highway may be costly and a longer term effort, it will be a necessary component in re-stitching downtown back together. The creation of a beautiful landscaped boulevard will create a highly desirable address for new development, improve mobility, and dramatically increase property values.

Given that this proposal is considered very long term, there are several ideas that could be considered for I-83 in the short-term to help improve the connections, improve the perception of safety, as well as, the visual vitality between downtown and the Oldtown area. These include:

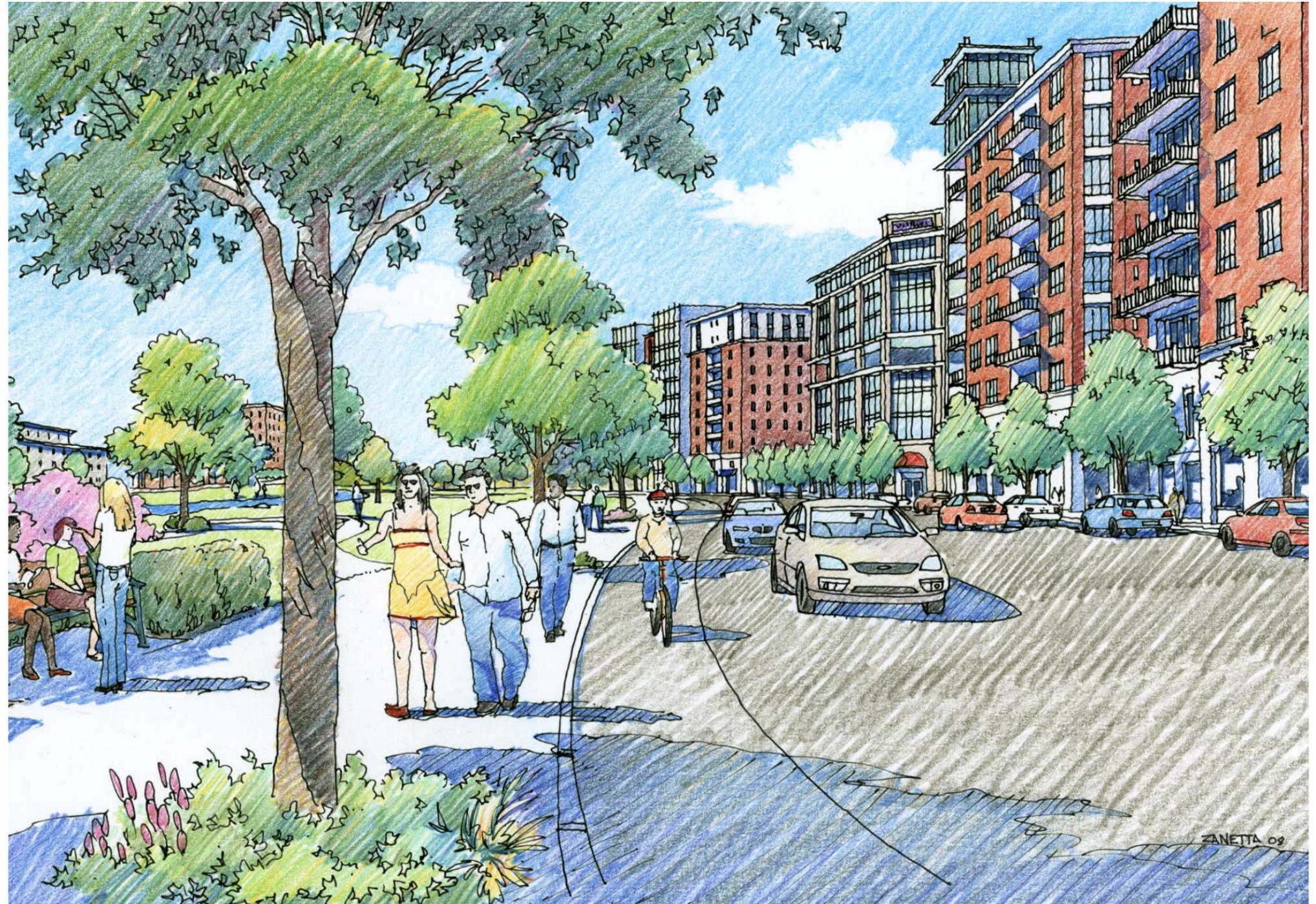
- » Public Art bridge/highway projects (including painting steel structures underneath to brighten)
- » Beautification projects on top of I-83 (maybe decorative highway lighting, plantings, color, etc.)
- » Improved lighting underneath I-83 along Gay and Pleasant Streets.
- » Clean and paint the low stone walls surrounding the parking lot underneath the expressway at Gay and Saratoga Streets (where they hold the farmer's market).
- » Mural or mosaic on the wall underneath I-83 at Gay Street



A long term plan for the neighborhood could include replacing the Jones Falls Expressway with an at-grade boulevard lined by new development.

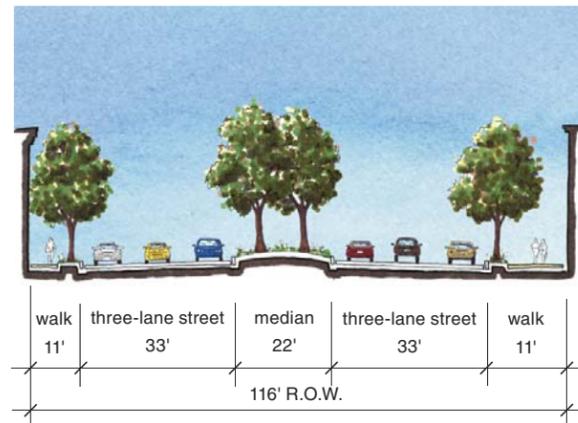
INITIATIVE 6 : Fallsway

Another project that could be considered to increase the visual vitality of this area is to paint the steel structure on Orleans Street bridge. A portion of this is in Oldtown and continues into Downtown/Mt. Vernon. This bridge, along with I-83, are seen by motorists, pedestrians as well as many people living and working in the Downtown/Oldtown area. As has been done in the past in Baltimore, these types of projects make great contests for the public, schools and the arts community.

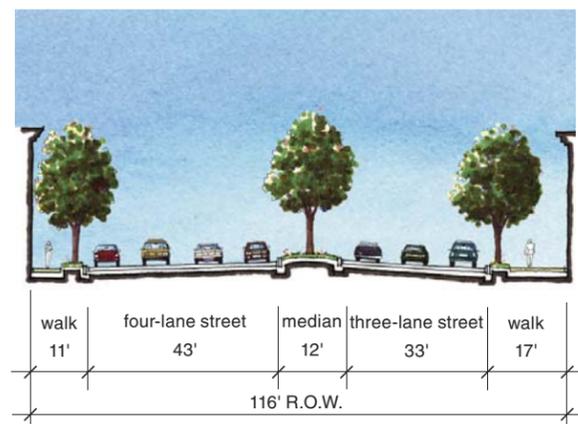


Replacing the Jones Falls Expressway in the future would provide an opportunity to redevelop underutilized land along the Fallsway. This image shows new mid to high-rise development along a greenway which would be directly connected to Downtown.

# Traffic Recommendations



OPTION A: Proposal to calm traffic along Orleans Street by widening the median and reducing the number of lanes.



OPTION B: Proposal to improve the streetscape of Orleans Street by adding street trees and landscaping.

Two Master Plan options are being presented which would affect traffic patterns within the Oldtown area.

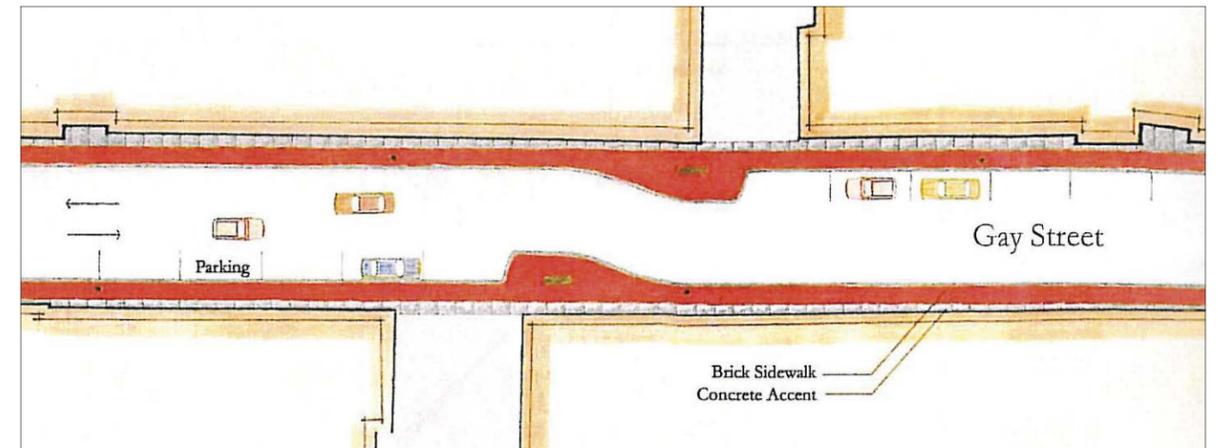
Plan A would preserve the existing Ensor Street alignment but continue two-way flow traffic south to Orleans Street. The current section of Hillen Street between the Ensor Street split and Forrest Street would be abandoned, and the north end of Hillen Street would form a T-intersection with Forrest Street. Southbound traffic on Ensor Street could either turn right onto Forrest and left onto Hillen Street to continue the route to the downtown CBD, or continue south on Ensor Street and turn right onto westbound Orleans Street (one-way traffic on Gay Street south of Orleans Street would be maintained).

Forrest Street east of Ensor Street would be reconstructed to provide vehicular access to Gay Street and the Oldtown Mall pedestrian areas.

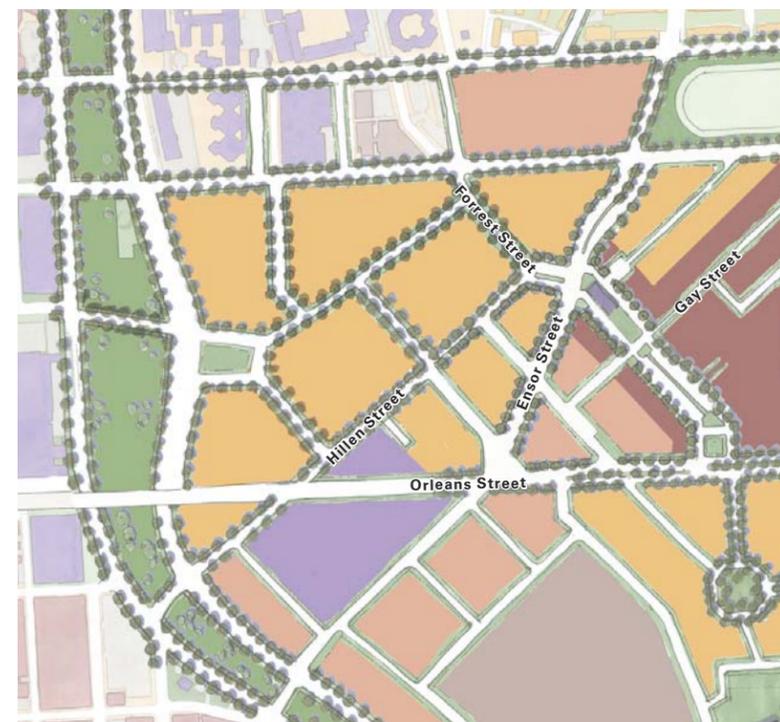
Plan A traffic impacts would be concentrated at the newly configured Ensor Street/Forrest Street intersection due to the additional southbound right turns, and at the reconfigured Hillen Street/Forrest Street intersection due to the additional westbound left turns.

Plan B would abandon the existing section of Ensor Street between Forrest Street and Orleans Street, and reroute all traffic to Hillen Street, which would, at a minimum, need to accommodate two-way traffic flow between Colvin Street and Forrest Street. Northbound Ensor Street would be reconfigured at the Orleans Street intersection to tie into Colvin Street; thus, traffic currently traveling north on Gay Street and continuing onto Ensor Street would be required to make a right turn at the Colvin Street/Hillen Street intersection in order to continue traveling north.

Plan B would abandon the existing section of Ensor Street between Forrest Street and Orleans Street, and reroute all



Detail street plan, Gay Street



Oldtown street framework

traffic to Hillen Street, which would, at a minimum, need to accommodate two-way traffic flow between Colvin Street and Forrest Street. Northbound Ensor Street would be reconfigured at the Orleans Street intersection to tie into Colvin Street; thus, traffic currently traveling north on Gay Street and continuing onto Ensor Street would be required to make a right turn at the Colvin Street/Hillen Street intersection in order to continue traveling north.

Additional Oldtown Mall site access would be provided in both plans from existing intersections along Orleans Street and Aisquith Street.

Plan B traffic impacts would be concentrated at the newly configured Hillen Street/Colvin Street intersection, which will need to accommodate traffic previously using Ensor Street.

Both Plans A and B essentially maintain the existing roadways that currently provide access to the Edison surface parking lots—High Street, Front Street, Exeter Street, and Constitution Street; these roadways would provide access to future development of the parking lots. At the location where Front, Exeter and Constitution Streets currently meet, a park is envisioned in both plans, with a new leg extending from the existing Front Street alignment to Fallsway, as well as a leg connecting to Monument Street on the west side of I-83.

A key feature of both Plan A and Plan B is the eventual removal of the elevated section of I-83 between Chase Street and President Street. Traffic currently using I-83 would be rerouted to Guilford Avenue (southbound traffic) and Fallsway (northbound traffic). Substantial additional engineering studies will be required to fully evaluate this element of the plan, including operational impacts of rerouting traffic to surface streets, transitions between the existing expressway and surface boulevards at Chase and President Streets, and capacity enhancements along Guilford Avenue and Fallsway. While

those studies are beyond the scope of this master plan, an engineering study has been completed to determine the preliminary steps required to accomplish the plan's vision for I-83, including determining the remaining life-span of this section of highway, financial analyses and project phasing.

In the short term, as a development plan for entire project area is finalized, additional traffic studies will be required to evaluate operational performance of critical intersections and site access points, after accounting for the modified street network and development site traffic. At a minimum, the following intersections and access points should be included in this study:

- » Orleans Street/Gay Street/Ensor Street
- » Ensor Street/Forrest Street
- » Ensor Street/Monument Street
- » Aisquith Street/Monument Street
- » Central Avenue/Monument Street
- » Hillen Street/Forrest Street
- » Orleans Street/Forrest Street (access to proposed grocery store)
- » Orleans Street/Aisquith Street
- » Orleans Street/Central Avenue
- » Gay Street/Aisquith Street
- » Fayette Street/Central Avenue
- » Any operational deficiencies in the proposed plan would be identified and site plans finalized based on the operational traffic analyses.



Oldtown street framework

KEY ELEMENTS
» Reopening of Gay Street
» Streetscaping improvements to Orleans
» Improvements to Central
» One-way reconfiguring
» Cleanup intersection at Ensor, Orleans, Gay, etc
» Remove Ensor Street
» Improve block structure
» Study future of I-83 Viaduct



Ensor Street approaching Hillen Street



Orleans Street at Aisquith Street

## Sustainable Design

### GOAL

» For new development to reinforce Baltimore's Sustainability Approach of achieving a balance between environmental protection, economic prosperity, and social equity.



Opportunities to reuse the existing buildings along the Oldtown Mall will complement new commercial development



By successfully connecting to transit locations, new development can offer residents an alternative to using a car



Adding bike lanes to new streetscapes helps to create a greener and more pedestrian friendly environment



Adding permeable planting beds to surface parking provides a creative solutions for storm water collection

The physical component of this plan emphasizes maximizing opportunities for green design. Redevelopment within the downtown core is inherently a more sustainable option than continuing to extend services in order to support development in the suburbs. The site is currently connected to many basic services and employment, and is also connected to adjacent neighborhoods by multiple bus lines, and light rail. The extension of the red line would further enhance the connectivity of this project. Additional opportunities for sustainable design include:

- » Reuse of existing buildings
- » Use of recycled and local materials in new construction
- » Energy efficient housing and mixed-use buildings
- » Use of low-emitting materials in residential and commercial interiors
- » Limit hardscape and increase the quantity of permeable surfaces in order to promote water efficiency
- » Encouraging the use of transit and alternate modes of transportation

In early 2009, the City of Baltimore adopted the Baltimore Sustainability Plan, a first for the City. This Plan addresses (either directly or indirectly) the following goals of the Baltimore Sustainability Plan.

### Cleanliness

- » C2) Sustain a clean and maintained appearance of public land
- » C3) Transform vacant lots from liabilities to assets that provide social and environmental benefits

### Pollution Prevention

- » PP1) Reduce Baltimore's greenhouse gas emissions by 15% by 2015
- » PP2) Improve Baltimore's air quality and eliminate Code Red days
- » PP3) Ensure that Baltimore waters bodies are fishable and swimmable
- » PP5) Improve the health of indoor environments

### Resource Conservation

- » RC1) Reduce Baltimore's energy use by 15% by 2015
- » RC2) Reduce Baltimore's water use while supporting system maintenance
- » RC3) Minimize the production of waste
- » RC4) Maximize reuse and recycling of materials

### Greening

- » G1) Double Baltimore's tree canopy by 2037
- » G3) Provide safe, well-maintained recreational space within 1/4 mile of all residents

### Transportation

- » T1) Improve public transit services
- » T2) Make Baltimore bicycle and pedestrian friendly
- » T4) Measure and improve the equity of transportation

### Green Economy

- » GE1) Create green jobs and prepare City residents for these jobs
- » GE3) Support local Baltimore businesses
- » GE4) Raise Baltimore's profile as a forward thinking, green city

# Human and Economic Development Planning



This graphic is an example of how Sojourner-Douglass College intends to use the three pronged approach in developing their campus while engaging the Change4Real coalition for holistic community development.

Urban blight can threaten the health and sustainability of a community. As there are many changes planned for the Oldtown area, both in the immediate future and several years out, the goal is that the success of the Oldtown area will not only be measured by the new planned investment, but also in the uplifting and economic prosperity of the existing Oldtown residents and businesses. The goal of the Redevelopment Plan for Oldtown is to create a community in which the existing residents can thrive within the “mixed income” environment that the Redevelopment Plan envisions.

Therefore, the development of human capital must be as much of a priority as development of vacant land. Implementing human development recommendations will take many people helping. While the City Agencies will participate in the implementation of the human development recommendations, it will require coordination with the community members (residents and business owners alike) and other neighborhood partners, such as local non-profit organizations and institutions.

## VISION

Using a three-pronged approach to holistic community development, both existing and future residents participate in the revitalization of Oldtown and have the opportunity to flourish professionally, personally, and financially.

## Three Pronged Approach: 3 Critical Aspects of Holistic Community Development

**Physical Development:** Assemble and leverage resources to substantially transform the physical landscape and infrastructure to support sustainable community (see recommendations in the previous sections)

- » **Human Development:** Assemble and leverage the development effort to raise the capacities of the human capital of the community through education, training services and opportunity
- » **Economic Development:** Leverage and transfer resources engaged to support sustainable prosperity for community residents

## RECOMMENDATIONS AND POTENTIAL RESOURCES

There are several recommendations below that provide the framework for human development and creating a sustainable community for the Oldtown area. Listed under each overarching recommendation there are several examples of how the main recommendation may be achieved. Many of these examples are already being carried out through existing programs or projects. The overall goal of the human development component is to better use existing resources, improve these resources or make new connections.

There are currently numerous resources available to the residents and business owners within the Oldtown Plan area. After each set of recommendations and examples there is a list of potential resources in the “Potential Resources Snapshot” box. These resource “snapshots” list existing programs and organizations that exemplify the large cross-section of services, but does not represent all of the programs and organizations serving the Oldtown Area.

1. Improve access to quality affordable housing (both rental and for sale) and increase the rate of homeownership for existing residents.

As the Oldtown area is redeveloped, programs should be in place to help existing residents remain in their homes, relocate nearby, or become homeowners. Example include:

- » Housing options for all residents in the housing continuum (public, subsidized, unsubsidized, rental, homeownership, etc.), including new development and rehabilitated housing units.
- » Awareness of tax incentives available to home owners.
- » Awareness of energy assistance programs to assist both renters and homeowners.
- » Partnerships with organizations that can help seniors and others who need assistance to renovate and maintain their homes.
- » Financial literacy classes.
- » Relationships with local banks and mortgage brokers. Provide them with the information and evidence to encourage them to revise their risk rating for Oldtown.
- » Partnerships with existing organizations which provide home ownership counseling. Establish a network of volunteers who can guide potential homebuyers through the process.
- » Awareness of home buying incentives.
- » Application of the Baltimore City Inclusionary Housing ordinance in new development projects in order to maximize affordable housing opportunities.
- » Innovative housing assistance programs within surrounding communities to assure residents can remain, whether as renters or homeowners.

» Services, such as financial counseling, from various social service entities so that people who live in the community remain in good financial standing.

**POTENTIAL RESOURCES SNAPSHOT:  
AFFORDABLE HOUSING AND HOMEOWNERSHIP**

**GENERAL COMMUNITY DEVELOPMENT**

- Baltimore Housing
- East Baltimore Community Corporation
- Sojourner-Douglass College

**PROGRAMS AND ORGANIZATIONS WHICH HELP PEOPLE REMAIN IN THEIR HOMES**

- Baltimore Housing Office of Community Services
  - » Office of Home Energy Programs
- Baltimore Housing Office of Rehabilitation
  - » Senior Roof Repair Program
  - » Maryland Housing Rehabilitation Program (low interest loans)
  - » City Housing Assistance Program (low interest loans)
  - » Deferred Loan Program
  - » Strategic Assistance for Emergencies
  - » Exterior Façade Grant Program
  - » Accessible Homes 4 Seniors Pilot Program
- Baltimore Housing
  - » Home Improvement Tax Credit
  - » Weatherization Program
- Baltimore Homeownership Preservation Coalition
- State of Maryland Homeowners' Property Tax Credit ("Circuit Breaker")

**PROGRAMS AND ORGANIZATIONS WHICH HELP PEOPLE BUY HOMES**

- Baltimore Housing
  - » First Time Homebuyer Program
  - » Baltimore City Employee Homeownership Program
  - » Baltimore City Live Near Your Work Program
  - » Housing Choice Voucher Homeownership Program
  - » Baltimore City Tax Incentives (Newly Constructed Dwelling Tax Credit; Rehabilitated Vacant Dwelling Tax Credit)
- Live Baltimore
- Maryland Department of Housing and Community Development
  - » First Time Homebuyer Program
  - » Down Payment Assistance and Settlement Expense Programs

2. Improve educational attainment by providing suitable educational resources for people of all ages, including those needing a base or formative education or for those older students looking to advance professionally for purposes of enhancing their economic prospects, or to find greater fulfillment in their lives.

Examples include:

- » Access to early childhood education in existing childcare facilities or new facilities within the Oldtown area.
- » Easy access and safe routes to public schools through adequate number of crossing guards and making sure that the roadways have adequate lighting, crosswalks and signals.
- » Using data on the current and potential future population in Oldtown to determine school needs and enhance educational opportunities for the entire range of school age children. The Baltimore City Public School (BCPS) system uses data to determine school capacity and capital needs on an annual basis for the entire system.
- » Strengthened existing partnerships and new partnerships between the schools (BCPS and colleges and universities), the community, businesses, nonprofit organizations, and institutions including the library, in order to ensure well-rounded support for education, generate additional resources, and recruit volunteers.
- » Strengthened parental involvement in education and schools by continuing to recruit parents to volunteer at the schools, encouraging them to serve on or establish PTA organizations, and educating them about homework, college preparation, and resources available through the Baltimore City Public School system.

- » Expanded opportunities for after-school activities.
- » Adults reaching their own educational goals utilizing GED programs, literacy programs, computer courses, and higher education.

**POTENTIAL RESOURCES SNAPSHOT:  
EDUCATION**

**PROGRAMS AND ORGANIZATIONS ENGAGED IN ENHANCING EARLY CHILDHOOD EDUCATION**

- Baltimore Housing Office of Community Services
  - » Child Care Academy
  - » The Head Start Program

Baltimore City Public School System

**PROGRAMS AND ORGANIZATIONS ENGAGED IN ENHANCING EDUCATION FOR SCHOOL AGE CHILDREN**

- Baltimore Housing Office of Resident Services
  - » Digital Connectors Program
  - » Youth Leadership Clubs

BCPS – Parent and Community Advisory Board

Partners for Success: Resource Center for Families and Schools (through BCPSS)

Special Education Citizens Advisory Committee (through BCPSS)

BCPS Office of Extended Learning – ([http://www.baltimorecity-schools.org/Departments/Chief\\_Academic\\_Officer/academic\\_achievement/ExtendedLearning.asp](http://www.baltimorecity-schools.org/Departments/Chief_Academic_Officer/academic_achievement/ExtendedLearning.asp) )

**ORGANIZATIONS AND INSTITUTIONS ENGAGED IN FURTHERING ADULT EDUCATION**

Sojourner-Douglass College

Johns Hopkins University

Baltimore City Public Schools

The State of Maryland Adult Literacy Resource Center- clearinghouse for several programs that serve Baltimore City residents (<http://www.gogedgo.org/baltimorecity.html>)

**ADDITIONAL RESOURCES**

Baltimore City Public Schools, Office of Partnerships, Communications, and Community Engagement

The Family Institute - (<http://www.baltimorecityschools.org/Parents/FamilyInstituteIndex.asp> , <http://baltimoreconnections.org/schools.html>)

Baltimore City Public Schools Office of Partnerships and External Relations (Schools-Business Partnerships)

- » Mentoring/Tutoring
- » Reading (guest readers)
- » Volunteering
- » Financial Contributions
- » Donations (of equipment, supplies, etc.)
- » Adjunct Faculty
- » Internships
- » Adopt-A-School

Enoch Pratt Free Library

Carmelo Anthony Center

3. Facilitate access to employment and career development opportunities. Emphasis should be placed on career development and not simply entry-level jobs.

Examples include:

- » Increased availability and awareness of job training and placement services for adults and youth for fields including, but not limited to:
  - › Health care
  - › Green construction and design
  - › Housing maintenance, including plumbing, electrical, general contracting, and green/environmental installations
  - › Construction
  - › Security Services
  - › Hospitality
  - › Retail
  - › De-Construction (associated with the demolition of buildings)
  - › Port-Related Services
  - › Food Distribution
- » Using skills development infrastructure through existing institutions such as Sojourner-Douglass, churches, schools, and the library.
- » Job training programs with existing and potential new employers. For example, residents and students may be able to take advantage of employment or internship opportunities associated with nearby hotels.

- » Increased access to jobs associated with the construction in Oldtown through such devices as first source hiring, training programs, job fairs and other tools such as apprenticeship opportunities and a pipeline for local residents to get into the construction trades.

**POTENTIAL RESOURCES SNAPSHOT:  
EMPLOYMENT AND CAREER DEVELOPMENT**

**ORGANIZATIONS AND PROGRAMS WHICH HELP STRENGTHEN SMALL BUSINESSES**

- Small Business Resource Center
- Baltimore Development Corporation
- Mayor’s Office of Minority and Women-Owned Businesses – Women’s Business Forum
- Korean Business Enterprise Association
- Greater Baltimore Black Chamber of Commerce
- Baltimore City Chamber of Commerce
- Women Entrepreneurs of Baltimore
  - » WEB 101
  - » Six-week First Step program
  - » Twelve-week Core program
- Enoch Pratt Free Library Business Center (at the Central Library)

**ORGANIZATIONS AND INSTITUTIONS WHICH PROVIDE JOB AND SKILLS TRAINING, AND IDENTIFICATION OF EMPLOYMENT OPPORTUNITIES**

- Mayor’s Office of Employment Development
    - » One Stop Career Center Network
    - » Digital Learning Labs
    - » Employ Baltimore
  - Maryland Workforce Exchange
  - Sojourner-Douglass College
  - Churches
    - » Centennial
    - » First Charity Baptist Church
    - » Fountain Baptist
    - » Waters AME
  - Enoch Pratt Free Library Job and Career Information Center (at the Central Library)
  - Enoch Pratt Free Library Classes (at various locations)
  - Job Opportunities Task Force
    - » Jump Start Program (building trades)
  - Baltimore Alliance for Careers in Health Care
  - East Baltimore Community Corporation (EBCC)
- ACCESS TO JOBS ASSOCIATED WITH REDEVELOPMENT**
- Mayor’s Office of Minority and Women-Owned Businesses
    - » Baltimore City Local Contractor Development Program
  - Mayor’s Office of Employment Development
    - » Baltimore City Residents First
  - Corporations
    - Baltimore Development Corporation

4. Support opportunities for business development in Oldtown. Supporting existing small businesses and making way for new small businesses will help sustain economic expansion in the area and support a satisfying quality of life for all of Oldtown’s residents

Examples include:

- » Small businesses, both existing and new, that thrive help sustain a healthy local economy.
- » Increased access to business development resources, to assist those people who are interested in starting their own businesses.
- » Community Development Corporations (CDC) which help organize residents, provide input on future development in Oldtown.
- » Establish support structure for existing business for training, technical assistance, etc. to help businesses grow and succeed.

**POTENTIAL RESOURCES SNAPSHOT:  
BUSINESS DEVELOPMENT**

**ORGANIZATIONS, ENTITIES AND INSTITUTIONS THAT CAN HELP  
CREATE WORKER COOPERATIVES AND NETWORKS**

- Sojourner-Douglass College
- Churches
  - » Centennial Caroline Street United Methodist Church
  - » Fountain Baptist Church
  - » Waters AME Church
  - » First Charity Baptist Church Sojourner- Douglass College

5. Build wealth. For long-term economic well-being, Oldtown residents need to have assets as much as they need to have a steady income. Programs should be in place to help Oldtown residents climb the economic ladder, build wealth, plan for their futures, and establish a financial safety net to get through unexpected financial crises.

Examples include:

- » Access to financial literacy programs which help people figure out how to manage money, improve credit scores, save money, and earn interest
- » Financial counseling that help residents plan for retirement, education, and home buying.
- » Partnerships with local financial institutions to assist residents with asset development.
- » Climbing the housing ladder from public housing to subsidized housing to rental housing to homeownership. (In some cases, this may help climb the economic ladder. Therefore, guiding principle number 1 is closely related to this guiding principle.)

**POTENTIAL RESOURCES SNAPSHOT:  
WEALTH**

**ORGANIZATIONS AND INSTITUTIONS THAT CAN HELP IMPROVE  
FINANCIAL LITERACY AND FINANCIAL PLANNING**

- Religious Institutions
- CDFI
- Existing Financial Institutions
- Baltimore Cash Campaign
- Sojourner-Douglass College

**ORGANIZATIONS AND INSTITUTIONS THAT CAN PROVIDE  
INCENTIVES FOR SAVING**

- Local Banks

6. Improve health and balance throughout all phases of the life-cycle and the whole person. Healthcare could include preventative, physical (including pre-natal care and recreational physical activity), mental, emotional and spiritual components so that the residents of Oldtown can participate or continue to participate in the active life and prosperity of Oldtown.

Examples include:

- » Access to all types of health care programs including but not limited to those provided by non-profit organizations, faith-based institutions, and government agencies.
- » Access to pharmacy and medical supplies.
- » Community physical fitness programs.
- » Access to healthy food options.
- » Access to after school care for youth, Adult Day Care for seniors and a Community Center.
- » Access to youth and family services including counseling, crisis management through problem solving, communication and interaction as well as youth diversion services and other support services and risk reduction services.
- » Access to substance prevention, drug treatment services and re-entry programs, including services ranging from detoxification and maintenance to drug-free and drug prevention counseling.
- » Access to faith-based institutions and outreach programs

### POTENTIAL RESOURCES SNAPSHOT: HEALTH

#### ORGANIZATIONS PROVIDING YOUTH AND FAMILY SERVICES (INCLUDING HEALTHCARE, DRUG TREATMENT AND COUNSELING, ETC.)

East Baltimore Community Corporation (EBCC)

JAI Medical Center

Carmelo Anthony Center

Health Care for the Homeless

Sojourner-Douglass College

Baltimore City Health Department

Local churches

**THE HEALTH DEPARTMENT HAS MANY PROGRAMS. THE LISTING BELOW IS ONLY A SMALL LISTREET ([HTTP://WWW.BALTIMORE-HEALTH.ORG/](http://www.baltimore-health.org/) )**

#### 1 Infants

- » WIC: Women, Infants & Children: Get WIC for your child or yourself
- » Maternal & Infant nursing: Home-visiting and case management for women and infants.
- » Healthy Start: Working to reduce infant mortality in Baltimore
- » Baltimore Infants & Toddlers: Serving infants and toddlers with special needs and developmental delays.
- » Safe Sleep Initiative: Learn how to put your baby to sleep

#### 2 Children

- » Immunization program: Find out how to get your child fully immunized.
- » Asthma program: Helping children with severe asthma.
- » Reach Out and Read: Working with physicians to get books into the hands of kids.

- » Child and Adult Care Food Program: Get a nutrition supplement for the children in your daycare.
- » Health Care Access: Helping families access Maryland's Children Health Program.
- » Childhood Lead Poisoning Prevention: Helping reduce and prevent lead poisoning

#### 3 Teens/Youths

- » Healthy Teens/Young Adults
- » Family planning, reproductive health and mental health screening to people between 10 and 24 years of age.
- » Operation Safe Kids: Case-management for youth at risk of becoming victims or perpetrators of violence.

#### 4 Men

- » Family Planning & Reproductive Health: Get family planning and other services for yourself or your partner.
- » Men's Health Center: Get a check up or other services at the Men's Health Center.

#### 5 Seniors

- » Personal care: Personal care for vulnerable seniors on Medicaid and Medicare.
- » Senior Companion Program: Provides companionship for seniors and individuals with disabilities.
- » Senior Community Service Employment Program: Provides training for unemployed seniors.

7. Improve public safety through comprehensive and coordinated efforts.

Examples include:

- » Strengthened relations between the community and law enforcement officers.
- » Increased awareness of Operation Crime Watch and the ability to report crime anonymously.
- » Working with merchants to reduce theft and loitering.
- » Strengthened existing partnerships between institutions, religious organizations, community organizations, and law enforcement to increase participation in public safety initiatives.
- » Increased police presence.

**POTENTIAL RESOURCES SNAPSHOT:  
PUBLIC SAFETY**

Baltimore City Police Department  
Citizens on Patrol  
Churches

8. Plan for human-scale development.

Streets, pedestrian paths, and bike paths should contribute to a system of fully connected, safe, and interesting routes to all destinations. Their design should encourage pedestrian and bicycle use through narrow widths and spatially defined buildings, trees, and lighting. This will discourage high-speed traffic. Community design should help conserve resources and minimize waste.

9. Provide for a well-balanced, well-designed transportation system.

A key element of a livable community is a system that allows people to get around by car, transit, bicycle, and walking. As many activities as possible should be located within easy walking distance of transit stops.

10. Protect the character of existing communities and limit displacement of current residents as changes occur. Preserve community affordability, character and sense of place.

11. Improve accessibility so that all people, regardless of age and ability, can easily navigate the community. Ensure compliance with the Americans' with Disabilities Act.

12. Keep local residents actively participating in the community and future decision making for the Oldtown area. An example includes:

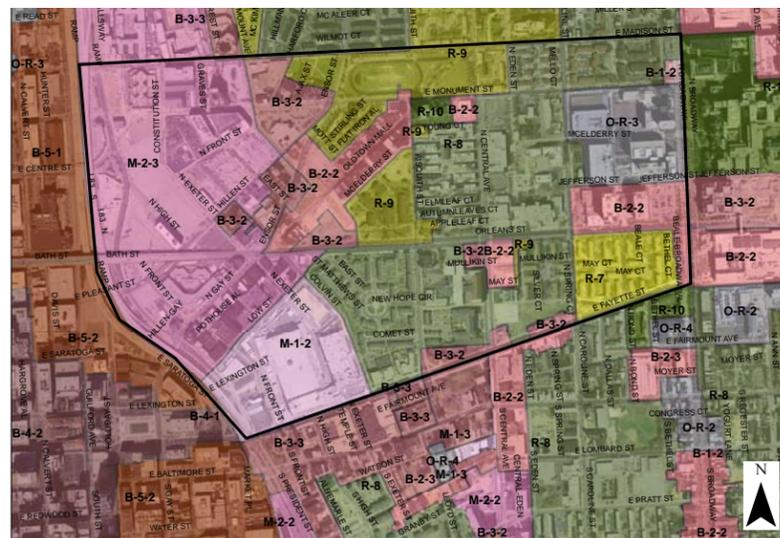
- » Defined structure of the community presence (neighborhood association, umbrella group, etc.)

# Zoning

The current zoning of the Oldtown area ranges from residentially zoned properties to industrially zoned properties. The zoning categories found within the area are R-7, R-8 and R-9, with O-R-1 (Office-Residential ) zoning near Broadway. There are also pockets of Business zoned properties that are B-2-2 and B-3-2 which included the historic Oldtown Mall site. The industrially zoned properties, which are M-1-2 and M-2-3, line the Fallsway. They are primarily the Edison parking lots, BG&E and the State of Maryland correctional facilities. The goal of the plan is to leave the residential and commercial zoning in place, where necessary, but to change the industrial properties to a commercial zoning category that would allow for residential mixed- use developments, especially along the Fallsway.

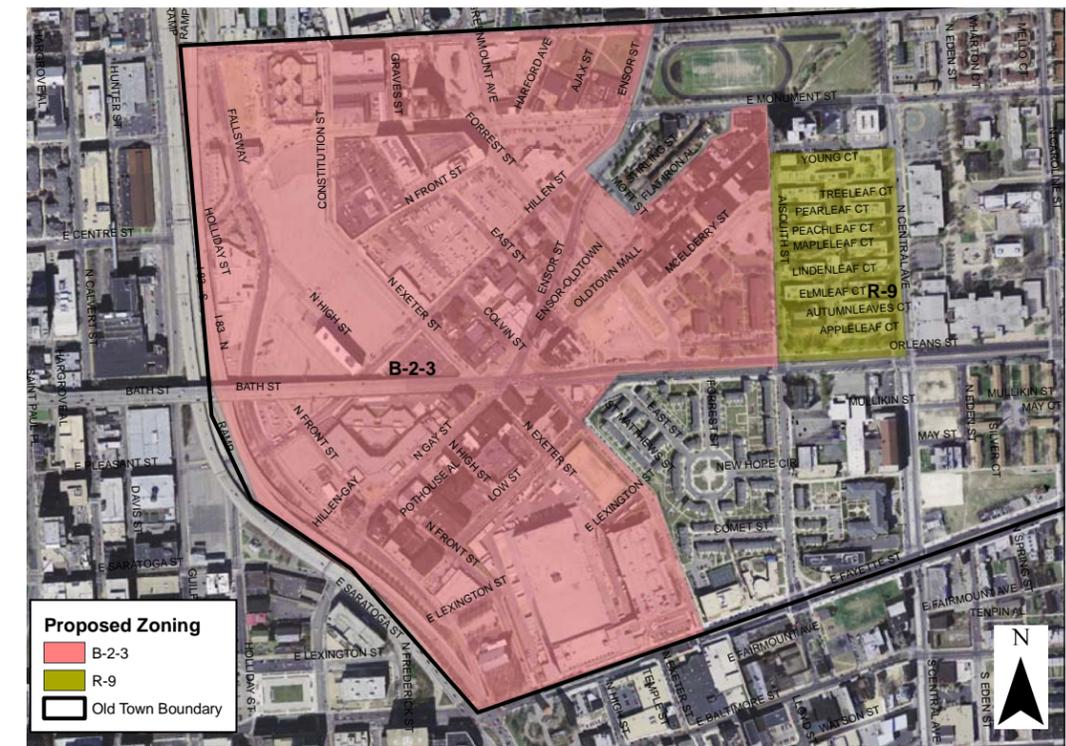
Though the existing zoning code is in place and its regulations currently govern the properties within the Oldtown Redevelopment Plan area, the City of Baltimore is currently undertaking a zoning code rewrite effort called TransForm Baltimore. The current Baltimore City Zoning Code was enacted in 1971 and has not been comprehensively evaluated or updated since then. This effort is a key step in the implementation of the City’s comprehensive master plan, *LIVE-EARNPLAY-LEARN: A Business Plan for a World-Class City*. The goal of the new zoning code is to create better tools to:

- » Support and guide City developments and investment,
- » Enhance and Protect neighborhood character,
- » Strengthen retail districts, and
- » Promote job growth.



Existing Oldtown Zoning Map

These goals are directly in sync with the goals of the Oldtown Redevelopment Plan. One of the main goals of the plan is to find a way to link Oldtown with Downtown Baltimore both physically and in perception. Through TransForm Baltimore the City is considering giving portions of Oldtown the same zoning category of Downtown to accommodate the taller buildings and mix of uses that are proposed in this plan. The zoning for all of Oldtown will be re-evaluated based on the existing code, the categories proposed within TransForm Baltimore and in keeping with the existing and proposed land uses.



## OLD TOWN REZONING

Proposed zoning changes are based on existing zoning, but may be modified based on the outcomes of TransForm Baltimore

# Implementation Strategy

ONE OF THE MAYOR'S PRIORITIES is to track the progress of neighborhood master plan implementation and steer agency priorities according to the recommendations in the plans. Plan implementation will not only consist of projects where one Agency will lead and carry a project through implementation, such as the Somerset Redevelopment, but full implementation of the plans will often require some form of inter-agency coordination as well as coordination with the community members (residents and business owners alike) and other neighborhood partners. For example, the redevelopment plan calls for the reopening of the street in the historic Oldtown Mall. This reopening not only impacts traffic circulation, but utilities (both above ground and underground), as well as, business operation. At least three different City Agencies and the business owners would have to coordinate tasks and timing in-order to have effective implementation.

Following is an implementation chart that lists the main recommendations for the Oldtown Redevelopment Plan, but the general timeline for completion and the partners that are either lead for implementing that task (Major Partners) or have committed at this point to assist in some part of the imple-

mentation of the item (Other Involved Stakeholders). Given the complexities of the Plan, it is to be understood that though the City may list only one agency or organization as lead, other agencies and organizations will be brought in as needed for the implementation of any item. Also, this chart does not preclude that other organizations not listed here and additional private and non-profit partnerships may be forged to help with the redevelopment of Oldtown.

Also, the recommendations below provide the framework for human development and creating a sustainable community for the Oldtown area. Further detail about how these main recommendations can be carried out is included in the main text of the plan by listing several examples of how the main recommendation may be achieved as well as “snapshots” that lists some of the existing service providers and resources.

Recommendations		Timeline	Major Partner	Other Stakeholders Involved	Potential Resources/ Additional Information
<b>Implementation Coordination</b>	Monitor, assess, coordinate provide technical support for redevelopment, planning and implementation to assure that the redevelopment meets its identified goals and the community is educated on implementation processes.	On-going	Planning/Baltimore Housing/ BDC	Change4Real Coalition	
<b>Redevelopment of Somerset Homes</b>	Engage the community in the development of a vision for the future of the Somerset Homes site that is consistent with and builds on the recommendations of the Oldtown Redevelopment Plan. In developing this vision, address items including but not limited to mix of housing types and residential options; range of design features; programs to ensure future improvements to the rental units; and options for partial community ownership of the development.	On-going (through-out project devevelopment)	Baltimore Housing (HABC)	Change4Real Coalition/ Fountain Baptist Church/ other community partners	
	Develop, with input from the community and other interest stakeholders, and issue a Request for Proposal (RFP) for redevelopment of Somerset Homes Redevelopment.	Short-Term	Baltimore Housing (HABC)	Change4Real Coalition and other community partners	
	Refine Development Plan (including unit count and site and building designs)	Short-Term	Baltimore Housing (HABC)	Planning Department/ Change4Real Coalition/ Fountain Baptist Church	
	Complete development plan approval process	Medium-Term	Baltimore Housing (HABC)	Planning Department	
	Construction of new mixed income development	Long-Term	Baltimore Housing (HABC)	Change4Real Coalition/ Fountain Baptist Church	Job opportunities for local residents will be met through first source hiring procedures.
	Explore the possibility of community benefit agreements, homeownership subsidy and other configurations to achieve the wholistic community development outcomes.	Medium-Term	Change4Real Coalition/Tenant Council/HABC	EBCC/other non-profit and community partners	
<b>Fayette Street Initiative</b>	Acquisition for site assembly	Medium-Term	Baltimore Housing (HABC) or Sojourner- Douglass College (Depends on the initiative)		
	Refine Development Plan	Long-Term	Baltimore Housing (HABC) or Sojourner- Douglass College (Depends on the initiative)	Planning Department/ Change4Real Coalition	
	Complete development plan approval process	Long-Term	Baltimore Housing (HABC) or Sojourner- Douglass College (Depends on the initiative)	Planning Department	
	Extend streetscape improvements down Fayette Street and commence streetscape improvements along Central in the study area.	Long-Term	BCDOT		(MVR, Federal Funds) / "Complete Streets" implementation for neighborhood arterials - repaving, sidewalk repair/expansion, new street trees, bicycle facilities, and new public spaces Orleans Street Streetscape project is currently in construction as of 7/09. Central Ave. Streetscape will be constructed in 2010

Recommendations	Timeline	Major Partner	Other Stakeholders Involved	Potential Resources/ Additional Information	
<b>Oldtown Mall Redevelopment:</b> <b>I. General Recommendations</b>	Implement Phase I of the Oldtown Mall site with improvements to Gay Street and the design and construction of new mixed-use buildings with residential above ground floor retail.	Medium-Term	Continental Realty/ BDC	Change4Real Coalition/Fountain Baptist Church	Possible TIF District/ It is important to note that it is still possible, depending on market conditions, for the grocery store to precede the mixed use buildings with ground floor retail and upper story residential.
	Implement Phase II improvements to the Oldtown Mall site including development of the grocery store and additional retail and housing. Build structured parking in association with the grocery store.	Medium-Term	Continental Realty/ BDC	Change4Real Coalition/Fountain Baptist Church	Possible TIF District/It is important to note that it is still possible, depending on market conditions, for the grocery store to precede the mixed use buildings with ground floor retail and upper story residential.
	Complete feasibility study on the removal of Ensor Street and complete redevelopment of the blocks in that area.	Medium-Term	BCDOT	BDC	Coordinate with BDC as this will have an impact on the redevelopment project. Traffic study to determine the neighborhood impact of removing Ensor Street
	Complete the redevelopment of blocks/ buildings in Oldtown Mall, encouraging the renovation of buildings on historic street and actively marketing vacant buildings (encourage utilization of local vendors ).	On-going	BDC/ Individual property owners	Change4Real Coalition/ Oldtown Merchants Association	Facade Improvement Grants; Enterprise Zone Tax Credits; Historic Tax Credits; Shop Baltimore Loans
	Develop a strategy to ensure all buildings are up to code and fit for habitation and that vacant buildings are safe and secure.	On-going	BDC/ Baltimore Housing	Oldtown Merchants Association/ Change4Real Coalition	
	Re-open the Mall to vehicular traffic (but keep sidewalks wide enough to accommodate outdoor dining).	Medium-Term	BCDOT	BDC	Oldtown Mall will be opened to 2 way traffic with on-street parking. Improved traffic circulation will create safer, more visible streets and will facilitate local business access. In 2009 the concept plan was completed and BCDOT began working with a consultant on a utility analysis.
	Pursue all options to transfer vacant buildings to new property owners who will make the vacant buildings fit for human habitation (and lease them).	On-going	BDC and Baltimore Housing	Fountain Baptist Church/ Other non-profit and community partners	
	Increase marketing of existing incentive programs, including Historic Tax Credits, Enterprise Zone Tax Credits, Shop Baltimore Loans, and Facade Improvement Grants.	On-going	BDC	Change4Real Coalition/ Fountain Baptist Church	Kick off more intense efforts as soon as we have more concrete information about the redevelopment.
	Distribute the Oldtown Merchants Association newsletter to building owners to keep them informed of activities in the historic district, as well as progress on the new development.	On-going	Oldtown Merchants Association		
	Meet with all business and property owners to discuss how to improve buildings consistent with historic district requirements and the use of historic tax credits and façade improvement grants to fund improvements.	On-going	BDC and CHAP	Oldtown Merchants Association	Kick off more intense efforts as soon as we have more concrete information about the redevelopment.
	Develop a strategy to help existing residents remain in Oldtown, if they choose, if and when Forrest Street Apartments are demolished.	Short-Term	BDC and Continental Realty	Change4Real Coalition/other non-profit and community partners	
	Consider having a single entity own and manage the historic Oldtown Mall. For example property owners can create a new LLC: Historic Oldtown.	Long-Term	Private property owners	Oldtown Merchants Association	

Recommendations		Timeline	Major Partner	Other Stakeholders Involved	Potential Resources/ Additional Information
<b>Oldtown Mall Redevelopment: II. Strengthen Existing Businesses and Create New Businesses</b>	Arrange meetings between current and potential business owners, representatives from the Small Business Development Center, and others conversant with the development of local community economies to learn how to re-orient businesses to remain competitive in the future as well as to navigate new opportunities within a new thriving local economic framework for Oldtown.	On-going	BDC and Small Business Development Center	Change4Real Coalition/ Fountain Baptist Church/ other non-profit and community partners	
	Seek partners to establish retail business incubator and/or restaurant incubator.	On-going	BDC	Fountain Baptist Church/Other non-profit, community partners	
	Identify and explore new tools for expanding business development opportunities for existing Oldtown residents through use of community benefit agreements, equity sharing and cooperative arrangements, local institutional partnerships with area churches and institutions.	Short-Term	BDC/Change4Real Coalition		
	Amend the Urban Renewal Plan to permit restaurants with live entertainment at Oldtown Mall.	Long-Term	BDC, Planning, City Council	Oldtown Merchants Association	Area should be more stabilized before this is implemented.
<b>Oldtown Mall Redevelopment: III. Appearance and Feel of Public Areas</b>	Power wash entire mall regularly.	On-going	Oldtown Merchants Association		
	Hire a contractor for monthly rodent control.	On-going	Oldtown Merchants Association		
	Enforce sanitation codes.	On-going	Baltimore Housing-Code Enforcement		
	Replace trash cans.	Short-Term	DPW/ Oldtown Merchant's Association		
	Increase police presence.	Short-Term	Baltimore City Police Department		
	Remove all bollards, large signs, sculpture, etc.	Short-Term	BCDOT	much of this will be done with street projects	
	Apply for expansion of the Heritage Area.	Short-Term	CHAP		
	Install new pedestrian-scaled lighting.	Long-Term	BDC or Department of Transportation		This will be coordinated with the street re-opening and after the area becomes less prone to vandalism.
<b>Oldtown Mall Redevelopment: IV. Marketing Historic Oldtown as a Cool, Environmentally- Friendly Global Marketplace</b>	Market the Global Marketplace to the public, stressing "products and food made locally by craftsmen and culinary artists from around the globe."	On-going	Oldtown Merchants Association/ BDC	other non-profit and community partners	
	Recruit new businesses to the 'Global Marketplace,' by informal marketing, such as talking to people who own ethnic shops and restaurants in the Baltimore/Washington region, or who produce ethnic goods	On-going	BDC- Commercial Revitalization and Oldtown Merchant's Association	Change4Real Coalition/ Fountain Baptist Church	
	Work with existing business owners to incorporate the idea of the Global Marketplace into their goods, services, and marketing.	On-going	BDC	Small Business Resource Center	
	Craft future special events to reflect the Global Marketplace.	On-going	Oldtown Merchants Association	other non-profit and community partners	
	Consider holding the International Festival at Oldtown Mall.	Long-term	BOPA		
	Consider moving the Farmer's Market to Oldtown Mall.	Medium-Term	BOPA		

Recommendations		Timeline	Major Partner	Other Stakeholders Involved	Potential Resources/ Additional Information
Douglass Homes Initiatives	Enhance Douglass Homes with more landscaping and play equipment in "ambiguous" spaces	Long-Term	Baltimore Housing (HABC)		
	Redevelop the Fayette Street frontage adjacent to Douglass Homes and implement improvements to Douglass Homes including new development on Broadway.	Long-Term	Baltimore Housing (HABC)		
	Create new street on the eastern portion of Douglass homes to create another vehicular connection between Fayette Street and Orleans Ave.	Long-Term	Baltimore Housing (HABC)/ BCDOT		Utility assessment is to be done to determine potential conflicts with underground services.
Sojourner-Douglass Initiatives	Reuse historic building on the Southeast corner of Orleans and Aisquith for the Allied Health programs	Medium-Term			
	Redevelop the Burger King restaurant on the southwest corner of Orleans and Central for a future academic building	Long-Term	Sojourner-Douglass College/ Change4Real Coalition/Wall Street Without Walls		
	Develop parking lot on Aisquith (adjacent to Pleasant View Gardens Community Center) as future academic building	Long-Term	Sojourner-Douglass College/ Change4Real Coalition/EBCC		
	Continue discussions with City about Fayette Street Initiative: Develop the School of Hotel & Hospitality Management	Medium-Term	Sojourner-Douglass College/ Baltimore Housing/ Change4Real Coalition		Issue Hotel Equity stocks to Tenant Councils with Tenant Councils, City, and SDC to set aside a portion of revenue for resident tuition & training costs.
Fallsway/Edison Redevelopment Area	Redevelop blocks along Hillen controlled by Edison into housing with some ground-floor commercial uses.	Long-Term	Department of Planning/ Private Property Owners	Baltimore Housing/BDC	A zoning change is needed to allow for the density and mix of uses that are desired for this area.
	Begin the funding process for the removal of the JFX.	Long-Term (35+ years)	BCDOT		JFX teardown study conducted by BCDOT in 2009 concluded demolition of elevated downtown portion of JFX would not be cost effective until 2050. There is about 40 years of useful life left for the JFX.
	Demolish existing elevated portion of I-83 from President Street to Chase Street and recreate as a surface boulevard/greenway.	Long-Term (35+ years)	BCDOT		Recommendation is to demolish elevated portion of JFX downtown to create an at-grade boulevard with transit and improved pedestrian/bicycle access. JFX teardown study conducted by BCDOT in 2009 concluded demolition of elevated downtown portion of JFX would not be cost effective until 2050.
	Implement interim solutions for I-83 until to help improve safety and visual connections between Downtown and Oldtown.	Short-Term/Medium-Term	BCDOT/ Public Art Commission		
General Traffic Recommendations	Prepare a traffic study of the Oldtown area to test the feasibility of traffic recommendations including the replacement of the JFX viaduct with a surface boulevard and the removal of Ensor Street.	Medium-Term	BCDOT		Traffic study for JFX teardown will not be started until decision has been made by administration on whether to proceed with project.
	Complete street improvements to arterial streets in the project area.	Long-Term	BCDOT		"Complete Streets" implementation for neighborhood arterials - repaving, sidewalk repair/expansion, new street trees, bicycle facilities, and new public spaces Orleans Street Streetscape project is currently in construction as of 7/09. Central Ave. Streetscape will be constructed in 2010

Recommendations		Timeline	Major Partner	Other Stakeholders Involved	Potential Resources/ Additional Information
<b>Other Recommendations</b>	Study the possibility of building a public parking garage on the parking lot of the Orleans Street branch of the Enoch Pratt Free Library (EPFL) for use by the Library, Sojourner-Douglass College and other nearby users.	Long-Term	EPFL/ Sojourner-Douglass College/ Parking Authority		
	Work with BCPS to refine and implement any planned recommended improvements to Dunbar Field.	Medium-Term	BCPS/ Recreation & Parks	Change4 Real Coalition/ Fountain Baptist Church/ Department of Planning/ other non-profits and community partners	
	Consider opportunities for creating shared development and parking options throughout the plan area	Medium-Term	Baltimore Housing/ Continental Realty/	Area Churches/other non-profits and community partners	Expansion and parking needs of historic area churches should be an integral component of the Oldtown Redevelopment Plan.
	Continue to explore the feasibility and opportunities for institutional growth.	On-going	Area educational institutions and area churches		Incorporate church expansion/parking plans into other institutional redevelopment plans
<b>Human Development (main strategies, see text for examples and resources)</b>	Improve access to quality affordable housing (both rental and for sale) and increase the rate of homeownership for existing residents. As the Oldtown area is redeveloped, programs should be in place to help existing residents remain in their homes, relocate nearby, or become homeowners.	On-going	Baltimore Housing	EBCC/Sojourner-Douglass College/Change4Real Coalition* EBET/SDIHECDC	SDIHECDC/EBCC/Sojourner-Douglass College/ Change4Real Coalition can help by establishing a Residential Home Ownership Program - A rental to home-ownership project targeted to Somerset, Douglass and Latrobe residents.
	Improve educational attainment by providing suitable educational resources for people of all ages, including those needing a base or formative education or for those older students looking to advance professionally for purposes of enhancing their economic prospects, or to find greater fulfillment in their lives.	On-going	BCPS, Sojourner- Douglass College and other area institutions	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Facilitate access to employment and career development opportunities. Emphasis should be placed on career development and not simply entry-level jobs.	On-going	MOED/EBCC/Sojourner-Douglass College/ Other area institutions	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	American Recovery and Reinvestment Act (ARRA) funds and other federal and state funds for city initiatives. EBCC Offers youth and families academic remediation, occupational skills training and/or higher educational placement and job retention counseling. An In-House Temporary Employment service provides highly skilled and ready to work temps for long or short term hire positions.
	Support opportunities for business development in Oldtown. Supporting existing small businesses and making way for new small businesses will help sustain economic expansion in the area and support a satisfying quality of life for all of Oldtown's residents.	On-going	BDC/ Small Business Resource Center	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Build wealth. For long-term economic well-being, Oldtown residents need to have assets as much as they need to have a steady income. Programs should be in place to help Oldtown residents climb the economic ladder, build wealth, plan for their futures, and establish a financial safety net to get through unexpected financial crises.	On-going	Educational and Financial Institutions	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	

Human Development (continued)	Improve health and balance throughout all phases of the life-cycle and the whole person. Healthcare could include preventative, physical (including pre-natal care), mental, emotional and spiritual components so that the residents of Oldtown can participate or continue to participate in the active life and prosperity of Oldtown.	On-going	Health Department, EBCC, Change4Real Coalition	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	This includes youth and family services, as well as, drug treatment re-entry and referral.
	Improve public safety through comprehensive and coordinated efforts.	On-going	BCPD/ BCDOT	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Plan for human-scale development. Streets, pedestrian paths, and bike paths should contribute to a system of fully connected and interesting routes to all destinations. Their design should encourage pedestrian and bicycle use through narrow widths and spatially defined buildings, trees, and lighting. This will discourage high-speed traffic. Community design should help conserve resources and minimize waste.	On-going	Department of Planning/ BCDOT	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Provide for a well-balanced, well-designed transportation system. A key element of a livable community is a system that allows people to get around by car, transit, bicycle, and walking, car-sharing. As many activities as possible should be located within easy walking distance of transit stops.	On-going	BCDOT	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Protect the character of existing communities and limit displacement of current residents as changes occur. Preserve community affordability, character and sense of place.	On-going	Baltimore Housing	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Improve accessibility so that all people, regardless of age and ability, can easily navigate the community. Ensure compliance with the Americans' with Disabilities Act.	On-going	Mayor's Commission on Disabilities	Change4Real Coalition/ Fountain Baptist Church/Other non-profits and community partners	
	Keep local residents actively participating in the community and future decision making for the Oldtown area.	On-going	Change4Real Coalition/ Fountain Baptist Church/ Resident's Tenant Council/ other community partners	Department of Planning	