

# LINCS IMPLEMENTATION STRATEGY

## PENNSYLVANIA AND W. NORTH AVENUE COMMERCIAL CORRIDORS

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

Objective	Action	Lead + Partners	Milestones	Internal notes	Time			
					Now	1-3 yr	3-5 yr	5+yr
<b>1.1 Improve pedestrian safety, access and experience</b>	Upgrade and increase the number of pedestrian ramps to be more consistent along the corridor	DOT		<p>Bids for the Penn North Intersection portion of the North Avenue Rising project were received by BCDOT in December 2018 and the "Corridor" portions of North Avenue Rising were advertised on January 7, 2019. These pieces include some pedestrian ramp improvements. Construction on both are anticipated by the end of CY 2019.</p> <p>There are 8 planned curb extensions on W. North Avenue (9/17/19).</p>		█		
	Improve pedestrian signal timing	DOT		The controllers for all traffic signals along North Avenue have been replaced and signal timing plans are being updated. The traffic signals for five		█		

				intersections along North Avenue (including Fulton and Monroe) will be fully reconstructed. Construction is anticipated to be completed by the end of CY 2021.			
	Increase the number of crosswalk locations and identify those that need to be repainted	DOT		A number of crosswalks will be repainted as part of North Avenue Rising. Construction is anticipated to be completed by the end of CY 2021.		█	
	Implement traffic calming measures for Madison Ave., Druid Hill Ave., 900-1400 block Pennsylvania Ave. – targeting school, rec, and senior facilities	DOT				█	
	Repair sidewalk conditions with focus on 2200-2500 Penn Ave. and 2200-2500 Druid Hill Ave	DOT		DOT to provide update	█		
	Identify streetscape opportunities along W. North Avenue and metro station	DOT/MTA		North Avenue Rising includes streetscaping (sidewalks, trees, etc.) from Monroe Street to Pennsylvania Avenue. Construction is anticipated to be completed by the end of CY 2021.  Procurement is complete and utility work has already started. Contractor has until October 2021 to		█	

				<p>finish repaving. Construction for the Penn North metro station improvements is expected to begin in August 2019. A dockless scooter station is planned for the Penn North Metro Station (5/21/19).</p> <p>Construction updates available on <a href="#">North Avenue Rising website</a> (9/17/19).</p> <p>Work between Carey and Woodbrook is essentially finished. Repairs made to elevators at Penn North Metro Station. Elevators will be replaced in April. Bike infrastructure on Baker Street will be installed spring 2020 (1-21-20).</p> <p>Lighting and elevator improvements at Penn North Metro Station. Elevators currently out of order. Sidewalk improvements between Monroe and Bruce. MTA has started at Mt. Royal &amp; JFX. Paving should start in the summer. Megan Lewis is expected to have 3</p>			
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				<p>concepts ready in the summer. Headhouses will need to be closed at Penn North Metro Station. Patrick McMahon will let us know the dates (5-19-20).</p> <p>City's work at Pennsylvania &amp; North is complete (9/15/20).</p> <p>Lighting is being replaced in the Penn-North Metro Station (9/15/20).</p> <p>Upcoming hearings to discuss potential MTA cuts that service Pennsylvania Avenue. Cuts would take effect January 3, 2021 (9/15/20).</p> <p>Enforcement for bus lanes won't occur until March or April (1-19-21).</p> <p>Work at Penn North Metro Station is mostly complete. Elevators are still be worked on (1-19-21).</p> <p>TOD concept was developed by MTA with</p>			
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				<p>community feedback (1-19-21).</p> <p>Delivery of red paint for bus lanes is expected in June. Expect to finish painting in August (5-18-21).</p> <p>Repaving from Monroe to Fulton. Opening bids for traffic calming on Baker Street (5-18-21).</p> <p>Construction work needs to be completed by October 31<sup>st</sup> (5-18-21).</p> <p>Bus lane painting is complete and enforcement will begin soon. Traffic calming on Baker will begin soon. Sidewalk at Archway Park should begin this week (9/21/21).</p> <p>Some additional work needed on Druid Hill Avenue between Baker &amp; W. North Avenue. MTA focusing on bus lane enforcement (1/18/22).</p>			
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				<p>NAR has been extended to June 2022. MTA would like DOT to look at ADA improvements. A list will be submitting to MTA in the next week. (1/18/22).</p> <p>A tree in front of 2424 Pennsylvania Avenue fell and needs to be removed. The sidewalk also needs to be repaired. Tony Savage and Linda Taylor-Newton will coordinate with Wanda and Denise (1/18/22).</p> <p>Bumpout on the northwest corner of Penn &amp; North needs to be painted with reflective paint. Linda and Eric will follow up (1/18/22).</p> <p>2424 Pennsylvania Avenue – tree was removed and a new tree was planted (5/17/22).</p> <p>Bumpouts need reflective posts – maintenance has it on their to do list (5/17/22).</p>			
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				<p>Linda reached out to the maintenance division and they will get back to Linda (9/20/2022).</p> <p>Mikah reached out to maintenance. They are looking into the installation of the reflective posts (1/17/23).</p> <p>Reflective posts are not possible but reflective paint can be explored. Mikah will check with maintenance (5/16/23).</p> <p>Most of the work for North Avenue rising is complete. Some painting is necessary for Druid Hill Avenue. Need to stop construction on June 30, 2022. Photo enforcement of bus lanes to be enforced by Baltimore City DOT (5/17/22).</p> <p>North Avenue Rising is complete. Compiling a report for traffic impacts. Real time signage being installed separate from this project. 7 or 8 locations along W. North</p>			
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				<p>Avenue. Patrick with let us know when BCDOT will start video/camera enforcement. Liam Davis is leading a workforce for the required legislation. Many drivers are using the bus lane to pass other vehicles (9/20/2022).</p> <p>MTA working on the corner of North &amp; Pennsylvania real-time signage (1/17/23).</p> <p>Real-time signage is on the north side. Patrick will get a status update for other locations.</p> <p>There are 26 locations across the city where real time signage will be installed. 6 of the locations are near north avenue. 1 on the southwest corner of Penn &amp; North at the smaller metro entrance. That should be installed in the spring (9/19/23).</p> <p>Reflective posts are not allowed at the corner of Penn &amp; North. Reflective pieces can be installed on the curb (9/19/23).</p>			
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				Kelly asked to adjust signal timing at Penn & North to allow pedestrians to cross safely. Mikah will look into this option. Civil engineer to look at other safety improvements to the intersection such as Barnes dance where all pedestrians cross at the same time (9/19/23).			
	Pedestrian Lighting with a focus on safety and security	DOT/MTA		North Avenue Rising is adding pedestrian lighting in the streetscaping areas (including Monroe to Pennsylvania) and also around targeted bus stops along North Avenue. Construction is anticipated to be completed by the end of CY 2021.		█	
	Enhanced, decorative, or highly visible crosswalks	DOT/MTA		TIGER Grant executed Sept 2017. City and MTA to coordinate on implementation.		█	
<b>1.2 Better delineate travel lanes &amp; pedestrian crossings</b>	Restripe the roadway where markings are faded. Ensure proper guidance is provided to drivers	DOT				█	
	Upgrade directional signage for drivers	DOT				█	

<p><b>1.3 Improve user experience and safety at public transit stations and stops</b></p>	<p>Evaluate changes that will allow buses to safely pick up and discharge passengers, with minimized impact to vehicular traffic</p>	<p>MTA</p>	<p>The Dedicated Bus Lanes included in the North Avenue Rising corridor improvements will reduce impact to vehicular traffic during pick-up and drop-off of passengers at bus stops.</p>		<p>█</p>	
	<p>Install artwork on the mezzanine level of the Penn/North Metro Station that highlights the history and culture of the area.</p>	<p>MTA</p>	<p>Artist Megan Lewis was selected to do the artwork for the Mezzanine level of the Penn North Station. Installation is anticipated by the end of CY 2021.</p> <p>Should be complete by the end of September 2021 (9/21/21).</p> <p>Mural is complete. MTA is interested in installing a plaque and hosting a celebration (1/18/22).</p>		<p>█</p>	
	<p>Installation of shelters at high-activity stops along the corridor (North Avenue)</p>	<p>DOT/MTA</p>	<p>Bus shelters have been installed at the bus stop on North Avenue at Pennsylvania Avenue eastbound. Additionally, bus stops along Pennsylvania Avenue are also being assessed for shelters (Stop IDs: 1237, 1238, 1357, 1365, 1369, 4077). A determination will be made by the end</p>		<p>█</p>	

				of CY2019 regarding the feasibility of adding shelters to these stops.			
	Installation of a shelter in the plaza of the North Avenue Metro Station.	MTA	<b>COMPLETE</b>		█		
<b>1.4 Work with MTA to improve transit operations</b>	Dedicated bus/bike lanes along North Avenue painted red to encourage compliance. Dedicated lanes will include well signed, mixed traffic zones in order to allow right turns at intersections.	DOT/MTA		Seven miles of Dedicated Bus Lanes are included as part of the North Avenue Rising project that was advertised on 1/7/2019. Construction is anticipated to be completed by the end of CY 2021.		█	
	Improved sanitation services needed in station and platforms for Penn North and Upton Stations	MTA	<b>COMPLETE</b>	Deep clean performed in December 2016. Community is pleased with more frequent cleaning.	█		
	Improve wayfinding signage (especially track numbers), in stations.	MTA	<b>COMPLETE</b>	Electronic signage showing which track is northbound/southbound is always on, not just when train is approaching	█		
	Install real-time arrival signage for buses at street level of the Penn/North Metro Station.	MTA	<b>COMPLETE</b>	Additional signage expected for highly used bus stops along W. North Avenue (potentially 11 locations) (5/17/22).		█	
	Transit Signal Priority installed at key intersections in order to reduce delay at traffic signals.	MTA		The controllers for all traffic signals along North Avenue have been replaced and signal timing plans are being updated. Detection for active		█	

				Transit Signal Priority will be installed later in the project once other construction activities have occurred. Construction is anticipated to be completed by the end of CY 2021.			
	Improved lighting at the platform and mezzanine level of the Penn-North Metro Station.	MTA		Improved lighting is part of the Penn-North Metro element of North Avenue Rising and the station improvements were advertised on 1/14/2019. Construction is anticipated to be completed by the end of CY 2021.		█	
	Improvements to the security of the entrance of the Penn-North Metro Station.	MTA		Improved safety is part of the Penn-North Metro element of North Avenue Rising and the station improvements were advertised on 1/14/2019. Construction is anticipated to be completed by the end of CY 2021.		█	
	Renovations to the escalators and elevators of the Penn-North Metro Station.	MTA		Replacement and/or repair of two elevators is part of the Penn-North Metro element of North Avenue Rising and the station improvements were advertised on 1/14/19. Construction is anticipated to be			█

				<p>completed by the end of CY 2021.</p> <p>Escalators by the plaza were overhauled and should be in better shape. Elevators were replaced, then closed and having challenges. They were working and then broke and had to be closed. MTA is making sure that the contractor did all of the work properly (5/17/22).</p>			
<b>1.5 Better manage traffic and improve vehicular flow</b>	Upgrade traffic signal operation and timing to be dynamic and programmable, to adjust for changing traffic patterns throughout the day.	DOT		The controllers for all traffic signals along North Avenue have been replaced and signal timing plans are being updated. Installation and activation is anticipated to be completed by the end of CY 2021.		█	
	Targeted sub-surface road reconstruction and repaving to bring the roadway to a state of good repair.	DOT/MTA		Repaving and reconstruction of the worst portions of the pavement along North Avenue are key parts of the Corridor portion of the project, which was advertised on 1/7/2019. Construction is anticipated to be completed by Dec. '21		█	
<b>1.6 Evaluate bicycle options</b>	Evaluate the addition of bike lanes along W. North Avenue and adjacent streets (where feasible).	DOT/MTA		Shared bus/bike lanes will be included along seven lane miles of North Avenue, plus a two-way bicycle facility		█	

				from Maryland Avenue to Mt. Royal. Construction is anticipated to be completed by Dec. '21			
	Install signage for the dedicated bus/bike lane that raises awareness to motorists of people on bicycles.	DOT/MTA		The Dedicated Bus Lanes will include signage and roadway markings to make them clear to drivers. Construction is anticipated to be completed by Dec. '21		█	
	Install bike boulevard treatments on parallel streets to North Avenue.	DOT/MTA		100% plans for traffic calming along Baker Street and for a contraflow bike lane on 20th Street were completed on 11/30/19 and will be advertised by the City in the future. Construction is anticipated to be completed by the end of CY 2021.		█	

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

Objective	Action	Lead + Partners	Milestones	Internal Notes	Time			
					Now	1-3 yrs	3-5 yrs	5+yrs
<b>2.1 Explore key vacant sites along the corridor for potential redevelopment</b>	Assist in the development of 1401 N. Fremont for potential mixed-use development	DHCD		BGE restrictions due to 6 poles. Need to relocate	█			
	Identify opportunities for the development of 1923-1945 Pennsylvania Ave	DHCD/BDC		<p>Concept by Davin Hong. Needs investor.</p> <p>Reconnect with Jubilee Arts to see if they might be interested.</p> <p>Potential RFP site.</p> <p>DHCD acquiring 1923 Pennsylvania Avenue. Tax sale foreclosures are delayed due to court closures (1-19-21).</p> <p>1923 Pennsylvania Avenue is in the process of acquisition (9/20/22).</p> <p>Howard said that 1923 is in the process of being acquired – likely to have title in the next 120 days (1/17/23).</p>	█			

				<p>Judgement has been filed and courts need to review. Likely 3 more months (5/16/23).</p> <p>Title work is in and the case has been assigned. Pre-filing letter and will be filing in October for in rem acquisition (9/19/23).</p>			
	Work with community organizations and agencies to activate the Upton Triangle Park	REC & PARKS/Community		Bring in Main Streets. Food trucks after church?	█		
	Support the development of the Sphinx Club and adjacent Lennox Theater along the 2100 Blk of Pennsylvania Avenue	BDC/DHCDC/UPC		<p>Sphinx Club has been stabilized. BDC will provide update at next meeting.</p> <p>Lennox Theater currently being stabilized by Sigma Development (9/17/19).</p> <p>Stabilization of the Lennox Theater has been completed. Virtual charette will be organized in the near future (5-19-20).</p> <p>Raven met with DHCDC to organize an ongoing meeting. Focus on fundraising right now (5-18-21).</p>	█		



	<p>Explore effective solutions to market and sell MCC-owned properties along the Pennsylvania Avenue corridor</p>	<p>DHCD</p>		<p>2215 Pennsylvania Avenue has been sold (1-21-20).</p> <p>HCD received an application for properties on the 2000 block of Pennsylvania Avenue. Expected to go to closing within the next 30 days (5-18-21).</p> <p>2029-2041 Pennsylvania Avenue application has been approved. Waiting on title work in order to go to settlement (Shops at the Triangle) (9/21/21).</p> <p>2029-2041 Pennsylvania Avenue went to settlement in December 2021. Currently in design phase and civil engineering assessment. Will be making presentations to appropriate stakeholders (9/20/22).</p>	<p>█</p>		
	<p>Identify opportunities for the development of the 600 block of Pitcher Street</p>	<p>DHCD/BDC</p>		<p>Acquisition will be complete within days (Jan 2019). Dollar General interested, but zoned residential and community doesn't want it rezoned.</p>	<p>█</p>		

				<p>602-632 Pitcher Street has been acquired by DHCD (9/15/20).</p> <p>601 &amp; 603 Pitcher Street are included in the recent RFQ. Proposals are currently being reviewed (9/15/20).</p>			
	Monitor Shake and Bake renovation.	REC & PARKS	<b>COMPLETE</b>				
<b>2.2 Increase code enforcement efforts with the purpose of reactivating existing vacant structures</b>	Utilize code enforcement inspectors to issue Vacant Building Notices (VBNs) on vacant properties and litigate to bring vacants under City receivership	DHCD					
	Identify vacant properties suitable for commercial use and file receiverships; Utilize OHAAT's upcoming commercial property auction process to dispose of properties to businesses looking to locate along the corridors.	DHCD		<p>Business inventory for VRI area; will share with Pennsylvania Avenue Main Street.</p> <p>1604-1618 W. North Avenue should go to closing in April 2021 (1-19-21).</p> <p>Ribbon cutting ceremony was held on November 15, 2021. Currently looking for ground level commercial tenants. Hope to complete construction in late 2022 (1/18/22).</p>			

				Buildings should have a new roof in a few weeks. Finalizing the permits and other approvals associated with the work in the public rights-of-way (upgrading sewer and water lines). Still on track for an October/November 2022 completion date (5-17-22).			
<b>2.3 Explore opportunities to create Transit-Oriented Development</b>	Evaluate the potential for TOD that can incorporate the existing Tichner Building, Penn North Library/Health Center, and vacant properties along W. North Avenue	DOT/BDC/MTA/DOP	<b>COMPLETE</b>		█		
	Evaluate the potential for TOD at the Upton Metro Station that can leverage the strengths of the station area, including the Avenue Market.	DOT/BDC/MTA/DOP	<b>COMPLETE</b>			█	
<b>2.4 Target active businesses in need of façade improvement</b>	For existing businesses, leverage Façade Improvement Grant program with private funds for business and corridor promotion	BDC		BDC is actively engaging businesses and advertising program.  Façade project on the 1800 block of Pennsylvania Avenue (8 businesses using COVID funds – BDC will match) (9/21/21).	█		
	Identify commercial property clusters and property owners and evaluate a coordinated façade improvement program	BDC		Pilot façade improvement grant project on the 2400 block of Pennsylvania Avenue is complete. UPC has applied for	█		

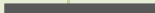
				state funds to complete the 1800 block of Pennsylvania Avenue on the northeast side of the street (9/17/19).			
	Evaluate creating an enhanced façade improvement grant, including a “no required match” grant to assist cash-strapped retailers and property owners to improve their storefronts	BDC	<b>COMPLETE</b>	BDC is developing pilot program for cluster areas.	█		
<b>2.5 Increase efforts to attract new businesses and retailers to reduce commercial vacancies</b>	Identify small businesses and entrepreneurs best suited to occupy small floor plates of vacant storefronts	BDC		BDC is actively engaging businesses.	█		
	Increase marketing of existing loan and grant products offered by BDC and 3 <sup>rd</sup> party vendors, including micro-loans and façade improvement grants	BDC		Created informational packets marketing BDC products to corridor businesses and property owners.  COVID 19 grants were made available to small business by BDC. Over 800 applications were submitted. BDC will be reviewing applications over the next couple of weeks. BaltimoreTogether website was created to provide a single site of resources (5-19-20).	█		
<b>2.6 Encourage entrepreneurship and business expansion along the corridors</b>	Create a grant program that incentivizes existing small businesses with funding to expand specifically within the Penn & North commercial corridors	BDC		BDC is exploring options.	█		

<b>2.7 Identify a financial services institution to locate within corridor</b>	Increase efforts to recruit a financial institution to provide community banking services for small businesses and residents	BDC		BDC is working on this, but no update at this time.	—		
<b>2.8 Consider financial incentives that can attract businesses, encourage job creation and activate underutilized commercial properties</b>	Evaluate the area's existing Enterprise Zone and determine Focus Area eligibility to enhance real & personal property tax credits, as well as income tax credits for employees	BDC	<b>COMPLETE</b> Expanded focus area was approved in 2016.		—		

**3**

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

Objective	Action	Lead + Partners	Milestones	Internal notes	Time			
					Now 5+yrs	1-3 yrs	3-5 yrs	
<b>3.1 Confirm that the regulations in Baltimore’s new zoning code (Transform Baltimore) will spur neighborhood-serving development that adds to the vibrancy of the corridor.</b>	Continue to review zoning recommendations and provide updates to Transform Baltimore to ensure that Baltimore’s zoning regulations are consistent with the goals of the LINCS strategy.	DOP	<b>COMPLETE</b> New zoning code went into effect June 5, 2017.	CCB #18-0272 Zoning -Sign Regulations introduced on 8/6/18	█			
	Identify the best practices included in existing Urban Renewal Plans and verify that they have been incorporated into Transform Baltimore.	DOP	<b>COMPLETE</b>		█			
<b>3.2 Focus design efforts on critical sites as determined in the ULI TAP report</b>	DOP to provide technical assistance for design standards	DOP	<b>COMPLETE</b>	Ren Southard is working with UPC and PABAED for temporary use of 1401 N. Fremont Avenue (1-21-20).  Design for Distacing is currently underway at Legends Park and at the Metro Station. 1401 N. Fremont is a future phase (1-19-21).	█			
<b>3.3 Enhance existing public spaces through addressing deferred</b>	Address growth of trees, shrubbery, fencing and implement a regular	REC & PARKS		The Park Manager has arranged to walk through the site and	█			

<p><b>maintenance; enhancing usership and implementing Crime Prevention Through Environmental Design (CPTED) practices</b></p>	<p>trash/maintenance plan at the park at Woodbrook and North Avenue</p>			<p>assess needs (e.g. growth of trees, shrubbery, fencing, etc.). BCRP will add an additional trash pickup rotation to the location to address the trash/maintenance needs (1-21-20).</p> <p>The park has trash collection every Monday. Maintenance has completed pruning/trimming (9/15/20).</p>				
	<p>Plan and implement improvements to other Pennsylvania Ave Corridor Parks such as Pennsylvania Triangle, Rev. Quille and Cumberland &amp; Carey parks.</p>	<p>REC &amp; PARKS</p>	<p>Cumberland and Carey Park – basketball court and exercise equipment complete</p>	<p>Capital funds needed for Pennsylvania Triangle Park and Rev. Quille Park.</p> <p>BCRP has 60% designs for improvements to Robert C. Marshall Park. Will be bid late 2021-early 2022. Community information meeting will be schedule in July 2021. (5-18-21).</p> <p>BCRP is in contact with the engineers for the 60% planning review. Stormwater concept has been submitted to DPW. Tony Savage will be organizing a community update</p>				

				<p>meeting in the future (9/21/21).</p> <p>Kate Brower to provide an update on Robert C. Marshall Park (5/17/22).</p> <p>Stormwater issue has been resolved. Tony Savage will be reaching out to community stakeholders in the near future for a meeting (9/20/2022).</p> <p>Waiting on account number on ARPA funds for resurfacing of Cumberland and Carey Park resurfacing (9/20/22).</p> <p>Don't have installation timelines for Rev. Quille Park or Cumberland and Carey Park yet – will report back to the group (1/17/23).</p> <p>Robert C. Marshall Park – slated for Summer of 2023. Should be finished in 2024 (1/17/2023).</p>				
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				<p>Director of Rec Center and BCRP are looking for an alternative field for practice during construction (5/16/23).</p> <p>2400 block of Stockton Street – Councilman Torrence is working on street closure/alley gating (5/17/22).</p> <p>Parkview Rec Center – will be advertising on November 2<sup>nd</sup> – will need to go to BOE tomorrow to remain on schedule (9/20/22).</p> <p>90% engineering design for Robert C. Marshall Park. Tony will have a timeline at the next meeting (9/19/23).</p>				
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**4 GOAL: Improve the appearance of the corridors through diligent code enforcement efforts, appropriate sanitation disposal, and education.**

Objective	Action	Lead + Partners	Milestones	Internal notes	Time			
					Now yr	1-3 yr	3-5 yr	5+
4.1 Focus sanitation, including code enforcement, efforts along the corridors	Implement more stringent code enforcement to control nuisance locations, littering and dumping in the neighborhoods	DPW/DHCD	<b>COMPLETE</b> Quicker 311 response, Mon-Sat trash pickup for corner cans, hokey person	<p>Street sweeping 2 days/week</p> <p>Since new year (2019), street sweeping hasn't occurred. Schedule changed and not enough equipment to meet new schedule.</p> <p>Alicia will work with Anthony Greene to have 3 corner cans installed at Triangle Park and 2 corner cans installed at Legends Park (5/16/23).</p> <p>There is still a need for trash cans at Triangle Park and Legends Park (9/19/23).</p>	█			
	Place trash cans at each bus stop	DOT/DPW	<b>COMPLETE</b> Pick up Mon-Sat.		█			
	4.2 Enact programs to engage community members in corridor	Create partnerships with existing local programs that focus on neighborhood cleanup (ex. Trash captains, Baltimore	DPW/BMORE Beautiful/Community		Arch Social Community Network have partnered with BMORE Beautiful on	█		


<p><b>cleanup and education</b></p>	<p>Clean Corps, Community Pitch In Program?)</p>			<p>our Say YES! (Youth Environmental Stewards) Program. 10 youth work with Arch Social to clean, mow, and maintain blocks and lots in their footprint. Due to COVID19 the start date was pushed back until mid July. The youth work primarily on Saturdays and are paid a small stipend for their participation. Arch Social will continue to partner with us with our SAY YES program this FALL. The Fall session is a 8 weeks and will tentatively begin Oct 3. We received an application from Pennsylvania Ave Neighborhood Association for the Fall session, it is still under review (9/15/20).</p>				
	<p>City assistance in providing lawn mowers/supplies to community organizations volunteering to maintain vacant lots</p>	<p>DPW/BMORE Beautiful/Community</p>		<p>Communities are welcome to apply for the Care-A-Lot Grant which opens in early Feb. The grant provides funding to support communities who are willing to provide up to 10 maintenance visits for up to 25 vacant lots.</p>	<p>█</p>			

				<p>The application includes an equipment grant funding option, meaning eligible organizations can identify equipment that will help them mow and maintain lots. Eligible communities can apply for equipment funding up to \$500. Details for applying is outlined in the application (1-21-20).</p> <p>Care-a-Lot program is active. 2 cuts for the remaining fiscal year and 8 over the growing season. \$500 grant available for community groups to purchase equipment. 700 lots will be maintained this growing season. \$5,000 activate you space grant is expected to be reopened in Penn North via MOCJ (5-19-20).</p> <p>Communities interested participating in Care-A-Lot, are welcome to apply for up to \$500 in equipment grant funds. This</p>				
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				<p>opportunity is listed on the Care-A-Lot application. We introduced a graduate program this year, where previous awardees that have demonstrated capacity, were welcome to apply for up to 40 lots. This up from the 25 lots we are typically able to fund. Activate Your Space Grants were halted due to the pandemic. The few we received will be reviewed this Fall and awarded out. We will reopen the Activate Your Space Grant in Winter 2020 (9/15/20).</p> <p>Care-A-Lot grant application was released in January 2021. Groups can now apply for 30-60 lots (1-19-21).</p> <p>Will be working on Say Yes initiative projects beginning in the next couple of weeks. Care-A-Lot will conclude on October 1<sup>st</sup> (9/21/21). Brandi Welsh will be the lead for BMORE Beautiful</p>				
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				<p>for the west side (9/21/21).</p> <p>Care-A-Lot grant is open. January 20<sup>th</sup> interest meeting. Application is due March 1<sup>st</sup>. The application is now available electronically. ECB will host an introduction to greening workshop sometime in February (1/18/22).</p> <p>Say Yes Youth Engagement grant and Care-A-Lot program opened in April. Currently working on some workshops and Brandi will let us know when dates have been set. Love Your Block Grant to open in July. String lights and community signs are eligible. If community organizations need an extra set of hands for an event they should reach out to Brandi (5/17/22).</p> <p>Care-a-Lot kicks off January 18<sup>th</sup> and closes on February 28<sup>th</sup> (1/17/2023).</p>				
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				<p>Care-a-lot runs from April to September. Love Your Block grant opens on June 20, 2023 for grants between \$500 - \$1,500 (5/16/23).</p> <p>Wrapping up the Care-a-Lot season. Received applications for activate your space grant. Will be announcing grantees soon (9/19/23).</p>				
<b>4.3 Increase frequency of trash pickup</b>	Evaluate possibility to increase amount of pickup times per week for recyclable items.	DPW		DPW could provide for businesses only. BDC will inquire about this during engagement.	█			
	Consider a Monday collection schedule for trash cans located in parks or play areas to cleanup weekend trash accumulation when space is most used	DPW			█			
<b>4.4 Eliminate neighborhood blight, and nuisance properties &amp; businesses</b>	Work with property and business owners to address vacant & derelict structures, abandoned lots, and businesses operating in code violation via frequent corridor sweeps	DPW/BDC/DHCD	Quicker 311 response, Mon-Sat trash pickup for corner cans, hokey person		█			
	Identify private trash collection companies picking up trash between 2am and 4am and require pickup time change to daytime hours	DPW/ Community			█			

<b>4.5 Increase residents' and business owners' awareness of proper trash disposal methods and reporting</b>	Work with community associations to disseminate information about trash pickup, recycling and reporting illegal dumping	DPW		DPW is actively engaging community associations.				
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**5 GOAL: Reinvent The Avenue Market as an anchor destination that offers affordable healthy food and acts as a hub for economic development, local entrepreneurship, and small businesses activity**

Objective	Action	Lead + Partners	Milestones	Internal Notes	Time				
					Now	1-3 yr	3-5 yr	5+ yr	
<p><b>5.1 Activate available Avenue Market space (50% vacancy) with new concepts targeting increased access to affordable healthy food</b></p>	<p>Finalize a master plan based on previous initiatives that include food-related and non-food businesses that could occupy the Market</p>	<p>PMC Community</p>		<p>Master plan proposal created and submitted per RFP by developer candidate May 2017. Verdict on proposal October 2017. MOU with organization to redevelop and manage. Fresh at Avenue seeking EBT authorization</p> <p>Agreement pending with Dovecote Café as developer/manager.</p> <p>Term letter given to Dovecote for redevelopment agreement to come; sublease activated with pop-up workforce development tenant for interim use of Murry's rear prep space. Sublease offered to Dovecote for startup use of Murry's rear refrigeration space.</p> <p>\$1.7 million has been allocated. Expect to finalize with developer</p>					

				<p>in March 2020 (9/17/19).</p> <p>MOU in place for former Murray's site with Farm Alliance from May 15-July 31. Feasibility study has been completed. Dovecote will select a contractor. GC walkthrough expected in the next 6 days. (5-19-20).</p> <p>Working on an agreement with the proposed developer. A general contractor has been selected and costs are being finalized (9/15/20).</p> <p>Funding restructure in progress by developer; NMTCs being repositioned; target closing date June 2021 (1/19/21).</p> <p>Project will be divided in to pre-construction and construction phases. Pre-construction to be finalized by the end of the month (5-18-21).</p> <p>NMTC timeframe is June 2021 (5-18-21).</p>				
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				<p>Currently building the team. Will be a 2 phase project. Reconstruction of 30 food stalls will be the first phase (Spring 2023). Phase II will be the food hall in the back where Murray's used to be. Will be hosting community visioning events (9/20/2022).</p> <p>RFP for an architect was released. Received good responses that are currently being reviewed. Branding RFP was released. A community meeting will be held in March (1/17/23).</p> <p>Selected an architect and a branding company. Will be developing an Advisory Committee (5/16/23).</p> <p>Architect and branding company have been hired. Community event being held on 9/30 and construction is expected to start in spring of 2024 (9/19/23).</p>				
	Lease the 10,000 square-foot vacant space formerly occupied	PMC		Master plan proposal includes former Murray's space.		—		

	by Murrays to a retailer that can act as an anchor Market tenant			<p>Pursuing pop up opportunities for 5-6 months (currently accepting applications). There will be public meetings in the near future (9/21/21).</p> <p>Community outreach to start back up in March. There will be a community survey as well as virtual and in-person meetings. Exploring a food aggregator for the old Murrays site. Applied for additional funding through ARPA (1/18/22).</p> <p>\$2 million federal investment for Avenue Market. New stalls and access to fresh food. Currently creating surveys that will be distributed in 2 weeks. Construction should begin by January 2023. Targeting mid-2024 completion date (5/17/22).</p>				
<b>5.2 Continue support of <i>The Fresh At The Avenue</i> and expand the initiative</b>	Increase the number of open days per week for the produce tenants to ensure continuous access to fresh foods	PMC Community		Fresh at the Avenue is expected to expand beyond 1 day per week (9/17/19).	█			

				<p>Fresh at the Avenue still active. Looking to activate outside parking lot (5-19-20).</p> <p>Fresh at the Avenue is currently operating off site (9/15/20).</p> <p>Fresh@ re-opened from COVID temp. closure; expanding to 2 days/wk.; expecting 4 (1-19-21).</p>				
	Support the inclusion of staple food offerings to the Market, including produce, seafood, and poultry vendors	PMC Community		Design for Distancing will complete this month to create outdoor vending spaces in the parking lot (9/15/20).	—			
<b>5.3 Identify local supply chain partnerships to support current and future Market outlets</b>	Address asset needs for distribution from urban farms to market, including aggregation facilities	PMC Community		<p>Included in master plan, see 5.1</p> <p>Local and regional prospects being vetted</p>		—		
<b>5.4 Realize Avenue Market's potential to create jobs and foster entrepreneurship</b>	Partner with City agencies and the community to identify and recruit businesses to operate in and around the Market	PMC		Included in master plan, see 5.1		—		
	Identify tenants who will provide workforce development training opportunities for local residents	PMC BDC Community				—		
<b>5.5 Expand the Market's appeal to residents and visitors, and create an environment that fosters a sense of community</b>	Investigate options for optimal seating, a community meeting place within the facility, and public services (e.g. Wi-Fi access) to increase patron dwelling time within the Market	PMC		Included in master plan, see 5.1; seeking funding and approval to initiate.		—		



<p><b>5.6 Integrate arts and entertainment into the Market experience to elevate its destination profile</b></p>	<p>Work with local performers and the arts community to bring public art and periodic performances to the Market</p>	<p>PMC</p>		<p>Included in master plan, see 5.1; Coordinating with PMC and UPC to identify candidates.</p> <p>Programming through No Boundaries, Main Street, UPC, Fresh at the Avenue, etc.</p> <p>Billie Holiday Festival utilized the Avenue Market (9/17/19).</p> <p>Main Street pursuing pop up shops (1-21-20).</p> <p>Main St. will refresh strategies and programming with new director (1/19/21).</p>	<p>█</p>			
<p><b>5.7 Improve the façade and overall aesthetic appeal of the Market and surrounding grounds to improve identity and encourage patronage</b></p>	<p>Develop a design concept of an updated exterior and improved grounds surrounding the Market emphasizing new awnings, painting, new windows, enhanced lighting, lot improvements, etc.</p>	<p>PMC Community</p>		<p>Included in master plan, see 5.1; Seeking funding and approval to initiate.</p>		<p>█</p>		
<p><b>5.8 Develop a strategic partnership with the Arabber Association</b></p>	<p>Discuss bringing the Arabber cart to the Avenue Market during set days &amp; times to build interest and momentum for the Market</p>	<p>PMC</p>		<p>Potential interest from Arabber at the Avenue Market (9/15/20).</p>	<p>█</p>			

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

Objective	Action	Lead + Partners	Milestones	Internal Notes	Time			
					Now	1-3 yr	3-5 yr	5+yr
<p><b>6.1 Revive and support the Pennsylvania Avenue Main Street Program to establish a brand and encourage business growth along the corridor</b></p>	<p>Initiate Pennsylvania Avenue Main Streets Program and formulate agency/community committee group to implement branding strategy and strengthen corridor businesses</p>	<p>Various Agencies/Community</p>	<p><b>COMPLETE</b></p>	<p>NDC completed branding, streetscape plans. Should look at history, arts, music, commercial. Partners would include UPC, Penn North, Western district, Druid Heights.</p> <p>Applications have been received for the Main Street Manager position. Interview should begin shortly (9/15/20).</p> <p>Upton Planning Committee acquired 1829 Pennsylvania Avenue and plans to make it a welcome center/business incubator (9/15/20).</p> <p>Co-branding effort underway for BAD and Main Street (9/21/21).</p> <p>Photo based installations for Black Arts District. Archiving interviews and photos. Photo competition for local photographers –</p>				

				<p>please spread the message (9/21/21).</p> <p>October 16<sup>th</sup> LegacyFest at 1401 N. Fremont Avenue and DHCDC celebration of Mr. Tilman at Cab Calloway Legends Park from 1-3 PM (9/21/21).</p> <p>Banners were installed last week. New construction for the Main Street office to begin within the next month. Façade funds from the State that BDC will be matching – Fulton to Dolphin façade grants. MICA streetscape project – creative painting in front of the train station (5/17/22).</p> <p>Several façade improvements are underway. Working on addressing the vacants on Pennsylvania Avenue. Right of entry is challenging (1/17/23).</p> <p>Every 3<sup>rd</sup> Friday there is a business workshop for potential business owners (5/16/23).</p>				
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<b>6.2 Found an organization that is empowered to achieve community/business goals</b>	Establish a formalized multi-neighborhood coalition that will act as an umbrella organization to advocate the unified vision of the corridors	Various neighborhood groups	<b>COMPLETE</b>	West Baltimore Gateway is officially up and running (5-21-19).				
<b>6.3 Plan for growth of the Main Street Program to incorporate beyond the Pennsylvania Avenue boundary</b>	Evaluate extending the boundary of the Pennsylvania Avenue Main Street Program to include a portion of W. North Avenue as the existing program strengthens along the corridor.	Various Agencies/Community						

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

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

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

Objective	Action	Lead + Partners	Milestones	Internal Notes	Time			
					Now	1-3 yr	3-5 yr	5+ yr
<b>7.1 Improve community / police relationships</b>	Encourage police ride-alongs with community members and youth	BCPD		Ride-alongs were discontinued for a while, but are available again. Very few people participate. Neighborhood coordination officers are engaging stakeholders.	█			
	Establish periodic frequent citizen patrol/community walks of the corridor and connecting streets	BCPD, Community		Walk held on Sept 13, 2017. Difficult to get community participation.  Upton Green Space and Safety Committee has started and they meet every other Thursday (1-19-21).	█			
<b>7.2 Tackle Hot Spots</b>	1600 Block W. North Ave; Harlem & Fremont; 2400 Block Penn Ave; 2529 Penn Ave; 900 Block N. Carey & Calhoun; Fulton & W. North corner;	BCPD		JohnDre stated that DHCDC has been working with Central. Brunt & Gold is a challenge again. Peace	█			

	Monroe & W. North Corner; Ruxton Ave.			Walk was held a couple of weeks ago. Homelessness is also a challenge (5/16/23).  Wanda provided an update on the Public Safety Initiative which is a partnership with the UMD School of Social Work. Surveys have been distributed and there is a walk scheduled in October (9/19/2023)				
<b>7.3 Increase police presence on Penn &amp; North</b>	Library/Health Center drug traffic impedes patients and children from entering property; Corner near the Arch Social Club is a hub of criminal activity and loitering; Park near metro is a drug den	BCPD		Challenging to provide enough resources to this major recovery and transit area.	█			
	Evaluate a police substation to be placed at the metro station to increase safety and reduce criminal activity	BCPD		BPD needs to be fluid. Space available at Avenue Market for BPD and DPW.		█		
	Increase foot patrol throughout all LINC's neighborhoods	BCPD			█			
<b>7.4 Enhance lighting along the corridor to reduce criminal activity and create safer pedestrian walkways</b>	There are several gaps along the corridor where lighting is either insufficient, or nonexistent. This is driving drug and criminal activity	DOT		Bmore Bright Initiative concluded. Linda Taylor-Newton emailed a map showing the priority zones to the group (5-19-20).	█			
<b>7.5 Collaboration between business owners and police</b>	Increase foot patrols and complete periodic "check-ins" at corridor businesses to stop dealers from using stores as cover	BCPD		Neighborhood coordination officers are engaging businesses.	█			

	Encourage businesses to report activity along the corridor and create a neighborhood watch system for business owners	BCPD/ Community		BDC and BCPD share resource flyers with businesses.	—			
<b>7.6 Increase presence around schools and along children walk routes</b>	Ensure schools police fully engaged in INSPIRE process with the community to create strategies to ensure children safety	BCPD	<b>COMPLETE</b>	BCPD uses different patrol pattern during arrival and dismissal to complement school police.	—			