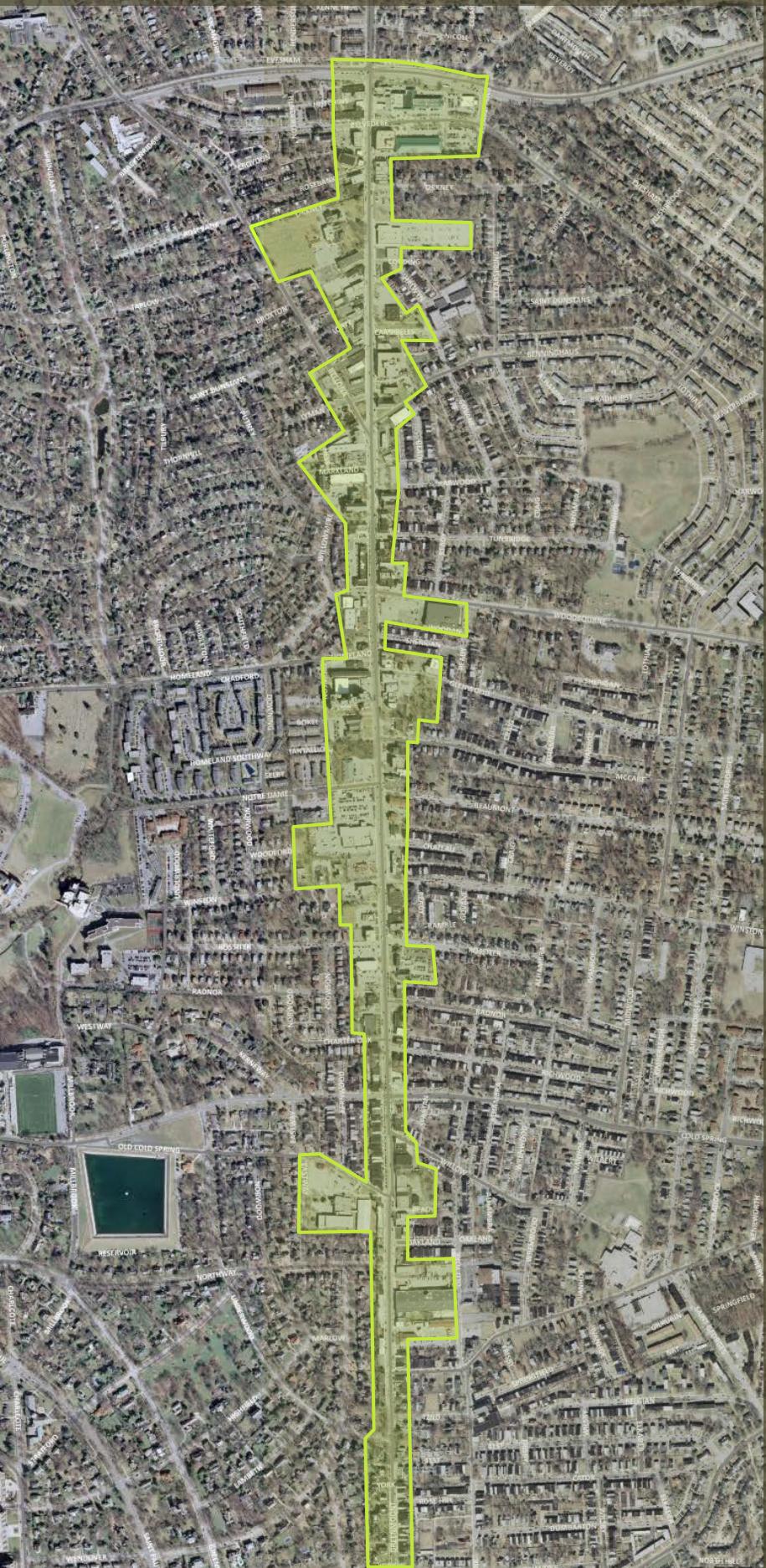


THE YORK ROAD CORRIDOR VISION & ACTION PLAN

BALTIMORE, MARYLAND



A plan for strengthening YORK ROAD's anchor role in our North Baltimore communities!



(York Corridor Collective)



As Developed by:
York Corridor Collective (YCC)

In collaboration with:
EDSA, Inc.
Valbridge Property Advisors
STV, Inc.



May 2015

Welcome to the York Road Corridor...
A new focus for shopping, heritage, healthy living, education and enjoyment!

Visions for York Road ...

"We envision a York Road Corridor that is a destination. Its vibrant, diverse businesses reflect its neighborhoods; its residents are engaged and devoted and treat it with respect. We envision a York Road Corridor that offers something for everyone, whether student, construction worker, parent, or senior. We see the corridor as a microcosm of the City of Baltimore that will only continue to grow and prosper in time."



The Curran Memorial on the York Road Corridor is a focal point for future corridor redevelopment and strength.

CONTENTS

I. FOREWORD	1
a. A Message from the Mayor of Baltimore	
b. Welcome to the York Road Corridor	
c. About the York Road Assignment	
II. ACKNOWLEDGEMENTS	4
III. ACTION PLAN SUMMARY – “CLOSING THE ZIPPER”	7
1.0 PLAN INTRODUCTION	15
 1.1 CORRIDOR PLANNING CONTEXT	16
1.1.1 The YCC Mission for this Action Plan Initiative	
1.1.2 What Makes this Plan Different from Previous Efforts?	
1.1.3 The Action Plan Area	
1.1.4 Previous Planning Context on the Corridor	
1.1.5 Celebrating the Corridor’s History and Heritage	
1.1.6 On-going Corridor Initiatives to Build Upon	
1.1.7 Creating the Guiding Vision for the Corridor Action Plan	
 1.2 THE ACTION PLAN PROCESS & INPUT	23
1.2.1 A Plan by and for the York Road Community!	
1.2.2 Guiding Land Use Input from the York Road Community	
1.2.3 What Did the YCC Team Look at on the Corridor?	
1.2.4 The Corridor Character Zones and Areas of Focus	
 1.3 CORRIDOR VISIONS, PRINCIPLES AND GOALS	34
1.3.1 Setting the Global Vision	
1.3.2 Urban Design Principles, Goals and Best Practices	
2.0 CORRIDOR OBSERVATIONS & RECOMMENDED ACTIONS	41
 2.1 MARKET ASSESSMENT AND ECONOMIC DEVELOPMENT PROGRAM RECOMMENDATIONS	42
2.1.1 Community Demographics	
2.1.2 Retail Market Potential	
2.1.3 Key Themes	
2.1.4 Recommendations for Economic Action	
 2.2 TRANSPORTATION, PUBLIC REALM & INFRASTRUCTURE OBSERVATIONS AND RECOMMENDED ACTIONS	51
2.2.1 Roads, Traffic and Transit Conditions	
2.2.2 Public Walkway and Streetscape Conditions	
2.2.3 Overhead and Underground Utilities and Stormwater Conditions	
2.2.4 Transportation, Public Realm and Infrastructure Recommendations	
 2.3 PRIVATE REALM OBSERVATIONS AND RECOMMENDED ACTIONS	69
2.3.1 Working with the Existing Corridor Elements	
2.3.2 Guiding Corridor Use Themes	
2.3.3 The Private Realm Vision	
2.3.4 Corridor-Wide Action Initiatives	
2.3.5 Southern Zone 1: The York Road Corridor South Gateway	
2.3.6 Central Zone 2: The York Road Corridor Education-Medical Area	
2.3.7 Northern Zone 3: The York Road Corridor North Gateway	
3.0 ACTION PLAN SUMMARY	139
 3.1 ACTION PLAN IMPLEMENTATION STRATEGY	140
 3.2 NEXT STEPS FOR MOVING FORWARD	143

TABLES AND CHARTS

1	York Road Market Area Population by Age (2013)	43
2	York Road Market Area Household Incomes (2013)	43
3	York Road Market Area Retail Demand/Supply/Leakage (2013)	44
4	York Road Corridor Implementation Plan Matrix	141

KEY EXHIBITS LIST

1	Original vision plan for the York Road corridor zones created by the ULI Technical Advisory Panel	3
2	The Loyola University Village Center at York Road (small sketch)	9
3	The Glenwood Medical Village at York Road (small sketch)	10
4	The Five Points Plaza at Govans at York Road (small sketch)	10
5	York Road Streetscape Option 1 (small section)	12
6	York Road Streetscape Option 2 (small section)	12
7	York Road Corridor Action Plan Study Area	17
8	York Corridor Collective (YCC) Roundtable Members	23
9	YCC Homework Assignment – York Road Corridor Questionnaire	24
10	ULI TAP Corridor Zones and Emerging Areas of Focus for Catalytic Initiatives	32
11	Economic Market Area Radii (.5 Mile and 1 Mile) for York Road	42
12	Current Supermarket Locations Map	45
13	Lyman Avenue to Northern Parkway - Typical Street Section	52
14	43rd Street to Lyman Avenue – Typical Street Section	53
15	39th Street to 43rd Street – Typical Street Section	54
16	York Road and Campbells Lane Area Utility Mapping	58
17	York Road and McCabe Avenue Area Utility Mapping	59
18	York Road and Oakland Avenue Area Utility Mapping	60
19	York Road ‘Complete Street’ Option 1 – Shared Bus/Bike Lane and Landscaped Median	63
20	York Road ‘Complete Street’ Option 2 – Dedicated Parking & Curb Extensions with Landscaped Median	64
21	Southern Zone 1 Existing Conditions Corridor Assessment Diagram	80
22	Southern Zone 1 Vision Plan Concept and Recommended Corridor Action Initiatives	82
23	Southern Zone 1 Areas of Focus Diagram	85
24	Recommended Redevelopment Plan Concept for the Agape Christian Center Site	90
25	Central Zone 2 Existing Conditions Corridor Assessment Diagram	96
26	Central Zone 2 Vision Plan Concept with Recommended Corridor Action Initiatives	98
27	Central Zone 2 Areas of Focus Diagram	101
28	Aerial Plan of the Loyola University Maryland Public Safety Site	103
29	Vision Concept Plan for the Loyola University Maryland Public Safety Site	104
30	Aerial Map of Potential Redevelopment Sites at York Rd. and Glenwood Ave.	110
31	Vision Concept Plan for Focus Area 4: Govans Manor and Glenwood Ave. Area	111
32	Detailed York Rd. and Woodbourne Ave. Site Revitalization Options	114
33	Northern Zone 3 Existing Conditions Assessment Diagram	118
34	Northern Zone 3 Vision Plan Concept and Recommended Action Initiatives	120
35	Northern Zone 3 Areas of Focus Diagram	123
36	Vision Concept Plan for Focus Area 6: The York-Bellona Gateway Triangle	124
37	Initial Concept Plan for the Old Diner, Staples, Sherwin William’s and Park’s Auto Sites	132

The York Road shopping centers are important assets for both the York Road Corridor and the larger District 4 area residents.



Visions for York Road ...

"Our York Road is green and vibrant main street where residents and families walk to support our thriving businesses and where senior citizens and students alike gather to enjoy the diversity of our community offerings."

The Belvedere Square Market and outdoor dining activity at York Road and Belvedere Avenue is a welcome use to be extended along the York Corridor.

Part of the magic is to analyze a location's most memorable qualities, and not destroy the existing authenticity, character and charm of the place!

Visions for York Road ...

"A huge variety of life, experiences, and cultures wrapped up in a two-mile stretch. It's like taking a ride on the "It's a small world" boats at Disney...you see so much in one small ride. I think there is value in that, and instead of trying to change it and make it all one, celebrate the diversity...that just may work!"



The Senator Theater is a valued community treasure and focal point for the York Road Corridor.

I. FOREWORD

A MESSAGE FROM THE MAYOR OF BALTIMORE

I am pleased to present the York Road Corridor Action Plan, a collaborative planning effort that sets forth a clear vision for a more vibrant York Road corridor catering to the needs of a diverse set of residents, businesses and visitors. The concepts and action items contained in this plan represent the hard work and dedication of many residents, business leaders, elected officials, city staff, and community partners, including Loyola University Maryland and Notre Dame of Maryland University.

In order for Baltimore City achieve its full potential, we must form strong partnerships. The York Road Corridor Collective partners have undertaken a comprehensive community planning and engagement process to produce this plan, which touches over 20 neighborhoods. This proactive and collective effort demonstrates a firm commitment to strengthening the neighborhoods and commercial districts connected along York Road by recommending new development on underutilized land, enhanced and safer pedestrian and vehicular circulation, and ways to stimulate economic growth and job creation.



*Photo 1: Mayor
Stephanie Rawlings-Blake*

My goal is to grow Baltimore by 10,000 new families, while giving current residents a reason to stay. This plan gives both current and new residents a reason to be excited about the York Road Corridor. York Road offers many amenities and attractions that include the historic Senator Theatre, the local shops at Belvedere Market, the Govanstowne Farmers Market, and B'more Birds public art murals. By implementing this plan, York Road will offer even more retail, employment and attractions in the future. The York Road Corridor, with its rich history and bright future, will continue to be a destination in which to live, shop, work and play.

WELCOME TO THE YORK ROAD CORRIDOR

In a City of many “hubs” of activity and “spokes” of connectivity, the York Road Corridor is one of Baltimore’s most prominent and highest traveled transit ways. Each day the Corridor is used by thousands of local and regional commuters, business patrons, residents, students and workers in the area. The Corridor touches many peoples’ lives in one manner or another and as such it should provide the most positive experience, contribution and offerings to the Baltimore community that it can.

With origins as a northern route for rural Maryland and Pennsylvania farmers bringing goods to market and later as a turnpike between Baltimore and York, PA, the York Road corridor has consistently been a focus for development: what is now a transit-oriented urban corridor was once a sparse rural cart way. However, years of deferred maintenance, modest capital investment, and preferential policies to commuter traffic over local residential pedestrian and commercial needs have left portions of the corridor largely underutilized. At the same time, the corridor hosts strong community organizations and institutions and recent improvements include: Public realm site improvements to the Belvedere Square Shopping Center, the Wise Penny/Junior league Building, the York Road Streetscape projects, renovations to the Enoch Pratt free Library, investments in Dewees Park, the commencement of the Govanstowne Farmers’ Market, and investments in public art.



Photo 2: Councilman Bill Henry announces the York Corridor Action Plan initiative at the Community Action Center North surrounded by its local supporters

Even with all of these positive initiatives underway, there are still more opportunities that can continue to be explored and implemented to help strengthen the York Road corridor. This Action Plan addresses the York Corridor Collective's need for an overall plan to guide a continued revitalization and redevelopment approach for the York Road Corridor, which is necessary to complete the optimum revitalization and sustainability of the commercial district over the next decade. This Plan also serves as an information piece to attract additional developer interest to the many potential renovations, reuse and redevelopment opportunities discovered along the Corridor.

ABOUT THE YORK ROAD ASSIGNMENT

In June of 2012, interested parties from the City of Baltimore, Baltimore Development Corporation, Govanstowne Business Association, York Road Partnership, Notre Dame University of Maryland, Loyola University Maryland, and other stakeholders began meeting to vision a future for the York Road commercial corridor. This visioning process was born from the belief that York Road in north central Baltimore City lacks a consistently vibrant commercial corridor to serve the needs of its existing and future businesses and residents. The corridor is generally perceived as aged, lacking of uniformity or continuity, unmarketable to potential investors and shoppers, and oftentimes unsafe. In November of 2012, this York Road Commercial Revitalization Planning Team agreed to collaboratively finance an Urban Land Institute (ULI) Technical Assistance Panel from 39th Street in Baltimore City north into Baltimore County to the Dumbarton Road and Reister Avenue area.

In June 2013, a group of eight ULI regional panelists came together for a two-day technical assistance panel beginning with a tour of the York Road commercial corridor, continuing with focus group interviews, and concluding with a public presentation to over 100 area stakeholders. Key recommendations from the panel included identifying three diverse commercial nodes, recommending the creation of a new organization to champion corridor redevelopment, and to utilize progressive transportation policies to create a more "Main Street" like atmosphere for all users.

As a result of the ULI technical assistance, the York Road Commercial Revitalization Planning Team was able to use the ULI report to enhance their research and planning along the corridor, all the while seeking additional funds to prepare a more detailed revitalization vision plan with strategies to improve conditions on the York Road Corridor. In the spring of 2014, the York Road Commercial Revitalization Planning Team was renamed and organized to be the York Corridor Collective (YCC), consisting of twenty- members representing twenty organizations and two support members from Loyola University Maryland. Through the summer of 2014, the primary role of the YCC was to lead the creation of a detailed urban design and commercial strategies action plan for the two-mile Baltimore City York Road Corridor emphasizing urban design, functionality, planning, and investment strategies to market York Road to potential investors and implement existing recommendations.



Photo 3: ULI TAP process stakeholder engagement forum for the York Road Corridor

In May of 2014, The York Corridor Collective commissioned the planning team of EDSA, Inc., Valbridge Property Advisors and STV, Inc. to develop this Urban Design and Commercial Strategies Action Plan that builds from the ULI TAP recommendations, SNAP Updates and other past community engagement efforts. The YCC, EDSA, Valbridge and STV team members made a conscious decision to work as one unified team meeting bi-weekly throughout the summer to collectively build a vision and action plan for the corridor that would have community leader support, backed by professional input and personal experiences to inform the process. This teaming effort has culminated in this Action Plan summary document, which establishes a solid vision and blueprint of commercial corridor action items for the York Corridor Collective (YCC) team (and eventually for a new York Road Business Improvement District and Community Development Corporation) to share with property owners, businesses, communities, institutions, the City of Baltimore, and potential investors.

This resulting Action Plan is built upon the following plan elements defined by the York Corridor Collective, each of which plays a critical role in defining “What the York Road Corridor can become in the future?”

- **Public outreach and participation** by the York Road Community, including neighborhood residents; City, regional and state officials; the development community and other identified stakeholders resulting in broad community ideas and support for the Plan.
- **Marketplace and economic development planning** resulting in a market-based economic development program for the Corridor.
- **Traffic and transportation planning** that suggests reconfiguring the existing transportation infrastructure through an efficient multi-modal transportation approach to converting York Road to a better performing complete street that could accommodate vehicles, transit ways, walkways and bikeways that supports the optimum potential for redevelopment.
- **Infrastructure and environmental planning** to define the expanded utility systems and eco-system elements needed for existing and new development.
- **Park and open space planning** for the existing Govans Elementary park and campus, the Guilford schools park and campus and the Govanstowne Triangle area, as well as new public spaces integrated within suggested private redevelopments.
- **Overall urban design and vision planning** that creates a series of distinct places within the linear corridor area yet is connected to and a complement to the adjoining heritage neighborhoods. The urban design plan will guide future phases of redevelopment and public realm enhancements to ensure that the development is context sensitive to the many existing neighborhoods, centers of worship and educational institutions.
- **Land use planning** that considers and integrates commercial, office, family-entertainment, recreational, educational and residential mixed-use developments into the corridor with reuse alternatives identified for the Verizon Building, Family Dollar Shopping Center, Horse Stables, Trolley Barn/Public Storage and Govans Manor apartments.
- **Zoning considerations** to guide the implementation of the suggested land use/development plans through improved development standards and new design guidelines that focus on the public realm as well as private parcel development.
- **An implementation strategy** that provides direction for the York Corridor Collective and its development agencies in terms of property acquisition; marketing to developers; infrastructure improvements; incentives and marketing/branding identity.

It's important to note that the resulting Action Plan is a flexible, illustrative vision of what the Corridor could become, built upon detailed recommendations in each of these topic areas that are supported by a thorough assessment of existing conditions and a YCC Membership lead review and input process that generated debate, enthusiasm and support for many of the initiatives presented herein. We invite you now to review and consider the new vision for the York Road Corridor Action Plan!

Thank you for your continued interest!

--The York Corridor Collective Membership Committee

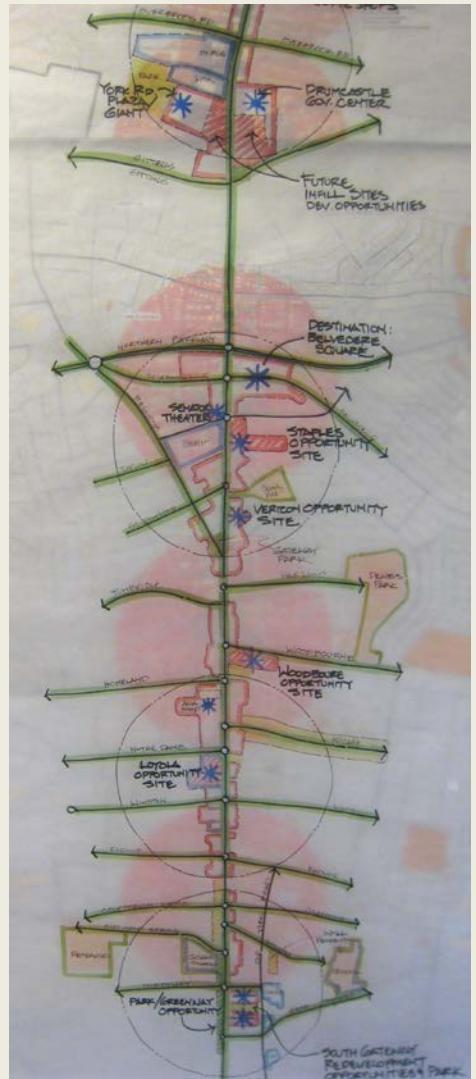


Exhibit 1: Original guiding vision plan for the York Road Corridor zones created by the ULI Technical Advisory Panel

II. ACKNOWLEDGEMENTS

On behalf of the York Corridor Collective (YCC) and the York Road Corridor Action Plan consultant team, we would like to thank Mayor Stephanie Rawlings Blake, Councilman Bill Henry and the members of the YCC for their leadership during the Action Plan process and the opportunity to work with the City in creating a more detailed Vision with many new opportunities for the York Road Corridor. This Urban Design & Commercial Strategies Plan for Baltimore City's York Road Corridor (sited as the York Road Action Plan herein) is the culmination of several months of dedicated work by the YCC's members and the City's Resource Staff listed to the right. The YCC consultant team would also like to thank the many other organizations, property owners and businesses within the corridor who participated in interviews, responded to comment forms and questionnaires, attended the public forums, and extended their hospitality to our YCC and Consultant team. We would like to extend special thanks to the residents and business people of the York Road Neighborhoods who provided substantial input that helped to shape the York Road Corridor Action Plan vision for future generations to enjoy.



Photo 4: Local stakeholders participated in a series of public forums and organizational meetings throughout the summer to assist in defining the Action Plan initiatives and implementation strategies for the York Road Corridor

ACTION PLAN FUNDING

The York Road Action Plan was made possible through a series of grants and donations. Special thanks are extended to the many organizations for providing the grant funding that made this York Road Action Plan and its future redevelopment, transportation and enhancement initiatives possible for the York Road Corridor community.

Goldseker Foundation
Loyola University Maryland
Govanstowne Business Association

Belvedere Square
Cross Street Partners

SUPPORTING BALTIMORE LEADERSHIP

This York Road Action Plan was also developed with the leadership and support of the following Baltimore City Leaders with continuous representation, resources and involvement from the Baltimore City Departments of Planning, Transportation and Public Works.

The Honorable Stephanie Rawlings-Blake, Mayor, City of Baltimore

The Baltimore City Council

Council President Bernard C. "Jack" Young

District 1 James B. Kraft

District 2 Brandon M. Scott

District 3 Robert Curran

District 4 Bill Henry

District 5 Rochelle "Rikki" Spector

District 6 Sharon Green Middleton

District 7 Nick Mosby

District 8 Helen Holton

District 9 William "Pete" Welch

District 10 Edward Reisinger,
Council Vice-President

District 11 William H. Cole IV

District 12 Carl Stokes

District 13 Warren Branch

District 14 Mary Pat Clarke

THE YORK CORRIDOR COLLECTIVE (YCC) SUPPORTING MEMBERS

The York Corridor Collective (YCC) is a coalition of representatives from the City of Baltimore (Housing Department, Planning Department, Transportation Department and 4th District City Council Office), Baltimore Development Corporation, Govanstowne Business Association, York Road Partnership, Govans Ecumenical Development Corporation, Notre Dame of Maryland University, and Loyola University Maryland who work collectively to positively impact the York Road commercial corridor from 39th Street to the City/County line. *The York Corridor Collective is administered with backbone support from Loyola University Maryland.*



Ms. Nichole Battle

Govans Ecumenical Development Corporation (GEDCO)

Mr. Bill Burgee

Baltimore City Housing Department

Ms. Candace Caraco

Notre Dame of MD University

Ms. Ann Costlow

Govanstowne Business Association

Ms. Kerry Devilbiss

Baltimore Development Corporation

Ms. Joan Flynn

Loyola University MD

Mr. Christopher Forrest

York Road Partnership

Ms. Eileen Gwinn

York Road Partnership

Mr. Bill Henry

4th District City Councilperson

Ms. Alexandra Hoffman

Baltimore City Planning Department

Ms. Katie-Rose Imbriano

Baltimore City Planning Department

Ms. Marie McSweeney Anderson

Loyola University MD (Backbone Support to YCC)

Ms. Maria Johnson Darby

Govanstowne Business Association

Mr. Charles Lattuca

Baltimore City Department of Transportation

Ms. Marianne Navarro

Baltimore City Housing Department

Mr. Stan Meros

Cross Street Partners

MS. Laura Penza

Govanstowne Business Association

Ms. Megan Peterson

Govans Ecumenical Development Corporation (GEDCO)

Ms. Maggie Porter

4th District City Council

Mr. Terrence Sawyer

Loyola University MD

Mr. Bill Struever

Cross Street Partners

Ms. Megan Tahboub

Govanstowne Business Association

Mr. Ira Weinstein

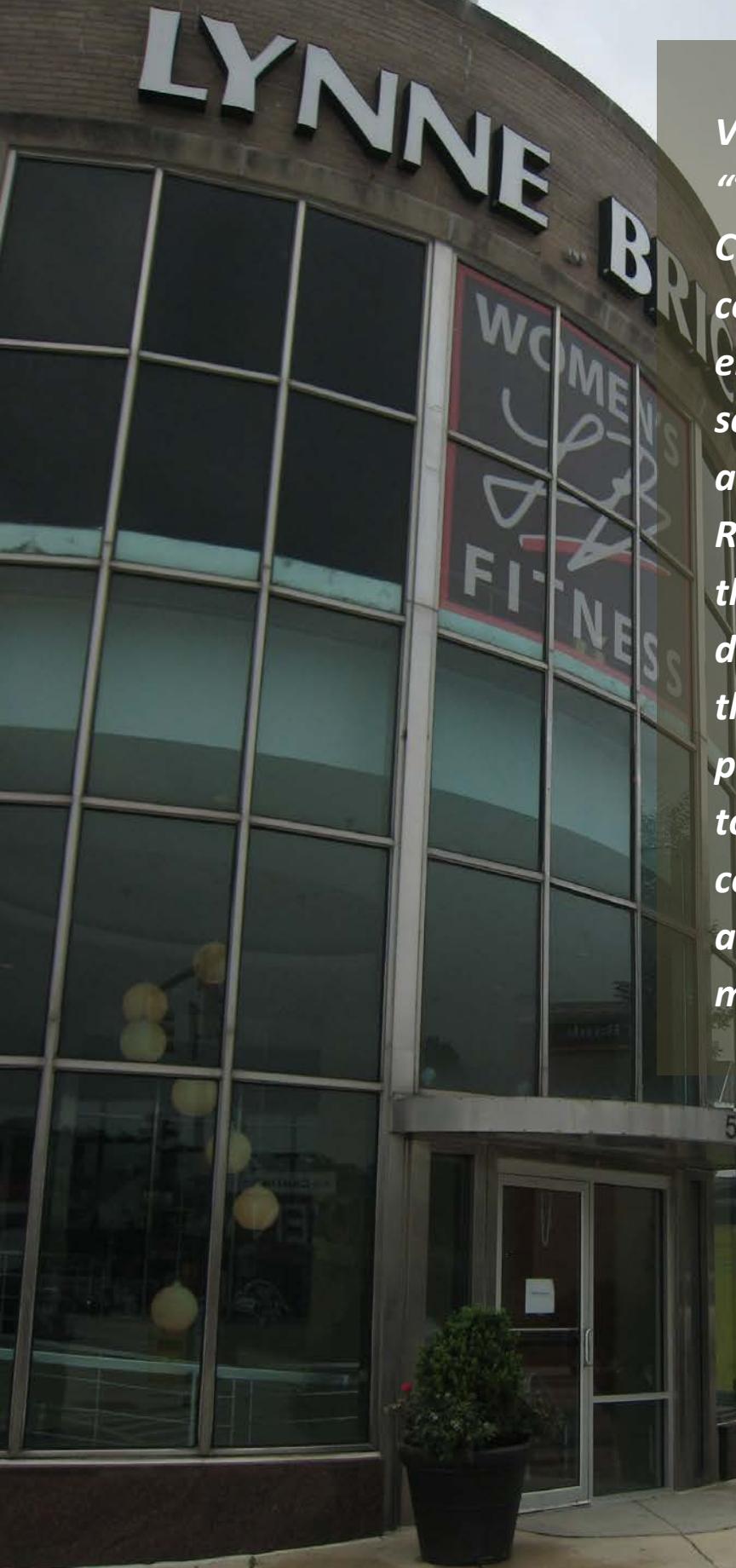
Homeland/Cohn Reznik

Ms. Erin O'Keefe

Loyola University MD (Backbone Support to YCC)

"The York Corridor Collective serves the local community, helping to strengthen York Road so that it will be a safe, healthy place in which diverse groups of people can live, grow, play, worship, and shop."

Imagine a York Road Corridor that pays homage to its Turnpike heritage through creative signage, historic walking tours and public art.



Visions for York Road ...

"The Govanstone York Road Corridor will be the Main Street common ground for shopping, entertainment, and access to services for those who live, work, and study on both sides of York Road. It will be a destination for those who want to experience the diverse place-making experiences that give the area a unique and positive identity. Those who wish to travel to and around the corridor will feel it is safe and accessible on foot or by diverse means of transportation."



The Hochschild Kohn Building and Senator Theater have been and will continue to be visual icons for the Corridor.

III. ACTION PLAN SUMMARY – “CLOSING THE ZIPPER”

ARRIVING AT A DETAILED VISION FOR THE YORK ROAD CORRIDOR

The York Road Corridor is a two-mile long strip of commercial development which serves as a linear collection of at least three principal nodes focused on major crossroads intersections (Belvedere Avenue, Woodbourne Avenue, Cold Spring Lane) which serve the local commercial/retail needs of their adjoining neighborhoods to the east and west.

In many ways, the York Road market area is now split by the road itself. To the west are very affluent residential neighborhoods with high residential values, homeownership rates and household incomes. To the east are more modest residential neighborhoods with lower residential values, homeownership rates and household incomes. The York Road Corridor can and does serve as a meeting ground for all adjoining neighborhoods and commercial uses that can achieve their highest potential when they appeal to all consumer households.

THE ACTION PLAN CHALLENGE – “CLOSING THE ZIPPER”

One of the leading, unifying ideas and metaphors that emerged from the ULI Technical Advisory Panel process in 2013 was to look at the Corridor like it was a zipper on a piece of clothing. To best build on the existing strengths of one of Baltimore’s most important and historic corridors, the ULI technical Advisory Panel recommended a vision to mend York Road’s east-west and north-south divide by uniting and reconnecting businesses, neighborhoods, and institutions around a stronger community-serving corridor. Like a zipper on a jacket, the York Road Corridor would benefit greatly by a stronger unification of the businesses, neighborhoods and institutions on both sides and opposite ends of the corridor for the greater good of the overall community. This theme was again fully embraced by the YCC Team and carried forward through this Action Plan process

South of Northern Parkway and North of 39th Street, the “unzipped” portion of York Road generally suffers from a mix of:

- Missing, vacant or underutilized buildings, businesses or uses representing the “missing teeth” in the zipper
- A lack of alignment or compatibility of the uses that allow the teeth to better link with one another to provide continuity and activity
- A lack of interconnection between the neighborhoods, institutions and businesses implying that the “stitching” is loose on the zipper
- A lack of a strong, centralized “deal making” entity to constantly represent and “work (pull) for” the best interest of the corridor’s businesses, patrons and citizens, as with the case of a missing “pull tab” on the zipper to provide closure



Photo 5: The “Zipper” became an adopted metaphor for the concept of relinking the East and West sides neighborhoods across York Road.

Any one or all of these conditions can make a zipper difficult or impossible to close, yet it is not entirely broken. It simply needs mended with a series of actions that make it work smoothly again. The same can be said for the York Road Corridor. The key to closing the zipper and revitalizing the corridor is finding and implementing solutions for each of the items listed above, which are fully discussed in this report.

The York Road Corridor is far from broken! It simply needs a series of actions to be carried out under great, consistent leadership to make sure that it is working to its optimum potential.

This is the vision for the York Road Corridor... a stronger area for Local Shopping, Healthy Living & Medical Services, Preserving and Celebrating Community History/Heritage, Passive and Active Recreation in Communal Greenspaces, Primary & Secondary Education and Community Services in the City of Baltimore.

ECONOMIC FRAMEWORK AND RECOMMENDED STRUCTURE FOR POSITIVE CHANGE

Household spending within the York Road Market Area is exceeding national averages in virtually all retail and service categories. Total spending by market area households on Retail Trade is estimated at \$265.9 million annually and spending on Food & Drink is estimated at \$29.9 million. (These are conservative estimates of total spending available to York Road businesses, since they do not include spending by the area's sizable student population.) Nonetheless, the area is estimated to capture only 29.8% of that total spending—with the remaining \$207.8 million (70.2%) escaping from the Market Area to businesses elsewhere. There is truly ample leakage and disposable income in the local Corridor marketplace that could be captured within York Road with an expanded mix of appropriate businesses and services to meet the on-going needs of the local community.

Given its largely built-out nature, the York Road Corridor operates within multiple constraints as regards to the attraction of new commercial/retail development opportunities. In particular, land parcels along York Road are typically small, shallow and in multiple ownership; arduous assemblage of parcels is typically required to accommodate the needs of many retailers. There are few larger (2+ acre) parcels along York Road and none are vacant land. Over time, the York Road Corridor will manage its real estate resources such that uses along York Road will better serve the Market Area population, improve in quality, density and profitability by attracting retailers serving unmet demand and by upgrading existing underutilized properties.

In particular, establishment of a **York Road Business Improvement District (BID)** is recommended as the management entity for the Corridor. In order to advance and ultimately achieve its full potential, the Corridor will profit from active management—a group specifically tasked to supervise day-to-day operations (e.g., sanitation, safety/security), but also longer-term strategic efforts such as working with existing businesses to help them succeed, improving the business mix to grow sales, marketing the Corridor to new businesses, and capturing real estate development opportunities as they occur. The BID structure (as codified in State of Maryland and Baltimore City authorizing legislation) is focused on commercial issues—deriving its revenues principally from a mandatory assessment on commercial property owners and, therefore, dedicating its attention to improving the Corridor’s business environment. The BID will also derive operating revenues from fee-for-service arrangements and grants from City government, foundations, etc. to provide various services which are better delivered locally.

A FLEXIBLE ACTION PLAN WITH A FOCUS ON PUBLIC AND/OR PRIVATE CATALYTIC PROJECTS

A common theme and directive from the YCC Team and stakeholders during the Action Plan process was to embrace and expand upon the range of diversity the York Road Corridor provides by further expanding and reinforcing the diversity in the private uses, character and offerings along the corridor, so that it will address and serve the needs of as many user groups as possible. The three-mile long corridor is perceived by stakeholders to be too large and too varied for any one solution to occupy the entire area. In response, the resulting Corridor Action Plan is envisioned to be a compilation of three more manageable corridor zones: 1] Southern; 2] Central; and 3] Northern, that each contributes to the overall Corridor experience and success in their own unique way.

Each zone was specifically assessed for its underlying physical Strengths and Opportunities to be celebrated and explored further, while also noting the existing weaknesses and threats that needed to be addressed and overcome for the Corridor to move forward in a positive manner. The assessment process revealed eight (8) specific areas of

geographic focus along the corridor for over thirty-five (35) action initiatives/projects as well as nine (9) corridor-wide action initiatives that would invoke positive change, sustainability and community bonding throughout the corridor.

The recommended **Corridor-wide Action Initiatives** include: (*Each of these are discussed in detail on pages 72 – 77*)

1. Establishing a corridor-wide clean & safe program through the new York Road Corridor Business Improvement District (BID)
2. Continuing the public art murals program on blank building walls throughout the length of the Corridor
3. Establishing Main Street Design Standards and a local Façade Design Assistance Panel made up of local York Road area design professionals
4. Defining a York Road Corridor & Neighborhoods walking tour, Interactive map and signage to celebrate the history and heritage of the area
5. Working with local property owners to inventory and fill vacancies of all types along the Corridor
6. Expanding the frequency and opportunities for outdoor dining and casual seating along the Corridor
7. Continuing and expanding the purpose of monthly “Community Zoning, Sanitation and Signage Walks”
8. Removing visual clutter along the Corridor
9. Establishing façade, signage and site improvement funding resources/grants for storefront worship centers

SOUTHERN ZONE 1: THE YORK ROAD CORRIDOR SOUTH GATEWAY ACTION INITIATIVES

The recommended **Southern Zone 1: The York Road Corridor South Gateway Action Initiatives** include: (*Each of these are discussed in detail on pages 78 – 93*)

1. Targeting site specific façade, signage and site/parking improvements through public/private grant matches
2. Additional York Road streetscape enhancements to spark private development investments along the Corridor
3. Identifying greenspace creation and urban reforestation-tree planting opportunities to increase the Corridor’s tree canopy
4. The York Road Corridor South Gateway
5. Pen Lucy Gateway Redevelopment (*Wild Bill’s block revitalization on east side of 4200 Block*)
6. The York Road Corridor South Gateway Mural and Building Animation
7. City Department of General Services Campus Expansion (*4325 York Rd*)
8. Public Storage Ground Level Animation (*4343 York*)
9. Adaptive Reuse of Auto Dealers & Repair Shops (*Old Horse Stables Area of west side 4300 Block*)
10. Guilford Neighborhood Gateway Improvements at Northway

11. Site Redevelopment Option -York Auto Body & EZ Convenience Mart (*4501 and 4429 York Rd.*)
12. The Agape Christian Center Block (*4600 Block*)
13. Guilford Schools Park Entry (York Rd. & Old Cold Spring)
14. Mixed-Use Residential/Commercial Row Home 4600 Block (*west side*)



Exhibit 2: The Loyola University Maryland Village Center at York Road

CENTRAL ZONE 2: YORK ROAD CORRIDOR EDUCATION AND MEDICAL ZONE ACTION INITIATIVES

The recommended **Central Zone 2: The York Road Corridor Education & Medical Zone Action Initiatives** include: (*Each of these are discussed in detail on pages 94 – 115*)

1. Targeting site specific façade, signage and site/parking improvements through public/private grant matches
2. New York Road streetscape enhancements to spark private development investments along the Corridor

3. Identifying green space creation and urban reforestation-tree planting opportunities to increase the Corridor's tree canopy
4. Village Thrift Store 5000 Block Improvements
5. West Side York Road Streetscape Promenade
6. Loyola University MD Village Center and Govanstowne Farmers' Market (*5100 Block*)
 - a. A Permanent Home For the Govanstowne Farmers' Market
 - b. University-Oriented Mixed-Use Development
 - c. Centralized Structured Parking
 - d. Great New Village Center Streetscapes
7. Future East Side Renovation & Redevelopment Opportunities
8. Adaptive Re-use and Expansion of Older Faith-Based Institutions
9. Govans Manor Renovation and New Management (*5220 York Rd.*)

10. Glenwood Avenue/ Community Action Center North (*5200 Block York Rd.*)
11. Curran Memorial and Family Dollar Site (*5300 Block York Rd.*)



Exhibit 3: The Glenwood Medical Village at York Road

NORTHERN ZONE 3: THE YORK ROAD CORRIDOR NORTH GATEWAY ACTION INITIATIVES

The recommended **Northern Zone 3: The York Road Corridor North Gateway Action Initiatives** include: (*Each of these are discussed in detail on pages 116 – 137*)

1. Targeting site specific façade, signage and site/parking improvements through public/private grant matches;
2. Identifying greenspace creation and urban reforestation-tree planting opportunities to increase the Corridor's tree canopy;
3. Focusing on York Road deferred maintenance streetscape improvements;
4. Govans Five Points Triangle Redevelopment (York & Bellona Ave.)
 - a. New Govans Five Points Park-Plaza Space and Mixed-Use Development
 - b. New Bellona Avenue Active Streetscape with Outdoor Dining
 - c. Precision Tune Opportunity Site (*5700 York Rd.*)
 - d. The Verizon Building Ground Level Use/Animation (*5711 York Rd.*)
 - e. Bellona Avenue Residential Office Redevelopment & Expansion
 - f. Redevelopment of Carroll Fuel Service Station and Warehouse Site (*5600 Block York Rd. and 500 Block Benninghaus*)
5. Commercial Service & Professional Office Parking

- Improvements (*West side 5800 Block*)
6. Govans Elementary School Entry and Park (*5801 York Rd.*)
7. Staples Site Redevelopment – The New York Road North Main Street Center (*5835 York Rd.*)
8. A Restaurant and Professional Office Cluster
9. Belvedere Avenue Shared Parking Improvements and Agreements (*West side 5800 & 5900 Blocks York Rd.*)
10. The North Gateway at York and Northern Parkway



Exhibit 4: The Five Points Plaza at York Road

The focus of the York Road Corridor Action Plan is to create a critical mass of activity in each of these recommended Zones and Focus Areas to make them sustainable for the long-term. To be economically sustainable, action plans must

be flexible enough to adapt to market conditions and development trends that will likely occur over the next ten years as the Action Plan is implemented. The York Road Corridor Action Plan was prepared with this flexibility in mind throughout the planning process. The final plan and recommendations are comprised of a Base Plan (centered plan below) joining each of the three zones and eight areas of implementation focus into one cohesive plan, supported by a series of redevelopment plan options where there is future potential for higher and better use of select corridor properties. The options were prepared and suggested to document either another mix of uses, another physical layout, or a second phased development approach that were also viable within the Base Master Plan framework that had received majority consensus.

Of particular note are the three key catalytic redevelopment projects that were identified for the corridor and illustrated in Exhibits 2, 3 and 4 on the previous pages. The “**Loyola University Maryland Village Center at York Road**” is a vision showing the redevelopment potential of the Loyola University Maryland Public Safety site as a mixed-use, village center, similar in scale to Belvedere Square, but with the added component of university residences (see Initiative 6, page 105). The village center is envisioned to address current and future expansion needs for Loyola University Maryland, while offering much needed new commercial services for students, faculty and staff of both Loyola University Maryland and Notre Dame of Maryland University, as well as the surrounding neighborhoods in the south-central portion of the Corridor. Just up the road to the north a second significant redevelopment opportunity has been identified for the public and private lands surrounding the York Road and Glenwood Avenue intersection called the “**Glenwood Medical Village at York Road**” for this report (see Initiative 10, page 110). This redevelopment concept focuses on broadening the types of medical and commercial services offered along York Road, with a focus on improving the health of the surrounding residents in tandem with the on-going McCabe Avenue Habitat for Humanity and Govans Manor renovations that are planned for the area. In the northern portion of the corridor, the Govanstowne Triangle area at York Road and Bellona Avenue has also been identified as an area with untapped redevelopment and adaptive building re-use potential. This area is envisioned to be newly branded as “**The Five Points Plaza at York Road**” (see Initiative 4, page 124) with a new highly visible, multi-use park/plaza space surrounded by new opportunities for modest sized professional offices, local retailers and restaurant space with upper floor apartment lofts. With the future addition of these three new “centers for action” to the existing offerings around the Belvedere Square Market and Homeland Village Center, the York Road Corridor will be more diverse, vibrant, and resilient.

A COMPLIMENTARY AND IMPROVED YORK ROAD CORRIDOR PUBLIC REALM FOR ALL USERS

The York Road Corridor contains a unique mix of transportation modes, including both local and regional traffic, heavy pedestrian activity, and some of the highest transit ridership in the city. As part of the development of the York Road Corridor Plan, an evaluation of existing conditions within the public realm environment and for each mode of transportation was conducted, including vehicles, pedestrians, bicyclists, and transit. The evaluation consisted of detailed first-hand field observations to understand and document existing conditions, transportation surveys conducted with stakeholders along the corridor and at the Govanstowne Farmers’ Market, as well as a review of previous transportation efforts, including those conducted by the Baltimore City Department of Transportation and other York Road improvement groups. The existing conditions evaluation for each mode is as follows:

- **Vehicles:** Vehicular issues within the corridor include congestion, lack of adherence to traffic control devices, blockages of the outside lane, and pavement that is generally in poor condition with faded pavement markings. Potential issues with safety and congestion were most commonly cited by questionnaire respondents around the larger intersections within the corridor, including Northern Parkway, Cold Spring Lane, Bellona Avenue, Woodbourne Avenue, and Belvedere Avenue. The major vehicular success throughout the corridor has been the recent Baltimore City Department of Transportation (BCDOT) streetscaping project which included the addition of medians and landscaping improvements at select locations within the corridor, particularly around 43rd Street. Where installed, these improvements greatly improve aesthetics and may benefit safety. They provide an excellent base for future transportation improvements to expand on.
- **Pedestrians:** The York Road Corridor is active with heavy pedestrian traffic throughout the day. The quantity of pedestrians throughout the day makes the corridor vibrant, however there are a number of pedestrian issues

which detract from the overall corridor environment and may present safety hazards. General issues regarding the existing pedestrian facilities throughout the corridor include jaywalking, faded crosswalks, and a lack of ADA compliant pedestrian facilities in several locations.

- **Transit:** Overall, transit is successful within the corridor in that there is high ridership of MTA bus lines 8, 12, and 48, which traverse the corridor, and a number of upgraded bus stops are present, particularly in the northern portion of the corridor near Northern Parkway. Regarding transit issues, many of the submitted questionnaires noted that transit tends to be unreliable and can be overcrowded.
- **Bicycles:** Few successes were noted for bicycles within the corridor as current bicycle accommodations are limited to a handful of 'Share the Road' signs. Few bikes were observed during field visits. It should be noted that the York Road Corridor is not included in Baltimore City's Bicycle Master Plan. Although some bicycle signage is present, conditions along York Road do not encourage bicycling for several reasons, including the high vehicular speeds, narrow lanes, parked cars and other blockages of the outside lane, and congestion.

One of the major themes that arose from the initial evaluation was the use of the corridor as a thoroughfare versus a destination. York Road is a major arterial roadway which functions as one of the main north-south radial links between areas north of the city and Downtown Baltimore. However, the area under study by the YCC team includes a number of businesses of both local and regional note, residences, as well as a variety of other land uses that function as destinations. As such, one major key to success for this corridor will be determining the proper balance between thoroughfare and destination and finding transportation solutions which promote the desired balance.

As a result of this evaluation, in addition to the existing typical transportation section within the corridor, two options were put forth which provide alternatives for varying degrees of shifting the balance of the corridor from vehicle throughput to a more 'Complete Streets' approach. This approach considers the needs of all modes of transportation within the corridor, as well as the need for streetscaping and parking, and the needs of residents, businesses, and other institutions throughout the corridor. Creating a 'Complete Streets' environment that is safer and more pedestrian friendly, enhances transit facilities which are already some of the most heavily used in the city, and provides streetscaping improvements to improve corridor aesthetics has the potential to unite the updated northern zone with the rest of the corridor.

Option 1 features a shared bus and bicycle lane during the peak hours with any additional right-of-way dedicated to a landscaped median. This option would promote utilization of alternative forms of transportation such as transit and bicycles throughout the corridor while maintaining the on-street parking during the off peak hours. Additionally, the landscaped

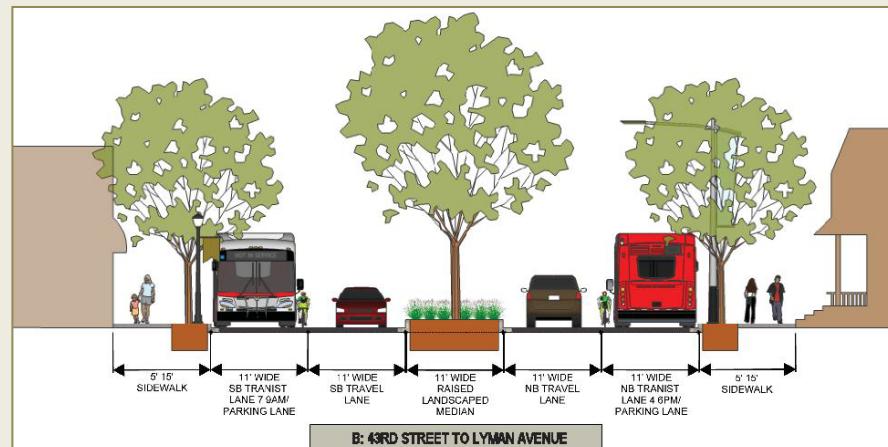


Exhibit 5: York Road Streetscape Option 1

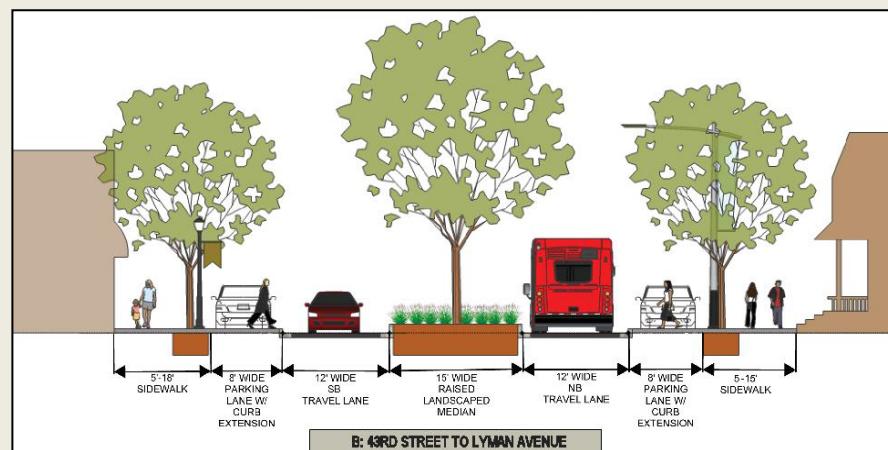


Exhibit 5: York Road Streetscape Option 2

medians would improve the streetscape of the corridor. However, removing a vehicular travel lane may cause additional congestion throughout the corridor.

Option 2 removes a travel lane in each direction and provides a parking lane or bus pull off area with curb extensions at the intersections as well as landscaped medians. This option is oriented towards pedestrian use by reducing crossing distances and improving the streetscape. Additionally, this option may reduce lane blockages caused by buses, deliveries, and drop-offs, while maintaining existing on-street parking along the corridor. However, the removal of vehicular lanes may cause additional congestion and bicycles are not accommodated along the corridor under this option.

Beyond these two larger scale corridor enhancement options, there are also a set of smaller scale, lower cost improvement recommendations to address identified issues within the corridor. Key recommendations include conducting a detailed traffic study to review traffic operations throughout the corridor, resurfacing and restriping the pavement throughout the corridor, enhanced enforcement of transportation violations, evaluating the need for additional buses or bus stops, enhancing facilities at bus stops, installing bicycle racks at popular destinations throughout the corridor, improving pedestrian channelization to discourage jaywalking, upgrading all pedestrian facilities to be fully ADA compliant, widening and restriping crosswalks, installing street trees and street furniture, and additional streetscaping improvements.

CLOSURE

In summary, the York Road Corridor Action Plan offers a comprehensive, market-based vision for commercial revitalization which will serve residential communities to the east and west, realizing the potential of their combined involvement and buying power. The Action Plan is intended as a living document which will guide the efforts of businesses, commercial property owners and residents over the long-term. In particular, the establishment and operations of a Business Improvement District are seen as the critical element in progressively realizing the vision of a renewed York Road. The BID's day-to-day professional management of the corridor and ability to take advantage of opportunities to incrementally improve its development environment will yield tremendous benefits over time.

We the YCC membership again invite you to continue reviewing the details of the York Road Action Plan and it's initiatives in their entirety and contact us with any inquiries or interest you may have in participating on the York Road Corridor. Thank You!

-- *The York Corridor Collective Membership*



For more information please contact:

York Corridor Collective

yorkcorridorcollective@gmail.com
c/o Erin O'Keefe

Director for the York Road Initiative

5104 York Road

Baltimore, MD 21212

410.617.2699 (office)

eokeefe1@loyola.edu

Welcome to the LOYOLA VILLAGE CENTER...
A future southern anchor for the York Road Corridor



A view of the new York Road and Bellona Avenue Park Plaza with surrounding
streetscape improvements and redevelopment opportunities.

PLAN INTRODUCTION 1



Visions for York Road ...

"I envision a busy York Road Corridor that serves as both a destination point and distinct journey-way for Baltimore City residents and visitors. An infusion of mixed-use development will bring new residents to the area to support local businesses while creating new and distinct retail and commercial shopping activities along the corridor. An enhanced university and business community presence will add to the marketing appeal of the adjacent residential neighborhoods and complement the architecturally notable faith institutions along the roadway."

A view of the expanded professional offices and mixed-use family entertainment area.

1.1 CORRIDOR PLANNING CONTEXT

In March of 2012, a diverse group of concerned parties began meeting regularly to discuss the needs of the York Road commercial corridor. Members of the Govanstowne Business Association, York Road Partnership, Baltimore Development Corporation, Govans Ecumenical Development Corporation, Notre Dame University of Maryland, Loyola University Maryland and Baltimore City agencies came together to discuss and envision a future for the York Road Corridor. Throughout the next year, team members visited commercial districts throughout Baltimore and in Philadelphia, attended the National Main Streets Conference and held planning sessions with local community and economic and development professionals. In November of 2012, the team agreed to pursue an Urban Land Institute Technical Assistance Panel and in June 2013, a group of eight Urban Land Institute panelists came together for a two-day process resulting in initial recommendations to ‘zip’ the corridor together. With these recommendations in mind, in early 2014, the planning team of business, resident and faith-based membership organizations, anchor institutions, and city agencies formalized into the York Corridor Collective to move long-term planning forward and agreed the next step would be seeking funding to contract with a consultant for a more comprehensive vision and commercial strategies plan.



1.1.1 THE YCC MISSION FOR THIS ACTION PLAN INITIATIVE

The overarching mission for this Action Plan is to intentionally plan for and guide the York Road Corridor’s continued revitalization and redevelopment to reach its optimal potential as a balanced, live-work-education destination known for its 20+ diverse neighborhoods, niche commercial and entertainment uses, strong urban transit corridor, expanded employment opportunities, ample parks and open spaces, creative reuse of historic structures, celebrated heritage and a magnetic, interactive and sustainable corridor environment. This is a time for a realistic, pragmatic, (yet visionary) and incrementally achievable plan that provides a road map for appropriate decision making and change over the next ten years. This York Road Corridor Action Plan document and the prior planning from the Urban Land Institute TAP (2013) and Strategic Neighborhood Action Plan (2006, update in 2012) form the basis for the York Corridor Collective’s mission and achieving a consensus York Road Corridor vision, action plan and implementation strategy.

1.1.2 WHAT MAKES THIS PLAN DIFFERENT FROM PREVIOUS EFFORTS?

This Action Plan will position the member agencies of the York Corridor Collective (YCC), the City of Baltimore, the Baltimore Development Corporation (BDC) and corridor property owners to continue to generate interest and momentum for redevelopment and enhancement along the York Road Corridor as the economic marketplace and community expenditures continue to strengthen in North Baltimore. The Corridor already has a jump start with the success of the Belvedere Square Shopping Center and surrounding York Road- Belvedere Avenue businesses, and Senator Theater as destinations for the area and anchors for the Corridor’s northern gateway.

The challenge now is how to best build on that success and begin to create a critical mass of activity and appropriate, neighborhood compatible draw to each of the other sections of the Corridor that begins to spread and balance the economic successes along the entire two-mile corridor. Future strategic property acquisitions that the YCC, City, Baltimore Development Corporation and a new York Road Business Improvement District (BID) & Community Development Corporation (CDC) will have to collectively make along the corridor will help pave the way for cohesive early phase plans that will begin to establish new and improved identities for 8-10 key catalytic sites along the Corridor.

This Action Plan is different from past planning initiatives for the York Road Corridor in that:

- It was prepared with a greater focus on a market driven approach that informed the Action Plan
- It is structured around addressing community needs for neighborhood residents, Universities, students, seniors, families and merchants
- It focuses on immediate, short-term and long-term action items
- It considers funding and implementation from the start to frame the Action Plan
- It focuses on establishing the correct organizational structure to implement the Action Plan

1.1.3 THE ACTION PLAN AREA

The York Road Corridor study area is generally defined by Northern Parkway to the north and 39th Avenue to the south, with surrounding neighborhood edges forming the east and west side boundaries. The study area is approximately two miles long and over one-hundred acres in size, not including the current public street right-of-ways that serve the area. The specific study area boundary is outlined in yellow on the Study Area Map illustrated below.

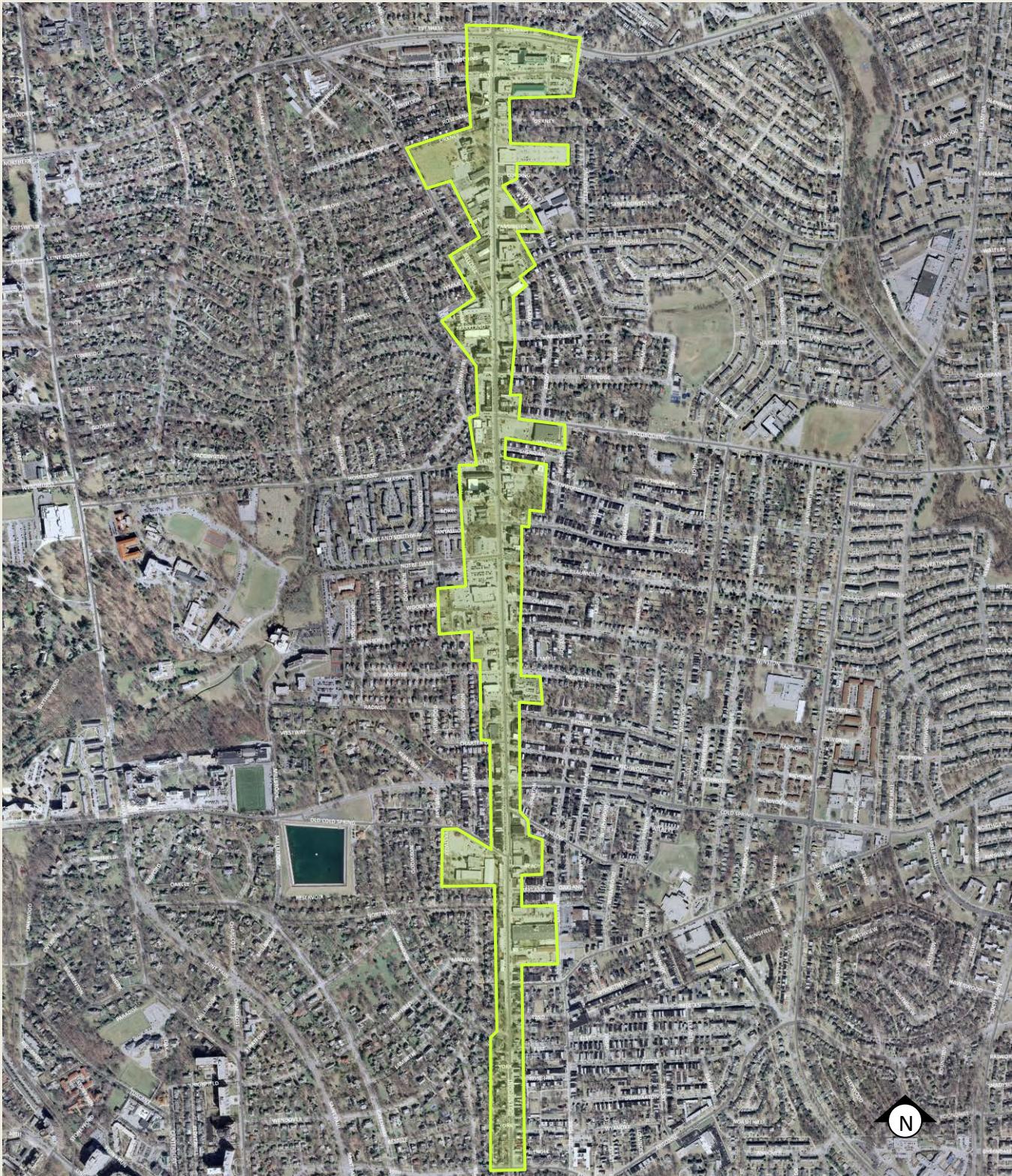


Exhibit 6: York Road Corridor Action Plan study area

1.1.4 PREVIOUS PLANNING CONTEXT ON THE CORRIDOR

From the late 1960's, when the Community Council of Govans/York Road Council, aimed to halt neighborhood deterioration and stimulate the merchant involvement, to 1973-1988's York Road Planning Area Committee, a federally funded organization which assumed responsibility for planning and development issues York Road, to 2006's Strategic Neighborhood Action Plan, to 2013's Urban Land Institute Technical Assistance panel, for fifty years, York Road has been the subject of much study, attention, and anticipation.

According to John Brian in *Govans Village and Suburb*, "In 1969 a six-page questionnaire was compiled by an ecumenical committee and distributed to area residents. Their response surprised everyone. It revealed that most people were not overly concerned about racial change, but were concerned about the deterioration of York Road and its amenities." For more than one hundred years, the York Road streetcar service was a mainstay for Govans residents until its final run in 1963. As such, Govans stores were originally built to serve pedestrians, not the automobile traffic – and parking - the commercial corridor boasts today. Today, the context of lack of amenities and inappropriate pedestrian/commuter commercial needs remain.

All the while, many previous studies have attempted to address these complex needs, including the below that were reviewed and synthesized for this planning process:

- The York Road Strategic Neighborhood Action Plan (2006, updated 2012)
- The York/Belvedere Traffic Input (2011)
- The York Road Master Streetscape Plan (2004)
- The York Road Commercial Planning Charrette (2003)
- The Commerce at the Crossroads Belvedere/York (1999)
- The York/Woodbourne Urban Renewal Plan (1974, updated 1995)

1.1.5 CELEBRATING THE CORRIDOR'S HISTORY AND HERITAGE

Throughout the Action Plan process, both YCC members and public stakeholders made it a point to share many pertinent histories of the "York Turnpike" and its surrounding neighborhoods that resulted in many of the buildings and environments that are still found today along the Corridor. The YCC team made it a point to focus a good portion of their corridor assessment process and discussion on the long and varied history of York Road as a corridor of continual change through the development of North Baltimore and its linkage to other economies in the northern Maryland-Pennsylvania region.



Community history mural at the Intersection of York Road and Bellona Avenue

It soon became clear that in a time where we are looking to unify the neighborhood and commercial areas of York Road, the one thing that all areas share is that they each have stories to contribute to the overall understanding and interpretation of York Road's evolution. Many long-standing residents and business people may be aware of the historical importance of the York Road Corridor; however, the same cannot be said for new visitors and patrons to the area as there is no obvious public interpretation of the corridor's history, except for the community mural at the corner of York Road and Bellona Avenue that hints at a few historical image highlights. York Road's evolution from a rural farm and village trail to a major north-south transportation and transit way is well documented in periodicals; however, it is not well communicated or celebrated within the Corridor's public realm streetscapes, parks and neighborhood school spaces. This presents an opportunity to work with the neighborhoods and community residents to do a written histories and historic photos contest/search to gather written stories and unknown images. This opportunity is further discussed in the "Corridor-Wide Action Initiatives" discussed starting on page 73 of this report.

The Belvedere Square Marketplace (529 E. Belvedere Ave.) has done a commendable job of celebrating the heritage of the corridor on its website, where they have documented the following noteworthy history points for the York Road Corridor's development. Each of these points, and others, has the potential to be a key talking point/exhibit along the Corridor.

- **1750** - York Road is used by Northern Maryland & Pennsylvania farmers to bring agriculture goods to Baltimore
- **1783** - Govanstown is established as a rural village to service travelling farmers
- **1874** - The Horse Car Railway is built to connect Govanstown to Baltimore and Towson
- **By 1900** - Govans has grown to have 5 blacksmith shops, 2 carriage shops, numerous har, feed, seed stores and flower nurseries
- **By 1930** - Land becomes too valuable for farming as new development and construction overtakes Govans
- **1910–1940** - Housing replaces the great estates due to a change in economic base turning Govanstown into a commuter suburb. York Road becomes a broad, tree lined avenue with houses and stores clustered at Woodbourne Ave. and Cold Spring Ln
- **1939** - The Senator Theatre opened to the public
- **1948** - The Hochschild Kohn Department Store opens, which now houses Lynne Brick's fitness center and Loyola University



Photo Group 6: Images of York Road's development through the years

1.1.6 ON-GOING CORRIDOR INITIATIVES TO BUILD UPON

The York Road Corridor continues to undergo positive change today through a number of recent and on-going initiatives that have emerged during the Action Plan process. Revitalization efforts continue to grow and include:

- The Govans Manor (*5220 York Rd.*) residential high-rise is now planned and programmed to be completely renovated and under new management by the private sector by 2016, which will help to improve a key segment of the corridor around Glenwood Avenue
- The Govanstowne Farmers' Market (*5104 York Rd.*) seasonal success attracting 500+ patrons each week
- The York Road "B'More Birds" Murals project brings six native birds with hope for more
- Jai Medical expansion needs
- Habitat for Humanity McCabe Avenue residential revitalization and Rebuilding Together Baltimore home repair projects
- The redevelopment of the McDonald's Restaurant at 5100 York Rd;
- Govans Library Renovations at 5714 Bellona Avenue
- Reconstruction of Govans Elementary School at 5801 York Road as part of 21st Century Schools Initiative
- Department of Transportation streetscaping projects

It's important to note these local efforts as each has been incorporated within the larger Action Plan initiatives and detailed recommendations listed within this report. They are just a few of the current opportunities that are generating momentum which will push the Action Plan forward through implementation to realization over the next ten years!



Renovation work on the Govans Branch of the Enoch Pratt Public Library

1.1.7 CREATING THE GUIDING VISION FOR THE CORRIDOR ACTION PLAN

The guiding vision for this corridor action plan is to build from the existing community and business engagement and recommendations in the planning processes already completed, in particular, the 2006 and 2012 York Road SNAP Report (Strategic Neighborhood Action Plan), and the York Road ULI TAP Report (Urban Land Institute Technical Advisory Panel), into actionable items.

BUILDING UPON THE 2012 SNAP UPDATE PROCESS AND COMMUNITY GOALS

In 2010, the York Road Partnership began a community process to update and focus the 2006 SNAP goals. For almost two years, resident leaders and working committees reviewed the original goals and made recommendations on each focus area. Over 100 residents were involved in this planning process resulting in the following vision and goal statements from the 2012 York Road SNAP update that are continually referenced by the YCC, York Road Partnership and York Road Initiative in executing their group activities:

1. Housing & Neighborhood Revitalization

- All property is well maintained and attractive.
- Attract and Support New Homeowners.

2. Commercial Revitalization

- A revitalized commercial corridor with strong, attractive businesses
- Exteriors and signage on commercial properties, churches, institutions and residences are maintained and kept clean by property and/or business owners.

3. Community Open Space, Recreation and Greening

- All community spaces are clean, safe, and inviting
- There are opportunities and activities for youth in YRP neighborhoods

4. Transportation, Streetscapes, and Gateways

- There is attractive, green, walk-able and bike-able streetscape along the York Road Commercial Corridor
- More public spaces are created/maintained throughout all York Road neighborhoods and commercial corridor
- Mass transit services and facilities are available, improved and accessible.

5. Public Safety

- There is attractive, green, walk-able and bike-able streetscape along the York Road Commercial Corridor

6. Public Services and Infrastructure

- Public services and infrastructure support community and commercial revitalization efforts.

7. Community Building: Building Area Civic Capacity and Neighborhood Leadership

- There is a sense of community ownership in the Corridor's appearance.
- All community spaces are clean, safe, and inviting.
- Build the Capacity of Community and Neighborhood Organizations.

8. Enhancing Education and Youth Development

- Increased Community Ownership of York Road Public Schools.
- Increased options of after school options (academic and athletic).
- All York Road Public Schools are safe.
- Improve the facilities of the school.

BUILDING UPON THE SPECIFIC ULI TAP RECOMMENDATIONS

Building on the Strategic Neighborhood Action Plan, the Urban Land Institute Technical Advisory Panel independent commercial corridor study process and report, commissioned in 2013, also laid out a specific framework of visions, goals and ideas for strengthening the commercial, employment and institutional aspects of the York Road properties that front the corridor. This detailed Action Plan process and report is a direct follow-on initiative and outcome of the ULI TAP directives.

The ULI Technical Advisory Panel vision for the Corridor included three key elements that have been carried forward within this Action Plan, including:

- ***Building on the existing strengths of one of Baltimore's most important and historic corridors;***
- ***Reinforcing and revitalizing the commercial and residential environment;***



Photo 7: The York Road ULI Technical Advisory Panel process engaged York Road community stakeholders over a two-day charette process.

- ***Better connecting and serving the entire existing community.***

This vision was supported with a detailed list of goals and objectives that were further detailed in the York Road TAP report and are provided here for easy reference to convey how these items helped to stimulate the detailed initiatives, catalytic projects and implementation steps suggested in Sections 2 and 3 respectively of this report.

1. Build from the existing strengths

- Strong transit and road network
- Involved and organized community
- Proximity of nearby universities
- Economic strength of Belvedere Square, Drumcastle and Towson
- Initially focus redevelopment near these areas, then radiate out

2. Meet the large underserved demand for basic services

- Grocery market (address the food desert of the lower study area)
- Dine-in restaurants, student amenities, neighborhood cafes, home improvement stores
- Community centers, social and medical services
- Central, visible public spaces and recreational opportunities for all ages

3. Address the destabilizing elements

- Relocate areas of high loitering to more visible areas which can be better policed
- Improve code enforcement, trash collection, and police presence
- Design public spaces to better promote safe use
- Consider rezoning as a tool to discourage destabilizing elements

4. Pursue mixed-use and co-located uses

- Combine residential, commercial and parking uses into single developments
- Encourage multi-family uses along York Road in conjunction with ground floor retail
- Encourage partnerships between businesses to create synergy and address common problems i.e. parking

5. Grow the Universities' presence

- Promote the establishment of campus life (offices, classrooms, retail, student housing) by Loyola, Notre Dame, Morgan and Towson along York Road to address their growth needs
- Explore partnership opportunities with universities to create locations where students can interact with the community (for the benefit of the students and the community)
- Provide housing, shopping and recreation opportunities for underserved university students

6. Reconfigure the roads to help Improve and attract commercial uses

- Focus on creating a "main street" atmosphere and concentrating commercial uses
- Include parallel parking, bike lanes and more sidewalk along York Road
- Reduce traffic lanes to create safer and more walkable roads

7. Improve the transit hubs

- Make bus stops more user-friendly and connected to facilitate easy transfer of bus lines and reduce jaywalking
- Create bus linkage to Light Rail
- Improve bus stops with shelters, seating, trash cans and landscaping
- Explore shared university shuttle bus system / City Circulator among all campuses

8. Create a blanket organization to champion the York Road vision on an ongoing basis

- Manage and consider the needs of all community and business groups (e.g., Main Street / Downtown Partnership / Community Development Corporation)
- Focus on outreach to developers, retailers and builders to promote investment
- Expert on all incentives offered by City and County
- Maintain communication with owners of high priority parcels and consistently promote redevelopment to a higher and better use

9. Redefine the nodes/zones

- Four nodes focused on the places, not the intersections
- Varying the land use themes to differentiate each zone

The York Road Corridor COMMUNITY ENGAGEMENT PROCESS

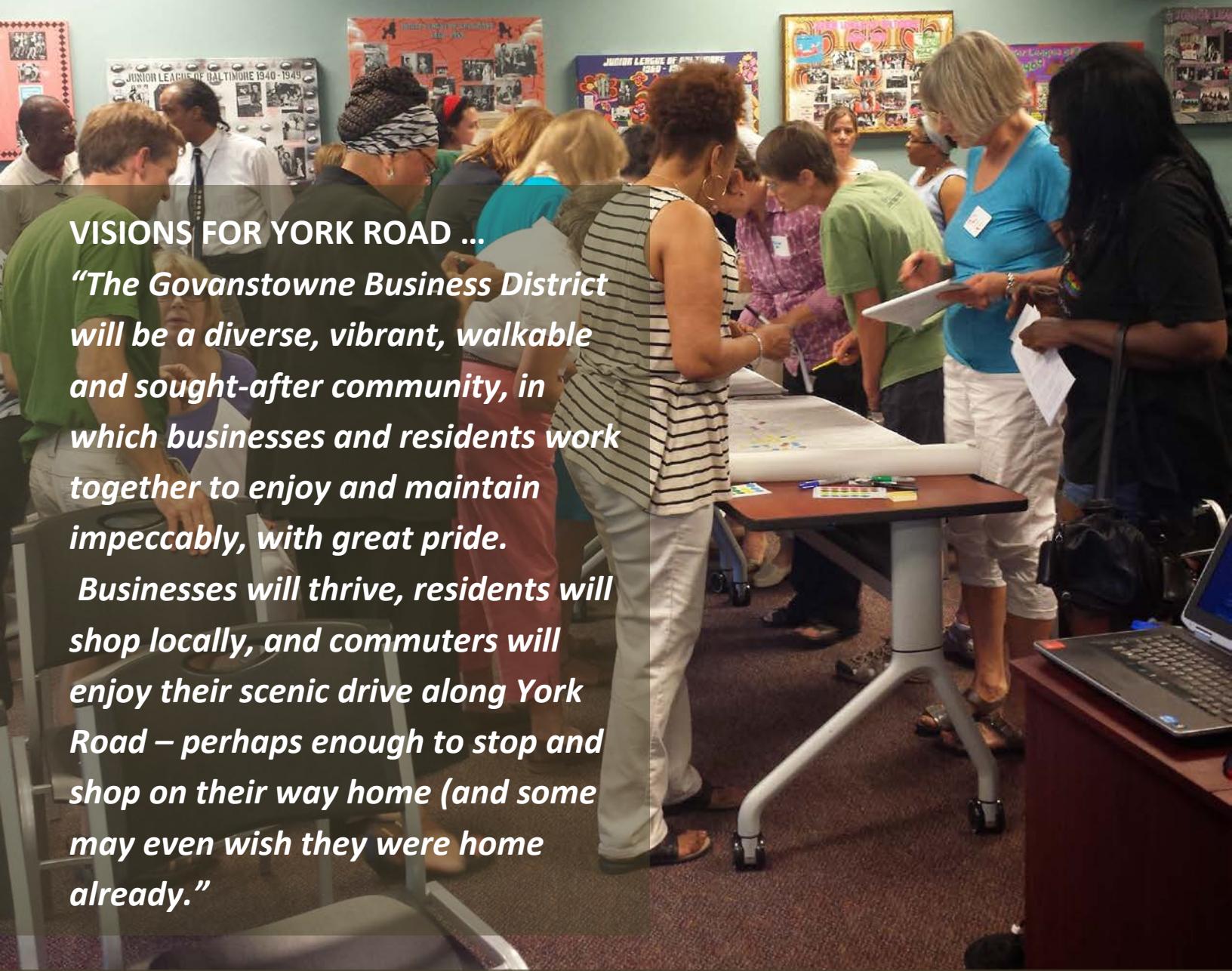
"The public process was an essential component for designing a stakeholder driven York Road Corridor Action Plan."

VISIONS FOR YORK ROAD ...

"The Govanstone Business District will be a diverse, vibrant, walkable and sought-after community, in which businesses and residents work together to enjoy and maintain impeccably, with great pride.

Businesses will thrive, residents will shop locally, and commuters will enjoy their scenic drive along York Road – perhaps enough to stop and shop on their way home (and some may even wish they were home already."

The citizens have a vision for what the Corridor can be... now is the time for action with the York Corridor Collective in place.



1.2 THE ACTION PLAN PROCESS AND INPUT

The public process was an essential component for designing a stakeholder-driven York Road Corridor Action Plan. The York Corridor Collective team worked hand-in-hand with the EDSA, Valbridge Advisors and STV to engage the Corridor's diverse stakeholders during the three phases of the plan. Through community forums, workshops, questionnaires, surveys and interviews, public input played a key role in the design process. A website at www.yorkroadnews.org was made publically available where all designs and plans were posted throughout the process. Public feedback was regularly requested at neighborhood meetings, through local electronic neighborhood and business mediums, and via in person and written mediums.

1.2.1 A PLAN BY AND FOR THE YORK ROAD CORRIDOR COMMUNITY

Building upon Baltimore's history of positive change originating from its people, the York Road Corridor Action Plan was developed through an open task force and public planning process designed to encourage transparency and idea sharing amongst community stakeholders throughout the York Road Corridor, the surrounding District 4 Neighborhoods of Baltimore, and interested parties in nearby Baltimore County. Stakeholder involvement consisted of: six York Corridor Collective (YCC Task Force) work sessions; two community forums urging input existing conditions and action recommendations; a number of individual stakeholder interviews with property owners, private investors, real estate brokers; and periodic meetings with the YCC and Baltimore City's staff resource teams. One of the most important outcomes of the York Corridor Action Plan was the formation and dedication of the York Corridor Collective (YCC) group and the action plan process itself. The YCC members are dedicated change agents for the York Road community who intend to see this plan forward to reality.



Photo 8: The York Road Corridor citizenry, businesses, institutions and property owners will continue to work together to evoke positive change on the corridor

THE YORK CORRIDOR COLLECTIVE MEETINGS AND ASSIGNMENTS

As introduced in the acknowledgements, the York Corridor Collective membership served as the advisory committee for this York Road Action Plan and its consultant authors. The intent was for the YCC to function as an advisory roundtable for testing, discussing and ultimately approving the economic, physical and culturally recommendations found within this York Road Corridor Plan

From the onset of the York Road Action Plan project, the YCC team has generally met every two weeks throughout the Action Planning Process from May–September 2014. Each YCC work session had a specific predetermined agenda and purpose to help guide the Action Plan through the planning process. When possible, YCC members were provided with additional information gathering homework assignments and Action Plan review materials before each meeting, so that YCC input, consensus and direction could be optimized in each two-hour work session.

The result of the YCC's diligence is a committee supported, consensus Action Plan that is ready for on-going commitments and implementation by the YCC in their current roles or within a new Business Improvement District and Community Development Corporation suggested herein.

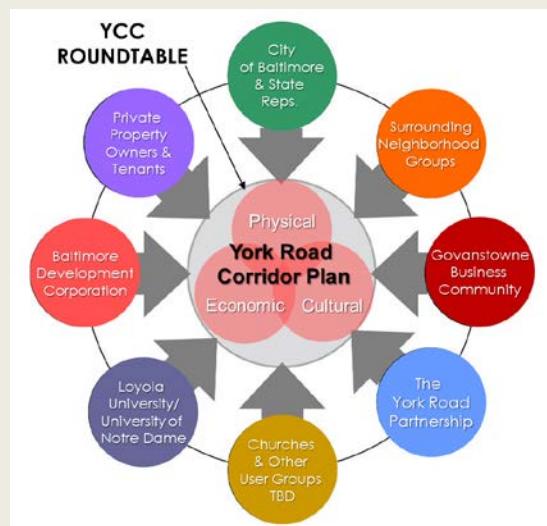


Exhibit 7: The York Road Corridor Action Plan was developed by the York Corridor Collective (YCC) representing member organizations and stakeholders throughout the Corridor

THE YORK CORRIDOR COLLECTIVE'S REPORT CARD ASSESSMENT

To begin the Action Plan process, the YCC team members each completed a York Road questionnaire designed to be a self-evaluation of the Corridor's conditions and how the planning process could best serve the corridor businesses, patrons and residents. As long-standing supporting members of the York Road Corridor, YCC members have an intimate, first-hand knowledge and unique perspectives that helped focus the team's assessment efforts and to inform the Corridor Action Plan process in the following topic areas:

- Corridor strengths, weaknesses, opportunities & threats;
- Perceived successful and unsuccessful areas of York Road/Govanstone;
- Key discovery items, ongoing initiatives;
- Key community issues, opportunities, ideas or strategies for reaffirmation;
- Top goals for the Corridor; and
- Guiding visions and goals statements

Also outlined below are the detailed questions that were put to each of the YCC members and documented for sharing and reference in the early YCC "Corridor Assessment" meetings and the initial Public Input forum in May-June 2014.

- What York Road businesses have you patronized in the past month?
- Did you drive a car or walk to those businesses? If you drove, where did you park?
- Where do you think things are already working well along the corridor? In what ways do you see the corridor as being successful today?
- Where are the areas that are most underperforming within the ULI TAP Zones and why? In what ways do you see the corridor as being unsuccessful today?
- What would make the York Road Corridor more successful from your perspective? How would you best describe a future vision of a successful York Road Corridor for you?
- Please consider and list:
 - The top three goals you would like to focus on achieving within the ULI TAP Zones
 - The top three strengths and/or assets that you would like to preserve within the ULI TAP Zones
 - The top three weaknesses and/or issues you would like to overcome or solve within the ULI TAP Zones:
 - The top three opportunities and/or changes that you would like to explore within the ULI TAP Zones
 - The top three threats and/or obstacles that may get in the way of the corridor moving forward and reaching its full potential
- Are there any key items along the corridor, past or present, that you want to make sure we know about and look at as we begin our physical assessment?
- From your working knowledge of the past plans and public visioning processes for the York Road Corridor over recent years, are there any key community issues, opportunities, ideas or strategies that have not been addressed and need reaffirmed?
- Do you know of any key on-going York Road initiatives that could be in jeopardy of being discontinued along the corridor?
- Can you identify for us where the specific hot spots for criminal activity, safety and security issues are along the Corridor and within the surrounding neighborhood blocks?
- How can this YCC Action Plan process and outcomes best benefit the following groups:
 - Your own YCC sponsoring organization, agency, department, university, etc.?
 - The merchants and businesses along the corridor?

 The York Corridor Collective Q&A Exercise The York Road Corridor Urban Design and Commercial Revitalization Action Plan Baltimore, Maryland	5.8.2014 <small>As a supporting member of the York Corridor Collective, you have an intimate, first-hand knowledge of the Corridor and a different perspective that you can bring to the Corridor Action Plan which we would like to begin to capture through a brief Q&A exercise before our next May 20th meeting.</small> <small>Your input to these questions will help us to focus our assessment efforts over the coming month, as we begin our intensive work on the corridor's physical assessment. Please answer the questions below, type in the responses below and respond as detailed as your time allows. We appreciate and value your on-going input and direction throughout the coming months. There will be additional exercises for input along the way as well.</small> <small>*Please send your responses to Erin O'Keefe at the contact information below by next Thursday, May, 15th 2014. Thank you from your York Corridor Collective Action Plan consultant team.</small> <small>Keith Wiewer, EDSA Joe Cronyn, Valbridge Property Advisors, and Addison Palmer, STV</small>
<small>What York Road businesses have you patronized in the past month? _____</small>	
<small>Did you drive a car or walk to those businesses? If you drove, where did you park? _____</small>	
<small>Where do you think things are already working well along the corridor? In what ways do you see the corridor as being successful today? _____</small>	
<small>Where are the areas that are most underperforming within the ULI TAP Zones and why? In what ways do you see the corridor as being unsuccessful today? _____</small>	
<small>What would make the York Road Corridor more successful from your perspective? How would you best describe a future vision of a successful York Road Corridor for you? _____</small>	
<small>Please consider and list: The top three goals you would like to focus on achieving within the ULI TAP Zones: _____</small>	
<small>The top three strengths and/or assets that you would like to preserve within the ULI TAP Zones: _____</small>	
<small>The top three weaknesses and/or issues you would like to overcome or solve within the ULI TAP Zones: _____</small>	
<small>The top three opportunities and/or changes that you would like to explore within the ULI TAP Zones: _____</small>	

Exhibit 8: YCC Homework Assignment – York Road Corridor questionnaire

- The neighborhoods and residents along the corridor?
- Other corridor patrons?

The results of this Report Card process were very helpful in setting the direction and topics that the Corridor Action Plan would need to touch on in order to be an effective document for the YCC or any new corridor redevelopment entity that is recommended. Outlined below is a comprehensive summary of the primary Strengths, Weaknesses, Opportunities and Threats that were cited along the Corridor for the YCC team to take into consideration as the action plan was developed.

THE MOST IMPORTANT STRENGTHS/ASSETS TO PRESERVE AND BUILD UPON ON THE CORRIDOR

When building an action plan, it's especially important to identify the many positive elements that are already present on the Corridor and work to preserve and leverage those things to their fullest as a stimulus for more positive change to come in the future. The YCC team members felt that the following short-list of items needed to be preserved or acknowledged in some way within this Vision and Action Plan document. As you review the corridor assessment and recommended actions discussed in Section 2 of this report, you will find that all of these items were considered, retained and/or woven into the overall plan.

- The Belvedere Square/The Senator Theater (the "North End")
- Loyola University Maryland and the York Road Initiative leadership
- The York Road Partnership
- Community stores that the seniors can walk to safely;
- The Govanstowne Farmers' Market
- The many worship centers that are involved with the community
- A strong transit corridor; (make for all bus, bike, walk)
- Ethics of inclusiveness for all
- The diversity of businesses along the Corridor
- The homes and businesses are not overpriced (don't want to gentrification that excludes/pushes out the people that have lived here for a long time)
- Local landmarks
- The greening initiatives that have already taken place along the corridor
- The successful businesses that appear to anchor the strength of northern end of the node
- The communities' engagement with certain portions of the corridor
- The many community groups/institutions working in the area/along the corridor/within neighborhoods
- The Corridor's historical significance in Baltimore, architecture/churches/homes and neighborhoods
- Community support services (Affordable senior living, rehabilitation, food pantry, workforce development, Library, etc.)
- The nearby universities
- Available properties to start small businesses
- Promoting Belvedere Square and the Senator as a regional destination, including special events
- Community interest
- Top end venues like Belvedere Square and Senator Theater
- Toss Pizza and emergence of some cool and interesting dining venues
- The existing greenspaces we have along the corridor
- Diversity
- Market strength in the northern portion
- The Corridor is well-known and well-traveled
- The churches and schools influences to the communities
- The anchor institutions continued growth along (both sides) of the corridor
- The City's presence in the southern node is a positive
- Build on existing strong, destination businesses (the strength is that they exist)
- The Corridor's central location
- The Buying power of the surrounding residents

THE MOST IMPORTANT OPPORTUNITIES OR CHANGES TO EXPLORE ALONG THE CORRIDOR

The primary focus of the Action Plan was to uncover the many underlying opportunities for positive change that had not been realized to-date along York Road. The YCC team members felt that the following short-list of items should be explored during the visioning and action Plan process. Many of the ideas provided below were explored during the

assessment and recommendations phases of the project and are again documented in the Section 2 Action Plan Initiatives.

- A privately-run, regular cleaning program along the commercial corridor; focused south of Tunbridge
- Also a more diverse mix of small businesses
- A grocery store
- Complete streets
- Infrastructure improvements
- Façade improvements
- Market rate apartments with parking and
- 1st floor shopping, grocery store, family entertainment other than food
- A true diner
- Real landscaping in the center island created last year with the streetscaping
- Better parking for the north end of the node
- A way to bring the community parks and free space onto the corridor
- Complete Streets/ expand from commuter-only transportation model, focus on helping pedestrians get from one side of the corridor to the other (blur the line)
- Large development/opportunity sites: Robert Franklin Stokes Christian School, DGS lot, Old Trolley Barn/Storage, Horse Stables, Loyola Lot, Family Dollar Lot
- Rehab/reduce commercial fronts on homes aligning York Road Corridor/rehab in general + design standards
- Graduate student housing for anchor institutions
- Creating an identity or marketing strategy, perhaps connecting to Waverly Main Streets as well
- Creating desirable businesses for college students to patronize
- Develop the entertainment node
- Create a college town village to cater to college students, residents and employees
- Opportunities to increase job opportunities and employment to local residents
- Look into, maybe corporate businesses finding a home in some of our business district areas
- Traffic changes through restriping rather than costly infrastructure
- Community building along corridor
- Main street program or other ongoing management entity to assist with branding, facade improvements, business technical assistance
- For the communities to work together as disparate yet coordinated stakeholders
- For land uses to be contemplated in a manner that certain industries want to be presented and co-located. I.e.: auto repair, detailing, and sales in the south with non-profits in the south central and enhanced main streets at Woodbourne north and south
- Migration of northern business successes southerly to the center
- Creating a brand for the corridor
- Strengthening businesses
- Improving the pedestrian and transit rider experience

THE MOST IMPORTANT WEAKNESSES OR CHALLENGES TO SOLVE AND OVERCOME

For an Action Plan to be effective, it is important to identify and address any on-going issues, weaknesses or challenges that may be obstructing change and progress along the York Road Corridor. The key is not to dwell on the negative aspects, but to focus on the solutions, resources and initiatives that are necessary to change a negative into a positive for York Road. Outlined below is a comprehensive list of the larger weaknesses or challenges that the YCC team and public stakeholders indicated that they wanted addressed in this physical Action Plan and/or other related, socially-oriented initiatives that may spin-off from this Action Plan.

- Poor attitude of commercial property owners
- Glenwood Life clients when unsupervised
- Lack of daytime employment density
- Crime
- Safety
- Drug program participants on York Road
- Pedestrian safety
- Intersection' spaces for residents from both sides (i.e. grocery stores, appropriate public space)
- Traffic issues
- Parking issues
- Vacant commercial buildings
- Lack of identity
- Lack of branding around specific nodes
- Lack of viable retail commercial options
- The vast dead zones in the south end of the corridor and the lack of well lighted areas in the south node bringing an over feeling of it being unsafe

- The small park seating in the middle of the corridor is not well lighted and is another area that we constantly have to monitor for drug and alcohol problems/ increased crime
- Small/weak/bad business models/owners/renters negatively influencing corridor community/feel as a whole; allowing/perpetuating negative behaviors - recruit positive anchor businesses
- Disjointed/unsafe feeling/look- the corridor doesn't reflect the care that organizations have for it
- It is purely a transportation corridor now- brings cars to/from city - serve the community and engage residents from other areas
- Lack of engagement from businesses on south end
- Lack of fresh food options
- Lack of cohesion in appearance of businesses
- Decrease criminal activity
- Traffic and pedestrian conflicts
- Create incentives to reduce commercial vacancies or improve the tenancy
- Sloppy and cluttered streetscape
- Poor aesthetics south of Belvedere Square

- Too much trash on streets and sidewalks - doesn't feel safe
- The negative perception of safety and lack of cleanliness
- The underutilization of the local business
- Improvement of the appearance and expectations of some existing businesses
- York Road is a boundary without clear community ownership
- Unfriendly pedestrian/bike environment
- Lack of defined nodes with auto-oriented uses in areas
- Traffic congestion at the commercial centers
- Loitering in the central and southern nodes
- Lack of co-ordination in the curb appeal in parts or all of the nodes
- Lack of public safety
- Inconsistency in business strength throughout corridor
- Lack of cohesive identity/brand

PUBLIC EXCHANGE FORUMS

During the York Road Action Planning process, the YCC team organized and held two advertised public forums specifically focused on the York Road Corridor Action Plan. The intent of these forums was to both inform and engage public stakeholders along the York Road Corridor to create a baseline understanding of and input on the Corridor so that appropriate recommendations could be made by the YCC team that would be generally supported by the public.

The **first York Road Corridor Public Forum** was held June 24th, 2014 from 6:30-8:30 pm. Over 100 community members attended the two-hour public forum held at the Junior League of Baltimore headquarters at 5902 York Road. The meeting included a detailed assessment presentation of existing economic, public realm and private realm conditions along the Corridor by the YCC team. This was supported by a series of public participation exercises designed to stimulate questions, discussion and gather feedback on the initial assessment presentation:

1. Questions and comments were recorded on posted flip-charts titled "Ideas Parking Lots" to capture thoughts that might otherwise be lost during the discussions
2. Corrections to the assessment maps were documented through post-it notes on the displayed exhibits
3. Locations and types of both needed and undesirable uses along the corridor were documented on a mapping exercise
4. Comment cards were provided for stakeholder ideas that did not make it into the meeting discussion

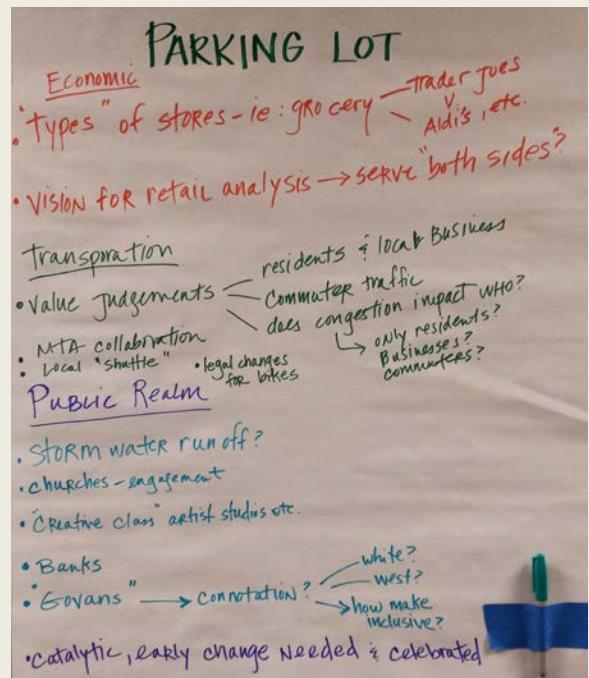


Photo 9: The public forum held in June yielded some great ideas to be considered in the Action Plan

The assessment meeting generated a number of concerns, comments and/or insights related to:

- The association with the “Govanstowne” label and brand
- Attention to history, racial and cultural implications and associations
- Best practices in storm water runoff
- Would vehicular reductions be a detriment to business and commercial improvement?
 - Cars always find a way of getting somewhere if the traffic flow changes
 - Making the area more pedestrian and bike friendly will aid businesses
- Ensuring existing and new development preserves and complements the character of area neighborhoods



Photo 10: One of the public input exercises at the June forum allowed participants to identify locations for desired uses along the corridor to serve gaps in community needs

Each of the comments received were summarized and considered in the corridor’s draft economic programming, public realm improvements, and private redevelopment and implementation recommendations presented and discussed at the **second York Road Corridor Public Forum** held on August 19th, 2014 from 6:30-8:30 pm. Again the two-hour forum was well attended with over 100 community members listening to and discussing the presentation with recommendations for the Corridor held at St. Mary of the Assumption Church, 5501 York Road. The session opened with a 30-minute open house period allowing stakeholders to review the exhibit displays and speak with YCC team members prior to the informational presentation. During and after the presentation, audience members were encouraged to write their questions and observations on note cards; which were addressed by the YCC team during scheduled breaks in the topic areas for the Corridor’s draft recommendations. Some of the comments/questions received that prompted additional study and consideration for this final summary report included:

- Are the “proposed corridor uses” in line with current and proposed Baltimore City zoning code and laws?
- Does the Action Plan assume York Road remains a main transit corridor?
- Does the Action Plan aim to preserve and compliment the character of area residential neighborhoods? and
- Does the Action Plan aim to increase “green use” and preserve open, green space?



GOVANSTOWNE FARMERS’ MARKET SURVEY

The Govanstowne Farmers’ Market was founded in 2011 and is sponsored by Loyola University Maryland, the York Road Partnership, and the Govanstowne Business Association. It was identified as a key strength and asset for the community that resulted from a similar planning effort in 2010 titled the “Loyola Is Listening” Project, which featured a local community survey indicating a need for the farmers’ market.

In an effort to obtain additional information beyond the public meetings, the YCC team conducted an in-person and on-line York



Road survey for market patrons to contribute to the York Road Action Plan. From June through July, the survey was administered at the Govanstowne Farmers' Market to collect area residents' feedback on the questions below:

1. Where do you live?
2. How did you get to the Govanstowne Farmers' Market today?
3. Why do you like this farmers' market?
4. Do you work or attend school (or have children who attend school) on the York Road Corridor?
5. Do you attend religious services or are you part of a faith community on the York Road Corridor?
6. What were the last three places you went out to eat? Please write names of restaurants (including fast food) and their general locations?
7. Do you go to movies at The Senator Theatre?
8. How often do you go to movies at The Senator Theatre?
9. Do you shop, dine, or use services at Belvedere Square?
10. How often do you shop, dine, or use services at Belvedere Square?
11. Which businesses and services do you use at Belvedere Square?
12. Do you shop, dine, or use services (other than schools and churches) on the York Road Corridor?
13. How often do you shop, dine, or use services on the York Road Corridor?
14. Which businesses and services do you use on the York Road Corridor?
15. What businesses, uses, or activities are currently missing along the corridor that would meet your needs?
16. How do you get around along the York Road Corridor? Walking, Driving, Biking, Public Transit, Other?
17. Do you exercise (run, jog, walk) along the York Road Corridor?
18. How often is walking your primary way of getting around?
19. How often is driving your primary way of getting around?
20. How often is public transit your primary way of getting around?
21. Which bus lines do you use along the York Road Corridor?
22. Which bus stops do you use along the York Road Corridor?
23. How often is biking your primary way of getting around?
24. How often are other forms of transportation your primary way of getting around?
25. How safe do you feel along the York Road Corridor?
26. What is your perception of pedestrian safety along the York Road Corridor?
27. What do you think of the Govanstowne identity for the North York Road Corridor?
28. Do you have any ideas for what the York Road Corridor business area could be called?
29. If you were given \$1000 to invest in improving the York Road Corridor, what location or idea would you spend your money on?
30. What ideas do you have for making the York Road Corridor more successful for the local community and the city?
31. Do you have any other York Road comments to offer?
32. Use the map below to identify the region where you (1) live, (2) work/attend school, (3) most frequently recreate/play/shop?

There were forty respondents, all area residents or nearby shoppers that reflected the diversity of use along the commercial corridor. When asked, "if you were given \$1000 to invest in improving the York Road Corridor, what location or idea would you spend your money on?"

- More trees, "Belly Buster" trash cans, flowers, trash pick-up
- York at Woodbourne Avenue - The change to that commercial district would spark a change for the entire corridor
- A grocery store, a Laundromat, dine-in restaurants
- More pedestrian crosswalks
- Stipends for area residents to be employed in work maintaining the corridor

These responses, and the other tabulated survey results, were incorporated within the stakeholder input and considered within the final recommendations discussed in Sections 2.0 and 3.0 of this summary report.

OTHER MEETING FORUMS FOR PUBLIC INPUT

In addition to the YCC meetings, public forums and survey, The YCC members took it upon themselves and their local organizations they represent to conduct addition forums where the York Road Corridor assessment and recommendations were discussed and feedback was shared at the scheduled YCC work sessions. Outlined below are the additional discussion forums that were held over the summer of 2014:

- The **York Road Partnership (YRP)** discussed the York Road Action plan in their June, July and August meetings
- The **YCC** made York Road Action Plan progress presentations for individual neighborhood association meetings
- Many e-mail messages were received by the YCC seeking feedback on the York Road Action Plan
- The **Govanstowne Business Association** discussed the Action Plan process during their July meeting and they prepared two US Postal service mailings to members of the GBA; and they conducted a door to door outreach effort to southern corridor businesses (39th-ColdSpring) to encourage participation in the Action Plan process
- The website **YorkRoadNews.org** provided all information created for the Action Plan to date
- The YCC received direct written Association feedback for Action Plan consideration from the: Guilford Association, Wilson Park Northern Neighborhood Association, Woodbourne-McCabe and Belvedere Improvement Association

Each of the community comments, messages or ideas from these outreach efforts were retained by the YCC and YRP managers for consideration in this report document to help define the most appropriate Action Plan recommendations.

1.2.2 GUIDING LAND USE INPUT FROM THE YORK ROAD COMMUNITY

SUMMARY OF LAND USE THEMES THAT EMERGED FROM THE YCC TEAM & PUBLIC FORUMS

Throughout the Action Plan process local stakeholders were clear to identify the desired uses that were needed in the community as well as the uses that were undesirable and over abundant in the community:

In the **Southern Zone 1** desired uses included: A good food store and restaurants; a community bank and a supporting mix of retail, commercial services and other diverse food-oriented establishments distributed throughout the area where possible.

In the **Central Zone 2** desired uses included: A quality grocery store; a bakery; a bike shop; a laundromat café; a kid's play zone; bank services; youth workforce development; health care facilities; coffee and ice cream shops; shoe repair; free youth activities; miniature golf; and mixed-use developments. Stakeholders also indicated that their undesirable uses included fewer alcohol establishments and no additional liquor stores.

In the **Northern Zone 3** desired uses included: A grocery store; casual eateries; a dog park; a hardware store; internet café; a book store; and a garden center; Like Zone 2, undesirable uses included fewer alcohol establishments and no additional liquor stores.



"Needed and Undesirable Land Uses" mapping exercise from the first public forum

Beyond building uses, stakeholders also identified specific needs for traffic calming, pedestrian safety, shared parking, improved transit stops, additional shade trees and public realm maintenance throughout the Corridor. Each of these community needs and use solutions identified in the public process have been accommodated in some way in the Corridor Action Plan Vision and supporting sketches; however, it will take continued leadership and perseverance to address these needs through ongoing implementation of the recommended Action Plan initiatives discussed herein.

1.2.3 WHAT DID THE YCC TEAM LOOK AT ON THE CORRIDOR?

As a parallel, supporting initiative to the public input process, the YCC team conducted a detailed review of past studies, documents and mapping for the corridor to better understand how previous ideas could be reaffirmed and carried

forward in the Action Plan process, if they had not yet been achieved. This information was further supplemented by YCC team homework assignments, surveys, corridor tours, photographic inventories and assessments of the current corridor conditions from Northern Parkway to 39th Street as of May 2014. This is noted because the York Road Corridor is undergoing constant change in its urban landscape due to a healthy combination of incoming, departing and relocating businesses and other uses along the corridor. The assessment process represents only a brief “snapshot in time” focused on the following specific past and present elements to aid in informing the new vision and action plan for the corridor. Each of these items was given serious consideration in the preparation of this Action Plan document:

- The 2006 SNAP and 2012 SNAP UPDATE visions, goals & recommendations
- The 2013 ULI TAP visions, goals & recommendations
- Past planning and community input documents
- A brief history of the corridor
- Projects already proposed
- Existing land use mix and urban form – Land use conflicts
- Transportation, circulation and linkages
- Parks and open spaces
- Aesthetics (“Looks and Upkeep”)
 - Architectural Significance and Facades
 - Signage
 - Site Landscaping, Lighting, Fences
- Potential renovations, adaptive reuse and redevelopment sites
- Immediate Action, Short-term and Long-range projects and initiatives

The site assessment for the York Road Corridor is comprised of both natural and man-made influences. This section covers a summary assessment of the **man-made elements** which contribute to the urban framework which will guide the pattern of future redevelopment. These elements include:

- The **existing land uses** including: Commercial, institutional, industrial, parks/open space, residential, utilities and vacancies
- The **existing building fabric** focusing on key structures for retention and heritage structures for potential restoration and adaptive reuse within the Action Plan area were noted and incorporated within the recommended vision concepts
- The **formal park spaces and recreation areas** along the corridor
- **Special points of interest** including from south to north:; the Old Trolley Barn (Public Storage); the old horse stables (auto repair shops); the Loyola University Maryland campus; the Notre Dame of Maryland University campus; the Vaughn Green Funeral Home campus; the Gallagher Mansion; the older heritage office buildings at McCabe Avenue; Govans Boundary Methodist Church; the Homeland Village Center; St. Mary’s Church and Tunbridge Charter School; Huber Memorial Church, the Senator Theater, and the many heritage neighborhoods that line the entire corridor.
- The **existing street system** of arterials, collectors, local roadways and alleyways that feed into
- The four **primary intersections and gateways** leading to the Corridor to the north at York Road and Northern Parkway, in the center at both York Road and Woodbourne Avenue, and York Road and Cold Spring Lane, and to the south at York Road and 42nd Street
- The **overhead utilities and infrastructure** corridors leading to and running along the corridor
- Other **unique built elements** to each zone such as public art, memorials, bus shelters, walls, etc.

The **natural elements** must also be respected, incorporated and enhanced in the Action Plan. These elements include:

- The **existing vegetation masses** primarily limited to the streetscapes, institutional greenspaces and any immediate undeveloped spaces
- The **manicured park spaces and natural open spaces** that provide a softer appearance along the corridor area
- The locations of **quality views and vistas** as well as **obstructed viewsheds** that could be potentially opened along the Corridor, i.e. the Gallagher Mansion
- Other **unique natural elements** to each zone such as named forested areas, specimen trees, etc.

Each of the elements listed above, along with other specific noteworthy features, were documented and summarized in a Corridor Assessment Diagram for each of the three York Road Corridor Zones. These elements were then considered and incorporated into the final Corridor Action Plan concepts herein. The summary diagrams for the Corridor Assessments conducted in Zones 1, Zone 2 and Zone 3 can be found on pages 80, 96 and 118 respectively.

1.2.4 THE CORRIDOR CHARACTER ZONES AND AREAS OF FOCUS

For the initial photographic inventory and assessment, the one-mile radius corridor study area was divided into three (3) geographic character zones to better facilitate focused area plan development that is weighted to address commercial, neighborhood, transportation and other opportunities and issues that arose in each area. The resulting Action Plan then sought to unify, enhance and give equal attention to each of these geographic zones along the York Road Corridor.

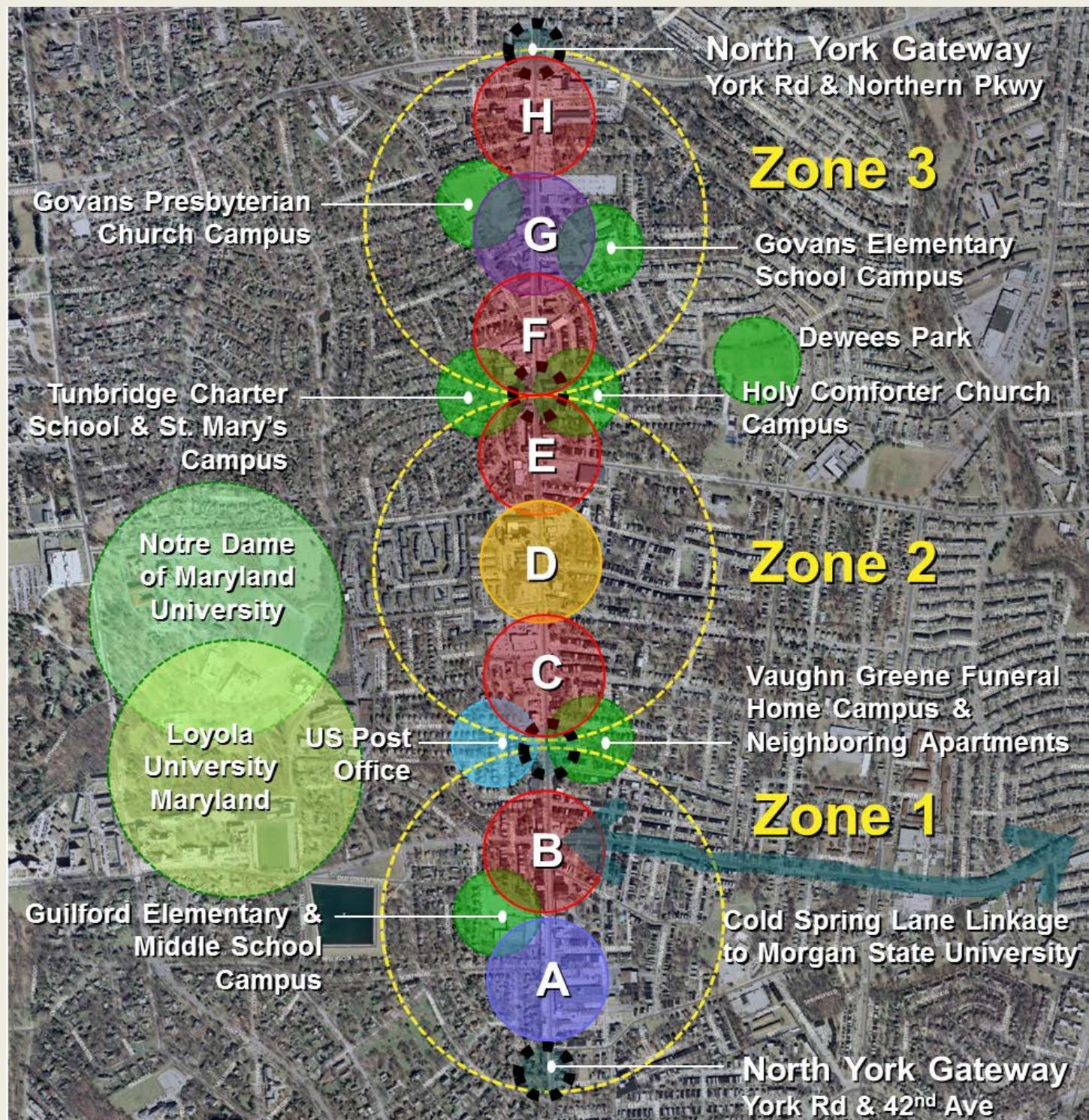
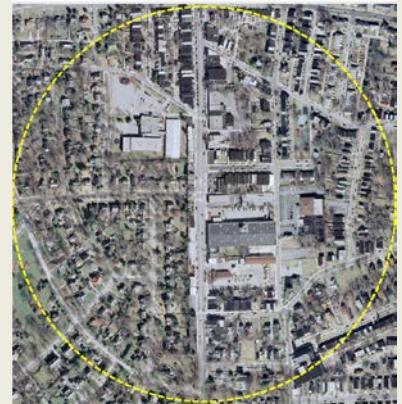


Exhibit 9: ULI TAP Corridor Zones & emerging Areas of Focus for catalytic initiatives and projects

SOUTHERN ZONE 1: YORK ROAD CORRIDOR SOUTH GATEWAY

The York Road Corridor South Gateway District is generally defined as including the properties fronting York Road that lie between 39th Avenue to the south and Radnor Avenue to the north (*or by York Road landmarks between the Robert Franklin Stokes Christian School and the U.S. Post Office to the north*). This area serves as the southern gateway between the York Road Corridor and the Greenmount Avenue corridor extending down into the City of Baltimore. The area remains largely industrial/auto service-oriented in character and use with the exception of the residential, churches and school blocks along York Road, Old cold Spring Lane and Old York Road. Two specific areas of the corridor in this zone were identified for key Action Plan initiatives discussed in this section, including:

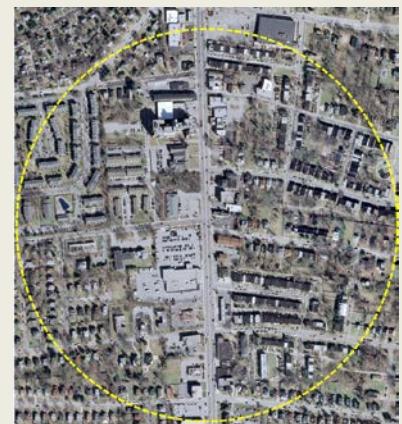
- **Focus Area A: The City Department of General Services Campus Area (4300 Block)**
- **Focus Area B: The Agape Christian Center & Guilford Schools Gateway Area (4600 Block)**



CENTRAL ZONE 2: YORK ROAD CORRIDOR EDUCATION & MEDICAL

The York Road Corridor Education & Medical Zone is generally located between Radnor Avenue to the south and Harwood Avenue to the north (*or by York Road landmarks: between the Vaughn Green Funeral Home & U.S. Post Office to the south and the Tunbridge Charter School to the north*). This section of the corridor features a mix of neighborhood walk-in retail businesses, Loyola University Maryland facilities, major medical care facilities and City neighborhood service facilities. Three specific areas of focus in this portion of the Corridor have been identified for key Action Plan initiatives discussed in detail in this section, including:

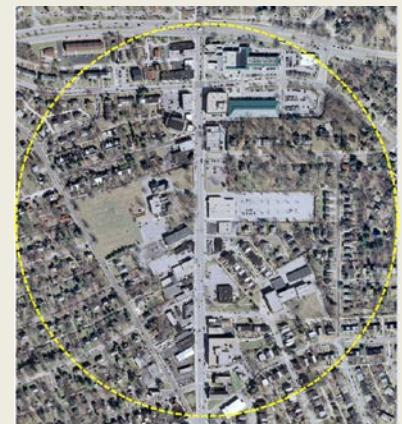
- **Focus Area C: The Loyola University Maryland Public Safety Site Area (5100 Block)**
- **Focus Area D: The Govans Manor & Glenwood Avenue Area (5200 Block)**
- **Focus Area E: The York & Woodbourne Avenue Area (5300 Block)**



NORTHERN ZONE 3: YORK ROAD CORRIDOR NORTH GATEWAY

The York Road Corridor North Gateway Zone is generally defined as including the properties fronting York Road between Harwood Avenue to the south and Northern Parkway to the north (*or by York Road landmarks: between the Tunbridge Charter School at the south and Jerry's Belvedere Tavern to the north*). This section of the corridor serves as the northern gateway between the City of Baltimore and Baltimore County to the north. It features major destinations like the Belvedere Square Market and Senator Theater that help to make this portion of the corridor a stronger draw for the north Baltimore communities. Three specific areas of focus in this portion of the Corridor have been identified for key Action Plan initiatives discussed in detail in this section, including:

- **Focus Area F: The Transitional Auto and Medical Use Area (5700 & 5800 Blocks)**
- **Focus Area G: The Staples Site & Old Diner Sites Area (5800 Block)**
- **Focus Area H: The York & Belvedere Avenue Area (5800 & 5900 Blocks)**



These zones were continually referenced and debated for what they should become throughout the Action Plan process. Ultimately through much stakeholder input the three zones were expanded to eight smaller thematic Focus Areas (A-H above) with a focus on providing as much variety along the Corridor as possible. The overall Action Plan and the thematic zones are further detailed in Section 2.0.

1.3 CORRIDOR VISION(S), PRINCIPLES AND GOALS

Although the York Road Corridor has been studied extensively over the last 10-15 years, much of the study has focused on the neighborhoods surrounding the corridor and the ideas for the York Road Corridor itself have been somewhat general without direct correlation to visions, principles or goals. The intent of this action plan was to document the visions and goals of both the guiding York Corridor Collective members and the community stakeholders and blend them into a set of guiding statements that are showcased throughout this summary document where they are most applicable and summarized here as a basis for the economic, transportation, public realm and private property action plan observations and recommendations discussed in the next Section 2.0.

Please take a moment to review the various vision statements, principles and goals listed below and refer back to them as you consider each of the recommended Action Plan Initiatives as many of them support more than one vision, principle or goal; only strengthening their purpose for implementation and follow-through on the Corridor.

1.3.1 SETTING THE GLOBAL VISION

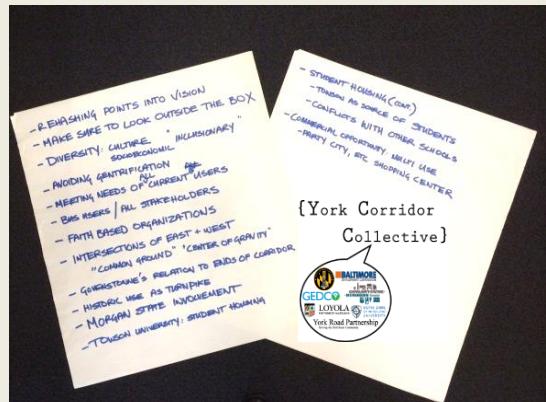
The York Road Corridor plays a key role in many peoples' lives from a variety of perspectives; commuters, businesses, residents, patrons, university students, faculty, staff, worshippers, etc. Each of these perspectives were represented on the York Corridor Collective working group. When it came time to first establish a vision statement for the Corridor to work toward in the Action Plan it wasn't surprising to see that there were both shared and different perspectives within each member's vision statement that applied to the Corridor Plan. All of the vision statements were seen as valuable, thus they were each incorporated into the facing pages of this document to help set the tone for the sections where they seemed most applicable.

This does not mean that the YCC did not work toward one common vision statement for the corridor as the visual concept plans and supporting action initiatives were formulated for each of the three pre-defined Corridor Zones. At the onset of the project the YCC endured homework questionnaires and three work sessions specifically focused on discussing the visions, principles and goals that the YCC team was striving to achieve in the Action Plan. The general outcomes of these sessions and exercises are summarized below.

REAFFIRMATION OF GUIDING VISIONS AND GOALS

During the assessment phase of the corridor planning process, the YCC team engaged in a project homework exercise whereby they were each asked to write a vision statement describing what they envision the York Road Corridor to be in the future. Each of the vision statements that were received are placed throughout this document on the photo facing page dividers for reference and inspiration. The vision statements were reviewed for common themes and additional vision related comments received from the public stakeholders were also considered in the development of an overall guiding vision for the York Road Corridor to guide the Action Plan process and recommendations. The resulting vision statement is:

"We envision the York Road Corridor to be the "Main Street" address and common ground for the Govans Business District and its many supporting neighborhoods, institutions and universities. It will grow to be known as one of Baltimore's finest and most sought after commercial villages for it's:"



- Memorable, place-making experiences, events, qualities, i.e. Farmer's Market
- Strong and expanding Govanstone Business Association
- Waiting list for business occupancy and business recruitment strategy
- Proactive organization stance on property acquisition and redevelopment

- Defensible space and safety plan initiatives
- Traffic calmed, complete streets for all modes
- Well lit, clean and active sidewalk environs with effective code enforcement
- Building façade and tenant signage improvement program
- New mixed-use infill development
- Visible University presence on the corridor
- New types of living offerings
- A transit-oriented development focus

The YCC team believes that this vision statement is a brief, but accurate embodiment of the key items stakeholders wanted addressed during the action plan process and beyond. For this vision to be fully realized, this action plan and its supporting initiatives must be supported by a majority of the local citizenry, businesses and institutions and implemented by the YCC or an equally strong leadership group discussed later in this summary.

1.3.2 URBAN DESIGN PRINCIPLES, GOALS AND BEST PRACTICES

As introduced earlier, this York Road Action Plan was developed within the context of a set of pre-existing goals for the larger York Road Community Strategic Neighborhood Action Plan (SNAP) completed in 2006 and updated again in 2012. As the name implies, many of the principles and goals within the SNAP are primarily focused on neighborhood revitalization with the appropriate overlap for the York Road commercial areas in relation to each neighborhood. For the Action Plan, the YCC team wanted to establish an initial set of corridor principles, goals and best practices that would support the vision above, while also serving as a guiding framework for developing action plan initiatives that could directly address the economic, physical design and social/cultural aspects of the corridor that need attention. In response, the YCC consultant team prepared this reference list below of the applicable guiding principles, goals and related best practices that were incorporated within the York Road Action Plan and its supporting initiatives. It's important to note that this list is based on conditions and topics that were important at the time of this plan; however, this Vision, Principles and Goals exercise should be updated every two to three years to respond to ever-changing conditions that are inevitable on a commercial corridor.

PRINCIPLE 1: ECONOMIC SUSTAINABILITY FOR THE CORRIDOR

The York Road Corridor will continue to be a viable, functional corridor action plan that enhances the sense of community within the surrounding neighborhoods and District 4 Community!

Supporting Action Plan Goals:

1. To encourage the presence of economically and socially sustainable mixed-use developments within the Corridor
2. To utilize an appropriate mix of land uses to augment the vibrancy of the area
3. To create an attractive destination for the local community to live, work, learn, and play
4. To create a strategy that defines the image of the York Road Corridor while providing the flexibility in the plan to adjust to unforeseen economic conditions

Supporting Best Practices:

- a. The Action Plan helps the York Corridor Collective and Baltimore City to organize for action on the Corridor
- b. The Action Plan seeks to ensure fiscal responsibility and sustainability along the Corridor



PRINCIPLE 2: THE CORRIDOR'S ENVIRONMENT, OPEN SPACE AND PARKS

The York Road Corridor's natural environment is protected and enhanced where feasible to provide a series of interconnected open spaces to improve storm water management, conserve natural resources and to act as park amenities for the York Road communities and patrons.

Supporting Action Plan Goals:

1. To create an interconnected open space system comprised of public parks and open spaces, natural areas and other environmental amenities
2. To preserve and protect existing natural amenities that includes the Govans Forest, Guilford Elementary and Middle School Campus, Govans Elementary School campus and entry park, various worship center and church campuses, and existing community buffers between the commercial areas and surrounding neighborhoods
3. To maintain and enhance existing park facilities and maximize their use to satisfy local needs
4. To protect, restore and connect existing watershed areas, buffers, and other environmentally sensitive areas



Supporting Best Practices:

- a. The Action Plan respects natural resource & environmental asset boundaries
- b. The Action Plan encourages environmental improvements
- c. The Action Plan creates an interconnected open space system
- d. The Action Plan will enhance the Corridor experience when implemented

PRINCIPLE 3: IMPROVED TRANSPORTATION NETWORK FOR THE CORRIDOR

The York Road Corridor will enhance the community street system that emphasizes connectivity for local vehicle and pedestrian traffic while maintaining mobility for pass-through traffic and supporting enhanced transit service.

Supporting Action Plan Goals:

1. To encourage the use of non-motorized modes of transportation, such as walking or bicycling, for traveling between compatible land uses, and remove barriers to walking or bicycling
2. To create a hierarchy of streets that separates low-speed local traffic from higher-speed pass-through traffic
3. To distribute vehicular traffic to prevent major intersections from becoming overburdened
4. To provide increased visibility and accessibility for corridor retail, professional office, institutional and residential development
5. To create a narrower and slower roadway to improve safety, walkability and a sense of place



Supporting Best Practices:

- a. The Action Plan creates an interconnected street network and supporting parking system for the Corridor
- b. The Action Plan creates a set of street improvement options for each of the three different current conditions found along the Corridor
- c. The Action Plan enhances the livable Corridor community with complete streets
- d. The Action Plan applies community-friendly transportation methods within the Corridor

**PRINCIPLE 4: ENHANCED TRANSIT SYSTEM FOR THE CORRIDOR**

The York Road Corridor will continue to be served by a transit system that meets the objectives of the City's and Region's Transit Master Plan: to be Reliable, Convenient, Integrated with Land Uses, Saves Travel Time, and Enjoyable.

Supporting Action Plan Goals:

- a. To reduce dependency on automobiles, especially single-occupant vehicles
- b. To improve connections to regional employment, retail and housing destinations
- c. To reduce traffic congestion along the arterial roadways and collector streets within the corridor area

**PRINCIPLE 5: CORRIDOR PLACE MAKING AND COMMUNITY DESIGN**

The York Road Corridor will be a Main Street Community with vibrant areas to shop, live, work, learn and recreate that promote a human scale, pedestrian-friendly environment that meets the neighboring communities' needs.

Supporting Action Plan Goals:

1. To encourage the creation of a series of mixed-use transit oriented centers along the Corridor that will reduce dependence on the automobile and allow for increased pedestrian and bicycle circulation in the area, supported by transit along the corridor
2. To create a community with a balance of desired/needed land uses and open spaces that complements the surrounding neighborhoods
3. To establish a new, modern identity for the Corridor that creates an attractive north and south end gateways into the York Road Corridor communities and the City of Baltimore
4. To reinforce the visual & pedestrian connectivity between living areas, commercial areas, Universities, attractions and recreation areas

**Supporting Best Practices:**

- a. The Action Plan creates new corridor development patterns that evoke a sense of community in each of the three Corridor Zones
- b. The Action Plan reinforces distinct Corridor character areas

PRINCIPLE 6: APPROPRIATE LAND USE BALANCE ALONG THE CORRIDOR

The York Road Corridor will be a community main street that will evolve into a balanced mix of retail, hospitality, service commercial, clean industry/skilled trades, multi-family (rental & ownership) and University campus uses through sensitive and phased redevelopment of key sites along the Corridor.

Supporting Action Plan Goals:

1. To determine the best mix of land uses, densities and design features to create a unique sense of place
2. To develop a hierarchy of commercial areas serving local resident, visitor/tourist, regional and through-traffic needs
3. To reinforce the employment areas by promoting green (eco-oriented) businesses, skilled trades and new business start-up areas
4. To establish a better connected mixed-use pattern for previously developed neighborhoods surrounding the existing commercial businesses
5. To establish a land use hierarchy that reflects the York Road Corridor's neighborhood, community, citywide, and/or regional roles in North Baltimore



Supporting Best Practices:

- a. The Action Plan focuses on a flexible mix of uses for the Corridor that can adapt to a changing marketplace
- b. The Action Plan promotes appropriate clean-up and re-use of contaminated Corridor sites, where feasible

PRINCIPLE 7: EXPANDED MIXED-USE AND HOUSING TYPE OFFERINGS FOR THE CORRIDOR

The York Road Corridor will be the front door for surrounding communities that includes new housing types for a wide range of potential resident groups within Corridor mixed-use development.

Supporting Action Plan Goals:

1. To create a living environment on the Corridor that encourages residents to live in close proximity to transit, future employment and educational opportunities in the Corridor and Baltimore City
2. To promote/strongly encourage socially responsible redevelopment that addresses conservation and preservation of existing residences and households in the Corridor study area
3. To enhance the quality and expand the range of housing types within the York Road Corridor; i.e. lofts, apartments, condominiums, for seniors, students, empty nesters, young professionals, families, etc.
4. To include and distribute an appropriate percentage of affordable housing within the residential program of the Corridor so that it aligns with the City's Plan



Supporting Best Practices:

- a. The Action Plan suggests a blend of market rate rental and home ownership housing opportunities on the along the Corridor
- b. The Action Plan works to blend future mixed-use residential development with the existing neighborhood through a complementary pattern and scale of buildings defining new community open spaces

PRINCIPLE 8: ENHANCED SOCIAL QUALITY OF LIFE ALONG THE CORRIDOR

The York Road Corridor will continue to promote a diverse, engaged community with multiple opportunities to participate in community life.

Supporting Action Plan Goals:

1. To provide diverse and inclusive housing opportunities
2. To promote civic life
3. To maintain and where possible improve the ease of access to City facilities by neighborhood residents

Supporting Best Practices:

- a. The Action Plan promotes walkability and a sense of community along the Corridor
- b. The Action Plan promotes social sustainability within the Corridor
- c. The Action Plan provides opportunities for showcasing arts and culture in public spaces along the Corridor



PRINCIPLE 9: EFFICIENT PUBLIC FACILITIES FOR THE CORRIDOR

The York Road Corridor will be a main street community that provides adequate, well-designed and well-located infrastructure that will meet the needs of current and future residents, businesses and students.

Supporting Action Plan Goals:

1. To provide public facilities at levels that meet adequacy standards for the businesses and surrounding neighborhoods
2. To provide public facilities in locations which serve and promote a more livable community
3. To co-locate city services and facilities when feasible
4. To incorporate sustainable building practices into new and existing public facilities

Supporting Best Practices:

- a. The Action Plan seeks to enhance community facilities and City services along the Corridor



PRINCIPLE 10: ENVIRONMENTAL SUSTAINABILITY FOR THE CORRIDOR

The York Road Corridor will be the Community's Main Street that builds wisely, connects with the natural environment, improves water quality, has clean air, and conserves energy and resources.

Supporting Action Plan Goals:

1. To minimize the ecological impact of development to the greatest extent practical
2. To maintain, enhance, expand and connect the existing tree canopy where possible
3. To restore and improve the quality of the watershed
4. To continue efforts to improve air quality in the area

Supporting Best Practices:

- a. The Action Plan encourages green infrastructure & sustainable design



Welcome to the GLENWOOD MEDICAL COMMONS...
A new center for health and well-being along the York Road Corridor

Visions for York Road...

"I envision the York Road Corridor as a diverse, multi-functioning commercial (shops, dining, services) and community (places to gather/rest/engage) center serving the daily needs (groceries, pharmacies, gas stations, etc.) and entertainment wants (restaurants, bars, coffee shops, clothing/shopping, etc.) off ALL people from both sides of the corridor living (in neighborhoods), learning (at universities), and working in the north Baltimore area. "



A view of the new Glenwood Avenue and York Road pedestrian promenades wrapping new mixed-use retail with medical offices above.

OBSERVATIONS & ACTIONS 2



A view of the new York Road Boulevard Streetscape extension and renovations to the Govans Manor Apartments.

2.1 MARKET ASSESSMENT AND ECONOMIC DEVELOPMENT PROGRAM RECOMMENDATIONS

This section presents a summary of the market analysis that provides the groundwork for the revitalization plan for the York Road Corridor. Charged with the task of determining what types of development could be supported within the Corridor, Valbridge Property Advisors collected and analyzed data and discussed current trends with local real estate brokers, the Baltimore Development Corporation and local private sector investors.

The York Road Corridor is a two-mile long strip of commercial development which serves as a linear collection of at least three principal nodes focused on major crossroad intersections (Belvedere, Woodbourne, and Cold Spring). Those nodes do serve the local commercial/retail needs of their adjoining neighborhoods to the east and west.

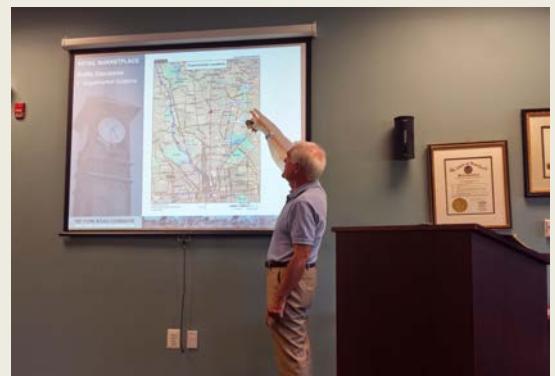


Photo 11: Joe Cronyn of Valbridge Property Advisors discusses market area findings, community needs and potential new uses for the Corridor

THE YORK ROAD MARKET AREA

In many ways, the York Road market area is now split by the road itself. To the west are very affluent residential neighborhoods with high residential values, homeownership rates and household incomes. To the east are more modest residential neighborhoods with lower residential values, homeownership rates and household incomes. The York Road Corridor can/does serve as a meeting ground for all adjoining neighborhoods with supporting businesses that begin to serve some, but not all, needs of the surrounding consumer households.

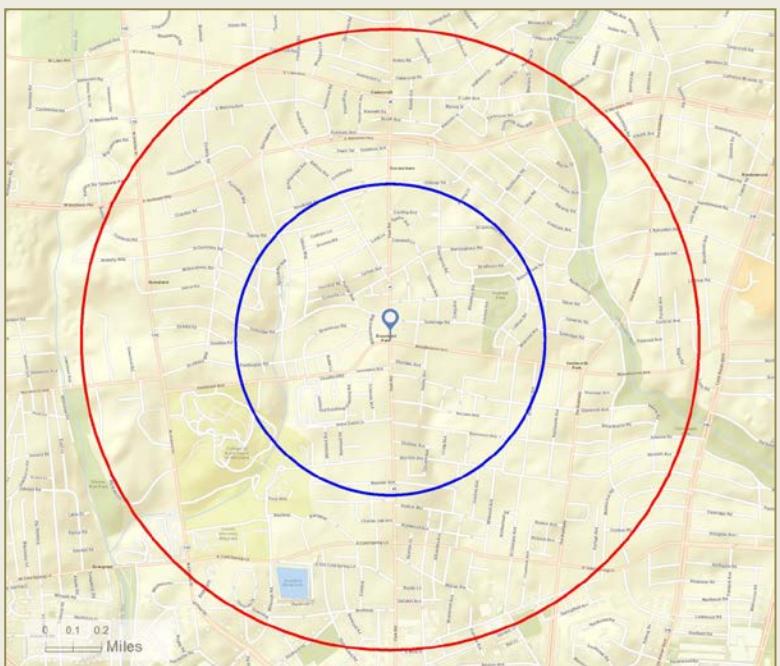


Exhibit 10: Economic Market Area .5 mile and 1 mile radii for York Road

The York Road Market Area is defined, for purposes of this analysis, as the geography within a 1-mile ring around the central intersection of York Road and Woodbourne Avenue. The 1-mile ring is chosen as a reasonable representation of the area from within which York Road commercial/retail businesses might attract consumers based on an evaluation of road network, travel times, alternative retail opportunities, etc. Market information is provided by Environmental Systems Research Institute (ESRI), a recognized national source for demographic and economic data.

2.1.1 COMMUNITY DEMOGRAPHICS

The demographic and economic characteristics of the York Road Market Area which are of interest to current and potential commercial/retail businesses include the following:

- **Population** - The 2013 population is estimated at 28,877 persons — which is expected to remain stable through 2018 given the area's relatively built-out nature. The population includes 3,377 persons (11.7% of the total) living in

group quarters, who are judged to be college students living in student housing. The population is diversified by age, with all demographics targeted by retailers well represented:



- **Households** - There are an estimated 10,278 households living within the York Road market area (one mile radius) in 2013 and the average household size is 2.48 persons. About one third (32.4%) of households are estimated to be married couple households—almost half of them with children in the home.
- **Educational Attainment** - Over one third (35.5%) of the adult age 25+ population is estimated to have at least a Bachelor's degree in 2013. Over two thirds (69.7%) of employed persons age 16+ are estimated to be employed in white collar occupations.
- **Homeownership** - Homeownership is estimated at 61.8% in 2013, with the average value of an owner-occupied home being \$305,227. Though one quarter (25.0%) of homes are estimated to have values below \$150,000, more than one sixth (17.5%) of homes have values exceeding \$500,000.
- **Household Incomes** - The estimated average household income in the market area is \$72,751 in 2013. While almost one quarter (24.0%) of households are estimated to be earning less than \$25,000 in that year, another one fifth (21.1%) are earning in excess of \$100,000.



Table 1: York Road Market Area (One Mile Radius)
Population by Age (2013)

	Persons	Percent
0 - 19	8,011	27.7%
20 – 24	3,461	12.0%
25 – 34	3,338	11.6%
35 – 44	3,224	11.2%
45 – 54	3,711	12.9%
55 – 64	3,510	12.2%
65+	3,622	12.5%
Total	28,877	100.0%

Table 2: York Road Market Area (One Mile Radius)
Household Incomes (2013)

	Households	Percent
< \$15,000	1,461	14.2%
\$15,000 - \$24,999	1,010	9.8%
\$25,000 - \$34,999	1,401	13.6%
\$35,000 - \$49,999	1,596	15.5%
\$50,000 - \$74,999	1,647	16.0%
\$75,000 - \$99,999	989	9.6%
\$100,000 - \$149,999	1,077	10.5%
\$150,000 - \$199,999	452	4.4%
> \$200,000	639	6.2%
Total	10,273	100.0%

2.1.2 RETAIL MARKET POTENTIAL

Using U.S. Bureau of Labor Statistics “Consumer Expenditure Survey” data, the **Environmental Systems Research Institute (ESRI)** estimates that household spending within the York Road Market Area is at a level exceeding national averages in virtually all retail and service categories. Total spending by market area households on Retail Trade is estimated at \$265.9 million annually and spending on Food & Drink is estimated at \$29.9 million. (These are conservative estimates of total spending available to York Road businesses, since they do not include spending by the area’s sizable student population.) ESRI estimates that the area is capturing only \$88.0 million (29.8%) of that total spending—with the remaining \$207.8 million (70.2%) escaping from the Market Area to businesses elsewhere.

The dominant local business nature of the York Road Corridor means that it cannot compete in certain retail categories which are, for example, more typically present in large shopping centers, malls or specialized strips (like the Cockeysville auto retail area on York Road in Baltimore County). Nonetheless, there is an opportunity for local businesses to capture more Market Area purchases in other retail categories. ESRI estimates total household spending (demand), local capture (supply) and retail gap (sales leakage) for certain retail categories as follows:

Table 3: York Road Market Area (One Mile Radius)

Retail Demand/Supply/Leakage (2013)

	Demand	Supply	Leakage
Grocery Stores	\$46,899,259	\$12,600,557	\$34,298,702
Health & Personal Care	\$20,162,714	\$15,759,950	\$4,402,764
Furniture & Home Furnishings	\$6,081,767	\$892,441	\$5,189,326
Clothing & Accessories	\$18,232,818	\$2,417,374	\$15,815,444
Full-Service Restaurants	\$14,015,533	\$12,223,449	\$1,792,084
Ltd Service Eating Places	\$12,109,225	\$3,444,540	\$8,664,685

DEVELOPMENT CONTEXT

Given that most of the properties along York Road are already built upon in some manner, the Corridor operates with many constraints that impact the ability to attract new commercial/retail development opportunities and business tenants. In particular, land parcels along York Road are typically small, shallow and in multiple ownership; arduous assemblage of parcels is typically required to accommodate the needs of many retailers. There are few large (2+ acre) parcels along York Road and none are vacant land. Over time, the York Road Corridor will manage its real estate resources so as to better serve the Market Area population, improve in quality, density and profitability.

- **Uses Seeking Sites** - Despite the fact that there is ample demand indicated by the residential community, a supermarket is lacking within the 1-mile market area ring. Though a contemporary large-format (+60,000 sq. ft.) supermarket building with associated surface parking is too large for potential sites within the York Road Corridor, a smaller format specialty supermarket (Aldi's has been mentioned) with high quality brand and offerings can fit on smaller sites and it will appeal to consumers from both sides of York Road.
- **Sites Seeking Uses** - Certain sites are currently under-improved with relatively low density commercial uses. In order to encourage re-development of those sites (possibly in assemblage with adjoining parcels), management of the York Road Corridor will improve the overall marketability of properties for commercial/retail uses by improving the physical environment through targeted façade improvement, streetscape improvement, transportation, safety/security and sanitation programs. In addition, rezoning of some parcels as an incentive to stimulate higher value/higher density development will be encouraged.

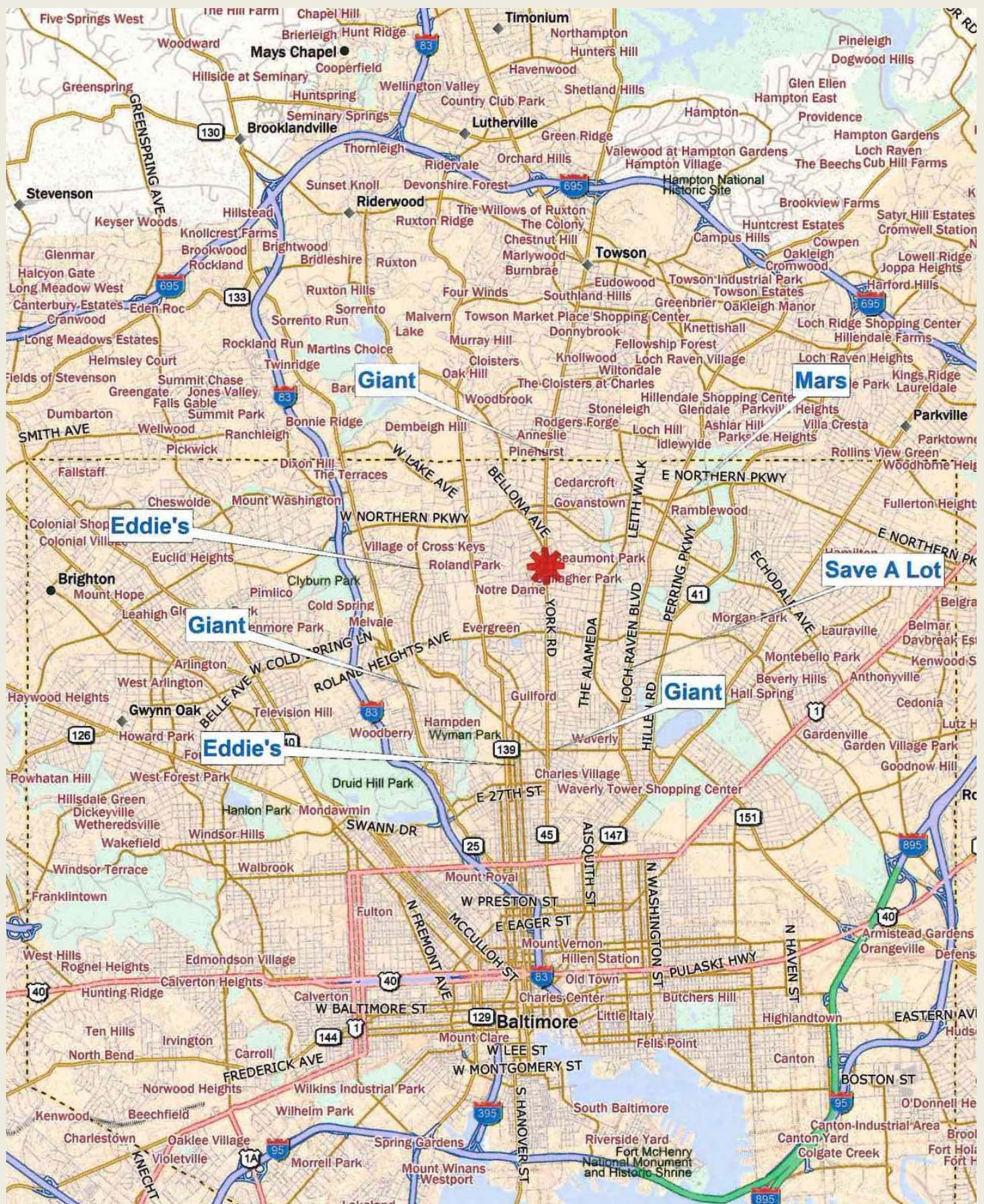


Exhibit 11: Current Supermarket Locations Map

Source: DeLorme Street Atlas

2.1.3 KEY THEMES

The York Road Corridor is a string of at least three principal commercial/retail districts, each of which will continue to evolve to serve local neighborhood demand. Management of the Corridor will incrementally improve the business environment in each of the districts by:

- Enhancing the desirability of patronizing businesses in the Corridor through clean/safe programming
- Working with neighborhood community organizations throughout the Market Area to promote involvement in the Corridor through targeted initiatives (e.g., Farmers Market)
- Expanding the range of business offerings in the Corridor to draw more consumers from throughout the Market Area
- Encouraging existing successful businesses to expand and attracting new businesses through knowledge of real estate sales/leasing opportunities
- Building “Town & Gown” engagement of universities (Loyola University Maryland, Notre Dame of Maryland University, Towson University, and Morgan State University) along the Corridor to stimulate open institutional real estate and intellectual development—drawing in community members as well as students, faculty, etc.

2.1.4 RECOMMENDATIONS FOR ECONOMIC ACTION

CORRIDOR IDENTITY

The York Road Corridor is a string of at least three principal commercial/retail districts, each of which will continue to evolve to serve local neighborhood demand. Each of the districts is centered on a major crossroads intersection which links neighborhoods to the east and west of York Road: York & Belvedere Avenue, York & Woodbourne Avenue, and York & Cold Spring/Old Cold Spring Lane. The districts do not have distinct margins, but seamlessly blend into one another due to the Corridor’s random development patterns along the extent of York Road. Commercial activity is currently strongest to the north, with greater difficulties at the south end---where the Guilford wall is highest and use of York Road from the west is most discouraged.

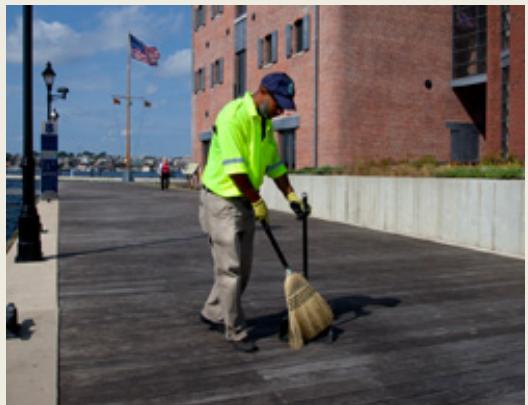
Though the York Road Corridor geography (all commercially zoned properties lining/adjacent to York Road) makes sense as a commercial district management entity because of the strip development nature of York Road, the Corridor is too long and diverse to have a mono-culture business environment. Each of the local districts will maintain and enhance its own business mix responding to the needs of adjoining residential neighborhoods and institutional engagement with the districts.



A NEW YORK ROAD CORRIDOR BUSINESS IMPROVEMENT DISTRICT

A York Road Business Improvement District (BID) is recommended as the management entity for the Corridor. In order to advance and ultimately achieve its full potential, the Corridor will profit from active management—a group specifically tasked to supervise day-to-day operations (e.g., sanitation, safety/security), but also longer-term strategic efforts such as working with existing businesses to help them succeed, improving the business mix to grow sales, marketing the Corridor to new businesses, capturing real estate development opportunities as they occur.

The BID structure (as codified in State of Maryland and Baltimore City authorizing legislation) is focused on commercial issues—deriving its revenues principally from a mandatory assessment on commercial property owners and, therefore, dedicating its attention to improving the Corridor's business environment. The BID will also derive operating revenues from fee-for-service arrangements and grants from City government, foundations, etc. to provide various services which are better delivered locally. Though a York Road BID will work closely with community organizations and other groups in the Market Area's surrounding residential neighborhoods, the primary focus of the BID should be on commercial issues which are critical to the future success of the Corridor.



A York Road BID builds on the success of the Govanstone Business Association (GBA) to date, expanding the range of services offered to businesses because of the BID's broader and more firm revenue stream. The BID effort also builds on and learns from the successful experience of similar local organizations such as the Downtown Partnership of Baltimore, Waterfront Partnership and others.

The Govanstone Business Association is a solid membership-based business organization representing the interests of businesses along the York Road Corridor. The organization is currently funded through a surcharge on the City's business license fees charged to businesses (not property owners) along York Road. The GBA operating revenues support important but limited marketing and promotional activities as well as part-time staff.

Replacing the GBA's limited funding structure and operations, the BID's more broadly based revenue stream will fund more robust management operations and allow full-time staffing. The GBA will be integrated into the BID structure, making sure that all property owners and businesses have a voice in the direction of the new organization.

The York Road BID will incrementally improve the Corridor's physical development environment through better communications with government (e.g., regarding transportation road infrastructure and transit system) and with property owners. The BID management will serve as an unofficial clearinghouse for sales/leasing/development opportunities with real estate brokers, owners and businesses—facilitating transactions among buyers and sellers. As it matures, the BID may also add a subsidiary community development corporation (CDC) function which could be independently capitalized in order to acquire, improve and sell properties. Such CDC activities would focus on critical parcels, the revitalization of which will be catalysts for neighboring properties.



CATALYTIC INITIATIVES

Initiatives to be pursued by Corridor management will depend on circumstances on the ground—businesses needing to expand, property owners interested in improving, government or foundation funding available, etc. The advantage of a management structure is that the long-term view can be taken and incremental improvements can be encouraged as opportunities arise. Specific opportunities which have been uncovered in the planning process and which could result in action in the short- to mid-term future include:

- The Verizon Building - Located at 5711 York Road, the building has extensive frontage on York Road. The building is well maintained, but is cold and does not contribute activity to the street since its office spaces are unused. The southern half of the building is a critical telecommunications switch for North Baltimore and will be maintained as such. The northern half can be subdivided out for redevelopment. Verizon has evaluated reuse of that half for commercial purposes and found that costs outweigh benefits—we agree. Redevelopment as multifamily rental with ground level retail on the street is a strong possibility which requires a determination of architectural, market and financial feasibility and attraction of an interested developer.
- Govans Manor Redevelopment - The Govans Manor high-rise public housing property, located at 5220 York Road, is being completely redeveloped by PIRHL Development, with serious planning beginning in 2014. This is an opportunity to upgrade an important community element proximate to the Woodbourne commercial node and the Glenwood Avenue intersection. Engagement with the developer regarding management of the property, building design and streetscape enhancements is welcomed.
- Supermarket - The Corridor can support a smaller perhaps more specialized supermarket that can maximize sales by drawing shoppers from both sides of York Road. A number of potential sites (none of them vacant) have been identified and Baltimore Development Corporation staff has opened communications with supermarket chains and their brokers/representatives. If a chain becomes sufficiently interested in locating on the Corridor, then property owners can likely be motivated to take action. In any case, continuing communication with property owners will reveal when they might be open to upgrading their properties and attracting new/improved commercial uses.
- JAI Medical Expansion - The JAI Medical headquarters office building at 5010 York Road has been planned for demolition and new construction, significantly expanding the office space on site. In order to expand office space, the company needs additional parking which the current land parcel cannot accommodate. Continuing communications with JAI, adjoining property owners and neighborhood organization are advised to explore possible land sale/swap or relocation (elsewhere in the Corridor) opportunities in order to retain a valued community stakeholder and enhance productive commercial use along York Road.



- Loyola Public Safety Site - This site within the 5100 Block of York Road is the largest potential development site on the Corridor, being approximately 4.0 acres and midway between the Woodbourne and Cold Spring Lane commercial nodes. Currently the property is highly active, utilized for Loyola University Maryland security services and the seasonal Govanstowne Farmers' Market). The university has not yet determined how the property will best contribute to its mission, though a wide range of uses are contemplated in the institution's master plan. Mixed use development at moderate density is recommended for the site, with ground level retail

encouraging engagement between the academic and residential communities. University book stores, coffee shops and dining facilities often draw significant usage (and additional retail dollars) from adjoining neighborhoods. Student housing and university administrative or other offices can be achieved in 2nd -3rd or 4th floor construction above. A parking deck will likely be required to meet the university's current needs as well as those of residents/employees on the site. Market and financial feasibility hurdles must be passed in order to attract potential private development partners. City government is supportive.

- Govans Triangle - The triangular site formed by York Road and Bellona Avenue is a unique location on the very linear Corridor, potentially offering a location for an important signature structure. The site at 5700 & York Road is currently under-improved with the Precision Tune auto service facility. The small park area at 5622 York Road is well maintained but cannot be well used since it is cut off from easy pedestrian access by heavy traffic. The two parcels total less than one acre and are separated by Lyman Avenue. A development opportunity may present itself over the long-term in the assemblage of those two parcels with parcels to the north and abandonment of the Lyman Avenue roadbed to create a land parcel which could be built out with a 2-3 story mixed use structure.

Each of these catalytic redevelopment initiatives and other smaller scale projects could potentially benefit from local tax incentive programs offered by the City of Baltimore that could help incentivize development along the Corridor. One such incentive program is that the York Road Corridor lies within a designated Enterprise Zone (EZ). The EZ provides a ten-year credit against local real estate property taxes for parcels undergoing business improvements or new construction. The Employment Tax Credit program is also a one-to-three year tax credit for wages paid to new hires within the Enterprise Zone. In addition, the City has also expanded the by-right residential tax credit to help spark additional residential/mixed use development along the York Road Corridor.



The York Road Corridor TRANSPORTATION, PUBLIC REALM & INFRASTRUCTURE



Visions for York Road ...

"The Govanstone York Road Corridor will be the Main Street common ground for shopping, entertainment, and access to services for those who live, work, and study on both sides of York Road. It will be a destination for those who want to experience the diverse place-making experiences that give the area a unique and positive identity. Those who wish to travel to and around the corridor will feel it is safe and accessible on foot or by diverse means of transportation."

The York Road Corridor of the future is envisioned to continue to be a 'complete street' shared by all modes of travel.

2.2 TRANSPORTATION, PUBLIC REALM AND INFRASTRUCTURE OBSERVATIONS AND RECOMMENDATIONS

The York Road Corridor contains a unique mix of transportation modes, including both local and regional traffic, heavy pedestrian activity, and some of the highest transit ridership in the city. Each of these modes brings unique benefits to the corridor and requires special consideration in order to provide the best user experience. As part of the development of the York Road Corridor Plan, an evaluation of existing conditions within the public realm environment and for each mode of transportation was conducted, including vehicles, pedestrians, bicyclists, and transit. The evaluation consisted of detailed first-hand field observations to understand and document existing conditions, transportation surveys conducted with stakeholders along the corridor and at the Govanstone Farmers' Market, as well as a review of previous transportation efforts, including those conducted by the Baltimore City Department of Transportation and other York Road improvement groups. This section details the findings of the initial review and provides an assessment of transportation and public realm deficiencies and strengths throughout the corridor.

The York Road Corridor consists of three distinct typical sections between Northern Parkway and 39th Street, broken down as follows:

- Lyman Avenue to Northern Parkway (Exhibit 13)
- 43rd Street to Lyman Avenue (Exhibit 14)
- 39th Street to 43rd Street (Exhibit 15)



Photo 12: Nick Driban of STV, Inc. walks stakeholders through the transportation improvement options for the York Road corridor.

The section from Lyman Avenue to Northern Parkway has four twelve-foot lanes and has updated pedestrian facilities including high visibility crosswalks. The street section from 43rd Street to Lyman Avenue is comprised of five eleven-foot lanes with a two-way center left turn lane. The section of York Road between 39th Street and 43rd Street has four ten-foot lanes, making it the narrowest and most challenging section to improve upon. Throughout the corridor the pavement is in poor condition and the pavement markings are faded. Each of the existing sections provides one through lane in each direction at all times, with parking during the off-peak hours in the outermost lanes. During the peak hours, the outermost lanes are restricted from parking and used to move vehicular traffic, providing an additional southbound travel lane from 7-9 AM and an additional northbound travel lane from 4-6 PM. The existing sections generally lack bicycle accommodations and landscaping throughout the corridor is sparse. Additionally, buses were often observed blocking travel lanes.

The signalized intersections with York Road that fall within each zone are as follows:

Lyman Avenue to Northern Parkway

- Lortz Lane
- Orkney Road
- Belvedere Avenue
- Northern Parkway

43rd Street to Lyman Avenue

- 43rd Street
- Northway
- East Old Cold Spring Lane
- East Cold Spring Lane
- Winston Avenue
- Notre Dame Lane
- Glenwood Avenue
- Woodbourne Avenue
- Hardwood Avenue
- Bellona Avenue

39th Street to 43rd Street

- 39th Street

SECTION CONDITIONS – LYMAN AVENUE TO NORTHERN PARKWAY

The section from Lyman Avenue to Northern Parkway has four twelve-foot lanes and has updated pedestrian facilities including high visibility crosswalks. Major intersections within this section, such as Northern Parkway and Belvedere Avenue, may be more prone to traffic operations or safety issues. The area near Belvedere Square features the widest travel lanes of any section within the corridor and has the most up-to-date and well maintained infrastructure, including the best pavement condition, signs, roadway markings, and facilities for other modes of transportation, including a number of bus stops with upgraded facilities. For these reasons this section was cited in numerous questionnaires as the most successful from a transportation perspective.



Photo 13: Aerial Plan View of York Road



Photo 14: View of York Road at Belvedere Avenue

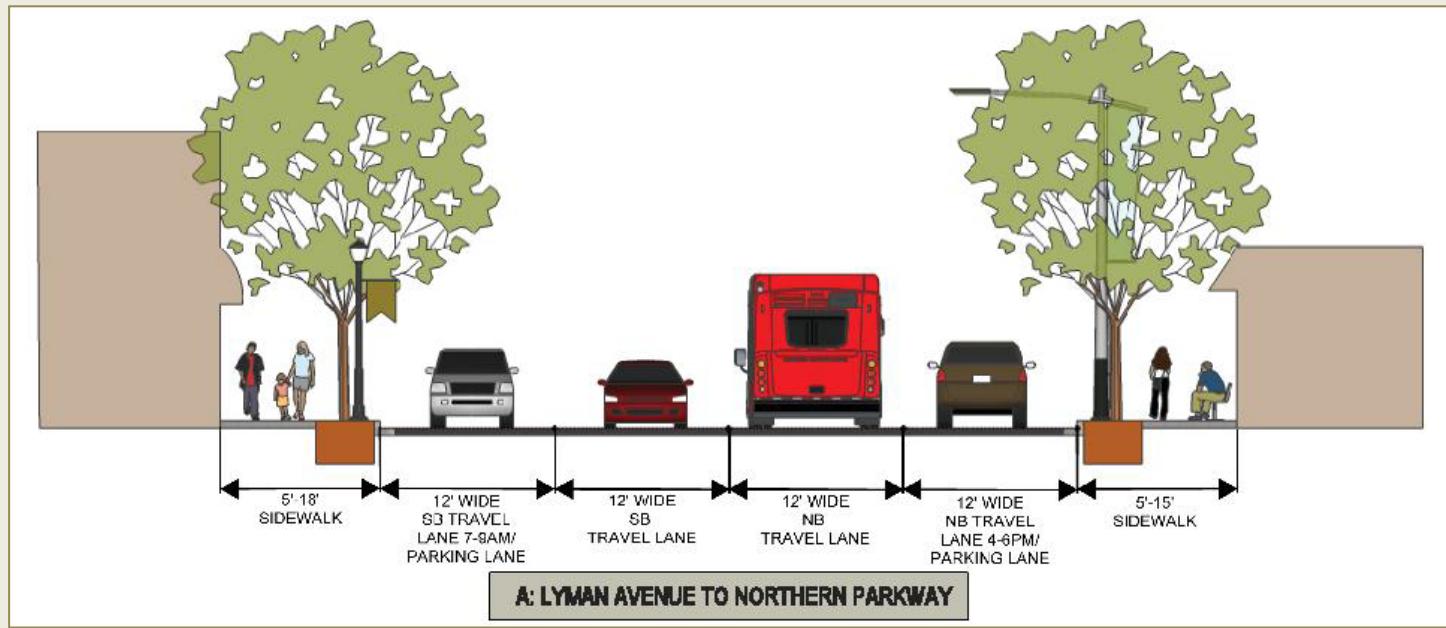


Exhibit 12: Lyman Avenue to Northern Parkway - Typical Street Section

SECTION CONDITIONS – 43RD STREET TO LYMAN AVENUE

The section from 43rd Street to Lyman Avenue is comprised of five eleven-foot lanes with a two-way center left turn lane. Major intersections within this section which may be more prone to traffic operations or safety issues include Bellona Avenue, Woodbourne Avenue, and Cold Spring Lane. Cold Spring Lane, in particular, was cited in questionnaires as being a frequent conflict point for pedestrians and vehicles due to the high number of both present at the intersection. This section of the corridor contains the recent Baltimore City Department of Transportation (BCDOT) streetscaping project which included the addition of medians and landscaping improvements at select intersections, particularly around 43rd Street. Where installed, these improvements enhance aesthetics and would further do so with improved landscaping maintenance.

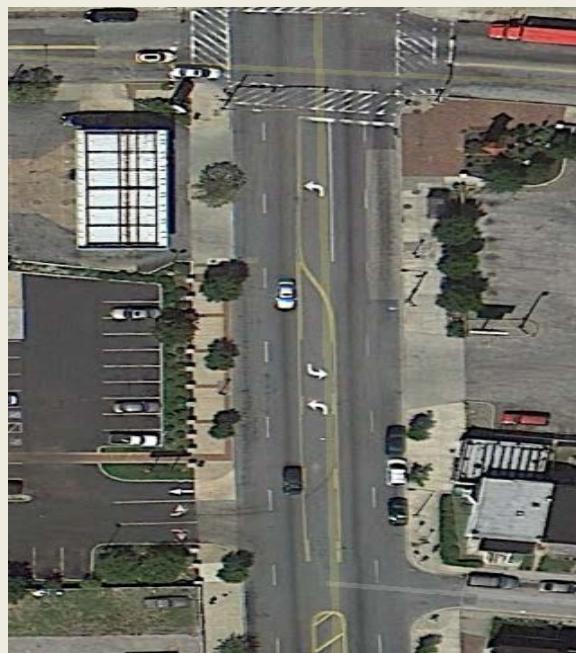


Photo 15: Aerial Plan View of York Road



Photo 16: York Road Conditions at Winston Avenue

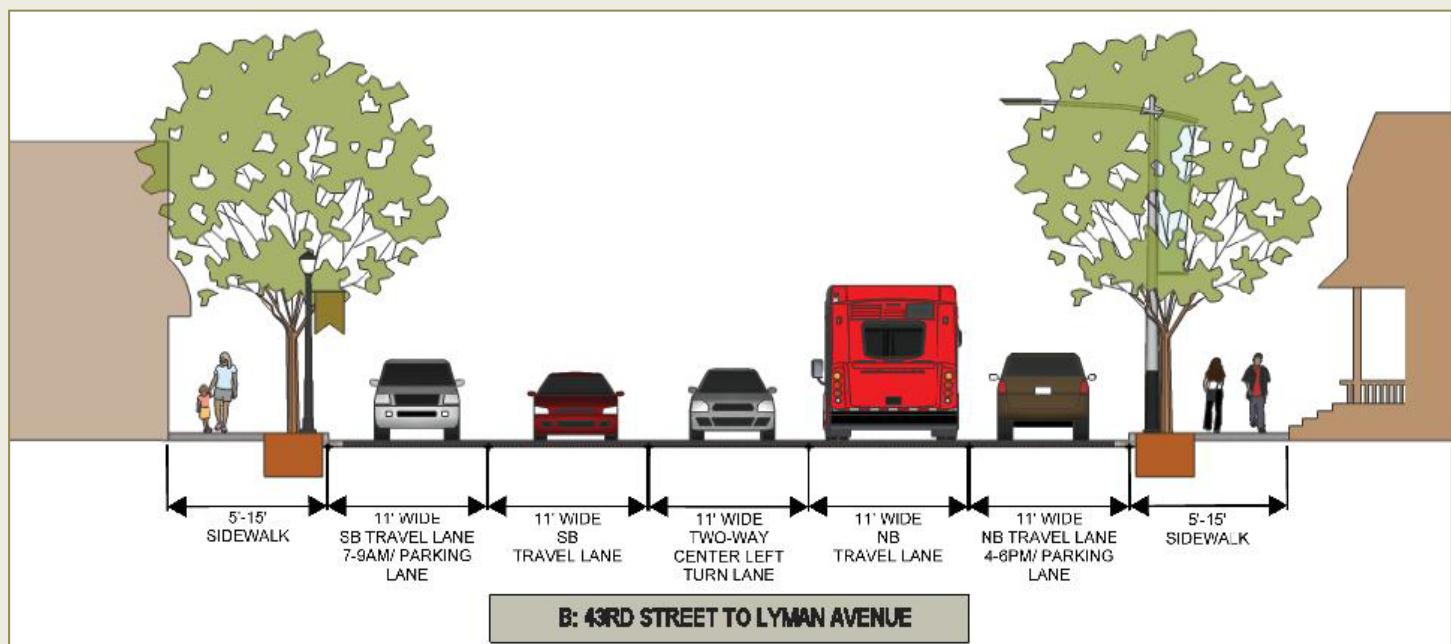


Exhibit 13: 43rd Street to Lyman Avenue - Typical Street Section

SECTION CONDITIONS – 39TH STREET TO 43RD STREET

The section of York Road between 39th Street and 43rd Street has four ten-foot lanes, making it the narrowest and most challenging section to improve upon. There are no major intersections in this section of the corridor. Pavement markings between lanes have faded and are not visible. Pavement condition is poor throughout most of this section.



Photo 17: Aerial Plan View of York Road



Photo 18: York Road Conditions at 39th Avenue

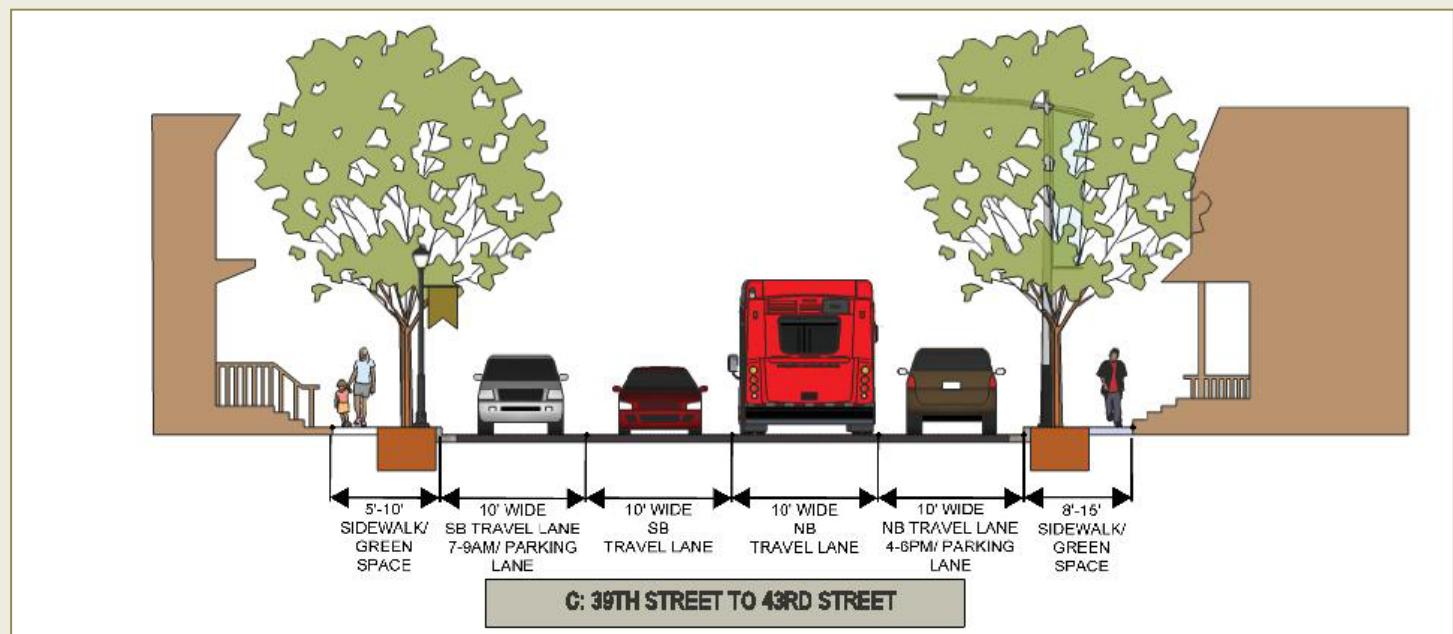


Exhibit 14: 39th Street to 43rd Street - Typical Street Section

2.2.1 ROADS, TRAFFIC AND TRANSIT CONDITIONS

Field observations were conducted at various times throughout the day and evening, both on foot and by car, in order to understand and evaluate the existing conditions throughout the corridor. Additionally, questionnaires were distributed to members of the York Road Corridor Collective and at the Govanstowne Farmers' Market to further determine existing strengths and weaknesses throughout the corridor. The questionnaires included 14 questions related to users' overall experiences with transportation in the corridor and their experiences with each mode, for example:

- What do you think are the biggest transportation issues in the corridor? What aspects of the corridor are successful from a transportation perspective?
- As a driver in the corridor, are there any specific intersections or segments that you feel are worse than others? If so, which ones and why?
- Please provide your thoughts on transit within the corridor. What is successful and what issues have you seen? Where? Have you used transit within the corridor before?
- How do you define success from a transportation perspective for the York Road Corridor?

A total of 15 responses to the transportation questionnaire were received from YCC members, as well as more than 40 responses received from the public on the Govanstowne Farmers' Market survey. Together with the field observations, the questionnaire responses helped to inform the initial review of the corridor and the overall assessment of transportation and the public realm. Transportation strengths and deficiencies within the corridor, as defined by the field observations and questionnaires, are presented by mode, as follows:

For vehicles within the corridor, one of the major themes that arose from the questionnaire responses was the use of the corridor as a thoroughfare versus a destination. York Road is a major arterial roadway which functions as one of the main north-south radial links between areas north of the city and Downtown Baltimore. However, the area under study by the YCC team includes a number of businesses of local and regional note, residences, as well as a variety of other land uses that function as destinations. As such, one key to success for this corridor will be determining the proper balance between thoroughfare and destination and finding transportation solutions which promote the desired balance.

The following additional general vehicular issues were noted throughout the corridor:

- Congestion
- Lack of adherence to traffic control devices
 - Vehicular speeds
 - Red light running
 - Erratic lane changing
- Outside lane blockages
 - Buses, Delivery trucks, Drop-offs, Parked cars
- Corridor inconsistencies
 - Different typical sections in each zone
 - Business vs. Residential uses change the needs for drivers
- Narrow lanes
- Faded pavement markings
- Uncoordinated traffic signals in some locations



Photo 19: Cracked pavement and faded pavement markings



Photo 20: Buses and other vehicles blocking the right travel lane

In addition to general issues present along the corridor, some specific intersections were identified in the questionnaires. In particular, the questionnaire results identified the Bellona Avenue, Cold Spring Lane, and Woodbourne Avenue intersections areas as problem areas. Additionally, it was noted by questionnaire respondents that the turn prohibitions at Northern Parkway and the lack of turn phasing at Belvedere Avenue present some issues for drivers in the corridor.

The major vehicular success throughout the corridor has been the recent Baltimore City Department of Transportation (BCDOT) streetscaping project which included the addition of medians and landscaping improvements at select locations within Section 2 of the corridor, particularly around 43rd Street. Where installed, these improvements greatly improve aesthetics and may benefit safety within the corridor. However maintenance of the landscaping should be improved in order to get the full benefit of the improvements.

In addition to the streetscaping success, the area near Belvedere Square in Section 1 of the corridor was cited as being successful. This is due to the fact that it features the widest travel lanes of any section within the corridor and has the most up-to-date and well maintained infrastructure with the best pavement condition, signs, roadway marking, and facilities for other modes of transportation.

Overall, transit is successful within the corridor in that there is high ridership of MTA bus lines 8, 12, and 48, which traverse the corridor, and a number of upgraded bus stops are present, particularly in Section 1 of the corridor near Northern Parkway. Regarding transit issues, many of the submitted questionnaires noted the following:

- Unreliable/Not on time
- Buses are overcrowded
- Bus stops are overcrowded
- Buses block travel lanes

Few successes were noted for bicycles within the corridor as current bicycle accommodations are limited to a handful of 'Share the Road' signs. Few bikes were observed during field visits. It should be noted that the York Road Corridor is not included in Baltimore City's Bicycle Master Plan. Questionnaire respondents noted that the lack of bicycle facilities contributes to the reliance on vehicular modes of travel. Although some bicycle signage is present, conditions along York Road do not encourage bicycling for several reasons:

- Narrow Lanes
- Parked Cars
- Congestion
- Bus Blockages
- High Vehicular Speeds
- Vehicular Lane Changing



Photo 21: Crowded bus stop on York Road at Northern Parkway

2.2.2 PUBLIC WALKWAY AND STREETSCAPE CONDITIONS

The York Road Corridor is active with heavy pedestrian traffic throughout the day. The quantity of pedestrians throughout the day makes the corridor vibrant, however there are a number of pedestrian issues which detract from the overall corridor environment and may present safety hazards. The general issues regarding the existing pedestrian facilities throughout the corridor are as follows:

- Jaywalking
- Adequacy of the number and location of crosswalks
- Pedestrian/Vehicular conflicts
 - Vehicular Speeds
 - Red Light Running
 - Failure to Yield
- Short crossing times at some intersections
- Non ADA compliant pedestrian ramps, pedestrian signals, and sidewalks
- Faded Crosswalks

Additionally, some of the intersections within the corridor with existing pedestrian facilities, particularly the intersections of Cold Spring Lane and Northern Parkway, are large intersections with long crossing distances.



Photo 22: Non-compliance with pedestrian signals



Photo 23: Faded crosswalks in the Southern Zone 1 area



Photo 24: Jaywalking on the corridor

There is little existing landscaping along the corridor, and the landscaping that has been updated is poorly maintained. Along many segments, the sidewalk is in poor condition and many bus stops lack shelters, trash cans, or signage. Within the 43rd Street to Lyman Avenue zone, some segments contain recently added median landscaping that replaced the center two-way left turn lane.

2.2.3 OVERHEAD/UNDERGROUND UTILITIES AND STORMWATER CONDITIONS

Numerous utilities exist within the York Road public right-of-way to support both existing and future development along the corridor. STV obtained GIS information from the Baltimore City Department of Public Works to understand of the general location, size and type of utilities available at three locations along the corridor. To formally document the availability of utilities a utility survey must be performed and supplemented with subsurface utility locating. Generally, the corridor is served by an extensive amount of utility systems that include: water, sanitary sewer, storm drain, underground electric and telecommunication systems and overhead electric and telecommunication lines. We anticipate that the existing utilities will support redevelopment proposed along the corridor.

YORK ROAD AND CAMPBELLS LANE AREA INFRASTRUCTURE

The following utilities appear present to service the area: 6-inch, 10-inch and 36-inch water mains, 8-inch sanitary sewer main and a Baltimore City DOT concrete encased conduit system for electric and telecommunication service. Given that no utilities appear to be located in the center of the right-of-way, the planting of street trees in a central landscape median should be acceptable with Baltimore City DPW.

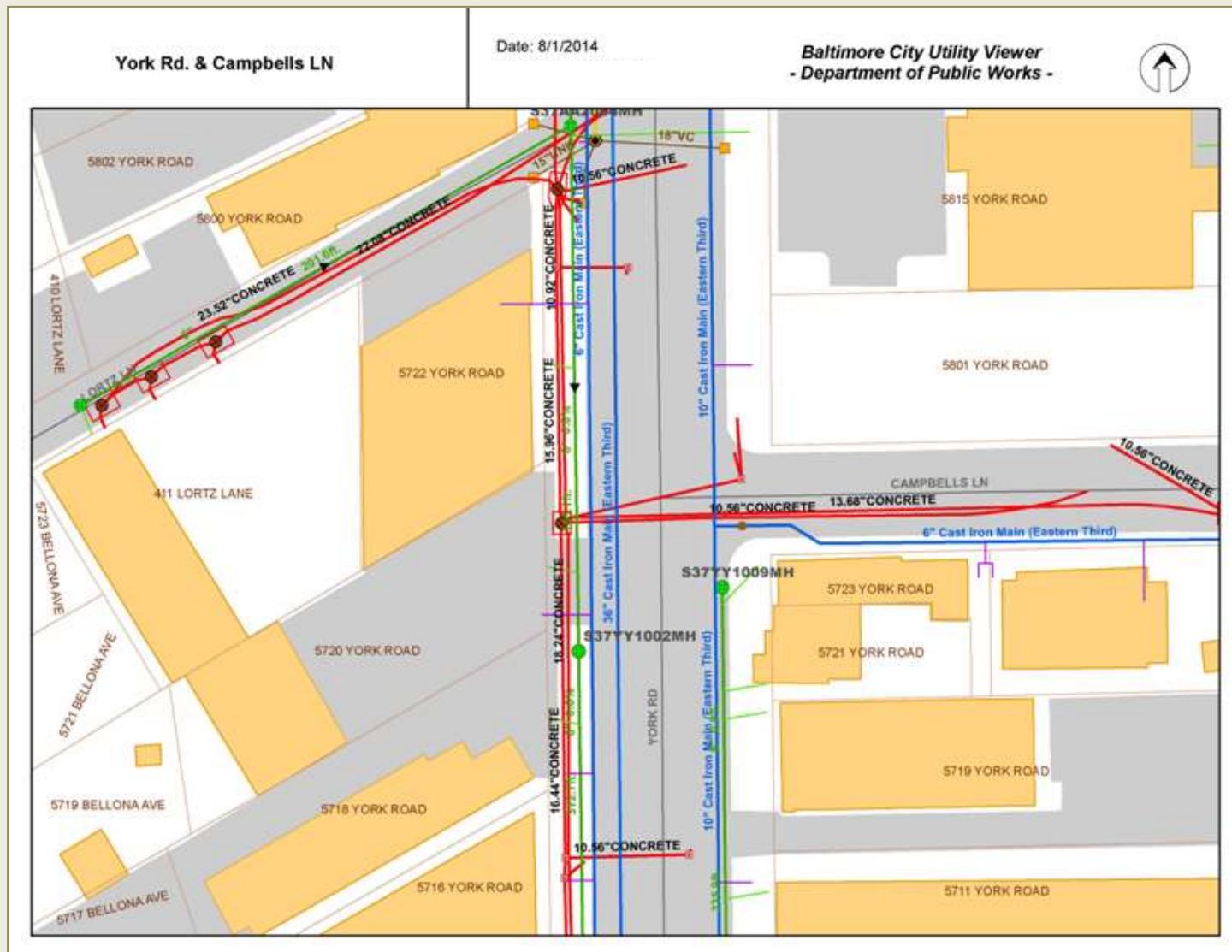


Exhibit 15: York Road And Campbells Lane Area Utility Mapping

YORK ROAD AND McCABE AVENUE AREA INFRASTRUCTURE

The following utilities appear present to service the area: 6-inch, 12-inch and 36-inch water mains, 8-inch sanitary sewer main and a Baltimore City DOT concrete encased conduit system for electric and telecommunication service. Given that no utilities appear to be located in the center of the right-of-way, the planting of street trees in a central landscape median should be acceptable with Baltimore City DPW.

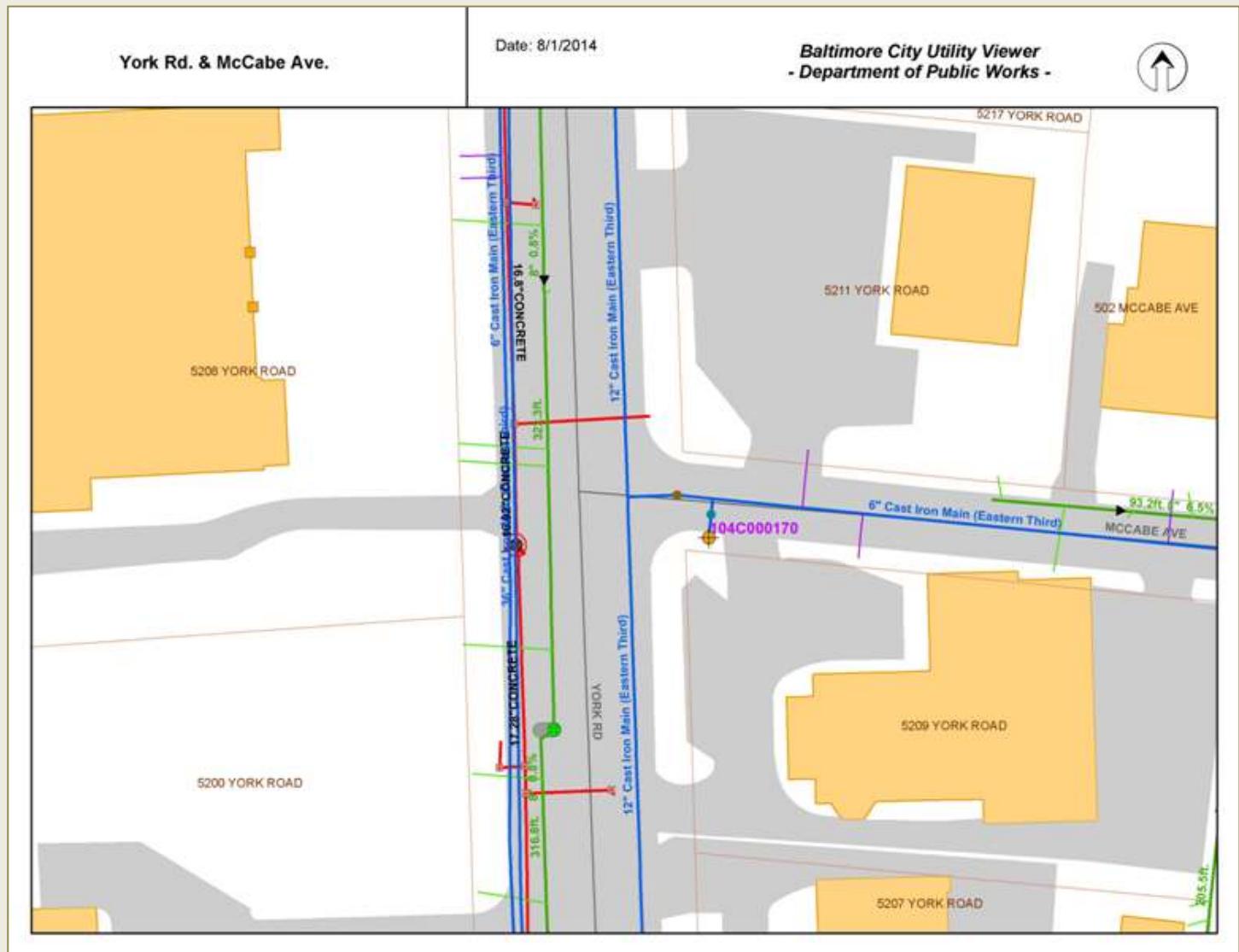


Exhibit 16: York Road and McCabe Avenue Area Utility Mapping

YORK ROAD AND OAKLAND AVENUE AREA INFRASTRUCTURE

The following utilities appear present to service the area: 6-inch, 16-inch and 36-inch water mains, 8-inch sanitary sewer main and a Baltimore City DoT concrete encased conduit system for electric and telecommunication service.

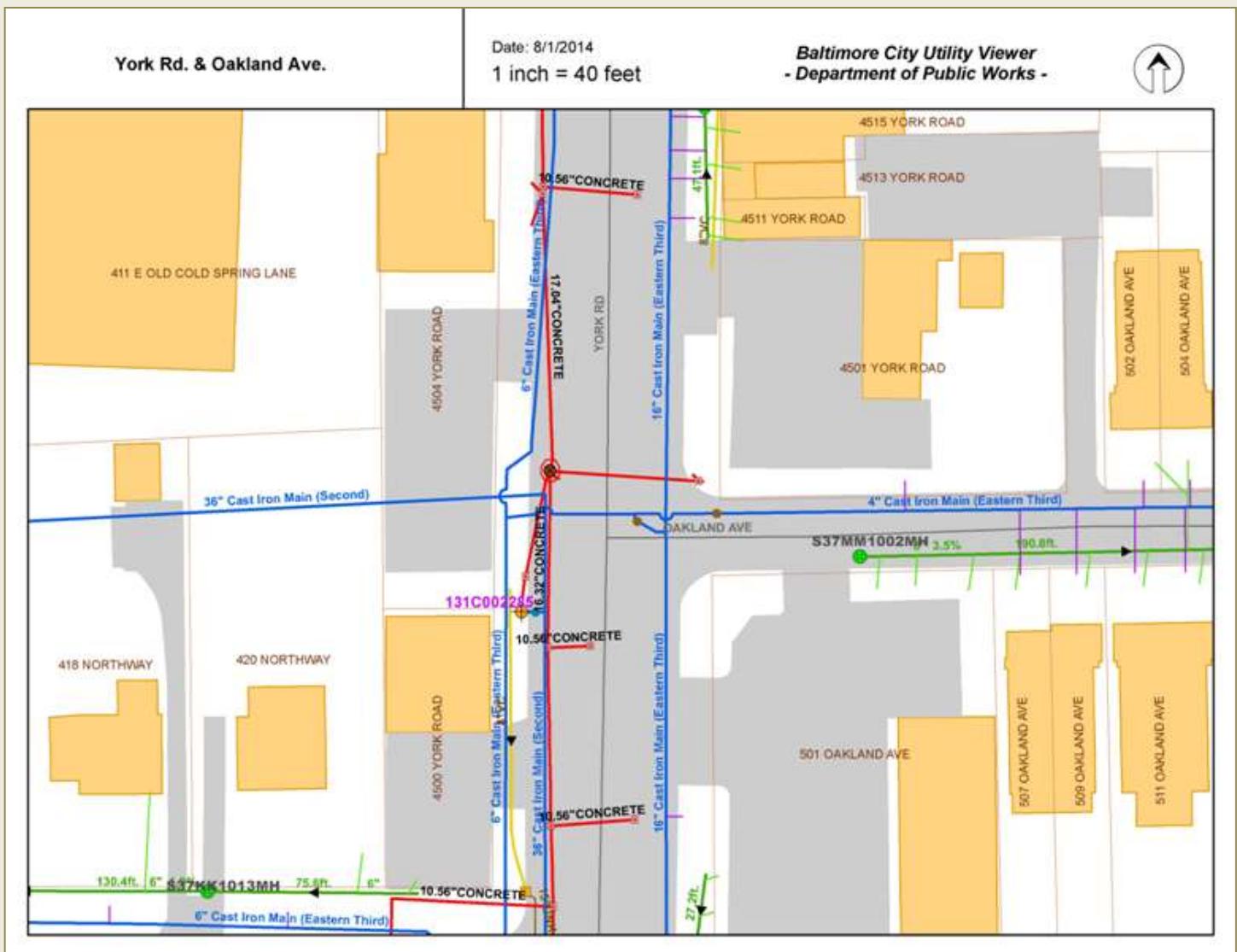


Exhibit 17: York Road And Oakland Avenue Area Utility Mapping

STORMWATER INFRASTRUCTURE



Photo 26: Existing Save the Bay stormwater quality awareness program stencils in York Road walkway and drain inlet

The York Road Corridor is located within the Jones Falls and Herring Run watersheds. Stormwater systems exist along the York Road Corridor that include curb inlets to intercept stormwater runoff and storm drains convey it underground ultimately discharged into streams and the harbor. The curb extensions proposed in the Option 2 Transportation improvements provide an opportunity to serve as micro-bio-retention facilities which cleanse stormwater runoff from the street before it enters the storm drain system. This approach has been used elsewhere throughout the City by the DPW and the Parks and People Foundation as part of their Watershed 263 initiative for the Gwynns Falls watershed in western Baltimore City.



Photo 25: Sample curb extension with bioretention facilities and expanded pedestrian ramps



Photo 27: Recently installed bioretention curb extension at Mount and Fayette Streets in West Baltimore

2.2.4 TRANSPORTATION, PUBLIC REALM AND INFRASTRUCTURE RECOMMENDATIONS

The primary goal of the following transportation recommendations is to create a ‘Complete Street’ environment along the York Road Corridor. ‘Complete Streets’ are designed to provide adequate facilities for all modes of transportation. Creating a ‘Complete Streets’ environment that is safer and more pedestrian friendly improves upon transit facilities which are already some of the most heavily used in the city. Additionally, it provides streetscaping improvements to enhance corridor aesthetics and has the potential to unite the updated northern zone with the rest of the corridor. The following recommendations include large scale options for change that reimagine the allocation of the existing transportation right-of-way within the corridor, as well as smaller scale changes which could potentially be implemented more quickly and at a lower cost, while offering substantial overall benefits to the corridor.

‘COMPLETE STREETS’ OPTIONS

Based on the existing assessment and typical sections, two new options were developed for consideration in each of the three zones (in addition to the option of maintaining the existing typical section). Each of the new options proposes substantial changes with the idea of reallocating existing right-of-way to optimize the use of curb-to-curb space based on competing corridor goals and the needs of the various modes of transportation, including vehicles, pedestrians, transit, bicycles, and parking. Each of the options also proposes to continue to build on the BCDOT streetscaping project by introducing additionally landscaped medians. Any large scale changes like those presented in the two options below would require additional evaluation and approval by a number of agencies, particularly Baltimore City DOT.

Option 1, as shown in Exhibit 19, features a shared bus and bicycle lane during the peak hours with any additional right-of-way dedicated to a landscaped median. This option would promote utilization of alternative forms of transportation such as transit and bicycles throughout the corridor while maintaining the on-street parking during the off peak hours. Additionally, the landscaped medians would improve the streetscape of the corridor. However, removing a vehicular travel lane may cause additional congestion throughout the corridor.



Photo 28: Example of a shared bus/bike lane on Lombard Street in Baltimore

Option 2, as shown in Exhibit 20, removes a travel lane in each direction and provides a parking lane or bus pull off area with bump-outs at the intersections as well as landscaped medians. This option is oriented towards pedestrian use by reducing crossing distances and improving the streetscape. Additionally, this option may reduce lane blockages caused by buses, deliveries, and drop-offs, while maintaining existing on-street parking along the corridor. However, the removal of vehicular lanes may cause additional congestion and bicycles are not accommodated along the corridor under this option.

The following typical sections provide an overview of the two options:

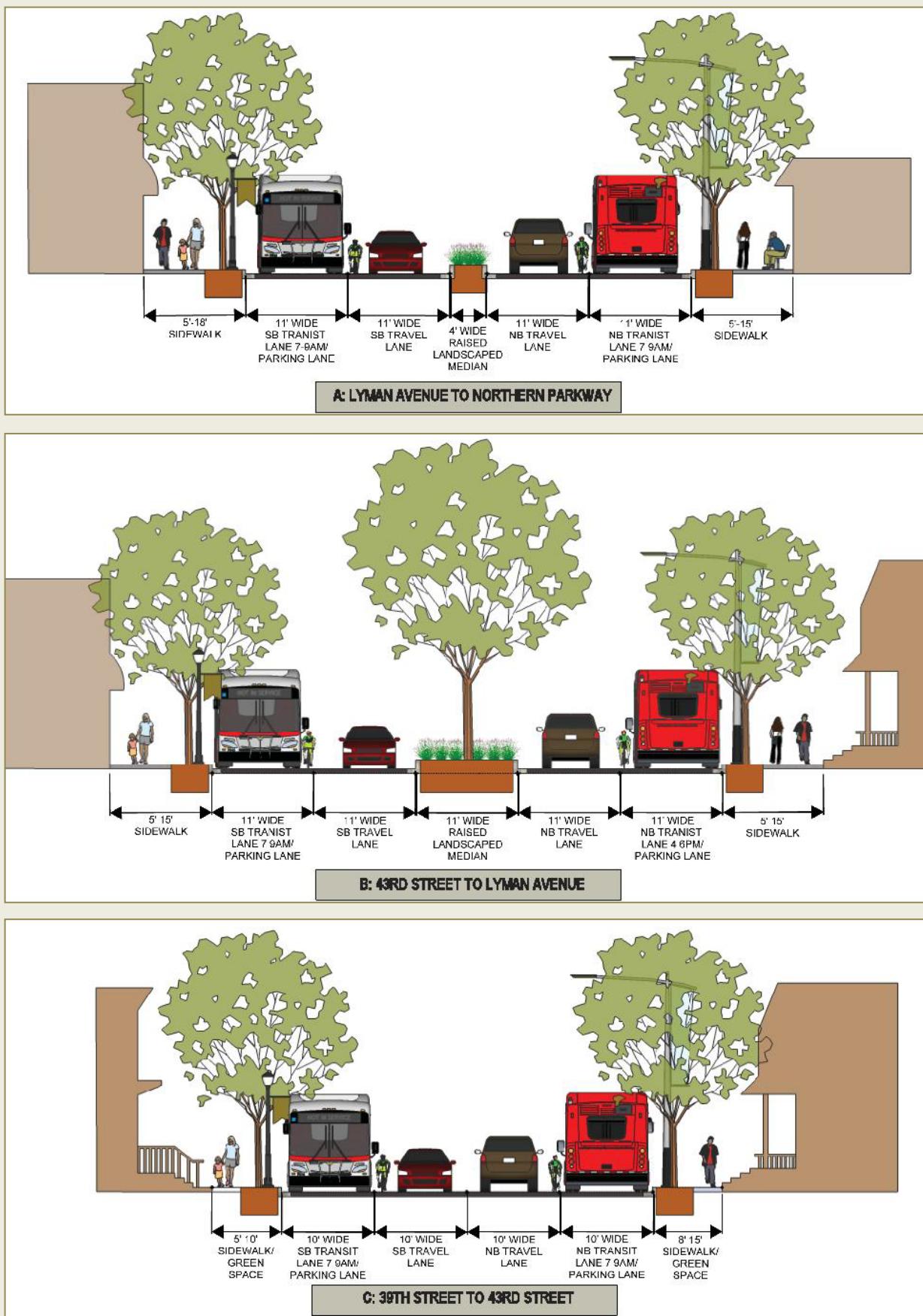


Exhibit 18: York Road 'Complete Street' Option 1 – Shared bus/bike lane and landscaped median

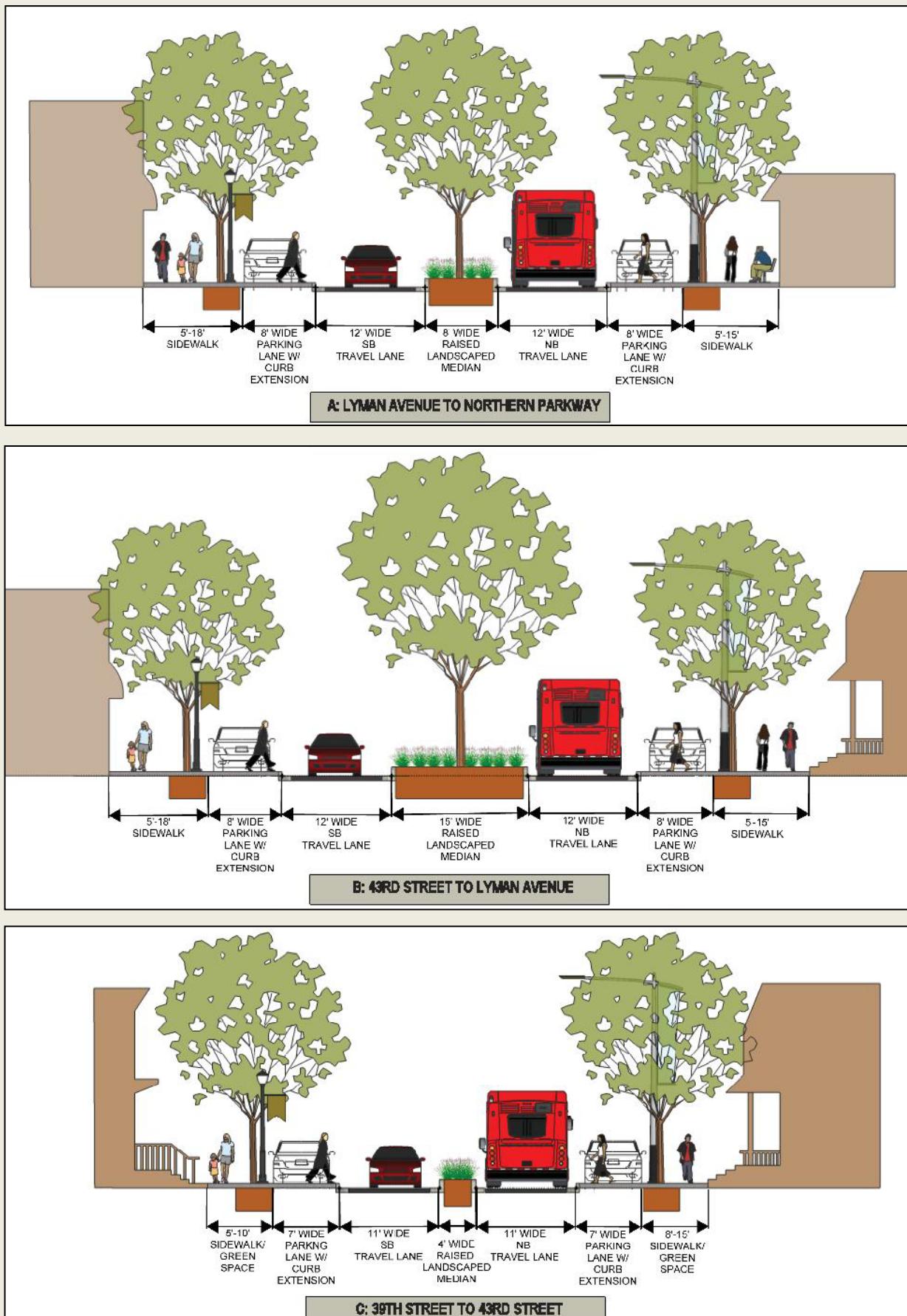


Exhibit 19: York Road 'Complete Street' Option 2 – Dedicated parking and curb extensions with landscaped median

Each of the options above was presented to a number of stakeholders for feedback including BCDOT's Planning Division, MTA, YCC team members, and at a public meeting. BCDOT would require substantial additional study before any of the changes recommended in either of the two options could be implemented. Neither option was immediately deemed infeasible based on initial, very preliminary discussions. In low level conversations, the MTA expressed significant support for Option 1, in particular, given the likely substantial benefits to bus mobility throughout the corridor. It is less likely that the MTA would be supportive of Option 2 given the high ridership within the corridor and the increased potential for congestion impacting buses under Option 2. YCC stakeholders and the public had mixed opinions regarding Options 1 and 2.

It should be noted that neither Option fully accommodates bicycles through inclusion of dedicated bicycle space. This is based on the fact that few bicycles were observed in the area, most respondents to the questionnaires did not indicate a high priority for bicycle improvements, and York Road is not included in the BCDOT Bicycle Master Plan. As such, given the limited right-of-way available and the number of competing interests for space including vehicles, buses, bicycles, pedestrians, landscaping, and parking, dedicated bicycle lanes were not given priority.

ROADS, TRAFFIC, AND TRANSIT RECOMMENDATIONS

Multiple road improvements have been implemented to improve vehicular travel along the corridor. Particularly, intersections with turn lanes and left turn phasing were acknowledged for increased driver comfort. The following is an overall list of recommendations to address the existing vehicular issues along the corridor and improve vehicular travel:

- Review corridor signal timing and progression
- Review turn phasing at critical intersections
- Restripe pavement markings
- Resurfacing
- Improve signage (street name signs)
- Maintenance
- Enforcement (speed or red light cameras)

Transit along the corridor is heavily used, with multiple bus routes generating some of the highest ridership in the city. There are numerous bus stops throughout the corridor. The following is an overall list of recommendations to further improve transit along the corridor:

- Evaluate need for additional buses
- Improve corridor traffic flow to enhance reliability
- Improve bus stops
 - Shelters
 - Benches
 - Trash cans
- Ensure adequate pedestrian crossings near bus stops
- University or other Shuttle within the York Road Corridor
- Consider removing vehicular lane(s) to provide area for bus pull off

Some of the above transit improvements have been implemented at locations along the corridor and an effort should be made to provide more of these upgraded transit patron amenities throughout the York Road Corridor. Coordination with MTA will be required for implementation.



Photo 29: Bus stop on York Road with shelter, trash can, and street trees



Photo 30: Inadequate and inconsistent transit rider amenities along York Road

The following recommendations provide options for addressing the desire for improved bicycle facilities along the corridor, given the lack of right-of-way to install dedicated bicycle lanes:

- Install bicycle racks at popular destinations to provide accommodations for bicyclists coming from neighborhoods or side streets
- Upgrade/install additional bicycle signing

In order to further encourage the use of bicycles along the corridor, removing vehicular lanes during the peak hours to create shared transit and bicycle lanes, as shown in Option 1, above, may be the best option given the limited available right-of-way throughout the corridor. If Option 1 is determined to not be desirable, alternative bicycle routes should be considered.

PUBLIC WALKWAY/STREETSCAPE RECOMMENDATIONS

The following actions could be considered to update and improve the pedestrian facilities along the York Road Corridor:

- Improve pedestrian channelization to discourage jaywalking
- Evaluate spacing between pedestrian crossings
- Evaluate pedestrian signal timing
- Install countdown pedestrian indications and accessible pedestrian signals
- Provide pedestrian refuge at intersections
- Widen crosswalks
- Restripe crosswalks
- Ensure compliance of pedestrian signage
- Install supplemental pedestrian level lighting
- Enforcement
- Ensure all sidewalks, ramps, and pedestrian signals meet current standards
- Install pedestrian bump outs at intersections

Many of these improvements are relatively low cost and could be implemented quickly to have an immediate positive impact on safety and aesthetics throughout the corridor. As such, these improvements should be considered the first priority for implementation.

In addition to the above treatments, the York Road Corridor streetscape can be improved to make the area more aesthetically pleasing. The following are recommendations that can be considered to improve the York Road Corridor streetscape:

- Street trees with adequate tree pits
- Street furniture/ trash cans
- Repaving/restriping/ updating signs
- Median improvements
- Bike racks
- Upgraded bus shelters
- Evaluate transit stop needs
- Maintenance



Photo 31: Updated crosswalk with ADA ramps, detectable warning surface and pedestrian refuge



Photo 32: Example of pedestrian bump-outs or curb extensions

While the implementation of the above recommendations to the public walkways and the streetscape will improve conditions along the corridor, the future maintenance of these facilities is vital. The existing practice of deferred maintenance has resulted in the deterioration of existing facilities. In general, deferred maintenance often results in higher future costs and unsafe conditions. Regular maintenance is needed to preserve the existing facilities in the northern zone and all future improvements to unite the corridor.

SPECIFIC TRANSPORTATION AND PUBLIC REALM ACTION PLAN

Implementation for the majority of the above recommendations would need to be coordinated through the Baltimore City Department of Transportation Planning Division. Based on YCC recommendations, and pending City funding availability, the Planning Division could initiate a detailed corridor study to determine the feasibility of improvements, particularly related to the Typical Section Options presented above. This study would likely cover the full range of ‘Complete Streets’ considerations mentioned in this report and provide recommendations for the corridor including transportation and traffic operations, roadway improvements, improvements to the pedestrian realm, as well as potential streetscaping and landscaping recommendations. Based on the Planning Division’s recommendations, and pending funding availability, the project may then be passed on to DOT’s Transportation Engineering and Construction (TEC) division for implementation. Any bus stop improvements should be coordinated through the MTA.

The TEC division manages numerous design and construction contracts for similar types of projects across the City of Baltimore. One current example under construction is the Roland Avenue/Northern Parkway Traffic Calming and Improvement Project (TR12314) that includes the following improvements:

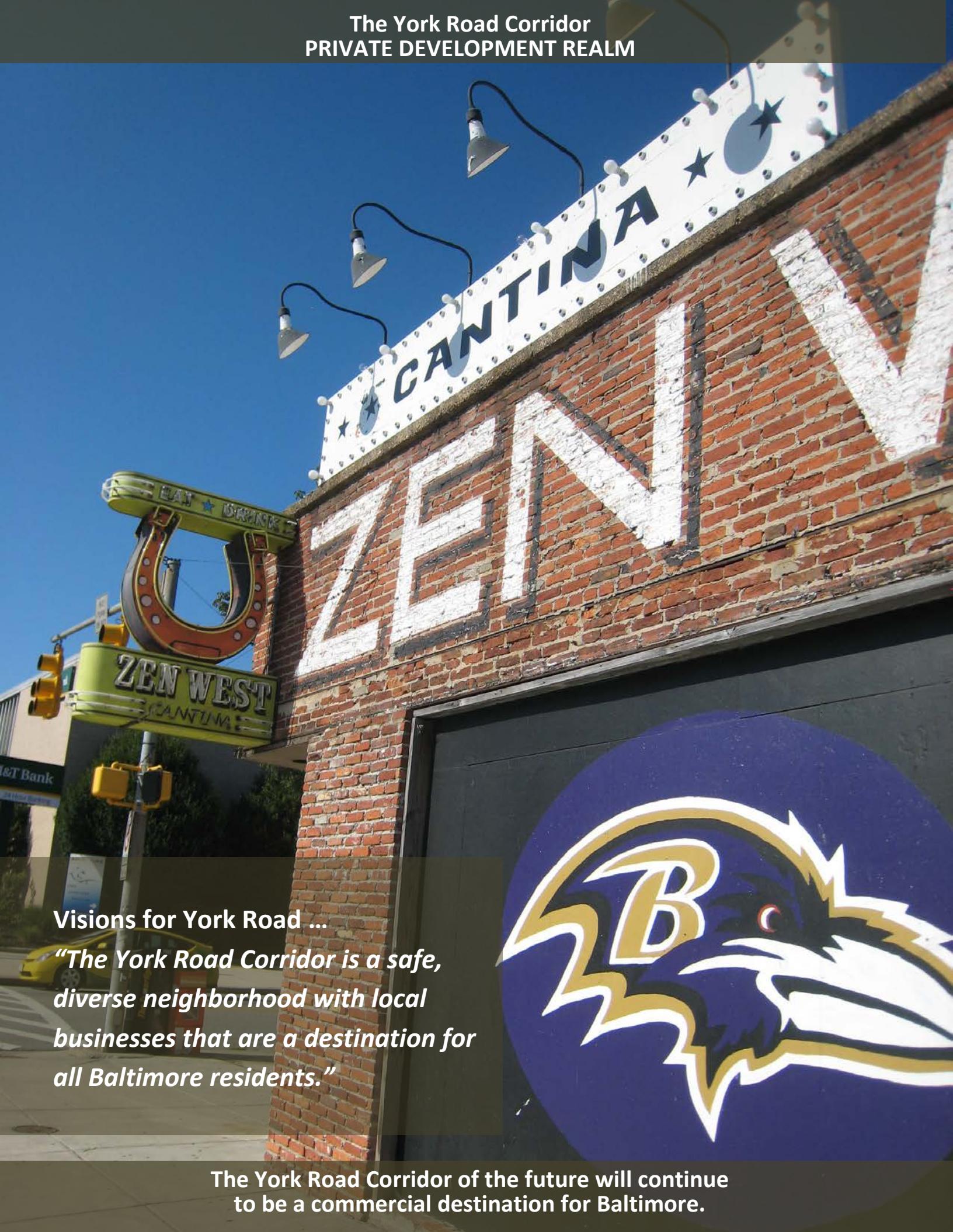
- Street resurfacing and sidewalk reconstruction
- New street signage and pavement markings for vehicles, transit riders, bicyclists and pedestrians
- New crosswalks and pedestrian ramps
- New traffic signals with pedestrian countdown timers
- New landscaping
- Pedestrian bump-outs or curb extensions at street intersections

Any bus stop improvements should be coordinated through the Maryland Transit Administration.

Baltimore City DOT has a capital improvements budget for various public infrastructure projects. In addition, there is an opportunity to secure funding from outside sources. Utilizing Baltimore City DOT as the project sponsor, funding of design and construction costs from the Federal government may come through other sources to the City DOT including TIGER Grants:

The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides an opportunity for the U.S. DOT to invest in projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds to fund projects that have a significant impact on the Nation, a region or a metropolitan area. Baltimore City DOT has been a recipient of TIGER Grants for local projects. Applicants must detail the benefits their project would deliver for five long-term outcomes: safety, economic competitiveness, state of good repair, livability and environmental sustainability. More information can be found at the U.S. DOT website: <http://www.dot.gov/tiger>.

The York Road Corridor
PRIVATE DEVELOPMENT REALM



Visions for York Road ...

*"The York Road Corridor is a safe,
diverse neighborhood with local
businesses that are a destination for
all Baltimore residents."*

The York Road Corridor of the future will continue
to be a commercial destination for Baltimore.

2.3 PRIVATE REALM OBSERVATIONS & RECOMMENDED ACTIONS

With the economic programming, organizational structure, transportation, and public realm actions setting the “framework” for positive change and opportunities on the corridor, the next element for making York Road a more successful commercial corridor is identifying where there are current and future opportunities for change on private and publicly held properties that line the Corridor. This third aspect of the YCC team’s corridor assessment and recommendations focused on each of the parcels fronting the York Road Corridor and the immediate side street blocks that were typically zoned non-residential. YCC team members walked and photographed the entire corridor and documented corridor Strengths, Weaknesses, and Opportunities while also making note of specific vacancies, candidate renovations, building re-use potential, infill development and/or redevelopment opportunities that should be considered and explored for further action in this Plan. The result is a specific Private and Public Properties Action Plan highlighting nine corridor-wide action initiatives and over thirty-five site specific action initiatives that would spark positive change, sustainability and community bonding throughout the corridor. We invite you to review the existing elements, themes, vision, and recommendations for strengthening the York Road Corridor.



Photo 33: Keith Weaver of EDSA, Inc. addresses York Road community stakeholders about the “Focus Area” approach to publi/private development oportunities along the Corridor.

2.3.1 WORKING WITH THE EXISTING CORRIDOR ELEMENTS

This Action Plan vision for the York Road Corridor seeks to blend the best of existing conditions with new redevelopment initiatives while respecting the heritage of the area, retaining current resident and business offerings, and encouraging sustainable improvements for the natural resources and park environments along the Corridor. Throughout the stakeholder input process a number of important places, items and topics were identified in and around the Corridor area which have been included within the Action Plan and listed below.

1. Most of the **existing residences** along the York Road Corridor have been retained within the Action Plan with the intent of encouraging residential façade and building improvements through neighborhood revitalization matching grants. Residential mixed within a commercial setting helps to support businesses as long as incompatibilities between uses can be mitigated.
2. All **existing restaurants, markets and businesses** along York Road have been retained within the Action Plan with the intent of encouraging commercial building, façade signage and site improvements through continued commercial revitalization grants.
3. Most all **existing faith-based institutions** along York Road have been retained or suggested for relocation within the Action Plan with the intent of encouraging commercial building, façade signage and site improvements through an expanded commercial revitalization matching grant program.
4. The **City of Baltimore Department of General Services (DGS) campus** at the south end of the corridor (4425 York Rd.) is well-located to best serve northern Baltimore and is seen as a valued resource for the York Road and District 4 neighborhoods that should remain and be considered for expansion.
5. The **Public Storage facility and nearby auto repair shops** in the 4400 Block of York Road have been retained in the Action Plan for the current service functions that they provide to the neighborhoods as well as their future potential for adaptive reuse as studio space for artisans, craftspeople, other skilled trades and incubators for new business uses.



6. The Corridor's revitalized destination attractions like the **Senator Theater** and the **Belvedere Square Marketplace** in the 5800 block of York Road play a key role in animating the north end of the corridor. The goal for this action Plan is to build upon and spread that vibrancy to other nearby points south at the Govanstowne Triangle, Homeland Village, Govans Manor and Loyola University Maryland sites to name a few.
7. The **Loyola University Maryland** administrative and clinical facilities have been retained along the Corridor; however, the University's Public Safety Site at 5102-5104 York Road is envisioned to have a higher and better purpose in the future.
8. Each of the existing **public parks/school grounds** and **private open spaces** along the Corridor have been retained, expanded and emphasized for physical improvements and reforestation efforts to enhance the use of these limited natural resources within an otherwise heavily built-out commercial roadway environment.
9. There are a handful of **historic and heritage structures** along the Corridor, such as the Gallagher Mansion and various churches that have been identified as key focal features that contribute to the overall visual quality of the Corridor. As such, every effort has been made to enhance the visibility, use and/or setting of these key buildings in the Action Plan.

In summary, the Action Plan herein suggests opportunities for enhancements, renovations, adaptive re-use and redevelopment along the corridor that will benefit, rather than jeopardize, the existing corridor elements that local stakeholders valued most in the assessment process.



2.3.2 GUIDING CORRIDOR USE THEMES

Given the Corridor's complex nature, varied past and mix of physical conditions, there were a number of overlapping themes that emerged during the Action Plan process to make the York Road Corridor a truly unique place offering a variety of experiences for shoppers, employees, current residents and first time visitors. Each of the following themes was integrated, in whole or part, into each of the eight Corridor Focus Areas that make up the Plan.

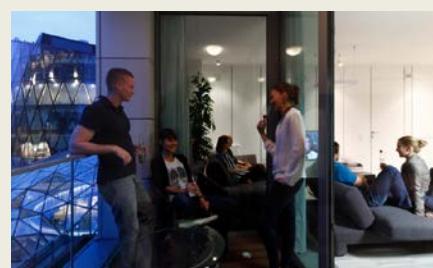
"A Shopping Main Street" – Expanding the retail and service commercial offerings along the Corridor to meet the underserved and varied needs of the residents, businesses, workers, students, faculty and seniors along the Corridor.



"A Working Main Street" – Encouraging job growth and new business philanthropy in the corridor to expand the local employment base into other areas beyond the retail and service commercial uses that currently dominate the Corridor.



residents in the surrounding neighborhoods while also exploring new opportunities for a variety of new residential types/offerings along the Corridor for student, senior and family-oriented apartments, lofts and condominiums over storefronts.



"A Playful Main Street" - Encouraging play and recreation for all age groups by providing appropriate amenities and facilities where they fit along the Corridor.



"A Learning Main Street" – Expanding environmental education i.e. Govans Forest, outdoor park spaces for local primary school use, and an expanded presence of Loyola

University Maryland and Notre Dame of Maryland University along the Corridor.

“A Healthier Main Street” – Encouraging medical services to locate to and anchor the Corridor while also creating walkable and bikable environments, fitness facilities, healthy eateries and businesses to encourage an overall feeling of wellness in the York Road communities.



“A Safer Main Street” – Considering enhanced public safety through a new well-staffed Clean and Safe Program, improved street lighting, additional security and surveillance, and merchant self-policing/enforcement of a no-loitering policy along York Road.

“A Consistently Beautiful Main Street” - Implementing streetscape improvements and following guidelines for facade improvements, signage improvements and site/parking improvements along the entire Corridor.



“A More Green and Sustainable Main Street” – Considering incentivized zoning and guidelines that would reward the use of LEED development standards, low impact development and ecological benefits to the community.



“A More Active & Programmed Main Street” – Building upon the successes of the Senator Theater and Belvedere Avenue areas by consciously programming events and activities in other spaces created along York Road.

2.3.3 THE PRIVATE REALM VISION

A common theme and directive from stakeholders during the Action Plan process was **“to make the York Road Corridor diverse in use, character and offerings, so that it will address and serve the needs of as many user groups as possible”**. The three-mile long corridor is perceived by stakeholders to be too large and too varied for any one solution to work for the entire area. In response, the resulting Corridor Action Plan is envisioned to be a composition of three zones and eight smaller areas of focus that each contribute to the overall Corridor experience in their own unique way. The YCC team generated a series of separate visions statements for the overall corridor that are showcased throughout this document on the photo divider pages, like the one that follows.

This Action Plan seeks to reinforce each of these visions statements as well as the individual visions created for each of the three corridor zones; south, central and north by identifying both corridor-wide initiatives that support the larger corridor vision and perhaps more importantly identifying very specific initiatives that support both the larger corridor-wide visions as well as the specific vision(s) that separate the three corridor zones from one another, beyond mere geography or roadway intersections. As you review the next forty-four initiatives, please take note of the intended visions for each area and the overall corridor to best understand: first, why the actions are recommended and second, how they are generally prioritized in the Action Plan summary and matrix at the end of this report. We hope that you find a majority of the actions to be either practical or visionary, but equally attainable with the right combination of local, City, State and private sector support and partnerships!

The York Road Corridor
CORRIDOR-WIDE ACTION INITIATIVES



Visions for York Road...

"This is a plan that improves York Road's aesthetic and functional design, usage, activities, and attractions; to provide additional retail/commercial amenities along the corridor; to better activate and create public spaces; and to provide an active and engaging pedestrian experience."



York Road needs to function for the many children who rely on it for their safe route to schools along the Corridor.

2.3.4 CORRIDOR-WIDE ACTION INITIATIVES:

INITIATIVE 1: ESTABLISHING A CORRIDOR CLEAN & SAFE PROGRAM THROUGH THE NEW BID

Trash pick-up, littering, graffiti, loitering and safety are constant problems for a corridor of this size without a supplemental system in place that facilitates these tasks on a consistent basis in keeping with the amount of activity on the Corridor. The Baltimore Department of Solid Waste Management currently staffs the corridor with one sanitation worker assigned to the corridor; however, this appears to be inadequate for this corridor during peak times. With the formation of a Business Improvement District, a new York Road Corridor Clean & Safe Program and staffing team should be formed to assist with “hot-spot” trash pick-up, sidewalk cleaning, loitering, patron safety/information and ‘eyes on the street’ for the local community. The program could be managed by the Business Improvement District and staffed by local members of the York Road communities who would have the added community respect needed for the job.

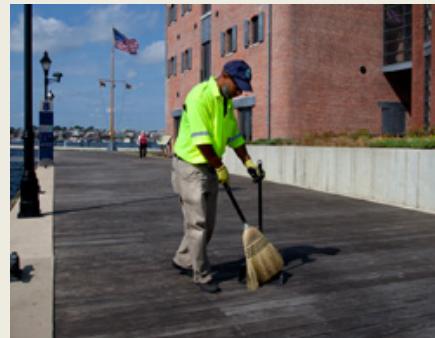
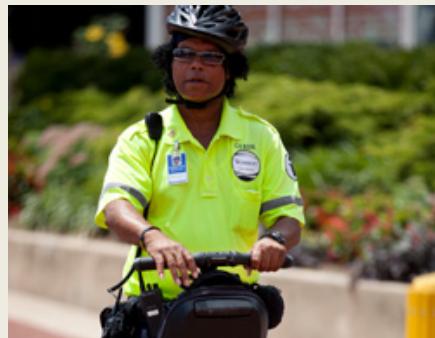


Photo 34: Waterfront Partnership of Baltimore “Hospitality, Safety, Green & Clean Teams”

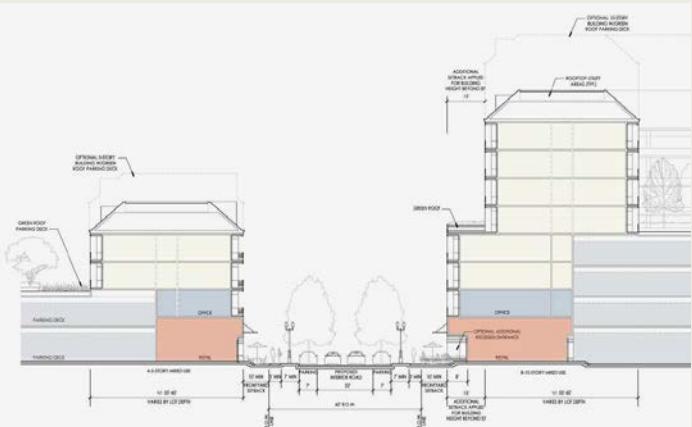
INITIATIVE 2: CONTINUING THE PUBLIC ART MURALS PROGRAM

Blank building walls dot the Corridor causing gaps in the urban fabric that detract from the many positive features and activities on the Corridor. Fortunately, during the course of this plan, the York Road Partnership launched a public art initiative whereby a number of designated “private property” walls are being transformed into art canvases creating a two-mile long outdoor urban art gallery. Over thirty wall locations have been identified for future murals featuring “the Birds of Baltimore”: however, only five will be painted by the conclusion of the launch of the B'MORE Birds project. Every effort should be made to complete the full vision of this initiative as a beautification initiative is an added draw for the York Road Corridor.



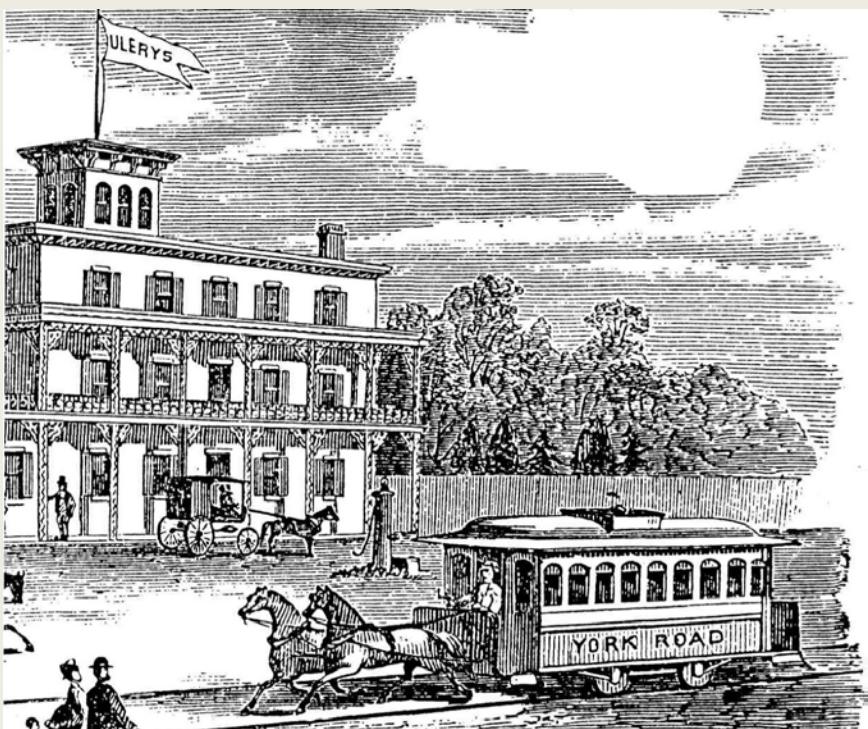
INITIATIVE 3: MAIN STREET DESIGN STANDARDS AND FAÇADE DESIGN ASSISTANCE PANEL

The new Transform Baltimore zoning regulations and plan currently being crafted and considered for the City of Baltimore would provide greater flexibility in the zoning for property owners, while also providing greater guidance on general building and signage form along the York Road Corridor. A natural complement to the new zoning is the creation of specific, prescriptive, yet reasonable and business friendly, building, signage and site/parking design guidelines that have recently been developed within the Zoning Code process for reference in exterior renovations, expansion projects and new construction. The guidelines could be supported with the formation of a local York Road Corridor Design Assistance Panel comprised of local design professionals that would agree to provide design assistance on a rotation basis as projects arose from the Corridor's on-going Façade, Signage and Site Improvement Grants process through the Business Improvement District and Govanstone Business Association. With the new guidelines and design assistance in place, property owners will have greater confidence in knowing that neighboring properties would all have to eventually adhere to similar quality improvements that protect each other's property investments and lead to an overall improved corridor first impression and image.



INITIATIVE 4: CORRIDOR & NEIGHBORHOOD WALKING TOUR, INTERACTIVE MAP & SIGNAGE

The York Road Corridor and the neighborhoods that surround it hold a significant amount of noteworthy heritage stories that began with its inception as a simple dirt road used by Northern Maryland & Pennsylvania farmers to bring agriculture goods to Baltimore, to its growth as the major North-South Turnpike between York and Baltimore and its current role as community "Main Street" and major commuter and transit corridor. This history can only be understood today through print; however, there is a tremendous opportunity to interpret, educate and celebrate 227 years of history and heritage on the York (Road) Turnpike by establishing a historic district walking tour, supporting web based maps and interpretive signs along the corridor, that would raise public awareness of the importance of this long-standing transportation corridor. This would be a joint initiative between the new Business Improvement District, Govanstowne Business Association, Cross Street Partners and the surrounding neighborhood associations that would also have their neighborhood histories featured at the cross streets that link their neighborhood walkways with York Road.



INITIATIVE 5: WORK WITH PROPERTY OWNERS TO INVENTORY AND FILL VACANCIES

By their very nature, commercial corridors are subject to some expected turnover in businesses and resulting vacancies due to expired lease terms, business retirements, closures and “leap-frogging” to more desirable and visible locations. Over the course of the Action Plan process a number of businesses on York Road have both left and come to the corridor making the vacancies an ever-changing dynamic. Vacancies within the Belvedere Square are typically marketed and filled by a central property/marketing manager for the Center, whereas individual vacancies along York Road are reliant on property owners, land brokers, or real estate agents to fill spaces with appropriate marketable uses. The result can be an unusual mix of uses that may not respond to the community’s local needs. With the recommended formation of the Business Improvement District, the BID Manager and staff should make every effort to coordinate with local property owners and their land brokers or real estate agents on the corridor to catalogue a working/revolving inventory of available properties and work to locate much needed uses in the community with the space inventory that is available. The BID manager would be working as a property manager for the York Road Corridor to fill vacancies with much needed, desirable businesses that are supported by local residents, resulting in a more resilient York Road commercial environment.



INITIATIVE 6: EXPANDED OUTDOOR DINING

Outdoor dining activity on the Corridor is mostly limited to the Belvedere Square and Belvedere Avenue businesses including; the Shoo Fly Diner, Zen West, Jerry’s Belvedere Tavern and the Belvedere Market. As existing restaurants and pubs are renovated (i.e. Murphy’s Grill and Favorite’s Pub, 5800-04 York Rd.) and other new establishments come into the Corridor (i.e. Toss Pizza and Bosphorus, 5712-14 York Rd.), every effort should be made to establish defined outdoor street side dining areas that would add non-programmed animation and activity throughout the York Road Corridor. A number of detailed locations have been identified as opportunities for new restaurant venues that could accommodate outdoor dining in the Govans Triangle, Woodbourne Avenue and Loyola University Maryland Public Safety sites.



INITIATIVE 7: COMMUNITY ZONING, SANITATION AND SIGNAGE WALKS

Individual zoning, sanitation and signage violations may not seem to be a big issue for the Corridor when they are viewed separately, but in aggregate they can have a big impact on the overall first impression a commercial corridor presents to patrons and visitors. Small actions can mount up to big changes if these violations are routinely documented and addressed in a proactive and professional manner. The intent of this initiative is to improve the overall environment of the corridor by holding property owners and their residential or business tenants accountable for keeping their part of the corridor up to code and appearance. With the creation of Business Improvement District, the current community walks conducted by the York Road Partnership can be expanded to also be formalized survey walks, where by violations are documented and reported to the appropriate City department for action. This is not intended to take the place of ongoing surveys and visits by City Staff; rather it is a way of supplementing City efforts to get ahead of the problems before they spread to affect a larger blighted area. Examples of these problems include the illegal dumping, excessive signage, temporary signage and demolition by neglect blighting examples pictured below.



INITIATIVE 8: REMOVING VISUAL CLUTTER ON THE CORRIDOR

A second role of the community corridor walks discussed above can be for documenting visual clutter for removal on both private properties and the public realm along the corridor. The linear nature of commercial corridors makes the competition for merchants being seen along the roadway fierce. This often leads to a somewhat random mix of both private and public sign, lighting, banner, flag, and landscape elements fighting for the visual attention of pedestrians and drivers along the Corridor. The result is a cluttered and chaotic environment that is disorienting and unattractive. This is true of only a few key areas along the York Road Corridor where deferred façade, signage and streetscape repairs/improvements over time have led to remnant corridor landscapes which detract from the rest of the Corridor. Some examples of specific instances of clutter along the York Road Corridor are pictured below for reference and action.



INITIATIVE 9: IMPROVEMENT RESOURCES FOR NONPROFIT COMMERCIAL USE

While traditional worship centers and their campuses have been a long-standing use on York Road, a growing trend on the Corridor today is the need for and use of commercial storefront space for new churches that want to serve the surrounding neighborhoods. Unfortunately the building and space needs of a worship center are quite different than the traditional commercial storefront use and façade that is designed with optimum visibility and accessibility into the building in mind. Although worship centers can occupy commercially zoned properties, they do not qualify for commercial façade, signage and site improvements grants that are currently funded through grants administered by the Baltimore Development Corporation and Govanstone Business Association. This places a hardship on storefront churches that are trying to improve their buildings along the corridor, but find it difficult to do so.

The current trend along York Road is for storefront churches to remove or enclose the larger, animated retail doors and windows of the building with solid walls, smaller residential scale windows and or glass block windows so that it is a more secure and inwardly focused facility. The result is a series of buildings that now have large blank wall facades that detract from the animation and surveillance of the York Road streetscape. Alternative building design methods can be employed to achieve the desired results for the worship centers without compromising the appearance and function of the building from the street front. This is an important trend that must be discontinued and reversed where possible by the new York Road Business Improvement District leaders engaging the local clergy and congregations to work together to develop specific design guidelines, grant opportunities and local professional design assistance for new and existing worship centers on York Road. The churches are important institutions along York Road that have the potential to help change the appearance and activity on the Corridor if the tools are put in place to help this happen.



Photo 35: Sample storefront church façade and signage improvements along York Road

The York Road Corridor SOUTHERN ZONE 1 ACTION INITIATIVES



VISIONS FOR YORK ROAD...

"We envision a York Road Corridor that is a destination. Its vibrant, diverse businesses reflect its neighborhoods; its residents are engaged and devoted and treat it with respect. We envision a York Road Corridor that offers something for everyone, whether student, construction worker, parent, or senior. We see the corridor as a microcosm of the City of Baltimore that will only grow and prosper in time."

The recent streetscape improvements in the southern portion of the corridor have helped to create a more pleasurable experience for pedestrians.

2.3.5 SOUTHERN ZONE 1: THE YORK ROAD CORRIDOR SOUTH GATEWAY

The “York Road Corridor South Gateway District” is generally defined as including the frontage properties along York Road that lie between 39th Avenue to the south and Radnor Avenue to the north (*or by York Road landmarks between the Robert Franklin Stokes Christian School and the U.S. Post Office to the north, see yellow circled area to the right*). This area serves as the southern gateway between the York Road Corridor and the Greenmount Avenue corridor extending down into the City of Baltimore. This area is primarily known for its Baltimore Department of General Services Northern District facility, the Guilford, Wilson Park and Pen Lucy neighborhoods, and the Guilford Elementary & Middle Schools campus. The area remains largely industrial/auto service-oriented in character and use, with the exception of the small pockets of row-home residential, churches and school blocks along York Road, Old Cold Spring Lane and Old York Road. Other notable building or open space uses in this area include: 1) the old Trolley Barn building that has been converted to a Public Storage facility; 2) the old horse barns along the Guilford Community wall that have been converted to auto repair and sales facilities; and 3) the long-standing A. J. Michaels Company headquarters at York and Ready Avenue.

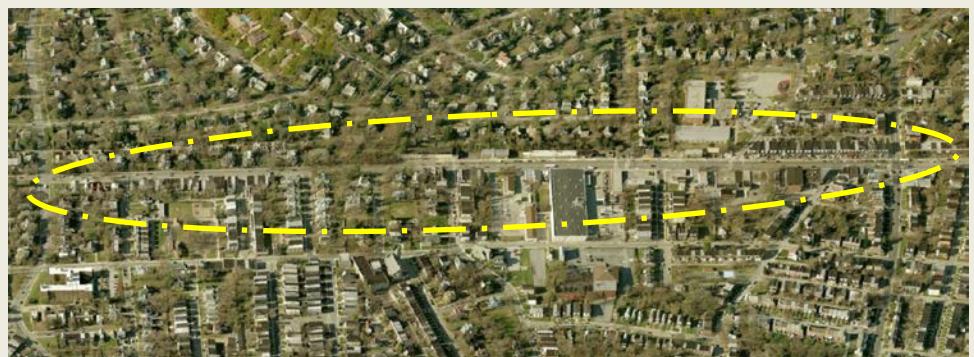


Photo 36: Aerial view of Southern Zone 1 area limits and existing conditions

ZONE 1 VISUAL ASSESSMENT

To best inform the Action Plan process, the YCC commissioned the first detailed photographic inventory and mapping exercise of the existing conditions along the entire York Road Corridor. Pictured to the right is the first Urban Design mapping assessment “snapshot” prepared for the Southern Zone 1 area conditions and uses as of May 2014. Key features of the assessment include: 1] Building vacancies (blue); 2] Candidate areas for façade, signage and site improvements (red); 3] Opportunities for shorter-term infill development or redevelopment (orange); 4] Opportunities for longer-term redevelopment (yellow); and 5] Opportunities for parking landscape improvements (dark green).

URBAN DESIGN ASSETS-OPPORTUNITIES TO BUILD ON

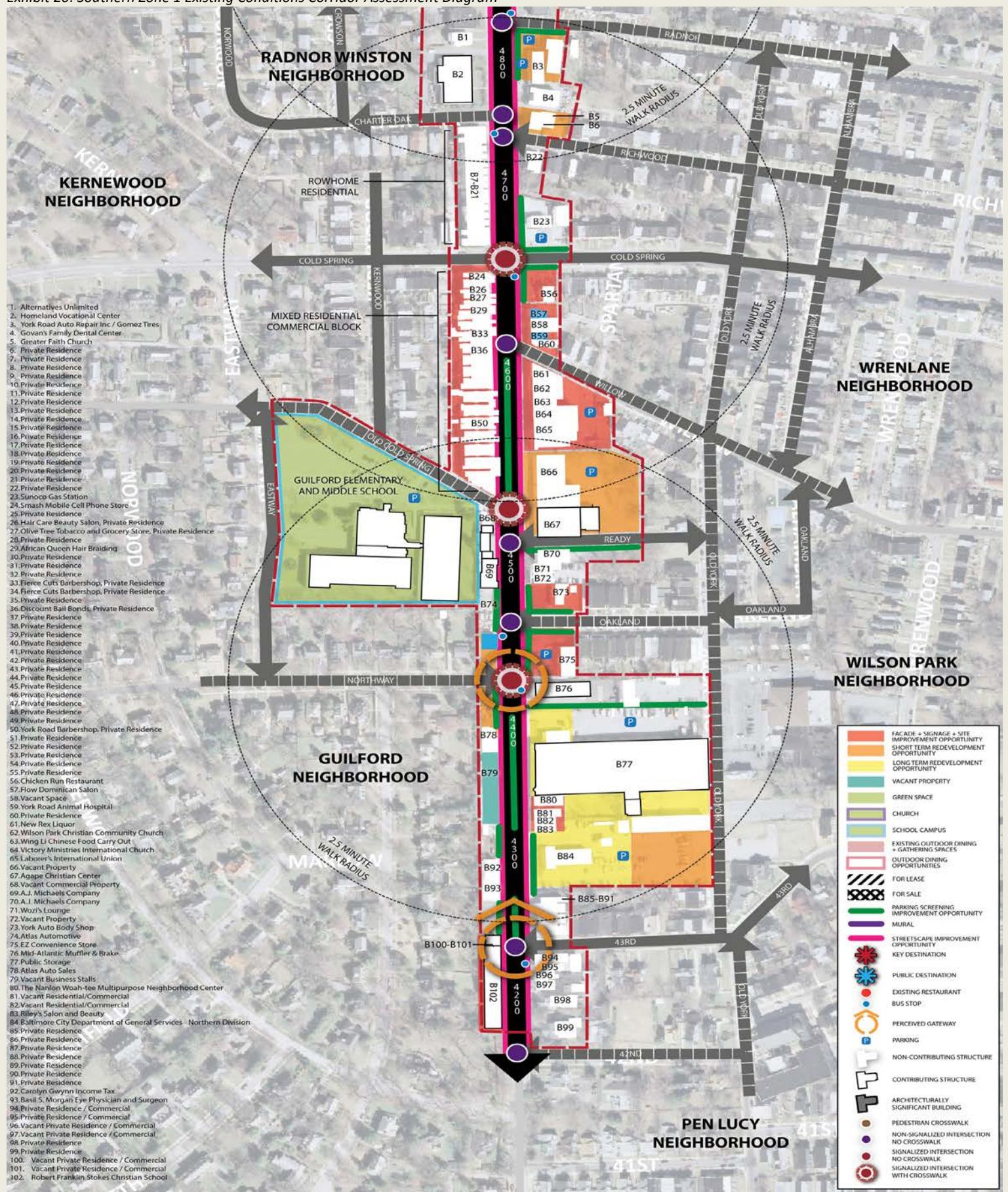
During the YCC Visual Assessment Process, a number of assets to protect and opportunities to explore along the corridor were identified and documented for inclusion in the York Road Action plan. The items listed below are specific to the Zone 1 area:

- Long-standing skilled trades businesses in the area
- Medical and professional services are located here
- The City of Baltimore Department of General Services North Substation is a welcome anchor for City services
- Many well attended worship centers line both York Road and Old York Road Corridors
- Historic and picturesque neighborhoods surround York Road
- New streetscape improvements have been made to this section of the Corridor
- Attractive residential at the “South Gateway” to the area
- Convenient auto repair services for surrounding residents



Photo Group 37: Zone 1 Urban Design Assets - Opportunities

Exhibit 20: Southern Zone 1 Existing Conditions Corridor Assessment Diagram



URBAN DESIGN WEAKNESSES-CHALLENGES TO WORK ON

A list of corridor weaknesses to address and challenges to overcome along the corridor were also identified and documented during the YCC Visual Assessment tours for inclusion in the York Road Action plan. The items listed below are specific to the Southern Zone 1 area:

Public Realm Elements to Correct:

- Illegal trash dumping on hidden sites
- Gated/walled Guilford Community
- Sporadic loitering
- Sidewalk weed growth and deferred maintenance;
- New streetscape landscape and tree loss



Photo Group 38: Zone 1 Urban Design Weaknesses-Challenges

THE VISION: A PLACE TO SHOP, DEVELOP SKILLS, LEARN & PLAY ON THE YORK ROAD CORRIDOR

This brief vision statement for the Southern Zone suggests that it is best positioned to be a much more functional and useful destination for local York Road area neighborhood residents with:

- A stronger focus on strengthening/increasing the workforce opportunities in the area through a combination of: focused business retention and reinforcement; new business attraction and creation; and new opportunities for skilled trades education
- Redevelopment of vacant and/or underutilized commercial sites for new contemporary retail shopping, commercial services and affordable family-style restaurant dining experiences.
- Celebration of the Guilford Elementary and Middle School campus by making it more visible from York Road.
- The addition of clearly painted crosswalks, pedestrian median crossing refuges, and better maintenance of streetscape trash, litter and vandalism



This vision is further defined through a set of detailed recommendations that are described below and illustrated for reference in the ZONE 1: YORK ROAD CORRIDOR SOUTH GATEWAY REVITALIZATION CONCEPT PLAN on the following page. We invite you now to consider these recommendations and the possibilities for making this Southern Zone better serve the needs of the York Road community, while also bringing greater success to North Baltimore.

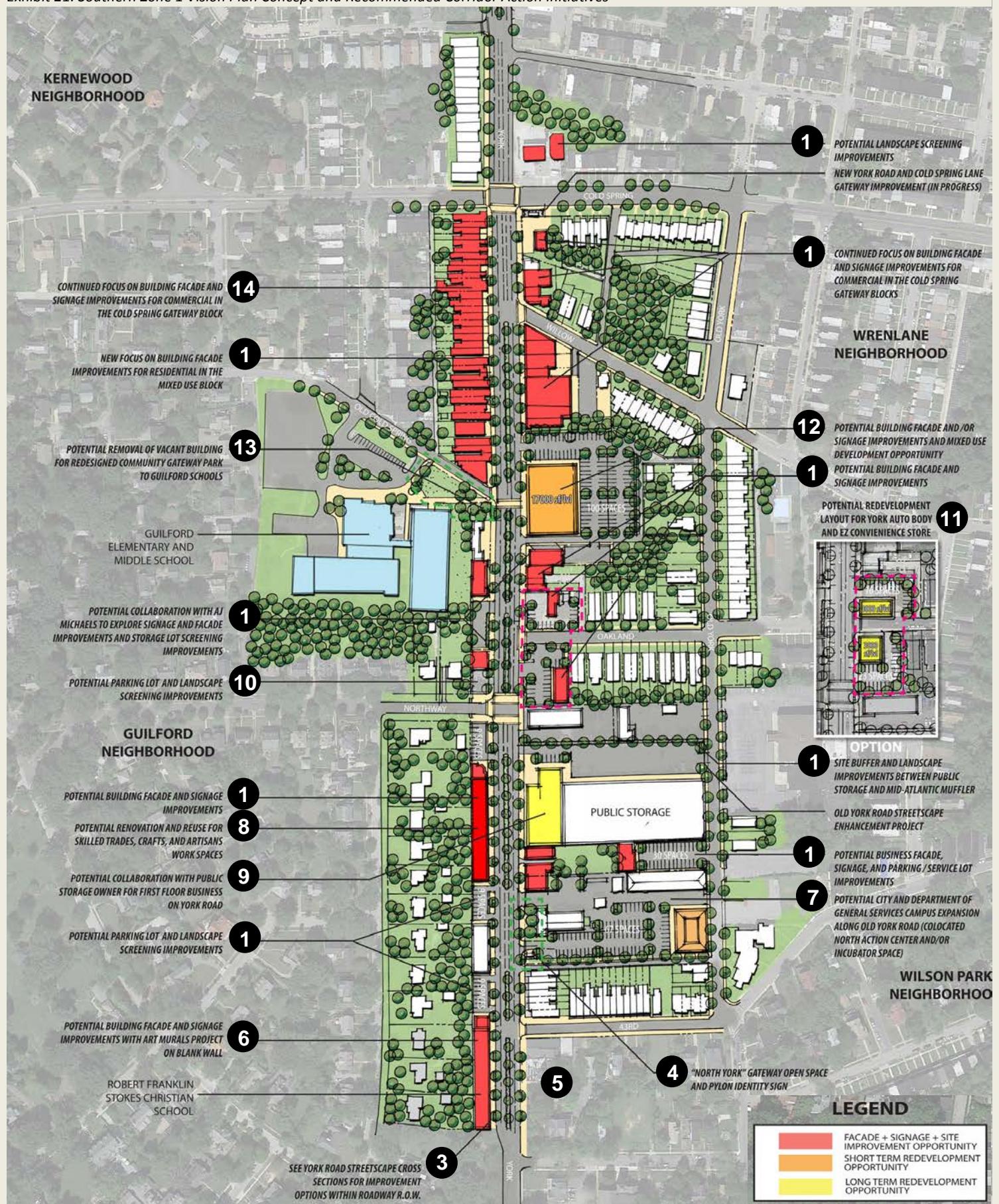
SOUTHERN ZONE 1 RECOMMENDED GENERAL AREA WIDE ACTION INITIATIVES:

Within the Southern Zone 1 there were a series of **fourteen (14)** Action Initiatives identified for follow through implementation by the York Corridor Collective members and the future York Road Business Improvement District and Community Development Corporation. Three of the initiatives are more applicable to a variety of locations within the entire Zone 1 area and are thus referred to as the General Area-wide Action Initiatives to be implemented wherever feasible throughout the corridor. This same approach to the initiatives is discussed separately in the Central Zone 2 and Northern Zone 3 initiatives to follow.

YORK ROAD CORRIDOR ACTION PLAN

CITY OF BALTIMORE, MARYLAND

Exhibit 21: Southern Zone 1 Vision Plan Concept and Recommended Corridor Action Initiatives



INITIATIVE 1: FAÇADE, SIGNAGE AND SITE/PARKING IMPROVEMENTS

For older, well established commercial corridors like York Road, one of the most, if not the most important action initiatives to continue to implement are on-going building façade, signage and site improvements by both the private and public sector. One of the best proven methods for incentivizing property owner's to improve their buildings and tenants to improve their businesses on York Road is to continue to offer the specific Building Façade, Signage and Site Improvement Program that is currently administered by the Baltimore Development Corporation through the Govanstowne Business Association. The building façade program is currently funded through 2014-2015 with a Maryland Community Legacy Grant; however, future funding has not yet been secured. Continuance of this program is crucial for maintaining and elevating the appearance of the built environment along York Road as showcased in the many successful properties and businesses that have participated in the matching grant program to date.

- **AREA SUCCESSES:** Fierce Cuts; A.J. Michaels; Flow Dominican Salon; Mid-Atlantic Auto Repair; Public Storage; and the 4324 York Road Professional Building (Shown in Photo Group 39 below from top left to bottom right).

Once the new York Road Business Improvement District is formed, one of the immediate action items should be to secure additional funding for this program to continue and expand through grants, foundations and capital campaign efforts. One key recommendation for consideration is to expand the program to include the following elements:

- The residential facades associated with mixed-use residential-commercial buildings along the Corridor
- The other non-retail uses that are emerging along the Corridor
- Parking lot and site improvements, once the building façade and signage have already or are in the process of being improved on a property (The priority for the funding should be on improving the building facades and signage first)

During the corridor assessment process a number of sites along the Corridor in Zone 1 were noted as potential candidates for either individual façade, signage, parking or site improvements or a combination of these elements. The corridor assessment diagram should be referenced to see what elements were recommended for each parcel within the York Road Action Plan area. Outlined below is a short-list of some of the highest priority sites.

- **AREA OPPORTUNITIES:** The 4600 Block York Road residential and business facades; AJ Michaels annex building (4585 York Rd.)and signage; York Road Auto & Body Shop building (4501 York Rd.), signage and site; and Robert Franklin Stokes Christian School (4220 York Rd.) and parking lot (Illustrated in Photo Group 40 below from top left to bottom right).



Photo Group 39: Current Façade, Signage & Site Successes

Photo Group 40: Opportunities for Façade, Signage & Site Improvements

INITIATIVE 2: GREENSPACE AND URBAN REFORESTATION OPPORTUNITIES

Public open space and tree canopy resources are currently very limited within Zone 1 due in large part to its development history as a dense, small parcel commercial service and somewhat industrial area. Park space is limited to the neighboring Guilford Elementary and Middle Schools campus and shade tree vegetation is limited to street trees and rear yard buffers within the abutting residential neighborhood properties.

Although conditions tend to be somewhat stark in this portion of the Corridor there were a number of opportunities for future green space creation and/or reforestation efforts that were noted during the corridor assessment and public input process for consideration and future action, including:

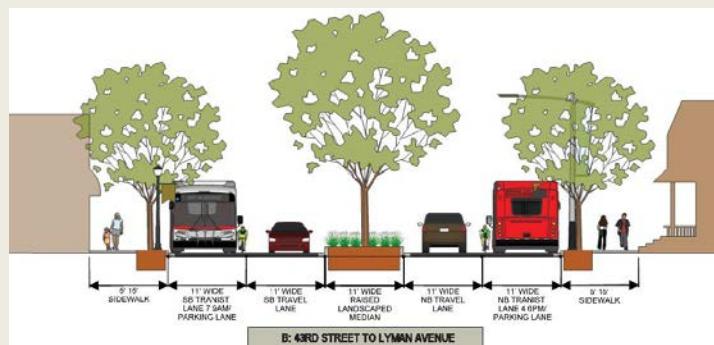
- The Agape Christian Center site at 4601 York Road
- The Baltimore City DGS site at 5225 York Road
- The Guilford Elementary/Middle Schools at 4520 York Rd.
- The Guilford Wall Gateway exit at Northway
- Along the Old York Road Corridor streetscape
- At the south gateway of the York Road Corridor
- Within the future short & long-term redevelopment sites



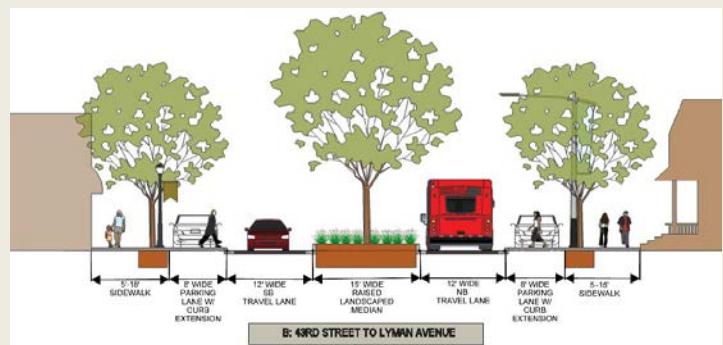
Photo 41: Greenspace and Reforestation Opportunity Sites

INITIATIVE 3: STREETSCAPE ENHANCEMENTS TO SPARK PRIVATE DEVELOPMENT

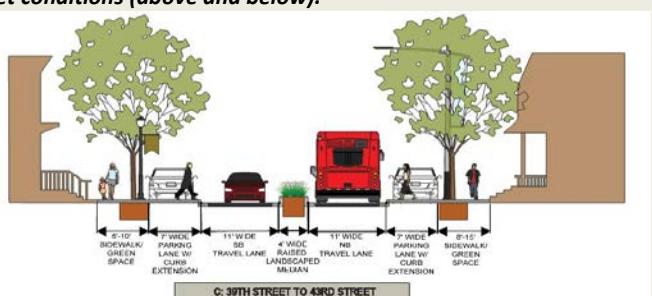
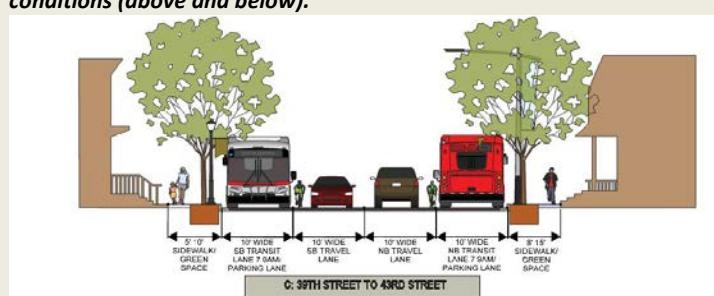
The recent completion of streetscape improvements within Zones 1 and 2 have had a positive impact on the overall image of the Corridor and have begun to spark private property improvements within the Southern Zone. Continued coordination between the new York Road BID and the Baltimore City Department of Transportation is needed to eventually expand the improvements down to 39th Street where the York Road Corridor begins. It also important for these groups to plan for additional streetscape improvements consisting of extended medians with pedestrian refuges, additional medians in the 4600 block with pedestrian refuges, supplemental street tree and plant material replacements



York Road Option 1 with dedicated peak hour bus/bike lanes with medians can be adjusted to respond to two varying Zone 1 street conditions (above and below).



York Road Option 2 with dedicated parallel parking, curb extensions and median lanes can also be adjusted to respond to two varying Zone 1 street conditions (above and below).



in the walkways and medians, and new crosswalk striping at all designated intersections. These future additions to the streetscape and roadway will complete the desired fresh and well-maintained look that is needed at the South Gateway to continue to stimulate private property investment, while improving pedestrian safety in this portion of the Corridor.

SOUTHERN ZONE 1 RECOMMENDED AREAS OF CATALYTIC FOCUS

Within Zone 1 the York Corridor Collective focused on identifying key areas of implementation focus that would have the greatest potential for positive change along the Corridor. Three specific areas were identified for ten immediate, short-term or long-term action initiatives that are discussed in detail on the pages that follow.

FOCUS AREA A: The South Gateway & City DGS Campus Area initiatives would focus on re-planning the City DGS site and Public Storage sites to keep both uses in place, while reassigned the corridor frontage or considering colocation of an additional City community facility on the Old York Road frontage. Encourage re-use of vacant auto shops along the Guilford Wall as skilled trades businesses (*4300 & 4400 Blocks of York Road*).

FOCUS AREA B1: Agape Christian Center Block & Guilford Schools Gateway Area initiatives would focus on clean-up and future redevelopment of the Agape Christian Center Block, the Guilford schools gateway, Guilford community gateway, and York Auto & EZ Convenience store building/site improvements (*4600 Block of York Road*).

FOCUS AREA B2: The Cold Spring Lane Gateway Area Initiatives would focus on building, signage, vacancy infill and use improvements in the Cold Spring Lane mixed residential-commercial zone (*4600 Block of York Road*).

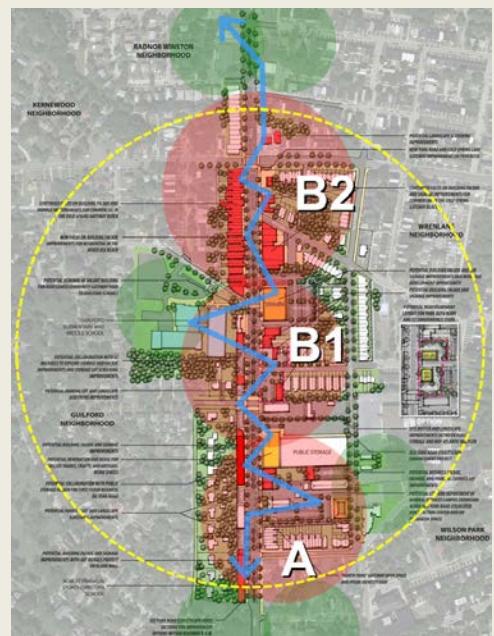


Exhibit 22: Southern Zone 1 Areas of Focus Diagram

FOCUS AREA A: THE CITY DEPARTMENT OF GENERAL SERVICES AREA

INITIATIVE 4: YORK ROAD CORRIDOR SOUTH GATEWAY



Before 1: Baltimore City DGS campus grounds



After 1: Sample of the commercial gateway signage envisioned for the DGS site

One of the most noteworthy observations made about the southern portion of the Corridor is a lack of signage, wayfinding and gateways announcing and celebrating the York Road Corridor. Visitors and commuters leave and enter York Road via Greenmount Avenue today without any indication that they have entered a special place, until they reach the first “Govanstowne” banners hung further north along the corridor. This can be easily corrected with a relatively inexpensive, immediate action project focusing on design and implementation of new gateway lighting, landscape and signage enhancements incorporating new marketing brand/logos for the York Road Corridor, Main Street or other Community desired identity. This should be accompanied by a second parallel zoning initiative to incentivize the gradual amortization and removal of off-site billboard advertising and private pedestal signage that compete with gateway and

signage and banners along key visual sections of the Corridor. This same initiative is suggested for the North Gateway at Northern Parkway in the Northern Zone 3 descriptions to follow.

INITIATIVE 5: PEN LUCY GATEWAY REDEVELOPMENT (WILD BILL'S BLOCK REVITALIZATION)

The 4200 Block of York Road is a key gateway block that plays a major role in setting the image and first impressions for the York Road Corridor when entering from the City. At the time of this report, the block was being reviewed for demolition by neglect due to long-standing fire damage and weathering from the natural elements for many years. With scheduled demolition and removal of this partial block of buildings, a new gateway opportunity site will be created for either small-scale commercial, residential or live-work infill development to occur. This will help to establish a more positive first impression for the Corridor and the Pen Lucy neighborhood. Parking is limited to on-street parking on York Road and 42nd Avenue, so any new development would have to be scaled to the parking resource or provide parking to the rear under the live-work units.



Before 2: The Wild Bill's 4200 Block Revitalization



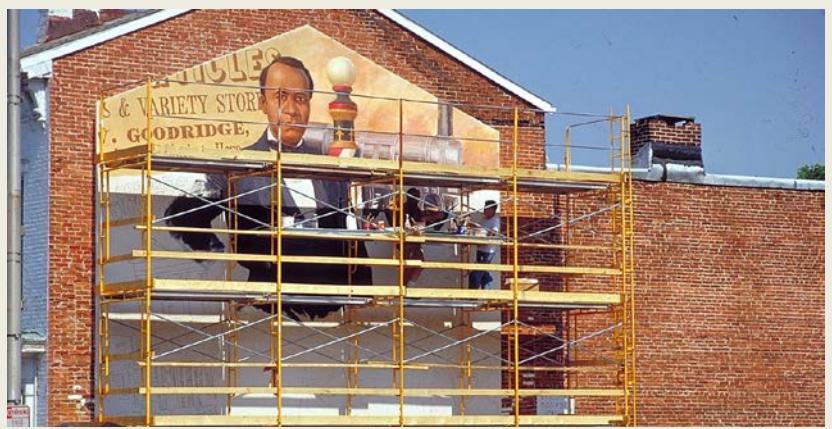
After 2: Example of adjacent live-work units to the north of the 4200 Block

INITIATIVE 6: YORK ROAD CORRIDOR SOUTH GATEWAY MURAL AND BUILDING ANIMATION

Across the street in the 4200 block of York Road is an equally important gateway commercial building, most recently known for housing the Stokes Christian School (4220 York Rd.). The building is currently vacant, for sale and in need of façade improvements to help make it a more positive and memorable contributor to the York Road Gateway. Two actions are recommended for this property. In the near term, the York Corridor Collective/York Road Partnership could negotiate with the building owner to secure the right to paint either a "B'MORE Birds" mural on the building, or a separate community heritage-based mural could be commissioned to help convey and celebrate the histories of York Road and the Guilford, Pen Lucy and Wilson Park neighborhoods, like the example pictured below from York, PA. The intent would be to install the mural in a manner that did not compromise the flexibility to renovate and re-use the building in a more animated way for the Corridor.



Before 3: Stokes Christian School street environment



After 3: Sample vision of Corridor heritage mural envisioned for York Rd gateway

The longer-term approach to improving the gateway property would be for the newly formed Business Improvement District (BID) leaders to engage and work with the property owner to secure a more animated use for the building that could work with the on-street and off-street parking limitations in the area. One such use may be a coin-op laundry that would serve the neighboring residents within walking and transit distance. To better attract a new tenant(s) to the building, the BID could also work with the property owner through the Commercial Grant and Design Assistance Initiative, discussed earlier, to renovate the façade to once again have appropriate doors and windows that open onto the street at both the ground-level and upper floors. The neighboring professional building at 4324 York Road is an example of a similar building result.



Before 4: Current Stokes Christian School



After 4: Sample use that would meet a gap in community needs (left) & York Road professional building with similar façade improvements (right)



INITIATIVE 7: CITY DEPARTMENT OF GENERAL SERVICES OPPORTUNITY SITE

During the corridor assessment process, the Department of General Services (DGS) facility (4325 York Rd.) was highlighted as a key parcel for potential future development. In the event that the City determines it no longer needs the site for public purposes, this property should be considered an opportunity site to serve a variety of commercial business, residential, and nonprofit uses.

To facilitate this initiative, the new BID leadership, City representatives, BDC representatives, community stakeholders, and the neighboring churches will need to work together to conduct more detailed site planning to test, program and plan for what uses best meet the needs of the local community, while sparking new catalytic investment activity in the Southern Zone 1 area where there are limited land and building resources to stimulate such activity.



Before 5: View of City DGS facility on Old York Road



After 5: Example of a business incubator in West Baltimore, MLK Blvd.

INITIATIVE 8: PUBLIC STORAGE GROUND LEVEL ANIMATION

The Public Storage facility at 4343 York Road is a successful adaptive reuse of the Old York Road Trolley Barn that serves a need for storage amongst homeowners and renters in the area. It is a clean, well-kept addition to the York Road Corridor; however, its large blank walls and introverted use create a gap in the street animation along York Road. New facilities of this type (pictured above) are working to animate the ground-level street front portion of the building with their administrative and customer services offices or other leasable space to a storefront use. The BID should work with the building owner and Public Storage business owner to explore whether there is a functional opportunity to reconfigure all or a portion of the ground level street front space to accommodate either a Public Storage store front use or another compatible tenant. I.e. A UPS Store or equal service commercial use.



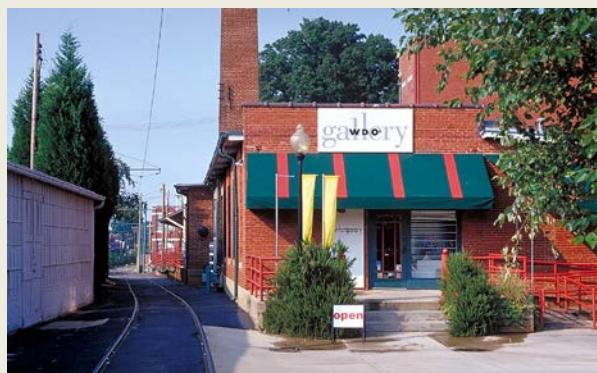
Before 6: Existing Public Storage façade on York Road



After 6: Example of ground floor animation with support uses, windows & doors

INITIATIVE 9: ADAPTIVE REUSE OF AUTO DEALERS AND REPAIR SHOPS

During the Action Plan process, two key properties in Zone 1 underwent a transfer of new ownership: the Atlas Auto site and the old horse stables site to the north and south of Northway Avenue respectively. Atlas Auto continues to operate as an auto repair facility at 4500 York Road, while the horse stables site at 4374-4464 York Road has undergone some minor site and building improvements to help facilitate new leasing for used car dealers and auto repair shops. As of this report the buildings had still not been leased or occupied for these uses, which prompted the YCC to consider other possible uses that could be proposed and marketed to the new building owner. The new TransForm Baltimore zoning initiative encourages industrial mixed-use in this section of the corridor, prompting the YCC to recommend that the buildings be marketed to skilled trades businesses, craftspeople and artisans that would provide job and skills training to the young adults.



Before 7: Existing view of auto shops along York Road



After 7: Sample vision of an adaptive re-use for skilled trades, crafts & artisans

INITIATIVE 10: GUILFORD NEIGHBORHOOD GATEWAY IMPROVEMENTS AT NORTHWAY

The Guilford Neighborhood gateway entry and exit at Northway Avenue falls between the automotive uses discussed above, with little to no landscape screening or site improvements to buffer the uses from this neighborhood gateway. The result is a very raw and somewhat unkempt appearance greeting pedestrians into the community and motorists exiting the neighborhood. The YCC and BID should work with the Guilford neighborhoods and the neighboring commercial property owners to use expanded Façade and Site Improvement Grant Program funds for designing and implementing new neighborhood gateway enhancements that would include: 1] Tree stump removal and new street tree planting on Northway; 2] Pedestrian lights on Northway to illuminate the pedestrian portals; 3] Evergreen hedge materials to screen the neighboring car lot and parking lot; and 4] Column cap replacement to match the existing. The result will be a more welcoming approach that is representative of the quality environment in the Guilford Community.



Photo Grouping 42: Existing conditions at the Northway gateway entry/exit to the Guilford Neighborhood

INITIATIVE 11: SITE REDEVELOPMENT OPTION -YORK AUTO BODY & EZ CONVENIENCE MART

The York Auto Body and EZ Convenience Store, located at 4501 and 4419 on the NE and SE corners of York Road and Oakland Avenue, were first discussed as future candidates for façade, signage and site/parking improvement grants given their prominent positions on the Corridor in Zone 1. These sites were also identified as potential future opportunities for redevelopment to a new and better use if the property owner wanted to consider redevelopment with York Road BID/CDC, YCC, Baltimore Development Corporation and City support. Additional concept options for each site have been illustrated in the Zone 1 Action Plan on page 82. With complete demolition and reconstruction, each site could accommodate a new ±3,500 SF, one-story building on each street corner with parking and service to the side and rear of the buildings. This would be similar in scale and character to the new McDonald's restaurant at 5100 York and Winston Avenue and would offer additional opportunities for small restaurants to better serve the South Zone 1 neighborhoods.



Before 8: York auto Body and EZ Convenience Store



After 8: Sample of small corner retail-restaurant envisioned for Oakland Avenue

FOCUS AREA B1: AGAPE CHRISTIAN CENTER AND GUILFORD SCHOOLS AREA

INITIATIVE 12: AGAPE CHRISTIAN CENTER BLOCK

Under current conditions, redevelopment opportunities in the Southern Zone are quite limited as most vacancies or underutilized sites in the area are limited to one small storefront or parcel at a time. Most of the larger buildings or properties are currently occupied with active commercial or institutional uses that need to be maintained, supported and encouraged to expand on the Corridor where feasible. However, one exception was raised during the corridor assessment and public input process. The Agape Christian Center partial block, located at 4601 on the east side of York Road just north of Ready Lane, was identified as a partially underutilized building and land area that holds a key central position in the Southern Zone right across the street from a community gathering spot, the Guilford Elementary and Middle Schools campus. The site is +1.3 acres in size and is composed of five smaller parcels joined by four buildings and served with a modest sized parking and service area to the rear. The Agape Christian Center appears to occupy only a portion of the properties as the northern buildings shows no sign of activity or maintenance. The rear parking lot has become a forgotten area that has been subject to significant illegal dumping activity. In its current condition this block is not being used to its highest and best use or serving as a positive resource in the community, with the exception of the work the Agape Christian Center is doing in the community.

The Agape Center site was studied in greater detail to consider the proven need for a food store in the Central or Southern Zones of the corridor to tackle the “food desert”: and what size use could be accommodated on the site if the properties were to be assembled, demolished and redeveloped as a single parcel with a one- to two-story commercial mixed-use building and supporting parking. The resulting redevelopment concept plan (pictured right) showed the capacity for a modest +17,000 square foot urban grocery store with +100 parking spaces located to the side and rear to service the store. There may also be an opportunity to add a full or partial second story that could function as open floor space for local community meetings or a leasable space for the Agape Christian Center’s ongoing function and activities. The intent would be for the new York Road Business Improvement District/CDC and Baltimore development Corporation leaders to engage the Agape Christian Center and the current property owner(s) to explore the partnership possibilities for redevelopment of the site in a manner that would be beneficial for all involved, while also providing a much needed new commercial resource for the surrounding York Road community. Illustrated below are a few alternate uses that could be considered for the site which would also serve community needs.



Photo 43: Existing aerial and ground level conditions for the Agape Christian Center site

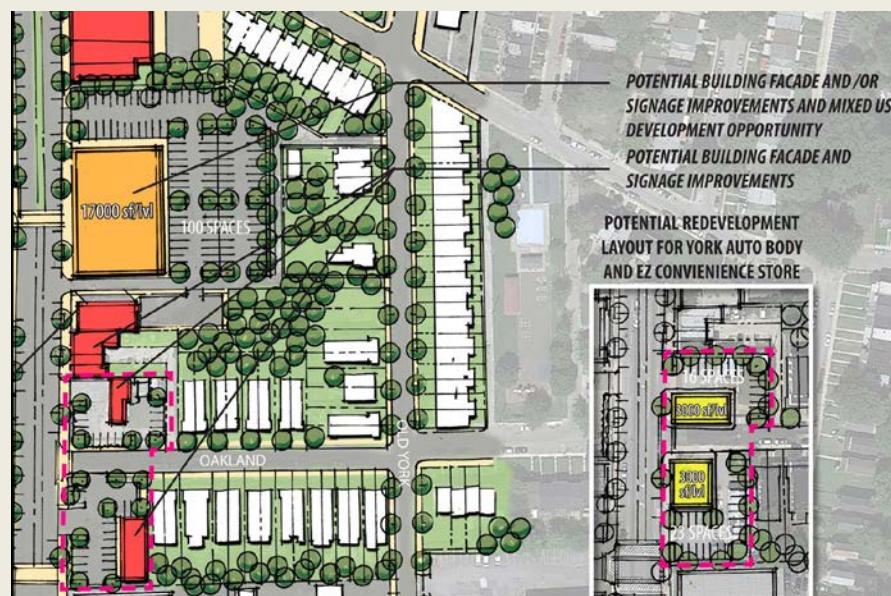


Exhibit 23: Recommended redevelopment concept for the Agape Christian Center site



Before 9: The north end of the Agape Center Building



After 9: Sample vision of a 17,000 SF small urban grocery store - ALDI's Food Market



Photo Group 44: Public input ideas for the Agape Christian Center site included a small grocery store, a full service pharmacy with food items or a small family entertainment venue

INITIATIVE 13: GUILFORD SCHOOLS PARK ENTRY (YORK ROAD AND OLD COLD SPRING LANE)

The southern portion of York Road has a handful of older service stations that have been either actively repurposed or stand vacant on the Corridor. One key long-standing vacancy is 4578 York Road on the southwest corner of York Road and Old cold Spring Lane. Given the past use of this site we have to assume it may have brownfield conditions that would hamper its redevelopment along with its small parcel size and lack of parking. During the assessment process and public meetings, community representatives suggested this would be a good candidate for amenable acquisition and demolition, so that the Guilford Elementary and Middle School campus green could be extended to the street corner as a gateway community park for all to enjoy. For this initiative to become reality, the York Road BID/CDC would need to partner with the Baltimore Development Corporation, City Representatives, School representatives and the Guilford Community Association to engage the current property owner and begin the design process, possibly with the Baltimore Neighborhood Design Center.



Before 10: Vacant service station at York and Old Cold Spring Lane



After 10: Sample vision of gateway school park entry at Roland Park School

FOCUS AREA B2: THE COLD SPRING LANE GATEWAY AREA

INITIATIVE 14: MIXED-USE RESIDENTIAL/COMMERCIAL ROW HOMES BLOCK

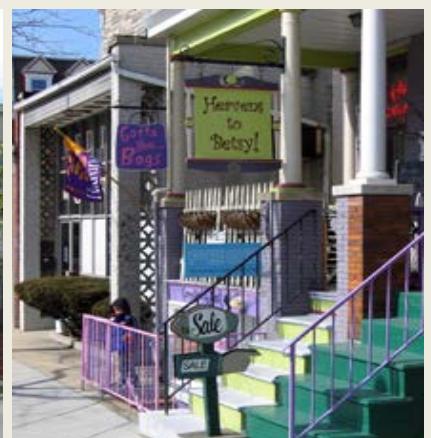
The 4600 Block of York Road plays a key role in setting the image of the Corridor for westbound Cold Spring Lane travelers. Both sides of the street were identified for focused commercial façade and signage improvements. Perhaps more important is the need for the new York Road Business Improvement District and Govanstowne Business Association leaders to team with the successful businesses in the 4600 Block to approach and work with property owners of existing vacancies to find much needed, positive commercial business tenants that would serve the gaps in Zone 1 neighborhood needs. The intent would be to have a fully occupied and vibrant block with a mix of residences and businesses that celebrate the local neighborhood character and culture, similar to the Caribbean Variety Store block to the north that has benefitted from both building and tenant improvements.



Before 11: Existing vacancies and façade conditions along the 4600 Block of York Road at Cold Spring Lane



After 11: Successful façade changes on York Road and a similar mixed commercial-residential block celebrating the neighborhood at the Avenue in Hampden



THE SOUTHERN ZONE 1: YORK ROAD CORRIDOR SOUTHERN GATEWAY SUMMARY

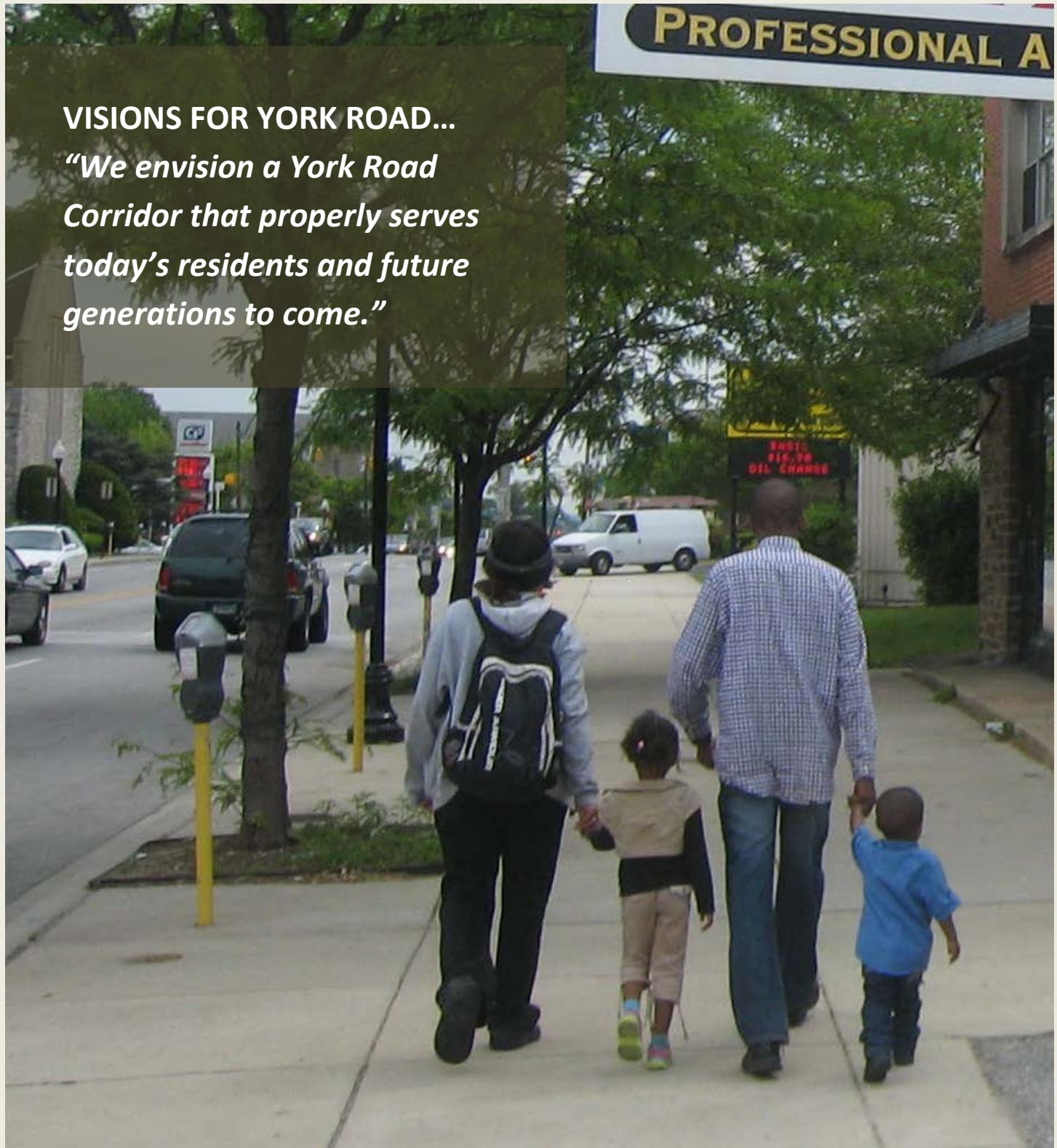
The Southern Gateway Zone for York Road is well positioned for continued positive change and reinvestment with the recent completion of the new public realm roadway improvements and streetscape beautification and safety enhancements. These public realm changes, coupled with new private property ownerships, clean-up and improvements along the corridor are dramatically improving the image along this long-forgotten section of the Corridor. The key for this section of the corridor is to continue the momentum that has been started, while maintaining the higher quality of those public and private investments that have already been made in the Gateway Zone.

First and foremost, the new streetscape must remain litter free, lushly planted, weed free and well lit to present the best public impression for the Corridor and the City of Baltimore's investment. The recent start of the "Birds of Baltimore" murals project in the southern zone is particularly symbolic of a new beginning and a newly instilled sense of pride within the Community to take the corridor back as their own! This public investment must then leverage private investment for the area to be more successful. The properties in the area must become fully occupied with desirable neighborhood supported uses within consistently well-maintained buildings and tenant improvements that show the business community and corridor residents care about and



Photo 45: The new Southern Gateway streetscape with ongoing building façade improvements and new positive uses will spark continued positive change on the Corridor

take ownership and responsibility for this section of the Corridor. At the time of this report, small gestures of positive change were already beginning with the removal of derelict structures, renovations to past auto repair and auto dealership properties, renovations to residential/commercial row homes, and a new gateway constructed at Cold Spring Lane. Completion of these on-going efforts coupled with many, if not all, of the recommended action initiatives in this section will give new focus to the “York Road Corridor Southern Gateway” as a desired center for City public services, skilled trades, business start-ups, beauty services, food services, worship services and great elementary and middle school educations!



The York Road Corridor CENTRAL ZONE 2 ACTION INITIATIVES



VISIONS FOR YORK ROAD...

"My vision for the corridor would be to have incremental progress increasing the economic opportunity of the corridor. I would expect to start with the appearance and walk-ability of the entire corridor and progress to some more sophisticated, institutional land assemblage to create development opportunity and recreational / entertainment options. In between, it would be nice to create some community collaboration that bridged the racial and socio-economic divide across the vertical and horizontal aspects of the corridor. It is almost as if we want to progress by going back in time to what this corridor must have been quite a few years ago and have greater clusters of a wider variety of activity. I would love to see this culminate in the existence of an active CDC that could manage the residential and commercial development opportunity and leverage the variety of 'neighbors' (individual and institutional) and make this a local and regional destination."

The York Road Corridor Action Plan is intended to aid in rediscovering and celebrating hidden architectural treasures along the corridor.

2.3.6 CENTRAL ZONE 2: YORK ROAD CORRIDOR EDUCATION-MEDICAL AREA

The **CENTRAL ZONE 2: York Road Corridor Education and Medical Area** is generally located between Radnor Avenue to the south and Harwood Avenue to the north (*or by York Road landmarks: between the Vaughn Green Funeral Home & U.S. Post Office to the south and the Tunbridge Charter School to the north*).

This area serves as a northern hub for



Photo 46: Aerial view of Central Zone 2 area limits and existing conditions

Baltimore City community services, worship services, private medical services, a center for higher secondary education and a center for neighborhood-oriented retail and commercial services. It is primarily known for its noteworthy destinations including: the North Community Action Center; the Homeland Village Center; the Villages of Homeland, Radnor Winston, Woodbourne-McCabe, Richnor Springs and Rossiter Avenue neighborhoods; its new and historic churches; and the Loyola University Maryland and Notre Dame of Maryland University campuses. The area remains largely comprised of small walk-in style retailers, carry-outs and commercial service uses with the exception of the small pockets of row-home/apartment residential, church and university blocks along York Road, Notre Dame Lane, Woodbourne and Winston Avenues.

ZONE 2 VISUAL ASSESSMENT

To best inform the Action Plan process, the YCC commissioned the first detailed photographic inventory and mapping exercise of the existing conditions along the entire York Road Corridor. Pictured on the following page is the second Urban Design mapping assessment “snapshot” prepared for the Southern Zone 2 area as of May 2014. Key features of the assessment include: 1] Building vacancies (blue); 2] Candidate areas for façade, signage and site improvements (red); 3] Opportunities for shorter-term infill development or redevelopment (orange); 4] Opportunities for longer-term redevelopment (yellow) ; and 5] Opportunities for parking lot screening and landscape improvements (dark green). Each of these identified areas were studied in further detail to assess the optimum urban design and land use concepts and initiatives for the Corridor illustrated in the Zone 1 Action Plan on the following page. Each area was addressed with a detailed vision, recommended actions and in some cases possible options for future redevelopment if the property owner chooses to reinvest in their property seeking a higher and better use for the Corridor and the Community.

URBAN DESIGN ASSETS-OPPORTUNITIES TO BUILD ON

During the YCC Visual Assessment Process, a number of assets to protect and opportunities to explore along the corridor were identified and documented for inclusion in the York Road Action plan. The items listed below are specific to the Zone 2 area:

- Homeland Village Center and related façade improvements
- The Curran Memorial clock tower & plaza
- Loyola University Maryland identity on the corridor
- York Road Initiative offices
- The Govanstone Farmers’ Market
- A couple dine-in restaurant(s)
- Significant architectural focal points
- Historic churches and congregations
- Vaughn Green Funeral Home campus setting
- Poor or no parking lot lighting
- Residential/office creates gaps in commercial fabric
- Need for residential rehab to spark commercial rehab

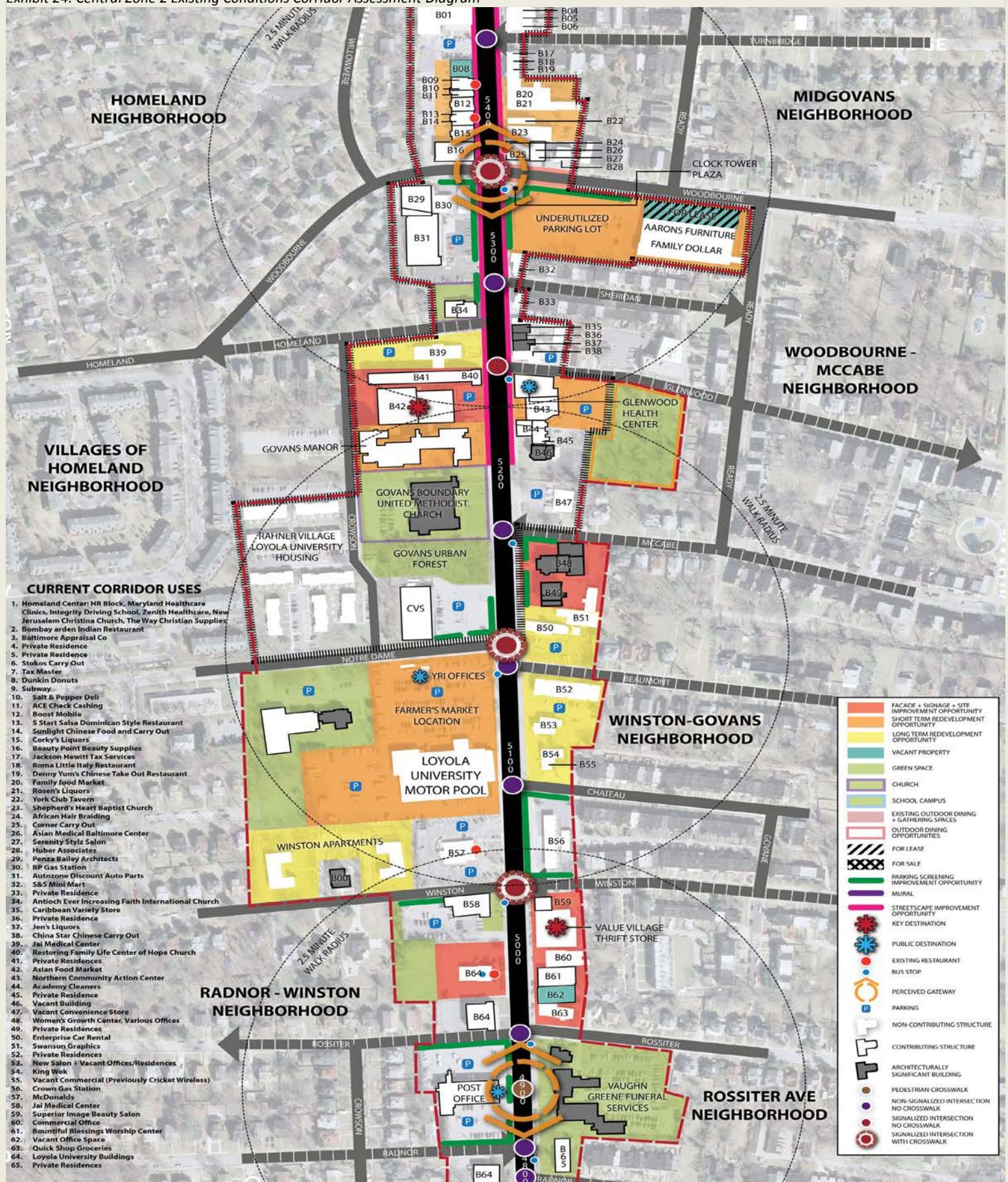


Photo Group 47: Zone 2 Urban design assets and opportunities

YORK ROAD CORRIDOR ACTION PLAN

CITY OF BALTIMORE, MARYLAND

Exhibit 24: Central Zone 2 Existing Conditions Corridor Assessment Diagram



URBAN DESIGN WEAKNESSES-CHALLENGES TO WORK ON

A list of corridor weaknesses (issues) to address and challenges to overcome along the corridor were also identified and documented during the YCC Visual Assessment tours for inclusion in the York Road Action plan. The items listed below are specific to the Central Zone 2 area:

Public Elements to Correct:

- Excessive trash and litter in areas with minimal or no trash bins
- Lower quality lighting makes for darker environment
- Overhead utility line clutter
- New streetscape landscape and tree loss

Private Elements to Correct:

- Storefront loitering and inappropriate activity
- Substandard and excessive façade signage
- Deferred façade renovations and piecemeal architecture
- Dormant and underutilized parking lot areas.



Photo Group 48: Zone 2 Urban design weaknesses and challenges

THE VISION: “A PLACE FOR IMPROVED SHOPPING, LIVING, CONTINUED LEARNING AND GOOD HEALTH ON THE YORK ROAD CORRIDOR”

The vision for this area suggests that it can be a much more vibrant destination for York Road and north Baltimore with:

- The redevelopment of vacant and/or underutilized commercial sites for new contemporary retail shopping and restaurant dining experiences, with a special focus on attracting a food store to address the food desert issue on the Corridor;
- The renovation of existing apartment living on the corridor and the addition of new mixed-use residential types for University students, seniors, retirees and young professionals;
- Continued expansion of university related administrative, academic, public safety and residential facilities on the corridor;
 - Continued expansion of medical services and healthy places initiatives that encourage an environment of healthy eating, exercise, walking, running, biking, etc.; and
 - An increased focus on transit-oriented infill development that accommodated additional MTA and University shuttle transit stops and a consistent quality and quantity of rider amenities throughout the Corridor.



This vision is further defined through a set of recommendations that are described below

and illustrated for reference in the ZONE 2: YORK ROAD CORRIDOR EDUCATION & MEDICAL AREA REVITALIZATION CONCEPT PLAN on the following page. We invite you now to consider these recommendations and the possibilities for making the Central Zone better for the York Road community.



Exhibit 25: Central Zone 2 Vision Plan Concept and Recommended Corridor Action Initiatives

CENTRAL ZONE 2 RECOMMENDED GENERAL AREA WIDE ACTION INITIATIVES:

Like Zone 1, within the Central Zone 2 there are a total of **eleven (11)** Action Initiatives identified for follow through implementation by the York Corridor Collective members and the future York Road Business Improvement District and Community Development Corporation. Three of the initiatives are again more applicable to a variety of locations within the entire Zone 2 area and are thus referred to as the General Area-wide Action Initiatives to be implemented wherever feasible throughout the corridor. This same approach to the initiatives is discussed in the Central Zone 2 and Northern Zone 3 initiatives to follow.

INITIATIVE 1: FAÇADE, SIGNAGE AND SITE/PARKING IMPROVEMENTS

Like Zone 1, the new Business Improvement District leadership will need to continue to proactively approach property and business owners about building and site improvements as well as design assistance from the local corridor-based design professionals. There are a number of successful design examples in Zone 2 to draw from, including:

- Area Successes:** Homeland Village, Penza Bailey Architects, Area churches – (Antioch Ever Increasing Faith International Church shown), Caribbean Variety Store and Jen's Liquors block, AutoZone, and Govans Family Dental (*Illustrated to right in Photo Group 49 from top left to bottom right*).

During the corridor assessment process a number of sites along the Corridor in Zone 2 were noted as potential candidates and opportunities for either individual façade, signage, parking or site improvements or a combination of these elements. The corridor assessment diagram on the previous pages should be referenced to see what elements were recommended for each parcel within the York Road Action Plan area. Outlined below is a short-list of some of the highest priority sites or ideas:

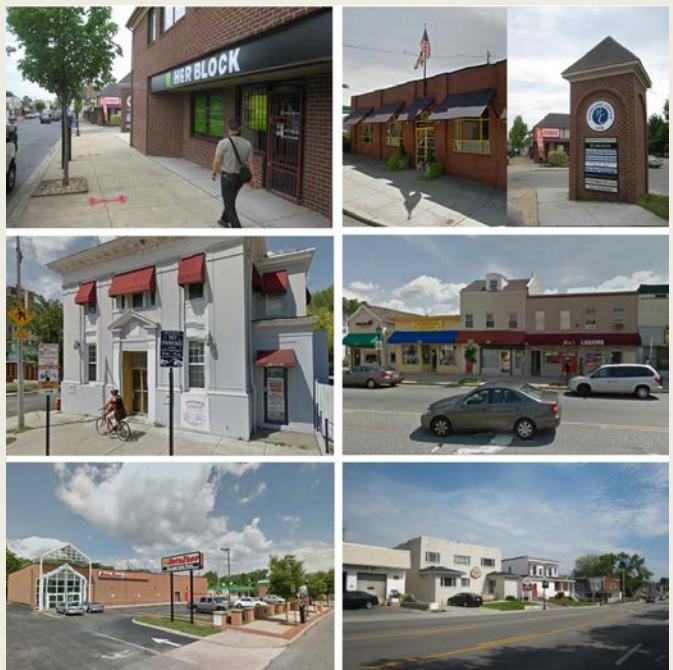


Photo Group 49: Current Façade, Signage & Site Successes

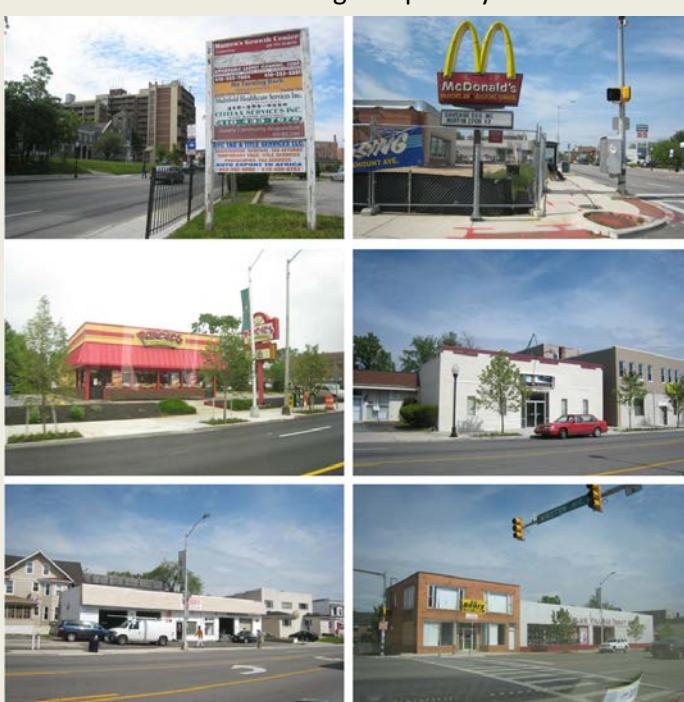


Photo Group 50: Façade, Signage & Site Improvement Opportunities

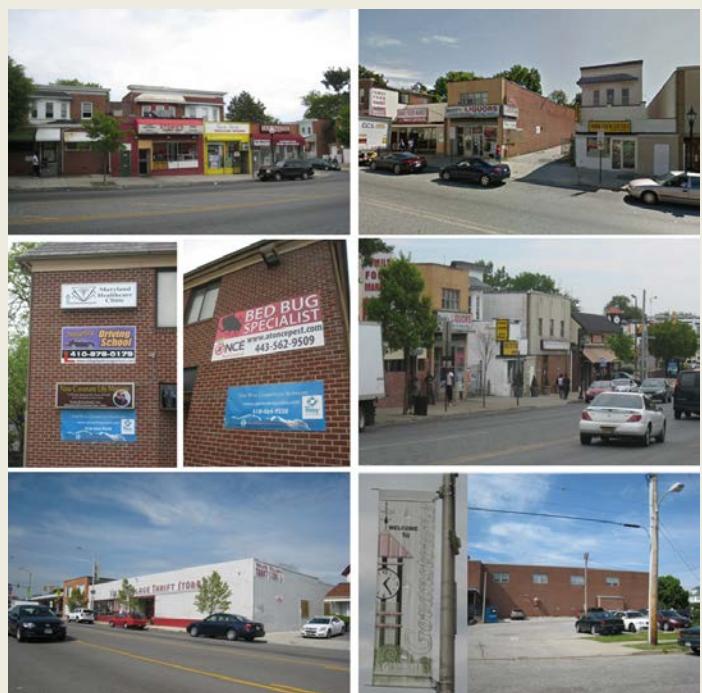


Photo Group 51: Façade, Signage & Site Improvement Opportunities

▪ **Area Opportunities:** (*Illustrated in Photo Groups 50 & 51 on the previous page*)

- East side of York Road businesses - Candidate sites for façade and signage grants and design assistance
- New McDonald's Restaurant Site at 5100 York Rd. - monument signage & landscape
- Popeye's Chicken monument signage & landscape at 5002 York Road
- Bountiful Blessings Worship Center
- Gomez Tires & Auto Shop at 4811 York Road – façade, signage and screening improvements
- Homewood Village at 5400 York Road - Replacement of temporary tenant banners with permanent signage
- Value Village Thrift Store block at 5013 York Road – façade and signage improvements
- Govanstowne Business Association Banners & Post Office landscape

INITIATIVE 2: GREENSPACE AND URBAN REFORESTATION OPPORTUNITIES:

Similar to Zone 1, public open space and tree canopy resources are also very limited within Zone 2 due to its high concentration of historically auto-dependent commercial uses with little incorporation and use of public spaces or shade tree canopy. Formal park-plaza space is currently limited to the Curran Memorial Plaza at Woodbourne Avenue and small informal forest is being preserved by local communities and schools on the north end of the CVS Pharmacy site at York and Notre Dame Lane. Additional informal semi-public green spaces are offered along York Road at the Tunbridge Charter School and St. Mary's campus, the Holy Comforter Church, the Govans Boundary Methodist Church, and the Govans Manor Apartments. Shade tree vegetation is very limited along this now oldest section of the York Road streetscape with many street trees lost and not replaced over the years, with one important exception. Developments on the west side of York Road between Govans Manor and Cold Spring Lane have historically been set back from the roadway with green space frontage maintained in many places. This offers a unique opportunity for a linear greenway promenade discussed later in this section. There were a number of additional opportunities for future green space creation and/or reforestation efforts that were noted during the corridor assessment and public input process for consideration and future action. They include:

- Govans Urban Forest dead tree removal and supplemental tree replacement at 5208 York Road
- The open space to the rear of Govans Manor
- Govans Boundary United Methodist Church at 5210 York Road
- The edges of the CVS Pharmacy parking lot at 5200 York Rd.
- The Loyal University Maryland Public Safety Site and parking lots at 5102-04 York Road
- The Vaughn Greene Funeral Home campus at 4905 York Road
- Within proposed short & long-term redevelopment sites outlined on the pages that follow



Photo Group 52: Greenspace & Urban Reforestation Opportunities

INITIATIVE 3: YORK ROAD STREETSCAPE ENHANCEMENTS TO SPARK PRIVATE DEVELOPMENT

The Central Zone is generally referred to as the oldest remaining section of the original York Road streetscape, with some improvements having been only recently made to the area between Radnor and Homeland Avenues during the 2013-2014 York Road improvement project. The area generally suffers from a tired and dated appearance due in large part to a long-period of deferred maintenance, poor night lighting conditions, periodic loss or removal of street trees and an inconsistent paving treatment along a very wide roadway for pedestrians to navigate.

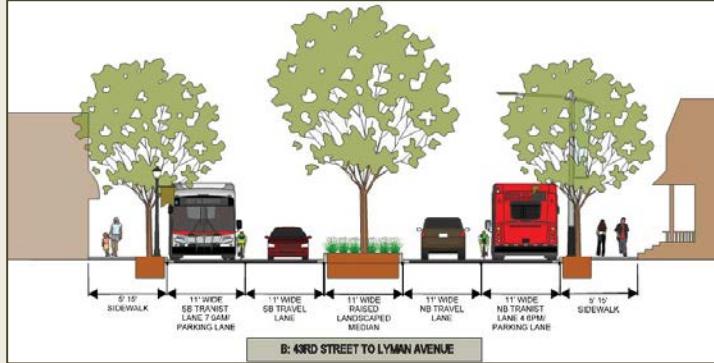


Before 12: Existing York Road corridor conditions at Notre Dame Lane

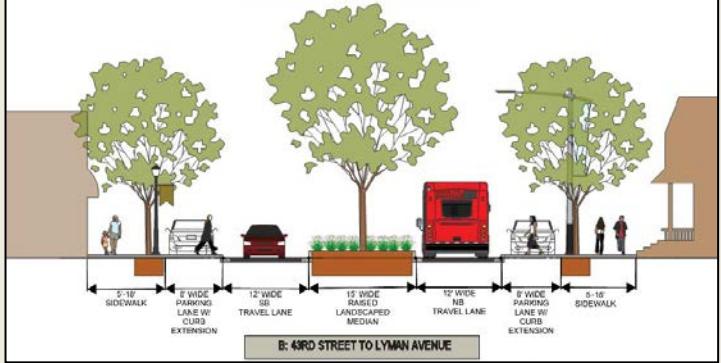
This somewhat depressed image discourages private sector renovations and redevelopment along the Corridor. For the private sector initiatives in this Central Zone Action Plan to be possible, the public sector (BID and City) must also do its part to continue to improve the image, aesthetics, function and maintenance of York Road, so that property owners have greater confidence in investing along the Corridor. The Central Zone is the next logical area for full roadway and streetscape improvements recommended in the previous Transportation and Public Realm section of this plan. Either recommended street treatment option (illustrated below and to the right) would be a welcome, visible improvement and incentive for continued revitalization in one of the most active, yet underutilized, portions of the Corridor.



After 12: Sample vision of recommended street improvement Option 2



York Road Option 1 – Dedicated shared transit/bikeway lanes during peak hour traffic with center landscape median and pedestrian crossing refuges.



York Road Option 2 – Dedicated parking lanes with curb extensions with center landscape median and pedestrian crossing refuges

CENTRAL ZONE 2 RECOMMENDED AREAS OF CATALYTIC FOCUS

Within Zone 2 the York Corridor Collective focused on identifying key areas of implementation focus that would have the greatest potential for positive change along the Corridor. Four specific areas were identified for ten (10) immediate, short-term or long-term action initiatives that are discussed in detail on the pages that follow.

FOCUS AREA C1: The Value Village Thrift Store Block Area initiatives focus on select façade, signage and site improvements (*5000 Block of York Road*).

FOCUS AREA C2: The Loyola University Maryland Public Safety Site Area initiatives focus on creating a new central zone mixed-use village that will serve the needs of the surrounding institutions and neighborhood residents along the Corridor (*5100 Block of York Road*).

FOCUS AREA D: The Govans Manor & Glenwood Avenue Area revitalization initiatives focus on enhancing the quality of life, health and community services for area residents, while building upon the ongoing McCabe Avenue residential revitalization by Habitat for Humanity (*5200 Block of York Road*).

FOCUS AREA E: The York & Woodbourne Avenue Area initiatives focus on filling vacancies and improving lighting and streetscape, façade renovations and signage improvements with planned expansion of Homeland Center concept to the southeast (*5200 Block of York Road*).

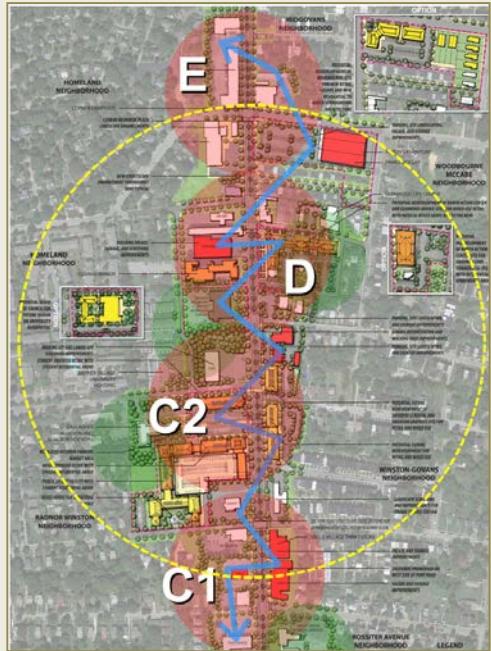


Exhibit 26: Central Zone 2 Areas of Focus Diagram

FOCUS AREA C1: THE VALUE VILLAGE THRIFT STORE AREA

INITIATIVE 4: VILLAGE THRIFT STORE BLOCK IMPROVEMENTS

Recent reconstruction of the McDonald's at York Road and Winston Avenue, and site improvements to the Jai Medical and Loyola University Maryland sites along the west side of 5100 Block of York Road have brought about a new feeling of positive change in the southern portion of York Road Zone 2. To keep this momentum moving forward on the east side of York Road, the Value Village Thrift Store 5000 Block was identified as a high priority area for the York Road BID and GBA to organize property owners and tenant businesses to make use of façade, and signage improvement matching grants and local professionals volunteer design services. Value Village being the primary anchor to the block would make the most dramatic change and should be the lead building to undergo improvement first. Also, given its close proximity to campus, this block is a good candidate for attracting new businesses that serve university student, faculty, staff and neighborhood needs, such as coffee houses, café's and variety/clothing/supplies stores.



Before 13: Value Village Block existing conditions



After 13: Vision with modest façade improvement and street side animation

FOCUS AREA C2: THE LOYOLA UNIVERSITY MARYLAND PUBLIC SAFETY SITE AREA

INITIATIVE 5: WEST SIDE YORK ROAD STREETSCAPE PROMENADE (4600-5300 BLOCKS)

As introduced prior under the Zone 2 Greenspace Opportunities, one unique aspect to the central portion of York Road is its surviving greenspace setbacks that originated during its early days as a primary residential corridor. While these setbacks are somewhat sporadic on the east side, on the west side there is a much more consistent environment extending from Woodbourne Avenue to Cold Spring Lane that should be further explored for implementing a multi-use, family-friendly greenway trail/promenade that would replace the current walkway system along York Road between the 4600 and 5300 blocks. This initiative would require cooperation and buy-in amongst the property owners such as ARC (4802), Loyola University (5104), Jai Medical (5010), Govans Boundary Methodist Church (5210), Govans Manor (5220), the Asia Market (5224), the McDonald's (5100) and Popeye's Chicken (5002) restaurant franchise owners. Some portions of the promenade would need to be coordinated with future redevelopment activity on the Loyola and Govans Manor sites, with the results being a very safe, memorable and active greenway park for residents from both sides of York Road.



Before 14: New McDonalds at York & Winston Ave.



After 14: Vision example of pedestrian promenade with monument signage for businesses



INITIATIVE 6: LOYOLA UNIVERSITY MD VILLAGE CENTER & GOVANSTOWNE FARMERS MARKET

One of the primary goals of this Action Plan was to discover the best three to four opportunities for catalytic redevelopment along the corridor that would infuse new activity and vibrancy into underperforming sections of York Road. The Loyola University Maryland Public Safety site at 5104 York Road has been identified as perhaps the strongest opportunity for substantial shorter-term redevelopment along the South Central section of the Corridor. The Public safety site is ± 3.6 acres in size alone, with the opportunity to be even greater if joined with the Winston Apartments site to the southwest.



Photo 53: Existing view of Loyola University MD Public Safety Building



Photo 54: Aerial view of Loyola University Public Safety site looking south

As the name implies, the main building on the site is fully utilized for Loyola University Public Safety and Motor Pool facilities with the smaller, secondary building being used for the York Road Initiative and York Corridor Collective project administration offices. The surface parking is a limited and valued resource for the University, serving both on-site staff and remote student, faculty and staff users. The northeastern corner of the site is also used for the seasonal Govanstowne Farmers' Market held weekly over the summer.

Although the site appears to be fully utilized, there is underlying potential to redevelop the site in a denser manner with a mixed-use program that could strengthen the commercial corridor and benefit the local community, while also meeting the University's facility and student residence needs. An initial review of the corridor economics indicated a shortage of food stores, restaurants and student-oriented retail and commercial services in the Corridor, while Loyola University Maryland also reported an initial, immediate need for ± 100 student residence beds and an additional ± 200 to 300 beds projected for future student resident needs. This program could be easily accommodated on the Public Safety Site, but it's important to note that all of the existing uses would likely need to be maintained on site with these new uses, requiring a carefully programmed and planned redevelopment concept that could be implemented in phases. The YCC team embraced the Public Safety Site as one of the grander catalytic project sites and set to work creating a powerful plan that is both context sensitive and incremental in its nature.



Exhibit 27: Aerial plan of Loyola Public Safety site

The York Corridor Collective Team concept plan, illustrated to the bottom right and sketched on the facing page, works to retain and relocate all of the existing on-site uses while complementing them with new ground-floor, storefront commercial space with upper-story student residences overlooking a new framework of urban streetscapes, an existing neighborhood parks and a new centralized Farmers' Market Plaza. A key feature of the plan is the open, axial view that has been created to the Gallagher Mansion as it regains its role as an important architectural feature on the Farmers' Market Square and York Road corridor.

Conceptually speaking at this time, Phase 1 could potentially include: relocation and demolition of the YRI offices, the Farmers' Market Plaza, the York Road entry, the southern extension of Crowson Avenue and the development of the building shown at York Road and Notre Dame Lane. This building could accommodate +12,000 square feet of storefront retail or commercial service space with +100 residential beds split between three floors above.

Phase 2 would be a larger phase focused on demolishing the existing Public Safety building and construction of a new multi-level parking garage (tan building) wrapped with ground floor, retail storefront space and relocated Public Safety administrative offices with three floors of student housing above (orange buildings). The easternmost L-shaped building on York Road could accommodate +19,000 square feet of retail space fronting onto York Road and the Farmers Market Plaza. The westernmost L-shaped building facing onto the neighborhood open space and Gallagher Mansion could accommodate +20,000 square feet of ground floor Public Safety and Motor Pool office space or repair space. The parking garage would be a minimum of three levels, with the entrances split to serve the upper and lower levels separately. The lowest level should be used for both Public Safety Use and retail customer use, which may spill over to the second level. The remainder of the second level and third levels would likely be used for student resident, faculty and/or staff parking for the site and the larger campus. The parking should be designed to be expanded in levels if the need arises.

Phase 3 is located on the Winston Apartments site (yellow buildings), where three-story student residences could transition down in scale to better blend with the residences on Winston Avenue. This portion of the concept plan shows what could be accomplished if Loyola University were to acquire the Winston Apartments site at some point in the future. Here an additional +100 -150 student residences could be accommodated, once the need arose. The existing house and greenspace courtyard in the center of this phase could be retained to serve as a small chapel or communal space for study for the graduate student residences.

If fully realized, this redevelopment initiative has the potential to create a much needed, strong south-central anchor that would be similar in scale and activity to the Belvedere Avenue area at the north gateway.



Before 15: Existing aerial and ground level views of Loyola University Public Safety site

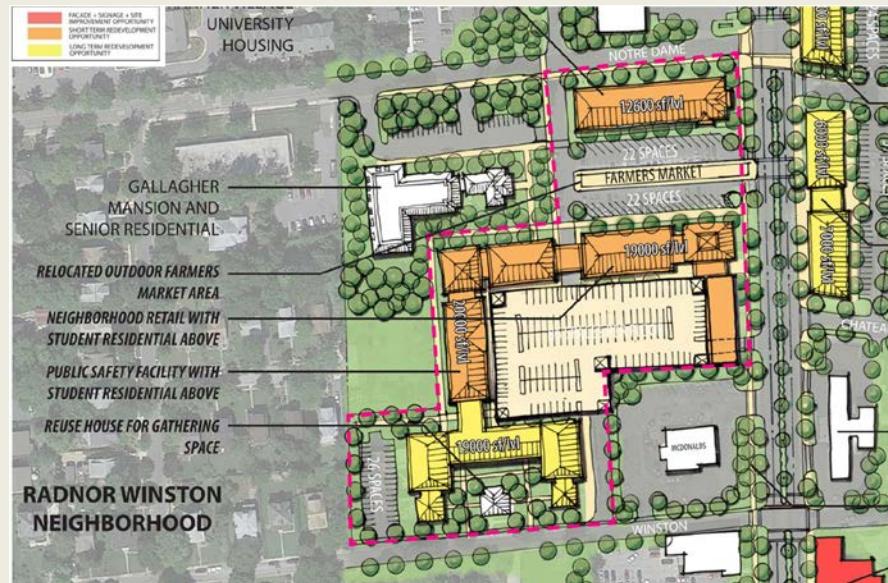


Exhibit 28: Vision concept plan for Loyola University Maryland Public Safety Site.

Phase 2 would be a larger phase focused on demolishing the existing Public Safety building and construction of a new multi-level parking garage (tan building) wrapped with ground floor, retail storefront space and relocated Public Safety administrative offices with three floors of student housing above (orange buildings). The easternmost L-shaped building on York Road could accommodate +19,000 square feet of retail space fronting onto York Road and the Farmers Market Plaza. The westernmost L-shaped building facing onto the neighborhood open space and Gallagher Mansion could accommodate +20,000 square feet of ground floor Public Safety and Motor Pool office space or repair space. The parking garage would be a minimum of three levels, with the entrances split to serve the upper and lower levels separately. The lowest level should be used for both Public Safety Use and retail customer use, which may spill over to the second level. The remainder of the second level and third levels would likely be used for student resident, faculty and/or staff parking for the site and the larger campus. The parking should be designed to be expanded in levels if the need arises.

Phase 3 is located on the Winston Apartments site (yellow buildings), where three-story student residences could transition down in scale to better blend with the residences on Winston Avenue. This portion of the concept plan shows what could be accomplished if Loyola University were to acquire the Winston Apartments site at some point in the future. Here an additional +100 -150 student residences could be accommodated, once the need arose. The existing house and greenspace courtyard in the center of this phase could be retained to serve as a small chapel or communal space for study for the graduate student residences.

If fully realized, this redevelopment initiative has the potential to create a much needed, strong south-central anchor that would be similar in scale and activity to the Belvedere Avenue area at the north gateway.

"York Road needs recreational outlets, food sources (restaurants, markets) businesses that can hire community members (jobs) also there needs to be an uniform look to York Road"



After Sketch 15: Vision example of community & campus-oriented mixed-use infill development – Residential over retail

A three-dimensional sketch of the redevelopment concept is provided above to better illustrate the dramatic and positive change envisioned for the area. Here you can better see the following elements that comprise the full “Loyola Village Center” vision:

1. York Road boulevard streetscape improvements
2. The new McDonald's restaurant revitalization at 5100 York Road
3. A new Govanstowne Farmers' Market plaza
4. A linear park promenade/multi-use trail along the west side of York Road between the 4600 and 5300 Blocks of York Road
5. Mixed-use buildings with University oriented ground floor retail and student residential above
6. Mixed-use buildings with University Public safety offices on ground floor with student residential above
7. University oriented student residences
8. Multi-level parking structure with University Public Safety facilities and retail parking on lower levels and University student resident use on upper level(s)
9. New site access from York Road, Notre Dame Lane, Crowson Avenue and Winston Avenue
10. Future mixed-use redevelopment of Govans Pharmacy and China Wok sites in the 5100 Block for buildings with ground floor retail and residential above
11. Ample parking to the rear of the buildings set within the existing trees where possible
12. Future mixed-use redevelopment of Enterprise Car Rental site at 5201 York Road for buildings with ground floor retail and residential above
13. The JAI Medical building at 5010 York Road
14. The CVS Pharmacy building at 5010 York Road

The areas listed above that lie beyond the Loyola Public Safety site boundaries are discussed as supporting initiatives in the pages that follow. With the Public Safety site as the stimulus, this would establish noteworthy change on the corridor and a dramatic shift in establishing a sense of place.

INITIATIVE 6A: A PERMANENT HOME FOR THE GOVANSTOWNE FARMERS' MARKET

After three successful seasons in operation, the Govanstowne Farmers' Market at 5104 York Road has become a key summer destination for locals and visitors to the York Road Corridor. However, it's somewhat isolated location on the Loyola Public Safety site and lack of direct connectivity with other commercial offerings in the area at this time limit's the spin-off retailing benefits that could be realized from the Market's success and draw and vice versa. A key component of the new Loyola Center would be providing a permanent outdoor venue for the Farmers' Market initiative to continue on the Loyola University grounds. The intent within the Action Plan concept is for the Farmers' Market to be located in the central plaza area on axis with the Gallagher Mansion (*431 Notre Dame Lane*) and surrounded by active retailers on all sides. If desired, the central plaza could be complimented with retail jewel box kiosks over the fall and winter months. Every effort should be made by the York Road BID, York Road Initiative, and the Govanstowne Business Association to continue to expand the Farmers' Market and plan for its permanent home within the future detailed site planning and design of the Loyola site.



Before 16: The hidden grandeur of the Gallagher Mansion could once again be viewed with the Farmers' Market Square concept.



After 16: Sample vision of the Govanstowne Farmers' Market Plaza at Loyola Center



Photo Group 55: The Govanstowne Farmers' Market could remain an open air plaza environment whereby vendors have their own distinctive canopies or pavilion structures could be positioned in the plaza for varying uses throughout the seasons.

INITIATIVE 6B: UNIVERSITY ORIENTED MIXED-USE DEVELOPMENT

The key component of the Loyola Village Center's (*5102-04 York Road*) future success as a concept is to unlock the potential to take a one-story, single-use inwardly focused and secured site and transition it to a multi-story, mixed-use common ground that is opened up and linked back to the neighborhood blocks that surround it in a sensitive and compatible manner. This can best be accomplished by anchoring the Village Center with a strong base of ground-floor commercial and University uses that will animate the new streetscapes, inner courtyards and Farmers' Market Square that are illustrated on this and the facing page. The upper levels of the mixed-use buildings should be dedicated to a combination of residence types for undergraduate, graduate student and visiting faculty housing that can be separated amongst the Village Center buildings based on University needs and the varying needs and lifestyles of these two user groups. The residential security in this more open, public setting can also be carefully controlled through one or two centrally secured lobby access points on the Farmers' Market Square that can also double as the central command center

for Loyola University's campus safety operations. This combination of uses will help to spark a new image for this section of the Corridor, while breathing new life into a somewhat dormant area of the Corridor that is just waiting to be reawakened. It will require the collective efforts of Loyola University Maryland, the new York Road BID/CDC, the Baltimore Development Corporation, the City of Baltimore, and likely private sector investors to see the mixed-use aspect of this initiative come to reality, as has been done with other universities in the Baltimore area.



Before 17: Existing Loyola Public Safety site frontage along 5102-04 York Road south of Notre Dame Lane



After 17: Sample of mixed-use center with ground-floor commercial space & upper-story graduate student housing - Rowan University, Glassboro, NJ



Photo Group 56: Additional examples of campus-oriented mixed-use development: Barnes and Noble bookstore and café (left), University of Baltimore development (center) and sample courtyards between mixed-use buildings and parking structure envisioned for the Loyola Center (right)

INITIATIVE 6C: CENTRALIZED STRUCTURED PARKING

A second, equally important component of the Loyola Village Center Plan (5104 York Road) is the ability to establish a major parking resource serving both the University and the Corridor. Most of the uses on the Corridor rely on both on-street and off-street parking which can typically support only one to two-story developments on such relatively small corridor parcels. The Loyola site represents the one big opportunity along the corridor where the parcel size can accommodate both adequate development and a free-standing (or integrated) parking structure that can serve on-site user needs and perhaps remote parking needs with shuttle service to campus originating from the Public Safety and Motor Pool operations center. This would enhance the Village Center's purpose and potential funding if tied in as a transit-oriented development with both MTA transit and the campus loop shuttle routes.



Before 18: Current Zip Car parking station in the Loyola parking lot could be combined with preferred parking & electric fueling stations for eco-friendly vehicles in the future parking structure



After 18: The Belvedere Square parking structure is similar to that envisioned for Loyola Village Center, with additional integrated levels for secured student, faculty & staff use

INITIATIVE 6D: GREAT NEW VILLAGE CENTER STREETSCAPES

A careful balance of indoor space and outdoor open space must be achieved within the Loyola Village Center to make it an enjoyable and memorable place to be during the many seasons we enjoy in Baltimore. The recommended creation of a new entry drive and Market Square into the Loyola Public Safety Site and the extension of the Crowson Avenue streetscape coupled with the new streetscape enhancements along York Road will provide an enhanced retail parking and walking experience between the seasonal Farmers Market, Loyola University, Notre Dame University, the east side businesses lining York Road, and the surrounding neighborhoods. The Loyola Village Center has the potential to provide some of the public open space amenities that have been missing in the central and southern zones of the corridor and would be a welcome addition for residents of both the east and west side neighborhoods of York Road.



Photo 57: 20-25' wide sidewalks can accommodate both the outdoor dining and casual seating that is desired in a University Village environment

INITIATIVE 7: FUTURE EAST SIDE RENOVATION AND REDEVELOPMENT OPPORTUNITIES

Once the recommended redevelopment of the Loyola University Public Safety site is completed there will likely be newly created interest in redeveloping neighboring York Road sites for improved uses along the Corridor. The Enterprise Rental Car site, Govanstowne Pharmacy and apartments site, and the China Wok site along the east side the 5100 and 5200 blocks of York Road are likely longer-term candidates for future removal and redevelopment. Like the Loyola Village Center this area is envisioned to have low-rise, two to four-story mixed-use buildings offering ground-level retail and commercial service uses serving the local Universities' and neighborhood population, with upper-story market rate residential apartments. Parking would be located to the rear with mid-block pedestrian alleys or arcades to access the storefronts on York Road. If these sites were done in association with the Loyola Center site, then the parking could possibly be accommodated and shared in the recommended parking garage. The concept plan and sketches shown on the previous page illustrate the recommended scale, character and layout with parking that would be in keeping with neighboring residential properties that lie behind the commercial corridor. Again, this is a much longer-term initiative for the new Business Improvement District and Baltimore Development Corporation leadership with the property owners to keep in mind for the future, once there is momentum generated by the success of the Loyola Center development.



Before 19: York Rd. & Beaumont Ave. Enterprise Car Rental (above) & apartments site (below)



After 19: Vision example of community & campus-oriented infill development

FOCUS AREA D: THE GOVANS MANOR AND GLENWOOD AVENUE AREA INITIATIVES

INITIATIVE 8: OLDER FAITH-BASED INSTITUTIONS RE-USE

There are a number of long-standing, traditional churches that hold prominent locations interspersed within the commercial businesses along the York Road Corridor. During the public input process for the Action Plan, it was noted that a few of these churches have experienced declining congregation numbers and attendance which is adversely affecting their ability to sustain full worship services, operations and maintenance of these large heritage buildings and campuses. This prompted the question: What creative re-use options could be considered for securing the long-term preservation of these key structures if they were to no longer be a center for worship? In response, the Govans Boundary United Methodist Church site at 5210 York Road was given a cursory look for its re-use potential which suggested that it may be best suited for conversion to senior independent or assisted living. This use requires much less parking, which would allow the facility to be expanded with new residences to the rear and create administrative offices, dining areas and community rooms within the main level of the current church. A smaller worship center could also be accommodated within the residential campus, in keeping with the building's original intent. Similar programs could be developed for other churches' facilities, but the primary goal would always be for the new Business Improvement District and GEDCO leaders to work with the local clergy and congregations to reestablish or expand their membership to sustain the churches for their original intended purpose and stature in the York Road community.



Before 20: Govans Boundary Methodist Church area (5210 York Rd.)



After 20: Sample of potential senior-oriented residences on church campuses

INITIATIVE 9: GOVANS MANOR RENOVATION AND NEW MANAGEMENT

The highest priority area of focus for the Central York Road Zone raised during the public input process was the 5200 and 5300 Block area of York Road between Woodbourne Avenue and McCabe Avenue. This area suffers from loitering, jaywalking, drug activity, poor lighting, deferred maintenance and gaps in the commercial fabric that keep it from performing as well as the other sections of the Corridor. Parts of the problems in the area are sparked by the current building condition, management, tenants and activities currently associated with the Govans Manor apartments at 5220 York Road. As introduced in the economic section of the Action Plan, this high-rise public housing property is currently in the planning process of being completely renovated and newly managed by PIRHL Development through the City and HUD RAD process. Once completed, the new and improved apartment building will have a fresh face on the corridor, with a much improved building and grounds, an improved management and tenant screening process with stronger security measures guiding appropriate activities on and around the residential campus. These changes in association with new streetscape and lighting improvements as well as parallel redevelopment of the Glenwood Avenue area across the street will help to change the perceptions and image of this much deserving section of the Corridor. With the formation of a new Business Improvement District, leadership and structure will create the mechanism needed to engage and work with the Govans Manor developer regarding management of the property, building design and streetscape enhancements.



Before 21: Existing Govans Manor Building (5220 York Rd.)



After 21: Sketch vision showing how the Govans Manor building could become a Focal point and positive contribution for the York Road Corridor & community!

INITIATIVE 10: GLENWOOD AVENUE AND THE COMMUNITY ACTION CENTER NORTH

With the recent announcement of the planned revitalization of the Govans Manor apartments coupled with the on-going Habitat for Humanity efforts to revitalize the McCabe Avenue neighborhood, the York Corridor Collective team focused on how they could best build on these successful initiatives with another visionary, yet realistic catalytic redevelopment project to work toward for the area. The focus turned toward the City owned Northern Community Action Center site at 5225 York Road and the semi-vacant parcels to the rear lying between Glenwood and McCabe Avenues. The Northern Community Action Center is operated by the Community Action Partnership of Baltimore, who uses only a portion of the building for community services with a small amount of space also dedicated to Councilman Bill Henry's local community office. The remainder of the facility is not being optimally used, sparking the question...Could this site and the surrounding vacancies be assembled, cleared and redeveloped to house new uses that would better meet the needs of the community and help to sustain the commercial base of the Corridor? The resounding answer was yes!

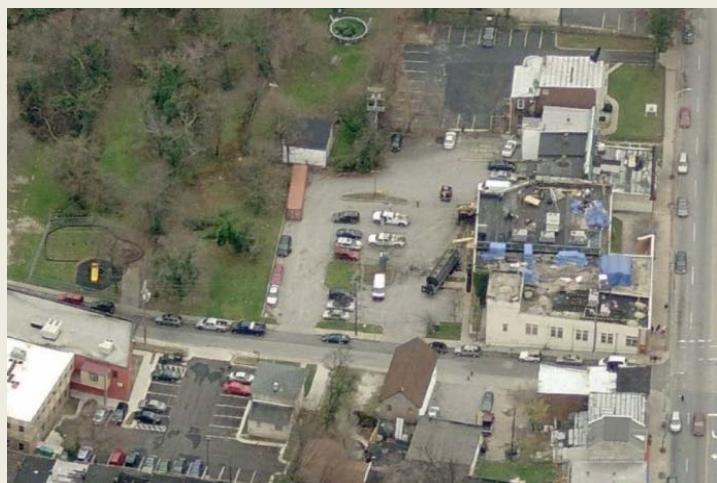
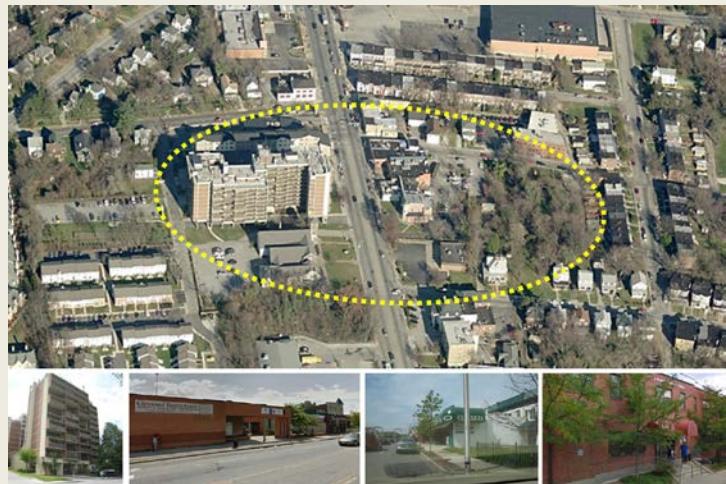


Photo 58: Overview of Northern Community Action Center at 5225 York Road and Glenwood Avenue



Before 22: Existing aerial & ground-level views of the York Rd. & Glenwood Avenue area



Exhibit 29: Aerial map showing the sites recommended for assemblage and redevelopment at York Road and Glenwood Avenue

The YCC team developed an action plan concept (below) that worked within the following assumptions for this Action Plan process:

1. The Community Action Center functions could be accommodated within any new development;
2. The Academy Cleaners located just south of the Community Action Center could also be accommodated within the new development; and,
3. The vacant sites and playground to the rear (east) of the Community Action Center could be eventually assembled with the other two sites.

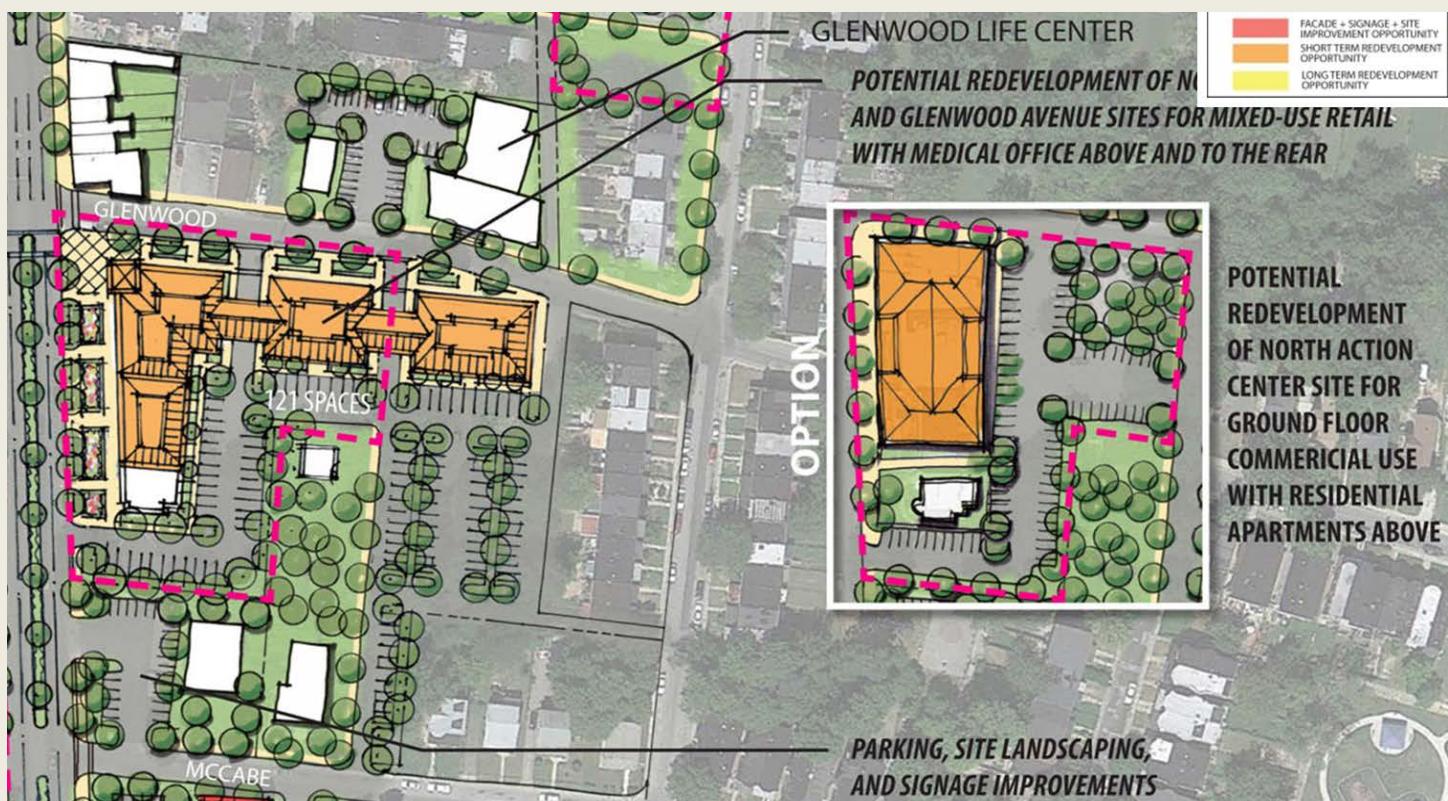


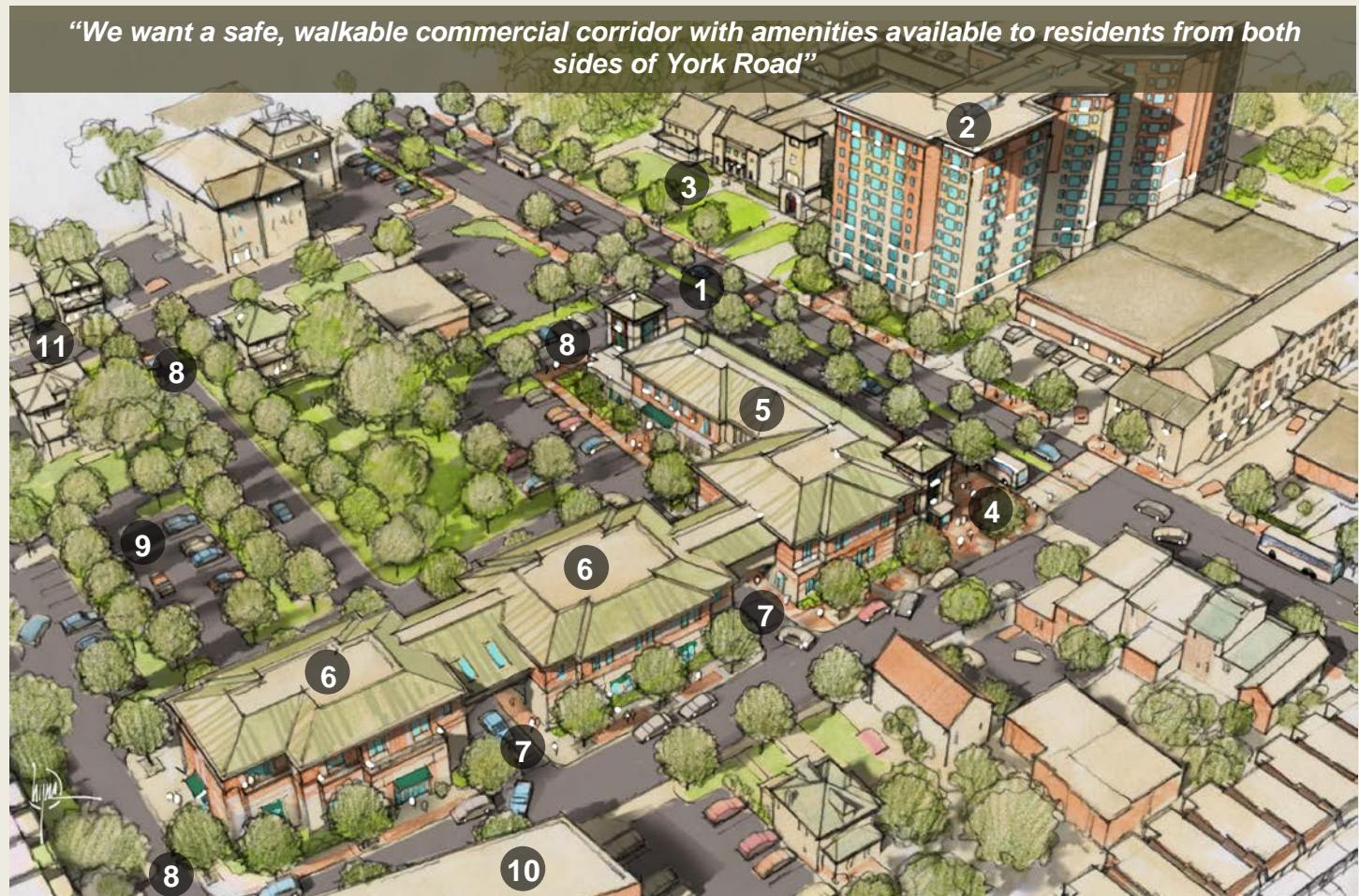
Exhibit 30: Concept Plan for Focus Area 4: Govans Manor and Glenwood Avenue area

The resulting site of ± 1.8 acres is comprised of eight parcels that would be assembled and developed to link the new Govans Manor, with the Glenwood Life Center (516 Glenwood Ave.) and the ongoing Habitat for Humanity McCabe Avenue residential revitalization initiative. The suggested program for the assembled site is new ground floor storefront space along York Road with second story professional or medical offices above that would continue down Glenwood Avenue in a set of two to three-story professional/medical office buildings across from the Glenwood Life campus. The intent is to complement the work being done at the Glenwood Life Building and the nearby JAI Medical Building, while working to change the areas image to one that promotes good health and well-being in the community!



Photo Group 59: Sample visions of traditional and contemporary style medical-professional office buildings mixed with ground floor retail

Parking for the new businesses would be provided behind the buildings with vehicular and pedestrian linkages out to York Road, Glenwood Avenue and McCabe Avenue. Patient drop-off and pickup could be provided under the building porte-cochere entrances off of Glenwood Avenue. The York Road and Glenwood Avenue streetscapes would be dramatically changed to become a wider linear park promenade with a plaza and architectural feature culminating at the corner of York and Glenwood.



After Sketch 22: Vision example of Glenwood Avenue mixed-use/medical campus buildings

A three-dimensional sketch of the redevelopment concept is provided above to better illustrate the dramatic and positive change envisioned for the area. Here you can better see the following elements that comprise the full vision:

1. The new York Road boulevard streetscape improvements
2. The Govans Manor building revitalization at 5220 York Road
3. The potential for expanded use of the Govans Boundary United Methodist Church at 5210 York Road
4. The new linear park/plaza promenade along the 5200 Block of York Road and Glenwood Avenue
5. The retail and office mixed-use building on York Road
6. The professional-medical office buildings along Glenwood Avenue
7. The covered arrival and pick-up areas off of Glenwood Avenue
8. Access from York Road, Glenwood Avenue and McCabe Avenue
9. The ample parking to the rear of the buildings set within the existing trees where possible
10. The Glenwood Life Building at 516 Glenwood Avenue
11. The McCabe Avenue Residential Revitalization by Habitat for Humanity in the 600-700 Blocks of McCabe Avenue

A second alternative concept (*pictured above right on the concept plan*) was also developed with a focus on studying how the same site could be considered as one of the candidate sites for the new urban grocery store that is needed to serve the local community. The plan shows a +17,000 square foot grocery store located at the corner of York Road and Glenwood Avenue, with the potential for professional offices or residential apartments located above and parking again

provided to the rear. Either concept would benefit the community by taking key vacant and underperforming sites along the Corridor and transforming them into a positive contribution for the community that will also help to generate more positive street side activity along this section of the Central Zone.



Before 23: York Road conditions at Homeland Village



After 23: Vision examples of York Road boulevard improvements Option 1

As introduced earlier under the transportation and public realm recommendations, many places along the Corridor were found to be wider than necessary to serve the surrounding corridor uses. The oldest portion of the corridor between Harwood Avenue and Notre Dame Lane was specifically noted as being excessive given that there were very minimal needs for left turns along this section of the Corridor, except at major intersections. Given the very heavy concentration of pedestrian activity in the area, a lane width reduction is suggested for this section of the corridor to calm traffic, discourage jaywalking and increase pedestrian crossing safety. The road reduction would be accomplished with the suggested removal of the surplus center turn lane for a green median and boulevard treatment that would allow for median fencing and pedestrian refuges to better control pedestrian and auto conflicts.



Photo 60: Sample street crossing to pedestrian refuge in landscape median



Before 24: Existing York Road streetscape conditions at the Academy Cleaners and the Northern Community Action Center



After 24: Examples of recommended improved green streetscapes, play areas and linear park promenades envisioned for the Zone 2 area

A second, equally important public realm initiative for this area involves the creation of a linear park promenade environment along York Road and Glenwood Avenue. The vision would be to create a deeper public setback for the new buildings proposed for York Road and Glenwood Avenue that would allow for a wider sidewalks and green spaces that could accommodate green street elements for storm water management, water features, native plantings and possible inclusion of a small play area on Glenwood Avenue.



FOCUS AREA E: THE YORK AND WOODBOURNE AVENUE AREA INITIATIVES

INITIATIVE 11: CURRAN MEMORIAL AND FAMILY DOLLAR SITE

The blocks around the York Road and Woodbourne Avenue intersection tend to be some of the most vibrant with pedestrian activity within the Central Zone 2 area. Most of the commercial space is occupied at this time with no opportunities for redevelopment in the foreseeable future, so the short-term recommendations for this area focus on: 1] Filling the few vacancies that exist in the Homeland village and Family Dollar shopping areas; 2] Improving the street lighting and streetscape conditions as this is the oldest portion of streetscape in the corridor; 3] Encouraging and facilitating property owners and businesses to undergo façade renovations and signage improvements; with 4] Planned expansion of the Homeland Village Center concept across the intersection to the southeast on the Family Dollar site at some point in the future.



Photo 61: Family Dollar store and Aaron's Furniture business



Before 25: Existing shopping center environs at York Rd. & Woodbourne Avenue



Exhibit 31: Detailed York Rd. & Woodbourne Avenue Site Revitalization Options

When the York Road community was asked what key sites should be considered within the Action Plan for improvement and possible future redevelopment, the Family Dollar shopping center was one of the areas most cited as having greater potential to serve the surrounding community. For this reason, special focus was placed on studying the 2.3 acre Woodbourne Avenue site, which for reference is similar in scale to the Homeland Village center across the intersection to the northwest. The current property owners of the Family Dollar shopping center have indicated their current desire to maintain the shopping center as it exists today and continue working to find a third tenant for the 7,800 square foot space that is currently vacant. One immediate action initiative that would help the space to lease is for the York Road BID and Govanstowne Business Association to work with the property owners to secure façade and signage improvement matching grants, as well as site improvement matching grants with local design assistance to improve the Center's appearance from York Road, Woodbourne Avenue and the loading dock area along the Ready Avenue residences. The shopping center suffers from a very stark, dated appearance stemming from its days as an A&P Grocery store. A fresh façade with unified tenant signage set within a well landscaped, lighted and maintained parking lot that matched the appearance of the Homeland Village Center would help in marketing the vacant commercial space to a new tenant.

In the longer-term, the Family Dollar site should continue to be watched by the York Road BID and Baltimore Development Corporation for its redevelopment potential. In an effort to show the site's potential for the Action Plan, the YCC team prepared a second concept option which focuses on both commercial and residential re-use of the site. Like the Agape Center site in Zone 1, the Family Dollar site could eventually be acquired, demolished and reconstructed in a manner like the Homeland Village with new, highly visible retail spaces wrapping the York and Woodbourne corner around the Curran Memorial Plaza and with ample, convenient parking provided to the side and rear of the property. The front half to two-thirds of the property could be designated for commercial storefront development, while the back portion may be better suited for new single-family and/or duplex homes along Woodbourne and Ready Avenues. The intent would be for the commercial development to emulate and finish out the look of the Homeland Village and Corner carry-out buildings, while the residential would complement the neighboring home types and styles across Woodbourne and Ready. The new residential initiative would build upon the current Habitat for Humanity residential revitalization occurring on McCabe Avenue and be linked to much needed residential renovation on Woodbourne and Ready Avenues.



After 25: Vision examples of modest building façade, signage and site improvements. The longer-term vision is to match or better the scale/character of the Homeland Village Center & nearby homes on Woodbourne Avenue

THE CENTRAL ZONE 2: YORK ROAD CORRIDOR EDUCATION-MEDICAL AREA SUMMARY

The recommendations set forth in these Central Zone Concepts and Action Plan Initiatives are intended to build upon the strongest qualities of the existing successful businesses, Universities, institutions, worship centers and surrounding neighborhoods within the Central Zone. With the recent announcement of the pending Govans Manor revitalization and new management, the success of the Govanstowne Farmers' market and the proximity and growth needs of both the Loyola University Maryland and Notre Dame of Maryland University, the York Road Central Zone has a redevelopment momentum that needs to be leveraged to the surrounding opportunity sites. The momentum that could be created by the three larger opportunities presented in this relatively small zone would make it a very desirable place to locate new businesses, medical facilities, University facilities and housing, and private residences.

Here for the first time, the area has been envisioned to be a unified, mixed-use destination, giving it greater economic potential as a jointly marketed area that all property owners and tenants would benefit from in the area. The ultimate revitalization and redevelopment efforts in the Loyola Village Centre, Glenwood Avenue and Woodbourne Avenue areas will not likely follow the concept plans in their entirety; however, these larger initiatives will be the catalyst for the many smaller site recommendations coming to fruition. Like the other two zones, there are many individual property conditions and property owner interests that will have to be addressed in partnership with the recommended York Road Business Improvement District and City of Baltimore to see the full potential for this area as a mixed use enclave for shopping, learning, healthy living, and recreating. The overriding goal in this Zone is for the York Road Business Improvement District, the City, property owners, businesses and the local citizenry to jointly embrace the guiding principles and concepts presented herein, and implement them with an appropriate local character that will offer a unique, fresh and memorable new York Road Corridor experience for all to enjoy. The key is to remain focused on the Central Zone's vision and continually reference this document for guidance in making both public realm improvement investments and private project approvals that will support the vision becoming reality.

The York Road Corridor NORTHERN ZONE 3 ACTION INITIATIVES



Visions For York Road...

"The York Road Corridor is a safe, diverse neighborhood with local businesses that are a destination for all Baltimore residents."

The Belvedere Square shopping area provides a great pallet of sample architectural storefronts, signage and outdoor spaces for the Corridor.

2.3.7 NORTHERN ZONE 3: THE YORK ROAD CORRIDOR NORTH GATEWAY

The third and final zone for revitalization along the York Road Corridor is the “YORK ROAD CORRIDOR NORTH GATEWAY DISTRICT.” The District is generally defined by Harwood Avenue and the Tunbridge Public Charter School (5504 York Rd.) to the south and Northern Parkway and Jerry’s Belvedere Tavern (5928 York Rd.) to the north. The name for this area highlights the importance that



Photo 62: Aerial view of Northern Zone 3 area limits and existing conditions

it carries as the northern hub and first impression of the Corridor for business patrons, City visitors, and residents that live in the area. Many visitors traveling to or through either Baltimore City or Baltimore County to the north pass through the area daily. For many this is their first impression of North Baltimore and what it has to offer. Up until now the area has been primarily focused on retail, restaurants, service commercial development, in both stand alone and shopping center formats, to serve the nearby residents of the over thirty surrounding neighborhood associations.

ZONE 3 VISUAL ASSESSMENT

Like Zones 1 and 2, the YCC also commissioned a detailed photographic inventory and mapping exercise of the existing conditions along the northern section of the York Road Corridor. Pictured to the right is the third Urban Design mapping assessment “snapshot” prepared for the Northern Zone 3 area as of May 2014. Key features of the assessment again include for easy reference: 1] Building vacancies (blue); 2] Candidate areas for façade, signage and site improvements (red); 3] Opportunities for shorter-term infill development or redevelopment (orange); 4] Opportunities for longer-term redevelopment (yellow) ; and 5] Opportunities for parking lot screening and landscape improvements (dark green). Each of these identified areas were studied in further detail to assess the optimum urban design and land use concepts and initiatives for the Corridor illustrated in the Zone 3 Action Plan on the following page. Each area was addressed with a detailed vision, recommended actions and, in some cases, possible options for future redevelopment if the property owner chooses to reinvest in their property seeking a higher and better use for the Corridor and the Community.

Urban Design Assets & Opportunities



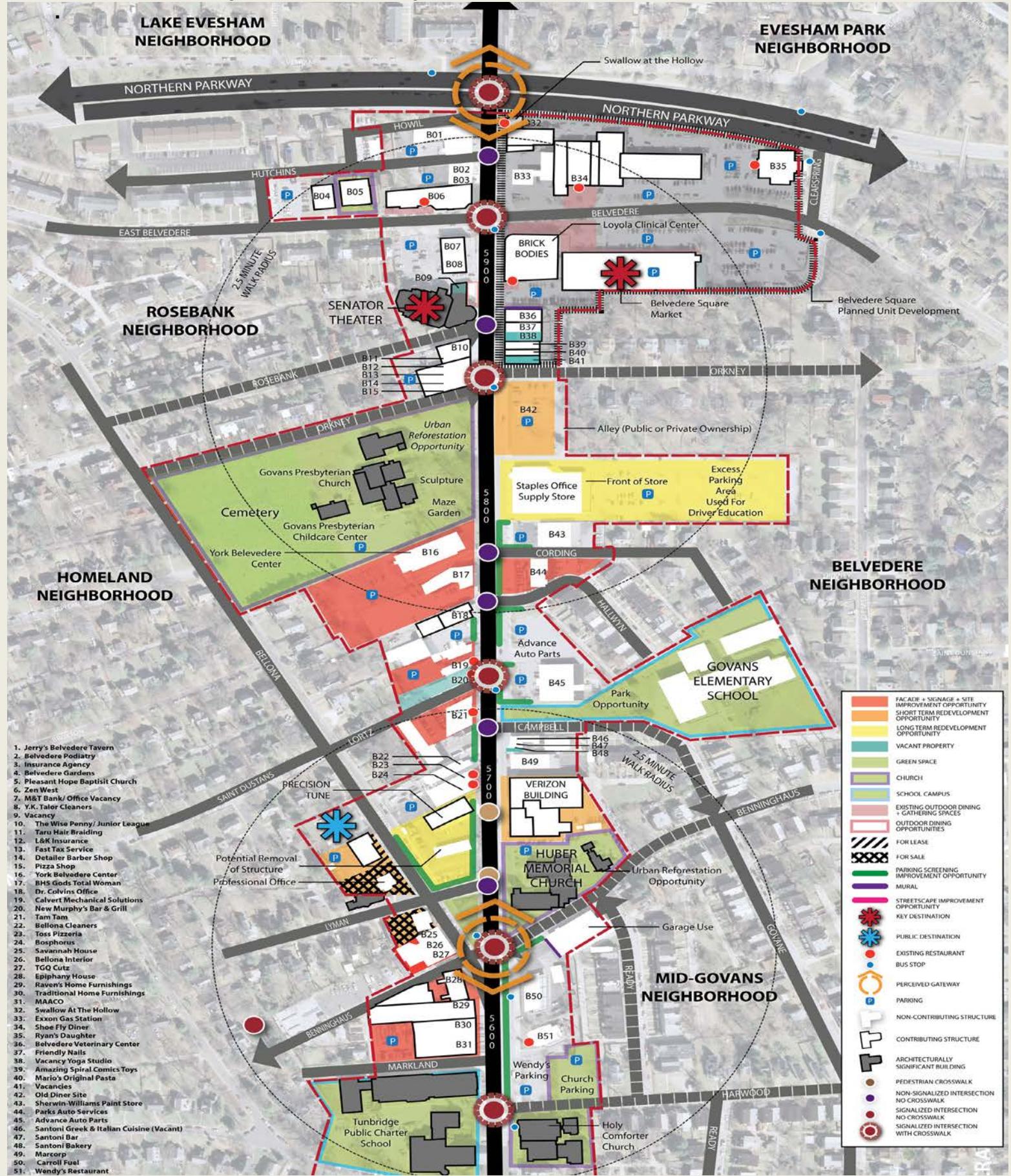
Photo Group 63: Zone 3 Assets and Opportunities

URBAN DESIGN ASSETS-OPPORTUNITIES TO BUILD ON

While the North Gateway seems to be moderately vibrant as a commercial district, most of the activity is driven by key destinations including; major retail anchors, restaurants or cultural destinations. Additional corridor assets and strengths that were identified in this area include:

- The nearby single-family residential neighborhoods within easy walking distance of corridor businesses
- A critical mass of destinations: Belvedere Square, Senator Theater, Loyola Clinic, Wise Penny, fitness, dining, pubs, etc.
- Centralized pay parking system reduces street clutter, operations and maintenance
- Periodic outdoor sidewalk & plaza dining

Exhibit 32: Northern Zone 3 Existing Conditions Assessment Diagram



- GBA – ‘Govanstowne’ place making signage and banners
- Periodic public art – Senator Walk-of-Fame and murals
- Pleasant shaded walking environment
- Picturesque church campuses that serve as community gardens, gathering areas, open space
- Enoch Pratt Library renovations
- Destination restaurants
- Good examples of façade and signage improvements
- Wide walkways (excessive in some instances)
- Strong surrounding neighborhoods
- The relatively easy and direct access to Northern Parkway and Baltimore County via York Road

URBAN DESIGN WEAKNESSES-CHALLENGES

Although vibrant, there are some areas of the district that continue to be underutilized due to building and land vacancies, limits in public infrastructure, utility conflicts, aging commercial buildings. There are also some negative attributes of the area that need to be overcome and turned into opportunities, including:

▪ Public Elements to Correct

- The lack of an identifiable entrance to the Corridor and City from the north
- Public trash receptacle use, collection
- Sidewalk weed growth
- Street tree loss and lack of canopy in some areas
- Graffiti
- Parking and service screening

▪ Private Elements to Correct:

- Off-street parking screening
- Perpendicular parking from York Road
- Sporadic building and site vacancies
- Some uses turn their backs to York Road, i.e. Staples
- On-Site billboard signage
- The lack of landscape amenities to soften the visual impact of significantly large surface parking lots



Photo Group 64: Zone 3 Assets and Opportunities continued



Photo Group 61: Zone 3 Weaknesses and Challenges

THE VISION: A PLACE TO SHOP, ENTERTAIN AND DINE ON THE YORK ROAD CORRIDOR

The vision for this area suggests that it can be a much more vibrant destination for York Road and north Baltimore with:

- Redevelopment of vacant and/or underutilized commercial sites for new contemporary retail shopping and restaurant dining experiences
- The addition of new street, walkway/bikeway and utility infrastructure to facilitate additional new development and patron access
- Expansion of area park resources to better serve the recreational needs of the neighborhoods

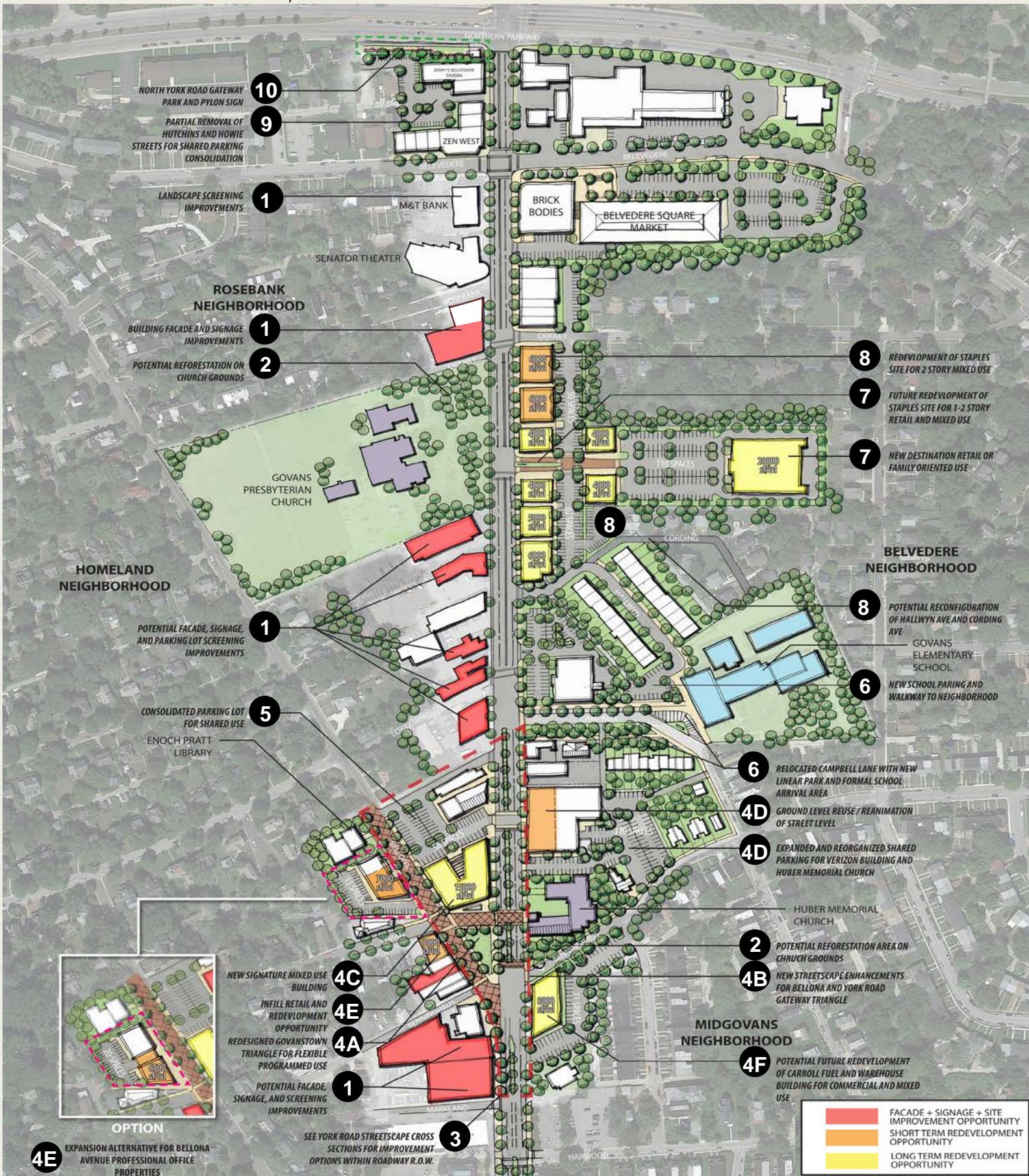
This vision is further defined through a set of recommendations that are described below and illustrated for reference in the ZONE 3: YORK ROAD CORRIDOR NORTH GATEWAY REVITALIZATION CONCEPT PLAN on the following page. We invite you now to consider these recommendations and the possibilities for making the North Gateway better for the York Road community.



YORK ROAD CORRIDOR ACTION PLAN

CITY OF BALTIMORE, MARYLAND

Exhibit 33: Northern Zone 3 Vision Plan Concept and Recommended Action Initiatives



THE NORTHERN ZONE 3 RECOMMENDED GENERAL AREA WIDE ACTION INITIATIVES

Like Zones 1 and 2, within the Northern Zone 3 there are a total of ten (10) Action Initiatives identified for follow through implementation by the York Corridor Collective members and the future York Road Business Improvement District and Community Development Corporation. Three of the initiatives are again more applicable to a variety of locations within the entire Zone 3 area and are thus referred to as the General Area-wide Action Initiatives to be implemented wherever feasible throughout the corridor.

INITIATIVE 1: FAÇADE, SIGNAGE, REFORESTATION AND SITE/PARKING IMPROVEMENTS

Like Zones 1 & 2, the new Business Improvement District leadership will need to continue to proactively approach property and business owners about building and site improvements, and design assistance from the local corridor-based design professionals. There are a number of successful design examples in Zone 3 to draw from, including:

- **Area Successes** (*Partially illustrated to the right in Photo Group 66 from top left to bottom right*): The Belvedere Square Shopping Center stores, the Wise Penny, the Belvedere Veterinary Clinic, the Loyola Clinic, Toss Pizza, Bosphorus Restaurant, Epiphany House, and Flight-American Fusion Bar & Restaurant. (*Illustrated to right in Photo Group 66 from top left to bottom right*).

During the corridor assessment process a number of sites along the Corridor in Zone 3 were noted as potential candidates for either individual façade, signage, parking or site improvements or a combination of these elements. The corridor assessment diagram on the previous pages should be referenced to see what elements were recommended for each parcel within the York Road Action Plan area. Outlined below is a short-list of some of the highest priority sites for building, signage, parking and/or site improvements.

- **Area Opportunities:** (*Illustrated to the right in Photo Group 67 from top left to bottom right*).

- M&T Bank Building at 5910 York Road
- Park's Auto Service at 5831 York Road
- York- Belvedere Medical Center at 5820 York Road
- Favorites Pub at 5804 York Road
- Precision Tune at 5700 York Road
- The MAACO Building at 5600 York Road
- The 5900 York Road professional building
- Ravens Home Furnishings at 5604 York Road

All of the observed candidate opportunity sites that were documented for façade, signage, parking or site improvement grant assistance during the corridor assessment process are illustrated in red on the Action Plan map illustrated on the facing page. Please note that this is intended to show the location of the most obvious opportunities, but there may be other smaller opportunities amongst property owners that should also be brought forward for future design and grant funding assistance.



Photo Group 66: Façade, Signage & Site Improvement Successes



Photo Group 67: Façade, Signage & Site Improvement Opportunities

INITIATIVE 2: GREENSPACE AND URBAN REFORESTATION OPPORTUNITIES:

Public open space and tree canopy resources are much more prevalent within Zone 3 due to its mix of village center commercial, church campuses and abundantly vegetated surrounding neighborhood communities. Formal public park and outdoor gathering spaces are provided for at the Belvedere Square Market, the Govanstowne Triangle, the Enoch Pratt Library, and the neighboring entry to the Govans Elementary School campus. Additional, informal semi-public green spaces are also offered on the Govans Presbyterian Church and Huber Memorial Church campuses. Shade tree vegetation is prevalent here with ample mature street trees and buffers along the adjacent neighborhoods.

Although conditions tend to be very lush in this portion of the Corridor there were a number of additional opportunities for future green space creation and/or reforestation efforts that were noted during the corridor assessment/public input process. They include:

- The Govans Presbyterian Church Campus at 5828 York Road
- The Govanstowne Triangle at the 5700 Block of York Road
- The Huber Memorial Church at 5703 York Road & Holy Comforter Church at 5513 York Road
- The Govans Elementary School at 5801 York Road with its pending 21st Century Schools Initiative renovations
- The St. Mary's campus at 5502 York Road and Tunbridge Public Charter School campus at 5504 York Road
- Newly proposed short & long-term redevelopment sites sited within this report section.



Photo Group 63: Greenspace Enhancement & Urban Reforestation Opportunities

INITIATIVE 3: DEFERRED MAINTENANCE STREETSCAPE IMPROVEMENTS

The public realm streetscape in the Northern Zone of York Road is now the second oldest portion of streetscape, given the new improvements made to the southern end in 2013-2014. The north end environment showcases fairly up-to-date streetscape lighting and furnishings; however, the overall appearance of the streetscape is somewhat dated and unimpressive due in large part to small deferred maintenance items that need to be addressed. The focus in Zone 3's public realm needs to be placed on making immediate and simple repairs to the streetscape that will convey a better first impression for patrons and visitors that says "the City, the merchants and the community care!" To be more specific and helpful, the following items were identified as sporadic problems on the corridor which are supported with photos below:



Before 26: Existing streetscape conditions along York Road at Campbell Avenue



After 26: Vision for a wider, improved streetscape that accommodates outdoor dining, casual seating, ample lush landscapes and bike parking

- The tree grates in many locations are either heaving, dislocated or partially missing, posing pedestrian tripping

- hazards in prime retail and dining areas;
- Invasive weeds are taking over many tree grate, plant bed and sand set paver areas, making for an unkempt appearance on the corridor;
- The brick accent bands along the walkways are loose or partially removed in key crosswalk and curb-cut areas posing pedestrian hazards;
- In some instances, business owners have added their own design touches to the public realm that pose tripping hazards for pedestrians and potential harm to the street trees if not removed;
- In too many places to photograph and illustrate, street trees have been removed or lost and their tree pits have been filled in with concrete rather than replacing the street trees. Any missing street trees that have been treated in such a manner should have the concrete removed, the tree pit excavated and replanted with a quality shade tree in a high-quality blended soil; and
- In many places along the walkways outdoor dining and casual seating could be provided in front of businesses that could use the space, while in other instances, portions of the walkway could be removed and made greener in front of buildings/uses that don't offer window shopping or outdoor dining.

As a follow-up to this Action Plan, a detailed streetscape assessment and deferred maintenance improvement plan should be jointly conducted by the new York Road BID and the Baltimore City Departments of Transportation and Public Works. The intent would be to take the necessary steps to visually improve the existing streetscape before it fell into such disrepair that it required more significant redesign and capital improvement costs to correct the emerging problems.



Photo Group 69: Zone 1 deferred streetscape maintenance items to address along York Road

NORTHERN ZONE 3 RECOMMENDED AREAS OF CATALYTIC FOCUS

Within Zone 3 the York Corridor Collective focused again on identifying key areas of implementation focus that would have the greatest potential for positive change along the Corridor. Four specific areas were identified for ten (10) immediate, short-term or long-term action initiatives that are discussed in detail on the pages that follow.

- **FOCUS AREA F: The Govanstowne Triangle Area initiatives** focus on redevelopment and reuse opportunities surrounding an expanded gateway public space at the current Govanstowne Triangle (5700 Block York Rd.).
- **FOCUS AREA G1: The Transitional Auto & Medical Uses and Govans Elementary School Area initiatives** focus on infilling spaces, phased façade improvements, signage revisions and parking/service screening, as well as public park, parking and arrival drop-off improvements at Govans Elementary School & York Road (5700 & 5800 Blocks of York Rd.).
- **FOCUS AREA G2: The Old Diner Site & Staples Site Area initiatives** focus on additional retail and destination offerings at a scale similar to Belvedere Avenue and the potential for creating additional centralized parking resources to serve the Northern Zone 1 area (5800 Block York Rd.).
- **FOCUS AREA H: The York and Belvedere Avenue Area initiatives** focus on creating a noteworthy corridor gateway statement at Northern Parkway, select facade and signage improvements, additional parking/agreements,

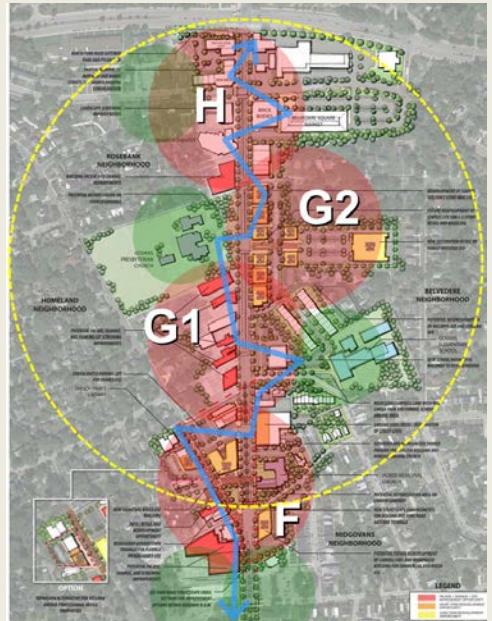


Exhibit 34: Northern Zone 3 Focus Areas Diagram
SECTION 2: OBSERVATIONS & ACTIONS

and deferred maintenance walkway, traffic & transit improvements (5800 & 5900 Blocks of York Rd.).

FOCUS AREA F: THE YORK-BELLONA TRIANGLE AREA INITIATIVES

INITIATIVE 4: GOVANS FIVE POINTS TRIANGLE REDEVELOPMENT (YORK & BELLONA AVENUE)



Photo 70: Precision Tune service center in the 5700 York-Bellona Triangle



Before View 27: York-Bellona Triangle existing conditions

One of the key goals for this Action Plan is to create stronger place-making park and plaza spaces along the Corridor for area patrons and residents to enjoy. One such opportunity in the Northern Zone is centered on the park space currently referred to as the “Govanstowne Triangle” at 5700 York Road and Bellona Avenue. The triangle is a well landscaped, greenspace with the Govanstowne gateway sign, a local memorial and flag, and an MTA bus station anchoring the edges of the park. These elements coupled with its relatively small size and its tough location within five local streets, does not allow the space to function as a valued community park. Instead its current configuration as a visual open space requires seasonal GBA maintenance with little benefit to the neighborhoods or York Road businesses.

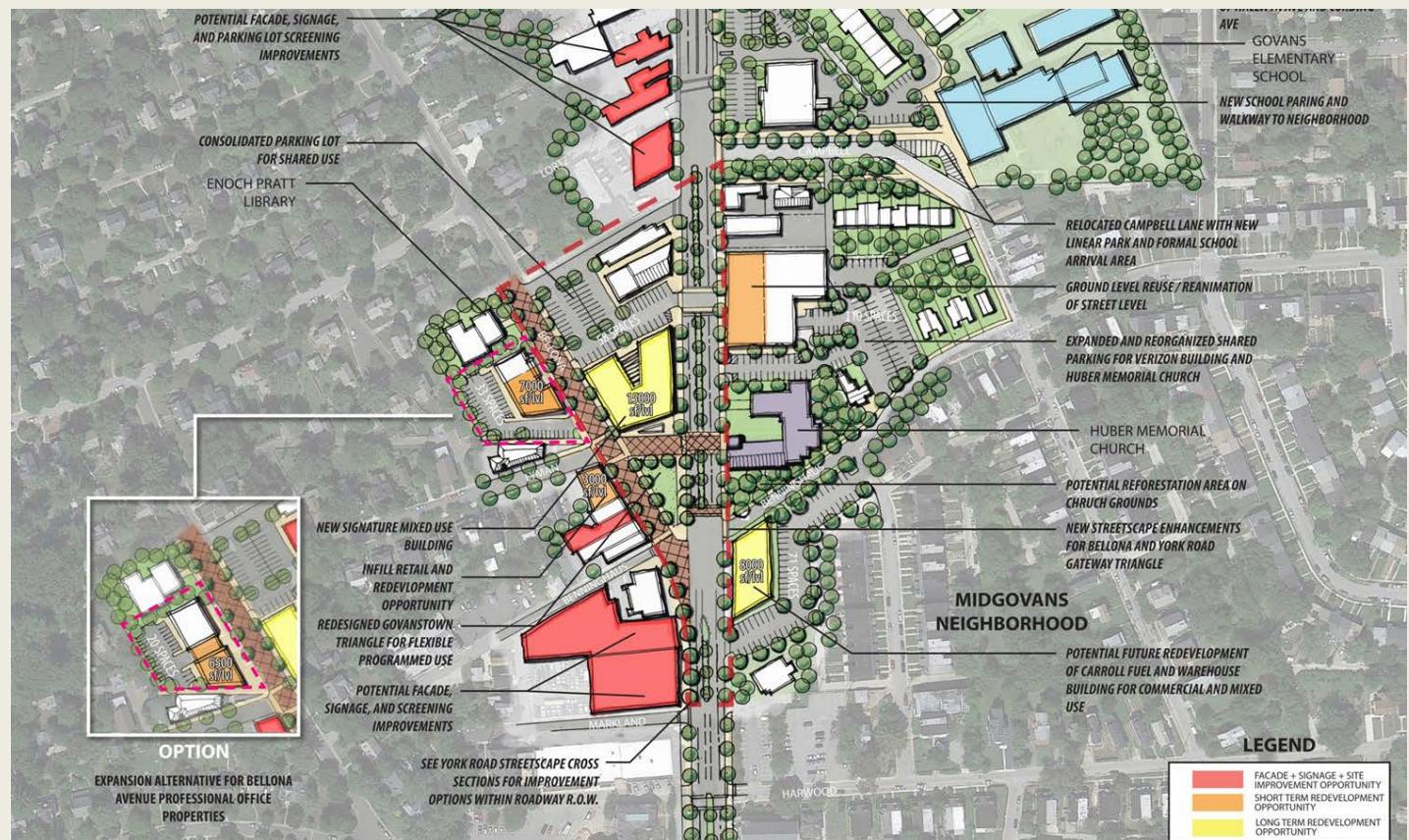


Exhibit 35: Action Plan for Focus Area 6: The York-Bellona Gateway Triangle

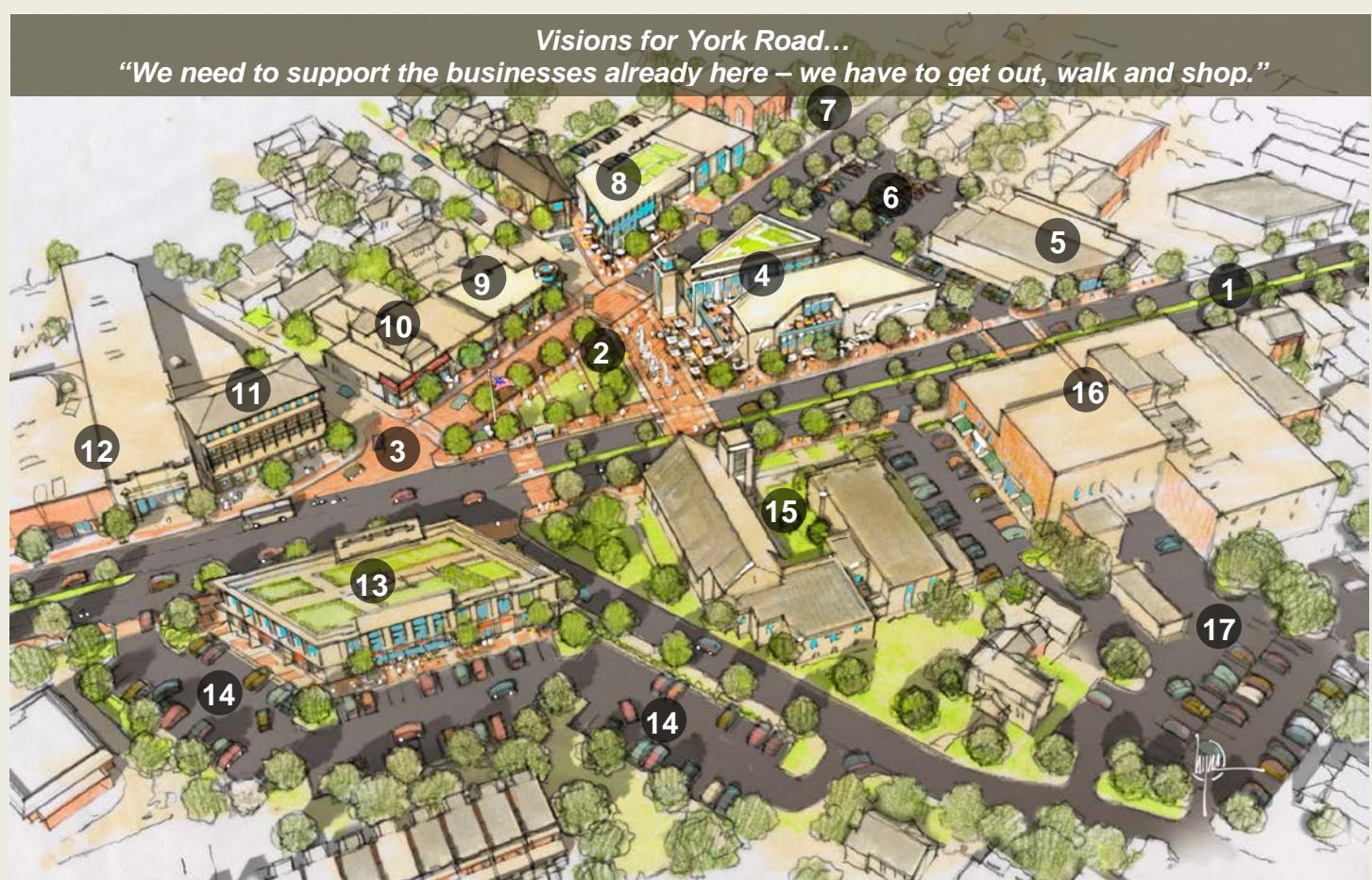
4A. NEW GOVANS FIVE POINTS TRIANGLE PARK-PLAZA SPACE

The bigger opportunity here is to first rebrand the triangle as a new and special destination on the Corridor, such as “Five Points at York Road” (or equal identity). The centerpiece for the new Five Points area would be a newly expanded and designed triangular park-plaza environment. The expansion would be facilitated through removal of the small segment of Lyman Avenue between York Road and Bellona Avenue. This space could then be converted to a multi-function plaza space with participatory fountains, outdoor dining and a flexible-use space for temporary musical stage or outdoor festival vendors. A sketch of the park-plaza concept is provided below to help convey the larger impact the space and its associated new streetscape improvements on York Road and Bellona Avenue could have on changing the image of the area. The new Five Points Park-Plaza would become the forecourt for a series of five redevelopment opportunities that have been envisioned for the Five Points area and are each discussed in the pages that follow.



Photo 71: The Govanstowne Triangle area (5700 York Rd.) holds a large amount of untapped potential to be a special place surrounded by unique, future destinations for York Road.

of five redevelopment opportunities that have been



After Sketch View 27: Vision of York-Bellona Gateway Triangle mixed-use redevelopment

A three-dimensional sketch of the redevelopment concept is provided above to better illustrate the dramatic and positive change envisioned for the area. Here you can better see the following elements that comprise the full vision:

1. New York Road boulevard streetscape improvements;
2. The new Govans Five Points Triangle Park-Plaza;
3. The Bellona Avenue Streetscape improvements;
4. Future Precision Tune site redevelopment for mixed-use building ground floor retail with office above;
5. The Toss Pizza and Bosphorus restaurants;

6. A new shared-use parking lot
7. The Govans Branch Library at 5714 Bellona Avenue
8. Professional office expansion in the 5700 Block of Bellona Avenue
9. Redevelopment of residential office building for retail expansion in the 5700 Block of Bellona Avenue
10. Existing retail/commercial service vacancies to fill and façade/signage improvement opportunities
11. The Epiphany House building at 5610 York Road
12. Façade and signage improvement opportunities
13. Future Carroll Fuel Service Station site redevelopment for mixed-use building with ground floor retail and office above in the 5600 Block of York Road
14. Ample surface parking for new mixed-use buildings
15. Huber Memorial Church campus reforestation tree planting at 5701 York Road

16. Verizon Building partial adaptive reuse for retail with residential lofts above in the 5700 Block of York Road
17. Shared-use surface parking expansion for Huber Memorial Church and new Verizon Building re-use



Photo 72: Sample vision of new Govans Five Points Park-Plaza space

As you can see in the vision sketch, with the proper planning, design and coordination of public and private improvements, the new Govans Five Points Park-Plaza Triangle has the potential to be one of the strongest areas for catalytic redevelopment and place-making on the Corridor. The changes that are suggested for the area are dramatic, but attainable if they are done in the careful manner conceived herein, that is meant to be mutually beneficial to both the resident and business community.

4B. NEW BELLONA AVENUE ACTIVE STREETSCAPE WITH OUTDOOR DINING

Much of the public realm improvement discussion to this point has been focused on the York Road Corridor for obvious reasons; however, equal importance must be placed on the 5700 and 5800 Blocks of the Bellona Avenue streetscape in the Five Points area for its potential to expand the perceived size of the park-plaza environment. As you can see in the overall vision sketch on page 125, the intent of the Action Plan is to redefine the Bellona streetscape environment from the Enoch Pratt Free Library to its intersection with York Road. The recommended design treatment for the two-block streetscape would be a flush European-style streetscape treatment with high quality paving extending across Bellona Avenue to convey a pedestrian first priority with a traffic calming effect for travelers through the area. Equally important is the ability for the streetscapes to accommodate outdoor dining, casual seating and informal gatherings along the edges of new development surrounding the triangle. This area of Bellona is also suggested for one or two annual street closures to permit the York Road BID and Govanstowne Business Association to plan “Govans Five Points” themed street fairs and events to be programmed for the triangle.



Before 28: Bellona Avenue streetscape at the ‘Triangle’



After 28: Sample vision for a more active York Road/Bellona Avenue streetscape

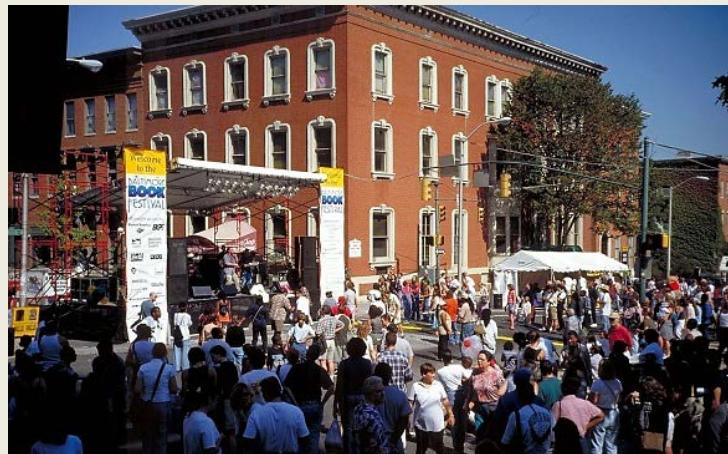


4C. THE PRECISION TUNE OPPORTUNITY SITE

With implementation of the Triangle, Lyman Avenue and Bellona Avenue enhancements, many of the existing sites around the triangle will gain in value and interest to do more with the sites that front onto this new park amenity. Quality park and recreation facilities located adjacent to commercial areas can be a draw for patrons to area shops and restaurants. Family shopping and dining is often scheduled around children's play and sporting events. The park-plaza will also serve as an amenity resource for nearby employers that may be attracted to the Five Points area.



Before 29: Existing York Road streetscape conditions at the Triangle



After 29: Vision for more active triangle - Mount Vernon, Baltimore

The highest priority site for redevelopment on the Triangle is the Precision Tune site, due to its direct connection with the park-plaza, versus other sites that are across the street from the venue. By itself the precision Tune site is relatively small with limited capacity for development and parking; however, when joined with the rear portions of the Bellona Cleaners (5718 York Rd.) and Toss Pizza/Bosphorus sites (5716 York Rd.) (as shown in the Action Plan) the Precision Tune site (5700 York Rd.) can accommodate a significant, iconic, mixed-use building of $\pm 15,000\text{-}20,000$, square feet or more with on-street parking and shared-use off-street parking considered to the rear of the building. The concept would be to extend the already successful restaurant niche that Toss Pizza and Bosphorus have begun to create around the block and out onto the plaza space. This could be supported by professional office space on the upper levels as well, building on the professional offices along Bellona and to the north on York Road. This is a longer term development initiative for the York Road BID/CDC and Baltimore Development Corporation to pursue as the Precision Tune site is currently committed to lease for the short-term, 5-6 years. Every effort should be made by the York Road BID to keep this opportunity high on the priority list for action while the shorter-term plaza/street improvements are implemented, paving the way for development and renovations.



Photo 64: Vision for the architectural scale of the future Precision Tune site redevelopment

4D. VERIZON BUILDING GROUND LEVEL USE AND ANIMATION

The Verizon Building, located at 5711 York Road holds a key position on the Five Points Triangle and extensive frontage on the York Road Corridor which is currently underutilized due to the nature of its limited but important function as a telecommunications switching station. As initially introduced in the economic actions section, the southern half of the building is a critical telecommunications switching station for North Baltimore and must be maintained as such for the future. The northern half of the building could in fact be subdivided for limited redevelopment; however, the key will be finding the right mixed-use combination where the benefits of renovation will outweigh the costs with renovating and



Photo 65: Existing Verizon Building with pedestrian crossing to the Govans Triangle

repurposing the building to meet current commercial and/or residential building codes. Redevelopment as multifamily rental with ground level retail on the street is a strong possibility which requires a determination of architectural, market and financial feasibility and attraction of an interested developer.

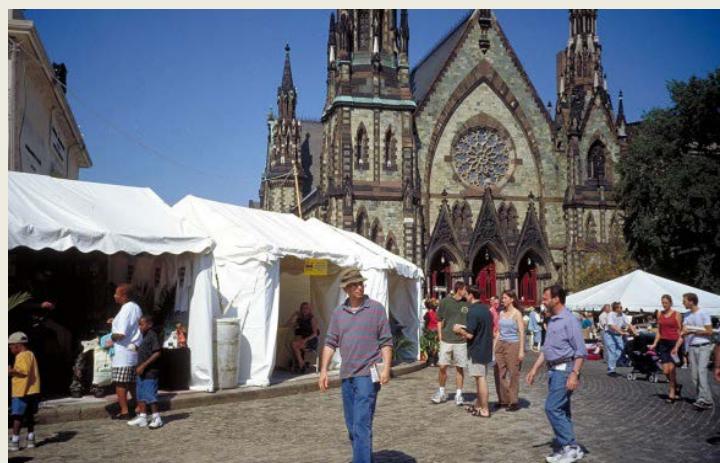


Photo Group 66: Sample visions for active flexible outdoor uses on the new plaza portion of the Triangle where Lyman Street is today



Photo Group 67: Sample visions for active performance use of the Triangle lawn and a pop-jet fountain on the plaza for an additional attraction

4E. BELLONA AVENUE RESIDENTIAL OFFICE REDEVELOPMENT AND EXPANSION

Within the Bellona Avenue area of the York Road Corridor there are a number of small, remnant parcels that are limited in their redevelopment potential due to their shape, configuration, access, parking limitations or all of the above. Of particular note are the Bellona frontage parcels in the 5700 Block of Bellona Avenue between York Road and Lortz Lane, which were established when the southern portion of Bellona Avenue was more residential in use. Currently there are two residential-office use buildings (pictured above) for sale at the corners of Bellona and Lyman Avenues. Just up the street is a third professional office building that is somewhat dated in appearance, but currently houses medical offices with some capacity for additional lease tenants. This issue combined with a couple storefront vacancies to the south at York Road and underutilized storage lots across the street adjacent to Precision Tune makes the Bellona Avenue area feel somewhat dormant and seems as though it is not really contributing to the success of the York Road Corridor in a meaningful way at this time.



Before 30: Existing Bellona Avenue Residential Character in the 5700 Block of Bellona Avenue

For this section of Bellona to realize its optimal potential, a portion of Lyman Avenue and a few structures are suggested for future removal or reconfiguration to facilitate redevelopment of both residential/office and commercial parcels along Bellona Avenue. This initiative would result in a stronger mixed-use avenue organized around the new pedestrian-oriented streetscape environment discussed between York Road and the Enoch Pratt Library. The images provided above show the existing conditions with additional images below conveying the types of context sensitive office development that are envisioned for the Bellona section of the Corridor.



After 30: Sample vision for sensitive commercial mixed-use infill development along Bellona Avenue

4F. CARROLL FUEL SERVICE STATION AND WAREHOUSE SITE

The final site studied for redevelopment potential on the Five Points Triangle is the Carroll Fuel service Station and neighboring warehouse at York Road and Benninghaus Road. This site certainly represents a longer-term redevelopment opportunity as service station sites are typically very difficult to redevelop because they are very profitable commercial uses while in business and when vacated they can be costly to redevelop because they typically can come with environmental issues that must be remediated to move forward. This aside, the YCC felt it was important to illustrate all the opportunities that could be realized around the Five Points Triangle to convey the fullest extent of positive change that could occur in the area under the right market conditions and Business District leadership. The action plan shows the potential for a \pm 8,000-15,000 square foot, one to two-story mixed-use building located at the corner of York and Benninghaus overlooking the new Triangle Park-Plaza. Convenient surface parking for the tenants and patrons is suggested to the sides and rear of the building to decrease its visual impact on the corridor. The result would be a great new building with a powerful address on York Road and the new Five Points at York Road identity!



Photo 68: Existing Carroll Fuel service station

FOCUS AREA G1: TRANSITIONAL AUTO AND MEDICAL USES AND GOVANS ELEMENTARY SCHOOL AREA INITIATIVES

INITIATIVE 5: COMMERCIAL SERVICE & PROFESSIONAL OFFICE PARKING IMPROVEMENTS

The west side of the 5700 and 5800 Blocks of York Road between the Bellona Cleaners and the Govans Presbyterian Church is comprised of a mix of uses ranging from medical offices, to music shops, spas, contractor services and pubs/restaurants. The one thing that ties all these uses together is their auto-oriented focus and larger need for on-site employee and patron parking to serve their business needs. The focus for improvements in this area is not on redevelopment, but with a serious effort to reunify the area with phased façade improvements, signage revisions, parking and service area screening, consolidated and shared-use



Photo 69: Commercial service site that would benefit from organized parking & landscape screening

parking agreements, and streetscape improvements to address deferred maintenance items and excessive paved walkways.



Photo Group 70: Commercial service & professional office use candidates for site & parking improvements in the 5700-5800 Blocks of York Road

INITIATIVE 6: GOVANS ELEMENTARY SCHOOL ENTRY AND PARK

Open space and park amenities are in limited supply along the Corridor, so when and where an opportunity presents itself for public realm enhancement, it should be strongly considered. The Govans Elementary School gateway park along Campbell Lane represents just such an opportunity. Park improvements and a multi-use trail could be established to better link the neighborhoods and the schools recreation facilities with an improved Safe Routes to School pedestrian crossings initiative along York Road between Campbell and Lortz lanes. The Action Plan concept illustrates an alternate perspective whereby Campbell Lane is relocated to the north with a new formal arrival motor court for parent drop-off and buses created at the entrance to the Govans Elementary building. The primary pedestrian promenade to the school would be located on the north side of Campbell Lane and linked to the neighboring homes on Hallwyn and Cording Avenues for direct access. Hallwyn Avenue would terminate in an expanded faculty and visitor parking lot for the school, where visitors are currently forced to park on the grass. The linear park would be relocated to the south side of Campbell Lane for resident use and possible outdoor dining for the new lounge at York and Campbell Lane.

This initiative would serve several purposes and deliver an equal number of community benefits, such as: enhanced linkages, open space enhancement, health benefits, alternate transportation/bikeways, etc. These concepts are illustrated in the existing conditions and character images below. It is also important to note that each of these ideas could also be accomplished with Campbell Lane remaining in its current location, which would likely be a more cost effective solution for inclusion in the Govans Elementary School campus master plan which is currently underway in the Baltimore City 21st Century Schools Initiative.



After 31: Sample vision for new park space, arrival court and parking area for the Govans Elementary School

Before 31: Govans Elementary School entry at Campbell Lane

FOCUS AREA G2: THE STAPLES SITE & OLD DINER SITES AREA INITIATIVES

INITIATIVE 7: THE STAPLES SITE – THE NEW GOVANS NORTH MAIN STREET CENTER

A common theme among the older commercial centers along York Road is that they are somewhat underutilized due in large part to their lower density, single-use orientation and somewhat suburban style development patterns. Older shopping centers across the Country are being significantly reinvented and redesigned, beyond the normal façade renovation updates, to attract businesses and patrons back to their locations to compete with similar new retail centers. The Staples Office Supply Store (5835 York Rd.) in the North Gateway Zone is one of these centers that have greater potential to contribute to the Corridor offerings, if considered for creative and sensitive redevelopment. The Staples site was originally developed under an older, negotiated Planned Unit Development (PUD) zoning designation that permitted the big box use to be constructed along York Road with an abundance of parking and four single-family residences along Clearspring Road. Unfortunately the Staples building was built in a manner that turns its back to York Road and it was over-parked for the intended use, rendering the site underutilized, but a comfortable retail neighbor to the surrounding neighborhood in its current configuration.



Before 32: York Road at the Staples Office Store site



Photo Group 71: Aerial and ground-level overview of the Old Diner lot, Staples sites, Sherwin Williams and Parks Auto sites (from left to right)

To help revitalize and expand the Northern Zone 3 area, the Staples Site and the adjacent old diner lot (5840 York Rd.), Sherwin Williams (5833 York Rd.) and Park's Auto Service Center (5831 York Rd.) sites are suggested focal points for business relocation, demolition and redevelopment in the York Road North Gateway Zone (See recommended Action Plan Concept pictured to the right). During the corridor assessment process, the Staples site was specifically identified as a potential site for future redevelopment consideration. The roughly three-acre site represents a great opportunity to create an expanded mixed-use center showcasing contemporary retailing, parking & open space concepts. The intent is to establish an expanded village ‘Main Street’ approach to retail that blends with and strengthens the existing businesses along York Road and Belvedere Avenue.

To best facilitate the Main Street Retail recommendations, a new entry intersection and access drive would need to be aligned in the center of the Staples property. The alignment illustrated in the concept plan below would allow for new development lining the north and south sides of a two-way, two-lane avenue with parallel parking and generous sidewalks for pedestrians and possible outdoor dining at the York Road entry. This alignment will also allow all neighboring York Road frontage commercial uses to be maintained, if desired, while creating new corner frontage parcels for additional new restaurant, commercial service and/or professional office uses at the gateway intersection.

The new ‘Main Street’ and York Road frontage created should be comprised of two to four, one to two-story structures that would allow for limited upper floor professional office space over the retail and service commercial spaces below. The Avenue could terminate on a new +17,000 – 20,000 SF commercial tenant such as an urban grocery store, family entertainment venue or cluster of specialty store designed to specifically serve the needs of the surrounding neighborhoods. This would be a natural extension of the Belvedere Square ‘retail village’ environment along Belvedere

Avenue and York Road and would be a unique aspect of this center when compared with others in the immediate area to the north in Baltimore County. Illustrated below and on the following page are character images showing the type and quality of uses/architecture, streets, walkways and parking envisioned for this area.

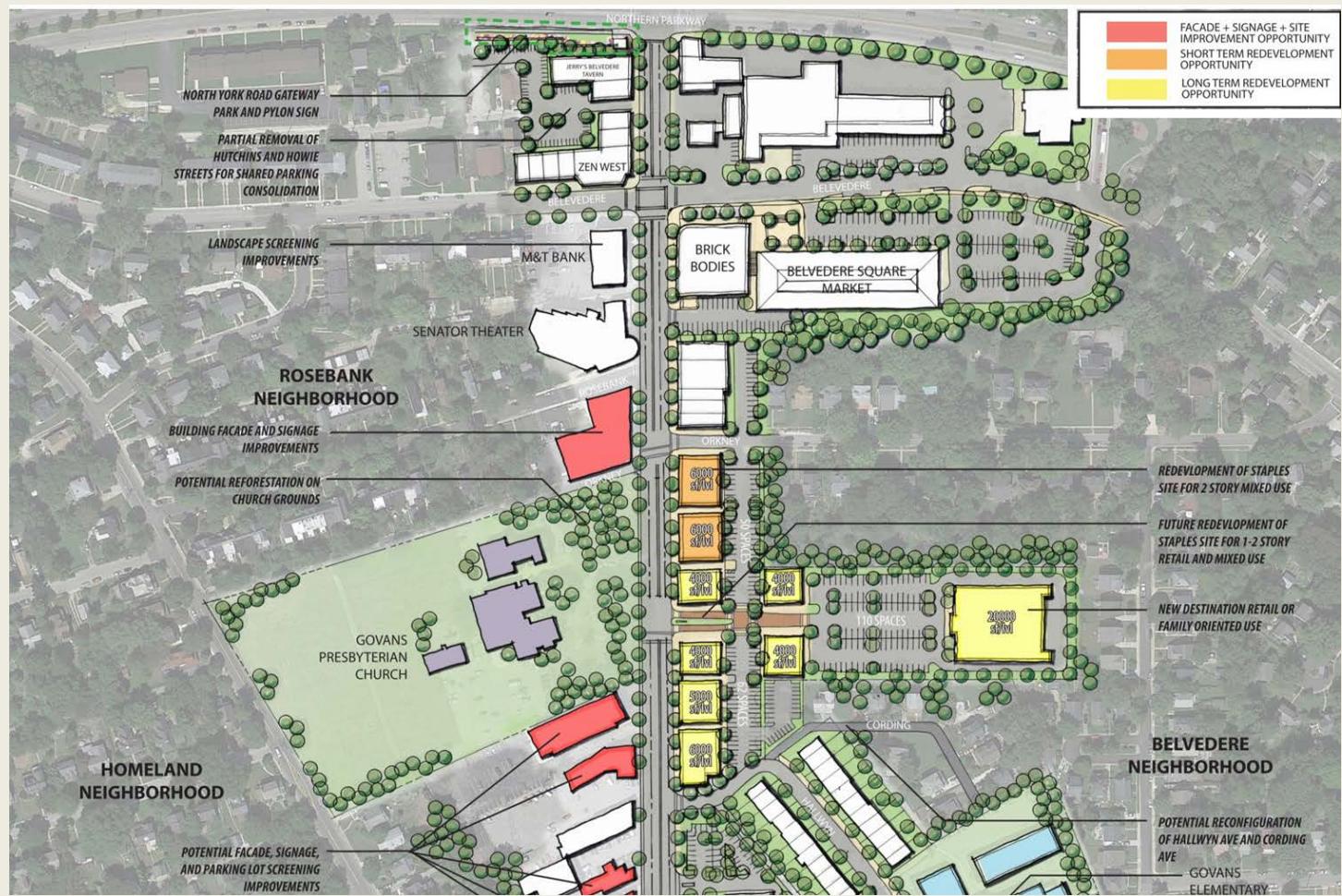


Exhibit 36: Initial recommended concept plan for the old diner site, Staples site, Sherwin Williams site and Park's Auto site



After 32: Sample vision of new retail village gateway at the Staples site with examples of supporting one to two-story scaled commercial buildings fronting onto the York Road Corridor

Ultimately the new York Road Corridor Business Improvement District leaders will need to work with the current property owner and the surrounding neighborhoods to explore a draft redevelopment plan in more detail and rebrand the new village center with a York Road Corridor oriented name to eliminate confusion of where the mixed-use center is located and establish a strong sense of place as a destination, like the Belvedere Square has done. Illustrated to the right are some character images that demonstrate the vision for what the Govans North Main Street Center could become with determination, resources and established York Road BID, City and property owner partnerships.



Photo Group 81: Vision examples of various anchor tenants that could be considered for the reconfigured Staples site

INITIATIVE 8: RESTAURANT AND PROFESSIONAL OFFICE CLUSTER

Capitalizing on redeveloping remnant, vacant and/or underutilized sites is a key initiative for this and other areas along the York Road Corridor. One such site is affectionately referred to as the “old diner site” at 5840 York Road which is currently being used as an unimproved surface parking lot on the south side of Orkney Avenue. It is a relatively small but very important development site given its location near the Senator Theater and its potential to link the Belvedere Square Village Center with the suggested long-term Staples redevelopment. The site has been historically difficult to redevelop due to its small parcel depth, demand for the current overflow parking use and somewhat informal public alley access to the rear. The site is currently owned by Cross Street Partners which is using the parking to help supplement the parking needs for Belvedere Square at this time. For this site to be developed it would likely need to be assembled with the alley to the rear to allow for adequate building depth and parking depth, as shown in the concept plan. The site could accommodate +10-12,000 square feet of ground-floor commercial space for three to four new businesses with the on-street and off-street parking provided. To accommodate the optimal second story of professional office/services space, a shared-use parking agreement would need to be secured with the neighboring Staples site or the sites would need to be assembled and developed as one.



Before 33: Old diner site is currently a parking lot



After 33: Sample vision of quality ground-level retailers with professional offices above

To the south of the Staples Store lie two similar sized parcels of land occupied by a Sherwin Williams Paint Store and Park's Auto Repair garage. Neither of these sites is currently available for redevelopment; however, in setting the development vision for the Old Diner site and Staples site, the YCC wanted to take this opportunity to also explore how the south side sites could fit into the overall Action Plan if they were to come available in the long-term. The result is a concept plan that could again accommodate an additional +10-12,000 square feet of ground-floor commercial space for three to four new businesses with the on-street and off-street parking provided. This concept also recommends removing the western portion of Cording Avenue and joining Cording with the Hallwyn Avenue entry to reduce the number of intersections on York Road and join the Sherwin Williams and Park's Auto sites together if desired in the future. To accommodate the optimal second story of professional office/commercial service space, a shared use parking agreement would again need to be secured with the neighboring Staples Site or assembled and developed as one site. The intent for this initiative would be for the York Road BID, the GBA and the Baltimore Development Corporation to serve as facilitators for engaging Cross Street Partners with the owners of the Staples, Sherwin Williams and Park's Auto sites to

see if the suggested plan (or equal) could be agreed to by all parties as a future development plan for the Orkney to Hallwyn Avenue area.



Photo Group 72: Existing conditions along back of diner lot and public alley (left) with sample vision of how the rear building façade and elevator access could work (center) with eco-centric parking techniques used for improved compact stormwater management (right)

FOCUS AREA H: THE YORK ROAD AND BELVEDERE AVENUE AREA INITIATIVES

INITIATIVE 9: BELVEDERE AVENUE SHARED PARKING IMPROVEMENTS AND AGREEMENTS

One of the most common challenges sited in the Belvedere Avenue area is the limited amount of parking for the Belvedere Avenue businesses that lie outside of the Belvedere Square shopping center. User-friendly, centralized metering has certainly helped to make optimal use of the on-street parking resources available. However, there are relatively few off-street parking lots in the area and most of those are privately held, managed or reserved spaces that may be underutilized in the evening when professional offices in the area 5800 and 5900 Blocks have closed. The other occurrence is when separate smaller parking lots could actually be combined to create one larger shared parking lot that would yield more spaces for all property owners or tenants involved.



Before 34: Hutchins Avenue parking constraints behind Jerry's Belvedere Tavern & Zen West



Photo 83: The Hutchins Avenue parking area is divided into multiple private owner lots with varying levels of permitted patron use



After 34: Sample vision of consolidated parking lot with ample shade tree islands

Both approaches come into play in the Hutchins Avenue area behind Jerry's Belvedere tavern and Zen West. This surface parking area is currently divided into four small lots by Hutchins Avenue. If the commercial portion of Hutchins Avenue as a street was removed by the City and a public access/egress easement was put in place with the adjacent property owners agreeing to a new unified parking lot with shared parking agreement, the resulting lot would yield many more

spaces than currently exist today. This would be a win-win initiative for the BID to implement with the City and the associated local property owners and business tenants. It's important to note that during standard daytime business hours a percentage of spaces would be reserved for each use, while in the evening the office tenant spaces would be signed for evening use by the restaurants in the block. This approach is successfully used in many retail districts on a block by block basis with written shared use agreements established and self-governed between parties.

INITIATIVE 10: THE NORTH GATEWAY

Like the south entry to the York Road Corridor, the north gateway entry at the York Road and Northern Parkway intersection also suffers from a general lack of signage, wayfinding and landscaping announcing the York Road Corridor as a destination. Visitors and patrons entering the city from Northern Parkway and Baltimore County are greeted by a somewhat stark looking corridor in the first block between Northern Parkway and Belvedere Avenue. This is due in large part to a clash of conditions including: deferred streetscape maintenance; large transit stops; remnant green spaces; and outdated façade and signage. This is a very important entrance to the new York Road Corridor as it forms the first impression of the corridor and the City for the many travelers going through this area each day.

This area is suggested for a parallel enhancement initiative with that proposed for the South Gateway, including the design and implementation of streetscape enhancements and gateway signage incorporating new marketing brand/logos for the York Road Corridor. Fortunately there is a large open space on the southwest corner of the intersection adjacent to Jerry's Belvedere Tavern that would be ideal for creating a large gateway park and entryway that would serve two purposes. It would be an amenity and attraction for patrons dining outdoors at the Tavern while also announcing the corridor in a grand manner in keeping with the scale of the large four-way intersection. The intent is to create a unique, fresh contemporary and artistic statement that best expresses the York Road Corridor and its neighborhoods. Ideas for the corridor branding and identity to be used in the gateway could be generated through a local competition and judged in a public forum to gain majority consensus on the best direction(s) for the York Road BID to pursue.

This enhancement initiative should be implemented as an early-action project through the Business Improvement District and Baltimore City Department of Transportation partnership for transportation enhancements for the York Road/Northern Parkway intersection area that would be carried south through the northern Zone 1 portion of the York Road Corridor.



Before 35: Existing open space at the corner of Northern Parkway and York Road



After 35: Sample of gateway identity signage and open space landscape improvements needed for the York Road Corridor gateway entries

THE NORTHERN ZONE 3: YORK ROAD CORRIDOR NORTH GATEWAY SUMMARY

The “York Road Corridor North Gateway Zone” has the potential to be an enhanced, expanded mixed-use village destination that builds upon the strongest qualities of the surrounding neighborhoods, existing successful businesses, reinvigorated Senator Theater and Belvedere Square Marketplace. The recommendations set forth in this Zone’s Concept & Action Plan are intended to showcase those qualities, while creating a new vision and physical framework for restructuring the area to be something more than the strip commercial shopping node that it is today. When finally implemented, the plan for the York Road Corridor North Gateway need not look exactly like the concept plan illustrated in this section, as long as the key principles and objectives of the recommendations are followed. There are many individual property conditions and property owner interests that will have to be addressed in partnership with the recommended York Road Business Improvement District and City of Baltimore to see the full potential for this area as a mixed use enclave for living, working, recreating, and shopping come to fruition. The key is to remain focused on the Zone’s vision and continually reference this document for guidance in making both public realm improvement investments and private project approvals that will support the vision becoming reality.

OVERALL YORK ROAD CORRIDOR SUMMARY

The detailed Zone and Focus Area concept plans presented in this section are intended to provide a clear and direct, yet flexible, corridor framework to guide the physical revitalization and redevelopment of the entire York Road Corridor – York Road Corridor Action Plan area. The planning principles, public realm enhancements and private development concepts are meant to spark interest and broaden the thinking of what the Corridor and this portion of North Baltimore could become if a clear vision were put in place and adopted for all to follow consistently. Many of the concepts presented herein can also be applied to other sites along the corridor that may have been identified as permanent today, but may become available for redevelopment at a future time. The important points to take away from this physical study and Action Plan are:

- Setting a positive first impression and memorable experience on the Corridor is the key to success and return visitation.
- Reducing and redefining the amount and type of commercial development and other uses to fit the local and regional needs is critical.
- Encouraging historically commercial areas to transition to new mixes of uses that respond to current needs is important to maintaining an active corridor.
- Creating a sense of place on the corridor is important to marketing York Road as a unique destination or series of unique destinations, rather than a collection of auto-oriented uses.
- Establishing a quality public realm environment can be the catalyst for attracting new private investment to the area, often in geometric proportions

Neither the public nor private sector can revitalize the corridor alone. It will take a series of well-coordinated immediate, short-term and long-term actions completed in partnership by the recommended new York Road Business Improvement District/CDC, the York Corridor Collective, the Govanstowne Business Association, the City of Baltimore, property owners, local stakeholders and the District 4 neighborhood associations to realize the vision and full potential of the York Road Corridor.

The on-going murals program for York Road shall be carefully located to avoid loss of artwork to anticipated building façade renovations and redevelopment.

VISIONS FOR YORK ROAD...

"The current Govanstowne identity within the York Road Corridor is in need of rebranding, leading this action plan to adopt the York Road Corridor Action Plan title until the community can arrive at an appropriate new identity that replaces the current Govanstowne brand. There should be no misunderstanding that the ultimate identity and title for the corridor will come from a separate, important rebranding, marketing and naming process with the business association and community!"



Murals that celebrate the York Road Corridor's community heritage and change through time can help to educate when coupled with interpretive markers.

Welcome to the new GOVANS FIVE POINTS TRIANGLE...
A new gateway for the York Road and Bellona Avenue corridors!

VISIONS FOR YORK ROAD...

"Our York Road is a green and vibrant main street where residents and families walk to support our thriving businesses and where senior citizens and students alike gather to enjoy the diversity of our community offerings."



A view of the new Govans Five Points Triangle Park-Plaza with surrounding streetscape improvements and redevelopment opportunities.

ACTION PLAN SUMMARY 3



A view of the expanded professional offices and mixed-use family entertainment area.

3.1 ACTION PLAN IMPLEMENTATION STRATEGY

The following are a series of implementation action steps that need to be taken to help guide the establishment of a commercial management capacity along the York Road Corridor, particularly through the operations of a Business Improvement District (BID). It is our firm conviction that, though certain incremental improvements will likely take place along the Corridor without the mediation of a BID, the pace of improvements will be much slower and progress will be uneven at best. There is no “silver bullet” magical solution to the issues of urban commercial districts (especially two-mile strips like the Corridor), but a well-functioning BID can over time help a commercial district to aim higher and better serve the needs of a diverse consumer base.

The BID is, therefore, the critical actor in all of the implementation actions. If the BID is not initiating action itself, it is coordinating the actions of its stakeholders and partners.

It is important to recognize that some of the actions steps can be, and should be implemented immediately, while others may take longer to implement. We provide general timeframes to be used for implementing the vision of the Master Plan.

- Short-Term Actions (12 - 18 months): The focus is on the proper establishment of the Business Improvement District. Community and business support must be mobilized with clear explanations of BID benefits (and costs). Research must be done into the proper legal structure (understanding State and City enabling legislation) and operating structure (learning from the Downtown Partnership, Charles Village Community Benefits District, Main Street districts, etc.) Developing an operating budget including uses and sources will involve an engaged Board of Directors and interaction with many public and private partners. The Board can hire staff once the BID is established and an income stream is assured...in the meantime, foundation or institutional funding may be necessary to bridge the efforts of transitional staff into the permanent entity. Certain critical issues like input into the Transform Baltimore zoning code must also be attended to, since they are very time sensitive.
- Mid-Term Actions (18 - 36 months): The focus is on initiating solid operational programs (clean/safe), monitoring systems/communications networks (key development sites, property owners), and partnerships (GBA, City agencies) which will attend to day-to-day issues—making gradual improvements with an eye to the long-term. In particular, transportation infrastructure issues require lengthy analysis and the involvement of the City’s Department of Transportation with a long lead time in order to make changes in the City’s capital budget.
- Ongoing Actions - Ongoing actions begin almost immediately and continue as long as the BID is in operation. Setting goals, benchmarking performance standards and monitoring action are critical activities for demonstrating the value of the BID to stakeholders. Creatively marketing the Corridor and its commercial businesses in order to build their financial success and better serve the residential neighbors is most important.
- As Needed - Once the York Road BID is established, delivering its core services and financially solid—certain other opportunities may present themselves to further improvement of the Corridor by taking on the role of developer through a community development corporation (CDC) subsidiary. The CDC could possibly buy key “orphan” properties and facilitate their redevelopment.

TABLE 4:
THE YORK ROAD CORRIDOR
URBAN DESIGN & COMMERCIAL REVITALIZATION PLAN
IMPLEMENTATION PLAN MATRIX

Goal/Objective	Action Initiatives	Detail	Timing	Partners
Establish Business Improvement District (BID)	Build Community Support	Contact Community Associations, Businesses	Short-Term	YRP, GBA
	Build Legal Framework	Research State/City Enabling Legislation	Short-Term	BDC, City Council
	Develop Program Model	Research DPOB, CVCBD	Short-Term	YRP, GBA
	Develop Budget	Work with City, State, Foundations, Community	Short-Term	BDC, City, Foundations
	Recruit Board	Stakeholders: Businesses, Community, Institutions, Government	Short-Term	YRP, GBA
	Determine GBA role		Short-Term	GBA
	Recruit Staff		Short-Term	
	Rent Office Space		Short-Term	
Business Improvement District Activities	Planning & Zoning (TransForm Baltimore)	Encourage Redevelopment of Underutilized Properties	Short-Term	City Council, Planning
		Encourage Higher Density, Mixed Use Development	Short-Term	City Council, Planning
	Visual Appearance	Daily Trash Clean-up	Ongoing	
		Façade Improvements	Ongoing	BDC, State
		Streetscape (benches, planters, banners)	Ongoing	
		Review the City Design Guidelines for Any Adjustments from the Action Plan	Short-/Mid-Term	Planning
		Public Art Installations	Ongoing	
	Public Safety	Work with Police Department	Short-/Mid-Term	Police
		Work with Property Owners, Businesses	Short-/Mid-Term	GBA
	Monitor Key Development Sites	Old Diner/Staples Site	Short-/Mid-Term	Property Owners
		Verizon Building	Short-/Mid-Term	Property Owners
		Govans Triangle Site (Precision Tune)	Short-/Mid-Term	Property Owners
		Woodbourne Avenue (Family Dollar)	Short-/Mid-Term	Property Owners

TABLE 4 Continued:
THE YORK ROAD CORRIDOR
IMPLEMENTATION PLAN MATRIX

Goal/Objective	Action Initiatives	Detail	Timing	Partners
Monitor Key Development Sites (Cont'd)	Govans Manor Redevelopment	Govans Manor Redevelopment	Short-/Mid-Term	Property Owners
	Loyola Public Safety Site	Loyola Public Safety Site	Short-/Mid-Term	Property Owners
	Agape Christian Center Block	Agape Christian Center Block	Short-/Mid-Term	Property Owners
	JAI Medical Offices	JAI Medical Offices	Short-/Mid-Term	Property Owners
	Target Key Community Needs	Supermarket	Short-/Mid-Term	BDC
	Jobs/Economic Development	Jobs/Economic Development	Short-/Mid-Term	BDC
	Recruit New Businesses	Recruit New Businesses	Short-/Mid-Term	BDC
	Institutional Engagement	Institutional Engagement	Ongoing	Loyola, Notre Dame, Churches
	Residential Community Engagement	Residential Community Engagement	Ongoing	YRP
	Transportation Infrastructure	Walkability	Mid-Term	DOT
Corridor Marketing	Mass Transit	Mass Transit	Mid-Term	DOT
	Bike Lanes	Bike Lanes	Mid-Term	DOT
	Traffic Calming	Traffic Calming	Mid-Term	DOT
	York Road Streetscape Project (South End)	York Road Streetscape Project (South End)	Mid-Term	DOT
	Media Relations	Media Relations	Ongoing	GBA
	Branding	Branding	Ongoing	GBA
Community Development Corporation	Farmers Market	Farmers Market	Ongoing	GBA
	Festivals/Fairs/Events	Festivals/Fairs/Events	Ongoing	GBA
Monitor Success	Real Estate Broker Relationships	Real Estate Broker Relationships	Ongoing	GBA
	Seasonal Decorations	Seasonal Decorations	Ongoing	GBA
	Determine Feasibility, Objectives	Determine Feasibility, Objectives	Mid-Term/As Needed	BDC
	Acquire, Improve Target Sites	Acquire, Improve Target Sites	Mid-Term/As Needed	BDC
	Set Quantifiable Objectives	Set Quantifiable Objectives	Short-Term	
	Benchmarking	Benchmarking	Short-Term	
	Measure Quarterly/Annually	Measure Quarterly/Annually	Ongoing	
	Annual Awards	Annual Awards	Ongoing	

3.2 NEXT STEPS/MOVING FORWARD

The York Corridor Collective, Govanstowne Business Association, York Road Partnership and all their member organizations have been working for months and years in determining the need for a strategic plan for the York Road Corridor and, in particular, for more aggressive management of the Corridor in order to execute the plan. Efforts have included:

- Empowering and coalition-building among neighborhood organizations in Market Area residential neighborhoods
- Reaching out to local business through the Govanstowne Business Association
- Building relationships with City government: City Council, Baltimore Development Corporation, Planning Department, Department of Transportation and more
- Creating community-building opportunities like the Farmers Market

The ULI TAP process and the current planning effort build on all those critical efforts. The most important outcome of the process to-date is the creation of an effective Business Improvement District structure and operation. Next steps in the creation of the BID are likely to take at least 6 months to one year and include:

1. Commitment of a project manager to facilitate the process through the next 6-12 months.
2. Research into State of Maryland and Baltimore City legislation to determine precise requirements for creation of a BID on York Road. (If State action is required, due notice of General Assembly calendar must be taken.)
3. Research into experience of Downtown Partnership and other local BID, Community Benefits Districts, Retail Business Districts, etc. to determine best practices.
4. Continued involvement with residential and business communities to assure strong support when legislation is introduced.
5. Determination of BID role in Corridor: desired services to be offered, e.g., sanitation, safety/security, communications/marketing, transportation, streetscape, government liaison, etc.
6. Budget proposal based on financial analysis of costs/benefits, operating revenues/expenses, fee-for-service opportunities, negotiations with City and other funding sources.
7. Analysis of commercial assessable base along York Road to determine (and get some buy-in from property owners) regarding annual charges. Some payment-in-lieu of taxes might be suggested for tax-exempt property owners in the Corridor which will benefit from improvements in the Corridor.
8. Introduction of authorizing legislation at City Council.



Photo 73: Public review of final York Road Corridor action recommendations



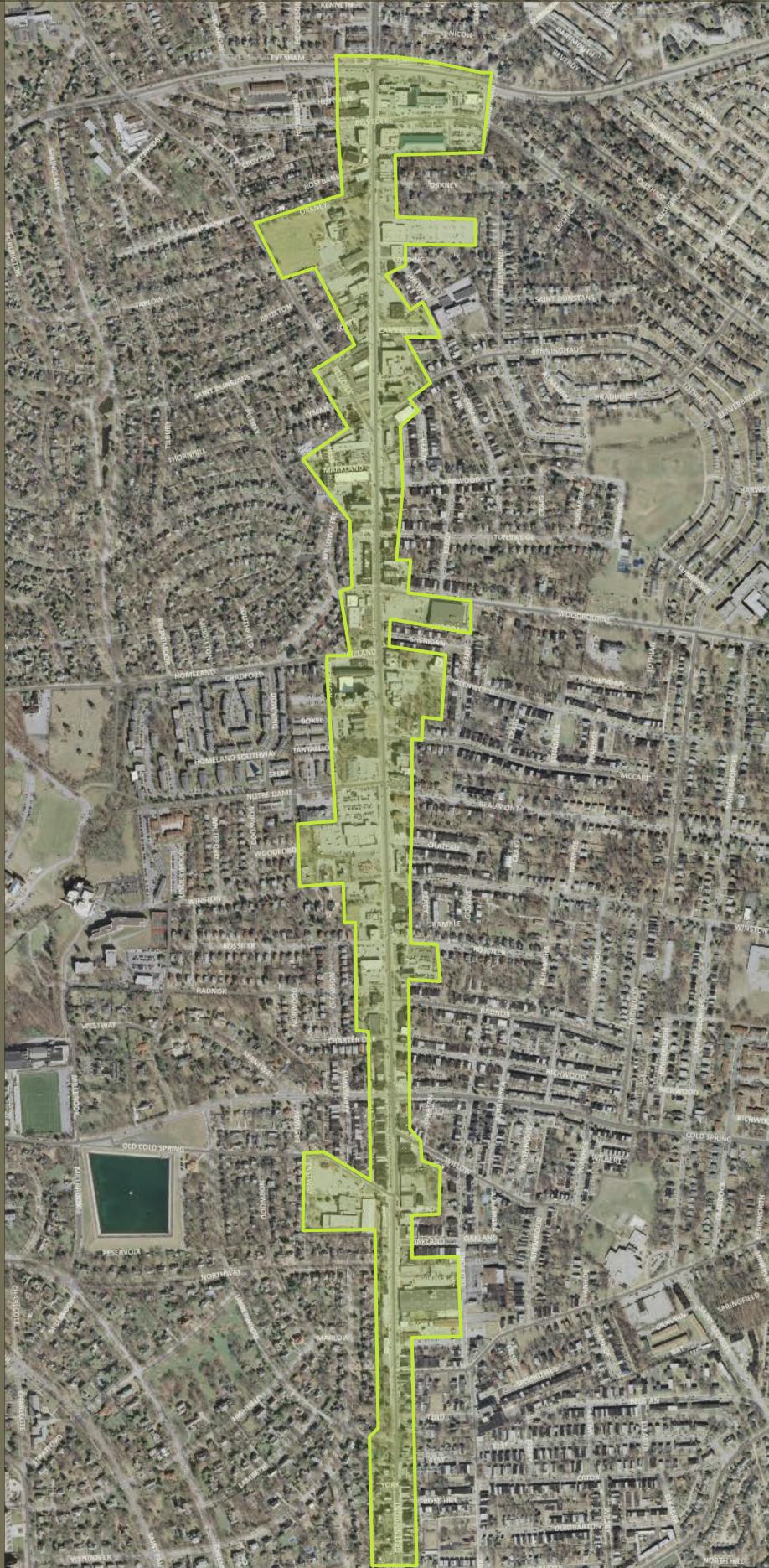
Photo 74: Final public presentation of York Road Corridor action recommendations

BALTIMORE, MARYLAND



**Urban Design + Commercial Strategies Plan
for Baltimore City's York Road Corridor**

THE YORK ROAD CORRIDOR VISION & ACTION PLAN



For more information please contact:

York Corridor Collective (YCC)
Ms. Erin S. O'Keefe
Director for the York Road Initiative
5104 York Road
Baltimore, MD 21212
410.617.2699
eokeefe1@loyola.edu



A plan for strengthening YORK ROAD's anchor role in our North Baltimore communities!