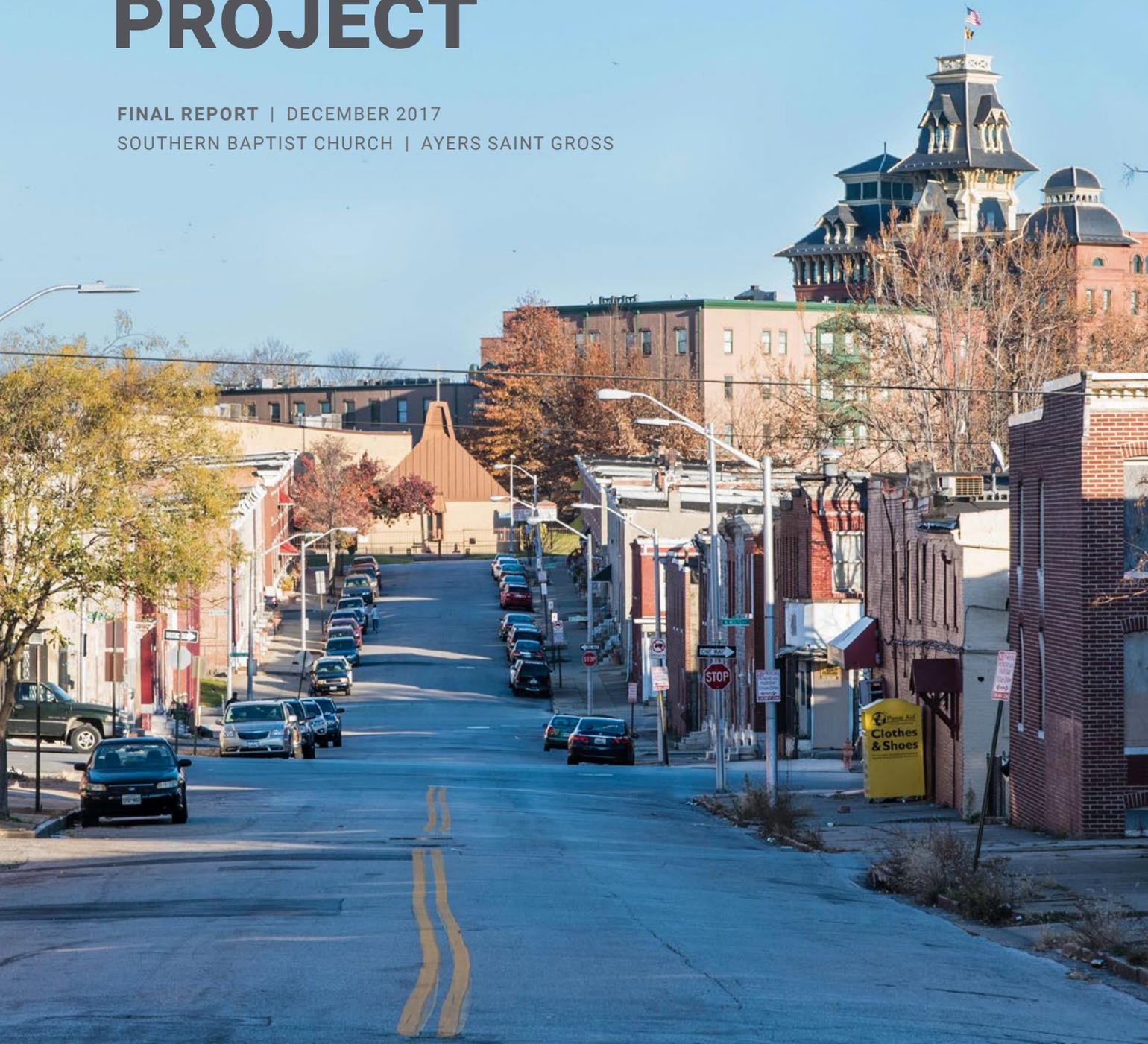


EAST BALTIMORE REVITALIZATION PROJECT

FINAL REPORT | DECEMBER 2017
SOUTHERN BAPTIST CHURCH | AYERS SAINT GROSS



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Foreword by Reverend Dr. Donte L. Hickman

It has been nearly 50 years since the riots of 1968 riveted and ravished the inner city Black communities of America. African-Americans were dealt a tumultuous blow at the assassination of Dr. Martin Luther King, Jr. Dr. King was an educated, prolific and spirit-filled Black Baptist Minister who passionately trumpeted the call for justice and equality for African-Americans who had endured oppression, segregation and "Jim Crow" laws. With the community's vote of confidence and unwavering support, his vision and voice propelled a disenfranchised people to be able to engage in the full democracy and citizenship of America, while simultaneously restoring hope and pride in what we as an integrated human community could achieve.

Now nearly 50 years later many African-American urban communities are a reflection of despair, depravity and dilapidation. And to make matters worse, the industrial jobs that enabled many families to participate in the middle class have dissipated. The coping mechanisms of substance abuse, alcoholism, and gangs as well as single parented homes, food deserts and blight with little to no access to amenities and subsidies have replaced once thriving communities. Because of severe depopulation, schools and quality educational and recreational facilities have almost disappeared. And without a substantial tax base the local government has scarce resources to invest in and plan for distressed communities. Nevertheless, in the midst of the blight and the hopelessness the faith based anchor of the Black community known as the Church remained. And I contend that if these urban communities of enculturated poverty will be restored, the churches that remained have to rediscover, redefine and reignite their mission for justice and equality and include community development.

Historically, the church has always been the hub, the meeting place and the center of trust for the African-American community. The church has served as a bulwark and transformational agent empowered by the people to herald their hopes and dreams for freedom, justice and equality. And today, in the midst of communities of seemingly hopelessness in East Baltimore five Pastors and their churches have come together to lead in the development of a Master Plan known as the East Baltimore Revitalization Project to restore people as we rebuild properties in an underserved, underestimated and underfunded 1000 acre footprint of East Baltimore. And we believe that this model of collaboration led by the faith-based community in partnership with the business, health, education, and public safety communities and local and state municipalities can be a formidable model for community revitalization and transformation in urban centers across America. For the Bible says, "Where there is no vision the people perish." So this document provides a clear and cohesive vision, analysis and guide towards re-creating health in impoverished urban communities. What was once mistakenly dubbed, "A Neighborhood Without Hope", but more accurately "A Neighborhood Without Help" can finally, through this document, be seen as one of the greatest hidden treasures of our city and propel our city and all of its citizens even beyond its former greatness.

- Reverend Dr. Donte L. Hickman

“I believe entrenched poverty has deteriorating effects on the psyche and pathos of people across cultural and generational lines. And I contend that any efforts at community revitalization will fail if there is not also careful consideration to restore, retool, recruit, and reinvest in the human capital of inner city residents – not just an area’s brick and mortar.”

REVEREND DR. DONTE L HICKMAN

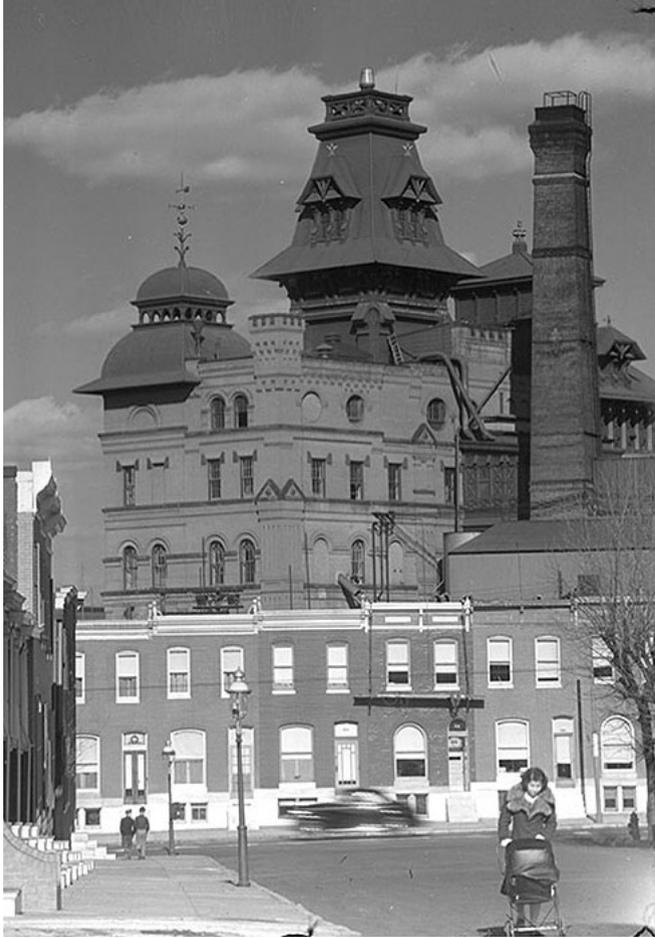
“THE ROLE OF POVERTY IN THE BLACK COMMUNITY,” BALTIMORE SUN, MARCH 11, 2016

INTRODUCTION

Baltimore has a tortured history of poverty, racial discrimination, crime, and abandonment. Some of the most forgotten neighborhoods have been overrun by these issues, namely large parts of East Baltimore. While many residents fled these parts of the city over the past few decades, a number of lifelong citizens and institutions remain, anchoring the neighborhood with hope and memories of past vibrant economies. In order for these neighborhoods to flourish once again, people must move back, amenities must be restored, and opportunities must be created to not only rebuild the neighborhood, but also restore the people. To help spur this positive growth, the neighborhood needs a bold vision and plan for what it can become.

The East Baltimore Revitalization Plan presents big ideas for better connecting and building on assets in East Baltimore and recommends strategic infill in Broadway East to provide opportunities for people of all walks of life. By focusing new development along corridors that have the highest vacancy rates, this plan not only supports existing residents staying in the neighborhood, but also builds an economy in the neighborhood for vacant properties to become renovated into homes again.





"It's depressing," said Leslie Funderburk, one mother who lives in the neighborhood. "How can you expect someone to have a positive outlook on life, when all they see is destruction?"

"A NEIGHBORHOOD ABANDONED" – BALTIMORE SUN 2006

1. N Collington Ave. and American Brewery circa 1940, Kniesche Collection, Maryland Historical Society
2. N Collington Ave. and American Brewery, 2017, photo by Evan Woodard at Top S3cr3t Photography
3. Goetze's Meats Plant on Sinclair Ln, circa 1940, Baltimore Gas and Electric Collection at the Baltimore Museum of Industry
4. Goetze's Meats Plant on Sinclair Ln, 2016, Google Maps
5. Lafayette Courts circa 1967, photo by Richard Stacks, Baltimore Sun

A BRIEF PLANNING HISTORY

“It used to be a village, and now the village is gone.”

– TONI ROBINSON, COMMUNITY MEMBER

The industrial era of Baltimore was a thriving time. The city experienced rapid population growth with both domestic and foreign immigrants moving to Baltimore in the hopes of securing a well-paying industrial job. This growth shaped Baltimore into the city we know it as today. Streets lined with rowhouses were what many factory workers called home. Nearly a million people lived in the city by 1950 and factories such as Bethlehem Steel were major employers for those living in Baltimore.

Subtle economic changes began in the 1960s as industry started to decline. Between 1950 and 2000, Baltimore lost over 100,000 manufacturing jobs. Combined with the loss in jobs came the 1968 riots following the Assassination of Rev. Dr. Martin Luther King Jr. In Baltimore, the riots left six people dead, over 700 injured, and hundreds of small businesses burned, never to return.

With the loss of jobs and riots came a drop in population. By 2000, Baltimore had lost over one third of its population. People who could afford to leave the city moved to the county. Poverty became more concentrated in the city and abandonment and disinvestment in once vibrant neighborhoods spread.

Unfortunately, over the past century Baltimore struggled with much more than population loss. As the first city to adopt a racial zoning code in 1911 that was later deemed unconstitutional, Baltimore's history of segregation and racism

is rife. For decades, housing policy and mortgage lending across the United States promoted segregation and inequality. Redlining and blockbusting occurred throughout Baltimore, further segregating neighborhoods and promoting disinvestment in non-white neighborhoods.

In the 1950s and 1960s, Baltimore embarked on an aggressive urban renewal program that displaced more than 25,000 people, close to 90 percent of them African-American. Concentrating residents in high-rise public housing, combined with the decline in jobs across the city and flight of the upper class, these high-rises became magnets for crime and drugs.

Fortunately, many of the high rises across Baltimore were demolished beginning in the 1990s. However, the crime infesting them was not and instead, spilled into the streets of the city. Violent crime and drug trade gravitated towards abandoned neighborhoods with high vacancy and poverty rates further deteriorating these fragile neighborhoods.

Despite all of the hardships, many remember what East Baltimore once was; a vibrant neighborhood with jobs, amenities, services, opportunities, housing, and more. There are many existing residents and anchor institutions that retain hope for the future.





- 1. N Washington St. at Ellsworth St.
- 2. Former Baltimore City Pumping Station
- 3. Corner of N Gay St. and E Oliver St.
- 4. Inside of the former Bugle Laundry Factory
- 5. Roof of the former Goetze Meat Factory
- 6. 1700 Block of N Collington St.

PROJECT BACKGROUND

In the early 2000s, five East Baltimore churches came together with the common mission of improving their neighborhoods. Southern Baptist, Israel Baptist, United Baptist, Greater Gethsemane Baptist, and Ark Church collectively sat down to outline a strategy for how to address dilapidation, vacancy, crime, and poverty in their communities. Witnessing the once vibrant neighborhoods in East Baltimore fade away over the past forty years, the churches began acquiring vacant property with the goal of eliminating blight in and bringing services to their neighborhoods. They designated a study area with the north-south boundaries of Sinclair Lane and Orleans Street, and east-west boundaries of Lakewood Avenue and Ensor Street in an effort to grow contiguous positive development in East Baltimore. Within this 1,000-acre area, the churches drew footprints of influence where they would each begin to acquire vacant properties in an effort to remove blight and improve their surrounding neighborhoods.

Over the past 15 years, the churches amassed nearly 22 acres of property with the Southern Baptist Church at the forefront of vacant property acquisition, totaling over 9 acres. In 2013, Southern amassed half of a block of vacant rowhomes, which they demolished and built the Mary Harvin Transformation Center, a senior housing project with community space on the ground floor. Upon completion in April 2016, the Mary Harvin Transformation Center opened to nearly 100 percent occupancy; however, the process of building Mary Harvin was not easy.

In April 2015, during the Freddie Gray unrest, Mary Harvin was set on fire while under construction. This led to Reverend Hickman penning a powerful Op Ed in the Baltimore Sun, "Missing the point in Baltimore" (see p. 10). This Op Ed garnered the attention of Johns Hopkins President Ron Daniels, who reached out to Reverend Hickman and embarked on a tour of the neighborhood around the church. President Daniels saw the magnitude of property the church acquired over the years and listened to Reverend Hickman's ideas of bringing family and medical services, new housing, community centers, recreation, and youth programs to the neighborhood. All of these ideas combined with the church's incredible progress acquiring vacant property and success with Mary Harvin led President Daniels to recommend the church and neighborhood embark on a Master Plan to holistically realize a larger vision for the neighborhood.

At the request of President Daniels, the architecture and planning firm, Ayers Saint Gross, sat down with Reverend Hickman and learned about the church's ideas for the neighborhood. The need for a clear, collective vision and master plan for the future was evident and it was critical that this visioning and planning effort be built from the community up. Both the church and Ayers Saint Gross wanted to ensure that the community was not only heavily involved with the development of this plan, but empowered throughout the process by learning planning tools and language to shape the future of their neighborhood.



Five Church Anchors

- Ark Church Property
- Greater Gethsemane Baptist Church Property
- Israel Baptist Church Property
- Southern Baptist Church Property
- United Baptist Church Property



TOP: Mary Harvin Transformation Center, Photo by Marks Thomas Architects

BOTTOM: News footage of the fire that destroyed Mary Harvin in April 2015 while it was under construction; Image by WBAL-TV/SkyTeam 11

ORIGINALLY PUBLISHED IN *THE BALTIMORE SUN*, MARCH 2016

Missing the point in Baltimore

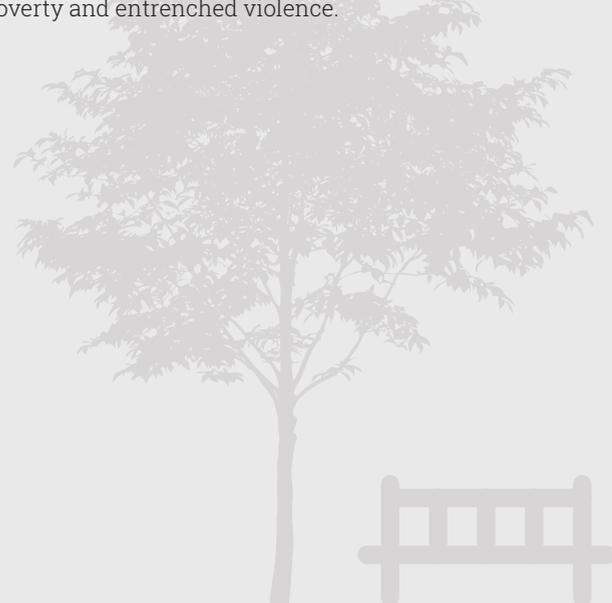
In their book, "Adventures in Missing the Point," Brian McLaren and Tony Campolo contend that limited ways of thinking prevent us from accurately diagnosing our situation, and hence, offering a remedy for our problems. "If global capitalism makes the rich richer and leaves the poor in poverty, what will we do?" they ask. "Merely thank God we're among the rich? Can we say we love God if we don't love our neighbor who lives in an overpopulated, underfed, overpolluted, undermedicated, strife-torn slum?"

Their observation rings true as I reflect on statements made by elected officials in the aftermath of the Freddie Gray case, and on the unconscionable homicides that have since stalked our city. After the fires of rebellion and protest died down, one of our elected officials said, during the Preakness, "Baltimore is ready to exhale." Later, the official said that "the city is moving forward." I admire the determination of elected officials to accentuate the positive, but they may be doing so while ignoring the obvious: 42 homicides in Baltimore during the month of May, the largest number in a month since 1990, and 29 in June.

Those numbers hardly suggest the city is ready to exhale and move forward, and neither do a host of other conspicuous problems, including: residential water shut offs, economic disparities and community neglect, underfunded schools, over-incarceration and unsafe neighborhoods. Until these issues are effectively addressed, it seems that we are missing the point – several in fact.

The point is that we have an unemployment rate for black Baltimoreans that is two and a half times the national average. Before massive deindustrialization, and job and capital flight, Baltimore was once a thriving city with a population of nearly a million people. Many of the men in my family made a living working at places like Grace Chemical and Bethlehem Steel. They were proud homeowners who often had the luxury of two cars in their garages. My grandfather was delighted to share the same neighborhood as former Mayor William Donald Schaefer when upward mobility boosted him from Lexington Street to Edmondson Village.

Not much later job insecurity besieged many of our homes as black men were laid off and eventually displaced from work with few opportunities to work again. Trade schools cropped up to help fill the employment vacuum, rivaling public high schools' role in supplying students' labor-intensive skills for jobs that were often obsolete by the time students entered the marketplace. Few of us had the foresight to embrace STEM to fit a highly technical and specialized niche; and neither could we stem the tide of shipping jobs overseas. Thousands of folk in subsequent generations seem to have been written off to persistent poverty and entrenched violence.



We are also missing the point when we don't eliminate the blight in our urban communities. It is disconcerting to witness rows of houses with irreparable infrastructure damage and caved roofs not immediately condemned and razed. It is more than an eyesore; environmental poverty devastates the human psyche. Dwelling in rat infested neighborhoods with boarded up housing – and being bombarded with vacant lots and alleys glutted with garbage, and an urban landscape dotted by liquor stores, unhealthy advertisements and police cameras on nearly every corner – eviscerates hope and reinforces poverty and crime as a destructive norm. It is not enough to take advantage of redevelopment opportunities downtown without addressing the dehumanizing poverty and corrosion uptown.

We are missing the point when we provide limited and narrow interpretations of a complex problem. For instance, the unjustifiable violence, and the sale and use of drugs, in our disenfranchised communities are coping mechanisms for people who have been abandoned and left with methadone clinics instead of mental health counseling. Our most vulnerable community members are offered jails but not jobs, and the rat-a-tat of high magazine guns but not recreation centers.

We are missing, too, a focus on the human capital within our communities. While I applaud the move to integrate our society in the '60s, our efforts also unintentionally widened the gap of the have-gots and the have-nots in our urban centers. We must refocus our priorities on restoring people as we rebuild properties in Baltimore. We have to address the real and felt needs of a disadvantaged populace in Baltimore with healthy and vibrant communities and not political rhetoric and the jail cell – and with safer and stronger schools, jobs and training, and mental health services. We must stop legitimizing gang cultures and, instead, offer incentives of creative opportunities of recreation and redevelopment. If Baltimore is truly to exhale and move forward, we need innovative and sincere leadership that will harness the massive intellect, ideas and energy of our communities to revitalize the most impoverished areas of our city.

Ever since the indictment of the police officers in the Freddie Gray case, and the sub-sequent seeming calm of the rioters and protesters, I have been anxiously awaiting a plan to redress the city's age-old systemic maladies. Let's not keep missing the point by allowing false perceptions of progress in certain sectors of our city to anesthetize us from the hard realities in other quarters of our city. We are not ready to move forward until all of Baltimore is ready to move forward, and we have yet to reach that point – or to exhale.

- Reverend Dr. Donte L. Hickman

EXISTING CONDITIONS

The larger planning area defined by the five churches and bounded by Sinclair Lane, Ensor Street, Orleans Street, and Lakewood Avenue encompasses over 1,000 acres of land in East Baltimore and is home to over 22,000 people. This extensive planning area includes Johns Hopkins Medical Campus, the economic epicenter of East Baltimore. Within this area are a number of neighborhoods, many of which have created small area plans such as the Monument – McElderry – Fayette Area Development Plan (MMF Plan), spearheaded by C.A.R.E. and the McElderry Park Communities and published in 2006. Other plans include the Madison Square Area Master Plan (2006), Old Town Mall Plan (2016) and the East Baltimore Development Initiative Master Plan (2012). There are also a series of urban renewal plans dating back to the 1960s, but the most recent ones in the planning area are Broadway East (2011), Middle East (2005), Oliver (2002), Gay Street (2002), and Old Town (2007).

Much of this plan supports the findings and goals of existing plans and complements their recommendations to support the larger success of East Baltimore. In order to develop strategic solutions, this plan focuses on the area surrounding the Southern Baptist Church, which is an area that does not have a community master plan. This focus area is in the Broadway East and South Clifton Park neighborhoods and is one of the most challenged neighborhoods in East Baltimore. Thus, this study focuses on strategic intervention in the focus area in an effort to tackle abandonment, blight, and crime where it is the most concentrated.

Located immediately north of the East Baltimore Development Initiative (EBDI) and Johns Hopkins Medical Campus, the focus area covers 280 acres and is bounded by Clifton Park to the north, Broadway to the west, the Amtrack rail to the south, and Baltimore Cemetery to the east. The combined population as of the 2010 Census is slightly over 5,600 people. This is down from nearly 8,100 people in the 2000 Census—a 30 percent drop in population.



Neighborhoods

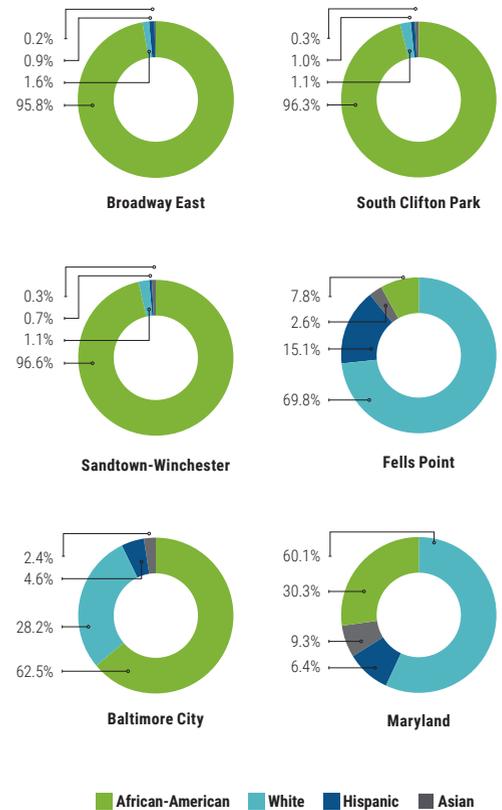
- Planning Focus Area
- Amtrak Train Line—Above Ground

Demographics

Within the study area, 96 percent of the population is African American, 2 percent is Caucasian, 1 percent is Hispanic and the remaining 1 percent is other. The estimated median household income in 2013 was just under \$25,000 with a median home price of less than \$12,000. The poverty rate in the study area is astoundingly high at almost 29 percent.

Nearly 42 percent of residents over the age of 25 in the study area did not graduate high school and only 7 percent of residents have a bachelor’s degree or higher. Of the population over 16 years of age, only 50 percent are in the labor force.

According to the 2010 American Community Survey (ACS) over half of the residents in the study area do not own a car and use public transportation to get to work. This underscores the importance of successful public transit, bike networks, and pedestrian infrastructure to connect residents of the neighborhood to other parts of the city where they can access jobs and amenities.



Broadway East		South Clifton Park		Baltimore City		Fells Point		Sandtown/Winchester	
Area	0.342 square miles	Area	0.096 square miles	Area	80.94 square miles	Area	0.449 square miles	Area	0.406 square miles
Population	6,157	Population	552	Population	622,793	Population	3,219	Population	9,800
Density	17,996	Density	5,762	Density	7,699	Density	7,173	Density	24,152
Median home price	\$11,962	Median home price	\$10,550	Median home price	\$157,900	Median home price	\$305,000	Median home price	\$12,600
Median household income	\$24,257	Median household income	\$28,846	Median household income	\$42,266	Median household income	\$74,459	Median household income	\$27,015
Persons below poverty level	28.7%	Persons below poverty level	20.9%	Persons below poverty level	23.8%	Persons below poverty level	22.3%	Persons below poverty level	34.4%
Residents without a high school degree	41.9%	Residents without a high school degree	41.4%	Residents without a high school degree	18.2%	Residents without a high school degree	25.3%	Residents without a high school degree	42.4%

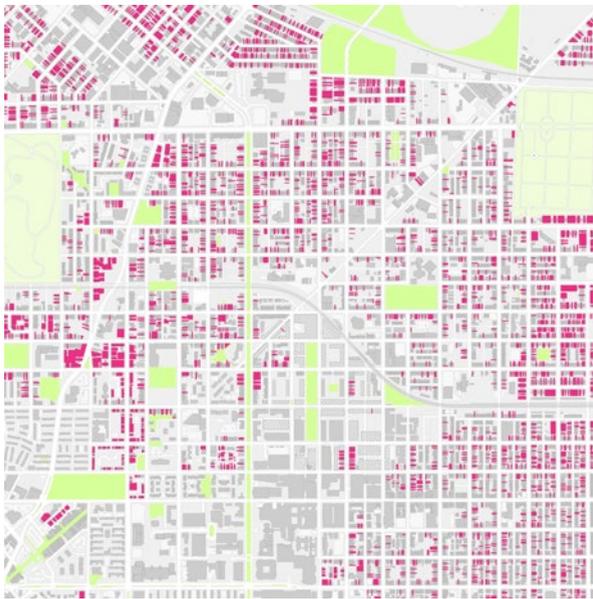
Sources: American Community Survey | Baltimore Neighborhood Indicators Alliance | Live Baltimore | U.S. Census



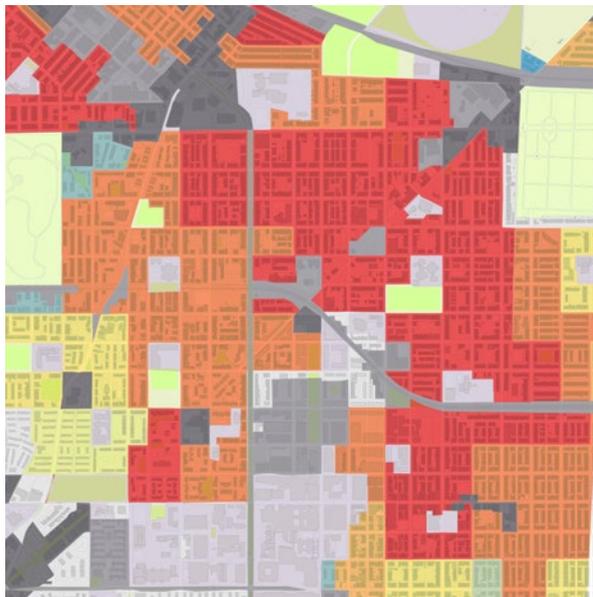
Vacancy

For decades, East Baltimore has struggled with some of the highest vacancy and poverty rates in the city. One of most challenged neighborhoods is Broadway East, which experienced much turmoil during the 1968 riots. In Broadway East, 31 percent of all of the properties are vacant. The vacancy rate for residential properties is 33 percent. These astronomically high rates reduce the value of neighboring occupied units and discourage new residents from moving into the neighborhood. Research from the Baltimore Neighborhood Indicators Alliance (BNIA) suggests that potential new residents are unlikely to move into a neighborhood with a vacancy rate higher than 4 percent.





■ Owner-Occupied Properties



■ H-Stressed	■ A-Regional Choice
■ G-Stressed	■ Green Space
■ F-Middle Market Stressed	■ <5% Residential Sales
■ E-Middle Market Stressed	■ City/Public/Private
■ D-Middle Market	■ Commercial
■ C-Middle Market Choice	■ Non-Residential
■ B-Middle Market Choice	

Homeownership

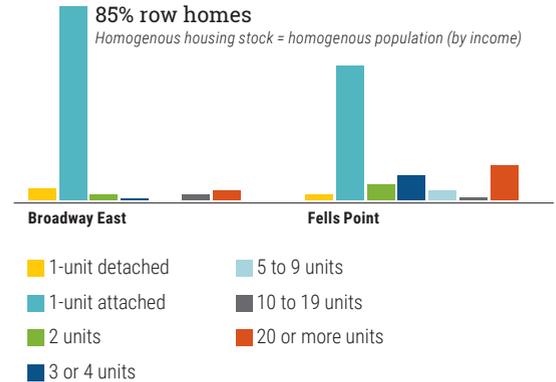
Of the occupied units in the study area, roughly 60 percent are renter occupied and 40 percent are owner occupied. Additionally, 29 percent of homeowners in this area moved into their unit prior to 1990. The median year homeowners moved into the study area was 1987, which is a stark contrast from the Baltimore median of 2000. Many homeowners in the study area have not seen their properties increase in value, which has made it difficult for homeowners to grow their assets or make a return on their investment. In some cases, residents have witnessed their home decrease in value to where their home today appraises for less than the initial purchase value.

Neighborhood Market Typology

Broadway East is designated as a distressed neighborhood per the Baltimore Neighborhood Market Typology metric. These metrics were developed to help the City strategically allocate public resources, such as the Vacants to Value program, code enforcement, and demolition funding. As a distressed neighborhood, the Market Typology metric indicates that this area has some of the highest vacancy rates and lowest home ownership rates in the city. Distressed neighborhoods have experienced significant deterioration of the housing stock and the highest population losses in the city during the past decade. For areas with this designation, the City prescribes specific strategies to address issues in the near-term and create potential for greater public safety and future amenities such as site assembly, tax increment financing, and concentrated demolition.

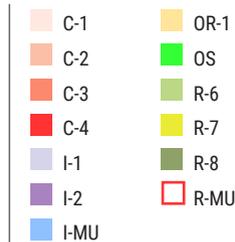
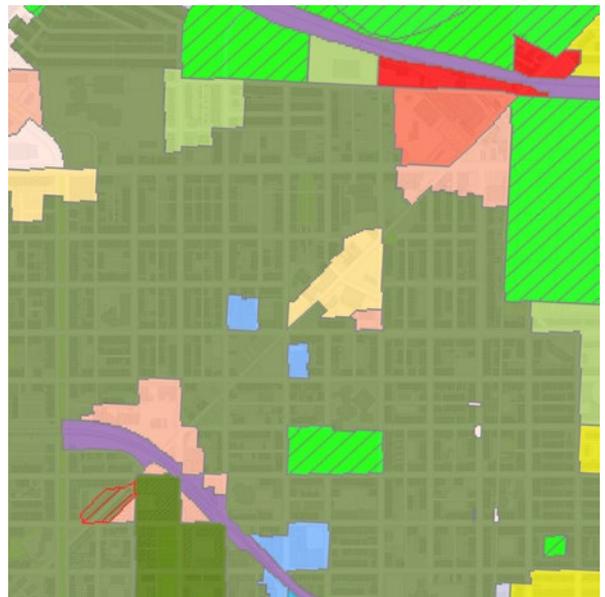
Housing Stock

Over 85 percent of the housing stock in the study area is rowhomes. Founded on working-class, industrial jobs, the abundance of rowhomes is typical for a Baltimore neighborhood; however, when compared to other, more diverse neighborhoods such as Fells Point where only 58 percent of the housing stock is rowhomes, the homogeneity of the housing stock becomes very evident. Homogenous housing stock often yields an economically homogenous population, and in the case of this study area, it is a homogenous, low-income population. Without diverse incomes and occupants, it is very difficult to attract amenities and retail. In order to create a sustainable neighborhood, new housing types are essential to attract people of all ages and families of all types.



Zoning

The majority of the study area is zoned R-8, Rowhouse Residential Zoning District, with pockets of R-6, commercial zoning (C-1, C-2, C-3, C-4), industrial zoning (I-MU, I-1, I-2), office residential zoning (OR-1) and open space zoning (OS). The main goal of R-8 is to maintain the traditional rowhouse development while providing opportunities for new development of similar density and character, such as multi-family or detached dwellings. The maximum height in this zone is 60 feet. While it is a residential district, it permits limited neighborhood commercial uses in buildings that were originally constructed for non-residential uses. It also permits retail or office space in multi-family dwellings that contain more than 50 dwelling units as long as it does not exceed 5 percent of the gross floor area.



Other Anchors

In addition to religious anchors across East Baltimore, there are a number of other institutions and major anchors. The National Great Blacks in Wax Museum is an incredible facility along North Avenue that attracts thousands of visitors each year. The Duncan Street Miracle Garden is another important anchor. Founded by Mr. Sharpe in 1988, the garden has been a staple in the community for nearly 30 years, providing fresh produce and opportunities for young people to learn about food production.

There are also a number of schools, the newest of which is Henderson-Hopkins, a partner school with Johns Hopkins University. Students living in the focus area attend either Harford Heights Elementary or Collington Square Elementary/Middle. The nearest high school is either the Reach! Partnership School in Clifton Park or Dunbar High School along Orleans St. Both Harford Heights Elementary and the Reach! Partnership School are on the year 2 list for renovation or new construction via Baltimore's 21st Century School's initiative. Just outside of the planning area is one of Baltimore's first 21st Century Schools, Fort Worthington Elementary/Middle. This brand new school opened in August 2017 and is a fantastic new facility.

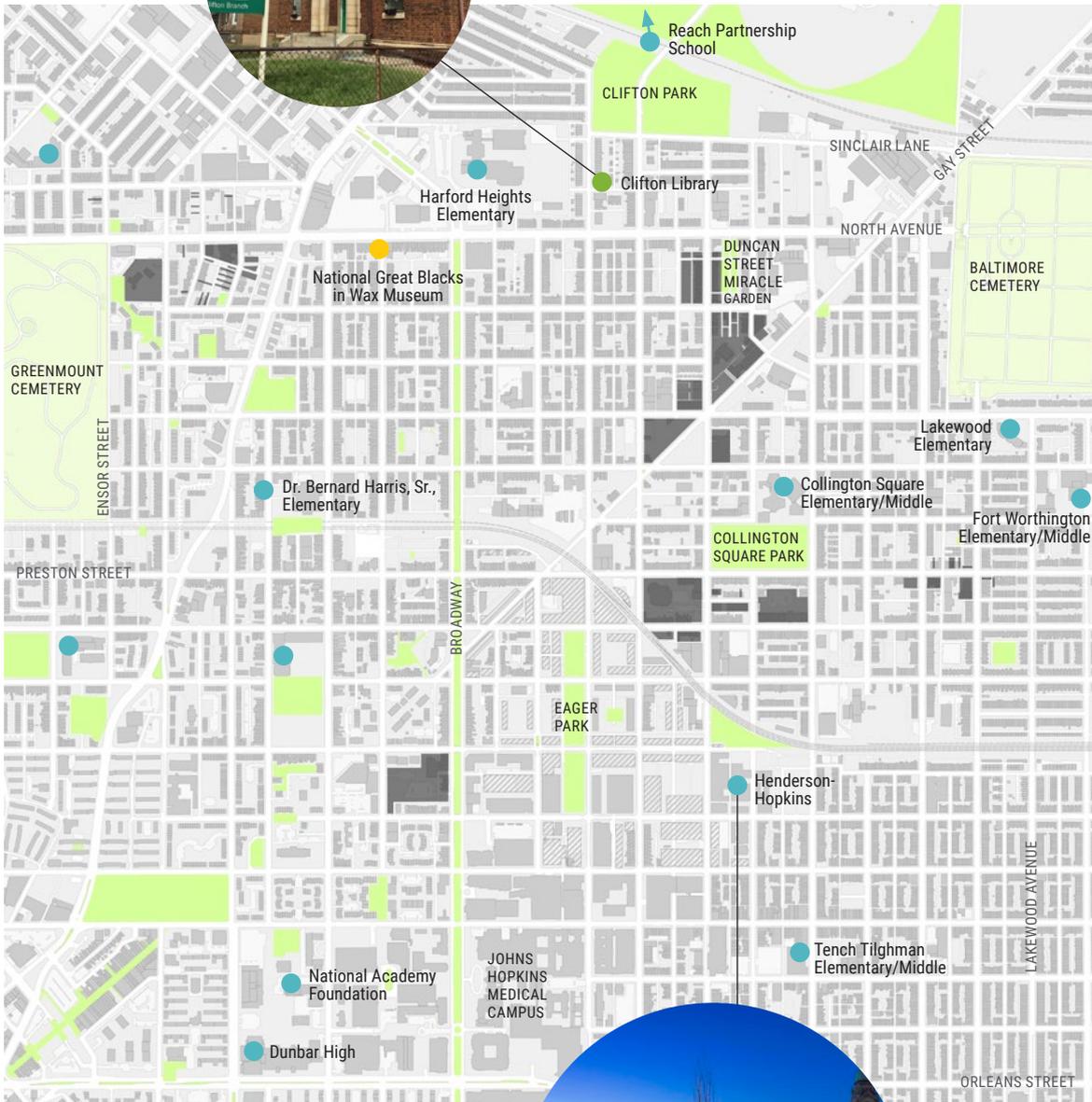
Parks are vital community assets and can anchor neighborhoods. The 267-acre Clifton Park is a major asset to the Broadway East and South Clifton Park communities. The pool is a vibrant area for children throughout the summer and various sports fields, a golf course, urban farming, and other activities generate vibrancy in the park. Another park in the area is Collington Square Park. This five-acre park is a great neighborhood amenity; however, there is significant topography that limits visibility of the park creating safety concerns. Nevertheless, there is great potential to improve this park to better serve the community in the future. Eager Park (5.5 acres) is yet another fantastic resource just south of the study area. This park opened in early 2017 and has a wide variety of amenities and programming to serve neighboring communities, such as Broadway East. Access to this new park should be strong to reinforce bridging from EBDI to Broadway East and north to Clifton Park.



Duncan Street Miracle Garden



Clifton Branch
Enoch Pratt Free Library



Neighborhood Anchors

- Library
- Museum
- School
- Parks and Open Space
- Owned by the 5 Churches



Henderson-Hopkins School
Photo by Albert Vecerka-Esto

Development Efforts

Despite the challenges, there is an unprecedented amount of new development in and around Broadway East. The largest engine of growth is the East Baltimore Development Initiative (EBDI) between the Amtrak train tracks and Johns Hopkins Medical Campus. Centered around Eager Park, this development area is now home to blocks of new and renovated housing and apartments, office space, a hotel, a park, and retail such as Atwater's, Starbucks, CVS, and more. The momentum of this development, less than a block south of the focus area, presents a great opportunity for new development north of the train tracks that can bring new amenities to the neighborhood.

The Neighborhood Design Center recently completed the Baltimore City LINCS East North Avenue Study that explored strategies for improving North Avenue. These recommendations, once implemented, will significantly enhance the surrounding Broadway East and South Clifton Park communities.

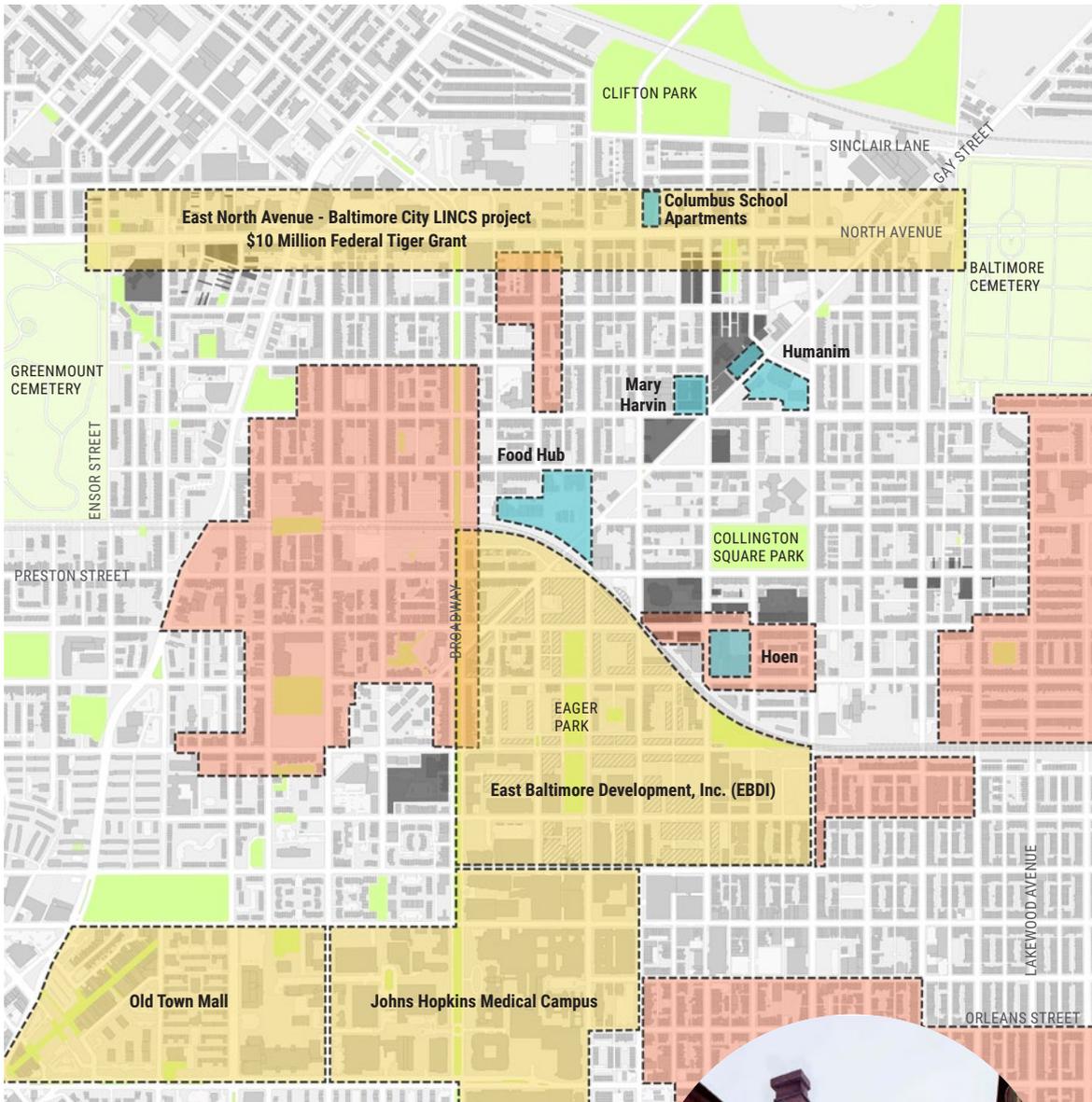
Other development projects have also occurred in recent years. In 2004, the Southern Baptist Church completed the Cole Grant Higgs senior housing project. Shortly thereafter, the abandoned American Brewery was renovated and became the headquarters for Humanim. This new development then spurred the renovation of the Columbus School into workforce housing, as well as the Southern Baptist Church led development of new senior housing at the Mary Harvin Transformation Center. Following these efforts, construction has started for the Baltimore Food Hub and the Hoen Lithograph Building, both projects providing space for small businesses and entrepreneurs.



Baltimore Food Hub
Image from American Communities Trust



Humanim



Development Efforts

- Owned by the 5 Churches
- Library
- Museum
- Parks and Open Space



Hoen Co. Lithographers
Image from Cross Street Partners



1. Amber Wendland leads an educational session about the planning process
2. Community members sit down to design future opportunities in the neighborhood
3. Meeting attendees discuss strengths, weaknesses, opportunities, and threats in East Baltimore
4. Station facilitators present feedback and comments heard during the open house
5. Adam Gross records community comments during the first kickoff meeting

PLANNING PROCESS & ENGAGEMENT

The foundation of the East Baltimore Revitalization Plan is a robust engagement process. Inviting the community to participate in each stage of the process allowed the plan to take form with their input. Meeting with numerous elected officials, foundation partners, developers, churches, groups, organizations, and researchers throughout the planning process is the backbone of the plan. A short list of advisors, investors, and local experts we met with throughout the process is as follows:

- Abell Foundation
- American Communities Trust
- Annie E. Casey Foundation
- ASPIREhomes
- Southern Baptist Church
- South Clifton Park Community
- Baltimore City Department of Planning
- Baltimore Development Corporation
- Baltimore Food Hub
- Baltimore Housing & Community Development
- Baltimore Mayor Catherine Pugh
- Baltimore Neighborhood Indicators Alliance
- Baltimore Police Department
- BB&T
- BMW Foundation
- Bonitz Palmer, LLC
- Broadway East Community
- Charm City Land Trusts
- Commercial Development
- Cross Street Partners
- Duncan Street Miracle Garden
- Edison Community Association
- Enterprise Community Partners
- Goldseker Foundation
- Greater Baltimore Committee
- Green Street Academy
- Harbor Bank of Maryland
- HEBCAC
- Humanim
- Johns Hopkins University
- Legg Mason
- Marks, Thomas Architects
- Morgan State University
- Neighborhood Design Center
- New Broadway East Community Association
- Parks and People
- Real Food Farms – Civic Works
- Sagamore Development
- Southeast CDC
- Southwest Partnership
- State Senator Nathaniel J. McFadden
- Strong City Baltimore
- TRF Development Partners
- Under Armour
- U.S. Senator Ben Cardin

During the project, a Steering Committee formed to help guide the plan and provide strategic input and advice. This group was a diverse mix of stakeholders and continued to grow as the project built momentum. The group consisted of the following members:

- Rev. Dr. Donté Hickman
Southern Baptist Church
- Arnold Williams
BDC | Abrams, Foster, Nole & Williams, PA
- Andy Frank
Johns Hopkins University
- Matt Gallagher
Goldseker Foundation
- David Bowers
Enterprise Community Partners
- Cindy Plavier-Truitt
Humanim
- Eric Booker
Baltimore City
- Karen Stokes
Strong City Baltimore
- Jay Brodie
Former Head of BDC
- Senator McFadden
Maryland State Senate
- Patty Lattin & Auburn Bell
Legg Mason
- Leon Pinkett
City Council | Planning & Development Coordinator
- Kate Edwards & Marshella Wallace
Baltimore City Planning
- Julie Day & Wendi Redfern
Baltimore City Housing and Community Development
- China Boak-Terrell
American Communities Trust | Baltimore Food Hub
- Pat Gill
Real Estate Developer
- Rev. Dr. Reginald Thomas
Greater Gethsemane Missionary Church
- Rev. Dr. Harley Wilson
Israel Baptist Church
- Rev. Dr. Carl Solomon
United Baptist Church
- Bishop J.L. Carter
Ark Church
- Select members of the
Southern Baptist Church

COMMUNITY ENGAGEMENT

Community engagement and input drove the development of this plan. Creating a community-centered process for the East Baltimore Revitalization Plan allowed this plan to be built from the people, up. Community involvement consisted of a three-step engagement process to review ideas and develop the vision and master plan with the community. This outreach focused on listening to the community and empowering residents by teaching them about planning practices, terminology, and process.



1. Community Engagement Kickoff

- Brainstorm
- Gather feedback
- Listen
- Generate ideas
- Outline vision



2. Community Design Charrette

- React to plan ideas
- Draw
- Listen
- Learn
- Give feedback
- Generate ideas



3. Final Plan Review

- Give feedback
- Listen
- Generate support



COMMUNITY MEETING #1A:
**Broadway East/
 South Clifton Park Kickoff**

The first community meeting on April 23, 2016 was a kickoff with roughly thirty members of the immediate community. The goal was to establish relationships with residents and listen to their thoughts and desires for the neighborhood.

The meeting was organized around a number of “engagement stations” that encouraged discussion with volunteer Ayers Saint Gross facilitators. Each station had two to four boards, and each board had a different focus. For example, one station asked the community to articulate strengths, weaknesses, opportunities, and threats in the study area while another asked neighbors to envision what they want the neighborhood to look like in 5-10 years and brainstorm strategies to make their vision happen.

This discussion gave residents a platform to share their thoughts, ideas, and frustrations with the neighborhood. A major theme from this session was the need for basic amenities, services, and transportation options that other neighborhoods often take for granted. One woman, who has lived in the neighborhood for over fifty years, began identifying where various amenities used to be located. Once she was done mapping them, she turned to one of the Ayers Saint Gross facilitators and said, “This used to be a village, and now the village is gone.”



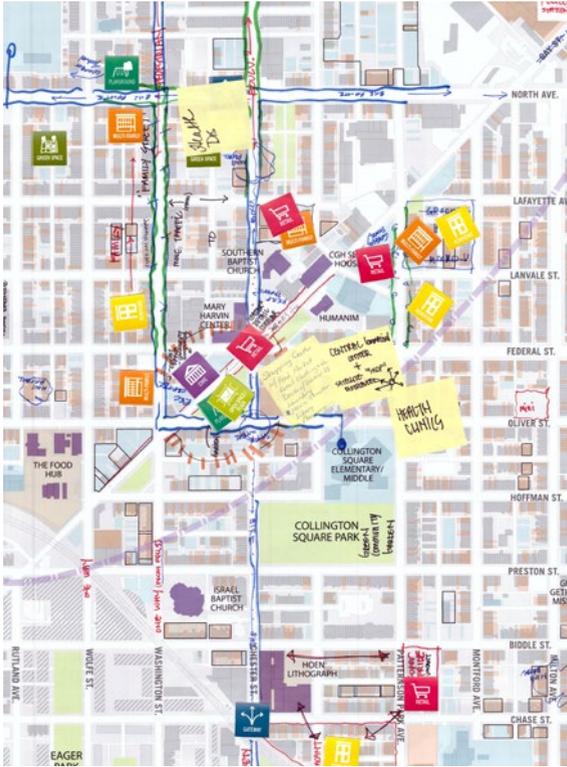
COMMUNITY MEETING #1B:
East Baltimore Kickoff

The second community meeting on April 30, 2016 involved both residents from Broadway East and South Clifton Park and people from nearby neighborhoods in the discussion. Over seventy people attended this meeting, which was formatted similarly to the first meeting.

Many of the thoughts expressed in this meeting echoed the first community meeting. There were additional issues and recommendations raised, such as the dire need for youth activities to help get kids off the street. Between this meeting and the first meeting, the planning team compiled all of the feedback, filtering it into three major themes for the vision plan:

- Empower (people)
- Rebuild (place)
- Enliven (program)





COMMUNITY MEETING #2:
Design Charrette

The kickoff meetings provided a strong foundation for the planning team to begin to develop design ideas. The design charrette on September 10, 2016 gave the community an opportunity to react to and share their own design ideas for the future of the neighborhood.

Charrettes are intensive design sessions where community members, professional designers, and others come together to design and plan visions for the future. Educating community members about the tools and tactics planners use to design a community are critical to a charrette's success. Topics like land use, transportation infrastructure, zoning, streetscaping, and green networks are typically foreign terms to someone not in the planning profession.

The charrette started with a presentation explaining planning principles, tools, and strategies used to enhance neighborhoods. Following the presentation, the community broke out into 5 smaller work groups, each with a design facilitator and map of the neighborhood. A series of icons indicated different uses and amenities. Each facilitator worked with their small group to design a concept plan for the neighborhood, mapping connections and identifying locations for different amenities.

The final products were incredibly revealing and insightful. Each group drew a major north/south connection that connected the new Eager Park with Clifton Park, linking the neighborhood to existing resources. Groups also shared ideas about where to center future retail and the types of park spaces they would like to see. The north south connections became a major theme of the plan moving forward.





COMMUNITY MEETING #3:
Final Plan Feedback

The final community meeting in January 2017 gathered over 300 residents together at Southern Baptist Church to review the draft plan. Great discussions surrounding affordability, jobs, amenities, and infill housing permeated the meeting. Community members provided recommendations for increased lighting, street trees, transit opportunities, bike lanes, and recreational opportunities. One participant even recommended extending the metro line from the Johns Hopkins Medical Campus to North Avenue, which although costly, would greatly improve accessibility to the neighborhood and could ignite some much needed development energy along North Avenue.

There were also many recommendations for providing opportunities for services such as job training, homeownership counseling, youth programming, legal counseling, and mental health/addiction services. Many of the proposed civic projects in this plan suggest locations for these services and great partners such as the local churches, local community groups, and Humanim can help champion bringing these programs to life.

It was clear during this final meeting that strong community anchors, such as the Duncan Street Miracle Garden should remain and grow with the community. Linking together both old and new neighborhood anchors and assets is important to the longevity and success of the neighborhood moving forward. Connecting north-south, from Eager Park to Clifton Park, in coordination with the Green Network Plan will help connect the neighborhood.

Affordability and displacement were also discussed during the meeting. It is important that this plan employ development strategies that minimize displacement. One participant recommended exploring community land trusts to help manage the cost of property values and empower local community groups, similar to the work of Charm City Land Trust in McElderry Park.



VISION STATEMENT AND THEMES

After emerging in the first workshop, the three planning themes continued to shape the vision throughout the progression of the Master Plan. The first theme is about empowering people through social resources and shared amenities such as job training, family support services, mentoring, youth programming, and leadership development. The second theme is about rebuilding place by investing in streetscape improvements and open space enhancements, as well as identifying locations for new construction and renovation within the community. The third theme is about enlivening the neighborhood through promoting diverse retail, programming parks and recreation areas,

bringing people back to the community, and creating locations for jobs. While this plan has recommendations for physical improvements to the neighborhood and programming opportunities, the foremost mission is to restore people while rebuilding properties. Providing services to help those who have been unemployed or unable to pursue educational opportunities and to youth who may lack family support or productive outlets are critical to the success of revitalizing this neighborhood. This plan recommends areas for these opportunities to come to life, building off the momentum that is already moving forward in and around the neighborhood.



Empower PEOPLE

- Embolden community leaders
- Build trust
- Provide mentorship opportunities
- Create social programs and services
 - Young adult activities
 - Job training
 - Family support services



Rebuild PLACE

- Improve the environment
 - Parks and open space
 - Community gardens
 - Streetscaping
 - Maintenance
- Invest in housing
 - Vacancy – demolition or rehabilitation
 - Housing type diversification



Enliven PROGRAM

- Improve public transportation and access
- Diversify and expand retail
- Increase population density
- Improve opportunities for recreation
- Provide locations for jobs
- Expand partnerships
- Actively recruit light industry and service job opportunities

PRECEDENTS



Photo by Ayers Saint Gross

The Reinvestment Fund (TRF) & Vacants to Value Program BALTIMORE, MD



Targets the renovation and rehabilitation of vacant houses in challenged areas of Baltimore City



Photos by Ziger/Snead

Greenmount West BALTIMORE, MD



- Vacancy rate went from almost 50% in 2000 to 33% in 2010 to less than 20% today
- Baltimore Design School
- Station North Tool Library
- City Arts Apartments
- Open Works
- **Community Benefits Agreement (CBA):** Agreement between a community group and a developer that requires the developer to provide specific amenities to the local community or neighborhood



Photos in 2009 & 2013 by Wholtone, Wikimedia Commons

City Modern Brush Park DETROIT, MI



The mixed-use, mixed-income vision includes connected pedestrian paths, sustainable infrastructure, green roofs, and shared transit systems

Diverse mix of housing types, architecture, and residential units

Five architecture firms developed the vision in collaboration with existing neighborhood residents, City and State agencies, local developers and active community groups



Photo by Mitro Hood

UA House at Fayette BALTIMORE, MD



30,000 sf community center in Baltimore / Opened November 2016

Partnership with Under Armour, Living Classrooms, Ray Lewis, Exelon, and BGE for funding and training

Programs: Recording studio, Field house, Yoga studio, Dance studio, Neighborhood kitchen, Basketball court, STEM classroom, Workforce development training, Entrepreneurship center with job and skill training for adults, Year-round after-school programming for elementary through high school students



Photo by Ayers Saint Gross

The Arc WASHINGTON, DC



Hub of neighborhood activity with comprehensive community programming

Programs: Parent training, New mom support group, Child development center, Grandparent support group, Pediatric dental services, Wellness classes, Teen counseling and classes, Prevention services youth center, Covenant House, Crisis center – short-term youth housing & supportive services, Summer camp, Dance classes, Urban farming, Jazz performances, Theater classes and internships, Art classes, Day camp, Summer dance program, Music classes, Yoga classes, Farmers market, Associate of Arts (AA) Degree in General Studies



Photo by Mario Roberto Durán Ortiz, Wikimedia Commons

Wisconsin Avenue & Connecticut Avenue WASHINGTON, DC



Time-tested trend in urban design to concentrate higher densities and mixed-use along primary corridors

DC has great examples of this along Wisconsin and Connecticut Avenues where taller, mixed-use buildings occur along major corridors. Lower density, residential neighborhoods infill between and support the commercial corridors



Photo by Erin Schaff for the Washington Post

14th Street WASHINGTON, DC



Concentrate higher densities and mixed use along primary corridors

3-8 story buildings

Theaters, shops, restaurants, bars, apartments, condos, rowhomes

Street trees, bike lanes, bus stops, street lighting, parallel parking, outdoor seating



Photo by Live Baltimore

Roland Avenue BALTIMORE, MD



Intersection with grocery, bank, Starbucks, pharmacy, florist, post office, library, bookstore, and other small retail

Successful streetscaping – mature trees, crosswalks, outdoor seating, sidewalks

**This precedent was suggested by a very thoughtful community member



Photo by Housing Studio

Hyattsville Arts District HYATTSVILLE, MD



- **Small, neighborhood retail core**
 - Busboys and Poets
 - Yes! Organic Market
 - Fast casual restaurants
 - Salon and spa
 - Pet store
- **Mix of rowhomes and apartments**
- **Route 1 as a major thoroughfare**
- **Renovated auto shop into gym and neighborhood center**



Photos in 2009 & 2013 by Wholtone, Wikimedia Commons



Image by Enterprise Homes, Inc.

Cincinnati Center City Development Corporation (3CDC) CINCINNATI, OH



501(c)3 formed in 2003 to revitalize the Business District and Over-the-Rhine that manages two investment funds focused on spurring economic development

Since 2003, 3CDC has leveraged over half a billion dollars for Over-the-Rhine:

- **Developed vacant lots, built 48 new buildings, & rescued 131 historic buildings**
- **Rehabilitated parks, improved lighting, and installed cameras**
- **Maintained diversity**
 - 2000: 76.9% African American | 19.4% White
 - 2010: 73.2% African American | 25.5% White

Mulberry at Park Apartments

BALTIMORE, MD



New, affordable one, two, and three bedroom apartments in Downtown Baltimore

6 story building

Targeting low income families and seniors

8 units (30% AMI), 22 units (50% AMI), 27 units (60% AMI)

MASTER PLAN

Green Network and Key Connections

Starting at the Homewood Campus, there is green boulevard infrastructure moving east down 33rd Street, down the Alameda, into Clifton Park. However, once through Clifton Park, the green infrastructure of tree-lined boulevards disappears and you are confronted by blocks of vacant buildings, crumbling infrastructure, and neglected lots. Once you move south through the neighborhood and pass under the railroad tracks, you emerge into EBDI, where you are greeted by new development and Eager Park as you transition south into Johns Hopkins Medical Campus.

As components of the larger city, it is important that all neighborhoods tie into their surrounding context. Jay Brodie, retired president of the Baltimore Development Corporation (BDC) and East Baltimore native long envisioned this study area as a key link in connecting the two main campuses of Johns Hopkins University: the Homewood Campus and the Medical Campus. As the largest employer in the city and as synergies between programs on either campus grow, better connections between the two campuses are important to both the University and employees throughout the city.

There is incredible opportunity to restore the connection between the two campuses and improve access for those in and around the neighborhood. Connected places allow people to walk, bike, and use transit to access various amenities and resources. It was clear from the community meetings that having a connection between Eager Park and Clifton Park can build on both the strength and momentum from EBDI, while capitalizing on a major natural resource and asset for the community, Clifton Park.





Chester Street Concept



Patterson Park Avenue Concept



Washington Street Concept

In order to create this connection, the planning team looked at three key corridors: Washington Street, Chester Street, and Patterson Park Avenue. While this Master Plan has recommendations for all three, the connection with the most opportunity is Chester Street due to the abundance of vacant properties and the momentum already generated by the Southern Baptist Church. There is great opportunity to introduce new housing and retail along this corridor without displacing residents. Washington Street is largely residential and is roughly 50% occupied, so this plan proposes infill and rowhome renovation along this corridor with the addition of street trees and proper streetscaping. Patterson Park Avenue lacks a direct connection to Clifton Park, so while there are some large parcel opportunities, this street is a secondary corridor that should remain predominately housing oriented, transitioning to commercial as it intersects North Avenue.

Another important corridor is Gay Street. Vestiges of this historic road that once connected downtown directly north to Baltimore County can still be seen in the urban fabric, despite the road disappearing between Broadway and Ensor Street. In Broadway East, Gay Street was once dotted with manufacturing plants. Today, there is much vacancy along this corridor as it moves through the study area. This plan recommends strategic mixed-use infill along Gay Street to better reinforce the connection between Eager Park and Clifton Park.



Neighborhood Design Center - East North Avenue LINCS Corridor Study



Baltimore City - Green Network Plan

There are other critical connections across East Baltimore where targeted investment and improvements can help tie assets together. North Avenue is a historic corridor, rife with opportunities for new, vibrant mixed-use development and strategic infill. Great assets exist along the stretch of North Avenue between Greenmount and Baltimore Cemeteries such as Ark Church, the National Great Blacks in Wax Museum, the Eastside District Courthouse, March Funeral Home, the Columbus School, and the Duncan Street Miracle Garden. However, these assets are separated by vacancy and disinvestment. Concentrating resources along this corridor and returning it to a mixed-use hub is critical to transforming East Baltimore and providing amenities to the surrounding communities. The City recognizes this and recently asked the Neighborhood Design Center to complete a study of the East North Avenue Corridor from Greenmount Avenue to Milton Avenue. The recommendations in the East North Avenue plan, as well as future expansion of the National Great Blacks in Wax Museum and the federally funded North Avenue Rising Project will help reactivate this corridor and return it into the vibrant urban environment it once was.

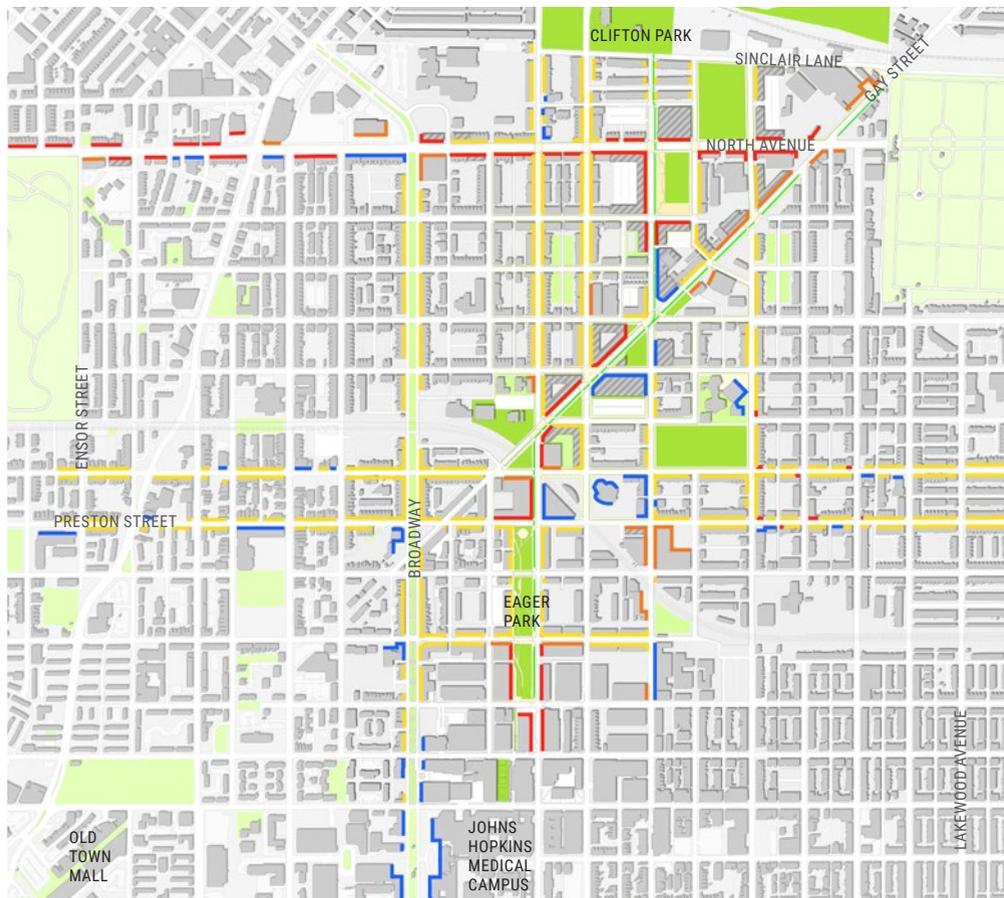
The idea of strengthening major corridors and connecting assets is championed by Baltimore City in the creation of the Green Network Plan. Running simultaneously with this study, the Green Network Plan explores opportunities to target the State's Project CORE demolition funding by reimagining vacant properties and transforming them into community assets. The plan also analyzes the connectivity of green networks across the entire city and provides recommendations for strategic investments.

The East Baltimore Revitalization Project was linked to the Green Network Plan early on in the process and the Broadway East and South Clifton Park neighborhoods became a focus area for the Green Network Plan. Through coordination with the City, the Green Network Plan will fold some of the greening recommendations proposed in this study into the larger city-wide plan. Simultaneously, this plan reinforces recommendations from the Green Network Plan to enhance key corridors such as Chester Street.

Larger Planning Area Recommendations

At the onset of this project, each of the five churches defined radiating footprints around their respective locations in the larger planning area. The churches seek to play a pivotal role in improving their neighborhoods by helping eliminate blight and introducing much needed civic amenities. With the churches collectively owning over 22 acres of property, it is critical that their future endeavors complement other uses and efforts in the area. As mentioned, this plan supports the goals of existing plans across the larger planning area and complements their recommendations in an effort to support the larger success of East Baltimore.

The churches should continue to work together, using shared knowledge and resources to bring positive growth and development to East Baltimore. Focusing energy and acquisitions along the key corridors is critical. These corridors are North Avenue, Gay Street, Broadway, Wolfe Street, Washington Street, Chester Street, Patterson Park Avenue, Preston Street, Biddle Street, Madison Street, Monument Street, and Orleans Street. These corridors connect East Baltimore to other parts of the city and are ideal locations for infill and strategic improvements. Future development along any of these corridors should complement the existing uses and scale of the street. For example, Washington Street



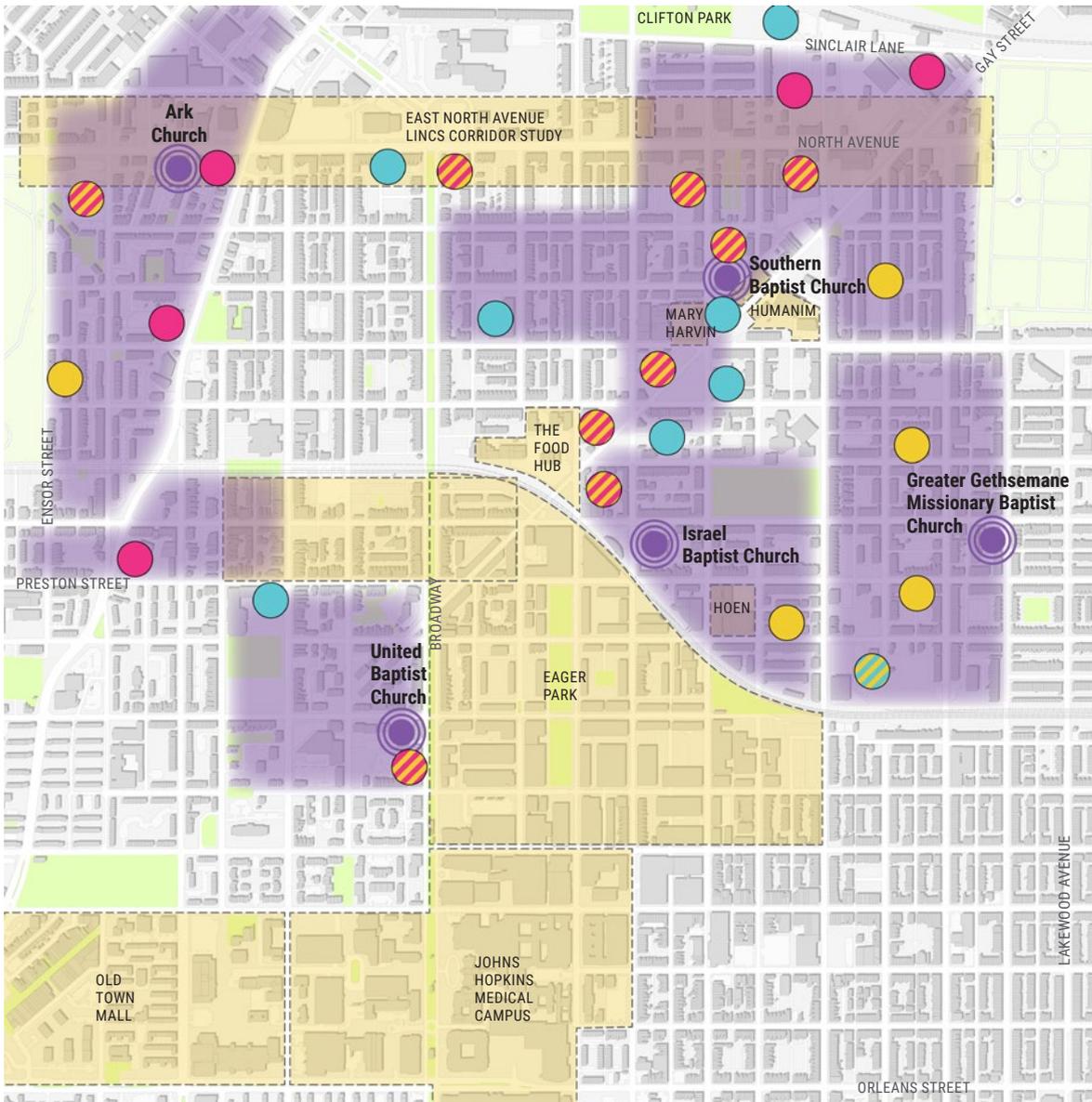
Key Corridors

- Residential ground floor
- Retail ground floor
- Civic ground floor
- Office/job ground floor
- Potential infill edges

is predominately residential, with a few corner neighborhood retail establishments. Infill along this corridor should support the residential character of this street and complement the scale. Conversely, North Avenue is a mixture of uses and has larger scale development. Future development on this corridor should promote civic and retail uses on the ground floor with possibilities for mixing residential and office on upper floors.

In addition to key corridors, the churches also expressed the desire for redevelopment opportunities that would allow them to turn blighted properties into productive uses once again. Those ideas are articulated in the chart below and potential opportunity sites for those programs are shown on the adjacent map. Locations for these opportunities should complement the existing neighborhood fabric and corridor character.

Ark Church	Greater Gethsemane	Israel Baptist	Southern Baptist	United Baptist
HISTORY				
<p>Ark Church is 82 years old and has been as anchor in the East Baltimore community for the same number of years. They have been at their present location for more than 50 years, which is the Oliver Community at 1263 E North Avenue.</p>	<p>Greater Gethsemane Baptist Church was founded in 1982, sharing a space at North Avenue and Wolfe Street. In 1986, the church moved to its present location 2525 E Preston Street.</p>	<p>Israel Baptist Church was founded in 1891. They completed construction of their current church at 1200 N Washington Street in 2004.</p>	<p>Southern Baptist Church opened its doors in 1931 to 275 members. In 1977, the church moved to its current location at 1701 N Chester Street and now leads a congregation of over 5,000 across three counties.</p>	<p>Founded in 1922, the United Baptist Church initially gathered in a small home at 722 Ashland Avenue. Over the years the church worshiped in several other locations prior to completing construction of their current location at 1615 E Eager Street in 2003.</p>
DESIRES FOR FUTURE DEVELOPMENT				
<ul style="list-style-type: none"> • A mixed-use commercial building east of the church with a nice restaurant on the ground floor at North Avenue and Aiken Street • A quality super market at 1600 Harford Avenue, between Lanvale and Federal Street • A quality gathering/ banquet facility for 1,000-2,000 people at along North Avenue • Higher density, mixed income housing along Ensor Street • 24/7 day and night care for children and adults • Skate board park and MX Bike Park • Opportunities for jobs, affordable housing, and community services 	<ul style="list-style-type: none"> • Residential infill opportunities (mix of renovation and new construction) in the surrounding neighborhood • Partnerships with Israel Baptist and Southern Baptist to eliminate blight in surrounding neighborhoods • Redevelopment opportunities for the 2500 block of E. Preston Street, 1300 block of N. Rose Street, and the 1200 block of N Milton Avenue • Partnership opportunities at the abandoned Rayner Browne and Super Pride sites • 24/7 recovery village for those struggling with addiction 	<ul style="list-style-type: none"> • Residential infill opportunities (mix of renovation and new construction) in the blocks east of the church—coordinate with Cross Street Partners • Partnership with Southern Baptist to build The Arc—incorporate Ark Church, Greater Gethsemane, and United Baptist as well • Mixed-use residential housing opportunity along Gay Street south of the Flower Farm 	<ul style="list-style-type: none"> • Mixed-use, mixed-income residential housing opportunities along Chester Street and the north side of Gay Street • Community wellness center with clinic and retail space at the Bugle Laundry Factory site. • Expansion of the church south and integration of a family life center at the corner of Chester and Gay Streets • Partnership with the city to relocate the Eastern District Police Station to the Rutland Elementary School site • Workforce housing along Patterson Park Avenue • Infill new and renovated housing south of North Avenue and east of Patterson Park Avenue • Job/light industrial hub at the former Goetze Meat Plant 	<ul style="list-style-type: none"> • Capitalize on momentum and resources in EBDI • New/renovated infill mixed-use housing along Broadway between the church and Ashland Avenue • Partnership opportunity with the city for the vacant school north of Madison Square Park • Partnership opportunities with TRF for infill housing • Partnership opportunities with Church Square Shopping Center



Opportunity Sites

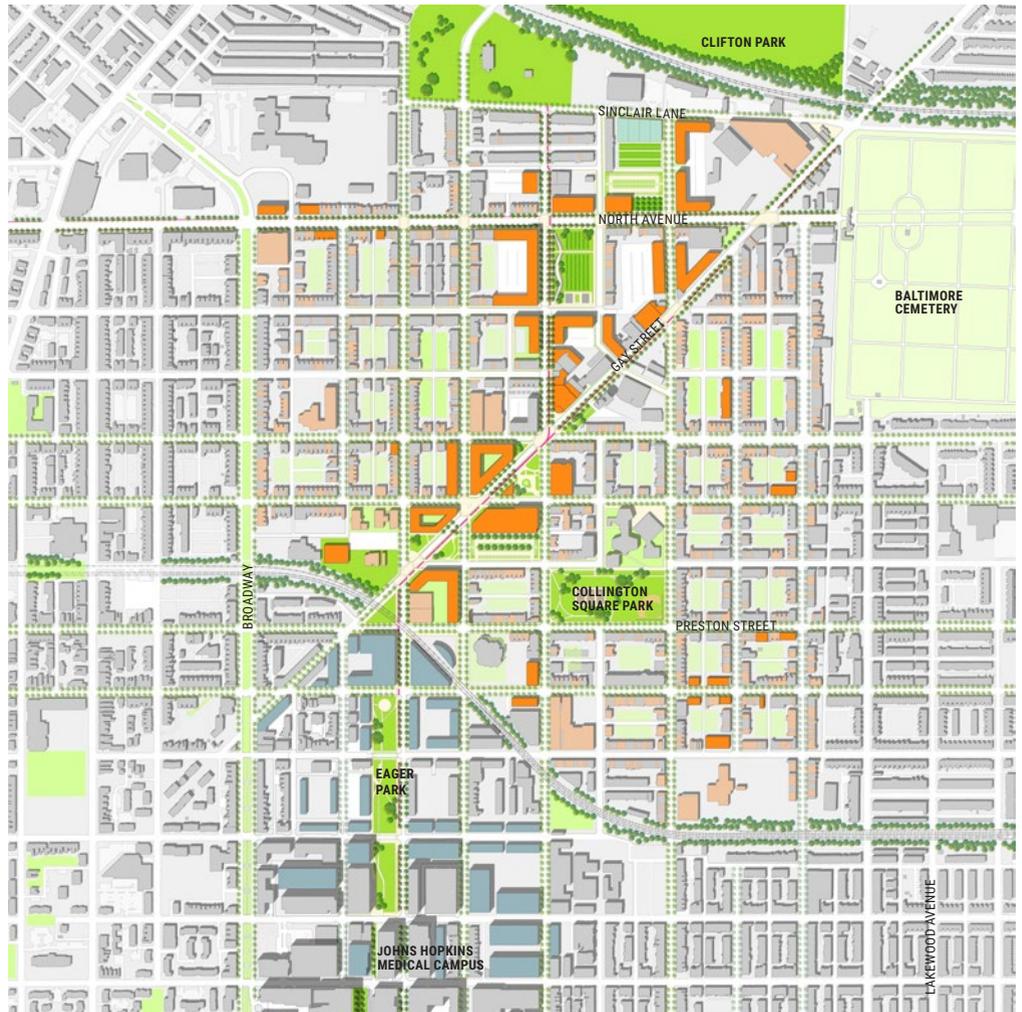
- Civic opportunity
- Residential opportunity
- Retail/commercial opportunity
- Mixed-use opportunity
- Recent planning/development efforts
- Church areas of influence
- 5 churches' locations

Study Area Recommendations

While the addition of infill development, renovation, and amenities are important across the larger study area, the following recommendations focus on the most challenged portion of East Baltimore, the study area. Recommendations for this plan are at multiple scales—some apply to the neighborhood as a whole and some apply to a specific site.

Regardless, these recommendations come together to create a clear direction for future development in the study area. It is critical that various stakeholders such as Southern Baptist, the City, community groups, and others come together to help implement the recommendations in this plan over the next five to ten years.

- Renovated buildings that are currently vacant
- Future construction
- EBDI future construction





ABOVE: Proposed aerial looking northeast over the Broadway East neighborhood

BELOW: Existing aerial looking northeast over Broadway East





Leadership

Successful leadership is fundamental to the implementation of this plan.

- Establish a team of leaders who will help connect resources, secure funding, communicate with the community, and ensure the plan is executed.
- Support the Broadway East Community Association and explore opportunities for partnerships and projects lead by them.



Urban Form

New development should employ best design practices to respect the existing neighborhood character and ensure proper urban form.



- Focus large-scale new development strategically where there is high vacancy along North Ave., Gay St., and Chester St. to minimize displacement.
- Orient buildings along the street, with parking accommodated in the middle of the block, to frame and activate the public realm.
- Animate the ground level with retail, lobbies, building amenity spaces, and other public/semi-public uses. Parallel street parking should be provided, where feasible, to support these ground level uses.



Chester Street Section Before & After
Reduce the width of the street, but maintain two through lanes (11ft width) and parallel parking (8ft width) and explore opportunities to expand the right of way or overlay setbacks in order to provide wider sidewalks, bike lanes, street trees, and lighting.

Gay Street Section Before & After
Maintain three lanes along the street and explore opportunities to expand the right of way or overlay setbacks in order to provide wider sidewalks, bike lanes, street trees, and lighting



Existing N Chester Street looking north from the Gay Street intersection



Proposed N Chester Street looking north from the Gay Street intersection



Open Space

The creation and maintenance of well programmed, beautiful outdoor spaces can greatly improve the urban environment.



- Focus streetscape investments along Gay Street and Chester Street, connecting from Eager Park to Clifton Park. Improvements should include bike lanes, wider sidewalks, street trees, street furniture, and pedestrian-scaled lighting. The City should explore expanding the right-of-way or instituting a setback that allows appropriate space for these facilities.
- Establish a central open space at the intersection of Gay and Chester Street that serves as the neighborhood’s town square. This space should have areas to relax, eat, meet, watch outdoor movies, and have a water feature such as a splash fountain. This space should be a mixture of paved and vegetated areas.
- Allow the Duncan Street Miracle Garden to expand north and east to North Avenue. Demolish the abandoned houses along Chester Street to the west to allow for adjacent community open space with seating, a playground, and other community uses.



Residential Development

Providing housing opportunities for people of all walks of life to move to the neighborhood is critical to revitalization.



- Diversify housing types in the neighborhood to attract all kinds of families and individuals by developing mixed-use, multi-family housing (4-6 story) on large sites along Gay Street, North Avenue, and parts of Chester Street that is a combination of workforce, affordable, and market rate units.
- Encourage the renovation of blighted rowhomes along streets with moderate occupancy to preserve the historic neighborhood fabric. Prioritize the rehabilitation of vacant rowhouses and partner with developers such as The Reinvestment Fund (TRF) and others to ensure a mix of affordable and market rate options.
- Promote homeownership and help existing residents finance repairs and upgrades to their property through tax relief opportunities.



1. Streetscape improvement focus areas
 2. Neighborhood town square
 3. Duncan Street Miracle Garden



Existing aerial looking northwest over the Southern Baptist Church and the old American Brewery building



Retail and Commercial

Development should provide opportunities for future retail in strategic locations, even if the market does not exist today.

- Focus ground floor retail on Gay Street, North Avenue, and Chester Street.
- Pursue opportunities that support local businesses, such as the renovation of the old theater at 1601 N. Washington Street into a space for small businesses, local food vendors, and/or community gathering, similar to that of R. House in Remington.
- Support ongoing new developments such as the Baltimore Food Hub and the Hoen Lithograph projects.
- Work with a market consultant and adjacent neighborhoods as a next phase of this study to identify future retail growth and opportunities in the study area.



1. Ground floor retail
2. Old theater at 1601 N. Washington St.
3. The Baltimore Food Hub and Hoen Lithograph projects



Proposed aerial looking northwest over the Southern Baptist Church and the old American Brewery building



Social Amenities

Social amenities are critical to helping not only rebuild the neighborhood, but restore people who need help.



- Support school functions returning to the former Paquin School site. The Lillian May Carroll Jackson School expressed interest in relocating their facilities from Chinquapin Middle School to this site.



- Develop a Wellness Center in partnership with Johns Hopkins or another medical institution to provide both services and jobs to neighborhood residents.

- Renovate the abandoned Rutland Elementary School (1600 N. Rutland Ave.) into the new Eastern District Police Station, allowing for community space such as a shared gym or sports courts.

- Provide resources that help renters become homeowners and teach financial literacy as it related to homeownership. The Southeast CDC is a good resource for this as they have had much success in Highlandtown and Patterson Park.

- Develop a recreational and social hub, similar to The Arc in Washington DC, along Oliver Street between Washington and Chester Streets where there are a high number of vacant units. Residents on this block should have priority to move into newly renovated rowhomes in the neighborhood if they so desire.



1. Future school uses at the former Paquin School site
2. Wellness Center at the former Bugle Laundry Factory site
3. Eastern District Police Station relocation to the Rutland Elementary School site
4. Recreation and social hub, similar to The Arc in DC



1. Goodwill Training Center, Seattle, WA, photo by Mithun
- 2 & 3. The Arc in Anacostia, DC, photo by Ayers Saint Gross



Employment and Job Training

Employment opportunities are fundamental to generating vibrancy and sustainability in the neighborhood.



- Build an urban agriculture hub at the Perlman Place site that incorporates Civic Works' Real Food Farms, but expands farming practices to provide jobs and healthy food to the community. Any market or retail component on this site should front North Avenue to encourage future retail infill.
- Redevelop the abandoned Goetze Meat Factory site by securing an anchor tenant that would provide jobs for people in the community. Examples include but are not limited to light manufacturing, tech companies, or a federal agency anchor.
- Support Humanim's mission of job training and placement and continue to grow collaborative relationships. Consider opportunities to use their deconstruction program, Details, to strengthen the workforce in the neighborhood.
- Improve public transportation and access to major job areas such as BWI, Sparrows Point, Hunt Valley, White Marsh, etc. Work with the City and State to ensure bus routes adequately serve the community.



1. Perlman Place urban agriculture hub
2. Goetze Meat Factory future employment hub
3. Humanim



1. Cortex, St Louis, MO
2. Hydroponic greenhouses above a market, image by BrightFarms



Strategic Demolition

Strategic demolition can create new opportunities for infill and reduce blight in the neighborhood.

- Demolition funding should be focused in areas that are largely vacant where there is interest and pressure for new development and where the Master Plan proposes new building footprints.
- Remaining demolition funding should be focused towards alley streets (Regester, Durham, Chapel, Castle, Duncan, Bradford, and Port) that are over 80 percent vacant. In the near term, these sites should be greened with the City paying select residents or the Broadway East Community Association to maintain the lots. In the long-term, these sites can be redeveloped into smaller scale housing as residents return to the community and the market demand increases.

CONCLUSION

Executing the vision for the study area will dramatically transform East Baltimore, returning it to the vibrant village it once was. While the recommendations will require significant investment over time, a number of opportunities are currently underway. The Southern Baptist Church is active in pursuing new opportunities for low income, workforce, and market rate housing in the area and moving forward with ideas for a new Wellness Center in the heart of the neighborhood. Many stakeholders are interested in relocating the Eastern District Police Station into the heart of the neighborhood, which will enhance relationships between the police and the community as well as improve safety. These ideas and many more are rapidly moving forward and generating exciting momentum for rebuilding a vibrant, safe, and diverse neighborhood in the heart of East Baltimore.



Empower PEOPLE

- Embolden community leaders
- Build trust
- Provide mentorship opportunities
- Create social programming and services
 - Young adult activities
 - Job training
 - Family support services



Rebuild PLACE

- Improve the environment
 - Parks and open space
 - Community gardens
 - Streetscaping
 - Maintenance
- Invest in housing
 - Vacancy – demolition or rehabilitation
 - Housing type diversification



Enliven PROGRAM

- Improve public transportation and access
- Diversify and expand retail
- Increase population density
- Improve opportunities for recreation
- Provide locations for jobs
- Expand partnerships
- Actively recruit light industry and service job opportunities



"When people are working their attitudes change. And when attitudes change, the whole neighborhood can change. Because people will want to buy a house, they will want to fix up where they live, they want to keep their streets clean, they want to pay more attention to their children."

LUCILLE GORHAM, 1997, BALTIMORE RESIDENT

