



CENTRAL WEST BALTIMORE CHOICE NEIGHBORHOOD TRANSFORMATION PLAN



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Contents

Executive Summary	i
1 Introduction: Transforming Central West Baltimore.....	1
2 Central West Baltimore: A Neighborhood Profile	7
3 Market Conditions	43
4 A Community-Driven Process.....	49
5 The Vision for Central West Baltimore	57
6 Transformation	63
<i>People</i>	65
<i>Neighborhood</i>	87
<i>Housing</i>	100
7 Implementation of the Transformation Plan	111

Appendices

1 Resident Needs Assessment	
2 Resident Engagement Summary	
3 Residential Market Study	
4 Education Report	
5 Workforce Development Report	
6 Retail Analysis	
7 Traffic Analysis	
8 Neighborhood and Housing Concepts	



Executive Summary

The *Central West Baltimore Choice Neighborhoods Transformation Plan* is an ambitious initiative to revitalize an important part of Baltimore that has experienced decades of disinvestment and a stark pattern of racial segregation. This effort began in 2009 as a grass-roots coalition, convened by Jubilee Baltimore and including residents of Upton, Druid Heights, Marble Hill, Eutaw Place, Bolton Hill, and Reservoir Hill. Meeting every other Saturday morning for three years, this coalition worked to break down physical and social barriers created and reinforced by 1960s Urban Renewal projects and knit divided neighborhoods back together. Their efforts paid off: in 2010, HUD awarded Jubilee a Choice Neighborhoods grant to develop a comprehensive neighborhood plan.

EXECUTIVE SUMMARY

Overview

The focus of the HUD-funded planning work is the Pedestal Gardens Apartments, a HUD-assisted housing development owned by Foresight Affordable Housing, and the surrounding neighborhoods. The planning initiative began with revitalization strategies that improve the lives of residents, from improved access to healthcare to better education to higher-paying jobs. Only then were the physical development initiatives required to support these initiatives fully developed.



HUD representatives, steering committee members, and other stakeholders toured the planning area in May 2011 as part of the project kick-off.

Understanding Baltimore and the Central West Neighborhoods

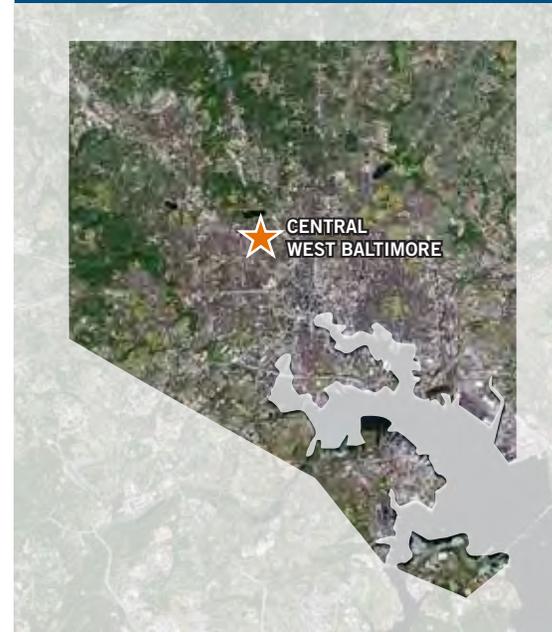
BALTIMORE

Baltimore is the largest city in the state of Maryland, with approximately 620,000 residents, and ranks 24th in population among all United States cities (Census Bureau, 2011). Baltimore City's population has decreased by one-third since reaching its peak of 950,000 residents in 1950. This shift is primarily due to significant macro structural forces over the past several decades, including deindustrialization, suburbanization,

and federal public policy. Further, Baltimore lost 34% of its middle-income households between 1990 and 2000, and is currently listed as the 12th most segregated metropolitan region in the country.

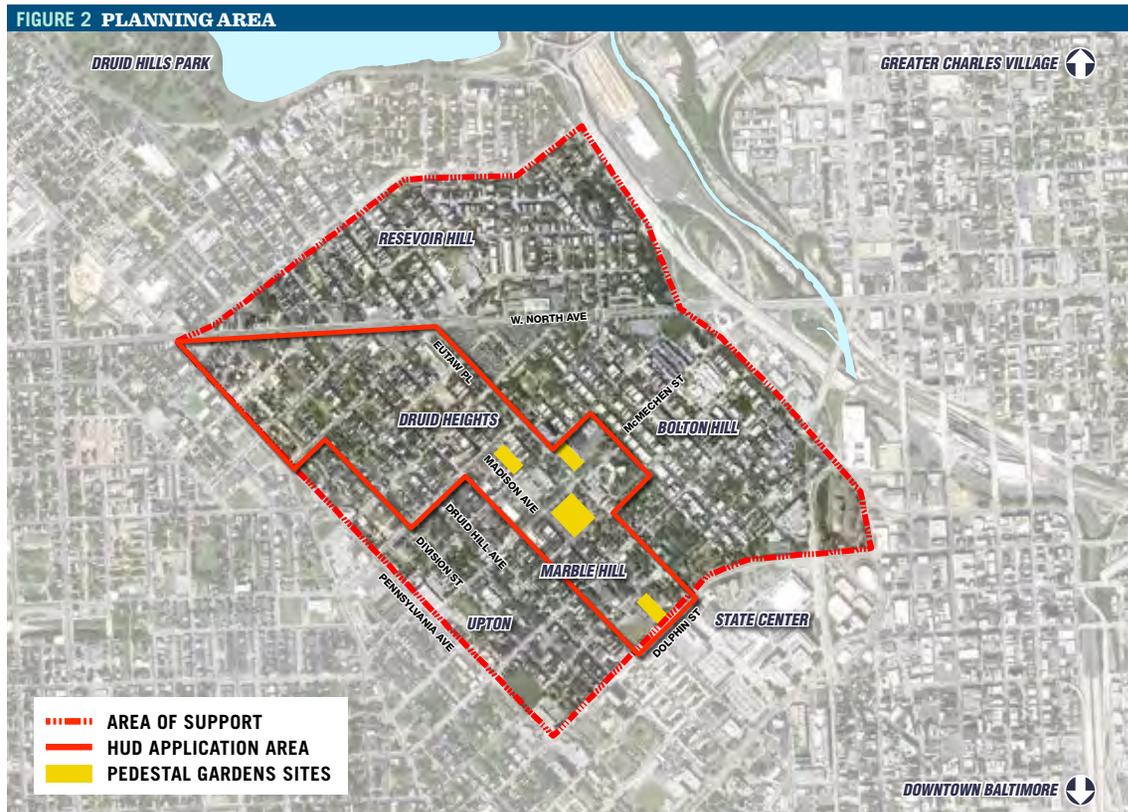
In 2011, Baltimore's population was classified as 63.6% African-American, 31.5% White, and 4.3% Hispanic; comparative statistics for the United States were 13.1% African-American, 78.1% White, and 16.7% Hispanic. The median household income in the City is \$35,000 per year, in comparison to the regional median of \$63,000. Baltimore contains twenty percent (20%) of all employment institutions within the state, with top employers including The Johns Hopkins Institutions, University of Maryland Medical System, Constellation Energy Group, Bank of America, Lifebridge Health, and T. Rowe Price.

FIGURE 1 LOCATOR MAP



THE PLANNING AREA

The original boundary line for the Central West Baltimore Choice Neighborhoods planning area specifically targeted Census Tracts 140200 (Madison Park / Druid Heights), 170200 (Upton), 140300 (Druid Heights), and 140100 (several blocks of Bolton Hill). These neighborhoods and census tracts originally referenced within the Choice Neighborhoods grant application are termed the "HUD area." Upon receipt of



the HUD Choice Neighborhoods Planning Grant award, the City of Baltimore provided additional resources to expand the planning area to include the Reservoir Hill neighborhood (Census Tracts 130200 and 130300), and a larger section of the Bolton Hill neighborhood. While HUD is focused on Pedestal Gardens, the City’s priority is to

develop redevelopment strategies for the Madison Park North Apartments in Reservoir Hill.

Census Tracts 140200, 140300, and 170200 are marked by significant levels of concentrated poverty, residential and racial segregation, and suffer from elevated levels of violent crime. The

neighborhoods that make up these census tracts, Madison Park, Druid Heights, and Upton, are high-poverty, minority-concentrated areas of West Baltimore that include a housing type mix of Section 8 project-based housing complexes, several LIHTC and Section 202 properties, private rental housing overwhelmingly catering to Housing Choice Voucher recipients, and a disproportionate amount of public housing units when compared to other neighborhoods within the city. Pedestal Gardens, the target housing development in the study area, consists of 203 low-income rental units in fifteen buildings on four city blocks. It was built in 1968 and has a high concentration of poverty with major deficiencies in structure, systems, infrastructure, and design. Madison Park North contains 202 low-income units on approximately eight acres of land. It was built in 1974, has been poorly managed and maintained, and is now subject to an action by Baltimore for the revocation of its multifamily dwelling license.

A community-built Vision

Through a series of public meetings and workshops, a vision emerged based on the issues, challenges, and opportunities voiced by the community:

Central West Baltimore will become known as a place where once-divided neighborhoods have been

knitted back together through the development of high quality, sustainable, mixed-income, and mixed-use developments. It will be a thriving, safe, diverse, and healthy place; a walkable neighborhood with a mix of races, incomes and housing choices... A neighborhood with better schools, improved services, new amenities, and new opportunities for employment. Above all, it will remain a neighborhood of choice for both existing and new residents.

The vision is supported by seven core principles:

1. Safe, both in perception and reality
2. Affordable and accessible
3. Healthy and walkable
4. Blessed with great schools and great jobs
5. Connected
6. Achievable
7. Beautiful

Choice Neighborhoods

HUD's Choice Neighborhoods program views community planning in a holistic way. The three key words in Choice Neighborhoods are: *People*, *Housing*, and *Neighborhood*. In the Choice Neighborhoods framework, *Housing* means the Pedestal Gardens Apartments. This plan follows the Choice Neighborhoods organization.

People: Healthy, well-educated, well-employed

This plan document begins as our planning work began: with *People*. Our *People* strategies, focused on health and wellness, education, and workforce development, inform the physical redevelopment priorities for *Housing* and *Neighborhood*.

HEALTH AND WELLNESS

- Increase access/decrease barriers to health care for adults and children
- Increase access to and knowledge of nutritious food
- Provide supportive services to support school-aged children and their families



EDUCATION

- Ensure healthy outcomes for all children born in the Choice Neighborhood and support children to be ready to enter kindergarten at age 5



- Build on recent academic and school culture improvements to provide an exemplary Eutaw-Marshburn Elementary School for the community
- Work with Purpose Built Communities to create a “cradle-to-college” pipeline for resident children
- Prepare middle school students academically, artistically, and socially for competitive high schools
- Provide services and supports for Pedestal Gardens to promote educational success, health and safety, and life skills through supportive services

WORKFORCE DEVELOPMENT

- Connect people to economic pathways
- Create a Pedestal Gardens Employment Services Resource Center
- Develop services to provide for:
 - > Employment opportunities
 - > Training and education
 - > Financial stability



Neighborhoods: Livable and Desirable

Our *Neighborhood* strategies identify large-scale reinvestment initiatives that can bring about reinvestment and population growth and lead to an increase in retail and other neighborhood amenities. Our neighborhood strategies will increase safety within the neighborhood and foster a greater sense of community for all residents.

Neighborhood strategies include:

- Prioritize redevelopment initiatives that can knit the neighborhood back together



New development will be designed in a manner that allows it to be well integrated with the existing historic character.

- > Pedestal Gardens Apartments
- > Memorial Apartments
- > Eutaw-Marshburn Elementary School
- > Madison Park North Apartments
- Improve the public realm using strengthened urban design principles focused on complete streets and connectivity
 - > Reduce commuter traffic on McCulloh Street and Druid Hill Avenue
 - > Narrow North Avenue
 - > Re-establish Callow Avenue and Bolton Street north of North Avenue
 - > Create and maintain a full tree canopy
- Create a new walkable retail node at Eutaw Place and McMechen Street
 - > Develop up to 7,500 gross square feet of retail
- Maintain and preserve existing building character
- Reduce blight and vacancy
- Assist existing and attract new neighborhood amenities
- Recommend changes to zoning policy (where relevant)
- Make transportation improvements to increase connectivity
- Facilitate infill development opportunities for new housing

Housing: A high-quality mixed-income environment

Our plan recommends the replacement of Urban Renewal-era developments that are 100 percent low-income into high-quality mixed-income and mixed-use developments. Residents of existing housing projects will benefit by having the opportunity to live in better, safer housing with middle-class neighbors and less isolation from community life. We offer redevelopment plans that will:

- Increase the diversity of neighborhoods,
- Help to attract new retail,
- Improve safety,
- Connect neighborhoods,
- And—with potential implementation funding through Choice Neighborhoods—create opportunities for significant new human services that can be housed within the new housing development.

On the 4.5-acre Pedestal Gardens site, this plan calls for up to 500 new mixed-income units in row houses and four-story multifamily buildings and row houses.

On the 8-acre Madison Park North site, this plan calls for 500–700 market-rate and workforce units, with multifamily buildings along North Avenue and row houses along Lennox Street.



High quality mixed-income/mixed-use housing will replace what is currently deteriorated low-income housing within the planning area.

On the 4.5-acre Eutaw-Marshburn Elementary School site, this plan calls for the development of 50–100 new housing units in conjunction with the construction of a new school and a family-sized YMCA.

In infill sites across the entire planning area, this plan calls for up to 400 units of mixed-income housing through a combination of new construction and row house rehabilitation. Where possible, row houses should be viewed as housing for families with children.

At full build-out, this plan calls for over \$400 million in new housing investment and increase the planning area population by over 10%.

The *Housing* strategies include:

- Create successful mixed-income community on Pedestal Gardens site
- Redevelop Madison Park North and surrounding properties
- Promote and participate in infill development
- Support large-scale adjacent housing initiatives, including the Memorial Apartments site and the Eutaw-Marshburn School site

- Ensure environmental remediation, energy efficiency, and sustainability

Implementation: turning ideas into places and opportunities for people

This is an ambitious plan with a number of large elements. Implementation will take time and collaboration. The plan recommends creating a new non-profit organization, an affiliate of Purpose Built Communities, to oversee implementation. This organization will strengthen and develop collaborative relationships, identify new partners, help raise funds, build neighborhood capacity, and work effectively with government and non-profit partners. This entity will be involved in all aspects of implementation and will play a role—sometimes leading, sometimes supporting—for the *People* and/or *Neighborhood* partners on a Choice Neighborhoods implementation grant. It is important to take into account the fact that a number of nonprofits, such as the Druid Heights Community Development Corporation and the Reservoir Hill Improvement Council, are already active in the Central West Baltimore area and are currently at work on projects and initiatives that advance the mission of this plan. A new organization must be structured to leverage the experience of these organizations and agencies and focus on filling gaps rather than duplicating existing

FIGURE 3 ILLUSTRATIVE SITE PLAN



An illustrative site plan of the planning area highlights new development opportunities.

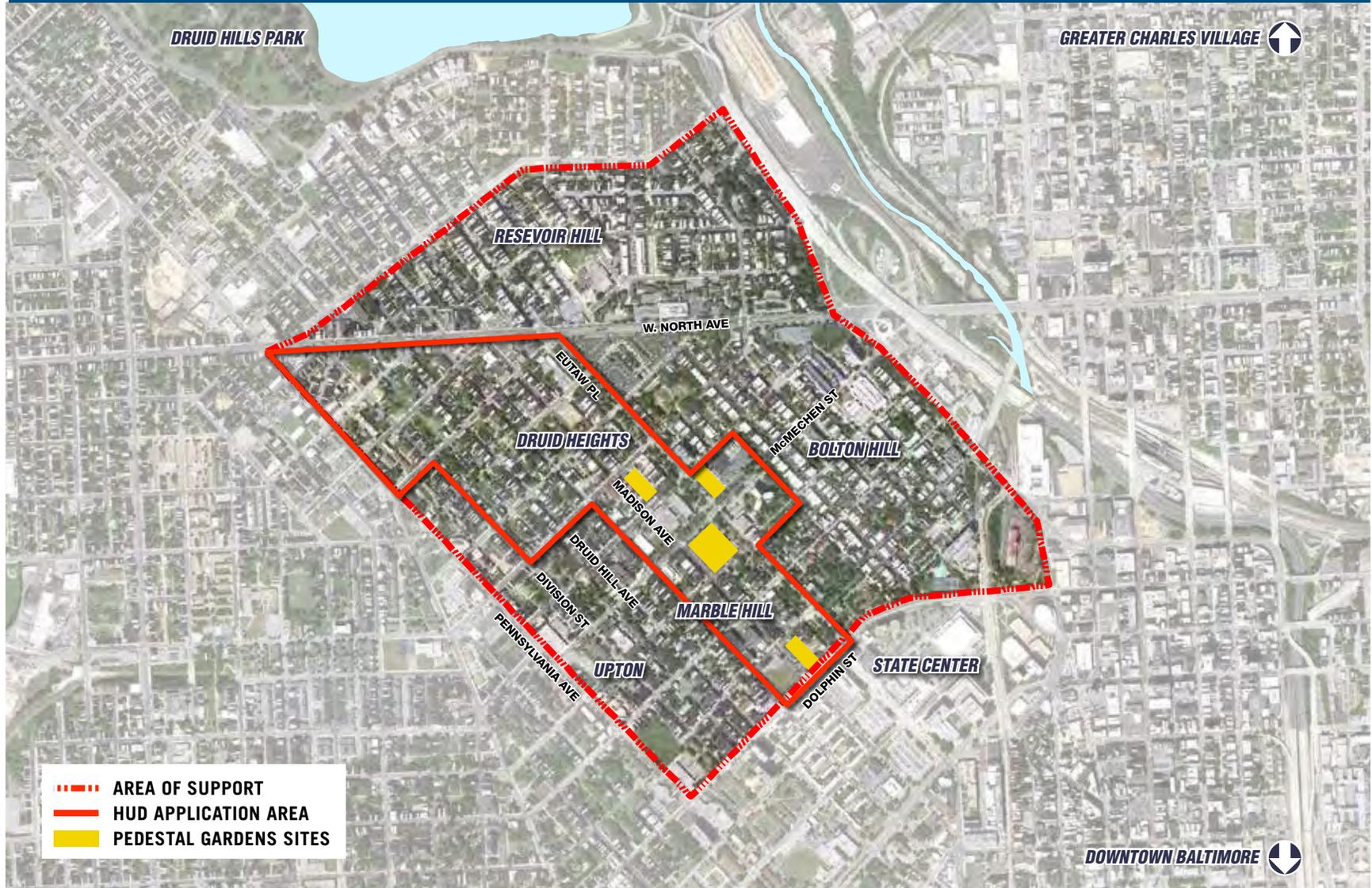
missions. Baltimore City and the Baltimore City Public Schools will be key partners, as will neighborhood organizations, anchor institutions, and major property owners.



1 *Introduction: Transforming Central West Baltimore*

“We begin with people. Only by understanding the lives of the neighborhood people, as it is and as it could be, can we hope to create a realistic Transformation Plan.” From the plan section of the Central West Baltimore Choice Neighborhood application. November, 2010.

FIGURE 4 PLANNING AREA



Overview

In 2009, community leaders from Madison Park, Bolton Hill and Eutaw Place began to work with Jubilee Baltimore to conceive the revitalization of a large section of Central West Baltimore, and to work towards the improvement of challenges left in place by Urban Renewal fifty years ago. Urban Renewal-era buildings were reaching the end of their design life, and community leaders wanted to ensure that redevelopment would help to knit together the surrounding neighborhoods, support good schools and shopping, and generally offer an improved quality-of-life to people of diverse backgrounds and incomes.

The group envisioned a comprehensive revitalization of Central West Baltimore, and searched for funding to develop an achievable plan with implementable strategies to combat the concentrated poverty, disinvestment, low-performing schools, pressing health concerns, and high crime within the neighborhood. In March 2011, out of 119 applicants nationwide, the Central West Baltimore Initiative was selected as one of 17 recipients to receive a Choice Planning Grant in the amount of \$213,000, through the United States Department of Housing and Urban Development.



Pedestal Gardens, the HUD-assisted housing development targeted in the planning grant, was built during the 1960s as part of federally-funded Urban Renewal initiatives.

Description of the Choice Neighborhoods Program

Choice Neighborhood planning grants were established in 2010 with the purpose of developing comprehensive plans that could transform distressed neighborhoods and public and assisted projects into viable and sustainable mixed-income neighborhoods. As stated by HUD, “This will be accomplished by linking housing improvements with appropriate services, schools, public assets, transportation, and access to jobs.” In the development of the Choice Neighborhoods program, HUD has focused on directing resources into three core goals:¹

1. **People:** Support positive outcomes for families who live in the target development(s) and the surrounding neighborhood, particularly outcomes related to residents’ health, safety, employment, mobility, and education;
2. **Neighborhood:** Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs; and
3. **Housing:** Transform distressed public and assisted housing into energy efficient, mixed-

¹ Full details of the Choice Neighborhood program can be found at: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn

INTRODUCTION

income housing that is physically and financially viable over the long term.

The two-year planning effort for Baltimore officially commenced with a public kick-off event in May of 2011.

Description of Central West Baltimore

The Choice Neighborhoods targeted planning area includes all or significant parts of a series of West Baltimore neighborhoods, including: Bolton Hill, Druid Heights, Marble Hill, Madison Park, and Upton. The targeted project-based HUD-assisted property is Pedestal Gardens, owned by Foresight Affordable Housing of Maryland. While Pedestal Gardens has provided much-needed affordable housing within the City of Baltimore, the development currently suffers from deficiencies in building systems, infrastructure and design. It should be noted that there are other distressed project-based assisted properties in the target area, such as Memorial Apartments, Medeso Manor, and the Marlborough Apartments. While not targeted within the Choice Neighborhood application, residents from these properties participated as part of the greater community throughout the planning process. They are a strong example

of why the *Transformation Plan* must truly be transformative for everyone in Central West Baltimore.

Challenges... and opportunity

More than 40 percent of Central West Baltimore's residents live in poverty, and the neighborhood vacancy rate is nearly twice the rate of the city as a whole. While the community unemployment rate in the surrounding area is estimated at nearly 11%, many suggest that the actual number is double that since many residents have given up looking for work and are no longer counted. Unemployment among the area's youth is over 55%.

In terms of quality of life issues voiced by residents during the many public events, the following were the considered the highest priority:

- Improve neighborhood safety
- Fix the schools
- Rehabilitate existing vacant properties
- Create new opportunities for jobs
- Maintain the character of the neighborhood but address vacancy issues
- Improve sidewalks and other streetscape conditions
- Create a walkable neighborhood with retail amenities



While significant vacancy issues exist within the planning area, the high quality row houses—when rehabilitated—will help revitalize the neighborhood and improve safety conditions.

Fortunately, positive changes are currently taking place in Baltimore, and the study identified existing opportunities that could be better connected to area residents. The city schools are under new leadership and successful revitalization efforts have already taken place in the adjacent Bolton Hill and Resevior Hill neighborhoods. Other strengths include:

- A high quality and historic urban fabric
- Stable surrounding neighborhoods
- Major reinvestments occurring within close proximity
- Strong, well-organized communities
- Engaged and supportive property owners

A community comes together

Perhaps the most important aspect of this two-year planning process has been the engagement of Pedestal Gardens residents, community residents from across Central West Baltimore, city employees, and local and neighborhood leaders. Hundreds of citizens have participated in over a dozen events, and a dedicated Advisory Board of over 25 members has met every other Saturday from 9:00am–11:00am for over two years. A highly diverse group of residents, many of whom had not traditionally worked together, shaped all aspects of this planning effort.



Members of the Baltimore Choice Neighborhoods Advisory Board guided HUD representatives on a tour of the planning area to kick off the planning event.

INTRODUCTION



2 **Central West Baltimore: A Neighborhood Profile**

To understand conditions across the planning area, a neighborhood profile was developed to assess demographic and numerous other sources of data. To align with the Choice Neighborhood priorities, this data is organized by *People, Neighborhood, and Housing*.

Baltimore Context

Baltimore is the largest city in Maryland, with approximately 620,000 residents, and ranks as the 24th in among all U.S. cities. The population in Baltimore has decreased by one-third since reaching its peak of 950,000 residents in 1950. Baltimore lost 34% of its middle-income households between 1990 and 2000¹ and is currently

¹ Joan Jacobson, 2007. Source: <http://www.abell.org/pubstems/arn907.pdf>



While the planning area has experienced disinvestment, its high quality row house infrastructure is well positioned to attract people interested in an urban environment.

listed as the 12th most segregated metropolitan region in the country.² In the last decade, however, Baltimore has experienced significant growth in several downtown districts. In terms of employment growth city-wide, it ranks 16th within the country. Other trends indicate that Baltimore is well positioned to expect continued

² John Logan and Brian Stults, 2011. Source: <http://www.businessinsider.com/most-segregated-cities-in-america-2011-3?op=1>



increases in both residential population and job opportunities. Evidence that population has stabilized.

Central West Baltimore Today

PEOPLE

POPULATION, AGE, AND ETHNICITY

Approximately 13,375 residents currently reside in Central West Baltimore, down from 15,100 in 2000. The area has a higher percentage of children under the age of 9 when compared to Baltimore and the surrounding MSA, but overall the age profiles are similar across the region. At 69.2%, the neighborhood is predominantly African-American. The second highest ethnicity is white at 24.7%. In both the city and the region, there is a higher level of resident diversity.

Population density measurements, as noted in Figure 5, are not consistent across the planning area. This indicates pockets of vacancy and likely disinvestment, and it can be an indicator for either neighborhood stability or lack thereof. Given the area’s traditional row house housing stock, it should be a more uniformly darker shade of blue. This is evident in Reservoir Hill and Bolton Hill. In the neighborhoods west of Eutaw Place, including Druid Heights, Madison Park, Marble Hill, and Upton, vacancy issues are clearly being indicated by uneven density readings.

TABLE 1 SUMMARY: CENTRAL WEST, BALTIMORE, BALTIMORE MSA

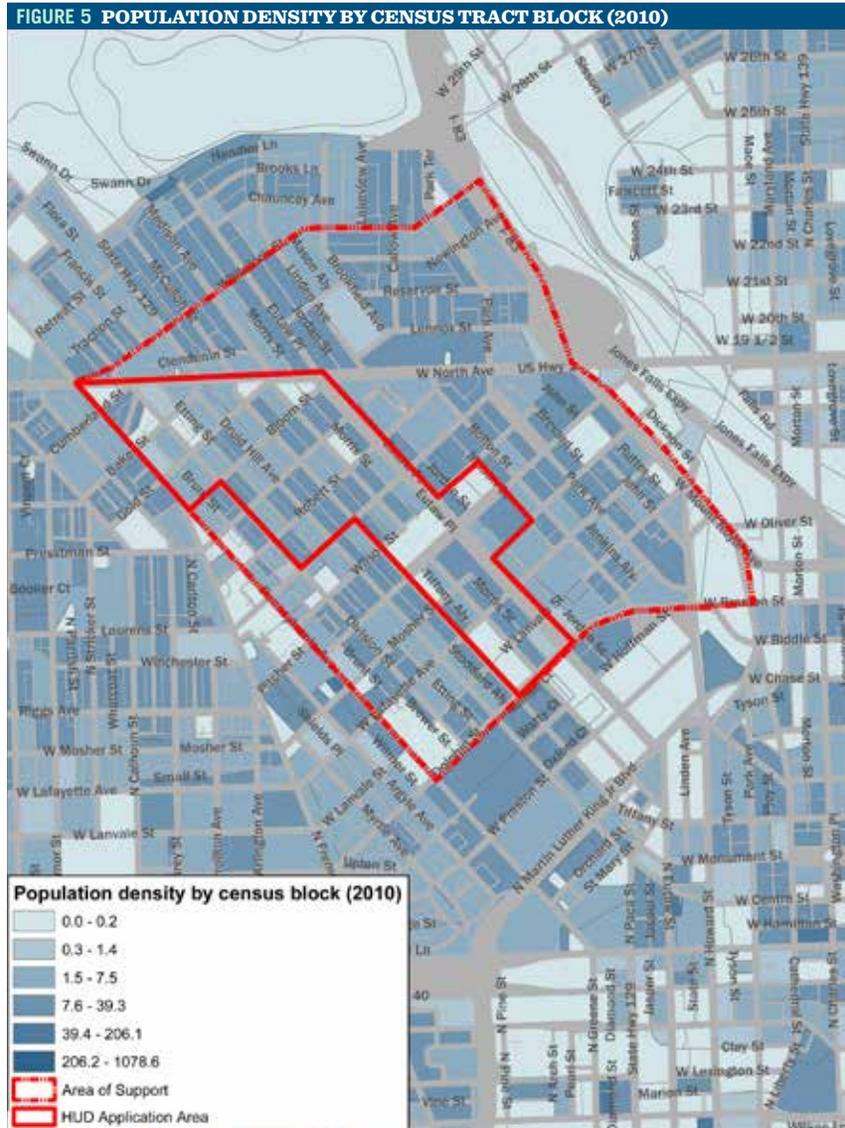
	HUD AREA	STUDY AREA	BALTIMORE	BALTIMORE MSA
Population	3,560	13,375	620,961	2,710,489
Households	1,626	6,100	249,903	1,038,765
Families	741	2,462	134,038	679,558
Average Household Size	2.19	2.19	2.48	2.61

TABLE 2 RACE AND ETHNICITY: CENTRAL WEST, BALTIMORE, BALTIMORE MSA

	HUD AREA	STUDY AREA	BALTI-MORE	BALTI-MORE MSA
% White alone	12.2	24.7	29.6	62.1
% Black alone	84.4	69.2	63.7	28.7
% Other race(s)	3.4	6.1	6.7	9.2

TABLE 3 AGE PROFILE: CENTRAL WEST, BALTIMORE, BALTIMORE MSA

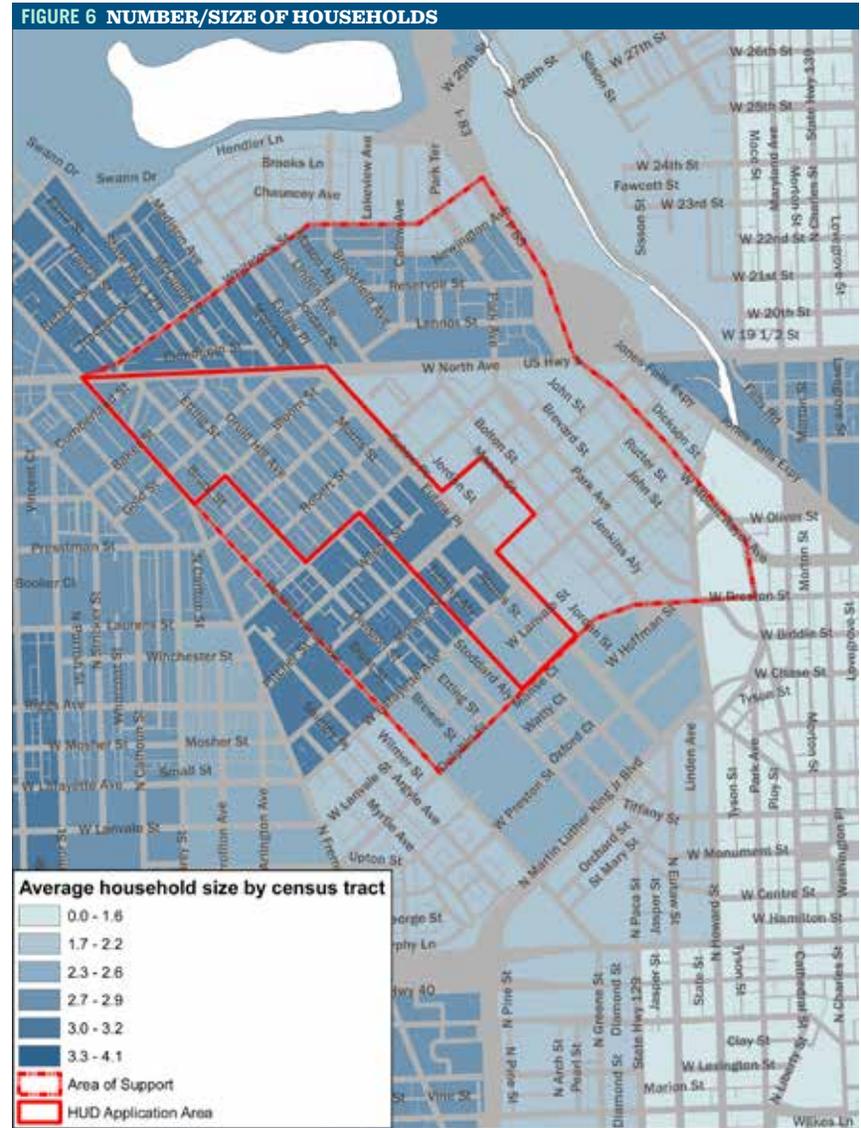
	HUD AREA	STUDY AREA	BALTIMORE	BALTIMORE MSA
0–4	287	8.1%	934	7.0%
5–9	264	7.4%	830	6.2%
10–14	217	6.1%	669	5.0%
15–19	230	6.5%	1,191	8.9%
20–24	360	10.1%	1,607	12.0%
25–34	509	14.3%	2,017	15.1%
35–44	403	11.3%	1,480	11.1%
45–54	499	14.0%	1,754	13.1%
55–64	413	11.6%	1,463	10.9%
65–74	232	6.5%	837	3.6%
75–84	104	2.9%	434	3.2%
85+	40	1.1%	159	1.2%



The planning area lost nearly 2,000 residents between 2000 and 2010, leading to a decrease in residential density that varies from block to block.

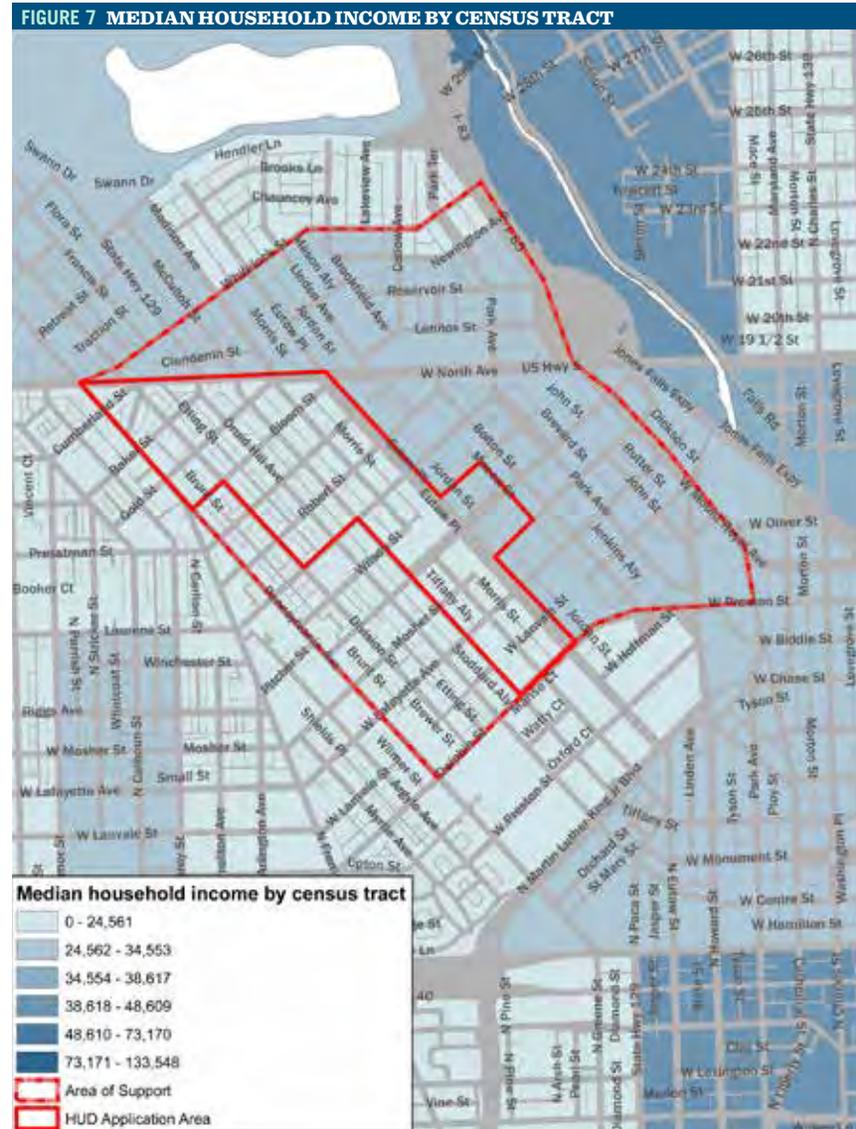
HOUSEHOLD COMPOSITION

The study area has a higher percentage of single-person households than the city overall (45% versus 36%) and a lower percentage of households with 2+ people (54% versus 64%). Household size also differs based on the neighborhoods within the study area. Pedestal Gardens and the blocks surrounding it have the largest households within at the study area at 3.0–3.2 people per household. This is an important fact to note as accommodating household size in future redevelopment initiatives is an important consideration in terms of unit type, mix, configuration, and costs.



HOUSEHOLD INCOME

Very low median income and a very high unemployment rate (see Figures 7 and 8) in the planning area indicate a distressed population, particularly when combined with larger households. Though median income is only slightly higher east of Eutaw, the per capita income disparity is larger given much smaller household sizes.



CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE



TABLE 4 INCOME PROFILE: CENTRAL WEST, BALTIMORE, BALTIMORE MSA

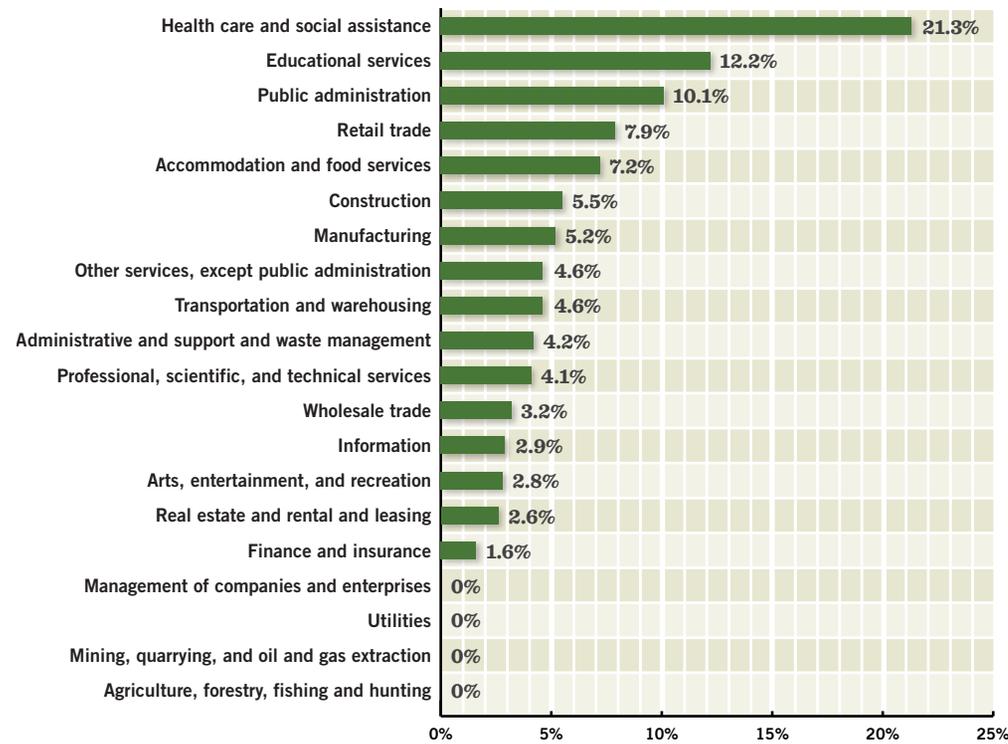
	HUD AREA		STUDY AREA		BALTIMORE		BALTIMORE MSA	
<\$15,000	619	37.8%	2,047	33.2%	58,587	23.4%	107,162	10.3%
\$15,000–\$24,999	242	14.8%	822	13.3%	33,385	13.3%	82,876	7.9%
\$25,000–\$34,999	209	12.8%	731	11.9%	30,251	12.1%	87,541	8.4%
\$35,000–\$49,999	180	11.0%	706	11.4%	37,621	15.0%	131,975	12.7%
\$50,000–\$74,999	142	8.7%	726	11.8%	38,468	15.4%	186,316	17.9%
\$75,000–\$99,999	64	3.9%	309	5.0%	20,843	8.3%	141,084	13.5%
\$100,000–\$149,999	84	5.1%	442	7.2%	18,341	7.3%	170,819	16.4%
\$150,000–\$199,999	46	2.8%	190	3.1%	5,981	2.4%	72,265	6.9%
\$200,000+	51	3.1%	194	3.1%	6,850	2.7%	62,758	6.0%
Median Household Income	\$22,613		\$27,363		\$35,844		\$62,687	
Average Household Income	\$43,667		\$48,958		\$52,762		\$83,674	
Per Capita Income	\$18,842		\$23,833		\$22,591		\$32,914	

EMPLOYMENT

Employment trends mirror income levels, with lower unemployment levels in Bolton Hill than the rest of the study area. Based on 2005–2009 American Community Service data, among the top five industries employing the planning area’s population are health care and social assistance (21.3%), educational services (12.2%), public administration (10.1%), retail trade (7.9%), and accommodation and food services (7.2%).¹

However, the top five occupations within these industries are building, grounds cleaning and maintenance (13.2%), sales (10.7%), transportation and material moving (10.3%), healthcare support (9.3%) and office and administrative support (7.9%). The American Community Survey data shows that 53.8% of the total households in the planning area have an annual income of less than \$30,000, with 11.5% earning less than \$10,000, which suggests that people are employed primarily in largely less skilled, low-paying jobs within these occupations.

FIGURE 9 EMPLOYMENT DEMOGRAPHICS BY INDUSTRY

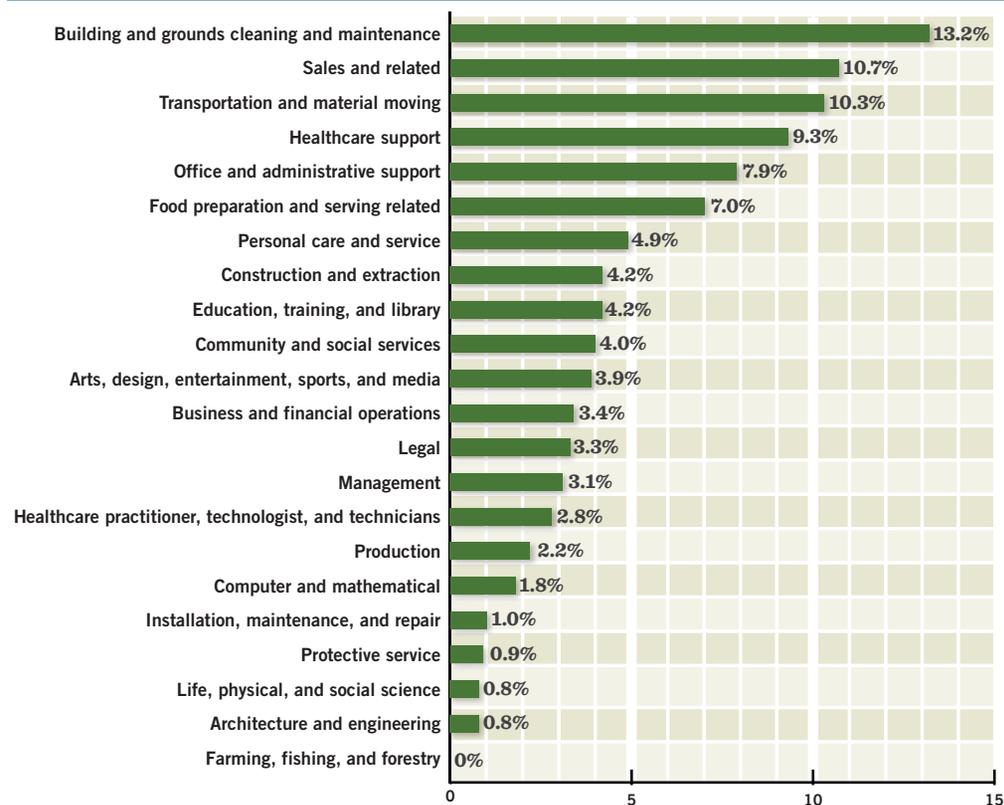


Source: U.S. Census Bureau, 2005-2009 American Community Survey

¹ The North American Industry Classification System (NAICS) defines educational services as work in primary and secondary schools, college, professional and trade schools, and other schools, such as exam preparation, driving schools and educational support services. United States Census Bureau. (2007). Retrieved from http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart_code=61&search=2007%20NAICS%20Search.

CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE

FIGURE 10 EMPLOYMENT DEMOGRAPHICS BY OCCUPATION



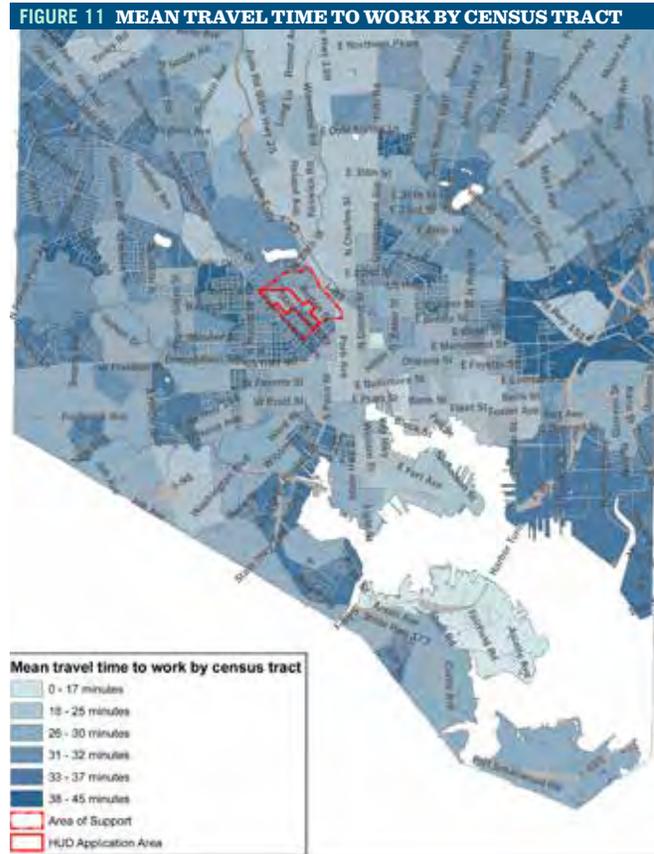
Source: U.S. Census Bureau, 2005-2009 American Community Survey

TABLE 5 LARGEST EMPLOYERS IN BALTIMORE CITY

EMPLOYER	NO. OF EMPLOYEES	INDUSTRY
Johns Hopkins University	22,000	Educational Services
Johns Hopkins Hospital and Health System	16,552	Health Care
University System of Maryland	9,457	Educational Services
University of Maryland Medical System	8,900	Health Care
Medstar Health	6,294	Health Care
LifeBridge Health – Sinai	5,213	Health Care
Mercy Health Services	3,280	Health Care
Constellation Energy / BGE	3,273	Utilities
St. Agnes HealthCare	3,022	Health Care
Kennedy Krieger Institute	2,449	Health Care
Veteran's Health Admin	2,066	Health Care
Morgan State University	1,809	Educational Services
U.S. Social Security Administration	1,600	Federal Government
Broadway Services	1,400	Professional & Business Services
Marriott International	1,400	Accommodation and Food
Future Care	1,310	Health Services
Loyola University Maryland	1,181	Educational Services
T. Rowe Price Group	1,179	Finance and Insurance
M & T Bank	1,144	Finance and Insurance

Source: Maryland Department of Business and Economic Development. (2011). Retrieved from <http://www.choosemaryland.org/factsstats/Documents/Major%20Employers/BaltimoreCityME2011.pdf>

Though located near the center of the city, residents in the southwest corner of the study area have some of the longest commutes in the city. While public transit service has been noted as adequate—good by residents, potential route alignments within the southwest corridor may not correspond adequately with job centers. Moreover, considering that over 50% of the residents within the study area do not have access to a personal vehicle (Figure 12), as compared with 36% citywide, work travel times will be significantly longer.



POVERTY

The poverty rate within the study area is nearly 50% higher than across the city as a whole, indicating this is one of the city’s more challenged districts. The study area’s poverty rate is 3 times higher than the MSA’s.

TABLE 6 POVERTY RATE

	HUD AREA		STUDY AREA		BALTIMORE CITY		BALTIMORE MSA	
	HOUSEHOLDS	%	HOUSEHOLDS	%	HOUSEHOLDS	%	HOUSEHOLDS	%
Below poverty line last year	604	38.3	1,693	27.9%	45,384	19.1%	91,204	9.1%
Above poverty line last year	973	61.7	4,381	72.1%	192,435	80.9%	912,676	90.9%

EDUCATIONAL ATTAINMENT

The HUD application area is under-educated, particularly in comparison to its eastern neighborhoods, the city, and the surrounding MSA. Over 30% of the HUD application area has not completed high school. However, over 25% of the residents have earned an associate’s degree or higher, which is on par with overall city averages.

TABLE 7 2010 POPULATION 25+ BY EDUCATIONAL ATTAINMENT

	HUD AREA	STUDY AREA	BALTIMORE CITY	BALTIMORE MSA
Total	2,511	9,161	412,619	1,809,681
Less Than 9th Grade	7.0%	5.3%	6.4%	3.7%
9th to 12th Grade, No Diploma	23.7%	15.4%	16.6%	8.8%
High School Graduate	24.4%	22.7%	29.5%	26.7%
Some College, No Degree	16.4%	16.9%	17.7%	19.4%
Associate Degree	3.2%	3.3%	4.6%	6.5%
Bachelor’s Degree	12.9%	19.3%	13.1%	19.8%
Graduate/ Professional Degree	12.3%	17.0%	12.2%	15.1%

FIGURE 13 EDUCATION ATTAINMENT: AT LEAST HIGH SCHOOL DIPLOMA

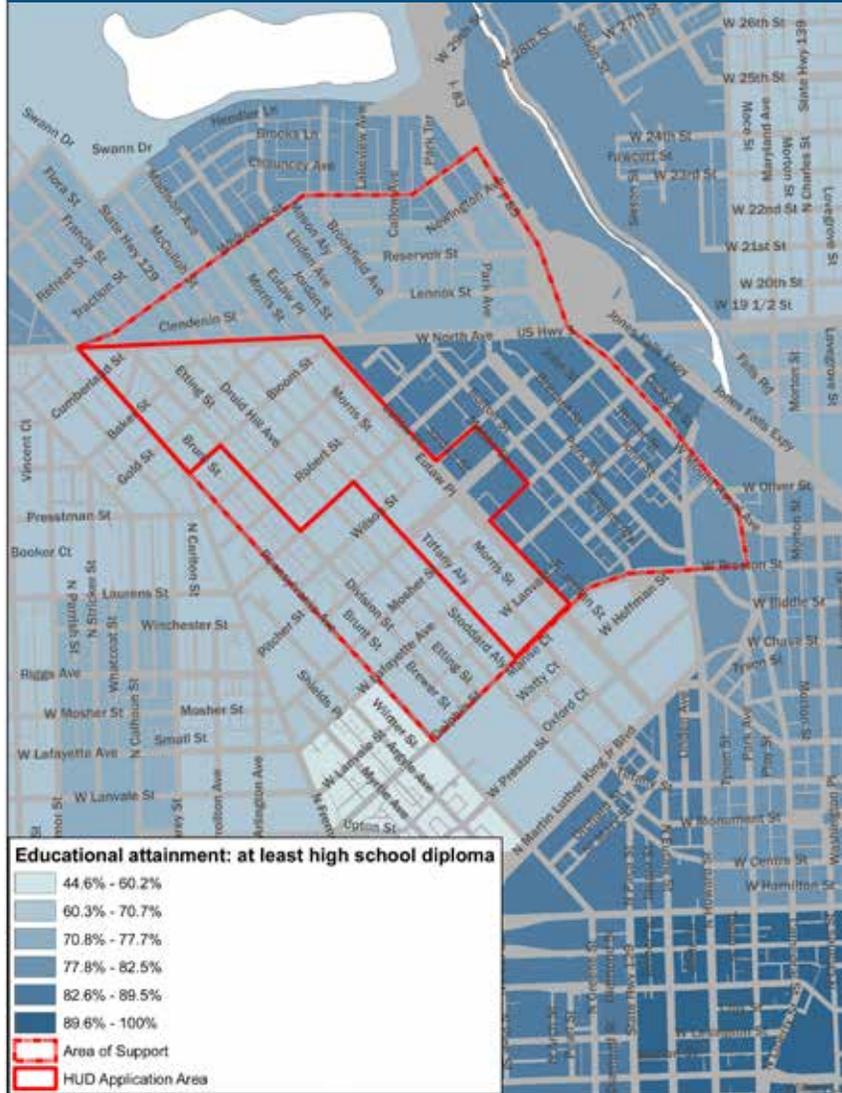
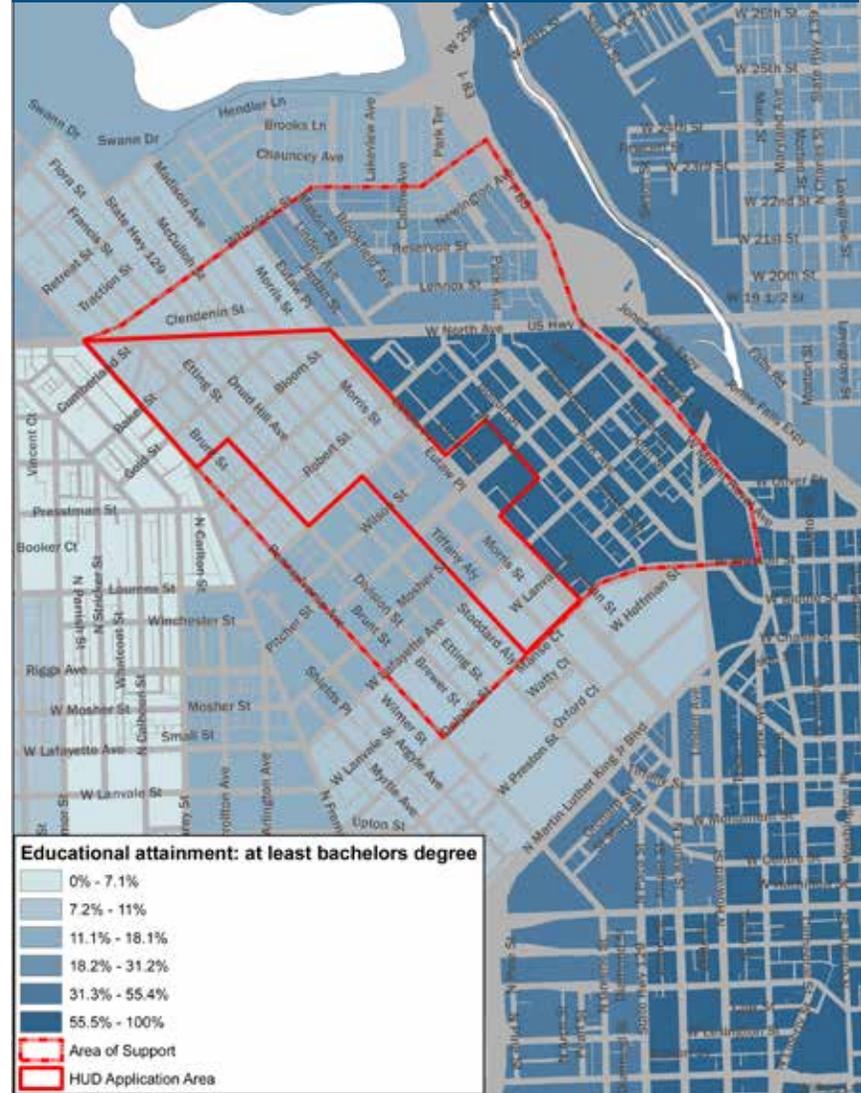


FIGURE 14 EDUCATION ATTAINMENT: AT LEAST BACHELORS DEGREE



HEALTH AND SAFETY

The planning area has a significantly lower life expectancy at birth and a much higher rate of avertable deaths² compared to the city as a whole and compared to the area east of Eutaw Place, indicating lower levels of access to quality health care (including preventive care and responsive treatment).

High rates of death from diabetes and heart disease reinforce the area’s lower levels of general health and indicate high obesity rates that could be addressed with better access to quality food and proactive health education programs.

Access to Health and Human Services

Health services within this community are provided by outpatient clinics with the closest hospital, Maryland General Hospital, located south just outside the Choice planning zone. The two health clinics within the area are located in the Druid Heights neighborhood and provide services for men, women and children. Services include STI and HIV prevention, oral health care and substance abuse counseling. The following table lists the health and human service providers located within the Upton, Druid Heights, Madison Park and Bolton Hill neighborhoods. Though not exhaustive of every community resource, the lists provide insight into the health related resources within the community.

² “Avertable deaths are deaths that could have been avoided if all Baltimore communities had the same opportunity at health. Data presented here are based on the assumption that the death rates achieved in the five communities with the highest incomes should be achievable in every community, regardless of income. A positive percentage indicates the percentage of deaths that could have been avoided if a particular neighborhood had the same death rates as the five highest-income neighborhoods. A negative percentage indicates that a particular neighborhood has lower death rates than those of the five highest-income neighborhoods.”
 —FROM BALTIMORE CITY HEALTH DEPARTMENT

TABLE 8 LISTING OF HEALTH AND HUMAN SERVICE PROVIDERS FOR CENTRAL WEST BALTIMORE BY CATEGORY OF SERVICES

AGENCY NAME	ADDRESS	NEIGHBORHOOD	SERVICES PROVIDED
HEALTH CLINICS			
Baltimore City Health Department - Health Clinic	1515 W. North Ave	Druid Heights	Services men, children, health education, STD testing and treatment, reproductive health services
Total Health Care	1501 Division St	Druid Heights	Substance abuse treatment, HIV counseling, WIC
CHILD AND FAMILY SERVICES			
Family & Child Services	204 W Lanvale St	Druid Heights	Counseling for families, Domestic violence victims, sexual assault victims, elder abuse services and adult daycare
Foster Services	501 Dolphin St	Bolton Hill	Counseling, adoption and foster care support for families
Catholic Charities Center	11 E Mount Royal Ave	Bolton Hill	Child and family services, emergency family services
Lillie Ross Family Learning Center	2109 McCulloh St	Upton/Druid Heights	Substance abuse treatment, child and family services
FOOD SERVICES			
Emergency Food Relief Fund	1401 Pennsylvania Ave	Upton	Emergency food distribution
Human Services Division 4th	1133 Pennsylvania Ave	Upton	Food pantry
VETERAN, HOMELESS AND DISABLED SERVICES			
Sunshine VILLAGE	1405 Park Ave #10	Bolton Hill	Day habilitation for individuals with disabilities, employment program

CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE

TABLE 8 LISTING OF HEALTH AND HUMAN SERVICE PROVIDERS FOR CENTRAL WEST BALTIMORE BY CATEGORY OF SERVICES			
AGENCY NAME	ADDRESS	NEIGHBORHOOD	SERVICES PROVIDED
American Legion	1502 Madison Ave	Bolton Hill	Counseling, employment services, veteran services, youth scholarships, family services
Center for Homeless	1634 Division St	Druid Heights	Emergency shelter, personal development, job training, transitional housing
YWCA Druid Heights Transitional Housing Program	1711 McCulloh St	Madison Park	Furnished housing to homeless families and children
SUBSTANCE ABUSE SERVICES			
Druid Heights Treatment and Counseling Center	2009 Druid Hill Ave	Druid Heights	Substance abuse treatment, counseling, NA meetings
Newborn/Martha's House	1928 Pennsylvania Ave	Upton/Druid Heights	Substance abuse treatment for women, transitional housing
RECREATION/COMMUNITY CENTERS			
Upton Multi-Purpose Recreation	1901 Pennsylvania Ave	Upton	Boxing program, after school programs
Mt Royal Recreation Center	120 W Mosher St	Bolton Hill	Football program, basketball program, track program, after school programs and other programs for youth
Pedestal Gardens Community Services	Eutaw Pl & McMechen St	Bolton Hill	After school and summer programs, Neighborhood Networks Computer Learning Center –job readiness, GED, computer literacy

TABLE 8 LISTING OF HEALTH AND HUMAN SERVICE PROVIDERS FOR CENTRAL WEST BALTIMORE BY CATEGORY OF SERVICES			
AGENCY NAME	ADDRESS	NEIGHBORHOOD	SERVICES PROVIDED
Druid Heights Community Development Corporation	2140 McCulloh St	Madison Park	Employment referral, Property management, Tenant training, homeownership counseling, transitional housing, Senior Ride – free transportation for senior citizens
Penn North Neighborhood Center	2401 Pennsylvania Ave	Druid Heights	Substance abuse treatment services
CHURCHES			
Bethel Outreach Center	4129 McCulloh St	Druid Heights	Food pantry, soup kitchen, shelter, financial assistance, career counseling, substance abuse placement, youth programs, religious
City Temple Baptist	317 Dolphin St	Madison Park	Food pantry, clothes pantry, soup kitchen; Financial assistance, Substance abuse referral; religious
First Emmanuel Baptist Pantry	2209 Park Ave	Bolton Hill	Food pantry, religious
Zion Outreach Services	1221 Argyle Ave	Upton	Food pantry, religious
Payne Memorial	1714 Madison Ave	Upton	Food pantry, religious
Build Fellowship Inc. Immaculate Conception	1512 Druid Hill Ave	Druid Heights	Substance abuse treatment, counseling, religious
Memorial Episcopal	1401 Bolton St	Bolton Hill	Religious

CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE

TABLE 8 LISTING OF HEALTH AND HUMAN SERVICE PROVIDERS FOR CENTRAL WEST BALTIMORE BY CATEGORY OF SERVICES

AGENCY NAME	ADDRESS	NEIGHBORHOOD	SERVICES PROVIDED
Brown Memorial Park Ave Presbyterian	1316 Park Ave	Bolton Hill	Tutoring, religious
Mt Calvary of the Pentecostal Faith	1407 Bolton St	Bolton Hill	Religious
Douglas Memorial	1325 Madison Ave	Madison Park	Religious
Sharp St. Memorial United Methodist	Dolphin & Etting Streets	Madison Park	Religious
Providence Baptist	1401 Pennsylvania Ave	Upton	Religious
Bethel AME	1301 Druid Hill Ave	Druid Heights	Substance abuse treatment, Religious
Salem Thessalonian Baptist	1422 Druid Hill Ave	Druid Heights	Religious
New Metropolitan Baptist	1501 McCulloh St	Druid Heights	Religious

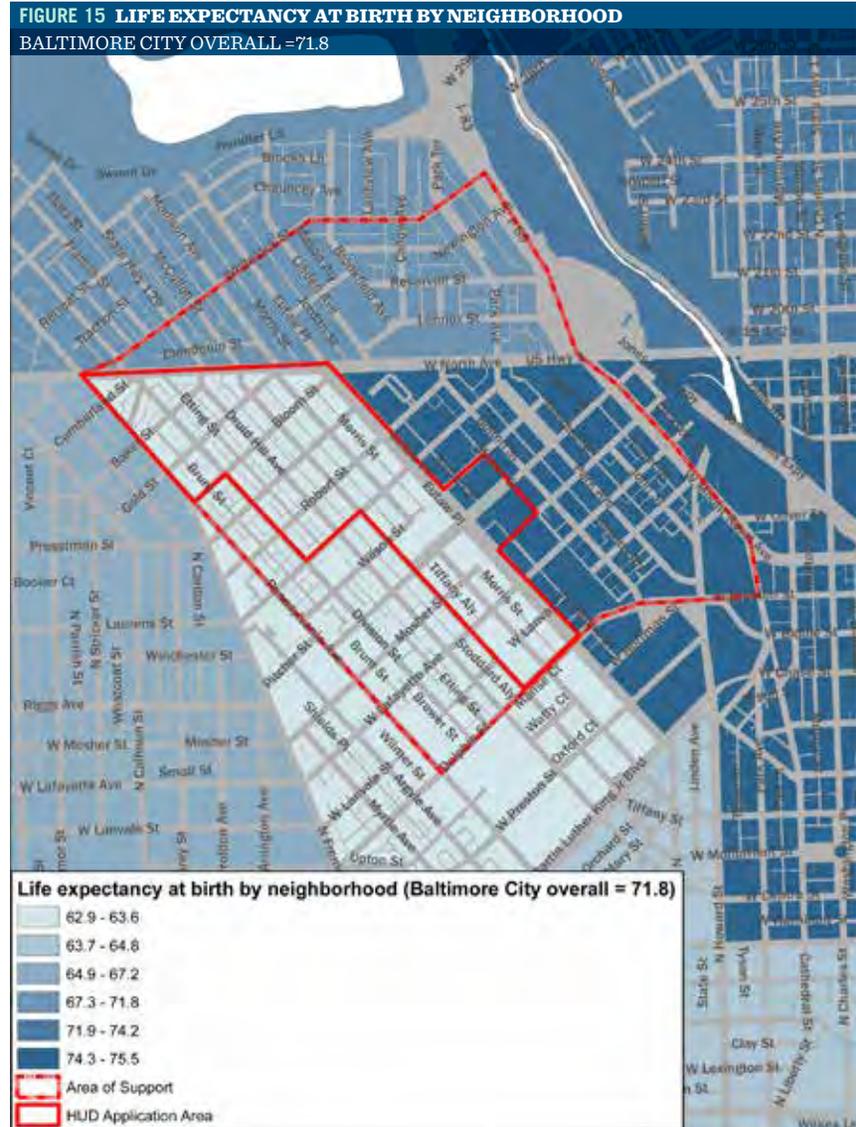


FIGURE 16 PERCENT OF DEATHS AVERTABLE BY NEIGHBORHOOD

BALTIMORE CITY OVERALL = 36.1%

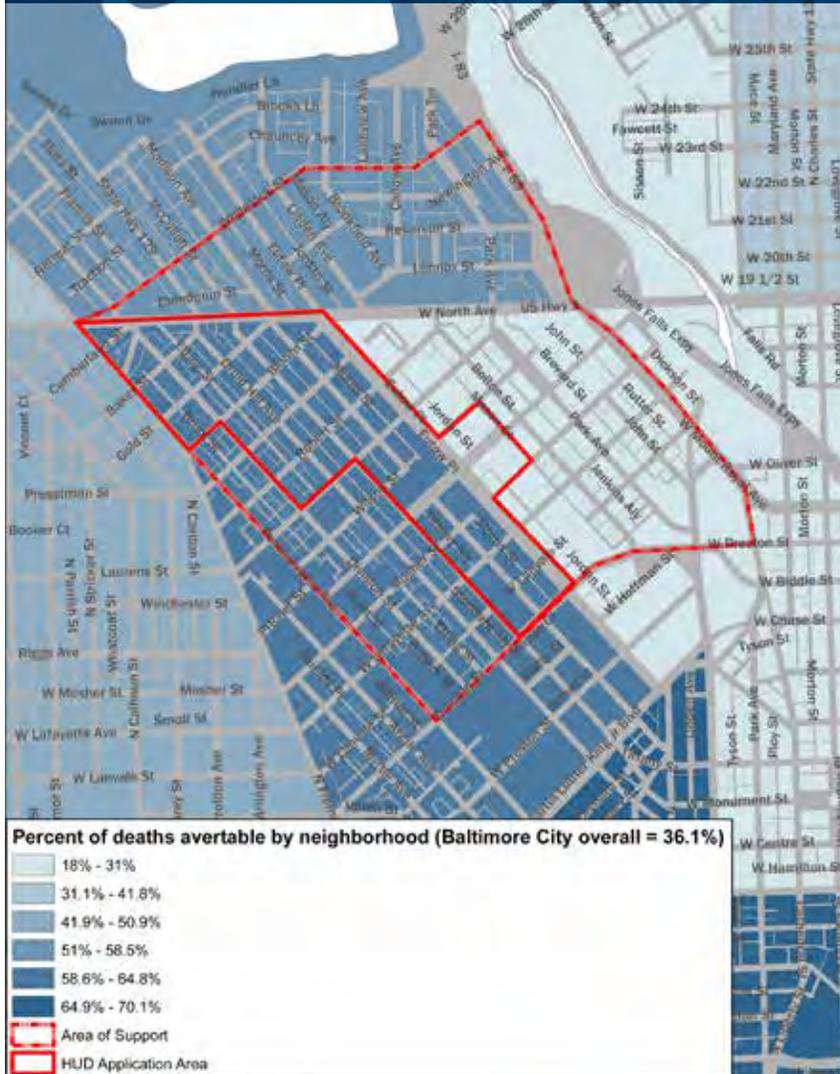
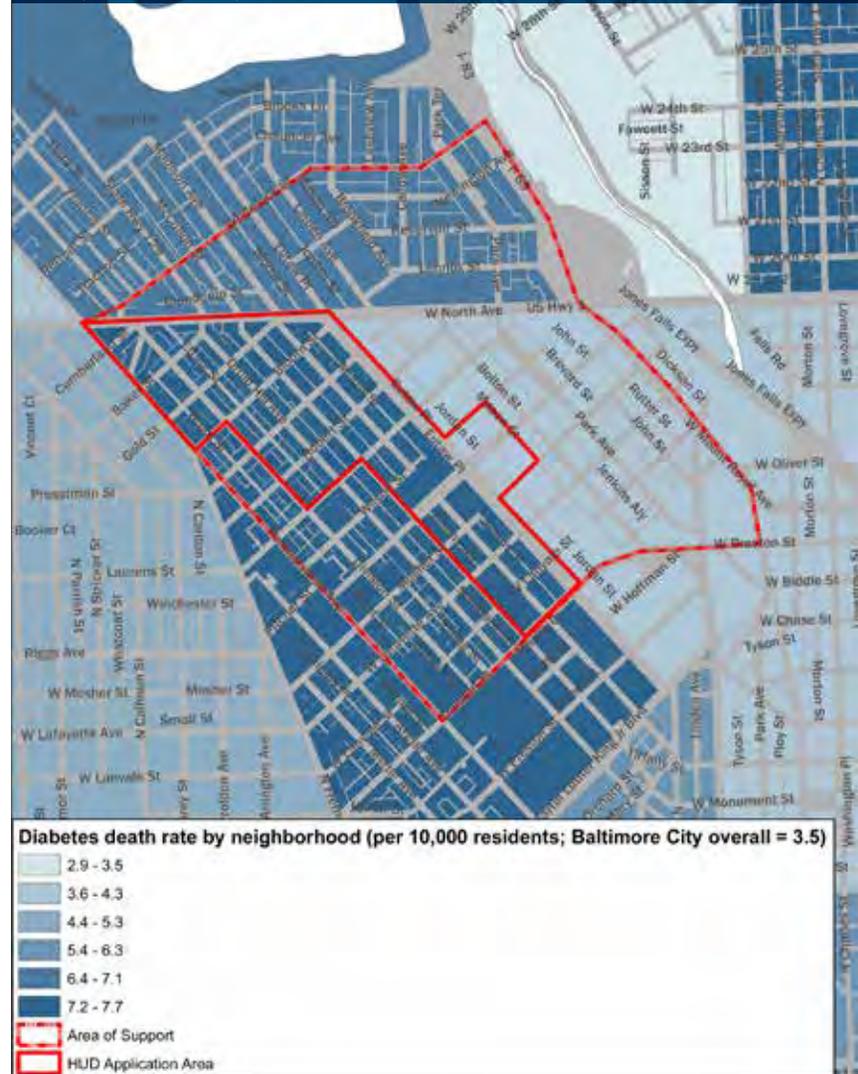
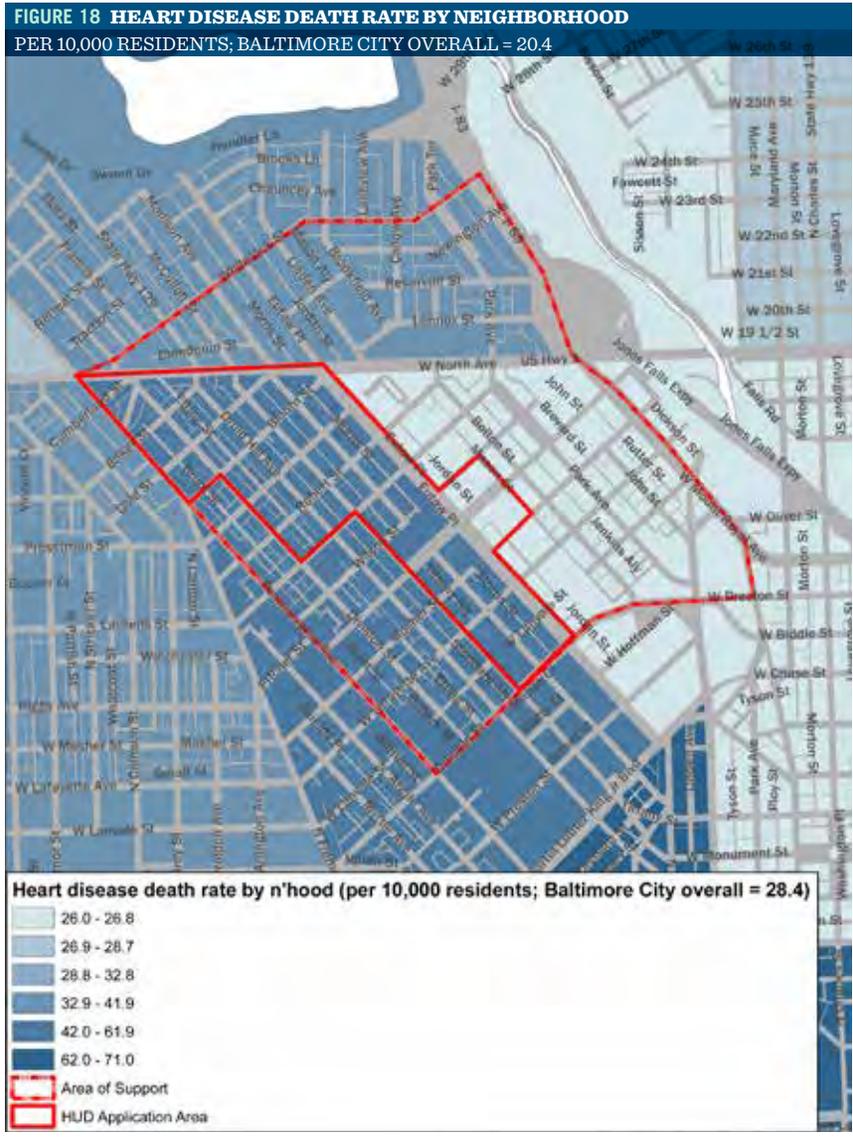


FIGURE 17 DIABETES DEATH RATE BY NEIGHBORHOOD

PER 10,000 RESIDENTS; BALTIMORE CITY OVERALL = 3.5

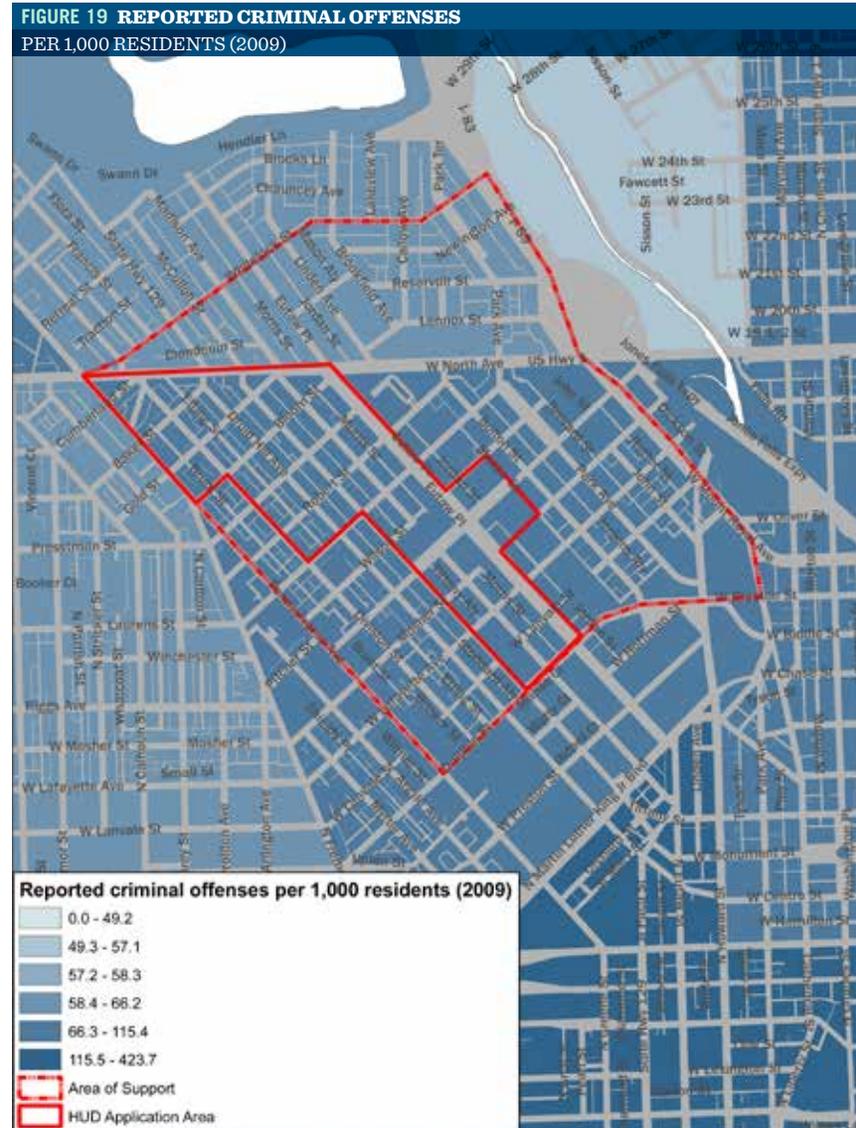


CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE



Crime

A relatively high crime rate is evenly distributed throughout the study area. This is one of the few trends that affects the study area equally and supports the concerns raised by residents during public meetings. It should be noted that crime rates, while elevated, are not dissimilar to the surrounding neighborhoods.



NEIGHBORHOOD

The planning area is located approximately two miles from downtown Baltimore. It is a total of 129 acres and is bounded primarily by Dolphin Street on the south, W. Mount Royal Avenue on the east, Whitelock Street on the north, and Pennsylvania Avenue/Division Street/Druid Hill Avenue on the west. Pedestal Gardens consists of 15 buildings scattered across portions of four different blocks.

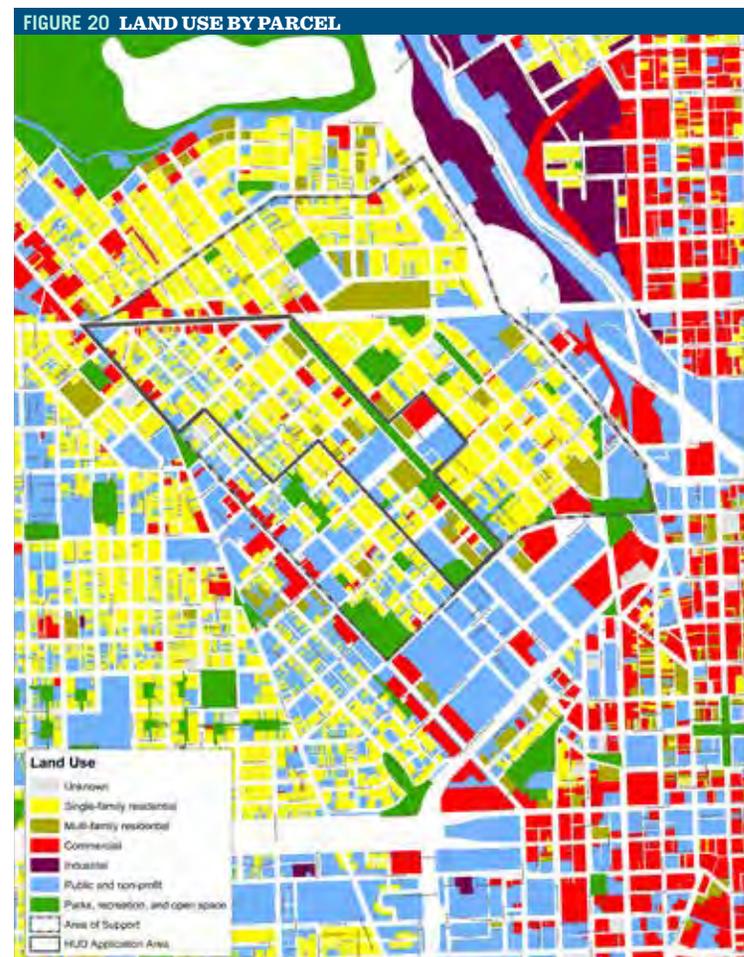
LAND USE AND ZONING

Land use in Central West Baltimore is predominantly single-family residential. There is a significant amount of multifamily residential, much of which is currently subsidized. Commercial areas exist along:

- West North Avenue
- Pennsylvania Avenue
- McMechen Street

Added up, there are over ten acres of vacant parcels within the study area. Fortunately, the city owns much of the vacant property, which can be a strong benefit in terms of infill housing strategies. The land is already assembled, and it can be leveraged as incentive to develop both market-rate and affordable units. Pre-existing public ownership can also hasten near-term development, particularly when the parcels are already vacant.

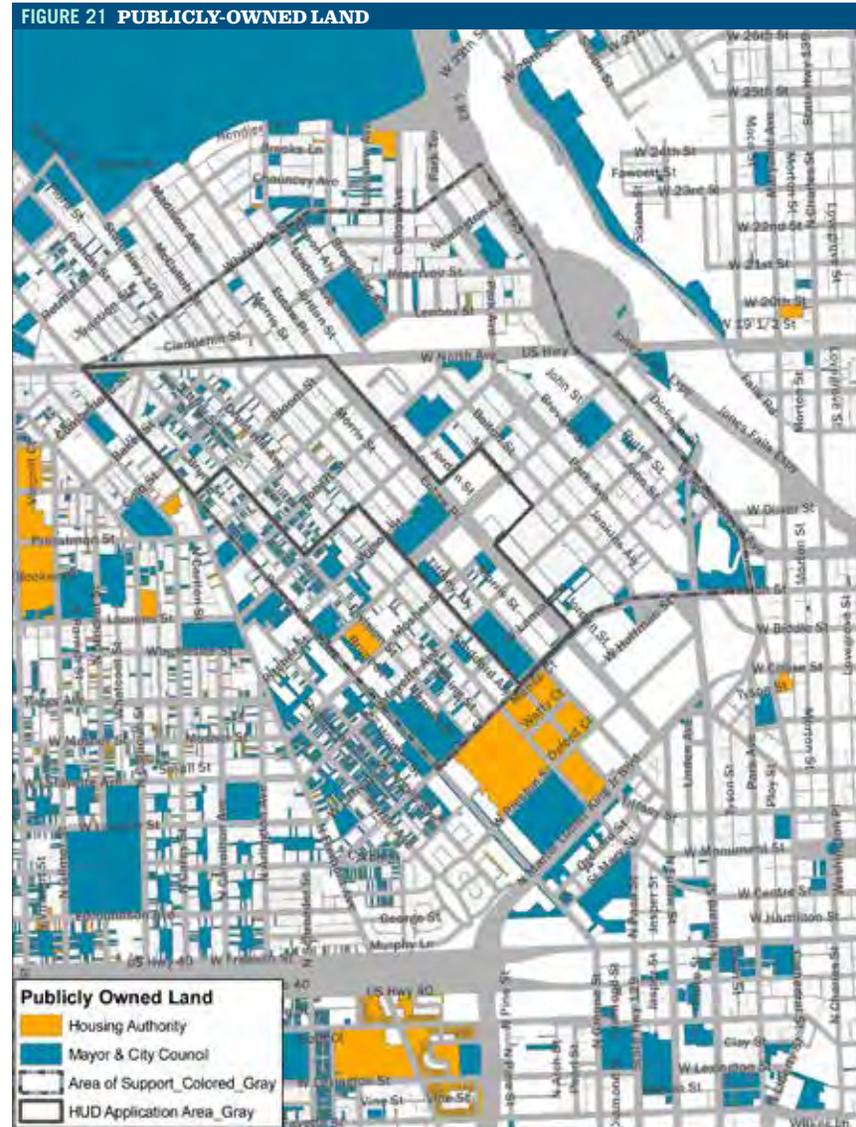
As with land use, the majority of the planning area is classified as residential. Commercial zoning is primarily limited to the major vehicular corridors within the study area. Importantly, Eutaw Place is zoned mixed-use, a designation that has helped with revitalization efforts over the last decade.



In 2008, the Department of Planning began a process to review and re-write the current Zoning Code. A Zoning Advisory Committee (ZAC) was established, made up of stakeholders from City Agencies, Community Leaders and the local development community. The current draft was released in 2011. Recommendations in chapter 6 reference the new draft zoning recommendations.

NEIGHBORHOOD ASSETS

There are numerous neighborhood assets within Central West Baltimore that include health care, child care and early learning centers, public schools, churches, public safety (police and fire), and cultural institutions. Figure 23 (located on the following page) locates most of the neighborhood assets both in and directly surrounding the planning area.



HISTORIC RESOURCES

Almost every building in the study area is listed in at least one historic district. Most are listed in federal historic districts; some are located in local districts. Both kinds of districts make buildings eligible for tax incentives for historic rehabilitation. Otherwise, the two kinds of districts differ greatly.

Federal Historic Districts

Federal districts are created when buildings or neighborhoods are listed in the National Register of Historic Places. The National Register is administered by the National Parks Service in the U.S. Department of the Interior. If a property is listed in the National Register, it is eligible for all historic tax credits. Federal districts do not involve any form of architectural control. A property owner in a National Register district may tear his building down, or paint it pink, without federal control. National Register listing does, however, provide protections for historic buildings and districts against demolition or alteration using federal money. Baltimore's Fell's Point survives today because the National Register protected it against demolition for an interstate highway.

Local Historic Districts

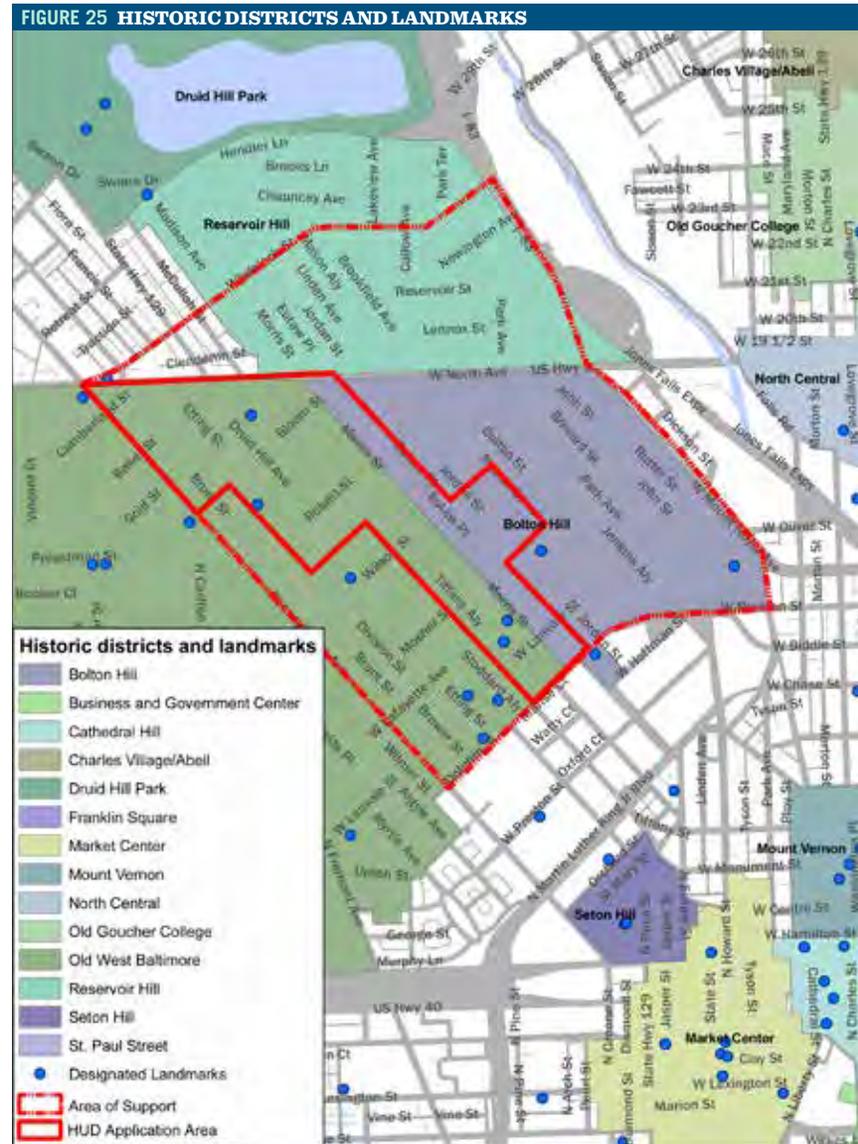
Local districts are created and administered by Baltimore City's Commission for Historical and Architectural Preservation, generally called CHAP. Properties in CHAP districts are usually—but not always—eligible for all tax incentives. (Property owners should check first with the Maryland Historical Trust.) CHAP districts involve architectural control. CHAP can prevent an owner from demolishing or altering her building with private money, or from painting her building pink. Bolton Hill, Madison Park, and Upton's Marble Hill are CHAP districts as of this writing.

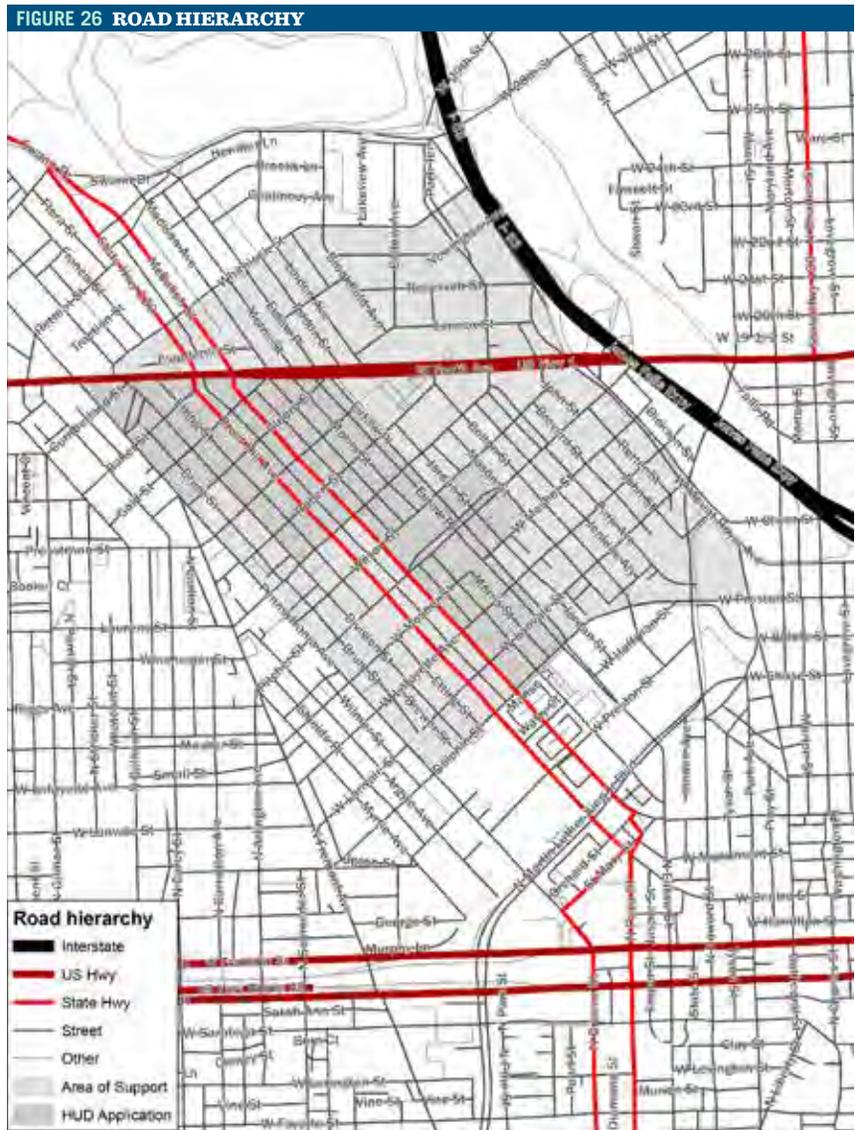
Tax Incentives

The state, federal, and city governments believe that historic buildings are important and understand that the proper restoration of historic buildings is sometimes more expensive than demolition and new construction, or improper renovation. Thus all three levels of government have created financial incentives for the proper restoration and renovation of historic buildings. Overall, Maryland has the best array of historic rehabilitation incentives in the nation. Thus Baltimore has more buildings in historic districts than any other American city. The three programs use almost identical, fairly burdensome, application forms.

- **Federal.** Federal historic tax credits are available only for commercial property or residential rental property. Owner-occupied houses are not eligible. Federal credits are worth 20% of the cost of renovation, including architect's fees and construction interest. Purchase price is not eligible for federal credits. Federal credits are hard to use, and prospective federal credit users should work with a CPA.
- **State.** State historic tax credits are best thought of as a supplement to the federal credit. They are available without limitation for owner-occupied properties, including condominiums. They are also available for commercial property and residential rental property, but there is a very limited amount of money for these purposes, and competition is intense enough to make state commercial credits unpredictable as a source of project finance. Like federal credits, state credits are worth 20% of the cost of renovation. They are, however, very easy to use. They are a simple tax refund. If you do \$100,000 worth of rehab, the state will send you a check for \$20,000. The \$20,000 will count as federal taxable income in the next year.

- City.** City historic tax credits are best thought of as a property tax exclusion. If you do \$100,000 worth of rehab, you will not have to pay city property taxes on those \$100,000 for 10 years. If your taxes go up by \$150,000, you will have to pay taxes on \$50,000. If your taxes go up by only \$50,000, you will not have to pay taxes on the \$50,000 increase, but you will get no additional benefit.





TRANSPORTATION

The planning area is characterized by directional local streets and minor arterials, on-street parking, and through traffic between downtown Baltimore and Northwest Baltimore on the Druid Hill Avenue—McCulloh Street couplet. The posted speed limit is 25 MPH.

Traffic Counts

Results of the data collection¹ yielded hourly volumes less than 300 vehicles per hour on each street for most hours of the day. The highest volumes on Druid Hill Avenue are during the a.m. peak and the highest volumes on McCulloh Street are during the p.m. peak. This may be explained by one-way couplet functionality with directional traffic flow generated by downtown Baltimore City. Taken together, the street volumes follow systematic traffic patterns. The Average Daily Traffic (ADT) of each street is approximately 5,000 for the time period observed. This volume is well below the 7,000 vph identified in Baltimore’s Midtown Community Plan as the maximum for a row house street that can attract owner-occupants. Volume data collected for the study is detailed in the Appendix.

Speed Study

The average and 85th percentile speeds exceed the posted speed limit of 25 miles per hour at both study locations. At McCulloh Street and Druid Hill Avenue, the 85th percentile speeds were observed to be 30 miles per hour and 33 miles per hour, respectively. Druid Hill Avenue 85th percentile speed is roughly 32 miles per hour from late morning to late evening and spikes during the late evening and early morning hours. At McCulloh Street, 85th percentile speeds oscillate around 30 miles per hour throughout the

¹ The Baltimore City Department of Transportation (BCDOT) provided Synchro files with a.m. and p.m. peak hour turning movement counts and signal timing. Tube counts were collected along both Druid Hill Avenue and McCulloh Street between McMechen Street and Mosher Street. The 48-hour counts were conducted on Friday, October 12, 2012, and Saturday, October 13, 2012 and captured weekday and weekend speed and volume data.

day. Speed patterns were similar on Friday and Saturday. Speed data collected for the study is detailed in the Appendix.

Traffic Calming

To increase walkability and slow vehicle speeds within the study area, several traffic calming techniques may be considered. These include diagonal diverters, such as those along Madison Avenue, and choked streets such as Wilson Street. Other techniques commonly used for urban traffic calming include raised crosswalks and intersections, speed tables, speed humps, mini-circles, and curb extensions. An inventory of existing traffic calming and photos of other potential treatments are included in the Appendix.

Transit Service

The study area is serviced daily by several bus routes, metro stations, and regional commuter routes.

Bus routes traversing the study area include Route 5 along Druid Hill Avenue and McCulloh Street at a peak hour frequency of 15 minutes and Route 91 along Eutaw Place at a peak hour frequency of 30 minutes. Route 5 travels southeast to the Inner Harbor, then northeast to Parkside. Route 91 provides transit access west to Gwynns Falls Park, north to Sinai Hospital, and south to downtown Baltimore. Additionally, Route 19 and Route 21 run along Dolphin Street, providing access to several Park and Ride lots, the District Courthouse, the Hamilton Shopping District, Mondawmin Mall, Johns Hopkins Hospital, and Broadway Market.

Baltimore's subway system, Metro, serves the area with three Metro stations. Within a quarter-mile radius of the Pedestal Gardens apartments are the State Center, Upton, and Penn-North Metro Stations. The stations



provide access to the metro rail line as well as to commuter bus routes that access regions beyond Baltimore City.

Bicycle Facilities

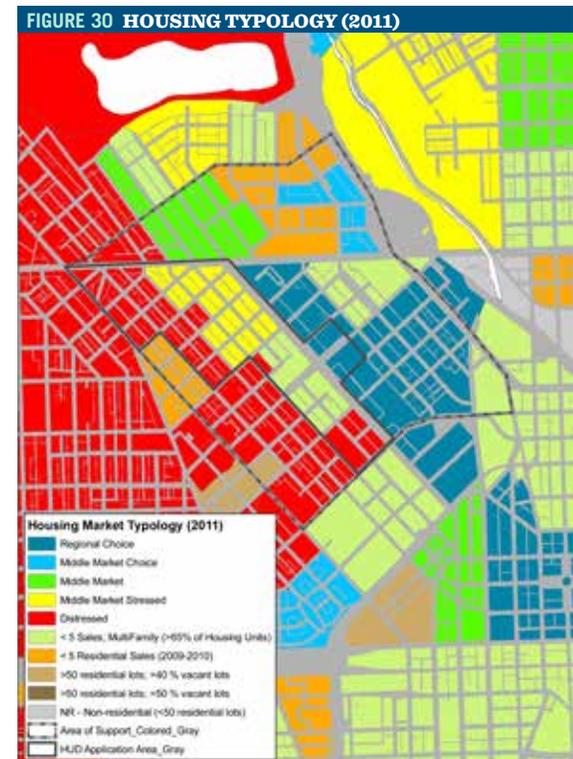
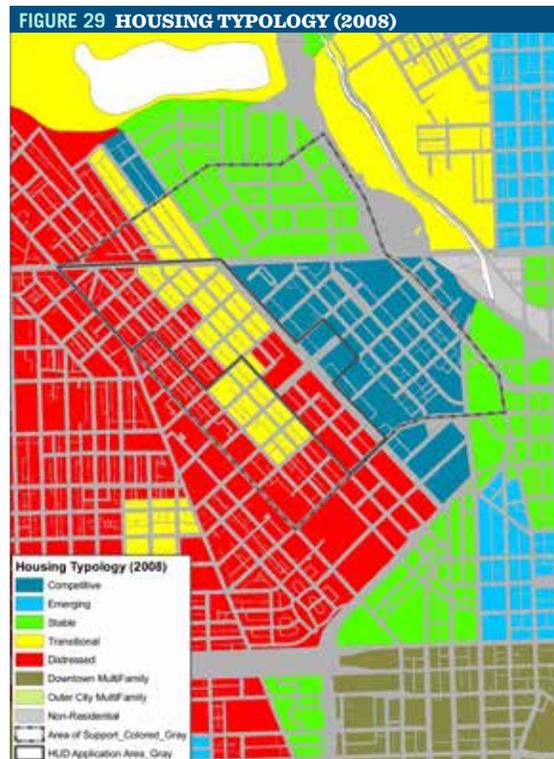
Eutaw Place has dedicated bicycle lanes through the study area, and Madison Avenue has dedicated lanes north of North Avenue, adjacent to the study area. Lafayette Avenue has also been identified as a route commonly used by cyclists, though no facilities to date have been constructed along this local street.

HOUSING

Pedestal Gardens, and the entire planning area, is located on the boundary line between a strong and weak housing market. Areas to the east that comprise Bolton Hill and—to a slightly lesser extent—Reservoir Hill are strong residential mar-

kets. The market increasingly weakens west of the planning area while the housing market within the planning area has seen ups and downs over the past several decades. It has been trending negatively in the recent past, with significant

difficulties during the recent recession. The following neighborhood rankings, conducted by the city of Baltimore, have mapped the quality of the housing over the past eight years and highlight the changes in housing conditions.



PEDESTAL GARDENS HOUSING

There are 202 total units of housing located on four separate parcels, and all buildings are three stories and similar in style. The condition of the buildings and the units—as noted in the Choice Neighborhood planning application—is poor. Of the 202 units, 21 are currently vacant and 1 is currently offline. There are no studio apartments. A one-bedroom unit would house 1–2 people; two-bedroom units 2–4 people; three-bedroom units 3–6 people; and four-bedroom unit house 4–8 people. If any units are over or under housed, those residents have been placed on the transfer list to a unit to better accommodate the number of household members.

There are currently 180 households (392 people) within Pedestal Gardens. The following two tables detail makeup and size of households:

	NUMBER	PERCENT
Under 35	102	57%
No Children	57	32%
Single Parent	109	61%
Single Person	46	26%

PEDESTAL GARDENS: BUILDING DETAILS

- Constructed in 1968
- Multifamily apartment complex comprised of 207 units.
- The property is broken down into fifteen scattered site buildings covering four city blocks, located within Baltimore City Census Tracts 140200, 170200, and 140100.
- The largest concentration of apartments (110 units), at 327 McMechen Street, is located within a gated section of the site that contains eight of the fifteen total buildings; residents refer to this enclosed section of the property as the “Gates.”
 - A majority of the three (3) and all four (4) bedroom apartments are located at this location, housing large-sized families with young children.
- 1613–1617 Eutaw Place contains a total of 47 units, all one bedroom apartments.
- 1715–1717 Madison Avenue contains a total of 25 units
- 1213–1215 Madison Avenue contains a total of 25 units
- All of the Pedestal Gardens buildings are low-rise buildings, with three floors each, as well as a basement level.
- The complex offers an on-site, recently modernized computer room, on-site laundry, playground (located within the “Gates”), and Community Room.
- Unit types:
 - Out of the 207 units total on site, 140 are “assisted” via project-based Section 8 subsidies tied to the unit, (68%)
 - Several remaining apartments are occupied by Housing Choice Voucher holders (tenant-based). Several residents pay market rate for their apartment
 - 21 units are vacant
- Bedroom size:
 - 0BR: 0
 - 1BR: 22 (\$868 FMR) / 47 Total
 - 2BR: 63 (\$1,037 FMR) / 68 Total
 - 3BR: 50 (\$1,315 FMR) / 84 Total
 - 4BR: 5 (\$1,532 FMR) / 8 Total

MADISON PARK NORTH

The Madison Park North apartment complex is located at 738 North Avenue and is made up of 202 low-income housing units on approximately eight acres of land. There are a total of 44, two-story buildings with basement level apartments. As with Pedestal Gardens, Madison Park North is a HUD-assisted, privately-owned housing development, owned and managed by TriCap Management, out of Los Angeles, CA. It is also in a severely deteriorated state and rampant crime has been a major issue with the development.

The current site configuration, based on a more suburban-style design layout, is in stark contrast to the traditional and historic urban pattern of Reservoir Hill. Two streets, Bolton Street and Callow Avenue, have been closed and no longer connect to North Avenue, further disconnecting Reservoir Hill from the surrounding community.

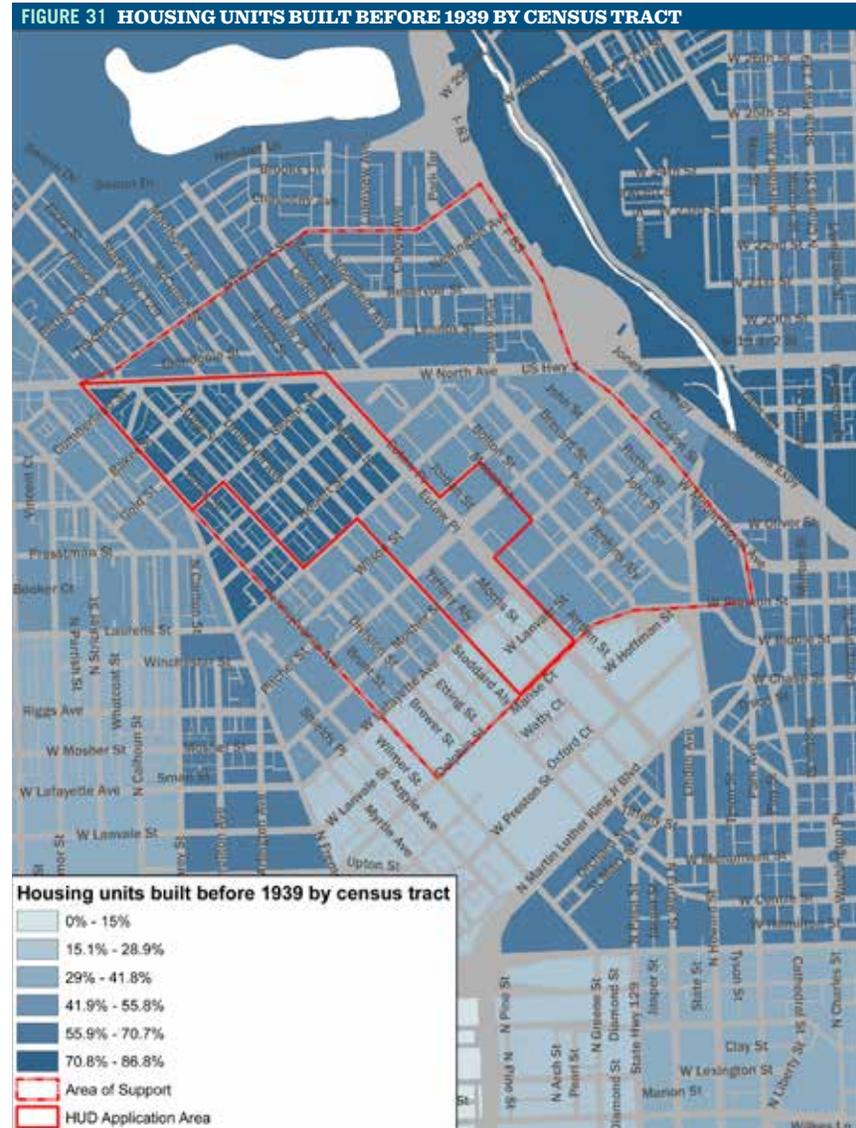
As part of this planning effort, the City of Baltimore has requested that a redevelopment feasibility analysis be done to better understand what type future redevelopment would most benefit Reservoir Hill and the surrounding communities. These recommendations are included under the *Housing Transformation Strategies* located in chapter 6.



Madison Park North is a privately-owned, HUD-assisted housing complex located at 738 North Avenue with 202 low-income housing units.

SURROUNDING HOUSING

What can be considered a strong asset for Central West Baltimore is the high quality row house construction that Baltimore is well known for. The northwestern half of the planning area in particular contains a high concentration of these historically significant structures. Other areas of concentration of historic structures can be found on McCulloh Street, Madison Avenue, and Druid Hill Avenue. Housing is similar across the planning area and surrounding neighborhoods, however, condition varies dramatically. Bolton Hill demonstrates that the historic structures can have has market potential within Central West Baltimore.



TENURE AND COST

Seventy-five percent of housing units are renter-occupied in this region of central Baltimore. Rental rates, at \$477, are nearly half the cost of the Baltimore MSA. The median home price, however, is significantly higher than the city, suggesting that the quality of the housing stock is superior to that in many other neighborhoods.

TABLE 10 HOUSING: CENTRAL WEST, BALTIMORE, BALTIMORE MSA				
	HUD AREA	PLANNING AREA	BALTIMORE CITY	BALTIMORE MSA
Median Contract Rent	\$341	\$477	\$640	\$803
Median Home Value (owner-occ)	\$142,500	\$255,044	\$152,000	\$296,300

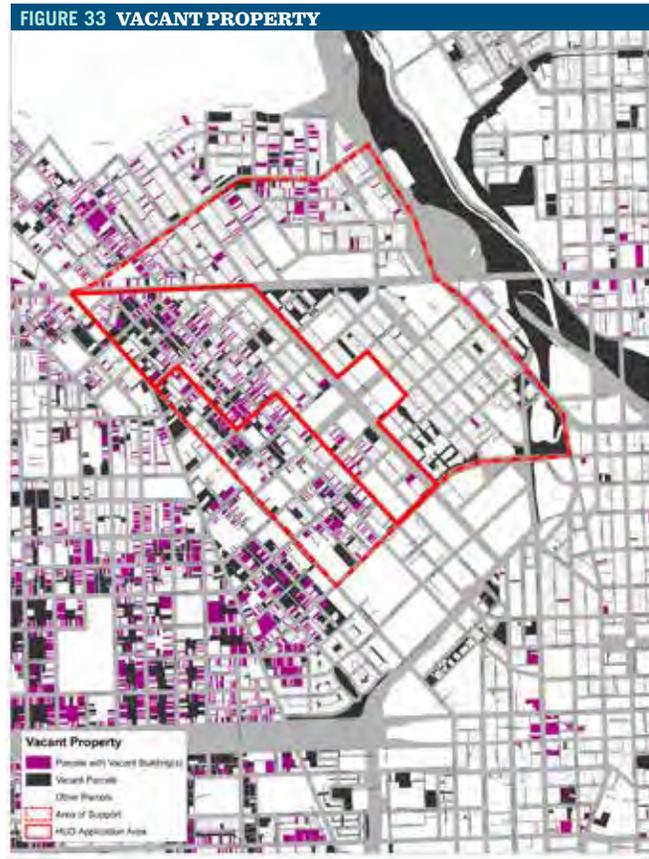
The difference between rent and homeowner price indicates that this area has a stronger market attraction for homeowners than the city as a whole. This is due in part to the traditional layout of the row houses located within the area. They do not easily convert into functioning rental properties and are better utilized as single-family homes. The best way to even out rental versus ownership is through the development of higher quality multifamily for rent.



CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE

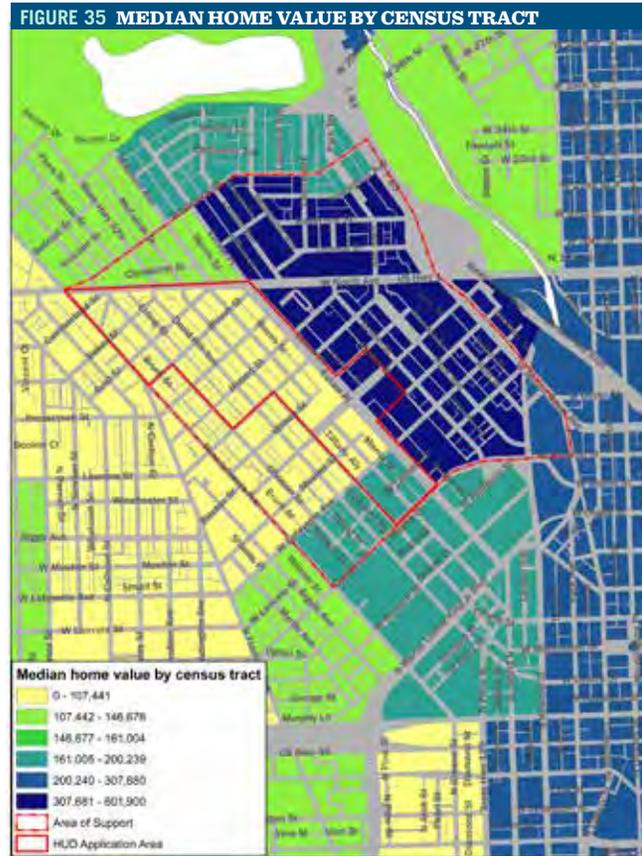
VACANCY

As noted in the *Neighborhood* section, the planning area has a large supply of vacant parcels and a high housing unit vacancy rate. Druid Heights, Marble Hill, and Reservoir Hill are particularly impacted by this issue.



AFFORDABILITY

Though home values are low in the HUD application area, rents still constitute an out-sized portion of household expenses due to very low incomes. At an average of 60–90% of household income going to rent, Druid Heights is experiencing the most unsustainable levels of housing costs.



CENTRAL WEST BALTIMORE: A NEIGHBORHOOD PROFILE



3 *Market Conditions*

A number of issues were raised that reflected a negative perception of the Central West Baltimore retail and residential market. “What market?” was a comment overheard during the workshops. While it is true that the planning area faces market challenges, particularly on the retail side, the future prognosis is far from discouraging. With an ability to attract over 2,000 households over the next five years, **the market is—in fact—very promising.**

The planning team focused the market analysis on both residential and retail. While the findings demonstrated a strong residential market and a moderate retail market, there are opportunities in both areas. There are major assets that will benefit new residential and retail development in the study area, including adjacency to the Maryland Institute College of Art; close proximity to cultural institutions, such as the Meyerhoff

Symphony Hall and the Lyric Opera House; close proximity to employment locations, such as State Center and the Maryland General Hospital; and access to three metro stations—Upton and Penn-North and State Center. New development on the Pedestal Gardens properties could provide a direct connection between Bolton Hill, a Regional Choice neighborhood, and the adjacent neighborhoods of Druid Heights, Madison Park and Marble Hill. A large-scale mixed-income redevelopment within the Choice Neighborhood study area is likely to have a significant and positive impact on all of the study area neighborhoods.

FIGURE 37 STUDY AREA CENSUS TRACTS



For purposes of the residential analysis, the Choice Neighborhood Study Area analyzed eight Baltimore census tracts—1301, 1302, 1303, 1401, 1402, 1403, 1702 and 1703—which includes all or part of six neighborhoods: Druid Heights, Madison Park, Marble Hill, Upton, Bolton Hill and Penn North.

Residential market

The residential market analysis found that the potential for housing is strong in the Central West Baltimore planning area. The positive findings of the residential analysis are supported by the success of the Druid Heights CDC, which has indicated that there is a strong market for the new construction and rehabilitation units that they have developed. Currently a barrier separating stronger-market neighborhoods from weaker one, Pedestal Gardens could become a gateway for new residents and investment.

The analysis found that the planning area has the potential to attract over 3,100 households per year, with a likely capture rate that could support

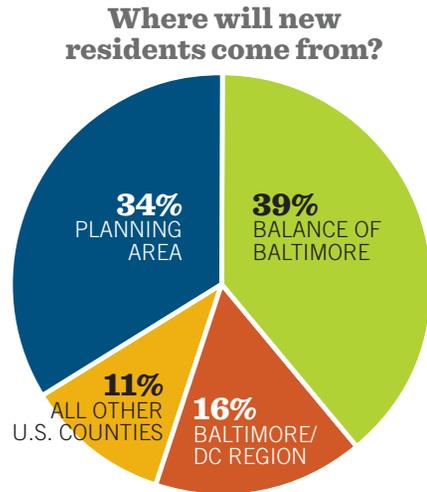


New and rehabilitated homes built by Druid Heights CDC within the planning area have been met with a waiting list of interested buyers.

TABLE 11 RESIDENTIAL MARKET BY HOUSEHOLD TYPE

HOUSING TYPE	ANNUAL # OF POTENTIAL HOUSEHOLDS	LIKELY CAPTURE RATE	ANNUAL NUMBER OF HOUSING UNITS	5-YEAR TOTAL HOUSING UNITS
Multifamily for rent	2,185	12%–15%	262–321	1,310–1,605
Multifamily for sale	285	8.5%–10%	25–29	125–145
Single-family attached for sale (row house)	470	8.5%–10%	40–48	200–240
Single-family detached for sale	215	8.5%–10%	19–23	95–115
Total	3,155		346–421	1,730–2,105

FIGURE 38 NEW RESIDENTS



up to 346–421 new units each year. Over five years, that could equate to 1,730–2,105 new occupied housing units. As is shown in Figure 11, almost 70% of the market is seeking multifamily rental options.

The majority of new residents, at almost 75%, will be coming from the planning area or other parts of the City of Baltimore. However, a substantial amount will also relocate from the surrounding region and other locations within the United States.

Younger singles and couples and empty nesters make up over 50% of the future potential market, and they will be seeking one- and two-bedroom units. A substantial component of the market, at 46%, is made up of traditional and nontraditional families (as noted in the description of Pedestal Gardens, a large portion of its residents fall within

this category). Many of these families will be seeking three+ bedroom units and single-family housing options.

Future housing success will be dependent on creating housing that matches both the physical and financial needs of residents. Within those seeking rental housing options, twenty-three percent earn less than 30% AMI; sixty-two percent earn less than 80% of AMI. Of the 285 annual potential buyer households, fifty-three percent earn more than 120% of AMI.

For renters and buyers earning 80% AMI or more, the two tables below highlight how much each household is able to afford. The ranges support both the ability for mixed-income housing to succeed within the planning area, but it also highlights the need for a range of affordable housing options.

FIGURE 39 POTENTIAL RENTERS AND BUYERS

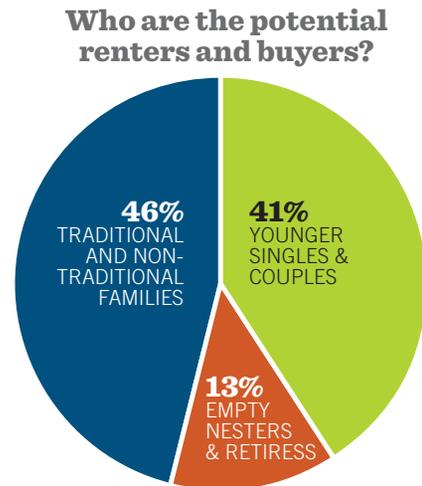


TABLE 12 TARGET GROUPS FOR NEW MULTI-FAMILY FOR RENT (INCOMES OVER 80 PERCENT AMI)

MONTHLY RENT	HH PER YEAR	%
\$750–\$1,000	32–40	32.30%
\$1,000–\$1,250	27–34	26.90%
\$1,250–\$1,500	22–27	21.60%
\$1,500–\$1,750	10–13	10.20%
\$1,750+	9–11	9.00%
Total:	100–125	100.00%

HOUSEHOLDS REPRESENT LIKELY CAPTURE RATE.
SOURCE: ZIMMERMAN/VOLK ASSOCIATES, INC., 2012.

TABLE 13 TARGET GROUPS FOR NEW FOR SALE ROW HOUSE (INCOMES OVER 80 PERCENT AMI)

PRICE RANGE	HH PER YEAR	%
\$150,000–\$175,000	3–4	13.70%
\$175,000–\$200,000	3–4	15.70%
\$200,000–\$225,000	4–5	17.60%
\$225,000–\$250,000	3–4	15.70%
\$250,000–\$275,000	3–4	15.70%
\$275,000–\$300,000	2.5–3	11.80%
\$300,000+	2–2.5	9.80%
Total:	205–26.5	100.0%

HOUSEHOLDS REPRESENT LIKELY CAPTURE RATE.
SOURCE: ZIMMERMAN/VOLK ASSOCIATES, INC., 2012.

Based on the housing preferences of the target households that represent the potential market for new and existing units in the planning area, the mix of new units should include 70 percent rental housing units and 30 percent for-sale housing units. For the for-sale units, more than half of the target market would be seeking single-family row houses, with the other half split equally between for-sale lofts and free-standing single-family houses.

A component of this planning effort was to understand the feasibility of the redevelopment of Madison Park North . Based on a preliminary analysis, even with a land write down, there is not sufficient investment return to warrant the redevelopment of Madison Park North as a market rate project. To implement a market rate project would require a subsidy of approximately \$11.4 million, on an order of magnitude basis. Applying a low income housing tax credit with 20 percent of the units affordable to households earning up to 50 percent of area median income will require a subsidy of approximately \$3.4 million. The project is worthy of private investment if 40 percent of the units are affordable to households earning 60 percent of area median income and a low income tax credit is applied. No subsidy is required under this scenario.

Commercial/retail market

The retail analysis focused on three areas: the Eutaw Place and McMechen Street intersection; North Avenue; and Pennsylvania Avenue. A key premise of the retail analysis was to identify retail strategies that could assist with the plan theme of “re-weaving” the neighborhoods together. Cross-over retail opportunities were identified that would not aim to gentrify the area but rather be appealing to and serve a diverse group of residents.

The analysis identified three distinct sub-markets:

- Traditional and non-traditional families: 46%
- Younger singles and couples (includes young professionals and students): 41%
- Empty nesters and retirees: 13%

EUTAW PLACE AND MCMECHEN STREET

Having access to healthy, high quality foods was one of the top priorities of the community. Smaller-sized grocery stores (5,000–10,000SF) require at least 2,000 households, and more traditional sized store (40,000SF) require up to 5,000 households to ensure market success. At 1,600 households, the planning area itself will have a hard time attracting a grocery store. However, if the store can be marketed to the surrounding area—which includes over 6,000 households—there may be a better chance of securing a high-quality grocer.



The retail analysis identified opportunities to improve and expand the retail amenities along McMechen Street.

The Save-A-Lot retail center, which includes a lower end supermarket, hardware store and Rite Aid pharmacy, demonstrates that a market exists to support retail within this location. (The community, as noted during public workshops, did not feel that the Save-A-Lot serves the residents in terms of delivering high quality produce and other groceries. This opinion was consistent across all income and racial groups.) It was also noted that, in addition to this existing retail, there was substantial surrounding retail that would create difficulties in terms of supporting new retail initiatives.

The analysis finds that Eutaw Place and McMechen has potential to be a neighborhood retail node for walk-in shoppers. It should:

MARKET CONDITIONS

- Focus on “Main Street” retail, with convenience goods and services, neighborhood food and drink
- Grow by up to 7,500 square feet of additional retail
- Be small scale, with 500 to 1,500 square feet stores
 - > Specialty food stores
 - > “Third Place” cafe
 - > Bank branch/credit union
 - > Professional services
 - > Diner/family restaurant

PENNSYLVANIA AVENUE

The retail environment along Pennsylvania Avenue has struggled and suffered from issues including vacancy, inappropriate mix of retail stores, removal of on-street parking to curb drug

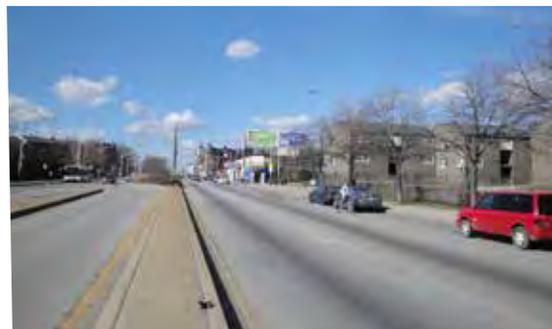


Pennsylvania Avenue contains several important retail destinations but continues to suffer from issues related to vacancy, unbalanced retail mix, and criminal activity.

activity, and lack of investment in store façades. Nonetheless, retail stores such as “The Avenue Bakery” and other highlight the importance of Pennsylvania Avenue to the surrounding community. The basis of the street’s weakness is population loss in its trade area. While the infill development and redevelopment proposed in this plan may add as many as 400 net new households to the Pennsylvania Avenue trade area, the retail analysis believes that conditions will not change dramatically for Pennsylvania Avenue within a short-term basis. Any efforts relating to the plan should focus on protecting cherished businesses and continue to support ongoing initiatives.

NORTH AVENUE

North Avenue has higher traffic volumes than the other locations and has the potential to attract a



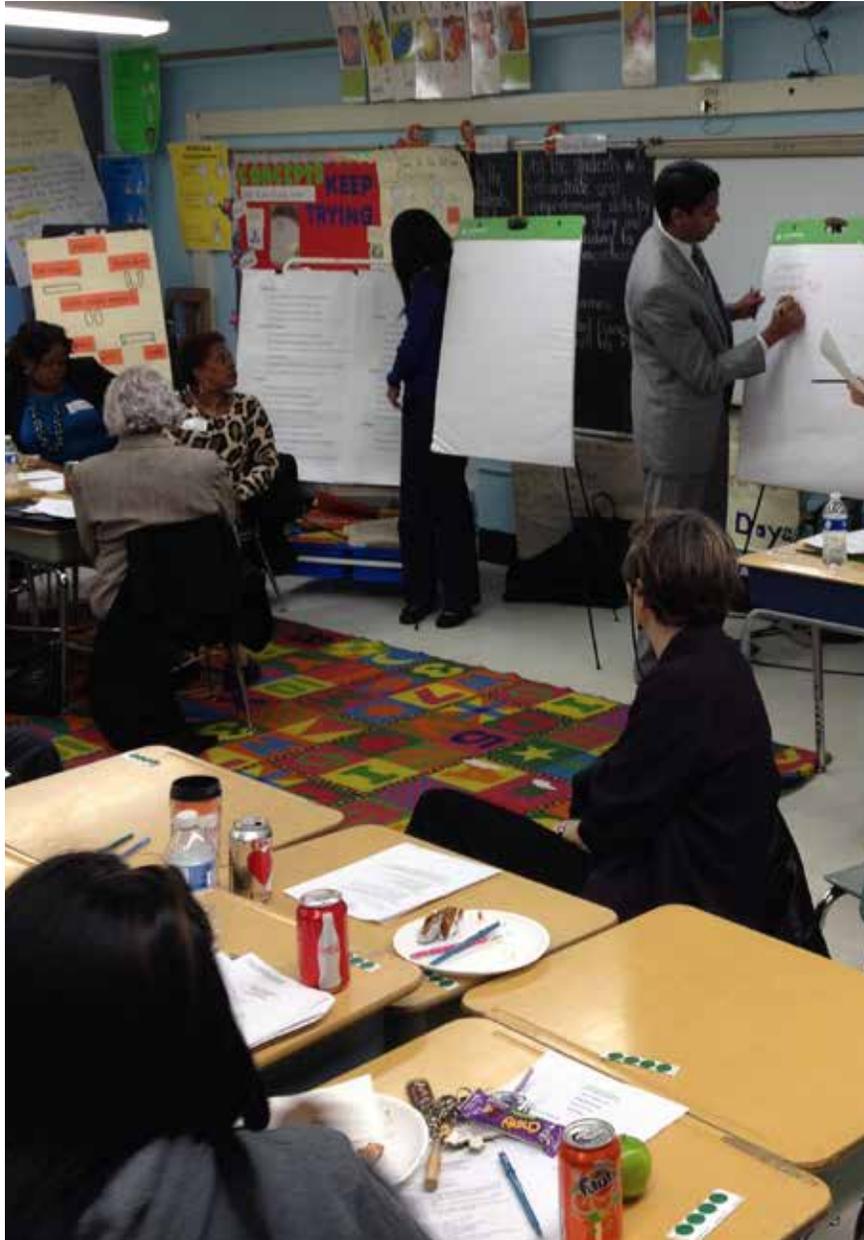
North Avenue has the highest visibility of the three commercial areas and has already demonstrated—through existing retail—to be a draw for MICA students and others in the surrounding areas.

higher number of retail customers. In addition, its proximity to MICA, a precedent set by the success of the existing Village Thrift Store, and the emerging arts district in the Charles North neighborhood directly to the east further positions North Avenue to be a successful retail district.

The analysis finds that North Avenue could support between 7,500–15,000 square feet of retail. The highest and best use would be neighborhood-oriented retail at key intersections.

RENT LEVELS

Retail rent levels will have to be low to attract new retail within future developments, particularly within the lower visibility area of Eutaw Place and McMechen Street. Recommendations are for \$10–\$15 per square foot. As this amount is insufficient to support new construction, the retail components of any new mixed-use development will require subsidies. These subsidies could come from the developer, the public sector, or both. In the short run, retail should be considered part of strategy marketing to support residential development.



4

A Community-Driven Process

Resident and community engagement activities commenced during the Summer of 2011, providing opportunities for Pedestal Gardens and local neighborhood residents, community stakeholders, neighborhood association members, non-profit leaders, urban planning professionals, and developers to work together to engage the greater community and successfully plan for the development of a comprehensive Transformation Plan.

Overview

Throughout the community engagement process, an emphasis was placed on creating an open forum (in multiple contexts), for Pedestal Gardens residents to discuss urgent, immediate and long-term needs, as well as to highlight assets, at both the individual- and property-level, (and within the neighborhood), that could be improved upon and fostered. While outreach to and engagement of Pedestal Gardens residents was emphasized during the planning process, outreach to the entire community was equally prioritized. From the very beginning, the Advisory Board understood that a successful transformation plan would require the participation and ultimately the support of all Central West Baltimore residents.

The community engagement process established the following principles to ensure the most effective outreach effort possible:

- Conduct extensive outreach to engage and collaborate with residents of Pedestal Gardens, as well as residents of neighboring communities, through the Choice Neighborhoods planning effort.
- Systematically provide detailed information regarding the Choice Neighborhoods Baltimore project (background, timeline, progress) throughout the entire planning, data collection, and resident/community engagement process, via a diverse series of sources and modalities.
- Emphasize resident education regarding the scope of the planning process, to facilitate successful community organizing, build individual capacity, and ensure that all residents and interested parties have a documented 'voice' in the project.
- Incorporate a wide range of community stakeholders and local institutions into the data collection and community engagement efforts to ensure adequate representation of neighborhood-level needs, challenges, strengths, hopes, and visions. Further, through this engagement, hone a better understanding of community level assets and needs.
- Always operate in a transparent fashion, and use clear, consistent communication methods to garner resident support, build trust, and establish long-term relationships.



Participants working together to develop neighborhood priorities during the March workshop

- Actively support resident and citizen participation in the neighborhood planning, problem-solving, designing, and implementing parts of the Choice Neighborhoods program.
- Extensively document all aspects of the Choice Neighborhoods participatory planning process, so they can be studied, critiqued, and improved upon; also archive all efforts in written, photographic, and video form so that this instructive information can be shared with other cities embarking upon the Choice planning and neighborhood revitalization process.

Ongoing Meetings

ADVISORY BOARD

The Central West Baltimore Choice Neighborhoods Advisory Board was established in 2010 prior to the release of the Choice Neighborhood planning NOFA. This group is comprised of over twenty-five community leaders representing the neighborhoods of Central West Baltimore together with representatives of major institutions and property owners. The committee has met every other Saturday morning for more than two years, and it has continued to maintain a high level of involvement throughout the planning effort.

CREATION OF PEDESTAL GARDENS TENANT COUNCIL & RESIDENT MEETINGS

When the Choice Neighborhood initiative commenced in 2011, it became evident that Pedestal Gardens did not have a resident tenant council, and the planning team felt that would significantly impede their ability to fully participate and represent their own interests in the ongoing effort. The planning team helped residents form an active Tenant Council within two months of the kickoff, and initial meetings were focused on relationship building and learning the basics surrounding Choice neighborhoods. Monthly meetings have continued through present, where residents convene to discuss the Choice Neighborhoods program, as well as issues they have encountered at the property-level in regard to maintenance and security. Choice staff has often engaged in discussions with residents at these meetings to relay relevant information of the planning effort.

The creation of the Pedestal Gardens Tenant Council has been one of the great successes of the planning effort. These meetings provide a platform for residents to meet together and socialize, form bonds, and build a sense of community that had previously been lacking at the property.

Public Events

MAY 2011: HUD KICK-OFF

HUD requested a Kick-off event shortly after making its announcement of the first seventeen Choice Neighborhood Planning Grants. The Kick-off event included a presentation of the planning team's approach to the upcoming planning effort; a tour of the study area and surrounding neighborhoods; and a public presentation that included the participation of Mayor Stephanie Rawlings Blake. HUD representatives provided important feedback that helped reshape several planned approaches, particularly as related to resident engagement.

Over 80 residents participated in the public presentation.

FEBRUARY: PUBLIC WORKSHOP TO DISCUSS PEOPLE COMPONENTS

The first in a series of three public events, the *People* workshop was held to educate the residents on the core principles of the Choice Neighborhood program and to develop an understanding of the residents’ perspective in terms of the strengths and weaknesses of the planning area. Three breakout groups were held around the three core topics of Health, Workforce Development, and Education. The sessions were designed as an open discussion structured around a series of prepared questions. At the end, all groups reconvened to present their list of priorities.

Over 125 residents participated.



A resident reports back on her breakout groups’ top priorities at the February workshop.

MARCH: PUBLIC WORKSHOP TO DISCUSS NEIGHBORHOOD COMPONENTS

The *Neighborhood* workshop focused on what amenities the planning area already had and what were new ones that residents felt could improve the area. Core issues discussed included access to healthy food, safety, quality of schools, condition of green space, transportation, and vacancy issues. After the presentation, residents broke out into randomly selected groups to develop a list of the planning area’s strengths and weaknesses. Each group worked together to establish their top priorities, and a team-selected spokesperson summarized these findings.

Over 75 residents participated.

APRIL: PUBLIC WORKSHOP TO DISCUSS HOUSING COMPONENTS

The *Housing* workshop was designed to introduce the community to the benefits of mixed-income housing developments. Several successful models from across the country were highlighted. During the breakout sessions, residents filled out short survey that helped to identify what would be important amenities in new housing. As with the previous two workshops, breakout groups summarized their most important priorities.

Over 75 residents participated in the event.

Over the course of the People, Neighborhood, and Housing public events, the residents—through their collaborative lists of issues, concerns, opportunities, and visions—created the baseline for what would become the overarching community-driven principles for the Transformation Plan.



Residents working together to develop a list of top housing priorities at the April 2012 Workshop.

JUNE–JULY: YOUTH VISIONING PROJECTS

In the summer of 2012, over 40 Pedestal Gardens children participated in a several unique neighborhood visioning projects. They drew plans for their ‘new’ and ideal neighborhood, as well as participated in a small scale “PhotoVoice” project within the immediate neighborhood. The finished drawings and designs for the visioning activities were presented at the property via a formal event open to all Pedestal Gardens and neighborhood

A COMMUNITY-DRIVEN PROCESS

residents, and are permanently showcased at the property Community Room for residents to view.



Children “draw” their vision for the future of Pedestal Gardens during a youth visioning event, while their parents complete resident assessment surveys.

AUGUST: NATIONAL NIGHT OUT

The Choice Neighborhoods team hosted a National Night Out event at Pedestal Gardens, a community-based activity that occurs across the country, designed to heighten awareness regarding public safety, foster relationships between the local Police Department and residents in the area, and improve community relations. The event included a public safety community ½-mile walk around various neighborhoods with Pedestal Gardens youth and adults, followed by an elaborate barbeque and youth activities, with an estimated 200 guests in attendance. The event attendees included over 150 Pedestal Gardens adults and children, community stakeholders, neighborhood association leaders, local residents



Over 200 residents, including 150 from Pedestal Gardens, participated in the National Night Out event sponsored by the Choice Neighborhoods Planning effort.

from neighboring areas, the Baltimore City Police Department, security officers from the Midtown Benefits District, and the Baltimore City Fire Department.

NOVEMBER: TWO-DAY URBAN DESIGN WORKSHOP

The two-day public workshop was designed to confirm project principles and gain resident feedback on the housing concept strategies. The first event included a public presentation and workshop exercises designed to gain resident feedback on project principles and the physical design concepts presented. During the following day, the planning team worked together in an open studio environment, welcoming the public to work with them and watch as their input shaped the planning effort. During the evening of the second day, a final presentation was given that highlighted how the design concepts had involved during the community engagement. The event ended with an open house where residents could meet with the members of the planning team to ask questions and learn about the entire planning process.

The input gained at the workshop affirmed several points raised throughout the planning process, and common themes emerged across all table discussions and priorities. In total, over



Well over a hundred residents participated over a two-day planning event focused on future development concepts.

A COMMUNITY-DRIVEN PROCESS

150 residents participated in events over the two days.

By the end of the community-driven process, the planning team could work with confidence to turn resident desires into a coherent and useful plan.

Jobs Better
housing Proud
neighborhood
everyone
Children Diverse
Good Shopping
Educated

5

The Vision for Central West Baltimore

“Central West Baltimore will become known as a place where once-divided neighborhoods have been knitted back together through the development of high quality, sustainable, mixed-income, and mixed-use developments. It will be a thriving, safe, diverse, and healthy place, a walkable neighborhood with a mix of races, incomes and housing choices...A neighborhood with better schools, improved services, new amenities, and new opportunities for employment. Above all, it will be a neighborhood of choice for both existing and new residents.”



“What this means to me” plan principles exercise—Residents were asked write what each of the principles meant to them. Their comments, some of which are included below, helped shape and refine the final plan principles.

The neighborhood is safe and perceived as safe

- Being comfortable walking through the neighborhood
- Increased police presence (walking blocks, driving) creating a positive relationship with residents and organizations
- Pedestrian style street lights
- No rats in the area—more trash pickup days
- I can walk wherever I want, whenever I want, without a dog
- Never being robbed, being able to walk streets without worrying

With a range of quality, affordable, accessible housing and unit types

- Affordability is very important to me seeing our income is low
- Sustainable, environmentally friendly
- Areas that promote social participation
- Neighborhoods with a mix of families and single people
- Everyone (young and senior) has different needs. Handicapped residents need to be included

With good schools that prepare our kids for the future

- It is very important that children who live here can have a decent school to attend without traveling too far
- Quality learning environments, more resources for before and after school education; fundamental programs; social and health programs
- It means that our children will do better than when I was young
- Improved education will lead to better and higher paying jobs

Full of opportunities for good jobs and job training

- Better neighbors, more money in the community, cleaner streets, quieter nights, better shopping
- Bring business opportunity into the neighborhood though investors and partnerships

Where we can shop—for food, clothes and household goods

- This is important to me, since I don't have a car to go to distant shops.
- Bringing retail opportunity into the neighborhood, better quality grocery stores, pharmacy, etc.
- Feeling proud to shop where I shop, not degraded by shopping in an ugly place
- We need better stores, but a store that low-income family can afford
- Walking to more than one restaurant or coffee shop

That is healthy and walkable, with good recreation options

- It's easy and fun to meet neighbors informally
- That my four boys and I are able to walk and go to the recreation center to play and not be on the streets or in the house
- Not being scared of walking or playing

That is clean and well-maintained—a neighborhood we can be proud of

- No vacant buildings or lots
- No litter and household trash
- To keep the neighborhood clean as well as the streets, sidewalks
- Fix the streets, lights, roads, underground, buses, cars, trains, etc.
- A decrease in vacant houses, more street cleaning efforts
- Replacement of infrastructure (sidewalks, roadways, alleyways)
- Beautification (trees, bushes, grass, parks) and enforcement of housing violations

Other

- I would love to be able to take my granddaughter to Eutaw and Lawrens and sit on the benches like I used to do years ago
- Vacant properties should be looked as an opportunity for market-rate houses and apartments. The area isn't dense enough
- The style of new development needs to mimic Bolton Hill row homes, but can be apartments
- Playground that is better with swings, basketball courts, trash cans around the playground and gates around the dumpster (rats.)

Principles

Central West Baltimore will be:



Safe, both in perception and reality

- A neighborhood where existing and new residents feel safe
- Clean and well-maintained—a neighborhood to be proud of
- Improved relations among residents and between the residents and police officers

IMPLEMENTATION STEPS

- *Increase police presence within the neighborhood*
- *Partner with MICA to expand security patrols*
- *Improve lighting in neighborhood commercial areas*
- *Add “eyes on the street” with new development across study area*
- *Improve maintenance, trash removal, and rodent infestation control*



Affordable and accessible

- A range of quality, affordable, accessible housing and unit types—single-family and multifamily units
- Affordable and market-rate options for both new and existing residents
- Attractive to a broad and diverse group of people
- Good design

IMPLEMENTATION STEPS

- *Work with local CDCs and other developers to integrate affordable housing as infill developments across the planning area*



Healthy and walkable

- Places to shop—for food, clothes, and household goods

IMPLEMENTATION STEPS

- *Identify and attract a high quality grocer either within or directly adjacent to the planning area*
- *Store should be sized for walk-in trade and should be able to serve all groups within the area*



Blessed with great schools, great jobs

- Create a “cradle-to-college” pipeline for all children
- Improve/create good schools that will prepare our kids for good futures
- Full of opportunity for good jobs and job training

IMPLEMENTATION STEPS

- *Encourage new school investments at Eutaw-Marshburn and Booker T. Washington Middle School*
- *Partner with Purpose Built Communities to create new implementation-focused organization*
- *Create workforce training center at new Pedestal Gardens redevelopment*



Connected

- Reconnect streets to grid
- Make all streets two-way
- Improve transportation?

IMPLEMENTATION STEPS

- *Improve streetscape conditions, particularly in southwest portion of study area*
- *Reconnect streets to grid*
- *Convert major commuting streets back to two-way traffic in Marble Hill and Druid Heights*
- *Enhance existing and create new bike lanes and signage for better links to Druid Hill Park, surrounding neighborhoods, downtown*
- *Create a new bus stop at the southwest corner of Eutaw and Wilson for convenience of seniors*



Achievable

- Decisions will be based on strong market analysis
- Driven by large-scale and small-scale development opportunities

IMPLEMENTATION STEPS

- *Make Eutaw Place and McMechen Street intersection a phase 1 priority*
- *Leverage investments being made at Memorial Apartments redevelopment*
- *Redevelop EMES as a safe, pedestrian-friendly environment with a mix of uses (YMCA, housing) to promote 24/7 activity*



Beautiful

- Historic buildings and streetscapes will be restored
- Trees and street lights will create beauty and comfort both day and night
- New development will complement and enhance existing places

IMPLEMENTATION STEPS

- *Work with residents and Baltimore City to create and maintain a full tree canopy*
- *Upgrade all streets and sidewalks*
- *Install pedestrian street lights on the Otterbein pattern*
- *Renovate all vacant and dilapidated buildings, observing CHAP guidelines*
- *Redevelop all vacant lots and Urban Renewal-era projects with urbane buildings that reinforce neighborhood character and street safety*

THE VISION FOR CENTRAL WEST BALTIMORE



Transformation

The strategies for the Transformation Plan are organized under the three major Choice Neighborhood components of *People*, *Neighborhood*, and *Housing*. While many of the strategies are inter-related, it becomes clear that all strategies are being driven by the core principle of improving the quality of life of the residents of Central West Baltimore.

TRANSFORMATION

PEOPLE TRANSFORMATION STRATEGIES

A Community Vision for Improved Quality of Life

The Choice Neighborhoods *People* goals are centered on health and wellness, education, workforce development, and social service support. These are all quality of life issues that directly impact residents and are essential to developing a fully comprehensive neighborhood transformation. The *People* strategies identify a network of local organizations that can become partners in improving access to these essential services.

Transformative Ideas from the Community

During the March 2012 public workshop on *People*, residents discussed both assets and challenges regarding Central West Baltimore. Services such as Total Healthcare, the YMCA, Headstart, and other institutions and programs were seen as important amenities within the neighborhood that truly support *People*-related initiatives. Overall, however, real concerns were raised. These included:

- The neighborhood is marred by concentrated poverty, drugs, and violence

- Because many residents do not trust Total Healthcare, there is a lack of fully accessible affordable, 24-hour care, often leading to reliance on emergency rooms
- Limited medical outreach and preventative healthcare services are available; made worse by a lack of education and knowledge
- Student safety is a real issue
- Classroom resources are inadequate
- Extra-curricular programs have been seriously diminished
- The existing career centers are just job-search computer stations; there is a need for active counseling and exclusive job leads
- The neighborhood can feel isolated

The goals and strategies that follow address these and many other issues raised during the planning effort.

Health and Wellness Strategy

The health and wellness strategy incorporates all health-related people initiatives. Improving the health of neighborhood residents is perhaps the most important impact the transformation plan

can have in terms of improving overall quality of life. Importantly, these strategies will require developing new and stronger partnerships with health-care organizations across Baltimore and the region.

Goals 3 and 4 within the health and wellness strategies were developed in coordination with the education initiatives. The successful implementation of these goals and strategies will support the efforts to improve education opportunities for residents, and vice versa.

GOAL 1

Increase access/decrease barriers to health care for adults and children

It was apparent that medical care (prevention and treatment) as well as health education are, and are likely to remain for some time to come, a critical need in the community. This conclusion is drawn from existing data and data from residents evidencing problems with disparate rates of chronic disease, poor birth outcomes, use of the emergency rooms as primary care settings, poor

respiratory health, concerns regarding mental health and other issues as presented. Meeting the inherent demand for medical services will require multi-faceted strategies that draw upon various sectors of the local communities, Baltimore City, and beyond. The strategies are designed to be interrelated though can be seen as independent. All of the strategies do not require extensive financial resources but they do all necessitate collective community responsibility for enacting them.

ACTION ITEMS:

- 1-1** In conjunction with the public schools and service providers, develop a school-based health services center for pediatric and specialty care (notably mental/behavioral health services and dental care).
- 1-2** Incentivize primary care providers to establish practices in the community - notably providers who accept Medical Assistance. Create a health services delivery model wherein health facilities are housed in mixed usage buildings.
- 1-3** Incentivize establishment of co-located health care (dental, mental/behavioral health) for adult medical services
- 1-4** Establish dedicated public transport system (akin to the Shuttle Bug or College Town) to provide transportation to com-

monly used and nearby medical centers (Hopkins, University of MD, Mercy, Maryland General)

- 1-5** Support the training of Community Health Workers (CHWs).
[Notes: The training can occur at academic institutions that will help foster and/or solidify key partnerships. Partnerships with academic institutions can enable tailored certificate programs as well as foster interest in pursuit of health professional degrees. This model has already been established in another HUD Initiative: Healthy Hearts in Housing]
- 1-6** Establish community operated satellite health and human service referral kiosks staffed by trained CHW (see CMS reimbursement policy for Community Health Workers)
- 1-7** Establish ongoing health education strategies for community residents through the use of CHWs in conjunction with academic institutions/medical facilities.
[Notes: Insure inclusion of minority serving organizations. Host workshops in the schools to create an additional tie between the community and the schools, strengthening the link between education and health.]

- 1-8** Incentivize health professionals of color to establish practices within the focus communities.

GOAL 2

Increase access to and knowledge of nutritious food

The leading cause of death in the Central West Baltimore Choice Neighborhood area communities is cardiovascular disease. The risk factors for the disease are clear—the triple threat of hypertension, diabetes, and obesity were well documented. While the community did not identify cardiovascular disease as an issue, the ability to live, work, and play is threatened by these chronic health conditions. As important is that the triple threats are largely manageable through nutrition and fitness. Focus on CVD risks has added potential for success because it mirrors programs and funding streams already in place at the city, state, and national levels. Because a social determinants framework is being utilized to understand and identify solutions for health, the strategies recommended go well beyond asking residents to eat better and engage in more exercise. These strategies target individuals, the environment, and the socioeconomic conditions.

ACTION ITEMS:

- 2-1** Create a Nutrition subcommittee of the Community Planning and Advisory Board
- 2-2** Establish food production and/or distribution centers within the focal communities through selection of a variety of mechanisms
[Note: This links to green space planning. Consider key partnerships with MD farmers and retailers—see Baltimore City Virtual Supermarkets), and specialized food production]
- 2-3** Create a Community/Home Gardening initiative that includes collaborative gardening as well as micro-gardening for personal consumption; train and provide incentives for the program; work with academic and business partners to identify the technical expertise and material resources
- 2-4** Work with the City to incentivize local retailers (tax credits, subsidies) to carry more nutritious food
- 2-5** Provide incentives for healthier fast food establishments to be located in the community
[Note: monitor the density to minimize competition that would undermine sustainability of stores and the ability for local business to root]

- 2-6** School-based strategy for nutrition and fitness
 > Support schools in developing an integrated nutrition and health curriculum
 > Establish more specified nutritional guidelines for school lunch,
 > Expand use of education nutritional facilities to facilitate of community nutrition programs—community meals; after-school meal programs for SNAP eligible children; cooking classes
 > Investigate use of healthy food vending machines for faculty, staff, and students
- 2-7** Incentivize the creation of locally owned and operated restaurants; licensed street vendor
[Note: vendors could be reminiscent of the “Arab” cart owners who sold fresh fruits and vegetables in the city.]

GOAL 3

Ensure healthy outcomes for all children born in the Choice Neighborhood and support children to be ready to enter kindergarten at age 5

Objective 3A: Explore home visiting options for families living in the target community, and initiate home visiting programs where applicable.

ACTION ITEMS:

- 3A-1** Partner with University of Maryland (UMDSSW) School of Social Work Promise Heights to:
 > Create a mobile dental van stop (Cool Schools, Cool Smiles) Medical/Dental services for families (year 1)
 > Refer families to B'More Healthy Babies Program (year 1)
 > Enroll parents in Parent University¹ in 10 week programs 2x year (year 1)
 > Refer families to existing satellite Judy Centers at Furman Templeton or Samuel L. Coleridge Taylor Schools (year 1)
- 3A-2** Establish Parent University specific to Pedestal Gardens Parents (year 5)
- 3A-3** Start the Home Visiting for Parents of Pre-School Youngsters (HIPPY) program in the Central West Baltimore neighborhood (5 year)

¹ Parent University is a ten-week program offered two times per year with the goal of improving parenting skills by providing expectant parents and parents of children aged birth through three years with educational group and home based programming. A partnership between UMMSSW and Eutaw-Marshburn Elementary School facilitated by the Choice Neighborhood Education Committee was established to expand the reach of the UMMSSW from Booker T. Washington Middle School for the Arts to Eutaw-Marshburn and the entire Choice Neighborhood. Parents in the Choice Neighborhood are now eligible to participate in Parent University (year 1)

GOAL 4

Supportive services to support school-aged children and their families

Provide two-generation wrap-around supportive services for Pedestal Gardens (helping parents and children simultaneously)

Objective 4A: Create an information and referral system for parents to connect them with essential knowledge and services.

ACTION ITEMS:

- 4A-1** Develop and implement GED program for residents of Pedestal Gardens (year 2)
- 4A-2** Connect with existing workforce development and job skills centers in the neighborhood and supplement services (GED classes, job skills classes, etc.) (year 2–5)
- 4A-3** Hold semi-annual information sessions for families regarding detection and amelioration of lead paint, fire safety and crime prevention (year 2)
- 4A-4** Partner with University of Maryland and other neighborhood health facilities to provide physical and mental health services to residents (year 5)
- 4A-5** Survey residents to determine topics of concern and support creation of Saturday Series of workshops/seminars to address these topics (year 1)

4A-6 Connect residents with Turnaround (rape counseling and prevention) and the House of Ruth to support education around domestic violence (year 1)

4A-7 Support creation of opportunities for young people to do their service hours in their own neighborhood, for example, partnering with Eutaw-Marshburn and Booker T. Washington Schools (year 1)

Objective 4B: Design “2-Generation” (supporting children and parents simultaneously) model of supportive services.

ACTION ITEMS:

- 4B-1** Explore location of Family Support Center² in Choice Neighborhood in partnership with the Maryland Family Network (year 1)
- 4B-2** Continue to support location of Judy Center satellite at Eutaw-Marshburn by working with the Baltimore Community Foundation and other funding sources (year 1)

² The Family Support Centers provide free, comprehensive services, either on-site or through referral, to families, targeting parents and their children from birth through age three. The Centers provide the following services:

- Education and support to parents around issues facing them as parents of all ages (birth through adolescence and young adult)
- Infant/toddler program: developmental infant toddler care/assessment
- Parent education
- Self-sufficiency programming: adult education/family literacy and job readiness
- Health education and referral for services
- Peer support
- Service coordination
- Outreach, collaboration, and resource development.

4B-3 Help fund programs like Family Support Center and Judy Center (year 5)

Objective 4C: Support the renovation or rebuilding of the Crispus Attucks Recreation Center and increased recreation opportunities for residents of Pedestal Gardens and the surrounding community.

ACTION ITEMS:

- 4C-1** Coordinate services and programs (including sports) with Druid Hill YMCA (year 1)
- 4C-2** Establish regular walking groups (Black Girls Run); bike clubs (Druid Hill Park Bike Saturdays) (year 1)
- 4C-3** Support creation of a comprehensive sports program for young people including basketball, soccer, football leagues, that include team building skills, character building, and athletic training (year 2)
- 4C-4** Partner with swimming programs for to provide swim instruction to residents (Michael Phelps Swim School) (year 2)
- 4C-5** Start “Movies in the Gardens” projecting movies on the walls of Pedestal Gardens buildings

Education Strategies

The Choice Neighborhood Education Committee assisted considerably in the development of the education strategies. They collected data and information regarding the schools, programs and organizations located in the neighborhood. As noted in chapter 3, a full Education Landscape Report was completed and can be found in the appendix. The Education Landscape Plan outlined all of our findings and was used to inform this strategic plan.

Vision: A vision was created for the education strategies that is as simple as it is fundamentally transformational. It is, in five words: **“To create a new normal.”**

Mission: To provide educational, recreational and cultural opportunities for every child from birth to 18 in the Central West Baltimore neighborhood that will 1) create a new normal, 2) instill in each child the potential of college attendance and 3) integrate the arts theme throughout the lives of children from birth to eighteen.

Create an Education Collaborative to convene early childhood providers and educators, elementary and middle school administrators, education leaders, non-profit leaders and others

to manage recommendations of choice education work, share best practices, challenges and resources.

EARLY CHILDHOOD EDUCATION

GOAL 1

Ensure healthy outcomes for all children born in the Choice Neighborhood and support children to be ready to enter kindergarten at age 5

Objective 1A: Explore home visiting options for families living in the target community, and initiate home visiting programs where applicable. See Health and Wellness Goal 1 on page 65.

Objective 1B: Add a second pre-K at Eutaw-Marshburn Elementary School.

ACTION ITEMS:

- 1B-1** Demonstrate demand for second pre-K (year 1)
- 1B-2** Negotiate with City Schools regarding adding another pre-K at Eutaw-Marshburn (year 2)
- 1B-3** Strengthen partnership with Head Start providers in neighborhood (year 2)
- 1B-4** Establish working relationship between Head Start and other early childhood

providers and Eutaw-Marshburn pre-K and K teachers to allow for coordination of instruction and a seamless transition from pre-K to kindergarten (year 2)

- 1B-4** Provide needed financial resources for additional pre-K to supplement City Schools’ allotment (year 5)

Objective 1C: Create a satellite Judy Center at Eutaw-Marshburn.

ACTION ITEMS:

- 1C-1** Refer young children to full service Judy Center located at John Eager Howard School or Furman L. Templeton and Samuel L. Coleridge satellite Judy Centers (year 1)
- 1C-2** Connect to Infants and Toddler program with City Health Department and Judy Centers for child assessment to diagnosis early delays so that early intervention is provided when needed (year 2)
- 1C-3** Garner community and financial support to locate a satellite Judy Center at Eutaw-Marshburn (year 5)
- 1C-4** Determine scope of services the Judy Center will provide (year 5)
- 1C-5** Negotiate with various partners to co-locate with the Judy Center (year 5)

1C-6 Coordinate with funding community and state Judy Center representatives to support expansion of Judy Centers (year 5)

Objective 1D: Support Early Head and Head Start (EHS/HS) in preparing children in the community for kindergarten by providing quality early learning opportunities.

ACTION ITEMS:

- 1D-1** Participate in Education Collaborative in Choice Neighborhood (See Overarching Goal)
- 1D-2** Facilitate partnership between Eutaw-Marshburn and Head Start Centers (Metro Delta and Union Baptist) in neighborhood (year 2)
- 1D-3** Increase number of seats at EHS and HS facilities (year 2)
- 1D-4** Facilitate intentional meeting, coordination and exchange of data and information about the students transferring from Head Start to Eutaw-Marshburn to help children transition from Head Start to kindergarten (year 2)
- 1D-5** Obtain rights to use Core Knowledge curriculum alignment developed by UMSSW for Head Start for use at Head Starts in Choice Neighborhood (year 2)

1D-6 Align Head Start curriculum to kindergarten curriculum at Eutaw-Marshburn including incorporating arts into the curriculum (year 5)

1D-7 Provide professional development on Core Knowledge

1D-8 Coordinate with City Schools around impact of renovation of Eutaw-Marshburn on Metro Delta Head Start (year 5)

1D-9 Increase teacher quality of Head Start teachers by providing professional development for teachers, creating mentor/coach positions to supervise and train teachers (year 5)

1D-10 Support incentive-based pay for quality teachers (year 5)

1D-11 Provide financial resources to hire additional case managers

1D-12 Negotiate with Johns Hopkins University to relocate Early Head Start Center in Reservoir Hill to the Metro Delta site at Eutaw-Marshburn (year 5)

1D-13 Expand length of school day and year of Head Start programs to align with Baltimore City School schedule (year 5)

Objective 1E: Support families in the education of young children prior to kindergarten.

ACTION ITEMS:

- 1E-1** Provide neighborhood information to families about pre school, pre-K programs by holding events at Head Start Centers and other locations (Passport to Pre-K)(year 2)
- 1E-2** Design a newsletter to promote information relating to early childhood for Pedestal Gardens families (year 2)
- 1E-3** Target Pedestal Gardens parents for education on the value of early childhood education, introduction to the neighborhood options and assistance in registration to programs for their children (year 2)
- 1E-4** Establish infrastructure of communication to publicize resources and activities for parents and families in the Choice Neighborhood and specifically in Pedestal Gardens (year 3)
- 1E-5** Establish play groups for Pedestal Gardens families that organize events, social gatherings and field trips (year 3)
- 1E-6** Weave in learning opportunities for parents into the social gatherings (year 3)

Objective 1F: Actively engage families in enrolling and transitioning children to kindergarten.

ACTION ITEMS:

- 1F-1** Introduce all kids attending Metro Delta and Union Baptist Head Start to Eutaw-Marshburn teachers and administration (year 1)
- 1F-2** Hold transition meetings for each child transferring from Head Start to Eutaw-Marshburn where Head Start teachers provide kindergarten teachers academic and social emotional information about each child prior to the beginning of school year (year 2)
- 1F-3** Specifically target Pedestal Gardens parents of pre-K children to assist them in registering for kindergarten and supporting the transition of their child to Eutaw-Marshburn
- 1F-4** Subsidize a mandatory summer bridge program at Eutaw-Marshburn for all new kindergarteners to become familiar and comfortable with the new classroom environment and the culture and expectations of Eutaw-Marshburn (year 5)

Objective 1G: Address diversification of childcare and early learning options in Central West Baltimore Neighborhood.

ACTION ITEMS:

- 1G-1** Seek to add additional quality childcare seats in the target community (year 2)
- 1G-2** Recruit a high quality neighborhood provider (St. Francis Neighborhood Center) (year 2)
- 1G-3** Explore partnership with Educare³ (year 2)
- 1G-4** Formalize partnership with the Druid Hill YMCA for location of YMCA Childcare Center at Eutaw-Marshburn Elementary School (year 2)

ELEMENTARY EDUCATION

GOAL 2

Build on recent academic and school culture improvement to provide an exemplary elementary school for the community

Objective 2A: Survey best evidenced-based academic programs and support implementation of professional development and curriculum changes to employ evidenced based teaching strategies at Eutaw-Marshburn.

³ Educare is a research-based program that prepares young, at-risk children for school; a specially-designed place that nurtures early learning and sends a bold message about the value of investing in the first five years; an innovative partnership between the public and private sectors to create a more efficient, more effective early learning program; and a compelling platform to drive change among policymakers, business leaders and early childhood providers by showing what quality early learning looks like.

ACTION ITEMS:

- 2A-1** Support targeted professional development and activities at Eutaw-Marshburn (year 2)
- 2A-2** Integrate learning and innovative practices gained through professional development at Eutaw-Marshburn (year 2)
- 2A-3** Provide resources to allow attendance at relevant local and national conferences (year 5)
- 2A-4** Implement programs that have proved effective in dealing with behavior issues and in-school suspensions (Community Conferencing, for example) (year 5)

Objective 2B: Fully integrate arts and sciences into curriculum – arts + stem = STEAM school.

ACTION ITEMS:

- 2B-1** Establish children’s choir at Eutaw-Marshburn in partnership with Brown Memorial Presbyterian Church (year 1)
- 2B-2** Partner with community arts institutions – MICA, Center Stage, Lyric Opera House, Meyerhoff Symphony, Arena Players and others to provide exposure to authentic, real-life arts experiences to students (year 2)
- 2B-3** Create arts courses to provide instrumental music, drama, voice, visual arts, and

dance instruction to encourage selection of an arts discipline they want to pursue (year 2)

- 2B-4** Establish regular interaction between Eutaw-Marshburn and Booker T. Washington students by holding concerts, art shows dances and other events that expose Eutaw-Marshburn students to the curriculum and programming available at Booker T. Washington (year 2)
- 2B-5** Expand FBI partnership beyond the current offering to take advantage of the specialized knowledge available to the students (for example, crime scene investigation instruction) (year 2)
- 2B-6** Develop science and engineering partnerships to provide additional curriculum support enrichment activities to students (for example, Northrop Grumman)
- 2B-7** Participate in city robotics program (year 2)
- 2B-8** Support teachers in development of STEAM curriculum aligned to Common Core (year 5)
- 2B-9** Help implement STEAM activities and provide arts and sciences exposure to students (year 5)
- 2B-10** Support technology upgrade and integration at every grade level and provide pro-

fessional development to fully implement technology into curriculum (year 5)

Objective 2C: Create a new normal⁴ for children and their families.

ACTION ITEMS:

- 2C-1** Re-imagine and redesign the culture of the school by creating a culture of civility between students, teachers and administrators and encouraging high expectations of students including college preparation (year 2–5)
- 2C-2** Display college information and memorabilia throughout the school (year 2)
- 2C-3** Establish partnerships with nearby colleges—MICA, University of Baltimore and Coppin to draw on the resources of the schools and to expose students at Eutaw-Marshburn to college (year 2)
- 2C-4** Establish a mentoring program similar to the program at William Pinderhughes School or expand program offered by Union Baptist Church (year 2)
- 2C-5** Establish customs and traditions that model what means to be an Eutaw-Marshburn student (year 2)
- 2C-6** Design a community service program

⁴ Expose students to new experiences, behavior, and teaching to raise expectations and model civility, intelligence and performance. Part of the new normal is to instill in students the hope for college and other alternative pathways for their life.

encouraging parents and children working together to better their neighborhood (year 2)

- 2C-7** Help to fund field trips, cultural events, and travel that will expose students to new experiences (year 5)

Objective 2D: Provide quality after school and summer programming.

ACTION ITEMS:

- 2D-1** Support YMCA application for 21st Century Learning Center grant to create afterschool at Eutaw-Marshburn (year 1)
- 2D-2** Refer Eutaw-Marshburn students to the Druid Hill YMCA and the St. Francis Neighborhood Center after-school program (year 1)
- 2D-3** Expand after school programming at Eutaw-Marshburn in collaboration with the Druid Hill YMCA and the St. Francis Neighborhood Center at Eutaw-Marshburn school (year 2)
- 2D-4** Partner with Baltimore City Schools to enhance summer offerings for all Choice Neighborhood students (year 2)
- 2D-5** Maintain STEAM curriculum throughout the after school and summer programs (year 5)

2D-6 Provide sports and recreational activities for students (year 5)

Objective 2E: Establish Eutaw-Marshburn Community School to serve as a resource for the neighborhood in health, education, and services to alleviate barrier to academic success.

ACTION ITEMS:

- 2E-1** Support the YMCA application to the Family League for a community school at Eutaw-Marshburn (year 1)
- 2E-2** Establish community school at Eutaw-Marshburn and hire CRC coordinator (year 2)
- 2E-3** Establish and manage partnerships with city agencies and other partners to provide information and referrals to parents (year 2)
- 2E-4** Connect to health (physical and mental) providers in order to provide services to parents and children in need (year 2)
- 2E-5** Conduct a needs assessment of parents to determine scope of resources needed (year 2)
- 2E-6** Support forming and staffing a crisis management team in partnership with local hospitals (year 2)
- 2E-7** Maximize effectiveness of UMD School of Social Work interns to support students at

Eutaw-Marshburn with academic, social and emotional issues

Objective 2F: Develop an action plan to engage parents and families in the education of their children.

ACTION ITEMS:

- 2F-1** Institute a home visiting program for hard to reach Pedestal Gardens students; excessive truancy, behavior issues (year 2)
- 2F-2** Design a volunteer program for parents and coaching them to be effective classroom volunteers establishing parent engagement as a key to student achievement (year 2)
- 2F-3** Mobilize Eutaw-Marshburn parents to support engagement of other parents in Choice Neighborhood (year 2)
- 2F-4** Provide opportunities for parents to be engaged in school community (adult literacy programs, GED classes, job skills and referrals (year 2)
- 2F-5** Focus on the development of a comprehensive strategy to support parent education for effective parenting and child development, in order to support /help their children (2)
- 2F-6** Identify partners who can provide classes/training (and gaps where additional

expertise will be needed) to support parent education and parent engagement in schools (year 2)

- 2F-7** Partner with the school system to bring the best program and opportunities to Eutaw-Marshburn school and families (such as the Family Institute and/or PTA/PTO, Family Councils and parent organizing) to promote parent engagement as a cornerstone of school reform and student achievement (year 2)
- 2F-8** Support local community schools with efforts to engage and communicate with parents, i.e., sponsor back to school fairs, include school information in neighborhood newsletters and communications, participate in school-sponsored events, and promote the message that “Good neighborhoods make good schools and good schools make good neighborhoods” (year 2)
- 2F-9** Provide social opportunities for parents and children to interact (Christmas Bazaar, carnivals, field days) (year 2)

Objective 2G: Explore conversion of Eutaw-Marshburn to a charter school.

ACTION ITEMS:

- 2G-1** Visit local high performing charter schools (year 1)
- 2G-2** Speak with operators and principals of charter schools (year 1)
- 2G-3** Investigate risks and benefits of becoming a charter school (year 1)
- 2G-4** Develop and submit charter application—if decision is to convert to charter (year 2)

Objective 2H: Establish Eutaw-Marshburn as the top neighborhood choice school for students and families.

ACTION ITEMS:

- 2H-1** Work toward Blue Ribbon status (examine requirements and develop a timeline) (year 2)
- 2H-2** Recruit neighborhood children from early childhood centers—increase Eutaw-Marshburn’s market share of the students in Central West Baltimore neighborhood (year 2)
- 2H-3** Promote school through community forums and publications (monthly newsletter with school information and highlighting school and students accomplishment) (year 2)

- 2H-4** Increase enrollment at Eutaw-Marshburn to take full advantage of the school’s capacity (year 5)

Objective 2I: Support parents and students in middle school choice process.

ACTION ITEMS:

- 2I-1** Develop a plan for supporting Eutaw-Marshburn students and families in the middle school choice process (year 1)
- 2I-2** Recruit students and families to attend choice fair; provide transportation to and from fair
- 2I-3** Provide resources for parents and students to understand the choice process and help with completion of applications to middle school (year 1)
- 2I-4** Include timelines and other information in regular neighborhood and school communications (newsletter, listservs, and flyers) (year 1)
- 2I-5** Develop a middle school choice evening(s) for Eutaw-Marshburn students and families to present information about Booker T. Washington Middle School for the Arts as well as all other options (traditional and selective schools, charter school and smaller theme-based transformation schools) (year 1)

Objective 2J: Strategic examination of partnerships.

ACTION ITEMS:

- 2J-1** Participate in Education Collaborative (see Management Objective I)
- 2J-2** Complete an assessment of current partners of Eutaw-Marshburn (year 2)
- 2J-3** Determine what partnerships are:
 1. Effective
 2. Not effective
 3. Needed
- 2J-4** Seek citywide partners who can support Eutaw-Marshburn in the areas not currently served, specifically with field trips, after-school programs (sports and academic), school-based mentoring and supplementing the summer programs provided by City Schools (year 3)
- 2J-5** Formalize partnerships with Memorandum of Understanding outlining relationship between the school and partner organization (year 3)

Objective 2K: Support facilities renovation initiative of the school system.

ACTION ITEMS:

- 2K-1** Participate in community discussion of renovation or replacement of Eutaw-Marshburn (year 2)

- 2K-2** Advocate regarding facilities on behalf of the school when necessary (years 2–3)
- 2K-3** Participate in design process of school to ensure inclusion of community spaces that will support family engagement and new community school (year 3)
- 2K-4** Supplement funding of renovations to support STEAM curriculum (new arts facilities, science labs, technology, etc) (year 5)
- 2K-5** Formalize partnership with the YMCA regarding construction of child care center at Eutaw-Marshburn (year 5)
- 2K-6** Build a greenhouse and/or community garden (year 5)
- 2K-7** Incorporate classroom and outdoor spaces to promote healthy eating and fitness programs (year 5)

MIDDLE SCHOOL EDUCATION

GOAL 3

Prepare middle school students academically, artistically and socially for competitive high schools

Objective 3A: Re-establish Booker T. Washington Middle School for the Arts as a first-rate middle school attracting citywide middle school students.

ACTION ITEMS:

- 3A-1** Work toward Blue Ribbon status (examine requirements and develop a timeline) (year 2)
- 3A-2** Recruit neighborhood children from early Eutaw-Marshburn and other middle schools in the city to increase Booker T. Washington Middle School’s market share of the Central West Baltimore students (year 2-5)
- 3A-3** Promote school through community forums and publications (monthly newsletter with school information and highlighting school and students accomplishments) (year 2)
- 3A-4** Implement programs that have proven effective in addressing behavior issues and reducing in-school suspensions (year 3)
- 3A-5** Support targeted professional development and activities at Booker T. Washington (year 5)
- 3A-6** Provide resources to attend local and national conferences in areas of relevance (year 5)
- 3A-7** Increase enrollment at Booker T. Washington to take full advantage of the school’s capacity (year 5)

Objective 3B: Fully integrate arts and sciences into curriculum – arts + stem = STEAM school.

ACTION ITEMS:

- 3B-1** Support teachers in development of STEAM curriculum aligned to common core
- 3B-2** Help implement STEAM activities and provide arts and sciences exposure to students
- 3B-3** Partner with community arts institutions—MICA, Center Stage, Lyric Opera House, Meyerhoff Symphony, Arena Players and others to provide real life arts experiences to students (year 2)
- 3B-4** Create an arts program providing instrumental music, drama, voice, visual arts, and dance instruction to encourage selection of an arts discipline they want to pursue at the high school level (year 2)
- 3B-5** Establish regular interaction between Eutaw-Marsburn and Booker T. Washington students by holding concerts, art shows dances and other events that expose Eutaw-Marshburn students to the curriculum and programming available at Booker T. Washington (year 2)
- 3B-6** Develop science and engineering partnerships to provide additional curriculum support enrichment activities to students (year 2)

- 3B-7** Participate in city robotics program (year 2)
- 3B-8** Fund complete implementation of STEAM curriculum (year 5)
- 3B-9** Fund technology upgrade and integration at every grade level and provide professional development to fully implement technology into curriculum (year 5)

Objective 3C: Create a new normal⁵ for children and their families.

ACTION ITEMS:

- 3C-1** Re-imagine and re-design the culture of the school by creating a culture of civility between students, teachers and administrators and encouraging high expectations of students including college preparation (year 2–5)
- 3C-2** Display college information and memorabilia throughout the school (year 2)
- 3C-3** Establish partnerships with nearby colleges—MICA University of Baltimore and Coppin College; college students visiting Booker T. Washington (year 2)

⁵ Expose students to new experiences, behavior, and teaching to raise expectations and model civility, intelligence and performance. Part of the new normal is to instill in students the hope for college and other alternative pathways for their life

- 3C-4** Establish customs and traditions that model what it means to be a Booker T. Washington Student (year 2)
- 3C-5** Institute a community service program encouraging parents and children working together to better their neighborhood (year 2)
- 3C-6** Help to fund field trips, cultural events, and travel that will expose students to new experiences (year 5)

Objective 3D: Provide seamless transition for sixth grade students entering Booker T. Washington.

ACTION ITEMS:

- 3D-1** Design transition plans in consultation with sixth grade students transferring to Booker T. Washington
- 3D-2** Establish summer bridge program that introduces sixth grade students to culture and expectations of middle
- 3D-3** Provide guidance and support through mentoring or “big brother/big sister” relationship with eighth graders to help sixth graders acclimate to middle school environment

Objective 3E: Provide quality after-school and summer programming.

ACTION ITEMS:

- 3E-1** Support existing Druid Hill YMCA programs (year 1)
- 3E-2** Refer Booker T. Washington students to St. Francis Neighborhood Center after school program (year 1)
- 3E-3** Partner with Baltimore City Schools to enhance summer offerings for all Choice Neighborhood students
- 3E-4** Support programs that continue the STEAM curriculum throughout the after school and summer programs
- 3E-5** Support involvement with existing YMCA sports programs as well as exploring increased sports offerings and recreational activities for students

Objective 3F: Establish the Booker T. Washington Community School to provide students and families with supportive services to alleviate barriers to academic success.

ACTION ITEMS:

- 3F-1** YMCA will apply to re-instate community school at Booker T. Washington (year 1)
- 3F-2** Establish a Community Resource Center located at Booker T. Washington (year 2)

- 3F-3** Hire a Community Resource Coordinator (year 2)
- 3F-4** Establish and manage partnerships with city agencies and other partners to provide information and referrals to parents (year 1)
- 3F-5** Connect to health (physical and mental) providers to serve parents and children in partnership with University of Maryland (year 1)
- 3F-6** Support forming and staffing a crisis management team in partnership with local hospitals (year 2)

Objective 3G: Provide information and exposure regarding high school options to Booker T. Washington students throughout middle school and support them through the choice process.

ACTION ITEMS:

- 3G-1** Develop a plan for supporting students and families in the high school choice process (year 2)
- 3G-2** Encourage attendance at Choice Fair including providing transportation to and from fair
- 3G-3** Provide resources to support education of parents and families about the choice process with year long information sessions

and assistance with completing applications (year 1)

- 3G-4** Include timelines and other information in regular neighborhood and school communications (newsletter, listservs, and flyers) (year 1)
- 3G-5** Develop a high school choice evening(s) for Booker T. Washington students and families highlighting the top high school options available as well as all other options (traditional and selective schools, charter school and smaller theme-based transformation schools (year 1)
- 3G-6** Introduce 6th grade students to high school choice process so that students understand requirements for entry to various high school (year 1)
- 3G-7** Coach and evaluate 7th grade students to determine appropriate high school choice (year 1)
- 3G-8** Support 8th grade students throughout the choice, application and selection process (year 1)
- 3G-9** Develop strategy and program to assist Pedestal Gardens students in who do not attend Booker T. Washington to navigate the choice process (year 2)

Objective 3H: Strategic examination of partnerships.

ACTION ITEMS:

- 3H-1** Complete an assessment of current partners of Booker T. Washington Middle School for the Arts (year 1)
- 3H-2** Determine what partnerships are:
 1. Effective
 2. Not effective
 3. Needed (year 1)
- 3H-3** Seek citywide partners who can support Booker T. Washington Middle School for the Arts in the areas not currently served, specifically with field trips, after-school programs (sports and academic), school-based mentoring and supplementing the summer programs provided by City Schools (year 2–5)
- 3H-4** Partner with Education Collaborative (see Management Objective I) (year 2)
- 3H-5** Formalize partnerships with Memorandum of Understanding outlining relationship between the school and partner organization (year 3)

Objective 3I: Develop an action plan for parent engagement in the education of their children.

ACTION ITEMS:

- 3I-1** Institute a home visiting program for hard to reach Pedestal Gardens students; excessive truancy, behavior issues (year 2)
- 3I-2** Design a volunteer program for parents and coaching them to be effective classroom volunteers establishing parent engagement as a key to student achievement (year 2)
- 3I-3** Mobilize Booker T. Washington parents to support engagement of other parents in Choice Neighborhood (year 2)
- 3I-4** Provide opportunities for parents to be engaged in school community (adult literacy programs, GED classes, job skills and referrals (year 2)
- 3I-5** Focus on the development of a comprehensive strategy to support parent education for effective parenting and child development, in order to support /help their children (2)
- 3I-6** Identify partners who can provide classes/training (and gaps where additional expertise will be needed) to support parent education and parent engagement in schools (year 2)

- 3I-7** Partner with the school system to bring the best program and opportunities to Eutaw-Marshburn School and families (such as the Family Institute and/or PTA/PTO, Family Councils and parent organizing) to promote parent engagement as a cornerstone of school reform and student achievement (year 2)
- 3I-8** Support neighborhood schools with efforts to engage and communicate with parents, i.e., sponsor back to school fairs, include school information in neighborhood newsletters and communications, participate in school-sponsored events, and promote the message that “Good neighborhoods make good schools and good schools make good neighborhoods” (year 2)
- 3I-9** Provide social opportunities for parents and children to interact (Christmas Bazaar, carnivals, field days) (year 2)

HIGH SCHOOL EDUCATION
SUPPORTING PEDESTAL GARDENS HIGH SCHOOL AGE STUDENTS

GOAL 4

Provide services and supports for Pedestal Gardens to promote educational success, health and safety, and life skills through supportive services

Objective 4A: In partnership with the Druid Hill YMCA develop a mentoring program that matches each Pedestal Gardens high school age student with an adult to provide strategies and interventions that will help ensure success beyond the high school years.

ACTION ITEMS:

- 4A-1** Assign each student a mentor (year 1)
- 4A-2** Design program to encourage consistent attendance throughout high school including exploring incentive-based programs to encourage regular attendance (year 1)
- 4A-3** Determine best practices in drop out prevention efforts and institute program that targets Pedestal Gardens high school students vulnerable to dropping out by supporting efforts to stay in contact with school aged children and their families

- 4A-4** Investigate effective drop out prevention strategies for implementation at Pedestal Gardens including consequences for families who are not compliant with school attendance (year 1)
- 4A-5** Develop and support sports programs for the neighborhood high school students (year 1)
- 4A-6** Connect students with community service opportunities in their neighborhood, for example, volunteering at Eutaw-Marshburn Elementary or Booker T. Washington Middle School (year 1)
- 4A-7** Institute violence/gang prevention program (year 2)
- 4A-8** Provide SAT tutoring and preparation for high school students (year 2)
- 4A-9** Support drop-in center for all neighborhood kids at YMCA (year 2)
- 4A-10** Support trips to museums, theatres and musical performances (year 2)
- 4A-11** Sponsor frequent events, trips to introduce children to alternative career pathways including military, job skills training programs, technical schools (year 2)

Objective 4B: Specific targeted outreach to re-engage Pedestal Gardens high school students who have left school.

ACTION ITEMS:

- 4B-1** Coordinate with City Schools Program “Great Kids Come Back” initiative (year 10)
- 4B-2** Support expansion of program for overage, under-credited kids like Youth Opportunity Baltimore
- 4B-3** Assign each Pedestal Gardens drop out a mentor to work with child to create a plan for further education or career preparation and to support the implementation of the plan
- 4B-4** Connect pregnant teens to B’more for Healthy Babies campaign and Parent University through University of Maryland School of Social Work
- 4B-5** Partner with STAR (Sisters Together And Reaching) HIV/AIDS education and prevention program

SUPPORTIVE SERVICES

The following health and wellness strategies were developed in coordination with the education initiatives. The successful implementation of these goals and strategies will support the efforts to improve education opportunities for residents, and vice versa.

GOAL 5

Provide Generation wrap-around supportive services for Pedestal Gardens (helping parents and children simultaneously)

See Health and Wellness Goal 2 on page 66.

MEASURING EDUCATION PROGRESS

Short-term outcomes

- An increased number of children will be enrolled in second pre-K
- An increase in information will be directly provided to families about pre-K
- Students will be engaged in positive youth development programs in out of school time hours.
- Children will be engaged in early learning opportunities.
- Parents will be involved in activities to promote their children’s success in school.

INDICATORS/METRICS

- *Increase the number of children participating in out of school time programming by 30%.*
- *Increase the number of children served by early learning programs by 25%.*
- *Increase the number of parents engaged in school-related activities by 30%.*
- *Increase the number of children (birth to kindergarten) enrolled in Head Start or other early learning programs by 20%.*

Long-term Outcomes

- Neighborhood children enter kindergarten ready to learn.
- Neighborhood children are proficient in core academic subjects.
- Youth graduate from high school prepared for college and career.

INDICATORS/METRICS

- *25% increase in the number of children who demonstrate at the beginning of the school year age-appropriate functioning across multiple domains of early learning upon entering kindergarten.*
- *Increase the number of 4th grade students proficient in the language arts at Eutaw-Marshburn by 10%.*
- *Increase the number of 4th grade students proficient in math at Eutaw-Marshburn by 10%.*
- *Increase the number of 8th grade students proficient in the language arts at Booker T. Washington Middle School by 10%.*
- *Increase the number of 8th grade students proficient in math at Booker T. Washington Middle School by 10%.*
- *Increase the number of high school graduates from Booker T. Washington Middle School by 5%.*

Workforce Development Strategies

Baltimore City has multiple employment and training resources for low-income, unemployed and low-skilled adults through a network of community based providers, foundation initiatives, and the Baltimore City's Office of Employment and Development (OED). However, many residents of the HUD study area have not been successful in accessing these resources due to barriers such as the challenge of sorting through employment and training programs to determine the best path forward, disappointing experiences at local One-Stop Career Centers, lack of quality child care preventing participation in training and employment, and not having the connections to access employers directly.

It is critically important to provide a community-based, *central point of access* with integrated services that facilitate connections for residents to employment, education, training, financial and asset development resources. A **neighborhood resource center** model has been identified by both residents in the HUD area and other stakeholders including other Baltimore workforce initiatives, members of the philanthropic community and the Mayor's Office of Employment and Development.

An integrated or "bundled" program, based upon a program framework developed by the Annie E. Casey Foundation's Center for Working Families®, is supported by other major funders including Local Initiatives Support Corporation (LISC) and United Way in many other cities. The integrated program focuses on helping people increase their income, reduce their financial transaction costs, and build wealth for themselves and their communities.

GOAL 1

Workforce Development Program Proposal: Pedestal Gardens Employment Services Resource Center

Based upon the input gathered from residents, funders, and other stakeholder interviews, including Central Advisory Board member Kelly Little, Executive Director of Druid Heights Community Development Corporation, this plan recommends creating a neighborhood resource center. This center will provide a central access point for integrated employment, training and financial counseling services for community residents that offers the most promise to connect the residents of the HUD study area to economic opportunity. It is a tested, evidence-based program model with proven success in other cities.

ACTION ITEM:

- 1A-1 Pedestal Gardens Employment Services Resource Center:** The Pedestal Gardens Employment Services Resource Center (PGESRC) should be located within the Pedestal Gardens community and staffed by:
- Greeter/Office Manager (full-time)
 - Case Manager (full-time)
 - Employment Counselor (full-time)
 - Customer Advocate/Outreach Worker (full-time)
 - One-Stop Career Center staff person (part-time)



At least 4 full-time staff are recommended for the Pedestal Gardens Employment Services Resource Center, including a Greeter/Office Manager, Case Manager, Employment Counselor and a Customer Advocate/Outreach Worker.

The mission of the Neighborhood Resource Center is to connect community residents with employment, education and training opportunities, and financial education resources to facilitate financial stability and economic success.

Some of the program components could be provided through collaboration with existing programs, such as the City’s One-Stop Career Center for job readiness and job search training. Financial services support could be provided by the Baltimore CASH campaign or a community bank.

Physical Space

PGESRC will require 2,000–3,000 square feet of space with:

- a reception and waiting area
- 3–4 private offices for staff to meet with clients
- a community meeting room/classroom that can seat up to 20 with a flat screen TV, and
- 4 to 6 computer stations to provide an area for clients to work on resumes and cover letters, research and apply for job opportunities.

Program Supervision and Fiscal Oversight Recommendations

The plan recommends that the Druid Heights Community Development Corporation, which offers complementary employment and training services, including a construction pre-apprenticeship training program, GED and adult literacy programs, computer classes, financial literacy counseling, and a re-entry program, provide program oversight and serve as the Resource Center’s fiscal agent. Alternatively, some of the program components could be provided by collaborating part-

ners such as the One-Stop Career Center for job readiness and job search training, while financial services support could be provided by a community bank or through another community based organization partner.

Staff Roles and Responsibilities

Customer Advocate/Outreach Worker will do most of his/her work in the community, will be responsible for publicizing the services available at the resource center by personally reaching out to neighborhood residents by going door-to-door and

TABLE 14 SERVICES		
EMPLOYMENT	TRAINING AND EDUCATION	FINANCIAL STABILITY
<ul style="list-style-type: none"> • Career counseling • Identify and address barriers to employment and training including accessing public benefits, tax credits, financial aid, work supports and child care. • Basic skills and job readiness assessment • Job development and coaching • One-stop Career Center staff and services onsite including employment preparedness workshops and job search assistance with Individual Training Account program 	<ul style="list-style-type: none"> • Referrals to <ul style="list-style-type: none"> > occupational skills training program > continuing education programs including Adult Basic Education, certificate and community college • Computer training lab for job search, and online applications • GED and Adult Basic Education classes • Entrepreneurship and small business development and management classes 	<ul style="list-style-type: none"> • Workshops to assist clients budget, manage and save money, develop and protect assets, increase financial independence. • One-on-one financial counseling • Home ownership

attending community events. In addition, the Advocate/Outreach Worker will help customers address their barriers to participating in Resource Center services and other programs they may be referred to. This person will be responsible for following up with clients after their appointments in coordination with other Resource Center staff to promote client success. The ideal candidate for this position would be someone with extensive knowledge of the community, ideally a Pedestal Gardens resident.

Greeter/Office Manager will be the first person that customers meet when they walk into the Resource Center. The Greeter/Office Manager is responsible for welcoming customers and orienting them to the range of services provided at the center, collecting basic information and scheduling initial appointment with the Case Manager. The Greeter/Office Manager is also responsible for general office management (equipment, office supplies), scheduling workshops, and keeping city wide occupational skills training and education information materials up to date and accessible and ensuring the office is tidy. The ideal candidate for this position

is also someone with extensive knowledge of community and a Pedestal Gardens resident.

Case Manager will be responsible for assessing the customer's needs and goals, and will help them develop a service plan to achieve their goals or address an immediate need. The Case Manager will conduct job readiness and basic skills assessments and develop goals and a timeline as part of an individual service plan. The Case Manager will also assist customers to locate, develop and obtain services, resources and public benefits, as well as identify and help address the customer's barriers to employment, education, occupational, or training providers, Adult Basic Education and GED classes, and other job development initiatives and post- secondary programs.

Employment Coach/Job Developer will be responsible for developing relationships with employers, both inside and outside the community, to identify job opportunities. The Employment Coach/Job Developer will help each applicant to acquire the necessary skills. The Employment Coach/Job Developer will develop and maintain

a job-posting database that complements the job postings of the One-Stop Career Center, and will serve as the liaison to the onsite Career Center staff person and center. As an employment coach, they will provide job and career coaching, follow-up with both employers and customers after they have been placed in a job, and provide job retention support.

In addition to the four full-time Resource Center staff, there will be a part-time One-Stop Career Center Staff Person who will be available 2-3 times a week to link customers to the Career Center services and offer workshops onsite including resume writing, computer skills, job search, interviewing and soft skills.

FIGURE 41 WORKFORCE DEVELOPMENT: CONNECTING PEOPLE TO ECONOMIC PATHWAYS

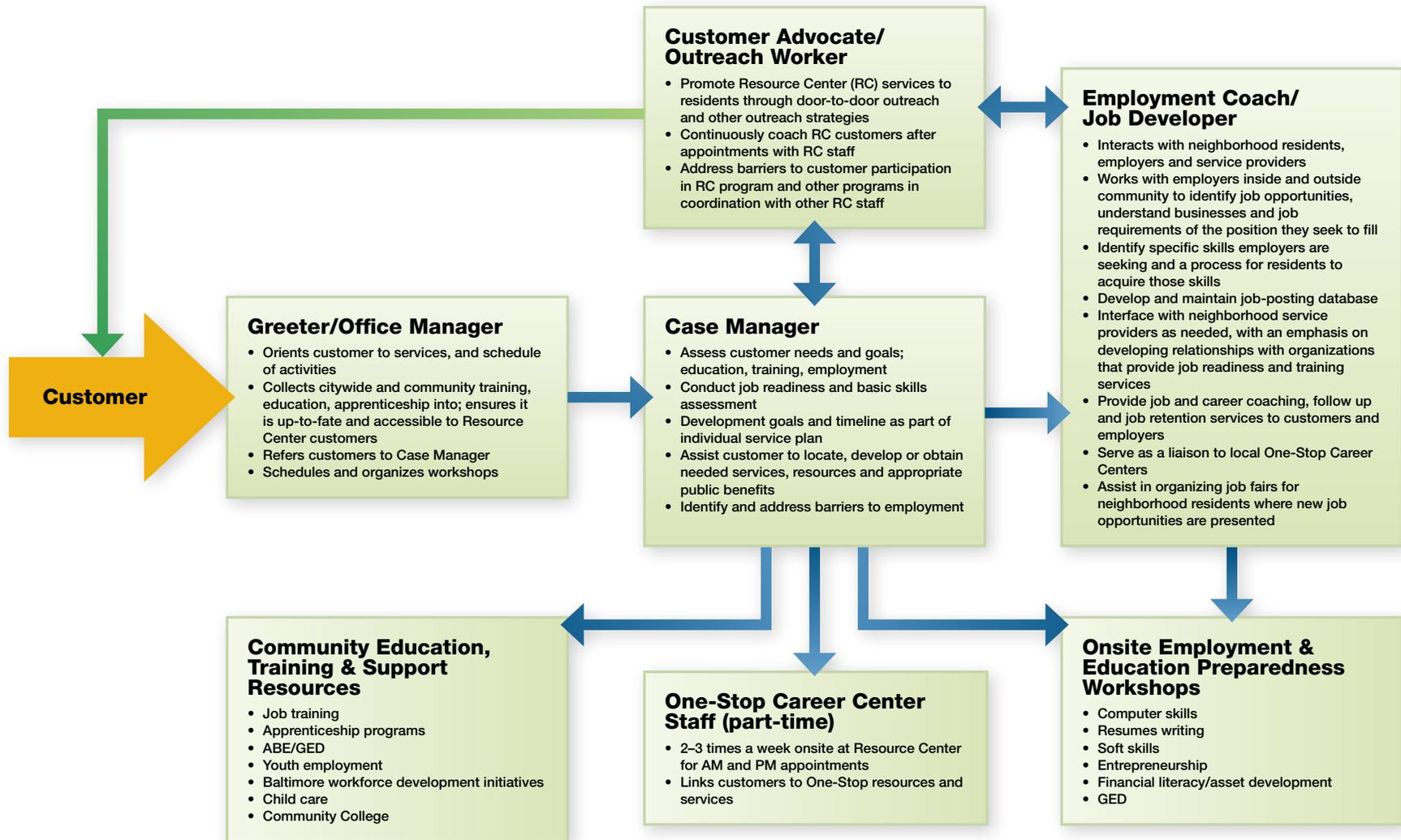
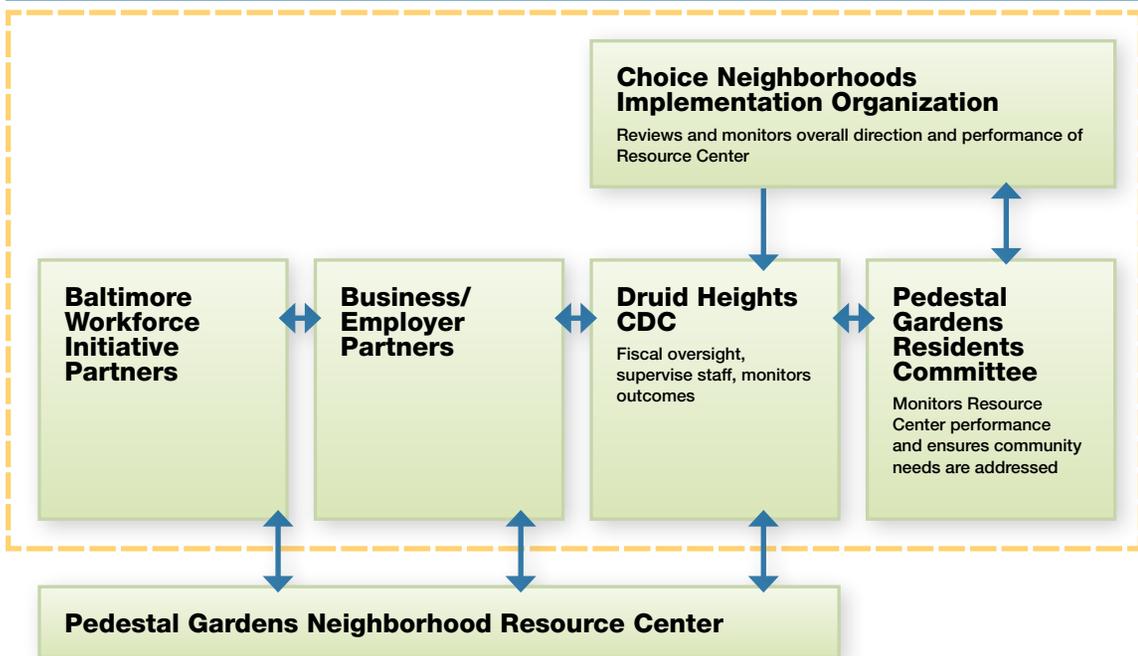


TABLE 15 PROPOSED PEDESTAL GARDENS EMPLOYMENT SERVICES RESOURCE CENTER BUDGET

Personnel	
Greeter/Office Manager (1 FTE)	\$25,000
Case Manager (1 FTE)	\$45,000
Employment Coach/Job Developer (1 FTE)	\$42,500
Advocate/Outreach Worker (1 FTE)	\$35,000
Salaries Subtotal:	(\$147,500)
Fringe*	\$39,825
Fiscal management and staff oversight fee**	\$20,700
Rent and Utilities***	—
Start-up	
Computers, software/AV/Equip	\$8,000
Furniture	\$3,000
Case management software and consultant costs.	\$2,000
Phone	\$1,800
Copier lease	\$1,200
Office supplies	\$2,000
Staff training/professional development	\$5,000
Grand Total for Start-up	\$231,025
Annual Operating Expenses After Year 1	\$228,025

* (FICA, UI, Health insurance, Workers Comp calculated at 27% of payroll)
 ** 10% fee of annual operating costs minus fee
 *** In-kind. Identify space within Pedestal Gardens with access to 3 private offices, multipurpose room for classes, and room for computer lab or space within Eutaw-Marshburn Elementary School

FIGURE 42 PEDESTAL GARDENS NEIGHBORHOOD RESOURCE CENTER PARTNERS



Funding Opportunities & Sustainability

In other cities, opportunity centers have been successful in leveraging millions of dollars of support.¹ Several Baltimore foundations are potential program supporters including the Annie E. Casey Foundation, Abell Foundation, Harry and Jeanette Weinberg Foundation, Associated Black Charities, and the United Way of Central Maryland.

Sustainability is tied to outcomes through data tracking, publicizing outcomes, and tying the center's outcomes to positive impacts in the community. Results should be communicated to foundations, elected and public officials, public entities, volunteers, employers, local business community and the media. Calculating and communicating the economic benefits or the PGESRC can take the form of cash returned to families through financial counseling and asset building, income resulting from employment or a higher paying job.

MEASURING WORKFORCE DEVELOPMENT PROGRESS

Short-term outcomes

- New resources will be created to identify and address barriers to employment
- Development of on-site center with central point of access will increase opportunities for connecting residents to services
- A coordinated participant data tracking system will evaluate and improve outcomes
- New services will be bundled/integrated rather than scattered, individual programs

INDICATORS/METRICS

- *Increase the number of residents (18 years and older) engaged in employment training, educational or job training programs by 15%.*
- *Increase the number of high-school aged youth engaged in employment services and programs by 20%.*

Long-term Outcomes

- Collaborative sharing of services with One-Stop Career Center and other service providers
- Strong new partnerships will be created with other Baltimore workforce organizations (United Way, Annie E. Casey Foundation, and LISC are recommended partners)
- Young and older adults alike will have opportunities for livable wages and sustainable employment

INDICATORS/METRICS

- *Increase the number of adults with a GED by 25%.*
- *Increase the number of full-time working adults by 30%.*
- *Increase the number of youth and adults in neighborhood (17 and older) enrolled in post-secondary or technical education by 20%.*
- *Increase the average earned income for able bodied adults by 40%.*
- *Increase the number of high school students taking the ACT or other standardized college entrance exams by 25%*

¹ Financial Stability Through Integrated Service Delivery: Highlights from the United Way System, United Way World Wide, 2011, p.39.

NEIGHBORHOOD TRANSFORMATION STRATEGIES

The *Neighborhood* Transformation Strategies bring about large-scale reinvestment and population growth in a part of Baltimore that has been losing residents, and gaining vacant buildings and lots, for decades. This strategy begins with focused new investment in highly visible nodes of development that can change perceptions of the neighborhood and create momentum for further investments. Unlike the Urban Renewal planners of 50 years ago, we believe that the character of the neighborhood—the buildings and streets, and the kinds of human interaction they promote—are good, and count as powerful assets in the rebuilding of the neighborhood.

Our Vision is of an area that has been knitted back together after decades of enforced division, with more local retail and amenities attractive to and shared by a diverse group of residents. Our market analysis shows that new residential and retail development can succeed. Our challenges will be to change current perceptions, to identify partner developers, and to create a pool of available project financing.

Transformative Ideas from the Community

During the March 2012 public workshop on *Neighborhoods*, residents discussed both assets and challenges regarding Central West Baltimore. The quality and historic character of the architecture, easy access to downtown, and green spaces such as the Eutaw Place Corridor and nearby Druid Hill Park were some assets mentioned. Blight, poor housing choices, lack of quality jobs and workforce development opportunities were some of the challenges. Overall, the top priorities that the residents recommended about the neighborhood include:

- Increase security and safety; more involvement from police and community needed to deter crime
- Community is in great need of higher quality, accessible local supermarket options; variety and healthy options are key
- More shopping resources needed closer to home
- General exercise options are limited; further well-funded resources as well as education about importance of exercise needed

- Mixed review of educational system and quality; school infrastructure out of date
- Adult education programs are plentiful and a good resource / asset in area
- Local and federal incentives to address vacant/abandoned housing in area are needed
- More affordable housing and incentives to renovate/purchase in area are needed

GOAL 1

Prioritize redevelopment initiatives that can knit the neighborhood back together

As stated previously in the Transformation Plan, Pedestal Gardens is centrally located within the planning area but is also located along a distinct divide in terms of socio-economic conditions within Central West Baltimore. The goal of knitting the neighborhoods back together, which has been central to this planning initiative, can most successfully be achieved through the redevelopment of Pedestal Gardens.

ACTION ITEM:

- 1-1** The action items for this goal are listed under Goal 1 of the section on *Housing*.

GOAL 2

Improve the public realm using urban design guidelines

Urban design principles focus on the quality of the public realm (streets, sidewalks, and parks), and the relationship of the building to the street.

Objective 2A: Complete street grid

Pedestal Gardens and other urban renewal initiatives within the planning area disrupted the traditional street grid of Central West Baltimore. All new developments need to address this negative impact and—where possible—work to reintroduce the historic grid.

ACTION ITEM:

2A-1 Three streets that have been disconnected or choked are Mosher Street, Madison Avenue, and Wilson Street.

Objective 2B: Improve pedestrian safety and walkability

Central West Baltimore benefits from an established sidewalk network, but this varies in quality and level of maintenance. Marble Hill in particular has significant disrepair issues relating to sidewalks.

ACTION ITEM:

2B-1 All new developments will make sure to connect new sidewalks to existing facilities and provide a buffer between sidewalk and on-street parking adequate enough for street tree planting patterns already established within the neighborhood.

Objective 2C: Upgrade and maintain public space

Central West Baltimore has several significant outdoor public spaces, most notably the Eutaw Place landscaped corridor and to a lesser degree the green median along McMechen Street. A few pocket parks, tot lots and semi-public spaces complete the network of outdoor spaces.

ACTION ITEM:

2C-1 Continue to invest in the Eutaw Place corridor, including a restoration of the Victorian patterns of walks, garden beds, and fountains, pedestrian level lighting, and high-quality trash receptacles.

2C-2 Upgrade quality and level of maintenance of McMechen Street median. Develop smaller-scale nodal spaces similar to Eutaw Place; invest in public art through partnership with MICA; include pedestrian level lighting, gardening opportunities, and high-quality trash receptacles.

2C-3 With new development of Pedestal Gardens, rebuild and upgrade Mosher Street tot-lot.

2C-4 Identify locations where current vacant parcels would be better utilized as new green space

- > Neighborhood groups to determine whether green space is “highest and best use”
- > Funding for long-term operations and maintenance should be identified prior to development

2C-5 Consider a monument or other major feature at intersection of Eutaw and McCulloh.

Objective 2D: Implement “Eyes on the Street” Design

All new buildings should advance an “eyes on the street” strategy to facilitate natural surveillance of public spaces through the placement of windows, doors, and porches. Doing so enhances a sense of safety and acts as a deterrent to criminal activity by raising the fear of being seen and caught.

ACTION ITEM:

2D-1 Within new development, orient units towards the street, and maximize the number of doors along the sidewalks. Row house style units (along Madison Avenue)

should have doors and street addresses. Ground floor units in the multifamily units should open to the street, also with front doors, steps and addresses. Windows from living rooms facing the street, and doors and steps at regular spacing, provide a powerful sense that the place is inhabited, and that everyone living there is watching the street, making it a safer place to walk and live.

GOAL 3

Create a new walkable retail node at Eutaw Place and McMechen Street

The most important goal for the neighborhood, as voiced by the community, is to provide more retail amenities and shopping choices within a walkable environment. Early in the planning effort, community members identified the intersection of Eutaw Place and McMechen Street as the

best opportunity to develop a retail node that can benefit surrounding neighborhoods.

The benefit of developing retail at this location is that Pedestal Gardens properties make up two corners of the intersection; the southeast corner is controlled by Memorial Apartments/Somerset Development, a collaborative partner in the planning effort; and the final, northwest corner, is the Eutaw-Marshburn school, which may be identi-



A rendering of the proposed retail node at McMechen Street and Eutaw Place. The plan strategy calls for up to 7,500 SF of new retail space.

fied by the Baltimore City schools as a candidate for redevelopment. The potential and unique ability to influence redevelopment initiatives for all corners further makes this an excellent location and achievable goal.

This retail node will be supported by existing residents and by between 850–1,050 new residents from the proposed development initiatives. In addition, locating the retail node at a key intersection with transit stops will enable a higher degree of access to and from this location.

In the longer term, this node can be further expanded with the redevelopment of the adjacent Save-A-Lot retail center. The mix of retail amenities—which include a hardware store, dry cleaner, and pharmacy—is a benefit to the community and, to a limited extent, draws shoppers of all income levels. However, the anchor grocery store does not provide the variety and healthy food choices being requested by the community. Also, its current configuration, set back from McMechen Street with surface parking in front, does not contribute to the walkable environment envisioned for the planning area.

While it is understood that this is a privately held property, a long-term goal will be to have this site redeveloped with the new building placed along

McMechen Street. The first floor will remain a diverse retail mix with a higher-quality grocery store, and residential units will be on the top 2-3 stories. Parking for both the retail and residences will be situated at the rear of the property.

ACTION ITEMS:

- 3-1** Designate retail space on first floor of new development, oriented toward the Eutaw Place and McMechen Street intersection
 - > Up to 3,000SF of first floor retail space in the future Pedestal Gardens redevelopment on the southwest corner of Eutaw Place and McMechen Street
 - > Up to 1,500–2,500SF of first floor retail space in the future Pedestal Gardens redevelopment on the northeast corner of Eutaw Place and McMechen Street
 - > Up to 1,500–2,500SF of first floor retail space in the future mixed-income multifamily building on the southeast corner of Eutaw Place and McMechen Street
- 3-2** Continue to work to identify redevelopment opportunities for the Save-A-Lot retail center

GOAL 4

Create first floor retail, office and community space along North Avenue

North Avenue has had mixed success with retail along North Avenue. The retail analysis completed for this study estimates that up to 7,500 square feet of neighborhood-serving retail can be sustained along North Avenue within the Reservoir Hill area. This will change over time, as new residents increase the local purchasing power and further support new neighborhood retail.

New development initiatives should anticipate this growth and prioritize transparent first floors along North Avenue with residential units above. In the initial phase of development, retail should be positioned as a cluster at the intersection of North and Park Avenues, which will benefit from an increased walkable market range that includes residents of Reservoir Hill, Bolton Hill, MICA students, and to some degree resident from the Charles North neighborhood. The remaining first floors of newly constructed buildings will be utilized for commercial and/or not-for-profit office and community space (with potential rental subsidies built into the development costs).

GOAL 5

Maintain and preserve existing building character

As was noted during every public workshop and event, Central West Baltimore benefits from a rich and historic inventory of row houses and larger structures. This goal seeks to preserve, enhance, and leverage this important physical asset. Much of this historic fabric was lost when Pedestal Gardens, the Eutaw-Marshburn School, Memorial Apartments, and other mid-20th century developments occurred. Nonetheless, Bolton Hill, Marble Hill, Upton, and Druid Heights still retain large portions of intact buildings, and every block of the planning area is included in one of three historic districts. A priority should be placed on



Development, either new build or rehabilitation, should respect the existing character of the neighborhood. Photo is of Spicers Run on Eutaw Place.

rehabilitation of salvageable historic structures. Existing row houses offer opportunities for single-family residences to complement the multifamily developments at Pedestal Gardens, Memorial Apartments, and other redevelopment sites. In situations where the rehabilitation of existing row houses back to viable single-family homes is not feasible, the façades (or façade pattern) should be maintained while the buildings themselves are converted to multifamily housing.

While the redevelopment of Pedestal Gardens will focus on multifamily to support the preferences and capacity outlined in the residential market analysis, the building scale and façades of the new Pedestal Gardens development should remain within the context of the surrounding structures. This is particularly true on Madison Avenue, between Mosher and McMechen Streets. As noted in the conceptual design, the redeveloped Pedestal Gardens site will directly relate to the three-story row houses across the street. Note: Because 19th-century ceilings are so high, four-story new construction can be contextual. Sensitive design may make it possible to even add a fifth floor.

As part of this goal, streetscape improvements should help establish a clear neighborhood identity that fully represents the neighborhoods’

important history (see Goal 2: Public Realm Improvements). McCulloh Street and Druid Hill Avenue in particular are in need of major streetscape improvements. Improving—and restoring—these streets back to their historic prominence will allow current neighbors to take pride in their respective blocks, and it will greatly help to attract new residents to the neighborhoods.

The Upton Master Plan of 2005 speaks to the importance of heritage and heritage tourism. This goal further supports this priority. It will be the historic character that drives much of the revitalization of Central West Baltimore.

ACTION ITEMS:

- 5-1** Support efforts directed at maintaining the existing historic character of Central West Baltimore
 - > CHAP designation
 - > Low-cost money for current homeowners to meet historic standards, often more expensive
- 5-2** Work with individual neighborhood groups to maintain a collaborative relationship and gain support for infill development initiatives
 - > Require that new development initiatives are presented for review
 - > Determine most appropriate mix of

housing types, based on market analysis and community input

- > Determine most appropriate mix of affordable/workforce/market rate, based on market analysis and community input

- 5-3** Develop a “block-by-block” streetscape priority ranking to present to the city. If necessary complete priority lists by neighborhood to ensure fair representation

GOAL 6

Reduce blight and vacancy

From a neighborhood perspective, blighted and vacant properties have one of the most significant negative impacts within Central West Baltimore. There are significant gaps along blocks in Druid Heights and Marble Hill where housing used to be. Existing vacant buildings are in many cases significantly deteriorated and—if left as is—will face demolition. As these structures are demolished, the important character of the neighborhoods is increasingly diminished. Perceptions of the lack safety are heightened by these visual negative cues, and surrounding property values are reduced.

While the issue of vacant and blighted properties was a priority voiced by the community, residents also fundamentally understood the additional

negative impact of the loss of neighborhood character when demolition became the final solution. The City’s Department of Housing and Community Development, during stakeholder discussions, acknowledged the seriousness of this issue, but reiterated that this was a problem across much of Baltimore. Existing CDBG, Home Funds, and other funding resources that can assist with improving housing conditions are severely limited, making the opportunity for securing a Choice Neighborhood implementation grant all the more important.

Developing up to 400 units of infill housing, both through rehabilitation efforts and new construction, will be the most substantial strategy in decreasing blight and vacancy. The efforts by Druid Heights CDC are evidence that a redevelopment strategy, backed by adequate financial incentives, can be successful.

In the past two years, the City has succeeded in renovating approximately thirty housing units within the study area. Their newest program, Vacants to Value, has led to several other vacant homes being rehabbed and under new ownership, and a number of lots have been adopted under another city initiative. Programs such as these make a difference and should be fully supported in the future. Additionally, the city has cre-



There are numerous opportunity sites to rehabilitate blighted and vacant property that can strengthen neighborhood stability. Photo depicts a vacant row house along McCulloh Street.

ated a program called Community Development Clusters that focuses on block-wide strategies for redevelopment. The Central West Baltimore planning area should be considered for one of these designations.

Finally, there may be some locations where vacant parcels could be utilized as common green space, either in the form of pocket parks or for

community garden. While the plan prioritizes the reuse of vacant parcels to increase the neighborhood density back to historic levels, innovative green spaces can also contribute significantly to the reduction of blight and vacancy and aid in community revitalization.

ACTION ITEMS:

- 6-1** Support city’s efforts under Vacants to Value, and help to identify the most viable properties to be targeted under the program
- 6-2** Work with Druid Heights CDC and other community development corporations to create new affordable (both low-income and workforce) housing on vacant parcels
 - > Identify priority blocks based on input from neighborhood groups
- 6-3** Seek funding opportunities to subsidize rehabilitation of existing row houses into market-rate housing to maintain a mixed-income approach to housing initiatives
 - > Approach surrounding institutions including MICA, to discuss funding initiatives that could create market-rate housing opportunity
- 6-4** Promote use of the Home Improvement Property Tax Credit
- 6-5** Residential Renewable Energy Tax Credits that provide 30% tax credit for systems placed in service before December 31,

- 2016. Eligible systems include solar energy, geothermal heat pumps, and residential fuel cells.
- 6-6** Promote use of renovation / rehabilitation loans & programs¹
 - > Acquisition / Rehabilitation Program
 - > Baltimore City Deferred Loan Program
 - > Baltimore City Lead Abatement Action Program (LAAP)
 - > Be SMART Home Complete
 - > Be SMART Home Energy Star
 - > Federal Home Loan Bank of Atlanta Accessibility
 - > Federal Home Loan Bank of Atlanta Energy Efficiency/Weatherization
 - > HUD 203K Rehabilitation Loan Program
 - > Lead Elimination Action Program (LEAP)
 - > Maryland Housing Rehabilitation Program
 - > Maryland Lead Hazard Reduction Grant Program
 - > Neighborhood Housing Services of Baltimore (NHS) Home Improvement Loan
 - > OHEP: Weatherization Program
 - > SCOPE / Project 5000
 - > Senior Roof Repair Program
 - > Vacants to Value

¹ These and other resources can be found at: <http://www.livebaltimore.com/resources/incentives/>

- 6-7** Petition the City to designate a Community Development Cluster within the planning area
 - > Work with neighborhood groups to determine most appropriate location(s)

GOAL 7

Assist existing and attract new neighborhood amenities

In addition to a high-quality grocery store, residents called for more neighborhood retail that could be reached by walking as opposed to by bus or by automobile.

The retail analysis undertaken for the planning area indicates the potential for up to 7,500SF of new retail within the proposed McMechen Street and Eutaw Place node and another 7,500SF of existing and potential new retail along North Avenue. However, the analysis cautioned that due to low visibility and a declining density within the blocks to the west, attracting and successfully maintaining retail would be a challenge. It is recommended that local “destination” retailers should be identified and marketed to. Rents on new developments should be subsidized to create an additional incentive and mitigate likely risk concerns for retailers. Additionally, retail that will appeal to a diverse customer base should be targeted.

As is currently being demonstrated by the approximately 17,000SF Save-A-Lot located along McMechen Street, the planning area can support a medium-size grocery store. A store of this size typically requires a surrounding population of approximately 5,000 households. While this amount far exceeds the number of households within the study area (currently just over 1,600), the trade area within a quarter-mile has sufficient households to support a grocery store. Save-A-Lot focuses on low-cost, limited-choice, non-brand name products, and limited produce. While utilized (one resident commented “It’s better than nothing”), the store was viewed negatively by the majority of residents including low-income residents of Pedestal Gardens. While the current median household income of \$22,000 will deter grocery stores that target higher-income areas, the implementation organization should make the identification of an appropriate operator and site a priority.

Several strategies do exist, however, that will aid in attracting a high quality grocery store to Central West Baltimore. One option may be to target a small-scale boutique grocer that focuses on higher quality items and could fit within the retail spaces proposed for new development initiatives. They could be attracted by offering

subsidized rent. New residents relocating to up to 600 mixed-income units will further ensure success. While space would limit food options, these could be tailored to meet the needs of the surrounding community. Federal funding, through Michelle Obama’s “Let’s Move” campaign and other programs, also provides funding assistance for grocery stores locating within areas that do not have adequate access to healthy food options. Green space and recreation opportunities, also important amenities, are discussed as part of Goal 2.

ACTION ITEMS:

- 7-1** Identify existing successful local retail establishments both the planning area, city of Baltimore, and surrounding region, and promote the opportunities for locating an additional outlet within the planning area
- 7-2** Subsidize retail rental costs in new developments to further encourage attraction and long-term success
- 7-3** Maintain contact with Druid Hills YMCA to discuss potential relocation to the northwest corner of McMechen and Eutaw Place as part of a block-wide redevelopment of the Eutaw-Marshburn School site.
- 7-4** Set aside up to 4,00SF of first floor of development at 325 McMechen Street



New development initiatives should seek to attract local chains to open new stores within the planning area. Rent assistance and other subsidies may be required.

Pedestal Gardens redevelopment for new workforce development center (see Workforce Development under *People Strategies* for full details)

GOAL 8

Recommend changes to zoning policy

In 2008, the Department of Planning began a process to review and rewrite the current Zoning Code. A Zoning Advisory Committee (ZAC) was established, made up of stakeholders from city agencies, community leaders and the local development community. The current draft was released in 2011. The new zoning recommendations support much of the goals outlined in this plan. In addition, the mixed-use designation along Eutaw Place has been expanded to include additional blocks as well as the Eutaw-Marshburn School site, which will significantly aid redevelopment efforts within the new mixed-use node being proposed within this location.

There are two notable exceptions where zoning may conflict with the Transformation Plan:

- **Maximum building heights.** Zoning allows for a current maximum of 60' or 5 stories within the mixed-use area. Throughout the planning area, the housing strategy calls for matching the scale of the surrounding properties. On the Eutaw-Marshburn School property, a mixed-use development may exceed the maximum height by 10–20' to successfully incorporate all components of the project. It would however remain well in scale with historic properties along Eutaw Place.

- **Parking.** The required parking minimum for the Pedestal Gardens sites is currently one parking spot per unit. This housing strategy calls for approximately .70 parking spaces per residential unit. The ratio is lower due to the fact that a higher residential density is required to maintain the highest amount of affordable housing within a successful mixed-income development. According to the completed survey of existing Pedestal Gardens residents, significantly less than half currently own automobiles. Based on this information and supporting arguments that excessive parking can detract from a successful neighborhood revitalization effort, a one-for-one parking requirement may be excessive.

ACTION ITEM:

- 8-1** Work with the City of Baltimore to determine most appropriate approach for seeking approvals for zoning revisions or variances.

GOAL 9

Make transportation improvements to increase connectivity

The transportation analysis focused on several changes to the transportation network based on initial feedback from the community.

Traffic calming

Druid Hill Avenue and McCulloh Street are two principal residential streets within the western portion of the planning area. Their current traffic pattern, as a one-way couplet with synchronized traffic signals to accommodate high traffic volumes, makes living on these streets dangerous and unpleasant, and contribute to their excessive rates of vacancy and disinvestment. The study considered the feasibility of a conversion of Druid Hill Avenue and McCulloh Street to two-way traffic flow between North Avenue and Martin Luther King Jr. Boulevard for the purpose of calming traffic. While community support for the two-way conversion was voiced during the planning phase, the Marble Hill Neighborhood Association later voiced concerned over this potential initiative. Each street would have one travel lane in each direction, and on-street parking would remain on both sides of the street. Existing and potential lane configurations are shown in Figure 44. Traffic volumes were found to be low enough to pose no identifiable operational issues along the arterial. The intersection of Druid Hill Avenue and McCulloh Street at North Avenue and Martin Luther King Jr. Boulevard were found to operate at or above a Level of Service (LOS) C. Conversion of the couplet appears viable from a traffic operations perspective. Studies should be done to determine the most effective means of calming

FIGURE 44 PROPOSED TRAFFIC CALMING CONCEPT

Converting Druid Hill Avenue and McCulloh Streets back to two-way traffic was found to be feasible by the transportation analysis. Existing conditions shown in upper illustration and proposed concept shown in lower illustration

traffic. At minimum, the analysis should consider two options: four-way stop signs at all intersections as in Bolton Hill, and de-synchronized traffic signals at all intersections. The study should consider traffic lights at Wilson, Laurens, and Robert Streets.

Strategies to improve vehicular and pedestrian safety at other key intersections within the planning area, including Eutaw Place and McMechen Street, should also be considered.

Street Extensions

The community has expressed interest in the reconnection of Bolton Street across North Avenue as well as in the extension of Callow Avenue south to North Avenue, as shown in Figure 43. Facilitated by the potential redevelopment of the Madison Park North multifamily residential housing that borders North Avenue, the reconnection would increase connectivity and promote



Reconnecting Bolton Street across North Avenue would increase connectivity and enhance pedestrian safety.

neighborhood access across North Avenue. The resulting intersection spacing on North Avenue would be similar to the intersection spacing on North Avenue throughout West Baltimore. The North Avenue/Bolton Street intersection would likely be signalized, and the North Avenue/Callow Avenue T-intersection would likely be signalized or stop-controlled with right-in right-out access. These extensions appear viable from a transportation perspective.

Pedestrian safety at intersection along North Avenue is a concern within the community. The street widens and has fewer signalized intersection approaching I-83, and a barrier is located on the south side. The reconnection of Bolton Street and Callow Street will support neighborhood walkability with the addition of pedestrian accommodations and permit safer access to the shops and residences across the highway. Curb extensions into permanent parking lanes could be used to reduce crossing distances.

Enhance biking conditions

A north-south bicycle lane along Eutaw Place already exists. The Madison Avenue bicycle lane, which exists north of North Avenue, should be continued south through the study area, with special considerations as to how to crossing the Eutaw-Marshburn School site. Lafayette Avenue



Biking conditions should be improved, with new bike lanes along major corridors.

has been identified as a route commonly used by cyclists, and further analysis should be conducted to understand the viability of this street for an east-west bicycle corridor. Bicycle conditions should also be considered along McMechen Street to further support the development of the proposed retail node.

Reinstate bus stops

Along Eutaw Place, several bus stops were removed due to primarily safety issues related to loitering and criminal activity. As was discovered during the public planning process, this had a detrimental effect among a number of seniors living within the affected area. The City and the MTA should create a new bus stop at the southwest corner of Eutaw and Wilson. While

this placement seems illogical—there will be two stops in that block—it will best meet the needs of seniors from the Marlborough Apartments without recreating the attractive nuisance of the discontinued bus stop in front of 1700 Eutaw.

ACTION ITEMS:

9-1 All of the initiatives for transportation will first require more in-depth analysis by the Baltimore Department of Transportation. The CNIO should work with the appropriate staff to convey the findings of the Transformation plan and initiate the appropriate traffic and transportation studies.

GOAL 10

Facilitate infill development

Our analysis indicates that most development and redevelopment projects within the study area will experience financing gaps and will need financial assistance in the form of grant funds or soft subordinate loans. This will be true for projects of all kinds. Affordable housing will always need financial subsidies. Market-rate projects and commercial projects will require gap financing in the short and medium terms. It will also be useful to be able to acquire properties for development or redevelopment before a developer has been identified, or to aggregate small

properties into a larger project with economies of scale. Our analysis indicates that the study area can and should grow by 400 units through infill development projects. At an average subsidy of \$30,000 per unit, the study area will need a fund of \$12 million. Commercial developments will also require financial assistance, perhaps \$2 million. The new Implementation Organization should meet \$14 million need in the following three ways:

ACTION ITEMS:

10-1 Accessing Available Assistance for Historic Rehabilitation. Almost every building in the study area is eligible for the historic tax incentives offered by the city, the state, and the federal government. If these incentives are properly used, they should bring an average of \$30,000 per unit to owner-occupied projects and \$20,000 per unit to rental and commercial projects. We estimate that approximately half of infill development in the study area will occur through the renovation of vacant and dilapidated houses that are eligible for historic incentives. A robust tax credit effort should be able to account for \$6 million in long-term gap financing. It is important to note, however, that historic tax credit funds are available *only after the renovation is complete*. There will be a need for \$6 million in short-term financing.

10-2 Create a Development Fund. To meet the \$14 million need for gap financing, a new development fund should be created and should raise \$10 million. The fund will have two components:

- > \$2 million as a revolving loan fund to give short-term loans on projects that use historic tax incentives. Loans will be repaid from the proceeds of the historic incentives. We estimate that each loan will have a term of two years, making \$2 million an amount sufficient to support \$6 million in tax credits over six years.
- > \$8 million for permanent or long-term grants/loans.

The Implementation Organization should seek an established lender/loan servicer to administer the development fund under the IO's guidelines.

10-3 Create or Partner with a Property-ownership Entity. Buildings and land will come on the market when there are no good buyers, and the IO will wish to free property for development. For these reasons, the IO will need to be able to buy and control property. The IO should either create a

property-ownership entity or work with an existing non-profit entity whose mission and capabilities include property ownership and holding.

While it is difficult to estimate the scale or expense of such an entity, it seems reasonable to budget for an organization that will own twenty vacant houses and twenty vacant lots at any given time. On the assumption that vacant houses will sell for \$20,000

and vacant lots for \$10,000, the ownership entity will need at least \$600,000 for acquisition. It is probably prudent to estimate a further \$5,000 per property per year for the expenses of ownership, or \$200,000. The total of \$800,000 will revolve as properties are sold or developed. Some funds will then revolve back into the development fund, while others will become part of the development fund's permanent or long-term gap financing.

MEASURING NEIGHBORHOOD SUCCESS

Neighborhood success will be measured through the impacts felt by the residents who reside in Central West Baltimore. Do they feel safer (which was a number one concern voiced during the public meetings)? Have they seen improvement in the condition of the streetscapes? Are there less vacant and blighted buildings and more rehabbed, fully-occupied row houses? Have the new residents attracted to the new mixed-income developments been a positive impact on the neighborhood? Are the new retail amenities thriving? Are residents putting out planters in Marble Hill and Druid Heights and not worrying about them being stolen or vandalized? Are residents taking more pride in their neighborhood? Importantly, do neighbors have better access to new services?

Each question above will correlate to a measurable outcome. Actual percent increases will be determined by the Choice Neighborhood Implementation Organization.

- A decrease in overall crime activity
- Streetscape improvements measured yearly by total linear feet
- New housing and rehabilitation projects measured yearly by number of units
- Level of affordability maintained throughout planning area
- New retail measured yearly by increase in square footage
- Access to and quality of new services measured every two years by survey delivered through neighborhood and resident organizations

HOUSING TRANSFORMATION STRATEGIES

The *Housing* recommendations of the Transformation Plan center primarily on the four Pedestal Gardens properties. The strategies are based on a high quality, fiscally-sound plan. This is the physical component of the vision that the residents of Pedestal Gardens and their neighbors in Central West Baltimore have worked out through the Choice Neighborhoods planning process.

Transformative Ideas from the Community

While residents voiced numerous concerns about the condition of housing within parts of the planning area, they voiced a strong sense of pride and desire to remain within the neighborhood. The Pedestal Gardens Resident survey found that over 50% of residents expressed a desire to return to newly developed housing on the site. Residents clearly stated two priorities.

First, new housing must be compatible with the existing context of the neighborhood. They understood that the majority of the new housing would be multifamily due to market conditions and changing housing preferences, but they still believed that the housing should look like and fit



Residents have called for the redevelopment of Pedestal Gardens to reflect the architectural character of the planning area and to be built in a manner that respects the historic street patterns. The existing Pedestal Gardens, shown in the bottom-right photo, violates the residents' wishes in both ways.

into the traditional row house architecture of the neighborhood.

Second, there is a need to maintain affordability within the neighborhood. While residents understood the value in attracting new residents who could reduce vacancy and support new stores, they did not want to see higher prices prompted by an influx of higher income residents. Gentrification was a concern expressed, especially as it

related to concern of long-term residents being forced out.

- Overall, residents envisioned new housing that:
- Fits in with the surrounding context
 - Comes in a diversity of types including single-family, duplex, and multifamily
 - Is a mix of affordable, workforce, and market-rate **across the study area**
 - Minimizes any relocation issues

- Includes a “right to return” for Pedestal Gardens residents
- Provides more quality housing for seniors
- Improves existing housing
- Expands home ownership opportunities

The goals outlined below meet this housing vision. In total, the housing plan calls for up to 500 mixed-income housing units on the Pedestal Gardens site with an additional 400-500 mixed-income units in the planning area (Figure 45).



The plan recommends up to 500 new mixed-income units on the four Pedestal Gardens properties. The sketch above depicts a five-story development with limited retail at the main Pedestal Gardens site (325 McMechen Street).

GOAL 1

Create successful mixed-income community on Pedestal Gardens site

As was noted in chapter 3, the current condition of Pedestal Gardens is substandard. Unit configurations and layouts do not successfully meet the needs of the existing residents. Rehabilitation of the existing buildings would be cost-prohibitive and could not support the goal of creating a new, mixed-income community. In order to ensure a high level of affordable units on-site to support the desire of existing residents to return, the Transformation Plan proposes a higher overall density of up to 500 units (218 currently exist right now). In terms of market capacity, this number of units can easily be achieved. The target affordability mix of units, based on the residential analysis, is:

- low-income: 20%
- workforce: 30–50%
- market rate: 30–50%

Residents were presented a number of examples of new mixed-income developments (Figure 45) that increased the density over previous developments yet maintained the scale of the neighborhood. Throughout the two-day planning event focused on new housing designs, residents were excited and generally supported the development concepts.

Unit Configurations

Based on the existing make-up of Pedestal Gardens residents and the residential market demand, the new units will be a mix of row house style walk-ups and stacked flats. All units will have appropriate room sizes, and the bedroom counts and types will meet the needs of current residents.

The unit break-down by property is as shown below.

TABLE 16 PEDESTAL GARDENS PROPERTIES

PEDESTAL GARDENS PROPERTY	BUILDING TYPE	HEIGHT OF BUILDING	UNITS	PARKING SPOTS
325 McMechen Street	Stacked flats	5-6 stories	150–210	100
	Row house	3 stories	24	24
1613–1617 Eutaw Place	Stacked flats	5 stories	70–80	50
1715–1717 Madison Avenue	Stacked flats	3 stories	38	40
1213–1215 Madison Avenue	Stacked flats	5 stories	90–100	50
Total			420–500	290

FIGURE 45 ILLUSTRATIVE SITE PLAN

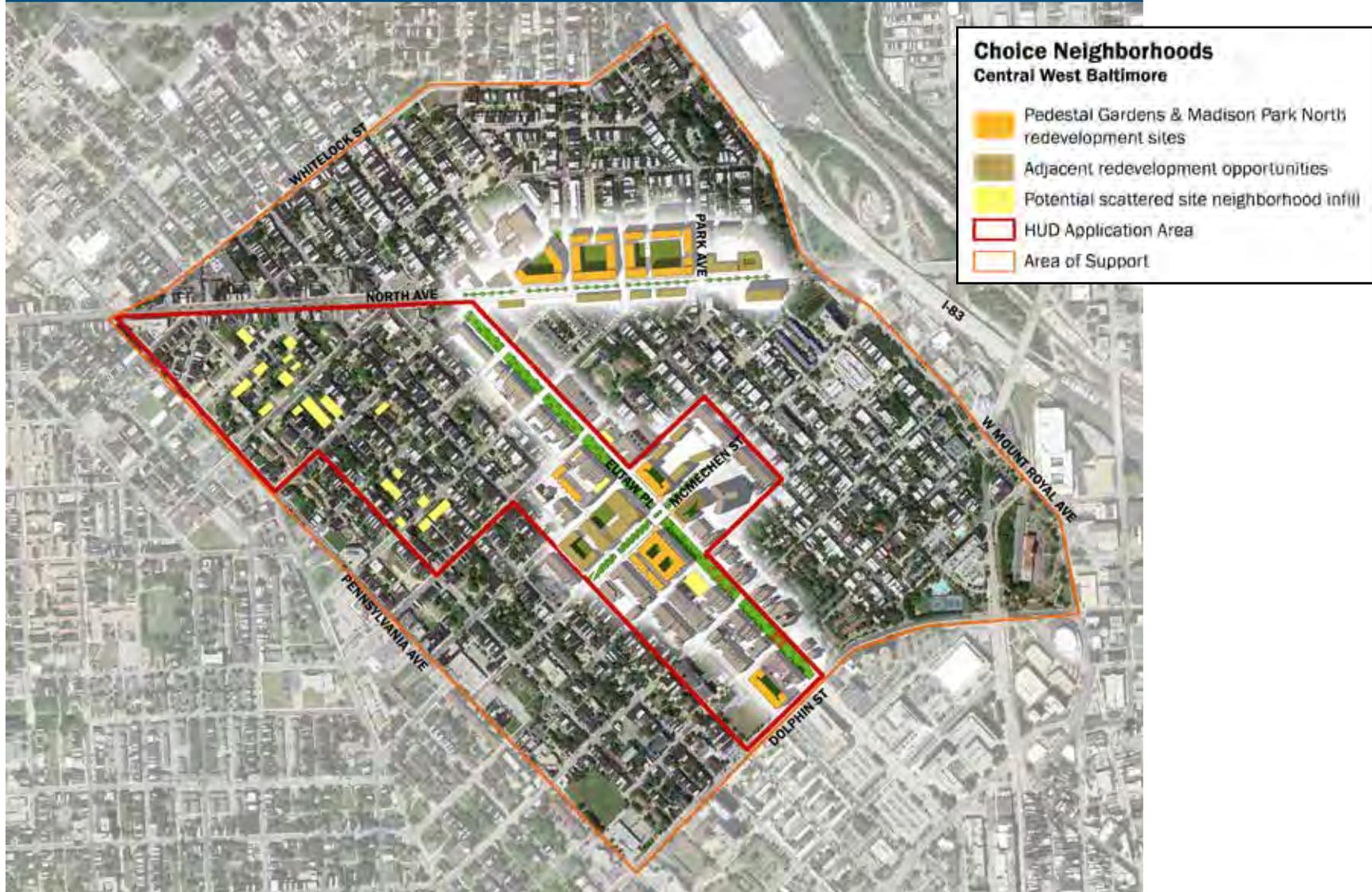


FIGURE 46 AXONOMETRIC VIEW



The plan calls for “stepping down” the buildings height so they fit within the scale of the neighborhood. The sketch above depicts new four-story row houses along Madison Avenue that are in keeping with the existing row houses across the street.

Accessibility

HUD Standards will be exceeded through the following: 5% of the units across unit sizes and additional 5% of one- and two-bedroom units will be accessible to people with disabilities.

A Phased Approach to Redevelopment

Pedestal Gardens residents were vocal in their concerns about moving and the impacts associated with it. Having to only move once was a strong recommendation. It was also important for residents to have as little disruption as possible in their personal support systems.

For these and other reasons, the redevelopment should occur in phases. There will probably be two major phases; the first targeted to occur within the next two–four years. Opportunities for housing for Pedestal Gardens seniors will be made available sooner once the adjacent Memorial Apartments renovation is completed (see Goal 3).

A Comprehensive Relocation Plan

In addition to the meeting requirements dictated by the Choice Neighborhoods Implementation NOFA, the chosen developer will be responsible for developing a relocation plan that strictly adheres to the guidelines set forth by the Uniform Relocation Act dictated by the Department of Housing and Urban Development.

Development Financials

The financial details will be fully developed once a partner developer has been chosen and a final development program has been confirmed. The following table, based on Hope VI and other similar initiatives, provides a sense of the magnitude of costs using a 150-unit first phase development scenario. The total projected cost would be \$45 million.

TABLE 17 PHASE 1 DEVELOPMENT COST EXAMPLE: 150 UNITS

DEVELOPMENT SOURCE	COST PER UNIT	TOTAL
Acquisition	\$3,000	\$450,000
Site Work	\$15,000	\$2,250,000
Construction	\$208,000	\$31,200,000
Soft Costs	\$37,000	\$5,550,000
Reserves	\$3,800	\$570,000
Dev Fee	\$33,200	\$4,980,000
Total Cost	\$300,000.00	\$45,000,000

Long-term affordability

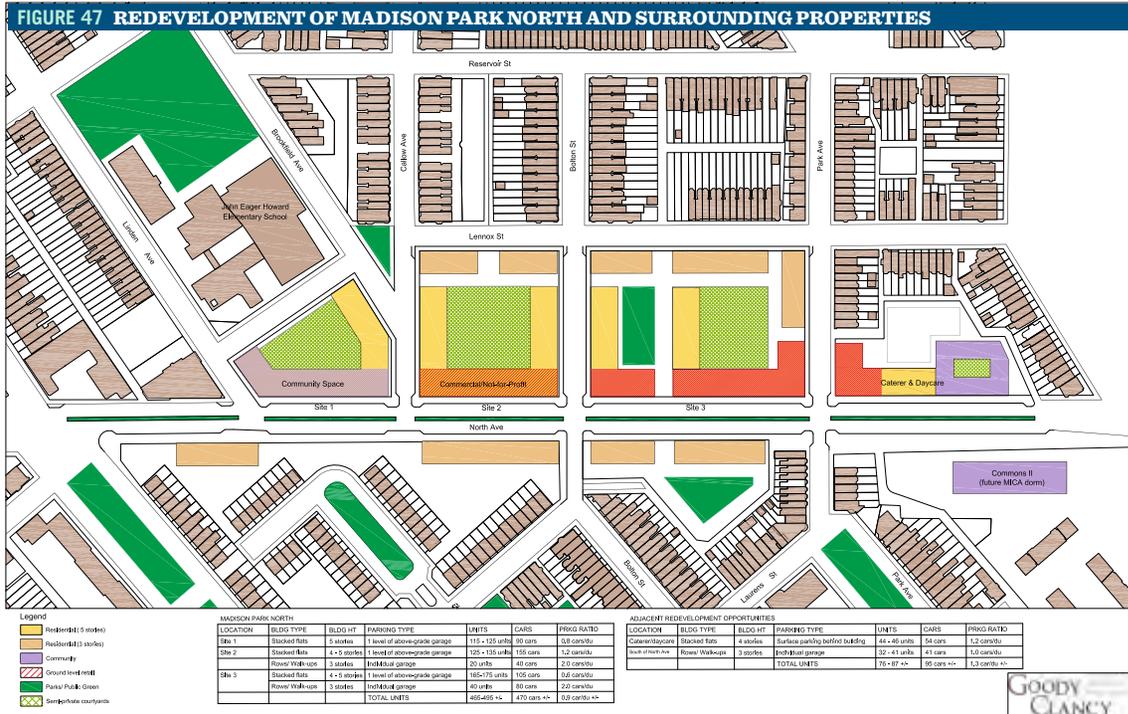
The plan calls for the creation of up to 125 affordable housing units, which will be a combination of Section 8 project-based vouchers and LHTC units. These units will have, at a minimum, a 40-year affordability restriction. The one-for-one unit replacement of all 218 units will be met within the planning area or within a 25-mile radius as permitted by HUD.

GOAL 2

Redevelop Madison Park North and surrounding properties

The Madison Park North apartment complex is made up of 202 low-income housing units. The current condition of the structures and unit configuration make rehabilitation efforts an unlikely and cost prohibitive option. This plan recommends a full redevelopment of the 8-acre site along with redevelopment of the adjacent and currently underutilized properties. In total redevelopment would call for 500–700 mixed-income residential units, including up to 650 multifamily rental units and up to 50 for-sale row houses.

As with Pedestal Gardens, the redevelopment should focus on creating mixed-income housing opportunities. During the planning process, concerns were expressed by Reservoir Hill residents that a disproportionate level of low-income housing has already been located within the neighborhood. As Madison Park North is not part of the Choice Neighborhoods program and would not be seeking implementation funding from HUD, there would be no mandatory affordable housing replacement requirements. Maintaining a higher level of market rate units within the development will help balance the overall ratio of income mix within Reservoir Hill. Additionally, the Madison



A narrower North Avenue will be flanked by new residential development. Combining the current Madison Park North site and surrounding underutilized properties, there is the opportunity to develop up to 500-700 new housing units.

Park site's proximity to MICA and Charles North neighborhood creates a larger opportunity for market rate housing.

Unit Types and Configurations

The proposed redevelopment calls for a mix of multifamily and single-family row houses. The multifamily units will be in five-story buildings

located on the north side of North Avenue and partially along Callow Avenue and Bolton Street. Stacked flats will be located the southern side of North Avenue. For-sale three story row houses will be located along Lennox Street and Park (some row houses could be developed as stacked flats). Figure 47 provides the specific breakdown of unit types, and Figure 46 provides a 3D ren-

dering that demonstrates how the redevelopment will fit within the scale of the surrounding community.

Development Financials

Section to be inserted pending Sarah W's work.

GOAL 3

Promote and participate in infill development

A successful infill strategy that targets the rehabilitation and new construction of blighted structures and vacant parcels will be a joint effort between the City of Baltimore, area CDCs, and the developer partner chosen by Foresight. Coordination of this effort will be managed by the Central West Baltimore Choice Neighborhood Implementation Organization. Based on the market capacity and over ten acres of existing vacant property within the planning area, the neighborhood could support up to 400 new infill housing units.

ACTION ITEMS

- 3-1** Collaborate with neighborhood organizations. The infill strategy targets city-owned and long-term tax delinquent properties. Each neighborhood organization within the planning area will develop a block-by-block list for infill development with recommen-



The plan calls for infill housing that both rehabilitates existing vacant structures and constructs new row houses that match the historic fabric of the neighborhood.

dations for unit mix type, percent of rental versus ownership, and income mix. Each neighborhood will work to maintain the goals of the planning effort that prioritize mixed-income housing.

- 3-2 Identify additional funding sources to subsidize development. The City of Baltimore has limited funds for housing development initiatives. The CNIO will work with the housing development partner to leverage

- additional funding to assist with infill efforts. Potential funding sources include:
 - > NSP Funding
 - > New Market Tax Credits for larger scale initiatives
 - > Low Income Housing Tax Credit (LI-HTC) funding
 - > Historic Tax Credits
 - > Healthy Neighborhoods and other sources will be created over time and should be pursued
- 3-3 Develop a mix of unit types. Housing units should include single-family row houses, stacked-flats, and conversion of previously commercial or institutional structures into larger multifamily housing.
- 3-4 Promote City of Baltimore’s new Vacant-to-Value (V2V) program. Target up to 10–20 rehabilitations per year within the planning area.

GOAL 4

Support large-scale adjacent housing initiatives

One of the most successful outcomes of the planning effort—and an example that highlights the value of the Choice Neighborhood planning process—has been in the collaborative relationships created between the CN planning team, the

Advisory Board, and surrounding organizations, institutions, and property owners who are helping to create additional redevelopment opportunities. Three potential redevelopments are already moving forward:

Memorial Apartments. The Board of the Memorial Apartments Senior Housing development requested input from the CN planning team in January 2012 on potential redevelopment scenarios for their deteriorating 1967 senior housing tower. A series of scenarios were developed to highlight how the property could be better utilized to create a more urban and vibrant impact on the



The proposed Memorial Apartment redevelopment includes a new 100 unit mixed-income building with up to 2,500SF of retail. The location is currently an underutilized surface parking lot.

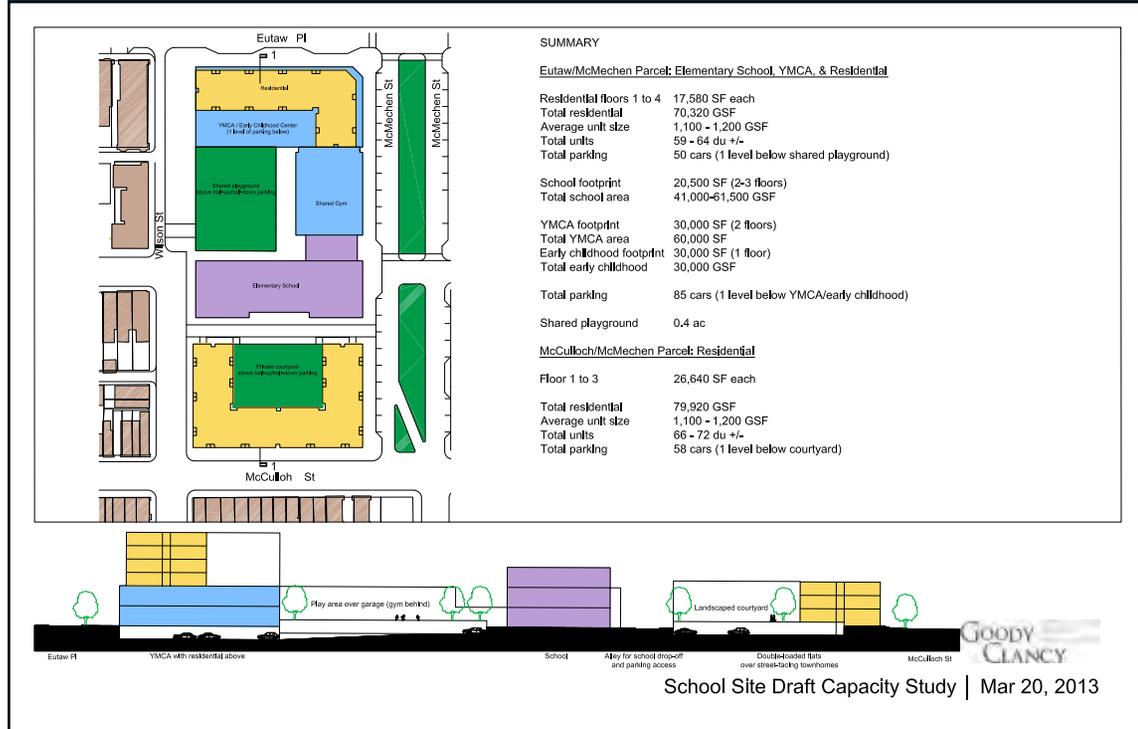
area. Through discussions about the potential to be part of a greater neighborhood revitalization, the Board made the decision to go forward with a complete redevelopment of the site. The proposed redevelopment includes a new mixed-income 100-unit building on the corner on the southeast corner of Eutaw Place and McMechen Streets that will also include up to 2,500SF of retail. It is hoped that replacement housing in this building and within the redeveloped Memorial Apartments will provide high-quality housing for current Pedestal Gardens residents and will greatly assist the project goal of having residents have to move only one time. In total, this development could provide approximately 20% of the required number of replacement units.

Mixed-Use Redevelopment to strengthen the Eutaw-Marshburn School Site.

Understanding that the Eutaw-Marshburn Elementary School will likely be redeveloped within the next several years, the planning team developed a mixed-use scenario that can better utilize the property; deter drug and criminal activity currently occurring on site; and create a major new amenity and shared resource for the new school. As noted in Figure 48, the plan calls for the development of:

- A new Eutaw-Marshburn School
- Headstart/Early Learning Programming

FIGURE 48 EUTAW-MARSHBURN SCHOOL CAPACITY STUDY



The redevelopment of the Eutaw-Marshburn School site into a mixed-use block that includes the school, a Headstart early learning facility, YMCA, and residential housing could provide important new amenities for the neighborhood and—at the same time—deter the drug activity currently taking place.

- YMCA or similar health facility
- 59–64 mixed-income residential units

Discussions have taken place with the Baltimore City Schools and the YMCA. While this is still a vision, serious interest has been indicated.

Redevelopment of Save-A-Lot retail Center.

While the retail elements of a new proposed center are highlighted in the neighborhood section of this chapter, a long term vision of the plan calls for up to four stories of housing with a total of forty one- and two-bedroom units of mixed-income

housing. The site is currently privately-owned, and it will take the property owner’s willingness to participate in order to move this strategy forward. In total, these developments could provide approximately 25–35% of the one-for-one unit replacement housing. Combined with the affordable housing being proposed for Pedestal Gardens, over 80% of the one-for-one unit replacement could be achieved one block of the main Pedestal Gardens site.

GOAL 5

Environmental remediation, energy efficiency and sustainability

All new and substantially renovated replacement housing will be built and certified to Enterprise Green Communities Criteria (EGC) 2011 Standards and will meet LEED certification standards. EGC increase the efficiency of the building envelopes and systems, includes Energy Star for Homes certification, reduces greenhouse gas emissions through decreased need of fossil fuels, prevent waste of natural resources by using environmentally preferable materials, and minimize construction wastes. Importantly EGC standards promote healthy living environments through the use of healthy interior materials (low- and no-VOC paints and adhesives, green label carpeting,

formaldehyde-free products), integrated pest control and adequate ventilation planning.

EGC, as a partner on the Central West Baltimore planning team, created a “Green and Healthy Living” workshop for the residents of Pedestal Gardens to better educate the residents on the importance of green building. In addition, EGC developed a site-specific series of guidelines to tailor their green building guidelines specifically to Central West Baltimore.

TABLE 18 HEALTHY LIVING ENVIRONMENT



Improving the health quality of housing within any redevelopment initiative is a critical component of the Transformation Plan. Working with Enterprise Community Partners, all new development will strive to meet the guidelines listed below:

<p>7.1 Composite Wood Products that Emit Low/ No Formaldehyde All composite wood products must be certified compliant with California 93120. If using a composite wood product that does not comply with California 93120, all exposed edges and sides must be sealed with low-VOC sealants.</p>

<p>7.2 Environmentally Preferable Flooring Do not install carpets in entryways, laundry rooms, bathrooms, kitchens / kitchenettes, utility rooms, and all rooms of ground-connected floors. Any carpet products used must meet the Carpet and Rug Institute’s Green Label or Green Label Plus certification for carpet, pad, and carpet adhesives. Any hard surface flooring products used must be either ceramic tile, unfinished hardwood floors, OR in compliance with the Scientific Certification System’s FloorScore program criteria.</p>
<p>7.3 Environmentally Preferable Flooring: Alternative Sources Use non-vinyl, non-carpet floor coverings in all rooms of building.</p>
<p>7.4a Exhaust Fans: Bathroom (New Construction and Substantial Rehab only) Install Energy Star–labeled bathroom fans that exhaust to the outdoors, are connected to a light switch, and are equipped with a humidistat sensor, timer, or other control (e.g., occupancy sensor, delay off switch, ventilation controller).</p>
<p>7.4b Exhaust Fans: Bathroom (Moderate Rehab only) Install Energy Star–labeled bathroom fans that exhaust to the outdoors, are connected to a light switch, and are equipped with a humidistat sensor, timer, or other control (e.g., occupancy sensor, delay off switch, ventilation controller).</p>
<p>7.5a Exhaust Fans: Kitchen (New Construction and Substantial Rehab only) Install power-vented fans or range hoods that exhaust to the exterior at the appropriate cfm rate, per ASHRAE 62.2, or install a central ventilation system with rooftop fans that meet efficiency criteria.</p>
<p>7.5b Exhaust Fans: Kitch (Moderate Rehab only) Install power-vented fans or range hoods that exhaust to the exterior at the appropriate cfm rate, per ASHRAE 62.2, or install a central ventilation system with rooftop fans that meet efficiency criteria.</p>

7.6a Ventilation <i>(New Construction and Substantial Rehab only)</i>
Install a ventilation system for the dwelling unit capable of providing adequate fresh air per ASHRAE requirements for the building type.
7.6b Ventilation <i>(Moderate Rehab only)</i>
Install a ventilation system for the dwelling unit capable of providing adequate fresh air per ASHRAE requirements for the building type.
7.7 Clothes Dryer Exhaust
Clothes dryers must be exhausted directly to the outdoors using rigid-type duct work.
7.8 Combustion Equipment
Specify power-vented or direct vent equipment when installing new space and water-heating equipment in New Construction and any Substantial and Moderate Rehab projects.
7.9a Mold Prevention: Water Heaters
Provide adequate drainage for water heaters that includes drains or catch pans with drains piped to the exterior of the dwelling.
7.9b Mold Prevention: Surfaces
In bathrooms, kitchens, and laundry rooms, use materials that have durable, cleanable surfaces.
7.9c Mold Prevention: Tub and Shower Enclosures
Use non-paper-faced backing materials such as cement board, fiber cement board, or equivalent in bathrooms.
7.10 Vapor Barrier Strategies <i>(New Construction and Rehab Projects with foundation work only)</i>
Install vapor barriers that meet specified criteria appropriate for the foundation type.

MEASURING HOUSING SUCCESS

The metrics for housing will be based on providing high quality, affordable, energy efficient assisted housing units in mixed-income neighborhoods. This applies first and foremost to providing quality new housing for the existing residents of Pedestal Gardens but also for existing and new neighbors to Central West Baltimore.

Key housing metrics include:

- 10–15% increase in housing values west of Eutaw Place
- All new development built to at least LEED Silver
- All 218 affordable units replaced
- Housing units that can compete in the regional market place
- Increase in population and number of households by 10–15% over 5–10 years



Transformative Change: Implementation Matrix

The community has worked together—and they have worked hard—to identify the strategies, goals, and action items that will transform their community. Their continued focus (and more hard work) will ensure that this plan is successfully implemented.

In order to facilitate the implementation of the Central West Baltimore Transformation Plan, an organization focused on implementation will be created. This organization is needed to strengthen collaborative relationships, identify new partners, help raise funds, build neighborhood capacity, and work effectively with government and nonprofit partners. This entity would be involved in all aspects of implementation, but they will be positioned to play a leading or supporting role for the *People* and/or *Neighborhood* partners on a Choice Neighborhoods implementation grant.

Central West Baltimore has been identified as a candidate for a new Purpose-Built Communities organization, assuming it can meet the program requirements. A critical centerpiece will be the development of a non-profit 501(c)(3), the [name to-be-determined]. This entity will serve as an advocating body for the initiative and to facilitate ongoing community involvement. It will oversee activities, provide for technical assistance, coordination and support to partners and residents, and pursue and manage funding opportunities. Purpose Built Communities provides local capacity building and expertise to catalyze and accelerate holistic community revitalization. The organization focuses on high-quality mixed-income housing, a cradle-to-college education

pipeline, and community wellness through extensive social services and facilities.

If it is determined that Purpose Built is not the best fit for Central West Baltimore, the steering committee should look to other implementation models being developed by other Choice Neighborhoods planning areas. The “Partners Achieving Community Transformation” (PACT) in Columbus, OH, is a successful example of a planning organization that transitioned into non-profit 501(c)(3) community development corporation to oversee implementation.

Regardless of what type of organization is developed, it is important to take into account the fact that a number of nonprofits, such as Druid Heights CDC, are already active in the Central West Baltimore area and undertaking similar initiatives. A new organization must be structured to leverage the experience of these organizations and agencies and focus on filling gaps rather than duplicating existing missions.

Considering their extensive participation, it would be highly beneficial for the Choice Neighborhoods Steering Committee to maintain their involvement in an advisory manner.

Implementation Matrix

The matrices in Tables 19–21 set out the structure of the Choice Neighborhood Transformation Plan based on the strategies from chapter 6. It identifies specific goals, how each will be pursued, who the responsible parties are, when work on the goal is expected to occur, how much it will likely cost, and what funding sources have been secured. It clearly identifies the responsible parties for various elements of the transformation plans and describes where resources or information still need to be gathered.

IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 19 IMPLEMENTATION FOR PEOPLE STRATEGIES

IMMEDIATE: 0-1 YEARS | SHORT-TERM: 1-3 YEARS | MEDIUM-TERM: 3-6 YEARS | LONG-TERM: 6+ YEARS

		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Health and Wellness	1 Increase access/ decrease barriers to health care for adults and children.		<p>1-1 In conjunction with the public schools and service providers, develop a school-based health services center for pediatric and specialty care (notably mental/behavioral health services and dental care).</p> <p>1-2 Incentivize primary care providers to establish practices in the community - notably providers who accept Medical Assistance. Create a health services delivery model wherein health facilities are housed in mixed usage buildings.</p> <p>1-3 Incentivize establishment of co-located health care (dental, mental/behavioral health) for adult medical services</p> <p>1-4 Establish dedicated public transport system (akin to the Shuttle Bug or College Town) to provide transportation to commonly used and nearby medical centers (Hopkins, University of MD, Mercy, Maryland General)</p> <p>1-5 Support the training of Community Health Workers (CHWs) <i>[Notes: The training can occur at academic institutions that will help foster and/or solidify key partnerships. Partnerships with academic institutions can enable tailored certificate programs as well as foster interest in pursuit of health professional degrees. This model has already been established in another HUD Initiative: Healthy Hearts in Housing]</i></p> <p>1-6 Establish community operated satellite health and human service referral kiosks staffed by trained CHW (see CMS reimbursement policy for Community Health Workers</p>	Local health care institutions	Local universities, community-based organizations, Baltimore City and County health agencies	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Health and Wellness			<p>1-7 Establish ongoing health education strategies for community residents through the use of CHWs in conjunction with academic institutions/medical facilities. <i>[Notes: Insure inclusion of minority serving organizations. Host workshops in the schools to create an additional tie between the community and the schools, strengthening the link between education and health.]</i></p> <p>1-8 Incentivize health professionals of color to establish practices within the focus communities</p>			
		2 Increase access to and knowledge of nutritious food		<p>2-1 Create a Nutrition subcommittee of the Community Planning and Advisory Board</p> <p>2-2 Establish food production and/or distribution centers within the focal communities through selection of a variety of mechanisms <i>[Note: This links to green space planning. Consider key partnerships with MD farmers and retailers – see Baltimore City Virtual Supermarkets), and specialized food production]</i></p> <p>2-3 Create a Community/Home Gardening initiative that include collaborative gardening as well as micro-gardening for personal consumption; train and provide incentives for the program; work with academic and business partners to identify the technical expertise and material resources</p> <p>2-4 Work with the City to incentivize local retailers (tax credits, subsidies) to carry more nutritious food</p>	CNIO	Local food bank/pantry, City of Baltimore, grocery stores/chains serving Baltimore, community garden associations	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Health and Wellness			<p>2-5 Provide incentives for healthier fast food establishments to be located in the community <i>[Note: monitor the density to minimize competition that would undermine sustainability of stores and the ability for local business to root]</i></p> <p>2-6 School-based strategy for nutrition and fitness</p> <ul style="list-style-type: none"> • Support schools in developing an integrated nutrition and health curriculum • Establish more specified nutritional guidelines for school lunch, • Expand use of education nutritional facilities to facilitate of community nutrition programs —community meals; after-school meal programs for SNAP eligible children; cooking classes • Investigate use of healthy food vending machines for faculty, staff, and students <p>2-7 Incentivize the creation of locally owned and operated restaurants; licensed street vendor <i>[Note: vendors could be reminiscent of the “Arab” cart owners who sold fresh fruits and vegetables in the city.]</i></p>			
		3 Ensure healthy outcomes for all children born in the Choice Neighborhood and support children to be ready to enter kindergarten at age 5.	3A Explore home visiting options for families living in the target community, and initiate home visiting programs where applicable.	3A-1 Partner with University of Maryland (UMDSSW) School of Social Work Promise Heights to:	<ul style="list-style-type: none"> > Create a mobile dental van stop (Cool Schools, Cool Smiles) Medical/Dental services for families (year 1) > Refer families to B’More Healthy Babies Program (year 1) > Enroll parents in Parent University in 10 week programs 2x year (year 1) > Refer families to existing satellite Judy Centers (define) at Furman Templeton or Samuel L. Coleridge Taylor Schools (year 1) 	Purpose Built (or other CNIO)	<ul style="list-style-type: none"> • University of Maryland • City of Baltimore • Home Instruction for Parents of Preschool Youngsters (HIPPIY)

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Health and Wellness			<p>3A-2 Establish Parent University specific to Pedestal Gardens Parents (year 5)</p> <p>3A-3 Start the Home Visiting for Parents of Pre-School Youngsters (HIPPPY) program in the Central West Baltimore neighborhood (5 year)</p>			
		<p>4 Supportive services to support school-aged children and their families.</p>	<p>4A Create an information and referral system for parents to connect them with essential knowledge and services</p>	<p>4A-1 Develop and implement GED program for residents of Pedestal Gardens (year 2)</p> <p>4A-2 Connect with existing workforce development and job skills centers in the neighborhood and supplement services (GED classes, job skills classes, etc.) (year 2-5)</p> <p>4A-3 Hold semi-annual information sessions for families regarding detection and amelioration of lead paint, fire safety and crime prevention (year 2)</p> <p>4A-4 Partner with University of Maryland and other neighborhood health facilities to provide physical and mental health services to residents (year 5)</p> <p>4A-5 Survey residents to determine topics of concern and support creation of Saturday Series of workshops/seminars to address these topics (year 1)</p> <p>4A-6 Connect residents with Turnaround (rape counseling and prevention) and the House of Ruth to support education around domestic violence (year 1)</p> <p>4A-7 Support creation of opportunities for young people to do their service hours in their own neighborhood, for example, partnering with Eutaw-Marshburn and Booker T. Washington Schools (year 1)</p>	<p>Purpose Built (or other CNIO)</p>	<ul style="list-style-type: none"> • Baltimore City Schools • Baltimore County • Pedestal Gardens Workforce Training Center 	<p>Short-Medium</p>

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Health and Wellness		4B Design “2-Generation” (supporting children and parents simultaneously) model of supportive Services	4B-1 Explore location of Family Support Center in Choice Neighborhood in partnership with the Maryland Family Network (year 1) 4B-2 Continue to support location of Judy Center satellite at Eutaw-Marshburn by working with the Baltimore Community Foundation and other funding sources (year 1) 4B-3 Help fund programs like Family Support Center and Judy Center (year 5)	The Family Support Center	<ul style="list-style-type: none"> • CNIO • Baltimore Community Foundation • <i>Identify other funding sources</i> 	Short–Medium
			4C Support the renovation or rebuilding of the Crispus Attucks Recreation Center and increased recreation opportunities for residents of Pedestal Gardens and the surrounding community	4C-1 Coordinate services and programs (including sports) with Druid Hill YMCA (year 1) 4C-2 Establish regular walking groups (Black Girls Run); bike clubs (Druid Hill Park Bike Saturdays) (year 1) 4C-3 Support creation of a comprehensive sports program for young people including basketball, soccer, football leagues, that include team building skills, character building, and athletic training (year 2) 4C-4 Partner with swimming programs for to provide swim instruction to residents (Michael Phelps Swim School) (year 2) 4C-5 Start “Movies in the Gardens” projecting movies on the walls of Pedestal Gardens buildings	City of Baltimore	<ul style="list-style-type: none"> • CNIO • YMCA • Black Girls Run 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME		
PEOPLE	Education	EARLY CHILDHOOD EDUCATION							
		1 <i>Ensure healthy outcomes for all children born in the Choice Neighborhood and support children to be ready to enter kindergarten at age 5.</i>	1A	Explore home visiting options for families living in the target community, and initiate home visiting programs where applicable. See Health and Wellness Goal 1 on page 65	<i>To be determined by the Choice Neighborhood Implementation Organization.</i>				
			1B	Add a second pre-K at Eutaw-Marshburn Elementary School	1B-1	Demonstrate demand for second pre-K (year 1)	BCBS	<ul style="list-style-type: none"> • CNIO • Head Start • City of Baltimore 	Short–Medium
					1B-2	Negotiate with City Schools regarding adding another pre-K at Eutaw-Marshburn (year 2)			
1B-3	Strengthen partnership with Head Start providers in neighborhood (year 2)								
1B-4	Establish working relationship between Head Start and other early childhood providers and Eutaw-Marshburn pre-K and K teachers to allow for coordination of instruction and a seamless transition from pre-K to kindergarten (year 2)								
1B-4	Provide needed financial resources for additional pre-K to supplement City Schools' allotment (year 5)								
1C	Create a satellite Judy Center at Eutaw-Marshburn	1C-1	Refer young children to full service Judy Center located at John Eager Howard School or Furman L. Templeton and Samuel L. Coleridge satellite Judy Centers (year 1)	Judy Centers	<ul style="list-style-type: none"> • CNIO • BCPS • Baltimore County • <i>Identify other funding sources</i> 	Short–Medium			
		1C-2	Connect to Infants and Toddler program with City Health Department and Judy Centers for child assessment to diagnosis early delays so that early intervention is provided when needed (year 2)						

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>1C-3 Garner community and financial support to locate a satellite Judy Center at Eutaw-Marshburn (year 5)</p> <p>1C-4 Determine scope of services the Judy Center will provide (year 5)</p> <p>1C-5 Negotiate with various partners to co-locate with the Judy Center (year 5)</p> <p>1C-6 Coordinate with funding community and state Judy Center representatives to support expansion of Judy Centers (year 5)</p>			
			<p>1D Support Early Head and Head Start (EHS/HS) in preparing children in the community for kindergarten by providing quality early learning opportunities</p>	<p>1D-1 Participate in Education Collaborative in Choice Neighborhood (See Overarching Goal)</p> <p>1D-2 Facilitate partnership between Eutaw-Marshburn and Head Start Centers (Metro Delta and Union Baptist) in neighborhood (year 2)</p> <p>1D-3 Increase number of seats at EHS and HS facilities (year 2)</p> <p>1D-4 Facilitate intentional meeting, coordination and exchange of data and information about the students transferring from Head Start to Eutaw-Marshburn to help children transition from Head Start to kindergarten (year 2)</p> <p>1D-5 Obtain rights to use Core Knowledge curriculum alignment developed by UMSSW for Head Start for use at Head Starts in Choice Neighborhood (year 2)</p> <p>1D-6 Align Head Start curriculum to kindergarten curriculum at Eutaw-Marshburn including incorporating arts into the curriculum (year 5)</p> <p>1D-7 Provide professional development on Core Knowledge</p>	Head Start	<ul style="list-style-type: none"> • CNIO • BCPS 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>1D-8 Coordinate with City Schools around impact of renovation of Eutaw-Marshburn on Metro Delta Head Start (year 5)</p> <p>1D-9 Increase teacher quality of Head Start teachers by providing professional development for teachers, creating mentor/coach positions to supervise and train teachers (year 5)</p> <p>1D-10 Support incentive-based pay for quality teachers (year 5)</p> <p>1D-11 Provide financial resources to hire additional case managers</p> <p>1D-12 Negotiate with Johns Hopkins University to relocate Early Head Start Center in Reservoir Hill to the Metro Delta site at Eutaw-Marshburn (year 5)</p> <p>1D-13 Expand length of school day and year of Head Start programs to align with Baltimore City School schedule (year 5)</p>			
			1E Support families in the education of young children prior to kindergarten	<p>1E-1 Provide neighborhood information to families about pre school, pre-K programs by holding events at Head Start Centers and other locations (Passport to Pre-K)(year 2)</p> <p>1E-2 Design a newsletter to promote information relating to early childhood for Pedestal Gardens families (year 2)</p> <p>1E-3 Target Pedestal Gardens parents for education on the value of early childhood education, introduction to the neighborhood options and assistance in registration to programs for their children (year 2)</p>	CNIO	<ul style="list-style-type: none"> • BCPS • Head Start 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>1E-4 Establish infrastructure of communication to publicize resources and activities for parents and families in the Choice Neighborhood and specifically in Pedestal Gardens (year 3)</p> <p>1E-5 Establish play groups for Pedestal Gardens families that organize events, social gatherings and field trips (year 3)</p> <p>1E-6 Weave in learning opportunities for parents into the social gatherings (year 3)</p>			
			1F Actively engage families in enrolling and transitioning children to kindergarten	<p>1F-1 Introduce all kids attending Metro Delta and Union Baptist Head Start to Eutaw-Marshburn teachers and administration (year 1)</p> <p>1F-2 Hold transition meetings for each child transferring from Head Start to Eutaw-Marshburn where Head Start teachers provide kindergarten teachers academic and social emotional information about each child prior to the beginning of school year (year 2)</p> <p>1F-3 Specifically target Pedestal Gardens parents of pre-K children to assist them in registering for kindergarten and supporting the transition of their child to Eutaw-Marshburn</p> <p>1F-4 Subsidize a mandatory summer bridge program at Eutaw-Marshburn for all new kindergarteners to become familiar and comfortable with the new classroom environment and the culture and expectations of Eutaw-Marshburn (year 5)</p>	CNIO	<ul style="list-style-type: none"> • BCPS • Head Start 	Short

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IMMEDIATE: 0–1 YEARS | SHORT-TERM: 1–3 YEARS | MEDIUM-TERM: 3–6 YEARS | LONG-TERM: 6+ YEARS

		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME	
PEOPLE	Education		1G Address diversification of childcare and early learning options in Central West Baltimore Neighborhood	1G-1 Seek to add additional quality childcare seats in the target community (year 2) 1G-2 Recruit a high quality neighborhood provider (St. Francis Neighborhood Center) (year 2) 1G-3 Explore partnership with Educare (year 2) 1G-4 Formalize partnership with the Druid Hill YMCA for location of YMCA Childcare Center at Eutaw-Marshburn Elementary School (year 2)	CNIO	<ul style="list-style-type: none"> • Educare • St. Francis Neighborhood Center (or similar) • YMCA • <i>Identify other partners</i> 	Short	
		ELEMENTARY EDUCATION						
		2 Build on recent academic and school culture improvement to provide an exemplary elementary school for the community.	2A Survey best evidenced-based academic programs and support implementation of professional development and curriculum changes to employ evidenced based teaching strategies at Eutaw-Marshburn	2A-1 Support targeted professional development and activities at Eutaw-Marshburn (year 2) 2A-2 Integrate learning and innovative practices gained through professional development at Eutaw-Marshburn (year 2) 2A-3 Provide resources to allow attendance at relevant local and national conferences (year 5) 2A-4 Implement programs that have proved effective in dealing with behavior issues and in-school suspensions (Community Conferencing, for example) (year 5)	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short–Medium	
	2B Fully integrate arts and sciences into curriculum – arts + stem = STEAM school	2B-1 Establish children’s choir at Eutaw-Marshburn in partnership with Brown Memorial Presbyterian Church (year 1) 2B-2 Partner with community arts institutions – MICA, Center Stage, Lyric Opera House, Meyerhoff Symphony, Arena Players and others to provide exposure to authentic, real-life arts experiences to students (year 2) 2B-3 Create arts courses to provide instrumental music, drama, voice, visual arts, and dance instruction to encourage selection of an arts discipline they want to pursue (year 2)	BCPS	<ul style="list-style-type: none"> • MICA • Center Stage • Lyric Opera House • Meyerhoff Symphony • Arena Players • Brown Memorial Presbyterian Church • Others 	Short–Medium			

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>2B-4 Establish regular interaction between Eutaw-Marshburn and Booker T. Washington students by holding concerts, art shows dances and other events that expose Eutaw-Marshburn students to the curriculum and programming available at Booker T. Washington (year 2)</p> <p>2B-5 Expand FBI partnership beyond the current offering to take advantage of the specialized knowledge available to the students (for example, crime scene investigation instruction) (year 2)</p> <p>2B-6 Develop science and engineering partnerships to provide additional curriculum support enrichment activities to students (for example, Northrop Grumman)</p> <p>2B-7 Participate in city robotics program (year 2)</p> <p>2B-8 Support teachers in development of STEAM curriculum aligned to Common Core (year 5)</p> <p>2B-9 Help implement STEAM activities and provide arts and sciences exposure to students (year 5)</p> <p>2B-10 Support technology upgrade and integration at every grade level and provide professional development to fully implement technology into curriculum (year 5)</p>			
			<p>2C Create a new normal for children and their families.</p>	<p>2C-1 Re-imagine and redesign the culture of the school by creating a culture of civility between students, teachers and administrators and encouraging high expectations of students including college preparation (year 2-5)</p> <p>2C-2 Display college information and memorabilia throughout the school (year 2)</p>	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>2C-3 Establish partnerships with nearby colleges – MICA, University of Baltimore and Coppin to draw on the resources of the schools and to expose students at Eutaw-Marshburn to college (year 2)</p> <p>2C-4 Establish a mentoring program similar to the program at William Pinderhughes School or expand program offered by Union Baptist Church (year 2)</p> <p>2C-5 Establish customs and traditions that model what means to be an Eutaw-Marshburn student (year 2)</p> <p>2C-6 Design a community service program encouraging parents and children working together to better their neighborhood (year 2)</p> <p>2C-7 Help to fund field trips, cultural events, and travel that will expose students to new experiences (year 5)</p>			
			2D Provide quality after school and summer programming	<p>2D-1 Support YMCA application for 21st Century Learning Center grant to create afterschool at Eutaw-Marshburn (year 1)</p> <p>2D-2 Refer Eutaw-Marshburn students to the Druid Hill YMCA and the St. Francis Neighborhood Center after-school program (year 1)</p> <p>2D-3 Expand after school programming at Eutaw-Marshburn in collaboration with the Druid Hill YMCA and the St. Francis Neighborhood Center at Eutaw-Marshburn school (year 2)</p> <p>2D-4 Partner with Baltimore City Schools to enhance summer offerings for all Choice Neighborhood students (year 2)</p> <p>2D-5 Maintain STEAM curriculum throughout the after school and summer programs (year 5)</p> <p>2D-6 Provide sports and recreational activities for students (year 5)</p>	YMCA BCPS	<ul style="list-style-type: none"> • CNIO • STEAM • St. Francis Neighborhood Center 	Immediate— Medium

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education		2E Establish Eutaw-Marshburn Community School to serve as a resource for the neighborhood in health, education, and services to alleviate barrier to academic success	2E-1 Support the YMCA application to the Family League for a community school at Eutaw-Marshburn (year 1) 2E-2 Establish community school at Eutaw-Marshburn and hire CRC coordinator (year 2) 2E-3 Establish and manage partnerships with city agencies and other partners to provide information and referrals to parents (year 2) 2E-4 Connect to health (physical and mental) providers in order to provide services to parents and children in need (year 2) 2E-5 Conduct a needs assessment of parents to determine scope of resources needed (year 2) 2E-6 Support forming and staffing a crisis management team in partnership with local hospitals (year 2) 2E-7 Maximize effectiveness of UMD School of Social Work interns to support students at Eutaw-Marshburn with academic, social and emotional issues	BCPS	<ul style="list-style-type: none"> • YMCA • UMD • City of Baltimore • Baltimore County 	Short
			2F Develop an action plan to engage parents and families in the education of their children	2F-1 Institute a home visiting program for hard to reach Pedestal Gardens students; excessive truancy, behavior issues (year 2) 2F-2 Design a volunteer program for parents and coaching them to be effective classroom volunteers establishing parent engagement as a key to student achievement (year 2) 2F-3 Mobilize Eutaw-Marshburn parents to support engagement of other parents in Choice Neighborhood (year 2) 2F-4 Provide opportunities for parents to be engaged in school community (adult literacy programs, GED classes, job skills and referrals (year 2)	CNIO	<ul style="list-style-type: none"> • BCPS • Family Institute • <i>Identify other organizations</i> 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>2F-5 Focus on the development of a comprehensive strategy to support parent education for effective parenting and child development, in order to support/help their children (2)</p> <p>2F-6 Identify partners who can provide classes/training (and gaps where additional expertise will be needed) to support parent education and parent engagement in schools (year 2)</p> <p>2F-7 Partner with the school system to bring the best program and opportunities to Eutaw-Marshburn School and families (such as the Family Institute and/or PTA/PTO, Family Councils and parent organizing) to promote parent engagement as a cornerstone of school reform and student achievement (year 2)</p> <p>2F-8 Support local community schools with efforts to engage and communicate with parents, i.e. sponsor back to school fairs, include school information in neighborhood newsletters and communications, participate in school-sponsored events, and promote the message that “Good neighborhoods make good schools and good schools make good neighborhoods” (year 2)</p> <p>2F-9 Provide social opportunities for parents and children to interact (Christmas Bazaar, carnivals, field days) (year 2)</p>			
		2G	Explore conversion of Eutaw-Marshburn to a charter school	<p>2G-1 Visit local high performing charter schools (year 1)</p> <p>2G-2 Speak with operators and principals of charter schools (year 1)</p> <p>2G-3 Investigate risks and benefits of becoming a charter school (year 1)</p> <p>2G-4 Develop and submit charter application – if decision is to convert to charter (year 2)</p>	CNIO	<ul style="list-style-type: none"> • BCPS • <i>Identify other supporting organizations</i> 	Short

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 19 IMPLEMENTATION FOR PEOPLE STRATEGIES

IMMEDIATE: 0–1 YEARS | SHORT-TERM: 1–3 YEARS | MEDIUM-TERM: 3–6 YEARS | LONG-TERM: 6+ YEARS

		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education		2H Establish Eutaw-Marshburn as the top neighborhood choice school for students and families	2H-1 Work toward Blue Ribbon status (examine requirements and develop a timeline) (year 2) 2H-2 Recruit neighborhood children from early childhood centers—increase Eutaw-Marshburn’s market share of the students in Central West Baltimore neighborhood (year 2) 2H-3 Promote school through community forums and publications (monthly newsletter with school information and highlighting school and students accomplishment (year 2) 2H-4 Increase enrollment at Eutaw-Marshburn to take full advantage of the school’s capacity (year 5)	CNIO BCPS	<i>To be determined by the Choice Neighborhood Implementation Organization.</i>	Short– Medium
			2I Support parents and students in middle school choice process	2I-1 Develop a plan for supporting Eutaw-Marshburn students and families in the middle school choice process (year 1) 2I-2 Recruit students and families to attend choice fair; provide transportation to and from fair 2I-3 Provide resources for parents and students to understand the choice process and help with completion of applications to middle school (year 1) 2I-4 Include timelines and other information in regular neighborhood and school communications (newsletter, listservs, and flyers) (year 1) 2I-5 Develop a middle school choice evening(s) for Eutaw-Marshburn students and families to present information about Booker T. Washington Middle School for the Arts as well as all other options (traditional and selective schools, charter school and smaller theme-based transformation schools) (year 1)	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education		2J Strategic examination of partnerships	2J-1 Participate in Education Collaborative (see Management Objective I) 2J-2 Complete an assessment of current partners of Eutaw-Marshburn (year 2) 2J-3 Determine what partnerships are: 1. Effective 2. Not effective 3. Needed 2J-4 Seek citywide partners who can support Eutaw-Marshburn in the areas not currently served, specifically with field trips, after-school programs (sports and academic), school-based mentoring and supplementing the summer programs provided by City Schools (year 3) 2J-5 Formalize partnerships with Memorandum of Understanding outlining relationship between the school and partner organization (year 3)	CNIO BCPS	<i>To be determined by the Choice Neighborhood Implementation Organization.</i>	Short– Medium
			2K Support facilities renovation initiative of the school system	2K-1 Participate in community discussion of renovation or replacement of Eutaw-Marshburn (year 2) 2K-2 Advocate regarding facilities on behalf of the school when necessary (years 2 and 3) 2K-3 Participate in design process of school to ensure inclusion of community spaces that will support family engagement and new community school (year 3) 2K-4 Supplement funding of renovations to support STEAM curriculum (new arts facilities, science labs, technology, etc) (year 5) 2K-5 Formalize partnership with the YMCA regarding construction of child care center at Eutaw-Marshburn (year 5)	CNIO BCPS	<i>To be determined by the Choice Neighborhood Implementation Organization.</i>	Medium

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 19 IMPLEMENTATION FOR PEOPLE STRATEGIES

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			2K-6 Build a greenhouse and/or community garden (year 5) 2K-7 Incorporate classroom and outdoor spaces to promote healthy eating and fitness programs (year 5)			
		MIDDLE SCHOOL EDUCATION					
		3 Prepare middle school students academically, artistically and socially for competitive high schools.	3A Re-establish Booker T. Washington Middle School for the Arts as a first-rate middle school attracting citywide middle school students	3A-1 Work toward Blue Ribbon status (examine requirements and develop a timeline) (year 2)	BCPS Neighborhood organizations	<ul style="list-style-type: none"> • CNIO • <i>Identify supporting organizations</i> 	Medium
	3A-2 Recruit neighborhood children from early Eutaw-Marshburn and other middle schools in the city to increase Booker T. Washington Middle School's market share of the Central West Baltimore students (year 2-5)						
	3A-3 Promote school through community forums and publications (monthly newsletter with school information and highlighting school and students accomplishments) (year 2)						
	3A-4 Implement programs that have proven effective in addressing behavior issues and reducing in-school suspensions (year 3)						
	3A-5 Support targeted professional development and activities at Booker T. Washington (year 5)						
	3A-6 Provide resources to attend local and national conferences in areas of relevance (year 5)						
	3A-7 Increase enrollment at Booker T. Washington to take full advantage of the school's capacity (year 5)						
			3B Fully integrate arts and sciences into curriculum – arts + stem = STEAM school	3B-1 Support teachers in development of STEAM curriculum aligned to common core	BCPS	MICA, Center Stage, Lyric Opera House, Meyerhoff Symphony, Arena Players, Brown Memorial Presbyterian Church, others	Short–Medium
	3B-2 Help implement STEAM activities and provide arts and sciences exposure to students						

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>3B-3 Partner with community arts institutions – MICA, Center Stage, Lyric Opera House, Meyerhoff Symphony, Arena Players and others to provide real life arts experiences to students (year 2)</p> <p>3B-4 Create an arts program providing instrumental music, drama, voice, visual arts, and dance instruction to encourage selection of an arts discipline they want to pursue at the high school level (year 2)</p> <p>3B-5 Establish regular interaction between Eutaw-Marsburn and Booker T. Washington students by holding concerts, art shows dances and other events that expose Eutaw-Marshburn students to the curriculum and programming available at Booker T. Washington (year 2)</p> <p>3B-6 Develop science and engineering partnerships to provide additional curriculum support enrichment activities to students (year 2)</p> <p>3B-7 Participate in city robotics program (year 2)</p> <p>3B-8 Fund complete implementation of STEAM curriculum (year 5)</p> <p>3B-9 Fund technology upgrade and integration at every grade level and provide professional development to fully implement technology into curriculum (year 5)</p>			
			3C Create a new normal for children and their families	<p>3C-1 Re-imagine and re-design the culture of the school by creating a culture of civility between students, teachers and administrators and encouraging high expectations of students including college preparation (year 2-5)</p> <p>3C-2 Display college information and memorabilia throughout the school (year 2)</p>	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 19 IMPLEMENTATION FOR PEOPLE STRATEGIES

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>3C-3 Establish partnerships with nearby colleges – MICA University of Baltimore and Coppin College; college students visiting Booker T. Washington (year 2)</p> <p>3C-4 Establish customs and traditions that model what it means to be a Booker T. Washington student (year 2)</p> <p>3C-5 Institute a community service program encouraging parents and children working together to better their neighborhood (year 2)</p> <p>3C-6 Help to fund field trips, cultural events, and travel that will expose students to new experiences (year 5)</p>			
			3D Provide seamless transition for sixth grade students entering Booker T. Washington	<p>3D-1 Design transition plans in consultation with sixth grade students transferring to Booker T. Washington</p> <p>3D-2 Establish summer bridge program that introduces sixth grade students to culture and expectations of middle</p> <p>3D-3 Provide guidance and support through mentoring or “big brother/big sister” relationship with eighth graders to help sixth graders acclimate to middle school environment</p>	CNIO BCPS	<i>To be determined by the Choice Neighborhood Implementation Organization.</i>	Short
			3E Provide quality after-school and summer programming	<p>3E-1 Support existing Druid Hill YMCA programs (year 1)</p> <p>3E-2 Refer Booker T. Washington students to St. Francis Neighborhood Center after school program (year 1)</p> <p>3E-3 Partner with Baltimore City Schools to enhance summer offerings for all Choice Neighborhood students</p> <p>3E-4 Support programs that continue the STEAM curriculum throughout the after school and summer programs</p>	YMCA BCPS	<ul style="list-style-type: none"> • CNIO • STEAM • St. Francis Neighborhood Center 	Immediate– Medium

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			3E-5 Support involvement with existing YMCA sports programs as well as exploring increased sports offerings and recreational activities for students			
			3F Establish the Booker T. Washington Community School to provide students and families with supportive services to alleviate barriers to academic success	3F-1 YMCA will apply to re-instate community school at Booker T. Washington (year 1) 3F-2 Establish a Community Resource Center located at Booker T. Washington (year 2) 3F-3 Hire a Community Resource Coordinator (year 2) 3F-4 Establish and manage partnerships with city agencies and other partners to provide information and referrals to parents (year 1) 3F-5 Connect to health (physical and mental) providers to serve parents and children in partnership with University of Maryland (year 1) 3F-6 Support forming and staffing a crisis management team in partnership with local hospitals (year 2)	BCPS	<ul style="list-style-type: none"> • YMCA • UMD • City of Baltimore • Baltimore County 	Short
			3G Provide information and exposure regarding high school options to Booker T. Washington students throughout middle school and support them through the choice process	3G-1 Develop a plan for supporting students and families in the high school choice process (year 2) 3G-2 Encourage attendance at Choice Fair including providing transportation to and from fair 3G-3 Provide resources to support education of parents and families about the choice process with year long information sessions and assistance with completing applications (year 1)	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 19 IMPLEMENTATION FOR PEOPLE STRATEGIES

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>3G-4 Include timelines and other information in regular neighborhood and school communications (newsletter, listservs, and flyers) (year 1)</p> <p>3G-5 Develop a high school choice evening(s) for Booker T. Washington students and families highlighting the top high school options available as well as all other options (traditional and selective schools, charter school and smaller theme-based transformation schools (year 1)</p> <p>3G-6 Introduce 6th grade students to high school choice process so that students understand requirements for entry to various high school (year 1)</p> <p>3G-7 Coach and evaluate 7th grade students to determine appropriate high school choice (year 1)</p> <p>3G-8 Support 8th grade students throughout the choice, application and selection process (year 1)</p> <p>3G-9 Develop strategy and program to assist Pedestal Gardens students in who do not attend Booker T. Washington to navigate the choice process (year 2)</p>			
			3H Strategic examination of partnerships	<p>3H-1 Complete an assessment of current partners of Booker T. Washington Middle School for the Arts (year 1)</p> <p>3H-2 Determine what partnerships are: 1. Effective 2. Not effective 3. Needed (year 1)</p>	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>3H-3 Seek citywide partners who can support Booker T. Washington Middle School for the Arts in the areas not currently served, specifically with field trips, after-school programs (sports and academic), school-based mentoring and supplementing the summer programs provided by City Schools (year 2-5)</p> <p>3H-4 Partner with Education Collaborative (see Management Objective 1) (year 2)</p> <p>3H-5 Formalize partnerships with Memorandum of Understanding outlining relationship between the school and partner organization (year 3)</p>			
			3I Develop an action plan for parent engagement in the education of their children	<p>3I-1 Institute a home visiting program for hard to reach Pedestal Gardens students; excessive truancy, behavior issues (year 2)</p> <p>3I-2 Design a volunteer program for parents and coaching them to be effective classroom volunteers establishing parent engagement as a key to student achievement (year 2)</p> <p>3I-3 Mobilize Booker T. Washington parents to support engagement of other parents in Choice Neighborhood (year 2)</p> <p>3I-4 Provide opportunities for parents to be engaged in school community (adult literacy programs, GED classes, job skills and referrals (year 2)</p> <p>3I-5 Focus on the development of a comprehensive strategy to support parent education for effective parenting and child development, in order to support /help their children (year 2)</p> <p>3I-6 Identify partners who can provide classes/ training (and gaps where additional expertise will be needed) to support parent education and parent engagement in schools (year 2)</p>	BCPS	<ul style="list-style-type: none"> • CNIO • <i>Identify sources of funding to provide access to professional development</i> 	Short

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 19 IMPLEMENTATION FOR PEOPLE STRATEGIES

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>31-7 Partner with the school system to bring the best program and opportunities to Eutaw-Marshburn School and families (such as the Family Institute and/or PTA/PTO, Family Councils and parent organizing) to promote parent engagement as a cornerstone of school reform and student achievement (year 2)</p> <p>31-8 Support neighborhood schools with efforts to engage and communicate with parents, i.e. sponsor back to school fairs, include school information in neighborhood newsletters and communications, participate in school-sponsored events, and promote the message that “Good neighborhoods make good schools and good schools make good neighborhoods” (year 2)</p> <p>31-9 Provide social opportunities for parents and children to interact (Christmas Bazaar, carnivals, field days) (year 2)</p>			
		HIGH SCHOOL EDUCATION SUPPORTING PEDESTAL GARDENS HIGH SCHOOL AGE STUDENTS					
		4 Provide services and supports for Pedestal Gardens to promote educational success, health and safety, and life skills through supportive services	4A In partnership with the Druid Hill YMCA develop a mentoring program that matches each Pedestal Gardens high school age student with an adult to provide strategies and interventions that will help ensure success beyond the high school years	<p>4A-1 Assign each student a mentor (year 1)</p> <p>4A-2 Design program to encourage consistent attendance throughout high school including exploring incentive-based programs to encourage regular attendance (year 1)</p> <p>4A-3 Determine best practices in drop out prevention efforts and institute program that targets Pedestal Gardens high school students vulnerable to dropping out by supporting efforts to stay in contact with school aged children and their families</p> <p>4A-4 Investigate effective drop out prevention strategies for implementation at Pedestal Gardens including consequences for families who are not compliant with school attendance (year 1)</p>	<ul style="list-style-type: none"> • YMCA • CNIO 	<i>To be determined by the Choice Neighborhood Implementation Organization.</i>	Short

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Education			<p>4A-5 Develop and support sports programs for the neighborhood high school students (year 1)</p> <p>4A-6 Connect students with community service opportunities in their neighborhood, for example, volunteering at Eutaw-Marshburn Elementary or Booker T. Washington Middle School (year 1)</p> <p>4A-7 Institute violence/gang prevention program (year 2)</p> <p>4A-8 Provide SAT tutoring and preparation for high school students (year 2)</p> <p>4A-9 Support drop-in center for all neighborhood kids at YMCA (year 2)</p> <p>4A-10 Support trips to museums, theatres and musical performances (year 2)</p> <p>4A-11 Sponsor frequent events, trips to introduce children to alternative career pathways including military, job skills training programs, technical schools (year 2)</p>			
			<p>4B Specific targeted outreach to re-engage Pedestal Gardens high school students who have left school</p>	<p>4B-1 Coordinate with City Schools Program “Great Kids Come Back” initiative (year 10)</p> <p>4B-2 Support expansion of program for overage, under-credited kids like Youth Opportunity Baltimore</p> <p>4B-3 Assign each Pedestal Gardens drop out a mentor to work with child to create a plan for further education or career preparation and to support the implementation of the plan</p> <p>4B-4 Connect pregnant teens to B’more for Healthy Babies campaign and Parent University through University of Maryland School of Social Work</p> <p>4B-5 Partner with STAR (Sisters Together And Reaching) HIV/AIDS education and prevention program</p>	<ul style="list-style-type: none"> • BCPS • CNIO 	<ul style="list-style-type: none"> • University of Maryland • Star 	Short

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

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		GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
PEOPLE	Workforce Development	1 Workforce Development Program Proposal: Pedestal Gardens Employment Services Resource Center		<p>1A-1 Pedestal Gardens Employment Services Resource Center: The Pedestal Gardens Employment Services Resource Center (PGESRC) should be located within the Pedestal Gardens community and staffed by:</p> <ul style="list-style-type: none"> > Greeter/Office Manager (full-time) > Case Manager (full-time) > Employment Counselor (full-time) > Customer Advocate/Outreach Worker (full-time) > One-Stop Career Center staff person (part-time) <p>The mission of the Neighborhood Resource Center is to connect community residents with employment, education and training opportunities, and financial education resources to facilitate financial stability and economic success.</p> <p>Some of the program components could be provided through collaboration with existing programs, such as the City's One-Stop Career Center for job readiness and job search training. Financial services support could be provided by the Baltimore CASH campaign or a community bank.</p>	TBD	Annie E. Casey Foundation, Abell Foundation, Harry and Jeanette Weinberg Foundation, Associated Black Charities, and the United Way of Central Maryland	Short

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TABLE 20 IMPLEMENTATION FOR NEIGHBORHOOD STRATEGIES

IMMEDIATE: 0–1 YEARS | SHORT-TERM: 1–3 YEARS | MEDIUM-TERM: 3–6 YEARS | LONG-TERM: 6+ YEARS

	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
NEIGHBORHOOD	1 <i>Prioritize redevelopment initiatives that can knit the neighborhood back together</i>		1-1 The action items for this goal are listed under Goal 1 of the section on <i>Housing</i> .			
	2 <i>Improve the public realm—urban design guidelines</i>	2A Complete street grid	2A-1 Three streets that have been disconnected or choked are Mosher Street, Madison Avenue, and Wilson Street.	City of Baltimore	CNIO	Short-Medium
		2B Improve pedestrian safety and walkability	2B-1 All new developments will make sure to connect new sidewalks to existing facilities and provide a buffer between sidewalk and on-street parking adequate enough for street tree planting patterns already established within the neighborhood.	City of Baltimore	CNIO	Short-Medium
		2C Upgrade and maintain public space	2C-1 Continue to invest in the Eutaw Place corridor, including a restoration of the Victorian patterns of walks, garden beds, and fountains, pedestrian level lighting, and high-quality trash receptacles.	City of Baltimore	CNIO	Short-Medium
			2C-2 Upgrade quality and level of maintenance of McMechen Street Median. Develop smaller-scale nodal spaces similar to Eutaw Place; invest in public art through partnership with MICA; include pedestrian level lighting, gardening opportunities, and high-quality trash receptacles.			
2C-3 With new development of Pedestal Gardens, rebuild and upgrade Mosher Street tot-lot.						
2C-4 Identify locations where current vacant parcels would be better utilized as new green space > Neighborhood groups to determine whether green space is “highest and best use” > Funding for long-term operations and maintenance should be identified prior to development						
		2C-5 Consider a monument or other major feature at intersection of Eutaw and McCulloh				

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 20 IMPLEMENTATION FOR NEIGHBORHOOD STRATEGIES

IMMEDIATE: 0–1 YEARS | SHORT-TERM: 1–3 YEARS | MEDIUM-TERM: 3–6 YEARS | LONG-TERM: 6+ YEARS

	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
NEIGHBORHOOD		2D Implement “Eyes on the Street” Design	2D-1 Within new development, orient units towards the street, and maximize the number of doors along the sidewalks. Row house style units (along Madison Avenue) should have front steps, doors, and street addresses. Ground floor units in the multifamily units should open to the street, also with front doors, steps and addresses. Windows from living rooms facing the street, and doors and steps at regular spacing, provide a powerful sense that the place is inhabited, and that everyone living there is watching the street, making it a safer place to walk and live.	Developer Partner	CNIO	Short–Medium
	3 <i>Create a new walkable retail node at Eutaw Place and McMechen Street.</i>		<p>3-1 Designate retail space on first floor of new development, oriented toward the Eutaw Place and McMechen Street intersection</p> <ul style="list-style-type: none"> > Up to 3,000SF of first floor retail space in the future Pedestal Gardens redevelopment on the southwest corner of Eutaw Place and McMechen Street > Up to 1,500–2,500SF of first floor retail space in the future Pedestal Gardens redevelopment on the northeast corner of Eutaw Place and McMechen Street > Up to 1,500–2,500SF of first floor retail space in the future mixed-income multifamily building on the southeast corner of Eutaw Place and McMechen Street <p>3-2 Continue to work to identify redevelopment opportunities for the Save-A-Lot retail center</p>	<ul style="list-style-type: none"> • Developer Partner • CNIO • Memorial Apartments’ developer • City of Baltimore • BCPS 	<ul style="list-style-type: none"> • Local retail establishments • <i>Identify supporting funding sources</i> 	Short–Medium

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	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
NEIGHBORHOOD	4 Create first floor retail, office and community space along North Avenue		4-1 Designate first floors of development along the north side of North Avenue to be flexible, transparent spaces > Up to 7,500SF designated as retail at Park and North Avenue intersection > Up to 4,000SF designated as commercial/not-for-profit office space west of Bolton Street > Up to 4,000SF designated as community space west of Callow Avenue	Developer Partner	CNIO	Short-Medium
			4-2 Create new community-based committee with Reservoir Hill and Bolton Hill neighborhood association members to develop recommendations for preferred retail and community uses			
			4-3 Initiate city-led traffic studies to determine viability of traffic calming, narrowing of street width, and street extension to support development initiatives and the pedestrian environment (see Goal 9).			
			4-4 Coordinate with MICA to encourage assistance with landscape improvements on the southeast corner of Park and North Avenues.			

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

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NEIGHBORHOOD	5 <i>Maintain and preserve existing character</i>		5-1 Support efforts directed at maintaining the existing historic character of Central West Baltimore > CHAP designation > Low-cost money for current homeowners to meet historic standards, often more expensive	<ul style="list-style-type: none"> • Developer Partner • Neighborhood organizations • City of Baltimore 	CNIO	Immediate–Long
			5-2 Work with individual neighborhood groups to maintain a collaborative relationship and gain support for infill development initiatives > Require that new development initiatives are presented for review > Determine most appropriate mix of housing types, based on market analysis and community input > Determine most appropriate mix of affordable/workforce/market rate, based on market analysis and community input			
			5-3 Develop a “block-by-block” streetscape priority ranking to present to the city. If necessary complete priority lists by neighborhood to ensure fair representation			

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6 Reduce blight and vacancy.		<p>6-1 Support city's efforts under Vacants to Value, and help to identify the most viable properties to be targeted under the program</p> <p>6-2 Work with Druid Heights CDC and other community development corporations to create new affordable (both low-income and workforce) housing on vacant parcels</p> <p>> Identify priority blocks based on input from neighborhood groups</p> <p>6-3 Seek funding opportunities to subsidize rehabilitation of existing row houses into market-rate housing to maintain a mixed-income approach to housing initiatives</p> <p>> Approach surrounding institutions including MICA, to discuss funding initiatives that could create market-rate housing opportunity</p> <p>6-4 Promote use of the Home Improvement Property Tax Credit</p> <p>6-5 Residential Renewable Energy Tax Credits that provide 30% tax credit for systems placed in service before December 31, 2016. Eligible systems include solar energy, geothermal heat pumps, and residential fuel cells.</p>	<ul style="list-style-type: none"> • Developer Partner • Neighborhood organizations • City of Baltimore 	CNIO	Short-Medium

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 20 IMPLEMENTATION FOR NEIGHBORHOOD STRATEGIES

IMMEDIATE: 0-1 YEARS | SHORT-TERM: 1-3 YEARS | MEDIUM-TERM: 3-6 YEARS | LONG-TERM: 6+ YEARS

	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
NEIGHBORHOOD			6-6 Promote use of renovation / rehabilitation loans & programs > Acquisition / Rehabilitation Program > Baltimore City Deferred Loan Program > Baltimore City Lead Abatement Action Program (LAAP) > Be SMART Home Complete > Be SMART Home Energy Star > Federal Home Loan Bank of Atlanta Accessibility > Federal Home Loan Bank of Atlanta Energy Efficiency/Weatherization > HUD 203K Rehabilitation Loan Program > Lead Elimination Action Program (LEAP) > Maryland Housing Rehabilitation Program > Maryland Lead Hazard Reduction Grant Program > Neighborhood Housing Services of Baltimore (NHS) Home Improvement Loan > OHEP: Weatherization Program > SCOPE / Project 5000 > Senior Roof Repair Program > Vacants to Value			
			6-7 Petition the City to designate a Community Development Cluster within the planning area > Work with neighborhood groups to determine most appropriate location(s)			

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	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
NEIGHBORHOOD	7 Assist existing and attract new neighborhood amenities.		7-1 Identify existing successful local retail establishments both the planning area, city of Baltimore, and surrounding region, and promote the opportunities for locating an additional outlet within the planning area	CNIO	<ul style="list-style-type: none"> • Developer Partner • Neighborhood organizations • City of Baltimore 	Short-Long
			7-2 Subsidize retail rental costs in new developments to further encourage attraction and long-term success			
			7-3 Maintain contact with Druid Hills YMCA to discuss potential relocation to the northwest corner of McMechen and Eutaw Place as part of a block-wide redevelopment of the Eutaw-Marshburn School site.			
			7-4 Set aside up to 4,00SF of first floor of development at 325 McMechen Street Pedestal Gardens redevelopment for new workforce development center (see Workforce Development under People Strategies for full details)			
		8 Recommend changes to zoning policy	8A-1 Work with the City of Baltimore to determine most appropriate approach for seeking approvals for zoning revisions or variances.	<ul style="list-style-type: none"> • CNIO • Developer Partner 	City of Baltimore	Short-Medium
	9 Make transportation improvements to increase connectivity	Traffic calming	All of the initiatives for transportation will first require more in-depth analysis by the Baltimore Department of Transportation. The CNIO should work with the appropriate staff to convey the findings of the Transformation plan and initiate the appropriate traffic and transportation studies.	City of Baltimore	CNIO	Short-Medium
		Enhance biking conditions				
		Reinstate bus stops				

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IMMEDIATE: 0-1 YEARS SHORT-TERM: 1-3 YEARS MEDIUM-TERM: 3-6 YEARS LONG-TERM: 6+ YEARS						
	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
NEIGHBORHOOD	10 Facilitate Infill Development		<p>10-1 Accessing Available Assistance for Historic Rehabilitation. Almost every building in the study area is eligible for the historic tax incentives offered by the city, the state, and the federal government. If these incentives are properly used, they should bring an average of \$30,000 per unit to owner-occupied projects and \$20,000 per unit to rental and commercial projects. We estimate that approximately half of infill development in the study area will occur through the renovation of vacant and dilapidated houses that are eligible for historic incentives. A robust tax credit effort should be able to account for \$6 million in long-term gap financing. It is important to note, however, that historic tax credit funds are available only after the renovation is complete. There will be a need for \$6 million in short-term financing.</p>	City of Baltimore	<ul style="list-style-type: none"> • CNIO • Local CDCs • Local Developer Partner 	Short-Long
			<p>10-2 Create a Development Fund. To meet the \$14 million need for gap financing, a new development fund should be created and should raise \$10 million. The fund will have two components:</p> <ul style="list-style-type: none"> > \$2 million as a revolving loan fund to give short-term loans on projects that use historic tax incentives. Loans will be repaid from the proceeds of the historic incentives. We estimate that each loan will have a term of two years, making \$2 million an amount sufficient to support \$6 million in tax credits over six years. > \$8 million for permanent or long-term grants/loans. <p>The Implementation Organization should seek an established lender/loan servicer to administer the development fund under the IO's guidelines.</p>			

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IMMEDIATE: 0-1 YEARS | SHORT-TERM: 1-3 YEARS | MEDIUM-TERM: 3-6 YEARS | LONG-TERM: 6+ YEARS

NEIGHBORHOOD	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
			<p>10-3 Create or Partner with a Property-ownership Entity. Buildings and land will come on the market when there are no good buyers, and the IO will wish to free property for development. For these reasons, the IO will need to be able to buy and control property. The IO should either create a property-ownership entity or work with an existing non-profit entity whose mission and capabilities include property ownership and holding.</p> <p>While it is difficult to estimate the scale or expense of such an entity, it seems reasonable to budget for an organization that will own twenty vacant houses and twenty vacant lots at any given time. On the assumption that vacant houses will sell for \$20,000 and vacant lots for \$10,000, the ownership entity will need at least \$600,000 for acquisition. It is probably prudent to estimate a further \$5,000 per property per year for the expenses of ownership, or \$200,000. The total of \$800,000 will revolve as properties are sold or developed. Some funds will then revolve back into the development fund, while others will become part of the development fund's permanent or long-term gap financing.</p>			

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IMPLEMENTATION OF THE TRANSFORMATION PLAN

TABLE 21 IMPLEMENTATION FOR HOUSING STRATEGIES

IMMEDIATE: 0–1 YEARS | SHORT-TERM: 1–3 YEARS | MEDIUM-TERM: 3–6 YEARS | LONG-TERM: 6+ YEARS

	GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
HOUSING	1 Create successful mixed-income community on Pedestal Gardens site.		To be determined by the Choice Neighborhood Implementation Organization.	<ul style="list-style-type: none"> Developer Partner CNIO 	<ul style="list-style-type: none"> City of Baltimore Identify other partners 	Immediate–Long
	2 Redevelop Madison Park North and surrounding properties		To be determined by the Choice Neighborhood Implementation Organization.			
	3 Promote and participate in infill development.		<p>3-1 Collaborate with neighborhood organizations. The infill strategy targets city-owned and long-term tax delinquent properties. Each neighborhood organization within the planning area will develop a block-by-block list for infill development with recommendations for unit mix type, percent of rental versus ownership, and income mix. Each neighborhood will work to maintain the goals of the planning effort that prioritize mixed-income housing.</p> <p>3-2 Identify additional funding sources to subsidize development. The City of Baltimore has limited funds for housing development initiatives. The CNIO will work with the housing development partner to leverage additional funding to assist with infill efforts. Potential funding sources include:</p> <ul style="list-style-type: none"> > NSP Funding > New Market Tax Credits for larger scale initiatives > Low Income Housing Tax Credit (LIHTC) funding > Historic Tax Credits > Healthy Neighborhoods and other sources will be created over time and should be pursued 	<ul style="list-style-type: none"> Developer Partner (could be local CDC or other developer) CNIO 	<ul style="list-style-type: none"> City of Baltimore Identify other partners 	Short–Long

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IMMEDIATE: 0–1 YEARS | SHORT-TERM: 1–3 YEARS | MEDIUM-TERM: 3–6 YEARS | LONG-TERM: 6+ YEARS

GOAL	OBJECTIVES	ACTION ITEMS	LEAD	POTENTIAL PARTNERS/ FUNDING SOURCES	TIMEFRAME
		<p>3-3 Develop a mix of unit types. Housing units should include single-family row houses, stacked-flats, and conversion of previously commercial or institutional structures into larger multifamily housing.</p> <p>3-4 Promote City of Baltimore’s new Vacant-to-Value (V2V) program. Target up to 10–20 rehabilitations per year within the planning area.</p>			
4 Support large-scale adjacent housing initiatives		To be determined by the Choice Neighborhood Implementation Organization.	<ul style="list-style-type: none"> • Developer Partner (could be local CDC or other developer) • CNIO 	<ul style="list-style-type: none"> • City of Baltimore • <i>Identify other partners</i> 	Medium–Long
5 Environmental remediation, energy efficiency and sustainability		To be determined by the Choice Neighborhood Implementation Organization.	<ul style="list-style-type: none"> • CNIO • Developer Partner 		Immediate–Long

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