

Proposed

**FY 2021 Video Lottery Terminal Revenue
Spending plan**

Pimlico Local Impact Aid

JANUARY 6, 2020

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Introduction

As a result of the legislation authorizing casinos in Maryland, the City of Baltimore receives Video Lottery Terminals revenue (slots funding) dedicated for areas around Pimlico Racetrack through 2032. The Video Lottery Terminal revenue is allocated through an annual Spending Plan. This proposed Spending Plan focuses on FY21. As most of the funding is allocated towards implementation of the Park Heights Master Plan, this spending plan also highlights progress and key initiatives within Park Heights that are not funded with slots revenue.

Every year, the City receives projections from the State to create a Spending Plan based on estimates of how much revenue will be generated by slots machines at casinos in Anne Arundel County, Baltimore City, and Prince George's County. These estimates dictate the amount of funds included in the Spending Plan. For FY2021, the total amount estimated to be available is \$8,500,000.

At least 75% of the funds must be allocated for the Park Heights Master Plan area and the remaining funds may be allocated for neighborhoods around the Park Heights Master Plan area, as specifically defined by law (these areas are commonly referred to as the 1 Mile Radius). This spending plan allocates 85% of the funds to the Park Heights Master Plan, where the need is greatest, and 15% to the 1 mile radius.

This is the Proposed FY21 Spending Plan. Once the proposed plan is released, the Pimlico Community Development Authority (PCDA) provides advice to the Mayor on the Spending Plan. In order to provide advice that reflects community priorities, PCDA will host public meetings, a work session, and a presentation of PCDA recommendations on the proposed Spending Plan. Community residents have the opportunity to share feedback on the spending plan recommendations at the public meetings and via e-mail at pcda@baltimorecity.gov. The deadline for all public comments is January 27, 2019. PCDA will review the comments and provide advice to the Mayor, who finalizes the Spending Plan. The final Spending Plan is reflected in the City's budget and approved by the City Council.

New Spending Plan Recommendations

The FY21 Spending Plan includes a few new projects:

- **Pimlico Racetrack Pre-Development.** In FY21, funding is allocated for pre-development activities associated with the redevelopment of the Pimlico Racetrack including legal advisory services to establish Pimlico development entities, initial conceptual design, and community engagement activities.
- **Development Incentives and Homeowner Repairs (Edgecombe Circle Elementary).** Similar to the INSPIRE initiatives funded in FY18 and FY19 around Arlington and Pimlico Schools, incentives are available to help stabilize neighborhoods and promote new investment through the redevelopment of vacant properties and homeowner repairs around Edgecombe Circle Elementary School.
- **INSPIRE Housing and Community Development (Pimlico and Arlington).** One of the recommendations of the INSPIRE plans is to help stabilize neighborhoods and promote new investment around the newly modernized schools (Pimlico and Arlington). This initiative will enable CHAI to redevelop vacant homes around two 21st Century Schools in Park Heights – Pimlico and Arlington. Funds will be used for acquisition,

rehab, demolition and/or reconstruction of blighted and distressed homes; and a responsible homeowner campaign to engage residents and market homeownership opportunities.

- **Public Art in Park Heights.** Public art promotes a neighborhood identity, shows its sense of pride, and makes it more attractive for neighborhood investments. Exposure to art enhances a child's confidence and improves a child's lifelong outcomes. Funding is available for a transformational public art project, particularly around Edgecombe Circle elementary school. This community investment will come at a key moment for the school when Martin Luther King, Jr. is set to merge with Edgecombe Circle Elementary in 2020.
- **Facade Grants and Small Business Incubator Program.** To improve the exterior of commercial properties and attract new investment, the Baltimore Development Corporation (BDC) will provide façade improvements for Park Heights businesses and a Small Business Incubator Program. Funding for the Façade Improvements Grants will include a dollar-for-dollar match from BDC, which will create an impact on local businesses particularly around the racetrack. The Small Business Incubator Program will target vacant commercial space allowing for expanded retail opportunities.
- **Pimlico Safety Field Improvements.** Two fields are included in the concept plan for the Pimlico Safety fields at 3500 W. Northern Parkway. This investment includes funding for construction of the second field and pedestrian improvements. The fields will include properly graded baseball, football, and soccer fields; walking loop with benches; parking lot spaces; and ADA accessibility. Funding is also available for removal of the obstacle course when transferred to Baltimore City Recreation and Parks (BCRP).
- **INSPIRE Homeowner Repairs (Forest Park High School).** One of the recommendations of the Forest Park INSPIRE plan is to help stabilize neighborhoods and promote new investment around the newly modernized schools. Homeownership grants will assist homeowners with repairs, who are located in the INSIRE footprint (1/4 mile around Forest Park High school).
- **Public Safety (Citiwatch cameras - Garrison and Penhurst).** This investment continues the public safety effort to monitor high crime intersections with Citiwatch cameras. Two intersections received camera installations with FY17 slots funds. With evidence-based success and community support, funding will continue this public safety initiative.

Background

In 2007, the State legislature passed the Maryland Education Trust Fund – Video Lottery Terminals legislation (2007 SB 3), which provides slots revenue funding in the form of Local Impact Aid to jurisdictions that have casino facilities. The legislation also provides that a portion of the impact aid is directed to the area around the Pimlico Race Track. The current statute provides funds to the Pimlico Area for 20 years, through fiscal year 2032.

The statute provides that 5.5% of gross video lottery terminal (VLT) revenue is returned to the jurisdiction where a casino is located and is known as Local Impact Aid. Baltimore City receives 18% of the local impact aid allocation that is generated by the casinos in Anne Arundel County, Baltimore City, and Prince George's County for the Pimlico area. However, \$1,000,000 of the 18% is allocated to Prince George's County for the area near Rosecroft Raceway. For fiscal years 2015-2019, \$500,000 was directed to communities near Laurel Race Course. (The remaining 82% from the Baltimore City casino is also provided to Baltimore City. These funds are held separately and their use is guided by the Baltimore Casino Local Development Council.)

Of the funds that are earmarked for the Pimlico area, at least 75% must be allocated for the Park Heights Master Plan area and the remaining funds may be allocated for neighborhoods around the Park Heights Master Plan area, as specifically defined in the law.

Required Spending Plan

Pimlico Area Local Impact Aid is allocated to the Mayor and City Council, but under State Law the City is required to develop a spending plan for the expenditure of local impact grants in consultation with the Local Development Council, the PCDA.

This document is the required spending plan for FY 2021.

This is the FY21 proposed spending plan. Once the FY21 spending plan is finalized, it will be incorporated into the City's budget. Unlike previous spending plans, this spending plan is for a single year, given the uncertainty of the impact of the redevelopment of the Pimlico Racetrack on future spending plans. It is likely that future spending plans will include a debt service commitment to finance redevelopment and infrastructure at the Pimlico Racetrack. A proposed FY22 spending plan cannot be developed until after the loan terms are finalized in the General Assembly.

This spending plan includes the following required elements:

- Funds are used primarily for capital purposes benefitting economic and community development.
- The law requires that at least 75% of the funds are allocated in a manner that is consistent with the Park Heights Master Plan. In FY21, 85% of funds are allocated in a manner consistent with the Park Heights Master Plan.
- The remaining 15% is allocated to areas highlighted in blue, yellow, and tan on the attached map (Appendix A). These areas are census block groups that are at least partially within 1 mile of Pimlico Racetrack, but not within the boundaries of the Park Heights Master Plan; neighborhoods included in the Northwest Community Planning

Forum Strategic Neighborhood Action Plan; and/or any neighborhood within an area bounded by Liberty Heights Avenue, Northern Parkway, Druid Park Drive, and Wabash Avenue. Over time, changes to State law have modified the boundaries of the area beyond the Park Heights Master Plan, but collectively, these areas are commonly referred to as the “1 Mile Radius.”

- This proposed spending is being submitted for review to the Local Development Council, PCDA, prior to adoption or spending any funds. PCDA has 45 days to review the plan and will conduct public forums during that time. PCDA has the responsibility to advise the Mayor on priorities.

Spending Plan Format

Similar to the FY20 spending plan, this year’s spending plan includes general updates about the progress of implementation of the Park Heights Master Plan and major initiatives happening in Park Heights. Many of these initiatives are funded with other funding sources, but are included to provide context for the spending plan recommendations.

- **Park Heights Master Plan updates:** The Park Heights Master Plan was first adopted in 2006 and amended in 2008. Since then, many of the recommendations have been implemented or are in the process of being implemented. The Park Heights Master Plan section of this document highlights some of the key initiatives that are happening in Park Heights. Some of those recommendations have been implemented with the help of slots funds, and some have been implemented with other funding sources. These updates provide context for the spending plan recommendations.

Planning and Community Process

Over the last decade, Baltimore City has done extensive community plans for several of the areas eligible for slots funding. These plans serve as the foundation for the spending plan.

- **Park Heights Master Plan:** In Feb. 2006, the Park Heights Master Plan was adopted by the Baltimore City Planning Commission after more than two years of intense community process. The plan was amended in 2008. Hundreds of people participated in the planning process. The plan covers the area from Park Circle to Northern Parkway, Greenspring to Wabash. The plan includes recommendations for physical and human service redevelopment within Park Heights. Based on the Master Plan’s recommendations, Park Heights Renaissance, Inc. (PHR) was created with the mission of working with the community to implement the Master Plan’s recommendations.
- **Northwest Community Planning Forum SNAP:** In March 2005, the Northwest Community Planning Forum Strategic Neighborhood Action Plan was adopted by the Baltimore City Planning Commission. Hundreds of people participated in the planning process. The plan covers the portion of the City north of Northern Parkway and west of the Jones Falls Expressway, including the neighborhoods of Glen, Fallstaff, Cross Country, Cheswolde, and Mt. Washington. In 2010, the communities engaged in a process to update the plan; the updated plan was adopted by Planning Commission in December 2012. In the fall of 2013, the Northwest Community Planning Forum engaged residents in prioritizing recommendations in the SNAP plan.

- **Greater Northwest Community Coalition SNAP:** In April 2005, the Greater Northwest Community Coalition Strategic Neighborhood Action Plan was adopted by the Baltimore City Planning Commission. The Greater Northwest Community Coalition no longer exists, but many of the recommendations remain valid.
- **Liberty Heights LINCS:** The City conducted a planning process for the Liberty Heights corridor through the Leveraging Investments in Neighborhood Corridors initiative. The goal of this initiative is to enhance the aesthetics and the economic vitality of key gateways, while seeking to improve quality of life and increase community capacity.
- **INSPIRE Plans:** The Planning Department has led planning processes for the quarter mile around Pimlico Elementary Middle School, Arlington Elementary, and Forest Park High School and Calvin Rodwell K-8 to leverage the investment in these 21st century schools. The Planning Commission has adopted three INSPIRE plans in the Pimlico Local Impact Aid areas.
 - The Pimlico Elementary Middle School INSPIRE Plan was adopted by Planning Commission on November 9, 2017.
 - The Forest Park High School and Calvin M. Rodwell Elementary School INSPIRE Plan was adopted by Planning Commission on February 1, 2018.
 - The Arlington Elementary School INSPIRE Plan was adopted by Planning Commission on October 18, 2018.

Pimlico Racetrack

The Pimlico Racetrack Redevelopment plan will convert the current racetrack facility into a year-round events destination and community facility and create opportunities for 50 acres of new, private, mixed use, development surrounding the racetrack for a variety of housing, commercial space and retail amenities. The concept will require changes to the current Planned Unit Development (PUD) and existing zoning. A new, modern clubhouse will be constructed and Pimlico's antiquated grandstand and clubhouse will be demolished. The track rotated 30 degrees to the northeast to maximize the layout of the site to create multiple new development parcels. The plan proposes 6 athletic fields in the infield, areas to host markets and festivals, and banquet and event space in the new clubhouse/events center. Use of the athletic fields, infield, and event spaces will be subject to use and management agreements between the facility operator and users, but certain public access will also be incorporated. Pimlico will have fewer fixed structures and more flexible spaces that could be customized and reconfigured for different kinds of gatherings and events. The City anticipates that the Baltimore Development Corporation (BDC) will lead a competitive, public process for the 50 acres of new development, aligned with a site master plan approved by the City. Sinai Hospital proposes to invest approximately \$150 million in new campus buildings to the east of the racetrack on land owned by the hospital.

The current plan to rebuild Pimlico has been agreed upon by The Maryland Jockey Club (the owners of Pimlico and Laurel Park) and the City of Baltimore. The Maryland Jockey Club has also developed a \$100+ million redevelopment plan for the Laurel Park Racetrack. The Pimlico and Laurel Park projects must be handled concurrently because the funding sources and horseracing operations are linked – it is impossible to do Pimlico without Laurel Park and vice versa. The State legislature must extend several existing funding sources and authorize the Maryland Stadium Authority to handle both construction projects. One state bill is being drafted to contain all of the various elements necessary to move both the projects forward in the 2020 legislative session of the Maryland General Assembly (MGA).

The total cost to rebuild both Pimlico and Laurel Park is \$375 Million. The MSA will issue bonds totaling \$348 million to fund construction. The remaining \$27 million will come from an existing state account for track upgrades known as the Racetrack Facilities Renewal Fund. The cost of paying back the bonds is projected to be \$17 million annually over 30 years and funds will derive from a portion of three existing sources: 1) Racetrack Facilities Renewal Account (\$8.5M/yr), 2) Thoroughbred Purse Dedication Account (\$5M/yr), and 3) Pimlico Local Impact Aid (about \$3.5M/yr). The Racing Facilities Renewal Account and the annual amount of the Pimlico Local Impact Aid required for the bonds will need to be extended by the General Assembly beyond the existing 2032 sunset in order to be used for bond repayment.

Spending Plan Recommendations:

- ***Pimlico Racetrack Pre-Development Activities:*** *In FY21, \$200,000 in slots funds is allocated for pre-development activities associated with redevelopment of the Racetrack including legal advisory services to establish Pimlico development entities, initial conceptual design, and community engagement activities.*

- Private development
- Stables/paddock
- Clubhouse/event center
- Seats/suites/lounges/dining
- Infield/playing fields



Site Plan Source: Populous



Image: Concept of Pimlico Racetrack redevelopment.

Park Heights

Master Plan Updates and Spending Plan Recommendations

Since 2006, the Park Heights Master Plan has been addressing the desire for neighborhood transformation by providing a blueprint for positive change. The Plan has guided investments and leveraged resources to improve the built environment, revitalize distressed neighborhoods and address vacants, increase economic opportunities, and enhance the quality of life. Through Video Lottery Terminal (Slots) Revenue, in combination with other leveraged public-private investment, much has been achieved in Park Heights to improve the physical appearance and social conditions in the Park Heights Community. A significant amount of slots funding has been dedicated to this 1,500 acre community coupled with additional programming around education and public safety. Park Heights is at a transformative moment and the commitment and desire remains strong to create a community of physical and social well-being, a community of character, a community of opportunity, and a healthy community as envisioned in the Park Heights Master Plan.

This section includes

- **Master Plan Updates:** The Park Heights Master Plan was first adopted in 2006 and amended in 2008. Since then, many of the recommendations have been implemented or are in the process of being implemented. This section highlights some of the key initiatives that are happening in Park Heights. Some of those recommendations have been implemented with the help of slots funds, and some have been implemented with other funding sources. These updates provide context for the spending plan recommendations.

This section is organized into the following categories: Physical Redevelopment; Education; Human Services; Public Safety; Recreation; Beautification; Transportation; and Organizational Support and Neighborhood Initiative Competitive Grants.

Physical Redevelopment

Major Redevelopment Area

One of the key components of the Park Heights Master Plan is the redevelopment of the Major Redevelopment Area (MRA) in Central Park Heights. The 62 acres centered on Park Heights and Woodland Avenues were comprised of nearly 600 properties, of which approximately 400 were vacant buildings and lots, and represented the most blighted and distressed area within the entire 1,500 acre Master Plan. Redevelopment could accommodate hundreds of new housing units, along with new parks, streetscape improvements, and other amenities.

New housing should include a wide range of housing types—from freestanding single-family houses to row houses to multi-family—reflecting the diverse nature of demand. Single family detached housing should be built in the eastern section of the redevelopment area to continue the single family detached housing pattern that exists in Cylburn. Density will be higher on Park Heights Avenue, creating an urban boulevard at the core of the new development. In addition, new housing should be mixed-income to preserve the community's diversity and offer better housing opportunities to existing residents. The city's initial assumption is that 25% of the new housing units would be affordable. Within this 25%, there should be an even mix of low-income

housing units and moderate income housing units financed through tax credits and other housing subsidy programs. Major new housing will provide high quality affordable housing options to current residents and effectively begin to break down the concentration of poverty that currently exists in Park Heights. Park Heights has 50 times more children living in poverty per square mile than the Baltimore region. Children who are born into poverty are more likely to be poor as adults. In addition, researchers have found that there is a correlation between individuals living in geographic concentrations of poverty and reduced chances of individual success.

Before new development can occur, the City has dedicated a significant portion of slots revenue to the 62 acre MRA including acquisition all of the properties in the MRA, relocating existing residents, and demolition of existing structures. The MRA includes 625 properties. Of the 625 properties, 26 have been identified for stabilization (4700 and 4600 blocks of Pimlico), 583 have been acquired, 155 families have been relocated, and 9 properties are currently in the acquisition process. Approximately \$13 million has been spent to date on these activities.

In September 2019, the Baltimore City Department of Housing and Community Development selected a developer for the first 17.3 acres through a competitive Request for Proposals (“RFP”). The NHP Foundation and the Henson Development Company were the selected team awarded the development rights and responsibilities for redevelopment of the area. The project will consist of 286 housing units, a neighborhood park, pocket parks, community garden space, and an urban plaza.

Spending Plan Recommendations:

- ***Major Redevelopment Area:*** *In FY21, \$437,000 in slots funds will support pre-development costs associated with the MRA (relocation). If the entire amount is not needed for pre-development costs, funding will be used for infrastructure within the MRA.*



Map above: Site plan of the redevelopment of the MRA 17.3 acres.

INSPIRE Housing and Community Development

Two schools in the Park Heights Master Plan area are included in the 21st Century School Buildings Program: Pimlico Elementary/Middle School and Arlington Elementary School. To leverage the 21st Century Schools Initiative, and to enhance the connection between the schools and the surrounding neighborhoods, the Department of Planning (DOP) launched a program called INSPIRE, which stands for Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence. This planning program focuses on the neighborhoods surrounding each of the schools, specifically the quarter-mile around the schools.

One of the recommendations of the INSPIRE plans is to provide incentives to developers and residents to help stabilize neighborhoods and promote new investment around the newly modernized schools.

In FY18, \$750,000 in slots funds was allocated for development incentives and homeowner repairs around Pimlico Elementary/Middle School, with particular focus on Oakley Avenue near the school. This investment complements the revitalization work on the 4800 block of Pimlico Road. HCD used \$750,000 in bond funds to rehab the City-owned houses in the 4800 block of Pimlico Road, directly facing the school, for homeownership opportunities. Also, in FY19, \$750,000 in slots funds was allocated for development incentives and homeowner repairs around Arlington Elementary School.

Spending Plan Recommendations:

- **INSPIRE Development Incentives (Arlington and Pimlico):** In FY21, \$275,000 in slots funds are allocated for CHAI to redevelop vacant homes around two 21st Century Schools in Park Heights – Pimlico and Arlington. Funds will be used for acquisition, rehab, demolition and/or reconstruction of blighted and distressed homes; and a responsible homeowner campaign to engage residents and market homeownership opportunities.



Image above: Homeowner roof repairs funded through the INSPIRE/slots incentives.

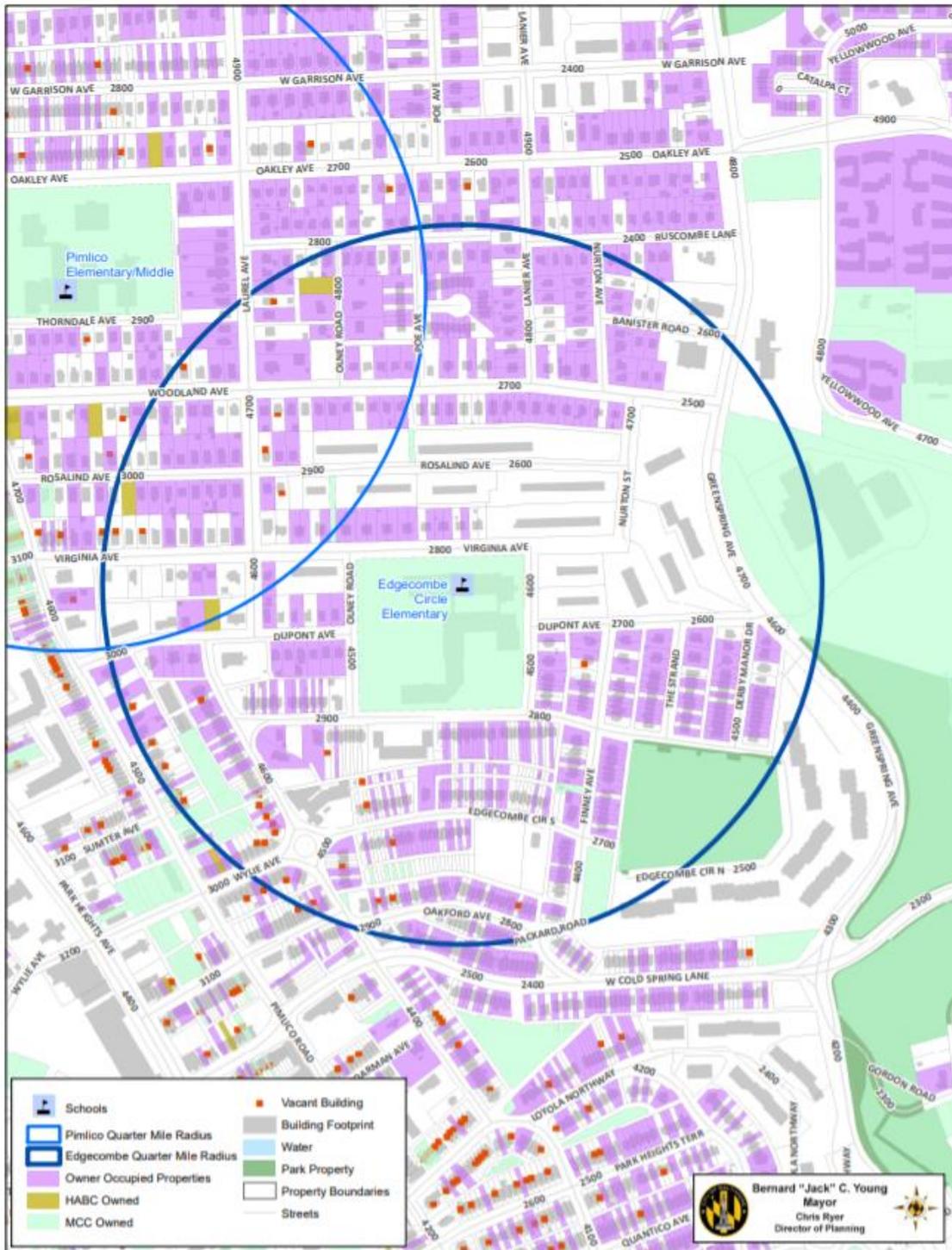
Development Incentives and Homeowner Repairs (Edgecombe Circle Elementary School)

In Fall of 2020, Martin Luther King, Jr. Elementary School is merging with Edgecombe Circle Elementary School. Kipp Ujima Village Academy has already relocated from nearby Greenspring Avenue. The Department of Planning and the Baltimore City Public Schools are working together to examine the walking routes from MLK to Edgecombe, along with the Department of Transportation on needed pedestrian improvements.

Furthermore, to strengthen the housing market around Edgecombe Circle Elementary as its student population grows, the Department of Housing and Community Development (DHCD) will provide incentives to developers and grants to residents to help stabilize the surrounding neighborhoods and promote new investment around the schools. This initiative mirrors the INSPIRE development incentives and homeowner repairs around the 21st century schools.

Spending Plan Recommendations:

- **Development Incentives and Homeowner Repairs (Edgecombe):** Similar to the INSPIRE initiatives funded in FY18 and FY19 around Arlington and Pimlico Schools, \$700,000 in slots funds is available for development incentives and homeowner repairs to help stabilize neighborhoods around Edgecombe Circle Elementary School.



Map above: Focus area around Edgecombe Circle Elementary School.

Completed Residential Redevelopment

Several significant residential developments have recently been completed in Park Heights:

- **Monte Verde.** Greenhill Apartments, located at 2501 Violet Avenue, was a run-down complex that had seen no major capital investment since it was built in the 1970s. Greater Baltimore AHC, one of the City's key partners in preserving affordable housing, purchased the property and renamed it Monte Verde. A \$30 Million investment preserved 301 units of affordable housing for the elderly, frail elderly, and nonelderly disabled.
- **Violet Avenue.** Greater Baltimore AHC renovated homes in the 2600-2800 blocks of Violet Avenue, adjacent to the Monte Verde Apartments, with the goal of creating a new market in Park Heights.
- **Restoration Gardens.** Located at 3701 Cottage Avenue, Restoration Gardens is a former school that was converted in 2010 to 42 affordable apartments for young adults who were either homeless or have transitioned out of the foster care system. Total investment was \$5.6 million, which included \$3.725 million provided by the State, \$1.7 million provided by the City of Baltimore, and \$175,000 of private funds.
- **Renaissance Gardens.** This project is located at 4311 Pimlico Road. Through a partnership between PHR, Comprehensive Housing Assistance Incorporated (CHAI), and Baltimore City, this long-time community blight ("the Ranch") was redeveloped as Renaissance Gardens, consisting of 60 units of affordable housing for low-income seniors. The nearly \$9 million needed to complete the project was provided through the HUD Section 202 Program, supplemented by Baltimore City HOME Funds and private sources.
- **Harry and Jeanette Weinberg Family Community Center.** Located at 4613 Park Heights Avenue, this three story facility provides recovery services for pregnant and/or single parenting women with their young children. Unique to this facility are 18 apartments for post-treatment families, offering affordable housing and a new beginning towards a lifetime in recovery. The \$5.775 million facility includes \$1.675 Million in State funds, supplemented by City of Baltimore, federal, and private sources.

These development projects were built without the use of slots funding and show additional investment in Park Heights from private and public sources.

Future Development Opportunities

Although some development has recently occurred, there are many development opportunities remaining in Park Heights. Below is a list of potential sites and development projects:

- **Wylie and Reisterstown Road.** The City-owned lots at Wiley Avenue and Reisterstown Road would be suitable to build a mixed-use development site. The ground floor could consist primarily of retail suites and floors two through six could consist of senior apartments. Quality, affordable senior apartments are of great need in Park Heights, especially in a location close to transportation and retail. The site is served by three bus lines and the metro and is directly across the street from the Zeta Center, a thriving

senior center. A retail component would upgrade the existing retail at the site and provide an opportunity for the expansion of necessary goods and services.

- **Park Heights and Rosewood Avenue.** HCD completed assembly of properties on the 2600 block of Rosewood Avenue, between Pimlico Road and Park Heights Avenue. 84 units of new development are proposed at this site, along with non-residential uses such as offices for PHR. The redevelopment of this site will provide an important link between Renaissance Gardens senior housing on Pimlico Road at Rosewood and transit and other services on Park Heights Avenue. The new development should include a presence on Park Heights Avenue itself.
- **Loyola Northway.** PHR is renovating 13 vacant homes in the 2600 block of Loyola Northway and constructing a pocket park. The pocket park will improve the physical landscape and link Renaissance Gardens senior housing to Loyola Northway. Acquisition and design work has already commenced.
- **4800 block of Park Heights Avenue.** Within the Major Redevelopment Area, the east side of the 4800 block of Park Heights Avenue would be suitable for a multi-family development. The site is near the expanded CC Jackson Wellness and Fitness Center and park and next to the new Kaboom playground. While most of the Major Redevelopment Area will need to be incorporated into a phased development plan, this site could be a stand-alone development project to kick off new development in the area.
- **4700 block of Park Heights Avenue.** The east side of the 4700 block of Park Heights Avenue is within the Major Redevelopment Area and across from the first 17.3 acres of redevelopment in the MRA. New development should be designed to create a significant presence on Park Heights Ave. and be designed to complement the development across the street. This project could provide a social, community, and public benefit to Park Heights.
- **West Cold Spring Lane:** 3025 W. Cold Spring Lane is a transit oriented development (TOD) site across from the West Cold Spring Metro station. The developer (Conifer) received a competitive 9% Low Income Housing Tax Credit Award. 163 units are proposed for this site including an urban plaza at the corner E. Wabash and W. Cold Spring Lane.
- **Oswego Mall.** At this Public Housing complex, the Housing Authority of Baltimore City received initial approval from the U.S. Department of Housing and Urban Development for the Rental Assistance Demonstration (RAD) program. RAD provides HABC and a developer a way to stabilize, repair, or replace aging public housing properties.

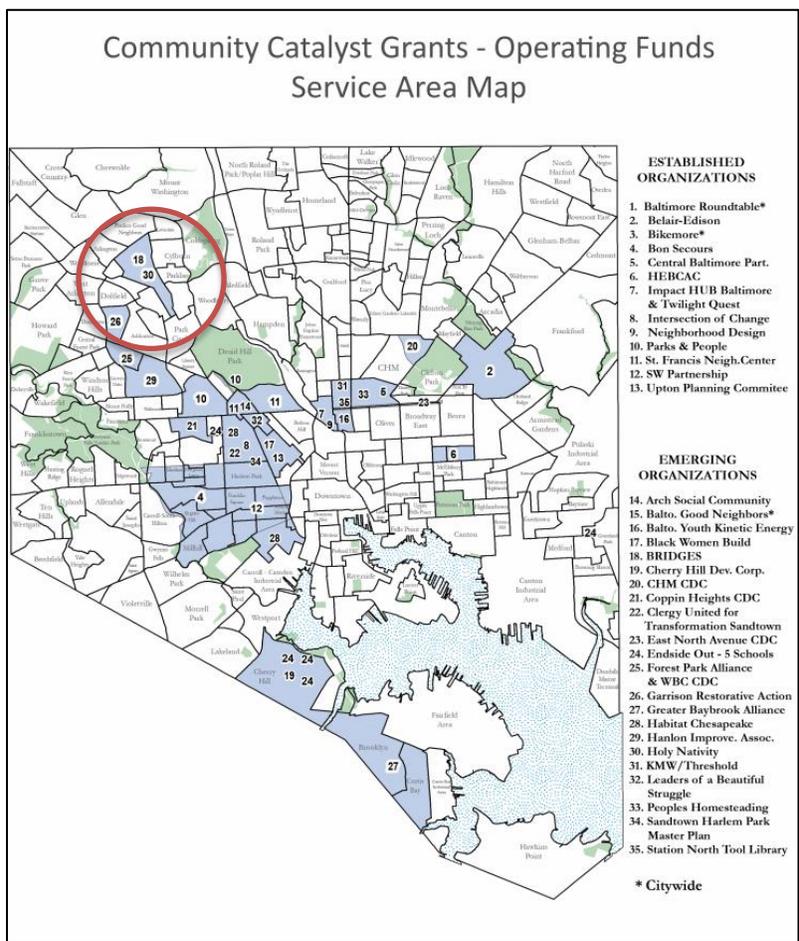
To facilitate visible change in Park Heights and promote physical redevelopment, slots funds could be used in conjunction with other funding sources (Project CORE, LIHTC, HOME, etc.) to help bring these projects to fruition or to facilitate surrounding neighborhood improvements.

Community Catalyst Grants

In 2018, the City of Baltimore launched the Community Catalyst Grants Program (CCG) to support locally driven community development work. The program provided up to \$3 million in capital funds and up to \$2 million in operating funds for community-driven revitalization efforts.

Eligible organizations included community development corporations, neighborhood-based development organizations, umbrella organizations and other neighborhood-based organizations. Eligible projects support locally-driven revitalization initiatives and help advance neighborhood revitalization and transformation.

Operating grant applications were received during the first phase of the program and that applications process is now closed. Park Heights Operating grants were awarded to BRIDGES (\$70,000) and Holy Nativity St. John's Development Corporation (\$50,000).



Source: DHCD's website <https://dhcd.baltimorecity.gov/nd/community-catalyst-grants>

The Department of Housing and Community Development also awarded 2019 capital grants. One of the capital grant awards includes \$300,000 for BRIDGES to support a mixed-income housing development in Park Heights offering families affording rental housing and townhomes for homeownership.



State of Maryland Neighborhood Revitalization Program awards

In November 2019, more than \$30 million was awarded for neighborhood revitalization program awards. State revitalization programs include the Community Legacy program, the Strategic Demolition Fund, the Baltimore Regional Neighborhood Initiative (BRNI), the National Capital Strategic Economic Development Fund, and the Seed Community Development Anchor Institution Fund. All five revitalization programs are managed by the MD Department of Housing and Community Development and support business expansion and retention; streetscape improvements; homeownership and home rehabilitation incentives; commercial improvement programs; mixed-use development, and strategic demolition.

The BRNI program, designed to support development and strategic investment, includes awards for four initiatives pertinent to Park Heights: NW Baltimore Partnership (\$75,000), CHAI's acquisition, homeownership, and renovation initiatives around two 21st century schools in INSPIRE areas (\$100,00), Park West Health System – Capital Expansion (\$200,000) and Sinai Hospital-Lifebridge Health's Center for HOPE (\$250,000).

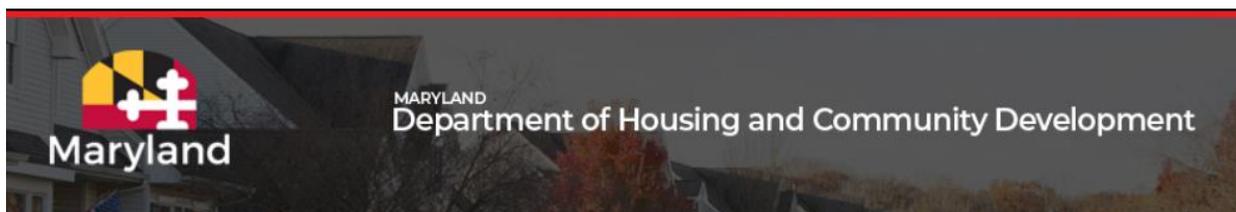
Tables below: MD Dept. of Housing and Community Development - FY19 Neighborhood Revitalization Awards – BRNI and SEED

Baltimore Regional Neighborhood Initiative				
County	Organization Name	Project Name	Project Description	Total Award Amount
Baltimore City	Comprehensive Housing Assistance, Inc.	Northwest Baltimore Partnership Operations and Coordination	Funding to support the operations, administration, management, and coordination of the partnership.	\$75,000
Baltimore City	Comprehensive Housing Assistance, Inc.	Acquisition - Renovation - Homeownership Program	Acquire vacant and blighted properties in Northwest Baltimore City to renovate and sell to homeowners.	\$100,000
Baltimore City	Comprehensive Housing Assistance, Inc.	Park West Health System Capital Expansion Project	Renovate existing 2nd and 3rd floors to accommodate the expansion of services and the integration of new behavioral health services.	\$200,000
Baltimore City	Comprehensive Housing Assistance, Inc.	Center for Hope	Construction of a new facility that will house multiple partner agencies responsible for a variety of violence prevention and intervention programs.	\$250,000

The Seed Community Development Anchor Institution Fund provides grants and loans to anchor institutions for community development projects in blighted areas of the state. To be eligible for a grant or loan, an institute of higher education or a hospital must provide evidence of matching funds from a private source. The Seed fund awarded \$2.5 million to four projects including \$750,000 for Sinai Hospital-Lifebridge Health's Center of Hope, a new facility that will house multiple partner agencies responsible for a variety of violence prevention and intervention programs.

Seed Community Development Anchor Institution Fund				
County	Organization Name	Project Name	Project Description	Total Award Amount
Baltimore City	Sinai Hospital of Baltimore, Inc.	Center for Hope	Construction of a new facility that will house multiple partner agencies responsible for a variety of violence prevention and intervention programs.	\$750,000

Complete list of FY19 neighborhood revitalization awards: https://governor.maryland.gov/wp-content/uploads/2019/11/2019-NR-Awards-List_Final.pdf



Education

21st Century School Buildings

The 21st Century School Buildings Program is replacing and renovating schools throughout Baltimore City to help transform student opportunities and achievement, provide jobs and resources to families, and help revitalize neighborhoods. The 21st Century School Buildings Program supports excellence in teaching and learning with flexible and adaptable space, learning areas designed for interaction and collaboration, and technology-equipped classrooms, enabling students to meet today's—and tomorrow's—high standards, and will provide communities with a shared public resource that will enrich their neighborhoods. Two schools in the Park Heights Master Plan area are included in the 21st Century School Buildings Program, Pimlico Elementary/Middle School and Arlington Elementary School. Each modernized 21st Century school represents tens of millions of dollars of public investment and an opportunity to leverage this investment to make other improvements in the neighborhood.

Pimlico Elementary/Middle School's modernization represents a \$45 million investment (combination of City, State, and City Schools funding; no slots funding). The modernized Pimlico Elementary/Middle School building and site is different from the old school in many ways. Flexible and adaptable space, learning areas designed for interaction and collaboration, and technology-equipped classrooms were added. Below are some of the highlights:

- As historically and architecturally significant, parts of the 1910 and 1924 buildings were stabilized and preserved, including the historic front facades of the buildings. The majority of the 1972 building was demolished. The project consisted of a modernization and addition to connect all the buildings together while creating separate zones for the elementary school classrooms, middle school classrooms, activities, and community space.
- The auditorium and stage were retained and renovated; there is a new bright gym with large, clerestory windows and a new addition for fine arts.
- The new media center is located in the Historic portion of the building with wood finishing.
- To make the school available as a resource to the surrounding neighborhood, parents, partners, and community members have access to the gym, library, and cafeteria after school hours.
- Highlights of the community space include a food pantry, a Family Resource Suite, and a Wish List Depot (to provide space for donated supplies for teachers and their classrooms).
- Outdoor space includes parking, a bus pull-off along Pimlico Road, a main lawn, playgrounds, outdoor classrooms, hard surface play area, and a play field.



Image above: Photo of the modernized Pimlico Elementary Middle School.

Arlington Elementary School’s modernization represents a \$35 million investment (combination of City, State, and City Schools funding; no slots funding). The modernized Arlington school building and site will be different from the old school in many ways. Flexible and adaptable space, learning areas designed for interaction and collaboration, and technology-equipped classrooms will be featured. Below are some of the highlights:

- A brand new addition and separate entrance, drop off and parking lot, dedicated to the expanded Early Childhood Development Center with a Judy Center and Headstart program
- The auditorium and stage are being retained and renovated; as well as a library/media center and a gym
- To make the school available as a resource to the surrounding neighborhood, parents, partners, and community members will have access to the gym, library, and cafeteria after school hours.
- Highlights of the community space include a food pantry, Family Resource Suite, flex office space to house their existing partners such as Experience Corps members, Home Instruction for Parents of Preschool Youngsters (HIPPO) program, and the Boys and Girls Club after school program
- Outdoor space features include new pathways connecting to: a new bus drop off, new parking lots, the back of the school along Beaufort and Cuthbert—all leading to the renovated main entrance to provide pedestrian and handicap access to the building; additionally, a main lawn, playgrounds, outdoor classrooms, walking paths, hard surface play area, and a large grass play field



Image above: Arlington Elementary School Ribbon Cutting – Aug. 28, 2019.

INSPIRE

To leverage the 21st Century Schools Initiative, and to enhance the connection between the schools and the surrounding neighborhoods, the Department of Planning (DOP) launched a program called INSPIRE, which stands for Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence. This planning program focuses on the neighborhoods surrounding each of the schools, specifically the quarter-mile around the schools.

Here are some of the highlights from the Pimlico Elementary Middle School INSPIRE Plan:

- The Planning Commission officially adopted the Pimlico Elementary Middle School INSPIRE Plan on November 9, 2017.
- The Baltimore City Department of Transportation and the Department of Planning's INSPIRE Program applied in partnership to the Maryland Department of Transportation – State Highway Administration's Safe Routes to School 2018 grant for improvements in pedestrian safety around Pimlico Elementary Middle School (EMS) and received the grant award. The goal of the project is to comprehensively address transportation safety by improving conditions for pedestrians and students walking and bicycling to the school in the Pimlico EMS INSPIRE area.
- Pimlico Triangle Community Managed Open Space: Through a series of design charrettes with the community and students, two vacant lots across the street from the school have been transformed into a community managed open space with native plantings and places for sitting. The second phase of the project included the closure of a leg of the intersection and removal of the pavement, on Thorndale Avenue between

the two improved spaces, to create a pedestrian plaza and minimizing a conflict point for students and cars. A partnership between INSPIRE and the Baltimore Office of Promotion and the Arts (BOPA) resulted in talented artists engaging the community to create a transformational installation of permanent street art and a sculpture at the site. The Safe Routes to School grant includes traffic calming interventions with a raised crosswalk at Thorndale and Pimlico, which will connect the school with the space.

- An important goal of INSPIRE is to identify and prioritize opportunities for Investing in Housing and Market-Strengthening Opportunities. HCD rehabbed the City-owned houses in the 4800 block of Pimlico Road, directly facing the school. To compliment this effort, HCD has development incentives available to redevelop vacants on Oakley Ave. near the school.
- During the summer of 2018, the two Park Height's INSPIRE areas – Arlington and Pimlico – served as a host to an Art @ Work Site. Art @ Work is produced by BOPA in partnership with Jubilee Arts, and hires youth to work under the direction of a professional artist to create highly-visible murals throughout neighborhoods. Through Art @ Work, murals were created at the Callowhill Aquatic Center inspired by community interview. Murals were also painted on flowerboxes that were installed in resident's yards on the 4800 block of Pimlico.



Image above: Art@work on the 4800 block of Pimlico Road. Photo credit: BOPA.

Here are some of the highlights from the Arlington Elementary School INSPIRE Plan:

- The Planning Commission officially adopted the Arlington Elementary School INSPIRE Plan on October 18, 2018
- INSPIRE, community residents, and Civic Works completed the process of designing a community garden near the school, where students and community members will be able to grow food. This garden will creatively reuse a vacant lot and address blight on a prominent corner where children and community members travel to and from the school. Implementation of the community garden is underway.
- Through Art@Work, a mural was created on Cuthbert Avenue adjacent to an active green space in conjunction with the Cordelia, Cuthbert, Hayward and Beaufort Neighborhood Association (CCHB). Additionally, BOPA led a Call-for-Artists and selected an artist to lead in the creation of the entrance and community sign for the Arlington INSPIRE Community Garden.



Image above: Art@work at 5532 Cuthbert Avenue. Photo credit: BOPA.

Spending Plan Recommendations:

- ***INSPIRE Housing and Community Development (Arlington and Pimlico):*** In F21, \$275,000 in slots funds will be used for development incentives around Arlington and Pimlico Elementary Schools. See *INSPIRE Development Incentives* above.

Arlington INSPIRE Community Garden



Image above: Arlington INSPIRE Community Garden "Artistic Gate" at Hayward and Cuthbert.

Pimlico Triangle Community Managed Open Space



Images above: Pimlico INSPIRE community project – horizontal mural and sculpture. Photo credit: Fall Newsletter from Artist Whitney Frazier.

Library

Park Heights residents have strongly desired a library after the local branch closed about fifteen years ago. Creating a library in Park Heights that provides internet access, computer trainings, literacy classes, etc. was one of the highest priorities expressed by residents during the Park Heights Master Plan planning process.

In FY18, \$50,000 in slots funds was allocated to conduct a feasibility study to determine the viability, programs, and potential locations for a new library. With an additional contribution of \$7,774 from Enoch Pratt, the study began in Winter 2017 and was available on PCDA's website in June 2018. A joint community meeting was held with the Department of Recreation and Parks in Fall 2018 to present the draft feasibility study and the various library services (e.g. lending library, reference resources, computer stations, meeting space, etc.). The study included an analysis of multiple sites. In FY19, \$500,000 in slots funds was allocated for design of the new library, which is the next phase after completion of the study. In FY20, \$2,000,000 in slots funds was allocated for construction of the library.

Spending Plan Recommendations:

- ***Library (construction):*** *In FY2021, \$2,000,000 is programmed towards construction of the library. The total cost to build the library is likely to be \$15-\$18m; slots funds will be used to leverage other funds to complete this project.*



Images: examples of early learning and children's literacy services, technology, and collaboration spaces.

Educational Programming

Home Instruction for Parents of Preschool Youngsters (HIPPY) is an evidenced-based program that works with families in the home to support parents in their critical role as their child's first and most important teacher. The program takes HIPPY staff or "Home Visitors" into the home to work with parents using a set of carefully developed curriculum, books and materials designed to strengthen children's cognitive skills, early literacy skills, social/emotional and physical development. Currently the program has 4 Home Visitors and 1 Coordinator. 35 families are currently enrolled in the program. The program is administered by PHR.

In addition, PHR provides grants to each of the four public schools in Park Heights to support school activities and provide opportunities for students. The Student Supports and Opportunities (SSO) grants respond to the budgetary constraints and the need for additional fiscal support for local schools. SSO grants include: Field Trips and off-site learning experiences (e.g., MD Science Center and MD Zoo); on-site academic, enrichment or youth development activities; student, family and/or community engagement events (e.g., festivals, productions, Homework Diner events); professional development, software access, and learning experiences for school and/or OST staff, which is directly related to managing or improving student outcomes.

Spending Plan Recommendations:

- **Education (HIPPI, school grants):** *In FY21, \$100,000 in slots funds is allocated to continue the HIPPI program and school grants.*

Human Services

Human Services

From FY 2015 – FY 2017 the Mayor’s Office of Human Services (MOHS) contracted with the Family League of Baltimore to administer and manage the Video Lottery Terminal funding that supports human services. Through a community-led needs assessment it was decided that these funds should be spent on youth programs in the Park Heights Master Plan area. Family League worked with local providers to fund multiple organizations partnering to deliver youth services. Programs included: Project Engage, the Kujichagulia Center, Project PAYE, Project Exposed and Project STEAM. During this time there was a gap in funding for summer services with VLT dollars.

In FY2018, it was decided to use VLT dollars to fund youth programs during the school year AND the summer. That summer (2017), \$243,000 was awarded to programs in Park Heights serving 310 youth in the community. The emphasis was on serving youth between the ages of 14 and 24. MOHS joined 11 other corporate and philanthropic funders that use a common application to fund high-quality summer programs in Baltimore City. All of these summer proposals were reviewed by community and youth panels. Also that summer, MOHS became aware from local police and community members that middle school students were underserved and had limited access to programming. MOHS worked with a local foundation to run a middle school arts program out of Langston Hughes which brought together the middle school students and local police officers over the summer.

For the school year (2017-18), MOHS incorporated the VLT dollars into the City’s community-based OST RFP. Applications were reviewed with Park Heights community members for programs happening in Park Heights. In total 6 programs were awarded \$267,000 to serve 150 students during the school year. Programs include: Catherine’s Children & Family Services, Excellence & Ambition (Soft Skills Program), Grace Presbyterian Afterschool Program, Sisters Saving Park Heights, Smart Steps @ MLK and Treatment Resources for Youth, Inc.

In December 2018, Family League of Baltimore issued an RFP for youth program funding which included \$440,000 in Video Lottery Terminal Funds for programs in the Park Heights Master Plan area. FY19 VLT funded awardees include: Excellence & Ambition, Inc. (\$50,000), Full Gospel Fellowship Church of Deliverance, Inc. (\$104,900), Liberty Village Project (\$55,000), Smart Steps Youth Services, Inc. (\$50,000), NEWfit (\$19,500), Catherine’s Family and Youth Services, Inc. (\$45,000) and Sisters Saving Park Heights (\$115,600). Awards were issued in February 2019.

Spending Plan Recommendations:

- **Human Services (Out of School Time):** *In FY21, \$520,000 in slots funds is allocated for Out of School Time programs, including afterschool and summer programs. This area of need was identified as a priority for human services by community members. Of the \$520,000, funding is available for grant administration, technical assistance, and management of human services projects by Family League.*



Image above:
Afterschool programming - Catherine's Family and Youth Services.



Image above: Youth learn guitar at Grace Presbyterian.

The Langston Hughes Community, Business, and Resource Center

The LHCBC is providing business, resource, and educational enrichment resources for the Park Heights community. The Langston Hughes site is a closed school transformed into a resource hub. This funding will help the Department of General Services (DGS) to pay for operating expenses for the building, such as utilities, maintenance, and security, or capital repairs such as roof replacement and switch panel replacement. The city currently maintains the building and pays all utility expenses. The city also provides trash pickup, mowing, and snow and ice removal.

Spending Plan Recommendations:

- ***LHCBC Operating Expenses:*** *In FY21, \$100,000 in slots funds is allocated to for the Department of General Services to cover operating expenses for the building, such as utilities, maintenance, and security or capital repairs such as roof replacement and switch panel replacement. The LHCBC is expected to conduct additional fundraising to grow the organization's capacity and provide long term sustainability.*

Public Safety

Micro Zones

The Baltimore Police Department has implemented a new “place-based policing strategy” which requires patrol and other officers to spend additional time in the micro zones within their posts, doing community policing or enforcement. Baltimore Police Officers will spend more time in the 120 “micro-zones” across the city that have seen high rates of violence over the past five years. The zones, which are two blocks long by two blocks wide, were the location of 30% to 40% of all serious violent crimes in the city in the past five years.

Safe Streets

The Park Heights Safe Streets program operates in Baltimore City Police Department Post #614. The police post includes Wylie Avenue, parts of Pimlico Road, Reisterstown Road, the railroad tracks, and Ulman Avenue (Post 612). Safe Streets works to identify, detect, and interrupt violence before it happens. Safe Streets offers conflict mediation services, hosts events in partnership with other community groups, organizations, and residents to promote non-violence, and connects residents to resources including education & employment. Safe

Streets Violence interrupters mediated 110 conflicts between July and September 2017. 80% of these conflicts were high-risk situations that could have resulted in gun violence.

Spending Plan Recommendations:

- **Public Safety:** In FY21, \$200,000 in slots funds is allocated to violence prevention programming. Safe streets is also funded with state and city general funds, along with leveraged funding from Sinai-LifeBridge.



Image above: Park Heights Safe Streets.

Recreation

CC Jackson Park and Recreation Center

The 2008 Park Heights Master Plan recommended the creation of a new CC Jackson 7-acre park. Phase I of the park was completed in November 2013. Baltimore City Recreation and Parks (BCRP) partnered with The Cal Ripken, Sr. Foundation to construct a combination football/baseball field on synthetic turf. Project improvements included concrete walking paths, a basketball court, and a new playground.

Phase II was completed in April 2016. BCRP expanded the existing C.C. Jackson Recreation Center to reflect BCRP's new model of fitness and wellness center facility and multi-generational quality programs. The outside grounds and indoor center programming complement one another.

The Ripken Fields and improvements to the Recreation Center represent a \$7.37 Million investment. Over \$1.3 Million in slots revenue, including land acquisition, was used for the development of the fields, field lighting, site improvements and the recreation center expansion. The remaining funds were provided by the State's Program Open Space and the City's General Obligation Bonds.

In FY19, \$250,000 was available for BCRP to initiate a community based planning process to determine the priorities and uses for the remainder of the park, including the outdoor pool, additional parking, open spaces, entrances, and potential community gardens. Mahan Rykiel was selected as the consultant and worked with BCRP to facilitate a public planning process during summer-winter 2018. BCRP has developed a final concept plan for the park and in FY20, \$1,200,000 was allocated for construction of the park.

Spending Plan Recommendations:

- **CC Jackson Park (Design and Construction):** In FY21, \$1,500,000 in slots funds is allocated for construction of the rest of the park. The total cost to build the park is nearly \$3.7m. An additional \$1,000,000 is needed for completion of construction of the park.



Images: One of options in the conceptual plan for CC Jackson Park at 4910 Park Heights Avenue.



Beautification

Greening and Public Art Initiatives

There are approximately 900 vacant lots in Park Heights. While vacant land provides an opportunity for new development and open space in the future, its current condition has a negative impact on the image and marketability of the community. As the Park Heights community begins to revitalize, new development must be complemented by short term, cost efficient blight elimination strategies. These strategies must be capable of addressing the short-term quality of life, marketability, and property value interests of residents, property owners, and prospective developers.

To enhance the Park Heights Avenue corridor through greening, the Office of Sustainability's Baltimore Green Network (BGN) is working with Civic Works, Inc. and community partners to improve vacant lots by planting trees, clearing brush, trimming trees, installing artistic fencing, and creating community gardens. The BGN, in conjunction with Civic Works and community partners, is working to green and maintain six city-owned vacant lots from 3100-5400 Park Heights Avenue. The greening efforts include installation of raised beds, artistic fence panels,

and maintenance of the garden beds and the lots. The purpose of the greening, with the artistic fencing and garden beds, is to deter dumping, define the perimeter of a lot, and add aesthetic interest to the Park Heights Corridor. The city-owned parking lot at 3100 Spaulding, the “Pimlico Golden Garden”, is also being improved to include chess tables, raised beds, installation of shade trees, and tree trimming.

In partnership with BGN and the Holy Nativity/St. John’s Community Development Corporation, Civic Works has created a path and installed planters on the 4201 block of Park Heights Avenue. The path allows pedestrians and bicyclists to enjoy the beauty of Park Heights Avenue. Holy Nativity/St. John’s Community Development Corporation has adopted these lots through the city’s Adopt-a-Lot program.

The BGN, in partnership with the Department of Housing and Community Development, PHR, and BOPA, hosted a contest where six public art installations were installed along Park Heights Avenue. Selected by Park Heights residents and representatives from PHR, the six public art installations will be displayed for one year and are installed on city-owned vacant lots. The goal of the Park Heights Avenue Lots Alive initiative is to promote Park Heights through creative inventions on underutilized vacant spaces.

Here is a list of the six public art installations that were installed:

- LaToya D Peoples’ Helping Hands at 3820-22 Park Heights
- LaToya D Peoples’ Future Dreamers at 3820-22 Park Heights
- John Henderson’s Arts on the Avenue at 4215 Park Heights
- Elzie Williams’ Patches of Bliss at 4217 Park Heights
- Andy Dahl’s Step Up, Step Down at 4301-4303 Park Heights
- Kirk Seese’s Sunrise at 4620-4622 Park Heights



Photo by Christopher Brooks, BOPA of Helping Hands by LaToya D. Peoples. Located at 3820-22 Park Heights Avenue.

Spending Plan Recommendations:

- **Public Art:** *In FY21, \$50,000 in slots funds is allocated for a transformational public art project, particularly around Edgecombe Circle elementary school. This community investment will come at a key moment for the school when Martin Luther King, Jr. is set to merge with Edgecombe Circle Elementary in fall 2020. Specific locations will be identified in partnership with Planning, the Baltimore Office and Promotion of the Arts (BOPA), Edgecombe Circle Elementary School, and community stakeholders.*

Façade grants & Small Business Incubator Program

To improve the exterior of commercial properties and attract new investment, the Baltimore Development Corporation (BDC) will provide façade improvements for Park Heights businesses and a Small Business Incubator Program. Funding for the Façade Improvements Grants will include a dollar-for-dollar match from BDC, which will create a significant impact on local businesses particularly around the racetrack. The Small Business Incubator Program will target vacant commercial space allowing for expanded retail opportunities.

The Small Business Incubator Program seeks to address the scarcity of new retail and high vacancy rates within under-served commercial areas by creating a pipeline of innovative small businesses ready to test the brick and mortar market. By leveraging existing relationships with property owners within the Violence Reduction Initiative zones, funds will be used to improve the interiors of select clustered properties resulting in subsidized short-term retail leasing opportunities (otherwise known as “pop-up”).

The improvement of these spaces will directly foster brick and mortar retail opportunities for the pipeline of small businesses selected by BDC. BDC will fund up to \$17,500 (\$15,000 for interior improvements and \$2,500 for furnishings, wifi, and utilities) for interior improvements that will render the spaces wifi-enabled, warm shells. The property owner will be encouraged but not required to make a monetary contribution to the project; their contribution will come in the form of selecting a contractor to complete the work and do day-to-day project management. The property owner will be able to utilize a contractor of their own choosing after receiving at least 2 quotes for all aspects of the scope of work. BDC will either pay the contractor directly or issue a check to the property owner to pay the contractor.

Small businesses interested in growing their companies in one of these newly renovated spaces will submit a letter of interest introducing their business; explaining how they see themselves growing and how this program will assist in that growth. Businesses will then be invited to submit an application that details what is required to participate in the program. The final selected businesses will have access to all of BDC’s programs and incentives. Additionally, BDC will work with new and existing partners to provide wrap-around business support services to encourage the growth and success of the selected businesses.

The goal of the Small Business Incubator Program is two-fold: to improve vacant space allowing for expanded retail opportunities, while providing emerging businesses the opportunity to test their concepts in a supported environment.

The process for selecting properties and businesses will align with BDC’s mission and equity statement, as well as build upon investments already being made in under-served commercial corridors.

Spending Plan Recommendations:

- ***Façade Grants and Small Business Incubator Program:*** *In FY21, \$135,000 is allocated for BDC to provide façade improvements for Park Heights businesses and facilitate a Small Business Incubator Program. Funding for the Façade Improvements Grants (\$50,000) will include a dollar-for-dollar match from BDC, which will create an impact on local businesses particularly around the racetrack. The Small Business Incubator Program (\$85,000) will target vacant commercial space allowing for expanded retail opportunities.*

5100 block of Park Heights Avenue Examples of potential exterior façade improvements



Image above: Concept image of 5100 block of Park Heights (even side) with updated exteriors.



Image above: Existing conditions on the 5100 block of Park Heights (even side).

Park Heights Street and Alley Cleaning

DPW's Bureau of Solid Waste is responsible for maintaining the cleanliness of Baltimore City for residents, businesses and over 15 million visitors annually. The Bureau provides public right of way cleaning which includes sweeping city-owned streets, alleys and lots, as well as mowing high grass and weeds on public lots. This initiative will supplement city street and alley cleaning in the Park Heights Master Plan area, particularly in the neighborhoods surrounding the racetrack. In FY20, DPW is partnering with the Living Classrooms Foundation, which also includes a workforce development component through Project SERVE.

Spending Plan Recommendations:

- ***Street and Alley Cleaning:*** In FY21, \$100,000 is allocated for DPW to supplement city street and alley cleaning in the Park Heights Master Plan area, particularly in the neighborhoods surrounding the racetrack.

Clean and Green Team

The Clean & Green Team works on a rotation of 3 days per week with a total of 5 team members. Team members use commercial grade equipment such as a zero-turn lawnmower, weed whackers, and chain saws to maintain locations in the Park Heights community. The team maintains improved open spaces, such as the Kids Piazza, KaBoom Playground, Pimlico Road and Palmer Court, and 4700 block of Park Heights. The team also maintains PHR owned properties on Loyola Northway and Virginia Avenue. Finally, the team maintains various vacant lots, such as 5000 Coldspring Lane, 2934 Oakford, 2600 Seville Avenue, 3900 Park Heights, and more.

Spending Plan Recommendations:

- ***PHR Clean and Green Team:*** In FY21, \$100,000 in slots funds is allocated to continue the work of the Clean and Green Team. Specific priority locations and schedule for maintenance will be identified in partnership with Planning, HCD, and DPW.



Images above: PHR Clean and Green.

B'more Beautiful

BMORE Beautiful is a City-led, peer to peer beautification program. The goal of the program is to not only change behaviors and attitudes towards the beautification of the City, but to also encourage residents, businesses and organizations to become directly involved in activities and projects that will keep their neighborhoods clean. To meet this goal, the City is working closely with neighborhoods on their unique beautification projects and cleanliness challenges, as well as provide educational literature, outreach materials and other resources that residents can use to Keep BMORE Beautiful.

Park Heights is included as one of the pilot neighborhoods. Starting in April 2017, the City directly engaged residents in 23 pilot neighborhoods. In each piloted neighborhood a volunteer resident block captain was responsible for recruiting neighbors to sign the pledge and participate in BMORE Beautiful; organizing ongoing beautification and cleaning activities; leading others to change their negative behaviors regarding neighborhood cleanliness; and educating their neighbors on how to comply with specific City Code requirements and how they can keep their neighborhood beautiful through simple, easy-to-follow behaviors.



Image Above: Pimlico Golden Garden Sign at 3100 Spaulding Avenue. The sign was funded through a B'more Beautiful grant.

Transportation

Park Circle Intersection Improvements

DOT is reconstructing the Park Circle Intersection with significant upgrades. The improvements include reconfiguring the intersection and roadway widening along Reisterstown Road and Druid Park Lake Drive. Other improvements include pavement reconstruction, along with reconstruction of curbs and sidewalks. To make the intersection accessible for all users, ADA-compliant pedestrian ramps, bus loading pads, and driveway/alley entrances will be added, along with new bus pads and bus shelter foundation pads. New pavement and markings and roadway signage will be added, along with new pedestrian lighting, conduits, new signals, and a new retaining wall. Bicycle compatibility features, landscaping, and other beautification will visually enhance the newly reconstructed intersection.

The Park Circle Intersection improvements represent an investment of approximately \$5-6 million dollars. This intersection was reconstructed without the use of slots funding and shows additional investment in Park Heights.



Image left:
Transportation
Improvements at Park
Circle.

Organizational Support and Neighborhood Initiative Competitive Grants

Operating Support for PHR:

PHR was created by the City through the PCDA as the City's community development corporation to implement the Park Heights Master Plan. The Master Plan recommends creating a Park Heights-based community development corporation (CDC) with the capacity to:

- Effectively manage the components of the Park Heights Master Plan related to housing, economic development, and human services.
- Serve as a positive and effective bridge and communication link between and among community residents, elected officials, other stakeholders, investors, and the City.
- Conduct monitoring and evaluation of all implementation activities.

The Master Plan also recommends developing strong community leadership and mobilizing that leadership effectively. Such leadership and mobilization will enable residents to contribute effectively and strategically to the revitalization of the Park Heights community.

- Conduct community organizing activities to develop functional representation within all areas of Park Heights.
- Create a representative Residents' Council. Council should have diverse representation.
- Provide training in a range of subject areas, including community organizing, leadership development, computer and other technology skills, media relations, public speaking, citizen rights, electoral process, economic development, and so on.
- Establish a user-friendly community-wide communication mechanism to notify residents about meetings, future events, crisis alerts, public safety notices, existing services, etc.

Spending Plan Recommendations:

- **PHR Operating Expenses:** *In FY21, \$500,000 in slots funds is allocated to support operations of PHR. This general operating grant will cover key personnel and administrative expenses such as website maintenance, audit, rent, supplies, and consultant services. PHR is expected to conduct additional fundraising to grow the organization's capacity and provide long term sustainability.*

Neighborhood Initiative Competitive Grants

In FY19, funds were allocated for neighborhood projects in the Park Heights Master Plan area for the first time. FY19-20 grant awards included funding for a range of initiatives such as public art, urban farming, job training, and support for community associations. The FY21 spending plan includes Neighborhood Initiative Competitive Grants for the Park Heights Master Plan area.

Spending Plan Recommendations:

- **Neighborhood Initiative Competitive Grants:** *In FY21, \$250,000 in slots funds are allocated for neighborhood organizations to implement a wide array of community initiatives that demonstrate significant community impact. Community groups may, for example, seek to enhance marketing and beautification efforts; create local arts initiatives; design and build community signs; expand educational partnerships and opportunities; and hold community events. These funds are available for projects that help neighborhoods to remain and become welcoming, safe, and vibrant places.*

Examples of neighborhood initiative competitive grants awarded:



Images: Transformation of wall off Belvedere Avenue with mural and landscaping and Parklane Community Sign.

One Mile Radius

Spending Plan Recommendations

Per the legislation, a portion of the funds are allocated to the census block groups within one mile of the racetrack, the Northwest Community Planning Forum, and the area between Liberty Heights Avenue and Wabash Avenue.

Within the “One Mile Radius” there are three distinct geographic areas: the Northwest Community Planning Forum SNAP, the Liberty Wabash area, and Coldspring Newtown (Appendix A). The overall goal of this spending plan is to make sure all areas benefit from projects funded by this revenue source and that there is some measure of equity in the funding allocation.

With the opening of the Baltimore City Horseshoe Casino during FY15, the eligible land area within the One Mile Radius (OMR) expanded per HB 1020 of 2013. Through FY19, the allocation of funding was based on a combination of population and land area of the three OMR sub-areas. This formula ensured that each eligible area had access to funding, but did not consider the relative needs of the areas. In FY20, both the Mayor and PCDA recommended re-examining allocations within the OMR based on need. The allocation of funding will continue in FY21 to promote more equitable outcomes and better target initiatives where slots funds can make the greatest impact.

The allocation is based on need and is based on the percentage of people below the poverty line and the number of violent crimes committed, in addition to population and land area of the OMR geography. The allocation results in 55% for NWCPF; 40% for Liberty-Wabash; and 5% for Coldspring Newtown. For a more detailed breakdown, see the [FY20 Spending Plan](#).

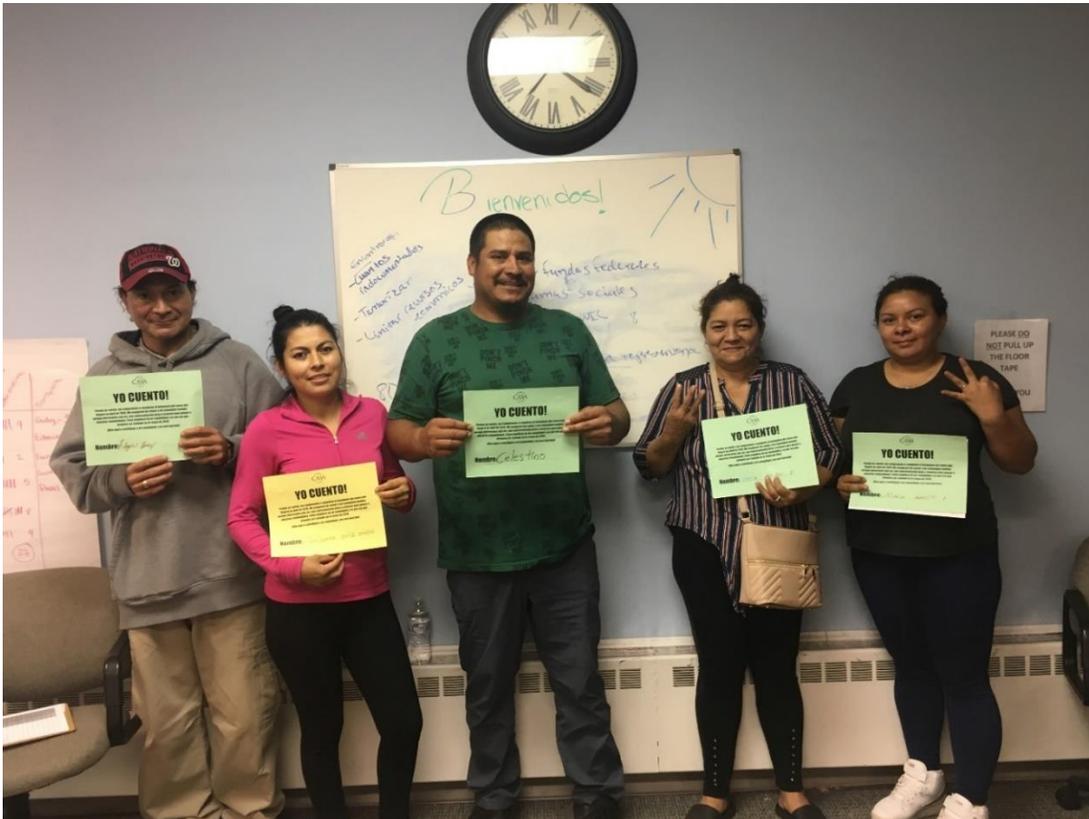
Northwest Community Planning Forum SNAP

The neighborhoods of Northwest Baltimore are fortunate to have a dedicated funding stream to assist with the implementation of the Northwest Community Planning Forum SNAP. The NWCPF includes the neighborhoods of Glen, Fallstaff, Cross Country, Cheswolde, and Mt. Washington. Currently, the SNAP plan serves as a guide for future investment and policies in the NWCPF.

NWCPF Spending Plan Recommendations

Spending Plan Recommendations:

- ***CASA and CHAI Organizers:*** *In FY21, \$150,000 is allocated to employing two culturally competent organizers (one a full-time employee of CHAI and one a part-time employee of CASA). They will continue to provide services and referrals to diverse community residents, hold seminars and workshops, host community conversations and cultural events to build mutual understanding, and organize community projects in the Fallstaff neighborhood. Program expenses include marketing materials, office expenses, meeting supplies, and project costs.*



Images above: Census Workshop and Fallstaff International Day.

- CHIMES street cleaning:** In FY21, \$100,000 in slots funds is allocated to contracting with CHIMES to continue street cleaning services in Glen and Fallstaff. Chimes has been successfully keeping sidewalks, gutters, and storm drains cleared of litter and debris on well-traveled roads in Glen and Fallstaff since April 2015. Crews are on site four hours per day, five days per week, and this project provides important employment opportunities to disabled persons, with preference for City residents whenever possible. This funding is to be focused on well-travelled roads in Glen and Fallstaff, with feedback incorporated from community leaders.
- Pimlico Safety Facility field improvements:** In FY21, \$330,000 in slots funds is allocated for construction of the second field and pedestrian improvements. This includes properly graded baseball and football/soccer fields; walking loop with benches; parking lot access and parking spaces; and ADA accessibility. Of the \$330,000, \$30,000 is available for removal of the obstacle course when transferred to BCRP.



- **Northern Parkway Median Beautification:** *In FY21, \$25,000 in slots funds is allocated to Recreation and Parks to continue maintenance and beautification of Northern Parkway. Northern Parkway is a main thoroughfare that carries significant amounts of traffic along the southern edge of the Northwest communities. The installation and maintenance of colorful, aesthetically pleasing plantings in the median from Preakness Way to Park Heights Avenue creates a visually appealing gateway to the Northwest communities.*
- **Neighborhood Initiative Competitive Grants:** *In FY21, \$51,000 in slots funds are allocated for neighborhood organizations to implement a wide array of community initiatives that demonstrate significant community impact. Community groups or service providers may, for example, seek to enhance marketing and beautification efforts; create or expand local arts initiatives; implement public safety programs in consultation with the Baltimore Police Department; create or expand educational partnerships and opportunities; and hold community events. These funds are available for projects that help neighborhoods to remain and become welcoming, safe, and vibrant places.*

Liberty Wabash Area

The neighborhoods of Liberty Wabash Northwest Baltimore are fortunate to have a dedicated funding stream to assist with the implementation of the Greater Northwest Community Coalition SNAP, Liberty Heights LINC'S, and the Forest Park High School and Calvin M. Rodwell Elementary School INSPIRE Plan. The Liberty Wabash area includes eight eligible neighborhoods north of Liberty Heights Avenue: Ashburton, Callaway-Garrison, Dolfield, Dorchester, East Arlington, Grove Park, Howard Park, and West Arlington.

Liberty Wabash Spending Plan Recommendations

Spending Plan Recommendations:

- **Ambassador Theater/community development:** *In FY21, \$296,000 in slots funds is allocated to redevelopment of the Ambassador Theatre or other community development. To date, the building has been stabilized by DHCD to save the building from collapse; new roof and exterior repairs (approximately \$550,000 from DHCD's General Obligation Bonds (GO bonds), not slots funding). Additionally, a financial closing with Artspace as the developer was recently completed in December 2019. Slots funds may be used to stabilize/renovate the existing structure and/or attract a sustainable use for the building, particularly an arts-related use, and any related planning/studies. Funds may also be used for other community development priorities, such as those identified in the Forest Park/Calvin Rodwell INSPIRE plan.*



"The Ambassador Theatre" BGE Print and Negative Collection, BGE.8990, taken in 1935. (BGE Collection of the Baltimore Museum of Industry).



Image above: Façade of the Ambassador.

- **INSPIRE Homeowner Repairs (Forest Park High School):** One of the recommendations of the INSPIRE plans is to help stabilize neighborhoods and promote new investment around the newly modernized schools. In FY21, \$120,000 in slots funds is allocated to assist homeowners with repairs, who are located in the INSPIRE footprint (1/4 mile around Forest Park High school). This initiative will mirror the success around Pimlico and Arlington INSPIRE school planning areas to improve neighborhoods and make needed repairs for homeowners.
- **Public Safety (Citiwatch cameras - Garrison and Penhurst):** In FY21, \$30,000 in slots funds is allocated to continue the public safety effort to monitor high crime intersections with Citiwatch cameras. Two intersections received camera installations with FY17 slots funds. With evidence-based success and community support, funding will continue this public safety initiative.

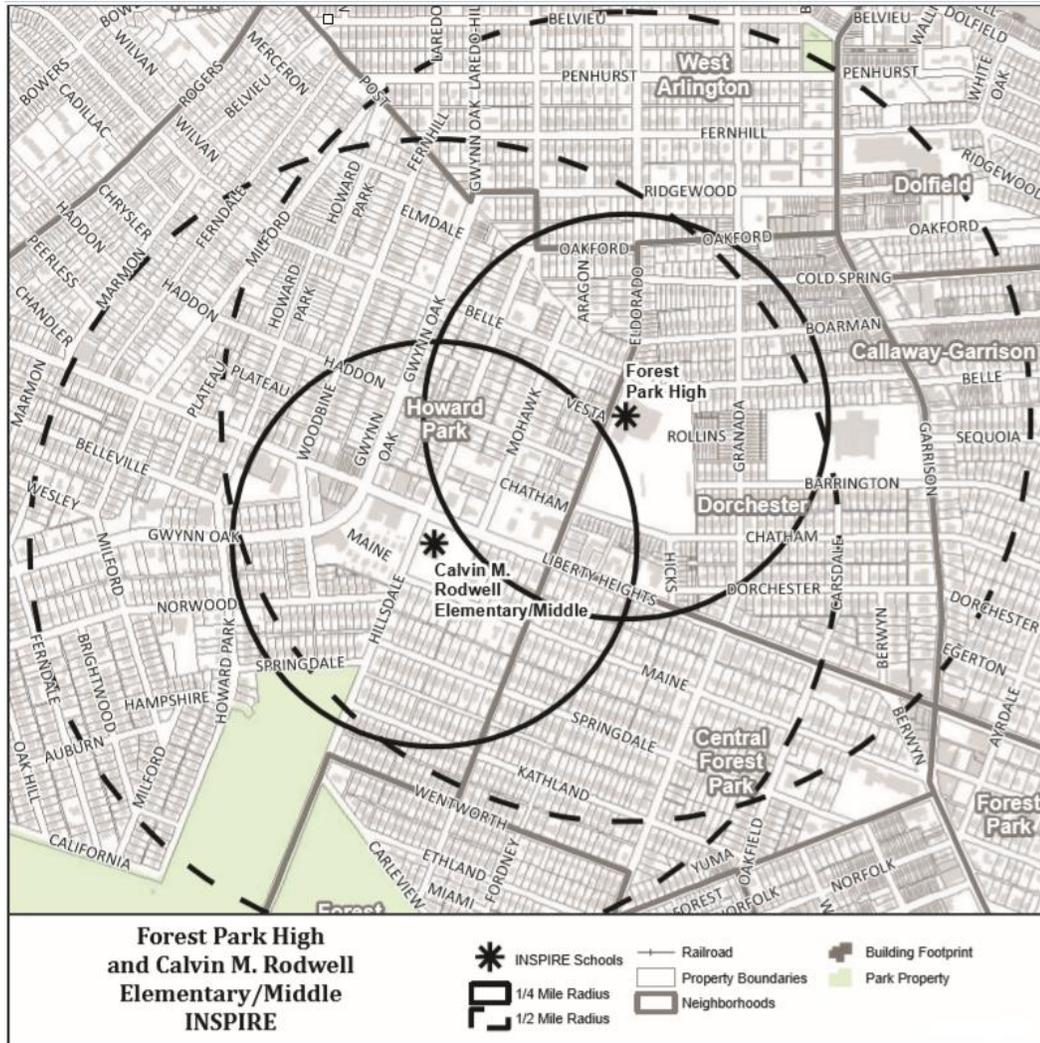


Image above: INSPIRE planning area around Forest Park High School.

- Community Organizer – Staff Support for Community Associations:** In FY21, \$50,000 in slots funds are allocated for a community organizer at Go Northwest Housing Resource Center. In order for the community associations and umbrella groups in this area to increase their capacity to achieve the outcomes that they desire for their neighborhoods, dedicated staff support is necessary. This priority supports a full-time community organizer at Go Northwest. The community organizer will provide project management, marketing and organizing resources and strengthen and support community associations, along with managing homeownership services in eligible Liberty-Wabash neighborhoods. The organizer will work on attracting new homebuyers, engaging existing homebuyers, and marketing existing communities as desirable places to live.

Coldspring Newtown Area

Coldspring Newtown Spending Plan Recommendations

Spending Plan Recommendations:

- **Mercantile Building/Community Cottage Redevelopment:** In FY21, \$61,000 in slots funds is allocated to redevelopment of the Mercantile building. To date (FY16-FY20), \$251,948 has been allocated for redevelopment. The building is currently City owned, and is on the same property as the Coldspring Newtown pool, tennis courts, and the Cottage where the community association meets. The locker room for the pool is inside the Mercantile building. The City issued a Request for Proposals (RFP) on April 16, 2019 and proposals are currently under review. Funds will be used to implement solutions to enable the City to sell the Mercantile Building while continuing to provide locker-rooms for the pool and community meeting space in the vicinity.



Image above: The yellow line highlights 3.6 acres of City-owned property, including the Mercantile building at 4701 Yellowwood Ave.

Administrative Expenses

Spending Plan Recommendations:

- **Planning Department/PCDA:** In FY21, \$60,000 in slots funds is allocated for administrative support for PCDA. PCDA is responsible for advising Baltimore City regarding the spending plan. In addition, PCDA meets quarterly to monitor slots revenue spending related to both the One Mile Radius and the implementation of the Park Heights Master Plan. The Planning Department provides administrative support to PCDA. To support PCDA, the Planning Department drafts the spending plans; serves

as a liaison between the PCDA and communities; creates public presentations and FAQs; organizes and staffs public meetings; coordinates projects, grant agreements, and amendments with City agencies and HNI; coordinates the quarterly report with City agencies and HNI; drafts the quarterly report; manages all PCDA communication efforts, including updating on an on-going basis the PCDA website; conducts public outreach and manages the e-mail list serve; and convenes PCDA sub-committee grant reviews. The Planning Department staffs all aspects of the PCDA as PCDA has no dedicated staff of its own.

- **Implementation of Community-based Projects, Human Services, and Related Capacity Building:** In FY21, the proposed spending plan represents fifteen percent for third-party administration and management of community-based projects. These costs are allocated in a manner commensurate with the amount of grants funds to be administered. Additionally, a portion of the human services funding is available for grant administration, technical assistance, and management of human services projects. Experience has shown that management of these projects includes working with community stakeholders to further define the projects, identify service providers, and develop a scope of services, in addition to administering grant agreements. Through the implementation of these projects, the capacity of community organizations is enhanced.



PIMLICO COMMUNITY
DEVELOPMENT AUTHORITY

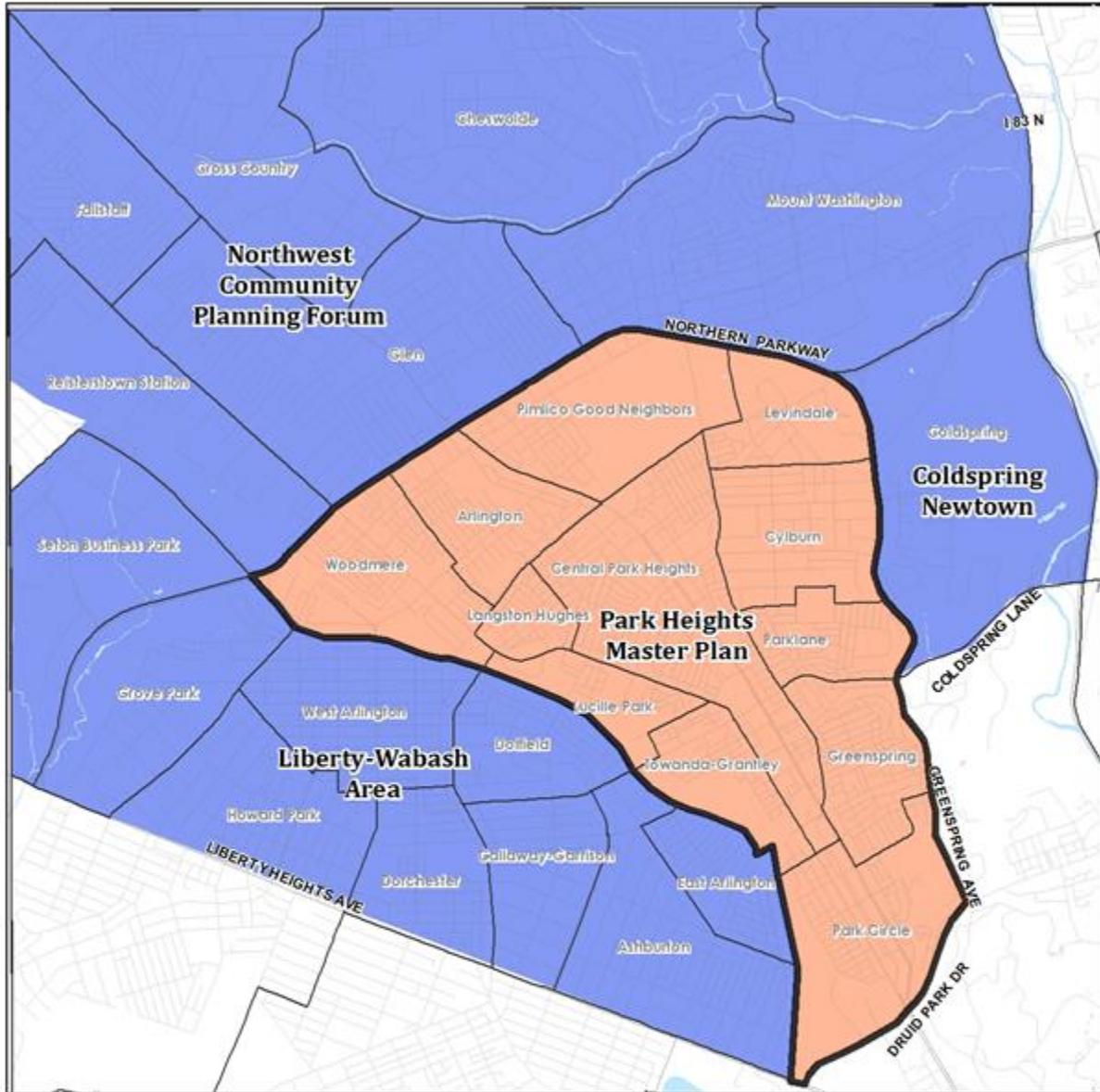
Summary of Spending Plan

Amounts in thousands	FY 2021
Estimate	\$8,500
Adjustment from prior year	
Pimlico Local Impact Aid	\$8,500
Pimlico Racetrack Pre-Development Activities	\$200
Park Heights Master Plan Area (85%)**	\$7,055
MRA Infrastructure and Pre-development	\$437
Homeowner Repairs and Development Incentives	\$700
INSPIRE Housing and Community Development	\$275
Library (construction)	\$2,000
Education (HIPPIY, school grants)	\$100
Human Services (Out of School Time)	\$520
Langston Hughes Resource Center Operating Expenses	\$100
Public Safety (Safe Streets)	\$200
CC Jackson Park (Construction)	\$1,500
PHR Clean and Green Team	\$100
Street and alley cleaning	\$100
Public Art	\$50
BDC - Façade grants & Small Business Incubator Program	\$135
PHR Operating Expenses	\$500
Neighborhood Initiative Competitive Grants	\$250
PCDA Admin	\$51
Grants Administration	\$38
Park Heights Total	\$7,055

1 Mile Radius Area (15%)****FY 2021
\$1,245**

NWCPF (55%)	\$685
CASA and CHAI community organizers	\$150
Street cleaning (CHIMES)	\$100
Northern Parkway Median Beautification	\$25
Pimlico Safety Facility field improvements	\$330
Neighborhood Initiative Competitive Grants	\$51
PCDA Admin	\$6
Grant administration	\$23
NWCPF Total	\$685
Liberty Wabash (40%)	\$498
Ambassador/community development	\$296
INSPIRE Homeowner Repairs (Forest Park High School)	\$120
Public Safety (Citiwatch cameras - Garrison and Penhurst)	\$30
Community Organizer - Go Northwest	\$50
PCDA Admin	\$2
Liberty Wabash Total	\$498
Coldspring (5%)	\$62
Mercantile	\$63
PCDA Admin	\$1
Coldspring Total	\$64

Map of Eligible Areas

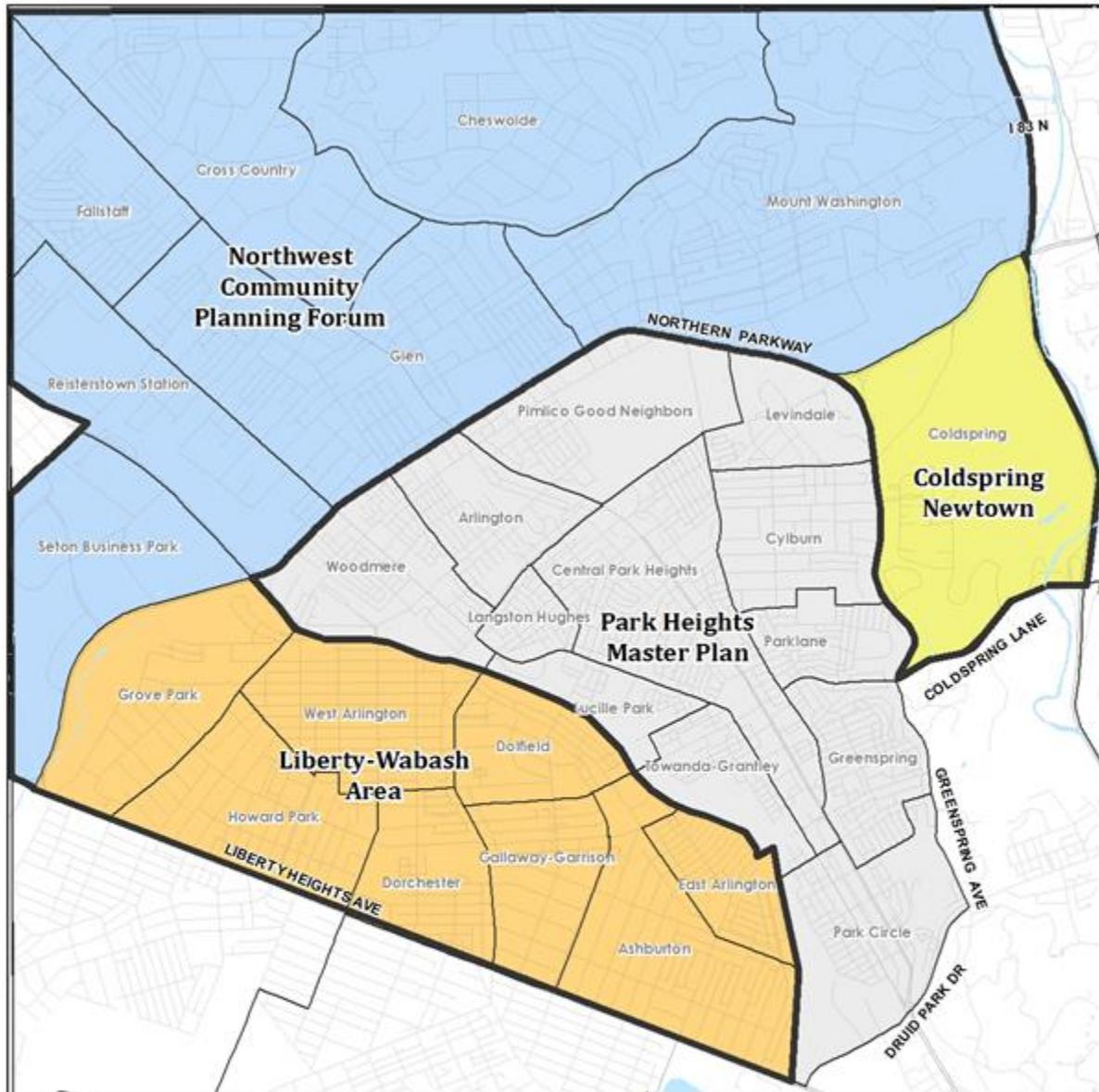


Pimlico Local Impact Aid Eligible Areas

- Park Heights Master Plan (85%)
- 1 Mile Radius (15%)



Map of Eligible Areas – One Mile Radius



Pimlico Local Impact Aid Eligible Areas 1 Mile Radius

1 Mile Radius (15% of Total Funds)

- Northwest Community Planning Forum (55%)
- Liberty-Wabash Area (40%)
- Coldspring Newtown (5%)

Park Heights (85% of Total Funds)

- Park Heights Master Plan Area

