



## **LINCS IMPLEMENTATION STRATEGY: GREENMOUNT AVENUE**

The Urban Land Institute’s Technical Assistance Panel Report outlines the issues and opportunities facing the Greenmount Avenue corridor between Eager and 29<sup>th</sup> Streets. The recommendations in the report along with information from conversations with the communities along the corridor and city agencies have informed the implementation matrix that follows. **This is a working document.** It is meant to be flexible; especially as the subsequent topic oriented listening sessions occur. Many of the ideas and concepts will be further refined and vetted as they become real projects.

The implementation matrix identifies the city/agency partners for each action item. Those agencies are:

Department of Transportation (DOT)  
Baltimore Development Corporation (BDC)  
Department Housing and Community Development (DHCD)  
Department of Planning (DOP)  
Baltimore City Department of Recreation and Parks (BCRP)  
Department of Public Works (DPW)  
Maryland Transit Administration (MTA)

Successful implementation of the strategies laid out in this matrix will rely on the coordinated effort of multiple public and private partners. The responsibility for specific activities will be delegated to the appropriate parties based on the details of the individual project or recommendation. The implementation matrix is a living document and an evolving tool. Additional information will develop and be identified as the report’s recommendations are individually addressed.

*\*Updates in orange are from the July 21, 2020 meeting; updates in pink are from November 17, 2020 meeting\**

**1 GOAL: Create a corridor that is safe and accessible for multiple modes of transit through an improved street design.**

Objective	Action	Neighborhood	Lead + Partners	Time				Status
				Now	1-3 yrs	3-5 yrs	5+ yrs	
1.1 Better manage traffic and improve vehicular flow along corridor	Investigate traffic light timing and phasing options on Greenmount Avenue, especially at North Avenue and at 25 <sup>th</sup> Street	Corridor Wide	DOT	—				Signal optimization along corridor
	Upgrade traffic signal operation and timing to be dynamic and programmable, to adjust for changing traffic patterns throughout the day	Corridor Wide	DOT		—			New traffic signal poles up by mid-December (MTA)
	Conduct traffic counts and study the impacts of removing peak hour parking restrictions. Recommend any opportunities to do so and their limits. Identify locations where vehicular speed is highest and implement some form of traffic calming. Test the effectiveness of this measure.	Corridor Wide	DOT		—			Study completed. Peak hour restrictions removed from Greenmount off North Avenue to 25 <sup>th</sup> Street. Transit Signal priority System (TSP) implemented for buses in June 2017, this included upgrade to traffic signal controller and establishing with TMC and fine tuning of signal timing. Specific locations /concerns should be provided to DOT so they can evaluate.
	Narrow the roadway where it is widest; investigate bump-outs where the road is 40' wide; explore widening the sidewalks or narrowing the roadway between North Avenue and East Hoffman Street where the road is 52' wide	Greenmount West, Johnston Square	DOT				—	Community engagement to take place early FY2019. Jeffrey Flemming to follow up with Valorie Lacour. Peter would like Valorie to send an email with status updates to the group. DoP to follow up with DOT in 1 month.

								Linda to explore adding a painted line (i.e., get estimate) to delineate parking from travel lane (11-19-19).
	Slow East/West traffic along Preston and Biddle Streets. Investigate types of interventions that will calm traffic	<b>Johnston Square</b>	<b>DOT</b>			█		Bike lanes installed Fall '16, but not visible to drivers. Need to evaluate volumes. Linda to confirm if the traffic study is complete (11-19-19).
1.2 Better delineate travel lanes and pedestrian crossings	Restripe the roadway where markings are faded. Ensure proper guidance is provided to drivers.	<b>Corridor Wide</b>	<b>DOT</b>	█				Remove peak hour restrictions from North Avenue to 25 <sup>th</sup> Street. DOT Traffic preparing to restripe.
	Upgrade directional signage for drivers at busy intersections	<b>Corridor Wide</b>	<b>DOT</b>		█			
	Upgrade pedestrian signage at crosswalks	<b>Corridor Wide</b>	<b>DOT</b>		█			DOT Traffic is preparing plans to redo signs.
	Restripe crosswalks where needed	<b>Corridor Wide</b>	<b>DOT</b>	█				DOT Traffic is preparing to refresh crosswalks. Restriping crosswalks at North and Greenmount (f/w 2020)
1.3 Work with MTA to improve transit operations along Greenmount Avenue	Evaluate changes that will allow buses to safely pull over to pick up or discharge passengers, without impeding other vehicular traffic	<b>Corridor Wide</b>	<b>MTA DOT</b>				█	Bus only markings going down along North Ave. (including at Greenmount)
	Consider decreasing the number of bus stops (currently 16) in the study area	<b>Corridor Wide</b>	<b>MTA DOT</b>	█				One stop proposed to be cut in Feb. '17, others evaluated for Baltimore LINK rollout. Need input from community.
	Upgrade bus stop shelters and shelters at North and Greenmount Avenues	<b>Barclay, Greenmount West.</b>	<b>MTA</b>		█			Awarded TIGER grant for North Ave. specific call outs for intersection

		<b>Midway</b>						upgrades. Patrick McMahon stated that a new shelter is expected at the corner of Greenmount Avenue and North Avenue. New bus shelter is planned near future for northbound stop at Greenmount and North. <i>Working through new bus stops at Greenmount &amp; North.</i>
1.4 Improve the pedestrian experience	Upgrade and increase the number of pedestrian ramps to be more consistent along the corridor	<b>Corridor Wide</b>	<b>DOT</b>				█	DOT traffic is currently reviewing existing conditions for signals. Note: It is the policy of the Department of Transportation not to install crosswalks at unprotected crossing.
	Improve pedestrian signal timing by installing the countdown timers	<b>Corridor Wide</b>	<b>DOT</b>	█				
	Increase the number of crosswalk locations, especially at locations where children frequently cross	<b>Greenmount West, Barclay</b>	<b>DOT</b>		█			
	Evaluate the feasibility of raised crosswalks to improve visibility and serve as a signal to drivers at key locations	<b>Corridor Wide</b>	<b>DOT</b>		█			DOT is reviewing the feasibility of raised crosswalks.
	Improve the pedestrian connection between the Greenmount Recreation Center and MUND Park to slow down traffic and make it safer for children to cross at this location	<b>Barclay, Midway</b>	<b>DOT</b>		█			Crosswalk has been completed. <i>Current effort to convert 24<sup>th</sup> St. one-way westbound to prevent cars from turning directly into crosswalk</i>
	Upgrade Greenmount Ave. streetscape with street tree plantings	<b>Corridor Wide</b>	<b>DOT</b>				█	Inquiry about streetscape south of

	and pedestrian lighting where appropriate							29 <sup>th</sup> . There is \$500k in BDC's budget for FY19 for Greenmount Avenue. Mica Fetz to follow up with the group regarding funding. Linda has cost estimates for streetscaping but there is no funding for implementation. Upgrades to North Ave. including sidewalks, street pits, and lighting Repaving North Ave. between Guilford and Gay began on 10/19.
Other Updates			DOT, MTA					Concept plan along west side of Greenmount Ave. for cycle track between 20 <sup>th</sup> and Hoffman. Hoping for FY22 CIP inclusion. City moving forward with procurement for bike boulevard on 20 <sup>th</sup> St. CMRT identified York-Greenmount corridor for future transit improvements

**2 GOAL: Create strong nodes of commercial uses at key intersections that encourage infill development along the corridor containing a broad range of uses.**

Objective	Action	Neighborhood	Lead + Partners	Time				Status
				Now	1-3 yrs	3-5 yrs	5+yrs	
2.1 Redevelop the northwest corner of North & Greenmount Ave.	The City already controls the park at that corner which should be assembled with adjacent properties and marketed for mixed use. It is a part of the LDA with Telesis.	Barclay	DHCD BDC		█			Telesis moving forward with mixed use development. They need to secure an anchor tenant. Moving forward with design analysis for site.
2.2 Facilitate the redevelopment of the southwest corner of the intersection of North & Greenmount Ave.	This corner is comprised of the former Rite Aid building and a Housing Authority of Baltimore storage area. In the short-term, seek a new and better use for the storage building.	Greenmount West	DHCD BDC	█				Davita Dialysis is open in former Rite Aid space. Construction has begun on 1812 Greenmount for redevelopment into mixed-use
	In the long-term, assemble the parcels consisting of the Rite Aid and the storage buildings to be redeveloped into a mixed use development which could result in an upgraded and more attractive space for the Rite Aid as well as commercial/office space	Greenmount West	DHCD BDC				█	On hold. Davita has long term lease for this site.
2.3 Work towards removing development encumbrances on key parcels	In partnership with Code Enforcement, work with property owners to address vacant, derelict structures and lots	Corridor Wide	DHCD BDC	█				57 vacant buildings 53 vacant lots The group will further discuss with DHCD. 21 <sup>st</sup> and 22 <sup>nd</sup> Street receiverships. Some vacant lots being released for sale from V2V in Greenmount West and Barclay. Kelly Baccala to follow up on the Eric 5000 disposition (11-19-19).

	Collaborate with Housing to dispose of city owned properties along the 2600 block of Greenmount (east side) and sell them to capable development team	<b>Better Waverly Harwood</b>	<b>DHCD</b>		█			Rezoning to C-1 in place. DHCD actively acquiring and demolishing for site assembly.
								Eric 500 closed and acquired by CBP Future Fund, developing RFP for interested developers
								2454,58, 62 Greenmount recently demolished in process of being acquired
2.4 Create production and incubation node along Preston and Biddle Streets	Attract developers who are interested in revitalizing underutilized/vacant industrial buildings.	<b>Johnston Square</b>	<b>BDC</b>		█			Mica Fetz to follow up with an update.
2.5 Revitalize the commercial corridor with new retail offering needed neighborhood services	Recruit small businesses and entrepreneurs best suited to occupy the small floor plates of vacant storefronts.	<b>Corridor Wide</b>	<b>BDC</b>			█		COVID-19 has had a huge impact on small businesses, efforts have been focused on keeping businesses open.
	Find new tenant to renovate the historic Yellow Bowl Restaurant building	<b>Johnston Square</b>	<b>DHCD BDC</b>		█			No extension for Chef Heather. Other developers interested in site. Yellow Bowl on hold for now. Need to figure out liquor store issues to be a viable site.
	For existing businesses, leverage Façade Improvement Grant program for business and corridor promotion	<b>Corridor Wide</b>	<b>BDC CBP</b>		█			Outreach done to businesses, investigating changes to FIG program for easier access. Partners to help provide match.
	Partner with local artists and small manufacturers in the nearby Station North Arts district to determine whether some of the vacant properties along	<b>Barclay, Greenmount West,</b>	<b>BDC</b>				█	

	Greenmount would be appropriate for incubator style rotating micro retail.	<b>Johnston Square, Midway</b>						
	Recruit retail with a strong grocery component to offer the local residents better options for fresh food	<b>TBD</b>	<b>BDC</b>			—		DMG Foods – 29 <sup>th</sup> and Barclay. Need further south. Options might include Harvest Fare, ethnic grocery, garden/ greenhouse Mica Fetz to get an update from Krisin Dawson.
	Recruit a financial institution to provide community banking services for small businesses and residents	<b>Corridor Wide</b>	<b>BDC</b>				—	M&T lending to businesses
	NEW: Identify entrepreneurs. Help them create a business plan and renovate a building.		<b>Community, BDC</b>			—		
2.6 Strengthen the retail node at 29 <sup>th</sup> Street	Work with Waverly Tower Shopping Center owner to recruit pad site business (diner/café) to NW corner of parking lot	<b>Better Waverly</b>	<b>BDC</b>				—	Vacancies within shopping center current priority for owner



**3**

**GOAL: Ensure appropriate land uses are allowed along the Greenmount Avenue corridor and provide design standards for potential development sites.**

Objective	Action	Neighborhood	Lead + Partners	Time			Status
				Now 5+ yrs	1-3 yrs	3-5 yrs	
3.1 Make certain the proposed zoning allows for the type of development that makes a vibrant corridor	Review zoning recommendations in Transform Baltimore to ensure they are consistent with Greenmount LINCS strategy recommendations	Corridor Wide	DOP	█			Done – Transform Baltimore went into effect June 2017. Hardwood is working on land use/zoning study.
3.2 Create a unified corridor that acts a connector between neighborhoods through design controls	Review commercial and residential design standards and determine if additional tools are needed for the corridor	Corridor Wide	DOP	█			Done – Transform Baltimore includes design guidelines.
3.3 Focus design efforts on critical sites as determined in the ULI TAP report	Consider limiting or controlling access to Belvedere Street and finding creative uses for the space, perhaps as a park or performance space	Greenmount West			█		No longer relevant.
	Develop site design options for MUND Park and Greenmount Recreation center that focuses on ways to better connect the two	Barclay, Midway	DOP, Rec and Parks			█	CIP money (\$50K) for MUND Park. DoP & BCRP to create advisory group to determine how CIP \$ should be spent to connect MUND to other area greenspaces.
	Create examples of the type of infill development that would work best along the corridor and present to developers looking at sites along Greenmount Avenue	Corridor Wide	DOP		█		Telesis project in 200 block of Greenmount is one example. Need to identify specific

								locations/clusters of where infill is needed.
	Research examples of successful infill developments in underutilized shopping center parking lots		<b>DOP, BDC</b>		—			Waverly Towers – market demand, ownership
	Expand on the renderings for the North and Greenmount Avenues intersection	<b>Barclay, Greenmount West, Midway</b>	<b>DOP</b>		—			Reni to reach out to Telesis.
3.4 Create land use plan to help facilitate implementation of ULI recommendations	Identify properties for demolition, acquisition and disposition and propose specific infill developments	<b>Corridor Wide</b>	<b>DOP DHCD</b>		—			Community identified priority clusters. Need to select a pilot site for design visioning. Committee selected Parcels D and F as priorities for visioning.

**4 GOAL: Provide the communities along the Greenmount Avenue corridor with a state of the art recreation center that safely connects to MUND Park.**

Objective	Action	Neighborhood	Lead + Partners	Time			Status
				Now 5+ yrs	1-3 yrs	3-5 yrs	
4.1 Create a kid-friendly zone around the Greenmount Recreation Center and MUND Park	Work with community partners to make improvements to the current Greenmount Recreation Center and MUND park.	<b>Barclay, Midway</b>	<b>BCRP, Telesis</b>	█			Greenspace next to Greenmount Rec is complete. Façade improvements to Greenmount Rec complete. MUND Park improvements priority for 2021.
	Raise funds with community to perform a feasibility and cost analysis for expanding the Greenmount Recreation Center at its current location into the adjacent city owned warehouse	<b>Barclay, Midway</b>	<b>BCRP</b>		█		
4.2 Enhance green spaces within corridor study	Increase tree canopy in MUND and Johnston Square parks. Work with community users to determine other upgrades needed	<b>Johnston Square, Midway</b>	<b>BCRP</b>		█		<b>Mund Park</b> BCRP most likely can provide tree planting that would add shade to the park through Tree Baltimore. Other improvements, could possibly be considered for FY21. <b>Johnston Square Park</b> Tree wells currently exist around the perimeter of the park within the new

								sidewalk area. Curb cuts are provided for ADA accessibility at all four street corners around Johnston Square Park. Coordination with BCRP Forestry or DOT to replant trees (approximately 5 trees need to be replaced).
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**5 GOAL: Improve the appearance of the Greenmount Avenue corridor through diligent code enforcement efforts, appropriate sanitation disposal, and education.**

Objective	Action	Neighborhood	Lead + Partners	Time				Status
				Now yrs	1-3 yrs	3-5 yrs	5+	
5.1 Focus sanitation, including code enforcement, efforts along the corridor	Install large solar powered trash compactor cans along Greenmount Avenue to replace existing trash receptacles, especially at heavily trafficked intersections	Corridor Wide	DPW		—			Phase 2 of cans (business districts) – not funded yet, phase 1 just starting (Dece 2017) DPW scouted locations on Greenmount but there is no guarantee for placement due to funding constraints.
	Implement more stringent code enforcement to control nuisance locations, littering and dumping in the neighborhoods	Corridor Wide	DHCD DPW	—				94 trash citations in 2017, 143 cleanings, 23 boardings <b><u>Specific Problematic Areas:</u></b> <ul style="list-style-type: none"> <li>• 2 corners at Preston &amp; Greenmount</li> <li>• Park on 27<sup>th</sup> Street (west of Greenmount)</li> </ul>

5.2 Increase residents' and business owners' awareness of proper trash disposal methods and reporting	Work with community associations to disseminate information about trash pick-up, recycling and reporting illegal dumping	<b>Corridor Wide</b>	<b>DPW</b>	—				