



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 29th 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.

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 th Street	Corridor Wide	DOT	█				Traffic signal priority system implemented for buses. (Dec 2017)
	Upgrade traffic signal operation and timing to be dynamic and programmable, to adjust for changing traffic patterns throughout the day	Corridor Wide	DOT		█			
	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 th 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				█	Awaiting demo of houses next to rec center. (Dec 2017) 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	Johnston Square	DOT					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.	Corridor Wide	DOT					Remove peak hour restrictions from North Avenue to 25 th Street. DOT Traffic preparing to restripe.
	Upgrade directional signage for drivers at busy intersections	Corridor Wide	DOT					
	Upgrade pedestrian signage at crosswalks	Corridor Wide	DOT					DOT Traffic is preparing plans to redo signs.
	Restripe crosswalks where needed	Corridor Wide	DOT					DOT Traffic is preparing to refresh crosswalks.
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	Corridor Wide	MTA DOT					
	Consider decreasing the number of bus stops (currently 16) in the study area	Corridor Wide	MTA DOT					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	Barclay, Greenmount West. Midway	MTA					Awarded TIGER grant for North Ave. specific call outs for intersection 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.
1.4 Improve the pedestrian experience	Upgrade and increase the number of pedestrian ramps to be more consistent along the corridor	Corridor Wide	DOT				█	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	Corridor Wide	DOT	█				
	Increase the number of crosswalk locations, especially at locations where children frequently cross	Greenmount West, Barclay	DOT		█			
	Evaluate the feasibility of raised crosswalks to improve visibility and serve as a signal to drivers at key locations	Corridor Wide	DOT		█			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	Barclay, Midway	DOT		█			DOT is in the process of installing traffic calming techniques. DOT is moving crosswalk closer to 24 th street and relocating the tree at 24 th and Greenmount (Rec./Park side) near the entrance to the park. Crosswalk installation should begin in mid-August. As of Fall 2019, Crosswalk has been completed.

	Upgrade Greenmount Ave. streetscape with street tree plantings and pedestrian lighting where appropriate	Corridor Wide	DOT					<p>Inquiry about streetscape south of 29th. 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.</p>
--	--	----------------------	------------	--	--	--	---	--

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.
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	█				V2V Surplus Sale Summer '16, 1812 Warehouse awarded Fall' 16 HCD to determine if a vacant building notice can be issued. It is a potential receivership candidate. Davita Dyalisis has secured a 10 year lease for the former Rite Aid site.
	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				█	BDC mtg with owner (March 2018) There are ongoing negotiations to consolidate 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 parcels	Corridor Wide	DHCD BDC	█				57 vacant buildings 53 vacant lots The group will further discuss with DHCD. 21 st and 22 nd 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	Better Waverly Harwood	DHCD		█			East Harwood rezoning plan. Peter to forward the plan to the group.
2.4 Create production and incubation node along Preston and Biddle Streets	Attract developers who are interested in revitalizing underutilized/vacant industrial buildings.	Johnston Square	BDC		█			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.	Corridor Wide	BDC			█		
	Find new tenant to renovate the historic Yellow Bowl Restaurant building	Johnston Square	DHCD BDC	█				Rebuild Metro interested in acquiring the whole corner including the liquor store. Paul & Mica to assist Chef Heather. Mica to reach out to Chef Heather for a status update (11-19-19).
	For existing businesses, leverage Façade Improvement Grant program for business and corridor promotion	Corridor Wide	BDC CBP	█				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 Greenmount would be appropriate for incubator style rotating micro retail.	Barclay, Greenmount West, Johnston Square, Midway	BDC				█	
	Recruit retail with a strong grocery component to offer the local residents better options for fresh food	TBD	BDC			█		DMG Foods – 29 th 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	Corridor Wide	BDC				█	M&T lending to businesses
	NEW: Identify entrepreneurs. Help them create a business plan and renovate a building.		Community, BDC				█	
2.6 Strengthen the retail node at 29 th Street	Work with Waverly Tower Shopping Center owner to recruit pad site business (diner/café) to NW corner of parking lot	Better Waverly	BDC				█	Mica Fetz met with the owner, Steven Franco, and he expressed interest in a pad site restaurant on the parking lot (11-19-19).

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	1-3 yrs	3-5 yrs	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			█		BCRP can coordinate with DOT on the best locations for a crossing and connections between the MUND Park and Greenmount Recreation Center. A mid-block crossing could be provided at E 24th Street. The closest traffic signal is at 25th Street and Greenmount Avenue. BCRP to start looking at planning for Mund Park. Kate to assist in creating an advisory committee with assistance from Central Baltimore Partnership. (11-19-

								19).
	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		DOP, BDC		—			Waverly Towers – market demand, ownership
	Expand on the renderings for the North and Greenmount Avenues intersection	Barclay, Greenmount West, Midway	DOP		—			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	Corridor Wide	DOP DHCD		—			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	1-3 yrs	3-5 yrs	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.	Barclay, Midway	BCRP, Telesis	█				<p>\$100k in FY19 CIP. Telesis has obtained partial funding to develop a neighborhood garden-park adjacent the Greenmount Recreation Center. Buildings have already been torn down at this location. BCRP has been working with Telesis and the community on the design. BCRP will be including a request for supplemental funding for the project in the FY20 CIP. Park will be complete by September 2019. 11-As of 11-12-19 Park has been completed. Via email from BCRP: The greenspace next to Greenmount Ave Rec Center: in July the site will be cleared, graded and concrete poured for the sidewalks and the chess board. August will include the installation of the fence and sodding the site. Planting will take</p>

								place in mid September (trees and shrubs).
	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	Barclay, Midway	BCRP		—			
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	Johnston Square, Midway	BCRP		—			<p>Mund Park 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.</p> <p>Johnston Square Park 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).</p>

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	1-3 yrs	3-5 yrs	5+ yrs	
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 <u>Specific Problematic Areas:</u> <ul style="list-style-type: none"> • 2 corners at Preston & Greenmount • Park on 27th Street (west of Greenmount)
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	Corridor Wide	DPW	█				