

Historic Upton Neighborhood

Baltimore, Maryland

2026 Master Plan

Building a Legacy for Our Success

DECEMBER 2017



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2026 Master Plan

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Acknowledgements

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EXECUTIVE SUMMARY

Planning Context

In early 2016, the Upton Planning Committee and The Community Builders contracted with Lamar Wilson Associates and Interface Studio to help develop a resident-driven strategic plan to help stimulate and guide investments in Baltimore's Historic Upton Neighborhood ("Upton").

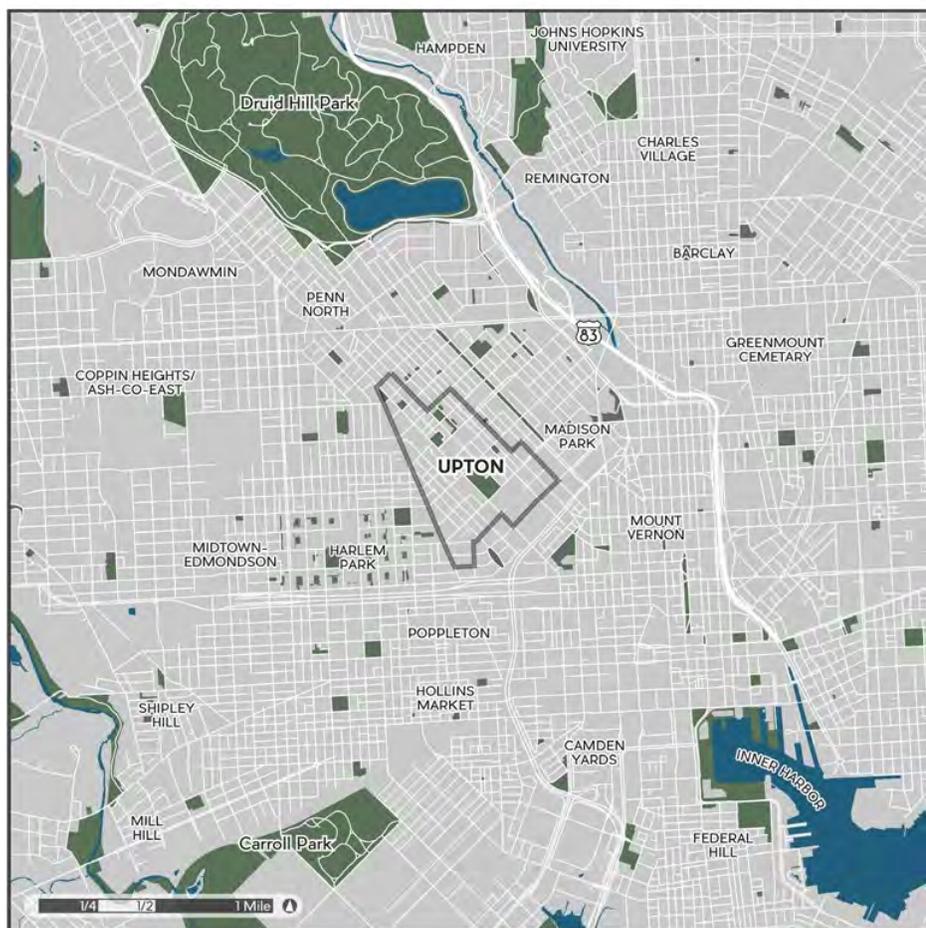
Supported by the Wells Fargo Regional Foundation National Pilot Neighborhood Planning Grant Upton's master planning process was a comprehensive community-led initiative. This planning process resulted in the 2026 Upton Master Plan.

The master plan proposes specific goals, objectives and strategies across seven core components of community economic development that emerged from discussions

with Upton residents, businesses and stakeholders, and consultations with local governmental officials. Each subject area was informed by primary and secondary data sources used to describe and interpret demographic, physical and environmental conditions and trends in Upton. Both sets of information are used to identify strengths, challenges and opportunities at play in Upton and serve as the basis for the master plan to help guide Upton's revitalization and resurgence as an attractive place to live, raise a family, operate a business, work, learn, worship and play.

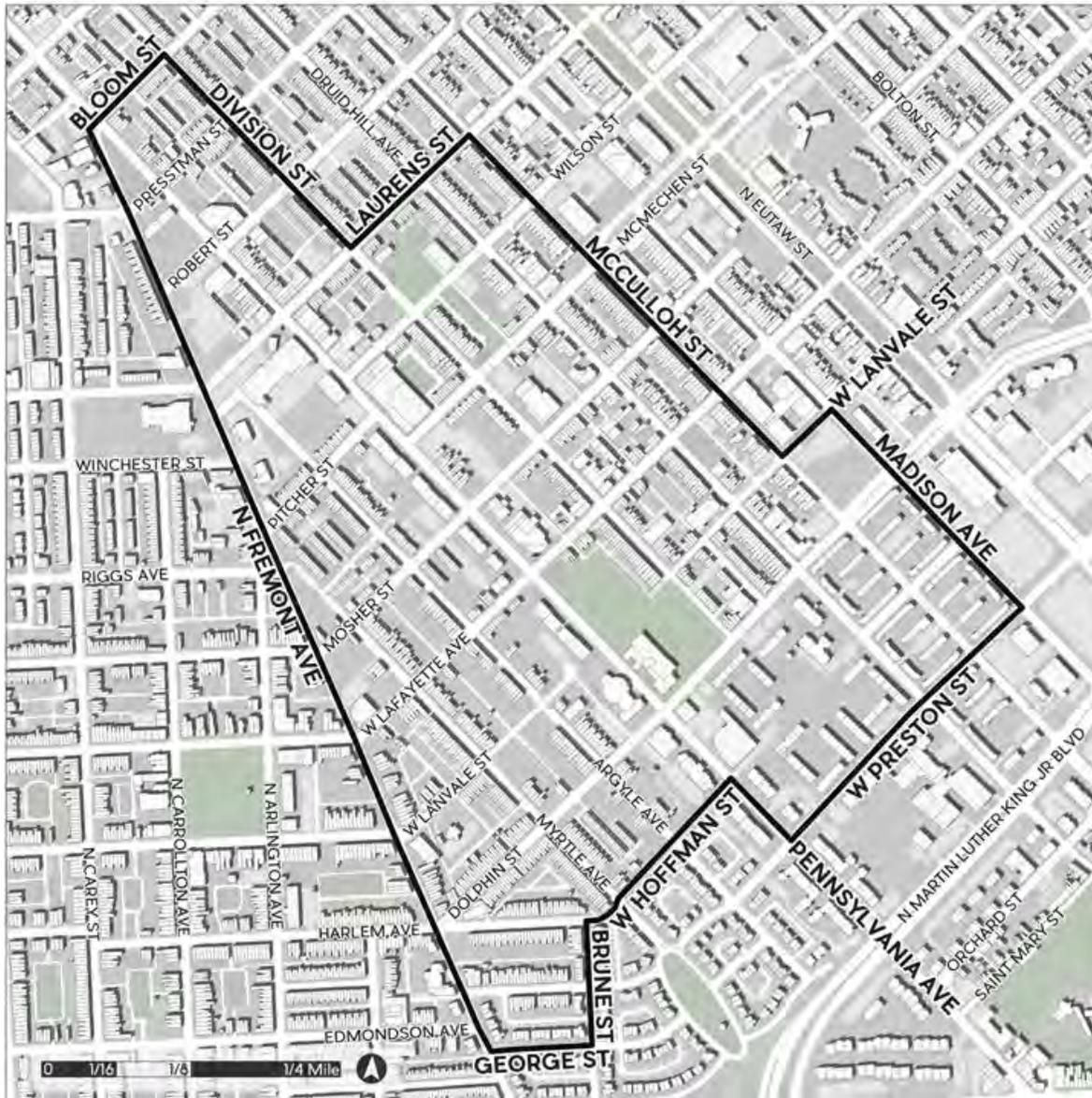
The seven subject areas include: community engagement, economic development, green space and safety, housing development, quality of life, education, and transportation.

UPTON AND ADJACENT NEIGHBORHOODS



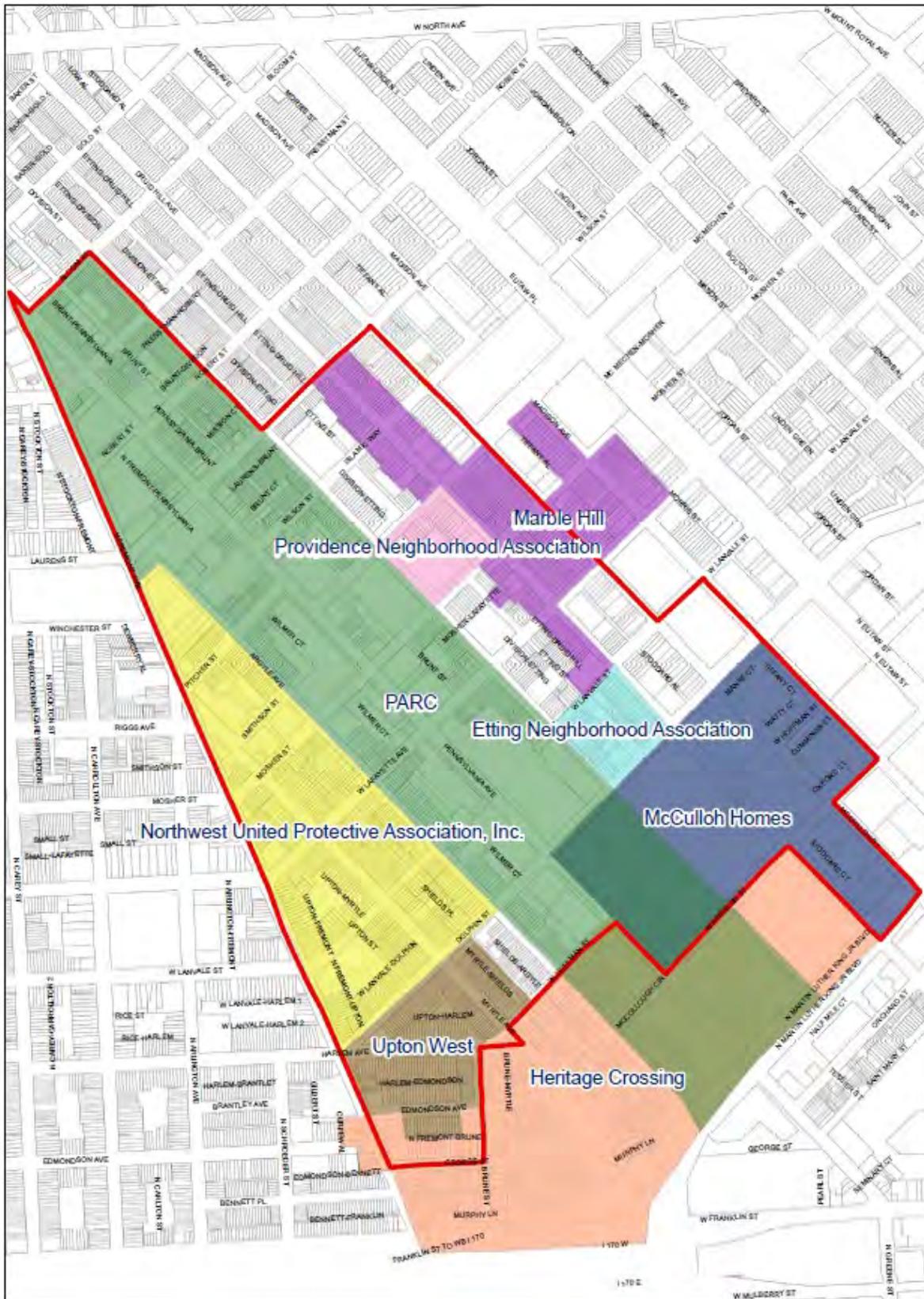
— Planning area boundary

UPTON, BALTIMORE



Plan Area

The Upton plan area encompasses approximately 60 square blocks situated just north of downtown Baltimore and bordered generally by Bloom Street to the north, Madison Avenue boundaries start at Bloom and Fremont and going clockwise are: Division, Laurens, McCulloh, Lanvale, Madison, Preston, McCulloh, Martin Luther King Jr., Druid Hill, Preston, Pennsylvania, Hoffman, Brune, George, and Fremont, as shown above.



Upton
Neighborhood Clusters Map

Neighborhood Clusters

- Etting Neighborhood Association
- Heritage Crossing
- Marble Hill
- Upton West
- PARC
- Providence Neighborhood Association
- Northwest United Protective Association, Inc.
- McCulloch Homes

- Upton Neighborhood Statistical Area
- Property Lines



Within the Upton Neighborhood Statistical Area as shown above are neighborhood clusters—organizations and associations—who work to improve conditions in the community.

Program Goals by Subject Area

The Upton Master Plan offers program goals for the seven subject areas focused on in the plan including community engagement, economic development, green space and safety, housing development, quality of life, education, and transportation.

COMMUNITY ENGAGEMENT

- ◆ Deepen Community Outreach Efforts
- ◆ Strengthen UPC Infrastructure
- ◆ Market and Promote Upton

ECONOMIC DEVELOPMENT

- ◆ Strengthen Heritage Tourism in the Upton Community
- ◆ Redevelop Local Business Corridor
- ◆ Create wealth creation opportunities for residents

GREEN SPACE AND SAFETY

- ◆ Beautify the Upton Community
- ◆ Strengthen Public Safety

HOUSING AND COMMUNITY DEVELOPMENT

- ◆ Preserve Historic Character of Upton
- ◆ Foster New Housing Development and Rehabilitation
- ◆ Revitalize without displacement and mass gentrification
- ◆ Strategic demolition for growth, greening and development

QUALITY OF LIFE

- ◆ Strengthen Healthy Food Access
- ◆ Strengthen Education Supports in Upton
- ◆ Strengthen Health Care Supports in Upton
- ◆ Foster Community Pride in Upton

EDUCATION

- ◆ Safe havens/safe space for children and youth
- ◆ Mental health services for students and parents address
- ◆ More in-school outreach staff, psychologists, counselors
- ◆ Basic parenting skills for parents
- ◆ Homework assistance, conflict resolution, nutrition
- ◆ Pre-K/early childhood education

TRANSPORTATION

- ◆ Control Community Traffic Flow
- ◆ Strengthen Transit Service
- ◆ Foster Community Transit Oriented Developments

Guiding Principles

The Upton Master Planning process was guided by a set of 8 guiding principles agreed upon by the community:

1. Build on the physical and historical strengths of the neighborhood
2. Preserve the existing character of the neighborhood
3. Create a mixed-income community
4. Capitalize on its African American heritage
5. Provide amenities that meet the needs of families, senior citizens, children and youth, professionals and merchants
6. Build a critical mass of each type to support and sustain a viable commercial district, and vice versa
7. Find a healthy balance between new development on and permanent greening of vacant lands in the neighborhood
8. Prevent displacement of and embrace equitable development for lower-income residents

Program Priorities

The Upton Master Planning process established a set of priorities for each planning area of emphasis. These priorities guided workgroup discussions and proposed recommendations.



COMMUNITY ENGAGEMENT

Ensure community stakeholders are engaged in the revitalization process for their neighborhood.



ECONOMIC DEVELOPMENT

Improve local business districts and connect the local workforce to job opportunities locally and in the region.



GREEN SPACE AND SAFETY

Increase community access to green spaces, parks and recreation facilities, and enhance public safety and security.



HOUSING

Preserve and increase the stock of quality affordable housing for lower income homeowners and renters.



QUALITY OF LIFE

Ensure access to affordable healthy foods, quality education, affordable healthcare, and public safety.



EDUCATION

Provide early childhood education and tutoring support for all students, particularly those not reading at grade level.



TRANSPORTATION

Support transportation choices and promote transportation networks that are efficient and environmentally sustainable.

Key Opportunities

A set of immediate and intermediate opportunities that can be leveraged to support community revitalization, optimal growth and development in Upton have been identified.

COMMUNITY ENGAGEMENT

- ◆ Enhance the capacity and infrastructure—as needed—among community-based organizations to facilitate/take the lead on the action plan categories.

REAL ESTATE DEVELOPMENT

- ◆ Assemble and package vacant sites to generate greater economies-of- scale and attract developers and development partnerships
 - ⇒ Large, consolidated sites (new construction and rehab)
 - ⇒ Infill sites (new construction)
 - ⇒ Build from and in proximity to stronger blocks, with high visibility, with tax incentives
- ◆ Commission studies to assess market feasibility residential, scale/volume, target markets:
 - ⇒ Commercial, Residential, Mixed-Use
 - ⇒ Housing (affordable, mixed-income, and market rate)
 - ⇒ Housing (homeownership, rental, rent-to- own)
 - ⇒ Institutional (medical, educational, etc.)
- ◆ Meet with the owners/developers of V2V acquired sites and other vacant properties
 - ⇒ Determine project scope, scale, status, and timeline
 - ⇒ Assess/advocate for local workforce, end-uses
 - ⇒ Exploring potential community roles (e.g. supporter, co-sponsor, special limited partner)

COMMERCIAL CORRIDOR DEVELOPMENT

- ◆ Safety and Security
 - ⇒ Establish/reestablish rapport and trust between police, merchants, and residents
 - ⇒ Address the steady turnover of police district commanders
 - ⇒ More coordinated police presence during shift changes to eliminate gaps
 - ⇒ Cameras along 1500-1800 Pennsylvania; Lauren and Wilson between Division and Fulton, Wilson and Pennsylvania Avenue side street corners

- ◆ Create a "New Normal"
 - ⇒ Streetscape dress-ups, fix-ups, clean-ups
 - ⇒ Police officers in plain view, on the ground, engaging ambassadors, residents, shoppers

- ◆ Low Cost/High Impact investments:
 - ⇒ Power wash sidewalks
 - ⇒ Festive, colorful banners
 - ⇒ Uniformed crews from neighborhood (caps, shirts, carts, brooms)
 - ⇒ Maintained trash cans and greening
 - ⇒ Pole and street lighting
 - ⇒ Bring entertainment to attract shoppers

QUALITY OF LIFE

- ◆ Build on the Avenue Market on Saturdays
- ◆ Research farmers market strategies used in other Baltimore communities Publicize fresh food options
- ◆ Design a fresh food fair on Pennsylvania Avenue featuring food tasting-culinary demonstrations

EDUCATION

- ◆ Target investments on the blocks around the schools
- ◆ Engage youth in academic and vocational activities:
 - ⇒ Greening vacant lots
 - ⇒ Partnering with merchants association
 - ⇒ Learning business/entrepreneurship
 - ⇒ Community development careers

TRANSPORTATION

- ◆ Research ideas that slow traffic
- ◆ Review and update speed signs
- ◆ Streetscape design plan and neighborhood markers



INTRODUCTION

Vision for Upton

The Upton Master Plan seeks to expand and deepen the constituency for a revitalized Upton based on a vision current residents now hold for their community and one future residents will be invited to embrace and work towards as well. That vision is spelled out below:

Reclaim the vestiges of its distinct African-American heritage and be the hub of a cultural revitalization where the memory of the great entertainers, artists and civic leaders who proudly proclaimed Upton as their neighborhood will serve as a beacon drawing investments back into the community.

As the revitalization of the community moves forward, Upton will be envied for its fine architecture and places for cultural expression, business development, social services, and health activities, all contributing to a feeling of wellbeing and belonging.

Uphold the value that the Upton community has historically placed on its residents, faith-based organizations, and civic institutions to promote unity, harmony, and community economic development.

A vibrant and healthy community characterized by and composed of:

- ◆ Engaged citizenry
- ◆ Strong residential blocks
- ◆ Attractive commercial districts
- ◆ High-performing schools
- ◆ Maintained green spaces

- ◆ High-quality recreational facilities
- ◆ Signage, historic markers, and attractive gateways that serve as invitations to those currently living in Upton to renew their appreciation for its assets and those considering making Upton their home to join in its preservation, revitalization, and rebirth.

Lead Planning Partners

The Historic Upton Neighborhood Planning Team was led by The Community Builders, Inc., a leading nonprofit developer bringing 50 plus years of experience in urban redevelopment. The team includes local leadership and direction from Upton Planning Committee and the Bethel Empowerment and Wellness Center.

The Community Builders, (TCB)

TCB is one of America's leading nonprofit real estate



developers and owners. Our mission is to build and sustain strong communities where people of all incomes can achieve their full potential. We realize our mission by developing, financing and operating high-quality housing and implementing neighborhood-based models that drive economic opportunity for our residents. Since 1964, we have constructed or preserved hundreds of affordable and mixed-income housing developments and secured billions of dollars in project financing from public and private sources. Today, we own or manage 11,000 apartments in 14 states. We are headquartered in Boston with regional hubs in Chicago and Washington, D.C.

Upton Planning Committee, (UPC)

UPC for more than 40 years has been a leading community organization in central Baltimore City, Maryland. This community organization was founded by citizens of the Upton community with the purpose of halting and reversing the decline in quality of life that many urban neighborhoods face. The Upton community is represented by eight neighborhood associations, which together make up the Upton Planning Committee leadership.



Bethel Empowerment and Wellness Center, (BEWC)

BEWC is a community resources hub that connects people to resources and service providers. Through these connections, the BEWC seeks to improve the quality of life and wellbeing of the Upton community and beyond. Formerly known as the Bethel Outreach Center, it provided vital resources to support the 2005 Upton Master Plan.



March 2004. Using that document as a guide UPC, partnered with The Community Builders, and Bethel Empowerment and Wellness Center to lead a community-led process to create a new 10-year Historic Upton Neighborhood master plan.

The planning process included a review of prior planning studies, data analysis of housing statistics and area demographics, market analysis of commercial and residential sales, and fieldwork observations. The plan was created with a robust community engagement process including three Community Congress events to produce the community vision, work group sessions, community survey, stakeholder interviews, initial presentation of findings, and review of the draft Master Plan.



Community Mater Planning Meetings

Need For A Plan

The Upton community was ripe for embarking upon a master planning process given that 2015 marked 10-years since the Baltimore City Planning Commission adopted a 10-year "Master Plan for the Upton Community" in September 2005.

In partnership with the Upton Planning Committee, Bethel Outreach Center, City officials, and Upton residents, AB Associates created "Renewal, Revitalization, Restoration: A Master Plan for the Upton Community" in





PLANNING OBJECTIVES

Core Components

The Upton Master Plan comprises seven components of community economic development that emerged from meetings of UPC's Steering Committee and Community Congress' that took place over the past 2-years involving neighborhood residents, local businesses, and governmental officials, plus results of focus group discussions and stakeholder interviews. Those components include:



Community Engagement



Economic Development



Green Space and Safety



Housing Development



Quality of Life



Education



Transportation

Through primary and secondary data sources, the master plan researches and maps a range of existing conditions of HUN—demographic, land use, physical and environmental—to help inform these components.

Guiding Principles

Upton's Master Plan is driven by planning principles that hark back to an earlier planning effort by the community in 2005

considered to be as relevant today as they were then, if not more so, namely:

- ◆ Build on Upton strengths and preserve Upton's existing character.
- ◆ Upton has a wealth of assets that can be used to attract new investment and generate a renewed interest in the community. Market-driven initiatives must build on the unique characteristics of Upton to experience greater long-term success.
- ◆ One of Upton's strongest assets is its housing stock. Spacious homes, architectural details and a strong, compact urban grid create a feeling of community that should be strengthened and preserved.
- ◆ Create a mixed-income community while capitalizing on Upton's African-American heritage
- ◆ Historically, successful neighborhoods have a range of incomes, services and housing types. New development should strive to attract new market-rate housing, while continuing to provide quality affordable housing.
- ◆ Cultural and heritage tourism is one of the fastest growing segments of the tourism industry. Upton's unique place in local and national history provides a wealth of opportunities that can be leveraged to provide positive economic benefits.
- ◆ Provide amenities that meet the needs of Upton families, seniors, children and youth, professionals and businesses.
- ◆ Build a critical mass of residents to support and sustain Upton commercial corridors and districts.

- ◆ Successful neighborhoods offer institutions and services for their residents and business community. Many of these elements exist in Upton but require physical improvements, capacity building and a collaborative effort to be considered viable institutions.
- ◆ Successful commercial districts require strong and economically stable, successful residential areas. Encouraging new residential developments will attract new customers who will ultimately help provide the critical mass necessary to attract and sustain high quality commercial development.
- ◆ Find healthy balances between new development and permanent greening of Upton's vacant land.
- ◆ New development should be directed to the vacant parcels as one strategy for preserving the neighborhood's existing character.
- ◆ Open space should have active and passive recreational uses, and urban farming to encourage and support increased healthy eating and lifestyles.
- ◆ Minimize displacement of current Upton residents. Identify resources to support existing homeowners.
- ◆ Current residents of Upton, particularly those of lower incomes, should remain a part of the community if they so desire. The development of new housing and the rehabilitation of existing housing should be financed and carried out in ways that promote equitable development where residents of all incomes have a genuine

opportunity to participate in Upton's revitalization and enjoy and benefit from Upton's revitalization.

Planning Process

The Historic Upton Community, (HUN), master planning process explored the state of Upton in 2005 and the state of Upton in 2016 through data analysis of current housing statistics, area demographics, and market analysis of commercial and residential sales, social service and education statistics, and community crime statistics. The HUN master planning process also included a robust community survey process and physical dwelling assessment. Phases 1 and 2 focused on research and data gathering, community mobilization, trust building, and information and data analysis. Phase 3 focused on fostering community cohesion, visioning, and systematic planning.

Phase 1: The Past



Upton's 2005 Master Plan will serve as the baseline for the past. The past seeks to honor the community work in 2005 to cast a 10 year vision and master plan for the Upton Community.

- ◆ What was Upton's community vision for 2015?
- ◆ What were Upton's desired short-term, medium-term, and long-term community goals and implementation plan?

Phase 2: The Present



Current community demographics and statistics will serve as the baseline for the present. The present seeks to gain clarity around what has changed between the past and the present.

- ◆ What achievements have been made in Upton's 2005 master plan?
- ◆ What are Upton's current challenges/weaknesses and successes/strengths?
- ◆ What are Upton's opportunities for current and future growth and development?
- ◆ What are the societal forces challenging the communities growth and development?

Phase 3: The Future



Desired community vision will be used as a baseline for the future.

- ◆ Where does Upton want to be in 2026?
- ◆ What do we want the Upton Community to look like in 2026?
- ◆ What are Upton's short-term, medium-term, and long-term community goals addressing housing, economic development, social services, education, public safety, transportation, and streetscapes?

Upton Master Planning Timeline

Summer 2016	Community Surveys
Fall 2016	Community Dwelling Assessment
Winter 2016	Community Gathering
Winter 2016	Stakeholder Interviews
Winter 2016	Focus Groups
Spring 2017	Community Gathering
Spring 2017	Community Workgroups
Summer 2017	Community Gathering
Winter 2017	Mater Plan Finalization

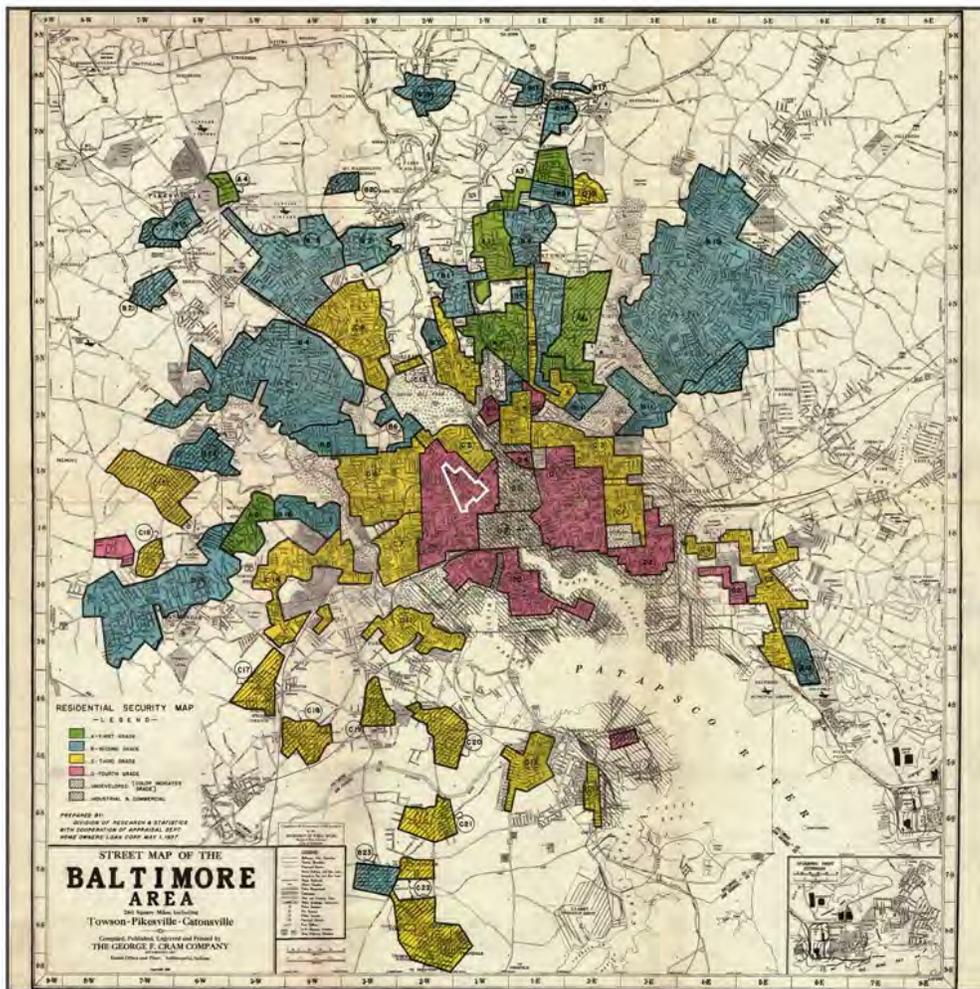


Upton Master Plan Community Congress participants—May 2017



EXISTING CONDITIONS

REDLINING IN BALTIMORE



"The Third grade or C areas are characterized by age, obsolescence, and change of style; expiring restrictions or lack of them; infiltration of a lower grade population; the presence of influences with increase sales resistance such as inadequate transportation, insufficient utilities, perhaps heavy tax burdens, poor maintenance of homes etc. "Jerry" built area are included, as well as neighborhoods lacking homogeneity. Generally, these have reached the transition period. Good mortgage lenders are more conservative in the Third grade or C areas and hold loan commitments under the lending ration for the A and B areas. The fourth grade or D area represent those neighborhoods in which the things that are now taking place in the C neighborhoods, have already happened. They are characterized by detrimental influences in a pronounced degree, undesirable population of an infiltration of it. Low percentage of home ownership, very poor maintenance and often vandalism prevail. Unstable incomes of the people and difficult collections are usually prevalent. The areas are broader than the co-called slum districts. Some mortgage lenders may refuse to make loans in these neighborhoods and others will lend only on a conservative basis."

Urban Fabric Historic Context

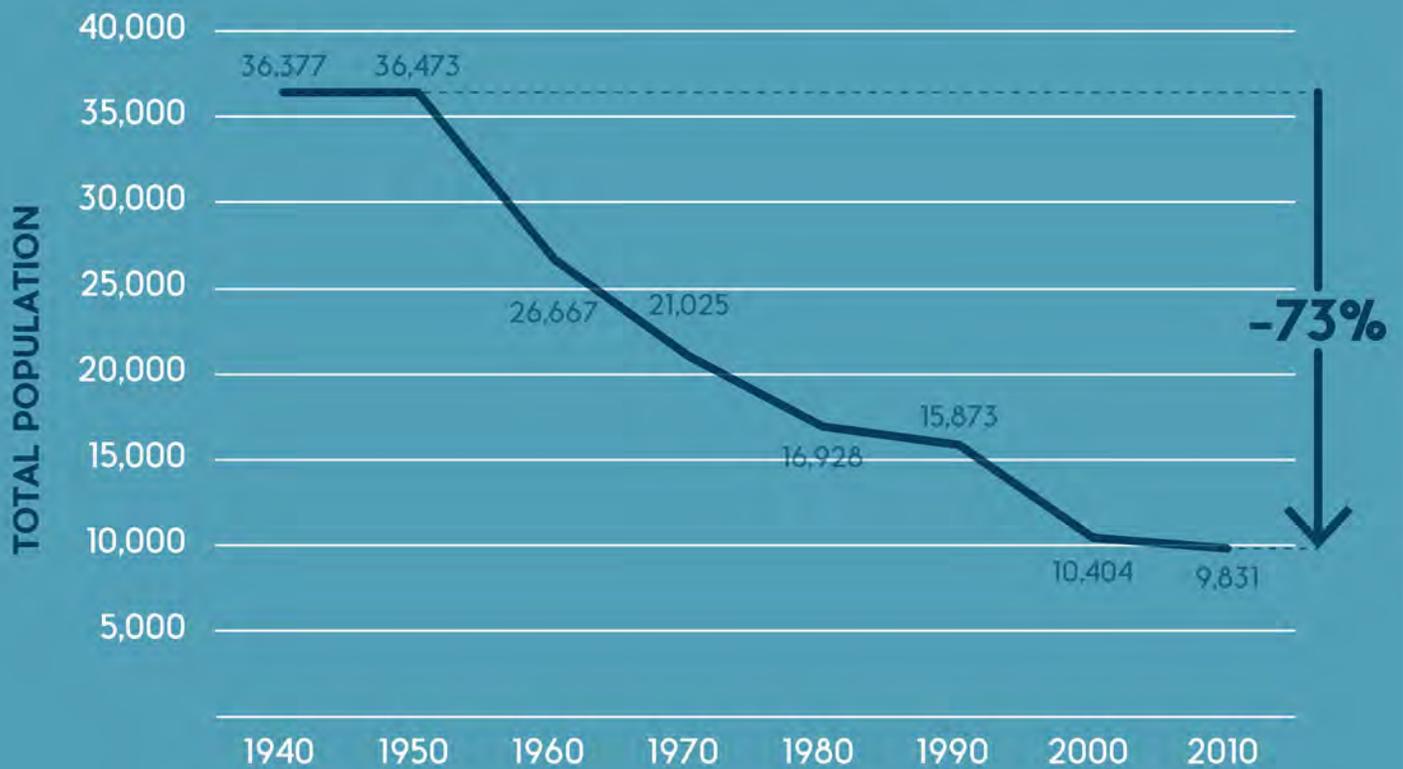
A reading of Upton's urban landscape today must be framed by certain factors that led us here. Upton's trajectory as a neighborhood was quite significantly redirected by policies and practices of racial segregation and discrimination against minorities and minority communities that became codified in the National Housing Act of 1934. "Residential security maps" were generated to direct financial institutions away from making capital available in primarily African American communities living in older inner-city neighborhoods.

In the 1937 "redlining" map of Baltimore above, the Upton neighborhood is outlined in white [outline added to the original map]. Upton and

the other areas shown in red are classified as "D" or "Fourth Grade," and described as "characterized by detrimental influences in a pronounced degree, undesirable population or an infiltration of it." The Home Owners' Loan Corporation further proclaims that "some mortgage lenders may refuse to make loans in these neighborhoods and others will lend only on a conservative basis."

These racist lending practices led to severe disinvestment in Upton and other inner ring neighborhoods of Baltimore. A lack of access to financing or capital to maintain or renovate homes and businesses, along with moratoriums on mortgages, combined with other factors to set in motion the gradual decay of historic structures and fragmentation

CHANGE IN UPTON POPULATION, 1940-2010 [TRACT LEVEL]



BETWEEN 1940 AND 2010, UPTON LOST 73% OF ITS POPULATION.

of urban fabric over time. And, of course, it had drastic implications for the character of the neighborhood itself. In its heyday a densely populated and vibrant urban neighborhood, between 1940 and 2010, Upton lost 73% of its population.

Like so many other neighborhoods targeted by redlining in the United States, population loss, decline in building conditions, and other factors led to so called “slum clearance” or “urban renewal” efforts primarily of the 1960's, which replaced large tracts of traditional rowhome fabric with superblocks of low income housing structures.

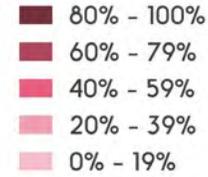
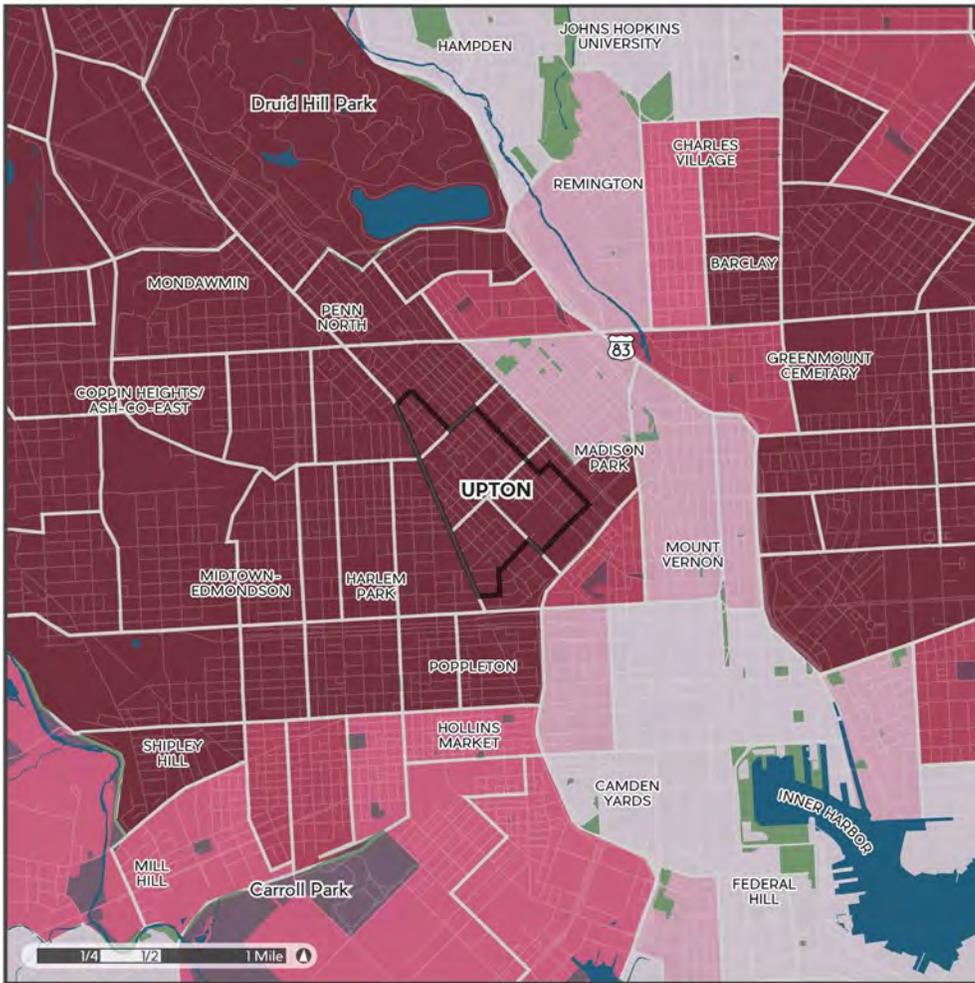
Looking at the variety of neighborhood character that comprises Upton today, we see

primarily the culmination of these three elements: blocks of historic rowhomes, superblock housing typologies, and areas of concentrated vacant buildings and land where tear-downs have been orchestrated or where buildings have simply collapsed.



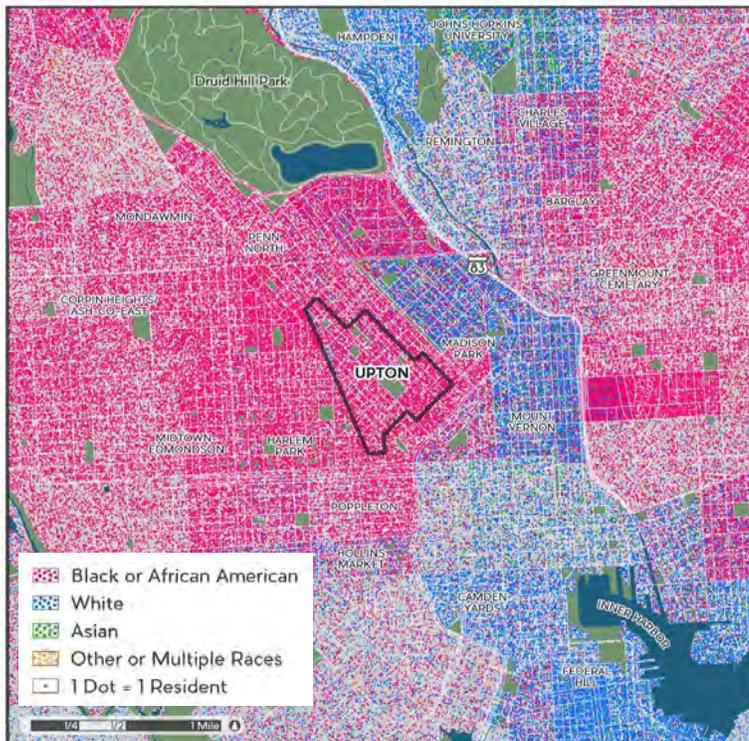
Twotypologies of public housing superblocks in Upton: high rise apartments (McCulloh Homes) in the background and garden/courtyard-style townhomes (Spencer Gardens) in the foreground.

PERCENT AFRICAN AMERICAN OR BLACK, 2014



Source: U.S. Census American Community Survey 2010-2014 5-Year Estimates by Census Block Group

POPULATION BY RACE, 2014 ARRANGED BY CENSUS TRACT



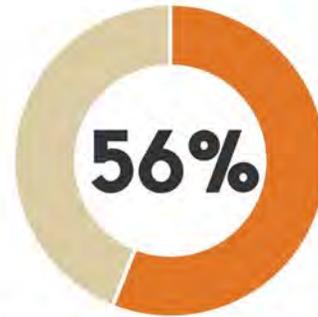
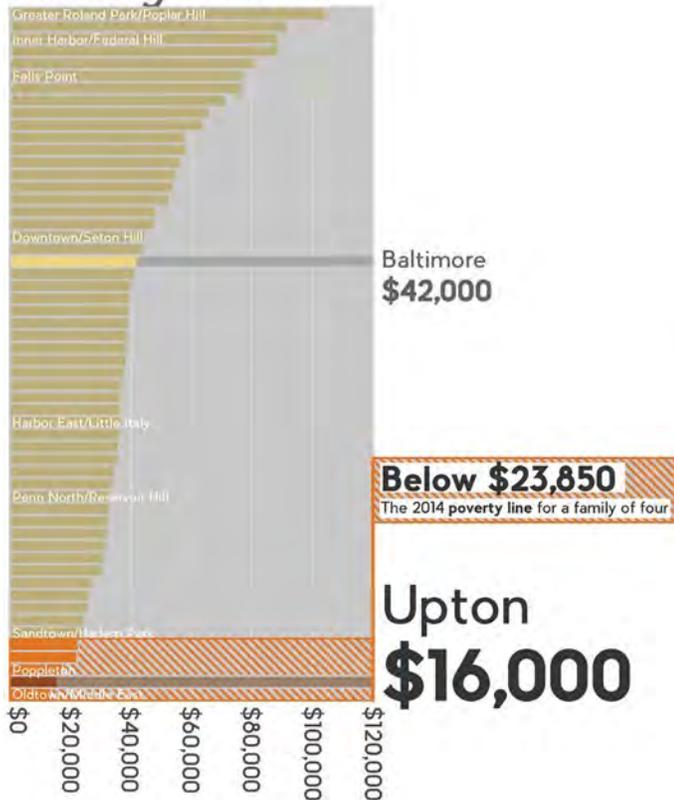
Racial Composition

Despite many radical changes that Upton has seen over the past hundred years, its identity and legacy as a primarily African American neighborhood has remained a constant. 96% of Upton residents are African American today, compared to 63% city-wide.

Looking at the racial dot density map [left], the seemingly hard lines between racial concentrations are notable.

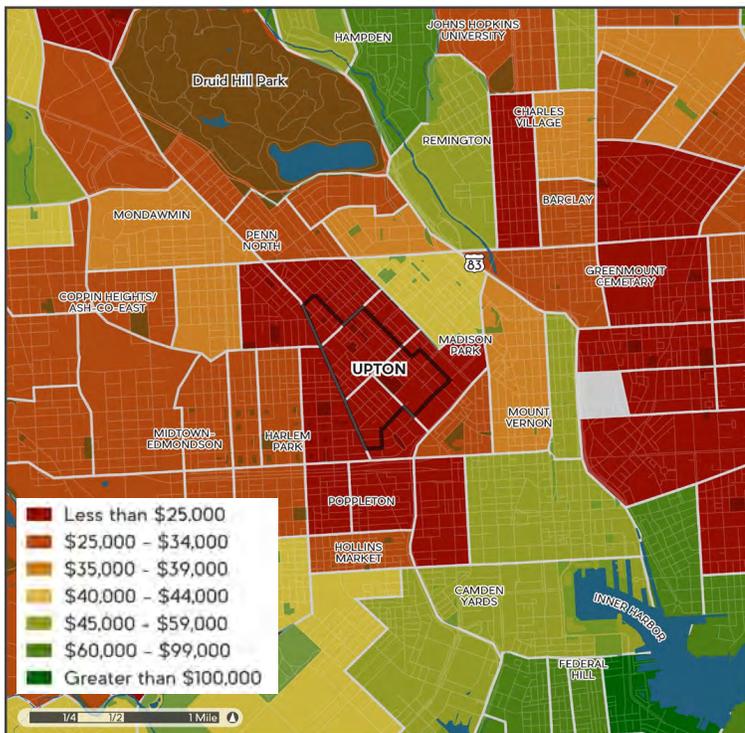
Median Annual Household Income in Baltimore and its 55 neighborhoods

Among renters



**of Upton residents
live below the
poverty line.**

MEDIAN HOUSEHOLD INCOME, 2014



Income and Poverty

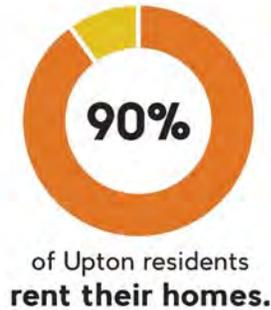
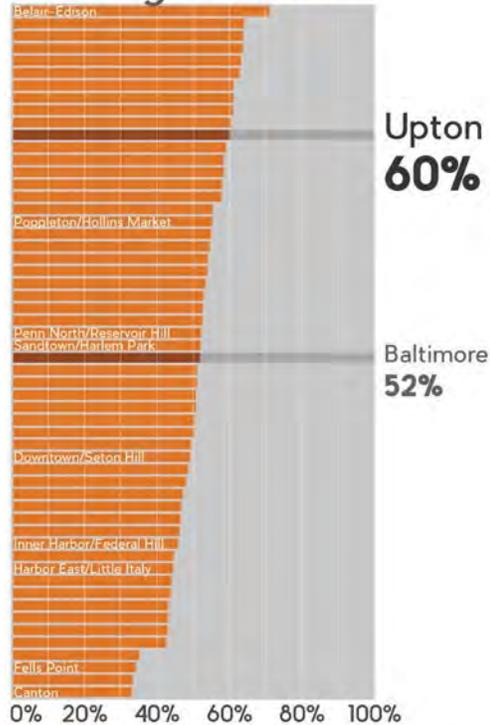
Upton residents face some of the hardest economic challenges in the City. Out of 55 neighborhoods, renters in Upton have the second lowest median household income at \$16,000. Additionally, Upton is one of five neighborhoods in Baltimore that, as a whole, have median incomes below the 2014 poverty line for a family of four, which is \$23,850. On a more granular level, 56% of Upton's residents have incomes below the poverty line.

With Upton's concentration of public housing and relatively low occupancy rate of other housing options in the neighborhood, these income levels are largely a factor of the types of available housing stock.

Percent of Residents Who Are “Housing-Cost Burdened”

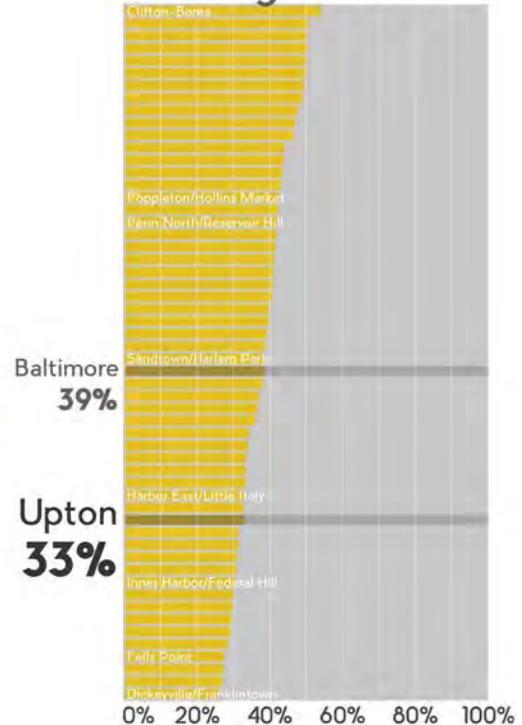
in Baltimore and its 55 neighborhoods

Among renters



of Upton residents rent their homes.

Among owners



Households are “housing-cost burdened” when they pay more than 30 percent of their total income towards housing costs.

Housing Affordability

About 33% of community survey participants reported that the primary reason they decided to live in Upton was the availability affordable housing. Likewise, the affordability of homes was the second highest rated characteristic of the neighborhood, with 64% of survey participants rating affordability either “Very Good” or “Good.”

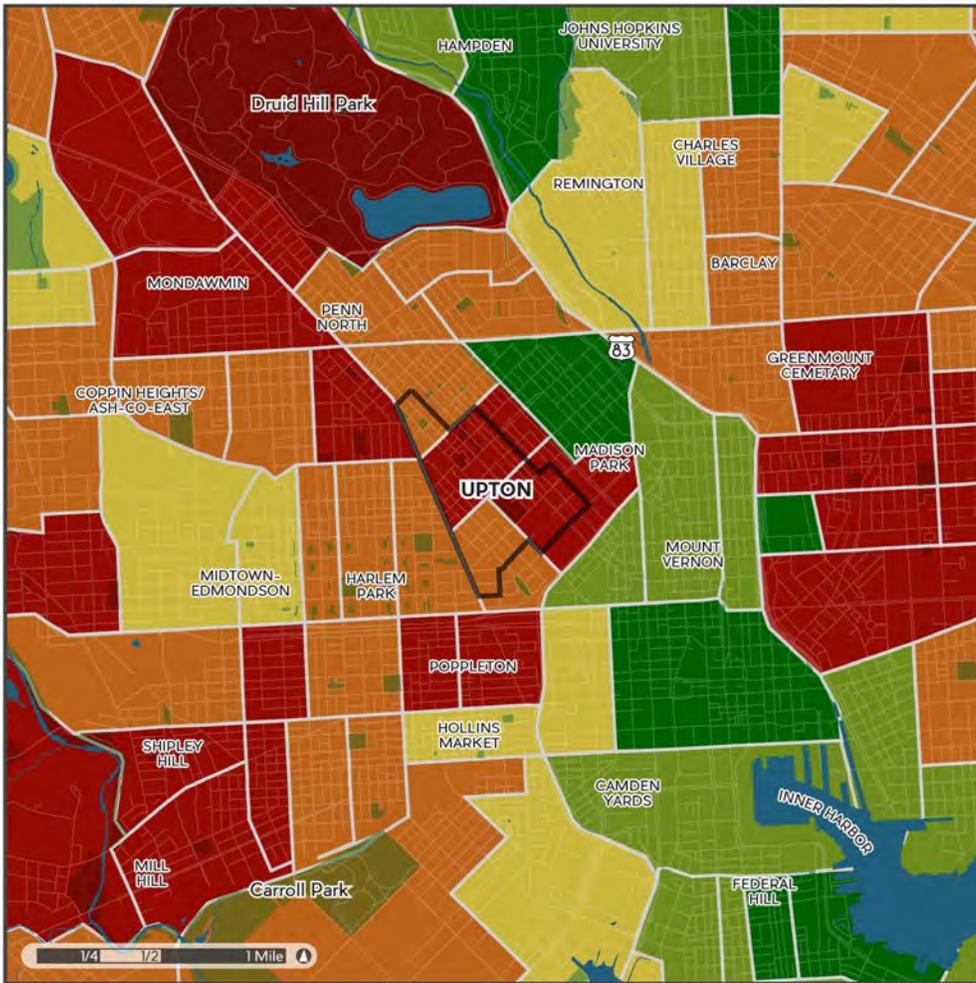
Despite these findings, 60% of Upton renters and 33% of Upton homeowners face a housing burden, which means at least 30% of their income goes to housing costs. Given that 90% of Upton residents are renters, the clear majority of residents are housing cost-burdened.

For renters, Upton is one of the most cost-burdened neighborhoods in Baltimore, with the City of Baltimore overall having a renter housing cost burden rate of 52%. Conversely, homeowners

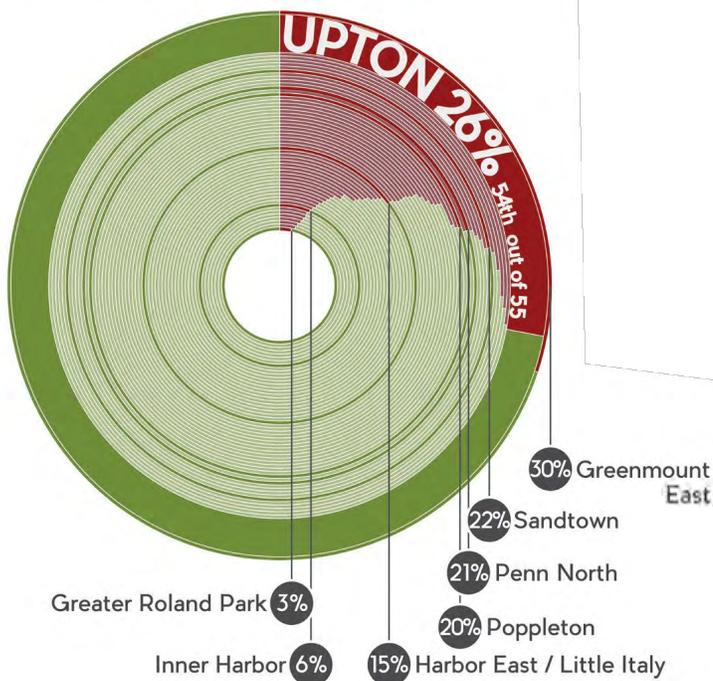
in Upton have one of the lowest housing cost burden rates, with 33% of homeowners facing a housing cost burden, compared to 39% city-wide.

Without a proper support network or other resources, individuals and families who are forced to give up such a large portion of their incomes for housing have limited margins to work within for other necessities, like food, clothing, health care, and transportation. For example, half of surveys reported that they have often or sometimes worried that they would run out of food before there would be money to buy more; 37% reported that they often or sometimes can't afford to eat balanced meals; 31% ate less than they think they should because they couldn't afford to buy food; and 14% often or sometimes went to bed hungry.

UNEMPLOYMENT, 2014 PERCENT OF RESIDENTS OVER 16 WHO ARE IN THE LABOR FORCE



Unemployment in Baltimore's 55 neighborhoods

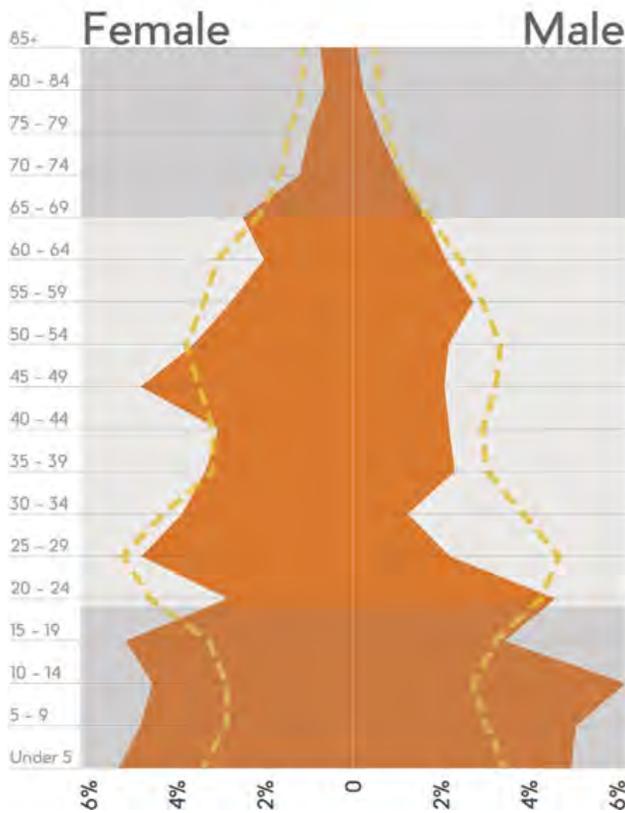


Unemployment

Out of Baltimore's 55 neighborhoods, Upton has the second highest unemployment rate, at 26%. This is another very serious socioeconomic issue that has implications for those experiencing unemployment that play out on a daily basis. Looking at the unemployment rate map, stark divisions between adjacent geographies emerge in patterns that are similar to the race distribution maps and income maps.

When rating Upton's access to employment centers, community survey participants were very split, with 52% rating it "Very good" or "Good," and 26% rating it "Poor" or "Very poor," making "access to employment centers" both the third highest and third lowest ranked characteristics of the community, out of ten indicators.

Resident Age by Sex in Upton and Baltimore



Upton

Baltimore

In Upton,
just 41%
of residents ages 18-64
are male,
compared to
47 percent city-wide.

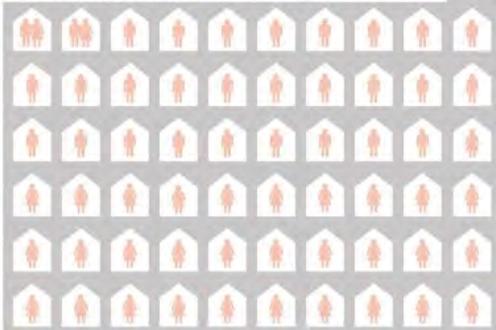
35%
of all Upton residents
are under 18,
compared to 11 percent city-wide.

Household Types in Upton

With children **40%**



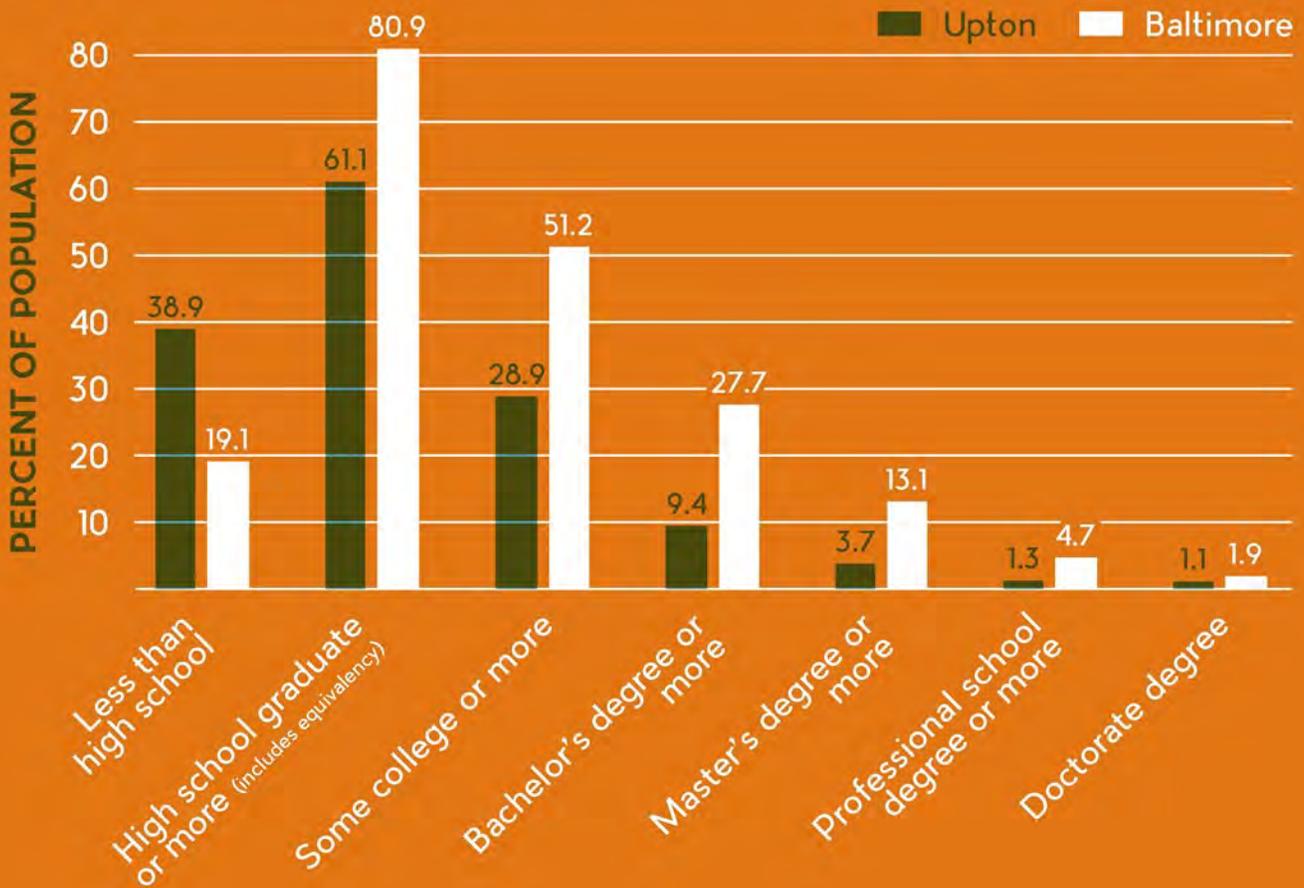
Without children **60%**



Age and Household Characteristics

Upton has a distinct concentration of young people--over a third of residents are under 18 years old. Taking a closer look at household types, we see that 40% of households have children under 18 and that 8 in 10 of those households are led by a single female parent/guardian. Combined with the other demographic data--poverty rates, unemployment, housing burdens--the socioeconomic indicators begin to suggest the magnitude of challenges these single women face in raising children under very difficult circumstances.

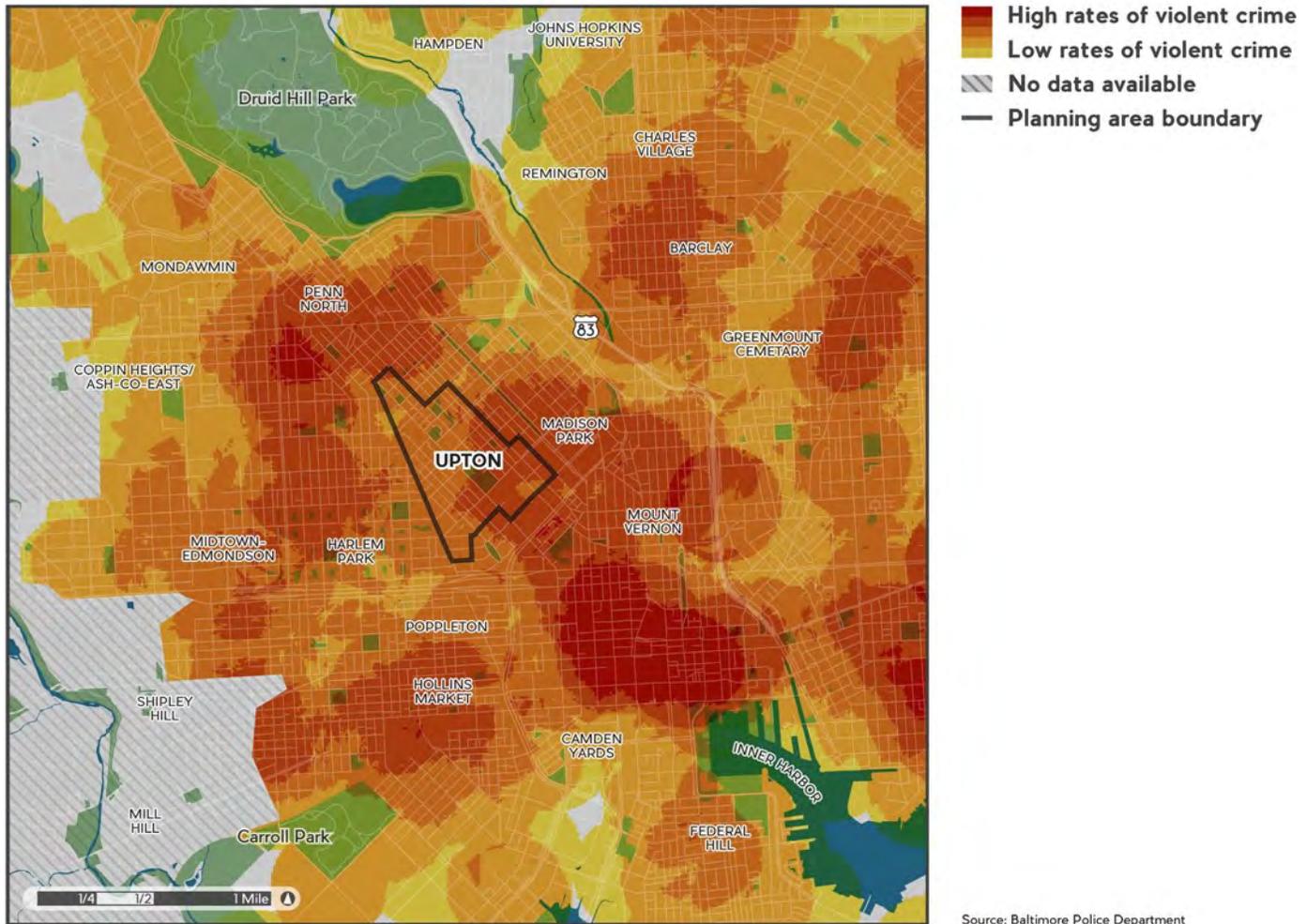
HIGHEST EDUCATIONAL ATTAINMENT FOR POPULATION 25 YEARS AND OVER [BLOCK GROUP LEVEL]



Educational Attainment

In general, Upton residents have a lower educational attainment than the City of Baltimore as a whole. Nearly 40% have not received a high school diploma or GED, while city-wide 19% have less than high school attainment. Upton also lags behind in college completion or advanced degrees. In the context of the high unemployment rate, these factors play into questions of work readiness and may suggest the need for supplemental education programs supporting residents of all ages in Upton--from encouraging Upton's large youth population to stay in school to providing job training or other learning opportunities and resources to adults.

VIOLENT CRIME RATES, JUNE-AUGUST 2016



Crime and Safety

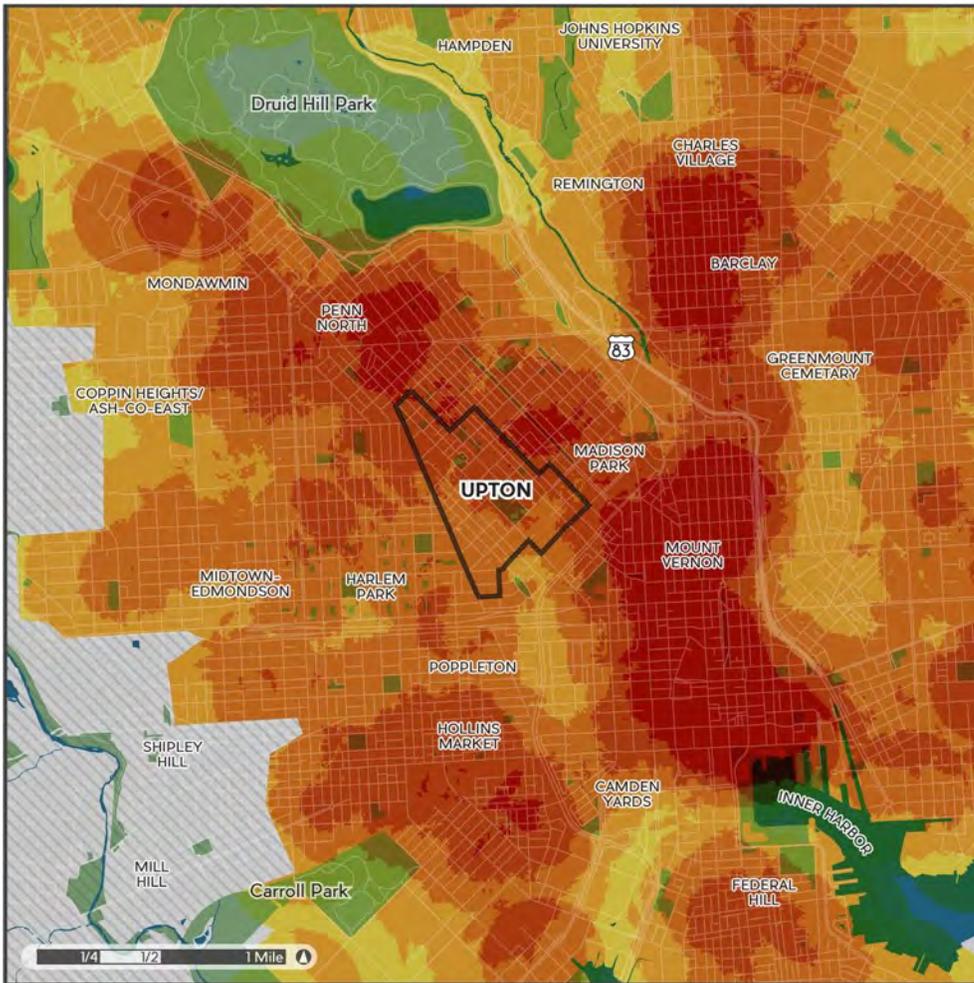
In the map above, crime density--in this case, violent crimes--is measured as a factor of crimes per geographic area (rather than as crimes per resident). Higher concentrations of violent crime areas are indicated by deeper red areas in the map. It should be noted that this partial snapshot may not be representative of a full year, as crime patterns can shift geographically during the school year versus during the summer months.

It must also be noted that crime maps can only represent reported crimes that are documented by the police department. Generally speaking, it is not uncommon for crime maps to sometimes under-represent some of the highest crime areas because criminal activity is so commonplace, community members don't bother to report it.

In the context of higher crime areas around Upton, the map shows relatively moderate violent crime rates in Upton, but shows a visible increase in the southeastern corner of the planning area, in the vicinity of Robert C. Marshall Park, the southern end of the historic district, and McCulloh Homes/Spencer Gardens.

When asked to rate various characteristics of the community, survey responses ranked "Safety in the community" last among ten aspects of life in Upton. 44% of survey participants indicated that safety in Upton is "Poor" or "Very poor." It is notable that this sentiment appears to be highly dependent on time of day, as 81% of surveyees said they feel "Very safe" or "Somewhat safe" in Upton during the day, but 57% said they feel "Somewhat unsafe" or "Very unsafe" at night.

PROPERTY CRIME RATES, JUNE-AUGUST 2016



- High rates of property crime
- Low rates of property crime
- No data available
- Planning area boundary

Source: Baltimore Police Department

The crime issues in Upton are clearly a matter of concern for its residents. Of the 45 people who responded to the open-answer survey question, "What, if anything, do you think the people in this neighborhood can do to make it a better place to live?", 11 people [24%] wrote in responses related to tackling Upton's crime issues, specifically drugs and violence.

The density map of property crimes shows a somewhat similar pattern in that Upton can be characterized as having "moderate" levels in the context of more problematic areas just around its perimeter



Crime prevention and neighborhood watch signs are a common sight in Upton.

RESIDENTIAL USES



RESIDENTIAL ALONE

- Single family home
- Multifamily res. (2-4 units)
- Multifamily res. (5+ units)

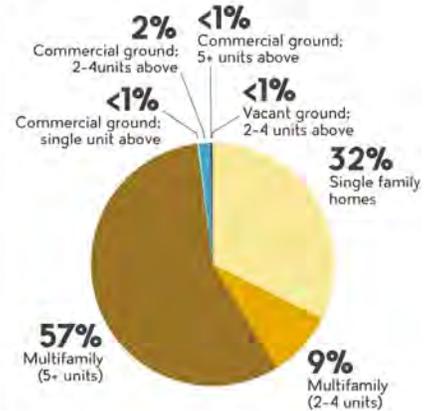
RESIDENTIAL UPPER FLOOR(S)

GROUND FLOOR COMMERCIAL USE

- Single unit on upper floor(s)
- 2-4 units on upper floor(s)
- 5+ units on upper floor(s)
- VACANT GROUND FLOOR**
- 2-4 units on upper floor(s)

RESIDENTIAL USE BREAKDOWN

[BY PARCEL AREA, NOT COUNT]



Breakdown of Residential Uses

The land use parcel survey sub-classified residential uses into single family homes, multifamily buildings with 2-4 units, and multifamily buildings with 5 or more units. Additionally, properties that have upper floor residential uses [for the most part above an active commercial use or vacant ground floor] are also represented.

Multifamily buildings with 5 or more units comprise the majority of residential land uses in Upton, at 57% of the total parcel area of properties that have some type of residential use. The distribution of these properties is clear in the map, as is the stark difference between the superblock typology and the finer grain of the traditional rowhome blocks. The majority of these 5+ unit multifamily properties are public/affordable housing projects along



Townhome-style city-owned affordable housing units along Pennsylvania Ave.

Pennsylvania Avenue and below Dolphin Street.

Another notable finding from the residential parcel survey and mapping is the concentration of 2-4 unit multifamily buildings along McCulloh Street and Druid Hill Avenue. The majority of these are former single family homes that have been converted into multiple unit buildings.

GROUND FLOOR COMMERCIAL TYPES



- Retail
- Convenience store
- Food market
- Restaurant or takeout
- Bar or nightlife
- Liquor store
- Professional office
- Medical office
- Services
- Automobile related



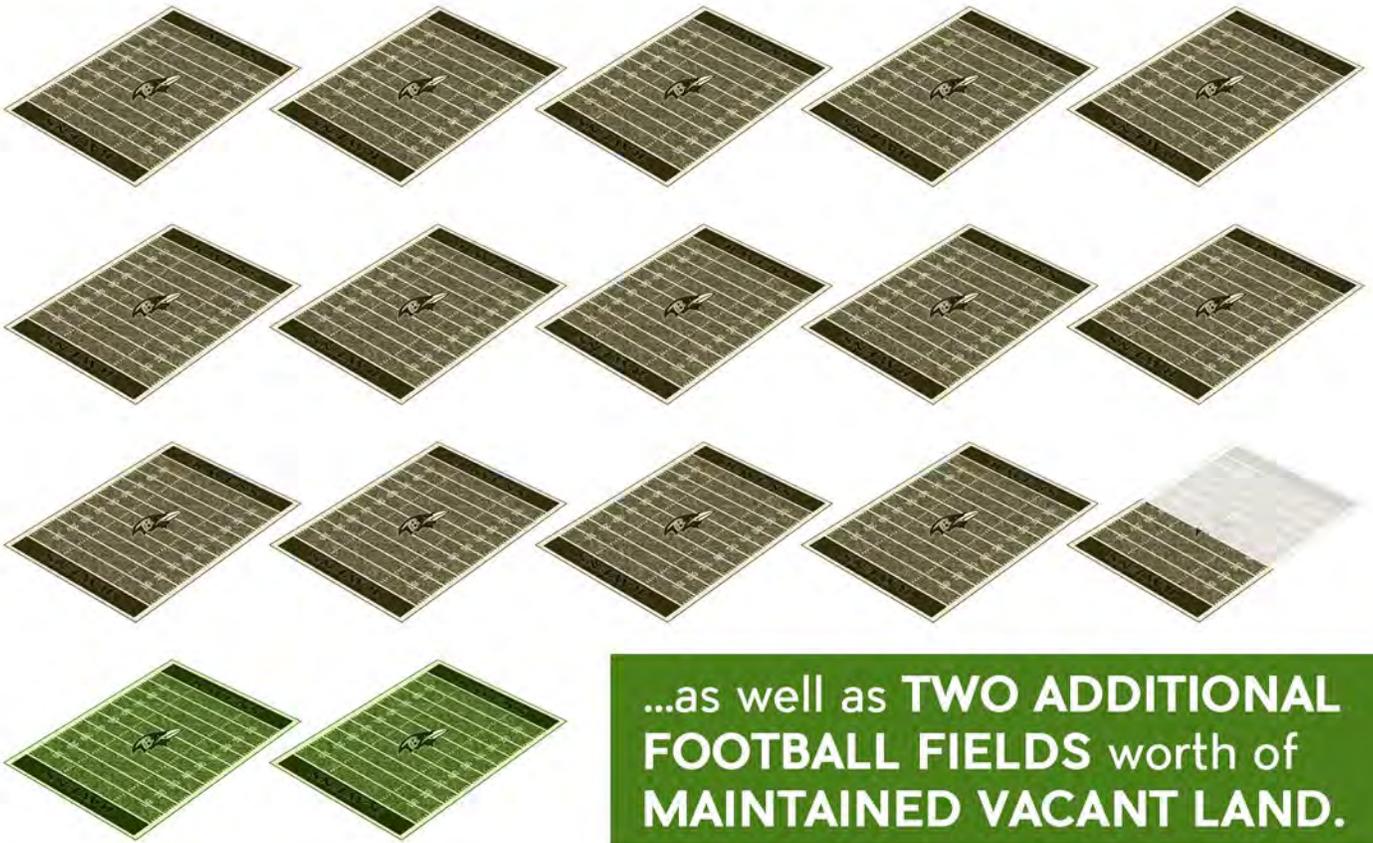
Commercial Services

Though there is a multitude of vacant storefronts scattered throughout the Upton neighborhood, active commercial businesses are concentrated primarily along a two-block stretch of Pennsylvania Avenue centered on Upton Station at Laurens Street--Upton's most active intersection characterized by a constant flow of foot traffic. However, 28% of community survey participants rated Upton's "Variety of goods and services available for purchase in the community" "Poor" or "Very poor," ranking this aspect of the community the second lowest among ten aspects.

Colorful murals used to enliven vacant floors above stores along Pennsylvania Avenue (right top) and a vacant storefront in the neighborhood (right bottom)



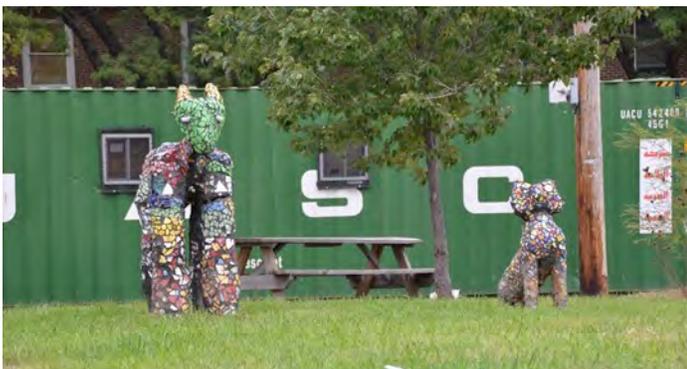
Upton has the equivalent of about 14 AND A HALF FOOTBALL FIELDS of UNMAINTAINED VACANT LAND...



...as well as TWO ADDITIONAL FOOTBALL FIELDS worth of MAINTAINED VACANT LAND.

Vacant Land

In aggregate, Upton has 16.5 acres of vacant land, two acres of which is being maintained in some way--ranging from those that are simply mowed and kept free of litter to those that have been planted and/or adorned with murals and art.



Examples of unmaintained and maintained vacant land (above) and a vacant lot on the 1900 block of Pennsylvania Ave turned from eyesore to asset with tree plantings, picnic tables, and some creativity (left)

Percent of Residential Buildings that are Vacant and Abandoned

in Baltimore's 55 neighborhoods



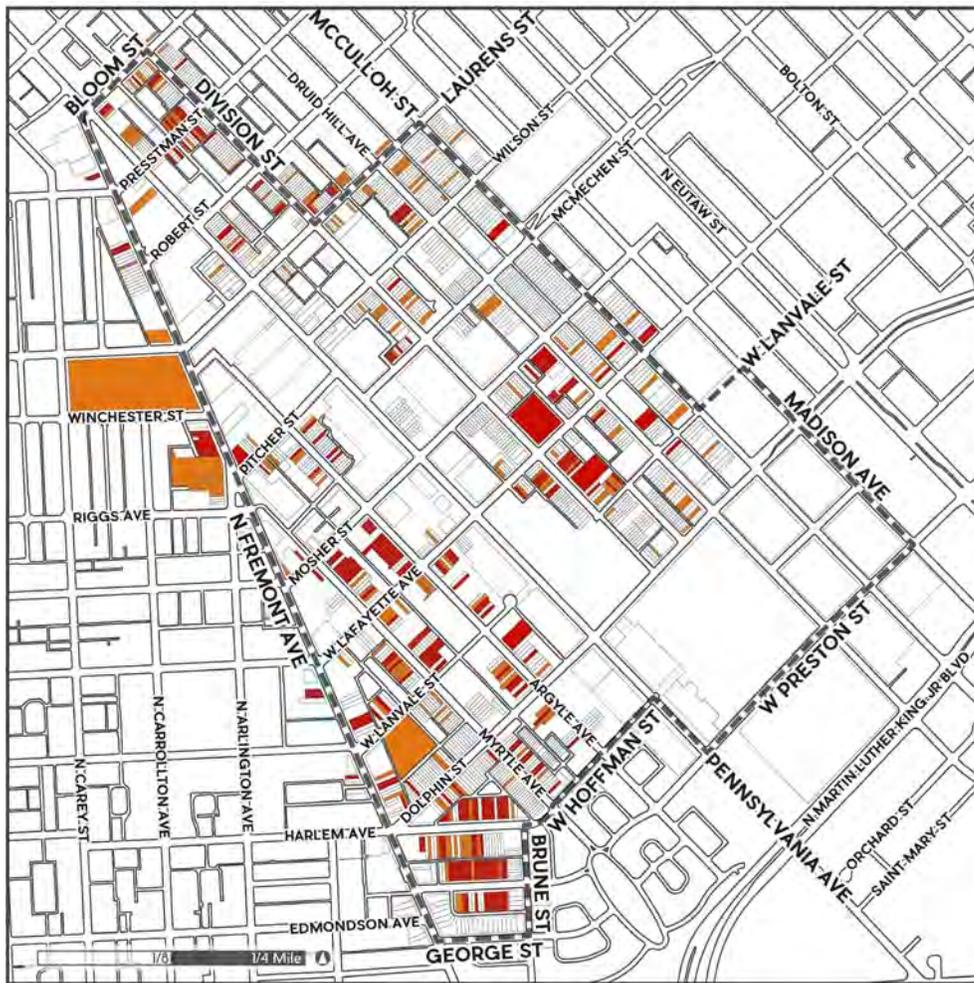
Residential Vacancy

Among Baltimore's 55 neighborhoods, the Upton/Druid Heights area has the second highest rate of vacant and abandoned residential buildings, surpassed only by neighboring Sandtown-Winchester/Harlem Park. 33% of Upton's residential buildings are vacant. Given the structure of traditional rowhomes, a vacant and abandoned building--especially if it is not properly protected from the elements--can make the buildings it shares party walls with vulnerable to structural damage, exposure to the elements, and susceptible to rodent and pest infestations, among other issues. That said, it is common to see the effects of vacancy and improperly sealed abandoned buildings spread down a block, reinforcing the tendency of vacancy and abandonment to cluster.



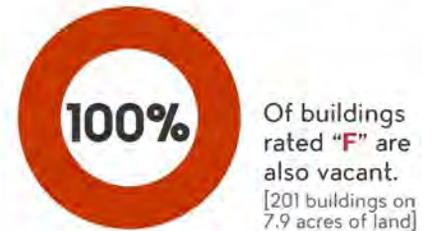
A vacant building between occupied homes in the historic Marble Hill neighborhood of Upton.

POOR & VERY POOR BUILDING CONDITIONS



BUILDING CONDITION
D - POOR
 [11.5 ACRES; 193 PARCELS]
F - VERY POOR
 [8.7 ACRES; 221 PARCELS]

POOR CONDITION BY VACANCY STATUS
 [BY AREA, NOT NUMBER OF PARCELS]



Buildings rated **D** & **F** comprise **86%** of all vacant buildings

Poor Building Conditions

A "D" rating indicates that the building appears to have potentially significant structural issues and it is in danger of becoming hazardous. An "F" rating indicates that the building is structurally unsound, hazardous, is not or should not be occupied, and there may not be much possibility for rehabilitation.

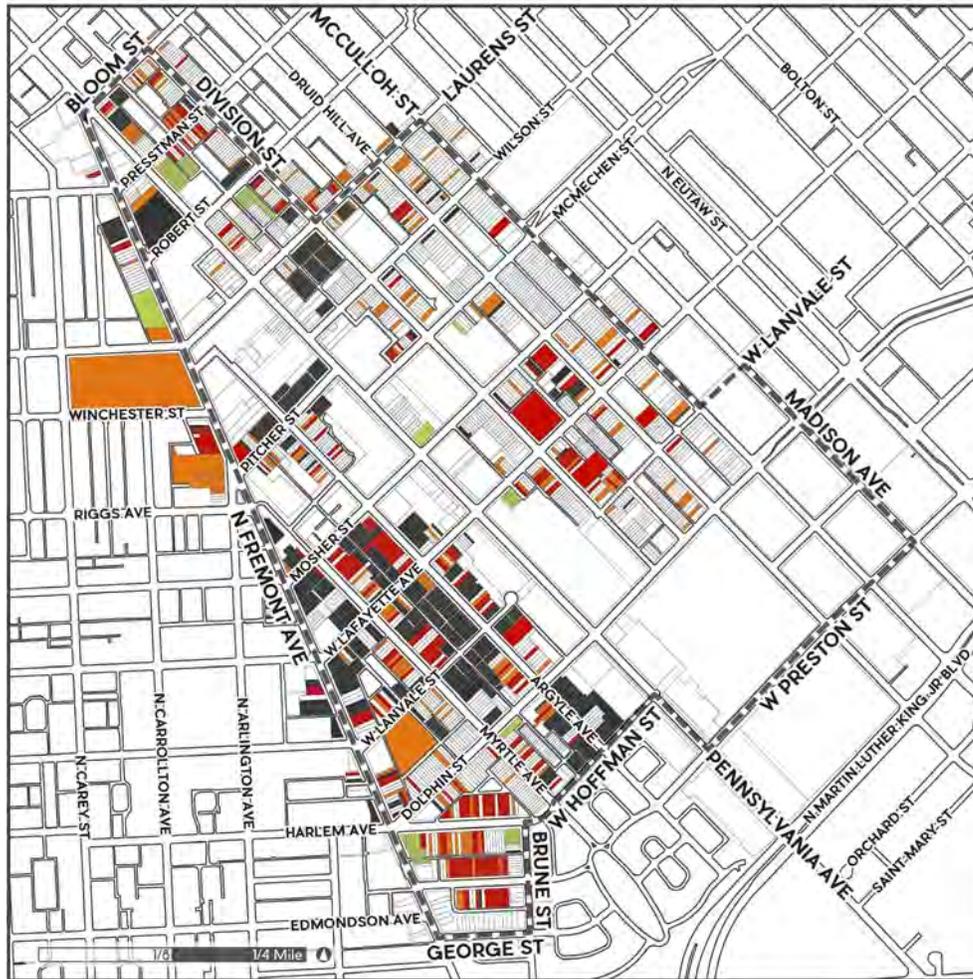
While 100% of buildings rated "F" were also determined to be vacant, there were 25 buildings that were rated "D" that appeared to be still occupied. Opportunities for rehabbing vacant and abandoned buildings in Upton may be limited to a slim minority of properties, as 86% of vacant buildings are rated either "D" or "F".

While the 414 buildings rated "D" or "F" already are or should be considered candidates for

demolition for the sake of public safety, to stabilize blocks with concentrated vacancy, and create opportunities for larger scale infill development, the City has placed a moratorium on tear-downs pending completion of this plan and definition of community priorities for reuse of the properties.



POOR BUILDING CONDITIONS AND VACANT LAND



BUILDING CONDITION
D - POOR
 [11.5 ACRES; 193 PARCELS]
F - VERY POOR
 [8.7 ACRES; 221 PARCELS]

VACANT LAND
Unmaintained vacant land
 [14.4 ACRES; 494 PARCELS]
Maintained vacant land
 [2.1 ACRES; 56 PARCELS]

BUILDINGS IN POOR CONDITION AND VACANT LAND SHARE OF TOTAL LAND AREA [BY AREA, NOT NUMBER OF PARCELS]



Potential Infill Clusters

In aggregate, vacant land combined with buildings rated "D" or "F" comprise 21% of the total parcel area of Upton. Mapping these properties together begins to suggest opportunities for an infill reinvestment strategy. Not surprisingly, given the previous maps of conditions and vacancy, the Upton West area and areas west of Pennsylvania Avenue south of Moshier present the heaviest concentrations of vacancy and potential tear-downs. In many cases, full block faces--or close to it--could be considered development opportunity sites.

The maps on the three following pages are self-explanatory and are intended to aid in factoring in issues of public versus private ownership in defining infill opportunities.

PUBLICLY OWNED LAND

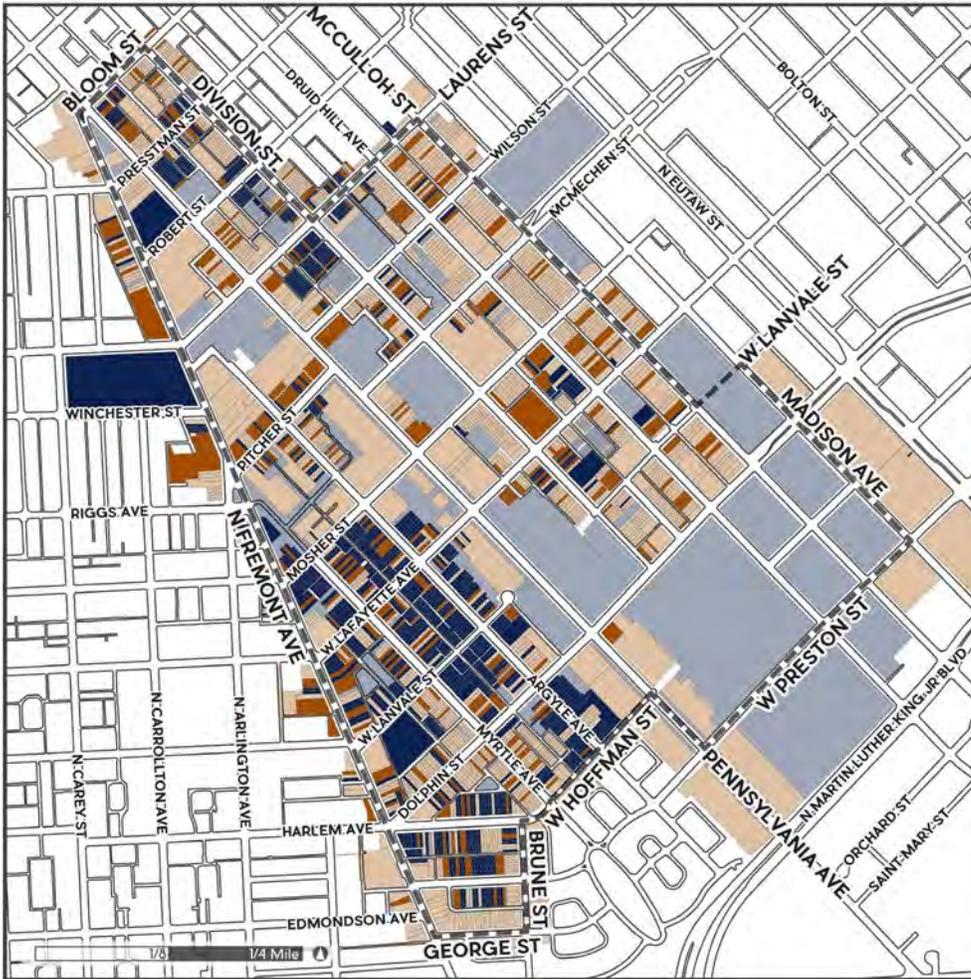


- Housing Authority property
- City-Owned parcel
- City-Owned park

Publicly Owned Land

Baltimore City Department of Housing and Community Development maintains site control of about half of the vacant buildings in the Upton community. This provides a great opportunity for strategic whole block outcomes throughout the Upton community.

OWNERSHIP BY VACANCY



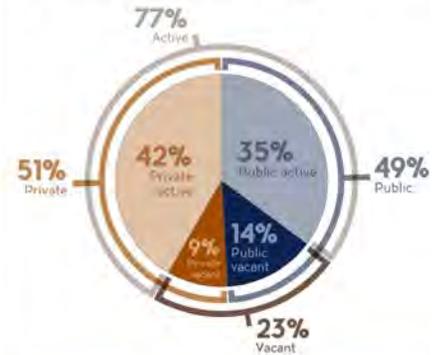
PUBLIC OWNERSHIP

- Active use [59.9 ACRES; 169 PARCELS]
- Vacant [23.8 ACRES; 46 PARCELS]

PRIVATE OWNERSHIP

- Active use [71 ACRES; 1,005 PARCELS]
- Vacant/partially vacant [15.7 ACRES; 406 PARCELS]

OWNERSHIP/VACANCY [BY PARCEL AREA, NOT COUNT]

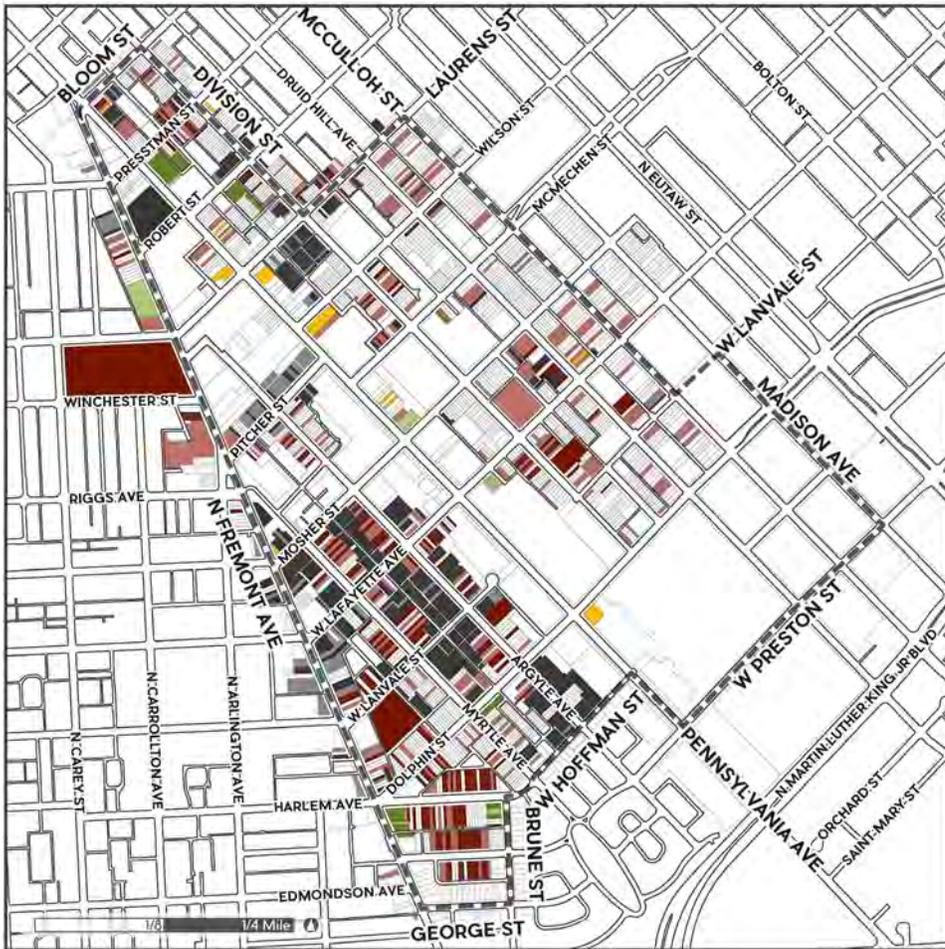


- * About **HALF** of Upton has **PUBLIC OWNERSHIP**
- * About **ONE QUARTER** of Upton is **VACANT**
- * **61%** of **VACANT PROPERTIES** have **PUBLIC OWNERSHIP**

Ownership Vacancy

Baltimore City Department of Housing and Community Development maintains ownership and site control of 49% of Upton's housing stock, About one quarter of Upton is currently vacant, which is over 450 parcels. Over 60% of the vacant properties have public ownership.

VACANCY BY OWNERSHIP



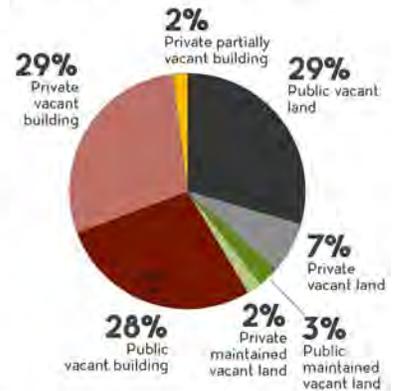
PUBLIC OWNERSHIP

- Vacant land
[11.7 ACRES; 402 PARCELS]
- Maintained vacant land
[1.1 ACRES; 46 PARCELS]
- Fully vacant building
[11 ACRES; 189 PARCELS]

PRIVATE OWNERSHIP

- Vacant land
[2.8 ACRES; 92 PARCELS]
- Maintained vacant land
[0.8 ACRES; 10 PARCELS]
- Fully vacant building
[11.3 ACRES; 291 PARCELS]
- Partially vacant building
[0.8 ACRES; 13 PARCELS]

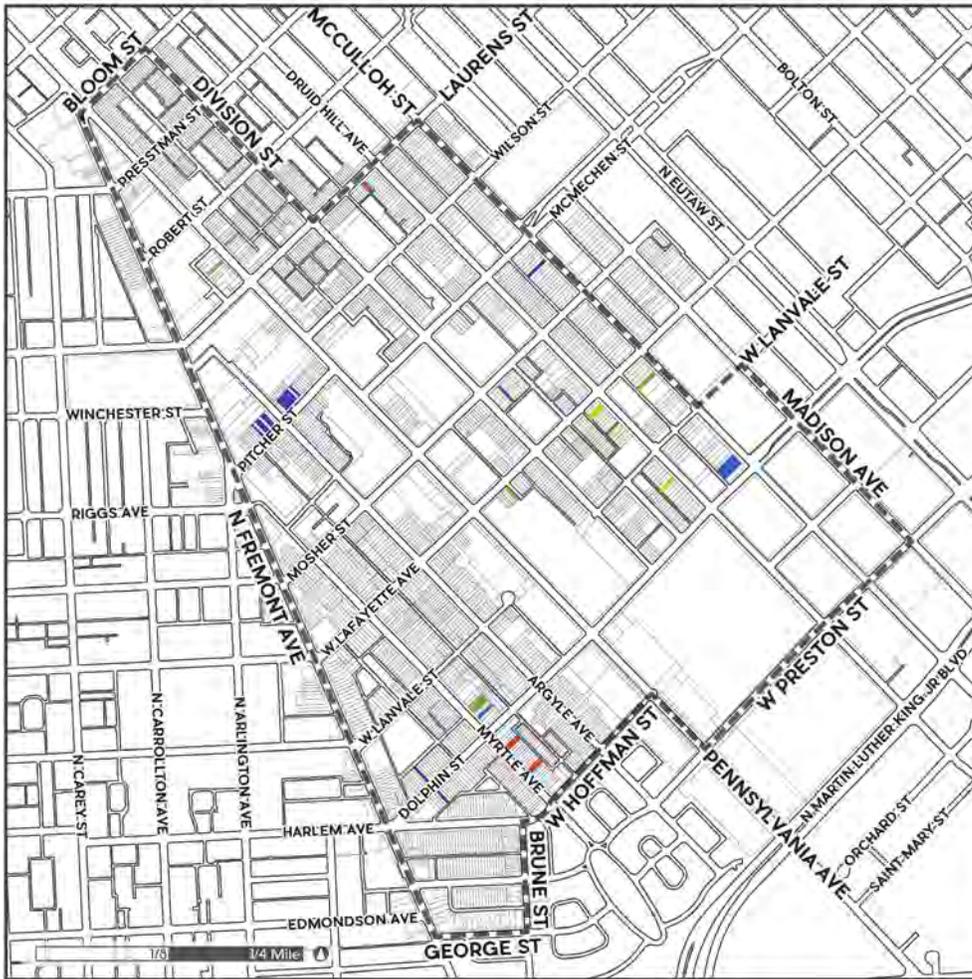
VACANCY/OWNERSHIP [BY PARCEL AREA, NOT COUNT]



Vacancy Ownership

Over 290 parcels in Upton are fully vacant buildings with private ownership. Baltimore City Department of Housing and Community Development maintains ownership of over 400 vacant lots in the community and Private owners control over 90 vacant lots. Vacant lots provide an opportunity for strategic infill development throughout the community.

VACANTS TO VALUE SETTLEMENT YEAR



- 2016 [7 PARCELS]
- 2015 [1 PARCEL]
- 2014 [3 PARCELS]
- 2013 [6 PARCELS]
- 2012 [7 PARCELS]
- 2011 [15 PARCELS]

VACANTS TO VALUE SETTLEMENT YEAR BREAKDOWN
[BY NUMBER OF PARCELS]



Baltimore City's Vacants to Value Program

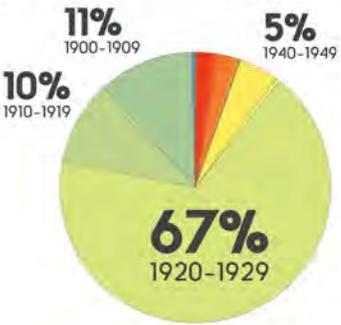
This program targets Baltimore's vacant and abandoned building stock and was launched as part of the City's strategy to clean up and redevelop such properties, ostensibly to help raise property values, create community amenities, increase local tax revenue, and attract new residents and businesses.



YEAR STRUCTURE BUILT



SHARE BY DECADE [NUMBER OF PARCELS, NOT AREA]



Year Structure Built

While Upton has had more than its fair share of teardowns and large-scale redevelopment to build public/affordable housing, it nevertheless retains a significant number of historic properties from the early 20th Century, when the Upton was thriving as a cultural center and strong neighborhood for affluent African Americans. By parcel count, 88% of Upton's buildings were built before 1930--before redlining and large-scale disinvestment. These remnants of that identity are meaningful to many long-time residents, and the historic building stock in the more stabilized areas of Upton is attractive to potential home buyers or property investors.



Iconic historic residence along McCulloh in the Marble Hill Historic District, built in the 1920s

HISTORIC ASSETS



- Marble Hill Historic District
- Proposed expansion area
- **NATIONAL REGISTER SITES**
 - A Upton [David Stewart Residence]
 - B Perkins Square Gazebo
 - C Orchard Street United Methodist Church
 - D Home of the Friendless
 - E Sharp Street Memorial United Methodist Church & Community House
 - F Union Baptist Church
 - G Cecil Apartments
 - H Madison Avenue Methodist Episcopal Church [Douglas Mem. Community Church]
 - I Bolton Hill Historic District
- **LOCAL REGISTER SITES**
 - J St. Katherine's Episcopal Church
 - K St. Peter Claver Church
 - L Bolton Square
 - M Eutaw Place Baptist Church
 - N Sellers Mansion
 - O Samuel Coleridge Taylor Elementary School
 - P Dr. John E. T. Camper House
- **HERITAGE TRAIL SITES**
 - 1 Prince Hall Grand Lodge of Maryland
 - 2 The Lillie Carroll Jackson Museum
 - 3 Douglas Mem. Community Church at [H]
 - 4 Elks Lodge
 - 5 Moorish Keyhole Houses
 - 6 Booker T. Washington Middle School
 - 7 Bethel AME Church
 - 8 Union Baptist Church at [F]
 - 9 Sharp Street Methodist Church
 - 10 Henry Highland Garnet School/Thurgood Marshall's Elementary School/PS 103
 - 11 The Royal Theatre Marquee Monument
 - 12 Billie Holiday Plaza
 - 13 Macedonia Baptist Church
 - 14 The Comedy Club
 - 15 Trinity Baptist Church
 - 16 YMCA
 - 17 Ideal Savings and Loan
 - 18 Baltimore Masjid
 - 19 Thurgood Marshall's Childhood Home
 - 20 Romare Bearden Mural

Historic Assets

Upton is home to dozens of historic sites with varying levels of historic designation. The "Heritage Trail" was conceived to provide a walking route to guide those interested in Upton's history to sites of note.

The Marble Hill Historic District defines regulations for buildings within its boundaries to preserve the largely intact historic character of this area. An evaluation of property owner compliance with certain facade regulations suggests that some property owners are struggling to meet these requirements, and perhaps speaks to a need for additional resources to offset the financial burdens of maintaining properties in the historic district, which may need to be taken into consideration with respect to potential expansion of the district.



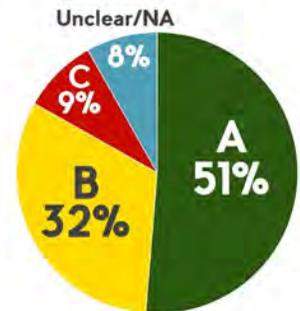
Trinity Baptist Church, a historic site along Upton's Heritage Trail.

HISTORIC DISTRICT BRICK CONDITION



- A: Undamaged
- B: Needs some maintenance
- C: Needs extensive work
- Unclear / Not Applicable
- ▭ Marble Hill Historic District
- ▭ Study area boundary

BRICK CONDITION



Historic District Brick Condition Compliance

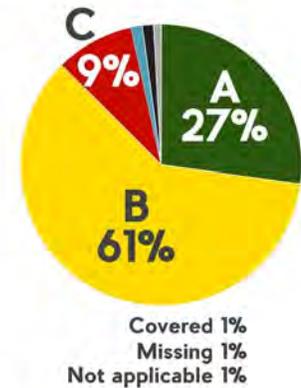
The Marble Hill Historic District regulations stipulate that brick facades be kept in good condition and that they not be covered up with other materials. 51% of the properties in the district are in compliance, while 32% may be in need of some maintenance to restore the brick. 9% of properties will require significant work and investment in order to bring them into compliance. 8% of properties had covered facades or the brick condition could otherwise not be evaluated.

HISTORIC DISTRICT CORNICE CONDITION



- A: Intact, in good condition
- B: Intact, needs maintenance
- C: Intact, may be unsalvageable
- Covered
- Missing
- Marble Hill Historic District
- Study area boundary

CORNICE CONDITION



Historic District Cornice Condition Compliance

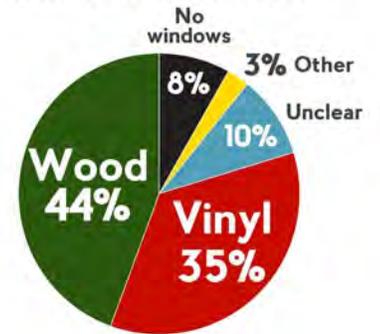
Condition of building cornices is another evaluation criteria subject to Marble Hill Historic District regulations. Compliance was less prevalent, with only 27% of cornices appearing to be in good condition. 61% appeared to be in need of maintenance, while 9% were significantly decayed or otherwise damaged and may not be salvageable. A handful of cornices were found to be covered, missing, or could otherwise not be evaluated.

HISTORIC DISTRICT WINDOW MATERIAL



- Wood
- Vinyl
- Other
- Unclear
- No windows
- Marble Hill Historic District
- Study area boundary

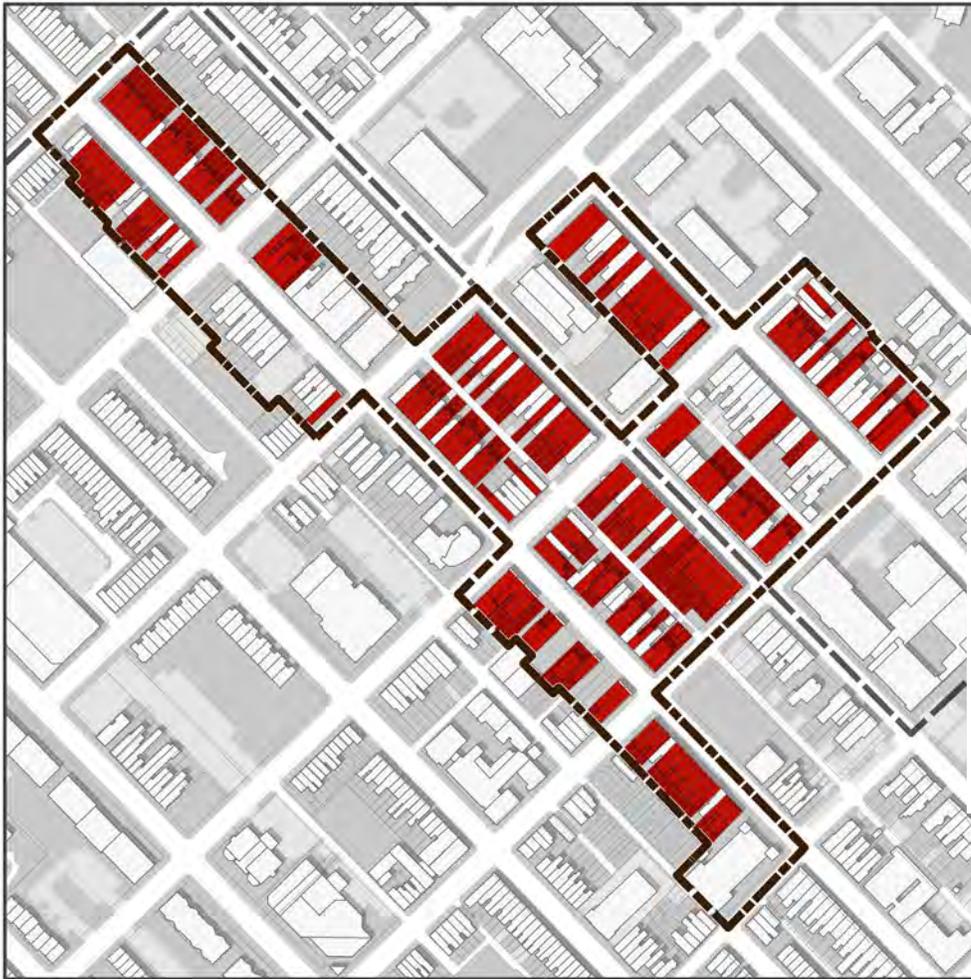
WINDOW MATERIAL



Historic District Window Material Compliance

The Marble Hill Historic District regulations require that the original wood windows be maintained, or in case of replacement, new windows must also be wood. Only 44% of the buildings in the district were found to have wood windows, while the remainder had replacement windows of a different material, the material could not be determined, or the building had no windows at all.

HISTORIC DISTRICT PAINT CONDITION



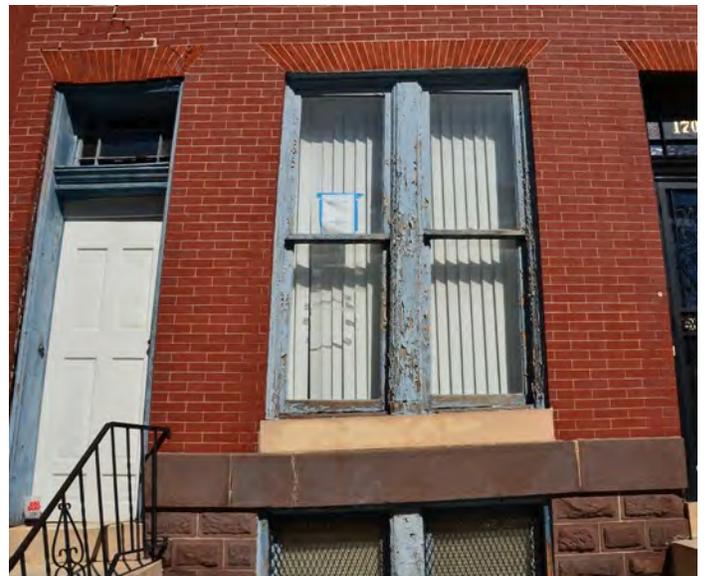
- Peeling paint
- ▭ Marble Hill Historic District
- ▭ Study area boundary

PEELING PAINT



Historic District Paint Condition Compliance

The Marble Hill Historic District regulations require that property owners keep painted door and window frames and other painted facade surfaces in good condition. However, 61% of properties in the district were found to have varying degrees of peeling paint.



ZONING CLASSIFICATIONS



RESIDENCE DISTRICTS

- R-6
- R-7
- R-8
- R-8-P
- R-9
- R-10

OFFICE-RESIDENCE DISTRICTS

- O-R-2
- O-R-3
- O-R-4

BUSINESS DISTRICTS

- NEIGHBORHOOD BUSINESS DISTRICTS
- B-1-1
- B-1-2
- COMMUNITY BUSINESS DISTRICTS
- B-2-2
- B-2-3
- B-2-4
- COMMUNITY COMMERCIAL DISTRICTS
- B-3-2
- B-3-3
- CENTRAL BUSINESS DISTRICT
- B-4-1
- CENTRAL COMMERCIAL DISTRICT
- B-5-1

Zoning Classifications

The majority of Upton is zoned R-8, a “General Residence District” that allows for single-family semi-detached housing, single family attached townhouses, and multifamily housing. This is a common zoning classification for inner ring neighborhoods around Downtown Baltimore.

The second most prevalent zoning district, B-2- 2, is a “Community Business District,” which is “designed to accommodate the needs of a larger consumer population than is served by a Neighborhood Business District,” according to the Baltimore zoning code.

ENTERPRISE ZONE



- Planning area boundary
- Enterprise Zone

Enterprise Zone

Baltimore's Enterprise Zone covers portions of the neighborhood, particularly along Pennsylvania and Fremont Avenues and where there are pockets of Community Business District zoning. According to the Baltimore Development Corporation, which manages Baltimore's Enterprise Zone program, the zone is "intended to encourage investment in distressed areas by offering incentives to existing businesses to expand and helping to attract new companies to invest and create jobs." State plans are underway to expand the Enterprise Zone, however little investment has occurred in the existing zone in Upton.

RETAIL INCENTIVE ZONES



- Food Retail Incentive Area
- Food Retail Incentive Innovation Area
- Study area boundary

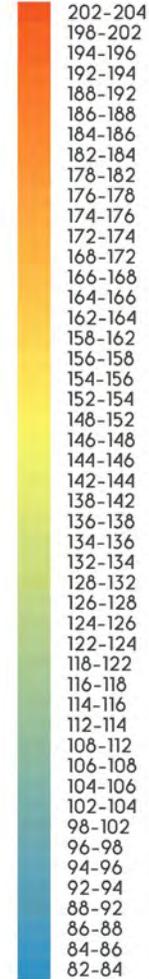
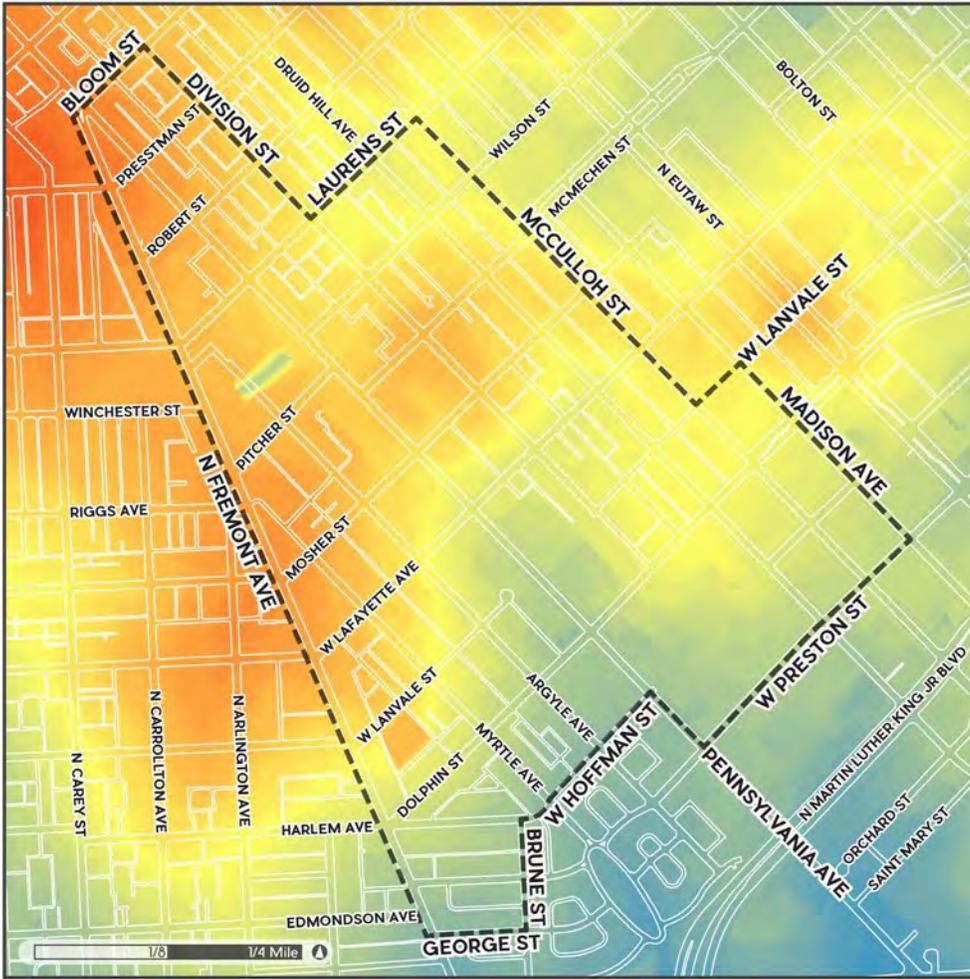
Enterprise Zone

The Baltimore Food Policy Initiative [BFPI] created Food Retail Incentive Areas to incentivize food retail development in areas with poor access to food. The program provides a ten-year abatement on property taxes for new food stores. The same incentive is available for existing stores that undergo significant renovations that improve or expand access to healthy foods.

In Food Retail Incentive Innovation Areas, according to the Baltimore Department of Planning, "BFPI will support and provide technical assistance to organizations exploring innovative models such as non-profit stores, cooperatives, mobile markets, ride sharing services and delivery platforms."

TOPOGRAPHY

ELEVATION [IN FEET]



Topography

Upton's topography creates a general downward slope towards Pennsylvania Avenue, with elevations dropping about 100 feet from high points to low points in the neighborhood. If storm water infrastructure underground supports it, this condition creates the opportunity to build green storm water infrastructure into the streetscape along Pennsylvania Avenue. Storm water retention or infiltration would not only help mitigate flooding during storm events, greening in the form of tree trenches or planted bump outs at corners could create an aesthetically pleasing gateway element along Pennsylvania Avenue, as well as improve safety for pedestrians.

TREE CANOPY COVERAGE



- Planning area boundary
- Tree canopy



Tree Canopy Coverage

At 16%, Upton's tree canopy coverage is far below that of Baltimore as a whole, which is 27%. Gaps in the canopy coverage are visible along several streets and there may be additional opportunities for more shade trees within superblocks and by finding space for trees on surface parking lots.



PRIORITY GOALS AND STRATEGIES

Priority Goals and Strategies

The Upton Master Planning process established a set of priorities for each planning area of emphasis. A comprehensive set of action plans based on the existing conditions analysis and priorities as expressed by residents and stakeholders through all phases of UPC's outreach and engagement work over the past year is included in this section.

COMMUNITY ENGAGEMENT



Ensure community stakeholders are engaged in the revitalization process for their neighborhood.

TRANSPORTATION



Support transportation choices and promote transportation networks that are efficient and environmentally sustainable.

ECONOMIC DEVELOPMENT



Improve local business districts and connect the local workforce to job opportunities locally and in the region.

The timeframes for carrying out the work, employing the strategies shown, and achieving the prescribed goals over the ten-year horizon are defined as Short-term, 2017—2019; Intermediate-term, 2020—2022; and Long-term, 2023—2026.

GREEN SPACE AND SAFETY



Increase community access to green spaces, parks and recreation facilities, and enhance public safety and security.

HOUSING



Preserve and increase the stock of quality affordable housing for lower income homeowners and renters.

QUALITY OF LIFE



Ensure access to affordable healthy foods, quality education, affordable healthcare, and public safety.

EDUCATION



Provide early childhood education and tutoring support for all students, particularly those not reading at grade level.



COMMUNITY ENGAGEMENT

Open and sustained communications with and involvement of residents and community groups are keys to achieving equitable community development where current and long-time residents and merchants can participate in and enjoy the benefits of their revitalized Upton. Accordingly, from the current planning stage through plan implementation, UPC will take the following steps to keep community stakeholders engaged in and on the cutting edge of the revitalization process, as was given high priority by work group and plenary session discussions at Community Congress meetings.

Goal 1: Deepen Community Outreach Efforts	
Strategies 1.1	Build on community strengths and publicize all community neighborhood meetings <ul style="list-style-type: none"> ◆ Strengthen representation of community organizations ◆ Steadily increase community participation in neighborhood association meetings and UPC community meetings ◆ Maintain monthly community-wide meetings ◆ Publish a community-wide newsletter
Strategies 1.2	Work collectively with all Upton constituencies <ul style="list-style-type: none"> ◆ Create an Upton homeowner association ◆ Establish a community welcome kit for new occupants ◆ Celebrate successes in the community
Goal 2: Strengthen UPC Infrastructure	
Strategies	Expand operational capacity of the Upton Planning Committee <ul style="list-style-type: none"> ◆ Solicit resources to hire clerical, community organizing, and development staff ◆ Partner with existing organizations to provide community organizing supports ◆ Partner with higher education institutions to provide high caliber interns and support staff
Goal 3: Market and Promote Upton	
Strategies 3.1	Market the Upton Community <ul style="list-style-type: none"> ◆ Develop a market strategy that preserves historic homes and leverages the heritage of the neighborhood and its commercial areas ◆ Create community tours and highlight the neighborhoods potential ◆ Create a monthly spotlight that showcases a community asset ◆ Create marketing materials that showcase Upton's history, heritage, and opportunities for growth and development
Strategies 3.2	Develop a robust social media campaign for the Upton Community <ul style="list-style-type: none"> ◆ Tailor messages to specific audiences/ age appropriate messaging ◆ Partner with youth focused organizations to deploy sophisticated outreach strategies targeting all audiences ◆ Establish an active social media footprint for UPC



ECONOMIC DEVELOPMENT

Vibrant and healthy neighborhoods provide employment and business development opportunities for residents and merchants. The goals and strategies for improving Upton's economy give priority to improving the local business district, connecting the local workforce to job opportunities in and outside the neighborhood, and capitalizing on the historic resources of HUN to promote tourism and capture and reinvest the economic benefits generated from it.

Goal 1: Strengthen Heritage Tourism in the Upton Community	
Strategy 1.1	<p>Promote current heritage trail and Upton's destinations</p> <ul style="list-style-type: none"> ◆ Publicize current Heritage Trail destinations in UPC communications ◆ Work with Baltimore Office of Promotion to feature Upton Heritage Trail destinations
Strategy 1.2	<p>Re-brand and market Pennsylvania Avenue as a tourist destination</p> <ul style="list-style-type: none"> ◆ Re-package information that captures the community's rich history ◆ Work with the Design Center to develop a comprehensive Pennsylvania Avenue marketing plan ◆ Share marketing plan with the larger Upton community
Strategy 1.3	<p>Identify cultural heritage oriented development opportunities in Upton (i.e. Jubilee Arts/ Cultural Spaces)</p> <ul style="list-style-type: none"> ◆ Assess current community arts focused programs and activities ◆ Identify opportunities for cultural heritage oriented development in Upton ◆ Support and promote existing cultural heritage development
Goal 2: Redevelop Local Business Corridor	
Strategy 2.1	<p>Establish standards for commercial development on Pennsylvania Avenue</p> <ul style="list-style-type: none"> ◆ Work with Baltimore Development Corporation to customize Upton's Developer Guidelines for the commercial corridor ◆ Review proposed standards with the Upton business community ◆ Implement Upton Commercial Development Standards
Strategy 2.2	<p>Strengthen Main Street organization and UPC infrastructure</p> <ul style="list-style-type: none"> ◆ Seek resources to hire support staff and a Community Development Corporation Director ◆ Hire two new staff positions ◆ Seek resources to maintain new staff growth and development
Strategy 2.3	<p>Create a comprehensive commercial development design for Pennsylvania Avenue Main Street</p> <ul style="list-style-type: none"> ◆ Map the current inventory of suitable commercial development spaces in Upton ◆ Work with the Design Center create designs for the Pennsylvania Avenue corridor ◆ Get community feedback on the design plans ◆ Complete roll-out Pennsylvania Avenue design plan



ECONOMIC DEVELOPMENT

<p>Strategy 2.4</p>	<p>Strengthen coordination of Upton economic development opportunities by implementing a community-led property disposition strategy that will track and monitor quality of economic development.</p> <ul style="list-style-type: none"> ◆ Establish an Upton CDC to manage Upton's city owned commercial property disposition ◆ Work with Baltimore Development Corporation to identify areas ripe within Upton for industry and business cultivation. ◆ Package Upton for prospective business developers
<p>Strategy 2.5</p>	<p>Establish a technical assistance program that supports developers and helps them access Federal, State, and City economic development resources.</p> <ul style="list-style-type: none"> ◆ Strengthen UPC's monthly Developer Meetings and include a TA expert presentation at each meeting ◆ Create a repository of information on Federal, State, and City economic development resources ◆ Provide quarterly in-depth technical assistance workshops for developers
<p>Strategy 2.6</p>	<p>Court banking institutions and quality businesses needed in the community</p> <ul style="list-style-type: none"> ◆ Have meetings with banking institutions in Baltimore City and discuss opportunities for them in Upton. ◆ Gain a commitment from one banking institution to have a bank branch in the community ◆ Identify community focused business needs i.e. cleaners, laundry mat, drug store, grocery store, restaurants and publicize development opportunities in those areas.
<p>Goal 3: Create wealth creation opportunities for residents in the Upton Community</p>	
<p>Strategy 3.1</p>	<p>Partner with workforce development programs in Upton and promote opportunities to residents in the community</p> <ul style="list-style-type: none"> ◆ Work with organizations currently providing workforce development in Upton and identify areas of work needed to support placement. ◆ Work with Upton's commercial corridor to create opportunities for hiring locals in their businesses
<p>Strategy 3.2</p>	<p>Establish programs that foster entrepreneurship and provide workforce development opportunities on Pennsylvania Avenue.</p> <ul style="list-style-type: none"> ◆ Establish pop up shops in the Avenue Market to support entrepreneurs ◆ Promote small business incubation opportunities for local small business owners ◆ Explore the development of a west-side deconstruction business in Upton
<p>Strategy 3.3</p>	<p>Implement development standards that require developers to use local workers.</p> <ul style="list-style-type: none"> ◆ Establish a pipeline that connects local construction trade workers with local development projects in Upton ◆ Maintain and monitor Upton Developer's adherence to their stated local hiring goals shared in their development plans



CONTEXT AND OTHER CONSIDERATIONS

In pursuing the above-referenced goals, the existing physical and business conditions in Upton need to be acknowledged and addressed in partnership with the City of Baltimore, the Pennsylvania Avenue Merchants Association, and the Pennsylvania Avenue Main Street Program. According to the head of the Pennsylvania Avenue Business Association, Upton is experiencing a slow but steady decline in business activity along its main commercial corridors. Individual businesses and the avenue as a whole are not attractive in appearance. Vacant and deteriorated storefronts and upper floors dot the streetscape between occupied/operating businesses, contributing to the negative perceptions and unsafe conditions for shoppers and merchants.

There has been a similar paced decline in the volume of shoppers. The efficient and accessible transit system brings people to the area—good for Upton business in theory—but also facilitates their ease of access to shopping outside of the district. The business association recognizes the “chicken and egg” dilemma preventing the revival and revitalization of the legitimate retail activities, that being:

- ◆ Attracting and sustaining a broader mix of merchants and products is more achievable if there is a larger base of potential customers in Upton and adjacent neighborhoods from which to draw to shop in Upton.
- ◆ Attracting more people is a function of developing more housing, but they will only be attracted if the area is safe, units are affordable, and shopping districts are vibrant.

Negatively impacting both sides of this dilemma are the extra-legal businesses—“fronts and illegal off- the-books transactions”—operating under the table and along the Avenue that detracts from legitimate operators and brings with it disinvestment versus investment in the buildings, and in the district as a whole.

Recommended Action Items byCategory

Safety and Security

- ◆ Address the steady turnover of police district commanders (2-3 over the past 2 to 3 years) by reestablishing predictable/consistent leadership in the interests of developing rapport and trust between police, merchants, residents, and shoppers.
- ◆ More coordinate police presence during shift changes to eliminate gaps
- ◆ Address the appearance or reality that police presence has been reallocated elsewhere, not it is less visible than it was before the Freddie Gray incident.
- ◆ Address the promises of city resources to Upton that were made post-Freddie Gray.
- ◆ Drug trafficking continues to be a major problem and that has gone unabated over time.



ECONOMIC DEVELOPMENT

- ◆ Security cameras exist but more are needed, particularly along the 1500 to 1800 block of Pennsylvania Avenue (95% of the retail district); Lauren and Wilson between Division and Fulton, and Wilson and Pennsylvania Avenue (on the corners of side streets).

Leverage Main Street-Type Resources

- ◆ Change the “norm” and make immediate changes through streetscape dress-up, fix-up, and clean-ups during regular business hours (also enhances safety via officer in plain views, on the ground, and eyes peeling and engaging people).
- ◆ Other low-cost/high-immediate impact investments:
 - ◆ Power wash sidewalks
 - ◆ Festive/colorful banners
 - ◆ Uniformed crews from neighborhood (caps, shirts, carts, brooms)
 - ◆ Maintained trash cans
 - ◆ Pole and street lighting
 - ◆ Bring entertainment to commercial districts to attract shoppers.



GREENSPACE & SAFETY

The inclusion of safe and connected streets, trails, green space, parks and trees contribute to the character, health and safety of a community. The following initiatives or projects that will increase the Upton community's access to green spaces, parks as well as protect and preserve natural resources and increase public safety in the Upton Community.

Goal 1: Beautify the Upton Community	
Strategy 1.1	<p>Green Space revitalization in Upton</p> <ul style="list-style-type: none"> ◆ Develop a comprehensive green space development plan for the community ◆ Establish a maintenance schedule to clean existing vacant lots ◆ Solicit resources to support green space beautification and maintenance
Strategy 1.2	<p>Vacant building community clean-up</p> <ul style="list-style-type: none"> ◆ Map all vacant city-owned buildings in the community ◆ Establish boarding and cleaning action plan for city-owned vacant buildings in the community ◆ Explore use of new products that resemble actual windows for vacant buildings ◆ Solicit resources to support vacant building beatification
Strategy 1.3	<p>Coordinate community-wide clean-up activities</p> <ul style="list-style-type: none"> ◆ Establish an Upton Community clean-up calendar in partnership with all neighborhood associations ◆ Frame and launch a Clean Upton Campaign in partnerships with community schools, faith institutions, non-profits, and residents ◆ Work with business corridor to maintain a clean commercial district ◆ Educate community on bulk trash pick-up and 311 services for trash removal ◆ Explore a rodent eradication program for the Upton community
Strategy 1.4	<p>Strengthen Upton's tree canopy</p> <ul style="list-style-type: none"> ◆ Map the community's current trees and empty tree pits ◆ In partnership with Parks and People/ Parks & Rec. develop an annual plan for tree planting and maintenance ◆ Solicit resources to purchase trees and tree watering bags for the community
Goal 2: Strengthen Public Safety	
Strategy 2.1	<p>Increase community street lighting</p> <ul style="list-style-type: none"> ◆ Assess current lighting infrastructure and identify blown bulbs ◆ Develop a lighting plan for the community that incorporates a wide variety of lighting options and provides lighting on all major streets and alleys ◆ Educate community on how to access city services to have lights replaced ◆ Improve pedestrian-oriented lighting in business district



GREENSPACE & SAFETY

Strategy 2.2	<p>Community patrol programs</p> <ul style="list-style-type: none">◆ Research best practices for community policing including Block Watches and Citizens on Patrol programs.◆ Work with the Police Department to establish community patrol program protocols for Upton that work in coordination with the police.◆ Partner with Promise Heights and others to establish a program that walks students to and from school daily◆ Educate community on ways to report crime anonymously and safely
Strategy 2.3	<p>Create community safe spaces</p> <ul style="list-style-type: none">◆ Support refurbishment of parks, recreation centers and play fields in the community◆ Work with groups to develop playgrounds in the community◆ Encourage development and refurbishment of community recreation spaces◆ Research environmental design techniques used in other communities for crime prevention



HOUSING

Upton's priorities in this area include attracting and sustain investments serving households with a range of incomes, across generations and those with limited physical abilities, and preserving existing and increasing stocks of affordable housing for lower income homeowners and renters, particularly as the local housing market improves.

Goal 1: Preserve Historic Character of Upton	
Strategy 1.1	<p>Garner resources for historic preservation</p> <ul style="list-style-type: none"> ◆ Publicize existing state and local government resources for historic preservation ◆ Establish a technical assistance program to help Upton residents apply for historic preservation resources ◆ Seek resources to support developers with historic preservation
Strategy 1.2	<p>Educate the community on the value of historic preservation</p> <ul style="list-style-type: none"> ◆ Create a promotion campaign that celebrates the historic character, places, and people in the Upton community ◆ Tap into the heritage trail as a vehicle for supporting and celebrating historic preservation in Upton
Strategy 1.3	<p>Provide CHAP designation supports</p> <ul style="list-style-type: none"> ◆ Maintain Upton Community's current historic designations and do not expand the CHAP district without dedicated City resources ◆ Provide technical assistance supports to homeowners in the Marble Hill corridor that help them with CHAP compliance
Strategy 1.4	<p>Support redevelopment that maintains the character of the neighborhood</p> <ul style="list-style-type: none"> ◆ Encourage developers to maintain historic features in designs ◆ Develop façade standards for the entire Upton community ◆ Create a pool of trades professionals that specialize in historic restoration to support rehabilitation projects (i.e. plaster, wood restoration, mill work, and wood window repair and refurbishment)
Goal 2: Foster New Housing Development and Rehabilitation	
Strategy 2.1	<p>Market the Upton Community</p> <ul style="list-style-type: none"> ◆ Develop a market strategy that preserves historic homes and leverages the heritage of the neighborhood and its commercial areas ◆ Create community tours and highlight the neighborhoods potential ◆ Create a monthly spotlight that showcases a community asset



HOUSING

<p>Strategy 2.2</p>	<p>Create Upton community development clusters</p> <ul style="list-style-type: none"> ◆ Establish and Upton CDC to work in partnership with UPC to manage implementation of Upton's 2017 Master Plan ◆ Package groups of buildings for rehabilitation in the community building on community strengths i.e. Marble Hill Corridor ◆ Provide incentive grants, tax credits, and low interest loans for priority development initiatives i.e. healthy food establishments; preservation/promotion of historical character ◆ Encourage the development of a variety of housing options for low, and moderate income residents as well as homeowner opportunities (i.e. duplexes and granny flats that foster homeownership) ◆ Strengthen coordination of Upton development opportunities by implementing a community-led property disposition strategy that will track and monitor quality of development. ◆ Use development to create a safe environment
<p>Strategy 2.3</p>	<p>Create developer network in Upton</p> <ul style="list-style-type: none"> ◆ Strengthen the Upton Developer Guidelines and standards to rehabilitate vacant buildings ◆ Establish a technical assistance program that helps developers and homeowners access Federal, State, and City development resources. ◆ Expand Vacant Dwelling Rehab tax credit ◆ Review and revise the Upton Urban Renewal Plan
<p>Goal 3: Revitalize community without displacement and mass gentrification</p>	
<p>Strategy 3.1</p>	<p>Create a community homeownership pipeline</p> <ul style="list-style-type: none"> ◆ Establish programs that foster homeownership readiness and provide financial counseling, and access to loans. ◆ Create a "Live Near Your Worship" program ◆ Establish technical assistance program for homeowners ◆ Identify best practices around the country from similar urban communities
<p>Strategy 3.2</p>	<p>Develop a mixed-income neighborhood</p> <ul style="list-style-type: none"> ◆ Increase market rate home-ownership by 5% ◆ Foster the development and rehabilitation of 30 new housing units over the next 3 years ◆ Foster housing that attracts new residents, provides opportunities for existing renters to become homeowners and offers quality rental properties ◆ Minimize marginal rental properties with square footage requirements



HOUSING

Strategy 3.3	<p>Work collectively with all Upton communities</p> <ul style="list-style-type: none"> ◆ Create an Upton homeowner association/strengthen existing groups ◆ Community welcome kit for new occupants ◆ Celebrate the successes in the community
Goal 4: Manage strategic demolition for community growth and development	
Strategy 3.1	<p>Manage demolition and maintenance in the community</p> <ul style="list-style-type: none"> ◆ Establish standards to demolish vacant buildings ◆ Establish maintenance standards for all vacant buildings ◆ Develop a strategy to address absentee landlords ◆ Create a blight-free area in the community ◆ Create a beautification plan for vacant buildings i.e. decorative board-ups and murals

OTHER CONSIDERATIONS AND PRIORITIES

Identifying opportunities to enhance or add value to each to the extent possible (e.g. site/building design, market feasibility, workforce development, sales/leasing, etc.). Exploring the potential of participating in the transaction to add value and advance project feasibility as supporter, co-sponsor, or special limited partner

ESTABLISH REAL ESTATE DEVELOPMENT GUIDELINES

UPC has a robust Development Committee which hosts monthly meetings and information sessions with private developers interested in investing in Upton and considerate of equitable development principles in engaging the community in their work. In those discussions, UPC and developers advanced the following ideas and action items for inclusion in the master plan:

- ◆ Helping developers identify qualified community members to hire as a first step in creating and maintaining a workforce development pipeline.
- ◆ Developing training programs that provide construction skills for community members across all trades and that provide on the job experiences.
- ◆ Developers providing resources to the community through negotiated community benefit type agreements.
- ◆ Potential redevelopment of the 800 block of Edmondson Avenue and the Upton Mansion located at 811 West Lanvale Street to include MBE contractors.



HOUSING

TARGETED DEMOLITION OF UNSAFE BUILDINGS

Baltimore City has committed to taking down imminently dangerous buildings to protect health and safety while honoring commitment on moratorium on other properties that do not pose an immediate threat pending completion of the Upton Master Plan.

WORKFORCE DEVELOPMENT

Incorporate job training/employment as part of all real estate development projects in Upton (new and renovation work), make it a priority of all such projects supported by public funding, and make appeals to private developers for local hiring across all skill levels.

HOMEOWNERSHIP

Building and renovating housing for homeownership (including rent-to-own options) should be given more priority to counter the high rate of rental properties in Upton and to repurpose the high volume of vacant properties (with special tools needed to address larger buildings that will be costly to develop and maintain as single-family).

SCOPE, SCALE, IMPACT

Pursue large-scale developments not just single/one-off projects and assemble vacant land to create a critical mass of investments that generate greater economies of scale in production. Public investments should be used to leverage and trigger private investments that otherwise would not be forthcoming, and vice-versa. UPC's ongoing work with developers should be extended to include those projects listed on Tables 1 and 2 below that are large in scope and scale, and likely transformational in their impact at their site and location and in Upton on the whole UPC should meet with the owners/developers of those projects who have site control of the vacant properties shown below for the purposes of:

- ◆ Determining the scope, scale, status, and timeline of each project to assess impact and opportunities based on the proposed development program (e.g. workforce requirements, rezoning, end-uses).
- ◆ Identifying opportunities to enhance or add value to each to the extent possible (e.g. site/building design, market feasibility, workforce development, sales/leasing, etc.)
- ◆ Exploring the potential of participating in the transaction to add value and advance project feasibility as supporter, co-sponsor, or special limited partner



HOUSING

In general, UPC might partner with or solicit development entities capable and committed to implementing equitable development principles on projects where other private developers have acquired vacant city land. The addresses and blocks where sites are in close proximity to one another are identified in the following charts and mapped to show relative adjacency and surrounding land uses for context:

DRUID HILL 336 properties

1340-1412	UPC/Private Developer
1313-1326	Simms/Samko/Hanley
1220	Samko LLC

DOLPHIN 16 properties

724-752	UPC/Private Developer
742, 745	Triple G Enterprises

MOSHER 14 properties

406	UPC/Private Developer
521	Michael R. Simms, Jr.

MCCULLOH 6 properties

1421	UPC/Private Developer
1202-06	Union Baptist Church
1526	Baltimore Revival LLC

PENNSYLVANIA 3 properties

2117	UPC/Private Developer
1816	Fozan Ghannam
1821	Samko LLC

In addition, the close proximity of two Myrtle Avenue development sites, the bigger one on the 1100 block and the smaller one on the 1200 block are worth exploring to determine their individual and combined programs and potential role in Upton's revitalization and future.

MYRTLE 319 properties

1119-21	Brownstone Group
1143-45	
1207-1215	Michael R. Simms, Jr.

Table 1: Private Acquisitions of Vacant Public-Owned Property for Redevelopment

Location	Owner/Developer
1411-1421 Argyle	Episcopal Housing Corporation
543 W. Lafayette	PBC Outreach, Inc.
501/503 Laurens	Oak Pointe Associates, LLC
1313-1326 Druid Hill	Simms/Samko/Hanley
1119-21/1143-45 Myrtle	Brownstone Group, LLC
616-646 Pitcher (even side)	M&S Joint Venture Development Corp
521 Mosher	Michael R. Simms, Jr.
742 Dolphin	Triple G Enterprises
745 Dolphin	Triple G Enterprises
1202-06 McCulloh	Union Baptist Church
1526 McCulloh	Baltimore Revival LLC
1816 Pennsylvania Avenue	FOZAN GHANNAM
1821 Pennsylvania Avenue	SAMKO LLC
1207-1215 Myrtle	Michael R. Simms, Jr.
1220 Druid Hill	SAMKO LLC

Source: City of Baltimore via UPC, June 2017

Table 2: Proposed Homeownership Projects, New Construction and Substantial Rehabilitation via Upton Planning Committee/Private Developer Collaboration

Location	Units
1340-1412 Druid Hill	9
724-752 Dolphin	8
1421 McCulloh	1
406 Mosher	1
2117 Pennsylvania Avenue	1
Total	20



QUALITY OF LIFE

Upton will focus on a wide range of "quality of life" outcomes for its residents, including but not limited to affordable, healthy food access, quality educational opportunities and healthcare options, and

Goal 1: Strengthen Healthy Food Access	
Strategy 1.1	<p>Establish a farmer's market in the Upton community</p> <ul style="list-style-type: none"> ◆ Build on the fresh market in the Avenue Market on Saturday's ◆ Research farmer's market strategies used in other Baltimore communities ◆ Design a full-scale farmers market plan for Upton
Strategy 1.2	<p>Publicize fresh food options in the community</p> <ul style="list-style-type: none"> ◆ Include fresh food options in UPC monthly newsletter ◆ Design a fresh food fair on Pennsylvania Avenue featuring food tasting culinary demonstrations ◆ Educate the community on healthy food choices through periodic workshops and tastings
Strategy 1.3	<p>Work to attract healthy food options and restaurants to the Upton community</p> <ul style="list-style-type: none"> ◆ Market Upton community as seeking healthy food options and restaurants ◆ Identify opportunities for healthy food vendors to be showcased in the Avenue Market ◆ Support the development of healthy food cafes and coffee shops in the community like the Empowerment and Wellness Center café in Marble Hill.
Goal 2: Strengthen Education Supports in Upton	
Strategy 2.1	<p>Support community school activities at Upton schools</p> <ul style="list-style-type: none"> ◆ Build on the Promise Heights Community School Program, which creates a pipeline of birth-to-college-to career services for youth at all 5 Upton schools. ◆ Support resource cultivation for quality afterschool programming at Upton schools
Strategy 2.2	<p>Strengthen adult education supports</p> <ul style="list-style-type: none"> ◆ Work with Promise Heights to expand their Parent University program ◆ Work with Promise Heights to provide staff to work with pregnant women and their families around the issues of safe sleep, family planning, smoking cessation, connecting to a medical home, and early literacy ◆ Link individuals and families to a network of service providers, including MD CASH Campaign, so that they can establish and maintain emergency savings and long-term assets, obtain public benefits, and use affordable financial products to manage their money.



QUALITY OF LIFE

Goal 3: Strengthen Health Care Supports in Upton	
Strategy 3.1	<p>Publicize the importance of a medical home</p> <ul style="list-style-type: none"> ◆ Support the development of a comprehensive marketing and community outreach plan on the financial and health benefits of using a primary care provider, having ◆ all household members complete an annual physical, and enrolling all household members in an affordable health insurance plan. ◆ Publicize the Total Health Care Substance Abuse Program
Strategy 3.2	<p>Provide healthcare information in the community</p> <ul style="list-style-type: none"> ◆ Partner with organizations providing healthcare fares in Upton and publicize activities in the community ◆ Partner with Total Health Care to provide more access in the community ◆ Support the implementation of an afterschool childhood obesity prevention program
Goal 4: Foster Community Pride in Upton	
Strategy 4.1	<p>Promote Community Cleanliness</p> <ul style="list-style-type: none"> ◆ Reestablish the Clean Block Contest in 2017 ◆ Develop creative trash receptacles for the community ◆ Establish neighborhood cleaning protocols and provide training on effective waste management and recycling
Strategy 4.2	<p>Celebrate Community Strengths</p> <ul style="list-style-type: none"> ◆ Host a community-wide talent show ◆ Facilitate opportunities for community and law enforcement to interact in positive ways i.e. community and police poetry slam



QUALITY OF LIFE

CONTEXT AND CONSIDERATIONS

Education-related issues parents focused on and are deeply concerned about include depressing physical and social environment and the trauma that causes and personal self-worth/esteem, including:

- ◆ Abandoned buildings
- ◆ Trash strewn/unmaintained vacant lots
- ◆ Drug dealing
- ◆ Street violence

The mixing of high school age students (e.g. Renaissance) and middle school age students (e.g. Booker T) is harmful for both student populations and especially for the latter. This should be avoided at all costs. In general, high priorities that Upton's eventual master plan should address, speak to, and leverage resources for, include the following:

- ◆ Safe havens/safe space for children and youth
- ◆ Mental health services to help students and their parents address in-school and out-of-school time pressures.
- ◆ More community outreach staff, school psychologists and guidance counselors in the schools.
- ◆ Basic parenting skills for parents, particularly young parents, who as the first educators, need to be equipped to provide educational and emotional support to their children:
 - ⇒ Homework assistance
 - ⇒ Conflict resolution
 - ⇒ Healthy diets/nutrition
- ◆ Pre-K/early childhood education so kids come to school more ready to learn
- ◆ Reading and tutoring center to address the high percentage of students failing standardized tests and with low reading proficiency.

Ideas to Explore

- ◆ Start preparing kids early—Pre-K for STEM based curriculum (Science, Technology, Engineering and Math)— for the jobs of the 21st century.
- ◆ Targeting investments in the blocks around the sites of schools serving the community, including Booker T. and Renaissance (building from key physical and institutional anchors and assets).
- ◆ Parents and administrators teaming-up to engage youth on neighborhood-based activities combining academic, vocational, and community development activities (e.g. greening and adopting vacant



EDUCATION

PROMISE HEIGHTS PROPOSED SOLUTIONS AND STRATEGIES

The University of Maryland-Baltimore's School of Social Work and the Promise Heights initiative planning process identified program solutions and strategies referenced below to complement existing strengths and address educational and quality of life outcomes for children, youth, adults and families in the Upton/ Druid Heights community.

EARLY LEARNING

Solution	Strategies
Ensure expectant families receive pre- and post-natal supportive services.	<ul style="list-style-type: none"> ◆ Enroll expectant families in pre- and post-natal supportive services ◆ Connect pregnant women to reproductive medical home
Increase responsive parenting skills and parental awareness of appropriate developmental milestones.	<ul style="list-style-type: none"> ◆ Enroll families with children ages birth to five in multi-family parent education groups ◆ Connect children to a medical home. ◆ Complete Toddler Family Check Up with families with two-year-olds.
Increase early learning education slots.	<ul style="list-style-type: none"> ◆ Advocate at systems level for simplified voucher process and additional slots for children under age three. ◆ Reduce barriers to Pre-K/Kindergarten enrollment
Increase quality of early learning education.	<ul style="list-style-type: none"> ◆ Provide Mental Health Consultants & Early Learning Coordinators for Judy Centers at each school. ◆ Align early learning curriculum to Pre-K/Kindergarten curriculum. ◆ Provide professional development to early learning centers, Judy Centers, and Pre-K/Kindergarten staff.

K-12 REFORM (TURNAROUND)

Solution	Strategies
Make principals highly effective.	<ul style="list-style-type: none"> ◆ Replace ineffective principals. ◆ Create Principals' Council.
Provide teachers with high quality professional development.	<ul style="list-style-type: none"> ◆ Provide professional development on social-emotional learning. ◆ Monthly professional development on effective instruction.
Use data to identify research based academic instruction.	<ul style="list-style-type: none"> ◆ Provide coaching and materials for i-Ready assessments at all schools. ◆ Implement research-based curricula at each school.
Collect and analyze student data to inform instruction to meet academic needs.	<ul style="list-style-type: none"> ◆ Use Student Service Coordinators to complete individual assessment of each student (K-12) to determine appropriate tiered supports.
Provide students access to increased learning time.	<ul style="list-style-type: none"> ◆ Provide after-school and summer programming for students K-12, including academics, enrichment, healthy meals, and physical activity.



EDUCATION

<p>Provide social-emotional learning and community oriented supports.</p>	<ul style="list-style-type: none"> ◆ Implement full-service community school strategy at each public school ◆ Provide training on social-emotional learning strategies to staff. ◆ Provide group mentoring to male students in grades K-5 ◆ Provide intensive individual mentoring to male students in grades 6-12. ◆ Provide group mentoring to female students in grades 9-12.
<p>Students and families complete successful educational transitions.</p>	<ul style="list-style-type: none"> ◆ Facilitate transition program for families and students from home, early learning centers, and Pre-K to kindergarten. ◆ Facilitate transition program for families and students from elementary (5th grade) to middle (6th grade) school. ◆ Facilitate transition program for families and students from middle (8th grade) to high (9th grade) school.

COLLEGE AND CAREER SOLUTIONS

Solution	Strategies
<p>Create individualized student plans for secondary or workforce experience.</p>	<ul style="list-style-type: none"> ◆ Individualized student plans for secondary or workforce experience. ◆ Facilitate registration for standardized tests (PSAT, SAT, etc.) ◆ Facilitate completion of FAFSA ◆ Assist with college or employment applications.
<p>Create a menu of bridge programs for students who need experiences prior to college enrollment.</p>	<ul style="list-style-type: none"> ◆ Develop partnerships with programs to provide students with pre- college experience.
<p>Expose students to career pathways through high school programming.</p>	<ul style="list-style-type: none"> ◆ Develop partnerships with local businesses and trades to provide students with career exposure through classroom-based projects and internships.
<p>Provide students with income prior to and beyond high school graduation.</p>	<ul style="list-style-type: none"> ◆ Develop partnerships to provide paid summer work, internships, apprenticeships, and bridge programs.



EDUCATION

FAMILY AND COMMUNITY

Solution	Strategies
<p>Create a trauma-responsive system of care for families, schools, and community partners.</p>	<ul style="list-style-type: none"> ◆ Provide trauma-informed SEL training to schools and community partners. ◆ Facilitate crisis response teams to schools and community partners as needed. ◆ Educate parents as to signs, symptoms, and responses to trauma and toxic stress.
<p>Provide services and education to increase family stability.</p>	<ul style="list-style-type: none"> ◆ Enroll families in financial case management and education program. ◆ Enroll adults in workforce development programming. ◆ Enroll adults in education courses. ◆ Hire Parent Leaders from each school for parent outreach. ◆ Provide family case management through Judy Center ◆ Family Service Coordinators and Community School Coordinators.



TRANSPORTATION

The following goals, strategies and proposed projects are envisioned to strengthen Upton's public and private transportation network and promote efficient and effective circulation for and between pedestrians, motor vehicles, and bicyclists.

Goal 1: Control Community Traffic Flow	
Strategy 1.1	<p>Strengthen community streetscapes</p> <ul style="list-style-type: none"> ◆ Research streetscape ideas that slow traffic ◆ Develop a streetscape design plan for the Upton community including consistent neighborhood markers ◆ Review speed signs in the community and update as needed ◆ Solicit resources to support streetscape recommendations
Strategy 1.2	<p>Traffic light signal review</p> <ul style="list-style-type: none"> ◆ Review traffic light timing schedule on main streets (i.e. Pennsylvania Avenue, Druid Hill Avenue, McCulloh Street) ◆ Establish a traffic light timing schedule to help slow traffic
Strategy 1.3	<p>Red light and speed camera utilization</p> <ul style="list-style-type: none"> ◆ Solicit the city for red light and speed cameras for Druid Hill Avenue and McCulloh Street ◆ Establish a schedule that periodically moves cameras around the community so drivers remain on alert
Goal 2: Strengthen Transit Service	
Strategy 2.1	<p>Publicize State of Maryland's new bus schedule</p> <ul style="list-style-type: none"> ◆ Host community meetings to explain new transit system changes ◆ Share literature with the community on new bus routes in and around Upton
Strategy 2.2	<p>Highlight Pennsylvania Avenue Metro Station</p> <ul style="list-style-type: none"> ◆ Develop a promotion plan for increasing use of the Pennsylvania Avenue Metro Station ◆ Beautify the Pennsylvania Avenue Metro Station ◆ Educate community on ways to effectively utilize the Pennsylvania Avenue Metro Station
Strategy 2.3	<p>Identify strategies for improving public transportation in the community</p> <ul style="list-style-type: none"> ◆ Review community transit infrastructure ◆ Explore ways to connect Upton transportation to TIGER grant transportation improvements on North Avenue



TRANSPORTATION

Goal 3: Foster Community Transit Oriented Developments

Strategy 3.1

Strengthen community transit oriented development

- ◆ Review community parking
- ◆ Explore ways bike paths could be used in the community
- ◆ Review community street flow and make recommendations regarding street directions
- ◆ Review alley utilization and develop a plan for optimal community flow



CONCLUSION

Conclusion

The Upton 2026 planning process was designed to capture vital information to better understand the neighborhood's progress since the last master plan was developed in 2005 while engaging Upton residents and stakeholders in a process of collective reflection. A formal feedback process on the Historic Upton Neighborhood Master Plan was implemented and comments were incorporated into this final plan document.

All of the Upton neighborhoods are fully supportive of the Master Plan Framework. The City Planning Department, DHCD, and Vacants to Value have reviewed the Master Plan and are very pleased with the level of detailed redevelopment and specific planning recommendations.

The Historic Upton Neighborhood, (HUN), master planning process explored the state of Upton in 2005 and the state of Upton in 2016 through data analysis of current housing statistics, area demographics, and market analysis of commercial and residential sales, social service and education statistics, and community crime statistics.

The planning process culminated with the creation of the 2026 Historic Upton Neighborhood Master Plan, a comprehensive 10-year community development plan, which outlines goals and strategies in 7 critical community growth and development areas.

UPC and the Bethel Empowerment and Wellness Center are grateful for all of the Upton community members and stakeholders who have helped to shape this 10-year plan working in partnership with us since July, 2015.



Master Plan Implementation Efforts

UPC is leading the Master Plan implementation process and has established workgroups to shape and monitor plan implementation activities.

UPC is launching the UPC Westside CDC to facilitate implementation of the Upton Master Plan and support community revitalization efforts on the Westside.

UPTON TOWN HALL COLLAGE - JULY 25, 2015

UPTON PLANNING COMMITTEE, INC.

WE HAVE THE POWER TO LIFT UP UPTON

COMMUNITY EMPOWERMENT & WELLNESS CENTER

COMMUNITY MASTER PLAN TOWN HALL MEETING

Contact Us

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APPENDICES



Appendix A:
2026 Historic Upton Neighborhood Master Plan Implementation Matrix



UPTON 2026 MASTER PLAN IMPLEMENTATION MATRIX

1 Housing & Community Development

Goal 1: Preserve Historic Character of Upton							
Strategy	Objectives	Lead + Partners	Milestones	Time			
				Now 5+yrs	1-3 yrs	3-5 yrs	
1.1 Garner resources for historic preservation	a. Publicize existing state and local government resources for historic preservation	<ul style="list-style-type: none"> UPC Baltimore DHCD 	<ul style="list-style-type: none"> Brochures, Community information sessions 	X			
	b. Establish a technical assistance program to help Upton residents apply for historic preservation resources	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations Churches CHAP 	<ul style="list-style-type: none"> Quarterly Trainings Increased Preservation awards 		X		
	c. Identify resources to support developers with historic preservation	<ul style="list-style-type: none"> UPC Upton Development Committee Baltimore DHCD CHAP 	<ul style="list-style-type: none"> Resource list uploaded to UPC website Increased Preservation awards in Upton 		X	X	X
1.2 Educate the community on the value of historic preservation	a. Create a promotion campaign that celebrates the historic character, places, and people in the Upton community	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations Community Historians 	<ul style="list-style-type: none"> Upton Community branding materials Database of significant places and people in Upton 		X		
	b. Tap into the heritage trail as a vehicle for supporting and celebrating historic preservation in Upton	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations Pennsylvania Avenue Main Street Program Community Historians 	<ul style="list-style-type: none"> Campaign to promote the Upton heritage trail 		X		

Strategy	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs 5+yrs	3-5 yrs	
1.3 Provide CHAP Designation supports	a. Maintain the Upton Community's current historic designations and do not expand the CHAP district without dedicated City resources	<ul style="list-style-type: none"> • CHAP • Baltimore City Planning Department 	<ul style="list-style-type: none"> • Educate community on CHAP district 		X		
	b. Review Upton Community's current historic designations and explore expansion of the CHAP district with dedicated City/State resources	<ul style="list-style-type: none"> • UPC • CHAP • Baltimore City Planning Department 	<ul style="list-style-type: none"> • Community assessment survey • Community meetings 				X
	c. Provide technical assistance supports to homeowners in the Marble Hill corridor that help them with CHAP compliance	<ul style="list-style-type: none"> • UPC • Marble Hill Community Association • CHAP 	<ul style="list-style-type: none"> • Quarterly community workshop series • Creation of CHAP guideline community brochure 		X		
1.4 Support redevelopment that maintains the character of the neighborhood	a. Encourage developers to maintain historic features in designs	<ul style="list-style-type: none"> • UPC Development Committee • Neighborhood Design Center • Planning Department • CHAP 	<ul style="list-style-type: none"> • Upton developer façade guidelines established • Façade design standards assessment 		X		
	b. Develop façade standards for the entire Upton community	<ul style="list-style-type: none"> • UPC • Penn. Ave. Main St. Design Committee • Neighborhood Design Center • CHAP • BC Planning Dept. 	<ul style="list-style-type: none"> • Upton community façade guidelines established 			X	
	c. Create a pool of trades professionals that specialize in historic restoration to support rehabilitation projects (i.e. plaster, wood restoration, mill work, and wood window repair and refurbishment)	<ul style="list-style-type: none"> • UPC • Local Trade/Apprentice Programs • Urban League 	<ul style="list-style-type: none"> • Upton apprenticeship pipeline established 			X	

Goal 2: Foster New Housing Development and Rehabilitation							
Strategy	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs 5+yrs	3-5 yrs	
2.1 Market the Upton Community	a. Develop a market strategy that preserves historic homes and leverages the heritage of the neighborhood and its commercial areas	<ul style="list-style-type: none"> UPC Baltimore DHCD Vacants to Value 	<ul style="list-style-type: none"> Upton community marketing plan 		X		
	b. Implementation of Upton's marketing and promotion plan	<ul style="list-style-type: none"> UPC Baltimore DHCD Vacants to Value 	<ul style="list-style-type: none"> Promotion plan monitoring reports 			X	
	c. Create community tours and highlight the neighborhoods potential	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations Churches Vacants to Value 	<ul style="list-style-type: none"> Quarterly Community tours 		X		
	d. Establish an annual Upton community Show House Tour and event.	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations Churches 	<ul style="list-style-type: none"> Annual Show House event 				X
	e. Create a monthly spotlight that showcases a community asset	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations Churches Non-profits 	<ul style="list-style-type: none"> Monthly spotlights featured on the website 			X	
2.2 Create Upton community development clusters	a. Establish an Upton CDC to work in partnership with UPC to manage implementation of Upton's 2026 Master Plan	<ul style="list-style-type: none"> UPC Upton Neighborhood Associations 	<ul style="list-style-type: none"> Incorporation of the CDC CDC Board creation 		X		

	b. Package groups of buildings for rehabilitation in the community building on community strengths i.e. Marble Hill Corridor	<ul style="list-style-type: none"> UPC Baltimore DHCD Vacants to Value Upton Neighborhood Associations 	<ul style="list-style-type: none"> Block by block dispensation strategy mapped 		X		
	c. Identify opportunities to access incentive grants, tax credits, and low interest loans for priority development initiatives i.e. healthy food establishments; preservation/ promotion of historical character	<ul style="list-style-type: none"> UPC Baltimore DHCD CHAP 	<ul style="list-style-type: none"> Quarterly community resource trainings Resource list cultivation and publication on website 		X		
	d. Encourage the development of a variety of housing options for low, and moderate income residents as well as homeowner opportunities (i.e. duplexes and granny flats that foster homeownership)	<ul style="list-style-type: none"> UPC Baltimore DHCD Developers 	<ul style="list-style-type: none"> CORE development projects completed in Upton 		X		
	e. Strengthen coordination of Upton development opportunities by implementing a community-led property disposition strategy that will track and monitor quality of development.	<ul style="list-style-type: none"> UPC Baltimore DHCD Neighborhood Associations Developers 	<ul style="list-style-type: none"> Upton property disposition strategy and plan of action 			X	
	f. Use development to create a safe environment	<ul style="list-style-type: none"> UPC Baltimore DHCD Developers 	<ul style="list-style-type: none"> Track crime in new development corridors within the community 		X		
2.3 Create developer network in Upton	a. Strengthen the Upton Developer Guidelines and standards to rehabilitate vacant buildings	<ul style="list-style-type: none"> UPC Main Street Developers 	<ul style="list-style-type: none"> Revised developer protocol tools 		X		
	b. Establish a technical assistance program that helps developers and homeowners access Federal, State, and City development resources.	<ul style="list-style-type: none"> UPC Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Development of a resource guide for homeowners Development of a resource guide for developers in Upton 		X		

	c. Publicize Vacant Dwelling Rehab tax credit	<ul style="list-style-type: none"> UPC DHCD 	<ul style="list-style-type: none"> Resources created that explain the vacant dwelling rehab tax credit Tracking of utilization of the program in Upton 		X		
	d. Establish a homeowner/contractor partnership program	<ul style="list-style-type: none"> UPC Developers 	<ul style="list-style-type: none"> Homeowner/contractor partnership program 			X	

Goal 3: Revitalize community without displacement and mass gentrification							
Strategy	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+yrs
3.1 Create a community homeownership pipeline	a. Establish programs that foster homeownership readiness and provide financial counseling, and access to loans.	<ul style="list-style-type: none"> UPC Baltimore DHCD 	<ul style="list-style-type: none"> Creation of a brochure that highlights existing programs 	X	X		
	b. Create a “Live Near Your Worship” program in Upton	<ul style="list-style-type: none"> UPC Faith Community DHCD Vacants to Value 	<ul style="list-style-type: none"> Garnering resources to support the program Community Faith community Registration Program utilization reports 			X	
	c. Establish technical assistance program for homeowners	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Resources publicized on website Quarterly technical Assistance workshops 		X		

	d. Identify best practices around the country from similar urban communities	<ul style="list-style-type: none"> UPC Main Street DHCD 	<ul style="list-style-type: none"> Best practices shared with implementation workgroups 		X		
3.2 Develop a mixed-income neighborhood	a. Increase market rate home ownership (Short-term by 10%)	<ul style="list-style-type: none"> UPC Developers 	<ul style="list-style-type: none"> Homeownership rates monitored every six months Renovation efforts focused on home ownership 		X		
	b. Increase market rate home-ownership (Medium-term by 40%)	<ul style="list-style-type: none"> UPC Developers 	<ul style="list-style-type: none"> Homeownership rates monitored every six months Renovation efforts focused on home ownership 			X	
	c. Increase market rate home-ownership (Long-term by 60%)	<ul style="list-style-type: none"> UPC Developers 	<ul style="list-style-type: none"> Homeownership rates monitored every six months Renovation efforts focused on home ownership 				X
	d. Foster the development and rehabilitation of new housing units in the Upton community.	<ul style="list-style-type: none"> UPC Developers DHCD 	<ul style="list-style-type: none"> Parcels bundled for whole block development Establishment of UPC CDC Resources garnered to support homeownership 30 housing units brought to market 		X		

	e. 7 out of 10 of Upton's vacant houses will be occupied within 6 years. (occupancy vs homeownership)	<ul style="list-style-type: none"> UPC Developers Neighborhood Associations 	<ul style="list-style-type: none"> Neighborhood vacant house inventory Tracking of neighborhood redevelopment efforts, house by house 			X	
	f. 9 out of 10 of Upton's vacant houses will be occupied within 10 years (occupancy vs homeownership)	<ul style="list-style-type: none"> UPC Developers Neighborhood Associations 	<ul style="list-style-type: none"> Neighborhood vacant house inventory Tracking of neighborhood redevelopment efforts, house by house 				X
	g. Foster housing development that attracts new residents, provides opportunities for existing renters to become homeowners and offers quality rental properties	<ul style="list-style-type: none"> UPC Developers Neighborhood Associations 	<ul style="list-style-type: none"> Homeownership counseling efforts Neighborhood marketing 			X	
	h. Minimize marginal rental properties with square footage recommendations within Upton.	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Establish rental square footage guidelines Track rental options available in the Upton community 			X	
3.3 Work collectively with all Upton communities	a. Create an Upton homeowner association and Strengthen existing groups	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Establishment of quarterly Upton homeownership meetings UPC participation in existing neighborhood association meetings 		X		

	b. Develop a Community welcome kit for new Upton occupants	<ul style="list-style-type: none"> UPC Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Welcome kit created Welcome kit distribution tracked 			X	
	c. Celebrate the successes in the Upton community	<ul style="list-style-type: none"> UPC Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Quarterly newsletter featuring community success 		X		
	d. Establish opportunities for each Upton community to be featured in the community annually	<ul style="list-style-type: none"> UPC Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Quarterly newsletter featuring Upton communities 				X

Goal 4: Manage strategic demolition for community growth and development							
Strategy	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
4.1 Manage demolition and maintenance in the community	a. Establish standards to demolish vacant buildings in Upton	<ul style="list-style-type: none"> UPC Baltimore DHCD 	<ul style="list-style-type: none"> Demolition standards established Standards followed and tracked 	X	X		
	b. Establish maintenance standards for all vacant buildings in Upton	<ul style="list-style-type: none"> UPC Baltimore DHCD Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Maintenance standards for vacant buildings established Standards followed and tracked 		X		
	c. Develop a strategy to address absentee landlords	<ul style="list-style-type: none"> UPC Baltimore DHCD Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Absentee landlord strategy developed and implemented 		X	X	

	d. Create blight-free areas in the Upton community through demolition and whole block development	<ul style="list-style-type: none"> • UPC • Baltimore DHCD • Neighborhood Associations • PA Main Street 	<ul style="list-style-type: none"> • Whole block development mapped for the Upton community • Track whole block development outcomes 	X	X		
	e. Create a beautification plan for vacants i.e. boards and murals	<ul style="list-style-type: none"> • UPC • Neighborhood Associations • PA Main Street 	<ul style="list-style-type: none"> • Vacants in Upton are boarded 	X	X		

Partner Key:

UPC: Upton Planning Committee
 PARC: Pennsylvania Avenue Reinvestment Committee
 BDC: Baltimore Development Corporation
 DHCD: Department of Housing and community Development
 CHAP: Commission for Historical and Architectural Preservation
 Planning Dept.: Baltimore City Department of Planning



UPTON 2026 MASTER PLAN IMPLEMENTATION MATRIX

2 Economic Development

Goal 1: Strengthen Heritage Tourism in the Upton Community								
Strategy	Objectives	Lead +Partners	Milestones	Time				
				Now	1-3yrs	3-5yrs	5+yrs	
1.1 Promote current heritage trail and Upton's destinations	a. Publicize current Heritage Trail destinations in UPC communications	<ul style="list-style-type: none"> UPC Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Heritage Trail featured in quarterly UPC publication 	X				
	b. Work with Baltimore Office of Promotion to feature Upton Heritage Trail destinations	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Upton featured in BOPA materials Increased heritage trail tours 		X			
	c. Manage and support Pennsylvania Avenue tours and heritage activities	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Monthly Heritage tours in Upton 			X		
1.2 Re-brand and market Pennsylvania Avenue as a tourist destination	a. Re-package information that captures the community's rich history	<ul style="list-style-type: none"> UPC Neighborhood Associations PA Main Street 	<ul style="list-style-type: none"> Upton history captured in multiple written and electric products 		X			
	b. Work with the Design Center to develop a comprehensive Pennsylvania Avenue marketing plan	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Design Center 	<ul style="list-style-type: none"> Marketing plan developed 		X			
	c. Share marketing plan with the larger Upton community	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Marketing plan community review session 		X			
	d. Promote Upton Community Heritage activities	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Upton heritage calendar and activities 				X	

1.3 Identify cultural heritage oriented development opportunities in Upton (i.e. JubileeArts/Cultural Spaces)	a. Assess current community arts focused programs and activities	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Upton art program inventory 		X		
	b. Identify opportunities for cultural heritage oriented development in Upton	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Workgroup established to identify cultural heritage opportunities 			X	
	c. Support and promote existing cultural heritage development	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> UPC partnerships with cultural organizations 				

Goal 2: Redevelop Local Business Corridor								
Strategy	Objectives	Lead +Partners	Milestones	Time				
				Now	1-3yrs	3-5yrs	5+yrs	
2.1 Establish standards for commercial development on Pennsylvania Avenue	a. Work with Main Street Office to customize Upton's Developer Guidelines for the commercial corridor	<ul style="list-style-type: none"> UPC PA Main Street Main Street Office PARC 	<ul style="list-style-type: none"> Commercial guidelines drafted 	X				
	b. Review proposed standards with the Upton business community	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Commercial guidelines reviewed and revised 		X			
	c. Implement Upton Commercial Development Standards by the fourth quarter of 2018	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Commercial guidelines implemented 		X			
	d. Monitor and maintain standards for commercial development on Pennsylvania Avenue	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Commercial corridor standard review bi-annually 				X	

2.2 Strengthen Main Street organization and UPC infrastructure	a. Seek resources to hire support staff and a Community Development Corporation Director	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Resources garnered to support UPC operations 	X			
	b. Hire two new staff positions by first quarter, 2019	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> New hires added to UPC 		X		
	c. Seek resources to maintain new staff growth and development	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Resources garnered to maintain UPC operations 			X	
	d. Provide access to resources for existing businesses to increase infrastructure and strengthen staffing	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Resources identified to support commercial corridor businesses 				X
2.3 Create a comprehensive commercial development design for Pennsylvania Avenue Main Street	a. Map the current inventory of suitable commercial development spaces in Upton	<ul style="list-style-type: none"> PA Main Street Planning Dept. 	<ul style="list-style-type: none"> Commercial development inventory 		X		
	b. Work with the Design Center create a design for Pennsylvania Avenue commercial corridor	<ul style="list-style-type: none"> PA Main Street Design Center 	<ul style="list-style-type: none"> Commercial corridor design for Pennsylvania Avenue 		X		
	c. Get community feedback on the design plans	<ul style="list-style-type: none"> UPC PA Main Street Design Center 	<ul style="list-style-type: none"> Commercial corridor design reviewed and revised by community 		X		
	d. Complete roll-out Pennsylvania Avenue design plan by January, 2019	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Commercial corridor design plan finalized 		X		

2.4 Strengthen coordination of Upton economic development opportunities by implementing a community-led property disposition strategy that will track and monitor quality of economic development.	a. Establish an Upton CDC to develop, manage, and sell property in Upton by December, 2019	<ul style="list-style-type: none"> UPC 	<ul style="list-style-type: none"> UPC CDC constituted 		X		
	b. Work with Baltimore Development Corporation to identify areas ripe within Upton for industry and business cultivation.	<ul style="list-style-type: none"> UPC PA Main Street BDC 	<ul style="list-style-type: none"> Industry establishment 		X		
	c. Package Upton for prospective business developers	<ul style="list-style-type: none"> UPC PA Main Street DHCD 	<ul style="list-style-type: none"> Commercial corridor marketing materials 		X		
2.5 Establish a technical assistance program that supports developers and helps them access Federal, State, and City economic development resources.	a. Strengthen UPC's monthly Developer Meetings and include a TA expert presentation at each meeting	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Technical assistance workshops 		X		
	b. Create a repository of information on Federal, State, and City economic development resources by 2018	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Development Resource inventory 		X		
	c. Provide quarterly in-depth technical assistance workshops for developers	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Quarterly developer workshops 			X	
2.6 Court banking institutions and quality businesses needed in the community	a. Have meetings with banking institutions in Baltimore City and discuss opportunities for them in Upton.	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Meetings with financial institutions 		X		

	b. Gain a commitment from one banking institution to have a bank branch in the community by 2019.	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Financial institution commits to be in the Upton Community 		X		
	c. Identify community focused business needs i.e. cleaners, laundromat, drug store, grocery store, restaurants and publicize development opportunities in those areas.	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Community business needs inventory 		X		

Goal 3: Create wealth creation opportunities in the Upton Community							
Strategy	Objectives	Lead +Partners	Milestones	Time			
				Now	1-3yrs	3-5yrs	5+yrs
3.1 Partner with workforce development programs in Upton and promote opportunities to residents in the community	a. Work with organizations currently providing workforce development in Upton and identify areas of work needed to support placement.	<ul style="list-style-type: none"> UPC Urban League 	<ul style="list-style-type: none"> Workforce needs identified 		X		
	b. Work with Upton's commercial corridor to create opportunities for hiring locals in their businesses by 2018/2019.	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Tracking of the number of Upton residents hired in the community 		X		
	c. Maintain and expand Upton's business incubation center connecting the local workforce to job opportunities	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Quarterly community jobs report 				X

3.2 Establish programs that foster entrepreneurship and provide workforce development opportunities on Pennsylvania Avenue.	a. Establish pop up shops in the Avenue Market to support entrepreneurs	<ul style="list-style-type: none"> UPC PA Main Street BPMC 	<ul style="list-style-type: none"> Pop up shop procedures developed Pop up shops operated in the Avenue Market 		X		
	b. Promote small business incubation opportunities for local small business owners	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Catalogue business incubation opportunities in Upton 		X		
	c. Explore the development of a west-side deconstruction business in Upton	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Research the de-construction industry 			X	
	d. Provide jobs through UPC Main Street program supporting community beautification and maintenance.	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Main Street program hires tracked 		X		
3.3 Implement development standards that require developers to use local workers.	a. Establish a pipeline that connects local construction trade workers with local development projects in Upton by 2018/2019.	<ul style="list-style-type: none"> UPC PA Main Street Developers 	<ul style="list-style-type: none"> Developer job opening posting process established Community construction trade registration process established 		X		
	b. Maintain and monitor Upton Developer's adherence to their stated local hiring goals shared in their development plans.	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Local hiring goal tracking process 		X		

	c. Provide incentives for developers to include local workers on their projects	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Possible incentives identified Developer incentives tracked 			X	
	d. Expand programs that foster entrepreneurship and provide workforce development opportunities on Pennsylvania Avenue	<ul style="list-style-type: none"> UPC PA Main Street Developers 	<ul style="list-style-type: none"> PA Avenue workforce placement tracked 			X	

Partner Key:

- UPC: Upton Planning Committee
- PARC: Pennsylvania Avenue Reinvestment Committee
- BDC: Baltimore Development Corporation
- DHCD: Department of Housing and community Development
- BPMC: Baltimore Public Markets Corporation



UPTON 2026 MASTER PLAN IMPLEMENTATION MATRIX

3 Green Space/Public Safety

Goal 1: Beautify the Upton Community							
Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
1.1 Green Space revitalization in Upton	a. Develop a comprehensive greenspace development plan for the community	<ul style="list-style-type: none"> UPC Planning Dept. Parks & Rec 	<ul style="list-style-type: none"> Greenspace plan developed 		X		
	b. Establish a maintenance schedule to clean existing vacant lots	<ul style="list-style-type: none"> UPC DPW 	<ul style="list-style-type: none"> Annual Vacant lot maintenance schedule 		X		
	c. Solicit resources to support green space beautification and maintenance	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Track resources raised for greenspace in Upton 		X		
	d. Use signage, fencing and landscaping to signal public and private spaces	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Public and private spaces marked in community 			X	
1.2 Vacant building community clean-up	a. Map all vacant city-owned buildings in the community	<ul style="list-style-type: none"> DHCD Planning Dept. 	<ul style="list-style-type: none"> Maps of vacants in Upton 	X			
	b. Establish boarding and cleaning action plan for city-owned vacant buildings in the community	<ul style="list-style-type: none"> DHCD DPW UPC 	<ul style="list-style-type: none"> Boarding and cleaning action plan 		X		
	c. Explore use of new products that resemble actual windows for vacants	<ul style="list-style-type: none"> UPC Neighborhood Design Center DHCD 	<ul style="list-style-type: none"> Identify esthetic boarding options 		X		

	d. Solicit resources to support vacant building beatification	<ul style="list-style-type: none"> UPC Neighborhood Associations Arts Organizations 	<ul style="list-style-type: none"> Proposals written for building beatification 		X		
1.3 Coordinate community-wide clean-up activities	a. Establish an Upton Community clean-up calendar in partnership with all neighborhood associations	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Community clean-up schedule created 		X		
	b. Frame and launch a Clean Upton Campaign in partnerships with community schools, faith institutions, non-profits, and residents	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations Schools Faith institutions 	<ul style="list-style-type: none"> Clean Upton Campaign framed Clean Upton Campaign launched 		X		
	c. Work with business corridor to maintain a clean commercial district	<ul style="list-style-type: none"> UPC PA Main Street PARC 	<ul style="list-style-type: none"> Business corridor cleaning schedule established 		X		
	d. Educate community on bulk trash pick-up and 311 services for trash removal	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations DPW 	<ul style="list-style-type: none"> Training on 311 community services Brochure on 311 services 		X		
	e. Explore a rat eradication program for the Upton community	<ul style="list-style-type: none"> DPW UPC 	<ul style="list-style-type: none"> Rat eradication plan established 		X		
	f. Expand the community workforce to support cleaning the Upton/Druid Heights commercial district and community	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Upton commercial corridor cleaned fully 			X	
1.4 Strengthen Upton's tree canopy	a. Map the community's current trees and empty tree pits	<ul style="list-style-type: none"> Parks & Rec. Parks & People Neighborhood Associations UPC 	<ul style="list-style-type: none"> Map of Upton trees created 		X		

	b. In partnership with Parks and People/ Parks & Rec. develop an annual plan for tree planting and maintenance	<ul style="list-style-type: none"> • Parks & Rec. • Parks & People • Neighborhood Associations • UPC 	<ul style="list-style-type: none"> • Annual plan for Upton tree planting established 		X		
	c. Solicit resources to purchase trees and tree watering bags for the community	<ul style="list-style-type: none"> • UPC • Neighborhood Associations 	<ul style="list-style-type: none"> • Track proposals submitted for tree resources 		X		
	d. Maintain a map of the community's tree canopy	<ul style="list-style-type: none"> • UPC 	<ul style="list-style-type: none"> • Map updated annually 			X	

Goal 2: Strengthen Public Safety							
Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
2.1 Increase community street lighting	a. Assess current lighting infrastructure and identify blown blubs	<ul style="list-style-type: none"> • DOT • UPC • PA Main Street 	<ul style="list-style-type: none"> • Upton lighting assessment 		X		
	b. Develop a lighting plan for the community that incorporates a wide variety of lighting options and offers lighting strategies for all major streets and alleys in Upton	<ul style="list-style-type: none"> • DOT • UPC • PA Main Street 	<ul style="list-style-type: none"> • Upton lighting plan 		X		
	c. Educate community on how to access city services to have lights replaced	<ul style="list-style-type: none"> • UPC • Neighborhood Associations 	<ul style="list-style-type: none"> • Quarterly resource trainings • City services pamphlet 		X		
	d. Improve pedestrian-oriented lighting in business district and in the entire Upton community	<ul style="list-style-type: none"> • UPC • PA Main Street 	<ul style="list-style-type: none"> • Business District lighting report • Neighborhood lighting report 			X	

2.2 Community patrol programs	a. Research best practices for community policing including Block Watches and Citizens on Patrol programs.	<ul style="list-style-type: none"> UPC PA Main Street BCPD 	<ul style="list-style-type: none"> Community policing best practice report 		X		
	b. Work with the Police Department to establish community patrol program protocols for Upton that work in coordination with the police	<ul style="list-style-type: none"> BCPD UPC Neighborhood Associations 	<ul style="list-style-type: none"> Community patrol program protocol established 		X		
	c. Partner with Promise Heights and others to establish a program that walks students to and from school daily	<ul style="list-style-type: none"> UPC Promise Heights Neighborhood Associations 	<ul style="list-style-type: none"> School chaperone program established 		X		
	d. Educate community on ways to report crime anonymously and safely	<ul style="list-style-type: none"> BCPD UPC Neighborhood Associations 	<ul style="list-style-type: none"> Crime reporting trainings 		X		
2.3 Create community safe spaces	a. Support refurbishment of parks and recs. fields in the community	<ul style="list-style-type: none"> UPC Neighborhood Associations Parks & Rec. 	<ul style="list-style-type: none"> Upton fields refurbished 		X		
	b. Encourage development and refurbishment of community recreation spaces and playgrounds	<ul style="list-style-type: none"> UPC Neighborhood Associations Parks & Rec. Parks and People 	<ul style="list-style-type: none"> Community recreation spaces and playground refurbishment plan 		X		
	c. Implement environmental design techniques used in other communities for crime prevention	<ul style="list-style-type: none"> UPC Neighborhood Associations Parks & Rec. Parks and People 	<ul style="list-style-type: none"> Environmental design and crime prevention plan 				X

	d. Improve existing recreation and open space	<ul style="list-style-type: none"> • UPC • Neighborhood Associations • Parks & Rec. • Parks and People 	<ul style="list-style-type: none"> • Upton existing recreation and open space improvement plan. 			X	
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Partner Key:

UPC: Upton Planning Committee
 PARC: Pennsylvania Avenue Reinvestment Committee
 BDC: Baltimore Development Corporation
 DHCD: Department of Housing and community Development
 DOT: Department of Transportation
 BCPD: Baltimore City Police Department
 Parks & Rec.: Department of Parks and Recreation
 Planning Dept.: Baltimore City Department of Planning
 DPW: Department of Public Works



UPTON 2026 MASTER PLAN IMPLEMENTATION MATRIX

4 Transportation

Goal 1: Control Community Traffic Flow								
Strategies	Objectives	Lead + Partners	Milestones	Time				
				Now yrs	1-3 yrs	3-5 yrs	5+	
1.1 Strengthen community streetscapes	a. Research streetscape ideas that slow traffic	<ul style="list-style-type: none"> UPC PA Main Street DOT DHCD Planning 	<ul style="list-style-type: none"> Streetscape research report 		X			
	b. Develop a streetscape design plan for the Upton community including consistent neighborhood markers	<ul style="list-style-type: none"> UPC PA Main Street DOT DHCD Planning 	<ul style="list-style-type: none"> Upton streetscape design created 		X			
	c. Review speed/traffic signs in the community and update as needed	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton speed/traffic signs updated 		X			
	d. Solicit resources to support streetscape recommendations	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Streetscape recommendations implemented 			X		
1.2 Traffic light signal review	a. Review traffic light timing schedule on main streets (i.e. Pennsylvania Avenue, Druid Hill avenue, McCulloh Street)	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton traffic light study 		X			
	b. Establish a traffic light timing schedule to help slow traffic	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton traffic light schedule updated 		X			
1.3 Red light and speed camera utilization	a. Solicit the city for red light and speed cameras for Druid Hill Avenue and McCulloh Street	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Request for red light cameras 			X		

	b. Establish a schedule that periodically moves existing speed and red light cameras around the Upton community so drivers remain on alert	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Red light and speed cameras rotated throughout the Upton community 			X	
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Goal 2: Control Community Traffic Flow							
Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
2.1 Publicize State of Maryland's new bus schedule	a. Host community meetings to explain new transit system changes	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Community meetings focused on new bus routes 	X			
	b. Share literature with the community on new bus routes in and around Upton	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Information distributed in Upton on transit changes 	X			
	c. Provide transportation education to vulnerable community members	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Upton transportation information sessions 		X		
	d. Implement a neighborhood shuttle to help the elderly and others get to their homes from bus stops outside of the community	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Upton neighborhood shuttle established 				X
2.2 Highlight Pennsylvania Avenue Metro Station	a. Develop a promotion plan for increasing use of the Pennsylvania Avenue Metro Station	<ul style="list-style-type: none"> UPC PA Main Street MTA 	<ul style="list-style-type: none"> Pennsylvania Avenue Metro Station promotion plan established 		X		

	b. Beautify the Pennsylvania Avenue Metro Station	<ul style="list-style-type: none"> UPC PA Main Street MTA 	<ul style="list-style-type: none"> Pennsylvania Avenue Metro Station beautified 		X		
	c. Educate community on ways to effectively utilize the Pennsylvania Avenue Metro Station	<ul style="list-style-type: none"> UPC PA Main Street MTA Neighborhood Associations 	<ul style="list-style-type: none"> Increased utilization of the Pennsylvania Avenue Metro Station 			X	
	d. Implement Upton's promotion plan and increase use of the Pennsylvania Avenue Metro Station by 10% annually	<ul style="list-style-type: none"> UPC PA Main Street MTA Neighborhood Associations 	<ul style="list-style-type: none"> Increased utilization of the Pennsylvania Avenue Metro Station 			X	
2.3 Identify strategies for improving public transportation in the community	a. Review community transit infrastructure	<ul style="list-style-type: none"> UPC PA Main Street DOT MTA 	<ul style="list-style-type: none"> Upton community transit infrastructure analysis 		X		
	b. Explore ways to connect Upton transportation to TIGER grant transportation improvements on North Avenue	<ul style="list-style-type: none"> UPC PA Main Street DOT MTA 	<ul style="list-style-type: none"> Upton connected to TIGER transportation improvements on North Avenue 		X		
	c. Develop a community transit infrastructure plan	<ul style="list-style-type: none"> UPC PA Main Street DOT MTA 	<ul style="list-style-type: none"> Upton community transit infrastructure plan developed 			X	

Goal 3: Foster Community Transit Oriented Developments							
Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now yrs	1-3 yrs	3-5 yrs	5+
3.1 Strengthen community transit oriented development	a. Review community parking	<ul style="list-style-type: none"> UPC PA Main Street PABC 	<ul style="list-style-type: none"> Upton parking analysis 		X		
	b. Explore ways bike paths could be used in the community and review Bicycle Master Plan projects.	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton bike path plan of action 			X	
	c. Review community street flow and make recommendations regarding street directions	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton street flow recommendation report 			X	
	d. Review alley utilization and develop a plan for optimal community flow	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton alley usage and community flow plan of action 			X	
	e. Rollout bike path development plan for the community	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton bike path plan of action implemented 				X
	f. Monitor implementation of the community street flow recommendations	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton street flow recommendations implemented 				X
	g. Implementation of Upton alley utilization plan	<ul style="list-style-type: none"> UPC PA Main Street DOT 	<ul style="list-style-type: none"> Upton alley usage and community flow plan implemented 				X

Partner Key:

UPC: Upton Planning Committee
PA Main Street: Pennsylvania Avenue Main Street
DOT: Department of Transportation
DHCD Planning: Department of Housing and Community Development Planning Department
PABC: Parking Authority of Baltimore City
MTA: Maryland Transit Administration



UPTON 2026 MASTER PLAN IMPLEMENTATION MATRIX

5 Quality of Life

Goal 1: Strengthen Healthy Food Access							
Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
1.1 Establish a farmer's market in the Upton community	a. Build on the fresh market in the Avenue Market on Saturday's	<ul style="list-style-type: none"> UPC PA Main Street BPMC 	<ul style="list-style-type: none"> Fresh market days of operation expanded 		X		
	b. Research farmer's market strategies used in other Baltimore communities	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Baltimore Farmer's Market research report 		X		
	c. Design a full-scale farmers market plan for Upton	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Upton farmers market plan established 			X	
	d. Cultivate partnerships with farmers on the Eastern Shore to sell food in the community	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Partnerships with Eastern Shore farmers established 			X	
	e. Implement a full-scale farmers market in Upton by 2020	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Upton farmers market launched 			X	
1.2 Publicize fresh food options in the community	a. Include fresh food options in UPCs quarterly newsletter	<ul style="list-style-type: none"> UPC 	<ul style="list-style-type: none"> Fresh food options featured in quarterly newsletters 		X		
	b. Design a fresh food fair on Pennsylvania Avenue featuring food tasting culinary demonstrations	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Fresh food fair designed for Upton 			X	

	c. Educate the community on healthy food choices through periodic workshops and tastings	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Trainings and workshops on healthy food choices tracked 		X		
	d. Coordinate a bi-annual fresh food fair on Pennsylvania Avenue featuring food tasting culinary demonstrations by 2023	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Fresh food fair hosted in Upton 				X
1.3 Work to attract healthy food options and restaurants to the Upton community	a. Market Upton community as seeking healthy food options and restaurants	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Healthy food options in Upton tracked More healthy food options offered in Upton 		X		
	b. Identify opportunities for healthy food vendors to be showcased in the Avenue Market	<ul style="list-style-type: none"> UPC PA Main Street BPMC 	<ul style="list-style-type: none"> Healthy food vendors added to the Avenue Market 		X		
	c. Support the development of healthy food cafes and coffee shops in the community like the Empowerment and Wellness Center café in Marble Hill.	<ul style="list-style-type: none"> UPC PA Main Street BEWC 	<ul style="list-style-type: none"> Healthy food café and coffee shop options in Upton tracked More healthy food cafes and coffee shops offered in Upton 		X		

Goal 2: Strengthen Education Supports in Upton

Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
2.1 Support community school activities at Upton schools	a. Build on the Promise Heights Community School Program, which creates a pipeline of birth-to-college-to career services for youth at all 5 Upton schools.	<ul style="list-style-type: none"> UPC Promise Heights Upton Community Schools 	<ul style="list-style-type: none"> Promise Heights Community School Program expanded 		X		
	b. Support resource cultivation for quality afterschool programming at Upton schools	<ul style="list-style-type: none"> UPC Promise Heights Upton Community Schools 	<ul style="list-style-type: none"> Afterschool programming in Upton capitalized annually 		X		
	c. Establish an annual activity that honor teachers of excellence at Upton schools.	<ul style="list-style-type: none"> UPC Promise Heights Upton Community Schools 	<ul style="list-style-type: none"> Annual activity honoring teachers of excellence established 			X	
2.2 Strengthen adult education supports	a. Work with Promise Heights to expand their Parent University program	<ul style="list-style-type: none"> UPC Promise Heights 	<ul style="list-style-type: none"> Parent University program expanded 			X	
	b. Work with Promise Heights to provide staff to work with pregnant women and their families around the issues of safe sleep, family planning, smoking cessation, connecting to a medical home, and early literacy	<ul style="list-style-type: none"> UPC Promise Heights 	<ul style="list-style-type: none"> Promise Heights staff expanded 			X	

	c. Link individuals and families to a network of service providers, including MD CASH Campaign, so that they can establish and maintain emergency savings and long-term assets, obtain public benefits, and use affordable financial products to manage their money.	<ul style="list-style-type: none"> UPC Promise Heights BEWC 	<ul style="list-style-type: none"> Referral process created to link Upton residents to needed supports and services 		X		
	d. Establish links with GED and equivalency tests programs for adults in the community	<ul style="list-style-type: none"> UPC Promise Heights BEWC 	<ul style="list-style-type: none"> Links established with GED programs 			X	

Goal 3: Strengthen Health Care Supports in Upton

Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
3.1 Publicize the importance of a medical home	a. Support the development of a comprehensive marketing and community outreach plan on the financial and health benefits of using a primary care provider, having all household members complete an annual physical, and enrolling all household members in an affordable health insurance plan.	<ul style="list-style-type: none"> UPC SDH Committee 	<ul style="list-style-type: none"> Upton primary care campaign established 		X		
	b. Publicize the Total Health Care Substance Abuse Program	<ul style="list-style-type: none"> UPC Total Health Care 	<ul style="list-style-type: none"> Increased participation at the Total Health Care Substance Abuse Program 		X		
3.2 Provide healthcare information in the community	a. Partner with organizations providing healthcare fares in Upton and publicize activities in the community	<ul style="list-style-type: none"> UPC 	<ul style="list-style-type: none"> Health fairs featured in UPC messaging 		X		

	b. Partner with Total Health Care to provide more access in the community	<ul style="list-style-type: none"> UPC Total Health Care 	<ul style="list-style-type: none"> Increased health supports in Upton 			X	
	c. Support the implementation of an afterschool childhood obesity prevention program	<ul style="list-style-type: none"> UPC Promise Heights SDH Committee 	<ul style="list-style-type: none"> Afterschool childhood obesity program established 			X	
	d. Coordinate an Upton community health fair by 2019.	<ul style="list-style-type: none"> UPC Total Health Care SDH Committee 	<ul style="list-style-type: none"> Upton health fair coordinated 		X		

Goal 4: Foster Community Pride in Upton

Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
4.1 Promote Community Cleanliness	a. Reestablish the Clean Block Contest in 2018	<ul style="list-style-type: none"> UPC Neighborhood Associations DPW 	<ul style="list-style-type: none"> Clean Block contest held annually 		X		
	b. Develop creative trash receptacles for the community	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Trash can liners produced 		X		
	c. Establish neighborhood cleaning protocols and provide training on effective waste management and recycling	<ul style="list-style-type: none"> UPC PA Main Street DPW 	<ul style="list-style-type: none"> Upton clean protocols established 		X		
4.2 Celebrate Community Strengths	a. Host a community-wide talent show	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Upton community talent show hosted annually 		X		

	b. Facilitate opportunities for community and law enforcement to interact in positive ways i.e. community and police poetry slam	<ul style="list-style-type: none"> UPC BPD PA Main Street 	<ul style="list-style-type: none"> Upton Community and law enforcement activities hosted 		X		
	c. Host an annual heritage festival that features a community-wide talent show	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Heritage festival hosted in the Upton community annually 			X	
	d. Honor law enforcement providers that go above and beyond in the community annually	<ul style="list-style-type: none"> UPC BPD PA Main Street 	<ul style="list-style-type: none"> Law enforcement honored in the Upton community 			X	

Partner Key:

- UPC: Upton Planning Committee
DHCD: Department of Housing and community Development
BPD: Baltimore City Police Department
BEWC: Bethel Empowerment and Wellness Center
SDH Comm: Social Determinants of Health Committee
PA Main Street: Pennsylvania Avenue Main Street Program
DPW: Department of Public Works
BPMC: Baltimore Public Markets Corporation



UPTON 2026 MASTER PLAN IMPLEMENTATION MATRIX

6 Community Engagement

Goal 1: Deepen Community outreach efforts							
Strategies	Objectives	Lead + Partners	Milestones	Time			
				Now	1-3 yrs	3-5 yrs	5+ yrs
1.1 Build on community strengths and publicize all community neighborhood meetings	a. Strengthen representation of community organizations	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Community Association Board Training Annual neighborhood association meeting calendar 		X		
	b. Increase community participation in neighborhood association meetings and UPC community meetings (short-term target 30% more participation)	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Monthly meeting tracking reports Increased neighborhood association participation 		X		
	c. Maintain monthly community-wide meetings	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Monthly meeting tracking reports 		X		
	d. Publish a community-wide newsletter and annual report	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Quarterly newsletter published Annual report published 		X		
	e. Increase community participation in neighborhood association meetings and UPC community meetings (medium-term target 50% more participation)	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Monthly meeting tracking reports Increased neighborhood association participation 			X	
	f. Increased community participation in neighborhood association meetings and UPC community meetings (long-term target 70% more participation)	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Monthly meeting tracking reports Increased neighborhood association participation 				X

1.2 Work collectively with all Upton communities	a. Create an Upton homeowner association	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Upton Homeowner association established 		X		
	b. Establish a community welcome kit for new occupants	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Upton community welcome kit established 		X		
	c. Celebrate the successes in the community	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Quarterly newsletter published Annual report published 		X		
	d. Create a Community Civic Responsibility Campaign that seeks to awaken civic responsibility in all community members	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Civic Responsibility Campaign framed Civic Responsibility Campaign launched Civic Responsibility Campaign assessed 			X	
	e. Foster Community Associations full support for each other	<ul style="list-style-type: none"> UPC Neighborhood Associations 	<ul style="list-style-type: none"> Community-wide calendar published 				X

Goal 2: Strengthen UPC Infrastructure								
Strategies	Objectives	Lead + Partners	Milestones	Time				
				Now	1-3 yrs	3-5 yrs	5+ yrs	
2.1 Expand human capacity of the Upton Planning Committee	a. Solicit resources to hire clerical, community organizing, and development staff to support UPC	<ul style="list-style-type: none"> UPC Board PA Main Street Organizational Committee 	<ul style="list-style-type: none"> UPC new hires tracked Annual UPC revenue report 		X			
	b. Partner with existing organizations to provide community organizing supports	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Upton community organizing activities outlined Community organizing activities tracked 		X			
	c. Partner with higher education institutions to provide high caliber interns and support staff for UPC	<ul style="list-style-type: none"> UPC PA Main Street University of Baltimore Coppin University Morgan State 	<ul style="list-style-type: none"> UPC Intern job description Interns provided to UPC from higher education institutions 			X		
	d. Produce a community resource manual for Upton	<ul style="list-style-type: none"> UPC PA Main Street BEWC 	<ul style="list-style-type: none"> Supports, and services in Upton mapped 			X		

Goal 3: Market and promote Upton								
Strategies	Objectives	Lead + Partners	Milestones	Time				
				Now	1-3 yrs	3-5 yrs	5+ yrs	
3.1 Market the Upton Community	a. Develop a market strategy that preserves historic homes and leverages the heritage of the neighborhood and its commercial areas	<ul style="list-style-type: none"> UPC PA Main Street DHCD Vacants to Value 	<ul style="list-style-type: none"> Upton neighborhood marketing strategy created Upton commercial corridor marketing strategy created 		X			
	b. Create community tours and highlight the neighborhoods potential	<ul style="list-style-type: none"> UPC PA Main Street DHCD Vacants to Value 	<ul style="list-style-type: none"> Community Tour mapped Community tour script created Community tours tracked 		X			
	c. Create a monthly spotlight that showcases a community asset	<ul style="list-style-type: none"> UPC PA Main Street Neighborhood Associations 	<ul style="list-style-type: none"> Spotlights featured in quarterly newsletter 			X		
	d. Create marketing materials that showcase Upton's history, heritage, and opportunities for growth and development	<ul style="list-style-type: none"> UPC PA Main Street DHCD Vacants to Value 	<ul style="list-style-type: none"> Marketing materials designed Marketing materials created 					
	e. Facilitate opportunities for Businesses to be vested in the community and give back thru marketing	<ul style="list-style-type: none"> UPC PA Main Street DHCD Vacants to Value 	<ul style="list-style-type: none"> Monthly commercial corridor meetings Business community marketing efforts tracked 					X

3.2 Develop a robust social media campaign for the Upton Community	a. Tailor messages to specific audiences/ age appropriate messaging	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Assess different audiences targeted in UPC messaging 		X		
	b. Partner with youth focused organizations to deploy sophisticated outreach strategies targeting all audiences	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> Track youth involvement in UPC activities and outreach 			X	
	c. Establish an active social media footprint for UPC	<ul style="list-style-type: none"> UPC PA Main Street 	<ul style="list-style-type: none"> UPC social media footprint assessed annually 		X		

Partner Key:

UPC: Upton Planning Committee
DHCD: Department of Housing and Community Development
PA Main Street: Pennsylvania Avenue Main Street Program



Appendix B:

NeighborWorks Success Measures Residents Survey and Results

Upton NeighborWorks Success Measures Residents Survey and Results

1.

Subsection of neighborhood, if appropriate

	Number of Responses	Percentage
I want to move	1	10%
McCullough Homes	4	40%
NA/Bolton Hill	1	10%
Upton	1	10%
Upton	3	30%
Total Responses	10	100%

2.

How long have you lived in this community?

(Length of residency to be asked in the above open-ended fashion; at data entry it will be entered both as the open-ended response and by category.)

[Column] - [Row]	Response	Number of Responses	Percentage
Click to write - Years	0	1	1%
Click to write - Years	13	1	1%
Click to write - Years	14	1	1%
Click to write - Years	20	1	1%
Click to write - Years	23	1	1%
Click to write - Years	28	1	1%
Click to write - Years	33	1	1%
Click to write - Years	45	1	1%
Click to write - Years	64	1	1%
Click to write - Years	10	2	2%
Click to write - Years	11	2	2%
Click to write - Years	62	2	2%
Click to write - Years	6	3	3%
Click to write - Years	1	4	4%
Click to write - Years	2	4	4%
Click to write - Years	7	4	4%
Click to write - Years	9	4	4%
Click to write - Years	8	5	5%
Click to write - Years	3	7	8%
Click to write - Years	4	8	9%
Click to write - Years	5	9	10%
Click to write - Months	10 1/2-11	1	1%
Click to write - Months	3	1	1%
Click to write - Months	8	1	1%
Click to write - Months	9	1	1%
Click to write - Months	1	2	2%
Click to write - Months	11	2	2%
Click to write - Months	4	2	2%
Click to write - Months	2	3	3%
Click to write - Months	5	3	3%
Click to write - Months	10	4	4%
Click to write - Months	6	6	7%
Total Responses		89	

3.

Do not ask this question; answers will be categorized during data entry.

How long have you lived in this community?

	Number of Responses	Percentage
Less than 1 year	7	10%
1-5 years	32	44%
6-10 years	20	28%
11-20 years	4	6%
21-30 years	3	4%
More than 30 years	5	8%
Total Responses	72	100%

4.

Which of these was the Major reason you decided to live in this community?

	Number of Responses	Percentage
To live near family or friends	10	14%
To be close to work	4	6%
Accessibility of amenities such as community centers and stores	3	4%
Proximity to public transportation	3	4%
Schools for my children	2	3%
Access to job opportunities	0	0%
Safety in the community	1	1%
Affordability of housing	15	21%
Born here	0	0%
No choice/nowhere else to go	8	11%
a. To live near family or friends b. Affordability of housing	24	34%
Total Responses	70	100%

5.

Right now, how likely are you to recommend this community to someone else as a good place to live?

	Number of Responses	Percentage
Definitely would recommend	12	23%
Probably would recommend	23	44%
Probably would not recommend	14	27%
Definitely would not recommend	3	6%
Total Responses	52	100%

6.

If you had the choice, would you continue to live in this community?

	Number of Responses	Percentage
Yes	38	72%
No	15	28%
Total Responses	53	100%

7.

Please tell us why you feel this way.

	Number of Responses	Percentage
An opportunity to get / stay involved	1	3%
Because of new changes	1	3%
Because the area is workable.	1	3%
Becoming a little more safe.	1	3%
But need to straighten some stuff out.	1	3%
Cause like where I am at.	1	3%
Convenience	1	3%
Good housing, close to transportation close to school for kids.	1	3%
I do not like community because of the drugs.	1	3%
I had make this my home.	1	3%
I like McCulloch. It's more activity that goes on in community.	1	3%
I'd rather by somewhere else.	1	3%
I'm on my own.	1	3%
Improvement is on the way	1	3%
It is a dumb rats, roaches, etc. and people are very loud	1	3%
Its convenient and i love my neighbors.	1	3%
Its getting worse every year with violence.	1	3%
Long time residents.	1	3%
Looking for a better community for my daughter that's 2 yrs old and my son he's 9 yrs old, better school they cant pay outside because of the drugs and crime.	1	3%
People are friendly.	1	3%
Safety	1	3%
So many fights. Neighbors adults fight children and parents. Gangs	1	3%
The coming changes	1	3%
The community is close to everything	1	3%
There are no healthy restaurants, coffee shops, decent parks, or activities to keep the young children positively occupied.	1	3%
This has been a systematic and development reason planned 25 years go to let this area fall from North ave. if the condition of this community would change for a better quality of life occurred instead of maybe 7- 10 years from now by regentification.	1	3%
This is my last move.	1	3%
Too many shootings during times kids outside.	1	3%
Too much illegal activity, noisy, children are disrespectful.	1	3%
Total Responses	29	100%

8.

During the past year did you participate in the following community activities?

	Yes		No		Not applicable		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
Participated in a community, resident, or tenant	34	65%	14	27%	4	8%	52
Volunteered to help others in the community	33	67%	12	24%	4	8%	49
Participated in a community improvement project, such	25	48%	21	40%	6	12%	52
Supported local business events, such as a sidewalk	26	50%	20	38%	6	12%	52
Participated in an organized community social event,	36	71%	13	25%	2	4%	51
Supported a local political organization, candidate, or	27	51%	23	43%	3	6%	53
Participated in an advocacy group, such as a school	23	44%	23	44%	6	12%	52
Personally took action to improve the community, such	33	62%	16	30%	4	8%	53

9.

How likely do you think it is that people in this community would help out in the following situations?

	Very likely		Likely		Somewhat likely		Not very likely		Not at all likely		Total Number of Responses
	Number of Responses	Percentage									
You needed a ride somewhere	16	30%	12	22%	8	15%	12	22%	5	11%	54
You needed a favor, such as picking up mail or borrowing	14	27%	17	33%	11	22%	5	10%	4	8%	51
An elderly neighbor needed someone to pet occasionally	24	46%	13	25%	13	25%	3	5%	1	2%	52
A neighbor needed someone to take care of a child in an	17	33%	14	27%	11	22%	5	10%	4	8%	51

10.

If something is wrong in my neighborhood, I know that the people who live here will try to fix it.

	Number of Responses	Percentage
Strongly agree	11	19%
Agree	24	42%
Neither agree/disagree	13	23%
Disagree	8	14%
Strongly disagree	1	2%
Total Responses	57	100%

11. How much of a positive difference do you feel that you, yourself, can make in your community?

	Number of Responses	Percentage
A great deal	17	30%
A fair amount	21	37%
Some	15	26%
A little or none	4	7%
Total Responses	57	100%

12.

How would you rate each of the following aspects of this community?

	Very good		Good		Fair		Poor		Very poor		Total Number of Responses
	Number of Responses	Percentage									
Cleanliness of the community	6	11%	22	40%	17	31%	8	15%	2	4%	55
Physical condition of homes in the community	10	18%	18	33%	16	29%	7	13%	4	7%	55
Physical condition of streets, sidewalks, and public	4	7%	15	27%	25	45%	9	16%	5	9%	56
Safety in the community	3	5%	8	15%	20	36%	13	24%	11	20%	55
Friendliness of neighbors in the community	6	11%	17	32%	24	43%	6	11%	0	0%	53
Quality of public services in the community	5	10%	17	33%	24	46%	2	4%	4	8%	52
Variety of goods and services available for purchase in	5	9%	16	30%	17	32%	7	13%	8	15%	59
Access to transportation	23	44%	17	33%	9	17%	3	6%	0	0%	52
Access to employment centers	12	22%	16	30%	12	22%	11	20%	3	6%	54
Affordability of homes or apartments in the community	18	34%	16	30%	14	26%	2	4%	3	6%	53

13. If you wanted to buy the ingredients to prepare foods how easy would it be for you to do so?

	Number of Responses	Percentage
Very easy	34	60%
Somewhat easy	14	25%
Somewhat difficult	7	12%
Very difficult	2	4%
Total Responses	57	100%

14. During the past 12 months, have you gotten fruits or vegetables from the following places:

	Yes		No		Total Number of
	Number of Responses	Percentage	Number of Responses	Percentage	
Community garden or "grow your own" plots	13	24%	41	75%	54
A local farmers market	31	57%	23	43%	54

15. Below are several statements that people have made about their food situation. During the past 12 months, how often were these statements true for you and, if applicable, the other members of your household?

	Often true		Sometimes true		Rarely true		Never true		Total Number of Responses
	Number of Responses	Percentage							
I thought my/our food would run out before I/we got	13	23%	15	27%	8	11%	22	39%	56
I/we couldn't afford to eat balanced meals.	9	17%	11	20%	14	26%	20	37%	54
I/we ate less than I think I/we should because there	6	11%	11	20%	8	15%	30	55%	55
I/we went to bed hungry.	4	7%	4	7%	7	13%	39	72%	54

16. How confident are you that you understand the information on the nutrition labels?

	Number of Responses	Percentage
Very confident	42	74%
Somewhat confident	10	18%
Not that confident	5	9%
Not at all confident	0	0%
Total Responses	57	100%

17. How safe would you say you feel walking in the community during the day time?

	Number of Responses	Percentage
Very safe	22	31%
Somewhat safe	35	50%
Somewhat unsafe	8	11%
Very unsafe	5	7%
Total Responses	70	100%

18. How safe would you say you feel walking in the community at night?

	Number of Responses	Percentage
Very safe	12	17%
Somewhat safe	18	26%
Somewhat unsafe	10	14%
Very unsafe	30	43%
Total Responses	70	100%

19. Thinking about the next three years, how would you say your community is likely to change?

	Number of Responses	Percentage
This community will stay about the same	6	9%
This community will decline some	1	1%
This community will decline a lot	3	4%
This community will improve a lot	30	44%
This community will improve some	28	41%
Total Responses	68	100%

20. What, if anything, do you think the people in this neighborhood can do to make it a better place to live?

	Number of Responses	Percentage
1st and foremost come together as one, until then it will remain the same. 2nd. Need people who are giving the resources to make their work for everyone also not just have titles and produce not solution or results for the good of the area.	1	2%
Be more involved with the neighborhood and more involved with the children	1	2%
Being more aware of surrounding.	1	2%
Clean up behind themselves-tell management	1	2%
Collaborate; commit to common goals/vision	1	2%
Come together as a community	1	2%
Cooperate together to rid drugs.	1	2%
Divide senior citizen to high rise	1	2%
Divide senior citizen to high rise.	1	2%
Fix the problems	1	2%
Fix up the houses on the avenue.	1	2%
Get along. Mind your business.	1	2%
Get more involved with taking care of the community in which they live.	1	2%
Get rid of drugs.	1	2%
Get rid of the drug dealers and the prostitution.	1	2%
Have respect for each other.	1	2%
Help each other.	1	2%
Keep community clean, lookout for one another.	1	2%
Keep it clean/ clean up behind their animals (dog feces)	1	2%
Keep their children from breaking in storage rooms, more play grounds.	1	2%
Look out for one another.	1	2%
Meet and Greet	1	2%
Mind their own business,	1	2%
more active-monitor community leadership	1	2%
More cooperation	1	2%
Nothing	1	2%
Organize	1	2%
Participate and have patience to deal through behavior issues.	1	2%
Pull together	1	2%
Safety for people, cleanliness.	1	2%
Stay positive	1	2%
Stick together	1	2%
Stick together.	1	2%
Stop buying drugs; Report crimes; Raise their children & tell them about the law.	1	2%
Stop doing wrong.	1	2%
Stop dropping trash on the ground, come to community association meetings and invest or help up keep the improves.	1	2%
Stop fighting and selling drugs	1	2%
Stop the drug activity.	1	2%
Stop the violence, respect elders and children, Stop selling and using drugs.	1	2%
Stop violence. teach kids respect.	1	2%
Straighten their lives out.	1	2%
Try to keep drugs out of the community	1	2%
Watch their children and all children . Takes a village to raise a child fairly impossible.	1	2%
Work together to make changes	1	2%
Work together to solve problems.	1	2%
Total Responses	45	100%

21.

Do you currently rent your home, own your home, or something else?

	Number of Responses	Percentage
Rent	62	87%
Own	7	10%
I live with family or friends.	0	0%
Housing	2	3%
Total Responses	71	100%

22.

Would you consider buying a home in this community?

	Number of Responses	Percentage
Yes	18	30%
No	42	70%
Total Responses	60	100%

23.

Which of these factors are reasons you have not yet bought a home in this community? Check all that apply.

	Number of Responses	Percentage
Houses that are available in the community	3	10%
Physical conditions in the community	1	3%
Crime or other safety issues	2	7%
Quality of public services and/or schools	2	7%
Convenience to work, school, and/or shopping	1	3%
My personal financial situation	13	45%
State of the economy	6	21%
My personal financial situation???: There are all types of ways to make this happen if you have knowledge whats available. I would consider buying a home in this community in development and regentification areas so my property would have some value.	1	3%
Total Responses	29	100%

24.

Of the factors you have chosen, which one would you say is the primary reason you have not yet bought a home in this community?

	Number of Responses	Percentage
Houses that are available in this community	3	16%
Physical conditions in this community	0	0%
Crime or other safety issues	0	0%
Quality of public services and/or schools	0	0%
Convenience to work, school, and/or shopping	0	0%
My personal financial situation	11	58%
State of the economy	3	16%
a. Houses that are available in this community b. Physical conditions in this community c. Crime or other safety issues d. Quality of public services and/or schools e. State of economy	2	11%
Total Responses	19	100%

25.

Which of the factors are reasons you would not consider buying a home in this community? Check all that apply.

	Number of Responses	Percentage
Houses that are available in the community	11	12%
Physical conditions in the community	9	10%
Crime or other safety issues	24	27%
Quality of public services and/or schools	2	2%
Convenience to work, school, and/or shopping	0	0%
My personal financial situation	31	35%
State of the economy	8	9%
Because of physical condition its too difficult	4	4%
Total Responses	89	100%

26.

Of the factors you have chosen, which one would you say is the primary reason you would not consider buying a home in this community?

	Number of Responses	Percentage
Houses that are available in this community	4	7%
Physical conditions in the community	4	7%
Crime or other safety issues	10	18%
Quality of public services and/or schools	0	0%
Convenience to work, school, and/or shopping	2	4%
My personal financial situation	26	47%
State of the economy	2	4%
a. Crime or other safety issues b. My personal financial situation	7	13%
Total Responses	55	100%

27.

If you own your home, are you registered for the home ownership tax credit?

	Number of Responses	Percentage
Yes	3	8%
No	36	82%
Total Responses	39	100%

28.

In what year were you born? (Fill in the year.)

	Number of Responses	Percentage
1936	1	2%
1938	1	2%
1943	1	2%
1944	2	4%
1947	4	8%
1948	2	4%
1950	4	8%
1951	1	2%
1952	1	2%
1953	3	6%
1954	2	4%
1956	2	4%
1957	2	4%
1958	1	2%
1959	1	2%
1961	2	4%
1963	3	6%
1969	2	4%
1974	2	4%
1977	1	2%
1978	2	4%
1979	1	2%
1980	2	4%
1981	2	4%
1982	1	2%
1983	1	2%
1984	1	2%
1985	1	2%
1987	2	4%
1989	1	2%
1990	1	2%
Total Responses	53	100%

29.

Do not ask this question; answers should be marked later during data entry based on the answer to question 29.

What is your age?

	Number of Responses	Percentage
18-24	1	2%
25-34	10	21%
35-44	13	28%
45-54	5	11%
55-64	9	17%
65 or older	10	21%
Total Responses	47	100%

30.

What is your gender? This question should be asked as an open ended question and then categorized by the data collector.

	Number of Responses	Percentage
Male	22	32%
Female	47	68%
Other	0	0%
Total Responses	69	100%

31. Including you, how many people 18 years of age or older live in your household?

	Number of Responses	Percentage
1	42	69%
2	14	23%
3	3	5%
4	1	2%
8	1	2%
Total Responses	61	100%

32. How many children under 18 years of age live in your household?

	Number of Responses	Percentage
0	35	56%
1	4	6%
2	6	10%
3	5	8%
4	4	6%
5	4	6%
6	2	3%
8	2	3%
Total Responses	62	100%

33. What is your race?

	Number of Responses	Percentage
Black/African American	59	91%
Caucasian/White	1	2%
American Indian/Aleut/Eskimo/Alaska Native	0	0%
Asian	0	0%
Native Hawaiian/Pacific Islander	0	0%
Mixed race	5	8%
Total Responses	65	100%

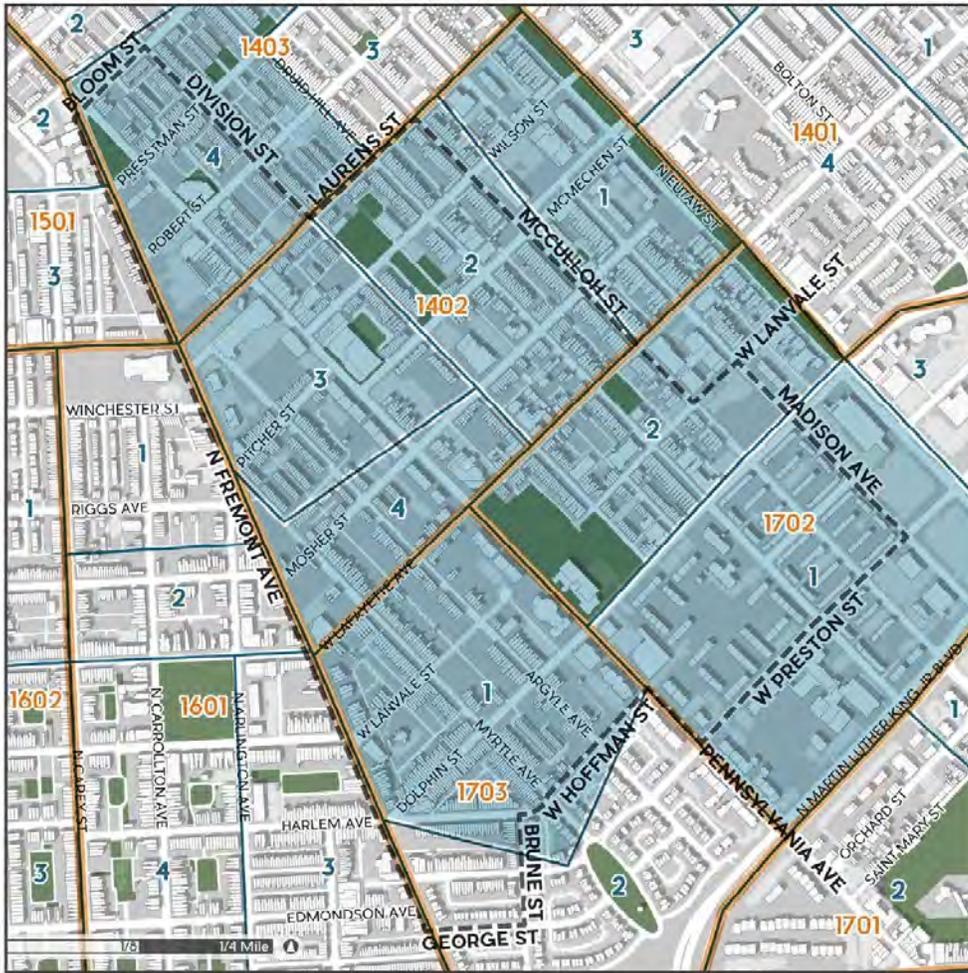
34. Do you consider yourself to be Hispanic, Latino, or Latina?

	Number of Responses	Percentage
Yes, Hispanic/Latino/Latina	2	4%
No, not Hispanic/Latino/Latina	52	96%
Total Responses	54	100%



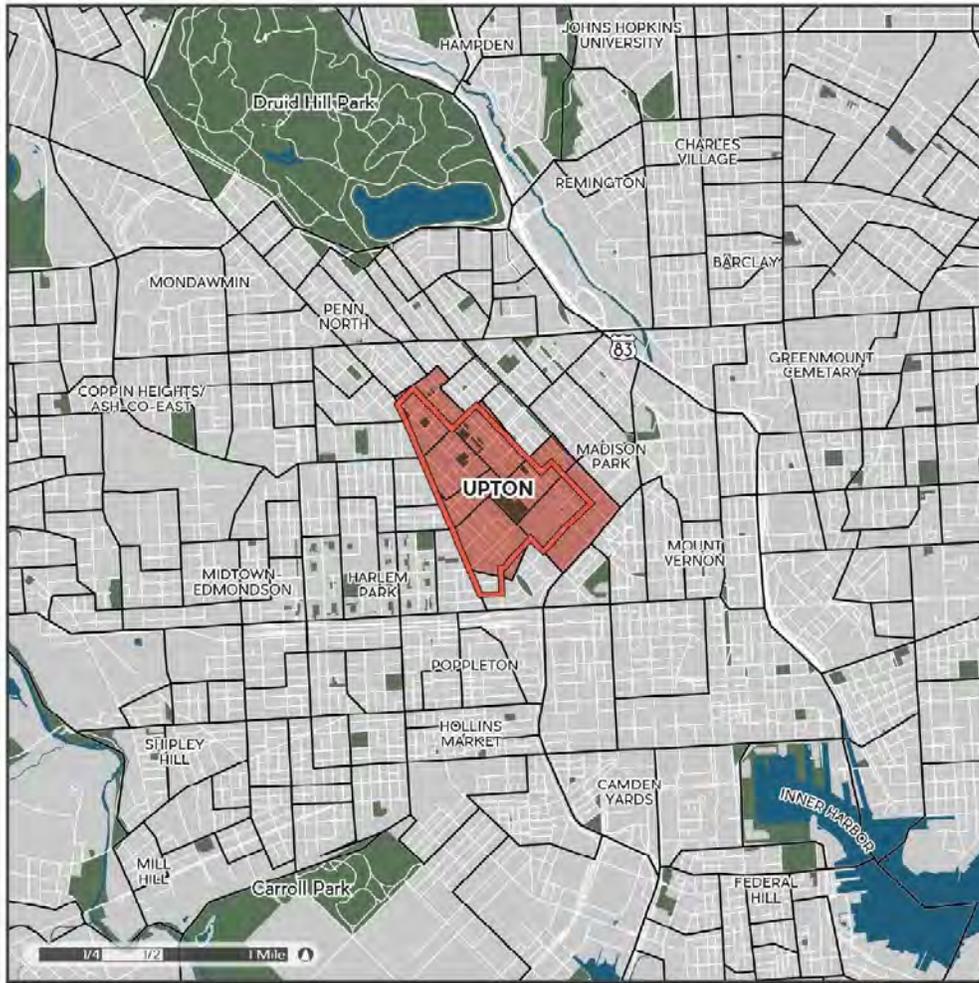
Appendix C: Census Data Collection Maps

STUDY AREA CENSUS BOUNDARIES



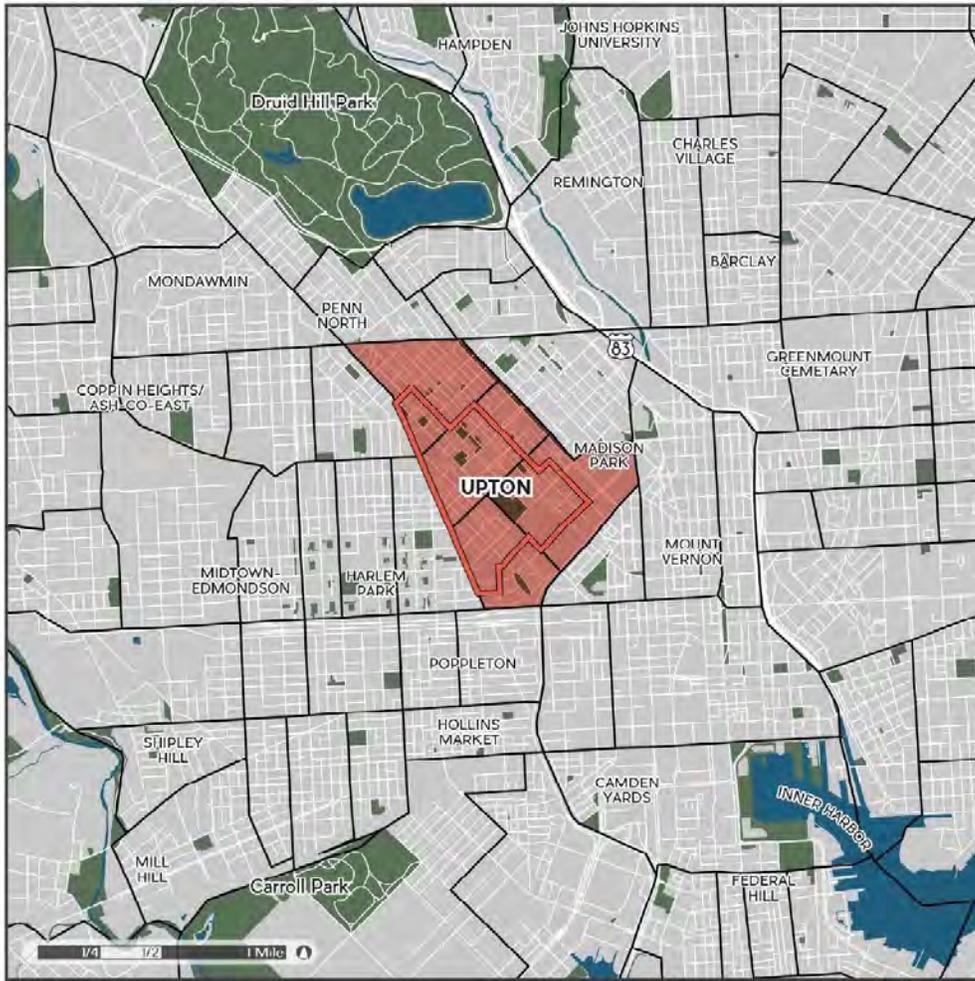
- Planning area boundary
- Tract boundaries
- Block group boundaries
- Block groups included in Census analysis

UPTON CENSUS BLOCK GROUPS



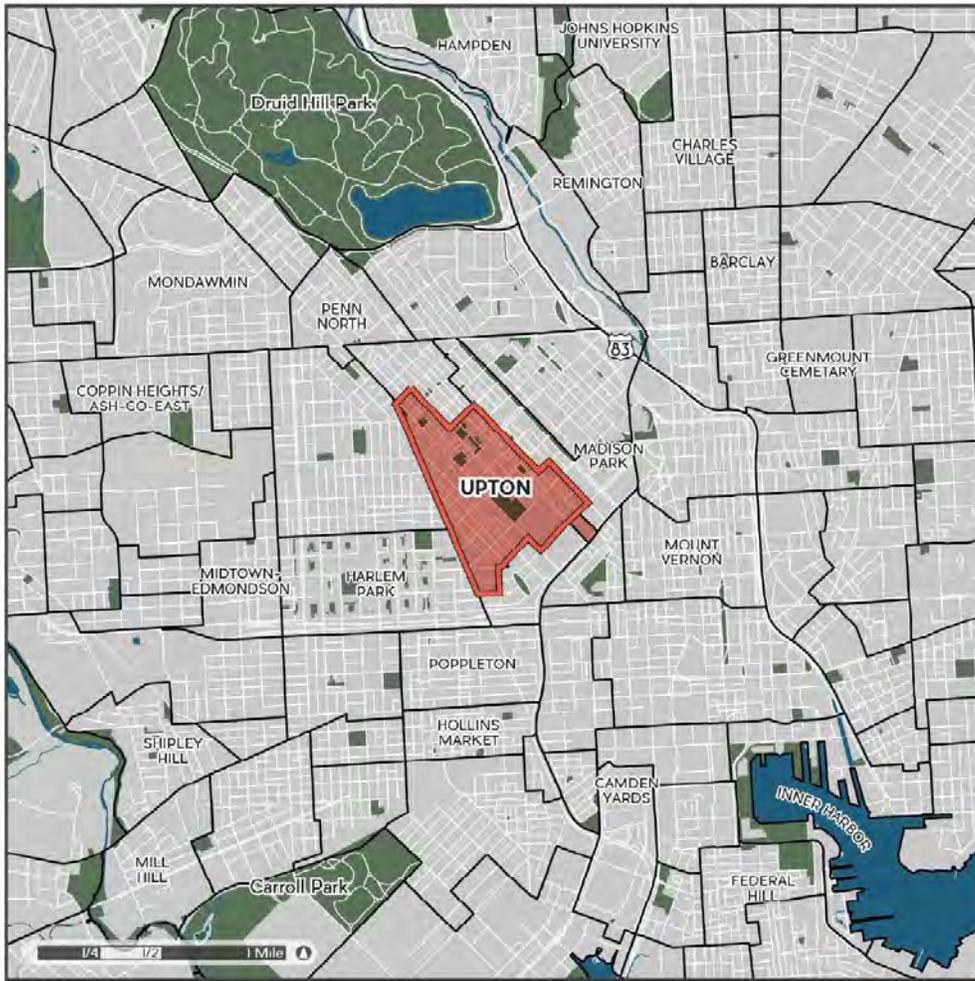
- Planning area boundary
- Census block groups
- Planning area block groups

UPTON CENSUS TRACTS



- Planning area boundary
- Census block groups
- Planning area Census tracts

UPTON NEIGHBORHOOD STATISTICAL AREA



- Planning area boundary
- Census block groups
- Planning area Neighborhood Statistical Area



Appendix D: Summary of Stakeholder and Community-wide Meetings

Stakeholder Interviews

RICK SUSSMAN

Vice President, Pennsylvania Avenue Merchants Association

November 21, 2016

Merchant Association

- ◆ In existence since mid-80s
- ◆ Dues paying members
- ◆ About half of the business owners also own their buildings

Business District

- ◆ Slow but steady decline in business activity
- ◆ Businesses not as attractive in appearance
- ◆ Avenue on the whole unattractive
- ◆ Vacant, unattractive buildings dotting streetscape between occupied/operating businesses contributes to negative perceptions and unsafe conditions for shoppers and merchants
- ◆ Similar paced decline in volume of shoppers
- ◆ Transit system brings people to the area, but it also facilitates their shopping outside of the district
- ◆ Address the “chicken and egg” dilemma
- ◆ Need a broader mix of merchants and products, but they will only be attracted if there is a larger base of potential customers to shop here
- ◆ Attract more people by developing more housing, but they will only be attracted if area is safe, units are affordable, and shopping districts are vibrant
- ◆ Extra-legal businesses operating (as in fronts/potential illegal/under the table) that detracts from legitimate operators and brings with it disinvestment versus investment in the buildings and district as a whole
- ◆ Attitude towards city is now “show me what you can do, don’t tell me what you will do” ... physical action as in demonstrate a commitment to the business community

Safety/Security

- ◆ Steady turnover of police district commanders (2-3 over past 2-3 years)
- ◆ Appears that resources as in police presence reallocated elsewhere, not as visible as before (pre- Freddie Gray incident)

- ◆ Promises by city of resources, post-Freddie Gray, did not happen
- ◆ Poor rapport with community
- ◆ Drug trafficking still a problem and unabated over same time
- ◆ Security cameras
- ◆ Some exist but more needed
- ◆ 1500 to 1800 block of Pennsylvania Avenue (95% of the retail district)
- ◆ Lauren and Wilson between Division and Fulton
- ◆ Wilson and Pennsylvania Avenue (on the corners of side streets)

Leverage Main Street resources

- ◆ Potential low-hanging fruit
- ◆ Change the “norm” and make immediate change through streetscape dress-up, fix-up, clean-up during regular business hours (also enhances safety via boots on the ground/eyes looking on)
- ◆ Sidewalks (power wash)
- ◆ Colorful banners
- ◆ Uniformed crews from neighborhood (caps, shirts, carts, brooms)
- ◆ Trash cans
- ◆ Lighting
- ◆ More coordinate police presence during shift changes to eliminate gaps
- ◆ Bring entertainment to district to attract shoppers

Focus Groups

EDUCATION /PARENTS FOCUS GROUP DISCUSSION

November 21, 2016

Previewed agenda to get their impressions of Upton and its needs and priorities

Parents and a school administrator, two developers attending the meeting introduced themselves, indicating schools their children attend and they are associated with.

Education-related issues they brought up and are concerned about

- ◆ Depressing physical and social environment and the trauma that causes and personal self-worth/ esteem:
- ◆ Abandoned buildings
- ◆ Trash strewn/unmaintained vacant lots
- ◆ Drug dealing
- ◆ Street violence
- ◆ Mixing high school age students – Renaissance – and middle school age students – Booker T – is harmful for both populations, especially for the latter.

Needs:

- ◆ Safe havens/safe space for children and youth
- ◆ Attractive environments to escape to
- ◆ Recreation centers
- ◆ Mental health services to help students and their parents address in-school and out of school time pressures of living in Upton, including:
 - ◆ Drug and alcohol abuse
 - ◆ PTSD symptoms
 - ◆ Parental access to information about available services that are out there that they do not know about
 - ◆ More community outreach staff, school psychologists and guidance counselors
 - ◆ Basic parenting skills for parents, particularly younger and younger parents, who as the first educators, must be equipped to provide educational and emotional support to their children
 - ◆ Homework assistance
 - ◆ Conflict resolution

- ◆ Healthy diets/nutrition
- ◆ Pre-K/early childhood education so kids come to school more ready to learn
- ◆ Reading and tutoring center
- ◆ High percentage of students failing standardized tests and low reading proficiency needs to be addressed.

Ideas to Explore and Implications

- ◆ Start preparing kids early – pre-K – for STEM based curriculum (Science, Technology, Engineering and math) for the jobs of the 21st century.
- ◆ Consideration of early action items to tap into the excitement generated from this group discussion that might help bend the curve away from the closing of Renaissance H.S.
- ◆ Recommending investments in the blocks around the sites of schools serving the community, including Booker T. and Renaissance (building from key physical and institutional anchors and assets).
- ◆ Engaging parents and administrators to engage youth on neighborhood-based activities combining academic, vocational, and community development activities (such as greening and adopting vacant lots near their school, partnering with Penn Ave Merchants Assn on such things as corridor cleaning, matching up with businesses to “learn the business”, and mentoring).

BALTIMORE CITY FOCUS GROUP DISCUSSION

November 22, 2016

Previewed agenda to get their impressions of Upton and its needs and priorities

Participants introduced themselves and gave brief summary of their department's role and general impressions of Upton and City activities.

Building Demolition

- ◆ Commitment to take down imminently dangerous buildings to protect health and safety while honoring commitment on moratorium on other properties that don't pose an immediate threat pending completion of Upton Master Plan 2016

Maps and Data

- ◆ City departments will provide:
- ◆ Data requested and as outlined by consultant team to round out existing conditions analysis
- ◆ Maps in general and for the upcoming Community Congress public meeting on December 10th

Zoning

- ◆ Updating of zoning and zoning classifications for Baltimore is complete and that information is being rolled out across different parts of the city over time.
- ◆ Upton planning team is in the process of comparing and contrasting current zoning and existing land uses to identify inconsistencies and our recommendations for changes based on 2026 plan priorities

Vacants 2 Value

16,000+/- vacant buildings, of which City owns 4,000+/-

Code Enforcement

- ◆ Receivership applies to privately owned vacant properties that are deemed nuisances by virtue of their physical conditions not tax status.
- ◆ Remedies set by the court require owners to commit funds for rehab or auctioning off of the property through a court-appointed receiver
- ◆ Current # in receivership
- ◆ Gone to auction
- ◆ Sold
- ◆ Completed in required 18-month period
- ◆ For Demolition
- ◆ Status
- ◆ Demolished
- ◆ Pending

City Property Sales

- ◆ Developers acquire vacant properties for redevelopment¹
- ◆ Processing of application for property takes 90 to 100 days on average
- ◆ Must provide development cost and make offer price to city
- ◆ Financing must be secured at time of application to acquire through letter of credit
- ◆ Given 12 months to complete the work
- ◆ After 12 months city can take the property back
- ◆ Must meet with community to get agreement on re-use plans for city property²
- ◆ Transaction evidenced/facilitated by land disposition agreement/sales contract

1 Nonprofit, for-profit, individual

2 Developers of privately held properties for redevelopment not required to engage the community

Data Requested (since program inception)

- ◆ Properties sold
- ◆ Properties developed by:
- ◆ Type (housing, commercial, institutional)
- ◆ Scale/size (units, square feet)
- ◆ Status/Stage (conceptual, predevelopment, completed)
- ◆ Location (street address for mapping)

Other Factors to Take into Account

- ◆ North & West of Upton
- ◆ No anchor institutions to help drive development
- ◆ South and East of Upton
- ◆ Madison Square Apartments provides strength to build off

Development Priorities/Opportunities/Goals to Consider

- ◆ Pursue large-scale developments not just single/one off projects
- ◆ Phased and assembled land to create critical mass and economies
- ◆ Use public investments made and to be made to leverage/trigger private investments and vice versa
- ◆ Refer to Link Study to access:
- ◆ DOT list of street resurfacing projects on the docket
- ◆ Research Capital Projects on the docket
- ◆ Lighting
- ◆ Sidewalks
- ◆ Streets
- ◆ Research School Renovations
- ◆ 21st Century School Projects on the docket

FAITH-BASED COMMUNITY FOCUS GROUP DISCUSSION

November 22, 2016

Previewed agenda to get their impressions of Upton and its needs and priorities

Participating pastors introduced themselves and gave brief summary of their church's history and community development related activities.

Church Program Services/Project Activities include:

- ◆ Housing development (rental and transitional for the most part, supportive/senior housing)
- ◆ Food Bank and feeding programs to help eradicate hunger
- ◆ Services to ex-offenders and those incarcerated
- ◆ Adult day care
- ◆ Built/managed school and community center (in the past but no longer operating... note: pastor indicated that lack of collaboration doomed the future of the facility)
- ◆ Human resource development
- ◆ Energy initiative
- ◆ Academic programs connected to Stratford University
- ◆ Acquiring houses to develop to support outreach and services to ex-offenders

Pastors' Perspectives on Upton and its Revitalization

- ◆ Development must have scalability in terms of size and ability to show physical, visible impact and create markets
- ◆ Housing development to attract population to attract retailers
- ◆ Commercial to serve community.
- ◆ Development must be timed well especially in current political environment to attract the capital markets to finance projects

Ideas to Explore / Implications

- ◆ Churches interested in pursuing or already committed to the development of real estate in Upton should be part of the Developers Committee UPC has been meeting with. May help in communicating and the coordinating their interests and creating opportunities/openings for alliances, collaborations or even partnerships where feasible.
- ◆ Incorporating job training/employment as part and parcel of real estate development projects (new and renovation work) should be a priority of the faith-based sector and private developers.

- ◆ Building and renovating housing for homeownership (including rent-to-own options) should be given more priority to counter the high rate of rental properties in Upton and to repurpose the high volume of vacant properties (with special tools needed to address larger buildings that will be costly to develop and maintain as single-family).

Information requested from pastors for our team's analysis and mapping

Real Estate Projects by:

- ◆ Type (housing, commercial, institutional)
- ◆ Scale/size (units, square feet)
- ◆ Status/Stage (conceptual, predevelopment, completed)
- ◆ Street address (for mapping purposes)

Programs/Program Services by:

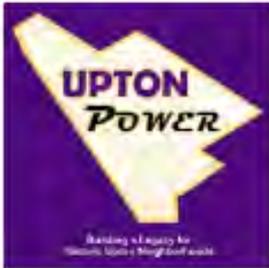
- ◆ Type (health, educational, spiritual, etc.)
- ◆ Target population
- ◆ Status Stage (conceptual, completed/operating)

Observations/Potential Opportunities

- ◆ Focus attention on blocks surrounding church facilities to build off strength to the extent properties are accessible and the church has capacity and/or interest in partnering/collaborating with entities that do

Other Data Requirements

- ◆ Map addresses of church and overlay their locations with:
- ◆ Vacant buildings and vacant Lot
- ◆ Schools
- ◆ Other churches/houses of worship



HISTORIC UPTON COMMUNITY MASTER PLANNING OVERVIEW 2016-2017

PLANNING PROCESS

The Historic Upton Community, (HUN), master planning process will explore the state of Upton in 2005 and the state of Upton in 2016 through data analysis of current housing statistics, area demographics, and market analysis of property sales, social service and education statistics, and community crime statistics. The HUN master planning process will also include a robust community survey process and physical dwelling assessment. Phases 1 and 2 will focus on research and data gathering, community mobilization, trust building, and information and data analysis. Phase 3 will be about community cohesion, visioning, and systematic planning.

Phase 1: The Past

Upton's 2005 Master Plan will serve as the baseline for the past. The past seeks to honor the community work in 2005 to cast a 10-year vision and master plan for the Upton Community.

- *What was Upton's community vision for 2015?*
- *What were Upton's desired short-term, medium-term, and long-term community goals and implementation plan?*



Phase 2: The Present

Current community demographics and statistics will serve as the baseline for the present. The present seeks to gain clarity around what has changed between the past and the present.

- *What achievements have been made in Upton's 2005 master plan?*
- *What are Upton's current challenges/weaknesses and successes/strengths?*
- *What are Upton's opportunities for current and future growth and development?*



Phase 3: The Future

Desired community vision will be used as a baseline for the future.

- *Where does Upton want to be in 2026?*
- *What do we want the Upton Community to look like in 2026?*



UPTON COMMUNITY ENGAGEMENT

A Master Planning Community Congress was held on December 10, 2016 at Furman L. Templeton Academy located at 1200 Pennsylvania Avenue. Over 70 people participated in the Community Congress. A newsletter with Community Congress highlights has been posted on the UPC website. Work groups were established and have been meeting to generate ideas and planning recommendations.

A second Master Planning Community Congress was held on May 21, 2017 at Furman L. Templeton Academy located at 1200 Pennsylvania Avenue. Over 70 people participated in the Community Congress, which focused on developing short-term, medium-term, and long-term plan recommendations.

There will be a third Community Congress to share the draft Master Plan Framework on August 5, 2017 at Furman L. Templeton Academy. The Historic Upton Master Plan will be finalized by the end of August.

PLANNING TIMELINE

Fall 2016	Community Surveys
Fall 2016	Community Dwelling Assessment
Dec. 10, 2016	Community Gathering
Winter 2016	Stakeholder Interviews
Winter 2016	Focus Groups
Jan-March 2017	Community Work groups
May 21, 2017	Community Gathering
July 2017	Community Gathering
August 2017	Master Plan Finalization



For up to date planning activities and events follow us on Facebook at [The-Historic-Upton-Neighborhoods](https://www.facebook.com/The-Historic-Upton-Neighborhoods) or on the web at www.historicupton.org

PLANNING PARTNERS

Wells Fargo Regional Foundation is providing resources to support the Historic Upton Master Planning process. The Historic Upton Neighborhood Planning Team is led by The Community Builders, Inc., which is serving as the fiduciary agent. The team includes local leadership and direction from Upton Planning Committee and the Bethel Empowerment and Wellness Center.

The Community Builders, (TCB)

TCB is one of America's leading nonprofit real estate developers and owners. Our mission is to build and

THE COMMUNITY BUILDERS

sustain strong communities where people of all incomes can achieve their full potential. We realize our mission by developing, financing and operating high-quality housing and implementing neighborhood-based models that drive economic opportunity for our residents. Since 1964, we have constructed or preserved hundreds of affordable and mixed-income housing developments and secured billions of dollars in project financing from public and private sources. Today, we own or manage 11,000 apartments in 14 states. We are headquartered in Boston with regional hubs in Chicago and Washington, D.C.

Upton Planning Committee, (UPC)

UPC for more than 40 years has been a leading community organization in central Baltimore City, Maryland. This community organization was founded by citizens of the Upton community with the purpose of halting and reversing the decline in quality of life that many urban neighborhoods face. The Upton community is represented by eight neighborhood associations, which together make up the Upton Planning Committee leadership.



Bethel Empowerment and Wellness Center, (BEWC)

BEWC is a community resources hub that connects people to resources and service providers. Through these connections, the BEWC seeks to improve the quality of life and wellbeing of the Upton community and beyond. Formerly known as the Bethel Outreach Center, it provided vital resources to support the 2005 Upton Master Plan.



PLANNING STEERING COMMITTEE

NEIGHBORHOOD BUILDING:

Wanda Best, Executive Director, Upton Planning Committee, Inc.

Darroll Cribb, Board Chair, Upton Planning Committee, Inc.

Chad Haynes, Department of Planning, Western District Planner

Stuart Hudgins, Community Historian

Officer Charles Lee, Baltimore City Police Department

Gus Augustas, Faith based Community Coordinator

Arlene Fisher, Central Democratic Committee Member

ECONOMIC DEVELOPMENT:

Richard D. Sussman, Pennsylvania Avenue Merchants Association

Eric Costello, 11th District City Council Representative

Marion Blackwell, Pennsylvania Avenue Main Street Manager

John Wesley, Director of Communications, Baltimore City Office of Civil Rights

Sharlene Paul, Main Street Intern

AFFORDABLE HOUSING:

Howard Tutman III, Department of Housing and Community Development, Vacant to Value, Central District Planner

Jules Dunham Howie, Community Development Committee Co-Chair, Upton Planning Committee; Program Chair, Empowerment and Wellness Center

Gladys Medder, Mid-Atlantic Community Life Director, The Community Builders, Inc.

SOCIAL SERVICES:

Larry Rosenberg, Board Co-Chair, Empowerment & Wellness Center

Melanie Barber, The Community Builders

James Hill, President and Resident, McCulloh Homes Extension

Adrian Harpool, CEO, Harpool & Associates

EDUCATION:

Bronwyn Mayden, Executive Director, University of Maryland, Baltimore School of Social Work Promise Heights

Rosalyn Lockwood, Executive Director, Furman L. Templeton Elementary School



HISTORIC UPTON MASTER PLAN

UNVEILING

SATURDAY, AUGUST 5, 2017 * Furman L. Templeton Academy
1200 Pennsylvania Avenue * 10:00am – 1:00pm



**FREE * OPEN
TO THE PUBLIC**

UPTON PLANNING COMMITTEE, INC.



COMMUNITY EMPOWERMENT &
WELLNESS CENTER

- ◆ Come hear the 2026 Upton Master Plan Recommendations
- ◆ Learn important updates about community issues, status of the football field/green space, community garden, commercial district, housing, and schools.
- ◆ Refreshments will be served!



For More Information

Contact UPC at (410) 646-8744 * upton@historicuton.com



COMMUNITY

MEETING

SUNDAY, MAY 21, 2017 - Furman L. Templeton Preparatory Academy
1200 Pennsylvania Avenue - 12:30pm - 3:30pm



**FREE * OPEN
TO THE PUBLIC**

- ◆ Join us for a **brunch buffet** featuring savory and sweet items.
- ◆ Learn important updates about community issues, status of the football field/green space, community garden, commercial district, housing, and schools.
- ◆ Review recommendations and share ideas for **YOUR COMMUNITY!**



CHILDCARE WILL BE PROVIDED



For More Information
Contact UPC at (410) 646-8744 * upton@historicutpton.com

UPTON PLANNING COMMITTEE, INC.



COMMUNITY EMPOWERMENT &
WELLNESS CENTER

UPTON COMMUNITY CONGRESS

Historic Upton Neighborhood

2026 MASTER PLANNING PROCESS



Let Your Voice Be Heard!

WHEN: Saturday, December 10, 2016

WHERE: Furman L. Templeton School
1200 Pennsylvania Ave. Baltimore, MD 21217

TIME: 10:00 – 2:00 p.m.

- ◆ Discuss Upton Community master planning timeline/process
- ◆ Review community profile and demographic data
- ◆ Join master planning work groups and share your ideas
- ◆ Be part of crafting a community-wide vision for Upton
- ◆ Discover more about Upton's historical treasures and stories

REFRESHMENTS WILL BE SERVED

CHILDCARE WILL BE PROVIDED

HOPE TO SEE YOU THERE!



*For More Information Contact UPC at (410) 299-1535 * upton@historicuton.com*

COMMUNITY CONGRESS CO-SPONSORS

THE COMMUNITY BUILDERS ↔ BETHEL EMPOWERMENT AND WELLNESS CENTER ↔ UPTON PLANNING COMMITTEE



Historic Upton Master Plan Community Engagement Workgroup

MAY 21, 2017 NOTES

Community Engagement Outlets:

- Facebook
- Newsletters
- Emails
- Linked-In
- Instagram
- Texting
- Face-to-Face
- Phone Calls
- Flyers
- Messenger Boards/marques
- Twitter
- School/non-profit calendars
- Tele-conference
- U Tube Channel
- Docudrama
- Skype
- Charm City TV
- Radio Stations

Short-term 1-3 Years

- Package information for marketing: How to pay rent; Buy a home; Daycare vouchers
- Taylor messages to specific audiences/ age appropriate messaging
- Develop relationships with community school's leadership and PTAs
- Tap into all community events and publicize UPC efforts
- Strengthen representation of community organizations
- 30% more community participation

Medium-term 4-6 Years

- Community resource manual available
- Partnerships with community educational institutions
- Community Civic Responsibility Campaign that seeks to awaken civic responsibility in all community members
- Representation from all parts of the community
- Strengthen UPC support staff
- 60% more community participation

Long-term 7-10 Years

- Strong neighborhood associations in Upton
- Community Associations support each other 100%
- Businesses are vested in the community and give back thru marketing
- 90% more community participation



Historic Upton Master Plan Economic Development Workgroup

MAY 21, 2017 NOTES

Economic Development Efforts:

- Jubilee Arts/Cultural Spaces
- Inventory of suitable commercial development spaces
- Creating and Art & Cultural Hub (Pennsylvania Avenue/North Avenue)
- Strengthen Main Street organization
- Create a comprehensive design for Pennsylvania Avenue Main Street
- More coordination with State Demolition Programs i.e. CORE
- Focused on the needs and desires of communities in Upton
- Strengthen communication structures and make decision processes transparent
- UPC is a competent vehicle to communicate to structures and the government
- Organizers make the difference in community development efforts
- Bringing in banking and businesses needed in the community
- Expand existing businesses
- Vet potential new business opportunities i.e. ACE Hardware



Historic Upton Master Plan Land Use and Infrastructure Workgroup

MAY 21, 2017 NOTES

Green Space/Public Safety/Transportation:

Short-term 1-3 Years

- Recruit financial institutions to be closer for community access
- Improve public transportation in the area
- Better street lighting
- Education Campaign: Call 311/baltimorecity.gov
- Launch Clean Upton Initiative
 - Mental and physical hygiene emphasis
- Increased trashcans
- Community clean-up with local schools
- Start beautification of vacant buildings and lots

Medium-term 4-6 Years

- Development for planned greenspace revitalization
- Community Cleanliness Campaign!
- Increased street lighting
- Alter unused streets (Make 2 ways one way)
 - Closing low traffic alleys/streets
- Accountability for upkeep of outside areas from new developers and businesses
- Work with Parks and People/ Parks & Rec on a plan for tree planting and maintenance
- Continue beautification of vacant buildings and lots

Long-term 7-10 Years

- Clean Neighborhood
- Beautification of all vacant buildings and lots
 - Murals
 - Painting of boards
- Community transportation hubs are fully utilized and used as an asset in the community



Historic Upton Master Plan Quality of Life Workgroup

MAY 21, 2017 NOTES

Quality of Life Efforts:

- Better food choices
- Better health centered food markets
- Educate the community on healthy food choices
- Better living environment/ clean air
- More trash days
- Better healthcare options in the community
- Strengthen education supports in the community

Short-term 1-3 Years

- Recycle, neighbors work as a group to keep block clean
- Make businesses accountable for trash around their property. (Give citations)
- Bring back the Clean Block Contest
- Healthcare fairs, farmers market, food demonstrations
- Remove distractions that prevent improvements in our area!
- Support Police Officers back to the beat and walking in the community



Historic Upton Master Plan Housing Workgroup

MAY 21, 2017 NOTES

Housing & Community Development:

Short-term 1-3 Years

- Address absentee landlords
- Support the development of a variety of housing options
- Establish technical assistance program for developers and homeowners
- Identify best practices around the country from similar urban communities
- Create a community development corporation
- Create an Upton homeowner association/Strengthen existing groups
- Create a homeowner/community marketing strategy
- Establish a Homeowner incentive program (Live Where You Worship)
- Create a blight-free area (Stabilized blocks/ build from strengths i.e. Marble Hill)
- Continued homeowner/resident conversations
- Community welcome kit for new occupants
- Create a beautification plan for vacants i.e. boards and murals
- Celebrate the successes

Medium-term 4-6 Years

- 7 out of 10 of Upton's vacant houses will be occupied (occupancy vs homeownership)
- 40% increase in homeownership
- Homeowner/contractor partnership program
- Support development of identified clusters for development
- Maintain homeowner/resident conversations
- Continue implementation of a beautification plan for vacants i.e. boards and murals
- Celebrate the successes

Long-term 7-10 Years

- 9 out of 10 of Upton's vacant houses will be occupied (occupancy vs homeownership)
- 60% increase in home ownership
- Maintain homeowner/contractor partnership program
- Facilitate development of clusters of development parcels/areas
- Maintain homeowner/resident conversations
- Continue implementation of a beautification plan for vacants i.e. boards and murals
- Continue to celebrate the successes

