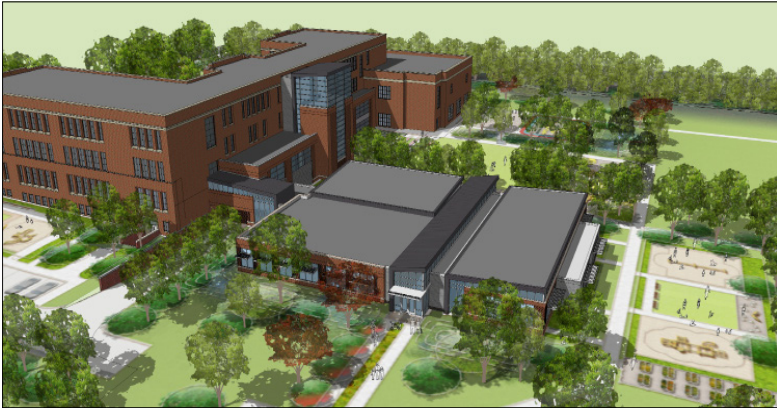




INSPIRE

Investing in Neighborhoods and Schools to Promote
Improvement, Revitalization, and Excellence

Arlington Elementary School INSPIRE PLAN



October 2018



Arlington Elementary School

INSPIRE Plan



Adopted by the
Baltimore City Planning Commission
October 18, 2018

Published
October 2018

Letter from the Director

Greetings,

It is with great pleasure that I share the Arlington Elementary School INSPIRE plan. I want to express sincere thanks to the many residents and community stakeholders who played a role in shaping this plan, and for their commitment to working in partnership with the City to make their neighborhood a great place to live. INSPIRE plans are created through a collaboration with many stakeholder partners including neighborhood residents, organizations, businesses, and developers; the philanthropic community; anchor institutions; City agencies; and more. Together we are maximizing the impact around the modernized schools being built around Baltimore so that when the doors open for students on their first day, there will be a noticeable difference in the neighborhood surrounding the new 21st Century facility.

Every division of the Department of Planning has been involved either in developing the INSPIRE plan or in supporting the 21st Century School process. From offering urban design, architecture, and landscape design expertise, to identifying opportunities to increase access to healthy food or to secure a site and funding resources for a community garden, my team has been committed to working with others to develop the highest-quality school facilities and INSPIRE recommendations that will strengthen the connection between each school and its surrounding neighborhood.

Our commitment doesn't end here. INSPIRE plans provide a roadmap for achieving longer-term goals around housing, environmental sustainability, safety, sanitation, transportation, and health. We will continue to work with our partners – public agencies, institutions, businesses, non-profits, philanthropy, neighborhood organizations and residents – to achieve holistic progress towards the community's aspirations. New and improved school facilities both improve quality of life for existing students and families, and serve as catalysts for attracting new residents to Baltimore neighborhoods. INSPIRE plans like this one aim to capture that potential. We welcome new ideas and partnerships to help us achieve that goal.

Sincerely,

Laurie Feinberg
Acting Director of Planning
City of Baltimore

Acknowledgments

The Arlington Elementary School INSPIRE Plan was created by the Baltimore City Department of Planning, but is the result of a collaborative process involving significant community and City agency input. Mary Colleen Buettner, INSPIRE Planner, led the creation of this plan, along with James Ashford, Northwest District Planner. The Department of Planning thanks everyone who attended workshops, shared their ideas, and provided support.

Special thanks go to:

Mayor Catherine E. Pugh

State Delegate Bilal Ali

State Delegate Angela C. Gibson

State Delegate Samuel I. (Sandy) Rosenberg

Councilman Isaac “Yitzy” Schleifer

The many residents and stakeholders from who shared their vision and recommendations for their community, especially Mr. Jimmy Mitchell, Arlington’s Community School Coordinator and leader of the Arlington INSPIRE committee and Pastor Troy Randall, President of the CCHB Neighborhood Association, as well as members of Park Heights Renaissance, CCHB Neighborhood Association, Pimlico Merchants Association, Neighborhoods United, and LifeBridge Sinai Hospital.

The Arlington Elementary School scholars, their parents, and school leadership and faculty for their dedication to making their school and community thrive.

Thank you to these City agencies, from which staff helped develop this plan.

Baltimore City Department of Health

Baltimore City Department of Housing and Community Development

Baltimore City Department of Public Works

Baltimore City Department of Recreation and Parks

Baltimore City Department of Transportation

Baltimore City Police Department

Baltimore City Public Schools System

Baltimore Development Corporation

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Overview and Introduction

21st Century School Buildings Program

**21st Century School Buildings
Renovation/Replacement – Phase I**

INSPIRE Mission and Objectives

INSPIRE Process

21st Century School Buildings Program

In the fall of 2010, groundwork was laid to address Baltimore City's aging and inadequate public school buildings. Community, education advocacy groups, the school system, and other stakeholders built a coalition of support for legislation and funding to modernize all of Baltimore's public schools. The promise of replaced and renovated schools is meant to help transform student opportunities and achievement, provide jobs and resources to families, and help revitalize neighborhoods.

The 21st Century School Buildings Program (the Program) will support excellence in teaching and learning with flexible and adaptable space, learning areas designed for interaction and collaboration, and technology-equipped classrooms, enabling students to meet today's—and tomorrow's—high standards, and will provide communities with a shared public resource that will enrich their neighborhoods. Baltimore City will benefit for decades to come from this historic effort to provide the healthy, safe, efficient, and modern school buildings all children deserve. As a result, students in Baltimore City Public Schools will benefit from:

- Replaced or renovated school buildings across the city;
- School environments that support teaching and learning to prepare students for college and career success;
- Schools that become hubs of resources supporting entire communities;
- Modern, efficient, and inspiring educational facilities that also provide recreation and community use; and
- Partnerships that encourage businesses and neighborhood residents to connect with their local schools.

All of the major renovation and replacement projects in the Program will meet or exceed U.S. Green Building Council's LEED-Silver standard. LEED stands for Leadership in Energy and Environmental Design; LEED-certified buildings are resource-efficient and save operating costs. Each school design team works with a sustainability consultant, to ensure certification.

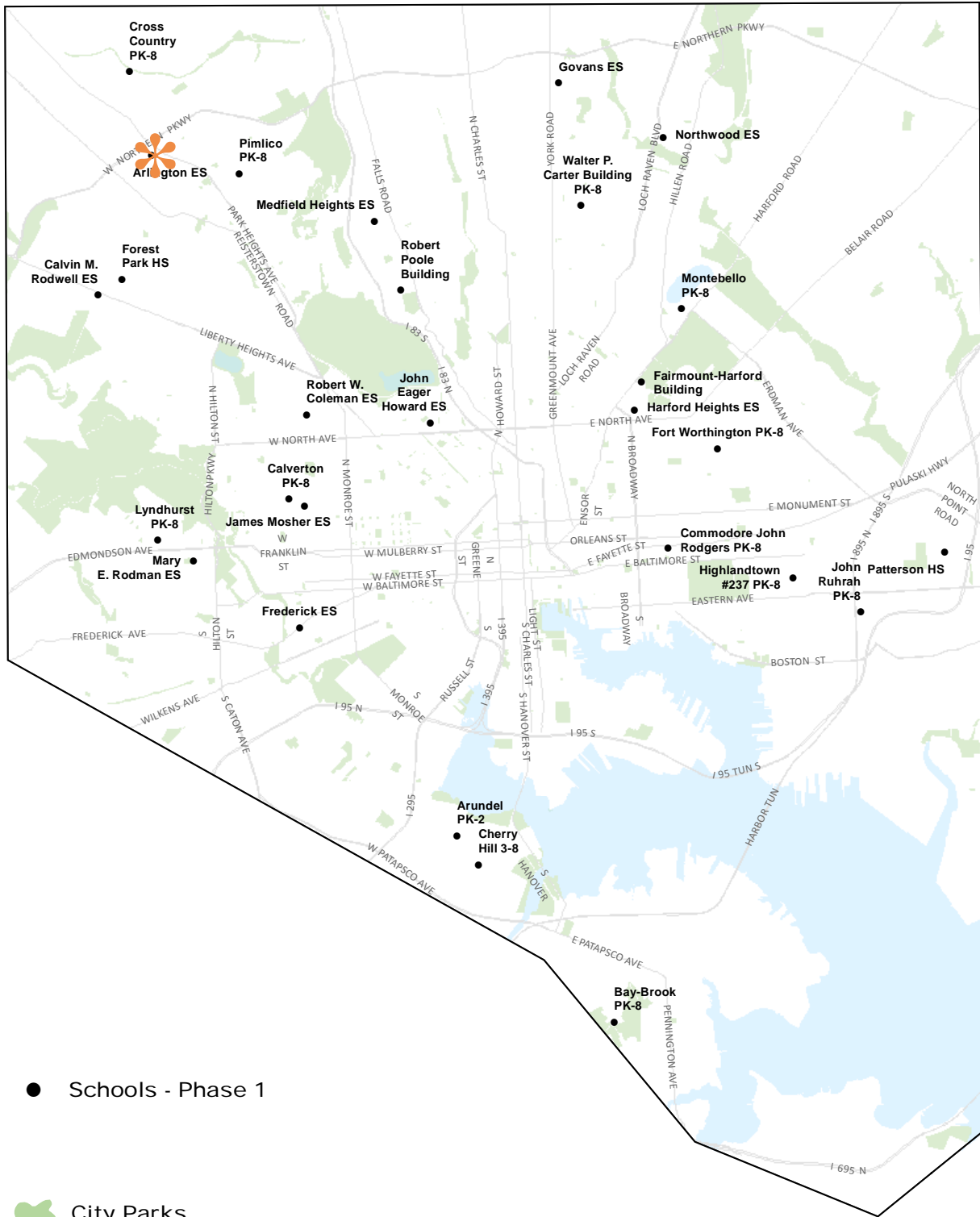
Financing and Administering the Program

The Baltimore City Public School System Construction and Revitalization Act of 2013 resulted in a partnership between the City of Baltimore, the State of Maryland, and Baltimore City Public Schools, financing a program that is leveraging \$60 million/year to provide approximately \$1 billion in bond proceeds for school construction issued by the Maryland Stadium Authority. Additionally, The City of Baltimore, Baltimore City Public Schools, the Interagency Committee on Public School Construction, and Maryland Stadium Authority are partnering through a Memorandum of Understanding in order to manage and oversee the plan.

School construction is typically funded by municipalities and states on a project-by-project basis. Alternative financing for school construction using this method for the Program allows Baltimore City Public Schools to expedite the process of significantly renovating or replacing 23-28 school buildings over a seven year period.

Find out more about 21st Century Schools Building Program, partnerships, school project statuses, community engagement, job/contract opportunities, and more at <http://baltimore21stcenturyschools.org>.

21st Century School Buildings Renovation/Replacement – Phase 1



INSPIRE Mission and Objectives



Each modernized 21st Century school represents tens of millions of dollars of public investment into the neighborhood it serves.

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

Focusing on a Quarter-Mile

Focusing on a limited geographic area allows plans to concentrate impact around the school so that assets and investments support the school as a community resource, build on each other, and continue to expand further into the neighborhood. Recommendations in the plan don't simply stop at a quarter-mile marker; a guiding principle however, is considering concentration of impact. In this way, the INSPIRE plans respond to the aspirations of the neighborhood and school stakeholders in a way that is achievable.

Making an Impact

INSPIRE plans seek to lead to improvements in the environment and in the quality of life for students, their families, and neighborhood residents and busi-



nesses. The plans will also articulate the community's long-term vision for guiding private investment, and address environmental, social, and economic conditions.

To achieve this, there are two categories of recommendations.

- To strengthen the connection between the school and community, the first set of recommendations focuses on blocks that have been designated as "primary walking routes." Standard improvements along these routes will help ensure that students and other community members have safer and more walkable access to the school. See page 26 for details.
- To address environmental, social, and economic conditions, and to help guide future investment, the second set of recommendations is divided into six goals. While all INSPIRE plans start with the same goals, community stakeholders help prioritize them; strategies and recommendations are developed in response to their input..
 - Invest in housing and market-strengthening development opportunities
 - Improve safety
 - Improve sanitation
 - Create environmentally-sustainable neighborhoods

- Create opportunities for health and wellness
- Create connections and access

Implementing the Plans

Implementing recommendations that have been developed in partnership with community stakeholders is arguably the most important step. Throughout the planning process, the Department of Planning has met with City agencies, neighborhood stakeholders, and others who are critical partners in ensuring that recommendations become reality.

City agencies and others have committed to start making improvements by allocating staffing resources and capital dollars, and the Department of Planning is using General Obligation Bond funding to support

improvements along the primary walking routes and community-selected projects. In some cases, recommendations highlight efforts already happening, or suggest programmatic partnerships. In others, stakeholders can decide to organize neighbors to implement a recommendation. Full implementation of the plans requires the engagement of the private market, anchor institutions, and the philanthropic community. The plans provide clear priorities to guide that investment.

The final plan will include implementation tables for all of the recommendations, and show commitments that have already been made.

INSPIRE Process

The Planning Department works with community members, school stakeholders, City agencies, citywide organizations, and others to guide the INSPIRE process. Throughout the process we LISTEN, CREATE, and DELIVER.

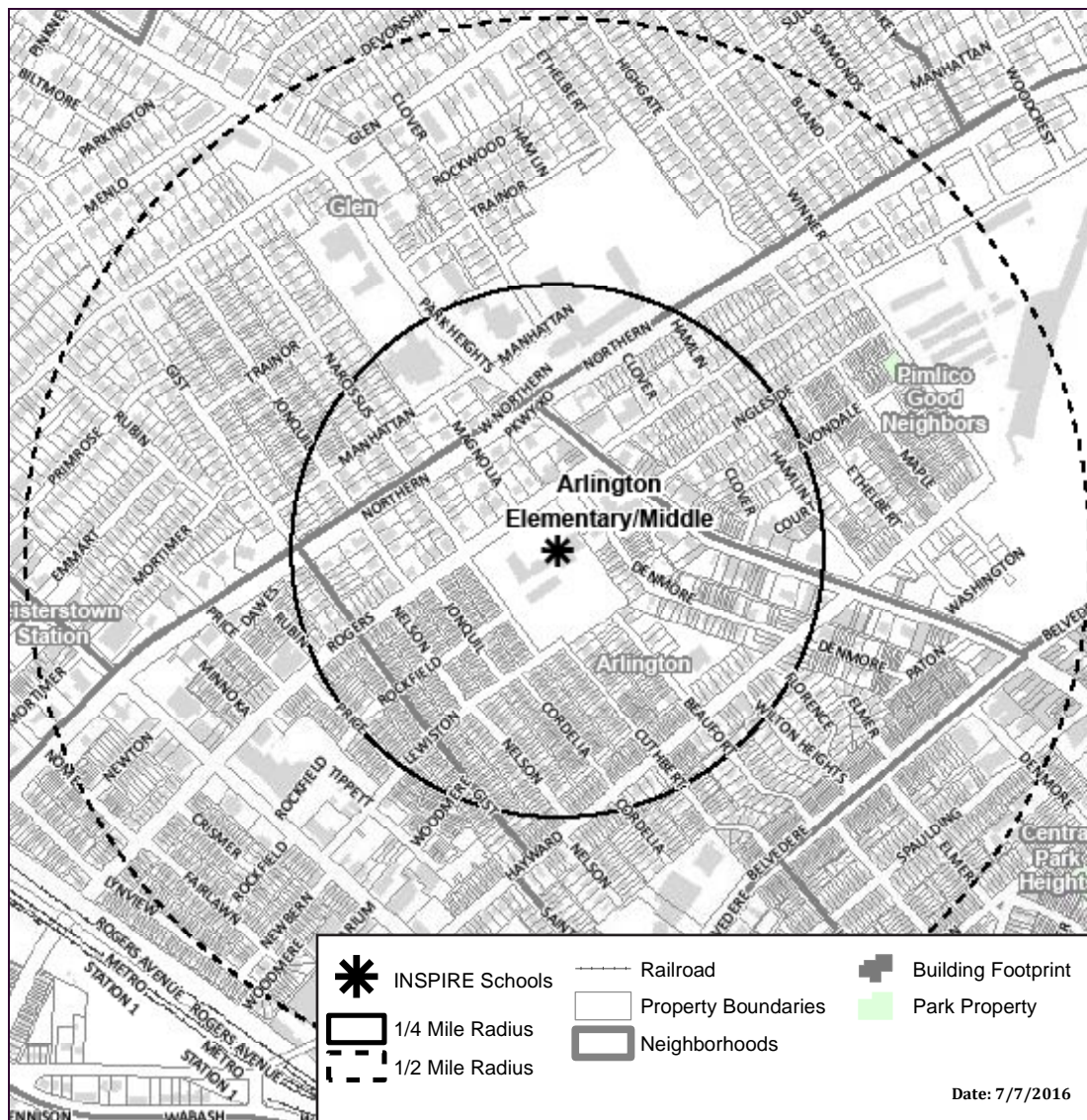


COMMUNITY ENGAGEMENT & IMPLEMENTATION

- INSPIRE Workshops
- Community Meetings & Events
- Steering Committee Meetings
- School Events
- Student Workshops
- Fieldwork – Community Walks
- Subject-area Workshops
- Project Voting
- Project Charrettes

INSPIRE Planning Area

Arlington Elementary School is one of two 21st Century and INSPIRE schools in the Park Heights area. The other is Pimlico Elementary/Middle School located approximately one mile away. The quarter-mile INSPIRE area around the school includes the neighborhoods of Arlington, Pimlico Good Neighbors, Woodmere and Glen. Arlington Elementary School No. 234 is situated on a 7.2 acre parcel. The site is bordered on the north by Rogers Avenue. On the south side (the backside of the school)- there are two streets, Beaufort Avenue and Cuthbert Avenues- that are perpendicular to the school grounds. Narcissus Avenue is on east side and Denmore Avenue is on the west side of the school.



Arlington Elementary School Modernization



Arlington is currently an Elementary/Middle School, however when it reopens it will be Arlington Elementary School. Arlington Elementary School No. 234 is situated on a 7.2 acre parcel and was originally built in 1925 with an addition built in 1931, comprising a total of 83,010 square feet. The property is located between Narcissus Avenue, Denmore Avenue and West Rogers Avenue. The existing building is four stories and there are also two modular buildings on the site added in 2000 and 2008. The school currently houses both elementary and middle school students. After the renovations the school will house early childhood to grade 5 students. Once the renovation is complete the overall student capacity will be 471.

Arlington's modernization will consist of a renovation and addition. The 1925 and 1931 buildings will be completely renovated. The two modular buildings will be removed. A small addition to support the elementary school program will be added, as well as an addition for the Early Childhood Development Center, totaling an additional 17,815 square feet of space. Design Collective is the architect and engineer for the project. The project represents a \$35 million investment.

The modernized school building and site will be different from the old school in many ways. Flexible and adaptable space, learning areas designed for interaction

and collaboration, and technology-equipped classrooms will be featured. Below are some of the highlights:

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



School Renderings



Rendering view to the northeast



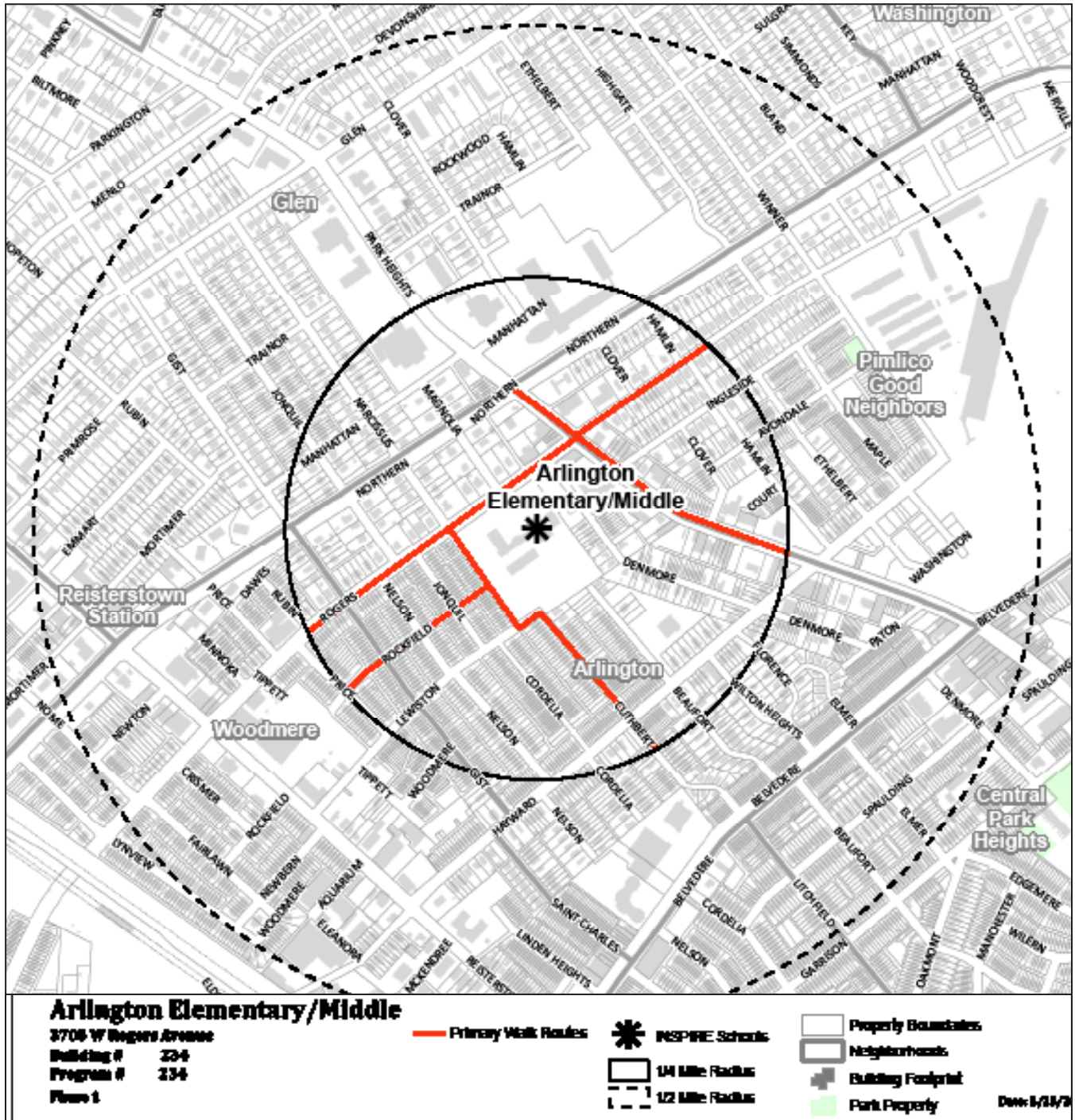
Site/Landscaping Plan



Rendering front of building

Primary Walking Routes to School

The map below identifies the primary routes leading to the schools. The Department of Planning used BCPS student/school zone data, and worked with community members, school staff, and the Department of Transportation to identify the primary routes that students use to get to and from school. These routes were identified as Rogers, Park Heights, Cuthbert, Rockfield and Narcissus Avenues.



Neighborhood History



Arlington Elementary School is located in the Arlington neighborhood of Baltimore City, within the greater Park Heights area. The school serves students from both Arlington and Pimlico Good Neighbors, historic neighborhoods with a variety of property types that illustrate the popularity of different housing styles over time.

The area, far from the density of downtown was historically the location of larger recreational enterprises, including a gentlemen's driving park, Electric Park, and Pimlico Race Track. Electric Park, which opened in 1896, was a "trolley park" located near the intersection of Belvedere Avenue and Reisterstown Road. Trolley parks were popular in the late 19th Century as planned recreation spaces located at the end of trolley lines. Electric Park was a unique attraction that hosted many activities including the first showing of a motion picture in the state of Maryland. Eventually home to a carousel, casino restaurant, and roller coasters the park was best known for the thousands of light bulbs for which it was named. Closed in 1915 and razed in 1916, no portion of Electric Park remains today.

Remaining within the neighborhood is Pimlico Racetrack, the second oldest racetrack in the country. Opened in 1870, the track has conducted horse racing each year since a hiatus between 1889 and 1904. Today, the Preakness Stakes continues to call Pimlico



home and the course has impacted the development of the surrounding area as housing for its workers and a spur of the Western Maryland Railroad was constructed to serve the track.

Along with recreational activities, northwest Baltimore was historically home to extensive farm land and large country estates. These first started to be subdivided with the extension of the streetcar line which included a car barn for the United Electric Company on the 3800 block of Belvedere Avenue. Detached frame structures and unique front gable duplexes located along Florence, Wilton Heights, and Hayward Avenues appear to be some of the first speculative properties constructed as a result of the streetcar. Along with housing, religious structures were constructed to serve new residents. Among these was the Wilton Heights Methodist Protestant Church at the corner of Wilton Heights and Hayward Avenues.

As demand for housing grew, the rowhouse increased in popularity and various styles were constructed in the early 20th Century. Unique styles include the small porchfront rowhomes on Denmore and Paton. These brick and frame rowhouses were likely developed for the African American population who found work at nearby institutions. The streets are disconnected from the surrounding community and built without front yards, a planned exclusion of the African Ameri-

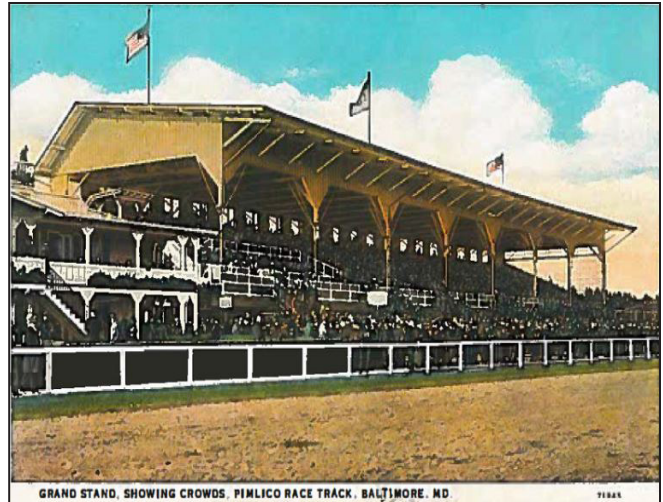
can population within the greater neighborhood.

Another unique building style is found on the 5400 blocks of Jonquil and Narcissus Avenues where row-houses are completed in the English Tudor style. The homes are characterized by large stone foundations that extend through the first floor and steeply pitched front gables that connect adjacent rowhomes.

Park Heights Avenue, bisecting Arlington and Pimlico Good Neighbors is one of several commercial corridors that have historically served the area along with West Belvedere Avenue and Reistertown Road to the south and west. West Belvedere Avenue, directly south of Arlington was anchored by a post office and the car barn for the United Electric Company but also housed a bowling alley, movie theater, and several stores and restaurants. The majority of these buildings have been demolished, however, the use as a commercial corridor remains. Alternatively, many of the commercial buildings along Park Heights Avenue remain intact, though their use has changed over time.



Arlington Elementary School, located at the center of the neighborhood for which it is named, was



constructed in 1926 as a result of the rapid growth in population during the early 20th Century. The original school was built at its current location to serve 800 white students within the segregated school system. In 1931 the existing form was completed as the addition was constructed. The addition served the growing needs of the area. The school and addition were built during a citywide campaign for modern schools and were constructed in the highly ornamental Collegiate Gothic architectural style that was popular in the early 20th century for academic buildings.

The area continued to grow in population along with the rest of the city into the 1950s and rowhouses continued to be built in the Colonial Revival styles, as seen on Beaufort, Cuthbert, and Cordelia Avenues. It was during the 1950s and 1960s that the demographics of the neighborhood began to change as white residents moved away from the city. These residents were replaced with a largely African American population who sought the suburban ideal. Northern Parkway has historically and continues to act as a boundary between the largely African American neighborhoods to the south and Orthodox Jewish neighborhoods to the north.

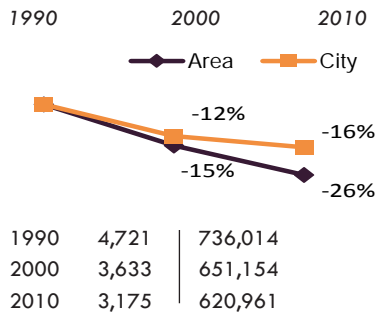
Key City and Neighborhood Data



The charts below depict data from the Census Tracts highlighted in this map (Census Tracts 2718.01). Source: U.S. Census Bureau 2011-2015 5-year Community Survey (area data) and 2015 1-year American Community Survey (City data); Baltimore Food Policy Initiative (Food Desert data)

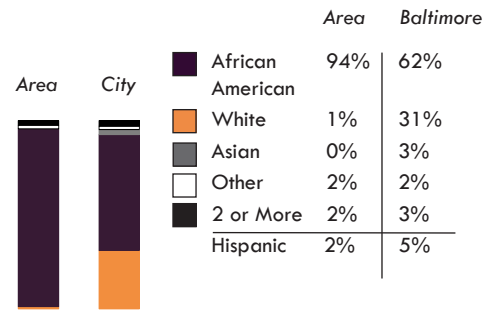
Figures may not sum to 100 percent due to rounding.

Population Change

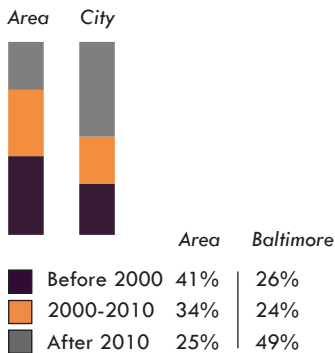


Between 1990 and 2010, the population in the area has decreased at a similar rate (17%) as that of the City (16%).

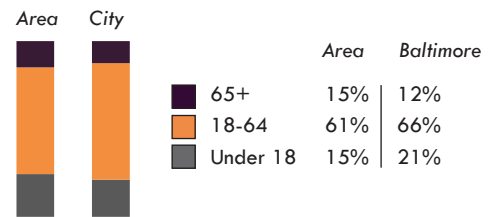
Race



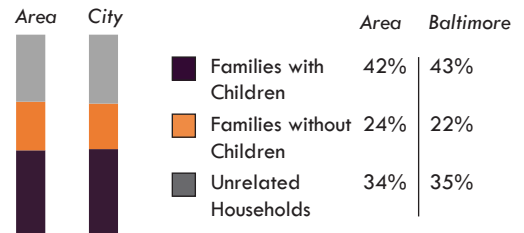
Residence Established



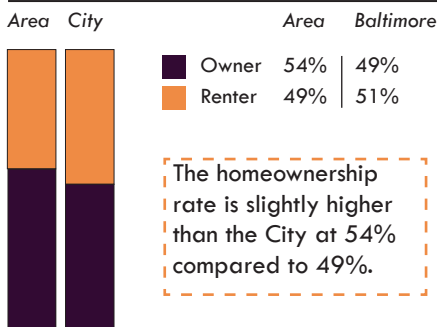
Age



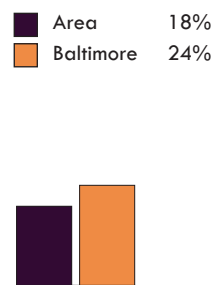
Household Structure



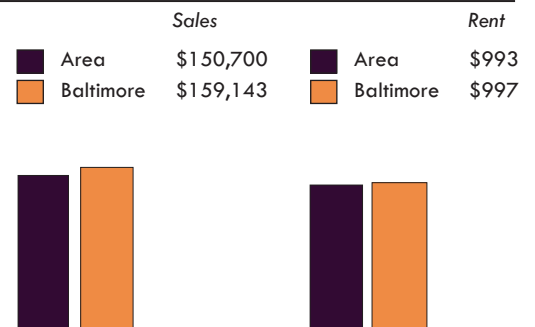
Housing Occupancy



Average Vacancy Rate



Median Housing Sales and Rent



Median Income

Area	\$35,500
Baltimore	\$44,165



Unemployment Rate

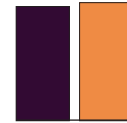
Area	17%
Baltimore	10%



The unemployment rate is almost double the City average, 17% compared to 10%.

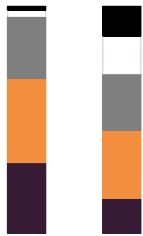
Poverty Rate

Area	26%
Baltimore	23%



Educational Attainment

Area City



	Area	Baltimore
No HS Diploma or GED	31%	15%
HS Degree/GED Attained	37%	30%
Some College	27%	25%
College Degree	3%	17%
Graduate Degree	2%	13%

31% of area residents have not earned at least a high school degree or GED, compared to 15% citywide. Further, only 3% have obtained either a college degree (compared to 17% of residents citywide).

Journey to Work

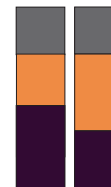
Area City



	Area	Baltimore
Public Transportation	26%	20%
Carpooled	2%	9%
Drove Alone	63%	58%
Walk/Bike	8%	8%
Other/Work at Home	1%	6%

Vehicle Availability

Area City



	Area	Baltimore
No Vehicles	45%	31%
1 Vehicle	22%	39%
2+ Vehicles	33%	30%

Almost half of residents, 45%, lack an automobile; the comparable rate for the City is 31%.

Percentage of Population Living in a Food Desert **



Area	58%
Baltimore	26%

Neighborhood Observations



Arlington Elementary School is located in the Arlington Neighborhood, within the greater Park Heights area. Within a half mile radius of the school there are many major institutional, educational, recreational and transportation assets; Pimlico Racetrack, Pimlico Safety Academy and fields, Rogers Avenue Metro Station, Hilltop Shopping Center and the Jewish Community Center. Just beyond the half-mile are LifeBridge Health Sinai Hospital and Levindale, C.C. Jackson Recreation Center with a new Ripken Field, Cylburn Arboretum, the Langston Hughes Community Resource Center, the newly modernized Pimlico Elementary Middle School, Callowhill Aquatic Center, and the 60-acre Major redevelopment Area.

Housing and Land Use

The building styles of the neighborhoods that surround Arlington varies from large single family detached homes to blocks of single family attached row-homes located on leafy, tree lined streets. The structures immediately north of the school on West Rogers Avenue are characterized by single family detached homes and two churches. As you travel west towards the Rogers Avenue metro station, the single family detached home pattern continues, but starts to become attached single family row houses. East of Magnolia near Park Heights Avenue, northeast of the school, the commercial district begins, with a mix of storefront commercial uses including a Caribbean restaurant and bakery. The commercial uses continue north and south on Park Heights Avenue.

In contrast with detached structures north of the

school leading to Northern Parkway, the areas west and south of the school are characterized by denser, single family attached row houses on leafy streets. Beaufort contains a handful of HABC owned properties and 4 vacant lots where the road dead ends at a retaining wall and set of stairs leading to the school.

East of the school on Denmore Avenue sits Park Heights Place, an eighty-three unit multi-family complex that developed in the late 1990s on a vacant lot, once the former site of the original Pimlico Hotel. This building has stabilized the northern corner of Denmore Avenue, but as you travel south on Denmore towards Hayward there is a scattering of vacant, boarded up homes.

Recreation and Open Space

The Arlington school is located within a mile from a major recreation center. Two recent renovation phases have made the C.C. Jackson Fitness and Wellness Center an exemplary regional recreation center. The

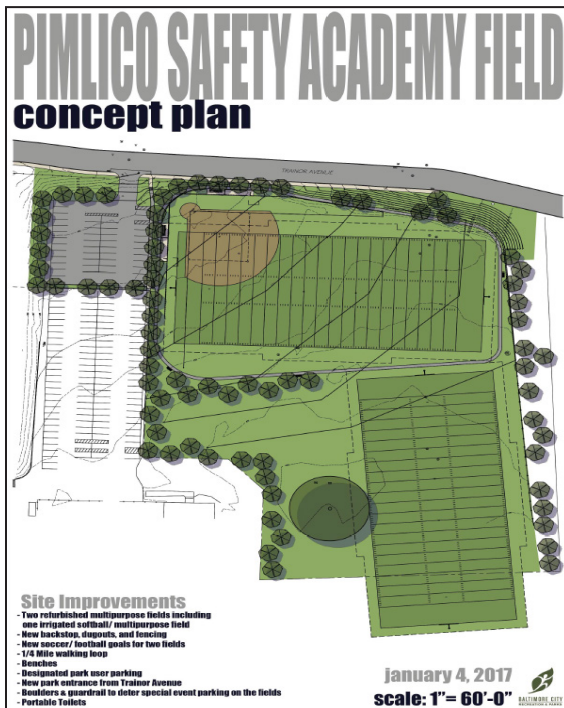


first phase, completed in November 2013, in partnership with the Cal Ripken Sr. Foundation, created new baseball fields that replaced vacant and dilapidated housing. The second phase, completed in spring 2016, added an enlarged gymnasium, locker rooms, fitness area, and program and game rooms. Directly across from C.C. Jackson, on the corner of Park Heights and Garrison, is a brand new KaBOOM! playground, built by the community in the fall of 2016 in partnership with Sinai, Neighborhoods United, and Park Heights

Renaissance.

Arlington Elementary School is also located near the Jewish Community Center (JCC) and the Pimlico Public Safety Academy field. The JCC is a five minute walk north of Arlington Elementary School and has recreation, wellness, educational, and cultural programs. The Pimlico Safety Academy field has received local impact aid and funding which will be used for ball field and pedestrian improvements. This includes properly graded baseball, football and soccer fields, a walking loop with benches, parking lot access and ADA accessibility improvements.

Park Heights is also home to Pimlico Racetrack, a live horse racing venue and located within one-half mile of the school. Host to the famed Preakness, the Race Course is a historic source of pride for Park Heights and all of Baltimore. As a result of being adjacent to the Racetrack, Local Impact Aid (slots funding) is available within Park Heights. A spending plan is prepared annually to allocate these funds towards implementing the Park Heights Master Plan.



Transportation

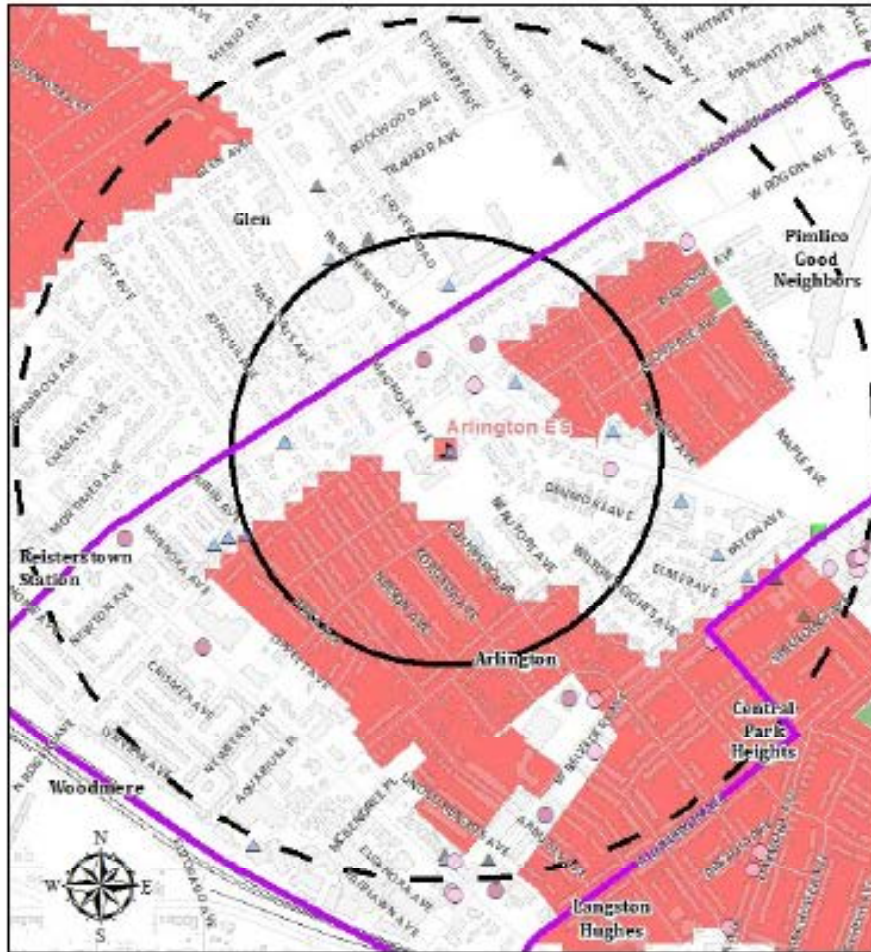


Park Heights sits in the heart of Northwest Baltimore and major regional arterial roads run through it. Major north-south streets are Park Heights Avenue, Reisterstown Road, and Greenspring Avenue. Major east-west streets are Cold Spring Lane, Belvedere Avenue, and Northern Parkway. Interstate 83 is easily accessible via Cold Spring Lane and Northern Parkway. High-volume of traffic and high speeds create an unsafe environment for students, especially as they cross Park Heights Avenue daily. Safety concerns are compounded because of a lack of safe and adequate intersection crossings, and students and other residents often do not use designated intersections.

Public transportation is a vital mode of transportation for the community. Approximately 45% of residents do not have a car and 22% have just one vehicle in the household. The neighborhood is served by the MTA BaltimoreLink bus service. The main LocalLink lines that serve the area are 85, 83, 31, 30, and 34. The Metro Subway Link also serves the area, with stops at Coldspring and Rogers Avenue; it provides convenient access to Owings Mills, downtown and Hopkins Hospital (see BaltimoreLINK in the Appendix).

ARLINGTON ELEMENTARY INSPIRE AREA

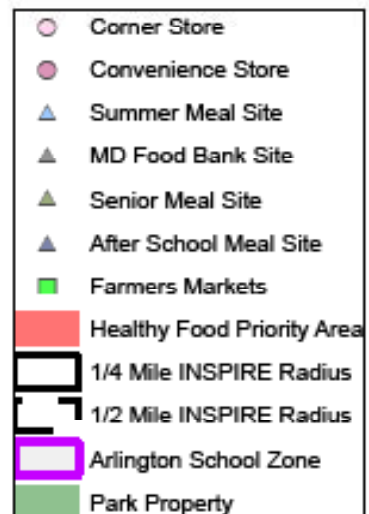
2018 FOOD ENVIRONMENT



A food environment can be defined as the set of systems, both physical and social, that may influence where an individual shops for food and what kinds of foods they purchase and ultimately eat. This may include proximity to food, affordability of food, food options, services that provide food, marketing and advertising, social networks, government policy, cultural norms and market forces. Disparities in access to healthy foods and diet-related health outcomes exist across neighborhoods in Baltimore City.

DEMOGRAPHICS	
Total Residents	8,596
In Priority Areas	3,790
% in Priority Areas	44%
• Children	45%
• Seniors	41%

FOOD ASSISTANCE	
Summer Meals	14
Afterschool Meals	7
Senior Meals	1
Food Pantries	6
Farmers Market	1



FOOD RETAIL		HFAI*	SNAP	WIC
Corner Store	10	Low	9	2
Convenience Store	7	Low	6	0
Supermarket	0	-	-	-

Data reflect the half-mile INSPIRE radius around Arlington Elementary.

*HFAI = Average Healthy Food Availability Index, a measure stocking specific healthy foods



Existing Plans

A number of plans and initiatives have been produced in the Arlington Elementary School neighborhood. The INSPIRE plan has been informed by each of them.



Park Heights Master Plan (2008)

In 2003 residents and local stakeholders began to work with the City on creating a plan and vision for their 1,500 acre community. In 2006 the Park Heights Master Plan was adopted (amended in 2008) to provide a framework for housing, recreation, transpor-

tation, land use, human services and community and economic development opportunities.

Pimlico Local Impact Aid Spending Plan

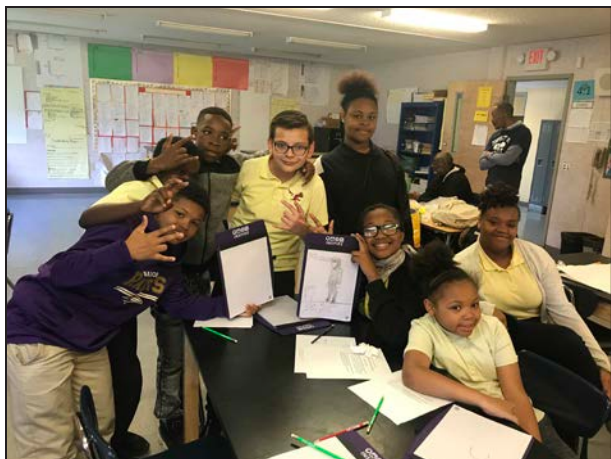
Pimlico Local Impact Aid (slots funding) is available primarily for capital purposes benefitting economic and community development in the Park Heights Master Plan area and surrounding neighborhoods (1 mile radius). A spending plan is prepared annually to allocate funds. The FY18 Local Impact Aid spending plan prioritizes visible, physical redevelopment and includes a strategy for revitalization of the major corridors in the Park Heights area to spur investment. The FY19 spending plan includes \$450,000 for Neighborhood Initiative Competitive Grants. The Pimlico Community Development Authority (PCDA) serves an advisory role in determining priorities regarding the spending plan for Local Impact Aid funding. Copies of the annual Pimlico Local Impact Aid spending plans are available on PCDA's webpage (see Appendix B).

INSPIRE Recommendations

Recommendation Development and Overview

**Standard Improvements – Primary Walking Routes
Goals, Strategies, and Recommendations – Pimlico
Elementary/Middle School Planning Area**

Recommendation Development and Overview



From March 2016 to June 2018, Department of Planning staff worked with members of the school and neighborhood communities to better understand their neighborhood experiences, concerns, and needs. Through various community engagement processes – including community, student and parent workshops, attending community organization meetings, surveys, developer tours, multiple walking tours, as well as specific workshops targeted at the food environment and the Arlington INSPRIE Community Garden project – stakeholders have helped inform the Plan presented here. Recommendations from previous plans – the amended Park Heights Master Plan, Sinai’s Community Health Needs Assessment, Arlington’s Community School Strategic Planning Process – were evaluated and included where appropriate. Workshop participants also included representatives from Sinai, merchants groups, local developers, and staff from the Association of Baltimore Area Grantmakers (ABAG).

Representatives from Sinai, previous City Councilwoman Rikki Spector and her team, City Councilman Issac “Yitzy” Schleifer and his team, as well as state elected officials and staff from City agencies, including the Department of Planning (DOP), Housing and Community Development (HCD), Department of

Transportation (DOT), Baltimore Police Department (BPD), Department of Recreation and Parks (BCRP), the Department of Public Works (DPW), the Department of Health (Health), and the Baltimore Development Corporation (BDC) also participated in meetings and/or the walking tours, and worked with DOP staff to address stakeholder priorities. Stakeholders, community staff, and community organization leaders helped ensure community participation in the process thus far; especially, Mr. Jimmy Mitchell, Arlington’s Community School Coordinator and leader of the Arlington INSPIRE committee and Pastor Troy Randall, President of the CCHB Neighborhood Association, as well as members of Park Heights Renaissance, CCHB Neighborhood Association, Pimlico Good Neighbors, JNNRL Neighborhood Association, Hilltop 4100, CHAI, Pimlico Merchants Association and Neighborhoods United. In addition, DOP worked with the National Resource Network (NRN) to help identify strategic opportunities to collaborate with Sinai and identify potential funding resources to implement INSPIRE and/or Sinai’s work.

Presentations and notes from INSPIRE specific workshops and Survey results can be found on INSPIRE’s website: <https://planning.baltimorecity.gov/inspire-plans/arlington-elementary-school>



Standard Improvements – Primary Walking Routes



Ensuring that students and other community members have safe and attractive pedestrian access to the school is critical to strengthening the connection between the school and community. Therefore, one part of each INSPIRE plan is a focus on the blocks that have been designated as the primary walking routes. See page 15 for the primary routes map.

These blocks are being prioritized for consistent streetscape improvements that will occur prior to each 21st Century school reopening. They have also been designated as Safe Routes to School routes, and will be marked with the City's Safe Routes to school way-finding footprints.



Through commitments from many City agencies, these key improvements will be made along the primary walking routes:

- Bringing sidewalks up to a safe and standard condition
- Repainting or adding crosswalks
- Assessing crossing guard deployment
- Pruning and planting street trees
- Assessing street lighting
- Boarding open vacant buildings
- Picking up trash and maintaining vacant lots

The recommendations presented in the remainder of this report are in addition to those that address the issues listed above.

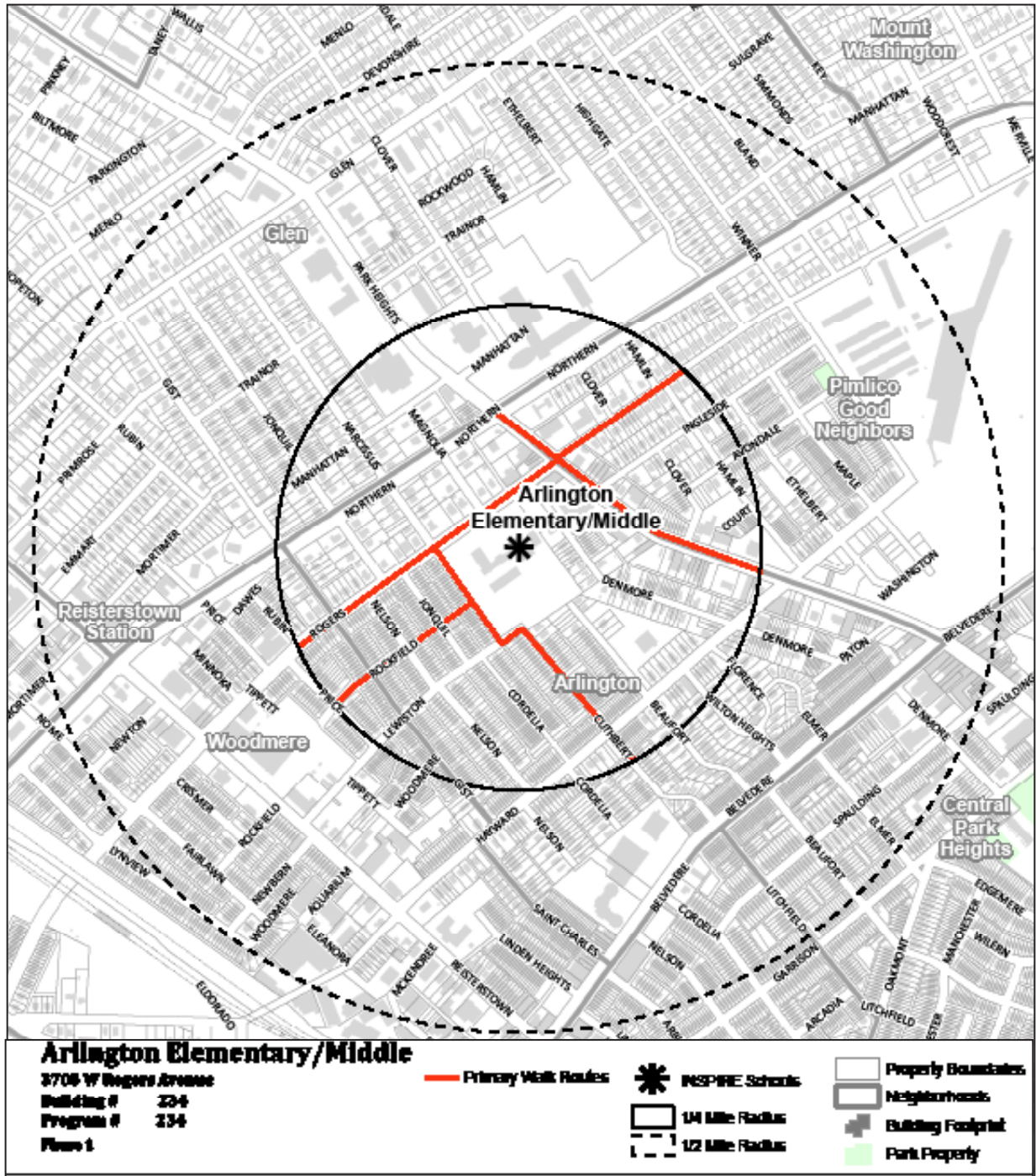
Goals, Strategies, and Recommendations – Arlington Elementary School Planning Area

The recommendations presented in the remainder of this report are in addition to those that address the issues along the primary routes listed on page 26. Many recommendations described could easily fit under more than one goal. Stakeholders in the Arlington Elementary School Planning Area are already undertaking activities that address the goals.

- **Investing in Housing and Market-Strengthening Development Opportunities**
 - Increase Quality Housing
 - Promote Strategic Redevelopment Opportunities
- **Improve Safety**
 - Continue Coordination and Engagement with Neighborhood Coordination Officers (NCOs) and Violence Reduction Initiative (VRI) Efforts
- **Creating Connectivity and Access**
 - Improve Walkability, Pedestrian Safety and Access in the Neighborhood
- **Create Opportunities for Health and Well-Being**
 - Enhance the Healthy Food Environment
 - Continue Community Engagement to Improve Recreational and Community Service Opportunities
- **Creating an Environmentally-Sustainable and Clean Neighborhood**
 - Create a Clean and Green Neighborhood
- **Provide Opportunities for Economic Self-Sufficiency**
 - Provide Training and Access to Jobs

INVEST IN HOUSING AND MARKET-STRENGTHENING DEVELOPMENT OPPORTUNITIES

Increase the stock of high quality housing, stabilize existing housing and develop a mixed-income, mixed use community



Increase Quality Housing Options

1. Rehabilitate, and occupy vacant properties in areas that are highly visible, most stable, and/or immediately adjacent to the school within the first few years of the school building reopening by continuing to create development incentives to complement the INSPIRE planning effort.



In the FY19 Pimlico Local Impact Aid spending plan, there are \$750,000 available in development incentives. Park Heights Renaissance (PHR), Arlington Elementary School leaders and the Cordelia, Cuthbert, Hayward and Beaufort Neighborhood Association (CCHB) should work with the Department of Housing and Community Development to determine where administrative citations and receivership can help move properties to rehabilitation and occupancy, and help spur further investment. Many permits have been pulled on the streets directly west of the school: Narcissus, Jonquil, and Nelson Avenues. Building off this activity should be a priority. Future Pimlico Local Impact Aid spending plans should continue to provide targeted funding around the school as well.

Immediate opportunities for rehabilitation include the following:

- 5314, 5316, 5318, 5410, & 5412 Denmore Ave
- 3510, 3514, 3516, 3518, & 3604 Hayward Ave
- 3604, 3800, 3802, & 3804 Rogers Ave
- 5301, 5307, 5354, 5356, 5364, & 5371 Cuthbert Ave
- 5304, 5313, 5315, 5328, 5332, & 5334 Beaufort Ave

- 5311, 5331, and 5333 Cordelia
- 5411 Jonquil Avenue



2. Promote homeownership opportunities to attract new residents to the neighborhood.

Stakeholder institutions, including PHR and Sinai, should begin a strong marketing effort to attract and prepare new homeowners to purchase around the school. PHR's homeownership counselors can promote opportunities and provide education programs. Sinai should continue to enhance incentives via its Live Near Your Work program for purchases of homes in the INSPIRE areas. Other opportunities are included in the Appendix B: Programs and Initiatives.



3. Promote homeownership assistance programs to help current and new owners maintain and improve their homes.

Many residential blocks in Arlington and Pimlico Good Neighbors near the school have a significant number of homeowners. Maintaining these blocks, and keeping the homeowners, is critical to building confidence and stability in the neighborhood. Programs run by the City and non-profits that can help homeowners maintain their properties should be promoted within the plan area (see Appendix B).

- HCD's Green, Healthy, and Sustainable Homes division offers assistance including rehabilitation services (loans and grants), home improvement incentives, homeownership incentives, lead hazard reduction, and energy conservation incentives.
- HCD's Baltimore Energy Challenge educates homeowners about lowering energy bills.
- CHAI and Sinai oversee the Housing Upgrades to Benefit Seniors (HUBS) program in the area. A social worker is available to provide application assistance to older adults to determine home improvements that will make their houses healthier and more secure.



4. Seek designation as National Register Historic Districts for Arlington and Pimlico Good Neighbors neighborhoods.

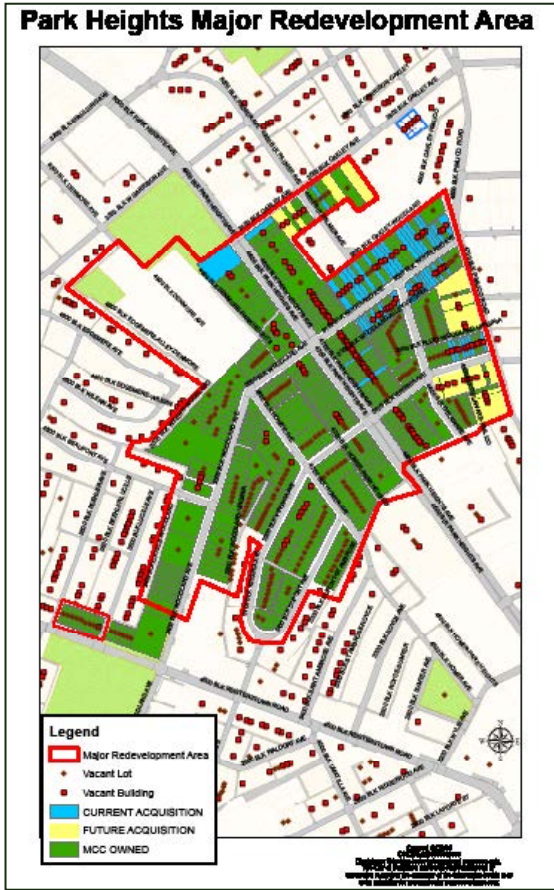
A National Register Historic District honors the

history and architecture of a place. The Commission for Historical and Architectural Preservation (CHAP) recommends that community leaders and groups seek designation. Arlington and Pimlico Good Neighbors are good candidates for listing on the National Register of Historic Places as historic districts because of their unique extant history and architecture. The communities evolved due to their location at the end of the early streetcar line and adjacency to largescale entertainment venues like Electric Park and Pimlico Racetrack. The residential and commercial areas are a direct reflection of these influences over time. The benefit of designation is that it allows property owners to seek tax credits for historic rehabilitation projects from the city, state, and federal government; there is no design review unless a property owner decides to pursue a historic tax credit. Designation also offers a historic review process for large projects completed with state or federal money, such as road expansions. (See Appendix B)

Promote Strategic Redevelopment Opportunities

5. Ensure local stakeholder participation in the redevelopment of the Major Redevelopment Area (MRA).

One of the recommendations in the Park Heights Master Plan is to transform the area around Park Heights and Woodland. The plan identifies this area as a 60 acre Major Redevelopment Area (MRA), an opportunity to create a mixed-income, mixed-use community and leverage additional investment. The area's most distressed housing stock is being demolished and will be replaced by high-quality housing stock. Redevelopment could accommodate hundreds of new housing units, along with new parks, streetscape improvements, and other amenities. A significant portion of local impact aid has been dedicated to pre-development activities for acquisition, relocation, and demolition in the MRA to prepare for redevelopment. As



HCD releases the Request for Proposal (RFP) for the Redevelopment of the Vacant Land in Park Heights and chooses a developer for the parcels, community members should continue to be engaged as valued stakeholders.

6. Continue to coordinate community and economic development and programming with area anchor institutions, especially Sinai.

Arlington’s proximity to Sinai presents a considerable partnership opportunity for the institutions, school, and community groups to bring new residents into surrounding neighborhoods, and support future housing and retail. The formation of the Northwest Neighborhoods Regional Partnership, which includes PHR, CHAI, and Sinai, provides an opportunity for collaboration and partnership to leverage resources and attract developers.



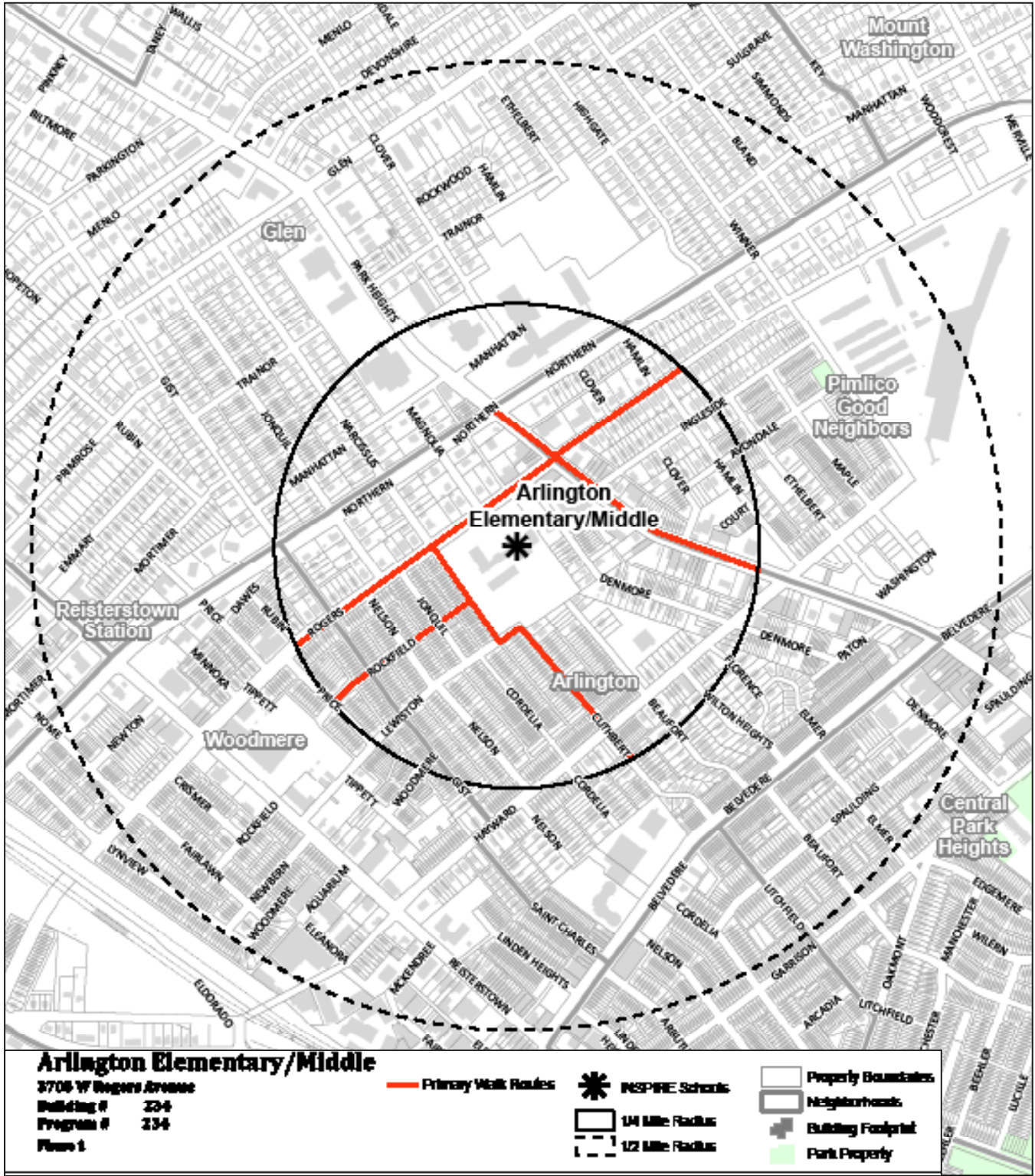
7. Develop a comprehensive plan for the commercial corridor along Park Heights, Rogers and Belvedere Avenues.

Neighborhood leadership should work with the Baltimore Development Corporation and Sinai to strengthen the commercial corridor, as well as seek desired tenants at retail establishments and ultimately incorporate the recommendations from Phase 2 of the Pimlico Race Course Study. Many residents are not able to meet their needs for goods and services within the neighborhood, either because of the types and quality of businesses available or because they feel unsafe near the establishments. The Maryland Stadium Authority (MSA) is leading the Pimlico Race Course Study Phase 2 and recommendations will be released by the end of 2018. BDC operates programs that can help, including micro loan programs, façade improvement programs, technical assistance for entrepreneurs and small businesses, and corner store support.



IMPROVE SAFETY

Create a positive and safe environment for current and future residents.



Continue Coordination and Engagement with Neighborhood Coordination Officers (NCOs) and Violence Reduction Initiative (VRI) Efforts

8. The school and neighboring community associations should continue to work with the Neighborhood Coordination Officers (NCOs), the Northwest police department, and members of the Northwest Violence Reduction Initiative (VRI) in Park Heights.

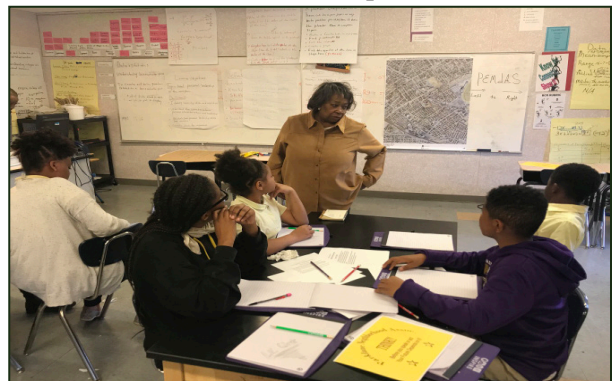


The Violence Reduction Initiative (VRI) brings together City agency representatives with Baltimore Police Department District Commanders on a daily basis to coordinate public safety resources and address neighborhood issues in an expedited and collaborative manner. The VRI Northwest Zone includes Arlington, Woodmere, Langston Hughes, and Central Park Heights. It encompasses much of the INSPIRE area behind the school. Part of this effort is the Neighborhood Coordination Officer (NCO) program, the goal of which is improving how the Police Department works with community members. The NCOs should continue to coordinate with the INSPIRE outreach and implementation efforts, which addresses the coordination needed among City agencies to provide better and consistent services geared towards the safety of children walking between home, school, and extracurricular activities.

9. Incorporate a potential grant award from the Corporation for National Community Service (CNCS) for “Community Conversations” into the ongoing community engagement efforts around Arlington INSPIRE and the Northwest VRI.

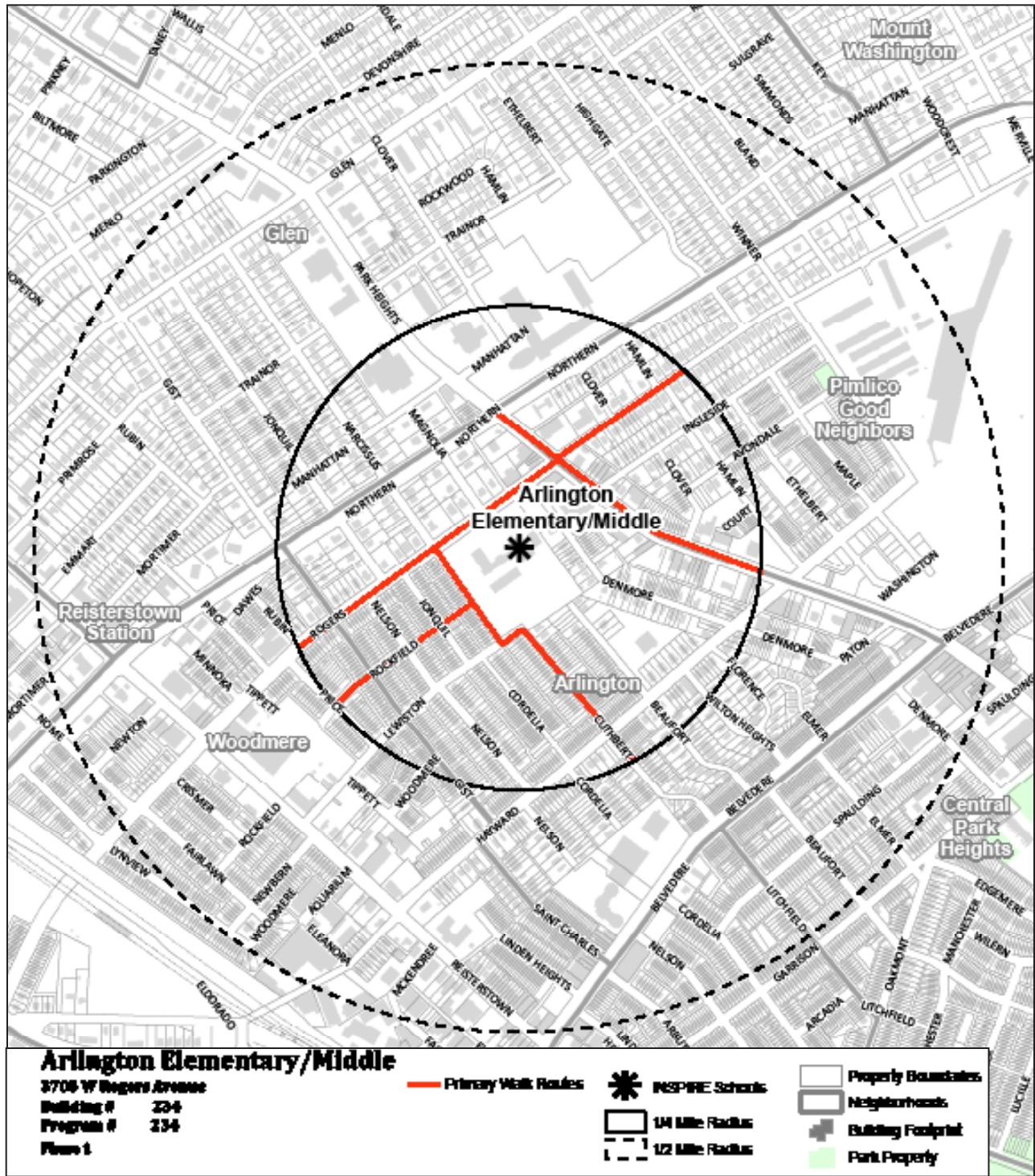
The Baltimore Neighborhood Indicators Alliance-Jacob France Institute (BNIA-JFI) applied for a grant to support a project titled Community Conversations in Northwest Baltimore to Assess and Increase Collective Efficacy among Residents in Support of Neighborhood Resilience and Violence Reduction. The project would provide community groups and residents in the Northwest neighborhoods of the VRI zone a pathway to voice and document the types of activities or programs they would like to see in their neighborhood.

The aim of the community conversations is to create a space to hear from community residents and organizations about their hopes, desires, and needs in the community – without limiting the kinds of issues that they may raise. BNIA-JFI will work with the community groups to identify residents from the neighborhood to be recruited and trained to administer a survey. If funded, the project will include incentives for survey respondents. Residents and other neighborhood stakeholders will provide potential solutions to improve quality of life in the community and help reduce violence. BNIA-JFI will also link potential solutions for crime reduction based on prior neighborhood plans and best practices. The full list of strategies will be linked to potential evidence-based practices to achieve crime reduction and/or crime hotspot alleviation.



CREATE CONNECTIVITY AND ACCESS

Improve connections throughout the neighborhood and between the school and the major assets in the area.



Improve Walkability, Pedestrian Safety and Access in the Neighborhood

10. Improve access and connectivity as well as explore Transit Oriented Development (TOD) opportunities around the Rogers Avenue Metro Station.



The Rogers Avenue Metro Station is a little less than one mile from Arlington Elementary School. The City should work with the MTA to identify opportunities to improve pedestrian access from Rogers Avenue and the neighborhood. MTA should install new wayfinding signage. Additionally, there are high ridership numbers at the station and the surface parking lots surrounding the station are highly utilized. The City and State should work together on TOD opportunities, such as exploring the potential to develop the surface lots into mixed-use development.

11. Implement Complete Streets on Park Heights Avenue to improve transportation for all users.

Almost half of area residents have no vehicle access (45%). Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities (see Appendix B). Park Heights Avenue is a major north-south corridor in Baltimore and it heavily favors car traffic over pedestrians, bicyclists and transit. Additionally it is a primary walking route for children and

many students have to cross Park Heights Avenue to travel to and from school. It is a perfect candidate for a Complete Streets intervention to improve the quality of life for residents, students, and businesses.



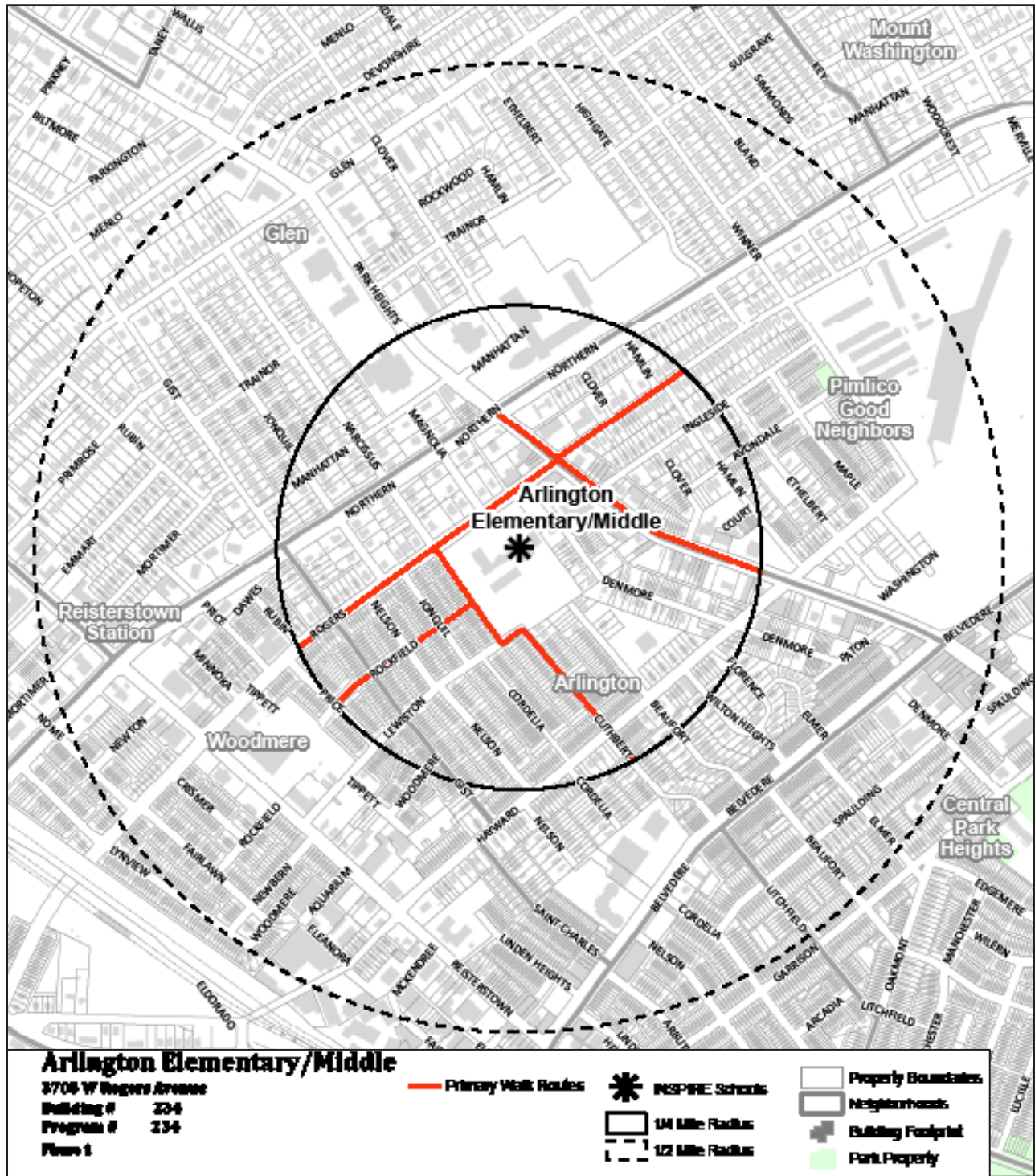
12. Beautify and improve the pedestrian connections at the Northern Parkway and Park Heights Avenue intersection.

This intersection serves as a divider between the communities to the north and south of Northern Parkway. There is opportunity for the Glen and Park Heights communities to come together to re-create the intersection as a neighborhood connector. A Glen community sign is already located on the northwest corner, welcoming people to the neighborhood. Park Heights should work to install a sign on one of the southern corners. Additional recommendations are:

- Assess the pedestrian signals to ensure a sufficient time to cross
- Install bump-outs and pedestrian refuges to assist with shortening the crossing distance
- Create wider crosswalks and explore options of different materials to improve visibility
- Create consistent landscaping on all four sides of the intersection
- Create a consistent streetscape furniture look by installing new shelters, benches and trash cans at the area bus stops

CREATE OPPORTUNITIES FOR HEALTH AND WELL-BEING

Provide better access to healthy foods, expand recreational and community activities and services, and increase community cohesion.





Community Project: Arlington INSPIRE Community Garden

Throughout the INSPIRE planning efforts, the Arlington community began to focus on increasing access to healthy food in their school-community. Additionally, residents want to address blight and crime by reclaiming vacant spaces and transforming them into community managed open spaces. Joining these two interests, the community decided to create the Arlington INSPIRE Community Garden. This garden will creatively reuse a vacant lot and address blight on a prominent corner and neighborhood connector where children and community members travel to and from the school. The Arlington INSPIRE Garden will provide important opportunities for the community to lead the transformation of their neighborhood by expanding access to resources that strengthen health, education, and recreation opportunities for all ages. The garden will serve a vital role in the community's place-based efforts to increase access to healthy food and to eradicate blight through revitalizing underutilized spaces. In partnership with INSPIRE, the Neighborhood Design Center led a design charrette for the garden, and Civic Works is working alongside the community to make the space a reality.



Enhance the Healthy Food Environment

13. Continue to develop and implement a comprehensive food access strategy through the completion of a Community Food Assessment (CFA) to improve the Park Heights food environment and increase access to healthy food.



Securing affordable and healthy food in Park Heights will require multiple methods. A comprehensive food access strategy should be developed by bringing together all of the organizations, businesses, and policymakers who participate in creating a healthy food environment in the neighborhood. This work is already taking place through the Community School program at Arlington via its robust food pantry, the Produce in a SNAP retail site, and the creation of the Arlington INSPIRE Community Garden, as well as with Sinai and other community organizations. The strategy, however, could benefit from ongoing and targeted coordination. These groups and individuals should together explore solutions that build off of existing resources such as the Pimlico Farmers Market, nutrition education, and community gardens as well as introducing new strategies such as mobile food markets, virtual supermarkets, and healthy fast food retail. Specific next steps include the following:

- Engage the Johns Hopkins Bloomberg School

of Public Health's Center for a Livable Future (CLF) and utilize their Community Food Assessment (CFA) tool to gather information about the communities' experience of their local food environments, including financial and logistical barriers to accessing healthy foods, food behaviors, and prevalence of diet-related diseases.

- Build on Sinai's Corner Store Assessments and work with the corner and convenience stores on Park Heights Avenue, blocks from the school, to take advantage of Sinai's purchasing support for passing on fresh fruit, vegetables, and healthy snacks at wholesale prices so the store can sell them at a reasonable price.

14. Create and expand opportunities for the schools and neighborhood institutions to work together to improve the nutritional health of students and their families.



These are a few opportunities:

- The creation of the Arlington INSPIRE Community Garden will teach students about the food system through hands-on experience in the growing season.
- Sinai should continue to facilitate healthy



cooking workshops, potentially with the American Heart Association, and also should consider offering their other programs for Chronic Disease Prevention and Chronic Disease Self-Management directly at Arlington Elementary School.

- Members of the Northwest Faith-based Community Partnership should continue to coordinate services and could operate nutrition programs, and open their kitchens to the community for cooking classes, workshops, or potlucks.
- Members of the Northwest Faith-based Community Partnership should also join the Black Church Food Security Network, which partners Black farmers and urban growers with historically African American congregations to create a pipeline for fresh produce from “soil to sanctuary.”
- The 1st Baptist Church of Pimlico, located directly behind the school at 5301 Beaufort Avenue and already a member of the Black Church Food Security Network, should continue its efforts and have support in the creation of their “Garden of Eden.” The proposal consists of but is not limited to acquiring more lots surrounding their church, growing food, providing safe play spaces, expanding their kitchen, providing training and employment skills, and creating a retail space on Park

Heights Avenue for the sale and purchase of healthy food.

- Community groups should coordinate efforts of the multiple food pantries throughout the Park Heights community – including one at the school – to ensure that the pantries serve community residents at large as well as the children and families at the school.

15. Coordinate the use of community space for summer meal programs.

Arlington has served meals to children beyond the school day through the Summer Food Service Program (SFSP) and Afterschool Meal Program, and to seniors. These programs should be reinstated when the school is reopened and recreation activities resume. The modernized school could serve as an ideal, centrally-located, open site for this neighborhood and could serve children in the community who may not be in the summer program. When the school reopens the school could be a good candidate to serve as a meal site when schools are closed due to weather or other unforeseen circumstances.



16. Encourage healthy food demand, and retail availability, especially at stores near the school.

The multiple corner and convenience stores that children pass on their way to and from school have

low availability of healthy food. To expand positive linkages between the school and corner stores and increase the demand for healthy food and snacks, explore opportunities to partner with:

- The Baltimore City Health Department (BCHD) Healthy Corner Store program
- Sinai's Corner Store Assessments and Outreach, which coordinates the purchase of food at wholesale prices through their service provider
- Continue Produce in a SNAP, a reduced-cost community market by Hungry Harvest

17. Open an affordable grocery store or supermarket that is conveniently located to serve the Arlington Elementary School area and Central Park Heights.

Park Heights Avenue, between Virginia Avenue and Northern Parkway, should be explored for grocery store or supermarket locations. The Park Heights Master Plan identified property at the edge of the Pimlico Race Course property, close to Belvedere Avenue and Park Heights Avenue (see Appendix B for reference to Master Plan). BDC, DOP, ABAG, community stakeholders, and Sinai's Community Development department should coordinate this effort.

Continue Community Engagement to Improve Recreational and Community Service Opportunities

18. As Arlington Elementary undergoes reconstruction and modernization, ongoing community engagement and discussions should continue about where to locate many of the neighborhood services and recreational programs.

Arlington Elementary School has a robust Community Schools Program with around-the-clock services that engages students and residents of all ages in the



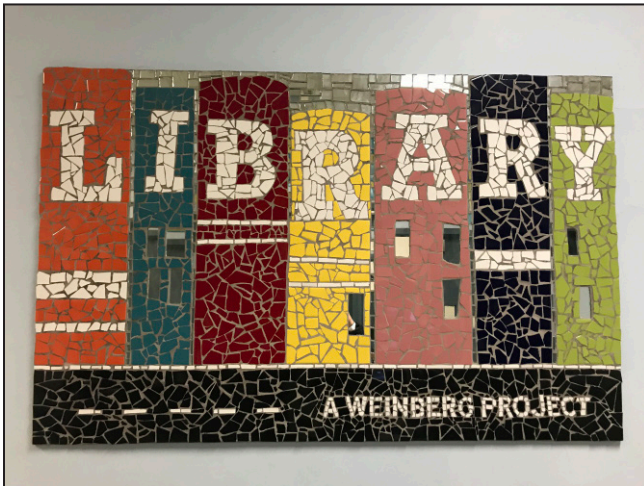
community. Some of these services may be displaced when the new school opens. There are ongoing efforts to determine where the community and recreation services will resume. Additionally, there are efforts to identify where mixed-use development can complement such services.

19. Support the development of @TheHouse's social settlement house at 5303 Cuthbert Avenue.



@TheHouse empowers, supports and advocates for families and youth of the CCHB neighborhoods through psychological supports, case management, life skills training, community mediation, social support/case management and strategic partnerships. In the FY19 Pimlico Local Impact Aid Spending Plan, funds have been dedicated for development around the Arlington INSPIRE area, which could assist with the physical redevelopment of the house.

20. Ongoing community engagement and feedback should be incorporated as the planning process for the Park Heights Library Feasibility study evolves.



The Baltimore City Department of General Services commissioned Gant Brunnett, Architects to collaborate with the City Department of Planning and the Enoch Pratt Free Library System in an effort to identify potential locations for a new Branch Library that will serve the Park Heights Community. The community must be allowed to provide valuable feedback to help shape the programming and determine its location within the greater Central Park Heights Area.

21. As plans move forward with the expansion and completion of the C.C. Jackson Recreation complex, ongoing community engagement and feedback should be incorporated as the plan evolves.

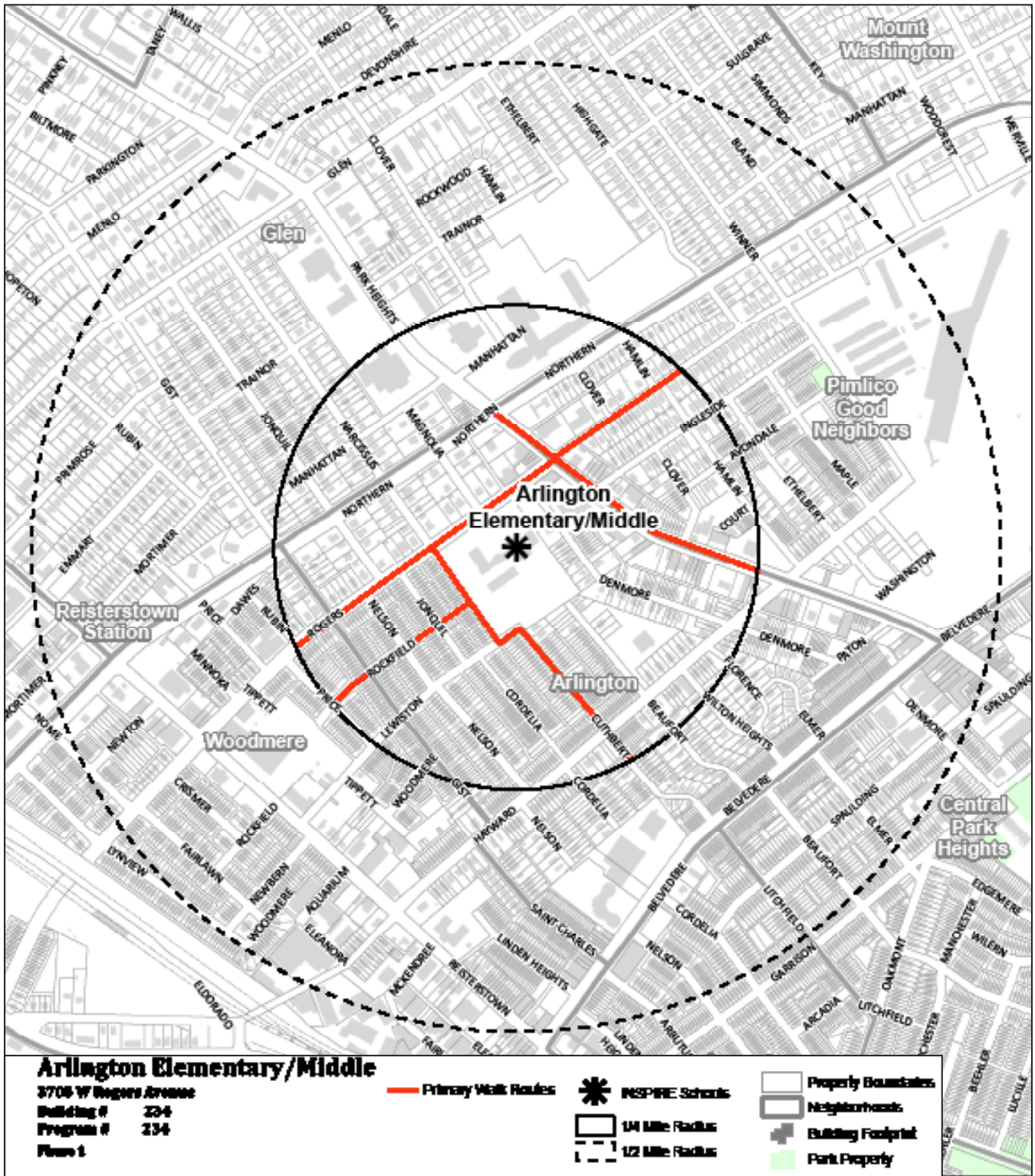


There is great opportunity in continuing to implement the plan for C.C. Jackson so it becomes the great regional recreation asset that it is. Aspects that should continue to be improved are:

- Identification Signage
- Way-finding signage
- Upgrading the outdoor pool
- Expanding the open space along Park Heights Avenue so visibility and access are enhanced
- Exploring opportunities for more parking

CREATE AN ENVIRONMENTALLY-SUSTAINABLE NEIGHBORHOOD

Improve the natural environment.



Create a Clean and Green Community

22. Continue to improve vacant lots through building off the creation of the productive green spaces and continue to connect them to the school and the CCHB Neighborhood.



- PHR has a team that is working on creating a clean and green community daily; their efforts should ensure a focus along the primary walking routes.
- PHR and the Arlington Community School Program has adopted the lot at 3707 Hayward Avenue that is making the creation of the INSPIRE Community Garden possible.
- CCHB Neighborhood Association has adopted two lots in the area and is working towards the creation of a network of safe spaces on vacant lots that creates more formal and informal places for residents to gather and children to play. One is on Cuthbert in which they have received a Parks and People Grant, and will be working on making the design consistent with the Arlington INSPIRE Community garden and having a stage and a space for jazz performances. They are also in the process of adopting a lot on Hayward, and are planning on a safe play space for younger children and

are working on securing a KaBoom! Playground build.



23. DOP and the Baltimore Green Network should improve the coordination between Park Heights Renaissance's Clean and Green Team, the CCHB Neighborhood Association, DPW, Bmore Beautiful, and HCD to develop a consistent greening, mowing, and cleaning strategy to address overgrown yards.



Park Heights has a large inventory of vacant lots in the neighborhood, and more being created through

strategic demolition, it is important that community stakeholders, City agencies, and others work together to continue to turn more locations into productive green places. The Baltimore Green Network plan's vision promotes urban resiliency through land use equity. The plan seeks to transform vacant properties into green community assets- and connect these spaces to schools, homes, retail districts and other activity centers. (see Appendix B). Further greening strategies could include seeding and fencing properties, planting trees, clearing overgrowth, installing temporary art, land maintenance, and/or community managed open spaces.

Vacant lot locations to target include:

- 3500, 3502, and 3600 Hayward Avenue
- 3808 and 3611 Rogers Avenue
- 5311 Beaufort Avenue
- 5345 Denmore Avenue

Funded demolition locations:

- 5402, 5414, and 5416 Denmore Avenue
- 3604 Rogers Avenue
- 5323 Beaufort Avenue

24. Continue identifying creative placemaking opportunities in the Arlington INSPIRE Area by building off of the Art @ Work Program's beautification efforts and the Baltimore Office of Promotion and the Arts (BOPA) work on engaging an artist to create the INSPIRE Community Garden's welcome area and sign.



During the summer of 2018, the two Park Height's IN-SPIRE areas – Arlington and Pimlico – will serve as a host to an Art @ Work Site. Art @ Work is produced by BOPA in partnership with Jubilee Arts, and hires youth to work under the direction of a professional artist to create highly-visible murals throughout neighborhoods. In addition to creating the murals, participants attend professional development and skill-building workshops led by various local organizations (see Appendix B). A mural will be installed on the building at the corner of Denmore and Rogers Avenues. Additionally, BOPA will be leading a Call-for-Artists to find an artist to lead in the creation of the entrance and community sign for the Arlington INSPIRE Community Garden. The City and community should continue to work together to identify resources for creative placemaking in public spaces.



25. Build off of this success of Arlington Elementary School consistently being a “Green School.” They should and work towards having the school certified as a Sustainable MAEOE Green School.



The Maryland Green School Awards Program is a nationally recognized program of the Maryland Association for Environmental and Outdoor Education (MAEOE), allowing schools and communities to evaluate their efforts in environmental sustainability. Schools that participate in the program empower youth to lead the charge in reducing environmental impact, promoting environmental literacy, best practices, and encouraging community-wide sustainability efforts. There are ample opportunities for the school and students to adopt sustainability practices both inside and outside of the school. Arlington leadership should continue their “Green Team” -a team made up of a range of stakeholders that could include faculty, students, administrators, parents, and community members – that focuses on greening, sustainability, and environmental education opportunities, including those listed here (see Appendix B):

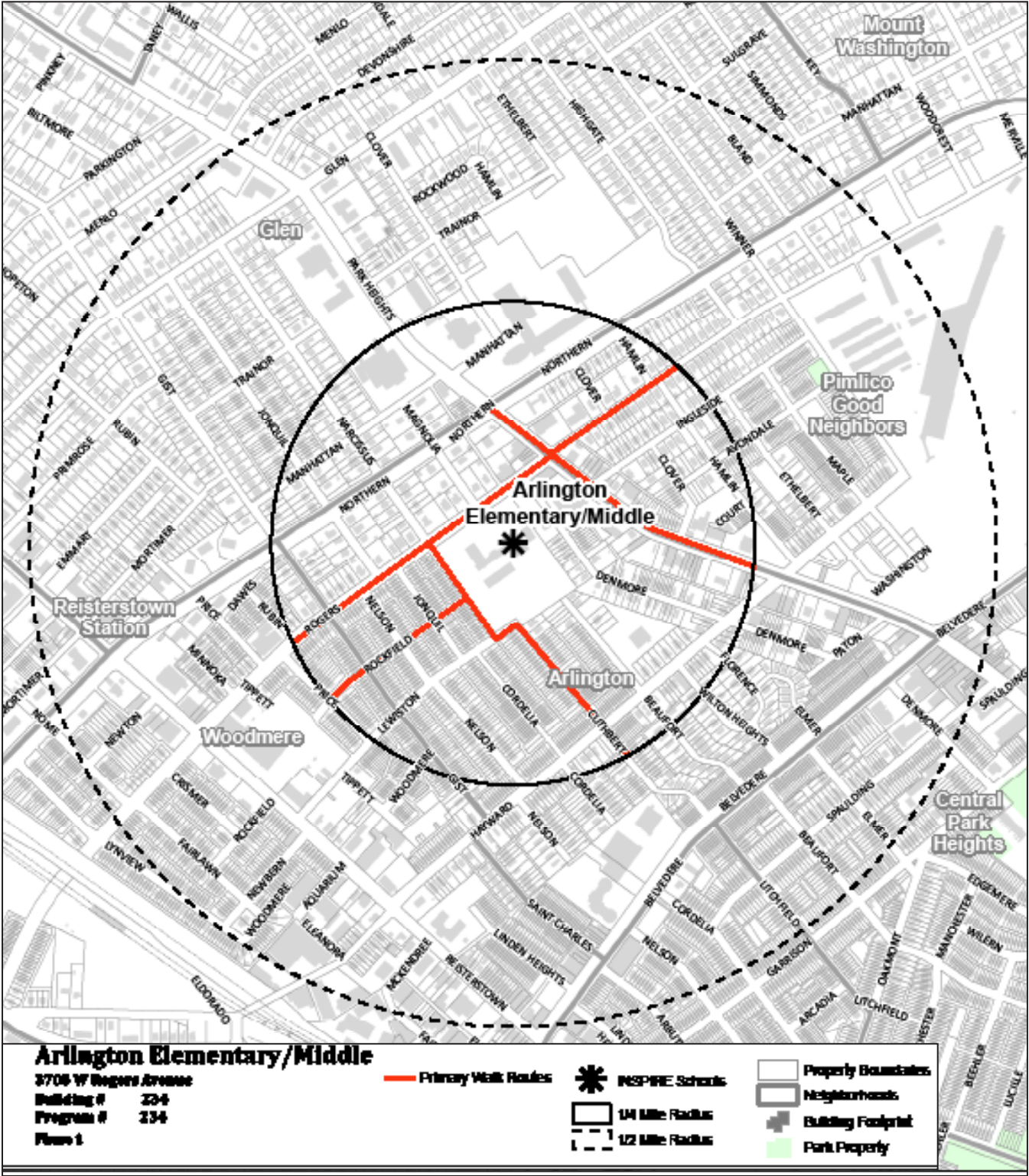
- Arlington has effectively launched paper recycling efforts and has recently moved towards single stream recycling, including additional materials like plastics. As the program continues to expand, installing a recycling dumpster is the next best practice.
- Leverage the Office of Sustainability’s Green, Healthy, Smart challenge grants to obtain local and regional funding for school-level sustainability initiatives and meaningful watershed education experiences.



- Apply for Green School certifications such as the Maryland Association of Environmental and Outdoor Education’s Maryland Green Schools Award, the National Fish & Wildlife’s Eco-Schools program and the National Green Ribbon Program, through which students and staff can promote responsible environmental stewardship practices and awareness of the connections between the environment, public health, and society

PROVIDE OPPORTUNITIES FOR ECONOMIC SELF-SUFFICIENCY

Expand Employment and Workforce Development Opportunities.



Provide Training and Access to Jobs

26. Promote and connect residents to GED programs in the area.

In the Arlington INSPIRE Area 31% of residents do not have a high school degree or GED. When the school re-opens a GED program for the community in the area should be explored as a place to offer classes.

27. Tailor job training for placement at Sinai.

The Employment Connection Center that serves Northwest Baltimore should continue to work with Sinai and other major employers to match the projected needs for jobs with the skill training required for local residents.

28. Address the barrier to employment for people with criminal records.

The Center for Urban Families (CFUF) already has programming in Park Heights. Their mission is to strengthen urban communities by helping fathers and families achieve stability and economic success. More deliberate partnerships should continue to be pursued and coordinated with community groups and Arlington Elementary as CFUF they seeks to increase their programming and impact.

29. Continue to connect residents to workforce development opportunities in their community, specifically JARC and VSP at Sinai.

The Jane Addams Resource Corporation (JARC) is located at 4910 Park Heights Avenue, directly in front of C.C. Jackson Recreation Center and a little over a half mile from Arlington Elementary. Launched in 2015, they support healthy communities and economies by teaching low-income adults and workers the skills they need to earn a living wage. Going beyond basic skills training, they also connect job seekers with good jobs in the manufacturing sector, and foster the life skills that create a path out of poverty.

VSP-Vocational Services- is a vocational rehabilitation and workforce development department at Sinai Hospital – a LifeBridge Health System entity. VSP’s Vocational Services division offers a flexible, client-centered continuum of services including (for more information see link in Appendix B):

- Career Assessment Services
- Work Readiness at LifeBridge Health
- Contemporary Office Technology Training
- Win through Work
- Job Placement Services
- Healthcare Careers Alliance Program

Plan Implementation

INSPIRE plans are already beginning to be implemented. Although not everything can happen right away, the Department of Planning is committed to continuing to work with community members to see recommendations become reality.

The Department of Planning, community stakeholders, and others should continuously refer to this section to hold each other accountable. This section:

- **Sets forth a desired time frame for implementation**
- **Identifies lead and support agencies/organizations**
- **Estimates the cost of implementation and identified or potential funding sources**
- **Identifies commitments already made**

As part of completing the plan, City agencies have already made some funding and staffing commitments. Complete implementation however, will require more resources.

We believe that the significant investment in Arlington Elementary School, in addition to the commitments represented in these tables, can encourage additional resources.

Timeframe

Short: 0-2 years

Medium: 3-5 years

Long: 5+ years

Estimated Cost of Improvements

\$ = Less than \$5,000

\$\$ = \$5,001-\$50,000

\$\$\$ = \$50,001-\$250,000

\$\$\$\$ = \$250,001 - \$500,000

\$\$\$\$\$ = More than \$500,000

Lead Responsibility

Baltimore City Agencies

BCRP: Recreation and Parks

BFPI: Baltimore Food Policy Initiative

BPD: Police Department

DGS: Department of General Services

DOP: Department of Planning

DOT: Department of Transportation

DPW: Department of Public Works

EPFL: The Enoch Pratt Free Library

HCD: Housing and Community Development

MOED: Mayor's Office of Employment Development

Other

CBO: Community-Based Organization

Private: Philanthropy, anchor institutions, investors, etc.

Community: Residents, groups, businesses, etc.

PCDA: Pimlico Community Development Authority-Local Impact Aid

Implementing Arlington Area Recommendations

Projects with at least some funding commitments are italicized.

Invest in Housing and Market-Strengthening Development Opportunities

Recommendation & Actions	Time-frame	Lead Responsibility	Estimated Cost	Potential Funding
Increase Quality Housing Options				
<i>1. Rehabilitate, and occupy vacant properties in areas that are highly visible, most stable, and/or immediately adjacent to the school within the first few years of the school building reopening by continuing to create development incentives to complement the INSPIRE planning effort.</i>	Short/ Medium	HCD, DOP		Capital Budget, PCDA
Immediate opportunities for rehabilitation include the following: <ul style="list-style-type: none"> • 5314, 5316, 5318, 5410, and 5412 Denmore Ave • 3510, 3514, 3516, 3518, and 3604 Hayward Ave • 3604, 3800, 3802, and 3804 Rogers Ave • 5301, 5307, 5354, 5356, 5364, & 5371 Cuthbert Ave • 5304, 5313, 5315, 5328, 5332, & 5334 Beaufort Ave • 5311, 5331, and 5333 Cordelia Ave • 5411 Jonquil Ave 				
<i>2. Promote homeownership opportunities to attract new residents to the neighborhood.</i>	Ongoing	HCD, Private, Community		
<i>3. Promote homeownership assistance programs to help current and new owners maintain and improve their homes.</i>	Ongoing	HCD, Private, Community		
4. Seek designation as National Register Historic Districts for Arlington and Pimlico Good Neighbors neighborhoods.	Short	CHAP/DOP, Community		
Promote Strategic Redevelopment Opportunities				
<i>5. Ensure local stakeholder participation in the redevelopment of the Major Redevelopment Area (MRA).</i>	Ongoing	DOP, HCD		
6. Continue to coordinate community and economic development and programming with area anchor institutions, especially Sinai.	Ongoing	DOP, HCD		
7. Develop a comprehensive plan for the commercial corridor along Park Heights, Rogers and Belvedere Avenues.	Short	DOP, HCD, BDC, Private, Community		

Improve Safety

Recommendation & Actions	Timeframe	Lead Responsibility	Estimated Cost	Potential Funding
Continue Coordination and Engagement with Neighborhood Coordination Officers (NCOs) and Violence Reduction Initiative (VRI) Efforts				
<i>8. The school and neighboring community associations should continue to work with the Neighborhood Coordination Officers (NCOs), the Northwest police department, and members of the Northwest Violence Reduction Initiative (VRI) in Park Heights.</i>	Ongoing	BPD, Community, Private		
9. Incorporate a potential grant award from the Corporation for National Community Service (CNCS) for “Community Conversations” into the ongoing community engagement efforts around Arlington INSPIRE and the Northwest VRI.	Short	BPD, Community, Private		

Create Connectivity and Access

Recommendation & Actions	Timeframe	Lead Responsibility	Estimated Cost	Potential Funding
Improve Walkability, Pedestrian Safety and Access in the Neighborhood				
10. Improve access and connectivity as well as explore Transit Oriented Development (TOD) opportunities around the Rogers Avenue Metro Station.	Short/ Medium	DOT, DOP		
11. Implement Complete Streets on Park Heights Avenue to improve transportation for all users.	Short/ Medium	DOT, DOP		
12. Beautify and improve the pedestrian connections at the Northern Parkway and Park Heights Avenue intersection. Additional recommendations are: <ul style="list-style-type: none"> Assess the pedestrian signals to ensure a sufficient time to cross Install bump-outs and pedestrian refuges to assist with shortening the crossing distance Create wider crosswalks and explore options of different materials to improve visibility Create consistent landscaping on all four sides of the intersection Create a consistent streetscape furniture look by installing new shelters, benches and trash cans at the area bus stops 	Short/ Medium	DOT, DOP		

Create Opportunities for Health and Wellness

Recommendation & Actions	Timeframe	Lead Responsibility	Estimated Cost	Potential Funding
Enhance the Healthy Food Environment				
13. Continue to develop and implement a comprehensive food access strategy through the completion of a Community Food Assessment (CFA) to improve the Park Heights food environment and increase access to healthy food.	Ongoing	HCD, Community		
14. Create and expand opportunities for the schools and neighborhood institutions to work together to improve the nutritional health of students and their families.	Ongoing	HCD, Community		
15. Coordinate the use of community space for summer meal programs.	Ongoing	HCD, Community		
16. Encourage healthy food demand, and retail availability, especially at stores near the school.	Ongoing	HCD, Live Baltimore		
17. Open an affordable grocery store or supermarket that is conveniently located to serve the Arlington Elementary School area and Central Park Heights.	Ongoing	Private, Community, HCD		
Continue Community Engagement to Improve Connections and Use of Recreational Opportunities				
18. As Arlington Elementary undergoes reconstruction and modernization, ongoing community engagement and discussions should continue about where to locate many of the neighborhood services and recreational programs.	Short	DOP, BCRP, Schools, Community, Private		
19. Support the development of @TheHouse's social settlement house at 5303 Cuthbert Avenue.	Short	HCD, DOP, Private, Community		
20. Ongoing community engagement and feedback should be incorporated as the planning process for the Park Heights Library Feasibility study evolves.	Short, Ongoing	EPFL		

<p>21. As plans move forward with the expansion and completion of the C.C. Jackson Recreation complex, ongoing community engagement and feedback should be incorporated as the plan evolves.</p> <p>Aspects that should continue to be improved are:</p> <ul style="list-style-type: none"> • Identification Signage • Way-finding signage • Upgrading the outdoor pool • Expanding the open space along Park Heights Avenue so visibility and access are enhanced • Exploring opportunities for more parking 	Short-Medium	DOT, BCRP, DOP		
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Create a Clean and Green Neighborhood

Recommendation & Actions	Timeframe	Lead Responsibility	Estimated Cost	Potential Funding
Enhance the Healthy Food Environment				
<p>22. Continue to improve vacant lots through building off the creation of the productive green spaces and continue to connect them to the school and the CCHB Neighborhood.</p>	Short, Ongoing	DOP, HCD, Community, Private		
<p>23. DOP and the Baltimore Green Network should improve the coordination between Park Heights Renaissance’s Clean and Green Team, the CCHB Neighborhood Association, DPW, Bmore Beautiful, and HCD to develop a consistent greening, mowing, and cleaning strategy to address overgrown yards.</p> <p>Vacant lot locations to target include:</p> <ul style="list-style-type: none"> • 3500, 3502, and 3600 Hayward Avenue • 3808 and 3611 Rogers Avenue • 5311 Beaufort Avenue • 5345 Denmore Avenue <p>Funded demolition locations:</p> <ul style="list-style-type: none"> • 5402, 5414, and 5416 Denmore Avenue • 3604 Rogers Avenue • 5323 Beaufort Avenue 	Short, Ongoing	DOP, DPW, HCD, Community, Private		
<p>24. Continue identifying creative placemaking opportunities in the Arlington INSPIRE Area by building off of the Art @ Work Program’s beautification efforts and the Baltimore Office of Promotion and the Arts (BOPA) work on engaging an artist to create the INSPIRE Community Garden’s welcome area and sign.</p>	Short, Ongoing	DOP, Community, Private		
<p>25. Build off of this success of Arlington Elementary School consistently being a “Green School.” They should and work towards having the school certified as a Sustainable MAEOE Green School.</p>	Short	DOP, Arlington ES		

Provide Opportunities for Economic Self-Sufficiency

Recommendation & Actions	Timeframe	Lead Responsibility	Estimated Cost	Potential Funding
Provide Training and Access to Jobs				
<p>26. Promote and connect residents to GED programs in the area.</p>	Short, Ongoing	MOED, Private		
<p>27. Tailor job training for placement at Sinai.</p>	Short, Ongoing	MOED, Private		
<p>28. Address the barrier to employment for people with criminal records.</p>	Ongoing	Community, MOED, Private		
<p>29. Continue to connect residents to workforce development opportunities in their community, specifically JARC and VSP at Sinai.</p>	Ongoing	Community, MOED, Private		

Appendix A: Maps

Primary Walking Routes

Areas where students are traveling from to school

Assets and Priorities

Housing Market Typology

Vacancy Map

Zoning

Northwest Violence Reduction Initiative

Part 1 Crime

Vehicle Accident Map with Student Walking Routes

BaltimoreLink Routes

Food Environment

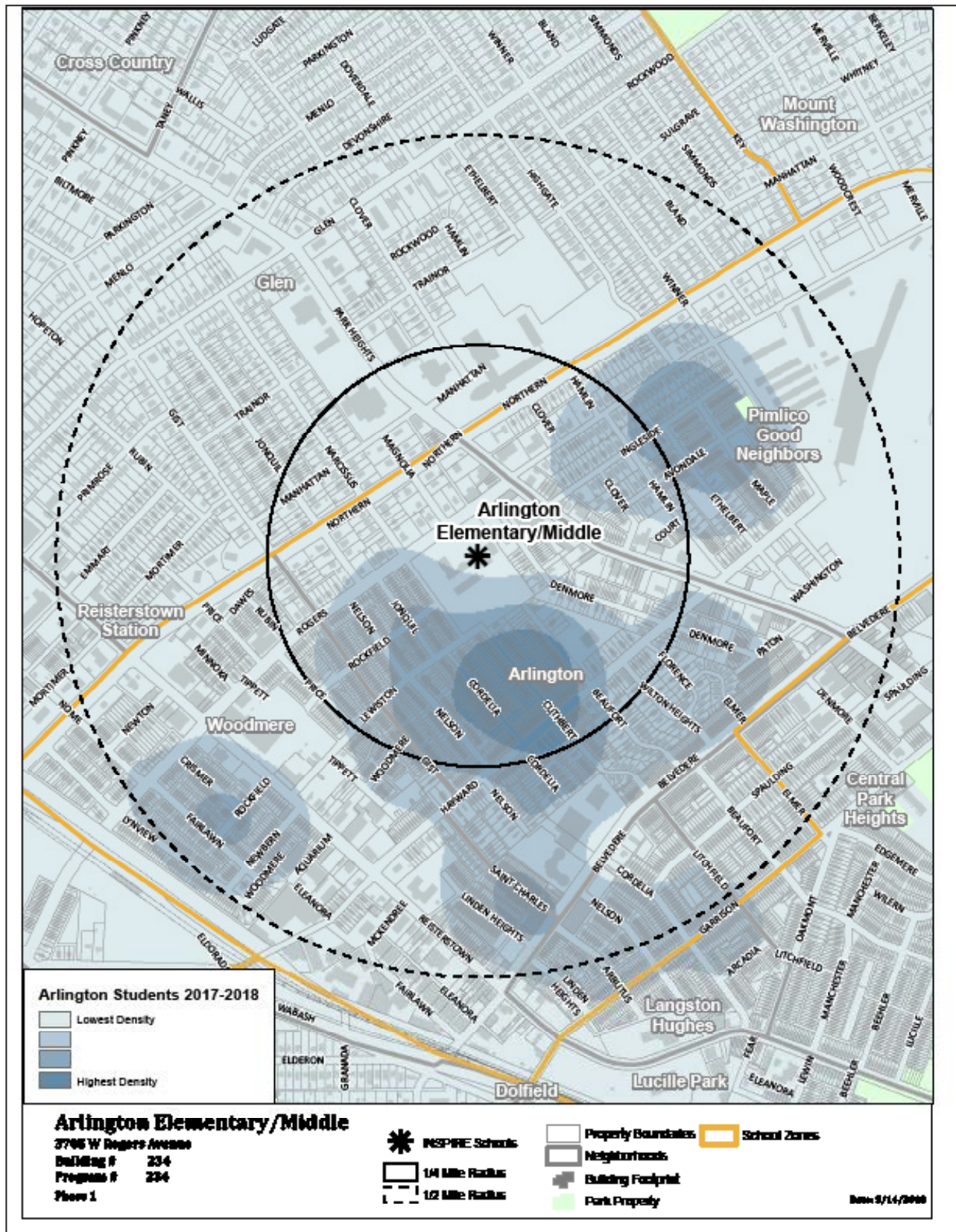
311 Sanitation Reports

Primary Walking Routes



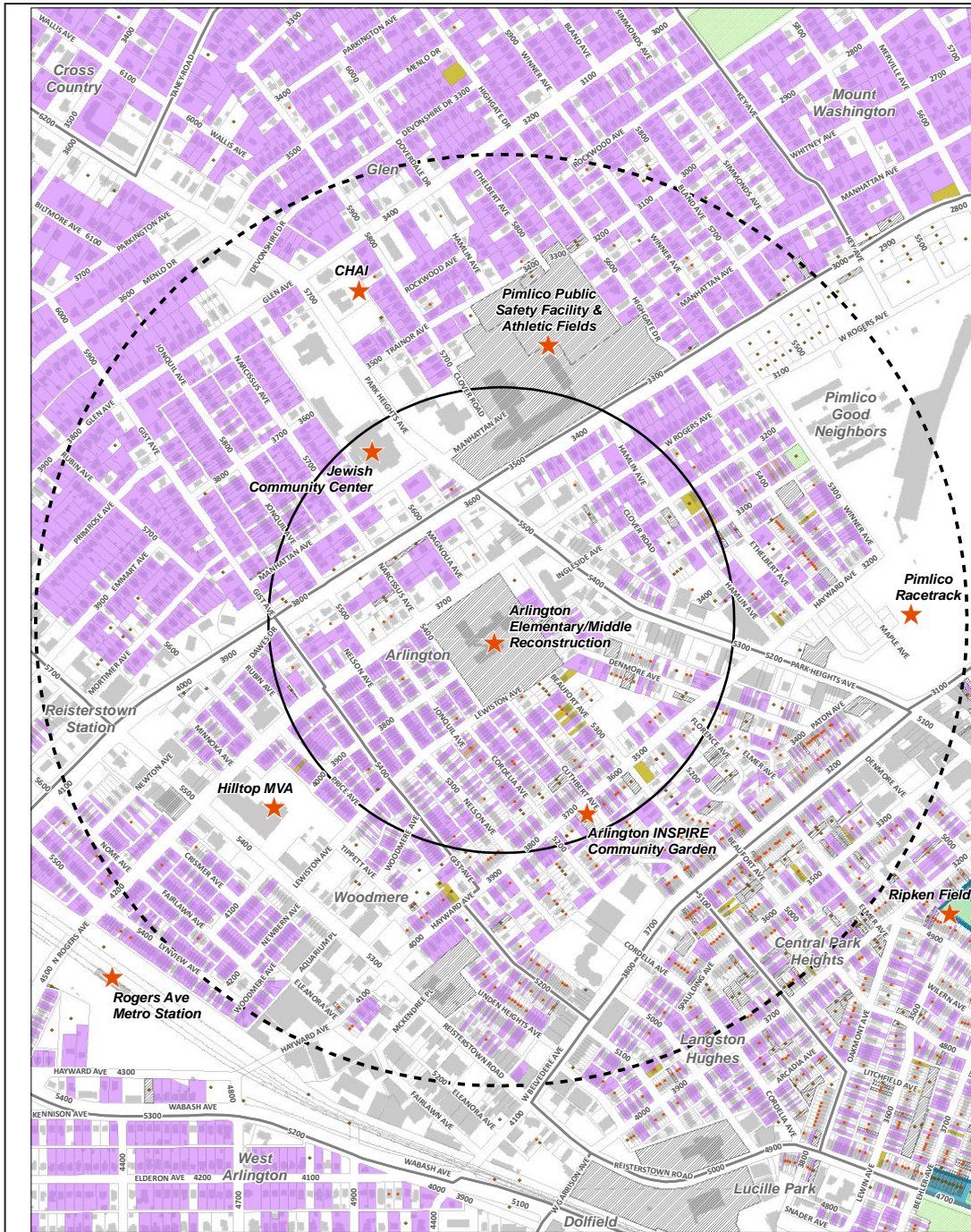
Areas where students are traveling from to school

Darker areas on the map show where larger numbers of students who attend Arlington come from.



Assets and Priorities

This map shows capital assets and homeownership strength.



Arlington INSPIRE

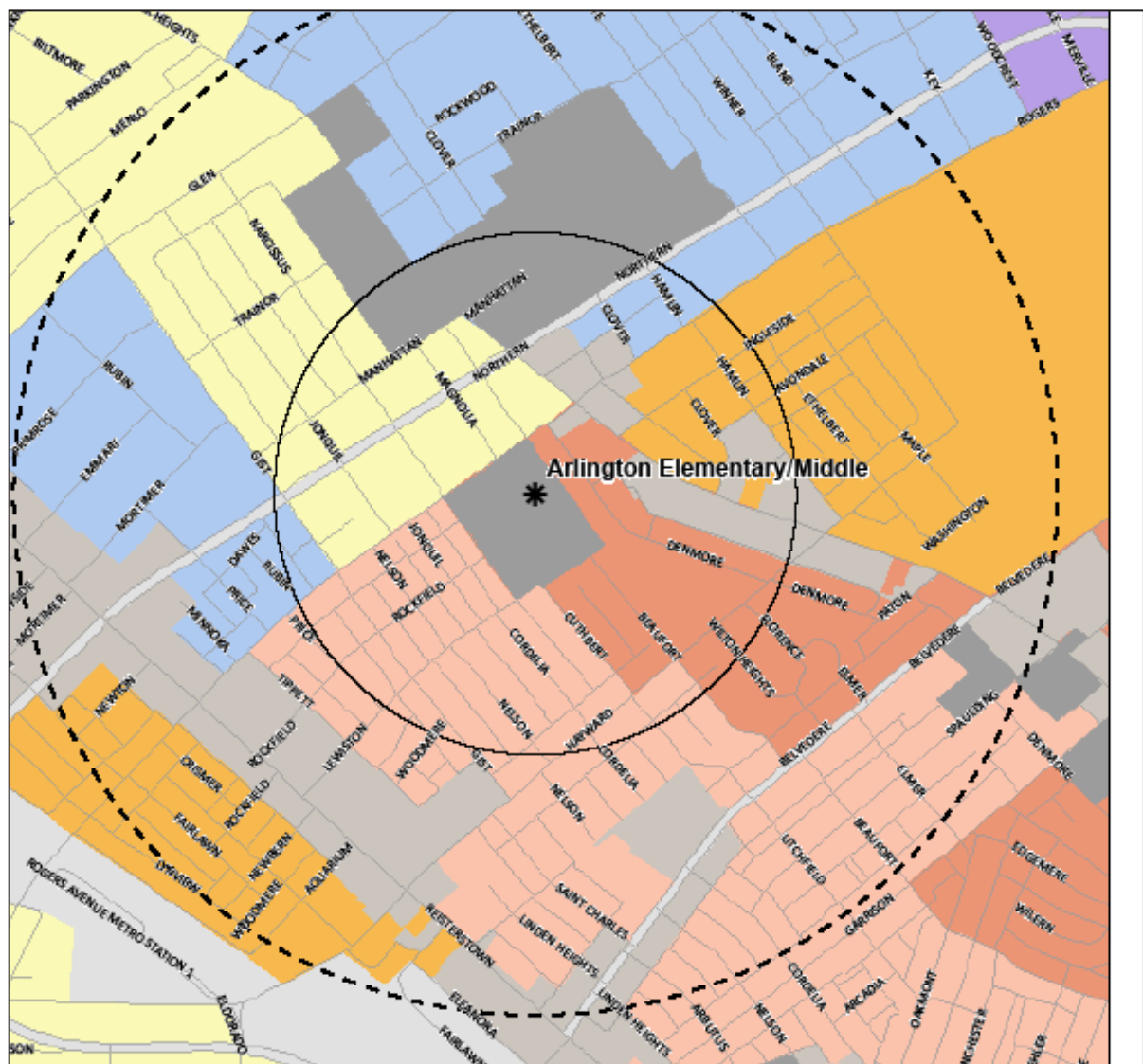
- | | | |
|--------------------------|-----------------|---------------------------|
| 1/4 Mile Radius | HABC Owned | Owner Occupied Properties |
| 1/2 Mile Radius | MCC Owned | Building Layer |
| Neighborhoods | Vacant Lot | Park Property |
| Major Redevelopment Area | Vacant Building | |
| Railroad | | |



Date: 9/28/2018

Housing Market Typology

Neighborhood market conditions affect most neighborhood change strategies city governments, community development corporations, or others would like to pursue. For goals to be met – whether to improve the quality of rental housing, foster reuse of vacant properties, attract commercial development, etc. – interested parties must take into account local market conditions. Market conditions are not the only factor to consider, but they can help inform activities that will have the greatest positive impact. Baltimore’s housing market typology was developed to assist the City in its efforts to strategically match available public resources to neighborhood housing market conditions. The typology is also used to inform local neighborhood planning and activities by helping residents understand the housing market forces impacting their communities. The 2014 update of the City’s Housing Market Typology was jointly developed by the Baltimore City Planning Department, the Department of Housing and Community Development (HCD), and The Reinvestment Fund. This map identifies market conditions around Arlington Elementary School.



Arlington Elementary/Middle		Baltimore City Housing Market Typology 2014		Issue 7/8/2014
3706 W Rogers Avenue Building # 234 Program # 234 Phase 1	INSPIRE Schools 1/4 Mile Radius 1/2 Mile Radius	<ul style="list-style-type: none"> A - Regional Choice B - Middle Market Choice C - Middle Market Choice D - Middle Market E - Middle Market Stressed 	<ul style="list-style-type: none"> F - Middle Market Stressed G - Stressed H - Stressed < 5 Residential Units (2012-2014Q2) Non-Residential 	<ul style="list-style-type: none"> City/Public/Private Commercial Green Space Water

Neighborhoods in the **Regional Choice** market category represent competitive housing markets with high owner-occupancy rates and high property values in comparison to all other market types. Foreclosure, vacancy and abandonment rates are low. Market interventions are not necessary in the Regional Choice market, but basic municipal services such as street maintenance are essential to maintaining these markets.

Neighborhoods in the **Middle Market Choice** category have housing prices above the city's average with strong ownership rates, and low vacancies, but with slightly increased foreclosure rates. Modest incentives and strong neighborhood marketing should keep these communities healthy, with the potential for growth.

Neighborhoods in the **Middle Market** category have median sales values above the City's average, as well as high homeownership rates. These markets experienced higher foreclosure rates when compared to higher value markets, with slight population loss. Interventions are geared toward aggressive code enforcement, in an effort to move vacant buildings as quickly as possible to rehabilitation, which in turn supports existing homeowners. Significant portions of the Middle Market spectrum are covered by Streamlined Code Enforcement.

Neighborhoods in the **Middle Market Stressed** category have slightly lower home sale values than the City's average, and have not shown significant sales price appreciation. Vacancies and foreclosure rates are high, and the rate of population loss has increased

in this market type, according to the 2010 Census data. Based on these market conditions, intervention strategies should support homeowners who may be facing economic hardships due to the national economy. These communities often have under-appreciated assets such as historic housing stock, significant park spaces and choice locations that can serve as building blocks for future revitalization efforts.

Neighborhoods in the **Stressed** category have experienced significant deterioration of the housing stock. This market category contains the highest vacancy rates and the lowest home ownership rates, compared to the other market types. It also has experienced some of the most substantial population losses in the city during the past decade. Comprehensive housing market interventions should be targeted in this market category, including site assembly, tax increment financing, and concentrated demolitions to create potential for greater public safety and new green amenities. Support for stable residential blocks is also necessary.

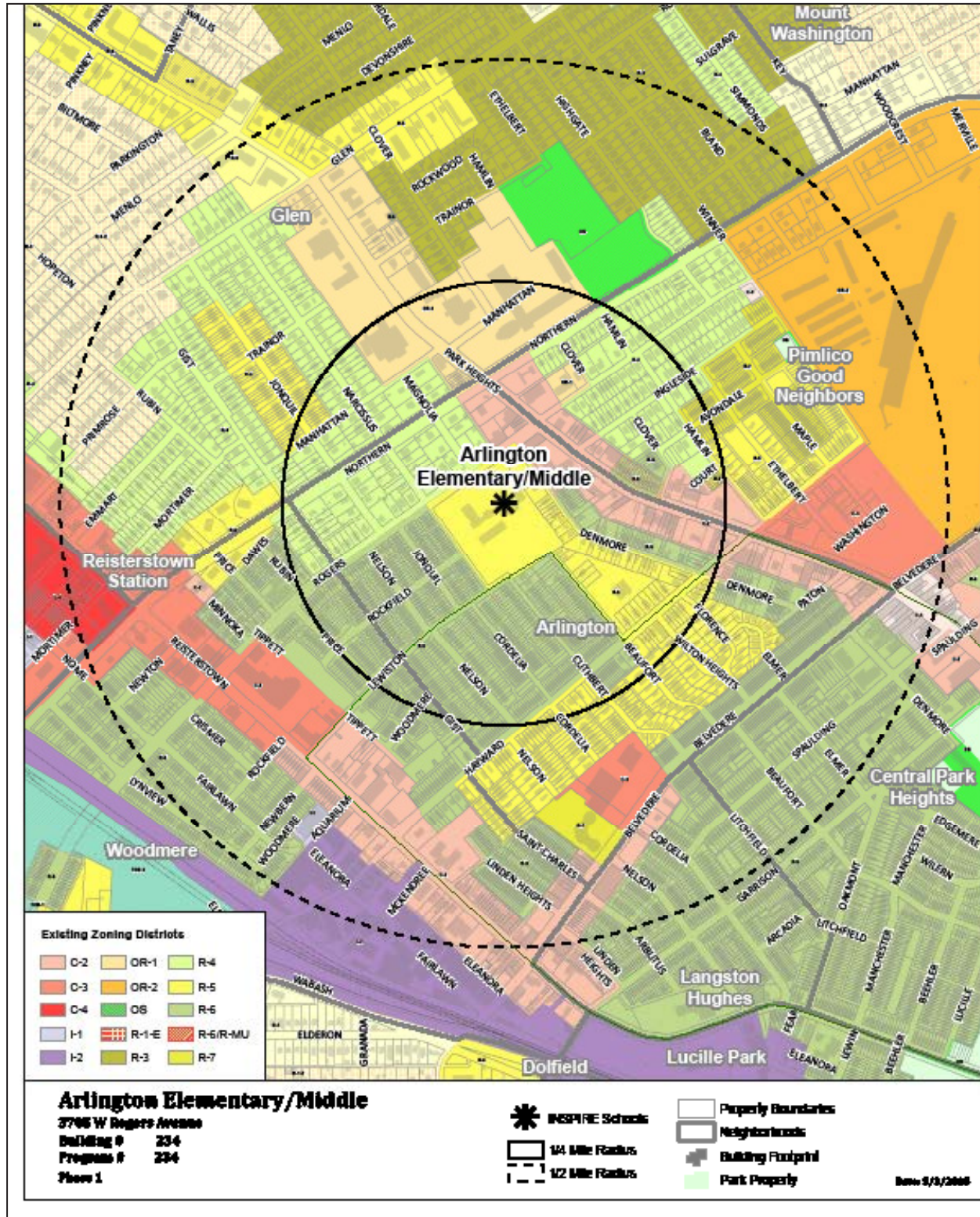
Vacancy Map

This map shows data collected from Vacant Building Notices (as of May 2018).



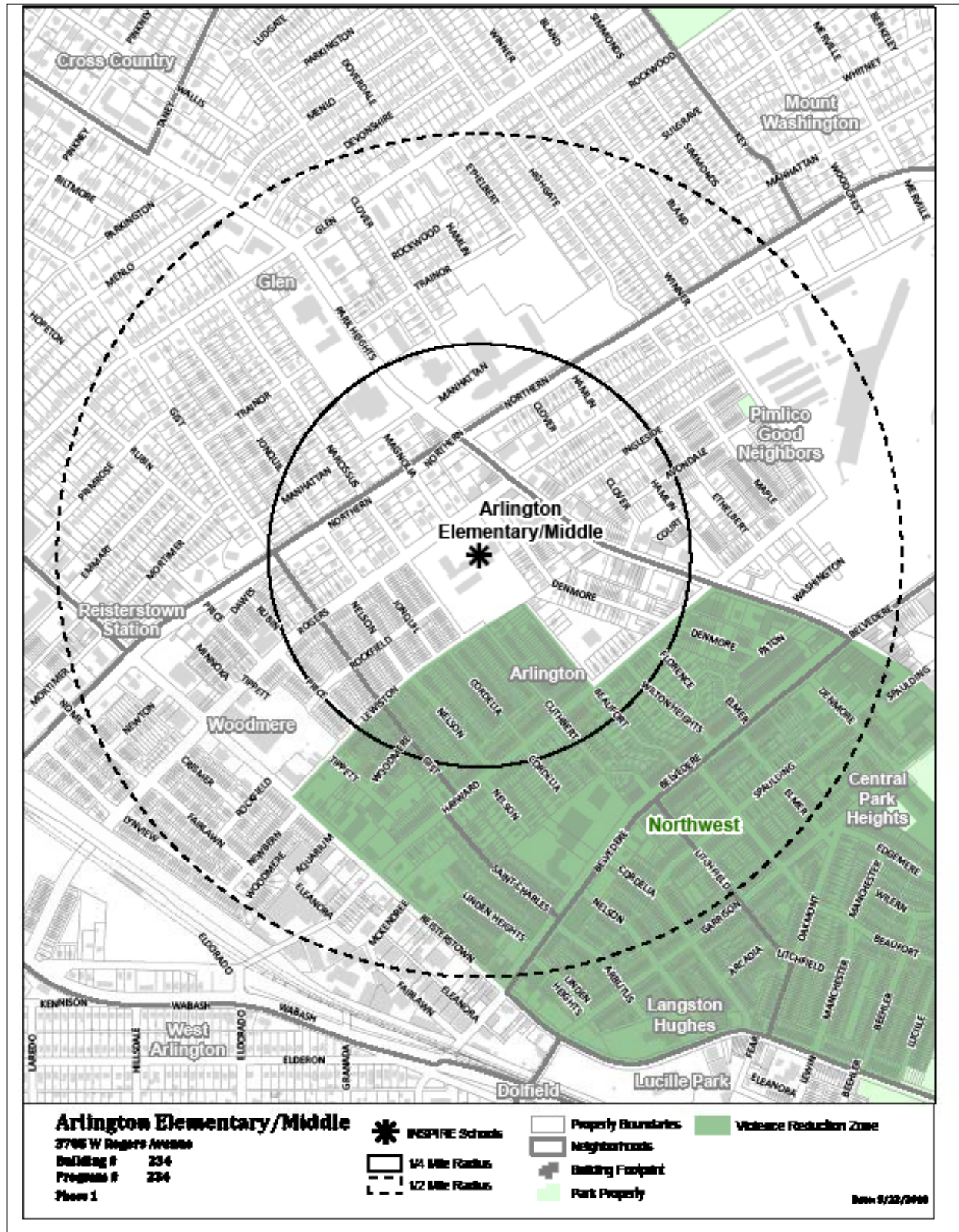
Zoning

This map reflects new zoning categories, as defined in Transform Baltimore.



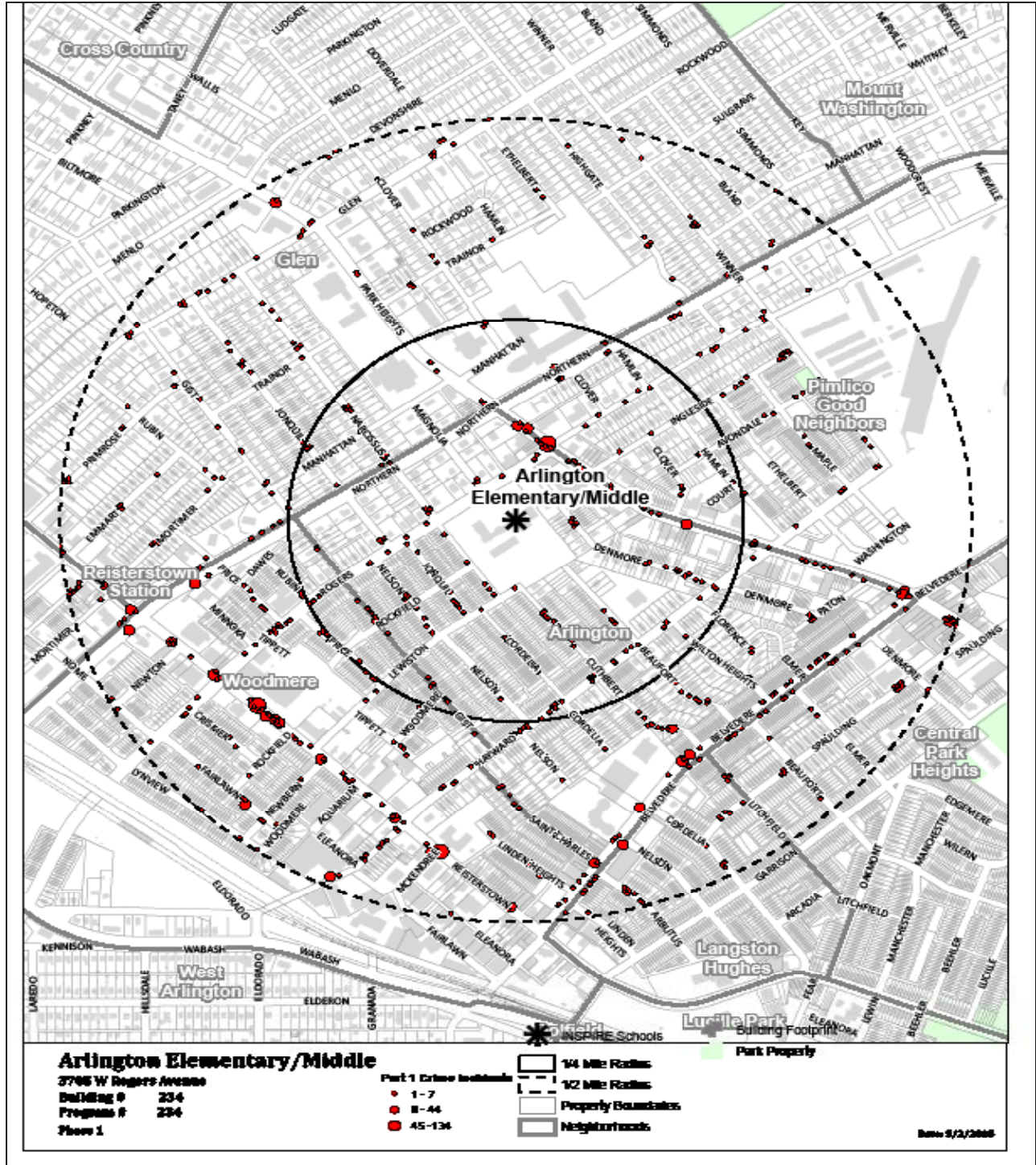
Northwest Violence Reduction Initiative

This map shows the Northwest Violence Reduction Initiative area and its relation to the Arlington INSPiRE Area.



Part 1 Crime

Part 1 crimes are incidents of homicide, rape, aggravated assault, arson, robbery, burglary, larceny, and auto theft.

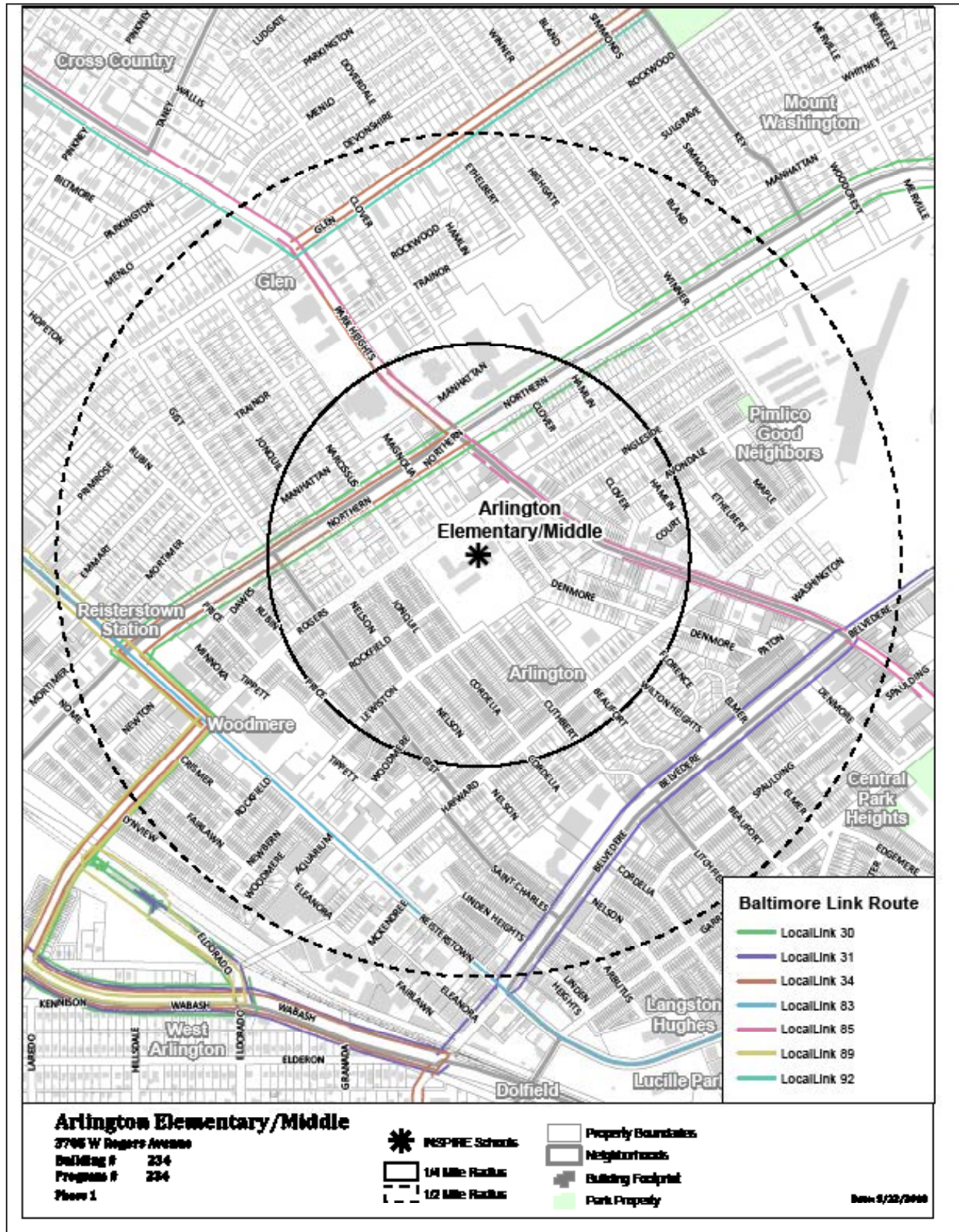


Vehicle Accident Map with Student Walking Routes



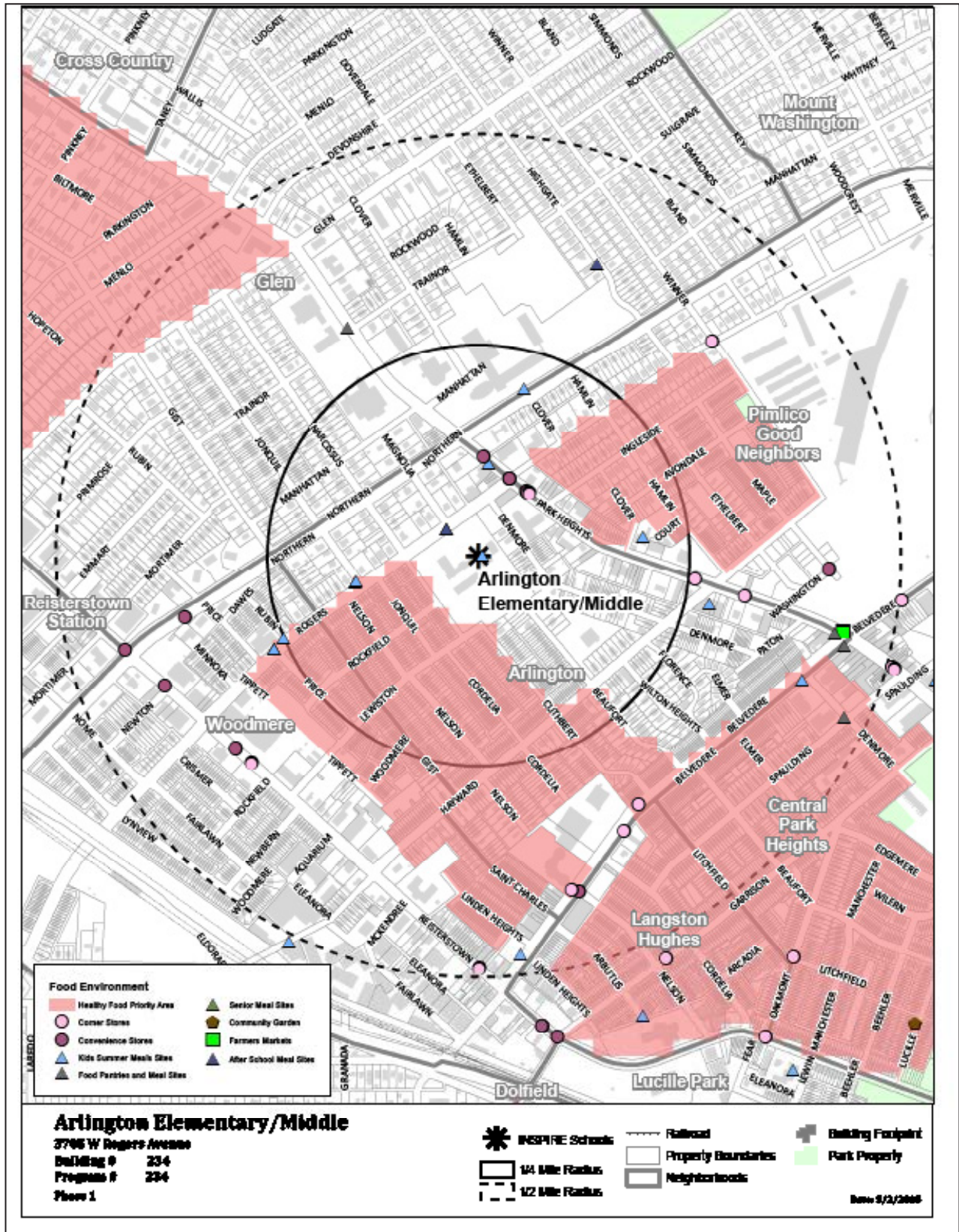
BaltimoreLink Routes

This map shows the MTA BaltimoreLink bus routes that went into effect in June 2017.



Food Environment

The Food Environment Map includes food retail, food assistance, and food production. It does not include establishments such as restaurants.



311 Sanitation Reports

This map shows to locations of 311 calls for dirty streets and alleys.



Appendix B: Programs & Initiatives

This Appendix contains information about, and links to, the programs and initiatives mentioned in this plan.

The Arlington Elementary Middle School 234 Green Team is working on tackling many of the environmental limits that the school needs. They are working to implement and maintain a variety of environmental upgrades to the school's green plan.

<https://arlingtongreenteam.weebly.com/>

The **Baltimarket Healthy Corner Store Program** works with store owners and with communities to make healthy food available in corner stores. The Healthy Corner Store Program is a part of Baltimarket, a suite of community-based food access and food justice programs through the Baltimore City Health Department (BCHD).

<http://www.baltimarket.org/healthy-corner-stores/>

The **Baltimore Bike Master Plan** was updated in 2015 and establishes the vision, reviews progress made since the 2006 Bike Master Plan, specifies goals and objectives, and provides recommendations to make Baltimore more bicycle-friendly in the next 15 years.

<https://transportation.baltimorecity.gov/bicycle-plan>

The **Baltimore Energy Challenge** teaches low to no cost ways to save energy to Baltimore City residents, businesses, and nonprofits through a grassroots effort in neighborhoods and schools. The website provides information about the Community Engagement Program, Energy Efficiency Program, the Baltimore Business Energy Challenge, and more.

<https://baltimoreenergychallenge.org/about>

Baltimore Food Policy Initiative (BFPI) is an intergovernmental collaboration between the Department of Planning, Office of Sustainability, Baltimore City Health Department, and Baltimore Development Corporation. It was founded in 2010 to “improve health outcomes by increasing access to healthy affordable food in Baltimore City’s food deserts”. With each agency lending its expertise, the City creates comprehensive strategies that tackle food access from many perspectives, and implements programs and policies with multi-sector support. Interested parties can contact BFPI through the Planning Department to learn more about food-related issues in Baltimore.

<http://www.baltimoresustainability.org/projects/baltimore-food-policy-initiative/>

The **Baltimore Housing** website provides information about many programs and incentives, including homebuyer incentives, weatherization and energy efficiency programs, and more.

<http://www.baltimorehousing.org/>

Black Church Food Security Network creates partnerships with historically African American churches, Black farmers, and urban growers to promote accessibility to fresh produce in economically-abandoned Black communities. The collaboration between the farmers and the church congregation gives the community members access to healthy fresh food by the “pop-up” farm stands, establishing new community gardens on church-owned land, and pairing volunteers to church gardens within the network.

<http://www.blackchurchfoodsecurity.net/>

The **Commission for Historical and Architectural Preservation (CHAP)** celebrates Baltimore’s history through efforts of preservation and revitalization of Baltimore’s historic architecture, monuments, and neighborhoods. Today CHAP oversees 33 local historic districts, over 200 landmarks, and manages a local historic preservation tax credit program.

<https://chap.baltimorecity.gov/>

The **Baltimore Green Network** is a collective vision for Baltimore to revitalize communities by creating an interconnected system of greenspaces throughout the city. The planning process brought together City agencies, residents, neighborhood partners and Baltimore businesses to transform vacant properties into community assets such as recreation areas, trails, and urban gardens.

<http://www.baltimoresustainability.org/projects/green-network/>

The **Family League Summer Food Service Program** serves breakfast, lunch and supper to eligible sites around the City. In the summer, Family League goes to community sites around the city and uses mobile food vans to serve food to children so that they get the food and nutrition they need to grow, learn and thrive.

<http://familyleague.org/focus/food-access/summer-meals-program/>

KaBOOM! is a national non-profit dedicated to giving all kids the childhood they deserve, filled with balanced and active play, so they can thrive. KaBOOM! works to bring balanced and active play into the daily lives of all children, particularly those growing up in poverty in America.

<https://kaboom.org/>

The **Maryland Green Schools Award** is a program of the Maryland Association of Environmental and Outdoor Education that allows schools and their communities to evaluate their efforts in environmental sustainability. Participating schools empower youth to make changes to reduce environmental impact, encourage sustainability and foster environmental literacy.

<http://maeoe.org/green-schools/>

The **Mayor's Office of Employment Development (MOED)** coordinates and directs workforce development initiatives responsive to the needs of Baltimore City employers and job seekers in order to enhance and promote the local economy.

<http://moed.baltimorecity.gov/>

The **National Complete Streets Coalition (Complete Streets)** works to implement policies and practices that encourage the development of streets that are safe and accessible for all people regardless of age, ability, and mode of transportation (including walking, driving, and bicycling). The National Complete Streets Coalition is a part of Smart Growth America, a 501(c)(3) organization "committed to helping every town and city become a more economically prosperous, socially equitable, and environmentally sustainable place to live."

<https://smartgrowthamerica.org/program/national-complete-streets-coalition/>

The **National Resource Network** launched as part of the Obama Administration's Strong Cities, Strong Communities initiative, and develops and delivers innovative solutions to American cities to help them address their toughest economic challenges. NRN works with local leaders to identify practical solutions, share real-world expertise and best practices, and help cities develop the tools and strategies they need to grow their economies.

www.nationalresourcenetwork.org/en/home

The **Office of Sustainability – Green, Healthy, Smart Challenge Grant** is a grant program for student-led sustainability projects in Baltimore City Public Schools. Students must be a part of an organized green team that meets to complete their project. The aim is to have projects encourage and assist schools in reaching Maryland Green School Certification.

<http://www.baltimoresustainability.org/projects/green-schools-initiative/green-healthy-smart-challenge/>

Park Heights Master Plan

<https://planning.baltimorecity.gov/sites/default/files/091807%20Park%20Heights%20Master%20Plan%20Sept%2008.pdf>

Pimlico Community Development Authority – Local Impact Aid-- Through an annual spending plan, Local Impact Aid (slots funding) is available primarily for capital purposes benefitting economic and community development. The funding is designated for the Park Heights Master Plan area and surrounding neighborhoods (1 mile radius). The Pimlico Community Development Authority (PCDA) serves an advisory role in determining priorities regarding the spending plan for Local Impact Aid funding.

<https://planning.baltimorecity.gov/about-pimlico-community-development-authority>

Safe Routes to School programs operate throughout the country, including here in Baltimore City and throughout the state of Maryland. The purpose of this program is to substantially improve safety for students in grades K-8 who walk and bike to school. The three main goals of the program are: to enable and encourage children, including those with disabilities, to walk and bike to school; to make biking and walking to school a safer and more appealing transportation choice, thereby encouraging a healthy and active lifestyle from an early age; and to aid the planning and building of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution nearby primary and middle schools.

<http://www.roads.maryland.gov/Index.aspx?PageId=735>
<http://guide.saferoutesinfo.org/>

The **School-Centered Neighborhood Investment Initiative** is a strategic effort to leverage the 21st Century Buildings program through the alignment of resources, partners, and programs that can support transformational neighborhood revitalization. Sponsored by ABAG's Neighborhood and Community Development Funders Affinity Group, phase one of the initiative will concentrate on the Cherry Hill, Park Heights, Southwest Baltimore, and Reservoir Hill neighborhoods to attract private investment, increase the capacity of community based organizations and leverage physical development within communities and improve the lives of families in target areas. Phase two neighborhoods include Southeast Baltimore, Govans and Coldstream/Homestead/Montebello.

<http://www.abagrantmakers.org/?page=SCNI&hhSearchTerms=%22scni%22>

TreeBaltimore serves as the umbrella organization for all City agencies, private organizations, and individuals in their effort to increase the tree canopy of Baltimore. TreeBaltimore partners with individual homeowners, communities, schools, and businesses to increase the urban tree canopy through the establishment, management and preservation of trees. TreeBaltimore is a mayoral initiative led by the Baltimore City of Recreation and Parks in partnership with Blue Water Baltimore, the Parks & People Foundation, Baltimore Tree Trust and the Alliance for the Chesapeake Bay.

<http://treebaltimore.org/>

Vacants to Value is housings initiative to clean up and redevelop vacant properties, help raise property values, create community amenities, increase local tax revenue, and attract new residents and businesses.

<http://www.vacantstovalue.org/>

VSP-Vocational Services- is a vocational rehabilitation and workforce development department at Sinai Hospital – a LifeBridge Health System entity.

<http://www.lifebridgehealth.org/Main/VocationalServices.aspx>