John Eager Howard Elementary School

INSPIRE PLAN

January 2017
John Eager Howard Elementary School

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Adopted by the
Baltimore City Planning Commission
January 12, 2017

Published January 2017
Greetings,

It is with great pleasure that I share the John Eager Howard 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,

Thomas J. Stosur
Director of Planning
City of Baltimore
The John Eager 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 with support from Jennifer Leonard, INSPIRE Program Manager. The Department of Planning thanks everyone who attended workshops, shared their ideas, and provided support.

Special thanks go to:

Mayor Catherine E. Pugh
Former Mayor Stephanie Rawlings-Blake
Senator Barbara Robinson
Delegate Antonio Hayes
Councilman Leon Pinkett
Former Councilman Nick Mosby

The many residents and stakeholders from the Reservoir Hill, Penn North, Druid Heights, Madison Park, Bolton Hill and Parkview/Woodbrook neighborhoods who shared their vision and recommendations for their community.

The John Eager Howard scholars, their parents, and school leadership and faculty for their dedication to making their school and community thrive.

Thank you to these City agencies who were key partners in developing this plan.

Baltimore City Mayor’s Office
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 Office of Promotion and the Arts
Baltimore City Department of General Services
Baltimore Development Corporation
Baltimore City Public Schools System

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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
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.

Financial 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.
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. 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 23 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 (currently five million dollars for Fiscal Year 2016 and Fiscal Year 2017) 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.

Pages 42-46 contains implementation tables for all of the recommendations, and shows commitments that have already been made.
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.

- **LISTEN: Gathering Information**
  Community stakeholders, Department of Planning staff, and other City agency staff examine existing conditions around the school and identify strengths, weaknesses, and opportunities. The Department of Planning reviews neighborhood history and plans, collects demographic data, conducts walking tours with an INSPIRE Steering Committee, convenes workshops, and conducts surveys to gather information from stakeholders.

- **CREATE: Drafting and Reviewing Recommendations**
  Based on stakeholder input, Department of Planning staff drafts recommendations. Relevant City agency representatives will help identify where agencies can coordinate. Draft recommendations are shared with stakeholders, and are revised and prioritized.

- **DELIVER: Writing, Reviewing, and Executing the Plan**
  Department of Planning staff write the INSPIRE plan and share it with the community. After the plan is reviewed by the community, it is submitted to the Planning Commission for adoption.

This chart depicts the general process flow, although each planning process is unique.
John Eager Howard Elementary School (JEH) is located in the Reservoir Hill neighborhood of Central West Baltimore at 2011 Linden Avenue. The primary INSPIRE Plan area (the quarter mile radius) consists of a large portion of the Reservoir Hill neighborhood as well as small parts of the Bolton Hill, Madison Park, and Druid Heights communities. The half-mile radius around the school encompasses the entire Reservoir Hill neighborhood and larger portions of the neighborhoods listed above, in addition to parts of Penn North and Upton. The Department of Planning chose to focus primarily north of North Avenue – in Reservoir Hill and Penn North – because that is where most students attending John Eager Howard come from and that's where the strongest opportunity to leverage the school investment resides. Westside Elementary School, in the Penn North neighborhood, has closed and students previously zoned for that school now attend John Eager Howard. While their new building is under construction, John Eager Howard students are temporarily attending school in the Westside building. Children in Reservoir Hill, Penn North and other surrounding neighborhoods will be attending the modernized John Eager Howard Elementary School.
Once re-opened, John Eager Howard will have capacity for up to 553 pre-k through 5th grade students, plus additional children in the Judy Center (birth to pre-k) and Head Start programs.

The modernized John Eager Howard Building is scheduled to open in January 2018. The project consists of renovation, demolition, and rebuilding. The building was designed by Cho Benn Holback + Associates, Inc. and is being constructed by J. Vinton Schafer & Sons. School #61 has existed at this location since the 19th century, and the structures being modernized date from 1961, 1966, and 1983. Two sections of the existing building will be renovated and reused (although for new purposes): the 1-story Recreation Center at the corner of Lennox Street and Brookfield Avenue, and the 2-story building on Brookfield that contains the cafeteria, gymnasium, and auditorium. The rest of the building will be demolished and replaced by an addition that expands the building site along Linden Avenue. The school building and site improvements represent a $34 million investment in the community.

In addition to including flexible and adaptable space, learning areas designed for interaction and collaboration, and technology-equipped classrooms, these are some of the highlights:

- The renovated school building will be slightly larger than the existing building, totaling just over 92,000 sf. The outdoor spaces for school use will include a playfield, outdoor classroom, and rain garden.
- The new site design will create a “Town Square” at the corner of Linden and Lennox that serves as bus drop-off and accessible parking during the school day and as community open space at other times. This Town Square space creates a strong relationship to future redevelopment of the parcels across Linden Avenue and Lennox Street.
- To provide space for recreation services – a need that was previously met by the recreation center connected to the school – Baltimore City Department of Recreation and Parks (BCRP) has entered into a Memorandum of Understanding with Baltimore City Public Schools (City Schools), allowing the agency to operate programming in designated spaces within the school building. City Schools and BCRP are in the process of developing an individual Licensing Agreement to determine specifically how the community/partnership and cooperative use spaces will be used and scheduled.
- BCRP and Child First Authority (the leading Community School Agency), will have access to shared spaces like the gymnasium, auditorium, and cafeteria during non-academic hours and on weekends. BCRP will have the ability to schedule those spaces for community and public use through the governing MOU and Licensing Agreement. BCRP will also have its own office, kitchenette, and storage space within the school.
Rendering and Site Plan
The map below identifies the perimeters around John Eager Howard and the primary routes leading to the school as well as the primary connections for the students walking from the surrounding Westside community and that portion of the Penn North neighborhood. The main walking routes used by students to travel to and from school were identified as Linden Avenue, Brookfield Avenue, Lennox Street, Whitelock Street, Woodbrook Avenue, and Francis Street.
John Eager Howard is part of the Reservoir Hill neighborhood – a neighborhood that is tied to the establishment of Druid Hill Park in 1860 and the completion of the Mount Royal Reservoir in 1862. At that time, this area consisted of countryside with a few farms and estates that sat just outside the city limit at North Avenue. Although most development came later, the stone mansion on the hill on Park Avenue at Reservoir Street was built as “Mount Royal,” around 1792 by Dr. Solomon Birkhead as his summer residence. This “Mount Royal Mansion” is the oldest house in the neighborhood and today is mostly vacant although it houses the Reservoir Hill Improvement Council.

Housing development on the west side of the neighborhood gained speed once the city’s streetcar lines extended to Druid Hill Park. Housing was first developed along Madison Street in the 1870s and then outward from there as Madison, Eutaw Place, and Park Avenue became gateways to the new park. Housing continued to develop around other attractions in the area, including the reservoir and the Jones Falls valley in the southeast corner of the neighborhood. By the 1880s the first houses appeared along Mount Royal Terrace taking advantage of the views. The views have changed over time – the reservoir was removed in the 1920s and the Jones Falls Expressway (JFX) was built beginning in the 1950s – although the terraced rows of houses remain. Today, a small park near the site of the reservoir contains a statue of Lady Baltimore relocated there from the old Saint Paul Street bridge over the Jones Falls.

The interior parts of the neighborhood began to develop more quickly, once the City expanded its boundaries beyond North Avenue in 1888. The housing style, which began as simple rows along Madison Street, with little ornamentation except for around windows or doors, evolved as popular tastes changed. The simple form gave way to more elaborate styles as the pace of development increased into the early 20th century. The Queen Anne style, with its asymmetrical detailing, along with the addition of porches, balconies, bay windows, and corner towers created a lively and varied street scene in Reservoir Hill. Developers also began to build duplexes with small front yards and porches. In the early 20th century, red brick gave way to tan Roman brick, and houses featured bays, porches, balconies at the second floor and tile roofs. “Daylight” houses featured enclosed front porches, small front yards and wider footprints and became popular in the 1920s as a way to make urban living as appealing as suburban homes.
Apartment buildings appeared in the early 20th century, mostly along the northern side of the neighborhood to take advantage of views of Druid Hill Park. These include buildings like the Emersonian, Temple Gardens, and the Esplanade. These three buildings form their own tiny National Register Historic District established in 1983. Reservoir Hill was listed on the National Register of Historic Places in 2004. The eastern edge of Reservoir Hill is the local historic district of Mount Royal Terrace, first designated in 1976 with expansions in 1984 and 1991. The western edge is the local historic district of Eutaw Place/Madison Park, designated in 1981.

Reservoir Hill also includes several significant religious buildings. Saint Abraham Baptist Church with its distinctive tower at the corner of Madison Avenue and North Street is a neighborhood landmark. Reflecting its history as one of the city’s largest predominantly Jewish neighborhoods in the early 20th century, Reservoir Hill contains the Byzantine style Beth Am synagogue on Eutaw Place and the unfinished Mishkan Israel Congregation on Madison, now a church. Reservoir Hill’s easy access to a transportation asset – the JFX – came at a significant cost. The creation of the highway placed a major entrance and exit ramps, taking over valuable land in the southeast corner of the neighborhood, which combined with the existing railroad tracks and cut-off the neighborhood from pedestrians traveling from the Charles Street and North Avenue corridors. The highway opened in 1968 and during the time construction was progressing on the JFX, blockbusting hit the area, causing rapid turnover in Reservoir Hill and driving down property values.

Whitelock Street, the former retail/commercial spine of Reservoir Hill, has lost many of its commercial buildings over the decades, some of them during the 1968 riots. The street was an open-air drug market in the 1980s and 1990s and additional buildings were taken down to make the area less attractive to drug dealers. Today, Reservoir Hill has turned many of these vacant sites into a positive by greening them, most prominently Whitelock Farm.

Post World War II, as many residents left the city for the suburbs, Reservoir Hill saw many physical changes, often driven by urban renewal plans designed to deal with neighborhood decline. John Eager Howard Elementary School was a product of this period, when in 1961, on a large tract, this new school replaced a late 19th century school building. West North Avenue, specifically the 800 block, was gravely impacted by the 1968 riots, and by 1970 all the businesses in the block were gone. In the 1970s, buildings were demolished for the construction of subsidized housing, a school, and commercial uses. Today, the Madison Park North site awaits another redevelopment.
Key City and Neighborhood Data

The charts below depict data from the Census Tracts highlighted in this map (Census Tracts 802, 803.01, 803.02, 804, 701, and 702). Source: U.S. Census Bureau 2010-2014 American Community Survey.

Figures may not sum to 100 percent due to rounding.

Population Change

<table>
<thead>
<tr>
<th></th>
<th>1990</th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>736,014</td>
<td>651,154</td>
<td>620,961</td>
</tr>
<tr>
<td>Area</td>
<td>10,855</td>
<td>8,861</td>
<td>7,657</td>
</tr>
</tbody>
</table>

The city has sustained long-term losses that are flattening out. The plan area population is continuing to decline.

Race

- Area: Baltimore
- African American: 85%
- White: 9%
- Asian: 1%
- Other: 1%
- 2 or More: 3%

Residence Established

- Area: City
- Before 2000: 24%
- 2000-2010: 42%
- After 2010: 34%

There area has been gaining households since 2000.

Age

- Area: City
- 18-64: 63%
- Under 18: 27%
- 65+: 9%

Household Structure

- Area: City
- Families with Children: 20%
- Families without Children: 24%
- Unrelated Households: 57%

Housing Occupancy

- Area: City
- Owner: 26%
- Renter: 74%

The homeownership rate in the plan area is just under half of the citywide rate.

Average Vacancy Rate

- Area: Baltimore
- Sales: $202,033
- Rent: $904

Median Housing Sales and Rent

- Area: Baltimore
- Sales: $150,000
- Rent: $980
### Educational Attainment

<table>
<thead>
<tr>
<th>Area</th>
<th>City</th>
<th>No HS Diploma or GED</th>
<th>HS Degree/GED Attained</th>
<th>Some College</th>
<th>College Degree</th>
<th>Graduate Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>Baltimore</td>
<td>19%</td>
<td>28%</td>
<td>25%</td>
<td>19%</td>
<td>9%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>Area</td>
<td>16%</td>
<td>32%</td>
<td>22%</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>

### Unemployment Rate

<table>
<thead>
<tr>
<th>Area</th>
<th>Baltimore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>18%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>12%</td>
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</tbody>
</table>

### Poverty Rate

<table>
<thead>
<tr>
<th>Area</th>
<th>Baltimore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>36%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>24%</td>
</tr>
</tbody>
</table>

### Journey to Work

<table>
<thead>
<tr>
<th>Area</th>
<th>City</th>
<th>Public Transportation</th>
<th>Carpoled</th>
<th>Drove Alone</th>
<th>Walk/Bike</th>
<th>Other/Work at Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>Baltimore</td>
<td>22%</td>
<td>18%</td>
<td>49%</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>Area</td>
<td>19%</td>
<td>9%</td>
<td>61%</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Vehicle Availability

<table>
<thead>
<tr>
<th>Area</th>
<th>City</th>
<th>No Vehicles</th>
<th>1 Vehicle</th>
<th>2+ Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>Baltimore</td>
<td>22%</td>
<td>47%</td>
<td>31%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>Area</td>
<td>15%</td>
<td>38%</td>
<td>47%</td>
</tr>
</tbody>
</table>

### Percentage of Population Living in a Food Desert

<table>
<thead>
<tr>
<th>Area</th>
<th>Baltimore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>47%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>25%</td>
</tr>
</tbody>
</table>
Housing
Reservoir Hill has many large, historic homes, most of which are well maintained. The neighborhood has seen public and private re-investment over the last two decades, resulting in an increase in homeownership and a decrease in vacant buildings. The few remaining vacant buildings are either actively being renovated or are being addressed by the Reservoir Hill Improvement Council and the Baltimore Housing’s Code Enforcement Division. In contrast, Penn North continues to struggle with the impact of decades of disinvestment in its housing stock and infrastructure, despite excellent transit access and proximity to Druid Hill Park. The neighborhood has both pockets of high homeownership and relatively high rates of vacancy.

One of the few areas of concentrated vacancy in Reservoir Hill is along Callow Avenue. To begin to address this, a partnership between Druid Heights Community Development Corporation, Inc. (DHC-DC), Healthy Neighborhoods Inc., and the Reservoir Hill Improvement Council, created the Reservoir Hill Rehabilitation Project. The Project is restoring 21 single-family homes on the 2200-block – just one block northeast of the school – and is working closely with the Baltimore City Commission for Historical and Architectural Preservation to carry out best practices for historic preservation.

Strategic Development Opportunities
There are multiple unique development opportunities in the INSPIRE area, some of which are actively underway. Directly across Lennox Street from the school is Madison Park North – an eight-acre site of vacant apartment buildings. Many of the school site plan elements along Linden and Lennox were designed to create a strong relationship to new development on that site. Demolition on the Madison Park North site has begun making way for a mixed-use project including a technology and incubator facility, retail, supermarket, 300-500 apartments, and a health care facility.

The Westside Elementary School building, located at 2235 North Fulton Avenue, is currently being used as swing space for John Eager Howard Elementary School while the school is under construction. When it is no longer needed for swing space for the 21st Century Schools program, the building will go through the school surplus process, and presents an important redevelopment opportunity for the Penn North neighborhood.

The “Mount Royal Mansion,” located at 2001 Park Avenue, is one of the oldest structures in the neighborhood. The Reservoir Hill Improvement Council occupies the bottom level as their offices of this City-owned building, but it is otherwise mostly vacant and requires extensive capital improvements. The City, community, and other stakeholders would like the building to continue to serve the public in some way in the future. As part of the Mount Royal Terrace Local Historic District and the Reservoir Hill National...
Register District, future development may be eligible for local, state, and federal rehabilitation tax credits.

There are three parcels of City-owned land on Druid Park Lake Drive at the northern border of the Reservoir Hill Neighborhood, adjacent to the Druid Hill Reservoir. The City issued a Request for Proposals in early 2016 and has chosen a developer for one of the sites and will phase in future developments at the other sites.

Recreation and Open Space
Prior to renovation as part of the 21st Century School Buildings Program, the John Eager Howard building housed a community recreation center which served as an anchor in the Reservoir Hill neighborhood. Activities such as community meetings, events, and recreational activities for people of all ages will be available in the new school building. Community members, BCRP, and the City Schools are developing a shared-use agreement for after-school activities in the various shared spaces planned in the new building.

There are two parks in the quarter-mile around John Eager Howard, offering a variety of outdoor recreation opportunities. The John Eager Howard Park, directly adjacent to the school property, was recently renovated and includes a new playground and basketball courts. There is an open field on the school property which the community has a desire to upgrade into a youth sports field available for league play. The community and the Neighborhood Design Center are developing a Master Plan for German Park, located on Linden and Whitelock behind the St. Francis Neighborhood Center and adjacent to Whitelock Farm. This will develop a plan for the entire park, adding to a playground recently built by KaBOOM! and the Baltimore Ravens. INSPIRE bond funding will support capital improvements identified in the German Park Master Plan.

John Eager Howard Elementary School is also near the Whitelock Community Farm and the new community-managed, flexibly-used open space across the street. Druid Hill Park is adjacent to the Reservoir Hill and Penn North neighborhoods and offers walking trails, the Howard Peters Rawlings Conservatory, playgrounds, ball fields, and Safety City, a Department of Transportation-run program teaching children how to safely cross the street and bicycle. These neighborhoods, however, lack safe, comfortable pedestrian connections directly to Druid Hill Park.
Druid Hill Park is also undergoing changes. In order to comply with Safe Drinking Water Act regulations, the Department of Public Works is updating the water infrastructure at the Druid Hill reservoir. The “Druid Lake Finished Water Tanks” project will have impacts on the park and reservoir, although its design is meant to limit impacts on the park. There will be two covered water storage facilities within Druid Lake. The project aims to maintain the lake to the maximum extent possible but the western edge will ultimately be covered with a landscaped amphitheater and 14-acres of useable park space. The project is being coordinated with the Master Plan for Druid Hill Park.

**Transportation**

Reservoir Hill and Penn North are close to multiple transit options, including bus routes, light rail, and metro service. The neighborhoods are also close to I-83. Whitelock Street is an important street linking the Westside school community in Penn North and the John Eager Howard school community in Reservoir Hill. This would be an excellent candidate for utilizing Complete Streets principles for roadway improvements to accommodate all users. It is already a multi-modal corridor serving as a primary walking route for the students, a bus route, and it is a link within the community to the Penn/North Metro station at Pennsylvania and North avenues. In the Baltimore Bicycle Master Plan Whitelock Street is proposed as a Neighborhood Route to receive bicycle upgrades potentially as a bike boulevard or a bike cut-through.

Both neighborhoods experience a large amount of cut-through traffic and speeding issues on small neighborhood streets. The demographic analysis of the plan area shows that there is low car ownership in this portion of the city. Additionally, many students within the John Eager Howard school zone do not qualify for school bus service. These factors, along with safety concerns, point to the need to develop solutions to make travel to and from school safer for children, especially in the winter months when it gets dark early.
Numerous plans and planning processes have taken place in the neighborhoods around John Eager Howard Elementary School, and more are being developed today. This INSPIRE plan has been informed by these efforts, and where possible, it will help implement recommendations envisioned by them.

Links to these plans can be found in Appendix C.

**Penn North Master Plan (2006)**

With a commitment to put neighborhoods first, the Department of Planning prepares Area Master Plans (AMP) that focus on physical redevelopment. The Penn North Area Master Plan was adopted in 2006. The purpose of this plan is to identify the opportunities that exist in Penn North and to provide a framework to guide future development. The plan analyzes the conditions that present challenges to the neighborhood and identifies opportunities for change that build on the neighborhood’s competitive advantages. The Department of Planning is continuing to work with community stakeholders to update, track and implement various aspects of the plan.

**The German Park Master Plan (2017)**

This master planning process is currently underway by the Neighborhood Design Center (NDC) with the community. Elements from the plan will be implemented as capital improvements through the INSPIRE community project.

**West North Avenue Streetscape Conceptual Master Plan (2013)**

In late 2013 the 7th District Office of Councilman Nick Mosby, Reservoir Hill Improvement Council, Coppin Heights Community Development Corporation, and Druid Heights Community Development Corporation invited NDC to facilitate a conceptual design process for the West North Avenue streetscape. The West North Avenue Streetscape Conceptual Master Plan addresses three miles of the corridor from Howard Street in the center of Baltimore to Hilton Parkway on the far west side. The sponsoring organizations along with NDC divided the project into three sections: Near West, Middle West and Far West. Elements from the plan were used for the application for the North Avenue TIGER grant.

**North Avenue TIGER Grant (2016)**

In 2016 the U.S. DOT Transportation Investments Generating Economic Recovery (TIGER) program awarded the Maryland Transit Administration and Baltimore City funding to support a $27.3 million program of improvements to the North Avenue corridor. The North Avenue Rising project is a unique suite of proposed transportation investments intended to improve corridor and regional mobility and leverage these transportation improvements with other City, State, and private development initiatives to revitalize the surrounding area. North Avenue Rising includes dedicated bus lanes, new bike facilities, enhancing MTA Metro and Light Rail stations, targeted improvements at major bus stops, improved sidewalks, streetscaping, and needed roadway re-pavement along the corridor.

**Pennsylvania and North Avenue Leveraging Investments in Neighborhood Corridors (LINCS) (2016)**

(LINCS) is an interagency partnership to revitalize the major corridors that connect neighborhoods and communities throughout Baltimore, to enhance the aesthetics and economic vitality of these key gateways, while seeking to improve quality of life and increase community capacity. Pennsylvania Avenue (N. Fulton Avenue to MLK Blvd.) and North Avenue (McCulloh St. to N .Monroe St.) are key commercial corridors and primary routes in the City. The LINCS team worked with community stakeholders to perform assessments of the corridor and used the results to rec-
ommend strategic implementable actions in the areas of Economic Development, Land Use and Zoning, Transportation, and Public Safety.

**Master Plan Proposal: Connecting Reservoir Hill to Druid Hill Park (2015)**

The Reservoir Hill community has identified Druid Park Lake Drive as a primary corridor that has the potential to better serve the neighborhood and connect residents to Druid Hill Park. In an effort to leverage the neighborhood’s needs and interests, the Neighborhood Design Center created a document that outlines a comprehensive streetscape plan that will guide future roadway improvements and implement a common vision for the corridor.

**Innovation Village**

Baltimore’s first Innovation District aims to strengthen central west Baltimore economically through entrepreneurship, innovation and inclusive growth for all. Innovation districts by definition are geographic areas where leading-edge anchor institutions and companies cluster and connect start-ups, businesses, incubators and accelerators. They are also physically compact, transit accessible, and offer mixed-use space. Innovation Village is working in the area of Central West Baltimore to bring new start-ups, jobs, and housing.

**Design Studio Projects for German Park and the Mount Royal Mansion (2016)**

During the INSPIRE planning process two projects were fortunate to be Design Studio projects in Morgan State University’s Undergraduate Architecture and Environmental Design Program. They developed a visioning process for German Park and the Mount Royal Mansion at 2001 Park Avenue.
INSPIRE Recommendations

Plan Development and Overview

Standard Improvements – Primary Walking Routes

Goals, Strategies, and Recommendations – John Eager Howard Elementary School Planning Area
Plan Development and Overview

Between August 2014 and July 2016, Department of Planning staff worked with members of the school and neighborhood communities to better understand their neighborhood experiences, concerns, and needs. Through community workshops, surveys, and walking tours, stakeholders have helped inform the recommendations presented here. Feedback from over 250 residents and stakeholders informed the plan.

- The Department of Planning conducted five “walkability” tours from August 2014 through June 2016. The first two, focused on the area between Westside and John Eager Howard, included community members, school staff, institutional partners, and core stakeholders. Three additional walking tours were conducted around both schools with core stakeholders and staff from city agencies.

- INSPIRE workshops were held in September 2014 (to identify existing conditions and map assets) and February 2015 (to collect information to inform recommendations in areas of Housing, Sanitation, Transportation, Public Safety, Recreation, and Open Space).

- The Department of Planning administered a survey to parents, family members, and teachers during student pick-up and drop-off in front of John Eager Howard Elementary School. The survey was also distributed at a Reservoir Hill Improvement Council meeting, and it was available online. DOP received 99 responses.

- Between January and November 2016 the Recommendation Report, Implementation Table, and Community Project Ideas were shared with various representatives from the school, neighborhood, elected officials, and stakeholder organizations. DOP gathered feedback and prioritized recommendations at several Reservoir Hill Improvement Council Meetings and Penn North Community meetings. Both community groups served as excellent partners for the INSPIRE process and graciously opened their community meetings to the surrounding neighborhoods.

- Students from Morgan State University’s Undergraduate Architecture and Environmental Design Program worked on two important community sites-German Park and the Mt. Royal Mansion- within the INSPIRE area in their Design Studio.

- Through the Association of Baltimore-Area Grantmakers’ School-Centered Neighborhood Investment Initiative, the philanthropic community is developing a strategy to attract private investment, increase capacity of community-based organizations, and leverage physical development to support transformational neighborhood revitalization. This helped inform recommendations in this plan.

Staff from City agencies, including the Department of Planning, Housing and Community Development, Baltimore Development Corporation, Department of Transportation, Department of Recreation and Parks, and the Department of Public Works also participated in meetings and/or the walking tour, and worked with the Planning Department staff to address stakeholder priorities.
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.

The Department of Planning used BCPS student/school zone data, and worked with community members, school staff, and crossing guards, and the Department of Transportation, to identify the predominant routes that students use to get to and from the school. Within the ¼-mile INSPIRE planning area, blocks on these routes have been designated as the primary walking routes. These blocks are being prioritized for consistent streetscape improvements that will occur prior to the 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 wayfinding 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 need for repairs of ADA ramps at intersections
- Marking Safe Routes to School footprints
- Assessing crossing guard deployment
- Pruning and planting street trees
- Assessing street lighting
- Boarding open vacant buildings
- Picking up trash and maintaining vacant lots

The Implementation Table on page 49 provides additional details.
The recommendations presented in the remainder of this report are in addition to those that address the issues along the primary walking routes, listed on page 28. Recommendations presented in this section have been informed by community workshops, surveys, and walking tours. Many recommendations described could easily fit under more than one goal.

Recommendations for the John Eager Howard Elementary School Planning Area fall under these goals and strategies:

- Invest in Housing and Market-Strengthening Development Opportunities
  - Support and Increase Homeownership
  - Remove Blight
  - Create and Maintain High-Quality Rental Housing
  - Promote Large-scale and Strategic Development Opportunities

- Create Environmentally-Sustainable Neighborhoods
  - Turn Blighted Vacant Lots into Positive Uses and Contribute to the Green Network
  - Enhance Greening through Resident Engagement

- Improve Sanitation
  - Keep the Neighborhoods Clean

- Improving Resident Safety
  - Implement Crime Prevention Through Environmental Design (CPTED) Practices
  - Work with the School, Central and Western Police Districts

- Create Opportunities for Health and Wellness
  - Increase Use of Parks and Playgrounds
  - Enhance Healthy Food Environment

- Creating Connections and Access
  - Improve Walking and Biking Access and Safety in Neighborhoods
INVEST IN HOUSING AND MARKET-STRENGTHENING DEVELOPMENT OPPORTUNITIES

Build on the strong homeownership base in Reservoir Hill, and build confidence in the neighborhood.
Support and Increase Homeownership

1. Promote homeowner assistance programs to help current and new owners maintain and improve their homes.

Reservoir Hill has been designated as a Healthy Neighborhood. The nonprofit, Healthy Neighborhoods Inc. (HNI), works with a neighborhood partner organization to help strong but undervalued Baltimore neighborhoods increase home values, market their communities, create high standards for property improvements, and forge strong connections among neighbors. Reservoir Hill Improvement Council (RHIC) should continue to use this program to attract new homeowners and add value to current homeowners’ properties. Other programs run by the City and RHIC should continue to be marketed within the plan area and beyond to attract new homeowners and connect current residents to existing resources.

- Connect current and new homeowners with Healthy Neighborhood loan programs
- Keep information related to neighborhood and marketing up to date on Live Baltimore and Reservoir Hill Improvement Council website; ID other marketing opportunities
- Connect homeowners with the programs available through Baltimore Housing’s Green, Healthy and Sustainable Homes initiative
- Promote the Baltimore Energy Challenge to educate homeowners about getting Home Energy Audits and help with weatherization
- Promote the Maryland Historic Trust-administered Heritage Preservation Tax Credit Program, which provides state income tax credits for historic rehabilitation. All properties in Reservoir Hill are eligible.

2. Use the momentum of the existing Vacants to Value Community Development Clusters to spur further investment in the INSPIRE area.

Vacants to Value Community Development Clusters (CDCs) are areas where Baltimore Housing and Community Development (HCD) is working strategically with private developers to encourage rehabilitation of vacant houses. There are two CDCs near John Eager Howard and the former Westside building; one CDC encompasses all of Reservoir Hill and the other is located north of Westside. As development in these clusters strengthens the market, HCD should expand the clusters to encourage revitalization in adjacent areas. At this time, the CDC in Reservoir Hill should be expanded to include the Northeast side of McCulloh. Read more about Vacants to Value in Appendix C.

- Identify vacant properties suitable for receivership and file suit

Remove Blight

3. Use strategic whole-block demolition to remove the most blighted vacant buildings.

A major detraction from the attractiveness of this area for current residents, potential residents, and visitors is the large number of dilapidated and vacant buildings in certain portions of the plan area, mainly in the Penn North Community. Blighted properties which are not suitable for renovation should be prioritized for strategic demolition, and appropriate greening treatment options should be identified and implemented. See Appendix A for a map. Information about future demolition clusters will be will be available on the Baltimore Housing website when they are finalized.

**Already funded demolition:**
- 1404-1406 Whitelock Street

**Recommended for Demolition**
- 2300-40 Druid Hill Avenue
- 1550-70 Richland Street
- 2614-26 Woodbrook Avenue
- 1543-1547 Clifton Avenue
- 1535-1541 Clifton Avenue
- 2449-2453 Francis Street
- 2437-2445 Francis Street
- 1500-18 Traction Street
- 2508-2514 Salem Street
Create and Maintain High-Quality Rental Housing

4. Work with agencies and organizations to develop policies and programs to incentivize good landlords to maintain rental units in the neighborhood.

With over 74 percent of households living in rental housing, it is important to incentivize development and management of high-quality rental properties. Programs to offer financial or other benefits to encourage responsible landlord behavior should be created.

Promote Large-scale and Strategic Development Opportunities

5. Explore reuse of Westside Elementary School building site.

Once Westside Elementary School building closes, the site will undergo a process to “surplus” the building so that it can be reused in a productive way. There have been preliminary discussions with City staff and community members about how the site could be re-used. Further community visioning is needed. The Department of Planning worked with the National Resource Network (NRN) to help develop a framework for analyzing reuse opportunities for closing schools. Read more about NRN in Appendix C.


The reuse of the vacant apartment complex site located across the street from John Eager Howard will have a significant impact on the area surrounding the school. The site can have a positive impact while it is being prepared for development, through thoughtful interim use. Minimally this should include cleaning, greening, and fencing, but could also include active uses or artistic opportunities to engage the children and other neighborhood residents.

7. Amend or repeal the Madison Park North Urban Renewal Plan to allow for a flexible and modern mix of land use and building design in the area.

The existing 1963 urban renewal plan, last amended in 1975, is a rigidly-prescriptive plan regarding the type of housing units and commercial buildings allowed in the area. The plan should be repealed, or amended to offer guiding principles for a modern, vibrant neighborhood rather than rigid requirements. Specific recommendations and general principles for the vacant Madison Park North Apartment site within the Madison Park North Urban Renewal Plan include:

- Restoring the street grid through the site into Bolton Hill, including Bolton and Brookfield streets
- Allowing a mixture of land uses including medium-intensity commercial, institutional, and residential
- Placing taller buildings, greater bulk, and higher-intensity land uses along West North Avenue
- Placing shorter, less bulky, lower-intensity uses along Lennox Street
- Wrapping and hiding parking behind buildings as much as possible
- Building to the front lot line of West North Avenue with no setback
8. Explore redevelopment opportunities at the Mount Royal Mansion (2001 Park Avenue) for community uses.

The Mount Royal estate mansion, known as the “house on the hill,” is located in the Mount Royal Terrace Local Historic District and within the Reservoir Hill National Register District. Because of its prominence and its importance as the oldest structure in the neighborhood, residents believe the property should continue to be used to serve the public in some way. This could be a combination of several entities forming partnerships which provide some benefit to the immediate neighborhood as well as the city at large.

A study of the Mansion by Morgan State University students and its recommendations could be a useful discussion starter for the building’s future. The students provided various proposals for the redevelopment of the building and site as a community arts center that included programming by local community organizations, meeting spaces, classrooms, a theater, gallery space and some space for artists’ residences.

In addition, any future development of the building should explore applying local, state and federal rehabilitation tax credits to offset costs, and make development viable. The City should work to share information about building conditions and the tax credits available as a historic property. Finally, Reservoir Hill has a hidden and underutilized green space to the north of the mansion, which is part of the property. With its mature trees and considerable open space, this should be examined for creating another neighborhood amenity.
CREATING ENVIRONMENTALLY-SUSTAINABLE NEIGHBORHOODS

Improve the natural environment.
Turn Blighted Vacant Lots into Positive Uses and Contribute to the Green Network

The Department of Planning launched community engagement efforts in 2016 to develop a Green Network Plan (GNP) that revitalizes communities by creating an interconnected system of intentional greenspaces throughout the city.

9. Develop neighborhood greening projects to turn vacant lots into community assets through the Growing Green Initiative.

The Reservoir Hill Improvement Council created a conceptual Green Master Plan for the neighborhood which provides a general framework for community greening activities, ranging from vacant lot rehabilitation goals to energy conservation objectives. RHIC has worked with the community to transform vacant lots into open green space and other amenities in the Reservoir Hill community. Some vacant lots in the neighborhoods are too small to support development. Other lots are in locations where new development in the short-term will likely not be occupied. Through the Office of Sustainability’s Growing Green Initiative (GGI) Coordinator stakeholders can replace blighted lots with productive and beautiful green places. Read more about GGI in Appendix C. The following areas in Penn North have already been identified for GGI treatments:

- Assist with the visioning and creation of a green space at the city-owned interior lots in the 1500 block of Kensett Street and 1400-1412 Whitelock Street
- Fence 1409-1414 Retreat Street to keep clean and green and discourage dumping
- Improve maintenance at city-owned lots on 1502-1508 Retreat Street with tree and brush clearing

Enhance Greening through Resident Engagement

10. Plant and maintain new street trees along identified streets.

Lack of street trees detracts from walkability and the aesthetic appeal of certain blocks. Trees contribute to a more pedestrian-friendly experience by providing shade and color, and they have been shown to help increase property values. Once trees are planted it is important that they get off to a healthy start with regular watering in the first two years and trimming when necessary. Many blocks in Reservoir Hill, and a few blocks in Penn North, have canopies of mature trees that provide shade, greenery, healthy air, and visual interest. Many other blocks however, need tree pruning or new tree pits and trees. In areas outside of the primary routes community groups should continue to work with the City and nonprofit organizations to maintain healthy trees and increase the tree canopy.
11. Establish a “Bloom Your Block”-style competition that enhances community pride while residents have fun maintaining and beautifying properties.

“Bloom Your Block”-style competitions engage residents in a fun way to maintain properties and increase neighborhood spirit. Neighbors or blocks of neighbors compete for titles such as Most Green/Beautified Block and Best Community Managed Open Space.

12. John Eager Howard and the Reservoir Hill community have exemplary focus on environmental stewardship. The school should work to have the school certified as a Sustainable MAEOE Green School.

John Eager Howard Elementary Middle School has achieved Maryland Green School status, a state-level recognition, as a result of the partnership between the John Eager Howard School community, the Reservoir Hill Improvement Council, and Whitelock Community Farm. Collectively, they have been able to develop environmental stewardship programs in the school and across the community. The program requires schools to recertify every four years, and John Eager Howard will be recertifying for the first time this year. After one more recertification, the school will have the opportunity to become a Sustainable MAEOE Green School, meaning it has been recertified three times, and is now considered a Green School in perpetuity. The Maryland Green School Awards Program is a nationally recognized program of the Maryland Association for Environmental & 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.

As of the end of 2016, John Eager Howard had received 11 grants between the Office of Sustainability’s Green, Healthy Smart Challenge grant and the Baltimore Energy Challenge’s Energy Challenge grant, both of which fund student-led sustainability projects and assist in their pursuit of Green School Status. John Eager Howard has leveraged those resources to obtain state and national environmental grants in the tens of thousands of dollars from the Environmental Protection Agency and the Chesapeake Bay Trust, one of which has served as a site for a federally funded green jobs training program.
IMPROVE SANITATION

Protect residents and the environment by keeping the neighborhood clean.

INSPIRE Plan: John Eager Howard Elementary School
**Keep the Neighborhoods Clean**

13. **Implement Code Enforcement Zoning Quadrants for the INSPIRE plan area.**
Housing inspectors should be placed on a proactive rotating schedule for zones in the plan area. Each area would be targeted one-at-a-time by a Code Enforcement Officer to ensure consistent enforcement of sanitation regulations, based on where the highest occurrences of sanitation violations take place.

14. **Address illegal dumping and clean-up dumping hotspots and dirty alleys.**
Many of the vacant lots and alleys throughout the plan area are targets for illegal household trash and commercial dumping. In addition to being unattractive, the trash attracts rats and may contain dangerous materials, presenting health concerns for the neighborhood. In addition to residents reporting dumping to the 311 system, residents should work with HCD’s Code Enforcement Division to identify repeat dumping sites and evaluate whether camera installation is appropriate to aid with deterrence and enforcement. Some of the dumping locations include:
- 1400-block of Retreat Street
- Woodbrook, between Richland and Fulton (alley behind Fulton)

15. **Educate residents, landlords, and businesses about proper trash and recycling storage and disposal.**
A common complaint is that trash is not properly stored and put out for pick-up in some portions of the plan area. Areas with consistent sanitation violations should be targeted with increased efforts to educate all residents about the proper storage of trash and recycling and when it can be put out for pick-up as well as informing landlords of their responsibilities regarding their tenants’ trash storage.

16. **Make taking out trash easy for residents by requiring an enforceable trash plan and/or requiring a trash room as part of the annual licensing of multi-family dwellings.**
Many rowhomes have been converted from single-family to multi-family structures, and not all tenants have access to the rear of the property where trash is collected. As a result, residents must travel around the block and back again in order to dispose of their trash. This is a substantial burden, especially for seniors and those who are disabled. Some residents may take shortcuts, either throwing their trash out of upper stories to the backyard below or putting their trash in the municipal garbage cans on the corners. The Department of Public Works and the Department of Housing and Community Development should work on a policy change and/or update the Baltimore Building Code to include language requiring rear access for all tenants for rehabilitated and new construction buildings.
17. Develop community-led initiatives to address trash and litter problems, including building off the strength of Reservoir Hill’s Clean Corps team to guide and support efforts in the Penn North neighborhood.

To complement increased City sanitation enforcement, the community should continue their own efforts to address the concerns in their neighborhoods and work to expand these successful efforts to neighboring communities. The Reservoir Hill community works diligently on sanitation efforts and can offer residents in Penn North assistance in organizing efforts such as the neighborhood adoption of trashcans in key areas to discourage littering, organizing frequent block cleanups through community organizations, and coordinating reporting and tracking of problem properties through the City’s 311 system. The Reservoir Hill Improvement Council leads a successful Clean Corps program and could work with Penn North to establish one.

18. Develop and implement an educational campaign, a dog-waste bag dispenser program, and regular park cleaning to address the problem of dog owners not picking up after their pets.

Dog owners often do not pick up after their dogs, creating both a nuisance and a health hazard. A community partner who can refill the bags at the existing dispenser at the entrance to John Eager Howard Park (on the corner of Reservoir and Brookfield) should be identified. The following locations should be prioritized for cleaning:

- On the school playfield
- John Eager Howard Park
- Tree pits along Linden and Brookfield Streets
IMPROVE RESIDENT SAFETY

Create a positive and safe environment for current and future residents – addressing real and perceived safety concerns.
Implement Crime Prevention through Environmental Design (CPTED) practices

Crime Prevention through Environmental Design (CPTED) is a multi-disciplinary approach to deterring criminal behavior that focuses on changing how places are laid out, and how they look and feel. Basic principles include “natural surveillance,” and “territoriality,” which looks at how signage and maintenance suggest that a space is cared for. It may include demolition, improving the appearance of streets with new street trees or trimming overgrown trees, and strategically-placed lighting. Community members can work with the police as well as property developers, to advocate for CPTED principles in their work.

19. Evaluate lighting levels and make improvements to make streets safer within the quarter-mile plan area.

Many residents discussed feeling unsafe because of how dark streets are at night. Parents also voiced concern about their children walking home from school in the dark in winter. In addition to assessing the school perimeter and primary walking routes for adequate lighting, DOT has evaluated lighting levels throughout the quarter-mile INSPIRE Plan area and only 50 percent of the lights in the INSPIRE area have been upgraded to LED. DOT will continue to work to upgrade lights.

Work with the Central and Western Police District

20. Convene a public safety action committee made up of John Eager Howard and Westside parents and faculty, Officers from the Central and Western Police Districts, school police, and other City agencies to develop a plan to address students’ safety as they travel between the schools.

Westside Elementary has closed and the building is located in the Penn North Community and falls within the boundaries of the Baltimore City Police Western District. The modernized John Eager Howard School building, falls within the Reservoir Hill Community and is located in the Central District. Both communities have expressed safety concerns about elementary aged young people walking to and from school and extracurricular activities. A planning group should be organized by local leaders and consist of the following organizations: Western and Central District Commanders, majors and patrolling officers, Baltimore City School Police, Baltimore City Planning, DOT, HCD, DPW, MTA Police, BCPS leaders and teachers, community leaders and members from surrounding communities.

21. Enforce park hours at John Eager Howard Park.

Park hours are ignored and there are people using the park for illegal activities after it is closed at dusk. The Baltimore Police Department should work with residents to enforce park hours.
CREATE OPPORTUNITIES FOR HEALTH AND WELLNESS

Improve and create new places for residents to safely play, recreate, and come together; provide better access to healthy foods.
Community members readily agreed that improving recreation spaces in the neighborhood was a priority. With its central location and proximity to multiple community assets, stakeholders agreed that INSPIRE funding should help improve German Park. INSPIRE GO bond funding will help implement the vision of a German Park Master Plan, currently being completed by the Neighborhood Design Center. When complete, the Master Plan will provide a vision that incorporates input from Reservoir Hill Improvement Council and residents, and the City. The park is currently owned by the City’s Housing and Community Development Department although Baltimore City Recreation and Parks (BCRP) is considering taking the park into its inventory, and are participating in the master planning process. The plan will address key issues including accessibility and keeping the park safe and clean, and it will suggest phases for improvements, so that ongoing capital improvements can be made as funding becomes available. Opportunities also exist to work with community residents – especially youth – to enhance the park. One opportunity could be to work with Baltimore Office of Promotion and the Arts’ Art @ Work program, or another program, to enhance the park space through the creation of murals and/or art. The community will work to create an MOU with BCRP and identify a park steward to ensure oversight and coordination for ongoing maintenance and programming for the community.

Increase Use of Parks and Playgrounds

22. Enhance German Park through capital and programming improvements

German Park is located in heart of Reservoir Hill and is a vital community asset. It is located along Whitelock Street in an area that has been transformed into a thriving corridor that brings together neighbors of all backgrounds. The park is adjacent to St. Francis Neighborhood Center, which serves children in the neighborhood with quality after-school programming at no costs to residents, and Whitelock Farm, which connects in many ways to the surrounding community. Enhancements at the park would support St. Francis’ after-school and summer programming for neighborhood children and residents alike. Throughout the INSPIRE planning process, community members stressed their interest in improving and increasing recreation opportunities in the neighborhood, and the master planning for German Park is already underway.

23. Identify sites in Penn North for community recreational opportunities. Continue to work on creating a recreation trail to link the sites throughout the two school communities.

Explore the creation of community-managed open space at the vacant lots on Kensett and Salem Street and the 1400-block of Whitelock. There will be coordination with the Green Network Plan; however community partners need to be identified to be stewards of the sites.
24. Determine feasibility of developing and operating a sports field adjacent to John Eager Howard School and Park.
Parents of students at John Eager Howard, neighborhood residents, and Recreation Center staff all raised safety concerns about use of John Eager Howard Park. Illegal drug activity and homicides within the past few years have kept many people from using the park. The new school site design will create a more connected relationship by bringing the school building closer to the park and facing windows towards the park. Even with these additional “eyes on the park,” re-establishing a sense of safety and ownership of the space will require more people and positive activities occurring in and near the park. One area that could significantly add to the activity near the park is the large unimproved green space that sits on school property and directly abuts the park. In its current state it is rarely used, and contributes to the lack of “eyes on the park.” It is large enough for a Youth Sports field although currently there is no funding to bring it up to a field suitable for league play. If this is pursued, the John Eager Howard Recreation Center could partner with neighborhood institutions to provide programming at the park and on the sports field.

25. Renovate the substandard playspaces in Madison and Whitelock Park.
Despite this playground being substandard it is used by community residents of all ages who need play space in the neighborhood. Significant investment will be required to remove the impervious surface, deteriorated wood play sculptures, and non-working fountains. A community visioning process should be implemented to ensure that community needs are addressed. BOPA is considering this site for their next round of Art @ Work program, a five-week mural artist apprenticeship program for Baltimore City youth enrolled in Youth Works (see description in Appendix C). If this site is selected, a it would be a great opportunity for YouthWorks students to enhance the park space through the creation of murals and art.
Create a Healthy Food Environment

26. Use recreation program space and school for meal programs.
Between the school and recreation center, John Eager Howard 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. One goal of the summer meal program is to efficiently provide food to people in need; increasing participation at each existing site, rather than having numerous small sites disbursed around a community helps achieve this. The new school could serve as an ideal program site for this neighborhood. Additionally, recreation centers that participate in summer and/or afterschool meals may have the opportunity to open and serve meals to children during times of emergency when schools may otherwise be closed.

27. Encourage healthy food retail, especially at stores near the school. Expand the linkages between John Eager Howard and corner stores to increase the demand for healthy food and snacks.
There is a corner store directly across from John Eager Howard and several throughout Reservoir Hill that children may pass on their way to and from school to purchase snacks or meals. Most corner stores, including those in this area, have low availability of healthy food. Expand linkages between the school and corner stores to increase the demand for healthy food and snacks. Explore future opportunities to partner with the BCHD Healthy Corner Store program. Whitelock Farm currently has a mobile bicycle market stop in front of the Linden Food Market. Community leaders should continue to work with Linden Food Market as one of the only places to purchase groceries in the neighborhood.

28. Continue strong relationship and engagement with Whitelock Community Farm.
Whitelock Community Farm is located directly north of the school and currently participates in educational opportunities at the school and in the community. It is an exemplary community space that holds a weekly farm stand in front of the farm during the growing season, has a bicycle powered mobile market that travels throughout the neighborhood each week, teaches third graders at John Eager Howard Elementary School about the food system through hands-on experiences, teaches cooking classes at the recreation center, employs neighborhood youth each summer through the Baltimore City YouthWorks program, holds community potlucks and workshops, and much more. Continuing to help the Farm sustain its work and expand opportunities will help everyone in the area.
CREATE CONNECTIONS
AND ACCESS

Connect residents safely and efficiently to the places they need and want to go.
Improve Walking and Biking Access and Safety in Neighborhoods

29. Improve pedestrian safety by investing in infrastructure improvements at key intersections near the school and along the primary walking routes and calming traffic along Linden, Ducatel, Brookfield, Lennox.

The community has identified these routes where high speed vehicles are creating a safety hazard for pedestrians. DOT should set up a speed indicator device along these routes immediately before and after the school opens, and then evaluate appropriate traffic calming measures and make the improvements.

- DOT will renew Road Markings on Linden, Lennox, Brookfield, and Whitelock.
- DOT will create a crosswalk across Brookfield at Reservoir for a safe connection to the modernized school
- DOT should program in the Capital Improvement Plan major intersection upgrades along Whitelock at Eutaw, Madison, McCulloh, and Druid Hill to minimally include ADA ramps, pedestrian and traffic signal upgrades
- DOT should continue to monitor and implement appropriate traffic calming interventions on McCulloh and Druid Hill

30. Continue to improve safe walking and biking connections to Druid Hill Park.

Community members have a long-standing desire to be better connected to Druid Hill Park in order to take advantage of its many amenities. Druid Park Lake Drive however, acts as a highway and crossing to the park is dangerous. The Department of Transportation and Department of Recreation and Parks are currently improving pedestrian access at Madison and Fulton Avenues. They should continue to make safety improvements to strengthen the connection to Penn North and Reservoir Hill. It is recommended that DOT evaluate traffic patterns and study the area to improve connections to the park and to make Druid Park Lake Drive pedestrian friendly.

31. Engage the whole John Eager Howard community to help create and execute a robust Safe Routes to School program that includes capital improvements, education, and partnership

With the merging of two school communities, many students traveling to John Eager Howard Elementary School will come from over one-half mile away, but not far enough to be bused to school. DOT should pursue strategies to improve pedestrian safety for these students, families, and community members. DOP can help convene stakeholders. Strategies could include the following:

- Participate in the Safety City education program in Druid Hill Park. The Department of Transportation’s Safety City teaches students how to cross a street and ride a bike safely. The school should take advantage of this close-by amenity.
• Create a walking school bus, bicycle train, or block captain program. With most students likely not qualifying for school bus pickup, measures should be developed to ensure safety for children during travel to and from school. Explore models and opportunities for walking school buses (a group of children walking with one or more adults), bicycle trains (a group of children biking with adults), and block captain programs. See Appendix C for more information.

32. Explore ways to accommodate safe bicycle travel to school and in the neighborhood.
Accommodating safe cycling is important in this area, as some students bike to school, and residents and visitors often travel through the neighborhood by bicycle on their way to Druid Hill Park or in the opposite direction towards downtown. Whitelock Street is an important street linking Penn North and Reservoir Hill communities. This would be an excellent candidate for using Complete Street principles for roadway improvements to accommodate all users. In the Baltimore Bicycle Master Plan Whitelock Street is proposed as a Neighborhood Route to receive bicycle upgrades potentially as a bike boulevard or a bike cut-through. The City and community should continue to use Baltimore City’s Bike Master Plan to identify other possible methods to make biking safer.
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 John Eager Howard Elementary School, in addition to the commitments represented in these tables, can encourage additional resources.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short: 0-2 years</td>
<td><strong>Baltimore City Agencies</strong></td>
</tr>
<tr>
<td>Medium: 3-5 years</td>
<td>BCRP: Recreation and Parks</td>
</tr>
<tr>
<td>Long: 5+ years</td>
<td>BCPD: Police Department</td>
</tr>
<tr>
<td>Estimated Cost of Improvements</td>
<td>DGS: Department of General Services</td>
</tr>
<tr>
<td>$ = $5,000 or less</td>
<td>DOP: Department of Planning</td>
</tr>
<tr>
<td>$$ = $5,001-$50,000</td>
<td>DOT: Department of Transportation</td>
</tr>
<tr>
<td>$$$ = $50,001-$250,000</td>
<td>DPW: Department of Public Works</td>
</tr>
<tr>
<td>$$$$$ = $250,001 - $500,000</td>
<td>HCD: Housing and Community Development</td>
</tr>
<tr>
<td>$$$$$$ = More than $500,000</td>
<td><strong>Other</strong></td>
</tr>
<tr>
<td></td>
<td>Private: Philanthropy, anchor institutions, investors, etc.</td>
</tr>
<tr>
<td></td>
<td>Community: Community-Based Organizations, residents, groups, businesses, etc.</td>
</tr>
</tbody>
</table>
## Implementing Standard Improvements

<table>
<thead>
<tr>
<th>Recommendations &amp; Actions</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair sidewalk deficiencies – not including tree/utility damage</td>
<td>By January 2018</td>
<td>DOT</td>
<td>$$$</td>
<td>INSPIRE GO Bonds</td>
</tr>
<tr>
<td>Repair sidewalk deficiencies – tree/utility damage</td>
<td>By January 2018</td>
<td>DOT</td>
<td>$</td>
<td>DOT</td>
</tr>
<tr>
<td>Repair curb deficiencies</td>
<td>By January 2018</td>
<td>DOT</td>
<td>$</td>
<td>DOT</td>
</tr>
<tr>
<td>Assess repair needs of ADA ramps at intersections</td>
<td>By January 2018</td>
<td>DOT</td>
<td>TBD</td>
<td>DOT</td>
</tr>
<tr>
<td>Dig tree pits</td>
<td>By January 2018</td>
<td>DOT</td>
<td>$</td>
<td>INSPIRE GO Bonds</td>
</tr>
<tr>
<td>Repaint or add crosswalks: Create new crosswalk and curb cut/ADA Ramp at Brookfield and Reservoir (crossing Brookfield on the northside)</td>
<td>By January 2018</td>
<td>DOT</td>
<td>$(crosswalk &amp; stop bar at Reservoir)</td>
<td>DOT</td>
</tr>
<tr>
<td>Assess crossing guard allocation</td>
<td>Before January 2018 &amp; in first weeks</td>
<td>DOT</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Asses speed near school and along primary routes (here or just for specific problems?)</td>
<td>By January 2018</td>
<td>DOT</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Install school signage</td>
<td>By January 2018</td>
<td>DOT</td>
<td>$</td>
<td>DOT</td>
</tr>
<tr>
<td>Post speed signs and speed sentry</td>
<td>1-2 weeks before and after school opening</td>
<td>DOT</td>
<td>$</td>
<td>N/A</td>
</tr>
<tr>
<td>Replace street light bulbs with LED bulbs</td>
<td>By January 2018</td>
<td>DOT</td>
<td>N/A</td>
<td>DOT</td>
</tr>
<tr>
<td>Replace broken or inadequate light poles</td>
<td>By January 2018</td>
<td>DOT</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Conduct Safe Routes to School Training</td>
<td>Before SY or in first weeks</td>
<td>DOT</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Remove and replace dead street trees</td>
<td>By January 2018</td>
<td>BCRP</td>
<td>$</td>
<td>BCRP</td>
</tr>
<tr>
<td>Plant new street trees</td>
<td>By January 2018</td>
<td>BCRP</td>
<td>$$</td>
<td>BCRP</td>
</tr>
<tr>
<td>Proactive pruning</td>
<td>Ongoing</td>
<td>BCRP</td>
<td>$</td>
<td>BCRP</td>
</tr>
<tr>
<td>Board vacant and accessible properties</td>
<td>By January 2018; Ongoing</td>
<td>HCD, DPW</td>
<td>$$$$$</td>
<td>DPW</td>
</tr>
<tr>
<td>Employ strategic code enforcement strategies within the Vacants to Value Community Development Cluster (e.g. receivership)</td>
<td>Ongoing</td>
<td>HCD, DPW</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Demolish vacant buildings which have already been funded in the quarter-mile radius.</td>
<td>TBD</td>
<td>HCD</td>
<td>$$$$$</td>
<td>HCD, Project CORE</td>
</tr>
<tr>
<td>Clean and mow vacant lots</td>
<td>By January 2018; Ongoing</td>
<td>HCD, DPW</td>
<td>TBD</td>
<td>DPW</td>
</tr>
<tr>
<td>Conduct a Clean Sweep along entire primary walking routes</td>
<td>By January 2018</td>
<td>DPW</td>
<td>$</td>
<td>DPW</td>
</tr>
</tbody>
</table>
## Implementing John Eager Howard Area Recommendations

### Investing in Housing and Market-Strengthening Development Opportunities

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support and Increase Homeownership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Promote homeowner assistance programs to help current and new owners maintain and improve their homes.</td>
<td>Operating</td>
<td>Short</td>
<td>HCD, CBO</td>
<td>N/A</td>
<td>Operating Budget</td>
</tr>
<tr>
<td>2. Use the momentum of the existing Vacants to Value Community Development Clusters to spur further investment in the INSPIRE area.</td>
<td>Operating</td>
<td>Short</td>
<td>HCD</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>3. Use strategic whole-block demolition to remove the most blighted vacant buildings.</td>
<td>Capital</td>
<td>Short</td>
<td>HCD</td>
<td>$$$$$-$$$$$$</td>
<td>Project CORE, Capital Budget</td>
</tr>
<tr>
<td><strong>Remove Blight</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Work with agencies and organizations to develop policies and programs to incentivize good landlords to maintain rental units in the neighborhood.</td>
<td>Policy</td>
<td>Short</td>
<td>DOP, HCD, Advocacy organizations</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Create and Maintain High-Quality Rental Housing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Explore reuse of the Westside School Building.</td>
<td>Planning</td>
<td>Short-Medium</td>
<td>HCD, DGS, DOP</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>6. Encourage the new Madison Park North complex developers to make short-term green improvements post-demolition.</td>
<td>Planning</td>
<td>Short-Medium</td>
<td>HCD, Private</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>7. Amend or repeal the Madison Park North Urban Renewal Plan to allow for a flexible and modern mix of land use and building design in the area.</td>
<td>Policy</td>
<td>Short</td>
<td>DOP, City Council, HCD,</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>8. Explore redevelopment opportunities at the Mount Royal Mansion (2001 Park Avenue) for community uses.</td>
<td>Planning</td>
<td>Short-Medium</td>
<td>DGS, DOP, CBO, Community</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### Create Environmentally-Sustainable Neighborhoods

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Develop neighborhood greening projects to turn vacant lots into community assets through the Growing Green Initiative.</td>
<td>Operating, Capital, Community</td>
<td>Short-Medium</td>
<td>DOP, CBO, Community, GGI</td>
<td>TBD</td>
<td>GGI, Grants</td>
</tr>
</tbody>
</table>

#### Enhance Greening through Resident Engagement

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Plant and maintain new street trees along identified streets</td>
<td>Capital</td>
<td>Short - Medium</td>
<td>Tree Baltimore, Community</td>
<td>$$$</td>
<td>Grants</td>
</tr>
<tr>
<td>11. Establish a “Bloom Your Block”-style competition that enhances community pride while residents have fun maintaining and beautifying properties.</td>
<td>Community</td>
<td>Short - Medium</td>
<td>Community, CBO</td>
<td>$</td>
<td>Grants</td>
</tr>
<tr>
<td>12. John Eager Howard and the Reservoir Hill community have exemplary focus on environmental stewardship. The school should work to have the school certified as a Sustainable MAEOE Green School.</td>
<td>Community Operating</td>
<td>Short</td>
<td>JEH School, DOP, CBO, Community</td>
<td>N/A</td>
<td>Grant</td>
</tr>
</tbody>
</table>

### Improving Sanitation

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Implement Code Enforcement Zoning Quadrants for the INSPIRE plan area.</td>
<td>Operating</td>
<td>Ongoing</td>
<td>HCD</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| 14. Address illegal dumping and clean-up dumping hotspots and dirty alleys. Some of the dumping locations include:  
  • 1400 block of Retreat Street  
  • Woodbrook between Richland and Fulton (alley behind Fulton) | Operating | Ongoing | DPW, HCD | N/A | N/A |
| 15. Educate residents, landlords, and businesses about proper trash and recycling storage and disposal. | Operating, Policy | Ongoing | DPW, CBO | N/A | N/A |
| 16. Make taking out trash easy for residents by requiring an enforceable trash plan and/or requiring a trash room as part of the annual licensing of multi-family dwellings. | Policy, Operating | Short-Medium | DPW, HCD, City Council, Community, CBO | N/A | N/A |
| 17. Develop community led initiatives to address trash and litter problems, including building off the strength of Reservoir Hill’s Clean Corps team to guide and support efforts in the Penn North neighborhood. | Community, Planning | Short | CBO, Community, DPW | N/A | Grants, Clean Corps |
| 18. Develop and implement an educational campaign, a dog-waste dispenser program, and regular park cleaning to address the problem of dog owners not picking up after their pets. | Community, Planning | Short | DPW, BCRP, CBO, Community | N/A | DPW will provide receptacles |
### Improving Resident Safety

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Crime Prevention through Environmental Design (CPTED) practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Evaluate lighting levels and make improvements to make streets safer within the quarter-mile plan area.</td>
<td>Operating, Capital</td>
<td>Short - Medium</td>
<td>DOT</td>
<td>N/A</td>
<td>Capital budget</td>
</tr>
<tr>
<td>Work with the Central and Western Police Districts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Convene a public safety action committee made up of John Eager Howard and Westside parents and faculty, Officers from the Central and Western Police Districts, school police, and other City agencies to develop a plan to address students’ safety as they travel between the schools.</td>
<td>Planning, Operating</td>
<td>Short</td>
<td>BPD, DOT, DOP, CBO, City Council, Elected Officials, Community</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>21. Enforce park hours at John Eager Howard Park.</td>
<td>Operating</td>
<td>Operating</td>
<td>BCPD, Community</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Creating Opportunities for Health and Wellness

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Use of Parks and Playgrounds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. Enhance German Park through capital and programming improvements</td>
<td>Capital, Operating, Planning/Organizing Community</td>
<td>Short - Medium</td>
<td>BCRP, CBO, Community</td>
<td>$$$</td>
<td>BCRP, INSPIRE Bond</td>
</tr>
<tr>
<td>23. Identify sites in Penn North for community recreational opportunities. Continue to work on creating a recreation trail to link the sites throughout the two school.</td>
<td>Planning</td>
<td>Medium</td>
<td>DOP, GGI, CBO, Community</td>
<td>N/A</td>
<td>GGI, Grants</td>
</tr>
<tr>
<td>24. Determine feasibility of developing and operating a sports field adjacent to John Eager Howard School and Park.</td>
<td>Capital</td>
<td>Medium</td>
<td>JEH School Community, CBO</td>
<td>$$$</td>
<td>Grants</td>
</tr>
<tr>
<td>25. Renovate the substandard playspaces in Madison and Whitelock Park.</td>
<td>Capital</td>
<td>Medium</td>
<td>BCRP, CBO Community</td>
<td>TBD</td>
<td>Capital Budget</td>
</tr>
<tr>
<td>Enhance Healthy Food Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. Use recreation program space and school for meal programs.</td>
<td>Operating</td>
<td>Short</td>
<td>BCRP, JEH School</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>27. Encourage healthy food retail, especially at stores near schools.</td>
<td>Policy</td>
<td>Short</td>
<td>DOP, BDC, Health</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>28. Continue strong relationship and engagement with Whitelock Community Farm.</td>
<td>Operating</td>
<td>Short</td>
<td>CBO, Whitelock Farm, JEH School, Community</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
## Creating Connections and Access

<table>
<thead>
<tr>
<th>Recommendation &amp; Actions</th>
<th>Type of Action</th>
<th>Timeframe</th>
<th>Lead Responsibility</th>
<th>Estimated Cost</th>
<th>Potential Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve Walking and Biking Access and Safety in Neighborhoods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Improve pedestrian safety by investing in infrastructure improvements at key intersections near the school and along the primary walking routes and calming traffic along Linden, Ducatel, Brookfield, Lennox.</td>
<td>Operating, Capital</td>
<td>Short</td>
<td>DOT</td>
<td>$$$$$</td>
<td>Capital Budget, Operations</td>
</tr>
<tr>
<td>30. Continue to improve safe walking and biking connections to Druid Hill Park.</td>
<td>Planning, Capital</td>
<td>Ongoing</td>
<td>DOT, DOP</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>31. Engage the whole John Eager Howard community to help create and execute a robust Safe Routes to School program that includes capital improvements, education, and partnerships.</td>
<td>Community, Operating</td>
<td>Ongoing</td>
<td>DOT, CBO, Community, JEH School</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>32. Explore ways to accommodate safe bicycle travel to school and in the neighborhood.</td>
<td>Planning, Capital</td>
<td>Short-Medium</td>
<td>DOT</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Appendix A: Maps

- Vacant Properties and Funded Demolition
- Vacant Properties and Vacants to Value Community Development Clusters
- Healthy Neighborhoods, Inc Designation
- Tree Planting Sites
- Food Environment
Vacant Properties and Funded Demolition

This map shows planned demolition that has been funded through fiscal year 2016 (July 2016). Information about future demolition clusters will be available on the Baltimore Housing website when decisions are finalized.
Tree Planting Sites

This map shows potential tree planting sites, as assessed by Tree Baltimore and Baltimore Tree Trust. Further assessment will take place to determine final sites.
Food Environment

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

Between August 2014 and July 2016, Department of Planning staff worked with members of the school and neighborhood communities to better understand their neighborhood experiences, concerns, and needs. Through community workshops, surveys, and walking tours, stakeholders have helped inform the recommendations presented here. Feedback from over 250 residents and stakeholders informed the plan.
**INSPIRE Workshop – September 20, 2014**

Twenty-nine people participated in the first INSPIRE workshop, including representatives from the school, neighborhood, and stakeholder organizations. The following **Strengths (S), Weaknesses (W), and Opportunities (O)** were recorded:

<table>
<thead>
<tr>
<th>Community</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>Active groups/organizations/community associations</td>
<td></td>
</tr>
<tr>
<td><strong>S</strong></td>
<td>Community cohesion and good neighbors</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>Negative perceptions of the community (drugs, crime, sanitation)</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Partner with nearby institutions (MICA/JEH/Library/Rec Center/ St Francis etc)</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Use redevelopment of school to attract new residents and bring Reservoir Hill and Penn North closer</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transportation</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>Access to good transporation</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>North Avenue and Druid Park Lake Drive are barriers at either end of neighborhood</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>Dangerous speeds on local streets and lack of school signage</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Complete Streets needed and Streetscape re-design</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Crime &amp; Nuisances</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>Strong neighborhood services unit in Central Police District</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>Major drug activity</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>Trash/littering</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Safety cameras needed</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recreation &amp; Open Space</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>Playgrounds, Druid Hill Park, Recreation Center</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>No central community open space</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Partner with Friends of Druid Hill Park (programs for kids)</td>
<td></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Commercial Development &amp; Housing</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td><strong>S</strong></td>
<td>Laundromat, Mutual Homes, and corner stores</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>Vacancies</td>
<td></td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>Lack of locally-owned businesses that support the community</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Mixed-use development/commercial development</td>
<td></td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>Large properties available for redevelopment</td>
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**Student Workshops**

Two student workshops were conducted, one with John Eager Howard Students and one with St. Francis Neighborhood Center students to share their experiences and needs related to the neighbo

<table>
<thead>
<tr>
<th><strong>Asset</strong></th>
<th><strong>Challenge</strong></th>
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</thead>
<tbody>
<tr>
<td>Playground behind house on Laurens St.</td>
<td>Ravens Playground</td>
</tr>
<tr>
<td>Basketball court</td>
<td>Bruce’s (across from JEH)</td>
</tr>
<tr>
<td>Druid Hill Park Playground</td>
<td>Corner Stores (Luckies, Momma’s)</td>
</tr>
<tr>
<td>JEH Park</td>
<td>Whitelock Farm (fresh produce)</td>
</tr>
<tr>
<td>Mondawmin</td>
<td>Burger King</td>
</tr>
<tr>
<td>Swimming at Druid Hill Park</td>
<td>Architecture on Eutaw</td>
</tr>
<tr>
<td>Flowering Trees</td>
<td>Safe walking streets</td>
</tr>
<tr>
<td>Parking not crowded</td>
<td>Community garden</td>
</tr>
<tr>
<td></td>
<td>St. Francis</td>
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</tbody>
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<table>
<thead>
<tr>
<th><strong>Challenges</strong></th>
<th><strong>If you could add one thing to you neighborhood, what would it be?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalks along Druid Park Lake Drive</td>
<td>People get killed at JEH park</td>
</tr>
<tr>
<td>and Lakeview</td>
<td></td>
</tr>
<tr>
<td>Dead rats (Linden Ave. across from</td>
<td>Adults using bad language</td>
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<tr>
<td>playground)</td>
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<tr>
<td>Litter</td>
<td>Pool is dirty at Druid Hill Park</td>
</tr>
<tr>
<td>Glass and litter at Ravens Park</td>
<td>Violence and fights in front of school</td>
</tr>
<tr>
<td>Bullying inside and outside of school</td>
<td>Drugs on the street</td>
</tr>
<tr>
<td>Lack of clean water, comes out yellow</td>
<td>Drug dealers on Newington</td>
</tr>
<tr>
<td>Robberies</td>
<td>Displacement with demolition of MPN</td>
</tr>
<tr>
<td>Speeding</td>
<td></td>
</tr>
</tbody>
</table>

**If you could add one thing to you neighborhood, what would it be?**

| More playgrounds                         | Center to get troubled teens off the street                         |
| Close YMCA                                | Homeless shelter                                                   |
| More recycling bins and dumpsters         | Remove drug dealers                                                |
| More stores (corner food + beauty supply) | Game Stop                                                          |
| Neighborhood Gym                          | Gas Station                                                        |
| Restaurant                                | Coffee shop                                                        |
| Bank                                      | Good Homes, More homes                                             |
| Fix potholes                              | Big grocery store                                                  |
| Wal-Mart                                  |                                                                     |
Appendix C contains information about, and links to, the programs and initiatives mentioned in this plan.
**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.

www.baltimoresustainability.org/projects/baltimore-food-policy-initiative/

**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).

www.baltimarket.org/healthy-corner-stores/

**Baltimore Office of Promotion and the Arts: Art @ Work**

http://www.promotionandarts.org/arts-council/art-work

**Blue Water Baltimore** is a not-for-profit organization with a mission to restore the quality of Baltimore’s rivers, streams and harbor to foster a healthy environment, a strong economy, and thriving communities. Blue Water Baltimore mobilizes volunteers to monitor the Baltimore area streams for pollution; organizes trash cleanups, plants trees on public land, and provides a helping hand to property owners who want to do their part to reduce runoff from their properties. Blue Water Baltimore advocates for stronger laws for clean water.

http://www.bluewaterbaltimore.org/

**Clean Corps Baltimore** is a peer-to-peer network of city neighborhoods, working in partnership with the City and nonprofits to reduce trash and litter in their communities. Clean Corp distributes information and resources to city residents who are committed to having clean streets and alleys; train engaged community leaders to provide them with the tools and knowledge necessary to educate their neighbors; and engage them in community cleanups, art projects, and advocacy.

cleancorpsbaltimore.org

**Crime Prevention through Environmental Design (CPTED)** is a multidisciplinary approach to deterring criminal behavior that focuses on changing how places are laid out, and how they look and feel. Basic principles include “natural surveillance,” and “territoriality,” which looks at how signage and maintenance suggest that a space is cared for. According to the Local Initiative’s Support Corporation’s Community Safety Initiative, good use of CPTED requires input from multiple people, including users of a space who might have varied perceptions of what makes it feel scary or safe, as well as property managers, community developers, and law enforcement personnel who bring different information and resources to conversations about crime.

http://www.cpted.net

**The Green Network Plan** will be a collective vision for Baltimore to revitalize communities by creating an interconnected system of greenspaces throughout the city. The planning process will bring 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 Growing Green Initiative** is a City-led effort to use sustainable, innovative, and cost-effective practices for stabilizing and holding land for redevelopment, and reusing vacant land to green neighborhoods, reduce stormwater runoff, grow food, and create community spaces that mitigate the negative impacts of vacant properties and set the stage for growing Baltimore.

http://www.baltimoresustainability.org/projects/growing-green-initiative/
Healthy Neighborhoods, Inc. helps strong but undervalued Baltimore neighborhoods increase home values, market their communities, create high standards for property improvements, and forge strong connections among neighbors. The initiative provides capital for rehabilitation and purchase of homes, funding community-based projects, marketing neighborhoods to homebuyers and developers, and creating partnerships between neighborhood organizations, non-profits, and lenders.

http://www.healthyneighborhoods.org/

Innovation Village

http://www.innovatebaltimore.org/

Master Plan Proposal: Connecting Reservoir Hill to Druid Hill Park

https://static1.squarespace.com/static/534c181be4b0b294b4f268d/t/560d9e04e4b0fe23adbe3fd4/1443732484111/NDC_DruidHill-Park_150922xsm.pdf

North Avenue TIGER Grant

https://mta.maryland.gov/tiger-viii

Pennsylvania and North Avenue Leveraging Investments in Neighborhood Corridors (LINCS)

http://planning.baltimorecity.gov/penn-north-lincs

Penn North Master Plan

http://planning.baltimorecity.gov/sites/default/files/penn_n_area_master_plan_0.pdf

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.

Vacants to Value is a city 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/

A walking school bus is a group of children walking to school with one or more adults. That may sound simple, and that is part of the appeal. It can be as informal as two families taking turns walking their children to school or as structured as a planned route with meeting points, a timetable and a schedule of trained volunteers. A variation on the walking school bus is a bicycle train where a group of children and adult leaders ride together to school.

http://guide.saferoutesinfo.org/walking_school_bus/

West North Avenue Streetscape Conceptual Master Plan