



IMPLEMENTATION STRATEGY

Leveraging Investments in Neighborhood Corridors Strategy (LINCS) is an interagency partnership that was created to help strengthen several major corridors and enhance the aesthetics and economic vitality of some of Baltimore’s key gateways. Input from residents and stakeholders as well as city agencies have created the framework for the implementation matrix that follows for the Liberty Heights Avenue (2100 – 5700 blocks) and Garrison Boulevard (2900 – 3400 blocks) corridors. The LINCS implementation matrix identifies the city agency partners for each action item. Those agencies include:

- Baltimore City Police Department (BCPD)
- Department of Recreation and Parks (BCRP)
- Baltimore Development Corporation (BDC)
- Baltimore Office of Promotion and the Arts (BOPA)
- Department of General Services (DGS)
- Department Housing and Community Development (DHCD)
- Department of Planning (DOP)
- Department of Transportation (DOT)
- Department of Public Works (DPW)
- Enoch Pratt Free Library (EPFL)
- Forestry Division of the Department of Recreation and Parks (Forestry)
- Maryland Transit Administration (MTA)
- Parking Authority of Baltimore City (PABC)

LINCS IMPLEMENTATION STRATEGY

LIBERTY HEIGHTS AVENUE & GARRISON BOULEVARD CORRIDORS

1

GOAL: Create corridors that are safe and accessible for multiple modes of transit through an improved street design and pedestrian amenities.

Objective	Action	Lead + Partners	Time				Notes
			Now	1-3 yrs	3-5 yrs	5+yrs	
1.1 Improve pedestrian safety and access	Make sure all crosswalks are clearly striped and repaint those that are no longer visible.	DOT		—			
	Identify opportunities to improve pedestrian and vehicular safety at the intersection of Liberty Heights Avenue and Reisterstown Road.	DOT			—		Considering for inclusion in CIP.
1.2 Improve bicycle safety and access	Identify opportunities for enhanced bike facilities on Liberty Heights Avenue and Garrison Boulevard.	DOT			—		The Baltimore City Separated Bike Lane Network Addendum to 2015 Bike Master Plan Update recommends separated bike facilities for the entire stretch of Liberty Heights.
	Identify potential Bird/Lime scooter drop off areas such as the Mondawmin Metro Station, BCCC, and Druid Hill Park.	DOT		—			DOT to investigate.
	Install secure bicycle parking at key destinations along the corridors.	DOT		—			
1.3 Enhance the street design and environment	Investigate the potential to install a dedicated left turn lane and signal on Liberty Heights Avenue for vehicles turning on to Garrison Boulevard.	DOT			—		DOT to explore.
	Plant native perennial plants in the medians along Liberty Heights Avenue.	Forestry DOT		—			Forestry does not plant perennial plants in medians but they can target a number of tree plantings for such sites annually.
	Prune street trees, including the lower portion of trees in the median, to improve visibility for	Forestry	—				Via the Proactive Neighborhood Pruning

	pedestrians and motorists.						Program, Forestry will be pruning (or removing if the tree is dead) all trees above 5 inches diameter at breast height on the 3200-3600 blocks of Liberty Heights by the end of FY'19.
	Identify opportunities to install stormwater treatment practices on Garrison Boulevard.	DPW				█	
	Improve the visibility of street names by installing overhead large street name signs and cutting back foliage blocking signage.	DOT Forestry				█	DOT plans to install overhanging street signs at 8 intersections but the equipment shop is having problems with the metal cutter that cuts street signs.
	Improve the coordination of timing for the traffic signals at Garrison Boulevard and Liberty Heights Avenue to improve vehicular circulation.	DOT				█	
	Complete a traffic calming study on Garrison Boulevard from the 2900 block to the 3300 block and install traffic calming measures accordingly.	DOT				█	Linda Taylor-Newton to follow up with the Traffic Division.
	Repair damaged portions of the street on the 2900 block of Liberty Heights Avenue.	DOT				█	Complete. BGE patched the damage.
1.4 Improve the public transit experience	Install digital signage at the Mondawmin Metro Station with live tracking of bus and metro routes.	MTA				█	MTA applied for a federal grant to fund this project but only received partial funding
	Ensure bus schedules are posted at transit stations and bus stops.	MTA				█	
	Enhance the Mondawmin Transit Station with additional lighting, landscaping, and public art.	MTA BOPA				█	MTA applied for a federal grant to fund this project but only received partial funding
	Ensure that bus drivers always stop for individuals with disabilities that are waiting for the bus.	MTA				█	Professional development via InReach. Service vehicles blocking bus stops.
	Identify ways to improve customer service and rider satisfaction.	MTA				█	MTA created Transit app that can be downloaded to help improve the rider experience. MTA to add 200 shelters system-wide. Some will be in this area.

2 GOAL: Increase the number of neighborhood serving retail establishments in order to create strong commercial and community nodes.

Objective	Action	Lead + Partners	Time				Notes
			Now	1-3 yrs	3-5 yrs	5+ yrs	
2.1 Assist and improve the business districts along the corridors	Utilize commercial incentives available through the Baltimore Development Corporation to attract new small businesses such as sit down restaurants and cafes to the corridors.	BDC	■				
	Proactively market the façade improvement grant to business and property owners along the corridors.	BDC	■				BDC is pursuing a cluster façade project on the 4700 block of Liberty Heights Avenue. Early interest from owner of the Ashburton Shopping Center as well as the businesses on the 2900 block of Garrison Boulevard.
	Create an inventory of existing businesses as well as vacant commercial units on Liberty Heights Avenue and Garrison Boulevard.	BDC DOP		■			Complete. For a copy of the business inventory please click here .
	Identify available office space that could house a business incubator.	BDC DOP			■		2904 Garrison Blvd. and 4808 Liberty Heights Ave. are ideal incubator spaces.
	Create artistic renderings of the 4 business districts to show what the corridors could look like with physical improvements.	DOP		■			Dept. of Planning recently hired a Design Planner to assist with these renderings.
	Develop a list of commercial expectations and deliver to businesses operating on the corridors.	Community		■			
	Review the Mondawmin Transit Station Urban Renewal Plan, Liberty-Garrison	DOP					Complete. Liberty Garrison URP and

	Business Area Urban Renewal Plan, and the Howard Park Business Area Urban Renewal Plan for relevancy and conformity to the new zoning code.					Howard Park URP both include uses that are no longer recognized under the new zoning code . Both Urban Renewal Plans need to be amended or repealed.
	Install additional parking meters and upgrade existing parking meters on the 4600 and 4700 blocks of Liberty Heights Avenue.	PABC		█		Complete. Parking meter upgrades complete. Credit cards can now be used to pay the meters on these blocks. Additional meters were installed on the 4700 block of Gwynn Oak Avenue.
	Explore opportunities for additional pedestrian street lights and street trees in the business district on the 2900 block of Garrison Boulevard.	DOT			█	Work with Forestry to trim overgrowth. Lighting survey. Follow up with Frank Murphy.
2.2 Proactively address problematic properties	Pursue receivership for problem properties.	DHCD		█		27 vacant properties on Liberty Heights Avenue and Garrison Boulevard are currently in receivership or have recently sold via receivership. For the status of receivership cases please click here .
	Explore receivership for 3203 Garrison Boulevard and determine if the neighboring church is interested in acquiring the property.	DHCD BDC			█	Complete. Receivership case was filed on 11/02/2017. Sold in September to Benedict Johnson.
	Promote the existing health and wellness establishments operating on the corridors and assist with efforts to expand their services.	BDC	█			BDC to update.
	Partner with the businesses located at the intersection of Liberty Heights Avenue and	BDC DOT		█		Code enforcement should target businesses for

	Garrison Boulevard to identify enhancements that will improve the appearance of that intersection.						excess window coverage/signage.
	Assist businesses interested in creating merchants associations on the corridors.	BDC	—				BDC met with businesses to develop merchant group.
2.3 Facilitate major redevelopment projects	Explore redevelopment opportunities for the former Saint Marks Methodist Episcopal Church located at 3400 Garrison Boulevard.	BDC DHCD				—	
	Pursue redevelopment of the Ambassador Theater and encourage the use of historic tax credits as a potential funding mechanism.	BDC DHCD DOP	—				Funding has been secured to stabilize the theater. An additional \$277,000 has been allocated via Pimlico Local Impact Aid to assist with the redevelopment of the Ambassador.
	Modernize the Forest Park Branch Library utilizing funds from the Capital Improvement Program.	DGS EPFL				—	\$4.5 million has been earmarked for the renovation of the library via the Capital Improvement Program .

3 GOAL: Improve the appearance of the corridors utilizing public art installations, increased code enforcement, and enhanced sanitation strategies.

Objective	Action	Lead + Partners	Time				Notes
			Now	1-3 yrs	3-5 yrs	5+yrs	
3.1 Organize stakeholders and mitigate sanitation concerns	Identify locations for new street trash cans.	Community DPW		█			
	Contact 311 when street trash cans are full and ensure corner cans are being collected twice per day.	Community DPW	█				
	Ensure weekly mechanical street sweeping occurs on Liberty Heights Avenue and Garrison Boulevard.	DPW	█				
	Organize entire blocks to sign the release waiver for Rat Rubout so they can proactively bait for rats.	Community DPW	█				
	Contact 311 to request that violation notices or citations be issued to property owners (including bank-owned foreclosures) for high grass and litter.	Community DHCD	█				
	Contact 311 to request that enforcement measures be taken for improper trash collection and storage for businesses located on the 2900 block of Garrison Boulevard.	Community DHCD	█				
	Maintain city-owned empty lots and remove litter from prior to mowing.	DPW	█				
	Contact 311 to report unsecured vacant properties and request boarding.	Community DPW DHCD	█				
	Retain designation of Liberty Heights Avenue and Garrison Boulevard as streamlined code enforcement areas.	DHCD		█			Complete. Liberty Heights Avenue and Garrison Boulevard are still streamlined code enforcement areas.
	Request DHCD representation at	Community		█			

	community association meetings for information about how neighbors can partner with Code Enforcement to address nuisance properties.	DHCD					
3.2 Enhance the corridors with new public art installations and partnerships	Evaluate the intersection of Garrison Boulevard and Maine Avenue as a potential location for public art.	BOPA Community		■			
	Complete mural projects at visible locations along the corridors.	BOPA Community			■		BOPA is pursuing a public art project in the 4 business districts. Further community outreach is needed.
	Create a community task force to oversee public art projects.	Community BOPA	■				
	Explore unique art installations at bus stops and bus shelters.	BOPA MTA Community			■		BOPA is pursuing a public art project in the 4 business districts. Further community outreach is needed.
	Explore opportunities for new interactive touchable public art throughout the corridors developed and fabricated locally.	BOPA Community		■			BOPA is pursuing a public art project in the 4 business districts. Further community outreach is needed.
	Develop an arts partnership with local school children to create unique anti-littering messaging/signage.	Community		■			

4 GOAL: Pursue programs and activities that seek to ensure and promote public interest, safety, and well-being through community engagement, agency coordination, and improved community policing efforts.

Objective	Action	Lead + Partners	Time				Notes
			Now	1-3 yrs	3-5 yrs	5+yrs	
4.1 Increase police presence in nuisance areas	Increase police visibility on the 2900 block of Garrison Boulevard, the 3800 block of Liberty Heights Avenue, and the 4700 block of Liberty Heights Avenue.	BCPD	█				CitiWatch camera installed at intersection of Liberty Heights Avenue and Gwynn Oak Avenue.
	Institute the “Padlock Law” to shut down nuisance businesses where applicable.	BCPD DHCD		█			Utilized for BP Gas Station on Garrison Blvd.
	Explore technological innovations in crime prevention including expanded use of the CitiWatch Community Partnership to deter criminal activity on the corridors.	BCPD		█			
	Assign recently graduated police officers to foot patrol on the commercial corridors.	BCPD	█				
4.2 Increase collaboration between law enforcement and the community	Identify opportunities for new neighborhood partnerships such as Citizens on Patrol to increase security along Liberty Heights Avenue and Garrison Boulevard.	BCPD Community		█			
	Improve the line of communication between the community and the District Major.	Community BCPD	█				Community has had positive interactions with the new NW commanders
4.3 Assist residents and merchants with proactive measures that improve public safety	Consider a pilot project to assist businesses with the purchase and installation of security cameras that provide surveillance and promote community safety.	BDC		█			Piloted in VRI areas. Potential to expand and tie in with façade project on the 4700 block of Liberty Heights Avenue.
	Encourage property owners to post their address in the rear of their property.	Community	█				
	Encourage residential and commercial property owners to have properties well-lit in the front and rear of properties at night.	Community	█				
	Call 911 when illegal activity is occurring in/around businesses so that there is a record of negative community impacts.	Community	█				

5 GOAL: Enhance the public parks along the corridors and improve their connectivity to the surrounding residential and commercial nodes.

Objective	Action	Lead + Partners	Time				Notes
			Now	1-3 yrs	3-5 yrs	5+ yrs	
5.1 Make strategic improvements to Druid Hill Park	Identify opportunities to enhance pedestrian connectivity to Druid Hill Park for the neighborhoods that surround it.	DOT BCRP DOP		█			Big Jump on Druid Park Lake Drive. Traffic study to look beyond Big Jump. DOT to provide update.
	Explore the possibility of opening a concession stand in Druid Hill Park.	BCRP			█		Will be included when the pool renovation in Druid Hill Park is complete.
	Request funds through the Capital Improvement Program to upgrade the athletic field adjacent to the Reptile House in Druid Hill Park.	BCRP		█			Field and parking improvements in process.
	Identify opportunities through the Green Network Plan for improved connectivity between Hanlon Park and Druid Hill Park in order to advance the Parks and People Foundation's "One Park" concept.	DOP BCRP DOT	█				Rails-to-Trails is exploring options for connecting park to neighborhoods and other parks.
	Assess the need for additional traffic calming measures to improve pedestrian safety for the streets within Druid Hill Park	DOT		█			Raised crosswalks with curb bumpouts on East Drive are included as part of Druid Hill Trail Head improvements. They will be located across from the pool and from 3001 East Drive.
5.2 Make strategic improvements to Hanlon Park	Create safe, accessible, inclusive and inviting entrances to Hanlon Park that include attractive and visible park signage.	BCRP		█			This is included as part of DPW's Lake Ashburton Water Tank project.
	Form a Friends of Hanlon Park organization to mobilize the park's stewards and enthusiasts.	Community	█				Hanlon Community Association is actively forming a friends group.
	Create additional vehicle parking for park	BCRP				█	There is an existing

	visitors.						parking lot that can be reopened, south of the reservoir, next to the pump station. BCRP will consider reopening after the DPW project is complete.
	Complete the renovations to the lower playground along Gwynns Falls Parkway.	BCRP	■				Complete
	Renovate the upper portion of the park along Liberty Heights Avenue to include a playground, pavilion, comfort station, fitness equipment, multi-purpose athletic field with lights, pathways, seating, and an amphitheater.	BCRP				■	While these improvements are being provided by DPW as part of DPW's Hanlon Tank Project, BCRP has been working with the community about the pavilion. The community did not like the pavilion proposed by DPW and would like the existing pavilion to be replaced. DPW has not agreed to place the pavilion in the location where they proposed the new one. As a result, BCRP has been working with the community to find an alternate location for the existing pavilion. The Community prefers a proposed location near the tennis court. The options will be finalized after the DPW project has been completed in 2022.
	Identify opportunities for additional public art, street furniture, and aesthetic enhancements such as walk over recessed lighting in walking paths.	Community BCRP				■	This is a potential future project that will require capital funds. DPW indicates that the lake will be open for recreational

							use. This needs to be verified by DPW.
	Identify opportunities to improve public safety in Hanlon Park.	BCPD BCRP		█			
	Make sure there is adequate year-round park programming in Hanlon Park.	BCRP Community	█				Currently BCRP is looking to add a movie night at Hanlon Park this summer. BCRP also offers permits at the pavilion and the athletic fields. Future potential programming could include the "Rides Around Program" (the bicycle ride around program).
	Renovate the existing basketball court south of Lake Ashburton.	BCRP				█	This is included as part of DPW's tank project.