

SOUTHWEST PARTNERSHIP

VISION PLAN



— SPRING 2015 —

TABLE OF CONTENTS

01 OVERVIEW

- Mision + Vision
- Formation + Members
- Executive Summary
- Stakeholder Diagram
- Relationship to City & Region

02 NEIGHBORHOOD CONTEXT

- History & Preservation
- Anchor Institutions
- Socioeconomic Snapshot

03 FOCAL AREAS

- Introduction
- W. Baltimore Street
- Hollins Market District
- B&O Heritage Corridor
- Streets & Public Space
- Growing the Squares
- Housing Development
- Education & Workforce Development

04 CONCLUSIONS

- Future of the Partnership
- Financing Approaches
- Prioritization Table

05 APPENDIX

- Commercial Development
- Preservation & Promotion
- Community Assets / Social Capital
- Engagement Diagram

Each focus area includes:

- 1 INTRODUCTION & CONTEXT
- 2 SYNTHESIS & ANALYSIS
- 3 IMPLEMENTATION

WORK GROUP
ICONS



HOUSING
DEVELOPMENT



EDUCATION &
WORKFORCE
DEVELOPMENT



SAFE & WALKABLE
STREETS



COMMERCIAL
DEVELOPMENT



PRESERVATION
& PROMOTION



Icons appear throughout book
for cross-reference between
related focus areas

01

02

03

04

05

OVERVIEW

Introduction

Vision + Mission

Executive Summary

Process Overview

Stakeholder Diagram

Relationship to City & Region

Other Masterplans & Major Developments

Neighborhoods Overview



A collage of diverse people of various ages and ethnicities holding letters, postcards, and a map of Southwest Baltimore. The background is a dark, semi-transparent overlay. In the top center, a white rectangular box contains the text "VISION STATEMENT".

VISION STATEMENT

“We envision an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility.

We embrace all diversity: from race, gender, and sexual orientation to economic, educational, and housing choice. Our diversity is our strength.”

INTRODUCTION

In February 2013 leaders from the seven neighborhoods met to form the Southwest Partnership (SWP) to both highlight the many assets and strengths of this part of Baltimore and to work together to improve the area. Neighborhood leaders recognized that institutional partners had a strong presence in the area and resources to bear. Because they were viewed as a valuable asset, key institutions were asked to join. The Partnership now consists of Barre Circle, Franklin Square, Hollins Roundhouse, Mount Clare, Union Square, Pigtown, Poppleton, University of Maryland, University of Maryland BioPark, University of Maryland Medical System, Bon Secours Baltimore Health System, and the B&O Railroad Museum.

THE STRUCTURE OF THE ORGANIZATION GUARANTEES THAT, THOUGH ALL PARTNERS HAVE A VOTE, THE SOUTHWEST PARTNERSHIP WILL BE RESIDENT DRIVEN.

The SWP leadership decided that, after seeking input from a broad range of interested people and organizations, an overall plan outlining conclusions and recommendations needed to be created. Through a series of large public meetings and monthly committee meetings that were, and continue to be, open to anyone who is interested, the ideas for the plan were developed. Money was raised to hire consultants in housing, commercial development, and design to assist with creating the plan.

At a point in time — the end of year 2014 — the progress to date has been put on paper in the form of this document: a vision plan for the area. However, the committees continue to meet and progress is being made continually with input from residents, businesses, and our institutional and City partners. Adoption of the plan by the City's Planning Commission will help to ensure that the community's priorities are addressed as more detailed planning and implementation strategies continue to evolve.

REPORT STRUCTURE

This report is based on the work of these seven neighborhoods, which organized around five issue areas: Housing, Commercial Development, Safe and Walkable Streets, Education and Workforce Development, and Preservation & Promotion. Goals and strategies generated by work groups were supported by three consultants: urban design, commercial development, and housing. The work of the urban design consultants took goals, strategies, and action items from the five work groups and located them in physical and social focus areas. This document includes neighborhood context and history, exploration of the focal areas, and the organizational and financial structures needed to implement and support the plan.

VISION STATEMENT

The Southwest Partnership envisions an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility. We embrace all diversity: from race, gender, and sexual orientation to economic, educational and housing choice. Our diversity is our strength.

MISSION STATEMENT

The Southwest Partnership aims to maintain this vision through productive land uses and partnerships that will build a cohesive community. We partner with our neighbors, surrounding communities, City Government, area institutions and businesses, knowing that when we take the right road together, and with integrity, everyone will benefit.



EXECUTIVE SUMMARY

Introduction

The Southwest Partnership is a coalition of neighborhood associations, community members, and anchor institutions in the southwest Baltimore neighborhoods of Barre Circle, Franklin Square, Hollins Roundhouse, Mount Clare, Pigtown, Poppleton, and Union Square. Beginning as a small group of concerned residents organizing around the over-concentration of drug treatment facilities in the area organizing community forums to address issues of disinvestment, disenfranchisement, and lack of a community voice, the Southwest Partnership has grown to include neighborhood associations from each of the seven neighborhoods, community residents and stakeholders who want to make deliberate, positive changes in the Southwest Partnership area, and representatives from the Bon Secours Baltimore Health System, the B&O Railroad Museum, the University of Maryland Baltimore, the UMB Biopark, the University of Maryland Medical System, and Wexford Science and Technology.

The neighborhoods in the Southwest Partnership area have a rich literary, industrial, and commercial history. They are closely connected to downtown, the Harbor, the stadiums, and major institutions. Income, education level, and housing type and price vary across the neighborhoods but together they have experienced decades of disinvestment, failed redevelopment, and negative press. There are very real needs in the Southwest Partnership Area—and very real assets.

Planning Process

This Vision Plan is the result of almost two years of conversation and collaboration between community members, institutions, and professional consultants and describes a vision for the future of the Southwest Partnership area. Community members in large forums and small workgroups discussed and decided what they wanted the future of their community to look like and determined the steps needed to achieve that future. Institutional partners provided resources, support, and input and consultants provided professional analysis and guidance in the fields of housing, commercial development, and urban design. That planning process produced this document.

Focus Areas

The Plan describes five physical and two social focus areas identified by community members and the urban design consultants. These focus areas are: W. Baltimore St, Hollins Market and District, the B&O Railroad Corridor, the Squares, Public Streets, Housing, and Education and Workforce. Each focus area has its own section in the Vision Plan which includes an introduction and context, goals for the area, current assets and needs, analysis and exploration of the history of key issues, and strategies and action items through which the goals can be achieved. The sections on the physical focus areas also include possible images of the future of each area. Community members, institutional representatives, and consultants collaborated on the goals, strategies, and potential futures for each area. Community members



developed and prioritized activities that are necessary for the achievement of the Plan and these action items appear at the end of each section.

Housing and Education and Workforce Development

The Southwest Partnership [envisions] an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility [and embraces] all diversity: from race, gender, and sexual orientation to economic, educational, and housing choice. Our diversity is our strength. The goals and strategies described for each focus area in the Plan reflect this vision. The Housing goal is to attract and encourage development of housing to attract newcomers to the neighborhood while maintaining existing low income housing and low and moderate income homeowners and improving the

quality of their housing while that of Education and Workforce is to ensure all residents have access to quality educational and job training opportunities that lead to successful career outcomes by increasing the outreach of the existing programs.

West Baltimore Street

W. Baltimore St. can again become a thriving commercial corridor for the area and the city by taking advantage of the existing customer base of residents and workers at Bon Secours Health System and the UMB Biopark, preserving the street's historical character, and building off of existing businesses to develop focused commercial nodes. A revitalized W. Baltimore St. will connect neighborhoods and institutions, provide needed goods, services, and jobs to residents, and attract new residents and investments to the area.

Hollins Market and District

Hollins Market is the oldest existing public market building in Baltimore and the Market and the surrounding commercial district have the potential to again be a social and economic hub for the community. The Market and existing businesses in the district currently provide residents with accessible food, services, and community space. Increasing walkability, commercial activity, and density and maintaining and restoring the historic character of the Market will restore them to a major economic, nutritional, and social asset.

The Squares

Franklin and Union Squares, and other smaller squares, are examples of one of West Baltimore’s defining features: public green space and parks surrounded by beautiful homes. Celebrating each square as an asset for its neighborhood, increasing their use, resources, and safety, and building connections between them will anchor neighborhoods, attract new residents, provide safe accessible green space for current and new residents, and raise-up the Squares as assets across West Baltimore.

Streets and Public Space

Streets connect neighborhoods and neighbors and tell a community’s story. Addressing the real and perceived public safety of the area’s streets, increasing their walkability through physical improvements to sidewalks, crosswalks, and intersections and mobilizing residents and property owners to advocate and take responsibility for their cleanliness and appearance will transform the ways in which community members and visitors interact with public space in the area.

B&O Railroad Corridor

The B&O Railroad Corridor includes the cultural assets of the B&O Railroad Museum, Carroll Park, and the Mount Clare Museum House as well as the Washington Blvd. Commercial district and the Mount Clare Shopping Center. Investment in Carroll Park and the development of connections between historical and cultural institutions, green spaces, residents, businesses, and neighborhoods will celebrate and promote these strengths to the area, city, and region. Major aspects of the Plan include providing safe, easy access to Carroll Park from the north, improving access from the south, and the development of a regional recreation center in the park.

Also included in the Vision Plan are the history and context of the neighborhoods and the design process, an appendix including consultant reports and the Southwest Partnership’s commercial development strategy, and details about the future steps necessary to implement the Plan, including the formation of an official Southwest Partnership organization and support from public and charitable funds.

Future of the Southwest Partnership

The Southwest Partnership has formed an organization committed to implementing the vision described in the Plan and the achieving the Southwest Partnership’s six overarching goals. The Southwest Partnership is incorporated in the state of Maryland and has hired a small staff. It is governed by a Board of Directors made up of one representative of each of the member anchor institutions and neighborhood associations and the Chair of each of the five Southwest Partnership

MAJOR GOALS

Through public meetings, workgroups, conversation, exploration, and the development of this Plan the Southwest Partnership determined six major goals for the SWP area. These are to:

1. Improve real and perceived public safety
2. Increase the effectiveness of the voice of residents, business owners, and institutions
3. Improve the quality of the built and natural environment
4. Retain and strengthen the economic viability of existing businesses while attracting outside institutional, commercial, small business, and individual investment
5. Build regional awareness of the strengths and opportunities for living and working in the area
6. Improve the quality of life and access to economic opportunities for current residents

Committees (Commercial Development, Education and Workforce Development, Housing, Preservation and Promotion, and Safe, Vibrant, and Walkable Streets).

This Vision Plan is ambitious, far reaching, and open to growth, amendment, and change based upon continued community discussion, decision-making, and growth. Its implementation is based on the principle that public investment will lead to private, that community residents and stakeholders have the clearest perspective on the future

of their neighborhoods, and that plans are most successful when they are developed through collaborative, trusting relationships. The Vision Plan describes a future for the Southwest Partnership Area that builds on community leadership, trusting partnerships, and creative hard work. It will be achievable with open communication, leveraging existing resources, investment, dedication, and trust and belief in the process that produced it.



PROCESS OVERVIEW

The Southwest Partnership planning process has been led by a Steering Committee of community members which emerged from large-scale community forums in summer 2013.

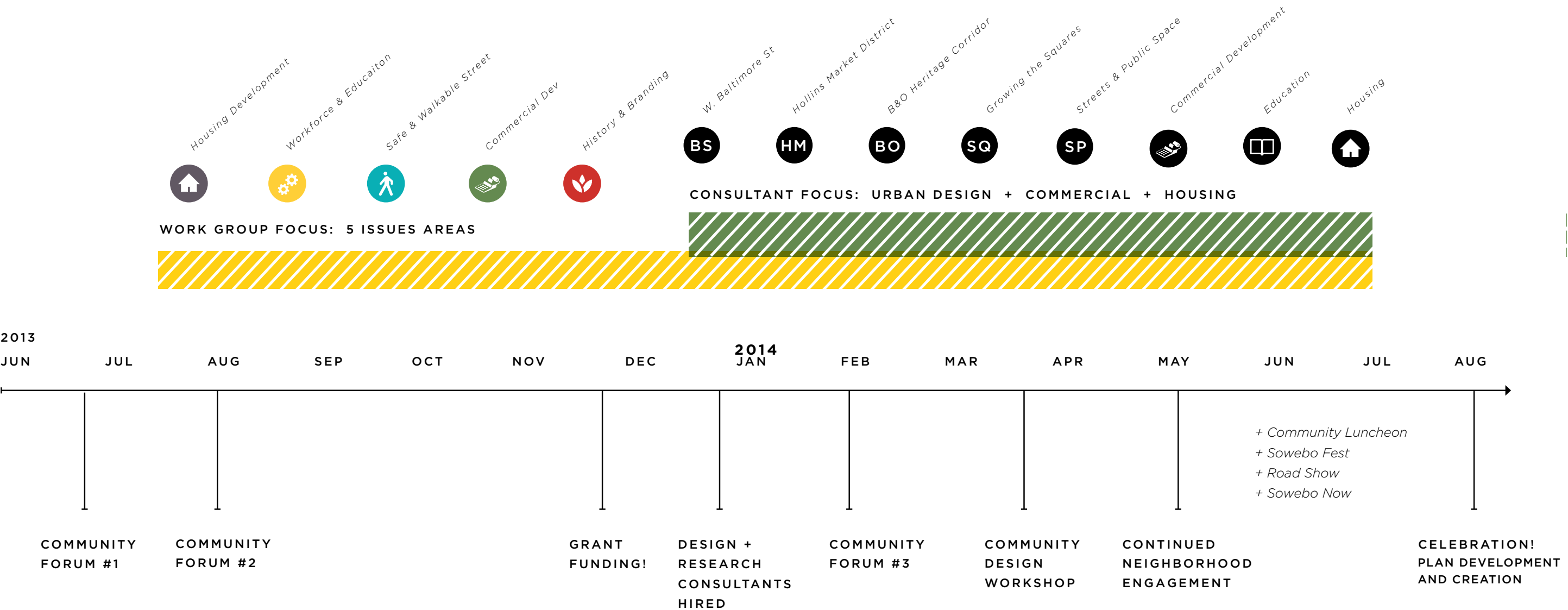
Five work groups emerged in these initial forums to address the following issue areas: Housing Development; Education and Workforce Development; Safe, Vibrant & Walkable neighborhoods; Commercial Development; Preservation and Promotion of Southwest neighborhoods.

Steering committee leaders include elected representatives of neighborhood associations and groups, as well as active community members passionate about work group issues and willing to represent that group’s progress at committee meetings.

After approximately six months of biweekly work group meetings and monthly steering committee meetings, the process was assisted by professionals in urban design, commercial development, and housing. Consultants were funded by Wexford Science and Technology, and then by a consortium of funders which include: Wexford Science and Technology, the University of Maryland BioPark, the

University of Maryland Baltimore, the University of Maryland Medical System, and the Goldseker Foundation.

Work groups remained heavily involved in the planning process after professional expertise was engaged. Work group input, as well as broader community engagement was held paramount, and was interwoven into this document and final recommendations. The icons below can be used to track overlap between work group and consultant research and recommendations. All action items and goals, and workplans emerged from workgroups and steering committee work.



STAKEHOLDER DIAGRAM

Non Profit:

NEIGHBORHOOD DESIGN CENTER

City Entities:

CITY PLANNING

BALTIMORE DEVELOPMENT CORPORATION

SOUTHWEST PARTNERSHIP

NEIGHBORHOODS

WORK GROUPS

INSTITUTIONS

POPPLETON

UNION SQUARE

MOUNT CLARE

BARRE CIRCLE

PIGTOWN

FRANKLIN SQUARE

HOLLINS ROUNDHOUSE

UNIVERSITY OF MARYLAND BIOPARK

UNIVERSITY OF MARYLAND BALTIMORE

UNIVERSITY OF MARYLAND MEDICAL SYSTEM

B+O RAILROAD MUSEUM

BON SECOURS BALTIMORE HEALTH SYSTEM

WEXFORD SCIENCE & TECHNOLOGY

GOLDSEKER FOUNDATION

HOUSING

WORKFORCE AND EDUCATION

COMMERCIAL DEVELOPMENT

PRESERVATION AND PROMOTION

SAFE + WALKABLE STREETS

RELATIONSHIP TO CITY & REGION

Southwest Baltimore is ideally sited as a location for new economy jobs, a key element of the regional and city economic growth plan. Located adjacent to the University of Maryland Baltimore and Downtown and only 10 miles from the BWI airport, the neighborhood is competitively located to house new jobs that are focused on bio-research innovation and care.

The future of the Baltimore economy will, in part, be built on the development of job centers that are connected with the intellectual capital at the city's major research universities, health centers and other emerging business clusters. The University of Maryland BioPark has shown robust growth since its beginning, an illustration of the attractiveness of the Southwest Baltimore location and the ability to leverage the intellectual capital at the University of Maryland.

This Plan is based on the premise that improving the Southwest Partnership Area will not only be beneficial to the residents and businesses that are in the neighborhood now, but that it will also make the area more competitive for new residents and businesses, especially businesses that will gravitate to the Southwest Innovation Cluster, thus increasing the city's tax and employment base.

As noted in the Greater Baltimore State of the Region Report 2011, while the Baltimore region is competing well nationally on many fronts, it is lagging in new entrepreneurs and start-ups. The execution of the Plan and the development of the Southwest Baltimore as an innovation cluster can help Baltimore close this gap.



OTHER MASTER PLANS & MAJOR DEVELOPMENTS



Centerwest Development

CENTERWEST DEVELOPMENT

The Centerwest project proposed for the Poppleton neighborhood has been underway since 2006. The developer, La Cite, has worked through the housing crises of 2008 and the slow economic recovery and plans to begin phase 1 of the development in Fall 2015.

Most of the land where the Center West development will be located is currently vacant lots and buildings. Once underway, the development will help build momentum for other projects in Poppleton and the Southwest Partnership Area as a whole. Housing and commercial development are major tenets of this plan and Center West will significantly contribute to that vision.

SOUTH BALTIMORE GATEWAY MASTERPLAN

The South Baltimore Gateway Master Plan was completed in Summer 2014. Most of the casino area is south of the Southwest Partnership catchment area, but it does include

the neighborhoods of Barre Circle, Pigtown and the regional attraction, Carroll Park. This master planning process around the Casino Area was precipitated by the local impact funds, up to a least \$5 million per year, which Baltimore City will receive as a result of the casino development.

The two major themes of the Master Plan are: a bold environmental agenda and creation and enhancement of healthy livable communities. The communities within the master plan boundaries have already prioritized year one and two spending including: enhancing public safety efforts; targeting workforce training and development for youth and adults; improving public spaces, streetscaping, and infrastructure; and establishing a community benefits district program. These priorities closely align with those presented in the Southwest Partnership Plan and will be implemented in a large part of the catchment area due to the overlap with Barre Circle, Pigtown and Carroll Park.

URBAN RENEWAL PLANS

Franklin Square (1978), Mount Clare (1974), Pigtown/Washington Village (1979), Poppleton (1975): Many of Baltimore's urban renewal plans were created in the 1970's when its population had been and was continuing to leave urban neighborhoods for the suburbs. These "urban renewal" plans laid out the objectives and strategies the city could use to achieve those objectives. These plans focused mainly on land use and set standards in place for property acquisition, rehabilitation, land disposition, and community review.

Urban renewal plans are the foundation for development. Over time, the clearing of blight, as recommended by these urban renewal plans, has led to swaths of vacant land and some development. These plans have created a need for comprehensive plans that attract and encourage development and also address some of the economic challenges that the Southwest Partnership area face. The full urban renewal plans can be found on the Baltimore City Planning Department website at: <http://archive.baltimorecity.gov/Government/AgenciesDepartments/Planning/MasterPlansMapsPublications/UrbanRenewalPlans.aspx>

HISTORIC DISTRICTS

Barre Circle, Franklin Square, Hollins Roundhouse, and Pigtown are neighborhoods are on the National Register of Historic Districts and Union Square is both a federal historic district and a Baltimore City Historic District. National Historic District designation provides tax incentives for redevelopment and Union Square's status as Baltimore City Historic District helps to protect the historic physical appearance of the neighborhood.

RED LINE

Accessible public transit helps neighborhoods grow. The Red Line will allow more people in the area to have access to public transit that can link them to jobs and other opportunities throughout the city. Transit oriented development is a growing trend in Baltimore, where transit hubs spur high density development. More people are choosing to live in urban neighborhoods that are walkable and have access to transit options.

The proposed Red Line will run between Center for Medicare & Medicaid Services in Baltimore County and JHU Bayview, with two stops in the Southwest Partnership area. Both of those stops have a 10 minute walking radius that covers most of the northern section of the area. This plan identifies areas of development based on market strength. The Red Line will also help boost the attractiveness of the area for housing and commercial development.

OROSW PLAN

(Operation Reach-out Southwest)

In 2002, 8 communities: Boyd-Booth, Carrollton Ridge, Franklin Square, Mill Hill, Mount Clare, Penrose-Fayette St. Outreach, Shipley Hill and Union Square, worked together with city agencies to create a neighborhood action plan. The vision for this plan area is by 2018, these neighborhoods would be a desirable place to live within Baltimore City. The goals are to:

- *Improve safety and sanitation*
- *Improve the housing market and attract homeowners*
- *Improve the health status of residents*
- *Turn vacant land into attractive open space in order to improve image and encourage investment*
- *Improve youth academic performance*
- *Assist residents in attaining quality employment*
- *Assist residents in creating personal wealth*
- *Improve the physical infrastructure of the community*

Each goal has a variety of strategies and measures of progress associated with it. Many of the people involved in the development of the OROSW plan are also key players in the Southwest Partnership planning process. There was already a foundation of many neighborhoods working together towards a common vision. The Southwest Partnership Plan also has many of the same goals, but the strategies to achieve the goals are different and targeted to maximize impact.

PIGTOWN MAIN STREET

Pigtown Main Street is a 501(c)(3) not-for-profit organization dedicated to the commercial revitalization of the Washington Boulevard commercial corridor. Founded in 2000, it became an original member of Baltimore Main Streets (a program of

the Baltimore Development Corporation) and is an accredited National Main Streets member organization. The mission of Pigtown Main Street is to enhance the commercial corridor by improving the aesthetics, promoting branded events, connecting community institutions and protecting the Pigtown identity. Due to the activities and success of Pigtown Main Street this Plan doesn't address Washington Blvd.

A separate plan for the area has been developed: <http://www.pigtownmainstreet.org/wp-content/uploads/2014/11/Pigtown-Nov-6-Presentation-Format.pdf>



NEIGHBORHOOD OVERVIEW

BARRE CIRCLE

Area: 0.022 sq miles
Population: 341

FRANKLIN SQUARE

Area: 0.174 sq miles
Population: 4,065

HOLLINS ROUNDHOUSE

Area: 0.107 sq miles
Population: 1,558

MOUNT CLARE

Area: 0.117 sq miles
Population: 2,398

PIGTOWN (WASHINGTON VILLAGE)

Area: 0.325 sq miles
Population: 3,703

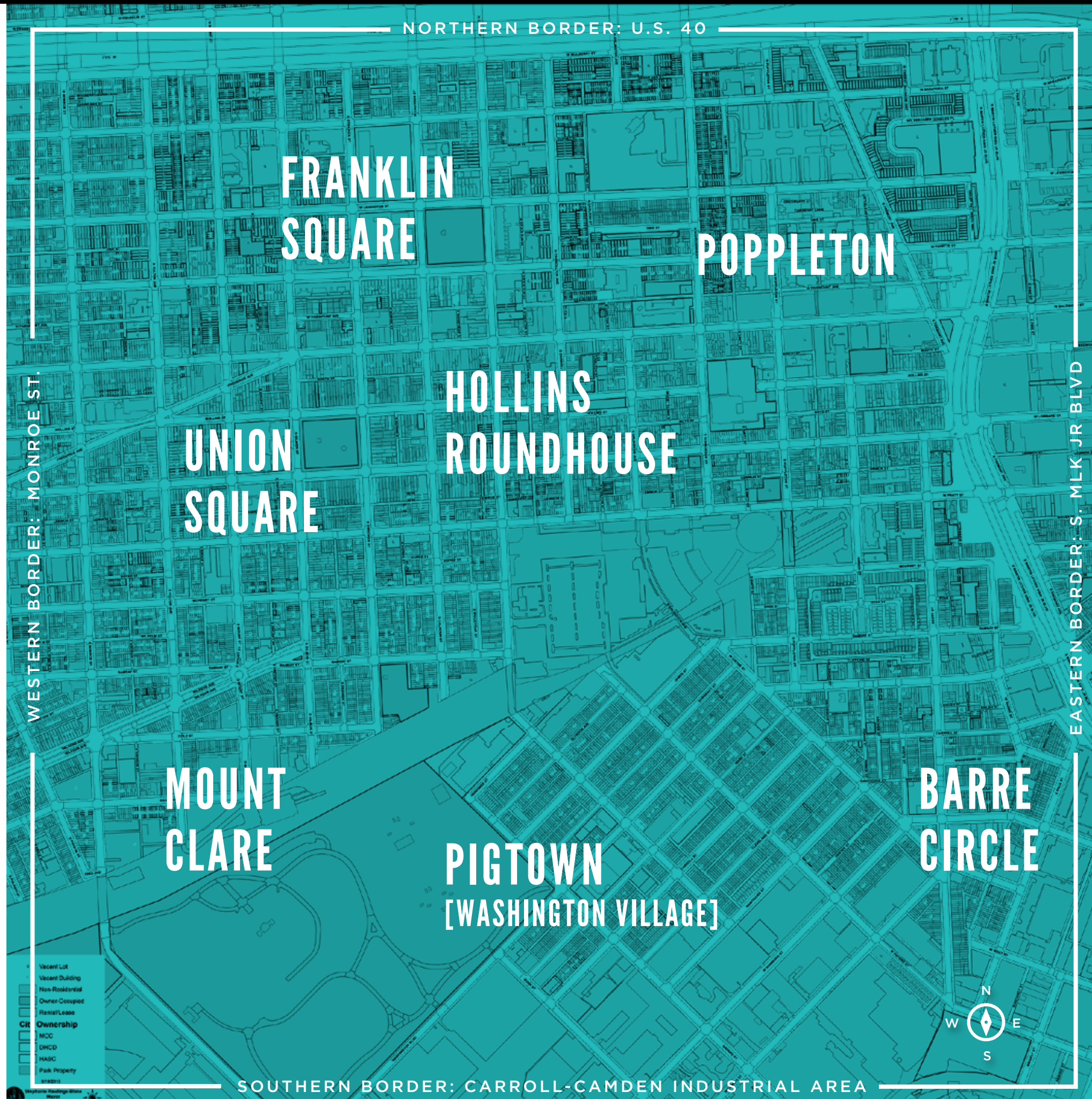
POPPLETON

Area: 0.176 sq miles
Population: 2,495

UNION SQUARE

Area: 0.065 sq miles
Population: 815

Source: Baltimore City-Data



01

02

03

04

05

NEIGHBORHOOD CONTEXT

Neighborhood History

Anchor Institutions + Assets

Socioeconomic Context



NEIGHBORHOOD HISTORY

The neighborhoods of the Southwest Partnership - Barre Circle, Franklin Square, Hollins Roundhouse, Mt. Clare, Poppleton, Union Square and Pigtown date to the colonial era. The Baltimore Company Ironworks, which built an iron furnace at the mouth of the Gwynns Falls, near the current casino spurred the original growth of the area; but it was the development of the long-distance railroad that anchored the area as a major part of what has become Baltimore City. On July 4, 1828, the cornerstone of the Baltimore and Ohio Railroad was laid, beginning the construction of the

railroad that in 1853 reached the waters of the Ohio River.

This endeavor has come to be known as the first American railroad, the first to receive a charter, the first to convey freight and passengers, and the first to penetrate into the Alleghenies. It became the first long distance railroad in the world. When the Mount Clare shops were founded in 1829, they soon became the hub of American railroading innovation, and the economic center of the area. By 1852 the B&O employed approximately 1,000 men while the



Photo by Hans Marx, Baltimore Sun photo / April 9, 2013.

2.0 B+O Railroad Museum has been called one of the most significant collections of railroad treasures in the world, with the largest collection of 19th-century locomotives in the U.S.



2.1 The “Mount Clare Mansion” — at 1500 Washington Blvd, known today as the Mount Clare Museum House — is the oldest Colonial-era structure in the City of Baltimore

Hayward and Bartlett Iron Works employed approximately 350 men. Other manufacturers were also drawn to the area, creating neighborhoods mixed with uses and houses of all sizes.

Between 1830 and 1910, Baltimore’s population increased from approximately 80,000 to 558,000. Between the establishment of the B&O railroad in 1828 and the Civil War, Baltimore’s economic base changed from agriculture and seafaring to railroads and industry. During this time, when the Southwest Partnership area streets were laid

out, land parcels were subdivided into building lots, and rows of houses were built. Development continued after the Civil War and finally slowed to a trickle after World War I. Dozens of developers built houses while businessmen set up manufacturing facilities and warehouses. Churches and commerce followed. Although zoning was nonexistent and building codes anemic, the rowhouse helped to unify the incredible diversity of development. The rowhouse became the dominant architectural form in the neighborhood.



2.2 *Franklin Square ca 1958. courtesy of Baltimore Sun*

The first area of intense rowhouse development centered on Poppleton and the Hollins Roundhouse areas bounded by Fayette, Fremont, Pratt, and Carey Streets. The vast majority of these houses were small 11- to 12-foot wide houses built for the labor force of the expanding industry centered on the Mount Clare shops. Nevertheless, the neighborhoods provided housing for all income levels. In 1839 the 900 Block of Lombard Street attracted engineers, foremen, machinists, and other highly skilled workers. The 900 blocks of Lemmon Street, Schroeder, and Amity

Street were constructed with houses for general laborers, watchmen, and firemen.

With the creation of Franklin (1839) and Union Squares (1847) rows of elegant housing were built. The east and west sides of Franklin Square, Waverly Terrace and Canby Place attracted the middle and upper classes. Along Union Square, developers built expensive houses, including the future Mencken House.

The development these squares attracted was mostly ended in the

1880s. Most houses west of Hollins Market and north of Pratt St. are three-stories tall and three windows wide, a solid middle class neighborhood inhabited by extended families and lodgers. In addition, smaller houses were located on some small streets (alleys) in the area.

South of Pratt Street the rowhomes are mostly smaller, two stories tall and two-bays wide, with a smattering of three-story houses mostly two bays wide. Houses south of Pratt Street were built as early as 1833 on McHenry and Ramsay Streets and Washington Boulevard. Block after block of houses for the labor force of the new railroad industries were built prior to the Civil

War. After the War, development moved southwestward towards Carroll Park. Closer to Carroll Park small working class houses were built into the first decade of the 20th century.

Churches, schools, and commercial buildings are also part of the neighborhoods' fabric. Hollins Market was first established in 1835, with the current structure built in 1865. Other commercial areas line Washington Boulevard and Baltimore Street and many of the buildings still retain features of their 19th century storefronts. Two churches were built by prominent architects. Robert Carey Long Jr. designed St. Peters Roman Catholic Church, and Niernsee and Neilson designed St Lukes Episcopal Church.



2.3 *Rapid growth between 1840-1870. One of the earliest examples of working class neighborhoods developed around a specific factory or industrial site.*

By 1896 Pigtown had five churches serving a diverse group of parishioners: Scott Street Baptist Church (783 West Cross Street), Notre Dame Catholic Church (700 block of West Hamburg Street), Scott Street United Brethren Church (527 Scott Street), Heneshaw Memorial Protestant Episcopal Church (863 Columbia Avenue), and Waugh Chapel (900 Columbia Avenue, now Washington Boulevard). Two schools and a fire station also served this neighborhood.

By the 20th century, almost all of the area was developed and the century of redevelopment began. The largest redevelopment was the Poe Homes, a public housing project that began in 1939. Other projects followed: high-rise public housing, construction of Martin Luther King Boulevard, and many scattered site projects for affordable and senior housing. Amidst these redevelopment projects, several preservation efforts occurred: the Union Square local historic district (1967), Barre Circle Homestead project, landmark designation of the Hollins Market, and the National Register nominations of Franklin Square, Hollins Roundhouse, and Pigtown.

The highway that is the northern boundary of the neighborhood (what was to be I-70) had a devastating effect on the neighborhood,

relocating hundreds of households and creating a barrier between the northern part of the Southwest Partnership area and other neighborhoods to the north.

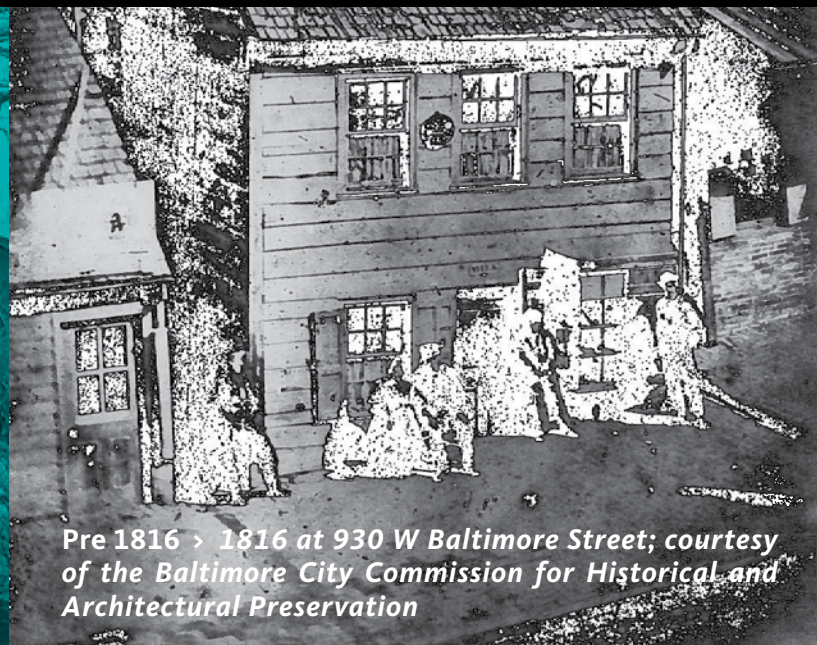
The Southwest Partnership area's rich history provides firm grounding to launch a successful, exciting master plan.



2.4 Figure from 1801 Warner and Hanna Map. Union Street, the north /south street on the right, is now Greene Street. The diagonal street is Freemont Avenue and Frederick Street is current day Baltimore Street.



1756 > A History Of Agriculture And Industry, Mt. Clare Mansion Is Built On Georgia Plantation By Dr. Charles Carroll



Pre 1816 > 1816 at 930 W Baltimore Street; courtesy of the Baltimore City Commission for Historical and Architectural Preservation



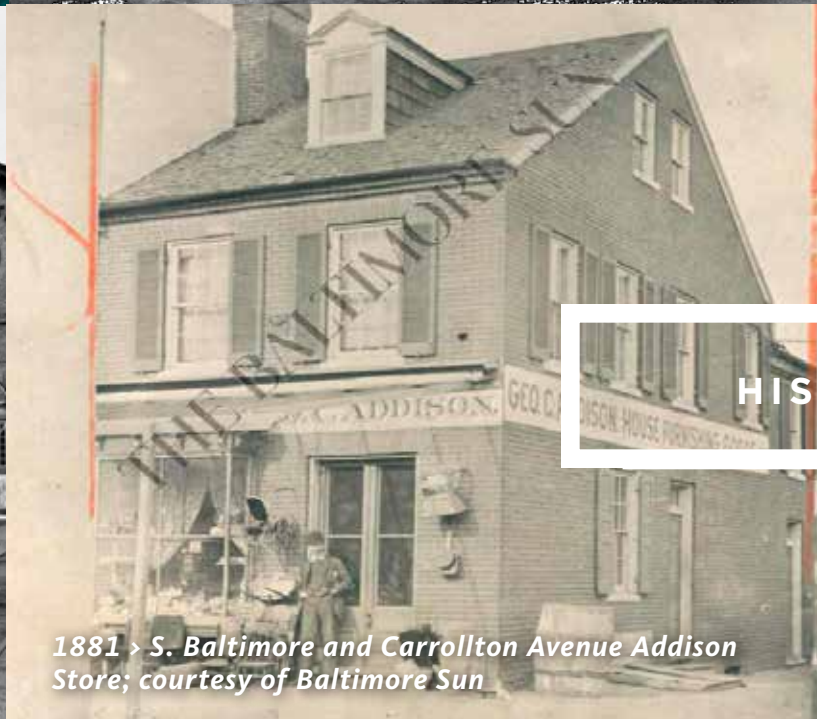
1840'S - 1870's > Rapid growth. One of the earliest examples of working class neighborhoods developed around a specific factory or industrial site



Mid-19th century > Baltimore Street Newton Academy (drawing) Lithography; courtesy of Baltimore Sun



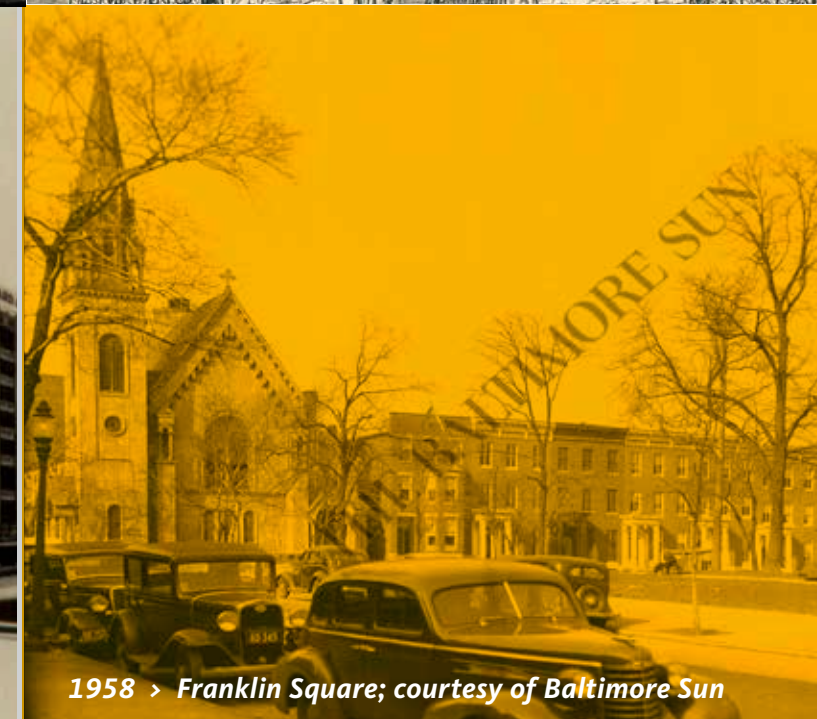
1830 > Birth of the American commercial railroads. Southwest was the center for pioneering technology in railroading



1881 > S. Baltimore and Carrollton Avenue Addison Store; courtesy of Baltimore Sun



1920's > Montgomery Ward brings jobs and new industry to Southwest. Adjacent to the railroad switch track, the warehouse was one of nine built by Montgomery Ward in the United States.



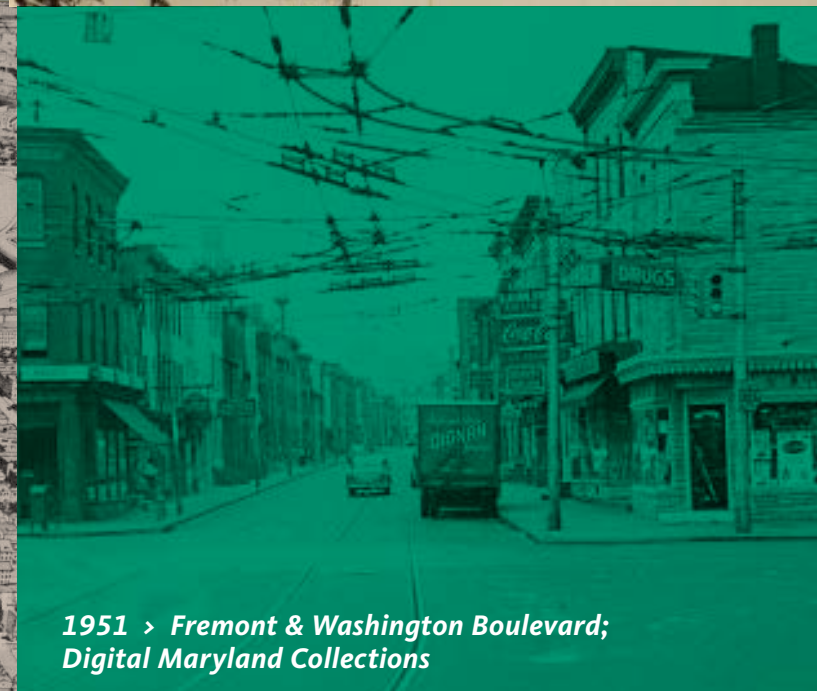
1958 > Franklin Square; courtesy of Baltimore Sun



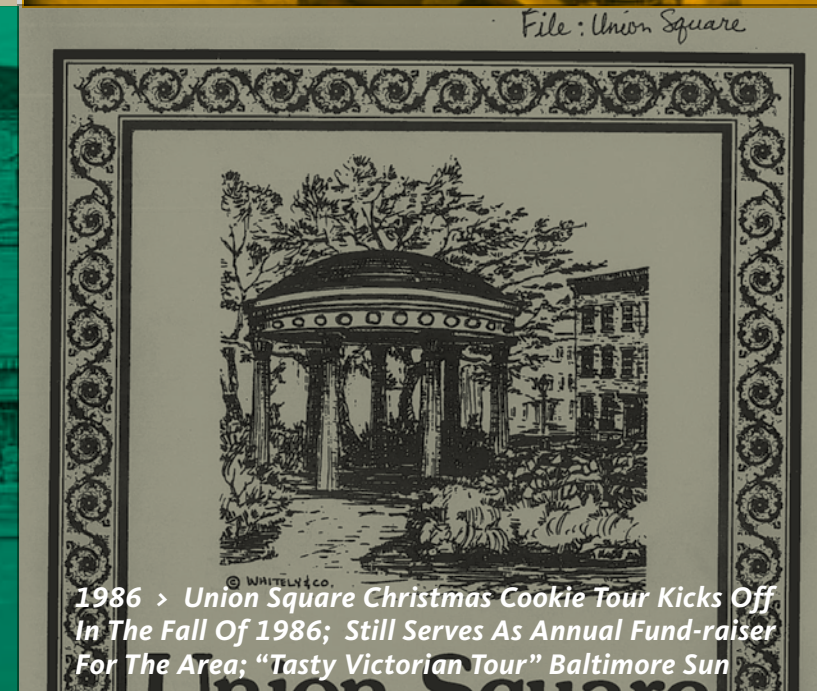
1978 > 700 Block of Washington Boulevard; courtesy of the Baltimore Sun



1950's > Southwest goes through urban renewal and several proposals are made for an East-West Expressway through the city. I-170 (now US 40) was initiated, but not completed.



1951 > Fremont & Washington Boulevard; Digital Maryland Collections



1986 > Union Square Christmas Cookie Tour Kicks Off In The Fall Of 1986; Still Serves As Annual Fund-raiser For The Area; "Tasty Victorian Tour" Baltimore Sun

HISTORIC FIGURES

The Southwest Partnership area has produced several persons of fame and some of America's most eminent men of letters:

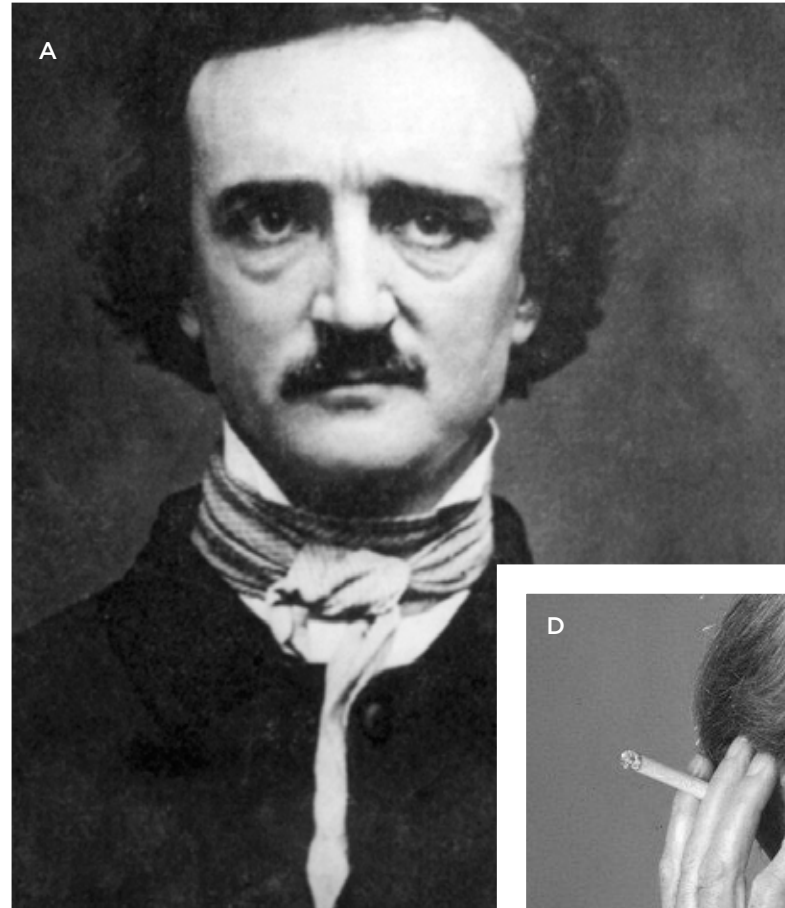
A **EDGAR ALLAN POE** — lived at 203 Amity Street between 1832 and 1835. While In Baltimore, Poe turned from writing poetry to writing prose. By 1833, he had written 11 short stories.

B **DASHIELL HAMMET** — the creator of the “hard-boiled” detective novels such as *The Maltese Falcon* and *The Thin Man*, moved to 212 North Stricker Street at the age of 6 in 1902. He lived in the Poppleton neighborhood until his mid-20s when he moved to San Francisco. In Baltimore he worked as a private detective for the Pinkerton National Detective Agency.

C **H.L. MENCKEN** — lived his whole life in Baltimore, most of which was at 1524 Hollins Street. Mencken became a prolific writer, journalist and magazine editor.

D **RUSSELL BAKER** — who captured living in this neighborhood in his memoir *Growing Up*, was a Pulitzer prize winning journalist, New York Times Best Selling Author, and the host for PBS's Masterpiece Theater.

E **ELLA THOMPSON** — lived on Fayette Street and lost a young daughter to street violence in 1988. She recommitted her life to the children of Franklin Square, where she ran the rec center on Vincent Street for nearly a decade. She was determined that with just a little more support, a little more faith and a little more opportunity for the children of West Baltimore, a neighborhood and ultimately a city, could turn itself around.

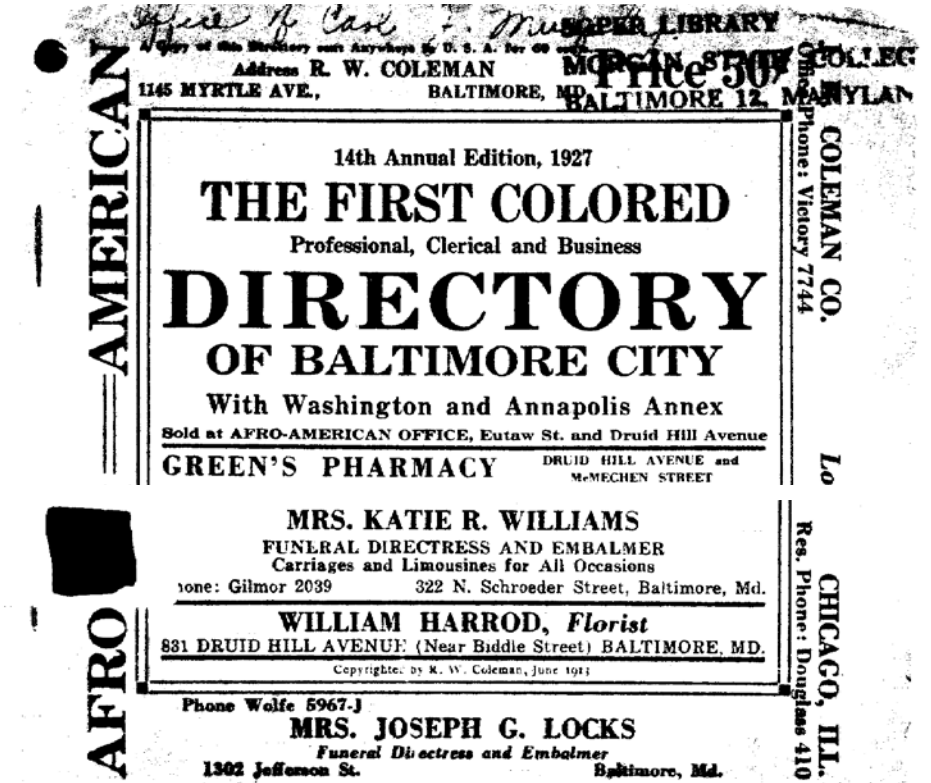


HISTORIC FIGURES

F ZORA NEAL HURSTON — attended high school at Morgan Academy, the high school arm of Morgan State University, located at 60 Fulton Avenue, graduating in 1918. She was 26 years old at the time but claimed to be 16 in order to attend. In her autobiography, *Dust Tracks on a Road*, Hurston says that she arrived at Morgan Academy with “only one dress, a change of underwear and one pair of tan oxfords.” Despite her material disadvantages, Hurston excelled at Morgan Academy, was soon recognized for her sharp intelligence, and quickly became a favorite of her peers. While at Morgan Academy, Hurston made friends who later encouraged her to attend Howard University in Washington D.C.

G THE SISTERS OF BON SECOURS — provided the world’s first recorded formal home health care service as well as the first day care facility in Baltimore in 1907 to help working mothers whose only alternative was to place their children in orphanages. The Sisters of Bon Secours established their first hospital in Baltimore in 1919 and opened their second, in Grosse Pointe, Michigan, in 1945. By 1980, the Sisters had established and/or managed several Catholic hospitals, long-term care facilities and other health care services. The Bon Secours Health System was formed in 1983 to provide skilled, unified management and professional resources for all Bon Secours health care operations.

H KATIE R. WILLIAMS — an African American woman funeral directress and embalmer who was located in Poppleton on Schroeder Street in the early 1900’s. Williams was featured in the First Colored Directory of Baltimore City.



Sr. Nancy stands by the reflecting pond at the Marriottsville Spiritual Center. Staff photo by Keith Weller

An oasis of peace

Diane Brown

Beside restful waters he leads me; he refreshes my soul.

Psalm 23
a chipmunk carrying an

atmosphere that is conducive to reflection and retreats, conferences and meetings," says Sr. Nancy.

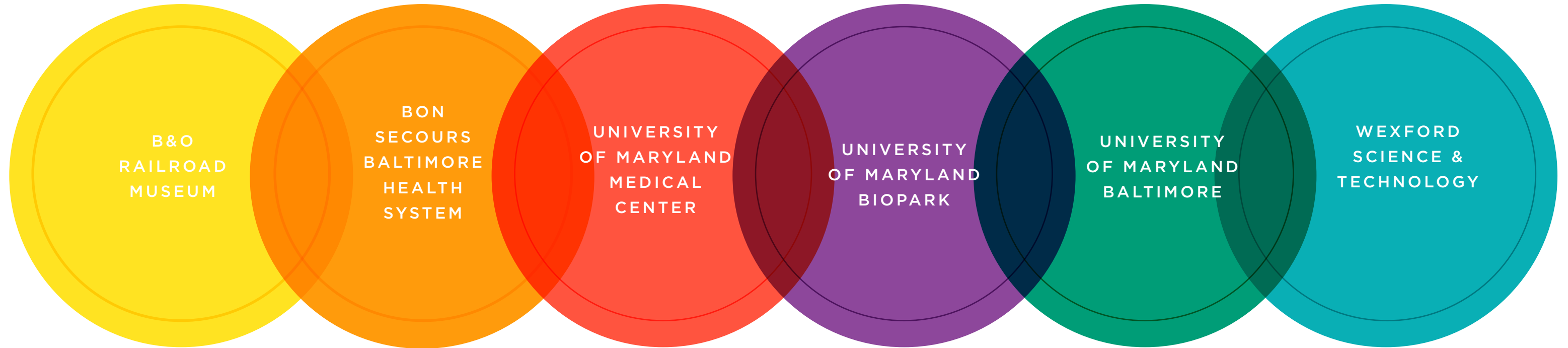
"We have retreats for all denominations—we sponsor some

that we are worshipping the same God. The things that divide us aren't that important."

Sr. Nancy laughs as she recalls a weekend when both St. Bernardine's Church and a Bon-

ANCHOR INSTITUTIONS + ASSETS

The Southwest Area is fortunate to be anchored by several strong anchor institutions: Each offers a range of value to the area



- Strong geographic hold between community key access points;
- 200,000 visitors / year

- Health enterprise zone
- Workforce Development
- Nutrition counseling
- “Clean & Green Job Training”
- Family Support Center
- Women’s Resource Center
- Hundreds of employees
- High quality, low-income, housing
- Financial Services
- Enterprise Information Systems jobs
- Medical & health related
- Internships
- Community Support Center
- Community Health Advocates

- 757 beds
- 50+ Centers, Services, Programs
- Community Partnerships
- Life science jobs and internships
- Teaching & Research hundreds of employees

- Bio-innovation Center
- Maryland Proton
- Treatment Center
- “Medical tourism”
- ~2000 workers
- Center for Social Value Creation
- Robert H. Smith School of Business

- 6,000 students
- School of Social Work
- School of Medicine
- School of Dentistry
- School of Pharmacy
- “Communities in Schools” partnerships with schools in SWP area
- School of Nursing
- School of Law

- Real estate investment and development for universities, university-related research parks, and healthcare system segments
- Vibrant, mixed-use Knowledge Communities and support for the innovation economy
- Buildings designed and constructed at over ten major research park sites across the country
- \$1.8M dollars invested in community-related projects and initiatives near projects around the country

ANCHOR INSTITUTIONS + ASSETS

The Southwest Area is supported by several strong anchor institutions in the area: Bon Secours Baltimore Health System, B&O Railroad Museum and University of Maryland campuses. Each offers a range of amenities and services to the area.



BON SECOURS BALTIMORE HEALTH SYSTEM



B&O MUSEUM



BON SECOURS BALTIMORE HEALTH SYSTEM

Bon Secours Baltimore Health System is part of a national health corporation sponsored by Bon Secours Ministries. Working together, each campus strives to fulfill the mission of the Sisters of Bon Secours - to help people and communities to health and wholeness by providing compassionate, quality healthcare and being “good help” to all in need in West Baltimore, with special concern for the poor and dying. Bon Secours’ mission encompasses the physical, emotional and spiritual needs of individuals and communities. Programs benefiting the Southwest Area include Acute, Primary, Preventative and Emergency Health Care, Behavioral Health Services, Housing, Family Support, Workforce Development and Financial Services.

B&O MUSEUM

Located at the original site of the historic Mt. Clare Shops, the B&O Railroad Museum is recognized universally as the birthplace of American railroading. It was within the Museum’s 40-acre campus that Baltimore businessmen, surveyors, and engineers set about building the B&O Railroad in 1829, laying the first commercial long-distance track, building the first passenger station, and inventing America’s unique railroad. Railroad work has been conducted at Mt. Clare for over 130 years. A National Historic Landmark, Affiliate of the Smithsonian Museum, and independent educational resource, the B&O Railroad Museum collects, preserves and interprets artifacts related to early American railroading, particularly the Baltimore & Ohio, Chesapeake & Ohio, Western Maryland, and other mid-Atlantic railroads to the delight of over 200,000 visitors a year. It is the mission of this institution to reveal the drama of American railroading, its people, culture, and legacy to a wide and diverse audience.

ANCHOR INSTITUTIONS + ASSETS



UNIVERSITY OF MARYLAND

UM BALTIMORE

Founded in 1807, UM Baltimore comprises some of the oldest professional schools of dentistry, law, medicine, pharmacy, social work and nursing in the nation. It is the original campus of the University System of Maryland. Located on 60 acres in downtown Baltimore, Maryland, it is part of the University System of Maryland.

UM BIOPARK

The University of Maryland BioPark is a biomedical research park on the vibrant academic medical center campus of the University of Maryland, Baltimore. The BioPark's community of life sciences companies and academic research centers are commercializing new drugs, diagnostics and devices and advancing biomedical research.

UM MEDICAL SYSTEM

Founded in 1823 as the Baltimore Infirmary, the University of Maryland Medical Center is one of the nation's oldest academic medical centers. Located on the west side of Downtown Baltimore, the Medical Center is distinguished by discovery-driven tertiary and quaternary care for the entire state and region and innovative, highly specialized clinical programs. UMMS provides a full range of innovative health services to people throughout Maryland and the Mid-Atlantic region. Located near the famous Camden Yards and Inner Harbor, UMMS is a national and regional referral center for trauma, cancer care, cardiac care, neurocare, women's and children's health, and organ transplantation.

WEXFORD SCIENCE & TECHNOLOGY

Wexford Science & Technology, a BioMed Realty company, is a real estate investment and development company that meets the growing and specialized facilities needs of for-profit and not-for-profit institutions such as the University of Maryland BioPark. "Our objective is to become a long-term partner, supporting strategic organizational growth in significant, value-added ways while strengthening the communities in which we work."

SOCIOECONOMIC CONTEXT

Demographic information provides a snapshot of the existing conditions of the Southwest Partnership catchment area.

Data was retrieved from the 2012 American Community Survey, the 2010 U.S. Census, ESRI (Economic and Social Research Institute) and Baltimore Neighborhood Indicators Alliance reports and provides a general snapshot of the area but may not be fully up to date.

The Southwest Partnership area has an estimated population of 19,836 people residing in 7,800 households. There is an even split between family and non-family households at 50.2% and 49.8% respectively. Almost a third, 32%, of the households in the SWP region have at least one member under the age of 18, and just over a quarter, 26.89%, of the population in the SWP region is comprised

of children under the age of 18, compared to Baltimore City whose population of the same age cohort is at 21.5%.

There is a smaller number of young adults, 25-34, living in the area at 19.49%, but the proportion is larger than the city percentage of 16.67%. There is a much smaller percentage, 9.27, of people 65 and older living in the catchment area. This is lower than the rate for the city at 11.73%. The racial make-up of the Southwest Partnership area is on trend for Baltimore City at large.

There are 11,232 housing units within this region. While a majority of those units are occupied, 71.1%, an alarmingly large percentage

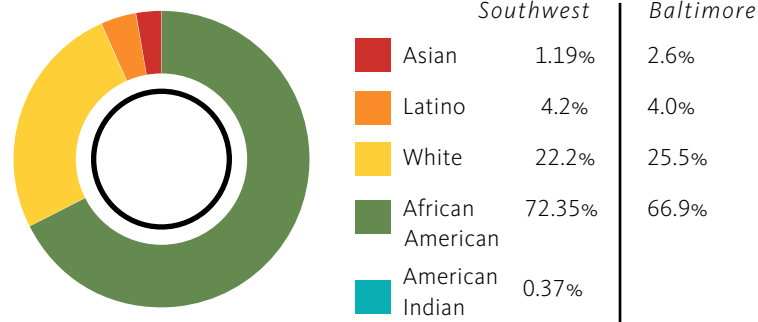
of them are vacant at 28.9%, indicating a lack of investment in the region as a whole. Of the occupied units, 65.9% are renter occupied, significantly higher than the city's rate of 52.3%.

The median price of homes sold in Baltimore City is \$135,000. Some of the Southwest neighborhoods are performing significantly better than the city as a whole and some are performing worse. Building from strength and developing proper interventions will be key in developing the neighborhoods that have not seen strong housing sales. Complete Neighborhood Profiles on each Southwest Partnership neighborhood can be found at <https://baltimore2006to2010acsprofiles.wordpress.com/2014/04/28/pdfs/>.

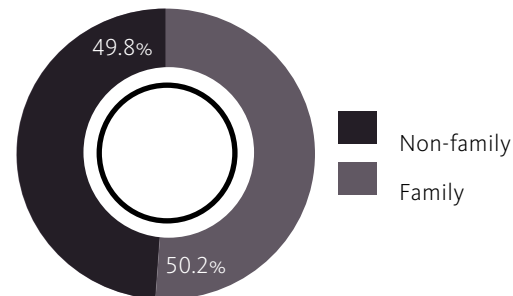
POPULATION

HOUSING

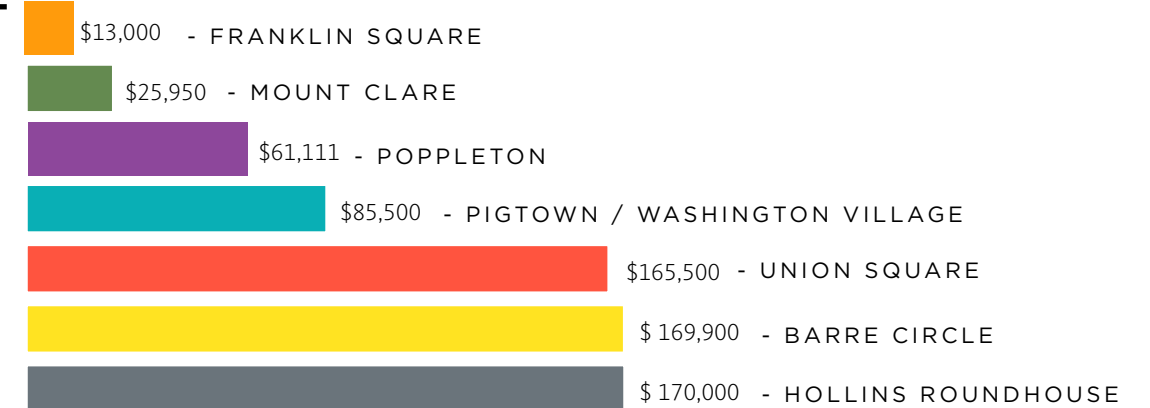
RACE



FAMILIES



SOUTHWEST AVG: \$98,709



25K
1990

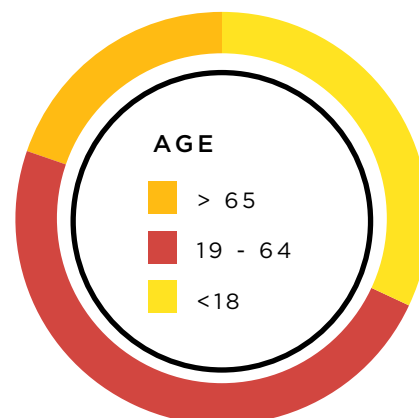
20K
2000

17K
2010

POPULATION OVER TIME

40

AGE



TOTAL HOUSING UNITS: 9,570

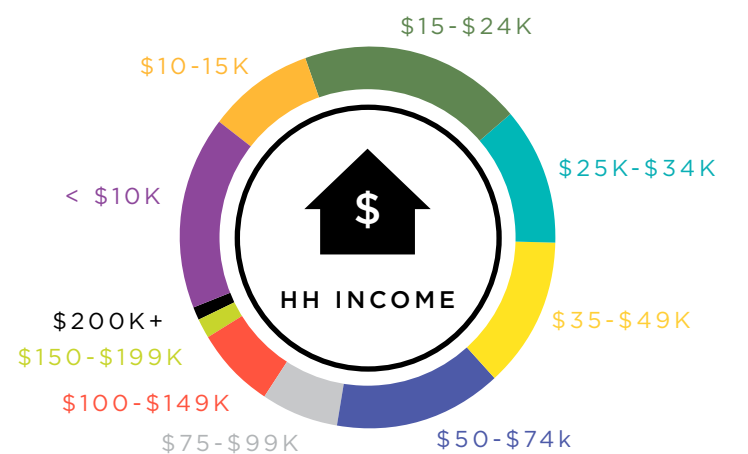


RENTERS (65.94%)

OWNERS (34.1%)

CITY AVERAGE: 52.3%

41



SCHOOL EFFECTIVENESS / ACHIEVEMENT

ELEMENTARY / MIDDLE	Student Cohort	Students fully ready	%
Steuart Hill Academic Academy	64	41	64%
Steuart Hill Academic Academy	44	35	78%
James McHenry Elem/Middle	51	46	92%
James McHenry Elem/Middle	43	40	93%
George Washington Elementary	45	36	80%
George Washington Elementary	43	43	100%
Charles Carroll Barrister Elementary	44	36	82%
Charles Carroll Barrister Elementary	46	42	91%
Franklin Square Elem/Middle	39	31	79%
Franklin Square Elem/Middle	30	18	60%
Southwest Baltimore Charter Elem/Middle	53	28	53%
Southwest Baltimore Charter Elem/Middle	51	45	88%

HIGH SCHOOL	Student Cohort	No. of Graduates	No. of Dropouts	Graduation Rate	Dropout Rate
Francis M. Wood Alternative	276	18	184	6.5%	66.7%
Francis M. Wood Alternative	264	55	177	15.5%	67%
Francis M. Wood Alternative	206	25	117	12.1%	56.8%
Francis M. Wood Alternative	198	48	127	21.7%	64.1%
Francis M. Wood Alternative	158	20	94	12.7%	59.5%
Francis M. Wood Alternative	158	25	97	15.8%	61.4%
Vivien T Thomas Medical Arts	01	54	14	55.7%	26%
Vivien T Thomas Medical Arts	60	37	14	61.7%	23.3%
Vivien T Thomas Medical Arts	102	77	9	75.5%	8.8%
Vivien T Thomas Medical Arts	100	79	9	79%	9%
Vivien T Thomas Medical Arts	115	90	8	78.3%	7%
Vivien T Thomas Medical Arts	114	90	8	78.9%	7%

www.BaltimoreCitySchools.org

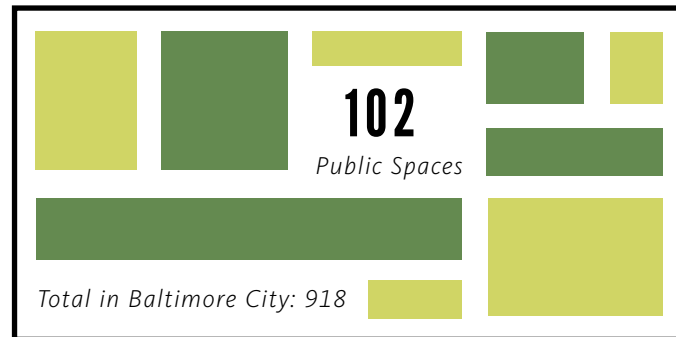
CHILDCARE DEVELOPMENT

21201	10 CENTERS
21230	15 CENTERS
21223	13 CENTERS

[Family Child Care Providers in Baltimore: 867]
Maryland Child Care Resource Network

SPACE

COMMUNITY-MANAGED PUBLIC SPACE



CRIME

+ PART 1 CRIME RATE PER 1,000 RESIDENTS: 76.0

(Baltimore City: 61.8)

+ PROPERTY CRIME RATE PER 1,000 RESIDENTS: 51.2

(Baltimore City: 47)

+ VIOLENT CRIME RATE PER 1,000 RESIDENTS: 24.8

(Baltimore City rate: 47)

WORK FORCE

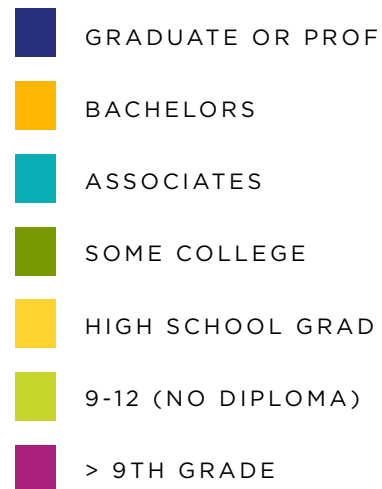
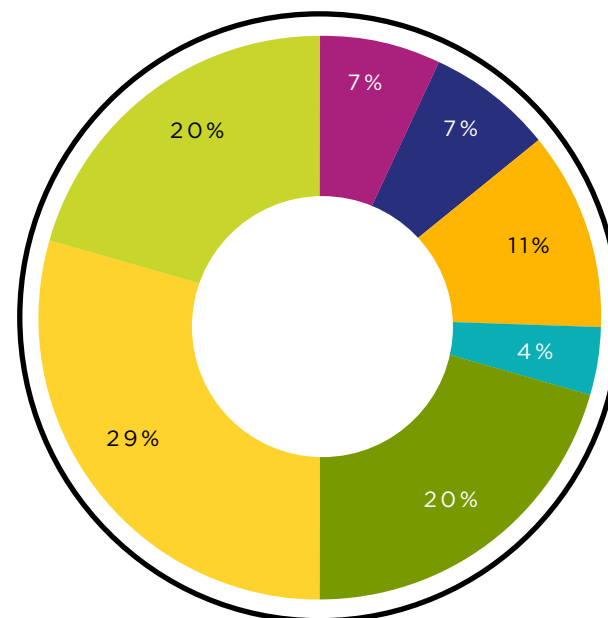
5,700 TOTAL EMPLOYEES IN SWP AREA

EMPLOYEE BREAKDOWN:

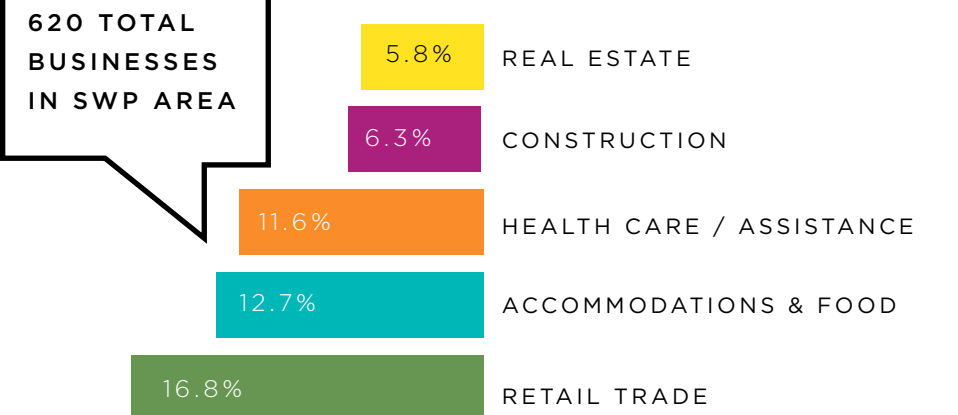


[top five industries displayed; CLUE Commercial Development study]

ATTAINMENT



BUSINESS BREAKDOWN:



[top five industries displayed; CLUE Commercial Development study]

FOCAL AREAS

01

02

03

04

05

06

Introduction

W. Baltimore Street

Hollins Market District

B&O Heritage Corridor

Streets and Public Space

Growing the Squares

Housing Development

Education & Workforce Development

Each focal area divided into 3 parts:

+ INTRODUCTION & CONTEXT

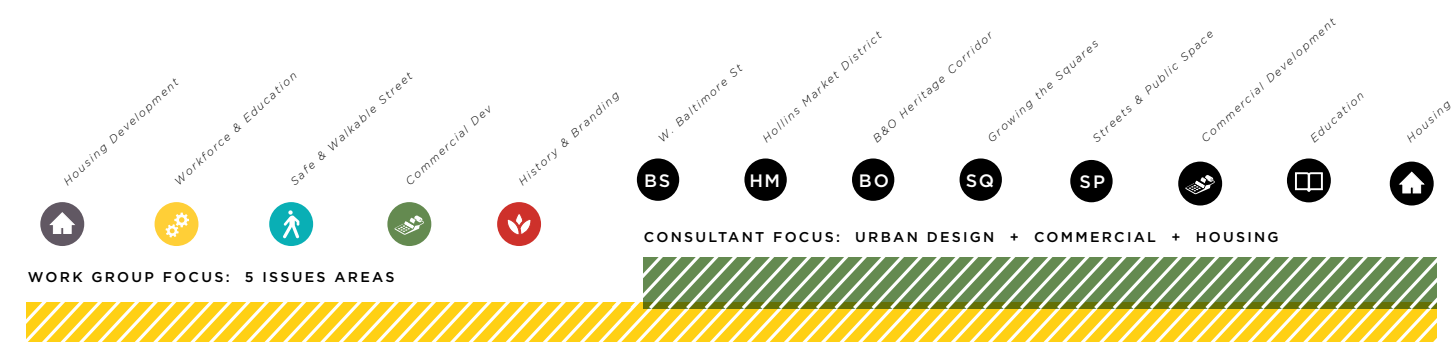
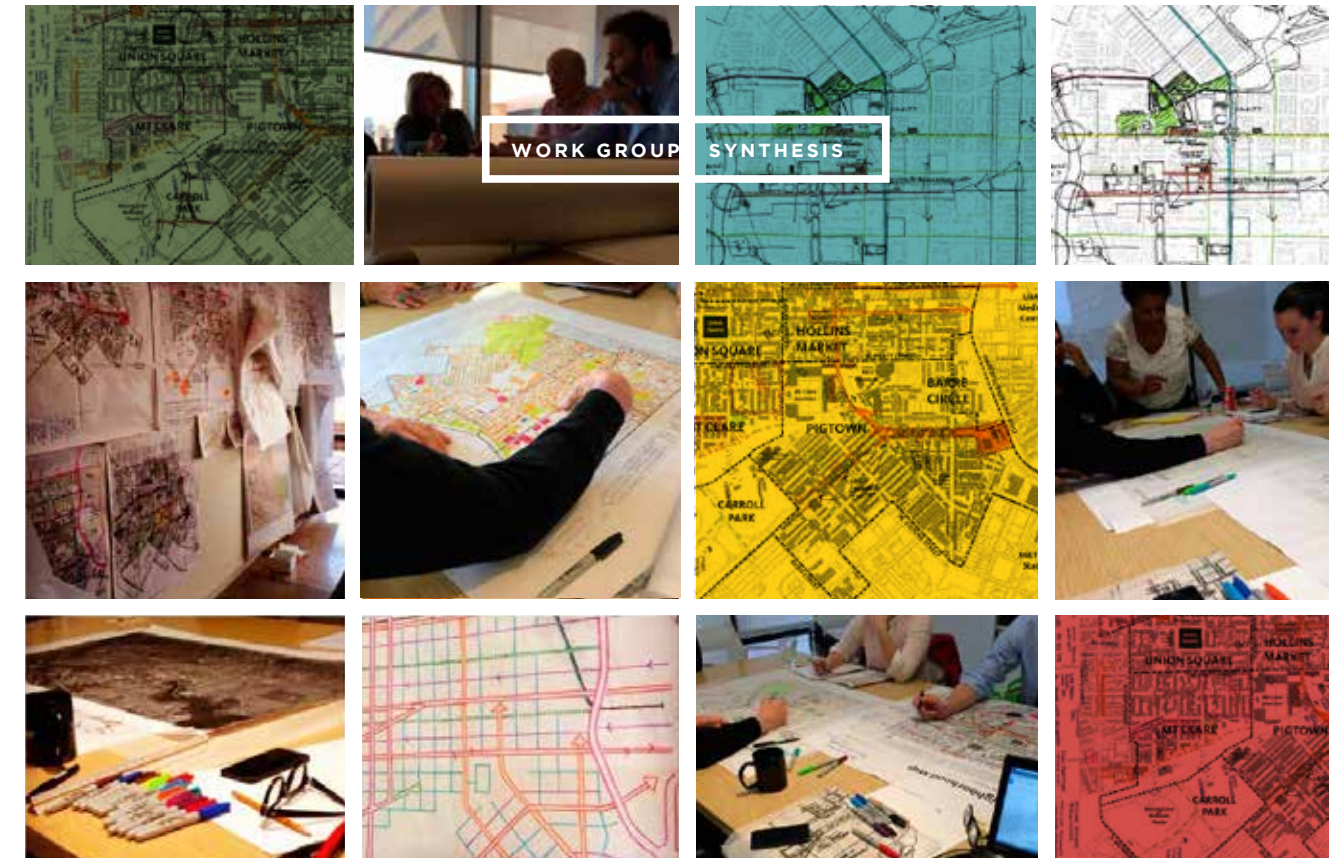
+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

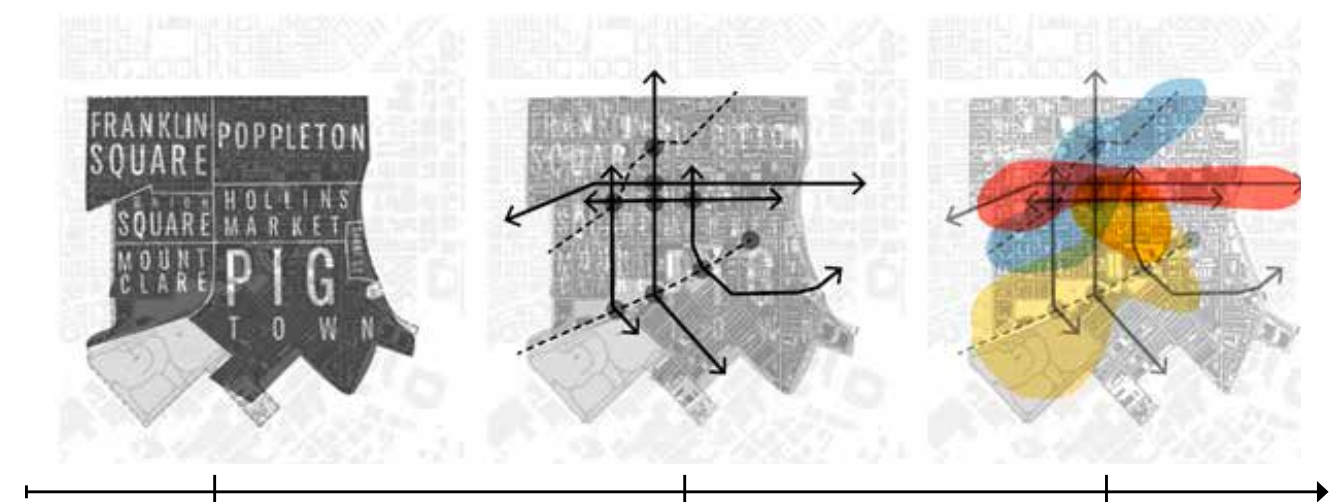
INTRODUCTION



Five areas of focus emerged from community forums that were held in 2013. Community stakeholders met monthly within these work groups to determine goals, strategies and action items. Professional consultants were engaged in January 2014 to further inform the Vision Plan document. Design, housing, and commercial development experts combined their studies with work group output, stakeholder interviews, and input from community design charrettes.



Eight physical and social focus areas embody an extensive and inclusive engagement process with hundreds of inputs. When disparate assets are elevated and connected, neighborhood boundaries blur and key nodes and corridors emerge.



Seven neighborhoods,
infinite possibilities.

Blurred boundaries,
stitched together.

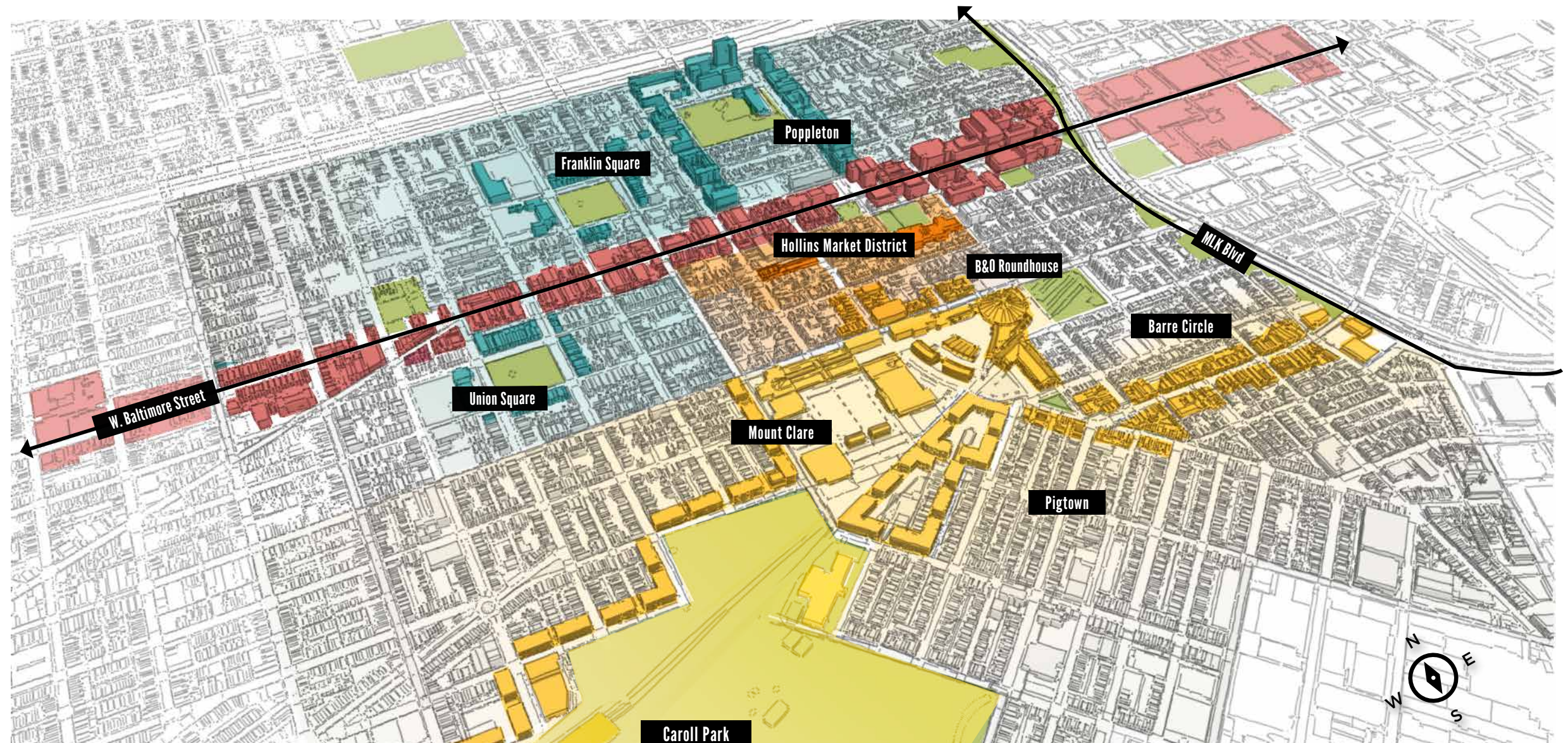
Big ideas.

URBAN DESIGN FOCAL AREAS

OVERVIEW

Through the interview process with the working groups, the Urban Design team discovered key projects and areas of interest. Five focal areas emerged that specifically address physical design outcomes.

Additional focal areas (such as education, workforce, and housing) provide strategies and recommendations that apply across the seven neighborhoods.



W. BALTIMORE STREET

A major commercial corridor, W. Baltimore St. presents an incredible opportunity for economic development, new businesses and jobs.

HOLLINS MARKET DISTRICT

A neighborhood gem, Hollins Market is poised to be a destination amenity at the heart of the Southwest neighborhoods.

B&O HERITAGE CORRIDOR

The B&O is the historic backbone of the neighborhoods. Bridging between Carroll Park, Pigtown and downtown Baltimore, it is a regional destination that helps grow Southwest.

GROWING THE SQUARES

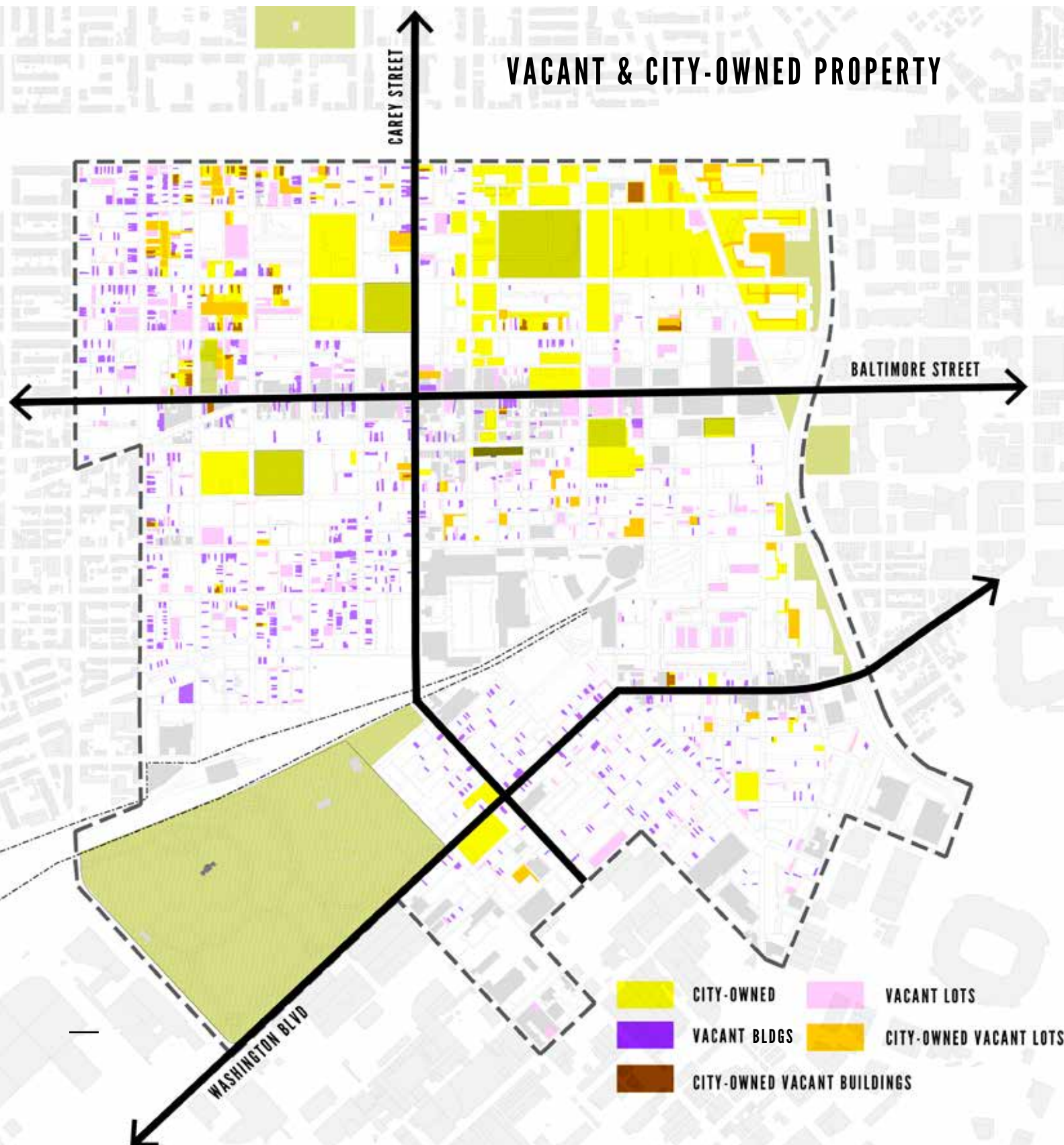
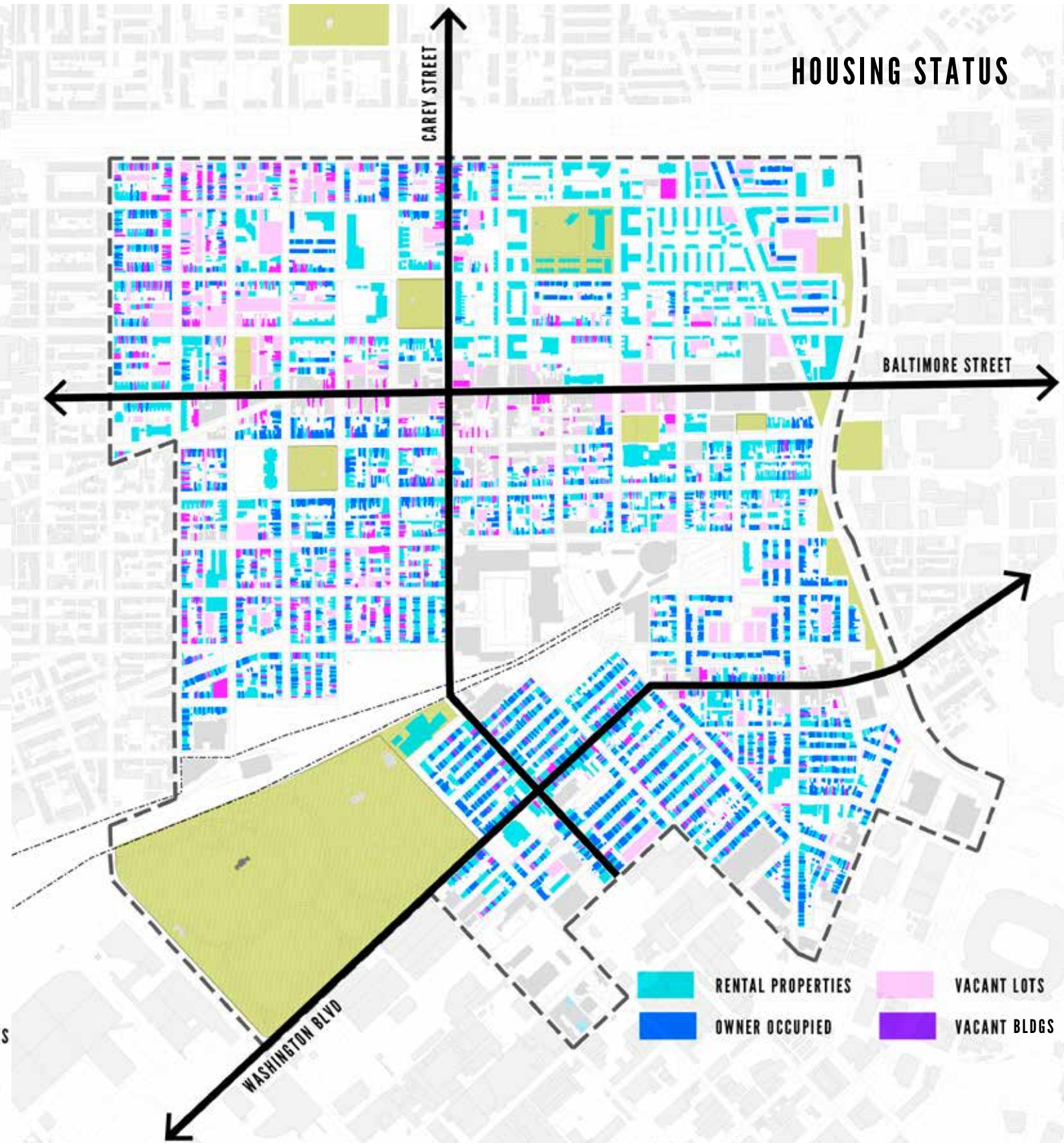
West Baltimore is home to attractive public squares, defining public spaces that foster a special identity and amenity for surrounding residential communities.

STREETS & PUBLIC SPACES

An overlay across all of the Southwest Neighborhoods, Streets and Public Space looks at major connectors and how they can bring the neighborhoods together.

Introduction & Context
MAPS + INFO

Through community forums and work group meetings, concerns emerged about the percentage of vacant properties and rental housing in the area, serving as a destabilizing influence on the neighborhoods.



WEST BALTIMORE STREET

“Revitalized commercial corridor”

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

Intersection of Baltimore Street and Arlington Street

A commercial center of Southwest Baltimore

INTRODUCTION

A part of the original National Highway built in 1840, it was historically the primary commercial district serving residents of the Southwest communities and the broader city.

West Baltimore Street has an opportunity to re-establish itself as a vital commercial and cultural corridor that links the neighborhoods of Southwest Baltimore to the growth of Washington Boulevard.

West Baltimore Street provides multiple scales of opportunity and interaction, connecting institutional resources and anchor institutions, such as the UMB Biopark and Bon Secours Health System. A targeted cluster strategy will help tie authentic, existing functions to a market need in the neighborhood, while leveraging existing buildings for

appropriate use. An “organic” reinvigoration of the corridor is envisioned—one that taps into unrealized potential and unmet demand within the seven neighborhoods and which leverages the assets of surrounding institutions. A hybrid approach of saving buildings which are not too far gone *and* identifying places for which larger infill might be appropriate will be critical to creating a sustainable and long-term diversity of uses. Valuing the historic nature of the district helps preserve the unique identity of Southwest and gives an authentic character to the street.

PRIMARY GOAL

Improve east to west connectivity, be a 24/7, vibrant commercial center for the neighborhood.

KEY ISSUES

- Building stock with critical

stabilization needs

- Concentration of vacant & underutilized properties
- Visual blight & safety concerns
- Corridor conditions impact image of adjacent neighborhoods
- Resident & worker retail needs are not adequately met
- BioPark is a “game changer” for Baltimore Street
- Lack of pedestrian and bike activity

STRATEGIES

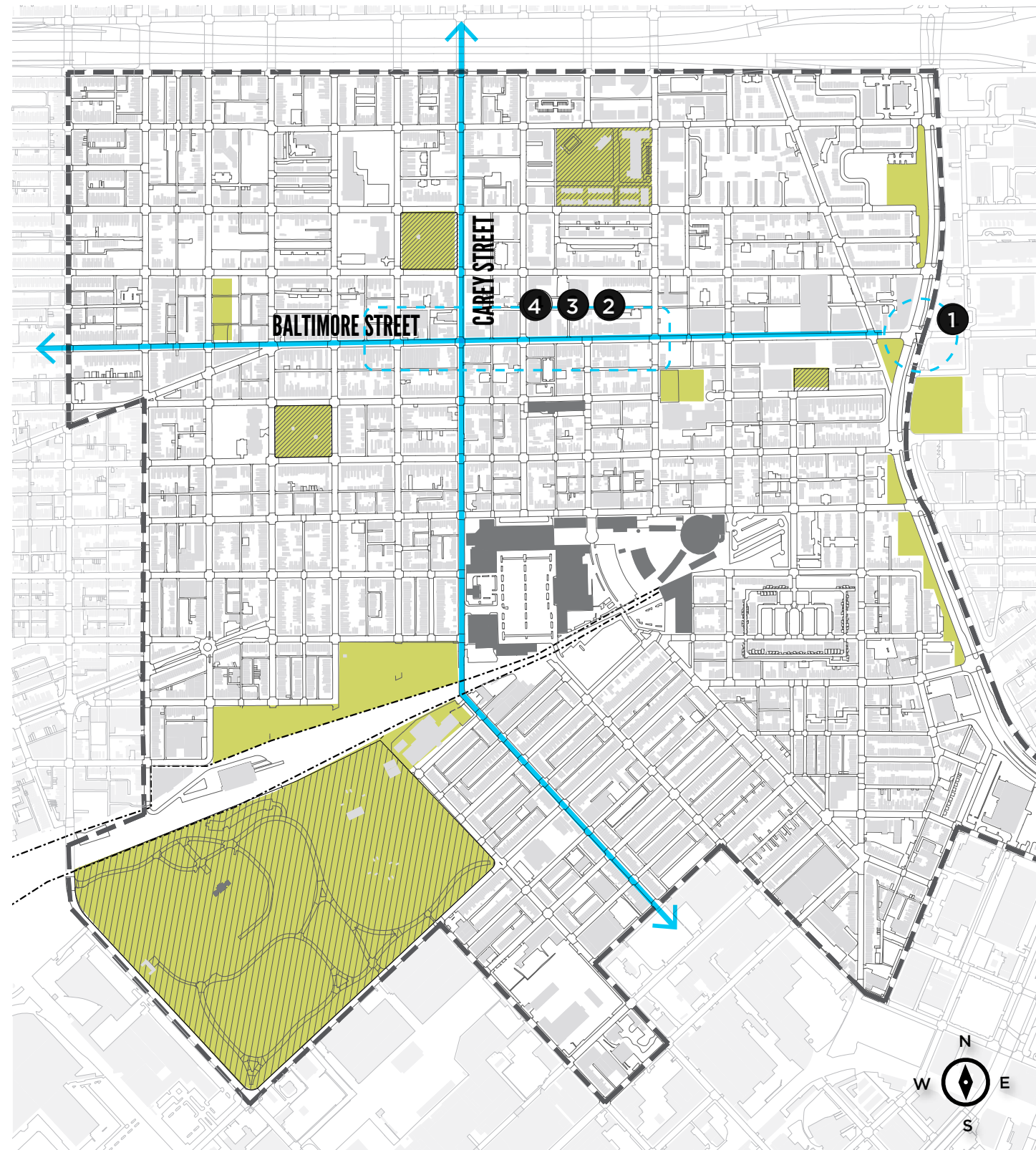
- Create focused business “Clusters”
- Maintain historic building character
- Increase commercial activity
- Improve walkability
- Increase density

[Implementation Table p.72]



Introduction & Context

MAPS + INFORMATION



1 MLK JR. BLVD INTERSECTION

Already in progress, University of Maryland Biopark has been coordinating with the city to improve the intersection and MLK and Baltimore Street. Improvements will allow for access in and out of the neighborhood.



2 COMMERCIAL REHAB

Significant opportunities exist on Baltimore Street for small-scale commercial development. Buildings are in various states of disrepair, but benefit from direct access to the growing Biopark community.



3 UNIQUE, HISTORIC CHARACTER

This building is representative of the incredible opportunities available along Baltimore Street. Many buildings have significant architectural detailing, and desirable features. With a large, flexible footprint, such buildings are suited to both residential and commercial uses.

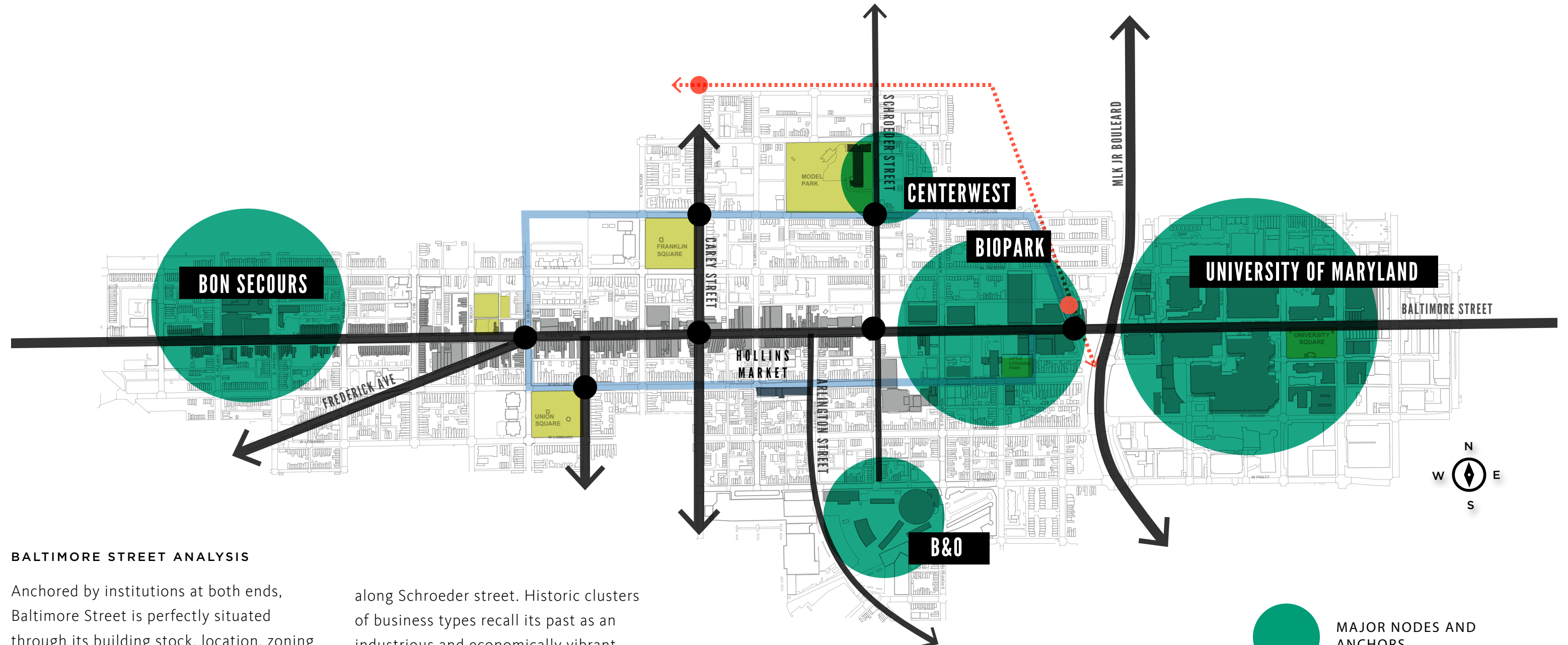


4 OPEN LOTS / INFILL

A number of open lots along Baltimore Street also present good opportunity for infill commercial development along this corridor. Zoned for mixed-use and business uses, these present the necessary dimension for larger program uses.

Analysis & Synthesis

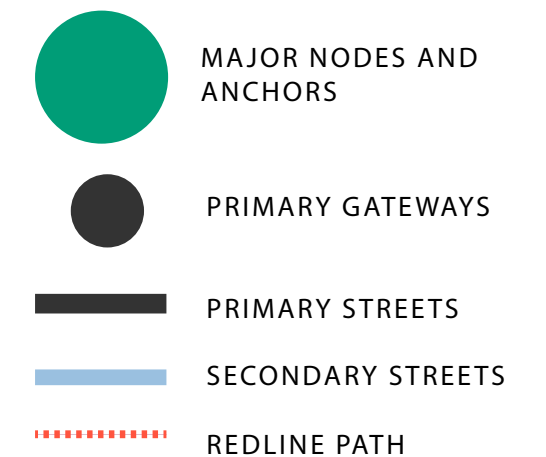
MAPS + INFORMATION



BALTIMORE STREET ANALYSIS

Anchored by institutions at both ends, Baltimore Street is perfectly situated through its building stock, location, zoning and accessibility to be a commercial backbone for Southwest with a central core at the Hollins Market District. Mt. Clare Junction connects to it from the South and future development in Poppleton will provide additional commercial connectivity

along Schroeder street. Historic clusters of business types recall its past as an industrious and economically vibrant center of commerce. These provide a foundation for future notions of what might be supported by residents and visitors to Southwest.



Implementation

CASE STUDIES / PRECEDENTS



H STREET, D.C.

In the last five years, H street has made an incredible turnaround to become one of the most dynamic and vibrant commercial corridors in northeast D.C. The building types and character of the street are similar to what is present on Baltimore Street and offer similar opportunities for small-scale mixed-use development.

CARSON ST, PITTSBURGH

Once a bustling main street, Carson Street fell on hard times when the adjacent steel mills closed. In the years that followed, the empty spaces and low rents made it accessible to funky shops, cafes, and students. Twenty years later, Carson Street has evolved into a stable corridor in a thriving neighborhood without losing its bohemian vibe.



MAIN STREETS, BALTIMORE

The Avenue in Hampden, Thames Street in Fells Point and Light or Charles Street in Federal Hill, as well as the Pigtown provides great local examples of small scale revitalization efforts. Rental units or small offices above the buildings along Baltimore Street in Southwest offer similar opportunities.



URBAN INFILL

Urban infill can be contextual, modern, and bring new energy into the streetscape. In historic neighborhoods, design guidelines are often established to ensure the compatibility of new structures within the existing fabric.

Implementation

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR

Anchored by the University of Maryland Biopark to the east and Bon Secours Baltimore Health System to the west, Baltimore Street has the potential to be an economic engine for Southwest Baltimore, providing multiple scales of opportunity and interaction, integrated living and work options, incredible institutional resources and a legacy of pioneering invention.

Developing a merchandising strategy to build on the BioPark is critical. Focusing the clusters around existing seed opportunities like Littlepages or venues suited for entertainment or mixed use would help build from existing strengths and historic precedent. Music and entertainment, furniture, and ethnic food are

just some of the possible clusters identified through the commercial development analysis. Job creation and economic inclusion are key to any project undertaken to maximize community impact.

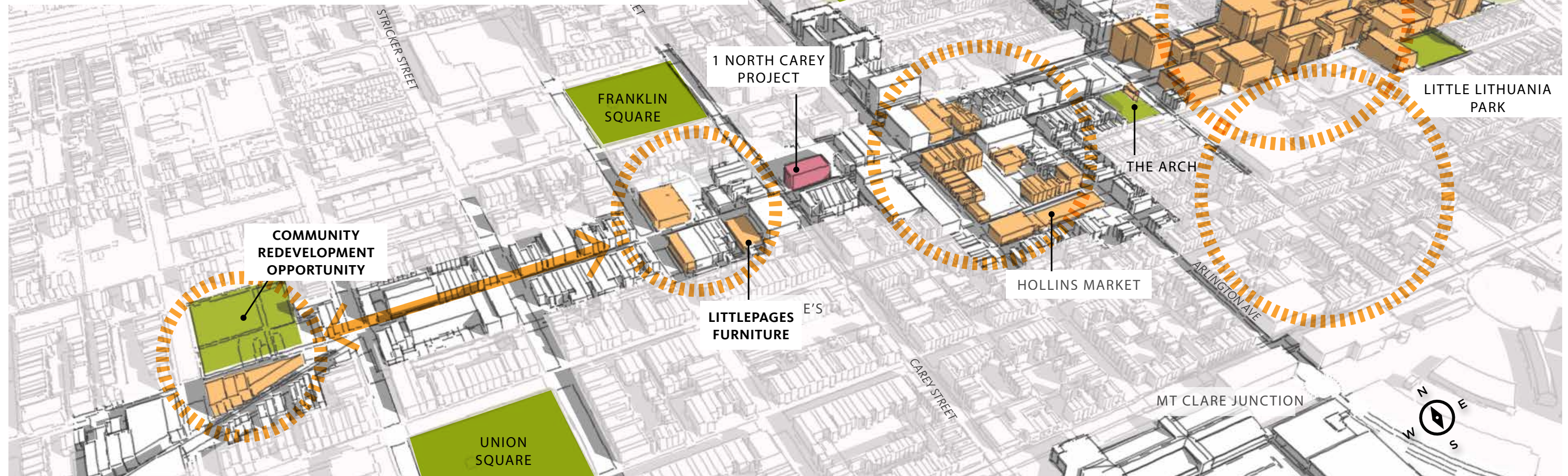
Baltimore Street has the potential to provide basic services any successful community wants and support small businesses in growing a local economy. This historic commercial corridor is an ideal place for small start-ups, targeted retail, storefront offices, micro-industry, maker spaces and business incubators. This environment offers workers a way to engage with a broader community and connect to the city in a genuine way.

Additionally, vacant lots exist that allow for larger scale, new development. Strategic and thoughtful infill structures will create more economic diversity and yield a wider range of options when it comes to attracting start-ups, small companies and mid-size operations.

The SWP commercial committee can work to attract new retail anchors consistent

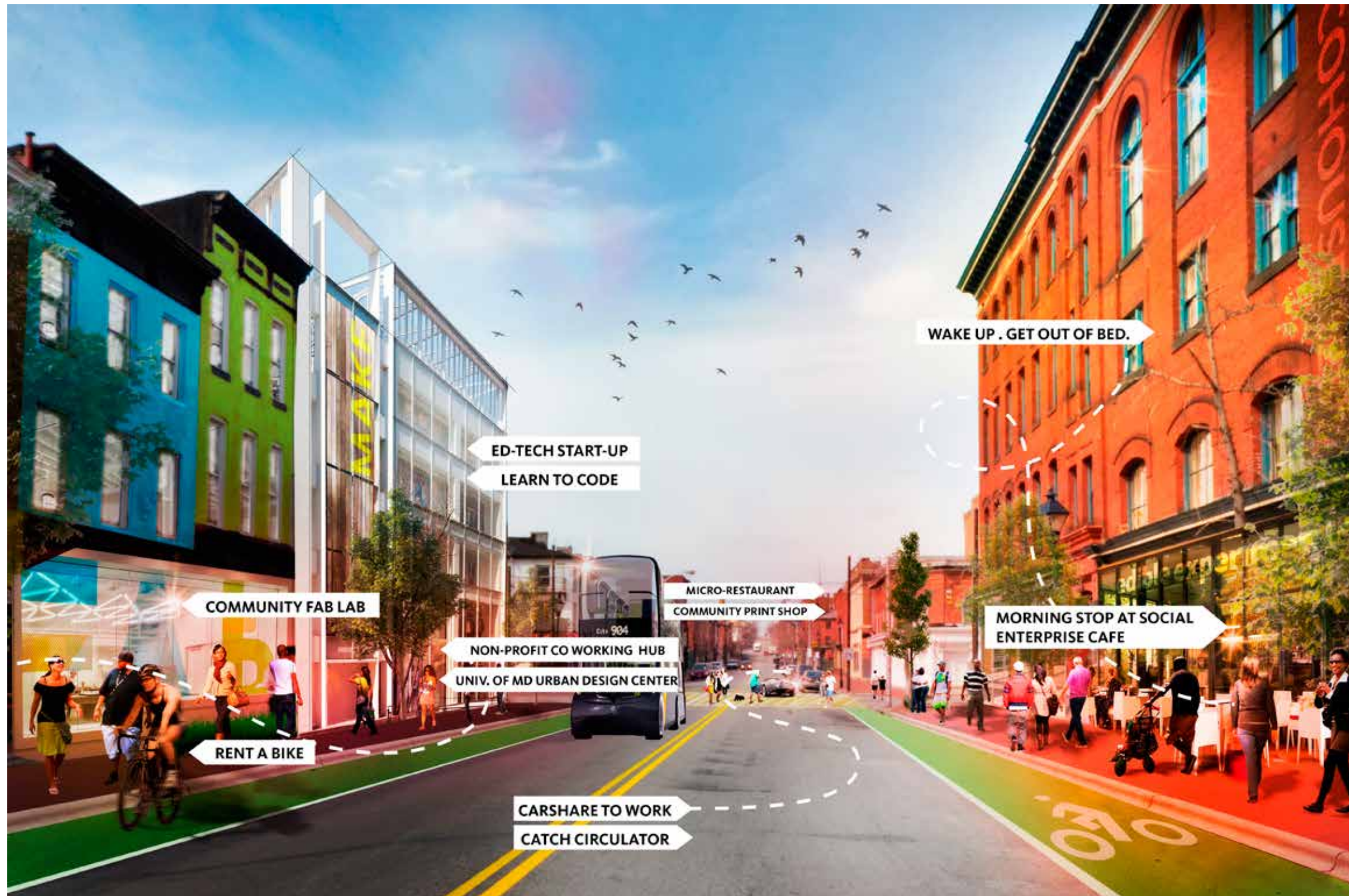
with the needs identified in this Plan by the Southwest Partnership.

Complete streets allow for bus, bicycle and pedestrian access from downtown. The new surface rail line will connect Baltimore street to major regional employment hubs.



Synthesis & Analysis

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR



* Renderings are illustrative, meant to capture Baltimore Street's potential

The Changing Economy -

The spaces where we learn, work, and live are becoming increasingly integrated. Baltimore Street is positioned to be a place for these spaces that is creative, experimental, and inclusive. Attracting the kinds of businesses that will support each other and the community will create the type of community people can build and live in.



Synthesis & Analysis

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR



* Renderings are illustrative, meant to capture Baltimore Street's potential

Distributed Living Networks -

Single solution buildings aren't the future. We see opportunities for buildings and spaces to perform multiple roles, creating greater value for the area by becoming places for living, working, learning and socializing.



Synthesis & Analysis

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR



*Looking Forward,
Looking Back*

These sketches envision what Baltimore Street could look like with basic building renovations, streetscape improvements and the vitality that comes with human activity. Baltimore Street possesses a unique building stock characteristic of the city and its culture, with great potential for redevelopment.



Synthesis & Analysis

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR



***Strong History,
Strong Partners -***

Baltimore Street has a strong commercial legacy and is positioned in between two anchor institutions that represent new jobs and emerging industries.



FREDERICK AVE & BALT. STREET.
THEATER/ETHNIC FOOD CLUSTER





Implementation

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR

STRATEGIES

NOW ACTIONS

SHORT-TERM ACTIONS

LONG-TERM ACTIONS

CREATE FOCUSED BUSINESS “CLUSTERS”

- Create competitive grant program for “pop-up” businesses
- Develop and launch a marketing strategy to attract and retain businesses

- Create “pop-up” business program to support development of commercial nodes
- Identify anchor businesses for each cluster zone
- Connect commercial clusters to mass transit stops and maximize alternative transportation and district-wide parking solutions

- Gradually fill in storefronts between commercial clusters

MAINTAIN HISTORIC BUILDING CHARACTER

- Implement historic building stabilization program to preserve valuable physical assets
- Develop educational materials on historic preservation and development to distribute to property owners and tenants

- Develop a facade improvement program to encourage owners to invest in their properties and improve the image of the area

INCREASE COMMERCIAL ACTIVITY

- Designate West Baltimore Street as Main Street
- Match-make between SWP area anchors and businesses for procurement
- Develop a list of properties ripe for redevelopment and pursue commercial and residential developers
- Provide technical assistance to business owners to facilitate access to city, state, and federal assistance programs

- Develop forgivable loan program for retailers
- Secure sources for project gap funding
- Clean and animate storefront windows
- Establish network of small off-street parking areas according to a district-wide parking strategy

- Infill structures on vacant lots



Implementation

OPPORTUNITIES: VIBRANT COMMERCIAL CORRIDOR

STRATEGIES	NOW ACTIONS	SHORT-TERM ACTIONS	LONG-TERM ACTIONS
IMPROVE WALKABILITY	<ul style="list-style-type: none"> Demolish buildings that are no longer viable Remediate housing code violations Develop streetscape guidelines Develop resident/business street cleaning teams 	<ul style="list-style-type: none"> Establish neighborhood policing and foot patrols Improve streetscaping and wayfinding Make the unit block of South Carlton St. a pedestrian connection to Hollins Market 	<ul style="list-style-type: none"> Maximize alternative transportation access through rail, busses, bicycle amenities, and traffic calming opportunities
INCREASE DENSITY	<ul style="list-style-type: none"> Develop a list of properties ripe for redevelopment and pursue commercial developers Modify Urban Renewal Plans and use Zoning Overlays to reduce barriers to development and investment Expand coverage of proposed I-MU zoning district to increase opportunities for mixed use development 	<ul style="list-style-type: none"> Create targeted job development, training, and placement within the SWP area 	<ul style="list-style-type: none"> Advocate for mixed use residential development Add strategic infill development

HOLLINS MARKET DISTRICT

“Showcasing food, art & culture”

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

INTRODUCTION

The market building and surrounding properties are hidden gems, full of untapped potential

The market’s architectural and historical value and its unique character help to distinguish it and the surrounding neighborhood from the rest of the city. However, the district faces challenges including an unwelcoming layout, poor vendor mix, and safety issues that have impacted its opportunity to be a destination for the neighborhood and the broader public.

As Baltimore’s oldest continuously-operating public market, Hollins Market is a commercial anchor with the potential to support the growth of new and established businesses in the surrounding area. The market district is envisioned to be both a family-friendly community gathering place and a food-themed destination within the city.

PRIMARY GOAL

Re-establish the market and its surrounding streets as a social and economic hub of the Southwest community.

KEY ISSUES

- Poor vendor mix within the market
- Cramped layout inside the market
- Lack of seating and amenities for patrons
- Exterior is not transparent, providing little view into the market and poor connectivity to the surrounding district
- Poor pedestrian and bike connectivity between Market District and new development at the BioPark
- Security in and around the market

- Vacant or underutilized storefronts facing the market

STRATEGIES

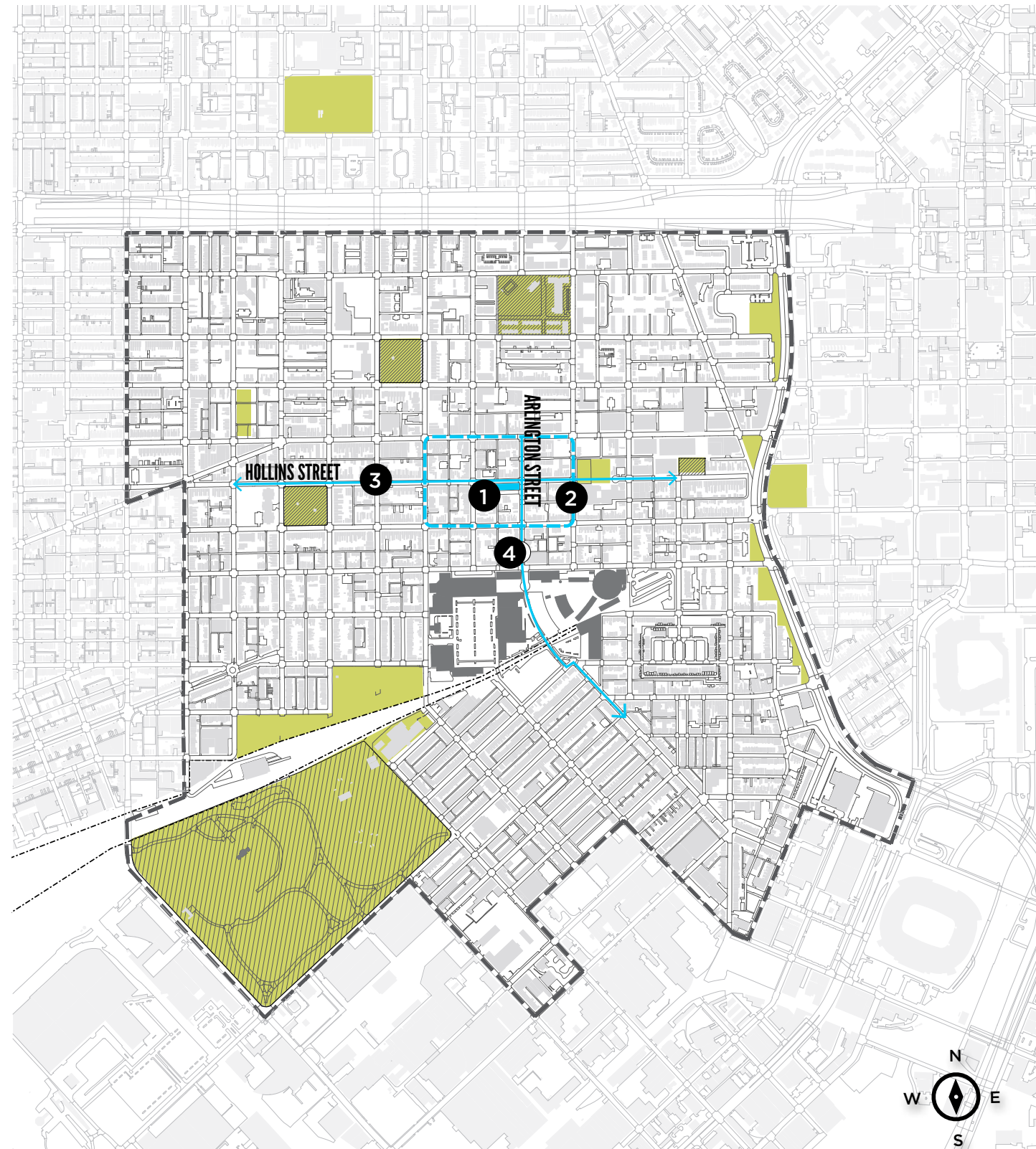
- Create a “Market District” that links the market to Baltimore St. and the Biopark
- Bring back Hollins St. as a market street and take market activity outdoors and to surrounding storefronts
- Improve neighborhood access and connectivity
- Increase activity and use of the market
- Celebrate the historic character of the market and make it a community gathering space

[Implementation Table p.88]



Introduction & Context

MAPS + INFORMATION



1 SECOND FLOOR

Long closed off to the public, the second floor presents a strong opportunity for a great community space that could attract more people to the market, and continue to grow the market as a neighborhood amenity and gathering place.



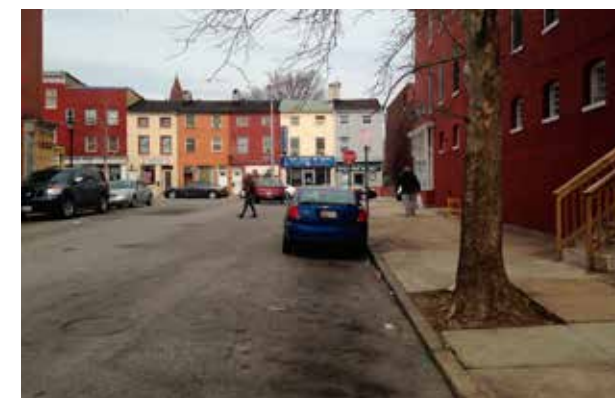
2 DISTRICT POTENTIAL

Once a much bigger market, the storefront properties surrounding Hollins Market present a unique opportunity for cross merchandising and coordinated physical improvements to create a larger market attraction.



3 HOLLINS STREET

A quieter, more residential street running parallel to Baltimore Street, Hollins connects Union Square, Hollins Market, and James McHenry Elementary. Hollins Street is one of the city's planned bike boulevards and runs through the James McHenry Elementary School grounds.



4 ARLINGTON STREET

Another great connecting street, Arlington links Hollins Market to the B&O museum complex, and Pigtown to the south. Arlington Street could be a strong pedestrian connection between these neighborhoods and cultural destinations.

Implementation

CASE STUDIES



BROAD STREET MARKET

Harrisburg, PA

Significant outdoor space and an updated branding and wayfinding program helped reestablish the presence of this historic market in the city.

FINDLAY MARKET DISTRICT

Cincinnati, OH

A great example of a market district in a post-industrial city, Findlay Market revitalized the market and the shops and spaces beyond to create a vibrant, pedestrian friendly city-wide destination. Outdoor eating spaces, events and varied retail options present a great tour stop and neighborhood amenity.

EASTERN MARKET

Washington, D.C.

With tents all around the market, Eastern Market in DC has a farmers market feel all week long. The festival atmosphere wraps around the streets and expands into a flea market providing an informal, second economy beyond the brick and mortar shops that run down the street. Activity outside the market does a lot to bring activity inside the market.

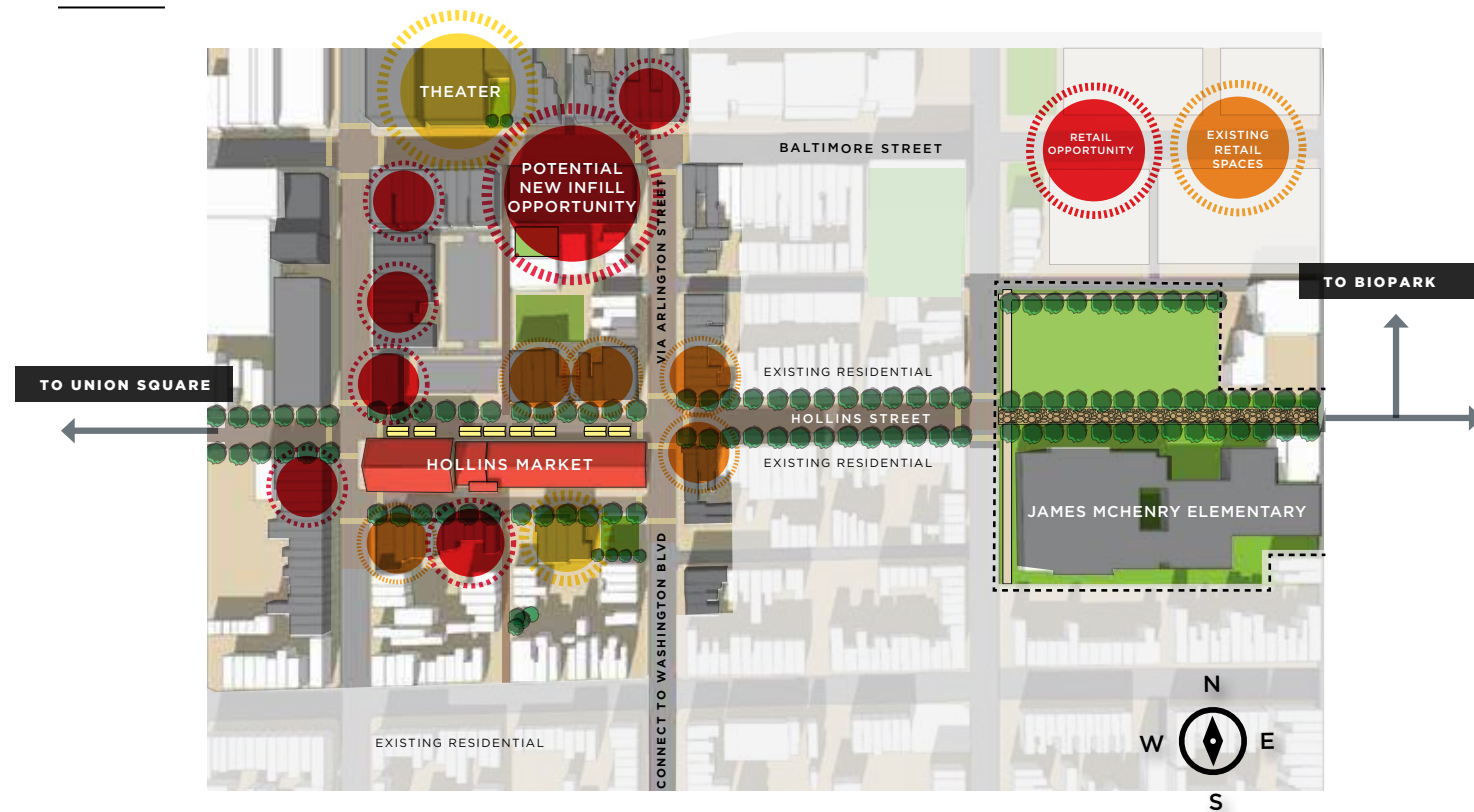
CROSS STREET MARKET

Baltimore, MD

A local example of a successful neighborhood market, Cross Street benefits from great activity on both sides of the market, and a destination restaurant and bar experience that brings in visitors every week.

Analysis & Synthesis

MAPS & DIAGRAMS



Hollins Market occupies a central location within the planning area, near the convergence of Hollins–Roundhouse, Poppleton, Union Square and Franklin Square. The market is positioned to be an amenity for these four neighborhoods and beyond. Hollins Street links the Market with potential patrons: Union Square to the west, and the James McHenry School & Recreation Center and the BioPark development to east. However, pedestrian traffic is deterred by the school’s playground, and by perceived safety issues in the 1200 block between Carey & Carrollton.

The neighborhoods around the market boasted a lively food scene in the 1980s, and has remained a commercial anchor with recent reinvestment in small shops and locally-owned restaurants. However, historic commercial storefronts have given way to residential conversions, allowable under current zoning. A high-level analysis of

vacant or converted commercial space suggests that Carrollton, Carlton, Arlington, Baltimore, and Hollins Streets once supported over 50,000 sf of commercial space – much of it still waiting to be redeveloped. Mid-block lots currently provide needed parking for market patrons, and should be retained for that purpose. However, as more of the market’s patrons move to the neighborhood and start walking, these lots could prove to be valuable development sites.

The Market is a hidden gem. The building cannot be easily seen from Baltimore Street, and there is little or no signage that might help visitors find it. The neighborhood’s narrow, mid-block passages, such as Carlton and Stockton Streets, create unique urban conditions that could be attractive for visitors. Currently, these streets suffer from a lack of active uses with few “eyes on the street.”

Analysis & Synthesis

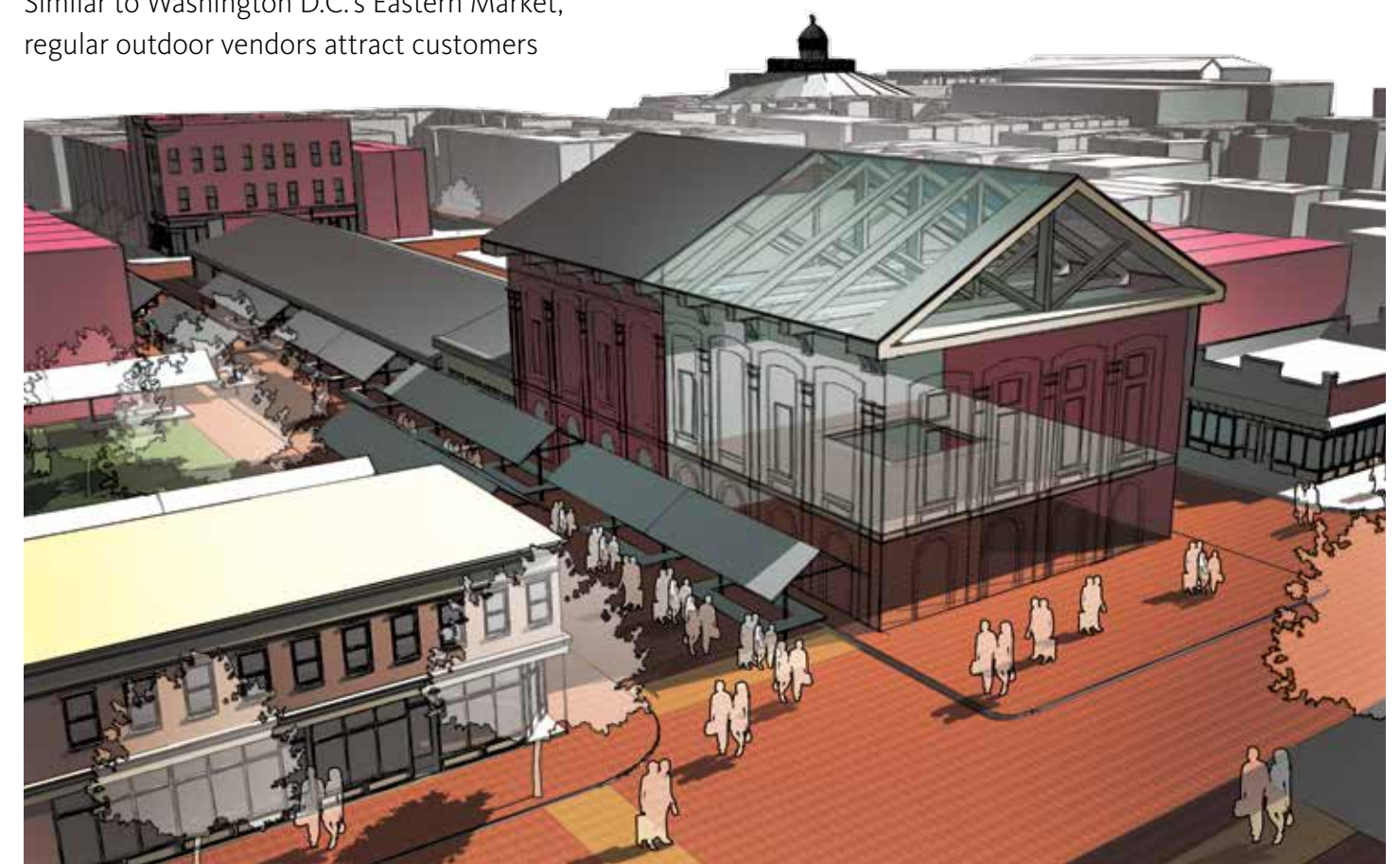
HOLLINS MARKET: SHOWCASING FOOD, ART, AND CULTURE

Revitalizing the Market and the surrounding district requires a broader effort that considers the area as a whole. The Hollins Market District embraces the adjacent streets and blocks, with the potential for retail and restaurant uses complementary to the Market. Revitalization efforts should focus on the area’s commercial storefront buildings, and seek out development incentives for these properties. Through elements such as special paving, wayfinding and brand signage, the Market District can take on a special character within the area and region.

Another strategy looks at bringing the market outside, and creating a true “market street” on Hollins between Carrollton and Arlington. Similar to Washington D.C.’s Eastern Market, regular outdoor vendors attract customers

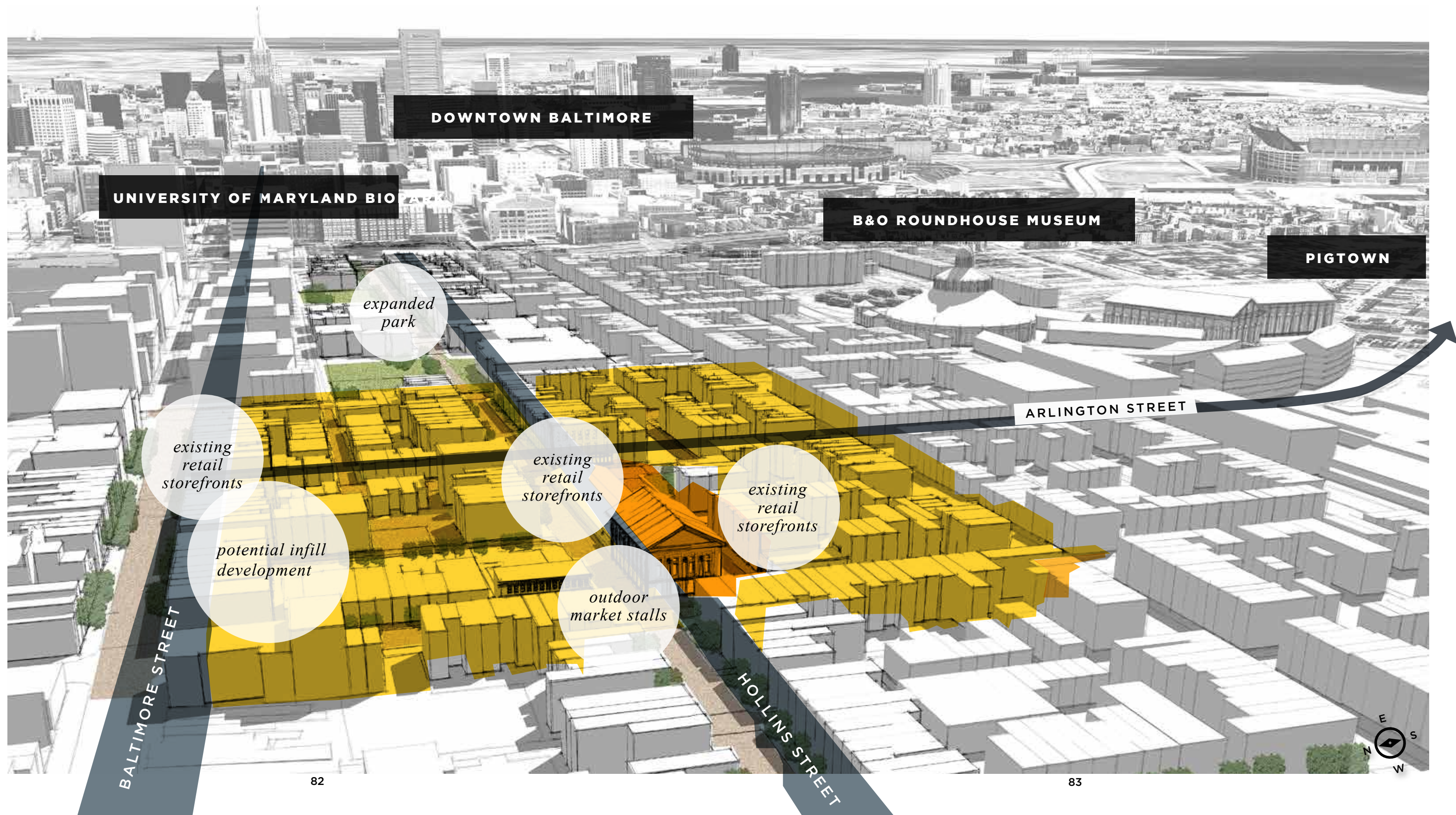
to the market and district businesses. More organized street events, food trucks, and outdoor seating will activate the area / region. Until properties can be developed for permanent tenants, pop-up stores and temporary uses for some of the vacant buildings are a first step toward increasing real estate value and pedestrian traffic around the Market.

The second floor of the market offers a valuable asset in its ability to provide a unique gathering space for the Southwest community, and an attraction for Baltimore City. Restoration of the second floor space will differentiate this market from others in the city, and highlight the historic architecture that makes Hollins so special.



Analysis & Synthesis

MAPS & DIAGRAMS



Implementation

OPPORTUNITIES: SHOWCASING FOOD, ART & CULTURE



** Renderings are illustrative, meant to capture the Market's potential*

Market Festival

Few markets in the city have such a dramatic architectural presence. Up to the late 1950's Hollins Market and three blocks of street vendors sold their goods on Hollins Street. The district now hosts several festivals a year and will continue to build an audience from within the neighborhood, as well as from other parts of the city.



Implementation

OPPORTUNITIES: SHOWCASING FOOD, ART & CULTURE



* Renderings are illustrative, meant to capture the Market's potential

Retail Diversity

CUP's Coffeehouse, Umri Siki, Zella's Pizzeria and City of God clothing are a few of the existing retail assets surrounding Hollins Market. Each has a unique audience, cultivating a special niche in Baltimore's commercial landscape. The market district will build upon this diversity, bringing together brands, local businesses and retail concepts that foster mutual growth and inclusivity.





Hollins Market District

IMPLEMENTATION

STRATEGIES

NOW ACTIONS

SHORT-TERM ACTIONS

LONG-TERM ACTIONS

CREATE A “MARKET DISTRICT” THAT LINKS THE MARKET TO BALTIMORE ST. AND THE BIOPARK

- Modify Urban Renewal Plans and use Zoning Overlays to reduce barriers to development and investment
- Consider creating a new “market district” zoning overlay to increase opportunities for mixed use development
- Designate W. Baltimore Street as a “Main Street”

- Work with anchors to create targeted job training, job development, and job placement within the SWP area
- Improve streetscaping and wayfinding on connector streets

- Encourage rehabilitation and ownership of infill buildings

BRING BACK HOLLINS ST. AS A MARKET STREET AND TAKE MARKET ACTIVITY OUTDOORS AND TO SURROUNDING STOREFRONTS

- Create competitive grants program for “pop-up” businesses
- Develop forgivable loan program for retailers
- Provide technical assistance to business owners to facilitate their access to city state and federal assistance programs
- Develop list of properties ripe for redevelopment and pursue commercial and residential developers
- “Market Stall Saturdays”: encourage single day farmers’ markets to boost traffic
- Bring vendors outside for higher visibility
- Provide indoor and outdoor seating and wi-fi

- Create a business plan and funding support to revitalize Hollins Market and surrounding commercial district
- Create “pop-up” commercial program to support development of business nodes
- Encourage small green spaces around the market and open space for courtyard dining and music

- Study the feasibility of creating a pedestrian-only zone around the market
- Support James McHenry rehabilitation efforts

IMPROVE NEIGHBORHOOD ACCESS AND CONNECTIVITY

- Hold a playground clean up day at James McHenry Elementary/Middle School
- Hold a youth orientated design day at James McHenry

- Establish neighborhood policing and foot patrols
- Open pedestrian thoroughfare along Hollins St.
- Implement a bike lane plan along Hollins St.

- Support James McHenry rehabilitation efforts



Hollins Market District

IMPLEMENTATION

STRATEGIES

NOW ACTIONS

SHORT-TERM ACTIONS

LONG-TERM ACTIONS

INCREASE ACTIVITY AND USE OF THE MARKET

- Match-make between anchors and SWP businesses for procurement
- Develop and launch marketing strategy to attract and retain businesses
- Tie into existing fresh food programs in the city
- Offer extended hours

- Diversify and expand vendor offerings
- Diversify size and pricing of vendor space
- Create a network of small parking areas
- Partner with Arabbers and local farmers' markets
- Create a more welcoming stall layout
- Coordinate merchandising between market and surrounding storefronts
- Re-open historic windows and let light and air into the market

- Encourage rehabilitation and ownership of infill buildings

CELEBRATE THE HISTORIC CHARACTER OF THE MARKET AND MAKE IT A COMMUNITY GATHERING SPACE

- Implement historic building stabilization program to preserve valuable physical assets
- Demolish buildings that are no longer viable
- Celebrate market and neighborhood history with reenactments and living history demonstrations

- Renovate the 2nd floor of Hollins Market into a community asset

B&O HERITAGE CORRIDOR

“An economic engine for growth”

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

INTRODUCTION

The B&O Heritage corridor is a nationally significant historic asset.

Residential development in the surrounding neighborhoods was driven by the growth of the railroad industry in Southwest Baltimore, bringing in thousands of workers and their families to the neighborhood, and driving the creation of support businesses and retail.

With this amazing legacy, the corridor has an opportunity to connect to a broader story around industry in Baltimore, centering itself as a regional and national destination.

Feedback from work groups and design workshops included better consideration of Mt. Clare Mansion, concern about the quality of green space being added north of the railroad in the Mount Clare neighborhood, and connecting the B&O Railroad

Museum with other similar cultural destinations in the city. Friends of Carroll Park, the Carroll Park Foundation and the Gwynns Fall Trail were all recommended partners for engagement.

PRIMARY GOAL

Celebrate the history of the B&O and promote Carroll Park as a major asset to the greater Southwest Baltimore community.

KEY ISSUES

- Limited lawful access from the North to Carroll Park
- Crime “hotspot” along right-of-way in Mt. Clare neighborhood
- Concentration of social service agencies at Mount Clare Junction
- Underutilized parking lots

along right-of-way

- Historic asset with opportunities to anchor neighborhood redevelopment

STRATEGIES

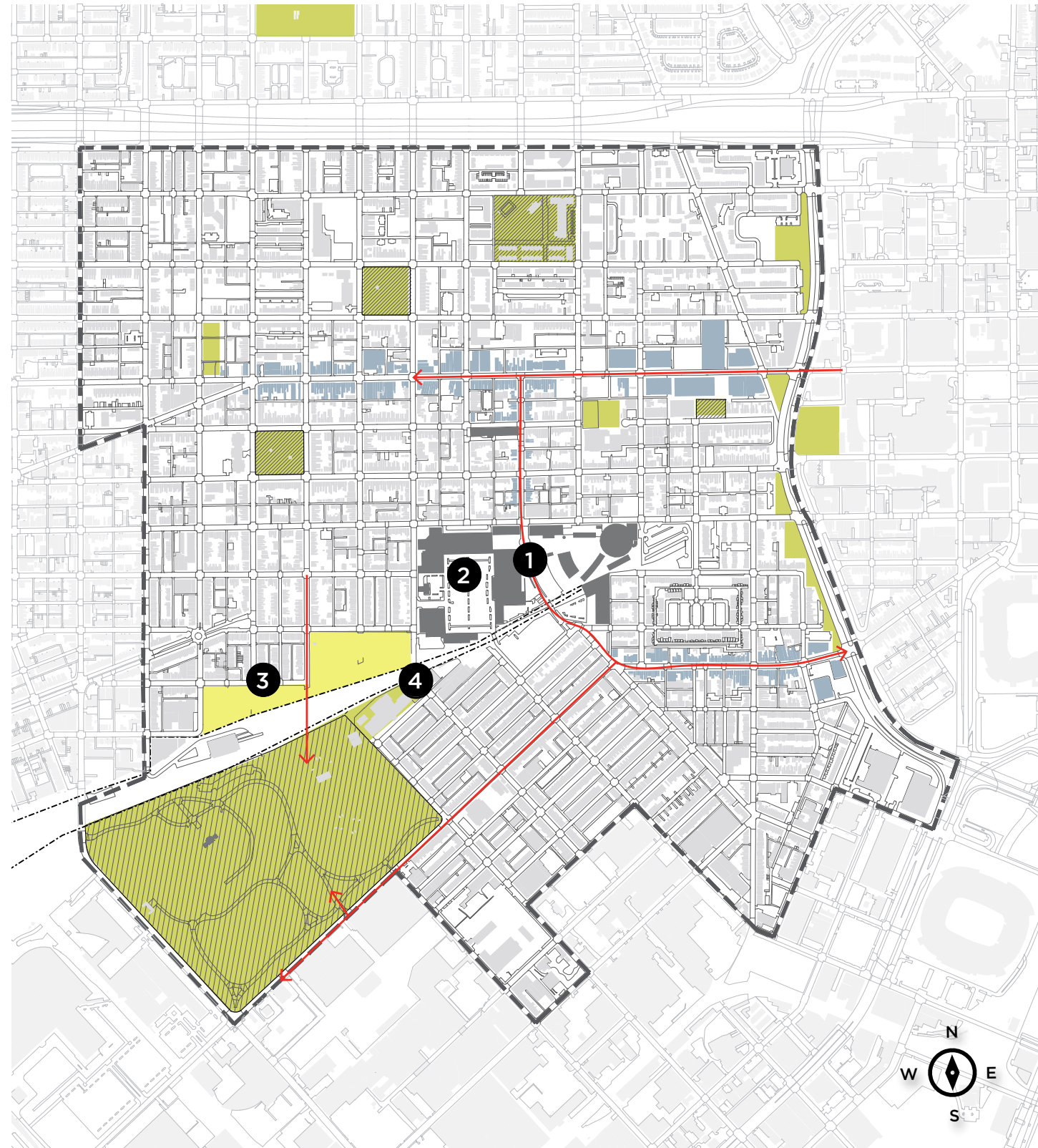
- Increase connections between Carroll Park and surrounding neighborhoods
- Enhance connections between the B&O museum and other historic assets such as the Mt. Clare Museum, Poe House, Mencken House, & RR Workers Museum
- Support programs and development that take advantage of assets, resources, and opportunities
- Increase density and economic activity

[Implementation Table p.108]



Introduction & Context

MAPS + INFORMATION



1 ARLINGTON STREET

A direct link between Baltimore Street and Washington Blvd, Arlington Street connects these two commercial areas through the B&O Railroad Museum and larger Heritage Corridor. It provides a natural gateway and opportunity for development of a new center on the historic campus.



2 MT. CLARE JUNCTION

Challenged by its inward-facing buildings and suburban styling, Mt. Clare Junction provides the neighborhood with basic retail services. Different levels of renovation could dramatically improve its function and use.



3 MT. CLARE EDGE

Dead end streets, vacant housing, leftover industrial buildings and access to a major truck route have led to ideal conditions for illegal activities.



4 PARK ENTRY POINTS

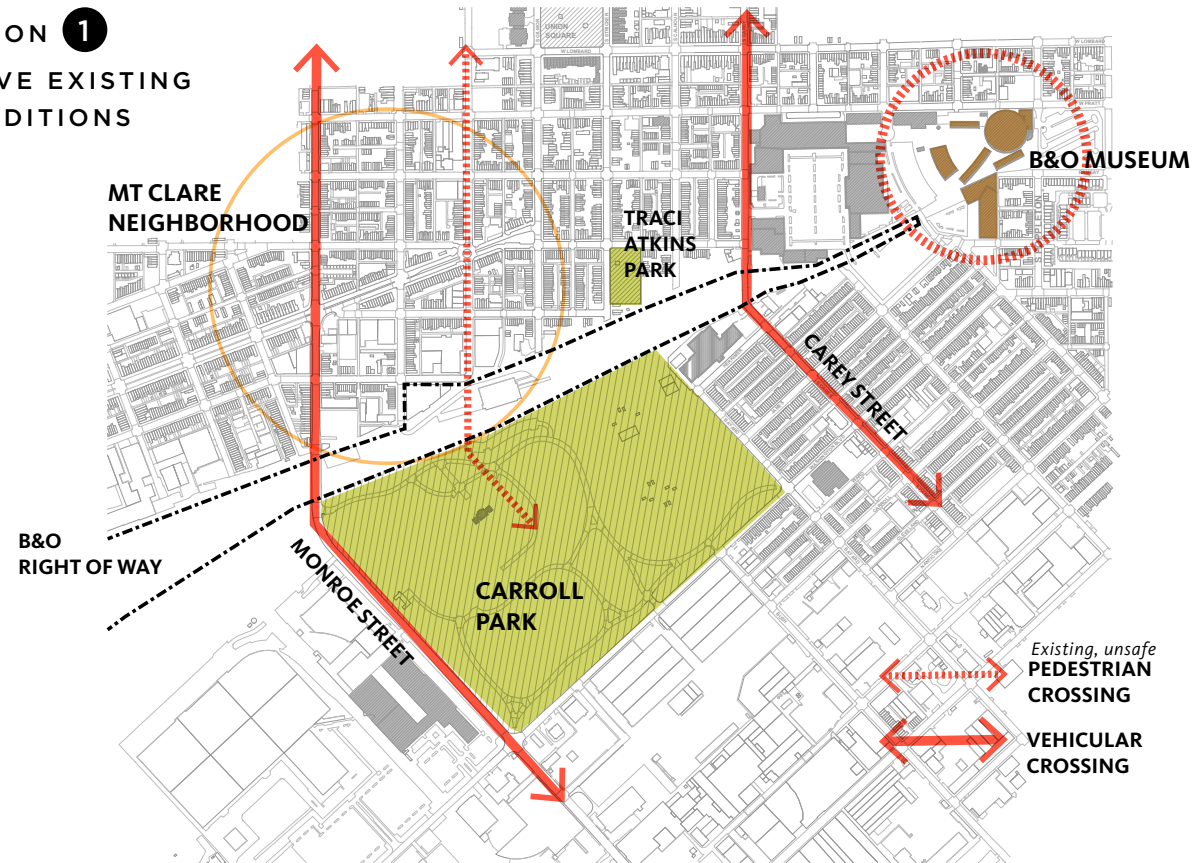
The Carey Street underpass and Monroe Street bridge are currently the only legal ways to enter Carroll Park. The B&O federal Right of Way hinders legal options for pedestrians to cross over the tracks to Carroll Park.

Analysis & Understanding

MAPS + INFORMATION

OPTION 1

LEAVE EXISTING
CONDITIONS



CARROLL PARK B&O RAIL ENHANCEMENT

Bisected from the neighborhood by a Federal Right of Way, Carroll Park is bordered by residential properties along a very limited stretch of its perimeter. Residents often cross the tracks illegally to enter into the park, and avoid the two sanctioned entry points at the Carey St underpass and Monroe Street overpass. There is a significant resident population north of the park in need of green space and significant industrial use to the south.

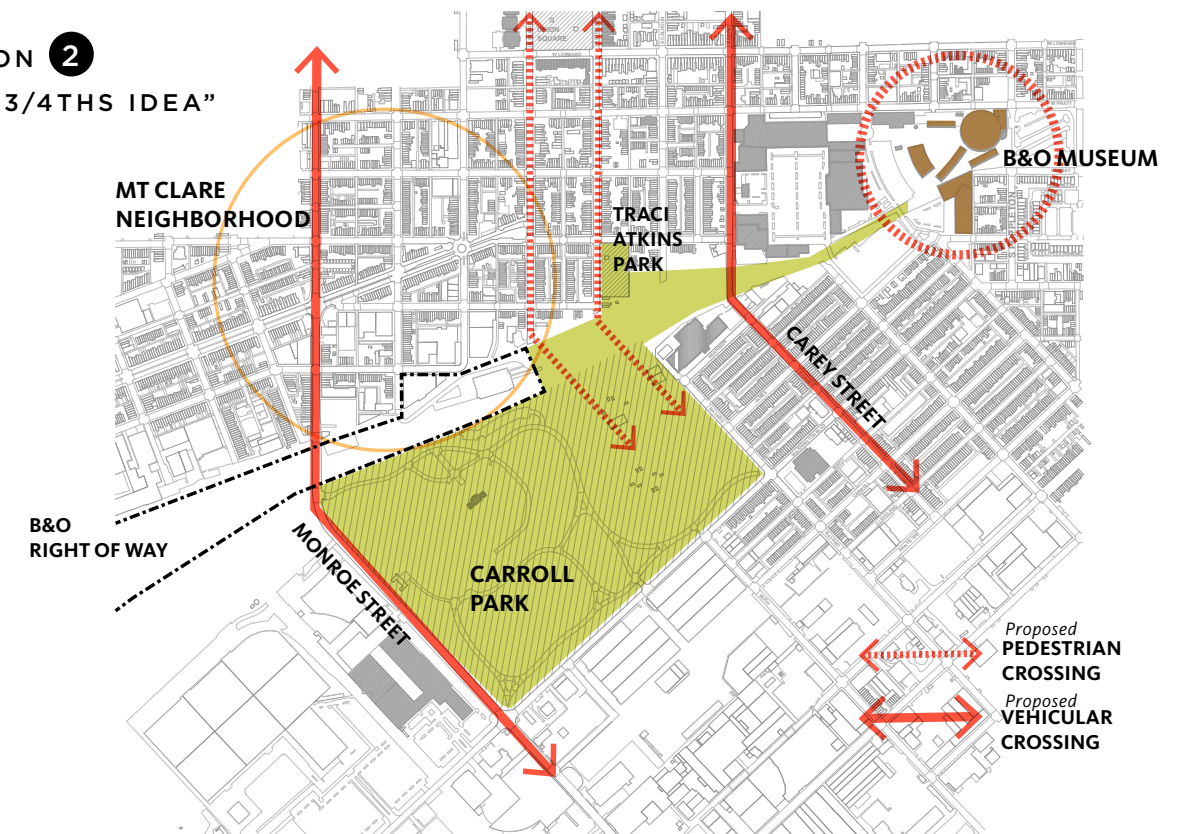
Providing central access to the park from Mt. Clare is critical to maximizing its use by the community and creating a safe and

active environment that can become an even greater asset for the B&O museum and campus.

Despite it being a lengthy and challenging process, it is highly recommended to open the stretch of the track to allow better pedestrian access into the park and promote the area as an active greenway. Options to explore include opening up the track completely and bringing green space over to the other side of the tracks, and maintaining some of the right of way and creating a central access point.

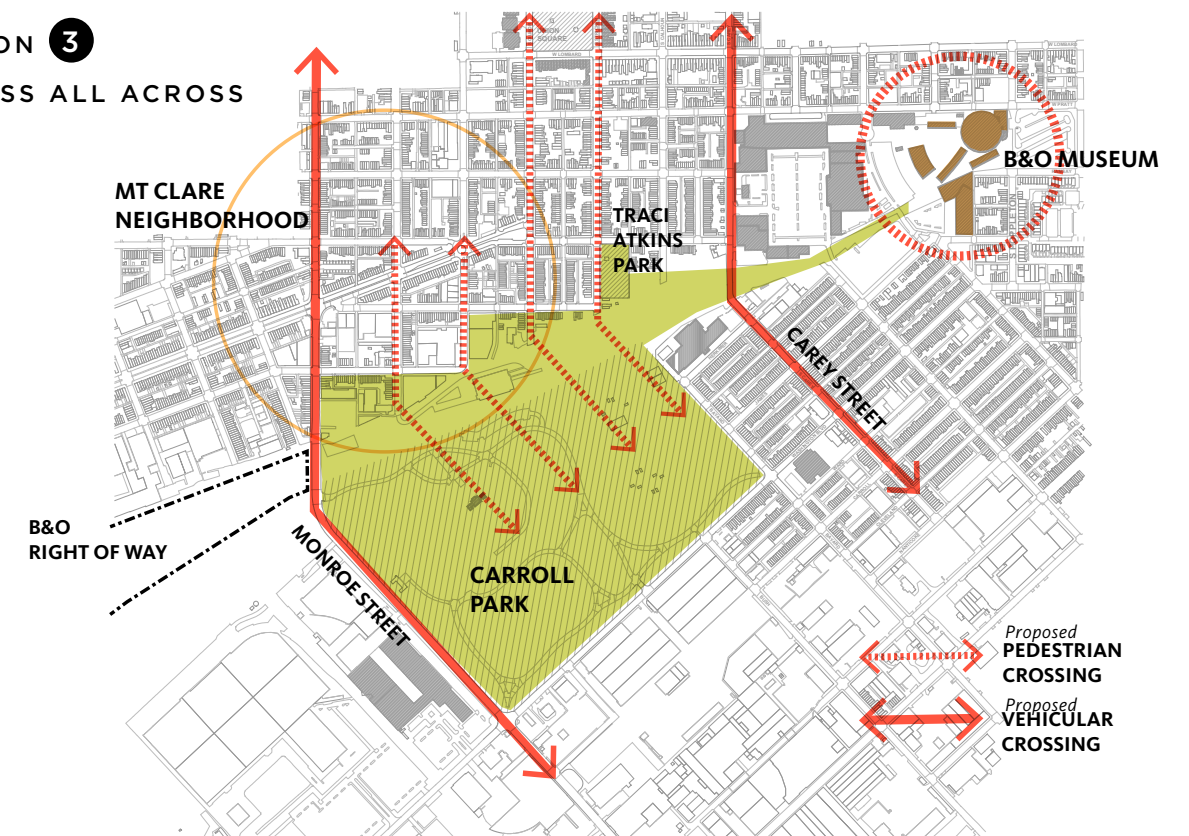
OPTION 2

"THE 3/4THS IDEA"



OPTION 3

ACCESS ALL ACROSS



Implementation

CASE STUDIES



RAILROAD PARK

Birmingham, Alabama

After a lengthy and involved community engagement process, this park's design celebrates a rich, cultural heritage around the railroad in downtown Birmingham. Near the ballfield, the park provides performance space, gathering areas, and takes on a character that recalls that heritage throughout its design elements.

HIGHLINE

New York, New York

Changing the way cities think about green spaces, the Highline project in New York represents a best-case scenario when an under-used asset is re-purposed for public use. Adjacent real estate has increased in value: projects are branded around the story and history of the Highline. It is an activated pedestrian thoroughfare but its success tells a much bigger story.

RIVERS OF STEEL

Pittsburgh, Pennsylvania

A long heritage trail in Pittsburgh at various relevant sites along a several mile corridor, the Rivers of Steel highlights the history of the steel manufacturing industry. The organization seeks to preserve industrial relics through tourism and education.

NORTH END

Boston, Massachusetts

Part of the Big Dig, this park sits atop a former highway that divided the North End from the rest of the city. The park's design intentionally seeks to create a gateway that stitches these two areas back together and creates a public gathering space that serves a wide audience of both visitors and residents.

Synthesis & Analysis

OPPORTUNITIES: AN ENGINE FOR ECONOMIC GROWTH

The B&O Heritage Corridor is a connected greenway running alongside the historic rail line connecting one of Baltimore's major regional attractions to a premier green space and park with its own storied past. Multiple points of entry would create access for not only visitors to the neighborhood, but for residents and the community as well. The greenway would expand at Mt. Clare, requiring

removal of some vacant properties along that edge. This would create a park-frontage for the adjacent homes and a wider green buffer for the greenway on the north side of the right of way. There are significant challenges for implementation, but by engaging in an inclusive process and leveraging the existing assets and strengths, Mt. Clare could be well-positioned for revitalization.

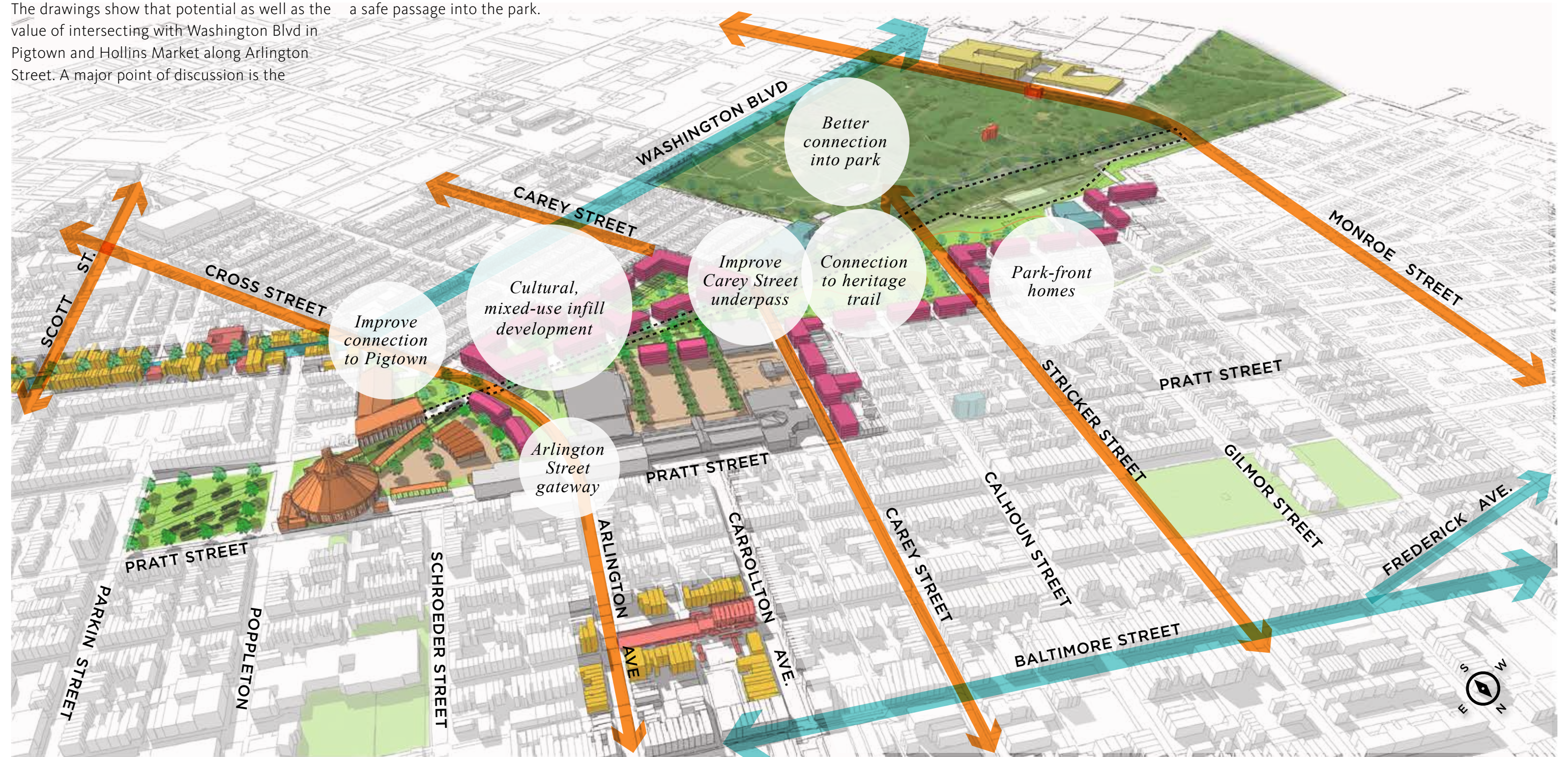


Synthesis & Analysis

OPPORTUNITIES: AN ENGINE FOR ECONOMIC GROWTH

B&O has the potential to expand its campus and continue to bring cultural and historic assets together in one regional destination. The drawings show that potential as well as the value of intersecting with Washington Blvd in Pigtown and Hollins Market along Arlington Street. A major point of discussion is the

potential for pedestrian access from Mt. Clare into the park. The recommendation is to create an at-grade crossing at Stricker Street, creating a safe passage into the park.



Synthesis & Analysis

B&O HERITAGE CORRIDOR: AN ENGINE FOR ECONOMIC GROWTH

The Heritage Trail -

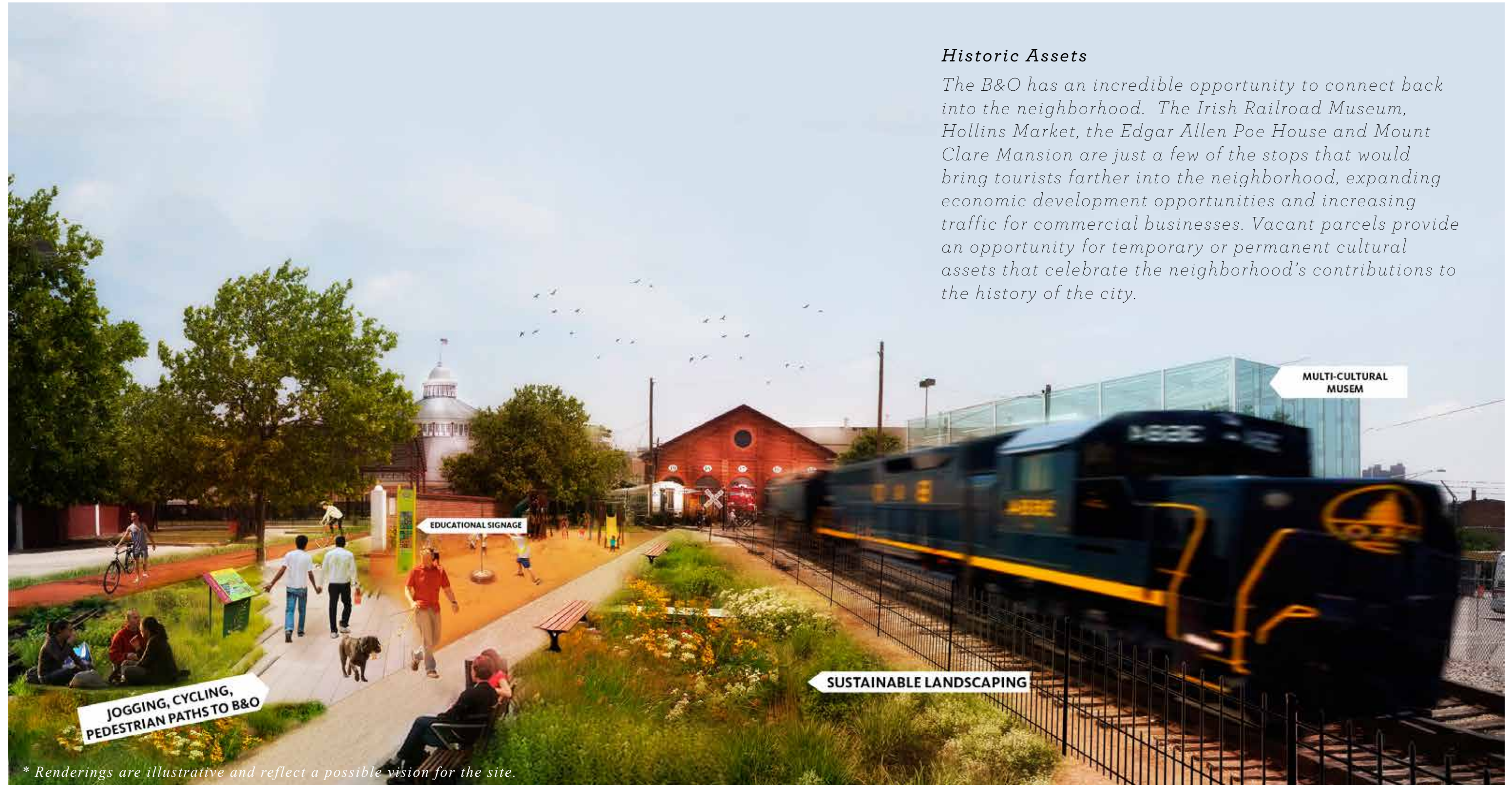
Extending Carroll Park over the tracks would invite greater use of the green space and improve the residential opportunities in Mt. Clare. A heritage trail could provide a recreational connection for visitors and residents alike to link among the historical assets in the neighborhood.



** Renderings are illustrative, meant to reflect potential for the site*

Synthesis & Analysis

B&O HERITAGE CORRIDOR: AN ENGINE FOR ECONOMIC GROWTH





Implementation

B&O HERITAGE CORRIDOR: AN ENGINE FOR ECONOMIC GROWTH

STRATEGIES	NOW ACTIONS	SHORT-TERM ACTIONS	LONG-TERM ACTIONS
INCREASE CONNECTIONS BETWEEN CARROLL PARK AND SURROUNDING NEIGHBORHOODS	<ul style="list-style-type: none">Connect a nature trail to the Gwynns Falls TrailImprove Traci Adkins Park and pool, and connect to underutilized green spacesExplore the opportunity to create a regional recreation center in Carroll Park	<ul style="list-style-type: none">Provide safe, convenient access to Carroll Park from the northImprove Carey St. at Mount Clare JunctionImprove pedestrian safety of Carey St. underpass and Monroe St. overpassWork with Department of Transportation to improve streetscaping and wayfinding along major corridors	<ul style="list-style-type: none">Target gateway development at Monroe St.Expand Carroll Park to create a defensible green space that is an amenity for the Mt. Clare neighborhood and the B&O museum.Build a new regional recreation and aquatic center in Carroll Park
ENHANCE CONNECTIONS BETWEEN THE B&O MUSEUM AND OTHER HISTORIC ASSETS SUCH AS THE MT. CLARE MUSEUM, POE HOUSE, AND MENCKEN HOUSE	<ul style="list-style-type: none">Support the Mt. Clare Heritage TrailSupport B&O Museum strategic planning	<ul style="list-style-type: none">Create a gateway feature (park, welcome signage) at the intersection of Monroe and Wilkens Ave.Restore the parks, median, and monument on Wilkens Ave.	<ul style="list-style-type: none">Expand B&O campus and make it more open and approachable to the surrounding neighborhoods.Celebrate railroad heritage in expanded parkland
SUPPORT PROGRAMS AND DEVELOPMENT THAT TAKE ADVANTAGE OF ASSETS, RESOURCES, AND OPPORTUNITIES	<ul style="list-style-type: none">Match-make between anchors and businesses in the SWP area for procurementImplement historic building stabilization program to preserve valuable physical assets.Consider tenants at Mt. Clare Junction Shopping Center and Pratt Street buildings according to community needs and desires.Promote civic and cultural uses of this focus area	<ul style="list-style-type: none">Promote compatible uses in adjacent properties along Pratt St. and Mt. Clare Junction	<ul style="list-style-type: none">Redevelop surface parking lots with new mixed use development



Implementation

B&O HERITAGE CORRIDOR: AN ENGINE FOR ECONOMIC GROWTH

STRATEGIES

NOW ACTIONS

SHORT-TERM ACTIONS

LONG-TERM ACTIONS

INCREASE DENSITY AND ECONOMIC ACTIVITY

- Coordinate with residents and the City to identity, condemn, and demolish unsafe vacant housing at the southern edge of the Mt. Clare neighborhood
- Develop and launch a marketing strategy to attract and retain businesses
- Develop a list of properties ripe for redevelopment and pursue commercial and residential developers
- Provide technical assistance to business owners to facilitate access to city, state, and federal assistance programs
- Expand the neighborhood park in Mt. Clare and connect it to Carroll Park
- Secure sources for project gap funding
- Encourage residential development of an appropriate scale

STREETS & PUBLIC SPACE

GROWING THE SQUARES

“Connect, build, grow”

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

INTRODUCTION

Attractive public squares are neighborhood-defining public spaces & major assets to Southwest

The squares provide not only a physical amenity for surrounding residential communities, but foster a special identity for them as well. Union Square and Franklin Square still retain these important public spaces. The potential exists to strengthen them and create new ones in Poppleton at the under-utilized Model Park; and on the vacant lot in Lexington Terrace. The opportunity presents itself to connect the squares, leveraging them as a network of unique open spaces while also celebrating their individuality.

The squares are maintained, programmed and used by a variety of entities: Baltimore City Department of Recreation and Parks, “Friends of” groups, and residents. The squares are public property, and although the City provides improvements with

available funding, it is important the planning be coordinated to maximize the positive impact on the squares. Safety is a key issue. If there is a perception of lack of safety, it will diminish any ability for a critical mass of use to grow.

PRIMARY GOAL

Celebrate the squares as unique assets to their respective neighborhoods and anchors for community development.

KEY ISSUES

- Squares are City-owned. Efforts to enhance programming, safety, maintenance and capital improvements will require strong public/private partnerships
- Improving the surrounding building stock is critical to improving the stewardship and safety in the squares

- Transportation improvements are needed to calm traffic and improve the pedestrian connectivity to the squares
- Housing needs stabilization
- Current perception of safety is mixed

STRATEGIES

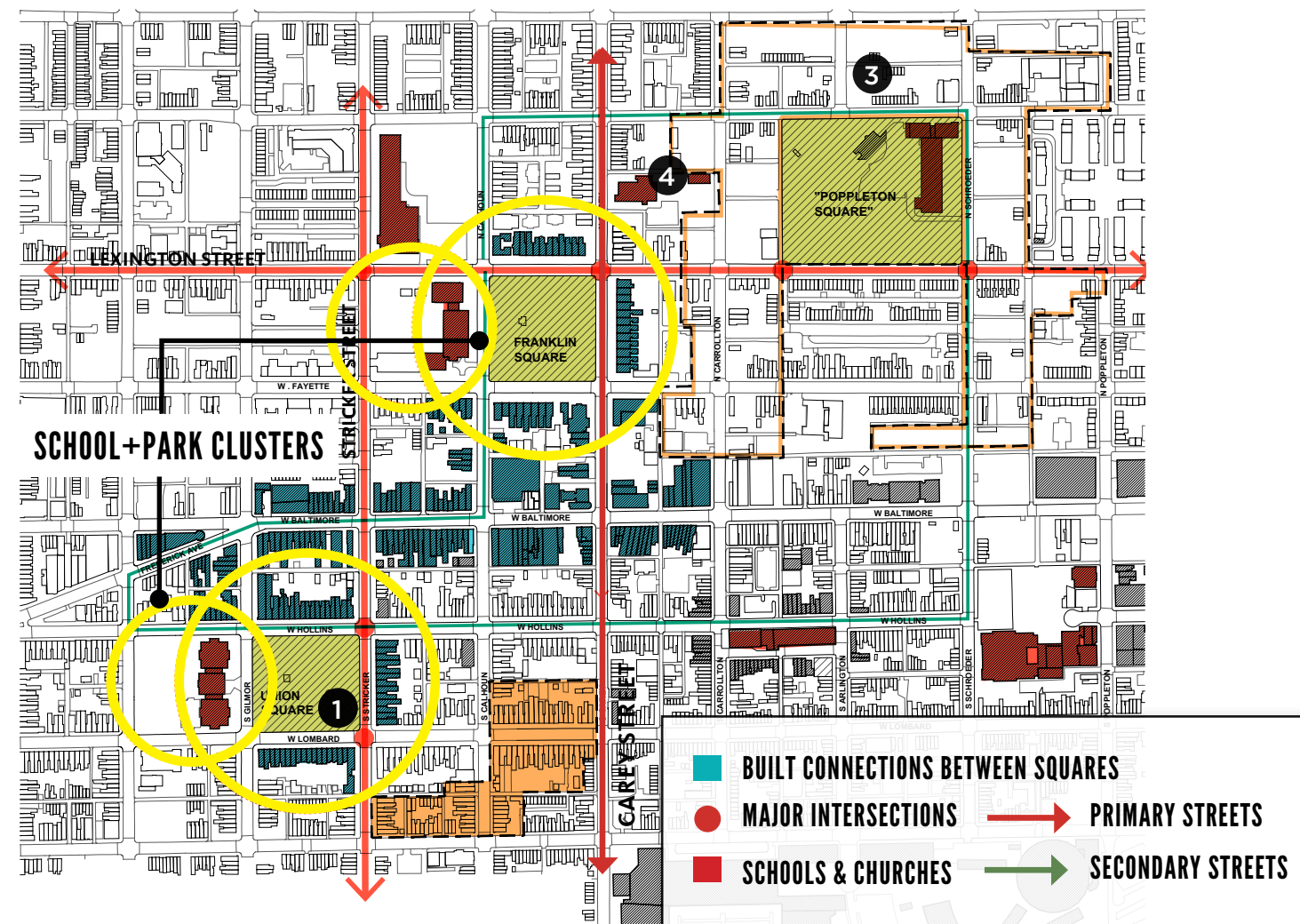
- Consider the squares as a networked collective of neighborhood green spaces
- Improve amenities within the squares
- Improve connection between schools and squares
- Promote residential development and rehabilitation around parks and squares

[Implementation Table p.124]



Introduction & Context

MAPS + INFORMATION



Anchored by educational institutions and surrounded by historic, high-quality housing stock, Franklin Square and Union Square have more in common than it may seem. The parks share the same physical dimensions and characteristics. Model Park (“Poppleton Square”) lies at the heart of the new CenterWest development. Stricker Street connects the Franklin Square and Union Square neighborhoods, and Lexington Street connects Franklin Square and Poppleton. Both streets are among the City’s planned bike boulevards. Continued investment along these streets (e.g., pedestrian lighting, street & sidewalk maintenance, tax incentives

for residential development, etc.) will strengthen the connections across neighborhoods, improve safety and walkability, and increase value.

Additionally, much of the Franklin Square and Poppleton neighborhoods lie within a ten-minute walk of the planned Harlem Park Redline Station. The Redline will provide neighborhood residents with greater mobility in the city, and access to a broader employment market. The station will generate more foot and bike traffic through the neighborhoods’ streets, especially between the station and the Union Square neighborhood.



1 UNION SQUARE

After experiencing a series of re-development efforts in the 70s and again in the 90s, Union Square has been able to maintain a strong community group and continues to host long-standing annual events in the neighborhood.



3 CENTER WEST DEVELOPMENT

A large, 32-acre, multi-phase, multi-use development project is planned for the Poppleton area. This project will bring market-rate apartments and some opportunity for neighborhood retail. Better visibility for the Poe House is in the plan, as well as a public green space adjacent to Poe Museum with a new Poe Park.



2 WATERSHED 263

Significant efforts are underway in Southwest around W263 plan. Stormwater management projects, greening, and tree planting are all projects happening through the initiative. Parks and People is leading the effort and is active in the neighborhood.



4 ST. LUKE'S CHURCH AND RECTORY

St. Luke's property extends from Carey Street on the west (just north of Franklin Square) to Carrollton Street on the east, facing the Center West project. The historic rectory building is under-utilized and could be an exciting community asset. As a community center, the church and rectory have the potential to connect the existing neighborhood to new development.

Implementation

CASE STUDIES



PATTERSON PARK *Baltimore, Maryland*

Patterson Park is a great local example of a housing market boosted by being park front with strong community support to create park programming and amenities that help the neighborhood. Improved public space helped raise the value of the adjacent housing.

SQUARES OF SAVANNAH *Savannah, Georgia*

Much like Franklin and Union Squares, the squares of Savannah were envisioned in the city's historic 18th century development plan. The Squares were intended to be the cultural centers of the smaller neighborhoods, each with its own sense of place and community within the larger city. The lots around Savannah's squares were dedicated for prominent civic, commercial, or religious buildings, thus creating a lively mix of uses around each square. Nearly 300 years later, residential properties on the squares are among the most valuable in the city.

DOLORES PARK *Mission, San Francisco*

Dolores Park, in San Francisco's Mission District, had been a popular gathering space for city's alternative cultures in the 1960s and '70s. In the 1980s, gang warfare erupted in the neighborhood, resulting in a distressed period for the park. By the late 1990s, the gangs were under control, and the Mission experienced a rush of new residents from the dot-com and tech booms. Since then, city government has reinvested in the park by sponsoring pop-up services and activities,

and sanctioning Sunday street closures in the neighborhood around the park, effectively extending the public space to doorsteps of adjacent businesses.

Synthesis & Analysis

OPPORTUNITIES: CONNECTING, BUILDING, SUPPORTING

CONNECT THE SQUARES

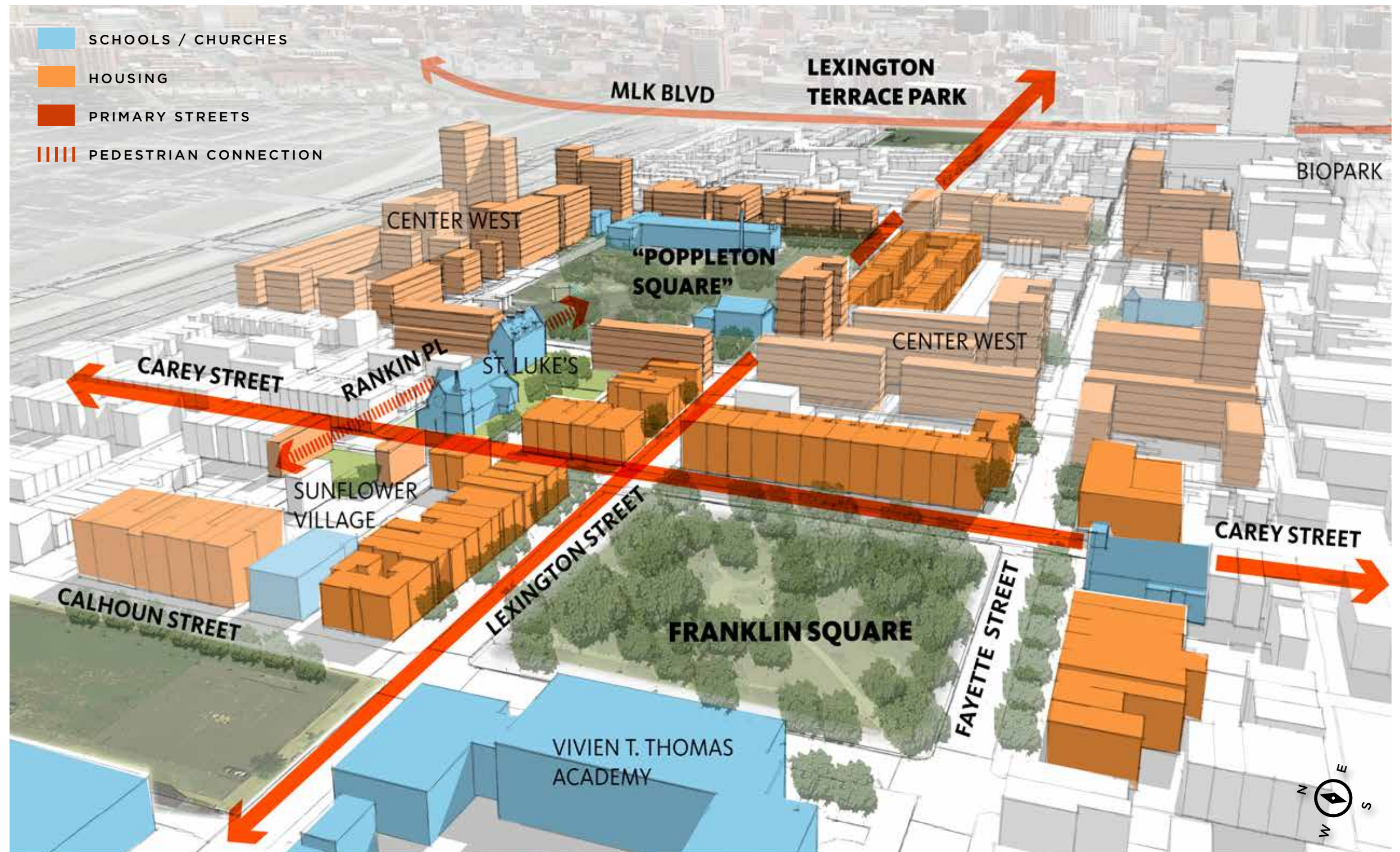
Physical connections such as bike paths, green alleys, coordinated banners and wayfinding are critical to promote a stronger relationship between Franklin Square, Union Square and beyond.

BUILDING THE SQUARES

Historically, residential development was sited around the squares. Currently, they offer prime real estate opportunities with park frontage for small scale redevelopment of existing rowhomes, and new development where the appropriate opportunities present themselves. The strength of those efforts will inevitably increase value and interest in nearby blocks.

SUPPORTING THE SQUARES

Shared programming between the schools and broader community are key to building capacity, relationships and resources for the neighborhood. The schools present an opportunity for the community to engage more directly, and provide an immediate audience for these efforts.



Implementation

OPPORTUNITIES: CONNECTING, BUILDING, SUPPORTING

*View looking down Carey Street,
past Sunflower Village and St. Luke's*



Connect the Squares -
*Creating a green pedestrian
passageway that connects
the squares at the
“people” level helps link
neighborhood assets and
promotes positive traffic
among communities.*

Implementation

KEY RECOMMENDATIONS



COMMUNITY GARDEN AND ADOPT-A-LOT

A scalable and simple lot improvement strategy, a number of programs and best practices are available in the neighborhood to help make beautiful, productive spaces that help bring people together.

Current Projects: Scott Kashnow



CAPACITY BUILDING EVENTS

Consistent, inclusive programming is critical to bringing in new partners, resources and ideas to the neighborhood. Lots of little projects not only yield small wins for the residents but build bonds and trust among communities.

Current Projects: [Click](#) to view list of Community Assets / Southwest Social Capital



GREENING PROJECTS

Physical connections like bike paths, green alleys, coordinated banners and wayfinding are critical to promote a stronger relationship between Franklin Square, Union Square and beyond.

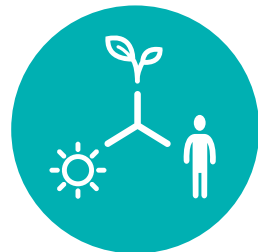
Current Projects: Franklin Square Community



ORGANIZED SPORTS LEAGUES

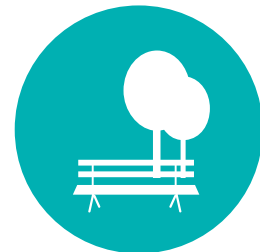
Organized or informal, sports bridge generations. They encourage healthy lifestyles and create a positive outlet for communities.

Current Projects: Ivan Leshinsky, Van Brooks, Jeff Thompson



WHOLE BLOCK STRATEGIES

With any project or initiative, thinking holistically is key to its success. Thinking about how a street can function better, be more sustainable and environmentally friendly, while also being a social place for the neighborhood are all questions to consider.



PARKLETS

Green space doesn't always have to come in the form of large, high maintenance parks. Parklets are small areas in front of commercial spaces intended for parking spaces that are given to pedestrian or recreational uses. Cafe tables protected by some planters or some benches can be a great way to show that something new is coming.



LITTER CAMPAIGN AND NEIGHBORHOOD CLEAN-UP

Streets are the first thing visitors see when coming to a neighborhood. Maintaining them is a big job, but small steps can lead to some improvement. Engaging in a community-driven litter campaign can be a fun and productive way to encourage cleaner streets.

Current Projects: Stacey Smith / Urban Business Center



ADOPT-A-BUILDING

Vacant and dilapidated building facades discourage investment and give a negative impression of the neighborhood. An adopt-a-building program helps bring together residents and buildings in need of some light exterior improvement and gives residents ownership of their streets and public space.

Current Projects: Laurie Smith / One Block Now



Implementation

KEY RECOMMENDATIONS

STRATEGIES

NOW ACTIONS

SHORT-TERM ACTIONS

LONG-TERM ACTIONS

CONSIDER THE SQUARES AS A NETWORKED COLLECTIVE OF NEIGHBORHOOD GREEN SPACES

- Share programming and events among the Squares
- Connect programming with Friends of West Baltimore Squares
- Engage owners and/or developers of privately owned green space

- Build new parkland in anchor locations throughout the neighborhoods

IMPROVE AMENITIES WITHIN THE SQUARES

- Explore a unique set of amenities for each Square with neighborhoods stakeholders through a participatory design process

- Improve branding, marketing, and interpretive signage of and in each Square
- Identify Watershed 263 Improvements within Union and Franklin Squares

- Enhance and reopen small pavilions, restrooms and other facilities
- Restore historic landscaping in squares

IMPROVE CONNECTION BETWEEN SCHOOLS AND SQUARES

- Bring school activities out into the parks
- Hold Youth Greening Days in the Squares
- Develop youth community gardens in the Squares

PROMOTE RESIDENTIAL DEVELOPMENT AND REHABILITATION AROUND PARKS AND SQUARES

- Demolish buildings that are no longer viable
- Remediate housing code violations
- Implement historic building stabilization program to preserve valuable physical assets
- Work with anchors to expand “live near your work (LNYW)” opportunities
- Develop and launch marketing strategy to attract and retain residents
- Promote SWP neighborhoods to become Healthy Neighborhoods

- Facilitate construction of new rental housing to meet forecasted market demand including site assembly
- Focus housing rehabilitation around public parks and squares

- Minimize the effects of the over-concentration of drug treatment facilities in the area
- Promote higher density in the vicinity of the planned Harlem Park Red Line Station
- Promote residential infill adjacent to green space
- Consider new housing development strategies where there is high vacancy or infill opportunities

STREETS & PUBLIC SPACE

STREETS & PUBLIC SPACE

Green, Clean, Safe and Secure

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

INTRODUCTION

Streets and public space are a critical network that connect people and neighborhoods

Pedestrian and bike-friendly streets include street trees, handicapped-accessible side-walks, bike lanes and pedestrian-scaled lighting. These elements contribute to a more attractive and walkable neighborhood. Washington Boulevard, Baltimore Street and Carey Street are major connectors between neighborhoods.

During the workshop presentation to the community, initial feedback included immediate focus on the trash problem, dealing with slow stoplights/ problematic timing at intersections and pedestrian crossings.

Small beautification projects are a simple and direct way for the community to immediately have a positive impact and begin changing the perception on the ground. Walking maps

and historic walking tours were mentioned as easy ways to begin bringing more energy across the neighborhoods.

Watershed 263, Parks and People, Code Enforcement and the Dept. of Transportation were suggested as potential partners who could be engaged to help get to some near-term outcomes.

PRIMARY GOAL

Tell the story of Southwest by connecting the neighborhoods and residents through safe and attractive streets.

KEY ISSUES

- Aging infrastructure in need of upgrades & repairs
- Underpass & overpass improvement needs
- Dangerous street intersections; lack of bike lanes & trail connections

- Poor lighting, signage & wayfinding features
- Trash and lack of cleanliness
- Perception of crime

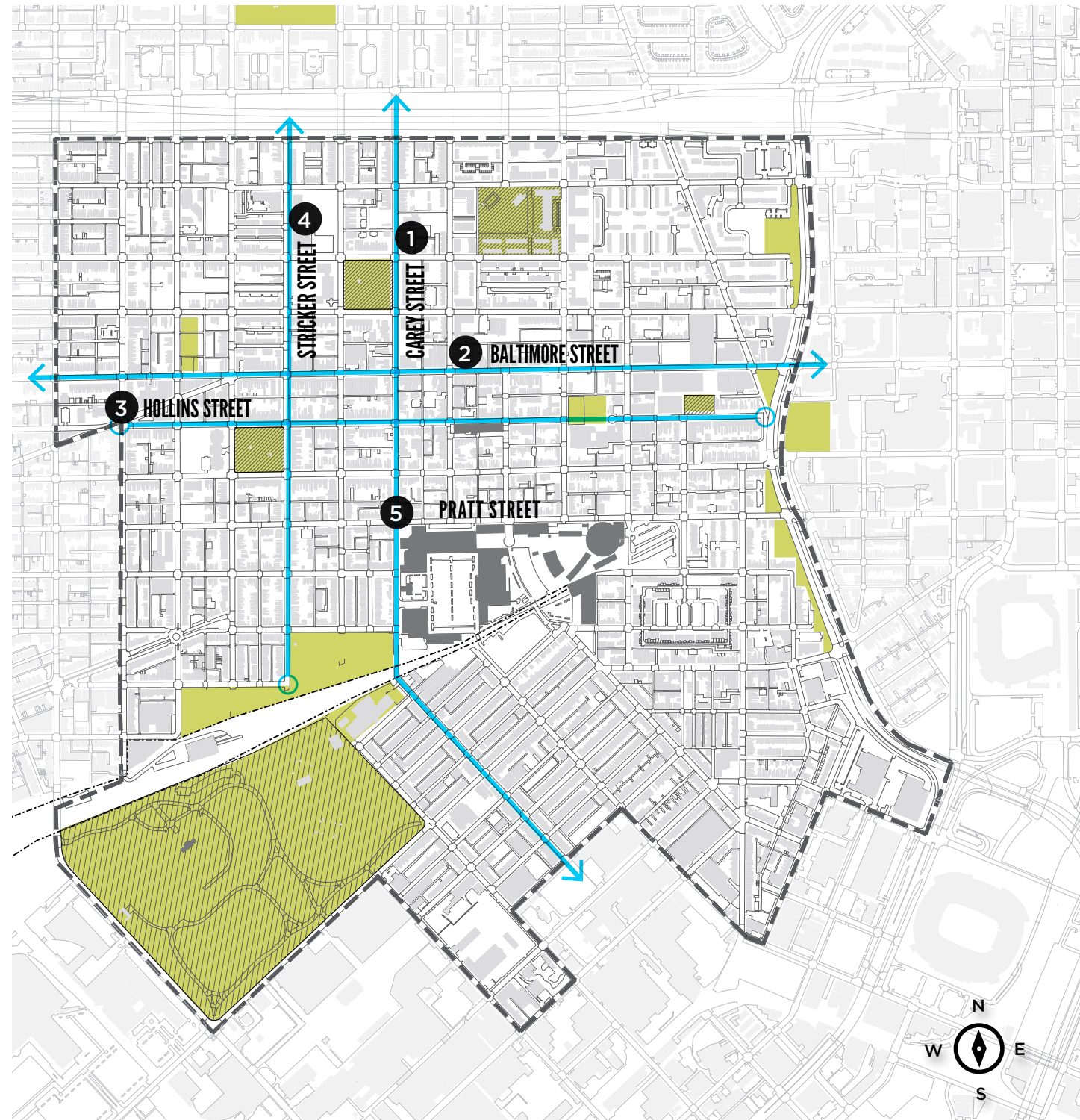
STRATEGIES

- Build trusting relationships between Southwest Baltimore communities and police and improve police deployment
- Beautify the public realm and increase safety for all modes of transportation
- Increase public, private, and resident involvement in keeping the neighborhood clean and well maintained
- Increase user access and programming at Carroll Park and other smaller parks around the neighborhood

[Implementation Table p.136]

Introduction & Context

MAPS + INFO



 AREA GATEWAYS



1 CAREY STREET

A major north-south connector, Carey Street touches six out of seven of our Southwest neighborhoods. Plagued by vacant or underutilized storefronts, Carey St has potential to connect community assets and be a great street.



2 BALTIMORE STREET

A major east-west commercial corridor, Baltimore Street touches five of the seven neighborhoods and provides most of the opportunity in terms of zoning and building type for commercial development and small businesses.



3 HOLLINS STREET

A quieter, more residential street running parallel to Baltimore Street, Hollins connects Union Square, Hollins Market, and James McHenry Elementary School. Hollins is currently closed off at the school, although it is one of the city's planned bike boulevards, with connections to downtown and the Gwynns Falls Trail.



4 STRICKER STREET

Strategically positioned to connect points north, Union Square and Carroll Park, Stricker presents an opportunity to be the target location for a bridge or at grade crossing at the park.

4 PRATT STREET

Consider making Pratt Street two-way to slow traffic and improve access

Analysis & Synthesis

MAPS + INFO

SOUTHWEST STREET NETWORK

The streets of Southwest form compact, walkable blocks reflective of the neighborhoods' 19th century planning and desirable to 21st century urban dwellers. Some streets, such as Baltimore and Carey, extend well beyond the neighborhoods into the city, while others, such as Hollins and Schroeder, have been truncated by 20th century highway building with negative effect on the neighborhood's growth and stability.

Overall, the street network functions well for moving buses and cars, with a hierarchy of main streets and alleys, and planned bike boulevards. However, targeted improvements are needed to increase pedestrian safety and connectivity in specific places throughout the planning area.

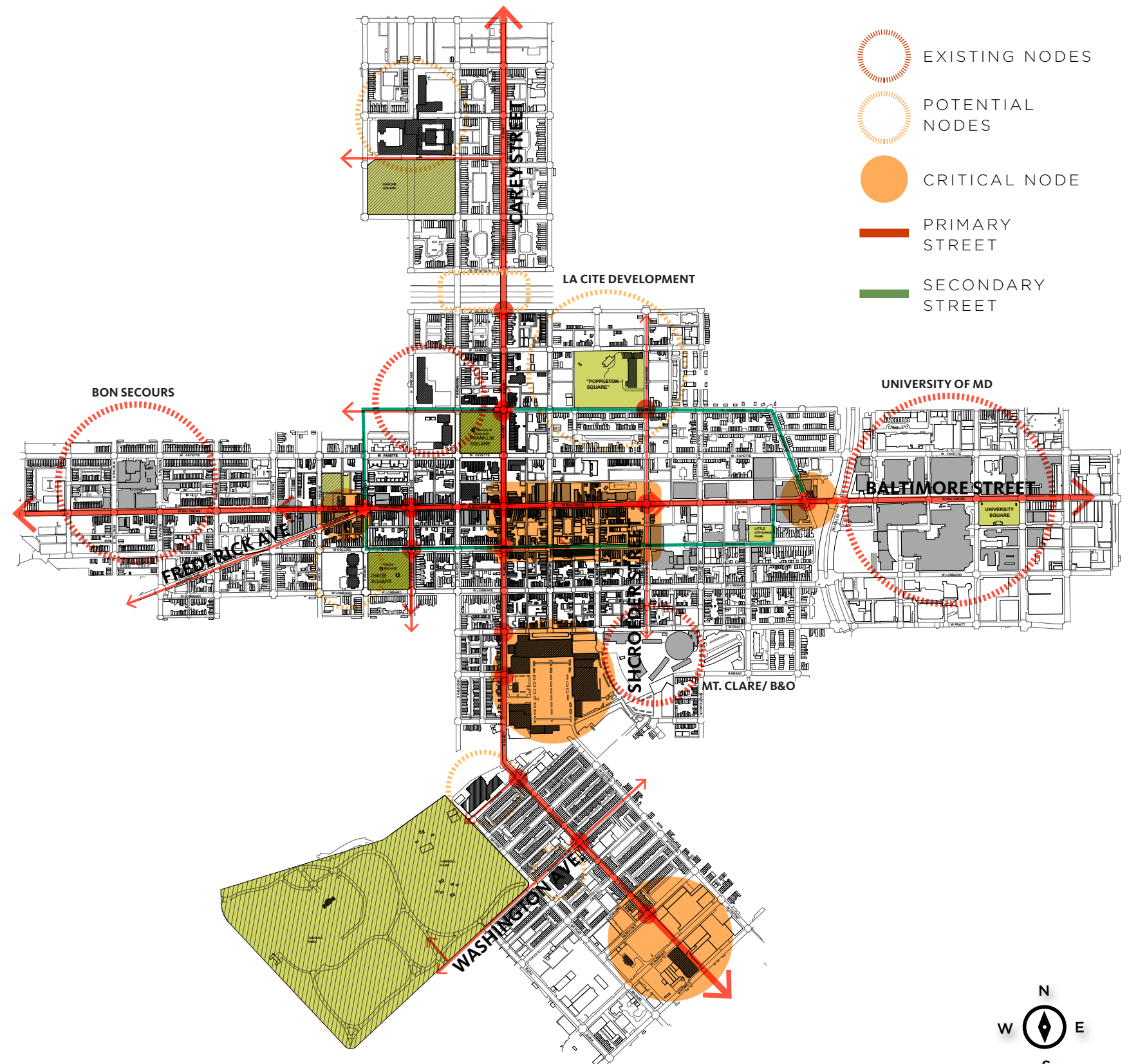
West Baltimore is also known for its Squares, of which there are two in the SWP planning area: Union Square and Franklin Square, with Harlem Park just to the north. These squares are part of the neighborhood identity and important community spaces, but are underutilized due to poor connections, irregular maintenance, low lighting, and poor visibility from surrounding streets. The squares are discussed in further detail in Focus Area 05. Carroll Park is a major amenity for the Southwest Baltimore, but is isolated from surrounding neighborhoods; connection strategies are discussed in further detail in the B&O Heritage Corridor Focal Area.

BALTIMORE AND CAREY STREET ANALYSIS

Baltimore and Carey Streets form the primary east-west and north-south spines of Southwest, respectively. Together, these streets, long seen as dividing lines, touch all of the SWP neighborhoods, and connect major institutions and public places. Baltimore Street is anchored by the Bon Secours campus to the west, and the University of Maryland campus to the east. The intersection at MLK has been identified as an obstacle to pedestrian connectivity and safety. Baltimore Street's potential as a revitalized commercial corridor is examined in greater detail in the Baltimore Street Focal Area.

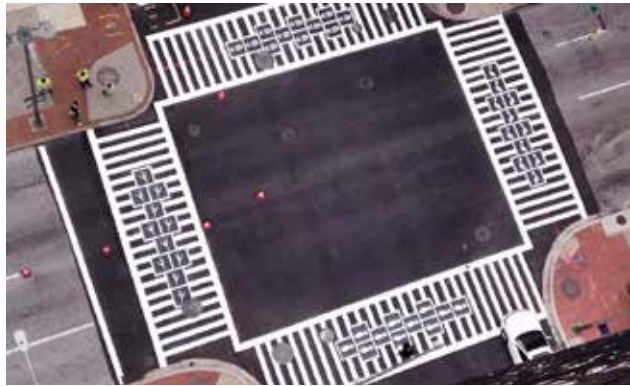
Carey Street is challenged by a lack of active uses along its frontages, such as the inwardly-focused Mt. Clare Junction Shopping Center, windowless bars, and the residential garages south of Pratt Street. Carey does not share the same commercial building stock as Baltimore Street, but is characterized by corner storefronts at its intersections with east-west streets. Programming these storefronts with neighborhood-serving uses could provide Carey with the "eyes on the street" that it needs.

Carey Street warrants further attention because it is one of only two streets that connect the center of the Southwest area to the Pigtown neighborhood. This connection at the Carey Street underpass suffers from poor lighting and visibility, and is avoided by pedestrians. Carey St. also connects the W. Baltimore Street and Washington Blvd. commercial corridors.



Implementation

CASE STUDIES



CREATIVE CROSSWALKS

An easy way to incorporate art into infrastructure improvements, this has been done on the west side of downtown with positive results.



UNDERPASS LIGHTING

Simple solution that uses basic lighting techniques to enhance the appearance of the existing structure, while improving pedestrian safety and raising neighborhood awareness around the Carey Street Bridge underpass.



AT-GRADE PEDESTRIAN CROSSING

An at-grade pedestrian crossing over the B&O tracks would connect the Southwest neighborhoods with Carroll Park and would be a huge improvement to promote access to the park.



COMPLETE STREETS

Complete Streets embrace the concept of “street as space,” and make the most effective use of a city’s largest real estate asset: its streets. All modes of transit are accommodated in ways that promote safety, sustainability, and functionality. Characteristics of Complete Streets include the following: wide sidewalks for pedestrians, dedicated and protected bike lanes, bus lanes and prioritization for public transit at intersections, and minimum lane widths for cars.



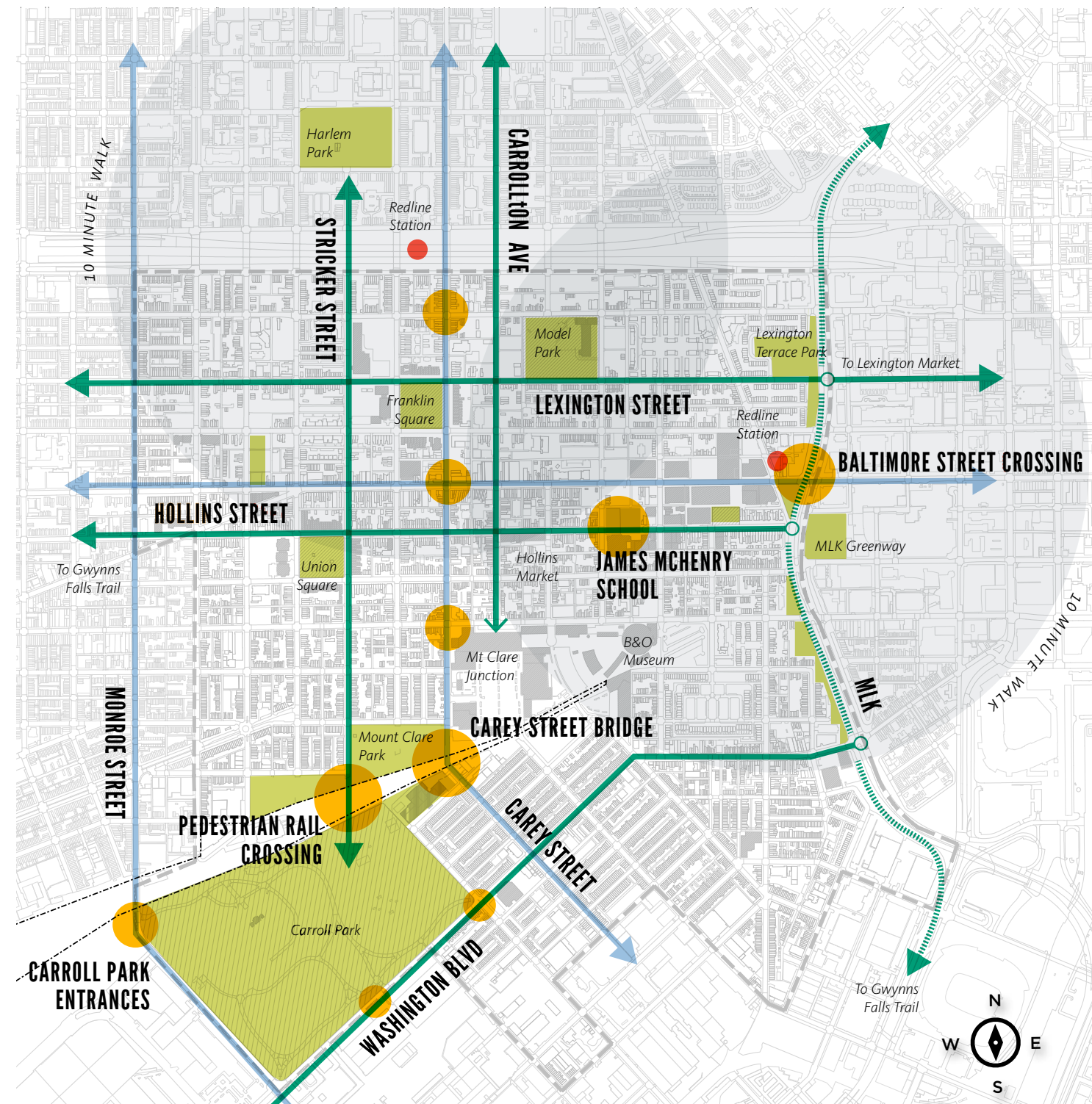
PEDESTRIAN BRIDGE

It will be critical for any bridge into Carroll Park to be friendly, accessible and visually approachable.



Implementation

MAPS & OPPORTUNITIES



- AREA GATEWAYS
- PROPOSED REDLINE STATION

- PRIMARY STREETS
- SECONDARY STREETS

Street Enhancement Precedent Imagery





Implementation

KEY RECOMMENDATIONS

STRATEGIES	NOW ACTIONS	SHORT-TERM ACTIONS	LONG-TERM ACTIONS
BUILD TRUSTING RELATIONSHIPS BETWEEN SOUTHWEST BALTIMORE COMMUNITIES AND POLICE AND IMPROVE POLICE UTILIZATION	<ul style="list-style-type: none">• Include officers in community events• Advocate for public safety stations at key locations such as Hollins Market and the Mt. Clare Shopping Center• Advocate for the prioritization of enforcement and the prevention of relocation of criminal activity• Advocate extending the geography of existing institutional police service area• Convene regular meetings with district majors and university police for information sharing and to develop a plan for addressing major crime issues	<ul style="list-style-type: none">• Establish neighborhood policing and foot patrols• Develop and implement new methods of collecting accurate data on criminal activity in the area• Minimize the negative impact of drug treatment facilities on the SWP area• Implement regular email-based crime reports for Southwest Baltimore	<ul style="list-style-type: none">• Develop strategies for using social media and mobile devices to supplement crime prevention and response• Advocate for alternative strategies so that “blue light” cameras can be removed
BEAUTIFY THE PUBLIC REALM AND INCREASE SAFETY FOR ALL MODES OF TRANSIT	<ul style="list-style-type: none">• Work with the city to improve the sight lines and safety of intersections• Increase street lighting in the neighborhoods and add pedestrian-scale lighting• Work with City to add street trees and replace dead or diseased trees• Trim trees to improve sight lines and comfort of pedestrians on the sidewalks• Add murals on key walls in the neighborhoods	<ul style="list-style-type: none">• Work with City government and property owners to repair damaged sidewalks• Work with City government to improve visibility of crosswalks• Develop a consistent bike lane system in the neighborhood• Open pedestrian and bike paths along Hollins St.• Implement traffic calming methods	<ul style="list-style-type: none">• Monitor traffic flow and if appropriate advocate for modifications to Casino traffic plan to reduce negative impact• Regularly evaluate parking availability in commercial areas and around parks/landmarks to ensure there is not a parking deficit• Improve streetscaping (hardscape and landscape) and wayfinding along major corridors



Implementation

KEY RECOMMENDATIONS

STRATEGIES	NOW ACTIONS	SHORT-TERM ACTIONS	LONG-TERM ACTIONS
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INCREASE PUBLIC, PRIVATE, AND RESIDENT INVOLVEMENT IN KEEPING THE NEIGHBORHOODS CLEAN AND WELL-MAINTAINED

- Remediate housing code violations particularly in main focus areas
- Advocate for increased enforcement of litter and other municipal ordinances
- Add community bulletin boards to focus flyering in approved areas
- Encourage local merchants to use fewer plastic bags

- Increase the number of public trash cans along commercial corridors
- Work with the City and property owners to get swifter graffiti removal by the City and local property owners
- Develop or improve upon existing property beautification programs to positively encourage maintenance of properties
- Develop an education program for residential tenants to increase tenant responsibility for cleanliness of sidewalks, alleys, and yards

- Develop or support a volunteer trash removal program
- Encourage community adoption of vacant lots with implementation and maintenance

INCREASE USER ACCESS AND PROGRAMMING AT CARROLL PARK AND OTHER SMALLER PARKS AROUND THE NEIGHBORHOOD

- Support and increase capacity of existing groups that advocate for local parks and coordinate neighborhood involvement
- Advocate for increased programming in Southwest Baltimore neighborhood parks

- Provide safe, convenient access to Carroll Park
- Work to improve the accessibility and visibility of the paths in Carroll Park
- Advocate for more recreation centers and increase number of programmed recreational spaces

- Build a regional recreation and aquatics center in Carroll Park
- Connect parks via green corridors

HOUSING DEVELOPMENT

Building from Strength

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

INTRODUCTION

Neighborhood strength is often measured by housing occupancy and home values

Over the past decades there has been a decrease in both occupancy and value for the Southwest Partnership area.

With a resurgence of people moving back into the cities and desiring neighborhoods with access to transit and a diverse housing stock, there is a tremendous opportunity within the Southwest Partnership area for housing development. The market study suggests that there is a diverse population of people that would be interested in living in the neighborhood. Building new units or rehabilitating older units will attract this diverse group of people to the area.

PRIMARY GOAL

Attract and encourage development of housing to attract newcomers to the neighborhood, while maintaining existing low-income housing and low-and-moderate income homeowners, and improving the quality of this housing.

KEY ISSUES

- Large number of vacant and dilapidated buildings
- Some houses are too large for renovations into single family use
- Lack of amenities to draw diverse populations
- Lack of pedestrian and bike activity

STRATEGIES

- Identify neighborhood areas with strongest market potential and physical connectivity to the surrounding neighborhoods that are prime for rehab and new construction
- Use code enforcement and other strategies to bring in new resources
- Market homes through various outlets
- Attract developers to undertake redevelopment projects within the focus area

[Implementation Table p.144]

Maintaining and strengthening the diversity of the Southwest Partnership neighborhoods is vital to this vision. The Southwest Partnership will seek out a wide variety of housing development while at the same time working to avoid displacement by supporting community members who desire to stay in the neighborhoods.

Synthesis & Analysis

CONSULTANT STUDY

Outside funding enabled the Partnership to hire one of the best housing consultancies in the country. Zimmerman and Volk built upon the work of the housing committee by completing a more in depth analysis. Goals, strategies and findings are highlighted below



VIEW FULL HOUSING STUDY:

An Analysis of Residential Market Potential
Conducted by Zimmerman/Volk Associates, Inc

<https://drive.google.com/file/d/0B894Te5f2k4ecW5uaF9QNHh1bWc/view?usp=sharing>

STUDY HIGHLIGHTS:

- 01** Where the potential renters and buyers of new and existing housing units in the Southwest Baltimore Neighborhood Study Area are likely to move from (the draw areas)
- 02** How many households have the potential to move within and to the Study Area each year (depth and breadth of the market)
- 03** Who the households are that represent the potential market for new and existing units in the Study Area each year (the target markets)
- 04** What their range of affordability is, and what their housing preferences are in aggregate (income qualifications; rental or ownership; multi-family or single family)
- 05** What their current housing alternatives are (relevant rental and for-sale residential development)
- 06** What the market is currently able to pay (base rents and prices)
- 07** How quickly the new units will lease or sell (absorption forecasts)

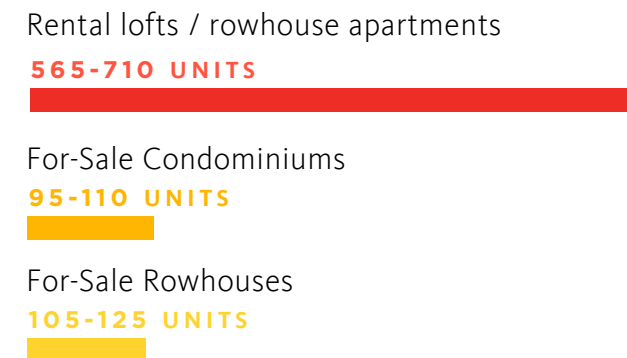
ACTIONS NEEDED TO ACHIEVE:

- + Attract strong developers to produce the housing that prospective movers-in want
- + Make easier for developers to produce good housing through community support & expedited processing
- + Improve the neighborhood's quality of life
- + Improve the image of the neighborhood

DESIRED HOUSING TYPES:



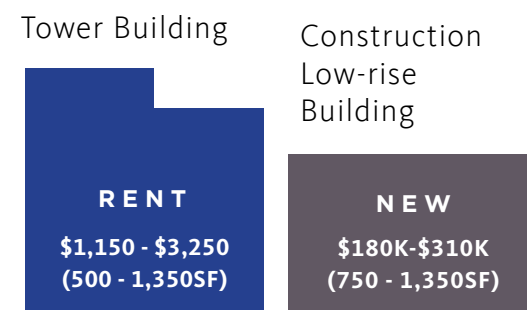
POTENTIAL MARKET CAPTURE OVER NEXT 5 YEARS:



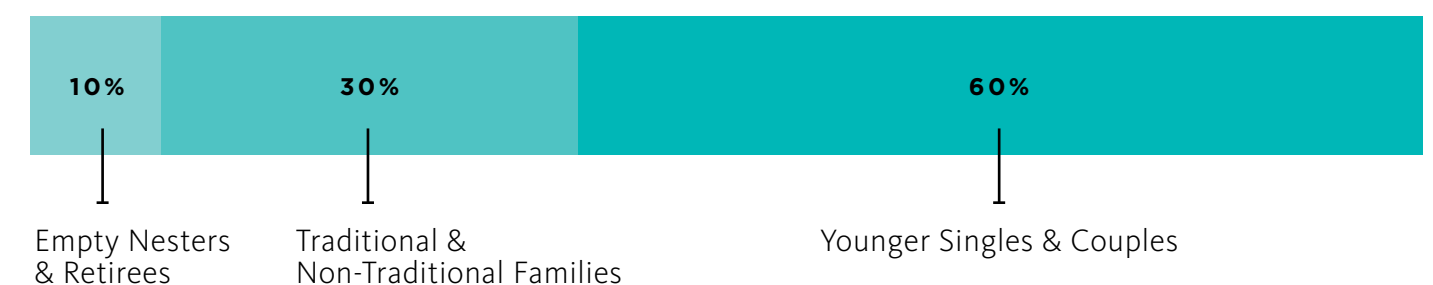
PRICING LEVELS OF HOUSING TYPES DESIRED:



PRICING LEVELS OF BUILDING TYPES DESIRED:



MARKET GROUPS THAT CAN BE ATTRACTED TO THE NEIGHBORHOOD:





IMPLEMENTATION

STRATEGIES	NOW ACTIONS	SHORT-TERM ACTIONS	LONG-TERM ACTIONS
IDENTIFY NEIGHBORHOOD AREAS WITH STRONGEST MARKET POTENTIAL AND PHYSICAL CONNECTIVITY TO THE SURROUNDING NEIGHBORHOODS THAT ARE PRIME FOR REHAB AND NEW CONSTRUCTION	<ul style="list-style-type: none">Support and monitor community process of the Center West development	<ul style="list-style-type: none">Make eligible SWP area neighborhoods Healthy Neighborhoods	
USE CODE ENFORCEMENT AND OTHER STRATEGIES TO BRING IN NEW RESOURCES	<ul style="list-style-type: none">Remediate housing code violations, particularly in main focus areasWork closely with Vacants To Value to encourage redevelopment of identified community development clusters in Poppleton, Hollins Market, Union Square, and along the 1600 block of Pratt Street	<ul style="list-style-type: none">Track process of streamlined code enforcement in Pigtown (Washington Village) and lobby to get other corridors included	
MARKET HABITABLE HOMES THROUGH VARIOUS OUTLETS	<ul style="list-style-type: none">Work with anchor institutions to expand “Live Near Your Work (LNYW)” opportunitiesDevelop and launch marketing strategy to attract and retain residents		
ATTRACT DEVELOPERS TO UNDERTAKE REDEVELOPMENT PROJECTS WITHIN THE FOCUS AREA	<ul style="list-style-type: none">Develop list of properties ripe for redevelopment and pursue commercial and residential developersWork with City government to streamline the zoning and permit process for blocks with 30% or more vacancies when a viable plan is presented by a developer and supported by the community	<ul style="list-style-type: none">Track process of streamlined code enforcement in Pigtown / Washington Village and lobby to get other corridors included	<ul style="list-style-type: none">Build new parkland in anchor locations throughout the neighborhoods
ENGAGE CURRENT RESIDENTS	<ul style="list-style-type: none">Support the community associations in engaging residents, homeowners and renters alike, and educating them on their rights and responsibilities for maintaining a clean and safe environment around their property	<ul style="list-style-type: none">Partner with an existing organization that has resources to educate long-term residents on programs and/or funding that will aid in keeping them in their homes	<ul style="list-style-type: none">Minimize the effects of the over-concentration of drug treatment facilities in the area

EDUCATION & WORKFORCE DEVELOPMENT

Opportunity for All

- Contents -

+ INTRODUCTION & CONTEXT

+ SYNTHESIS & ANALYSIS

+ IMPLEMENTATION

INTRODUCTION

Schools are neighborhood building blocks

Schools can be used as an asset, attracting families with children to a particular neighborhood. The eight schools within the Southwest Partnership catchment area have the potential to become choice schools for local residents and the city as a whole. The historic new schools funding is an opportunity to begin building capacity and social capital within the schools.

Unemployment needs to be addressed in order for the local residents to take advantage of the opportunities that are being presented. There are some existing programs in the area, but the reach of these programs is limited. The Southwest Partnership aims to connect current resources and residents and produce workforce opportunities of its own.

PRIMARY GOAL

Ensure all residents have access to quality educational and job training opportunities that lead to successful careers by increasing the outreach of the existing programs.

KEY ISSUES

- Lack of adequate supports such as child care providers
- No central location or outreach list to distribute information to job seekers
- Low school performance;
- Too few after-school programs in area
- No strong advocacy group for schools

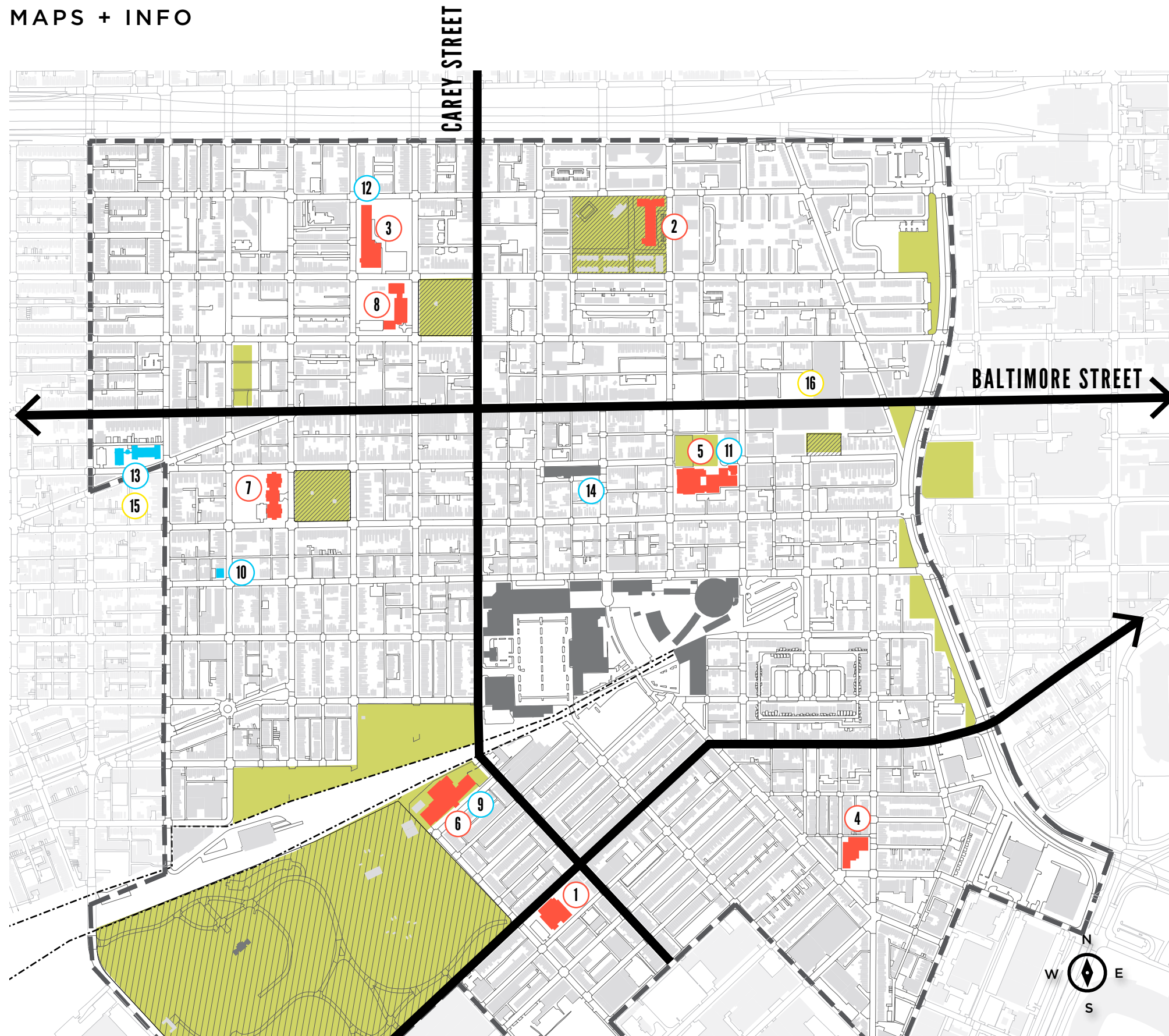
• STRATEGIES

- Increase access to existing resources
- Develop, expand, and promote quality educational programming
- Build the voice of education and workforce stakeholders
- Reduce barriers to employment and develop workforce opportunities in the Southwest Partnership area

[Implementation Table p.152]

Synthesis & Analysis

MAPS + INFO



SCHOOLS

1. CHARLES CARROLL BARRISTER
ELEMENTARY SCHOOL
YEAR 9 RENOVATE
2. EXCEL ACADEMY
YEAR 10 RENOVATE
3. FRANKLIN SQUARE ELEMENTARY/MIDDLE
SCHOOL
YEAR 6 RENOVATE OR REPLACE
4. GEORGE WASHINGTON ELEMENTARY SCHOOL
YEAR 10 RENOVATE
5. JAMES MCHENRY ELEMENRARY/MIDDLE
SCHOOL
YEAR 8 RENOVATE
6. SOUTHWEST BALTIMORE CHARTER
YEAR 4 RENOVATE
7. STEUART HILL ACADEMIC ACADEMY
YEAR 4 RENOVATE
8. VIVIEN T. THOMAS
YEAR 2 RENOVATE OR RELOCATE

CHILDCARE DEVELOPMENT

9. FITNESS FUN AND GAMES AT SOUTHWEST
BALTIMORE CHARTER SCHOOL (CAPACITY: 73)
10. FUTURE LEADERS FOUNDATION (CAPACITY: 99)
11. ST. JEROMES HEADSTART (CAPACITY: 20)
12. CHILDREN FIRST OF BALTIMORE (CAPACITY: 60)
13. ST. JEROMES HEADSTART HOLLINS TERRACE
(CAPACITY: 20)
14. TRANSFORMATION EARLY LEARNING AND
DEVELOPMENT CENTER (CAPACITY: 18)

WORKFORCE PROGRAMS

15. BON SECOUR COMMUNITY WORKS
16. UM BIOPARK/BCCC-LIFE SCIENCES INSTITUTE
17. PAUL'S PLACE
18. CLAYPOTS
19. MOED

Implementation

OPPORTUNITIES AND TRENDS

COMMUNITY SCHOOLS

Baltimore City Public Schools and the Family League of Baltimore City have transformed 43 of the district's schools into Community Schools. These schools are supported with a full-time coordinator that taps into a network of partnerships between the school and other community resources to promote student achievement and family and community well-being. An integrated focus on academics, enrichment, health and social supports, youth and community development and family engagement is designed to promote student success, strong families and healthy communities. Partnerships allow schools to become resources to the community and offer programs and opportunities that are open to all.

The Southwest Partnership Area has two Community Schools (James McHenry and Franklin Square) that report tremendous value from this designation. This impact led the Partnership's Education work group to advocate for similar support for other schools in the area: Steuart Hill Academic Academy, George Washington Elementary and Charles Carroll Barrister Elementary.

See also: school-specific data, Section 2 (Socioeconomic Context)

21ST CENTURY SCHOOLS

On January 8, 2013 the Board of School Commissioners approved a 10-year Plan focused on 21st Century Buildings for Baltimore students.

The School Plan's Executive Summary states, "the poor condition of its buildings has held the District back for decades, the accumulation of wear and insufficient resources has caused the condition of district's buildings to worsen steadily."

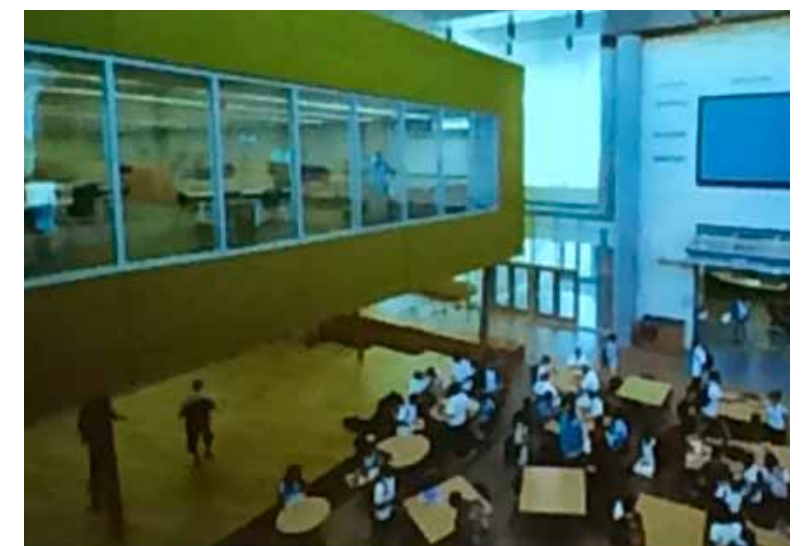
The plan places a priority on high-quality, modernized facilities for students and staff, promising to bring new or renovated buildings to students throughout the city. This plan includes the creation of physical environments that support teaching and learning relevant for today's students as well as positioning of schools as community resources. At present, none of the schools in the SWP area are included in the first phase.



*Baltimore Design School,
Nationally recognized for its uniqueness, innovation and vision*



*21c Schools Presentation at Vivien T. Thomas
(Year 2 school)*





Implementation

EDUCATION & WORKFORCE DEVELOPMENT

STRATEGIES	NOW ACTIONS	SHORT-TERM ACTIONS	LONG-TERM ACTIONS
INCREASE ACCESS TO EXISTING RESOURCES	<ul style="list-style-type: none">• Host SWP Resource Fair to showcase workforce development programming available to local residents and begin collecting names of residents interested in being on a workforce development opportunity mailing list• Promote UMMC’s Healthcare Career Alliance as a viable job training opportunity for residents age 18-21• Support UMB in its existing efforts and partnerships to identify and address local need and coordinate its programming to maximize its impact throughout Southwest Partnership schools	<ul style="list-style-type: none">• Inventory and promote community youth programming with families in targeted area through schools, churches, etc.	<ul style="list-style-type: none">• Bring STEM and other specialized programs to the schools through high-quality training, and create pipeline to Southwest Partnership schools
DEVELOP, EXPAND, AND PROMOTE QUALITY EDUCATIONAL PROGRAMMING	<ul style="list-style-type: none">• Advocate for the creation of Community Schools throughout the Southwest Partnership area• Expand the number of out-of-school-time programs available to SWP families	<ul style="list-style-type: none">• Develop and attract indoor and outdoor recreational enrichment activities for children, youth and families• Identify successful and innovative K-12 resources and promote as viable options for Southwest Partnership schools to help remove barriers to learning	<ul style="list-style-type: none">• Expand Community School model and concept to all schools within Southwest Partnership footprint
BUILD THE VOICE OF EDUCATION AND WORKFORCE STAKEHOLDERS	<ul style="list-style-type: none">• Engage residents in Southwest Partnership’s action plans• Develop and sustain community leadership competencies of residents• Develop constituency to push for child care, time-out-of-school programs, and strong public and charter schools	<ul style="list-style-type: none">• Build strong advocacy group for schools in Southwest Partnership communities consisting of teachers, parents, partners, and community leaders	
REDUCE BARRIERS TO EMPLOYMENT AND DEVELOP WORKFORCE OPPORTUNITIES IN THE SOUTHWEST PARTNERSHIP AREA	<ul style="list-style-type: none">• Work with partners to create targeted job training, job development, and job placement within the SWP area• Create transitional community job opportunities that correlate with Southwest Partnership master plan activities• Seek out partners to bring training and job opportunity resources to the Southwest Partnership area		

01

02

03

04

05

CONCLUSIONS

Future of the Partnership

Financing Approaches

Prioritization Table

Acknowledgements

FUTURE OF THE PARTNERSHIP

With the completion of this Plan, the Southwest Partnership is transforming itself into an implementation vehicle for the Plan and an overall umbrella organization aimed at improving the well being of Southwest Baltimore.

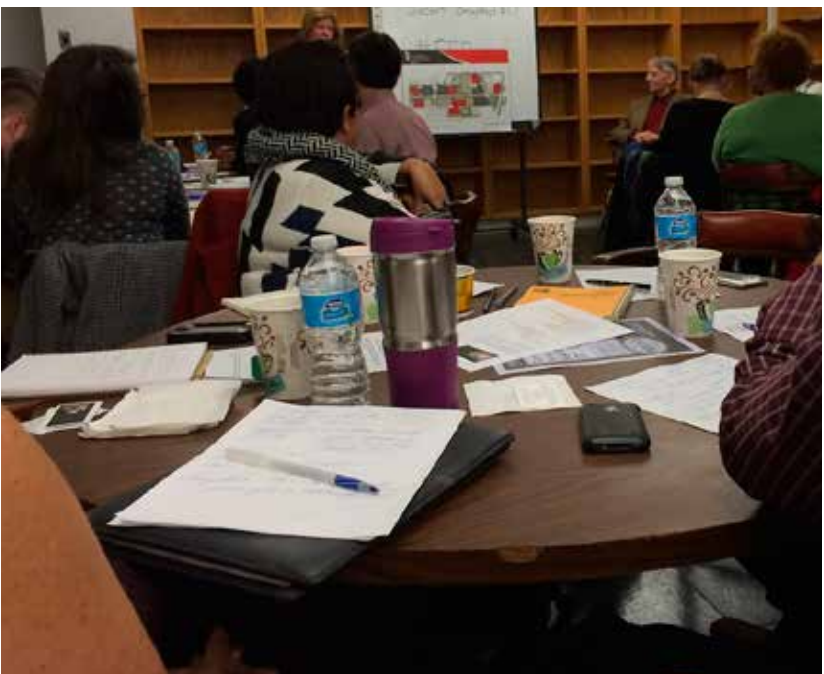
THE SOUTHWEST PARTNERSHIP HAS BECOME SOUTHWEST PARTNERSHIP INC., [SWPINC] A NONPROFIT THAT WILL:

- Be responsible for seeing to it that the Vision Plan be implemented
- Be the meeting place for dealing with substantial problems and opportunities in the Southwest area
- Represent the entire area in communicating with governments, institutions, and other forces that affect the neighborhood's future
- Update the community plan consistent with the vision for the area
- Raise funding for public improvements and help developers secure gap financing
- Advocate for the overall community
- Promote the neighborhood
- Develop neighborhood leadership

These will be the organization's core functions. In addition, depending on market conditions and what is needed, SWP Inc. could also own and develop a limited amount of real estate.

SWP Inc is not initially designed to provide social services, operate programs such as housing or counseling, deal with issues specific to any one neighborhood, such as a particular zoning matter, or be in the business of lending money. Its particular functions will evolve over time, depending on how the community evolves.

SWP Inc is governed by a Board of Directors and supported by an Executive Director and a small, expert staff with the capacity to carry out the functions described above.



FINANCING APPROACHES

This Southwest Plan is ambitious, yet realistic in its scope. The community is on the cusp of dramatic improvement, yet for this plan to be achieved there will be a need for public expenditures, largely of capital funds, to implement the planned improvements as described in this plan. What follows is a general outline of the financing approaches that are needed.

First, there is a general principle that underlies the approach to financing the implementation of the plan, viz. that public and charitable funds **are needed to stimulate private investment in Southwest and, if used wisely, these public and charitable funds can trigger the much larger expenditure of private capital.** A broad range of public sector financing approaches needs to be deployed. These include:

1. A TAX INCREMENT FINANCING

[TIF*] for the Southwest area that will be used to provide needed gap financing to attract potential Innovation Cluster developers, and to advance improvements in the Innovation Cluster vicinity. Current estimates are that this transaction needs to produce \$25 million in revenue for these purposes. The estimate of private sector investment that will result from this TIF is \$80 million. **A TIF is a public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects.*

2. THE PLAN FOR THE HOLLINS MARKET

DISTRICT will require creative financing. Likely sources of funds are a New Market Tax and Historic Tax Credit financing and funds from the Public Markets Corporation. Additional planning funds are needed to develop a business plan including a capital

and operating budget for the redevelopment of the Market and the surrounding area.

3. WEST BALTIMORE STREET

requires financing of various kinds for different uses, including:

- Public funds for streetscape improvements, traffic calming and beautification (TIF or other transportation funds)
- Gap financing for improvements to private commercial property, so that tenants can be attracted and/or funds to subsidize leases for highly desirable retail uses. (State funds)
- Property acquisition and maintenance.
- A loan pool for facade improvements
- Funds or staff to provide business planning and technical assistance
- Funds for marketing and promotion

4. B&O AND CARROLL PARK

IMPROVEMENTS will require a multi-year commitment of public and charitable funds to develop a recreation center in Carroll Park (funds from the Department of Recreation and Parks); state and federal funds for a pedestrian crossing over the B&O tracks to provide access to the park from the north; and funds from Baltimore Housing to acquire



properties north of Carroll Park, creating a better edge to the Park.

5. STREETS AND PUBLIC SPACE

will require public funds to improve the key public streets through wayfinding signage, streetscape improvements (trees, lighting, sidewalks, crosswalks) and the creation and improvement of “The Squares” described in this Plan. Funding for these improvements will largely be public transportation or open space funds.

6. EDUCATION AND WORKFORCE

Funding here is of two kinds. First, capital improvements are needed for SWP area schools, (Baltimore City Public Schools funds), and program funds are needed to increase workforce training and the connection between neighborhood residents and jobs that will become available in the community (public and charitable funds annually).

7. HOUSING

The housing portion of this plan indicates that the primary strategy is to increase the number and quality of market units in the neighborhood, and to improve the quality

of the subsidized housing in the area. Therefore the funding for this approach is largely in the form of an increase in the level of effort from Baltimore Housing in code enforcement, receivership, demolition and related activities to make units available to developers who are prepared to rehabilitate existing units and develop some new units in scattered locations. Some gap financing may be necessary in some areas. For affordable housing, the use of the RAD program to improve Hollins House and federal funds to improve Poe Homes, when they become available, would complement the market housing approach outlined in this plan. Programs such as Vacants To Value and Healthy neighborhoods will provide incentives for new home buyers.

8. IMPLEMENTATION OPERATIONS

As described earlier in this plan, the Southwest Partnership is incorporating and will need a professional staff to carry out the Plan. Estimates of the annual cost of the staffing of Southwest Partnership Inc. are \$300-350,000. The source of these funds should be the Partnership's institutional partners and charitable foundations.

Strategies and Action Items

PRIORITIZATION TABLE

HM

BS

BO

SQ

PS

SC

WD

H

A

Hollins Market

Baltimore Street

B&O Heritage Corridor

The Squares

Public Streets

K-12 Schools

Workforce Development

Housing

Anchor Engagement

GOAL 1 — IMPROVE REAL AND PERCIEVED PUBLIC SAFETY OF THE AREA

ACTION	MEASUREABLE OUTCOME	TIME	LEAD AGENCY	DOMAIN
1.1 Establish neighborhood policing and foot patrols	(REDUCTION IN CRIME STATISTICS) # of foot patrol hours, reduction in crime	NOW1-3 YRS3-5 YRS <div></div>	BCPD, UM	HMBSBOSQPSSCA
1.2 Improve pedestrian safety of Carey St underpass and Monroe St overpass	Reduction in reported incidents, increase pedestrian utilization	<div></div>	DOT	HMBOPS
1.3 Demolish buildings that are no longer viable particularly on Baltimore Street, around Hollins Market and the Squares, and along primary connector streets	# of derelict buildings, % change in derelict buildings	<div></div>	Housing	HMBBSOSSH
1.4 Remediate housing code violations particularly in main focus areas (see 1.3 above)	# of code actions taken	<div></div>	Code Enforcement	HMBBSOSH

GOAL 2 — INCREASE THE EFFECTIVENESS OF THE VOICE OF SWP CITIZENS, BUSINESS OWNERS, AND INSTITUTIONS

2.1 A staffed and and funded Southwest Partnership	Existence of organization, staff, budget goals met	<div></div>	SWP	HMBBSOSHPSSCWDAB
2.2 Increase citizen participation and representation in local governance	%change in voter turnout rates	<div></div>	SWP	HMBBSOSHPS
2.3 Engage renters, landlords and homeowners in SWP action plans	Local voter participation rates, attendance at neighborhood association meetings, progress on plan	<div></div>	SWP	HMBBSOSHSCAH
2.4 Increase residents' and business owners' engagement and sense of ownership for state of the neighborhood	Improvement in condition of privately owned property - fewer broken windows and fences, development of a merchants' association	<div></div>	SWP	HMBBSOSHPSH
2.5 Develop and sustain community leadership competencies of residents and business owners	Progress on agency commitments	<div></div>	SWP	HMBBSOSHSCAH
2.6 Develop constituency to push for daycare, time out of school programs, and strong public and charter schools	Parent engagement, full funding/adoption of community schools model	<div></div>	SWP / BCPD	SCAB

- 04 Conclusions -				
Action	Measureable Outcome	Time	Lead Agency	Domain
GOAL 3 — IMPROVE THE QUALITY OF THE BUILT AND NATURAL ENVIRONMENT				
3.1 Renovate 2nd floor of Hollins Market into a community asset	Completed design, ribbon cutting	<div><div></div></div>	Public Markets Corp.	<div>HM</div>
3.2 Provide safe, convenient access to Carroll Park from the north	Access created	<div><div></div></div>	DOT	<div>HMBO</div>
3.3 Develop streetscape guidelines with a focus on high priority streets	Guidelines published and adopted into area masterplan documents	<div><div></div></div>	Planning	<div>PS</div>
3.4 Improve streetscaping (hardscape and landscape) and wayfinding along major corridors	# of projects completed	<div><div></div><div></div><div></div></div>	DOT	<div>HMBSBO</div> <div>SQPS</div>
3.5 Implement historic building stabilization program to preserve valuable physical assets particularly on priority streets	# of threatened structures under active stabilization program	<div><div></div></div>	Housing	<div>HMBSBO</div> <div>SQH</div>
3.6 Modify Urban Renewal Plans and Use Zoning Overlays to reduce barriers to development and investment	Districts created and amended	<div><div></div></div>	Planning	<div>HMBSBO</div>
GOAL 4 — RETAIN AND STRENGTHEN ECONOMIC VIABILITY OF EXISTING BUSINESS WHILE ATTRACTING OUTSIDE INSTITUITONAL, COMMERCIAL, SMALL BUSINESS, AND INDIVIDUAL INVESTMENT				
4.1 West Baltimore Street will become a Main Street	Main Street Designation	<div><div></div></div>	BDC	<div>BS</div>
4.2 Facilitate construction of new rental housing to meet forecasted market demand including site assembly	# of new rental units permitted	<div><div></div><div></div><div></div></div>	BDC, Housing	<div>SQH</div>
4.3 Create a business plan and funding support to revitalize Hollins Market and surrounding commercial district	Increase in gross revenues across market tenants and increase in new businesses in the surrounding commercial district	<div><div></div></div>	BDC, Public Market Corp.	<div>HM</div>
4.4 Secure sources for project gap funding	\$ available for gap funding, # of gap loans made	<div><div></div><div></div></div>	SWP, BDC	<div>HMBSBO</div> <div>SQH</div> <div>A</div>
4.5 Create “pop-up” commercial program to support development of business nodes	# of pop up ventures launched	<div><div></div></div>	BDC	<div>HMBS</div>
4.6 Create competitive grants program for “pop-up” businesses	Grants made	<div><div></div></div>	BDC	<div>HMBS</div>
4.7 “Match-make” between anchors and SWP businesses for procurement	Increase in SWP businesses book of business with Anchors	<div><div></div></div>	SWP Anchors	<div>HMBSBO</div>
4.8 Expand coverage of proposed I-MU zoning district to increase opportunities for mixed use development	# of properties within SWP zoned I-MU	<div><div></div></div>	City Council	<div>HMBSBO</div>

- 04 Conclusions -				
Action	Measureable Outcome	Time	Lead Agency	Domain
4.9 Provide technical assistance to business owners to facilitate their access to city state and federal assistance programs	# of projects utilizing tax credits and other incentives	<div><div></div></div>	BDC	<div>HM</div> <div>BS</div> <div>BO</div>
4.10 Develop forgivable loan program for retailers	# of viable new businesses graduating from loan program	<div><div></div></div>	BDC	<div>HM</div> <div>BS</div>
GOAL 5 — BUILD REGIONAL AWARENESS AROUND THE STRENGTHS AND OPPORTUNITIES OF LIVING AND WORKING IN THE SWP AREA				
5.1 Expand “live near your work (LNYW)” opportunities	% increase in home ownership through LWYW	<div><div></div></div>	Anchors	<div>SQ</div> <div>H</div> <div>A</div>
5.2 Develop and launch marketing strategy to attract and retain businesses	# of prospects generated; increase in tenancy and investment	<div><div></div></div>	SWP	<div>HM</div> <div>BS</div> <div>BO</div>
5.3 Develop and launch marketing strategy to attract and retain residents	% increase in residential population	<div><div></div></div>	SWP	<div>SQ</div> <div>H</div>
5.4 Develop list of properties ripe for redevelopment and pursue commercial and residential developers	List published; properties redeveloped	<div><div></div></div>	SWP	<div>HM</div> <div>BS</div> <div>BO</div>
5.5 Eligible SWP neighborhoods will become Healthy Neighborhoods	Healthy Neighborhoods in SWP area	<div><div></div></div>	SWP	<div>SQ</div> <div>PS</div> <div>H</div>
GOAL 6 — IMPROVE QUALITY OF LIFE AND ACCESS TO ECONOMIC OPPORTUNITIES FOR CURRENT RESIDENTS				
6.1 Create targeted job training, job development, and job placement within the SWP area	# of new jobs created	<div><div></div></div>	Anchors MOED	<div>HM</div> <div>BS</div> <div>BO</div> <div>SC</div> <div>WD</div> <div>A</div>
6.2 Increase the number of quality day care providers and other supports that minimize barriers to employment	# of quality daycare slots available	<div><div></div></div>	SWP	<div>WD</div>
6.3 Expand the number of out of school time programs available to SWP families	# of out of school time programs, increase in children enrolled in programs	<div><div></div></div>	SWP	<div>SC</div>
6.4 Advocate for the creation of Community Schools throughout the SWP area	# of Community Schools	<div><div></div><div></div><div></div></div>	SWP, BCPS	<div>SC</div> <div>WD</div> <div>A</div>
6.5 Increase access to health care resources	changes in health outcomes	<div><div></div><div></div><div></div></div>	Anchors	<div>A</div>
166			167	

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SPRING / 2015

01

02

03

04

05

RESOURCES

Commercial Development Study

Housing Study

Historic Preservation

Neighborhood Marketing

Community Assets

Pigtown Main Street Plan



COMMERCIAL DEVELOPMENT

INTRODUCTION

Outside funding allowed the Southwest Partnership to engage the Commercial Land Use and Economics (CLUE) Group to perform a retail development strategy analysis of the Southwest Partnership Area. The full study is linked below and can be found on our website: southwestpartnershipbaltimore.org/resources. The development and maintenance of a strong retail sector which meets the needs of residents, visitors, and workers is central to this Vision Plan and so a summary of the analysis follows.

CONSULTANT STUDY

The vision and planning process was informed by a commercial development consultant study

VIEW FULL STUDY



Retail Development Strategy
Community Land Use + Economics
Group, LLC

<https://drive.google.com/file/d/0B894Te5f2k4ecW5uaF9QNhh1bWc/view?usp=sharing>

CONTENTS

Retail market analysis highlights
Retail development strategy
Implementation
General limitation and disclaimer
Selected Census of Population data
Retail buying power
Retail sales voids
Matrix of recommended activities

Supporting Documentation

COMMERCIAL STUDY OVERVIEW

The Partnership’s overall goal for the region’s commercial development is to create a thriving “Main Street” environment along Washington Boulevard and W. Baltimore St. and around Hollins Market and the Mt. Clare Shopping Center.

The strategy will provide amenities, services, and job opportunities for communities, create a positive “front door” for surrounding residential areas and offer vibrant public space for public gatherings and interaction. This will be accomplished by supporting existing businesses, recruiting new businesses, and implementing creative business development efforts. The vision is for commercial development that meets the needs of the seven surrounding communities, current and future residents, anchor institutions and their students, clientele and employees, and commuters and tourists that frequent the area.

The study of the retail districts in the neighborhood by the commercial development consultants Community Land Use + Economics LLC indicates that businesses in Southwest Baltimore are losing sales that could be made within the district to businesses outside. For example, residents of Southwest Baltimore spend more on general goods (basic, everyday items) than businesses in the neighborhoods make. Seven thousand people work in the Southwest Partnership area, but the amount of money spent at local restaurants does not reflect that number

Residents, workers, and visitors could support the following new or additional product lines and businesses: restaurants (mostly moderately priced with a few upscale), a variety store, pet supplies, a dry cleaner, high quality used home furnishing and clothing, housewares and home furnishing, urban gardening supplies, maker

shops (woodworking), co-working spaces, music services, and food production and distribution. There is also market space for railroad memorabilia (to take advantage of Southwest Baltimore’s history and the B&O Museum). However, during the initial stages of development concentrating on businesses that will serve residents of Southwest Baltimore and workers at the BioPark will produce the most immediate impact and go the farthest towards reducing Southwest Baltimore’s economic decline. These include restaurants, home furnishings and housewares, and general goods and services at low and mid-level price points. The West Baltimore St. corridor and the area around Hollins Market are two central locations with the potential for growth than will inspire change in other areas.

The study recommends creating “nodes” or clusters of related businesses. Physical proximity of similar businesses will increase visibility, foot traffic, and awareness of Southwest Baltimore as a center for particular types of commercial activity. These nodes have the potential to increase regional awareness of Southwest Baltimore businesses, and will provide mechanisms for support for and organized connections between individual businesses. The nodes described below are suggested ways to cluster commercial development and their locations and contents are dependent on community need and market forces.

A home furnishings and furniture related cluster could be developed, potentially centering on Baltimore and Carey Streets. Southwest Baltimore has a long history as a furniture related hub, there are currently established businesses still in the area, and there are a number of available/vacant spaces large enough for furnishing businesses in the area.

An urban gardening center with surrounding nurseries and a greenhouse would provide fresh plants and take advantage of the growth of urban gardening. There are parcels of land and vacant lots along and around W. Baltimore St. that would be ideal for nurseries.

Three dining clusters would take advantage of the workers at the Biopark, Hollins Market, and Southwest Baltimore’s ethnic diversity. Restaurants aimed at breakfasts, lunches, and early dinners for employees of the Biopark could be established within a few blocks of the park on Baltimore Street, bringing employees into the neighborhood. Hollins Market could be established as a dining and entertainment hub, and there are a number

of small storefronts on Frederick Ave between Baltimore and Mount Street which could be developed into a series of small restaurants each specializing in a specific ethnic cuisine.

Other possibilities for business development include upgrading the corner stores along Carey Street, developing a variety of co-working spaces (the percentage of residents of Southwest Baltimore who work from home has risen in recent years), a train memorabilia and collectable store to take advantage of the B&O Railroad Museum, and clothing and accessory retailers that either draw in a wide variety of customers (such as good quality used clothing) or fill a specific niche (such as uniforms).

Along with new business development comes improving the physical appearance, safety, and public perceptions of West Baltimore St. and Hollins Market. It will also be essential to ensure that new businesses have solid business plans and access to capital in order to ensure that development is sustainable and effective.



Supporting Documentation

COMMERCIAL STUDY OVERVIEW

Southwest Baltimore is an older, historical commercial district and as such will need financial investment and incentives to promote development. There are a number of preexisting programs and tools that the Southwest Partnership will be able to leverage in order to promote commercial development which include:

- Federal and state historic tax rehabilitation credits
- Baltimore city tax credits for rehabilitating historic buildings
- Baltimore City Enterprise Zone Credits provide credit to businesses for hiring local and hard to place employees

Sustainable, successful, long-term business development requires access to capital, solid business plans, and good business management skills, and the Southwest Partnership could develop and implement a variety of programs to support new business owners. These include:

- Adopting and publicizing a business development strategy in order to encourage new, focused business development
- Providing forgivable loans and deferred loan repayment options to alleviate some of the difficulties new, small businesses have in obtaining capital
- Developing incentive grants
- Coordinating business plan competitions, pop-up businesses and crowd-funding
- Organizing one-on-one technical support for business owners

Historic rehabilitation tax credits and property tax credits are also available for the rehabilitation of previously existing commercial properties. Rehabilitating and improving existing properties will contribute to the improvement of the physical space of Southwest Baltimore and will encourage new business development. The Southwest Partnership could contribute to this rehabilitation through:

- Technical assistance with historic tax credits
- Developing and providing incentive grants for storefront improvements
- Encouraging upper-floor development
- Supporting programs such as shopsteading and preservation revolving funds

Supporting Documentation

CASE STUDIES



Grand Opening, NYC: Attracting people to Stores, Exhibitions, and events



MeanwhileDowntown: launched a competition to fill two downtown buildings for three months with free rent and utilities. Winners were able to test their business concept and the downtown market in Florence, SC.



The Guitar Store, Seattle: Attracting people to Stores, Exhibitions, and events



Park + Vine, Cincinnati, OH: offers wide variety of eco-friendly merchandis, minimizing use of natural resources & animal byproducts; 6 blocks south of Findley Market



Daycare Center, Philadelphia: Muralists Use Germantown Daycare's Metal Grates as Canvas



Non-traditional security grate solutions



NEIGHBORHOOD MARKETING

INTRODUCTION

Creating a marketing campaign that captures the momentum of the Southwest partnership, residential rehabilitation efforts and historic cultural tourism activity is vital to the long-term health of Southwest Baltimore.

Neighborhood Marketing

CREATIVE NEIGHBORHOOD MARKETING

The Southwest Neighborhoods comprise a vast array of 19th and early 20th century historic architecture. Rowhouses from small two-story alley houses to grand town homes create a unique historic character, an aesthetic unity that weaves a diversity of uses, architectural styles and buldingbuilding types together. Churches, loft-style buildings, commercial structures, museums and open spaces accentuate the neighborhood's primarily row-house fabric. Southwest Baltimore – its geographic, historic, and aesthetic unity – as one destination greatly complements the nu-

merous individual historic sites in the area. The whole is greater than the sum of its parts.

Although, the area's historic character is evident throughout the neighborhood, vacancy, abandonment, and previous Slum Clearance efforts poses challenges to marketing these neighborhoods. Nevertheless, vacant lots, potential new development, and remodeling of existing housing also offer opportunities to enhance the unique, historic character of the Southwest Neighborhoods.

Rowhouses from small two story alley houses to grand town homes create a unique historic character.....

GOAL:

Position and promote Southwest Baltimore as a destination and a neighborhood of choice. Increase the number of permanent residents, the number of visitors, and the economic impact of both.

STRATEGIES:

- 1. Develop a brand message for the entire area and for each neighborhood in conjunction with the community associations.
- 2. Tell great stories! - Market Southwest Baltimore and its neighborhoods by using the web and other media outlets in such a way that it draws people to the area, generates positive news stories, and creates a positive buzz about Southwest Baltimore.
- 3. Preserve and promote the historic character of the area.
- 4. Support efforts of the historic and cultural institutions; strengthen the relationships between those institutions and the surrounding neighborhoods and businesses.

ACTIONS:

- A. Market Southwest Baltimore and its neighborhoods by using the web and other media outlets in such a way that it draws people to the area, generates positive news stories, and creates a positive buzz about Southwest Baltimore.
 - 1. Further develop SWP webpage to be a comprehensive source of information for visitors and potential and current residents, about all aspects of living and visiting Southwest Baltimore, including information about the Southwest Partnership, neighborhoods and institutions;
 - 2. Develop relationships with popular media outlets to promote events and activities within the region.
- B. Create better synergy between each of the publically accessible historical/cultural attractions in the area in order to market, develop, and promote visitor attractions.
 - 1. Work with the Baltimore National Heritage Area to create a history walk within the neighborhoods;
 - 2. Promote all attractions as “one experience”;
 - 3. Create an adhoc committee of Cultural/historical site representatives in the area to pursue grant funding to provide a blueprint on the most cost effective ways to cross promote attractions.
 - 4. Explore ways to partner with the Baltimore Office of Promotion and the Arts, and the Baltimore Area Convention and Visitors Association.

- 5. Explore partnering with local institutions of higher education to celebrate the literary, artistic, and transportation heritage in the area.

C. Create a strong, working relationship between neighborhood associations, Southwest Partnership and existing cultural attractions:

- 1. Work with the Baltimore National Heritage Area to create a history walk within the neighborhoods;
- 2. Promote all attractions as “one experience”;
- 3. Create an adhoc committee of Cultural/historical site representatives in the area to pursue grant funding to provide a blueprint on the most cost effective ways to cross promote attractions.
- 4. Explore ways to partner with the Baltimore Office of Promotion and the Arts, and the Baltimore Area Convention and Visitors Association.
- 5. Explore partnering with local institutions of higher education to celebrate the literary, artistic, and transportation heritage in the area.
- 6. Work with institutions such as group homes to craft “good neighbor agreements” that spell out the rights and responsibilities of being part of a community. This agreement would clearly spell out how an organization intends to participate in the community. These agreements should address the following:

+ Attend neighborhood meetings on a regular basis, which also means joining the association.

+ Invite someone from the neighborhood association to be part of your “community panel.”

+ Participate in neighborhood organization activities (such as flower plantings, clean-ups, etc.)

+ Take responsibility for cleaning trash in the immediate area (front and back) of your facility. This means on a daily basis, walk up and down the block and pick up the trash. In addition, clean-up the alleys too.

+ Don't loiter, but watch the block and report to the police any suspicious activity.

D. Develop, promote, and celebrate the history and culture of Southwest Baltimore:

- 1. Set up a physical and digital archive of historic materials such as photographs, prints, newspaper articles, history essays, National Register nomination forms, Landmark reports, and historic resources surveys. This digital archive should cross link to other web sources as well as attractions in the neighborhoods
- 2. Create a history committee responsible for planning events, providing historical information to neighborhood associations, and creating history brochures, walking tours, and other historical venues.
- 3. Work with local merchants associations, artists, and the housing committee to create “Window displays of historic materials” for underused or vacant space.
- 4. Provide a forum for neighborhood history enthusiasts to share information
- 5. Plan formal and informal historical events such as “scan your photos day” “Share a story day,” lecture series, “Come back home: welcoming former residents of Southwest Baltimore day.”
- 6. Help each neighborhood create a walking tour script of the history and culture of the neighborhood. This script can be used by any neighborhood association volunteer that wants to give formal and informal walking tours.

E. Preserve the historic architecture of the neighborhoods:

- 1. Help neighborhood associations identify and protect historic structures and sites by supporting local landmark and historic district designation
- 2. Celebrate 44 years of historic restoration activity by creating an “Urban Pioneer Appreciation Day”
- 3. Provide technical information on historic preservation restoration techniques and on historic preservation tax credits through various media outlets
- 4. Work with the housing committee to market the many incentives available to home owners

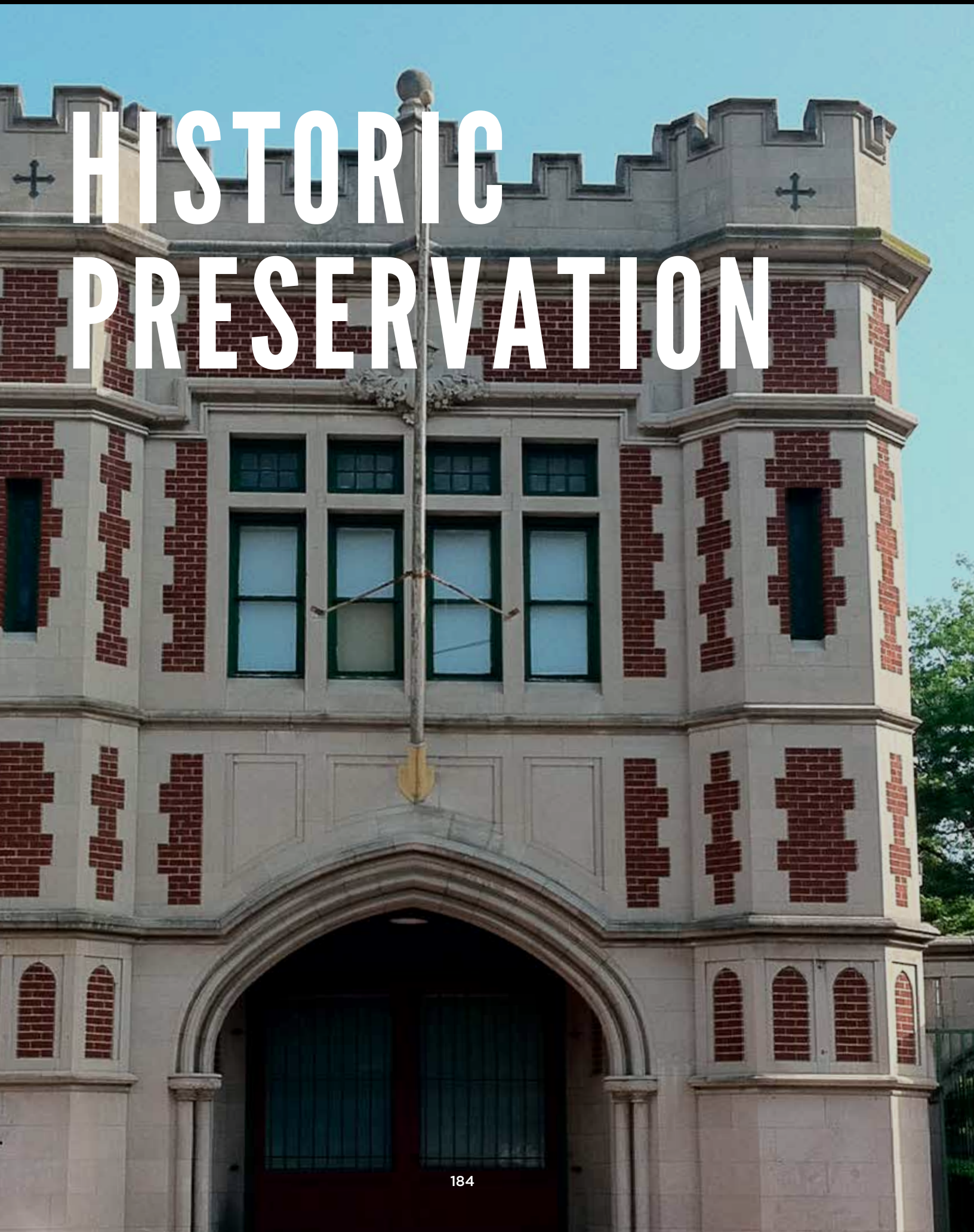
F. Hire a marketing firm to collect and coordinate existing branding and marketing materials, determine what commonalities exist, and create a marketing plan for the neighborhoods in the area;

G. Work with real estate professionals and Live Baltimore to determine branding options for the area.

SOUTHWEST ASSETS

In order to capture all of the current energy and momentum bubbling up in Southwest we created a crowdsourced list of community events, projects, green spaces, non-profit resources, small businesses and historic places currently adding value to the area.





INTRODUCTION

In the fall of 2014 Historic Preservation Master's students from the University of Maryland College Park created a Toolkit for Historic Preservation on W. Baltimore St. This Toolkit includes an analysis of building styles, an overview of the history of buildings on the street, and a guide to financial incentives for historic preservation and redevelopment. The complete Toolkit is available for download at southwestpartnershipbaltimore.org/resources

HOUSING DEVELOPMENT

INTRODUCTION

A complete summary of the housing market analysis conducted by Zimmerman and Volk can be found on page whatever of the Vision Plan, under the Housing Focus Area. The complete study is also available at southwestpartnershipbaltimore.org/resources