

West Impact Investment Area: Implementation Strategy Plan

Fall 2022

Introduction

A New Era of Neighborhood Development

As established in the [Framework for Community Development](#), the City of Baltimore is at an inflection point. There is substantial physical transformation and growing employment opportunities in certain sectors. However, a history of segregation and racial discrimination has left a disparity amongst neighborhoods. Some are thriving under new investment. Others face continued effects of historical devaluation and disinvestment. These neighborhoods face stagnant values and lack adequate, safe affordable housing options and amenities. This combination of challenges necessitates the development of coherent, comprehensive implementation strategies for each of the Impact Investment Areas identified in the 2019 Framework for Community Development.

Our Continued Commitment to the Framework

The City will continue to promote thriving, economically sustainable communities through an equity lens. Baltimore has a once in a generation opportunity to “get community development right” through development without displacement. The City understands the need to support community-based development efforts and strengthen social capital to empower stakeholders to participate as full partners in the process.

This begins with authentic, collaborative community planning. The City is dedicated to working directly with communities which include the following consensus-based planning work:

- Identifying target blocks in Impact Investment Areas
- Implementing community development strategies and priorities based on a specific neighborhood’s characteristics
- Building support with existing residents
- Envisioning outcomes for key development sites

Finally, we remain committed to supporting existing homeowners and renters to ensure these long-term residents benefit from rising values and improved neighborhood conditions. At the same time, the preservation and creation of quality, affordable housing - both rental and homeownership - must be planned for at the outset to achieve successful mixed-income communities. Supporting long-term residents will not be an after-thought.

West's Implementation Strategies

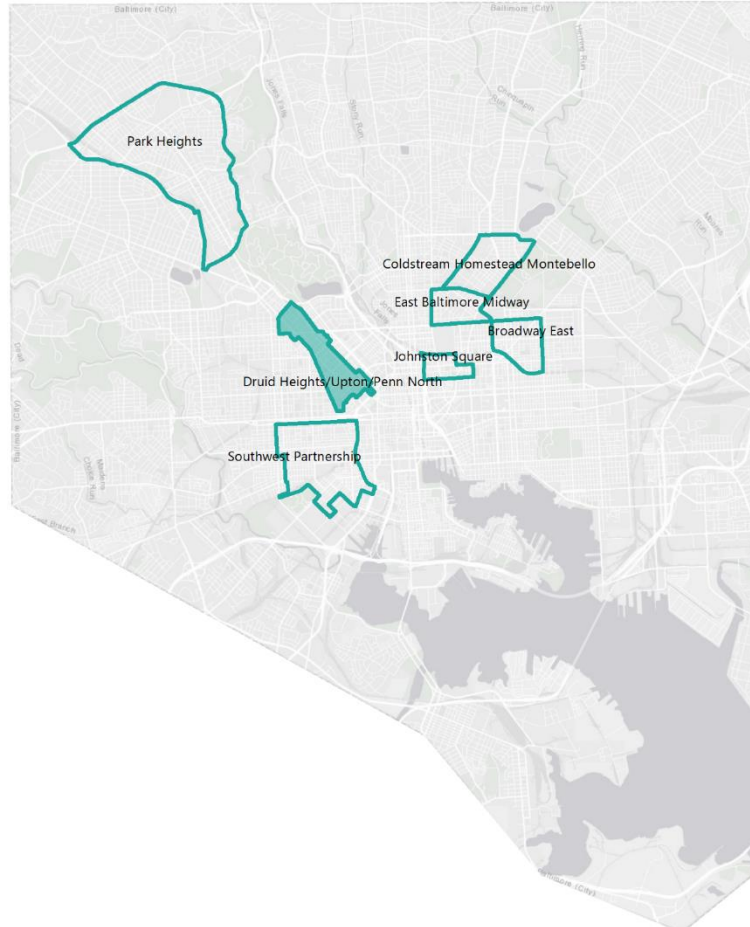
The West Implementation Strategy document provides a recommended set of actions and investments which the City and partners will implement. These recommendations are based on our iterative, detailed planning process and engagement over the last 18 months. In addition to the monthly Work Groups, City staff engaged in data-driven, planning workshops across multiple divisions at DHCD and at the Department of Planning to provide detailed, analytical understanding of opportunities and challenges in each neighborhood. The purpose of the Implementation Strategy is to draw on these workshops to codify existing commitments, strengthen the platform for ongoing collaboration with community partners and stakeholders, and focus on hyper-local factors such as legacy homeowners, proximity to assets, and housing stock to make smart and targeted community-based development decisions.

Table 1, Summary Short Term (0 – 3 years) Priorities

This [project tracker](#) links to the West's development priorities.

These are the City's development priorities in the West IIA in the next 36 months. The rationale behind these development sites and priority blocks for revitalization is detailed in this document.

Figure 1, Map of all Impact Investment Areas



Area Overview

The West Impact Investment area is composed of the neighborhoods of Upton, Druid Heights and Penn North along the spine of Pennsylvania Avenue. The area is endowed with stunning architecture and history; it is the heart of Baltimore's African American community. It was a center for jazz-age entertainment and the home of Baltimore's Civil Rights movement, including the birthplace of Thurgood Marshall. This area was also recognized as the first Black Arts & Entertainment District in Maryland.

There are many community partners in the West Impact Investment Area including but not limited to the following groups. All are key partners in the revitalization and growth in this Impact Investment Area.

- Penn North Community Association
- Druid Heights Community Development Corporation
- Upton Planning Committee
- UPC Westside Community Development Corporation
- Pennsylvania Avenue Main Street
- Black Arts District
- Arch Social Club
- Lennox Theatre
- Jubilee Arts

The area is full of assets and strengths to build from. However, there are also several impediments that threaten the stability of the West Impact Investment Area. Some persistent challenges that stakeholders have identified as high priorities include:

- healthy food access
- oversaturation of multifamily properties
- criminal activity
- high concentrations of vacant buildings
- low property inventory, hindering homeownership opportunities

While these challenges continue to linger, there have been signs in recent years to indicate that the West Impact Investment Area is rebounding. All 3 neighborhoods have experienced significant development interest in the form of both renovation as well as new construction. New townhomes are currently under construction and some existing homes are selling for more than \$260,000.

There have been significant successes in the West Impact Investment Area.

1. The Community Builders project located in Druid Heights and Upton along the 1700-1800 blocks of Division Street and 500 block of Robert Street is complete.
2. The planned renovation Robert C. Marshall field located at 1201 Pennsylvania Avenue

3. The Upton Request For Qualifications (RFQ) - a collaboration between UPC, UPC Westside CDC, Baltimore City DHCD and Maryland DHCD to offer developers the opportunity to partner with the CDC to renovate 20 city owned vacant homes in Upton.
4. The improvements projected at Pennsylvania Avenue Main Street in partnership with BDC.
5. Planned redevelopment of the Pennsylvania Avenue Market.
6. The development project located in the 800 blocks of Edmondson Avenue and Harlem Avenue.
7. The Request for Proposal for 1313 Druid Hill Avenue
8. The projected development in the 1400 blocks of Druid Hill Avenue.
9. The Black Women Build - Baltimore project in the 1900 block of Etting Street.
10. Projected Development in the 1600 block of West North Avenue.
11. Completed development at 1601-1607 Clifton Avenue.
12. The initiation of development of Cab Calloway Legends Park
13. The completion of Archway Park.
14. The development of Baker View II townhomes.
15. The near settlement of 1315 Division Street (PS 103)

Figure 2, West Impact Investment Area

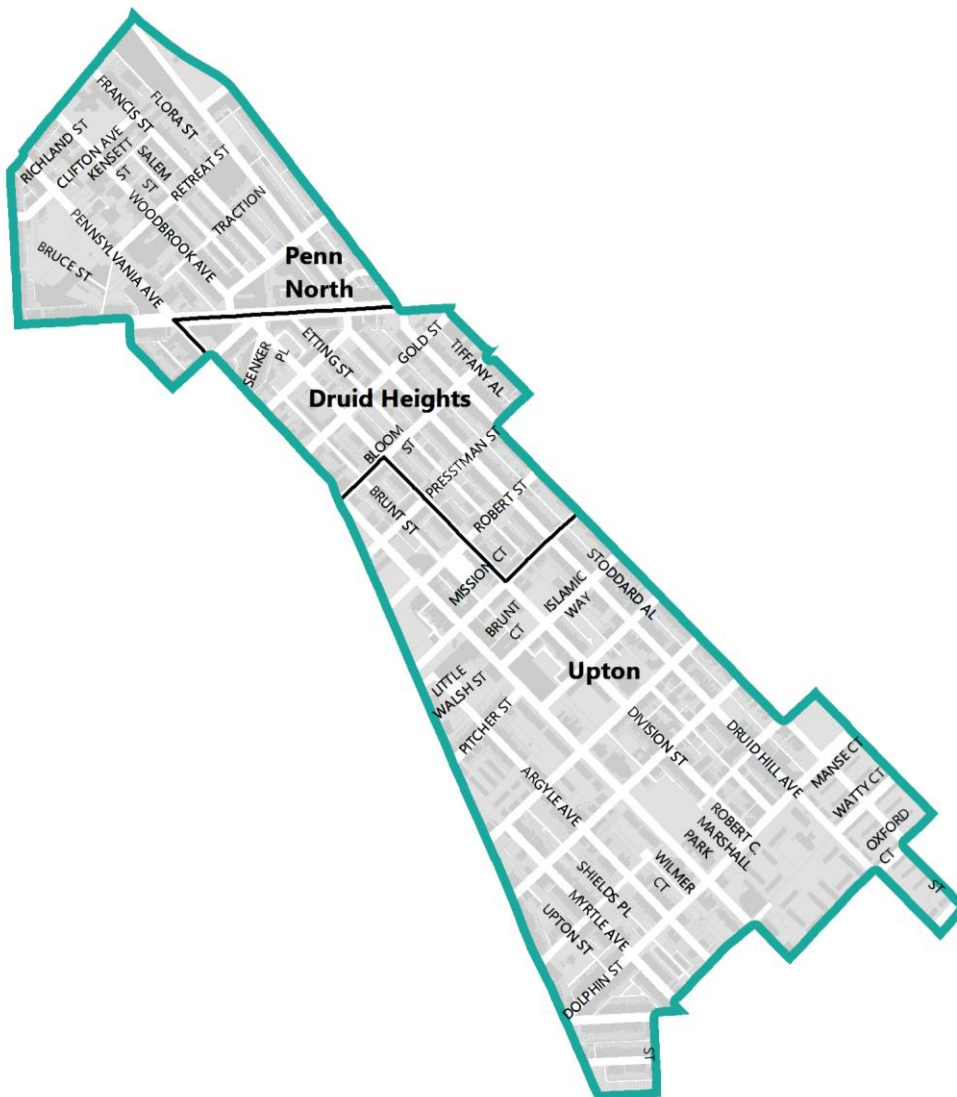


Table 2, West IIA Property Characteristics

Neighborhood	Commercial / Other	Residential	Vacant Lots	Vacant Buildings	Private Rental	Homeowner Occupied
DRUID HEIGHTS	272	743	326	170	351	155
PENN NORTH	214	938	150	307	522	176
UPTON	599	1,261	565	330	618	247
Total	1,085	3,019	1,041	807	1491	578

Data Sources: City Real Property File, Land Use Codes, SDAT - Assessed Value and Primary Residence fields.
 Date Analyzed: November 2022 by Baltimore City DHCD Research & Analytics Team.

Figure 3, Asset and Opportunity Map



Figure 4, Selected Highlights from Asset and Opportunity Map

1. The Black Arts District
2. Parkview Rec. Center
3. National Register designation for the Penn North neighborhood
4. Druid Park Lake Drive Complete Streets study
5. MTA Transit Oriented Development Concept - development opportunity
6. Enoch Pratt Free Library and North Ave. Design For Distancing
7. Arch Social Club
8. Bakerview 1 & 2 - new rowhouse development
9. Cab Calloway Legends Square Park
10. 2200 block of Druid Hill Ave. - rehab area
11. North Avenue Rising - street improvements
12. Sphinx Club - planned rehab
13. Pennsylvania Ave. Main Street, Design Guidelines and 'Past, Present, Future' visioning charrettes
14. Façade Improvement Grants for the 1800 block of Pennsylvania Ave.
15. Marshall Gardens development is completed
16. Avenue Market and Pennsylvania Ave. Design For Distancing
17. Shake and Bake Family Fun Center
18. Historic Marble Hill
19. Improvements to Robert C. Marshall Park
20. Afro News Headquarters at Upton Mansion 811 West Lanvale Street
21. 1200 - 1300 blocks of Myrtle and Argyle Aves. - development opportunity
22. Harlem and Edmondson Aves. - rehab area



Comprehensive Neighborhood Planning

Planning Efforts

Building and sustaining economically and culturally diverse communities requires comprehensive neighborhood planning. While the City's goal is for all people to live in decent, healthy, and affordable housing, strong neighborhoods are more than housing. They should include retail and private amenities, parks and recreation opportunities, schools, public safety, transportation, and access to jobs. The City is committed to working in a coordinated fashion across departments, with residents, and community-based stakeholders to promote great neighborhoods.

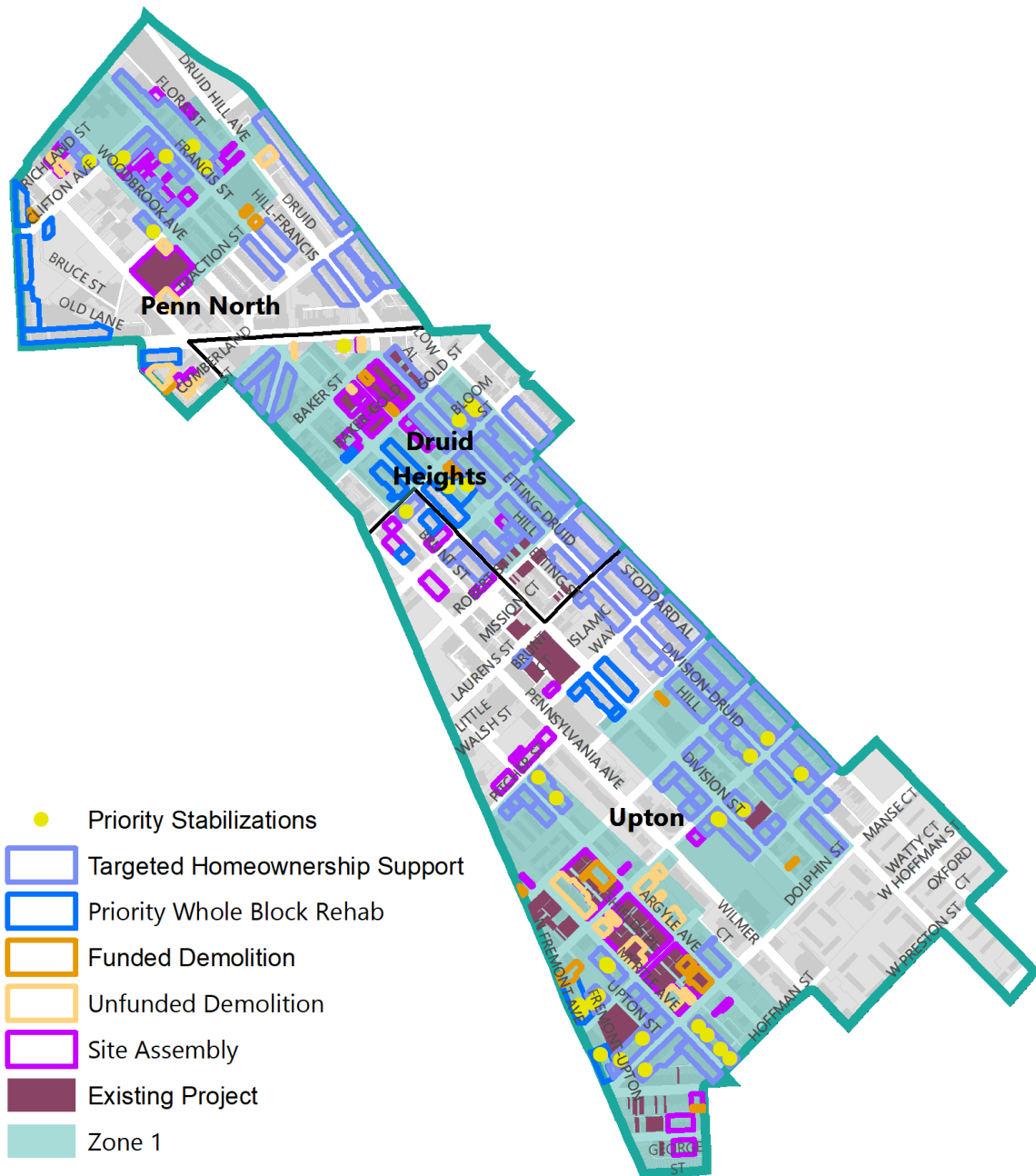
Comprehensive Neighborhood Planning in Practice

In practice, comprehensive neighborhood planning is a complex process that requires coordination among city agencies (DHCD, Department of Planning, DOT, DPW, Rec and Parks, and BDC) and a wide and growing set of community stakeholders (neighborhood leaders, community associations, small and large businesses, local institutions, as well as trusted development partners). The strategies and projects outlined in this document reflect hundreds of hours of coordination among DHCD homeownership staff, attorneys, and Neighborhood Development Officers; Community Planners, City senior leadership, and Community partners.

This process included data-driven, block-level analysis and deliberation of existing structural assets, community support and capacity, available capital, and selection of the right type of intervention for each block or property.

And yet, the City acknowledges that this is a living document, subject to multiple iterations and refinements over time. The City commits to working collaboratively with stakeholders to ensure the plan adapts to changing conditions to best serve the positive, equitable growth of the neighborhood.

Figure 5, Comprehensive Block Level Planning in the West IIA



Comprehensive Neighborhood Planning in the West Impact Investment Area

Community partners in the West Impact Investment Area have gone to great lengths to develop and implement neighborhood-based plans. All 3 neighborhoods have community master plans that have helped direct DHCD's implementation efforts. Guiding principles include: building from strength and creating new opportunities to drive City investment in building stabilization, blight elimination, and land assembly.

Coordination is another guiding principle for the planning and implementation that is already underway in the West. Partners ranging from community-based organizations, foundations, City and State agencies, private developers, etc. are working collaboratively to leverage resources and increase their impact. Improvements such as park enhancements, building stabilization, construction of a new recreation center, streetscape enhancements along W. North Avenue, and issuance of requests for proposals to redevelop existing neighborhood assets are being done in a collaborative manner in order to remove historical silos and increase efficiency and transparency.

Interagency Collaboration

There are a number of examples of great collaborative projects in the West Impact Investment Area, such as planned enhancements for Robert C. Marshall Park and the creation of Druid Heights Cab Calloway Legends Park. The future plans for Parkview Recreation Center (2235 N. Fulton Avenue) is another fantastic example of collaboration among city agencies, community partners, and elected officials.

2235 N. Fulton Avenue in Penn North is home to an outdated recreation center that is physically connected to Westside Elementary School, a school that became vacant when it was merged with Dorothy I. Height Elementary. Given the incredible opportunity this site represents, partners started creating a plan to utilize the site in a way that would benefit the community once the building was officially surplus to the City of Baltimore.

The Department of Recreation and Parks, Department of Housing and Community Development, Department of Transportation, Department of Planning, community stakeholders, and local elected officials have developed a plan to demolish the existing buildings and build a new recreation center, as well as enhance the existing green space to officially convert it to a public park.

DHCD is leading the effort to demolish the buildings and secure the funding for the new recreation center through a Section 108 Loan. BCRP is managing the design process and will be responsible for the construction of the new recreation center. DOT is expected to address traffic calming concerns around the site as well as lead a transformative effort for nearby Druid Park Lake Drive. The Department of Planning is working with agency and community partners to develop a broader strategy for the blocks around the recreation center to leverage the investment to the surrounding neighborhoods.

Placemaking Opportunities in the West Impact Investment Area

Holistic community development requires consideration of more than creation of housing units or the individual components of a plan but also a commitment to “placemaking”. Placemaking captures physical upgrades to both public and private spaces - including parks, plazas, landmarks, unique lighting or signage, public art, adopt-a-lot initiatives, local music & festivals, coordinated holiday decorations, and streetscapes. These placemaking initiatives provide for positive social interaction, offer cohesion to urban setting, and strengthen residential communities. These efforts can bring neighbors together when complete, but also as they are planned and implemented. To bring this concept to reality, the Department of Planning is working with community partners throughout the City to facilitate creative visioning sessions that can serve as the springboard for actionable neighborhood-based plans.

In addition, part of the planning efforts underway in the West Impact Investment Area includes significant placemaking projects. Some examples include Design for Distancing as well as streetscaping concepts along Pennsylvania Avenue. When they are implemented these placemaking enhancements will create more attractive public spaces that help to activate the public realm while also encouraging social distancing. In addition, the Department of Planning has been working with community stakeholders to assist with visioning for key locations in the area including the 2000 block of Pennsylvania Avenue and the 2100 block of Etting Street. Opportunities for future visioning include, but are not limited to the 1200-1300 blocks of Myrtle Avenue & Argyle Avenue, the 1300 block of W. North Avenue, and the 2500 block of Salem Street. These are key locations given the potential for large-scale development, high visibility, and underutilization, respectively.

Placemaking Example: 2000 Block of Pennsylvania Ave. – “Shops At the Triangle”



This vision is for a combination of infill and rehab development on vacant city-owned parcels located across from Triangle Park. The vision originated with the UPC and Westside CDC; bright colors and mural are a nod to the Caribbean culture the neighborhood hopes to emulate and will give the block an Afrocentric feel. When completed, the buildings will house vibrant local businesses on the ground floor with housing units above.

This project consists of 5-three story buildings located at 2029, 2033, 2035, 2037, 2039 & 2041 Pennsylvania Avenue. There will be 5,000 square feet of retail/commercial space and 10,000 sq ft of residential space for 15 rental units marketed to artists and/or artisans.

Homeowner Support

Why Homeownership is Important

Supporting future and existing homeowners is a key component of equitable community development. DHCD is dedicated to helping homeowners and landlords make repairs to their homes to address emergencies, code violations, as well as health and safety issues. Our programs help eligible low- and moderate-income applicants finance home improvements including the repair and replacement of roofing, heating, plumbing and electrical systems, energy efficiency measures, lead hazard reduction, and disability accessibility modifications. In addition, Expanding and reducing barriers to maintaining homeownership is an effective method to foster wealth accumulation in low-income households and stabilize neighborhoods. While these programs existing Citywide, efforts are being made to provide targeted assistance to homeowners in Impact Investment Areas.

DHCD's Homeowner Toolkit

There are several direct ways in which the City supports existing, legacy, and new homeowners. DHCD conducts a “no wrong door”, single point-of-entry for programs through the LIGHT Program to best coordinate the delivery of a variety of no- and low-cost services to help homeowners become more self-sufficient, safer, more stable and healthier in their homes.

- **Housing Rehabilitation and Repairs:** The Office of Homeownership initiates the repair process that addresses emergencies, code violations, and health and safety issues for owner-occupied properties. Available only for eligible owner-occupied properties.
- **Weatherization:** The Office of Homeownership initiates the process for energy efficiency improvements that lower utility bills and make homes safer and more comfortable. Available for eligible owner-and tenant-occupied properties.
- **Lead Hazard Reduction:** The Office of Homeownership manages lead remediation projects for eligible owner- and tenant-occupied properties. Household must include a pregnant woman or a child under 6. Available for eligible owner-and tenant-occupied properties.
- **Tax Sale Prevention:** DHCD's Tax Sale Services Coordination and Prevention division assists homeowners in avoiding tax sale and in understanding and navigating the tax sale process

The above listed homebuyer funds are city-wide. No money from these specific programs has been explicitly set aside in the West Impact Investment Area, yet residents in this geography are highly encouraged to utilize these resources. For more information, please visit the Housing and Homeownership [website](#), with more information and access to the initial online application.

Homeownership Support Opportunities in West

Homeowner Support is widely needed the WIIA. There are many legacy homeowners who have endured the struggle of disinvestment in their respective communities. DHCD must consider a comprehensive strategy with effective tactics that supports our Senior homeowners without heavy code enforcement and displacement. The Neighborhood organizations should be at the forefront to determine which tactics will help achieve the best results.

The Druid Heights CDC (DHCDC) has a homebuyer counseling service that is available to resident who reside in Druid Heights, stakeholders and the general public. The homebuyer counseling service offered by DHCDC receives referrals from various agencies, word of mouth and the community at-large. The UPC Westside CDC is partnering with HomeFree USA Counseling Service and a consortium of Lenders to provide Homebuyer Counseling Services to meet the expected needs of the plethora of rehabbed properties coming available in Upton in 2021.

Another tool that can assist homebuyers is the Live where you Worship (for parishioners in Upton) incentive. This incentive provides up to \$25,000 to qualified homebuying applicants, based of their income. The Live Where You Educate (for Educators) incentive is also income based and qualified applicants can receive up to \$25,000. These incentives are for those homebuyers seeking an added value to the homebuying process. With the aforementioned incentives, the Upton Community is making the path to homeownership less stressful.

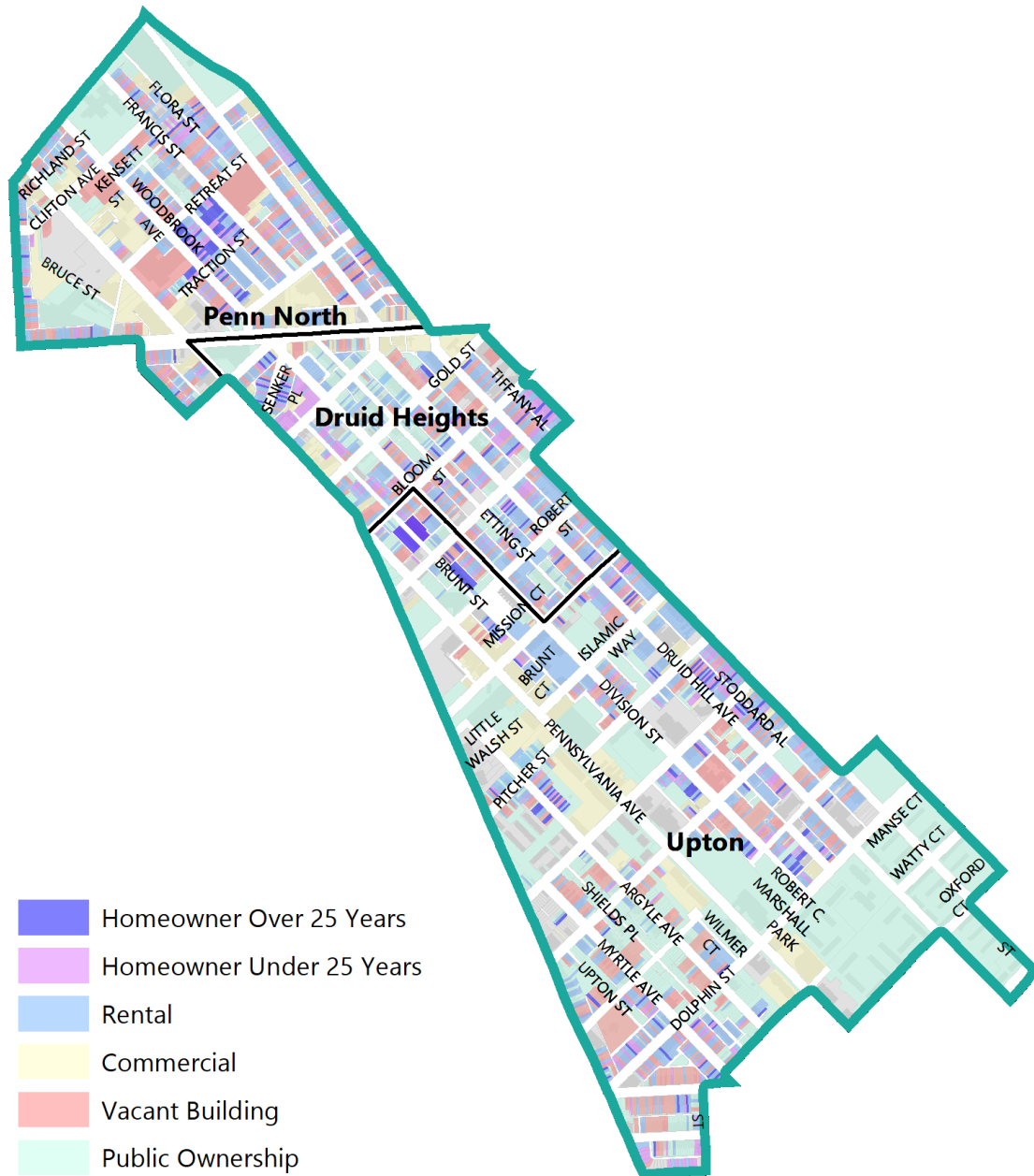
Table 3, Homeowners, including long term

Neighborhood	Homeowner Occupied	Private Rental Occupied	% Long-term (15+years_ Homeowner / Homeowner Occupied
DRUID HEIGHTS	155	351	65 (42%)
PENN NORTH	176	522	100 (57%)
UPTON	247	618	126 (51%)
Total	578	1,491	291 (50%)

Data Sources: City Real Property File, Land Use Codes, SDAT - Assessed Value and Primary Residence fields, % Long-term rounded to the nearest whole number.

Date Analyzed: November 2022 by Baltimore City DHCD Research & Analytics Team.

Figure 6, Current Homeowners in the West IIA



Rehab Priorities:

High Priority Blocks: Community Development Zones (CDZs)

Many Baltimore neighborhoods, including West, suffer from blight and vacancies which inhibit comprehensive community development. By working with local communities and stakeholders, and developing detailed data and planning analyses, the City has identified high priority blocks in Impact Investment Areas and is committed to proactively addressing conditions on these blocks. Called “Community Development Zones”, these blocks represent transformative opportunities that could leverage neighborhood-wide outcomes. The City is committed to providing investment of staff and resources and securing capital needed to address vacancies through a range of strategies. These CDZs have been ranked by priority through these analyses and discussions with the West IIA Work Group. The top priority areas are identified as Zone 1, next is Zone 2, then Zone 3, and so on.

Community Development Zones (CDZs) are defined by the following criteria:

1. Collaboration to develop vacant properties with community partners, neighborhood associations, and quality developers
2. Targeted resources for existing and legacy homeowners
3. Proactive stabilization of vacant properties which are missing roofs or otherwise in danger of further decline.

Why These Zones Were Selected

Block-level housing strategies have been developed and are being modified as needed. Priority areas, or Zone 1s have been selected using community and agency input. The overriding logic for the selection of priority zones is building from strength. These are areas that we believe, if given the right investment, can be built upon to strengthen the areas around these zones. In most cases, there is also some funding for these projects.

The 2017 Housing Market Typology (HMT) map is another visual and analytical tool that informed the prioritization outlined in this document. The HMT uses 8 variables to assign an “A” through “J” for all 270+ neighborhoods across the City: “A” being the strongest housing markets and “J” being the weakest. The majority of the West Impact Investment Area falls within the “F” through “J” categories while the neighborhoods to the east, Reservoir Hill and Madison Park, fall within the “B” through “F” categories. Armed with this information, McCulloh Street and Druid Hill Avenue were prioritized to build off of the strong housing market to the immediate east.

In addition to building on adjacent strong housing markets, the priorities also attempt to build from existing place-based assets. For example, the 2400 block of Etting Street in Penn North has a high rate of homeownership so the blocks that surround the 2400 block of Etting Street have been prioritized for homeowner support and site assembly of privately-owned vacant lots.

In Druid Heights, the Baker View townhomes are a tremendous strength so transitioning the vacant buildings near the 500 block of Baker Street to new owners that will renovate and

occupy them is a high priority. In Upton, the recent development activity and stability of the 700 block of Dolphin Street make it logical priority zone.

In addition, there are several transformative projects in the works that will be creating assets to build from. Examples include a new recreation center at the existing vacant Westside Elementary School site (2235 N. Fulton Avenue), the creation of Cab Calloway Legends Park on the 2200 block of Druid Hill Avenue, and the renovation of 28 vacant buildings on the 800 blocks of Harlem Avenue and Edmondson Avenue.

The figure below outlines the West's CDZs.

Figure 7, West Community Development Zones

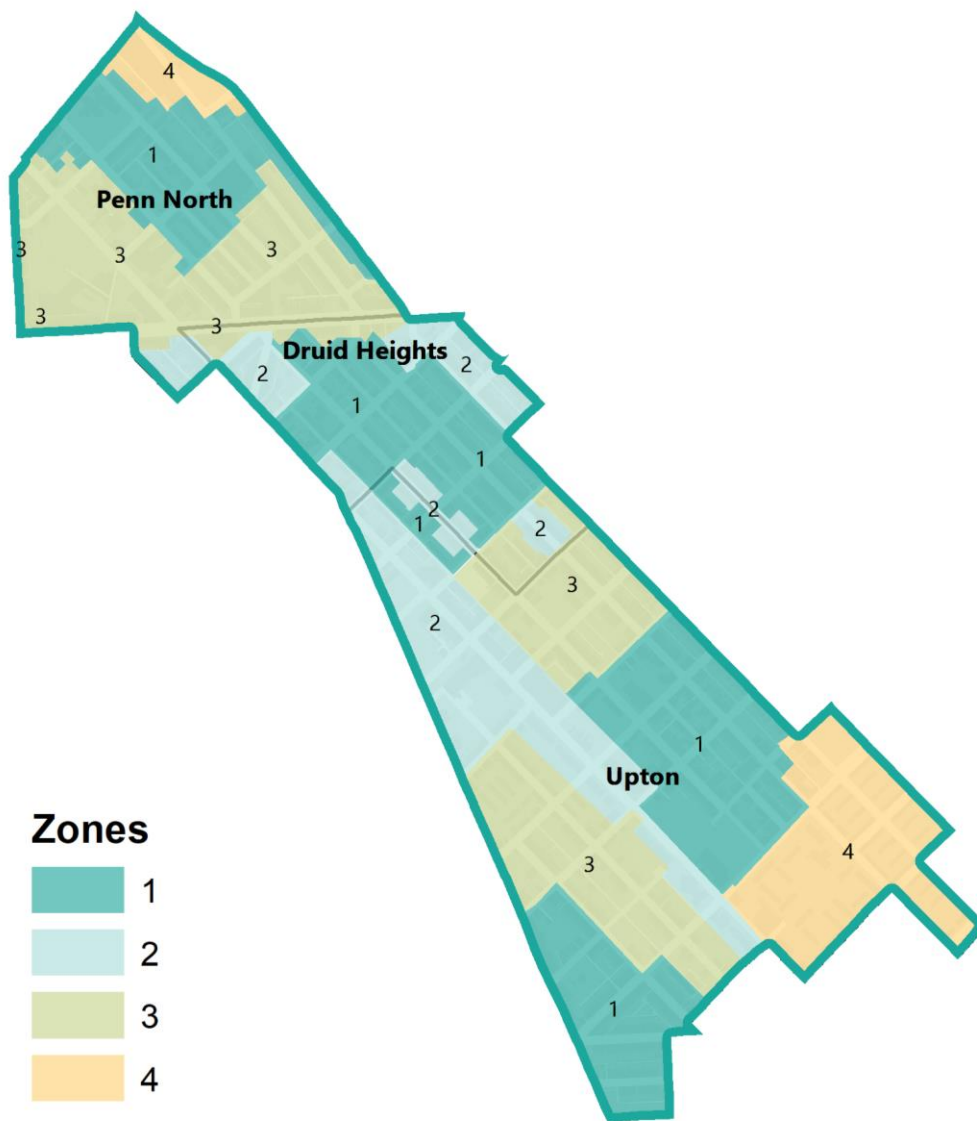


Table 4, West CDZ Zone - 1 Property Rehabilitation Data

Neighborhood	VBNs Total	Private VBN	HABC Owned VBN	City Owned VBN	Receiverships Filed	Private VBN In Rem Eligible	Homeowner Occupied	Private Rental Occupied
DRUID HEIGHTS	99	81	1	17	22	10	77	288
PENN NORTH	118	109	0	9	13	31	117	323
UPTON	186	135	1	50	47	25	180	522
Total	403	325	2	76	82	66	374	1,133

Data Sources: City Real Property File, DHCD Administrative Data.

Date Analyzed: November 2022 by Baltimore City DHCD Research & Analytics Team.

The Rehab Toolkit

- **Receivership:** Receivership is an effective code enforcement mechanism to address vacant properties at a large scale and low cost. The City is able to sue owners who fail to make their vacant property code compliant and ask a judge to appoint a receiver to auction the property. Bidders who have been pre-qualified to renovate participate in the action. Receivership has accounted for hundreds of vacant building rehabs in the city and Baltimore is nationally recognized as a leader in the practice.
- **Homeowner Supports:** As discussed above, support for legacy homeowners in Impact Investment Areas, with a focus on Community Development Clusters as possible, is a critical strategy to ensure existing residents benefit as neighborhoods improve.
- **Stabilization:** For some vacant properties which are roofless or otherwise in severely deteriorated condition, stabilization is a preferred method of intervention before the property reaches an emergency situation. Many buildings are in the middle of stable and resilient blocks and so, demolition would require further substantial construction. Additionally, Baltimore is home to many unique and beautiful buildings. Stabilization would preserve their inherent value for future use.
- **Acquisition through Tax Sale Foreclosure and Condemnation:** In many situations, the City has the authority to take title to a vacant property. This provides the City significant leverage in supporting specific outcomes for the redevelopment of the property through a subsequent competitive bid process. This could include production of affordable units and/or homeownership units.
 - For abandoned properties where owners fail to pay property taxes for a significant period of time, the City may exercise tax sale foreclosure in order to positively repurpose the property. DHCD pursues tax sale foreclosure only on vacant properties where the value of the lien owed to the City is above or near the actual market value of the property. In many instances, the properties are literally abandoned: owned by defunct corporate entities or deceased parties.
 - There are also situations in which the City may utilize powers of eminent domain to acquire vacant properties through “condemnation” as a result of blighting conditions, code violations or through legislation. The City uses this power selectively and in concert with community development plans. Property owners are compensated at market value through court processes, therefore, DHCD

must have an identified budget for any properties that will be acquired through this method.

- The City can also engage in Donations, Negotiated Sales, and Property Swaps as methods of property acquisition.

Table 5, Priority Rehab Sites in the West’s CDZs

There are plenty of rehabilitation opportunities in the West Impact Investment area. With significant investment from the State of Maryland DHCD and the City of Baltimore the West Impact Investment Area will be able to expand homeownership opportunities.

Project Location	Neighborhood	Description	Developer
800 Blocks of Harlem Avenue and Edmondson Avenue	Upton	Renovation of 28 vacant homes on the 800 block of Harlem Avenue and renovation of 10 vacant homes on the 800 block of Edmondson Avenue.	Upton Renaissance, LLC
Upton Mansion (811 W. Lanvale Street)	Upton	This historic renovation project will be the new headquarters for the Afro Newspaper.	The Afro Newspaper/Afro Charities, Inc
P.S. 103 - Henry Highland Garnet Building (1315 Division Street)	Upton	This historic renovation project will be the home of the Judge Alexander Williams, Jr. Center for Education, Justice and Ethics.	Beloved Community Services CDC/PS103, LLC
Marshall Gardens (1700 - 1800 Blocks of Division Street and 500 Block of Robert Street)	Upton and Druid Heights	As part of the Pedestal Gardens redevelopment, The Community Builders, Inc. is creating 82 new affordable housing units in the Upton and Druid Heights neighborhoods. This development project combines renovations of existing homes, new construction of townhomes, and new construction of an apartment building. The footprint of the project includes several blocks of Division, Robert, and Etting Streets.	The Community Builders, Inc. (COMPLETED)
Druid Hill Development (2200 block of Druid Hill Avenue)	Druid Heights	Proposed renovation of currently vacant homes on the east side of the 2200 block of Druid Hill	Druid Heights CDC

		Avenue in Druid Heights for affordable housing units.	
Baker View Future Phases (500 block of Baker Street and 2300 Block of Division Street)	Druid Heights	New construction of townhomes (41 affordable housing units) on existing vacant lots in Druid Heights.	Druid Heights CDC
Dolphin Street Duplexes (700 block of Dolphin Street)	Upton	Renovation of 8 vacant homes on the 700 block of Dolphin Street in Upton.	Dolphin Street Duplexes, LLC.
Lenox Theater (2113 Pennsylvania Avenue)	Druid Heights	Renovation of the historic Lenox Theater.	UPC Westside CDC
Sphinx Club (2105 Pennsylvania Avenue)	Druid Heights	Renovation of the historic Sphinx Club to be used as an entertainment venue.	Druid Heights CDC
Avenue Market (1700 Pennsylvania Avenue)	Upton	Renovation of Pennsylvania Avenue's historic public market.	Baltimore Public Markets
Penn North Zero Energy LWYW (1604-1618 W. North Avenue)	Penn North	Partial demolition of 7 existing buildings on the 1600 block of W. North Avenue and new construction of 2 new mixed-use apartment buildings consisting of 16 residential units and ground floor commercial offices.	Schreiber Brothers Development
Bethel Empowerment and Wellness Center (1429 McCulloh Street)	Upton	Renovation for a community resource hub that connects people to resources and service providers.	Bethel Empowerment & Wellness Center
1900 Block of Etting Street	Druid Heights	Renovation of vacant buildings for new single-family homeownership opportunities.	Black Women Build
1829 Pennsylvania Avenue	Upton	Renovation of the existing vacant building for new commercial space as well as a welcome center.	UPC Westside CDC
1300 Block Division Street	Upton	Renovation of 9 MCC owned vacant buildings for homeownership.	Upton RFQ - Upton Renaissance, LLC
500 Block McMechen Street & 600 Block of Pitcher Street	Upton	Renovation of 6 MCC owned vacant buildings for homeownership.	Upton RFQ- Schreiber Brothers Development
800 Block West Lanvale Street & 1100 Block & 1200 Block of Argyle Avenue	Upton	Renovation of 5 MCC owned vacant buildings for homeownership	Upton RFQ - Westside Renaissance Partners, LLC

New Development:

Disinvestment in Baltimore neighborhoods, including the West Impact Investment Area, has led to specific blocks with near-total vacancy, partial demolition, incoherent ownership patterns and obsolete organization of parcels, streets and alleys. Until these conditions are remediated it is not reasonable to expect re-investment or any positive outcomes for the neighborhood. In these cases, the public sector must play the central role in clearing, acquiring, appropriately stewarding, and repurposing the land to the benefit of the neighborhood.

Such new development can fundamentally reposition a neighborhood for investment. In addition to removing the current blighting conditions, rebuilding on these medium- and larger-scale sites can diversify housing stock - allowing for a range of income and provide opportunities for affordable housing. These sites also could be re-visioned for large scale greening and passive uses.

The City engages with community stakeholders to envision the future re-uses and uses a variety of tools for this purpose including blight-remediating demolition and the acquisition methods discussed above. The cost of clearing land, title, and potentially new infrastructure (water & sewage, etc.) is substantial, and the time required for legal and regulatory processes is measured in years. These costs, particularly infrastructure, often require subsidy to be make projects viable. Nonetheless, these types of sites are critical components of the holistic neighborhood vision.

There are key blocks that have been prioritized as high priorities for site assembly. One example in the Upton neighborhood is the three-square blocks between Myrtle Avenue and Argyle Avenue spanning from the 1200 block to the 1400 block. These blocks have experienced significant disinvestment resulting in very high concentrations of vacant buildings and vacant land. The resurgence of Upton will make this area highly sought after if the remaining vacant buildings can be cleared and the vacant land can be assembled by the City of Baltimore. Future uses could include residential, urban agriculture, or a combination of both.

In Druid Heights, a similar scenario exists on several blocks of Etting Street. In particular, the 2100 block of Etting Street offers a unique opportunity given the strength of the existing homes to the south on the 2000 block and the future home of Cab Calloway Legends Park to the north on the 2200 block of Etting Street. Most of the acquisition is already complete on the 2100 block of Etting Street with only a few privately owned lots remaining.

In Penn North, there is a great deal of interest to identify a future use and user for the 2500 block of Salem Street. The primary challenge for this block is that Kensett Street creates an unusual dead-end condition at the northern end of the block. Some potential considerations to consider include extending Salem Street to Clifton Avenue and/or consolidating the Salem Street properties with the properties on the 2500 blocks of Francis Street and Woodbrook Avenue. 2517 Woodbrook Avenue is a good example of a lot that extends from Woodbrook Avenue to Salem Street.

For all 3 locations, further visioning and community review is necessary to determine permanent future uses.

Table 6, Potential Development Opportunities in the West IIA

<u>Project Location</u>	<u>Neighborhood</u>	<u>Strategy/Notes</u>	<u>Status</u>
2509-2513 Druid Hill Avenue	Penn North	RFP	Expected in Fall 2022
2565 Pennsylvania Avenue (site)	Penn North	Acquisition	Ongoing
2552 Woodbrook Avenue (outside Zone 1)	Penn North	Acquisition or receivership	Ongoing
2100 Block of Division Street	Druid Heights	Receivership	Ongoing
1313 Druid Hill Avenue	Upton	RFP	Settled
1401 N. Fremont Avenue	Upton	TBD	
600 Block of Pitcher Street	Upton	TBD	
1200-1400 Blocks of Myrtle/Argyle Avenue	Upton	Visioning	Ongoing
1900 Block of Pennsylvania Avenue	Upton	Acquisition	1923 Pennsylvania Avenue in process
1300 Block of Division Street	Upton	RFQ	In process (Upton Renaissance, LLC)
500 Block of McMechen Street	Upton	RFQ	In process (Schreiber Brothers Development)
800 Block of W. Lanvale Street	Upton	RFQ	In process (Westside Renaissance Partners)
1116 Argyle Avenue	Upton	RFQ	In process (Westside Renaissance Partners, LLC)
1213 Argyle Avenue	Upton	RFQ	In process (Westside Renaissance Partners, LLC)

Conclusion

The neighborhoods within the West Impact Investment Area have experienced a significant resurgence in recent years. Community-centric planning combined with strong community organizations and an increased focus from City and State partners has helped to leverage investment and guide strategies that will help the area to continue to grow. Now is the time to double down and build on the many assets in Penn North, Druid Heights, and Upton.

We must continue to follow the lead of the community to make sure that these neighborhoods can experience sustainable revitalization without displacement. Collaboration is key to success, so it is critical that all stakeholders continue to work toward the goal of incremental change over time. This is a living document and will be regularly updated as we progress in partnership with our residents in the West Impact Investment Area.

Appendix A – West Community Conversation Feedback

On August 23, 2022 the Mayor’s Office and DHCD held a community conversation open to all residents - particularly those not part of the Working Group - of the West Impact Investment Area. There were two primary objectives to this community meeting

1. Give residents an opportunity to learn about city-lead development efforts in these three neighborhoods.
2. Provide a forum for residents to give the City feedback on its identified development strategies.

Below is a summary of the feedback provided at that meeting.

General Feedback / Request	DHCD Response
Revitalize the Avenue Market	Construction and renovation to begin Spring 2023
Attract a banking institution	DHCD will reach out to BDC on steps the City can take to facilitate this request.
Create an all-purpose center to bring state of the art resources to residents	DHCD will bring this to BCRP
Address the dumping on open green space - specifically the corner of W. North AVE and Druid Hill	DHCD responds to all 311 dumping complaints within 3 business days. Once the dumping is confirmed and citation (if appropriate) issued, the inspection report is sent to DPW. DPW is the agency responsible for clearing illegal dumping.
Addressing ongoing loitering and drug sales issues	DHCD’s position is that public safety hazards like these require coordinated enforcement action with BPD in the short term. The long term solution is economic opportunities and community revitalization.
Etting / Preston Street Lot - remove or trim the overgrown trees and repair fencing	DHCD will bring this to the West IIA Working Group to address this community request.
Playground maintenance - regularly remove debris and needles	DHCD will bring this to the West IIA Working Group to address this community request.
Sanford ST & Penn AVE	DHCD will inspect this intersection to identify the appropriate intervention.
Address illegal activity on Pennsylvania AVE mainstreet	DHCD’s position is that public safety hazards like these require coordinated enforcement action with BPD in the short term. The long term solution is economic opportunities and community revitalization.

Upton Breakout Session Notes

Assets

- Convenience-Near interstate/Near Center of Baltimore
- Walkable
- Historical
- Multi-cultural
- Access to Quality Health Care
- Legacy of Icons who lived and worked in Upton
- Historical Buildings

How do we get more good stuff in Upton?

- Investment of Businesses that support the community
- Advertise/Market Upon and Upton's strengths
- Maintaining and Appreciating what we already have
- Infrastructure of the Community
- Listening to Community Voices
- Transparency and accountability
- Help squeegee kids to become artists/entrepreneurs
- -Help squeegee kids to get vocational skills/trades

What Matters

- Safety
- Not a Food Desert
- Quality of Life
- Nice Sidewalks and Streets
- Lot of Noise
- No Drug Dealers
- Speeding
- Present development to the community
- Investment in development by the City of Baltimore and the State
- Spiritual Spaces
- Diverse Incomes/diversity
- Safety and Relationship with the police
- Cleanliness
- Provide access to resources for youth and young adults
- Provide resources and services to legacy homeowners
- Connect to Sunday Visitors and Charge Them
- Resources and Education for the residents living in poverty
- Stop Recycling Poverty

- Provide Data to Make a Neighborhood Healthy and Sustainable
- Deliver a pipeline to streamline development
- Equitable Use of Funding Per Pupil by Baltimore Schools
- Modern Schools/Quality Education
- Upton's Master Plan is a Template for Others
- Noise from service vehicles
- Opportunity to Participate in the Community
- Funding for Development
- Like the idea of Dollar Houses
- Have These Forums Consistently
- Stay Connected to the Community
- Bring jobs back to the community
- Jobs for youth
- Provide quality education
- Create a solid business development plan to bring investment

Who are the key people making a difference in Upton?

- Businesses that attract African-American Tourism
- Great People of Upton
- Community
- Upton Planning Committee
- Residents
- Homeowners
- Residents Should Have Priority to Purchase in the Neighborhood
- Code Enforcement
- Incentive for Residents to Be Homeowners
- Churches
- Elders
- New Homeowners
- Residents Who Are Investing in the Community
- Volunteers
- Tax Assessor
- Neighbors who are fixing up the community
- Business owners and folks who conduct business for Upton
- Job Creators
- Business Owners-Need to Bring a Business Development Plan/Project