



## Northwest Baltimore Partnership

# STRATEGIC NEIGHBORHOOD REVITALIZATION PLAN DRAFT OUTCOMES AND STRATEGIES April 1, 2024

The Maryland State Department of Housing and Community Development requires Community Development Organizations such as the Northwest Baltimore Partnership (NWBP) to have an approved **strategic neighborhood revitalization plan** to apply for Baltimore Regional Neighborhood Initiative (BRNI) funding for projects located in Sustainable Community Areas in Baltimore City and inner beltway of Baltimore and Anne Arundel counties.

The BRNI program aims to demonstrate how strategic investment in local housing and businesses can lead to healthy, sustainable communities with a growing tax base and enhanced quality of life. Over the past seven years, NWBP has secured over \$4 million in BRNI funding for Northwest nonprofits since 2018.

NWBP reviewed existing community plans and needs assessments before developing these outcomes and strategies in order to avoid duplication of planning efforts and services and to promote regional collaboration. The following plans were reviewed: the Sinai Community Health Needs Assessment, Northwest Community Planning Forum Master Plan, Park Heights Master Plan, and the Pikesville Revitalization Action Plan

## HOUSING

### OUTCOME 1 – ADDRESS VACANT AND BLIGHTED PROPERTIES

ASSESS THE CONDITION OF ALL VACANT UNITS WITHIN THE REGION. UNSALVAGEABLE UNITS ARE TO BE DEMOED, AND SALVAGEABLE UNITS ARE TO BE STABILIZED OR REHABBED. THE LATTER ARE CONVERTED INTO UNITS FOR HOMEOWNERSHIP OR LONG-TERM AFFORDABLE RENTALS.

#### NWBP Regional Strategies: Current and Potential

- **Promote 311:** Encourage use of 311 to notify code enforcement of vacant/blighted properties
- **Estate Planning:** Promote estate planning programs such as *My Deed, My Home, My Legacy*.
- **Vacant Property Legislation:** Work with city agencies and advocate for legislation to get vacant properties more quickly into receivership or be otherwise privately rehabilitated
- **Developers 101 Workshops:** Educate current and future developers about acquiring and rehabbing vacant and blighted properties for resident-occupied homeownership.

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Compile Vacant Property and Code Compliance Data:** Compile information from current vacant property and code compliance surveys and investigate supplementary surveys where necessary
- **Convert Vacant Properties:** Convert salvageable vacants into units for homeownership or a mix of rentals
- **Rehab Properties:** Identify and target properties for acquisition and renovation in areas around Community Development Clusters, BRNI focus area and other priority areas
- **Developer Subsidies:** Provide subsidies for nonprofit and private developers to acquire, redevelop and resell for homeownership or rental
- **Utilize Vacant Lots:** Use vacant lots for temporary use prior to development, such as via the Adopt-A-Lot or Side Yard Sale programs

### OUTCOME 2 – STRENGTHEN HOMEOWNERSHIP

STRENGTHEN HOMEOWNERSHIP BY PROVIDING RESOURCES AND TECHNICAL ASSISTANCE TO EXISTING AND NEW HOMEOWNERS.

#### NWBP Regional Strategies: Current and Potential

- **Ready Set Own Workshops:** Continue NWBP *Ready Set Own* homebuyer workshops
- **Live Baltimore Marketing:** Connect neighborhoods with Live Baltimore neighborhood marketing program tour/marketing program
- **Market Regional Assets:** Develop a strong program to market the qualities of the housing, the neighborhoods, and the schools in the northwest area
- **Homebuyer Clubs:** Explore creating Homebuyer Clubs to start community members on the path to homeownership
- **Station North Tool Library:** Link northwest area homeowners to Station North Tool Library to teach homeowners skills needed to renovate and maintain older homes

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Neighborhood Beautification:** Neighborhood cleanliness and beautification, including greening projects
- **Neighborhood-Based Community Building:** Support neighborhood-based community building activities such as welcome packages, events, and workshops
- **Healthy Neighborhoods:** Intensify a Healthy Neighborhoods approach in neighborhoods at risk of losing ground
- **Post-Purchase Homeowner Education:** Post-purchase homeowner education including information on home maintenance
- **Prevent Illegal Rentals:** Hold landlords and property owners accountable for illegal rentals

### **OUTCOME 3: INCREASE MIX OF AFFORDABLE/MARKET RATE RENTALS AND OWNER-OCCUPIED HOMES**

FACILITATE REDEVELOPMENT THAT INCLUDES AN APPROPRIATE MIX OF AFFORDABLE AND MARKET-RATE RENTALS AND OWNER-OCCUPIED HOMES THROUGHOUT THE REGION, ENSURING ACCESSIBILITY AND AFFORDABILITY FOR RESIDENTS OF ALL INCOME LEVELS.

#### **NWBP Regional Strategies: Current and Potential**

- **Developers Network:** Formalize a developer's network for peer mentorship, partnership, recruitment, and technical assistance from Park Circle to Pikesville.
- **Market Homes, Assets and Homebuyer Education:** Develop marketing tools to showcase community assets, properties for sale, and home buying options. Tools might include a website, brochures, newsletter, home buying workshops and community tours

#### **Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Propose Long-Term Housing Recommendations:** Compile information from existing housing market studies and propose recommendations for the next 5-10 years
- **Promote and maintain a variety of housing choices** to meet the needs of the population and encourage socioeconomic diversity while remaining compatible with the character of the areas
- **Community Land Trusts:** Partner with existing Community Land Trusts in the city and county such as NEHI or the SBCLT

### **OUTCOME 4: PREVENT RESIDENT DISPLACEMENT**

SUPPORT OWNER OCCUPANTS, SENIORS, AND RENTERS TO ENSURE THAT ALL CURRENT RESIDENTS CAN REMAIN IN THE AREA.

#### **NWBP Regional Strategies: Current and Potential**

- **One-Stop Housing Center:** Create a one-stop housing center that can make existing renters aware of opportunities for new rental and homeownership opportunities that they may qualify for.
- **Homeowner Tax Credits:** Promote Maryland Homestead Tax Credit and Homeowner Tax Credit programs.

#### **Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Senior Home Repair/HUBS Program** to assist older homeowners with home repairs and renovation.
- **Homeowner Repair Programs:** Explore ways to expand existing home repair offerings in the areas

## ECONOMY

### OUTCOME 1: SUPPORT LOCAL BUSINESS

EXISTING LOCAL BUSINESSES ARE SUPPORTED, ESPECIALLY SMALL BUSINESSES

#### NWBP Regional Strategies: Current and Potential

- **Business Town Hall:** Form a regular Town Hall meeting for businesses in commercial enterprise districts
- **Community Events:** Hold community events that promote local businesses, such as Taste of Northwest
- **Commercial District Collaboration:** Support collaboration between organizations focused on commercial development.

#### Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Support Businesses:** Support and enhance merchant associations, commercial enterprises, and commercial districts
- **Local Hiring/Training:** Pursue opportunities and incentives for businesses to train and hire from within the community to the greatest extent possible
- **Facade/Streetscape Improvements:** Improve facades and streetscape along commercial areas, using Baltimore Development Corp. facade improvement and gap financing programs where possible.
- **Facade and Interior Improvement Grants**
- **Technical support:** Seek assistance of Baltimore Development Corporation or private consultant to work with property owners to upgrade businesses
- **Grants for Operation support and strategic planning** through business development grants with PCDA

### OUTCOME 2: COMMERCIAL GROWTH

GROWTH OF BUSINESSES DISTRICTS AND COMMERCIAL AREAS IN ALIGNMENT WITH COMMUNITY ADOPTED PRIORITIES

#### NWBP Regional Strategies: Current and Potential

- **Neighborhood Branding:** Enhance the experience of key corridors through the use of marketing and banners that promote the neighborhood identity and brand, especially leading up to and during Preakness.

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Commercial Development Plan:** Develop plan for support of long-term business development and commercial investment
- **Recommend Land Use Law Changes:** Review current land use laws in target commercial areas and recommend appropriate changes.
- **Streetscape Improvements and Traffic Calming:** Identify locations within business districts where streetscape improvements and traffic calming would be most impactful
- **Pedestrian Safety Improvements:** Repair sidewalks, crosswalks, and intersections to improve mobility and safety.

### OUTCOME 3: WORKFORCE DEVELOPMENT

GROWTH IN WORKFORCE DEVELOPMENT AND MENTORSHIP OPPORTUNITIES FOR FORMERLY UNEMPLOYED OR UNDEREMPLOYED RESIDENTS AND YOUTH

#### NWBP Regional Strategies: Current and Potential

- **Technology Education:** Build relationships with organizations that support technology education, hardware, and access including Baltimore City Office of Information & Technology, Byte Back, PCs for People, and the Enoch Pratt Free Library
- **Jobs Database:** Create a database of job applications and postings in the Northwest area
- **Workforce Development Partnerships:** Continue to develop partnerships and outreach opportunities with organizations in support of workforce development such as @TheHouse, JARC, Plantation Park Heights Urban Farm, and Turnaround Tuesday as well as partners that support social entrepreneurs like Innovation Works and Civic Works

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Support for Chronically Underemployed Community Members:** Expand the availability of workforce training and re-entry programs for chronically underemployed in collaboration with the Mayor's office, and the Baltimore Development Corporation

#### **OUTCOME 4: LOCAL HIRING BY ANCHOR INSTITUTIONS**

LOCAL ANCHOR INSTITUTIONS SUCH AS UNIVERSITIES, HOSPITALS, AND THE PIMLICO RACETRACK HIRE LOCALLY AND WORK IN PARTNERSHIP WITH NORTHWEST AREA COMMUNITIES

##### **NWBP Regional Strategies: Current and Potential**

- **Local Hiring/LifeBridge:** Work with LifeBridge Health to do more local hiring so that people can work and can become more skilled.
- **Join Regional Business Associations:** Local institutions become participating anchors in the Baltimore Regional Anchor Collaborative, BLocal, and BRAC

##### **Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Local Hiring and Purchasing:** Make local hiring and procurement a priority and policy of all contractors working on development projects in the northwest area
- **Minority Hiring and Contracting:** Consult with industry and government leaders on minority hiring and minority contracting policies
- **Funding through Anchor Institutions:** Anchor institutions continue to serve as a conduit to funders looking to support communities in the northwest area

## **TRANSPORTATION**

#### **OUTCOME 1: IMPROVE PEDESTRIAN SAFETY**

IMPROVED PEDESTRIAN SAFETY, CONNECTION, AND ACCESSIBILITY THROUGHOUT THE NORTHWEST AREA, ESPECIALLY IN THE VICINITY OF SCHOOLS, SENIOR LIVING, RECREATION CENTERS, LIBRARIES, AND COMMERCIAL DISTRICTS AND CORRIDORS

##### **NWBP Regional Strategies: Current and Potential**

- **Safety Campaign for Schools:** Conduct a street crossing safety campaign in schools
- **Sidewalk Repair Policy Advocacy:** Explore advocating for recommendations in Mayoral Fellowship Report on Baltimore's Sidewalk Policies with a Recommended Policy Change report.
- **ADA Ramps:** Assess need for and build ADA ramps/curb cuts in target areas
- **Walk Audits:** Conduct walk audits in target areas to assess and remediate sidewalks in disrepair, faded crosswalks, missing pedestrian signals, and other unsafe pedestrian conditions.

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Sidewalk Matching Grants:** Explore implementing sidewalk matching grant programs for target areas.
- **Safe Routes to Schools:** Implement Safe Routes to School Programs at local public and private schools
- **Traffic Calming:** Increase pedestrian safety through calming strategies including relevant placemaking projects Strategies

### OUTCOME 2: IMPROVE PUBLIC TRANSPORTATION

IMPROVED AND INCREASED USERSHIP OF RELIABLE, SAFE, AND ACCESSIBLE PUBLIC TRANSPORTATION THROUGHOUT THE NORTHWEST COMMUNITY

#### NWBP Regional Strategies: Current and Potential

- **Northwest Circulator:** Continue working with Baltimore City and County governments to explore the possibility of a northwest area circulator bus from Park Circle to Pikesville.
- **Bus Transportation to Metro Stops:** Work with BCDOT to improve connectivity and the “last-mile” to existing metro stops at Mondawmin, West Cold Spring, Rogers Avenue, Reisterstown Plaza, Millford Mill, and Old Court stations
- **Sensitivity Training:** Advocate for sensitivity training for public transit staff
- **Bus Shelter Study:** Conduct a bus shelter study along Park Heights Avenue and Reisterstown Road from Pikesville to Park Circle, and improve or install bus shelters where necessary

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Transit Oriented Development:** Maximize Transit Oriented Development opportunities at existing metro stations

### OUTCOME 3: ESTABLISH TRANSPORTATION NETWORK

ESTABLISH A NETWORK OF STREETS THAT ACCOMMODATES ALL MODES OF TRANSPORTATION, INCLUDING PEDESTRIANS, CYCLISTS, DRIVERS, AND PUBLIC TRANSIT USERS, WHILE IMPROVING SAFETY, ACCESSIBILITY, AND LIVABILITY FOR ALL RESIDENTS

#### NWBP Regional Strategies: Current and Potential

- **Complete Streets Program:** Work with city and county DOT to identify priority locations to implement Complete Streets improvements, starting with an investigation of major thoroughfares such as Park Heights and Belvedere Avenue, Reisterstown, and Liberty Road, and Coldspring Lane.

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Bike Paths and Trails:** Connect existing bike and trail infrastructure within the northwest area
- **Baltimore Bike Master Plan:** Implement northwest sections of the Baltimore Bike Master Plan, with priority to routes within a half-mile of schools in northwest area as well as bike parking facilities
- **Streetscaping:** Improve streetscape character by planting street trees, identifying locations for art in the right of way, and installing landscape features and signage at gateway locations along major transportation corridors

### ENVIRONMENT

#### OUTCOME 1: REDUCE DUMPING AND LITTERING

REDUCTION IN ILLEGAL DUMPING AND LITTERING IN NORTHWEST AREA NEIGHBORHOODS AND BUSINESS DISTRICTS

#### NWBP Regional Strategies: Current and Potential

- **Dumpster Days:** Promote and expand neighborhood-driven Dumpster days twice a year
- **Anti-Littering Campaign:** Conduct an anti-littering campaign in schools and public spaces utilizing community service hours
- **Promote Mayor's Cleanups:** Increase awareness of and participation in Baltimore City's Mayor's semi-annual cleanup days

## Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Distribute Cleanup Tools** (grabbers, gloves) and training through neighborhood organizations to residents who actively pick up litter and maintain vacant lots
- **Work with Code Inspectors:** Regularly work with inspectors to inspect problem areas or enforce violations of dumping

#### OUTCOME 2: PRESERVE PARKS AND OPEN SPACES

EXISTING PARKS AND OPEN SPACES ARE PRESERVED AND GREEN SPACES ARE PROVIDED IN UNDERSERVED AREAS

### **NWBP Regional Strategies: Current and Potential**

- **Open Space Inventory:** Develop an inventory of existing open space resources in the northwest area and identify unused, or under-used, lands that could be converted for public open space.
- **Preserve/Increase Park and Open/Green Spaces:** Work with City and County Rec and Parks to explore how NWBP can support their efforts to preserve and increase parks, open spaces and green spaces
- **“Friends of” Groups:** Encourage collaboration between “Friends Of” groups and public-private partnerships to help maintain and improve existing parks, as well as the establishment of “Friends Of” groups for parks without one

### **Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Open Spaces in New Developments:** Partner with community organizations to identify and advocate for new open spaces with public access as a part of new development, and develop strategies for activating these spaces
- **Service-Learning:** Offer students service-learning hours for youth helping with park stewardship

### **OUTCOME 3: ENVIRONMENTAL STEWARDSHIP IN PLANNING PROCESS**

ENVIRONMENTAL STEWARDSHIP IS INCORPORATED INTO PLANNING PROCESSES TO INCREASE PUBLIC AWARENESS AND ENGAGEMENT ON SUSTAINABILITY ISSUES INCREASE

### **NWBP Regional Strategies: Current and Potential**

- **Green Education Campaign:** Conduct community education campaigns regarding green topics such as: energy efficiency, storm drains, trash removal, rodent infestations, snow removal, ticks and lyme disease
- **Nature Education:** Increase nature education through tree keeper and weed warrior groups and connect residents to Cylburn Arboretum’s Nature Education Center.

### **Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Increase Tree Canopy:** Work with Baltimore Tree Trust, Tree Baltimore, and Blue Water Baltimore to identify and plant trees and increase the tree canopy of the Northwest Baltimore, particularly on streets linking public spaces.
- **Advocate for Green Communities:** Advocate for city services, policies, and legislation that support green communities such as: recycling, food waste collection, leaf removal, street sweeping, compost and rain barrel distribution, stream clean-ups, and erosion control

## QUALITY OF LIFE

### OUTCOME 1: INCREASE FOOD SECURITY

ALL RESIDENTS OF THE NORTHWEST AREA HAVE ACCESS TO HEALTHY, AFFORDABLE FOOD

#### NWBP Regional Strategies: Current and Potential

- **Community Food Assessment:** Partner with local health care providers to complete a Community Food Assessment for the northwest area
- **Promote Local Food Distributions** and affordable food resources such as the Plantation Park Heights Urban Farm and Pimlico Market Café
- **Create Citizen Scientists:** Install weather stations across NW Baltimore to measure the effects of nature on the folks of NW Baltimore and work closely with Baltimore Social-Environmental Collective (BSEC) scientists to create citizen scientists right here in Park Heights.
- **Increase Local Food Production** in partnership with the Plantation Park Heights Urban Farm.
- **Partner with Schools** on distribution and education around healthy food
- **Promote Produce Delivery:** Increase awareness and enrollment in produce delivery services such as Maryland Food Bank deliveries and Healthy Food as Medicine programs
- **Regional Food Partnership:** Support City/County collaboration around food security and local food production.

OUTCOME 2: DECREASE HEALTH DISPARITIES, SPECIFICALLY FOR COMMUNITIES OF COLOR, NON-ENGLISH-SPEAKING POPULATIONS, AND LGBTQ COMMUNITIES, WHILE ENHANCING MENTAL, PHYSICAL, AND SPIRITUAL HEALTH OUTCOMES FOR ALL RESIDENTS

#### NWBP Regional Strategies: Current and Potential

- **Wellness Ministries:** Encourage parishes to create health and wellness ministries

#### Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential

- **Social Isolation Programs:** Address loneliness and isolation by creating neighborhood-based programs, clubs, walks that can bring residents together to reduce isolation
- **Drug Addiction and Mental Health Services:** Create a more comprehensive response to drug addiction in the area and improve access to rehab and education about addiction. Work with health care institutions and NAMI to connect residents to mental health professionals and incorporate trauma training into mental health treatment
- **Resource and Community Support Centers:** Strengthen schools, community centers, recreation centers, and libraries as centers of community support, and use these anchor institutions to coordinate consistent programming to address inequities in access to information and resources

**OUTCOME 3: INCREASE PUBLIC SAFETY THROUGH CITY-COUNTY PARTNERSHIPS THAT TAKEN A MULTI-AGENCY, PUBLIC HEALTH-FOCUSED APPROACH TO COMMUNITY SAFETY**

**NWBP Regional Strategies: Current and Potential**

- **Regional Public Safety Partnership:** Explore development of regional public safety partnership with multiple local stakeholders including city and county police, elected officials, Shomrim, NWCPF, PHR and LifeBridge Safe Streets Programs, Pikesville Revitalization Action Plan

**Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Community Engagement:** Improve community participation in public safety via engagement with individuals, community associations, and citizen volunteer safety groups
- **Advocacy Centers:** Operate accredited advocacy centers for abuse, intrapersonal violence, and trauma in coordination with partners in law enforcement, social services, prosecution
- **Community Patrols:** Support community patrols, such as PHR's Safe Streets Program and bicycle patrols, Shomrim, Community Mediation Center, and Northwest Citizens Patrol

**COMMUNITY ENGAGEMENT**

**OUTCOME 1: INCREASE RESIDENT ENGAGEMENT**

INCREASED RESIDENT PARTICIPATION IN, AND AWARENESS OF, COMMUNITY ASSOCIATIONS AND LOCAL RESOURCES AND PROGRAMS THAT SUPPORT COMMUNITY WELL-BEING

**NWBP Regional Strategies: Current and Potential**

- **Digital Resource for Community Meetings and Resources:** Investigate potential user-friendly digital tools that can be used to collate all meetings hosted by members of the Partnership and open to the public, as well as other local resources and programming
- **NWBP Communications and Social Media:** NWBP sends consistent communications to all residents via mailing or social media at a regular interval and updates the NWBP website regularly to communicate with residents about important issues and meetings
- **Resource Sharing via Bus Shelters:** Investigate using bus shelters to communicate information regarding local resources and programs
- **Support Community Association Outreach Efforts:** Provide community association leaders with technical assistance and/or volunteer time to assist in outreach efforts
- **Engagement with Spanish-Speaking Residents:** Increase connection with Spanish-speaking residents by building up bilingual resources and outreach across the northwest area
- **Computer Literacy Programs:** Connect residents with computer literacy programs offered by city and county libraries, Byte Back, and others to improve resident access to online resources
- **NWBP Taste of Northwest Festival:** Celebrates Northwest and connects residents with community associations and resources
- **NWBP One Park Heights Campaign:** Programs and events strengthen community cohesion throughout Park Heights
- **NWBP Oral History Project:** Shares stories from the diverse residents that make up Northwest Baltimore.

## **OUTCOME 2: INCREASE YOUTH ENGAGEMENT**

INCREASED INVOLVEMENT OF YOUTH AS ACTIVE COMMUNITY ADVOCATES IN THEIR NEIGHBORHOOD

### **NWBP Regional Strategies: Current and Potential**

- **Youth Council:** Collaborate with schools, recreation centers, and existing youth organizations to establish a youth council to be active community advocates in the northwest area, and identify funding opportunities that can be used to compensate those youth for their time
- **NWBP Youth Engagement Committee:** Create a Youth Engagement Committee within the NWBP and develop, with real youth involvement, a plan to continue to identify and promote youth involvement in activities to revitalize the community

### **Neighborhood-Based Strategies Implemented by Specific Organizations/Agencies: Current and Potential**

- **Support Out-of-School Time Programs:** Work with current providers of recreational and educational youth programs to improve and increase participation in after-school and recreation programs for pre-teens and teens
- **Youth Stipends:** Identify funding opportunities that can be used to compensate youth who participate in NWBP activities.

## **OUTCOME 3: SUPPORT COMMUNITY LEADERS AND ASSOCIATIONS**

PROMOTE NEIGHBORHOOD LEADERS AND INCREASE ADVOCACY CAPACITY OF NEIGHBORHOOD ASSOCIATIONS

### **NWBP Regional Strategies: Current and Potential**

- **Planning Academies:** Solicit participation in Baltimore city and county's Planning Academies among neighborhood association leadership
- **Community Leadership Development:** Provide training in community organizing, leadership development, public speaking, etc., to community leaders
- **Capacity-Building for Neighborhood Associations:** Work to increase the capacity of neighborhood associations and seek to raise their funding levels, enabling them to become more stable and less dependent upon a small group of leaders so these organizations can succeed over time
- **Civic Education:** Explore a partnership with the Maryland Civic Education Coalition to increase the accessibility of civic education within the northwest area