

Northwest Baltimore Strategic Neighborhood Revitalization Plan

HOUSING

What are your community’s goals and strategies for attracting and sustaining housing investment for households with a range of incomes, ages and physical challenges? Please elaborate on how you will preserve affordable housing so that barriers to entering the residential market for lower income homeowners and renters are mitigated as the local housing market improves.

Strengths	Weaknesses
<p>The northwest Baltimore region, from Park Circle in the City to the Baltimore Beltway in Pikesville, has a diverse mix of housing markets that range from choice neighborhoods to stressed neighborhoods. Many homes throughout the area are owner-occupied homes and rental units that are in middle market choice or middle market areas.</p> <p>The majority of desirable single-family units were built between the 1940s and 1960s and are mostly well maintained. There is a great mix of housing types, including brick row homes and detached homes, from large multi-story to smaller ranchers. Vibrant colors and well-maintained yards show passersby that residents take pride in their homes and community.</p> <p>Many residents have lived in the area for decades. The northwest area is also attractive to newcomers, as housing prices are relatively low in many of the neighborhoods. Additionally, the northwest region includes almost 1,200 units of affordable housing for seniors, 42 market-rate apartment buildings, and several condominium buildings that are generally well maintained with high occupancies.</p> <p>These communities have been sustained in part by strong community organizations and strong anchor institutions, which are committed to these communities for the long term. CHAI and Park Heights Renaissance (PHR), have extensive experience delivering housing and housing-related services. The Major Redevelopment Area (MRA) in Central Park Heights, created by the demolition of hundreds of units of vacant and deteriorating houses on 60 acres of land, is an opportunity to create a new community of quality housing with amenities.</p>	<p>While the overall health of the northwest region is good, there is too much vacant land/structures and associated challenges in Central and Southern Park Heights for the market to absorb without significant planning and incentives. Most of the areas are in middle market stressed or stressed areas. The MRA in Park Heights remains without a developer.</p> <p>In Central and Southern Park Heights there are large clusters of vacant and unoccupied houses, which if not addressed, threaten nearby healthier neighborhoods. Problems associated with the high vacancy rates, like crime and poor sanitation, are prevalent in these areas. In addition, some of the larger apartment complexes in the area are not managed well.</p> <p>Over the past 60 years, Central and Southern Park Heights has experienced an exodus of middle-class residents. Those that have remained are aging in place. In the middle market and middle market stressed neighborhoods, such as Cylburn, Glen Hills, and Fallstaff, many older homes are in need of modernization and system upgrades that current residents cannot implement, and new buyers must be incentivized to invest in. And while there is an abundance of senior housing in the northwest region, there is a lack of affordable rental housing for low- and moderate-income younger adults and families.</p> <p>It is difficult to bring developers into the community while the outside world holds a negative view of the community and market prices simply do not support quality renovations. Even affordable housing developers have been deterred from investing in these neighborhoods.</p>

<u>Desired Outcomes and Progress Measures</u>	<u>Strategies and Action Items</u>	<u>Implementation Partners</u>
<p>Outcome 1: Vacant or blighted single family homes in community development clusters or other targeted areas in Central and Southern Park Heights, Glen Hills, Fallstaff or other are demolished, redeveloped, and purchased by owner occupant families, or managed as affordable rentals</p> <p>Progress Measures:</p> <ol style="list-style-type: none"> 1. Minimum of 100 vacant or blighted single family homes per year are redeveloped 2. Vacant or unoccupied or City-owned houses within a quarter mile of 21st Century schools are all redeveloped and sold for homeownership within next 3-5 year 	<p>Strategy A: Organize a developer work group including builders, investors, and banks to work with the City to develop a plan for reducing the number of vacant houses in community development clusters.</p> <p>Strategy B: Identify and target properties for acquisition and renovation in areas around 21st Century Schools, Community Development Clusters, BRNI focus area and other priority areas</p> <p>Strategy C: Provide subsidies for nonprofit and private developers to acquire, redevelop and resell for homeownership or rental</p> <p>Strategy D: Use Live Near Your Work and Baltimore City incentives to market and sell houses to owner occupants</p> <p>Strategy E: Create a marketing plan together with Live Baltimore to reach home buyers and include buying and home improvement incentives for current residents, and support foreclosure prevention</p>	<p>Park Heights Renaissance (PHR) LifeBridge Health/Sinai CHAI Baltimore City Housing Maryland DHCD HUD Healthy Neighborhoods, Inc. (HNI) Enterprise Community Partners AHC TRF Commercial Banks (e.g. PNC, Harbor) Live Baltimore H & J Weinberg Foundation</p>
<p>Outcome 2: Redevelopment takes place in the MRA</p> <p>Progress Measures:</p> <ol style="list-style-type: none"> 1. The first 30-acre phase of development within is completed 3 years 2. Complete the second phase of development within 6 years 	<p>Strategy A: Baltimore City involves community in the development effort</p>	<p>Baltimore City Housing Baltimore Development Corporation PHR CHAI LifeBridge Health Developers Work Group (including various for-profit and non-profit developers, banks, financiers, etc.)</p>
<p>Outcome 3: Long-term owner occupants (10 years or more) are assisted in maintaining their homes so that they may remain, and the condition of the house is preserved.</p> <p>Progress measures:</p> <ul style="list-style-type: none"> ● At least 50 households per year are assisted 	<p>Strategy A: Continue the Senior Home Repair/Benefits and HUBS programs of CHAI and Sinai to assist older homeowners with home repairs and renovations</p> <p>Strategy B: Secure additional funds to do more comprehensive repairs and modifications</p> <p>Strategy C: Explore creation of a fee for service senior home repair service</p>	<p>CHAI Sinai PHR HUBS (Housing Upgrades to Benefit Seniors) administered by Civic Works Stulman and Weinberg Foundations Baltimore City Housing MD DHCD Department of Aging ABAG Senior Work Group</p>

<p>Outcome 4: A healthy real estate market in the entire area, with buyers investing in property improvements, attracted by revitalized schools.</p> <p>Progress Measure:</p> <ul style="list-style-type: none"> Resident homebuyers buy 40 homes per year in targeted neighborhoods, such as Cylburn, Glen Hills, Fallstaff in Baltimore City and Colonial Village, Milbrook, and Villa Nova in Pikesville 	<p>Strategy A: Intensify a Healthy Neighborhoods approach in neighborhoods at risk of losing ground</p> <p>Strategy B: Develop a strong program to market the qualities of the housing, the neighborhoods, and the schools in the northwest area</p> <p>Strategy C: Promote available incentives such as city and state home buying incentives, LifeBridge Health Live Near Your Work, CHAI's Homeownership, Home Improvement, and Energy Savings Loan programs and Healthy Neighborhoods loan and grant programs</p> <p>Strategy D: Link northwest area homeowners to Station North Tool Library to teach homeowners skills needed to renovate and maintain older homes</p> <p>Strategy E: Help avoid foreclosures</p>	<p>PHR CHAI LifeBridge Health/Sinai - LNYW program HNI Baltimore City Housing Baltimore County Housing Station North Tool Library</p> <p>Possible foundation partners: Weinberg Foundation Abell Foundation Goldseker Foundation</p> <p>Financial Institutions: PNC Bank of America M&T</p>
<p>Outcome 5: New rental units are developed to provide affordable housing in Southern Park Heights</p> <p>Progress Measure:</p> <ul style="list-style-type: none"> 75 -100 new units of affordable rental housing are developed within three years on Rosewood Ave. One additional project identified, and application submitted by year 3. 	<p>Strategy A: Strategize with Baltimore City on potential sites for affordable housing, including use of blocks of row houses for rentals</p> <p>Strategy B: Convene developers' roundtable to develop options and priorities for affordable housing</p> <p>Strategy C: Gain control of areas to build rental buildings, secure financing, and construct affordable housing units</p>	<p>CHAI PHR Penrose Development Enterprise Homes Baltimore City Housing MD DHCD HUD TRF, Telesis, AHC Commercial banks H & J Weinberg Foundation</p>

1H. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

This revitalization plan harnesses the goals of both the Baltimore City Sustainable Communities plan and Baltimore County Northwest Gateway Sustainable Communities plan, Park Heights Master Plan, Pimlico and Arlington Elementary/Middle Schools INSPIRE plans, and the Strategic Neighborhood Action Plan for northwest Baltimore. The Sustainable Community Plans for Baltimore City and the Northwest Gateway in the county both call for promoting access to quality affordable housing. These strategies and goals center on promoting healthy neighborhoods by: 1. partnering with homeowners to repair and renovate aging properties; 2. acquiring and renovating blighted or vacant homes with the intention of attracting new families and stability to the area; 3. incentivizing homebuyers by

providing funds to homeowners; 4. encouraging the development of additional affordable rental housing. In addition, Baltimore City's Sustainable Communities Plan highlights investment in anchor institutions, leveraging city-owned assets, such as the focus on Pimlico Elementary and Arlington Elementary/Middle School, 21st Century schools, and creating regional connections.

2H. If there have been significant changes to your housing strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

While the majority of the northwest area weathered the mortgage crisis relatively well, in lower income areas that suffered more, the housing strategy is now moving from one of protecting against foreclosure, abandonment, and demolition to rebuilding and reoccupying vacant housing, particularly near to community assets, such as redeveloped schools. Younger homebuyers who could not previously get into the housing market are now being assisted, connecting those who want to buy homes to areas of the city and county where there are affordable opportunities and options. Baltimore City and the Northwest Baltimore Partnership are not waiting for buyers, they are buying or arranging for developers to buy and renovate properties. Major organizations, institutions, local and state government are coming together to affect change. In addition, CHAI has taken a more aggressive approach to addressing community issues in older neighborhoods in Pikesville, by helping public schools and developing additional workforce homeownership options.

Economy

Sustainable communities provide employment and business development opportunities for residents and merchants and consider opportunities for sustaining and strengthening vulnerable households. What are your goals strategies for improving the economy of your community, including your local business district, if applicable? What are your goals for connecting the local workforce to job opportunities (either in the community or region) and to asset building opportunities or other programs that can build family wealth (EITC, savings strategies, immigrant supports, etc.)

Strengths		Weaknesses		
<p>The northwest Baltimore area is strategically located near major employment areas including downtown Baltimore, Owings Mills and Woodlawn (CMS/SSA). Affordable housing makes the area an attractive option for commuters who work in high-wage industries. Additionally, the northwest area is located near population centers, making it attractive for businesses.</p> <p>The northwest area is also strategically located near several higher education institutions and has strong transportation networks. The area includes many commercial centers including Reisterstown Road Plaza and Pikesville Town Center. LifeBridge Health/Sinai Hospital is a nationally recognized health system and major employer. Similarly, the Associated, Jewish Community Center, and Jewish Community Services on Park Heights are important community anchors.</p> <p>The Metro Station adjacent to Reisterstown Road Plaza (RRP) is a transit-oriented development area, presenting opportunities for new development. The Social Security Administration has a large office complex, Seton Business Park, just west of the Metro line. The community has many new companies and RRP recently underwent renovation. Baltimore County Planning is in the process of developing a new master plan for Pikesville’s commercial area while the State is completing a study regarding future use of Pikesville Armory.</p> <p>The annual Preakness brings tens of thousands of people to the community and the racetrack could be an important economic engine if redeveloped either as a racing and entertainment venue or for mixed residential/commercial use. Meanwhile, LifeBridge Health has purchased a block of land between Pimlico Road and Preakness Way and plans a major facility expansion that will benefit residents in health and new jobs throughout northwest Baltimore.</p>		<p>The northwest area has huge disparities in income—from solid middle income to people living below the poverty line in Southern Park Heights. The commercial areas on Park Heights Avenue exhibit physical deterioration, vacancy, poor management, etc., but it will be difficult to achieve without improvement in housing.</p> <p>Local businesses in Southern Park Heights are unable to adequately serve the neighborhood, leading residents to spend more than half of their retail dollars outside of their neighborhoods. Many retail businesses are convenience-oriented, and only a few provide the basic goods and services found in grocery stores, banks, etc. While unemployment in Central and Southern Park Heights has decreased, there are chronically unemployed people due to illiteracy and lack of basic job skills.</p> <p>There are few workforce programs to serve this population. Even Sinai Hospital, a major employer in the northwest area that works to recruit and train locally, struggles to find qualified employees, with only 7% of its employees living in Central or Southern Park Heights, as of 2016. The current uncertainty about the future of Pimlico Racetrack continues to be an impediment to redevelopment in the surrounding neighborhoods.</p>		
Desired Outcomes and Progress Measures		Strategies and Action Items		Implementation Partners
<p>Outcome 1: Commercial areas in the 5100 block of Park Heights and at Park Heights and Cold Spring Lane are safe and attractive shopping destinations</p> <p>Progress Measures:</p>		<p>Strategy A: Seek Baltimore Main Street Designation for Park Heights Ave.</p> <p>Strategy B: Improve facades and streetscape along commercial areas</p> <p>Strategy C: Vigorously enforce zoning, housing code and sanitation laws</p> <p>Strategy D: Maintain safety and security through the Police Department and community programs like Safe Streets</p>		<p>PHR</p> <p>Baltimore City Police</p> <p>Baltimore City - Code Enforcement</p> <p>Baltimore Development Corporation-Main Street Program</p>

<ul style="list-style-type: none"> • There are no boarded or vacant storefronts and storefronts are generally attractive • Neighborhood residents report that they feel safe shopping in these districts 	<p>Strategy E: By year 3, seek assistance of Baltimore Development Corporation or private consultant to work with property owners to upgrade businesses</p>	<p>Mayor’s Office of Employment Development Safe Streets Program LifeBridge Health</p>
<p>Outcome 2: Formerly unemployed or underemployed residents have the skills necessary to compete for jobs in the Baltimore area</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Decrease in unemployment • More local jobs for neighborhood residents through construction trades and healthcare 	<p>Strategy A: PHR will establish a subcommittee focused on improving workforce development for Park Heights residents</p> <p>Strategy B: Expand the availability of workforce training programs for chronically underemployed in collaboration with the Mayor’s office, LifeBridge Health and the Baltimore Development Corporation</p> <p>Strategy C: PHR will recruit successful participants in their Clean and Green Program to participate in training for entry into construction trades</p> <p>Strategy D: PHR will work with LifeBridge Health to increase job training and hiring opportunities for Park Heights residents at LifeBridge Health</p> <p>Strategy E: Make concerted effort to assist offenders returning to the community following incarceration.</p>	<p>Mayor’s Office Human Services LifeBridge Health - VSP Baltimore Development Corporation Mayor’s Office of Employment Development</p>
<p>Outcome 3: Pimlico Racetrack is either redeveloped for year-round use or redeveloped for other purposes</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Political leaders and track owners determine whether the racetrack will stay or move 	<p>Strategy A: Monitor the ongoing situation concerning the future of Pimlico Racetrack</p> <p>Strategy B: Provide leadership for community engagement in negotiations regarding options for the future of the racetrack</p>	<p>LifeBridge Health CHAI PHR Neighborhood leadership Elected officials</p>
<p>Outcome 4: LifeBridge Health expands Sinai Hospital’s footprint near the Racetrack to increase access to healthcare</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • LifeBridge Health breaks ground on outpatient facility on tract of land purchased from Racetrack • LifeBridge Health/Sinai complete development of facilities expansion within three years 	<p>Strategy A: Address traffic and housing conditions in adjacent area, particularly Belvedere Avenue</p> <p>Strategy B: Make local hiring a priority and policy of all contractors working on this development project</p> <p>Strategy C: Consult with Johns Hopkins on its minority hiring and minority contracting policies</p>	<p>LifeBridge Health PHR Baltimore City Planning Baltimore Development Corporation Neighborhood leadership</p>

1Ec. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

Many of the outcomes and strategies listed above were drawn directly from the Northwest Gateway and Baltimore City Sustainable Community plans, the Park Heights Community Plan (2008), Northwest Community Plan (2012) as well as more recent community plans. Per the plans, the goals focus on financing catalytic projects that create tangible benefits; at-risk and vulnerable residents will have access to job training programs to learn the skills necessary to compete for jobs in the Baltimore area. There are great opportunities for growth and development, particularly at the Pimlico Racetrack and with LifeBridge Health/Sinai Hospital. But neighborhood shopping areas can’t be ignored and must recover in tandem with the redevelopment of housing.

2Ec. If there have been significant changes to your economic development strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Since the Sustainable Community plans were published in 2012, many new opportunities that would support the economic health of the northwest area have arisen: LifeBridge Health purchased a block of land from the Pimlico Racetrack and plans to build outpatient facilities; the new Transit Oriented Development zoning designation, designed to encourage mixed-use development around transportation hubs, represents opportunities for future planning and development. However, the uncertain future of the racetrack and slow process for demolishing vacant properties have hindered economic development strategies in the northwest area. CHAI, LifeBridge Health, and PHR came together to form the Northwest Baltimore Partnership in an effort to capitalize on collaborative efforts and accelerate economic development in the northwest area.

Transportation

What policies, strategies and projects are envisioned to strengthen the transportation network that affects the neighborhood? How will these initiatives support transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing, economic development and transportation land uses?

Strengths		Weaknesses		
<p>Many reliable transportation options serve the northwest area, including a comprehensive bus system, light rail line that travels between Hunt Valley and BWI, and a subway that travels between Owings Mills and Johns Hopkins Medical Center. Most residents of the northwest area live within a quarter mile of public transportation.</p> <p>The area is also well-served by a hierarchical road system that includes major arteries and secondary and neighborhood streets that are used effectively by both residents and commuters. There are some transportation services for seniors provided by the local jurisdictions and CHAI that travel to shopping centers and medical office locations.</p> <p>The Jones Falls Trail connects the northwest area to downtown Baltimore - creating an alternate commuting option for bicyclists. Recent reconstruction of Reisterstown Road successfully addressed traffic issues. Similarly, reconstruction of the roads at Park Circle will ease traffic and improve the appearance of this important intersection.</p>		<p>Traffic congestion is a perennial concern to residents of the northwest area. Major arteries in the area, including Park Heights Ave. and Reisterstown Rd. carry high volumes of automobile traffic, particularly during commuting hours. The roadways in Baltimore City and adjacent Baltimore County are deteriorating with age and are costly to repair.</p> <p>Speeding on neighborhood streets has also been identified as an issue by residents. The northwest area has some pedestrian traffic, but sidewalks with minimal widths and frequent interruptions for utility poles, signage, etc. prevent greater pedestrian activity.</p> <p>In addition, the sidewalks are not ADA compliant and do not accommodate heavy pedestrian volumes. Safety concerns exist around many of the public and private schools in the northwest area. The area lacks comprehensive, dedicated infrastructure to encourage bicycling as an alternative mode of transportation.</p>		
Desired Outcomes and Progress Measures		Strategies and Action Items		Implementation Partners
<p>Outcome 1: Walkable, pedestrian-safe access to schools in the northwest area</p> <p>Progress Measure:</p> <ul style="list-style-type: none"> Sidewalks and crosswalks are painted and ADA accessible within a half-mile radius of schools in the area 		<p>Strategy A: Repaint crosswalks within a half-mile of schools</p> <p>Strategy B: Assess need for and build ADA ramps/curb cuts</p> <p>Strategy C: Continue to build and strengthen PHR's Safe Streets Program in the vicinity of public schools</p> <p>Strategy D: Construct traffic calming measures along pedestrian routes to schools</p>		<p>State Highway Authority</p> <p>Baltimore City Department of Transportation</p> <p>Baltimore City Planning</p> <p>Baltimore County Planning</p> <p>Baltimore City Public Schools</p> <p>Baltimore County Schools</p> <p>PHR</p>
<p>Outcome 2: Reliable transportation for lower income, older, and disabled residents throughout the northwest community</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> CHAI develops robust volunteer driver program by Year 3 to serve older adults in its general service area 		<p>Strategy A: Expansion of the volunteer driver program</p> <p>Strategy B: Explore innovative approaches, such as a free northwest area circulator bus</p>		<p>CHAI</p> <p>BaltimoreLink</p> <p>LifeBridge Health</p> <p>PHR</p> <p>Baltimore City Department of Transportation</p> <p>MTA</p> <p>Baltimore City Commission on Aging</p>

<p>Outcome 3: Park Circle is an attractive gateway and efficient roadway into the Park Heights area</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> State and City Departments of Transportation complete the transformation by 2020. 	<p>Strategy A: Work with city to address housing and facade issues in the vicinity of Park Circle</p>	<p>Baltimore City DOT State Department of DOT Baltimore City Planning Baltimore City Housing Maryland Dept. of HCD Commercial lenders PHR H and J Weinberg Foundation Developers Work Group</p>
<p>Outcome 4: Connected network of bike infrastructure</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> More bike lanes & other infrastructure Commence planning for bikeshare options in Year 1 2 dockless bikeshare companies agree to launch pilots in Year 2, 4 companies in year 3 (including one with pedal assist) 	<p>Strategy A: Implement northwest sections of the Baltimore Bike Master Plan within a half-mile of schools in northwest area as well as bike parking facilities</p> <p>Strategy B: Explore feasibility of bringing docked or dockless bikeshares to northwest area</p> <p>Strategy C: Work with Bikemore and DOT to educate residents about the benefits of biking and teach safe biking practices</p>	<p>Baltimore City Department of Transportation Bikemore Baltimore City Planning Department Baltimore County Department of Planning</p>

1T. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

The aforementioned strategies follow in the footsteps of the Sustainable Communities Plans, as they focus on targeting investments along major transportation routes, leading to Transit Oriented Development, while improving and updating the existing infrastructure. Minor projects, like repainting crosswalks can have major benefits, creating safe environments for pedestrians as they commute to work, school and commercial centers in the northwest area and are highlights of the INSPIRE plans and Safe Routes to School grant.

2T. If there have been significant changes to your transportation strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

The Sustainable Community Plans focused transportation goals around traditional strategies like strengthening the existing transportation systems and calming traffic in the northwest area. Our goals also encompass traditional strategies, while looking beyond to alternative modes of transportation like shuttle services and bicycling. In the long run, the goal will be to reduce demand for cars by implementing a circulator bus in Park Heights (free thru city and state funding), use of ridesharing services like Uber and Lyft, and also introducing Enterprise rental car sharing, as well as bolstering safe pedestrian amenities.

Environment

The inclusion of safe and connected streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, reusing a vacant lot for a new community park or playground, launching a rain barrel initiative and “green street” strategies for mitigating water run-off. Describe policies, initiatives or projects that will increase community access to green spaces, parks as well as protect and preserve natural resources such as water.

Strengths	Weaknesses	
<p>The northwest area drains into two watersheds (Gwynns Falls and Patapsco) and includes many urban trails, parks, stream valleys, riparian trees, and woody plants. Approximately 40% of the northwest area land cover is tree canopy. The tree canopy in Pikesville is nearly 50%. Baltimore City has been taking advantage of its 8% vacant lots by transforming these spaces into green infrastructure (i.e. urban farms) as a best practice for storm water management. The 200-acre Cylburn Arboretum features hundreds of specimen trees and plantings, gardens, wooded trails, and an historic mansion. Many of the single-family, semi-detached, and row homes have private yards. The Gwynns Falls Trail is an artery of Baltimore’s bicycle trail network and connects the northwest area to downtown.</p>	<p>The northwest area has thousands of storm water outfall pipes that drain from the streets and private properties. Many contain sewer leakage and other pollutants. Trash also washes from the streets into the storm pipes, ultimately reaching the area’s streams, Baltimore Harbor, and the Chesapeake Bay. Large parts of the northwest area were developed in the 1950s-1970s, before modern regulations were adopted. As of 2012, the northwest area did not meet the federal standards for 8-hour ground-level ozone and fine soot. Currently, the Baltimore/Washington region is ranked as 17th for ozone pollution by the American Lung Association. While this is down from 11th in 2012, much more can be done to improve the area’s air quality.</p>	
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Neighborhoods are committed to protecting the environment Progress Measures:</p> <ul style="list-style-type: none"> ● 200 new trees planted per year over the next three years ● Recycling increases in the northwest area ● CHAI host 2 Western Run Stream Clean up events each year 	<p>Strategy A: Maintain and boost the tree canopy in northwest neighborhoods Strategy B: Work with DPW to ensure residents have the right containers for trash and recycling Strategy C: Engage residents to make streams and waterways cleaner and safer</p>	<p>Baltimore Planning Department/Sustainability TreeBaltimore Departments of Parks and Recreation PHR CHAI Department of Public Works Neighborhood Associations</p>
<p>Outcome 2: Reduced energy consumption in northwest neighborhoods Progress Measures:</p> <ul style="list-style-type: none"> ● PHR & Morgan State release environmental quality plan in year 1 and execute plan in year 2 ● 20 homes in the northwest area secure CHAI’s energy savings loans in Year 2 	<p>Strategy A: Through established partnership, PHR & Morgan State University will plan, design & execute measures to increase the environmental quality of Park Heights Strategy B: CHAI will continue to make its Energy Savings Loan Program available</p>	<p>Administration for Children and Families/Low Income Home Energy Assistance program Baltimore City Office of Sustainability Green and Healthy Homes CHAI PHR LifeBridge Health Constellation Energy</p>

1En. How do these strategies and goals relate to the Sustainable Community Plan?

The Sustainable Community Plans focus on reducing air and water pollution. While the plans outline goals at the macro or regional level, we have looked closely at what we can do at the neighborhood level to support the reduction of air and water pollution. The outcomes above focus on the most immediate issues and types of pollution that afflict the northwest area. Improving the environment that surrounds residents - both visible like trash containment or boosting the tree canopy, and helping residents reduce their carbon footprint - will directly impact their quality of life and improve their home living environments.

2En. If there have been significant changes to your environmental strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes.

In recent years, there has been an emphasis in the northwest area on weatherization and energy-saving resources. Unfortunately, some of these efforts have been discontinued due to lack of funding. CHAI has completed developments that have been designated LEED-certified, CHAI's office is in a LEED Silver building, and other recent housing development projects have also met high energy conservation standards.

Quality of Life

A community can gain social and physical benefits from access to a healthy, natural and built environment. Applicants may wish to consider a range of “quality of life” strategies, including but not limited to: healthy food access; quality educational opportunities; and reduction of crime and blight. Identify the quality of life goals and strategies that are a priority for your community and explain how you will address those needs.

Strengths		Weaknesses			
<p>The northwest area is a highly multi-cultural area; local schools, businesses, places of worship and organizations reflect this dynamic diversity. The community has a strong, positive, sense of identity, and active neighborhood associations. The northwest area has numerous public schools, three schools in northwest Baltimore (Pimlico Elementary School, Arlington Elementary/Middle School, and Cross Country Elementary Middle School) are 21st Century schools undergoing complete renovation. There are two community colleges, and several universities are near to the northwest area. LifeBridge Health/Sinai Hospital is a nationally recognized health system and major employer in northwest Baltimore. The northwest area boasts several parks and outdoor recreational areas, including the Jones Falls Hiking and Biking Trail, the Cylburn Arboretum. An Olympic-sized indoor swimming pool and indoor recreation facilities are situated at the C.C. Jackson Recreation Center and the Jewish Community Center. Restaurants line Reisterstown Road, both in the city and in Pikesville. Residents take an active role in preventing crimes in their neighborhoods; the Jewish community has organized successful volunteer neighborhood watch patrols which have helped to reduce the number of criminal incidents north of Northern Parkway and in Pikesville and Southern Park Heights has a successful Safe Streets program.</p>		<p>Some recreation centers in the northwest area were constructed more than four decades ago and need renovation and capital improvements to meet the modern needs of the community. Crime prevention remains a high priority in the northwest area and many residents don't feel safe in their community. According to data from the Baltimore Sun, the number of homicides has been increasing annually in the city's Northwestern District from 16 in 2011 to 47 in 2017. The Baltimore County Precinct 4 (Pikesville) reported 3 homicides in 2016, and 6 in 2017. Commercial areas in the 5100 Block of Park Heights Ave. and at Park Heights Avenue and Cold Spring Lane need improved safety and facade treatments to help attract more customers. More than 42% of residents in the Pimlico/Arlington neighborhoods and 70% of residents Southern Park Heights live in food deserts, living more than a quarter mile from a grocery store.</p>			
Desired Outcomes and Progress Measures		Strategies and Action Items		Implementation Partners	
<p>Outcome 1: All residents of the northwest area have access to healthy, affordable food Progress Measures:</p> <ul style="list-style-type: none"> Expansion and Retention of supermarkets More Non-traditional grocery retail options (i.e. small grocery stores, corner stores, pharmacies) Improved healthy food availability in the public market setting Expanded Homegrown Baltimore to serve food desert neighborhoods Attract additional vendors to Pimlico Farmers Market 		<p>Strategy A: Work with Baltimore Development Corporation and Health Department in implementing the recommendations of the Baltimore City Health Department 2015 Food Plan Strategy B: Revitalize Pimlico Farmers Market Strategy C: Encourage use of voucher programs at farmers markets</p>		<p>LifeBridge Health Baltimore Development Corporation Baltimore Health Department Baltmarket Healthy Corner Store Program Produce in a SNAP Food bank at Arlington Elementary School Pimlico Farmers Market</p>	
<p>Outcome 2: Commercial areas in the 5100 block of Park Heights and at Park Heights and Cold Spring are safe and attractive shopping areas. Progress Measure:</p> <ul style="list-style-type: none"> Access to rehab/education about addiction 		<p>Strategy A: Vigorously enforce zoning, code and sanitation laws Strategy B: Seek Maryland Main Street Designation for Park Heights Avenue Strategy C: Secure funding to hire a consultant to market business and location opportunities and broker deals.</p>		<p>Park Heights Renaissance Baltimore City Police Baltimore City - Code Enforcement Baltimore Development Corporation-Main</p>	

<ul style="list-style-type: none"> ● Submit Maryland Main Street grant application ● Hire business consultant ● Create a more comprehensive response to drug addiction in the area 	<p>By Year 3, seek assistance of Baltimore Strategy D: Development Corporation or private consultant to work with property owners to upgrade businesses</p>	<p>Street Program LifeBridge Health</p>
<p>Outcome 3: Increased safety through improved relationships with Baltimore City Police Department</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> ● Reduction in crime rates ● Changes in public perception of crime and police 	<p>Strategy A: Work with local health officials to get access to rehab for drug addicts Strategy B: Address public safety issues in commercial areas Strategy C: In areas of high crime, continue to build confidence between police and community through frequent interaction Strategy D: Support community patrols, such as PHR’s Safe Streets Program, Shomrim, and Northwest Citizens Patrol</p>	<p>Baltimore City Police PHR LifeBridge Health/Sinai NWCP Gaudenzia Safe and Supportive Park Heights – Collaborative project with Johns Hopkins University</p>
<p>Outcome 4: Baltimore City 21st Century Schools and Pikesville schools are thriving magnets for families to move into the area because of the quality of the educational programs</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> ● PARCC scores increase (national student competency test) ● Baltimore City climate survey reports increasingly satisfied parents and staff 	<p>Strategy A: Improve housing options in the area around the 21st Century schools (see housing section) Strategy B: Work with school and neighborhoods to implement INSPIRE plan recommendations for safety</p>	<p>Baltimore City Public Schools Baltimore County Public Schools LifeBridge Health Baltimore City Planning Department Baltimore County Planning Department CHAI PHR Baltimore City Police Department</p>

1Q. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

While the northwest area includes hundreds of acres of park land and dozens of recreation centers, many are showing their age and are in need of repair or capital improvements. The strategies and goals aim to revitalize existing community facilities while looking to repurpose newly vacant lots as urban gardens. The strategies also focus on reducing crime and drug use—issues that have long plagued certain neighborhoods in the northwest area. The strategies are closely tied to the Economy strategies which aim to make the 5100 block of Park Heights Ave. and Park Heights and Cold Spring Lane desirable shopping destinations for the community. The 21st Century Schools outcome and strategies are drawn directly from the INSPIRE plans for the three schools mentioned in the strengths section, and this plan would support those goals.

2Q. If there have been significant changes to your quality of life strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

The past several years have been ones of reversal and pessimism, rather than optimism in many neighborhoods in Baltimore. Just as Baltimore was climbing out of the housing inspired recession of 2008 - 2012, the death of Freddie Gray and the increased violence that followed suspended some of the gains that the City was experiencing in housing and revitalization. One of the positive results of this reversal has been an increase in partnership efforts around the City to address community issues and a recognition of the importance of building on existing assets. In northwest Baltimore, which has for so long been divided along racial and ethnic lines, this movement toward collaboration grew slowly, but has now emerged through the creation of the Northwest Baltimore Partnership. Led by CHAI, LifeBridge Health and PHR, the partnership will increasingly plan and pool resources for positive community outcomes. Initial result is this collaborative application for State funds, along with

coordination and collaboration in the implementation of the proposed programs. Similarly, Sinai Hospital and CHAI are coordinating in providing home repair services to older adults through the Housing Upgrades to Benefit Seniors program, and Sinai and PHR are coordinating in addressing neighborhood security issues. CHAI, PHR, and LifeBridge Health are also collaborating in attracting new community members through the Live Near Your Work Program.

Community Engagement

Quality communication and established relationships with residents and community groups is important to equitable community development. Thus, it is vital that the community is part of this revitalization process and remain informed of the efforts associated with it. Engagement and awareness efforts are facilitated by community outreach, using such methods as community organizing, hosting public meetings, and using social media. Please explain how you will keep the community stakeholders engaged in the revitalization process.

Strengths

Community organizations and local governments in the northwest area have a strong history of coordinating meetings to inform the local community of what’s going on, and there are active neighborhood associations in most areas. Several planning processes over the last two decades have relied heavily on feedback from the community and have culminated in plans supported by political leadership and communities alike. A strong partnership between LifeBridge Health, CHAI and PHR, is an important aspect of community engagement. While there is a clear distinction between the economy and demographics of people north and south of Northern Parkway, CHAI and LifeBridge have been working to bridge the gap. Every 3 years, Sinai Hospital does a community health needs assessment where they interview residents about whether the hospital is meeting the needs of the community. Additionally, both city and county police regularly meet with the community, have periodic community advisory committee meetings, and support neighborhood watches. County and city government agencies maintain relationships with neighborhood associations to inform residents of zoning and planning commission hearings, as well as other public meetings of significance to the community. LifeBridge Health and CHAI work to create a community identity that spans the northwest area from Pikesville to Park Circle, and the neighborhoods in between. Concern for public safety and education binds these communities together.

Weaknesses

While there are many community associations, there is often minimal participation. Frequently, leadership is stagnant because few people want to take responsibility. People tend to come out only when there is a significant issue. This is true throughout the northwest area, and likely to be true elsewhere. Often government officials will attend community meetings to inform residents of new plans, but in fact they are often speaking to a small number of people, with the great majority remaining uninformed. The racial, social and economic issues that divide the northwest area impedes the opportunity for area residents to work together on a host of issues that affect everyone from community safety, schools, the environment, parks and recreation areas, and many other issues affecting the quality of life. There are no social media resources that focus on neighborhood issues and activities in the northwest area, which is read by a cross section of the community. The lack of sufficient or well-trained community organizers affects all of the above.

Desired Outcomes and Progress Measures

Outcome 1: Increased participation in community associations and activities that help support community well-being
Progress Measures:

- Active neighborhood associations that meet regularly and have at least 15-20 regular participants.
- Greater ethnic, age, and economic diversity in

Strategies and Action Items

Strategy A: Seek additional funds to hire and train neighborhood community organizers to stimulate involvement and educate community about issues that affect them
Strategy B. Identify issues that affect all people in the northwest area and build diverse coalitions that bring people together to work on resolution
Strategy C: Organizers identify people with leadership skills and recruit them to be involved in community associations

Implementation Partners

Neighborhood Associations
 CHAI
 PHR
 LifeBridge Health
 Healthy Neighborhoods
 School PTA’s

participation in neighborhood associations	Strategy D: Utilize social media to communicate with residents about important issues and meetings	
<p>Outcome 2: Barriers between different racial and ethnic groups north and south of Northern Parkway and in Pikesville are diminished as a result of a sustained effort by the Northwest Baltimore Partnership.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Number of participants who complete training program • Diversity and number of participants in expanded Community Conversations Program 	<p>Strategy A: Reestablish the Community Conversations Program, begun several years ago by CHAI to encourage dialogue between Jewish and African American residents and expand to include residents throughout the area</p> <p>Strategy B: Support residents who have participated in leadership development to be ambassadors on issues of race relations throughout the northwest area</p>	<p>CHAI PHR LifeBridge Health Community association leadership Church, mosque, and synagogue clergy</p>
<p>Outcome 3: A community process that includes residents from throughout the northwest Baltimore Partnership are and updates and connects local plans, such as the Park Heights Master Plan and the Northwest Strategic Neighborhood Action Plan</p> <p>Progress Measures: Significant progress on the revitalization plan over three years.</p>	<p>Strategy A: Solicit the assistance of the Baltimore City and Baltimore County Planning Departments to lead a community-wide review and updating of plans</p> <p>Strategy B: Create a process that engages residents, neighborhood associations, and various interest groups</p> <p>Strategy C: Identify community-wide priorities and local priorities and educate the entire community on the interests and needs of each other</p> <p>Strategy D: Coordinate the outcomes and recommendations with the jurisdictions' Sustainable Community Plans</p>	<p>Baltimore City Planning Department Baltimore County Planning Department Elected officials CHAI PHR LifeBridge Health Community Associations</p>

1C. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

Both the Baltimore City and Baltimore County Sustainable Communities Plans rely heavily on community participation in their Action Plans. In northwest Baltimore, there are impediments to greater involvement based on the significant differences between communities. To be successful in developing and sustaining northwest Baltimore, a concerted effort needs to be made to bring people together and to develop leadership.

2C. If there have been significant changes to your community engagement strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Over the past several years or more there has been greater focus on community engagement around schools and public safety. These are important action-oriented issues and a good basis for organizing. The challenge is taking leaders with an interest in a single issue and transferring their focus to broader strategic awareness that includes issues like housing, the environment, transportation, etc.

II. STRATEGY SUMMARY

Plan Outcomes/Goals

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
Plan Outcomes and Goals	<p>1) Vacant or blighted single family homes in community development clusters or other targeted areas in Central and Southern Park Heights, Glen Hills, Fallstaff or other are demolished, and/or redeveloped and purchased by owner occupant families or managed as affordable rentals</p> <p>2) The Major Redevelopment Area is being redeveloped.</p> <p>3) Long-term owner occupants (10 years or more) are assisted in remaining in their homes, and the condition of the house is preserved</p> <p>4) Aging neighborhoods that are predominately owner-occupied, experience a renaissance with buyers and investment in improvements</p> <p>5) New rental units are developed to provide affordable housing</p>	<p>1) Commercial areas in the 5100 Block of Park Heights and at Park Heights and Cold Spring Lane are safe and attractive shopping destinations</p> <p>2) Formerly unemployed or underemployed residents have the skills necessary to compete for jobs, with some focus on returning offenders</p> <p>3) Pimlico Racetrack is either redeveloped for year-round use or redeveloped for other purposes</p> <p>4) LifeBridge Health expands Sinai Hospital's footprint near the racetrack to increase access to healthcare</p>	<p>1) Walkable, pedestrian-safe access to schools in the northwest area</p> <p>2) Reliable transportation for older and disabled residents throughout the northwest community</p> <p>3) Park Circle is an attractive gateway and efficient roadway into the Park Heights area</p> <p>4) Connected network of biking infrastructure</p>	<p>1) Neighborhoods are committed to protecting the environment</p> <p>2) Reduced energy consumption in northwest neighborhoods</p>	<p>1) All residents of the northwest area have access to healthy, affordable food</p> <p>2) Commercial areas in the 5100 Block of Park Heights Ave. and at Park Heights and Cold Spring Lane are safe and attractive shopping destinations</p> <p>3) Increased safety through improved relationships with Baltimore City Police Department</p> <p>4) Baltimore City 21st Century Schools and Pikesville schools are thriving magnets for families to move into the area because of the quality of their educational programs</p>	<p>1) There is greater participation in community associations and activities that help support community well-being</p> <p>2) Barriers between different racial and ethnic groups north and south of Northern Parkway and in Pikesville are diminished as a result of a sustained effort by the Northwest Baltimore Partnership and other stakeholders</p> <p>3) A community process that includes residents from throughout the northwest Baltimore Partnership are and updates and connects local plans, such as the Park Heights Master Plan and the Northwest Strategic Neighborhood Action Plan</p>

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
Year 1						
Strategies, Projects and Activities	<p>1A) Organize a developers' work group including builders, investors, and banks to work with the City to develop a plan for reducing the number of vacant houses in community development clusters.</p> <p>1B) Identify and target properties for acquisition and renovation in areas around 21st Century Schools through a collaborative effort involving Baltimore City, State of Maryland, private sector entities, faith-based organizations, anchor institutions, nonprofit CDC's and private developers</p> <p>2A) Baltimore City make greater effort to involve community in major redevelopment area, for example proposed Developers Work Group.</p>	<p>1A) Seek Baltimore Main Street Designation for Park Heights Ave.</p> <p>1C) Vigorously enforce zoning, housing code and sanitation laws</p> <p>1D) Launch another Safe Streets program</p> <p>2A) PHR establish a subcommittee focused on improving workforce development for Park Heights residents</p> <p>2D) PHR will work with LifeBridge to increase job training and hiring opportunities for Park Heights residents</p> <p>2E) CHAI will continue to partner with CASA of MD on programs and services for day laborers and other immigrants.</p>	<p>1A) Repaint and add crosswalks within ½ mile of schools</p> <p>1B) Assess need for and build ADA ramps/ curb cuts on sidewalks</p> <p>1C) Continue to build and strengthen PHR Safe Streets Program in the vicinity of public schools</p> <p>1D) Take traffic calming measures along routes to schools</p> <p>2A) Continue taskforce established by CHAI with PHR, LifeBridge & Baltimore City to explore transportation options for older adults in the northwest community.</p>	<p>1A) Maintain and boost the tree canopy in northwest neighborhoods Tree Canopy</p> <p>1B) Work with DPW to ensure residents have the right containers for trash and recycling</p> <p>1C) Engage residents to make streams and waterways cleaner and safer</p> <p>2A) Through established partnership, PHR & Morgan State University will plan, design & execute measures to increase the environmental quality of Park Heights</p> <p>2B) Seek additional funding for CHAI's Energy Savings Loan Program</p>	<p>1A) Work with Baltimore Development Corporation and Health Department in implementing the recommendations of the Baltimore City Health Department 2015 Food Plan</p> <p>1B) Revitalize Pimlico Farmers Market</p> <p>1C) Encourage use of voucher programs</p> <p>2A) Establish viable Park Heights business association that works closely with LifeBridge Health, PHR and Baltimore City</p> <p>2B) Vigorously enforce zoning, code, and sanitation laws</p> <p>2C) Seek Maryland Main Street Designation for Park Heights Avenue</p> <p>2D) Secure funding to hire a consultant to market business and location opportunities and broker deals.</p>	<p>1A) Seek and secure additional funds to hire and train neighborhood community organizers to stimulate involvement and educate community about issues that affect them</p> <p>1B) Identify issues that affect all people in northwest area and build diverse coalitions that bring people together to work on resolution of these issues.</p> <p>2A) Propose funds to reestablish CHAI's Community Conversations Program to encourage dialogue between Jewish and African American residents of Northern Park Heights and expand to include residents throughout the area.</p>

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
	<p>3A) Continue Senior Home Repair/Benefits and HUBS programs of CHAI & LifeBridge to assist older homeowners with home repairs and renovations.</p> <p>3B) Secure additional funds to expand program to serve more low-income homeowners, older and younger, who have been in their homes at least 10 years</p> <p>4A) Intensify Healthy Neighborhoods approach in neighborhoods at risk.</p> <p>4C) Promote available incentives such as LifeBridge Health LNYW, CHAI's, and Healthy Neighborhoods' loan programs, as well as City and State incentives.</p> <p>4E) Prevent homes from entering foreclosure.</p> <p>5B) Convene developers roundtable to develop options and priorities for affordable housing</p>	<p>3A) Monitor the results of the Maryland Stadium Authority study on the future of Pimlico Racetrack.</p> <p>3B) Provide leadership for community engagement in negotiations regarding options for the future of the Racetrack</p> <p>4A) Address traffic and housing conditions in adjacent area, particularly Belvedere Avenue.</p> <p>4B) Make local hiring a priority and policy of all contractors working on this development project.</p> <p>4C) Consult with Johns Hopkins on its minority hiring and minority contracting policies</p>	<p>3A) Work with City to address housing and facade issues in the vicinity of Park Circle</p> <p>4B) Explore feasibility of bringing docked or dockless bikeshares to northwest area</p> <p>4C) Work with Bikemore and DOT to educate residents about the benefits of biking and teach safe biking practices</p>		<p>3A) Work with local health officials to get help and access to rehab for drug addicts</p> <p>3B) Address public safety and loitering issues in commercial areas</p> <p>3C) In areas of high crime, continue to build confidence between the Police and community through frequent community police interaction</p> <p>3D) Support community patrols, such as PHR's Safe Streets Program, Shomrim, Northwest Citizens Patrol</p> <p>4A) Improve housing options in the area around the 21st Century schools (see housing section)</p>	<p>3A) Solicit the assistance of the Baltimore City and Baltimore County Planning Departments to lead a community wide review and updating of plans.</p>

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
Year 2						
Strategies/ Projects/ Activities	<p>1B) Identify and target properties for acquisition and renovation in areas around 21st Century Schools through a collaborative effort involving Baltimore City, the State, the private sector, faith-based orgs, anchor institutions, CDC's & private developers</p> <p>1C) Provide incentives for nonprofit and private developers to acquire, redevelop and resell for homeownership.</p> <p>1D) Use Live Near Your Work and City incentives to market and sell houses to owner occupants.</p>	<p>1B) Improve facades and the streetscape along commercial areas.</p> <p>1C) Vigorously enforce zoning, housing code and sanitation laws</p> <p>2B) Expand the availability of workforce training programs for chronically underemployed people in collaboration with the Mayor's office, LifeBridge and the BDC.</p> <p>2C) PHR will recruit participants in their Clean and Green Program for training program to enter into construction trades.</p>	<p>1A) Repaint and add crosswalks within ½ mile of schools (Arlington)</p> <p>1B) Assessing need for and building ADA ramps/curb cuts on sidewalks</p> <p>1C) Continue to build and strengthen PHR's Safe Streets Program in the vicinity of public schools</p> <p>2B) Through the task force, promote the expansion of the volunteer driver program</p>	<p>1A) Maintain and boost the tree canopy in northwest neighborhoods Tree Canopy</p> <p>1B) Work with DPW to ensure residents have the right containers for trash and recycling</p> <p>2A) Through established partnership, PHR & Morgan State University will plan, design and execute measures to increase the environmental quality of Park Heights</p> <p>2B) Seek additional funding for CHAI's Energy Savings Loan Program</p>	<p>1A) Work with Baltimore Development Corporation and Health Department in implementing the recommendations of the Baltimore City Health Department 2015 Food Plan.</p> <p>1B) Revitalize Pimlico Farmers Market</p> <p>1C) Encourage use of voucher programs at Farmers Market</p> <p>2B) Vigorously enforce zoning, code and sanitation laws</p> <p>2C) Seek Maryland Main Street Designation for Park Heights Ave (In Progress)</p> <p>2D) Secure funding to hire a consultant to market business and location opportunities and broker deals.</p>	<p>1C) Organizers identify people with leadership skills and recruit them to be involved in community associations</p> <p>1D) Utilize social media to communicate with residents about important issues and meetings.</p> <p>2B) Support residents who have participated in leadership development to be ambassadors on issues of race relations throughout the northwest area</p>
	1E) Create a marketing plan together with Live Baltimore to reach home buyers and	2E) CHAI will continue to partner with CASA on	3A) Work with City to address housing and		3A) Work with local health officials to get help and	3B) Create a process that engages residents,

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
	<p>incentives for current residents, and support foreclosure prevention</p> <p>3A) Continue Senior Home Repair/Benefits and HUBS programs to assist older homeowners with home repairs and renovations.</p> <p>3B) Secure additional funds to expand program to serve more low-income homeowners, older and younger, who have been in their homes at least 10 years</p>	<p>programs and services for day laborers and other immigrants</p> <p>2F) Assist returning offenders to get convictions expunged for non-violent offenses.</p> <p>3B) Provide leadership for community engagement in negotiations regarding options for the future of the Racetrack</p> <p>4B) Make local hiring a priority and policy of all contractors working on this development project.</p>	<p>facade issues in the vicinity of Park Circle</p> <p>4C) Work with Bikemore and DOT to educate residents about the benefits of biking and teach safe biking practices</p>		<p>access to rehab for drug addicts</p> <p>3B) Address public safety and loitering issues in commercial areas</p> <p>3C) In areas of high crime, continue to build confidence between the Police and community through frequent community police interaction</p> <p>3D) Support community patrols, such as PHR's Safe Streets Program, Shomrim, NW Citizens Patrol</p> <p>4B) Work with school and neighborhoods to implement INSPIRE plan recommendations for safety</p>	<p>neighborhood associations and various interest groups</p> <p>3C) Identify community wide priorities and local priorities. Educate the entire community on the interests and needs of each other</p> <p>Strategy D: Coordinate the outcomes and recommendations with the jurisdictions' Sustainable Community Plans</p>
	<p>3C) Explore creation of a fee for service senior home repair service (CHAI)</p> <p>4B) Develop a strong program to market the housing, neighborhoods, and schools in northwest</p> <p>4C) Promote available incentives such as LifeBridge LNYW, CHAI's and Healthy Neighborhoods' loan programs, as well as City & State incentives.</p>				<p>3E) Build communication between residents of Northern Park Heights, Pikesville, and Southern Park Heights to address the underlying fears</p>	

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
	4D) Link northwest area homeowners to Station North Tool Library to teach homeowners skills needed to renovate and maintain older homes.					
	4E) Prevent homes from entering foreclosure 5A) Strategize with City of Baltimore on potential sites for affordable housing, including use of blocks of row houses for rentals 5C) Gain control of areas to build rental buildings, secure financing, and construct affordable housing units.					

Year 3

Strategies/ Projects/ Activities	1B) Identify and target properties for acquisition and renovation in areas around 21st Century Schools through a collaborative effort involving Baltimore City, State of Maryland, private sector entities, faith-based organizations, anchor institutions, nonprofit CDC's, and private developers. 1D) Use Live Near Your Work and Baltimore City incentives to market and sell houses to owner occupants.	1C) Vigorously enforce zoning, housing code and sanitation laws 2B) Expand the availability of workforce training programs for chronically underemployed people in collaboration with the Mayor's office, LifeBridge Health and the Baltimore	1A) Repaint and add crosswalks within ½ mile of schools ((Cross Country) 1C) Continue to build and strengthen PHR's Safe Streets Program in the vicinity of public schools 3A) Work with City to address housing and facade issues in the vicinity of Park Circle	1A) Maintain and boost the tree canopy in northwest neighborhoods 1B) Work with DPW to ensure residents have the right containers for trash and recycling 2A) Through established partnership, PHR & Morgan State University will plan, design and	1A) Work with Baltimore Development Corporation and Health Department in implementing the recommendations of the Baltimore City Health Department 2015 Food Plan. 1B) Revitalize Pimlico Farmers Market 1C) Encourage use of voucher programs at Farmers Market	2B) Support residents who have participated in leadership development to be ambassadors on issues of race relations throughout the northwest area
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	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
		<p>Development Corporation</p> <p>2E) CHAI will continue to partner with CASA of MD on programs and services for day laborers and other immigrants</p>	<p>4A) Implement northwest sections of the Baltimore Bike Master Plan within ½ mile of schools in northwest area as well as bike parking facilities</p>	<p>execute measures to increase the environmental quality of Park Heights</p> <p>2B) Seek additional funding for CHAI's Energy Savings Loan Program</p>	<p>3A) Work with local health officials to get help and access to rehab for drug addicts</p> <p>3B) Address public safety and loitering issues in commercial areas</p>	
	<p>3A) Continue the Senior Home Repair/Benefits and HUBS programs of CHAI and LifeBridge Health to assist older homeowners with home repairs and renovations.</p> <p>3B) Secure additional funds to expand this program to serve more low-income homeowners, both older and younger households, who have been in their homes for at least 10 years.</p> <p>3C) Explore creation of a fee for service senior home repair service (CHAI)</p>	<p>2F) Assist returning offenders to get their convictions expunged for non-violent offenses.</p> <p>3B) Provide leadership for community engagement in negotiations regarding options for the future of the Racetrack</p> <p>4B) Make local hiring a priority and policy of all contractors working on this development project.</p>			<p>3C) In areas of high crime, continue to build confidence between the Police and community through frequent community police interaction</p> <p>3D) Support community patrols, such as PHR's Safe Streets Program, Shomrim, Northwest Citizens Patrol</p> <p>3E) Build communication between residents of Northern Park Heights, Pikesville, and Southern Park Heights to address the underlying fears and racism, which are linked to crime and fears of crime.</p>	

	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement & Awareness
	<p>4C) Promote available incentives such as LifeBridge Health Live Near Your Work, CHAI's Homeownership and Energy Savings Loan programs, Healthy Neighborhoods loan programs as well as City and State home buying incentives.</p> <p>4E) Prevent homes from entering foreclosure</p>					

III. DESCRIPTION OF TARGET AREA BOUNDARIES

The attached map indicates the boundaries of the entire area served by the Northwest Baltimore Partnership. Starting at Liberty Heights Ave in Park Circle on the southern boundary, it heads northeast on Druid Park Drive to Greenspring Ave; north on Greenspring Ave to Coldspring Lane; northeast on Coldspring Lane to I-83; north on I-83 to Smith Avenue, the northern boundary, which is roughly the boundary between Baltimore City and County; west on Smith Avenue to Reisterstown Road; northwest Reisterstown Road to I-695, with the exception of two cutouts along Reisterstown Road that correspond to the Sustainable Communities map; South on I-695 to Liberty Heights Ave; southeast on Liberty Heights Ave to the southern tip of Villa Nova Park. Then the boundary heads north along the edge of Villa Nova Park and follows the Gwynn Falls stream until it reaches Liberty Heights Ave. Then southeast on Liberty Heights Ave to W Northern Pkwy; northeast on W Northern Pkwy to Wabash Ave; it continues on Wabash Ave until it dead ends; then straight across open space until Wabash picks up again; south on Wabash Ave to Liberty Heights Ave; and southeast on Liberty Heights Ave back to Druid Park Drive. All the above are within the Sustainable Communities areas of Baltimore City and the Northwest Gateway Sustainable Community of Baltimore County.