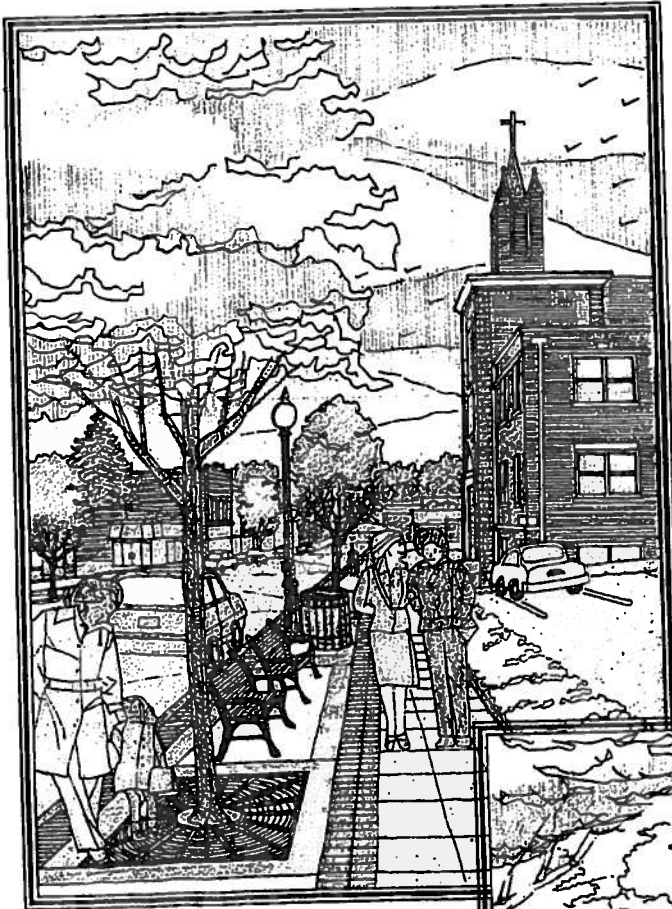
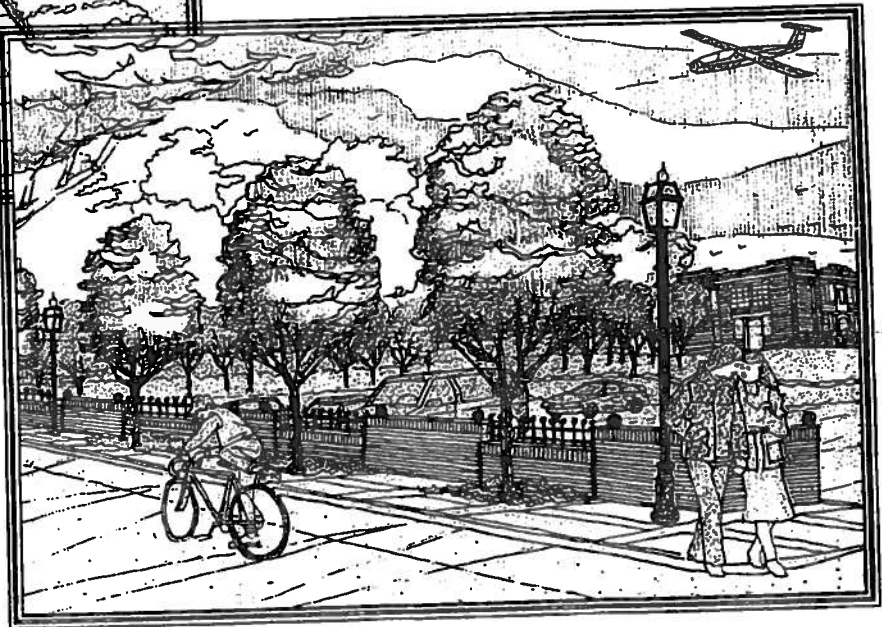


September 2001

# Harlem Park/Lafayette Square Land Use Master Plan



To:  
**Harlem Park/  
Lafayette Square  
Village Center  
Baltimore, Maryland**



Whitney, Bailey, Cox & Magnani, LLC  
849 Faimount Avenue, Suite 100  
Baltimore, MD 21286-2624

To f  
bui  
acr

## EXECUTIVE SUMMARY

The Harlem Park/Lafayette Square (HPLS) Land Use Master Plan was commissioned as part of the HPLS Village Center's effort to improve the quality of life for residents of HPLS. The plan included the creation of a community vision for the future and the identification of the strengths and weaknesses of the community. The outcome of the planning process included recommendations to build on the community's assets to mitigate, or eliminate, any liabilities. The recommendations contained in the plan address the key land use issues in HPLS. Their purpose is to give the HPLS Village Center, in tandem with the Empower Baltimore Management Corporation (EBMC), a framework in which these organizations can identify projects to revitalize HPLS.

Five key elements, which are prescribed in the EBMC guidelines for preparing a land use master plan, were used to define the parameters of the HPLS Land Use Master Plan. They are: housing, commercial and economic development, transportation, open space and land use. For each element, WBCM generated a list of assets and liabilities identified by the community; created a set of recommendations to build on the assets and mitigate the liabilities; and identified the resources necessary for implementing the recommendations.

The recommendations for each element include projects with a proven track record in other communities and strategies and initiatives unique to HPLS. Where possible, adaptive uses were identified for existing buildings as a means to preserve the historically significant architectural character in the community. The recommendations for the elements were designed to overlap where possible, in order to achieve multiple gains for the community by attaining multiple goals with a task or project/program.

To create this plan, WBCM worked closely with the Village Center for six months. The initial phase of the process included an analysis of existing conditions in HPLS. The planning process also included a number of opportunities for citizen participation, including 1) Village Center Land Use Committee worksessions; 2) Personal interviews; 3) Focus groups; 4) Worksessions with City representatives; and 5) Public input meetings. Several meetings were held with members of the HPLS Village Center Land Use Committee.

In addition to the personal interviews, WBCM and the HPLS Land Use Committee facilitated five focus group meetings with key groups in the community. These meetings polled the opinions of senior citizens, religious community members, Harlem Park Elementary School students, Harlem Park Middle School students, and business owners.

To consider this information within the greater context of Downtown Baltimore, WBCM held several worksessions with representatives from the Baltimore City Department of

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Planning, Baltimore City Housing and Community Development, and the Neighborhood Project Coordination Division. In addition, WBCM also sought input from the Baltimore City Department of Recreation and Parks, and private developers such as Bank of America, the UMOJA Housing Corporation and the Harlem Park Revitalization Corporation.

Throughout the process, WBCM held three Community Input Meetings. At the first meeting, residents were asked for positive and negative input on each of the five key elements in the plan: housing, commercial and economic development, transportation, open space and land use. The second meeting was an idea-generating session, geared toward tackling some of the challenges facing the Community. At the third meeting, WBCM presented the Land Use Master Plan to the HPLSVC Board and the community.

WBCM also recommended that the HPLSVC create a committee for each of the five elements outlined in the plan. These committees, who were advised to work closely with EBMC, would prioritize the recommendations and draft a strategic plan and timeline to implement the recommendations. A summary of the recommendations follows:

#### **Housing**

- The HPLSVC should lobby to have the Urban Renewal Plan amended to establish standards and controls that would prevent single-family attached rowhomes from being divided into more than two units.
- The HPLSVC should seek assistance from the City in becoming a sponsor of the Neighborhood Cooperation Program (NCP) in HPLS.

#### **Commercial and Economic Development**

- Expand B-2 commercial zoning to include the square block between Edmondson, Franklin, Calhoun and Carey, and the 501 block of Carey Street between Franklin and Edmondson. Target the square block for mixed-use commercial development.
- The HPLSVC should seek funding to form a community demolition team. The demolition team would be trained to tear down vacant and dilapidated homes in Harlem Park/Lafayette Square. By creating a demolition team, the HPLSVC would be able to address issues associated with vacant homes, such as increased crime and negative community appearance, in addition to bolstering economic development in the community by providing job training and employment opportunities.

#### **Transportation**

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- Several streets in the HPLS community were identified for recommendation from two-way to one-way streets. Accommodations should be provided for angled parking on the one-way streets.
- Bump-outs should be created on the corners of streets and mid-block along the proposed one-way streets to serve as a traffic calming measure. Also, the bump-outs could be designed to aesthetically enhance the community, while serving as a deterrent to crime by creating highly visible corners.

#### **Open Space**

- The elimination of vacant units along Harlem Avenue would open access between Inner Block Parks No.102 and No. 113. The two parks should then be redeveloped as one connected park with the tennis courts in No. 102, benches, trees and durable grass in No. 113.
- Replace the flower urns in Lafayette Square, repair the water fountain and add benches for lounging near St. James Terrace. Also, new light fixtures should also be installed in the park to reflect the area's historic character.

#### **Land Use**

- The HPLSVC should encourage a mixed-use commercial development in the community by initiating a pilot program, with the cooperation of HPRC, UMOJA Housing Corporation and/or Baltimore City, to encourage residents to relocate from a block with sparse ownership to a block of renovated homes. This would create blocks of stable, vibrant neighborhoods and provide the opportunity to acquire properties, demolish buildings, and then assemble properties and land to be developed for commercial use. The area targeted to relocate residents from should be an area zoned for commercial use, and where a critical mass of vacant units might encourage redevelopment. These two areas exclusively should be considered a part of this pilot program.
- Because the goal of the expanded commercial district is to increase the economic base of the community, the B-2 commercial zoning designation should be restricted so that it prohibits uses that would not contribute to the economic base or quality of life of the community. This can be done through an amendment to the Urban Renewal Plan.





ATTN: Del. Carmena Watson and  
Harlem Park/Lafayette Square Village Center Board  
17 September 2001  
Page 2

As stated in meetings with the Village Center Board and Land Use Committee, WBCM is confident that every land use recommendation in this plan can be accomplished. This plan represents the vision of the community, from seniors to business owners to children. That vision has been filtered through the land use opportunities and challenges of Harlem Park/Lafayette Square. It has been presented to, and refined by, representatives from the City of Baltimore and the Empower Baltimore Management Corporation. All of the partners are ready to go to work.

It has been a great challenge to serve this Village Center, which is focused on and committed to improving the quality of life in Harlem Park and Lafayette Square. We are confident that this plan, when read, understood, applied and implemented, will help make the opportunities of today into the realities of tomorrow.

We look forward to continued service to you and Empower Baltimore in your future endeavors.

Very truly yours,

WHITNEY, BAILEY, COX & MAGNANI, LLC

Patrick B. Ford  
Vice President

PH/AS:mcw

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# TABLE OF CONTENTS



**TABLE OF CONTENTS**

**CREDITS..... C-1**

**LETTER TO THE COMMUNITY ..... LOC-1**

**CHAPTER ONE – INTRODUCTION ..... 1-1**

**CHAPTER TWO – STUDY AREA ..... 2-1**

**A. STUDY AREA ..... 2-1**

**B. BACKGROUND ..... 2-1**

**CHAPTER THREE – OVERVIEW OF THE PROCESS ..... 3-1**

**CHAPTER FOUR – LAND USE PLAN ELEMENTS ..... 4-1**

**A. HOUSING..... 4-1**

    1. Existing Assets and Liabilities ..... 4-1

        a. Assets ..... 4-1

        b. Liabilities..... 4-2

    2. Recommendations..... 4-3

    3. Resources..... 4-8

**B. COMMERCIAL & ECONOMIC DEVELOPMENT ..... 4-14**

    1. Existing Assets and Liabilities ..... 4-14

        a. Assets ..... 4-14

        b. Liabilities..... 4-14

    2. Recommendations..... 4-15

    3. Resources..... 4-21



---

**TABLE OF CONTENTS (CONTINUED)**

**C. TRANSPORTATION ELEMENT..... 4-25**

- 1. Existing Assets and Liabilities ..... 4-25
  - a. Assets ..... 4-25
  - b. Liabilities..... 4-25
- 2. Recommendations ..... 4-26
- 3. Resources..... 4-31

**D. OPEN SPACE..... 4-38**

- 1. Existing Assets and Liabilities ..... 4-38
  - a. Assets ..... 4-38
  - b. Liabilities..... 4-39
- 2. Recommendations ..... 4-39
- 3. Resources..... 4-44

**E. LAND USE..... 4-48**

- 1. Existing Assets and Liabilities ..... 4-48
  - a. Assets ..... 4-48
  - b. Liabilities..... 4-49
- 2. Recommendations ..... 4-49
- 3. Resources..... 4-56





**LIST OF EXHIBITS (CONTINUED)**

**EDMONDSON COMMONS BUILDING ELEVATIONS ..... 4-58**

**EDMONDSON COMMONS SITE PLAN ..... 4-59**

**BANK OF AMERICA’S COMMUNITY PLAN ..... 4-60**

**BANK OF AMERICA’S HARLEM GARDENS ..... 4-61**

**LIST OF APPENDICES**

**APPENDIX A ..... Demolition Team Information**

**APPENDIX B ..... Clean-up Team Information**

**APPENDIX C ..... Neighborhood Cooperation  
Program Information**

**APPENDIX D ..... Neighborhood Conservation  
District Information**

**APPENDIX E ..... Property Acquisition**

**APPENDIX F ..... Neighborhood Incentive Program**

**APPENDIX G ..... List of Participants**

**APPENDIX H ..... Civic Issues**

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**CHAPTER ONE**

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**INTRODUCTION**



## CHAPTER ONE – INTRODUCTION

One by one, students taking part in a focus group meeting at Harlem Park Elementary School stood up to answer the question, “If you were the mayor, and had a million dollars, what would you do to make Harlem Park/Lafayette Square a better place to live?”

In clear voices, each answered the question, spilling out thoughts that included safe, clean playgrounds, better housing, and places for their families to work and gather. The dreams of the children in Harlem Park/Lafayette Square are not impossible. In fact, their vision of the future of their community mirrors the vision belonging to community leaders, senior citizens and business owners.

The Harlem Park/Lafayette Square (HPLS) Land Use Master Plan takes those dreams and filters them through the strengths and weaknesses of the community, building on the assets and mitigating – and in some cases eliminating – the liabilities. The plan was commissioned as part of the Harlem Park/Lafayette Square Village Center’s effort to change the circumstances of HPLS for the better, creating a bright future for residents.

Contained in this plan are recommendations for addressing the key land use issues in HPLS. These land use recommendations reach beyond physical structure improvement to enhance the quality of life in HPLS.

The purpose of this plan is to give the HPLS Village Center, in tandem with the Empower Baltimore Management Corporation (EBMC), the framework in which they can identify projects to revitalize HPLS. By building upon the recommendations and resources provided in this document, community officials and residents can realize their vision of increased commercial activity, better housing and reduced crime, as well as their children’s dreams.

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*September 2001*

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## CHAPTER TWO



## STUDY AREA



## CHAPTER TWO – STUDY AREA

### A. STUDY AREA

Harlem Park is located in West Baltimore City in close proximity to Downtown, Lexington Market, the Inner Harbor, University of Maryland University Center, and Maryland State Center Offices. The community is adjacent to the neighborhoods of Sandtown-Winchester, Midtown Edmondson, Franklin Square, Poppleton and the former Murphy Homes public housing complex.

The study area for this Plan is bound by Monroe Street (western boundary), Lafayette Avenue (northern boundary), North Fremont Avenue (eastern boundary), and Franklin Street (southern boundary). It comprises approximately thirty-two square blocks and has twenty-eight inner block parts.

### B. BACKGROUND

Over the past three decades, disinvestment has accelerated the decline of urban neighborhoods throughout the United States. Baltimore, and other long-thriving cities like it, have lost residents and businesses to outlying areas and have seen their tax bases shrink, while the demands on public services for inner city residents have increased dramatically. Empowerment has become an important theme of economic development initiatives aimed at alleviating these problems.

In December 1994, Baltimore was one of seven cities in the United States to receive an Empowerment Zone designation from the U.S. Department of Housing and Urban Development. Along with the Empowerment Zone designation, \$100 million was awarded to Baltimore City for the purpose of economic development. In addition, Empower Baltimore Management Corporation (EBMC) was established to implement the empowerment zone strategy. EBMC established six new community-based organizations called Village Centers, charged with developing the land use master plans for their neighborhoods.

In 1998, the not-for-profit Harlem Park/Lafayette Square Village Center was established to recreate their community as a sustainable and viable community of choice, and to provide long term employment and educational opportunities for Harlem Park/Lafayette Square (HPLS) residents. A broad cross-section of community stakeholders are involved in the Village Center, whose advisory council and board of directors includes residents, businesses owners, church representatives, and members of non-profit, City and State agencies.

The Harlem Park/Lafayette Square Village Center's (HPLSVC) work with Whitney, Bailey, Cox & Magnani (WBCM) focused on the creation of a physical land use master plan, which is required by EBMC guidelines for the release of funds to the community. It is mandated by the EBMC that the land use master plan conform to the Village's goals and objectives and address such issues as housing rehabilitation, the use of vacant land and buildings, commercial and economic development, zoning, transportation and open space.

EBMC also required that the plan be developed through a process, directed by the HPLSVC, that offered extensive community participation, both with the HPLSVC board and community at-large. Because this plan is action-oriented, WBCM identified resources to accompany recommendations, which will hopefully provide the partnerships and funding that will assist in the implementation of this land use master plan.

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## CHAPTER THREE

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**OVERVIEW OF THE PROCESS**



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## CHAPTER THREE – OVERVIEW OF THE PROCESS

Over the last six months, many people have given their time and energy to develop the HPLS Land Use Master Plan. Beginning with a kick-off meeting in February 2001, officials from Baltimore City, the HPLS Village Center, EBMC and WBCM, prepared a work plan and aggressive schedule to guide the players in the development of the land use master plan.

The work plan included an analysis of existing conditions of HPLS and the identification of specific recommendations to ensure planned development within the community. The planning process included opportunities for citizen participation in the form of: 1) Land Use Committee worksessions; 2) Interviews with key people in the community; 3) Focus group meetings; 4) Worksessions with local City representatives; and 5) Public input meetings. The process was successfully used to identify issues, opportunities, constraints, and attitudes among the widest possible spectrum of citizens.

Several meetings were held with members of the HPLS Village Center Land Use Committee, including a neighborhood tour. In addition to those meetings, WBCM worked with the Committee to identify leaders in the community, who were invited to personal interviews. WBCM conducted a series of personal interviews, in which residents were given a chance to talk about the challenges in HPLS and their vision for the community and ideas for physically improving the community.

In addition to the personal interviews, WBCM and the HPLS Land Use Committee facilitated five focus group meetings with key groups in the community. These meetings polled the opinions of senior citizens, religious community members, Harlem Park Elementary School students, Harlem Park Middle School students and business owners. These meetings were informative, bringing to light the fact that community members, ranging from second-grade students to senior citizens, identified the same obstacles facing HPLS and shared a similar vision of the thriving, friendly community they want to re-create.





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*September 2001*

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To consider this information within the greater context of Downtown Baltimore, WBCM held several worksessions with representatives from the Baltimore City Departments of Planning and Housing and Community Development, Neighborhood Project Coordination Division. During these sessions, the recommendations were refined and resources were identified that would be needed to ensure implementation of the recommendations.

Throughout the process, WBCM held three Community Input Meetings. At the first meeting, residents were asked for positive and negative input on each of the five key elements in the plan: housing, commercial and economic development, transportation, open space and land use. The second meeting was an idea-generating session, geared toward tackling some of the challenges facing the Community. Finally, at the third meeting, WBCM presented a list of recommendations and accompanying illustrations for the HPLS Land Use Master Plan to the HPLSVC Board and the community at-large.

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**CHAPTER FOUR**  
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**LAND USE PLAN ELEMENTS**



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## CHAPTER FOUR – LAND USE PLAN ELEMENTS

Five key elements, which are prescribed in the EBMC guidelines for preparing a land use master plan, were included in the HPLS Land Use Master Plan. They are: housing, commercial and economic development, transportation, open space and land use. This chapter addresses each of those elements. Each section includes a list of assets and liabilities identified by the community, recommendations for building on the assets and mitigating the liabilities, and resources necessary for implementing the recommendations.

Recommendations for the elements overlap in some cases, which offers maximum benefit to the community in accomplishing multiple goals with one solution. In these cases, the corresponding recommendations have been identified. In addition material that will assist in the implementation of certain recommendations has been added as an appendix.

The recommendations for each element include both projects with a proven track record in other communities and strategies and initiatives unique to HPLS. Where possible, adaptive uses have been identified for existing buildings as a means to preserve the historically significant architecture in the community.

The work in this chapter reflects the involvement and enthusiasm of the community members who attended the forums and community input meetings, City officials who have been closely involved in this process, and members of the HPLS Village Center. Through the partnership of various organizations and the continued hard work and dedication of those involved, each of the recommendations in this plan can be implemented.

### A. HOUSING

#### 1. Existing Assets and Liabilities

The assets and liabilities compiled for housing in the Harlem Park/Lafayette Square community were derived from community input offered in a series of forums, personal interviews and focus group meetings.

##### a. Assets

- Historic architecture in the community is attractive.
- There are stable pockets of residential dwellings in HPLS.

- There has been a recent increase in the number of occupied units in HPLS. This is primarily attributed to renovations of existing units.
- The Harlem Park Revitalization Corporation (HPRC) is continuing its rehabilitation efforts.
- Substandard houses are being demolished.
- The rowhomes are spacious.
- The population of elderly residents is increasing.
- Bank of America's proposed housing development and senior housing complex.
- UMOJA Housing Corporation's Edmondson Commons.

**b. Liabilities**

- The housing stock is outdated.
- Many houses are boarded/bricked up.
- Size (square feet) of existing housing stock does not meet the needs of smaller families.
- Utilities are too expensive in large rowhomes.
- The density on some blocks is too high where large homes have been divided into multiple apartments.
- There is a perception that building codes are not enforced.
- Housing values are depreciating.
- City-owned properties are not maintained.
- Trash and rodents are common.

- It is difficult to obtain home insurance.
- The chance of being vandalized is greater next to a vacant unit.
- Lots where buildings have been razed are used as trash-dumping sites.

## 2. Recommendations

Recommendations for the HPLS Land Use Master Plan build on the assets expressed by residents, while providing opportunities to mitigate or eliminate the liabilities.

### ➤ DEMOLITION TEAM

The Harlem Park/Lafayette Square Village Center (HPLSVC) should seek funding to create a community demolition team. The demolition team would be trained to tear down vacant and dilapidated homes in Harlem Park/Lafayette Square. The City, the HPRC and other developers should be encouraged to use this demolition crew to remove vacant, dilapidated houses between rowhomes in HPLS. By creating a demolition team, the HPLSVC would be able to address the negative impacts of a high concentration of vacant homes in a neighborhood, such as increased crime and negative community appearance, in addition to bolstering economic development in the community by providing training and jobs. (See corresponding recommendation under *Commercial/Economic Development and information in Appendix A.*)

➤ SIDE YARD OPTION

When a rowhome is demolished, residents on either side of the property should be encouraged to purchase the vacant lot for use as a side yard or for a side porch. This concept, sometimes referred to as a "Charleston (S.C.) Home," was first introduced to the community by the Bank of America planning team. The HPLSVC Housing Committee should provide packets for homeowners on the benefits/opportunities of owning adjacent property and how to begin the process of contacting the owner of the vacant lot and negotiating a purchase price. (See corresponding recommendations under Transportation Element and Open Space.)

➤ COMMUNITY CLEAN-UP CREW

The HPLSVC should seek funds to establish a permanent community clean-up crew, which could also perform minor repairs on homes within the HPLS Village Center. This program, which should work in conjunction with the Neighborhood Cooperation Program (for code enforcement and education) and Baltimore City Department of Public Works, would improve the appearance of the HPLS Community and its homes, in addition to providing jobs for HPLS residents. The HPLSVC could also work with EBMC to help residents who have received business training to pursue a management role in, or ownership of, this business. (See corresponding recommendation under Commercial/Economic Development and information in Appendix B.)

➤ **NEIGHBORHOOD COOPERATION PROGRAM**

The HPLSVC should seek assistance from the City in becoming a sponsor of the Neighborhood Cooperation Program (NCP) in HPLS. This program offers training to residents that will allow them to identify Baltimore City Housing Code violations as they pertain to the exterior of a structure. The Neighborhood Cooperation Program should work in conjunction with the community cleanup crew to educate residents about violations and proper disposal of trash. A previous NCP program in the area was discontinued due to time constraints on the sponsoring organization, not because of lack of interest on the part of community members. (See Appendix C.)

➤ **EXTENDED BACKYARDS**

In square blocks where occupancy of units exceeds 67 percent, residents should petition the City to remove inner block parks and extend housing lots to create secure parking and/or private backyards. (See corresponding recommendation under Transportation Element and Open Space.)

➤ **BACKYARD TAX BREAKS**

In blocks where occupancy exceeds 67 percent and backyards can be extended, the HPLSVC should work with the City to give the property to the residents, tax free, for ten years where improvements are made. A similar program has already been established for property in historic districts and may be used as a model to build upon to create a pilot backyard tax break program in HPLS. (See corresponding recommendation in Housing.)

➤ **PREVENTING MULTIPLE-UNIT APARTMENTS**

The HPLSVC should lobby to have the Urban Renewal Plan amended to establish standards and controls that would prevent single-family attached rowhomes from being divided into more than two units. This would improve density issues, parking problems and provide for safe egress from buildings in case of emergency. The HPLSVC should also have plans drawn up that show opportunities for renovating the rowhomes to fit this scheme. These drawings should be used to recruit developers to invest in the area, provided they renovate the rowhomes according to the plans recommended by the HPLSVC. (See corresponding initiative under Commercial/Economic Development.)

➤ **SPACE FOR NEW HOMES**

Large, contiguous sections of vacant and dilapidated homes either should be razed and the lots put on the market, or assembled for purchase by developers. Developers could then be encouraged to demolish structures on the lots build smaller homes suited to local market demands. Current market demands include homes set back from the street that have front yards and/or private parking. The Urban Renewal Plan gives the City the authority to acquire properties currently identified in the plan. In addition, HPLSVC can sponsor an amendment to the Urban Renewal Plan that would add properties to the list.

➤ **OBTAINING HOMEOWNERS INSURANCE**

The Maryland Insurance Administration (MIA) has a program in place to assist residents who are being denied insurance or are unduly hindered in the process of acquiring insurance. The HPLSVC should work with the MIA to obtain information on the program and facilitate an educational workshop for residents facing this obstacle in the HPLS empowerment zone. The HPLSVC could also provide a form letter that residents complete if they find their coverage is being cancelled for unclear reasons. If a person is denied coverage, they can file for an inquiry with the MIA. Also, the Joint Insurance Association is a final source of assistance for a person who cannot retain or secure coverage.



➤ STRENGTHENING NEIGHBORHOODS

The HPLSVC should initiate a pilot program in cooperation with HPRC, UMOJA Housing Corporation, and/or Baltimore City to encourage residents to relocate from a block with sparse ownership to a block with a high concentration of renovated homes. This would strengthen blocks with higher concentrations of residents and systematically vacate residents from a block so vacated buildings could be acquired, demolished, the vacant lots assembled and ultimately developed for commercial use. The HPLSVC should identify two specific areas (donor and receptor areas) that would benefit from, and be suitable for, this program. For example, one block should be identified that would benefit from, and be suitable for, a high-percentage of occupied units. A second identified area, preferably one that is zoned for commercial use, and where mass vacancy would permit and encourage redevelopment, should also be targeted. These two areas exclusively should be considered a part of this pilot program. The HPLSVC could request that the City use the Urban Renewal Authority to acquire properties. If so, relocation funds are provided through the Department of Housing and Community Development Office of Land Acquisition and Relocation. If not, the HPLSVC could pursue a partnership with an agency such as the Goldseker Foundation, or a similar organization, to set up a special relocation fund to support this project. (See *corresponding recommendation under Commercial/Economic Development.*)

➤ NEIGHBORHOOD CONSERVATION DISTRICT

HPLSVC should amend the Urban Renewal Plan to create a Neighborhood Conservation District in the blocks surrounding Lafayette Square. A Neighborhood Conservation District (NCD) is a residential area identified as exhibiting unique architectural, historical and urban design characteristics that are subject to special zoning and land-use regulations. These districts encourage infill development that respects the existing built environment in order to maintain or improve the general quality and appearance of the neighborhood. An NCD designation can be used to protect a neighborhood that has significant architectural and historic merit and a distinct character, but that has lost some of its integrity through incompatible additions or that does not qualify, or wish to receive, an historic district status.



NCD status around Lafayette Square would protect and stabilize property values, prevent the further loss of architecturally or historically significant buildings, and protect desirable and unique physical features of the neighborhood by preventing blight caused by insensitive development. (See Appendix D.)

### 3. Resources

The following organizations should be consulted to assist in successfully implementing the housing strategy:

➤ ***Baltimore City Department of Housing and Community Development***

**Contact**

Director of Development  
Housing Commissioner  
Information

**Phone**

(410) 396-1614  
(410) 396-3232  
(410) 396-5000

➤ ***Baltimore City Department of Housing & Community Development*** sponsors the Neighborhood Incentive Program, which provides matching grants up to \$25,000, for physical improvements to communities.

**Contact:** Director of Development  
417 E. Fayette Street, Room 1301  
Baltimore, MD 21202

**Phone:** (410) 396-3364

➤ ***Baltimore City Department of Housing & Community Development*** sponsors a Neighborhood Cooperation Program, which trains community members to identify exterior housing violations of the Baltimore City Code. **Contact:** 417 E. Fayette Street, Room 1301

Baltimore, MD 21202

**Phone:** (410) 396-4176



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- **U.S. Department of Housing and Urban Development (HUD)** has a rent help and homeownership programs. This agency also has an automated telephone response system, the Housing Counseling Clearinghouse (HCC), which provides homeowners and homebuyers referrals to local housing counseling agencies.  
**Contact:** Baltimore Office: 10 South Howard Street  
Baltimore, MD 21201  
**Phone:** (410) 962-2520
  
  - **Maryland Department of Housing and Community Development (DHCD)** administers Federal Low Income Housing Tax Credits throughout the state. **Contact:** 100 Community Place  
Crownsville, Maryland, 21032-2023  
**Phone:** (800) 756-0119
  
  - **Fannie Mae Foundation** provides homebuyer information, grant-making and community initiatives, partnerships and housing research.  
**Contact:** Regional Office: 4000 Wisconsin Avenue, Northwest,  
North Tower, Suite One  
Washington, DC 20016-2804  
**Phone:** (202) 274-8000  
**Web Site:** [www.fanniemaefoundations.org](http://www.fanniemaefoundations.org)
  
  - **Neighborhood Design Center (NDC)** has volunteer services of architects, cost estimators, engineers, graphic designers, interior designers, landscape architects, and urban planners for non-profit and public projects.  
**Contact:** Irene Poulsen, 1401 Hollins Street, Baltimore  
**Phone:** (410) 233-9686
  
  - **Community Law Center** performs abandoned housing Receivership Actions. **Contact:** Community Law Center, Inc.  
2500 Maryland Avenue, Baltimore  
**Phone:** (410) 366 - 0922

- 
- **University of Baltimore's Community Development Clinic** for assistance in legal matters dealing with housing.  
**Contact:** University of Baltimore School of Law  
1415 Maryland Avenue, Baltimore  
**Phone:** (410) 837-4468
  - **The Maryland Attorney General's Office**, Consumer Protection Division, provides information on tenants' and landlords' rights and responsibilities.  
**Contact:** Baltimore Office: 200 St. Paul Place, 16<sup>th</sup> Floor  
Baltimore, MD 21202
  - **The Public Justice Center**, a non-profit legal services organization located at 330 N. Charles St., Suite 500, Baltimore, has a Tenant Advocacy Project.  
**Phone:** (410) 625-9409
  - **Baltimore Neighborhoods, Inc.**, a non-profit tenants' rights organization.  
**Contact:** 2217 St. Paul St., Baltimore  
**Phone:** (410) 243-6007
  - **Live Near Your Work** is a program of the Maryland Department of Housing and Community Development (DHCD) that provides a minimum of \$3,000 cash partnership grant to home buyers for down payment and/or settlement expenses.  
**Contact:** Baltimore City Homeownership Institute  
**Phone:** (410) 396-3124
  - **Mayor's Healthy Neighborhoods Initiative**, through which neighborhoods compete for designation to receive below market financing and rehab of homes, in addition to other benefits.  
**Contact:** Deputy Mayor Laurie Schwartz  
**Phone:** (410) 396-3815

- 
- **Maryland Department of Housing and Community Development, Community Development Administration**, provides housing and infrastructure bonds.  
**Phone:** (410) 514-7435
  
  - **Maryland Insurance Administration** offers a program to assist residents who are being denied insurance or unduly hindered in the process of acquiring insurance.  
**Contact:** 525 St. Paul Place, Baltimore  
**Phone:** (410) 468-2000
  
  - **Harlem Park Revitalization Corporation**  
Harlem Park 2000 initiative, currently reinvesting in and rehabbing homes in HPLS area.  
**Contact:** Mr. Jelli Ogundele, President  
1017 Edmondson Avenue  
Baltimore, MD 21223  
**Phone:** (410) 728-5086



**B. COMMERCIAL & ECONOMIC DEVELOPMENT****1. Existing Assets and Liabilities**

The assets and liabilities compiled for commercial and economic development in the HPLS community were derived from input offered in a series of community input meetings, personal interviews and focus group meetings.

**a. Assets**

- The number of African-American owned businesses has increased.
- The area is proximate to the Downtown Business District.
- Opportunities exist for new businesses.
- There has been new investment in the area.
- An available workforce exists in the area.
- There is a demand for goods and services in the area.
- The Harlem Park/Lafayette Square Village Center is providing opportunities for education and job training.
- There is ongoing site identification, acquisition and development throughout the community.

**b. Liabilities**

- Existing zoning does not accommodate proposed land uses in selected areas in the community.
- There is no full-service supermarket.
- There are too many liquor stores.



- Race relations in the business community are strained.
- There is a lack of community markets.
- It is difficult to attract commerce with drug dealers and addicts loitering in the neighborhoods.
- There is a lack of recent commercial development activity.
- Communication is poor between businesses and residents.
- Land for new commercial development is scarce.
- There are no financial institutions in the community.

## 2. Recommendations

Recommendations for the HPLS Land Use Master Plan build on the assets expressed by residents, while providing opportunities to correct the liabilities.

### ➤ EXPAND BUSINESS ZONING

Expand B-2 commercial zoning to include the square block between Edmondson, Franklin, Calhoun and Carey, and the 501 block of Carey Street between Franklin and Edmondson. Target the square block for mixed-use commercial development. Jobs created here would be long term, and with EBMC incentives, businesses should be encouraged to hire locally. The HPLSVC could train residents for positions at businesses locating in this new commercial district.

### ➤ REFINE PERMITTED B-2 USES

Because the goal of the expanded commercial district is to increase the economic base of the community, the B-2 commercial zoning designation should be restricted to prohibit certain uses that would not contribute to the economic base of the community or the goals of the HPLS community. This can be done through an amendment to the Urban Renewal Plan.



➤ **OPEN LINES OF COMMUNICATION**

Establish lines of communication through the HPLS Village Center for businesses to work with EBMC to obtain assistance for business operation and planning and/or business expansion in HPLS.

➤ **COMMUNITY DEMOLITION TEAM**

The HPLSVC should seek funding to form a community demolition team. The demolition team would be trained to tear down vacant and dilapidated homes in Harlem Park/Lafayette Square. The City, the HPRC and other developers should be encouraged to use this demolition crew to remove vacant, dilapidated houses between rowhomes in HPLS. By creating a demolition team, the HPLSVC would be able to address issues surrounding vacant homes, such as increased crime and negative community appearance, in addition to bolstering economic development in the community by providing job training and employment opportunities. (See corresponding recommendation under Housing and information in Appendix A.)

➤ **COMMUNITY CLEAN-UP CREW**

The HPLSVC should seek funds to establish a permanent community clean-up crew, which could also perform minor repairs on homes within the HPLS Village Center. This program, which should work in conjunction with Baltimore City Department of Public Works, would improve the appearance of the HPLS community and its homes, in addition to providing jobs for HPLS residents. The HPLSVC could also work with EBMC to help residents who have received business training to pursue the management or ownership of this business. (See corresponding recommendation under Housing and information in Appendix B.)



➤ **RENTAL PROPERTY MANAGEMENT TRAINING**

The HPLSVC could tie an economic development initiative into improved housing by training HPLS residents to manage/maintain rental properties. While this program is beginning, the HPLSVC Housing Committee should lobby to have the Urban Renewal Plan amended to establish standards and controls that would prevent single-family attached rowhomes from being divided into more than two units. The HPLSVC should have plans drawn that show opportunities for renovating rowhomes to fit the two-unit scheme and use the drawings to recruit developers to invest in the area. The HPLSVC should continue to work with developers to allow the new rental property management group to assume the management of selected renovated rowhomes. (See *corresponding initiative under Housing.*)

➤ **ECONOMIC GREENSPACE BENEFITS**

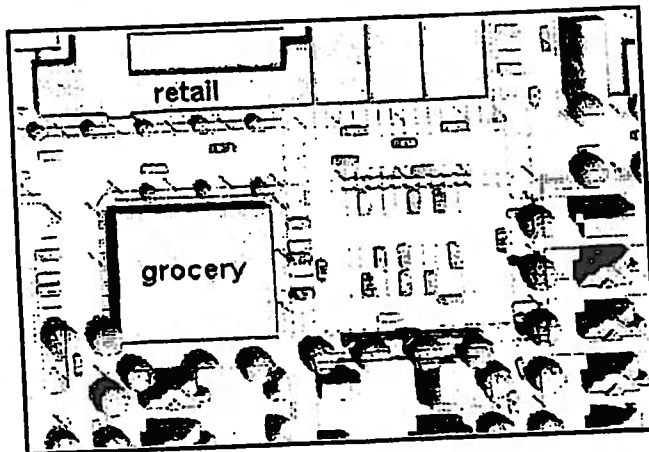
To make the improvements to the new rear and side yards of selected residents and provide an economic boost to the community, the HPLSVC should work with EBMC to identify funding to initiate a special training program with Baltimore City Civic Works and Americorps volunteers. The Americorps volunteers would come into the HPLS community and train teens and young adults to make rear- or side-yard improvements where property has been given to, or purchased by, residents. (See *corresponding recommendation in Commercial and Economic Development.*)

September 2001

➤ EXPANDING HPLSVC OFFICES

Expand the HPLSVC office space and provide the following services in the expanded offices: Job training, business operations training, grant writing assistance, homeownership services (such as assistance with obtaining insurance), and interview skills training. Also, the additional space should house a business start-up program, which, for example, might assist clients who have had training in daycare services in establishing a center in HPLS; or would organize training and business development for a paid community demolition crew. The goal of the expanded office space should be to provide 1) education, 2) training and 3) jobs for HPLS residents and in the HPLS community.

➤ CREATING COMMERCIAL SPACE



*A mixed-use retail center is just one of the land uses that could be considered for Harlem Park/Lafayette Square.*

The HPLSVC should encourage and promote mixed-use commercial development in the community by initiating a pilot program, with the cooperation of HPRC, UMOJA Housing Corporation, and/or Baltimore

City, to encourage residents to relocate from a block with sparse ownership to a block of renovated homes. This would create blocks of stable, vibrant neighborhoods and provide the opportunity for developers or other investors to acquire properties, demolish buildings, and then assemble vacant lots. Ultimately, the properties would be developed for commercial use.

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The HPLSVC should choose two specific areas that could benefit from this program. For example, one block should be identified that would benefit from, and be suitable for, a high-percentage of occupied units. The area targeted to relocate residents from should be an area zoned for commercial use and where a mass of vacant units might stimulate redevelopment. These two areas exclusively should be considered a part of this pilot program. The HPLSVC could work in partnership with the Baltimore City Department of Housing and Community Development to facilitate the acquisition of properties. If so, relocation funds are provided through the City's Land Acquisition and Relocation process. If not, the HPLSVC could pursue a partnership with an agency like the Goldseker Foundation to set up a special relocation fund to support this project. When the properties are vacated, they could be demolished and the land redeveloped as a mixed-use commercial center. (See *corresponding recommendation under Housing.*)



September 2001



*This illustration shows a mixed-use commercial center within the context of a surrounding neighborhood. Commercially zoned land that is vacant can be used as temporary park space.*



### 3. Resources

The following organizations should be consulted to assist in accomplishing the economic development recommendations:

- **Baltimore City Department of Planning** oversees the Planning Commission, Capitol Improvement Plan Programming, Community Planning and Urban Renewal.
 

<u>Contact</u>	<u>Phone</u>
Director	(410) 346-4327
Planning	(410) 396-5171
Information	(410) 396-9509
- **Baltimore City Municipal and Zoning Appeals**  
Phone: (410) 396-4301
- **Americorps**  
Contact: John Ciekot  
Phone: (410) 366-8533
- **Community Development Finance Corporation (CDFC)** in Baltimore offers loans for commercial/retail development, in addition to other services. Phone: (410) 727-8590
- **The Empower Baltimore Management Corporation** can work with the U.S. Small Business Administration (SBA) to provide One-Stop Capitol Shops (OSCS) that offer professional business assistance to businesses in the Baltimore Empowerment Zones. These centers develop business plans and marketing plans, evaluate sales techniques, and price products.  
Contact: EBCM  
Phone: (410) 783-4400 or  
(410) 783-4222
- **The Baltimore City Department of Housing and Community Development** has a Commercial Revitalization Division that provides technical as well as business assistance.  
Contact: Kevin Malachi, Director  
417 E. Fayette Street, Room 311, Baltimore  
Phone: (410) 545-7366

September 2001

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- **The Maryland New Directions Starting Over Program** offers free basic and intermediate computer classes, job club support, and new career workshops. Professional career counseling and a resource library are also available to participants, free of charge.  
**Phone:** (410) 230-0630
  
  - **Neighborhood Design Center (NDC)** has volunteer services of architects, cost estimators, engineers, graphic designers, interior designers, landscape architects, and urban planners for non-profit and public project.  
**Contact:** Mark Cameron, Executive Director  
1401 Hollins Street, Baltimore  
**Phone:** (410) 233-9686
  
  - **Maryland Job Service** operates as a job broker between employers who need workers and job seekers searching for employment. It administers grants for training programs designed to ensure productivity and competitiveness of Maryland's current and future workforce.  
**Phone:** (410) 767-2173
  
  - **Empower Baltimore Management Corporation Housing Venture Fund** provides a \$5,000 grant for closing costs in addition to other home-buying incentives.  
**Contact:** EBCM  
**Phone:** (410) 783-4400 or  
(410) 783-4222



# EXISTING TRANSPORTATION ANALYSIS







## C. TRANSPORTATION ELEMENT

### 1. Existing Assets and Liabilities

Assets and liabilities in the HPLS community that are related to transportation were identified during the process. The assets and liabilities were derived from input provided in a series of community meetings, personal interviews and focus group meetings.

#### a. Assets

- Public transportation is available.
- Public transportation is accessible and convenient from HPLS.
- HPLS is close to Downtown Baltimore.
- New bus routes have been added in the area.
- Bus stops are conveniently sited within the community.
- HPLS is centrally located in the metropolitan transportation network.
- There are no obstacles to pedestrian movement throughout the community.

#### b. Liabilities

- Street conditions are poor.
- Traffic signals are inadequate (both in number and function).
- There is inadequate parking in certain areas.
- Drug activity is present at bus stops.

- Parishioners double park during church services.
- There are no location or identification signs.
- Directional signs are substandard.
- There are no shelters at the bus stops.

## 2. Recommendations

Recommendations for the HPLS Land Use Master Plan build on the assets expressed by residents. The recommendations offer solutions to mitigate the impacts of liabilities and, in some cases, eliminate the liability altogether.

### ➤ ONE-WAY STREETS

Several streets in the HPLS community should be changed from two-way to one-way streets. Accommodations should be provided for angled parking on the one-way streets. This change would improve parking, calm traffic and decrease curbside drug activity. Streets recommended for one-way traffic movement are as follows:

- 1) N. Stricker Street should be made one-way south from Lafayette Street and one-way west to Gilmore. Angled parking should be created on this street to face the homes. Making this street one-way would improve parking and increase safety for children in the area near Harlem Park Elementary School.
- 2) N. Stricker Street should be made one-way north between Franklin Street and Edmondson Avenue. Angled parking should be provided on one side of the street.
- 3) Carrollton Avenue should be made one-way south between Lafayette Avenue and Franklin Street. Angled parking, which would face into Lafayette Square, should be provided on the eastern side of the street.

- 4) Arlington Avenue should be made one-way north between Edmondson and Lafayette avenues. Angled parking, which would face into Lafayette Square, should be provided on the western side of the street. Arlington Avenue between Franklin Street and Edmondson Avenue should remain a two-way street. This would permit motorists traveling either way on Edmondson Avenue to use Arlington to cross over I-70.
- 5) Schroeder Street should be made one-way north to Harlem Avenue. Angled parking should be provided on one side of the street.
- 6) Harlem Avenue should be made one-way east from Calhoun Street to Fremont Avenue. Angled parking should be provided on one side of the street.
- 7) West Lanvale Street should be made one-way west from Fremont Avenue to Calhoun Street. Angled parking, which would face into Lafayette Square, should be provided on the northern side of the street.

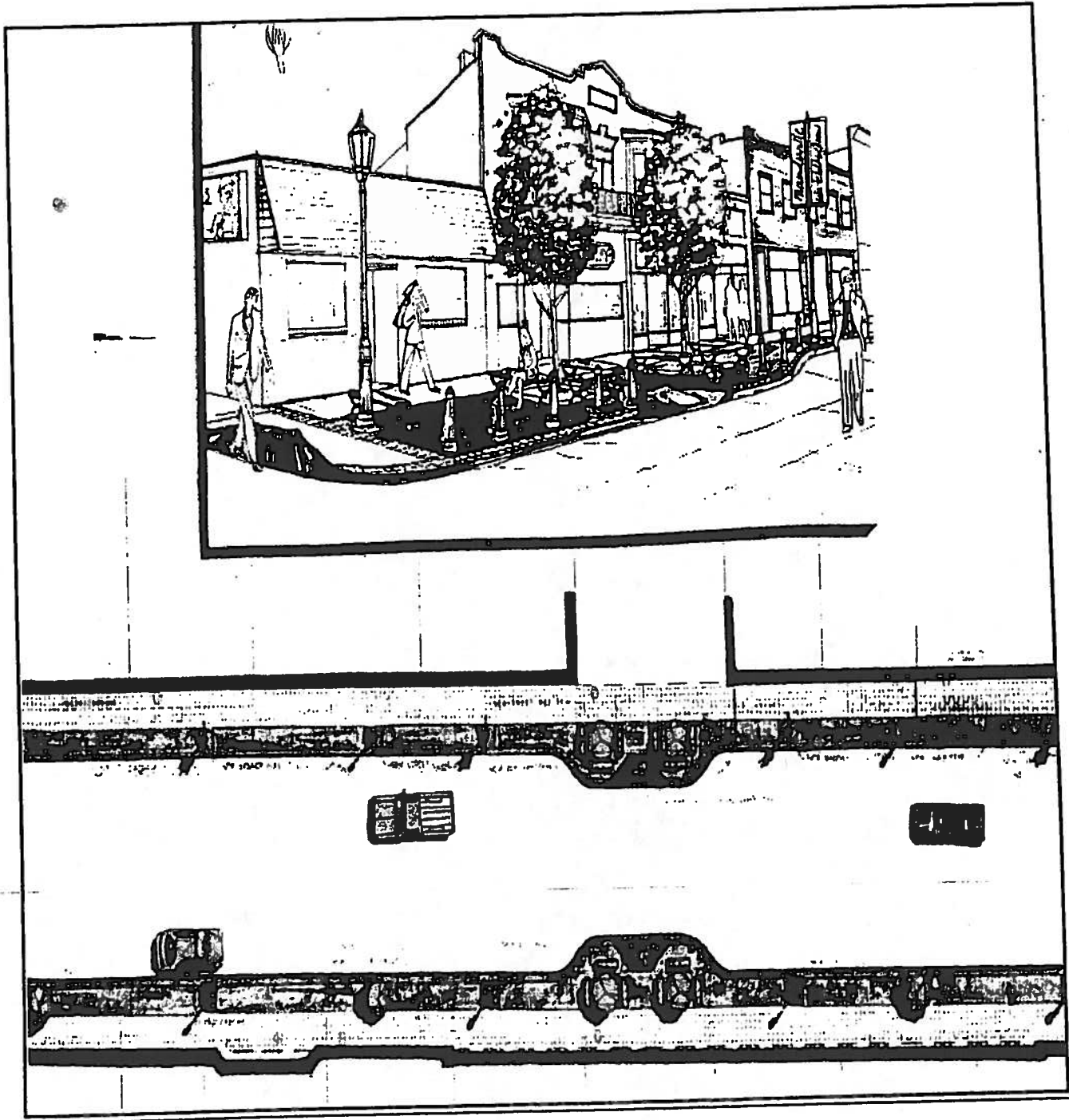
➤ FOUR-WAY STOP CHANGE

The four-way stop at the intersection of Arlington and Lafayette streets should be redesigned as a three-way stop to accommodate the new one-way street.

➤ TRAFFIC-CALMING MEASURES

Bump-outs should be created on the corners of streets and mid-block along the proposed one-way streets. The bump-outs would primarily serve as a traffic calming measure by narrowing the street at key locations. Also, the bump-outs could be designed to aesthetically enhance the community, while serving as a deterrent to crime by creating highly visible corners. The mid-block bump-outs would increase safety for pedestrian traffic and beautify the neighborhoods, in addition to serving as a guide for angled parking on one-way streets. (See blueprints inserted herein.)





*Bump outs as they might appear in the street right-of-way, are a device used for calming traffic traveling through a residential or commercial district.*



➤ **BUMP-OUTS FOR PARK**

A mid-block bump-out should be created on Harlem Avenue between Carey and Carrollton streets. At this location, two inner block parks are recommended for redevelopment into a larger community park with greenspace and additional tennis courts. This mid-block bump-out should be enhanced with streetscape improvements and serve as an extension of, and linking agent for, the redeveloped parks. (See *corresponding recommendation under Open Space.*)

➤ **SIDE-YARD PARKING**

Residents who purchase lots that adjoin their property should have the option of creating off-street parking spaces on their newly created side yards, which would be accessible from the alley behind the house. (See *corresponding recommendation under Housing.*)

➤ **BACKYARDS WITH PARKING**

Where homeownership in a square block is 67 percent or higher, inner block parks should be redeveloped as extended backyards that include secure off-street parking for residents. (See *corresponding initiative under Housing Chapter.*)

➤ **TRAFFIC SIGNALS**

The timing of traffic signals, at all intersections, should be changed to more accurately reflect traffic patterns in HPLS.

➤ **BUS SHELTERS**

Bus shelters that provide cover, but are open on all sides, should be provided for residents of HPLS.

➤ COMMUNITY IDENTIFICATION SIGNS

Identification signs, designed to reflect the historic significance of the HPLS community, should be installed to inform motorists when they are entering and exiting the HPLS community. Similar signs should also be erected to mark Lafayette Square and Harlem Park.



*An identification sign, similar to the one shown here, should be placed at the major gateways into the Harlem Park and Lafayette Square neighborhood.*

➤ DIRECTIONAL SIGNS

Improved directional signs, with street names and the identification of major thoroughways proximate to the community, should be installed throughout HPLS. Improved stop, yield, pedestrian and speed limit signs should also be installed in the HPLS community.

3. Resources

The following organizations should be consulted to assist with implementing the transportation recommendations:

- ***Maryland Department of Transportation***, Capital Improvements, Smart Growth streetscape projects.  
**Contact:** PO. Box 8755  
BWI Airport, MD 1240  
**Phone:** (888) 713-1414
- ***Baltimore City Public Works***, Bureau of Transportation: Street, sidewalk and alley improvements and requests, parking issues, requests for street circulation changes, and traffic signal issues.  
**Contact:** Michael Rice, Acting Bureau Head  
**Phone:** (410) 396-8602
- ***Maryland Mass Transit Administration***, bus routes and information.  
**Phone:** (410) 539-5000

# RECOMMENDED TRANSPORTATION ANALYSIS





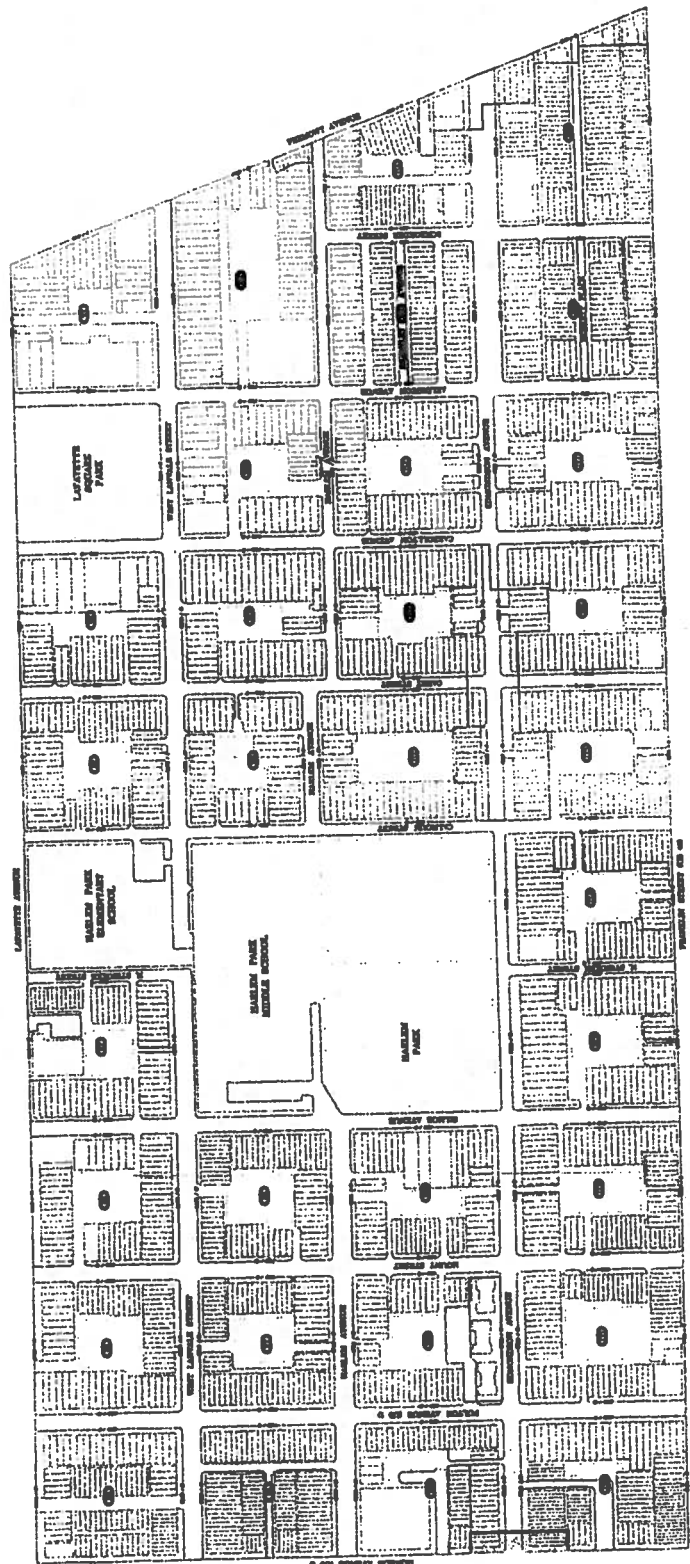






# EXISTING ZONING MAP



# HARLEM PARK / LAFAYETTE SQUARE LAND USE MASTER PLAN 2001

## EXISTING ZONING MAP



- LEGEND**
-  H-4 COMMERCIAL DISTRICT
  -  O-3.3 OFFICE DISTRICT
  -  R-1 RESIDENTIAL DISTRICT
  -  R-2 RESIDENTIAL DISTRICT



**WHITNEY, BAILEY, COX AND MAGNANI LLP**  
 PLANNERS ARCHITECTS MULTIMEDIA, INC.  
 100 WEST 110TH STREET  
 NEW YORK, NY 10026



September 2001

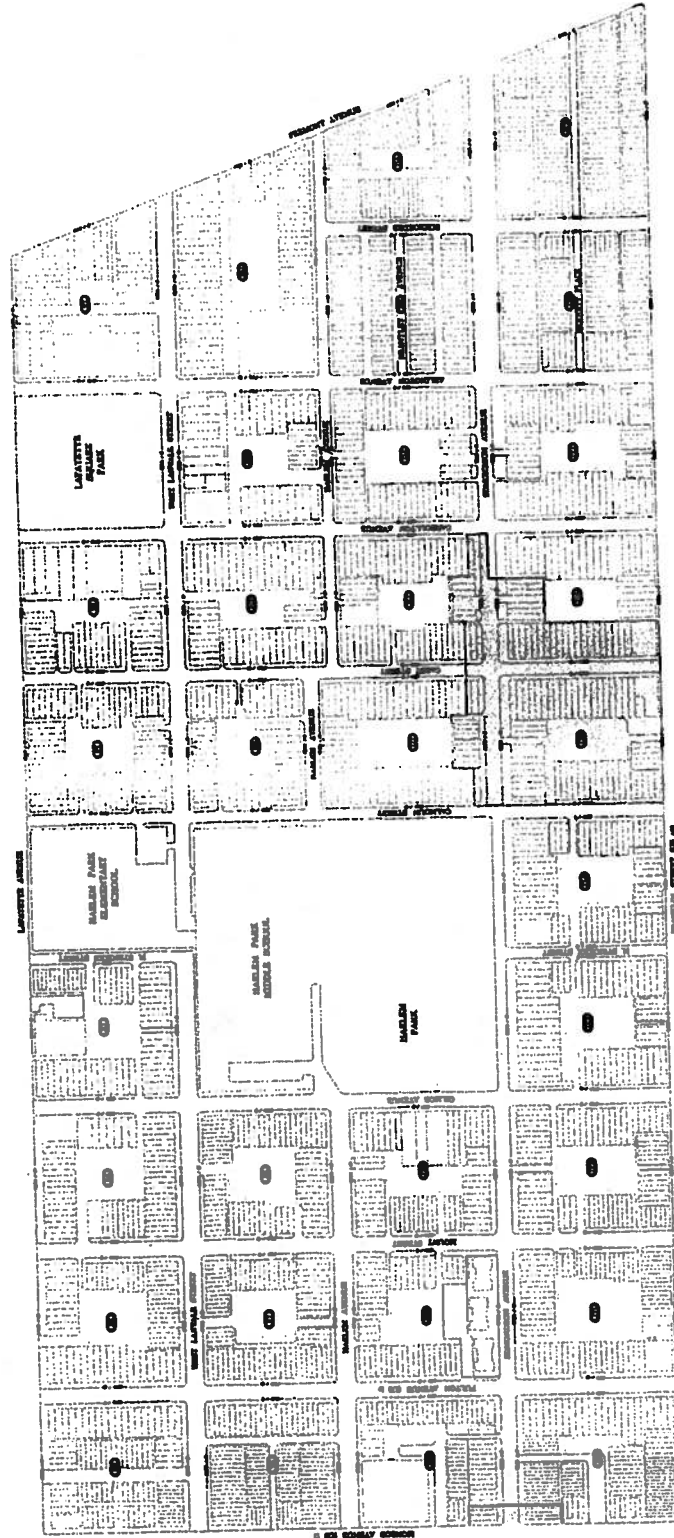
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# RECOMMENDED ZONING MAP



# HARLEM PARK / LAFAYETTE SQUARE LAND USE MASTER PLAN 2001

## RECOMMENDED ZONING MAP



- LEGEND**
- R-4 GENERAL RESIDENTIAL DISTRICT
  - O-4-B OFFICE RESIDENTIAL DISTRICT
  - R-3 CONDUCT BUSINESS DISTRICT



**WHITNEY, BAILEY, COX AND MAGRANI, LLP**  
 PLANNERS ARCHITECTS INTERIORS ID  
 SCALE 1"=40'  
 JUNE, 2001

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**D. OPEN SPACE****1. Existing Assets and Liabilities**

The following assets and liabilities relate to open space in the HPLS community. They were derived from input provided by residents in a series of community meetings, personal interviews and focus group meetings.

**a. Assets**

- Opportunities exist for additional open space and innovative recreation designs.
- Greenspace and trees soften the urban landscape.
- Open space assists police in crime prevention.
- The community has historically significant open space.
- The community has tennis courts.
- The community has a baseball field.
- The community has a playground.
- There are a number of community and church activities.
- Greenspace gives young people a chance to interact with nature.
- Opportunities exist for new greenspaces.
- HPLS has more trees than a typical urban neighborhood.
- Trees in the community provide shade.
- Trees in the community improve air quality.
- Trees and parks add beauty to the community.



- Volunteers in the community keep some of the open spaces cleaned and maintained.
- Exposure to parks and other open spaces is healthy for children.

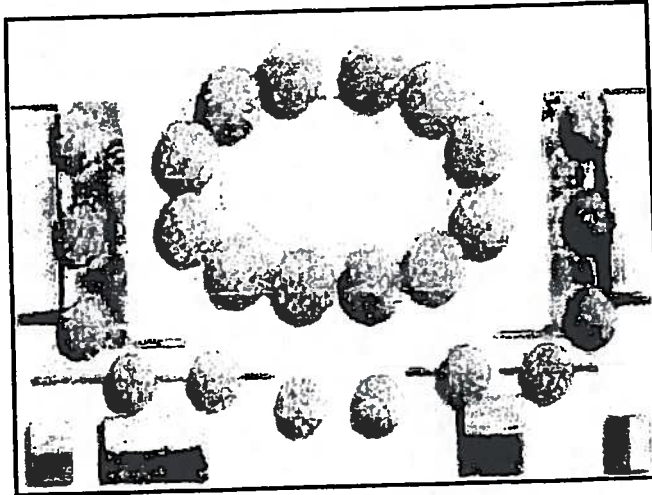
b. **Liabilities**

- Lighting in some parks is inadequate.
- Not all of the inner block parks are safe.
- One of the community's basketball courts has been removed.
- Streets need new trees.
- Existing trees need to be better maintained.
- There is a perception that improvements in the community are selective, with some areas getting more attention than others.
- The City does not have sufficient resources to maintain open spaces.

2. **Recommendations**

Recommendations for the HPLS Land Use Master Plan build on the assets expressed by residents while offering a method that may mitigate the impacts of liabilities and, in some cases, eliminate the liability altogether.

➤ INCREASED COMMUNITY GREENSPACE



*An island of grass and trees, surrounded by a brick walkway, could be used in the portion of the "double park" that is for primarily passive use. Children could play on the grass, while their parents walk around the park or watch from benches.*

With the elimination of five vacant units (1212, 1210, 1208, 1206 and 1202) along Harlem Avenue between N. Carey Street and N. Carrollton Avenue, better access would be provided to Inner Block Park No.102. This is the block that contains the community's

tennis courts. Across the street on this section of Harlem Avenue, at least one vacant building (1209) could be removed to open up access to Inner Block Park No. 113, which should be redeveloped with benches, trees and durable grass (or another suitable surface where children can play).

➤ PRIVATE YARDS

In-square blocks that have greater than 67 percent occupancy, inner block parks should be redeveloped as private backyards and parking spaces for residents. Rear yards could be used for backyard barbecue pits, a garden, patio space or safe greenspace for children to play. The HPLSVC should contact the Neighborhood Design Center about generating basic plans and sketches that show prospective residents how the property could be used. (See corresponding recommendation under Transportation Element and Housing.)



➤ SIDE YARD OPTION

When a rowhome is demolished, residents on either side of the property should be encouraged to purchase the vacant lot for use as a side yard or for a side porch. The HPLSVC Housing Committee should provide packets for homeowners on the benefits/opportunities of owning adjacent property and how to begin the process of contacting the owner of the vacant lot and negotiating a purchase price for acquisition. *(See corresponding recommendation under Transportation Element and Housing.)*

➤ ECONOMIC GREENSPACE BENEFITS

To make the improvements to the new rear and side yards of residents and provide an economic boost to the community, the HPLSVC should work with EBMC to see if funding could be provided to initiate a special training program with Baltimore City Civic Works and Americorps volunteers. The Americorps volunteers come into the HPLS community and train teens and young adults to make rear- or side-yard improvements where property has been given to, or purchased by, residents. *(See corresponding recommendation in Commercial and Economic Development.)*

➤ **PARKS AS PARKS**



*A curved, brick walk, bordered by either pebbles or grass and shrubs, could be used as an inviting place to stroll or sit in blocks where parks are preserved.*

Where members of the community are committed to maintaining an inner block park, the park should be redeveloped as greenspace.

However, residents in a square blocks who are requesting redevelopment of their inner block park should be required to have an Inner Block Park Committee. The committee would be charged with obtaining consensus for improvements needed and establishing a formal plan that provides for clean-up, greening and future development activities in their specific inner block park. Without Inner

Block Park Committees, additional inner block parks should not be redeveloped primarily as greenspace, but instead should be considered for alternative uses.

➤ **GATING PARKS**

Any inner block park that does not have specific redevelopment plans should be gated and locked as a method of crime and trash prevention. The parks inside the gate could be spruced up as basic greenspaces until specific development plans are in place.

➤ **PARK SECURITY**

Security around parks could be improved by installing a gate system that locks with a short numeric code. Residents on each block should be provided with the code for their inner block park. To prevent abuse of the inner block parks, the code box should be set with a light timer, so that the code does not work, and the gate will not open, after dark. For public safety reasons, the gates should also be equipped with an emergency code provided to police officers and firefighters. There are a number of technology grants available that would be helpful in accomplishing this initiative, which, if successful, could serve as a model for other communities.

➤ **COMMUNITY GARDEN**

An additional community garden should be created in HPLS, either as part of an inner block park (for which resident consensus and support would be required), or possibly in one of the vacant lots where a building has been razed. To use a vacant lot, permission would have to be granted by the property owner, or the lot acquired by a sponsoring organization or individual.

➤ **BEAUTIFY LAFAYETTE SQUARE**

Replace the flower urns in Lafayette Square, repair the water fountain and add benches for lounging near St. James Terrace. Also, new light fixtures should also be installed in the park to reflect the area's historic character. The HPLSVC should approach community organizations for assistance in soliciting volunteers who would be interested in spearheading a committee or organizing volunteers to accomplish this initiative.



➤ **BACKYARD TAX BREAKS**

In blocks where occupancy exceeds 67 percent and backyards can be extended, the HPLSVC should work with the City to give the property to the residents tax free for ten years where improvements are made. A similar program has already been established for property in historic districts and may be used as a model to emulate to create a pilot backyard tax break program in HPLS. (See *corresponding recommendation in Housing.*)

3. **Resources**

- ***Baltimore Department of Recreation and Parks*** will work with the HPLS community to provide information regarding the tax breaks given to property in historic districts.

**Contact:** Mary Porter, Parks Planner  
**Phone:** (410) 396-0690

- ***Neighborhood Design Center (NDC)*** has volunteer services of architects, cost estimators, engineers, graphic designers, interior designers, landscape architects, and urban planners for non-profit and public project.

**Contact:** Irene Poulsen  
1401 Hollins Street, Baltimore  
**Phone:** (410) 233-9686

- ***The AT&T Foundation*** supports initiatives that focus technology and innovation on improving the quality of life in communities served by AT&T.

**Web Site:** <http://www.att.com/grants/>

- ***The Fannie May Foundation*** offers programs that address design, Smart Growth, and sustainable development issues.

**Web Site:** <http://www.fanniemaefoundation.org/>



- **Baltimore City Commission for Historical and Architectural Preservation (CHAP)** is interested in working with the community to preserve Lafayette Square.

**Contact:** Kathleen Kotarba, Executive Director  
417 E. Fayette Street, Suite 1037  
Baltimore, MD, 21202

**Phone:** (410) 396-4866

- **Americorps**

**Contact:** John Ciekot

**Phone:** (410) 366-8533



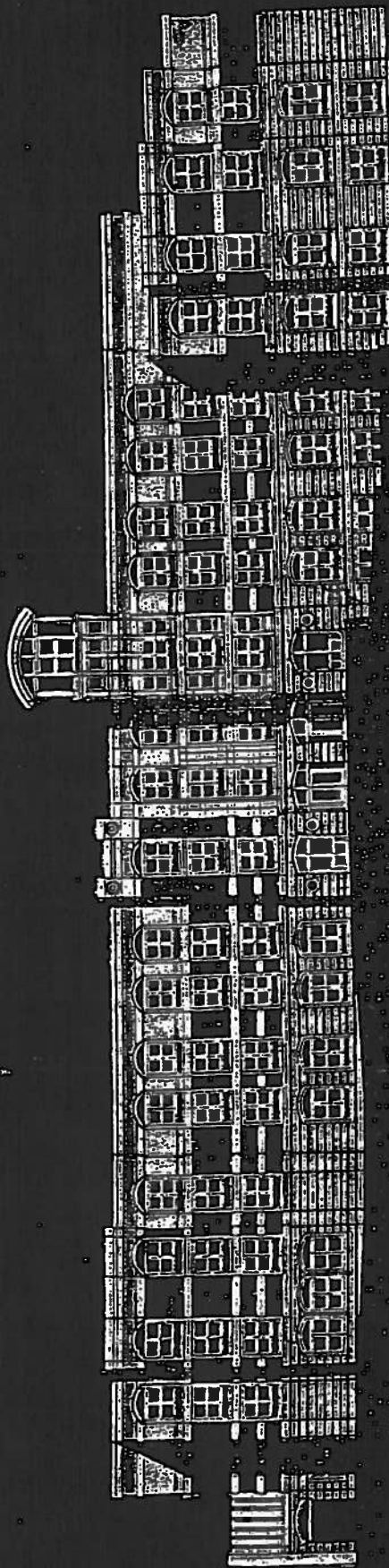


September 2001

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# BANK OF AMERICA'S HARLEM GARDENS





# HARLEM GARDENS

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**E. LAND USE****1. Existing Assets and Liabilities**

Assets and liabilities, related to land use in the HPLS community, have been identified. They are listed below.

**a. Assets**

- Harlem Park Revitalization Corporation is continuing its rehabilitation efforts.
- Deteriorated homes are being demolished.
- There is ongoing site identification, acquisition and development throughout the community.
- Opportunities exist for new businesses to locate in the HPLS community.
- Opportunities exist for new designs in terms of open space.
- Opportunities exist for new greenspaces, such as a community garden.
- Bus stops are conveniently sited within the community.
- There are no obstacles to pedestrian movement throughout the community.
- Plans are on the drawing board through the Bank of America to redevelop a major section of the western portion of Harlem Park.
- Plans are on the drawing board through UMOJA to redevelop the 1400 block of Edmondson Avenue.



**b. Liabilities**

- Existing zoning for selected areas does not meet the intended future land uses.
- There is no full-service supermarket.
- There are too many liquor stores.
- There is a lack of recent commercial development activity.
- Land for new commercial development is scarce.
- Homes that have been razed leave vacant lots that are used as trash dumping sites.
- There is limited parking in certain areas.
- Churchgoers double park during service.
- There are no shelters at the bus stops.
- The City does not have sufficient resources to maintain open spaces.
- One of the community's basketball courts has been removed.

**2. Recommendations**

Recommendations for the HPLS Land Use Master Plan build on the assets expressed by residents while offering a method that may mitigate the impacts of liabilities and, in some cases, eliminate the liability altogether.



➤ COMMERCIAL ZONING

The Harlem Park/Lafayette Square community should make a formal request to change zoning from R-8 to B-2 in specific sections of the HPLS community. The first area identified in that request should be the square block between Franklin Street and Edmondson Avenue and N. Carey and Calhoun streets. If this block could be made available for commercial redevelopment, it would provide the square footage required for a supermarket in the HPLS community. The second area identified for rezoning from R-8 to B-2 is the 501 block on N. Carey Street between Edmondson Avenue and Franklin Street. This block is recommended for rezoning because it faces property that is being recommended for commercial development. Also, it is on the corner of Carey Street and Edmondson Avenue, a second area identified by the community for future commercial development. (See *corresponding recommendation in Commercial and Economic Development.*)

➤ CREATING COMMERCIAL SPACE

The HPLSVC should encourage a mixed-use commercial development in the community by initiating a pilot program, with the cooperation of HPRC, UMOJA Housing Corporation and/or Baltimore City, to encourage residents to relocate from a block with sparse ownership to a block of renovated homes. This would create blocks of stable, vibrant neighborhoods and provide the opportunity to acquire properties, demolish buildings, and then assemble properties and land to be developed for commercial use. The HPLSVC should choose two specific areas that could benefit from this program. For example, one block should be identified that would benefit from, and be suitable for, a high-percentage of occupied units. The area targeted to relocate residents from should be an area zoned for commercial use, and where a critical mass of vacant units might encourage redevelopment. These two areas exclusively should be considered a part of this pilot program.



The HPLSVC could work with the Baltimore City Department of Housing and Community Development to use authority established in the Harlem Park Urban Renewal Plan to acquire selected properties. If so, relocation funds are provided through the City's Land Acquisition and Relocation process. If not, the HPLSVC could pursue a partnership with an agency like the Goldseker Foundation to set up a special relocation fund to support this project. When the properties are vacated, they could be demolished and the land redeveloped as a mixed-use commercial center. (See *corresponding recommendation in Commercial and Economic Development/Housing.*)

➤ **REFINE PERMITTED B-2 USES**

Because the goal of the expanded commercial district is to increase the economic base of the community, the B-2 commercial zoning designation should be restricted so that it prohibits certain uses that would not contribute to the economic base of the community. This can be done through an amendment to the Urban Renewal Plan. (See *corresponding recommendation in Commercial and Economic Development*)

➤ **SUPPORT REDEVELOPMENT EFFORTS**

The Harlem Park/Lafayette Square Village Center should provide community support and cooperate with planning efforts by Bank of America (in the western portion of Harlem Park), UMOJA's Edmondson Commons (1400 block of Edmondson Avenue) and the Harlem Park Revitalization Cooperation (continuing revitalization efforts throughout the community). These planning efforts represent visions of redevelopment and revitalization of the community, which will bring a positive influence and image to the community as a whole, in addition to increased opportunities in terms of housing and employment for residents.



➤ **DEMOLISHING BUILDINGS**

The Harlem Park/Lafayette Square Village Center (HPLSVC) should seek funding to create a community demolition team. The demolition team would be trained to tear down vacant and dilapidated homes in Harlem Park/Lafayette Square. (See *Housing, Commercial/Economic Development Chapter and Appendix A.*)

➤ **COMMUNITY INSPECTION**

The HPLSVC should seek assistance from the City in becoming a sponsor of the Neighborhood Cooperation Program in HPLS, which would train residents to identify external Baltimore City Housing Code violations. A previous program in the area was discontinued due to time constraints on the sponsoring organization, not because of disinterest from community members. (See *Housing and Appendix C.*)

➤ **PRIVATE BACKYARDS**

In square blocks where homeownership exceeds 67 percent, residents should petition the City to remove inner block parks and extend housing lots to create secure parking and/or private backyards. (See *Housing and Open Space.*)

➤ **SIDE YARD OPTION**

When a rowhome is demolished, residents on either side of the property should be encouraged to purchase the vacant lot for use as a side yard or for a side porch. The HPLSVC Housing Committee should provide packets for homeowners on the benefits/opportunities of owning adjacent property and how to begin the process of contacting the owner of the vacant lot and negotiating a purchase price. (See *corresponding recommendation under Housing and Open Space.*)

➤ **PREVENTING MULTIPLE-UNIT APARTMENTS**

The HPLSVC should lobby to have the Urban Renewal Plan amended to establish standards and controls that would prevent single-family attached rowhomes from being divided into more than two units. This would improve density issues, parking problems and provide for safe egress from buildings in case of emergency. The HPLSVC should also have plans drawn that show opportunities for renovating the rowhomes to fit this scheme and use the drawings to recruit developers to invest in the area, provided they renovate the rowhomes according to the plans recommended by the HPLSVC. (See corresponding recommendation under Housing.)

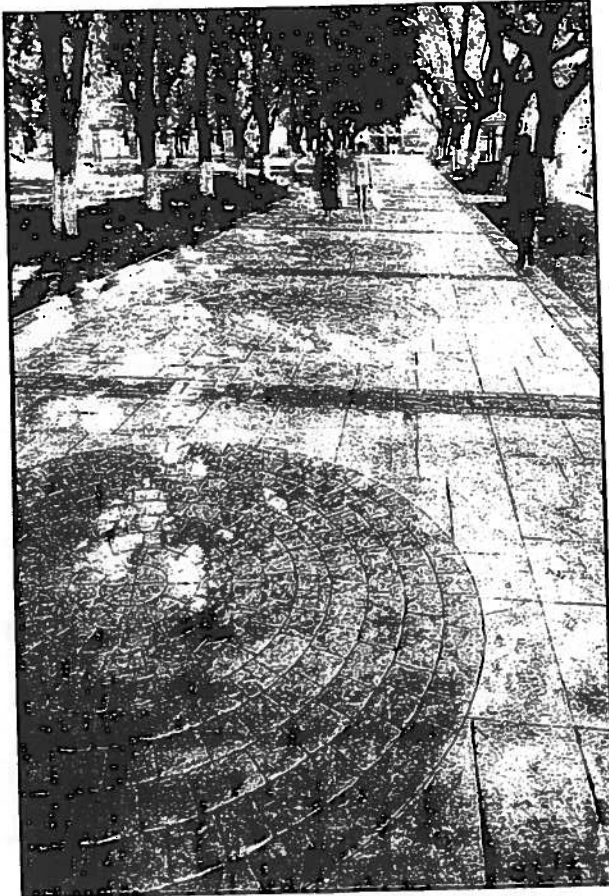
➤ **SPACE FOR NEW HOMES**

Large, contiguous sections of vacant and dilapidated homes either should be razed and the lots marketed, or purchased by developers, demolished and the lots marketed, for the development of tracts where new, smaller homes could be built. These homes should be set back from the street and have front yards/private parking. The Urban Renewal Plan gives the City the authority to acquire properties currently named in the plan. In addition, HPLSVC can sponsor an amendment to the Urban Renewal Plan that would add properties to the list. (See corresponding recommendation under Housing.)



September 2001

➤ **INCREASED COMMUNITY GREENSPACE**



*A paving pattern could be used on each side of the "double park" to unify both sections of the park and to beautify the park area.*

With the elimination of five vacant units (1212, 1210, 1208, 1206 and 1202) along Harlem Avenue between N. Carey Street and N. Carrollton Avenue, better access would be provided to Inner Block Park No. 102. This is the block that contains the community's tennis courts. Across the street on this section of Harlem Avenue, at least one vacant building (1209) could be removed to open up access to Inner Block Park No. 113, which should be redeveloped with benches, trees and durable grass (or suitable surface

where children can play). Together, these two inner block parks should be improved and designed as one park. By opening the park with the tennis courts and combining it with greenspace in the second park, the number of courts could be increased. Together, the two parks could serve as a community gathering place, offering opportunities for active and passive recreation.

By adding the bump-out built along Harlem Avenue between the two parks, the parks could be drawn closer together and pedestrian access facilitated between the two areas. Vehicle access to either park from other streets would have to be prohibited or strictly limited (only to permit emergency access). (See *corresponding recommendation under Open Space.*)

➤ **PARKS AS PARKS**

Inner block parks, where members of the community are committed to maintaining an inner block park, should be redeveloped as greenspace. Square blocks that are requesting redevelopment of their inner block park should be required to have an Inner Block Park Committee. The committee would be charged with obtaining consensus for improvements needed and establishing a formal plan that provides for clean-up, greening and future development activities in their specific inner block park. (See *corresponding recommendation under Open Space.*)

➤ **COMMUNITY GARDEN**

An additional community garden should be created in HPLS, either as part of an inner block park (for which resident consensus and support would have to be garnered), or possibly in one of the vacant lots where a building has been removed. To use a vacant lot, permission would have to be granted by the property owner, or the lot acquired by a sponsoring organization or individual. (See *corresponding recommendation under Open Space.*)

➤ **BUMP-OUTS FOR PARK**

A mid-block bump-out should be created on Harlem Avenue between Carey and Carrollton streets, where two inner block parks are recommended for redevelopment into a larger community park with greenspace and additional tennis courts. This mid-block bump-out should be enhanced with streetscape improvements and serve as an extension of, and linking agent for, the redeveloped parks. (See *corresponding recommendation under Transportation.*)

3. Resources

The following organizations should be consulted to assist in accomplishing the land use recommendations:

- **Baltimore City Planning Department**, Hears capital improvement requests, provides technical assistance to neighborhoods for developing plans, develops and coordinates appropriate community review of planning-related City Council bills, as well as zoning appeals and subdivision and development plans. The Planning Department also handles requests regarding Urban Renewal.
 

<u>Contact</u>	<u>Phone</u>
Director	(410) 346-4327
Planning	(410) 396-5171
Information	(410) 396-9509
  
- **Baltimore City Department of Housing and Community Development** (oversees Urban Renewal)
 

<u>Contact</u>	<u>Phone</u>
Director of Development	(410) 396-1614
Commissioners	(410) 396-3232
Information	(410) 396-5000
  
- **Baltimore City Department of Housing & Community Development** sponsors the Neighborhood Incentive Program, which provides matching grants up to \$25,000, for physical improvements to communities.
 

**Contact:** 417 E. Fayette Street, Room 1301  
Baltimore, MD, 21202

**Phone:** (410) 396-3364
  
- **Baltimore City Board of Municipal and Zoning Appeals**

**Phone:** (410) 396-4301
  
- **Baltimore Department of Real Estate**

**Phone:** (410) 396-4768.



September 2001

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- **Harlem Park Revitalization Corporation**, Harlem Park 2000 initiative, currently reinvesting in and rehabbing homes in HPLS area.  
**Contact:** Mr. Jelli Ogundele, President  
1017 Edmondson Avenue  
Baltimore, MD 21223  
**Phone:** (410) 728-5086
  
  - **Baltimore City Public Works**, Bureau of Transportation: Street improvements, traffic light issues.  
**Phone:** (410) 396-8111
  
  - **Baltimore Department of Recreation and Parks** is ready and waiting to work with the HPLS community.  
**Contact:** Mary Porter, Parks Planner  
**Phone:** (410) 396-0690

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# EDMONDSON COMMONS BUILDING ELEVATIONS



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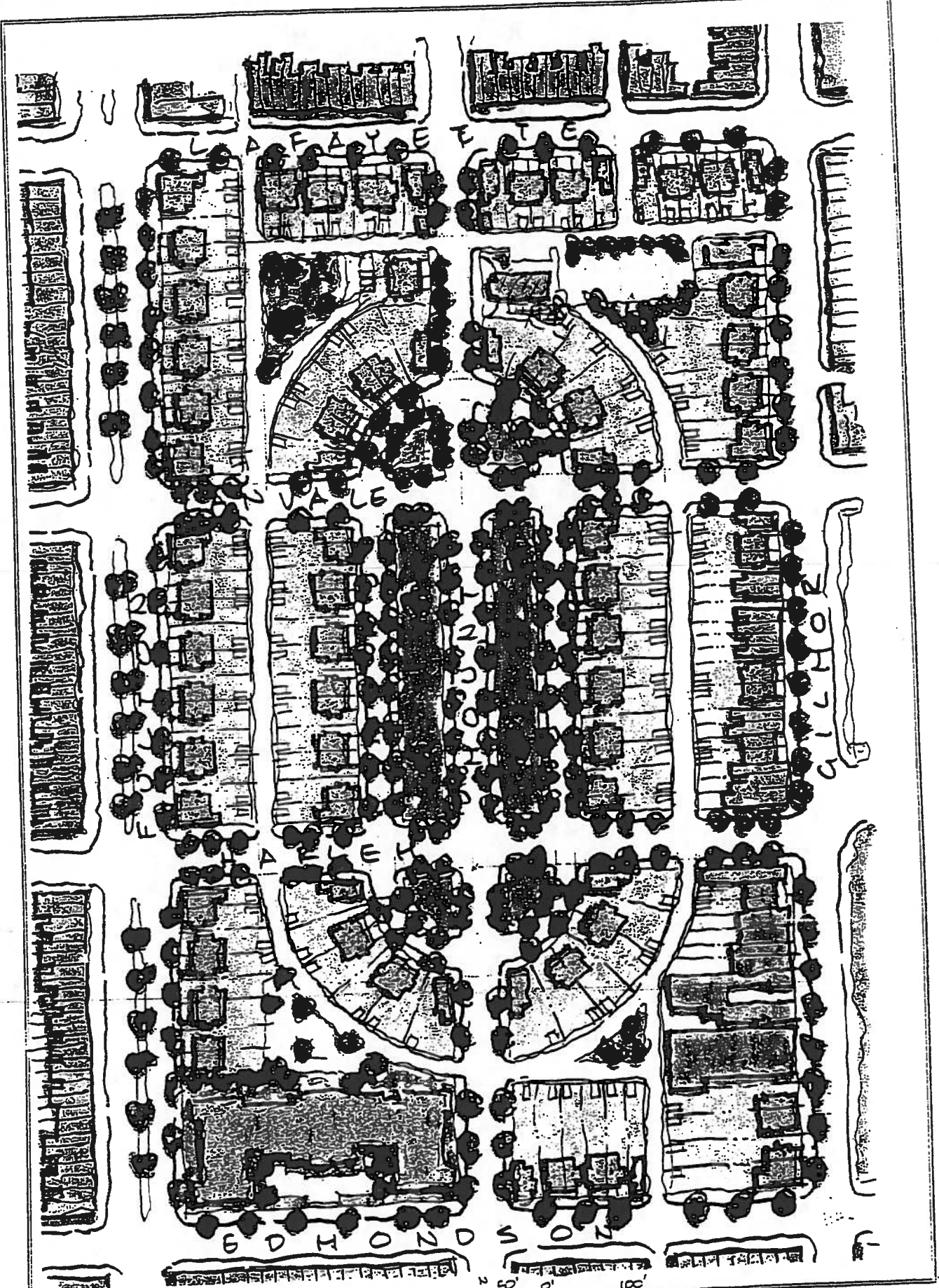
September 2001

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# EDMONDSON COMMONS SITE PLAN



WHITNEY, BAILEY, COX & MAGNANI, LLC  
Consulting Engineers, Architects, Planners, & Surveyors



Bank of America  
 100 South Charles Street, 3rd Floor  
 Baltimore, MD 21201  
 410.547.4461 fax 410.547.4373

**HARLEM PARK,**  
 West Side  
 Baltimore, Maryland

Torti Gallas and Partners **CGK, Inc.**  
 1300 Spring Street, 4th Floor  
 Silver Spring, MD 20910  
 301/588-4800 fax 301/650-2255

10.29.99  
 0812.01

**BANK OF AMERICA'S  
COMMUNITY PLAN**

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**CHAPTER FIVE**  
—◆—  
**IMPLEMENTATION**



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## CHAPTER FIVE – IMPLEMENTATION

The adoption of this plan by the Harlem Park Lafayette Square Village Center is the first step in a journey of development for HPLS. Now, with the adoption of the plan, work will begin with the EBMC in developing strategic plans to implement the recommendations. In this plan, the leaders of the community have defined a vision for the community, and identified the core elements: housing, commercial and economic development, transportation, open space and land use, where the community can improve.

WBCM recommends that the HPLSVC create a committee for each of the five elements outlined in the plan, with each group composed of as few as three and as many as seven persons. Each Committee should be charged with prioritizing the recommendations outlined in this plan and putting together a strategic plan that includes a timeline in which to implement the recommendations. Also, even though each Committee is independent, members should work closely in accomplishing corresponding recommendations in different elements of the plan.

The Land Use Committee should be in place at all times, but the HPLSVC may want to consider staggering the creation of the other four Committees. This method would give the HPLSVC time to spread information and recruit Committee members, and it would give the first Committees time to formulate a plan that can be built upon by the Committees that follow.

It is essential that each of the Committees involve representatives from EBMC in their work. The EBMC representatives will guide the Committees' efforts in creating a strategic plan and assist them in identifying funding sources. In addition to partnering with the EBMC, the HPLSVC should work toward maximizing the relationships with all of the resources identified in the plan, which can contribute to support of the recommendations and the improvement of the HPLS community. These partnerships, which will increase private investment in the Empowerment Zone and provide opportunities for disadvantaged people to join the economic mainstream, will be the key to bringing to HPLS a measure of the wealth created by the nation's economy.

With the development occurring in and around HPLS, it is inevitable that the whole of the community is going to change. However, as an old proverb counsels: Change and change for the better are two different things. The vision of the community has been defined, but only through the hard work of Committee members and key partners will change for the better begin.



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September 2001

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# HARLEM PARK / LAFAYETTE SQUARE BASE MAP





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September 2001

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# GREEN SPACE RECOMMENDATION DETAIL

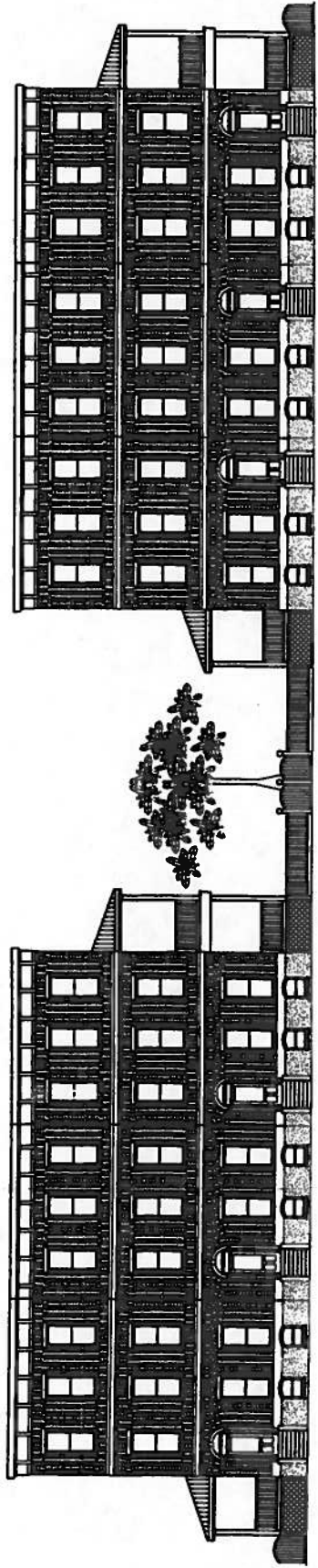


# OCCUPANCY MAP



# SIDE YARD OPTION HOMES





\* Front Elevation - Side Yard Option

N.T.S.

HARLEM PARK / LAFAYETTE SQUARE  
LAND USE MASTER PLAN 2001  
Housing Recommendations

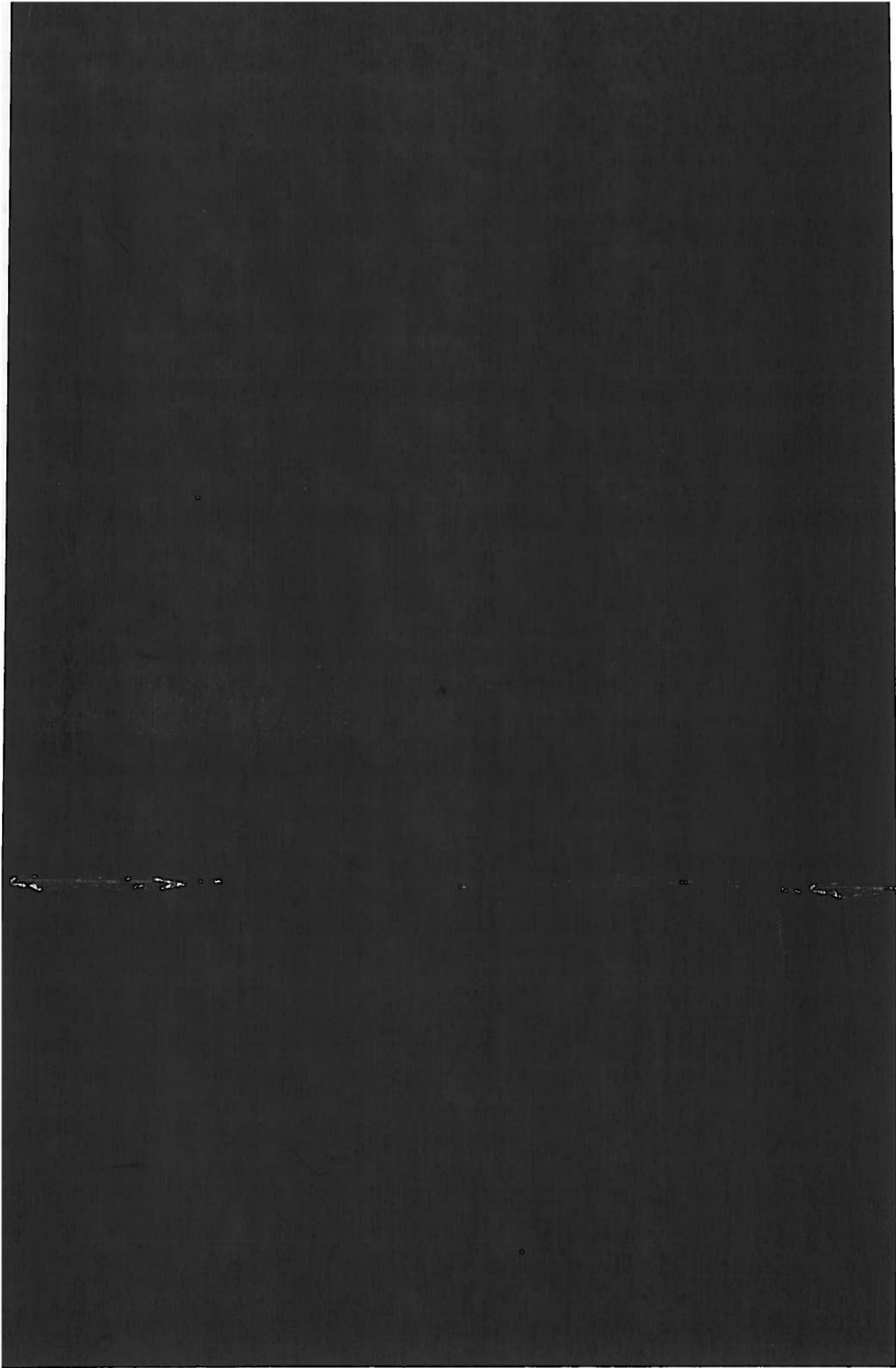
\* Concept Courtesy of HPRC

WBCM LLC  
Architects  
Landscape Architects  
403 Capital Street  
Suite 508  
Baltimore, MD 21201  
(301)343-1224



# ANGLED PARKING DETAIL





**CHAPTER SIX**

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**CONCLUSION**



## CHAPTER SIX – CONCLUSION

***“The question is not whether we can afford  
to invest in every child; it is whether we can afford not to.”***

***Marian Wright Edelman, “The Measure of Our Success”***

The work that has gone into creating this plan should not be taken as an ending point, nor the possession of this final document as a chance to rest. A vision for better housing, commercial and economic development, transportation, open space and land use has been captured in this plan. The recommendations on these pages are the building blocks of the future; but it is only action that will place the blocks into a foundation, and only persistence that will make them hold. As identified here, the opportunities exist, the resources are available, and there are partners waiting in the wings to go to work in HPLS. The importance of putting this Land Use Master Plan into action is equal to the community's desire to provide safe, clean, prosperous neighborhoods for its children.

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# APPENDICES



**APPENDIX A**

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**DEMOLITION TEAM INFORMATION**



## APPENDIX A – DEMOLITION TEAM INFORMATION

*[Based on a project used in under-privileged areas of West Virginia and provided by North Central West Virginia Community Action (NCWVCA).]*

NCWVCA employed and trained unemployed individuals (from within the impact area) to become demolition/construction skilled. The City designated the structures to be razed and the Community Demolition Company (CDC) submitted cost projections. NCWVCA also had its crew trained and certified in the abatement of asbestos.

The CDC removed fifteen different buildings/houses during its existence. The NCWVCA plan also included helping any interested workers in establishing a business of their own for continued efforts within the impact area.

A grant was used to staff and operate the CDC.

During its existence the CDC's accomplishments included:

1. Systematic removal of fifteen blighted properties.
2. Employment of six individuals who were on the West Virginia Unemployment roles.
3. Infusing more than \$150,000.00 into the local economy.
4. Asbestos abatement certification of seven individuals.

The NCWVCA continued the employment of five of the individuals, as the organization acquired two properties that it decided to totally rehab for alternative use. One property was later resold to a family for housing. The other property has been used as a site for our Head Start services.



The text of the original project proposal is as follows:

**HAZMAT DECON PILOT PROJECT  
A WORKPLACE EDUCATION PARTNERSHIP  
NARRATIVE**

**INTRODUCTION**

The HazMat DeCon Pilot Project, a workplace education partnership, has been designed by NCWVCA, the Preston County Board of Education, the West Virginia Department of Education and RESA VII's Workplace Education Program. The primary purpose of this project is to educate individuals in the profession of Hazardous Materials Abatement and Decontamination, specifically in the area of asbestos abatement and demolition.

The training received through the HazMat DeCon Pilot Project will be complemented through exposure to Fundamentals of Building Construction, Adult Basic Education and Job Search/Job Readiness training provided through the Preston County Board of Education.

The workplace-based training provided through NCWVCA at the former Bruceton Mills High School building in Bruceton Mills, West Virginia, will consist of three 14-unit sessions conducted in approximate 14-week increments throughout the course of a 12-month project period. There will be 368 hours of instruction provided by a team of trainers consisting of a Supervising Instructor and a Project Facilitator.

**STAFFING**

The Supervising Instructor will be experienced in commercial abatement of hazardous materials. The Project Facilitator will be an experienced educator or degreed in a field related to human growth and development. In every way possible, the relative and relevant skills of each will complement and supplement the other. Both of these positions will be supported by a half-time clerical position.

Additionally, as a requirement of the positions, the Supervising Instructor will participate in the Adult Basic Education instruction trainees will receive. This is intended to broaden the academic and training skills of the Supervising Instructor and to create a platform of shared experience with the trainees, a bonding strategy.



The Project Facilitator will be required as part of the position to participate in Fundamentals of Building Construction instruction that the trainees will receive. This is intended to broaden the construction-related skills of the Project Facilitator and provide a platform of shared experience with the trainees, a bonding strategy.

### **SERVICE LEVELS AND COST PER TRAINEE**

This project proposes to serve between six and twelve trainees per session. Fewer than six would be prohibitive because a certain "critical mass" of workers is needed to complete the various abatement tasks. More than twelve trainees would be unmanageable and could compromise safety of trainees and instructors.

The cost per trainee completing the training will vary according to the numbers served, of course. At a projected cost of \$249,500.00, the cost per trainee would vary from \$13,861 for eighteen trainees, average of six per session, to \$6,930 for thirty-five trainees if each class has twelve participants. An ideal number would be ten per session, which would yield a cost per trainee of around \$8,216.00.

### **TRAINING SCHEDULE**

The project will provide three fourteen-unit sessions conducted during a period of approximately fourteen weeks, each with 368 hours of scheduled instruction and practical experience provided at the Bruceton Mills site.

Each of the instructional units will cover a specific area of commercial hazardous materials abatement and demolition. The number of instructional hours per unit will vary from forty hours for the basic licensing session to sixteen hours for less complex units. The number of instructional hours per unit has been established based upon the complexity of the material presented and the myriad challenges associated with the abatement process.

The co-instruction provided through the Preston Board of Education would occur during the complementary hours of each unit. This means that during the forty-hour instructional unit, there would be co-instruction because the full work week would be involved.



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**MARKETING OF PROJECT**

One of the primary concerns of the designers of this workplace education partnership is the ability of the training regimen to attract adequate numbers of qualified participants. The providers of the training practicum would welcome the participation of other groups of potential trainees beyond the "welfare-to-work" customer base should the need arise.

Besides the quality of the training and the skills obtained, the primary appeal should be the stated goal of placing each trainee in a construction-related job earning a minimum of \$8.00 per hour. NCWVCA developed and established partnerships with the West Virginia Housing Development Fund, Grafton Manufactured Housing and other entities for the purpose of constructing affordable housing throughout a natural catchment area for the training – Marion, Monongalia, Preston, and Taylor Counties.

Some of the appealing characteristics of the training to prospective participants could be:

- Skill development in a booming industry (building construction) with the promise of \$8.00 per hour;
- Asbestos Worker Licensure through a state approved training program (a \$500.00 value);
- Skill development is one of the most lucrative construction-related fields (hazardous materials abatement);
- Certification in building construction through the Preston Board of Education;
- And support in literacy and basic skill development plus training with a viable practicum (the "practical experience" employers seek).

**APPENDIX B**

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**CLEAN-UP TEAM INFORMATION**



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**APPENDIX B – CLEAN-UP TEAM INFORMATION**

**Community Clean Up**

The following information on establishing a community clean-up crew and the benefits of establishing such a crew was provided by the Charles Village Community Benefits District.

Although this district is funded in a different manner than Harlem Park and Lafayette Square, the Village Center could work with the Empower Baltimore Management Corporation on identifying funding for such a program.

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## **JOB DESCRIPTION**

**Description:** The Sanitation Team Member helps to keep the CVCBD clean, identifies areas of violation and helps to educate the community.

### **Responsibilities:**

- actively clean streets and alleys
- clean and weed public areas including street trees
- identify public areas requiring rat abatement, alley cleaning, bulk trash pick-up, graffiti removal, or other sanitation problems
- identify sanitation problems on private property
- serve as a Good Will Ambassador, promoting the Benefits District to the community
- help educate the community about tenant/owner responsibilities
- provide administrative assistance with NCP surveys and other sanitation programs
- provide other assistance as requested

**Reports to:** Sanitation Team Manager

### **Qualifications:**

- ability to follow direction and be a team player
- ability to use variety of gardening tools
- ability to lift heavy bags and other items
- ability to use hand and power tools
- ability to work with and supervise volunteers

## **Making the District Clean and Beautiful-Sanitation and VISTA Programs**

### **Highlights:**

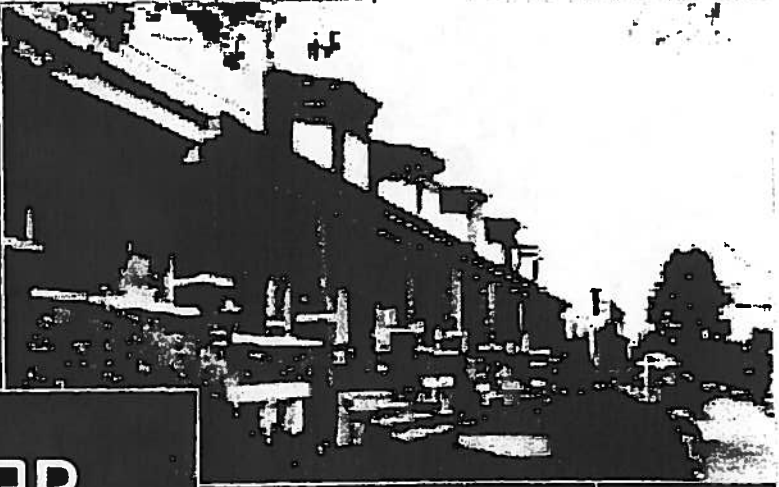
- **Hauling more trash out of the CVCBD than ever before. In the last three months 135 pick-up truckloads removed. Partnered with the city to receive a free pick-up truck and access to a dumpster.**
- **Leveraged thousands of hours of free labor from community service workers. Supervised by the CVCBD on a daily basis, including Saturdays. In the last three months 1,689 hours of free labor was dedicated to cleaning the District.**
- **Created the new CVCBD VISTA program to work on housing and public space issues-sanitation and beautification. The CVCBD now has three VISTA Members on staff who receive their salary through the Americorps Program.**
- **Monthly meetings are held with Sanitation Enforcement and the area supervisor for solid waste-trash**
- **Working closely with City Sanitation Enforcement officers to prevent future sanitation problems. In the last six weeks 133 citations were issued in the District.**
- **Working closely with the Harwood Community to clean and beautify the neighborhood. Harwood has a group of 47 volunteers who run weekly clean-ups, work with the Barclay School, and have a Neighborhood Walkers group.**
- **Built a strong Housing Court Committee to deal with negligent property owners.**
- **Got free tools from the city for areas within the District on Maryland Avenue, 32<sup>nd</sup> Street, and Ilchester.**
- **Held beautification projects on Maryland Avenue-alley gardens. More projects coming on the 2100 block of St. Paul Street. Hundreds of bulbs and flowers planted in Harwood.**
- **Located more prize money for the Painted Ladies Contest to continue.**
- **Every two weeks faxes sent to City street light maintenance, graffiti removal, and weekly to Sanitation Enforcement for problems around the district.**

**APPENDIX C**

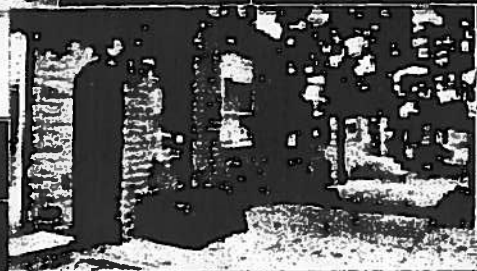
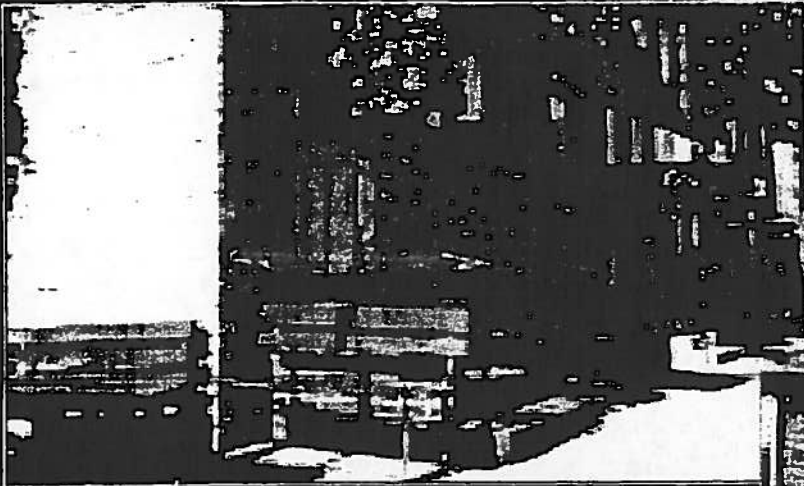
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**NEIGHBORHOOD COOPERATION  
PROGRAM INFORMATION**





# NEIGHBORHOOD COOPERATION PROGRAM



**CITY OF BALTIMORE**  
**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT**

**Martin O'Malley**  
Mayor

**Paul T. Graziano**  
Commissioner

City of Baltimore's  
DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
**NEIGHBORHOOD COOPERATION PROGRAM  
PROCEDURES & REFERENCE MANUAL**

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**PROCEDURAL GUIDELINES**

This manual is a comprehensive procedural guide to the Neighborhood Cooperation Program (NCP) and provides interested community groups and participating NCP members with a standardized reference manual. The Department of Housing and Community Development (DHCD) welcomes inquiries and applications from interested neighborhood groups and will assist these groups as time, staff and resources allow to establish and maintain a viable ongoing Neighborhood Cooperation Program.

Although the Inspection Program conducted by the participating group is an integral part of this program, non-participation in this aspect does not disqualify an association from full NCP status. Other qualifying criteria could be:

**Clean-Up Campaign**

The group could voluntarily have a neighborhood clean-up campaign, including alleys, yards, vacant lots, etc. The services of the Bureau of Sanitation would be available for assistance.

**Door-to-Door Distribution of Literature**

On occasion, leaflets or pamphlets of importance to your neighborhood are printed by the City. Voluntary distribution of this literature to ensure wide neighborhood dissemination would be invaluable.

**Adopt-A-Lot**

City-owned vacant lots that have not been designated for a particular use are located

**Adopt-A-Lot** (continued)

in all sections of the City. They can be made available to neighborhood groups to maintain and use for planting flowers and vegetables, constructing a playfield or other related uses.

Neighborhood activities would by no means be limited to the above suggestions, and we welcome recommendations as to what types of programs your organization would undertake in the improvement of your neighborhood.

**HISTORY OF THE NEIGHBORHOOD COOPERATION PROGRAM**

As neighborhoods outside Baltimore's central core began to show signs of physical deterioration, DHCD received an increased number of complaints from outer-city residents about poor housing conditions. Greater code enforcement was needed to improve housing and to prevent further decline. The problem required steps both to insure regular maintenance of the good existing housing stock, and to eliminate the signs of blight that had already appeared.

In 1972, the City began to establish an Outer City program designed to prevent further blight in the outer circumference of the city. The program's primary focus was on frequent exterior inspections to ensure that all housing was maintained in accordance with the City's housing and sanitation code standards.

DHCD reorganized its code enforcement program to include a system of patrol inspections of housing exteriors. On these "Zone Patrols," housing inspectors, as well as sanitation inspectors, would make regular block surveys of exterior property conditions, issuing violation notices where necessary. The surveys were designed to spot deteriorating conditions before wide-spread problems occurred and to obtain repairs quickly.

**HISTORY OF THE NEIGHBORHOOD COOPERATION PROGRAM** (continued)

The Zone Patrols promised to be an effective tool against blighting influences in the outer-city areas, but there was still great concern for the future of these neighborhoods that had not previously required such code enforcement.

To preserve the essentially sound outer-city housing stock, to protect residents' investments in their homes, and to assure a continued good living environment, DHCD looked to the neighborhoods for help. Since strong community groups already existed throughout the city, DHCD designed the Neighborhood Cooperation Program to stimulate a public-private cooperative approach to neighborhood housing problems.

In the NCP, DHCD helps associations become involved in their communities in the improvement and preservation of their neighborhoods by encouraging voluntary home repairs and sanitation maintenance.

**PROGRAM DESCRIPTION**

The NCP is a community-oriented program in which neighborhood associations, together with DHCD, utilize owner contacts and inspection survey techniques, directed toward exterior housing and sanitation conditions, to encourage home owners to keep their properties in good repair.

The group informs residents of the purpose and nature of these exterior inspections, which are aimed at discovering health menaces (trash, improper provisions for garbage, rat infestation) and exterior deterioration of housing conditions (broken windows, porches, steps, fences, peeling paint, etc.) When violations of the housing or health codes are identified and checked-off on a prepared checklist, the association sends a letter urging correction of the problem to the appropriate individual: property owner or occupant. After a grace

**PROGRAM DESCRIPTION** (continued)

period, a survey of the area is made and all problems not corrected are referred to DHCD. DHCD conducts an official exterior housing inspection, using the checklist as a guide, and issues violation notices. If the non-compliance continues, the case is prosecuted in Housing Court.

**HOW TO APPLY**

Essentially any area meeting the following criteria may qualify as an applicant for the NCP:

- majority homeowner occupancy
- concerned and active neighborhood association
- predominantly residential
- basically sound housing conditions
- sincere interest in the NCP.

If a group is interested in joining the NCP, they should contact the Director of the Neighborhood Service Center for their area of the city and request an informal introduction. If the group decides that they would like to join the program, DHCD will help them prepare the necessary application packet, which includes a completed application signed by the president of the community association and a map outlining the boundaries of the project.

**ACCEPTANCE FOLLOW-UP**

DHCD's patrol inspection activity will be suspended within the NCP area.

Complaints of exterior housing conditions by private citizens, within the survey area, will be referred to the NCP group chairperson. DHCD will monitor NCP follow-up on citizen complaints; the chairperson should notify DHCD on the disposition of the complaint within ten (10) days of receipt.



**ACCEPTANCE FOLLOW-UP** (continued)

The NCP group chairperson will be contacted by DHCD to determine community need for advice on the housing code, health and sanitation problems, community organization and survey techniques and to offer help to the group with their plans and activities.

The group will be assisted in the preparation, reproduction and mailing of literature for the program.

**NCP WORKSHOPS**

During the year and especially prior to the Spring survey, DHCD holds workshops and training sessions to familiarize residents with the housing code, to offer advice on and training in community organization and housing survey techniques and, generally, to provide groups with the materials and information they need to implement the program in their areas.

These workshop sessions have a basic agenda. They are conducted by staff members of DHCD, who present a general overview of the program. Training provides step-by-step instruction in locating and identifying code violations, and using the NCP checklist as a guide. It will be followed by a discussion period for questions and answers. In addition, groups are welcomed and encouraged to present an overview of their particular programs, and to exchange information, tips and experiences.

Workshops and training agendas are always flexible in order to meet the particular needs of the groups attending and additional workshops for specific skills pertaining to the program, such as home improvements, can be arranged.

### **SURVEY PROCEDURES**

Neighborhood housing surveys should begin as early in the year as possible to allow for proper compliance and follow-up. The NCP group chairperson will be contacted to ascertain the group's need for assistance and materials.

A "Dear Neighbor" letter will accompany each checklist sent to an occupant or owner. The community association may use the suggested DHCD letter or they may write their own.

Copies of the NCP checklist should be forwarded to the appropriate Neighborhood Service Center as they are issued.

In cases of absentee owners, DHCD will assist in identifying the owner, if necessary. All vacant houses should be referred to DHCD.

If after fifteen (15) days from issuing the checklist to the owner, routine sanitation problems (ones which do not require emergency or immediate action) on a property have not been corrected, the NCP group should forward a copy of the checklist to their DHCD representative. Also, a copy of the checklist should be kept with the group's records for use in their resurvey of the housing conditions.

After no more than sixty (60) days from the initial survey, checklisted properties should be resurveyed. Problems still existing with a property should be noted on the checklist with a copy to the field inspection office and to the group for their records.

A list of any properties with uncorrected paint violations should be submitted by August 15th if appropriate code enforcement action is to be taken. Many exterior violations are difficult or impossible to enforce between November 1st and March 31st.

**SURVEY PROCEDURES** (continued)

Any uncorrected checklist item found to be in violation of the code will be cited on a housing violation notice. Time allowed by NCP checklists will be considered when calculating what constitutes reasonable time for compliance. For this purpose the NCP checklist is considered in most instances to be equivalent to DHCD's Minor Deficiency Letter, which warrants the issuance of a violation notice and the promise of court action, if compliance is not met.

After appropriate action has been taken by DHCD on any uncorrected checklist and documented in the case folder, the checklists will be returned to the NCP Housing Committee with a notation of whatever action was taken.

**NEIGHBORHOOD COMMUNICATION**

Every effort should be made to contact all residents and property owners in an NCP area, especially prior to surveys, and to communicate the existence, nature and purpose of the program. A group can choose door-to-door contacts, public meetings, distribution of literature, or other suitable communication devices as methods of informing residents of the group's activities and to involve neighbors in the program. DHCD will assist in any way possible to assure neighborhood communication and, subject to cost review, will defray the cost of materials used. The NCP group is responsible for filing an annual Activity Report of their actions and accomplishments.

**TERMINATING THE RELATIONSHIP**

Any group who has dropped from the program, for whatever reason, can always reapply at any time.

Department of Housing & Community Development  
NEIGHBORHOOD COOPERATION PROGRAM

ACTIVITY REPORT

**COMMUNITY ASSOCIATION**

\_\_\_\_\_

**PRESIDENT**

\_\_\_\_\_

**Address**

\_\_\_\_\_

**Telephone**

\_\_\_\_\_

**CONTACT PERSON**

\_\_\_\_\_

**Address**

\_\_\_\_\_

**Telephone**

\_\_\_\_\_

**COMMUNITY BOUNDARIES**

**North** \_\_\_\_\_

**South** \_\_\_\_\_

**East** \_\_\_\_\_

**West** \_\_\_\_\_

Department of Housing & Community Development  
NEIGHBORHOOD COOPERATION PROGRAM

ACTIVITY REPORT

**SURVEY BOUNDARIES**

**North** \_\_\_\_\_

**South** \_\_\_\_\_

**East** \_\_\_\_\_

**West** \_\_\_\_\_

**HOUSES IN THE COMMUNITY**

**Number of**

**Houses in the survey area** \_\_\_\_\_

**Houses surveyed** \_\_\_\_\_

**Checklists issued** \_\_\_\_\_

**Checklists abated** \_\_\_\_\_

**Checklists referred  
to DHCD or to the  
Health Dept for enforcement** \_\_\_\_\_

Department of Housing & Community Development  
NEIGHBORHOOD COOPERATION PROGRAM

**ACTIVITY REPORT**

**OBJECTIVES ACHIEVED**

This section should briefly outline the goals the Association had established for itself at the beginning of the program year and the group's success or failure in realizing them. The group may want to include any unrealized objectives or plans for next year's activities; if the group intends to do this it should include their comments in this section. The group may also want to include recommendations as to how DHCD might help with future goals.

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**VOLUNTEER SUPPORT**

The Association should estimate person-hours it needed to realize its scheduled objectives and number of volunteers it had available. A brief description of volunteer activities and problems might also be added. This breakdown will be helpful in planning next year's activities.

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**ANALYSIS OF PROGRAM'S EFFECTIVENESS**

This section should include a description of how effective the program was in meeting area problems and what improvements need to be made in the program's procedures.

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Department of Housing & Community Development  
NEIGHBORHOOD COOPERATION PROGRAM

APPLICATION

COMMUNITY ASSOCIATION

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OFFICERS

**President**

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**Address**

**Telephone**

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**Vice President**

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**Address**

**Telephone**

---

**Secretary**

---

**Address**

**Telephone**

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**Treasurer**

---

**Address**

**Telephone**

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**Housing Survey Chairperson**

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**Address**

**Telephone**

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Department of Housing & Community Development  
**NEIGHBORHOOD COOPERATION PROGRAM**

**APPLICATION**

**MEMBERSHIP**

Number of homes in area \_\_\_\_\_

Number of active group members \_\_\_\_\_

Average number of meeting attendees \_\_\_\_\_

Number of owner-occupied homes \_\_\_\_\_

**COMMUNITY BOUNDARIES**

North \_\_\_\_\_

South \_\_\_\_\_

East \_\_\_\_\_

West \_\_\_\_\_

**NCP SURVEY BOUNDARIES**

North \_\_\_\_\_

South \_\_\_\_\_

East \_\_\_\_\_

West \_\_\_\_\_





Dear Resident,

Your neighborhood association, in cooperation with the Department of Housing and Community Development, has initiated a Neighborhood Cooperation Program in your area.

The Department of Housing and Community Development considers the idea of maintaining good neighborhoods through the involvement of its citizens to be a positive and worthwhile effort. We have found the Neighborhood Cooperation Program to be successful in many areas of the City.

Volunteers from the association will survey the selected area and note exterior violations on a checklist. Examples of violations:

- scaling and peeling paint
- high grass and weeds
- defective downspouts and gutters
- insanitary conditions (trash/garbage)
- defective porches, fences & accessory structures

A copy of the checklist is sent by the association to the owner or occupant of the property. A letter is also sent requesting that the noted violations be corrected. Correction of the violations eliminates the necessity of issuing a violation notice.

The superintendent of Housing Inspections for your area has been assigned to assist your association in this endeavor. The association has our assurance that the City-owned properties and the public areas will be properly maintained.

Should you have any questions regarding the program, please contact  
XXXXXXXXXXXXXXXXXXXX, Superintendent of Inspections at 410-XXX-XXXX.

Sincerely,

Director  
Division of Housing  
Inspection Services

Dear Neighbor,

As part of Baltimore City's Neighborhood Cooperation Program (NCP), your neighborhood association makes periodic surveys of the area, advising owners and residents of exterior housing and sanitation conditions in need of correction. These conditions are marked on the enclosed checklist.

We would like to enlist your help as a good neighbor in preserving the quality of our community. Please accept the enclosed checklist in this spirit. The area will be resurveyed on \_\_\_\_\_. Correction of the items on the checklist prior to resurvey will help make a concentrated neighborhood effort to maintain our good housing conditions.

Please do not hesitate to contact us if we can be of any assistance in this matter. We are also interested in hearing from you if you have suggestions that would be helpful to our community or if you would like to join the NCP. The person to contact in our neighborhood:

\_\_\_\_\_  
Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

Sincerely,

\_\_\_\_\_  
Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Association

**NEIGHBORHOOD COOPERATION PROGRAM  
Property Checklist**

**Date of Survey** \_\_\_\_\_

**Referred to DHCD** \_\_\_\_\_

**Neighborhood Association** \_\_\_\_\_

**Property Address** \_\_\_\_\_

**Property Owner** \_\_\_\_\_

**Property Owner's Address & Phone #  
(if not owner-occupied)**

\_\_\_\_\_

**Tenant's Name** \_\_\_\_\_ **NCP Inspector** \_\_\_\_\_

**SANITATION: Property will be resurveyed on** \_\_\_\_\_.

**VIOLATION**

**LOCATION**

\_\_\_ **High grass, weeds, shrubs** \_\_\_\_\_

\_\_\_ **Lack of/or trash cans without lids** \_\_\_\_\_

\_\_\_ **Insanitary conditions-trash & debris** \_\_\_\_\_

\_\_\_ **Insanitary conditions-bulk items** \_\_\_\_\_

\_\_\_ **Insanitary conditions-animal feces** \_\_\_\_\_

\_\_\_ **Trash & debris in alley abutting property** \_\_\_\_\_

\_\_\_\_\_ **Rat and/or rodent infestation** \_\_\_\_\_

\_\_\_\_\_ **An airtight container, i.e. refrigerator,  
must have doors removed within 72 hours** \_\_\_\_\_

\_\_\_\_\_ **Unlicensed or abandoned vehicle (s)** \_\_\_\_\_

**HOUSING: These conditions will be resurveyed on**

**REPAIR: Gutter** \_\_\_\_\_  
**(location)**

**Downspout** \_\_\_\_\_  
**(location)**

**Porch** \_\_\_\_\_  
**(location) steps-rail-balusters-floor-ceiling-roof**

**Window** \_\_\_\_\_  
**(location) sash-frame-sill-glass-hardware**

**Doorway** \_\_\_\_\_  
**(location) frame-sill-hardware-glass**

**Fence** \_\_\_\_\_  
**(location)**

**Garage** \_\_\_\_\_  
**(location)**

**Pavement** \_\_\_\_\_  
**(location) public-private**

**Miscellaneous** \_\_\_\_\_

**PAINT:** Gutter \_\_\_\_\_  
Fence \_\_\_\_\_  
Downspout \_\_\_\_\_  
Steps \_\_\_\_\_  
Porch \_\_\_\_\_  
Garage \_\_\_\_\_  
Windows \_\_\_\_\_  
Cornice \_\_\_\_\_  
Trim \_\_\_\_\_  
Doors \_\_\_\_\_  
Walls \_\_\_\_\_  
Other \_\_\_\_\_

## APPENDIX D

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# NEIGHBORHOOD CONSERVATION DISTRICT INFORMATION



**APPENDIX D – NEIGHBORHOOD CONSERVATION DISTRICT INFORMATION****A. What are Neighborhood Conservation Districts?**

Neighborhood Conservation Districts (NCD) are areas, usually residential neighborhoods, with unique architectural, historical, cultural, or urban design characteristics that are subject to special zoning or land-use regulations. These districts encourage infill development that respects the existing built environment. Development in these districts should maintain or improve the general quality and appearance of neighborhoods, recognize the built environment as a major part of the City's identity and positive image, and promote local architectural and cultural characteristics.

**B. Criteria generally used to define and establish a Neighborhood Conservation District**

There are many different criteria that can be used for neighborhoods that desire to be designated a NCD. In order to be eligible for the designation of a NCD in Harlem Park/Lafayette Square, the following criteria should be met:

1. The Neighborhood must have unique identifying characteristics.
2. The neighborhood requesting NCD status must be twenty-five years of age older (an age limit for a neighborhood is a basic threshold criteria).
3. The neighborhood requesting NCD status must be 80 percent or more developed. In an area that is 80 percent or more developed, most new constructions is "in-fill" in nature and an NCD will ensure that it reflects the existing character of the neighborhood.
4. The NCD should encourage development. What is allowed to be developed in an NCD should be beneficial to the neighborhood and also the surrounding areas. Discouraging development that would be beneficial to a neighborhood in particular, and the greater community in general, would defeat the purpose of the Neighborhood Conservation District.





**C. Benefits of establishing a Neighborhood Conservation District**

Residents may wonder what positive effects will be felt if the above criteria are met and a Neighborhood Conservation District is established. The benefits include:

1. The character of neighborhoods is preserved and inappropriate development is pre-empted.
2. Property values become stable and affordable housing remains in place.
3. Areas that do not qualify for historic district designation, but still have significant architectural and historic merit, are protected. The integrity of the neighborhood is not jeopardized due to incompatible additions.
4. Blight from insensitive development is prevented.
5. Architecturally or historically significant buildings are protected.
6. Residents become active in the preservation of their communities and show a willingness to support preservation efforts.
7. The newfound pride in neighborhoods translates into active participation by residents in other parts of municipal governments.

**D. Problems of Neighborhood Conservation Districts**

1. A problem that has been noted several times with the Neighborhood Conservation Districts is the administration of the districts. To combat this, review guidelines have to be correctly drafted and strictly enforced. Also, guidelines cannot be vague.
2. Developers have mistakenly believed that designation as an NCD changes the underlying zoning. The underlying zoning remains in place regardless of the designation. An exception to this would be if an amendment is made to the zoning district. Developers need to be involved in the process to understand that the NCD is being done for neighborhood protection, not to reduce profit margins.



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3. Cooperation between government, developers, and residents is necessary. To avoid conflict, the City's administration has to enforce the requirements described in the NCD, with no exceptions.

E. What should be regulated?

Because of the differences between communities, what should be regulated in a Neighborhood Conservation District will vary between neighborhoods. Neighborhoods will still be held to the same criteria to become eligible, but have the option to regulate one, or several, items.

In cities throughout the United States, regulations of NCD's were generally drafted to provide property owners with a direct role in the conservation and revitalization of their neighborhoods. The NCD is allowed this role through local plan review.

Three specific areas are included in almost every NCD: new construction, demolition, and alterations.

1. **New Construction** – New construction has to be consistent with the character on the neighborhood. Along with making sure the new construction did not jeopardize the neighborhood's integrity, the added level of review ensures that the development is compatible.
2. **Demolition** - Demolition for the sake of building something new is not always feasible or acceptable. Demolition of buildings or structures that have neither historical significance and/or value to the neighborhood damages the integrity of that particular geographic area and fabric of the community. Feasible reuse and methods of repair for any building that is considered to have historic neighborhood value (that is not beyond repair or poses an immediate danger to the community) should be explored before demolition can take place.
3. **Alterations** – Alterations or exterior remodeling should be done in harmony with the general theme of the neighborhood. This does not eliminate the addition of new windows, doors, paint, or bricks to homes or businesses, but it makes sure that what is added is done tastefully and represents the character of the community.



A Neighborhood Conservation District can include other regulations along with any, or all, of the above. Items such as densities, heights, floor area ratios, setbacks, landscaping, and signs were listed in several other NCD's that were researched. What will be regulated will likely be different in each NCD. What is good for one neighborhood is not necessarily good or needed in another neighborhood.

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**APPENDIX E**

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**PROPERTY ACQUISITION**



## APPENDIX E – PROPERTY ACQUISITION

Several of the recommendations found in this plan include partnerships through which Baltimore City or the Urban Renewal Authority would acquire property in Harlem Park/Lafayette Square for rehabilitation or redevelopment.

WBCM and the City officials involved in this process felt it would be appropriate to include information for property owners that provides some basic facts about what to expect if a public agency is interested in acquiring their property.

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**Property Acquisition Process**  
**Baltimore City Office of Land Acquisition and Relocation (LAR)**  
**Phone: (410) 396-3114**

- LAR notifies Property Owner by letter of City's intent to acquire property, brochure outlining federal guidelines is also sent
- LAR Orders 2 Appraisals
- LAR Orders Title Report
- LAR Sends copies of Title Report to Law Department for review and approval
- LAR Sends copy of Appraisal and Title Report to City Appraiser for review and approval
- Offering price is reviewed and approved by the Director of Development
- LAR Sends Title Report and Appraisal to Department of Real Estate for negotiation
- Relocation is notified of activity and whether or not the property is occupied, vacant, residential or commercial
- Department of Real Estate forwards signed Option Agreements to LAR
- LAR Presents signed Option Agreement to Board of Estimates for approval
- LAR Orders Lien Sheet on the property to verify outstanding Municipal Liens such as Property Taxes, Water, Demolition, etc. if any and to determine what Liens can be released or abated
- LAR Establishes Settlement Date with Law Department, Title Company and Property Owner
- LAR Orders Tax Equivalency Bill (to determine prorated tax bill from beginning of tax period to Settlement Date) and Prorated Water Bill
- Settlement takes place

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If owner refuses City's offer, or if liens exceed the value of property, condemnation (either "Quick Take" or regular) is initiated. In regular condemnation an in-house legal process begins, there are no further negotiations with the property owner -if any- and the City petitions the Court to resolve the matter by authorizing the City to seize the property. "Quick Take" is initiated for properties -- not in Urban Renewal Areas -- that are abandoned and located in blocks that are 75% vacant.



# When A Public Agency Acquires Your Property

## Introduction

This booklet describes important features of the **Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (URA)** and provides general information about public acquisition of real property (real estate) that should be useful to you.

Most acquisitions of real property by a public agency for a Federal project or a project in which Federal funds are used are covered by the URA. If you are notified that your property will be acquired for such a project, it is important that you learn your rights under this important law.

This booklet may not answer all of your questions. If you have more questions about the acquisition of your property, contact the Agency responsible for the project. (Check the back of this booklet for the name of the person to contact at the Agency.) Ask your questions before you sell your property. Afterwards, it may be too late.

## General Questions

### **What Right Has Any Public Agency To Acquire My Property?**

The Federal Government and every State government have certain powers which are necessary for them to operate effectively. For example, they have the power to levy taxes and the power to maintain order. Another government power is the power to acquire private property for public purposes. This is known as the power of eminent domain.

The rights of each of us are protected, however, by the Fifth and Fourteenth Amendments of the U.S. Constitution and by State constitutions and eminent domain laws which guarantee that if a public agency takes private property it must pay "just compensation" to the owner. The URA provides additional protections, as explained in this booklet.

### **Who Made The Decision To Buy My Property?**

The decision to acquire a property for a public project usually involves many persons and many determinations. The final determination to proceed with the project is made only after a thorough review which may include public hearings to obtain the views of interested citizens.

If you have any questions about the project or the selection of your property for acquisition, you should ask a representative of the Agency which is responsible for the project.

### **How Will The Agency Determine How Much To Offer Me For My Property?**

Before making you an offer, the Agency will obtain at least one appraisal of your property by a competent real property appraiser who is familiar with local property values. The appraiser will inspect your property and prepare a report that includes his or her professional opinion of its current fair market value. After the appraiser has completed his work, a review appraiser will examine the appraisal report to assure that the estimate is fair and the work conforms with professional appraisal standards.

The Agency must offer you "just compensation" for your property. This amount cannot be less than the appraised fair market value of the property. "Just compensation" for your property does not take into account your relocation needs. If you are eligible for relocation assistance, it will be additional.

### **What Is Fair Market Value?**

Fair market value is sometimes defined as that amount of money which would probably be paid for a property in a sale between a willing seller, who does not have to sell, and a willing buyer, who does not have to buy. In some areas a different term or definition may be used.

The fair market value of a property is generally considered to be "just compensation." Fair market value does not take into account intangible elements such as sentimental value, good will, business profits, or any special value that your property may have for you or for the Agency.



### **How Does An Appraiser Determine The Fair Market Value Of My Property?**

Each parcel of real property is different and therefore no single formula can be devised to appraise all properties. Among the factors an appraiser typically considers in estimating the value of real property are:

- How it compares with similar properties in the area that have been sold recently.
- How much rental income it could produce.
- How much it would cost to reproduce the buildings and other structures, less any depreciation.

### **Will I Have A Chance To Talk To The Appraiser?**

Yes. You will be contacted and given the opportunity to accompany the appraiser on his or her inspection of your property. You may then inform the appraiser of any special features which you believe may add to the value of your property. It is in your best interest to provide the appraiser with all the useful information you can in order to insure that nothing of allowable value will be overlooked. If you are unable to meet with the appraiser, you may wish to have a person who is familiar with your property represent you.

### **How Soon Will I Receive A Written Purchase Offer?**

Generally, this will depend on the amount of work required to appraise your property. In the case of a typical single-family house, it is usually possible to make a written purchase offer within 45 to 60 days of the date an appraiser is selected to appraise the property.

Promptly after the appraisal has been reviewed (and any necessary corrections obtained), the Agency will determine just compensation and give you a written purchase offer in that amount along with a "summary statement," explaining the basis for the offer. No negotiations are to take place before you receive the written purchase offer and summary statement.

### **What Is In The Summary Statement Of The Basis For The Offer Of Just Compensation?**

The summary statement of the basis for the offer of just compensation will include:

- An accurate description of the property and the interest in the property to be acquired.
- A statement of the amount offered as just compensation. (If only part of the property is to be acquired, the compensation for the part to be acquired and the compensation for damages, if any, to the remaining part will be separately stated.)
- A list of the buildings and other improvements covered by the offer. (If there is a separately held interest in the property not owned by you and not covered by the offer (e.g., a tenant-owned improvement), it will be so identified.)

### **Must I Accept The Agency's Offer?**

No. You are entitled to present your evidence as to the amount you believe is the fair market value of your property and to make suggestions for changing the terms and conditions of the offer. The Agency will consider your evidence and suggestions. When fully justified by the available evidence of value, the offer price will be increased.

### **May Someone Represent Me During Negotiations?**

Yes. If you would like an attorney or anyone else to represent you during negotiations, please inform the Agency. However, the URA does not require the Agency to pay the costs of such representation.

### **If I Reach Agreement With The Agency, How Soon Will I Be Paid?**

If you reach a satisfactory agreement to sell your property and your ownership (title to the property) is clear, payment will be made at a mutually acceptable time. Generally, this should be possible within 30 to 60 days after you sign a purchase contract. If the title evidence obtained by the Agency indicates that further action is necessary to show that your ownership is clear, you may be able to hasten the payment by helping the Agency obtain the necessary proof. (Title evidence is basically a legal record of the ownership of the property. It identifies the owners of record and lists the restrictive deed covenants and recorded mortgages, liens, and other instruments affecting your ownership of the property.)

### **What Happens If I Don't Agree To The Agency's Purchase Offer?**

If you are unable to reach an agreement through negotiations, the Agency may file a suit in court to acquire your property through an eminent domain proceeding. Eminent domain proceedings are often called condemnations. If your property is to be acquired by condemnation, the Agency will file the condemnation suit without unreasonable delay.

### **What Happens After The Agency Condemns My Property?**

You will be notified of the action. Condemnation procedures vary, and the Agency will explain the procedures which apply in your case.

Generally, when an Agency files a condemnation suit, it must deposit with the court (or in an escrow account) an amount not less than its appraisal of the fair market value of the property. You should be able to withdraw this amount, less any amounts necessary to pay off any mortgage or other liens on the property and to resolve any special ownership problems. Withdrawal of your share of the money will not affect your right to seek additional compensation for your property.

During the condemnation proceeding, you will be provided an opportunity to introduce your evidence as to the value of your property. Of course, the Agency will have the same right. After hearing the evidence of all parties, the court will determine the amount of just compensation. If that amount exceeds the amount deposited by the Agency, you will be paid the difference, plus any interest that may be provided by law.

To help you in presenting your case in a condemnation proceeding, you may wish to employ an attorney and an appraiser. However, in most cases the costs of these professional services and other costs which an owner incurs in presenting his or her case to the court must be paid by the owner.

### **What Can I Do If I Am Not Satisfied With The Court's Determination?**

If you are not satisfied with the court judgment, you may file an appeal with the appropriate appellate court for the area in which your property is located. If you are considering an appeal, you should check on the applicable time limit for filing the appeal and consult with your attorney on whether you have a basis for the appeal. The Agency may also file an appeal if it believes the amount of the judgment is too high.

### **Will I Have To Pay Any Closing Costs?**

You will be responsible for the payment of the balance on any mortgage and other liens on your property. Also, if your ownership is not clear, you may have to pay the cost of clearing it. But the Agency is responsible for all reasonable and necessary costs for:

- Typical legal and other services required to complete the sale, recording fees, revenue stamps, transfer taxes and any similar expenses which are incidental to transferring ownership to the Agency.
- Penalty costs and other charges related to prepayment of any recorded mortgage on the property that was entered into in good faith.
- Real property taxes covering the period beginning on the date the Agency acquires your property.

Whenever possible, the Agency will make arrangements to pay these costs directly. If you must incur any of these expenses yourself, you will be repaid—usually at the time of closing. If you later discover other costs for which you should be repaid, you should request repayment from the Agency imme-

diately. The Agency will assist you in filing a claim. Finally, if you believe that you were not properly repaid, you may appeal the decision to the Agency.

### **May I Keep Any Of The Buildings Or Other Improvements On My Property?**

Very often, many or all of the improvements on the property are not required by the Agency. This might include such items as a fireplace mantel, your favorite shrubbery, or even an entire house. If you wish to keep any improvements, please let the Agency know as soon as possible.

If you do arrange to keep any improvement, the Agency will deduct only its salvage value from the purchase price you would otherwise receive. (The salvage value of an item is its probable selling price if offered for sale on the condition that the buyer will remove it at his or her own expense.) Of course, if you arrange to keep any real property improvement, you will not be eligible to receive a relocation payment for the cost of moving it to a new location.

### **Can The Agency Take Only A Part Of My Property?**

Yes. But if the purchase of only a part of your property reduces the value of the remaining part(s), you will be paid for the loss in value. Also, if any remaining part would have little or no utility or value to you, the Agency will offer to buy that remaining part from you.

Occasionally, a public project will increase the value of the part which is not acquired by the Agency. Under some eminent domain laws, the amount of such increase in value is deducted from the purchase payment the owner would otherwise receive.

### **Will I Have To Pay Rent To The Agency After My Property Is Acquired?**

If you remain on the property after the acquisition, you may be required to pay a fair rent to the Agency. Such rent will not exceed that charged for the use of comparable properties in the area.

### **How Soon Must I Move?**

If possible, a mutually agreeable date for the move will be worked out. Unless there is an urgent need for your property (e.g., your occupancy would present a health or safety emergency), you will not be required to move without at least 90 days advance written notice.

If you reach a voluntary agreement to sell your property, you will not be required to move before you receive the agreed purchase price. If the property is acquired by condemnation, you cannot be required to move before the estimated fair market value of the property has been deposited with the court so that you can withdraw your share.

If you are being displaced from your home, you will not be required to move before a comparable replacement home is available to you.

### **Will I Receive Relocation Assistance?**

Title II of the URA requires that certain relocation payments and other assistance must be provided to families, individuals, businesses, farms, and nonprofit organizations when they are displaced or their personal property must be moved as a result of a project that is covered by the URA.

The Agency will furnish you a full explanation of any relocation assistance to which you may be entitled. If you have any ques-

tions about such assistance, please contact the Agency. In order for the Agency to fulfill its relocation obligations to you, you must keep the Agency informed of your plans.

### **My Property Is Worth More Now. Must I Pay Capital Gains Tax On The Increase?**

When a public agency acquires real property for public purposes, the property owner usually may postpone the payment of Federal capital gains taxes on any profit from the sale if he or she reinvests the profit in similar property within a certain replacement period. To take advantage of this right, you should file the details in a statement with your Federal income tax return for the tax year in which you realize the gain.

Internal Revenue Service (IRS) Publication 544 explains how the Federal income tax would apply to a gain or loss resulting from the condemnation of real property, or its sale under the threat of condemnation, for public purposes. If you have any questions about the IRS rules, you should discuss your particular circumstances with your personal tax advisor or your local IRS office.

### **I'm A Veteran. How About My VA Loan?**

After your VA home mortgage loan has been repaid, you will be permitted to obtain another VA loan to purchase another property. Check on such arrangements with your nearest Veterans Administration Office.

### **Is It Possible To Donate Property?**

Yes. You may donate your property or sell it to the Agency for less than its fair market value. The Agency must obtain an appraisal of the property and offer just compensation for it, unless you release the Agency from these obligations.

**Additional Information**

If you have any questions after reading this booklet, contact the Agency and discuss your concerns with the Agency representative.

Agency \_\_\_\_\_

Address \_\_\_\_\_

Office Hours \_\_\_\_\_

Telephone No. \_\_\_\_\_

Person to Contact \_\_\_\_\_



HUD-1041-CPD  
June 1998

(Previous Edition Obsolete)



**APPENDIX F**

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**NEIGHBORHOOD INCENTIVE PROGRAM**





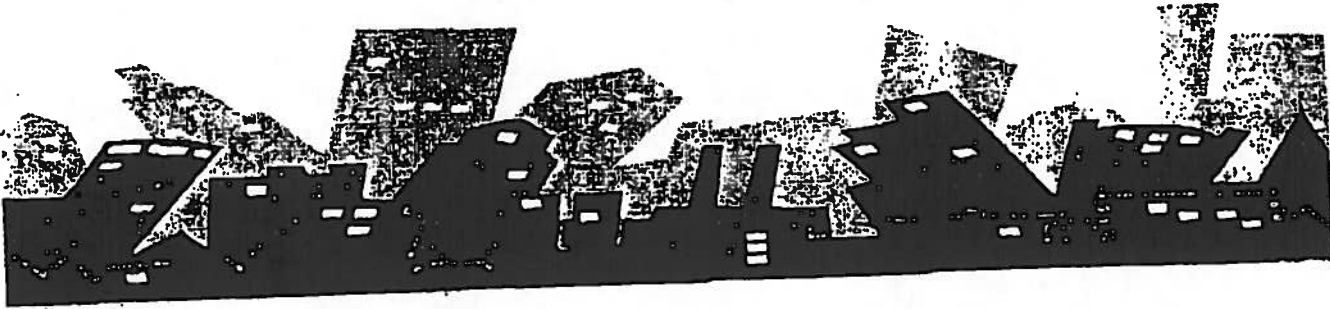
## APPENDIX F – NEIGHBORHOOD INCENTIVE PROGRAM

Several of the recommendations found in this plan could be eligible for a grant through the Neighborhood Incentive Program (NIP).

This appendix provides some background on the NIP and a copy of the application.

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# *THE NEIGHBORHOOD INCENTIVE GRANT*



**CITY OF BALTIMORE  
MARTIN O'MALLEY, Mayor**

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
PAUL T. GRAZIANO, Commissioner**



CITY OF BALTIMORE  
THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

**NEIGHBORHOOD INCENTIVE PROGRAM**

**OVERVIEW**

*The Neighborhood Incentive Program is a partnership between the City of Baltimore and not-for-profit, 501c(3) organizations. The purpose of the program is to encourage physical improvement projects to benefit the public and to better the neighborhood. The City of Baltimore through the Department of Housing and Community Development (DHCD) matches the organization contribution with a grant up to \$25,000. Applications may be submitted to:*

*DHCD/Neighborhood Project Coordination Section  
417 E. Fayette Street, Suite 1301  
Baltimore, Maryland 21202*

**PROGRAM REQUIREMENTS**

- 1. Organization must clearly define the scope of work for the proposed use of the NIP funds.*
- 2. The project must be a structural project, something that is permanent and has an estimated service life of at least 20 years. Operating costs, salaries, administrative subsidies, services and equipment are ineligible.*
- 3. The project must not increase the current or any future City operating budget.*
- 4. The project must be able to be completed in one year.*
- 5. The organization must show proof of the private match. A minimum of 25% of the private match must be in cash. The cash must be in private dollars, not the result of a grant or loan from any other city government entity.*
- 6. If the project involves subcontracting arrangements, the organization must show the ability to contract with private parties.*

7. *The project must be approved by the Neighborhood Project Coordination Section of the City's Department of Housing and Community Development as technically and operationally feasible.*
8. *Organizations must be non-profit, hold a current IRS tax exemption certificate, and be incorporated in the State of Maryland. Proof of these requirements must be included with the proposal.*
9. *A maximum of \$25,000 (subject to availability of funds) on one project per year is the limit for each organization.*
10. *Organization must submit two (2) most recent bank statements (not more than forty five days {45} old). After evaluation and prior to contract approval, a new bank statement shall be submitted.*
11. *Proposals for scope of work must include three (3) contractor's estimates. Contractor's estimates must all have the same activity. Estimates must be current – within the Contractor's date of expiration. (If Organization is unable to obtain more than one estimate, proof that attempts were made to obtain other estimates must be submitted. This could be in the form of letters to or responses from Contractors.)*
12. *Organization must submit a letter indicating which Contractor has been chosen and why.*
13. *Organization must have site control, i.e. property ownership, lease, if project is on public property, the organization must obtain written approval from appropriate agency.*
14. *Proposed use must be permitted by Zoning and Organizations must secure proper permits.*
15. *Organizations must show evidence of liability insurance if project involves volunteer labor on any construction project, or organization must have volunteers sign the Volunteer Form holding the City and Organization harmless against liability claims.*
16. *Projects, which received or have an application for funding from other DHCD sources, are not eligible to receive Neighborhood Incentive Program funds.*

**THE FOLLOWING CRITERIA WILL BE USED FOR EVALUATING ALL PROPOSALS:**

1. *Community Support*
2. *Innovation and creativity*
3. *Organization's ability to implement and follow-through*
4. *Organization's financial health*
5. *Direct and indirect benefits*
6. *Local needs being addressed*
7. *At least one NIP goal met:*
  - *Stabilize or improvement of neighborhood*
  - *Improve environment of neighborhood*
  - *Increase economic development opportunities for residents*
  - *Reduce City's maintenance costs in neighborhood*

**WHEN THE ORGANIZATION IS READY TO BEGIN THE PROJECT THE FOLLOWING  
MUST BE PROVIDED**

1. *Use permit from Zoning (must be obtained before any work begins)*
2. *Copies of the fronts and backs of cancelled checks paid to Contractors for work performed on the project (must be provided before funds can be distributed)*

**PROPOSAL FORM FOR NEIGHBORHOOD INCENTIVE PROGRAM**

Department of Housing and Community Development  
417 E. Fayette Street - Room 1301  
Baltimore, Maryland 21202  
(410) 396-3364

**(PLEASE TYPE OR PRINT CLEARLY)**

1. Organization Name: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Street \_\_\_\_\_ Zip \_\_\_\_\_  
Day Phone \_\_\_\_\_  
Incorporated on \_\_\_\_\_ in \_\_\_\_\_  
(date) (state)  
Non-Profit? \_\_\_\_\_ Tax Exempt # \_\_\_\_\_  
Executive Director (if applicable) \_\_\_\_\_  
President \_\_\_\_\_  
Secretary \_\_\_\_\_  
Name of Your Neighborhood \_\_\_\_\_
2. Total Amount of Funds Requested from City: \$ \_\_\_\_\_ (half of the total cost of project up to maximum of \$25,000)
3. Describe the physical improvement of capital project you are planning with this grant.
4. Project location (street boundaries or property address). Attach map if necessary.

5. *What is the anticipated time needed for completion of the project?*
6. *Explain how project meets one of the NIP goals in Question 7 under Criteria, Page 1.*
7. *How many people do you estimate will benefit directly or indirectly from your organization's enhanced capability due to this project?*
8. *Describe how completing this project will benefit the organization and the neighborhood.*
9. *If the applicant is other than the local improvement association/block club, has the association or club given support for the project? Please attach letters of support from the association/club.*
10. *If project is for improvements to a property with abutting private property owners, have they given approval for the project? Please attach letters of support from owners.*
11. *Briefly describe the kind of work the organization does.*

12. Describe the project's budget. A contractor's estimate for the TOTAL amount of project (If the contractor is doing all of the work on the project) will serve as the official Budget on a separate sheet and must be included with the application for full consideration (refer to #11 page 1 (Overview)). If the contractor's budget is not the total costs of the project, include private funds (your match) donated materials and labor costs to establish the total project budget.

1	2	3	4	5
Item	City Fund Requested	Private Funds	Donated Material	Labor (\$10/hr.)

**TOTAL:**

13. Attach documentation showing availability of Private Funds (Column 3). Attach documentation showing the remainder of match will be achieved. List of members donating time or goods is satisfactory (Columns 4 and 5).

I. Total City Funds Requested: (should match Column 2 above) \_\_\_\_\_

II. Total Private Cash Contributions:  
(no less than one quarter of above line) \_\_\_\_\_

III. Total Private Labor and Materials:  
(total of Columns 4 and 5 above) \_\_\_\_\_

IV. Total Budget: (total of Lines I, II and III) \_\_\_\_\_

**EXAMPLE**

I.	Total City Funds Requested:	\$25,000
II.	Total Private Cash Contributions:	\$6,250
III.	Total Private Labor and Materials	\$18,750
IV.	Total Budget:	\$50,000

**CHECK LIST**

**HAVE YOU INCLUDED?**

- \_\_\_ 2 Bank statements showing cash match (Requirement #10)
- \_\_\_ Proof of ability to provide remainder of match (Requirement #4)
- \_\_\_ Copy of IRS tax exempt certificate - an IRS letter is not sufficient (Requirement #7)
- \_\_\_ List of the Board of Directors (Requirement #7)
- \_\_\_ Articles of Incorporation (Requirement #7)
- \_\_\_ Current Contractor's estimates of project. Proof of attempts to secure estimates if only one is submitted. (Requirement #11)
- \_\_\_ Proof of site control or letter of permission to use the property (Requirement #12)
- \_\_\_ Support letters from Community Association and abutting property owner(s) if necessary (Questions 9 and 10)
- \_\_\_ Volunteers Pledge and Release Form

*Submitted by: (Name of President or Authorized Person)*

\_\_\_\_\_  
*NAME*

\_\_\_\_\_  
*TITLE*

*President or Authorized Person's Signature*

\_\_\_\_\_  
*NAME*

\_\_\_\_\_  
*DATE*

***AN ORIGINAL AND 2 COPIES OF THIS APPLICATION SHOULD BE SUBMITTED TO:***

*Department of Housing and Community Development  
NIP Coordinator - Neighborhood Project Coordination  
417 E. Fayette Street - Room 1301  
Baltimore, Maryland 21202*

*For further information, call: (410) 396-3364*





Contract Title and Number: \_\_\_\_\_

This contract \_\_\_\_\_ will be awarded through competitive bidding.

\_\_\_\_\_ will be awarded to a selected source.

\_\_\_\_\_ is for professional services.

List services or supplies that the Prime Contractor will be required to perform with its own workforce:

List services, supplies or trades required under this contract that are available only from a sole source:

List services, supplies or trades required under this contract that should be exempt from MBE and WBE subcontracting goals and give reasons:

\_\_\_\_\_  
Signature and title of person completing form

\_\_\_\_\_  
Date

---

**Action by Minority and Women's Business Opportunity Office**

The following goals are applied to this contract:

MBE Goal: \_\_\_\_\_%

WBE Goal: \_\_\_\_\_%

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name and Title

**APPENDIX G**

—◆—

**LIST OF PARTICIPANTS**



**APPENDIX G – LIST OF PARTICIPANTS**

This plan was made possible, in part, by the participation and involvement of the residents of Harlem Park and Lafayette Square.

Sign in sheets from meetings are included in this appendix as a way of thanking and including everyone who participated.

P:\1999\99000101\Design\Reports\Report 5 - HPLS Land Use Master Plan\99.0001.01-R-0905\_G.doc



# HARLEM PARK/LAFAYETTE SQUARE VILLAGE CENTER

LAND USE DRAFT MEETING  
FEBRUARY 23, 2001  
SIGN-IN SHEET

Devin Clayborne - 613 N. Carver St. Suite 21217 PH # 410-669-6944  
A  
Armen Station

---

S. H. Wiley EBMC (410) 783-4410

Niam Ryder UBEM

Preston Davis UBEM

PATRICK B. FORD UBEM

Provi Sharpe DHCD

~~410-396-1153~~  
Marshall White Dept. of Planning 410 396-5934

R Hill - 225-7023

Scott Willis

EBMC

410 783 4409 (w)

Land use, Comte. Mtg = W/13 C 111 LKF

3/13/01

Sign. List -

Kevin Cloughorne - Chair of Human Resources Comte. Member Board of Directors - Resident

TRICK FORD

Orna A. Standyk

STEVEN W. WILKES

Lawrence Denton

Armeda Kalina

John W. Distance - HPLSVC, VOS, LSOC, HPNC, EBMC-1

Fico  
H-E-...  
...em

Brian Rydin

#11, Resident, Village Center

9 April 2001

# HPLSVC Community Input

## Please sign in

- 1) ~~Wendell P. Ashby~~ 412-2195
- 2) ~~Gregg Hobbs~~
- 3) John S. Yorkshire 712 N. Hilma St. 411 728-4511
- 4) ~~Don Miller~~ 510 Stricker St 728-6310
- 5) Robin W. Distance
- 6) Lawrence Denton
- 7) R. Howard Hill, 128-2881 225-7023
- 8) CAROL F. WATSON, 669-0548
- 9) Fr. Cletus Udoh, MSP. St. Pius V
- 10) Ms. Arlene B. Fisher, President 1209 West Lanvale St.  
Lafayette Square Comm. Assn. Inc. Baltimore, MD. 21217-2525
- 11) Arlene Fisher Hill, 521 N. Schorber St
- 12) Eld. TRAMMELL - 523-1434
- 13) DONALD GARNER 704 N. ARLINGTON
- 14) REGINALD SAMPLE 524 N. Culmer St
- 15) Willie Coit 1514 Lanvale St
- 16) Anthony L. Strickland (410) 724-5319 530 N. Stricker St
- 17) ~~William~~ 1033 W. Lanvale St
- 18) Pamela Harvey 6110 N. Carey St.
- 19) Paul & Sonia Loop 728 N. Hilma St
- 20) Jean & Mary E. May 619 N. Hill St
- 21) Irene Smith 2500 Maryland Ave CLC
- 22) Christy Smith "
- 23) Tachelle Reil 410 523-0997 836 N. Stricker St

- 24 CLARENCE M COOY
- 25 Steven W. Wilken 1023 Brantley Ave.
- 26 Arnold Palmer 641 N. Schrader St
- 27 Sarahai Darden 836 N. Stricker St 2127
- 28 SAMOS CARTER 1010 Bennett Rd.
- 29 Mike Carter
- 30 Don Hardy
- 31 Walter Galveston
- 32 Mr. Tall 528 Stricker So. 728-1491
- 33 Edward B MATTHEWS JR - 767-7099
- 34 - Chester Bendall 728-5818
- 35 TIMOTHY M'LEOD 1509 N. Edmonds
- 36 Charles Langford Jr. Christ King (410) 383-8636
- 37 REV. JACQUELINE Goode 816 N. Gilmore St  
ZION H. H. MISSIONARY BAPT.
- 38 EUGENE ROZZELL 523-2848
- 39 Jonathan Rountree - 615 N. Mount St. 225-793
- 40



# Attendance Sheet

name	Address if (Not St James)
1. Mervyn Lewis	827 Marlinton St James
2. Alpha Bandy	" " " St James
3. Susan Price	824 N. Arlington Ave
4. Dorothy Perkins	" " "
5. Mary Horton	" "
6. Lelia Britt	" "
7. Maggie Allen	" "
8. Ada Boyd	" "
9. Elizabeth Anthony	" "
10. Eliza Stokes	" "
11. Morris Hill	" "
12. Audrey McDonald	" "
13. Elizabeth Jones	" "
14. Luella Potts	" "
15. Laura Alexander	" "
16. Chelma Wilder	" "
17. Don Adams 714	" "
18. Rose Blue #602	" "
19. Gladys Payne 714	" "
20. LeRoy Barnes 407	" "
21. Helen Johnson #1014	" "
22. Elaine Powell 915	" "
23. Alma J. Lane apt 105	" "
24. Alice Fisher	" "
25. Lorraine White 701 N. Arlington Ave	" "
26. Alma Lee Lane #105	" "

(1 May 2001)

Harlem Park / Lafayette Square

Focus Group  
Churches

Please sign in:

name

church

1) June Egan - Harlem Pk. Com. Baptist

2) Bernita Kelly - Harlem Park Comm. Ep. Church

3) Arlene Fisher - St. Pius V Church

4) Pearllette Lansey - Enon Baptist Church

5) Tom Miller - W. W. M. Church

6) Robin D. Distance

7)

8)

9)

10)

11)

12)

13)

14) Bernita Kelly (Deacon)

15) Harlem Park Community Baptist Church

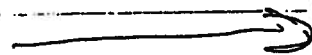
16) 614 N. Gilmore St. 21217

17)

18)

19)

20)



Attendance Sheet

No.	Name	Address
1	Mertrude Harris	827 Marlinton Ave
2	Alpha Bandy	" " " "
3	Susie Price	827 1/2 Marlinton Ave
4	Dorothy Perkins	" " " "
5	Mary Harton	" " " "
6	Lelia Britt	" " " "
7	Maggie Allen	" " " "
8	Ada Boyd	" " " "
9	Elizabeth Anthony	" " " "
10	Elijah Stokes	" " " "
11	Alvis Hill	" " " "
12	Audrey McDonald	" " " "
13	Elizabeth Jones	" " " "
14	Belle Potts	" " " "
15	Laura Alexander	" " " "
16	Thelma Wilder	" " " "
17	Don Adams 714	" " " "
18	Rose Blunt #602	" " " "
19	Wladys Payne 214	" " " "
20	Leroy Barnes 407	" " " "
21	John Johnson #1014	" " " "
22	Elaine Powell 915	" " " "
23	Alma & Lane apt 105	" " " "
24	Alice Fisher	" " " "
25	Lorraine White, 701 1/2 Marlinton Ave	" " " "
26	Alma Lee Lane #105	" " " "

Name

Address if Not  
Resident of St James

Barbara Cartwell #104

Mrs Robert B. Parker

Martha Lee

Mrs. L. Lane apt #105

Madeline Buckell #305

John & Mary Ann Kirk

Robin D. Distance

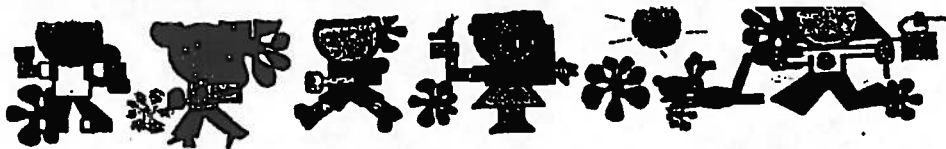


May 2, 2001

Harlem Park Elementary School #035

Harlem Park Lafayette Square Land Use Master, you

- | Signature             | Title / Position                                        |
|-----------------------|---------------------------------------------------------|
| 1. Kia Fortson        | Grade 2                                                 |
| 2. Alondra Johnson    | Grade 2                                                 |
| 3. Courtney McCard    | Grade 5                                                 |
| 4. Keoni Gordon       | Grade 5                                                 |
| 5. Tyrek Jones        | Grade 5                                                 |
| 6. Brittany Harris    | Grade 5                                                 |
| 7. Latifah Drummond   | Grade 4                                                 |
| 8. Bruce Powell Jr.   | 4 <sup>th</sup>                                         |
| 9. Eric Washington    | grade 2 <sup>nd</sup>                                   |
| 10. Cassandra Scott   | Consultant Teacher                                      |
| 11. Robin A. Distanze | Harlem Park Village C.                                  |
| 12. Kevin Clayborne   | Harlem Park Village C. by Village C. Board of Directors |
| 13.                   |                                                         |
| 14.                   |                                                         |
| 15.                   |                                                         |
| 16.                   |                                                         |
| 17.                   |                                                         |
| 18.                   |                                                         |
| 19.                   |                                                         |
| 20.                   |                                                         |



May 2, 2001

Harlem Park Elementary School #035

Harlem Park Lafayette Square Land Use Master, You

Signature	Title / Position
1. Kia Fortson	Grade 2
2. Alondra Johnson	Grade 2
3. Courtney McCard	Grade 5
4. Keam Gordon	Grade 5
5. Tyrek Jones	Grade 5
6. Brittany Harris	Grade 5
7. Latifah Drummond	Grade 4
8. Brian Powell Jr.	4 <sup>th</sup>
9. Eric Washington	grade 2 <sup>nd</sup>
10. Cassandra Scott	- Consultant Teacher
11. Robin D. Distances	- Harlem Park Village C
12. Kevin Clayborne	- Harlem Park Lafayette Sq Village Ctr. Board of Director
13.	
14.	
15.	
16.	
17.	
18.	
19.	
20.	

# Harlem Park Middle school

2 May 2001

name	grade
<del>Alvin Horton</del>	<del>6th</del>
Alvin Horton	6th
Michael Sumner	4th
Aaron Vass	7th
Bradley Williams	6th
Anna Lawrence	6th
* Melvin Lashley	6th
George Simon	6th
Maurice Fisher	7th
Alvin Cherry	7th
Quymon Henderson	6th
Albino Enuaks	6th
Khasee Isaihu	6th
Nanae Bond	6th
Shannell Peters	6th
Clayton Clayton	6th
Levell Brown	7th
Hochelle N. John	7th
Tyrell N. Alt	6th
Leck Gueneratti	6th
Janice Graham	6th
Brittney Butcher	6th
Jazmya Tatum	6th
Kishawn Bond	8th
Takira Doshields	7th
Darrell Gauder	6th
Rayana Walker	6th
TRAVIS RABES	6th

Harlem Park Lafayette Square  
Land Use Master Plan

Business Focus Group

2 May 2001

Please sign in

<u>Name</u>	<u>business</u>
1) Rodney E. Johnson	All Star UNISEX
2) <del>John</del>	MURRAY
3) ROY ANDERSON	ALL STAR UNISEX
4) Arlene Fisher	
5) Robin A. Distance	
6) Kevin Clayborne	HPLSVCA
7)	
8)	
9)	
10)	
11)	
12)	
13)	
14)	
15) Carmen Watson	



# Please Sign In

9 May 2001

## HPLS Land Use Master Plan Community Input #2

<u>name</u>	<u>address</u>
1) R. Howard Hill	1019 HARLEM AVE-
2) RYAN AZ Hill	" "
3) Kathalene Carey	510 N. Stricker St
4) Michael Carter	510 N. Stricker St.
5) Rev. Irendra E. LAYTON	615 N. KALTHORN ST.
6) Winifred P. Osby	1113 W. Lamole St
7) Lawrence Patton	3607 Belle Ave 21215
8) Vernon Wheeler	None
9) Brian Stephenson	1047 Brantley St.
10) Claude Amitts	735 N. Fulton Ave
11) Marie Johnson	533 N. Calhoun St 21223
12) Spring Ferguson	523 N. Fulton Ave
13) Anky Patterson	515 N. FULTON AVE
14) Louise BROWN	1504 W. Franklin St
15) DONALD GARNER	704 N. ARLINGTON AVE.
16) Ashere Fisher	1229 W Leavelle St
17) John Yorkston	712 N. Gilman St.
18) Albert V. Wylie	638 N. Gilman St 21217
19) Tachelle Rich	836 N. Stricker St. 21217
20) NATHAN HUNTER	4017 FRED AVE. 21229
21) WALTER DENNISON	1004 EDMONDSON AVE
22) Irene Poulsen	(NDC) 1401 Hollis
23) Marshella Wallera	Dept. of Planning 316-5934
24) LANTHIA DARDEN	836 N. STRICKER ST 21217
25) Charles Holody	1842 Brantley
26) Seatriel Jones	914 Edmondson Ave 21223
27) ...	...
28) ...	...

- Darryl Springs → 1612 Edmondson Ave MD
- 30. ~~Hand Springs~~ → 2208 Aston St Temple Hills MD 20748
- 31.) Lisa Glover 2208 Aston St Temple Hills MD 20748
- Eric Springs 2912 2nd St S.E. Washington, DC 20032

Apt. 4

HPLSVC, Inc. Land Use Planning Mtg. : 6/21/01

Name	Address	Phone
1 Jean E. Gray	1 619 W. WALKER ST	1 410 728-8576
2 [unclear]	2 1023 HARLEM AVE	2 410-728-2887
3 Steven W. Walker	3 1023 Brantley Ave	3 410 996-7756
4 Patricia Warden	4 836 N. STRICKER AV	4 410-523-1717
5 Walbert Adolphson	5 530 W. TUCKER ST	5 410 328-5309
6 Arlene Fisher	6 1209 N. LINDALE ST	6 410-225-3634
7 Annie Thomas	7 1605 Edmund Ave	
8 Kathleen Myers	8 1611 Edmond Ave, 24358	728-2729
9 MARIE JOHNSON	9 533 N. CALHOUN ST	9 383-7093
10 DAVID BRICE	10 1112 HARLEM AVE	10
11	11	11
12	12	12
13	13	13
14	14	14
15	15	15
16	16	16
17	17	17
18	18	18
19	19	19
20	20	20
21	21	21
22	22	22
23	23	23
24	24	24

Harlem Park/Lafayette Square Village Center  
600 N. Carey St.  
Baltimore, Maryland 21217  
(410) 225-7023

~~Land Use~~ Draft Meeting

Date: 7/31/01

Name Kevin Clayborne 613 N. Carey St. 410 669-6947

~~Fuller~~ 539 N. CAREY ST 410-225-3901

Tachelle Rich 836 N. Stricker St. 410-523-0995

Bruce Hodge 612 N Gilmore St —

Bill W. Day 34 market pl. 783-4410

Marshella Wallace Dept. of Planning 396-5937

Pooi Sharpe

Armonia Watson 1103 Harlem Ave

Lawrence Dexter 3607 Belle Ave 410-542-0039

Patricia Ford WBCOM 410-512-4500

Alacia A. Dite " "

Emil White 2814 Rockrose Ave 410-542-5825

Jamie Thomas 1605 Edin. Hoo. 410-462-4601

R Hill

Jamie Hadden 836 N. Stricker St 410-523-17

**APPENDIX H**

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**CIVIC ISSUES**



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## APPENDIX H – CIVIC ISSUES

While working on the HPLS Land Use Master Plan, WBCM encountered several issues that cannot be adequately addressed in the scope of a physical land use plan. However, these issues were of great concern to residents, and were mentioned repeatedly in community input meetings, personal interviews and focus groups. Concerns about crime, drug abuse, drug trafficking and loitering were often mentioned among biggest problems facing the HPLS community.

As a result, WBCM crafted the plan's recommendations with these fears and problems in mind, even though the scope of a physical land use master plan does not address these concerns specifically. In creating the strategic plans that will evolve out this document, community leaders will be laboring to broaden their efforts, allowing them to address these concerns, as they impact the very heart of the HPLS community and affect the lives of its residents in every way.

As with the five elements for improvement identified in this plan, there are resources available to address the civic issues facing the community. The Mayor's Office on Criminal Justice has a number of programs available, such as the *Hot Spots/Comprehensive Communities Program*, which strives to reduce crime and build community capacity. Another resource is the *Maryland Re-Entry Partnership Initiative*, a comprehensive network of services offered to ex-offenders to ensure a successful transition from prison to community. Other agencies, like the *Historic East Baltimore Community Action Coalition*, also offer programs geared toward public safety.

Although these issues are not directly addressed within the boundaries of a land use master plan, it is necessary to emphasize the challenges that comprise civic issues to ensure residents and participants in the planning process that they were heard. There is a premise, called the "broken window theory," that says human behavior is strongly affected by the environment, and that just one unrepaired window will create a downward spiral of vandalism, crime and disorder. If the reverse can be held true, however, the very effort of improving the physical environment of HPLS will have a positive influence on the quality of life throughout HPLS, making it a safe, clean and friendly place to live and work.

# CREDITS



**CREDITS**

**HARLEM PARK/LAFAYETTE SQUARE  
VILLAGE CENTER (HPLSVC) BOARD**

**HPLSVC STAFF**

**HPLSVC  
LAND USE COMMITTEE**  
Del. Carmena Watson, Chair  
Kevin Clayborne  
Lawrence Denton  
Bruce Hodges  
Robin Distance

**SENIOR CITIZENS**  
St. James Terrace  
and  
N.M. Carroll Manor

**ALL PARTNERS OF THE HPLS VILLAGE  
CENTER**

**SCHOOLS**  
Harlem Park Elementary School  
Harlem Park Middle School

**ALL PARTICIPANTS IN THE HPLSVC  
PUBLIC MEETINGS AND FOCUS GROUPS**

**BALTIMORE CITY**  
Provi Sharpe  
Marshella Wallace  
Mary Porter  
Frank Murphy

**EMPOWER BALTIMORE  
MANAGEMENT CORPORATION**  
Bill Wiley  
Serena Neal  
Scott Willis

**UNITY UNITED METHODIST CHURCH**  
and  
Rev. Norman Handy for the use of their facility

**WHITNEY, BAILEY, COX & MAGNANI, LLC (WBCM)**  
*Consulting Engineers, Architects, Planners, & Surveyors*  
849 Fairmount Avenue, Suite 100  
Baltimore, Maryland 21286

—◆—  
Pat Ford, Project Manager  
Alecia Sirk, Project Planner  
Melisa Walker, Publishing  
James King, Graphics and Urban Design





# LETTER TO THE COMMUNITY





17 September 2001

Del. Carmena Watson and  
Harlem Park/Lafayette Square Village Center Board  
600 N. Carey Street  
Baltimore, Maryland 21217

RE: Land Use Master Plan  
WBCM Job No. 1999.0001.01

Ladies and Gentlemen:

The neighborhoods of Harlem Park and Lafayette Square are at an exciting time in their history. Many aspirations are coming to fruition and, as a result, many opportunities will surface. Change for the better is on the horizon in Harlem Park and Lafayette Square. Thanks to the actions and determination of a core group of volunteers, the residents of the community will have a hand in shaping their community's future.

However, as stated in the plan, this document is just that: a plan, a vision for physical land use in Harlem Park and Lafayette Square. It was not the goal of this process to identify specific sites for change, to commit agencies to a financial responsibility, or decide the timeframe in which this vision is attained. That is the responsibility of the Harlem Park/Lafayette Square Village Center staff and volunteers, along with representatives from the Empower Baltimore Management Corporation.

One of the opportunities that will be put before the Village Center is the option of working with a consultant to achieve the more specific tasks of identifying and prioritizing projects, creating a timeline and contacting funding sources. WBCM would be more than happy to assist the Village Center in that endeavor, should the Board choose to move in that direction.