

# The Mount Vernon Master Plan



**Fall, 2013**



## **ACKNOWLEDGEMENTS**

The Department of Planning wishes to thank the following stakeholders for their invaluable contributions to this study:

The Mount Vernon-Belvedere Association

Jubilee Baltimore, Inc.

The Midtown Development Corporation

The Peabody Institute

The University of Baltimore

The Planning Department would also like to thank all those who participated in this planning process.



### **Department of Planning Mission Statement**

To provide the highest level services and leadership in urban and strategic planning, historical and architectural preservation, zoning, design, development, and capital budgeting to promote the sustained economic, social, and community development of the City of Baltimore.

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## COMMUNITY VISION STATEMENT

**The following vision statement was developed by the Mount Vernon-Belvedere Association in order to guide and inform the planning process which resulted in this Master Plan.**

Mount Vernon has Baltimore's most elegant and walkable network of places to live, work, study, and play. It can and should be Baltimore's most urbane neighborhood and an important part of the City's strategy to attract people and businesses.

Mount Vernon is and should be first and foremost a residential neighborhood; streets that are primarily residential should be quiet, tree-shaded, and lighted for pedestrian safety and comfort. Mount Vernon is and should be fairly dense, with large multi-family buildings scattered among its historic row houses, and should have enough people by day and night to support neighborhood retail. Mount Vernon's great cultural institutions and hundreds of businesses, a unique strength of Mount Vernon, will grow as the community improves and pedestrians experience more safety and more pleasure. Finally, Mount Vernon is and should be one of America's great historic environments; historic buildings should form the image of the neighborhood, and infill development should defer to the power of historic buildings.

Mount Vernon is and should be uniquely tolerant and diverse. People of many backgrounds, interests, and habits now do, and increasingly should, work together to improve and protect their community.

The achievement of Mount Vernon's potential is a matter of great importance to Baltimore as a whole and will require significant amounts of new development, historic renovation, and improvement to the public realm of traffic, transit, streetscape, and public space.

## **PLANNING PROCESS**

Pursuant to the Homeless Shelter Agreement between the City and the Mount Vernon-Belvedere Association included in the Board of Estimates March 19, 2009 approval of the homeless shelter at 620 Fallsway, the Department of Planning agreed to complete a planning process for the Mount Vernon neighborhood. Specifically, the Agreement required:

- During the two years following the effective date of the Agreement, the City's Department of Planning will work with MVBA to complete a land use plan or an Area Master Plan, if that is deemed more appropriate by the Department, that will inform the Citywide comprehensive Zoning Code Rewrite, an updated transportation plan, and study development options for selected surface parking lots in the community.
- The Planning Department will include in the next City-wide rezoning a land use plan in line with the Mount Vernon Area's existing design guidelines.
- During the two years following the effective date of the Agreement, the Department of Planning will work with MVBA to develop architectural sketches for redevelopment of surface parking lots.

### **Plan Scope**

The public planning process began in earnest on October 4, 2011 with a kick-off meeting open to all community stakeholders. All properties within the planning area received a mailed notification regarding this meeting to encourage participation. The meeting was also attended by representatives of many City Agencies, including the Department of Transportation, the Department of Housing and Community Development, the Health Department, and the Baltimore Development Corporation.

The purpose of this meeting was primarily to define the Plan scope and the planning process. In order to obtain a better understanding of the study area's existing conditions, the Planning Department provided background information regarding existing housing data, Census data, and regulatory controls. In addition, a Strengths, Weaknesses, and Opportunities exercise was conducted in order to define the community's priorities for the Master Plan (see Appendix for complete analysis).

As a result of the Strengths, Weaknesses, and Opportunities exercise, in addition to the items specified explicitly in the Agreement, the Department of Planning also proposed to address:

- Parks and open space issues, excluding the ongoing work by the Mount Vernon Place Conservancy, which is being addressed under a separate process,
- Comprehensive review of development regulations, and
- Various transportation planning items referenced in the Agreement.

The preliminary meeting included a presentation on TransForm Baltimore, the proposed new Zoning Code, since a land use plan that informed this initiative was a key component of the Plan's scope, and the City's Comprehensive Master Plan which guides all other planning efforts. Since the Agreement required study of some infill development parcels, the preliminary meeting also included an opportunity for community stakeholders to participate in the process of selecting the parcels to be studied.

## **Planning Process**

Out of the preliminary meeting three committees were formed in order for community stakeholders to directly participate in the development of recommendations for the Master Plan: the Development Committee, the Open Space Committee, and Transportation & Parking Committee. Each committee was co-chaired by City Agency representatives with open community participation throughout the planning process. These committees correspond to the three primary chapters of this plan. In addition, a joint Planning Department – Mount Vernon-Belvedere Association Steering Committee was formed in order to coordinate the efforts of the committees.

After the preliminary meeting, it was determined that an additional general meeting was required to confirm the Plan's scope before the committees began developing recommendations, so a second general meeting was held on January 17, 2012. At this meeting the Strengths, Weaknesses, and Opportunities exercise was reviewed and augmented and the infill development parcels to be studied were confirmed. After the Plan's scope was confirmed at the January meeting, the committees began their work in earnest, meeting from February to June 2012 to develop existing conditions and preliminary recommendations for their topic area.

A general meeting was held on June 19, 2012 to solicit feedback on the committees' preliminary analysis and recommendations, including the presentation of preliminary schematic designs with options, draft land use study, draft comprehensive rezoning recommendations, and draft transportation and parking recommendations.

After this meeting, committees continued to meet for the next year to finalize committee recommendations, complete the Parking Study, complete a visioning meeting for the Waxter Center, and to allow additional City agencies to provide staff support as appropriate. Once these recommendations were finalized, they were submitted to the Steering Committee in June, 2013 for a comprehensive review to ensure that plan recommendations were coordinated across committees.

A complete outline of the planning process is included on the following page.

<b>Planning Process Outline</b>	<b>Timeline</b>
Preliminary CHAP briefing	April 12, 2011
Kick-Off General Meeting <ul style="list-style-type: none"> <li>• Introduce purpose of plan and scope</li> <li>• Present Comp Plan principles and demographic analysis</li> <li>• Introduce new code and TransForm Baltimore process</li> <li>• Public input on Plan priorities (SWOT) and selection of infill development site</li> </ul>	October 4, 2011
Follow-Up General Meeting <ul style="list-style-type: none"> <li>• Community visioning</li> <li>• Review/update of public input on Plan priorities (SWOT)</li> <li>• Review of infill development sites input from previous meeting</li> <li>• Formation of committees               <ul style="list-style-type: none"> <li>○ Suggested topics include Development, Transportation, and Open Space</li> <li>○ Assign items from Plan priorities (SWOT) to Committees</li> </ul> </li> </ul>	January 17, 2012
Initial Committee Meetings (as needed) <ul style="list-style-type: none"> <li>• Other city agencies to provide staff support as appropriate</li> <li>• Follow up on public working session issues</li> </ul>	February- June, 2012
CHAP briefing on Public Update Meeting <ul style="list-style-type: none"> <li>• Review material to be presented at Public Update Meeting and Working Session</li> </ul>	May 8, 2012
Update General Meeting and Working Session <ul style="list-style-type: none"> <li>• Present preliminary schematic designs with options</li> <li>• Present draft land use study and draft comprehensive rezoning recommendations</li> <li>• Present draft transportation and parking recommendations</li> <li>• Solicit public feedback on committee work and draft recommendations</li> </ul>	June 19, 2012
Follow-Up Committee Meetings (as needed) <ul style="list-style-type: none"> <li>• Finalize committee recommendations</li> <li>• Complete Parking Study</li> <li>• Complete Waxter Visioning Process</li> <li>• Other city agencies to provide staff support as appropriate</li> <li>• Follow up on public working session issues</li> </ul>	July, 2012- June, 2013
Deadline for Chapter submissions by Committees to Steering Committee for review	June, 2013
Steering Committee review of draft text, finalization of draft	July, 2013

**\* City/MVBA Steering Committee will meet regularly throughout the planning process  
Update provided by Department of Planning staff at regular MVBA monthly meeting**



## HISTORY

From the laying of the cornerstone of the Washington Monument in 1815 to the beginning of the 20th century, the Mount Vernon-Belvedere area developed into Baltimore's wealthiest 19th-century neighborhood. Baltimore's most talented architects and many nationally known architects, artists, and interior decorators designed the vast majority of structures. Today, Mount Vernon is one of America's grand Victorian neighborhoods. By the early 20th Century, most of Mount Vernon had been built; nevertheless, pockets of development occurred. Prior to WWII, most changes came in the form of apartment houses, car dealerships, private schools, and many storefronts. After WWII, government officials proposed many plans to transform the area. Some prevailed; others were prevented by coordinated and well established opposition. The following history will briefly chronicle the development of the Mount Vernon-Belvedere area, concentrating on the efforts of residents and advocates to affect change and finally to preserve the character and building fabric of the neighborhood.

On July 4, 1815, 20,000 Baltimoreans ventured just north of the city to Howard's Woods to participate in the laying of the cornerstone of the Washington Monument.<sup>1</sup> In 1829, the monument was complete when workers placed the sculpture of George Washington on top of the grand pedestal. The monument quickly became an icon for young America, capturing the imagination of great writers like Herman Melville, who in his masterpiece *Moby Dick* wrote, "Great Washington stands high aloft on his towering mainmast in Baltimore, and like one of Hercules' pillars, his column marks that point of human grandeur beyond which few mortals will go." Since its construction, the Washington Monument has been captured in all Baltimore guide books and the vast majority of travel memoirs of authors who visited Baltimore. In 1904, just after the Great Baltimore Fire, Henry James visited the City and in his *The American Scene*, described the monument:

the high column, in the middle, with its surmounting figure and its spreading architectural base, this presence was, for all the world, like that of some vast and stately old-fashioned clock, a decorative "piece," an heirloom from generations now respectably remote.

For Baltimoreans, too, the monument has become an "heirloom" that marks Baltimore's cultural center and the point upon which the Mount Vernon-Belvedere neighborhood developed.

Sometime shortly after 1827, the heirs of John Eager Howard created house lots that faced four squares laid out in the form of a Greek cross.<sup>2</sup> The area began attracting families of wealthy merchants, many of which grew up in town homes several blocks south. Over the next several decades, magnificent houses were built in the Federal, Greek Revival, and Italianate styles, all of which complemented the classical features of the Washington Monument. Between 1859 and 1866, one of the first cultural institutions in Baltimore, the Peabody Institute, was built with funds donated by George Peabody.<sup>3</sup> By the late 1850s most house lots were filled with large townhomes. In addition, the squares were simply landscaped with trees, lawns, and a decorative wrought iron perimeter fence.

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<sup>1</sup> Francis F. Bierne, *The Amiable Baltimoreans* (New York: E.P. Dutton and Company Inc., 1951), 91-92.

<sup>2</sup> Mary Ellen Hayward and Charles Belfoure, *The Baltimore Rowhouse* (New York: Princeton Architectural Press, 1999), 34.

<sup>3</sup> John Dorsey and James Dilts, *A Guide to Baltimore Architecture*, Third ed. (1973; repr., Centreville, MD: Tidewater Publishers, 1997), 117-18.

Development also occurred in other sections of the neighborhood, but in a definitive way. First, the development pattern followed a logical trajectory from south to north and from west to east. Development prior to the mid-1820s primarily ended at Centre Street except along Howard Street. Today, buildings that face the 900 block of Tyson Street and many that face the 100 and 200 blocks of the north side of West Read Street were built prior to the late 1820s. Development along Charles, Saint Paul, and Calvert Streets stopped just north of Madison Street because of the grand estate Belvidere, the colonial home of the Howard Family. By 1876, the mansion, which sat close to the corner of Calvert and Eager Streets, was demolished and Saint Paul and Calvert streets were extended north. Further development continued after the construction of several bridges across the Jones Falls. By the 1890s magnificent Victorian houses built in the Second Empire, Italianate, and Queen Anne style lined the streets.

Change, too, occurred around Mount Vernon Place. In 1872, the Mount Vernon Methodist Church was constructed by Baltimore architects Dixon and Carson in a polychromatic Gothic Revival style.<sup>4</sup> The asymmetry of the church and its bold color created by green serpentine stone and red and buff color sandstone sharply contrasted with the classical sensibility of the squares.

In 1875, the City proposed to remove the wrought iron fences along the perimeter of the squares, allowing all city residents access to the parks. This infuriated the local residents who viewed the parks as their private front lawns. As city officials and Mount Vernon residents debated, a compromise arose. The proceeds from selling off the fence would be used to landscape the squares.<sup>5</sup> By 1875, a commission was created to direct and manage the improvements to the squares. Around 1875, Frederick Law Olmsted Sr. was hired to redesign the squares.<sup>6</sup> The North and South squares were guided by Olmsted's design. Several years later, the east and west squares were landscaped under the direction of the commission but not necessarily under Olmsted Senior.<sup>7</sup> Fountains, outdoor sculpture, asymmetrical walkways, and new plantings transformed the squares into a green Victorian oasis for Mount Vernon.

Change along the squares quickened. In 1872, Robert and Mary Garrett, son and daughter-in-law of John Work Garrett, were given as a wedding gift 11 West Mount Vernon Place, a commodious Italianate style house<sup>8</sup>. For this childless couple, however, the house was not stylish enough. In 1884, they bought 9 West Mount Vernon Place, demolished both properties, and hired Stanford White to design a "modern" house. The new house, built in brownstone in the latest architectural style, shocked the residents on the squares.<sup>9</sup> The Garretts constructed a vestibule, which blocked the view of the Washington Monument from the house of the wealthy merchant Henry Pratt Janes, their next door neighbor. Henry Pratt Janes sued the Garretts, claiming that the vestibule infringed upon the property line.<sup>10</sup> Janes won in the lower courts but eventually lost on appeal, and today, the vestibule remains.<sup>11</sup> Thus, by the 1880s, residents were already engaged in debate on how their neighborhood should look.

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<sup>4</sup> Ibid., 126.

<sup>5</sup> *Baltimore Sun*, June 12, 1875. (Proquest Historical Newspapers, The Baltimore Sun 1837-1986) p. 5.

<sup>6</sup> M Edward Shull, "Mount Vernon Place: Improvements to North and South Parks by Frederick Law Olmsted, Sr.," *The Olmstedian* 15, Issue 1 (Fall 2003).

<sup>7</sup> *Baltimore Sun*, August 11, 1877. (Proquest Historical Newspapers, The Baltimore Sun 1837-1986).

<sup>8</sup> John Dorsey, *Mount Vernon Place: An Anecdotal History with 66 Illustrations* (Baltimore: Maclay & Associates, 1983), 14.

<sup>9</sup> Dorsey and Dilts, 134.

<sup>10</sup> *Baltimore Sun*, April 10, 1886. (Proquest Historical Newspapers, The Baltimore Sun 1837-1986) 6.

<sup>11</sup> Ibid.

Shortly after the Garretts built their new house, many of the houses on the squares underwent improvements. Stories were added, facades were torn off and new ones erected in intricately carved stone. The subdued classical and Italianate feel of the squares transformed into a late 19th-century Victorian setting.

During the 1890s, when the newly planned suburb of Roland Park attracted many new upper class residents, the Mount Vernon neighborhood demographics evolved. Two mid-rise apartment buildings, the Stafford and the Severn, were constructed on the squares. The area began a decades-long transformation to a rental district that was losing favor with the upper class. In 1899, some of the established property owners in Mount Vernon formed the Baltimore Municipal Art Society.<sup>12</sup> The Art Society promoted the vision of the City Beautiful Movement and advocated significant changes to the city. They erected monuments throughout the city, including several on Mount Vernon Place, hired the Olmsted Brothers Landscape Architects to prepare a regional park plan, and supported the construction of a comprehensive sewer system and the passage of a comprehensive zoning ordinance.<sup>13</sup> In the Mount Vernon area, they formed a committee on height limitation, and in 1904, pushed through the state legislature a 70-foot height limit for buildings facing the squares:

The Society was induced to prepare the bill by the fact that the [Washington] monument is regarded as one of the three finest columns in the world, ranking with Trajan's Column in Rome and the July Column in Paris. From certain points of view the Severn Apartment House and the Hotel Stafford tend to dwarf the monument, and the society wishes to prevent any further encroachment of this kind.<sup>14</sup>

Two years later, William F. Cochran, a prominent builder in Baltimore, constructed the Washington Apartments at a height of 69 feet, eight inches. A year later, he sought to build another story, raising the building's height to 77 feet, 8 inches. This height was challenged in court, but the height limitation law survived.<sup>15</sup>

The height was not challenged again until 1929, when a 126-foot apartment house was being planned at the southwest corner of Cathedral and West Monument Streets.<sup>16</sup> Protests came from several residents of the squares, the Women's Civic League, and the former president of the Baltimore Municipal Arts Society. The city solicitor ruled that the apartment building was just outside the height limit boundaries.<sup>17</sup> In 1940, however, Harry O. Levin the chairman of the State Tax Commission proposed repealing the height limit. Levin stated that "Mount Vernon is one of the city's areas where tax assessments have to be lowered... [A]partment houses would give a lift to property values on the park and the immediate vicinity."<sup>18</sup>

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<sup>12</sup> James B. Crooks, *Politics & Progress: The Rise of Urban Progressivism in Baltimore 1895 to 1911* (Baton Rouge: Louisiana State University Press, 1968) 129.

<sup>13</sup> Baltimore City Planning Commission, *The City Of Baltimore Comprehensive Master Plan 2007-2012: A Business Plan for a World-Class City*, p. 37. Baltimore: 2006.

<sup>14</sup> *Baltimore Sun*, January 9, 1904. (Proquest Historical Newspapers, The Baltimore Sun 1837-1986) 26.

<sup>15</sup> Garret Power, "High Society: The Building Height Limitation on Baltimore's Mount Vernon Place" *Maryland Historical Magazine* 79 no. 3 (Fall 1984): 208

<sup>16</sup> *Baltimore Sun* January 30, 1929 (Proquest Historical Newspapers, The Baltimore Sun 1837-1986) 26.

<sup>17</sup> *Ibid.*

<sup>18</sup> *Baltimore Sun*, December 28, 1940. (Proquest Historical Newspapers, The Baltimore Sun 1937-1986) 20.

During this time, Baltimore also began planning for a cross town limited access highway. In 1944, Robert Moses of New York published the Baltimore Arterial Report. This report sited Baltimore's cross town expressway along Centre Street, one block south of the Washington Monument.<sup>19</sup> In 1957, another route was drawn two blocks north of the Washington Monument.<sup>20</sup> These routes were vociferously fought by local residents who eventually pushed the cross town expressway south to the Inner Harbor. These routes would have destroyed thousands of historic buildings and would have destroyed the very core of the neighborhood.

Other projects, too, would have reshaped the neighborhood. In 1945, then Mayor Theodore McKeldin named a committee of three architects and one engineer to create a preliminary study for the renewal of Mount Vernon Place.<sup>21</sup> In this plan, the majority of historic structures facing the squares would be demolished in order to expand the Walters Art Gallery (now Museum), the Peabody Institute, and the Boumi Temple. In addition, the new plan would construct the headquarters for the American Red Cross and a 22,000 seat arena that would have been built on top of a parking garage.<sup>22</sup>

Reasons given for this plan were captured by the Baltimore Sun: "In Mount Vernon Place, Baltimore has a centrally located, commodious and commanding site for the magnificent monument to our country's first great president. But Mount Vernon is grazed by slum and blight. It has lost much of its luster, and has been running down at the heel."<sup>23</sup> In this same article McKeldin opined, "rehabilitated, adorned, its surroundings rebuilt, Mount Vernon Square could become the dignified and majestic center of the civic and cultural life of our city, which it once was."<sup>24</sup> This original plan, however, was met with a cold reception and never found traction, most likely because two years later, Mayor McKeldin left the mayor's office for the governor's seat.

In 1958, then Mayor Thomas D'Alesandro Jr. formed a committee to "advise the city on the preservation of Mount Vernon and the expansion of the Walters Art Gallery."<sup>25</sup> This plan proposed to demolish several mansions on the south side of the west square to make way for the expansion of the Walters Art Gallery. A bond bill was floated, and again the neighborhood galvanized a formidable opposition. Led by ardent preservationist Douglass Gordon, the opposition defeated the bond bill by opening up the Garrett Jacobs mansion for inspection by the public.<sup>26</sup>

In 1959, BURHA contracted with the Greater Baltimore Committee to produce an Urban Renewal Plan Report for Mount Vernon, and in the same year, the Planning Council of the Greater Baltimore Committee produced a confidential report for BURHA entitled *Preliminary Views With Regard To*

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<sup>19</sup> Baltimore City Department of Planning, *Expressway Planning In the City of Baltimore: A Report To The Mayor and City Council*, (January, 1972), 88. Located at the Baltimore Department of Planning Library

<sup>20</sup> Ibid, 99.

<sup>21</sup> *Baltimore Sun*, July 26, 1945. (Proquest Historical Newspapers, The Baltimore Sun 1937-1986) 24

<sup>22</sup> C. Dana Loomis; Wren, Lewis and Jencks, Architects, *Report On The Development and Conservation of the Mount Vernon Place Area, October 28<sup>th</sup> 1946*. Mount Vernon Local Historic District Files. The Commission for Historical and Architectural Preservation.

<sup>23</sup> *Baltimore Sun*, July 26, 1945. (Proquest Historical Newspapers, The Baltimore Sun 1937-1986) 24.

<sup>24</sup> Ibid.

<sup>25</sup> *Baltimore Sun*, May 30, 1958. (Proquest Historical Newspapers, The Baltimore Sun 1937-1986) 24

<sup>26</sup> Dorsey, 87.

*Feasibility And Direction of Mt. Vernon Renewal Planning.*<sup>27</sup> This report analyzed the feasibility of Mount Vernon in attracting new housing investment. The report then outlined four different scenarios for renewal in Mount Vernon:

1. Complete clearance and redevelopment.
2. Code enforcement.
3. Minor Scattered clearance, major rehabilitation.
4. Moderate compact clearance, moderate rehabilitation.<sup>28</sup>

Complete Clearance would require the demolition of all buildings in an approximately 190-acre area. The second would require no demolition, but would depend on aggressive code enforcement for all buildings in the area. The third would include minor demolition coupled with code enforcement, and the fourth suggested significant demolition to create large parcels for development of high-density luxury and middle-class apartment buildings.

On February 15, 1960, the Planning Council of the Greater Baltimore Committee published the Progress Report to the Baltimore Urban Renewal and Housing Agency: Mount Vernon Urban Renewal. Again, this document presented three alternative plans each with differing degrees of demolition, ranging from 36 acre clearance (approximately 30 parcels) down to approximately eleven parcels ranging in size from a quarter of a block to a full block.<sup>29</sup> This report recommended creating an Urban Renewal Plan with “modest” clearance, which was defined as creating a 16-acre cleared parcel on the east side of the neighborhood and one 20-acre cleared parcel on the west side, wiping out approximately 25% of the neighborhood’s historic fabric.

In 1964, BURHA reduced the size of the Urban Renewal area to encompass approximately 23 blocks that centered on Mount Vernon Place. In this plan, approximately 12 blocks would become the Mount Vernon Historic and Architectural District.<sup>30</sup>

This plan became the first in the city to recommend the creation of an historic district in coordination with other urban renewal efforts. In 1964, the city acted on the plan and two city ordinances were passed: One was the creation of the Commission for Historical and Architectural Preservation (CHAP) and the other the passage of the urban renewal plan.<sup>31</sup>

In 1965, the city embarked on another urban renewal plan that extended the efforts northward along the Calvert and Saint Paul Street corridors. This plan again combined rehabilitation along with selected demolition to make way for mid-rise apartment buildings.<sup>32</sup> The Mount Vernon urban renewal plan

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<sup>27</sup> Planning Council, Greater Baltimore Committee, “Report on Preliminary Views With Regard To Feasibility and Direction of Mt. Vernon Renewal Planning,” October 28, 1959. Special Collections, Langsdale Library, University of Baltimore Archives.

<sup>28</sup> Ibid, 11.

<sup>29</sup> Planning Council, Greater Baltimore Committee, “Progress Report to the Baltimore Urban Renewal and Housing Agency,” February 15, 1960. BCDP Library, 32-43.

<sup>30</sup> Baltimore Urban Renewal and Housing Agency, “Mount Vernon” February 1964, CHAP Library

<sup>31</sup> Baltimore City legislative reference.

<sup>32</sup> Baltimore Urban Renewal and Housing Agency, “Mount Vernon II: A Tentative Plan for Its Renewal, February 1965,” CHAP Library.

extension was dropped in 1967 after much resistance from the community.<sup>33</sup> Nevertheless, the Urban Renewal Plan of 1964 was amended eight times between 1967 and 1978.<sup>34</sup> In addition, it spelled out areas for special development projects. The plan provided the authority to acquire property for clearance to make way for new development projects. The acquisition of property led the way for the demolition of Waterloo Row, the reuse of the Calvert Street station train shed as an athletic club, and a housing development on the eastern boundary of the neighborhood. The plan also provided for “Minimum Rehabilitation Standards.”<sup>35</sup> These standards ensured that dwelling units would be modernized with kitchens, closets, electrical outlets, toilets, etc. It also provided a provision to ensure that windows worked, doors were sound, and all trim to be in good repair. Unlike historic preservation standards which do not compel properties owners to improve their property, the Urban Renewal Plan tried to force owners to fix up their properties. For example, improvements to properties in the area known as the Antique Row Commercial Area “shall be completed within twelve months.”

Concurrent with urban renewal activities, the local historic district boundaries were also expanded in 1967 (approximately two blocks north of Mount Vernon Place) and in 1976 (up to Mount Royal Avenue). The boundaries expanded again in 1979, 2002, and 2006.

In 1996, the Midtown Community Benefits District was created by law as a citizen advocacy organization to provide supplemental benefits to four neighborhoods of Baltimore: Bolton Hill, Charles North, Madison Park, and Mount Vernon.<sup>36</sup> These benefits included supplemental sanitation and security services, streetscape maintenance, and promotional activities. Funding became available through property tax surcharge, which was approved by voter referendum. A management authority was created to produce an annual budget and oversee the services. For sixteen years the organization has greatly reduced trash and garbage problems, including rodent control. In addition, the neighborhoods have reduced crime and greatly increased a sense of security. Although these issues are not directly tied to historic preservation, they are essential to the health of the community, which in turn is indirectly tied to the preservation of buildings.

In 2000, Jubilee Baltimore, a nonprofit development and planning organization, produced the Midtown Community Plan, which comprised four neighborhoods: Mount Vernon-Belvedere, Bolton Hill, Madison Park, and Charles North.<sup>37</sup> This plan identified historic preservation as the central ingredient to its revitalization, “Midtown is historically and potentially the most beautiful, the most interesting, and the most sought-after part of Baltimore.”<sup>38</sup> But because three out of four of the neighborhoods were already local historic districts, the plan focused on other pressing issues: Traffic, lack of renovation and vacancy, poor streetscaping (especially lighting), incongruent zoning, and the need for a nonprofit development corporation. Within ten years, with Jubilee staffing the Midtown development corporation, more than 150 townhomes were restored to historic standards, an investment in four neighborhoods of more than \$100 million. Today, all of Midtown is stable, and is “attracting more investment than any other part of the City.”<sup>39</sup>

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<sup>33</sup> Note on preservation efforts

<sup>34</sup> Baltimore City Department of Planning, *Mount Vernon Urban Renewal Plan*, 1978.

<sup>35</sup> Ibid.

<sup>36</sup> <http://midtownbaltimore.org/benefits-district/overview>

<sup>37</sup> Charles B. Duff, “Midtown Community Plan: Bolton Hill, Charles North, Madison Park, and Mount Vernon”, (Baltimore: Midtown Community Benefits District, 2000)

<sup>38</sup> Ibid, 1.

<sup>39</sup> <http://www.jubileebaltimore.org/about/history>.

A process to develop a new Urban Renewal Plan for Mount Vernon was initiated in 2001 with a central debate being whether height limits would be included. In 2004 the City put forth a draft URP with controversial height limits, leading to protracted delays of the legislative process. After a protracted process, the resulting legislation, including modified height limits, was signed into law in April 2006. The Urban Renewal Plan allowed new construction heights tied to specific areas and ranging from 70 to 120 feet with development incentives allowing up to an additional 30 feet through 2015.

## **DEVELOPMENT**

### **Existing Conditions**

Today, development in Mount Vernon varies widely from historic row houses to modern high-rise buildings, which accommodate single- and multi-family residential, office, retail, cultural, and institutional uses. Opportunities exist within Mount Vernon for both small scale and large scale redevelopment, ranging from the renovation of individual rowhomes to infill development, all of which would contribute to the neighborhood vitality by reinforcing the existing urban fabric and enhancing the pedestrian experience.

This chapter articulates broad goals for development in Mount Vernon that support both historic preservation and the desire for thoughtful infill development that will support Mount Vernon as a vibrant, walkable, mixed-use urban neighborhood. The central role of neighborhood's historic building stock and the identity and strength of Mount Vernon is discussed, including the general information on the existing historic designation. The specific layers of development regulation, including the CHAP Local Historic District, the Mount Vernon Urban Renewal Plan, and the Zoning Code, are then explained and evaluated. A commercial market analysis makes recommendations to enhance Mount Vernon's shops and restaurants, which are concentrated primarily along the Charles Street corridor. Finally, catalytic development opportunities within Mount Vernon are explored.

### **Development Goals**

The Development Committee started by reviewing the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis that occurred on October 4, 2011. This exercise informed the scope and focus of the Committee's work. At the meeting the following goals were identified:

1. Balance the interests of a diverse group of stakeholders, including residents, employees, property owners, business owners, visitors, and institutions of Mount Vernon;
2. Support historic preservation, which is paramount to the neighborhood's identity and success;
3. Simplify the regulatory process where possible to encourage investment; and
4. Encourage and support a range of retail, restaurants, and cultural attractions to serve existing community members as well as make Mount Vernon a destination for visitors to the neighborhood.

These overarching goals were applied through the Development Committee's analysis of and recommendations for the following focus areas which are discussed in more detail below: Historic Designation, Development Regulation, Market Analysis, and Catalytic Development.

Additionally, there is general agreement on the following approach to development in Mount Vernon:

- The construction of new buildings on vacant land and current surface parking lots is, in principle, a good thing, and that the neighborhood should mature into a place without surface parking that is visible from main streets;



- The neighborhood should have more households and residents than it now does, and that this gain should come through construction and redevelopment projects that are large enough to provide for good, efficient apartment layouts and, where possible, elevator access.
- The conversion of single-family houses to multi-family use, or increases in the density of historic houses that are already in multi-family use, should be limited to ensure desirable apartments that do not adversely impact the neighborhood's limited on-street parking availability.

### **Historic Designation**

The neighborhood's historic building stock attracts residents, employers, business owners, and visitors alike and sets the character of the built environment to which any infill development will need to respond. Information on how Mount Vernon's designation as a historic district guides renovation and new construction in the area and how historic tax credits can incentivize development is provided below. Additional education within the community coordinated by the Mount Vernon-Belvedere Association with support from the Commission for Historical and Architectural Preservation staff regarding both the incentives and design regulations associated with the historic district designation would support the recommendations of this Master Plan.

### **Historic Districts**

The National Park Service describes a historic district as "a geographically definable area -- urban or rural, large or small -- possessing a significant concentration, linkage, or continuity of sites, buildings, structures, and/or objects united by past events or aesthetically by plan or physical development." The Mount Vernon-Belvedere neighborhood includes the Mount Vernon Place National Historic Landmark District, one of a handful in the country. This honorary title places Mount Vernon alongside such great urban places as Annapolis (Maryland), Savannah (Georgia), and the Back Bay in Boston Massachusetts. A National Historic Landmark District is a distinction conveyed by the Federal Government, and while it provides opportunities for Federal Historic Tax Credits, it does not otherwise include review of alterations to structures within the district. Mount Vernon is also a local historic district, which is conveyed by the Mayor and City Council of Baltimore and administered by the Baltimore City Commission for Historical and Architectural Preservation. Mount Vernon local historic district was created in 1964 and has been expanded six times. A local CHAP historic district is an area wherein there are located buildings and structures which have demonstrated special architectural, historical, cultural, economic, social, or community significance.

CHAP, the first commission of its kind in Maryland, has been the primary steward of this neighborhood for almost fifty years. Advantages of a local CHAP historic district include the following:

- Promoting rejuvenation or rehabilitation through the use of federal, state, and local historic preservation tax credits;
- Providing for protection and review when affected by State and/or Federal projects;
- Providing expert review of proposed exterior changes as part of Baltimore City permit review process; and
- Protecting from demolition and inappropriate development.

## **Historic Preservation Review Process**

Properties within the Mount Vernon Local Historic District are subject to CHAP review and approval for all construction or demolition permit applications for exterior work in accordance with the Baltimore City Historic Preservation Procedures and Design Guidelines (2009). The complete Baltimore City Historic Preservation Procedures and Design Guidelines are available at:

<http://www.baltimorecity.gov/Government/BoardsandCommissions/HistoricalArchitecturalPreservation/ProceduresandGuidelines.aspx>

Properties within the Mount Vernon CHAP Local Historic District are also subject to Mount Vernon-specific guidelines for new construction. The complete Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction (2005) are available at:

<http://www.baltimorecity.gov/Portals/0/agencies/chap/public%20downloads/2010/Mt%20Vernon%20Guidelines.pdf>

Properties that are outside of the Mount Vernon CHAP Local Historic District may still be subject to preservation review per Section 106 of the Nation Historic Preservation Act. Any project receiving federal dollars and state or state-funded projects must be reviewed by the Maryland Historical Trust (MHT). If the MHT determines that a project will have an adverse impact on historic properties, they will enter into negotiations to mitigate the impact on historic resources. Please refer to the following resource for further information:

[http://mht.maryland.gov/projectreview\\_agencies.html#MHTReview](http://mht.maryland.gov/projectreview_agencies.html#MHTReview)

## **Historic Tax Credits**

Baltimore City currently offers a property tax incentive program for historic properties located in historic districts such as the Mount Vernon Historic District. The Property Tax Credit for Historic Restorations and Rehabilitations is a 10-year, comprehensive tax credit program that helps the City in its mission to preserve Baltimore's historic neighborhoods by encouraging property owners in these districts to complete substantive rehabilitation projects.

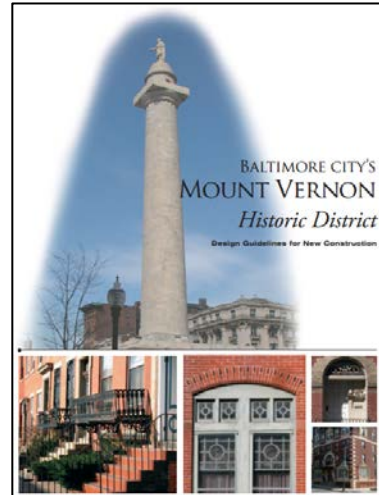
The credit is granted on the increased assessment directly resulting from qualifying improvements. The assessment subject to the tax credit is computed once and used for the entire life of the credit. The credit for projects with construction costs less than \$3.5 million is 100%, and for projects with construction costs more than \$3.5 million is 80% in the first five taxable years and declines by ten percentage points thereafter. The 10-year tax credit applies for all qualifying renovations, both interior and exterior, benefits both homeowners and businesses, and is fully transferable to a new owner for the remaining life of the credit. Additionally, State and Federal Historic Tax Credit programs may also be applicable to development projects within Mount Vernon and may work in tandem with the Baltimore City Property Tax Credit for Historic Restorations and Rehabilitations.

## Development Regulation

### Existing Regulations

Mount Vernon currently has three distinct layers of development regulation including zoning:

- 1) Mount Vernon Urban Renewal Plan (2006)
- 2) Mount Vernon Local Historic District
  - a) Baltimore City Historic Preservation Procedures and Guidelines (2009)
  - b) Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction (2005)
- 3) Baltimore City Zoning Code (1971)



The development regulations in Mount Vernon were last updated in 2006 through a process which resulted in the adoption of the Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction and updates to the Mount Vernon Urban Renewal Plan, both of which include the height limits for new construction. It was agreed at the outset of the Master Plan process that the height limits would not be subject to change because of the lengthy and comprehensive process associated with their adoption. However, the application of the Urban Renewal Plan and the Local Historic District since 2006 has uncovered areas of conflicting language. By comprehensively reviewing the development regulations, we can ensure that conflicting language is removed and regulations are clarified or augmented as needed.

### Regulatory Objectives

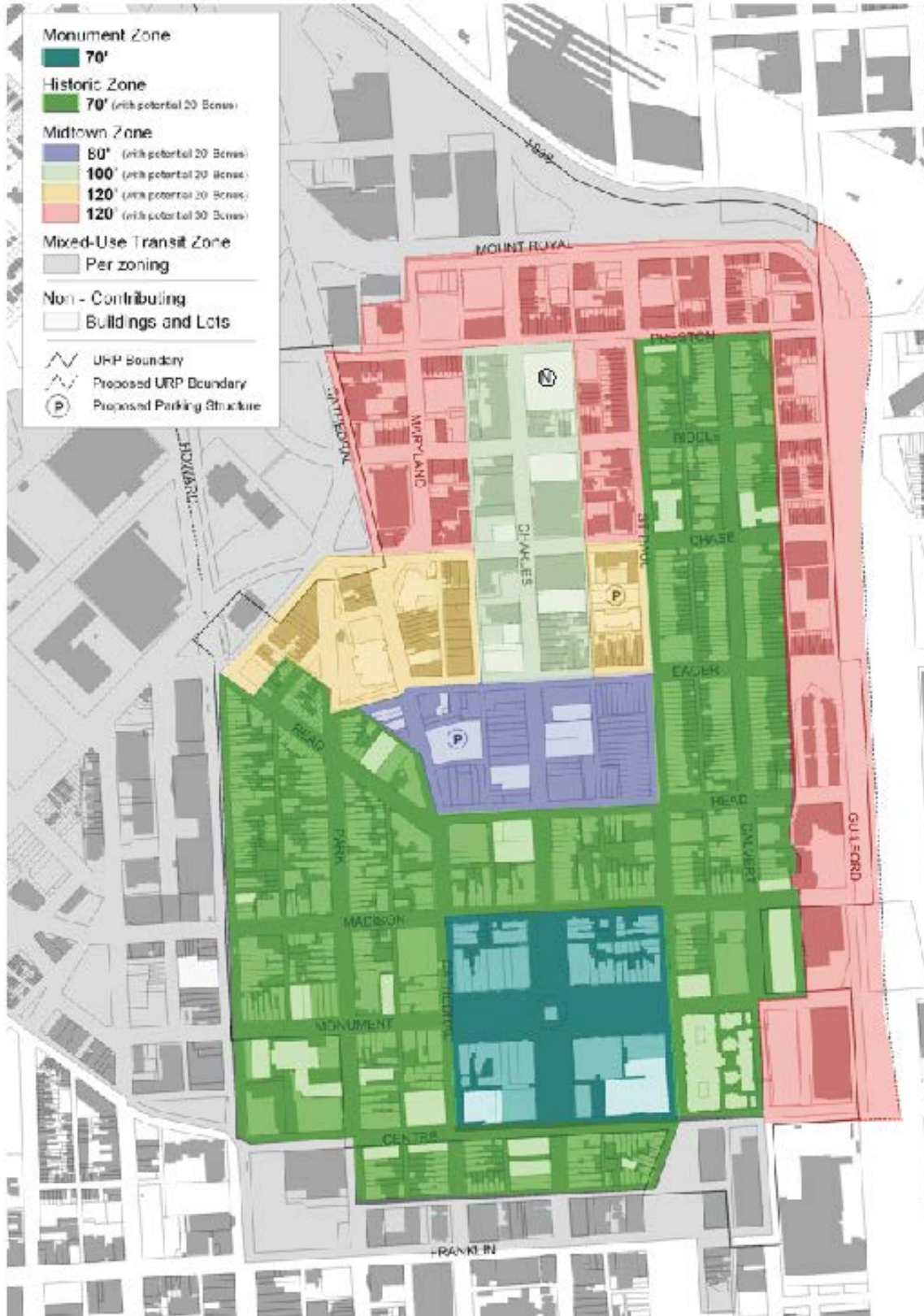
Building on the Development Committee's Development Goals, the following objectives were identified for the review and update of development regulations in Mount Vernon:

1. *Streamline Process*  
Simplify the regulatory process where possible to encourage investment
2. *Predictability of Process*  
Remove conflicting regulations to ensure predictability of process
3. *Enhance Process*  
Enhance regulations where necessary to support historic preservation goals

These regulatory objectives will be references in the evaluation of the existing development regulations and the recommendations for changes to those documents.



# Height Limits Map (2006)



## TransForm Baltimore: The Comprehensive Zoning Code Rewrite Process

Concurrent with the Development Committee’s work, the Department of Planning has been undertaking a citywide process to comprehensively rewrite the Zoning Code for the first time since its adoption in 1971. The timing of the Zoning Code rewrite prioritized the Committee’s review of the development regulations in Mount Vernon because of the opportunity to incorporate any changes into the draft Zoning Code.

The policy objectives for TransForm Baltimore that are most applicable to Mount Vernon are summarized below by Development Goal.

<b>TransForm Baltimore</b>		
<b>Objective</b>	<b>Policy</b>	<b>Result</b>
<b>Enhance Regulations</b>	Change zoning district to better match land use regulations to development that already exists	<ul style="list-style-type: none"> <li>• Elimination of downtown zoning from Mount Vernon that is inconsistent with the existing Local Historic District</li> </ul>
	Allow specially designed non-residential buildings, such as churches and historic warehouses, to be reused in creative ways	<ul style="list-style-type: none"> <li>• Neighborhood Commercial Establishment is a conditional use in the Residential and Office-Residential districts that will allow conversions of these to a limited number of pedestrian friendly uses, including art galleries, restaurants, and offices</li> </ul>
	To help grow Baltimore, while making it more livable and walkable, the code supports pedestrian friendly neighborhood development, while still accommodating cars	<ul style="list-style-type: none"> <li>• Design requirements to reinforce the urban edge, including design guidelines for new surface parking and auto-oriented uses along commercial corridors</li> <li>• The new code helps preserve existing neighborhood character with design guidelines for new construction, additions, and rooftop accessories</li> <li>• New landscaping standards will support storm water management and the greening of our urban environment, while improving water quality in the harbor</li> </ul>
<b>Predictability of Process</b>	Predictable consistent approach to where and how dividing single-family housing into multiple apartments is permitted	<ul style="list-style-type: none"> <li>• Conversions are permitted if sufficient lot area, building area, and 1 off-street parking space per unit are provided</li> <li>• Otherwise, a variance will be required</li> </ul>
<b>Streamline Process</b>	Incorporation of height limits into zoning	<ul style="list-style-type: none"> <li>• Prevent conflicts</li> </ul>

**TransForm Baltimore Zoning Map**

**Mt Vernon**  
 Baltimore City Department of Planning

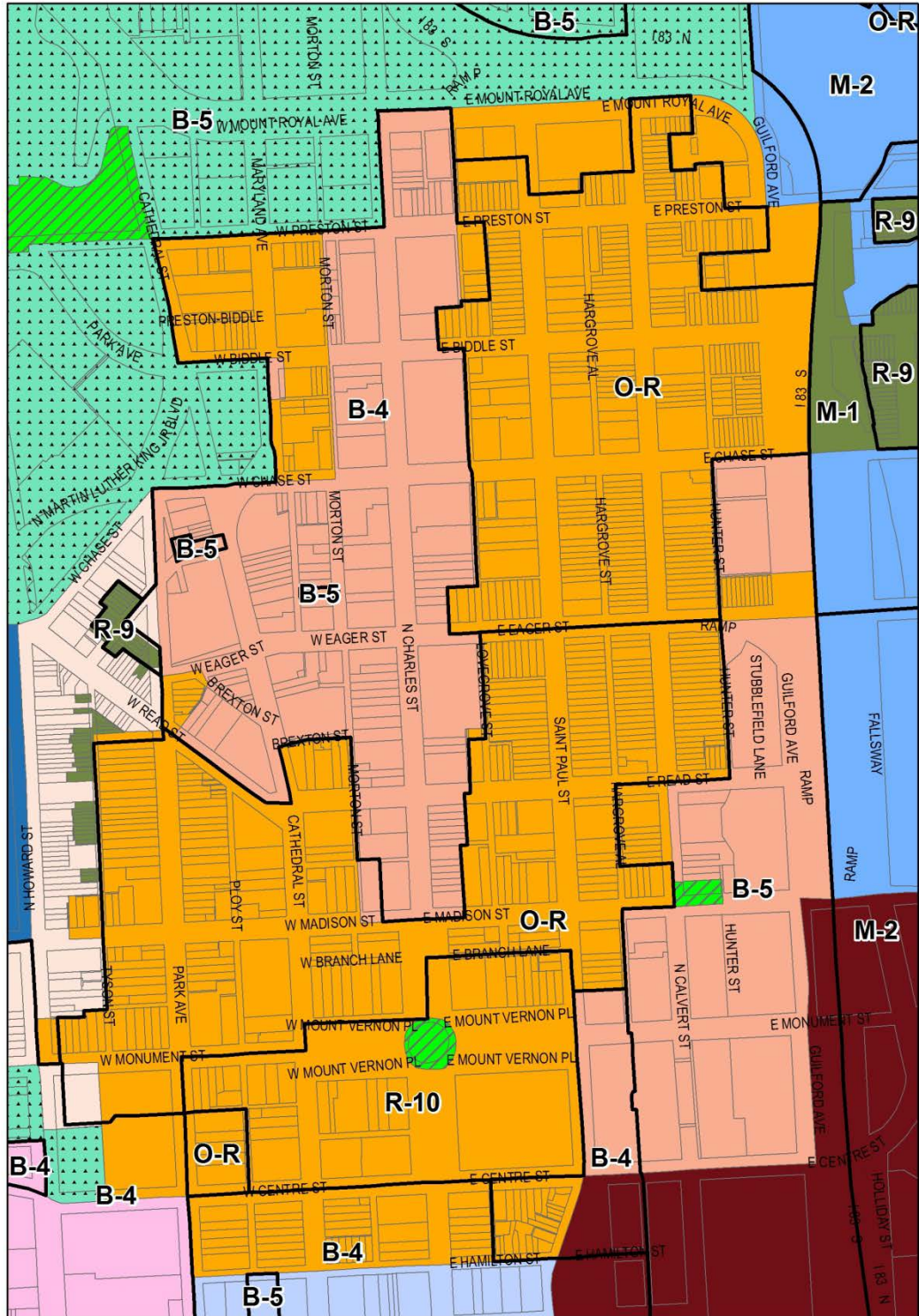


**Zoning**

- Parcels
- Existing

**Proposed**

- C-1
- C-2
- C-5-DC
- C-5-HS
- C-5-HT
- H
- I-MU
- OR-2
- OS
- R-8
- TOD-4

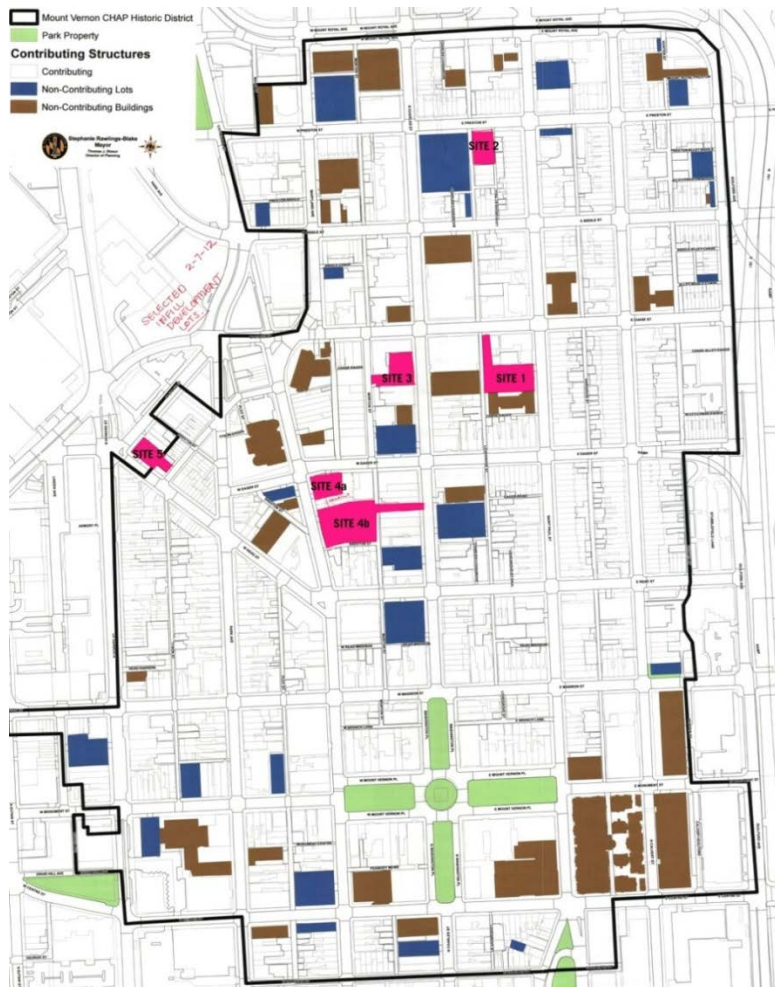


## Massing Studies

Consultant architects Cho Benn Holback + Associates were retained to develop massing studies of the maximum development potential of five (5) infill development sites under the proposed new Zoning Code and the existing Urban Renewal Plan and Local Historic District regulations. The purpose of the massing studies was to better understand the interactions of the existing development regulations and the new Zoning Code as proposed in order to inform recommendations about these regulations.

Input on which sites should be selected was solicited at the January 17<sup>th</sup>, 2012 General Meeting and the final selection was made by the Development Committee at their February 7<sup>th</sup>, 2012 meeting. Sites were selected not based on the urgency or importance of their redevelopment, but rather to create a representative sample of all of the infill development property types within the neighborhood. At the time of the studies, the construction of underground parking was not considered to be economically feasible. A recent development concept for 814 N. Charles Street includes three floors of underground parking, which may represent an improved development economy where underground parking is more feasible than previously thought.

## Massing Study Sites Map



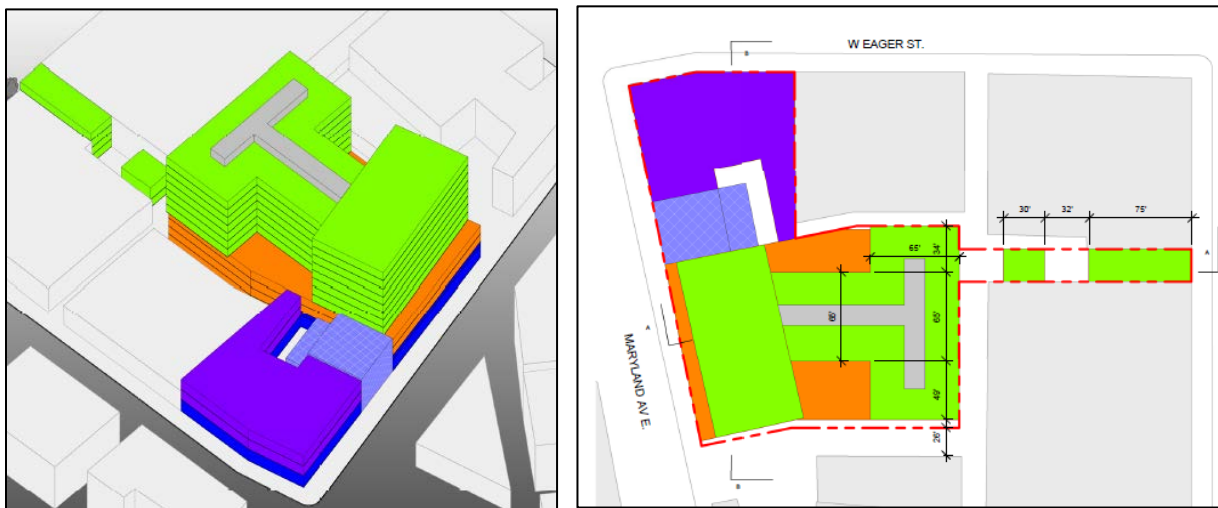


## Massing Study Example: 900 Block Cathedral



A summary of the analysis for Site 4a and 4b is included to further illustrate the massing study process. The full massing study report is included as an appendix to this Master Plan for reference.

Site 4a is an existing surface parking lot on the 900 block of Cathedral Street. Site 4b is an existing auto repair shop at the corner of Eager and Cathedral Streets. In between sites 4a and 4b are two rowhouse structures that contribute to the local historic district and were therefore excluded from the analysis. The site has a height limit of 120 feet including mechanical equipment and is currently zoned for downtown commercial uses. The massing assumes a lower scale infill development on the corner of Eager and Cathedral Streets to match the existing cornice line of the adjacent rowhouses, with an H-shaped apartment tower built up to the height limit on top of a parking garage on the larger, mid-block lot. This massing approach permits approximately 150 units and 50,000sf of office or commercial space. The off-street parking requirement of approximately 254 parking spaces (1 per dwelling unit, 1 per 800sf of office space and additional requirement for commercial) is able to be fully met. The number of dwelling units permitted by Zoning was able to be satisfied within the height limit because not all portions of the site were developed up to the height limit because of historic preservation considerations in the massing. Unlike the other sites studied, the efficiency of the parking garage layout on the site would allow for additional parking beyond that required under Zoning to be provided on site if supported by market conditions.



<b><u>Massing Studies: Conclusions</u></b>	
<b>Finding</b>	<b>Outcome</b>
Residential density is insufficient to fill massing permitted under height limit in some cases	Remove or reduce the lot area requirements for residential new construction within height limit area
Parking requirement in new Code too high/too low?	Study parking needs further <ul style="list-style-type: none"> <li>• Completion of Parking Study and coordination with Transportation and Parking Committee</li> <li>• May further restrict height because of practical difficulties of building structured parking on small or irregular lots</li> <li>• Consider providing height bonus or other development incentives for structured parking in excess of zoning requirement as appropriate</li> </ul>
Market may result in building heights that are less than the height limit because of the costs of high-rise concrete construction and structured parking	5-story buildings similar to the product at 1209 N Charles may be more realistic given site constraints and market conditions <ul style="list-style-type: none"> <li>• First floor of structured parking with an office/retail wrap</li> <li>• Four upper floors of wood-framed residential construction above</li> </ul>

### **Design Review Process**

The design review process in Mount Vernon is currently governed by the Mount Vernon Urban Renewal Plan and the CHAP local historic district controls (the *Baltimore City Historic Preservation Procedures and Guidelines* and the *Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction*). Although the adoption of the Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction in 2005 and the Mount Vernon Urban Renewal Plan in 2006 both came out of the same planning process, conflicts between the two documents became apparent through their implementation. Specific areas of conflict included signage, awnings and other design "appendages" such as shutters, etc. In addition, CHAP updated and expanded their historic preservation guidelines in 2009. The new expanded CHAP guidelines addresses many of the design controls located in the Mount Vernon Urban Renewal Plan. This redundancy, too, causes inefficiency and confusion in the design review process.

In order to remove the potential for conflicting controls and to simplify the regulatory process, the Department of Planning recommended combining the content from both documents into one. The Mount Vernon Urban Renewal Plan was targeted as the best candidate for elimination because the legislative tool was being used to achieve design goals beyond the original intent of Urban Renewal. Although the goal of the Mount Vernon Urban Renewal Plan was to support historic preservation, it resulted in an inflexible design review process that did not acknowledge the nuances of site context in determining appropriateness. Therefore, the Development Committee recommended that select content from the Mount Vernon Urban Renewal Plan be moved into either TransForm Baltimore or an expanded Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction, subject to Commission for Historical and Architectural Preservation approval.

## Development Regulation Recommendations

Generally, the approach to implementing the regulatory objectives was two-fold: consolidate regulatory tools and augment regulatory controls as needed.

First, the Planning Department suggested the consolidating the design content of the Mount Vernon Urban Renewal Plan into the Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction in order to streamline the development review process and address conflicts between the documents. The Development Committee recommended that the Mount Vernon Urban Renewal Plan's design content be consolidated into the Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction because the Urban Renewal Plan was being used to achieve design review beyond the original intent of Urban Renewal and its proscriptive nature did not allow for a contextual approach to historic preservation.

In order to implement this recommendation, the Development Committee conducted a detailed review of the Mount Vernon Urban Renewal Plan. This review resulted in categorizing the content of the Urban Renewal Plan into several "buckets":

- *Valuable*  
Content that was an important addition to the existing CHAP and Zoning controls that should be revised and recommended for inclusion as appropriate in either TransForm Baltimore or an expanded Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction (subject to Commission for Historical and Architectural Preservation approval)
- *Unnecessary*  
Content that although it had value at one time was no longer necessary because it was included in either the existing CHAP documents or TransForm Baltimore, or was otherwise redundant to other City Codes
- *Unenforceable*  
Content that was not enforceable and was therefore not useful

Based on this review, the valuable design content from the Mount Vernon Urban Renewal Plan was then targeted for inclusion in either an expanded Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction (subject to Commission for Historical and Architectural Preservation approval) or TransForm Baltimore. Generally, design issues were recommended for CHAP review, while issues with residential density and height limits were incorporated into the new Zoning Code. The Urban Renewal Plan was retained to provide off-street parking requirements for residential conversions of structures originally designed for single family use. The specific development regulation recommendations are detailed on the following page.

**Development Regulation: Recommendations**

<b>Enforcement Mechanism</b>	<b>Goal</b>	<b>Action</b>	<b>Issue Addressed</b>	<b>Responsible Party/ Next Steps</b>
<b>CHAP</b>	Streamline Process	Augment Mount Vernon CHAP Design Guidelines for New Construction	Relocate Content from URP: <ul style="list-style-type: none"> <li>• Further restrict storefront materials for Contributing Buildings</li> <li>• Require boarding of windows from interior only</li> <li>• Further restrict awnings/canopies on Contributing Buildings</li> <li>• Further restrict shutters on Contributing Buildings</li> <li>• Further restrict security bars/grilled</li> <li>• Further restrict signage on Contributing Buildings</li> <li>• Further restrict lighting (as needed)</li> </ul>	CHAP will consider proposed language for inclusion in the Mt Vernon CHAP Design Guidelines for New Construction
	Predictability of Process		Define primary and secondary facades for the purpose of applying CHAP guidelines strictly or leniently for requests, such as replacement vinyl windows	
	Predictability of Process	CHAP Ordinance Work Group Process	Augment public notice requirements for amendments to/repeal of CHAP Design Guidelines	MVBA to develop proposed language for consideration from the CHAP Ordinance Work Group
<b>Zoning</b>	Streamline Process	Amend Draft New Zoning Code	Reduce residential density restrictions for new construction	Complete
	Enhance Regulations		Prohibit new surface parking lots in Mount Vernon	
	Enhance Regulations		Incorporate existing height limits into draft new Zoning Code	
	Enhance Regulations		Continue to study off-street parking requirements and adjust as necessary	Continue to study
	Enhance Regulations	Explore Signage Overlay District	Develop signage overlay district (as needed)	MVBA to develop legislation as needed

**Development Regulation: Recommendations (Continued)**

Enforcement Mechanism	Goal	Action	Issue Addressed	Responsible Party/ Next Steps
<b>Urban Renewal Plan</b>	Streamline Process	Amend Mount Vernon Urban Renewal Plan to remove design content recommended for inclusion in Mount Vernon CHAP Design Guidelines for New Construction	<ul style="list-style-type: none"> <li>• Prevents conflicts between regulatory layers</li> <li>• Clarifies design regulations</li> </ul>	Planning will pursue amendments to the Mount Vernon Urban Renewal Plan contingent upon the adoption of amendments to the Mount Vernon CHAP Design Guidelines for New Construction
	Enhance Regulations	Amend the Mount Vernon Urban Renewal Plan to update the off-street parking requirements	<ul style="list-style-type: none"> <li>• 1 off-street parking space per 2 dwelling units must be provided for residential conversions of structures originally design for single family use</li> <li>• Off-street parking must be provided in a parking facility that is a conforming use</li> <li>• Waiver to the Director of Planning for properties that are physically unable to provide any off-street parking due to the lot coverage of the building or lots that have historically not had alley access</li> <li>• The waiver can only be utilized in cases where the property meets the gross floor area requirements of Section 9-7 of TransForm Baltimore</li> </ul>	
	Enhance Regulations	Retain Mount Vernon Urban Renewal Plan’s reference to the Mount Vernon CHAP Design Guidelines for New Construction and provisions which remove density rewards for the demolition of Contributing Buildings	Ensure public process for future amendments to Mount Vernon CHAP Design Guidelines for New Construction and removes density rewards for the demolition of Contributing Buildings	

## **Market Analysis**

Department of Planning completed a Retail Market Analysis of the study area, the entirety of which is included as an appendix to this Master Plan. Key findings and recommendations as they relate to the Development Committee are summarized below:

The Mount Vernon area is a unique urban neighborhood with a wealth of cultural, educational, and commercial anchors and amenities.

As a Local and National Historic District, Mount Vernon has retained much of its 19th and early 20th Century historic architecture and the original street pattern that centers on Mount Vernon Place and the Washington Monument. Many of the neighborhood's historic structures have been adapted to continue to meet the needs of the market and have contributed to the lively mix of residential, restaurant, office, retail, and institutional uses.

As such, it is a neighborhood that attracts a diverse mix of residents and visitors, and it is well positioned to attract and retain college students, young professionals, and empty nesters who have shown increasing interest in both living and working in urban, walkable neighborhoods that can offer diversity, regional access, transportation options beyond the automobile, and a high quality of life.

The population of Mount Vernon is diverse and relatively young. While the City's population is still declining overall, Mount Vernon's is increasing with an estimated population of 8,411 in 2012, having grown 16.88% in the decade since 2000.

## **Recommendations**

1. *Organize for Action and Enhance Existing Resources*

In addition to marketing and branding, community organizations should promote the use of existing programs to assist property owners and businesses. These include historic preservation tax credits, Neighborhood Business Works, Community Legacy, Main Streets, the Façade Improvement Program, and others.

2. *Build on Strengths*

One such strength to build upon is the idea that Mount Vernon is a great place to hang out, meet people, and enjoy all the city has to offer. Improving public spaces, parks, and street furniture adds to the livability of a neighborhood.

3. *Add Customers*

To improve the retail environment it may be necessary to improve and add residential density, both in Mount Vernon and in immediately adjacent neighborhoods. New residential development translates into new customers for businesses.

4. *Create and Promote Clustering*

Use new development opportunities to enhance existing retail offerings, and encourage the clustering of similar and complementary business in close proximity to one another.

5. *Extend Day into Night*

Mount Vernon should identify a way to work with local businesses to encourage standardization of business hours and extended evening hours.

6. *Alternative Transportation Options*

The diversity of transportation options (bikes, City Circulator, Zip Cars, cabs, buses, commuter rail, and light rail), which make it possible to live in or visit Mount Vernon without having to own a car, is an advantage that needs to be acknowledged, celebrated, and enhanced. Collaborating with service providers and vendors, such as Zip Car to improve and promote their services, will help attract new residents, as well as visitors. Consider working with the Department of Transportation to change the south-bound route of the Charm City Circulator in Mount Vernon from Saint Paul Street, which is largely residential, to Maryland/Cathedral Street, which has a higher concentration of small business clusters and cultural attractions.

7. *Promote and Celebrate Walkability*

Future planning should include an upgrade of lighting throughout the neighborhood, and should include street and pedestrian oriented light fixtures, or a combination of the two.

8. *Predictability and Parking*

Standardize on-street parking rules and minimize peak hour restrictions.

9. *Two-Way is Better than One*

Study the possibility of turning as many streets as possible from one-way to two-way streets.

## **Catalytic Development**

### **Anchor Institutions**

Mount Vernon is home to many of Baltimore’s cultural institutions, including: The Baltimore Symphony Orchestra, The Walters Art Museum, The Lyric Opera House, Centerstage, Spotlighter’s Theater, the Peabody Institute, Contemporary Museum, Enoch Pratt Free Library, Eubie Blake National Jazz Institute, Garrett Jacobs Mansion, The George Peabody Library, Maryland Historic Society and Theatre Project.

These thriving and innovative anchor institutions can work strategically to leverage their unique resources, and to create relationships that support community and economic development activities to improve their surrounding neighborhoods. These institutions have major economic impact in Baltimore City and Mount Vernon due to their roles as employers, purchasers of good and services, arts presenters, and as real estate, business, and human capital developers – the largest of these, the Peabody Institute and University of Baltimore, are discussed below.

### **Peabody Institute**

About 750 degree students attend the Conservatory and roughly 2,000 non-degree students of all ages study at the Preparatory, in Mount Vernon and at branches in Towson, Annapolis, and Howard County.

Nearly 100 major performances take place every year in Peabody's five concert halls, ranging from classical to contemporary to jazz. The total annual number of performances, including student recitals, on the one-square-block campus exceeds 1,000.



The Peabody Institute is essentially a self-contained campus bordered by East Mount Vernon Place, Saint Paul Street, East Centre Street, and North Charles Street/Washington Place South. Most development has involved or would involve renovations to historic or outmoded structures. In 2004, Peabody completed a \$26.8 million reconstruction. A primary objective of this project was to enhance the Institute's connection with and accessibility to the Mount Vernon community.

### University of Baltimore

The University of Baltimore (UB) is an “anchor” institution of 7,500 students, faculty and staff that provides education in law, business, and applied liberal arts to serve the needs of a diverse population. It is situated at the crossroads of three historic Baltimore neighborhoods: Mount Vernon, Bolton Hill, and Station North. The core of the UB campus is Gordon Plaza at the corner of Maryland Avenue and Mount Royal Avenue.

The UB Facilities Master Plan Update is an ever-changing document. It is comprised of recommendations for growth and consolidation which translate into future land development for the campus. UB’s goal is to provide a physical environment within the City of Baltimore that is strongly defined and immediately appealing.

Recent facility projects have included the world-class John and Frances Angelos Law Center, the public/private partnership (P3) known as the Fitzgerald at UB Midtown, the renovation of 1300 N. Charles Street now known as the Liberal Arts and Policy Building, and renovation of the Charles Royal building. The UB Foundation divested the 1304 St. Paul building, which has subsequently been converted to apartments, and sold their lot at 32 W. Biddle Street to a developer that constructed a \$24 million student oriented housing development which opened in 2012. Future projects include the renovations of: Langsdale Library, the old Law Center-soon to become the Campus Learning Commons, the Academic Center, and the reuse of the recently vacated law clinic buildings on Chase Street.

The University of Baltimore is a productive Midtown neighbor that seeks to enhance its role as an “Anchor Institution” through ongoing community engagement efforts. As more members of the UB campus community reside in adjacent neighborhoods, the relationship will become more intertwined.

### **The Waxter Center Site**

The Waxter Center is an existing City-owned and operated senior center in the northwest part of the study area. The existing facility is one of six senior centers city. In addition to its City function as a senior center, the Waxter Center also serves as a code red cooling center during the summer and as an emergency meal distribution center in the event of a major emergency.

The Waxter Center is located in proximity to many redevelopment opportunities, including the infill development sites in the 900 Block of Cathedral Street discussed earlier in this Plan. As such, it is seen as key to leveraging these other potential developments to reinforce and enhance the western edge of Mount Vernon.

Although there are no plans for redevelopment of the site at this time, this Plan presents both short and long term opportunities for the site, including rehabilitation of the existing structure and enhancement of the existing open space, as well as redevelopment of the site at various densities.



# WAXTER CENTER VISION

Community Presentation July 10, 2013

### Site Analysis

CHAP Non-contributing Buildings    CHAP Non-contributing Lots

### Concept A- Waxter Center Site Transformation

#### Existing Conditions

- Waxter Center Zone
- Retail Zone
- Residential Zone
- Parking Zone
- Landscape Zone
- Site Access

#### Proposed Conditions

#### Open Space Programming Opportunities

##### Sculpture Garden

##### Outdoor Games

##### Urban Farms and Markets

# WAXTER CENTER VISION

Community Presentation July 10, 2013

## Design Objectives:

1. Orient retail towards Cathedral Street.
2. Orient entrance to parking toward Tyson Street for optimal accessibility by both northbound and southbound traffic.
3. Locate Waxter Center entrance near existing bus station at the corner of W. Eager Street and Cathedral Street.
4. Bridge retail connection along W. Eager Street.

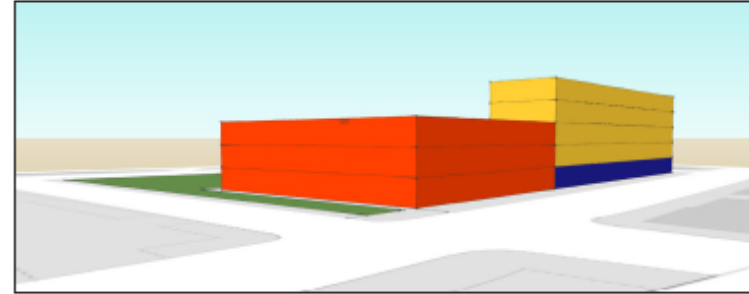
■ Waxter Center Zone  
 ■ Residential Zone  
 ■ Landscape Zone  
 ■ Retail Zone  
 ■ Parking Zone

### Concept B- Low Density

Approximate Height- 50 feet

#### Square Footages:

Waxter Center – 33,000 sf  
 Retail – 15,750 sf  
 Residential – 23,800 sf  
 28 units  
 Parking – 26,600 sf  
 76 spaces

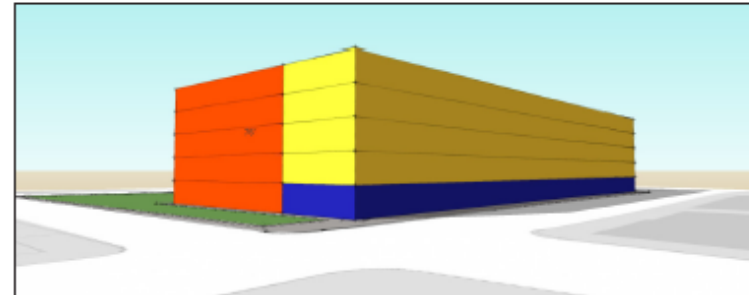


### Concept C- Medium Density

Approximate Height- 50 feet

#### Square Footages:

Waxter Center – 30,400 sf  
 Retail – 19,150 sf  
 Residential – 37,400 sf  
 Appx. 44 units  
 Parking – 26,600 sf  
 Appx. 76 spaces

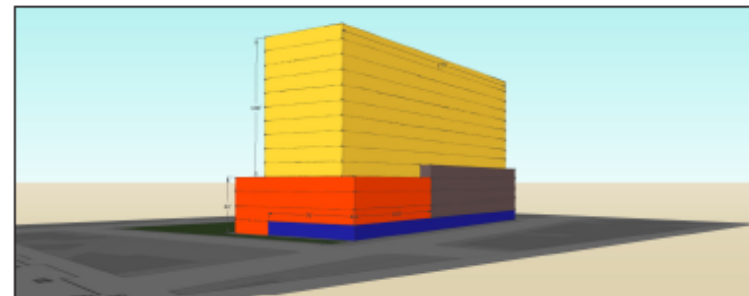


### Concept D- High Density

Approximate Height- 140 feet

#### Square Footages:

Waxter Center – 36,400 sf  
 Retail – 20,900 sf  
 Residential – 173,250 sf  
 Appx. 204 units  
 Parking – 77,000 sf  
 Appx. 220 spaces



<b>DEVELOPMENT RECOMMENDATIONS</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
<b>1</b>	Recommend the adoption of TransForm Baltimore, the draft new Zoning Code, to the City Council including amendments referenced in this Plan and continuing to study the issue of off-street parking requirements	Department of Planning	Mount Vernon-Belvedere Association	Ongoing
<b>2</b>	Recommend language that augments public notice requirements for amendments to/repeal of CHAP Design Guidelines to the Commission for Historical and Architectural Preservation’s Ordinance Work Group	Mount Vernon-Belvedere Association	Commission for Historical and Architectural Preservation	Ongoing
<b>3</b>	Recommend proposed language (included in the Appendix of this Plan) for the consideration of the Commission for Historical and Architectural Preservation for inclusion in the Mount Vernon CHAP Design Guidelines for New Construction through a broad public input process	Department of Planning	Commission for Historical and Architectural Preservation, Mount Vernon-Belvedere Association	Short Term
<b>4</b>	If amendments to the Mount Vernon CHAP Design Guidelines for New Construction are adopted (Item 3), amend the Mount Vernon Urban Renewal Plan to eliminate conflicts with CHAP design controls, update the off-street parking requirements and retain provision that eliminates density rewards for the demolition of Contributing Buildings per the recommendations of this Plan	Department of Planning	Commission for Historical and Architectural Preservation, Mount Vernon-Belvedere Association	Mid Term

## **OPEN SPACE**

### **Existing Conditions**

#### **Formal Squares at Mount Vernon Place**

Mount Vernon's only significant open space is Mount Vernon Place, a series of four formal gardens radiating around the City's landmark Washington Monument. The gardens or squares mark the north, south, east, and west directions of the city. Designed by the beaux-arts architectural firm of Carrere & Hastings in the early 20th century, the four squares and fenced plaza surrounding the central monument serve as quiet passive park spaces for visitors to the many educational and cultural institutions in the area as well as a social gathering space for residents and employees. Mount Vernon Place is maintained and managed by the Mount Vernon Place Conservancy under an agreement with the Baltimore City Department of Recreation and Parks. A key asset of the neighborhood, the squares and monument are the focus of a separate renovation plan undertaken by the Conservancy. The squares are included as part of the open space analysis for the Mount Vernon neighborhood, but are not addressed specifically as part of this Master Plan.

#### **Limited Open Space Resources within Mount Vernon**

Although densely populated, the Mount Vernon neighborhood contains a very limited number of developed parks and open spaces. A few small developed open spaces have been managed by local institutions and neighborhood groups, including the Mount Vernon Children's Park on the northeast corner of East Madison and North Calvert Streets, an open space at Calvert and Monument Streets near the Baltimore Sun Building, an outdoor plaza space located within the University of Baltimore campus on the northeast corner of Maryland and West Mount Royal Avenues, and a new plaza overlooking the train station at the north side of the University of Baltimore law school building.

#### **Major Open Spaces Adjoining Mount Vernon Boundaries**

Some larger open spaces are located at the periphery of Mount Vernon, and provide opportunities for better visual and functional connections to adjacent communities and public assets. These include Howard's Park and Saint Mary's Park in Seton Hill, Pearlstone Park adjacent to the historic Mount Royal Station (now MICA), Johnston Square, the open air farmers' market under the Jones Falls Expressway (a non-traditional site), a City-owned open lot at Franklin Street and Park Avenue, and Preston Gardens (also designed by Carrere & Hastings), a string of park median spaces along Saint Paul Street cut through by east-west cross streets between East Centre Street and East Lexington Street. These spaces are for the most part underutilized and in many cases not well known by visitors and residents. Preston Gardens is targeted for improvement as part of the Baltimore Downtown Partnership's Open Space Plan.

#### **Waxter Center**

A centrally located and significant open space exists on the city owned lot housing the Waxter Center. This open space has been underutilized due to lack of maintenance and poor lighting, leading to crimes

of opportunity at night. Management employees of the Center recently toured the site with neighborhood representatives and promised to remedy some of the immediate problems.

### **Dog Parks**

Mount Vernon households include many dogs, and the need for conveniently located and dedicated dog parks became evident as the formal gardens (particularly the west square) of Mount Vernon Place have become overwhelmed in recent years. Howard's Park, located at Howard and Centre Streets on the far west boundary of Mount Vernon within the Seton Hill neighborhood, has recently been established as a temporary dog park. Plans for Howard's Park include a permanent dog park space with accommodations for humans. An existing sculpture on the site will be relocated to create a new waiting area for riders at the existing light rail stop. The need for the dog park is driven by the desire to reduce damage in both Mount Vernon Place and Saint Mary's Park. A common desire to unite the Mount Vernon Neighborhood and Seton Hill by creating a common social space also furthered the development of the dog park. Currently in design, the new dog park will be constructed by the Department of Recreation and Parks in FY 14.

### **Neighborhood Streets as Functionally Significant Open Space**

Mount Vernon is a historic, densely built neighborhood dominated by large scale row houses and cultural institutions. Creation of large new parks is not feasible and open space development must take place incrementally and along the existing streets and avenues. In reality, the local streetscapes present the best opportunity to green the neighborhood and provide many of the amenities often associated with neighborhood parks. Care should be taken to integrate the Transportation Committee recommendations in the plan with the ongoing need to provide plantings and outdoor settings for socialization

### **Recommendations**

The open space recommendations focus on three main areas:

1. Improving green connections and networks,
2. Establishing gateways and solidifying neighborhood edges,
3. Creating connections, and
4. Creating strategic new open spaces.

## **Improve Green Connections and Networks**

Increase bicycle and pedestrian accessibility of existing open spaces, retail and cultural amenities by enhancing existing streetscapes to create a green network. Where possible, extend this green network to adjacent neighborhoods, parks, and cultural or business assets. Enhance strategically chosen small open spaces, especially where gateway conditions and identifying neighborhood edges can be established.

Create new and improve existing open spaces wherever possible, including new commercial and residential development sites, existing spaces in poor condition, and residual spaces created by street intersections, medians, etc.

Improve connections between the existing public open spaces with street plantings and furnishing improvements, welcoming signage and seating areas where appropriate, and limbed up shade trees.

- Focus on Cathedral and Saint Paul Streets as the main north-south neighborhood connections requiring green improvements.
- Improve the east-west pedestrian and bicycle access along Centre Street. Create a visible and smooth connection from Guilford Avenue to Howard Street to improve access to the new Howard's Park Dog Park and Saint Mary's Park in Seton Hill. Add street trees where possible to create a more pleasant pedestrian experience.
- Enhance the pedestrian connections in and around the Waxter Center to connect to the existing establishments along Eager Street -- the neighborhood's social main street. Provide opportunities for social spaces, informal seating and gatherings, and public art on the Waxter Center site. Extend pedestrian connections along Eager Street from Charles Street, Park Avenue, and Tyson Street.
- Build upon the existing alley street network including Tyson, Branch, Ploy, Hamilton, and Morton Streets to encourage pedestrian use and create clearly marked signage, links, and access to the larger open spaces.
- Create a consistent green streetscape identity throughout the neighborhood using "Complete Street" techniques, such as street trees, planted rain garden swales, and pedestrian curb extensions to form visible green connections between the existing open spaces. Coordinate these components so that they are in keeping with the overall streetscape strategies (coordinate this with the recommendations from the Transportation Committee).

## **Establish Gateways and Solidify Neighborhood Edges**

Unique markings at Gateways may take the form of, but are not limited to, landscaping, decorative crosswalks, wall murals, public art, distinct street and sidewalk pavers, public history markers, and ornamental planting beds. The following intersections are the most in need of gateway development and require cooperation between public and private landowners:

- Chase, Read, & Howard Streets*

This intersection is difficult for pedestrians, bicycles, and vehicles alike. The area is an entrance both to Mount Vernon and the Howard Street Bromo Tower Arts and Entertainment District, but functions as an entrance to nowhere. Create clear directional and identity signs for Mount Vernon and make an attractive, accessible, and welcoming entrance to the neighborhood.
- Charles Street & Mount Royal Avenue*

This intersection is an important neighborhood boundary traveling north by car or bicycle or an important entrance into the neighborhood for pedestrians on their way to and from Amtrak's Penn Station, the Maryland Institute College of Art, and the Station North Area. The intersection should be uniquely marked to create a clear threshold.
- Saint Paul Street & Mount Royal Avenue*

This intersection is an important neighborhood boundary for vehicular, bicycle, and pedestrian visitors heading to and from Amtrak's Penn Station and should be uniquely highlighted to create a distinction from the Station North Area.
- Chase Street & Guilford Avenue*

This intersection is a major east-west vehicular connection into and out of the neighborhood and presents opportunities to more visibly identify the Mount Vernon neighborhood. Bicycle and pedestrian access along this bridge should also be improved.
- Centre & Howard Streets*

This intersection connects the Mount Vernon Neighborhood to the West including the new Howards Park and Mt. Vernon/Seton Hill Light Rail Stop. A Gateway here would accentuate one of the prime Green Paths proposed along Center Street.
- Centre & Saint Paul Streets*

This intersection creates the terminus point of the Center Street Green Path. If 2-way traffic introduced per Transportation Committee recommendations, this intersection would become one of Mount Vernon's primary gateways and could provide a powerful connection to Preston Gardens.

## **Create Connections**

- Improve and enhance the Chase Street Bridge to better facilitate vehicular, pedestrian, and bicycle connections to the Johnston Square community and park. Creating better access to this area would support the expansion of recreational facilities for Mount Vernon residents to the east.
- Create a green urban edge along Guilford Avenue and I-83 (JFX). During the spring, summer and fall, more could be done to improve access and encourage visitors to and from the JFX weekend farmer's market and Mount Vernon. This is also a highly visible edge to the neighborhood for people traveling by car along the JFX or along Guilford Avenue. Enliven the area edge with artwork, bicycle access, ground floor retail uses, and create links to the existing Merritt Athletic Club gym and health/fitness center and the Jones Falls Trail.
- Improve the streetscape along Cathedral Street between Mount Royal Avenue and West Chase Street to encourage additional pedestrian activity and connectivity between Mount

Vernon and its cultural institutions, the Baltimore Symphony Orchestra building, the Lyric, MICA open spaces, and Bolton Hill. Consider placing directional signs to the Mount Vernon area.

- Create connections and environments for socialization and casual recreation that reinforce connections between neighboring cultural and commercial assets through streetscape improvements.

### **Create Strategic New Open Spaces**

Opportunities exist to expand the amount of open space in Mount Vernon. Studies should be undertaken provide additional areas for dogs as needed. The following spaces should be studied for future open space or dog park use:

- *I-83 Ramps at Mount Royal Avenue*  
This area should be studied for use for an additional dog park and or decorative planting. Pedestrian and dog safety issues will need to be examined.
- *Mount Royal Avenue and Cathedral Street*  
Median spaces along Mount Royal Avenue and spaces opposite the MICA/Mount Royal Station Building and the Lyric Building should be examined for more attractive planting, passive or other dog park activities.
- *Parking Lot along Preston (between Lovegrove Street and Christchurch Alley)*  
This parking lot space fronts on Preston Street and would make an ideal site for a pocket park space.
- *Mount Royal Avenue adjacent to I-83*  
These right of way sites for I-83 should be enhanced with decorative planting or considered for use as community gardens.
- *Guilford/Mt Royal Avenue from Calvert to Biddle Street*  
These right of way sites along I-83 and the medians on Guilford and Mount Royal should be considered for pocket park space in addition to the streetscape greening described above.
- *Spaces under I-83 between Read and Madison*  
These spaces are unutilized and should be considered for a possible dog park, skate park, or the site for a public art installation.
- *Waxter Center*  
Opportunity for open space improvements.



<b>OPEN SPACE RECOMMENDATIONS</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
<b>1</b>	Improve streetscapes and create a green network by implementing the relevant Transportation & Parking recommendations of this Plan	Department of Transportation	Mount Vernon-Belvedere Association	Short – Long Term
<b>2</b>	Waxter Center open space improvements	Department of General Services	Health Department, Mount Vernon-Belvedere Association	Short Term
<b>3</b>	Encourage the repair and maintenance of and upgrades to derelict privately owned open spaces through outreach to property owners and code enforcement where appropriate	Mount Vernon-Belvedere Association	Department of Housing and Community Development Code Enforcement Division	Short Term
<b>4</b>	Howards Park permanent dog park improvements	Department of Recreation and Parks	Seton Hill Association, Mount Vernon-Belvedere Association	Short Term
<b>5</b>	Create concepts for enhancements to strategically located open spaces and gateways	Mount Vernon-Belvedere Association	Department of Transportation, Department of Recreation and Parks	Long Term

## **TRANSPORTATION & PARKING**

Mount Vernon is one of Baltimore's most urbane neighborhoods, with some of Baltimore's most attractive places to play, work, study, and live. The neighborhood is fairly dense, with a number of large multi-family buildings among its historic row houses. Great cultural institutions and hundreds of businesses, an important strength of Mount Vernon, will grow as part of a community where people want to be. Although a mixed use district, the core of the neighborhood is residential. It is recommended that local interests and government policies work together to maximize livability. Mount Vernon is one of America's great historic environments: Historic buildings form the image of the neighborhood, and infrastructural improvements and infill development will complement the power of historic buildings and streets.

Although this Plan focuses on three primary arenas for neighborhood improvement, Development, Open Space, and Transportation, opportunities to impact Development and Open Space are limited by the lack of City-owned property. Development recommendations are primarily to Zoning and other regulatory strategies. Fortunately Mount Vernon's location and public amenities are in high demand by private developers, so a high regulatory standard is possible, and infill and development are forthcoming. As a dense urban neighborhood, large open spaces in Mount Vernon are rare. Mount Vernon's outdoor experience lies in its streets. Mount Vernon's *streets* are its public realm -- where people connect and live, and thus this is the primary focus of the Open Space component of this master plan.

With that in mind, the Transportation component of the plan has substantial implications regarding the future livability of Mount Vernon. With Mount Vernon's street experience as its most critical area of improvement, the zone of overlap between Transportation and Open Space is a significant one. Well within the purview of governmental action, yet complex and challenging, the Transportation component of the plan has the most action-dependent scope and weighs heavily on Mount Vernon's future.

Mount Vernon is traversed by a network of streets dating back to the late 18th century that provide scenic passages and intersections where people connect. Mount Vernon's streets are an integral part of the neighborhood's open space because of the urban setting. However, Mount Vernon's close proximity to downtown and the Inner Harbor, and its accessibility to the Jones Falls Expressway have placed undue stress on its well-worn streets. Residents and visitors are plagued by a proliferation of automobiles creating congestion, unsafe intersections, and lopsided parking behavior. Every day trips, access to public transit, and leisurely strolls are sacrificed for the expeditious needs of commuters that view Mount Vernon's streets as thoroughfares and not the arteries of a lively neighborhood.

### **Transportation and Parking Committee**

During the planning process's initial brainstorming sessions, citizens voiced transportation and parking concerns which were later echoed in the Mount Vernon Community Survey. The Transportation and Parking Committee ("the Committee") was formed and led by representatives from the Baltimore City Department of Transportation and the Parking Authority of Baltimore City. Members of the Committee represented a cross section of Mount Vernon's population and consisted of professionals, parents, business owners, community organizations, institutions, students, and seniors. They met approximately once a month for two years, organizing the concerns raised during the brainstorming sessions and Community Survey, as well as identifying other issues and their effects on livability in Mount Vernon.

Experts and guests from other governmental offices and agencies were invited to offer their input, present research, and learn more about issues that oftentimes are unseen by those not connected with the neighborhood.

### **Recommendations**

The Committee focused their recommendations under five categories (in order of scope):

1. Traffic,
2. Alternative Transportation Options,
3. Parking,
4. Lighting, and
5. Streetscaping.

### **Transportation Management Association**

In addition, it is the recommendation of the Committee to create the Mount Vernon Transportation Management Association, an overarching body to guide and monitor the recommendations.

Mount Vernon Transportation Management Association (TMA) would be a public-private partnership and perform two roles:

1. *Community Group*  
Monitor the effectiveness of regulations and organize discussions to address ineffective regulations, residential permit parking, and traffic patterns
2. *Coordinator*  
Facilitate arrangements between different parties to implement those recommendations that require shared services such as event parking and valet

### **Traffic**

Mount Vernon is largely an urban residential neighborhood with much of its land use devoted to that purpose with the remaining portion mainly commercial. This combination of land uses offers Mount Vernon a remarkable opportunity to combine quiet residential streets with flourishing commercial corridors. Unfortunately, the current volume and speed of automotive traffic in the area is counter to the characteristics of a liveable community. It is the recommendation of the Committee that traffic regulations need to strike a better balance between the quality of life in Mount Vernon and the pressures of commuter traffic to and from the Central Business District.

Mount Vernon's commercial properties, including cultural and educational institutions, are located primarily along Charles Street and portions of Cathedral Street, with the remaining streets largely residential. Recognizing that the land uses have blurry, yet, identifiable, boundaries, the Committee separated the traffic recommendations into two sub-categories: residential and commercial.

## Residential Streets

With much of the land use devoted to residents, the vibrancy of the neighborhood depends on calm, passable, and safe streets. Approximately 90% of respondents of a 2012 community survey said that they walk as a means of getting around the neighborhood. The residential character and walkability of the streets of Mount Vernon are challenged by the commuter traffic accessing the Central Business District as well as crosstown traffic between the East side and West side. The following recommendations are based on the principle that residential streets have traffic volumes and patterns that are appropriate to row houses on narrow streets, inviting neighborly interactions and activities.

- Direct commuters traveling through Mount Vernon to use higher capacity roads (Mount Royal Avenue, Guilford Avenue, I-83, US-40, and MLK Boulevard) along the neighborhood's fringes. Strategies would include instructive signage and signal re-timing on Guilford Avenue and Fayette Street to increase capacity and traffic flow. Discourage the use of Saint Paul, Calvert, Centre, Madison, Preston, and Biddle Streets by commuter traffic through signal timing.
- Study the conversion of one-way streets to two-way, except for Charles and Cathedral Streets. Prior to the rapid increase in automobile use after WWII, these streets were originally two-way and pedestrian friendly. Studies have shown that traffic traveling on two-way streets is calmer than on one-way streets and more user-friendly and efficient for local and destination-based traffic. The Committee recommends that conversion begin on Calvert and Saint Paul Streets because these streets are both residential in character and experience heavy commuter traffic.
- Study the limitation of southbound access to Saint Paul Street from I-83 while maintaining access to Mount Royal Avenue. This exit, in its current condition, encourages commuters to use Mount Vernon as a thoroughfare to downtown.
- On two-way streets, study the use of differential treatment for peak and off-peak hours, including a ban on left turns at peak hours.
- Howard Street and Guilford Avenue would remain one-way to allow for easier access in and out of Mount Vernon for those visiting by automobile.

## Commercial Streets

Although the recommendations for residential streets encourage through-traffic to be redirected to the fringe, the Committee's goals are to also welcome visitors to enjoy the amenities Mount Vernon has to offer.

A retail market study conducted in the fall of 2012 states that retail offerings are found throughout the neighborhood, with concentrations along Charles Street, making the corridor the center of the community's social life. However, the study also discovered that while the restaurants have continued to thrive overall, many believe the retail environment is in decline.

With guidance from the Community Survey, Market Study, DOT plans, and an understanding that driving is inevitable for many who visit Mount Vernon, the Committee has made recommendations to provide means of maintaining consistent access for commercial streets.

## Alternative Transportation Options

Mount Vernon is a dense, mixed-use neighborhood, and its diversity of transportation options is an advantage that frees residents from the expense of owning a car. According to the Community Survey, transit is the third (~40%) transportation choice of residents behind walking (~90%) and driving (~50%) to get around within the neighborhood, and it's the second (~45%) transportation choice behind walking (~80%) to leave the neighborhood. While many transportation options exist in Mount Vernon, their configuration needs to be optimized to better serve Mount Vernon's residents and visitors. This will require increasing relevant services, while reducing unessential services and undesirable impacts to livability and usability.

### Buses

The key to effective bus service for Mount Vernon residents and visitors is appropriately locating different types of service. A healthy mix of Charm City Circulators, Local Buses, and "Quick Buses" would be accessed via bus stops that meet MTA standards for dense corridors, located near crucial user nodes such as high-rises, cultural and educational amenities and supermarkets.

- Consider routing regional "Quick Bus" service along the Charles Street corridor with three stops located at Mount Vernon Place, Preston Street, and Penn Station to facilitate transfers.
- Consider consolidating bus service on commercial streets as much as possible. Bus service, which currently uses Saint Paul, Charles, and Cathedral Streets, should be centralized onto Charles and Cathedral Streets, although not entirely eliminated from Saint Paul Street. Primarily, Charles Street should be used for northbound bus traffic and Cathedral Street should be used for southbound bus traffic. Guilford Avenue could continue to serve in its current route capacity and even accommodate routes resulting from the shifting of the burden away from Saint Paul Street.
- Consider adding East-West bus service to Madison Street and/or Centre Street to decrease the distance between bus service along the Saratoga and Preston Street corridors. A two-way street network would offer greater versatility in consolidating routes focused on enhanced accessibility to commercial and cultural services. To this end, Centre Street could be the preferred corridor with its wealth of cultural institutions, high-density residential, retail and green spaces.
- Consider relocating the Charm City Circulator's southbound Purple Line from Saint Paul Street to Cathedral Street. Cathedral Street has grown in popularity as a cultural, educational, and commercial destination whereas Saint Paul Street remains largely residential. The Purple Line will serve a broader range of riders and promote businesses and institutions along Cathedral Street.

### Bicycles

Due to the increased use of bikes in Baltimore, the Baltimore City Department of Transportation has ventured on an extensive plan to install bike lanes and other amenities for cyclists throughout the city, and Mount Vernon is well-positioned to accommodate visitors and residents traveling by bike. According to the Community Survey, biking was listed fourth as a transportation choice for getting around Mount Vernon and ranked fifth, shortly behind the MARC train, for traveling in and out of the

neighborhood. In recognizing this increasing trend, the Committee recommends the implementation of a two-way “cycletrack” on Cathedral Street to concentrate the majority of northbound and southbound regional bicycle traffic, with future plans to provide safe secondary routes, as well as providing secure, shared storage facilities. Although Mount Vernon’s current structures lack amenities for cyclists, planning for bicycle facilities are recommended for future developments.

### Regional Transit Access

It is recommended that the walkability and bikeability of the area around the West/Northbound exit on Charles Street near Penn Station be enhanced because its current condition encourages commuters to speed in an effort to “beat” the lights and merge quickly with interstate traffic creating unsafe conditions for people walking or biking along Charles Street.

### Car Sharing and Ride Sharing

According to 2010 U.S. Census data cited in the 2012 Mount Vernon Master Plan Parking Study, household auto-ownership in Mount Vernon is approximately 25% lower than the rest of the city. This is due largely to Mount Vernon’s high population of single professionals without children within the 25-34 age group, as reported in the Market Study. This cohort is more likely to live within walking or biking distance of their places of employment, retail amenities, and educational institutions, eliminating the need for a car. Nonetheless, also illustrated in the Market Study is Mount Vernon’s economic “leakage” from grocery, health and beauty, clothing, and indoor and outdoor household goods retailers. Residents seeking these goods have to travel out of the neighborhood for these and other purchases that are sometimes too cumbersome to carry while walking, biking, or riding transit. These residents, coupled with residents seeking day trips or meeting distant appointments, increase the demand for automobile ownership, even if the vehicle is only used occasionally.

Car sharing, ride sharing, and private shuttles meet the demands of those carless residents seeking distant destinations. As of the end of 2012, 36% of the fleet of cars operated by the City’s car sharing contractor were located in Mount Vernon, occupying both on-street and off-street locations. Some residents remain skeptical of the program because it requires the indefinite use of the limited parking supply. However, studies have shown that one car share vehicle has the potential to serve 50 people. Private parking facility owners are permitted to rent their space to car sharing companies, but car sharing companies request permission from the Parking Authority of Baltimore City before designating locations on street. The Parking Authority reviews the request and speaks with community leaders before allocating on-street spaces for the sole use of car sharing vehicles. The Committee recommends that future decisions regarding the location of car sharing vehicles, as well as the stops and routes of and ride sharing be presented to the TMA before final decisions are made. These services are changing rapidly, and definitive location recommendations cannot be made in this document. Through the TMA, decisions can be made to reflect the needs of the time.

The Committee does recommend that the following guiding principles be exercised by the TMA:

- Consideration must be made to the aesthetics of the street
- It's imperative that these vehicles consume as little street parking space as possible and are housed in off-street facilities
- Shuttle services should utilize existing bus stops
- Signage for these services should be consolidated into single signs and use existing poles

## **Parking**

Mount Vernon is challenged by a desire to increase its population while preventing the construction of an off-street parking facility that would be aesthetically counter to the neighborhood's character. Residents and developers alike would prefer to devote the limited land space of new projects to people, not cars. Unfortunately, as the population increases, so will automobile ownership and the demand for parking.

In order to support the overall goals and objectives of the City of Baltimore's master plan for the Mount Vernon neighborhood, a parking study was conducted to determine current and future parking needs. Sabra, Wang & Associates was retained by the City of Baltimore to perform the parking study and was asked to provide both short term and long term recommendations that would align with Mount Vernon's residential and commercial growth and its physical characteristics. These recommendations were derived after evaluating the existing city policies related to parking, as well as collecting and evaluating parking supply and demand data throughout the Mount Vernon district. The existing conditions were studied via parking regulations, stakeholder interviews, and a survey of on-street utilization.

As a result of the Parking Study, it was determined that approximately half of all institutions do not provide off-street parking. Although on-street and off-street parking availability exists in all time periods, the total parking supply is not collectively managed and parking information is not shared. Average automobile ownership per household is lower relative to other areas of the City. Parking demand is not uniform and is concentrated in specific blocks during specific time periods. Parking is available in all time periods but may be blocks away from destination and may vary in cost. There is no projected need for the construction a new public off-street garage at this time.

Recommendations offered by Sabra, Wang & Associates are listed below:

### Short-Term

- *Transportation Management Association*

Make parking a priority for the Mount Vernon Transportation Management Association.

- *Dynamic Parking Meter Rates*

The mantra in real estate, location, location, location, not only exists for the places people occupy, but also for the places that cars occupy. In real estate, higher value is placed on locations in more desirable areas and is reflected in a higher price. The same should apply to parking. On-street

parking provides drivers with the ease of parking at, or as close, to the entrance of their destination. It only makes economic sense that the cost of parking closest to popular destinations cost more than parking in less popular areas. Parking meter rates can also be adjusted to reflect demand at different time intervals. Implementation of this strategy will be executed by the Parking Authority of Baltimore City.

- *Tiered Pricing for Residential Permit Parking*

Residential Permit Parking is a community-based program that is administered by the Parking Authority. The current program charges the same fee per vehicle, regardless of the number of vehicles connected to a household. Tiered pricing would incrementally increase the cost of a permit for each additional vehicle. This strategy is to persuade residents to reconsider their desire to purchase additional, possibly unnecessary vehicles, or to consider using an off-street parking facility.

- *Discounted Off-Peak Parking Rates*

Provide discounted rates at City-owned off-street facilities for evening and overnight resident parking. The demand for parking changes by location, time of day, and demographic of parkers. Off-street facilities that were constructed to meet the needs of daytime workers are oftentimes underutilized during the evening hours; whereas, off-street facilities constructed for residents, are underutilized during the day. To discourage the requirement to construct parking facilities for groups that only occupy them at certain times of the day, the Committee recommends investigating current parking behavior by residents, visitors, and workers and consolidate stakeholder needs into as few parking facilities as possible. In the future, the Transportation Management Association will work with newcomers to facilitate this arrangement.

- *Alert Drivers to Parking Resources*

Increase use of web-based technology that provides real-time information about the location of available parking. Install wayfinding signage to direct drivers to available parking that they may not be aware exists.

- *Maximize On-Street Parking*

Explore back-in angled parking in appropriate locations with complimentary streetscape. Angled parking has been found to increase parking availability by at least 30%.

### Long term

- *Enhanced Parking Information*

Enhance parking information via online event calendar and mobile apps. Parking becomes limited for visitors and residents who are unaware of events in the area. The TMA will maintain contact with institutions most likely to hold large events and create a consolidated calendar that will be posted online for visitors and residents to reference so that they can make other arrangements.

Maintaining an event calendar is also important for the Association to use to facilitate arrangements with institutions, parking facilities, and shuttle services. Other arrangements, such as individuals renting personal parking spaces, would be encouraged through this process.

- *Dynamic Parking Regulations*

Establish dynamic parking regulations along Mount Vernon Place and North Charles Street during special events.

- *Extension of Residential Permit Parking Hours*



Study the extension of the hours of the current Residential Permit Parking district.

- *Special Event Satellite Parking*

Provide on-demand shuttle service for satellite parking locations. In conjunction with establishing an event calendar, the Transportation Management Association would identify areas during events that can be well served by shuttle service. With the use of shuttles, parking can be provided at a cheaper rate at a more distant parking facility. If multiple events are within close proximity, the Transportation Management Association would also coordinate a shared shuttle service for the different institutions.

- *Valet/Passenger Drop-Off*

Expand valet/passenger drop off zones and times. Valet services and drop off zones encourage visitors to arrive quickly and close to their destinations, as well as utilize off-street facilities located on the fringes. By expanding these zones, vehicles are less likely to queue on street or circle the block until the zone is clear for them to park.

These recommendations will ensure that Mount Vernon's current and future parking needs are met. However, it is critical that the community take an active role with the assistance of the City's Department of Transportation, Department of Planning, and Parking Authority, not only to implement the recommendations but also to manage the processes. A concerted effort among all stakeholders will help to maximize the utilization of Mount Vernon's on-street and off-street parking assets.

## **Lighting**

Currently, Mount Vernon's dense historic urban streets are illuminated by large-scale, 40-foot tall expressway fixtures spaced at wide distances of 60 to 100 feet. This is both aesthetically unpleasing and unsafe to pedestrians, as it is ineffective at providing sufficient lighting for sidewalks. It also encourages automotive traffic to travel at near expressway speeds. Light fixtures with a height of 15-18 feet installed at distances no more than 60 feet are better suited for sidewalks and pedestrian walkways. The logical, most economic method is to replace the tall "cobra-head" fixtures with pedestrian street light fixtures/lamps at existing connections, with additional lighting in between. If the pedestrian lights are deemed ill fit for vehicular traffic, then the existing street lights would be fitted with lower wattage/reduced brightness bulbs and pedestrian lighting would be installed in between the traffic fixtures. Area stakeholders should work with the Department of Transportation to locate walkways with insufficient light, select locations for installation, and select fixtures that blend well with the neighborhood's architecture.

## **Streetscaping**

Simple, high-quality improvements to paving, landscaping, street furniture, and signage will greatly enhance the beauty of Mount Vernon's unique features, while creating a subtle sense of continuity and identity.

Thematically, two street types provide the structure, theme, and variety of Mount Vernon -- residential and commercial. The major commercial corridor is Charles Street and its theme will flow into its closest arterial blocks. Read Street and portions of Cathedral, Centre, Eager, Chase, Biddle, and Preston Streets

should exhibit treatment similar to Charles Street. The remaining street fabric will establish the residential street typology. Definition between the two street types will promote livability and leisure.

Additionally, Mount Vernon's relatively complete, and historic, urban fabric precludes opportunities for new large open spaces, so trees, planting, drainage, and other open-space elements must be incorporated into its streets to the greatest extent possible. Enhanced greenscaping in Mount Vernon provides a particularly visible opportunity to set an admirable precedent, for existing urban areas, as the City strives toward compliance with the State's progressive stormwater drainage standards. Opportunities exist to connect major open spaces and retail and cultural amenities within and at the borders of Mount Vernon through streetscaping and greenscaping to create a continuous "green network," including:

- Centre Street(between Saint Mary's Park and Preston Gardens),
- Cathedral Street (between University of Baltimore and the Central Branch of the Pratt Library),
- Retail portions of Read and Chase Streets,
- Mount Royal Terrace (from Mount Royal Station to the Freeway Monument), and
- Cathedral Street (between the Waxter Center and Mount Vernon Place).

Greening efforts will also be explored throughout the neighborhood through plantings of trees and other vegetation, as well as bioretention (bump-out) installments in strategic locations such as retired bus stops and right-turn lanes.

<b>TRANSPORTATION &amp; PARKING RECOMMENDATIONS</b>				
<b>General Recommendations</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
1	Form a Transportation Management Association	Mount Vernon-Belvedere Association	Department of Transportation, Parking Authority of Baltimore City	Short Term
2	Conduct a Complete Streets Plan	Department of Transportation	Department of Planning, Mount Vernon-Belvedere Association	Long Term
<b>Traffic</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
1	Perform Traffic Study to explore two-way traffic conversion for Saint Paul and Calvert Streets	Department of Transportation	Department of Planning, Mount Vernon-Belvedere Association	Short Term
2	Enhance the walkability and bikeability of the area around the northbound exit onto Charles Street near Penn Station	Department of Transportation	Mount Vernon-Belvedere Association, Department of Planning	Short to Mid Term
3	Encourage use of Guilford Avenue, MLK Blvd, Mount Royal Avenue, Route 40 and I-83 and discourage use of Saint Paul, Calvert, Centre, Madison, Preston, and Biddle Streets by commuters through signage and signal timing	Department of Transportation	Department of Planning, Mount Vernon-Belvedere Association	Mid Term
4	Study the limitation of southbound access to Saint Paul Street from I-83 while maintaining access to Mount Royal Avenue	Department of Transportation	Mount Vernon-Belvedere Association, Department of Planning	Mid Term
5	Study differential treatment for peak and off-peak hours on two-way streets, including a ban on left turns during peak hours	Department of Transportation	Department of Planning, Mount Vernon-Belvedere Association	Mid Term

**TRANSPORTATION & PARKING RECOMMENDATIONS (Continued)**

**Traffic (Continued)**

<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
6	Consider additional study of converting on-way streets to two-way traffic patterns throughout Mount Vernon	Department of Transportation	Department of Planning, Mount Vernon-Belvedere Association	Long Term

**Alternative Transportation Options**

<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
1	Encourage car sharing and ride sharing	Parking Authority of Baltimore City	Department of Transportation	Ongoing
2	Implement two-way “cycle track” on Cathedral Street to focus north/south regional bicycle traffic	Department of Transportation	Mount Vernon-Belvedere Association	Short Term
3	Consider relocating the Charm City Circulator’s southbound Purple Line from Saint Paul Street to Cathedral Street to support retail vitality	Department of Transportation	Mount Vernon-Belvedere Association	Mid Term
4	Consider routing regional “Quick Bus” service along the Charles Street corridor with stops located at Mount Vernon Place, Preston Street, and Penn Station to facilitate transfers	Maryland Transit Administration	Department of Transportation	Long Term
5	Consider the following bus route changes: <ul style="list-style-type: none"> <li>• Limit service on Saint Paul Street</li> <li>• Add East/West service to Madison or Centre Streets</li> </ul>	Maryland Transit Administration	Department of Transportation, Mount Vernon-Belvedere Association	Long Term
6	Develop a secure bicycle parking plan	Department of Transportation	Mount Vernon-Belvedere Association	Long Term

**TRANSPORTATION & PARKING RECOMMENDATIONS (Continued)**

<b>Parking</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
1	Provide discounted off-peak parking rates at City-owned off-street parking facilities	Parking Authority of Baltimore City	Department of Planning, Mount Vernon-Belvedere Association	Short Term
2	Study dynamic parking meter rates	Parking Authority of Baltimore City	Department of Transportation	Mid Term
3	Study tiered pricing for residential parking permits	Parking Authority of Baltimore City	Department of Transportation	Mid Term
4	Use web-based technology for real-time parking availability	Parking Authority of Baltimore City	Mount Vernon-Belvedere Association	Mid Term
5	Enhanced parking information via online event calendar and mobile apps	Mount Vernon-Belvedere Association	Parking Authority of Baltimore City, Department of Transportation	Mid Term
6	Explore back-in angled parking in appropriate locations with complimentary streetscaping to maximize on-street parking	Department of Transportation	Parking Authority of Baltimore City, Mount Vernon-Belvedere Association	Mid Term
7	Explore on-demand shuttle service for satellite parking locations during special events	Mount Vernon-Belvedere Association	Department of Transportation	Mid Term
8	Study the use of dynamic parking regulations along Mount Vernon Place and North Charles Street during special events	Department of Transportation	Parking Authority of Baltimore City, Mount Vernon-Belvedere Association	Long Term
9	Expand valet/passenger drop off zones and times	Mount Vernon-Belvedere Association	Parking Authority of Baltimore City	Long Term
10	Install wayfinding signage to direct drivers to parking resources	Department of Transportation	Parking Authority of Baltimore City	Long Term

<b>TRANSPORTATION &amp; PARKING RECOMMENDATIONS (Continued)</b>				
<b>Lighting</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
1	Implement pedestrian level lighting as funding becomes available	Department of Transportation	Mount Vernon-Belvedere Association	Long Term
<b>Streetscaping</b>				
<b>No.</b>	<b>Implementation Item Description</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Timeline</b>
1	Establish streetscape standards that address paving, landscaping, street furniture and signage	Mount Vernon-Belvedere Association	Department of Transportation	Long Term
2	Enhance greenscaping, storm water management and develop green network.	Department of Planning's Office of Sustainability	Department of Public Works, Department of Recreation & Parks	Long Term

# APPENDIX

## Live-Earn-Play Learn: The City of Baltimore Comprehensive Master Plan

The Comprehensive Master Plan includes a series of goals, objectives and strategies aimed at recreating Baltimore as a world class city.

The following have particular relevance to Mount Vernon:



### **Live**

- Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties (LIVE Goal 1, Objective 1, Strategy 6)
- Streamline and strengthen the development process (LIVE Goal 2, Objective 2)
- Promote Transit Oriented Development (TOD) and mixed-use development to reinforce neighborhood centers and main streets (LIVE Goal 2, Objective 3)
- Protect and enhance the preservation of Baltimore's historic buildings and neighborhoods (LIVE Goal 2, Objective 4)

### **Earn**

- Enhance transportation options to provide workers with commuting options and mitigate traffic congestions (EARN Goal 3, Objective 1)

### **Play**

- Establish Baltimore city as the region's center of culture and entertainment (PLAY Goal 1, Objective 5)
- Promote unique retail venues as shopping and tourist destinations (PLAY Goal 2, Objective 2)
- Maintain a well-managed system of parks and open spaces (PLAY Goal 3, Objective 1)

### **Learn**

- Attract and retain college students and recent graduates (LEARN Goal 2, Objective 1)



## Census Data

### Population

Census Data <sup>1</sup>	Master Plan Area					Citywide				
	2000	2010	% of Total	Change	% Change	2000	2010	% of Total	Change	% Change
Total Population	7,713	8,648	100.0%	935	12.1%	651,154	620,961	100.0%	-30,193	-4.6%
White	4,214	5,140	59.4%	926	22.0%	205,982	183,830	29.6%	-22,152	-10.8%
Black	2,646	2,258	26.1%	-388	-14.7%	418,951	395,781	63.7%	-23,170	-5.5%
American Indian	25	29	0.3%	4	16.0%	2,319	2,270	0.4%	-49	-2.1%
Asian	573	787	9.1%	214	37.3%	9,985	14,548	2.3%	4,563	45.7%
Other Race	80	106	1.2%	26	32.5%	4,363	11,303	1.8%	6,940	159.1%
Two or More Races	175	325	3.8%	150	85.7%	9,554	12,955	2.1%	12,955	35.6%
Hispanic	230	407	4.7%	177	77.0%	11,061	25,960	4.2%	14,899	134.7%

### Age

Census Data <sup>1</sup>	Master Plan Area					Citywide				
	2000	2010	% of Total	Change	% Change	2000	2010	% of Total	Change	% Change
0 - 4 Years	131	137	1.6%	6	4.6%	41,694	41,152	6.6%	-542	-1.3%
5 - 11 Years	164	83	1.0%	-81	-49.4%	66,449	49,704	8.0%	-16,745	-25.2%
12 - 14 Years	67	23	0.3%	-44	-65.7%	27,354	20,076	3.2%	-7,278	-26.6%
15 - 17 Years	52	39	0.5%	-13	-25.0%	25,856	22,628	3.6%	-3,228	-12.5%
18 - 24 Years	1,615	1,708	19.8%	93	5.8%	71,141	78,110	12.6%	6,969	9.8%
25 - 34 Years	2,276	3,208	37.1%	932	40.9%	93,248	103,564	16.7%	10,316	11.1%
35 - 44 Years	1,162	1,041	12.0%	-121	-10.4%	101,544	76,564	12.3%	-24,980	-24.6%
45 - 64 Years	1,281	1,431	16.5%	150	11.7%	137,947	156,351	25.2%	18,404	13.3%
65+ Years	965	978	11.3%	13	1.3%	85,921	72,812	11.7%	-13,109	-15.3%

### Households

Census Data <sup>1</sup>	Master Plan Area					Citywide				
	2000	2010	% of Total	Change	% Change	2000	2010	% of Total	Change	% Change
Families	721	789	100.0%	68	9.4%	147,154	134,038	100.0%	-13,116	-8.9%
Married Couple Family	395	552	70.0%	157	39.7%	68,771	60,293	45.0%	-8,478	-12.3%
With Persons Under 18	57	83	15.0%	26	45.6%	30,118	20,963	34.8%	-9,155	-30.4%
Male Householder, No Wife Present	106	77	9.8%	-29	-27.4%	13,935	14,156	10.6%	221	1.6%
With Persons Under 18	43	23	29.9%	-20	-46.5%	7,408	5,412	38.2%	-1,996	-26.9%
Female Householder, No Husband Present	220	160	20.3%	-60	-27.3%	64,448	59,589	44.5%	-4,859	-7.5%
With Persons Under 18	125	59	36.9%	-66	-52.8%	44,952	29,473	49.5%	-15,479	-34.4%

### Housing Characteristics

Census Data <sup>1</sup>	Master Plan Area					Citywide				
	2000	2010	% of Total	Change	% Change	2000	2010	% of Total	Change	% Change
Total Housing Units	5,954	6,865	100.0%	911	15.3%	300,477	296,685	100.0%	-3,792	-1.3%
Occupied Units	5,255	5,902	86.0%	647	12.3%	257,996	249,903	84.2%	-8,093	-3.1%
Owner Occupied	446	654	11.1%	208	46.6%	129,869	119,163	47.7%	-10,706	-8.2%
Renter Occupied	4,809	5,248	88.9%	439	9.1%	128,127	130,740	52.3%	2,613	2.0%
Vacant Units	699	963	14.0%	264	37.8%	42,481	46,782	15.8%	4,301	10.1%
For Sale Only	40	38	3.9%	-2	-5.0%	4,823	5,211	11.1%	388	8.0%
For Rent	375	561	58.3%	186	49.6%	10,505	15,764	33.7%	5,259	50.1%
Not for Sale or Rent	284	364	37.8%	80	28.2%	27,153	25,807	55.2%	-1,346	-5.0%

## Education

<i>American Community Survey Data</i> <sup>2</sup>	<i>Master Plan Area</i>		<i>Citywide</i>	
	<i>2004-2009</i>	<i>% of Total</i>	<i>2004-2009</i>	<i>% of Total</i>
Population 25 years and over	5,866	100.0%	420,462	100.0%
Less than 9th grade	335	5.7%	27,022	6.4%
9th to 12th grade, no diploma	342	5.8%	70,048	16.7%
High school graduate (or equivalency)	729	12.4%	124,852	29.7%
Some college, no degree	753	12.8%	74,575	17.7%
Associate's degree	158	2.7%	19,191	4.6%
Bachelor's degree	1,616	27.5%	55,396	13.2%
Graduate or professional degree	1,933	33.0%	49,378	11.7%
Percent high school graduate or higher	88.5%	(X)	76.9%	(X)
Percent bachelor's degree or higher	60.5%	(X)	24.9%	(X)

## Economics

<i>American Community Survey Data</i> <sup>2</sup>	<i>Master Plan Area</i>	<i>Citywide</i>
	<i>2004-2009</i>	<i>2004-2009</i>
Percent Unemployed	5.3%	11.1%
Median household income (dollars)	34,538	38,738
All families below poverty level	13.4%	16.2%
All people below poverty level	24.4%	20.1%
Occupations		
Management	52.2%	35.8%
Sales and office occupations	28.6%	21.8%
Service	13.2%	25.2%
Production, transportation	4.4%	6.8%
Construction, maintenance	1.5%	10.4%

## Housing Characteristics

<i>American Community Survey Data</i> <sup>2</sup>	<i>Master Plan Area</i>	<i>Citywide</i>
	<i>2004-2009</i>	<i>2004-2009</i>
Moved in 2005 or later	52.2%	29.6%
Moved in 2000 to 2004	29.5%	27.5%
Moved in 1990 to 1999	14.5%	19.3%
Moved in 1980 to 1989	2.3%	9.1%
Moved in 1970 to 1979	1.5%	6.5%
Moved in 1969 or earlier	0.0%	8.1%

Sources: U.S. Census Bureau  
<sup>1</sup> 2010 Census, Summary File 1, Block Level  
<sup>2</sup> 2004-2009 5 Year American Community Survey, Census Tract Level (See Map)

**Master Plan Area with Census Tracts**



# Master Plan Area with Census Tracts

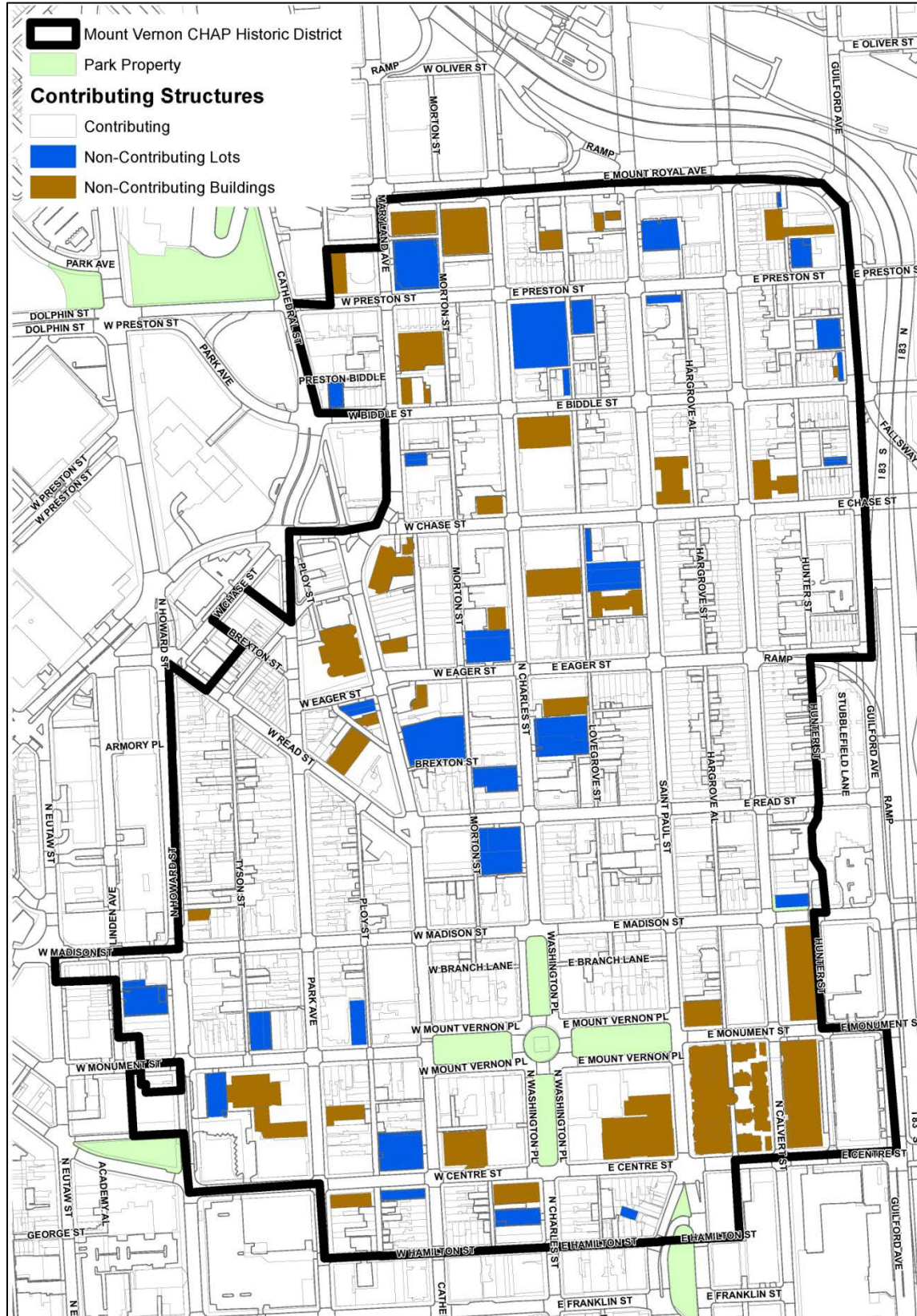


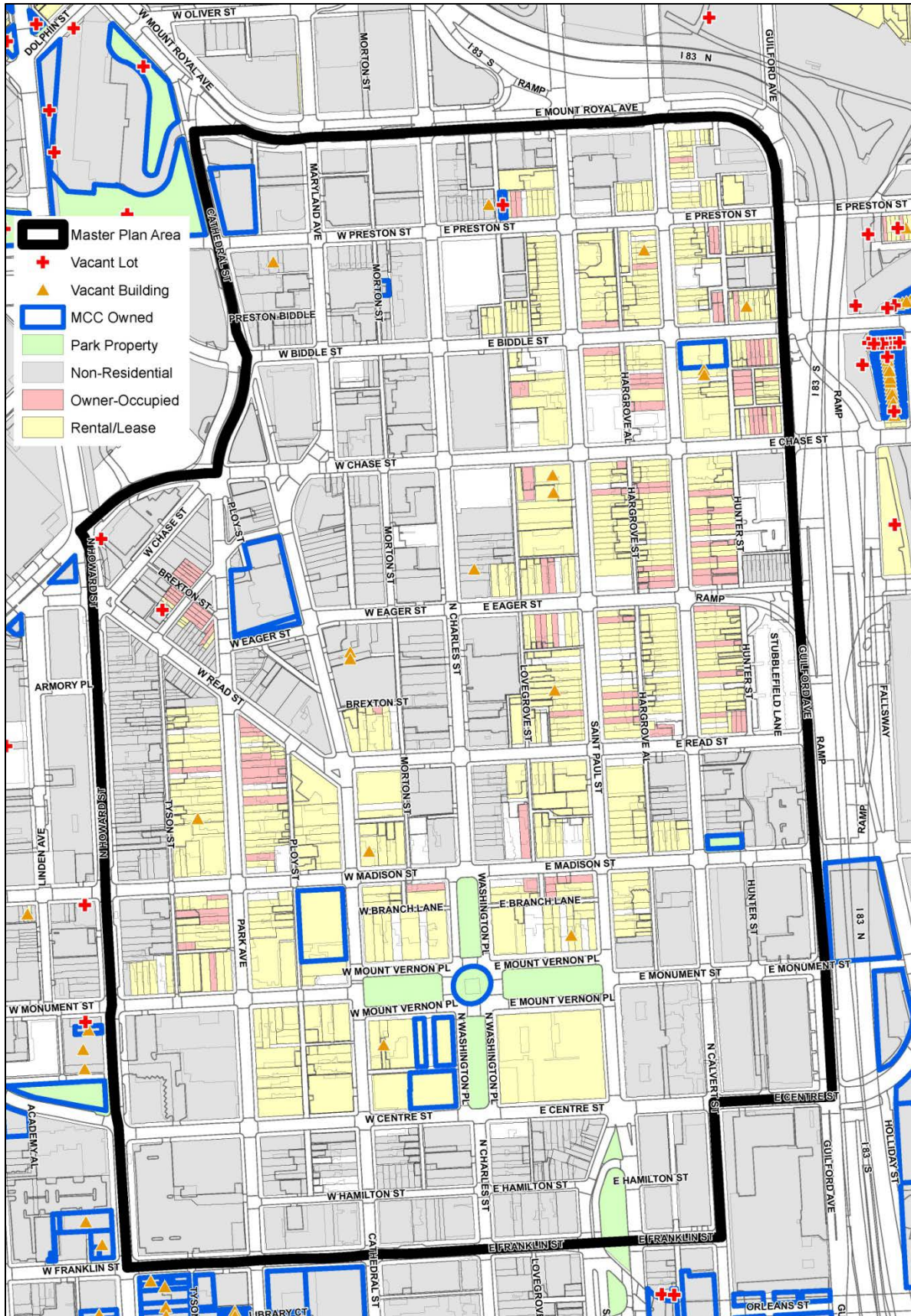
**Legend**

-  Neighborhood Boundaries
-  Census Tract Boundaries

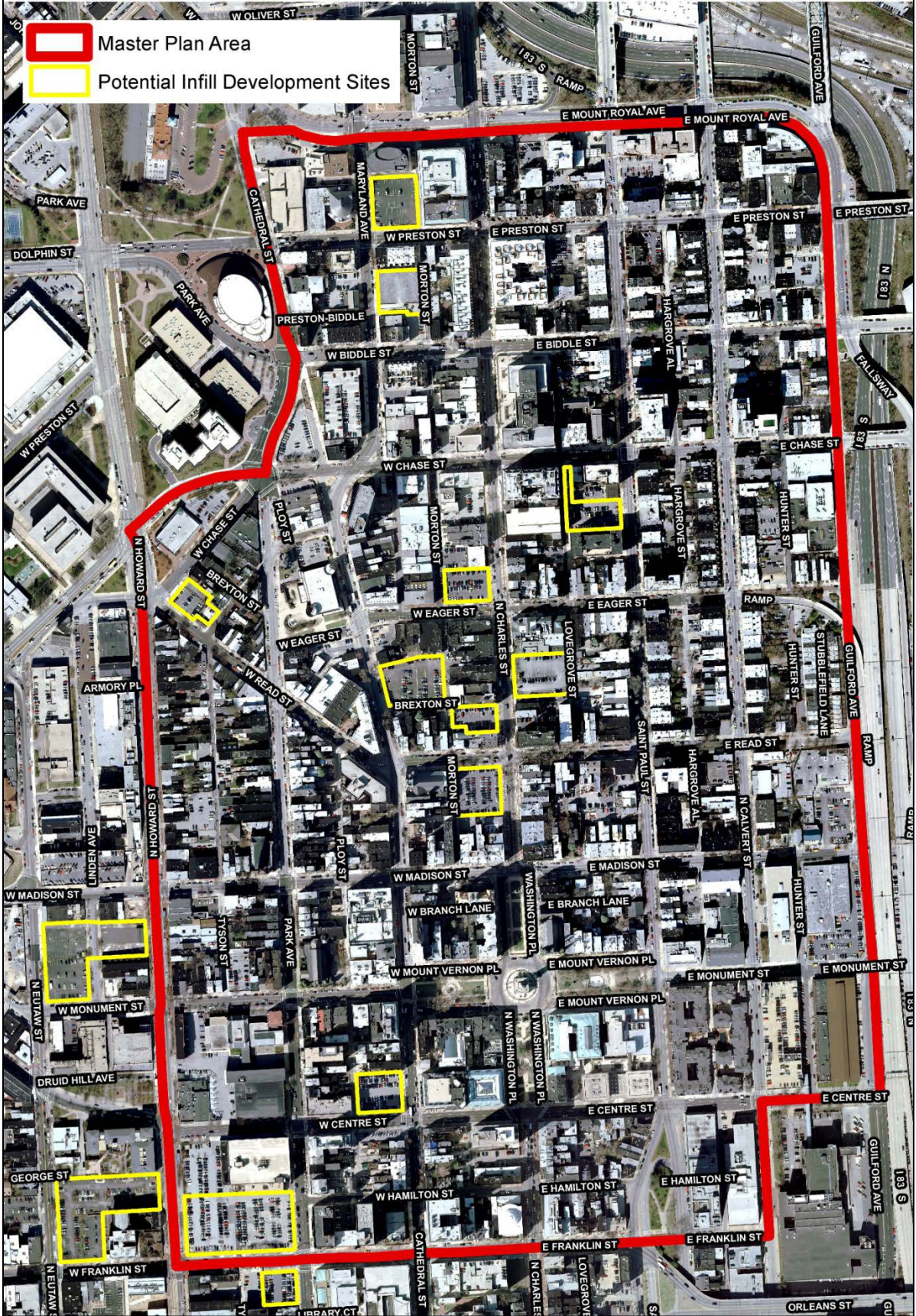


# Housing Data





- Master Plan Area
- Vacant Lot
- Vacant Building
- MCC Owned
- Park Property
- Non-Residential
- Owner-Occupied
- Rental/Lease



## Strengths, Weaknesses, and Opportunities Analysis

Strengths	
1.	<p>Location</p> <ul style="list-style-type: none"><li>• Proximity to Downtown<ul style="list-style-type: none"><li>○ Centralized location</li><li>○ Access to employment opportunities</li><li>○ Gateway to downtown both by car and by transit (Penn Station)</li></ul></li><li>• Proximity to educational institutions<ul style="list-style-type: none"><li>○ University of Baltimore</li><li>○ Maryland Institute/College of Art</li><li>○ BCPSS School for the Arts</li><li>○ Peabody</li><li>○ Wilkes School</li></ul></li><li>• Proximity to Station North Arts and Entertainment District</li><li>• Cultural Amenities<ul style="list-style-type: none"><li>○ High density of cultural attractions, diversity of size and type</li><li>○ Theaters (Center Stage, Spotlighters, etc.)</li><li>○ Music (BSO, Lyric, Meyerhoff, Peabody)</li><li>○ Art (Walters)</li><li>○ Destination for broader arts, gay communities</li><li>○ Historic/notable architecture</li></ul></li></ul>
2.	<p>Neighborhood</p> <ul style="list-style-type: none"><li>• Institutions<ul style="list-style-type: none"><li>○ The University of Baltimore</li><li>○ The Walters Art Museum</li><li>○ The Peabody</li><li>○ Businesses</li><li>○ Non-profits</li><li>○ Social clubs</li><li>○ Religious institutions</li><li>○ Medical institutions (Chase-Brexton, etc.)</li></ul></li><li>• Community organization<ul style="list-style-type: none"><li>○ Mount Vernon-Belvedere Association</li><li>○ Charles Street Development Corporation</li><li>○ Midtown Benefits District/Development Corporation</li><li>○ The Central Baltimore Partnership</li><li>○ Mt. Vernon Place Conservancy/The Friends of Mt. Vernon Place</li></ul></li><li>• Public safety<ul style="list-style-type: none"><li>○ Pedestrian safety</li><li>○ Active and vibrant street life</li></ul></li><li>• Boundaries<ul style="list-style-type: none"><li>○ Natural boundaries at JFX, Howard Street/light rail</li></ul></li></ul>

Strengths (continued)	
3.	<p>Demographics</p> <ul style="list-style-type: none"> <li>• Diversity <ul style="list-style-type: none"> <li>○ Race, age and income</li> <li>○ Vested community members</li> </ul> </li> </ul>
4.	<p>Development</p> <ul style="list-style-type: none"> <li>• Residential <ul style="list-style-type: none"> <li>○ Urban housing stock</li> <li>○ Variety of housing types</li> </ul> </li> <li>• Commercial <ul style="list-style-type: none"> <li>○ Charles Street corridor</li> <li>○ Access to cultural attractions</li> <li>○ Neighborhood amenities such as retail, grocery, quality restaurants, nightlife</li> <li>○ Hotels, Bed &amp; Breakfast inns</li> <li>○ Tourism</li> </ul> </li> <li>• Historic architecture <ul style="list-style-type: none"> <li>○ CHAP local historic district</li> <li>○ National register history district</li> <li>○ Sightlines</li> </ul> </li> </ul>
5.	<p>Transportation</p> <ul style="list-style-type: none"> <li>• Transit access <ul style="list-style-type: none"> <li>○ Light Rail</li> <li>○ Bus</li> <li>○ Charm City Circulator</li> <li>○ Penn Station</li> <li>○ Hopkins Shuttle</li> <li>○ Bolt Bus</li> </ul> </li> <li>• Alternative forms of transportation <ul style="list-style-type: none"> <li>○ Bike routes</li> <li>○ Zip Car</li> </ul> </li> <li>• Charles Street streetscaping</li> </ul>
6.	<p>Open Space</p> <ul style="list-style-type: none"> <li>• Baltimore's iconic Washington Monument</li> <li>• Mount Vernon Place/Conservancy</li> <li>• Quantity of open space</li> <li>• Festivals, events, activities</li> </ul>



Weaknesses	
1.	<p>Location</p> <ul style="list-style-type: none"> <li>• Grade change, distance from Inner Harbor make attracting tourists challenging</li> </ul>
2.	<p>Neighborhood</p> <ul style="list-style-type: none"> <li>• Connections to surrounding communities</li> <li>• Perception of crime</li> <li>• Amenities for families <ul style="list-style-type: none"> <li>○ Need more schools</li> <li>○ After school care for middle school</li> </ul> </li> </ul>
3.	<p>Demographics</p> <ul style="list-style-type: none"> <li>• Not enough residents on the southern and eastern portions of the neighborhood – need additional development/density to fill these gaps</li> </ul>
4.	<p>Development</p> <ul style="list-style-type: none"> <li>• Vacant/underutilized lots <ul style="list-style-type: none"> <li>○ Surface parking lots</li> </ul> </li> <li>• Commercial <ul style="list-style-type: none"> <li>○ Vacant storefronts (especially on Charles Street)</li> <li>○ Existing retail mix lacks diversity</li> <li>○ No car wash</li> </ul> </li> <li>• Density <ul style="list-style-type: none"> <li>○ Not enough people on the streets</li> <li>○ Some buildings should reduce their current density</li> </ul> </li> <li>• Multi-layered development review process is confusing and often results in conflicting regulations <ul style="list-style-type: none"> <li>○ Urban Renewal Plan</li> <li>○ Baltimore City's Mount Vernon Historic District Design Guidelines for New Construction</li> <li>○ Commission for Historical and Architectural Preservation Design Guidelines</li> </ul> </li> <li>• Code enforcement <ul style="list-style-type: none"> <li>○ Absentee property owners do not always manage properties well</li> <li>○ Additional enforcement needed for multi-dwelling unit properties</li> <li>○ Poor sanitation management</li> <li>○ Maintenance of historic buildings</li> <li>○ Excessive usage of temporary banner, not taken down in a timely fashion</li> <li>○ Need additional enforcement to combat rats, graffiti</li> </ul> </li> <li>• Liquor Uses <ul style="list-style-type: none"> <li>○ Not managed properly</li> </ul> </li> </ul>
4.	<p>Transportation</p> <ul style="list-style-type: none"> <li>• Transit <ul style="list-style-type: none"> <li>○ Bus stops are poorly located</li> <li>○ Transit is infrequent, poorly branded, too many stops</li> <li>○ Bus detours unclear, not marked</li> <li>○ Street infrastructure interferes with bus operation, stops</li> </ul> </li> </ul>

## Weaknesses (continued)

### 4. Transportation (continued)

- Traffic
  - Speeding
  - High traffic volumes (particularly rush hour traffic)
  - Pedestrian and bike environment
  - Too much through traffic (“I-Saint Paul”)
  - One-way couples are confusing for local traffic, encourage excess speeds
  - Traffic signal synchronization/longer “walk” lights on pedestrian signalization
  - Pedestrian/bicycle interactions
  - Delivery/service vehicles, double parking/difficulty making deliveries
  - Cut cuts interfere with pedestrians
  - Traffic doesn’t stop far enough back at intersections, impeding turning vehicles, pedestrians
  - Unsafe intersections include: St. Paul & Madison, Madison & Cathedral, Madison & Calvert
  - Too much large truck traffic
- Parking
  - Enforcement slow, inadequate
  - On-street parking utilized by Zip Car
  - On-street parking rates are not competitive with other areas
- Streetscape
  - Need additional street sweeping
  - Poor condition of sidewalks
  - ADA accessibility/curb cuts
  - Street lights out
  - Lack of street trees/dead trees
  - Insufficient landscaping and tree wells
- Infrastructure
  - Trash, utilities, water mains, etc.
  - Lack of bike infrastructure
  - JFX and Howard street are barriers
  - Freight tunnel under Howard Street is a hazard
  - Want pedestrian lighting, not street lighting
  - Need additional trash cans, especially at bus stops
- Alternative forms of transportation
  - Want bike sharing/rentals

### 5. Open Space

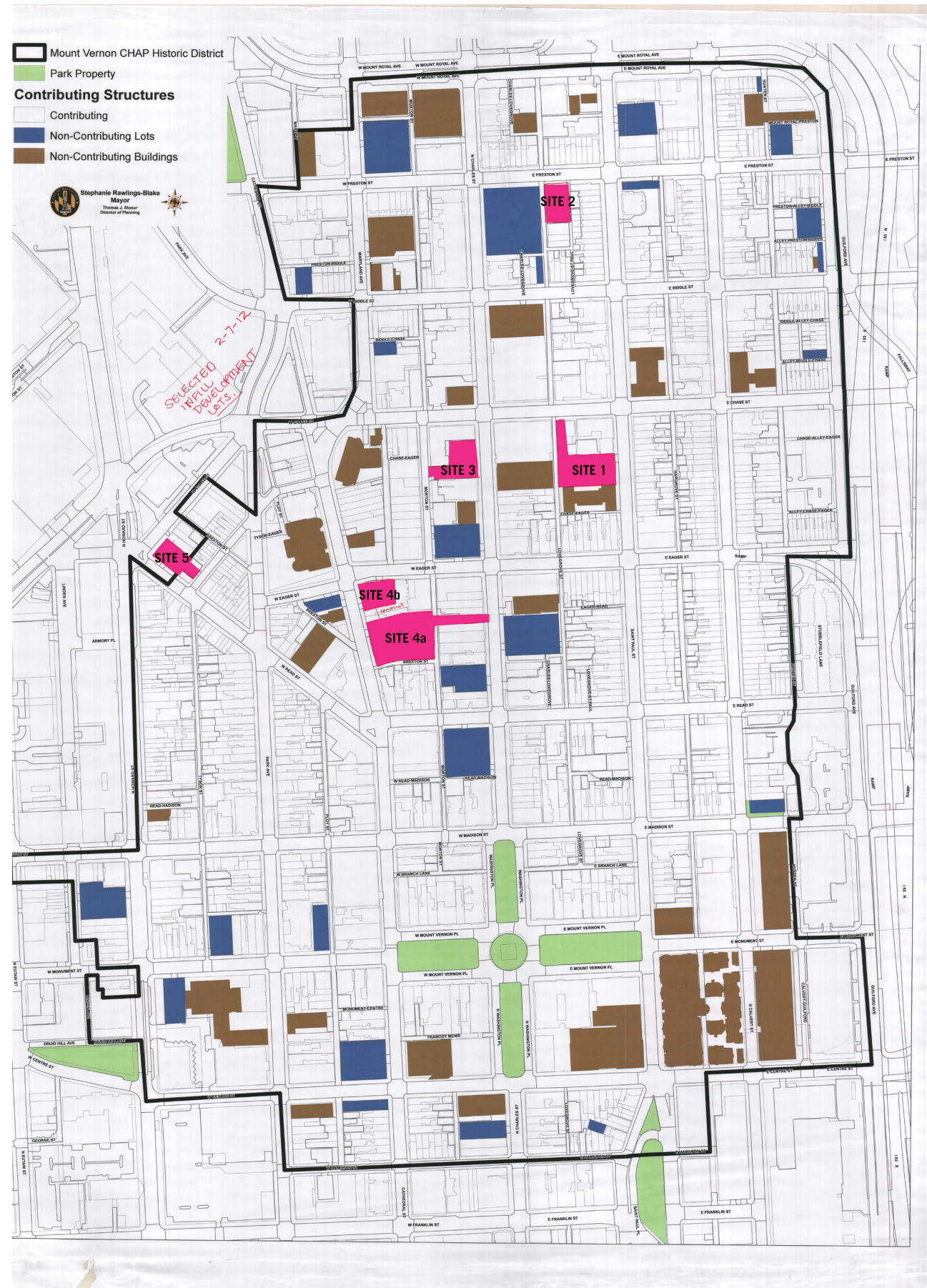
- Off-leash dogs
- Need a dedicated dog run
- Not all uses are accommodated currently/programming needs
- Need additional park benches
- Homeless population in parks (east park of Mount Vernon Place especially)
- Open space needs not served throughout the neighborhood, specific needs identified in northern portion especially
- Management of festivals negatively impacts Mount Vernon Place, impact on grass

## Opportunities

1.	Location <ul style="list-style-type: none"><li>• Connect to initiatives at the inner harbor</li></ul>
2.	Neighborhood <ul style="list-style-type: none"><li>• Engage students, renters more through activities</li></ul>
3.	Demographics <ul style="list-style-type: none"><li>• Enhance employment opportunities to retain/attract middle age population that is currently lacking</li><li>• Homeless services outreach</li></ul>
4.	Development <ul style="list-style-type: none"><li>• Commercial<ul style="list-style-type: none"><li>○ More retail services/better distribution throughout neighborhood</li><li>○ Main Street approach to retail</li><li>○ Use of storefronts off Charles</li><li>○ Link retail nodes on Charles, Read and Howard</li><li>○ Focus on anchoring corners</li><li>○ Less office uses in retail spaces</li><li>○ Attract anchor stores (e.g. Trader Joe's)</li><li>○ Encourage additional food delivery options</li><li>○ Recycle restaurant waste/compost plan</li><li>○ Dense built environment on Cathedral/St. Paul/Calvert, but need improvements to street environment, additional activity</li></ul></li><li>• Regulatory changes<ul style="list-style-type: none"><li>○ Zoning overlays for hours of operation? Noise?</li><li>○ Allow more outdoor dining</li></ul></li><li>• Incentives for development<ul style="list-style-type: none"><li>○ Public/private financing for retail?</li><li>○ Additional incentives necessary for renovations</li><li>○ Eminent domain?</li></ul></li><li>• Opportunities for infill development<ul style="list-style-type: none"><li>○ Create a vision for infill development</li><li>○ Clarify and streamline development review process to encourage development or rehabilitation of underutilized properties</li><li>○ Alternative energy sources/green initiatives</li><li>○ Additional development opportunities under the JFX besides parking?</li></ul></li><li>• Code Enforcement<ul style="list-style-type: none"><li>○ Enforce requirement to have addresses on both front and rear of property for policing/security</li></ul></li></ul>

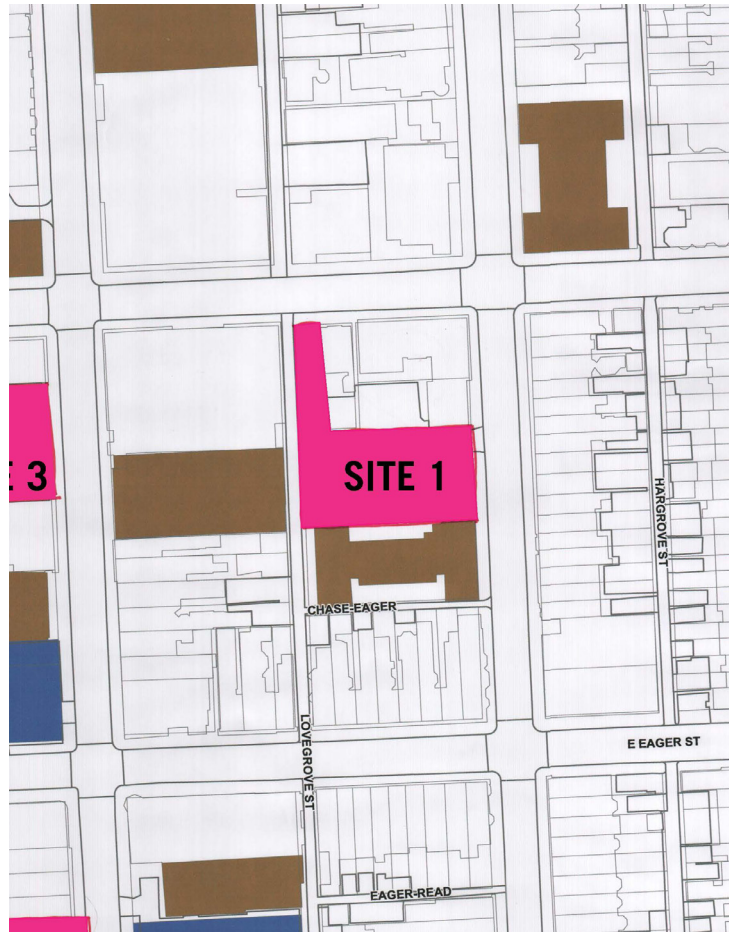
## Opportunities (continued)

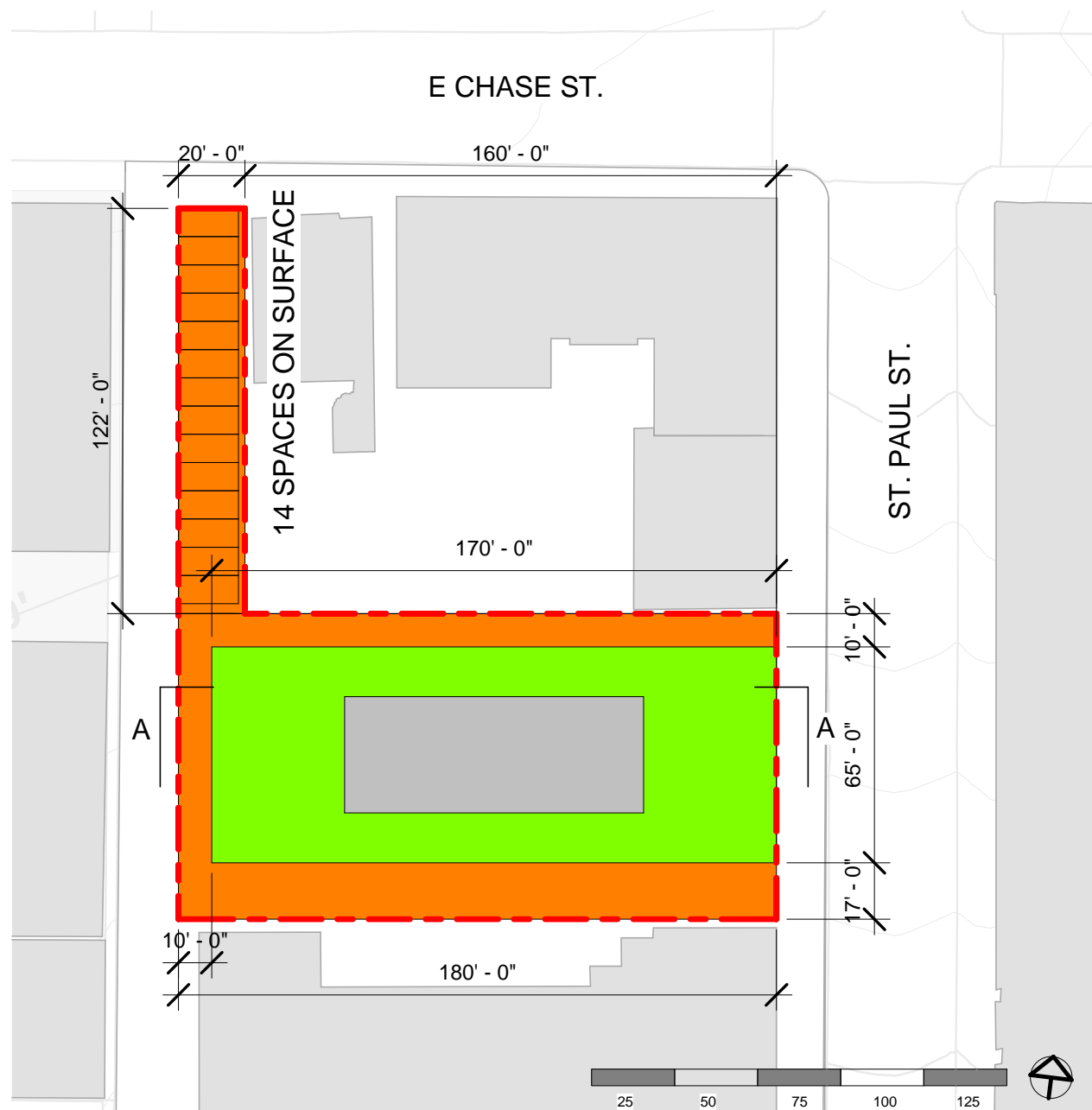
- |    |   |
|----|---|
| 5. | <p>Transportation</p> <ul style="list-style-type: none"><li>• Transit<ul style="list-style-type: none"><li>○ No rail transit in streets</li><li>○ Connect the Circulator to the parking lot at Fitzgerald for park and ride</li></ul></li><li>• Study traffic to explore solutions to existing traffic issues<ul style="list-style-type: none"><li>○ Traffic calming (St. Paul/Calvert/Madison, etc.)</li><li>○ Pedestrian and bicycle best practices</li><li>○ One way traffic patterns?</li><li>○ Take down the JFX</li><li>○ Reduce emphasis on through traffic</li><li>○ Greenways/bike trails/designated bike routes</li></ul></li><li>• Streetscape<ul style="list-style-type: none"><li>○ Morton Street for pedestrian activities</li><li>○ Alleys for pedestrians, potential for activation with commercial uses</li><li>○ Increase pedestrian lighting and street trees</li><li>○ Require outdoor lighting on houses</li><li>○ Create physical connections between neighborhoods/over barriers (“green” barriers, e.g. High Line, river walk)</li><li>○ Need additional streetscape investments throughout the neighborhood</li><li>○ Improve tree wells and educate residents on their role in maintaining street trees</li></ul></li><li>• Parking<ul style="list-style-type: none"><li>○ Angled on street parking</li><li>○ Development of new parking garage?</li><li>○ Peak hour parking restrictions (Calvert/Saint Paul/Charles)</li><li>○ Accommodate Zip Car</li><li>○ Electric car changing stations</li></ul></li><li>• Infrastructure<ul style="list-style-type: none"><li>○ Connect residences to steam lines for heat</li><li>○ Coordinate street cuts/repairs with other infrastructure investments</li></ul></li></ul> |
| 6. | <p>Open Space</p> <ul style="list-style-type: none"><li>• Create a sequence of open spaces that form a network</li><li>• Explore potential locations for a dog park<ul style="list-style-type: none"><li>○ Dog park should not be under JFX/Madison</li><li>○ Consider Waxter grounds and other vacant lots</li></ul></li><li>• Implementation of proposed dog park at Howard’s Park at Howard and Centre Streets requires community participation</li><li>• Community gardening</li><li>• Create new open space on surface parking lots?</li><li>• Use events to promote the area and its assets (versus events that don’t focus on the neighborhood)</li></ul>  |



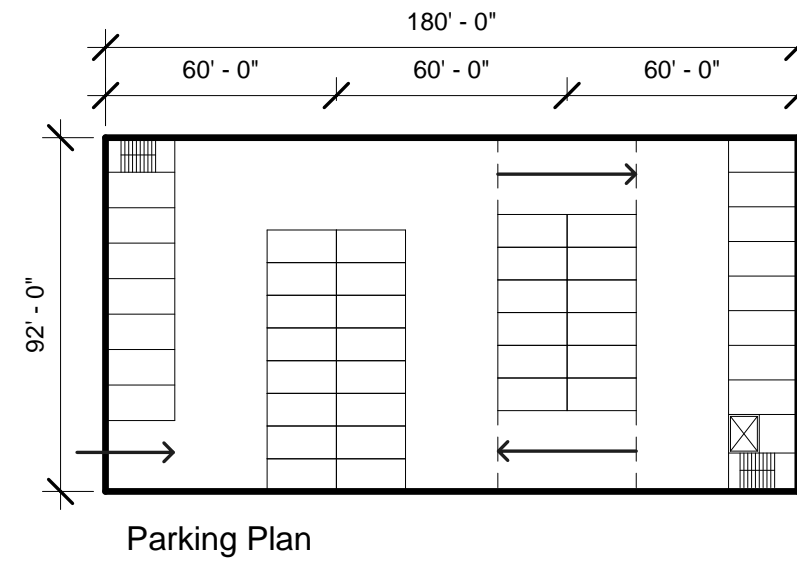
# MT. VERNON CODE MATRIX

ZONING / SITE	CATEGORY HEADING	PROPOSED BALTIMORE CODE (VER. 2)	URBAN RENEWAL PLAN MOUNT VERNON	CHAP MOUNT VERNON GUIDELINES	NOTES
<b>OR-2</b> SITE 1 SITE 2	<b>Lot Guidelines</b>				
	• Minimum Lot Area, General	200 sf / du*			*does not distinguish between types of dwelling unit in draft of code
	• Minimum Lot Area, Elderly				
	• Maximum Building Height	100'	120' Midtown* Mechanical/HVAC, penthouses, etc are part of this height max.	120' Midtown* Mechanical/HVAC, penthouses, etc are part of this height max.	* According to 15.3 in the proposed code, penthouses, stairways, mechanical units, etc are not subject to this height restriction, provided they do not occupy more than 25% aggregate of the roof area
	• height/massing restrictions			Principle Façade, when located in a row of houses, should match the height of the existing cornice.*	*this does not seem to preclude higher buildings with setbacks at cornice height
	• Setback, Front			compliant with neighbors, but otherwise follows the city code.	
	• Setback, Interior Side	none, required, but a minimum of 10' if provided			
	• Setback, Corner Side				
	• Setback, Rear	10'			
	<b>Parking</b>			zone specific, general parking requirements at end of table	
• parking guidelines			* 1 space / 2 du * 1 space / 2 efficiency units * 1 space / 4 rooming units	* these guidelines would have been stricter under the old zoning code, but under new requirements, Baltimore proposed zoning is more strict and would control here.	
<b>C-2</b> SITE 3 SITE 4a SITE 4b	<b>Lot Guidelines</b>				
	• Minimum Lot Area, General	300 sf / du			*Licensed Residential Care Facility for Elderly
	• Minimum Lot Area, Elderly*	120 sf / du			
	• Maximum Building Height	60' Multi-Family & Mixed Use with Dwellings above Ground Floor allowed 100' by conditional use	120' Midtown* Mechanical/HVAC, penthouses, etc are part of this height max.	120' Midtown* Mechanical/HVAC, penthouses, etc are part of this height max.	* According to 15.3 in the proposed code, penthouses, stairways, mechanical units, etc are not subject to this height restriction, provided they do not occupy more than 25% aggregate of the roof area
	• height/massing restrictions			Principle Façade, when located in a row of houses, should match the height of the existing cornice.*	*this does not seem to preclude higher buildings with setbacks at cornice height
	• Setback, Front	none, but if provided, must be min. 10'		compliant with neighbors, but otherwise follows the city code.	
	• Setback, Interior Side	none, but if provided, must be min. 10'			
	• Setback, Corner Side				
	• Setback, Rear	20', unless rear yard abuts an alley, then none required			
	• floor height	first floor must be 12', suggested 14'			
<b>Parking</b>			zone specific, general parking requirements at end of table		
• parking exemption	first 2500sf of commercial is exempt (except when part of a larger commercial complex)			*may count spots at least 50% on property line towards off-street total required	
<b>C-1</b> SITE 5 <small>* Site is half under CHAP/URP guidelines and half under Baltimore Zoning (strictest rules apply for each)</small>	<b>Lot Guidelines</b>				
	• Minimum Lot Area, General	550sf / du			*Licensed Residential Care Facility for Elderly
	• Minimum Lot Area, Elderly*	120 sf / du *			
	• Maximum Building Height	40' Multi-Family & Mixed Use with Dwellings above Ground Floor allowed 60' by conditional use	120' Midtown* Mechanical/HVAC, penthouses, etc are part of this height max.	120' Midtown* Mechanical/HVAC, penthouses, etc are part of this height max.	* According to 15.3 in the proposed code, penthouses, stairways, mechanical units, etc are not subject to this height restriction, provided they do not occupy more than 25% aggregate of the roof area
	• height/massing restrictions			Principle Façade, when located in a row of houses, should match the height of the existing cornice.*	*this does not seem to preclude higher buildings with setbacks at cornice height
	• Setback, Interior Side	none, but if provided, must be min. 10'			
	• Setback, Corner Side				
	• Setback, Rear	20', unless rear yard abuts an alley, then none required			
	• floor height	first floor must be 12', suggested 14'			
	<b>Parking</b>			zone specific, general parking requirements at end of table	
• parking exemption	according to 16-601a, C-1 districts are parking exempt*				
<b>GENERAL PARKING REQ'S</b>	<b>General Parking Notes</b>				
	• Collective Parking Calculation (table 16-2) Complimentary Parking	Use Table 16.2 to test combinations of proposed uses to discover the maximum parking liability. Will vary based on use types and time periods*			*there are some later clauses, such as 16-602.2 that seem to conflict with the Complimentary Parking percentages, insisting that all uses present have maxed out parking. See also 16-207
	• parking for federally assisted elderly or public housing elderly	1 space / 4 du			
	• parking for Baltimore public housing authority	1 space / 2 du			
	• Dwelling, Multi-Family	1 space / 1 du			
	• Office	2 spaces / 1000sf GFA			
	• Retail	2 spaces / 1000sf GFA			
	• Hotel	1 space / 4 rooms			
	• Restaurant	1 per 60sf of indoor public seating area + 3 stacking spaces per drive-through lane (where applicable)			
	• curb cut provision	any project has to get curb cut permit approval for use of existing curb cuts, or addition of new ones. These can be denied, and are prohibited on some major thoroughfares.			*there is no special category for grocery stores, so this would apply.
• Loading Requirements	1 space / 10,000 - 100,000sf GFA, plus 1 space for each				

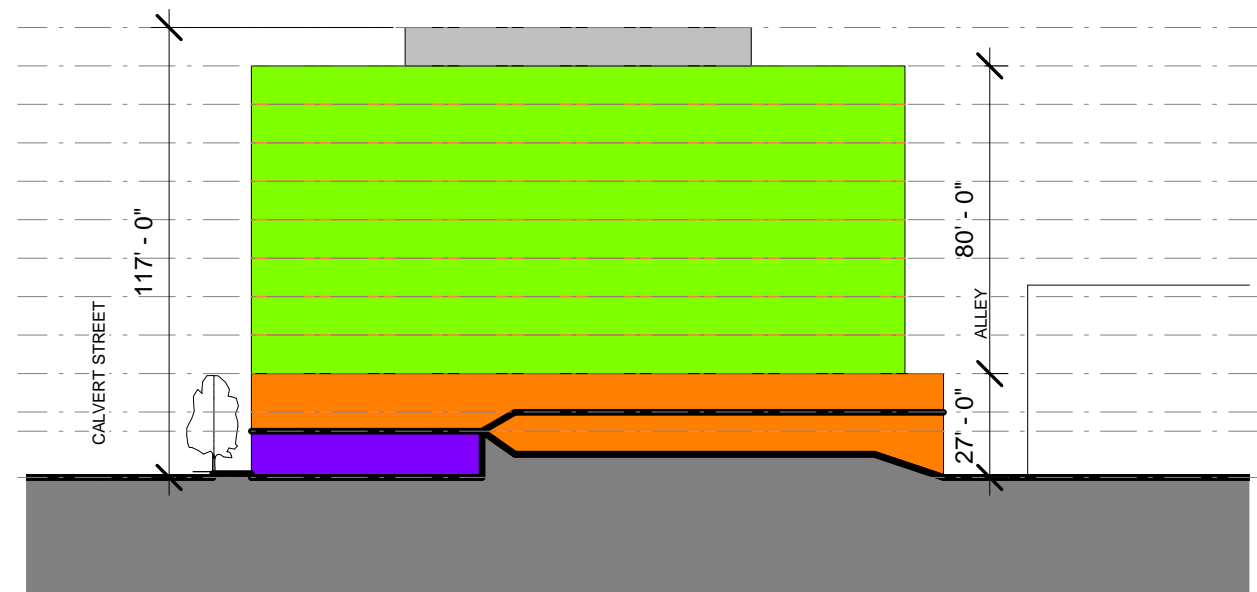










Roof Plan



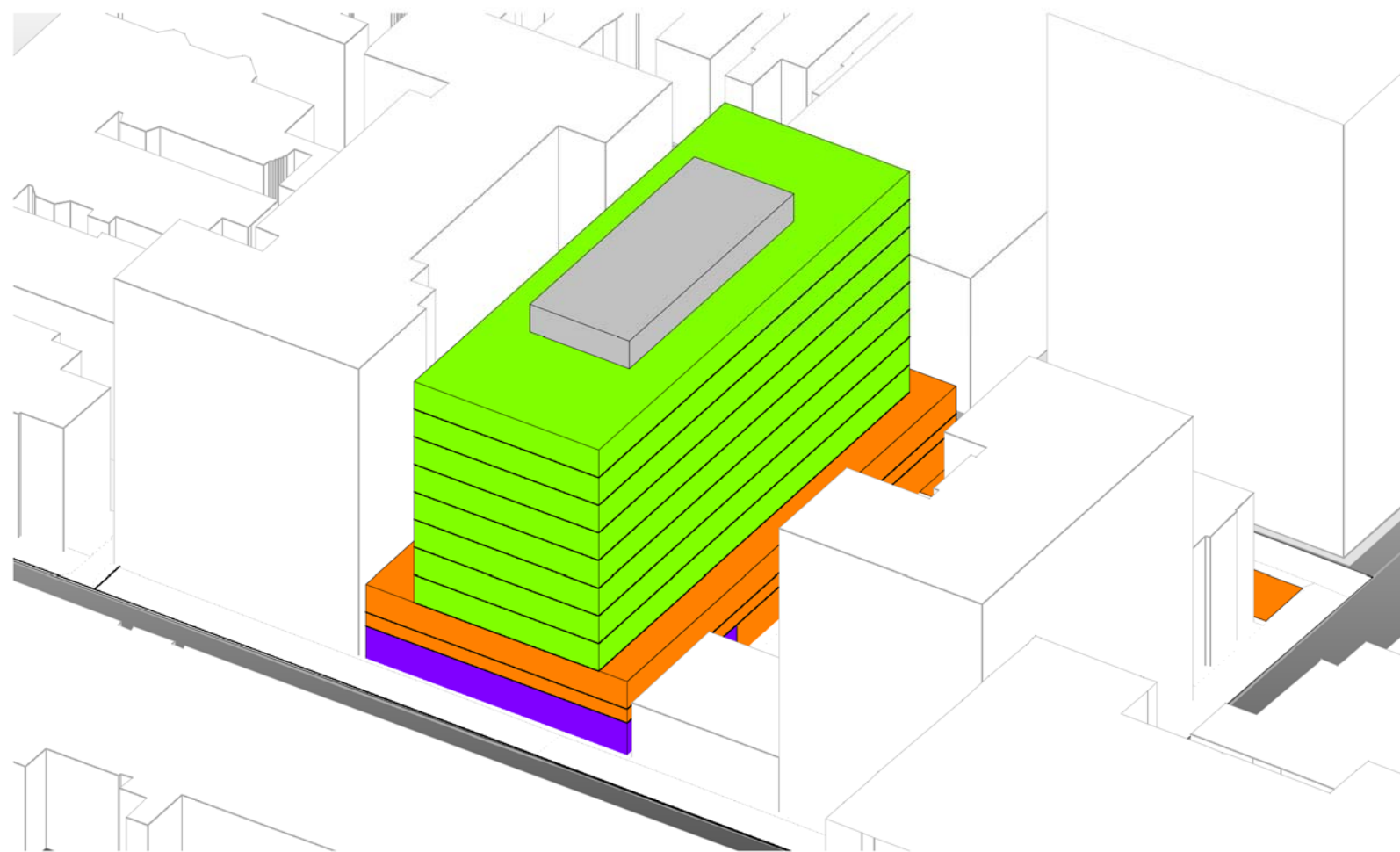
Parking Plan



Section A/A

-  Existing Office
-  Office
-  Retail
-  Residential
-  Parking
-  Mechanical





**Narrative**

- **95 UNITS** Allowed = 19,000 SF Site ÷ 200 SF/du
- **72 UNITS** Provided = 9 Units / Floor. We assume 850 SF / Unit with a 1.4 Grossing Factor = 1200 SF / UNIT

**Parking:**

- Site build-out is limited by off-street parking requirements. We are able to provide 72 units, instead of the 95 unit maximum allowable on-site by code. Parking can only be provided for 86 cars before reaching the building height limit of 120' (assuming a 10' floor to floor dimension).
- We have assumed a code variance allowing us to use a 10' band to the rear of the site, which would normally be required as a setback, for parking. This allows for a more economical parking layout that is based on 60' bays (a total of 180' depth). Without this 10', provided parking numbers would drop, and this would limit the total unit build-out further.
- Surface parking extending to Chase St. would be attractive to provide inexpensive parking, and there is nothing in the code or guidelines that prohibits this parking. Screening of parking would need to be provided to satisfy CHAP requirements.

**Height:**

- In tandem with parking restrictions, the building height limit of 120' also limits the build-out on-site from achieving the 95 unit maximum. There is not enough vertical height to accommodate both the residential floors and the parking that supports it.
- Approximately one floor of the building that would allow 9 additional residential units is lost to the mechanical penthouse level. Mt. Vernon requires these roof structures to count towards the building height limit.

**Massing:**

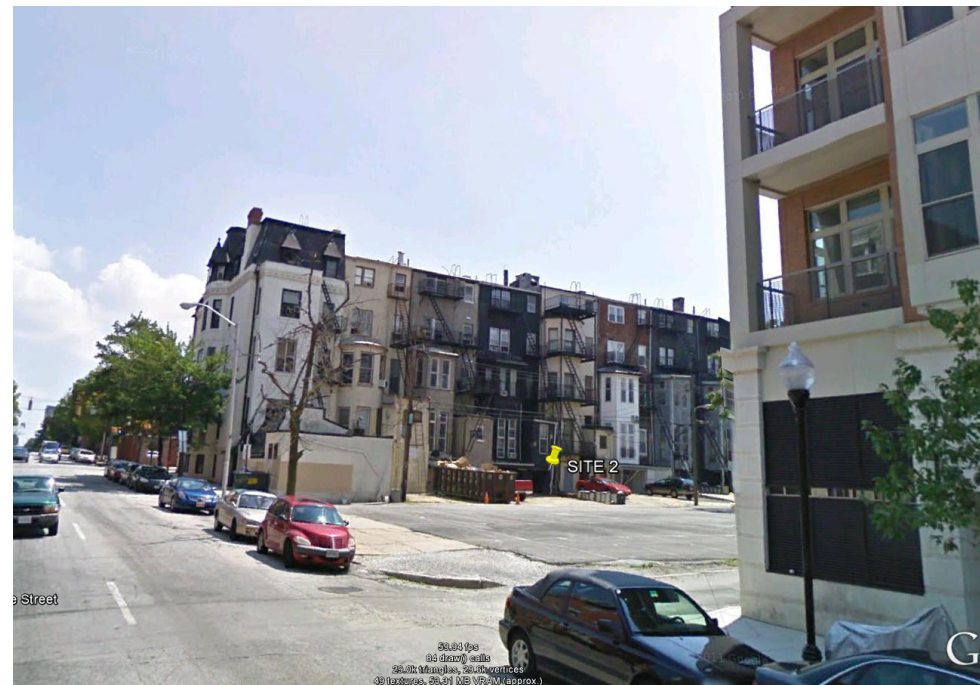
- The building has a larger plinth/base that relates to the streetscape, with a larger residential mass setback that rises to the 120' height limit. We have setback the residential portion of the building 10' to the North and 17' to the South, to allow for better light and view conditions.

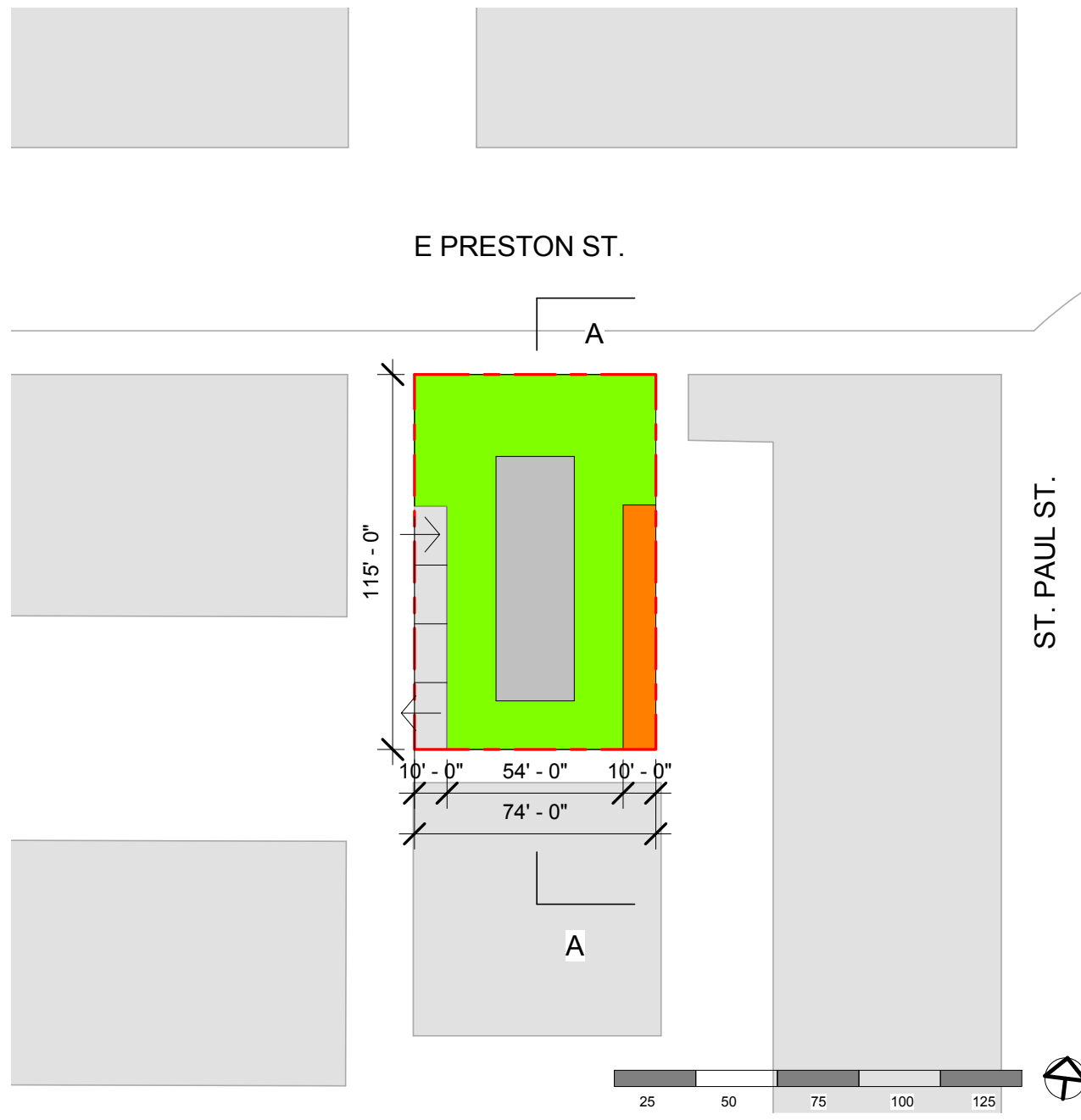
**Use Assumptions:**

- We have assumed street-frontage office at the primary facade on St. Paul St., with structured parking behind and above. The building is primarily devoted to residential units averaging 850 SF, with the last floor taken by a mechanical penthouse.

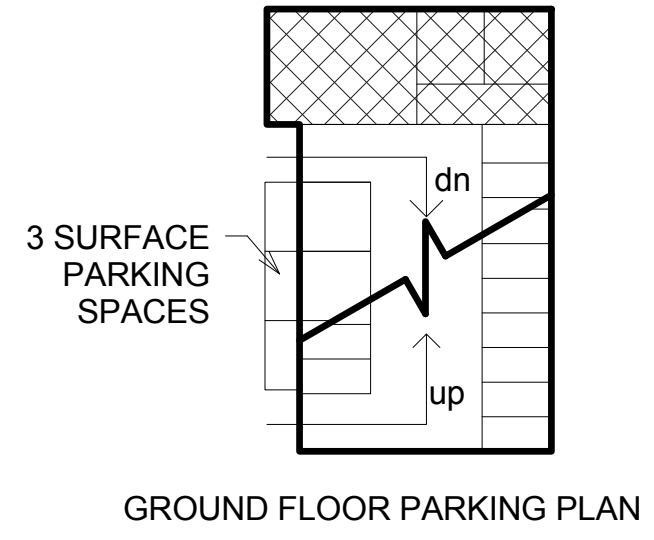
SITE 1 - OR-2 Zoning

Use Type	Level	Commercial SF	# of Units (850SF)	Required Parking	Parking Provided
Structured Parking	Floor 1				29
surface parking	Floor 1				14
Office	Floor 1	5520		6	
Structured Parking	Floor 2				14
Structured Parking	Floor 3				29
Residential	Floor 4		9	9	
Residential	Floor 5		9	9	
Residential	Floor 6		9	9	
Residential	Floor 7		9	9	
Residential	Floor 8		9	9	
Residential	Floor 9		9	9	
Residential	Floor 10		9	9	
Residential	Floor 11		9	9	
<b>Grand total:</b>	<b>13</b>	<b>5520</b>	<b>72</b>	<b>78</b>	<b>86</b>

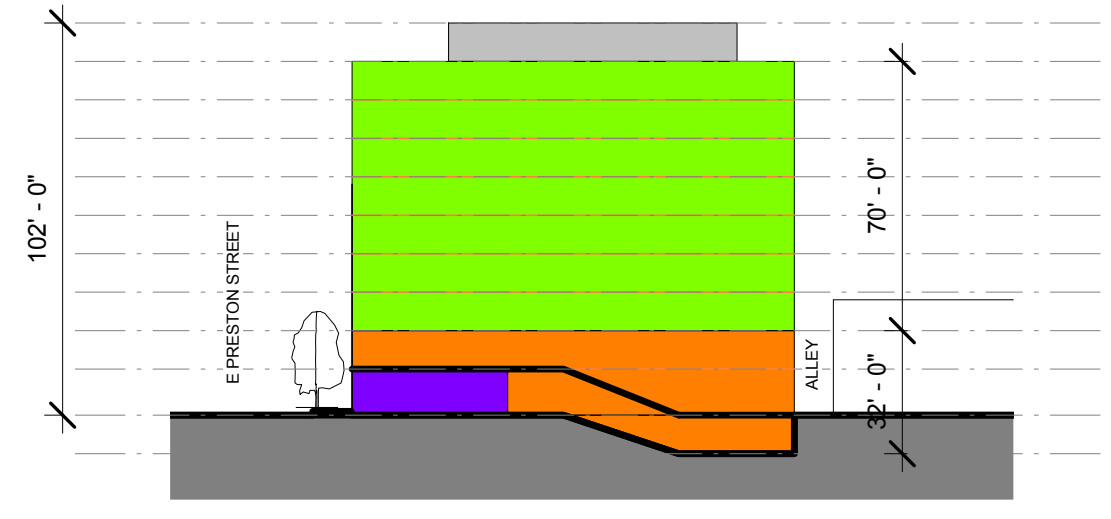








ROOF PLAN

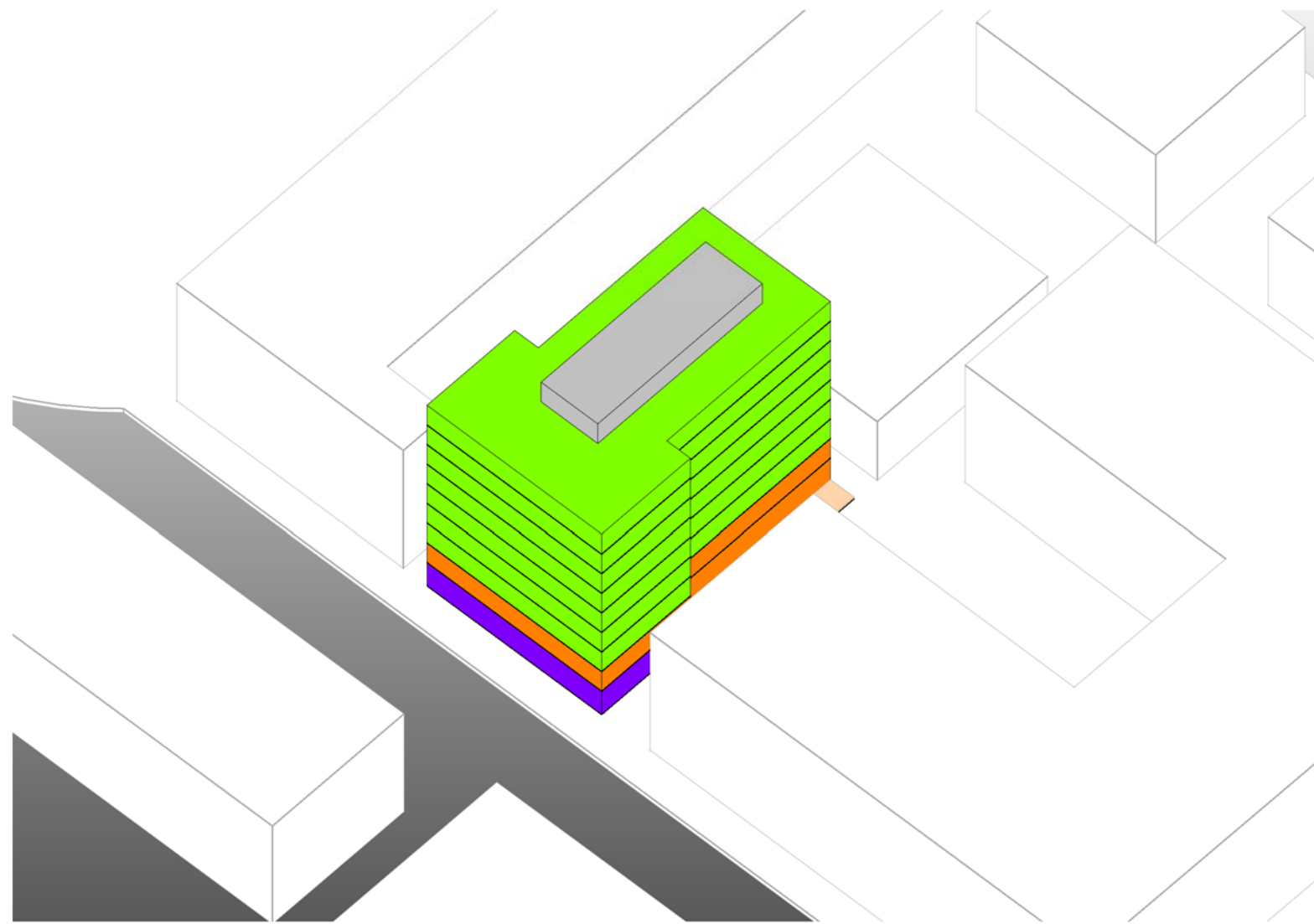


GROUND FLOOR PARKING PLAN



SECTION A/A

-  Existing Office
-  Office
-  Retail
-  Residential
-  Parking
-  Mechanical



**NARRATIVE**

- **43 UNITS** = 8,600 SF Site ÷ 200 SF/du
- **42 UNITS** Provided = ≈ 6 UNITS / FLR x 7 FLOORS. We assume 850 SF / Unit with a 1.4 Grossing Factor = 1200 SF / UNIT

**Parking:**

- Site is limited by off-street parking restrictions. Footprint of site is not compatible with traditional structured parking. We were able to stack two ramps, but would be unable to provide more in this format. The scheme may have challenges in terms of constructability and cost.

**Height:**

- Height limits do not control the build-out on this site. Current height is greater than adjoining buildings, but set-backs can be used to help create facade continuity.

**Massing:**

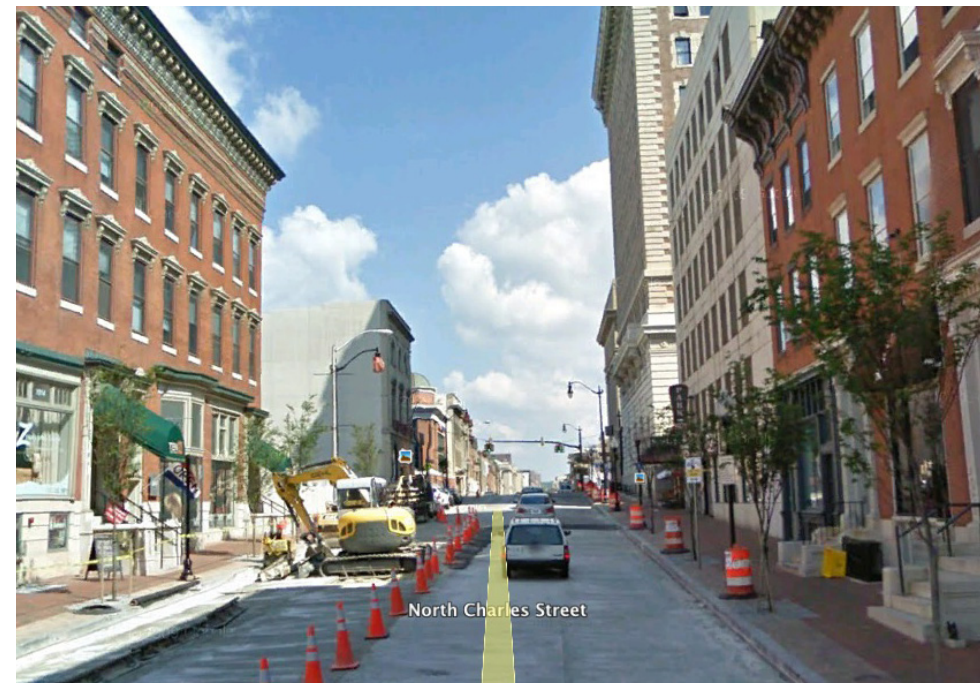
- Floorplates could be larger (72' would work for housing) but have been setback because the garage is only 60' in width, and to allow space to the neighboring buildings. The upper portion of the building is therefore configured in a "T" form, with 10' setbacks on east and west flanks to allow for better light and views.

**Use Assumptions:**

- We have assumed street-frontage office space along Preston St., with parking behind, below and above. The majority use in the building is residential on Floors 3-9.

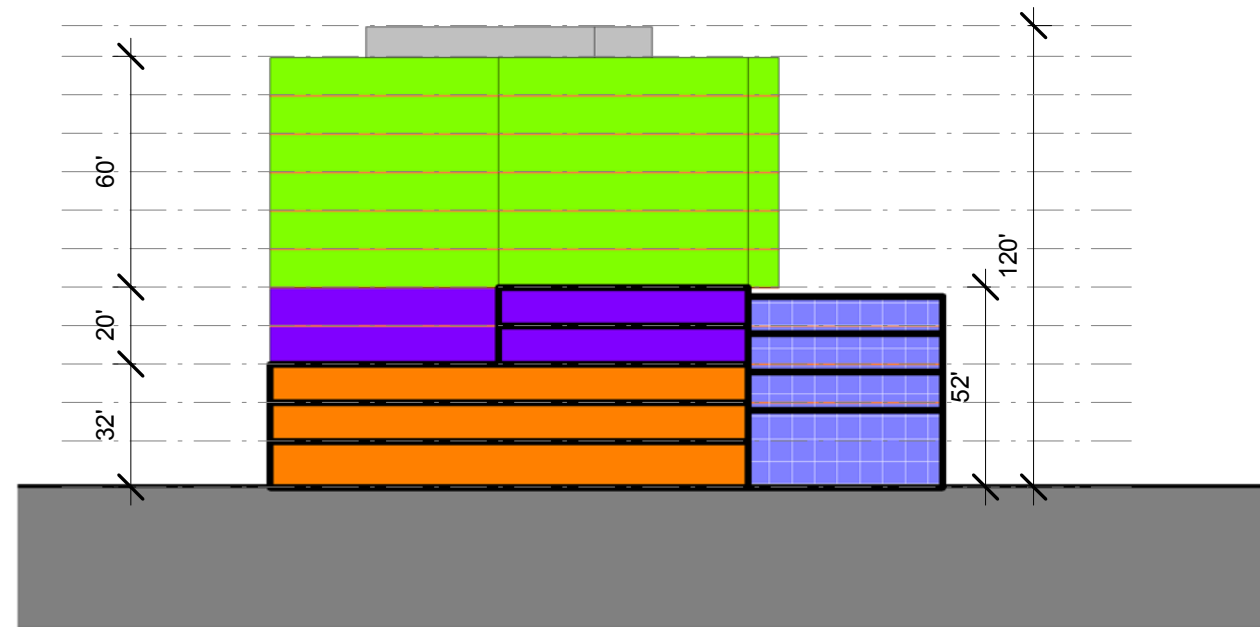
SITE 2 - OR-2 Zoning

Use Type	Level	Commercial SF	# of Units (850SF)	Required Parking	Parking Provided
Parking 2	Basement				19
Surface Parking	Floor 1				2
Office	Floor 1	2994		0	
Parking	Floor 2				19
Residential	Floor 3		6	6	
Residential	Floor 4		6	6	
Residential	Floor 5		6	6	
Residential	Floor 6		6	6	
Residential	Floor 7		6	6	
Residential	Floor 8		6	6	
Residential	Floor 9		6	6	
Grand total: 11		2994	42	42	40









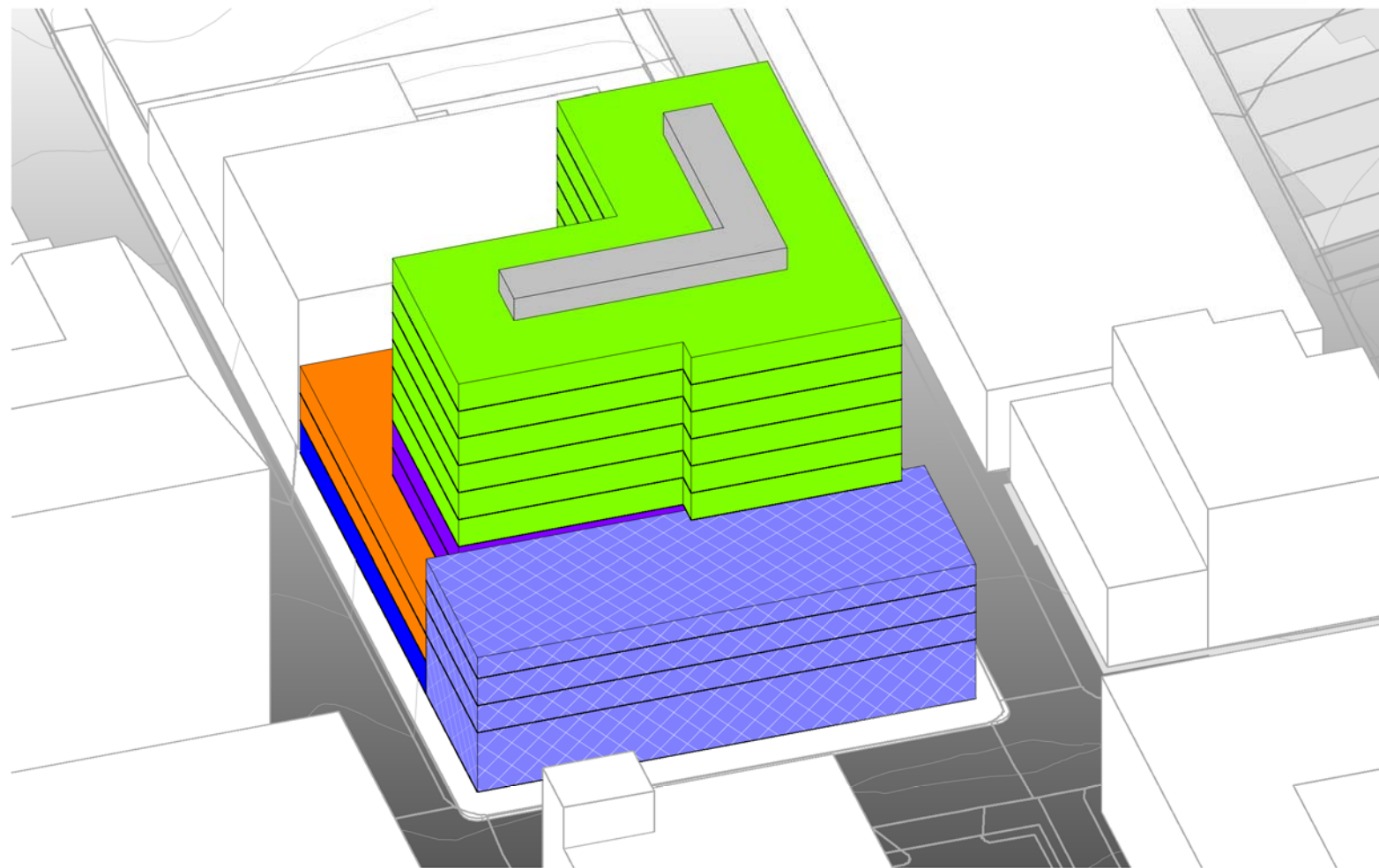


ROOF PLAN



SECTION A/A

-  Existing Office
-  Office
-  Retail
-  Residential
-  Parking
-  Mechanical



**NARRATIVE**

- **90 UNITS** Allowed = 27,000 SF Site ÷ 300 SF/du
- **66 UNITS** Provided = 13,000 SF / floor ÷ 1200 SF / unit ≈ 11 UNITS / FLR \* 6 FLOORS. We assume 850 SF / Unit with a 1.4 Grossing Factor = 1200 SF / UNIT

**Parking:**

- The Collective Parking Calculation provided under §16-501 of the 2.0 Baltimore Proposed Code is employed to maximise parking count: under normal circumstances, we would need to provide 189 parking spaces, but using the Collective Parking Rule, we need to provide a worst-case parking ratio of 85% Residential / 80% Commercial (the 6PM-Midnight time bracket) at 163. This site has enough mixed uses to make good use of the Collective Parking provision.

**Height:**

- Building achieves 120' height maximum for Mt. Vernon. Height is a limiting factor here: more height would allow us to get closer to the 90 potential units that could be built onsite and provide additional parking if desired. Residential build-out is also limited by the fact that we are not using any of the existing commercial building at Chase St. If we were able to build on the back half of this non-contributing structure, maximum build-out on site might be possible.

**Massing:**

- Because we retain the existing structure on the corner, massing on this site is more complex. The first two levels of residential mass are office as they do not get the access to light and air that would be desirable for dwelling units. The residential mass is slightly cantilevered over the existing commercial mass to achieve a higher unit count.

**Use Assumptions:**

- We have assumed a commercial use for the existing building on the corner of Charles and Chase streets, as well as a significant portion of commercial in the new construction. A reasonable parking garage is achieved by the demolition of half of the existing non-contributing building along that portion of Morton Street Alley. We have included residential, commercial and required parking in the new construction portion of the building.

SITE 3 - C-2 Zoning

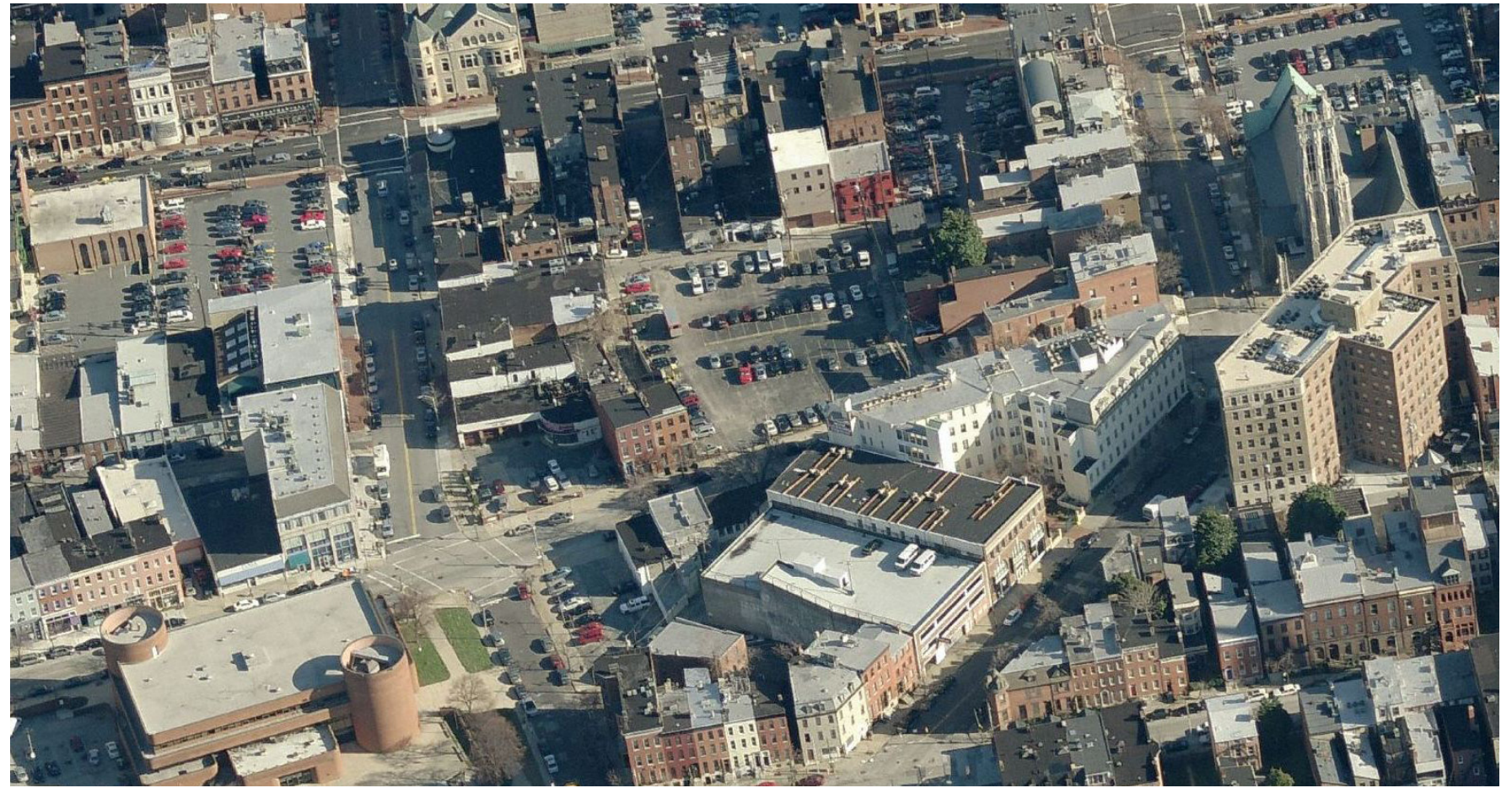
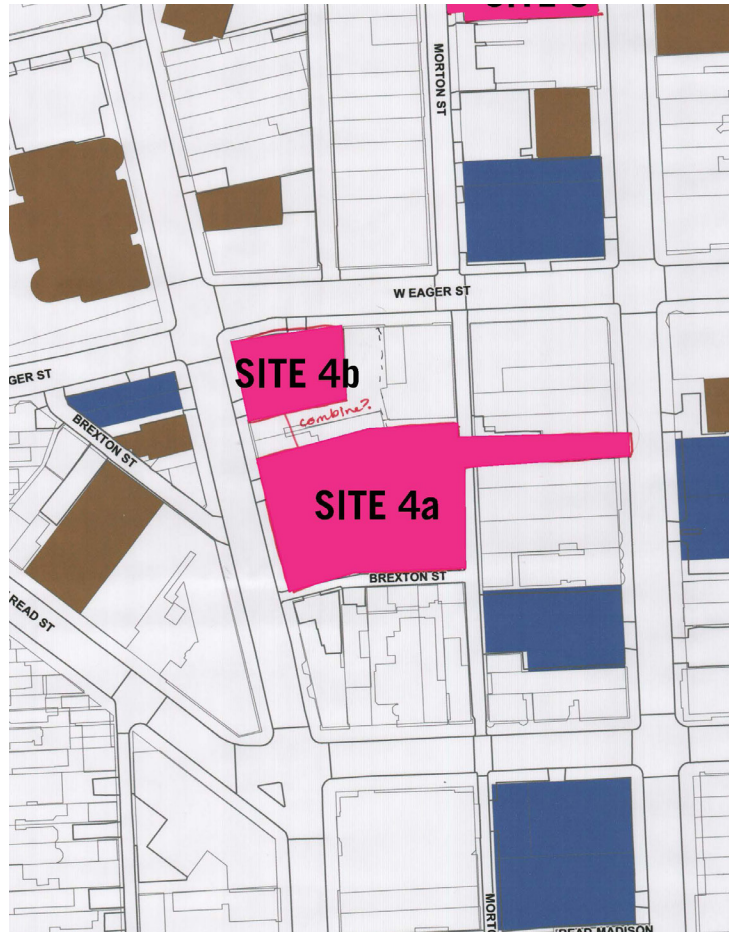
Use Type	Level	Commercial SF	# of Units (850SF)	Parking Required	Parking Provided
Existing Office	Floor 1	7798		16	
Parking	Floor 1				46
Retail	Floor 1	3109		7	
Parking	Floor 2				55
Existing Office	Floor 3	7798		16	
Parking	Floor 3				55
Existing Office	Floor 4	7798		16	
Office	Floor 4	12536		26	
Existing Office	Floor 5	7798		16	
Office	Floor 5	12536		26	
Residential Tower	Floor 6		11	11	
Residential Tower	Floor 8		11	11	
Residential Tower	Floor 9		11	11	
Residential Tower	Floor 10		11	11	
Residential Tower	Floor 11		11	11	
Residential Tower	Floor 13		11	11	
Grand total:	16	59373	66	189	156

Alternative to test increasing residential density:

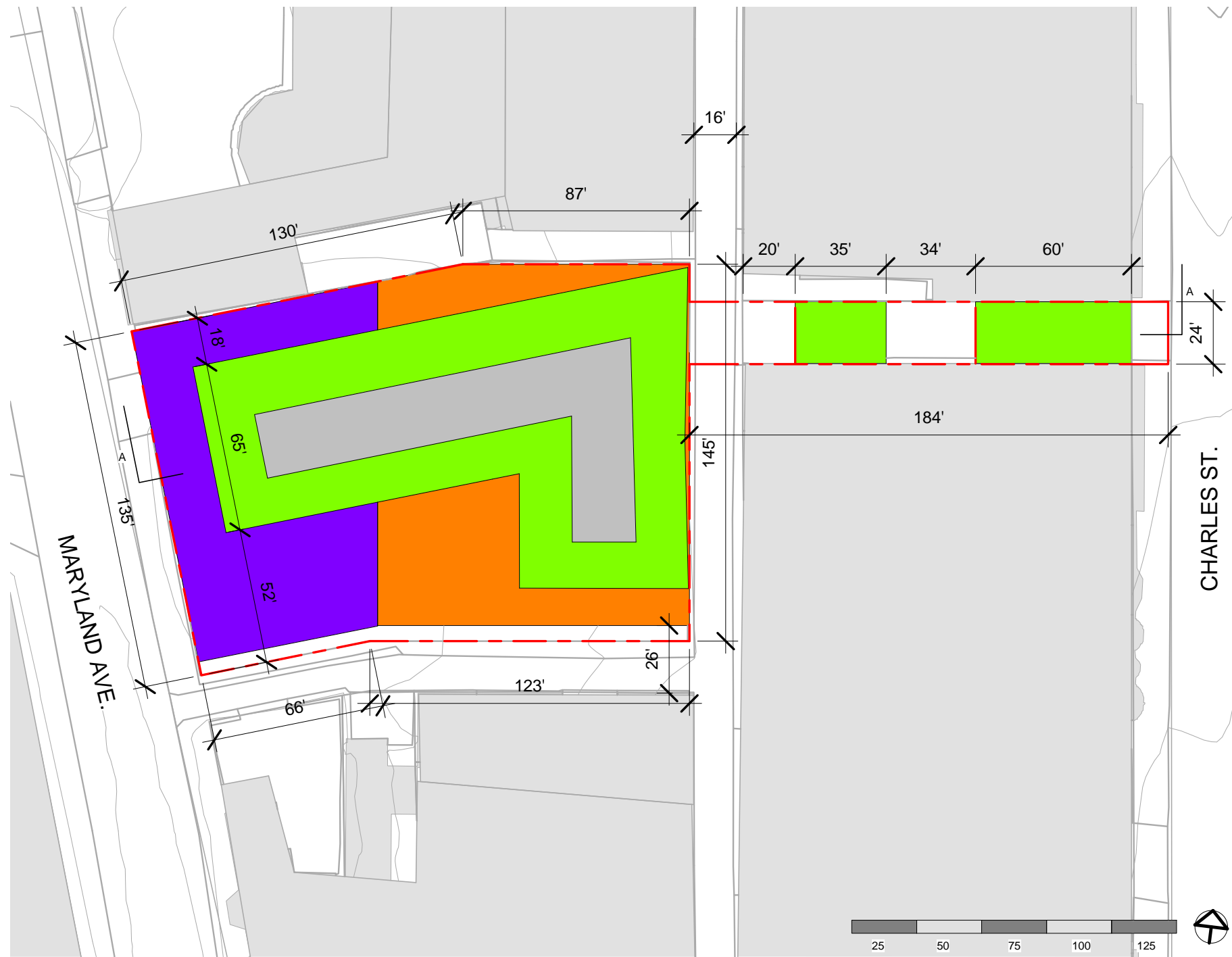
- Assumption 1: keep same massing and height.
- Assumption 2: reduce average unit size to 1000 GSF. (Net would be between 650-700 SF)
- Assumption 3: remove commercial, except at ground level.
- Assumption 4: retain same parking requirements.

Yields

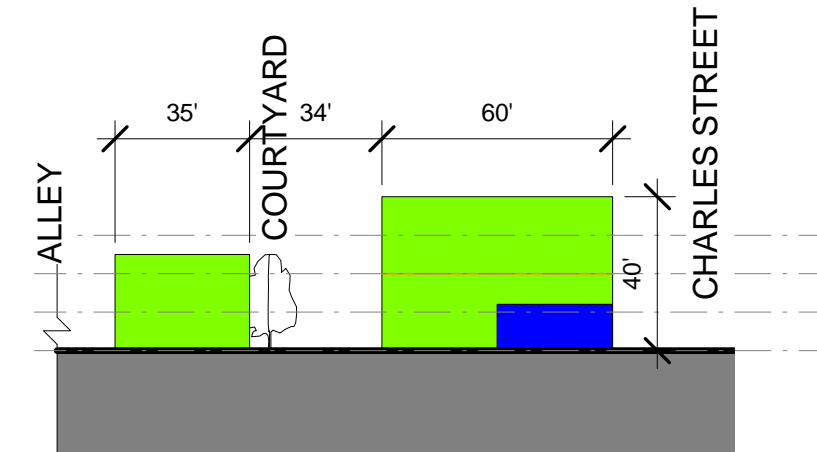
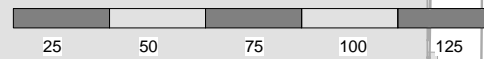
- 154 UNITS
- Site area per dwelling unit of 170 SF/DU
- 171 PARKING SPACES required



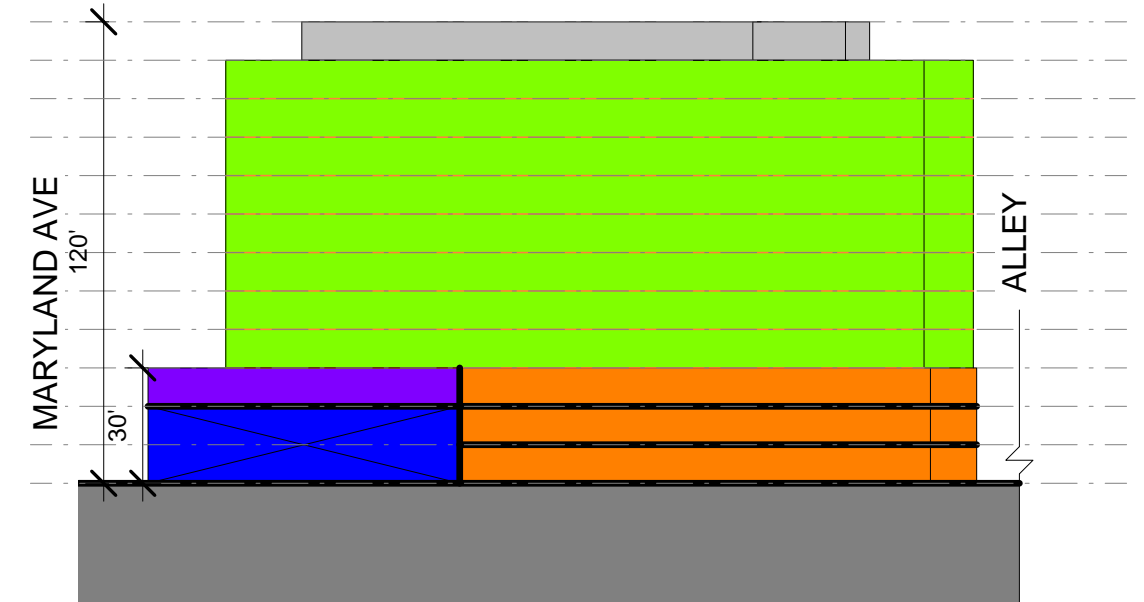










ROOF PLAN

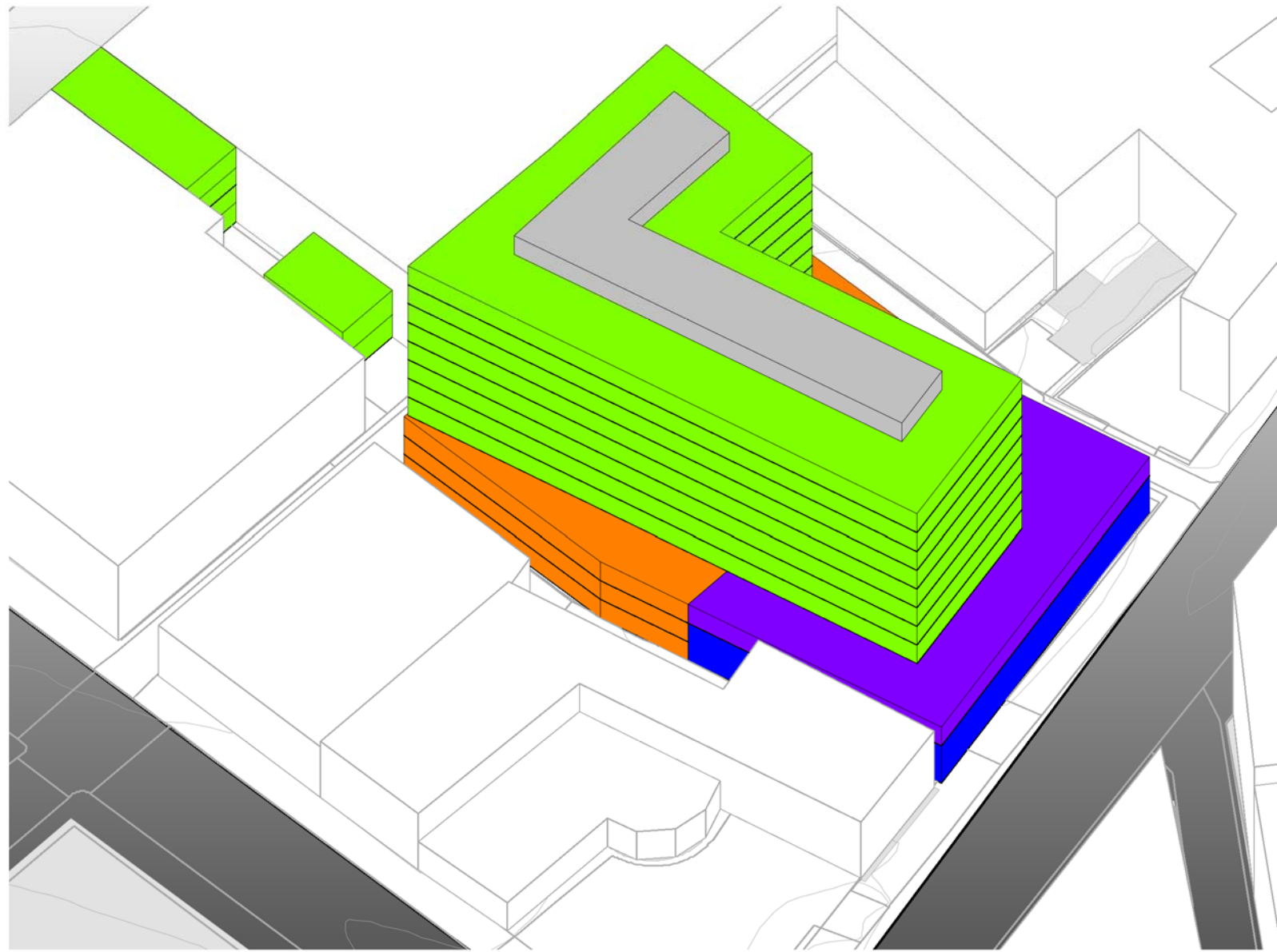


SECTION A/A



SECTION A/A

-  Existing Office
-  Office
-  Retail
-  Residential
-  Parking
-  Mechanical



**NARRATIVE**

- **107 UNITS** Allowed = 32,200 SF Site ÷ 300 SF/du
- **107 UNITS** Provided. We assume 850 SF / Unit with a 1.4 Grossing Factor = 1200 SF / UNIT

**Parking:**

- This site can accommodate an efficient parking structure. Parking structure can potentially provide complimentary parking for mixed-use and other uses in the neighborhood. The parking structure can also replace parking that currently exists on site and is accessible via two existing alleys, and likely would not require addition of curb-cuts. The alley is slightly widened to provide for this expanded use.

**Height:**

- Building achieves maximum height of 120' and maximum build-out of units at 107.

**Massing:**

- Massing along Maryland is kept at a contextual height of neighbors to help reinforce the existing streetscape, while the bulk of the residential mass is setback from the street.

**Use Assumptions:**

- We have assumed large format retail along the street. This could be a grocery, or mix of tenant sizes. Office use is provided above the retail. A large parking structure is created that serves both the retail and the majority residential use above. The commercial and parking base provides a large potential amenity level on the roof.

SITE 4a - C-2 Zoning

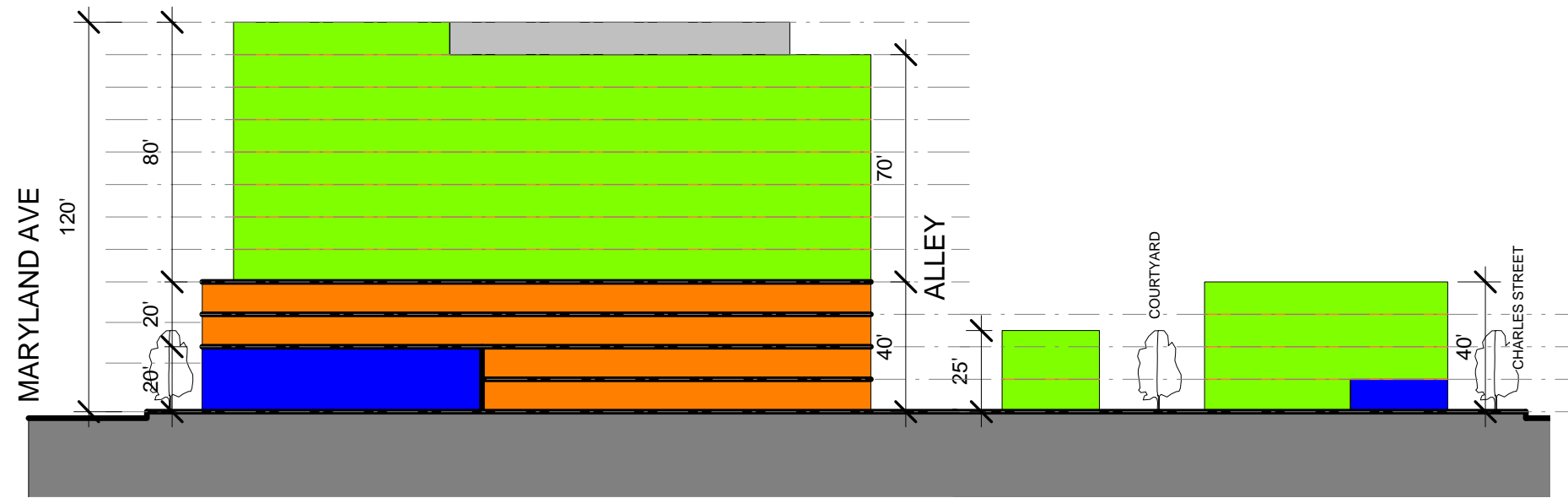
Use Type	Level	Commercial SF	# of Units (850SF)	Parking Required	Parking Provided
Carriage House	Floor 1		1	1	
Charles Commercial	Floor 1	713		2	
Maryland Ave. Commercial	Floor 1	10826		22	
Parking Structure	Floor 1				48
Rowhouses	Floor 1		1	1	
Parking Structure	Floor 2				48
Office	Floor 3	10826		22	
Parking Structure	Floor 3				48
Rowhouses	Floor 3		1	1	
Residential	Floor 4		13	13	
Residential	Floor 5		13	13	
Residential	Floor 6		13	13	
Residential	Floor 7		13	13	
Residential	Floor 8		13	13	
Residential	Floor 9		13	13	
Residential	Floor 10		13	13	
Residential	Floor 11		13	13	
<b>Grand total: 17</b>		<b>22365</b>	<b>107</b>	<b>153</b>	<b>144</b>

Alternative to test increasing residential density:

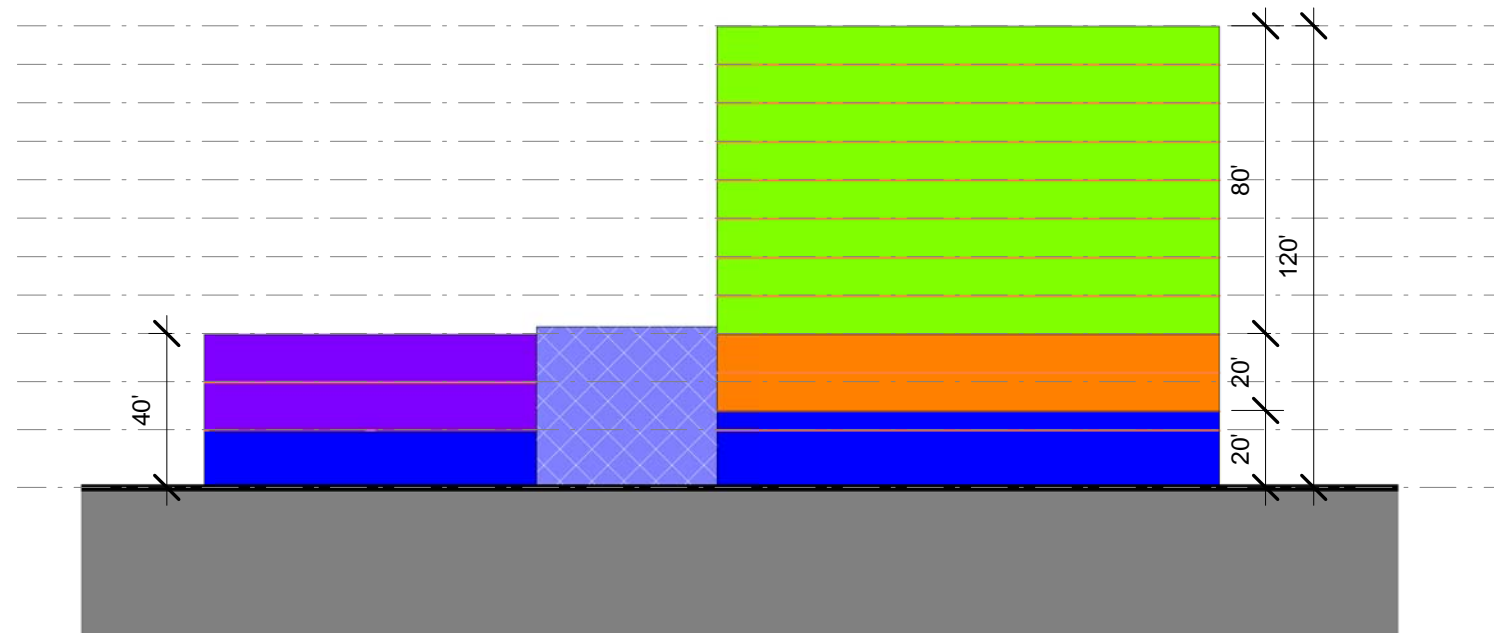
Assumption 1: keep same massing and height.  
 Assumption 2: reduce average unit size to 1000 GSF. (Net would be between 650-700 SF)  
 Assumption 3: remove commercial, except at ground level.  
 Assumption 4: retain same parking requirements.

**Yields**







- 192 UNITS
- Site area per dwelling unit of 170 SF/DU
- 216 PARKING SPACES required

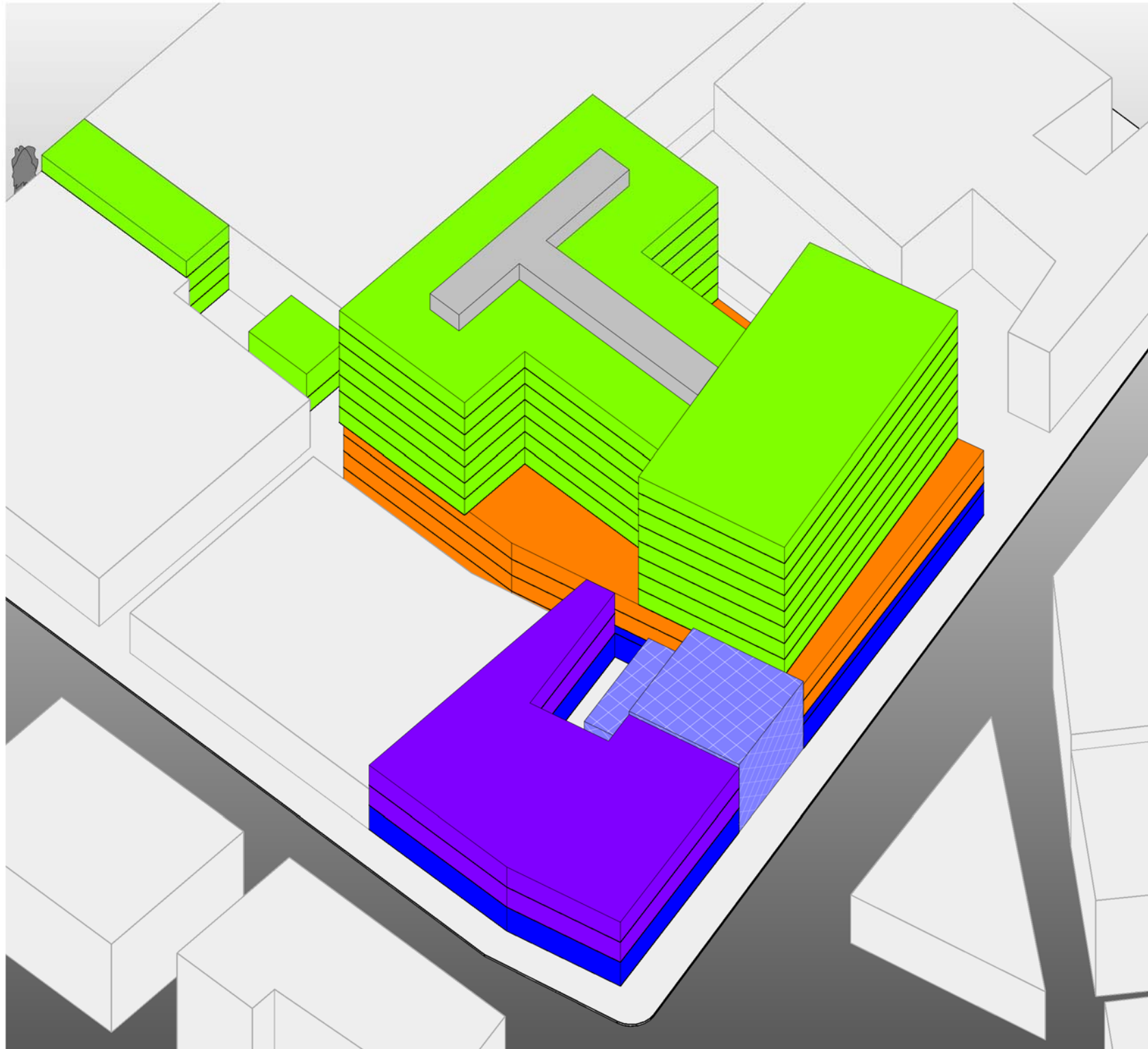


SECTION A/A



SECTION B/B

-  Existing Office
-  Office
-  Retail
-  Residential
-  Parking
-  Mechanical



SITE 4b - C-2 Zoning					
Use Type	Level	Commercial SF	# of Units (850SF)	Parking Required	Parking Provided
Maryland Ave. Commercial	Com. FLR 2	10805		22	
Office	Com. FLR 2	9694		20	
Office	Com. FLR 3	9694		20	
Carriage House	Floor 1		1	1	
Charles Commercial	Floor 1	713		2	
Maryland Ave. Commercial	Floor 1	20499		41	
Parking Structure	Floor 1				48
Rowhouses	Floor 1		1	1	
Carriage House	Floor 2		1	1	
Parking Structure	Floor 2				48
Rowhouses	Floor 2		2	2	
Parking Structure	Floor 3				79
Rowhouses	Floor 3		2	2	
Parking Structure	Floor 4				79
Rowhouses	Floor 4		2	2	
Residential	Floor 5		19	19	
Residential	Floor 6		19	19	
Residential	Floor 7		19	19	
Residential	Floor 8		19	19	
Residential	Floor 9		19	19	
Residential	Floor 10		19	19	
Residential	Floor 11		19	19	
Residential	Roof		7	7	
Grand total: 23		51405	149	254	254



ROOF PLAN

**NARRATIVE**

- **155 UNITS** Allowed = 46,600 SF Site ÷ 300 SF/du
- **150 UNITS** Provided. We assume 850 SF / Unit with a 1.4 Grossing Factor = 1200 SF / UNIT

**Parking:**

- This site can accommodate an efficient parking structure and build-out is limited only by code maximum for units. Parking structure could potentially provide complimentary parking for mixed-use and other uses in neighborhoods. Parking structure replaces parking that currently exists on site.

**Height:**

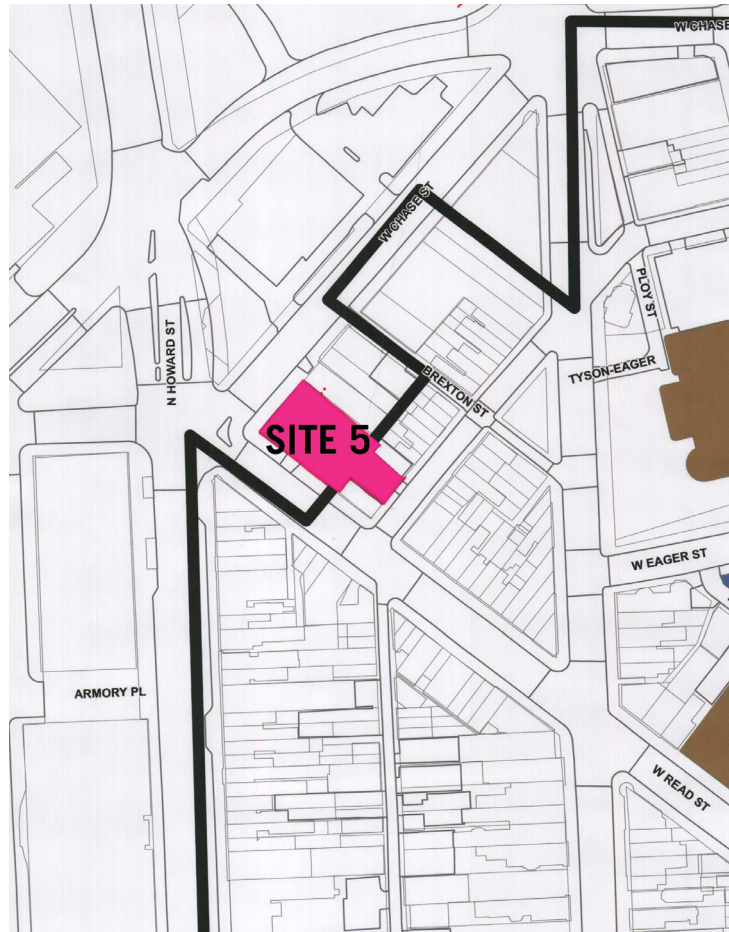
- Building achieves maximum height of 120' and is close to maximum build-out of units at 150.

**Massing:**

- Massing along Maryland is kept at a contextual height of neighbors to help reinforce the existing streetscape, while the bulk of the residential mass is setback from the street.
- commercial mass at Maryland and Eager is kept at a contextual height, but is large enough to anchor corner.
- Addition of corner site allowed us to use its housing allowance to create a larger and more efficient housing block.
- Existing rowhouses are kept and connections are made behind to the parking structure.

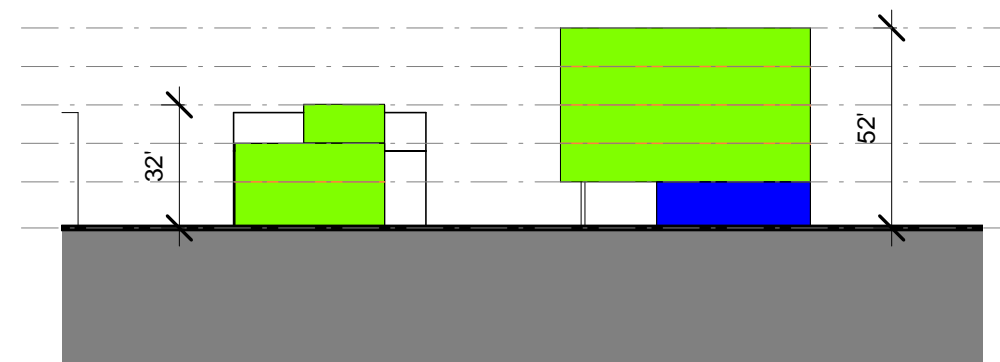
**Use Assumptions:**

- We have assumed a large format commercial center along the street, built to a height that would integrate with neighbors. This commercial could be a grocery, or mix of tenant sizes.
- Behind this commercial use, a large parking structure is created that serves both the retail and the majority residential use above. This parking structure is accessible via two existing alleys, and likely would not require addition of curb-cuts. The commercial and parking base provides a large potential amenity level on the roof.
- The corner parcel is made up of retail at street level with office above.









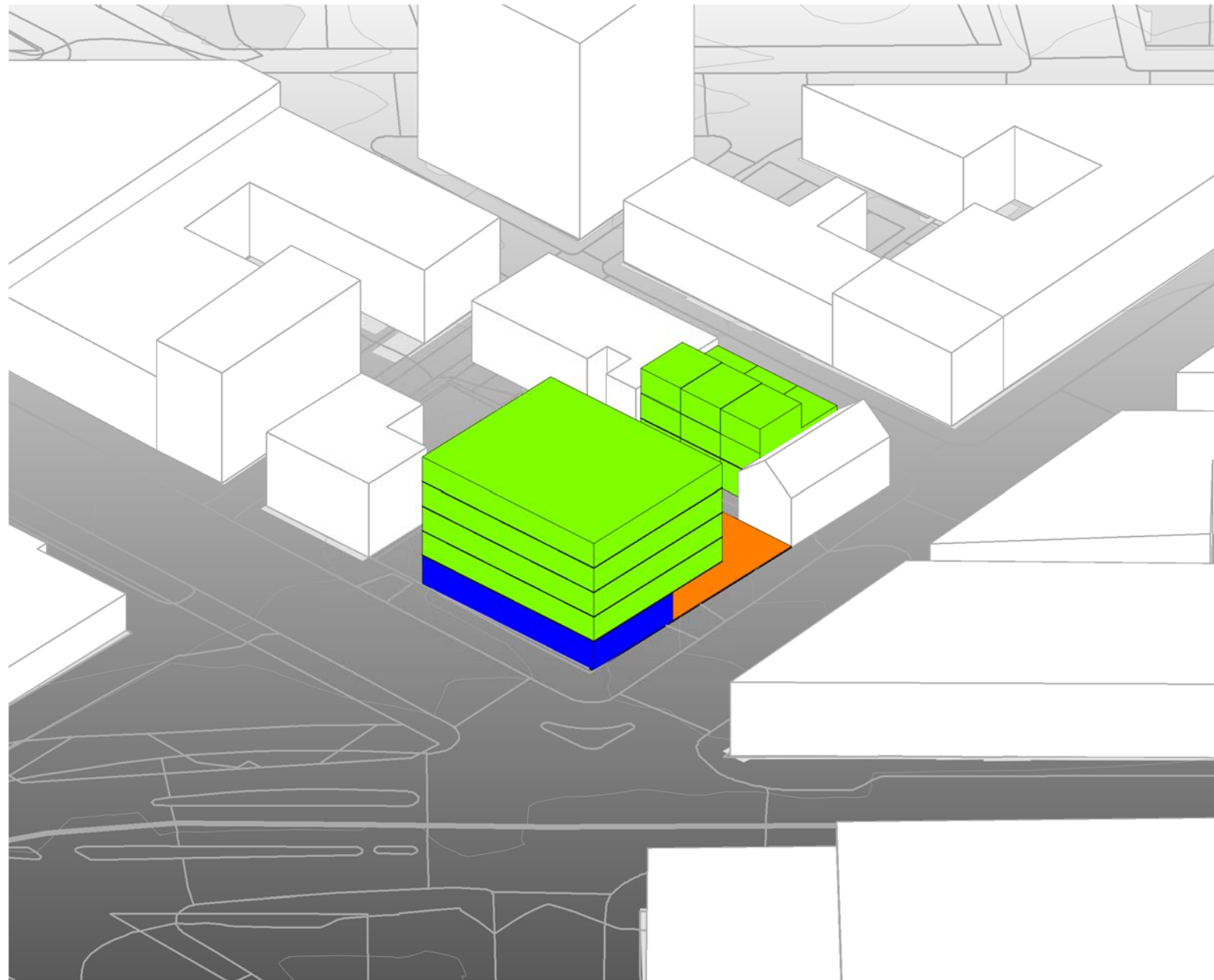


ROOF PLAN



SECTION A/A

-  Existing Office
-  Office
-  Retail
-  Residential
-  Parking
-  Mechanical



**NARRATIVE**

- **18 UNITS** Allowed = 10,000 SF Site ÷ 550 SF/du
- **19 UNITS** provided. We assume 850 SF / Unit with a 1.4 Grossing Factor = 1200 SF / UNIT

**Parking:**

- C-1 is parking exempt, but market demand would suggest providing parking, so we have included this on-site to serve the residential use.

**Height:**

- Half of site is governed by Baltimore City proposed 2.0 code, and the other half falls under CHAP review/URP boundary (shown on plan).
- Code allows for 40' max height in C-1, expandable to 60' for multifamily with no dwellings on ground floor. CHAP/URP allows 120' max height in this area, however this height would likely be unacheivable based on rowhose infill guidleines that would require compliance with street cornice levels.
- We have assumed a height on Tyson Street of 30' that is compatible with neighbors, and a higher 52' on the corner of Chase and Read streets that allows us to anchor the corner with commercial and respond to context. In both cases, the building is well below the maxium heights required under any code or guideline.

**Massing:**

- Parking should be screened along chase to help maintain streetscape and acheive CHAP compliance.

**Use Assumptions:**

- We have assumed a residential use on this site, to comply with the large use type prevelant in the area. There is on-site parking, and commercial uses provided on Chase Street. We have maxed out units allowable and stayed below height limit.

SITE 5 - C-1 Zoning

Use Type	Level	Commercial SF	# of Units	Parking Required	Parking Provided
Commercial	Floor 1	3120			
Parking	Floor 1				14
Residential	Floor 2		4	4	
Rowhouses	Floor 2		3	3	
Residential	Floor 3		4	4	
Residential	Floor 4		4	4	
Residential	Roof		4	4	
Grand total: 7		3120	19	19	14





# DEPARTMENT OF PLANNING

## Mount Vernon Master Plan Area

### *Retail Market Study*

Fall, 2012



*Jill M. Lemke*  
*Economic Development Planner*

**INTRODUCTION**

As part of the Mount Vernon Master Plan, this market study analyzes the existing retail market, and makes recommendations for potential growth or enhancement of the retail environment in the planning study area.

The study area includes an area popularly known as Mount Vernon, but according to the City of Baltimore’s neighborhood statistical areas, it includes both the Mount Vernon and Midtown-Belvedere neighborhoods. The Mount Vernon Master Plan study area (referred to throughout this report as Mount Vernon) is bounded on the south by Franklin Street, to the north and east by I-83, and to the west by Howard Street.

The Mount Vernon area is a unique urban neighborhood with a wealth of cultural, educational and commercial anchors and amenities. Located immediately north of Baltimore’s traditional central business district, and just ten blocks north of the Inner Harbor, Mount Vernon is described by Live Baltimore as “artsy, hip, historic, quirky, and urban.” As such, it is a neighborhood that attracts a diverse mix of residents and visitors, and is well positioned to attract and retain college students, young professionals and empty nesters who have shown increasing interest in both living and working in urban, walkable neighborhoods that can offer diversity, regional access, transportation options beyond the automobile, and a high quality of life.



Figure 1. Study Area

As a Local and National Historic District, Mount Vernon has retained much of its 19<sup>th</sup> and early 20<sup>th</sup> Century historic architecture and the original street pattern that centers on Mount Vernon Square and the Washington Monument. Many of the neighborhood’s historic structures have been adapted to continue to meet the needs of the market and have contributed to the lively mix of residential, restaurant, office, retail and institutional uses.

Charles Street has served as the center of the community’s social life, with a wide variety of restaurants and retail. While the restaurants have continued to thrive overall, many believe the retail environment is in decline, despite recent additions in the northern section of the neighborhood.

**DEMOGRAPHIC PROFILE**

**Population, Household and income trends**

The population of Mount Vernon is diverse and relatively young. While the City’s population is still declining overall, Mount Vernon’s is increasing with an estimated population of 8,411 in 2012, having grown 16.88% since 1990.

<b>Population</b>	<b>Mt Vernon</b>	<b>City of Baltimore</b>
2017 Projection	8,719	601,274
2012 Estimate	8,411	615,500
2000 Census	7,388	651,154
1990 Census	6,321	736,014
Growth 2012-2017	3.66%	-2.31%
Growth 2000-2012	13.85%	-5.48%
Growth 1990-2000	16.88%	-11.53%

**Figure 2. Population Trends**  
 Source: 2012 The Nielsen Company (Claritas)

The population of Mount Vernon is dominated by those in their prime workforce years, particularly single professionals and couples without children. The largest age cohort in Mt. Vernon is the 25-34 age group, representing the much sought after “millennial generation”.

The neighborhood itself is stable, with a mix of rowhomes, condos and apartments in a variety of building styles and types typical of an historic urban neighborhood. The neighborhood is a predominantly rental market, with 17% homeownership and 83% rental occupancy, compared to 51% owners and 49% renters citywide.

Mount Vernon is home to smaller households, where 71% of all households are single person households and 23% of households are made up of two adults. Only 5.3% of Mount Vernon households

include children under the age of 18, compared to 28.3% city-wide.

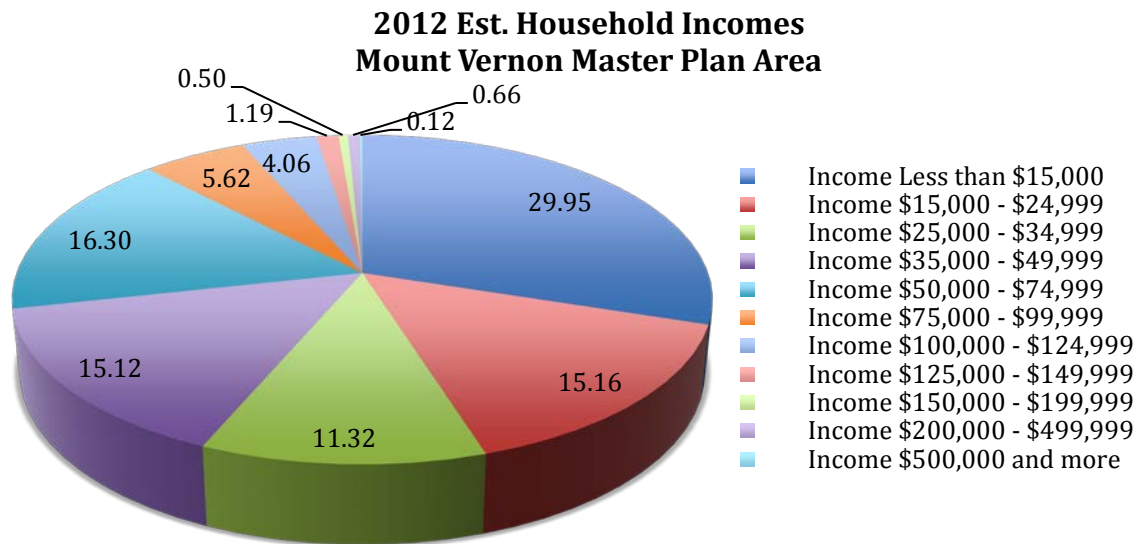
The dominance of single-person households in Mount Vernon could partially explain lower than expected household incomes. A



**Figure 3. Mt. Vernon Office Building at Charles & Read Streets**

comparison of the median household incomes in Mount Vernon with Baltimore as a whole indicates that incomes in Mount Vernon are 21% lower, with median incomes of \$29,321, and a city-wide median household income of \$37,179.

A comparison of per-capita income, however, shows the opposite. The per-capita income is \$27,369 in Mount Vernon, which is 28% higher than the citywide per capita income of \$21,446. While approximately 30% of households earn below \$15,000 per year, 28% of Mount Vernon’s households earn \$50,000 or more (See Figure 4). By comparison, just 22% of households in Baltimore earn less than \$15,000 a year and 37% earn more than \$50,000 annually.



**Figure 4.**

Source: © 2012 The Nielsen Company (Claritas)

A relatively small percentage of higher-income households could prove to be a challenge in marketing the neighborhood to national retailers, who generally look for higher numbers of households earning \$50,000 and above. With the right marketing, however, the case could be made that even though just 28% of households in Mount Vernon earn above \$50,000, the large percentage of single adult households, and dual-income households without children, in the \$30-50,000 range would actually have more disposable income than the “typical” American household in the same income rang that include two adults and two children. It may be an opportunity, as well, to continue to build on the strength of Mount Vernon’s local and niche retailers who would support and benefit from the unique concentration of “creative class” workers in Mount Vernon.

The creative class theories and research of Richard Florida<sup>1</sup>, have demonstrated a strong correlation between communities that provide an open and tolerant atmosphere toward

<sup>1</sup> Florida, Richard (2002). *The Rise of the Creative Class: And How it's transforming work, leisure, community and everyday life.* New York: Perseus Book Group

diverse and culturally unconventional people, such as gays, artists, and musicians, and the numbers of creative class workers that live and move there. In turn, this creates an environment that encourages a concentration of firms that rely on creative class workers. Using Florida’s definitions of the creative class, data shows that 48.5% of the employed residents of Mount Vernon over age 16 are members of the creative class (see Figure 5). This is significantly higher than the creative class that makes up just 34% of employed City residents.

### Employed Civilians, Age 16+, By Occupation

2012 Estimates	Mount Vernon		City of Baltimore	
	#	%	#	%
<b>Total Employed, Age 16+</b>	4817		248,052	
Architecture & Engineering	202	4.19	4,199	1.69
Arts, Entertainment & Sports	283	5.88	6,003	2.42
Building & Grounds Maintenance	66	1.37	12,594	5.08
Business Services & Finance	233	4.84	11,314	4.56
Community & Social Services	143	2.97	6,642	2.68
Computer, Technology & Math	317	6.58	6,448	2.60
Construction & Resource Extraction	65	1.35	10,347	4.17
Education, Training, & Library Services	419	8.70	17,513	7.06
Farming, Fishing, & Forestry	1	0.02	140	0.06
Food Preparation & Service	284	5.90	13,322	5.37
Health Practitioner & Health Tech	343	7.12	15,041	6.06
Healthcare Support	54	1.12	9,074	3.66
Maintenance & Repair	14	0.29	4,033	1.63
Legal Services	149	3.09	4,136	1.67
Life, Physical & Social Sciences	101	2.10	3,838	1.55
Management	435	9.03	19,031	7.67
Office & Administrative Support	760	15.78	39,283	15.84
Production	84	1.74	9,228	3.72
Protective Services	84	1.74	10,302	4.15
Sales & Related Services	477	9.90	20,734	8.36
Personal Care & Related Services	152	3.16	8,913	3.59
Transportation & Moving	151	3.13	15,917	6.42
<b>Creative Class</b>	<b>2333</b>	<b>48.43%</b>	<b>83387</b>	<b>33.62%</b>

**Figure 5. 2012 Occupations & the Creative Class**

Source: 2012 The Nielsen Company (Claritas)

Despite mixed results on income, when it comes to educational attainment, Mount Vernon’s population is more educated than that of the City as a whole. In the City of Baltimore, 51% of the population ages 25 and over have no college-level experience, while in Mount Vernon, over 60% have an Associates degree or higher. Mount Vernon has more than twice as many residents with a Bachelors or Masters degree than the City of Baltimore.

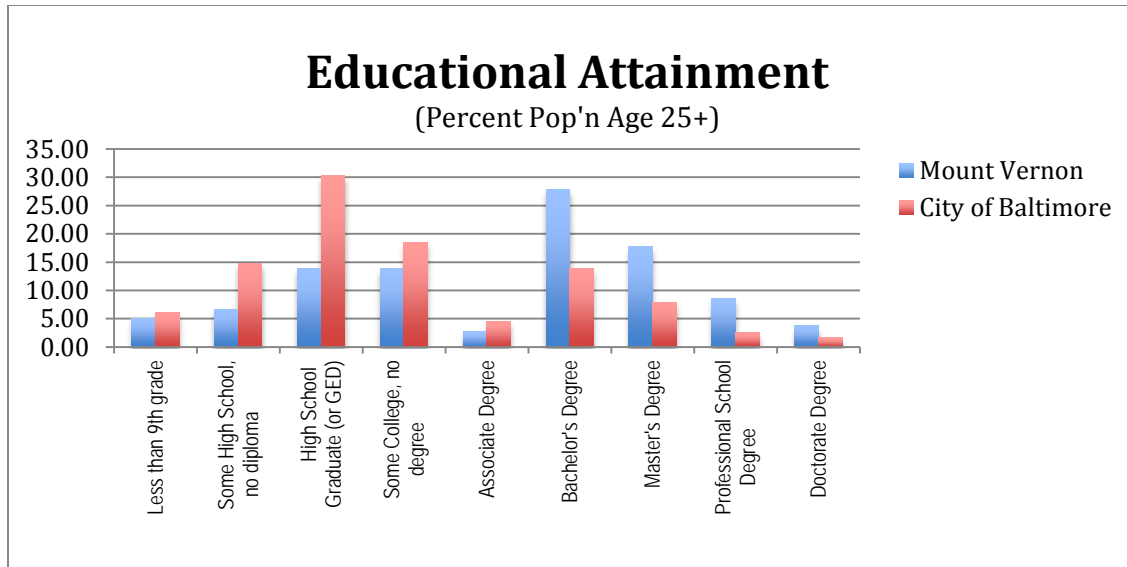


Figure 6.

Source: 2012 The Nielsen Company (Claritas)

Adding to the demographic strength of the neighborhood, Mount Vernon has a strong daytime population, which includes employees of neighborhood-based businesses and institutions, and students from the University of Baltimore and the Maryland Institute College of Art (MICA). Mount Vernon also benefits from the presence of regional institutions such as the Lyric Opera House, Meyerhoff Symphony Hall, Contemporary Museum, Walters Art Museum, Maryland Historical Society, and the main branch of the Enoch Pratt Free Library.

### COMMUNITY SURVEY RESULTS

In cooperation with the Mount Vernon Master Plan Steering Committee, a community survey was developed and distributed in June, 2012. The survey was distributed in hard copy and was promoted within the community via e-mail with an opportunity to fill out the survey online.

A total of 400 survey responses were collected. Of the survey respondents, 26.5% were residents, 24.8% were local employees, 28% were renters, 15% were students, 15% were Mount Vernon Belvedere Association members, 13.5% were neighborhood visitors, 9.5% were business owners, and 7% identified themselves as “other”. Just over 54% of respondents were neighborhood residents, and 45.8% live outside of Mount Vernon.

The age of survey respondents closely mirrors the age demographics within the neighborhood itself. The highest age cohort to complete the survey were those between the ages of 25 and 34 at 36.6%, and the ages of 35 and 44 represented 19.5% of respondents (Figure 7).

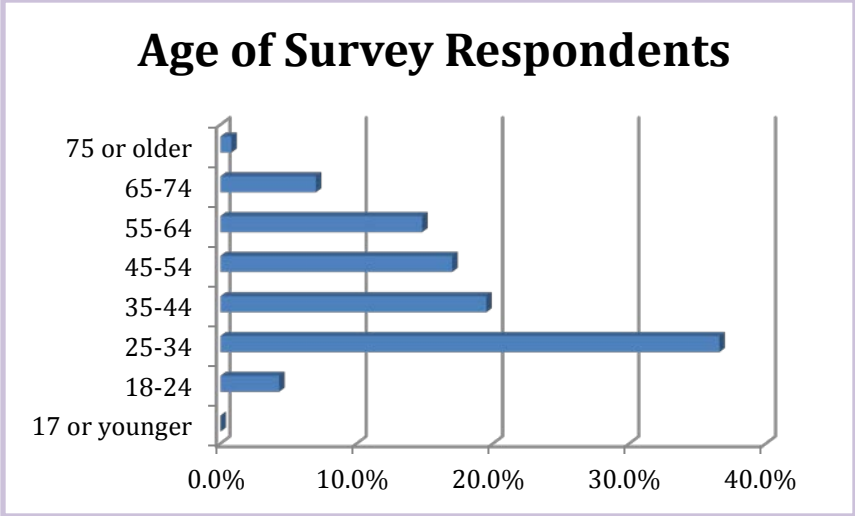


Figure 7.

When asked the question, “Do you shop at stores in Mount Vernon?” 79.6% responded yes, while 20.4% responded that they do not. When asked “Do you eat at restaurants in Mount Vernon, nearly 96% said that they do, while just over 4% do not. The survey therefore confirms the market data indicating that restaurants and bar/tavern offerings in Mount Vernon are indeed a market strength.

The strength and importance of retail and restaurant offerings is reinforced by the responses to the question, “When selecting a place to live, how important are the following factors?” with 83% of respondents indicating that restaurant and retail amenities were important or very important factors in their choice of a place to live (see Figure 8 below).

When selecting a place to live, how important are the following factors? Please rank each.

Answer Options	1 Very Important	2	3	4	5 Not at all important	Rating Average*	Response Count
Security/public safety	186	99	33	1	10	1.63	329
Cost	147	123	38	12	8	1.81	328
Restaurant and Retail Amenities	144	126	32	16	9	1.84	327
Biking/Transit/Walking/zipcar	170	75	45	23	11	1.86	324
Location - Proximity to work, school etc.	160	91	48	21	9	1.87	329
Cultural/Civic Amenities	130	124	53	12	7	1.90	326
Parks & Open Space	119	133	59	9	8	1.95	328
Architectural Character	133	115	50	20	10	1.96	328
House/Apartment Size	88	141	74	17	8	2.13	328
Diversity	95	96	96	20	18	2.29	325
Availability of Parking	123	74	52	33	45	2.40	327
Schools (k-12)	44	26	48	54	152	3.75	324
<i>answered question</i>							<b>330</b>
<i>skipped question</i>							<b>70</b>

\* A lower Rating Average indicates those factors that are more important, and those factors with higher rating averages were ranked less important.

Figure 8.

When asked the open ended question, “What is your favorite thing about Mt. Vernon,” the neighborhoods unique mix of restaurants, shops and businesses scored the second highest, with 29% of respondents. Mount Vernon’s architecture, culture and history came out on top at 32%, and walkability was third at 19%.

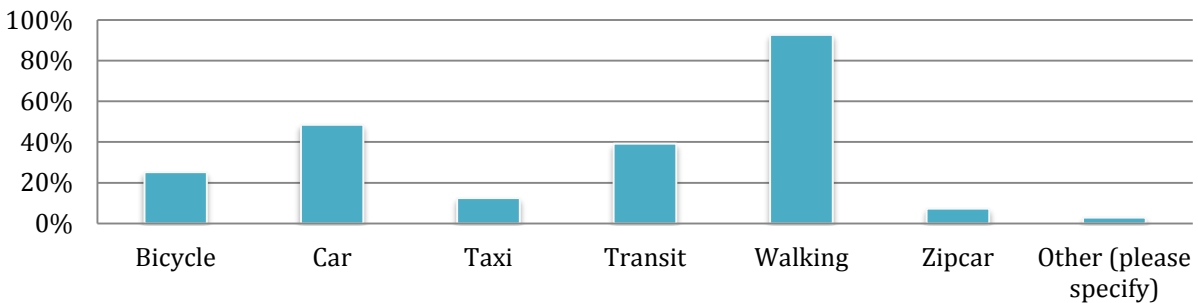
The survey also asked, “What is the one thing you would change about Mount Vernon?” 12.5 % of all respondents indicated a desire to make Mount Vernon more bike friendly, and another 12.5% would like to fix a number of parking related issues, including: adding parking, relaxing parking restrictions, increasing parking restrictions, developing empty parking lots, providing visitor parking passes to residential permit holders, and decreasing the cost of parking.

It is important to note that this was an open ended question, so people didn’t always name just one issue. Overall, however, the responses indicate that residents and visitors think more can be done to improve the neighborhood, and in turn the viability of neighborhood businesses, by improving parking (12.5%), improved public safety and police presence (11%), enhancing curb appeal and neighborhood cleanliness (10%), and improved retail options (10%).

When asked about improving the pedestrian experience in the neighborhood, 57.8% would add street trees and greening, 53% would like to see increased security and public safety, and 50% indicated that cleanliness would improve the pedestrian experience.

## How do you get around Mt Vernon?

*(Please check all that apply)*



**Figure 9.**

Again demonstrating that walkability and alternative forms of transportation are key strengths in the Mount Vernon area, 93% indicated that when in Mount Vernon they get around by walking (See Figure 9 above). When respondents leave Mount Vernon, 80% do so by car, but a large number of people also use transit, walking, bicycles and various forms of transit (See Figure 10 below).



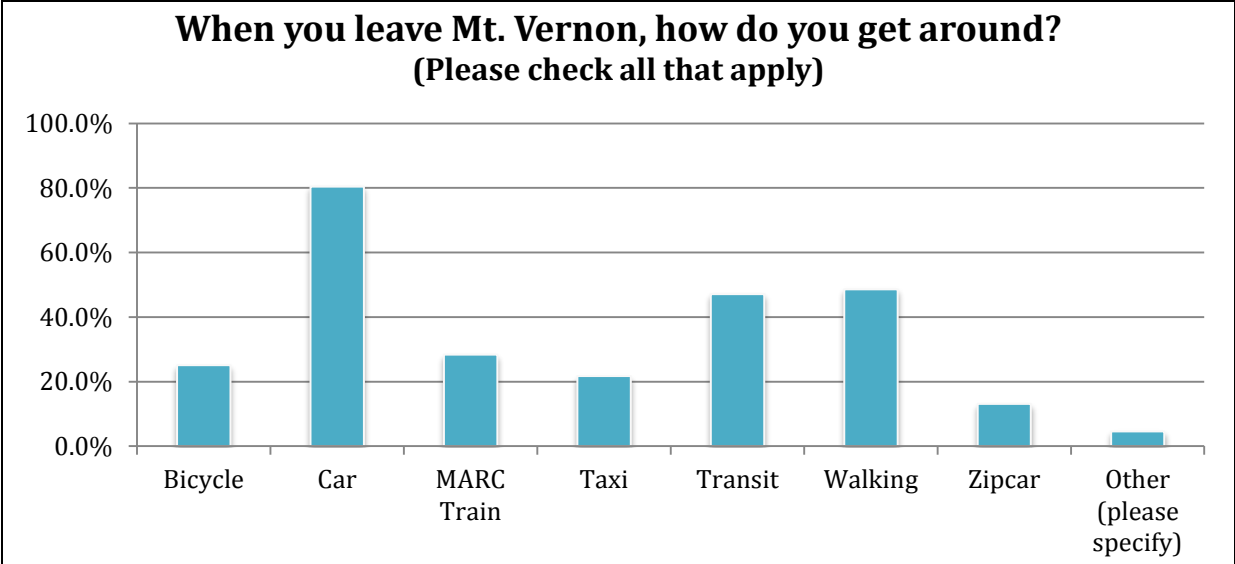


Figure 10.

**MARKET ANALYSIS**

**Existing Retail Market**

Mount Vernon’s location and its history centers around the Washington Monument and historic Mount Vernon Square. The local retail offerings, however, are scattered throughout the neighborhood, with the largest concentrations along Charles Street. In addition to the community survey and data analysis, a field survey of existing retail and neighborhood activity was conducted in the market area to identify existing retail strengths and weaknesses, and to identify potential retail opportunities.

It is clear that Mount Vernon is rich in cultural attractions and regionally attractive restaurant and tavern offerings. Based on the survey, site visits and market data (See Figure 12 and Appendix B), it is also clear that Mount Vernon is a draw to outside consumers for dining out and a number of niche retail markets.

The concentration of restaurant and specialty retail are a strength that can be capitalized on, especially given the neighborhood’s proven ability to attract young professionals between the ages of 25 and 34, and professionals between the ages of 35 and 54.

**Retail spending patterns**

The overall health and vitality of the Mount Vernon commercial area is heavily influenced by how people spend their money and where they are spending it. Consumer spending patterns are therefore important when considering future strategies to take advantage of an area’s strengths.

To simplify the analysis of consumer spending for this study, data was grouped into the specific types of businesses that people expect to see in urban neighborhood commercial districts.

While total spending by Mount Vernon residents is estimated at over \$187 million, local retail spending within the study area accounts for approximately \$136 million annually.

<b>2012 Consumer Spending Patterns Mount Vernon Study Area</b>			
<b>Annual Expenditures by Category</b>	<b>Total</b>	<b>Average Household</b>	
	<i>(Estimates)</i>	<i>(Estimates)</i>	<b>Index to USA</b>
<b>Groceries</b>	\$19,905,259	\$3,440	59
<b>Beer, Wine &amp; Liquor</b>	\$3,860,346	\$667	74
<b>Alcoholic Beverages at Bars &amp; Taverns</b>	\$770,805	\$133	98
<b>Restaurants</b>	\$13,882,571	\$2,399	82
<b>Furniture &amp; Home Décor</b>	\$7,821,367	\$1,352	53
<b>Health, Beauty, &amp; Personal Products &amp; Services</b>	\$15,535,186	\$2,685	53
<b>Specialty Retail<sup>2</sup></b>	\$21,049,704	\$3,638	57
<b>Clothing &amp; Accessories</b>	\$13,693,292	\$2,367	59
<b>Other</b>	\$90,915,852	\$15,713	N/A
<b>Total Specified Consumer Spending</b>	\$187,434,382	\$32,394	65

**Figure 11.** *Source: Baltimore City Dept of Planning from 2012 The Nielsen Co. (Claritas)*

The “Index to USA” (See Figure 11) is used to compare local spending to the spending patterns of the average American household. A score of 100 would indicate that Mount Vernon households spend the same as national households in that category. A number above 100 indicates higher than average spending and an index lower than 100 indicates spending lower than the national average. Based on this data, Mount Vernon households spend less on some goods, but are similar to the national average in their spending on food and alcohol at restaurants, bars and taverns.

It is important to note that simple comparisons between household spending in Mount Vernon, and those for households nationally show consumer spending nearly 50% below national averages. Lower than average consumer spending can be partially explained by the fact that household sizes in Mount Vernon are approximately 50% smaller, with a very high number of single-person households. A high number of small and single-person households translates to a likely concentration of single-income households. When national retailers look at prospective markets, household income is often the first thing they’ll consider. It will therefore be important to qualify and fully explain the intricacies of the Mt. Vernon consumer market when recruiting these retailers.

<sup>2</sup> Includes pet supplies, music, books, periodicals, hobbies, florists, stationery, gifts and other misc. retail

When making assumptions about future demand, it will also be important to be pretty conservative, when calculating demand based on the number of area households. For example, it would be logical to assert that a single-person household is likely to purchase approximately 50% less groceries, clothing, and other goods, as a two-person household. Given these assumptions, therefore, it may be helpful to note that Mt Vernon’s per-person spending is relatively high, and is twice that of per-capita spending citywide in most categories (See Figure 12 below).

2012 Est. Per Capita Consumer Spending		
	Mt. Vernon	City of Baltimore
Total Annual Per Capita Consumer Spending	\$32,394.47	\$16,354
Groceries	\$3,440.25	\$1,931
Beer, Wine & Liquor	\$667.19	\$281
Alcoholic Beverages at Bars & Taverns	\$133.22	\$51
Restaurants	\$2,399.34	\$1,005
Furniture & Home Décor	\$1,351.77	\$1,272
Health, Beauty, & Personal Products & Services	\$2,684.96	\$1,462
Specialty Retail	\$3,638.04	\$1,950
Clothing & Accessories	\$2,366.62	\$1,402
Other	\$15,713.08	\$6,999

Source: Baltimore City Dept of Planning from 2012 The Nielsen Co. (Claritas)

Figure 12. Per Capita Expenditures

### Retail Opportunity Analysis

Using the same retail categories as the above analyses (Figures 11 and 12), sales data for businesses within the study area was compared to consumer spending. The difference between consumer retail spending and retail sales reveals potential opportunities and gaps that exist within the market. A gap, or positive number, represents economic “leakage” and provides evidence that opportunities for new businesses may exist. Negative numbers represent a surplus, and indicate that customers from outside of the study area are coming in to Mount Vernon to spend money on those types of retail goods and/or services.

### Potential Retail Opportunities

Based on the analysis of market data and the results of the survey, Mount Vernon’s restaurant and retail offerings are relatively strong, and for the most part are meeting the needs of current residents, although there is always room for improvement. Given general rules of thumb, according to a model published by the Urban Land Institute (ULI), the estimated 5,800 households in Mount Vernon would support approximately 87,000 square feet of retail and restaurant offerings typically found in urban neighborhood commercial districts. Based on InfoUSA data indicating the existence of over 200 retail and food service establishments in Mount Vernon. If the model held true and Mount Vernon’s 5,800 households translated to 15.1 sq. ft of retail each, that would equate to an average of only 435 sq ft for each existing

retail and restaurant establishment. Using the ULI model with local sales data, we conclude that existing retail square footage already exceeds that which the local market alone can support.

<b>Retail Opportunities &amp; Gaps for Mount Vernon Plan Area</b>			
	<b>2012 Demand</b>	<b>2012 Supply</b>	<b>Opportunity</b>
<b>Retail Stores</b>	<b>(Consumer Expenditures)</b>	<b>(Retail Sales)</b>	<b>Gap/Surplus</b>
<b>Groceries</b>	\$17,082,908	\$8,705,707	\$8,377,201
<b>Beer, Wine, Liquor</b>	\$1,361,596	\$1,644,752	\$283,156
<b>Health &amp; Beauty</b>	\$8,222,449	\$4,979,765	\$3,242,684
<b>Restaurants</b>	\$17,912,165	\$85,340,456	\$67,428,291
<b>Bars</b>	\$836,404	\$10,417,473	\$9,581,069
<b>Clothing Accessories</b>	\$6,184,383	\$5,610,568	\$573,815
<b>Furniture and Home Décor</b>	\$2,442,843	\$1,145,349	\$1,297,494
<b>Hardware, Nursery &amp; Garden</b>	\$1,929,329	\$0	\$1,929,329
<b>Specialty Retail<sup>3</sup></b>	\$6,601,142	\$6,266,530	\$334,612
<b>Other<sup>4</sup></b>	\$74,302,718	\$21,473,225	\$52,829,493
<b>Total</b>	<b>\$136,875,937</b>	<b>\$145,583,825</b>	<b>\$8,707,888</b>

Source: Department of Planning and 2012 The Nielsen Co. (Claritas)

**Figure 13. Retail Opportunity-Gap Analysis**

In order to add new retail and maintain existing retail at a viable level, therefore, Mount Vernon and immediately adjacent neighborhoods will need to add additional households, and businesses and institutions must continue to market the neighborhood in an effort to attract additional customers from outside the study area. Given the strength of the Mount Vernon area, the existence of a high population of students, and a relatively high daytime population of workers (See Figure 14 below), a marketing program that maximizes existing consumer spending will improve the overall health and viability of neighborhood retail and ultimately provide opportunities for new retail investment.

<sup>3</sup> Includes music, books, periodicals, hobbies, florists, stationery, gifts and other misc. retail

<sup>4</sup> Includes General Merchandise (products normally purchased at large format department stores), automobiles and auto accessories, and building materials. These retailers are generally more regional in nature and are not expected in or conducive to walkable, neighborhood commercial districts.

Workplace and Employment Summary 2012			
Business Description	Establishments	Employees	Employees Per Establishment
Retail (All Retail)	170	1,815	11
Finance	134	1,116	8
Service	472	12,749	27
Public Administration	45	2,208	49
Agriculture	1	1	1
Mining	0	0	0
Construction	14	381	27
Manufacturing	25	358	14
Transportation, Communications & Utilities	14	79	6
Wholesale Trade	11	93	9
<b>TOTAL</b>	<b>886</b>	<b>18,800</b>	<b>21</b>

Figure 14. Employment in Mt. Vernon

Source: 2012 The Nielsen Co. (Claritas)

Encouraging retail businesses to remain open in the evenings could also help capture more customers from within the neighborhood, including residents, restaurant patrons and people attending special events at Mount Vernon’s many cultural institutions. Restaurants do a bulk of their business in the evening hours (See Figure 15) and local cultural institutions often draw evening visitors to Mount Vernon for plays, concerts and other special events. Many local retail businesses, and even some restaurants, close between 5 and 6 pm. By doing so these businesses are missing the opportunity to attract additional customers and the business district is missing out on a potential critical mass of activity.

Restaurant Expenditures in Mount Vernon		
	2012 Est.	Est. Avg. Annual % Growth
Total Restaurant Spending	618,569,950	19.6%
Lunch	159,881,926	19.6%
Dinner	251,956,517	21.9%
Breakfast and Brunch	56,547,088	20.2%

Figure 15. Restaurant Spending in Mt. Vernon

Source: 2012 The Nielsen Co. (Claritas)

### Residential Development and Potential Impacts on the Retail Market

A review of development opportunities, and the work of the Mount Vernon Master Plan’s Development Committee, demonstrates that there are development opportunities for new residential, office and limited retail on a number of undeveloped or currently underdeveloped sites throughout the neighborhood.

Based on a calculation of undeveloped land area and local zoning, a maximum build out of approximately 3,100 additional units is *possible* given current zoning code allowances and height restrictions. More realistically, however, given market conditions and historic contexts,

the addition of approximately 1,500-2,000 units is more realistic, if every undeveloped residential lot is built upon. In addition to land use calculations, the massing study completed by Cho Benn Holback & Associates, on behalf of the Mount Vernon Master Plan's development committee, provided conceptual plans for an additional 455 housing units, 63,800 sq ft of office, and 49,785 sq ft of retail on five key development sites.

Using the ULI model, which states that each household in a typical market area could support up to 15.1 square feet of neighborhood level retail, building 455 new housing units in Mt. Vernon could only support an additional 6,870 sq. ft. of retail. To support the amount of new retail proposed in the massing study, without marketing to attract customers from other areas, would require an additional 3,300 households. Full build-out of an estimated 3,072 new housing units, based on the land use and zoning calculations, would increase the number of area households by 47%, and would support approximately 46,000 sq. ft. of additional retail.

Considering these factors and current market conditions, a build-out of this magnitude may not be realistic. Using the more conservative estimate of 1,500-2,000 additional units, a market for approximately 22,750 sq. ft. of additional retail is supported.

It is important to note that the estimates discussed above may be aggressive given the predominance of single-income households in the Mount Vernon area, and median household incomes that are lower than the city, state, or region.

It is also true, however, that given the neighborhood's existing strengths as a regional destination, coupled with the presence of students whose reported incomes do not always reflect actual student spending power (due to unreported income support that typically comes from family members), additional retail may be possible. This is true only if retail is targeted to existing market demographics and clustered near existing activity centers that include regional cultural, retail and restaurant destinations.

### Field Survey

A brief field survey of existing retail and neighborhood activity was conducted in the market area to identify existing retail strengths and weaknesses, and potential opportunities. The field survey informed the recommendations for improving or changing the overall retail market in Mount Vernon.

Through a series of site visits and walk-through's, the field survey confirmed the realities of what the data and statistics showed about the neighborhood. The neighborhood contains strong clusters of specialty retail and restaurants in key locations throughout the area, including larger clusters on Charles, Read, Cathedral, and Howard Streets, with smaller clusters elsewhere.



Figure 16. New Retail on Charles Street with Residential Above

Evidence of recent investment and business openings is also evident, but a variety of empty and “for lease” spaces were observed. The quality and price of the retail spaces throughout the neighborhood appear to vary greatly.

Based on observed proximity, much of the recent business investment activity is centered near the intersections of Charles and Biddle, and along Cathedral Street. It is also apparent that new businesses are locating close to areas where new housing units have been brought on-line, for example near the new condos at 1210 and 1209 Charles Street and the adaptive reuse of the Professional Arts Building on Cathedral. The Fitzgerald Apartments, although just outside the study area on Mount Royal, is another example of mixed use development that includes residential and retail.

Field observations also raised concerns about potential disparities, and the need for a delicate balance between encouraging and investing in spaces for small, locally owned specialty stores or restaurants and national chains. Whereas chains, by their nature prefer and can afford to lease newly constructed or renovated spaces, which can average above \$20.00 per square foot, most small independent businesses often can’t afford rents that high.

Issues related to the ratio between rents and potential sales will continue to be an issue that needs careful consideration when promoting changes to the retail mix – as the community weighs their desire for unique, local retail vs. a desire for some national chains. High or increasing retail rents are a challenge that many neighborhood commercial districts struggle with once they reach a level of success that begins to attract the attention of national retailers.



Figure 17. Renovated Space for Lease on Charles Street

The field survey also revealed a neighborhood strength that is not obvious from looking at data alone. Based on the field survey and a general review of local publications, Mount Vernon is an attractive and popular destination for the gay community. For example, Mount Vernon is home to the annual Baltimore Gay Pride parade and events. In addition, Visit Baltimore has started to promote Baltimore City as a gay-friendly place to live, work and play, and on their list of gay and lesbian bars and clubs, 8 of the 15 listed are located in the Mount Vernon master plan area. The strong presence and acceptance of the gay community is also visibly evident throughout the neighborhood, from the presence of rainbow flags to the number of gay publications available inside stores and restaurants. The gay community is also an important component of the Creative Class, as mentioned above.

## CONCLUSIONS AND RECOMMENDATIONS

As the market data, community survey, and field observations have revealed, Mount Vernon has all of the building blocks for a successful urban, mixed use neighborhood. With its proximity to downtown, historic urban architecture, strong retail and restaurant offerings, strong creative class demographics, strong daytime employee and student populations, and an increasing population base, Mount Vernon is well positioned for future growth.

As shown in the community survey, however, there is still room for improvement. The following section outlines some recommendations for strengthening the retail environment and building upon the neighborhoods existing strengths. The list of recommendations below is not a comprehensive set of strategies, because the larger Mount Vernon Master Plan process is focusing on the larger issues necessary to make Mount Vernon a better place overall. These recommendations instead focus on a few strategies that will positively impact the urban retail environment.

- 1. Organize for Action and Enhance Existing Resources** – Community leadership should form partnerships to utilize and enhance the existing resources of organizations such as the Midtown Special Benefits District and the Historic Charles Street Association, to employ techniques and best practices that have proven successful in other Business Improvement Districts (BID) and Main Street communities. This should include marketing and active “Place Management” to improve perceptions and realities of walkability, cleanliness, and safety in the community.

Mount Vernon already has a pretty good brand, one that is exemplified by the Live Baltimore descriptors of “artsy, hip, historic, quirky, and urban.” Efforts to improve and redevelop the neighborhood should celebrate these characteristics and promote Mount Vernon’s vibrancy, walkability and transportation alternatives. A Main Street style campaign or BID would help manage and promote a positive image for the area. An overview of the principles of the successful Main Street model is provided in Appendix D.

In addition to marketing and branding, community organizations should promote the use of existing programs to assist property owners and businesses. These include historic preservation tax credits, Neighborhood Business Works, Community Legacy, Main Streets, the Façade Improvement Program, and others. A summary of some of the programs offered by the Baltimore Development Corporation can be found in Appendix C.

- 2. Build on Strengths** – Mount Vernon is an attractive neighborhood for young professionals, empty nesters, and what Richard Florida refers to as the “creative class.” Mount Vernon needs to recognize these strengths and work to build on them. The types of people attracted to Mount Vernon want a vibrant, walkable, and diverse community. Future projects and strategies should be analyzed based on whether that project or proposal builds on these existing strengths.



One such strength to build upon is the idea that Mount Vernon is a great place to hang out, meet people and enjoy all the city has to offer. Improving public spaces, parks and street furniture adds to the livability of a neighborhood. All of these amenities help support community retail as well. Outdoor seating and “open” facades at restaurants and taverns should be encouraged throughout Mount Vernon. People love to be outside, to enjoy the fresh air, the view, or to simply watch the world go by. A key recommendation, therefore, is to work with the City of Baltimore to encourage and incentivize outdoor seating to enliven the street, adding to a sense of safety and giving commuters visual cues that encourage them to “stop and stay a while”.

The notion of “open” facades, creates the impression of outdoor seating at restaurants and taverns by opening up walls or large banks of windows to the outdoors, particularly where outdoor seating in the public right of way is not feasible because of space constraints. Working with property owners, businesses, and historic preservation guidelines, these types of façade treatments should also be encouraged and incentivized.



Figure 18. Example of an open facade treatment – could be used as an alternative to outdoor seating where sidewalk space is limited.

The value of indoor-outdoor seating is illustrated in the following quote which was pulled from an online restaurant blog, “The best restaurant facades I’ve ever seen open up the wall, and the restaurant spills out onto the sidewalk. People are walking by, food is on the table, drinks are in hand, and as you’re walking past and seeing that, you think to yourself, ‘That looks like a good place to eat!’ ”

Outdoor seating, as mentioned, adds to the vitality of the neighborhood, encourages chance encounters between groups of people, and puts additional “eyes on the street” to improve public safety.

- 3. Add Customers** – One of the Urban Land Institute’s ten principles<sup>5</sup> for rebuilding neighborhood retail is “think residential,” because first and foremost, a neighborhood is a place where people live and successful urban retail depends upon a successful residential neighborhood. To improve the retail environment it may be necessary to improve and add

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<sup>5</sup> [Ten Principles for Rebuilding Neighborhood Retail](#), Michael D. Beyard, Michael Pawlukiewicz, Alex Bond, Urban Land Institute: 2003

residential density, both in Mount Vernon and in immediately adjacent neighborhoods. New residential development translates into new customers for businesses.

Additional residents also add to the safety and vitality of the neighborhood by adding activity or “eyes and feet on the street”. Residents walking their dogs, for example, can signal to restaurant patrons that it’s safe to walk around the neighborhood, and may encourage them to spend more time and money supporting nearby neighborhood businesses. When more visitors are walking around the neighborhood, residents may feel more comfortable sitting out on their front porch or walking up to the corner store. More people have the added benefit of making a place safer.

To bolster retail viability in Mount Vernon, the community should support and participate in the planning and redevelopment of areas surrounding Mount Vernon, including Station North, State Center and Downtown Baltimore. In addition, while Howard Street serves as the western boundary of the study area, its unique needs were not directly addressed in this market study. The Howard Street Revitalization Plan, conducted as part of the West Side Initiative in partnership with the Maryland Department of Transportation, already provides a blueprint for action that should be enhanced and implemented as part of Mount Vernon’s master planning efforts.

- 4. Create and Promote Clustering** – Businesses like to be around similar businesses that help drive visibility, foot traffic and healthy competition. Use new development opportunities to enhance existing retail offerings, and encourage the clustering of similar and complementary business in close proximity to one another.
- 5. Extend Day into Night** – The extension of evening hours for local businesses is another principle promoted by ULI and focuses on the concept that “longer hours equal stronger sales, and strong sales define a successful shopping street.” Mount Vernon should identify a way to work with local businesses to encourage standardization of business hours and extended evening hours. Consistent business hours are important because while neighborhood employees and students may populate the neighborhood during the day, restaurants tend to do a bulk of their business during the evening hours (see Figure 15 above). In addition, working residents may not often have the ability to shop between the hours of 9 am and 5 pm.

Businesses that close at 5 or 6 pm are missing out on the potential of “cross-shopping” from large numbers of potential customers, both residents and visitors to local restaurants and cultural venues. Businesses with inconsistent or unpredictable hours can inadvertently reduce the potential for repeat business and customer loyalty. If a customer tries to patronize a business that isn’t open, chances are they will think twice before making the effort to go there again. Suburban malls and shopping centers, for example, owe some of their success to standard operating hours, allowing for predictability and cross-shopping between diverse types of stores and destinations.

- 6. Alternative Transportation Options** – The diversity of transportation options (bikes, City Circulator, Zip Cars, cabs, buses, commuter rail, and light rail) which make it possible to live in or visit Mount Vernon without having to own a car, is an advantage that needs to be acknowledged, celebrated and enhanced. Collaborating with service providers and vendors such as Zip Car to improve and promote their services, will help attract new residents, as well as visitors.

In order to grow the customer base for existing Mount Vernon businesses and encourage the location of new retail opportunities, consider working with the Department of Transportation to change the south-bound route of the Charm City Circulator in Mount Vernon from St. Paul Street which is largely residential, to Maryland/Cathedral which has a higher concentration of small business clusters and cultural attractions. This route change will give visitors – the target market for the Charm City Circulator – better opportunities to see the great diversity of retail and restaurant options throughout the neighborhood. It could also result in strategically placed CCC stops adjacent to businesses and afford the opportunity for these businesses to draw people in while they’re waiting for the circulator to arrive.

To improve overall transportation options, the Mt. Vernon community should also collaborate with local cab companies to enhance cab service in the neighborhood, particularly in areas with concentrations of cultural venues, restaurants and taverns. During site visits, it was noted that the visible presence of cabs was extremely limited. In a neighborhood with a high concentration of bars and restaurants, a good cab infrastructure is important for both bringing in customers, encouraging them to stay longer, and of course the public safety benefits of reducing drunk driving.

- 7. Promote and Celebrate Walkability** – Make it as safe and easy as possible for people to walk around the neighborhood, whether they live there, or are just visiting. To do this, it may be necessary to provide maps and create visual connections between existing business clusters, with clear, unified wayfinding signage.

To be truly walkable, a neighborhood must make people feel safe. Lighting is an effective way to give pedestrians a sense of security. Although recent streetscape improvements have improved lighting along the Charles Street corridor, the remainder of the neighborhood remains relatively dark by comparison. Future planning should include an upgrade of lighting throughout the neighborhood, and should include street and pedestrian oriented light fixtures, or a combination of the two.



**Figure 19. Figure 16. An example of a street light fixture with combined pedestrian-oriented lighting**

- 8. Predictability and Parking** – Standardize on-street parking rules and minimize peak hour restrictions. Recognizing that a separate parking analysis is being performed, it is important to note that every popular neighborhood that includes a high number of restaurants and retail has a perceived lack of parking, and that is a good thing. It means that the quality of neighborhood attractions outweigh the ability to find free, quick and easy parking. Focus instead on creating parking signage, rules and restrictions that are consistent, clearly marked and easily located.
  
- 9. Two-Way is Better than One** – Study the possibility of turning as many streets as possible from one-way to two-way streets. Retailers prefer to be located on two-way streets so that customers can arrive from any direction. Urban retailers also prefer streets that encourage traffic to move slowly, but efficiently, with parking on both sides. This maximizes opportunities for businesses to be seen by potential customers, simplifies the experience for destination customers, and maximizes the potential for customers to easily find a particular destination or business without having to navigate a complicated series of one-way streets.

## Appendix A. Consumer Spending Pattern Data

### Consumer Spending Patterns Mount Vernon Study Area

Annual Expenditures by Category	Total Spending		Average Household	
	2012	2017	2012	
	(Estimates in 1000s)	(Projection in 1000s)	(Estimates)	Index to USA
<b>Total Specified Consumer Expenditures</b>	\$187,434.38	\$205,018.57	\$32,394.47	65
<b>FOOD AT HOME</b>	\$19,905.26	\$21,490.27	\$3,440.25	59
Bakery Products	\$2,047.07	\$2,202.22	\$353.80	65
Cereal Products	\$930.27	\$998.19	\$160.78	59
Dairy Products	\$1,861.92	\$2,030.85	\$321.80	53
Fresh Milk and Cream	\$542.31	\$589.69	\$93.73	57
Other Dairy Products	\$1,075.78	\$1,181.79	\$185.93	49
Eggs	\$243.83	\$259.37	\$42.14	65
Fats and Oils	\$209.15	\$224.91	\$36.15	66
Fish and Seafood	\$621.24	\$662.56	\$107.37	75
Fruits and Vegetables	\$2,579.51	\$2,796.84	\$445.82	61
Juices	\$639.00	\$675.93	\$110.44	61
Meats (All)	\$3,854.45	\$4,120.87	\$666.17	59
Nonalcoholic Beverages	\$2,402.54	\$2,589.20	\$415.23	65
Prepared Foods	\$3,758.73	\$4,066.71	\$649.62	57
Sugar and Other Sweets	\$1,001.39	\$1,122.00	\$173.07	45
<b>FOOD AWAY FROM HOME &amp; ALCOHOL</b>				
Alcoholic Beverages	\$4,631.15	\$4,884.88	\$800.41	77
Alcoholic Beverages at Home	\$3,860.35	\$4,073.39	\$667.19	74
Alcoholic Beverages away from Home	\$770.81	\$811.49	\$133.22	98
Total Food away from Home	\$13,882.57	\$14,814.96	\$2,399.34	82
Lunch	\$3,499.72	\$3,709.73	\$604.86	81
Dinner	\$5,589.01	\$5,974.82	\$965.95	82
Breakfast and Brunch	\$1,257.39	\$1,340.69	\$217.32	88
<b>DAY CARE, EDUCATION &amp; CONTRIBUTIONS</b>				
All Day Care	\$308.95	\$360.84	\$53.40	16
Contributions (All)	\$8,940.64	\$9,405.08	\$1,545.22	107
Education	\$11,800.82	\$12,878.57	\$2,039.55	105
Room and Board	\$413.15	\$495.70	\$71.41	49
Tuition/School Supplies	\$11,387.67	\$12,382.87	\$1,968.14	110
<b>HEALTHCARE</b>				
Medical Services	\$8,391.70	\$9,697.36	\$1,450.34	66
Prescription Drugs	\$9,139.39	\$10,518.31	\$1,579.57	60
Medical Supplies	\$517.56	\$610.71	\$89.45	44

### Consumer Spending Patterns (Continued)

Annual Expenditures by Category	Total Spending		Average Household	
	2012	2017	2012	
	(Estimates in 1000s)	(Projection in 1000s)	(Estimates)	Index to USA
<b>HOUSEHOLD FURNISHINGS &amp; APPLIANCES</b>				
Total Furniture	\$2,123.77	\$2,372.56	\$367.05	54
Bedroom Furniture	\$662.66	\$740.60	\$114.53	64
Living/Dining Room Furniture	\$974.26	\$1,086.85	\$168.38	54
Other Furniture	\$461.60	\$518.12	\$79.78	43
Total Household Textiles	\$1,639.77	\$1,834.95	\$283.40	58
Domestic Textiles	\$1,435.99	\$1,605.91	\$248.18	64
Window and Furniture Covers	\$203.78	\$229.04	\$35.22	34
Major Appliances	\$728.06	\$811.96	\$125.83	51
Misc Household Equipment	\$1,352.72	\$1,519.61	\$233.79	49
Small Appliance/Houseware	\$1,977.05	\$2,215.10	\$341.70	55
<b>HOUSING RELATED &amp; PERSONAL</b>				
Total Housing Expenses	\$16,593.29	\$18,221.34	\$2,867.83	68
Fuels and Utilities	\$6,914.39	\$7,571.86	\$1,195.02	53
Telephone Service	\$5,409.31	\$5,839.66	\$934.90	85
Household Repairs	\$804.90	\$890.12	\$139.11	32
Household Services	\$2,189.50	\$2,348.22	\$378.41	68
Housekeeping Supplies	\$1,247.18	\$1,419.12	\$215.55	59
Personal Expenses and Services	\$7,129.28	\$7,720.79	\$1,232.16	75
<b>PERSONAL CARE &amp; SMOKING PRODUCTS</b>				
Personal Care Products and Services	\$4,514.10	\$4,983.04	\$780.18	75
Personal Care Services	\$1,800.33	\$1,952.78	\$311.15	70
Smoking Prods/Supplies	\$3,891.81	\$4,551.75	\$672.63	76
<b>PET EXPENSES</b>	\$1,759.77	\$2,021.56	\$304.14	53
<b>SPORTS &amp; ENTERTAINMENT</b>				
Photographic Equipment	\$300.09	\$403.09	\$51.86	50
Reading Materials	\$1,692.20	\$1,931.34	\$292.47	68
Sports and Recreation	\$4,024.69	\$4,818.40	\$695.59	46
Sports Equipment	\$2,295.79	\$2,824.60	\$396.78	47
Travel	\$5,664.30	\$6,197.98	\$978.97	47
TV, Radio and Sound Equipment	\$2,774.14	\$3,975.86	\$479.46	70
Computers, Software & Accessories	\$2,538.72	\$3,783.47	\$438.77	74
<b>TRANSPORTATION &amp; AUTO EXPENSES</b>				
Automotive Maintenance/Repair/Other	\$6,819.35	\$6,786.52	\$1,178.59	61
Gasoline	\$9,432.75	\$9,193.93	\$1,630.27	70
Diesel Fuel	\$57.64	\$54.67	\$9.96	52
Motor Oil	\$141.64	\$135.72	\$24.48	59
Vehicle Purchases & Leases	\$15,006.80	\$14,746.63	\$2,593.64	48
Boats and Recreational Vehicle Purchase	\$0.00	\$0.00	\$0.00	0
Rented Vehicles	\$1,042.39	\$1,038.10	\$180.16	90

### Consumer Spending Patterns (Continued)

Annual Expenditures by Category	Total Spending		Average Household	
	2012	2017	2012	
	(Estimates in 1000s)	(Projection in 1000s)	(Estimates)	Index to USA
<b>TOTAL APPAREL</b>	\$13,693.29	\$15,574.23	\$2,366.62	59
Women's Apparel	\$4,220.02	\$4,845.21	\$729.35	56
Men's Apparel	\$3,140.53	\$3,582.31	\$542.78	65
Girl's Apparel	\$496.78	\$581.52	\$85.86	30
Boy's Apparel	\$383.71	\$454.91	\$66.32	32
Infant's Apparel	\$285.94	\$330.62	\$49.42	44
Footwear (excl. Infants)	\$1,906.53	\$2,188.41	\$329.51	64
Other Apparel Prods/Services	\$3,259.80	\$3,591.25	\$563.39	77

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***The Fine Print about Market Data:*** Data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT) which is made available by the U.S. Census. The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified geography. When the demand is greater than (less than) the supply, there is an opportunity gap for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative number value signifies a surplus. A surplus indicates that consumers are coming from outside areas to spend money within the specified geography and retail category.

## Appendix B. Data on Retail Market Opportunities and Gaps

Retail Opportunities and Gaps			
	2012 Demand	2012 Supply	Opportunity
Retail Stores	(Consumer Expenditures)	(Retail Sales)	Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	\$136,875,937.00	\$145,583,825.00	(\$8,707,888.00)
<b>Motor Vehicle and Parts Dealers-441</b>	\$19,047,042.00	\$466,215.00	\$18,580,827.00
Automotive Dealers-4411	\$17,014,590.00	\$466,215.00	\$16,548,375.00
Other Motor Vehicle Dealers-4412	\$213,588.00	\$0.00	\$213,588.00
Automotive Parts/Accsrs, Tire Stores-4413	\$1,818,864.00	\$0.00	\$1,818,864.00
<b>Furniture and Home Furnishings Stores-442</b>	\$2,442,843.00	\$1,145,349.00	\$1,297,494.00
Furniture Stores-4421	\$1,290,022.00	\$616,314.00	\$673,708.00
Home Furnishing Stores-4422	\$1,152,821.00	\$529,035.00	\$623,786.00
<b>Electronics and Appliance Stores-443</b>	\$3,281,629.00	\$0.00	\$3,281,629.00
Appliances, TVs, Electronics Stores-44311	\$2,414,056.00	\$0.00	\$2,414,056.00
Household Appliances Stores-443111	\$513,923.00	\$0.00	\$513,923.00
Radio, Television, Electronics Stores-443112	\$1,900,133.00	\$0.00	\$1,900,133.00
Computer and Software Stores-44312	\$747,750.00	\$0.00	\$747,750.00
Camera and Photographic Equipment Stores-44313	\$119,823.00	\$0.00	\$119,823.00
<b>Building Material, Garden Equip Stores -444</b>	\$10,775,766.00	\$1,020,159.00	\$9,755,607.00
Building Material and Supply Dealers-4441	\$9,811,102.00	\$1,020,159.00	\$8,790,943.00
Home Centers-44411	\$4,086,063.00	\$0.00	\$4,086,063.00
Paint and Wallpaper Stores-44412	\$228,296.00	\$0.00	\$228,296.00
Hardware Stores-44413	\$1,003,658.00	\$0.00	\$1,003,658.00
Other Building Materials Dealers-44419	\$4,493,085.00	\$1,020,159.00	\$3,472,926.00
Building Materials, Lumberyards-444191	\$2,088,277.00	\$398,883.00	\$1,689,394.00
Lawn, Garden Equipment, Supplies Stores-4442	\$964,664.00	\$0.00	\$964,664.00
Outdoor Power Equipment Stores-44421	\$38,993.00	\$0.00	\$38,993.00
Nursery and Garden Centers-44422	\$925,671.00	\$0.00	\$925,671.00
<b>Food and Beverage Stores-445</b>	\$18,444,504.00	\$10,350,459.00	\$8,094,045.00
Grocery Stores-4451	\$16,575,771.00	\$8,705,707.00	\$7,870,064.00
Supermarkets, Grocery (Ex Conv) Stores-44511	\$15,679,967.00	\$6,171,462.00	\$9,508,505.00
Convenience Stores-44512	\$895,804.00	\$2,534,245.00	(\$1,638,441.00)
Specialty Food Stores-4452	\$507,137.00	\$0.00	\$507,137.00
Beer, Wine and Liquor Stores-4453	\$1,361,596.00	\$1,644,752.00	(\$283,156.00)
<b>Health and Personal Care Stores-446</b>	\$8,222,449.00	\$4,979,765.00	\$3,242,684.00
Pharmancies and Drug Stores-44611	\$7,192,123.00	\$4,513,440.00	\$2,678,683.00
Cosmetics, Beauty Supplies, Perfume Stores-44612	\$298,983.00	\$0.00	\$298,983.00
Optical Goods Stores-44613	\$200,011.00	\$104,400.00	\$95,611.00
Other Health and Personal Care Stores-44619	\$531,332.00	\$361,925.00	\$169,407.00
<b>Gasoline Stations-447</b>	\$14,941,051.00	\$3,199,310.00	\$11,741,741.00
Gasoline Stations With Conv Stores-44711	\$11,176,549.00	\$0.00	\$11,176,549.00
Other Gasoline Stations-44719	\$3,764,502.00	\$3,199,310.00	\$565,192.00



<b>Retail Opportunities and Gaps (Continued)</b>			
	<b>2012 Demand</b>	<b>2012 Supply</b>	<b>Opportunity</b>
<b>Retail Stores</b>	<b>(Consumer Expenditures)</b>	<b>(Retail Sales)</b>	<b>Gap/Surplus</b>
<b>Clothing and Clothing Accessories Stores-448</b>	\$6,184,383.00	\$5,610,568.00	\$573,815.00
Clothing Stores-4481	\$4,216,071.00	\$4,955,760.00	(\$739,689.00)
Men's Clothing Stores-44811	\$310,100.00	\$124,428.00	\$185,672.00
Women's Clothing Stores-44812	\$1,089,030.00	\$3,864,173.00	(\$2,775,143.00)
Childrens, Infants Clothing Stores-44813	\$152,803.00	\$344,187.00	(\$191,384.00)
Family Clothing Stores-44814	\$2,264,129.00	\$581,678.00	\$1,682,451.00
Clothing Accessories Stores-44815	\$106,981.00	\$0.00	\$106,981.00
Other Clothing Stores-44819	\$293,028.00	\$41,294.00	\$251,734.00
Shoe Stores-4482	\$941,157.00	\$554,945.00	\$386,212.00
Jewelry, Luggage, Leather Goods Stores-4483	\$1,027,155.00	\$99,863.00	\$927,292.00
Jewelry Stores-44831	\$950,623.00	\$99,863.00	\$850,760.00
Luggage and Leather Goods Stores-44832	\$76,532.00	\$0.00	\$76,532.00
<b>Sporting Goods, Hobby, Book, Music Stores-451</b>	\$2,686,811.00	\$2,538,014.00	\$148,797.00
Sporting Goods, Hobby, Musical Inst Stores-4511	\$1,606,254.00	\$196,665.00	\$1,409,589.00
Sporting Goods Stores-45111	\$705,681.00	\$0.00	\$705,681.00
Hobby, Toys and Games Stores-45112	\$589,384.00	\$29,983.00	\$559,401.00
Sew/Needlework/Piece Goods Stores-45113	\$131,814.00	\$151,637.00	(\$19,823.00)
Musical Instrument and Supplies Stores-45114	\$179,375.00	\$15,045.00	\$164,330.00
Book, Periodical and Music Stores-4512	\$1,080,557.00	\$2,341,349.00	(\$1,260,792.00)
Book Stores and News Dealers-45121	\$795,271.00	\$1,720,688.00	(\$925,417.00)
Book Stores-451211	\$760,771.00	\$831,199.00	(\$70,428.00)
News Dealers and Newsstands-451212	\$34,500.00	\$889,489.00	(\$854,989.00)
Prerecorded Tapes, CDs, Record Stores-45122	\$285,286.00	\$620,661.00	(\$335,375.00)
<b>General Merchandise Stores-452</b>	\$17,524,005.00	\$59,758.00	\$17,464,247.00
Department Stores Excl Leased Depts-4521	\$8,276,920.00	\$0.00	\$8,276,920.00
Other General Merchandise Stores-4529	\$9,247,085.00	\$59,758.00	\$9,187,327.00
<b>Miscellaneous Store Retailers-453</b>	\$3,794,508.00	\$3,728,516.00	\$65,992.00
Florists-4531	\$229,167.00	\$1,119,700.00	(\$890,533.00)
Office Supplies, Stationery, Gift Stores-4532	\$1,502,306.00	\$342,446.00	\$1,159,860.00
Office Supplies and Stationery Stores-45321	\$883,359.00	\$0.00	\$883,359.00
Gift, Novelty and Souvenir Stores-45322	\$618,947.00	\$342,446.00	\$276,501.00
Used Merchandise Stores-4533	\$308,182.00	\$1,399,706.00	(\$1,091,524.00)
Other Miscellaneous Store Retailers-4539	\$1,754,853.00	\$866,664.00	\$888,189.00
<b>Non-Store Retailers-454</b>	\$10,782,377.00	\$16,727,783.00	(\$5,945,406.00)
<b>Foodservice and Drinking Places-722</b>	\$18,748,569.00	\$95,757,929.00	(\$77,009,360.00)
Full-Service Restaurants-7221	\$8,580,923.00	\$22,649,943.00	(\$14,069,020.00)
Limited-Service Eating Places-7222	\$7,814,722.00	\$20,281,878.00	(\$12,467,156.00)
Special Foodservices-7223	\$1,516,520.00	\$42,408,635.00	(\$40,892,115.00)
Drinking Places -Alcoholic Beverages-7224	\$836,404.00	\$10,417,473.00	(\$9,581,069.00)

<b>Retail Opportunities and Gaps</b> <i>(continued)</i>			
	<b>2012 Demand</b>	<b>2012 Supply</b>	<b>Opportunity</b>
<b>Retail Stores</b>	<b>(Consumer Expenditures)</b>	<b>(Retail Sales)</b>	<b>Gap/Surplus</b>
<b>GAFO *</b>	\$33,621,977.00	\$9,696,135.00	\$23,925,842.00
General Merchandise Stores-452	\$17,524,005.00	\$59,758.00	\$17,464,247.00
Clothing and Clothing Accessories Stores-448	\$6,184,383.00	\$5,610,568.00	\$573,815.00
Furniture and Home Furnishings Stores-442	\$2,442,843.00	\$1,145,349.00	\$1,297,494.00
Electronics and Appliance Stores-443	\$3,281,629.00	\$0.00	\$3,281,629.00
Sporting Goods, Hobby, Book, Music Stores-451	\$2,686,811.00	\$2,538,014.00	\$148,797.00
Office Supplies, Stationery, Gift Stores-4532	\$1,502,306.00	\$342,446.00	\$1,159,860.00

\* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census. Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.

## Appendix C: Currently Available Resources

### Business Assistance Resources Available Through BDC

#### Enterprise Zone Income Tax Credits

These are one- or three-year credit for wages paid to new employees. The general credit is a one-time \$1,000 credit per new worker. For economically disadvantaged employees, the credit increases to a total of \$6,000 per worker distributed over three years. When located in a Focus Area, the general credit is a one-time \$1,500 credit per new worker.

#### Revolving Loan/Working Capital Loan Funds (RLF/WC and MILA/RLF)

Revolving Loan Funds may be used for acquisition and improvement of land, facilities and equipment, including renovation, demolition and site preparation and new construction. The funds may also be used for working capital with restrictions. The funds may not be used for relocation from a surplus area or investment activities and are not available to applicants with a current outstanding RLF loan, or to applicants who have received accumulated assistance from the RLF of \$150,000 within the previous five-year period.

**Eligible Businesses:** For-profit corporations, partnerships or proprietorships.

**Ineligible Businesses:** Financial institutions, consulting firms, real estate companies, not-for-profit businesses, developers, or unregulated media.

**Loan Limits:** Maximum of \$500,000 or 30-35% of project costs.

#### \$hop Baltimore Loan Program

The purpose of the \$hop Baltimore Loan Program is to promote attractive and healthy neighborhood retail districts by providing flexible gap financing in the form of below-market interest rate loans to eligible retail businesses located in designated commercial districts, Retail Business District License areas, and Main Street districts. Maximum \$100,000, not to exceed 50% of total project costs.

#### BDC Façade Improvement Grant (FIG)

The FIG program offers up to \$2,500 in matching grants and, in certain cases, design assistance to merchants and property owners in designated commercial revitalization districts in order to improve the appearance of individual building facades, signs and awnings, as well as the overall look of the retail district. Improvements must be to areas visible from the public way and are reviewed by the Community Review Board.

#### For More Information Contact:

Baltimore Development Corporation  
36 S. Charles Street, 1600  
Baltimore, MD 21201  
Phone: (410) 837-9305 Fax: (410) 837-6363  
[www.baltimoredevelopment.com](http://www.baltimoredevelopment.com)

## Historic Preservation Tax Credits

### Federal Historic Preservation Tax Incentive (20% tax credit)

The Federal historic preservation tax incentive program offers a 20% income tax credit to any project that is designated as a certified rehabilitation of a certified historic structure by the Secretary of Interior. The 20% credit is available for properties substantially rehabilitated for commercial, industrial, agricultural, or rental residential purposes, but it is not available for properties used for primary residences.

The Federal historic preservation tax incentive program is jointly administered by the U.S. Department of Interior and the Department of Treasury. The National Park Service acts on behalf of the Secretary of Interior, in partnership with the State Historic Preservation Officer in each State.

### 10% Federal Rehabilitation Tax Credit

The 10% Federal rehabilitation tax credit applies only to non-historic, non-residential buildings built before 1936. The rehabilitation must be substantial and meet a specific physical test for retention of external walls and internal structural framework. There is no formal architectural review process for rehabilitations of non-historic buildings.

### Maryland Rehabilitation Tax Credit

The Heritage Preservation Tax Credit Program provides Maryland income tax credits equal to 20% of qualified rehabilitation expenditures for the substantial rehabilitation of a certified heritage structure. The credit is available for owner-occupied residential property as well as income-producing property. The rehabilitation must conform to the Secretary of Interior's Standards for Rehabilitation and must be certified by the Maryland Historical Trust. If the credit exceeds the taxpayer's tax liability, a refund may be claimed by the amount of the excess.

### Baltimore City Property Tax Credit for Historic Restorations and Rehabilitations

The Property Tax Credit for Historic Restorations and Rehabilitations is a 10 year, comprehensive tax credit program meant to encourage to rehabilitation of buildings in local and national historic districts, and designated Baltimore City and National Register Landmarks. Approximately 54,000 properties in Baltimore are eligible. The credit is granted on the increased assessment directly resulting from qualifying improvements. The assessment subject to the tax credit is computed once and used for the entire life of the credit. The credit is 100% for projects with construction costs less than \$3.5 million, and 80% for projects with construction costs more than \$3.5 million in the first five taxable years. The credit steps down by ten percentage points thereafter. This credit is available to both homeowners and businesses, and is fully transferrable to new owners for the life of the credit.

**For additional information contact:** Commission for Historical and Architectural Preservation  
City of Baltimore Department of Planning  
417 E. Fayette St. 8<sup>th</sup> Floor  
Baltimore, MD 21202  
(410) 396-PLAN  
[www.baltimorecity.gov/government/planning](http://www.baltimorecity.gov/government/planning)

## Appendix D: The Main Street Model

The Main Street model was developed by the **National Trust for Historic Preservation** in the 1970's. Their **National Main Street Center** now offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. The *Baltimore Main Streets* program utilizes this model locally, and is managed by the *Baltimore Development Corporation* (BDC).

The Main Street Approach is a community-driven, comprehensive method used to revitalize older, traditional business districts throughout the United States. The underlying premise of the Main Street approach is to encourage economic development within the context of historic preservation in ways appropriate to today's marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street Four-Point Approach™ is a comprehensive strategy that is tailored to meet local needs and opportunities. It encompasses work in four distinct areas — Design, Economic Restructuring, Promotion, and Organization — that are combined to address all of the commercial district's needs. The philosophy and the Eight Guiding Principles behind it form an effective tool for community-based, grassroots revitalization efforts. The Main Street approach has been successful in communities of all sizes, both rural and urban.

### The Main Street Four-Point Approach™ to commercial district revitalization

The Main Street approach is broken down into four points, which work together to build a sustainable and complete community revitalization effort. The four points are: Organization, Design, Promotion & Economic Restructuring. Each Main Street program generally forms four committees or working groups that correspond to each of the four points.

**Organization** involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

**Design** means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture,

signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

**Economic Restructuring** strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

## Eight Guiding Principles of Main Street Success

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested principles.

1. **Comprehensive:** A Main Street program should have no single focus — “one shots”, often lavish public improvements, name-brand business recruitment, or endless promotional events — can help revitalize Main Street. For successful, sustainable, long-term revitalization, however, a comprehensive approach, including activity in each of Main Street's Four Points, is *essential*.
2. **Incremental:** Baby steps come before walking; walking comes before running. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the commercial district. As public confidence in the Main Street district grows and understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental activity leads to longer-lasting and dramatic positive changes in the Main Street area.
3. **Self-help:** No one else will save your Main Street. Local community leaders must have the will and the desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
5. **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

6. **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
7. **Change:** Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

Source: The National Trust for Historic Preservation's National Main Street Center; For additional information go to their website at [www.mainstreet.org](http://www.mainstreet.org).

## **Proposed Design Guidelines**

CHAP will consider the following proposed language for inclusion in the Mount Vernon CHAP Design Guidelines for New Construction through a broad public process discussed below.

### **Draft Language for Consideration by CHAP**

#### **Contributing Structures:**

##### *Materials*

- The use of synthetic slate substitute is prohibited.
- Exterior security doors and grates are prohibited, although interior security doors and grates are permitted.
- Shutters, if appropriate, must be wood, attached with appropriate hardware to the window frame, operable, and fit the existing opening and cover the opening when closed. Shutters are prohibited where they did not exist historically.

##### *Signage and Awnings*

- Signage above the bottom of the second primary floor's windows is prohibited except for signage painted directly on the building wall on side elevations.
- Internally illuminated signs, including internally illuminated letters, are prohibited.
- Fabric blade signs are prohibited except for street light banners.
- Vinyl awnings are prohibited.
- Plastic signs are permitted only if painted.

##### *Storefronts*

- Aluminum commercial storefront glazing and door systems are permitted as long as they replicate the size, detailing, color and sheen of historic store fronts

#### **All Buildings (Contributing and Non-Contributing):**

##### *Signage*

- Signage should be pedestrian-oriented except for parking lot identification and vehicular wayfinding signage
- Internally illuminated box signs are prohibited



## **Public Process**

Consideration of the above proposed language for inclusion in the Mount Vernon CHAP Design Guidelines for New Construction will require a full public process. As part of that process, the Mount Vernon-Belvedere Association and/or other stakeholders may propose additional language for the consideration of CHAP. Any amendments to the Mount Vernon CHAP Design Guidelines for New Construction will require the endorsement of CHAP.

During that public process, it is recommended that the issue of replacement windows be addressed, with specific attention to the following issues:

- Definition of “primary” and “secondary” facades
- Use of screens, storm windows and tinted glass on Contributing Structures
- Standards for replacement windows when necessary

This process will need to be coordinated with the CHAP Lead Paint Committee, which is currently studying whether the CHAP Guidelines on replacement of historic windows because of potential risks associated with lead paint contamination.

# Mount Vernon Parking Study

## Future Conditions and Recommendations





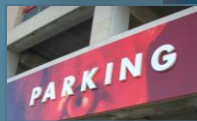
## Key Findings

- Most institutions do not provide off-street parking or have arrangements with off-street facilities
- Parking demand is not uniform, it is concentrated in specific blocks and time periods
- Parking is available in all time periods, but may be a few blocks away from destination and may not be free
- Average household auto ownership is lower in Mount Vernon than many other City neighborhoods



## Key Findings

- Although parking surplus exists in all time periods, the total parking supply in the neighborhood is not well managed
- Current codes and management methods are not adequate to meet future parking demand
- Programs are not in place to manage parking demand or encourage other modes of travel into or within the neighborhood
- Many management and technological tools available to better match supply with demand, there is no projected need for a new public off-street garage



## Key Findings

- Parking Demand (% of on-street spaces available)
  - Weekday Midday - 47%
  - Weekday Evening - 33%
  - Saturday Midday - 26%
  - Saturday Evening - 16%
- Notes a surplus of between 675 (weekend evening) and 2,000 (weekday midday)
- Most utilized streets – Eager, Read, Madison, St. Paul, Calvert and Charles
  - a utilization of >100% on a block means more efficient parking (less than 22' per space or illegal parking)



# Zip Car Parking

- Zip Cars have 7 on-street locations, 6 has 2 cars per each location, one has 3 cars
- An additional 43 Zip Cars are parked in two off-street garages owned by the PABC and two private garages
- 53 Total Zip Cars in neighborhood represents 36% of entire fleet in Baltimore City



# Zip Car Parking

- One Zip car can serve between 10 to 50 people
- Theoretically could remove up to 2,650 vehicles from the roadway, parking lots and garages





# Future Parking Demand – High Build Scenario

- 17 surface lots redeveloped
- 500,000 SF raw land @ 10 floors height = 5 Million SF
- 80% residential (4000 units), 15% office (750K SF), and 5% retail (250K SF)
- Per current zoning codes this would require **6,000 raw new spaces**







# Net Total Future Parking Demand

- In addition, parking must be replaced for the 1,500 displaced surface lot spaces. This total raw projected future parking demand (7,500) can be reduced by several adjustment factors as follows:

- 1) Based on the City's shared parking formula, 1,800 new spaces can be eliminated through shared off-street parking (e.g. office use in the daytime residential use in the evening)





# Net Future Parking Demand Calculation

- 2) Utilization of the existing on-street and off-street surplus (4,500 surplus weekday daytime)
- 3) Increased number of car shares (e.g. Zip Car)
- 4) Increased number of zero auto households
- 5) Reduced parking code requirements (e.g. 1.5 spaces per dwelling unit vs. 2 spaces)





# Net Future Parking Demand Calculation

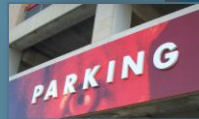
6) Increased sharing of available spaces in existing garages among multiple users (+1000)



7) Increasing the on-street parking space capacity (e.g. angled parking) +250 spaces



8) Increasing the on-street parking space turnover +500





# Short-Term Recommendations - Event Management

- Creation of a Transportation Management Association (TMA)
- A TMA is a non-profit agency typically composed of local businesses, and local jurisdictions funded by a public-private partnership (e.g. Mount Vernon Conservancy, MVBA, Parking Authority)
- The TMA's mission is to provide/ support programs and information about parking and travel options
  - Coordinate Event Parking Needs with Institutions





# Mid-Town Transportation Management Association Potential Functions

- Operate a shared Valet
- Identify needs and locations for overflow parking
- Develop joint shared parking agreements between institutions and garages
- Work with residents to revise permit parking regulations (e.g. identifying event times and blocks for tighter residential permit parking (1 hour parking limit without permit))
- Provide and on-demand neighborhood courtesy parking shuttle
- Monitor parking utilization and performance





# Short-Term Recommendations – On-Street Event Parking

- Performance Parking – charge highest metered rates during periods of peak demand
- Graduated parking – charge highest metered rates on blocks closest to core institutions (Charles, Read, Centre, Park)
- Parking meter technology to implement variable rates and time limits
- Return a portion of the increased revenue to neighborhood for funding electronic parking signs, on-demand shuttles, parking enforcement, and additional off-street supply (if needed)





# Short-Term Recommendations – On-Street Residential Parking

- Consider Implementing Back-In Angled Parking (60% supply increase) on the following streets
  - E. Monument (Guilford to St. Paul)
  - Park Ave, Eager St, Madison St, Chase St, Biddle Street (would require lane reduction to one lane off-peak or non-daytime hours)
  - City prefers angled parking on lower volume streets, would require detailed traffic analysis





# Short-Term Recommendations - Residential Permit Parking

- Average auto ownership rate of 0.81 vehicles per HH  
2010 census data: 34% 0 Auto HH, 51% 1 Auto, 14% 2 Auto, 1% 3 or more Auto
- Over 1,800 Permits Issued in Mount Vernon
  - 1195 Households have one residential permit
  - 280 Households have 338 permits
- Implement stepped Residential Parking Permit Fees
  - Significantly higher fees for each additional car per household requesting on-street parking permit decal







# Short-Term Recommendations – Off-Street Residential

- Explore new or better publicize existing reduced evening/overnight only (restricted access) monthly parking rates for residents at the following facilities:
  - 601 N. Calvert (Baltimore Sun),
  - 15 W. Franklin (Baltimore City),
  - 250 E. Pleasant Street (Mercy Hospital),
  - 324 W. Madison (Maryland General Hospital),
  - 1201 W. Mt Royal (Fitzgerald)
  - University of Baltimore
  - Belvedere
- Expand on-street and off-street zip car fleet



# Short-Term Recommendations - Mount Vernon Square

- Improve bicycle parking
  - Bicycle lockers at public garages
  - Bicycle valets at major institutions
- Install bike share stations
- Designated school/ charter bus loading zones
  - Within square





# Long-Term Recommendations

- On-demand shuttle for satellite parking locations (managed by Transportation Management Association)
- Expand valet/ passenger drop off zones and time
- Creation of a Parking District and parking 'bank' for existing and future development
- Way-finding Signing
  - Enhanced static signing for public off-street parking





# Long-Term Recommendations

- Parking Information
  - Enhanced event calendar/ parking information on Mount Vernon Website
  - Encourage private peer-to-peer parking sharing (e.g. [parkingpanda.com](http://parkingpanda.com)) or parking operator real-time parking information sharing ([streetline.com](http://streetline.com))
- Parking Guidance System
  - Real-time parking availability information
  - Collaboration of parking facility operators





# Long-Term Recommendations

- Land Use Planning/ Development mix
  - Residential has lower parking demand, but as a single use cannot share
  - Other policies to encourage low/ zero automobile households (e.g. tax credits)
- Establish parking maximums
- Unbundle parking costs (e.g. market rate)