

Operation ReachOut Southwest (OROSW)

NEIGHBORHOOD ACTION PLAN
SPRING 2002



OPERATION REACHOUT SOUTHWEST (OROSW) NEIGHBORHOOD ACTION PLAN - 2002

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PURPOSE OF THIS PLAN:

The purpose of this action plan is to identify neighborhood strengths and opportunities, describe strategies for neighborhood improvement, and provide the information necessary for all interested parties to make decisions about neighborhood investments. More specifically, this action plan is intended to:

- Inform City agencies, neighborhood residents, and other interested parties about neighborhood assets, activities, strategies, and priorities.
- Promote collaboration between City government, neighborhood groups, and other interested parties.
- Achieve sensible and coordinated project and program planning within the neighborhood.
- Improve responsiveness of City agencies, neighborhood groups, and other partners to the priorities and opportunities identified in this plan.
- Target limited resources based on clear priorities in order to strengthen the neighborhood.

PLANNING PROCESS:

Operation ReachOut Southwest (OROSW) is a coalition of neighborhood associations located in Southwest Baltimore (see location map on page x). OROSW's goal is to make Southwest Baltimore a desirable place to live, work, and play. To achieve this, OROSW is building on its existing strengths, including the 250 residents, business owners, and nonprofit organizations who participated in the 1997-1998 OROSW strategic planning process. Since that time, OROSW has focused its energies on residents by establishing employment programs for youth and adults, addressing crime and grime issues, partnering with agencies to provide drug treatment to adults and comprehensive services to young children and their parents, working to attract a bank to the community, and organizing parents to improve substandard schools.

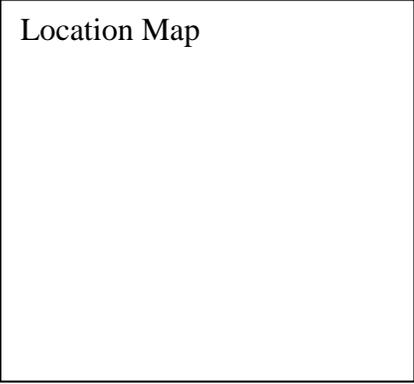
During 2000-2001, OROSW went through a planning process to develop this Action Plan. The plan focuses on building human, financial, and physical assets in order to first encourage current residents to remain in the community and then attract new residents. To realize its plans, OROSW will continue to harness the power of its coalition to attract investment to well-conceived, community-led projects.

Drafts of this plan were circulated to City agencies for preliminary review and comment. After reviewing the comments made by the various City agencies, the community finalized the Action Plan and presented the final plan to the Mayor's Neighborhood Cabinet. As a part of the Neighborhood Cabinet, agencies committed to specific implementation actions. It is intended that City agencies will utilize the Action Plan as an input in developing work programs and funding possibilities. As a partner, the community will also be responsible for initiating and implementing specific action items. In addition, the community will share the Action Plan with other potential partners to leverage resources beyond City resources.

NEIGHBORHOOD PROFILE

OROSW is bounded by Mulberry Street on the north, the B&O Tracks on the south, Carey Street on the east, and the Gwynns Falls River on the west. Sometimes described as “old Southwest Baltimore,” this part of the city grew westward along Pratt Street, Baltimore Street, and Frederick Avenue in the 19th and early 20th centuries. The area is historically notable for its grand public squares (Franklin Square and Union Square) and the rowhouses that were built around them, as well as the industries that emerged along the Baltimore and Ohio Railroad, Frederick Avenue (part of the Historic National Road), and the Gwynns Falls River.

Location Map



Modern day OROSW is home to approximately 20,000 people. Brick rowhouses dating from the 19th and early 20th centuries are the predominant housing type, mixed with several multi-family and homeownership developments constructed in recent decades. The historic intermingling of residential and industrial uses along the B&O Railroad, Frederick Avenue, and the Gwynns Falls River still exists. There are three main commercial areas in OROSW – West (appendix) Baltimore Street, West Pratt Street, and Westside Shopping Center. The zoning map on page x shows the overall pattern of residential, industrial, and commercial land uses in OROSW.

NEIGHBORHOOD ASSETS:

- **The Residents** of Southwest Baltimore number approximately 21000, with a combined income of over \$200 million, in 1990.
- **The Gwynns Falls River** is a major natural resource that should be a place for residents to recreate and that can help increase surrounding property values.
- **The location** is within 1 mile of downtown Baltimore, close to employment centers at BWI, Carroll-Camden Industrial Park, Montgomery Park, and other job centers in Anne Arundel and Howard counties, and a short train ride to Washington D.C.
- **The West Baltimore MARC station** is one of Baltimore's three train stations to Washington D.C. that can be a transit hub to attract new residents.
- **Historic districts**, including the Franklin Square Historic District, the Union Square Historic District, and the Mill Hill Deck of Cards Historic District offer historic homes and financial incentives to rehabilitate them.
- **The housing stock** is varied and historic; if we can help current homeowners maintain their homes, they will be desirable to future buyers.
- **Bon Secours Hospital**, West Baltimore's largest employer, provides quality jobs, health care, and affordable housing.
- **Westside Shopping Center** is one of the most viable shopping centers in the city and offers residents a variety of goods within walking distance.
- **The light manufacturing businesses** in the community provide over 1,400 jobs.
- **Franklin Square, Union Square, Traci Atkins Park** and **ABC Park** are historic and beautiful small parks that provide greenery and recreation.
- **Six Elementary Schools** are located throughout OROSW.

- **Recreation** is available through 3 recreation centers.
- Other nearby assets include *Carroll Park*, the **B&O Railroad**, **Hollins Market**, **Montgomery Park**, and the **Mount Clare Junction Shopping Center**.

OROSW Asset Map

DEMOGRAPHIC PROFILE:

Population: OROSW's total population fell by 21%, from 26,540 to 21,036 residents, between 1990 and 2000. This trend has played out to different degrees throughout OROSW, as reflected in maps of population trends and vacant houses by block.

Age composition. OROSW's population is aging on a percentage basis. People in the three oldest age cohorts (over 65; 45-64; and 35-44) comprised 47.9 % of OROSW's population in 2000, compared to 40.5 % in 1990. At the same time, the proportion of persons between the ages of 18 to 34 fell from 29.3 to 22 percent.

Racial Composition: In 2000, 70.9% of OROSW's residents were African-American, 25.4% were white, and 3.1% were from other races. Historically and presently, Frederick Avenue and Baltimore Street represent dividing lines between races, with whites living predominately to the south, and African-Americans to the north.

Family Household Composition: In 2000, married families represented 34% of OROSW's families, a drop from 42% in 1990. Among families with children, married couples fell from 35% in 1990 to 25% in 2000, corresponding to an increase in single-parent households with children from 65% to 75% of all families.

Homeownership: OROSW's homeownership rate increased from 39% in 1990 to 42% in 2000. On a block-by-block basis, there is considerable variation in homeownership rates throughout the OROSW area.

Vacant Housing Units: In 2000, 25% of OROSW's housing units were vacant (2,491 out of 9,985 units), compared to 14% in 1990 (1,386 out of 10,070). There is considerable variation in patterns of vacancy -- densely concentrated in some areas, scattered in others.

CENSUS DATA BY NEIGHBORHOOD

	BOYD-BOOTH	CARROLLTON RIDGE	FRANKLIN SQUARE	MILL HILL

	MOUNT CLARE-NEW SOUTHWEST	PENROSE-FAYETTE ST. OUTREACH	SHIPLEY HILL	UNION SQUARE

Refer to appendices for census data by block

HOUSING MARKET TYPOLOGY

analysis referring to data table and map, comparing conditions across eight neighborhoods in coalition

Typology Map

Housing Market Typology Data

NEIGHBORHOOD	MEDIAN VALUE¹	VACANCY RATE²	HOMEOWNERSHIP RATE³
Boyd-Booth	\$12,000	31.9%	37.3
Carrollton Ridge	\$15,000	20.6%	48.2%
Franklin Square	\$14,000	21.7%	41.4%
Mill Hill	\$32,000	7.2%	67.3%
Mount Clare	\$14,100	16.7%	51.4%
Penrose-Fayette St.	\$16,200	10.5%	60.3%
Shipley Hill	\$12,000	20.6%	48.1%
Union Square	\$43,900	12.1%	49.8%

¹Explain data, e.g. what is universe?

²Explain data, e.g. what is numerator and denominator?

³Explain data, e.g. what is numerator and denominator?

HOUSING SALES DATA

In each of the last 3 years, median sales prices in the OROSW area have been in the \$40,000 to \$45,000 range, with prices as low as \$6,000 and as high as \$105,000. Generally speaking, the highest prices are seen in the Union Square and Franklin Square areas. (Insert more detailed info by neighborhood)

INSERT TABLE FOR SALES DATA

HOUSING DATA BY BLOCK

discussion

Homeownership by block map

Abandonment by block map

Assessed Value by block map

OROSW'S VISION STATEMENT:

By the year 2018, the neighborhoods of Operation ReachOut SouthWest (OROSW) will be known city-wide as a desirable place to live. All houses will be occupied, the majority by homeowners. The streets will be clean, safe, attractive, drug-free, lined with trees and well-kept gardens. There will be parenting, individual and family support services for those who need them. All residents will be educated. There will be recreational activities for all. There will be a variety of fulfilling business and employment opportunities for all people. All community groups, businesses, churches, institutions, government, and individuals will continue to maintain the quality of life in our neighborhoods.

PLAN OVERVIEW

This plan is about improving quality of life and building human and physical assets. OROSW's strategies for improving quality of life focus on improving safety, sanitation, the health of residents, and the physical appearance of the community. On top of this foundation, OROSW is implementing a set of strategies to build educational assets that empower residents to obtain employment and establish economic independence; build financial assets, through homeownership and financial planning, that create personal wealth; and build upon the community's key physical and locational assets, including historic architecture, the Gwynns Falls river and greenway, and the West Baltimore MARC station.

All of the goals and strategies described below are guided by OROSW residents. Although residents have been assisted in many ways by professional staff from many partner organizations, the issues addressed in this plan are those that residents have identified as priorities and have given sustained investment of their own time and energy. This plan is for a coalition of neighborhoods. While each neighborhood continues to work on issues of more local importance such as block improvement projects, each neighborhood also continues to benefit from the broader perspective, strategic framework, united voice, coordinated technical assistance, and fundraising capacity that the coalition brings to bear.

Explain info to Follow:

Goals

Strategies

Accomplishments to Date

Future Actions

Measures of Progress

SUMMARY OF GOALS AND STRATEGIES:

Goal 1: Improve Safety and Sanitation.

Strategies:

- Organize residents at the block level to alleviate crime and grime issues.
- Improve communication between community groups and City agencies by holding monthly Crime and Grime meetings that strategically target and coordinate efforts.
- Improve lighting to increase safety.

Measures of Progress:

- Part I Crime
- 311 Sanitation Calls
- Narcotics Calls for Service

Goal 2: Improve the Housing Market and Attract Homeowners.

Strategies:

- Help existing homeowners on strong blocks with home improvement loans and grants.
- Improve appearance and enforce housing codes in stronger blocks.
- Improve the boarding of houses and appearance of our weaker blocks.
- Implement block improvements identified in neighborhood-level plans.
- Support housing development projects for individual blocks where appropriate.
- Assist residents in becoming homeowners through savings incentives, credit counseling and grants.
- Assist victims of predatory lending
- Market community to potential new homeowners

Measures of Progress:

- Homeownership rate
- Abandonment Rate
- Assessed Value and Sales Price Trends

Goal 3: Improve the Health Status of Residents

Strategies:

- Continue and Improve the Recovery in the Community substance abuse program.
- Participate in the Success By 6[®] Southwestern Consortium to improve infant mortality, maternal health, and reduce the number of accidents for children 0-6.
- Conduct a family health assessment to identify chronic illnesses, including mental health.

Measures of Progress:

- Incidence of babies born with low-birth weight
- Number of child accidents

Goal 4: Turn Vacant Land into Attractive Open Space in Order to Improve Image and Encourage Investment.

Strategies:

- Turn uncared-for, abandoned lots into well-managed, attractive open spaces at minimal cost
- Develop an open space plan to identify lots that should be land banked for future development, given to homeowners as sideyards, or turned into permanent, controlled open space.
- Improve the appearance of publicly controlled open space.

Measures of Progress:

- Insert applicable indicator
- Insert applicable indicator
- Insert applicable indicator

Goal 5: Improve Youth Academic Performance.

Strategies:

- Organize and train parents at Frederick Elementary School, Franklin Square Elementary School, Southwestern High School, and Steuart Hill Elementary and strengthen PTA's and SIT teams
- Offer youth academic and social mentoring, family intervention and counseling and increased access to recreational opportunities.
- Help Offer scholarships to community minded youth.
- Children become ready to learn in school by helping parents read and properly play with them.

Measures of Progress:

- Insert applicable indicator
- Insert applicable indicator
- Insert applicable indicator

Goal 6: Assist Resident in Attaining Quality Employment.

Strategies:

- Assist area adults in becoming job ready and obtain employment
- Assist area youth in becoming ready for after-school employment and develop career plans.
- Connect job-ready individuals with skills training programs.

Measures of Progress:

- Insert applicable indicator
- Insert applicable indicator

Goal 7: Assist Residents in Creating Personal Wealth.

Strategies:

- Offer residents access to inexpensive money to meet short and long term needs
- Offer financial literacy, money management and financial counseling training
- Assist residents by preparing their income taxes

Measures of Progress:

- Insert applicable indicator
- Insert applicable indicator

Goal 8: Improve the Physical Infrastructure of the Community

Strategies:

- Improve appearance of main corridors
- Make the West Baltimore MARC Station an attractive and pedestrian-friendly transit hub and encourage transit oriented development around it.
- Develop a long-term redevelopment plan for the "Gwynns Falls Vista Park"
- Develop a long-term redevelopment plan for the "Southwest Town Center"

Measures of Progress:

- Insert applicable indicator
- Insert applicable indicator

GOAL 1: IMPROVE SAFETY AND SANITATION

When OROSW residents were asked to vote on their top priority goals, improving safety and sanitation was clearly the top priority for many people. Grounded in many years of involvement in the Comprehensive Communities Program and the Hot Spots program, OROSW's strategy toward fighting crime and grime is built on organizing residents at the block level, improving coordination among community groups and government agencies, and bringing all neighborhoods in the coalition together with government partners to provide the basis for coordinated, prioritized, and strategic action.

Strategy 1: Organize residents at the block level to alleviate crime and grime issues

Accomplishments to Date

- Five OROSW neighborhoods have developed, raised funds for, and partially implemented "defensible space" block improvements including lighting, alley gating, vacant lot restoration, and murals.
- OROSW is beginning a summer education and enforcement project to reduce the amount of trash dumping.
- Hot Spots crime reduction stats since 1994
- OROSW has secured funding for community organizers and legal assistance from the Mayor's Office of Justice and the Governor's Office of Crime Control and Prevention.

Future Actions

- OROSW requests funding from the Mayor's Office of Justice for two organizers through 2003.
- OROSW will continue to help blocks develop and raise money for block improvement plans that make blocks safer.
- City response to alley gating requests.

Strategy 2: Improve communication between community groups and City agencies by holding monthly Crime and Grime meetings that strategically target and coordinate enforcement efforts

Accomplishments to Date

- To date, monthly meetings have included the Community Law Center, the Police Department, Bureau of Sanitation, State's Attorney's Office, the Department of Housing and Community Development, and the Department of Public Works
- Approximately 2/3 of monthly complaints have been addressed
- The agency responsiveness and partnership with community groups is much better than previously, when 13 community associations were each independently working with 6 agencies.

Future Actions

- OROSW requests assistance from Sanitation enforcement on creative approaches including lighting and security cameras on locations of recurring dumping.
- OROSW requests assistance from code enforcement in ensuring consistent attention to stronger blocks

Strategy 3: Improve lighting to increase safety

Accomplishments to Date

- OROSW identified x sites for lighting improvement
- OROSW helped Vine Street residents raise private funds for lighting improvements.

Future Actions

- City response to lighting requests XXXXXXXXXXXX
- OROSW requests that the City provide information including cost estimates on various approaches to increasing lighting.
- OROSW would be open to discussing funding partnerships with the City.

GOAL 2: IMPROVE THE HOUSING MARKET AND ATTRACT HOMEOWNERS

As shown by the data on pages x-x, the OROSW area has significant block-by-block variations in housing conditions. To take these variations into account, OROSW has utilized a data-based “strong block/weak block” approach to develop different strategies for different blocks. This approach is reflected in the target areas identified for OROSW’s home improvement loans: the areas of homeowner strength adjacent to the MARC station and Westside Shopping Center. In addition, OROSW has assisted blocks with high abandonment rates in developing low-cost stabilization approaches that address the consequences of population loss with small-scale investment. Through homeownership counseling, assistance for victims of predatory lending, and overall financial planning assistance, OROSW is increasing the capacity for OROSW residents to become homeowners.

Strategy 1: Help existing homeowners on strong blocks with home improvement loans and grants.

Accomplishments to Date

- OROSW has helped 7 residents apply for City housing rehabilitation and lead abatement programs.
- OROSW raised funds through the State Community Legacy Program to offer home improvement loans in target areas. (See activities map on page x-x for target areas). Several potential loan recipients have been identified.
- OROSW is connecting residents to reputable contractors.
- OROSW is working with the Coalition to End Childhood Lead Poisoning, the Lead Abatement Action Project, and the Baltimore Lead Initiative Program to provide residents with lead abatement education and funding.

Future Actions

- OROSW will begin implementation of its home improvement loan program.
- OROSW will continue to connect residents to City home rehabilitation and lead abatement resources.

Strategy 2: Improve appearance of stronger blocks.

Accomplishments to Date

- Key OROSW areas of homeowner strength are target areas for OROSW’s home improvement loan program.

Future Actions

- OROSW will work with City agencies to improve the strategic focus of enforcement efforts.

Strategy 3: Improve the appearance of weaker blocks.

Accomplishments to Date

- OROSW helped the 2100 block of Vine Street raise funds (from where?) for a block improvements including new lights and vacant lot improvement; the Community Law Center helped evict drug dealers from the block

Future Actions

- OROSW will continue to help blocks develop and raise funds for block improvement plans.
- Insert City response to alley gating and demolition requests

Strategy 4: Implement block improvements identified in neighborhood plans.

Accomplishments to Date

- Several neighborhoods in the OROSW coalition have identified improvements such as street trees, sidewalk repairs, and traffic control measures to improve the appearance and safety of blocks.

Future Actions

- Insert City response to specific items in June 2001 short-term implementation requests.

Strategy 5: Support housing development projects where appropriate.

Accomplishments to Date

Refer to the Activities Summary on pages x-x for information on the following housing projects:

- Bon Secours Apartments
- Smallwood Summit
- Franklin Terrace
- Eubie Blake Place
- Franklin Mews
- Hollins Phoenix
- VOA transitional housing

Future Actions

- Bon Secours requests City acquisition assistance for several vacant properties in strong blocks for redevelopment.
- Bon Secours is now working on Phase 4 of Bon Secours Apartments in the 1900-2100 blocks of West Baltimore Street.

Strategy 6: Assist residents in becoming homeowners through savings incentives, credit counseling and grants.

Accomplishments to Date

- Bon Secours Baltimore Health System became a Live Near Your Work site to encourage hospital employees to purchase homes in the community
- OROSW and Tri-Churches Housing sponsored a homeownership counseling workshop series; 15 residents are currently participating.
- OROSW is partnering with the East Harbor Village IDA Program; the first resident has joined

Future Actions

- Bon Secours will encourage 5 employees to purchase a home in Southwest Baltimore.
- OROSW and Tri-Churches Housing will continue to provide homeownership counseling
- OROSW will create a homeownership IDA Program and a homebuyer's club
- OROSW will link residents to counseling with local real estate agents, lenders, and title companies.

Strategy 7: Assist victims of predatory lending.

Accomplishments to Date

- OROSW has had preliminary discussions about participation in an initiative (unveiled May 6), a partnership between the City, CDFC, Fannie Mae, and CLC to help victims of predatory lending.
- OROSW has linked x victims of predatory lending to assistance from St. Ambrose Housing Aid Center.

Future Actions

- OROSW will begin work with the Community Law Center to analyze real estate sales data and identify victims of, and perpetrators of, predatory lending.

Strategy 8: Market the community to potential new homeowners.

Accomplishments to Date

- Union Square is on the LiveBaltimore website

Future Actions

- OROSW will work with LiveBaltimore Marketing Center to develop marketing strategy

GOAL 3: IMPROVE THE HEALTH OF RESIDENTS

Health issues including chronic illness, substance abuse, and infant mortality affect the physical, mental, and spiritual quality of life of southwest Baltimore residents of all ages. OROSW's strategies to improve resident health include educating residents about diet, exercise, and disease prevention; helping substance abusers obtain and benefit from treatment; screening residents to identify health problems; and focusing intensively on children between the ages of 0 and 6 to improve their health and safety.

Strategy 1: Continue the Recovery in the Community program.

Accomplishments to Date

- OROSW helped conceive and found the RIC program (funded by the Abell Foundation) to reduce substance abuse and criminal activity among substance abusers by preparing individuals for formal treatment, linking them to treatment programs, and helping them integrate back into the community.
- Treated 600 people in FY 2000.
- Reduced average number of arrests from 4 pre-intake to 1 post intake

Future Actions

- OROSW will continue to assist the program and support its future funding
- OROSW will continue to refer residents to the RIC program

Strategy 2: Participate in the Success By 6[®] Southwestern Consortium

Accomplishments to Date

- OROSW is a founding board member of the Southwestern Consortium, to improve infant mortality, maternal health, and reduce the number of accidents for children 0-6.
- Funding secured from the Family League of Baltimore and the United Way of Central Maryland.
- The Southwestern Consortium is the United Way's model for their national Success by 6 initiative.
- Served 200 families, within-home intervention services, connection to medical services, GED training, job placement, and parent training. Program funds 9 different service agencies to implement the above training.
- Train mothers in parenting skills, including reading to their children, healthy diet, etc. through the Success by Six home visiting program.

Future Actions

- Continue participation in the Consortium.
- Insert Key benchmarks for next year(s) include

Strategy 3: Conduct a family health assessment to identify chronic illnesses, including mental health.

Accomplishments to Date

- OROSW held a blood pressure screening day with 60 attendees in 2001

Future Actions

- OROSW will hold a health fair in summer 2002
- OROSW will develop a health screening plan in 2002.

GOAL 4: TURN VACANT LAND INTO ATTRACTIVE OPEN SPACE IN ORDER TO IMPROVE IMAGE AND ENCOURAGE INVESTMENT

The OROSW area has approximately 350 vacant lots of land, most of which are privately owned, abandoned, and characterized by trash, weeds, rodents, loitering, generally creating a negative image of the community. Turning these sites, especially on main corridors, into attractive open space is crucial to improving community image and stabilizing market conditions. OROSW has developed a comprehensive vacant land management and community greening strategy to improve vacant lots in a simple and low cost way, with the goal of controlling the open space and improving the overall appearance of the neighborhood to attract private investment and bring these sites back into productive use, either as new development sites, sideyards for adjacent homeowners, or community-controlled open space.

Strategy 1: Improve and manage vacant land to improve its appearance.

Accomplishments to Date

- OROSW turned six vacant lots into neighborhood identification sites with neighborhood signs, flowers, trees etc.
- Partial funding secured from Revitalizing Baltimore, the U.S. Forest Service, the Coleman Foundation, Baltimore Community Foundation and the City Department of Housing and Community Development.

Future Actions

- Civic Works and OROSW will clean and green 125 lots/year for 3 years.
- OROSW will raise additional funds to supplement funds raised to date.

Strategy 2: Develop an open space plan to transfer lots to homeowners for sideyards, to developers, or to controlled open space.

Accomplishments to Date

- Bon Secours Baltimore Health System, Echo House and St. Benedicts Church are acquiring 27 vacant parcels for development projects.
- OROSW and the Community Law Center helped 2 homeowners acquire adjacent lots for sideyards.

Future Actions

- OROSW will assist 10 residents to acquire side yards in 2 years.

Strategy 3: Improve the appearance of publicly controlled open space.

Accomplishments to Date

- The Parks and People Foundation and residents of Franklin Square have planted over 100 trees in Franklin Square Park.

Future Actions

- Parks and People and residents will remove asphalt and plant trees and grass at Franklin Square Elementary School.

GOAL 5: IMPROVE YOUTH ACADEMIC PERFORMANCE

Youth are the future of southwest Baltimore. Preparing youth to be self-sufficient adults and community leaders requires helping their families provide safe, supportive, and nurturing homes; helping parents and schools work together to create effective learning environments; linking youth community involvement to youth education; and providing incentives, such as scholarships, to help build key educational assets for youth.

Strategy 1: Organize and train parents to strengthen school PTA's and SIT teams.

Accomplishments to Date

- Workshops were held with parents and teachers through the Baltimore Education Network.

Future Actions

- OROSW requests that school principals meet regularly with residents to develop a dialogue with parents around student performance.

Strategy 2: Offer youth academic and social mentoring, family intervention and counseling, and increased access to recreation.

Accomplishments to Date

- OROSW has been designated as a Youth Consolidated Grant area for targeted state and federal resources to support youth mentoring, family counseling, and youth recreation.

Future Actions

- OROSW will complete youth strategy, submit it for funding from the Family League of Baltimore and the Governor's Office of Crime Control and Prevention, and begin implementation.

Strategy 3: Offer scholarships to community-minded youth.

Accomplishments to Date

- Community Impact! Baltimore and OROSW gave 12 college scholarships area high school seniors.

Future Actions

- Community Impact Baltimore will offer additional scholarships to OROSW youth.

Strategy 4: Prepare children to learn in school by helping parents read and properly play with them.

Accomplishments to Date

- Through the Success By 6[®] Southwestern Consortium and the Bon Secours Family Support Center, over 50 parents receive intensive training and counseling to prepare children for school.
- Funding from the Family League of Baltimore and the United Way of Central Maryland

Future Actions

- XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

GOAL 6: ASSIST RESIDENTS IN ATTAINING QUALITY EMPLOYMENT.

Approximately 45 percent of southwest Baltimore's working age population are not working. For those that are seeking work, limited education and training are key challenges. Approximately 80 percent of those who enter Southwestern High School as freshman do not graduate, and 25 percent of southwest Baltimore adults did not complete education beyond elementary school. Working in concert with strategies for improving youth academic performance (Goal 3) and helping residents create personal wealth (Goal 7), OROSW helps residents attain employment by helping develop career plans and connecting them to skills training and jobs.

Strategy 1: Help area adults become job-ready and obtain employment.

Accomplishments to Date

- OROSW hired Goodwill Industries of the Chesapeake to train and place residents in jobs.
- In the first two years Goodwill placed over 200 residents with a 65% retention rate.

Future Actions

- OROSW will continue all job readiness programs and find more employers to hire youth.
- OROSW will seek funding from the Office of Employment Development to continue programs.

Strategy 2: Help area youth develop career plans.

Accomplishments to Date

- The Bon Secours Youth Employment and Entrepreneurship program helps over 65 youth per year through financial literacy training and development of educational and career plans.
- 5 out of 6 seniors participating in 2002 have been accepted into 4- year colleges; 40 youth obtained after-school and summer jobs in 2001.
- OROSW's Individual Development Account program provides a 3:1 match for every dollar saved by youth for education; 9 youth in program.
- Funding secured from Bon Secours Mission Fund; Annie E. Casey Foundation; Abell Foundation; Erickson Foundation; Open Society Institute, Community Impact! Baltimore; Aaron and Lily Strauss Foundation; and Provident Bank.

Future Actions

- OROSW will continue the program, serving 65 youth per year, with a goal of 8 youth per year accepted to college.

Strategy 3: Connect job-ready individuals with skills training programs.

Accomplishments to Date

- OROSW, Goodwill, Bon Secours Hospital, and local trade unions provide residents with skills training, placing 9 residents at Bon Secours Hospital and 2 with the Unions in the first year.

Future Actions

- OROSW will continue the partnership.

GOAL 7: ASSIST RESIDENTS IN CREATING PERSONAL WEALTH.

Building the financial assets of individuals and families is the key to moving many southwest Baltimore residents beyond living from paycheck to paycheck and toward greater choice and self-sufficiency. In turn, building local financial assets keeps resources within the community. OROSW's strategies for building the personal wealth of residents include providing inexpensive money; offering financial literacy and money management counseling; and providing free assistance with financial services.

Strategy 1: Offer residents access to inexpensive money.

Accomplishments to Date

- Study completed on Southwest Baltimore resident financial needs.
- Social Security Administration Federal Credit Union agreed to open services in Southwest Baltimore.
- OROSW completed a business plan to open community-owned check-cashing operation and identified sources of capital.
- Funding from St. Paul Companies; Annie E. Casey Foundation; Bon Secours of Maryland Foundation

Future Actions

- OROSW will secure capitalization of the Check-cashing/credit union operation through foundations.
- OROSW will negotiate space with Westside Shopping Center
- The check cashing operation will be used as a way to link residents to other financial services at much lower cost than alternatives

Strategy 2: Offer financial literacy, money management and financial counseling training

Accomplishments to Date

- OROSW developed a plan to reach 50 residents with financial counseling in one year.

Future Actions

- OROSW will recruit financial planners to assist moderate/middle income residents.
- OROSW will hold its first financial literacy training scheduled for May 2002

Strategy 3: Provide residents with free income tax preparation

Accomplishments to Date

- OROSW/Bon Secours operated a Voluntary Income Tax Assistance site during 2002 tax season. 108 residents utilized this service, plus OROSW referred 35 residents to other sites with volunteer tax attorneys for assistance, saving residents \$46,475 in fees.

Future Actions

- OROSW will increase the number of residents served to 200 in the 2002 tax season.

GOAL 8: IMPROVE THE PHYSICAL INFRASTRUCTURE OF THE COMMUNITY.

There are several key aspects of OROSW's physical infrastructure that are vital to the long-term improvement of the community:

GATEWAYS. Six major gateways traverse Southwest Baltimore Wilkens Avenue, Frederick Avenue/Pratt Street, Mulberry Street, Baltimore Street, Fulton Avenue, and Monroe Street. These corridors are often how people perceive the community.

WEST BALTIMORE MARC STATION. Two recent studies (clarify) cited the MARC station as a potential source for community rejuvenation. Area of strongest housing and homeownership; community legacy home improvement loan target area; commute to D.C. as key marketing advantage; TOD possibilities

"GWYNNS FALLS VISTA PARK" REDEVELOPMENT CONCEPT. The Gwynns Falls Greenway runs on the western boundary of OROSW. This natural resource is completely blocked visually and from pedestrian access by an industrial area that has substantial vacancy and produces visual and truck traffic conflicts with neighborhood residents. In order to capitalize on the key asset of the Gwynns Fall Greenway, OROSW recommends exploration of a long-term redevelopment plan to create a "Gwynns Falls Vista Park" overlooking the Gwynns Falls Valley and creating a link between the neighborhood and the park and improving the adjacent residential housing market.

"SOUTHWEST TOWN CENTER" REDEVELOPMENT CONCEPT. The area across Frederick Avenue from Westside Shopping Center is mostly vacant and is a highly unattractive area along a key City gateway. OROSW recommends consideration of a long-term redevelopment plan for this area.

Strategy 1: Improve the appearance of southwest Baltimore Gateways.

Accomplishments to Date

- Wilkens Avenue streetscape plan developed in partnership with the Neighborhood Design Center
- The City Office of Transportation has designed the Wilkens Avenue reconstruction between Gilmore and Fulton
- Fred ave smart growth grant
- X Lots on corridors identified as priorities for the first phase of OROSW's vacant land management program
- Pratt and West Baltimore banners

Future Actions

- Route 40 Streetscape CIP
- Frederick Avenue Resurfacing CIP
- Frederick Avenue Smart Growth grant
- OROSW will do a planning process for Baltimore St., Fulton Ave. and Monroe St.
- The vacant land management plan will improve the vacant lots along these corridors

Strategy 2: Make the MARC Station an attractive and pedestrian-friendly transit hub and encourage transit oriented development around it.

Accomplishments to Date

- Recent improvements to MARC (call George Hill or Kahlil Zaid)

Future Actions

- OROSW requests that MTA consider developing plan to make this a transit hub.
- OROSW requests that the City Office of Transportation and MTA to identify ways to improve pedestrian access to this site.
- OROSW requests that the Planning Dept. and MTA investigate the zoning aspects of Transit Oriented Development

Strategy 3: Develop a long-term "Gwynns Falls Vista Park" redevelopment plan. THIS STILL IN DRAFT

Accomplishments to Date

- Industrial study;
- Redevelopment concept developed with resident and business involvement;
- Phase One assessments done on 38 properties
- Discussions held with CHAP regarding historic preservation aspects

Future Actions

- Raise funds to develop a detailed Master Plan.
- OROSW requests participation from Rec and Parks, Planning, HCD, and BDC in the development of a plan for "Gwynns Falls Vista Park"
- Raise funds to develop a detailed Master Plan.
- Land management
- Rezoning
- Environmental remediation
- Speed humps on S. Franklinton Road: identify locations for speed humps

Strategy 4: Develop a long-term "Southwest Town Center" redevelopment plan. THIS STILL IN DRAFT

Accomplishments to Date

- Industrial study;
- Redevelopment concept developed with resident and business involvement;
- Phase One assessments done on 38 properties
- Discussions held with CHAP regarding historic preservation aspects

Future Actions

- Raise funds to develop a detailed Master Plan.
- Must be clarified with OROSW, rec and parks, and BDC;
- Raise funds to develop a detailed Master Plan.
- Rezoning
- Remediation
- Improve appearance

OROSW AREA: ACTIVITY SUMMARY (SEE MAP ON PAGE X)

Current Activity	Private Resources	Public Resources
<p>Gwynns Falls Greenway. This is the City's first recreational greenway, stretching 14 miles from Gwynns Falls/Leakin Park to the Inner Harbor. Phase One, from Gwynns Falls/Leakin Park to Leon Day Park, is complete. Phase Two, which will run along OROSW's western boundary from Leon Day Park to Carroll Park, is expected to be complete by this winter. Phase Three, from Carroll Park to the Inner Harbor, will be advertised next month, and construction should proceed by this fall.</p>		<p>Total project cost is over \$7.2 million; funding is primarily through the federal TEA-21 program.</p>
<p>Bon Secours Apartments. Since 1997, the Bon Secours of Maryland Foundation has been working with Enterprise Homes, the City, and other partners to revitalize rowhouses in the 1800-2100 blocks of West Baltimore Street, creating a mix of 1-, 2-, 3-, and 4-bedroom apartments through rehabilitation and new construction. 90 units were created in the first three phases of the project. Bon Secours is now working on Phase 4, which will provide an additional 30 units (27 rehab and 3 new construction). There is a waiting list of over 600 households for Bon Secours Apartments.</p>	<p>Bon Secours of Maryland Foundation, Enterprise Homes</p>	<p>Funding is being sought through several sources, including state tax credits and City HOME funds.</p>
<p>Hollins Phoenix Apartments. In 1998, a North-Carolina-based developer worked with COIL C.E.D.C. to construct a 60-unit apartment building on this site, which had been a major dumping ground since a fire destroyed the building previously on the site. Presently, the building is viewed by the community as an asset to build on by redeveloping the mostly-vacant industrial land to the south.</p>		
<p>Community Legacy Home Loan Preliminary Target Areas: One area is between Fayette (south), Mulberry (north), Warwick (west), and Carey (east), adjacent to the West Baltimore MARC station and Bon Secours Hospital and including part of the Franklin Square Historic District. The second area is around Westside Shopping Center and along Wilkens Avenue. Program marketing is underway, and several potential loan recipients have been identified.</p>		<p>In October, 2001, OROSW was awarded \$95,000 in Community Legacy funds to provide home rehabilitation loans of \$1,000-\$5,000 to homeowners in two preliminary target areas.</p>
<p>Smallwood Summit. This Bon Secours project is a 90-unit senior housing project located on the site of a former potato chip factory that had been vacant for several years. Construction is underway, and the opening is anticipated early in 2003.</p>	<p>Bon Secours of Maryland Foundation</p>	
<p>Enterprise Homes Development. In 1990, Enterprise Homes completed 66 units of new construction for homeownership in the 1500 block of Penrose, the 1500 block of Lexington, and the 200 block of North Gilmor.</p>	<p>Enterprise Homes</p>	
<p>Eubie Blake Place Housing. In the late 1990s, the Community Building Group rehabilitated over 30 units in the 1500, 1600, and 1700 blocks of West Lexington.</p>	<p>Community Building Group</p>	
<p>Franklin Mews. In the late 1990s, the Franklin Square Community Association was the lead developer for this project, which rehabilitated eight units in the 300 block of Gilmor, 1600 block of West Saratoga, 1600 block of West Lexington, and 300 block of North Stricker.</p>	<p>Franklin Square Community Association</p>	
<p>Baltimore Street Apartments. Harlem Park Revitalization Corporation is redeveloping 9 HUD houses in the 1400 and 1500 blocks of West Baltimore Street into apartments. This project will hopefully bring some life to commercially-zoned properties that have had no viable commercial use in recent years.</p>	<p>Harlem Park Revitalization Corp</p>	
<p>Montgomery Park. The former Montgomery Ward warehouse, just southwest of the OROSW area and adjacent to Carroll Park, is being redeveloped for office space. Insert more info</p>		

Planned Activity	Private Resources	Public Resources
New Credit Union. OROSW has worked with several partners including x to get a new credit union located at Westside Shopping Center.		
OROSW Vacant Land Management Strategy. With funding from the City and several other sources, OROSW is working with several partners to implement a 3-year vacant land management strategy to improve and maintain over 350 vacant lots and facilitate their transfer to homeowners for sideyards, to community groups for longer-term stewardship, or to private developers.		
“Gwynns Falls Vista Park” Redevelopment Concept. Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still in Draft Still		
Southwest Town Center Redevelopment Concept. Still in Draft Still in		
Maryland Lumber site. This is a 4-acre site that has been vacant for several years. The community and the City were recently successful in discouraging a church from building on the site, preferring to keep it industrial.		
Hollins-Payson Library ReUse. Since this library branch was closed, the current tenants, led by the Girl Scouts of America, have been trying to identify funding and possibly new tenants to enable them to remain in the building.		
Wilkins Avenue Reconstruction. This project, from Gilmor on the east to Dukeland on the west, will total over \$6 million in improvements including an expanded median with trees and sidewalk improvements.		
Frederick Avenue Resurfacing. This \$300,000 project will resurface Frederick Avenue from Font Hill to Bentalou.		
Route 40 Landscaping. This \$500,000 project will involve primarily tree planting and fence relocation along Route 40 from Fremont to Pulaski		

Assets and activities Map – 11 x 17 across these two pages

Assets and activities Map – 11 x 17 across these two pages

SUMMARY OF PLANNING AND IMPLEMENTATION PARTNERS

Community

12 community organizations
Communities Organized to Improve Life (COIL) Inc.

Non-Profit

Civic Works
Community Impact! Baltimore
Community Law Center
Goodwill Industries of the Chesapeake
Neighborhood Design Center

Foundation

Abell Foundation
Annie E. Casey Foundation
Baltimore Community Foundation
Bon Secours of Maryland Foundation
Goldseker Foundation
Parks and People Foundation
The St. Paul Companies

Institution

Bon Secours Baltimore Health System

Private

Provident Bank of Maryland

Local Government

Baltimore City DHCD code enforcement
Baltimore City Planning Department
Baltimore City Police
Baltimore City Sanitation
Mayor's Office of Crime Control and Prevention
Mayor's Office of Neighborhoods
Office of Criminal Justice
Office of Transportation

State Government

State DHCD

Federal Government

Social Security Administration Baltimore Federal Credit Union

Zoning Map

Census info map – pop change by block

Census info map – racial composition by block

Census info map – household composition (single-parent households w children?) by block

Census info map – to be determined

Short-Term Action Items

Strategy	OROSW Requests of City	City Commitments /Comments
<p>Implement block improvements identified in neighborhood-level plans.</p>	<p>-street tree requests in June 2001 list: -Repair: sticking out of sidewalk: -2100 Block of Vine St. (FSO) -Remove Dead trees and plant new: -1900- 2100 Blks of W. Fayette St. (FSO) -1900-2100 Blks of W. Lexington (FSO) -Unit Block -300 Blk of N. Pulaski Street (FSO)</p>	<p>I have forwarded the street tree planting page to Joe Burch. - He will check these locations, if they have not been done already, they can be added to next fall's planting program - i will send details as soon as i have them</p>
<p>Improve lighting to increase safety.</p>	<p>Change lighting to street-level lighting: -Rear of the 2100 blk of Vine St. (FSO) -Increase lighting: -E. Lynne from St. Benedict to Frederick -Dulany from Brunswick to Millington(MH) -St. Benedict from Brunswick to Millington -Holy Cross Church (MH) -200-400 Blks S. Bentalou -1900-2100 Blks Wihelm - 300-400 S. Smallwood -200-400 Blks of Furrow St. in the front - around Franklin Square Rec. Center- 122 N. Vincent St.</p> <p>OROSW requests that the City provide information including cost estimates on various approaches to increasing lighting.</p> <p>OROSW would be open to discussing funding partnerships with the City.</p>	<p>Office of Transportation</p>
<p>Support housing</p>	<p>Bon Secours requests City</p>	<p>HCD</p>

development projects where appropriate.	acquisition assistance for several vacant properties in strong blocks for redevelopment. (list h	
Implement block improvements identified in neighborhood-level plans.	Alley Gating requests from June 2001 list: -rear of the 300 blk of S. Mount St. (NSW) -at "T" alley near 215 S. Monroe (CR)	
Implement block improvements identified in neighborhood-level plans.	Demolition requests in June 2001 list-2000 block of Boyd Street (BB) -2226 and 2228 Frederick Ave. (FPS/CR) -2600 Block of W. Fayette Street (just the North side?) (SWI) -200-236 S. Mount St. and convey title to Ready-Built -400 block (odd) of S. Pulaski (CR) -2201, 2203 and 2205 Christian (CR) 2100 block of Christian -2500 block Boyd (SH) -2500 block Emerson (SH) - 2652-56 St. Benedict St.	HCD
Implement block improvements identified in neighborhood-level plans. Organize residents at the block level to alleviate crime and grime issues	Four-way at: -Hollins and Pulaski (BB) -Hollins and Payson Sts. -Mount and Fayette (FS) -Mount and McHenry - Replace One-way signs 300-400 Blks S. Bentalou - Place "Slow, Children at Play" sign in 2300 Block of Ashton St. (ABC Park) and in 400 Block of S. Stricker (Traci Atkins Prk)	Office of Transportation – Stop signs – 4/19 memo from marc to fox not clear One-way indicators have been replaced in both locations Work orders issued Playground warning signs at abc park and Traci Atkins Park and traci at
	Street painting yellow line down the middle of:	Double-center lines on hollins done Work orders issued for

	-Hollins Street (from where to where?) (BB) -N. Stricker Street Baltimore to Mulberry St. -cross-walks at: - Gilmor & Pratt Sts.	centerline on stricker
	Cross walk	Request is in to transp maint div to renew crosswalk at pratt and gilmor
Organize residents at the block level to alleviate crime and grime issues	OROSW requests funding from the Mayor's Office of Justice for two organizers through 2003. OROSW requests implementation of the alley gating, lighting, demolition, vacant land gating identified in June 2001 short-term implementation list	Office of Justice These items are specified elsewhere in this table
Implement block improvements identified in neighborhood-level plans.	Sidewalks -in front of the new community sign and park at Hollins and Calverton Rd. (BB) -2700 block of W. Fairmount (SWI) -Unit block of N. Franklinton Rd (SWI)	Oot – const mgmt
	lighting	Oot -maint
Help area adults become job-ready and obtain employment	OROSW requests funding from OED to continue job training and placement program	
	Gate vacant land	
Implement block improvements identified in neighborhood-level plans.	Tot Lot in 2500 block of Boyd	The Tot Lot in 2500 block of Boyd Street was completed last summer (2001)

Long-Term Action Items

Improve the appearance of southwest Baltimore Gateways.	Fred ave	Fred ave resurfacing design complete; ad in late spring; construction in fall
gateways	Other cip	
Make the MARC Station an attractive and pedestrian-friendly transit hub and encourage transit oriented development around it.	<p>OROSW requests that MTA consider developing plan to make this a transit hub.</p> <p>OROSW requests that the City Office of Transportation and MTA to identify ways to improve pedestrian access to this site.</p> <p>OROSW requests that the Planning Dept. and MTA investigate the zoning aspects of Transit Oriented Development</p>	<p>MTA</p> <p>Planning</p> <p>Office of Transportation</p>
Develop a long-term "Gwynns Falls Vista Park" redevelopment plan.	<p>OROSW requests participation from Rec and Parks, Planning, HCD, and BDC in the development of a plan for "Gwynns Falls Vista Park"</p> <p>Focus area master planning</p>	<p>Rec and Parks</p> <p>BDC</p> <p>Planning</p> <p>HCD</p>
Develop a long-term "Southwest Town Center" redevelopment plan.	OROSW requests participation from Planning, HCD, and BDC in the development of a plan for "Southwest Town Center"	<p>Rec and Parks</p> <p>BDC</p> <p>Planning</p> <p>HCD</p>

Ongoing Action Items

Organize and train parents to strengthen school PTA's and SIT teams.	OROSW requests that school principals meet regularly with residents to develop a dialogue with parents around student performance.	Schools
Improve communication between community groups and City agencies by holding monthly Crime and Grime meetings that strategically target and coordinate enforcement efforts	<p>OROSW requests assistance from Sanitation enforcement on creative approaches including lighting and security cameras on locations of recurring dumping.</p> <p>OROSW requests assistance from code enforcement in ensuring consistent attention</p>	<p>Sanitation enforcement</p> <p>Code enforcement</p>

	to stronger blocks	