



Greater Baybrook Vision & Action Plan



7/1/16

Final Plan

For the past year, stakeholders from Brooklyn, Curtis Bay, and Brooklyn Park have crossed the Baltimore City-Anne Arundel County jurisdictional line to create a set of visions, priorities, and actions for the Greater Baybrook peninsula. This plan lays out an analysis of our findings and a set of future recommendations for the peninsula.

Greater Baybrook Vision & Action Plan

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Acknowledgements

The Greater Baybrook Vision and Action Plan was created with input from over 100 stakeholder organizations and residents. By basing this plan off the hopes, visions, and proposals of these stakeholders, we are confident that we have built a strong plan that all partners and stakeholders will work to implement and grow over the coming years. We thank all of our partners for investing their time and energy in countless hours of discussion, Stakeholder Meetings, Taskforce sessions, and more. Special thanks for **Strong City Baltimore** and **Anne Arundel Economic Development Corporation (AAEDC)**, who served as co-chairs for the planning process.

The Greater Baybrook Vision and Action Plan was made possible due to funding from the **Maryland Department of Housing and Community Development (DHCD)** and the **Goldseker Foundation**. DHCD is proud to be at the forefront in implementing housing policy that promotes and preserves homeownership and creating innovative community development initiatives to meet the challenges of a growing Maryland. DHCD's Technical Assistance Grant provides funding to nonprofit organizations, local governments, local development agencies and local development corporations to obtain or provide advisory, consultative, training, information, and other services which will assist or carry out community development activities.

Since an original bequest of \$11 million from the estate of Morris Goldseker in 1975, the Goldseker Foundation has granted \$93 million to more than 570 nonprofit organizations and projects in the Baltimore metropolitan area. Today, the Goldseker Foundation works in partnership with the city's civic leadership, a well-established nonprofit sector, and a growing community of entrepreneurs to serve the Baltimore community, through grantmaking primarily in the areas of community development, education, and nonprofit organizational development.

In addition to acting as a valuable non-profit stakeholder in the planning process, the **Chesapeake Center for Youth Development (CCYD)** provided office space for the Project

1. Background

Manager. Many thanks are also extended to **Carol Eshelman**, former Executive Director of the Brooklyn-Curtis Bay Coalition, acted as a consultant for the final plan and BRNI application.

Initial demographic reporting provided by the **Baltimore Metropolitan Council (BMC)** was invaluable in preparing initial findings for the peninsula and has been provided in an appendix at the end of this document. Additionally, Strong City Baltimore also was able to contract two in-depth, quantitative studies: a Retail Market & Branding Study and Housing Market Study. With funding support from **Baltimore Development Corporation (BDC)** and AAEDC, a Retail Market & Branding Study was completed by **Mahan Rykiel Associates, Inc.** in June 2016. A Baltimore-based planning firm, Mahan Rykiel's team was led by Tom McGilloway, PLA, to present a market analysis, urban design, and branding proposal for Greater Baybrook. Their work was invaluable in summarizing many of the ideas generating during the planning year; their final report is included in an appendix to this Plan. In June 2016, a Housing Market Study was commissioned with **Real Property Research Group**, a national real estate market research firm with offices in Columbia, MD. The study will be completed in the summer 2016 and inform the application of this Plan's recommendations.



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1. Background

1. Background

THE PENINSULA

THE GREATER BAYBROOK PENINSULA

The Greater Baybrook peninsula study area is bounded by Frankfurst Avenue to the north, I-895 and the Patapsco River to the west, the Baltimore Beltway to the south, and Pennington/Curtis Avenue and Curtis Bay to the east. The area has a total population of approximately 26,000 residents and slightly over 11,000 housing units, divided between Baltimore City and Anne Arundel County. The peninsula's demographic diversity, rich housing stock, attractive natural features, and strong stakeholders lay the groundwork for a vibrant, thriving, cross-jurisdictional community.

Neighborhoods

The Greater Baybrook peninsula is divided into several smaller neighborhoods, each with a rich history and identity. The three main neighborhood boundaries are:



BROOKLYN

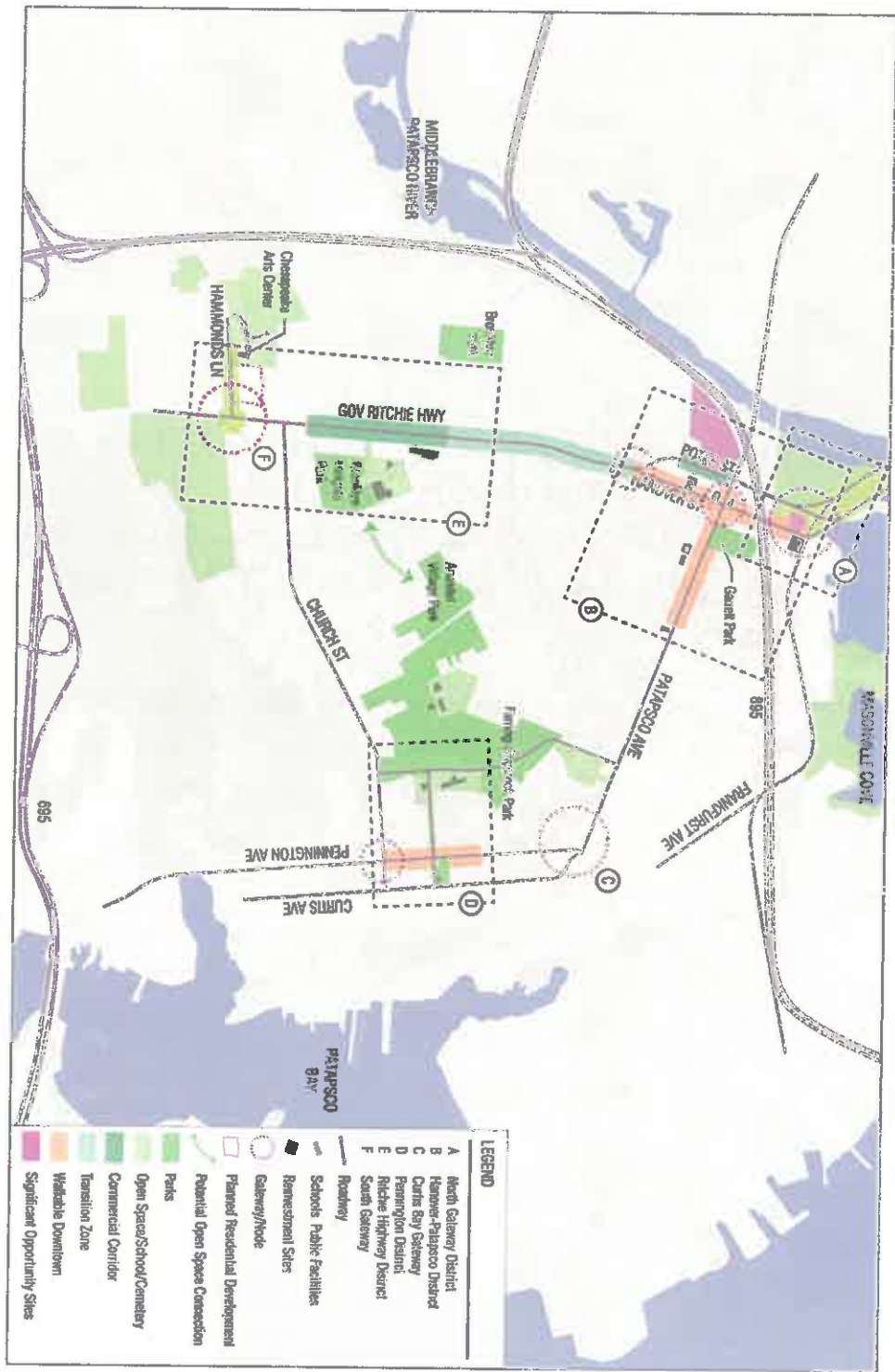
Located south of Cherry Hill, Brooklyn serves as the northern gateway neighborhood for Greater Baybrook. The neighborhood has a relatively diverse population, with a large growth in Latino population over the past decade. Hanover Street and Patapsco Avenue make up Brooklyn's main retail district, with several historic buildings (movie theaters, bowling alleys, etc.) that have been repurposed for new commercial uses.



BROOKLYN PARK

A conventional inner ring suburb, Brooklyn Park is composed of several neighborhoods surrounding Ritchie Highway (MD-2). Brooklyn Park has a rich housing stock, with postwar bungalows intermixed with rowhome blocks.





Greater Baybrook Planning Study
Context Plan

1. Background

Ritchie Highway serves as Greater Baybrook's main shopping corridor, with several large shopping plazas and smaller businesses dotting the highway. The community is divided into several smaller neighborhoods, including Old Brooklyn Park, Brooklyn Heights, Arundel Village, etc.

CURTIS BAY

Curtis Bay is located on the east side of the Greater Baybrook peninsula. Traditionally a workforce community for industrial employees in Fairfield and the Port of Baltimore, Curtis Bay has experienced a sharp increase in renter population over the past decade. The neighborhood maintains a close connection to Farring-Baybrook Park, located directly to the west of the residential section of the community.

Demographic Indicators

Greater Baybrook has a total population of 26,125, with slightly less than 60% of residents living on the Baltimore City-side of the peninsula (US Census Bureau, 2009-13 American Community Survey). The area population is racially diverse for the Baltimore region, with both Black and Latino populations nearly doubling since 2000. This growing racial diversity is expected to continue in the coming years.

The City-side of the peninsula suffers from a higher poverty rate and lower median household income. However, income levels in Brooklyn Park are drastically lower than the rest of Anne Arundel County, with median household income more than \$20,000 lower than the County's median income. Educational attainment is also much lower than the County writ large, with only 8.4% of residents earning a Bachelor's degree or higher.

	City-side	County-side	Total	2000 Total
Population	14,684	11,441	26,125	24,183
Racial Composition	50.3% White 37.8% Black 8.5% Latino	72.4% White 12.5% Black 5.7% Latino	60% White 26.7% Black 7.3% Latino	80% White 15% Black 3% Latino

Educational Attainment	34.9% No HS Diploma 6% Bachelor's or higher	19.5% No HS Diploma 9.5% Bachelor's or higher	27.7% No HS Diploma 8.4% Bachelor's or higher	23% No HS Diploma 7% Bachelor's or higher
Median Household Income	\$34,585	\$55,898	\$43,350	\$35,526
Poverty Rate	32.0%	11.4%	23.0%	19%

SOURCE: US CENSUS BUREAU, 2009-13 AMERICAN COMMUNITY SURVEY

HOUSING

Greater Baybrook contains approximately 11,000 total housing units, with a broad mix of styles including traditional rowhouses, post-war bungalows, apartment complexes, and more. Much of the housing stock is characterized by single family homes, both attached and detached, with accessible alleys or large backyards. The range of housing stock and geographic location presents opportunities to attract young families interested in living near downtown Baltimore but retaining a suburban feel.

Housing characteristics vary across the City-County line, with Brooklyn Park retaining a stronger market than Brooklyn-Curtis Bay. While tenure rate varies across jurisdictions, the peninsula has seen an overall increase in renters over the past decade. In addition, while area median income has remained relatively flat since 2000, median area rent has increased substantially in the same time period.

	City-side	County-side	Total	2000 Total
Total Housing Units	6,230	4,525	10,755	10,513
Vacancy Rate	9.4%	3.4%	6.9%	

1. Background

Tenure	36.1% Owner 63.9% Renter	78.8% Owner 21.2% Renter	55.1% Owner 44.9% Renter	61% Owner 31% Renter
Estimated Median Costs	\$1,158 homeowner \$811 renter	\$1,512 homeowner \$1,086 renter	\$1,355 homeowner \$856 renter	\$927 homeowner \$577 renter
Median HH Income	\$54,402 homeowner \$28,353 renter	\$63,454 homeowner \$38,063 renter	\$59,356 homeowner \$29,687 renter	\$42,585 homeowner \$25,470 renter

SOURCE: US CENSUS BUREAU, 2009-13 AMERICAN COMMUNITY SURVEY

ECONOMIC DEVELOPMENT

Traditionally, Greater Baybrook was largely a self-contained retail market dating to the era when smaller footprint stores located in traditional neighborhood commercial districts along South Hanover Street for Brooklyn and Pennington Avenue in Curtis Bay. Through the years, these compact walkable commercial districts continued to thrive as more suburban uses grew in shopping centers along Ritchie Highway adjacent to Brooklyn Park.

A Retail Market Analysis conducted in June 2016 assessed that the peninsula leaks approximately \$205.3 million in spending per year. However, when looked at in a broader regional context, Greater Baybrook will struggle to support greatly expanded retail usage, as much of that leakage is absorbed by larger near markets in Glen Burnie and South Baltimore. The peninsula retains a diverse economic base, with port-based industrial anchors, walkable main streets on the City-side, and a retail anchor corridor along Ritchie Highway.

TRANSPORTATION

The Greater Baybrook peninsula has easy access to multiple regional transportation options. Ritchie Highway, a state highway, bisects the peninsula and acts as a main commercial corridor for the peninsula while also acting as the southern gateway to Baltimore City. Ritchie Highway also provides easy access to Glen Burnie and Anne Arundel County for automotive passengers. In addition, the peninsula provides residents with connections to the greater Baltimore metropolitan region through the I-695/Baltimore Beltway and I-895/Harbor Tunnel.

Three regional Maryland Transit Authority (MTA) bus routes cross through Greater Baybrook: 1) Route 14 (Patapsco Light Rail-Annapolis), 2) Route 16 (Brooklyn Homes-Mondawin Mall), and 3) Route 64 (Curtis Bay-North Avenue). None of these routes are scheduled to be impacted by the Baltimore Link bus improvement plan over the coming years. The Patapsco Light Rail stop also operates directly outside the peninsula on West Patapsco Avenue.

EDUCATION

Operating across urban and suburban jurisdictions, the Greater Baybrook peninsula's schools show a wide range of test results and student impacts. As the educational achievement reflects, schools on the Anne Arundel County-side of the peninsula have performed markedly better than their Baltimore City counterparts. High-performing schools at Belle Grove, Brooklyn Park, and Park Elementary Schools serve to attract new families to the neighborhood and have acted as community anchors in Brooklyn Park.

However, Baltimore City schools in Greater Baybrook have seen substantial investment over the past several years. In 2011, Ben Franklin High School at Masonville Cove was labeled a failing school, necessitating a reorganization in school leadership and teachers. At the same time, the Ben Franklin Center for Community Schools was established, a non-profit dedicated to providing wraparound services for students and families. In the five years since, Ben Franklin has become one of Baltimore's premier public high schools, with enrollment rates doubling, test scores improving, and becoming a national example of the Community School Model. Cluster schools have built off the success at Ben Franklin, with Baybrook Elementary/Middle School undergoing a school reconstruction planning process and Maree G. Farring Elementary/Middle School looking to expand into the former Chesapeake Center for Youth Development, offered expanded early childcare services.

PUBLIC SAFETY

The sharp rise in heroin usage has adversely affected public safety on both sides of Greater Baybrook. In Anne Arundel County, more than half of all County opioid overdose deaths occur in North County and opioid overdoses have more than doubled over the past year County-wide. The drug trade has also led to increased perceptions of violence in the Greater Baybrook neighborhoods.

In addition to drug related crimes, the peninsula has also suffered from a growing sex worker crisis over the past decade. Residents along the Hanover/Ritchie Highway corridor express concern about prostitution and solicitation occurring on residential streets both day and night.

1. Background

More data is needed to understand the full severity of this problem, but public safety remains a large resident concern.

NATURAL RESOURCES AND RECREATION ACTIVITIES

Greater Baybrook is home to bountiful natural resources and assets. Farring-Baybrook Park, an 88-acre Baltimore City public park, is located in the center of the peninsula. It offers green space for recreational activities, sweeping views of the downtown Baltimore harbor, and Myers Pavilion, an indoor soccer facility. In addition to Farring-Baybrook, smaller green spaces exist at Garrett Park, Brooklyn Park, Arundel Village Park, and the Brooklyn Park County open space. Community green space has been expanded by local food production activities, most notably the Brooklyn Greenhouse project and the Filbert Street Garden. A large garden located near Farring-Baybrook Park, Filbert Street was recently adopted into the Baltimore Green Space program to remain permanent community green space and offers garden-related programming for local students.

While much of Greater Baybrook's waterfront is inaccessible due to industrial activities, the Masonville Cove Environmental Education Center on the Patapsco River represents a foothold of natural beauty. In 2007, restoration of Masonville Cove began as the site was converted to a dredge materials site. Today, the Cove offers educational programming in partnership with the National Aquarium and Living Classrooms and offers in-depth exploration of Greater Baybrook's natural resources.

The Brooklyn Branch of the Enoch Pratt Free Library and the Brooklyn Park Community Library both act as centering spaces for community activities, often hosting community meetings and providing free internet access for residents. Additionally, a Boys and Girls Club and two City Recreation Centers operate on the City-side of the peninsula. These services are supplemented by several nonprofits, including the CCYD Clubhouse and Chesapeake Arts Center programming.

2. The Planning Process

2. The Planning Process

UNITING STAKEHOLDERS

THE PLANNING PROCESS

The Brooklyn-Curtis Bay-Brooklyn Park planning process began in the summer of 2015, when the Regional-Revitalization Workgroup called together key partners to discuss redevelopment opportunities in the Greater Baybrook area. The Regional-Revitalization Workgroup is an informal committee of State Delegates chaired by Delegate Steve Lafferty (District 42A), that is exploring innovative best practices to spark revitalization across the Baltimore region. Brooklyn-Curtis Bay-Brooklyn Park was identified as an ideal location for a new planning initiative due to its cross-jurisdictional location and the work of emerging non-profits. In addition, the advocacy of local leadership and the District 46 and 31 delegations was critical for setting the table for the planning process.

The Workgroup brought together a range of key partners for introductory meetings, including Baltimore Metropolitan Council, Baltimore Housing, Baltimore Development Corporation, Anne Arundel Economic Development Corporation, Arundel Community Development Services, Inc., Anne Arundel Planning, Maryland Department of Housing and Community Development, the Housing Commission of Anne Arundel County, Habitat for Humanity, Strong City Baltimore, and others. This group of partners appointed Mary Burkholder, Vice President of AAEDC and Karen Stokes, CEO of Strong City Baltimore, as co-chairs for the planning initiative. The group was also able to secure matching funding from a DHCD Technical Assistance Grant and the Goldseker Foundation to staff the planning initiative.

Due to their experience with a similar stakeholder gathering process in central Baltimore and non-profit business service affiliation with the Ben Franklin Center for Community Schools (a key local anchor organization), Strong City Baltimore was funded to act as the on-the-ground manager of the planning initiative. As a critical partner in the Homewood Community Partners Initiative (HCPI) planning process in central Baltimore, Strong City brought a wealth of knowledge and connections to support local stakeholders in identifying priorities and projects. In September 2015, Ira Kowler was hired as the Brooklyn-Curtis Bay-Brooklyn Park Project Manager. Mr. Kowler has been a staff member at Strong City Baltimore since 2011, most recently serving as the Assistant Director of Neighborhood Programs. His knowledge of Strong City's planning principles, along with his organizing and planning experience, made him an ideal fit for the position. On-the-ground

planning work was supervised by Karen DeCamp, Director of Neighborhood Programs, and received support from additional Strong City staff, including Peter Duvall, Community Revitalization Coordinator, and Stephanie Gellar, Community Wealth Building Strategist.

Beginning in September, Mr. Kowler began meeting one-on-one with local stakeholders to identify key priorities and opportunities within the planning process. Stakeholders included residents, business owners, non-profits, religious leaders, City/County/State agencies, and elected officials. In addition, a local office was rented at the Chesapeake Center for Youth Development (301 E Patapsco Avenue). In November, JT Thorne was assigned as part of the Strong City VISTA Impact Taskforce to expand educational and service opportunities for Brooklyn-Curtis Bay-Brooklyn Park youth.

Planning Structures

As the Brooklyn-Curtis Bay-Brooklyn Park planning initiative took shape, planning input was formalized in several key structures:

- One-on-One Stakeholder Interviews:** Individual discussions were held with all interested stakeholders in the Brooklyn-Curtis Bay-Brooklyn Park area. These interviews were critical for identifying ongoing programming and projects, while also making connections between stakeholders conducting similar work.
- Community Meeting Updates:** Project Manager Ira Kowler attended community and business association meetings in the study area to provide residents with updates on the planning process and get feedback on emerging priorities. These groups include: Concerned Citizens for a Better Brooklyn, Community of Curtis Bay Association, Arundel Neighborhoods Association, Brooklyn Heights Improvement Association, Old Brooklyn Park Community Association, South Baltimore Business Alliance, and more.
- Regular General Stakeholder Meetings:** General Stakeholder Meetings were held initially on a bi-monthly, transitioning to monthly basis, throughout the planning period. These meetings were held on the third Wednesday of the month in rotating locations to cover all three communities in the study area. The Stakeholder Meetings were an opportunity for stakeholders to give input on the plan, share information, and work collectively on key issues.

Issue Area Taskforces: Six issue area taskforces were formed to create strategies and recommendations on topics identified during the January General Stakeholder Meeting. Each taskforce was self-selected, but had cross-jurisdictional representation and met on a bi-weekly basis throughout the spring. These taskforces are:

- 1) Housing,
- 2) Economic Development,
- 3) Public Safety,
- 4) Workforce Development,
- 5) Youth/Education, and
- 6) Public Health

Key Accomplishments

A number of key milestones were met during the Brooklyn-Curtis Bay-Brooklyn Park planning process. A few of those include:

- Receiving a Sustainable Community designation for both Baltimore City and Anne Arundel County portions of the study area. This designation makes the full study area eligible to apply for state BRNI funding.
- Reviewing and compiling summaries of relevant previous plans and reports
- Holding over 50 one-on-one stakeholder interviews
- Maintaining a database of over 100 stakeholder contacts
- Holding 6 General Stakeholder Meetings with over 200 attendees
- Presenting at 17 Community Associations for over 300 attendees
- Distributing 80 community surveys
- Completing a youth needs assessment with over 200 respondents
- Staffing 6 Issue Area Taskforces

Greater Baybrook Planning Timeline

Month	Key Milestones
June 2015	<p>First meeting of the local workgroup; Mary Burkholder and Karen Stokes appointed co-chairs</p> <p>DHCD Technical Assistance Grant secured</p>
July	Planning overview created and initial data gathered
August	Second workgroup meeting; initial data overview presented
September	<p>Goldseker Foundation grant secured</p> <p>Ira Kowler hired as Project Manager</p> <p>One-on-one stakeholder interviews begin</p> <p>Community meeting presentations begin</p>
October	Review of past reports and plans conducted
November	<p>First General Stakeholder Meeting</p> <p>JT Thorne hired as AmeriCorps VISTA member</p>
December	Initial Findings Presentation
January 2016	<p>Second General Stakeholder Meeting</p> <p>Issue Area Taskforces formed</p> <p>Initial Funding opportunities identified</p>
February	Taskforce strategies created
March	<p>Third General Stakeholder Meeting</p> <p>BRNI Proposals Solicited</p>
April	<p>Fourth General Stakeholder Meeting</p> <p>Review Committee formed to review BRNI Proposals</p>

2. The Planning Process

May	Fifth General Stakeholder Meeting
June	Vision and Action Plan finalized
July	BRNI Application submitted Sixth General Stakeholder Meeting- Greater Baybrook Vision and Action Plan presented

3. The Vision

3. The Vision

THE GREATER BAYBROOK ALLIANCE

THE CASE FOR ACTION

The Case for Action: Local Assets

The clearest indication of potential emerging from the yearlong planning process in Greater Baybrook has been the ongoing work of local actors. Local nonprofits, government officials, resident leaders, and advocates have coalesced around a set of issues ranging from environmental advocacy, educational achievement, housing solutions, and workforce development. These efforts have created strong nodes, both physical and intangible, that lay the groundwork for future strengthening in our neighborhoods.

Stakeholder Type	Number of Distinct Organizations
Resident Groups	9
Business Owners/Groups	14
Non-Profits	15
Local/State Government	15
Elected Officials	8
Religious Institutions	3
Other	7
Total	71

- Committed Partners:** By the end of June 2016, Strong City Baltimore identified 71 stakeholders who played a role in the local planning process. These stakeholders represented a broad range of interests and have been the drivers for creating taskforce priorities and the vision and action recommendations in this plan. The most important factor

in the revitalization of Greater Baybrook has been the multiple projects that on-the-ground partners have already begun all over the peninsula.

- Industry and Port Connections:** Greater Baybrook still retains its strong connection to the Port and maritime industry. While port-based businesses have declined over the past half century and no longer represent the employment and community anchors of the past, they still remain a critical driver for the present and future success of Greater Baybrook. The maritime industry gives Greater Baybrook a unique edge when compared to other communities in the Baltimore metropolitan region. As identified throughout the planning process, Greater Baybrook is a true “working waterfront,” with the potential to give the peninsula a strong economic driver and identity.
- Free Your Voice and Community Advocacy:** Over the past several years, the Greater Baybrook peninsula has gained national recognition for an environmental advocacy campaign led by local students and community members. In response to the proposed construction of a waste burning incinerator in Fairfield, the group Free Your Voice began a community organizing campaign to raise awareness of environmental issues on the peninsula. The long history of industrial production in the area has also led to rising levels of pollution, with Curtis Bay having some of the worst air pollution rates in the county. Free Your Voice organized community members in opposition to the incinerator, successfully advocating with the Maryland Department of the Environment to pull permits at the proposed site. This campaign raised national awareness for the peninsula, with Destiny Watford being awarded a 2016 Goldman Environmental Prize. The campaign has also galvanized local residents to focus on environmental issues and look at positive alternatives for redevelopment.
- Strong Educational Cluster:** In 2011, local residents and stakeholders gathered at Ben Franklin High School at Masonville Cove, where the former front entrance to the school was reopened to great fanfare. That moment represented the power that local schools and partners have had in reshaping the Greater Baybrook peninsula over the past decade. At Ben Franklin, school officials have teamed up with nonprofits such as the Ben Franklin Center for Community Schools to offer wraparound services for students and families to ensure long-term success. At Maree G. Farring Elementary Middle School, high performance and committed leadership are allowing for an expansion of early childcare programming. Baybrook Elementary Middle School is slated to be rebuilt in the coming

years as part of the BCPS INSPIRE process. In Anne Arundel County, high performing schools are attracting new residents to Brooklyn Park and the Chesapeake Arts Center is acting as a hub for student enrichment across the peninsula. The educational cluster created by these activities sets Greater Baybrook apart from much of the Baltimore region, and presents the opportunity to provide true K-12, cross-jurisdictional education.

The Case for Action: Geographic Location

In addition to these actors laying the groundwork, the Greater Baybrook area is ideally situated within the Middle Branch corridor to spark revitalization over the next 5-10 years. Linked by Ritchie Highway to the hubs of Glen Burnie and South Baltimore, the peninsula can use its bountiful natural resources to attract visitors and new residents to explore the area.

- **Crossing Boundaries:** The Greater Baybrook peninsula is bisected by the Baltimore City-Anne Arundel County line. Within the planning process, Strong City Baltimore has been intentional about connecting stakeholders across the line to identify cross-jurisdictional solutions for the area. A demographic analysis shows that the peninsula shares many similarities across the City-County line. However, at the same time, it differs greatly from both Baltimore City and Anne Arundel County demographic trends. Policies and programs that address the unique needs of Greater Baybrook on both sides of the jurisdictional line can provide a unique model for long-term revitalization.
- **Strong Commercial Corridor:** Greater Baybrook is ideally situated to promote long-term retail development. The main commercial corridor of Ritchie Highway (MD-2) is a powerful potential driver of economic development. This infrastructure asset is further emphasized by Anne Arundel County's establishment of a Commercial Revitalization District along the Highway, encouraging further redevelopment.
- **Port Covington Future:** Sagamore Development's proposal to redevelop the Port Covington area of South Baltimore as the new headquarters for Under Armor will have lasting impacts on the entire Baltimore region. However, Greater Baybrook stands to benefit more than most communities, with Ritchie Highway and Hanover Street acting as the only southern entryways into Port Covington. An increase in traffic heading to South Baltimore has the potential to attract thousands of new residents and visitors onto the peninsula.

- **Rich Natural Resources:** Greater Baybrook has an abundance of natural resources that make the peninsula an attractive place for investment. Farring-Baybrook Park is an 88-acre green space that houses recreational activities along with beautiful views of downtown Baltimore and the Inner Harbor. The Masonville Cove Environmental Education Center is a green jewel along the waterfront, offering educational programming for youth and adults. These resources can also be connected to greening happening throughout the Middle Branch Watershed and Patapsco River.

The Case for Action: Critical Needs

While Greater Baybrook has tremendous resources available for future success, the planning process has also identified several needs that present an immediate opportunity for action. If acted upon with speed and conviction by local stakeholders, these issues can have a transformative impact on the peninsula.

- **Problem Housing Market:** While Greater Baybrook has a diverse housing stock, it is still struggling to recovery from the housing crisis in the mid-2000s. As a result of the crisis, a large number of former homeownership units have been subdivided into below market quality rental units. The lack of investment in these units has depressed housing prices in the area, making it difficult to promote scattered site homeownership development. Outside of the work of ACDS and Enterprise Home's new development in Anne Arundel County, there has been little effort to acquire or develop housing stock. Strategic investment in developer and homebuyer incentives could have a strong positive impact on the housing market.
- **Lack of a Strong Anchor:** In the past, maritime industry along the waterfront has acted as an anchor for stability on the peninsula, hiring local residents and investing in the community. However, the downturn in industrial production over the past several decades has left a vacuum in the area. Smaller nonprofit stakeholders, such as schools and churches, have tried to fill that hole, but a strong anchor entity is needed to guide redevelopment over the coming years.
- **Public Safety Concerns:** Across the City-County line, Greater Baybrook has seen a marked increase in crime and public safety issues. The growing prevalence of sex workers combined with deaths and violence resulting from drug dependence have negatively impacted quality of life for Greater Baybrook residents while affecting perceptions of the

peninsula in the greater Baltimore and Anne Arundel region. A comprehensive, cross-jurisdictional approach to public safety must be undertaken before Greater Baybrook can realize its full potential.

THE VISION

Emerging Vision: Small Towns along the Water

Historically, Brooklyn, Curtis Bay, and Brooklyn Park have operated relatively independently from the larger Baltimore region. Bordered on three sides by water, their geographic isolation presented opportunities for families to send their children to local schools, work at local businesses, shop for essential goods within walking distance, and pass their homes onto the next generation. While the area has been hit hard by economic struggles over the past several decades, these values of localism, equity, and community wealth are still prevalent among residents and stakeholders, even experiencing a further revival amongst the newest generation of residents. The work of local individuals and organizations to create new economic, housing, education, and civic anchors can be strengthened through a comprehensive plan of innovative programs and practices that promote community wealth building and asset creation that lifts up all neighbors across various lines of difference in the cross-jurisdictional Greater Baybrook area. Immediate opportunities exist to help stabilize the housing market, grow local businesses, and address quality of life issues and opportunities.

In the early 20th century, small towns and communities began emerging along the Greater Baybrook peninsula. In addition to Brooklyn, Curtis Bay, and Brooklyn Park, these towns included Fairfield, Masonville, Wagner's Point, and more-segregated workforce housing communities for the growing maritime industrial businesses along the waterfront. Originally entirely Anne Arundel County, the northern portion of the peninsula was annexed into Baltimore City in 1919. The area experienced expanding growth throughout the first half of the 20th century as South Baltimore became a premier shipping and manufacturing hub. This period of growth culminated during World War II, when Fairfield was selected as the production site for US Liberty Ships. The increase in production spurred population growth and the creation of stable, blue collar neighborhoods with local retail, housing, and recreational opportunities. The ports and roads of Fairfield and Greater Baybrook became thriving centers of production, with industry providing a stable base for population growth and commercial development along important retail nodes such as Ritchie Highway (MD-2). The peninsula's growth in the middle of the 20th century also saw the construction of homes for thousands of new homeowners in the area, leaving behind a rich

tapestry of diverse housing stock along the peninsula. Many of the older homeowner families in Greater Baybrook moved to the area during this time and have remained, becoming pillars in the communities.

Like much of the Baltimore region, the Greater Baybrook peninsula experienced an economic downturn in the late 20th century as industry became globalized and anchor businesses moved out of the area. This economic downturn was exacerbated by the housing crisis of 2007, which hit the peninsula exceptionally hard. All of these factors have caused large-scale demographic shifts in the neighborhoods. Most notable among these shifts have been the increase in minority residents, including black and Latino neighbors, increasing unemployment, and a large shift in resident tenure rate, with the renter population jumping by more than 10% since 2000 alone.

While the peninsula continues to deal with pervasive problems of poverty, crime and safety, and unemployment, a group of stakeholders have emerged over the past decade to strengthen and revitalize Greater Baybrook communities. In Brooklyn, local business owners like Michael Furbish have invested in commercial properties to improve retail corridors and hire local residents. Non-profits like the Chesapeake Center for Youth Development (CCYD) has acted as service hubs for neighbors, providing critical services and events.

In Brooklyn Park, Anne Arundel County partners have made a concerted effort to invest resources in North County. Arundel Community Development Services, Inc. (ACDS) has acquired and rehabilitated over 30 homes in Brooklyn Heights and Arundel Village over the past 10 years. Anne Arundel Economic Development Corporation (AAEDC) implemented the local Commercial Revitalization District to spur development along Ritchie Highway. The Chesapeake Arts Center has become a regional attraction for arts performances and programming.

In Curtis Bay, The Ben Franklin Center for Community Schools has helped spark a massive turnaround at Ben Franklin High School. Marked as a failing school in the mid-2000s, Ben Franklin has become a nationally renowned high school, offering critical wraparound services for students and families and raising broader awareness of the peninsula in the Baltimore region. In addition, a group of non-profit and resident activists have also raised the international profile of Curtis Bay in the environmental community. Free Your Voice, a student-led advocacy group, has successfully fought against the construction of a waste-burning incinerator on the peninsula and brought residents together around food and environmental justice issues, partnering with local efforts such as the Filbert Street Farm to identify local wealth building opportunities. Destiny Watford, student leader of Free Your Voice, was honored as one of the six 2016 Goldman Prize winners in the world for environmental advocacy.

3. The Vision

These partners, along with countless other stakeholders, have laid the groundwork for the Greater Baybrook Vision and Action Plan by instilling a set of values that will guide future revitalization in the peninsula. It is a vision that acknowledges both the rich history of the Greater Baybrook neighborhoods while looking to a future that supports all current and potential residents achieve a high quality of life. Using the geographic isolation of the peninsula to their advantage, these stakeholders have created programs and practices that work to create a more self-sufficient and engaged community, evoking the small town-feel that Greater Baybrook residents have always valued.

Throughout the past year, partners have challenged each other at Stakeholder Meetings and Issue Area Taskforces to identify the guiding values that would define this Vision and Action Plan. At the May Stakeholder Meeting, these broad values were summarized with the following words:

- ▣ Equity
- ▣ Accessibility
- ▣ Sustainability
- ▣ Opportunity
- ▣ Diversity
- ▣ Stability

As stakeholders grappled with these values over the year, it became clear that they struck a powerful chord not just with a hoped for future on the peninsula, but the past structures of the communities. For the past century, Greater Baybrook residents supported each other and created a self-sustaining ecosystem. They shopped locally, worked locally, and passed their homes and traditions through family generations. These are the values of small American towns, where neighbors knew each other and grew together. The Greater Baybrook Vision and Action Plan looks to reawaken these values within the changing demographics of the peninsula, once again creating and sustaining the local engines of commerce, education, housing, and recreation that can power our neighborhoods.

Overall Vision: Maryland's Working Waterfront

During a Retail Market and Branding study held in June 2016, consultants reviewed the ongoing planning process and conducted interviews with key stakeholders. After this work, they developed a vision statement that reflects the values expressed throughout the planning process:

We are the Greater Baybrook Community: a collection of places profoundly connected to the water that surrounds us. Greater Baybrook is made up of historic neighborhoods including Brooklyn, Curtis Bay, and Brooklyn Park. We are also the home of the most hardworking land in the state where industrial and seafaring history live on to this day.

Our past is as complex as our community is diverse. We were settled first as rural farms outside of the ever growing City of Baltimore. Parts of this place became annexed to Baltimore itself while others remained in Anne Arundel County. Our growth is one that has seen living communities disappear like Fairfield, Wagner's Point, and Mason's Cove though their history remains alive in tales of the past.

It is here that we built Liberty Ships that helped win World War II. It is here that we connect America to the world through global trade. It is here that industry still thrives as we rethink how our past can be a part of a future where self-sufficiency connects enterprise to community.

Today, our parks offer sweeping views of the bay and of the city. Our schools remain the center of a place where families live and work. Engaged youth lead efforts to explore ways to rethink industrial land in our community. Neighborhood groups band together to improve where we live. Together we make this a better place.

We are the Greater Baybrook Community: Maryland's Working Waterfront

Vision Statements

Within the Greater Baybrook Vision and Action Plan, stakeholders have laid out a set of issue-specific visions that tie to our general values for the peninsula. These vision statements are explored further in this plan, but they include:

3. The Vision

Housing

- Quality Housing for All
- Community Control of Land
- Stable Blocks

Economic Development

- Maryland's Working Waterfront
- Thriving Retail Corridors
- Work Where You Live

Transportation

- Local Connections
- Freight Friendly, Walkable Communities
- Tapping Into a Regional Network

Quality of Life

- Safer Streets
- A Village Green
- A Sustainable Future

Youth & Education

- An Academic Village
- Educating Across the Line

Community Engagement

- Crossing Lines of Difference
- Promoting Local Leaders
- Building a Peninsula Anchor

THE GREATER BAYBROOK ALLIANCE

In order to fully realize the recommendations of this Vision & Action Plan, local stakeholders strongly recommend the formation of a community development corporation for the peninsula- **The Greater Baybrook Alliance**. This entity is critical for the long-term success of Greater Baybrook and will be responsible for refining and implementing the recommendations from this Vision & Action Plan.

Throughout the Baltimore region, we have seen the success that local community development organizations can have on neighborhood revitalization. In north central Baltimore, the Central Baltimore Partnership (CBP) has brought



together Johns Hopkins University and local partners to form the Homewood Community Partners Initiative (HCPI), a ten-year investment plan for the ten neighborhoods surrounding JHU's Homewood Campus. CBP has leveraged the work of local partners to promote activities such as the renovation of the Centre Theater on North Avenue, the development of 400 mixed-income

housing units in Barclay, the creation of public spaces and art throughout the Homewood area, and advocacy on key community issues such as methadone clinics. CBP uses a partnership-based model, where stakeholders are considered members of the organization, forming issue area affinity groups to work on comprehensive solutions. At the same time, CBP has leveraged the success of local developers such as Telesis Corporation and Seawall Development, attracting millions of dollars in state, federal, and private funding.

Southeast CDC and Dundalk Renaissance also represent models for community development organizations in the Baltimore region. Both these entities act as community-based developers for their neighborhoods, raising funds to rehabilitate homes, attract new homeowners, and organize blocks. Southeast CDC and Dundalk Renaissance are the economic drivers of their communities, encouraging sustainable investment and implementing programs when there are no other on-the-ground partners. The Greater Baybrook peninsula will need an entity to provide similar functions, attracting and promoting new investment.

Greater Baybrook is an area divided by many potential lines of difference. Recent demographic changes have resulted in cultural shifts between older peninsula residents and younger residents with different needs and interests. On many blocks, homeowners and renters are working to identify common needs and work together. Community associations are working hard to provide an outlet for bridge building, but they lack resources and, as volunteer-led organizations, lack the available time needed to make a full impact.

More critically than demographic shifts, the Baltimore City-Anne Arundel line divides many neighbors and prevents either jurisdiction from implementing a clear set of policies and programs that can impact the entire peninsula. Over the past year, agency and nonprofit partners from both sides of the City-County line have come together in the planning process and begun to learn more about programs and projects outside their jurisdiction. However, for most of these partners, the jurisdictional boundary represents a bright-line that they cannot cross due to by-laws and governing structures.

In this climate, a strong anchor entity, equally invested on both sides of Greater Baybrook, is needed to create connected solutions that span the City-County jurisdictional boundary. The Greater Baybrook Alliance (GBA) would be a non-profit community development corporation, responsible for a wide range of community building, neighborhood revitalization, and issue advocacy leadership on the peninsula. Based on the development of the comprehensive plan this year, we anticipate the Greater Baybrook Alliance to fulfil the following functions:

3. The Vision

- Stakeholder Communication:** Strong City Baltimore has brought together over 100 stakeholders in the Greater Baybrook area, including residents, businesses, non-profits, anchor institutions, government agencies, and more. The Partnership would need to continue building relationships among these stakeholders, providing spaces to share ideas, leverage support, and encourage collaboration. This work would continue through Alliance-led Stakeholder Meetings, Issue Committees, and regular electronic and print communication
- Vision and Action Plan Implementation:** The Greater Baybrook Alliance would be responsible for implementing the comprehensive vision plan that Strong City Baltimore will release in June 2016. The Alliance will need to work with stakeholders to identify and apply for funding that will address key plan recommendations around housing, economic development, transportation, etc.
- Management of BRNI and Other Funding Sources:** Building off the comprehensive community plan, the Greater Baybrook Alliance would be responsible for implementing the area's 2016-17 BRNI funding and preparing for future applications. In addition, the Alliance would coordinate applications for other revitalization funding sources, including Community Legacy.
- Community Outreach:** As part of the planning process, Strong City Baltimore has identified community building as a crucial need within the Greater Baybrook area. In an area with rapidly shifting demographics, the Alliance would conduct outreach campaigns to engage local residents in the planning process and strengthen local advocacy efforts. It would work in conjunction with local community associations to reach traditionally underrepresented populations, including public housing tenants, the Latino community, and others.
- Housing Revitalization:** Through the Housing Taskforce, code enforcement has been identified as a key priority in the Greater Baybrook area. The Greater Baybrook Alliance would use staff time to monitor problem properties in the area, including vacants, slum landlords, and nuisance homes, working with local residents and City/County officials to get houses through the receivership and code enforcement process. The Alliance would also be responsible for marketing the area to potential homebuyers and developers, similar to

the role other community development corporations play in Dundalk, Southeast Baltimore, and other communities.

- Economic Development:** Through BRNI and other funding opportunities, grants will be made available to promote economic development along the traditional Main Streets of Greater Baybrook. The Alliance would be responsible for administering these funds and organizing local businesses into a local association.

Greater Baybrook Alliance Operating Structure

Throughout the summer 2016, Strong City Baltimore will be facilitating the formation of a Greater Baybrook Governance Workgroup. This workgroup would have stakeholder membership from both Anne Arundel County and Baltimore City and would be responsible for creating the governing structures for the Greater Baybrook Alliance. The workgroup will be reviewing best practices, interviewing stakeholders from similar organizations across Baltimore, establishing by-laws, and screening potential staffing candidates. While this process will shape the final form of the Alliance, the Vision & Action Plan recommends a few key components of that structure:

- Stakeholder Membership:** Similar to the Central Baltimore Partnership, stakeholder organizations would act as partner members of the Greater Baybrook Alliance, helping to set and implement revitalization strategies. Stakeholder meetings would be open to any interesting residents or organizations.
- Issue Area Committees:** The Greater Baybrook Alliance would staff Issue Area Committees, comprised of stakeholder members to address key revitalization topics in the Brooklyn-Curtis Bay-Brooklyn Park communities. These Committees would begin by building off the six taskforces formed during the planning effort (Housing, Economic Development, Workforce Development, Public Health, Youth/Education, Public Safety) but would evolve based on the needs and interests of the stakeholders.
- Local Advisory Board:** The direction and efforts of the Alliance would be guided by a Local Advisory Board, comprised of community leaders and representatives from government agencies, nonprofits, and business interests. Representation on the Board would be balanced across Baltimore City-Anne Arundel County and reflective of the stakeholders involved in the comprehensive planning process.

3. The Vision

- Non-Profit Business Service Relationship with Strong City Baltimore:** In order to maintain a smooth transition from the planning process into implementation, the Greater Baybrook Alliance would be established as a Non-Profit Business Service client of Strong City Baltimore. This connection would allow the Alliance to take advantage of Strong City Baltimore's connections across the region, access Strong City memberships and benefits, and utilize Strong City staff to support community building and back office administrative responsibilities. In addition, the Alliance would have time to establish a fully functioning Board and administrative arm.

- Full Staff Structure:** An ideal staff to fully implement the Vision & Action Plan would include at least three full-time staff members: 1) an Executive Director, 2) a Housing Specialist, and 3) an Economic Development Specialist.

4. Housing

4. Housing

QUALITY HOUSING FOR ALL

ASSETS

- Diverse housing stock
- Range of housing options
- Low acquisition costs
- Positive track record of development for ACDS
- Unique neighborhood identities
- Strong education and recreation opportunities
- Growth potential from Port Covington development
- Scenic harbor and downtown Baltimore views
- Easy auto access to the region

CHALLENGES

- Large home value differences across the City-County line
- Expensive but low-quality rental market with multiple absentee landlords
- Bad property management
- Poor assessment values and weak market
- Lack of current developer interest
- Homes divided into multiple rental units
- Poor neighborhood marketing

CURRENT CONDITIONS

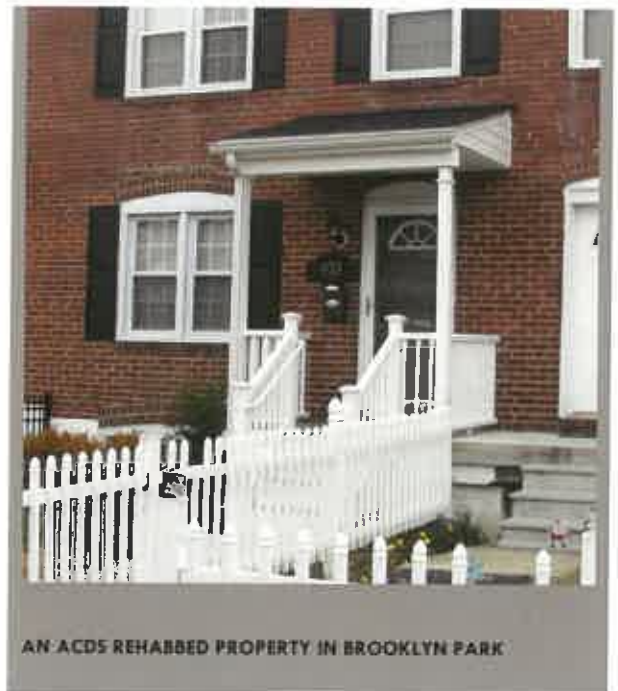
Greater Baybrook contains approximately 11,000 total housing units, with a broad mix of styles including traditional rowhouses, post-war bungalows, apartment complexes, and more. Much of the housing stock is characterized by single family homes, both attached and detached, with accessible alleys or large backyards. The range of housing stock and geographic location presents opportunities to attract young families interested in living near downtown Baltimore but retaining a suburban feel.

Like much of the Baltimore region, Greater Baybrook was hit hard by the housing market crash in the late 2000s. According to the Zillow Home Value Index, homes in the Greater Baybrook area

have lost approximately 20% of their pre-crash value in 2007. There also exists a large discrepancy between housing values in Brooklyn-Curtis Bay versus Brooklyn Park, with County-side properties worth more than three times their City-side counterparts. While much of this difference can be attributed to lot size and property tax rates, it also demonstrates the higher rate of housing investment in Brooklyn Park, primarily due to the support of Arundel Community Development Services, Inc. (ACDS).

The most notable impact of the housing market crash in Greater Baybrook has been the large increase in rental housing in the area. Renter-occupied tenure rate for the area has increased by 14% since the 2000 Census and is now significantly higher than the rate for the Baltimore region. Additionally, while more research is needed, general surveys of area residents and stakeholders indicate that a large number of rental units are poorly managed by absentee landlords, allowing units to fall into disrepair and not providing support for the local rental population.

While a high renter occupied tenure rate is not harmful on its own, the rising cost and lack of investment in the Greater Baybrook rental market has harmed the overall strength of the housing market. While average median household income for renters in the area has remained relatively flat since 2000, estimated housing costs for renters has increased by over \$300, with families spending nearly 35% of their household income on rent. Additionally, poor management of rentals has allowed many units to become nuisance properties, driving down the incentive for other property



owners to invest in housing improvements. According to research by the Baltimore Metropolitan Council (BMC), from 2010-2014, only 10 New Residential Permits and 156 Residential Addition, Alteration, or Repair (AAR) Permits were issued in the Greater Baybrook area.

With an aging population and large absentee landlord population, there is a risk that without strong and creative financing opportunities, the housing market in Greater Baybrook is at risk of continuing to decline. While a few developers have begun new projects in the area over the past several years (Habitat for Humanity of the Chesapeake, Enterprise Homes), the largest developer

4. Housing

has been Arundel Community Development Services, Inc. (ACDS). ACDS' Acquisition/Rehab Program and Owner-Occupied Rehab Program have helped stabilize key blocks in the Brooklyn Heights/Arundel Village area of Brooklyn Park. Anne Arundel County's 5-Year Consolidated Plan and Sustainable Communities Initiative Plan both emphasize increased investment for ACDS efforts in Brooklyn Park over the next decade. ACDS programs have provided a consistent and quality design aesthetic for the community while also acting as an active and engaged property management company.

VISION STATEMENTS

Vision #1: Quality Housing for All

The Greater Baybrook Vision and Action Plan strives to create a quality housing market for all community residents. Before attracting new residents to the peninsula, we will work to stabilize housing opportunities for current residents by providing new programs for community acquisition and rehabilitation of previously problem properties, assisting long-term homeowners with home improvements, and ensuring an improved rental market that better supports our rental population and strengthens our blocks.

Vision #2: Community Control of Land

The Greater Baybrook Vision and Action Plan looks to create new opportunities for community-based groups to acquire and develop stable housing in Brooklyn-Curtis Bay-Brooklyn Park. The Plan envisions a community where self-sufficiency means that residents are able to direct and benefit from the future development of the area. Direct control, through a Community Land Trust and other means, will initially allow renters to receive higher quality property management and provide a counterpoint for absentee landlords who are currently purchasing available homes in the area. Longer-term, increased community control of land will support further development of homeownership units and ensure the essential character of the Greater Baybrook neighborhoods.

Vision #3: Stable Blocks

The Greater Baybrook Vision and Action Plan prioritizes the creation of stable blocks, where residents who represent the broad demographic diversity of the area feel connected to one another and are able to make necessary improvements to the physical, aesthetic, and sanitary appeal of their block. By building outward from stable blocks and providing funding to enhance neighboring blocks, the communities of Greater Baybrook will build the economic and civic

strength of current residents while laying the groundwork to attract new residents to stable and visually appealing homes.

TASKFORCE STRATEGIES

1. Increasing code enforcement of problem properties
2. Increasing opportunities for community development of vacant properties
3. Creating programs to support existing residents and established blocks
4. Improving neighborhood marketing

IMMEDIATE ACTIONS

Greater Baybrook Alliance Housing Specialist:

Partner with Strong City Baltimore to create, implement, and staff a local blight elimination strategy

- ▣ Hire a full-time Housing Specialist to partner with residents in identifying problem properties and getting them abated
- ▣ Create an Enhanced Code Enforcement District for Brooklyn-Curtis Bay
- ▣ Educate residents on code enforcement tools in various jurisdictions
- ▣ Maintain a database of properties to monitor
- ▣ Advocate with Baltimore City and Anne Arundel County to streamline and improve blight elimination tools in each jurisdiction

Arundel Community Development Services, Inc. (ACDS):

Expand the impact of ACDS programming in Brooklyn Park

- ▣ Use BRNI funds to expand ACDS Acquisition and Rehabilitation Program
- ▣ Use BRNI funds to expand ACDS Owner-Occupied Rehabilitation Program
- ▣ Enhance marketing efforts for ACDS Owner-Occupied Rehabilitation Program

Block Improvement Program:

Create a fund that will allow blocks to make façade improvements, beautification and clean-up efforts, and build block connectedness

- ❑ Offer grants to support projects that enhance block curb appeal and property assessment
- ❑ Complete 4 block improvement projects in FY2017
- ❑ Support block capacity building activities such as block parties and alley clean-ups
- ❑ Repurpose vacant land for improved community use such as play equipment or parking

CONTINUED EXPLORATION

ACDS Expansion in Baltimore City:

ACDS programming has been effective at addressing housing issues in Brooklyn Park. With the support of additional CDBG and BRNI funding, there is a possibility of expanding ACDS Acquisition and Rehabilitation and ACDS Owner-Occupied Rehabilitation Programs into the Baltimore City-side of Greater Baybrook. These programs would provide another best practice resource to improve housing infrastructure and solidifying the housing market.

Community Land Trust:

Led by United Workers, stakeholders in Greater Baybrook have been leaders in the City-wide conversation around Community Land Trusts. A local Land Trust would give Greater Baybrook residents a mechanism to acquire problem properties and keep them in community control.

Neighborhood Marketing Campaign:

As the housing market continues to stabilize over the coming years, a concerted neighborhood marketing campaign will help attract new residents to the Greater Baybrook area. Similar communities in the Baltimore region, such as Dundalk, have shown the impact neighborhood marketing, combined with homebuyer incentive programs can have on attracting new residents.

5. Economic Development

5. Economic Development

MARYLAND'S WORKING WATERFRONT

ASSETS

- Traditional retail corridor along Ritchie Highway
- Diverse retail opportunities- big box strip malls to industrial warehouses to walkable neighborhood retail
- Multiple commercial districts
- Anne Arundel County Commercial Revitalization District
- Connections to economic nodes of South Baltimore and Glen Burnie
- Strong maritime industry anchors and organizations (SBBA, BIG, etc.)
- Environmental initiatives bringing new opportunities
- BDC and AAEDC economic development support
- Future development of Port Covington

CHALLENGES

- Geographic isolation
- Food access concerns
- Poor regional transportation
- Major truck traffic corridor
- Spread out commercial districts
- Communities divided across two jurisdictions
- Lack of strong market base

CURRENT CONDITIONS

The Greater Baybrook market is uniquely positioned within the Baltimore metropolitan region. The peninsula lies on a peninsula that is fairly isolated as a consequence of the Patapsco River and the Chesapeake Bay forming a solid edge to the community and by the Interstate 695 Beltway and Interstate 895 Thruway that further separate the area from surrounding markets. Richie Highway/Hanover Street (Route 2) together provide a thoroughfare that allow for Greater

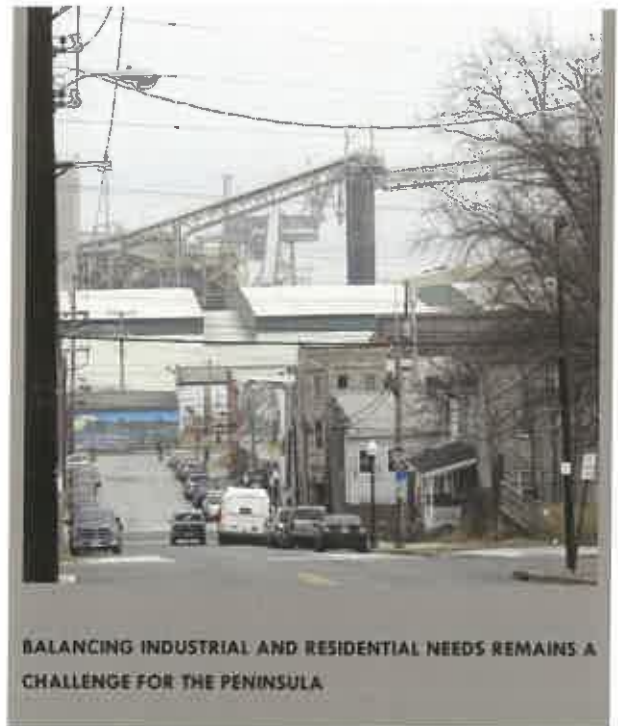
Baybrook residents relative easy access to major shopping resources south of the Beltway along Richie Highway and to a growing retail market in South Baltimore to the north.

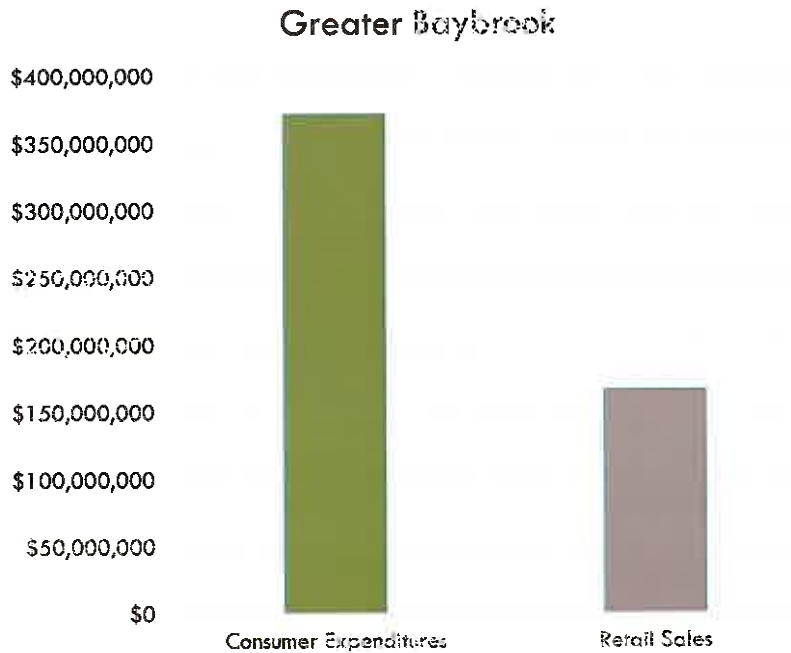
Traditionally, Greater Baybrook was largely a self-contained retail market dating to the era when smaller footprint stores located in traditional neighborhood commercial districts along South Hanover Street for Brooklyn and Pennington Avenue in Curtis Bay. Through the years, these compact walkable commercial districts continued to thrive as more suburban uses grew in shopping centers along Richie Highway adjacent to Brooklyn Park.

As suburban growth continued southward toward Glen Burnie in the post war era, larger shopping centers developed south of the Interstate 695 beltway. Many of these centers were built to serve a larger geography that included Greater Baybrook including Marley Station Mall built as a super-regional mall in the 1980's. As this growth continued, it created a ripple effect through Greater Baybrook as smaller specialty stores along South Hanover Street and Pennington Avenue gave way to more chain stores along Richie Highway. Over time, even Richie Highway north of the 695 Beltway saw disinvestment and vacancies increase. Most recently, the investment in housing rehabilitation in South Baltimore has created yet another node of retail development in that area which has relatively easy access to some residents of Greater Baybrook.

The result of this pattern has placed the community in a unique situation that has been exacerbated by a general decline in income levels and investment in portions of the community. As part of a June 2016 Retail Market Study, consultants from Mahan Rykiel Associates conducted a retail market leakage analysis for the Greater Baybrook peninsula.

As this chart indicates, annual retail sales in Greater Baybrook equals \$166.3 million while consumers in Greater Baybrook spend \$371.6million. Consequently, the retail needs of Greater Baybrook are not being met within the community. In fact, the community leaks sales to the tune of \$205.3 million each year.





However, it is important to look at Greater Baybrook in a much larger retail context particularly in light of the retail development that adjoins the community. When viewing a ten-minute drive time study area around the peninsula, the retail market encompasses all of Greater Baybrook and also extends well into Glen Burnie (including Marley Station Mall), South Baltimore, and even areas to the north easily accessible by bridge or tunnel access.

The result of this examination is telling, the retail market increases from \$166.3 million to a very robust \$7.5 billion in sales. At this drive time, retail sales eclipse the buying power of the residents of the same area who spend \$6.2 billion in the same retail store types. This demonstrates retail sales eclipsing buying power by \$1.3 billion. When examined alone, Greater Baybrook is lacking retail options. When placed in the context of the broader community, the retail sales end up far surpassing what consumers can spend. Within this context, Greater Baybrook has often struggled to define their role within the retail market.



The following table combines the analysis of both Greater Baybrook itself and the overall region to present a conservative estimate of supportable stores. Each category relies on industry standards for retail store sales per square foot and each has been examined with a reasonable capture rate recognizing that customers within Greater Baybrook will continue to do a good deal of their shopping and dining out of the community.

Retail Category	Location	Number of Stores
Automotive Parts/Accessories	Ritchie Highway	1
Furniture and Home Furnishings	Hanover Street	2
Clothing Stores	Hanover Street and Ritchie Highway	2-3
Small Concept Grocery Store	Hanover Street or Ritchie Highway	1
Specialty Retail	Hanover Street	2-4
Restaurants	Ritchie Highway and Hanover Street	2-4

VISION STATEMENTS

Vision #1: Maryland's Working Waterfront

The Greater Baybrook Vision and Action Plan builds off the peninsula's history of industrial port businesses. We envision a peninsula with a thriving industrial waterfront, where anchor businesses strengthen and support our neighborhoods and local workforce. Greater Baybrook can remain Maryland's premier working waterfront, where business and other opportunities generate wealth and improve the quality of life for all Greater Baybrook residents.

Vision #2: Thriving Retail Corridors

The Greater Baybrook Vision and Action Plan identifies Ritchie Highway as a critical driver of community revitalization. The Ritchie Highway corridor will continue to be a hub of shopping for residents living in the Greater Baybrook area acting as the spine for the community. A revitalized Ritchie Highway also will encourage regional motorists driving through Greater Baybrook towards Baltimore City or Glen Burnie to stop and explore the peninsula. A strengthened Ritchie Highway will also support the revitalization of Greater Baybrook's main street retail nodes, including Hanover Street, Patapsco Avenue, and Pennington Avenue.

Vision #3: Work Where You Live

The Greater Baybrook Vision and Action Plan places a priority on supporting the economic success of local residents. Building on the history of local industry and production, we envision a peninsula where new and existing residents have easy access to a stable job market, including maritime industry anchor businesses and locally incubated workforce hubs. Residents would have access to training, certification, and wraparound services to ensure their long-term success in positions throughout Greater Baybrook.

TASKFORCE STRATEGIES

1. Targeted branding and aesthetic improvement efforts
2. Supporting local and emerging businesses
3. Creating intentional connections to the Port and other area anchor businesses
4. Identifying sustainable community development strategies
5. Creating a pipeline to local anchor jobs
6. Improving access to local training and certification programs
7. Identifying new and emerging employment opportunities
8. Improving regional transportation access

IMMEDIATE ACTIONS

Greater Baybrook Collective Identity and Branding Campaign:

Create a local branding campaign that highlights the economic potential of the Greater Baybrook peninsula while retaining the distinctive characteristics of its neighborhoods

- Implement branding recommendations from the June 2016 Retail Market Study, including Greater Baybrook and neighborhood-specific logos, signage, and wayfairs
- Hire a full-time Economic Development Specialist to promote local businesses and organize events
- Emphasize development and streetscaping at key nodes, including the Hanover/Pottee splits, Hammonds/Ritchie, and Patapsco/Hanover intersections

Maritime Industry Workforce Pipeline:

Establish partnerships among local maritime industry businesses and anchors (SBBA, BIG, Maryland Port Administration), local social service organizations, and City/County agencies to create a direct training and hiring pipeline for local residents

- Create a website to connect Greater Baybrook residents directly to local employment opportunities
- Expand workforce programming at CCYD and Ben Franklin Center
- Create a local MOED site specifically to connect local residents and port-related jobs

Activating the Ritchie Highway Corridor:

Expand funding and programming along Ritchie Highway to better activate Greater Baybrook's core shopping and retail corridor

- Improve pedestrian amenities and streetscape appearances along the corridor
- Develop business attraction strategies to increase commercial uses
- Market and expand the usage of Anne Arundel Economic Development Corporation (AAEDC) tools in the Brooklyn Park Commercial Revitalization District

Business Façade Improvements:

Increase funding for façade improvements along key commercial nodes to incentivize greater business use of existing programs

- ❑ Market the availability of façade improvement loans through AAEDC and BDC
- ❑ Implement façade designs from June 2016 Retail Market Study
- ❑ Secure additional funding to cover business match requirements of existing façade programs

CONTINUED EXPLORATION

ACME Ladder Company Site Incubator:

In the June 2016 Retail Market Study, the former ACME Ladder building was identified as the ideal site to promote ongoing business incubation ideas within the Greater Baybrook area. In future years, Greater Baybrook stakeholder should continue to develop commercial incubation strategies that support local residents while looking to acquire and rehabilitate the ACME site.

Expansion of Commercial Revitalization District Benefits:

The Anne Arundel Commercial Revitalization District along Ritchie Highway (operated by AAEDC), offers significant benefits to businesses and owners looking to expand or develop in Brooklyn Park. These benefits include façade improvement loans, architectural design support, tax benefits, and more. Expanding some of these benefits to the Baltimore City-side of Greater Baybrook would allow for greater cohesiveness of area economic development strategies.

Sustainable, Self-Sufficient Business Development:

Several stakeholders in Greater Baybrook have begun discussions about how to better develop businesses that empower local residents and retain community wealth. These discussions have included a diverse range of ideas, including solar farms, creative uses for industrial warehouse space, eco-incubators, food certification and catering businesses, and more. Economic Development stakeholders in Greater Baybrook should work to codify these discussions into a concrete plan for community wealth building in the coming years.

Expanded Workforce Training and Certifications:

As workforce opportunities in the maritime industry open up to Greater Baybrook residents, additional training and certification programs will be needed in the area. Building off survey work conducted by CCYD and the Ben Franklin Center, the Greater Baybrook Alliance should identify needed funding requirements

Streamline Benefits Across Jurisdictions

With the City-County line running through Greater Baybrook, it can often be difficult for business owners to easily understand what economic incentives might be available to them. City and County agencies should work together to create a package of benefits (based on existing benefits from AAEDC and BDC) that can operate universally across the peninsula.

6. Transportation

6. Transportation

FREIGHT FRIENDLY, WALKABLE COMMUNITIES

ASSETS

- Well-located within the Baltimore region
- Easy automotive access to regional highways such as I-695, I-895
- Ease of movement through Ritchie Highway
- Light Rail accessibility
- Impending Hanover Street Bridge improvements

CHALLENGES

- Poor road conditions
- Heavy truck traffic that does not always stay on truck routes
- Low walkability
- Difficult to traverse the peninsula
- Complicated access points to regional highways
- Lack of local transit routes
- Limited access to downtown Baltimore
- Inconsistent bus routes

CURRENT CONDITIONS

Situated on a state highway, between two regional hubs in Glen Burnie and South Baltimore, Greater Baybrook is ideally situated to benefit from development across the Baltimore metropolitan region. In fact, much of the peninsula's geographic is defined by its connection to regional highways and thruways. Ritchie Highway (MD-2), bisects the peninsula and acts as a main commercial district for residents and a critical southern access point into Baltimore City, taking drivers up to the Hanover Street Bridge and into South Baltimore. On the southern edge of the study area, the Baltimore Beltway (I-695) represents the divide between Brooklyn Park and the rest of North County. I-895 runs along the western and northern edges of the peninsula, allowing residents access to Dundalk and the eastern side of Baltimore City. In addition to these main highways, the Patapsco Light Rail station is within walking distance to the main Brooklyn intersection at Hanover Street and Patapsco Avenue.

Local residents with automobiles can easily utilize these main thoroughfares to access key points within the greater Baltimore metropolitan region, including downtown Baltimore, Baltimore-Washington International Airport, workforce locations, and other nodes such as Columbia or Annapolis. However, for residents without personal cars, regional transportation can be difficult, with only three MTA bus routes (14, 16, and 64) available on the peninsula. This lack of regional public transportation appears to divide community members, with drivers indicating they mostly travel south into Anne Arundel County to shop and carless residents using public transportation to travel north into Baltimore City for their retail needs.

Critically, the lack of local public transportation routes impacts the flow of traffic across the peninsula itself. Many older residents in Greater Baybrook recall with fondness the "local route," a bus that looped Brooklyn, Curtis Bay, and Brooklyn Park to connect residents with local retail opportunities along Ritchie Highway and Hanover Street. With the loss of this local route, neighbors on the east-side of the peninsula have become disconnected from shopping and services along the main retail corridors. Rich cultural and commercial resources exist at the intersection of Ritchie Highway and Hammonds Lane, including the Chesapeake Arts Center and a Shoppers grocery store. This intersection is no more than 2.5 miles from the furthest peninsula resident. However, the lack of a local public transit option makes them inaccessible for much of the population.

In recent years, several stakeholders, including the Ben Franklin Center for Community Schools and the Chesapeake Arts Center, have taken steps to alleviate this local transportation challenge by raising funding for a once a week private bus route. This program has shown the potential demand for local transportation solutions, but must be expanded and formalized to fully benefit the peninsula.

As an industrial center, the roads of Greater Baybrook have always balanced the needs of local residents with pass-through truck and freight traffic. In recent years, industrial stakeholders have worked with Baltimore City to define local truck routes, which lay out what roads are appropriate for heavy truck traffic and which roads should remain for local transit. In Greater Baybrook, Hanover/Ritchie Highway and Pennington/Curtis have remained heavy truck routes, due to their necessity in transporting goods from local Port-based businesses. However, the high volume of truck traffic can negatively impact local retail development and quality of life for residents on these key commercial corridors. In Curtis Bay, residents and stakeholders have partnered with Baltimore City Department of Transportation to explore the potential of converting Pennington and Curtis Avenues into two-way streets, alleviating the impact of truck traffic on the mixed-use

corridor of Pennington. Additionally, in Brooklyn, there have been new discussions about studying the Potee and Hanover splits to better align truck traffic and local development. However, all these studies will need to acknowledge the difficulty in designing turns and right-of-ways that support heavy truck use.

Over the next several decades, South Baltimore is likely to experience massive levels of investment and development. Using a federal TIGER grant, Baltimore City is currently studying the cost and best practice for renovating the crumbling infrastructure of the Hanover Street Bridge. This project takes on additional importance as the City explores Sagamore Development's proposals to revitalize the Port Covington area into a mixed-use neighborhood and the new global headquarters for Under Armor. A multi-decade, multi-billion dollar proposal, the Port Covington project will radically shift the economic and transit dynamics in South Baltimore, bringing countless new residents and visitors across the Bridge and into Baltimore.

The future development of Port Covington represents an exciting possibility for Greater Baybrook. Ritchie Highway is the only southern entry point into the Port Covington site. As new residents and visitors travel to Port Covington, streetscaping and revitalization along Ritchie Highway will market Greater Baybrook to an increased number of commuters and encourage more regional visitors to stop and explore the peninsula.

VISION STATEMENTS

Vision #1: The Local Route

The Greater Baybrook Vision and Action Plan recognizes the importance of a transportation solution that allows residents to travel easily throughout the peninsula. In the thriving past of Greater Baybrook, local public transit routes took residents from their homes to local shopping, dining, employment, and recreational activities. Today, without a personal automobile, it is difficult to traverse the peninsula, traveling from Curtis Bay to shopping opportunities along Ritchie Highway or from neighborhood homes in Brooklyn Park to job opportunities along Fairfield. An affordable and reliable local transit option will help make Greater Baybrook more attractive to potential residents, while also increasing the quality of life through improved access to food options, recreational opportunities, and critical local amenities.

Vision #2: Freight Friendly, Walkable Communities

The Greater Baybrook Vision and Action Plan looks to connect critical stakeholders across the peninsula. We acknowledge that a thriving region requires a balance between retail or

residential revitalization and the growth of our anchor industrial and shipping businesses. We envision a community where our road network is easily navigable by freight trucks while also supporting walkable retail corridors.

Vision #3: Tapping Into a Regional Network

The Greater Baybrook Vision and Action Plan looks to better connect residents to the transportation network throughout the Baltimore metropolitan region. By improving access to regional public transportation and highways, residents will have better access to workforce opportunities, regional amenities, and make Greater Baybrook a more attractive place for future homeowners.

IMMEDIATE ACTIONS

Streetscaping on Retail Corridors:

Increase tree planting and other aesthetic improvements at key retail nodes to support retail development

- ▣ Use state and local funding to increase streetscaping along Patapsco Avenue and Ritchie Highway
- ▣ Use state and local funding to beautify the CSX bridges on Hanover and Patapsco Avenues
- ▣ Partner with local stakeholders to increase tree canopy coverage
- ▣ Repave critical roads, including Frankfurst, Shell, Patapsco, and Hanover

Local Bus Routes:

Expand the availability of local transit options to allow peninsula residents access to commercial and resource nodes

- ▣ Expand the routes and coverage of the local Ben Franklin Center for Community Schools local bus
- ▣ Raise funds to offer expanded transit opportunities to access key sites such as Masonville Cove, Chesapeake Arts Center, and the Patapsco Light Rail stop
- ▣ Advocate for new local bus routes from the City of Baltimore

Incentivize Pass-Through Traffic Off Local Roads:

Encourage pass-through freight traffic to use regional highways rather than local roads

- ❑ Continue to reduce tolls along I-895
- ❑ Enforce local truck traffic designations on roads in Greater Baybrook
- ❑ Post truck route signage to aid enforcement

Pennington/Curtis Avenues:

Continue studying the feasibility of converting Pennington and Curtis Avenues into 2-way streets to better activate revitalization on Pennington Avenue

- ❑ Provide DOT updates for resident and businesses stakeholders on the ongoing Pennington/Curtis 2-way study
- ❑ Fund an appropriate 2-way solution that balances resident and retail needs with heavy industry concerns

CONTINUED EXPLORATION

Potee/Hanover Street Splits:

The division of Potee and Hanover Streets south of the Hanover Street Bridge and reconnection at the Anne Arundel County line can cause confusion for local and pass-through motorists. A longer-term study of the two streets is needed, with key questions including the interplay of the roads at Frankurst Avenue, allowing left hand turns onto Patapsco Avenue from Potee, calming traffic along the retail corridor of Hanover, and simplifying the re-convergence of the streets at Ritchie Highway.

Local Circulator Routes:

The Immediate Actions proposed under Local Bus Routes are temporary solutions to an ongoing problem in Greater Baybrook. The difficulty of east-west travel across the peninsula hinders resident access to food, retail, and workforce opportunities. A South Baltimore Circulator route would alleviate these concerns while also connecting Greater Baybrook to the rest of South Baltimore.

South Baltimore Transportation Projects:

Several large-scale transportation projects are currently being studied in South Baltimore; all of these projects have the ability to greatly impact development and revitalization in Greater Baybrook. Local stakeholders should remain heavily involved in regional and state level conversations about Hanover Street Bridge repairs, public transportation at the Port Covington site, and proposed changes under the Baltimore Link transit plan.

Increased Bikeability and Walkability:

The Free Your Voice/Energy Answers campaign has raised awareness within the region about the natural resources in Greater Baybrook, such as Farring Baybrook Park, Masonville Cove, and Filbert Street Farm. Increasing the peninsula's connections to regional bike routes will encourage more potential residents and visitors to explore the natural beauty of the peninsula.

7. Quality of Life

7. Quality of Life

A SUSTAINABLE FUTURE

ASSETS

- Strong group of local non-profits- CCYD, Chesapeake Arts Center, Ben Franklin Center
- Innovative food access ideas being tried by partners
- Positive alternatives discussion generated by Free Your Voice
- Natural resources- Farring-Baybrook Park, Masonville Cove
- Newly constructed Family Health Center building on Hanover
- Quality programming at Curtis Bay Recreation Center

CHALLENGES

- Severe public safety concerns
- Lack of easy transportation access to programs and activities
- Limited collaboration across jurisdictions
- Lack of programming at outdoor recreation sites
- No Recreation Center in Brooklyn Park

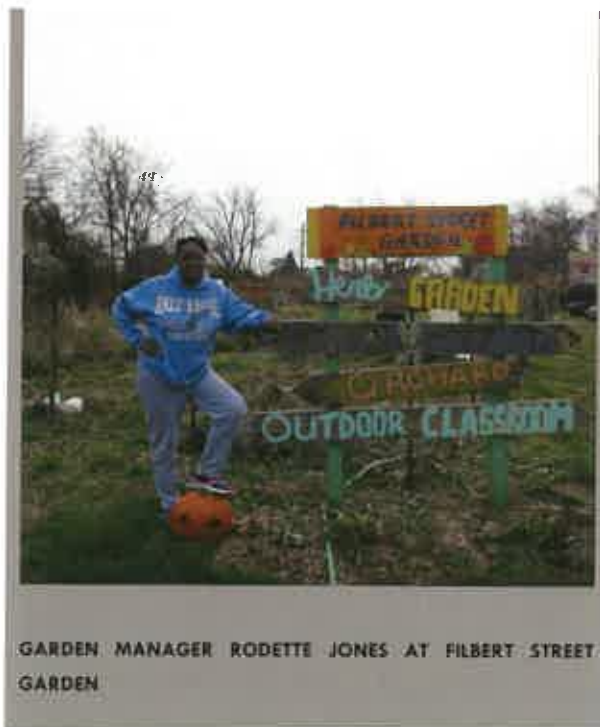
CURRENT CONDITIONS

An assessment of quality of life in the Greater Baybrook peninsula is often divided into two competing parts: the huge potential that the area's natural resources and service providers have created versus the dangers posed by everyday public safety concerns along the peninsula.

Located along the water, Greater Baybrook offers a multitude of green resources. These resources are centered by Farring-Baybrook Park, an 88-acre public park site that offers recreation activities, walking paths, and offers views of downtown Baltimore. The park also holds several resource locations, including Curtis Bay and Baybrook Elementary/Middle Schools and Baybrook Recreation Center. Planning efforts around the Park have been attempted multiple times, most recently with a park master plan in 2008. However, many of the recommendations

from this plan and others have not yet been implemented, leaving the Park to remain mostly green open space.

In addition to Farring-Baybrook, several smaller parks exist throughout the peninsula, including Garrett Park, Brooklyn Park, Arundel Village Park, and the Brooklyn Park County open space. These spaces are also supplemented by several resource centers located throughout the area. In Brooklyn, the intersection of 3rd and Patapsco is becoming a resource hub, with services from the Enoch Pratt Free Library, Boys and Girls Club, CCYD, Maree G. Farring, and Garrett Park all coexisting at the intersection. In Brooklyn



Park, a similar hub has emerged near Park Elementary School and the Park Library. Unfortunately, no strong recreation center exists in this location, and the Library often bears the burden of informal afterschool programming.

Local stakeholders have been attempting to use Greater Baybrook's abundance of green space to address concerns around food access on the peninsula. With the closing of local convenience stores and limited transportation access, many residents lack easy access to food. With a new

community eco-focus emerging from the Free Your Voice incinerator campaign, several environmentally friendly solutions have arisen in recent years. Both Brooklyn and Curtis Bay have become early pilot sites for Baltimore City's VirtuaMarket program, where residents can order and pick up their groceries without traveling to the store. Currently VirtuaMarket sites exist at Brooklyn Library and Drink at the Well. Additionally, the Filbert Street Garden, a large adopted lot in Curtis Bay, has educated many residents about the availability of local food production. Filbert Street was recently accepted into the Baltimore Green Space program, and will remain permanent community green space in the future. In Brooklyn Park, a new farmers market at Park School is promoting the purchase of sustainable and healthy food.

In spite of all these advances, public safety concerns have stifled an improved quality of life for peninsula residents, with the sharp rise in heroin usage has adversely affected public safety on both sides of Greater Baybrook. In Anne Arundel County, more than half of all County opioid overdose deaths occur in North County and opioid overdoses have more than doubled over the past year County-wide. The drug trade has also led to increased perceptions of violence in the Greater Baybrook neighborhoods.

In addition to drug related crimes, the peninsula has also suffered from a growing sex worker crisis over the past decade. Residents along the Hanover/Ritchie Highway corridor express concern about prostitution and solicitation occurring on residential streets both day and night. More data is needed to understand the full severity of this problem, but public safety remains a large resident concern.

VISION STATEMENTS

Vision #1: Safer Streets

The Greater Baybrook Vision and Action Plan looks towards a future where the peninsula's streets are free of crime and danger for local residents. A cross-jurisdictional approach to enforcement and supportive services will address pervasive sex worker issues that have traditionally jumped back and forth along the City/County line. In addition, the growing drug overdose epidemic will be confronted head-on to support local residents in need. A safer Greater Baybrook, where residents feel comfortable walking their streets, will attract new neighbors and strengthen the peninsula communities.

Vision #2: A Village Green

The Greater Baybrook Vision and Action Plan acknowledges the bountiful natural resources present in Greater Baybrook. Existing green spaces will provide gathering spaces for local residents, attract new visitors to the peninsula, and act as anchors for the emerging environmental sustainability movement in the area. Emphasizing programming and usage of Farring-Baybrook Park will create a centering location for peninsula activities and community building.

Vision #3: A Sustainable Future

The Greater Baybrook Vision and Action Plan celebrates the work of local activists to promote positive alternatives that combat local air pollution and negative environmental outcomes. In a community with rich parkland and natural resources, creating a sustainable future through alternative energy options and increased environmental awareness will make Greater Baybrook a regional hub for sustainable activities, creating a healthier life for current residents and attracting potential homeowners to our neighborhoods. Building on existing community farming and gardening activities will also lead to a more self-sufficient peninsula.

TASKFORCE STRATEGIES

1. Improving healthy food access
2. Encouraging environmental stewardship and education
3. Improving greening and recreational opportunities
4. Increasing local access to health care
5. Healthy energy opportunities
6. Increased block-level engagement to combat public safety concerns
7. New structures for cross-jurisdictional communication around public safety enforcement
8. New tools to support crime prevention in area hot spots
9. Additional supportive services and resources for local residents

IMMEDIATE ACTIONS

Localized Food Access:

Increase investments in local food access solutions to promote important stakeholder activities and circumvent the lack of traditional grocery store options.

7. Quality of Life

- ❑ Fully invest in marketing outreach and support for the BaltiMarket virtual grocery store in Brooklyn and Curtis Bay
- ❑ Expand funding for Farmer's Market location in Brooklyn Park
- ❑ Partner with non-profits to offer food education programming that encourages healthy food choices
- ❑ Fund local transportation recommendations to allow better access to grocery shopping along Ritchie Highway

Farring-Baybrook Park:

Increase usability and programming in Farring-Baybrook Park to encourage greater usage from current residents and attract new activities.

- ❑ Construct the Baybrook Athletic Complex on the north end of the park
- ❑ Create a Friends of Farring-Baybrook Park group to manage programming and promote the park
- ❑ Fund the reconstruction of the Overlook to enhance views of downtown Baltimore
- ❑ Fund remaining recommendations from the 2008 Park Master Planning process, adjusted for current conditions and needs

Green Infrastructure:

Promote eco-friendly investments in Greater Baybrook to improve air quality and local sustainability.

- ❑ Fund Garrett Park improvement recommendations from the American Planning Association (APA) planning study in July 2016
- ❑ Improve access and community outreach for Masonville Cove programming
- ❑ Expand educational programming and production at Filbert Street Farm

Cross-Jurisdictional Public Safety Solutions:

Identify new and innovative solutions to large-scale public safety concerns on the peninsula.

- ❑ Create a cross-jurisdictional public safety taskforce to address sex worker and drug concerns
- ❑ Identify a pilot enforcement, outreach, and resource program and find cross-jurisdictional funding for implementation
- ❑ Targeted County resources in Brooklyn Park to address drug overdose epidemic
- ❑ Fund block-driven solutions such as Guardian Angels and block captain trainings

CONTINUED EXPLORATION

Solar Energy Options:

As an outgrowth of the Energy Answers campaign, Free Your Voice has begun exploring positive energy options in Greater Baybrook. Several solar energy opportunities have been identified in the community and future exploration and outreach to the neighborhoods is needed to identify the best opportunity to bring healthy energy into the peninsula.

Expanded Drug Court Support:

Increased resources must be devoted to supporting local residents suffering from drug addiction. Currently, the Drug Court model offers a needed support structure for those looking to escape the cycle of drug addiction and violence. Expanding Drug Court systems to make them more localized and accessible in the Greater Baybrook peninsula would provide needed resources for these residents and acknowledge the cross-jurisdictional nature of the area.

Family Health Centers Outreach and Expansion:

The Family Health Centers of Baltimore City's new facility on Hanover Street represents an opportunity to fill a gap in needed healthcare services and act as a critical neighborhood anchor to address public health and safety concerns. Completion of the second floor of the building will allow FHC to provide more community services. However, a strong outreach program and intentional connections to local communities must be established by FHC to ensure their long-term community impact.

8. Youth & Education

8. Youth & Education

AN ACADEMIC VILLAGE

ASSETS

- Anchor non-profits working in youth education
- Ben Franklin Center for Community Schools
- Chesapeake Arts Center
- High performing schools in Brooklyn Park
- Ben Franklin HS has become a national turnaround success story
- Baybrook planned reconstruction
- Maree G. Farring success and expansion
- Geographic isolation creates the potential for K-12 education
- Extensive partners and funders brought into the schools

CHALLENGES

- Low test scores in Brooklyn-Curtis Bay
- Brooklyn Park scores still lower than Anne Arundel averages
- Extremely difficult to collaborate across jurisdictional line
- School's lack ballfields for sports teams

CURRENT CONDITIONS

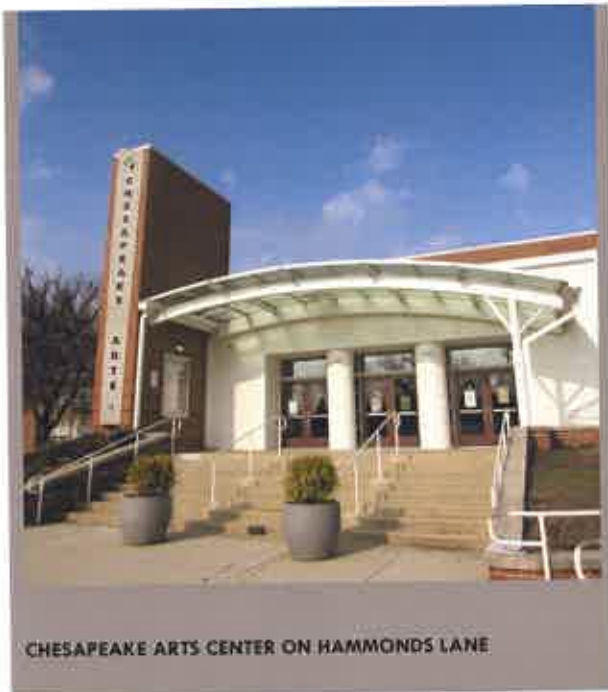
One of the biggest challenges within the Greater Baybrook Vision and Action Plan is figuring out how to unite educational programming throughout the peninsula. As is true in most metropolitan areas, school system performance varies wildly between urban jurisdictions and outer suburbs. At every grade level, Anne Arundel County public school students score at least 20% higher on their state assessments than Baltimore City students. This variance is reflected within Greater Baybrook as well, with Brooklyn-Curtis Bay schools having much higher FARMS and Special Education percentages and performing worse on state assessments than their Brooklyn Park counterparts.

School performance in Brooklyn-Curtis Bay has made great strides in the 21st Century. Ben Franklin High School first opened over 90 years ago in Curtis Bay, and many older peninsula residents still remember attending the school when they were younger. However, by 2011, the school was ranked in the lowest 5% of schools across Maryland and placed under turnaround status. This status meant that the school staff and administration was changed, with a new Principal, Chris Battaglia, coming on board. Federal funding also allowed for the expansion of the Ben Franklin Center for Community Schools under Dante deTablan. A system of wraparound services located in the Ben Franklin building, but operating as a separate nonprofit, the Ben Franklin Center for Community Schools had a transformative impact on school culture and performance. The Center offers the United Way Family Center for early childcare, a Family Stability Program to support homeless students, and a range of other employment and service learning programs. Due to the work of new staff and nonprofit partners, enrollment has more than doubled since a low of 226 in 2011 and Ben Franklin has been acknowledged as a national example of the successes possible with the community school model.



8. Youth & Education

Due to the geographic isolation of the peninsula, these improvements at Ben have a transformative effect on local elementary and middle schools as well. At Curtis Bay Elementary/Middle, a new Judy Center has opened, with staff who are attempting to replicate the successful model of the Ben Center, providing wraparound services and programs in the school building but not of the school system. Baybrook Elementary/Middle School has been identified as a Wave Two school in the BCPS school reconstruction initiative. School partners and families are currently reviewing proposed designs for a new school building on the site. At Maree G. Farring Elementary/Middle in Brooklyn, test scores have raised the school's reputation so much that it currently sits nearly 180% over capacity enrollment. An active and engaged Principal, Ben Crandall, has leveraged this success into a planned expansion, organizing the purchase of the former Chesapeake Center for Youth Development on 3rd and Patapsco Avenue. The building will be converted into an early childcare center, similar to models offered at Curtis Bay and Ben Franklin. Each of these schools has managed to bring in a range of funders and partners, including United Way, CSX, Abell



CHESAPEAKE ARTS CENTER ON HAMMONDS LANE

Foundation, Under Armor, Weinberg Foundation, and more. The effort to bring such services into a geographically isolated peninsula has created the potential for a smooth cradle-to-career education system.

In Brooklyn Park, the service anchor at the Ben Franklin Center is matched by the advances at the Chesapeake Arts Center. Led by Belinda Fraley Huesman, a long-time resident of the peninsula, the Arts Center operates at the North County High School site and is a 58,000 sq. ft. multi-discipline arts facility that houses two theaters, gallery space, ceramics lab, dance studios, music room, scene-shop and

classrooms. Under Belinda's leadership, the Center has emphasized youth arts programming, working with AACPS and other partners to offer programming for all peninsula youth. Artist-in-residence Steve Bradley has also worked to connect students and residents across the jurisdictional line, organizing events that emphasize the history of Greater Baybrook. A new Maker Space at the Center is currently being completed and will act as an incubator for youth and adult production ideas throughout Greater Baybrook.

VISION STATEMENTS

Vision #1: An Academic Village

The Greater Baybrook Vision and Action Plan utilizes the peninsula's geographic isolation to create a true academic village, where local students can get an exceptional K-12 education without leaving the community. Positive relationships and communication between local schools will allow for a smooth transition of overall resources, services, and educational programming that will prepare local youth for future success.

Vision #2: Educating Across the Line

The Greater Baybrook Vision and Action Plan recognizes that sharing educational resources across the City-County line is critical for ensuring the long-term success of local families. Stakeholders in both jurisdictions have created multiple best practices that can be expanded to benefit all youth on the peninsula, instead of creating artificial divides between residents in the separate jurisdictions.

TASKFORCE STRATEGIES

1. Improving communication between local schools
2. Increasing workforce development opportunities for youth
3. Local transportation solutions for cross-jurisdictional programming
4. Creating school-based resource and service hubs
5. Improving school and recreational opportunities

IMMEDIATE ACTIONS

Cross-School Connections:

Identify, connect, and consolidate a comprehensive range of social services available in the community through a network of interconnected local schools that are positioned at the center of community life and well-being.

- Create a professional coordinator position tasked with facilitating collaboration between local schools, recreation centers, and non-profit organizations, and generally guiding the process of integrating local schools into an academic village that embraces the community school model

- ❑ Complete the Baybrook Youth Athletic Complex in Farring-Baybrook Park to promote cross-school activities
- ❑ Transition local schools to the community school model, including on-site community school coordinators who identify, deliver, coordinate, and monitor needed programs and services that promote academic and non-academic success, help families support their children, and enhance the quality of life
- ❑ Partner with Casey Family Programs to establish a Community of Hope program dedicated to safely reducing the need for foster care by empowering local leaders and families to create sustainable change supporting children and families in Anne Arundel County

Baybrook Expansion:

Monitor and advocate for school reconstruction at Baybrook Elementary/Middle that best serves community needs

- ❑ Utilize the 21st Century Schools Planning Process to transition Baybrook Elementary/Middle to the community school model.
- ❑ Ensure that Baybrook EMS has appropriate community resource space that builds off the model established by the Ben Franklin Center for Community Schools.

Maree Farring Expansion:

Support the proposed expansion of Maree Farring into the 301 E Patapsco Avenue space to alleviate overcrowding and provide expanded resources

- ❑ Fund the acquisition and rehabilitation of 301 E Patapsco as a multipurpose early childcare center for Maree Farring Elementary/Middle

Local Transportation Solutions:

Fund local transportation solutions outlined in the Vision and Action Plan to encourage greater cross-jurisdictional programming for youth

- ❑ Establish a circulator style route that travels between Brooklyn/Curtis Bay/Brooklyn Park with the Ben Center for Community Schools and the Chesapeake Arts Center as book-ends that provides cross-jurisdictional access to youth development resources and grocery stores

- Utilize the Chesapeake Arts Center as a hub for cross-jurisdictional youth programming

CONTINUED EXPLORATION

School-Based Resource Hubs:

The Ben Franklin Center for Community Schools has demonstrated the powerful impact of student and family supportive resources that are provided in the school building, but not by school staff. As schools across the peninsula continue to expand, this model should be utilized to provide the best possible support for Greater Baybrook families. Creating multipurpose resource centers in existing educational spaces can house a range of social service providers and/or provide referrals to service providers throughout the community.

Youth-Based Workforce Development Opportunities:

Expanded programming is needed to provide Greater Baybrook youth the vocational skills and training necessary to be successful in an ever-evolving local and global job market. Many local partners are already working to expand youth workforce development programs; these strategies should be fully funded and explored in a collaborative manner. They include developing the Chesapeake Arts Center as a community hub for STEAM (Science, Technology, Engineering, Arts, and Math) oriented workforce development programs by utilizing the “maker space” currently under construction, expanding the workforce development programming available at the Judy Center by establishing a partnership with Under Armor, and creating a culinary vocational program operated from Benjamin Franklin High School in which students prepare and cater lunch to local schools, with focus on healthy nutritional options.

9. Community Engagement

9. Community Engagement

BUILDING A PENINSULA ANCHOR

ASSETS

- Impressive community advocacy done by Free Your Voice/United Workers
- Traditional community associations with experienced leadership
- Growing block level leadership in Brooklyn
- Emerging leaders around environmental issues
- Free Your Voice young leadership
- Engaged elected officials

CHALLENGES

- Lack of a nonprofit capacity-building anchor
- Changing demographics not reflected in community associations
- Jurisdictional line makes collaboration difficult
- Distrust among renters vs. homeowner populations

CURRENT CONDITIONS

Over the past several years, the Greater Baybrook peninsula has seen a resurgence in community engagement efforts. Much of this activity can be attributed to the organizing work of Free Your Voice. United Workers sparked a new generation of leadership in Brooklyn-Curtis Bay through a collective organizing effort that began in Ben Franklin High School. Working with local students, organizers decided to create an advocacy campaign to fight the proposed Energy Answers trash burning incinerator. Scheduled to be built in Fairfield, the incinerator was approved by the State of Maryland but would bring more pollution to an already over polluted peninsula. Going door-to-door, Free Your Voice leadership under Destiny Watford engaged everyday Greater Baybrook residents to educate residents about the proposed incinerator and teach them about traditional issue-advocacy organizing. The Free Your Voice campaign was ultimately successful, getting the State of Maryland to pull its permits for the incinerator through resident action.

In addition to Free Your Voice, Greater Baybrook has several strong traditional community associations. These associations include Arundel Neighborhoods Association, Brooklyn Heights Improvement Association, Community of Curtis Bay Association, Concerned Citizens for a Better Brooklyn, Old Brooklyn Park Improvement Association, and more. Greater Baybrook community associations have remained involved in local issues, from housing code enforcement to larger development initiatives.

While the Free Your Voice campaign represents the potential capacity of residents in the Greater Baybrook, there are many barriers to successful community engagement on the peninsula. Some of these barriers are geographic, with Farring-Baybrook Park representing a divide between Brooklyn and Curtis Bay and Ritchie Highway dividing the two sides of Brooklyn Park. Some barriers are jurisdictional, with the Baltimore City-Anne Arundel County bisecting the peninsula in two. This jurisdictional line makes Greater Baybrook extremely unique in the Baltimore region,

since residents are pulled in multiple directions and often unable to work together on critical policy issues.

However, the largest community engagement challenges on the peninsula relate to changing demographics of the past decade. As mentioned in the Background section of the Plan, the Latino and Black populations of Greater Baybrook have doubled since the 2000 Census. At the same time, the peninsula has seen a large increase in renter population. These changing demographics are not reflected yet in traditional community associations, with many residents not feeling fully comfortable or understanding the impact of local associations. This disconnect serves to exacerbate already existing lines of difference and can create an “us vs. them” culture.



VISION STATEMENTS

Vision #1: Building a Peninsula Anchor

The Greater Baybrook Vision and Action Plan envisions the creation of the Greater Baybrook Alliance. The Alliance would be a nonprofit community development organization that could help local community associations and stakeholders organize residents across the peninsula. An organized community will expand the sense of self-sufficiency and resilience laid out in this Vision

and Action Plan by allowing residents to build wealth together and share in the common experiences of Greater Baybrook.

Vision #2: Crossing Lines of Difference

The Greater Baybrook Vision and Action Plan recognizes the need to build stronger relationships across the multiple lines of difference across the peninsula. With so many potential fracture points in the community, intentional activities that cross jurisdictional and socioeconomic lines, will strengthen the Greater Baybrook identity and increase the impact of advocacy efforts for the peninsula within the Baltimore City and Anne Arundel region.

Vision #3: Promoting Local Leaders

The Greater Baybrook Vision and Action Plan strives to unearth a new generation of community leaders. Building off the experience of past leadership and the work of local non-profit organizations, block-level engagement can find leaders that will successfully advocate for the visions and priorities of this Plan.

IMMEDIATE ACTIONS

The Greater Baybrook Alliance:

Create a community development corporation for the Greater Baybrook peninsula to manage implementation of the Vision & Action Plan.

- ❑ Raise \$350,000 in operating funding to fully staff the Greater Baybrook Alliance
- ❑ Facilitate a governing workgroup to create by-laws and structures for the Alliance
- ❑ Establish a non-profit business service relationship with Strong City Baltimore to manage Alliance finances

Block Leaders:

Train block leaders to encourage greater block-level community building.

- ❑ Implement a Block Leader Training program in partnership with local community associations
- ❑ Utilize a block improvement program to identify and engage new potential leaders

CONTINUED EXPLORATION

Expand Local Community Associations:

Community Associations are the lifeblood of neighborhood capacity. They define community standards, implement capacity building activities, and support residents in working with local government. Community Association work can also involve long, unpaid volunteer hours for committed residents as they fight to improve their neighborhood. As the Greater Baybrook Vision & Action Plan is implemented, increased attention should be given to supporting the growth and success of local associations.

Block-Level Events:

Many neighborhoods in Greater Baybrook have expressed an interest in offering more opportunities for block-level community building events. These types of events help build community by connecting neighbors together and building new relationships of trust among residents. Dedicated funding streams should be secured to expand the opportunities for block-level programming in Greater Baybrook.

10. Benchmarks for Success

10. Benchmarks for Success

SUBTITLE

ANTICIPATED BENCHMARKS

Based on the visions, strategies, and actions laid out in this plan, we anticipate the following benchmarks for success will be met over the next five years:

Housing

- 1.1 Establish a community development corporation for the Greater Baybrook peninsula
- 1.2 Abate 40 problem or vacant properties
- 1.3 Acquire and rehabilitate 20 previously vacant homes, including extensive exterior improvements
- 1.4 Rehabilitate 20 owner-occupied homes, including extensive exterior improvements
- 1.5 Include energy retrofits in all property rehabilitation projects where feasible
- 1.6 Partner with a Community Development Financial Institution (CDFI) to create an acquisition and redevelopment fund for gap financing projects

Economic Development

- 2.1 Develop and employ business attraction strategies to increase commercial office and employment uses that successfully brand the Greater Baybrook peninsula
- 2.2 Update local development regulations in Anne Arundel and Baltimore City to improve and streamline incentives across Greater Baybrook
- 2.3 Form a cross-jurisdictional business association to support local business retention
- 2.4 Create a local maritime industry workforce training pipeline
- 2.5 Expand and streamline façade improvement programs along Ritchie Highway and into Brooklyn

Transportation

3.1 Establish a funding mechanism for implementing streetscape improvements in the commercial revitalization district.

3.2 Fund the creation of additional local transportation options in Greater Baybrook

3.3 Increase connectivity to regional bike trails

3.4 Increase access to the Patapsco Light Rail station

Quality of Life

4.1 Market and promote local food access programs such as Baltimarket Virtual Grocery Stores and Brooklyn Park Farmers Market

4.2 Create a Friends of Farring-Baybrook Park group to maintain and program the park

4.3 Fund green infrastructure recommendations for Garrett Park

4.4 Construct a Youth Athletic Complex in Farring-Baybrook Park

4.5 Fund a cross-jurisdictional public safety enforcement and resource pilot program on the peninsula

Youth & Education

5.1 Expand Maree Farring and Baybrook Elementary/Middle Schools

5.2 Hire a Cross-Schools Professional Coordinator

5.3 Implement the Community Schools model at Baybrook Elementary/Middle

5.4 Create resource hubs at: Maree Farring EMS, Baybrook EMS, Chesapeake Arts Center, Park Elementary

5.5 Establish a Community of Hope program in Brooklyn Park

5.6 Design a comprehensive youth workforce development program

Community Engagement

6.1 Train 20 block leaders across the peninsula

6.2 Offer regular community building activities that cross the City-County jurisdictional line

6.3 Increase attendance at local community associations

