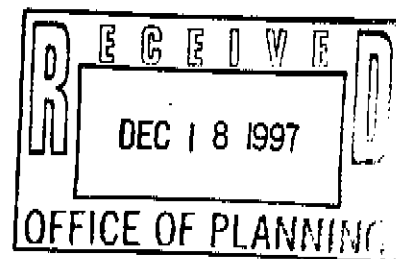




*Southwest
Baltimore County
Revitalization Strategy*





County Council of Baltimore County

Court House, Towson, Maryland 21204

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Stephen G. Samuel Moxley
FIRST DISTRICT

Kevin Kamenetz
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T. Bryan McIntire
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FIFTH DISTRICT

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SIXTH DISTRICT

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SEVENTH DISTRICT

Thomas J. Peddicord, Jr.
LEGISLATIVE COUNSEL
SECRETARY

December 17, 1997

Arnold F. Pat Keller, Director
Office of Planning
Courts Building
Towson, Maryland 21204

Dear Mr. Keller:

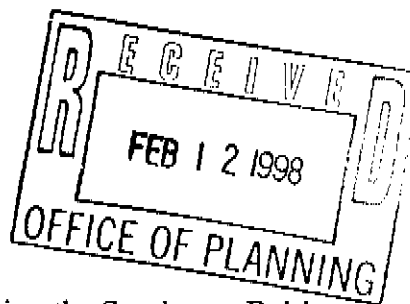
Attached please find a copy of Resolution 112-97 adopting the Southwest Baltimore County Revitalization Strategy as part of the Baltimore County Master Plan 1989-2000.

This Resolution was passed by the County Council at its December 15, 1997 meeting and is being forwarded to you for appropriate action.

Sincerely,

Thomas J. Peddicord, Jr.
Legislative Counsel/Secretary

TJP:dp
Enclosure

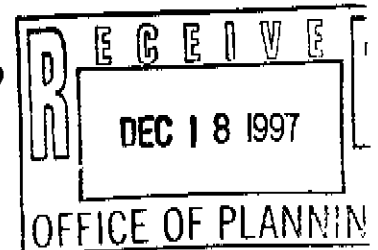


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COUNTY COUNCIL OF BALTIMORE COUNTY, MARYLAND
Legislative Session 1997, Legislative Day No. 23

Resolution No. 112-97



Mr. S.G. Samuel Moxley, Councilman

By the County Council, December 15, 1997

A RESOLUTION of the Baltimore County Council to adopt the Southwest Baltimore County Revitalization Strategy as part of the Baltimore County Master Plan 1989-2000.

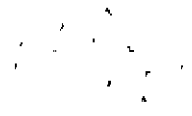
WHEREAS, the Baltimore County Council adopted the Baltimore County Master Plan 1989-2000 on February 5, 1990; and

WHEREAS, the Master Plan advocates the implementation of actions and policies for the conservation, enhancement and redevelopment of the County's older established communities; and

WHEREAS, the purpose of the Strategy is to identify actions that government and the community should take to strengthen the economy, stabilize and enhance neighborhoods, and capitalize upon the unique concentration of institutions in the southwest area of the County; and


WHEREAS, by Resolution adopted July 17, 1997, the Baltimore County Planning Board adopted the Southwest Baltimore County Revitalization Strategy, as amended, to constitute part of and an amendment to the Master Plan; and

WHEREAS, the County Council held a public hearing on the recommended Southwest Baltimore County Revitalization Strategy on November 3, 1997.

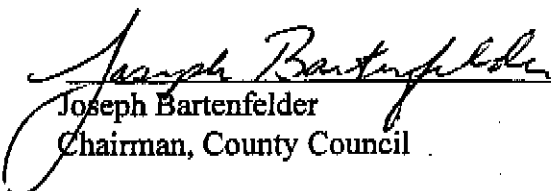


READ AND PASSED this *15th* day of *December*, 1997.

BY ORDER

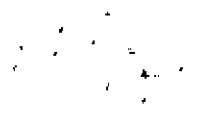


Thomas J. Peddicord, Jr.
Secretary



Joseph Bartenfelder
Chairman, County Council

ITEM: Resolution 112-97





Baltimore County
Planning Board

401 Bosley Avenue
Towson, Maryland 21204
(410) 887-3495
Fax: (410) 887-5862

RESOLUTION
Adopting and Recommending the
Southwest Baltimore County Revitalization Strategy

WHEREAS the Baltimore County Master Plan 1989 - 2000 places great importance on the development and use of community plans for established areas of the County; and

WHEREAS during the past decade, various programs have been initiated and/or local plans adopted to address issues in parts of Southwestern Baltimore County; and

WHEREAS, for increased effectiveness in the continuing implementation of these initiatives, it is now timely to incorporate their various perspectives, policies and recommendations into a coordinated, action-oriented strategy; and


WHEREAS the June 1997 draft of the Southwest Baltimore County Revitalization Strategy provides a focus for public and private actions to guide future land use, funding and administrative decisions in this area, which is a logical unit for planning within Baltimore County; and

WHEREAS the draft of the Strategy, as submitted on June 19, 1997, was the subject of a public hearing on July 10, 1997;

NOW, THEREFORE, BE IT RESOLVED, pursuant to Section 26-81 of the Baltimore County Code, 1988, that the Baltimore County Planning Board hereby adopts the Southwest Baltimore County Revitalization Strategy to constitute a part of and an amendment to the Baltimore County Master Plan 1989 - 2000; and

BE IT FURTHER RESOLVED, that the Southwest Baltimore County Revitalization Strategy shall be transmitted to the Baltimore County Council for adoption in accordance with Section 523(a) of the Baltimore County Charter.

DULY ADOPTED by vote of the
Planning Board this 17th day of
July, 1997


Arnold F. 'Pat' Keller, III
Secretary to the Planning Board

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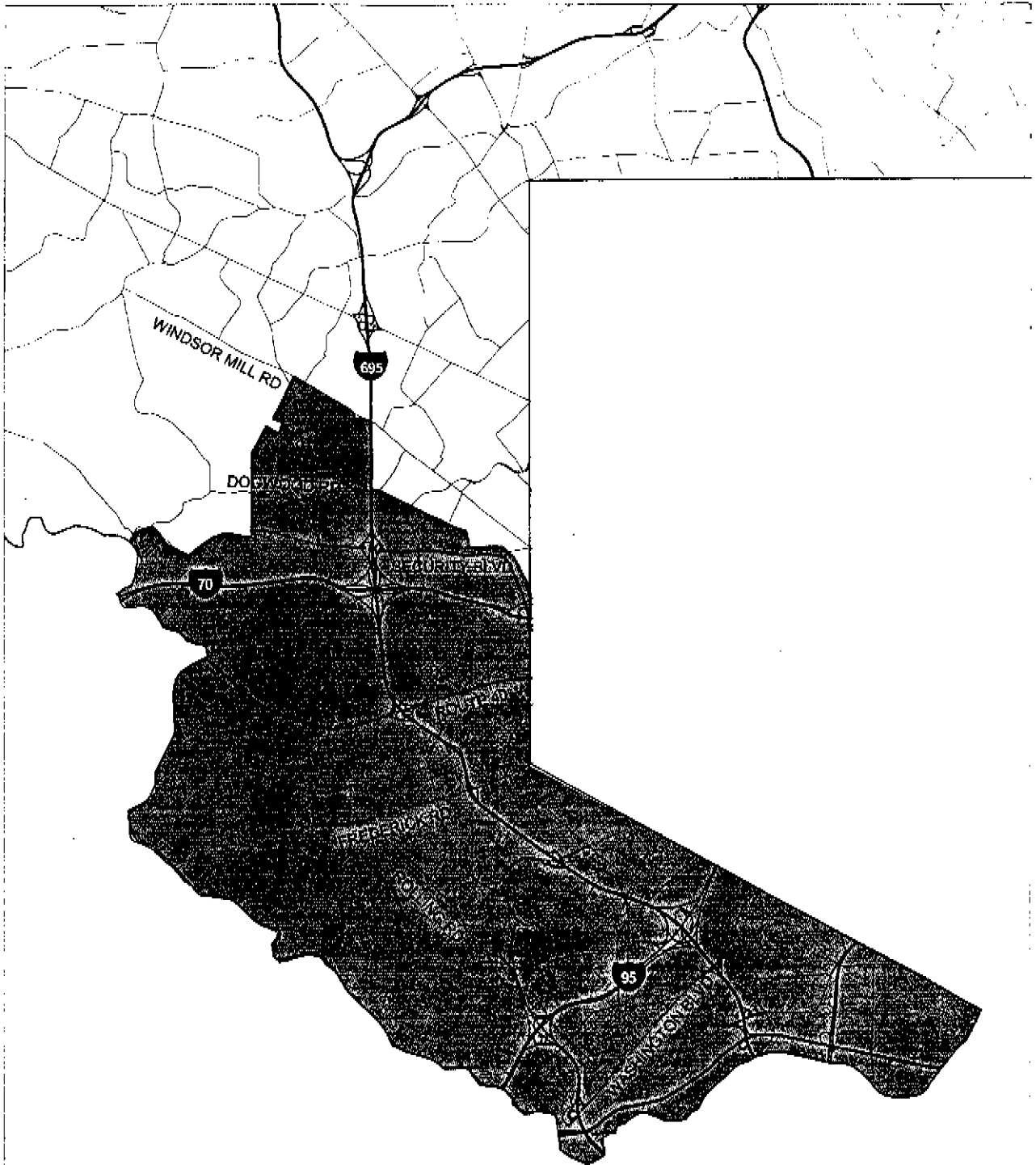
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Introduction

Southwest Baltimore County Revitalization Strategy



Map 1: Southwest Study Area

INTRODUCTION

The Southwest Revitalization Strategy is the second sectorwide plan undertaken as part of the County's Revitalization Initiative. The purpose of the Strategy is to identify actions that government and the community at large should take to strengthen the local economy, stabilize and enhance neighborhoods, and capitalize upon the unique concentration of institutions in the area. To date, comprehensive planning efforts in the Southwest have been limited and the Strategy had to be developed from the ground up. As such, the actions recommended in the plan should be viewed as the starting point for positive change and consensus building about the future of the Southwest.

The Strategy has been structured so that it can also serve as a handbook to guide communities in their own planning processes. As can be seen on Map 1, the study area is very large and encompasses a diversity of communities. Many of these communities are facing issues that can best be addressed through individualized plans. The Strategy provides information on various programs, offers proven problem solving approaches, and describes techniques and ideas that have been successfully used elsewhere.

The driving forces behind this plan were the umbrella community organizations that recognized the need to proactively and comprehensively address the revitalization issues that were emerging in the Southwest. Allied with this effort were the major institutions in the area as well as representatives from major employers and the Chambers of Commerce. Representatives from these groups and about 40 volunteers from throughout the Southwest participated in this process. Also contributing to the effort were representatives from over ten different County departments that manage programs affecting the Southwest. The result should be an informed, coordinated, and committed coalition of citizen, business, institutional, and governmental interests that will continue to support and promote the long term revitalization of Southwestern Baltimore County.

ORGANIZATION

The Strategy is organized into three main chapters, each of which focuses on the strategic issues of:

Economic Development

How can the County and private sector retain, expand, and attract businesses that offer family supporting employment opportunities to the residents of Southwestern Baltimore County?

Institutions

How can the unique concentration of institutional uses in the Southwest be enhanced and promoted to strengthen the existing institutions, advance complementary high technology development, and reinforce the local communities?

Community Conservation

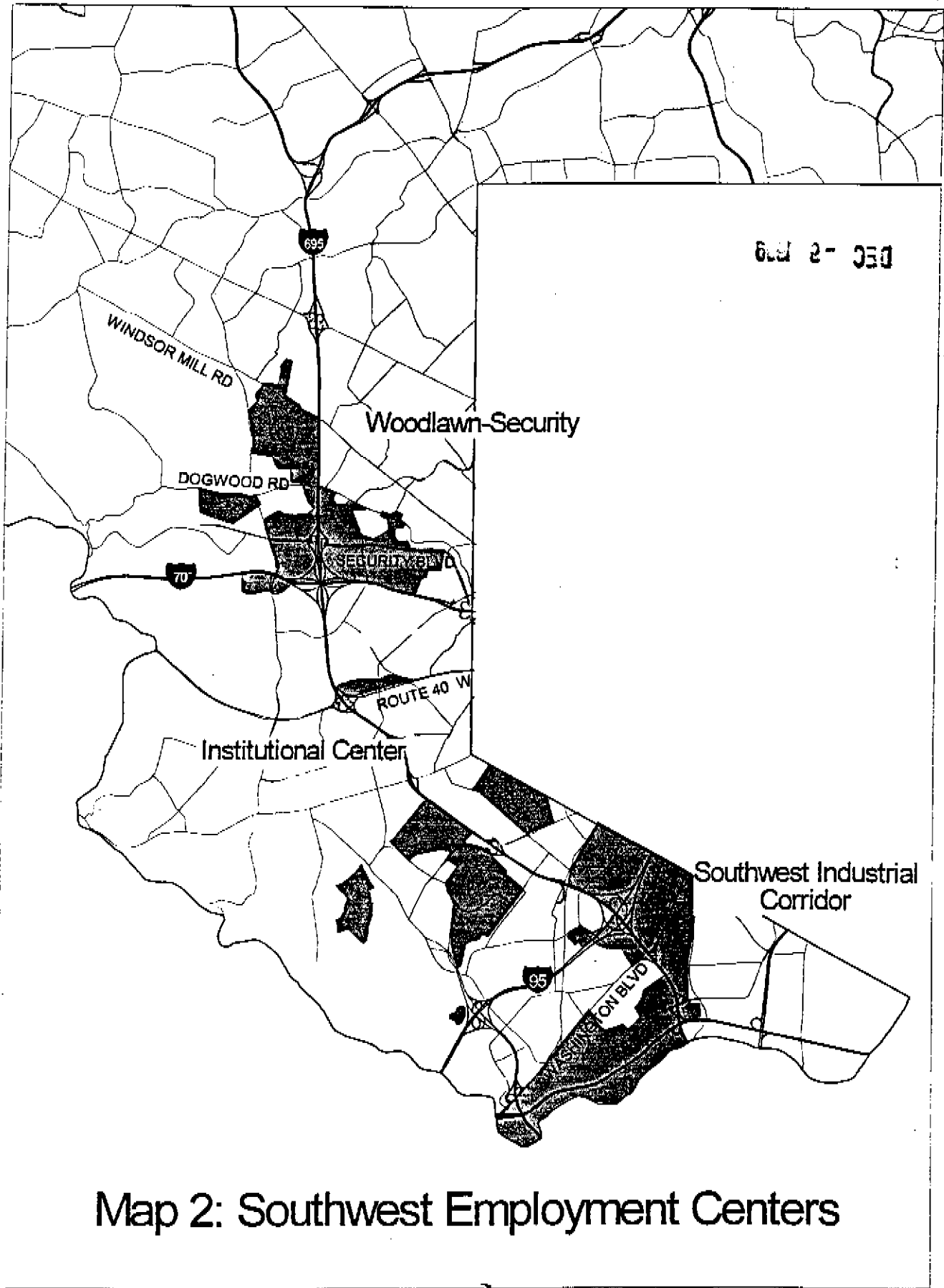
How can the communities of Southwestern Baltimore County be preserved, stabilized, and enhanced through cooperative public-private programs and local community empowerment?



Economic Development

Southwest Baltimore County Revitalization Strategy

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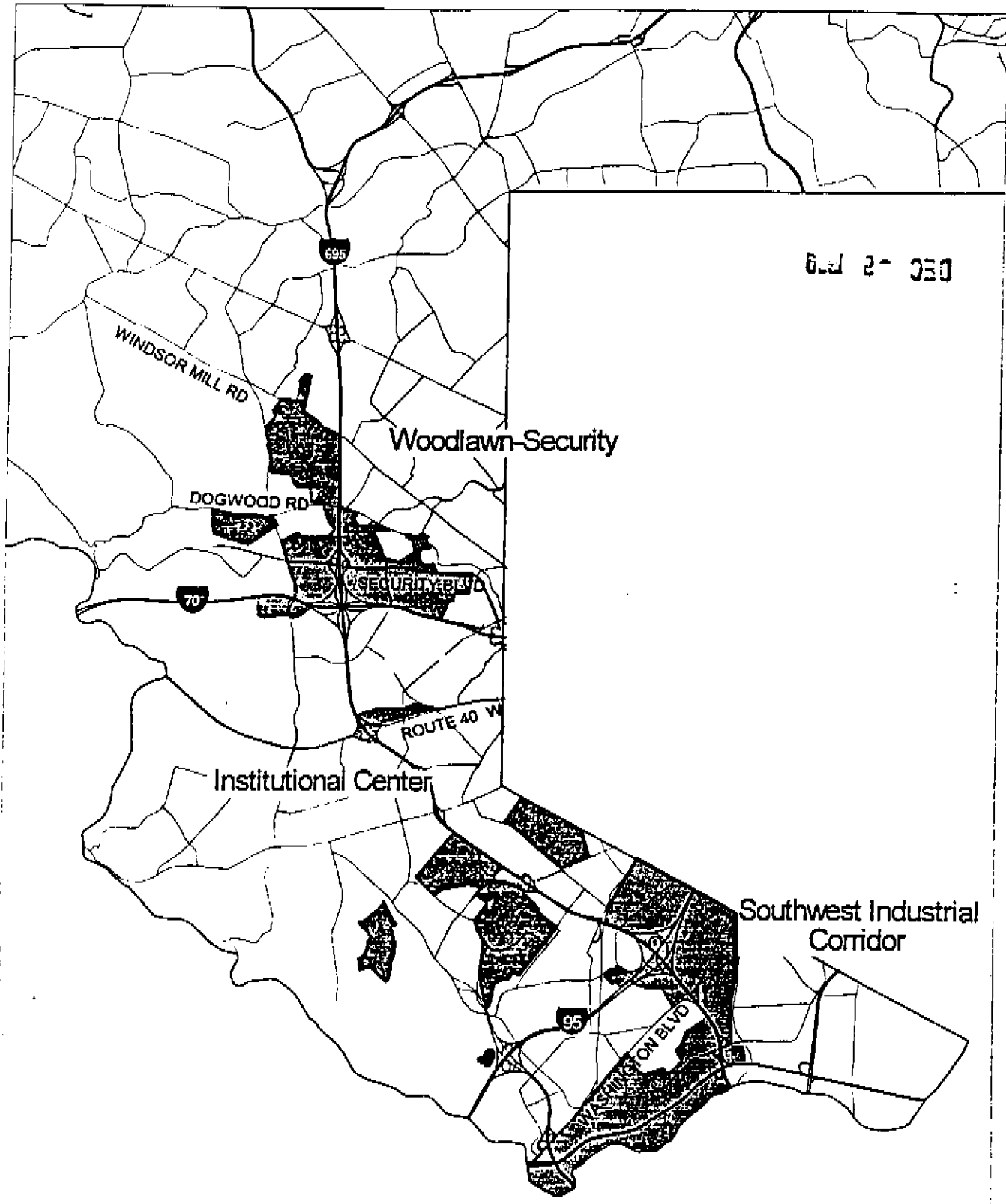
Map 2: Southwest Employment Centers



Economic Development

Southwest Baltimore County Revitalization Strategy

6.2.2000



Map 2: Southwest Employment Centers

ECONOMIC DEVELOPMENT

The revitalization of Southwestern Baltimore County is dependent upon a strong and growing economy that provides family supporting wages and maintains the local tax base. The Southwest has significant locational advantages for businesses which include superb accessibility via an interstate highway network and an international airport, full utility service, a premiere university and excellent community college, and a range of neighborhoods and housing types. The economic development strategy for the Southwest seeks to build upon these attributes in a two pronged approach. The first is an overall program of business development, workforce education, and regional cooperation to attract and retain businesses. The second prong focuses on the three employment centers of Woodlawn-Security, the Institutional Center, and the Southwest Industrial Corridor. See Map 2. Each center has different and distinct market characteristics, which when viewed together, offer an unparalleled range of employment opportunities for the residents of the Southwest.

Recommendations:

1. ***Attract, Expand, and Retain Businesses.*** *The Baltimore County Department of Economic Development (DED) has formulated a business development program for Southwestern Baltimore County to increase the area's attractiveness as a business location. The purpose of the program is to create family supporting job opportunities primarily by understanding and responding to the needs of existing businesses and the companies the County is trying to attract to the area. Over the past two years, the Department has strengthened a number of its programs, most notably financing assistance, market and real estate research assistance, and public policy and physical development. The key elements of the program for the Southwest are:*

- **Business Development** - A business development representative is specifically assigned to the Southwest and serves as the point person for economic development in the area. This person is responsible for developing contacts with commercial brokers, land owners, existing businesses, and prospective businesses; assisting businesses with locational information and property searches to help prospects find sites suited to their needs; conducting prospect and familiarization tours for brokers and the Maryland Department of Business and Economic Development representatives; facilitating in the development process; and creating marketing pieces highlighting the advantages of the area.
- **Real Estate Search Assistance** - DED uses a computerized real estate listing service to provide detailed information to companies and commercial brokers about available office, flex, and industrial property in the Southwest. This is supplemented by an internally developed and maintained database of commercially-zoned land available for development as well as an extensive database of marketing research information to assist businesses evaluating Baltimore County and the Baltimore Region as a potential location.

Company Visitation Program - Over the past year, DED's business development representatives have visited and surveyed companies located in the proposed Southwest Enterprise Zone (see Southwest Industrial Corridor) to discuss issues affecting their operations, identify ways to resolve problems, and assist companies with expansion, employment, financing, export, and/or permit needs. This program will be expanded and representatives will meet with strategic industrial and commercial businesses in the entire Southwest Revitalization Area to establish positive working relationships and assist companies with their business development needs.

- **Financing Assistance** - Baltimore County administers the following financing programs to encourage investment and the creation of jobs:

Economic Development Financing Fund - provides loans and guarantees to industrial and commercial businesses that can be used for the acquisition and improvement of land, buildings, and equipment as well as for working capital. Maximum loan amount is \$250,000.

- ◊ **High Technology Loan Fund** - uses local and federal funds to stimulate employment in small technology/defense related firms engaged in the provision, development, and/or manufacturing of high technology products or services. These funds can be used for the acquisition and improvement of land, buildings, and equipment as well as working capital.

- ◊ **Small Business Loan Pool** - a newly created (1996) consortium of 16 area banks and Baltimore County Government that assembled a \$10 million loan fund to provide gap financing to small local businesses. The funds may be used for real estate, fixed assets, and working capital.

The County may also use other state and federal financing tools such as Industrial Revenue Bonds, Neighborhood Revitalization Program, and the State Sunny Day Fund. Since 1996, the County has financially assisted three southwestern companies in their relocation and expansion. These were the relocation and expansion of Art Litho into the County, the expansion of Nash/Finch which added 39 new employees, and the purchase of a building by United Book Press which enabled the creation of a new division that resulted in 50 new jobs.

- **Production/Process Evaluation** - DED assists companies in identifying ways to increase their efficiency and productivity. DED will arrange for companies to work closely with state resources such as the Maryland Technology Extension Service, Maryland Center for Quality and Productivity, and Maryland Environmental Service in an effort to develop improved business practices.
- **Business Awards** - This new program will be an annual event honoring companies that have contributed to the County's economy. At the first ceremony last year, two southwest companies were nominated – ReVisions, Inc. in the Not-for-Profit Organization category and Weinkam & Weinkam in the Small Service Business category.
- **Economic Development Profile** - DED is investigating contracting with the Baltimore Metropolitan Council to identify the critical parameters that can be used to measure and monitor the local economy of Southwestern Baltimore County. Changes that have occurred over time will be analyzed to determine trends, opportunities, and problems. This information will be used to evaluate the success of the County's economic development program in the Southwest and to determine where additional actions are needed.

2. Implement New Workforce Education and Assistance Programs. *An educated workforce must be the cornerstone of any successful economic development strategy. The skill levels of the local workforce can be the critical factor in a company's decision to locate or remain in an area. In preparation for the revitalization plan, the DED surveyed a number of manufacturing businesses in the Southwest and found that the quality and availability of labor were among the top concerns. Workforce education begins at the earliest stages and is based on a strong public educational system. However, in this increasingly competitive and technical economy, different partnerships and educational methods are needed to successfully educate the future and current workforce. A number of creative programs have recently been started and to ensure that they are coordinated, the County's Office of Employment and Training (OET) should be the lead agency for workforce recruitment and training. The following is a brief description of the main programs:*

- **Office of Employment and Training Programs** - The Office of Employment and Training (OET) has six locations throughout Baltimore County where residents can access employment and training programs and services. In Southwest Baltimore County, the Catonsville Occupational Training Center on the campus of the Catonsville Community College offers skills training programs in Automated Manufacturing, Office Occupations, Accounting/Bookkeeping, Printing Technology, and Computer Systems Technology. Additionally, residents can access training programs in other occupational categories through the new Catonsville Office at 27 Mellor Avenue. This location houses "CareerNet"—the County's first "one stop shop" for workforce development services. This center includes 15 touch-screen computer stations where residents can gather information on education and career decisions. Resources are also available to match job seekers with specific employment opportunities.
- **Baltimore County Manufacturing Training Consortium** - This is a new initiative to recruit students for manufacturing careers and ensure that they are academically prepared for the positions available within the local manufacturing industry. The Consortium is a cooperative partnership among the Community Colleges of Baltimore County, the Baltimore County Public School System, the County Office of Employment and Training, the Department of Economic Development, the Regional Manufacturing Institute, and the local Chambers of Commerce.

- **Dislocated Worker Assistance and Retraining Programs** - The Office of Employment and Training operates the Baltimore County Reemployment Assistance Center as a one-stop shop for dislocated workers. The Center provides individualized counseling, job search and placement information, resume preparation, and workshops and seminars to address unemployment issues and opportunities for career training. The Center also offers access to a complete reference library, computer work stations, private areas with telephones, fax machines, and copiers.
 - **Baltimore County Jobs Program** - The County Department of Social Services (DSS) operates an office in Catonsville where public assistance clients in the Southwest can access job training services. Under Maryland's new Family Investment Program (which replaces the program formerly known as Project Independence), local jurisdictions will be responsible for helping clients on public assistance find jobs. DSS has one Request for Proposals (RFP) already on the street for job readiness training, structured job search workshops, and programs to serve clients who are hard to place (such as those with physical and mental disabilities). The Office of Employment and Occupational Training also administers occupational training programs for public assistance recipients. DSS is planning to issue another RFP for a "one-stop" job center that will be located in the Southwest. DSS is also coordinating an effort with the Community College System of Baltimore County to provide intensive one-week orientation sessions on the new regulations for new recipients and long term clients.
 - **Career Connections** - After a competitive selection process, Baltimore County was recently awarded a four year Career Connections grant in the amount of \$2,263,800. Career Connections is Maryland's new comprehensive school-to-career transition program. Coordinated by the County's Office of Employment and Training, it should serve as the overarching umbrella to coordinate the County's public school, community college, and university systems with all the new and existing workplace awareness and training partnerships and programs. Career Connections will strengthen partnerships among businesses, the educational system, and government to ensure that all students acquire the knowledge and skills needed to make a successful transition from school to a career. Students will have the opportunity to become exposed to nine broad career clusters, explore career and educational opportunities in curricula of their choice, and obtain worksite-based experience. The clusters are customer service, hospitality, and tourism; health and biosciences; business management and finance; transportation technology; construction and development; arts, media, and communication; human resource services; environmental and natural resource systems; and manufacturing, engineering, and technology. Also see the "Education" section for additional information about school and business partnerships.
 - **Southwest Job Fair** - As part of the revitalization effort in the Southwest, the County Department of Economic Development, the Office of Employment and Training, and the Office of Community Conservation joined with local community associations and organized a job fair targeted specifically to employers and residents of Southwestern Baltimore County. Fifty-eight employers and 1800 job seekers participated in the job fair, which was held in a facility donated by Martin's West. Work shops designed to improve job skills such as resume writing and interviewing were also conducted. A follow up evaluation is being performed to determine the actual placement resulting from the fair.
3. ***Assist Small Businesses.*** *Small businesses play a crucial role in Baltimore County's economy. Ninety-four percent of all business establishments in the County have less than 50 employees and in 1995, the average Baltimore County company employed 18 workers. The Department of Economic Development (DED) works to support small businesses by:*
- **Establishing a Council of Chambers** that includes the Catonsville Chamber of Commerce to coordinate activities and leverage resources to help small businesses.
 - **Funding the Small Business Council** which assists small companies with business development and financial planning including personal business and financial counseling, assistance in developing of business plans, explanation of business loan programs available through Baltimore County, and guidance in applying for County, State, or Federal business loan programs.

- **Funding the Small Business Loan Pool** which is a special loan program created in 1996. It is based on a partnership between the Baltimore County Department of Economic Development and the region's leading financial institutions. More than \$10 million in private funds is available to small businesses for:
 - ◊ real estate, fixed asset, and working capital loans
 - ◊ fixed rate loans with favorable terms to businesses
 - ◊ maximum loan amount of \$250,000 with the actual amount based on the economic impact of each transaction
 - ◊ improvement and expansion of small businesses, especially in Community Conservation Areas.

4. Support Commercial Revitalization. *To tie the County's support for local business areas more closely to other economic development efforts, the responsibility for commercial revitalization has now been centralized in the Department of Economic Development with direction from the Executive Office. The overall goal is to promote economically stable, accessible, and attractive business districts that, in turn, will strengthen and enhance the neighboring residential community. In the Southwest, the Program will concentrate on Arbutus and Catonsville with a renewed focus on attracting long-term regional and national businesses to stabilize and anchor the commercial centers. This program will build upon the successful redevelopment projects that have been occurring in the area. In Arbutus, this includes the redevelopment of the Hollywood Theater with financial assistance from the County, the purchase of the Arbutus Shopping Center by a regional developer with the intent of improving the site and retenanting the facility, and the relocation of Rite Aid to a more central stand-alone building. Economic revitalization in Catonsville includes the renovation of the C&P Building which is 50% preleased and the renovation of the Wilson Lumber site for retail use. Components of the Commercial Revitalization Program are:*

- **Streetscapes** - Streetscape plans are to be a function of a total plan to ensure the leasing and occupation of existing vacant space and may be implemented upon a commitment of greater than 70% occupancy. The streetscape plans for Catonsville are in the final design stage and the parameters for the Arbutus project are being determined. Key components of streetscape plans include aesthetic improvements (gateway signage, landscaping, lighting, coordination of street furniture, etc.) to improve the "curb appeal" and create a pedestrian-friendly atmosphere; private participation via an assessment through the tax bill or an equal reinvestment in improving the exterior of the property; functional improvements such as curb cuts, cross walks, and improved traffic flow; and maintenance by the property owner for the storefront area as well as staff from the Department of Environmental Protection and Resource Management for streetscape maintenance. See the Capital Improvements Map in Appendix A for more details on the specific projects for Arbutus and Catonsville.
- **Business Assistance** - There are specific financial incentives and services geared toward assisting businesses in designated revitalization districts. In addition to those available for all small businesses, there are the:
 - ◊ **Business Improvement Loan Program** which provides loans for exterior physical improvements. Business and property owners may borrow up to \$10,000, interest free, over a five year term.
 - ◊ **Neighborhood Business Development Program** which is a State program which provides gap financing at flexible, below market interest rates. Loans must be supported by the local jurisdiction as a contingency to State approval.
- **Advisory Groups** - The Commercial Revitalization Action Group should continue to play their important role in formulating revitalization policies and building better relationships among businesses and communities. As part of the reorganization and increased emphasis on business development, consideration should be given to establishing a Commercial Revitalization Roundtable of real estate brokers, financial lenders, property owners, and experienced revitalization planners to attract national and regional businesses to anchor and provide long term stabilization of commercial centers.

5. **Support Regional Actions to Improve Economic Development.** *The geography of the Southwest highlights the need for regional cooperation, especially among Baltimore, Anne Arundel, and Howard Counties and Baltimore City. The close proximity increases the employment opportunities for residents of the Southwest and the strengthening of the regional economy to supply well paying employment should be a priority. The following interjurisdictional issues should be supported:*

- **BWI Airport** - BWI Airport is an extremely important transportation facility and a key attraction to businesses considering locating in the Southwest. The BWI Business Partnership, Inc. has issued a final draft Vision Statement which should be supported by Baltimore County and the County should be an active member in this association.
- **The Greater Baltimore Alliance** - The GBA is a regional economic development marketing program designed to position and promote Greater Baltimore nationally and internationally as one of the top locations for business. With a Board of Directors that includes the Executives of the regional jurisdictions and CEOs of major private enterprises, this is a much needed public/private partnership that will coordinate a unified business outreach program through comprehensive marketing and client service efforts. These include an image/advertising campaign, domestic and international business development, education of the local constituency, targeting growth industries, custom packaging current research and data regarding labor, education, training, etc. Because of the regional characteristics of the Southwest's economy, the GBA should make this area a priority.
- **Regional Cooperation in Business Development** - The Maryland Department of Business and Economic Development and the economic development departments of the local jurisdictions are developing a formal agreement keep each other informed about potential intrastate relocations. This is to allow home jurisdictions the opportunity to retain businesses by addressing their concerns. Additionally, the departments and the State cooperatively work to attract businesses to Maryland.

EMPLOYMENT CENTER ISSUES

Security Employment Center

This area includes the Rutherford Business Center, Meadows Industrial Park, Windsor Corporate Park, Social Security Administration, Security Square Mall, and Health Care Financing Administration. The types of businesses in this important employment center include customer service centers, pharmaceutical production, printing, food production, government services, and regional retail. In general, most of the area is built out and leased, with the notable exceptions of the Windsor Corporate Park that offers some sizable acreage for development and the Meadows Business Park which has industrially zoned flex and office space vacated by the relocation of the HCFA offices to their new complex. The economic development market in this Center is strong and as such, the strategy is to continue to support and strengthen the area by facilitating economic development on a project by project basis. Key actions and policies include:

- **Use of PUD-C** - In general, Baltimore County's policy is to preserve industrial zoning to accommodate future employers that bring new wealth into the community by producing goods and services that are sold outside the area. However, some of the industrial buildings in the Meadows Business Park have become antiquated for modern industrial use due to low ceiling heights, poor ingress and egress, and inadequate turning radii for trucks. As a result, some specific and limited types of retail uses may be appropriate for these older buildings.

The Commercial Planned Unit Development (PUD-C) process may be an effective tool for allowing selective retail redevelopment in this area if projects meet the following criteria:

- ◊ space requirement of 25,000 square feet or more.
- ◊ warehouse outlet-type retailers that serve a regional rather than neighborhood or local community market and do not rely on high visibility to attract customers. Examples include: fabric, carpet, upholstery and recreational equipment warehouse stores.
- ◊ limited parking requirements.

- ◊ Additionally, retail uses that receive favorable PUD-C review should be allowed to construct a minimal amount of signage necessary to direct customers to the building. Large, freestanding pedestal signs, and backlit signs typically found at shopping centers should not be allowed.
- Support the Security/Woodlawn Business Association - The Security/Woodlawn Business Association is a unique coalition of businesses, residential communities, and government representatives. On a grass roots level, this group is invaluable in dealing directly with issues impacting local business and could serve as a model for other areas. The Association has focused on beautification, revitalization, and crime prevention issues and should continue to play a major role in improving the local business climate.
- Target Windsor Corporate Park as a potential location for manufacturing spin offs from the UMBC Research Park and Technology Center.

Institutional Center

The Institutional Center is the grouping of University of Maryland Baltimore County, Catonsville Community College, UMBC Technology Center and proposed Research Park, UMBC Technology Enterprise Center, Spring Grove Hospital, Charlestown, and St. Agnes Hospital. Collectively, they employ over 8000 people in a wide range of job types and skill levels. The university synergies, proximity to federal labs in the Washington, D.C. suburbs, available lab space and developable land, and educated work force make this area a superb location for research, educational, medical, and high technology employers. The economic development strategy for the Institutional Center is to attract complementary companies and institutes to the area, making it a center of intellectual and employment advancement. Specific components are:

- **UMBC Technology Center and Research Park** - Baltimore County remains committed to the development of these two areas as the core of the County's technology employment. The reuse of the former Martin Marietta Laboratories as the Technology Center has been extremely successful, with almost all of the existing office and laboratory space leased to incubator (start-up) and emerging technology companies. The Center also provides laboratory space for university and industry research collaborations and classrooms for training of entrepreneurs and scientists engaged in technology research and development. The proposed Research Park will provide over 250,000 square feet of floor space for technology research and development, with companies forming partnerships with UMBC faculty and students to encourage technology transfer and enrichment of academic, scientific, and engineering research.
- **Spring Grove Hospital Center.** This 200 acre, 57 building complex houses the Spring Grove Hospital, the Maryland Psychiatric Research Center, and a computer-equipped conference center. Almost 1000 people are employed by these uses with combined annual budgets of \$48 million. The Hospital employs about 850 people and over 90% of these positions are full time and most of the employees are from Baltimore County. See "Institutional Center" for more details.

It was anticipated by the Department of Health and Mental Hygiene that by the Year 2000, only two of the three regional hospitals (Spring Grove, Spring Field in Carroll County, and Crownsville in Anne Arundel County) would be needed. Now however, the Department is deferring any decisions until the impacts that the nationwide changes to health care and Medicaid will have on public hospitals is fully understood.

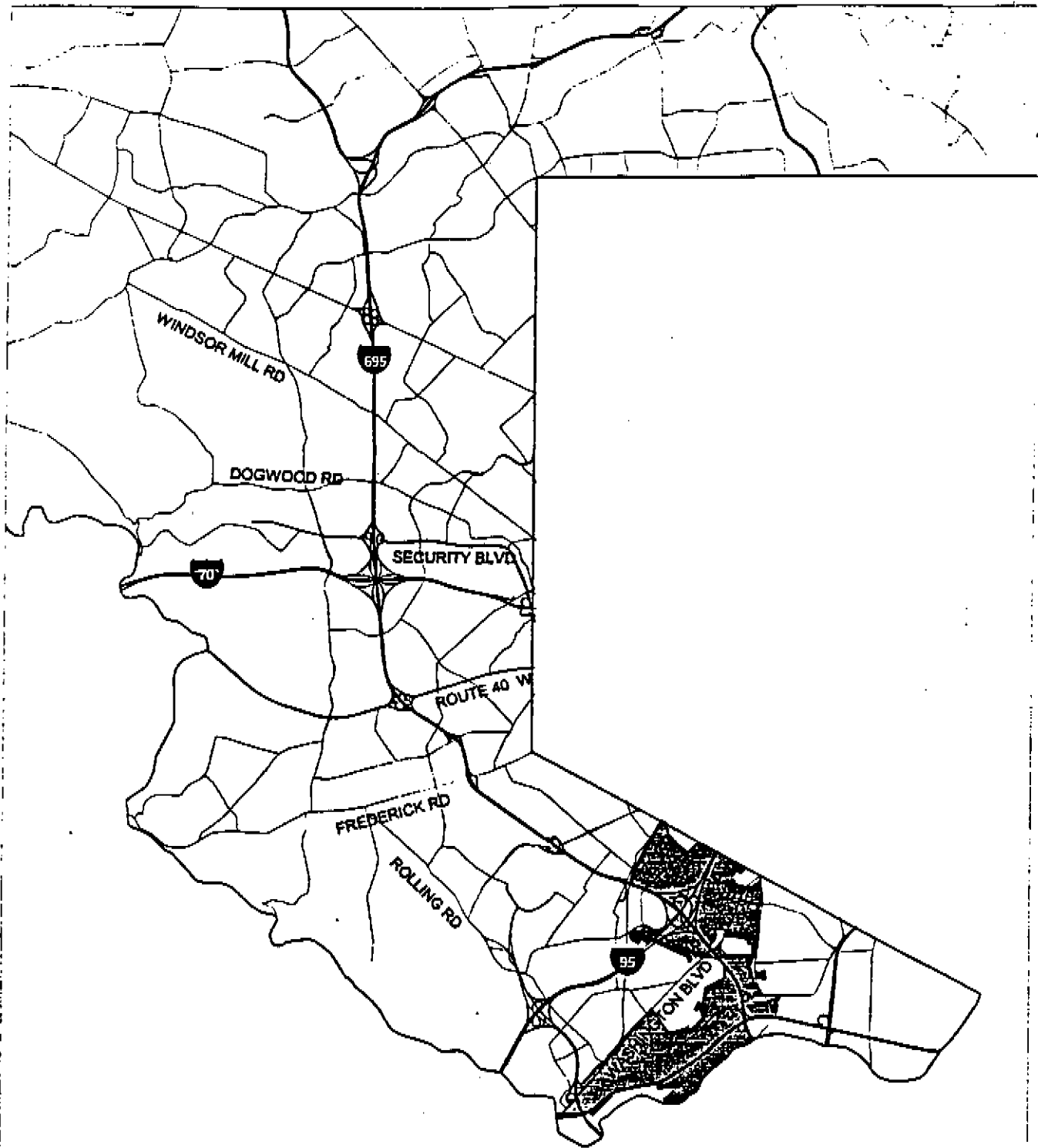
The County should support the continuation of Spring Grove Hospital and expanded clinical and biomedical research and development that complements the mission of the Hospital and reinforces the economic viability and local employment opportunities of the Center. However, should the Hospital be closed, the Psychiatric Center will also close and the State will follow the standard process for surplus state owned land and buildings. Public agencies will review and comment on the site and if none request to use it, the Board of Public Works will determine how to dispose of the property. As part of this process, the Maryland Economic Development Corporation in conjunction with the County, should undertake a feasibility study and a development master plan for uses that support the Institutional Center.

- **Kenwood Office Park** - The 11 acre OR 2 zoned site, adjacent to Spring Grove Hospital Center and with significant Beltway frontage, offers the opportunity for new office or mixed use construction in excess of 100,000 square feet. These uses would be attractive for businesses, institutions and/or government agencies and compatible with the area's research, educational, medical and high technology employment center.
- **Technology Support** - Baltimore County should continue to advance technology development in the Southwest. This is being done through:
 - ◊ **The Baltimore County Technology Council** which was recently reorganized to support the needs of technologists and technology companies. The Council has a four part program of 1) "tech talks" which highlight different technologies being used by County companies and provide networking opportunities for technologists; 2) faculty internship programs to link post secondary educators with technology companies, benefiting both the companies and the professors that can then transfer the "real life" education back to the classroom; 3) the creation of a Web site for technologists to communicate on issues of common interest; and 4) the Technology Transfer Assistance Program which will facilitate the transfer of information from laboratories and universities.
 - ◊ **Production of a Technology Brochure** which will highlight the County's (including the Southwest's) assets as a location for technology companies.
 - ◊ **High Technology Loan Fund** which uses local and federal funds to stimulate employment in small technology/defense related firms engaged in the provision, development, and/or manufacturing of high technology products or services. The funds can be used for the acquisition and improvement of land, buildings, and equipment, as well as for working capital.

Southwest Industrial Corridor

The Southwest Industrial Corridor is one of the largest concentrations of industrially zoned land in the County, straddling Hollins Ferry Road outside the Beltway and extending from the interchange of I-695 and I-95 to the City line. Over 200 companies are located in this predominantly manufacturing and distribution area. There appears to be a strong demand for land within this corridor with very few undeveloped parcels. However, there are under used properties and some available buildings, most notably the landmark Stroh's/G. Heileman Brewing Company. The strategy in this Center is to provide in-depth business development and incentives to retain and attract businesses and to promote the redevelopment of under used sites by:

- **Designating the Corridor as an Enterprise Zone** - On December 15, 1996, the State of Maryland approved the Department of Economic Development's request to designate approximately 1800 acres of contiguous industrially zoned land in the Southwest Revitalization Area as an Enterprise Zone. See Map 3. The Enterprise Zone offers two primary benefits to businesses in the zone who expand or hire new employees. These businesses will be eligible for 1) property tax credits if significant improvements are made to a property and 2) State income tax credits for net new employees hired in the Zone. A similar designation of the North Point corridor in Eastern Baltimore County one year ago has resulted in three business expansions and one new construction project. In addition, six companies have either hired or announced plans to hire a total of 160 new employees in the North Point zone. A DED business representative has been assigned exclusively to these two zones.
- **Implementing New Brownfields Grants**- In May of this year, Baltimore County was awarded a \$200,000 Brownfields Demonstration Pilot Grant from the U.S. Environmental Protection Agency (EPA). The County will use the grant to identify sections of the County at higher than average risks for brownfields issues, recruit up to 10 current and prospective property owners to participate voluntarily in Brownfields assessment and clean up efforts, and encourage and conduct Brownfields assessments and cleanups by providing matching grants to current and prospective property owners. The County's target is to award five matching grants to candidate properties.



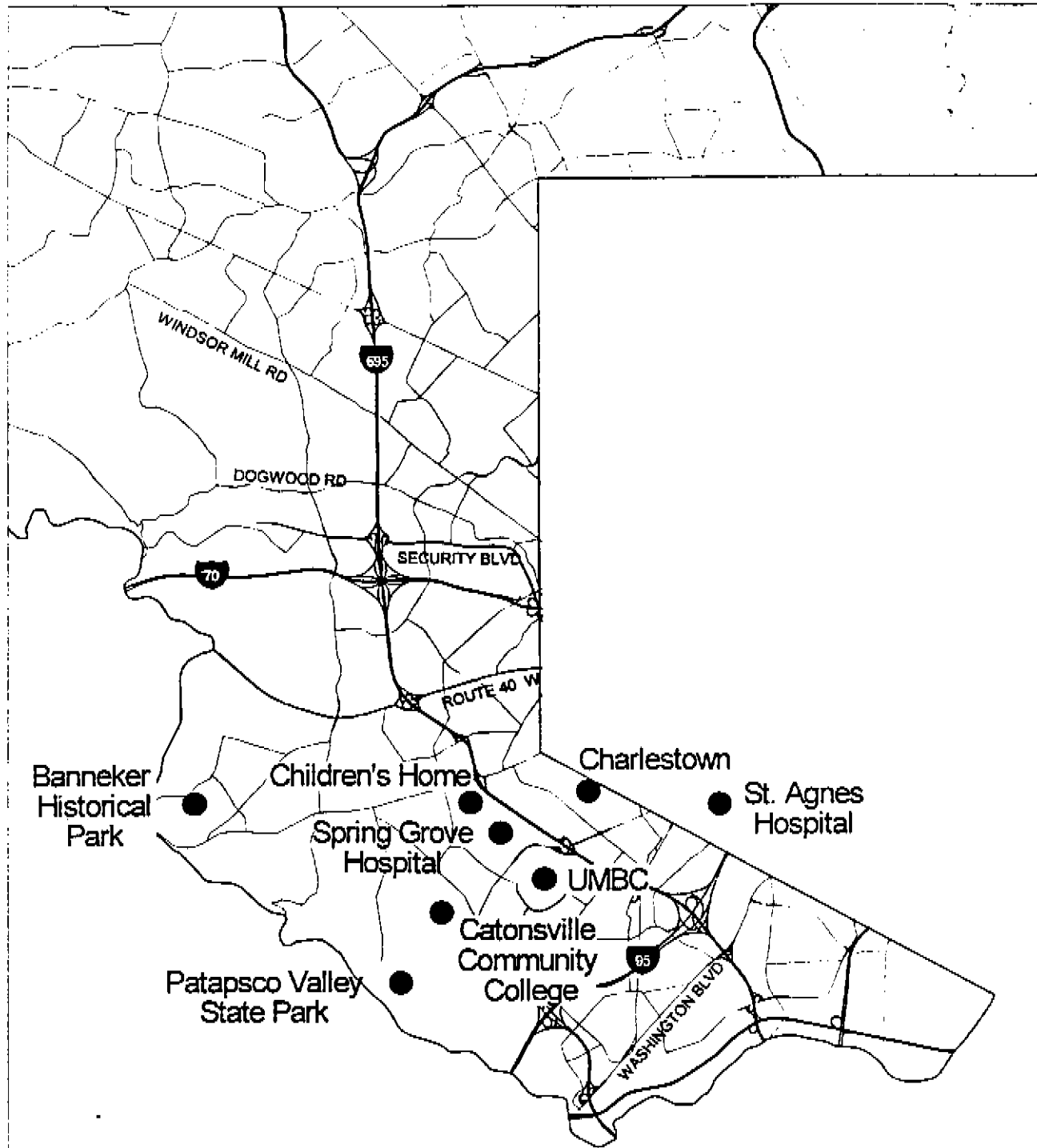
Map 3: Southwest Enterprise Zone

- **Reusing Older Buildings** - The creation of the Southwest Enterprise Zone, State Job Creation Tax Credits, County/State financing programs, and utility credits provide incentives for companies to reinvest in older properties. However, one of the problems facing older industrial areas such as Southwest Baltimore County is the large number of aging, obsolete industrial structures which are not feasible for continued use for manufacturing or warehouses, but which are expensive to demolish or renovate. As part of the revitalization effort, the DED staff will identify such buildings and work with the property owners and brokers to seek financial and processing assistance to demolish or renovate such obsolete structures to make way for new industrial development.
- **Encouraging Redevelopment Opportunities** - A few strategic sites have been identified as opportunities for redevelopment including the G. Heileman Brewery site, the Eichelman Brothers property at the intersection of Washington Boulevard and Lansdowne Road, and the Eastern Waste Management site. The DED will actively work with the owners, prospective businesses, and the State to redevelop these areas.
- **Improving Infrastructure** - The Southwest industrial area is well served by utilities, roads, and rail. One area in need of attention is the Pistoria Road/Knecht Avenue vicinity where periodic flooding and subsurface water disrupts a number of companies located in the area. The Department of Public Works (DPW) is investigating some public and private improvements on specific sites and the DED will work with DPW and the businesses in that area to try to develop a comprehensive solution to this issue.



Institutions

Southwest Baltimore County Revitalization Strategy



Map 4: Southwest Institutions

INSTITUTIONS

Institutions have long been a part of the fabric of the Southwestern Baltimore County community. In 1862, the Daughters of Charity began the St. Agnes Hospital to provide nursing care for the poor in Southwest Baltimore County and City and in 1906, it was reorganized as a full service hospital. The Children's Home was founded in 1863 as the General German Orphans' Association and moved to its 44 acre site in 1923. The Maryland Hospital for the Insane relocated from its overcrowded urban location (now the site of the Johns Hopkins Hospital) to the rural location at Spring Grove Hospital which opened in 1871 with 132 patients. Catonsville Community College was founded in 1957 and UMBC, which stands on the former farmlands of Spring Grove Hospital, celebrated its 30th birthday this year. The newest institutional use in the area is the retirement community of Charlestown which was built in 1983 on the site of the former St. Charles College and Seminary.

This historical concentration of institutional uses distinguishes the Southwest from other areas in the metropolitan region and gives the sector an economic, social, and cultural advantage. Collectively, these institutions offer an amazingly wide range of job opportunities and employ over 8200 people. UMBC and CCC provide an outstanding array of technical, undergraduate, graduate, doctoral, and continuing educational programs that can easily meet the educational needs of the regional population and employers. These institutions are also important community resources, with literally hundreds of students and faculty involved in partnerships with local neighborhoods and service organizations. St. Agnes Hospital is a 407 bed community teaching hospital with specialties in women's services, oncology, and cardiac disease. The Charlestown Retirement Community is the regional forerunner in alternative community living for senior citizens and provides a range of activities to promote an active social environment as well as health care programs and assistance designed for the elderly. UMBC and CCC comprise the cultural anchor of the area with dozens of public theatre, music, and dance performances taking place every year. The University also has galleries and an excellent library that are open to the public and that exhibit contemporary art and special collections. UMBC also sponsors lectures by specialists in the visual arts, humanities, and science. Tying off the Center are the Patapsco State Park and the Banneker Historical Park which are wonderful recreational and cultural amenities for all of the residents of Southwest Baltimore County.

Recommendations:

1. *Establish the Identity of the Institutional Center. The institutional center development concept must become part of the image of the Southwest. This can be done by coordinating the individual plans of the various institutions and by marketing and promoting the area as a center for economic development, education, culture, and human services.*
 - Use the Southwestern Revitalization Strategy as the foundation of an overall master and marketing plan for the Center. This should establish a vision and image of the area, coordinate the future plans of the individual institutions, outline significant programmatic and physical developments that are planned, promote completion of any key capital infrastructure improvements, and build upon the recommendations in the Revitalization Strategy that promote the economic, educational, cultural, and human services benefits of the Center. Representatives of the area's community and business organizations should be included in these planning processes.
 - Establish an Institutional Roundtable of top administrators to promote the Center, keep the institutions informed of each others' programs, and develop synergistic programs and partnerships.
 - Work with the Greater Baltimore Alliance to develop a regional marketing strategy for the Center.
 - Provide Internet links among the institutions' home pages to foster the Center identity
 - Use the Institutional Center in all community and economic development marketing material.
 - Build upon the educational relationships that already exist among the institutions (e.g. classes taught by UMBC and CCC at Charlestown) and collectively sponsor events that connect the institutions with each other and the community at large.

2. **Promote the Center for Economic Development.** *Collectively, the institutions in the Southwest are one of the area's largest employers. Of the total 8260 employees, St. Agnes Hospital has 2800, UMBC has 2000, Catonsville Community College has 1300, Charlestown has 1200, and Spring Grove Hospital Center has 960. These institutions offer a range of local employment opportunities at all skill levels, including professional, academic, managerial, technical, administrative support, and service. This employment base has an important spin-off effect, generating between 6000 - 9000 additional jobs in the local economy. As major employers and providers of invaluable public services, the continued success of the institutions is essential to the overall viability of the Southwest. However, public funding is becoming more and more limited and institutions must develop creative and complementary programs and funding alternatives in order to retain and enhance their public purpose. Located in the heart of the Washington-Baltimore corridor, the Institutional Center is poised to become a regional leader in high tech development and is an ideal location for research, educational, medical, and technology development that can support and complement the area's institutions. Most of the economic development that has occurred in the Center is linked to the institutions and new development should maintain and promote that connection. In addition to the actions in the Economic Development Section, the important components in the strategy to promote interrelated economic development are:*

- **Continued Support of the UMBC Technology Center and Research Park** - These uses will furnish much needed facilities and developable land for research and technology companies and institutes. Currently, the Technology Center is completely leased to companies employing over 160 people involved in software, biotech, engineering, materials science, training, and education. The Research Park will build on the Tech Center's success by providing 250,000 square feet of floor space for technology research and development. These uses provide highly skilled employment opportunities, revenues for the university, and training and research collaboration opportunities for entrepreneurs, students, and scientists engaged in technology research and development.
- **The Expansion of St. Agnes Hospital** - The Southwestern area of the County continues to be the primary service area for St. Agnes HealthCare. Within the next two years, St. Agnes Hospital is planning to open an additional facility in the Catonsville area to offer primary care physicians, specialists, educational programs, and ancillary services at one location.
- **Support of the Spring Grove Hospital Center** - The Center is an important mental health care and research facility and significant contributor to the local economy and biotechnological research and development. There are three main components to the Center:
 - ◊ The Spring Grove Hospital which treats approximately 750 - 850 patients annually with a budget of about \$ 42 million per year. Currently, the Hospital employs 850 people of which more than half are Baltimore County residents.
 - ◊ Maryland Psychiatric Research Center which is operated by the University of Maryland at Baltimore and employs 110 people with an annual budget of \$7 million. The Center is a research facility in severe mental illness and manages a clinical program with the Hospital, is a national testing center for anti-psychotic drugs, and has highly sophisticated equipment used for brain mapping research.
 - ◊ Conference Center which is equipped with the State's Financial Management Information System computer network and is a computer software training site for the Department of Health and Mental Hygiene. Additionally, all of the buildings are connected by fiber optics, creating a campus-wide computer network.

The future of the Spring Grove Hospital Center is dependent upon the State's mental health care needs as explained in greater detail in the Economic Development Section. The continuance of the Center should be supported and increased clinical and biomedical research and development should be encouraged to provide additional employment and raise the profile of the entire area as a premiere and diverse research and technology location. If the Center is closed by the State, the Maryland Economic Development Corporation in conjunction with the County, should undertake a feasibility study and initiate a development master plan for uses that support the Institutional Center.

- **Technology Studies at Catonsville Community College** - The expanding Applied Technology Center and partnership with the Western School of Technology and Environmental Science offers advanced education and training in high technology and environmental technology. Catonsville is also the host college for the Greater Baltimore Advanced Technology Center which is a virtual organization comprised of the education and customized training resources of the eight community colleges in the region.
- **Workforce Education** - A well educated workforce is prized by present and future employers and this can be the key factor in a business' decision to stay or locate to an area. With its varied educational institutions, the Southwest has an edge over other areas in its ability to provide a range of educated employees. The State, County, and institutions must capitalize on this unique advantage and fully support budgetary and programmatic actions that advance education in the Southwest. The institutions should also retain and expand their partnerships with local public schools to prepare students with the skills to meet the employment needs of businesses.

3. Promote the Center for Education. *The educational core of the Center is built upon the University of Maryland Baltimore County and the Catonsville Community College which offer a wide range of educational opportunities. St. Agnes Hospital and the Spring Grove Hospital also play an important role in medical training and research. These programs as well as others that involve local schools need to be understood and valued by the community at large and used in marketing of the Center. They include:*

- **Catonsville Community College**, one of the three colleges in the Community Colleges of Baltimore County system, has a national reputation as one of the foremost providers of workforce education and training among community colleges. In addition to the great number of students who transfer into their junior year at local universities, the college provides technical education and training in more than 30 fields operated under the advice and counsel of area employers. Career programs include Air Transportation, Computer-Aided Design for Architecture and Engineering, Computer Graphics and Visual Communication, Computer Automated Manufacturing, Computer Information Systems, Data Communications Technology, and Environmental Technology. Through the system division of Continuing Education and Economic Development, the college provides customized workforce training to hundreds of area employers, intensive workforce training for adults seeking technical skills, a broad array of non-credit work related courses, licensure courses, and personal development courses. CCC also provides courses on the campus of Spring Grove Hospital and Charlestown for the employees and residents.
- **University of Maryland Baltimore County** is a dynamic research university serving the Baltimore metropolitan region. UMBC is increasingly known nationally for its focused mission emphasizing science, engineering, and public policy at the graduate level, built on a foundation of very strong undergraduate programs in the arts and sciences, and for its success in attracting very productive research faculty who spend considerable time mentoring undergraduates. Unique to UMBC are its state of the art centers for imaging research and structural biochemistry; its Shriver Center for learning, work, and service; and its Howard Hughes Medical Institute Laboratory. Over ten percent of the entering undergraduates come from local high schools and colleges, and over ten percent of the UMBC alumni are area residents.
- **Spring Grove Hospital** is the only state hospital affiliated with the Department of Psychiatry at the UMAB School of Medicine. The hospital serves as part of the psychiatric rotation for resident doctors and has internships for nursing, social work, and psychology, and is a national psychological training site.
- **St. Agnes Hospital** offers residency programs in medicine, pediatrics, and surgery. At this time, 20 surgical residents serve for 5 years while 34 medical residents are at the hospital for 3 years. The pediatric program is a residency partnership with the Johns Hopkins Hospital and has 8 residents. In addition to teaching physicians, the hospital offers college students in the programs of respiratory therapy, nursing, occupational therapy, and physical therapy programs an opportunity to do observations and internships. Students from Towson University's Health Science Program and UMBC's Health Policy Program also do internships in the education departments at St. Agnes Hospital. Two GED programs are offered at the hospital -- a day program for pregnant and parenting adolescents and an evening program for the community. The hospital also has school partnerships with various private, parochial, and Baltimore County schools in the area. The hospital staff takes programs to the schools and some school classes come to the hospital to observe the staff at work.

- The **Partners in Excellence Program** managed by the Baltimore County Public School System has the continued commitment of UMBC, CCC, St. Agnes Hospital, and the Charlestown Retirement Community to provide management support, tutoring, curriculum development and support, and mentoring to local schools.
- The proposed **Institutional Roundtable** should explore developing and/or expanding educational partnerships among the institutions. This could be expansion of the courses offered at Charlestown by CCC, using CCC's educational Cable Television channel, sponsoring special health programs between St. Agnes and Charlestown, or investigating new internship possibilities.

4. Promote the Center for Cultural Arts and Human Services. *One of the distinct advantages of the Institutional Center is the incredible range of cultural and intellectual events and activities that are available to the community through the academic institutions of UMBC and CCC. Each year, hundreds of students, faculty, and staff work to enhance the neighboring communities. The Charlestown Retirement Community meets many of the unique needs of senior citizens by providing a social environment and specialized health services on an attractive self contained campus. St. Agnes Hospital is a well respected and growing community health care center, serving both County and City residents. The following activities, programs, and actions should be recognized and supported:*

- **Cultural Arts** - The Fine and Performing Arts Center Theatre at CCC and the renowned theatre, music, and arts departments at UMBC offer a variety of visual and performing arts opportunities to the general public. UMBC stages nationally celebrated theatrical presentations on and off campus, sending its singers into the community and inviting area residents to musical and art presentations. The art galleries at both institutions sponsor exceptional exhibitions of paintings, sculpture, and photography and there are special lectures in the humanities, visual arts, current events, and science held throughout the year. These events can be further promoted by:
 - ◊ Developing a joint calendar and a marketing strategy similar to that done by The Downtown Partnership to promote the cultural events occurring in the Center
 - ◊ Building upon the entertainment home page of the Baltimore Region's colleges and universities that includes information about performing and visual arts events and use CCC's cable television channel
 - ◊ Exploring "space and people" partnerships among the institutions such as the "Sundays at 3" musical performances by the UMBC musicians and singers at Our Lady of the Angels Chapel at Charlestown. The exquisite chapel is home to the Chapel Concert Series where premiere musicians and vocalists perform in free public concerts.
- **Service** - Each of the institutions has a strong history of public service and volunteerism that enhances the general Southwest community. The Shriver Center at UMBC places students in co-ops and internships in many Southwestern businesses and organizations and manages community service projects that bring the resources of the University to people in need. UMBC also sponsors outreach programs such as Youth in Progress Student Mentoring, Habitat for Humanity, and Into the Streets as well as numerous internships in a number of service oriented professions. Charlestown residents have partnered with local schools and St. Agnes offers a number of health care programs and events. To help focus the efforts:
 - ◊ The Shriver Center, community umbrella groups, and the Office of Community Conservation should meet to develop a list of service priorities for the Southwest.
 - ◊ Umbrella associations should review their priority projects and contact UMBC's Community Outreach Office as well as other public service coordinators at the various institutions to develop a volunteer base for ongoing projects as well as special events.
- **Senior Living** - Charlestown provides an added dimension to the Southwest housing market by providing an extremely popular form of housing geared toward the special needs and desires of the growing senior population. The Charlestown Retirement Community is an important stabilizing force and attracts new residents into the area. This, in turn, provides local employment, supports the area's retail and service economy, and contributes to the tax base. The value of this community should be recognized and efforts to further integrate the residents into the overall community should be encouraged.

- **Health Care** - Health care is no longer provided only in a physician's office or at a hospital. St. Agnes Hospital offers many services focusing on prevention at senior centers, malls, churches, and businesses. Cholesterol and blood pressure screenings are offered monthly at Westview and Security Square as well as other community sites. Mall Walkers programs at Westview and Security Square encourage people to exercise, learn, and socialize. The Catonsville and Lansdowne Senior Centers are the sites for educational programs on various health topics, e.g. diabetes, cholesterol, skin cancer. In addition, each year St. Agnes HealthCare offers Mission Fund Grants to organizations for activities and programs that help to improve the health and well being of the community. In 1996, grants totaling \$125,000 were awarded, with 4 Southwest Baltimore County organizations receiving awards.
5. ***Pursue Infrastructure Improvements.** The following transportation and public improvements are needed to support and enhance the Institutional Center:*
- Roundabout at Wilkens and Hilltop. This is a recommendation by the State Highway Administration to improve the safety and efficiency of this intersection. A second public meeting on the project will be held in the Summer of 1997. Costs of construction would be shared by the State, County, and UMBC.
 - As advanced telecommunications systems are needed by the institutions, consider options that could improve communication among the institutions and possibly increase the attractiveness of the Center to future uses.
 - See the Capital Improvements Map in Appendix A.
6. ***Strengthen Relationships with the Surrounding Communities.** Often the primary goals of an institution do not completely dovetail with those of adjacent neighborhoods. In the Southwest, these differences become most apparent in land use and development decisions. This may be a result of both groups' unwillingness to consider themselves a part of a greater community. A strategy for the institutions and neighborhoods to begin to work cooperatively should include*
- Development of master plans by the institutions to share their plans for growth and development (physical as well as programmatic) with neighboring communities.
 - Development of specific partnerships and programs between institutions and communities that benefit the area as a whole. This could be spearheaded by the umbrella groups and the proposed Roundtable.
 - An established communication process that includes a clear understanding of the types of issues that need to be discussed and the contact people and groups.
 - A commitment between the institutions and the businesses to develop specific actions to draw students into the commercial core of Arbutus and Catonsville. This should be linked to an effort to improve student ties with the neighborhoods and develop a college spirit within the community.



Community Conservation

Southwest Baltimore County Revitalization Strategy

COMMUNITY CONSERVATION

Community conservation refers to public and private efforts designed to maintain or enhance the physical, social, and economic resources of the County's older, more urbanized communities. The communities of southwestern Baltimore County are extremely diverse and face quite different conservation challenges and opportunities. No single sector-wide plan can effectively address the specific issues that are facing individual communities. The Southwest Revitalization Strategy recognizes this and by necessity, the community conservation chapter is structured as a handbook that outlines problem solving approaches and provides information on County programs as well as different techniques and ideas that have been used successfully elsewhere. Depending upon their particular concerns, communities can draw upon this menu of ideas and apply and adapt them to their needs. This can be done in the form of a comprehensive community plan as is being done in the Baltimore Highlands area or as a targeted action plan aimed at resolving a specific issue as was done by the Old Catonsville/Summit Park neighborhoods in their traffic calming proposal.

The Community Conservation Chapter is divided into five main topic areas that the volunteers who participated in the planning process identified as the most important to the Southwest. They are housing, public safety, education, youth and families, and community development. These groupings can also be used as the organizational framework for community plans. The Strategy also has a map of the capital improvements that are contained in the six year capital budget and program which may provide further information. It is recommended that the Offices of Community Conservation and Planning be contacted to help communities in their planning efforts.

Housing

Housing is a crucial component of any community conservation efforts. The main housing concerns voiced by residents were the maintenance of both owner-occupied and rental housing; the need to promote homeownership, especially in areas experiencing speculative purchasing for rental purposes; the over concentration of sometimes poorly maintained, lower income rental complexes; and the integration of special needs group housing into established neighborhoods. Baltimore County, through the Office of Community Conservation, administers a number of funding programs that can be used to address these issues, but it is the communities, often in partnership with nonprofit housing organizations, that must take the lead in developing community-wide housing and promotional strategies.

It must be recognized that housing and other community conservation issues do not exist in a vacuum. The state of the local economy, quality of schools, levels of crime, public services and amenities, and condition of the streets and alleys are some of the factors that can have a powerful effect on an area's housing market. A constant theme in this Revitalization Strategy will be that everything is interrelated and that all of these issues must be addressed in as holistic a manner as possible in order to strengthen and stabilize residential and business communities of the Southwest.

Recommendations:

1. Establish community based housing programs. Experience has shown that the most successful housing initiatives are community-based. Government money and staffing are very limited, and the best programs are those that are built upon the commitment of a community working in partnership with a private sector housing organization. The involvement of these housing groups is usually essential because they have a great deal of experience and technical expertise and maybe even more importantly, can leverage funds to finance the often very expensive housing programs needed to stabilize and revitalize a neighborhood's housing market. The key steps a community needs to take to start its own neighborhood housing program are to:

- ***Define the problem*** - Communities should meet with the Southwestern Sector Coordinator in the Baltimore County Office of Community Conservation to develop a strategy for identifying the types of housing problems occurring in their neighborhood. This should be based on an assessment of the area's housing that quantifies, as much as possible, the following: vacant buildings, abandoned buildings, poorly maintained structures, nuisance properties, ownership type (e.g., rental, owner occupied, group house, etc.), conversions from owner occupied houses to rentals, investment buying patterns, declining values, etc.

- **Identify Potential Partners** - Based on the information gathered, the Office of Community Conservation will try to facilitate partnerships with appropriate housing organizations such as St. Ambrose, Baltimore Housing Partnership, Associated Catholic Charities, Neighborhood Housing Services, Community Building Group, etc. Other partners could be local businesses, institutions, or major employers that may be able to help publish brochures and fliers, provide meeting space, or share expenses.
 - **Develop a Neighborhood Housing Strategy** - The community, housing organizations, and government may design a program, including funding, that focuses on addressing the specific problems in the neighborhood. This is a step by step process that may include homebuyer education and counseling, settlement expense loans, loans or special projects for rehabilitation, marketing campaigns, targeted enforcement of the Housing and Livability Codes or nuisance laws, intervention buying, incentives to promote nonspeculative home sales rather than rentals, organizing volunteers to help residents that aren't able to properly maintain their homes, etc. The strategy should also identify other issues that affect the neighborhood's housing market such as specific infrastructure repairs, streetscaping, trash and graffiti removal, community services such as daycare and youth programs, etc.
 - **Monitor the Program** - the program should be evaluated in order to make adjustments and to justify the extremely competitive funding that would be needed to continue or expand the program.
2. **Market the Neighborhood.** *Older neighborhoods have a sense of community and character not found in newer, and often nondescript, subdivisions. Focus on promoting the best attributes of the neighborhood by*
- Developing community brochures, fact sheets, and lists of neighborhood contacts that can be used by real estate agents in marketing houses as well as communities. The Office of Community Conservation has examples of effective brochures designed by other neighborhoods. In this era of telecommunications, a Web site can be another method of informing and attracting prospective homeowners.
 - Holding a day long walking tour of houses on the market, possibly in conjunction with other community events. Coordinate with the Realtors and design a program and map that highlights the best features of the neighborhood, including the residents, community activities, history, schools, shopping areas, parks, etc. This was done very successfully in the Towson community and the Office of Community Conservation can be contacted for details.
 - Offering to meet with Realtors to get them informed and enthusiastic about a community. Consider targeting existing renters as first time homebuyers.
 - Working with major employers to sponsor a "Live Near Your Work" program of incentives.
 - Applying for grants to fund specific projects that can improve a neighborhood and promote homeownership. A listing of grants available to community associations can be obtained through the Office of Planning.
3. **Clean up and Maintain the Appearance of the Neighborhood.** *It's been said that a person never gets a second chance to make a first impression and this holds true for neighborhoods. Well maintained homes along tree-lined streets that are clear of trash, graffiti, and crumbling pavement instantly welcome people to a community. To create this image, community organizations should:*
- **Focus on the Gateways** - Community associations, nearby residents and businesses, service organizations such as the Scouts or fraternal organizations, or "guerrilla gardeners" can "Adopt a Spot" and use landscaping, a neighborhood sign, period lighting, flags, seasonal flowers, tree planting in public rights-of-way, etc. to keep the main entrances to a community attractive and inviting. Other publicly visible spaces such as the sidewalks and gutters, ends of alleys, tree wells, undeveloped lots, walls, and medians should be maintained on regular basis as these areas also contribute to the impression that both residents and visitors will have of an area.
 - **Sponsor Neighborhood Clean Ups** - Community associations in conjunction with schools, churches, businesses, and service organizations should organize seasonal cleanups. The Greater Arbutus Community Alliance, Associated Catholic Charities, and the Lansdowne Improvement Association have held very successful cleanups and the Office of Community Conservation can be contacted for clean up application packages. Clean ups of streams and community forest projects can be organized through Maryland Save Our

Streams and the County Forestry Board which are organizations that have active partnerships with the Department of Environmental Protection and Resource Management.

- **Participate in the Community Code Enforcement Program** - This is a structured program in which community associations volunteer to work with the County to enforce zoning, community hygiene, building, and Livability Code regulations.
- **Participate in the "Nuisance Abatement" Training Sessions** - New legislation was passed that allows community associations to be a party in nuisance abatement actions. Community associations, the Community Law Center, and the Citizens Planning and Housing Association (CPHA) will be co-hosting training sessions on this law in the Fall of '97 in the Southwest. Contact CPHA at 410-539-1369.
- **Repair and Upgrade Buildings Exteriors** - Deferred maintenance of owner occupied buildings is often attributable to a change in a household's economic situation and volunteer action may be the most effective way to help improve the appearance of individual as well as groups of poorly maintained buildings. The Manager of the County's Housing Opportunities Program can provide information about successful programs such as "Christmas in April" and other community based projects such as "Operation Facelift" which was co-sponsored by St. Ambrose Housing Center in a Baltimore City neighborhood. Other situations such as neglect of specific properties by absentee landlords may need to be dealt with by enforcing existing regulations such as the Livability Code. Inspectors are assigned to the Southwest and can be contacted through the Department of Permits and Development Management.
- **Mobilize Volunteers** - recruit volunteers for specific projects from groups other than community associations such as the Scouts, schools, major employers, and UMBC through the University Center Community Outreach Program.
- **Know the Code** - The umbrella groups, in conjunction with the County, should prepare a user friendly guide to the regulations that can be used to improve the appearance of the community. The Greater Homewood Community Corporation in Baltimore City published an excellent brochure that could be used as an example. Information can then be reproduced in newsletters and distributed to new residents as part of a welcoming package.

4. Direct Services into Areas of Need. In the Southwestern sector, there are some extensive concentrations of housing serving lower income populations and these areas are exhibiting signs of physical, social, and economic distress. The Baltimore County Consolidated Plan for Fiscal Year 1997 identified Highland Village, the Riverview Townhouse development, and the Winters Lane community as priority areas for targeted action that includes:

- Implementing a comprehensive housing strategy in Lansdowne and Baltimore Highlands. Components of the strategy include strengthening the existing homeownership program, linking that program to the development of a senior housing facility, reducing investment buying, addressing the service needs of the large multi-family housing developments, and promoting programs to assist existing homeowners.
- Community organizing to create a neighborhood association in Riverview. The initial emphasis will be on code inspection and enforcement, community clean-up, and working with Associated Catholic Charities to increase homeownership and eradicate speculative purchasing for rental purposes.
- Working with local community associations and churches to establish housing rehabilitation and homeownership programs in the Winters Lane community.

Other actions that should be considered are:

- Directing affordable, community-based, and child-oriented services into the larger rental communities. Property managers, residents, and the County should identify areas that would be suitable for development or redevelopment for uses such as wrap around daycare facilities, a park, satellite public service offices, or community service or support centers. Programs should include tutoring, parenting skills, employment assistance, skills training, or counseling.

- Joining with the Maryland Multi-housing Association to sponsor training and informational seminars about topics such as marketing and the Fair Housing Act that can be used to strengthen and improve rental communities.
- Working with major apartment owners, landlords, and property managers to upgrade rental qualifications.
- Establishing an "award" or rating of complexes to recognize well run and maintained buildings.
- Using State rehabilitation programs to improve the appearance of developments. This should include monitoring (especially through State funding applications) to ensure that complexes are appropriately maintained and operated.
- Using Crime Prevention Through Environmental Design techniques such as lighting, landscaping, selected fencing, and road redesigns to improve security. Residents, management, and the police should identify and prioritize areas and options. Costs can be spread through out a complex's capital program.
- Employing private security in larger rental complexes.

5. Integrate Special Needs Housing into the Community. More and more people with special needs are moving into homes managed by providers. These include the elderly and juveniles; people with mental and/ or developmental disabilities such as mental retardation, muscular dystrophy, heart disease, or visual and hearing impairments; and people recovering from alcoholism and/or drug addiction. Usually the provider is a nonprofit organization and the services offered vary. Many residences for people with mental and/or developmental disabilities are exempt from County zoning restrictions and the County has enacted special legislation for housing for the elderly. Community residents often view group homes or alternative living units as one more negative change that threatens the stability of their neighborhood. Providers are not legally required to meet with communities and many do not. The result can be very antagonistic, with both sides digging in their heels on opposite sides of the issue. Community leaders and housing providers are encouraged to:

- Read and follow "Developing Partnerships for Great Neighborhoods: A Guide to Successful Community Living for People with Disabilities". Prepared by the Community Living Task Force, this manual provides much needed information and outlines a communication process to best integrate people with disabilities into the County's neighborhoods.
- Be forthright about concerns and focus on resolving them. Communities and providers can reach agreements about staffing, maintenance, noise, loitering, etc. and often clients can contribute to community projects. Management is often the key as to how well a group or alternative housing unit blends into a community. With group homes, it may be possible to negotiate issues with a provider that couldn't be with resolved with private owners or individual tenants
- Work with agencies that fund and/or license providers to understand issues and rights. Also, many providers must meet strict licensing requirements in order to continue to receive funds. It may be possible to work through these agencies if operational disagreements cannot be negotiated.
- In general, support broadly scattered sites to avoid over concentration in one neighborhood or one community. It must be remembered, however, that group housing and alternative living units are exempt from the County's zoning regulations and are covered under the Fair Housing Amendments Act.
- Support housing alternatives that meet a community need and stabilize a neighborhood. In Lansdowne, the Courtesy Station housing for the elderly project successfully blends into the neighborhood and another project for the elderly on Hollins Ferry Road should be supported as a stabilizing anchor for the neighborhood.

Public Safety

Public safety is a critical determinant of the quality of life in a community. Crime, and even the perception of crime, strongly influences the image of an area and affects a community both physically and spiritually. Most people recognize the link between community stability and crime and in the Southwest, the Wilkens Police Precinct (also known as Precinct #1) is one

of the most actively involved groups in the revitalization efforts. As with other community conservation issues, public safety is a complex problem and no one group or program can make the streets safe. Business and residential communities, the police, non-profit organizations, and the various governmental agencies have to work together and use the ideas discussed below to develop specific strategies to improve public safety in their community.

Recommendations:

1. Promote Community Policing. *The Baltimore County Police Department's public safety strategy is a two pronged approach of enforcement and community involvement. The Southwest Revitalization Strategy will focus on the latter component. The Southwest is fortunate that most of the revitalization area is covered by just one police precinct --the Wilkens Precinct-- which has formed active partnerships with communities to tackle crime and disorder problems. The key elements of the Precinct's community involvement program are:*

- **Community Outreach Unit** - a special two officer unit that provides community services and acts as the liaison between the police and the community. The unit works with communities to exchange information, develop and implement crime prevention strategies, sponsor youth programs, and promote communication and cooperation. Community outreach meetings are held on a monthly basis throughout the precinct. Contact the Precinct at 410-887-0872 for further information about the programs described in this section and how they can be used to help address a community's public safety concerns.
- **Web Page** - In an effort to get the word out about various programs, the Wilkens Precinct is on the Internet (<http://www.access.digex.net/~issd/pc01home.html>). The Web page highlights a number of relevant crime prevention programs such as auto theft and child abuse, lists the Community Outreach calendar, describes other programs such as the Explorer Post with the Boy Scouts, responds to community concerns, and has a comment line. All branches of the County library system have terminals that can be used by the public to access the site.
- **Robbery Prevention and Response Training** - a program in which the Police teach business organizations practical techniques to avoid crime, especially shoplifting, and how to react to a crime if it occurs. Police also make recommendations on safe cash handling procedures and bank drop methods, store design, and traditional crime prevention techniques including proper use of alarms.
- **Commercial Corridor Security** - Three new patrol cars will be added to Precinct #1 to patrol Baltimore National Pike (Rt. 40). In addition to responding to calls for service, officers will devote significant effort toward working with individual businesses to prevent crime and solve problems.
- **Mediation Processes** - The Wilkens Precinct is very fortunate to have a community volunteer that serves as a neutral third party to help resolve neighborhood disputes, juvenile problems, and other community issues before police intervention. The volunteer, Ed Hastry, is a member of the Baltimore County Mediation Project and has been a tremendous help in correcting many juvenile situations and assisting the police in getting secure detention for those juveniles that needed to be removed from the neighborhood.
- **Mentoring** - Police officers pair up with students who have been identified by school administrators and staff as needing a positive role model in their life. The officers spend both on and off duty time working with the youngsters on homework, playing games, talking about issues in their lives, going to ball games, etc.
- **Community Substations/Drop In Sites** - The Police are using several business locations in the Southwest as drop in sites to write reports and provide a periodic police presence to deter crime. Officers may also consider parking near certain trouble spots when they must write their reports in their cars. For example, a police car periodically parked in front of a house where there's suspected drug dealing can be a very effective deterrent. Contact the precinct for further information.
- **Grants** - The Police Department administers grants from various sources that can be used to fund community projects to improve public safety. Examples include funding for COP groups to purchase radios, cell phones, signs, etc. Another pending grant will fund personnel, materials, and equipment for three projects dealing with graffiti abatement, residential speed reduction, and a mentoring/PAL program. Contact the Wilkens Police Precinct and the Southwestern Coordinator for more information about grant programs.

2. **Create an Environment that Discourages Crime.** While economic and social conditions have the most influential impact on crime, there does seem to be a correlation between crime and the physical decay of a neighborhood. Graffiti, piles of trash, broken windows, and debris strewn public spaces convey a sense of failure and uncaring which can make a community vulnerable to crime. Groups and individuals need to evaluate their neighborhood and identify areas that should be cleaned up and maintained. Possible actions include:
- **Remove Graffiti** - Graffiti vandalism is an increasing problem and the Baltimore County Graffiti Task Force found that the most effective deterrent is immediate removal. A review of all state and county agencies that directly deal with graffiti removal also found that for the State Highway Administration, painting over the graffiti was more cost effective than using special coatings and cleanup. Other deterrents include painting a mural or using protective plantings such as ivy or thorny plants. A public awareness campaign, possibly sponsored by the County and nonprofit organizations, should be launched. Government should also set the standard of zero tolerance for graffiti on public buildings, especially schools. Contact the Office of Community Conservation for information about methods communities can use to deal with graffiti.
 - **Clean Up Highly Visible Spaces** - Streets, ends of alleys, main entrances into the community, vacant lots, etc. should be regularly cleaned up and maintained. The Maiden Choice Community has done this by reclaiming a prominent vacant corner as a memorial park. Sometimes thinking small can work best by getting groups of houses, a church, or a few businesses to focus on one particular nearby spot. See "Housing" section for additional ideas such as building repair, selective Code enforcement, neighborhood clean ups, etc.
 - **Use Crime Prevention through Environmental Design Techniques** - The Police, Office of Community Conservation, and nonprofit groups such as the Neighborhood Design Center can evaluate areas and develop simple and often very cost effective ways to deter crime. Techniques can include changing the direction of streets, lighting, strategically placed fencing, landscaping, pruning, etc.
 - **Use Traffic Calming Measures** - Signage, speed limits, directional changes, and physical changes to road designs such as humps, traffic circles, road narrowing, and islands can slow down traffic, prevent cut throughs, and limit quick escapes from a neighborhood. See "Community Development" for more information about traffic calming measures proposed by the Old Catonsville/Summit Park Traffic Calming Task Force.
 - **Improve Public Infrastructure** - Poor lighting and crumbling side walks and streets can also weaken the image of an area. Refer to "Community Development" section for an explanation of the Capital Improvement Program process and infrastructure assessment and repair programs.
 - **Participate in the "Nuisance Abatement" Training Sessions** - New legislation was passed that allows community associations in Baltimore County to be a party in nuisance abatement actions. Community associations, the Community Law Center, and the Citizens Planning and Housing Association (CPHA) will be co-hosting a training session on this law in the Fall of '97 in the Southwest. Contact CPHA at 410-539-1369.
3. **Mobilize the Community.** Community groups, schools, churches, and service organizations should build upon the strengths of their organizations and design safety projects that complement their missions. Individual residents and businesses must also recognize that it is not the responsibility solely of the police to ensure a community's safety. People must get involved in organized projects or pledge to keep their property and street as safe as possible. Groups should start with the Community Outreach Unit of the Wilkens Precinct and develop a strategy that fits the needs of the neighborhood. Activities that can be undertaken include:
- **Parties** - Throw an old fashioned block party to get neighbors out of their houses and onto the street to meet and get to know each other. Vary the theme and have it in the alley, on the porches, or in a neighborhood park or building. Contact Traffic Engineering about permits. Try to recruit a few volunteers to establish a base and build from those connections. Social events are a positive and proactive way to recruit volunteers and people that know their neighbors are more inclined to watch out for each other.

- **Tap Other Volunteer Sources** - The Shriver Center and the Community Outreach Office at UMBC may be able to provide some volunteer services, and high schools may be able to connect community associations with students who need to perform public services as part of their graduation requirements. Neighboring businesses and institutions such as churches should also be considered as possible partners.
- **Citizens on Patrol and Neighborhood Watch** - . In Fiscal Year 1998, \$100,000 has been committed specifically for Citizens on Patrol throughout the County. There are a number of active COPs in the Southwest and the Outreach Unit can give advice on how to start. Established groups can also provide tips, especially during ride alongs. The quarterly meetings with the Police should be used as a way to become more familiar with each other, exchange ideas, improve reporting between the Police and the COPs, and strengthen relationships. Neighborhood Watch is another alternative where residents agree to watch the street from their homes. However, a 60% participation rate is needed for a Watch to be formally established. A variation of this is done in Baltimore Highlands where businesses, particularly those open at night, are working with COPs to monitor the streets. Groups should also participate in public events to get the word out and sign up volunteers.
- **Citizen Responsibilities** - In many community meetings, residents have spoken about the responsibilities of citizens to prevent crime. Community leaders and the Police should prepare a straight forward list of responsibilities such as when and how to report suspicious activity, house numbering, porch and backyard lighting, etc. This could be distributed at meetings, included in welcoming packages to new residents, and published on the Web Page and in community newsletters.
- **Security for Individual Homes and Businesses** - The Police will provide security surveys of homes and businesses to identify ways of preventing crime.
- **Court Watches** - A number of communities are getting involved in the judicial system to ensure that the impact crime has on the resident victims and the community is taken into account. The Northwest Citizens Patrol in Baltimore City has a very successful and long running program and has offered advice to many associations.
- **Police Community Relations Council** - This is a group of citizens that meets monthly with the Police to discuss issues of concern to the community and to serve as an advisory group for the precinct commander. Speakers from various units within the Department are invited to brief the Council on the numerous duties and operations they carry out in a given day. The Council also supports the local police station with donations of equipment and volunteer time as well as recognizing the officers for outstanding services to the community when appropriate.

4. Promote Special Programs for Youths and Families . *The Southwest prides itself as a great place to raise a family. To support young people and their families, especially those at risk, the Wilkens Precinct has joined with other groups to create special programs that stress positive role models and activities. This year's budget includes \$100,000 for a grant program designed to prevent crime by creating special community-based programs for the County's young people such as football leagues and homework clubs. The following is a list of partnership programs that community and parent groups may wish to be further involved with or perhaps replicate in their own neighborhood. See the "Youth and Families" section for other programs.*

- **PAL Center** - Destructive behavior is so easy to slip into if there are no healthy, supportive, and constructive alternatives such as Police Athletic Leagues (PALs). The Southwest's first permanent PAL center will be located in the former Lansdowne Library. To reach its full potential, community and service organizations must join with the Police in providing recreational activities and positive role models for young children and adults.
- **Mobile PAL Centers** - Community Outreach officers and counselors are able to set up temporary centers from their Post cars to meet with young people, talk over issues, and play sports. This program can be an excellent supplement to permanent centers and officers also may be able to drop in and work with children at established athletic programs such as those held at the gym at Baltimore Highlands Elementary School.

- **Project Attend** - This project was first started in the County at the Lansdowne High School with the goal of increasing the attendance in a school with high absenteeism. A special board composed of representatives from the school, police, and social service agencies administers the program. The police notify a family of a student with high absenteeism to attend a hearing about the child's problem. Fines of up to \$50/day can be levied if the situation is not corrected. Other groups such as senior citizens can also be partners in this program. The result has been a significant increase in attendance and the program is now used throughout the County.
- **Violence Reduction in the Classroom** - The Southwest is once again a leader in innovative programs by offering the first program in the County that selects, upon the recommendation of a teacher, certain students for intensive training on dealing with confrontation. This is a proactive way of trying to break the cycle of violence, especially if it is a problem in the family.
- **Domestic Violence** - The police have established a new Domestic Partnership with several Baltimore County service providers. The program is designed to combat the increasing problem of domestic violence by conducting in-depth follow up visits with repeat offenders of domestic violence. During the visits, a police officer from the Domestic Violence Unit and service providers from Family and Children's Services offer information to all parties involved, including information on obtaining counseling, exparte procedures, and other services to help stop domestic violence. Substance abuse counseling should also be a component of this program.
- **Juvenile Offenders In Need of Supervision (JOINS)** - The Police Department is re-establishing the JOINS program which provides aggressive early intervention with young people who have committed one offense to stop them from committing future offenses. This program will start in the Wilkens and Woodlawn precincts.
- **Explorer Post** - This is a joint program sponsored by the Baltimore County Police and chartered through the Exploring Division of the Boy Scouts of America. It is set up as an introduction to all phases of law enforcement for young people between 14 and 21 years of age. Call the Wilkens Post Advisor for more information.

5. Target Anti-Drug Programs. *Recognizing that probably the single most destructive influence in our communities today is drug abuse, the Wilkens Precinct has developed a very aggressive strategy of:*

- identifying, arresting, and prosecuting all drug distributors. In every instance, distributors are targeted for jail. Four police detectives and a sergeant are dedicated to the investigation of drug offenders in the District and they use traditional as well as the most up to date and technologically advanced methods to carry out their mission every day.
- Users are targeted for arrest with the understanding that it is better for the community if they can benefit from treatment, escape their addiction, and be productive and self supportive. Special operations are occasionally conducted in selected areas to identify and arrest users that are plaguing the neighborhood. At the same time, the Police work in conjunction with the Office of Substance Abuse and trained counselors meet with every arrestee at the time of the arrest. They interview the offenders, counsel them to determine if they are willing and able to benefit from treatment, and provide information on treatment services in Baltimore County.
- There are 4 substance abuse treatment or counseling centers serving the Southwest: Epoch Counseling in Lansdowne and Catonsville, Lighthouse Youth Services (under 18) in Catonsville, Southwest Community Mental Health Center on Winters Lane, and the Southwest Community Health Center in Lansdowne. The Baltimore County Bureau of Substance Abuse also publishes a guide entitled "Drug and Alcohol Information Referral Booklet" which contains advice on how to talk to children about drugs and alcohol, teens and drugs, impact on families, addictions, facts, laws, and a resource list. For further information, call 410-887-3828.

Education

The quality of local schools is usually one of the most important factors in a family's decision to locate or remain in a neighborhood. In the course of preparing this revitalization strategy, the significance of the local schools was continually stressed by residents and business owners and it was the opinion of many that school construction and repair should be the highest priority for capital improvements in the area. In terms of quality, most of the fourteen elementary, four middle, and three high schools in the study area have overall scores similar to the County's average on the tests administered as part of the Maryland State Performance Assessment Program. However, as with all areas that have a diverse student population, the scores can range widely. Probably most significantly, the vast majority of the Southwest schools have demonstrated improvement over the past three years. The purpose of this section is to identify actions that can be taken by both the school system and communities to strengthen schools, describe actions that can be taken for physical improvements, and provide educational goals for specific community plans.

Recommendations:

1. **Decrease student and teacher mobility.** Schools with lower achievement rates and higher number of suspensions and retentions are usually the schools with the greatest number of free and reduced lunches, the highest mobility of students, and the least experienced teachers. The Southwest Area Office has identified a number of programs that can keep children in a stable school environment and reduce the turnover of experienced and skilled teachers. Active community involvement can make a difference and this can be done through the school improvement teams, PTAs, and/or special partnerships for specific issues. The following menu of programs can be used as a starting point in developing specific programs:

- **Parental Involvement** - A child's success in school is largely dependent upon the family. Parents and guardians are responsible for instilling the value of an education and a love of learning in a child at an early age. However, this is very difficult for adults who weren't successful in school themselves or who may have overwhelming problems in their own lives. A fundamental restructuring to a team approach involving families, schools, social service agencies, and the community is needed. This can include:
 - ◊ **Supportive education of parents, especially those of very young children:** The Department of Social Services (DSS) offers parenting classes through the Job Network Program (formerly Project Independence) and there are special projects such as the Young Parents Support Center for young parents of children from birth to 3 years. This program recognizes the value of early intervention and works with parents in a supportive environment to educate them about child development and the process of learning. There is a center on the Eastside and DSS is actively investigating establishing one in the Southwest.
 - ◊ **Parent Teacher Associations and School Improvement Teams:** PTAs are the traditional way for many parents to get involved in their children's education. All schools now involve parents on School Improvement Teams that are charged with developing site-specific improvements ranging from curriculum to discipline to community involvement. Some schools also sponsor programs to inform and involve parents such as Even Start, Parent Education Program, and Family Nights. In the Southwest, Parent Liaisons have been hired to bridge relations and programs between the schools and parents. To foster greater involvement of parents pressed for time, it is recommended that projects be broken down into specific and focused tasks that can be accomplished in a set amount of time.
 - ◊ **Administrative Initiative:** Administrators are being encouraged to establish parental involvement as a priority initiative for School Improvement Plans.
 - ◊ **Teacher Interaction:** Teachers are the most important link between a family and the school. Teachers should be encouraged to contact parents and involve them in the issues facing their children. Many teachers must call parents after school on their own time and better communication could be promoted by allowing time and private and accessible phones during the school day.

- **“Stay Put” Program** - This innovative Eastern Baltimore County pilot program should be extended to the Southwest. It focuses on 1) working with the families, apartment managers, social services, and school personnel to help families stay in their children’s school districts and 2) easing children’s transitions into new schools by transferring records promptly and developing special programs to welcome children and families into the new school.
- **Teacher Support** - Many experts believe that increasing the number of trained professionals to work with teachers in the classroom can result in more individualized attention, improved discipline, and reduced teacher burnout. This can be done by team teaching with special education teachers, using teacher mentors to guide new teachers, employing parent helpers or teaching assistants to work with teachers in the classroom, and assigning social workers and psychologists to help children and families under stress. To this end, \$3.5 million has been allocated to expand the County’s teacher mentoring program and \$2.4 million is to be used in targeted poverty grants to schools in which students need substantial help, based on state wide testing scores in reading.
- **Equity Grants** - Special funds for student improvement programs such as computers and software, tutoring or small group instruction, after school programs, text books, and staff development. One school used their grant to purchase educational materials which were delivered to a home where a parent agreed to work with neighborhood children after school.
- **Incentives** - Opportunities to work additional days for extended student instruction, curricular preparation, and staff development.
- **Conflict Management** - Special programs that work with chosen students to develop positive and nonviolent ways of dealing with confrontation.
- **Project Attend** - A partnership among schools, police, and social service agencies to identify students with high absenteeism and work with the parents to keep children in school. A fine can be levied if students do not improve their attendance records.
- **Magnet Programs** - Magnet schools are not based on traditional district boundaries and may enable children of mobile families to stay in one school. Magnet schools also offer distinctive and specialized programs that may cause parents to stay in an area and attract more experienced teachers.
- **Adult Literacy** - Adult literacy programs based in the school can positively connect parents to a school, enable them to better help their children in school, and improve their opportunities for stable and better paying employment. Schools and community associations should seek out volunteers from the community to be teaching partners.
- **Before and After School Care** - Nonprofit private providers and the Department of Recreation and Parks, usually using grant funds, provide before and after care in schools. In select areas, the Office of Community Conservation, with school and parent involvement, should evaluate the child care needs and resources, including before and after school care. This should include the possibilities of extending care into the larger rental complexes, use of Purchase of Care vouchers, proposed community based facilities such as a Boys and Girls Club, use of parents in the community, and expansion of existing daycare to before and after school care.
- **Head Start** - Early childhood education is a proven way to promote educational success. A Head Start Program is operating in the Riverview Elementary School.
- **Four Period Day Organization** - Combined periods to increase the class time with one teacher. This is used in the high schools and should enable a smaller teacher/student ratio and allow teachers to better know their students.
- **Looping** - The teacher stays with the class throughout certain grades to promote better teacher student relationships.
- **Student Mentoring** - Mentors from the community, especially men for boys, can greatly help children in need. Churches can be instrumental in recruiting mentors as is being done in a successful program in the Catonsville Middle School.

2. **Create Partnerships.** In 1983, the Baltimore County Public School system recognized the value of school and business partnerships and formed the Partners in Excellence Program (PIE). The purpose of PIE is to create partnerships between schools and businesses to help students acquire the knowledge, skills, and values needed to be life long learners and successfully compete in the changing economy. These partnerships now extend beyond funding for incentives and special programs and equipment. Business partners are becoming mentors, tutors, team teachers, and coaches for resume writing and interview techniques; providing technical assistance in developing specialized curricula; and offering job shadowing, internship, and apprenticeship opportunities. Service organizations can also be valuable partners, especially for small group instruction, tutoring, mentoring, or funding for specific projects. To start a partnership:

- Businesses and organizations may contact Ms. Sharon Norman, Manager of Business and Community Relations for the Baltimore County Public School System at 410-887-4243 as a first step or communicate directly with the principal of the neighborhood school.
- Schools should designate partnership committees to assess the needs of the school; identify the focus and role for a business partner; identify potential businesses among parents, in the community, or systemwide; and contact them directly to get a partnership going. These partners should also be on the School Improvement Team.
- According to the Association for Supervisory and Curriculum Development's Task Force on Business Involvement in Schools, businesses and schools should consider the following guidelines:
 - ◊ focus on a part of the curriculum or school management that is related to the business and of interest to the business and the employees.
 - ◊ carefully structure the program to ensure that it is balanced and objective and that the goals of both the business and school are understood and compatible.
 - ◊ concentrate on teacher development as well as materials.
 - ◊ make certain that all parties agree on the objectives and that they can be measured.
- Businesses should also consider institutionalizing their commitment to education and adopt policies that allow time for employees to participate in partnerships. Volunteers from the Health Care Financing Administration are allowed time during the work day that enables them to work consistently with the same children, thus significantly improving the success of their partnership.
- Different service organizations should also be approached as potential partners. The Shriver Center and Community Outreach Office of UMBC sponsors a *Youth-in-Progress Student Mentoring Program* in which students serve as peer advisors and mentors and *Into the Streets* which is an all campus community service tradition for students to donate a day to particular groups or projects, including area schools. The Shriver Center also coordinates community service projects and internships that could be used by schools.
- Many excellent partnerships exist in the Southwest and specific new partners are needed for the following projects:
 - ◊ establishing and operating a Wellness Center in Featherbed Elementary School
 - ◊ tutoring individual students in reading and math skills to meet the systemwide goal.

3. **Address Overcrowding.** The Southwest was targeted for extensive capital investment to address overcrowding. Additions and improvements were recently completed for Hillcrest, Chadwick, Baltimore Highlands, Relay, Featherbed, and Halethorpe Elementary Schools. Additionally, a new southwestern elementary school is being constructed and a gym is being added to the Western School of Technology and Environmental Science. Provision of sufficient secondary school seats is now the highest priority. Specific projects that are in the FY 1998 Capital Budget and Program as well as other recommendations to prevent overcrowding are:

- a 600 seat addition and minor renovations for the Catonsville High School to be constructed in FY 98 and 99.

- a 197 seat addition to Johnnycake Elementary School to be constructed in FY 98
- using relocatables at the discretion of the school system. The Southwest Area Office has recommended their possible use at Johnnycake, Chadwick, Edmonson Heights, Relay, Southwest Academy, and Woodbridge. Schools are often highly visible public buildings in a community and the visual impact of relocatables should also be considered in making decisions about the location of relocatables.
- investigating different organizational models such as K-8, grouping PreK-2 and 3-5, or extending the day for high schools.
- assigning additional administrative staff to review student residence requirements in schools.
- consider investigating the impact of therapeutic homes to ensure that the academic needs of the children are being well served. This may be needed because of the unpredictable influx of group therapeutic homes in the Southwest that has added students (275 nonresident students in the Southwest as of January, 1997) and put a drain on the impacted special education services.
- consider reevaluating the current system of projecting school age children for the enrollment numbers that are used in determining staffing and school budgets.
- the need for protected passages between main buildings and additions may be an issue at certain schools. Where they are desired, community and/or parent groups are encouraged to work with the school principal to explore various funding sources.

4. Repair and Renovate Aging Buildings and Grounds. *Maintenance of school buildings is a County priority. In the Southwest, nineteen of the twenty-two schools are over 30 years old and in need of varying degrees of maintenance. Over \$145 million of County and State money is programmed over the next six years for major maintenance in schools throughout the County. The County Council reallocated \$1.85 million for maintenance projects across the County and \$1.75 million was procured from the State under the aging school program. Maintenance projects include Code updates, renovations, fuel tank removal, roof rehabilitation, asbestos removal, etc. See Appendix A for a listing of the seven Southwest area schools that will be done using the aging and maintenance school money. Future countywide maintenance priorities will be based on the outcome of a recently approved special study that will assess and prioritize school facility needs including heating and air conditioning, air quality, lighting, building cleanliness, structural soundness, exteriors, etc. This will be done by an independent professional consulting firm that has the technical expertise to evaluate the mechanical and electrical systems in a building and that can provide an objective and standardized evaluation. The Fiscal Year 1998 - 2000 school budget referendum will request funds to address the maintenance needs identified in this study.*

5. Incorporate Education into all Community Revitalization Plans. *In the educational meetings for this Strategy, the inextricable relationship between education and community revitalization was repeatedly stressed. Education is a cornerstone of strong and healthy communities and likewise, stable, economically secure and involved families are the underpinning of a successful educational system. As described in the Community Development section of this Strategy, communities in the Southwest are preparing specific action plans based on the array of ideas presented in this overall Strategy. Education must be addressed in these plans and the following points should be considered:*

- wherever possible, school districts boundaries should reinforce traditional neighborhoods and not divide them. However, this goal must be balanced with the equally important need to prevent racial and economic segregation.
- the quality of the teachers and the educational system in Baltimore County remains high. However, changing socioeconomic demographics have presented tremendous challenges that the school system alone cannot overcome. Community action plans must focus on education as an integral element of stabilization while recognizing that families have the strongest influence on their children's success in school.

- teachers in highly demanding schools need administrative, family, and community support. In preparing their individual plans, community activists must meet with the principals, Improvement Teams, PTAs, and teachers to identify the specific actions that would help their neighborhood schools and teachers. This can range from the programs listed in this section to something as simple as a telephone and upgraded furniture for teachers and students.

Youth and Families

The Southwest has rightfully prided itself as a "good place to raise a family" and to retain that reputation, activities that support families and improve the quality of life must be continued and improved. The main issues raised at community meetings were the need for more youth oriented programs, especially before and after school, and the expansion and better maintenance of existing recreational facilities and parks.

Recommendations:

1. ***Expand and Integrate Programs that Benefit Children and Families.*** *In the Southwest, there is a strong commitment among community associations, service organizations, and religious institutions to support family oriented activities. Additionally, there are a number of different governmental agencies that manage programs geared toward the health and well being of children. These departments and community based groups recognize the need to work together as teams to integrate the various programs and holistically address the issues that can improve the quality of life for families in the Southwest. The following programs and actions should be actively supported:*
 - **Boys and Girls Club in Arbutus** - The Greater Arbutus Community Alliance is searching for a location for a Center to be operated by the Boys and Girls Club of Maryland. The Center would be a walk-in facility with programs and activities that are of proven interest to youth and based on the realistic understanding that most kids like to cluster in small groups. The Boys and Girls Club has a history of working with other community and recreational programs to develop a comprehensive youth and family center in which the entire community is invested.
 - **School Linked Family Services** - This is a partnership between the Public Schools and Department of Social Services in the Northwest and Eastside. Under the program, DSS social workers are assigned to a cluster of schools and, in conjunction with the teachers, work with identified students as well as their families. What distinguishes this program from others is that the families can be directly connected into DSS services that may help with the homelife issues affecting a child, such as eviction prevention, counseling, emergency food, etc. It also enables a family to receive help before they are in a desperate crisis situation. The Public School system and DSS should investigate extending this program to the Southwest.
 - **Highland Village Family Center** - This is a partnership among the Office of Community Conservation, Department of Social Services, the YMCA, and Partners Management to create a family center in the Highland Village apartment complex. The Center would provide recreation and enrichment activities, daycare, parenting and child development education, employment training, and a safe and friendly place to strengthen community and family ties. Additionally, a program with the goal of 100% immunization for children will be started. The types of programs to be held at the Center are based on a survey of residents about their needs and interests.
 - **Catonsville Teen & Parent Consortium** - This is a grass roots program with the goal of working with local organizations to involve middle and high school aged teenagers more fully into the life of the community. Activities include a teen events calendar, teen and adult dialog nights, possible teen center, hobby clubs, community service and job opportunities.
 - **Drop-In Center** - In an effort to increase the convenience and thus the opportunity for families to access needed services, DSS is experimenting in offering services directly in a community on a periodic basis, such as one day per week. The Department should investigate the feasibility of extending this to the Southwest, possibly in the apartment complexes or in conjunction with a school, either during the day or before or after school hours.

- **Riverview Head Start Village Center** - This Center houses the YMCA Baltimore County Head Start as well as programs operated by DSS and the Health Department, Infants and Toddlers Program, and Family and Children's Services' mental health program. On the grounds of the Riverview Elementary School, the Center should increase the availability of services to the Riverview townhome and rental communities and Circle Terrace Apartments. This may also be a suitable location for other programs that could serve this area.
- **Teenage Mothers Program** - St. Clements Church operates an innovative program to keep teenage mothers in school and provide quality day care for their babies. Transportation is provided between the home, center, and school and mothers attend morning homeroom and parenting classes at the center before each school day. This extremely successful program is potentially threatened by welfare reform that makes most young women who live at home income-eligible for daycare vouchers. This program should be reviewed for other alternatives to ensure its continued operation.
- **Health and Human Services** - DSS, the Health Department, Public School system, and St. Agnes Hospital operate a number of different programs aimed at improving the overall health of families in the Southwest. Highlights are :
 - ◊ St. Agnes Hospital is the community hospital offering comprehensive health care as well as home care services, a hospice program, bereavement care, and a family health resource center that provides a broad range of educational programs. The Hospital also sponsored a Community Health Assessment of the communities surrounding St. Agnes and developed a series of recommendations for an intervention plan to address the most pressing issues of cancer and crime.
 - ◊ DSS provides state-mandated services to families, children, adolescents, and adults. They range from protective services for children, parenting skills for pregnant teenagers, domestic violence reduction services with the Police, in-home aid to prevent premature institutionalization of the elderly, aiding shelters for the homeless, mental health and substances abuse referral, etc. They also are implementing changes to the governmental entitlement programs from that of public assistance to job training, child care assistance, and post employment support to sustain job retention. See the Economic Development Chapter for further details.
 - ◊ Schools, recreation councils, institutions, etc. are directly linked with families and may be the most effective and creative way to deliver some services. As an example, the Southwest Leadership Team worked with the Medical Society of Maryland, St. Agnes Hospital, and the University of Maryland to provide free medical exams for all high schoolers trying out for athletic teams. Expansion of this program through the recreational councils should be explored.
- **Libraries** - Catonsville Community College and the Albin O. Kuhn Library at UMBC offer non-student borrowing privileges for a small fee. There are also three public libraries serving the Southwest (Arbutus, Catonsville, and Woodlawn) which provide books, video cassettes, CDs, information services, and family programming. Internet access is available in branches as well as Internet accounts that allow access at home. Word processing software is also available at the Arbutus and Woodlawn libraries. Other programs include:
 - ◊ In partnership with the Public Schools, a Summer and Winter Reading Club.
 - ◊ Regular programming for families including storytelling, theater productions, musical performances, puppet shows, and educational events throughout the year. Family oriented and individual computer demonstrations have been recently added.
 - ◊ The largest database of agencies serving Baltimore County. The Community Information File is searchable by subject or agency name and available on the computer catalogs or through the Baltimore County Public Library Home Page.
 - ◊ On May 1, 1997, the Arbutus Library opened a Computer Learning Center with 6 additional computers provided by the Microsoft Corporation. Services include up-to-date word processing software (Microsoft Office '97), Internet access, and an array of Microsoft CD-ROM software. Special demonstrations and hands-on learning sessions will be provided, covering such topics as resumes, newsletters, finance, small business, general word processing, Internet, travel, school projects, etc.

- ◊ LOCATE: Child care referral service that provides information on child care options, regulations, child care programs, and names of providers in the area. Call 410-887-6171.
- ◊ OPERATION INFO-LINK: a service available to non-profit organizations operating in the County that includes an Internet account, template, instructions, and consultation to create a home page on the World Wide Web. Call 410-887-6196 for more information.
- YMCA - The Western YMCA offers a range of family based programs including water exercise, fitness, and special programs for teenagers, preschool, and adults. The YMCA also offers financial assistance and rents its facility for family oriented activities.

2. Maintain and Increase Recreational and Park Activities. *Recreation, be it passive or active, can be a unifying element in a community, bringing together a variety of people and families. In the Southwest, there are 6 very active and successful recreation councils that with the Department of Recreation and Parks, offer a tremendous number of programs. Additionally, recreational facilities at UMBC and CCC are also available to the general public for a fee.*

Most of the recreational activities occur on school sites and this partnership is very fiscally efficient. As with many older areas that are already substantially developed, there is not much room for further growth, especially for activities that require large field space. Major projects to improve the recreational opportunities in the Southwest include:

- Lansdowne Community Park - County owned property bounded by Baltimore, Washington, Fifth, and Winifred Avenues. A Concept Plan was designed with citizen input and the decision was to develop it as passive open space. Fencing, lighting, and planting work should begin in Fall of 1997.
- Police Athletic League Center- creation of the first permanent PAL center in the Southwest to be housed at the former Lansdowne Library.
- Westowne Playground - Installation of equipment in Fall 1997.
- Skate Bowl - improvements, including playing fields, to serve the Southwest community.
- Patapsco Heritage Greenway - Support the designation and development of the Greenway as a regional recreational and tourist attraction. As proposed, the Greenway would run along the Patapsco River from Sykesville to the Inner Harbor in Baltimore City. It will contain a bike and pedestrian trail system tied into other trails, parks, and historic sites to showcase the natural beauty and rich history of the area.
- Banneker Park - construction of the Banneker Museum.
- Short Line Rail Road - Develop the right-of-way of the Caton Loudon rail line as a greenway park and trail. The issues about ownership need to be resolved and the greenway should also connect into community parks and open space such as the area behind Western School of Technology.
- Consideration of Non-Sports Recreation - Not everyone is interested in team sports. Activities such as Scouting, environmental studies, or nature walks as well as open space for family picnics, community activities, or just a pocket park to sit in should be incorporated into the park plans for the area. Also, in appropriate commercial areas, uses that offer other activities such as a video arcade, child entertainment center (e.g. Discovery Zones or Chuck E Cheese), book stores, etc. should be encouraged. An outdoor ice rink is another use that should be considered.
- Southwest Area Park - Ball fields currently under construction on this anchor park should be completed by Spring of '98. To address community concerns about access, the construction road will be closed and only one main entrance will be opened.
- Bloomsbury School - After its closing, this school continued to house recreational activities. Now however, the building is completely closed and fenced and is in danger of becoming a blighting influence. The County has formed a committee to explore potential recreational and community uses of this site.

Community Development

In this Strategy, community development refers to the more traditional elements of planning such as land use and physical infrastructure. The map in Appendix A highlights the capital improvements planned for the Southwest. However, the "community" infrastructure is equally important if the Southwest is to develop a cohesive and united voice to successfully advocate for the programs and funding needed to revitalize its varied neighborhoods.

Recommendations:

1. Improve Infrastructure. *Government has a serious obligation to support the revitalization effort through its capital improvement program (CIP). Specific improvements for the Southwest are shown on the CIP map in Appendix A and include storm drains, road improvements, alley improvements, building improvements, recreational facilities, and general community improvements. Projects to be continued or undertaken include:*

- **Halethorpe Infrastructure Improvements** - To address this community's long-standing flooding problems, due in part to the absence of curb, gutter, and storm drains, County General Obligation Bonds have been allocated for improvements to 4 streets: Woodside, Leola, Arline, and Catanna. Improvements to Woodside are complete and the County is working with community leaders to obtain the required rights-of-way for work to begin on the other 3 streets. Phase I of a watershed drainage study was conducted, and the options for storm water management improvements will be presented for community input. Inlet and pipe systems have been installed on Lincoln and Bell Avenues to address the flooding of homes on these roadways.
- **Winters Lane Street Improvements** - The contract for the design of street improvements to Winters Lane between Edmonson Avenue and Frederick Road, has been approved by the County Council. Construction is planned for Spring 1998, if cooperation is obtained from adjacent property owners. Reconstruction of Roberts Avenue is currently underway.
- **Commercial Revitalization** - Significant investments are planned for the Catonsville and Arbutus Streetscapes. See "Commercial Revitalization" section as well as the capital improvements map in Appendix A.
- **Alley Repair** - In 1995, the Department of Public Works surveyed and rated the alleys throughout the County. Those ranked as "poor" and "terrible" are resurveyed annually. To date, almost 120 alleys are rated as "terrible" and they are the County's only priority for repair. In order for such an alley to be repaired, 51% of the property owners along it must sign a petition. A flat fee of \$750, which can be paid in increments of \$50 per year for 15 years through the tax bill, is charged to the property owner with the County paying for the rest of the cost. The Office of Community Conservation is acting as the liaison to get petitions out and signed. To find out the rating of an alley, contact the Department of Public Works at 410-887-3797.
- **Curbs and Gutters** - Construction of new curbs and gutters is done through a similar petition process, but two-thirds of owners must sign for the Department of Public Works to rank a project. Drainage problems receive the highest priority. Projects under \$500,000 are generally done under the Highways 5.2 Program and the limited funding and complications associated with these types of projects has created a backlog of over 10 years. Projects over \$500,000 are a CIP line item and must compete with other County projects. The Bureau of Highways surveys the condition of road paving, curbs, and gutters yearly and rates them. As of July 1, 1997, \$2.5 million will be allocated to repair deteriorated streets in 5 management districts. Call the Bureau at 410-887-3560 for further information about the ranking of neighborhood streets and the repair process.
- **Gwynns Falls Watershed Waterway Improvements** - The Department of Environmental Protection and Resource Management (DEPRM) is working jointly with the U.S. Army Corps of Engineers and Baltimore City to develop a comprehensive watershed plan to identify and prioritize stream restoration measures in the Gwynns Falls. This plan is scheduled for completion in 1998. The Dead Run sub-watershed falls within the Southwest Revitalization Area. CIP construction funds will be available starting July, 1997 (FY 1998), although at this time, the scheduling for Dead Run is unknown.

- **Patapsco Watershed Waterway Improvements** - DEPRM will engage a consultant to develop a comprehensive watershed plan to identify and prioritize non-point source pollution control and stream restoration measures in the Patapsco Watershed, shortly after July, 1997 (FY 1998) when CIP funds become available. This watershed study will be completed approximately 12 months after inception. CIP construction funds for storm water retrofitting and stream restoration also became available in July, 1997. DEPRM has identified the Herbert Run subwatershed as having significant problems and further evaluation will pinpoint locations for capital improvements to be implemented using FY 1998 funds. Future CIP funding and construction will be directed by the Patapsco Watershed Plan. For more information regarding a Watershed Plan, contact DEPRM at 887-5683. Questions regarding Waterway CIP projects should be directed to DEPRM-CIP at 410-887-2904.
 - **Citizen Input** - The Planning Board solicits input on community priorities for capital improvements prior to beginning of the process in November. Community and business associations as well as individuals are encouraged to appear to promote needed projects in their neighborhoods. Call the Planning Office at 410-887-3495 for further information.
- 2. Investigate Traffic Calming Measures.** *Traffic is a serious concern in the Southwest and was one of the top rated concerns at the Town Meeting. The Old Catonsville/ Summit Park Neighborhood prepared an excellent plan for ways to reduce the volume and speed of traffic through their community that may serve as a prototype for future plans. The Office of Community Conservation has contracted with the Neighborhood Design Center to cost out the proposals which will be presented to the Department of Public Works (which participated in the study) for review. The Department is receptive to these measures and is interested in developing a pilot program. Other areas that were identified for study were Winters Lane and the Paradise-Edmonson area.*
- 3. Initiate Community Action Plans.** *Because of the large size and diversity of the Southwest, the Strategy is by necessity a handbook of different ideas, programs, and strategies that communities can use to draft their own specific action plans. Depending upon the issues, these plans can be very targeted and address only a few issues as was done by the Old Catonsville/Summit Park Neighborhood in their Traffic Calming Proposal or they can be more comprehensive such as the Lansdowne/Baltimore Highlands Community Conservation Action Plan. The Office of Community Conservation will be the lead county agency to coordinate work with communities and government. Plans underway or anticipated are:*
- **Lansdowne/Baltimore Highlands Community Conservation Action Plan** - The Office of Community Conservation is working with leaders in the community and a number of governmental agencies to identify and implement specific actions to address housing, public safety, family and youth, recreation, educational, and employment issues facing the area. Special components of this plan are the stabilization of the Riverview Townhouse Community based on community organizing, creation of a Head Start Village Center, and a Family Center at Highland Village.
 - **Baltimore Highlands Commercial Revitalization** - A grant was provided to the Greater Baltimore Highlands Community Association to purchase 2 gateway signs to be installed on Annapolis Road. A group of real estate professionals toured the area and provided input on the area's development potential. The general consensus indicated consolidation or possible rationalization of scattered commercial uses along the corridor rather than redevelopment or expansion, as was previously envisioned. The Annapolis Road Revitalization Committee will continue to discuss and develop options for this area, and will look to further involve local businesses.
 - **Greater Arbutus Community Plan** - To be prepared under the leadership of the Greater Arbutus Community Alliance which is the area's umbrella association.
- 4. Update Community Land Use Plans:** *As part of the community planning process or as a separate initiative prior to the Comprehensive Zoning Map Process in 2000, communities should review their zoning and land use. As a guide:*
- Residential zoning should be comparable to the existing built out density in the neighborhood.

- Commercial zoning should reinforce the existing commercial centers. This is on a neighborhood basis and the goal is to strengthen the commercial centers as the heart of the communities.
5. ***Continue the Community Conservation Action Grants.*** This is a program designed to fund small (\$10,000 or less) capital projects that improve and support neighborhoods in the County's Community Conservation areas. The County has allocated \$100,000 matched by a generous grant from the Weinberg Foundation. Projects that implement the strategies outlined in the Southwestern Revitalization Strategy or any of the approved community action plans should be given serious consideration in the countywide competition for funding through this program. Call the Office of Community Conservation for further information at 410-887-3317.
 6. ***Support the Umbrella Associations.*** Four major community umbrella organizations are taking the lead in promoting the revitalization of the Southwest. The Southwest Leadership Team, Greater Arbutus Community Alliance, Banneker Community Development Corporation, and Greater Catonsville Leadership Alliance are creating a unified voice and vision for the area and acting as advocates for the enhancement and revitalization of the Southwest.

APPENDIX

Commercial Revitalization

Catonsville Streetscape

Streetscape

The streetscape project is budgeted to include \$250,000 of County funds and \$750,000 of State funds. The project will include at least 4 blocks of Frederick Road in the commercial district of Catonsville. Improvements will include new sidewalks, pedestrian lighting, street trees, decorative iron railings, enhanced bus stops, and two "pocket parks." The design/engineering consultant has completed the conceptual design with considerable public input. Construction is anticipated to begin in Fall, 1997.

Utility Relocation

Utility poles and lines on the two blocks of Frederick Road, from Bloomsbury Lane to Newburg Avenue will be relocated to enhance the appearance of the commercial area and enhance the streetscape project. BGE and Bell Atlantic are engineering the project and construction is scheduled for Spring, 1997. Funding includes \$750,000 in County funds and \$250,000 in State funds.

Egges Lane at Route 144

This project will realign the Egges Lane/Mellor Avenue/Frederick Road area into a 90 degree intersection. A traffic light will be removed to allow traffic to proceed more efficiently. County General Obligation Bonds have been appropriated for this project in the amount of \$400,000, which includes all costs associated with the alignment and acquisition. Construction will be coordinated closely with the streetscaping.

On-street and Off-street Parking

The County and State are working to improve access to on-street and off-street parking in the commercial district. Plans include on-street metered spaces where possible, renovating the existing public parking facility, improving the flow of traffic on Frederick Road, and improving access to private parking areas.

Development Sites

Developers are working to redevelop and remove various physical constraints on three acres of underused land north of Frederick Road, bounded by Egges Lane, Melrose Avenue, and Ingleside Avenue. Opposite this site, there are approximately eight acres that were being considered for development. While the fact that there are multiple property owners may prohibit a single development project for this parcel, new retail is being considered. In addition, 27,000 square feet of renovated office space on this site has been made available and is already 50% leased.

Building Improvement Loan Program

Three loans, totaling approximately \$30,000 have been made to Frederick Road business owners through the County's Building Improvement Loan Program. These funds, which will generate \$60,000 in private investment, will be used for building and site improvements to be repaid over five years at no interest.



Appendix

Southwest Baltimore County Revitalization Strategy

Arbutus Streetscape

Streetscape

Funds have been budgeted for this project including \$110,000 for design and engineering and \$500,000 for construction. The project is intended to enhance the functioning and appearance of the commercial district centering on East Drive and Sulphur Spring Road. A streetscape advisory committee made up of local business representatives has been established by Councilman Moxley, and meetings with County representatives have been held to begin project planning. The request for the design/engineering consultant has been advertised.

Parking Issues

Efforts are underway to enhance access to parking in the commercial district. County representatives and local businesses are working with the Baltimore County Revenue Authority and the Councilman's office to resolve issues including metering (hours of operation, length of meter time, placement of meters), appropriateness of "loading zone" areas in key locations, appropriateness of bus stop locations, and disposition of the two local public parking facilities.

Redevelopment of Hollywood Theater

Financial assistance is being provided by Baltimore County for the reconstruction of the Hollywood Theater. Ground breaking is anticipated Summer, 1997.

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