
COMMUNITY PROFILE & NEIGHBORHOOD

RECOMMENDATIONS

Wrenlane - Pen Lucy - Wilson Park



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**Report Developed By Morgan State University
Graduate City & Regional Planning Program &
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Overview of Study Area

Neighborhoods & Census Tracts

The neighborhoods of Pen Lucy, Wrenlane, and Wilson Park rest in the Northern District of Baltimore, Maryland. The area consists primarily of residential zones, as well as a commercial corridor along Greenmount Avenue and parts of East Cold Spring Lane, the region's western and northern borders, respectively. Two key census tracts cover these three neighborhoods. Tract 2710.01 encompasses all of Wrenlane and Wilson Park, as well as the upper third of Pen Lucy. Tract 901 covers the remainder of Pen Lucy, as well as a segment of neighboring Waverly and Ednor Gardens-Lakeside; while a portion of the data used in this study includes these two additional neighborhoods, these two census tracts are as accurate a measure as possible of the three target neighborhoods of this study.

History

Wilson Park

In the early 1900's an African-American bank owner by the name of Harry O'Neill Wilson, bought 1000 acres of land that stood at the corner of Cold Spring Lane and The Alameda. Mr. Harry O'Neill Wilson named this 1000 acres of land Wilson Park. In the beginning Mr. Wilson built a single home in Wilson Park for him and his family. Then in the early 1950's Mr. Wilson started selling pieces of his land to developers and those developers then built dozens of homes and sold them to African Americans. Wilson Park became one of the city's first communities for affluent African Americans. This neighborhood was home to professionals such as doctors, performers and professors of Morgan State University.

Pen Lucy

During the late 1700's York Rd was a main route for tradesmen and merchants to travel to and from York, Pennsylvania. Around the 1840's toll gates were placed in this area because of the amount of traffic it was seeing, this traffic now included farmers and families that vacationed just for the summer. The Pen Lucy Neighborhood was formed in the late 1800's out the historic Waverly Community which was formed out of Hunting Village. Pen Lucy which is attached to York Road was a very popular rural area settlement. The York Rd turnpike route allowed for an increase in settlement around the Pen Lucy area and during the 1890's an electric streetcar ran through the Pun Lucy neighborhood. This and the Annexation of Baltimore City created more development in the Pen Lucy area. The Pen Lucy area that was known for its farms and villages was now becoming denser.



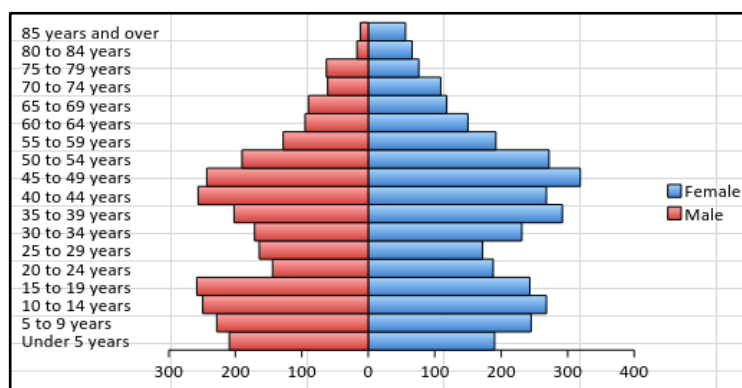
Picture of Old York Rd, Source: Baltimore Planning Department

Community Profile

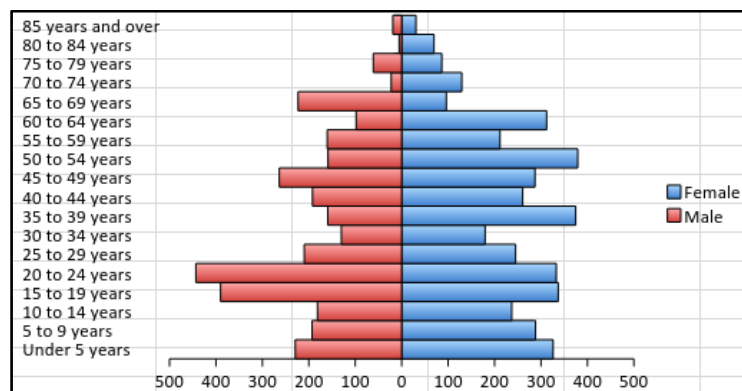
Demographics

Population 2000-2010

In the time between the Censuses of 2000 and 2010, the total population of the combined census tracts increased from 2780 to 3140, a markup of three hundred and sixty individuals. Census tract 901 received an increase in population size during this time, while 2710.01 experienced a decline. The figure below depicts the change in population size by age and sex during this time:



Combined Populations, 2000



Combined Populations, 2010

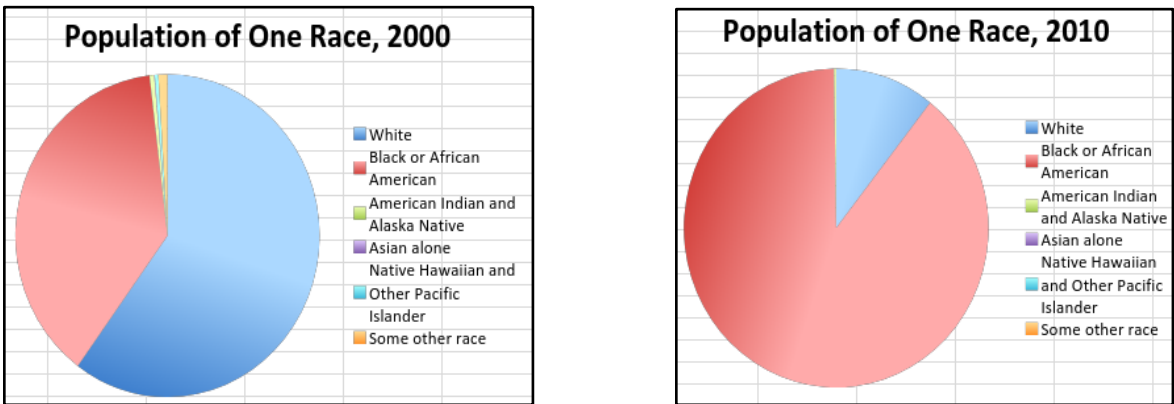
Source: American FactFinder

As the above charts show, the combined populations skew towards fifty years of age and younger, and with noticeable exceptions the community has a higher proportion of

female residents to males. As of 2010, a substantial part of the population is within ten to twenty-four years of age, meaning that a large segment of the population is likely pursuing post-secondary education and training or in the early stages of entering the workforce.

Racial makeup of communities

Presently, the majority of the target neighborhood region is Black or African-American, which White being the second most populous race. As the charts below show, there was once a majority of white residents in this area; however, particularly in census tract 901, there has been a substantial shift in racial makeup. It is possible that the populations of Waverly and Ednor Gardens-Lakeside are affecting this data, but the change is too significant to not be noted.

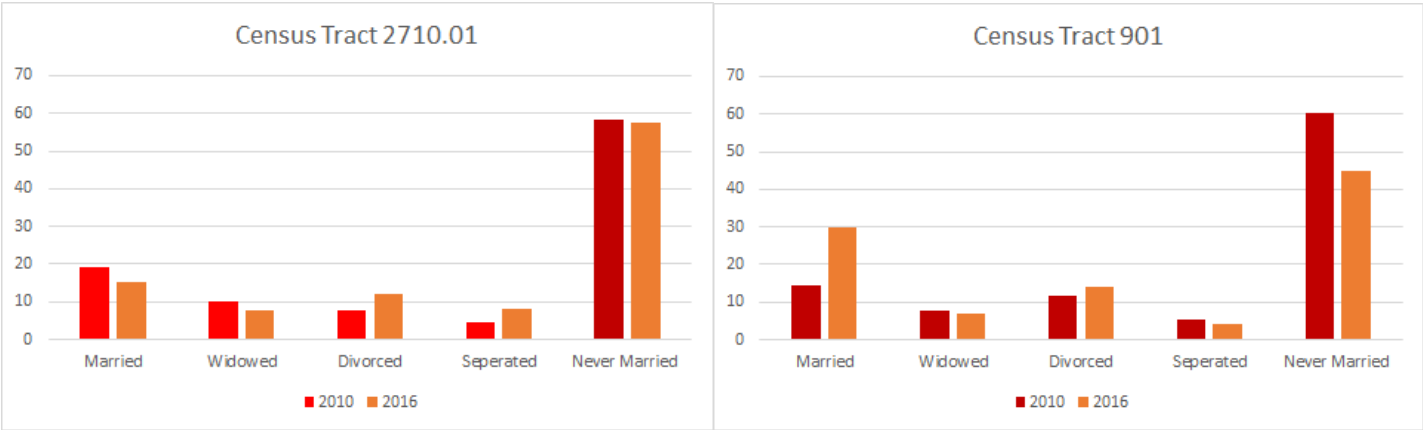


Source: American FactFinder

Marital Status

Marital status from 2010 to the estimates of 2016 have changed for census tract 2710.01 and census tract 901. From 2010 to 2016 for census tract 901 the percentage in married

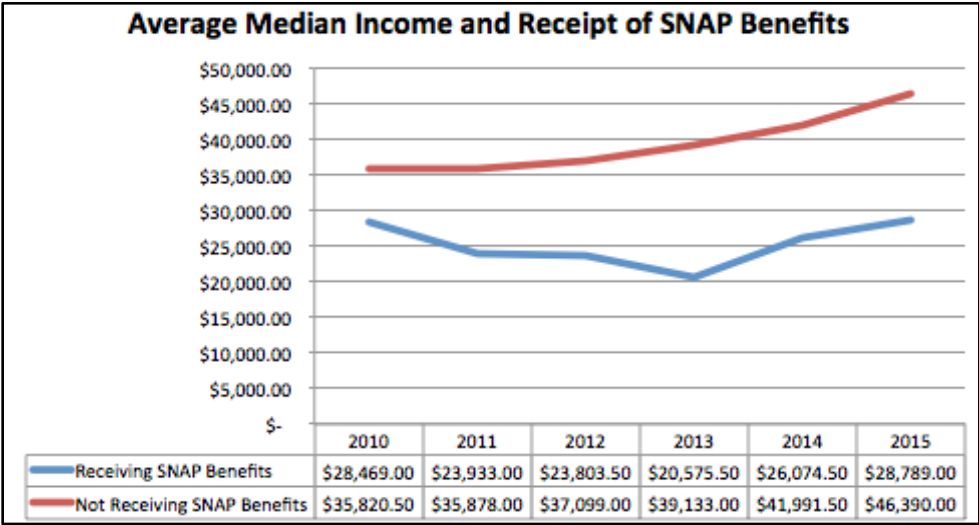
population has increased although the population of people 15 years and over decreased from 3,920 to 3,452. Census tract 901 percentage of never married population decreased by 15.4% from 2010 to 2016. Census tract 2710.01 married population has decreased from 19.3% to 15.2% and the population of people 15 years and over has decreased from 1,950 to 1,850 from the years 2010 to 2016. Divorced, separated and widowed has been about a 3% to 4% change in both census tracts between the 10 year span.



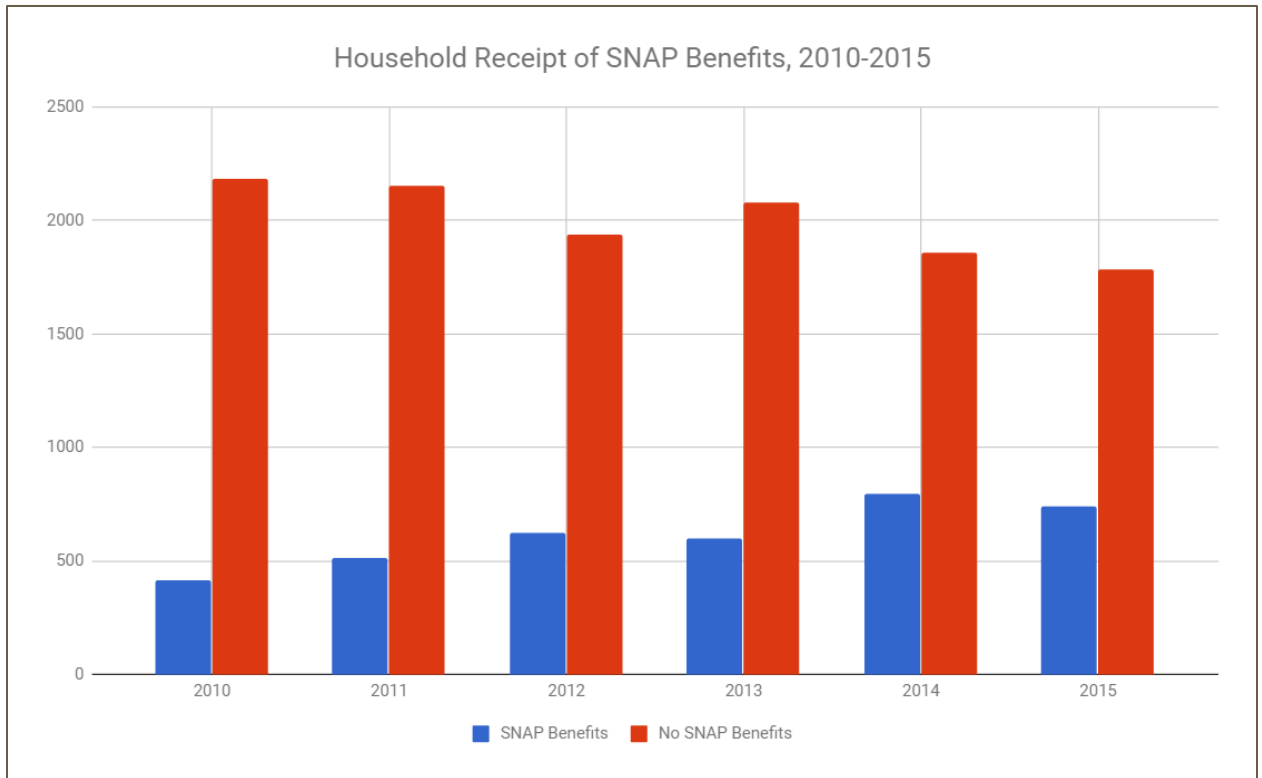
Public Assistance

The residents of Pen Lucy, Wrenlane, and Wilson Park are increasingly recipients of Supplemental Nutritional Assistance Program benefits (SNAP, formerly the Food Stamp Program). Since 2010, the total number of recipients and the proportion of recipients to

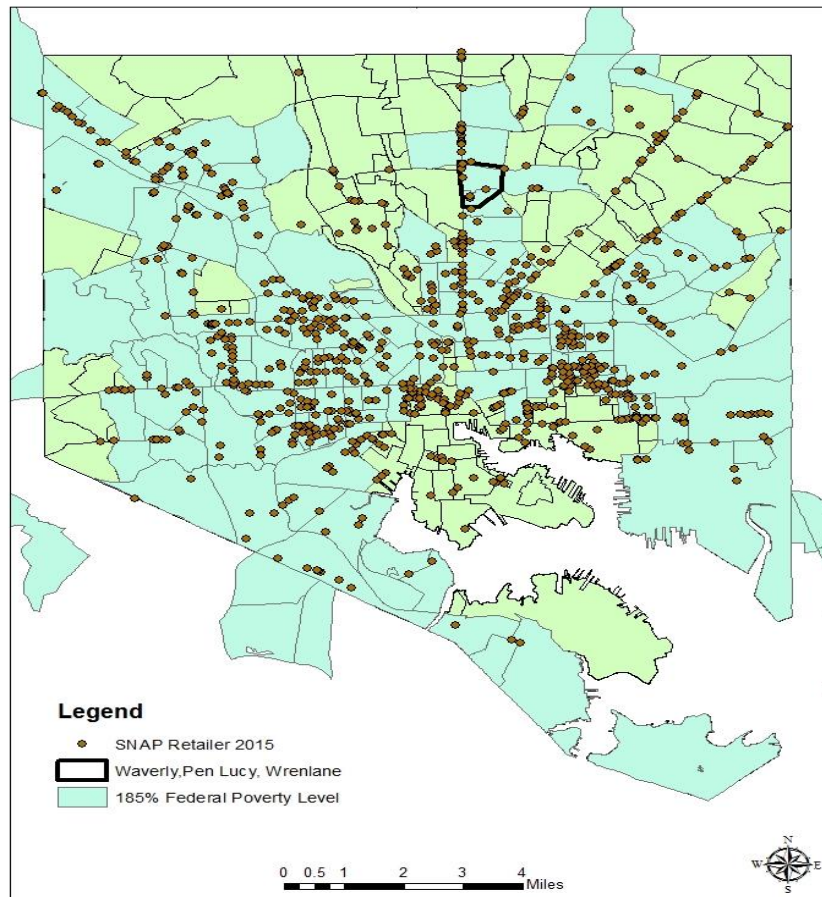
non-recipients has been steadily increasing, but in the case of the latter, the proportion is rising in part due to the shrinking number of households in the area. However, the majority of residents are currently not receiving SNAP benefits. It should also be noted that the average median income for households not receiving SNAP benefits has been steadily increasing over the last five years.



Source: American FactFinder



Source: American FactFinder



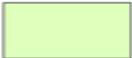





Source: Maryland Food System Map

According to the USDA to be eligible on the basis of income, applicant's gross income before taxes are withheld must fall at or below 185% of the U.S Poverty income guidelines.

Zoning

The purpose of zoning is to guide the designations for future development.

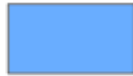
Zoning regulations are the guidelines that development must follow for residential, commercial, industrial, open space etc. Zoning creates compatible land uses. For example, R represents residential zoning and the number indicates the amount of density per acre.

	R-2	Detached and Semi-Detached Residential Zoning District intended for residential neighborhoods that accommodate both detached and semi-detached dwellings. Limited non-residential uses.
	R-3	Detached Residential Zoning District intended for neighborhoods of detached dwellings. Limited non-residential uses.
	R-4	Detached and Semi-Detached Residential Zoning District intended for neighborhoods that accommodate detached and semi-detached dwellings. Limited non-residential uses.
	R-5	Transitional Residential Zoning District. Accommodates both detached and semi-detached dwellings, rowhouse developments and limited low-rise multi-family garden apartment developments. Limited non-residential uses.
	R-6	Low density rowhouse neighborhoods. Landscaped front yards, setback buildings. Accommodates detached and semi-detached dwellings, rowhouse developments and multi-family developments. Limited non-residential uses.
	R-7	Mixed Residential Zoning including detached and semi-detached dwellings, rowhouse developments, and multi-family developments of a larger scale. Limited non-residential uses.
	C-2	Small to medium-scale commercial use, typically located along urban corridors. Designed to accommodate pedestrians and, in some instances, the automobile. Mixed-use development is appropriate within this district.



OS

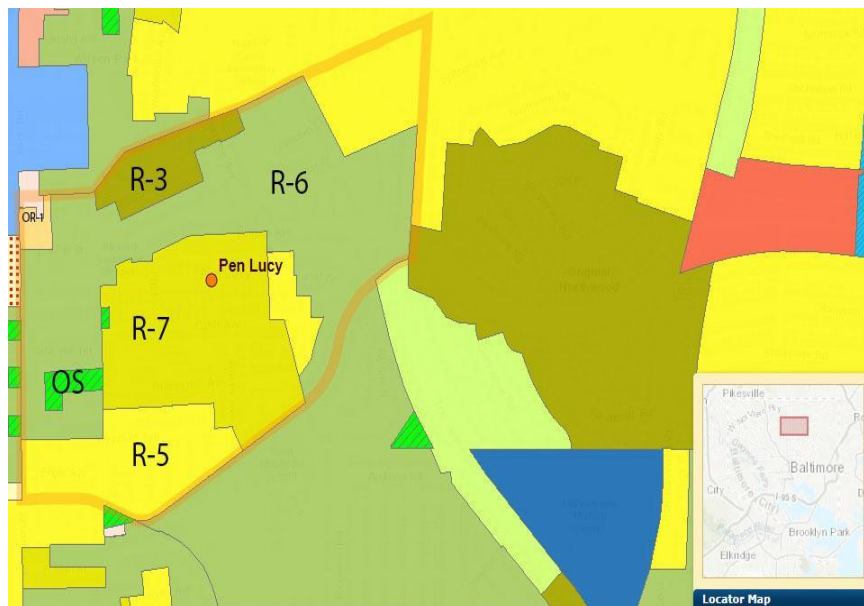
Open Space Zoning. Intended to protect and promote public and private open space, provide public reflective, cultural, educational and recreational opportunities, enhance the urban environment and protect natural resources.



I-MU

Industrial Mixed-Use Zoning. Primarily for existing industrial buildings and permits both light industrial uses and a variety of non-industrial uses, such as dwellings, commercial, creating a mixed-use environment.

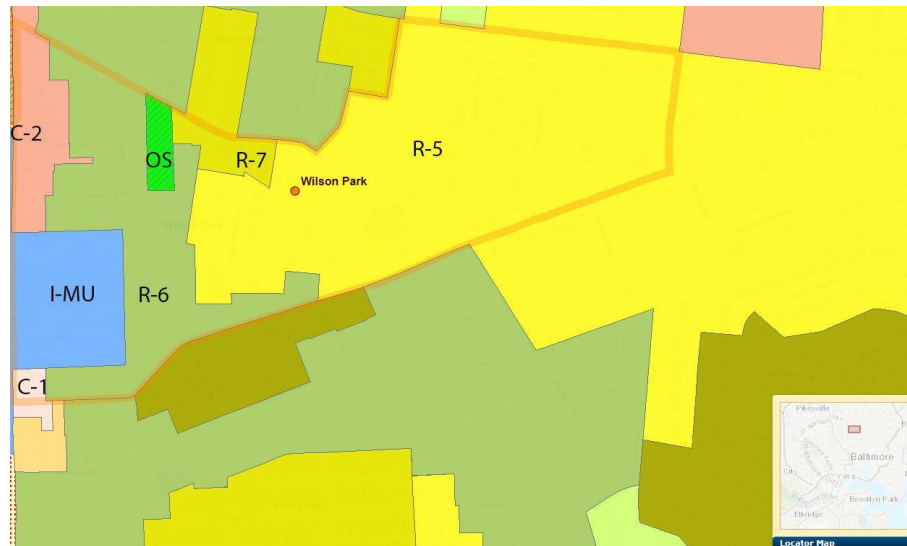
Source: Transform Baltimore



Source: Baltimore CityView



Source: Baltimore CityView



Source: Baltimore CityView

Wilson Park has a mix different zoning designations. According to Baltimore CityView there is a vacant lot that is zoned for Industrial mixed-use site the could be used as a business incubator to ramp up economic development bring employment to the study area

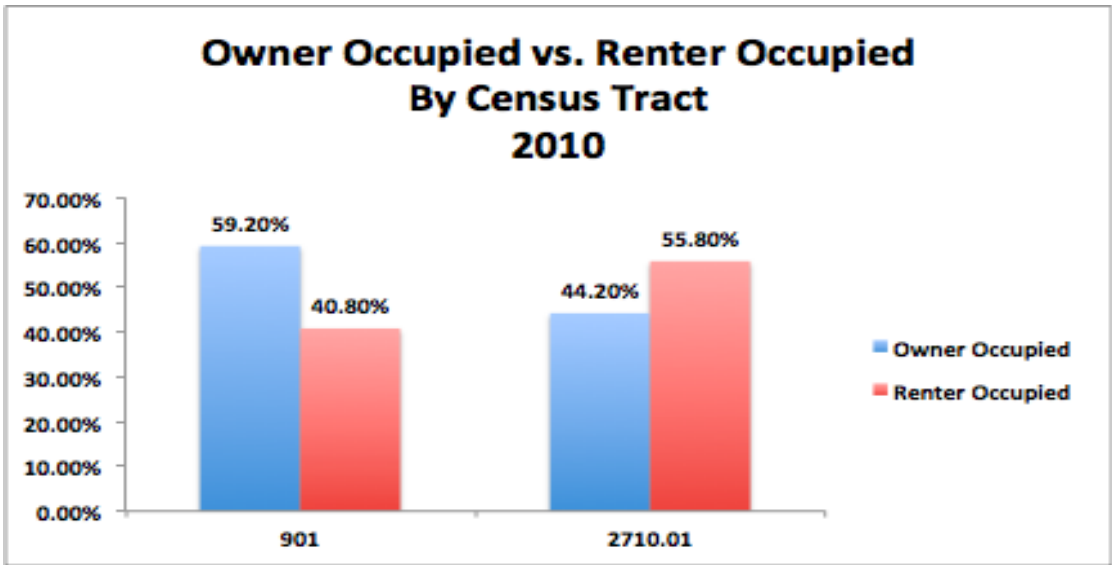
and be the epicenter for an agglomeration of industries located within the project team study area.

Housing

Pen Lucy and Wilson Park are neighborhoods that have been around before or since the early 1900's, so unlike other neighborhoods in Baltimore city, they aren't mostly composed of traditional row homes. There is a variety of different housing styles. Pen Lucy, a neighborhood that was known for its farms and villages in the early 1900's consists of 19th century farm houses, Victorian cottages and Porch Front row homes. Wilson Park and Wrenlane have similar housing types. They consist of Victorian style homes, and Neo Colonial Row homes.



In the aftermath of the economic downturn of 2009 that left the housing market in shambles, had a negative impact on the stability of the housing market within the project team study area neighborhoods Wrenlane, Wilson Park, and Pen Lucy. For example, the selected census tract of 2710.01 which represents the neighborhoods of Wrenlane and Wilson Park combined housing tenure by renters was a greater in 2010 then owner occupied housing units within the census tract. However, Pen Lucy census tract 901 maintained a higher rate of homeowners and had less renters within the neighborhood. Furthermore, maintaining homeownership is important because active community associations’ participants are mostly homeowners in the neighborhood.



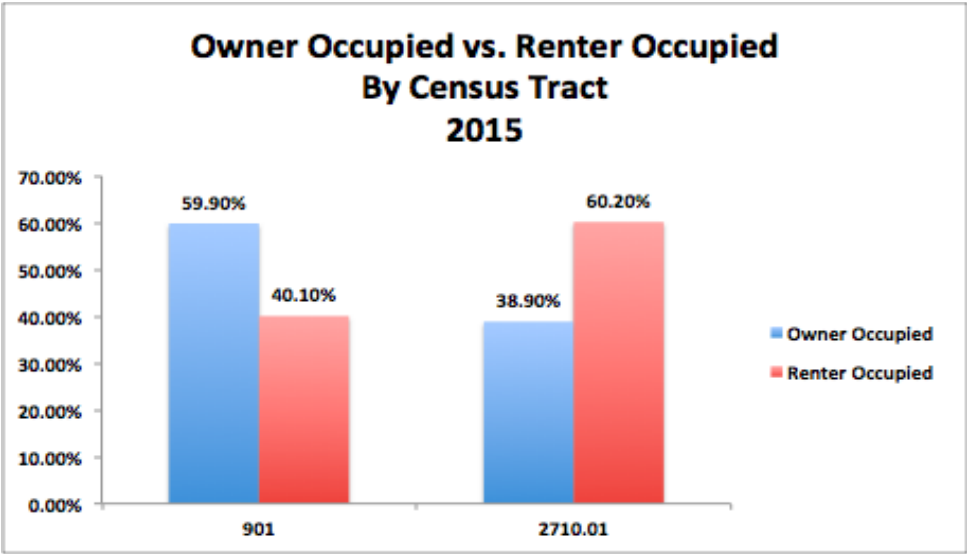
Source: Census American Community Factfinder

The trend of a higher density of renter’s occupancy of census tract 2710.01 for the neighborhoods of Wrenlane and Wilson Park continued in 2015. The total percentage of renters in Wrenlane and Wilson Park increased over the five year period from 55% to just above 60%. Whereas, in census tract 901 the neighborhood of Pen Lucy the number of

homeowners slightly increased.



Source : MSU- Studio II Caption: GreenMount Ave.

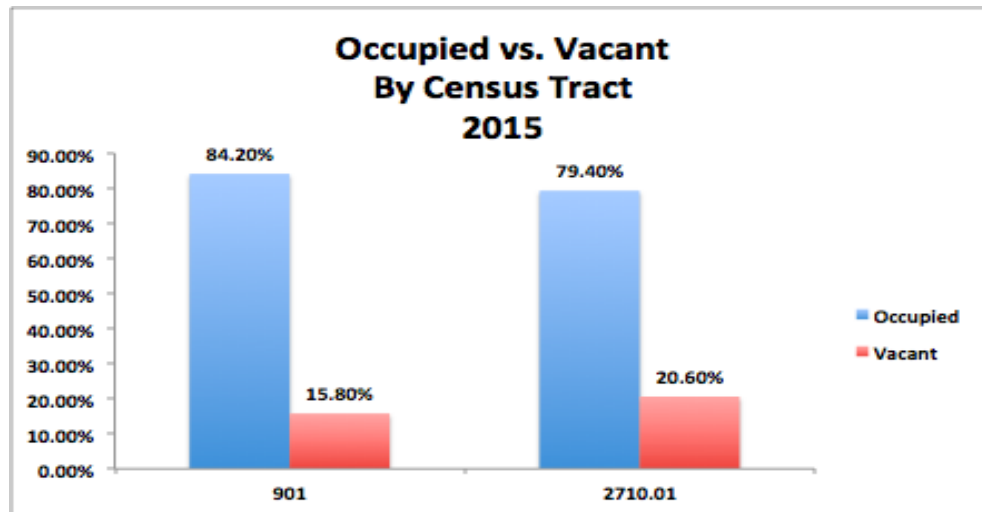


Source: Census American Community Factfinder



Source : MSU- Studio II Caption: Vacant Property for auction 4432 Wrenwood

The combined neighborhoods of Wilson Park and Wrenlane represent the high indices of vacant property in the project team study area. The total percentage of vacant property in the neighborhood of Wrenlane and Wilson Park is 20.6% for the year of 2015. Pen Lucy vacant property accounts for 15.8 percent of the total housing stock for census tract 901 in 2015.

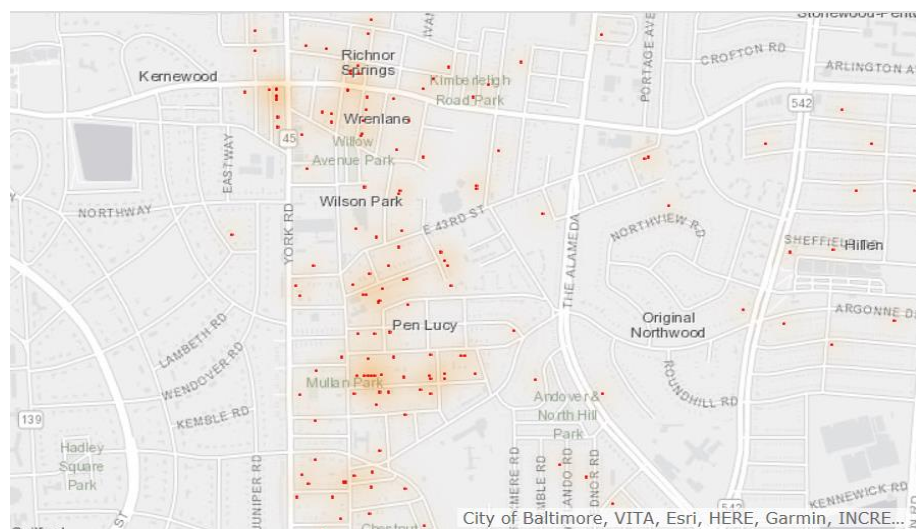


Source: Census American Community Factfinder

Vacancy

This map highlights all vacancies within Pen Lucy, Wilson Park and Wrenlane. There are over 50 vacancies combined amongst the three neighborhoods. This map includes vacant building and lots.

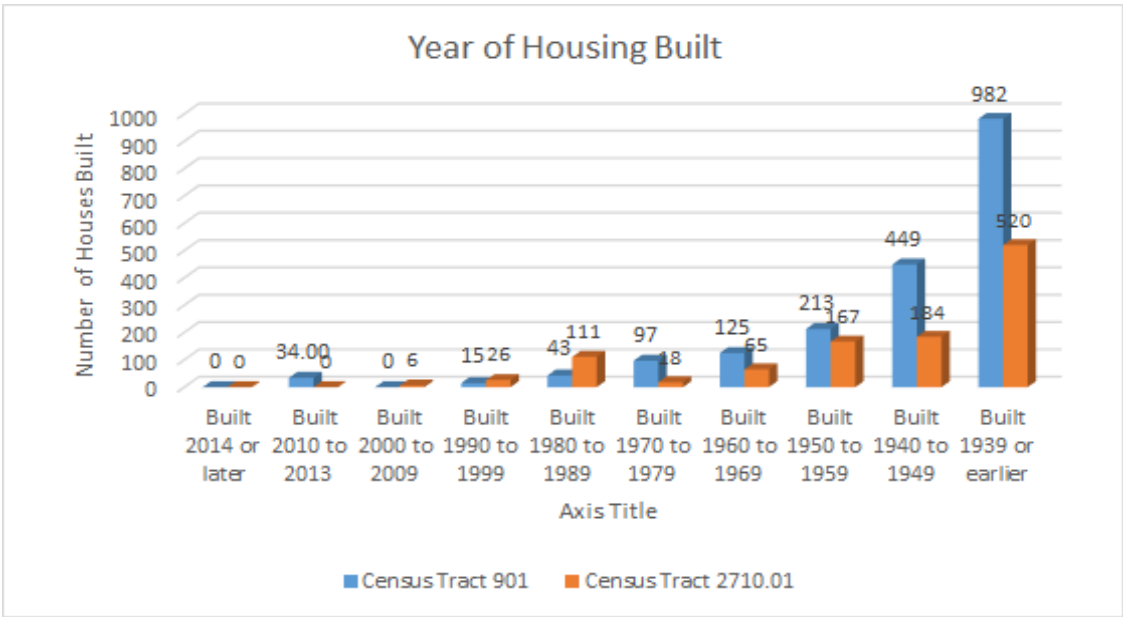
Vacancy Map



Source: Baltimorecity.gov

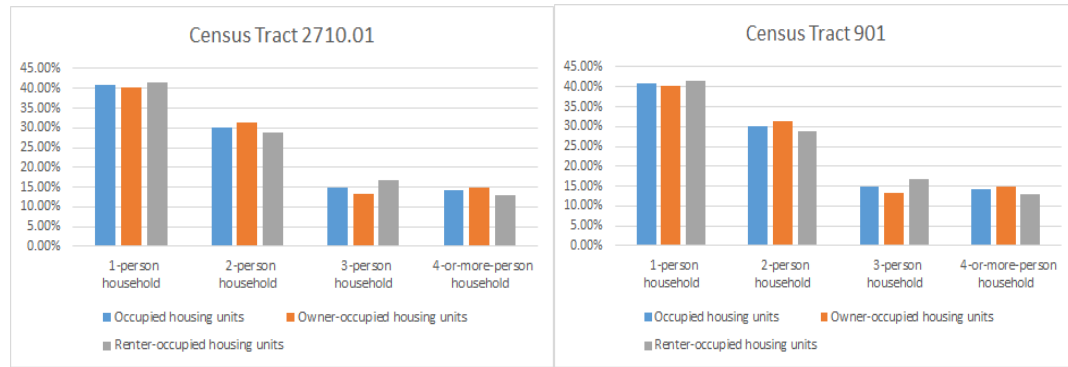
Housing Demographics

According to the most recent ACS data most of the homes in the combine census areas of Wrenlane, Wilson Park, and Pen Lucy were built prior to the 1950’s. The large proportion of older homes maybe an indicator of the declining population and vacancy in neighborhood.



Source: American Factfinder 11-15

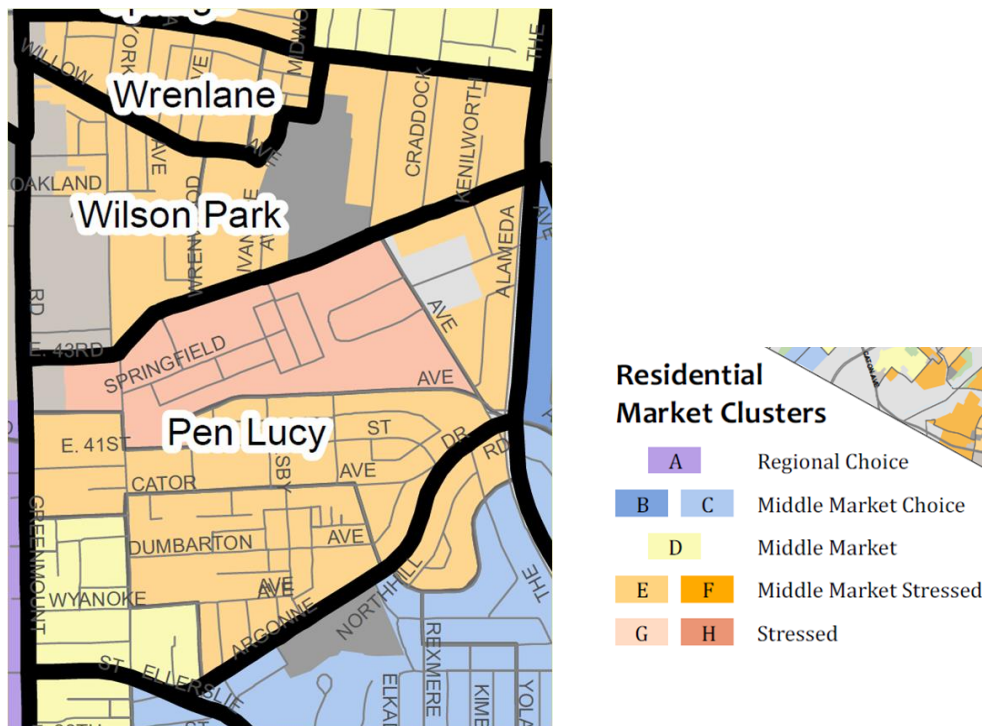
The three neighborhoods also have a large number of single and double occupancy for both rental and owned properties. This indicates that there is a large number of older single family homes.



Source: American Factfinder 11-15

Housing Typology

Baltimore City's housing typology is a system that labels neighborhoods in Baltimore by different Categories. These categories determine the housing market in a neighborhood, it helps the city to determine the needs of the neighborhood. Determining these needs helps the city to provide available resources to the neighborhoods. City programs such as Vacants to Value, Housing Code Enforcement Division to tailor market interventions and many more. Wilson Lane, Pen Lucy and Wilson Park has similar housing typology. Pen Lucy is bounded by Greenmount Ave, 43rd St., The Alameda, Argonne Dr. and E 39th St. Pen Lucy suffers from, Middle Stress Market and Stressed Market. Wilson Park and Wrenlane suffers from a Middle Stressed Market. Ultimately, this means that these neighborhoods have lower home sales compared to the city's average and hasn't shown a significant increase. The vacancies and foreclosures are high in these neighborhoods. This typology also expresses that there has been a significant loss in population over the last decade.



Source: Baltimorecity.gov

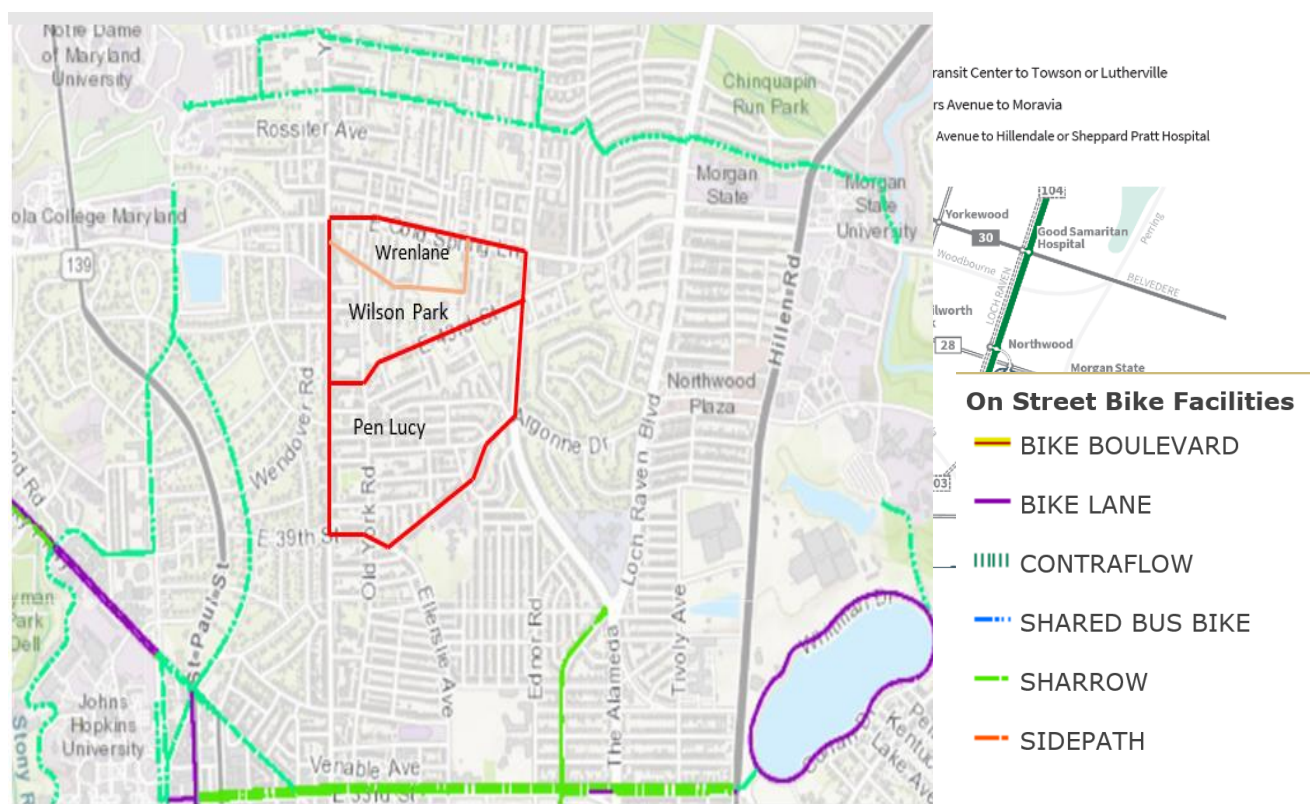
Transportation/Circulation

Baltimore City has recently undergone a change in its transit system. The transit system is now named the Baltimore Link. This change which began in 2017 has taken the place of the canceled Red Line project and it is believed to rid the system of long, useless and unreliable bus routes. Pen Lucy, Wilson Park and Wren Lane are in close proximity of each other and the bus routes in the neighborhoods serve all three communities. The new link consist CityLink Routes, LocalLink Routes and Express Bus Links. The City Link Route RD number 52 runs along Greenmount Avenue, this route runs between Old Town Mall and Towson and it runs 24 hours. The local link number 53, runs along Argonne Dr. and it runs through Pen Lucy, Wilson Park and Wren Lane. This route is a is Local Link Route that runs between North Avenue and Hillendale. Local Link 28 runs along Cold

Spring Ln from Rogers Station to Moravia. Some surrounding bus links are the 22, 103 and the 51. These bus routes run along Loch Raven, St Paul and 33rd street.

Bike Transit

Pen Lucy, Wilson Park and Wren lane lacks on street bike facilities. These neighborhoods do not contain facilities such as bike boulevards, bike lanes or sharrows. There are some in surrounding areas that are no less than a half mile away. The surrounding bike facilities are located on Loch Raven Blvd, Winston Ave, Millbrook Rd, Guilford Ter., Green Way, North Charles St. and East Cold Spring Lane.



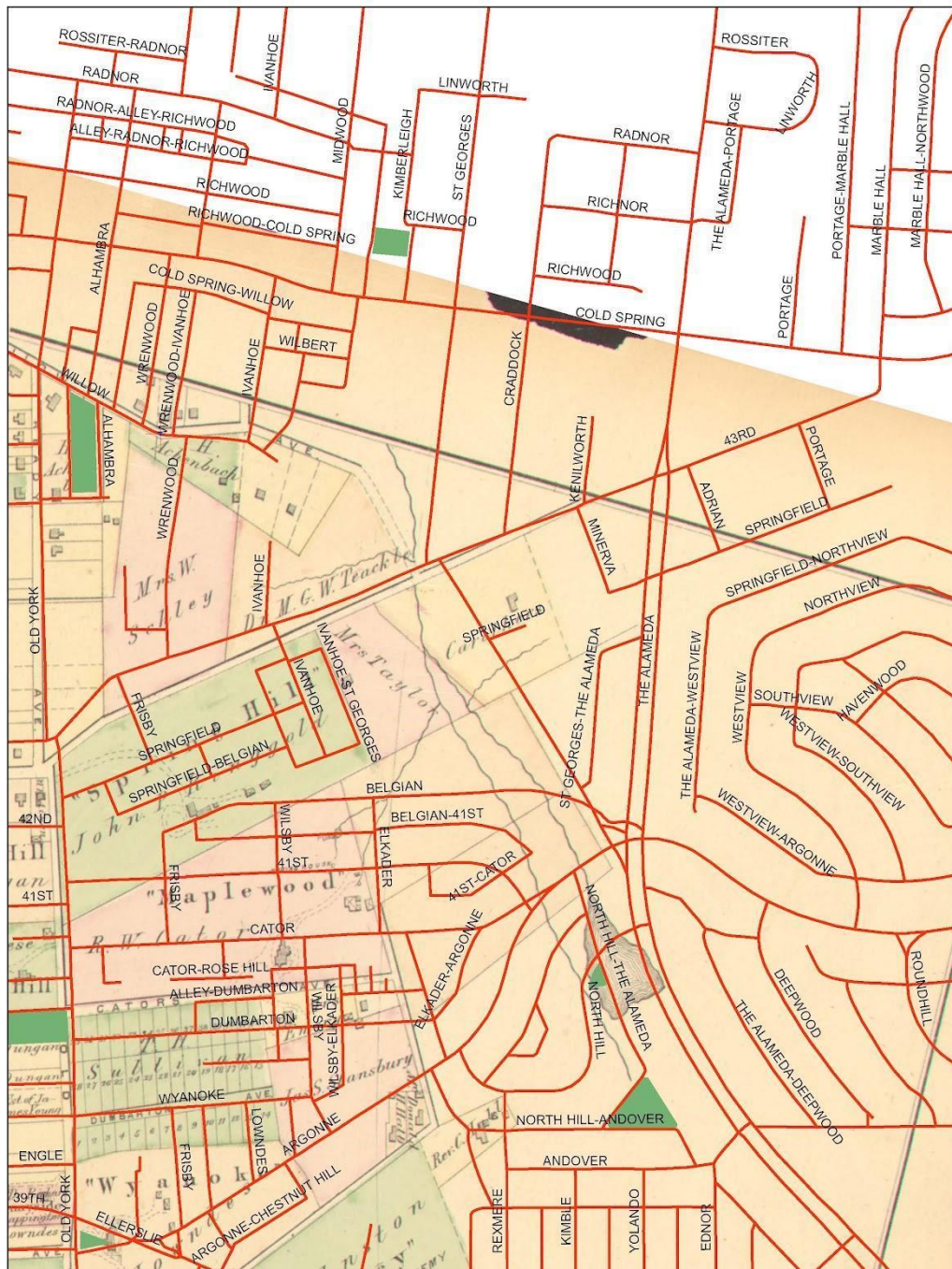
Source: Baltimorecityview.com

Environmental Conditions

The communities of Pen Lucy and Wilson Park are the home to various parts of Baltimore's urban forestry. Wilson Park houses the Springfield Woods and Pen Lucy is home to several walking trails and forest patches. The Springfield Woods is the largest private forest patch in the city boasting a twenty-one and a half acre woodland space with a flowing stream.

Baltimore's urban forests play a crucial role in the maintenance of a balanced ecosystem for the city. In a study done by the USDA- Forest Service Northeast Region Station, there was an inducement made that Baltimore's tree canopy covers approximately twenty-five percent of the city. There are numerous benefits to having a healthy and prosperous urban forest within a city. Those benefits are that urban woods help cool the city off, reduce stormwater runoff, provide a natural habitat for birds and other wildlife and they provide communities with edible plants. For the city of Baltimore in particular the urban forests aid in reducing energy and carbon emissions.

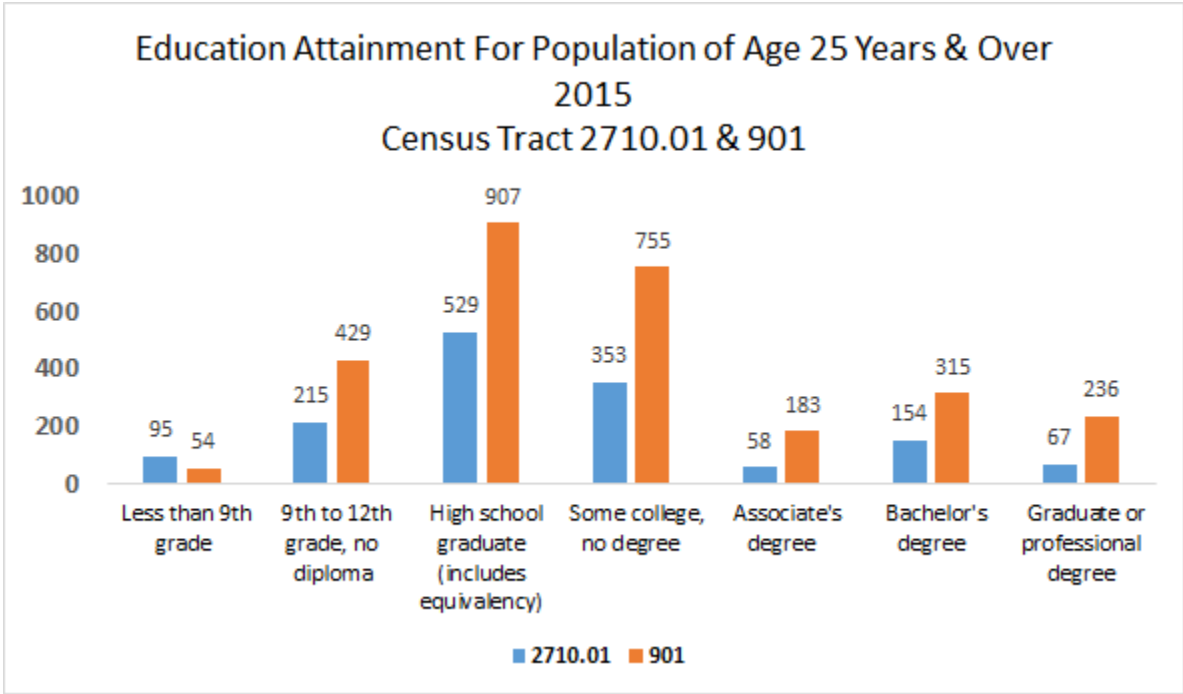
A goal for the city is to grow the tree canopy enough to cover 40% of the city by 2030. Several groups and organizations have sprouted to aid in this effort. With these new organizations comes fresh ideas and solutions. One group that is influential in preserving the Springfield Woods are the Friends of the Springfield Woods. The group runs a blogspot and is actively tending to the forest.



Source: Friends of Springfield Woods, 1876 Map of the Springfield Woods; last time of documentation.

Education

The data collected below includes the education attainment of residents 25 and over in Census Tracts 901 and 2710.01



Source: Census American Community Factfinder

Public Schools

There are two Baltimore City Public Schools within the communities of Wilson Park, Pen Lucy and Wrenlane. Those schools are Guilford Elementary/Middle School and Walter P. Carter Elementary/Middle (A Professional Development School for Morgan State University). Guilford Elementary/Middle School has 339 enrolled students. Of those students 322 are African American (Black) and there is a small but growing Hispanic/Latino community. There is also an even ratio of male to female students.

In 2014, Baltimore City school administrators recommended for the school to be closed in 2019, and to send students to Walter P. Carter Elementary/Middle School or to other city public schools. The reason for the recommendation is due to low enrollment and to allow more room in the school system's budget to renovate and rebuild schools to make them more attractive to parents which would lead to an increase in enrollment. Thus far the recommendation has been presented to the community with no concrete plans.

Walter P. Carter Elementary/Middle School (A Professional Development School for Morgan State University) boasts an enrollment of 369 students. The demographics are similar to those at Guilford Elem./Middle with the school population being predominantly African American and an even ratio of male to female students.

Utilities and Water

The utility of water has undergone a major change within the city of Baltimore. In October of 2016, the Baltimore City Department of Public Works introduced a new billing

system to citizens. The billing system changed the charge of water from being quarterly to monthly. Thus, meaning that citizens now pay for water every month. This change in charge has impacted many families throughout the city as it directly impacts person's monthly budgeting.

New Water and Sewer Rates for Baltimore City Customers			
Fixed Components - Charges Per Month			
	October 11, 2016	July 1, 2017	July 1, 2018
Account Management Fee	\$ 2.720	\$ 2.979	\$ 3.263
Infrastructure			
5/8" Meter	\$ 15.220	\$ 16.663	\$ 18.244
3/4" Meter	\$ 27.396	\$ 29.993	\$ 32.837
1" Meter	\$ 60.880	\$ 66.652	\$ 72.973
1 1/2" Meter	\$ 106.540	\$ 116.642	\$ 127.704
2" Meter	\$ 243.520	\$ 266.611	\$ 291.896
3" Meter	\$ 426.160	\$ 466.568	\$ 510.816
4" Meter	\$ 974.080	\$ 1,066.441	\$ 1,167.580
6" Meter	\$ 1,750.300	\$ 1,916.263	\$ 2,097.997
8" Meter	\$ 2,739.600	\$ 2,999.367	\$ 3,283.820
10" Meter	\$ 3,881.100	\$ 4,249.104	\$ 4,652.080
Variable Component - Charges Per Month			
Volumetric Rate (water)	\$ 2.260	\$ 2.484	\$ 2.730
Volumetric Rate (sewer)	\$ 6.160	\$ 6.714	\$ 7.318

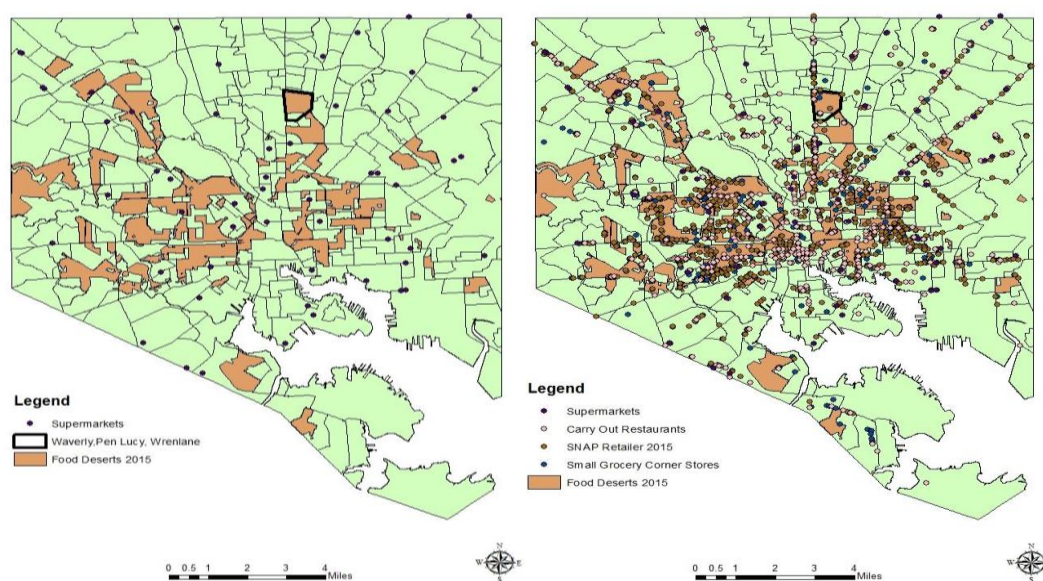
Source: DPW Billing New Water and Sewer Rates for Baltimore City Customers

Shopping and Food Access

The project team has identified the study area is located within the boundaries of a food desert. According to the Mapping Baltimore Food Environment Report 2015 Food deserts are described as areas that lack a full service supermarket within a ¼ of a mile from

where the residents live. Food Deserts contribute to residents unhealthy diets which can lead to health diseases caused by unhealthy diets.

Following the guidelines of ordinance 15-434 securing these tax credits purpose is to encourage the construction of new supermarkets in existing food deserts within the City of Baltimore and continue reinvestment in existing supermarkets located within areas that would be food deserts, except for those supermarkets' presence.



Source: Maryland Food System Map

There are 15 corner stores in the project team study area and only 4 are SNAP vendors. Where there is a presence of food deserts in Baltimore City prepared carry out restaurants are rampant. The Old York road corridor has 3 carry-out fast food restaurants. Additionally the project team study area is absent of a sit down restaurant or healthy food alternative.

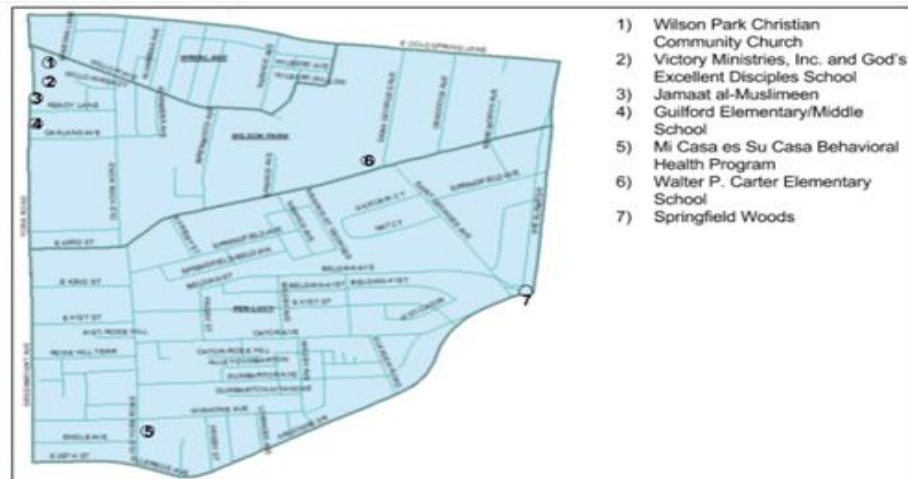
Public Establishments and Institutions

There are a number of public establishments throughout the study area that should be noted. Many of these establishments exist along the York Road corridor, with others spread throughout the region.

There is a high concentration of religious institutions in the study area, including the Winston Park Community Church, Victory Ministries (which also operates a day school), and the Jamaat al-Muslimeen center.

The Mi Casa es Su Casa Behavioral Health program is a nonprofit supportive housing center, which provides housing and support for an array of clients, including homeless, veterans, and individuals recovering from or managing substance abuse. The center's location is noteworthy because of how ingrained it appears to be in the neighborhood; with the exception of a sign on the building's front, it appears like every other home in the vicinity.

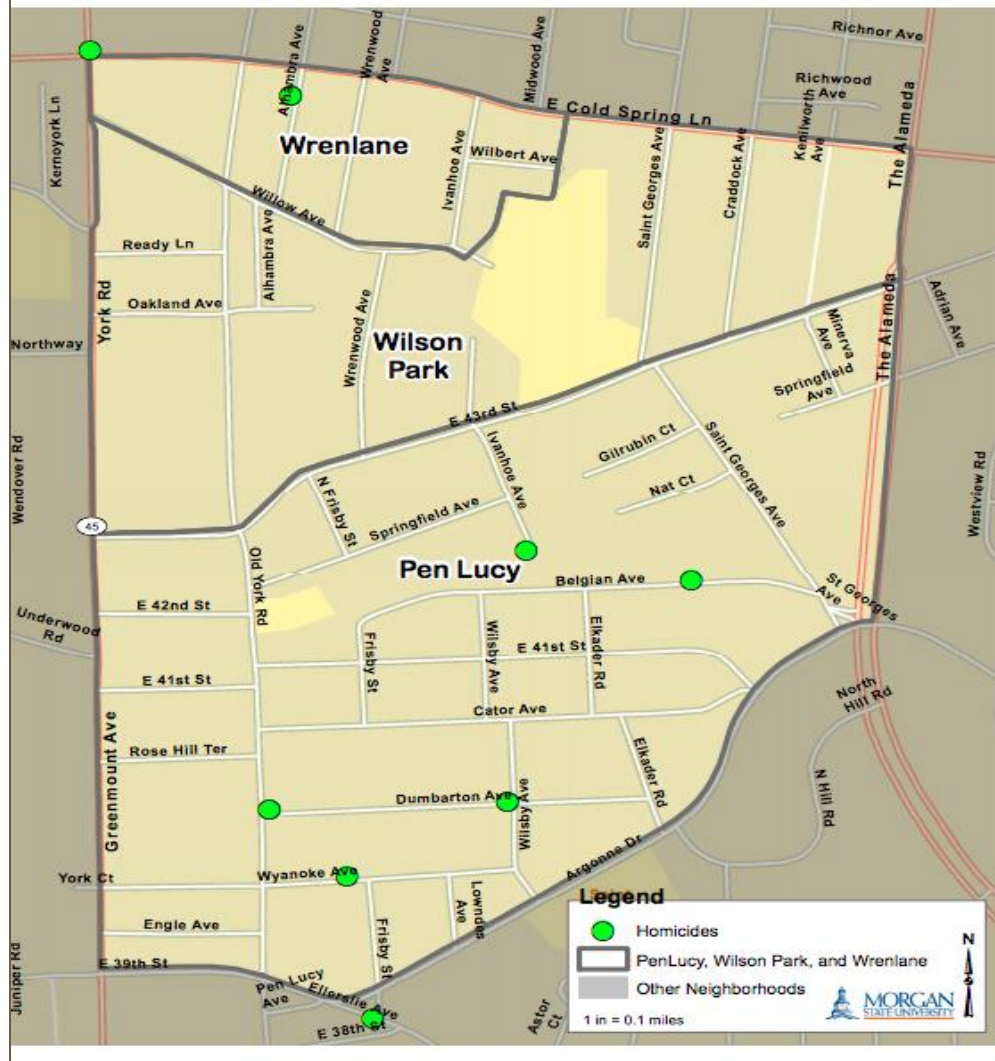
The study area also has some limited green space; most verdant of these is Springfield Woods, which rests at the eastern edge of Pen Lucy. A tiny urban forest, Springfield Woods occupies approximately 3.27 acres. Survey of the park found a substantial amount of trash and the presence of some temporary encampments of homeless individuals.



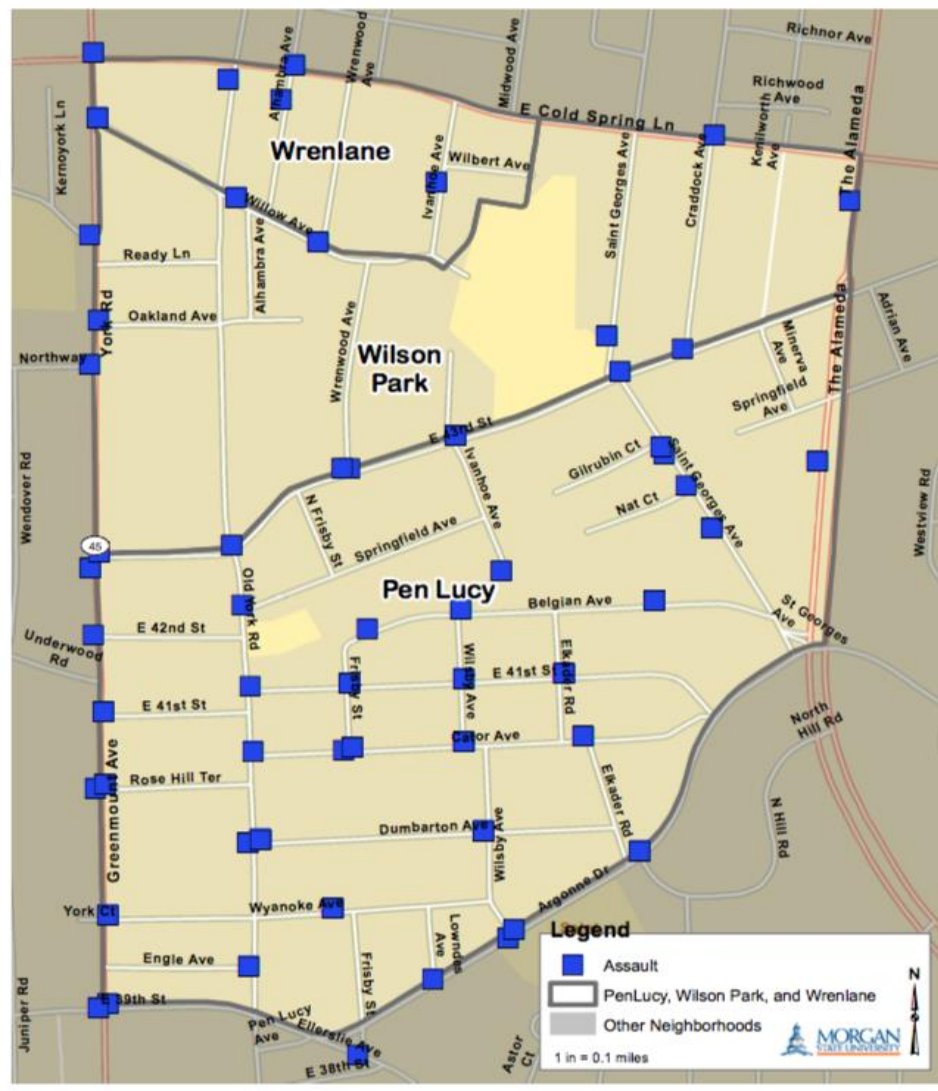
Policing and Public Safety

The Baltimore Police Department keeps detailed records of crime reported throughout the city, including the streetway location, neighborhood location, and type of crime committed. At present, the most complete listing of crime in the study neighborhoods of Pen Lucy, Wrenlane, and Wilson Park covers crimes committed from 2012 to the present day. Pen Lucy experiences substantially more occurrences of crime than both Wrenlane and Wilson Park. It is possible that this at least in part attributed to the fact that Pen Lucy is a larger neighborhood than Wrenlane and Wilson Park.

Homicides in the Pen Lucy, Wilson Park, and Wrenlane Neighborhoods; 2012-2016



Assaults in the Pen Lucy, Wilson Park, and Wrenlane Neighborhoods; 2012-2016

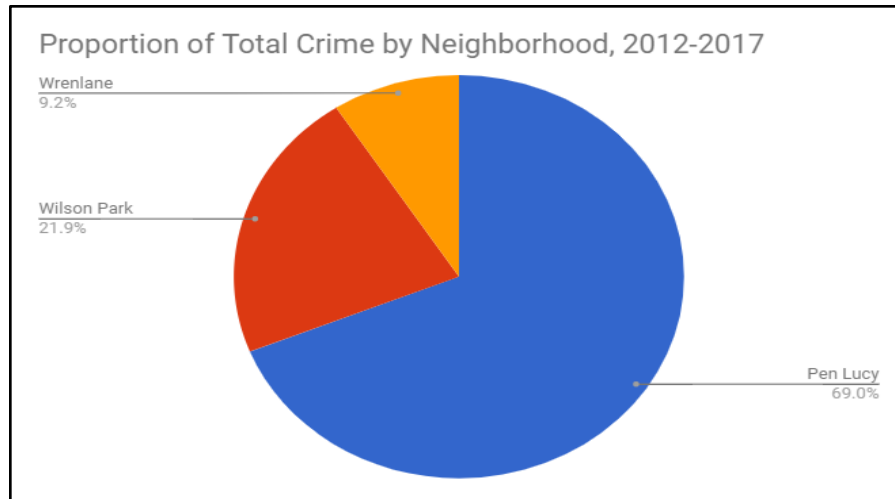


Legend

- ▲ Burglary
- PenLucy, Wilson Park, and Wrenlane
- Other Neighborhoods

1 in = 0.1 miles

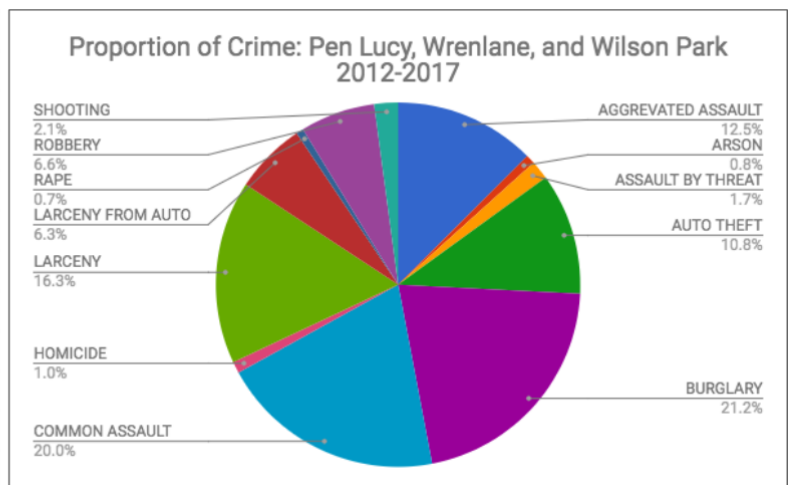
MORGAN STATE UNIVERSITY



Source: City of Baltimore's Open Data

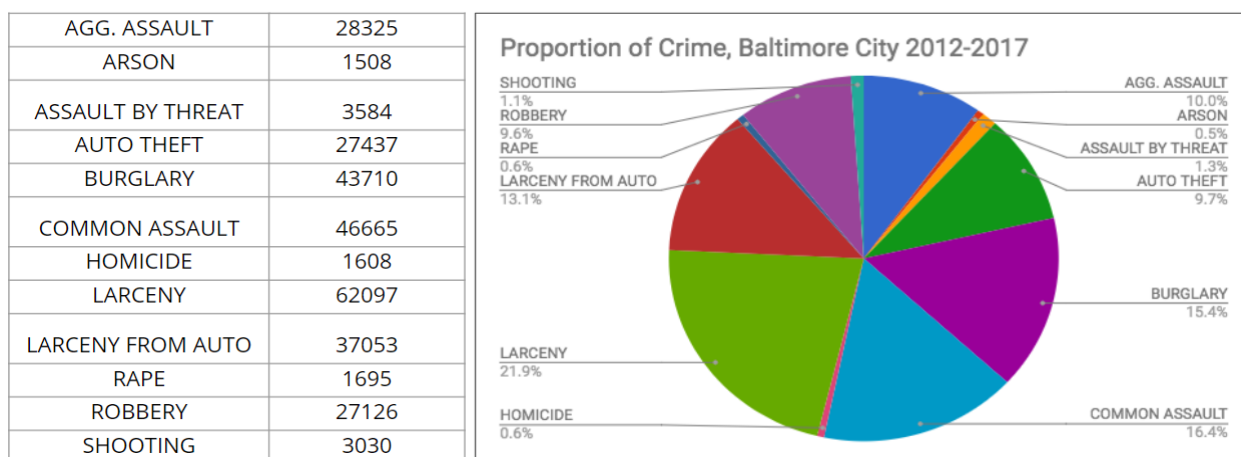
Amongst all three neighborhoods, the most frequently recurring were burglary, common assault (assault that is less serious than aggravated assault, and perhaps the result of an escalated argument), and non-automotive larceny.

AGG. ASSAULT	172
ARSON	11
ASSAULT BY THREAT	23
AUTO THEFT	148
BURGLARY	291
COMMON ASSAULT	274
HOMICIDE	14
LARCENY	223
LARCENY FROM AUTO	87
RAPE	9
ROBBERY	91
SHOOTING	29



Source: City of Baltimore's Open Data

It can be noted that the proportion of crimes committed in the study area are roughly equivalent to the proportion of crimes committed throughout Baltimore City during the same period of time.



Source: City of Baltimore's Open Data

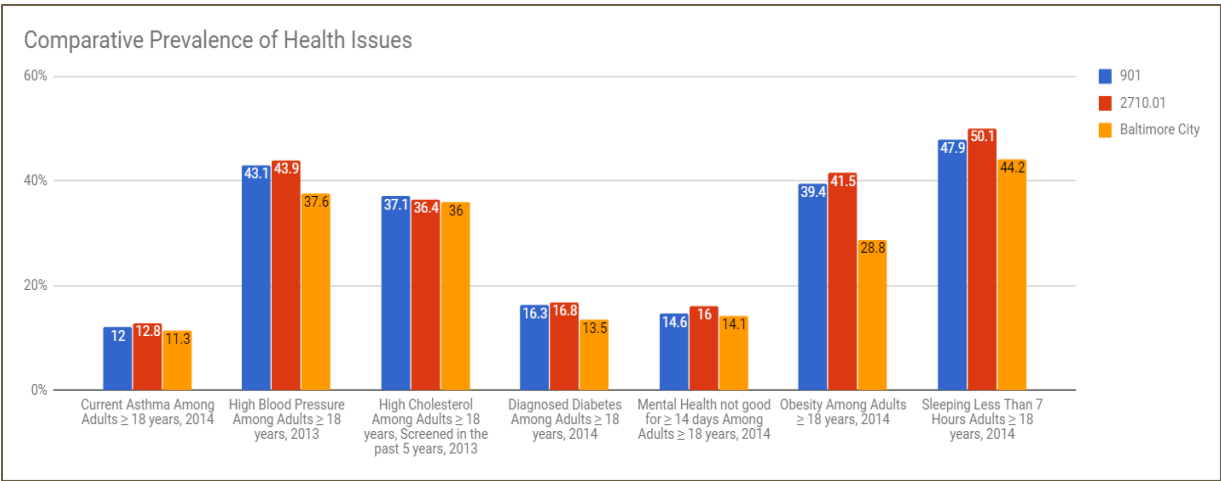
The isolated occurrence of the crimes of homicide, burglary and assaults committed in the Pen Lucy neighborhood are staggering. There were eight homicides, fifty-eight burglaries and sixty-plus assaults reported. The crime data for Pen Lucy speaks to the ever growing issue facing the city as a whole.

Public Health

There is a prevalence of chronic health issues Baltimore City that impact overall quality of life. Some of these chronic health issues can be directly linked to lifestyle, such as high cholesterol and diabetes; others are more deeply influenced by the surrounding environment, such as prevalence of asthma and the inability to achieve a full night's sleep. Other health vectors are impacted by a number of motivating factors. For example, poor mental health status can be influenced by macro-level issues, such as the experience of poverty and an unstable source of income, but also by matters at the interpersonal level,

such as the recent passing of loved ones, an unstable or volatile home life, as well as other factors. The same could be said for the issue of high blood pressure, which, while significantly affected by diet, can also be a by-product of unmanaged stress and lack of sleep.

Across seven key health outcome measures, the census tracts that incorporate the neighborhoods of Pen Lucy, Wrenlane, and Wilson Park have a higher prevalence of occurrence than the whole of Baltimore City. As the chart below depicts, some of these health outcomes are only slightly more prevalent in the target neighborhoods, such as occurrence of high cholesterol and asthma, while other outcomes are notably less frequent at the city level, such as obesity and high blood pressure.

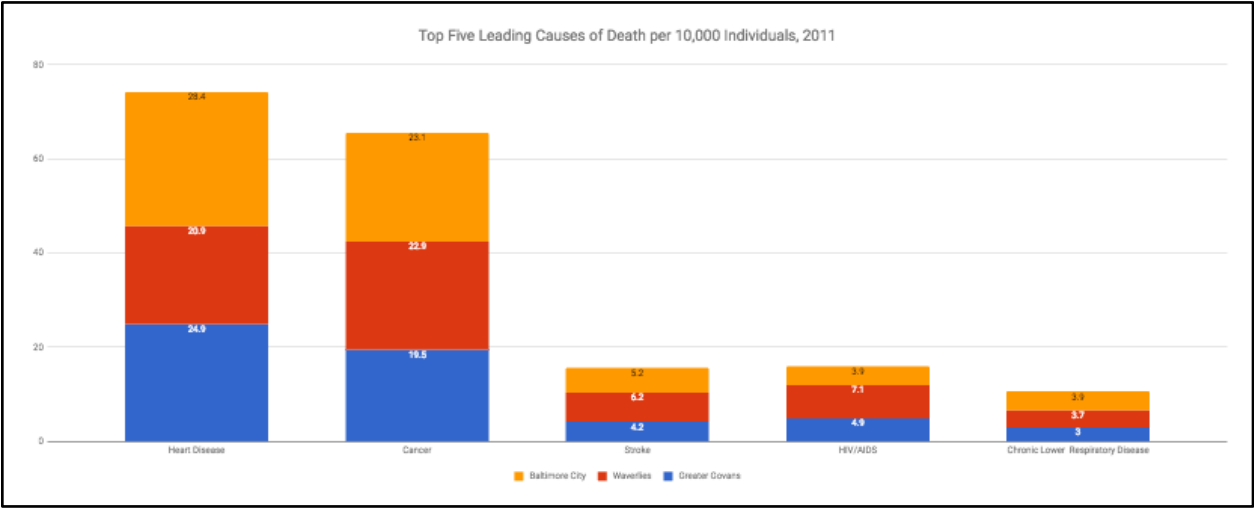


Source: 500 Cities

Between the two census tracts that incorporate the target neighborhoods, Tract 2710.01 has a higher prevalence of all health outcomes than Tract 901 with the exception of high cholesterol. It should be noted that the inclusion of segments of neighboring Waverly and Ednor Gardens-Lakeside in Tract 901 could be impacting the data.

The Baltimore City Health Department reviews neighborhood health profiles periodically; included in these reports is the leading causes of death across the city and in each particular neighborhood region. These profiles utilize Community Statistical Areas (CSAs), groupings of census tracts that represent neighborhood regions. The CSAs of Greater Govans and Waverly's include census tracts 901 and 2710.01, respectively; while the data will be slightly affected by the inclusion of other census tracts, this is the best data available to analyze the leading causes of death.

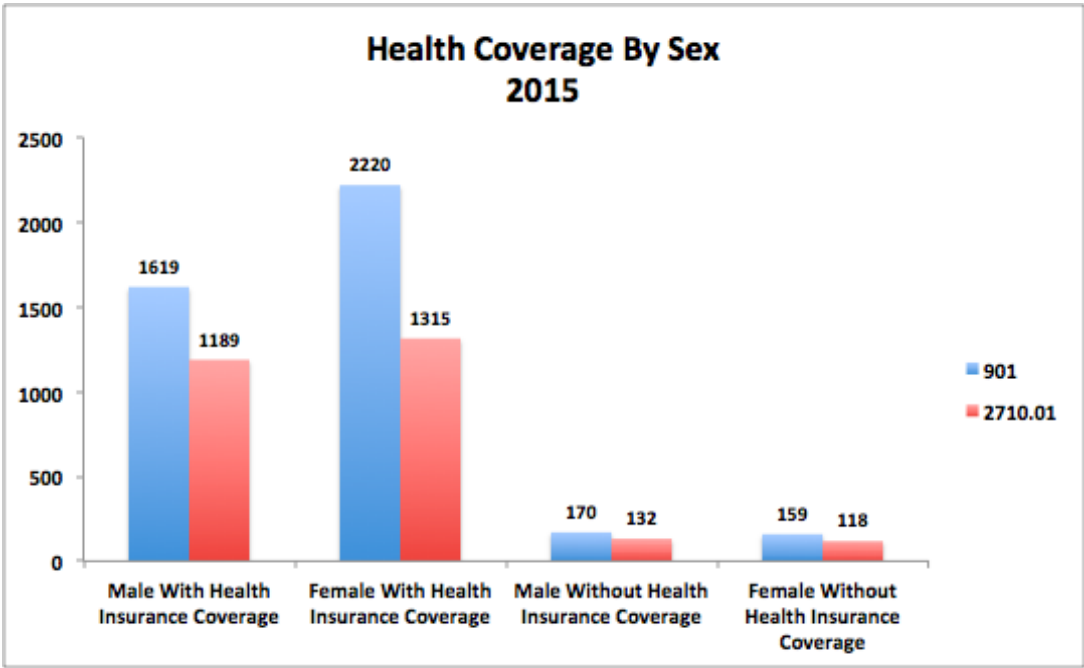
As depicted in the chart detailing the leading five causes of death per 10,000 individuals below, between the whole of Baltimore City the two CSAs, Baltimore leads in deaths by heart disease and cancer, the two most prevalent causes of death in the study area, while the Waverley Community Statistical Area has a higher prevalence of HIV/AIDS than both Greater Govans and Baltimore.



Source: Baltimore City Health Department

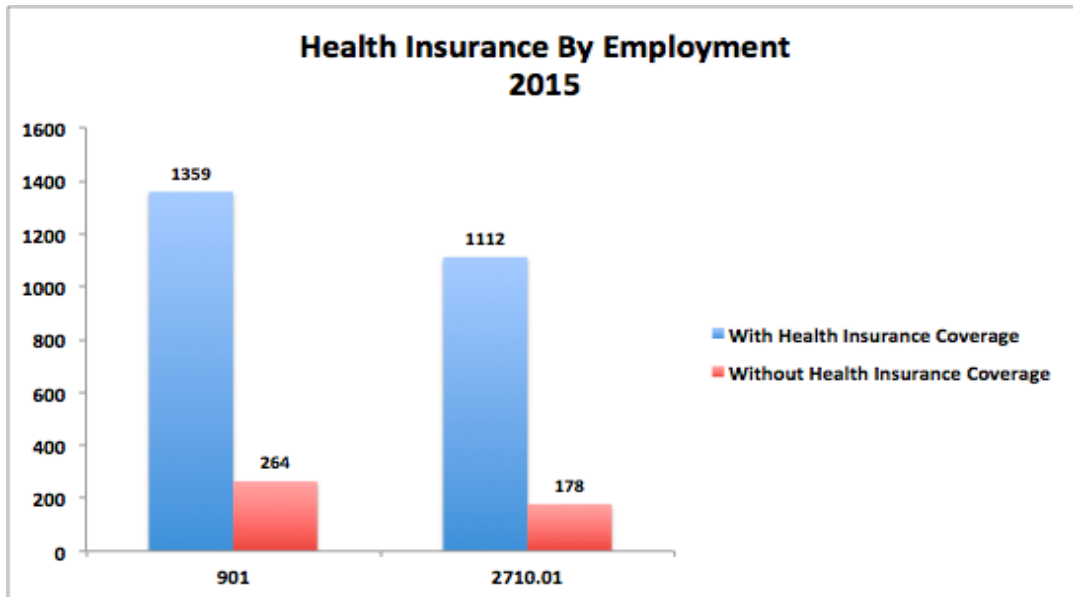
The Female demographic group has more individuals with health care insurance by gender based on 2015 census data. In both census tracts females have a higher prevalence of

having healthcare insurance than their male counterpart. Both Males and Females in census tract 901 have the highest indices of uninsured individuals by sex.



Source: Census American Community Factfinder

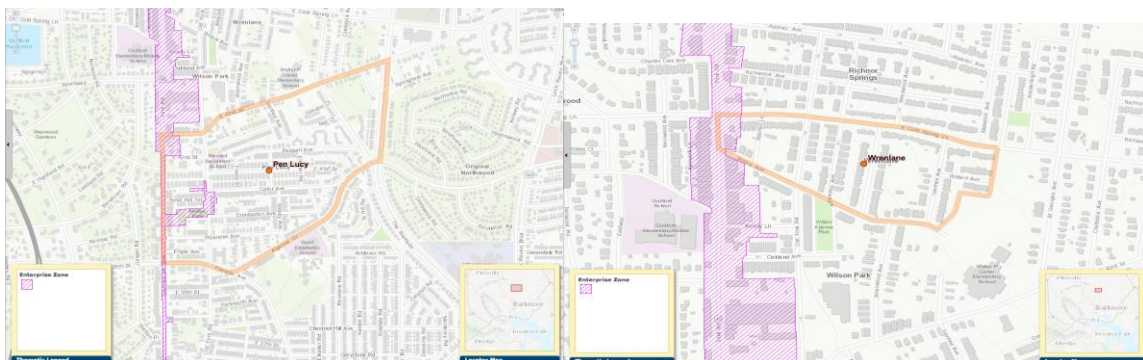
Health Insurance is important for the working middle class. Specifically, in the project team study areas of census tracts of 901 and 2710.01 which encompasses the neighborhoods of Pen Lucy, Wilson park and Wrenlane. It is important that any community redevelopment strategy address employed individuals that are working contributing members of society that lack healthcare insurance plan from their employer. Raising awareness through marketing could be the catalyst of connecting working class individuals to Maryland Healthcare connection which is Maryland State Healthcare insurance provider to get insured.



Source: Census American Community Factfinder

Economic Development

The Project team has Identified that all three neighborhood are located within the boundaries of enterprise zones.





Source: Baltimore City View

Present Retail

Pen Lucy, Wrenlane and Wilson Park are all bounded on one side by York Road or Greenmount Avenue. York Road and Greenmount Avenue serves as a commercial district for these communities and the communities that surround them. In particular the retail that runs between York Road and East Cold Spring and Greenmount Avenue and 43rd are located in the areas of study neighborhoods. This neighborhood commercial corridor contains businesses such as several beauty salons and barber shops, mini marts, liquor stores, event planning, car shops and public storage. There are some vacant properties located between businesses that are still running. Although not considered retail there are several churches and a police substation located in the corridor.



York Road Commercial Corridor

There are three new developments in the areas of study. York Road and 42st has a new apartment building under construction. The architects on this project are Cho Benn Hokkback & Associates. This project is sponsored by the nonprofit group Empire Homes, and their goal is to create and maintain affordable housing. Another new apartment building, located in the Pen Lucy neighborhood and a single family home located at 419 Willow Ave have also been completed but there aren't any occupants at the moment.

Economic Development

New Development



Location: Pen Lucy Neighborhood

Location: 43st and Greenmount



Goals and Strategies

Approaching development in the neighborhoods of Pen Lucy, Wrenlane, and Wilson Park is a dynamic issue. In the course of analyzing the neighborhoods, a notable lack of strong relationships between neighborhood residents was observed, both within and between neighborhoods. Limited interaction with community members revealed that there is a lack of diversity of voices advocating for how they would like to see the community change, and a number of systemic barriers that discourage investment in these communities. Therefore, the project team can offer a two-pronged approach to development; one focuses of grassroots-level community development, the other on more developer-driven economic development. We believe that features from each individual approach or a combination of aspects from both can be beneficial to the communities.

Community Development Approach

Tactic	Goal	Strategy
Enhanced Community Advocacy	Each neighborhood develop an active neighborhood association that is responsible for the advocacy and advancement of their respective communities	<ol style="list-style-type: none"> 1) Guidance of an experienced community organizer and/or community planner who can help initiate an organizing strategy 2) Engage a diverse cross-section of residents, including (but not limited to) youth, older residents, newly-arrived residents, local business owners, parents and teachers
Improved Inter-neighborhood Relations	Create a strategy for increased interaction between the three neighborhoods, as well as interaction with city and state representatives	<ol style="list-style-type: none"> 1) Create a town hall forum between community members and representatives that is based on identifying and strategizing over issues 2) Develop activities that encourage community interaction that build strong social relations, such as a

		neighborhood watch program (such as the “Guardian Angels” program)
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Economic Development Approach

Neighborhood	Recommendation	Strategy
Pen Lucy	New construction for Impact Hub on vacant Lot.	Partner with the Baltimore Economic development corporation to assist with technical support. BCD will be the acting agency that will facilitate the request for proposal (RFP) and evaluate the best business proposal for the site.
Wrenlane	Bike Shop at Old Chicken Run	Recommended business strategy based upon available space (9,060 square feet) and proximity to proposed and existing bike lanes in the community, based upon the 2015 Bicycle Master plan. Local investment and entrepreneurship would be the engine behind the creation of this facility.
Wilson Park	Urban Aquaculture Center	<ol style="list-style-type: none"> 1) Enterprise zone tax credits could be used to attract a developer to locate their business in the study area. 2) Amending the Sustainable Communities (SC) Boundaries to fit within the project area in effort to take advantage of SC tax credits, Grants. 3) Acquire vacant lot through land swap.

