

Hampden Strategic Vision and Comprehensive Community Plan

Strategic Vision and Direction Document for the Hampden Community

DRAFT
July 27, 2006

“We need an all-inclusive strategic vision. This will guide our growth by giving us a common starting point and a common goal.”
(Hampden merchant/resident)

Facilitated and Prepared by
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Commissioned by the Hampden Community Council, and
Funded by the Baltimore Community Foundation and the City of Baltimore

The Vision of Hampden

*The **Vision** is the broader state of being, i.e. overall quality of life (physically, socially, spiritually) that everyone in the community wants to have in the long term. It answers the question, “What do you want your Hampden to be like in the next 10 to 20 years?”*

In 10 years:

Hampden is a dynamic, inclusive, self-sustaining, small community where we all feel welcome. Everything we need is within walking distance or easily accessible through our public transit. We have a balance of old, new, a mixture of incomes, cultures, personalities, businesses and housing. Hampden’s students achieve because our schools, recreation centers and activities are outstanding, and parents are involved. We take care of our children, youth, adults, families and seniors.

Hampden’s connections to our history are strong, evidenced by our preservation and re-use efforts. We value the role that our neighborhood’s working-class, blue-collar history has had in forming our community, and have moved forward because of that strength.

Hampden is well maintained and clean. We value and protect our green spaces. We have kept our historic and eclectic character through the significant decision-making role we created by participating in and affecting local government. We maintain our commitment to ensure that all of us, as community members, have input on those decisions. Hampden is a model of balance and stability. We take pride in our work and hold each other, our organizations and our strategic partners accountable for our neighborhood’s success.

Adopted by the Hampden Community Council – April 24, 2006
Adopted by the Hampden Merchants Association – May 10, 2006
Adopted by the Hampden Family Center – June 2006

Each entity within Hampden was involved in creating this Strategic Vision and Comprehensive Plan and has agreed to play a significant role in making sure that its goals become realities. Their respective roles are outlined in the Action Plans starting on page 36. Many of these organizations have adapted or confirmed their specific roles or missions as organizations based on this Strategic Vision of Hampden.

Hampden's Guiding Principles

Guiding Principles Guiding Principles are the fundamental beliefs of a community. They articulate the ideology of the community and offer a direction that formulates the community's vision.

Hampden's Guiding Principles are:

Community Spirit

- Hampden is a small town in a large city.
- Consideration of our friends and neighbors creates an environment where community decision-making has the ability to flourish.
- Hampden is more than just "The Avenue"; it is the friends, neighbors, history and culture of our area.
- Our community is interconnected; one action affects others, and one person affects another.

Historic and Natural Beauty

- We understand how the historical development of Hampden led to its culture. We are aware of the importance of preserving both the physical and communal aspects of the neighborhood.
- We use space and resources creatively yet keep our historical beauty in order to achieve our goals.
- We seek strategic partnerships with the city and with other organizations. These partners will work with us to achieve our goals for historic and natural beauty in Hampden.

Individuality

- Creativity is an underlying theme, and we encourage its expression.
- Individuals from the community voice their opinion; utilizing it as a legislative tool to ensure they're included in the decision-making process.

Integrity

- We recognize the importance of all people in Hampden and strive to maintain a neighborhood that supports a positive way of life based upon a strong ethical code of conduct.
- We maintain high standards, and hold our partners and ourselves accountable for our successes and our failures.

Education

- Education is the foundation for a successful community. Life-long learning and skill building works.
- We set high standards for our schools and help them to achieve success for our students.
- Local control over how our children are educated is important and helps our students to succeed.

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Part I. About this Plan

Rationale and the Hampden Strategic Visioning and Comprehensive Community Planning Process

The Hampden Community Council engaged Strategic Management Consulting, a Baltimore-based minority owned firm to facilitate this comprehensive community planning process. To do this, Strategic Management Consulting conducted an innovative and groundbreaking process that brought together all facets of Hampden life at the outset and kept them involved throughout planning and into implementation.. The idea behind this process started a year before, when Baltimore Mainstreets conducted a small process – also called a visioning process – that concluded that Hampden needed a Comprehensive Community Plan to move forward.

This document is that Comprehensive Community Plan, the result of several months of conversations, thinking, working together and planning – a process we called the **Hampden Strategic Visioning Process**. Hampden now has a Vision for its future, This Comprehensive Community Plan articulates the Vision for Hampden, Hampden’s Guiding Principles, and the action plans (roadmaps) needed to achieve our Vision. These action plans include our results we will accomplish, the goals, objectives, strategies, timelines and names of the organizations who will take responsibility to get those results.

This Comprehensive Community Plan must be approved by the community first, and then presented before and adopted by the Baltimore City Planning Commission to ensure that whatever role the city plays in putting the plan forward can occur. At the same time, relevant legislation and capital expenditure requests within the plan will also be submitted for passage by the City Planning Commission and City Council as appropriate.

There were **five stages** to the Hampden Strategic Visioning and Comprehensive Community Planning Process:

Phase I. Information collection. The information collection phase included 25 focus groups of diverse groups in the area (seniors, residents, merchants, clergy, youth, parents, teens, 20/30 something’s etc.) and a community-wide survey with a 5.5 percent response rate. Of those who responded to the survey, a third have lived and/or worked in Hampden for up to five years, a third have lived and/or in the neighborhood for six to 20 years, and another third have lived and/or worked in Hampden for more than 20 years. More than 385 people participated in this process, all of whom came from different backgrounds and had different perspectives.

Phase II. Community Forum. On March 25, over 60 people attended a forum where a summary of the information collected during Phase I was presented. The attendees then organized themselves into seven component areas. These Component Areas, listed in the Table of Contents, help to organize and prioritize the goals and strategies needed to achieve the Vision. A draft Vision Statement was also presented, and groups began planning in each component area.

Phase III. Component Action Planning. Each Component area has an Action Plan. During this Action Planning phase, groups met to refine the initial work done at the Forum. Each Component Action Plan contains a result statement of where things ought to be in the next five to 10 years and what needs to be done to achieve that. Specific strategies, timelines, who is responsible for implementation and possible funding sources are also included in the Action Plans.

Phase IV. Review and Comment. A summary of the Comprehensive Community Plan was circulated to the community to obtain review and comment. The summary was circulated via the Hampden Community Council website and through presentations by Strategic Management Consulting. During this Phase, the Hampden Community Council, the Hampden Village Merchants Association, and the Hampden Family Center, all formally endorsed and adopted the Vision Statement, thus committing to work together towards implementation.

Phase V. Implementation Phase. After the plan was passed, groups begin to work together to implement the Comprehensive Community Plan.

Note - There is still planning to do. While the action plans set general timeframes and directions for how we can achieve our goals, the first three months of implementation for any plan is transitioning the way some of the organizations and the community works so that implementation can occur. While the action plan shows timeframes of implementation in the most optimal environment, it is important to understand that these time frames are fluid and may change as the community, and the organizations within the community, move forward with implementation. Some items may require more time to unfold and take root, while others may be completed sooner than expected.

About Strategic Management Consulting

Strategic Management Consulting is a Baltimore-based firm dedicated to ensuring organizations (including community groups, nonprofits, businesses, public agencies and others) operate in the most effective manner possible to be significant players in achieving the Vision for the quality of life in Baltimore. The firm works with groups to operate within the context of the “big picture” by facilitating strategic planning and implementation processes, as well as retreats and meetings, assisting with organizational strengthening and development-especially with groups who do not fit the typical molds - and media relations work. More information is available on www.strategicmgmt.net.

Organization of this document

As noted previously, this Comprehensive Community Plan articulates the Vision for Hampden and establishes a framework for implementation and accountability.

The document is organized in the following parts:

- Part I.** **General Background** about the Hampden Strategic Visioning and Comprehensive Planning Process, who the players are, and the commitment to implementation.
- Part II.** **Executive Summary** lists each component and the background information that led to the structure of the results and goals articulated. These are followed by the specific strategies that will be in place in order to achieve the goals. The background information comes from the information- gathering phase of the process.
- Part III** **Introduction**, history of Hampden, and the summary of the items found during the information-gathering stage: the focus groups, surveys and other information that provides the backdrop for what is happening in Hampden now.
- Part IV.** **Strategic Identity** of Hampden including the Vision Statement determined by the residents and merchants, the guiding principles that establish how the community of Hampden functions and does its work.
- Part V.** **Strategic Direction.** The list of results that must be achieved in order to realize the Vision in 10 years
- Part VI.** **Goals and Objectives** to achieve the results.
- Part VII.** **General timetable** for implementation
- Part VIII** **Action Plans** that contain the goals, specific strategies, time frame for implementation, who is responsible, and other notes. These should be revisited from time to time to ensure things are progressing or whether changes should be made if the environment changes. The specific strategies came from the information- gathering stage (see Appendix E).

Please note there are several new ideas, concepts, and abbreviations within the document. Please look on Appendix A and B for the specific descriptions of these ideas and abbreviations.

A Resource Notebook has been provided to the Hampden Community Council at the conclusion of this process. It contains the complete transcripts of the meetings, the Bright Ideas gathered from the Focus groups, surveys, and other input that make up this Plan, a record of the process, and the decisions reached by the community in the spring of 2006. This can be used to articulate to others the intent of the work, philosophy, and ensure there is no backtracking from the initial intent.

Also in the Resource Notebook, there is a Periodic Self Assessment form that can be used to check the status of implementation of the Comprehensive Community Plan each quarter, which helps bring people back to the initial discussions.

Part II. Executive Summary

The Executive Summary outlines the results for each component, the goals to achieve, and some of the specific strategies that came from the community during the information-gathering stage. (these ideas, called the “Bright Ideas,” are listed in the Resource Notebook referred to on the previous page.) Accompanying the strategies is a bit of the rationale behind why the strategies came about – these are excerpts of the Backdrop section found on page 20.

The seven components are:

- Community Cohesion and Recreation
- Responsible Housing and Development
- Clean, Green, and Safe
- Strong and Diverse Local Businesses
- Strong Youth, Adults, and Families
- Excellence in Education
- Transit and Parking

Goal of this Planning Process, the Comprehensive Community Plan and Commitment to Implementation

The goal of the Hampden Strategic Visioning Process was to bring all facets of Hampden life – including seniors, parents, youths, newcomers, long-time residents, merchants, religious community and others – together to agree on the direction Hampden should take for a successful future, to plot the roadmaps to get there, and move forward on implementation.

Approval of this plan helps to move the groups in Hampden forward in a cohesive direction to achieve the Vision. All players in the community have dedicated time to articulate their Vision for Hampden, and reconfirmed the need for and participated in developing a strategic, comprehensive direction to get to that Vision. Each group in Hampden has committed to play a role and work together toward implementation.

Ultimately, once the strategies are performed effectively, the objectives, goals, results and ultimately the Vision will be realized. Specific guidelines, timelines, groups responsible and details on potential funding are available in this Comprehensive Community Plan document.

Community organizations in Hampden committed to coordinating and working together on implementation:

Hampden Community Council (HCC)

Executive Committee

Clean & Green Committee

Fund-raising Committee

Membership Committee

Hampden Home Office Project

Education Committee

Zoning and Land Use Committee

Neighborhood Network Project (block captains)

Newsletter & Media Committee

Hampden Village Merchants Association (HVMA)

Hampden Family Center (HFC)

Hampden Drug Initiative (HDI)

Community Learning for Life Program (CLLP)

Academy for College and Career Exploration (ACCE)

Hampden United Ministries

Roosevelt Recreation Council

Learning Inc.

St. Mary's Outreach Center

Action in Maturity

Hampden Baseball League

Friends of Roosevelt Park

Component 1 – Community Cohesion and Recreation:

Background:

During the focus groups, local families who have been in Hampden for generations said they were feeling pinched by the changes in the neighborhood. It is ironic, however, that while the long-time residents feel like Hampden is changing too fast and will lose its small-town flavor, that very flavor is the reason why new families have moved in. All want to preserve that. The “small town feel” was usually at the top of the list when residents said what they liked best about Hampden and what made them most proud.

While the face of The Avenue (36th Street) has changed, the “small town feel” and local ownership of businesses has not, and that is a source of pride. Activities that bring old and new together are a big priority.

Small towns have their networks of community action, and this one is no different. The *Historic Hampden Happenings* is a newsletter that is read much like a community newspaper, and the Hampden Community Council’s website is reviewed frequently by residents and businesses, as well as outsiders. Both are great ways to distribute information throughout Hampden and beyond. It is the community’s news. Joint marketing and information dissemination for all of the groups in the community has not happened to the extent that it can. Nor is the same message about Hampden currently used.

Last, there are several groups in Hampden working to improve the quality of life in the area. One of the themes coming out of the surveys was a wish that all work *together* toward shared goals, rather than at odds. Their respective participation in this process is the first step in that direction.

RESULT: Hampden is known as a cohesive community, one that involves its residents and merchants in unique partnerships with nonprofits, youth, teams, schools, seniors and more in order to accomplish the goals we have. We value our small-town atmosphere, know each other’s names, and celebrate our neighborhood through our information resources, fairs, festivals and other community activities. We enjoy our dynamic economic and inter-generational diversity, and learn from one another. We are a connected community. We are Hampden!

- Goal 1: All residents, merchants, community groups and other stakeholders are interconnected and well informed about what is going on in the area.
- Goal 2: Hampden shows its pride and spirit. It is known internally and throughout the city as a welcoming, neighborly and proud “small town” community.
- Goal 3: Hampden’s community activities bring all facets of the community together to celebrate Hampden and each other.
- Goal 4: Hampden succeeds because the residents, merchants, nonprofits, and others work together to implement the Vision and for the greater good of the community.

Strategies to achieve these goals:

- ⇒ **Coordinated message about Hampden, internal communications and external marketing** - All groups will coordinate to design a common message, logos and tag line (some call this branding) of Hampden, concentrating on celebrating its small-town charm. These will be used in all the external marketing about the homes, merchants, parks, amenities, etc. and internal communications in Hampden.

External communications and marketing strategies includes common themes for brochures, uniform signage to help people find their way around the area, and more.

Internal strategies include using a block captain system to inform residents about what’s happening in their community, discounts and promotions at local shops, resources for information on housing (see Hampden Home Office in the next section), classes and resources for help through the Hampden Family Center and other organizations, education on recycling days and proper trash removal, where neighbors can call for help,

and more. Block captains can also communicate back to HCC and the other groups about ideas or issues from residents

The *Historic Hampden Happenings* newsletter and Hampden Community Council website contain columns and news from each entity in Hampden (seniors, merchants, education resources, and more), and there will be a Welcome Packet with valuable community information for visitors and residents.

- ⇒ **Activities that bring old and new together** include utilizing the Roosevelt Recreation Center in a more productive way, with community members involved in programming and planning. Suggested activities are Hampden Community Theater in the Recreation Center space, where theater groups work with children, youth, teens and adults; art studios near the Recreation Center for artists to work with youth, a community Flea Market, and other regularly scheduled events. In addition to the Roosevelt Recreation Center, such events could take place on The Avenue or at another central location. Other activities could include re-open the Bowling Alley on 36th Street , as well as local family entertainment; cultural programs such as a speaker series and story telling about Hampden’s history; and a major Hampden Invitational Baseball tournament that brings little league teams from across the Greater Baltimore Region to Hampden to play at on the ball fields at Roosevelt Park.
- ⇒ **Ensure all the entities that work to make Hampden great work well together** in order to achieve the results and ultimately the Vision. They should meet often to have open dialogue, develop and implement the marketing and communications strategy mentioned in the first bullet in this section, and coordinate scheduling and events. These groups will utilize resources and training available to help strengthen their roles in achieving the Vision for Hampden.

Component 2 - Responsible Housing and Development

Background:

According to the 2000 U.S. Census, the median income in Hampden is \$30,533, significantly lower than the state median household income of \$52,850. Areas whose median household income is less than 80 percent of the states median household income (which is \$42,280) are considered neighborhoods in need by the State of Maryland. Hampden is such an area.

The lack of adequate income is one of the reasons why the recent skyrocketing housing prices has had a mixed impact on the neighborhood. While new families are welcomed, it is clear that residents do not want to continue to loose the older families who have been in Hampden for generations. The median sale price of homes rose almost 200 percent in the last four years. In the southeast area of Hampden, the median sale price rose from \$58,000 in 2000 to an estimated \$171,750 in 2005, an increase of 196 percent. In the western part of Hampden, median sale prices rose from \$61,900 in 2000 to an estimated \$164,450 in 2005, an increase of 199 percent. There have been several instances where investors and speculators have tried to scare residents out of their homes by telling them that they won’t be able to afford their taxes or gas and electric bills. Many homeowners are mislead to believe they will not be able to afford to repair their homes because the repairs will increase their tax assessments.

A program called the “Hampden Home Office” will to be established to provide the right information to prospective home owners, landlords and renters. The Hampden Home Office will help people get access to financing for repairing their homes, find contractors, obtain information about the community, and obtain referrals them to other programs in Hampden or in the city and state.

Recent residential developments in the Clipper Mill area, Historic Hampden Hall on The Avenue, and proposed development of the Rotunda (as well as other less significant multiple housing sites) are being marketed to the community as projects that will draw more “upscale” residents to the area. Although these new condo / apartment developments make positive use of magnificent historic structures in the neighborhood, here are significant traffic congestion concerns that arise as more people with cars move into the area. (see *Transit and Parking Component*).

There are also concerns about speculation and over-development of potentially underused housing stock, which could lead to development that is not in context with the present design of the neighborhood and “small town feel.” In addition, many community members said they were concerned about the environmental impact that these developments will have on the Jones Falls and the Chesapeake Bay Watershed.

Therefore, one of the provisions in the Comprehensive Community Plan is to control over-development by revising Hampden’s Urban Renewal Plan to expand to the residential areas and, define specific design standards for development and redevelopment throughout Hampden. These design standards include height and density restrictions, exterior designs intended to match the context of the area, and requirements that all developments of a certain size supply independent economic, traffic and environmental impact studies. Such studies would be required to include developer-initiated mitigation and solutions.

Result and Goals to achieve in this Component

RESULT: Hampden’s historic and uniquely diverse housing stock is well maintained, and recent developments fit the context of our area. Residents are economically diverse, and there is a high percentage of homeownership. We have not lost our long-time families, and many local residents who rented in the past are now homeowners. Although we believe the rise in property value has been good for our area, we value the balance of homeowners and renters of all income levels.

Goal 1: Hampden’s historic homes are well maintained, and long-term residents are able to renovate, maintain and purchase their homes.

Goal 2: New homeowners are welcomed to Hampden and given the information on resources, history and expectations. Newcomers are drawn to Hampden by its “small town feel” and historic significance.

Goal 3: Hampden makes the decisions regarding development in the area.

Strategies to achieve these goals:

⇒ **Establish the Hampden Home Office** – A resource that serves as the community’s source for information on housing, home buyer finance counseling, legal guidance, homeownership education, tenant-landlord counseling (or referral), encourages homeownership as well as markets homes to potential new families (*coordinated with Community Cohesion Component* especially the Welcome Packets and resources for neighbors). It will also have a list of local resources that have the skills to help homeowners with repairs. The Hampden Home Office will coordinate with the block captains, have a hotline for people who need immediate assistance, and have access to financial and other resources to help renters become homeowners and help homeowners keep their homes.

⇒ **Revise the Urban Renewal Plan** to include all areas in Hampden, including zoning standards, standards for design and development (such as ensuring new construction fits within the context of the area), height restrictions, consideration of infrastructure improvements, requiring environmental, economic, traffic and infrastructure studies for all major development, and implement decision-making functions at the local level - with assurance that local decisions are the final decisions recognized by the City of Baltimore. (see the *Strong and Diverse Local Businesses Component* for same).

Component 3 - Clean, Green and Safe

Background:

Overwhelmingly, residents participating in the focus groups and community surveys indicated that keeping Hampden “clean and green” was a major priority. Keeping Hampden clean not only improves the look of the area, it is a sign of the pride the community has in the area. Ongoing strategies to keep Hampden clean and green, including cleanups, greening projects, tree plantings, will be enhanced. The launch of the “Keep Hampden Clean & Green” campaign will maximize the effectiveness of these strategies, ensuring more volunteers consistently participate in such

activities.. The new opportunities to work with the city government to preserve green space are important, and residents will work to identify more space for preservation in this manner.

Result and Goals to achieve in this Component:

RESULT: Hampden sparkles with pride. All residents are active in keeping the community clean, green and safe, and our early programs worked. Our streets are lined with growing trees, and members of the community have become the stewards of the neighborhood. We have more green space and parklands that are well kept and well used. Police are helpful, and our own programs have increased safety and reduced crime and juvenile delinquency.

Goal 1: Hampden is clean because the entire community pitches in!

Goal 2: Hampden's expanding green space is well kept, and the tree-lined streets are a local treasure.

Goal 3: Hampden has several environmental innovations that have helped raise funds, save energy, and educate the community.

Goal 4: Residents, merchants and visitors feel safe walking anywhere in Hampden.

Strategies to achieve these goals:

- ⇒ **The “Keep Hampden Clean & Green” Campaign** will be coordinated with the other components to ensure dissemination of a consistent message regarding Hampden. Decals will be posted in businesses and homes. Environmental and sanitation education will take place in schools and through the block captain system (see the *Community Cohesion Component*). Also included will be ways to give brooms to merchants and others to keep things clean.
- ⇒ **Preserve green space and open land** through partnerships with the Baltimore City like the recent Parks Partnerships agreements with the Department of Recreation and Parks to keep areas along Pleasant Place and Hickory Avenue as community green space. Annex vacant lot at the 3300 end of Hickory Avenue to Hickory Park to ensure preservation as green space, with potential for developing a community tree nursery.
- ⇒ **Plant more street trees** and grow the “*Trees for Hampden!*” program through the Historic Hampden Happenings newsletter and HCC website. Develop sources of funding to provide Hampden with watering cans and more.
- ⇒ **Establish Hampden as an Environmental Benefits District (EBD)** in order to target and centralize the resources of State agencies into Hampden, including clean and green initiatives, transit services and others. (See the *Transit and Parking* and *Responsible Housing and Development Components*). EBD areas are designed to foster good environmental practices using state government and other resources. The EBD designation means that pro-active approaches are used to address specific issues such as traffic, sanitation, and economic development, in a sustainable way. Working relationships between the area and the state help foster good communication, understanding and a one-stop shopping approach.
- ⇒ **Continue to have police officers on the beat**, establish community patrol programs, and better pedestrian lighting.

Component 4 - Strong and Diverse Local Businesses

Background:

Hampden has the immediate need for more local economic development; it needs entrepreneurship opportunities for local residents to have their own businesses; local teens to learn job skills and work with merchants; and local hiring incentives. In addition, existing merchants need assistance with façade improvements, employee benefit programs, gap financing investment, expansion, and the ability to stay in business as rental prices rise. Lastly, there is a need for more stores that cater to the needs of the currently existing community, and therefore strategic placement and recruitment of specific business types is needed.

This is especially true as more residents are expected to move into the area because of the Rotunda project, located on the northern end of Hampden, and the Clipper Mill condo/apartment project on the other side of the Woodberry Light Rail Station. Services for these new populations, who will likely have the ability to afford more products and services, are needed. Because many of the new residents are moving to the Hampden area for its local charm and “small town” feel, it is important to recruit stores and services that fit with the local character. The balance is an economic development challenge. Hampden is currently looking to revise the Urban Renewal Plan to include a set of standards by which businesses in the area comply, as well as designate The Avenue as an area for Independent Small Businesses. At the same time, a Business Information Resource as a partnership with other small business resource centers is also a potential strategy.

Hampden merchants have also expressed their frustration at the teens hanging out on the corners and want to do something to help. A youth entrepreneur and apprentice program is very appealing, as it will give the merchants an opportunity to reach out to these youths, as well as give the youths something productive to do with their time while building important life-skills.

Result and Goals to achieve in this Component:

RESULT: Hampden’s small independent business community thrives. It is supported by local residents and others taking advantage of the retail, manufacturing and service industries throughout the area. The business areas in Hampden have shops that supply basic needs to community residents and others, as well as specialty shops to draw in visitors and promote Hampden’s artistic and historic character; they are places where community members and visitors to the community enjoy themselves, shop and indulge. The Avenue’s independent and eclectic nature has spread to other areas in Hampden, yet The Avenue remains an interesting balance of artsy, family-oriented, kitsch, and more. The merchants work with residents and other stakeholders to improve the community, and are positive role models for local youth.

Goal 1: Hampden’s merchant and business communities are stable, successful and diverse.

Goal 2: Hampden’s business areas have development and design standards that the businesses and potential developers adhere to, and community members and merchants work together to enforce them.

Strategies to achieve these goals:

- ⇒ **Establish Hampden’s Business Information Resource (BIR)** by joining forces with a local business resource center (BRC). BRCs contain information on starting up businesses, budget, financing, business plans, lending opportunities, incentives and access to capital to upgrade facades or expand a business. The services are provided through one-on-one counseling, group workshops and on-site visits. Some BRCs also create business by fostering local entrepreneurs, helping potential businesses find space in the area, and lure specific businesses to the area. In this case, Hampden will work with an existing BRC to provide workshops and one-on-one counseling on site to help keep existing merchants, build new local entrepreneurs, and in general strengthen the business areas. Marketing would be coordinated with the other groups in Hampden especially around community message, logos, signage, welcome packets and use of block captains. (see the *Community Cohesion Component*). Decisions on whether the merchants’ association will be involved in a retail business district program, or expand the Enterprise Zone, are pending, and all will need a BIR as described above.
- ⇒ **Hampden Kids for Hampden Businesses** – Building on the programs of CLLP and ACCE, and bringing in resources from other models (such as the “Entrepreneurs go to School” programs at Morgan State University and others), this program will focus on Hampden’s middle and high school students who will be able to work with local merchants and businesses to learn business skills. In addition, other shops could be developed by local entrepreneurs and youth (or the youth as the entrepreneurs). The program will also counsel merchants on how to work best with youths and coordinate the entire effort.
- ⇒ **Revise the Urban Renewal Plan** to include all areas of Hampden, ensure independent local businesses on The Avenue, and establish design and development standards for all businesses to adhere. These include

façade height restrictions, consideration of infrastructure improvements, requiring environmental, economic, and traffic studies and decision making functions at the local level with assurance that local decisions are final decisions. (see *Responsible Housing and Development Component*)

Component 5 - Strong Youth, Adults, and Families

Background:

Expanding and strengthening the services provided through the Hampden Family Center are key to strong family success, prevention of teen pregnancy, and helping children and teens succeed. Such expansion includes helping market the programs that are available (see the *Community Cohesion Component*) and create new programs (such as parenting classes, welfare-to-work programs and peer counseling). These programs will expand to the Community Campus which is described in this section.

Teen pregnancy is a major concern in the community. According to the Maryland State Department of Health and Mental Hygiene, “Adolescent mothers are more likely to drop out of high school, experience unemployment, or, if employed, earn lower wages than women who begin childbearing after age 20. Children born to teen mothers face increased risks of low birth weight, developmental problems and poverty.”

Hampden has a high rate of births to teens, compared with the city and state. According to the Baltimore City Department of Health, in the southeast Hampden area, there were 83 births per 1,000 teens in the year 2000; this number decreased to 30 births per 1,000 teens in 2004. In the west part of Hampden, there were 46.9 births per 1,000 teens in 2000, but that rose to 95 births per 1,000 in 2004. Citywide, there were 83 births per 1,000 teens in 2000 and 68.2 births per 1,000 teens in 2003. Statewide there were 41.2 births per 1,000 teens in 2000, and that decreased to 35.4 in 2002. (2004 figures unavailable at this writing)

Conclusively, while city and state rates fell over the course of the last few years, rates went up in parts of Hampden. Therefore, the existing programs should be enhanced and will eventually be located in the Community Campus described further in this section.

In addition, there is no day care center in Hampden. In order to encourage families to stay in the area, move off and stay off public assistance, and assist parents in getting and keeping jobs, a good licensed day care is essential.

Drug addiction is the silent, yet visible, plague in Hampden. It is near the top of the list of responses to the surveys as something that must change soon to ensure the community’s success. In Baltimore City, the number of drug overdoses reported has fallen and can be directly attributed to the higher availability of drug treatment in our city. The survey and focus group results yielded several stories of families devastated as a result of drug addiction, which has lead to prostitution, poverty and death. There are no treatment services in Hampden, yet Hampden residents openly recognize the drug problems and want to do something about them- together. They expressed the importance of caring for each other and prevent other community members from being involved in drugs.

The Baltimore City Health Commissioner has said that the Baltimore Medical systems medical clinics, one of which is already located in Hampden (the director of this clinic is currently involved in the Hampden Drug Initiative), can prescribe buprenorphine (a favorable alternative to methadone) to help treat Heroin addiction. Locations of any future treatment centers must be strategic, serve the community’s needs, be decided on by the community and outlined in the revised Urban Renewal Plan.

Result and Goals to achieve in this Component:

RESULT: Hampden’s families are healthy and strong. Our youth are active, successful and engaged in the community. Adults have what they need to maintain and support themselves, their homes and their families. Our seniors enjoy the community. Hampden has an environment where drugs are not tolerated. Hampden residents are ready and able to find and keep jobs in the neighborhood or within commuting distance. This success is due to the support systems and program we have in place. Hampden takes care of its community.

- Goal 1: Hampden's families are strong and healthy, with access to resources and programs that enable them to support their homes, families and assist them in getting out of poverty.
- Goal 2: Teens are active and productive members of the community
- Goal 3: All services for children, youth, families, seniors and adults are located in the same general area and are well advertised. Hampden celebrates the success stories.
- Goal 4: Seniors have a place to call their own, and are important and celebrated members of the community.

Strategies to achieve the goals:

- ⇒ **Initiatives for strong families and adults** including expanding the case management services and time where case managers are available at the Hampden Family Center. Case management services entail referrals to energy assistance, the Hampden Home Office, health insurance, human services, doctors and more. In addition, partnerships to have job readiness and skills training, job placement, and job counseling/coaching will be available. Resources for mental health needs, parenting classes and counseling will also be available and are necessary. A list of community resources to help with various items and community resources (babysitting, etc.) will be available. . Initiatives would transfer locations to the Community Campus when it is ready.
- ⇒ **Initiatives for strong youth.** In addition to the recreational activities like sports leagues, dances and things listed in the *Community Cohesion and Recreation Component*, there will be an emphasis on activities that enhance self esteem in order to avoid drugs, teen pregnancy and juvenile delinquency. These include teen counseling either as group or individual sessions, as well as peer counseling, big brother and sister programs, entrepreneurs' programs (see the *Strong and Diverse Local Businesses Component*) and more. In addition, teens will have their own space
- ⇒ **Drug treatment services** in existing medical clinics using buprenorphine on an outpatient basis (prescribed by and given by physicians), mental health counseling to enhance the treatment opportunities and guarantees for success, as well as help in concealing the identity of those using treatment.
- ⇒ **Day care center** in a storefront on The Avenue or other centrally positioned location (micro-enterprise or churches?)
- ⇒ **Community Campus** – Using the Community Schools model, the local schools will be used for education as well as places to access human services , space for art classes, workforce development opportunities, enhanced learning programs, recreation programs, and other community uses (listed in several of the previously listed strategies). The Community Campus refers to the idea of having these programs in the same area as the Poole School, the Roosevelt Recreation Center, CLLP, and Learning Inc. in order to make this a Community Campus. (ACCE will be located in a portion of the Poole School, and the remainder of the building is designated for community use). Part of the Community Campus will be located in the Hampden Elementary-Middle School to serve parents with children at that school in need of similar services (same as in the *Excellence in Education Component* on the next page).
- ⇒ **Programs to ensure Seniors** have access to the Internet and space for arts, crafts, recreation and more. Seniors will also be involved in the community through various activities, and are great resources for mentoring and local history. Telling their history and stories is important and valued, and will be placed in the community newsletter and on the community website.

Component 6 – Excellence in Education

Background

The quality of education, especially curbing Hampden's dropout rate, was the second highest priority according to the Community Survey (see page.....) Although the dropout rate that Baltimore City Public School System (BCPSS) reports for Hampden is comparable to the citywide rate (approximately 11% of the students who enroll in 9th grade

do not graduate), residents feel that it doesn't capture the reality in Hampden. Many students drop out in the 8th grade, so they are not captured in the BCPSS statistics. Students who drop out may obtain employment, become young parents, just hang out, or become involved in negative activities, but regardless of what they do they are not getting the full benefit of the education that is needed to succeed in an increasingly competitive world.

In the interviews with the youth and their parents, one of the reasons they list for dropping out is that there is no zoned high school in the area. Although Western and Polytechnic high schools are located nearest to Hampden, they are magnet schools meaning students have to apply and are accepted based on grades, test scores, and interest in specific subject areas. The nearest high school to Hampden is now Northwestern High School, located on the other side of Baltimore (until it is closed), and then there are no other choices other than another citywide school that enrolls on come first served basis. Other city-wide schools are not conveniently located to Hampden, nor are they appropriately administered to serve Hampden's youth.

Hampden fought to get a special school that would work with students and families to ensure that children stay in school. Community Learning for Life (CLLP) has been successful, but as a special school within the system, it accepts students from across the city and therefore cannot serve all of Hampden's high school students.

The Robert Poole Middle School will be phased out and its students will move to Hampden Elementary, which will expand its capacity and be a teach children from kindergarten through eighth grade. At the old Poole school building, there will be a special high school that will serve students from throughout Baltimore with no guarantees to Hampden admissions, called the Academy for College and Career Exploration (ACCE). ACCE has a different curriculum than CLLP, yet similar successful results. Half of the Poole building will be used for ACCE; the other half gives Hampden the opportunity to make the school into one of the city's "Community Schools" and ultimately part of the Community Campus where services like GED, job training, and more can occur inside the school building, but not necessarily during school hours. Through this Visioning and Comprehensive Plan process, such an opportunity lead to the idea of a Community Campus where the Recreation Center, the Poole school and other groups will be working together to become the community's center for services and education. Part of that Community Campus would also occur at the Hampden Elementary – Middle School, affording the opportunity for parents of children Pre-K through 8 to take their kids to school and also receive the essential family, parent and human services they need. The Community Campus opportunity and the strength to advocate for a zoned school will help the success rate of Hampden's students.

Result and Goals to achieve in this Component:

RESULT: We believe that education is the foundation for our successful community. Hampden's students are top quality, with test scores exceeding the national average. There are no dropouts. We value the public schools in our area and work hard to make them great. We ensure that our children enter school ready to learn and that they have the opportunity to participate in engaging after-school activities. We have our own school for Hampden high school students. Hampden retains community use of the Poole building and has established a Community Campus. Hampden has a place for its students and their families that is friendly, active and engaging.

- Goal 1: Education is the highest priority in Hampden. The entire community – schools, children and youth, parents/guardians, merchants, religious communities and others are involved.
- Goal 2: Hampden is actively involved in changing and improving the way the Baltimore City Public School System works.
- Goal 3: All of Hampden's elementary and middle school aged children are enrolled, have the highest test scores in the state, and are looking forward to high school.
- Goal 4: Hampden's teens are fully enrolled in high school, experiencing success, graduating with top honors, and looking forward to college and/or career-oriented training. Our successful graduates eventually come back to Hampden to live and work in the community, and to raise their own families.

Strategies to achieve the goals:

- ⇒ **“Education is the Foundation for a Successful Community”** campaign coordinated with the message about Hampden (see *Community Cohesion Component*), emphasizing the importance of going to school and parent involvement. This also includes celebrating accomplishments in the *Historic Hampden Happenings* newsletter and Hampden Community Council website, community scholarships for successful students, and more. This is also the foundation for the message and strong advocacy from community members to make changes in the school system, utilizing a partnership with the Baltimore Education Network. Ultimately, the advocacy may lead to zoned school for Hampden’s high school students.
- ⇒ **The Education Challenge** – Hampden’s parents, residents and stakeholders challenge each other to be a part of improving children’s education at least two days a month. First, every student must have a “parent” who is involved in their education; This “Parent” can be a parent, or other caring adult. In addition, the Challenge includes the work that businesses and merchants do with youth apprentices and entrepreneurs (see the *Strong and Diverse Local Businesses Component*). Others can donate money for community scholarships and work in other ways to be involved with students.
- ⇒ **Community Campus** - Using the Community Schools model, the local schools will be used for education as well as places to access human services , space for art classes, workforce development opportunities, enhanced learning programs, recreation programs, and other community uses (listed in several of the previously listed strategies). The Community Campus refers to the idea of having these programs in the same area as the Poole School, the Roosevelt Recreation Center, CLLP, and Learning Inc. in order to make this a Community Campus. (ACCE will be located in a portion of the Poole School, and the remainder of the building is designated for community use). Part of the Community Campus will be located in the Hampden Elementary-Middle School to serve parents with children at that school in need of similar services (same as in the *Strong Youth, Adults, and Families Component* on previous page)

Component 7 – Transit and Parking

Background

Traffic congestion and the lack of adequate parking deter customers from the business area and increases parking pressure in residential areas. The Hampden Shuttle Bug was one alternative transportation mode. However, two years ago, the Hampden Shuttle Bug fare increased. Shortly after that, the Woodberry Light Rail stop closed for construction which cut the shuttle’s schedule in half. This route was then transformed into a normal MTA route, thus discontinuing the Hampden Shuttle Bug. Such a change does not adequately serve Hampden residents and people who commute to Hampden to work and shop. (The Shuttle Bug has not been restored since the re-opening of the Light Rail stop.) Several residents, especially the senior citizens and those who commute downtown or to Washington, D.C., have to rely on the current public transportation systems. It is virtually impossible for residents without a car in Hampden to access amenities such as the large retail stores in the suburbs, the galleries in the midtown area, and the Inner Harbor area.

A good intra-Hampden transit system with access to the newly reopened light rail stop is important. The Hampden Transit System would be a new and improved system over the “Shuttle Bug,” would cost less to ride and virtually wipe out the need to have a car in the area. Given the recent and pending residential and commercial developments, such a system is needed to curb parking and traffic congestion problems.

Result and Goals to achieve in this Component:

RESULT: Hampden has an active inter-transit system connecting all parts of the neighborhood. Anyone has the ability to get to any part of the area via public transit, Hampden Transit, walking and biking. Parking is accessible and available for residents and visitors.

- Goal 1: Hampden's Transit System travels to all the major commercial areas, light rail and bus stops in a timely manner. It serves those who require transit to get to work and shopping, as well as those who choose to ride transit for the convenience.
- Goal 2: All residents and visitors are able to walk along well-lit and well-kept streets. Traffic congestion is minimal.
- Goal 3: Parking is easily available to visitors. Parking is concentrated on wider streets near business areas.
- Goal 4: Residential parking is easily available and close to residents' homes in the day and evening hours.

Strategies to achieve these goals:

- ⇒ **Hampden Transit System** is a new, improved transportation system that uses nice, accessible and smaller vans that would loop around the area to connect the light rail with the commercial and residential areas. This system also connects residents from all over the neighborhood to the Community Campus, The Avenue and other commercial areas. People who work in the nearby commercial areas would be connected to The Avenue. This new system would run every 10 minutes in peak times and fewer stops in off – peak hours. It would replace the current shuttle system (see map Appendix C).
- ⇒ **Reverse angle parking and at least three new parking lots** are established to create more parking for residents, businesses and visitors. The existing parking plans include the use of the Robert Poole lot as a public parking lot. This plan also utilizes reverse angle parking on 36th Street between Elm Avenue and Chestnut Avenue and on Chestnut Avenue between 36th and 33rd streets. Reverse angle parking is also established on Roland Avenue between 40th and 36th streets. Parking is expanded to include a lot behind the Robert Poole School, the lot behind the former Mamie's Café on 36th Street., and a new lot made from properties that are out of compliance with zoning regulations and/or vacant. Reverse angle parking is extended to Buena Vista Avenue and more of 33rd Street. Residential permit parking would be in place along 38th and Elm Avenue, as well as on Keswick Road between 33rd and 40th streets.

Part III. Introduction

Rationale for this Comprehensive Community Plan

The Hampden Community Council contracted with Strategic Management Consulting to design and facilitate the process to determine the Vision for Hampden and the roadmap to get there.

This is a particularly important time for Hampden. The community is struggling to maintain its distinctly Baltimore character, its families, and small-town charm, yet willing and ready to undergo exciting, necessary changes in order to be a competitive area that attracts residents, tourism and business. It was important to have a plan of action – with implementation mechanisms and accountability measures that are enforceable by both the community and, where relevant, by law. Without this, Hampden may not be able to ensure that its residents and businesses are cared for, and may lose the charm that is a source of great pride for the community.

The community needed to articulate its intentions. A plan and direction for the future was necessary in order to develop the road map to ensure sustainability and overall quality of life. This document is that Plan.

Hampden's general boundaries for this plan are 40th and 41st streets on the north, the Jones Falls on the west, Wyman Park on the east, and Wyman Park Drive on the south.

Strategic Issues and Questions to Tackle

*Strategic questions are the broader set of issues that come up time and time again during conversations with people inside and outside of the community. Without answers to these questions, or a process to resolve them, the community could risk being reactive, rather than proactive, and veer in an unanticipated direction. Identifying **these strategic questions and creating a plan to address the issues** will help shape the direction for Hampden and the organizations implementing the Plan. Also, conclusions about the role of each group may help shape the answers to these questions.*

Based on the results from the surveys and focus groups, and the initial conversations with the Hampden Community Council, the following items surfaced as strategic questions to address in this plan.

- Can we control development so that we are able to maintain our historic character, “small town charm”, and long-term sustainability?
- How do we curb prostitution and drug addiction in our community?
- Can the organizations that work to improve the quality of life in Hampden work together in a cohesive, comprehensive and cooperative way so that all can benefit?
- Can we improve the success of our children? How do we keep them off the street and in our schools?
- How do we preserve our small-town” feel”?

The History of Hampden

Hampden began in the early 1800s as a cluster of workers' homes built around the flour and cotton mills along the Jones Falls. With the invention of the cotton gin, most of the flour mills converted to only making cotton, and by the 1890s, Hampden was the leading manufacturer of cotton duck - canvas used for tents, sails and mailbags. The need for this continued to grow in demand through the end of World War I.

During Hampden's growth, thousands of native-born Americans, mostly from rural Maryland, Pennsylvania and Virginia, moved hereto find steady work. Unfortunately, in the 1920s Hampden's mill operations went into decline; by the 1970s all of the mills had moved south or shut down entirely. Despite this downturn, unlike many declining mill towns, the Hampden community stayed alive because the mill workers were able to find jobs in other parts of Baltimore.

Some 200 years after its birth, Hampden maintains the charm of a small mill town and has become a jewel among Baltimore's many distinctive neighborhoods. Its safe, quiet streets and proximity to downtown have brought people from all walks of life - artists and entrepreneurs, manual laborers and service professionals – into Hampden.

Although the community is named for the 17th-century British Parliamentarian John Hampden, it's most famous for its community of residents and merchants who celebrate its working-class heritage.

"The Avenue," Hampden's main street (a.k.a. West 36th Street), and others nearby are lined with thriving businesses where visitors can find everything from kitschy trinkets to fine arts, used furniture to flowers, while enjoying the small-town atmosphere that remains an essential part of Hampden.

Highlights from “Lay of the Land Scan” – information-gathering phase

The Hampden Visioning Process began with an information-gathering stage (Phase I). This included meetings with 25 focus groups comprised of several different types of stakeholders in the area, a community-wide survey, and background statistical research.

In all, over 385 people participated in this process. For the survey, there was a 5.5 percent response rate and one third of the respondents lived / worked in Hampden for less than 6 years, one-third of the respondents lived/worked in Hampden for between 6 and 20 years, and one third lived/worked in Hampden for over 20 years.

Their Vision for Hampden, and the Bright Ideas they had for making that Vision happen are what created this Comprehensive Community Plan. The Bright Ideas are listed in the Resource Notebook referred to on page 6.

Focus Groups:

Strategic Management Consulting conducted 25 different groups with a total of 240 people participating. The focus groups were organized by type of group. Some groups had more than one session, while others only needed one. The groups included parents of children in the elementary school, seniors, residents, members of the religious community, merchants, artists, parents/teachers/students at CLLP, Hampden Community Council committees including Zoning and Clean & Green; Small Fry /Baseball League Coaches/organizers and teams, , teenagers in the neighborhood, and new-comers ages 20/30 somethings.

Each focus group answered three questions:

- What makes you most proud of Hampden
- What changes have taken place, and what needs to change?
- It's 10 years into the future. If everything changes the way we want it to, what is the headline of a story regarding Hampden?

The most frequent answers to the first question “What makes you most proud of Hampden?” were:

- Small town/hometown feel/Everyone knows your name/“Mayberry”

- The way it used to be/History
- Active, feisty neighborhood/Community pride/Doers
- Hardworking/Blue collar, professionals, economic diversity
- Neighborliness
- Green space
- Walkability and proximity to other parts of the city
- Unique mix of old and new Hampden
 - Resilient; do not leave despite changes
- Not afraid to express selves or individuality

The most frequent answers to the second question “What changes have taken place and what needs to change?” were:

- 36th Street changes
 - Resurgence from when the mills and others left
 - No stores that meet everyday needs
 - Prices rising could cause loss in small business
 - Some feel like it’s the place to be, some feel like it’s not yet, but should be again.
- Housing Stock
 - Want to keep it stable and affordable so that long-time homeowners are not priced out
 - Others like prices rising
 - Need to control development and density
 - Like diversity of housing and prices
- Parking Parking Parking – home areas and business areas in need
- Drug activity increase – need prevention and treatment
- Keep kids off the street
 - They hang out and cause trouble, harass, but don’t have anywhere to go
 - Even when recreation center open, it’s only for very young
 - Drop out of school before go to high school, high schools are too far away, and many students can’t get in to Poly or Western.
- Schools and parents need to take responsibility
- Improve education in the area; take holistic approach, demand attention to our kids
- Perception of racism changing
- Need cleaner area

Question 3 was “Pretend its 10 years from now, if everything changes the way we want it to, what is the headline of a story regarding Hampden?” During the March 25th forum, all of these Headlines were posted on the walls. These are listed in the Resource Notebook referred to on page 6. The main themes from all of those Headlines were:

- Best education in the United States
- Sustain the balance of old, new, odd, not so odd, blue collar, white collar, in business area and neighborhood
- Defeat the odds and not change (character) like other areas do

Other information gleaned from the focus groups included the following:

- Between 60 percent and 70 percent of the merchants on 36th Street live in the neighborhood.
- Two hundred families take advantage of the Food Bank each month.
- One hundred and eighty people are registered for AA and NA programs in the churches.
- The Avenue, aka 36th Street is full of local businesses because some current merchants have bought, rehabbed and sold to locals.
- Stores like Salvation Army and others could not survive because the rent prices are rising. Locals not in shops as much to purchase goods.
- Those attending churches are local, unlike at other city churches. Those attending are older and new families; the generation in between is missing.
- In the past, most shops were owned locally and by minorities, i.e. Jewish, black, Asian. The mills were the top employers and helped supply items for the community such as the Recreation Center, the shops, stores, jobs, housing and more. The Avenue was the place to be, where old and young hung out. There were two bowling alleys and two movie theatres. One of those bowling alleys can still be resurrected.

Community survey results:

Almost 3,000 surveys sent out to each doorstep with the newsletter, through email newsgroup lists, and sent to participants of focus groups prior to the group. One hundred thirty five surveys were completed. – this is a 5.5 percent response rate – which is excellent! There were no repeats received. The standard in social science is a 3 percent response rate and therefore Hampden’s participation was very strong! Even more amazing is the fact that out of these 135 respondents, one third have lived/worked in Hampden for less than 6 years, one-third have lived/worked in Hampden 6-20 years, and one third lived/worked in Hampden for 20 years or more. Also, participants in the survey were from various parts of the community.

Question 1 asked about the individual’s Vision for Hampden. These individual statements were posted around the room during the March 25th Forum and are the basis for the draft Vision Statement. One observation made that day was that these statements are very similar across the board. These individual statements are listed in the Resource Notebook referred to on page 5.

There were several questions asked in the surveys. The answers to the 2nd and 3rd questions on the survey reflect the answers for all the other questions, so those are the only ones summarized here. A report of the answers to the complete survey is included as part of the Resource Notebook referred to on page 6.

Starting with Question 3, “What are your three favorite things about Hampden?” there were 21 different kinds of answers ranging from access to shopping area, active community, unique individualism, stability, neighborliness, and more. The most frequent responses were:

- Neighbors, neighborliness, hometown/family, small-town feel, no snobs (of all the answers, this one came up 41 percent of the time).
- Walkable to all needs, shops, services, etc. (came up 32.5 percent of the time).
- Restaurants, shops, galleries, other stores on or near the Avenue (came up 26 percent of the time).
- Proximity to downtown/Interstate 83, other Baltimore areas (came up 18 percent of the time).
- Unique character, eclectic, personality (came up 13.3 percent of the time).
- Diversity in age, income, cultures (came up 13 percent of the time).
- Others below 10% of the time.

In response to Question 2, “What three things need to change to achieve your Vision of Hampden?” There were 30 different kinds of answers ranging from better relations between “old Hampden” and “new Hampden”, more parking, control of development, kids off the street, and more. People listed responses more than they answered this question. The most frequent responses were:

- Cleanliness in streets, homes, businesses – reflects pride (of all the answers, this one came up 28 percent of the time).
- Improve education, schools, high school for Hampden students (came up 20 percent of the time).
- Get rid of drugs, addiction, have rehab and treatment (came up 17 percent of the time).
- Improve safety – foot patrols, better enforcement (came up 17 percent of the time).
- Control development, commercial and residential, zoning (came up 17 percent of the time).
- Foster small, locally/family owned business on the Avenue (came up 14 percent of the time).
- Keep kids off streets, youth activities, work with parents (came up 13 percent of the time).
- Foster homeownership, help people who are priced out (unable to pay rent or scared out of their homes by investors) (came up 10 percent of the time).
- Others, including businesses outside of The Avenue, parking, and others came up less than 10% of the time

Strategic Management Consulting conducted additional research to supplement this information. This research included finding the trends in housing statistics, school scores, crime rates and more. These statistics are included in the narrative backdrop starting on page 23.

The conclusions drawn from the information collected are summarized in the following points:

- The neighborhood values the small-town atmosphere where neighbors know each other and look out for each other.
- The neighborhood values the diversity of people, age and income primarily, and wants to preserve it. The needs listed are about preserving and reflecting the small-town pride.
- Education is the key to success.
- Cleanliness is important.
- Caring for youth and each other is important.
- Loss of community influence on commercial and residential development is a concern because it could lead to the loss of the Hampden we love; we do not want to be another Canton or Federal Hill.

Backdrop - What's happening in Hampden that yielded the sentiments of those participating in the focus groups and surveys?

Rift between old and new Hampden:

Local families who have been in Hampden for generations are feeling the pinch of change. It is ironic, however that while the long-time residents feel like Hampden is changing too fast and will lose its small town flavor, the very flavor is the reason why new families are moving in. Hampden's blue-collar history and "small town" feel is valued by new and old residents, and all want to preserve it. This is on the top of the list of residents' favorite things about Hampden and what makes them most proud. Seniors feel left out and left behind – although they and their history are honored and valued in the community.

According to many of the long-time residents, most shops were locally owned, and by minorities, i.e. Jewish, African American, Asian, others. This is not very different than today, where the shops on The Avenue are locally owned (60-70% of the merchants are also residents of the area).

In the past, 36th Street was THE place to be – was THE place where old, new hung out, where there were two bowling alleys and two movie theatres. The Avenue can still be the place to be for local residents and newcomers, yet the perception is that there is nothing for native Hampdenites on the Avenue, such as recreation and stores that cater to their everyday needs like there used to be. Contrary to that belief, however, is that there are stores on The Avenue that meet products to serve basic needs.

The key is to make people feel welcome and conscious of the opportunities on the Avenue and in all of the commercial areas. Marketing plans aimed at the Avenue and other commercial areas in Hampden to bring residents and merchants together are necessary.

While the face of The Avenue has changed, the "Small town feel" and local ownership of businesses has not, and that is a source of pride.

It is important to maintain the traditional Avenue feel, and include strategies to unite old and new Hampden. Oral history workshops, columns in the Historic Hampden Happenings, Hampden Archeology project, and recreation activities like a baseball tournament, flea market and possible resurgence of the bowling alley can be huge boons to the area.

Residential Areas

Substantial residential development has happened already in the Clipper Mill area, as has "in fill" development throughout the neighborhood. In general, the new Clipper Mill condo / apartment development makes positive use of a magnificent historic structure, and brings in several families and business that will provide a good market for our restaurants and shops in the area. However, more residents in the area means more traffic congestion, and without a decent transit system, such traffic repels families from the business and residential areas, pollutes the environment and creates a potential for an overabundance of underutilized housing stock that would lead to serious economic decline in our community.

More importantly, Hampden has become less affordable as the home prices climb. Although this is a city-wide trend, it has a devastating effect on our long-time families in Hampden.

According to the 2000 U.S. Census, the median income in Hampden is \$30,533, significantly lower than the state median household income of \$52,850. Areas whose median household income is less than 80 percent of the states median household income (which is \$42,280) are considered neighborhoods in need by the State of Maryland. Hampden is such an area.

The lack of adequate income is one of the reasons why the recent skyrocketing housing prices has had a mixed impact on the neighborhood. While new families are welcomed, it is clear that residents do not want to loose the older families who have been in Hampden for generations. The median sale price of homes rose almost 200 percent in the last four years. In the southeast area of Hampden, the median sale price rose from \$58,000 in 2000 to an estimated \$171,750 in 2005, an increase of 196 percent. In the western part of Hampden, median sale prices rose from \$61,900 in 2000 to an estimated \$164,450 in 2005, an increase of 199 percent. There have been several instances where investors and speculators have tried to scare residents out of their homes by telling them that they won't be able to afford their taxes or gas and electric bills. Many homeowners are misled to believe they will not be able to afford to repair their homes because the repairs will increase their tax assessments.

Local control business

Hampden has the immediate need and potential for more local economic development – meaning entrepreneurship opportunities for local residents to have their own businesses, local teens to learn job skills and work with merchants, and local hiring incentives. In addition, existing merchants need assistance with façade improvements, gap financing, employee benefits, investment, expansion, and the ability to stay in business as rent, payroll, and utility rates are climbing. Lastly, there is a need for more stores to cater to the needs of the currently existing community, and therefore strategic placement and recruitment of specific business types is needed.

This is especially true as more residents are expected to move into the area because of the Rotunda project, located on the northern end of Hampden, and the Clipper Mill condo/apartment project on the other side of the Woodberry Light Rail Station. Services for these new populations, who will likely have the ability to afford more products and services, are needed. Because many of the new residents are moving to the Hampden area for its local charm and “small town” feel, it is important to recruit stores and services that fit with the local character. The balance is an economic development challenge. Hampden is currently looking to revise the Urban Renewal Plan to include a set of standards by which businesses in the area comply, as well as designate The Avenue as an area for Independent Small Businesses. At the same time, a Business Information Resource as a partnership with other small business resource centers is also a potential strategy.

Births to Teens

Teen pregnancy is a major concern in the community. According to the Maryland State Department of Health and Mental Hygiene, “Adolescent mothers are more likely to drop out of high school, experience unemployment, or, if employed, earn lower wages than women who begin childbearing after age 20. Children born to teen mothers face increased risks of low birth weight, developmental problems, and poverty.”

Expanding and strengthening the services provided through the Hampden Family Center are key to strong family success, prevention of teen pregnancy, and helping children and teens succeed. Such expansion includes helping market the programs that are available (see the *Community Cohesion Component*) and create new programs (such as parenting classes, welfare-to-work programs and peer counseling). These programs will expand to the Community Campus which is described in this section.

Teen pregnancy is a major concern in the community. According to the Maryland State Department of Health and Mental Hygiene, “Adolescent mothers are more likely to drop out of high school, experience unemployment, or, if employed, earn lower wages than women who begin childbearing after age 20. Children born to teen mothers face increased risks of low birth weight, developmental problems and poverty.”

Hampden has a high rate of births to teens, compared with the city and state. According to the Baltimore City Department of Health, in the southeast Hampden area, there were 83 births per 1,000 teens in the year 2000; this number decreased to 30 births per 1,000 teens in 2004. In the west part of Hampden, there were 46.9 births per 1,000 teens in 2000, but that rose to 95 births per 1,000 in 2004. Citywide, there were 83 births per 1,000 teens in 2000 and 68.2 births per 1,000 teens in 2003 (2004 figures unavailable at this writing) Statewide there were 41.2 births per 1,000 teens in 2000, and that decreased to 35.4 in 2002.

Conclusively, while city and state rates fell over the course of the last few years, rates went up in parts of Hampden..

Drug addiction

Drug addiction is the silent, yet visible, plague in Hampden. It is near the top of the list of responses to the surveys as something that must change soon to ensure the community's success. In Baltimore City, the number of drug overdoses reported has fallen and can be directly attributed to the higher availability of drug treatment in our city. The survey and focus group results yielded several stories of families devastated as a result of drug addiction, which has led to prostitution, poverty and death. There are no treatment services in Hampden, yet Hampden residents openly recognize the drug problems and want to do something about them- together. They expressed the importance of caring for each other and prevent other community members from being involved in drugs

The Baltimore City Health Commissioner has said that the Baltimore Medical systems medical clinics, one of which is already located in Hampden (the director of this clinic is currently involved in the Hampden Drug Initiative), can prescribe buprenorphine (a favorable alternative to methadone) to help treat Heroin addiction. Locations of any future treatment centers must be strategic, serve the community's needs, be decided on by the community and outlined in the revised Urban Renewal Plan.

Education

Quality of education and curbing Hampden's high school dropout rate is the second highest priority (next to keeping Hampden clean), according to the community survey. Although the dropout rate reported by BCPSS of 11 percent is comparable to other parts of the city, there is no statistic that shows the reality in Hampden. The statistics only count those that enrolled in 9th grade, and then dropped out sometime before graduating. Many residents believe that a significant number of students drop out before ever entering the ninth grade, therefore many Hampden youth are not counted in the drop out rate statistics. Some of these children may gain employment, become teen parents, wind up hanging out on the streets, getting into drugs. Whatever they have chosen to do, one thing that is certain is that these children are not getting the education they need to compete in today's society.

In the interviews with the youth and their parents, one of the reasons they list for dropping out is that there is no zoned high school in the area. Although Western and Polytechnic high schools are located nearest to Hampden, they are magnet schools meaning students have to apply and are accepted based on grades, test scores, and interest in specific subject areas. Nearest high school now is Northwestern High School, located on the other side of Baltimore (until it is closed) and then there are no other choices other than another citywide school that enrolls on a come first served basis). Other city-wide schools are not conveniently located to Hampden, nor are they appropriately administered to serve Hampden's youth.

One clue that could indicate a student may not go to high school is a high rate of absenteeism. The Absentee rate is the percent of kids in 6-8 grades absent 20 days or more from school. In our community, 41.3 percent of the students in grades 6-8 living in the area were considered absent, while citywide that figure is 36.8 percent (Source: BCPSS and analyzed by BNIA).

Hampden fought for a special school to work with students and families to ensure Hampden children stay in school. Community Learning for Life (CLLP) has been successful, but as a special school within the School System, it must take students from across the City and is unable to offer guarantees to serve all of Hampden's high school students.

The Robert Poole Middle School will be phased out and its students will move to Hampden Elementary, which will expand its capacity and be a teach children from kindergarten through eighth grade. At the old Poole school building,

there will be a special high school that will serve students from throughout Baltimore with no guarantees to Hampden admissions, called the Academy for College and Career Exploration (ACCE). ACCE has a different curriculum than CLLP, yet similar successful results. Half of the Poole building will be used for ACCE; the other half gives Hampden the opportunity to make the school into one of the city's "Community Schools" and ultimately part of the Community Campus where services like GED, job training, and more can occur inside the school building, but not necessarily during school hours. Through this Visioning and Comprehensive Plan process, such an opportunity led to the idea of a Community Campus where the Recreation Center, the Poole school and other groups will be working together to become the community's center for services and education. Part of that Community Campus would also occur at the Hampden Elementary – Middle School, affording the opportunity for parents of children Pre-K through 8 to take their kids to school and also receive the essential family, parent and human services they need. The Community Campus opportunity and the strength to advocate for a zoned school will help the success rate of Hampden's students.

Transit

Traffic congestion and the lack of adequate parking deter customers from the business area and increases parking pressure in residential areas. The Hampden Shuttle Bug was one alternative transportation mode. However, two years ago, the Hampden Shuttle Bug fare increased. Shortly after that, the Woodberry Light Rail stop closed for construction which cut the shuttle's schedule in half. This route was then transformed into a normal MTA route, thus discontinuing the Hampden Shuttle Bug. Such a change does not adequately serve Hampden residents and people who commute to Hampden to work and shop. (The Shuttle Bug has not been restored since the re-opening of the Light Rail stop.) Several residents, especially the senior citizens and those who commute downtown or to Washington, D.C., have to rely on the current public transportation systems. It is virtually impossible for residents without a car in Hampden to access amenities such as the large retail stores in the suburbs, the galleries in the midtown area, and the Inner Harbor area.

A good intra-Hampden transit system with access to the newly reopened light rail stop is important. The Hampden Transit System would be a new and improved system over the "Shuttle Bug," would cost less to ride and virtually wipe out the need to have a car in the area. Given the recent and pending residential and commercial developments, such a system is needed to curb parking and traffic congestion problems.

Part IV. Strategic Direction, Goals and Objectives

The **strategic direction** is a concise statement about the approach the groups and residents in the community will take over a specific period of time. The statement is based on a combination of the current environment (the opportunities and threats facing the community) and is often a direct response to the strategic questions asked at the outset.

Goals and objectives set out the broad results that the community hopes to achieve within a specific time period. Goals are broad aims for the community to accomplish. Objectives are statements of shorter-term achievements and collections of activities which if achieved constitute fulfillment of the goals.

We will know we are moving toward achieving our Vision when the following results, goals and objectives are achieved. This Comprehensive Community Strategic Plan will move us in the right direction.

Component 1 Community Cohesion and Recreation

RESULT: Hampden is known for its cohesive community, one that involves its residents and merchants in unique partnerships with nonprofits, youth, teams, schools, seniors, and more in order to accomplish the goals we have. We value our small-town atmosphere, know each other's names, and celebrate our neighborhood through our information resources, fairs, festivals and other community activities. We enjoy our dynamic economic and intergenerational diversity, and learn from one another. We are a connected community. We are Hampden!

Goal 1: All residents, merchants community groups, and other stakeholders are interconnected and well informed about what is going on in the area.

Objectives:

- Block captains on every block are well informed and inform their neighbors about all activities, resources, and take suggestions and complaints to the right organizations. They are the eyes and ears of the community.
- The Hampden Community Council's website (www.HampdenHappenings.org) is the portal to and for the community. Information about the entire community and all of its organizations may be found here.
- Hampden's newsletter, the *Historic Hampden Happenings* is the community newsletter. It has all the community's news, with all stakeholders contributing articles and utilizing this as the best communications mechanism.

Goal 2: Hampden shows its pride and spirit. It is known internally and throughout the city as a welcoming, neighborly and proud "small town" community.

Objectives:

- Internal coordinated marketing and outreach that reflects and brings pride to the neighborhood.
- External coordinated marketing campaign (see other components to dovetail) shows that Hampden keeps its charm.

Goal 3: Hampden's community activities bring all facets of the community together to celebrate Hampden and each other.

Objectives:

- Festivals and events are child- and family-friendly, drawing from outside as well as inside the community.
- Events on The Avenue are lively and strong, and bring old and new to The Avenue and other locations
- Recreation Center open, well maintained and well used since the community has been involved with programs.

- Community Performing Arts center/theater is well used and puts on several plays each year using locals as actors, set designers and other facets of production.
- Roosevelt Park Master Plan implemented.
- Annual regional little league baseball tournament sponsored by local businesses and others brings the community together and draws crowds to the area.
- The revitalized Bowling Alley and other local entertainment brings young and old together.
- Diversity issues are addressed through open conversational forums throughout the community.

Goal 4: Hampden succeeds because the residents, merchants, nonprofits and others work well together to implement the Vision and for the greater good of the Community.

Objectives:

- All groups involved in the implementation of Vision and Comprehensive Plan are strong.
- In true community spirit, all groups involved in the implementation of the Vision and Plan work well together. They meet at least quarterly to coordinate the work.

Component 2 Responsible Housing and Development

RESULT: Hampden’s historic and uniquely diverse housing stock is well maintained, and recent developments fit the context of our area. Residents are economically diverse, and there is a high percentage of homeownership. We have not lost our long-time families, and many local residents who rented in the past are now homeowners. Although we believe the rise in property value has been good for our area, we value the balance of homeowners and renters of all income levels

Goal 1: Hampden’s historic homes are well maintained, and long-term residents are able to renovate, maintain and purchase their homes.

Objectives:

- Homeowners and renters get assistance with addressing housing violations and other housing issues from Hampden Home Office.
- Ensure long-time homeowners are able to maintain their homes.
- Long-time renters become homeowners and can stay in their homes.
- Outreach to community members to talk about the resources available.
- The Hampden Home Office serves as the resource for information on all aspects of Hampden’s housing situation and serves long-time, new and returning residents.
- Join forces with a Community Development Corporation (CDC) to enable the area to do local acquisition/rehab according to standards, and perform Hampden Home Office (and BIR) functions.
- Hampden becomes a part of the Healthy Neighborhoods Program

Goal 2: New homeowners are welcomed to Hampden and given the information on resources, history and expectations. Newcomers are drawn to Hampden by its “small town feel” and historic significance.

Objectives:

- New homeowners (older residents and new) have the information they need to take advantage of what Hampden offers.
- Internal and external marketing and information campaigns work, marketing the Hampden Charm
- Establish Healthy Neighborhood Initiative (HNI) area.

Goal 3: Hampden makes the decisions regarding development in the area.

Objectives:

- Hampden’s decision making role in development ensures that height restrictions, infill, and design standards fit the context of the area, encourage sustainability and help to prevent over-development.

- Requirements for new, large developments are established and followed.
- Developers and residents work together to insure responsible development

Component 3 Clean, Green, and Safe

RESULT: Hampden sparkles with pride. All residents are active in keeping the community clean, green and safe, and our early programs worked. Our streets are lined with growing trees, and members of the community have become the stewards of the neighborhood. We have more green space and parklands that are well kept and well used. Police are helpful, and our own programs have increased safety, and reduced crime and juvenile delinquency.

Goal 1: Hampden is clean because the entire community pitches in!

Objectives:

- “Keep Hampden Clean & Green” campaign reaches all facets of the community.
- Community members are the stewards of our environment.
- Environmental and sanitation laws are enforced.
- State and city efforts to clean the Jones Falls the air, stop illegal dumping and deal with trash are coordinated.

Goal 2: Hampden’s expanding green space is well-kept, and the tree-lined streets are a local treasure.

Objectives:

- Hampden is filled with well-cared for street trees.
- More green spaces are preserved, protected and maintained.
- Biking and walking paths are established throughout the area.

Goal 3: Hampden has several environmental innovations that have helped raise funds, save energy, promote “green” development, and educate the community.

Objectives:

- Hampden has several buildings where environmental practices are in place (“green buildings”).
- Hampden’s recycling program is in full swing, and more than half the trash generated is recycled.

Goal 4: Residents, merchants and visitors feel safe walking anywhere in Hampden.

Objectives:

- Police presence helps deter crime in the area.
- The community is involved to deter crime in the area.
- Pedestrian lighting is installed on major thoroughfares, and alleys are well lit.

Component 4 Strong and Diverse Local Businesses

RESULT: Hampden’s small independent business community thrives. It is supported by local residents and others taking advantage of the retail, manufacturing and service industries throughout the area. The business areas in Hampden have shops that supply basic needs to community residents and others, as well as specialty shops to draw in visitors and promote Hampden’s artistic and historic character; they are places where community members and visitors to the community enjoy themselves, shop and indulge. The Avenue’s independent and eclectic nature has spread to other areas in Hampden, yet The Avenue remains an interesting balance of artsy, family-oriented, kitsch, and more. The merchants work with

residents and other stakeholders to improve the community, and are positive role models for local youth

Goal 1: Hampden’s merchant and business communities are stable, successful and diverse.

Objectives:

- Joint marketing of the neighborhood, business, and recreational offerings benefit Hampden businesses.
- Merchants contribute to the fabric of the community.
- The business areas are easy to get to by car, bus or walking
- Business areas are safe, clean, and shops are well kept.
- Businesses and new entrepreneurs from the area stay here and thrive by establishing the Hampden Business Information Resource.
- Teenagers become apprentices and entrepreneurs through the Hampden Kids for Hampden Businesses program.
- Merchants who have been in Hampden for years are able to stay.
- Establish a Hampden Enterprise Zone.
- Hampden Merchants Association is strong and well organized.

Goal 2: Hampden’s business areas have development and design standards that businesses and potential developers adhere to, and community members and merchants work together to enforce them.

Objectives:

- There is a mix of retailers, including those that meet the needs of an economically diverse residential community.
- There are specific design standards to which new businesses adhere.
- Large developments adhere to requirements for design, contributions and infrastructure improvements.
- There is a mix of locally owned, independent and other types of businesses throughout the area.
- The Avenue remains a traditional “main street” (meaning it caters to local residents and meets their needs, while drawing in visitors.)

Component 5 Strong Youth, Adults, and Families

RESULT: Hampden’s families are healthy and strong. Our youth are active, successful and engaged in the community. Adults have what they need to maintain and support themselves, their homes and their families. Our seniors enjoy the community. Hampden has an environment where drugs are not tolerated. Hampden residents are ready and able to find and keep jobs in the neighborhood or within commuting distance. This success is due to the support systems and programs we have in place. Hampden takes care of its community.

Goal 1: Hampden’s families are strong and healthy, with access to resources and programs that enable them to support their homes and families, and assist them in getting out of poverty

Objectives:

- Case managers are available every day of the week, are helpful, and are viewed as part of the community.
- Adults and parents get the support they need and are responsible parents and/or role models.
- Drug treatment, prevention and recovery/transition services are available.
- Adults have jobs and skills to advance their careers.
- Day care is provided for families.
- Community members support each other through a Time Exchange Program

Goal 2: Teens are active and productive members of the community

Objectives:

- Youth take advantage of workforce opportunities and build “Hampden Kids for Hampden Businesses.”
- Middle school and teen visual art projects are portrayed in local galleries, and youth perform in the community theater.
- Dances are a frequent part of Hampden life.
- Middle school students have the support and fun they need in order to stay in school through high school.
- Teen pregnancy rates are reduced.
- Youth sports leagues are successful and have something for all ages.
- Kids have a place to call their own.

Goal 3: All services for children, youth, families, seniors and adults are located in the same general area, and are well advertised. Hampden celebrates the success stories.

Objectives:

- All groups and services are connected and coordinating - and all residents know the resources provided in the community. Programs and supports are seen as strengths in the area.
- The Community Campus is created at the Poole School building and includes the Roosevelt Recreation Center, and other nearby sites
- Community Campus expanded to Hampden Elementary/Middle School.

Goal 4: Seniors have a place to call their own, and are important and celebrated members of the community.

Objectives:

- A senior center is placed in an area close to 36th Street, where the action is.
- Seniors are involved in the fabric of the community.
- Seniors tell Hampden’s stories.

Component 6 Excellence in Education

RESULT: We believe that education is the foundation for our successful community. Hampden’s students are top quality, with test scores exceeding the national average. There are no dropouts. We value the public schools in our area and work hard to make them great. We ensure our children enter school ready to learn and that they have the opportunity to participate in engaging after-school activities. We have our own school for Hampden high school students. Hampden retains community use of the Poole building and has established a Community Campus. Hampden has a place for its students and their families that are friendly, active and engaging.

Goal 1: Education is the highest priority in Hampden. The entire community – schools, children and youth, parents/guardians, merchants is involved.

Objectives:

- “Education is the foundation for a successful community” is a local campaign to foster value of education.
- All entities work together for the good of Hampden’s kids. HCC Education committee established to advocate, coordinate activities and make sure that students have what they need from the community to succeed.
- All community members are involved in schools in some way as part of the Education Challenge. After-school activities for all students are available.
- The Community Campus is created at the Poole School building and includes the Roosevelt Recreation Center– and other nearby sites
- Community Campus expanded to at Hampden Elementary/Middle School.

Goal 2: Hampden is actively involved in changing and improving the way the Baltimore City Public School System works.

Objectives:

- Improvements are in place throughout the school system as a result of our advocacy.
- Zoned schools implemented system wide, and there is a zoned high school in Hampden.

Goal 3: Hampden's elementary and middle school aged children are fully enrolled, have the highest test scores in the state, and are looking forward to high school.

Objectives:

- Hampden Elementary is Hampden Elementary/Middle School (pre-k to eighth grade) by 2008 (which is a zoned school)
- Every student at Hampden Elementary/Middle School has a parent or other caring adult actively engaged in his or her education.
- Hampden Elementary /Middle School students have a high attendance rate.
- Apprenticeship and extracurricular activities are available and/or required for all middle school students.
- Human resources and case management are available for parents of middle school/elementary school students.

Goal 4: Hampden's high school aged teens are fully enrolled, experiencing success, graduating with top honors, and looking forward to college and/or career-oriented training. Our successful graduates eventually come back to Hampden to live and work in the community, and to raise their own families.

Objectives:

- Every high school student has a parent or other caring adult actively engaged in his or her education in some way.
- Hampden's zoned high school is helping Hampden's youth stay in school, succeed and plan for the future.
- Apprenticeship and extracurricular activities are available and/or required for all high school students.
- Human resources and case management are available for parents of high school students.

Component 7 Transit and Parking – business and residential areas

RESULT: Hampden has an active inter-transit system connecting all parts of the neighborhood. Anyone has the ability to get to any part of the area via public transit, Hampden Transit, walking and biking. Parking is accessible and available for residents and visitors.

Goal 1: Hampden's Transit System travels to all the major commercial areas, light rail and bus stops in a timely manner. It serves those who require transit to get to work and shopping, as well as those who choose to ride transit for the convenience.

Objectives:

- Hampden Transit System (using Shuttle Bug name) is established.
- Hampden Transit connects the residential and commercial areas, as well as the MTA bus stops and the Woodberry light rail station.
- Hampden Transit services major business areas near the neighborhood.

Goal 2: All residents and visitors are able to walk along well-lit and well-kept streets, and traffic congestion is at a minimum.

Objectives:

- Pedestrian lighting is in place on all major streets.
- Bike Trail Plan implemented.
- Well-maintained streetscape makes the area appealing and inviting.
- Traffic calming measures are installed in high-traffic and high-speed areas.
- Intersection of 41st Street and Falls Road has a great traffic flow.

Goal 3: Parking is easily available to visitors. Parking is concentrated on wider streets near business areas.

Objectives:

- Reverse angle parking in areas where people will most likely park (residential areas as well).
- Three more parking lots are created.

Goal 4: Residential parking is easily available and close to residents' homes in the day and evening hours.

Objectives:

- Residential parking permits in place (5 p.m. to 8 a.m.)
- Several spaces are added in residential areas.
- Reverse angle parking in some residential areas.

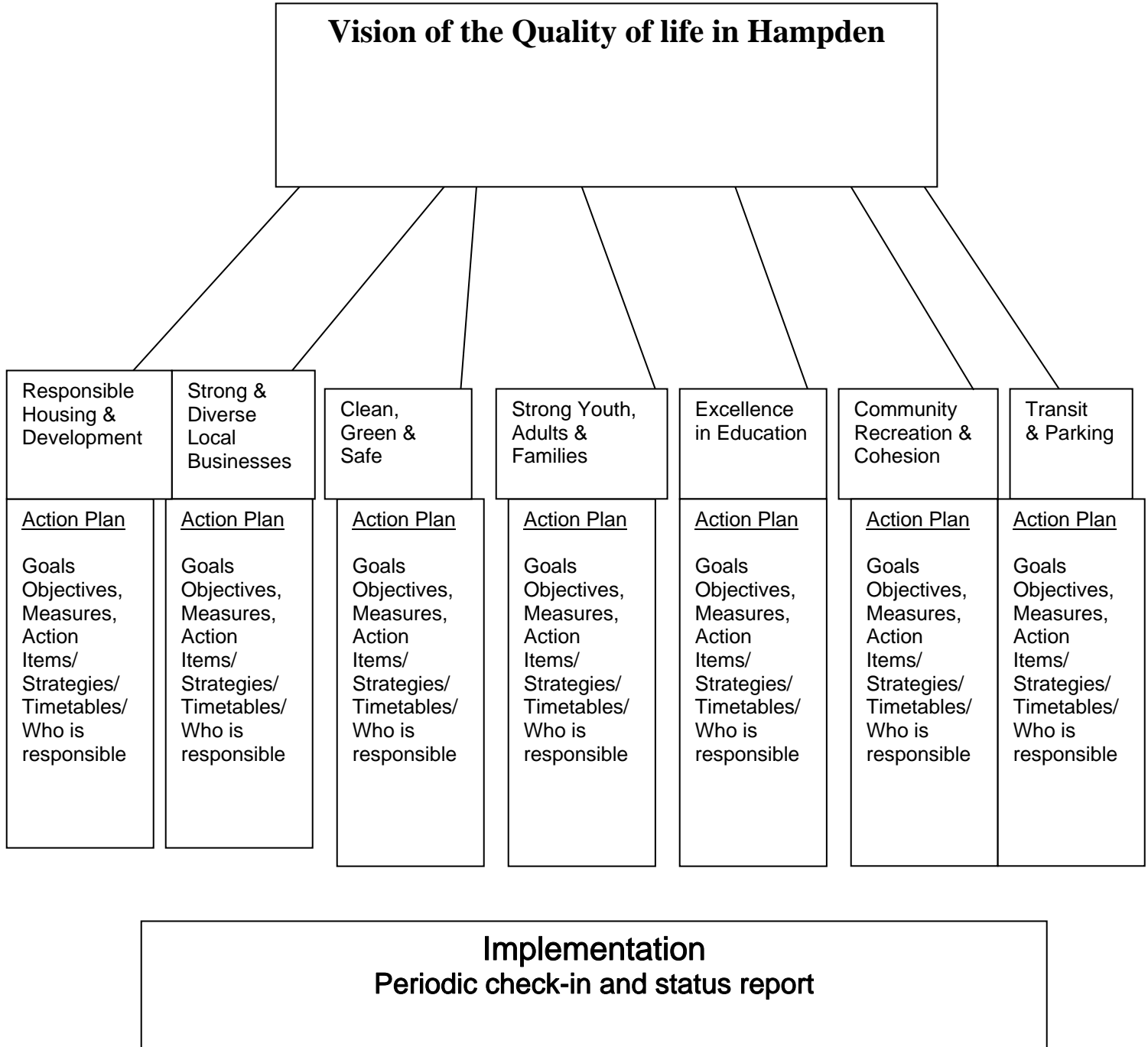
Part V: Overall Strategic Plan Timetable

Below is a summary of the overall focus of Hampden each year of implementation of the Plan – *used as a Guide*

Year	Summary of Activity
Remainder of 2006	<ul style="list-style-type: none"> • Strategic Plan development and commitment to implementation. • Organizational development – board strengthening, commitment and training on organizational standards and update committee structure, board development and new bylaws (HCC, possibly HVMA). • Devise budget and fund-raising options. • Meetings of all entities - Coordination of roles and functions of each group in Hampden. • Component action planning groups continue to meet for implementation (some will become the committees in the Plan). • Start block captain system. • Begin Hampden Home Office and Hampden BIR (some programs in each to start). • Introduce Urban Renewal Plan legislation. • ACCE moves to Robert Poole School and middle school students begin transition to Hampden Elementary to establish a pre-k to eighth-grade school (predetermined by BCPSS). • Street tree survey, more parks partnerships. • Revive Roosevelt Recreation Council to include all facets of Hampden. • Coordination of groups for internal and external marketing and communications, especially website, and <i>Historic Hampden Happenings</i> newsletter (all groups should submit articles to newsletter.) • Establish Environmental Benefits District. • City passage of Comprehensive Plan.
January - June 2007	<ul style="list-style-type: none"> • Launch Hampden Home Office and Hampden BIR. • Launch Education Challenge. • Introduce Welcome Packet. • Open Community Theater. • Community flea market or other recurring event on The Avenue or other centrally located area. • Start youth entrepreneur programs. • Case management services five days a week at the Hampden Family Center–. • Adult and teen programs, mental health and counseling, etc. expanded. • Partnership with job counseling/placement/skills development groups.
July – December 2007	<ul style="list-style-type: none"> • Continue transition from Poole building to Hampden Elementary - Middle School. • Open Bowling Alley or other entertainment facility. • Consider partnership with a local CDC to do acquisition and Home Office/BIR resources. • Open day care center. • Apply for Phase II Community Schools money to begin transition to Community Campus. • Begin drug treatment services.
2008	<ul style="list-style-type: none"> • Full transition of Poole building into ACCE and Community Campus, where the case management and other human services above are transferred as well, but still run/coordinated by HFC. • Hampden Invitational Baseball Tournament (regional) starts. • Launch Hampden Transit System.
2009	<ul style="list-style-type: none"> • Complete pedestrian street lighting. • Complete parking plans.
2010	<ul style="list-style-type: none"> • Open Hampden High School.

Flow Chart of what the Hampden Strategic Vision and Planning process produces - the Comprehensive Plan – and setting the stage for Implementation

At the end of Phase IV, Hampden will have made well-informed decisions that help define the comprehensive Strategic Direction of the community, answered strategic questions, and have the action plans (road maps) to help chart the course and hold all parties accountable.



Part VI: Component Action Plans, Implementation Timeline, Accountability

Action Plans are specific plans that hold the timeline and tasks for implementation. These detail the objectives, strategies, partners to engage, timelines and who is responsible for making it happen. These are the roadmaps for implementing the plan and getting things done.

(NOTE: For clarity on abbreviations, names of organizations/programs, see Appendix A.)

Component 1

Community Cohesion and Recreation

RESULT: Hampden is known for its cohesive community, one that involves its residents and merchants in unique partnerships with nonprofits, youth, teams, schools, seniors and more in order to accomplish the goals we have. We value our small-town atmosphere, know each others' names and celebrate our neighborhood through our information resources, fairs, festivals and other community activities. We enjoy our dynamic economic and intergenerational diversity, and learn from one another. We are a connected community. We are Hampden!

Goal 1: All residents, merchants, community groups and other stakeholders are interconnected and well informed about what is going on in the area.

Objective	Action Item	Start Date	Implement Date	By Whom (committee, etc.)	Notes/Potential Resources
Block captains on every block are well informed and inform their neighbors about all activities, resources and take suggestions and complaints to the right organizations. They are the eyes and ears of the community.	Engage churches in being message carriers Each block has a captain. They are the information sources, eyes and ears. Responsibilities include: 1 - receiving information about and informing residents on: <ul style="list-style-type: none"> - events in the community - notices of meetings - accessing resources in the community (housing and home ownership, children drug treatment, parenting classes, families and health care, etc.) - proper trash and recycling, etc. - where to call for help - notices of sales, promotions on The Avenue and district - refer to churches, food bank and other 	June 2006 Full list together July 2006 Orientation July 2006, and then set up quarterly meetings	August 2006	(block captains) Neighborhood Network Project of HCC	(Note: All other components wanted a system, so it will be organized here.) Start with newsletter distributors Baltimore Community Foundation Mobilization Grant

	<p>programs.</p> <p>2 – Communicating items from community to HCC, city, etc. including</p> <ul style="list-style-type: none"> - problems for 311 - items other entities should address (housing, etc.) - Ideas for other events - Communicate trash problems or neighborhood issues (through web bulletin board or e-mail, etc.) - Other complaints <p>3 - Meet quarterly for updates/information</p> <ul style="list-style-type: none"> - have access to email and web for inter-communication and notices, etc. <p>Establish meeting time and communication mechanism.</p>				
<p>The Hampden Community Council’s website (www.HampdenHappenings.org) is the portal to and for the community. Information about the entire community and all of its organizations may be found here.</p>	<p>Phase I - Augment website with announcements /links to all the different groups/flyers, etc. It is the central point for information for the Community - not solely the Council’s activities.</p> <p>Phase II - Develop On-Line Community (discussion, bulletin board, etc) MODEL Bolton Hill www.boltonhill.org/ (has a poster campaign as well...)</p> <p>Add the Vision and Plan Components areas as areas of the HCC website to see the news about implementation -</p> <p>Ensure all residents have access to on-line services – library, computers at home, in HFC, etc.</p>	<p>Summer 2006</p> <p>Plan Fall-2006</p> <p>Fall 2006</p> <p>Spring 2007</p>	<p>Launch Jan 2007</p> <p>Summer 2006</p>	<p>Current</p> <p>Website Committee – HCC</p> <p>HFC, Friends of Library, HCC</p>	<p>Include HFC, Churches programs, etc</p> <p>See if The Berndt Group or any other local web developer will donate a new web site design</p> <p>Towson has a program to bring computers into Seniors centers and train them on using.</p> <p>- EBTAC – in East Baltimore – refurbish computers for this purpose.)</p>
<p>Hampden’s newsletter, the <i>Historic Hampden Happenings</i>, is the</p>	<p>Set policies for editing, proofreading, and ads</p>	<p>July 2006</p>	<p>Ongoing</p>	<p>HCC coordinates through Website Committee,</p>	<p>BCF Mobilization or neighborhoods</p>

Goal 3: Hampden’s community activities bring all facets of the community together to celebrate Hampden and each other.

Objective	Action Item	Start Date	Implement Date	By Whom (committee, etc)	Notes / Potential resources
Festivals and events are child- and family friendly – drawing from outside as well as inside the community	Continue Hampden’s festivities, and create new events centered on children and families. - Have intergenerational residents and youth participation in planning of festivals and events. - youth as part of the set – up, security, errands, take down, etc. Ensure festivals and fairs have family and kid centered activities	Jan 2007	Spring 2007	HCC, Senior social clubs, merchants, residents, and others.	Coordinating multiple groups on this task will help diversify the interest in the event – helping to bring in more attendees.
Events on The Avenue are lively and strong, and bring old, new, to The Avenue and other locations in Hampden.	Consider Flea Market or other community event on 36 th street between Falls and Roland Avenues - close 36 th street then – have walk-in traffic, etc. Other central locations should also be considered. - Have multiple vendors including used items, games, cultural food, etc - Story telling and local speaker series – Old Hampden stories, etc held at HFC on the same date may help bring interest to Hampden’s rich history	Summer 2007 for planning	Fall 2007	HCC, merchants, others?	Model Waverly Market – it has its own non-profit but market could be something under HCC/Merchants, etc. – Money is available for signage, etc. Permits needed.
Roosevelt Recreation Center open, well maintained, and well-used since the community has been involved with programs	Revive Roosevelt Recreation Council – - advocates for better resources. - Ensure kids, adults and students participate in the Recreation Council programming, to make sure the following programs happen: - Sports leagues (soccer, football, etc) - Programs for ALL ages - Artists and others. - Dances for all community – dance classes, - Adult karate league	Fall 2006	Spring 2007	Roosevelt Recreation Council	Dept. of Parks and Recreation funds, Federal Midnight Basketball funds, etc

	Open Roosevelt Recreation Center later in the day in Summer – add evening activities Roosevelt Recreation Center open 7 days a week				
Community Performing Arts center/theatre is well used and puts on several plays each year using locals as actors, set designers, and other facets of production.	Utilize Recreation Center theatre area for community theatre, youth and theatre classes, etc. – actors with youth, etc. Use part of Poole school for Artists studios – and post items in gallery.		Summer 2007	Roosevelt Recreation Council	Mobtown Players and Baltimore Shakespeare Festival are in Hampden – use for teachers. Are others as well
Roosevelt Park Master Plan implemented	Includes skate park, improved ball fields, street scape, etc. Add: - air to the Gym area - Ascertain costs, and request in kind - Batting cages	ongoing	2010		KaBoom funds for field improvements Request CIP in 2007? – Abott or other donor of HVAC??
Annual regional little league baseball tournament sponsored by local businesses and others brings the community together and draws crowds to the area.	Major regional tournament – Hampden Invitational – all regional travel teams - Merchants to sponsor and get business from walking traffic - Need improved fields - Batting cages	Planning Summer 2006	Summer 2008 start		Major regional sponsors like the Greater Baltimore Committee (GBC) – All merchants, and others.
The revitalized Bowling Alley and other local entertainment brings young and old together	Resurrect Bowling Alley on 36 th Street - Community Run? Entrepreneurs? Create new entertainment options in Hampden - arcade?	2006	2008	Merchants, HCC, HFC, others	
Diversity issues are addressed through open conversational forums throughout the community	Issues such as age, socio – economic, gender, race, etc. Ideas for communication include: - Cultural food at flea market and events - Story telling/ speakers series, Hampden History education at Library and HFC - Tours offered of various	2006	2006	HCC, Merchants, HFC, others	

	<p>museums in Baltimore, etc.</p> <ul style="list-style-type: none"> - Writing in Hampden Happenings <p>Ensure at least one feature of each newsletter/ event, etc has something about diversity issues.</p>				
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Goal 4: Hampden succeeds because the residents, merchants, nonprofits, and others work together to implement the Vision and for the greater good of the Community.

Objective	Action Item	Start Date	Implement date	By Whom (committee, etc)	Notes / potential Resources
All groups involved in implementation of Vision and Comprehensive Plan are strong	<p>All engage in at least one retreat separately to do strategic planning around their organization and their work to implement the Plan.</p> <p>Make sure each organization is strong with revised bylaws, board manual, committee structure, internal operating and communications guidelines, etc – so that each group is efficient, and therefore can perform the work effectively. (organizational strengthening)</p>	June 2006	August 2006	Strategic Management Consulting	Goldseker Management Assistance grant – Baltimore Community Foundation’s Fund for Neighborhoods and neighborhood grants program (different programs)
<p>In true community spirit, All group involved in the implementation of the Vision and Plan work together well.</p> <p>They meet at least quarterly to coordinate the work</p>	<p>Quarterly meetings include:</p> <ul style="list-style-type: none"> - quarterly assessment of implementation of the Plan, - Coordinating efforts to be more effective - Coordinate on and announce events - Coordinate website and newsletter items, etc. - Conflict resolution, if needed. - Share good news - Coordinate on grant proposals, etc - Share goals, missions, on subjects related to, and not related to, the Vision plan. <p>All events, etc on line as well. (see Portal above)</p> <p>All groups endorse the Vision and Comprehensive Plan and their role in it.</p>	<p>First meeting June 2006</p> <p>July 2006</p> <p>June 2006</p>	<p>All established July</p> <p>2006</p>	<p>HCC, HFC, HDI, Roosevelt Recreation Council, Seniors reps, religious community reps HVMA, Any new committees, others</p>	<p>First meeting a presentation of the Comp. Plan, and establish protocols, for working together</p>

Component 2

Responsible Housing and Development

RESULT: Hampden’s historic and uniquely diverse housing stock is well maintained, and recent developments fit the context of our area. Residents are economically diverse and there is a high percentage of homeownership. We have not lost our long-time families, and many local residents who rented in the past are now homeowners. Although we believe the rise in property value has been good for our area, we value the balance of homeowners, renters of all income levels.

Goal 1: Hampden’s historic homes are well maintained, and long-term residents are able to renovate maintain and purchase their homes

Objective	Action Item	Start Date	Implement Date	By whom (Committee, etc)	Notes/potential resources
Homeowners and renters get assistance with addressing housing violations and other housing issues (i.e. education about what they are being told, etc) from Hampden Home Office	<p>Develop a hotline for information on housing resources, questions about taxes, etc) - place phone number in the Newsletter and on the web and have run by volunteers</p> <p>Get the Hampden Home Office name out and become known as the place to get the right information (i.e. case management for housing services and needs)</p>	Fall 2006	Fall 2007	Hampden Home Office steering group	<p>Volunteers</p> <p>Hampden Family Center has person 1 day a week for this (from DHCD), but willing to hand to more appropriate</p>
Ensure long-time homeowners are able to maintain their homes.	<p>Develop a volunteer workforce (Time Exchange for locals) for maintenance of homes</p> <ul style="list-style-type: none"> - local youth --Engage Habitat for humanity - College kids --apprentice program for the trades needed in such a project --Rebuilding Together Baltimore <p>Develop a list of local reputable contractors</p> <p>Refer to funds to help maintain elderly property owner’s homes.</p>	<p>Fall 2006</p> <p>Fall 2006</p> <p>Fall 2006</p>	Implement Spring 2007	Hampden Home Office (details next page)	<p>Greater Baltimore Board of Realtors (GBBR) Foundation for Home Office</p> <p>Baltimore Housing Assistance funds, Emergency assistance dollars for seniors</p>
Long time residents become homeowners	Develop Housing Education course and resource centers for long time residents. Courses would include	Now – partner with local homeowner education	Implement Fall 2006	Hampden Home Office (see below) Partners engaged	Should be a HUD approved program. (Tri Churches Housing Center,

and can stay in their homes.	<p>---Walk renters through the process to become owners ---Educate long-time owners on the facts about taxes, selling, moving, etc. (4% tax caps) -- partner with groups (St. Ambrose, etc) <i>Note – some of these workshops should start NOW and can be under the heading of the Home Office as intro to the Function</i></p> <p>Work with preferred realtors so that the community knows who to trust</p> <p>Advocate for property tax credits or assessment caps for long-time home owners</p>	<p>group in short term</p> <p>Make lists summer 2006</p>	<p>Full program and outreach established Spring 2007</p> <p>Jan 07 legislative session</p>	<p>first, then Hampden Home Office to do over long term)</p>	<p>St. Ambrose, etc)</p> <p>Fannie Mae resources and other bank partners Patapsco, etc to implement their CRA money</p>
Outreach to community members to talk about the resources available	<p>Develop a block captain system that educates the community on what resources are available when they need help (See <i>Community Recreation and Cohesion Component</i>)</p> <p>Start taking calls about services needed</p> <p>Use clergy to get message out about programs</p> <p>Coordinated internal and external marketing campaign (see <i>Community Cohesion Component</i>)</p>	Fall 2006	Jan 2007	HCC Neighborhood Network project (See <i>Community Cohesion Component</i>)	
The Hampden Home Office serves as the resource for information on all aspects of Hampden's housing situation, and serves long-time, new, and returning residents.	<p>Local working group to begin performing the Functions of this office in partnership</p> <ul style="list-style-type: none"> - decide on contacts. office, etc) - begin working on programs above <p>Decide on type of entity of this Office will become</p> <ul style="list-style-type: none"> - Engage in one organizational development session with all the entities to see how Home Office can fit, or separate entity. 	<p>May 2006</p> <p>July 2006</p>	<p>August 2006</p> <p>December 2006</p>	<p>Current Working group including residents, HCC, seniors, newcomers, others.</p> <p>Working Group Session on organizational development (see <i>Community Cohesion component</i>)</p>	<p>Greater Baltimore Board of Realtors Foundation, state Community Investment Tax Credit Program (CITC) tax credits</p> <p>Baltimore Community Foundation's Fund for Neighborhoods Grant</p>

Join Forces with a CDC to enable the area to do local acquisition/rehab according to standards, and perform Home Office functions	Develop partnership or broker relationship to acquire and rehab locally to maintain balance - partnership with a CDC - Take advantage Code enforcement and TEVO program to acquire, rehab and sell/rent homes - Learn about other models first – (PPCDC) Hear from Models like Belair Edison, Patterson Park, etc Enter into session with Other Hampden entities on possibilities	Explore becoming a CDC 2007	Jan or spring 2007 Est. 2008	HCC's Hampden Home Office and other entities	(Also dovetail with Merchants for the work there – see <i>Strong and Diverse Local Businesses Component</i>) Access to Community Legacy dollars and CDFI dollars, HOME funds, etc
Hampden becomes part of the Healthy Neighborhoods Program	HNI program supplies low interest loans for rehab, marketing and block improvement projects (if not accepted into program, make it happen otherwise)	Talk with HNI – Summer 2006	Becomes HNI area Fall 2008		Operating funds for Hampden Home Office and rehab/purchase loans

Goal 2: New homeowners are welcomed to Hampden and given the information on resources, history and expectations. Newcomers are drawn to Hampden by its “small town feel” and historic significance.

Objective	Action Item	Start date	Implement Date	By whom (committee, etc.)	Notes/ potential resources
New homeowners (older residents and new) have the information they need to take advantage of what Hampden offers	Develop Welcome Packet with resources and information regarding: --Assistance on home repairs, etc --Entertainment in the area -- How to get involved in the community -- Tips on being a Good neighbor, etc. (see <i>Community Cohesion Component</i> – coordinated with other entities) Develop and Maintain list of available properties for sale and for rent. Develop listing standards Preferred Realtor Program	November 2006	Launch January 2007	HCC and HVMA, and HFC - OTHERS	Coordinate with other entities – Buy local, etc.
Internal and External marketing and	Develop tag line and message about Hampden – and the goal to maintain the charm.			Coordinated with others – HVMA, HCC, HFC, etc.	Live Baltimore advise and resources

information campaigns work, marketing the Hampden Charm	--establish working group of residents and others to devise such a message Distribute message throughout the Baltimore area – (COORDINATE with other Components) --Use print media partners, radio, etc Website, etc.				
Establish HNI area	See previous goal				

Goal 3: Hampden makes the decisions about development in the area.

Objective	Action Item	Start date	Implement Date	By whom (Committee, etc)	Notes/ potential resources
Hampden's decision making role in development ensures that height restrictions, infill, and designs standards, fit the context of the area, encourage sustainability and help to prevent over development.	Rewrite the Urban Renewal Plan to include all structures and land within the boundaries of Hampden and create suitable guidelines for local decision-making and control. Dialogue about what standards are needed for design, infill, height restrictions, etc Conduct zoning study to see what zoning exists and what will change given the new district and controls	Research Spring 06 June 06 May 2006	Legislation Fall 06	HCC Zoning and Land Use Committee and advocates. City Planning Department	
Requirements for new, large developments are established and maintained	Require all new large scale development to invest a percent of the revenues to: -- public Art Projects -- public safety --infrastructure improvements – (lighting, traffic and streetscaping.) Require all new large-scale developments to submit an economic impact study – to determine the costs and benefits of this development. (in URP)	Done through legislation		HCC to work with HVMA and City	
Developers and residents work together to ensure responsible development.	Meet with residents and developers to insure that all new developments happening in the neighborhood are beneficial and sustainable.	June 06	July 06	HCC Zoning and Land Use Committee, URP, City Planning Department	

	Encourage developers to develop suitable and sustainable projects that benefit the community as a whole.				
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Component 3

Clean, Green and Safe

RESULT: Hampden sparkles with pride. All residents are active in keeping the community clean, green and safe, and our early programs worked. Our streets are lined with growing trees, and members of the community have become the stewards of the neighborhood. We have more green spaces and parklands that are well kept and well used. Police are helpful, and our own programs have increased safety and reduced crime and juvenile delinquency.

Goal 1: Hampden is clean because the entire community pitches in!

Objective	Action Item	Start Date	Implement date	By Whom (committee, etc)	Notes / potential Resources
“Keep Hampden Clean and Green” campaign reaches all facets of the community	<p>Message posted in several areas to remind people to keep it clean. (use decal, etc)</p> <ul style="list-style-type: none"> - coordinate with HVMA, HCC and others to create a singular message, strategies, etc for all of Hampden (see <i>Community Cohesion Component</i>) - Newsletter ads and notices - Block captains help enforce laws and inform community. (see <i>Cohesion Component</i>) <p>Content of campaign also includes awareness of sanitation laws and how to report violations (Trash Talk).</p> <p>Consider selling/getting metal trash cans for residents and businesses</p>	June 2006		HCC Clean & Green /HVMA/HFC/ others – coordinated efforts	
Community members are the stewards of our environment	<p>Develop school curriculum to teach kids laws regarding littering, environment, etc and how they can help.</p> <p>Placement of signs to encourage pet owners to clean up after their pets and to remind them that it is the law in Baltimore City. Signs should be like the Lawn Signs and can’t be on light posts, etc</p> <p>Tree stewards program (see green goal)</p> <p>Clean Block Contests</p> <p>Multiple community clean ups.</p> <p>Watering Cans/Brooms/Dustpans for neighbors and merchants - -partnership on Clean & Green committee</p>	Summer 2006	2008	HCC’s Clean & Green Committee Educators, HVMA, others	<p>Explore other neighborhoods with festivals, ex. Charles Village,)</p> <p>Baltimore Community Foundation’s Fund for the Environment grants</p>
Environmental and sanitation	Youth and citizen patrol to report violations, track illegal dumpers, etc.	Sumer 2007		Clean & Green committee with	

laws are enforced	Cameras in alleys to catch the dumpers and deter drugs/illegal dumping	Summer 2007	Summer 2008	youth. Homeowners and Business owners	Bulk Purchase/Preferred Vendor program
State and city efforts to clean the Jones Falls, the air, and the illegal dumping and trash are coordinated. – ENV district.	Establish an Environmental Benefits District (see Appendix A)	2006 application			Through Maryland Department of Environment

Goal 2: Hampden’s expanding greenspace is well kept, and the tree-lined streets are a local treasure.

Objective	Action Item	Start date	Implement Date	By Whom (committee, etc)	Notes /Potential resources
Hampden is filled with well cared for street trees.	<p>Maintain the Tree Nursery – vacant lot at the end of Hickory</p> <p>Plant more street trees</p> <ul style="list-style-type: none"> - Survey where need trees – where there are established tree wells, etc. - Map out where trees needed, where Pits needed - Request trees from the City <p>Establish program to encourage residents to become “stewards” of their street trees, ensuring that the trees are maintained.</p> <ul style="list-style-type: none"> - agreements with those who want/have trees in their yards - Solicit volunteers using Newsletter (40 already designated, need more) <p>Coordinate and help Merchants maintain street trees, planters, etc.</p>	<p>May 2006</p> <p>Survey Summer 2006</p>	<p>Ongoing</p> <p>Plant Nov. 2006</p>	<p>HCC Clean & Green Committee</p> <p>HCC Clean & Green Committee</p> <p>Clean & Green Committee</p> <p>Clean & Green and rep from Merchants</p>	<p>Donations of plants and trees in particular</p> <p>Parks and People Foundation \$</p> <p>Access to EPA funds, Project Open Space designation and funds</p>
More green spaces are preserved, protected and maintained	<p>Pleasant Place and Hickory small open areas – agreement with City for maintenance. Work on obtaining “first right of refusal” for all open space owned by the city, to deter future development.</p> <p>– increase the number of green spaces partnerships in the area.</p> <p>Acquire agreements/ownership of other green spaces in the area (lots that can be gardens, etc)</p> <p>- Identify where those are, and begin</p>	<p>Already happened</p> <p>Summer 2006</p>	<p>At least 1 each year</p> <p>Fall 2007</p>		<p>NOTE – Planning Dept will implement a Green and Parks Zoning code – more details coming</p>

	process for locating owners and adopting the lots				
Biking and walking paths are established throughout the area	See Citywide Bike plan and Jones Falls plans, add to those. (see also <i>Transit and Parking</i> component)				

Goal 3: Hampden has several environmental innovations that have helped raise funds, save energy, and educate the community

Objective	Action Item	Start date	Implement date	By Whom (committee, etc)	Notes/ potential resources
Hampden has several buildings where environmental practices are in place.	<p>Establish Porch Light Bulb campaign– free low energy lights on all porches – better lighting in the area (“Light Up the Night Campaign”)</p> <p>Get incentives in place to use innovative insulation, natural lighting, etc. (there is a merchant in the area interested in selling these items....)</p> <ul style="list-style-type: none"> - Explore grants and credits for such innovations - Target to business and residential (work with Home Office and Business Resource Center) 	Summer 06	Summer 07		<p>Johns Hopkins University sponsored this in Charles Village, consider doing in Hampden?</p> <p>Green Building Grants from City and State – incentives for green building, and rehab, etc</p> <p>Enterprise Foundation Green Communities Grants (affordable housing, etc)</p>
Hampden’s recycling program is in full swing and more than half of the trash generated is now recycled.	<p>Youth entrepreneur program for collections - as well as raise and awareness of paper, cans, etc.</p> <ul style="list-style-type: none"> - Most recycled trash contest – by block (do by volume) 	Summer 2007			Americorps Vista program worker to start up and then youth maintain.

Goal 4: Residents, merchants, and visitors feel safe walking anywhere in Hampden.

Objective	Action Item	Start date	Implement date	By Whom (committee, etc)	Notes / potential resources
Police presence helps deter crime in the area	<p>Ensure cops walk on and near the avenue</p> <p>Ensure cops, merchants, youth, residents have good relationship so that they work together.</p> <ul style="list-style-type: none"> - initial dialogues with police 		<p>2007</p> <p>2006</p> <p>2008</p>	<p>Safety group</p> <p>Clean & Green Committee</p>	<p>Merchants are not fans of the cameras on Avenue, only cops</p>

	Security cameras in alleys ONLY, with lighting and signs that say people are under surveillance. – Catch illegal dumpers and druggies that way.				on beat.
The Community gets involved to deter crime in the area.	<p>Encourage all residents and merchants part of Crime Watch program</p> <p>Establish Community On Patrol (or walkers program) – could be night dog walkers, etc.</p> <p>Possibly form a Safety Committee to help with these items and plan other strategies.</p> <p>Block captain system helps communicate information about issues, but also takes in concerns and feeds to police community relations person. (<i>see Community Cohesion component</i>)</p>	<p>Now</p> <p>Summer 2006</p>	<p>End of 2007</p> <p>Summer 07</p>	<p>Block captains should have the information to give</p> <p>Consider a new Safety Committee</p>	
Pedestrian lighting is installed on major walking thoroughfares, and alleys are well lit.	<p>Install Pedestrian Street Lighting on Falls Road, Roland Ave, Elm Ave, Hickory Chestnut Ave, Keswick Ave, All of the Above should be from 40th to 34th streets</p> <p>Ensure all “Cobra” style lighting is working in the alleys, call city when out.</p> <p>Make sure people participate in Light bulb Campaign (see above) for safety purposes</p>	<p>See other component</p> <p>Ongoing</p>	All by 2009		<p><i>See Transit and Parking Component</i></p> <p>Funds- CIP, Scenic Byways, etc.</p>

fabric of the community	<p><i>Cohesion</i></p> <p>Continue to attract local residents to the commercial districts by providing local promotional events and specials, (coupon books, raffles, door prizes, discounts cards, (in Historic Hampden Happenings Newsletter, the HCC website, and church bulletins), discount mailings, and ore</p> <p>Hire local residents - and market the fact that they are doing this. -(Could be part of the apprenticeship program – Hampden Kids for Hampden Businesses – see <i>Youth component</i> and youth objective below) -Training and skill building of adults</p> <p>Newsletter showcase “Merchant of the Month”– key so that businesses read and market to the area</p> <p>Flea market on 36th Street between Falls and Roland on weekday (<i>see Community Cohesion Component</i>)</p>		success – Summer 2007	<p>HVMA/HCC/ Churches, etc.</p> <p>CLLP/ACCE and HFC/HVMA</p>	<p>Partner with Morgan State’s “Entrepreneurs go to school”</p> <p>Tax credit program for hiring local – ONLY IF designated an Enterprise Zone</p>
The business areas are easy to get to by car, bus, or walking	Implement the Transit and Parking plans (<i>see Transit and Parking Component</i>) (ideas include improve shuttle service)				CIP / MDOT/Partner with Private
Business areas are safe, clean, and shops are well kept	<p>Coordinate with HCC Clean & Green Committee</p> <p>Environmental Benefits District</p> <p>Facilitate access to and use of Façade Improvement grants and loans</p> <p>Continue streetscape and street tree improvements in the commercial districts. (water trees, etc)</p>	Summer 2006	<p>2006</p> <p>Summer 2007</p>	<p>HVMA / HCC</p> <p>HVMA/BIR/ HCC</p>	<p>-Neighborhood Works loans, -Community legacy, - Façade loans– other sources of capital</p> <p>-CIP -Tax credits for property improvements – if Enterprise Zone</p>

	<ul style="list-style-type: none"> - clean block/shop contests <p>Police walking the area</p>				
Businesses and new entrepreneurs from the area stay here and thrive by establishing the Hampden Business Information Resource (BIR) through a partnership with an existing business resource center	<p>Develop Business Information Resource</p> <p>Partner with an SBRC to</p> <ul style="list-style-type: none"> --Ensure services from SCORE and/or other business resource centers (like Morgan State's etc) are available for new and current businesses --Secure emergency loan dollars for small businesses to stay in business (alternative to rent control). --provide technical assistance for attracting customers – yet still uniquely Hampden and adhering to development and façade design standards 	Plan 2006	Summer 2007		<p>Morgan State University business resource center</p> <p>Access to finances to help businesses are:</p> <ul style="list-style-type: none"> -Community Legacy funds -Neighborhood Works program - gap financing -Could get from Community Legacy grants and others
Teens become apprentices and entrepreneurs – Hampden Kids for Hampden Businesses	<p>CLLP, ACCE, and other school (existing and future) programs provide local kids to Hampden – Hampden Kids for Hampden Businesses.</p> <ul style="list-style-type: none"> -need to train merchants on mentoring and dealing with high school teens. – support person/coordinator - Kids could do the support work for festivals, etc. - Youth learn valuable job skills 	Build on CLLP program	Fully implement– 2007 school year		<p>ACCE person, Community Schools person, and/or Volunteer Maryland, person</p> <p>Morgan State's "entrepreneurs go to school" program can be used as model</p>
Merchants who have been in Hampden for years are able to stay	See Business Information Resource functions				
Hampden Enterprise Zone.	Explore creating Enterprise Zone (along Jones Falls) to include The Avenue and other areas				
Hampden Merchants Association is strong and well run	Organizational strengthening sessions and council to ensure effective communications, operations, committee structures, meetings, decision-making, and more	Summer 2006		With Strategic Management Consulting for assistance	See <i>Community Cohesion Component</i> – all entities have this resource.

Goal 2: Several of Hampden’s business areas have development and design standards by which businesses and potential developers adhere, and community members and merchants work together to enforce them.

Objective	Action Item	Start date	Implement date	By Whom (group, etc)	Notes / potential resources
<p>There is a mix of retailers, including those that meet that needs of an economically diverse residential community.</p>	<p>Re-do the entire Urban Renewal Plan to include a structures and guidelines for local decision-making and control.</p> <p>Need a dialogue about what standards are needed for design, infill, height restrictions, etc; and do zoning study to see what zoning exists and what will change given the new district and controls</p> <p>Acquire spaces (locally owned) to foster such a balance. (see CDC objective)</p>	<p>June 2006</p>	<p>Dec 2006</p>	<p>Coordinate through the <i>Responsible Housing and Development Component</i> as well.</p>	
<p>There are specific design standards to which new businesses adhere.</p>	<p>Re-do the entire Urban Renewal Plan to include residential and commercial, and mechanism for enforcement</p>	<p>Now</p>	<p>Dec 2006</p>	<p>HCC, HVMA</p>	
<p>Large developments adhere to requirements for design, contributions, and improvements</p>	<p>Require (through URP re-do or legislation) large employers to also contribute to infrastructure improvements, community projects, etc.</p> <p>All businesses have to have an economic Impact, Traffic impact, and environmental impact requirement.</p>	<p>2006 2006</p>	<p>Dec 2006</p>		<p>Dovetail with <i>Responsible Housing and Development Component</i> so all is coordinated.</p>
<p>There is a mix of locally owned, independent, and other types of businesses throughout the area</p> <p>The Avenue remains a traditional main street (meaning cater to local residents and meet needs, while draw in others.)</p>	<p>Independent Hampden legislation for The Avenue – Revised Urban Renewal Plan</p>	<p>Now</p>	<p>Dec 2006</p>		

Component 5

Strong Youth, Adults, and Families

RESULT: Hampden’s families are healthy and strong. Our youth are active, successful and engaged in the community. Adults have what they need to maintain and support themselves, their homes and their families. Our seniors enjoy the community. Hampden has an environment where drugs are not tolerated. Hampden residents are ready and able to find and keep jobs in the neighborhood or within commuting distance. This success is due to the support systems and program we have in place. Hampden takes care of its community.

Goal 1: **Hampden’s families are strong and healthy, with access to resources and programs that enable them to support their homes and families.**

Objective	Action Item	Start Date	Implement Date	By Whom (committee, etc)	Notes / potential resources
Case managers are available every day of the week, are helpful, and are viewed as part of the community	Provide Services such as: <ul style="list-style-type: none"> - Referrals to Fuel Fund assistance - Welfare and income supports - Job training and placement resources - Access to medical care – signup for assistance and list of providers <ul style="list-style-type: none"> o Including dental and medical and mental health - Social services - Information on City tax incentives and credits - Food bank and other services provided by the churches - Housing questions (will move to home office soon) - Other programs in the community. 	Have 1 now 2 days a week	Jan 2007 – 5 days Transfer to Community Campus in 2008	Based at the Hampden Family Center – has 1 at 2 days a week now	DSS social workers, can also use the Social Work clinical school and Baltimore Medical Systems
Adults and parents get the support they need, and are responsible parents and/or role models.	Continue to and/or partner with other groups to provide <ul style="list-style-type: none"> - Parent and teen counseling - Parenting classes - Parent support groups - Stress and Anger management - Budgeting, etc Provide one-on-one counseling for adults at low/no cost <ul style="list-style-type: none"> - Baltimore medical systems has a person on staff - Partner with other agencies with offices in the Rotunda and elsewhere 	Summer 2006 –	Expand programs as needed Partnerships in 2007	Churches (St. Thomas has started), HFC, other providers	This could be part of the Community Schools piece and Community Campus.

	<p>Publicize the availability of such programs</p> <p>Include Art Therapy</p>				
<p>Drug treatment, prevention and recovery/ transition services are available and successful</p>	<p>Add outpatient Drug Treatment services in area – use Beuprinorphin</p> <ul style="list-style-type: none"> - ensure security, supports, and privacy - Include mental health pieces <p>Enforce possession laws and loitering laws, but encourage diverting offenders to treatment instead of incarceration.</p> <p>Continue and enhance NA and AA programs in churches and other areas</p>	<p>2006</p> <p>Ongoing</p>	<p>2008</p>	<p>Baltimore Medical Systems (36th and Falls road) and Jones Falls Counseling Both offer medial, mental health counseling, and soon drug treatment</p> <p>Churches taken on that role – add counseling formally?</p>	<p>Drug Free Communities \$, City health department initiative - and relocation of Jones Falls Counseling</p> <p>Police and Courts</p>
<p>Adults have jobs and skills to advance their careers</p>	<p>Partner with OED, Genesis Jobs, and/or others for:</p> <ul style="list-style-type: none"> - job counseling/coaching - Job readiness (Basic Job readiness skills should be taught to adults and kids) - Job placement and retention (genesis jobs) - refer to training and GED <p>Seniors come to help with job counseling?</p> <p>Provide transportation (bus pass, etc) to interviews, and/or training programs.</p> <p>Lists of available jobs in Hampden posted on Community website.</p> <p>Establish computer training center and classes (larger than 3 computers)</p> <ul style="list-style-type: none"> - GED classes – at HFC now 		<p>Spring 2007</p> <p>Spring 2007</p> <p>Spring 2008</p>	<p>Based in HFC – bring in Genesis Jobs, OED, STRIVE/CFWD, DORS and others as partners / providers</p>	<p>Start with information session from these entities to decide how it can all work together</p> <p>Computer center start at Community Campus in 2008</p>
<p>Day care is provided for families</p>	<p>Do a census of existing licensed providers. Post list of providers in the community.</p> <p>Add 24-hour day care center in Hampden so that families can leave their kids in order to work.</p> <ul style="list-style-type: none"> - ensure certified center - have Seniors also come to 		<p>2008</p>	<p>Churches? Microenterprise dollars for one started locally, in Hampden</p>	<p>Currently one in Woodberry</p>

	help				
Community members support each other through the Time Exchange program	<p>Develop an inventory of people in the community who can help with other services like cleaning, home improvement, baby-sitting, etc.</p> <ul style="list-style-type: none"> - only coordination needed is the list and people access and ensure exchange - Outreach (block captains/neighborhood network) to ensure people are listed and use the list. (place on HCC and HFC websites as well) 	Summer 2007	Fall 2007	HFC	

Goal 2: Teens are active and productive members of the community

Objective	Action Item	Start Date	Implement Date	By Whom (committee, etc)	Notes / potential resources	
Youth take advantage of workforce opportunities and build "Hampden Kids for Hamden Businesses"	Send 10 kids a year to Youth Works summer program	Summer 2007	Each year	Based at the Hampden Family Center		
	Build entrepreneur / Apprenticeship program to start up businesses (think about micro enterprise – like Bike shop, or Sylvan Beach model – or tree stewards, trash/recycling model – <i>see Clean, green, safe component</i>)	Spring 2007		BIR (see <i>Strong and Diverse Local Businesses Component</i>)	Work with Morgan State's Business resource center program – "entrepreneurs go to school program" and build on ACCEs and CLLP program	
	Build entrepreneur / apprenticeship program to work with merchants and industry	Spring 2007	Summer 2007 in time for out of school.	BIR	- need coordinator for training. (ACCE has, but may not be able to serve Hampden only)	
	Provide free access to the Internet – basic word processing and computer skills training classes	Now at Emmanuel's Rock and HFC		2008 Community Campus	Community Campus Coordinating Council	Bill Gates \$, Power UP program, etc.
	Scholarship is established for teens who train here and stay in Hampden			Education Committee		Access to Computers at Hampden Library
Middle school and teen visual art projects are portrayed in galleries, and youth perform in the	<p>Provide Art classes/Studios – in Recreation Center? Poole? Other? Community Campus</p> <p>Photography classes</p>	Fall 2007	Fall 2008	Artists, Community Campus Coordinating Council	ACCE in Poole middle school students there too until 2008 fall.	

community theatre	Community theatre in the Recreation Center – (see <i>community cohesion component</i>)				
Dances are a frequent part of Hampden life	See <i>community cohesion component</i> Add to those at Emmanuel's Rock	Fall 2006	Ongoing	Roosevelt Recreation Council	Keep Emmanuel's Rock as the Teen's space
Middle school kids have support and fun they need in order to stay in school through high school	Teen programs and counseling Teen support groups and one-on one counseling Mentoring to make sure middle school students get to high school and stay there. - ACCE high students mentoring middle school students during the transition, and elementary/middle as well. - Big brother/big sister programs (see Education Challenge in the <i>Excellence in Education Component</i>) Straight talk about teens and life Art therapy in group sessions		Spring 2007	Baltimore Medical systems and others HFC to broker relationship - ACCE – Others? Education committee HFC Emmanuel's rock and other teen places	Drug Free Communities grant
Teen pregnancy rates are reduced	Continue and enhance activities that increase Self esteem activities - Girls support groups, Boys support groups - Girls sports leagues, boys leagues - Ensure big Sisters program (join with Education challenge – see <i>Excellence in Education component</i>) and big brothers. - Intern and employment opportunities - Teen one on one counseling - Education on when to say no - Warnings about being teen parents – what responsibilities are, etc. Partner with YANA to provide such services as well		Fall 2007 formal program	HFC to begin Community Campus Coordinating Council	Part of Drug Free Communities Funding Hampden Baseball League Recreation Center and Council

	as work to decrease prostitution. Include Art therapy in group sessions				
Youth sports leagues are successful and have something for all ages	See <i>Community Cohesion Component</i>			Roosevelt Recreation Council	
Kids have a place all their own	Emmanuel's Rock is well known				

**Goal 3: All services to youth, families, seniors and adults are located in the same general area, and are well advertised.
Hampden celebrates the success stories.**

Objective	Action Item	Start Date	Implement Date	By Whom (committee, etc)	Notes / potential resources
All groups and services are connected and coordinated, and all residents know the resources provided in the community Programs and supports are seen as a strength in the area	Coordinated marketing internal to community (<i>see Community Cohesion Component</i>) - Community website and newsletter as well as individual newsletters - Kids as the ambassadors and word of mouth - Church bulletins have announcements of activities Block Captains know the resources that are provided See Block Captain program in the <i>Cohesion Component</i>)	Summer 2007	Each year	HCC/HVMA/ Education HDI – coordinated campaign with all.	Volunteer Maryland HDI – Drug free Communities initiative
The Community Campus is created with the central office in the Poole building/ and includes Recreation center/ and other nearby sites Community Schools model (Community school = school with part of building for community use.)	Phase I – Attention Deficit and Hyperactivity Disorder (ADHD) placement and other testing for adults and kids. Phase II – Opening of Recreation Center Phase III. - Artist studios, GED, etc other class rooms, etc. in Poole School Family support – parent classes, human resources/case management, all located there and/or in partnership	2006 planning 2006 summer Fall 2006 planning begins. 2006 collaboration	2007 imp. 2008 when transition completed Transfer to campus in 2008	Community Campus Coordinating Council All	Community in Schools \$ (Family League of Baltimore - Learning Inc applies Phase I, and CLLP or ACCE Phase II Community schools grants - Phase II CLLP or ACCE Family Support Services grants through Safe and

	with HFC location (see <i>Strong Youth, Adults and Families Component</i>)				Sound Campaign
Community Campus expanded to Hampden Elementary/Middle school	Phase IIIb Possible expansion / creation of certain programs for parents at the school – Get a playground for the school since does not have one.	Fall 2008		Education Committee – Community Campus Coordinating Council	Family Support and community schools grants After full transition from Poole? School Improvement capital money.

Goal 4: Seniors have a place to call their own, and also are an important and celebrated part of the community

Objective	Action Item	Start Date	Implement Date	By Whom (committee, etc)	Notes / potential resources
A senior center is placed in an area close to 36 th Street where the action is	Instead of new center – utilize St. Mary’s Outreach Center – in partnership with Union Memorial, Action in Maturity, etc – provide the health, human resource, financial help for Seniors AS WELL AS arts and crafts, etc. Think about new senior center	2007 Plan	2009	St. Mary’s Outreach – get artists involved here At first – where?	Utilize St. Mary’s Outreach Center – in partnership with Union Memorial, Action in Maturity, Capital bond for new building
Seniors are involved in the fabric of the Community	Actively seek seniors to be involved in kids activities (recreation leagues, Arts classes, tutoring, etc) Connect seniors with internet so that they can participate in on-line community Recruit seniors as volunteers for the Hampden schools Get involved with Bowling Alley idea (see <i>Community Cohesion Component</i>)	Fall 2006	Fall 2008	Churches, and HFC, St. Mary’s Outreach services	Towson University Senior Net program Hampden Library Branch Hampden Family Center
Seniors tell Hampden’s stories	Add Senior column in <i>Historic Hampden Happenings</i> Newsletter – telling history. Add Senior story telling – and HAMPDEN history during community events and other venues. see <i>Community Cohesion Component</i>	Summer 2006	Summer 2007		

Component 6

Excellence in Education

RESULT: We believe that education is the foundation for our successful community. Hampden’s students are top quality, with test scores exceeding the national average. There are no dropouts. We value the public schools in our area and work hard to make them great. We ensure our children enter school ready to learn and that they have the opportunity to participate in engaging after-school activities. We have our own school for Hampden high school students. Hampden retains community use of the Poole building and has established a Community Campus. Hampden has a place for its students and their families that is friendly, active, and engaging.

Goal 1: Education is the highest priority in Hampden. The entire community – schools, children and youth, parents/guardians, merchants, religious communities, and others are involved.

Objective	Action Item	Start date	Implement Date	By Whom (committee, etc)	Notes / potential resources
<p>“Education is the foundation for a successful community” is a local campaign to foster value of education.</p>	<p>Provide information on local schools needs/ successes/activities and educational materials for block captains to distribute (see <i>Community Cohesion Component</i> for block captains idea)</p>	Fall 2006	Jan 2007	HCC Education Committee	<p>ALL – Baltimore Community Foundation Fund for Education</p>
	<p>Have section in Hampden Happenings Newsletter and other publications about achievements of students (scores, scholarships, etc).</p>	Summer 2006		HCC Education & Newsletter committees	
	<p>Establish Appreciation Day once a month where teachers/Admin/Volunteers can get discounts at local shops and restaurants.</p>	Summer 2006	Fall 2007	HCC Education Committee and HVMA	
	<p>Hold Community Appreciation Day for Student Achievement.</p>		Fall 2007	HCC Education Committee	
<p>All entities work together for the good of Hampden’s kids.</p> <p>HCC Education Committee established to advocate, coordinate activities – and assure students have what they need from the community to succeed</p>	<p>Local Schools communicate successes to Education Committee and work together toward coordination.</p>	Fall 2006	Fall 2007	Education Committee	<p>Local Advocacy, accountability, and cooperation continues</p>
	<p>Increase parent engagement by building a stronger PTO at elementary and middle school level</p>	Fall 2007		Baltimore Education Network to help	
	<p>Address issues that effect student success, (e.g. violence, test scores, teacher quality, etc.</p>			Baltimore Education Network to help	

All community members are involved in schools in some way as part of the Education Challenge After school activities are available for all students	(Volunteers, Tutors, upkeep and maintenance of school, teachers aides, Artists with art classes, Merchants and mentors offer apprentices, etc.) Such a project will need a group /person to broker the relationships, help support the relationship when needed, etc	Start planning 2006	2007	Baltimore Education Network , HCC Education Committee Volunteers–through Education committee	Abell Foundation Family League of Baltimore City: Youth Places, A-Teams and BOOST Grants (afterschool and skill building programs.) - Consider Volunteer Maryland program
The Community Campus is created at the Poole building and includes Recreation Center/ and other nearby sites Community Schools model (Community school = school with part of building for community use.)	Phase I – Attention Deficit and Hyperactivity Disorder (ADHD) placement and other testing for adults and kids. Phase II – Opening of Recreation Center Phase III. - Artist studios, GED, etc other class rooms, etc. in Poole School Family support – parent classes, human resources/case management, all located there and/or in partnership with HFC location (see <i>Strong Families Component</i>)	2006 planning 2006 summer Fall 2006 planning begins. 2006 collaboration	2007 2008 when transition completed Transfer to campus in 2008	Community Campus Coordinating Council All	Community in Schools \$ (Family League of Baltimore - Learning Inc applies Phase I, and CLLP or ACCE Phase II Community schools grants Phase II CLLP or ACCE Family Support Services grants through Safe and Sound Campaign
Community Campus expanded to at Hampden Elementary/Middle school	Phase IIIb Possible expansion / creation of certain programs for parents at the school – Get a playground for the school since does not have one.	Fall 2008		Education Committee – Community Campus Coordinating Council	Family Support and community schools grants After full transition from Poole? School Improvement capital money.

Goal 2: Hampden is involved in changing and improving the way the Baltimore City Public School System works.

Objective	Action Item	Start date	Implement Date	By Whom (committee, etc)	Notes /potential resources
Improvements are in place throughout Baltimore's school system as a result of our advocacy	Advocate for better Zone schools – Join with other Baltimore groups with the same goal (Baltimore Education Roundtable, etc) Partner with other groups	Collaborate 2006	Campaign 2007 spring	HCC Education Committee	Volunteers, BEN classes for parent organizing start quarterly

	to promote a joint agenda				
Zone schools implemented system wide, and there is a zoned High School in Hampden	<p>Advocate for bringing Zone Schools back to Baltimore</p> <p>Campaign for Zoned Hampden High - make case in terms of transportation issues, education and parent involvement issues, etc.</p>	Dec 2006	<p>Advocacy in Dec</p> <p>Zone high school opens 2011.</p>	HCC Education Committee	Make case based on issues like high absentee/drop out rates, transportation needs, parent and community engagement, etc.

Goal 3: Hampden's elementary and middle school aged children are fully enrolled, have the highest test scores in the state, and are looking forward to high school.

Objective	Action Item	Start date	Implement Date	By Whom (committee, etc)	Notes / potential resources
Hampden Elementary is Hampden Elementary / Middle (Pre-K to 8) school by 2008		Fall 2006	Fall 2008	BCPSS	Already approved by Baltimore City Public Schools system Transition over 3 years.
Every student at Hampden Elem./Middle (Pre K to 8) has a parent or other caring adult engaged in his or her education	<p>School opened after hours for tutoring by parents</p> <p>To meet the Education Challenge, parent volunteers recruit more parent volunteers and recruit community members.</p> <ul style="list-style-type: none"> - Includes volunteers that are not parents but are neighbors that do not have kids and take on the challenge <p>Involve Big Brother/ Big Sister program</p> <p>Students from ACCE and from CLLP tutor, mentor, and spend time with younger students</p> <p>Parents are on the School Improvement Team, and help select administrator</p>			Schools HCC Education Committee and PTO	<p>Involve block captains, Baltimore Education Network</p> <p>Big Brother/Big Sister program</p> <p>Baltimore Community Foundation Mobilization grant and/or Fund for Education</p>
Hampden Elementary/middle school students have a high attendance rate	<p>Parent volunteers and administrators call families when student not in school.</p> <p>If not in school for a</p>	Accountability in 2006		Schools HCC Education Committee and PTO	

	while, then call DSS and DJS to report as truant.				
Apprenticeship and extracurricular activities are available and/or required for all middle school students	Activities could be sports league, classes, community theatre work, student leadership, local businesses provide apprenticeship opportunities etc. Similar to Service learning requirements?	Fall 2007		Community Campus Coordinating Council Local businesses HCC Education Committee	
Human resources and case management are available for parents of middle school/elementary school kids	(see community campus and <i>Strong Youth, Adults and Families component</i>)	Start in partnership with HFC 2006	Transfer to Community Campus 2008	See Community Campus Coordinating Council Learning Inc.	Community schools (see goal 1)

Goal 4: Hampden's high school aged teens are fully enrolled, experiencing successes, graduating with top honors, and looking forward to college and/or career-oriented training. Our successful graduates eventually come back to Hampden to live and work in the community, and to raise their own families.

Objective	Action Item	Start date	Implement Date	By Whom (committee, etc)	Notes / potential resources
Every high school student has a parent or other caring adult actively engaged in his or her education	School opened after hours for tutoring by parents To meet the Education Challenge, parent volunteers recruit more parent volunteers and recruit community members. - Includes volunteers that are not parents but are neighbors that do not have kids and take on the challenge Involve Big Brother/ Big Sister program Scholarship is established for teens who train here and stay in Hampden	Fall 2007		HCC Education Committee Schools	See resources in Goal 3 (previous goal) (see Goal 1 for Education Challenge)
Hampden High School is helping Hampden's youth stay in school, achieve success, and plan for the future	Zone School established (see Goal 1)	Advocate Dec 2006	2011 install	HCC Education Committee working with BCPSS, city and community	Want to be able to choose our principal, and teachers, have to serve Hampden youth only
Apprenticeship and extracurricular activities are available and/or required for all High school students	Activities could be sports league, classes, community theatre work, student leadership, and must be developmentally	2006/2007	2007	ACCE CLLP Local Merchants	(see Goal 1 for Education Challenge)

	appropriate for high school aged youth. Apprenticeships must provide real-world experience that can lead to further education and/or career exploration			HCC Education Committee	
Human resources and case management are available for parents of high school kids	(see Community Campus idea in <i>Strong Youth, Adults and Families Component</i> for details of programs	Start in partnership with HFC 2006	Transfer to Community Campus 2008	Community Campus Coordinating Council	Baltimore Community Connections can provide support

Component 7

Transit and Parking – Business and Residential areas

RESULT: Hampden has an active transit system connecting all parts of the neighborhood. Anyone has the ability to get to any part of the area via public transit, Hampden Transit, walking and biking. Parking is available for residents. Parking for visitors is available and accessible.

Goal 1: The Hampden Transit System travels to all the major commercial areas, light rail, and bus stops in a timely manner. It serves those who require transit to get to work and to shopping, as well as those who choose to ride transit for the convenience.

Objective	Action Item	Start date	Implement date	By Whom (committee, etc)	Notes / potential resources
Hampden Transit or Community Shuttle (using Shuttle Bug name) is established	Add routes and frequency to the current Hampden Shuttle service. Operate vans rather than expensive busses <ul style="list-style-type: none"> - Smaller vans – like the MTA Mobility vans – 20-30 passengers - ADA accessible Ensure a wait time of only 10-20 minutes (rather than 30) at a stop	Planning routes, signage and partnerships Early 2007	Summer 2008	HCC, HVMA, MTA, & other partners	Stick with the Hampden Shuttle for now – Woodberry light rail stop is now reopened and should see an increase in ridership (Check with MD Department of Transportation) Broker agreement with private company (Yellow Transportation or Hybrid Vehicle dealer/mfr) And also see what MTA can do (possibly as part of Environmental Benefits District)
Hampden Transit connect the residential and commercial areas, as	Possible stops are: (see map) Woodberry light rail 36 th and Buena Vista				# 98 and 91 are taking the place of Shuttle Bug now, since light rail was

well as MTA bus stops and the Woodberry Light Rail station	Robert Poole Lot/Recreation Center 36 th and Falls 36 th and Roland 34 th and Roland 33 rd and Chestnut 34 th and Keswick 36 th and Chestnut 40 th and chestnut Rotunda development 41 st and Roland 3838 or 3939 Roland 37 th and Falls Steiff Silver Clipper Mill Development Johns Hopkins University				closed, now reopened – new stops on the Hampden Shuttle Bug. MDOT for coordination and Transit Oriented Development dollars since it also provides access to and from the Woodberry Light Rail station.
Hampden Transit services major business areas near the neighborhood	Loop to Steiff Silver and Mill Valley Garden Center during morning, lunch, mid-afternoon and after work hours (brings people to the 36 th street area during those times) Loop and 2 stops in Remington once Hampden’s commercial areas are better served (Green school, commercial areas, and access to 28 th /29 th streets) (peak & weekends only – Off peak hours not available and/or not as frequent)				MDOT for coordination and Transit Oriented Development dollars since it also provides access to and from the Woodberry light rail station

Goal 2: All residents and visitors are able to walk along well-lit and well-kept streets, and traffic congestion is minimal

Objective	Action Item	Start Date	Implement date	By Whom (committee, etc)	Notes / potential resources
Pedestrian lighting is in place on all major streets	Improve existing lighting, and add additional lighting. All of Falls Road from 40 th to highway entrance Other streets/areas to be determined				Park Plan has some included Falls Road Scenic byway money CIP Roland and 38 th street done by Rotunda owners
Bike Trail Plan implemented	See map				
Well-maintained streetscape makes the area appealing and inviting.	Street scaping includes planters, plants, sidewalks, etc – need stewards – Merchants and Clean & Green – see <i>Strong and</i>			HVMA, and HCC’s Clean & Green Committee for stewards	CIP, Parks and People, TIF and other donations/grants

	<i>Diverse businesses, and Merchants and Clean, Green, and Safe Components</i>				
Traffic calming measures are installed in high-traffic and high-speed areas	Roland and 38 th street – have a traffic island in the middle of the street with Welcome to Hampden sign				
Intersection of 41 st and Falls has a great traffic flow	Re-do traffic pattern. Consider turn lanes				CIP, Eminent domain

Goal 3: Parking is easily available to visitors – parking is concentrated on wider streets near business areas

Objective	Action Item	Start Date	Implement date	By Whom (committee, etc)	Notes / potential resources
Reverse Angle Parking in areas where people will most likely park (residential areas as well)	Reverse angle parking on 3300 and 3400 blocks of Chestnut Ave 800-900 blocks of 36 th street and 3600-3900 blocks of Roland Ave (note – complies with Bike Plan)	Now	2006 & onward	Parking Committee petition, City make it happen	Parking Authority
Three more parking lots	Poole Lot – school use by day, business by evening and weekend Public Parking Lot behind the former Mamie’s Café on 36 th St. Explore commercial property on Keswick for public parking Explore head-in alley parking 3100-2900 Keswick		2006 2007	City	Parking Authority

Goal 4: Parking is easily available and close to residents home in the day and evening hours

Objective	Action Item	Start Date	Implement date	By Whom (committee, etc)	Notes / potential resources
Residential parking permits in place (5pm – 8am)	See map Keswick between 33 rd street and 40 th street			Parking Committee petition, City make it happen	

	All of Elm and all of 38 th street and all of 37 th street				
Several spaces are added in residential areas	<p>Create list of existing truck loading zones. Remove outdated loading zone designations.</p> <p>Create list of existing, but not used, curb cuts. Convert curb cuts to curbs (so that people do not think it's a drive way and not park there)</p> <p>Explore publicly owned properties on 3400 and 3500 block of Keswick</p>			Parking Committee petition, City make it happen	CIP CIP
Reverse angle parking in some residential areas	<p>W 33rd street from Beech to Chestnut south side</p> <p>1300 Berry Street if BCPSS allows cutting into their unused property – back of Poole School here.</p> <p>Potential 1200-21400 of W. 36th street South side</p> <p>East side of Buena Vista from Union to 41st.</p>		2008	Parking Committee petition, City make it happen	Parking Authority

Part VII: Appendices

- A. Names and descriptions of programs and resources referred to in the document
- B. General terms used
- C. Map of proposed parking lots and routes proposed for new Hampden Transit System
- D. List of Contents of Resource Notebook (A Resource Notebook has been provided to the Hampden Community Council that contains the complete transcripts of the meetings, the input that makes up this Plan, a record of the process, and more)

Appendix A: Definitions

The After-School Institute has been helping after-school programs achieve the highest standards of performance since 1999. They work to strengthen the support system among after-school providers, families, teachers and community organizations.

The organization offers providers the training they need to meet quality standards established by the Baltimore After-School Strategy (safe and sound campaigns). These standards reflect the commitment to nurturing the talents and strengths of each child. Quality after-school programs should provide children with a safe, healthy atmosphere where they can explore new activities and ideas, and build supportive, one-on-one relationships with both adults and peers. Through the after-school programs that are part of the network, children and youth will have the confidence, self-respect, awareness and decision-making skills that will serve them in school and in life. Funding and program ideas are available through this group.

Americorps program- AmeriCorps is a network of local, state and national service programs that connects more than 70,000 Americans each year in intensive service to meet the country's critical needs in education, public safety, health and the environment.

AmeriCorps members serve with more than 3,000 nonprofits, public agencies, and faith-based and community organizations. Since 1994, more than 400,000 men and women have provided needed assistance to millions of Americans across the nation through their AmeriCorps service. AmeriCorps opens the door for citizens to serve in a variety of ways. Through their service and the volunteers they mobilize, AmeriCorps members address critical needs in communities throughout America, including

- Tutoring and mentoring disadvantaged youth
- Fighting illiteracy
- Improving health services
- Building affordable housing
- Teaching computer skills
- Cleaning parks and streams
- Managing or operating after-school programs
- Helping communities respond to disasters
- Building organizational capacity

Full-time members who complete their service earn a Segal AmeriCorps Education Award of \$4,725 to pay for college, graduate school or pay back qualified student loans. Members who serve part-time receive a partial award. Some AmeriCorps members may also receive a modest living allowance during their term of service.

AmeriCorps*VISTA (Volunteers in Service to America) provides full-time members to nonprofit, faith-based and other community organizations, and public agencies to create and expand programs that ultimately bring low-income individuals and communities out of poverty.

Through AmeriCorps*VISTA, ordinary people provide extraordinary service in more than 1,200 projects nationwide. AmeriCorps*VISTA members leverage human, financial and material resources to increase the capacity of low-income communities across the country to solve their own problems. When VISTA members complete their service, they leave behind lasting solutions to some of the country's toughest problems.

Since 1965, more than 140,000 Americans served through VISTA. Today, nearly 6,000 AmeriCorps*VISTA members serve throughout the country—working to fight illiteracy, improve health services, create businesses, increase housing opportunities, bridge the digital divide, and strengthen the capacity of community organizations.

Public, private, community or faith-based nonprofit organizations, as well as local, state or federal agencies can apply to obtain a Vista member. AmeriCorps*VISTA members spend at least one year in full-time service. The program encourages them to mobilize volunteers to address the needs of low-income communities. All projects

focus on building permanent infrastructure in nonprofit organizations to help them more effectively bring individuals and communities out of poverty.

Baltimore Education Network (BEN) –BEN’s vision is that the public school system will provide a consistently excellent education to students, as families, youth and community act as true partners in the education process and its decision-making. The mission of BEN is to support families, youth and community in creating the agenda for how their schools can improve, and using their individual and collective power to move this agenda. BEN provides access to education information, enhances participants' skills through training and workshops, and works to help people and organizations talk to each other and take action. BEN’s goal is to organize more than 4,000 parents by 2008 to participate in this decision-making.

Baltimore Education Roundtable (BER) - The Baltimore Education Roundtable is a dynamic group of parents, activists, educators and students leading the revolution needed to improve the schools. The most monumental component of the revolution is changing the mindset of the city to make sure that education is the first priority. They fundamentally believe that education is the foundation for a successful city.

Business Improvement District (BID) is related to a Community Benefits District (CBD). It is a district where property owners (and in the case of communities, the homeowners) pay a surcharge on their property taxes, and the amount of the surcharge goes to a management authority designated by those in the designated district to manage. It is generally targeted to supply clean and safe services, as well as make the area in general more attractive. Services are supplemental to the services provided by the city and are not substitutes for city services. Examples in Baltimore include Downtown Partnership (BID) and Midtown Community Benefits District (CBD). There are three in Baltimore, and the state has allowed six total.

Business Information Resource (BIR) –Partner with a local business resource center (BRC). BRCs contain information on starting up businesses, budget, financing, business plans, lending opportunities, incentives, access to capital to upgrade facades or expand businesses. The services are provided through one on one counseling, workshops, and on-site visits. Some BRCs also create business by fostering local entrepreneurs, and helping potential businesses find space in the area, and lure specific businesses to come to the area. In this case, Hampden would partner with an existing BRC to provide workshops and one-on one counseling on site to keep the current merchants, enhance those businesses here for years, build new local entrepreneurs, and in general strengthen the business areas.

Baltimore Medical Systems – The building on 36th Street and Falls Road that provides clinical physician care, mental health and other services, this is the place where most likely drug treatment in the form of beuprinorphin would be provided. It is part of the Baltimore Medical Systems network and public health network of the Baltimore City Health Department.

Capital Improvement Projects Budget (CIP) – City budget for capital improvements. This is the budget from which infrastructure repairs are paid for, as well as streetscape, lighting, and other physical costs. It is generally a good idea to package all the CIP requests into one request for the neighborhood.

Charter Schools – Charter schools are nonsectarian public schools. Publicly funded and open to all students with no admission testing or screening, each school has a charter, or performance contract, detailing its program, goals and methods of assessment. Charter schools operate with increased autonomy in exchange for accountability. They manage the finances, and some has particular academic specialties. They are accountable for both academic results and fiscal practices to several groups including the authorizer that grants the charter (MSDE), the parents who choose to send their children to the school and get involved with their education, and the public that funds them.

Community Campus – Using the Community Schools model, the schools would be used for education and also for community use, like human services, art classes, workforce development, helping families and more. The Community Campus refers to the idea of having these programs, as well as enhanced learning programs and recreation programs in the same area as the Poole School, the recreation center, CLLP and Learning Inc. to create a “community campus.” (ACCE will be located in the Poole School, and the rest of the building is designated for

community use). Parents in need of the services with children in the Hampden Elementary and Middle School will have part of the campus near them as well.

Community Campus Coordinating Council – A group that includes the HCC Education Committee, parents, HFC, CLLP, ACCE, Department of Social Services, Learning Inc. and others who work with the schools to implement the Community Campus.

Community Development Corporation (CDC) – A nonprofit organization that has special access to capital for local economic and community development functions (such as acquisition of and renovation of homes, businesses, etc.) The CDC can perform these functions. Examples include Belair Edison Neighborhoods, Midtown and Patterson Park CDC.

Community Development Financial Institutions (CDFIs) – Baltimore has one. **CDFIs** are private sector, financial intermediaries with community development as their primary mission. While CDFIs share a common mission, they have a variety of structures and lending goals. There are six basic types of CDFIs: community development banks; community development loan funds; community development credit unions; micro-enterprise funds; community development corporation-based lenders and investors; and community development venture funds. All are market-driven, locally controlled, private-sector organizations.

CDFIs measure success by focusing on the “double bottom line,” or the economic gains and the contributions they make to the local community. CDFIs rebuild businesses, housing, voluntary organizations and services central to revitalizing poor and working-class neighborhoods. The positive effect that CDFIs have on their communities should not be underestimated.

Not only do local organizations make the decisions about how to best meet community needs, the ripple effects of CDFI activity bring responsible homeowners, locally owned businesses, neighborhood facilities, first-time savers and other positive benefits to communities that reach far beyond the financial bottom line.

CDFIs supply the tools that enable economically disadvantaged individuals to become self-sufficient stakeholders in their own future. These tools include providing financial services, loans and investments; offering training and technical assistance services; and promoting development efforts that enable individuals and communities to effectively use credit and capital. Rebuilding communities and making loans to people with limited or poor credit histories requires more than simply providing access to conventional loans. It requires the flexibility to adapt lending guidelines to the needs of borrowers; to accept unconventional collateral for loans; and to provide education, training, and assistance to potential borrowers.

CDFIs conduct a wide range of financial activities. Community development credit unions and community development banks supply underserved communities with traditional retail banking services like savings accounts and personal loans. Microenterprise development loan funds provide small amounts of business capital to small scale entrepreneurs.

Community development loan funds lend to build businesses, affordable housing and community facilities. Community development venture capital funds provide equity and management expertise to small, often minority owned businesses that promise rapid growth. CDFIs rebuild local economies by increasing the ability of ambitious entrepreneurial people to act in their own economic self-interest. (from CDFI website)

Community Investment Tax Credit Program (CITC) - CITC fosters nonprofit and private sector partnerships by providing incentives for businesses to support community projects. Over the past 10 years, tax credits have been awarded to support more than 250 nonprofit projects. This occurs through the state awarding allocations of state tax credits to the sponsoring nonprofit organizations to use as incentives for business contributions. Any business may reduce its Maryland tax liability by contributing cash, goods or real property to support CITC projects. Contributions of real property are limited to designated nonprofits that sponsor community activities beginning with state fiscal year 2007 awards. The State Department of Community Development (DHCD) must authorize the real property donation before the contribution transaction. Contributions of services are not eligible for tax credits.

The business earns credits equal to 50 percent of the contribution, in addition to deductions on both state and federal taxes as a result of the charitable contribution.

Nonprofit organizations may apply for up to \$50,000 of tax credits to support operating costs and/or capital projects involving education and youth services, literacy and job training, arts and culture, neighborhood and business district enhancement, development of affordable housing, and economic development and tourism. Projects must be located in or support residents of Priority Funding Areas. (Maryland.gov website)

Community Legacy Program - A program of the Maryland Department of Housing and Community Development (DHCD), is designed to assist urban neighborhoods, suburban communities and small towns that are experiencing decline and disinvestment, but have the potential, with modest public and private investment, to be vibrant places to live and work. Indications of decline include dropping property values, population loss, decreasing income and education levels, and increasing housing and commercial vacancies. Indications of community strength include proximity to transportation or commercial town centers, major employers and educational institutions; partnerships with local banks, businesses and community organizations; and community leadership.

Older communities have the potential for a beauty and spirit that is nearly impossible to build new. If existing communities can attract families and businesses, Maryland's goals can be achieved. Towns and cities will be vibrant centers of community, thousands of acres of farmland and open space will be protected from development, and taxpayers will not be asked to meet the social and economic costs of abandoned communities while simultaneously meeting the costs of new growth.

The program provides flexible capital and operating resources through annual competitive funding rounds to assist local governments and their nonprofit partners in planning and realizing comprehensive community revitalization initiatives. It is intended to fill key gaps in state support for such efforts. The Community Legacy Program also has a Neighborhood Intervention component that has three distinct categories: Community Development Financial Institution (CDFI), Demolition, and Redevelopment Ready.

CDFI Neighborhood Intervention program. CDFI provides funding to CDFIs to assist in their efforts to provide financial assistance to individuals or business entities that are owner-occupants, community development organizations, or local governments for the purpose of buying properties that are in need of rehabilitation and are located in stable neighborhoods.

Neighborhood Intervention Demolition program provides funding to local governments to demolish properties that are dangerous for use or occupancy, are so deteriorated that rehabilitation is not feasible and are located in stable neighborhoods.

Neighborhood Intervention - Redevelopment Ready program provides funding for projects sponsored by a local government for the purpose of demolishing improvements on property to prepare the property for revitalization, redevelopment or re-use as part of a redevelopment plan.

The Community Reinvestment Act (CRA) was established by Congress in 1977. The Act requires financial institutions to help meet their communities' needs through safe and sound lending practices, and by providing retail banking and community development services. Specifically, it requires that deposit-taking financial institutions offer equal access to lending, investment and services to all those in an institution's geographic assessment area at least three to five miles from each branch. In the case of large banks with many branches, the geographic area may encompass an entire county or even a state.

Before the CRA, many bankers excluded low-income neighborhoods and people of color from their lending products, investments, and financial services - a practice known as "redlining". Community activists coined the term when they discovered that the failure of banks to make loans in some low-income neighborhoods was so geographically distinct, that it was easy to draw red lines on maps to delineate the practices.

Since its passage, the CRA has been used across the United States to win tens of billions of dollars in new lending, investments, and services for communities. The National Community Reinvestment Coalition tracks more than \$1 trillion dollars in community reinvestment pledges nationally. These pledges are explicit investments in equitable development goals, and finance many tools in this toolkit. Federal regulators monitor whether banks and thrifts are fulfilling their CRA obligations. By law, these federal agencies must regularly review the CRA and educate these

institutions about successful CRA programs in other parts of the country and suggests other ideas that might help develop the community.

A 1990 amendment requires that CRA ratings be made public. Each bank or thrift must maintain a public file that contains the public section of its most recent CRA performance review, a list of its services and branches, written comments from the public, and certain other information. (from federal reserve bank website) (CRA) Patapsco Bank, Provident, Bank of America (have to make CRA contributions...)

Community Schools - Defined by the Baltimore City schools system as the school building used for school and other uses (i.e. human services, workforce development, etc.) Different from zoned schools.

Department of Juvenile Services, (DJS) Department of Social Services (DSS) - City agencies – among their many roles, in this case regarding education, they are supposed to work with the schools to enforce the laws about truants, and supply the necessary supports.

Department of Social Services (DSS) - City agency that provide case management services, as well as direct services for children youth and families.

Drug Free Communities – Federal dollars available for moving forward on drug treatment and surrounding services, as well as creating the environment that does not tolerate drugs – and yet creates a supportive atmosphere where prevention is key. The Hampden Drug Initiative applied for these dollars, and if accepted – the ideas about the block captains will be enhanced, and drug treatment using buprenorphin and mental health services would be implemented. There are other initiatives and funding options if this set of dollars falls through.

Enterprise Zone – (EZ) – if businesses are located in these zones, they are eligible for property tax credits on improvements, new hire employment tax credits – local hiring, and homeowners can also benefit with property tax relief on investment in their homes. Currently, only the immediate Jones Falls area is included, and so Hampden proper would have to apply to expand the district.

Entrepreneurs go to School program – Morgan State University – Youth entrepreneurs program to train teen on becoming entrepreneurs by teaching the basics of writing business plans, budgeting, and management. The program helps new ideas blossom. The program also trains employers and adults on proper ways to mentor and train youth for this purpose.

Environmental Benefits District (EBD) – No surcharge is assessed. Areas apply for such designation. These are areas designed to foster good environmental practices, and target state government and other resources to do this. The EBD areas enable pro-active approaches address specific issues such as traffic issues, social issues, and economic development, and can do so in a sustainable way. Working relationships between the areas and the state help foster good communication, understanding, and a one-stop –shop approach.

Genesis Jobs - Their mission is to guide men and women along their personal paths by helping them seek, find, and keep suitable, fulfilling employment. These men and women desire good work but lack adequate education, work skills, experience, and access to opportunities. Operating much like an executive search firm, GenesisJobs brings together employers and the candidates who have demonstrated through our coaching process the qualities necessary for employment - attendance, punctuality, and retention. Since its inception in 1985, Genesis Jobs has helped over 3500 people find jobs. Genesis Jobs employs a three-phased approach in preparing applicants for their job search:

Phase 1: Job-Readiness Coaching - Each GenesisJobs client is assigned a personal Job-Readiness Counselor. Clients meet with their Counselors on a weekly basis.

Phase 2: Employer Partnership - The GenesisJobs process includes contacting area employers in the network on behalf of clients, arranging interviews, and sharing post-interview feedback from potential employers.

Phase 3: Post-Hire Follow-Up - Once a client obtains a position, a GenesisJobs volunteer Follow-Up Counselor initiates and maintains regular and frequent contact for a full year. The Counselor and client

together anticipate and address the opportunities and challenges that may enhance job performance and job satisfaction. The Follow-Up aspect of the GenesisJobs process contributes to a job retention rate of 50% at the same job through the first year of employment, seven times the national average for this level of employment.

GenesisJobs is committed to the employer's satisfaction. GenesisJobs is economic development: It is a market-driven approach, not a handout, not charity, not social work. GenesisJobs' applicants are men and women who self-select – they call Genesis, and they want to work.

Greater Baltimore Board of Realtors - Founded in 1858 as Baltimore Board of Real Estate Brokers and Property Agents, the purpose of the Board was to insure that brokers conducted their business ethically. In addition, the Board wanted to enhance the value of real estate.

The Greater Baltimore Board of REALTORS has worked for over 140 years to promote high standards and professionalism in Real Estate sales and law. We have supported our community in its development throughout the greater part of its history.

Serving Baltimore City, Baltimore County, and Harford, Carroll, Howard and Anne Arundel Counties, the Board now has two offices. We provide training, education and arbitration services, and continue to develop the ethical and professional standards of our business.

The Greater Baltimore Committee (GBC) works to improve the business climate of the Greater Baltimore region by organizing its corporate and civic leadership to develop solutions to the problems that affect the region's competitiveness and viability.

The GBC is comprised of leading businesses, nonprofits, educational and civic institutions from Baltimore City and Anne Arundel, Baltimore, Carroll, Harford and Howard counties.

Founded in 1955 by a small group of business leaders that included renowned developer James Rouse, the GBC played a key role in Baltimore's acclaimed downtown 'renaissance' and today continues to focus the considerable resources of its members on strengthening the Baltimore region's business climate.

Hampden Home Office – Possible entity or partnership that would serve as the community's source for information on housing, financing, counseling, legal guidance, provides homeownership education, tenant landlord counseling (or referral), as well as markets homes to new families, and encourages homeownership. – Similar model to the Live Baltimore Home Center, which is Citywide.

Live Baltimore Home Center -A one-stop shop for every thing needed when searching for an apartment or home in Baltimore! Some of this model will be used in the Hampden Home Office. The Live Baltimore Home Center enables people to get information on the unique amenities of all of Baltimore City's 200+ neighborhoods, meet with a licensed preferred real estate agent, apply for a mortgage loans (when at the Center), search home listings , and explore incentive programs. Their goal is to market Baltimore to increase the number of people living in Baltimore.

Mayor's Office of Employment Development (MOED) coordinates and directs workforce development initiatives responsive to the needs of Baltimore City employers and job seekers in order to enhance and promote the local economy. The have the Career Center Network is Baltimore City's primary deliverer of workforce development services to job seekers and businesses. The primary goal of the Career Center Network is to provide access to resources, which prepare the local workforce to meet the changing needs of local businesses. As such, the Career Center Network ensures that city residents have easy access to a variety of employment, training, education and workforce development resources available within the region. This is accomplished using a "customer driven" approach to provide services and activities, which enhance the career development process for individuals and bridges the gap between the needs and demands of businesses.

Job seekers and employers turn to the One-Stop Career Center Network for assistance in finding and listing job openings. An integral part of Mayor O'Malley's "Employ Baltimore" strategy, the Career Center Network brings

together a variety of resources to provide comprehensive workforce development services that benefit the entire Baltimore metropolitan region.

The Career Center Network has four (4) One-Stop Career Centers strategically located throughout the city. Each Career Center is staffed with professionals from the Mayor's Office of Employment Development and partner agencies to provide a comprehensive, seamless delivery of services conveniently located in one facility. Direct services are provided onsite for persons who are unemployed, underemployed or employed and for targeted populations such as veterans, disabled persons, senior citizens and youth.

The Maryland Division of Rehabilitation Services (DORS) operates four businesses that help people with disabilities go to work or stay independent in their homes and communities.

- The Office of Field Services prepares people with disabilities to go to work, to stay on the job, or remain independent in the home or community. Rehabilitation counselors in offices throughout Maryland provide or arrange for services that may include career counseling, assistive technology, vocational training and/or job placement assistance.

- The Office for Blindness and Vision Services (OBVS) specializes in service delivery to people whose primary disability is blindness or vision loss. The office also oversees the Maryland Business Enterprise Program for the Blind. This program prepares individuals who are legally blind to operate vending, gift or food service businesses in public facilities.

- The Workforce & Technology Center (WTC) offers career assessment, skills training, job placement assistance, assistive technology services and other medical and support services that prepare people to work or remain independent.

- The Disability Determination Services (DDS) makes medical decisions about disability claims filed by Maryland citizens through the Social Security Administration.

Microenterprise - a business with fewer than five employees and less than \$250,000 in annual revenue. A person on a full- or part-time basis out of a home or neighborhood "storefront" location often operates micro enterprises. They include such as businesses as carpenters, day-care providers, crafts persons, caterers, and service workers. Financing for micro enterprises are available through several state and local governments, as well as banks and other lenders.

National Historic Designated area – Property owners are eligible for tax credits on investments to rehab historic structures in the district – includes homes and businesses

Retail Business District License (RBDL) – Its purpose is to empower business associations to leverage additional private funds to provide for advertising, promotional and related activities. These funds are created by assessments given to each business in the RBDL. Assessments are determined by licensable space and only licensable space may be assessed. Licensable space is the area in which products are displayed or sold, i.e., retail space, counters. Licensable space is not an employee bathroom or the stock room. The assessment amount is left up to each RBDL and varies. Some RBDLs assess a flat fee, others a sliding scale.

In Baltimore, RBDLS get specific services from Baltimore Development Corporation (BDC) and have priority on their loan and grant programs (like the Shop Baltimore loan program that helps with gap financing of businesses) and the Façade Improvement loans. (NOTE - Other financing is available if no RBDL or Mainstreet is formed – Neighborhood Works programs, etc. See Business Assistance Information Packet from BDC)

STRIVE model – create a new program in Hampden or work with Center for Fathers Families, and Workforce Development (CFWD)– In the spring of 1997, The Abell Foundation awarded Baltimore City Healthy Start a grant to replicate in Baltimore the highly successful East Harlem job placement program called STRIVE. The STRIVE model emphasizes attitudinal training, job placement and post-placement support. The program prepares participants for the workforce through a strict, demanding three-week workshop (115 hours) that focuses on sharpening job-seeking and job-readiness skills and improving workplace behavior, appearance and attitude. Upon completion of the training, most STRIVE participants are placed in jobs within three weeks. A key component of the STRIVE program is that its graduates are monitored for a minimum of two years.

Now in its seventh year, STRIVE Baltimore holds 12 training workshops per year, and continues to produce impressive results. In 2003, the program graduated 398 participants, 75 percent (297) of whom were placed in employment; STRIVE graduates who were placed in employment earned, on average, \$8.19 per hour, which translates into \$17,035 per year. STRIVE continues to reach the hardest-to-serve: of its 398 graduates, 54 percent (213) had not received their high school diploma or GED, 21 percent (82) had felony convictions, and 23 percent (93) had misdemeanor convictions. Of those placed in jobs in 2002 and 2003, 70 percent have retained employment for six months or longer, The average cost per placement was \$1,905

The success of STRIVE Baltimore, and the growing recognition that the program needed to expand its capacity to incorporate specialized services addressing the multiple barriers facing non-custodial, low-skilled parents, led the STRIVE Baltimore principals to create a new organization with a mission separate from Baltimore City Healthy Start. This new entity was incorporated in January 1999 as the Center for Fathers, Families and Workforce Development (CFWD). CFWD targets disadvantaged adults (both men and women) to try and meet their employment needs and to provide support services designed to improve the capacity of non-custodial fathers to assume their parental responsibilities. Core services include: (1) Job readiness, placement and follow-up through STRIVE; (2) Structured curriculum groups on parenting; and (3) Provision of one-to-one and group counseling, advocacy and case management.

Targeted Enforcement toward Visible Outcomes (TEVO) – a program of the Baltimore City Department of Housing and Community Development designed to address the blight inflicted on our communities by abandoned buildings on otherwise healthy blocks. Through TEVO, intensified code enforcement and legal action are applied to the owners of more than 6,000 targeted vacant and abandoned properties. The program focuses on buildings that lie on highly occupied blocks, where the rehab or sale of rare vacant properties will significantly improve the quality of life for surrounding residents. The DHCD website has a tool to identify all the properties in the program. This enables investors to track properties and buy them from the City once condemned, as well as neighborhoods to know which houses have been addressed. The Housing Code enforcement office tries to maintain a relationship with the neighborhood so that the homes go to friendly owners.

Tax Increment Finance District – TIF – Bonds on the anticipated tax revenue in a development are floated to provide up-front financing for the development as well as surrounding areas can use for streetscaping, etc.

Volunteer Maryland - Volunteer Maryland builds stronger, healthier communities by empowering all Marylanders to take action. Each year, Volunteer Maryland brings citizens who dedicate one year of their lives to national service in AmeriCorps with nonprofits across Maryland. Such partnerships mobilizes thousands of volunteers to tackle projects that address the environment, education, public safety, homeland security, and human needs across Maryland. Volunteer Maryland is an AmeriCorps program of the Maryland Governor's Office.

Urban Renewal Plan (URP) – Plans adopted to revitalize the physical infrastructure of designated areas.

Zone Schools –children from the immediate surrounding area attend Zone schools. Only public Elementary and Middle schools are Zone schools.

Appendix B: General Terms Used

Results: Each Component has a result to achieve in 5 years. It is a statement of what Hampden wants accomplished so that all will know Hampden is moving toward achieving the Vision.

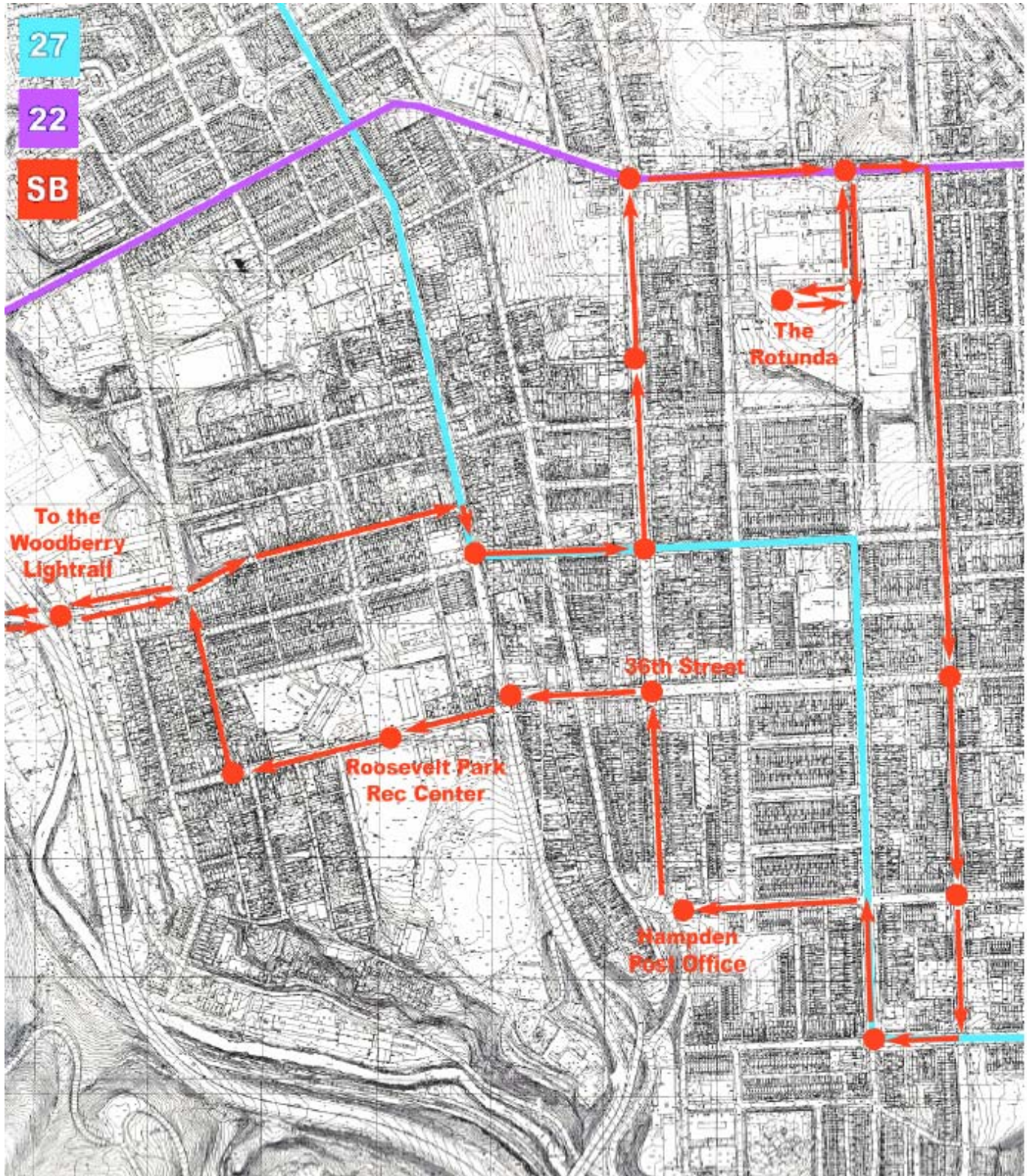
Action Plans are specific plans that detail the Goals, Strategies, partners to engage, who is responsible for making it happen and timelines for implementation. These are the Road Maps to getting things done.

Goals set out the accomplishments that the organization hopes to achieve within a specific time period

Objectives are statements of shorter-term achievements and collections of activities which if achieved constitute fulfillment of the goals.

Strategies/ Action Items are the activities that will be implemented to ensure the goals are accomplished. They answer the question – “What will it take to accomplish our goal?”

Appendix C: Map of proposed Hampden Transit Routes compared with current MTA bus



Courtesy: Mahan Rykiel Associates, Inc. and George Peters, HCC.

Appendix D. List of items Contained in the Resource Notebook

- Section I. Comprehensive Community Plan
Periodic Self Assessment Check list
- Section II Materials from the Hampden Strategic Visioning and Comprehensive Planning Process:
Flyers advertising meetings and focus groups
Summaries of All focus groups
Power point presented during the March 25th Community Forum
List of “Bright Ideas” coming from the Focus groups, Surveys
Headlines listed during the Focus groups and shared during March 25th forum
Individual Vision Statements posted during the March 25th Forum
Initial Action Plans
Report from the Information Collection Phase
- Section III HCC Organizational Plan and work plans
Summary of notes from Sessions
Items in the Board Manual