

W A V E R L Y

COMMUNITY PLAN

MORGAN STATE UNIVERSITY
FALL 2017

Briana Blowe
Alaina Gentles

Jeremy Myers
Latesha Higgs

Julian Roane
Jeremy Weiss

Jaqueline Murray

TABLE OF CONTENTS

01 List of Tables + Figures

02 Executive Summary

03 Introduction

Intro

History

CHAPS

04 Vision + Mission

05 Neighborhood Context

Population

Age

Ethnicity

Household Incomes

Educational Attainment

06 Economics

Existing Businesses

Proposed Enterprises

Renters & Owners

07 Natural + Cultural Resources

Recreation

Open Space

08 Public Health

09 Housing

Household Size

Household Demographics

Vacancy

Financial Features

Rental Index

10 Circulation

Walkability

Modes of Transportation

Daily Street Traffic

Public Transit

11 Development Nodes

Venable Lot

Greenmount Corridor

BGE Substation

Old York RD. Park

12 SWOT Analysis

13 Goals + Strategies

14 Key Partnerships + Funding



WAVERLY

MAPS + FIGURES

Figure1. Waverly CHAPS Map
Figure2. Waverly boundaries
Figure3. Waverly Transit
Figure4. Waverly Traffic
Figure5. Possible Bike Trails
Figure6. Rails to Trails

Image 1. Ellerslie Avenue Corridor Crosswalks
Image 2. Ellerslie Avenue Corridor Residences
Image 3. Pocket Garden, Waverly Elementary School
Image. 4 East 34th Street, Waverly
Image. 5 Venable Lot
Image. 6 Venable Lot Render
Image. 7 Bus shelter
Image. 8 Bus shelter Rendered
Image. 9 Chestnut Hill Park Rendered
Image. 10 BGE Substation
Image. 11 BGE Substation Rendered
Image. 12 Greenmount + 33rd
Image. 13 33rd Street 1
Image. 14 33rd Street 2
Image. 15 33rd Street 3
Image. 16 Greenmount Proposal
Image. 17 Greenmount Proposal- 1
Image. 18 Old York Road
Image. 19 Old York Road Rendered
Image 20. 33rd St Median (Between Ellerslie and Westerwald Avenues)
Image 21. 33rd St Median (Between Westerwald and Frisby Avenues)
Image 22. 33rd St Median (Between Frisby Ave. and Old York Rd.)
Image 23. 33rd St. Median (Between Old York Rd. and Greenmount Ave.)
Image 24. 33rd Street Median Opt.1
Image 25. 33rd Street Median Opt.2

Table 1. Public Health

Graph1. Total Population
Graph2. Gender
Graph 3. Median Age
Graph. 4 and 5. Age Distribution
Graph 6. Race & Ethnicity
Graph 7. Median Incomes
Graph 8. Household Incomes
Graph 9. Educational Attainment
Graph 10. Total Households
Graph 11. Total Families
Graph 12. Average Family Size
Graph 13. Average Household Size
Graph 14. Vacancy Status
Graph 15. Housing Typology
Graph 16. Rooms Per Unit
Graph 17. Housing Construction by Year
Graph 18. 2015 Utility Fuel
Graph 19. Value of Housing
Graph 20. Monthly Housing Cost
Graph 21. Rent Index
Graph 22. SWOT



WAVERLY

EXECUTIVE SUMMARY

The Waverly neighborhood is a unique urban community in Baltimore, MD with a history dating back to 1840. The community was added to the City map in 1911. Predominately residential, the community does have a well established commercial and institutional base surround the perimeter. A portion of Waverly's residential fabric still includes a small number of the historic Victorian homes dating back to the 1800s.

Several interesting facts were uncovered in the review of demographic data. The population has had some fluctuation since 2010. Specifically in 2015 there was a significant increase in population since 2010. An increase of 19.6% to be exact which shows how the affordable housing stock and local amenities of Waverly can still attract new residents even though Baltimore's population dropped 1% in the same timeframe. The gender populations in Waverly are reflective of Baltimore as a whole where the female population out weighs the male population: typically on average by almost 4%. It interesting to point out that in 2015 the gender populations for male and female in Waverly were the same as Baltimore.

The neighborhood is well connected into Baltimore's transportation network. While Waverly is not connected to Baltimore's light rail or metro systems directly, there is good bus transit available in the community that connects to grocery stores, hospitals, colleges, shopping complexes and recreational centers. Waverly is a multi-modal community where the residents take various forms of transportation. According to Baltimore Neighborhood Indicators Alliance 68.4% of residents travel via car, 14.6% take public transportation, 1.1% ride bikes, 4% travel via taxi and just over 1% walk to and from their destinations.

While Waverly has been increasing in total number of households between 2011 and 2015, the total number of families, average family size, and average household size have been in decline, a pattern that mirrors similar demographic groups across Baltimore City. Most of the occupant-owned property in Waverly also utilizes mortgage payments, and has a mode home value of between \$100,000 and \$299,999. Cost of living expenses in Waverly can be categorized as Monthly Housing Costs of occupied units, developed from a distribution of selected monthly costs to owners" for owner-occupied units and the gross rent for renter-occupied units. The majority of monthly housing costs are in the range of \$1,000 to \$1,499 per month.

Taken together, these findings guided the study team toward a particular vision for the Waverly neighborhood. When starting the neighborhood planning process, it is important to identify a strong vision that can guide decisions about the final plan.



WAVERLY

EXECUTIVE SUMMARY

After reflecting on the community profile, visual analysis, business survey, and resident interviews, the study team developed the following vision and mission statements for Waverly:

Vision

Waverly is a historic and well-connected community offering a unique living experience to a diverse group of people. It embodies the best of what Baltimore has to offer. It is a peaceful place where residents and business owners are actively engaged in improving quality of life. Waverly hosts a bustling, far-reaching economic corridor and is a place where you can feel a nostalgic sense of pride. Safer streets, healthy families, economically robust - This is Waverly!

Mission

Waverly strives to improve physical, economic, and social assets to promote a safe and vibrant neighborhood through partnerships with adjoining communities while establishing itself as a hub for rising entrepreneurs and public place-makers. Our three proposed goals are:

- Advance population health through strategically improving community access to locally sourced fresh produced and foods.
- Create collaborative public space to foster productivity within the youth populations.
- Improve local retail corridor to enhance diversity and create job opportunities for members of Waverly.

With this mission statement in mind, we have identified goals, objectives, strategies and an timeframe of short, mid, and long-term implementation timeframe the Waverly Improvement Association, Steering Committee and the Waverly neighborhood as a whole can take to realize this vision. As many of the goals and desired outcomes within the community sometimes overlap, we have consolidated them under four overall categories: Safety, Vacancies, Economic Development, Transportation and Amenities.

We then took the know information and suggested areas (development nodes) of focus in our master plan. These areas are where we feel will maximize the potential of the area and directly address all residents concerns.



WAVERLY

INTRODUCTION

Waverly is a neighborhood located in the Northern District of the city of Baltimore, Maryland. It is a culturally diverse neighborhood with an active community life, creative schools and affordable housing. Located near I-83 and York Road and major bus connections, Waverly provides easy access to Downtown Baltimore, Towson, and the beltway. The Waverley community has a high percentage of home ownership and very active community association.

Waverly has two sub-divisions. Waverly North boundaries stretch to Greenmount Avenue on the west of 39th street as it north, Ellerslie Avenue on the East 33rd Street to the south. The community association for this area is called the WIA, or "Waverly Improvement Association". Better Waverly occupies the east area occupies the area east of Greenmount Avenue, south of 33rd St from 29th street and around the corner to Loch Raven Blvd.

The Waverly neighborhood is also referred to as "Waverly-north" from the area of the historic district overlying Better Waverly. The District captures the architecture and landscape of a Victorian-era village to a turn of the century suburban row home neighborhood. The Architecture is primarily row houses and wood Victorian single-family homes. Some of the latter are in a historic district designated by the city's Center for Historic and Architectural Preservation.

History

When Waverly came into being it was called "Huntingdon," by St. John's Episcopal Church. St. John's Episcopal Church is the community's oldest church, dating from the 1840s. In 1840, the town of Waverly included six buildings all clustered near the 3100 block of York Road: a shoemaker's shop, a corn husk depot, a blacksmith, and three small stone houses. The shoemaker, Jacob Aull, was an immigrant from Bavaria whose sons built the houses in Waverly's first housing boom and whose daughter Louisa became a neighborhood historian. Surrounding this little village, away from York Road, there were the estates, summer houses, arboretums and horse farms of the affluent.

In 1866 a large parcel of land, much of it previously used for pasture and farming, was bought and divided into lots. New avenues were laid out. More houses were built, as were the first firehouse, the town hall, and finally the Post Office. Obtaining the Post Office led to the change of name to Waverly, after Sir Walter Scott's first novel "Waverley", to avoid confusion with the myriad Huntingdons.

Baltimore schoolteacher and poet Lizette Woodsworth Reese's "Waverly, A Victorian Village" uses poetry and anecdotal prose to depict the neighborhood during the turn of the century. The frontispiece from this volume, a woodcut of a fruit tree, can be seen at the entrance to the Waverly public library branch.

This neighborhood was the home of Memorial Stadium, where the Baltimore Colts and the Orioles played. The stadium was recently torn down and replaced with Memorial Place, housing for senior citizens.



WAVERLY

INTRODUCTION

The Waverly community had notable residents that had an impact on the community and some with national recognition. With rural origins and a history as a suburban village, by 1974 Waverly was considered representative of an urban community, and was used as such by the Gallop Poll. Residents of the 900 block of Homestead Street were asked whether Nixon should resign. According to the story, the first residents alerted all the others to be home and answer the door, and soon the President was gone.

Also, Baltimore schoolteacher and poet Lizette Woodworth Reese's *Waverly, A Victorian Village* (1929) used poetry and anecdotal prose to depict the neighborhood around the start of the 20th century. The frontispiece from this volume, a woodcut of a fruit tree, can be seen at the entrance to the Waverly branch public library. In addition, rapper and actor Tupac Shakur resided at 3955 Greenmount Avenue in the mid to late 1980s with his family. Another notable Waverly resident was Major Venable, a lawyer who wrote a standard legal textbook and dedicated much of his personal time to improving Baltimore's public parks. Venable Street is named after him (Baltimore Sun), along with his name being originally affixed to the park which would eventually become the site of Memorial Stadium.

The Commission for Historic and Architectural Preservation (CHAPS)

The Commission for Historic and Architectural Preservation, CHAP, was formed to preserve and revitalize Baltimore City's neighborhoods, celebrate its history and promote historic preservation. Established in 1964, CHAP now oversees 33 local historic districts and over 200 landmarks. Those who serve on the Commission are appointed by the mayor. Just few of the Commission's responsibilities include:

- Administering the Baltimore City Historic Restoration & Rehabilitation Tax Credit.
- Complying with Federal law to provide preservation recommendations for federal and state funded projects.
- Designating Baltimore City's historic districts and landmarks.



WAVERLY

INTRODUCTION

Under CHAP, the Baltimore City's Historic Credit Program is a 10 year comprehensive tax credit program that encourages property owners in historic districts to complete substantive rehabilitation projects in an effort to preserve the city's historic neighborhoods. The ten-year tax credit is granted for exterior and interior renovations to both residential and commercial buildings. This program was established in 1996 by the Mayor and City Council and since 1997 has invested in over \$850 million in historic properties throughout Baltimore.

On December 18, 1980, Waverly was recognized as a Certified Historic District for tax incentives. Decades later in 2014 Waverly Main Street was listed on the National Register of Historic Places. The area is bordered by East 29th Street, Barclay Ave., East 35th Street, Old York Road and Greenmount Ave. Now that Waverly Main Street is listed as an historic area in Baltimore, residents may want to consider applying for the 10 year comprehensive tax credit program offered through CHAP.



Figure1. Waverly CHAPS Map



WAVERLY

VISION + MISSION

Vision

Waverly is a historic and well-connected community offering a unique living experience to a diverse group of people. It embodies the best of what Baltimore has to offer. It is a peaceful place where residents and business owners are actively engaged in improving quality of life. Waverly hosts a bustling, far-reaching economic corridor and is a place where you can feel a nostalgic sense of pride. Safer streets, healthy families, economically robust - This is Waverly!

Mission

Waverly strives to improve physical, economic, and social assets to promote a safe and vibrant neighborhood through partnerships with adjoining communities while establishing itself as a hub for rising entrepreneurs and public place-makers. Our three proposed goals are:

- Advance population health through strategically improving community access to locally sourced fresh produced and foods.
- Create collaborative public space to foster productivity within the youth populations.
- Improve local retail corridor to enhance diversity and create job opportunities for members of Waverly.



WAVERLY

NEIGHBORHOOD CONTEXT

Demographics

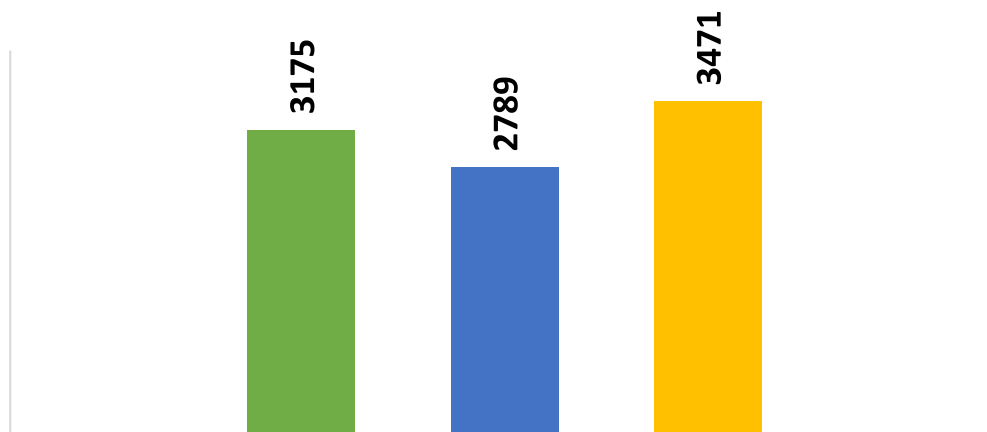
In this section a demographic data analysis was done on the Waverly community. This analysis takes in consideration population density, gender, age, ethnicity, income, race, educational attainment and population projections. This data will be used as a snap shot of the current population profile of the community and will guide our development of goals and plans.

Population

The population has had some fluctuation since 2010. Specifically in 20105 there was a significant increase in population since 2010. An increase of 19.6% to be exact which shows how the affordable housing stock and local amenities of Waverly can still attract new residents even though Baltimore's population dropped 1% in the same timeframe.

TOTAL POPULATION

■ 2000 ■ 2010



WAVERLY

Graph1. Total Population (source: US Census Bureau, www.city-data.com)



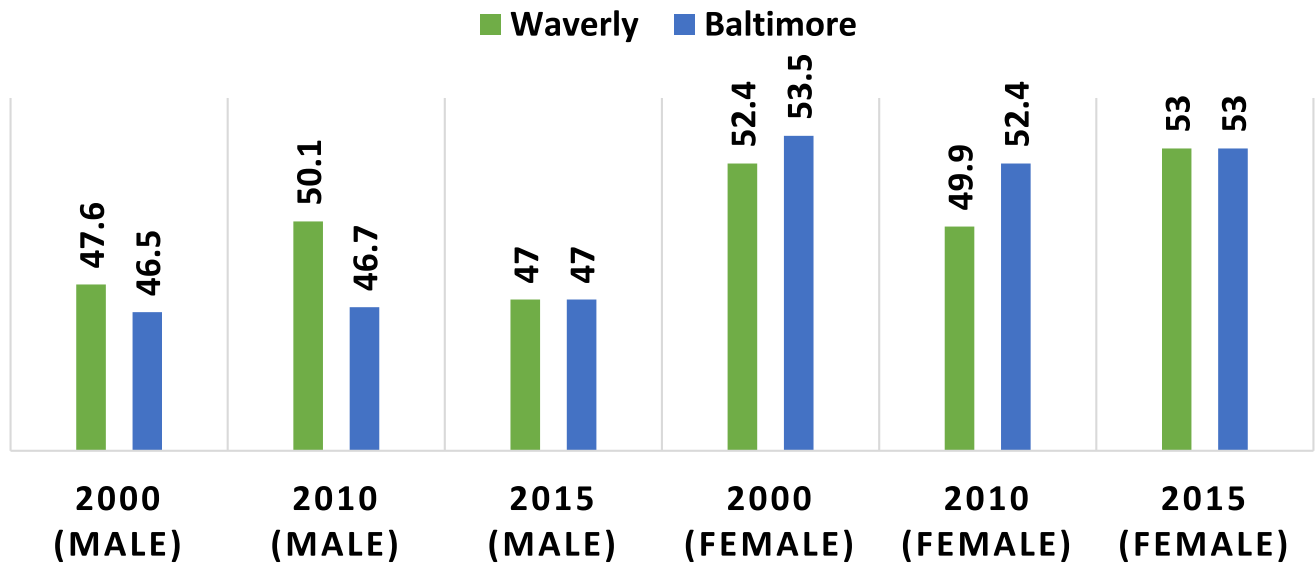
WAVERLY

NEIGHBORHOOD CONTEXT

Gender

The gender populations in Waverly are reflective of Baltimore as a whole where the female population out weighs the male population: typically on average by almost 4%. It is interesting to point out in 2015 the gender populations for male and female in Waverly were the same as Baltimore.

GENDER



Graph2. Gender (Source: US Census Bureau, www.city-data.com)

Age

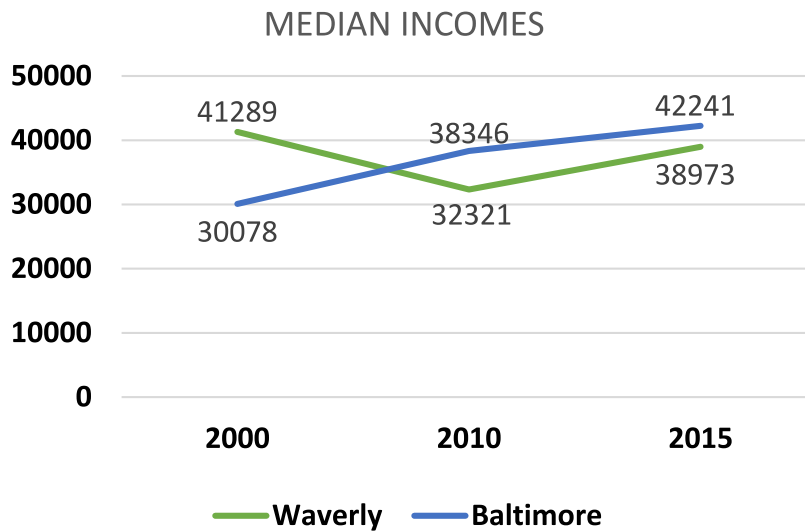
Knowing the concentrations of age groups within a community are of great importance as it pertains to the end user of any plans of development. New schools or places for youth are of no use if a community doesn't have a strong youth population. Between 2010 and 2015, Waverly median age has dropped from 36 years old to 32.3 whereas Baltimore's median age stayed steady at roughly 34 years old. Its also important to point out in Tables 4 and 5 the changes in the 5-17 year population groups went down 3% between 2010 and 2015. This drop was also consistent with Baltimore as the city saw a smaller drop of .4%.



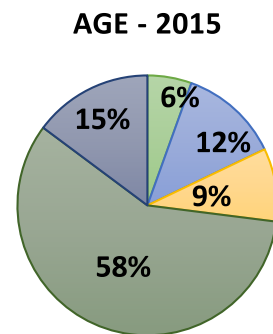
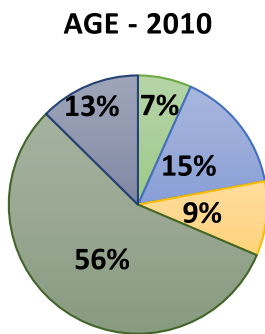
WAVERLY

NEIGHBORHOOD CONTEXT

Waverly has a high population of 25-64 year olds, as it is the majority constituting more than 58% of the total population for the area. This number has seen a 3% increase since 2010 which is important to point out as these generations are some of the most (and soon to be) wealthiest generations in the country. Baby boomers have held majority of the wealth in the United States for years and it anticipated the millennial population will take over that spot in the next 20 years. With this in mind, Waverly should gear strategies toward attracting young families while catering to the aging population as well.



Graph 3. Median Age (source: US Census Bureau, www.city-data.com)



- Under 5 Years
- 5 - 17 Years Old
- 18 - 24 Years Old
- 25 - 64 Years Old
- 65 and Older

- Under 5
- 5 - 17 Years Old
- 18 - 24 Years Old
- 25 - 64 Years Old
- 65 and Older

Graph. 4 and 5. Age Distribution (source: US Census Bureau, www.bnijafi.org)

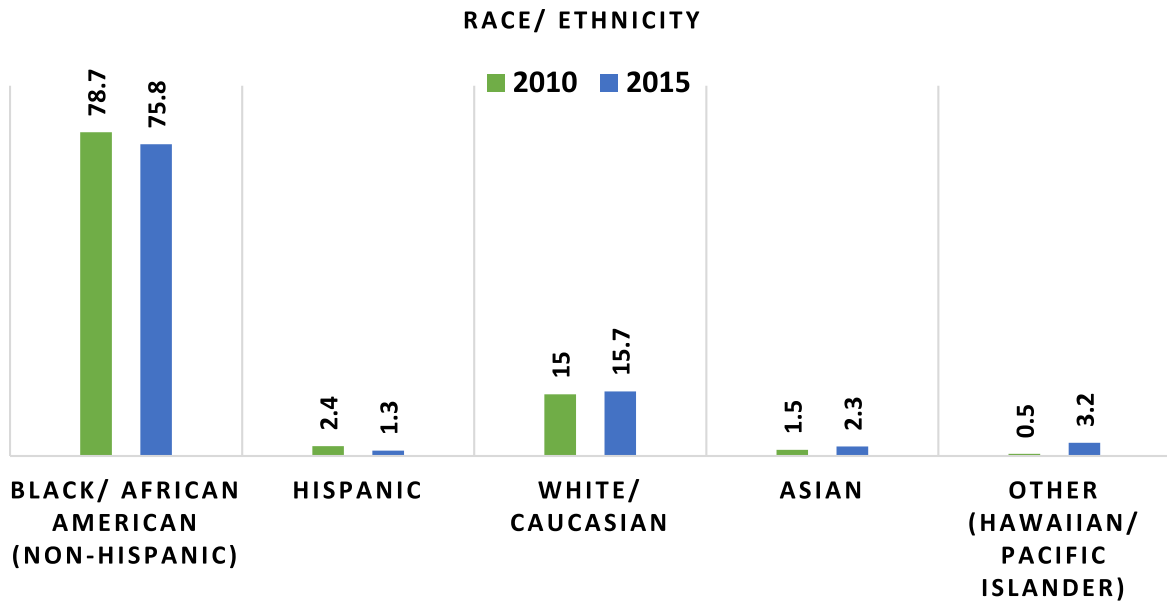


WAVERLY

NEIGHBORHOOD CONTEXT

Ethnicity/ Race

The African American and Caucasian ethnicity groups comprise the majority of Waverly and Baltimore's population; however, Waverly has a higher concentration of blacks than Baltimore City as a whole as shown in Table 6. While the black population is still the largest proportion of residents in both Waverly and Baltimore City overall, it is the black population that has declined 2.9% since 2010 whereas the white population has shown a .7% increase. The Asian population has shown a .8% increase and all other ethnicities show a total 2.7% increased respectively. These figures could be an indication of Waverly becoming increasingly more diverse. In today's social climate communities tend to be stronger and more marketable to outside stakeholders when they show a population that is racially diverse.



Graph 6. Race & Ethnicity (source: US Census Bureau, www.bniajfi.org)

Income

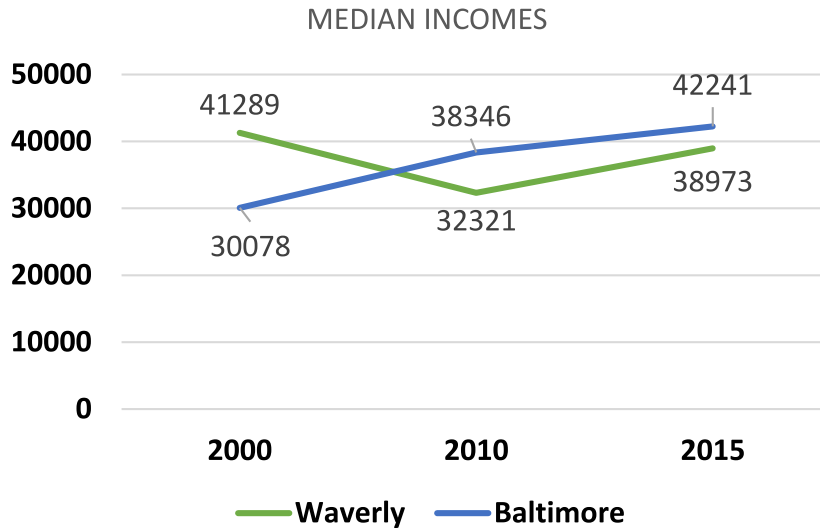
The median income for Waverly is \$38,973 as of 2015, which is an increase from 2010 in which it was \$32,321. In comparison to Baltimore City, Waverly's median income was 15.7% lower in 2010 and 11.7% lower in 2015. Although Waverly doesn't out earn Baltimore city in median income, the community shows potential growth in amount of households making \$75,000 or more in annual income. According to Table 8, the amount of households making \$75,000 or more rose from 17% in 2010 to 23% in 2015 (a 6% increase) and also saw an increase from 21.9% to 27% (a 5.1% increase). But the households making between \$60,000 and \$75,000 dropped from 8.6% to 5.2% (a 3.4% decrease) while Baltimore, as a whole remained constant in this bracket at 9%.



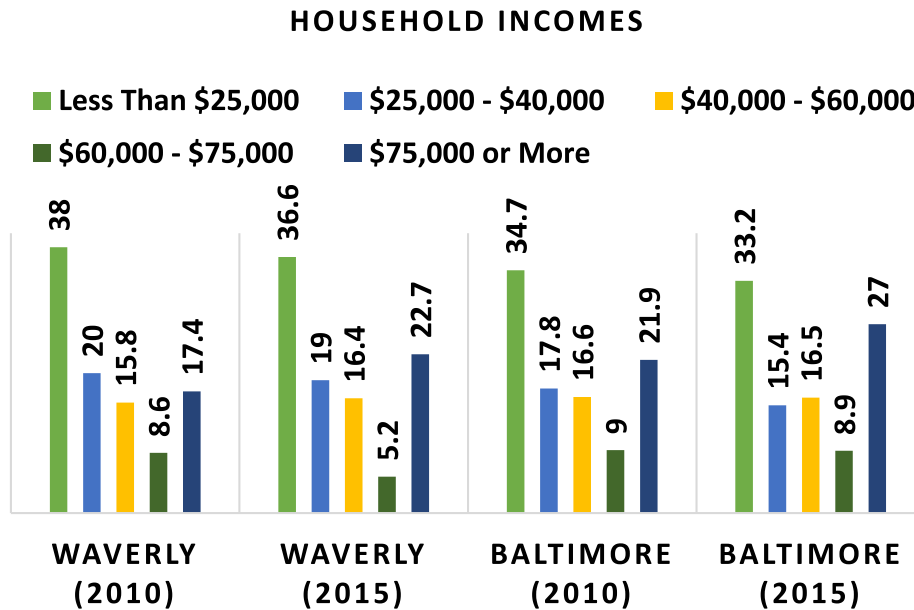
WAVERLY

NEIGHBORHOOD CONTEXT

Lower income categories remained relatively constant in Waverly, which shows the affordability in Waverly is attractive and should remain the same when developing SMART Goals. The goal is not to alienate any demographics, but there is definitely a higher earning market Waverly could tap into as the data shows Baltimore's median earned income is increasing. This is important as the ability to attract and retain higher earning households, will ultimately lead to a fiscally healthier community.



Graph 7. Median Incomes (source: www.city-data.com)



Graph 8. Household Incomes (source: US Census Bureau, www.bniajfi.org)



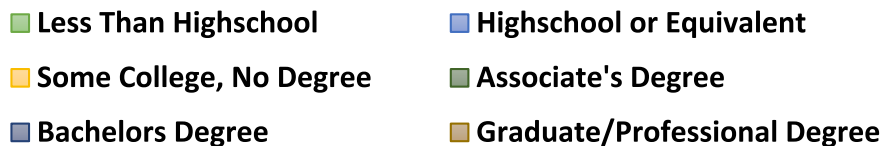
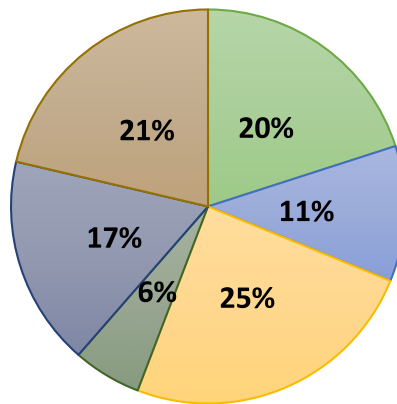
WAVERLY

NEIGHBORHOOD CONTEXT

Educational Attainment

Educational attainment is an important predictor of community well being. Those who have completed levels of education high school and beyond are more likely to achieve economic success than those who have not. In fact, according to the Bureau of Labor Statistics, having higher levels of education will also protect individuals from unemployment. In 2015, Waverly had an educational attainment that is higher than Baltimore in graduate professional degrees. Baltimore has 13.3% of its population earning a graduate degree whereas Waverly is at 21.3%. This same trend carries across to the bachelor's degree and associates degree categories. This trend puts Waverly into a better position as a community. Further, higher levels of educational attainment often lead to higher wages and income: in 2015, Americans with bachelor's degrees or higher earned a median income that was more than 73% higher than that of their peers with only high school diplomas (US Department, 2002).

**EDUCATIONAL ATTAINMENT
(25 Years & Over)**



Graph 9. Educational Attainment (source: US Census Bureau, www.city-data.com)



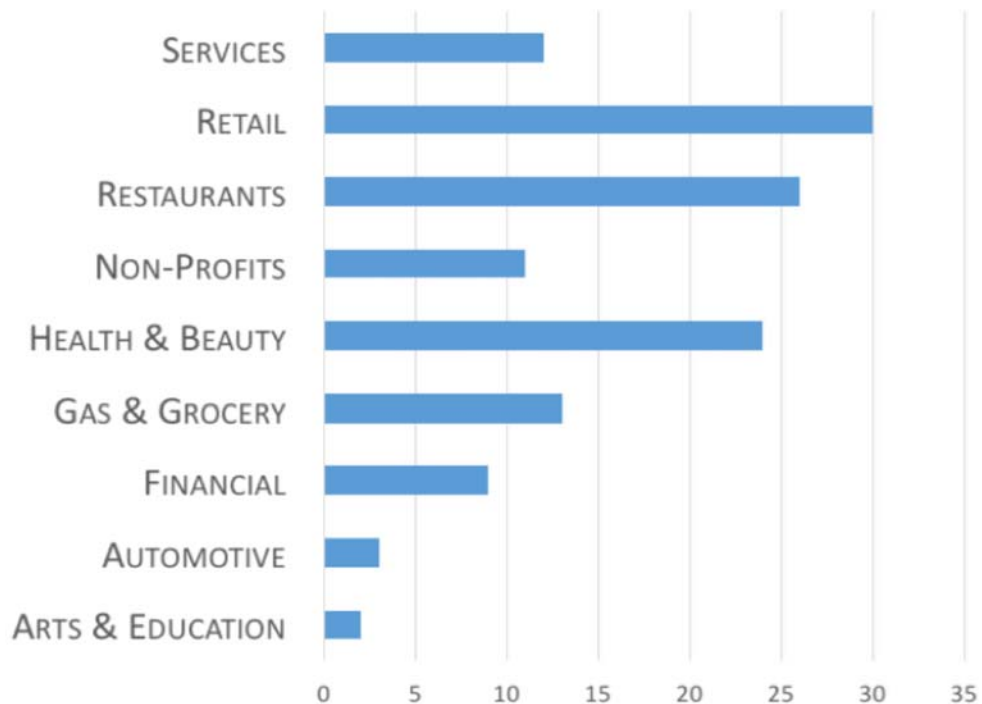
WAVERLY

ECONOMIES

With the economic composition of the Waverly Main Street being dominant in fast food service, retail stores, and financial services, the business diversity along the corridor shows room for improvement. There seem to be too many of the same type of business, which themselves claim poor patronage. The reasons for this may vary, but perhaps a combination of underdeveloped business plans for operational funding, unprofessionally designed and disorganized interior spaces, along with unkempt or disorderly exterior appearances might all together contribute toward their unattractiveness to shoppers. Mostly though, the Main Street lacks the type of business that many nearby residents seek to serve their routine shopping needs, thus leaving the corridor unfrequented, dilapidated, and borderline dangerous.

The Main Street's business selection shows to be concentrated in specific industries, while lacking representation in others. As shown in the graph, the most prevalent business categories include various retail, restaurants, health and beauty, non-profit, financial services, and grocery.

Business types altogether missing from Main Street include home improvement, hospitality, entertainment, casual dining, and medical. While these business types may be welcome to the community, there are few opportunities for new business development as most of the commercial buildings remain tenant-occupied.



Composition of Existing Main Street Businesses



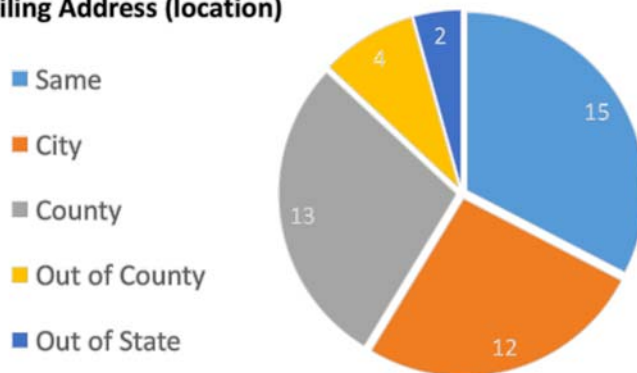
WAVERLY

ECONOMIES

Of the existing businesses, most lease their locations from absent property owners, often located out of town, out of mind, and out of reach. The Waverly Main Street, even through the professional support of Baltimore Development Corporation, has struggled to make contact with commercial property owners. Of those responsive, some have agreed to participate in the Main Street's façade improvement program for a new exterior aesthetic at no-low cost to the property owner. As of today, 18 commercial fronts have been renovated under the leadership of Waverly's Main Street Association.

Contacting Main Street's commercial property owners towards improving the area, specifically storefronts, has shown to be a challenge as many of them are only reachable via registered mailing address for their property. Unless responsive to a mailed letter, the property owners cannot be consulted. With so many of them located out of area, the 'out of sight – out of mind' theory tends to take root where landlords show little interest beyond their earnings in what may be happening in the community or of the impact generated by the enterprise of their property's tenants.

**Commercial Property Owners
Mailing Address (location)**



As the area's renaissance has only just begun to take shape, the Main Street Association's efforts will prove effective overtime. It is however a very small organization and in need of large community support to anchor its momentum. Various committees comprised of local resident volunteers could be instrumental in taking Waverly into the next phase of recovery. The communities preferences must be understood in order for the desired type of business to take root when opportune.

Meanwhile, regarding what's existing, Waverly and adjoining communities could partner toward advocating for small milestone improvements to include the installation of regular recycling and trash receptacles, bus stop shelters, policing presence, and landscape features through green infrastructure. At the least, while the business development process unfolds, the greater Waverly area residents could focus efforts on leveraging their collective voice to engage their local representatives into supporting initiatives for improved Main Street amenities.



WAVERLY

NATURAL + CULTURAL RESOURCES

Natural and Cultural Resources

Waverly's natural and cultural resources are driven by the YMCA playground and basketball courts that sit along Eilerslie Avenue, connecting to East 33rd street. Fortunately, there are two smaller parks that are located in Waverly of which frequently go unmentioned. Chestnut Hill Park is a small neighborhood Park located along Chestnut Hill Avenue. It is known to be one of Waverly's neighborhood Parks due to its location and serene atmosphere. Waverly is also home to the Median Park on East 33rd street. By acknowledging their conditions, we can begin to generate some micro to macro scale solutions that will present these natural resources as an asset to Waverly.

Weinberg YMCA is dedicated to the full potential of every individual through programs that build a healthy mind, body and spirit. They take part in mentoring, volunteering, donations, and serving at-risk youth and families. Being that Waverly is home to the Waverly Elementary School and the YMCA, it can be concluded that this community is dedicated to the wellbeing of their youth. Unfortunately, these anchors have become opportunities that are not provided for every youth. Being that the YMCA is the most recognized public resource for recreation, it is not available to those who do not make payments. It is also not welcome to students after closing hours, and this is reassured by the fenced playgrounds and basketball courts. Chestnut Hill park is the only other recognized natural resource for recreation located in Waverly.

Chestnut Hill Park is a triangular patch of green space located alongside Chestnut Hill. The small hill has some seating and a public grill looking over a basketball court. It acts as an extended backyard to the townhomes that surround it. It is considered one of Waverly's private parks. Chestnut Hill Park is the only natural resource that is flexible and accommodating to everyone. For this reason, the focus of natural and cultural resources in Waverly will be Chestnut Hill Park.

Short term Goals

A Park like Chestnut has tons of potential given its size, location and current amenities. It is located in the backyards of townhomes, giving it a level of privacy. The park is open 24 hours, making it the only safe place of leisure beyond the YMCA. It is not connected to any high traffic roads, making it a child friendly playground. The current conditions need improvement. Seating is limited and old. There is no playground equipment. There is a small cluster of bushes located on the opposite end of the basketball court. The bushes appear to be unkempt. By adding park amenities, Chestnut Hill becomes a place for people of all ages that will be fixable with the community. Seating is currently available but by improving the seating quality, those who use this space might feel more welcome. There are several trees on site. We can be creative in how we approach the use of these trees. Naturally, they provide oxygen, shade, and greenery, but they could also be a potential structural support for tree swings.

The goal is to create a public space for people of all ages to gather and commune without limitations. To create a safe place for youth and play and be seen at all times. Chestnut Hill Park can be an example of quality neighborhood improvement.



WAVERLY

PUBLIC HEALTH

Public Health

The data collected for this node includes census tracts 901 and 903. The 901 census tract include the Pen Lucy community as well as the northern tip of Waverly that is bordered by 39th Street, Chestnut Hill, Greenmount, and Ellerslie. The 903 census tract include a majority of the Waverly community as well as the areas bordered by Greenmount, Chestnut Hill, Ellerslie, and 33rd Street. Both census tracts were included as data related specifically related to the Waverly area was not available.

According to the 500 Cities Project conducted by the CDC, the most prevalent health challenges include, high blood pressure, high cholesterol, obesity, and poor sleeping habits. The least prevalent was cancer and asthma.

The Baltimore Neighborhood Indicators Alliance, BNIA, provides “vital signs” of various areas throughout the city’s neighborhoods. According to the alliance, “Vital Signs are groups of related data points compiled from a variety of reliable sources that ‘take the pulse’ of Baltimore’s neighborhoods. Each Vital Sign comprises a set of data which, taken together, form a picture of any given neighborhood’s quality of life and overall health” The most relevant information given by BNIA of the Waverly community are the blood levels of its children. BNIA tested 149 children ages 0-6 for elevated blood levels. Of those tested, none were found to have elevated blood levels. Finally, according data collected by BNIA, the life expectancy of most residents in Waverly is 72 years of age.

Source: 500 Cities Project (CDC)	Crude Prevalence %	
	Census Tract 903	Census Tract 901
Asthma	10.9	12
High Blood Pressure	42.3	43.1
High Cholesterol	37.9	37.1
Diagnosed Diabetes	15.3	16.3
Mental Health	12.7	14.6
Obesity	35.9	39.4
Sleeping	44.2	47.9
Cancer	6.3	5.6

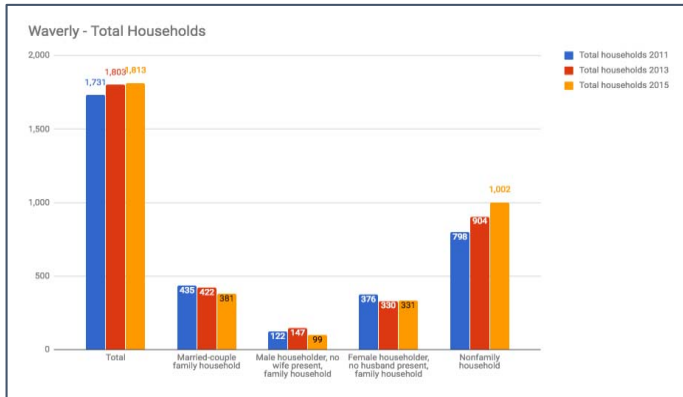
Table 1. Public Health



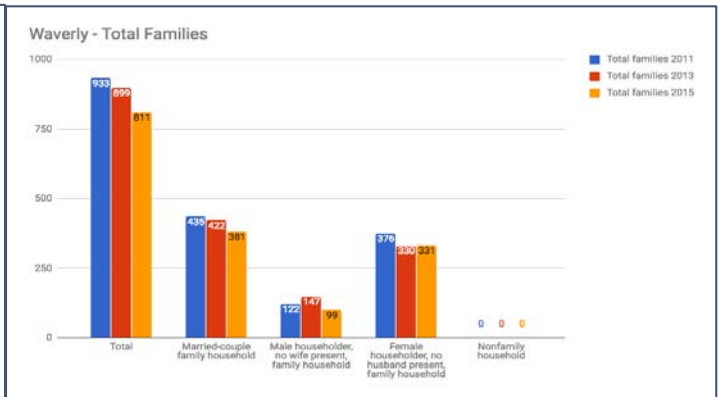
WAVERLY HOUSING

Housing

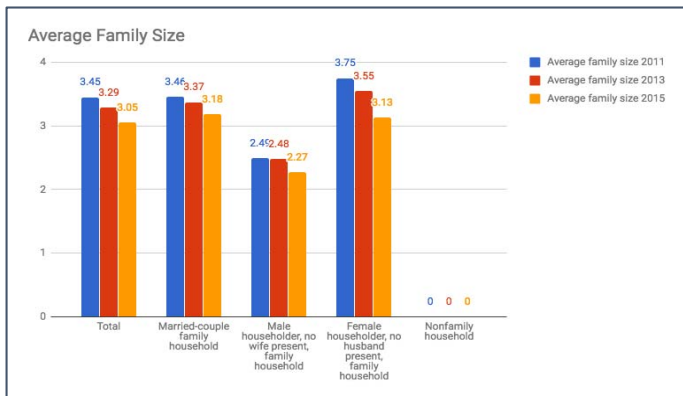
While Waverly has been increasing in total number of households between 2011 and 2015, the total number of families, average family size, and average household size have been in decline, a pattern that mirrors similar demographic groups across Baltimore City.



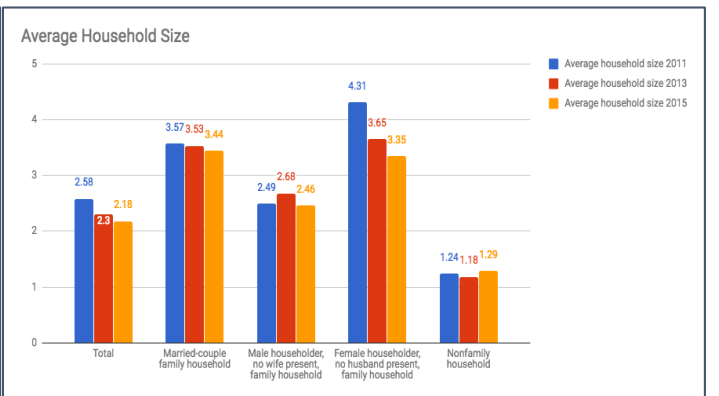
Graph 10. Total Households



Graph 11. Total Families



Graph 12. Average Family Size



Graph 13. Average Household Size

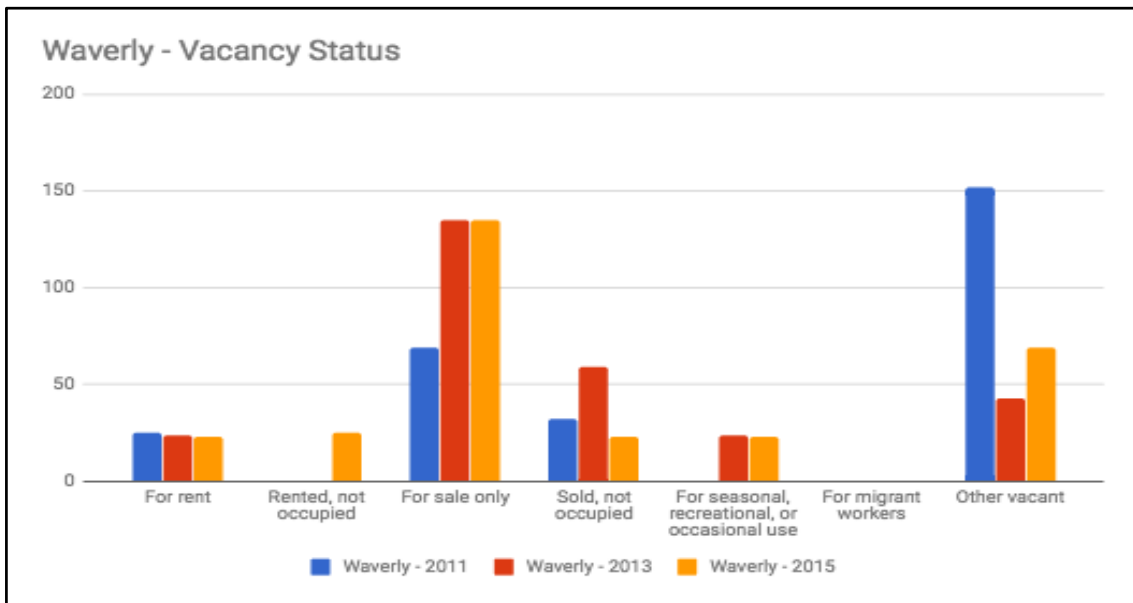
The number of vacancies in Waverly have been oscillating over recent years, but a notable portion of homes are on the market for sale or rent. It should be noted that vacant properties designated as “Other Vacant” refers to properties that are not on the market for sale or rental, and are not otherwise occupied; this can include (although not explicitly designate) properties that have been abandoned or are uninhabitable due to structural decay.



WAVERLY

HOUSING

The number of vacancies in Waverly have been oscillating over recent years, but a notable portion of homes are on the market for sale or rent. It should be noted that vacant properties designated as “Other Vacant” refers to properties that are not on the market for sale or rental, and are not otherwise occupied; this can include (although not explicitly designate) properties that have been abandoned or are uninhabitable due to structural decay.



Graph 14. Vacancy Status



WAVERLY

HOUSING



Graph 15. Housing Typology

The housing typology in Waverly can be broken down into the following categories:

Middle Market Choice

Neighborhoods in the Middle Market Choice category have housing prices above Baltimore City's average with strong ownership rates and a low number of vacancies, but with slightly increased foreclosure rates. Modest incentives and strong neighborhood marketing can maintain the potential for growth.

Middle Market

Neighborhoods in the Middle Market category have median sales values above Baltimore City's average, as well as high homeownership rates. These markets experienced higher foreclosure rates when compared to higher value markets, with slight population loss.

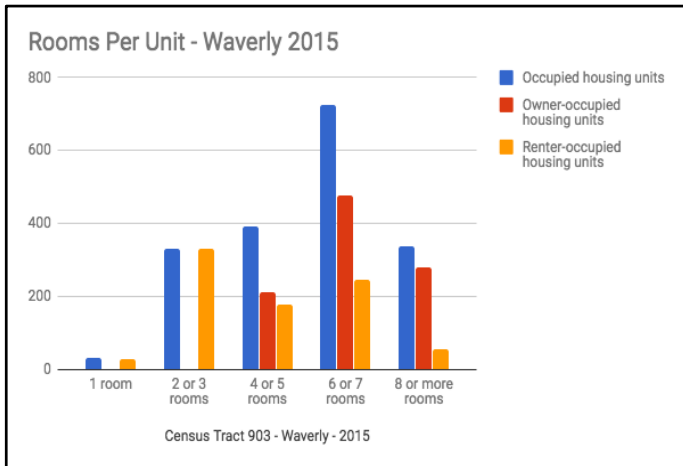
Middle Market Stressed

Neighborhoods in the Middle Market Stressed category have slightly lower home sale values than Baltimore City's average and have not shown significant sales price appreciation. Vacancies and foreclosure rates and the rate of population loss are high in these areas and has increased over time. Based on these market conditions, intervention strategies should support homeowners who may be facing economic hardships due to the national economy. These communities often have under-appreciated assets such as historic housing stock, significant park spaces and choice locations that can serve as building blocks for future revitalization efforts.

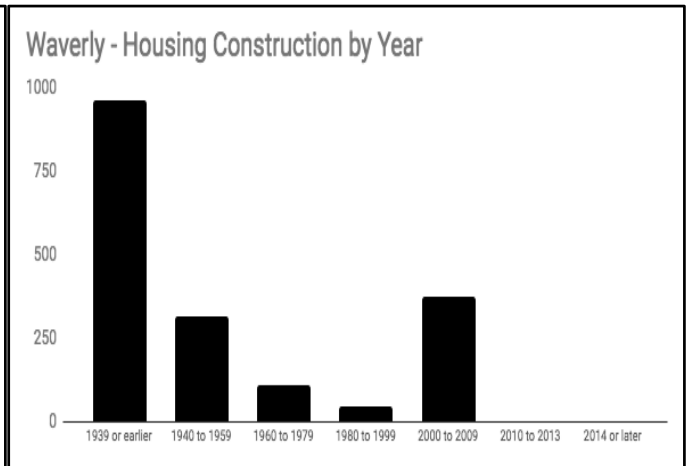


WAVERLY HOUSING

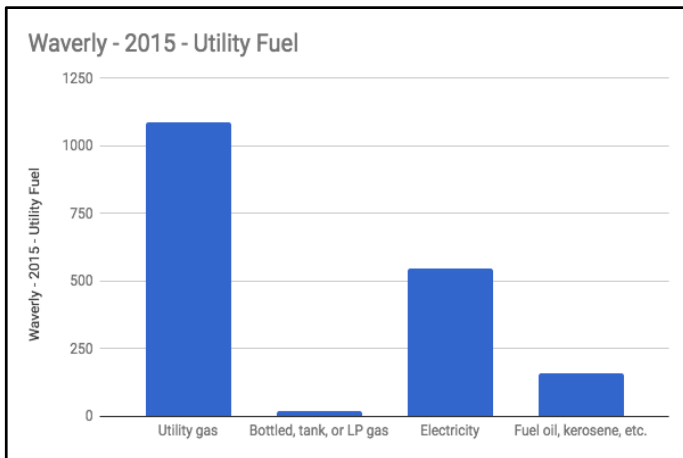
The majority of housing structures in the Waverly community are attached, single-family row homes. These structures most frequently have between six and seven rooms per building, although larger and smaller number of rooms exist. The majority of homes in Waverly were constructed in 1939 or earlier, and almost all utilize utility gas as the primary source of household energy.



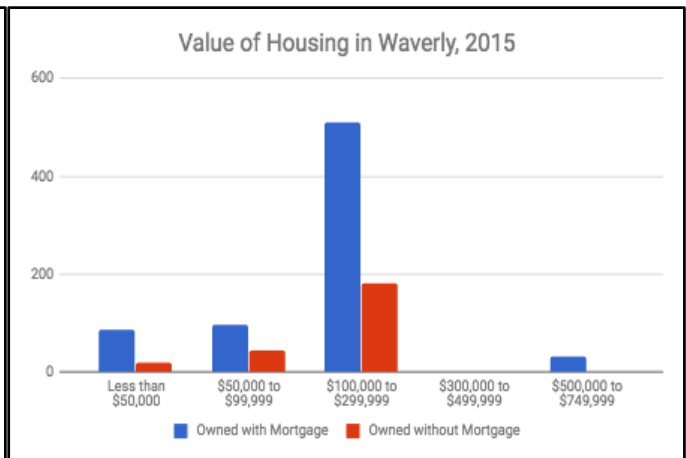
Graph 16. Rooms Per Unit



Graph 17. Housing Construction by Year



Graph 18. 2015 Utility Fuel



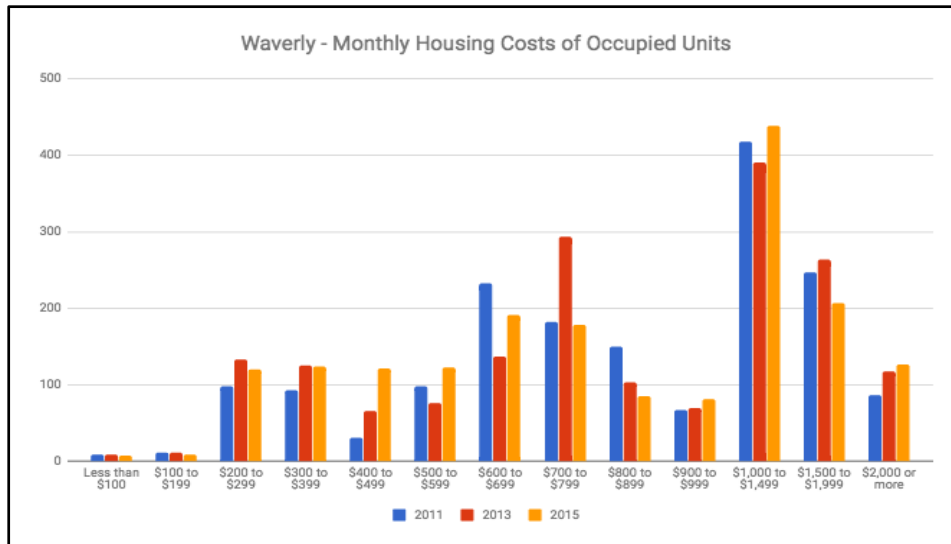
Graph 19. Value of Housing

Most of the occupant-owned property in Waverly also utilizes mortgage payments, and has a mode home value of between \$100,000 and \$299,999. Cost of living expenses in Waverly can be categorized as Monthly Housing Costs of occupied units, developed from a distribution of selected monthly costs to owners" for owner-occupied units and the gross rent for renter-occupied units. The majority of monthly housing costs are in the range of \$1,000 to \$1,499 per month.



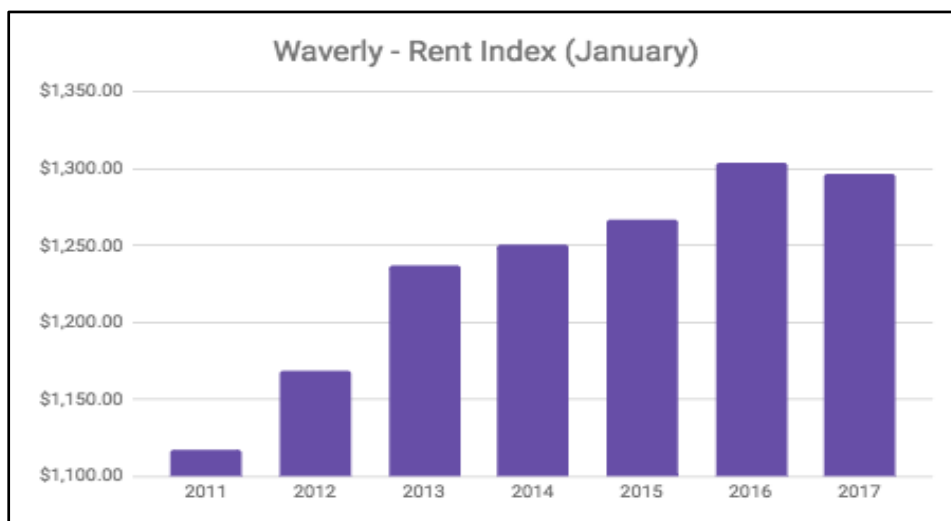
WAVERLY HOUSING

Most of the occupant-owned property in Waverly also utilizes mortgage payments, and has a mode home value of between \$100,000 and \$299,999. Cost of living expenses in Waverly can be categorized as Monthly Housing Costs of occupied units, developed from a distribution of selected monthly costs to owners" for owner-occupied units and the gross rent for renter-occupied units. The majority of monthly housing costs are in the range of \$1,000 to \$1,499 per month.



Graph 20. Monthly Housing Cost

The rental index is a measure of the level of rents for dwellings in an area over time, similar to house price indices. A survey of rent levels taken in January for the years 2011 to 2017 found a steady increase in property rental prices, with a slight drop-off in 2017.



Graph 21. Rent Index



WAVERLY

CIRCULATION

Waverly is bounded by four major streets. Greenmount Avenue on the West, Ellerslie Avenue on the East, East 39th Street on the North and East 33rd Street to the South. Greenmount Avenue is also known as MD 45, which is a State Highway. Additionally, the community is comprised of 11 minor streets and one major street, namely Old York Road that runs inside the neighborhood boundary. Greenmount Avenue and 33rd Street are major roads that enhance the other neighborhood street's connections. Merryman Lane crosses 33rd and 32nd streets to connect with Greenmount Avenue. Also, Old York Road has a direct connection to 33rd street.

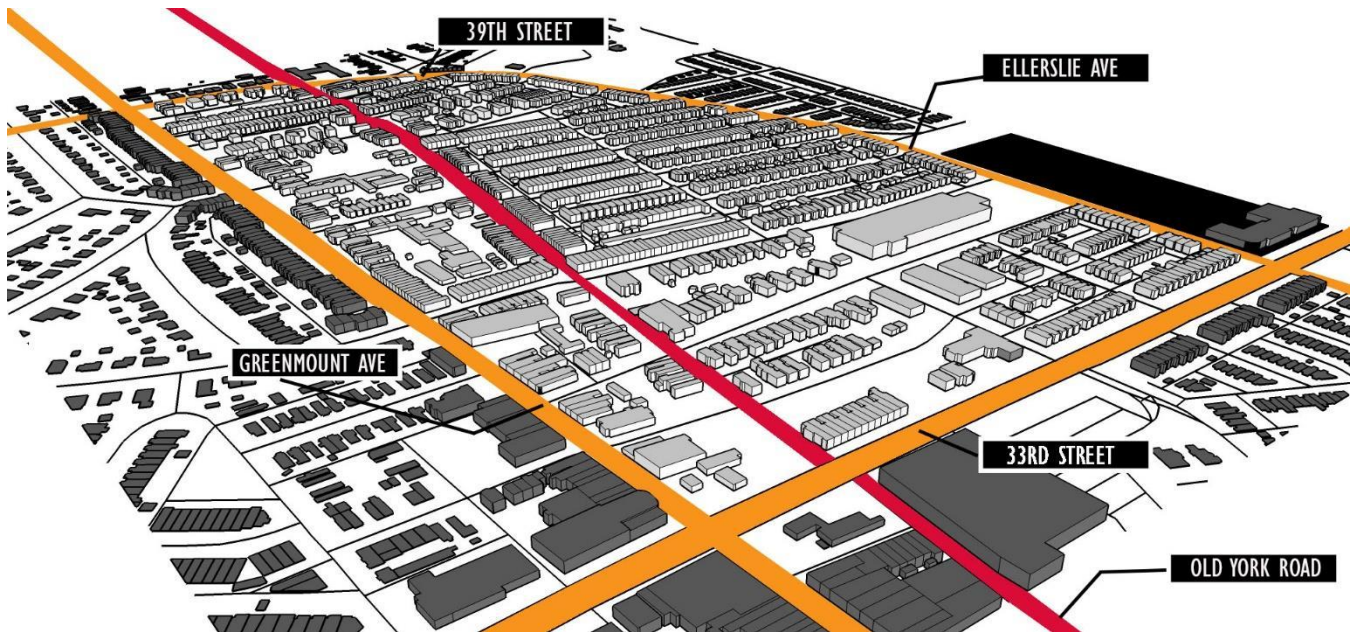


Figure2. Waverly boundaries



WAVERLY

CIRCULATION

The Waverly community can be accessed by local and express bus routes. Greenmount Avenue is a major thoroughfare and is provides direct access to the CityLink route #52 which connects riders from Towson or Lutherville all the way to Old Towne Mall. The #103 Express BusLink Route #103 takes patrons from Inner Harbor all the way to Cromwell Bridge Park & Ride. Bus Stop locations for this route sit right along Loch Raven BLVD. Local Link Routes #53, #22, #51 and #95 are also helpful with circulation in and throughout Waverly. These links ensures the community is well connected with major nodes throughout Baltimore.

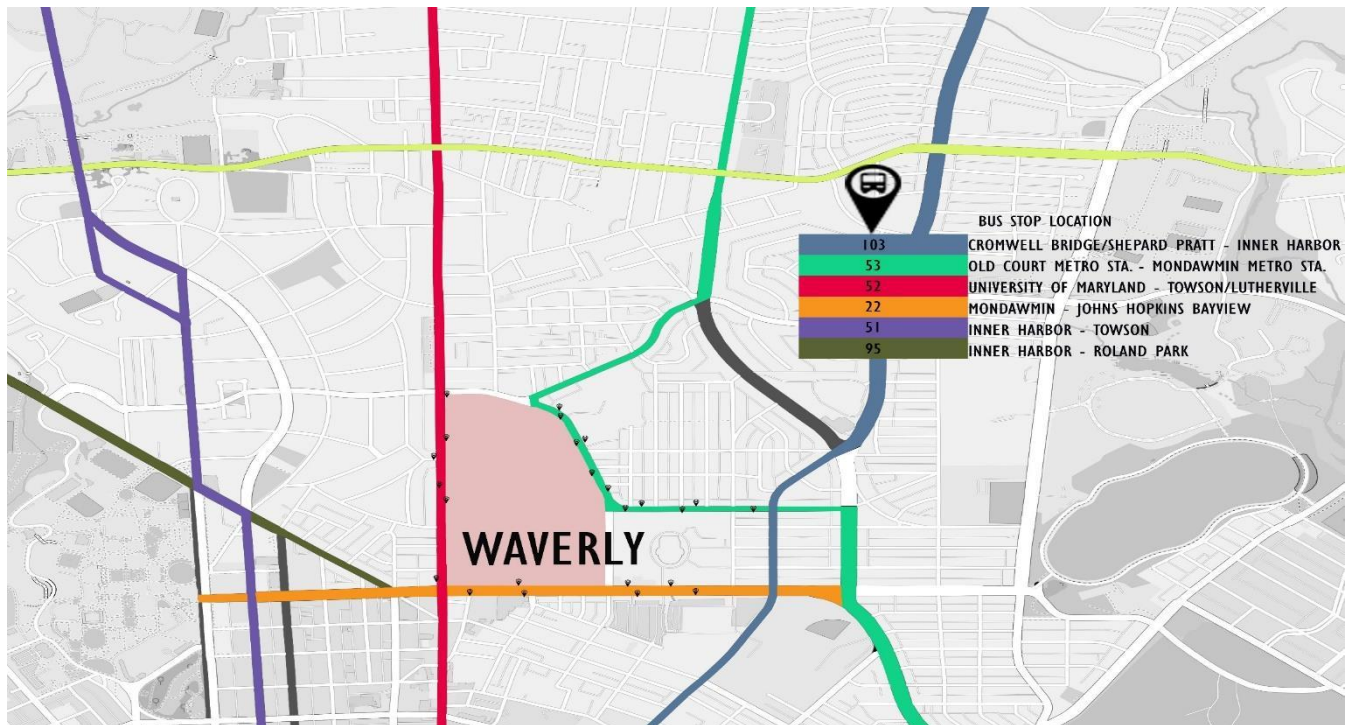


Figure 3. Waverly Transit

Waverly is a multi-modal community where the residents take various forms of transportation. According to Baltimore Neighborhood Indicators Alliance 68.4% of residents travel via car, 14.6% take public transportation, 1.1% ride bikes, 4% travel via taxi and just over 1% walk to and from their destinations.



WAVERLY

CIRCULATION

The daily traffic data collected for the major streets of the Waverly shows what areas to pay close attention to in terms of circulation as they affect the pedestrian experience. At the intersection of East 33RD Street and Greenmount we see the most dense area of both foot and vehicular traffic. This high volume does fluctuate throughout the day as times between 6AM to 10AM and 4PM to 6PM being the most congested. The quality of sidewalk space in these areas show significant decay.

Areas along Greenmount show swells in traffic as well. These areas are where community side street flows converge. Dumping into a thoroughfare that already has a major bus line circulating.

Ellerslie shows much less congestion and is typically has slower traffic. The traffic flow slows significantly on school days as this street is often traveled by school-aged children commuting to and from school.

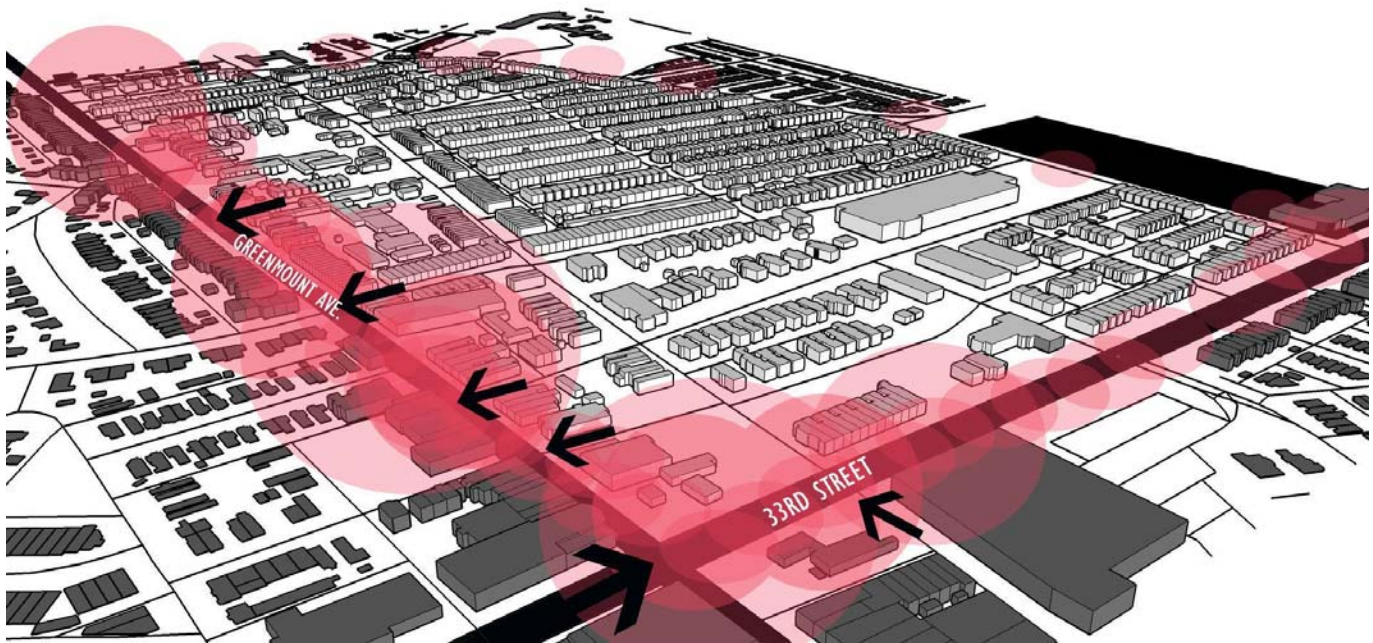


Figure4. Waverly Transit



WAVERLY

CIRCULATION

Waverly community has good pedestrian pathways along the periphery of major and minor streets. It has a walk score of 85 and a public transit score of 56. However, there is an absence of bike trails inside the community. 34TH Street provides a nice path towards The Greenhouse Residences but terminates there.

The bike-lane map of the year 2006 shows there were bike lanes provided around the community along the 33rd street and 39th street but in the year 2014 the bike lanes along the 39th street were removed from the plan. The bike lane provided on 33rd street is shared with road and connects the biker with the major historical sites of Baltimore City such as Druid Hill Park and Clifton Park.



Figure5. Possible Bike Trails



WAVERLY

DEVELOPMENT NODES

Identify development nodes in the community and devise a tiered approach to address the site, buildings, traffic, and streetscape including tactical urbanism (short-term) to site acquisition and development (long-term).

- A. Greenmount Corridor
- B. Venable Park
- C. 34th and Ellerslie
- D. BGE Substation
- E. 33rd Street Median
- F. Chestnut Hill Park
- G. Old York Rd Lot



WAVERLY

DEVELOPMENT NODES

Ellerslie Corridor

One corridor that could serve as a vector for change in the Waverly neighborhood is the portion of Ellerslie Avenue that lies between East 34th and East 35th Street on the eastern edge of the community, including segments of both cross streets. The roadway abuts the Waverly Elementary School, and has substantial resident presence on both cross streets. While deep systemic change is not necessary for this corridor, a number of palliative measures can be taken to improve quality of life in this area.

Faded Crosswalks

The Ellerslie corridor has a number of crosswalks painted onto the street, which is crucial given the area's proximity to the elementary school. However, these crosswalks are fading and can easily be missed by drivers. Updating or improving the crosswalks is an easy solution to alleviate the risk of pedestrian crashes. Potential updates can include adding reflectors to catch the light of cars, adding new and vibrantly colored paint, or even installing crosswalks made of alternative material to the roadway, such as brick or cobblestone.



Image 1. Ellerslie Avenue Corridor Crosswalks

Addressing Issues Common Amongst Older Housing Stock

As mentioned previously in this profile, much of the housing stock in Waverly was built during or before 1939. The wear of time can have typical but negative impacts on housing infrastructure, including leaks, chipping paint, and higher energy costs. One proposed solution is the mobilization of neighborhood residents to apply for weatherization and lead paint remediation services from the Department of Housing and Community Development. Local neighborhood agencies, as well as the DHCD, can assist residents with the application process



WAVERLY

DEVELOPMENT NODES



Image 2. Ellerslie Avenue Corridor Residences



Pocket Garden at Waverly Elementary School

At the corner of Ellerslie Avenue and East 34th Street is a pocket garden adjacent to the Waverly Elementary School. Upon observation, this appears to be a piece of green storm water infrastructure to catch rainwater. This garden should remain in place, but could serve to improve the aesthetics of the area; it could become an educational garden hosted and maintained by the school.



Image 3. Pocket Garden, Waverly Elementary School

Improvements to the Residential Areas of East 34th and East 3th Streets

There are two key improvements that could be made to the residential areas of the Ellerslie Avenue corridor. The first is the replanting of dead and dying trees with new saplings. This will provide additional shade and aesthetic improvement to the area for existing and upcoming neighborhood residents. The second is the replacement of all streetlights that are either in disrepair or require new bulbs; this will help instill a sense of neighborhood safety and improve area nightlife.



WAVERLY

DEVELOPMENT NODES



Image. 4 East 34th Street, Waverly

It should be noted that there have been previous attempts to replace dying trees in Waverly, only for the new trees to quickly succumb as well. It is not clear why this problem persists, but it might be due to soil contamination. Appropriate steps to addressing this issue would be contacting third party organizations that can provide the necessary education and assistance to abate this issue.



WAVERLY

DEVELOPMENT NODES

Venable Green Space

The empty lot on Venable Avenue sandwiched between two strips of residential homes on 33rd Street and 34th Street. The area is pretty quiet and host a robust tree canopy. Making the street a tranquil place to walk or perhaps ride a bike. The lot has vast potential to become an amenity that serves the residents of Waverly. Our proposal is to create a plaza with a sculptural pavilion that begins to become a node for long-term use. The pavilion will service not only the neighbors adjacent but those who live throughout the area. By activating this space with programming, it would allow the space to be transformed into a safe play area for children or relaxing space for older adults. Bringing more eyes to the street and adding light to the space would also detract from the possibility of crime taking place unseen.



Image. 5 Venable Lot



Image. 6 Venable Lot Render



WAVERLY

DEVELOPMENT NODES

Bus Shelters

Waverly has a large number of persons who rely on the MTA bus for transportation. Throughout Baltimore City 200 bus stops have shelters for its MTA commuters. The majority of the bus stops within Waverly do not have shelters. In many places there are only signs to designate the location. If there are shelters present, then they lack sufficient coverage or are in desperate need of repair.

14.6% of Waverly residents rely on public transit. The community could benefit from remodeled bus shelters that have more enclosed space to protect patrons from outside elements. Inserting a screen can protect from direct sunlight can add comfort to the public transit experience. Using a green roof to cover the shelters could help with reducing greenhouse gases, regulate temperatures inside the pavilion and reduce runoff on impermeable surfaces.



Image. 7 Bus shelter



WAVERLY

DEVELOPMENT NODES



Image. 8 Bus shelter Rendered

BGE Substation: 35th Street and Old York RD.

This commercial zoned property sits on nearly a half acre with residential rows at its borders and beyond. While BGE still owns the building, there is no transaction history for this property. With close proximity to the Elementary School and Waverly Main Street, this location would make a great community gathering space. Being a corner lot, this property shows two sides public and two sides fenced. The street sides could support an effective green storm water infrastructure system, the two fenced sides, bordering private residential property, could either provide driveway for deliveries and car parking, or more appropriately, outdoor patio space for community gathering.



WAVERLY

DEVELOPMENT NODES

Chestnut Hill Park

Chestnut hill Park is a small neighborhood Park located along Chestnut Hill Avenue. It is known to be one of Waverly's neighborhood Parks due to its location and serene atmosphere. Waverly is also home to the Median Park on East 33rd street. By acknowledging their conditions, we can begin to generate some micro to macro scale solutions that will present these natural resources as an asset to Waverly.

Chestnut Hill Park is triangular patch of green space located alongside Chestnut hill. The small hill has some seating and a public grill looking over a basketball court. It acts as an extended backyard to the town homes that surround it. It is considered one of Waverly's private parks. Chestnut Hill Park is the only natural resource that is flexible and accommodating to everyone. For this reason, the focus of natural and cultural resources in Waverly will be Chestnut Hill Park.



Image. 9 Chestnut Hill Park Rendered



WAVERLY

DEVELOPMENT NODES



Image. 10 BGE Substation



The Waverly Courtyard



Image. 11 BGE Substation Rendered



WAVERLY

DEVELOPMENT NODES



Image. 12 Greenmount + 33rd



Image. 13 33rd Street 1



Image. 14 33rd Street 2



Image. 15 33rd Street 3

Greenmount Corridor

Waverly Main Street (Greenmount) is the historic shopping district located in the center of Waverly Village. Waverly Main Street was named 2013 as a National Historic District. Located on Greenmount Avenue from E. 29th Street to E. 35th Street, the district has over 100 shops, services and restaurants. It is centrally located in North East Baltimore and is surrounded by Better Waverly, Waverly, Abell, Charles Village, and Oakenshawe.

The Greenmount corridor plays an important role in strengthening the neighborhood's urban fabric by applying the Main Street approach to promote economic development and inviting new industries in the community. It provides jobs and shops



WAVERLY

DEVELOPMENT NODES



Image. 16 Greenmount Proposal



Image. 17 Greenmount Proposal- 1



Greenmount Corridor

1st Quarter Goal: Secure Funding for Refinishing Exterior Surfaces (Façade Improvement Grants)

- Sand down sidewalk concrete
- Refinish with fresh coat: consider a decorative variety
- Powerwash Building Facades

2nd Quarter Goal: Install Exterior Landscaping

- Identify and illustrate locations for stormwater bumpouts.
- Identify and illustrate opportunities for downspout diversion.
- Establish a working committee to solicit funding.



WAVERLY

DEVELOPMENT NODES



Image. 18 Old York Road

Old York RD Green Space

Waverly is a unique community with an abundance of tree canopy and raw green spaces. These can be areas of opportunity to improve the area. Once activated with programming, these spaces can provide outdoor activity space and moments to engage the community. On the SW corner of Old York Road and 35th Street sits a vacant lot which has been un-programmed and is in need of repair. Activating the space with modular outdoor furniture that can double as spaces for children to play. These short-term solutions will assist with the community with addressing curb appeal issues and giving safe places for community members.

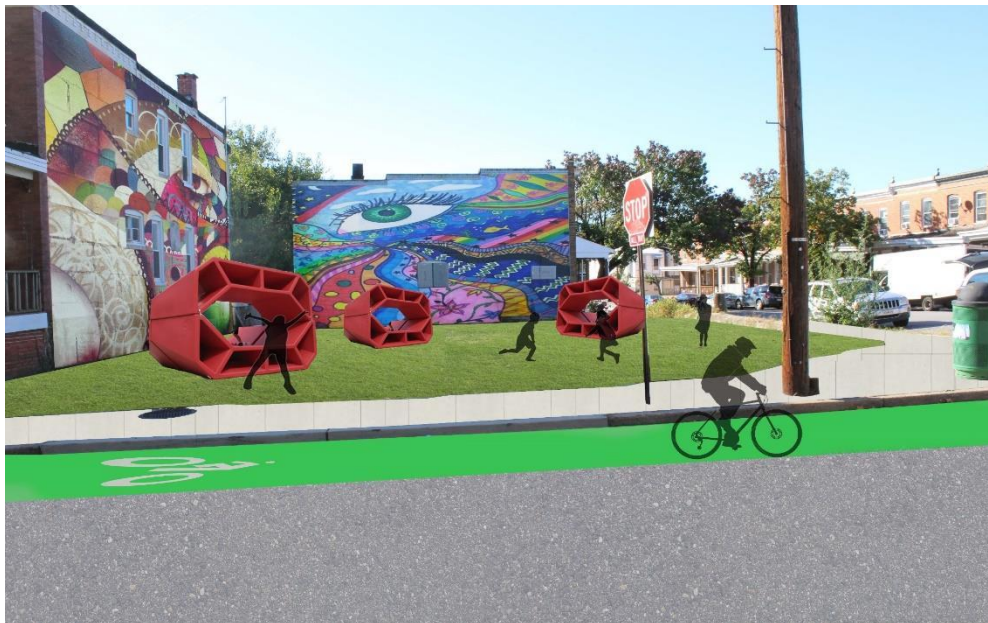


Image. 19 Old York Road Rendered



WAVERLY

DEVELOPMENT NODES

33rd Street Median

The 33rd St median strip, designed by the Frederick Law Olmsted Brothers firm, stretches between Hillen Rd and St. Paul St. Four sections of this strip can be found in the Waverly community. The median strip intersects the following streets: Ellerslie, Westerwald, Frisby, Old York Rd, and Greenmount.



Image 20. 33rd St Median (Between Ellerslie and Westerwald Avenues)



Image 21. 33rd St Median (Between Westerwald and Frisby Avenues)



Image 22. 33rd St Median (Between Frisby Ave. and Old York Rd.)

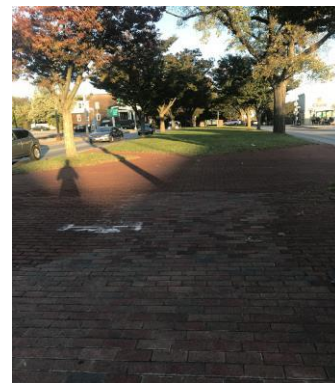


Image 23. 33rd St. Median (Between Old York Rd. and Greenmount Ave.)



WAVERLY

DEVELOPMENT NODES

33rd Street Median: Previous Plans

Rails to Trails Conservancy is a nonprofit organization that developed preliminary designs for a trail that will connect Lake Montebello and Charles Village as well as those neighborhoods in between. Here you have the existing cross-section of the 33rd St.

There were two options for use created by Rails to Trails. The first option, Shared Use Path, includes a 12 foot trail that will be constructed down the center of the median. The second option, Cybertrack, narrows the westbound corridor to one lane of traffic to allow for a two-way protected bike lane.

These development efforts were however meet with opposition from the community at large. Residents were concerned with how traffic flows would be affected as well as pedestrian safety. 33rd Street is notorious for high traffic flows during different segments throughout the day. Injecting new bike and pedestrian flows into the equation would cause extra congestion in an area that already suffers from the plight.

33rd Street Shared Use Path/Cycle Track Concept Design

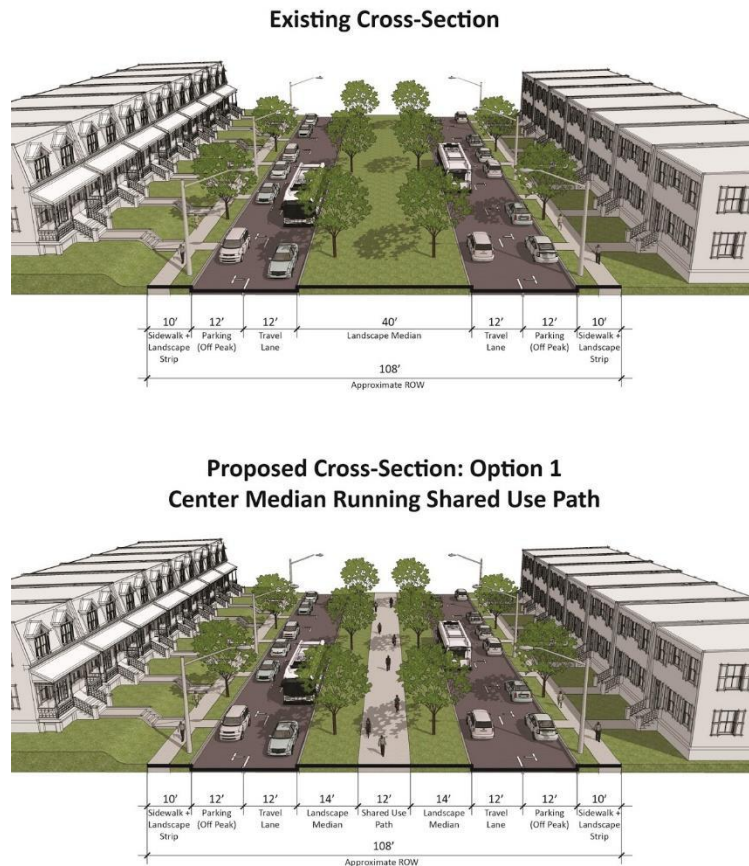


Figure 6. Source: <https://www.railstotrails.org/>



WAVERLY

DEVELOPMENT NODES

33rd Street Median: Option 1

An area of concern for many of the residents was a lack of police patrol or presence in high traffic areas.

To address this concern, the Waverly community could work with the Baltimore City Police department to place a police booth at the section of the 33rd street median strip that runs perpendicular to Greenmount Ave.

Not only will the addition of this booth increase police presence in the area, but it will also aid in developing positive relations between the police department and the community

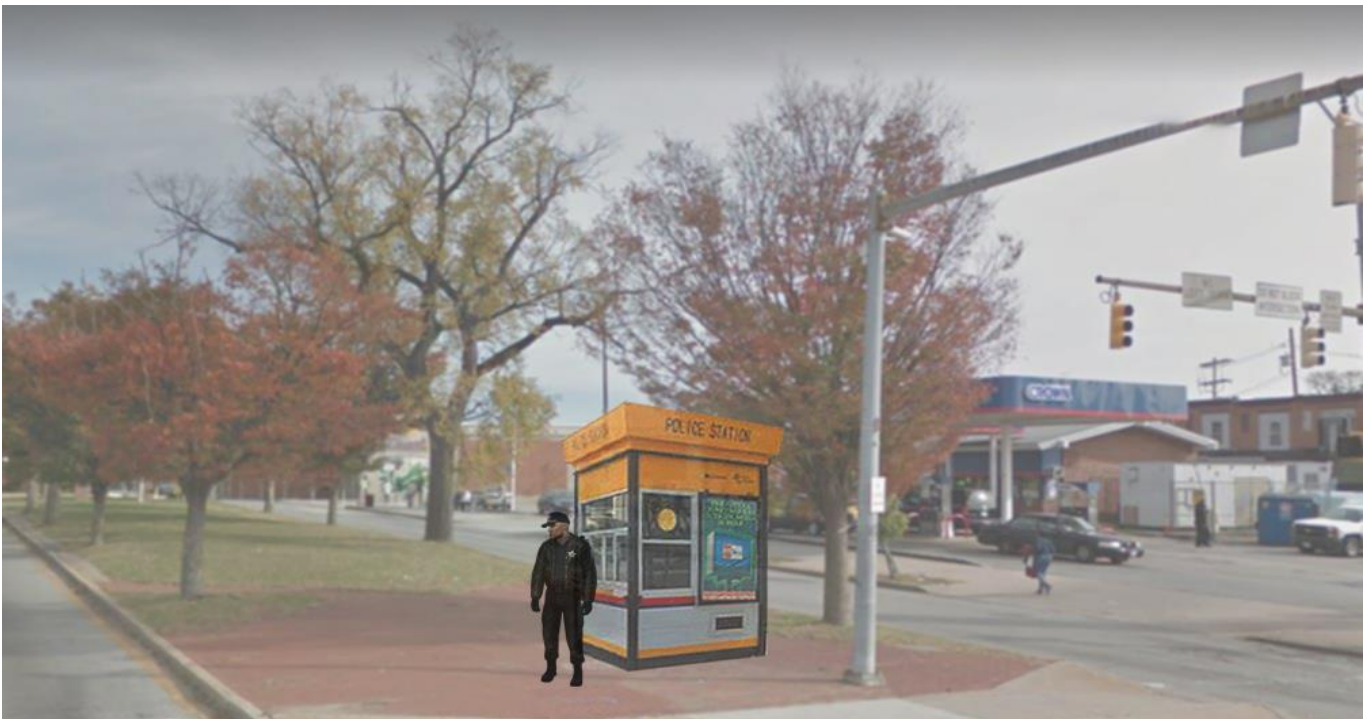


Image 24. 33rd Street Median Opt.1



WAVERLY

DEVELOPMENT NODES

33rd Street Median: Option 2

Restaurants are popular in the Waverly Community. Mamma Lucia, a pizzeria, sits on the corner of 33rd st and Greenmount Ave.

This, or other future restaurants, could make use of the space of the median strip for outside dining to help accommodate the overflow of customers.

This could possibly spark a trend in restaurants coming to the area.



Image 25. 33rd Street Median Opt.2



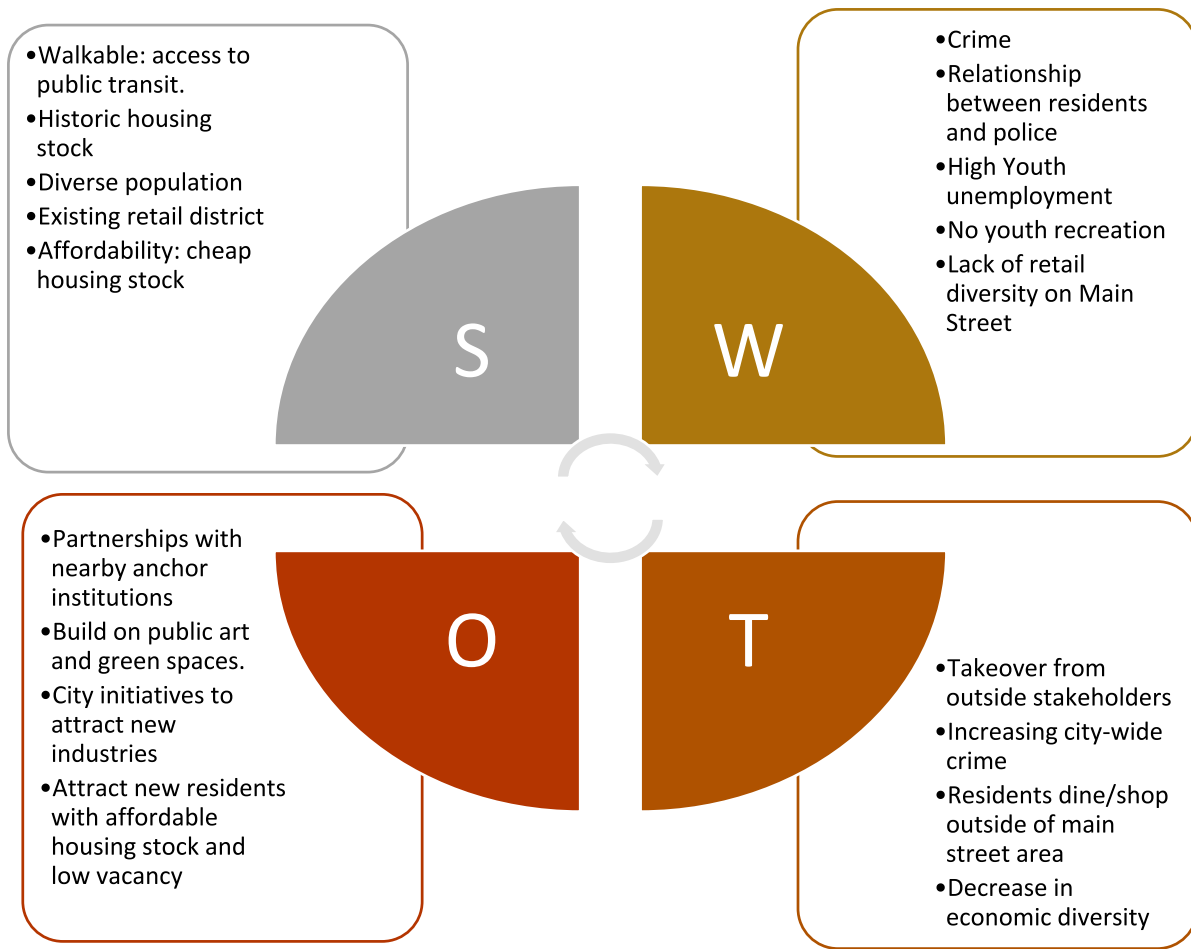
WAVERLY

SWOT ANALYSIS

This SWOT analysis served as a planning exercise and will take a deeper look into Waverly's Strengths, Weaknesses, Opportunities, and Threats facing the community. The purpose of this exercise is to classify key elements within the community that could both help or hinder the development process. This analysis will also draw from other data such as 1st person interviews of members in the community as well as visual analysis conducted by the Morgan University City and Regional Planning Class. Our intentions are to extrapolate action plans that could make a meaningful difference.

The SWOT typology attempts to classify key elements by two variables: positive or negative, and are they internal to the unit of analysis or external. In a SWOT analysis, "Strengths" are internal, positive things; "Weaknesses" are internal but negative things; "Opportunities" are external positive things; and "Threats" are external negative things.

The image below documents the key elements, based on the previous data sources and analyses, that the study team felt best fit in each category for the Waverly neighborhood.



Graph 22. SWOT



WAVERLY

SWOT ANALYSIS

Strengths

Waverly residents value the neighborhood's central locations and access to grocery stores, and public transit lines. And the ability to walk to these amenities is an attribute becoming ever more popular in Baltimore. The new Elementary/Middle School can attract newer and young families with small children. Both the historic and diverse housing gives current and potential residents with affordable and varied options when looking for a new home, while the neighborhood's diverse population will attract new industries to the area and make for a better economy.

Weaknesses

One of Waverly's largest weaknesses at the moment is the rate of crime activity. Residents feel the police are not taking an active role in addressing the crime activity. There is a lack of trust between residents and police, driven in part by unreported crimes and unfiled crime reports. Breaking this cycle of mistrust will be difficult. High youth unemployment rates and lack of recreational outlets for this populous can weaken any local economy.

Opportunities

Waverly has an opportunity to use its strengths to attract new residents and greater investment, either by leveraging its proximity to anchor institutions such as Union Memorial Hospital, Morgan State University, or the Johns Hopkins University, or by better engaging with city initiatives such as Live Baltimore. Waverly has an active community fabric and residents come together for tragedies and triumphs. Utilizing this energy could further Waverly's agenda for cleaner streets.

Threats

An increase in citywide crime, and the perception of increased crime, may make it hard for Waverly to convince potential new residents to commit to a home in the neighborhood. Additionally, residents have expressed a strong sense of fatigue. Despite unsuccessfully organizing to clean the streets, advocate for the new school, build community gardens and more, there is a persistent sense that residents are always coming together to address a challenge or a tragedy. And many residents choose to shop and dine outside of the community and the Waverly Main Street area, because of the limited offerings at businesses along Greenmount Ave.



WAVERLY

GOALS + STRATEGIES

When starting the neighborhood planning process, it is important to identify a strong vision that can guide decisions about the final plan. After reflecting on the community profile, visual analysis, business survey, and resident interviews, the study team proposes the following vision and mission statement for Waverly:

Vision

Safer streets, healthy families, economically robust - This is Waverly!

Mission

Waverly strives to improve physical, economic, and social assets to promote a safe and vibrant neighborhood through partnerships with adjoining communities while establishing itself as a hub for rising entrepreneurs and public place-makers. Our three proposed goals are:

- Advance population health through strategically improving community access to locally sourced fresh produced and foods.
- Create collaborative public space to foster productivity within the youth populations.
- Improve local retail corridor to enhance diversity and create job opportunities for members of Waverly.

With this mission statement in mind, we have identified goals, objectives, strategies and an timeframe of short, mid, and long-term implementation timeframe the Waverly Improvement Association, Steering Committee and the Waverly neighborhood as a whole can take to realize this vision. As many of the goals and desired outcomes within the community sometimes overlap, we have consolidated them under four overall categories:

- Safety
- Vacancies
- Economic Development
- Transportation
- Public Amenities



WAVERLY

GOALS + STRATEGIES

SAFETY GOAL 1:

To encourage more positive interactions by strengthening relationships between social organizations, such as the police, and the community.

STRATEGY 1: Safety Liaison

Cultivate a Waverly Community Safety Liaison to participate at police district meetings to represent Waverly's concerns about safety. The liaison should commit to regular participation of either quarterly, biannual, or annual terms, and diligently manage communication between the neighborhood and their police representatives. Waverly's police district meets monthly at a station only 3 miles away from the community.

STRATEGY 2: Police Force Patrol

The Greenmount corridor, as a public attraction, needs a ground patrol along its length to protect against theft, vandalism, and drug trafficking. The patrol could be easily applicable on foot or by bike and vary in its schedule as feasible. Including a canine counterpart to improve the experience for both policemen in their security and the public in their attention could be considered as might the occasional horse-mounted patrol.

STRATEGY 3: Coffee With Cops

Presenting an avenue for the community to engage individually with the area's police officers could improve understanding of the neighborhood's needs and the police's ability to respond. This strategy may also recover important information which might otherwise remain unspoken. In addition to conversations by appointment, business owners might also benefit by regular group discussions for troubleshooting more challenging obstacles. These conversations could take place in a variety of locations, impromptu, as well as on a structured basis depending on community preferences and the ability of the police to participate.

STRATEGY 4: Neighborhood Watch

Structure a neighborhood watch program to strengthen resident safety by referencing successful models of others. This will reduce the likelihood of any criminal incidents just by the presence of such an initiative and to quickly address issues as they arise.



WAVERLY

GOALS + STRATEGIES

STRATEGY 5: Police Athletic League

Improve the relationship of Waverly residents with the police through recreation. This provides an outlet for police officers while also offering a casual format for building familiarity with community members and engaging youth into healthy activities outside of school. The league could be inclusive of all ages and genders as wanted.

STRATEGY 6: Police Booth Station

Construct a police booth near the crossroads of Greenmount Avenue and 33rd Street to provide a home base with shelter for the area's patrol. The booth should be climate controlled and comfortable to help police maintain a positive disposition throughout their shift. The booth may take an unconventional form as part of a newly constructed bus shelter which might also include power for lighting and charging electronics.

VACANCIES GOAL 1:

Eliminate long-term vacancies

STRATEGY 1:

Devise a vacant home monitoring policy which might work as part of neighborhood watch to identify and report vacant buildings to the WIA or other designated entity for mitigation.

VACANCIES GOAL 2:

To improve 'curb-appeal' of residencies throughout Waverly.

STRATEGY 1: Property Code Enforcement

Learn about the Baltimore City code and property owner's responsibilities for upkeep and maintenance. Educate the Waverly community about such minimum standards via either or all of the following: A dedicated page on WIA website; Bulk mail to property owners; door-to-door outreach. Education about Baltimore building code enforcement could serve as a warning to property owners about bringing failing properties into compliance before setting into motion a community requested 'code enforcement sweep' as a disciplinary action step towards mitigating property deterioration. This would be a proactive preliminary step to Strategy 2 of improving exterior building aesthetics.

STRATEGY 2: Exterior Home Renovations

Organize information briefing applicable home improvement incentives to present Waverly both online via links from the WIA webpage as well as in printed brochure format for community meetings or door-to-door outreach.

Consider mailing brochures outlining options with contact info for the WIA or designated representative to track inquiries/interest. Or recruit an outreach committee to provide information door to door. Door-to-door might be best if divided into quadrants and tackled quarterly, or as preferred by organizing committee.



WAVERLY

GOALS + STRATEGIES

Compile before and after summaries of completed renovations for the WIA website, newsletter, and local media channels to promote successful projects. Launch a block competition, more applicable to detached homes, to encourage home improvement. Host an annual event to showcase remodeled homes which local contractors and lending partners can attend to promote their service.

STRATEGY 3: Improve Residential Landscaping

Educate the community about the city code standard concerning outdoor upkeep and maintenance. Promote low-cost opportunities for yard maintenance through the Baltimore Time Bank which is a non-profit group organizing people who wish to share their skills to serve others through a different form of currency, in this case being time. Otherwise, property owners always have the option for professional landscaping service if preferred. To encourage attractive aesthetics, the community may choose to launch a 'Bloom Your Block' program similar to that of the Union Square Community of Southwest Baltimore.

STRATEGY 4: Managing Rental Property Owners

Begin to initiate communication with Waverly's residential landlords who represent more than half of the property owners within the community. As these individuals are only reachable via mailing address, a postcard to the property owner would be a good starting point with the objective being to establish phone contact and initiate regular communication towards the goal of organizing landlords into considering the community's owner-occupied interests. Waverly's homeowners may opt to request landlords to set certain parameters of property upkeep and maintenance.

STRATEGY 5: Mitigating Vacant Houses

Establish an additional role within the Neighborhood Watch structure to as well monitor housing stock for long-term vacancies. Once identified, the WIA can contact the property owner for information about the property's situation and offer support towards resolution.

ECONOMIC DEVELOPMENT GOAL 1:

Improve the Aesthetics of the Greenmount Corridor to include both building facades as well as the streetscape.

STRATEGY 1: Trash-Free Walkways

Abate litter by providing ample trash and recycling receptacles along the corridor and advocate for business owners to maintain the sidewalks in front of their stores, perhaps twice daily to keep them trash-free. The receptacles could be provided by the city through the support of council woman Mary-Pat Clark, with the guidance of Waverly Main street Association for type and placement



WAVERLY

GOALS + STRATEGIES

STRATEGY 2: Refinish Sidewalks

Refresh the corridor with a new finish on the sidewalk surface. This could simply be a thin layer of fresh concrete paved overtop the existing for a clean and crisp look. This initiative could also be accomplished through the support of Council Woman Clark who could advocate for a budget.

STRATEGY 3: Add Green Infrastructure

Revive the corridor through landscape design features which double function as storm water filtration systems. As there is already significant municipal momentum for expanding green infrastructure, there may be adequate resources available to manage it. Also along with the effort of organizing green infrastructure, bump-out traffic controls could also be implemented to better frame the street-parking along the corridor and improve safety.

ECONOMIC DEVELOPMENT GOAL 2:

Enhance the diversity of businesses along the commercial corridor.

STRATEGY 1: Business Assessment

Work with the Waverly Main street Association to engage the greater community into performing business reviews of the existing enterprises along Main street. The review process would best be structure in a pre-formatted worksheet available via web. Community members could complete their assessments either individually or as organized groups. The business owners should be made aware of the effort and recognize its intent. Conclusions can then be drawn and requests of the community to the business owners for consideration can then begin to take shape.

STRATEGY 2: Landlord Consultations

Upon identification of the least desirable group of businesses, an economic development committee, led by the Waverly Main street Association, can begin to open dialogue with the property owners of the business locations. If the property owners were to recognize that by the tenant improving the appeal of their business to the community, revenues could potentially also increase through restructuring of tenant leases. The different types of commercial leases are:

- **Percent Lease:** Tenant pays base rent plus a percent of monthly sales.
- **Net Lease:** In addition to rent, tenant pays some or all of property taxes, insurance and maintenance.
- **Gross Lease:** Landlord pays all or most of the costs, passing it onto the tenant through rent.



WAVERLY

GOALS + STRATEGIES

ECONOMIC DEVELOPMENT GOAL 3:

Provide more casual dining options with seating as social venues.

STRATEGY 1: Proposition Existing Restaurants

Work with the Waverly Main Street Association and/or Baltimore food critics to facilitate restaurant reviews along the Waverly Main Street. The resulting restaurant 'ratings' could not only be publicized through local media as an advertisement to new restaurants interested in serving the area, but could also serve as a foundation for initiating conversations with business owners and respective property owners regarding plans for long-term tenancy and the potential for tenants to tailor custom commercial interiors which would better suit their patrons.

ECONOMIC DEVELOPMENT GOAL 4:

Establish a financial banking institution for the community.

STRATEGY 1: Define Banking Preferences

Organized through the support of Waverly Main Street Association, with support from local media channels, the greater Waverly community, both residential and commercial, could be polled to identify people's primary preferences for banking. The most popular banking institutions could then be contacted and requested to franchise into the area for community service.

Local banking institutions which may be considered include the Harbor Bank of Maryland, who advertises a focus on economic development throughout the city, as well as manages a program for improving the city's financial literacy. Another, although more alternative consideration, might be the Baltimore Green Currency Association which promotes an initiative to strengthen the city's economy through the expanding use of a local currency called the B-note. The B-note is a legal currency acceptable at over 240 business across the city and which serves to keep spending local rather than long distance via the internet or large corporate stores where profits serve foreign shareholders.

TRANSPORTATION GOAL 1:

Improve pedestrian safety by introducing traffic calming measures and general visibility along the commercial corridors.

STRATEGY 1:

Make crosswalks more identifiable through the use of white paint, reflectors, and pedestrian signage. Delineate regular spacing of parking spots on either side of the two-way traffic lanes of Greenmount avenue.



WAVERLY

GOALS + STRATEGIES

STRATEGY 2:

Curb extensions at either end of every block along Greenmount avenue to visibly frame the parking area. These extensions would add a nice border to the parking lanes while also improving pedestrian safety by preventing cars from pulling in and out from these end spots.

TRANSPORTATION GOAL 2:

Improve comfort of commuters using public transit by installing bus stop shelters at key locations along the commercial corridor.

STRATEGY 1:

Work with the Waverly Main Street Association and other adjacent neighborhood associations to request Council person to advocate for bus shelters to be installed at locations around the commercial intersection of Greenmount Ave and 33rd Street.

PUBLIC AMENITIES GOAL 1:

Meet with leadership of Waverly and partnering communities to formulate a strategy for developing a special taxing district for potential neighborhood partners to consolidate into a larger entity, to include: Pen Lucy, Better Waverly, Ednor Gardens, Govans

STRATEGY 1:

Build partnerships with surrounding neighborhood associations to increase capacity and advocate as a larger population referencing successful nearby entities such as:

- Midtown Baltimore Partnership
- Charles Village Community Benefits District
- South West Baltimore Partnership

PUBLIC AMENITIES GOAL 2:

Create a long-term plan for amenity services: community input, funding, partnerships, rollout.

STRATEGY 1:

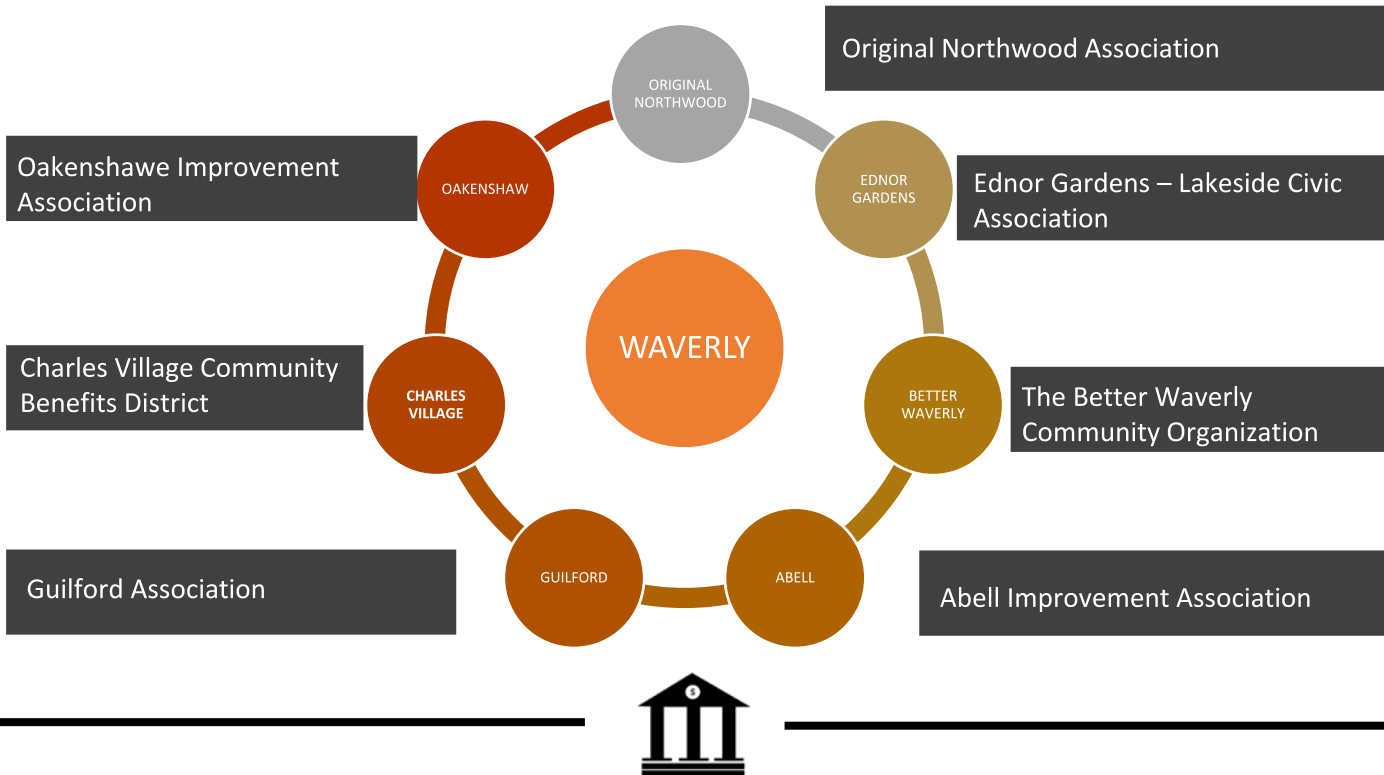
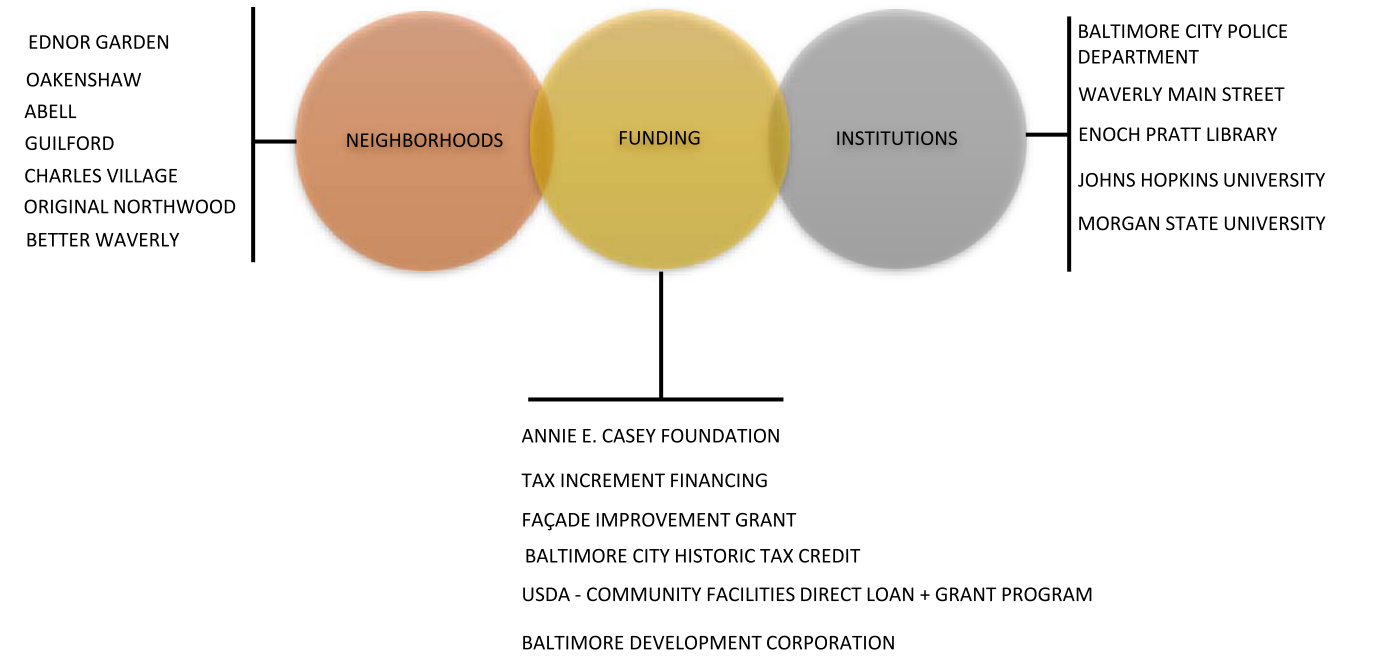
Create a goal implementation plan for the next three years to include a necessary budget. Research grants and matching awards for which to apply. Research and foster relationships with partner and supporting agencies from the Community Development Network of Maryland of which the Waverly Main Street is already a member organization.



WAVERLY

KEY PARTNERSHIPS + FUNDING

Creating strategic partnerships with surrounding communities could assist Waverly in achieving economic growth. Forming a diverse group of community organizations that share a monolithic voice will have optimal impact in when seeking partnerships and funding.



WAVERLY

SOURCES

"Baltimore | Open Data | Open Baltimore | City of Baltimore's Open Data Catalog." OpenBaltimore, data.baltimorecity.gov/. Accessed 28 Sept. 2017.

BNIA – Baltimore Neighborhood Indicators Alliance. "BNIA - Baltimore Neighborhood Indicators Alliance." BNIA Baltimore Neighborhood Indicators Alliance RSS, bnijafi.org/. Accessed 2 Oct. 2017.

"Educational Attainment." Child Trends, www.childtrends.org/indicators/educational-attainment/. Accessed 25 Sept. 2017.

"Overview of the United States." Overview of the United States - Statistical Atlas, statisticalatlas.com/. Accessed 28 Sept. 2017.

"QuickFacts." U.S. Census Bureau QuickFacts selected: Baltimore city, Maryland; UNITED STATES, census.gov/quickfacts/fact/table/baltimorecitymaryland,US/PST045216. Accessed 25 Sept. 2017.

U.S. Department of Education, National Center for Education Statistics. (2002). *The condition of education 2001*, NCES 2001-072. Washington, DC: U.S. Government Printing Office. <http://nces.ed.gov/programs/coe/>

"Waverly neighborhood in Baltimore, Maryland (MD), 21218 detailed profile." www.city-data.com/neighborhood/Waverly-Baltimore-MD.html. Accessed 28 Sept. 2017.

Kelly, Eric D. *Community Planning: An Introduction to the Comprehensive Plan*. Island Press, 2010.

"Better Waverly." Historical and Architectural Preservation. N.p., 22 Aug. 2016. Web. 02 Oct. 2017.

Baltimore, Live. "Better Waverly · Neighborhoods." Live Baltimore. N.p., n.d. Web. 02 Oct. 2017.

"Living in Waverly." Waverly Improvement Association. N.p., n.d. Web. 02 Oct. 2017.

<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

<https://www.census.gov/>

