BALTIMORE COUNTY
MARYLAND

As adopted by the
Baltimore County Council
July 1, 1996

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MARYLAND

Department of Economic Development
Office of Community Conservation
Office of Planning
Department of Recreation and Parks
Department of Public Works
Department of Environmental Protection and Resource Management
Eastern Baltimore Area Community Development Corporation

As adopted by the
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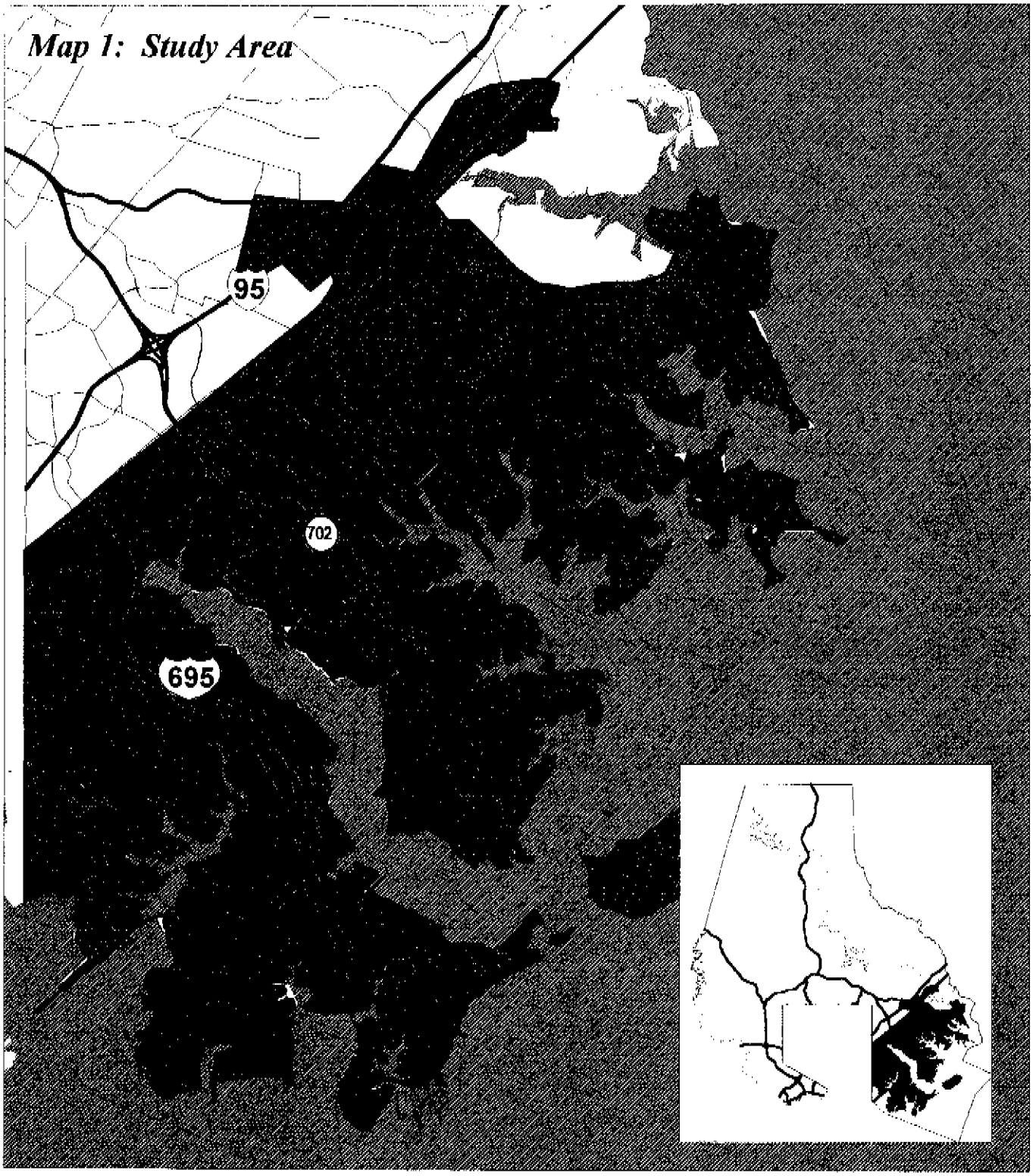
Introduction

Introduction

This is the first large scale revitalization plan ever undertaken in Baltimore County. It is an outgrowth of the increasing awareness that Eastern Baltimore County is changing and that intensive and targeted action, from both the public and private sectors, is needed to address the economic and social decline occurring in parts of the area. As the inaugural revitalization plan, it represents a fundamental commitment to the County's older established communities in general and to Eastern Baltimore County specifically. For the purposes of this plan, Eastern Baltimore County is the area extending from the City-County line eastward to Ebenezer Road and bounded by Philadelphia Road and the White Marsh Business Community to the north and the Chesapeake Bay to the South. Refer to Map 1.

The Eastern Baltimore County Revitalization Strategy is the direct result of a number of studies and work efforts initiated over the past decade. The Eastern Baltimore Area Chamber of Commerce sponsored two major economic development studies entitled the Economic Development Strategy for Southeast Baltimore by Zuchelli, Hunter and Assoc., Inc., in 1986, and the Eastern Baltimore Economic Revitalization Initiative by Robert Charles Lesser and Co., in 1994. Four community plans were prepared by advisory groups of local residents and businesses with technical advice by the County. They were the Bowleys Quarters Community Action Plan adopted by the County Council in 1992, the Lower Back River Neck Community Action Plan adopted by the County Council in 1993, the Philadelphia Road Corridor Study adopted by the County Council in 1992, and the draft Essex-Middle River Community Conservation Plan released for public review in 1995. Additionally, two commercial revitalization plans were developed and entitled the Old Dundalk Village Revitalization Study adopted by the Planning Board in 1983 and the Essex CBD Revitalization Strategy adopted by the County Council in 1991. The Maryland Department of Natural Resources and an advisory group also prepared the North Point Peninsula Park Master Plan in 1992 and the Marine Trade Association of Baltimore County, with funding by Baltimore County, sponsored an Economic Impact Study of Recreational Marine Industry in Baltimore County in June, 1994.

These plans had a great deal of public input and review and their recommendations and policies are incorporated into and form the basis of the Eastern Baltimore County Revitalization Strategy. This underscores the intent of the Strategy which is to not reinvent the wheel, but rather, to pull all the different recommendations, policies, and perspectives together into a comprehensive action-oriented plan. The result is a focused strategy of both public and private actions needed to "jump start" a positive change in Eastern Baltimore County. The Strategy also highlights many of the area's attributes and provides an overview of the various programs currently in effect. The overall goals and policies of the plan should guide future land use, funding, and administrative decisions to support and promote the revitalization of Eastern Baltimore County.



Map 1: Study Area

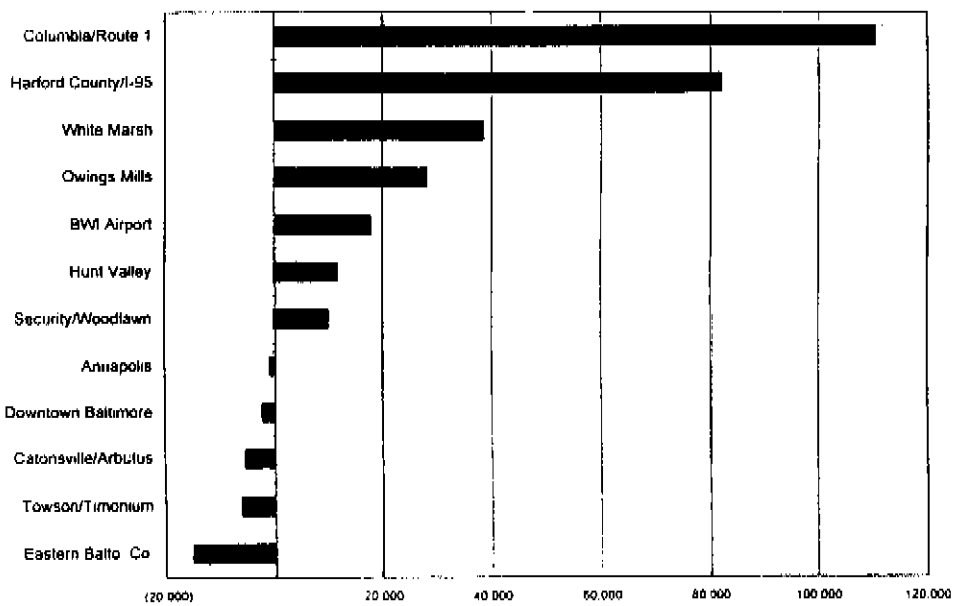
This Strategy must be viewed in light of one overarching perspective: there is no single quick fix for the problems besetting Eastern Baltimore County. True and deep change will only occur incrementally and over time, and if everyone --- from the renter and homeowner to the business man and woman to middle and executive management in county government --- works together with the goal of reinforcing and improving the area. It will take commitment, hard work, and a "can do" attitude which fortunately, are the very qualities found in the people of Eastern Baltimore County.

BACKGROUND

Baltimore County is a maturing suburban jurisdiction that is experiencing a declining tax base, a static property tax base, a decreasing labor force, and an aging population. These changes are primarily affecting the County's older communities and the impacts are especially pronounced in Southeastern Baltimore County. Here, the significant loss of well paying manufacturing jobs has led, in part, to a decline in population and shifts in income, with pockets of poverty appearing. Conversely, the employment sectors of White Marsh (including the Philadelphia Road Corridor and the Town Center) are growing and this economic energy will be very important to the long term prosperity of Eastern Baltimore County.

In this Strategy, five indicators of economic and community health were chosen to illustrate the changes occurring in Eastern Baltimore County. Where possible, the changes happening in other areas of the Baltimore Region were included for comparison. The following is a brief discussion of the challenges facing Eastern Baltimore County.

Figure A: Population Change in Selected Areas of Baltimore Region -- 1970-1995



Source: Baltimore Metropolitan Council

Population Change

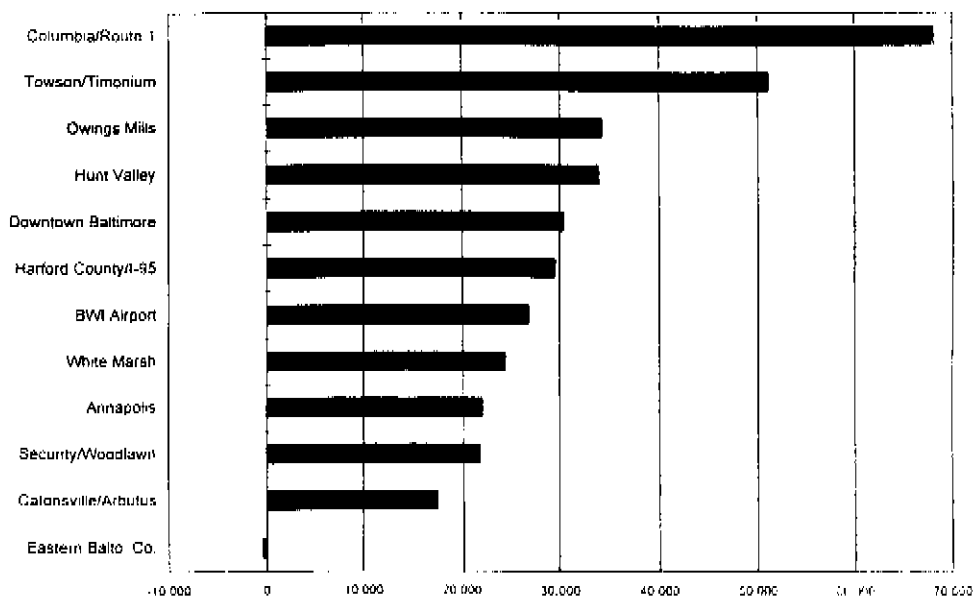
Loss of population. Long-term metropolitan development patterns in the Baltimore region have been negative for the eastern part of Baltimore County (See Figure A). The area has lost population to outlying communities. Since 1970, the area's population has declined 8% from 181,602 to 166,566. In contrast, the region's overall population has grown considerably, with most of the new growth occurring in Columbia, Harford County, White Marsh, and other communities farther out from Baltimore City.

Employment Change

An actual decline in total jobs as the rest of the metro area has experienced explosive employment growth. Similarly, there has been a net job loss in the core over the past 20 years and if current trends continue the job loss will persist, or at best subside somewhat in the future. This decline is especially disturbing when one compares the Southeast Core's performance to the job growth in areas such as Hunt Valley, Owings Mills, Columbia and Harford County. The Employment Centers of White Marsh are included in this Strategy, and here, job growth is continuing with this area having the fastest growth rate in Baltimore County. (See Figure B)

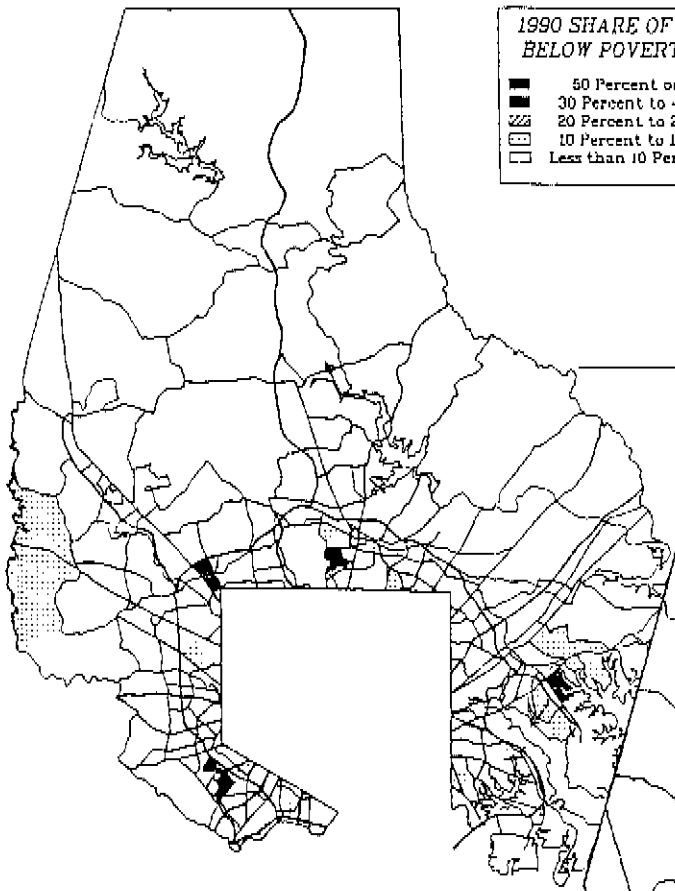
Replacement of well-paying jobs by lower-paying jobs. Not only has Eastern Baltimore experienced a net loss in jobs, but thousands of well-paying manufacturing jobs have been replaced with lower wage service sector jobs. The wage differential is significant according to the State of Maryland's *Employment & Payrolls* report, with the average weekly manufacturing wage in 1994 of $769 per week and the weekly retail and service sector wages of $289 and $483 per week, respectively.

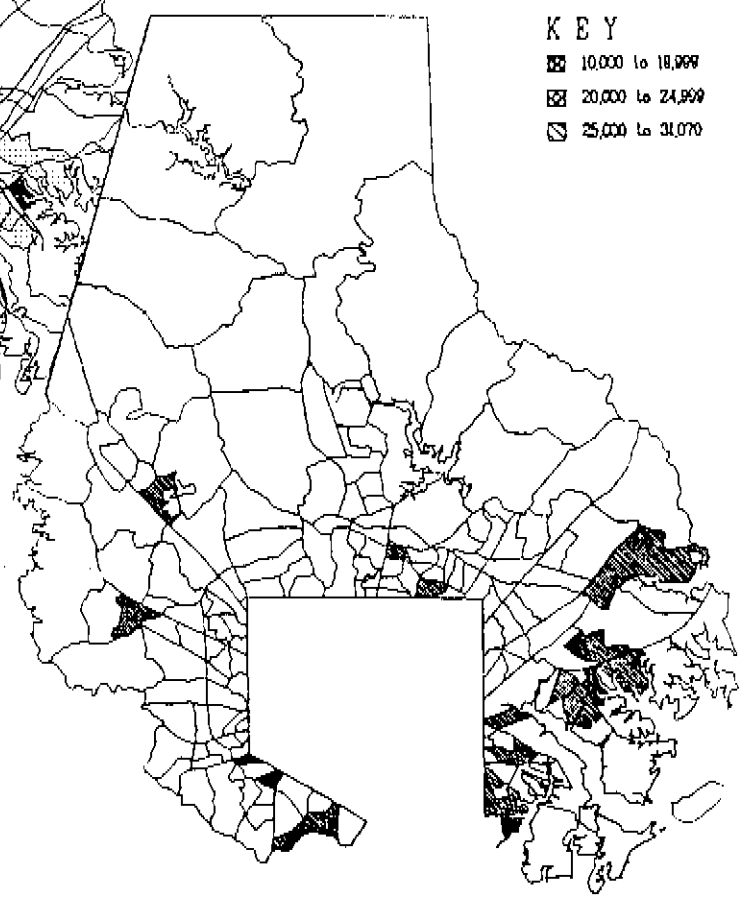
Figure B: Employment Change in Selected Areas of Baltimore Region -- 1970-1995



Source: Baltimore Metropolitan Council

Map 2: Persons Below Poverty Level





Map 3: Median Household Income

Income

Concentration of lower incomes. Pockets of poverty occur throughout the County's older communities, but the greatest concentration of areas with less than the County's median household income and 10-20% poverty rates is in Eastern Baltimore County. See Maps 2 and 3.

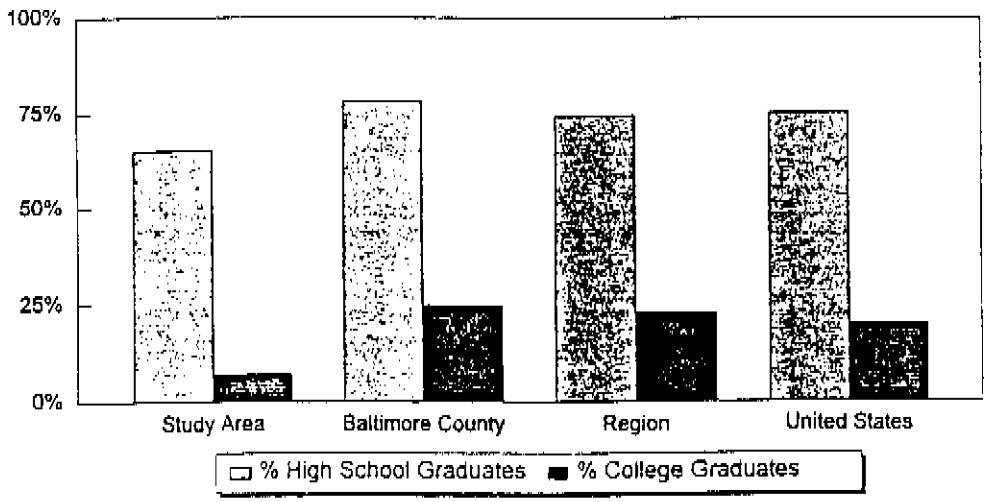
Education

Below County average education attainment levels. Better paying employers are demanding an educated work force and only 65% of residents in Eastern Baltimore County are graduates from high school. Some elementary schools have scored above the state average on standardized tests, but most are below average, with some significantly below the norm. Factors that influence educational success include poverty, single-parent families, and high student mobility which are prevalent in certain parts of Eastern Baltimore County. Additionally, the percentage of Eastern Area residents with college or advanced degrees is only one-third of that in the County, region, and nation. See Figure C.

Figure C: Educational Attainment

	Eastern Study Area		Baltimore County		Baltimore Region*		United States	
	Number	*%*	*Number*	*%*	*Number*	*%*	*Number*	*%*
Persons 25 years & over	182,797		473,574		1,540,817		158,868,436	
High School Graduates	119,690	65.5%	371,156	78.4%	1,150,471	74.7%	119,469,064	75.2%
Bachelor's Degree	13,019	7.1%	118,294	25.0%	357,207	23.2%	32,250,293	20.3%
Graduate or Professional Degree	4,072	2.2%	47,369	10.0%	142,591	9.3%	11,477,686	7.2%

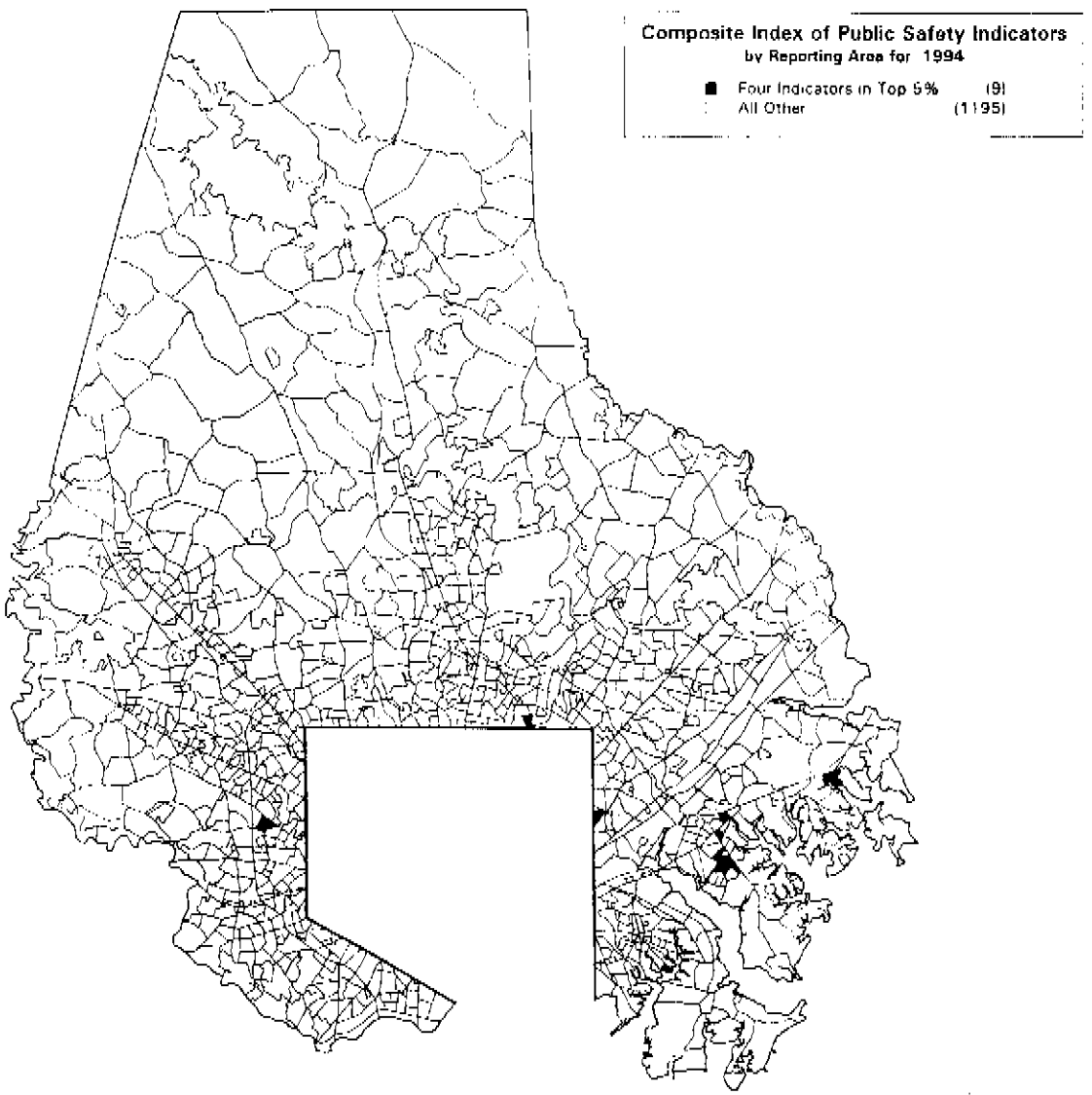
** Anne Arundel, Baltimore, Carroll, Harford and Howard Counties and Baltimore City*
Source: 1990 Census of Population and Housing



Potentially Distressed Communities

As part of the draft Community Conservation Discussion Paper, the public safety committee prepared a composite of the four primary crime categories (violent crime, drug related crime, juvenile arrests, and order maintenance), providing a picture of areas that are economically and socially distressed. Eastern Baltimore County had the greatest concentration of potentially distressed communities and the area within the County that had all four indicators grouped in the top 5% category was Essex. See Map 4.

Map 4: Potentially Distressed Communities



ORGANIZATION

The scope of the Eastern Baltimore County Revitalization Strategy is daunting. The study area is very large, covering over 70 square miles which is twice the size of that in either the Perry Hall-White Marsh or Owings Mills Growth Area Plans. Within the study area there is also a diversity of land uses ranging from intensely developed steel mills to established residential communities to protected wildlife habitat areas. And the issues facing Eastern Baltimore County are equally extensive and very complicated. Thus, for any plan to be workable, it must be broken down and organized into smaller, more manageable groupings.

Strategic Issues

The Revitalization Strategy is organized into three main chapters, each of which focuses on one of the key revitalization issues facing Eastern Baltimore County today. These issues are:

Economic Development:

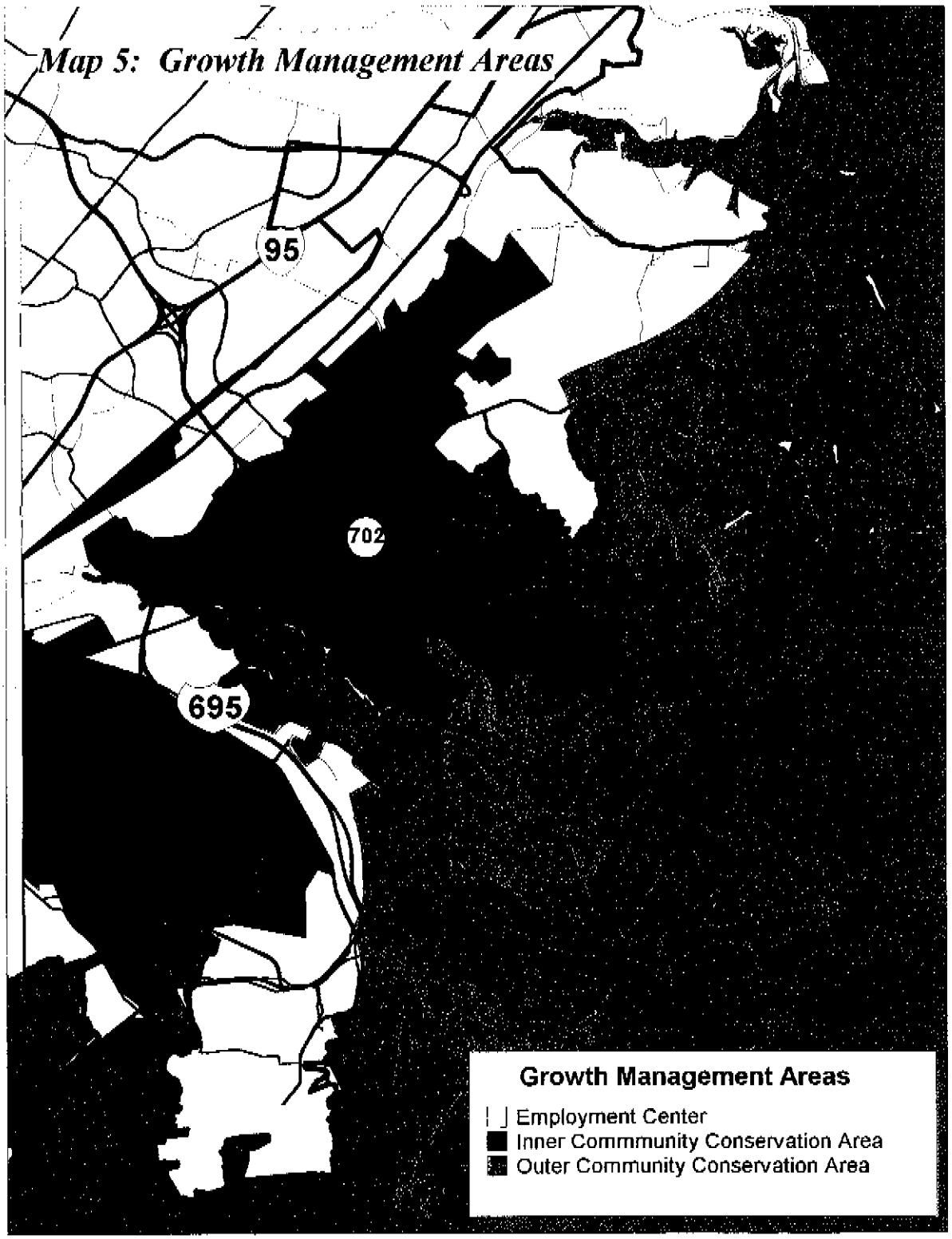
How can the County and private sector retain, expand, and attract businesses that offer well paying employment opportunities to the residents of Eastern Baltimore County?

Community Conservation:

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

Waterfront Enhancement:

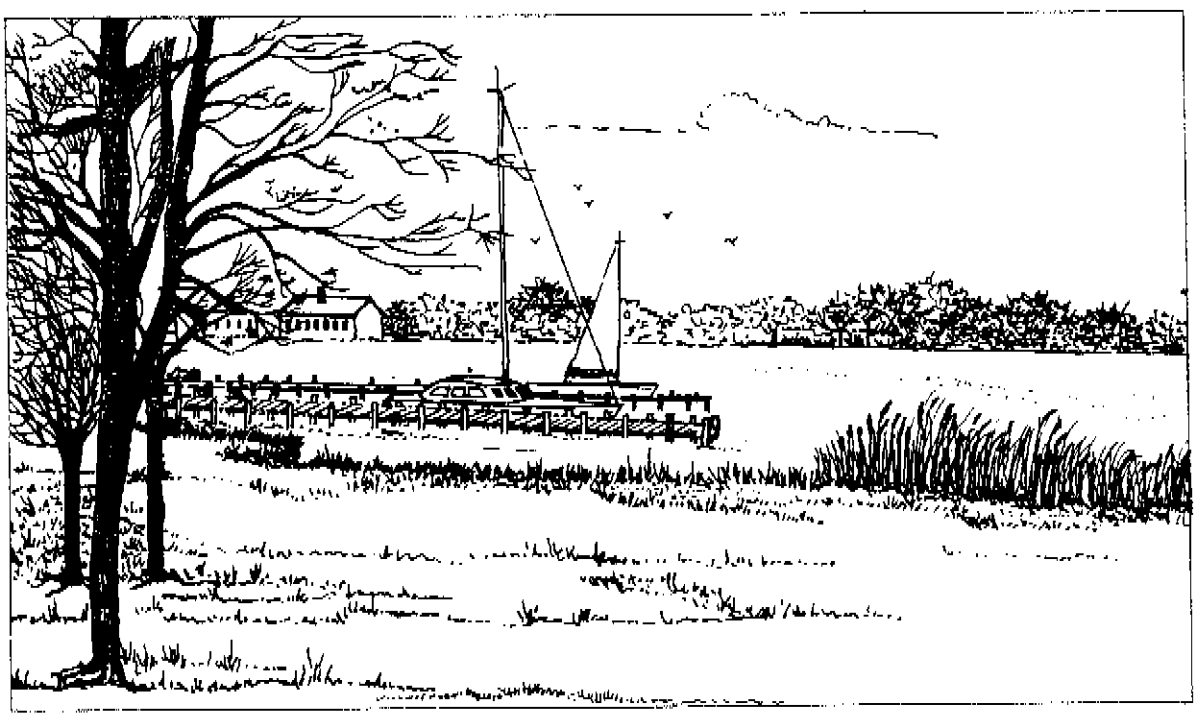
How can the unique amenity of the waterfront be enhanced for higher quality housing, tourism, and recreational opportunities?


Map 5: Growth Management Areas
95
702
695
Growth Management Areas
Employment Center
Inner Commmunity Conservation Area
Outer Community Conservation Area

Growth Management Areas

The Revitalization Strategy is also organized according to the growth management areas framework adopted by the County Council in 1992. As part of this planning process, Eastern Baltimore County has been divided into Employment Centers (ECs) and Inner and Outer Community Conservation Areas (CCAs). Refer to Map 5. Employment Centers are existing and proposed manufacturing, office, warehouse, and retail areas that provide significant county-wide employment and service opportunities. There are four main Employment Centers in Eastern Baltimore County --- Southeastern, Philadelphia-Pulaski Corridor, White Marsh, and Middle River --- which have been differentiated on the basis of their location and market characteristics. Community Conservation Areas are established residential and commercial communities. The distinction between Inner and Outer Community Conservation Areas is based on the historic development patterns of the area. The Inner CCAs are the established fairly high-density residential neighborhoods and commercial corridors around the central cores of Dundalk and Essex. The Outer CCAs are the less densely developed neighborhoods at the end of the peninsulas that are oriented primarily toward the water.

A note of caution is needed. Categorization does not mean separation. These issues and management areas are inextricably linked to each other. The vitality of the residential communities is, to a large degree, dependent upon opportunities to earn a living wage in nearby businesses. Likewise, the quality of life offered by area neighborhoods can strongly influence the location of a new business or industry.



Opportunity Areas

As the starting point for the Strategy, Map 6 shows areas of opportunity for economic development, community conservation, and waterfront enhancement. These are potential sites for new development, redevelopment, and improvement that will promote revitalization and ensure that Eastern Baltimore County realizes its maximum potential. The actions recommended in this overall strategy and the more detailed community plans should address each of these areas.

OPPORTUNITY MAP

Economic Development

1. Quad Avenue
   Developable industrial land.
2. Sparrows Point Industrial Park
   300 acres of potentially developable industrial park.
3. North Point Corridor
   Redevelopment of industrial corridor.
4. Kelso Drive
   More than 80 acres of developable industrial land.
5. Yellow Brick Road Area
   Continuation of successful industrial park development.
6. White Marsh
   Continuation of successful industrial, office, commercial development.
7. Extension of MD 43
   Extension of MD 43 to Eastern Boulevard to access Williams tract and connect Middle River to White Marsh and I-95.
8. A. V. Williams Tract
   Over 1,000 acres of industrially zoned land.

OPPORTUNITY MAP, CONTINUED

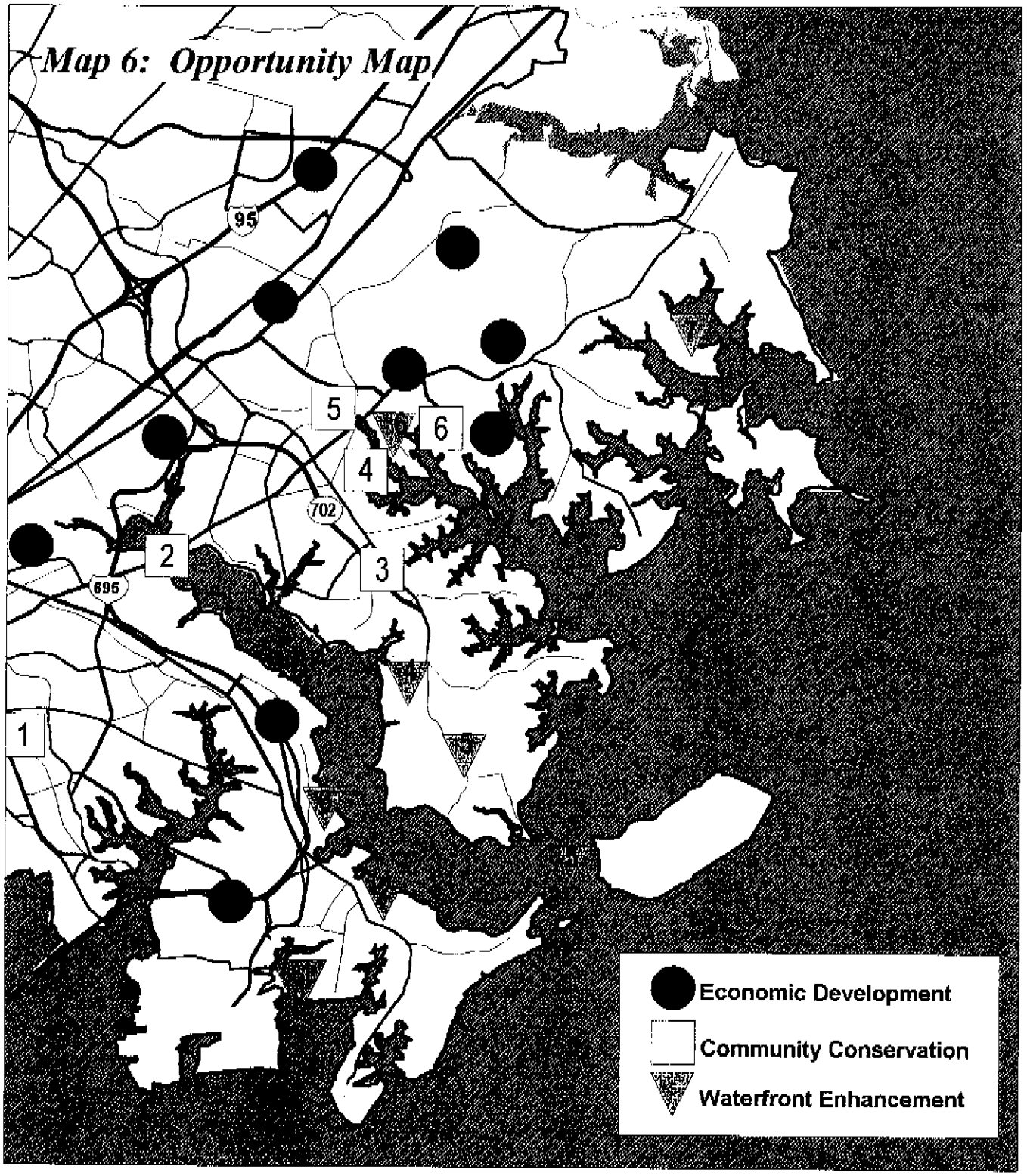
9. Chesapeake Industrial Park
   Waterfront parcel with deep water access, site of Lockheed Martin facility, potential tourism and employment redevelopment site.
10. Martin State Airport
    Expanded corporate jet service.

Community Conservation

1. Seagrams Site
   Vacant distillery suitable for adoptive reuse.
2. Gateways
   Redevelopment of land at both ends of bridge.
3. Commercial Land
   Undeveloped 35 acre site commercially zoned.
4. Hopkins Landing
   Undeveloped residentially zoned waterfront site.
5. Riverdale
   Redevelopment opportunities following demolition of apartment buildings.
6. Chesapeake Village
   Redevelopment opportunities for waterfront parcel following demolition of buildings.

Waterfront Enhancement

1. Bayfront Parcel
   Small waterfront parcel owned by Bethlehem Steel.
2. Bauer Farm
   Waterfront farm adjacent to North Point State Park.
3. Beachwood Site
   151 acre site residentially zoned.
4. Smogyi Farm
   85 acre waterfront site.
5. Park Linkages
   Land and water linkages among public parks.
6. Chesapeake Industrial Park
   Potential waterfront redevelopment site.
7. Dundee-Saltpeter Park
   Almost 500 acres of waterfront park land.


Map 6: Opportunity Map
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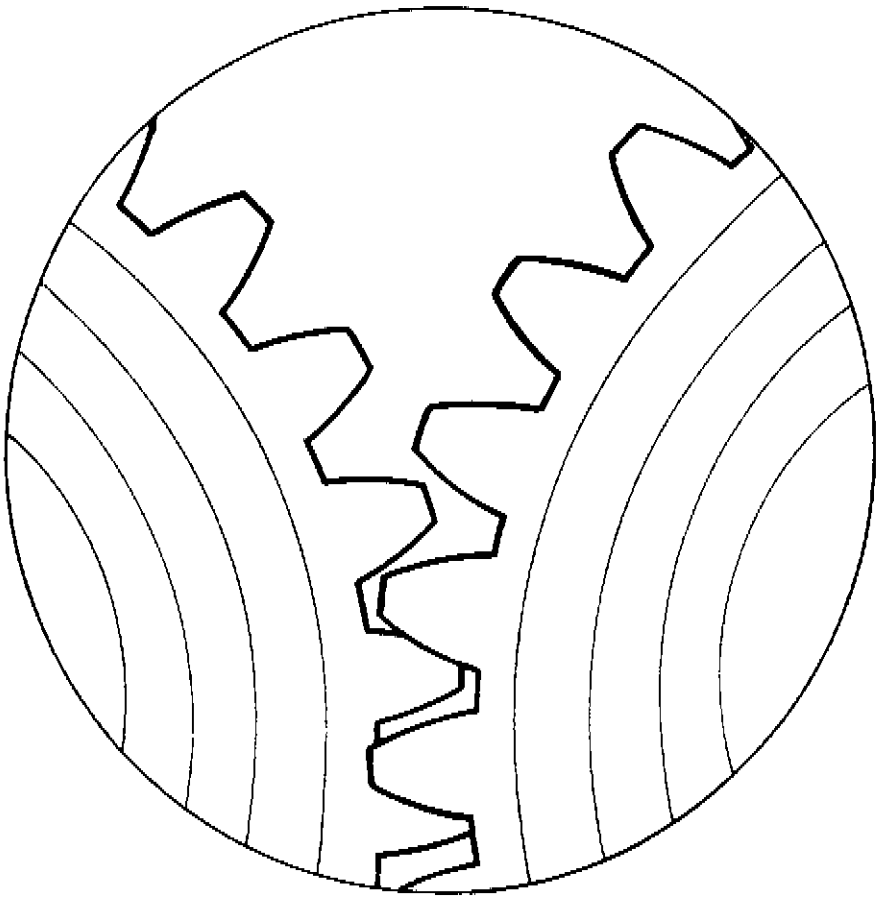
Economic Development
Community Conservation
Waterfront Enhancement



Economic Development Strategy

Economic Development

The revitalization of Eastern Baltimore County is dependent upon a strong economic development program that will ultimately transform the area's image to that of a successful place to do business. The objectives of this program are to:

- **Retain and create well-paying jobs**
- **Increase business confidence and investment in the area**
- **Increase the supply of development-ready industrial land**
- **Promote waterfront tourism**
- **Increase the area's tax base.**

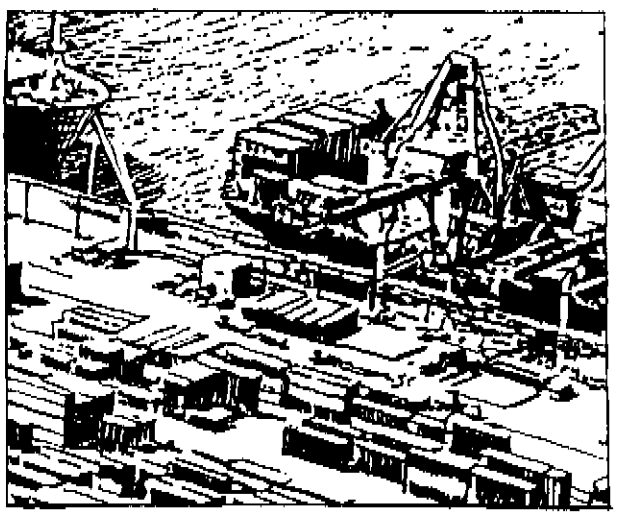
The economic development strategy for Eastern Baltimore County is primarily focused on retaining, expanding, and attracting businesses that bring new wealth into an area producing goods and services sold outside the area. Jobs in these types of companies are usually well paying and provide employees with greater disposable incomes that they often spend locally. In general, these are companies engaged in manufacturing, fabrication, assembly, warehousing, distribution, office uses, and research and development.

POLICIES

The economic development and revitalization of Eastern Baltimore County is critical to the continued vitality and prosperity of Baltimore County. As such, the County should promote industrial and office development and redevelopment that:

1) Stabilizes, strengthens, and diversifies the area's economy
2) Generates "living wage" employment
3) Improves the economic and visual image of the area; and
4) Minimizes adverse impacts on adjacent residential communities.

There will be inherent difficulties and trade-offs in revitalizing Eastern Baltimore County, but it must be recognized that without increased economic activity, this area will continue to decline. The government, business interests, and communities must work as partners and seek cooperative and innovative methods to enable economic development that will enhance Eastern Baltimore County.

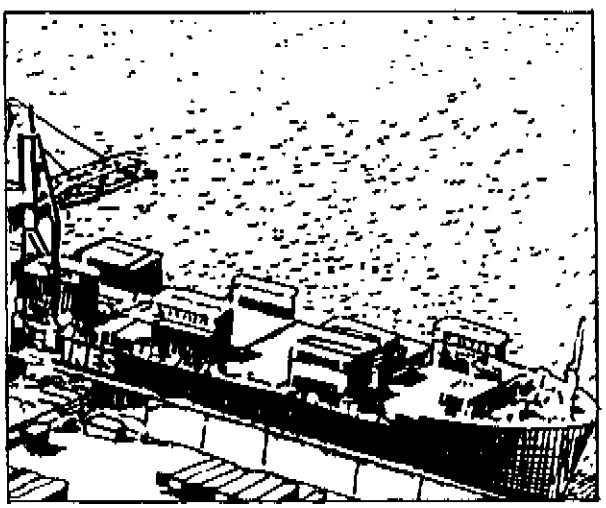


ECONOMIC DEVELOPMENT STRATEGIES

The economic development strategy for Eastern Baltimore County is two pronged. The first is an overall program of business development applicable throughout the area and the second is a targeted action plan to address the specific needs of the different Employment Centers in Eastern Baltimore County. The remaining sections of this chapter outline these two approaches and Appendix A contains the implementation schedule and a map showing the capital improvements needed to spur economic development.

BUSINESS DEVELOPMENT STRATEGY

The Department of Economic Development is formulating a business development program for Eastern Baltimore County to increase the area's attractiveness as a business location. The purpose of the program is to better understand and respond to existing businesses and the companies the County is trying to attract to the area. The basic components of the program are described below.



1. Company Visitation Program

The Department of Economic Development will conduct regularly scheduled visits to companies to establish positive working relationships between business and county government; identify industry needs, issues, and trends; provide information about available services; and assemble a database of information to develop programs and/or legislation to identify and address common business issues.

2. Financing Program

The Department of Economic Development will administer a complete program of financing options that can be used to retain, expand, or attract businesses. Appendix D outlines the options available and specific packages can be designed with the financial officer at the Department.

3. Real Estate Search Assistance Program

Under this program, computer databases of available buildings and land, with specifications and owner/broker contacts will be developed and used to help prospects find sites suited to their needs.

4. Ombudsman Program

A business representative with the Department of Economic Development will be assigned exclusively to manage the Eastern Area as a "troubleshooter" to assist businesses and help resolve various issues. The Department will also act as an advocate for pro-business legislation on local, state, or federal levels.

5. International Trade Program

As foreign markets expand, there are new opportunities for local companies to export their products and services, thereby creating additional jobs. The Department's International Trade Program will actively promote global trading on the part of the County companies by: 1) identifying exporting companies and offering assistance with expansion of foreign markets; 2) identifying companies with exportable products/services to explore penetration of foreign markets; and, 3) assisting exporting companies facing difficulties with trading. This will be done by personal visits, phone solicitation, and direct mail. A referral network to international trade resources will be maintained and export counsels will be established for experienced exporters to assist beginners.

6. Marketing Program to Attract New Business

The important elements in this program are to maintain an up-to-date database of important locational information, create customer presentations, perform property searches, conduct prospect and familiarization tours for brokers and the Maryland Department of Business and Economic Development representatives, develop marketing pieces highlighting the advantages of the area, and develop a program to attract targeted businesses.

7. Resident Business Appreciation Program

Under this program, the County will host an annual county business awards program that honors three companies' contributions to the County.

8. Work Force Assistance Program

This program will assist new and resident businesses with recruitment, assessment, training, and relocation of employees by referral and coordination with government employment programs and by combined financing with the State to offer financial incentives to recruit, train, and relocate workers.

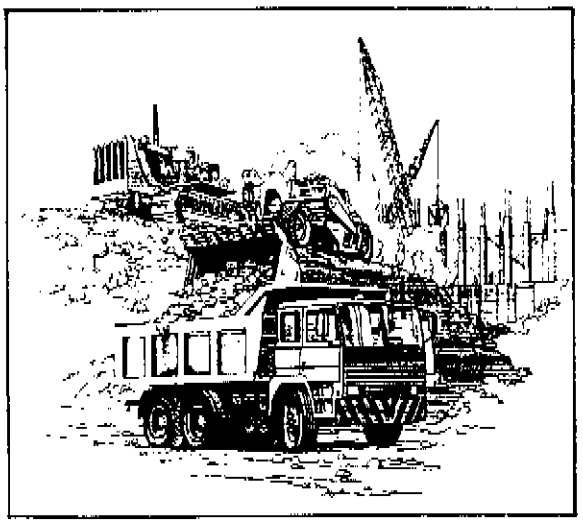
9. Brownfields Redevelopment Program

"Brownfields" are vacant or underutilized commercial or industrial sites that face environmental clean up challenges that hinder their redevelopment or reuse. The difficulties often involved in redeveloping these sites cause companies to look instead to "greenfields" locations as the sites for new industrial plants. A greenfield is forest or farm land, usually in an outlying location, that is available for industrial development.

The precise number of brownfields sites in Baltimore County is unknown because there are no precise specifications for brownfields, nor is there a requirement to report them. However, it is known that many hundreds of contaminated sites exist around Maryland. An indicator of Baltimore County's brownfields problem is the number of County sites on the State list of potential hazardous waste sites. With 51 sites, Baltimore County ranks second only to Baltimore City among Maryland jurisdictions in the number of such sites. Almost half of these sites are in Eastern Baltimore County.

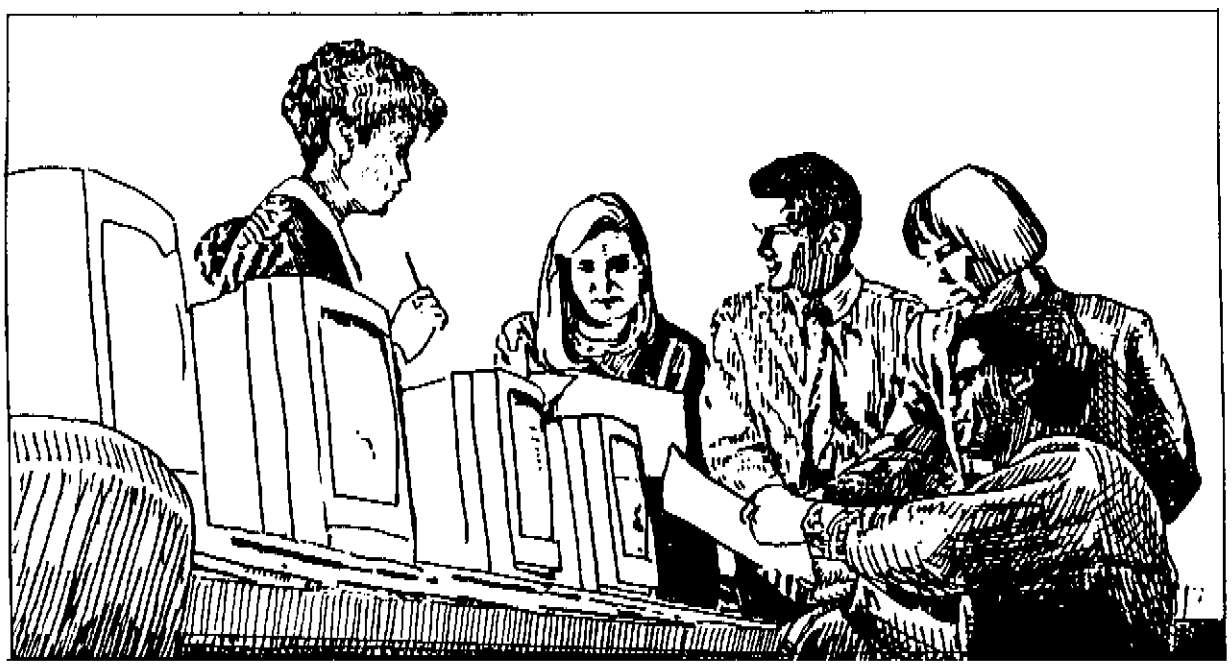
A successful brownfields program will need State legislation to promote the clean-up and reuse of these sites. Key components of this legislation would include: releases from liability and assurances for parties who did not

cause the contamination of a property, but who wish to clean it up and reuse the land; certification for when a cleanup has been successfully completed; limited "reopeners" or circumstances under which a regulatory agency can reinitiate action on a particular property; and risk-based clean-up standards, so that land slated for industrial development need not be cleaned up to levels necessary for residential development.



10. Business Development Monitoring Program

The Department of Economic Development will develop a system to monitor the retention, expansion, and attraction of business in Eastern Baltimore County. This will be based on a representative sample of businesses in the area and will analyze "births and deaths", employment gains and losses, and new capital investments, wage levels, use of incentives, and other indicators of economic health.



EMPLOYMENT CENTER STRATEGIES

The remaining sections of this chapter outline the specific strategies needed to foster economic development in each of the four different employment centers.

SOUTHEASTERN EMPLOYMENT CENTER

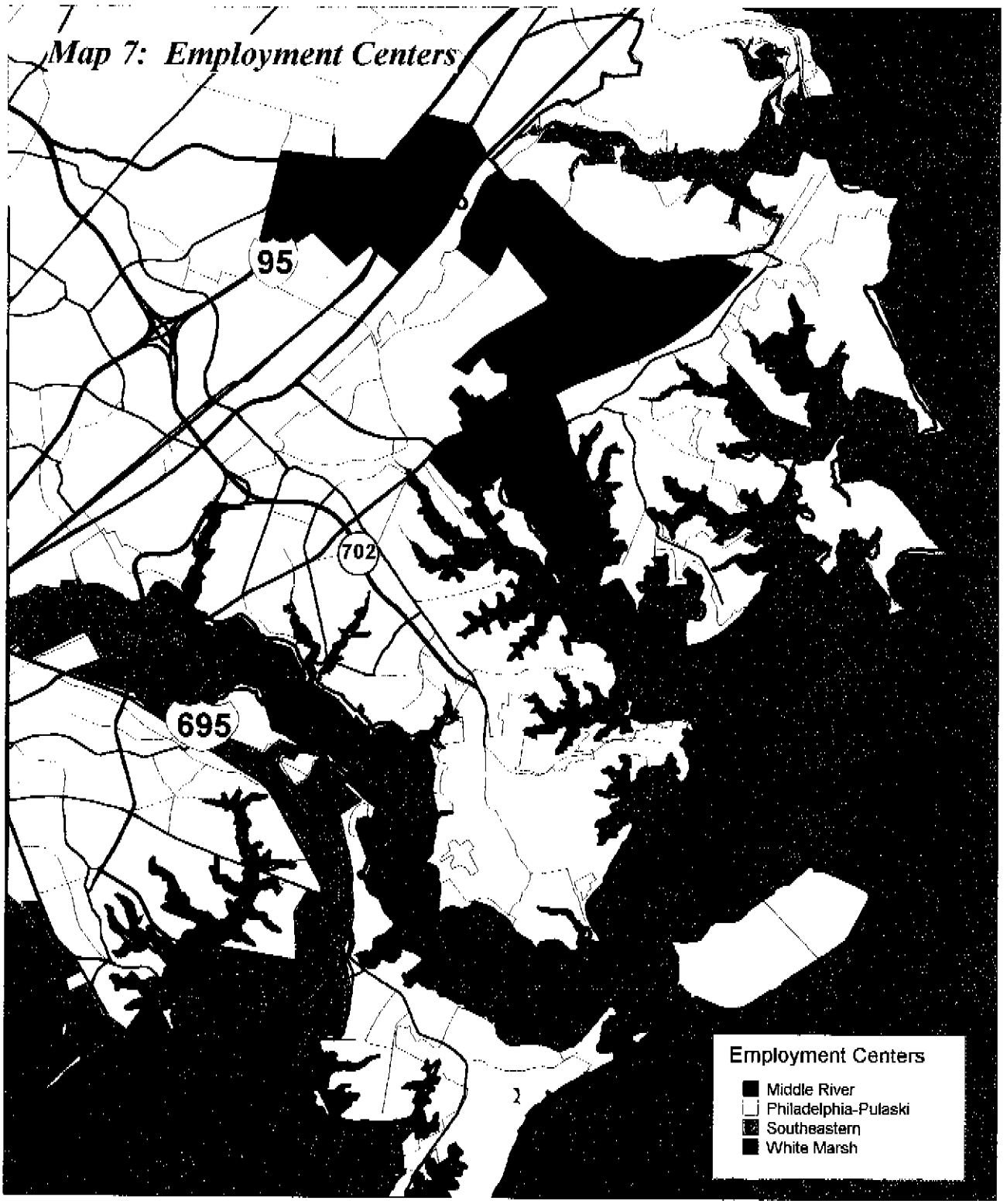
The Southeastern Employment Center is anchored by large and long established employers such as the Port of Baltimore and the Bethlehem Steel Corporation. These industries, along with the former Glenn L. Martin Corporation outside Essex, were the economic engines that drove the development of Dundalk, Essex, and Middle River. However, beginning in the 1970s, a changing world-wide economy, expanding suburbanization, technological advances, and deep cuts in defense spending took their toll on traditional manufacturers and related uses. A number of plants closed and others, in order to survive, dramatically downsized and invested heavily in modernization that increased productivity, but reduced the labor force through efficiency and automation.

The impact of the decline of manufacturing has rippled through the local economy, affecting supporting industries such as small machine shops and defense industry subcontractors. Laid off workers often take lower paying retail and temporary service jobs, or remain out of the job force for extended periods. This then decreases their spending power, often at the expense of local businesses. The result can be a self-perpetuating cycle of decline. Furthermore, the decline of the manufacturing sector as a source of so many well paying jobs closes an avenue to the middle class that was commonly taken by many residents in this area.

The era when a relatively few number of heavy manufacturers employed literally thousands of people is over. However, despite the heavy job losses, manufacturing employment has been fairly steady in recent years, possibly implying that companies are adjusting to the current economy. Bethlehem Steel remains the largest private employer in the County, with over 5,300 employees and there are a number of successful small to midsize manufacturing employers in the area such as Signode, Vulcan Hart, DAP, SIVACO/National Wire, and Thompson Steel. The DAP Corporation and Vulcan Hart recently expanded; Avesta Sheffield, the world's largest manufacturer of stainless steel, is modernizing and anticipates hiring 200 additional employees; and a new flex/office project was recently built on North Point Boulevard.

The Southeastern Employment Area offers distinctive advantages to existing and new companies --- a defined industrial base that establishes an image and allows for seller/purchaser relationships among firms; readily accessible transportation routes via the Port, rail, or interstate system; and land zoned and serviced for manufacturing uses. And ironically, the final advantage may be the economic decline of the area; communities are becoming much more supportive of attractive and nonpolluting industrial development because it provides opportunities for local employment and redevelopment of unsightly and underused parcels.

However, the vacant and underused properties are evidence of the difficulties in expanding, upgrading, and attracting businesses in this


Map 7: Employment Centers
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702
695
Employment Centers
Middle River
Philadelphia-Pulaski
Southeastern
White Marsh

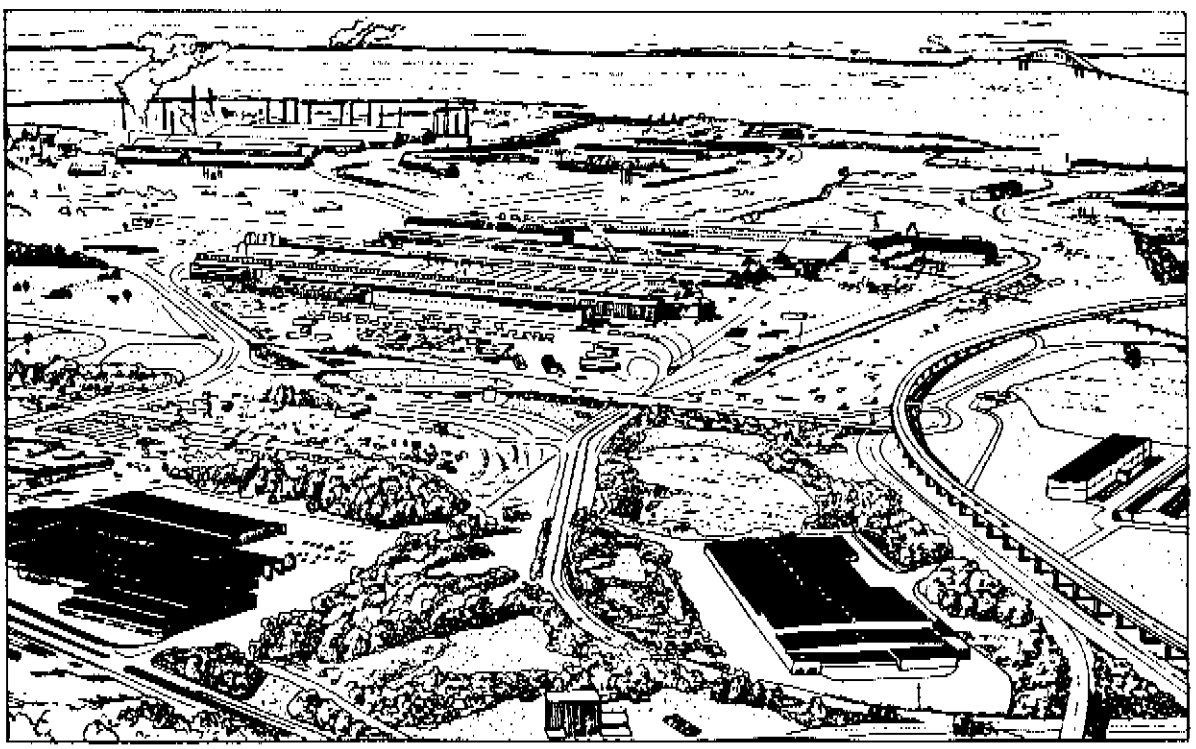
Employment Center. The challenge is to capitalize upon the significant potential of the area by developing a coordinated strategy that focuses on "leveling the playing field" through targeted in-depth business development, incentives, and image enhancement.

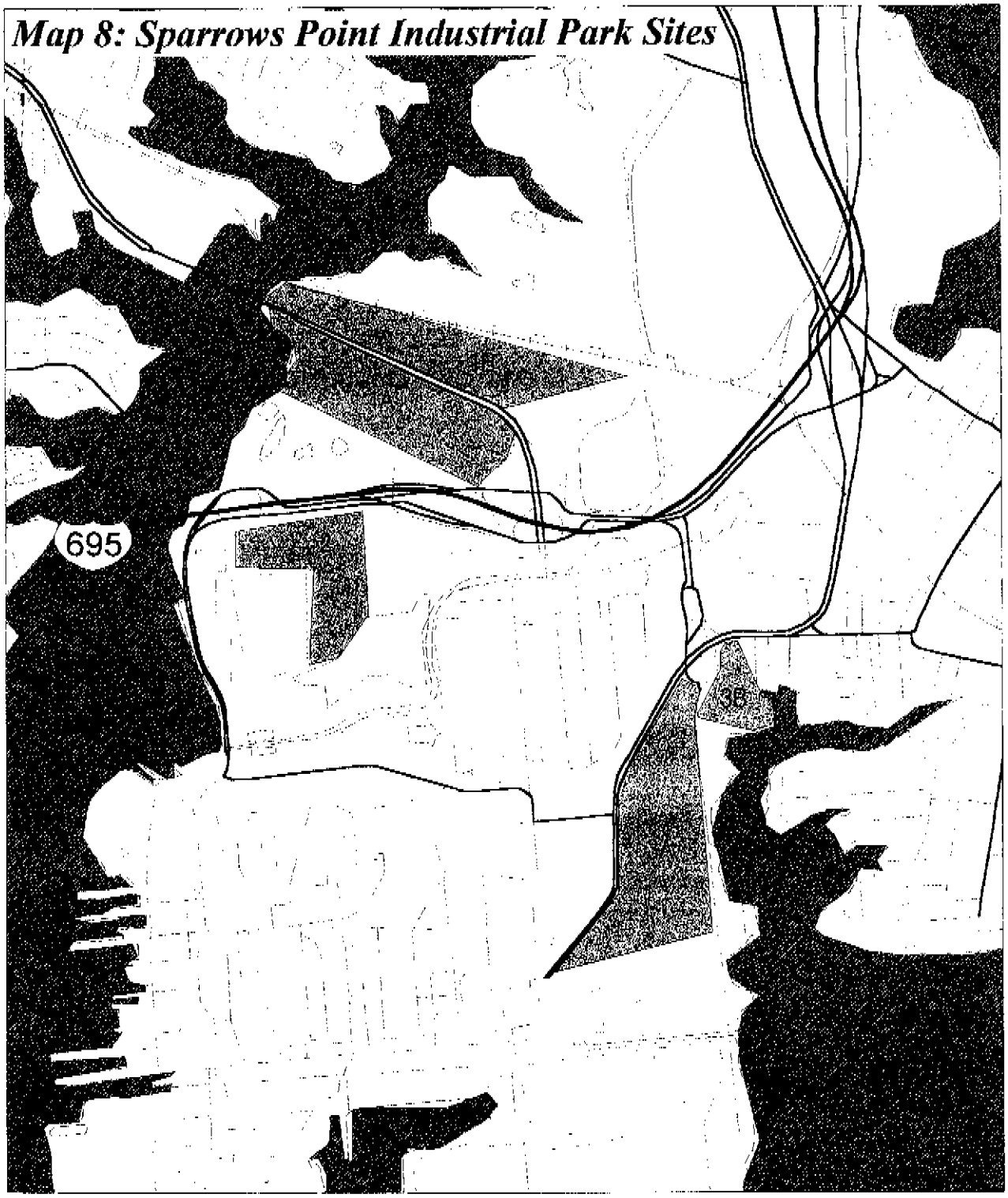
RECOMMENDATIONS

1. Continue to Explore Viable Development Options for the Sparrows Point Industrial Park

There are very few large undeveloped properties zoned for heavy manufacturing left in the County. One of these is the Sparrows Point Industrial Park to which the County, through a non-profit development corporation, has the option of taking title from Bethlehem Steel Corporation. The park consists of five separate parcels totaling 313 acres located on the northern and eastern edge of Bethlehem Steel's plant. (See Map 8).

The County is reviewing the latest information about the property's development potential and is analyzing the risks and rewards of going forward. An alternative strategy may be to explore other ways to accomplished development of the land, short of the County assuming direct responsibility for it. If, however, the County does decide to acquire the property, the non-profit Baltimore County Development Corporation should be reconstituted. This authority was created specifically and exclusively to acquire the Sparrows Point Industrial Park. Membership should include business experts, elected officials, and representatives of the various interest groups in the area.





Map 8: Sparrows Point Industrial Park Sites

2. Designate North Point Corridor as an Employment Center

The Growth Management Areas map adopted by the County Council in 1992 did not classify the North Point Corridor as an Employment Center. With the renewed interest and commitment to the area, the industrial portions of the North Point Corridor should be re-designated as shown on the Employment Centers Map (p. 21). More specifically, this Center should be identified as an Economic Revitalization Area and be targeted for special programs that further the revitalization policies for this area.

3. Designate the Industrial Corridor as an Enterprise Zone

Enterprise Zones are a tool the State of Maryland offers to local jurisdictions to promote economic development in economically depressed areas. Eleven other jurisdictions already have one or more zones, including Harford County (with one) and Baltimore City (with eight). The Enterprise Zone program offers two primary benefits to businesses in a designated zone who expand or hire new employees. The first is a property tax credit that incrementally declines over ten years, and for which the State reimburses the County for fifty percent (50%) of the cost of the tax credit. The second is an income tax credit in which a company receives a one-time $500 credit for each new full-time job created in the zone. If a new job is filled by a worker who is certified as economically disadvantaged, the credit can total $3,000 over three years.

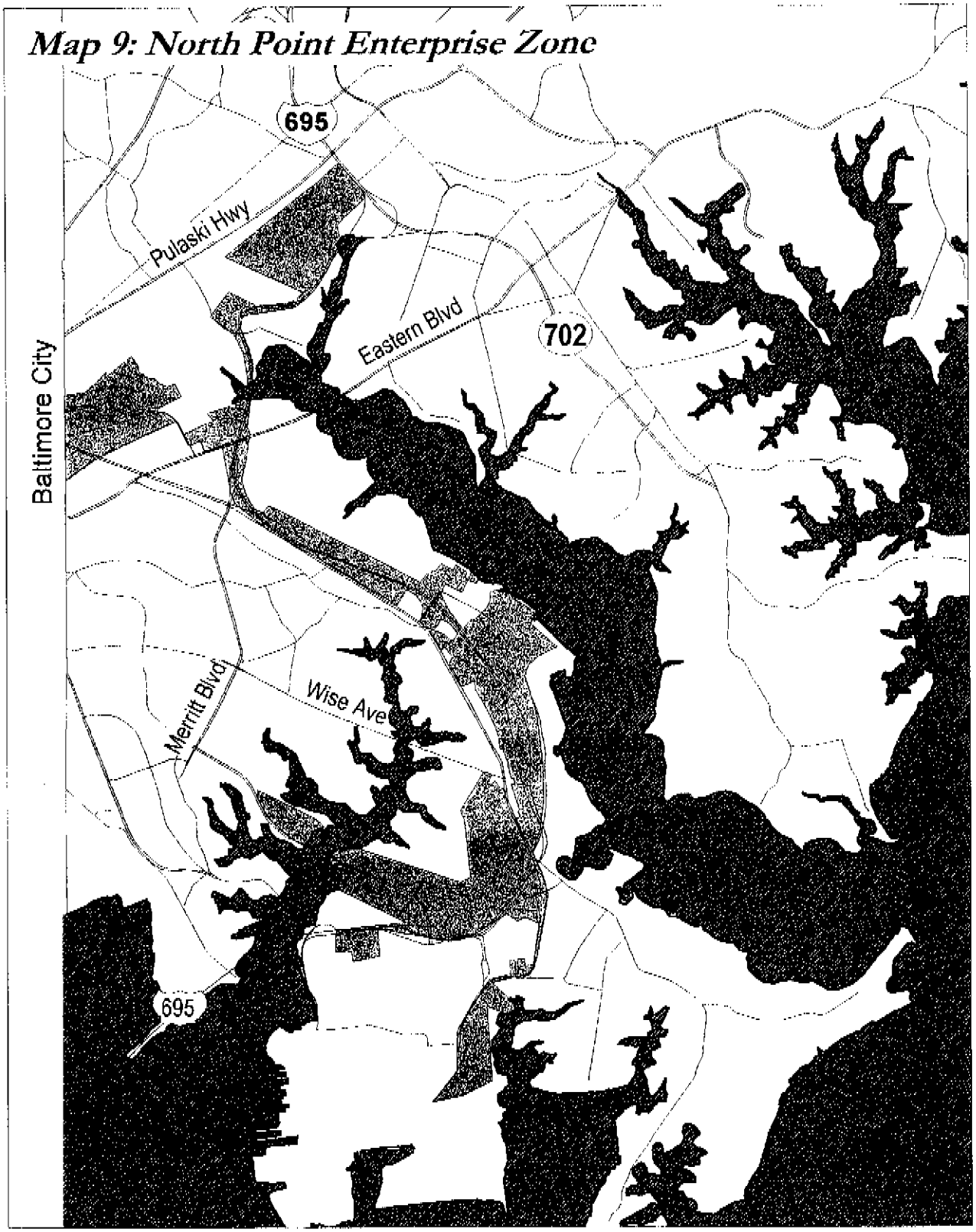
Baltimore County has successfully applied to the State of Maryland to designate most of the Southeastern Industrial Corridor as an Enterprise Zone. The location of the North Point Enterprise Zone is shown on Map 9. It encompasses most of the manufacturing-zoned land in the Corridor and applies to most businesses except retailers. These uses were targeted because they generate the most jobs and the greatest economic spin-off of all commercial and industrial uses. This designation will put the Southeastern Industrial Corridor on an economic par with neighboring jurisdictions. These incentives, when combined with other revitalization efforts, will be a powerful tool in attracting new investment and opportunities to the area.

4. Inventory North Point Boulevard Corridor

A complete inventory of the North Point Industrial Corridor should be done to supplement the overall business development program described in the beginning of this Chapter. The Department of Economic Development should be the lead agency in conjunction with the Department of Environmental Protection and Resource Management, the Office of Planning and the Office of Information and Technology, to create a computerized geographic file that, on a parcel basis, will show:

- Land use (type, size of buildings, zoning....)
- Ownership (name, address, acreage, assessments...)
- Employment data (number of employees...)
- Environmental constraints (wetlands, forest, critical area...)

Generalized information about surrounding land uses that could influence a project will

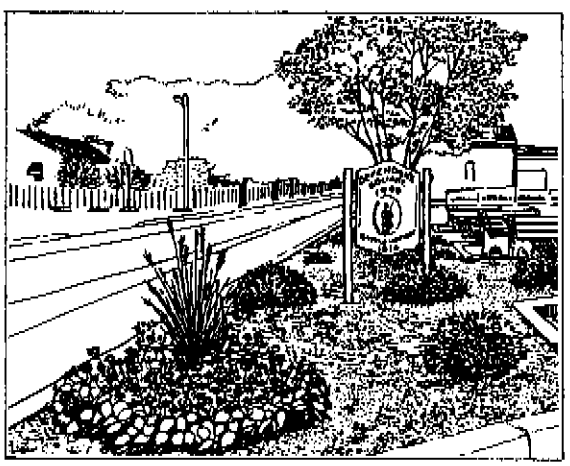

Map 9: North Point Enterprise Zone
695
Pulaski Hwy
Eastern Blvd
702
Baltimore City
Merritt Blvd
Wise Ave
695

also be gathered. See Map 10. The result should be a very complete picture of the corridor. This would be the first effort to do this type of detailed land use, economic, and environmental research for an area, and it will be an invaluable marketing and planning tool for the Corridor.

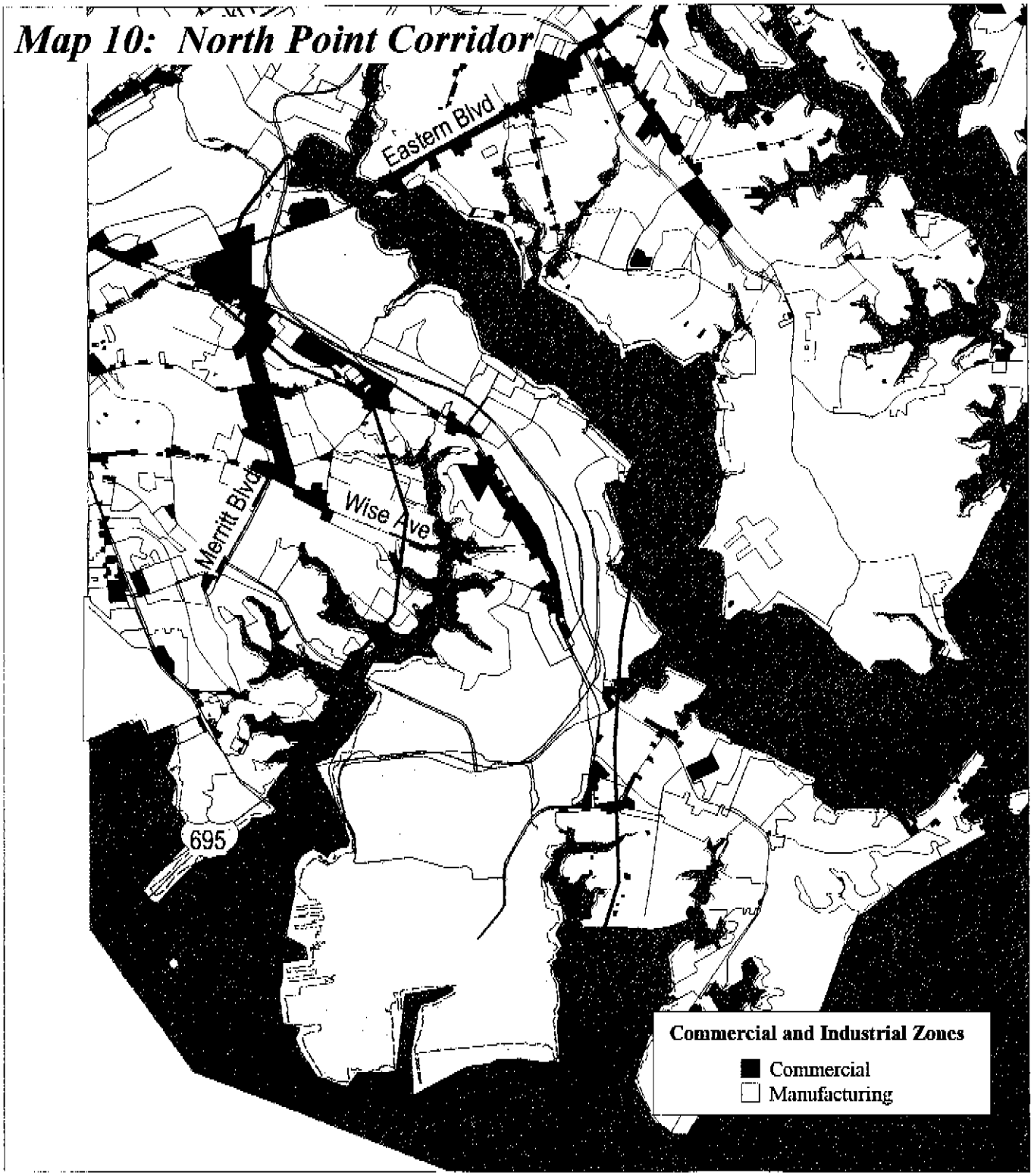
5. Improve the Physical Appearance of North Point Boulevard

The North Point Corridor is in dire need of physical improvement. As the main thoroughfare into and through the Southeastern Employment Center, it should present an attractive image of success and vitality. These are not superficial issues; the physical appearance of an area directly relates to the overall image. A landscaping plan and specialized code enforcement program are the best approaches to improve the image without inhibiting new development and investment.

Landscaping - The Office of Planning and Zoning and the State Highway Administration in conjunction with an advisory group of local business and community representatives, should prepare a North Point Corridor Landscape Plan based on the standards in the Baltimore County Landscape Manual. There are two distinct advantages to this proposal. First, a developer of a parcel will be able to dispense with the expense and the time of having a registered landscape architect prepare a required landscape plan for a development project. Second, there will be a uniform and attractive streetscape developing along the Corridor that will slowly, but surely improve the physical image of the area and make it more attractive for new investors. The North Point Corridor Landscape Plan should address the sides of the roads as well as the median, incorporate both state and county design objectives and standards, use native low maintenance plant species, and investigate planting programs that share planting and labor costs with the State and local organizations. A maintenance program led by community and business associations and civic groups such as the Boy and Girl Scouts should also be developed.



Enforcement - The County, in partnership with the business and residential communities of the North Point Peninsula, should initiate a program similar to that done on Liberty Road that focuses on improving the physical appearance of the corridor through cooperative and voluntary compliance with existing Baltimore County Regulations. Under this program, Code Enforcement Staff survey the corridor for violations and pass them on to the Planning Office and a task force of community and business representatives to resolve. Issues that can not be mutually resolved are forwarded to the Department of Permits and Development Management for further action. The Office of Planning should establish a similar program for North Point and focus on landscaping, signage, parking, and exterior building maintenance issues.


Map 10: North Point Corridor
Eastern Blvd
Merritt Blvd
Wise Ave
695
Commercial and Industrial Zones
Commercial
Manufacturing

PHILADELPHIA-PULASKI EMPLOYMENT CORRIDOR

The Philadelphia-Pulaski Employment Center is defined by the two major roadways of Philadelphia Road (MD 7) and Pulaski Highway (US 40) and it extends from the City line to the Gunpowder Falls. Most of the corridor is zoned for light manufacturing uses with heavier business zoning stripping Pulaski Highway. With a few notable exceptions near the Beltway and the White Marsh Employment Center, most of the western side of Philadelphia Road is excluded because it is primarily zoned for residential uses. Much of the lower portion of the Corridor has been developed and supports a variety of uses ranging from the Golden Ring Mall, light industrial development along Yellow Brick Road, and auto and truck oriented uses along Pulaski Highway.

The Philadelphia Road Corridor Study, which was adopted by the County Council in 1992, addressed portions of the Employment Corridor along Philadelphia Road from Rossville Boulevard to Ebenezer Road. The Study recommended a number of land uses and transportation actions, most of which have been implemented. The remaining economic development issue is the provision of needed infrastructure to spur and leverage new development. In the short term, the targeted areas are the approximately 400 acres of undeveloped land at the Kelso/UPS site and the undeveloped land along Yellow Brick Road. The strategy is to provide access to these areas and promote light industrial, distribution, and office uses that build upon the success of the Rossville Industrial Park. Also, as recommended in the Study, a mechanism to protect communities, but not inhibit job-generating development should be formulated. In the longer term, sewer should be extended to the northern end of the Corridor to foster future economic development.

RECOMMENDATIONS

1. Extend Critical Infrastructure

Kelso Drive should be improved from Golden Ring Road to the Beltway underpass and extended through the UPS site to the end of their property. Additionally, the intersection of Cowenton, Ebenezer, and Philadelphia Roads should be realigned to eliminate the offset of these roads.

2. Implement the Philadelphia Road Corridor Overlay District

The Philadelphia Road Corridor Study recommended the development and application of a special overlay district that generally would extend east of Philadelphia Road and west of the proposed Yellow Brick Road or the CSX railroad, south of the South Fork of White Marsh Run and north of Lennings Avenue. The district would supplement or modify the provision of the underlying industrial zoning and would be designed to ensure that "...future development in this area is compatible with adjoining residential neighborhoods without placing unnecessary restrictions on industrial uses." (p. 24)

The details of such a district should be developed by the Office of Planning, Departments of Economic Development and Public Works, and a representative advisory group. Additionally, the feasibility of extending Yellow Brick Road from Middle River Road to Campbell Boulevard as a County Capital Improvements Project should be evaluated.

3. Develop Transportation Services between Employment Centers and Potential Employees

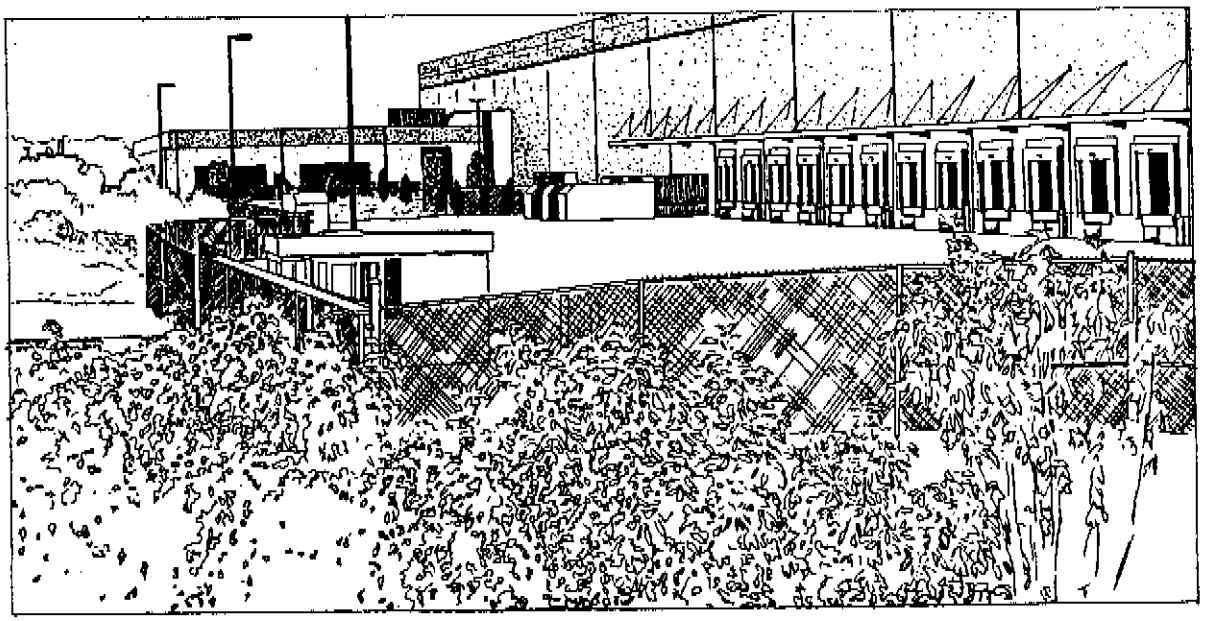
Both the draft Essex-Middle River Community Conservation Plan and the adopted Philadelphia Road Corridor Study called for studying shuttle service between the health and education complex on Rossville Boulevard and Essex/Middle River communities. The scope of this analysis should be expanded to include connections to other employment sources in this Corridor, service to Dundalk, and possible use of bus service. This should be done in conjunction with employers, the Mass Transit Administration, residents, and transportation planners to investigate realistic short-term and long-term transportation options.

4. Promote the Use of the PUD-C Process

The commercial planned unit development (PUD-C) process was specifically developed as a tool to promote commercial redevelopment and to upgrade the uses and appearance of the County's major commercial highways. The lower portion of Pulaski Highway is a prime candidate for physical improvement through this process. The County should encourage and facilitate the use of the PUD-C in this area.

WHITE MARSH EMPLOYMENT CENTER

The White Marsh Employment Center encompasses the White Marsh Business Community as well as additional industrially zoned land east of Route 43 and south of Philadelphia Road to Pulaski Highway. This Center includes the White Marsh Mall; the office, service, and research and development uses around the Mall; the warehouse and distribution uses and retail "power center" on the east side of I-95 as well as the new CSS Power telecommunications equipment manufacturer; and industrially zoned land currently owned and operated by the Genstar Corporation.



In 1985, the Perry Hall-White Marsh Plan was adopted and the land within the White Marsh Employment Center was designated to absorb most of the new non-residential development on the east side of the County. This area is the industrial, service, and commercial core of the White Marsh Growth Area and is the fastest-growing employment center in the County. The White Marsh Employment Center is included in the Revitalization Strategy because it has and will continue to be an extremely important source of well-paying employment opportunities for the residents of Eastern Baltimore County. Under the direction of the principal land owners and developers, Nottingham Properties, this area has been very successful in achieving the economic development goals stated in the beginning of this Chapter. Important infrastructure has lagged behind schedule, but the completion of Campbell Boulevard to Philadelphia Road and construction of the interchanges at White Marsh Boulevard and Philadelphia Road should further improve access to the White Marsh Business Community and the Town Center.

The economic development strategy for the White Marsh Employment Center is to continue following the guidelines and policies of the Perry Hall-White Marsh Plan that pertain to the Employment Center and to extend critical infrastructure to promote the development of businesses that offer well-paying employment opportunities. Transportation improvements are needed to "open up" the southern end of the Center and to physically link the White Marsh Center with the other Eastern Area employment centers. This latter issue is very important to the long-term economic viability and strength of the area. Planning, marketing, and transportation linkages among the Eastern Area's employment centers are needed to create a powerful Eastern economic center that combines individual strengths and opportunities.

RECOMMENDATIONS

1. Up-date and Reaffirm the Industrial Land Use Policies of Perry Hall-White Marsh Plan

To create jobs and increase the area's tax base, the following policies of the Perry Hall-White Marsh Plan should be updated and reaffirmed:

a. Promote the White Marsh Growth Area as a preferred location for industrial, commercial, and office development in Baltimore County.

b. Encourage the most prestigious kinds of development to occur in the vicinity of the Town Center.

c. Encourage the development of industrial and office/research parks associated with a landscaped campus development theme on parcels adjacent to White Marsh Boulevard and I-95.

d. Encourage a wide variety of industrial development in the corridor between Pulaski Highway and Philadelphia Road from the Beltway north.

2. Complete Planned Infrastructure Improvements

The proposed extension of Campbell Boulevard from Philadelphia Road (MD 7) to Pulaski Highway (US 40) should be completed as per the CIP schedule. An alignment alternatives analysis for an Army Corps of Engineers permit should be completed by 1996 to

be followed by engineering and construction. The sewer will be installed in conjunction with the highway construction. The schedule to construct the interchanges at White Marsh Boulevard and Philadelphia Road in the Spring of 1996 should be maintained.

3. Recommend the Extension of White Marsh Boulevard (MD 43) to Eastern Avenue (MD 150)

The State of Maryland should extend White Marsh Boulevard to link the White Marsh and Middle River Employment Centers. This would connect the two employment centers with direct access to I-95, thereby extending and anchoring this area as a prime location for economic development. See "Middle River Employment Center" section for further discussion.

MIDDLE RIVER EMPLOYMENT CENTER

The Middle River Employment Center is composed of the Martin State Airport, the Chesapeake Industrial Park which includes the Lockheed Martin Corporation facility, the U.S. Army Publication Depot, and the 1,000 acre undeveloped A.V. Williams Tract. The economic anchor of this area has been the Martin Corporation which, during the 1930s and 1940s, became the world's foremost aircraft manufacturer. At its peak during World War II, the company employed over 50,000 people. Now, after two major mergers, corporate downsizing, and the decline in the defense and commercial jetliner industries, the Middle River facility's employment is under 1,200. The severe drop in Lockheed Martin's employment levels over the past few decades has had a devastating impact on the surrounding Essex-Middle River communities whose residents were dependent upon the company for jobs. The County and the private sector must promote the economic development possibilities of this Employment Center as a new source of well-paying employment. The A.V. Williams property is the largest industrial tract of land under single ownership in the County, but has been rendered almost undevelopable because of poor transportation access. In addition to the Williams tract, the Chesapeake Industrial Park has about 80 acres of developable land with access to Eastern Avenue and even more importantly, shoreline frontage along Dark Head Creek. A further 600,000 square feet of warehouse space may become available in the U.S. Army Publication Depot. And finally, there is the Martin State Airport which is the largest general aviation facility in Maryland. This airport operates as a reliever for the Baltimore/Washington International Airport, is a base for the Maryland Air National Guard, and with its control tower and long runway, is capable of handling some additional corporate air traffic.

There is tremendous economic potential in the Middle River Employment Center with its existing industrial uses, developable waterfront, large inventory of undeveloped land, and extensive transportation opportunities. Government must take a prominent role in partnership with private enterprise, to "jump start" economic development by providing critical infrastructure and targeted financial support. The strategy is for Baltimore County government to work with the State of Maryland and the private sector to advance the development of the A.V. Williams tract as a major employment site and the Chesapeake

Industrial Park as a potential location for an important waterfront attraction. The importance of the transportation opportunities, image enhancement, and relationships to the other Employment Centers and Community Conservation Areas must also be incorporated into the strategy.

RECOMMENDATIONS

1. Recommend the Extension of White Marsh Boulevard (MD 43) to Eastern Avenue (MD 150)

The extension of White Marsh Boulevard, from its current terminus at Pulaski Highway through the A.V. Williams tract to Eastern Avenue will have tremendous economic development implications for the Middle River Employment Center and indeed, the entire Eastern Baltimore County. It would:

- Open up the Williams tract to new job generating development and provide a highly prized direct link to I-95
- Significantly improve access to the Lockheed-Martin facility and increase the development potential of Chesapeake Industrial Park
- Improve access to the Publication Depot
- Connect Martin State Airport directly to I-95, improving the facility's attractiveness as a general aviation airport, increasing its ability to lure spin-off development, and potentially creating a transportation hub with the commuter Amtrak line, corporate aviation services at Martin State Airport, and interstate highway system
- Connect White Marsh and the waterfront communities of Bowleys Quarters and Chase, maximizing employment, housing, and waterfront opportunities that would reinforce community conservation efforts.

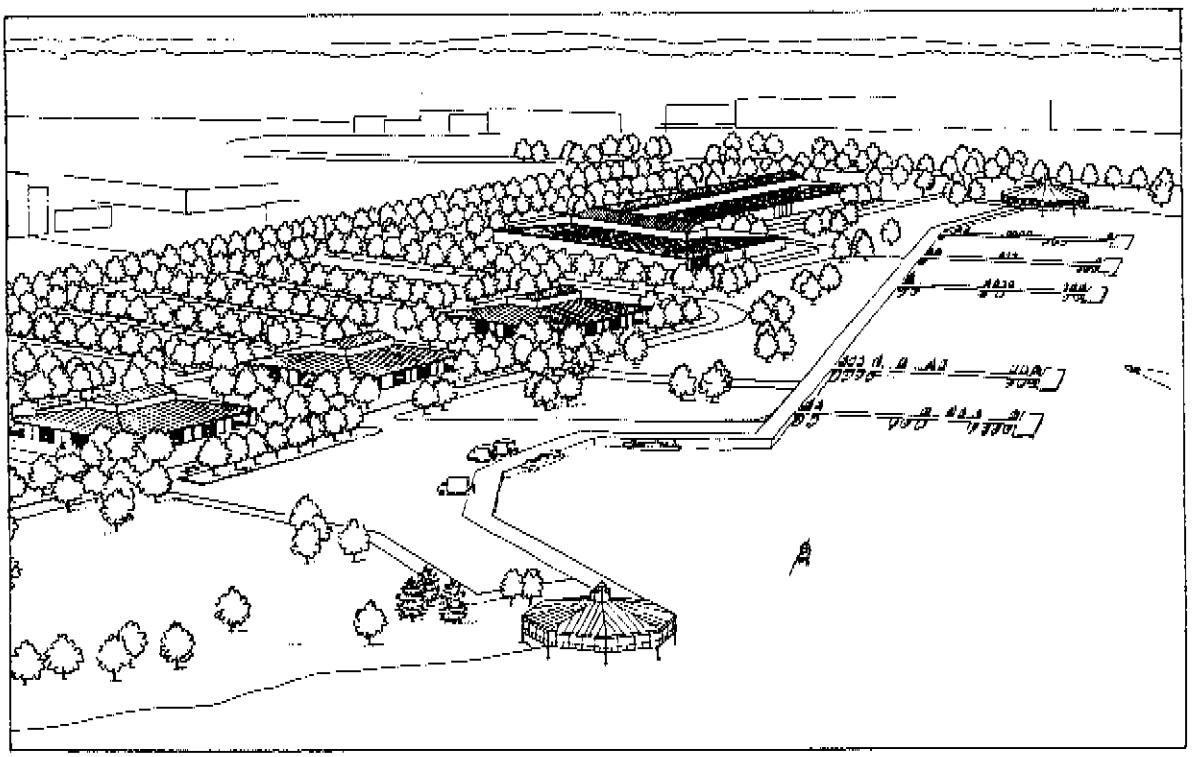
White Marsh Boulevard is a state-owned road and as such, the State Highway Administration (SHA) is the agency responsible for the planning and implementation (including financing) of the road's extension. The State Highway Administration has estimated that the construction cost of extending a four lane divided highway to Eastern Avenue to be from $35 - 100 million.

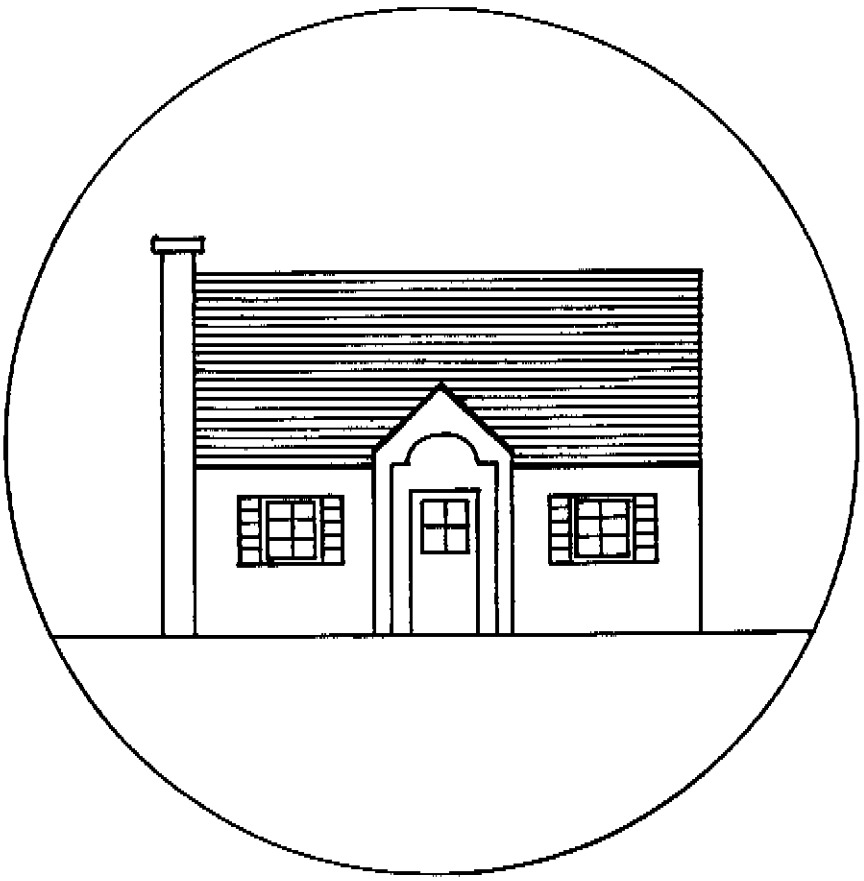
Recognizing the inherent difficulties of funding this project, the Governor of Maryland and the Baltimore County Executive announced in January of 1996 that they would establish a task force to study issues relating to the extension's alignment, its environmental impact, and construction cost estimates. The task force's top priority is to explore all means of funding the extension, including cost-share plans that include the State, County, and private sector development interests. The task force will be comprised of State and County officials, business leaders, and local residents representing communities in Eastern Baltimore County. These efforts will be supported by $150,000 from the State and $30,000 from the County. Pending the outcome of the study, it is the County's intention to pursue the extension of White Marsh Boulevard.

2. Develop a Mixed Used Waterfront Destination

The County should investigate the feasibility of developing a major waterfront conference and convention center in the Chesapeake In-

dustrial Park. This should be tied to other attractions such as a marketplace or cultural heritage museum. Such a concept would support the growing tourism industry in Baltimore County by providing a center for those uses displaced by the potential expansion of the Timonium Fairgrounds. Being accessible to water, it would also support the marine trade industry by creating a local waterfront destination for boaters. See the "Waterfront Enhancement Section" for more details.





Community Conservation Strategy

Eastern Baltimore County Revitalization Strategy

Community Conservation

Community conservation was a term first used in the 1989-2000 Baltimore County Master Plan which referred to public and private efforts designed to maintain or enhance the physical, social, and economic resources of the County's older, urban area communities. Since the adoption of the Master Plan in 1990, the County has prioritized a number of issues that must be addressed if the Community Conservation Areas (CCAs) are to thrive. In July, 1995, the Office of Community Conservation was created to coordinate resources for the older areas of the County through cooperative public-private programs which address specific neighborhood concerns, and empower communities by fostering local self-reliance.

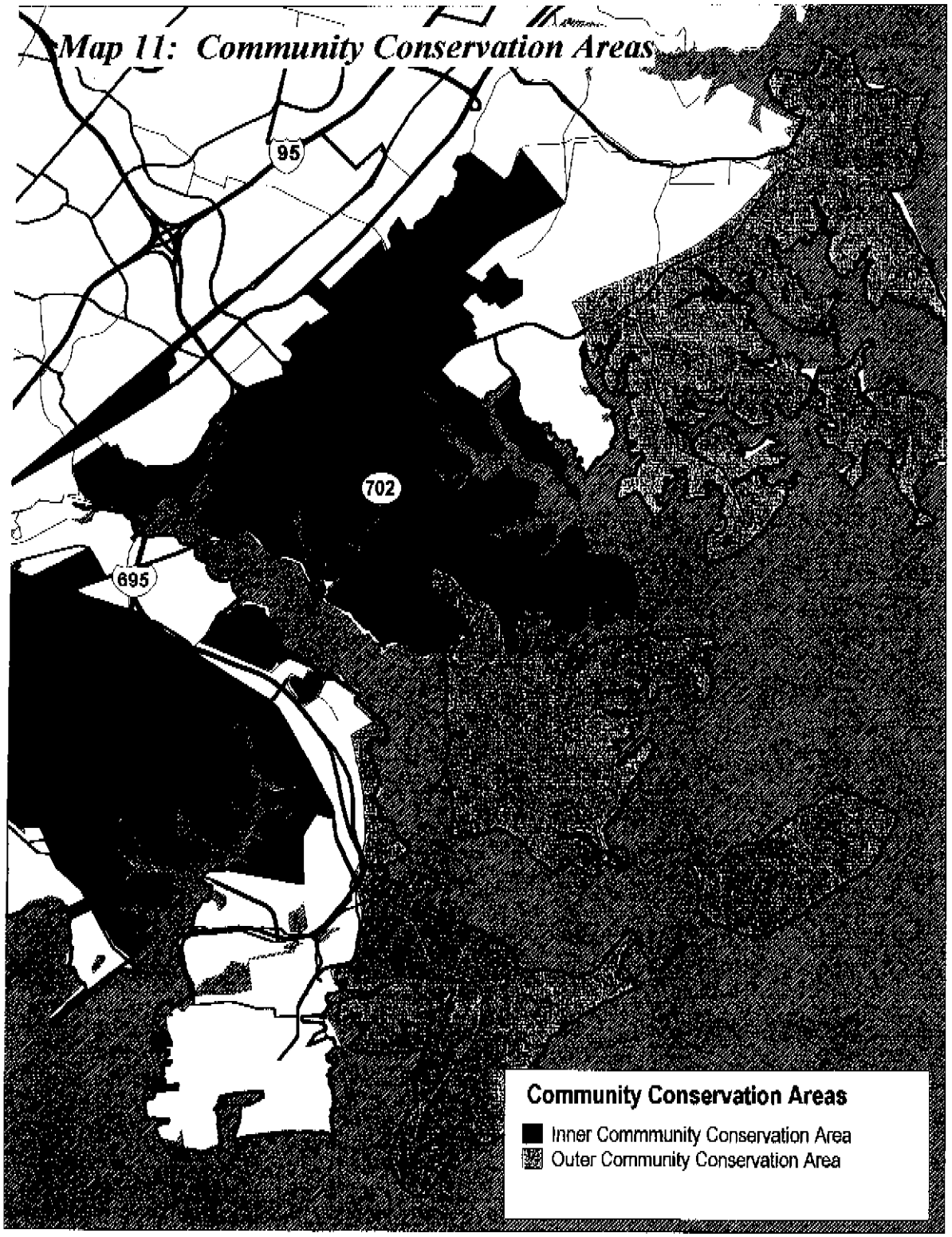
Eastern Baltimore County is made up of several neighborhoods and communities such as Dundalk, Essex, Middle River, Edgemere, Fort Howard, Lower Back River Neck, Bowleys Quarters, and Chase. Because of the great diversity of these communities, they have been further defined in this plan as Inner and Outer Community Conservation Areas. The Inner Community Conservation Areas are the high and moderately high density areas of Dundalk, Essex, and Middle River. Edgemere, Fort Howard, Lower Back River Neck, Bowleys Quarters and Chase comprise the waterfront Outer Community Conservation Areas of lower density, mostly single family detached housing. See Map 11.

Three of these communities --- Bowleys Quarters, Lower Back River Neck, and Essex - Middle River --- have completed plans that identify and address the specific issues facing them today. The Revitalization Strategy is based upon these plans and recommends an overall approach for the conservation of Eastern Baltimore County's communities. The Strategy may also serve as a framework for further, more detailed plans by other communities in the area.

The interrelationships between community conservation and economic development cannot be over-emphasized and must be recognized in this Strategy and other community plans and programs. Stable, safe, and attractive communities with good schools and quality of life amenities such as parks and recreational facilities are an integral factor in keeping and attracting businesses to Eastern Baltimore County. The community conservation strategy focuses on actions that create partnerships with government and the residential and business communities to enhance the neighborhoods of Eastern Baltimore County and to provide the necessary "human service infrastructure" to enable residents to take advantage of new employment opportunities.

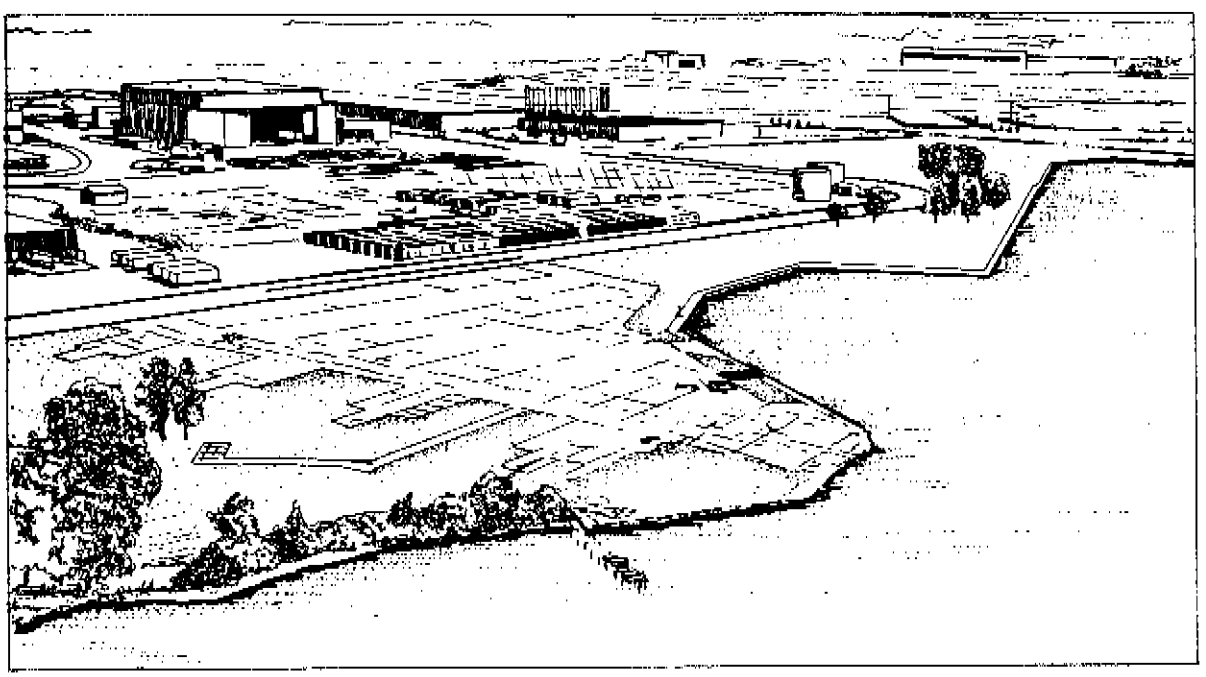
INNER COMMUNITY CONSERVATION AREAS

The inner communities of Essex, Middle River, and Dundalk were developed as housing for the workforce of Bethlehem Steel and the Glenn L. Martin Company. Dundalk was developed with a mix of housing types, a large commercial center, schools, neighborhood parks, and public buildings such as a library and recreation center built by Bethlehem Steel and later conveyed to the County. Old Dundalk has obtained historical


Map 11: Community Conservation Areas
95
702
695
Community Conservation Areas
Inner Commmunity Conservation Area
Outer Community Conservation Area

designation and just celebrated 100 years as a community. Essex and Middle River were developed much later as a result of World War II. Early plans of Glenn L. Martin for Middle River included skyscrapers, stadiums, large parks, and wide boulevards. However, these plans never materialized and communities such as Riverdale, Victory Villa, Aero Acres, and Mars Estates grew up very quickly as migrants from all over the country settled in Middle River to work in the Glenn L. Martin Company factories during the early 1940s. Martin did supply his work force with amenities such as a library, community center, care centers, and recreational opportunities. Some of these amenities are still in use today as county owned and maintained public buildings. Eventually, the detached and semi-detached houses in these communities were sold off by the federal government to homeowners after the war. Very few homes are in their original state, with most having been renovated and expanded to accommodate larger families. Rental communities such as Riverdale, Mars Estates (now the Village of Tall Trees), and Victory Villa Gardens continue to be inhabited by families, although in many cases the units are out-dated. The result is that government sponsored "temporary" housing has become permanent in many of these Inner Community Conservation neighborhoods.

As the world economy began to change, so did these stable working class neighborhoods. Bethlehem Steel once employed 30,000 people and now employs under 5,300. The Glenn L. Martin Company, now Lockheed Martin, employs about 1,200 workers compared to its war-time high of 50,000. Except for the poorest, nearly every census tract in the southeastern sector between 1980 and 1990 lost population. Lower paying service jobs replaced high paying manufacturing jobs. The median household income for Baltimore County is $38,000 compared to that in Essex of $25,000 and Middle River of $27,000.



In 1994, Essex-Middle River was designated as a priority action area because of the number of risk factors that were found in the area such as the incidences of poverty, crime, unemployment, educational attainment, etc. The prevalence of these issues called for a comprehensive approach to the problems facing the area. During the summer of 1995, a community conservation plan was developed for the Essex-Middle River area which outlined a comprehensive set of recommendations for community and government action.

The following actions are recommended as a strategy to begin to reverse the downward spiral and to support, enhance and conserve the many assets available in the Inner Community Conservation Areas. Although there is no community conservation plan specifically for Dundalk, many of the issues identified and addressed in the Essex-Middle River plan also apply to Dundalk. These recommendations center around the issues of infrastructure, housing, transportation, education, public safety, recreation, leadership development, human services, economic opportunities, commercial revitalization, land use, and the image of the community.

POLICIES

Selective down zoning of vacant property, and redevelopment of several sites in the eastern part of the County should be considered as part of a comprehensive approach to improving the quality of life and breaking up the pockets of poverty. Sites such as Riverdale and Chesapeake Village have already been slated for demolition to make way for more of a mix of for sale housing types. The development and support of community leadership within these neighborhoods is crucial to improving conditions. Creating an advocacy for the older neighborhoods through partnerships with government and community will serve to stabilize these Inner Community Conservation Areas.

INFRASTRUCTURE

Aging infrastructure is a county-wide problem in urbanized areas. Deteriorating streets, sidewalks, alleys, schools, parks, and sewer and water lines can erode the quality of life in older neighborhoods. As the chart in Appendix B shows, significant funds have been allocated for capital improvements in Community Conservation Areas. Local community associations and business groups need to work with the County to ensure that public infrastructure is rehabilitated and maintained.

RECOMMENDATIONS

1. Include Communities in CIP Process

The Planning Board should ensure that communities have input on the prioritization of capital projects. The Board, working with the local elected officials and the community umbrella organizations such as the Greater Dundalk Community Council and the Essex-Middle River Civic Council, should create a process for meaningful community input on capital projects.

2. Increase Recreational Activities

Additional recreational activities should be considered for the Inner Community Conservation Areas. These neighborhoods fall short of open space when compared to their population. This is especially true in the Essex-Middle River area where most of the open space is associated with the neighborhood

schools. The County should move to acquire and develop some of the vacant land in the area for conversion to active recreation pursuits.

3. Convert Vacant Buildings into Community Centers

There are several vacant buildings within the Inner Community Conservation Areas which could be used as community centers. These buildings in many cases have become a blight on a community. The County should consider public-private partnerships or encourage non-profit groups to acquire these buildings for community oriented service .

4. Develop Streetscape Plans

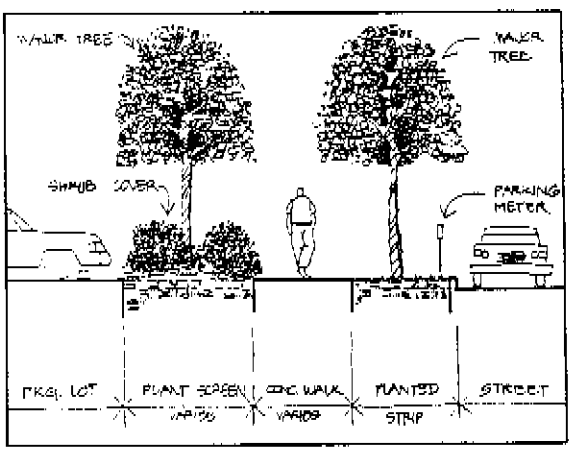
A streetscape plan should be considered for major commercial arteries such as North Point Boulevard, Eastern Boulevard, and Martin Boulevard. The image portrayed by these commercial corridors often affects the way people think and feel about the residential communities that lay behind them. In the case of these three arteries, the image of the entire community is negatively affected by the unattractiveness of roadways. The County should agressively pursue funds through the State's Consolidated Transportation Plan's revitalization funds to improve the image, pedestrian access, and safety of these roadways.

5. Maintain Older Infrastructure

General maintenance for older infrastructure should be given priority in capital budgets. The condition of the alleys, curb and gutter, sidewalks, and roadways in the Community Conservation Areas also leads to a poor image of the neighborhoods. Flooding, sewer backups, and low water pressure are also common complaints in the older areas.

6. Limit Industrial and Commercial Truck Traffic on Residential Roads

Truck traffic generated by new as well as established industrial and commercial uses must be limited on residential roads. Alternative routing and/or improvements to local infrastructure must occur to protect the quality of life of the existing residential communities. The communities along Wise Avenue, Ebenezer Road, Earls Road, and Old North Point Road have been identified as experiencing problems with truck traffic. The Office of Planning with the Office of Community Conservation and Department of Economic Development must work with the communities, businesses, and the State to develop practical solutions that protect communities and enable economic development.



HOUSING

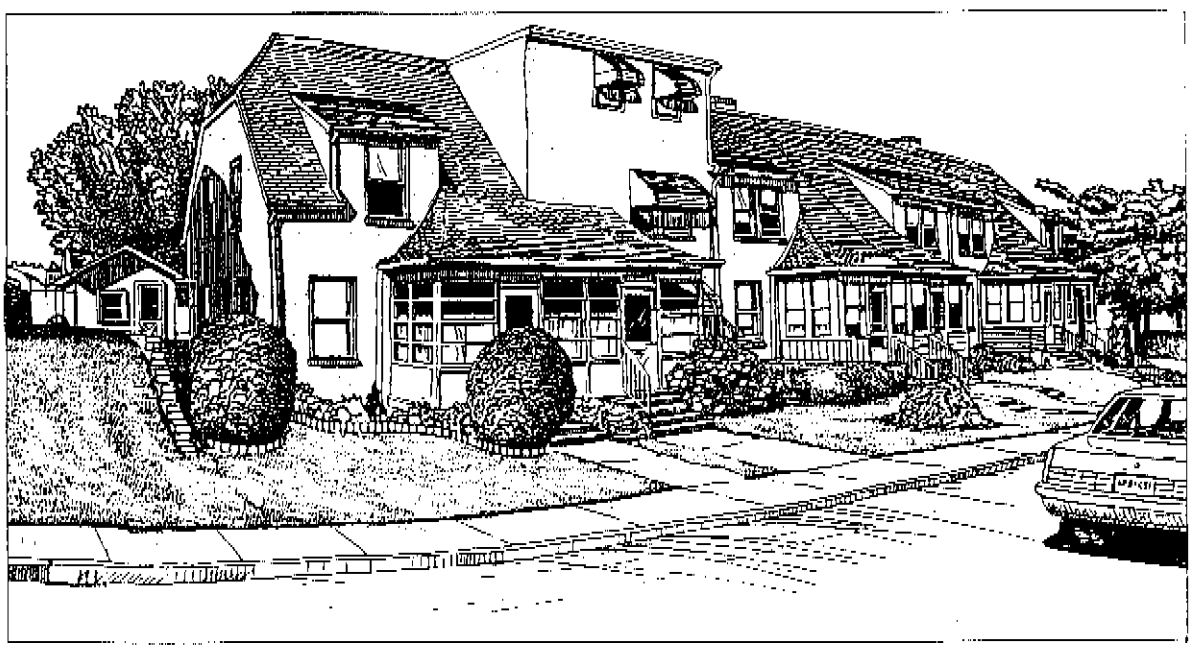
Although the percentage of home ownership in some of the neighborhoods in Essex-Middle River and most of the neighborhoods in Dundalk is above the County average, much of the area is characterized by older housing selling for substantially less than the county-wide average. These "hand-me-down" homes are perceived to be less desirable than new housing in the growth areas and neighboring counties. Rental housing also makes up a large percentage of the housing market. Nearly 50% of the housing available in Essex-Middle River is rental. The rental housing in Dundalk is concentrated in older complexes along Dundalk Avenue and the town center and accounts for about 30% of the housing market. There is a need to stabilize the rental market without adding to it and a need to offer assistance to those seeking to buy homes in the area.

There are numerous issues associated with rental complexes. Crime, poverty, and poor living conditions often characterize these neighborhoods. A comprehensive approach should be undertaken to deal with the problems associated with each complex and to lessen the impact that these communities have on surrounding, more stable areas.

RECOMMENDATIONS

1. Expand Home Ownership Programs

The County should expand its home ownership programs to include those buyers with higher income levels to promote a greater mix of incomes in the area. The expansion of these programs should include a partnership with area lenders to market the various loan products such as loans that can be made for "handy-man specials". Intervention buying and acquisition-rehabilitation strategies should also be developed to protect older communities from speculators.



2. Establish an Eastern Housing Office

A local housing office for the eastern side of the County should be established as a focal point for all the housing assistance programs available to residents. This office could be done in cooperation with area lenders and real estate agencies.

3. Expand Services at Rental Complexes

Large rental complexes should be required to offer services to their residents such as the state funded Service Linked Housing Program. Resident advocates serve as links and conduits between the individuals and families and the government services available to them. The County should assist in funding this type of position.

4. Expand Code Enforcement for Rental Properties

Code enforcement activities should be expanded to handle the livability issues associated with older rental properties. Through the cross-training program organized by the Department of Permits and Development Management, problem properties should be targeted for special enforcement efforts by a team of county agencies that should include code enforcement inspectors, police, fire, and social service departments.

5. Require Private Security for Large Rental Complexes

Large rental complexes should be required to supply their own private security and file a defensible space plan with the county police department. Many rental communities have hired their own security forces that work in partnership with the county police. This partnership has shown to reduce street crime in these complexes. Lighting, fencing, and appropriate landscaping in large complexes would help police in the apprehension of offenders and also create a safer environment for residents.

TRANSPORTATION

Many residents in the older communities are dependent upon public transportation. Creating employment centers in White Marsh, Owings Mills, and Hunt Valley did little for the residents of Eastern Baltimore County because of the lack of transportation to these areas. A fifteen minute trip by car is often the equivalent of a two hour trip by bus.

RECOMMENDATIONS

1. Expand Cross County Transit Service

The County should work with the MTA to expand cross county service and cross community service. A few years ago a study was done of the area by the Metropolitan Council of Governments that called for a shuttle service to community colleges, health institutions, and job centers. Although the MTA was sympathetic at the time, new leadership and fiscal constraints have impeded the implementation of this plan.

2. Improve Recreational Access

There are several regional parks in the eastern part of the County, but it appears that those parks are out of reach to families without private transportation. The Recreation Council and the Department of Recreation and Parks should determine if accessibility is affecting the use of these parks. School buses and other means of transportation should be investigated to get children off the streets and into recreation centers and parks.

EDUCATION

The health of the neighborhood school plays a crucial role in a family's decision to move to an area or away from an area. Instability in the neighborhoods that surround the schools are reflected in the number of children receiving free or reduced meals, test scores, mobility rates, and attendance rates. Two of the best assets of the County are the library system and the community college network. The Board of Education should become partners with them and the community to develop strategies to address these serious issues and encourage life-long learning. Parental involvement is the critical element in any educational program and it will be difficult to make any improvements without a family emphasis on learning.

RECOMMENDATIONS

1. Establish Goals for Attendance and Mobility Rates

Goals for increasing attendance and reducing mobility rates should be set for all area schools. The Board of Education should actively support these goals by creating the partnerships necessary to reduce mobility and to meet state standards for satisfactory attendance.

2. Use Elementary Schools as Mini-Community Centers

Elementary schools should be utilized as mini-community centers. Parental involvement is an essential ingredient to a child's education. Services that could develop parental involvement include parenting skills classes, computer lab access, and special events designed for family entertainment.

PUBLIC SAFETY

Public safety is an issue that most closely impacts the quality of life in a community. The perception that certain communities are unsafe makes it difficult to attract and keep responsible citizens. Juvenile crime is also an issue in the eastern sector of the County. Thirty percent of all juvenile arrests in Baltimore County are made in Precinct 11 (Essex) and Precinct 12 (North Point). Citizen on Patrol groups have grown in number in recent years in response to the increase in criminal activity in some neighborhoods.

RECOMMENDATIONS

1. Support and Maintain Citizen on Patrol Groups

Citizen on Patrol groups should be supported and maintained. The County should continue to support this type of citizen effort through crime prevention grants and training programs.

2. Develop Juvenile Delinquency Prevention Plans

Juvenile delinquency prevention plans should be created to identify issues and the resources available. Community service programs and parental counseling should be considered as a way to deter juvenile offenders.

RECREATION

The Baltimore County Department of Recreation and Parks and its member recreation councils attract a great number of the County's youth to its programs. This is due to

the types of programs offered and the use of accessible neighborhood facilities such as school sites. Within recreation councils, new programs can be initiated simply by naming a responsible adult to "chair" the program. In stable communities, this process is extremely successful. In areas where parents may not be as involved in the lives of their children or income limits the ability of children to participate in programs, the system falls short. The County needs to think differently about the programming offered and the idea that one must "pay to play". With the rise in juvenile crime not only in the eastern sector but county-wide, the County must do a better job at reaching at-risk youth. Activities for children, regardless of the ability to pay, must be supported by the County as a prevention tool for juvenile delinquency.

RECOMMENDATIONS

1. Fund Leadership Development

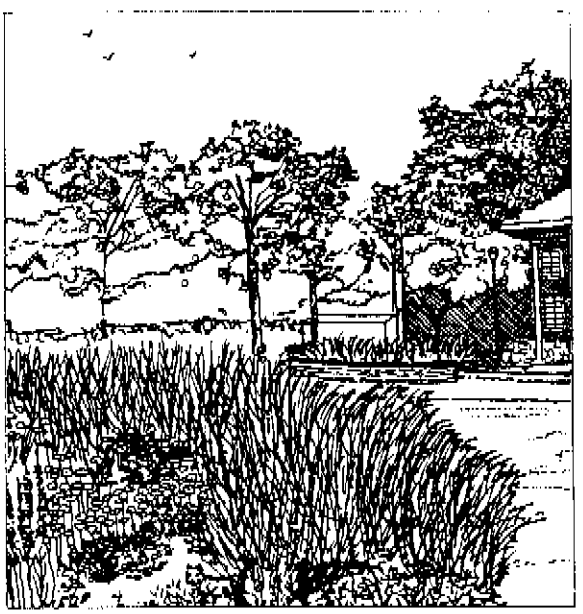
Leadership of local recreational programs should be sustained by public and private funding. Local programs in the older low-income areas lack the sort of funding and volunteerism found in wealthier communities. Without adequate appropriate programming and adult leadership, increased juvenile crime and the formation of gangs are definite possibilities. The County and its many volunteers should design a fundraising strategy to bring more resources to the older, poorer neighborhoods.

2. Expand Outreach Efforts for Recreational Activities

Develop a marketing strategy that attracts children regardless of their ability to pay. Traditionally, recreation councils have not turned away children because they cannot pay, but this is not marketed well and many children and parents feel that these programs are beyond their means. More outreach should be done by the recreation councils to include children in low income areas. The Department of Recreation and Parks should market their programs through the many apartment complexes in the area to encourage participation in programs by children from low income families.

3. Maintain Parks

Just as there is a need to maintain the physical infrastructure of alleys, curbs, and sidewalks, parks are an integral part of a community's infrastructure and should be maintained as well. The Department of Recreation and Parks and the Office of Community Conservation should structure a program that funds the maintenance of these parks on a continual basis.

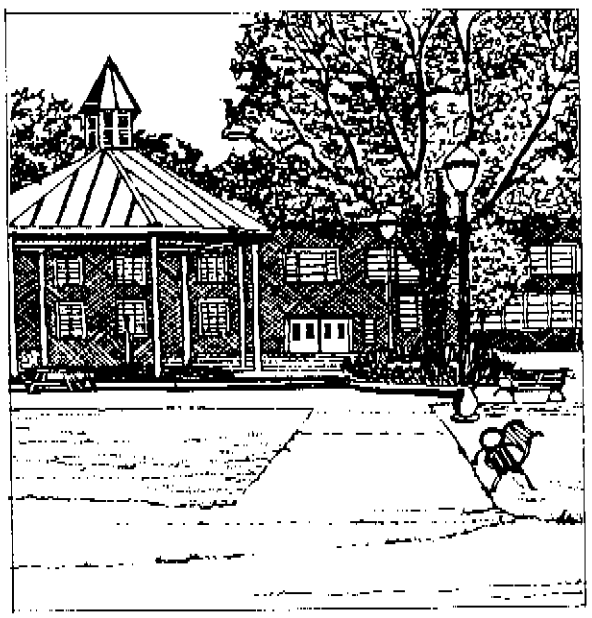


4. Expand At-Risk Youth Programs

The Police Athletic League (PAL) and the Department of Recreation and Parks should work together to bring appropriate resources and programming to at-risk youth. Facilities and programs should be supported by the County as a way to provide a positive way for the police and juveniles to interact. PAL centers should be initiated in every precinct throughout Baltimore County.

LEADERSHIP DEVELOPMENT

Creating an advocacy for the older communities is necessary to reverse many of the downward trends seen in these areas. Without a solid, vocal constituency pressing for public reinvestment and allocation of resources to such areas, the effort to prevent further decline is unlikely to succeed. Leadership development in the older communities is the linchpin that will sustain the effort. The County should encourage and coordinate partnerships to train, recruit, and support volunteers from the community.



RECOMMENDATIONS

1. Train Local Civic Leaders

Leaders from the education community should assist in the development of training programs for civic associations and community organizations. Volunteers from the community colleges and public schools should create a training program for civic leaders that would maximize their skills and widen their perspectives in dealing with the issues facing them as a community.

2. Improve Information Dissemination

The County should coordinate the dissemination of information about the wide range of services available to communities. There are hundreds of programs and services which could benefit communities and businesses, but unfortunately, this information does not always reach its target market. County directories should be made more user friendly so that problem solving can be made easier and the "run-around" so typical of government is reduced.

HUMAN SERVICES

Many social pathologies are evident in the eastern sector of the County. The County's social service roles are the highest in the Es-

sex office, the number of people waiting for a Section 8 housing voucher is the highest in the Essex area, and the crime data indicates that there is a thriving drug market on the east side. Family violence, health problems usually associated with poverty, and births to teens are also prevalent in many of the neighborhoods. These issues are compounded by the lack of public transportation and knowledge of services available to county residents. Services need to be accessible and duplication of resources should be eliminated in order to maximize the effectiveness of such programs. This will mean greater coordination by County agencies and partnerships with non-profits to foster self sufficiency and a better quality of life for residents.

RECOMMENDATIONS

1. Make Health and Social Services More Community Based

Health and social services should become more community based and proactive. Model projects such as the multi-service center in the Village of Tall Trees in Essex should be evaluated and replicated for use in other rental communities that are experiencing the same issues. In the case of the Tall Trees community center, a building was renovated to accommodate public and private service providers who offer a wide variety of essential services to the community.

2. Evaluate Need for Additional Substance Abuse Programs

A substance abuse task force should evaluate the need for additional substance abuse programs in the community. Arrest data and substance abuse treatment data indicates that there is a prevalence of drug activity on the east side. An evaluation should be made to determine gaps in current services for those who are seeking treatment for substance abuse.

LAND USE

Proper land use promotes stability and controlled growth. There are many factors that affect land use, of which zoning is only a portion. The eastern area of the County is the most densely developed of any area in Baltimore County. One only needs to look at a zoning map of the County to see the intensity and density of the zoning when compared to other areas. There is an overabundance of apartment zoning in the Inner Communities on vacant land. Public infrastructure cannot support this kind of growth. Rehabilitation and redevelopment have become much more practical than new construction. The proximity to the Chesapeake Bay helps to limit the kind of housing currently in place in many communities, but additional constraints may be warranted to reverse the low income housing trends in the area. A mix of housing type and income level must be promoted.

RECOMMENDATION

1. Inventory Vacant Land

An inventory of residentially zoned and commercially/industrially vacant land should be made with appropriate uses selected for the properties. Compatibility with existing neighborhoods is extremely important and should be a major consideration when dealing with infill development or the expansion of business and industry. The Comprehensive Zon-

ing Map Process should be used to evaluate these properties, and particular emphasis should be placed on promoting single family home ownership opportunities to encourage middle income families to move into the area and diversify the income mix of the communities.

COMMERCIAL REVITALIZATION/ SMALL BUSINESS DEVELOPMENT

The older, main street retail areas and commercial corridors in Eastern Baltimore County are facing serious revitalization challenges. Neighborhood shopping centers such as Essex and Dundalk village which were once the suppliers of goods and services for the area's residential communities have become stressed in light of the development of shopping malls and retail warehouses. The continued out-migration of population - particularly higher income residents - to new outlying developments has further hurt the eastside's commercial corridors by draining the area's buying power. Stagnating property values offer little incentive for renovation or redevelopment of vacant and under-utilized properties, and much of the area has difficulty in retaining and attracting stabilizing businesses.

The diversity of commercial areas in Eastern Baltimore County presents another significant economic development challenge. Issues facing small neighborhood business centers are different from those of auto-oriented commercial corridors. Market dynamics in the Dundalk area vary from those on Eastern Boulevard. The revitalization strategy should address this diversity by continuing to respond to the needs of businesses throughout these areas, while strategically targeting key commercial communities for intense activity and assistance. This focus will direct all of the necessary resources for successful revitalization - physical improvements, targeted business assistance, and increasing the capacity of the local business organizations - to those areas best positioned at the time for stabilization and growth.

RECOMMENDATIONS

1. Promote Small Businesses

The County should examine the array of incentives used nationwide to encourage investment in Eastern Baltimore County's older commercial areas. As a first step, the parameters of the Revitalization Tax Credit should be expanded to make all small businesses in the Community Conservation Areas of Eastern Baltimore County eligible for a five-year abatement from additional taxes on improvements made to the property. The various loan funds on the State and County level (See Appendix D) should be aggressively marketed by government officials and the banking industry to provide much-needed gap financing for these businesses. Additionally, a Small Business Advocate has been designated in the County's Department of Permits and Development Management to directly assist with County permits and development regulations. The Eastern Baltimore Area and Essex-Middle River Chambers of Commerce should continue as the first points of business contact, acting as the clearinghouse for information on State and County programs including public financing and business counseling services.

2. Allocate Funds to Reinforce Efforts in North Point Corridor

Capital funds should be allocated for the North Point Corridor to position the County to leverage key public/private redevelopment opportunities that may arise. Funds could be used for needed infrastructure improvements such as traffic signals, stormwater management, some land acquisition, etc.

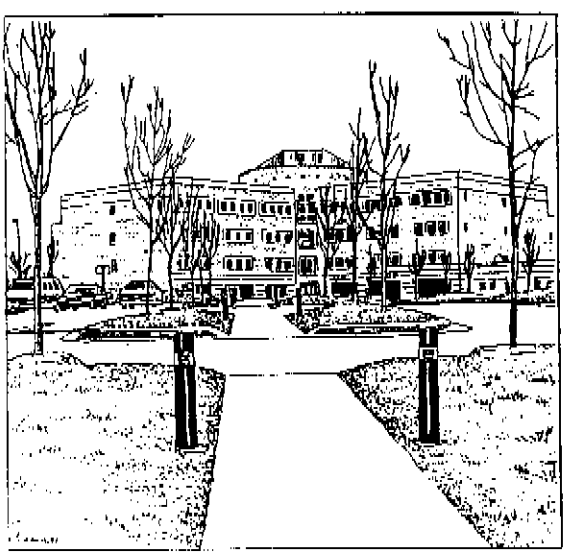
3. Develop a Commercial Revitalization Program for Essex-Middle River

Capitalizing on the public and private efforts already underway in this area, a comprehensive revitalization program should be developed that focuses on reversing the significant decline in commercial base in the Essex central business district and along the Eastern Boulevard corridor from Route 702 to Martin Boulevard. This may serve as a model for other revitalization programs in Eastern Baltimore County. Key components of the program should be:

- An aggressive plan of business assistance with the goal of retaining those businesses which currently support the area. County efforts targeting "at risk" business should be coordinated with those of the Essex Development Corporation and Essex-Middle River Chamber of Commerce to provide counseling, financing assistance, and access to the other resources in the business assistance network.

- An evaluation of the level and need for different commercial activity for Essex and Eastern Boulevard. Changing trends over the past two decades requires new analysis of such issues as the mix of existing businesses, property availability, infrastructure status, real estate activity, and general demographics in the Essex-Middle River area. Business uses which were desirable a decade ago may no longer meet the needs of the current marketplace. A baseline assessment should be completed which analyzes these issues and identifies the greatest economic opportunities for new and existing businesses.

- A marketing program to attract new business. The County should work with the local business organizations and members of the real estate community to promote the Essex and Eastern Boulevard market area. The Commercial Revitalization Program should establish a real estate Roundtable to regularly convey property activity information, market the public and private resources available to businesses, and network about new opportunities in the area. Additionally, the Program should develop a solid

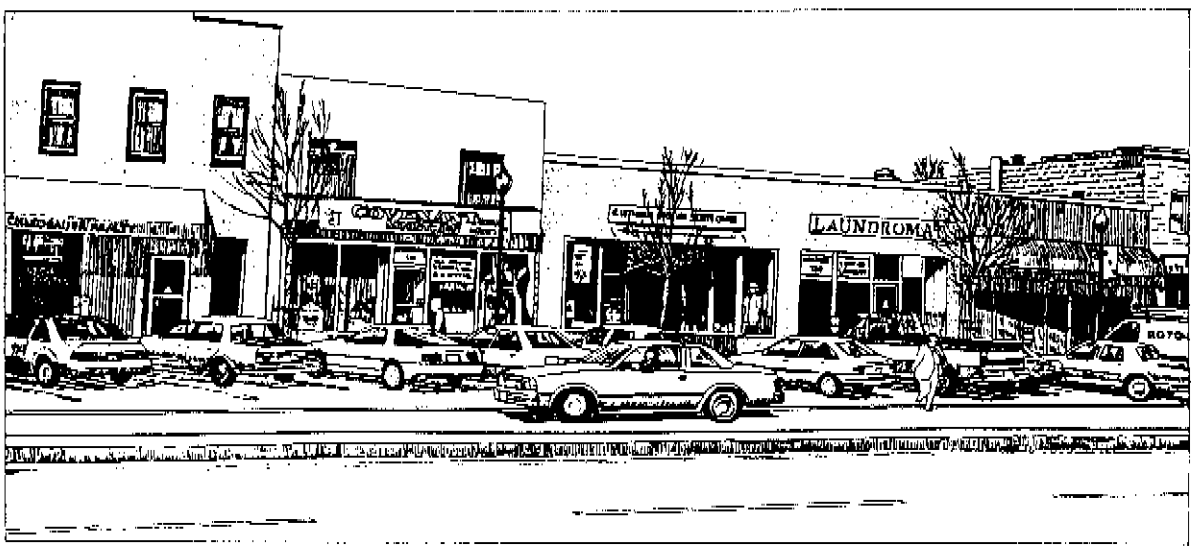


relationship with key commercial site selection specialists to understand site criteria and direct potential businesses to the Eastern Boulevard corridor. The Commercial Revitalization Program should also take a leading role in encouraging the redevelopment of key vacant or underutilized properties, identifying opportunity sites, and organizing property interests.

Support for the Essex Development Corporation and the Essex-Middle River Chamber of Commerce. The ultimate success of commercial revitalization lies in the vision and strength of the business community and the County should work to prepare both of these organizations to assume a greater role in the management of local business issues activities.Improvement of physical conditions and aesthetics in the Essex-Middle River commercial areas. Physical improvements to infrastructure, properties, and building facades can be a highly effective way to create development opportunity and attract private investment. Capital funds should be provided to leverage redevelopment of key properties. To achieve maximum benefit, these capital resources should be used in conjunction with other economic development tools and incentives. The County should continue to provide the Architect-On-Call program to provide businesses free assistance in designing and implementing building improvements. The Baltimore County Business Improvement Loan Fund (BILP) should be offered to businesses along Eastern Boulevard, making personal loans up to $10,000 available for property/building improvements.

IMAGE OF THE COMMUNITY

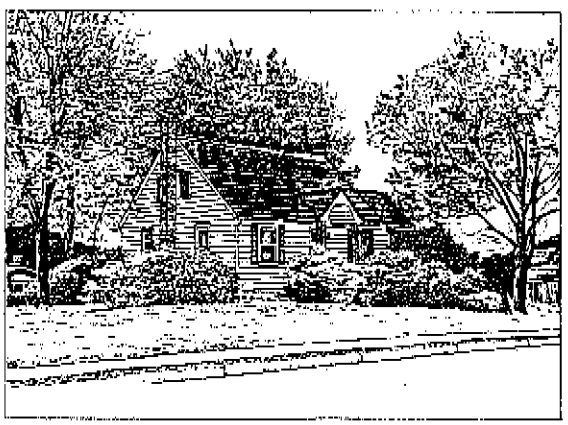
The image of a community and the access to amenities are important reasons why businesses and residents chose to locate in a certain area. Older communities are in competition for new jobs and new residents with every other community in the metropolitan area and that they must be able to address the questions of why stay here and why move here. Marketing and promotion of these areas becomes essential in attracting and keeping a strong economic base.



RECOMMENDATIONS

1. Develop Marketing Material for Home Buyers

A marketing packet should be produced for potential home buyers. Homes in Baltimore County are a very good value and there are many desirable neighborhoods. This asset needs to be marketed properly through lenders and real estate agents throughout the region.



OUTER COMMUNITY CONSERVATION AREAS

The Outer Community Conservation Areas (CCAs) in Eastern Baltimore County are predominantly lower density neighborhoods of single-family detached housing located in the lower ends of the peninsulas and oriented toward the water. For purposes of this Strategy, they are generally known as the communities of North Point Peninsula, Lower Back River Neck, Bowleys Quarters, and Chase-Harewood. The North Point Peninsula communities of Edgemere, Fort Howard, Lodge Forest, Todd's Farm, and Millers Island surround the 1,300 acre North Point Peninsula Park formerly owned by Bethlehem Steel. This area has a strong historical background as the site of the Battle of North Point during the War of 1812. Across Back River is the very rural area of Lower Back River Neck. Sewer service is only now being extended to the small residential enclaves scattered around the neck. All of this area falls within the Chesapeake Bay Critical Area with over 1,000 acres in the center being classified as a Habitat Protection Area. There are also two county owned parks --- Rocky Point with its 18 hole golf course, swimming beach, picnic area, and the historic Ballestone Manor House and the environmentally sensitive Pottery Farm Road Park. Bowleys Quarters is a mix of housing types and densities, with the upper neck developed with a shopping center, a large well maintained manufactured housing development, and an extensive townhouse development. The lower neck is predominately single family development all along the shoreline with undeveloped land in the center. The residential communities of Chase and Harewood are the most eastward, with older well established neighborhoods toward the water and new single family developments further

inland. These communities border the Bird River and the Gunpowder River and are adjacent to the Dundee-Saltpeter Natural Environment Area and the Gunpowder State Park.

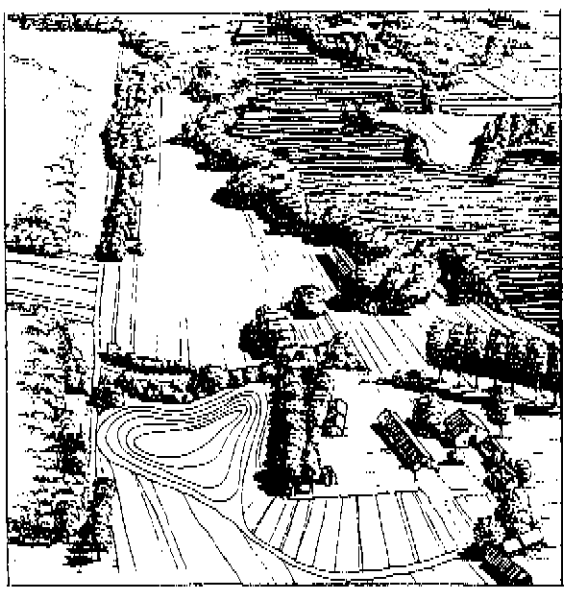
Although all of these communities are unique, they are facing similar issues. The strategic issues for Outer CCAs are defining and maintaining a community character, protecting the environment, and maintaining and improving the quality of new development and redevelopment. The Strategy identifies actions that all of the communities can take to address these overall issues and also serves as a framework for individual community plans that can be tailored to address specific needs. Two communities --- Lower Back River Neck and Bowleys Quarters --- have both written plans that were approved by the County Council in 1993 and 1992, respectively. The North Point Peninsula Communities are in the process of completing their plan for public review.

POLICIES

The special character and quality of life found in the Outer Community Conservation Areas should be reinforced and enhanced. Large scale new residential development in these areas should be discouraged, but compatible and higher quality redevelopment and infill development should be promoted. The extension of public utilities to resolve health issues should continue to receive priority within the County. The waterfront and public park systems are extremely important amenities for both the Outer CCAs and Eastern Baltimore County. The interrelationships between the Outer CCAs and the rest of the Eastern County, especially on waterfront issues, must be acknowledged and incorporated into any decision making process. The County, residents, business interests, and development community must work together to balance the need to promote these communities as a premier location without harming the very qualities that make them so attractive.

COMMUNITY CHARACTER

The unique blend of small communities oriented toward the water and close to large parks and protected natural areas gives most of the Outer Community Conservation Areas a special rural community character. This distinction is reinforced by an almost intuitive sense of community, where residents and businesses are linked by similar culture, family background, employment history, and a love of the water. This issue is tied to many others, especially land use and waterfront enhancement and as such, the actions must be viewed together. The following are the first steps that can be taken to enhance the special character of the Outer Communities.



RECOMMENDATIONS

1. Establish A Community Identification Program

Local community associations, with County design and/or financial assistance through the Offices of Planning and Community Conservation, should establish a community identification program. As a first step, neighborhood identification signs should be placed at the gateways into the four main Outer CCAs. A beautiful example is the sign for Bowleys Quarters. These signs should be simple and reflect the character of the neighborhoods. This action, in combination with the waterfront identification signage program described in the "Waterfront Enhancement" chapter should help to establish a specific identity for the area and its neighborhoods.

A second step to promote an identity could be a marketing brochure, highlighting the qualities of the neighborhoods. The Eastern Baltimore Area Community Development Corporation should take the lead in this program, coordinating input from community associations and using business contacts for distribution. The brochure should be distributed to real estate agencies, personnel directors of major employers, the EBACDC, community associations, etc. This could be combined with tours for targeted groups to heighten their awareness and knowledge of the area. Community associations must take the lead in this program with possible grant assistance from the Office of Community Conservation.

2. Improve Communities' Physical Appearance

A universal theme in this Strategy is the visual improvement of the gateways and roadways to enhance the image of the entire Eastern Area. This is not a major issue in the Outer CCAs, but communities need to be ever vigilant in maintaining their appearance. Community associations, civic groups such as the Boy or Girl Scouts, environmental groups, or elementary schools may consider initiating the following:

"Adopt a Road" with periodic clean ups and targeted plantings and trimming. Financial assistance may be available through the Office of Community Conservation for specific projects and through the Maryland Department of Natural Resources.

"Adopt a Pond" with neighborhoods cleaning up and maintaining stormwater management as well as natural ponds and wetlands.

Neighborhood Clean Ups. Again, financial assistance may be available through OCC and dumpsters can be arranged through grants to communities.

Review of Concept and Development Plans, Variances, and Special Exceptions. The focus should be on design issues such as the appearance of the building and parking from the street, landscaping, and signage. The Comprehensive Manual of Development Policies is an excellent reference for both the developer/designer and community associations.

Cooperative Code Enforcement. This is a partnership program with the County and community and business representatives to encourage voluntary compliance with existing regulations. This type of program is just beginning in the County and should be tailored to meet the specific needs of the community. It is described in more detail in the "Economic Development" chapter under "Southeastern

Employment Center". In general, code enforcement inspectors sweep an area to identify specific types of violations which are then forwarded to a business and residential community task force to resolve in conjunction with the violator. Unresolvable issues may be forwarded to the Department of Permits and Development Management for official action.

3. Develop a Community Events Program

The events programs in the Eastern Baltimore Area should be categorized, coordinated, and expanded to promote neighborhoods, instill community pride and spirit, and attract visitors. Each area is different and events should capitalize on the best attributes such as the history of North Point, the water (e.g. boat parades, races, marina tours, fishing events, etc.), house tours, the natural resources via the park system, etc. Events should be coordinated with other established activities and involve the residential, business, and recreational communities.

ENVIRONMENTAL PROTECTION

The Outer CCAs have a wealth of natural resources --- extensive tidal and nontidal wetlands, forests, habitat protection areas, and tidal waterways --- that contribute to the character and quality of life in the area. A number of laws such as the Chesapeake Bay Critical Area Act, the Forest Conservation Act, and the County's environmental regulations offer considerable protection of the area's natural resources from the impacts of new development. However, much of the development in the Outer CCAs predates these regulations as well as most standard development and zoning regulations. The most relevant environmental issue facing the Outer CCAs is how to address and remediate the impacts of older development. The principal issue is water quality protection, including stormwater management, habitat restoration, and extension of public facilities to address health issues.

RECOMMENDATIONS

1. Extend Public Sewer and Water

After more than a decade of debate, the County will extend alternative conveyance sewer systems into Lower Back River Neck and Bowleys Quarters. Progress on this has been delayed by new permit requirements of the Army Corps of Engineers. Special Area Management Plans (SAMPs) to assess secondary impacts of development and wetland delineations are now required prior to the County applying for a permit. Subject to any new additional requirements, it is expected that systems on both necks will be operational by the year 2000.

2. Publicize Pumpout Facilities and Proper Boat Maintenance

The State of Maryland has secured funds through the federal Clean Vessel Act to provide 75% of the funding for the installation and maintenance of boat pumpouts. The State's own waterway improvement fund provides the remaining 25% so that the entire cost is grant funded. The State publishes a list of the locations of available pumpout facilities. The Marine Trades Association should take an active role in publicizing the availability of these pumpouts and the importance for all boaters to use them.

Marinas are also the best place to inform the public of proper boat maintenance procedures.

The marina facility provides the boater with controlled places to sand and paint boat bottoms and do other minor maintenance procedures. The Marine Trades Association can inform the boater of the toxicity of many boating related materials and how to properly use them. Boaters should contact marina operators to complete repairs to boats which are not operating cleanly. Small releases of oil or other toxic materials become a pollution problem because of their cumulative impacts to the waterways.

3. Implement Water Quality Projects

The Department of Environmental Protection and Resource Management has an ongoing program of water quality capital projects to a) redress stormwater problems by removing sediment, reconstructing stream banks, controlling erosion, acquiring property, etc.; b) protect the shoreline through non-structural as well as structural improvements to stabilize the shoreline and reduce erosion and sedimentation; and c) restore streams by establishing vegetative buffers, creating and restoring in-stream habitat, maintaining streams, removing sediment, etc. Projects have already been completed in tributaries draining to Bear Creek, Jones Creek, North Point Creek, Back River, Sue Creek, and Middle River. Refer to the Capital Improvements Map in Appendix C.

LAND USE AND QUALITY OF DEVELOPMENT

All along the water, but especially in the Outer CCAs, there is a layer of strict environmental regulations, most notably the Chesapeake Bay Critical Area law, that controls almost all new development and growth. However, with the extension of public facilities into Lower Back River Neck and Bowleys Quarters, some land within these necks may become developable on a very limited basis. The primary land use issues are how to promote 1) "higher end" redevelopment, 2) improvement of the existing housing stock, and 3) selected infill development on single lots that is compatible with the surrounding community.

RECOMMENDATIONS

1. Ensure Quality Development and Redevelopment

The County, through its development and zoning approval processes, should pay particular attention to the quality of proposed development in all Community Conservation Areas. In the Outer CCAs, the design and density of a project should be evaluated in terms of maintaining the character of the community, enhancing the image of the overall area, and improving, through redevelopment or renovation, the existing housing stock.

2. Identify and Improve or Redevelop Substandard Housing

Certain areas in Outer CCAs have substandard housing. The Offices of Planning and Community Conservation should identify these sites and enforce the livability code. Redevelopment of these areas should be encouraged.

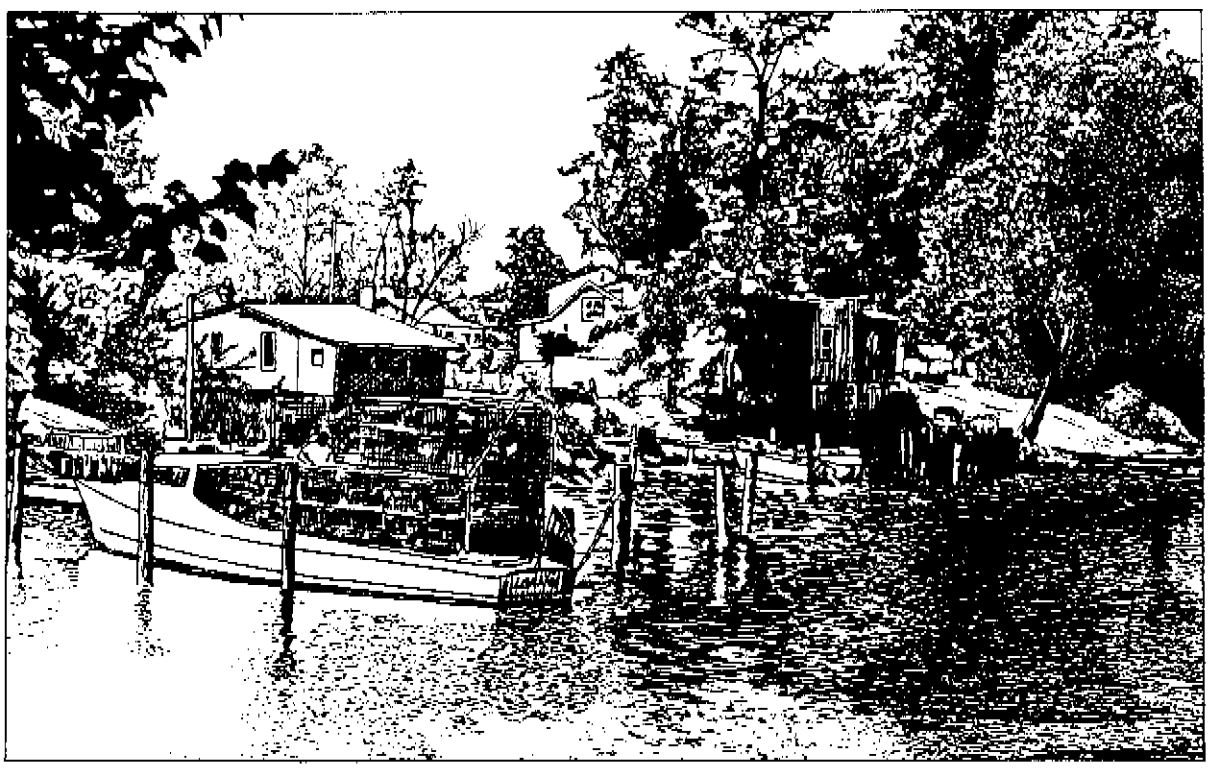
3. Limit New Commercial Development

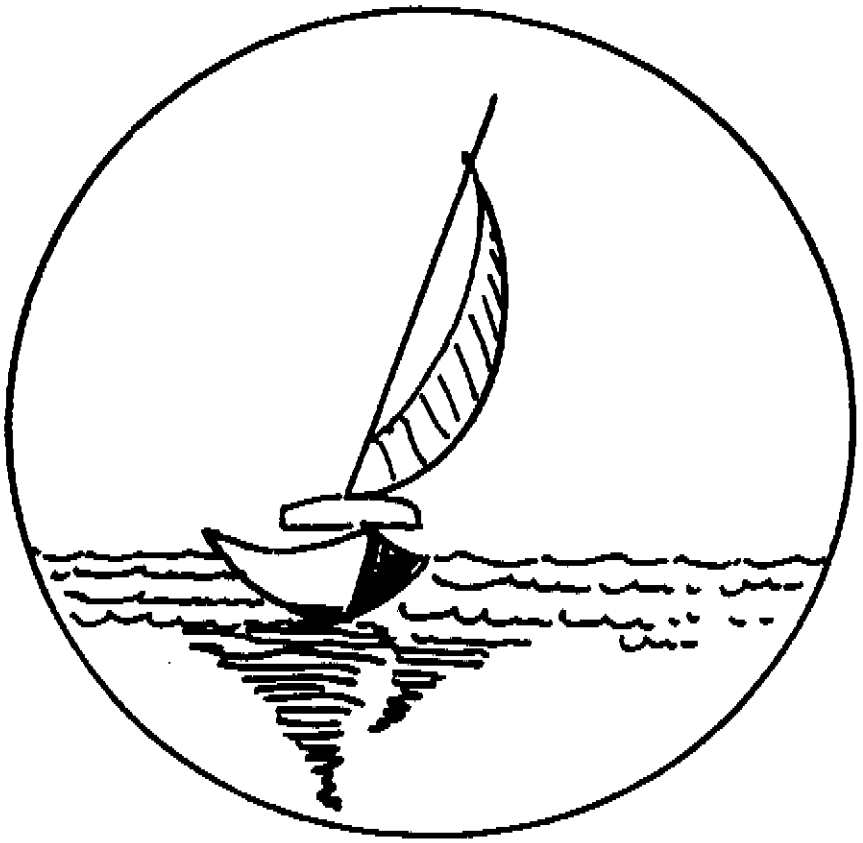
The County should reinforce the commercial uses in the Inner Community Conservation Areas by limiting new uses in the Outer CCAs. This action is aimed primarily at retail/service uses or nonmarine related businesses. Development linked to the waterfront,

such as small stores in marinas, restaurants, recreational uses, etc., should be evaluated on a case-by-case basis weighing the impact on the community with the improvement of waterfront uses. Applicants for new commercial zoning should provide documentation demonstrating how the request advances the goals and policies of this Strategy.

4. Expedite Single Home or Lot Improvement

Improvement of the existing residential housing market is a goal of this Strategy. In Outer CCAs, this often can be done on a single lot basis through landscaping, shoreline enhancement, or pier repair. The County has prepared amendments to the Critical Area requirements to facilitate home improvements. See the "Waterfront Enhancement" Chapter.





Waterfront Enhancement Strategy

Waterfront Enhancement

Eastern Baltimore County possesses an asset found nowhere else in the County... more than 170 miles of shoreline along the Chesapeake Bay and its tidal tributaries. By its very nature, this is an exclusive amenity that should attract higher-end residential and commercial development and redevelopment. However, a number of private and public land use decisions in the past have limited and/or precluded some of these opportunities. Much of Eastern Baltimore County was developed during World War II when the emphasis was on industrial development (which often needed water access) and housing for factory workers. Significant portions of the rural shoreline areas were also subdivided into narrow 50 ft. wide lots for "shorefront cottages" used as summer fishing and vacation sites and later developed into permanent year-round residences. Additionally, governmental land use decisions to locate a sewage treatment plant and a landfill near the headwaters of Back River degraded the air and water quality of the surrounding area.

To many, especially outsiders, the resultant image of the Baltimore County waterfront is not as positive as it should be. Eastern Baltimore County's waterfront communities are friendly and close-knit and still have the traditional neighborhood values that seem lost in other areas. Added to the often remarkably beautiful views and easy access to the Bay, this enables most waterfront houses to command prices of over $200,000. This area also possesses unique "quality of life" amenities such as some of the most diverse and interesting parks in the County, over 60 marinas, public beaches, and the quickest access to the Chesapeake Bay. A more positive image will cause potential businesses, residents, and tourists to look closer and discover for themselves the unique advantages of living, working, and recreating in Eastern Baltimore County.

POLICY

There are a number of distinct opportunities to enhance the waterfront and thus, the image of Eastern Baltimore County. This will require concerted efforts by all governmental agencies, local citizens and businesses, and the private development sector. As public policy, the County should: 1) promote and facilitate the development and redevelopment of vacant or deteriorated waterfront parcels for "upscale" projects that would improve the image of the area; 2) promote and facilitate a special waterfront destination project; 3) capitalize upon the waterfront parks and recreational opportunities as an attraction from both water and land, and 4) promote the development of smaller waterfront destination points along the shoreline that offer commercial and recreational amenities.

WATERFRONT DESTINATION

Baltimore County's waterfront needs to be a destination, from both the water and the land. It's the Eastern area's best asset and a wonderful attraction for residents and visitors alike. Different and inviting points of arrival and departure are needed in distinct places along the waterfront. People, be they boaters or land-based weekend day trippers, need an interesting "port of call" to entice them into an area. On a grand scale, Baltimore City has the Inner

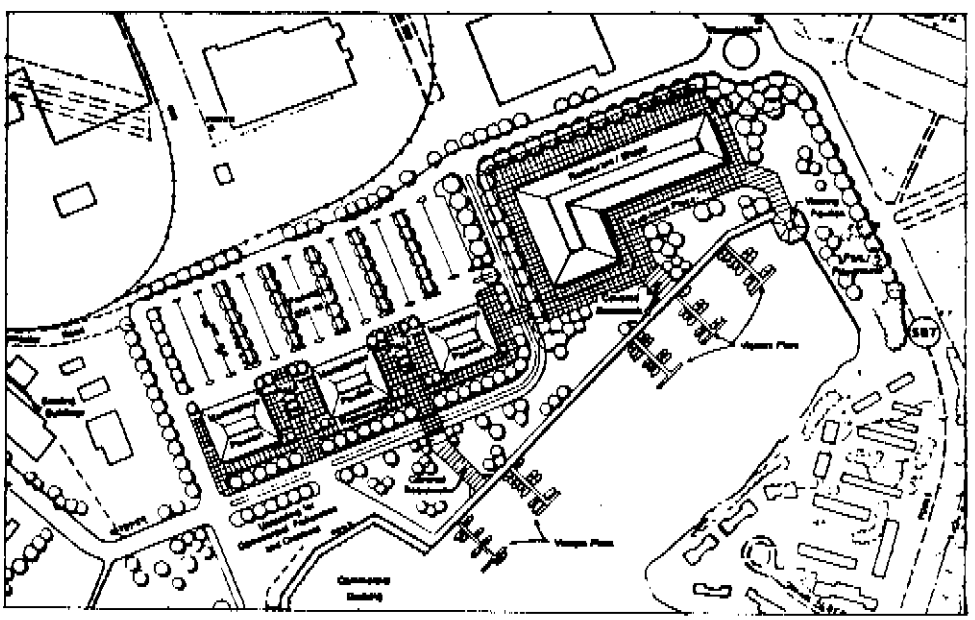
Harbor and Annapolis has its own pier and the associated attractions of the town itself. On a smaller, but nonetheless very successful scale are Rock Hall and Kent Narrows with their marinas, shops, and restaurants. Even smaller nearby attractions are needed for local boaters and residents along the waterfront. These destination sites can improve the local economy, heighten the waterfront experience, and present a positive image of Eastern Baltimore County.

RECOMMENDATIONS

1. Develop a Mixed Use Destination Complex

Baltimore County should fashion its own niche in the tourism trade by jointly developing or facilitating the development of a significant destination such as a convention and conference center. This could be linked to a cultural heritage museum and a water-oriented marketplace of small shops, restaurants, docking facilities, and a public commons for picnics and gatherings. This concept would mix a number of different uses that could appeal to a variety of groups on both a permanent and seasonal basis. The waterfront is an ideal location for a much needed convention center to host the smaller one day conventions and trade shows that may be displaced with the expansion of the Baltimore Convention Center and the potential expansion of the Timonium Fairgrounds. A cultural heritage museum could showcase the proud and unique history of the area by highlighting the industrial giants, the immigration of workers and the subsequent growth and development of communities, the war effort, the value of the Chesapeake Bay, the high tech future of manufacturing, and the present day quality of life in Eastern Baltimore County. The shops, restaurants, and waterfront activity would be an added bonus that could make this one of the best destinations in the upper Chesapeake Bay.

The drawing below is an example of what such an attraction might look like. This is not an actual proposal, but a concept plan meant



to spark the imagination to explore opportunities for a waterfront destination built upon the area's attributes. A preliminary review of the waterfront has identified the Chesapeake Industrial Park at Dark Head Creek as a potential location because of its size, developability, deep water access, fairly direct access to major roadways, and buffering from adjacent residential communities. The County through the Department of Economic Development and/or the private sector should engage a marketing consultant to pursue these concepts and further examine their feasibility. A waterfront destination advisory group composed of business, community, and governmental representatives should be formed to finalize a concept and site. Other waterfront areas should also be investigated as alternative or supplemental sites.

2. Develop Shoreline Destination Points

a. The Office of Planning, in conjunction with the Departments of Environmental Protection and Resource Management, Recreation and Parks, and Economic Development, the Marine Trades Association, and interested community and business associations, should identify sites where zoning, water depth, ownership, land use, community character, environmental constraints, proximity to other uses, etc., would be appropriate to encourage development of small waterfront destinations. These uses could include day slips, shops, seasonal stands, restaurants, docking facilities, or recreational facilities such as pools, beaches, picnic areas, etc. Practical strategies to develop these areas --- use of specialized funds, coordination of dredging projects, design assistance, assistance with environmental regulations --- would then be formulated with interested property owners.

b. The Department of Recreation and Parks should review its holdings and potential acquisitions with the goal of creating or improving them as waterfront destinations.

WATERFRONT PARKS

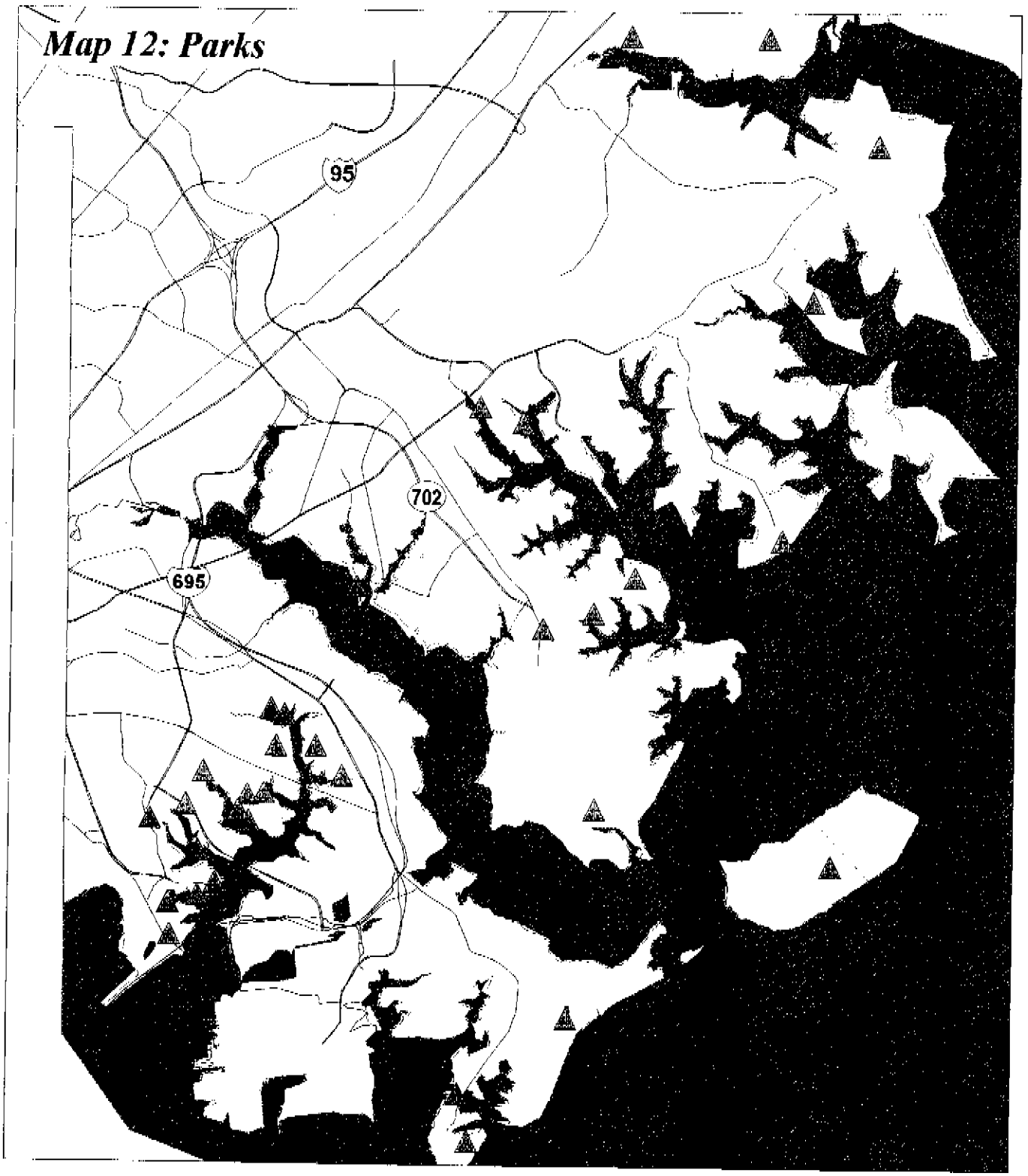
There are over 20 publicly owned waterfront parks in Eastern Baltimore County which, as Map 12 shows, are distributed fairly evenly along the shoreline. The largest parks are generally at the end of the Necks and should be easily accessible from the Chesapeake Bay. These parks offer some of the best recreational opportunities in the County including active community based recreation at Merritt Point Park, the historic battlements of Fort Howard, the unique estuarine ecosystem found in North Point Peninsula State Park, golf courses and Ballestone Mansion at Rocky Point, and a nature center and extensive wetlands creation sites at Days Cove. Appendix E contains a brief description of the primary parks in Eastern Baltimore County as well as a listing of school recreation centers, community centers, neighborhood parks, state parks, and recreation and park councils.

The strategic issues for waterfront park enhancement are the continued maintenance and upgrading of the existing system, development of the Dundee-Saltpeter Park, and improvement of the water accessibility and linkages among parks.

RECOMMENDATIONS

1. Begin Development of Dundee-Saltpeter Park

Dundee-Saltpeter Park, also known as Marshy Point, is a 492.5 acre undeveloped park site on


Map 12: Parks
95
702
695

the peninsula formed by the Dundee and Saltpeter Creeks, south of the Gunpowder State Park. Phased development of the park is expected to begin in 1997 and when completed, will feature extensive nature-oriented and interpretive facilities including canoe "trails", wildlife observation areas, and a nature/interpretive center.

2. Initiate Enterprise Park Program

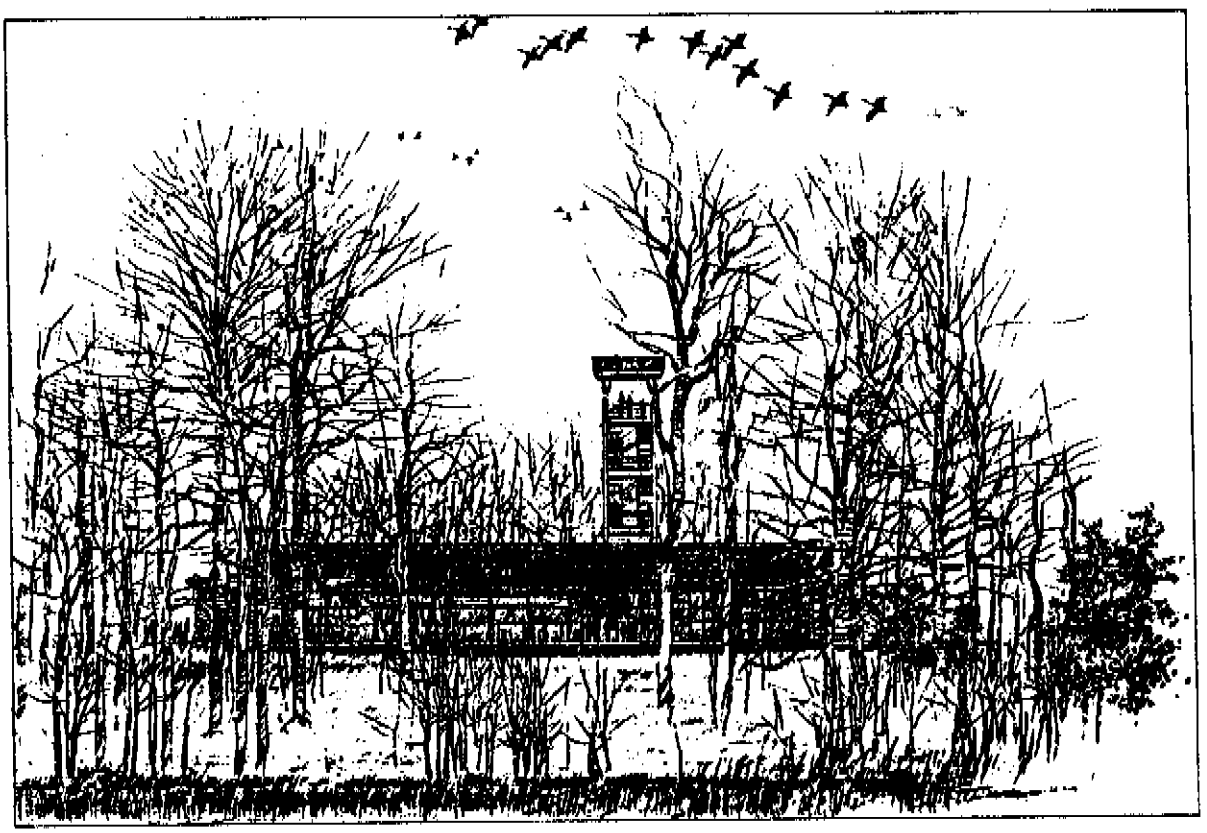
The Department of Recreation and Parks has initiated an enterprise fund park program for Rocky Point Park, Fort Howard, and Miami Beach. Under this program, the parks are operated on the funds they generate and are not dependent upon tax dollars. It is recommended that consideration be given to expanding this creative approach where feasible.

3. Increase Waterfront Accessibility

As part of the recommendation to develop shoreline destination points (See "Waterfront Destination" section), the Department of Recreation and Parks should evaluate its sites for water accessibility, including boat ramps and day slips.

4. Promote Linkages Among Parks

The "triangle" formed by Rocky Point Park, Hart-Miller Island, and the North Point Peninsula (including the State Park, Fort Howard and commercial uses on Millers Island) should be promoted as a waterfront destination point.



The area should be marketed as such in all waterfront promotional material, each park should be evaluated for improved accessibility, additional programs should be developed to attract boaters specifically, and commercial uses on Millers Island should be encouraged to market and link themselves to the boating community. Proposals for Porters Beach/ Rocky Point Parks should be evaluated, in part, as to how well they improve waterfront accessibility and foster waterfront linkages.

Additional opportunities for park linkages to be promoted are among Rocky Point Park, Pottery Farm and Sue Creek Parks, and Turkey Point Park via the multi-use Paradise Farm Trail and also between Dundee-Saltpeter Park and the Gunpowder State Park. All park plans should be reviewed for ways to improve these important connections with the goal of creating interesting waterfront destinations.

MARINE TRADE INDUSTRY

Baltimore County's recreational marine industry generates over $130 million per year with a total employment of over 1,300 people. Businesses in the industry include about 70 marinas and yacht clubs with about 6,600 total slips; marine sales, repair, and maintenance businesses; wholesale and retail suppliers; yacht brokers; etc. About 30% of the boats kept in the water in Baltimore County are owned by non-county residents who generate over $65 million in tourism. These statistics are part of an outside study commissioned in 1994 by the Marine Trade Association of Baltimore County, with funding from the Department of Economic Development, on the economic impact of the recreational marine industry on the County. The results show that the industry has a significant impact on the economies of Baltimore County and the State of Maryland. As such, the value of the industry should be recognized and supported.

Over the last five years, slip rentals and sales have been declining and local owners suspect that this is due, in part, to competition from new large marinas on the Eastern Shore. It appears that boaters leave the area for destinations with attractions that provide entertainment for the entire family such as stores, restaurants, pools, golf courses, events, etc. Many of the actions that Baltimore County and the marine industry need to take to capitalize upon the Eastern Area's own waterfront attractions are addressed elsewhere in this Chapter (See "Waterfront Destinations" and "Waterfront Promotion"). The upgrading of marina facilities themselves is a separate and possibly more difficult issue. Most of the marinas in Baltimore County are small and older and lack the amenities sought by today's boaters. Some operators have reconfigured their piers to create larger slips for the more popular larger boats, but upland improvements need to follow. A number of marinas don't have the land, capital, or desire to expand. Those that do have to comply with the Chesapeake Bay Critical Area Law, which regulates but does not necessarily prohibit, expansions and creations of marinas as well as uses allowed in the 100 foot shoreline buffer.

RECOMMENDATION

1. The Marine Trade Association should continue to act as an advocate for marina operators.

Over the past year, they have worked with County agencies to eliminate bootleg marinas, create more flexible zoning, and develop an expedited review process for marinas proposing minor expansions. This

lowers many of the hurdles to redeveloping and improving a site. The Association should encourage individual operators to improve and add amenities to their operations, especially when they are near to or offer attractions such as restaurants, bars, or recreational activities. The Association should also be active participants in plans to develop waterfront destination areas. (See "Waterfront Destination" section)

WATERFRONT PROMOTION

Eastern Baltimore County, especially the waterfront, is home and host to a number of interesting and exciting events, activities, and uses throughout the year. Many appeal to a wide audience and are family-oriented such as the Chesapeake Air Show, Riverfest, and the Living History Weekend at Ballestone Manor. Others are more seasonal and specific such as the new Fantasy of Lights at Ft. Howard, swimming and boating all along the shoreline, or the re-enactment of the Battle of North Point. And year round, there are the educational and cultural opportunities at Essex and Dundalk Community Colleges, fine and casual dining establishments, and numerous parks offering a variety of activities.

These activities can foster a strong sense of community, stimulate the local economy, and contribute to a positive image of the area. But there are important issues of promoting and publicizing these events, directing people to and throughout the area, and linking these events to the existing businesses, shops, restaurants, parks, etc., in the area.

RECOMMENDATIONS

1. Publish Promotional Information

The Eastern Baltimore Area Community Development Corporation in conjunction with the County (specifically the Departments of Economic Development and Recreation and Parks and the Office of Community Conservation) should produce a promotional video and/or brochure about the area, highlighting and profiling economic development opportunities, the communities, and recreational and waterfront amenities. These should be used in marketing the area to potential businesses or homeowners. Funding shall be through public-private partnerships.

2. Implement Waterfront Directional Sign Program

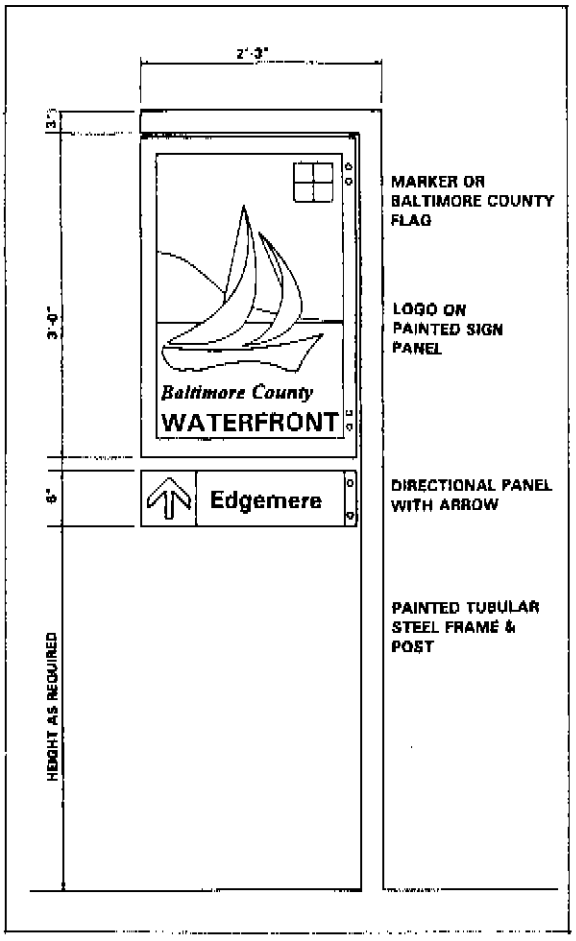
The Office of Planning, in conjunction with the Departments of Economic Development, Public Works, and Recreation and Parks should continue to implement the unified waterfront directional sign program. This program calls for the placement of three types of signage throughout Eastern Baltimore County to direct visitors to the various points of interest. It includes:

a. "Trailblazer" signs displaying "Baltimore County" along with a waterfront logo and a directional arrow. These signs would be placed within the public right-of-way of arterial State or County roads, such as Route 702, that lead to or through Eastern Baltimore County.

b. "Community" signs displaying the name of the community along with the waterfront logo

and a directional arrow. These signs would be placed within the public right-of-way of State and County roads to direct visitors to a specific part of the waterfront, at locations where a turn is necessary to reach that part of the waterfront.

c. "Destination Directional" signs that would show the name of individual marinas, boatyards, waterfront restaurants, parks and historic sites along with the waterfront logo and a directional arrow. These signs would be located on private property along local roads within the waterfront areas. This type of sign is permitted by special exception on private property.



WATER QUALITY PROTECTION

In 1984, the State of Maryland passed the Chesapeake Bay Critical Area Law which required local jurisdictions along the Bay to develop plans, programs, and legislation to implement the State's environmental protection criteria. The resulting regulations are the overriding factor for most land use decisions on the waterfront. In 1995, the Department of Environmental Protection and Resource Management, in conjunction with the Critical Area Commission and local community and business interests, evaluated the County's overall programs and regulations to improve and streamline the process. These recommendations have been approved by the Commission and should facilitate minor development that can enhance the waterfront uses and image and still protect the area's natural resources and water quality. The Department of Environmental Protection and Resource Management has drafted these changes in three bills and associated policies which are currently before the County Council. In addition to the Critical Area program, the Department also administers a number of other important water quality protection programs to control non-point water pollution sources.

RECOMMENDATIONS

1. Streamline Chesapeake Bay Critical Area Program

The bills introduced to the County Council in the beginning of 1996 will simplify and coordinate the County's Critical Area review process in the following manner:

a. Mesh Critical Area definitions and implementation procedures with other County environmental regulations, i.e., Forest Conserva-

tion Regulations and Regulations for the Protection of Water Quality, Streams, Wetlands and Floodplains.

b. Mesh Critical Area implementation procedures with the zoning variance and new County development review processes and streamline review procedures by eliminating separate and redundant Critical Area "findings plans".

c. Provide for a Buffer Management Plan to streamline building permit review procedures and address citizen concerns about development in nonfunctional buffers.

d. Provide for a simplified technical review of minor marina expansions.

e. Clarify procedures for the review of piers, structures on piers, and shore erosion protection measures.

f. Clarify sections of the Critical Area regulations which are difficult to interpret.

g. Add a 10% pollutant reduction offset program for Intensely Developed Areas.

h. Add protective covenants for important natural resources.

i. Allow subdivision to occur on properties already containing dwellings without utilizing any of the County's limited growth allocation acreage.

j. Add an intrafamily transfer process in RC-20 and RC-50 zones.

2. Require Consistency between Strategy and County's Growth Allocation Process

Under the Chesapeake Bay Critical Area Program's Growth Allocation process, about 158 acres of land classified as Resource Conservation Areas may be developed to the Limited Development or Intensely Developed Areas standards and about 150 acres of land classified as Limited Development Area may be developed to the Intensely Developed Area standards. All growth allocation proposals should be reviewed for consistency with this Revitalization Strategy.

3. Implement Comprehensive Water Quality Programs

Baltimore County should continue to implement programs for the control of non-point sources of water pollution -- including nutrients, toxins, and sediments -- which contribute to degradation of water quality and ecosystem dysfunction. These programs include compliance with the federally-mandated National Pollutant Discharge Elimination System (NPDES) Storm Water Permit and participation in the Maryland Tributary Strategies for Nutrient Reduction. County actions which address water quality problems in the Eastern Revitalization area include regulations to protect streams and other sensitive natural features, and the Chesapeake Bay Critical Area; capital restoration projects for conversion and retrofit of storm water management facilities, shore erosion control, stream restoration, and reforestation; and operating and maintenance programs, including storm drain inlet cleaning and illicit connection screening, community clean-ups, and citizen education/action projects. Action priorities should continue to be established for these programs through the Department of Environmental Protection and Resource Management's comprehensive watershed management planning. See Appendix C for a map showing the waterfront capital improvements projects.

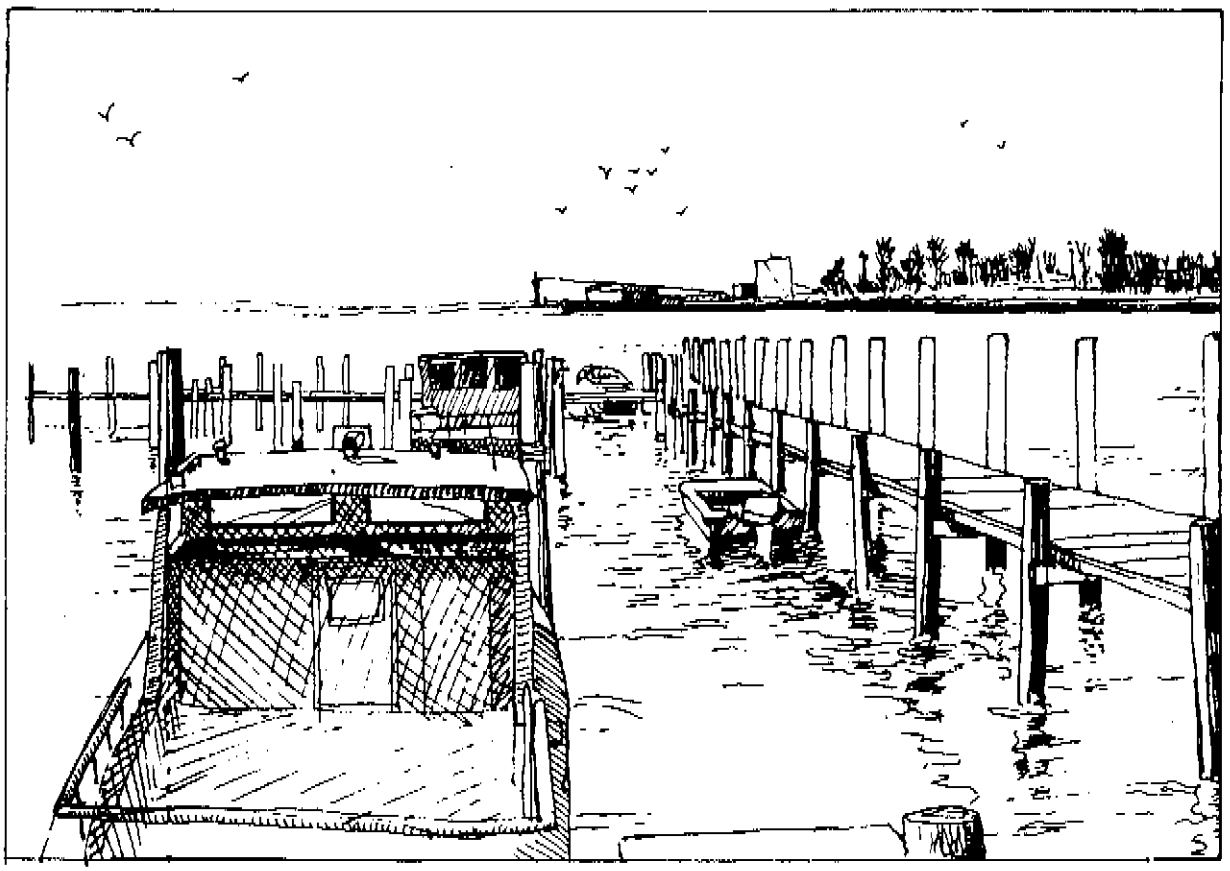
Implementation

Implementation

The proof of any plan is in its implementation. To ensure that the actions recommended in the Eastern Baltimore County Revitalization Strategy are undertaken, implementation schedules were developed that identify the lead agencies and establish timetables for initiating the actions. See Appendices A, B, and C. Baltimore County is committed to implementing this Strategy, and staff within individual agencies has been assigned to complete the various projects. The County should convene quarterly implementation meetings among principal staff and interested parties to report on progress and share information.

The communities of Eastern Baltimore County must also share the responsibility for implementing the Strategy. This is more difficult because of the extensive number of groups and the diversity of interests they represent. In 1994, the Eastern Baltimore Area Community Development Corporation (EBACDC) was formed as a leadership and advocacy group for the entire area and its membership includes representatives from residential communities, large and small businesses, institutions, and government. The EBACDC was instrumental in initiating the Strategy and should continue to be a key player in its implementation. Specifically, the EBACDC should:

- Represent Eastern Baltimore County by attending the quarterly progress meetings and being a member of advisory groups, especially those relating to the possible Route 43 extension and waterfront destination projects.
- Monitor the Capital Improvement Projects program.
- Lead marketing and promotional efforts.
- Become the central point for communication among communities, businesses, institutions, and government.



Appendices

A. Economic Development

Implementation Schedule

Capital Improvements

B. Community Conservation

Inner Communities Implementation Schedule

Outer Communities Implementation Schedule

Capital Improvements

C. Waterfront Enhancement

Implementation Schedule

Capital Improvements

D. Financing Options

E. Parks and Recreational Facilities

Appendix A

IMPLEMENTATION SCHEDULE
Economic Development

Recommendations	Lead Agency/Group	Schedule
Area-wide		
1. Establish Business Development Program (including company visitation financing, international trade, marketing, real estate search assistance, brownfields redevelopment, and monitoring programs) p. 17	Economic Development	1996 and ongoing
Southeast Employment Center		
2. Explore Viable Development Of for Sparrows Point Industrial Park p. 22	Economic Development	1996
3. Designate North Point Corridor as Employment Center p. 24	Planning	1996
4. Designate Industrial Corridor as an Enterprise Zone p. 24	Economic Development	1996
5. Inventory North Point Boulevard Corridor p. 26	Economic Development	1996
6. Develop Landscape Plan for North Point Boulevard p. 26	Planning & State Highway Administration	1996

7. Develop Cooperative Enforcement Program for North Point Boulevard p. 26	Planning, Community & Business Organizations	1996-97

Philadelphia-Pulaski Employment Corridor

8. Extend Kelso Drive p. 28	Public Works	1996-97
9. Realign Intersection of Cowenton, Ebenezer, and Philadelphia Roads p. 28	Public Works	2002
10. Implement Philadelphia Road Corridor Overlay District p. 28	Planning, Community & Business Organizations	1997
11. Develop Transportation Service between Employment Centers and Employees p. 29	Community Conservation & Planning	1996-97
12. Promote Use of PUD-C p. 29	Planning	Ongoing

White Marsh Employment Center

13. Update and Reaffirm Policies of Perry Hall-White Marsh Plan p. 30	Strategy	1996
14. Extend Campbell Boulevard from Philadelphia Road to Pulaski Highway p. 30	Public Works	1997
15. Extend Sewer along Campbell Boulevard p. 31	Public Works	1997
16. Maintain Construction Schedule for White Marsh Boulevard/ Philadelphia Road Interchanges p. 31	Public Works	1996

Middle River Employment Center

17. Recommend Extension of White Marsh Boulevard to Eastern Avenue p. 32	Public Works & State Highway Administration	1996
18. Develop a Mixed Use Waterfront Waterfront Destination p. 32	Economic Development and Planning	1996-97

CAPITAL IMPROVEMENTS

Economic Development

Project	Reference Number
Sewer	
Stemmers Run Pump Station and Force Main	01-006
Bethlehem Steel Redevelopment Project Sites 3A & B Sewerage facilities required for industrial development projects in the Sparrows Point Area.	01-021
Bird River Collection Systems Sewer service for industrial development.	01-2-944
Water	
Bethlehem Steel Redevelopment 20" Main Sparrows Point Boulevard. Upgrade supply to fire station and service to Sites 3A & 3B. 36" Main Supplementary System for Sites 1A, 1B, and 2. 16" Main spur to Sites 1A & 1B.	03-021
Pulaski Highway 30" & 20" Main Transmission Maintenance to boost water pressure for development and fire protection.	03-036-0008
Campbell Boulevard To be done with highway construction.	03-036-0016
Kelso 30" Main Transmission maintenance to boost water pressure for development and fire protection.	03-036-008
Orems Road Area/Pulaski Highway Clean and line 36" water main to rehabilitate old mains and restore lost capacity.	03-036-0017

Storm Drain

Herring Run — 04-166
Baltimore County is responsible for maintenance of Herring Run from City line to Moores Run to prevent flooding and eliminate backwater effect on city properties.

Transportation (Streets, Highways, Bridges)

Sparrows Point Re-development Road Rehabilitation — 05-021
Agreement with SHA to participate in the rehabilitation of selected roads, to be owned and maintained by SHA. County contribution $565,000/year for ten years.

Kelso Drive — 05-295
Upgrade from Golden Ring Road to I-695 underpass and extend through UPS site.

Campbell Boulevard — 05-376
To provide access for future industrial development and connection to White Marsh Employment Center.

Route 43 and Route 7 Interchange — 05-409
Construction in Spring '96.

Trappe Road — 05-431
Completes a vehicular collector route to North Point Boulevard, in cooperation with development of adjacent property, to improve area service and safety.

Peninsula Expressway Bridge — 07-201
Programs for federal funds to replace deck of bridge.

Environmental

White Marsh Mall Stormwater Retrofit and Restoration of White Marsh Run and South Fork of White Marsh Run. — 21-105

County-wide Programs

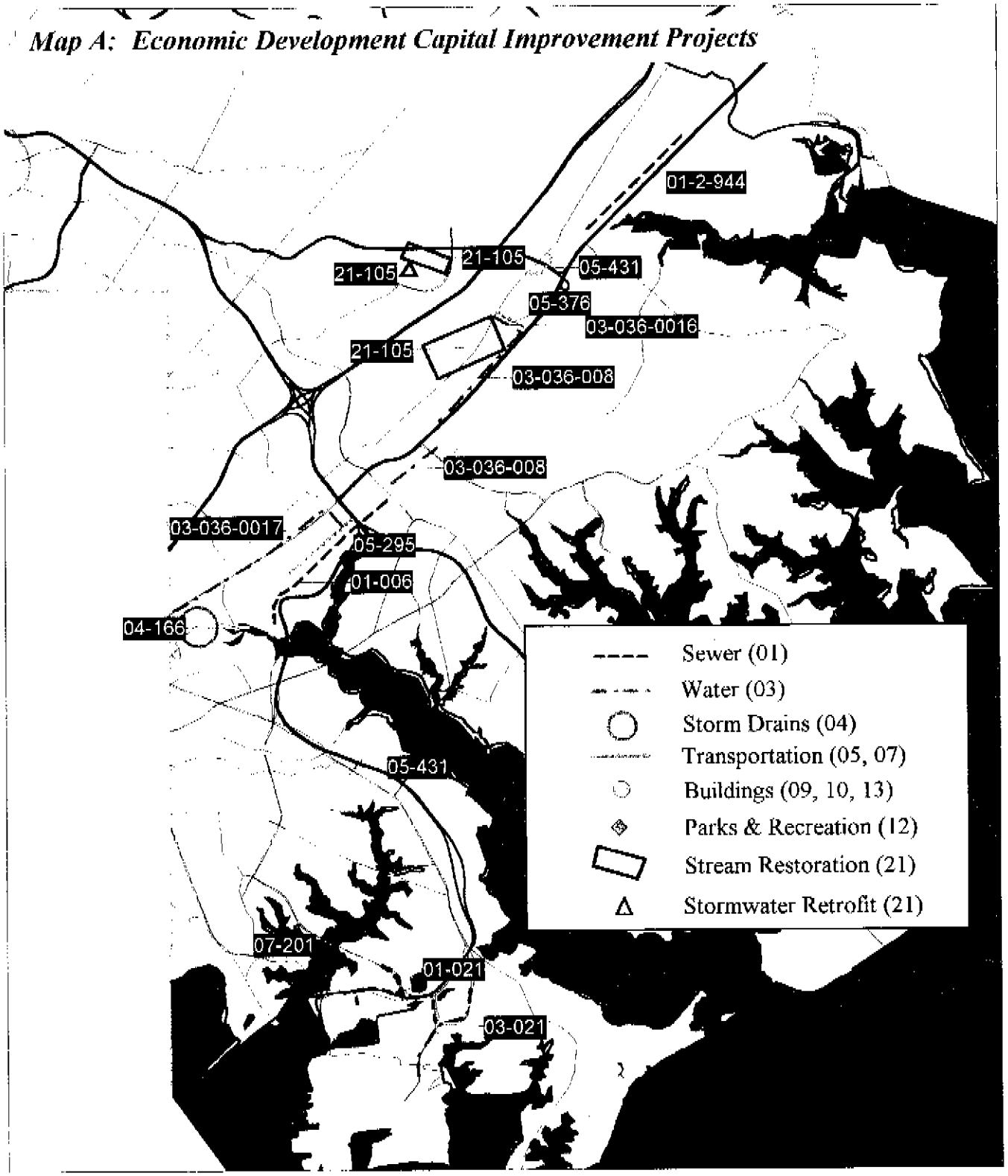
Economic Development Financing Fund 18-035

This fund is a resource to businesses in need of financing assistance. Through a program with local lending institutions, County funds will leverage private funds to assist firms in various businesses county-wide.

Sunny-Day Fund 18-036

These funds will provide a mechanism for helping to attract new business investment in Baltimore County. By creating a flexible tool to meet the legitimate requirements of firms considering new or expanded business locations, the County stands a heightened chance of success in attracting new jobs and increasing its tax base.

Map A: Economic Development Capital Improvement Projects



IMPLEMENTATION SCHEDULE

Community Conservation
Inner Communities

Recommendations	Lead Agency/Group	Schedule
Infrastructure		
1. Include Communities in CIP Process p. 40	Planning Board	1996
2. Increase Recreational Activities p. 40	Recreation & Parks	Ongoing
3. Convert Vacant Buildings into Community Centers p. 41	Community Conservation	1996
4. Develop Streetscape Plans p. 41	Planning, Community Conservation, State Highway Administration	1996
5. Maintain Older Infrastructure p. 41	Community Conservation, Public Works	1996
6. Limit Truck Traffic on Residential Streets p. 41	Community Conservation, Planning, Economic Development	1996
Housing		
7. Expand Home Ownership Programs p. 42	Community Conservation	1996
8. Establish an Eastern Housing Office p. 43	Community Conservation	1996
9. Expand Services at Rental Complexes p. 43	Community Conservation, Owners, Community Associations	Ongoing

10. Expand Code Enforcement for Rental Properties p. 43	Community Conservation, Property Owners, Permits & Development Management	1996
11. Require Private Security for Large Large Rental Complexes p.44	Community Conservation, Property Owners, Police	1997

Transportation

12. Expand Cross County Transit Service p. 43	Community Conservation, Planning, Mass Transit Administration, Employers	1997
13. Improve Recreational Access p 43	Recreation Councils	1996

Education

14. Establish Goals for Attendance and Mobility Rates p. 44	Board of Education	1996
15. Use Elementary Schools as Mini-Community Centers p.44	Board of Education, Community Associations	1997

Public Safety

16. Support and Maintain Citizens on Patrol Groups p. 44	Citizens, Police	Ongoing
17. Develop Juvenile Delinquency Prevention Plan p. 44	Social Services, Police, Community Conservation	1996/1997

Recreation

18. Fund Leadership Development p. 45	Community Conservation, Recreation & Parks, Community Associations	Ongoing
19. Expand Outreach Efforts for Recreational Activities p. 45	Recreation & Parks	Ongoing
20. Maintain Parks p. 45	Recreation & Parks, Community Conservation	Ongoing
21. Expand At-risk Youth Programs p. 46	Police, Recreation & Parks	Ongoing

Leadership Development

22. Train Civic Leaders p. 46	Community Associations, Board of Education	Ongoing
23. Improve Information Dissemination p. 46	Community Conservation	1997

Health Services

24. Make Health and Social Services More Community Based p. 47	Social Services, Community Conservation, Community Associations	1997
25. Evaluate Need for Additional Substance Abuse Programs p. 47	Substance Abuse	1996

Land Use

26. Inventory Vacant Land p. 47	Planning	1997

Commercial Revitalization

27. Promote Small Businesses p.48	Community Conservation	1997
28. Allocate Funds to Reinforce Efforts in North Point Corridor p.49	Community Conservation	1998
29. Develop a Commercial Revitalization Program for Essex-Middle River p.49	Community Conservation	1996

Image

30. Develop Marketing Materials p. 51	Community & Business Associations	1996/1997

IMPLEMENTATION SCHEDULE

Community Conservation
Outer Communities

Recommendations	Lead Agency/Group	Schedule
Community Character		
1. Establish a Community Identification Program p. 53 - Signage - Marketing Brochures	Community Associations, Eastern Baltimore Area Community Development Corp., Planning	1995
2. Improve Physical Appearance p. 53 - Adopt a Road, Pond - Clean Ups - Development Review - Cooperative Code Enforcement	Community Associations	Ongoing
3. Develop Community Events Program p. 54	Community Associations, Community Conservation, Planning	1996/1997
Environmental Protection		
4. Extend Public Sewer and Water p. 54	Public Works, Environmental Protection & Resource Management	Ongoing
5. Publicize Pump Out Facilities And Proper Boat Maintenance p. 55	Marine Trades Associations	Ongoing
6. Implement Water Quality Projects p. 55	Environmental Protection & Resource Management	Ongoing

Land Use & Development Quality

7.	Ensure Quality Development and Redevelopment p. 55	Zoning Commissioner/ Hearing Officer	Ongoing
8.	Identify and Improve or Redevelop Substandard Housing in Outer CCAs p. 56	Planning, Community Conservation	1997
9.	Limit New Commercial Development in Outer CCAs p.56	Planning	1996
10.	Expedite Single Lot or Home Improvement p.56	Permits & Development Management	Ongoing

CAPITAL IMPROVEMENTS

Community Conservation

Project	Reference Number
Sewer	
Lower Back River Neck Area - Lower Back River Neck, Cedar Beach, and Holly Neck Force Mains & Pumping Stations - Barrison & Rocky Points Collection System and Holding Tanks - Barrison Pt Pump Station - Wildwood Beach/Evergreen Park and Riverside Collection System	01-096
Bowleys Quarters - Middle River Neck Interceptor - Bowleys Quarters Pump Station - Armstrong, Glenwood, Red Rose, Clark Point, - Susquehanna, Revolver Beach, Long Beach I & II, - Galloway & Burke Area, Chestnut and Goose Harbor Collection Systems - Seneca Park Force Main, Pump Station & Collection System - Miami Beach Sewer System	01-085
Windless Run Outfall Sewer And Force Main - Vincent Farms-Windless Run Pump Station and Collection System	01-088 and 002
Bird River Beach and Bird River Grove Road - Collection Systems	01-002-1109, 294, 997
Orems Road Pump Station Upgrade	01-90-17

Storm Drain

Victory Villa Storm Drain Improvement 04-225
- To address antiquated and inadequate drainage for the watershed run off.

Orville Road 04-251
- To address inadequate drainage

Belmont Avenue 04-294
- To address undersized drain that causes
- flooding of private property.

Eastern Avenue Extended at Graces Quarters Road 04-325
- To address inadequate storm drain system that floods road and property.

Transportation (Streets, Highways, Bridges)

Ebenezer Road - Cowenton Route 05-420
- Realign roadway for direct traffic lane continuity to improve service and safety.

Grace Road 05-427
- Initiated by resident petition to widen existing roadway and add curbs, gutter, and sidewalk.

Allender Road over Chessie Railroad Bridge (142) 07-143
- Included in federal highway bridge replacement or rehabilitation program with 80% federal funding for construction. To accommodate increased traffic volume.

Ebenezer Road Bridge (249) 07-166
- Replacement to widen bridge and reduce flooding.

Marlyn Avenue Bridge (77) 07-239
- Strengthen superstructure to allow unrestricted crossing of fire equipment and refuse collection trucks and to maintain high volume of traffic.

Earls Road Bridge (78) - Replacement to increase posted weight, improve vertical sight distance, and widen.	07-269

Schools and Community Colleges

Edgemere Elementary School Replacement - Renovate or replace with new school consisting of 16 regular classrooms, 3 special education classrooms, 3 kindergarten classrooms, and 1 pre-kindergarten classroom.	13-050
Essex Community College - Asbestos removal, storm drainage, classroom building renovation; college center addition and renovation, addition to the Science and Allied Health Building, restoration of the Stadium - Phase I, retrofitting the Natatorium, and reconstructing the Main Parking Lot.	09-100, 102, 751, 804-806, 808-810, 962, 979
Dundalk Community College - Capital maintenance and repair and development of Southeastern Institute for Economic and Community - Development to house over 20 major programs and services designed specifically for meeting workforce training, re-training, and related economic development needs.	09-100, 984

Parks & Playgrounds

Rocky Point Park - Renovation of Ballestone Mansion.	12-43
North Point Government Center - Renovation and addition of cultural wing including new rehearsal area and access to handi-capped restrooms.	12-120
Woodward Park Development - Design and construct additional athletic fields.	12-151

Stansbury Park 12-222

Clean up/encapsulate/cap chromium deposits in accordance with environmental requirements and regulations.

Senior And Community Centers

Edgemere Senior Center 10-708

Joint project of Departments of Aging and Recreation and Parks to demolish existing Edgemere VFW and construct new senior center and provide public waterfront access with potential boat ramp and/or fishing pier.

Fleming Community Center 10-70

Replacement of structure to better accommodate multiple uses of senior center, head start, recreation programs, and community library. Community Input will be solicited for design and use.

101 Back River Neck Road 10-900-003

Commercial shopping center to be redesigned to house a Police Athletic Center and other community recreational activities.

Merritt Point Community Center 10-36 (MP)

Replacement of water system.

Atease Senior Center 10-36 (A)

Replacement of HVAC, upgrading of the program areas, and weatherization of exterior of building including replacement of all windows.

Eastern Regional Health Center 10-63 (ER)

Re-roofing.

Fire

Dundalk Fire Station HVAC redesign and reconstruction.	10-36 (DFS)
Golden Ring Fire Station Re-roofing.	10-63 (GRFS)
Middle River Fire Station Major building repairs - waterproofing.	10-36 (MRFS)

Police

Gray Manor Police Facility Renovation of existing police training academy, including gymnasium floor and lighting improvement, installation of exterior panels or windows, classrooms and offices renovation, fire protection system installation.	10-36 (GMPS)
Essex Police Station Security improvements.	30-022

Environmental

Red House Run Stream Restoration and Watershed Retrofits	21-114
Briens Run Watershed Retrofits	21

County-wide Programs

Housing Program Funds will be used when county assistance will reduce development or home purchase costs and allow housing costs to be affordable to moderate income households. This program may be used to provide matching funds for the federal home investments partnership program.	24-001

Community Conservation Capital Projects

The County has programmed over $5 million to implement community conservation projects throughout the County. These include storm drains (04-900), road improvements (05-900), alley improvements (05-250), building improvements (10-900), recreational facilities (12-900), waterfront improvements (21-900), and general community improvements (18-900). Under these programs, selected communities will be empowered to chose and help implement capital projects best suited to their needs. This is part of a long range plan aimed at improving the service provided to citizens and ensuring responsive, effective, and active participation in the process of governing by the County's diverse business and residential communities.

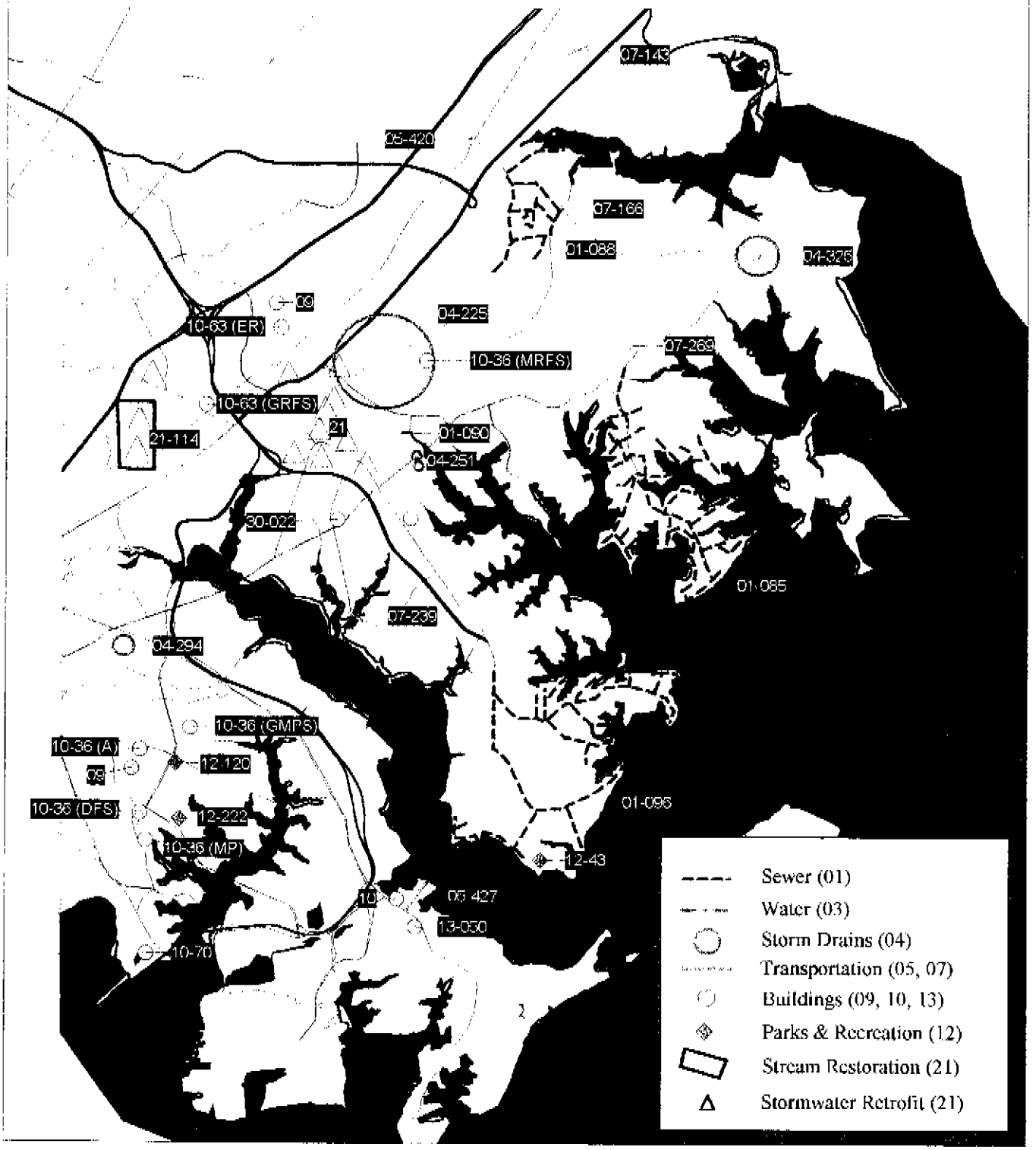
Environmental Management 21-200

County-wide environmental management projects including groundwater management, community education, citizen participation, and reforestation projects.

County-wide Revitalization 18-100

Funds are provided for the planning and implementation of improvements to commercial revitalization projects. Includes design and construction of pedestrian lighting systems, landscaping, utility relocation, transit amenities, road improvements, open space improvements, parking facilities, etc.

Map B: Community Conservation Capital Improvement Projects



Appendix C

IMPLEMENTATION SCHEDULE

Waterfront Enhancement

Recommendations	Lead Agency/Group	Schedule
Waterfront Destinations		
1. Develop a Mixed Use Destination Complex p. 59	Economic Development, Community & Business Associations	1996
2. Develop Shoreline Destination Points p. 60	Planning, Environmental Protection, Recreation, & Eastern Baltimore Area Community Development Corp.	1996-97
Waterfront Parks		
3. Begin Development of Dundee-Saltpeter Park p. 62	Recreation & Parks	1996
4. Initiate Enterprise Park Program p. 62	Recreation & Parks	1995
5. Increase Waterfront Accessibility p. 62	Recreation & Parks	1997
6. Promote Linkages Among Parks 62	Recreation & Parks	1997
Marine Trade Industry		
7. Marine Trade Association p.63	Marine Trade Association	Ongoing

Waterfront Promotion

8.	Publish Promotional Information p.64	Eastern Baltimore Area Community Development Corp. & County Agencies	1996/1997
9.	Implement Waterfront Directional Sign Program p.64	Planning, Eastern Baltimore Area Community Development Corp.	1995
10.	Streamline Chesapeake Bay Critical Area Program p. 65	Environmental Protection & Resource Management	1996
11.	Require Consistency between Revitalization Strategy and Growth Allocation Process p. 66	Environmental Protection & Resource Management	As Needed
12.	Implement Comprehensive Water Quality Programs p. 66	Environmental Protection & Resource Management	Ongoing

CAPITAL IMPROVEMENTS

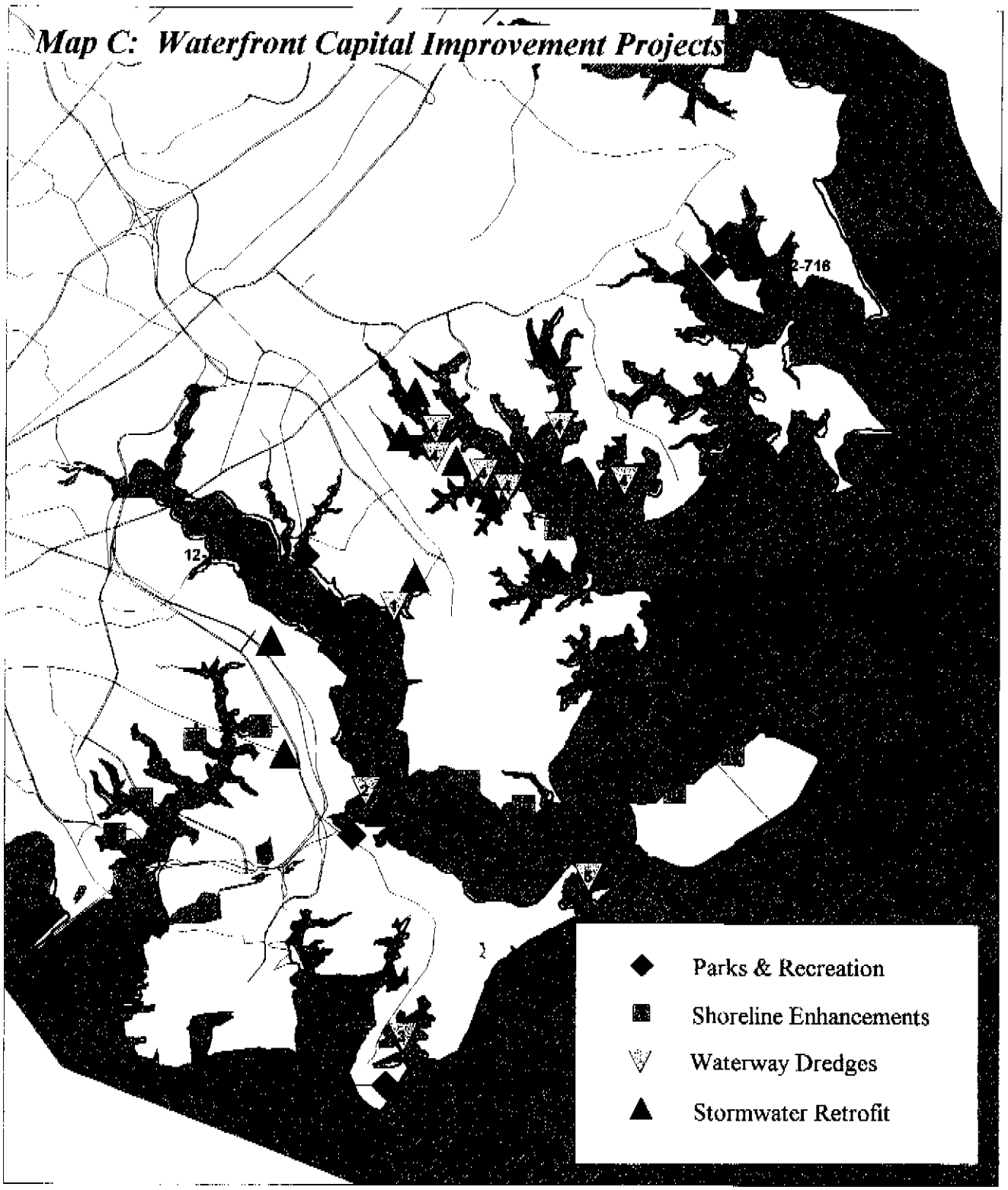
Waterfront Enhancement

Project	Reference Number
Parks and Playgrounds	
Fort Howard Park Extension of waterfront promenade to include electric and water.	12-273
Dundee-Saltpeter Phased design and construction of extensive nature-oriented and interpretive facilities, including "canoe trails", wildlife observation areas, and a nature/interpretive center.	12-716
Cox's Point Park Improvements to boat launching facilities.	12-766
Merritt Point Park Improvements to boat launching facilities.	12-766
Edgemere VFW Joint use by Department of Aging and Recreation & Parks to use as a senior center and possible boat launching/fishing facility.	
Watershed Restoration Coastal Zone	21-100
Includes revegetation of shoreline, repair and maintenance of shoreline structures, and the County derelict boat program.	
Community Conservation Waterway Improvements	21-900
Selected community associations will be empowered to chose and help implement waterway projects best suited to their needs.	

Watershed Restoration Plans

The County has been divided into twelve watersheds for which specific water quality restoration projects have been identified. In Eastern Baltimore County, the watersheds are Bird River (21-105), Gunpowder (21-107), Middle River (21-108), Baltimore Harbor (21-113), and Back River (21-114) and the restoration projects include stormwater retrofit, shoreline protection, dredging, and stream restoration. Specific projects include:

	Map Reference
Shoreline Enhancement Projects	
Miami Beach Park	1
Turkey Point Park	2
Rocky Point Park - Ballestown	3
Battle Grove Park	4
Peach Orchard Park	5
Chesterwood Park - Shoreline project and derelict boat facility	6
Flemming Park	7
Sandy Plains Elementary School	8
Rocky Point Golf Course	9
Hart-Miller Island	10
Waterway Dredging	
Muddy Gut	1
Greenhill Cove	2
Shallow Creek Phase II	3
Middle River Tributaries - Norman, Hopkins, Hogpen, Middle River, Galloway and Darkhead Creeks	4
Pleasure Island	5
Bird River	6
Seneca Creek	7
Goose Harbor Creek	8
Stormwater Retrofitting Projects	
Tabasco Water Quality Enhancement Pond	1
Schoolhouse Cove Water Quality Inlets	2
Sue Creek Watershed Retrofits	3
Muddy Gut Watershed Retrofits	4
Greenhill Cover Watershed Retrofits	5
Middle River Watershed Retrofits - various projects	6


Map C: Waterfront Capital Improvement Projects
Parks & Recreation
Shoreline Enhancements
Waterway Dredges
Stormwater Retrofit

FINANCING OPTIONS

The State of Maryland and Baltimore County offer a number of programs that can provide businesses with different financing alternatives/options. The Baltimore County Department of Economic Development now has a financial officer on staff who is developing a comprehensive financing program and can assist prospective applicants in designing a financing packing that will help them in locating, retaining, or expanding a business in Baltimore County. The following is a thumbnail description of the programs currently available.

INDUSTRIAL DEVELOPMENT PROGRAM

Maryland Industrial Development Financing Authority (MIDFA)

This state authority offers programs that assist industrial and non-retail commercial projects. The conventional loan program can provide up to an 80% loan guarantee with a maximum guarantee of $1 million. These loans can be used for real estate, equipment, or working capital.

SMALL BUSINESS PROGRAMS

Maryland Small Business Development Financing Authority (MSBDFA)

This program can provide direct loans of up to $500,000 or guarantees of up to $600,000. To be eligible, at least 70% of the business must be owned by socially or economically disadvantaged people. Additionally, the owners must have 18 months of experience in the trade or business for which financing is sought. MSBDFA can also make investments in franchises and technology based businesses which are owned by disadvantaged persons. The maximum loan under the technology investment is 25% of the initial investment or a aximum of $500,000, whichever is less. Franchise loan restrictions are equal to the initial investment or a maximum of $100,000, whichever is less.

INTERNATIONAL TRADE FINANCING

Trade Financing Program

Eligible applicants for this program are industrial/commercial business engaged in the export and import of goods through Maryland ports and airports as well as service providers to the overseas market. Guarantees cannot exceed 90% of the obligation or $1 million for export financing, whichever is less.

MARYLAND COMMUNITY FINANCING PROGRAMS

Maryland Industrial and Commercial Redevelopment Fund (MICRF)

Direct loans are made to local jurisdictions from the State of Maryland to develop or re-develop industrial or commercial enterprises. County participation is 10% of the loan with a maximum loan amount of $3,000,000, per project per jurisdiction. Proceeds can be used for land, building, equipment, or infrastructure with a maximum repayment period of 25 years.

FEDERAL FINANCING PROGRAMS

Small Business Administration 504 Loan Program

This is a loan program for healthy, expanding businesses having average net profits less than $2 million/year and the net worth less than $6 million. The maximum amount of the loan is 40% of eligible costs with a maximum amount of $750,000. The loan can be used for land, building, and equipment, and must create at least one job for each $35,000.00 of the total loan amount.

Small Business Administration 7A Loan Program

Loans available to small businesses defined as manufacturing companies with no more than 1,000 employees, service industries with no more than $14.5 million in revenues, wholesale companies with no more than 100 employees, retail establishments with no more than $13.5 million in annual sales, or contractors with no more than $17 million in annual sales. The maximum loan guarantee is $750,000, which can be used for working capital, equipment, land for construction, real property, inventory financing, and raw materials.

REVITALIZATION LOANS

Revitalization Area Fund (RAF)

Applicant must be located in the Community Conservation Areas and loans must be used for interior or exterior physical improvements. Signet Bank is the designated lender on this fund. The loan may not exceed $40,000, or one-third of the total loan and the maximum term is five years.

Maryland Neighborhood Business Development Program (NBDP)

This program targets businesses in the County's Community Conservation Areas and funds may be used for real estate, equipment, and working capital. A resolution from the County Council is required. Loans are made directly from the State and may not be less than $25,000, or greater

than $500,000. The program is used as a gap financing source and the loan may not exceed 50% of the total project cost.

Industrial Revenue Bonds

The County or State can issue IRBs which can be used by manufacturing companies. Proceeds can be used for the acquisition of equipment or the purchase of land and buildings. The land portion of the IRB cannot exceed 25% of the total amount of the bond.

High Tech Loan Fund

The County can lend directly to high tech companies for working capital, real estate, and the purchase of equipment. The loan may not exceed $250,000 for a payment period not to exceed 10 years on real estate and 5 years on equipment. The loan may not exceed 50% of the total project cost.

Revolving Loan Fund

Revolving Loan Fund proceeds can be used for working capital, equipment, or the purchase of real estate. The loan will be made directly from the County and cannot exceed $250,000 and a repayment term of 10 years.

Appendix E

PARKS & RECREATIONAL FACILITIES

The following are brief descriptions of some of the primary parks and/or recreational facilities located within the Eastern Revitalization Strategy study area. A listing of other parks and school-recreation centers within the study area follows.

1. PRIMARY PARKS

Fort Howard Park: 92.8 acre waterfront park with frontage on the Chesapeake Bay at the end of the North Point Peninsula. Features the remains of a number of batteries and battlements associated with the former Fort Howard, a pre-World War One fortification. Fort Howard park is a popular picnicking and shore fishing destination with scenic vistas of the Bay, as well as several miles of paved walking and biking trails. A variety of significant special events are held at the park, from Defenders Day (a reenactment of the War of 1812's Battle of North Point) to the highly popular Halloween Haunted Dungeons. Beginning in late November of 1995, the County's new "Fantasy of Lights" will be featured at the park. This festive event allows patrons to drive through park roads lined with gleaming lighted displays ranging from Santa and his reindeers to Alice in Wonderland's tea party, while holiday music plays in their vehicle via a small on-site FM transmitter.

Watersedge Park: 6.5 acre waterfront park located on a northern cove of Bear Creek. Facilities include ball fields, multi-use court, tot lot, and small picnic area.

Merritt Point Park: 23.9 acre waterfront park situated on a peninsula on Bullneck Creek. Merritt Point features extensive picnic facilities, as well as fishing areas and boat launching ramps. Other recreational amenities at the park and adjacent Merritt Point Activity Center include ball fields, multi-use court, and playgrounds/tot lots. This site is also a popular spot for viewing and feeding a large seasonal population of ducks and geese.

Chesterwood Park: 16.5 acre waterfront park located across from Merritt Point Park on Bullneck Creek. The park features numerous picnic pavilions, tot lot/playground equipment, as well as shoreline fishing. Like Merritt Point, this site seasonally houses a significant population of waterfowl.

Stansbury and Lynch Cove Parks: 39.3 acre total acres between the two adjacent parks, located at the head of Lynch Cove. A primary attraction of the park is Stansbury Pond, a popular "fishing hole" featuring a large wooden fishing pier/structure. The parks also contains ball fields, a multi-

use court, picnic areas, tot lot/playground equipment, community garden plots, and a sizable walking and fitness trail network.

North Point Government Center: 27.5 acre multi-use governmental center in the Eastfield/Gray Haven area, featuring the Eastern Regional Performing Arts Center/Theater. The arts center is the home of the "Sky is the Limit" program, which affords individuals of all ability the opportunity to participate in the performing arts. A number of other varied recreational programs are operated within the center's indoor facilities. Ball fields, tennis courts, multi-use courts, and tot lots/playgrounds are also available at the center and the adjacent Grange Elementary School Recreation Center.

Dundalk Heritage Park: 7.0 acre urban park providing pleasant green space in the heart of the Dundalk community. Park includes walking paths and benches, and is utilized for several community-oriented special events, including the Dundalk Heritage Fair.

Turners Station Park: 5.5 acre waterfront park on Peach Orchard Creek. Park features boat ramps, waterfront boardwalk, tot lot, picnic pavilion, and a large parking lot capable of accommodating both vehicles and boat trailers.

Cox's Point Park: 25.9 acre waterfront park on peninsula extending into Back River at the mouth of Duck and Deep Creeks. Park features shoreline fishing areas, boat ramp, picnic pavilions and areas, and tot lot/playground equipment. Cox's Point hosts the annual Governor's Cup Regatta, a series of powerboat races drawing competitors from throughout the nation.

Rocky Point Park: 374.6 acre regional waterfront park on Chesapeake Bay at the end of the Back River Neck peninsula. Rocky Point features such major facilities as a seasonal swimming beach, public golf course and driving range, and the historic Ballestone Mansion. The southern terminus of the Paradise Farm Trail, a multi-use trail popular with equestrian enthusiasts, is also located at the park. Other recreational facilities include boat ramps, shore fishing areas, widespread picnic facilities, tot lot/playground areas, a sand volleyball court, horseshoe pits, and meeting house. Park offers a prime boat launching location for visitors to nearby Hart Miller Island State Park.

Pottery Farm and Sue Creek Parks: 126.4 combined acres on Sue and Cedar Creeks, off of Middle River. These parks are primarily undeveloped, featuring significant woodlands as well as wetland areas. Unpaved/unimproved walking trails wind through both parks. Additional recreational facilities, from horseshoe pits to ball diamonds/athletic fields, are located on the adjacent County properties of Back River Center, Chesapeake Senior High School Recreation Center, and the Turkey Point Middle School Site.

Turkey Point Park: 32.2 acre waterfront park on Middle River just north of the Chesapeake Bay. Park features shore fishing, small picnic area, and fenced equestrian ring. Trail head of the Paradise Farm Trail is also on site.

Miami Beach Park: 59 acre waterfront park on the Chesapeake Bay at the end of the Bowleys Quarters peninsula. Miami Beach Park is one of the County's three swimming beaches, and includes extensive picnic pavilions and facilities, nature trails, playground/tot lot equipment, and horseshoe pits.

Dundee-Saltpeter Park: (also known as Marshy Point) 492.5 acre park site situated on a peninsula formed by Dundee and Saltpeter Creeks. This site is currently undeveloped, but is slated for phased development beginning in 1996. When completed, the park will feature extensive nature-oriented and interpretive facilities, ranging from canoe "trails" to wildlife observation areas to a nature/interpretive center.

Rosedale Park: 17 acre community park featuring ball diamonds, athletic fields, tot lot/playground equipment, and picnic pavilions and facilities.

Golden Ring Park: 13.5 acre park featuring Bethke's Pond, a small fishing pond with adjacent fishing pier and walking paths. Other amenities include multi-purpose courts, tot lot/playground equipment, and picnic area.

2. SCHOOL RECREATION CENTERS

The Department of Recreation and Parks and Board of Education are entered into a "joint use agreement" that provides for the dual use of these sites as both schools and recreation centers. This allows the County to provide the majority of its traditional outdoor athletic facilities (i.e., ball diamonds, athletic fields, tennis courts, multi-use/basketball courts) within the established communities served by the schools. This agreement also provides for the bulk of indoor recreation programs run by the Department of Recreation and Parks, as well as after-school athletics and programs run by the Board of Education. Additionally, in situations where land has been purchased for the construction of future school sites, outdoor recreation amenities are often developed well before the school is built.

The following is a list of school recreation centers and sites in the study area.

Elementary SRCs

Edgemere ESRC
Charlesmont ESRC
Grange ESRC
Norwood ESRC
Colgate ESRC
Sandalwood ESRC
Middlesex ESRC
Seneca ESRC
Martin Blvd. ESRC
Oliver Beach ESRC

Chesapeake Terrace ESRC
Battle Monument ESRC
Logan ESRC
Berkshire ESRC
Essex ESRC
Deep Creek ESRC
Orems ESRC
Chase ESRC
Victory Villa ESRC
Hopkins Creek ESRC Site
Hyde Park ESRC Site

Bear Creek ESRC
Sandy Plains ESRC
Dundalk ESRC
Eastwood School
Sussex ESRC
Mars Estates ESRC
Middleborough ESRC
Rosedale ESRC
Glenmar ESRC
Hawthorne ESRC
Vincent ESRC Site

Middle SRCs

General Stricker MSRC
Deep Creek MSRC
Middle River MSRC

Dundalk MSRC
Stemmers Run MSRC

Holabird MSRC
Turkey Point MSRC Site

Senior High SRCs

Sparrows Point SHSRC (also Middle SRC)
Southeastern Technical SHSRC
Eastern Technical SHSRC
Chesapeake SHSRC

Patapsco SHSRC
Dundalk SHSRC
Kenwood SHSRC

3. COMMUNITY CENTERS

A number of multi-use community centers are located within the Eastern study area. These are often older buildings that in many cases were once utilized as schools. Most of these centers have limited indoor recreational use, and are shared with other County agencies or with private groups that lease portions of the building. Others have the Department of Recreation and Parks as the primary or sole user. Several of the centers feature outdoor recreation amenities that are programmed by the Department of Recreation and Parks. A listing of the centers in the study area follows:

Fleming Community Center
Inverness Activity Center
Fort Howard Activity Center
Back River Center
Ateaze Senior Center
Loreley Community Center

Merritt Point Activity Center
North Point Government Center
Fleming Community Center
Bengies Community Center
Gray Manor Activity Center
Victory Villa Community Center

4. OTHER COUNTY PARKS

There are a number of other parks in the study area in addition to the ones featured in the "Primary Parks" section listed above. These are primarily smaller parks, serving many of the neighborhoods and communities in the eastern part of the County.

Millers Island Park
Concrete Homes Park/Rader Field
North Point Village Park
Charlesmont Park
Colgate Park
Martindale Park
Midthorne/Hawthorne Park
Day's Cove Park (undeveloped)
Battle Acre Park
Deep Creek Village Park
Woodward Park (undeveloped)

Saint Helena Park
Battle Grove Park
Oak Road (undeveloped)
Dundalk Veterans Park
Batavia Park
Berkshire Park
Chestnut Woods Park
Aero Acres Tot Lot
Darkhead Creek Park
Lyons Homes Park

Peach Orchard Park
Bauernschmidt Park
Bear Creek Park
Harborview Park
Fox Ridge Park
Kingston Park
Country Ridge Park
Aquilla Randall Monument
Dundalk Triangles
Bengies-Walters undeveloped)

5. STATE PARKS

There are three State Parks within the study area-- North Point State Park (formerly known as Black Marsh), Hart-Miller Island State Park, and portions of Gunpowder State Park. These parks offer a wide range of resource-based recreation, from interpretive activities, nature study, and hiking, to fishing, swimming, and boating. These parks also help to preserve vast natural areas, including woodlands, wetlands, and shorelines.

6. RECREATION AND PARKS COUNCILS

Recreation and Parks Councils are the heart of recreation within Baltimore County. These councils, formed from a large and active pool of volunteers and patrons of recreation, are an integral part in the operation and funding of recreational programs and facilities. Accounting for

millions of dollars in annual independent (non-tax) funding for their communities' recreation efforts, they are an invaluable source of grass-roots support. The following are the Recreation and Parks Councils located within or overlapping the study area boundaries.

Edgemere-Sparrows Point-Dundalk-Eastfield
North Point Village
Gray Charles
Bengies-Chase
Colgate-Eastpoint
Turner Station
Rosedale
Essex
Stembridge
Patapsco Neck-Norwood-Back River
Berkshire-Eastwood
Bear Creek
Middle River
West Inverness
Watersedge
White Marsh