

**A Guide to Developing  
Your  
Community  
Action  
Plan**

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*Community Conservation Committee, The Towson Partnership.  
Baltimore County, Maryland. January, 1998.*



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Dear Community Leaders:

A viable community is composed of people who know and respect each other as neighbors and who recognize the value of their common interest. The soul of a community is defined by the people who choose to live there - the people that feel "at home".

Developing a community plan is a valuable way to identify those community attributes that sustain good feelings about a neighborhood. The community planning process highlights the ingredients that are worthy of continuing neighborhood support and/or enhancement. A plan can also define desirable elements that may not yet be present, and set out strategies for blending them into the community. Finally, a plan can identify undesirable elements or activities which may jeopardize neighborhood stability.

The Towson Partnership's Community Conservation Committee compiled *A Guide to Developing A Community Action Plan* so that other communities could have a defined process to use in creating their own plans. This *Guide* grew out of Committee members' work over two years with residents of three Towson area neighborhoods collaborating on the Southeast Towson Community Plan. It is intended to be an outline of the process that can be adapted to your own community's needs and concerns. Samples of pertinent data sources and other relevant materials are included in the Appendix.

Inclusion is the key to creating an effective plan. In Southeast Towson, seventy individuals worked together, each with different issues and ideas. Inclusion meant that every voice had a chance to be heard and inclusion heightened the probability of ending the process with a plan that most people could support. Along the way everyone had to search for middle ground, looking for strategies that most residents endorsed. But in the end, including everyone increased the probability that the plan would ultimately be implemented. This is the foundation of your community action plan.

The Towson Partnership provides a forum for the diverse voices that shape Towson. Guided by a philosophy of cooperative governance, the Partnership examines problems and issues from many points of view. The Towson Partnership coordinates the activities of its member organizations through its various committees and fosters a sense of connectedness among the groups. The Partners then strive to achieve consensus among their various constituencies and move forward with action plans for the greater good of Towson.

*A GUIDE TO DEVELOPING YOUR  
COMMUNITY ACTION PLAN*

- Chapter 1 . . . . . Getting Started
- Chapter 2 . . . . . Identifying Resources
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- Gathering Data
- Consolidation and Analysis
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- The Draft Plan
- Spreading the Word
- Final Plan Recommendations
- Implementing the Plan

# 1. Getting Started

## *Why does the community need a plan ?*

Communities or neighborhoods often become interested in a community planning process because *something* is happening in the community which residents dislike. That *something* rallies residents to consider what they would like instead. This is often the opportunity to begin a proactive planning effort which will deal with both the larger problems and the smaller details that disturb you and your neighbors. However, before going forward with the planning process, *someone* must answer the question *why* the community needs a plan.

Balancing community problems with community assets provides a framework for deciding which elements deserve to be maintained and which need to be changed. To help answer the *why* question, community leaders can make a list of problems which are frequently aired at community meetings. But, it is equally important to look at the community's assets, so make another list of 10 reasons why residents chose to live in their neighborhoods.

There are some issues which communities can change relatively easily (dirty alleys, abandoned cars) and other issues which are beyond the scope of a single community (global warming, solving drug abuse problems). The problems you choose to address should be realistically defined so that you can expect to have an impact.

***TIP:*** Look at the larger picture for the community plan instead of focusing on one immediate problem.

At this stage, you should to be able to answer the *what* questions.

- *What* is good about our community? ● *What* problems are confronting our community?
- *What* would we like to preserve in our community? ● *What* would we like to change?

*What* questions can also be specific (*What* can be done to repair the curbs in front of 121 Main Street?) or general (*What* will convince the Department of Sanitation to institute a second trash pickup in our community?)

Answers/solutions to *what* questions can be:

- physical (preserve a church cemetery for open space)
- programmatic (provide an afternoon homework club for school kids)
- philosophical (influence the attitude of real estate agents about our neighborhood).

***TIP:*** Begin discussions with a small group of interested community members; articulate ideas which your neighbors will understand.

### *Example: Identifying Problems*

*The Loch Raven Village Community Plan is a proactive approach relying heavily on the residents of Loch Raven Village. Most of the items listed in this plan require the Association to take the initiative. During the three years this plan has been in the making, several items have already been addressed, such as: recycling; the parking problem at Calvert Hall College High School; the planting of trees; expanding day care; and establishing a senior center at the former Loch Raven Elementary School.*<sup>1</sup>

### *What outcomes are expected?*

The community needs to define its goals. Review the two lists of *what* questions, both positives and negatives, and discuss where the community should be in two years, in five years, in ten years, and in twenty years. Goals should support this vision of how the community should change or stay the same. Goals should strike a balance between being visionary and being practical. For example, turning every rental property into an owner-occupied home may be an ideal goal; but working with the real estate community to promote home ownership is a method to achieve the vision of the future community through planning and persistence.

***TIP:*** *Restrict the number of goals you choose. People have limited time, energy, and attention to devote to community concerns. Start with three or four goals which are important to several people.*

### *Example: Setting Goals*

*The East Towson African American Community has developed a community conservation plan for this enhancement area in order to achieve neighborhood stabilization, redevelopment of affordable infill housing and adequate buffers and protection from commercial encroachment of the Towson commercial core.*<sup>2</sup>

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<sup>1</sup> Excerpt from Loch Raven Village Community Conservation Plan

<sup>2</sup> Excerpt from the Towson Community Plan, 1993

## 2. Identifying Resources

After the community has decided *why* a community plan would be helpful and *what* should be included in the plan, the next step is to gather the resources, both people and funding, to complete the project. Eight suggested resources are listed below.

### 1. Community leaders

*Someone* must take the lead in the planning process. Usually a small group, who foresee a community plan and/or its process as beneficial, initiates the effort. However, one person eventually will assume responsibility for organizing and coordinating all of the details of completing the plan. This *someone* should be identified as early in the process as possible.

**TIP:** *The leader should be well organized, skilled at keeping track of details, and able to discuss the broad goals of the plan.*

### 2. Community association

The participation of *the association* is critical to the success of the plan. Since *the association* has legitimacy through its incorporation and by-laws to speak for the members of the community, *the association* must be an integral part of the planning process. Also, since the *association* usually has an established system of communication with the residents, this method may be utilized and expanded as the planning process moves forward.

Enlist the help of block captains, heed the advice of members of the Board of Directors, and get the word out about the planning process via the community newsletter and/or fliers. These may be distributed by block captains, boy scouts, or retired residents who have some time and in addition, tend to know the neighborhood well.

**TIP:** *Be aware that sometimes the way the community association functions is one of the problems which needs to be solved.*

### 3. Community members with enthusiasm and time

Volunteer efforts will be the backbone of the process and the plan. A wide range of volunteers is necessary to serve on committees, complete inventories, act as liaison with other groups, spend time on the telephone, go to government offices to locate information, enter information into the computer, review findings with small groups, speak to nearby community associations, and so on. Creating a volunteer network is very important, because the volunteers who participate in the plan

process not only help to complete the plan, but also act as ambassadors for the plan.

***TIP: Create a list of tasks and designate one person to coordinate volunteers. Find a job for everyone who volunteers.***

#### ***4. Local government agencies***

Local government agencies can be very helpful in providing materials, expertise, and support for this project. After all, you are helping them do their job better and putting your resources into the effort. Most local governments have agencies which perform the functions of *planning, zoning, community development, traffic engineering, highways, and public works*. In addition, the *police, fire, and recreation and parks* departments should have some involvement in the planning process. The chances of success of a plan are enhanced by the expertise that the agencies bring, their knowledge of what has worked in other communities, and their broader perspective on neighborhood problems. Including agency personnel in the planning process gives them a stake in the plan and a desire to see the ideas implemented, further enhancing the chances for success.

***TIP: Keep in mind that this plan is your plan, not the agency staff's. It should reflect what the community members decide they want for the community.***

#### ***5. Non-profit organizations***

Various non-profit organizations may be interested in your community planning process and may have resources available to assist. Local government agency staff members should be aware of these groups and have some knowledge of their interests and abilities. Also, organizations within the community, such as churches, day care centers, recreation leagues, and business associations, may have resources for everything from free copying and sharing computers to staffing telephone banks for telephone surveys.

***TIP: Network, network, network: Often, a similar study may have been done by a similar organization. Don't reinvent the wheel. Before getting started, talk to many different people to determine what interest they may have in the project, and how they can help.***

#### ***6. Local elected officials***

Your local elected officials should be asked to participate in the planning process. Their involvement can elicit better quality response from government agencies and generate enthusiasm for securing government funding or policy changes necessary to implement the plan. State and federal officials should also receive copies of the completed document, especially if they are or will be asked to provide funding.

***TIP: Involve elected officials. They can smooth the way and like doing this kind of work.***

## *7. Sources of funding*

The volunteer-based planning process can be undertaken with minimal funding. However, a budget should be created in the beginning to allow for possible purchase of a database program for someone's home computer, and copying and mailing costs including distribution of the final recommendations to the public. In-kind contributions such as donation of space for community meetings, use of office equipment, donation of paper, and so on, should be sought from local non-profits and businesses. Government agencies may be able to absorb some of the costs of producing the plan.

***TIP:*** *Ask for specific amounts of money or for specific services. It is better to have several small donations from several sources, because each donor has some stake in making the plan successful.*

## *8. Examples of other community plans*

Other communities have created their own plans through processes very similar to yours. Your local Planning Office should have copies of local plans and information about plans from other areas through the American Planning Association. Reading other community plans will be helpful in seeing how they got started, who was involved, what they looked at, and what their final recommendations were. Samples of information collected, survey forms, and inventory procedures are useful as a starting point for your plan.

***TIP:*** *Use whatever help you can get. While you will want to adapt someone else's work to your situation, it is much easier than starting from scratch.*

### *Example: Identifying Resources*

*The design component of the East Towson Community Conservation Area/Action Plan was designed by Neighborhood Design Center urban designer Keith Weaver, in conjunction with the North East Towson Improvement Association, representatives of the Baltimore County Office of Planning and Department of Community Development, NDC architect Warren Anderson, AIA, NDC Board Members and staff.*

*The design plan shown on Map 5 is intended to:*

- Strengthen the identity of the East Towson Community*
- Stabilize existing residential community with the development of infill affordable housing*
- Increase and improve public open space*
- Encourage pedestrian movement*
- Develop the Carver School as a community center <sup>3</sup>*

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<sup>3</sup>Towson Community Plan, February, 1993

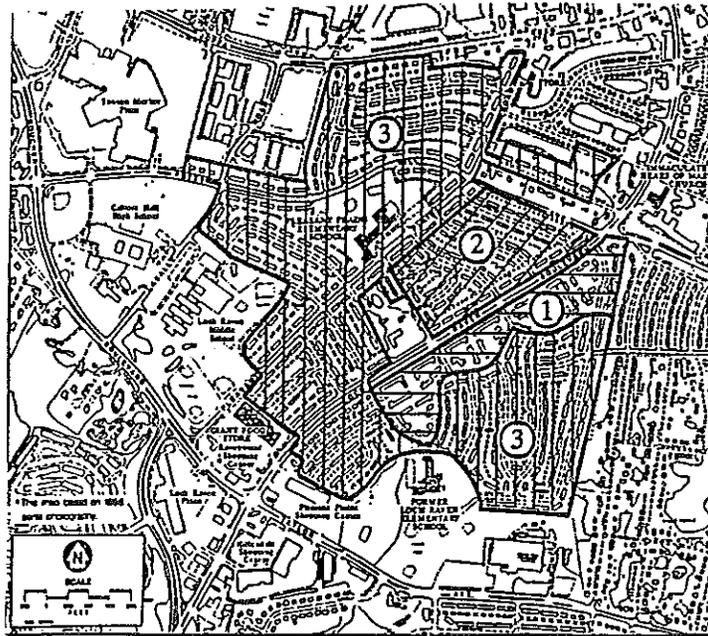
### 3. Identifying Plan Boundaries

Deciding on the area to be included in the Plan should be given careful thought. The planning area should include all of the parts of the community which impact on the primary areas of concern. If the focus of the plan is a residential community, abutting communities need to be considered for their impact on the focus area, as well as any nearby commercial areas or institutions. If, for example, there is a school within your community, that institution certainly impacts the community in many ways. Planning to improve the community should include all elements of the community in the discussion of problems and solutions.

The Plan area should have an element of cohesiveness. Boundaries are easily drawn along either natural or manmade features to provide physical edges. Highways, streams, wooded areas, or large institutions can all provide a definable edge. Defining boundaries where physical edges do not exist is more difficult. Utilizing artificial governmental boundaries is one way; but census tracts, election precincts, councilmanic districts, and legislative districts may all be used. Frequently, community associations have defined their boundaries in their by-laws, and researching the boundaries of several contiguous associations may be useful in delineating Plan boundaries.

**TIP:** *Create a planning area large enough to be meaningful but small enough to be manageable.*

#### *Example: Neighborhoods and Boundaries Defined*



**Legend:**

①Loch Raven Village Apartments    ② Knettishall Neighborhood    ③ Loch Raven Village Neighborhood

## 4. Involving Everyone

Now that you have decided *who* is in charge, *what* the project is, *why* the project will be helpful to the community, and *where* the boundaries are, the next order of business is to involve as many people as possible in the planning process. This must be an inclusive process which asks everyone with an interest in the community to participate by discussing ideas and concerns and listening to the ideas and concerns of others to foster greater understanding of different points of view. Homeowners, renters, children, retirees, the nearby 7-11 store manager, and the cop on the beat should all be included. Even though difficult decisions will be made in developing the recommendations, including diverse points of view during the planning process helps to achieve consensus. Remember, this is an inclusive process of planning *with* the community not *for* the community.

**TIP:** *Set up several committees to work on specific aspects of the plan.  
Define the mission of each committee.  
Devise committee work programs.  
Schedule meetings against a definite date for completion.*  
(See Appendices A and B for examples)

## 5. Obtaining and Using Information

### a. Gathering Data

The amount of public information readily available is astonishing to those who are unaware of this resource. By using the information from the local *tax assessment* office and the *census bureau*, you can build a fairly accurate picture of your community. This information gathering is useful for two reasons:

- Your plan will be grounded on fact, not perception.
- Factual information may explode widely-held community beliefs or perceptions.

**TIP:** *Approach data gathering with an open mind about what new information can contribute to learning. Avoid purposely looking for information which supports a certain preconception about the community.*

#### 1. Tax assessment records

The first step in gathering information about the properties in your community is a visit to the local *tax assessment* office. Tax information is public information from which you can quickly learn about each property:

- Who owns what property (ies)
- Purchase date
- Price paid
- Assessed and Full Cash Value: current and prior
- Name and address to which the tax bill is mailed

To get started you should have a list of street numbers, a general format for recording the data, and patience. You will find instructions on using the computer to access the information.

If you or your community member doing the research is computer-literate, search the database for a property that you are familiar with, such as your own. Study the format of the computer program for that property, to become familiar with the sets of information reported.

**TIP:** *Print out or record all of the information available to save return trips to the tax assessment office. At this stage of your research, what will be useful and what will not, may not be obvious yet.*

*(See Appendix C for example)*

## ***2. United States Census Bureau***

*Census bureau* information is a second source of public information.

The census information is useful for providing demographic information about the people who live in your plan area. Your plan area will probably not fit neatly into one census tract, but will likely cover part of one or several tracts. Your local Planning Office or Community Development Office has this information, and can help with obtaining and formatting the data most useful to your neighborhood.

As the census is done every ten years, the information is always somewhat out of date. Keeping these caveats in mind, you can use the census information more for general trends than for specific details. Following is the type of information available through the *census bureau*:

- Population of area
- Number of persons per household
- Age of persons per household
- Income of persons per household
- Level of education
- Number of homeowners
- Number of persons employed

***TIP:*** Find a volunteer who is good with numbers to wrestle with the U.S. Census data. Create a report which extrapolates the numbers in a reasonable fashion.  
(See Appendix D for example)

## ***3. Collecting physical data***

Collecting physical data is a necessary part of assessing what exists in the community. An *inventory* can be done by block, or by street or by individual property. However, devising an impersonal form for data collectors to use is necessary, as it eliminates any later charges of one property being unfairly singled out. Using the following procedure should result in an objective approach.

- Have one person in charge of the inventory
- Apply one standard to all
- Develop a rating sheet for the good, the bad and the ugly
- Decide which features to include in the rating sheet and what characteristics fall into the different categories
- Create an inventory form for volunteers to fill out for each area
- Provide a written explanation of the project for volunteers to distribute as they carry out their activities
- Have two volunteers work together doing the inventory

- Make sure volunteers do not, in an excess of zeal, trespass on private property

**TIP:** *One of the pair of volunteers should live on the street, as he/she will know the people who live in the homes. This may mitigate neighbors' concerns about the inventory project and ensure that information is more complete.*

*(See Appendix E for example)*

#### **4. Community survey**

The second phase of data collection is learning what people think about the community. Unlike the collection of information from the *tax assessment records*, the *census bureau*, and the *inventory*, this information is based on perception and opinion, not fact. The standard way of collecting this information is through an anonymous *survey*.

*Survey* forms should be developed carefully to ensure that the questions are not leading the respondents to the answers you want. You want to know what the people who live in the community really think about the community, not what they think about your ideas about the community.

Make the *survey* easy to fill out when asking for quantifiable information (e.g. circle a number for people in the household, number of dogs owned, and so on). Include space for respondents to write in whatever comments they want. This information is often the most effective in eliciting candid opinions.

The survey form may have a section for *optional* information (e.g. income levels, age, or other private information). Make sure that all homes in the community receive a survey. A cover letter with the Community Association letterhead (or whatever group is sponsoring the activity) must be included to give credibility. The letter should be signed by the head of the sponsoring organization, explaining the process and the expected date of return for completed responses.

**TIP:** *To increase the likelihood that you will get responses to the survey: Put a stamp on the envelope or outside of the form. Direct residents to send completed surveys to an impersonal address, such as a post office box, to increase the likelihood of the form being returned and to help people feel that their response is truly anonymous.*

As the *survey* forms are returned, one person should begin to tabulate the results. While it is tempting to just create a database of the results, it is also useful to retain the personal flavor of the returned *surveys*. The individual observations and perceptions are often very important in assessing the concerns of the community members.

A recent *survey* of one community identified the number one concern of the community as Crime. However, when asked if they had ever called 911, very few respondents said yes, and of those most were for a medical emergency. In addition, most respondents indicated that the quiet, safe neighborhood were important reasons why they chose to live there. Accounting for these different perceptions of the neighbors requires more than just a database accumulation of facts. The accumulation of the information from the *survey* should, therefore, account for the thoughts and ideas from the respondents, as well as the numbers they circle.

**TIP:** *Take time to read each returned survey completely. File each survey for future reference.*

*(See Appendix F & G for example)*

## **b. Consolidation and Analysis**

Now that you have spent several months collecting information from the *tax assessments*, the *census bureau*, the *inventory*, and the *survey*, it is necessary to make some sense of all of these facts, figures, numbers, and opinions.

*Consolidating the data* into a report which will be distributed to community residents is the next step. This report should contain a summary explaining the method used to gather the information, the overall themes which emerge from the data, and the problems which the community has identified as the ones of greatest importance. The summary should contain sufficient information to inform the community members and other interested parties about the results of the data collection.

Charts and text should enumerate the results of all of the information. For example, from the tax assessment information, a picture of the value of housing in the community should emerge. By looking at the number of each home sold in the 1970's, 1980's, and 1990's trends emerge about the amount of turnover in the community, the value of the housing, the number of rentals, and how the assessments are stacking up over the long term, as well as the average tax bill for each home. Therefore one chart could show the numbers of homes sold, one could chart the housing value, and so on. This type of information will be useful in the next stage of the Plan process, which is to develop a strategy for dealing with the problems identified.

**TIP:** *The consolidated report should be the result of a collaborative effort, rather than that of one person, to ensure that personal biases are not reflected in the report. (See Appendix H)*

## 6. Developing the Plan

The data report will identify the issues most important to the community. These will form the basis for creating the action plan. Now is the time to convene committees to make recommendations for each issue. At this point, all interested members of the community should be brought together to work on finding solutions. This process is both intense and exhausting. To ensure the success of this process each committee needs a strong leader to focus discussion.

- Eight to twelve people is the optimum number for useful committee functioning.
- Each committee needs a written mission explaining what they are to accomplish.
- Each committee needs a definite date for completion.
- Each committee should manage its own process and schedule. However, work must be phased so that committees which rely on the work of another are not delayed.
- Resource people should be provided for each committee, as necessary.

Bring members of all committees together for an initial meeting, so that everyone will know what each committee is doing, and who is working on what. Divide the group into various committees; establish an end date for everyone to reconvene so that committee reports can be distributed and discussed.

**TIP:** *Emphasize brevity in the final reports. Each report should reflect the mission of the committee and identify specific actions to solve problems. The report should not be a restatement of the problems themselves.*

*((See Appendix I for example))*

### a. The Draft Plan

The *draft plan* identifies actions which could provide solutions to problems identified in the *data report*. After each of the committees has submitted its recommended action plans, the recommendations should be compiled into one document. The *plan* is a *draft* at this stage, because it has not yet been adopted by the community at large.

Remember that each committee was focusing on one aspect of the community, and its recommendations may have unintended consequences for another aspect of the community. For example, if the Schools Committee recommended playing all of the sporting events at 4:00 p.m., sports fans would add to peak commuter traffic. This recommendation could run counter to Traffic Committee recommendations to spread out traffic over the peak time. Both committees may have good reasons for their recommendations, and it will be up to the larger community to decide which will provide the greater good for the community as a whole.

The purpose of the community planning process is to allow all interested persons to have input into

the final recommendations. To this end, the *draft plan* should be circulated to the community for their review and comment. It is not unrealistic to have some of the *draft plan* recommendations opposed by some or even most of the community residents. However, if the *draft plan* contains thirty recommendations, and general agreement can be reached on twenty of those recommendations, the Plan is still successful. Consensus on several "doable" recommendations is the key to success, and will set the framework for accord on other issues that may arise in the future. These other issues can be revisited at a later date.

### ***b. Spreading the Word***

*Spreading the word* to the members of the community is the next step. At this stage the local press and the local elected officials can be helpful. A community meeting should be arranged to explain the *draft plan* to interested parties, stressing the reasons why the Plan was begun, the method used to compile the Plan recommendations, the people who were involved in the process, and finally, the recommendations. Invite the local press to attend the event, and give them an advance copy of the recommendations so they can ask intelligent questions. Have copies of the *draft plan* available to distribute to all present. Announce a second meeting to hear the communities thoughts on the recommendations.

At the second meeting, allow people to make statements about what they like or don't like about the *draft plan*. Accept the fact that most of what you hear will be from people who don't like something in the Plan. Don't let Plan organizers be discouraged by negative comments. While the negative comments may be depressing, they will point out areas of general agreement as well as specific areas where people disagree. Use the information from the meeting to finalize the Plan.

***TIP:*** *Choose a moderator for the second meeting who is well-respected by the community in general to prevent the meeting from disintegrating into a shouting match.*

### ***c. Final Plan Recommendations***

Putting the *Final Plan* recommendations together is a difficult task. Decisions need to be made on which of the recommendations opposed at the public meeting need to be retained as central to the Plan, which ones can be deleted without seriously harming the basic premises of the *Plan*, and which ones can be modified to appease those opposed. This task is best accomplished by *Plan* organizers working together to create the *Final Plan* recommendations. These *Final Plan* recommendations should be circulated to all those interested, including those who participated in the planning process, the Press, the elected officials, and the community leaders. The Plan is now out of your hands.

At this point, the *Final Plan* recommendations should be sent to the Planning Office for whatever plan adoption process the local jurisdiction has. This is usually a lengthy process involving public hearings before one or more governmental agencies. During this process, the *Final Plan* recommendations may be further amended by one of the governmental oversight agencies. It is

important for the Plan organizers to attend the public meetings, to meet privately with elected officials reminding them of how much consensus has gone into the *Final Plan* recommendation and to urge them not to amend the Plan recommendations without further discussion with the community in general.

*(See Appendix J for example)*

#### **d. Implementing the Plan**

*Implementing a Plan* involves a complicated series of actions requiring the coordination of government agencies, local residents, local businesses, and elected officials.

A risk in completing a Community Plan is that everyone involved heaves a sigh of relief when the Plan is finally adopted, convinced that the hard work is done. However, the *implementation* stage involves the same type of commitment as the planning stage.

Questions at this time are:

1. Who should be involved in the implementation process?
2. What legal force does the document have?
3. What financial resources are necessary?
4. What is the role of local government agencies?
5. What is the role of elected officials?
6. Should a separate Plan oversight committee be established?
7. What is the timetable for completion of actions?

The answers to these questions are critical to *implementation* of the Plan. Without understanding how to coordinate the resources necessary to follow through on the actions items in the Plan, the Plan will sit on the shelf and gather dust rather than breathe new life into your community, as you had anticipated.

**TIP:** *New leadership to implement the Plan may be helpful, as those involved in Plan creation may be worn out by now.*

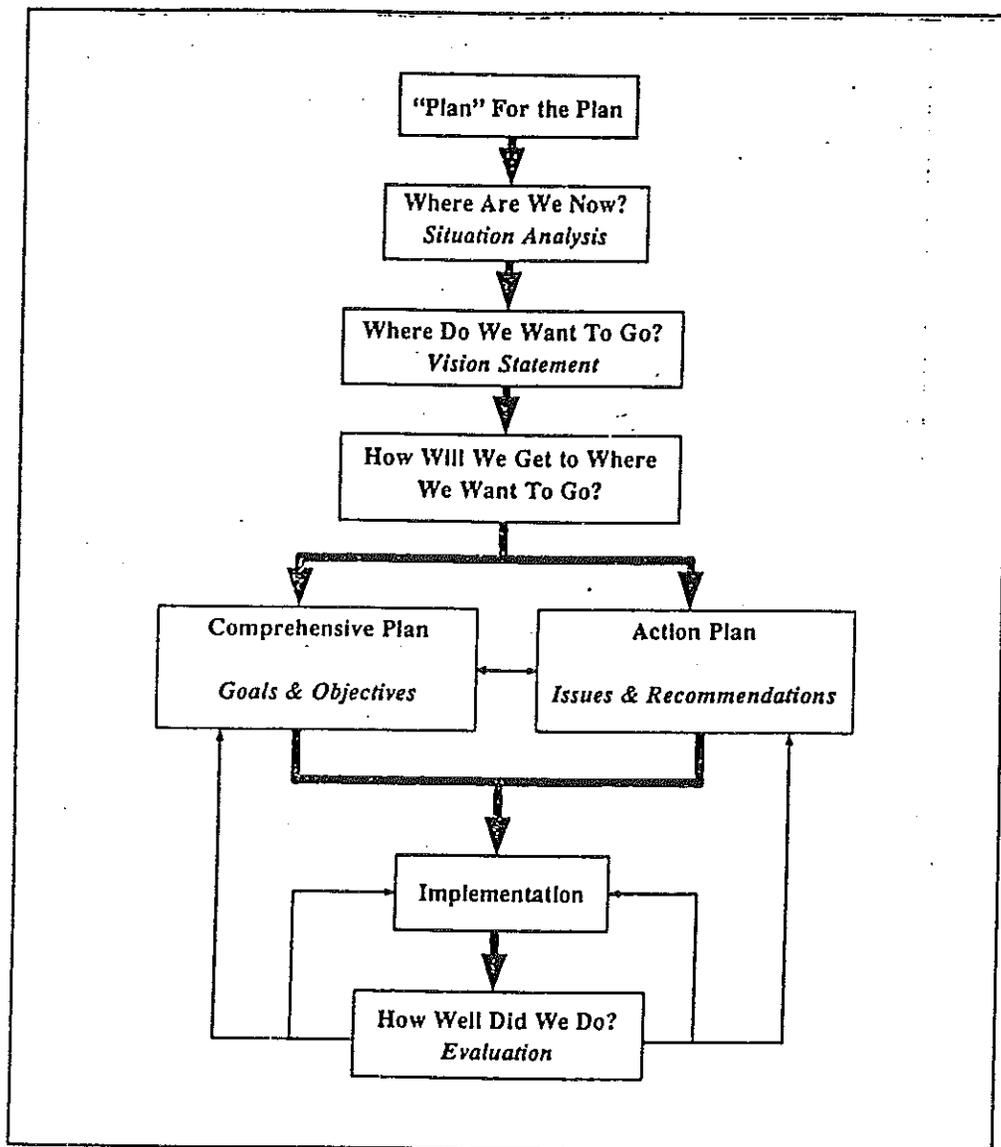
*(See Appendix K for example)*

## **Appendices**

- A. Planning Stages
- B. Organizational Summary
- C. Tax Assessment Table
- D. 1980 Census Data: Demographic Statistics
- E. Property Inventory Sample
- F. Community Plan General Survey
- G. Rodgers Forge Survey
- H. Southeast Towson Plan Executive Summary
- I. Southeast Towson Plan Committees
- J. Loch Raven Community Conservation Plan: Table of Contents and sample recommendations
- K. East Towson Community Plan

**Appendix A.**

**Planning Stages**



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Baltimore County Office of Planning

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*Community Conservation Committee, The Towson Partnership.  
Baltimore County, Maryland. January, 1998.*

## **Appendix B:**

### **Example: Organization Summary**

- ▶ Identify the Plan boundaries.
- ▶ Invite community residents to become involved.
- ▶ Devise an inventory form for gathering objective data about the community.
- ▶ Use available information from tax records as a source of property information.
- ▶ Look at the exterior of each property to determine property amenities and condition.
- ▶ Enter all data collected into database.
- ▶ Devise a survey of the community to establish demographics of the neighborhoods and to learn residents' opinions about their community.
- ▶ Distribute surveys and review results.
- ▶ Enter survey results into database.
- ▶ Compile a report of the information collected to distribute to community members and stake holders.
- ▶ Invite stake holders to meet with committee members to discuss the report.
- ▶ Invite stake holders to help devise solution to identified problems.
- ▶ Convene committees to work on solutions.
- ▶ Create an action agenda, identifying role of stakeholders.<sup>5</sup>

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<sup>5</sup> Excerpts from the *Southeast Towson Community Action Plan*



Appendix C

Maryland Department of Assessments and Taxation  
Real Property System  
Baltimore County

<u>Line No.</u>	<u>Name</u>	<u>Account No.</u>	<u>Street Location</u>	<u>OwnOcc.</u>	<u>Map</u>	<u>Parcel</u>
1	Nicholson, Jack	09 0922225555	888 Pinpoint Drive	H	40	321
2	Cruise, Tom	09 0933336666	890 Pinpoint Drive	N	40	322
3	Kidman, Nicole	09 0944446666	892 Pinpoint Drive	H	40	323

# PROPERTY INVENTORY for Southeast Towson Community Plan

Address: \_\_\_\_\_ Parcel Number \_\_\_\_\_ Accessed Value \$ \_\_\_\_\_ For Sale? \_\_\_\_\_  
 Property Tax # \_\_\_\_\_ Tax Code: H N D

Owner Occupied? \_\_\_\_\_ Does Owner Occupant rent rooms? \_\_\_\_\_ Apartments? \_\_\_\_\_  
 How many? \_\_\_\_\_ How many? \_\_\_\_\_

Property Owner's Name: \_\_\_\_\_ Tenant's Name: \_\_\_\_\_  
 Property Owner's Address: \_\_\_\_\_

Does Non-Occupant Owner Rent to: a Family Member? \_\_\_\_\_ a Family? \_\_\_\_\_ to Students? \_\_\_\_\_  
 Zip \_\_\_\_\_

What is tenant turnover? Monthly 1-3 years 4-5 years > 5 years

Construction Type: Single Double Row/EOG Row/Inside Apartment Bldg.  
 Single w/ Apartment(s) How many? \_\_\_\_\_

Structure Type: Brick Stone Frame Stucco Other

Has been converted to apartments? \_\_\_\_\_ How many? \_\_\_\_\_

Improvements: Thermal Windows Deck Fireplace Additions  
 Other: \_\_\_\_\_

Property Condition:	Excell-ent	Good	Poor	Z
House				
Garage				
Grounds				
Sheds				
Other				

Non-conforming use? \_\_\_\_\_  
 Specify: \_\_\_\_\_

Are there Zoning Violations?  
 \* Rooming House/Boarding House \_\_\_\_\_  
 \* Subdivided into apartments \_\_\_\_\_  
 How many? \_\_\_\_\_  
 \* Other: \_\_\_\_\_

	0	1	2	3	4	>4
Garage?						
Alley used to park?						
Capacity of pad/on-site parking						
# Units in house/bldg.						
# Utility meters						
#Mail boxes						
# Residents						
# Vehicles						
#Pkg Permits issued to this address						

## Appendix D

### V. DEMOGRAPHIC STATISTICS

The following information was obtained from the 1980 Census Data and provided by Baltimore County Department of Community Development.

#### 1980 Census Data

Census Tract & Block Group	# of People	# of Households	Total Units	Rental Units	% of Owner Occupied	\$ House Value	\$ Median Income
4912.01 (BG 2)	1146	362	372	19	95.2	59,521	27,245
4912.02 (BG 1, 2, 3)	2460	825	847	42	95.2	54,868	25,804
4915.0 (BG 3)	1732	821	840	496*	41.7	57,700	15,659
TOTALS	5338	2008	2059	557		-	-
AVERAGE						56,780	23,315

4912.01 = Central (i.e. Cottage Lane)  
 4912.02 = North (i.e. Doxbury, Dellsway)  
 4915.0 = East Side (Edgewood Road)

\* 495 of the 496 units are part of the Loch Raven Village Apartment Complex.

IMPORTANT NOTE: It should be noted that the information was taken from the Census Block Group data (see Appendix E) and that the study area is a section of three different tracts. The category totals are inflated because some streets within a Block Group are not part of the study area.

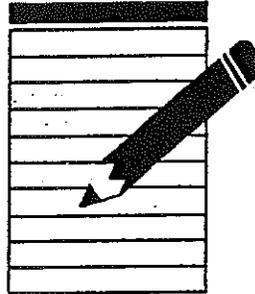
The following information was obtained from the 1980 Census Data and provided by Baltimore County Community Outreach.

Census Tracts	Age 0-19	Age 20-64	Age 65+
4912.01	701	1490	220
4912.02	638	1599	223
4915.00	1101	2764	704

# COMMUNITY PLAN GENERAL SURVEY

WE'RE GATHERING INFO

Here is your chance to take a role in planning for the future of your neighborhood. Just a few minutes of your time can lead to a great marketing idea or point to a trouble spot facing your community. No meetings to attend. No phone calls to make. Just a simple questionnaire and some honest opinions!



The Community Conservation Committee of The Towson Partnership is currently studying the Southeast Towson area to help guide the community in preparing a community plan. This document is a proactive measure that the neighborhoods can use to help shape their futures. The end result of a community plan will be a consensus of the area residents, owners, businesses, and County planners/officials on a number of goals and objectives to improve upon what the community already has to offer. To make the community plan a strong, viable document, the group has started to collect reliable information. This is being done in two ways. First, a door to door inventory of each property has been taken. Second, the survey which you have in your hands will collect both facts and perceptions of those who live here. This information will be plugged into a database to chart any trends. The written plan will then be drafted to reflect both an outline of the findings and any suggested changes that these groups can collectively work towards.

Please fill out this survey at your earliest convenience and return it to:

**SURVEY**  
P.O. Box 6713  
Towson, MD 21285

**1996 General Survey**  
**Southeast Towson Community Plan**  
 Aigburth Manor, Burkleigh Square, Towson Manor Village

*Your participation is important!*

Please send completed forms to:

Survey  
 P.O. Box 6713  
 Towson, MD 21285

This survey is being distributed to those who live in the area immediately south and east of the town center of Towson. Its purpose is to collect residents' opinions and information which will be used collectively as a tool to formulate a community plan. The information will NOT be used on an individual basis. Because the survey includes approximately 550 homes, the street which you live on will be an option for you to answer. Your name and specific address are not encouraged.

**PART 1:** Choose the answer that best fits your current situation. (circle or check)

Do you own or rent the house you live in?

OWN                  RENT

How long have you lived in this neighborhood?

less than 1 year      1 to 3 years      3 to 7 years      7 or more years

How much longer do you plan to stay in this neighborhood?

less than 1 year      1 to 3 years      3 to 7 years      7 or more years

How many people live in your home? Please indicate the number for each age category.

CHILDREN    5 and under \_\_\_\_\_    6 to 12 \_\_\_\_\_    13 to 18 \_\_\_\_\_

ADULTS      18 to 24 \_\_\_\_\_    25 to 39 \_\_\_\_\_    40 to 64 \_\_\_\_\_    65 and older \_\_\_\_\_

The next set of questions relate to employment. Please answer for each adult in your home who is currently employed, indicating more than one choice where needed.

Where is your current job(s) located?

Baltimore City                  Baltimore County                  Harford County                  Carroll County  
 Howard County                  Anne Arundel County                  Washington DC area    other \_\_\_\_\_

Does your current position(s) involve work from an office in your home? YES    NO

If yes...do you (check one)

\_\_\_\_\_ own your business

\_\_\_\_\_ work for an employer a few days out of the week from your home office

\_\_\_\_\_ work for an employer a majority of the days of a month from your home office

**Optional**

In general, what is your occupation(s)? \_\_\_\_\_

Please indicate your combined household annual income level :

under 15,000                  15,000 to 29,999                  30,000 to 49,999

50,000 to 74,999                  75,000 to 100,000                  100,000 to 150,000    150,000 and over

**PART 2:** Please give a short answer.

In your opinion, list the three most positive aspects of living in your neighborhood.

---

---

---

In your opinion, list the three most important problems facing your neighborhood.

---

---

---

Have you ever called 911 ? YES NO

If yes, why? \_\_\_\_\_

Were you satisfied with the response? YES NO

Do you know your neighbors? YES NO

In general, are you comfortable with your neighbors? Use the scale of 1 to 5, 5 being friendly.

1 2 3 4 5

Would you encourage friends or family to purchase a home in this neighborhood? YES NO

If you now rent your home and it were available to purchase, would you do so? YES NO

If you own your home, do you feel your property value is (circle one)

increasing in value remaining steady decreasing in value

Whether you rent or own the home, have you made improvements to the home? YES NO

If yes, please list...for example renovated kitchen/bath, added a bath, updated electrical or heating system, new landscaping, etc.

---

---

Do you feel you could recoup any of the costs of the improvements either from reduced rents or at the time that you sell your home? YES NO MAYBE

Do you have any dogs or cats at this residence? Circle number of each.

DOGS 0 1 2 3 4 or more

CATS 0 1 2 3 4 or more

Please list the nearby businesses and institutions that you feel are beneficial or detrimental to your community.

beneficial	detrimental

**PART 3:** Please answer the following questions based on your experiences with your own community association.

Place a check by the Community Association which serves you.

Algburth Manor     Burkleigh Square     Towson Manor Village     other \_\_\_\_\_

Do you receive a Community Association Newsletter?    YES    NO

How do you rate your community's newsletter? Use the scale of 1 to 5, with 5 being good.

1      2      3      4      5

Are you a dues paying member of your Community Association?    YES    NO

If no, why not? \_\_\_\_\_

Is the communication between yourself and the Community Association's Board satisfactory?

Use the scale of 1 to 5, with 5 being good.

1      2      3      4      5

What priorities would you like to see your Community Association address?

**Optional**

Please give the name of the street on which you live.

Please do NOT give your name or your home address.

\_\_\_\_\_

## Rodgers Forge Community Association Results of General Survey - Spring 1996

### Part II

- a. To your knowledge, have you ever received a copy of the covenants?  
146- YES                      123- NO                      3- OTHER
- b. Do you support strict enforcement of the covenants?  
225- YES                      25-NO                      17-OTHER
- Other
- 4- no response
  - 4- Understand some may be out of date.  
Have to read them  
OK on painting and structure covenants
  - 9- It depends  
Without a copy, I cannot answer question.  
If we aware of them, I'm sure we would! Don't know, have not seen them.  
If we knew exactly what they were, we could reply to this question.  
It's too late.  
I'm ambivalent.  
I question whether or not some of them can be enforced today.  
I support the enforcement of the covenants within reason.
- c. In your opinion, list the three most important problems facing Rodgers Forge today
- #1 CRIME/SECURITY/SAFETY -138 total ( 51% of respondents)  
Not keeping front porch lights on.  
Poor lighting in streets.  
Drugs.
  - #2 PARKING - 86 total ( 32% of respondents)  
Multi-car owners.  
Single car owners who can't park in front of house  
Local business employees parking on streets ( explore permit parking)  
Parking issues with snow.
  - #3 TIE - ALLEYS - 54 total ( 20% of respondents)  
Poorly maintained.  
Overgrowth of foliage.  
Rubbish and trash cans left in alleys.  
Potholes and poor pavement.
  - PETS/ANIMALS - 54 total ( 20% of respondents)  
45(17%)- Cats and dogs roaming freely.  
Owners not cleaning up dog mess ( especially tot lot and fields)  
7 ( 3%) - Barking dogs.  
1 - Bird excrement  
1 - Make sure animals rights are not taken away by people who don't like animals
  - #4 COVENANTS - 52 total ( 19% of respondents)  
46( 17%) Homeowners not abiding.  
3 (1%) Fences. Too large, too many different.  
1 Covenant ignorance.  
1 Slate roofs replaced by black shingles.  
1- Realtors fighting covenants
  - #5 CARELESSNESS OF PROPERTY APPEARANCE/DETERIORATION - 51 total ( 19% of respondents)  
Cleanliness of area.  
Backyards.  
Trash, beer bottles and cigarettes on streets
  - #6 RENTAL PROPERTIES - 49 total - ( 18% of respondents)  
Too many Decreased upkeep  
Students associated with noise and parking issues  
Enforcing laws with unrelated occupants.
  - #7 TRAFFIC - 46 total ( 17% of respondents)  
Speeding
  - #8 COMMUNITY SPIRIT - 24 total ( 9% of respondents)
  - #9 PROPERTY VALUES - 18 total ( 7% of respondents)  
Too many houses for sale
  - #10 SCHOOLS -15 total ( 6% of respondents)  
Behavior of school children.  
Insufficient education, supervision of children

- #11 TIE ZONING - 8 total ( 3% of respondents)  
 Commercial encroachment  
 Expansion of TSU and hospitals.  
 Shabbiness of York Road corridor  
 RFCA ISSUES - 8 total (3% of respondents)  
 Cancelled picnic.  
 Closed meetings.  
 Lack of action on complaints
- #12 TIE TOO HOMOGENOUS- 5 total ( 2% of respondents)  
 Not enough diversity  
 "GREENING" ISSUES - 5 total ( 2% of respondents)  
 Tree topping.  
 Trees bending wires.  
 Trees dying
- #13 SNOW REMOVAL - 4 total (1.5 % of respondents)

OTHER: Solicitors, water pressure, houses too small, can't see sunset, boredom, electrical outages

d. If you have ever called the police/911, were you satisfied with the response?

106- YES 35 -NO

86- NEVER CALLED

What was the problem?

26 - Medical emergency

20 - Suspicious activity

11 - Vehicle theft

11 - Attempted vehicle theft

10 - Noise (parties)

10 - Suspected burglary/burglary

9 - Bicycle theft

8 - Car/traffic accidents

8 - Breaking and entering ( 2 while home)

7 - Auto vandalism

6 - Abandoned cars

5 - Vandalism ( general)

4 - Report a fire

3 - Domestic

3 - Speeding/running stop signs

3 - Parking

3 - Purse snatching

3 - Alarms

1 - Dog bite

Front porch items stolen

Soliciting late at night (10:30 p.m.)

Intruder in back yard

### Rodgers Forge Community Association Results of General Survey-Spring 1996

#### Part II

e. Do you know there is a leash law for dogs and cats?

Yes No Yes for dogs - No for cats

243 16 8

91 % 6% 3%

f. How do you rate the RFCA Newsletter on a scale of 1 to 5, with 5 being excellent?

1	2	3	4	5
2	6	60	103	84
1%	2%	24%	40%	33%

#### COMMENTS

Newsletter has improved 24

Like new format 10

Plaudits (e.g. "keep up good work") 10

Do not like new format 8

Good/excellent keeping community informed 7

Want more features on community news & people in community 7

#### All other comments (3 listings or less), in alphabetical order

Accomplishes what it is intended to do

Advertising is helpful

Appreciation to Board - especially Don Gerding

Block captains - wants published reports from

Coverage is unbalanced - covers only Board's perspective

Crime - wants more information (e.g., crime column)

- wants less emphasis

- appreciates crime prevention tips

Delivery through Towson Times - does not like

Helping Hands column - needs update

Leadership provides

President's message- improved

Saves every issue/loves to receive

Single professional residents - lacking coverage for group

Survey - prior results not shared

Updates on community issues & problems - appreciated



## REPORT ON DATA COLLECTION

### Executive Summary

The Southeast Community Plan area includes the neighborhoods of Aigburth Manor, Burkleigh Square, and Towson Manor Village. Plan boundaries are as follows:

- North           Towsontown Boulevard
- West           West Burke Avenue and York Road
- South          Cedar Avenue and Aigburth Road
- East           Hillen Road and Aigburth Road

An estimated one thousand, six hundred (1,600) persons live within the boundaries which also includes six hundred twenty three (623) properties. A map of the plan area is included in the appendix.

The purpose of the plan is threefold: 1. Identify action steps which can be taken to strengthen the residential community 2. Create a basis for neighborhood promotion activities. 3. Serve as a pilot program for developing action plans for other Baltimore County communities.

#### METHODOLOGY

The members of The Towson Partnership's Community Conservation Committee worked with community residents in gathering the background information. An inventory form was completed for each of the six hundred twenty three (623) properties from public information in the Tax Assessment Office and from visual inspection of each property. Information on property ownership, assessed value, purchase price, and date of purchase was gathered to establish a base for determining the percentage of rental properties within the communities and for assessing trends in the value of properties. Teams of two (2) persons looked at each property within each community to observe the exterior condition of the property, the type of home (attached, detached, etc.) and the amenities on site to determine which homes exhibit maintenance needs, or zoning violations, the number of parking spaces available, etc. This information was entered into a database.

Following the completion of the inventory, an anonymous survey was distributed to all homes in the communities. Two hundred and twenty one (221) surveys were returned. The purpose of the survey was to gather demographic information about residents in the communities and to learn of the attitudes of the residents about the community. While not all respondents completed all survey questions, the many responses gave an overview of neighborhood demographics and attitudes.

## STATE TAX ASSESSMENT DATA

Data gathered on four hundred seventy seven (477) homes show an average assessment of \$37,888, translating to a selling average of \$94,720. Of sixty two (62) houses sold in the 1970's, the average selling price was \$32,674. During the next decade that average price rose 79% to \$58,618, based on eighty four (84) houses sold. Between 1990 and 1995, one hundred four (104) houses sold at 64% increased price versus the prior decade, for an average of \$94,976. The tax information indicates that assessed value for the three (3) communities varies in conjunction with the housing styles and size of lot, from \$29,841 for Susquehanna Avenue to \$68,337 for Aigburth Road. A historic review of the average purchase price indicates rising value. On Susquehanna Avenue, for example, seven (7) homes were sold in the 1970's for an average price of \$27,782; fourteen (14) were sold in the 1980's for an average price of \$55,075, and fourteen (14) were sold in the 1990's for an average of \$91,174. See Table Three.

69% or four hundred twenty three (423) are owner occupied. 31% or one hundred eighty eight (188) are rented. (The apartments at Cardiff Hall were not counted as part of the rental totals.)

## RESIDENTIAL INVENTORY

Rental units scattered throughout the communities confirmed the belief of community residents that rental properties were the number one problem contributing to destabilizing the neighborhood.

Residents noted on the inventory forms that:

- 25 properties were rented primarily to students
- 36 were rented to singles/roommates
- 45 were rented to a family member
- 4 are group homes
- 20 properties have monthly tenant turnover
- 20 owners were listed on two or more deeds, 9 of whom live within the study area
- 13 properties are vacant
- 11 properties were listed for sale

## PERCEPTIONS AND ATTITUDES

Respondents expressed very positive opinions about their community, expressing appreciation of:

- 1. Close proximity to services; Shopping, Library, Restaurants, Stores, Doctors Offices, Houses of Worship
- 2. Safety, quiet, and friendliness of the neighborhood
- 3. Shopping opportunities

- 4. Entertainment possibilities
- 6. Excellent schools
- 7. Variety of institutions
- 8. Steady to increasing property values

Respondents, by and large, know and like their neighbors, maintain their properties well, and appreciate the ambiance of the older homes and tree-shaded streets. The vast majority of respondents were property owners who have owned their homes for more than seven (7) years and who intend to remain in the community for another seven (7) years or more. Of those who are active in the workplace, most report working in Baltimore County or Baltimore City. 22% of the population is elderly and/or retired. Among this group, there is an intention to remain in their homes as long as possible, again citing the friendly neighbors, quiet and safe neighborhood, and proximity to hospitals and shopping. Many respondents replied that they would recommend to others that they purchase homes in their neighborhood.

Age Group	#	%	County Wide
<18 yrs	82	18	17%
18-24 yrs	36	8	9%
25-39 yrs	108	24	25%
40-64	122	27	27%
65+	101	22	20%
Total	449		

Source: Community Survey

### PROBLEM AREAS

Respondents expressed fairly specific negatives which affect the neighborhoods:

1. Rental properties, especially those rented to students, were far and away the number one problem.
2. Traffic problems on Burke Avenue, both volume and speed, were also a major problem.
3. Parking problems such as commuters in the neighborhoods and excessive rental housing populations who tend to violate restricted parking regulations.
4. Animal problems (dogs, cats and wild birds) were mentioned also.

### TOWSON STATE UNIVERSITY

Respondents indicated a love/hate relationship with Towson State University. Many listed proximity to TSU as a positive for the neighborhood; but many of the same people listed it

as a negative. The negatives were associated with inappropriate behavior by students, commuter traffic and parking, and noise from large parties. Many of the negative comments about rental housing related to behavior of students--too many people, too many cars, too late hours, too much noise, too many parties, etc.

### MAINTENANCE/APPEARANCE

In general, properties in this area are well maintained, with neatly trimmed landscaping, sturdy porches and outbuildings, and fresh paint. Rental properties, however, which do not adhere to the neighborhood standards, are a source of aggravation to the nearby property owners, who are concerned that these properties will lower the standards of the neighborhood. Approximately 9.5% of the homes were judged to be in poor condition and needing exterior work. In addition 15% of properties were judged in need of landscaping improvements. Residents rated seventy eight (78) of the six hundred eleven (611) properties as having landscaping in poor condition; fourteen (14) were rated terrible, for a total of 15% which need work. See Table Two.

### DENSITY

Limited parking is a problem in both Burkleigh Square and Towson Manor Village, especially on the streets with row homes. Therefore, the number of persons in each home and the number of cars was of special interest to them. The inventory indicated that three hundred ninety seven (397) of the owner occupied dwellings report a total of eight hundred twenty four (824) persons, for an average of two point two (2.1) residents per dwelling. A total of six hundred twenty two (622) vehicles was reported for three hundred seventy six (376) of these homes, for an average of one point seven (1.7) vehicles per property. Rental property numbers are higher for both number of residents and number of vehicles, reporting an average of two point nine (2.9) persons and two point three (2.3) vehicles per dwelling.

Property Type	Average Household Size (#persons)	Average Vehicles per Household
owner occupied 69%	2.1	1.7
rentals 31%	2.9	2.3
TOTAL	2.3	1.8

## Southeast Towson Community Plan

### Subcommittees

#### 1. Rental Housing

Chairman: Betsy Kahl

Committee Members: 1) Bob Battista, rental property owner  
 2) Brent Flickinger, Office of Planning  
 3) JoAnn Holback, Neighborhood Housing Services  
 4) Barbara Foster, Cardiff Hall Apartments  
 5)  
 6)  
 7)

This subcommittee will focus on the developing strategies for dealing with the problems associated with rental housing within the Plan area. In general, the problems defined are: 1) inappropriate behavior of students renters 2) excessive numbers of persons per dwelling 3) excessive numbers of automobiles per dwelling 4) noise 5) trash 6) poor property maintenance. Property owners identify the lack of responsibility of both rental property owners and renters as the biggest problem in the community. Long term animosity between student renters and other residents has resulted in lengthy and unpleasant and often unsatisfactory legal action. The committee will review marketing approaches to help market rentals to homeowners, will work with the University administration on housing policies and procedures for dealing with student renters, and will develop a strategy for working with the property owners to develop better leases for their properties to enable them to move more quickly when undesirable tenants need to be evicted.

#### 2. Traffic and Parking

Chairman: Jack Giacomo

Committee Members: 1) John Frederick, Burkleigh Square  
 2) Steve Weber, Traffic Engineering  
 3) Walter Bouland, Towson Manor Village  
 4) Joe Brennan, Burkleigh Square  
 5)  
 6)  
 7)

This subcommittee will focus on the problems with amounts and speeds of traffic on Burke Avenue and within the community. Parking is also a problem, both from the commuter perspective but also within the rowhouse area where parking spaces are at a premium. The existing permit parking areas will be reviewed to ensure their continuing validity. Discussions will be held with the Baltimore County Bureau of Traffic Engineering to determine what engineering solutions might be available. The County Police and Parking Enforcement Officers will be

available to discuss enforcement. Plans to better manage the traffic and parking in the area will be completed.

### 3. Residential/Business interface and crime

**Chairman: Jean Huff**

**Committee Members:** 1) Frank Kaufmann, Stoneridge  
2) Susan DiLonardo, Towson Business Association  
3) Marty Pechter, JHP Development  
4)  
5)  
6)  
7)

This subcommittee will examine the tensions which occur between the businesses, predominantly those along York Road, and the nearby residential community. The issues of commercial encroachment include 1) parking in the residential areas for nearby businesses, 2) traffic through the residential area to reach the business area 3) noise from the businesses which disturbs the residents 4) trash from the businesses which blows or is thrown into the residential area 5) the disparate scale of business and residential neighbors 6) lack of screening of unsightly service areas from nearby residential. Strategies will be compiled to mitigate the impact of nearby commercial activity on the residents of the area.

### 4. Zoning and Property Maintenance

**Chairman: Susan Gray**

**Committee Members:** 1) Bob Hewitt, Office of Planning  
2) June Zang, Towson Manor Village  
3) Don Gerding, Rodgers Forge  
4)  
5)  
6)  
7)

This subcommittee will look at the appropriateness of zoning classifications within the Plan area to determine whether any zoning should be changed. The committee will also review the liveability code in relation to poorly maintained properties and the zoning regulations in regard to suspected zoning violations. Strategies will be developed to request zoning changes (if any) following the adoption of the Plan, and to identify properties which should be cited for code violations. A strategy will be developed also to assist property owners, especially the elderly who would like to remain in their homes, to better maintain their dwelling and landscaping.

LOCH RAVEN VILLAGE  
COMMUNITY CONSERVATION PLAN

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## Land Use - Future:

7. Hollenshade's Garage is located at the corner of Danway and Joppa Road. The Association supports its current use, but needs to address the potential future uses of this property.

Recommendation: Maintain current use. The current tree and shrubbery buffer should be maintained. In the event the property use is subject to change, the Association will work with the current owner and Baltimore County to seek a use, through covenants, rezoning or an agreement, that would be compatible with the surrounding residential area.

8. The Bendix property along LaSalle Road is currently being used as a parking lot for Bendix employees. The Association needs to address the potential future uses of this property.

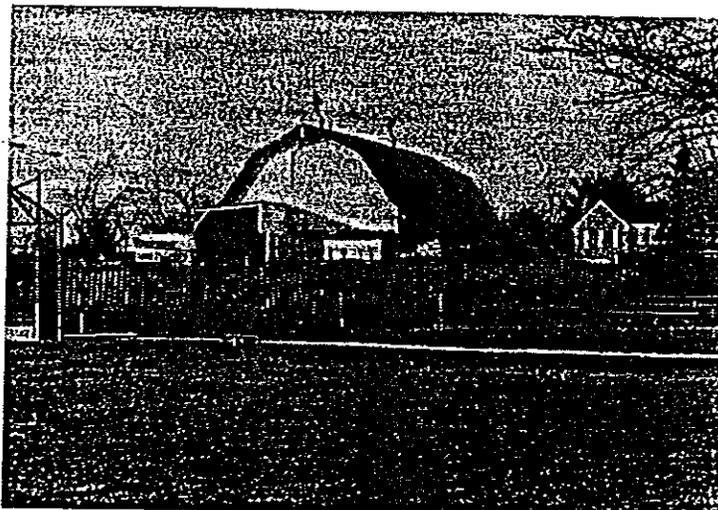
Recommendation: The Association would support a change in the zoning from ML-IM to, for example, DR 10.5. Whatever less intensive use is decided, it is imperative that a vegetative buffer be maintained between this area and Loch Raven Village.

9. The Association needs to address the potential future use of the other commercial property along LaSalle Road.

Recommendation: The Association supports current low office use of this property. The buffer between the commercial area and Loch Raven Village should be maintained. The Association will not support expansion that includes additional or higher buildings or the depletion of the existing parking capacity.

10. Towson Marketplace. Loch Raven Village and several surrounding neighborhood associations signed a joint agreement (Fall, 1988) with the owners of this mall limiting the commercial use of this property. The Association needs to maintain a good working relationship with the owners and monitor the agreement.

11. The Board of Education has a maintenance barn off Glen Keith Blvd. near Loch Raven Middle School. The Association should address the current physical condition of this property as well as consider the future use of this property in the event that the owner decides to re-locate this maintenance facility.



## 5. IMPLEMENTATION OF EAST TOWSON COMMUNITY CONSERVATION AREA ACTION PLAN

Implementation of the East Towson Community Conservation Area Action Plan will require the services and resources of both private and public agencies. Once established, a nonprofit, community based development corporation will be responsible for coordinating implementation efforts. The North East Towson Community Improvement Association is in the process of establishing a development corporation.

It must be emphatically stated that the rehabilitation, development, sale and rental of new housing should be the responsibility of the East Towson Development Corporation (ETDC). This organization should be controlled by current East Towson residents and individuals who have families of long standing within the area. In order to ensure that the ETDC will have control over new housing, private funds in addition to public funds will be needed. Past experience with the development of new housing in East Towson makes it clear that the community based nonprofit development corporation must be responsible for implementing plans for housing in accordance with the design portion of the action plan.

The ETDC will work in conjunction with the Towson business community, the local churches, foundations, other nonprofits and government agencies in the implementation phase of the plan. Some elements of the plan may require the joint efforts of all public and private entities while other elements may be the sole responsibility of an individual agency or organization.

A few of the major implementation projects are listed as follows: construction of new infill housing, streetscape and road improvements, expansion of Carver School and expansion of Mt. Calvary A.M.E. Church. Other actions are more of a managerial or organizational nature such as requesting funding through the Capital Improvement Program or fund raising for the nonprofit organization.

Immediately following the adoption of the East Towson Community Conservation Area Action Plan by the Baltimore County Council, the Office of Planning and Zoning, and the North East Towson Community Improvement Association with assistance from other County agencies will prepare a detailed implementation schedule for specific actions outlined within the plan.

