



www.wnada.org

Annual Report

FY24-25



**Building a Better Future
for West Baltimore.**



WNADA

WEST NORTH AVENUE DEVELOPMENT AUTHORITY

Our Mission & Vision

MISSION

WNADA serves as a catalyst for transformative and equitable development along the West North Avenue corridor by leveraging public investment, fostering partnerships, and empowering communities to create lasting economic, housing, transportation, and environmental opportunities.

VISION

We envision West North Avenue as Baltimore's premier model for inclusive community development—a corridor where residents are connected to opportunity, neighborhoods are healthy and resilient, businesses flourish, culture is celebrated, and investment benefits



Table of Contents

Letter from Our Board Chairman	4
Letter from Our Executive Director	5
History of WNADA	6
WNADA By the Numbers	7
WNADA Board and Staff	10
Comprehensive Revitalization Plan	13
FY24 Financials	16
WNADA FY24 Awardee Recipients & Grant Information	17
FY25 Financials	22
WNADA FY25 Awardee Recipients & Grant Information	23
Key Priorities	29
Economic Development	29
Housing Development	34
Transportation Development	42
Neighborhood/Community Development	47
Greenspace Development	50
A Trusted Community Partner	57
Accomplishments & Highlights, FY24-25	59



A Message from WNADA's Board Chair

We stand at a pivotal moment in history. We can respond to the challenges we collectively face by taking action together to create a reimagined West Baltimore. West North Avenue's economy, sustainability, and resilience are priorities.

In this annual report, we briefly recap WNADA's activity during our fiscal year ended June 30, 2024, and we look ahead with optimism. Thanks to the work of our Board, the WNADA team, and our community partners, our strategies are clear.

- Offer housing options that promote economic development, preserve the historic character, and support the existing population while paving the way for future growth.
- Improve West North Avenue's economic competitiveness and growth through equitable business investments, job creation, and workforce stability for residents.
- Establish a balanced, safe, universally accessible transportation ecosystem that provides a quality experience for pedestrians, transit riders, and automobiles.
- Increase access to safe, health-promoting, and environmentally sustainable community, green, and recreational spaces.

The West North Avenue corridor has endured an economic crisis, and our team and partners at WNADA are resolute in preserving neighborhoods and jobs while encouraging entrepreneurial opportunities and reinventing our economy's future. We are encouraged to know that our work impacts small business owners and existing and future residents.

As we look to the future, we recognize the hurdles ahead. Now, more than ever, we need your active participation and data-driven strategies to pave the way for a brighter West Baltimore.

We can't do it alone. We will only achieve WNADA's vision of reimagining West Baltimore and creating a sustainable, healthy, and vibrant area through collaboration with you. We thank you for your partnership in our mission to foster more significant equity, opportunity, and prosperity in our neighborhoods and the commercial corridor.

- Anthony Jenkins



Anthony Jenkins, Ph.D.
Coppin State University President

"As we look to the future, we recognize the hurdles ahead. Now, more than ever, we need your active participation and data-driven strategies to pave the way for a brighter West Baltimore."





A Message from Our Executive Director

Looking back at 2023, I am proud to have been part of the State of Maryland’s team, which has fearlessly embraced change, fostered partnerships, and driven economic revitalization along the West North Avenue corridor. Our collective efforts have led to significant achievements, such as [specific achievements], shaping the economic landscape of this region and inspiring us all to continue our transformation journey.

WNADA has been a pivotal force of change, aggressively assisting many businesses in building upon the State’s growing economy. In just two years, WNADA has deployed nearly \$30 million to advance economic and community development along the West North Avenue corridor, a clear testament to our significant role in the positive economic growth of this community.

WNADA’s work is essential to ensuring West Baltimore’s economy continues growing and sustaining the incredible surrounding communities. WNADA and our partners are leading the way in comprehensive planning and creating the first holistic plan, demonstrating unity and empowerment.

We are deeply grateful for Governor Moore’s and the Maryland legislative bodies’ unwavering support. Their backing has been instrumental in our mission to build a brighter future for West Baltimore. We look forward to continuing this journey together and express our sincere appreciation for their continued support.

With the support of appointed and elected City leaders, our team has been guiding, connecting, leading, and assisting current and prospective residents, business owners, and stakeholders. We continue to weave inclusive and sustainable practices into our programs and services, and we appreciate the opportunity to share this snapshot of collaborative results with you.

In Partnership,

-Chad Williams



Chad Williams

WNADA, Executive Director

“WNADA has been a pivotal force of change, aggressively assisting many businesses in building upon the State’s growing economy. In just two years, WNADA has deployed nearly \$30 million to advance economic and community development along the West North Avenue corridor, a clear testament to our significant role in the positive economic growth of this community.”





THE HISTORY OF WNADA

The West North Avenue Development Authority (WNADA) was established in 2021 to drive coordinated economic revitalization along the West North Avenue corridor in Baltimore City. Created through Senate Bill 783 and House Bill 1293, sponsored by Senator Antonio Hayes and Delegate Marlon Amprey, WNADA was signed into law on April 13, 2021.

WNADA was formed to address decades of disinvestment by advancing residential and commercial redevelopment, supporting business retention and growth, attracting new investment, and strengthening neighborhood stability. Through strategic public investment and cross-sector partnerships, WNADA works to promote economic opportunity, public safety, and long-term community vitality.

SERVING NEIGHBORHOODS IN WEST BALTIMORE

- Bolton Hill
- Coppin Heights
- Druid Heights
- Easterwood
- Fairmount
- Madison Park
- Mondawmin
- Mount Holly
- Northwest Community Action
- Panway
- Penn North
- Reservoir Hill
- Rosemont
- Sandtown Winchester
- Upton
- Walbrook



Pictured: Bolton Hill

WNADA BY THE NUMBERS

CATEGORY	# OF GRANTS
Housing Development.....	8
Transportation.....	2
Economic Development.....	6
Neighborhood Development.....	7
Greenspace Development.....	1
Community Engagement.....	5
Total Grants Awards.....	29

CATEGORY	% OF GRANTS AWARDED BY CATEGORY
Housing Development.....	27.5%
Transportation.....	6.8%
Economic Development.....	20.6%
Neighborhood Development.....	24.1%
Greenspace Development.....	3.4%
Community Engagement.....	17.2%
Total Grants Awards.....	100%

CATEGORY	SMALL, DISADVANTAGED & MINORITY OWNED BUSINESSES AND MBE
Housing Development.....	4 of 8 (50%)
Transportation.....	2 (0%)
Economic Development.....	6 of 6 (100%)
Neighborhood Development.....	2 of 7 (28.5)
Greenspace Development.....	1 (0%)
Community Engagement.....	5 (0%)
Total Grants Awards.....	12 of 29 (41.3%)

West North Avenue: the History

THE PAST....

West North Avenue has long featured a mixture of residential and commercial spaces. Throughout the 1930s, many white business owners in West Baltimore continued to adhere to Jim Crow laws that prohibited the employment of African American workers. The "Don't Buy Where You Can't Work" campaign, a powerful national movement that occurred concurrently across multiple major northern cities, became an important focal point. Ultimately, efforts such as this and the later Civil Rights Movement in Baltimore pushed many businesses to begin hiring African Americans. However, before the beginning of the suburban flight and economic decline in West Baltimore, West North Avenue, and Pennsylvania Avenue to the south became solidified as significant hubs for Black commercial activity and entertainment. This economic decline, largely due to the flight of businesses and residents to the suburbs, had a profound impact on the area's social and economic landscape.

From the outset, the high concentration of Black residents in a compact geographic area gave rise to community and cultural organizations that could collectively rally for social and economic change. One prime example was the Arch Social Club, an artistic group formed in 1905 in West Baltimore's Madison Park neighborhood. Now located in a historic property at Pennsylvania Avenue and West North Avenue – the organization's home since 1972 – the Arch Social Club has long served as a place where community members can form essential business partnerships, carrying the weight of its historical significance.



THE PRESENT....

Under the leadership of Coppin State University President Anthony L. Jenkins, who serves as the chair of WNADA, a coalition of state, municipal, and community partners is working tirelessly to develop a comprehensive neighborhood revitalization strategy for the West North Avenue corridor. President Jenkins' guidance instills confidence in the direction of WNADA, the chief effort driving economic growth in this area. With \$11.4 million in state funds already in place to support its visioning efforts, WNADA is planning to disburse \$10 million to organizations planning redevelopment projects along the corridor that will benefit current and future residents.



THE PRESENT....

Despite historic conditions that disfavor a strong housing market in the corridor, a wave of recent developments highlights the economic promise of this area. Among the newer housing developments constructed along the corridor, which include multifamily housing and new single-family townhomes, include:

- North Avenue Gateway I & II (mixed-use, student housing)
- Walbrook Mill Apartments (mixed-use, affordable housing)
- Penn Square Apartments (affordable housing)
- Baker View Townhomes (affordable, homeownership)
- and the planned Reservoir Square Townhomes (homeownership)

One of the most promising signs of economic growth in the West North Avenue corridor is the recent surge in commercial and retail activity. The Mill on North, an 8,000-square-foot food hall located on the ground floor of the Walbrook Mill Apartments, is a prime example of this. It stands as a testament to the area's potential for business growth and development.



THE MILL ON NORTH



PENN SQUARE APARTMENTS



NORTH AVENUE GATEWAY



Bakers View Townhomes



WNADA Board of Directors



WES MOORE
Governor, State of Maryland



BRANDON SCOTT
Mayor, City of Baltimore



ANTONIO HAYES
Senator, State of Maryland
40th District



MARLON AMPREY
Delegate, State of Maryland
40th District



JAMES TORRENCE
Councilman, Baltimore City
District 7



ANTHONY L. JENKINS
President, Coppin State
University



HARRY COKER, JR.
Secretary, Maryland
Department of Commerce



JACOB R. DAY
Secretary, Maryland
Department of Housing and
Community Development



**KATHRYN "KATIE"
THOMSON**
Secretary, Maryland
Department of Transportation



J. THOMAS SADOWSKI, JR.
Executive Director, Maryland
Economic Development
Corporation



CECILIA M. MCCORMICK, J.D.
President, Maryland Institute
College of Art



CALVIN YOUNG
Deputy Mayor for Community
and Economic Development



WNADA Board of Directors



TIMOTHY KEANE
Commissioner, City of
Baltimore Housing and
Community Development



RENATA SOUTHARD
Director



VERONICA P. MCBETH, MSL
Director



OTIS ROLLEY III
President and CEO, Baltimore
Development Corporation



**DESTINY-SIMONE
RAMJOHN, PH.D**
Vice President of Community
Health & Social Impact,
CareFirst BlueCross
BlueShield



JOHNDRE JENNINGS
Executive Director, Druid
Heights Community
Development Corporation



**MINISTER GLENN
ISAAC SMITH**
Executive Board Member,
Coppin Heights Community
Development Corporation



JAWAUNA GREENE
Assistant Secretary of
Transportation for the
Maryland Department of
Transportation



WNADA Staff



CHAD WILLIAMS
Executive Director



NEALA CROCKWELL
Executive Assistant



STACI GILLIAM
Chief Operating Officer



TERESA STEPHENS
Public Affairs Officer



TIARA SYKES
Procurement Officer



JASMIN TORRES
General Counsel



CHRISTY TURNER
Policy and Research Analyst



JARED JACKSON
Housing Development Officer



LORRA TOLER
Neighborhood Development
Officer



DEVIN SHACKLETT
Arts & Culture Development
Officer



Comprehensive Revitalization Plan

One Plan for West North Avenue

Creating a forum for communities to develop a holistic strategy.

The Comprehensive Revitalization Plan: Phase 1 serves as a problem-solving approach that addresses issues such as population loss, economic instability, chronic disinvestment, and inadequate transportation infrastructure and sets tangible goals for redressing these shortcomings.

Overarching Goals:



Provide housing options that promote economic development, preserve historic character, and support existing population retention and future growth.



Improve West North Avenue's economic competitiveness and growth through equitable business investments, job creation, and workforce stability for residents.



Establish a balanced, universally accessible transportation ecosystem that ensures a quality experience for pedestrians, transit riders, and automobile users alike.



Increase access to safe, health-promoting, and environmentally sustainable community, green, and recreational spaces.

Comprehensive Revitalization Plan: Phase 1



Based on analyzing a dozen previously formed community plans, past research, and recent community feedback, WNADA has grouped its critical principles into four core concept areas: economic development, housing, neighborhood development, greenspace, and transportation.

In February 2023, WNADA staff selected six focus areas based on their engagement through resident coordinating meetings. These focus areas are nodes that will bolster residential, retail, and commercial strength along North Avenue through equitable development and were selected based on feedback from community discussions.

The WNADA Comprehensive Revitalization Plan - Phase 1 will adopt a problem-solving approach that addresses issues such as population loss, economic instability, chronic disinvestment, and inadequate transportation infrastructure—to name a few examples—and sets tangible goals for redressing these shortcomings. WNADA’s two-phase timeline for this process is split equally between the second half of 2023 and the first half of 2024.

From June to December 2023, Phase I included documenting the corridor identity, development planning, programming, and policies, and community and stakeholder engagement. Engagement has been particularly vital and informative to this process, encompassing two public meetings and four coordination meetings between stakeholders and related city and state agencies. These meetings resulted in the identification of key issues and potential solutions, fostering a sense of community ownership over the revitalization plan.

Phase II, occurring from January to June 2024, will include implementation planning and identification of funding sources for future development opportunities and a second round of community and stakeholder engagement with additional pop-up events, design charettes, public meetings, and further interagency and stakeholder coordination meetings. The West North Avenue community comprises 16 distinct neighborhoods that have benefitted from the creation of 12 community-based plans. The community plans can be identified by three general planning scales, including corridor, neighborhood, and parcel-level plans.

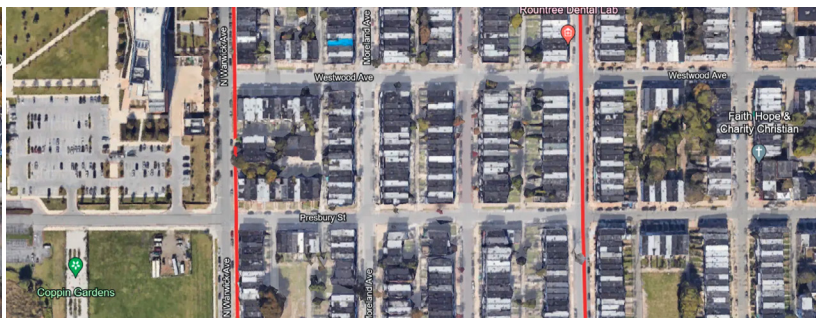
All 12 plans have provided insight and local vision, identifying key challenges impacting the community and growth opportunities related to economic viability, housing, transportation infrastructure, community cohesiveness, and improved safety. These plans have been instrumental in shaping the WNADA Comprehensive Revitalization Plan, providing a comprehensive understanding of the community’s needs and aspirations.

HIGHLIGHTS

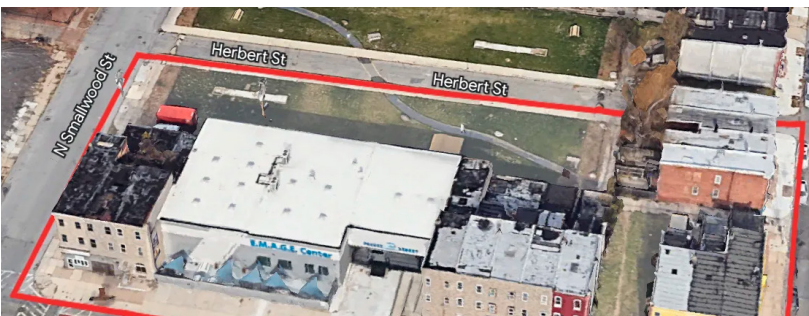
- Defined Target Area: 600 to the 3200 block of West North Avenue
- Buffer Zone: 250 yards surrounding the Target Area
- Synthesis of 12 Pre-Existing Neighborhood Plans
- Technical Analysis of Existing Neighborhood Conditions
- Evaluation of Future Opportunities for Revitalization



FOCUS AREA 1: Walbrook Mill Apartments



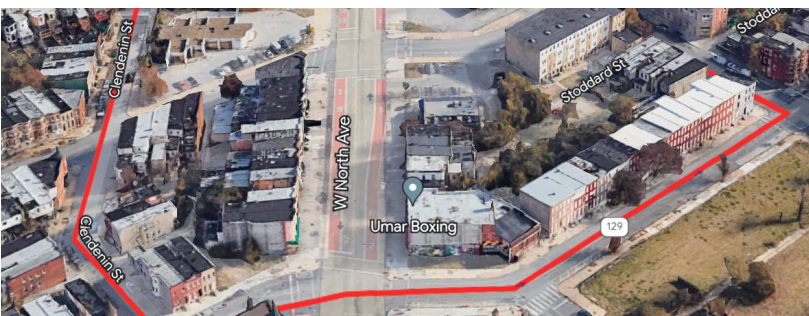
FOCUS AREA 2: Live @ Coppin



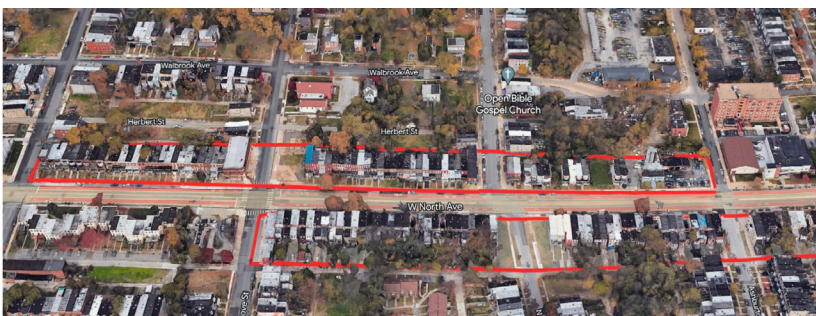
FOCUS AREA 3: EIMAGE Center



FOCUS AREA 4: 600 West North Ave



FOCUS AREA 5: West North Ave & McCulloh St.



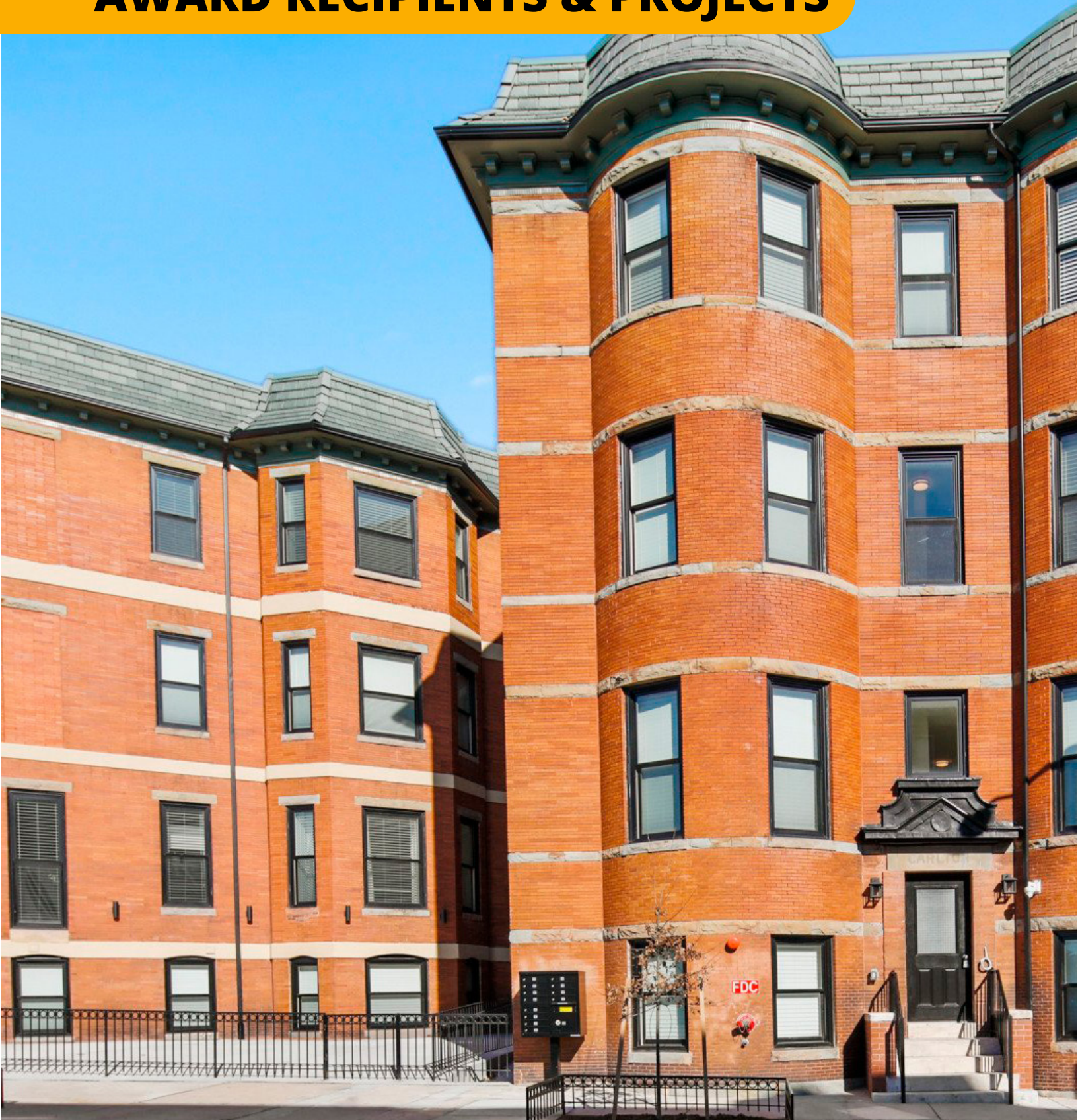
FOCUS AREA 6: 2700-2900 West North Ave

2023 – 2024 FINANCIALS

REVENUE	AMOUNT
<i>General Funds</i>	\$11,311,526
Total General Funds	\$11,311,526
EXPENDITURES	
General Administration	\$1,674,526
Grants	4,687
Economic Development	\$3,625,000
Housing Development	\$3,400,000
Neighborhood Development	\$2,000,000
Transporation Development	\$350,000
Green Space Development	\$25,000
Community Engagement	\$87,000
Total Grants	\$9,487,000
Legislative Mandated Grant	
The Baltimore Arts Realty Corporation (BARCO)	\$150,000
Total Expenditures	\$11,311,526

WNADA FY24

AWARD RECIPIENTS & PROJECTS



WNADA FY24 Award Recipients & Projects:

Housing Development



Awardee: Blank Slate

Grant Amount: \$1,750,000

Description: Redevelopment of vacant and underutilized properties to support mixed-use and residential growth along the corridor.



Awardee: Druid Heights Community Development Corporation

Grant Amount: \$750,000

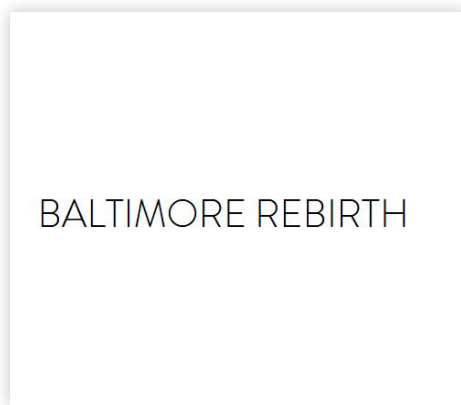
Description: Housing rehabilitation and neighborhood stabilization efforts supporting long-term resident retention.



Awardee: Neighborhood Housing Services of Baltimore

Grant Amount: \$500,000

Description: Homeownership and housing rehabilitation assistance for corridor residents.



Awardee: Rebirth Development LLC

Grant Amount: \$500,000

Description: Acquisition and rehabilitation of residential properties to reduce vacancies and blight.



Awardee: Visionary Venture Partnership LLC

Grant Amount: \$500,000

Description: Development of quality housing opportunities in targeted investment areas.



Awardee: H&H Realty Group LLC

Grant Amount: \$750,000

Description: Residential redevelopment and property stabilization.



Awardee: Coppin Heights
Community Development
Corporation

Grant Amount: \$250,000

Description: Community-based
housing development and
revitalization support.

WNADA FY24 Award Recipients & Projects: Economic Development



Awardee: BARCO

Grant Amount: \$1,000,000

Description: Strategic
commercial redevelopment
to attract investment and
activate corridor business
nodes.



Awardee: Innovation Works, Inc

Grant Amount: \$35,000

Description: Small business
support and entrepreneurial
training through Go WEST
programming.



Awardee: Mill on North
Vendors (multiple awardees)

Grant Amount: \$150,000

Description: Kitchen equipment
and business support for food
entrepreneurs.

WNADA FY24 Award Recipients & Projects:

Neighborhood/Community Development



Awardee: Midtown Community Fund

Grant Amount: \$250,000

Description: Public realm, placemaking, and neighborhood improvement initiatives.



Awardee: Parks & People Foundation

Grant Amount: \$25,000

Description: Beautification and greening investments.



Awardee: Greater Mondawmin Coordinating Council

Grant Amount: \$10,000

Description: Community engagement and neighborhood activation.



Druid Hill Park
— Partnership

Awardee: Druid Hill Partnership

Grant Amount: \$50,000

Description: Community planning and partnership development.

WNADA FY24 Award Recipients & Projects:

Public Safety



Awardee: Frontline Property Management / Black Knight / Peace Team

Grant Amount: \$350,000

Description: Violence interruption, public safety patrols, and neighborhood safety coordination.

Strategic Government Investment



Awardee: Baltimore City Department of Housing and Community Development

Grant Amount: \$1,000,000

Description: Strategic property acquisition and redevelopment support.

2024 – 2025 FINANCIALS

REVENUE	AMOUNT
<i>General Funds</i>	\$17,002,592
Total General Funds	\$17,002,592
EXPENDITURES	
General Administration	\$3,061,705
Grants	4,687
Economic Development	\$5,360,000
Housing Development	\$4,300,000
Neighborhood Development/Public Safety	\$2,300,000
Transporation Development	\$100,000
Green Space Development	\$100,000
Arts & Cultural Development	\$79,550
Community Engagement	\$65,000
Total Grants	\$9,487,000
Legislative Mandated Grant	
The Baltimore Arts Realty Corporation (BARCO)	\$175,000
Total Expenditures	\$15,541,255

WNADA FY25

AWARD RECIPIENTS & PROJECTS



WNADA FY25 Award Recipients & Projects:

Housing Development



Awardee: Blank Slate

Grant Amount: \$2,750,000

Description: Catalytic redevelopment of strategic West North Avenue properties.



Awardee: KIOBA Business Ventures LLC

Grant Amount: \$500,000

Description: Affordable for-sale housing development.



Awardee: OKET Development

Grant Amount: \$500,000

Description: Residential redevelopment and housing production.



Awardee: Wall Street Partners LLC

Grant Amount: \$500,000

Description: Residential revitalization and redevelopment.



Awardee: Visionary Venture Partnership LLC

Grant Amount: \$500,000

Description: Housing development supporting corridor revitalization.



Awardee: One Saint Home

Grant Amount: \$250,000

Description: Affordable housing development.



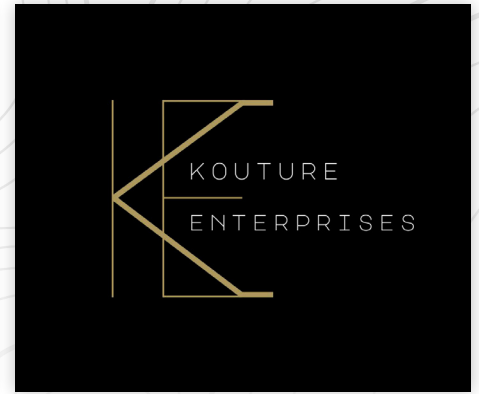
Awardee: Baltimore Roots Development LLC

Grant Amount: \$250,000
Description: Residential rehabilitation..



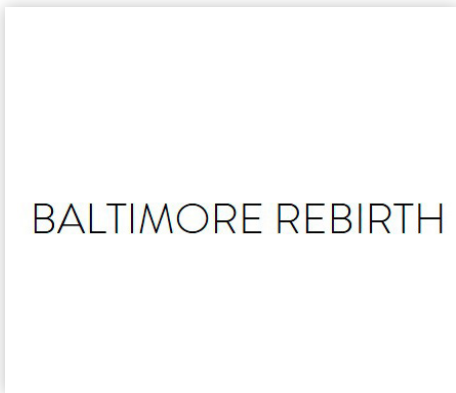
Awardee: Real Estate Farmers LLC

Grant Amount: \$250,000
Description: Property redevelopment for housing stabilization.



Awardee: Kouture Enterprises LLC

Grant Amount: \$250,000
Description: Residential redevelopment project.



Awardee: Rebirth Development LLC

Grant Amount: \$250,000
Description: Annex-related redevelopment and housing investment.

WNADA FY25 Award Recipients & Projects:

Economic Development

The logo for Innovation Works features the words "INNOVATION" and "WORKS" stacked. "INNOVATION" is in a blue, sans-serif font, and "WORKS" is in a larger, multi-colored font where each letter is a different color (red, orange, yellow, green, blue, purple).

Awardee: Innovation Works, Inc

Grant Amount: \$1,100,000

Description: Business incubation, entrepreneurship support, and commercial revitalization.

The logo for Habesha Flavor features the words "Habesha" and "Flavor" stacked. "Habesha" is in a red, serif font, and "Flavor" is in a yellow, serif font. A small, colorful, circular pattern is placed at the end of the word "Flavor".

Awardee: Za Gualay LLC/
Habesha Flavor

Grant Amount: \$500,000

Description: Development of café, food co-op, and food production space.

The logo for Styled4You features the stylized letters "S4YB" in a pink, serif font. The "4" is replaced by a large, stylized "Y".

Awardee: Styled4You Boutique

Grant Amount: \$500,000

Description: Retail storefront redevelopment and business expansion.

The logo for The Urban Oasis features a stylized illustration of a city skyline with a palm tree and a string of lights. Below the illustration, the words "THE URBAN OASIS" are written in a bold, blue, sans-serif font.

Awardee: The Urban Oasis

Grant Amount: \$500,000

Description: Community-serving commercial development and neighborhood activation.

WNADA FY25 Award Recipients & Projects: Neighborhood/Community Development



Awardee: Parity Baltimore (SOS Fund)

Grant Amount: \$200,000

Description: Emergency repairs and legacy homeowner stabilization.



Awardee: Druid Heights Community Development Corporation

Grant Amount: \$225,000

Description: Operational support and neighborhood improvement projects.



Awardee: Coppin Heights Community Development Corporation

Grant Amount: \$75,000

Description: Organizational support and corridor programming.



Awardee: Greater Mondawmin Coordinating Council

Grant Amount: \$50,000

Description: Park activation and neighborhood programming.



Awardee: Reservoir Hill Association

Grant Amount: \$50,000

Description: Park activation and neighborhood programming.



Awardee: Omega Baltimore Foundation

Grant Amount: \$50,000

Description: Programmatic support and community activation.

WNADA FY25 Award Recipients & Projects:

Youth/Social Impact



Awardee: DRUM Healthy Families

Grant Amount: \$100,000

Description: Facility acquisition and family-serving programming.



Awardee: Rize Inc.

Grant Amount: \$100,000

Description: Transportation and youth program access.

Arts & Culture



Awardee: Black Civic Fund / Pennsylvania Avenue Black Arts District

Grant Amount: \$79,500

Description: Cultural programming, arts activation, and heritage-based placemaking.

Strategic Government Investment



Awardee: Baltimore City Department of Housing and Community Development

Grant Amount: \$300,000

Description: Code enforcement and redevelopment staffing support.

"Making the Corridor Stronger"

ECONOMIC DEVELOPMENT



Economic development is not just about financial growth. It provides critical access to investment and quality-of-life services, which create a strong foundation for revitalizing a community's economic viability, leading to improved living standards and a better quality of life for all residents.

Economic

DEVELOPMENT

Economic Development Goal:

Improve West North Avenue's economic competitiveness and growth through equitable business investments, job creation, and workforce stability for residents.

Local economies today are in rapid transition, moving from bases of manufacturing and service industries to information and idea industries. WNADA's economic development strategies are designed to provide direct and comprehensive assistance to existing businesses and those planning to establish or expand operations on West North Avenue, ensuring they feel supported and valued.

Objectives

- ☑ Stabilize the local economy.
- ☑ Identify local supply chain partnerships to support future grocery stores, local corner markets, food halls, and urban farms.
- ☑ Identify geographic target areas for financial incentives when considering attracting new industries or businesses to the corridor.
- ☑ Improve advocacy and marketing efforts to increase investment in the area and create a branded slogan or pitch for the corridor.
- ☑ Identify capital-building opportunities for local small businesses.
- ☑ Increase rental housing stock to meet forecasted market demand and incorporate additional measures to improve rental tenant retention.
- ☑ Create a diverse range of financial entry points for locally based small businesses to take advantage of future economic opportunities.
- ☑ Establish a business improvement district (BID) to generate revenue for reinvestment of West North Avenue and fund public safety, trash collection, infrastructure improvements, and marketing.

I. Elevating Businesses With A Competitive Edge



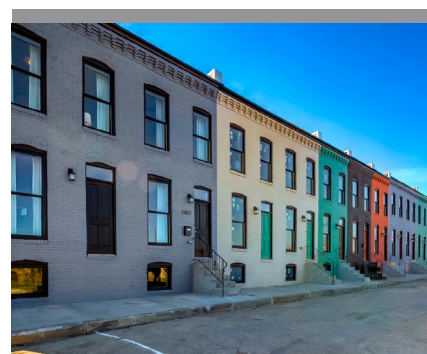
The WNADA "GO WEST" Business Development Program:

The inaugural program, exclusive to small to medium-sized businesses interested in doing business in West Baltimore, is designed to elevate and educate, providing a unique opportunity for growth and development.

Any WNADA RFQ applicant who achieves a successful application with a score at or below the RFQ threshold of 85% is invited to attend workshops. These workshops are designed to assist in improving future applications. Workshop attendees who meet these criteria are eligible to receive \$10,000 - \$25,000 to support their business through technical assistance.

Program Goals

- Provide local businesses with growth strategies, financial literacy, and networking opportunities to help facilitate and maintain business health.
- Preparing for future Statewide solicitations in a competitive, succinct, and responsive manner to increase vendors' chances of qualification for Statewide grants and procurement opportunities.
- Promote a robust local economy by advocating for initiatives that encourage the hiring of local talent. By fostering a competitive job market through targeted campaigns, we can create sustainable employment opportunities and strengthen community resilience.



II. Artists Workspace in West Baltimore

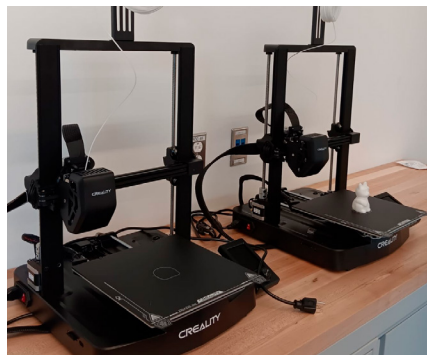
OPENWORKS West:



WNADA has generously provided a discretionary grant of \$25,000 to fund Open Work's pilot program at Coppin State University's Business School. This significant contribution will play a crucial role in the program's success. Additionally, the WNADA board has approved a substantial award of **\$750,000** to the Open Works and Baltimore Arts Realty Corporation

(BARCO) partnership to build the Open Works West facility at the Walbrook Mill site (2600 block of W. North Avenue).

Senator Antonio Hayes suggested the Open Works in the West Baltimore location. This initiative has brought together Coppin State University's Center for Strategic Entrepreneurship, BARCO, and WNADA in a collaborative effort. Together, we are pioneering the first maker-space partnership in West Baltimore, a testament to our shared commitment to the community.



III. The First Food Hall in West Baltimore



The Mill on North Food Hall, 7,800+ SF, is located on the lower level of the Walbrook Mills Apartment complex. The property has been redeveloped by the Coppin Heights Community Development Corporation, Osprey Property Company, and Neighborhood Housing Services, with the support of a subsidy from WNADA.

The project development partners, including the Coppin Heights Community Development Corporation, Timonium's Osprey Property Co., and the nonprofit Neighborhood Housing Services, have been instrumental in bringing The Mill on North Food Hall to life.

The Mill on North Food Hall, a unique space, will house seven vendor stalls, a bar, and a versatile event and seating area.

WNADA has played a crucial role in supporting our local community, providing \$25K each to six local business owners for kitchen and set-up equipment. Vendors include:

- Sunday Morning Coffee
- Dream Street Cuisine
- Dancing Tater
- 3 Chefs
- D & B Deli
- Next Phase



Making the Corridor Stronger

HOUSING



Housing, more than just providing a roof over someone's head, addresses the core needs of an individual's overall well-being. It has the potential to create transformative growth, offering hope and optimism for a progressive community's long-term prosperity

Housing

DEVELOPMENT

Housing Development Goal:

Provide a range of housing options that promote economic development, preserve historic character, and support existing population retention and future growth while also making community spaces safe, accessible, welcoming, and resilient.

Housing is foundational to human health and success and provides the fundamental architecture for our communities. WNADA's unwavering mission is to meet housing needs while building and supporting vibrant communities. Our expanding portfolio of community-centered projects is a testament to this commitment.

WNADA is confronting the urgent reality that housing disparities are not accidental. Systemic and racist restrictions have exacerbated steep disparities in housing access, wealth, ownership, and opportunity.

Together with residents and partners, we are united in our mission to confront inequity, create inclusive housing, and foster thriving communities.

Objectives

- ✓ Provide housing options for people of all incomes so that no one is burdened with housing costs.
- ✓ Establish and enhance existing public spaces for community gatherings, including converting vacant lots to greenspace, such as community gardens and parklets, and design and maintain them to be safe, accessible, and welcoming for all.
- ✓ Strike a balance between introducing new housing options to address vacancy and depopulation while investing in existing residents, cultural spaces, and historic structures to maintain, grow, and enhance the richness of the community.
- ✓ Increase resident life expectancy and quality of life by establishing the corridor as a "Blue Zone" that is fully equipped with access to ample nutritious food, healthcare resources, green space, and opportunities for recreation, education, and economic self-reliance.

I. "LIVE @ Coppin" Homebuyer Incentive Program



The LIVE @ Coppin program, a comprehensive initiative designed to provide low, fixed interest rates and down payment assistance for many existing and prospective residents, offers opportunities for neighborhoods near Coppin State University. This program also includes support for State employees, Coppin State University alumni, and current renters within the West Baltimore footprint.

The West North Avenue Development Authority, a beacon of hope in the community, has provided grant funding to local developers and businesses. This support has led to the creation of partnerships that produce and preserve affordable and quality homeownership, giving hope to many in our community.



2400 - 2300 West North Avenue (Northern Boundary)

- 1800 - 1600 Bentalou (East Boundary)
- 2400 - 2300 Baker (South Boundary)
- 1800 - 1600 N Warwick (West Boundary)



Strategy: Homeownership Incentive Program

Description: The Homeownership Incentive Program, a collaborative effort with the West North Avenue Development Authority (WNADA), offers assistance with mortgage and closing costs for the first-time home purchase of a primary residence within any of the WNADA neighborhoods.

Recipient: Neighborhood Housing Services



Strategy: Residential Development

Description: To encourage developers to build and redevelop homes in the areas, WNADA provides grants to support the acquisition and construction activities. At the core of WNADA's strategies is the redevelopment of Single-Family homeownership projects.

Recipient: Charm City Buyers is a developer and investor business in Baltimore City. The minority-owned business is managed by Kyara & Khalil Uqdah and is committed to training small developers and renovating vacant properties in Baltimore.



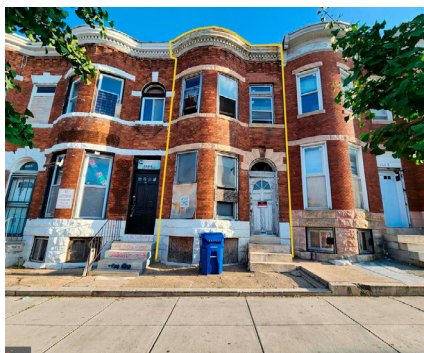
Visionary Ventures is a women-owned estate developer group created to instill the promise of generational wealth through home ownership and specialize in transforming neighborhoods with innovative real estate solutions.

BALTIMORE REBIRTH

ReBirth is a Maryland real estate development firm focused on revitalizing communities by focusing on damaged and abandoned structures for restoration. The primary focus is to restore value to the community and showcasing the full potential of Baltimore City.

II. 2700 – 2900 W. North Avenue

West North Avenue residential development is underway. The 2700 - 2900 block of West North Avenue, strategically located just south of Coppin State University and the successful development of the Walbrook Mill Apartments, is a prime area for investment. With financial support from WNADA, investors and developers alike are encouraged to acquire and redevelop the area for homeownership, tapping into the potential of this strategic location.



Project Description: Acquisition, Pre-development, Architecture/Engineering, Construction, and Developer Fee Costs for building 3 Single-family homes sold to an individual/family at no more than 100% of Maryland 2023 AMI

Recipients:

- Neighborhood Housing Services of Baltimore
- Baltimore ReBirth
- Coppin Heights Community Development Corporation



III. 2201 Brookfield Avenue

Formally vacant for over thirty years, **Blank Slate** leads the restoration of this historic building in the Reservoir Hill neighborhood of Baltimore City.

The West North Avenue Development Authority (WNADA) awarded Blank Slate a \$245,000 capital funding subsidy grant to assist with restoring and renovating the vacant, three-story, and abandoned multi-family property in Reservoir Hill. The money was used to complete the project at 2201 Brookfield Avenue and eliminate the budget gap based on after-repaid appraised value.



*Pictured above:
The Carlton Ribbon Cutting – The Opening Ceremony of “The Carlton”,
a 12-unit Apartment Building in the Reservoir Hill Neighborhood*



IV. Coppin @Rosedale: Student Housing Project

Bringing 1801 N. Rosedale back into productive use. The redevelopment of this historic site received construction funding from the West North Avenue Development Authority. **H&H Realty Group** will work with Coppin State University of Maryland to create a signature project in West Baltimore.

This initiative will revitalize the site and provide valuable educational opportunities. It will also allow Coppin State University and the Maryland Institute College of Art to partner on a work-study program and provide externships in Business, Engineering, Design, and Construction. The building will feature a modern renovation with some original 1896 design elements. It will include a mix of large 1, 2, and 3-bedroom units with lounge and study areas.



V. Druid Heights Community Development

Bakers View Homeownership Development Project

Druid Heights Community Development Corporation works to provide quality homeownership and rental housing opportunities in the Druid Heights Neighborhood and throughout the Baltimore Metropolitan Area.

The Bakers View Homeownership Development is building eighty-seven (87) townhomes targeting low-moderate families. The first phase of the development includes 17 affordable modular housing units with a sales price starting at \$139,000.

Druid Hill Avenue Development Project

The Druid Hill Avenue Development project focuses on the 2200 block of Druid Hill Avenue in the Druid Heights neighborhood. The properties will include 3 – 4 bedrooms and have a starting price of under \$215,000.



“When properties are vacant, we lose property taxes, income taxes, sales taxes. We have to have partners like this that want to invest and people who want to move into the community and be part of the community,” said Chad Williams, the executive director of the West North Avenue Development Authority.



Making the Corridor Stronger

TRANSPORTATION



Transportation is not just about getting from one place to another. It's about creating safer, healthier communities and providing access to key destinations like jobs or core services that impact all aspects of an individual's life. For instance, a well-connected public transport system can significantly reduce commute times, making it easier for residents to access employment opportunities and essential services.

GREENSPACE

HOUSING

TRANSPORTATION

NEIGHBORHOOD/COMMUNITY

ECONOMIC DEVELOPMENT

Transportation

DEVELOPMENT

Transportation Development Goal:

Establish a balanced, safe, universally accessible transportation ecosystem that provides a quality experience for pedestrians, transit riders, and automobiles

Our residents, commuters, and stakeholders along West North Avenue, are the key to shaping the future of transportation along the corridor. Your active participation and support are crucial in this journey towards a safer, cleaner and more efficient transportation system.

Transportation planning on West North Avenue focuses on opportunities to promote an integrated transportation network. This requires developing a system that provides transportation options and encourages safe driving, bicycling, walking, and transit to increase connectivity between neighborhoods and destinations across the Baltimore region.

Our transportation systems serve as a great equalizer within the community. Granting access to places and services for all people is at the core of what makes the system valuable.

Objectives

- ✓ Improve the pedestrian experience and Americans with Disabilities Act (ADA) compliance.
- ✓ Prioritize new and emerging ‘smart city’ infrastructure to promote digital equity and modernize public amenities.
- ✓ Institute a Safe Systems Approach to improve pedestrian, cyclist, and roadway safety to achieve Vision Zero goals.
- ✓ Establish a dignified, high-quality public transit system that reduces car dependency and transportation-related carbon emissions.
- ✓ Strengthen West North Avenue’s social infrastructure through progressive transportation policies and innovative programs that promote organic, interpersonal connection.
- ✓ Employ an equitable transit-oriented development (eTOD) framework to achieve a livable, mixed-income, environmentally sustainable, economically resilient, and age-friendly corridor.

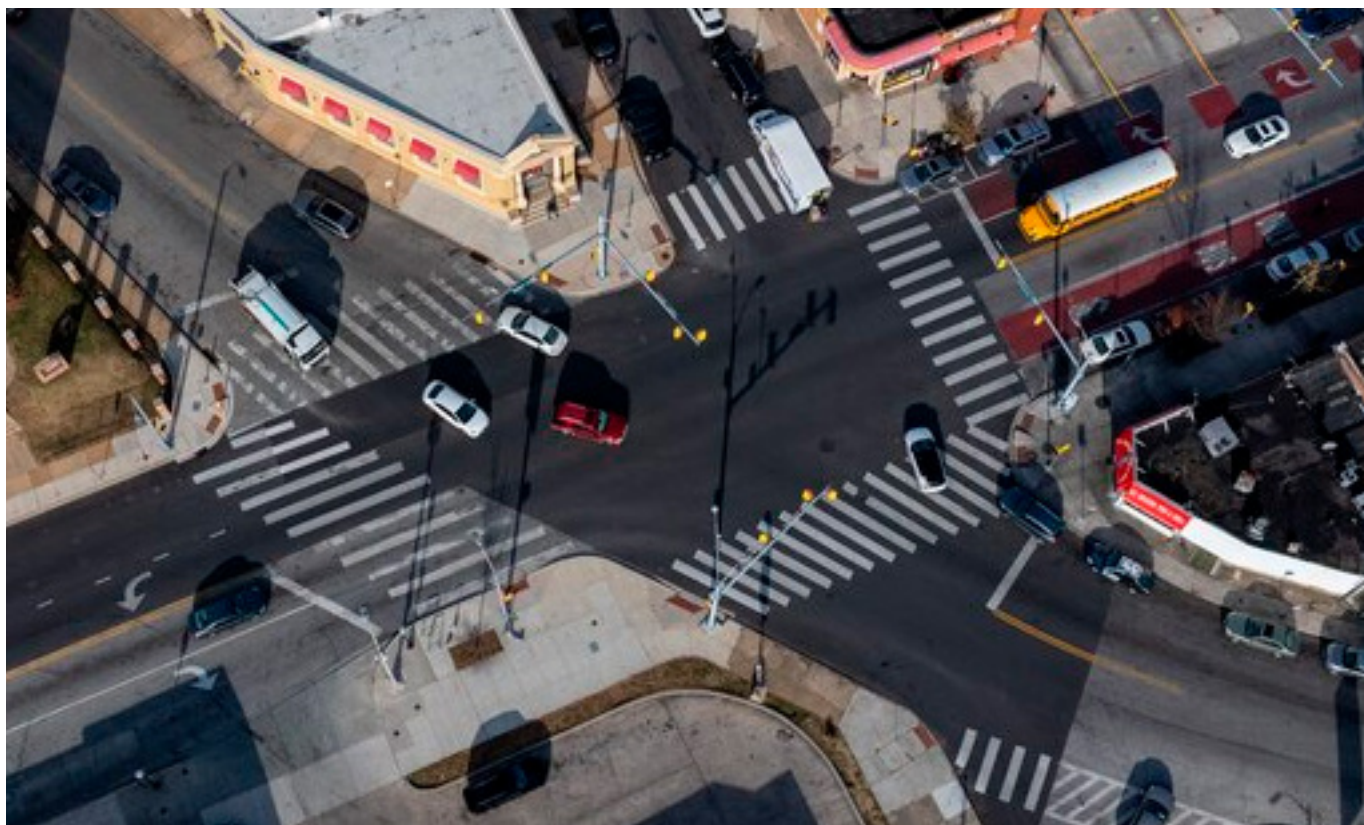
I. West North Avenue SMART Corridor Project



WNADA, in a strategic partnership with the esteemed National Transportation Center at Morgan State University, has initiated the installation of five SMART Intersections along West North Avenue.

These SMART Intersections, a pioneering initiative, emit pulsing light to generate a three-dimensional image of the environment where the hardware is located. This system catalogs the safety of all road users, including pedestrians, people with disabilities, scooters, cyclists, and automobiles. The anonymous data provides invaluable insight into travel patterns, such as how people cross streets or access transit stops, information on “close calls” between road users and vehicles, and traffic violation rates.

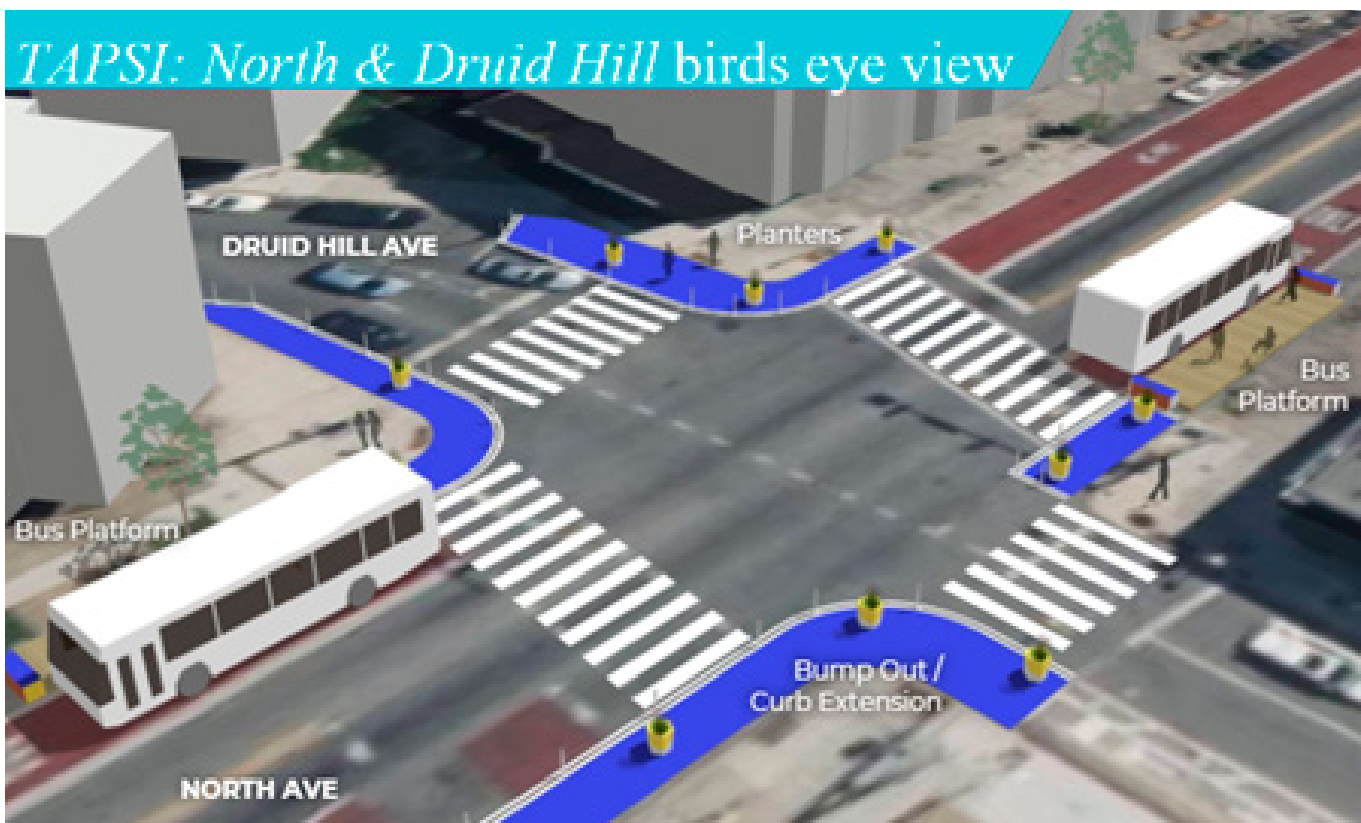
WNADA and its partner agencies, the Maryland Department of Transportation (MDOT) and the Baltimore City Department of Transportation (BCDOT) will analyze this information to improve the corridor’s safety and accessibility by testing and studying outcomes from various streetscape projects. Over time, WNADA will use the data to evaluate pre- and post-development changes and attract new investment to these high-volume, high-opportunity areas.



II. Transit Access and Pedestrian Safety Improvements (TAPS) at North and Druid Hill Avenue

WNADA funded Baltimore's Graham Projects and OpenWorks to initiate a homegrown approach to intersection safety. This project leverages local resources and community engagement to build pedestrian-friendly neighborhoods and catalyze economic activity. This demonstration project, the first of many redesigned intersections along the corridor, is a step towards a brighter future. Starting with the W. North and Druid Hill Avenue intersection, the project will calm traffic, improve pedestrian activity and transit access, and pave the way for a vibrant commercial district in the McCulloh Restaurant Zone. Importantly, all project expenses will circulate in the local economy, ensuring long-term benefits for our community.

Senator Antonio Hayes suggested the Open Works in the West Baltimore location. This initiative has brought together Coppin State University's Center for Strategic Entrepreneurship, BARCO, and WNADA in a collaborative effort. Together, we are pioneering the first maker-space partnership in West Baltimore, a testament to our shared commitment to the community.



III. Unity @Park Avenue: A Hub for Community Connection



With WNADA’s support, the Bolton Hill community is taking ownership of transforming a neglected park into a vibrant public space. The Midtown Community Benefits District is leading this community-driven initiative, turning the public park and transit space at the corner of W. North and Park Avenue into a space we can all be proud of.

The revitalized UNITY @ Park Avenue will serve as a dynamic hub for community interaction and enhanced transit access. This ambitious renovation will introduce more permeable surfaces and water retention areas, reintroduce native trees, shrubs, and additional greenery, and bolster the area’s environmental resilience. The addition of new park seating and an upgraded bus shelter will further enhance the public space. The groundbreaking is set to take place in the Winter of 2025, marking the beginning of an exciting new chapter for our community.



Making the Corridor Stronger

NEIGHBORHOOD/ COMMUNITY



Neighborhoods and communities unite people from various walks of life for a common interest and can offer a sense of place, togetherness, and civic pride.

GREENSPACE

HOUSING

TRANSPORTATION

NEIGHBORHOOD/COMMUNITY

ECONOMIC DEVELOPMENT

Neighborhood/Community

DEVELOPMENT

Neighborhood/Community Development Goal:

Building A Better Community.

We are investing in our community's future.

WNADA invested **\$85,000** in projects that work to foster place-based engagement and attract business. From sponsoring unique events that support the local community associations to spreading the word about our services and resources, collaboration is a priority.

WNADA's commitment to collaboration is inclusive, spanning across sectors and including government agencies, nonprofit organizations, local leaders, community associations, and private stakeholders. We value each and every partner in our journey towards community development.

CREATING PARTNERSHIPS THAT BUILD

Baltimore City Procurement Fair

The West North Avenue Development Authority partnered with the City of Baltimore and the Mayor's Office of Small and Minority Business Advocacy & Development as one of this year's 2024 City of Baltimore Procurement Conference sponsors. This event was an opportunity to connect with resource partners, corporations, and business owners. Attendees participated in workshops that increased their abilities to do business in Baltimore.

We are excited to support activities that encourage local businesses and organizations to consider West North Avenue's commercial corridor.



Innovation Works

Supporting small businesses and entrepreneurs will help grow, expand, and create jobs in West Baltimore. This year, we partnered with Innovation Works, a community partner focused on connecting entrepreneurs, social innovation assets, and investors to build sustainable neighborhood economies in Baltimore. We participated in the Innovation Works' Baltimore Neighborhood Economics Lab event at Coppin State University as a platform to share WNADA's economic development strategies.

Additionally, the WNADA partnership with Innovation Works provides technical assistance to ensure equitable access for business improvement.

Supporting Neighborhoods

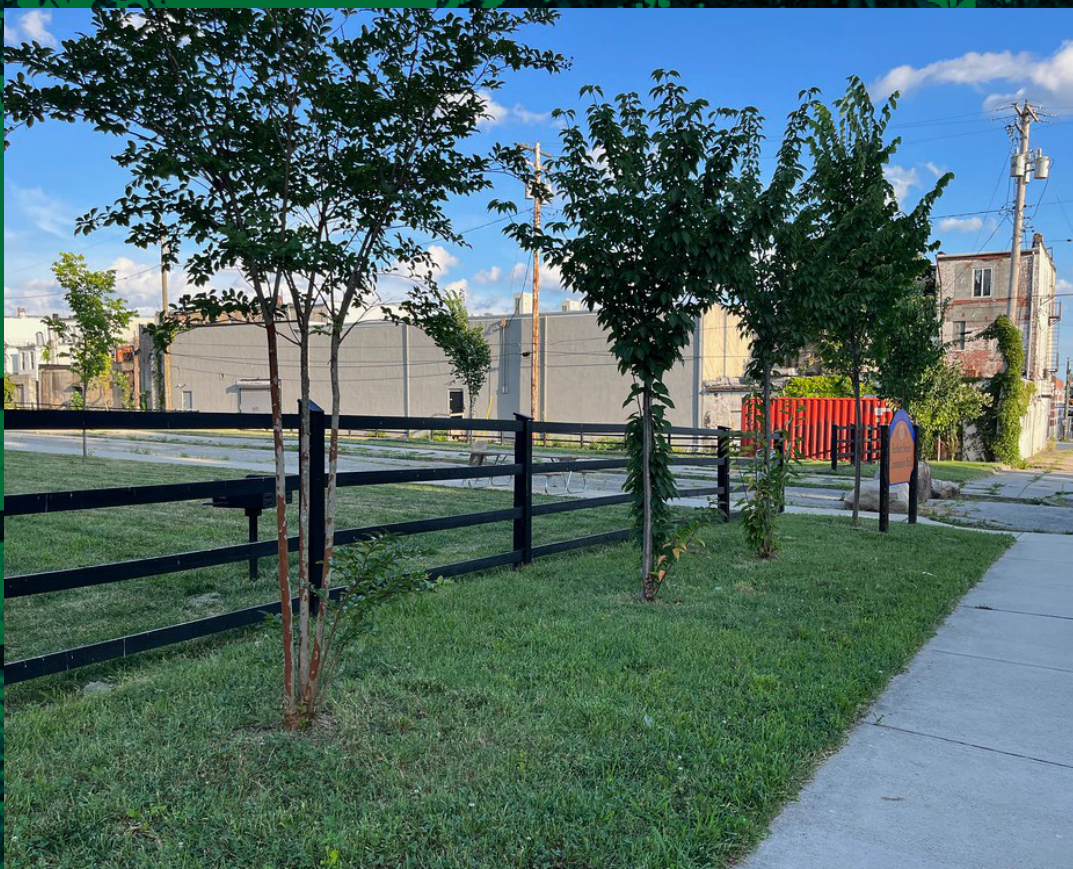
Getting to know your neighbors and being active in your neighborhood community can be a rewarding experience. West Baltimore neighborhoods are growing stronger and sharing a confident and creative voice to address varying issues. This year, WNADA supported the **Greater Mondawmin Coordinating Council** and the **Coppin Heights Community Development Corporation** with resources supporting general operating and community engagement costs, inspiring us to continue rewarding community involvement.

By creating networks and fostering discussions, we, as community members, play a vital and integral role in stabilizing and growing West Baltimore neighborhoods. Our collective efforts and ideas are the driving force behind the positive changes we see, making us all an indispensable part of the community development process.



Making the Corridor Stronger

GREENSPACE



Green spaces can take on many roles, from public health to environmental stewardship. Creating functional access to safe and welcoming spaces can help address the adverse health determinants throughout the community and improve quality of life.

Greenspace

DEVELOPMENT

Greenspace Development Goal:

Increase access to community, green, and recreational spaces that are safe, health-promoting, and environmentally sustainable.

Urban parks and greenspace consistently play an important role in West Baltimore's living environments, reflecting house prices and the extent of people's attention. They offer specific environmental benefits such as temperature regulation, stormwater management, and air purification. These benefits are essential for the well-being of the community. Additionally, these greenspaces provide social benefits like space for relaxation, community engagement, physical activity, and better mental well-being.

The West North Avenue Development Authority is actively working to enhance these pockets of nature throughout the area. As development occurs along the corridor, we prioritize engaging the community in understanding the crucial roles of public health and environmental stewardship, fostering a sense of commitment and engagement.

Objectives

- ✓ Develop new parks, community gardens, and green recreational corridors to increase green space accessibility.
- ✓ Partner with neighboring organizations and associations to host environmental education workshops and awareness campaigns to inform the community about the benefits of green spaces and environmental conservation.
- ✓ Establish and enhance existing public spaces for community gatherings.
- ✓ Increase urban reforestation by planting and maintaining trees and vegetation to increase canopy cover and improve air quality.
- ✓ Collaborate with community health providers and institutions to measure the positive impact of green and recreational spaces on public health.
- ✓ Implement green infrastructure projects such as rain gardens, pollinator spreads, water filtration systems, solar panel energy grids, and permeable pavements.
- ✓ Celebrate the historic legacy of the West North Avenue community.

I. BMore Beautiful Project



Transformation Through Celebration

In response to Governor Wes Moore’s call to action for “every single Marylander to serve, and serve together” in 2023, philanthropist Barbara Shapiro and Shaquayah McKenzie of Livity Impact conceived a large-scale service initiative that would involve Baltimore citizens across all backgrounds and sectors in working together to address some of Baltimore’s environmental challenges.

This year, WNADA served as a sponsor for the Bmore Beautiful Project in the Greater Mondawmin neighborhood.

The event partnered with the Greater Mondawmin Coordinating Council, Mondawmin Neighborhood Improvement Association, New Auchentoroly Terrace Association, and Mondawmin Mall.



II. TREE Planting Initiative: *Positive Changes in the Neighborhood*



WNADA invested \$172,000 in streetscape funding to plant more than 200 trees along the West North Avenue corridor in 2024. This initiative made possible through the invaluable partnership with Division Street Outdoor Contracting, Chesapeake Bay Trust, and Parks and People, is a testament to the power of collaboration.

The tree-planting initiative supports WNADA’s objectives to increase the commercial corridor tree canopy and bring a green and attractive element, enhancing the beauty and livability of our neighborhood.



III. International Placemaking Week

The 4th International Placemaking Week event, held in Baltimore, Maryland, in June 2024, played a crucial role in revitalizing communities. Placemaking Week is a catalyst for moving community-powered public spaces forward.

WNADA presented a panel discussion titled “83 to Hilton: Restorative Justice with Food and You” to participants worldwide, highlighting the commitment to reinventing North Avenue as an anchor destination that offers affordable and healthy food.

The Authority’s panel session included experts from Urban Oasis, the No Boundaries Coalition, and the Fresh Food Factory Market. These organizations are currently servicing West Baltimore neighborhoods through education and collaborative innovation using community input and incentivizing reinvestment in forgotten neighborhoods of West North Avenue. This discussion allowed WNADA to share experiences about initiatives impacting the corridor and residents, reinforcing the idea that we are all part of a team working towards a common goal. Food and land are communal pillars used to strengthen communities and create more spaces to gather.



IV. Public Safety and Cleanliness



We are building a lasting public safety approach through effective and targeted accountability.

Improving public safety is a complex task that demands a comprehensive approach and a significant investment in prevention. Many of these prevention strategies are not achievable in isolation. We firmly believe in the power of partnership to make our communities safer.

Frontline Management Services, in collaboration with Black Knight LLC and the P.E.A.C.E. team, will play a pivotal role in supporting and implementing an inclusive strategy to reduce crime and violence, while also ensuring the cleanliness of specific areas.

The intervention services will be concentrated in specific areas, namely W. North Avenue and Pennsylvania Avenue. More precisely, we will focus on the blocks 2 blocks W, N, E, and S of the intersection and 3100-3200 W. North Avenue, including two blocks W, N, E, and S of the intersection, and the 3100 – 3200 W. North Avenue.

The three primary strategies are Clean and Green Services, Violence Intervention, and Community Public Safety.





WNADA RACIAL JUSTICE STATEMENT:

"Our work seeks to advance restorative justice and community development by promoting context-sensitive strategies that enhance housing, public space, mobility, and economic opportunity for West North Avenue. Our approach works to address disparities caused by persistent racial and economic discrimination, historic disinvestment, and predatory practices which have led to adverse outcomes for West Baltimore's community, particularly the Black community. We seek to mitigate the broken trust between residents and institutions due to past harm and forge new, strong, interdependent ties among the people of West North Avenue."

- WSP, Quinn Evans, etc.



HOUSING PRESERVATION

- PLACE A DOT ON YOUR PROPERTY MAP
- IDENTIFY THE TYPE OF HOUSING YOU WANT TO PRESERVE

A TRUSTED COMMUNITY PARTNER

The West North Avenue Development Authority, a unique urban development model, is a trusted source in the community that can help meet the challenges affecting West Baltimore communities.

We are deeply grateful to the West Baltimore neighborhoods, their residents, and organizations for their ongoing partnership. With their support, we are committed to continuing to meet the needs of the community at large and ensuring a secure and confident future.

Our work prioritizes the community's most vulnerable members by realizing the benefits of new development through inclusive and responsible growth and avoiding the adverse effects of displacement, social tension, cultural dilution, and exacerbation of economic hardship.



Wes Moore, Maryland Governor

Wes Moore



"I believe in West Baltimore and the West North Avenue Development Authority ... **"It takes real partnership to get something like this done** — and I know that this funding is going to help revitalize communities, help renew a sense of possibility in these neighborhoods; and help write a new chapter in the story of our state."

"This is a down payment on growth and economic development **for the communities in West Baltimore to shape their own destiny.**"

Antonio Hayes, Maryland Senator

Antonio Hayes



"The WNADA grants will provide much-needed support to Baltimore builders and communities," said Senator Antonio Hayes, 40th district. **"Our neighborhoods are ripe for an equitable and creative comeback.** These investments address the disparities that have affected our communities for years and create needed improvements to the social, economic, and cultural fabric."

Brandon Scott, Baltimore City Mayor

Brandon Scott



"I share your dedication to the success of the West North Avenue Development Authority. I am excited to continue to partner with the Authority as they **work to revitalize the historical communities** along West North Avenue."



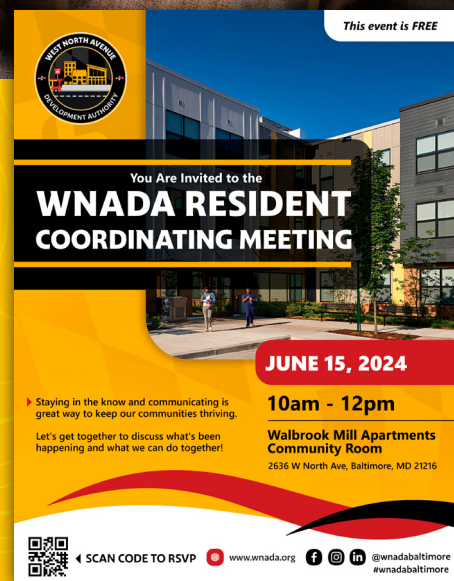
CONTACTS SHARED WITH THE COMMUNITY

- **Invested \$30M+** in catalytic public funding
- Expanded **housing redevelopment and stabilization**
- Accelerated **small business and commercial growth**
- Strengthened **public safety and neighborhood partnerships**
- Supported **arts, culture, youth, and community activation**



Uniting Neighborhood Leaders for a Better West Baltimore

Our resident leaders are at the forefront of change, taking on the responsibility of participating in initiatives that drive positive change in our community. Their commitment and dedication are key to our collective success.



A photograph of a young Black couple smiling and looking towards the left. A hand from an unseen person is holding a set of keys, offering them to the woman. The woman has a large afro and wears glasses and a white t-shirt. The man has a beard and is also smiling. The background is a plain, light color.

WHAT IS.... **EQUITABLE DEVELOPMENT?**

Equitable development responds to the needs and desires of existing communities and aims to avoid displacement of current residents. Equitable development brings affordable housing, quality education, living-wage job opportunities, and clean and healthy environments connected by affordable and reliable multi-modal transportation options.

Successful equitable development generates more positive quality-of-life outcomes compared to traditional market-driven development for the people who need it most.



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Building a Better Future for West Baltimore.

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