

# FRONT AND CENTER

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**block  
party**

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# CREDITS

## Planning Team:

Joe McNeely, Planning Consultant  
Neighborhood Design Center, Design Consultant

## Planning Partners:

29th Street Community Center  
AHC, Inc. Greater Baltimore - Workforce Program  
Annie E. Casey Foundation  
Association of Baltimore Area Grantmakers (ABAG)  
Baltimore City Department of Housing and Community Development  
Baltimore City Department of Planning  
Baltimore City YouthWorks  
Baltimore Heritage  
Baltimore Housing Upgrades to Benefit Seniors  
Behavioral Health Systems Baltimore  
Boundary Square Apartments  
BYKE Collective  
CT Management  
Greater Greenmount Community Association  
Greater Remington Improvement Association  
Greenmount Recreation Center  
Greenmount West Community Association  
Housing Authority of Baltimore City (HABC)  
Institute for Behavioral Resources  
Johns Hopkins 21st Centuries Cities Initiative  
Johns Hopkins University  
Johns Hopkins Bloomberg School of Public Health  
J. Van Story Branch Apartments  
Jubilee Baltimore

Keswick Multi-Care Center  
Lovely Lane United Methodist Church  
Maryland Bay Construction  
Maryland New Directions  
Mosaic Community Services, Inc.  
Open Works  
People's Homesteading Group  
Strong City Baltimore  
Telesis Baltimore Corporation  
Wells Fargo Regional Foundation

## Data Work Group Members:

Assistant Commissioner, Maryland Department of Housing and Community Development, Baltimore  
Central District Planner, Comprehensive Planning, Baltimore City Department of Planning  
Director, Baltimore Integration Partnership  
Director, Community Development Research, Federal Reserve Bank of Richmond  
Division Chief, Comprehensive Planning, Baltimore Department of Planning  
Neighborhood Revitalization, Strong City Baltimore



**the  
Neighborhood  
DesignCenter**

# EXECUTIVE SUMMARY

Central Baltimore is a vibrant group of ten neighborhoods at the heart of Baltimore City. Central Baltimore's residential areas are conveniently located near Penn Station, a national transit hub, and flanked by commercial corridors on N Charles Street, 25th Street, and North Avenue. Baltimore is a "city of neighborhoods", and each of the ten Central Baltimore neighborhoods has its own unique character.

Since its founding in 2012, the Central Baltimore Partnership (CBP) has facilitated major reinvestment into the neighborhoods of Central Baltimore. Approximately \$800 million has been invested in redevelopment projects, resulting in the construction of 500 new housing units and the restoration of 250 vacant homes. Central Baltimore's transformation is highlighted by neighborhoods like Greenmount West and Charles North: more than 50% vacant in 2000, these neighborhoods now make up the dynamic Station North Arts and Entertainment District.

CBP's strategic plan, known as the *Homewood Community Partners Initiative (HCPI): A Call to Action*, envisions Central Baltimore as a vibrant urban center nestled in a livable community. Adopted in 2012, the *HCPI Action Plan* guides CBP to improve

Central Baltimore through a collaborative approach. But as large scale development gains momentum, CBP must ensure the inclusivity of Central Baltimore's revitalization, especially in the six neighborhoods still experiencing economic challenges: Barclay, Charles North, Greenmount West, Harwood, Old Goucher, Remington.

To develop sound strategies for equitable development and integrate them thoroughly into our broad action plan, CBP embarked on a community-led comprehensive planning process supported by the Wells Fargo Regional Foundation National Pilot Neighborhood Planning Grant. This planning process resulted in the *Front and Center Plan: A Comprehensive Equity Strategy for Central Baltimore*. The Plan improves access to economic and social opportunity in the six Target Neighborhoods to ensure that Central Baltimore residents can remain in their communities and benefit from reinvestment momentum. To achieve this vision, the *Front and Center Plan* complements the *2012 HCPI Action Plan* by improving youth and family services, workforce opportunities, community health, and housing through the following recommendations:



**Youth and Families:** Increase access to existing youth programs; improve intergenerational engagement; increase job readiness; and develop parent engagement platforms.



**Workforce Development:** Coordinate job training with job growth; support residents through the employment process; remove employment barriers; and foster internship opportunities.



**Community Health:** Mobilize the expertise of local health providers to develop an intervention strategy for improving health outcomes; improve coordination of existing health services; pursue short term, highly focused health interventions that are simple and ready to implement.



**Housing:** Help elderly residents safely maintain their homes and age in place; preserve and improve housing affordability in Central Baltimore.

Like the *2012 HCPI Action Plan*, implementation of the *Front and Center Plan* will require the collaboration of many stakeholders, such as neighborhood associations, local businesses, major property owners, nonprofits, and government entities. Central Baltimore Partnership will leverage its role as a convener to guide these stakeholders toward the realization of an inclusive, equitable Central Baltimore.

## CHAPTER ONE:

# INTRODUCTION



### Purpose of Plan

#### Geographical Focus

The *Front and Center Plan* will improve access to economic and social opportunity and improve the quality of life in six Central Baltimore neighborhoods, so that all Central Baltimore residents can remain and thrive in their communities and benefit from our reinvestment momentum. This *Plan* encompasses six

of the ten neighborhoods covered by the *Homerwood Community Partners Initiative (HCPI) Plan: A Call to Action*. (Found in Appendix A). The six neighborhoods in focus - referred to as Target Neighborhoods in this *Plan* - are Barclay, Charles North, Greenmount West, Harwood, Old Goucher, and Remington (see Figure 3 for a map of these neighborhoods).

## Central Baltimore Partnership

The Central Baltimore Partnership (CBP) is a hub, and a convener, of interconnected but sometimes independent efforts and networks. Our catchment area boasts a collaborative spirit among neighborhood associations, private businesses, major property owners, and non-profit organizations that comprise a well-respected and multi-faceted partnership. In 2012, Joe McNeely, Executive Director of CBP, led the ten HCPI neighborhoods through an extensive community-led planning process commissioned by Johns Hopkins University. This effort culminated in the *2012 HCPI Action Plan*. Upon its completion, CBP adopted the *2012 HCPI Action Plan* as our work strategy and expanded our boundaries to incorporate all ten neighborhoods. This 5-year *Plan* included 29 recommendations that all continue to guide our work (a summary of the *2012 HCPI Action Plan* recommendations is in Appendix B). Recommendations include attracting 3,000 new

households over ten years, leveraging public-private partnerships to create safe neighborhoods, improving and creating affordable and market-rate housing, eliminating vacant properties, revitalizing commercial districts, improving public schools, and advancing economic mobility for low-income and minority residents.

## Progress Since 2012

Using a grassroots, collaborative approach, CBP has worked with over 100 partners to make significant progress toward realizing the *2012 HCPI Action Plan*. For example, the vacancy rate in Central Baltimore has decreased by 53 percent and the population increased by 1,000 households since 2011. Between 2014 and 2016, 765 new housing units opened in our neighborhoods, including 500 newly-constructed units and 265 rehabilitated, previously vacant units.

To create or improve neighborhood gathering places and support grassroots problem-solving, CBP



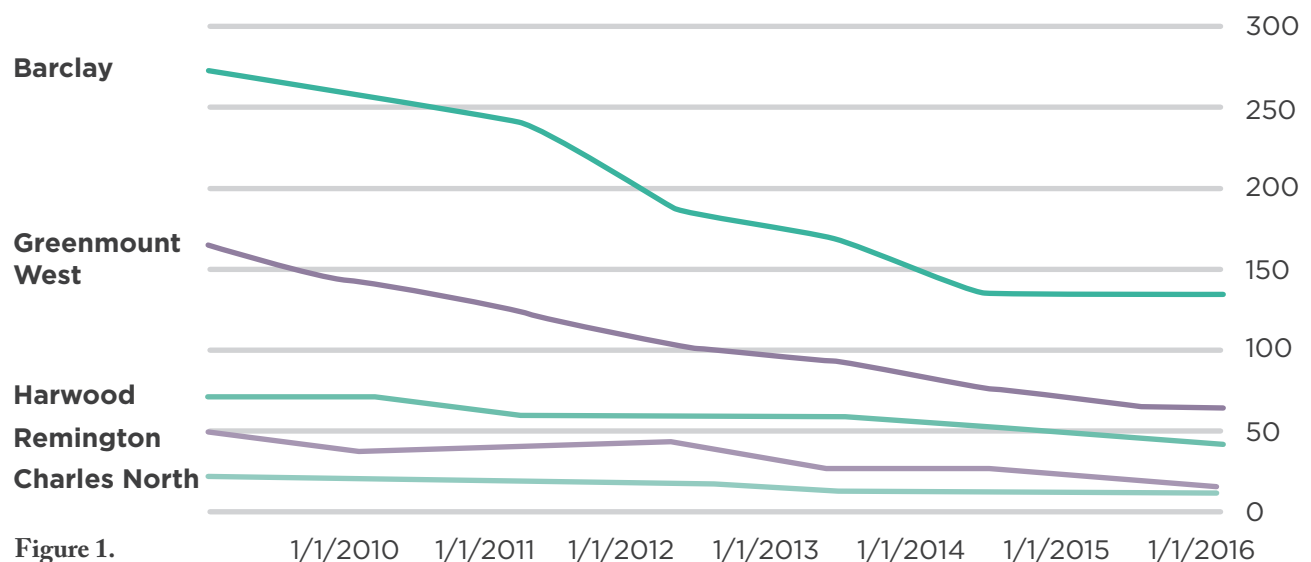
*Telesis Baltimore Corporation's mixed-income apartments in Barclay, completed Summer 2017. Photo Credit: Telesis Baltimore Corporation.*



*Residents can rent garden plots in the Sisson Street Lot in Remington. This project was funded by the Central Baltimore Partnership's Community Spruce-Up Program. Photo Credit: Central Baltimore Partnership.*

## 1. Vacant Building Notice, 2010-2016

Between 2010 and today, the ten HCPI neighborhoods together went from 591 to 280 vacants in this period, a 53% decrease.



launched a community improvement grant program: The Community Spruce-Up Grant Program (generously funded by Johns Hopkins University and Maryland Department of Housing and Community Development). This high-impact program has supported 38 community projects to convert blighted spaces into community assets such as playgrounds and pocket parks. Spruce-Up has funded almost \$600,000 in capital improvements grants and leveraged a total investment impact of approximately

\$2 million.

A Public Safety Task Force was established to convene the commanders of the three Police Districts that serve Central Baltimore, community leaders and area stakeholders to strategize around public safety concerns. Compared to other parts of Baltimore City, Central Baltimore has witnessed a significant decrease in crime in part due to the Charles Village Benefits District Safety Expansion Program. Other major quality-of-life initiatives underway including traffic calming, streetscaping and transportation



## 2. Vacant Building Notice, 2010-2016

Between 2010 and today, the area of Baltimore City not covered by HCPI remained roughly constant at 16,000 vacants.

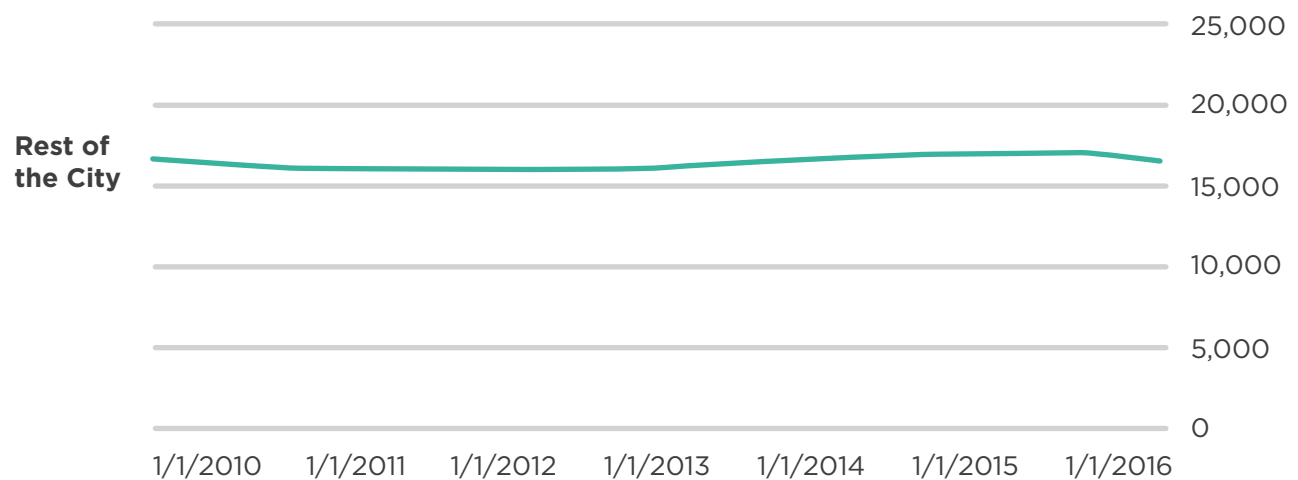


Figure 2.

enhancements.

Like our residential areas, the commercial districts in Central Baltimore have seen dramatic improvements. More than anywhere else in Baltimore, large, long-vacant commercial and industrial buildings have been given new purpose. CBP has supported these improvements by working with private partners, City and State government, and others to acquire problem properties, develop and implement promising re-use strategies. These strategies include large-scale redevelopment such as, on North Avenue:

- the conversion of the former Joseph Banks Warehouse to the Maryland Institute College of Art's Lazarus Graduate Center;
- conversion of the former Center Theatre into a vibrant center housing nonprofit revitalization groups, the Hopkins/MICA joint film program, and a technology firm;
- a Motor House--once an auto dealership--is now a bustling center for arts-related organizations.

At a smaller scale, along Greenmount Avenue, the Waverly Main Street program has made improvements to the year-round Farmers Market, strategically acquired problem properties, and launched a facade improvement program involving more than two dozen businesses. On lower Charles Street, CBP has worked with business owners to advocate for streetscape improvements - work that resulted in the installation of pedestrian lighting along five blocks - identified and helped market properties available for lease, and connected business owners to services such as marketing, financing, and legal assistance.

Two Central Baltimore Elementary/Middle Schools, Barclay and Margaret Brent, have benefited from significant investment by Johns Hopkins University (JHU) in partnership with Strong City Baltimore. Johns Hopkins University has tapped the expertise of its Whiting School of Engineering and School of Education to enhance the STEM curriculum at Barclay and the STEAM (integrating arts with math and science) at Margaret Brent. Since 2014, JHU has invested over \$4 million in curriculum development, teacher professional development/training, out of classroom programming, capital improvements, and new technology.

As we move forward and given the successes of the last five years, CBP will continue to be guided by the recommendations outlined in the *2012 HCPI Action Plan*. This planning process affirmed the relevance and community support for those goals, and allowed for significantly strengthening that Plan by adding these new goals.

## **Why a new plan?**

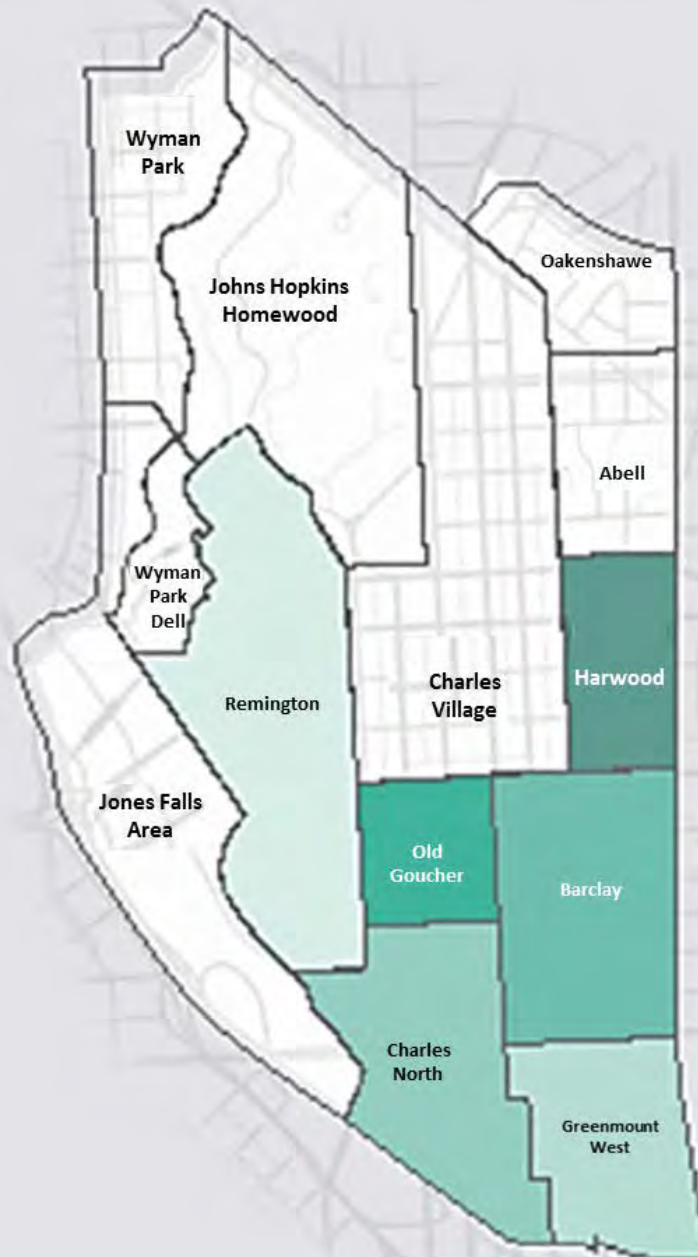
While new investment has created more stable neighborhoods and commercial areas, attracted new residents, and offered new education and recreation opportunities, the primary focus of CBP's work has been on real estate and other capital improvements. After decades of disinvestment, it was crucial to reverse the consequences of vacant properties, which are directly correlated with violent crime, fire, and other hazards. To make our 29-goal agenda achievable, CBP needed to address high vacancy rates and, with the help of private developers, new and longtime residents, the City - especially its Vacants to Value initiative - and State resources, we have dramatically reduced the number of vacant properties in Central Baltimore. Eliminating vacant properties has substantially improved the quality of our neighborhoods, and now this foundation can support efforts to address equally important social and economic challenges facing many Central Baltimore residents.

The six Target Neighborhoods continue to face significant socio-economic challenges, suggesting that revitalization success to date may not be sufficient to overcome them. It is evident that residents in the Target Neighborhoods continue to experience high rates of poverty, unemployment, and barriers to education. Census and other data (shown later in this *Plan*) indicate that Target Neighborhood residents have lower income, higher rates of unemployment, more exposure to crime and are more likely to live in substandard housing than residents in the other four neighborhoods in Central Baltimore.



## Plan Geographic Area

**Figure 3.**  
Map of Central  
Baltimore Front  
and Center  
Plan Target  
Neighborhoods  
(In green)



## Front and Center Process

### 1 Understanding Existing Conditions

July 2016 to February 2017

- CBP Experience
- Data
- Surveys
- Focus Groups
- Work Groups

### 2 Making Preliminary Recommendations

March to April 2017

- Challenge
- Opportunity
- Quantitative & Quantitative Analysis

### 3 Developing the Final Plan

May to July 2017

- Findings
- Actions
- Programs

## Making Equity Front and Center

Many goals in the *2012 HCPI Action Plan* incorporate the objective of creating more opportunity. But in addition to the HCPI efforts already underway, neighborhood leaders and other stakeholders believe we need more explicit, intentional and direct efforts to ensure that residents in the Target Neighborhoods have better access to economic opportunity.

The progress of the *2012 HCPI Action Plan* has been highly visible because it has impacted the physical development of public spaces in Central Baltimore. CBP grappled first with the urgent challenges associated with vacant property. So far, less emphasis has been placed on creating equity and ensuring fair

access to opportunity.

To develop sound strategies for equitable development, CBP embarked on a community-led comprehensive planning process supported by the Wells Fargo Regional Foundation National Pilot Neighborhood Planning Grant. PolicyLink, a leading national research and action institute advancing economic and social equity, defines equitable development as “an approach to creating healthy, vibrant, communities of opportunity. Equitable outcomes come about when smart, intentional strategies are put in place to ensure that everyone can participate in and benefit from decisions that shape their neighborhoods and regions”.

This planning process resulted in the *Front and Center Plan: A Comprehensive Equity Strategy for Central Baltimore*. The *Plan* complements the 2012 *HCPI Action Plan* but focuses on improving youth and family services, workforce opportunities and



## Planning Process

The planning process was conducted from July 2016 to July 2017. The *Front and Center Plan* was developed via a community-driven planning process reinforced with quantitative analysis. CBP incorporated a participatory planning that gathered the input and support of community residents and other key stakeholders and in hopes of mobilizing the community support that will be essential to implement this plan.

**Pre-Planning: Laying the Groundwork:** Prior to seeking funding for the *Front and Center Plan*, CBP staffed two brainstorm sessions with Central Baltimore stakeholders to assess the need to expand CBP's equitable development agenda, specifically in the Target Neighborhoods. The planning team was composed of CBP staff and partners to help advise the process, and CBP formed a Leaders Advisory Committee composed of community leaders from the six Target Neighborhoods. The Leaders Advisory Committee was essential to developing an effective community outreach strategy for resident participation. The resident leaders advised the Planning Team on anticipated roadblocks, solicited Resident Satisfaction survey collectors, and



*Residents of all ages participated as survey collectors during the planning process. Photo Credit: © 2016 Edward Weiss*

identified opportunities for collaboration with other organizations.

## 1 Understanding Existing Conditions

The Planning team collected quantitative and qualitative data to better understand the factors influencing the choices families make and the gaps in services as well as to assess broader socio-economic conditions and trends.

• **The Resident Satisfaction Survey provided broad-based neighborhood perception baseline data.** Over 200 Resident Satisfaction surveys were completed from August 2016 and February 2017. The survey process gave the planning team an opportunity to speak to a large number of residents, broadening our reach beyond the residents who often participate in community meetings and events, thus making this process more inclusive. Through the survey process, the planning team

## Resident Satisfaction Survey

Data based on the surveys collected from 200 residents in Target Neighborhoods (TN), not on data from *all* residents in these areas.



**46% are new residents**  
(lived in TN for 1-5 years)



**Current residents:**  
**24% home owners, 73% renters.** New residents:  
**41% renters, 50% home owners**



**New residents:**  
**58% African American & 42% white, mixed race, Asian or other**



**85% satisfied living in their community**



**75% would continue to live in their community if they had the choice to leave**



**Safety: 14 % feel unsafe walking in TN during the day & 45% feel unsafe at night**

identified new partners and residents who wanted to actively participate in the process through Focus Groups and Work Groups. To conduct surveys, the planning team partnered with Baltimore City's YouthWorks Program and the Inspiration Factory to employ thirty Baltimore City youth to conduct surveys. The team was also able to hire fifteen residents of the Target Neighborhoods, who received stipends for working as survey administrators.

• **Focus Groups helped the Planning Team better understand the community's priority needs and concerns.** The planning team conducted targeted outreach to trusted service partners - AHC, Inc. of Greater Baltimore, People's Homesteading Group, and Barclay's Nate Tatum Community Center

- who helped identify and convene residents to participate in small-setting Focus Groups. Three Focus Groups were held in different Target Neighborhoods with a total attendance of thirty residents. Across the three Focus Groups, residents identified insufficient access to youth services, job opportunities, and health services as the most significant needs of families in their communities. Housing affordability was also considered a critical concern. These issues directly guided the goals and framework of the *Front and Center Plan*. The contributions of the Focus Group participants were invaluable to this planning process the development of the recommendations outlined in Chapter 3.



The Focus Groups provided a valuable opportunity to engage with residents who are often not involved in community associations and planning processes. These Groups allowed for more intimate dialogue around issues that are often difficult to discuss in larger groups and open meetings. This setting provided the Planning Team with a deeper understanding of community concerns while unlocking new leadership in the community. The Focus Groups helped establish trust and seemed to increase resident commitment to implementing the solutions to the problems they identified.

• **Quantitative data contextualized the resident narratives we collected through Focus Groups and Surveys.** A Data Work Group was created to help the planning team decide what data indicators would inform a general understanding of existing conditions as well as highlight the specific areas of resident concern. To evaluate the existing socioeconomic and demographic characteristics of Target Neighborhoods, the planning team had access to the Reinvestment Fund's *PolicyMap* tool in addition to their guidance and expertise. Access to *PolicyMap* was also given to ten community partners and/or community associations.

The data collected by the Data Work Group supports the reason for targeting these six neighborhoods: residents in the Target Neighborhoods have relatively low median household income level of \$35,000 compared to the \$42,000 median household income of Baltimore City. The poverty rate in the Target Neighborhoods of 25 percent is much higher than the 19 percent poverty rate in Baltimore City. Unemployment in the Target Neighborhoods is also much higher than in the City as a whole

## 2 Preliminary Recommendations

**Phase 2: Preliminary Recommendations:** Work Groups developed the *Front and Center Plan* recommendations through data-driven, issue-specific sessions. In the second phase of the process, the Planning Team coordinated Work Groups made up of residents, existing and new service providers, and key stakeholders to analyze existing conditions and develop preliminary recommendations. Three Work Groups were formed in response to the three major themes that emerged from Phase 1: youth and family services, workforce development and community health. This process involved:

- An initial meeting at which each Work Group reviewed data and developed preliminary findings and recommendations.
- A Public Forum garnered community input for the preliminary recommendations made in each of the issue areas.
- A final Work Group meeting evaluated the pros and cons of each recommendation and refined them.



*Workshop with community members and other stakeholders.*  
Photo Credit: Neighborhood Design Center

- **Public Forums served as the platform for sharing the preliminary findings from the planning process.**

Four public forums allowed CBP to share the resident-driven preliminary findings with community stakeholders and continue to build relationships and identify new partnerships to implement the plan. CBP used its long-standing Partners Meetings (held five times a year) for these public forum settings. CBP's partnership model brings together a wide array of community stakeholders, resources, expertise, and perspectives to bolster collective community change. CBP's success lies in the powerful connections made between partners who support, elevate and challenge each other by leveraging resources, building organizational capacity, and empowering grassroots revitalization. At these meetings, participants considered the *Front and Center Plan* recommendations in the context of the existing *2012 HCPI Action Plan*.

- In July 2016, the planning team held the official launch of the planning process and began engaging potential surveyors. Over sixty people participated in this event.
- In October 2016, the planning team held another public forum to begin assessing the progress that was made from the *2012 HCPI Action Plan*. Twenty people participated.
- In March 2017, a third public forum was held to present the analysis of existing conditions and collect community input on the preliminary recommendations made by the Work Groups. Twenty-five people participated.
- On May, 10 2017, a final public forum was held to prioritize recommendations. Over forty people participated.

## 3 Final Plan

**Phase 3: Final Plan:** The last phase of the planning process organized existing conditions and final recommendations into this written report.

- The Planning team organized the final Work Group recommendations into themes and categories.
- The community provided input on the final recommendations through a public forum.
- Recommendations were presented to the Central Baltimore Partnership's Steering Committee for approval.
- The *Front and Center Plan* is presented to the community amid celebration.

• **Expanding Access to Services:** By employing a community-driven planning process that engaged the Target Neighborhoods in various ways, the Planning Team identified urgent community concerns which the *Front and Center Plan* now sets out to address: expanding access to workforce opportunities, youth and family services and health. Additionally, by actively and intentionally including community residents in every stage of the planning process, the Planning Team has remained accountable to the community, ensuring that the *Plan* is a reflection of community aspirations and benefits from the expertise of professionals experienced in meeting the needs identified. Though this process, the planning team has built trust and garnered commitment from residents and organizations essential to realizing the recommendations outlined in the *Front and Center Plan*.





## History

Central Baltimore has a long history of growth, development, and change that is essential to understanding the challenges and opportunities residents face today. This history of Central Baltimore is adapted from a longer document provided by our partner Eli Pousson, Harwood resident and Director of Preservation and Outreach at Baltimore Heritage.

The full version of this history is included in Appendix C.

Before Baltimore City annexed the area in 1818, the sparsely developed land above Boundary Avenue (now North Avenue) was part of Baltimore County. Early industrial development of the area was supported

by the Jones Falls River, and furthered by the construction of the Baltimore & Potomac Railroad and Union Station (now Penn Station) in 1872-73. In 1870, the Peabody Heights Company formed and bought fifty acres of land bordered by 27th Street, 31st Street, Maryland Avenue, and Guilford Avenue. While the Company's original building restrictions were too prohibitive to attract upper and middle class home-buyers, in 1896 the Company modified the restrictions and residential growth accelerated. Anchor institutions like the Women's College of Baltimore City (renamed Goucher College) and Lovely Lane Church also moved into Central Baltimore in the late 1800s. In 1902, Johns Hopkins University acquired the former Homewood estate and began to relocate their campus from downtown Baltimore to Central Baltimore.

The Peabody Heights Company's efforts to enforce segregation limited the number of African American residents in the area. In 1898, 755 black residents made up only fourteen percent of the population of the twelfth ward (an area bounded by the Jones Falls River, Wyman Park, Greenmount Avenue, and E. 39th Street). White residents formed the Homewood Protective Association to promote segregation and discourage industrial and commercial development. Their efforts were successful above North Avenue, but new factories and businesses opened around North Avenue and Penn Station. The Bell Foundry moved to Calvert Street in the late 1800s, the Crown Cork & Seal Company (now the Copy Cat Building) opened a factory on Guilford Avenue in 1897, the Morgan Millwork Company (now the MICA Graduate Center) opened around 1910, and the Lebow Building (now the Baltimore Design School) opened in 1914.

The 1930s, 1940s, and 1950s were a period of change for Central Baltimore as the blocks around Charles Street and North Avenue developed into a retail and entertainment destination. Several buildings were constructed or renovated for commercial use, including the Parkway Theatre (1915), the North Avenue Market (1928), the Centre Theatre (1939), and the Times Theatre (1939). Automobile dealerships and service stations proliferated along North Avenue and Howard Street, including Eastwick Motors (1914), Oak Street Garage (1924), and the Eastwick Motor Company (1924).

The commercialization of Central Baltimore led older white residents to move away, creating new opportunities for African Americans seeking housing outside the crowded neighborhoods of east and west Baltimore. When the racial covenants preventing African Americans from purchasing homes in Central Baltimore became illegal in 1948, and the *Brown v. Board of Education* decision began the desegregation of Baltimore's public schools, even more white residents moved to the segregated white suburbs. Local churches and institutions were also on the move, including Goucher College, which completed its relocation to Towson in 1954. White flight was reflected in Central Baltimore's racial demographics: the area bounded by Saint Paul Street, E. 24th Street, Greenmount Avenue, and North Avenue shifted from 27 percent African American in 1940 to 77 percent African American in 1960.

In the 1960s, a host of formal and informal organizing efforts began to respond to the changes and challenges that emerged in Central Baltimore after World War II. Notable organizations include the Greater Homewood Community Corporation



*A view of rowhomes in Greenmount West. Photo Credit: Central Baltimore Partnership*

(incorporated 1970) and the Charles Village Civic Association (incorporated 1972). The Model Urban Neighborhood Demonstration Program (MUND), begun in 1968, encouraged economic and political empowerment in the primarily African American neighborhoods of Barclay and Old Goucher. MUND opened a “multipurpose community center” on Kirk Avenue and 22nd Street and proposed a development plan for “upgrading 150 blocks of central Baltimore”. Cuts to federal funding ended MUND’s organizing efforts in 1971, but the group left a remarkable legacy of resident leadership. In the early 1970s, the Harwood Improvement Association and the Baltimore City Tenants Association continued to advocate for low-



*Zion Revival Temple Of Apostolic Faith (Former Oak Street A.M.E. Church, 1905), 2311 N. Howard Street, Baltimore, MD 21218. 2017 April 28. Photo Credit: Eli Pousson, Baltimore Heritage*



*The Costley, Gibbons, Hawkins and Banks families enjoy relaxing in front of their homes on the 200th block of 24th St. August 1, 1969. Photo Credit: The University of Baltimore, (CC BY-NC-ND 2.0)*





*Margaret Brent Elementary/Middle School (School No. 53), 100 E. 26th Street, Baltimore, MD 21218. Photo Credit: Eli Pousson, Baltimore Heritage*

income residents.

In 1973, another wave of federal funding led to the construction of low-income housing in Central Baltimore, including the construction of The West Twenty (1973, now J. Van Story Branch, Sr. Apartments), Wyman House (1975), and The Brentwood (1976). Baltimore City also replaced and expanded aging school buildings, including the addition of a recreation center to Barclay Elementary/Middle School (1959), the opening of Dallas F. Nicholas Sr. Elementary School (1976), and the construction of a new building for Margaret Brent Elementary/Middle School (1976-1977).

Despite these new investments, residents of Central Baltimore faced serious challenges with poverty, addiction, and violence. An August 1970 Sun profile of the area between 21st and 24th Streets, N. Calvert Street and Greenmount Avenue describes residents “caught up in the overwhelming nightmare of heroin addiction, fear and violence.” The account quotes



*The Village Learning Place, 2521 Saint Paul Street, Baltimore, MD 21218. Photo Credit: Eli Pousson, Baltimore Heritage*

Mary Johnson, a resident on the 400 block of E. 21st Street, explaining: “It used to be a beautiful thing living here. There were no problems.” Unfortunately, drug activity and the violence associated with the trade began to dominate the neighborhood. Harry Smith, MUND’s project director, is quoted: “We’ve had a tremendous number of complaints from people in the neighborhood who are afraid to leave home at night or even sit on their steps because of the drug users.”

The challenges that emerged in the 1960s have persisted through to the present, but residents continue to fight for positive change. When the Enoch Pratt Free Library announced plans to close the Saint Paul Street Branch in the mid-1990s, residents organized and established The Village Learning Place, an independent, nonprofit community library. Several new community organizations and supporting partners were established in the 2000s and early 2010s,



*The Wells Fargo Regional Foundation and the Central Baltimore Partnership launch the Front and Center Planning Process in July 2013. Photo Credit: © 2016 Edward Weiss*

including Station North Arts & Entertainment, Inc. (2005), the Central Baltimore Partnership (2008), the Greater Greenmount Community Association (2008), and the Greater Remington Improvement Association (2010). Residents and partners often organized around concurrent community planning efforts, including the Barclay-Midway-Old Goucher Area Master Plan (approved in June 2005), the Greenmount West Area Master Plan (approved in December 2010), and the Old Goucher Vision Plan (developed 2013-2016). The collaborative efforts of these organizations has led to more than \$600 million in reinvestment and the rehabilitation and construction of more than 1,000 housing units in Central Baltimore since 2012.

Today, Central Baltimore is a racially diverse, increasingly international community of ten unique neighborhoods at the heart of Baltimore City. These ten neighborhoods are home to three anchor

institutions - Johns Hopkins University, Maryland Institute College of Art, and University of Baltimore - and landmarks like Penn Station and the Baltimore Museum of Art. The Station North Arts and Entertainment District, spanning Charles North and Greenmount West, attracts artists and small businesses and contributes significantly to Central Baltimore's historic commercial corridors. The resident leadership of the 1960s and 70s lives on through a web of active community associations, community centers, and service providers who strengthen the ten neighborhoods. Through a long and rich history, Central Baltimore has emerged as a desirable and



## **Research of Existing Conditions**

The following demographic analysis uses data from the Census and the American Community Survey. It aggregates and compares statistics for the Target Neighborhoods - Greenmount West, Harwood, Barclay, Charles North, Old Goucher, and Remington (Census Tracts 20013, 20014, 20015, 20016, and 20017) - to Baltimore City and to the other four neighborhoods in Central Baltimore.

While the percentages look discouraging in many of these categories, the absolute numbers are relatively small. Given the capability of CBP and its partners, and the other four neighborhoods in Central Baltimore that have strength in income, education, and employment, there is potential to improve the conditions of the more challenged families of the target area.



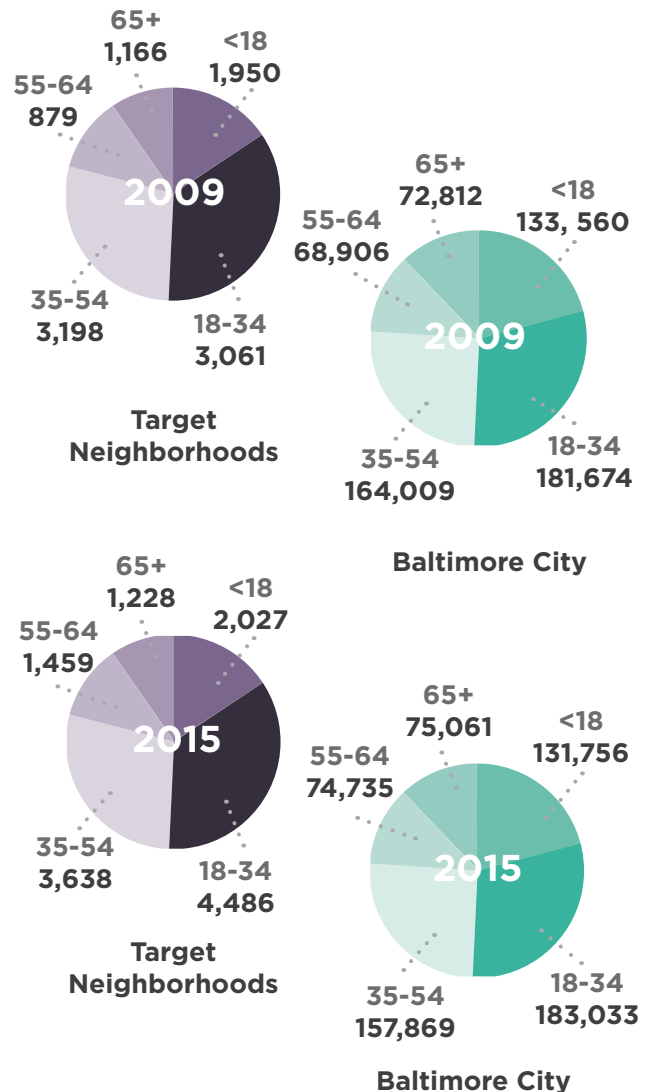
## Population

From 2011 to 2015, there was extremely high growth in the number of households (20 percent), relative to Baltimore City as a whole (1.4 percent). See Figure 9. The slower growth in population (a 12 percent population increase from 11,467 to 12,838 people), results in a 6 percent drop in average household size in the Target Neighborhoods (See Figures 5 and 6). Within the statistics of population and household change, we note extremely slow growth of the population 18 years of age and younger and the population 65 years and older, but high growth of 18-34 year olds and 55-64 year olds. See Figure 4.

The increase of approximately 850 households in the Target Neighborhoods in five years is one-third of the HCPI ten year growth goal. Part of the population growth in the Target Neighborhoods can be attributed to the development of 765 new housing units and the restoration of approximately 250 vacant units to occupancy in Central Baltimore, many of which are within the Target Neighborhoods.

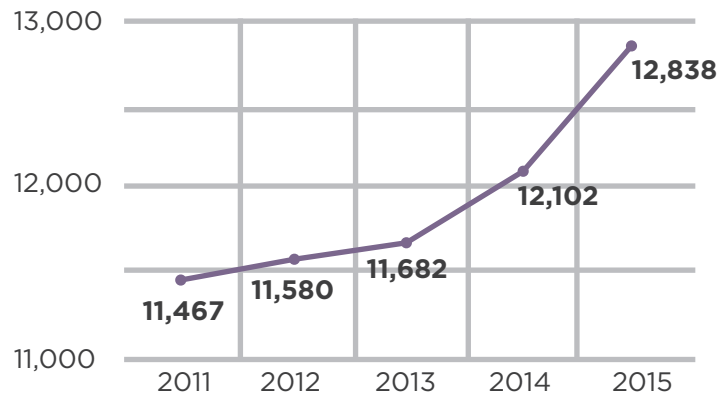
The Target Neighborhoods are more diverse than Baltimore City as a whole. See Figure 7. A higher percentage of the population identifies as White or Other compared to the City as a whole. Notably, the Hispanic or Latino population grew by 35.5 percent and Asian population grew by 14 percent from 2009 to 2015 in the Target Neighborhoods, similar to the growth of those populations in Baltimore City. Clearly, as vacant properties were put back in service and new housing units created, the area attracted a more diverse population.

### Estimated Age Distributions



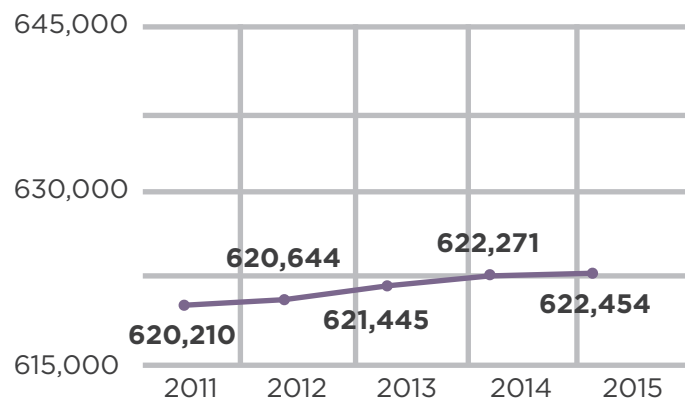
**Figure 4.** Source: American Community Survey 5-Year Estimates, 2011-2015, 2005-2009

## Population Trend of Target Neighborhoods from 2011-2015



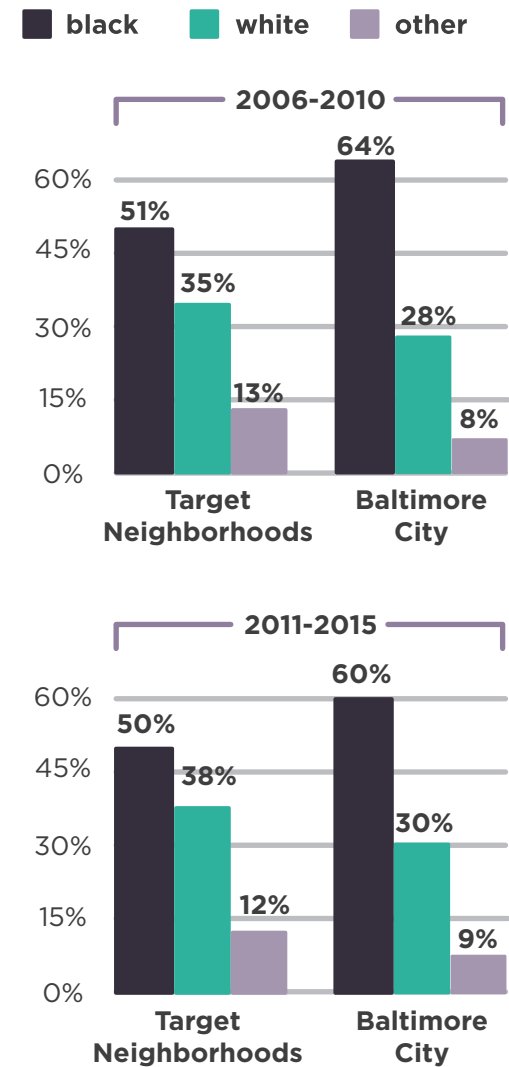
**Figure 5.** Source: 2011-2015 American Community Survey 5-Year Estimates

## Population Trend of Baltimore City from 2011-2015



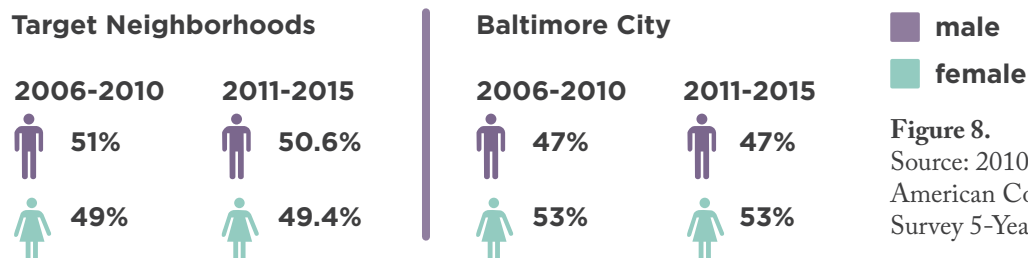
**Figure 6.** Source: 2011-2015 American Community Survey 5-Year Estimates

## Estimated Ethnicity Distributions



**Figure 7.** Source: 2011-2015 American Community Survey 5-Year Estimates, 2006-2010

## Estimated Gender Distributions in 2015



**Figure 8.** Source: 2010, 2011-2015 American Community Survey 5-Year Estimates

## Estimated Household Types in Target Neighborhoods (TN)

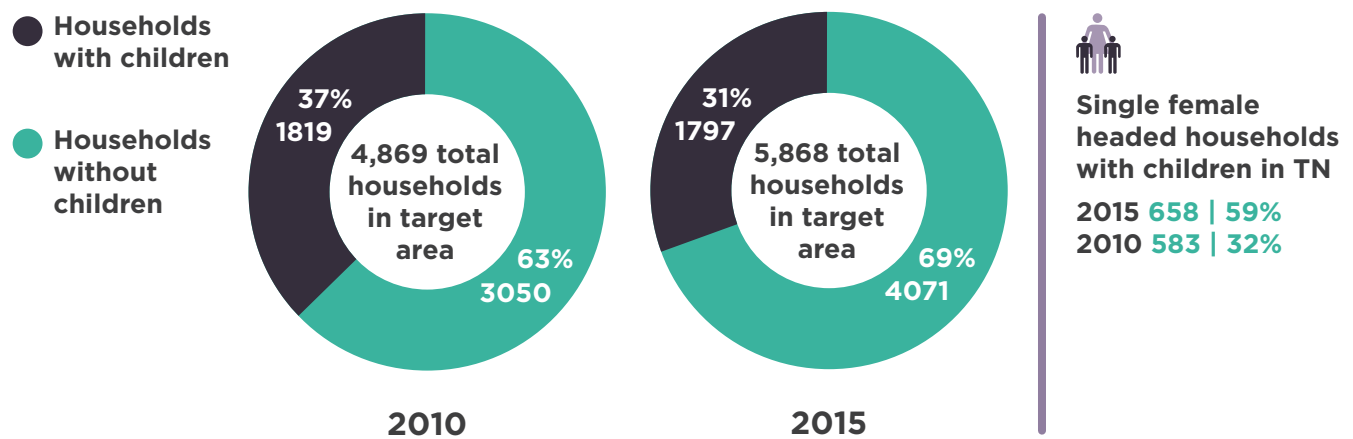


Figure 9. Source: 2010, 2011-2015 American Community Survey 5-Year Estimates



## Household Type And Income

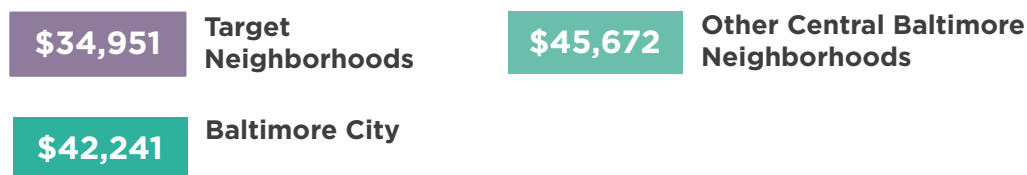
Statistics bear out the opinion of community leaders that there are many challenged families in the Target Neighborhood population. 25 percent of households have poverty incomes; 49 percent of children are in poverty. Moreover, although there are one-third fewer households with children than five years ago, they are more likely now (54 percent of the time or 658 households) to be female-headed households than five years ago (32 percent or 583 households). To the extent these statistics indicate families in stress or distress, a

higher percentage of families today are more likely to be challenged. The rising urgency of these issues sensed by community leaders is borne out by the numbers.

In 2015, the median annual household income for the Target Neighborhoods was \$34,951. This level of income is strikingly lower than the median annual income for Baltimore City at \$42,241 and even lower than the median annual household income for the other four neighborhoods in Central Baltimore at \$45,672.



## Estimate of Median Household Income



## Households Living in Poverty



## Children (Under 18) Living in Poverty



**Figure 10.** Source: 2011-2015 American Community Survey 5-Year Estimates



## Housing and Homeownership

Due to intensive efforts to redevelop vacant and abandoned houses, the Target Neighborhoods witnessed a 39 percent reduction in vacant properties from 2010 to 2015, far exceeding the City as a whole, where the net number of vacants remained constant over that period. Through the concerted efforts of CBP and its partners, 765 new houses were created, 20 percent (151 units) of which are permanently affordable homes. In addition, approximately 250 vacant units were returned to occupancy. This level of early development of affordable units under a strategy which otherwise promoted building market value is a significant step in preventing displacement through rising property values.

As in many areas attracting new residents without children, the rental population is up and homeownership decreased by 15 percent from 2010 to 2015. In 2015, the homeownership rate in the Target Neighborhoods was 29 percent, which was far lower than the 47 percent City rate of homeownership. However, approximately 46 percent of homeowners surveyed have owned a home in the community for over ten years, suggesting there is stability in the neighborhood.

The resident satisfaction survey revealed that while many families would like to purchase a home, many cannot due to their personal finances. Through the Resident Satisfaction survey we learned that approximately forty two of respondents were homeowners and 127 were renters. Of the seventy six renters who would consider buying a home in the community, fifty reported their personal financial situation is a barrier to homeownership. There are several organizations in Central Baltimore working to make homeownership accessible to our residents through financial incentives and counseling that can help potential borrowers build their credit rating.

The high percentage of renter occupied households facing a cost burden and lower income households in the Target Neighborhoods suggest families are struggling to make ends meet. In the Target Neighborhoods, almost half (48 percent) of the renter occupied households face a housing cost burden, which is comparable to the percent of renter occupied households facing a cost burden in the City (52 percent). In addition, of these families, those in privately-owned low rent units are most subject to displacement.

## Estimated Housing Occupancy

### Target Neighborhoods



29% Homeowners | 71% Renters

### Baltimore City



47% Homeowners | 53% Renters

**Figure 8.** Source: 2011-2015 American Community Survey 5-Year Estimates

## Housing Burden

*Those with a housing burden spend more than 30% of their income on housing costs.*

### Target Neighborhoods

31%

Owner-occupied

49%

Renter-occupied

### Baltimore City

33%

Owner-occupied

52%

Renter-occupied

**Figure 11.** Source: 2011-2015 American Community Survey 5-Year Estimates



## Health

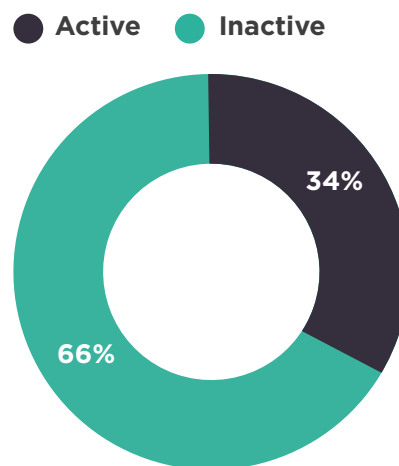
Rates of adult diagnosed chronic disease in Baltimore City and the Target Neighborhoods is similarly high, as seen in Figure 13. Similarly, there is a slightly higher percentage of the non-institutionalized population with a disability in the Target Neighborhoods at 17 percent compared to 15 percent in Baltimore City. Depression, one category of mental health issues that is tracked as an indicator of mental health more generally, is also diagnosed at a slightly higher rate in the Target Neighborhoods compared to Baltimore City (17 percent across the Target Neighborhoods vs. 15 percent in Baltimore City overall). In 2013, only 34 percent of adults in the Target Neighborhoods reported meeting physical activity recommendations compared to Baltimore. Eating habits are related to community health and as figure 14 shows, the Target Neighborhoods have sufficient access to supermarkets and large grocery stores. Finally, despite interventions, Baltimore City's infant mortality continues to be a challenge for many of Baltimore's families with 10.64 deaths/1000 live births (PolicyMap, CDC National Center for Health Statistics, National Vital Statistics System, 2013). The Target Neighborhoods have an even higher rate of infant mortality at 11.4 deaths/1000 live births.

### Estimated percent of total civilian non-institutionalized population with a disability between 2011-2015:

**15%** Baltimore City

**17%** Target Neighborhoods

### Estimated percent of adults reporting to meet physical activity recommendations in the past 30 days in 2013:



**Figure 12.** Source: 2011-2015 American Community Survey 5-Year Estimates, CDC BRF 55, Policy Map

## Percent of adults diagnosed with a chronic disease in 2013:

● Target Neighborhoods

● Baltimore City

Figure 13. Source: 2011-2015 American Community Survey 5-Year Estimates

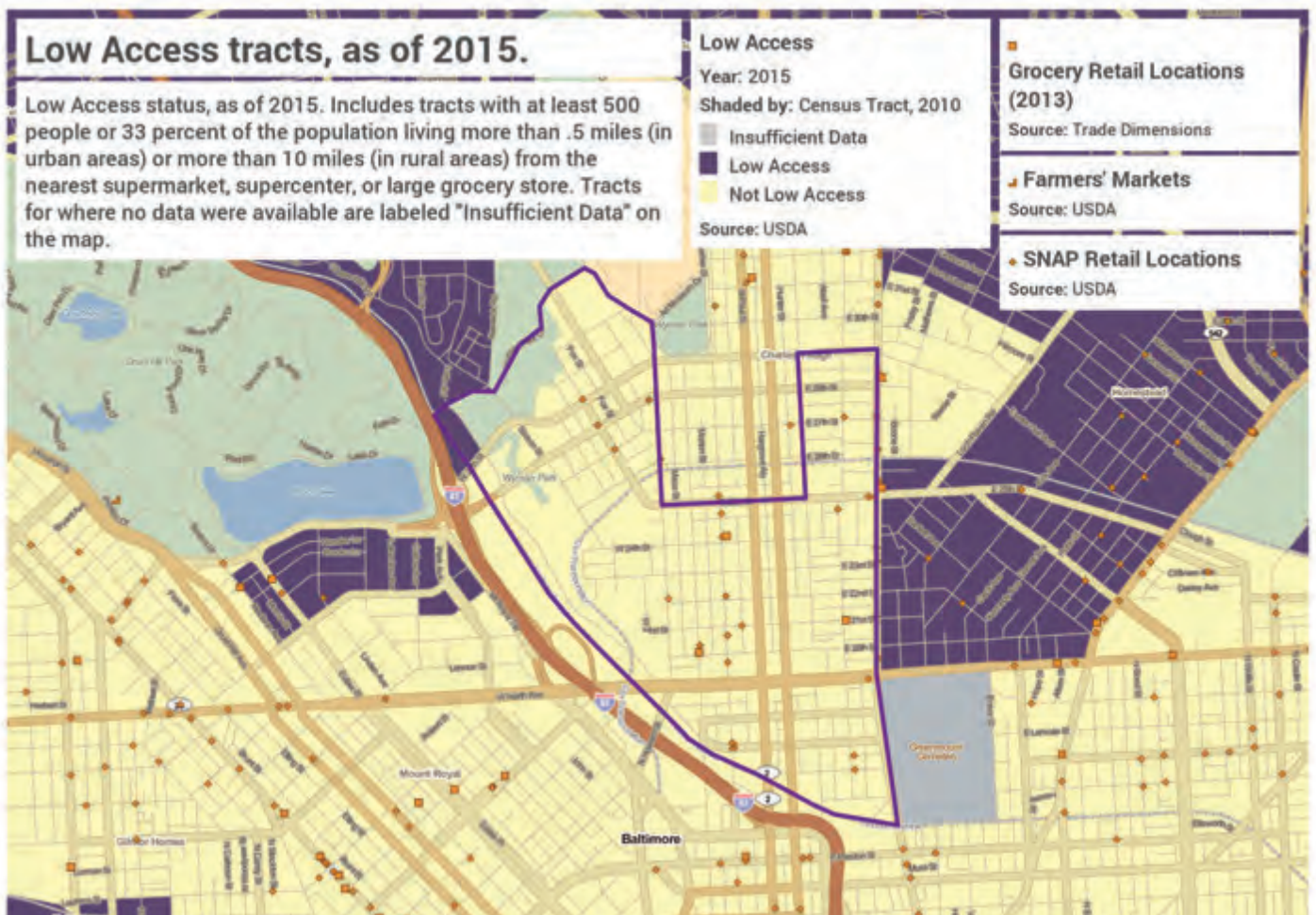
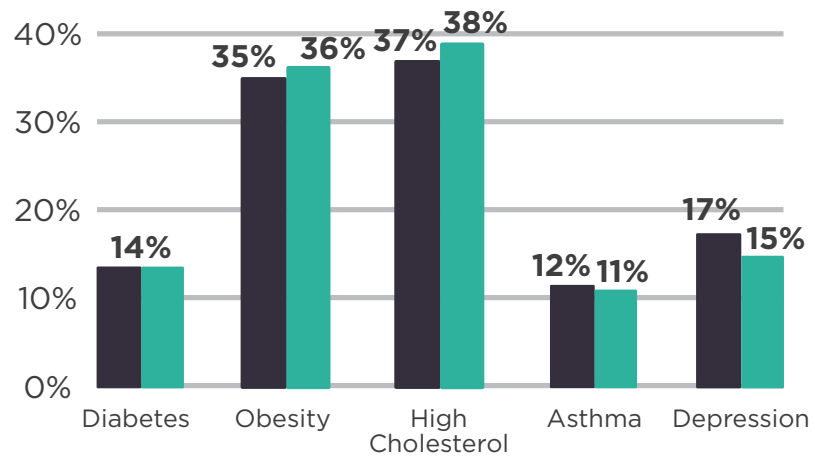


Figure 14.



## Employment

More of our residents are unemployed compared to the City as a whole. About 1,522 people are unemployed in the Target Neighborhoods, making up 16 percent of the population which is significantly higher than the unemployment rate of 12.6 percent in Baltimore City. Of the six Target Neighborhoods, Remington and Harwood have the highest unemployment rates at 17 percent and 18.5 percent, or 808 people altogether. The unemployment rate for 16-19 year olds who are not in school is 41 percent in the Target Neighborhoods and 35 percent in Baltimore City. Undoubtedly, the high proportion (9 percent) of residents who have less than a high school degree, contributes to unemployment and prevents those residents from meeting requirements to enter training programs or entry level positions.

In the Target Neighborhoods, 33 percent of female heads of household with children under 18 are not in the labor force compared to 21 percent in Baltimore City. Despite the high percentage when compared to Baltimore City, this is only 217 people. Residents identified the lack of available or affordable daycare providers as a barrier to employment. In the Target Neighborhoods, there are six daycare providers with capacity for 93 children, although there are 724 children under five who live in the Target Neighborhoods. This suggests an interesting possibility for increasing workforce opportunities for this segment of the population by providing adequate and affordable day care. Day care also affords the opportunity for employment and home-based businesses.



## Education

In 2015, the share of residents in the Target Neighborhoods who had completed high school lagged behind the City estimates of high school diploma/GED attainment. However, a higher number of residents in the Target Neighborhoods hold post-secondary degrees than the City population. The higher number of post-secondary degrees in the Target Neighborhood could be due to the presence of three universities and efforts to attract new graduates to stay in the area post graduation.

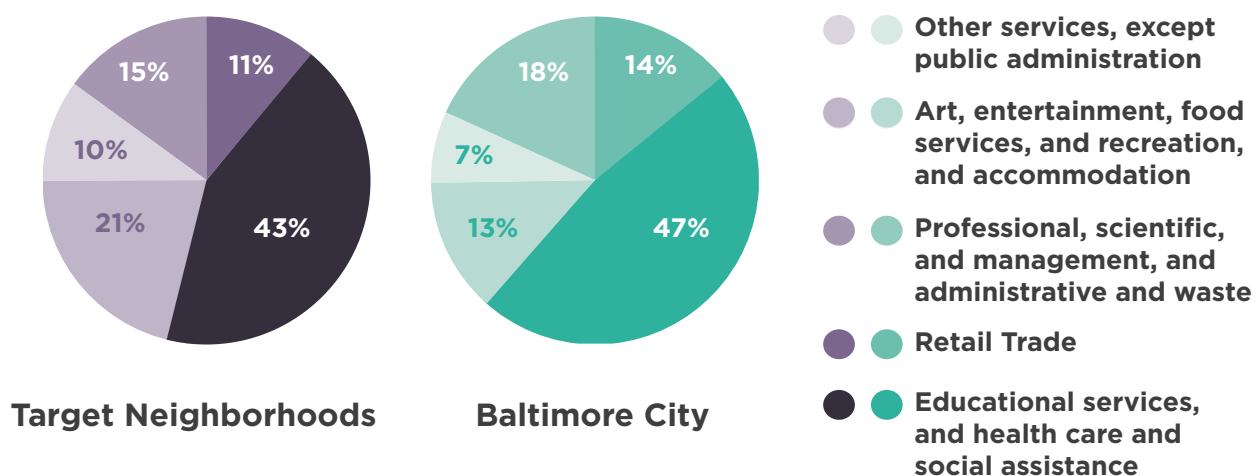


## Building Quality and Vacancy

Our survey and Work Group indicated a great concern in the community for the negative impact on health of poor housing conditions. Given the focus on real estate development over the last five years, major improvements to existing buildings have been made in addition to new development. The majority of buildings in the Target Neighborhoods received a good rating with inhabitable buildings and building vacancies concentrated along Greenmount Avenue. Newer residential and commercial buildings have excellent ratings. The large swaths of vacant lots in Figure 18 are actually a railroad right of way and unusable. The majority of the smaller vacant lots are spread out in Greenmount West, Barclay and Harwood are privately-owned lots with significant tax liens. Some of the City-owned vacant lots have been adopted by neighborhood associations and have been transformed into parks or community gardens.



## Employment by Top 5 Industries in 2015

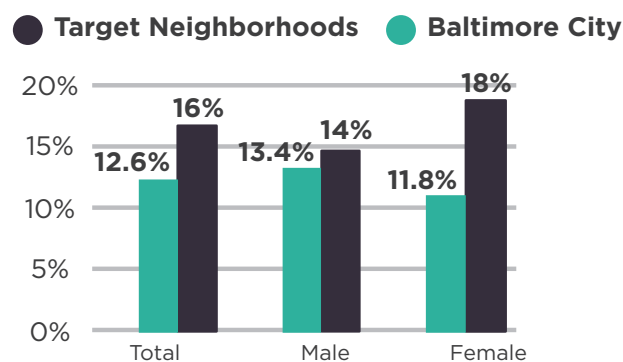


**Figure 15.** Source: 2011-2015 American Community Survey 5-Year Estimates

## Estimated Unemployment Rate for Population 20-64 Years Old

Harwood and Remington have the highest rates of unemployment for populations 20-64 at **18.5%** and **17%**.

**33%** of single female head of households with children under 18 are not in the labor force compared



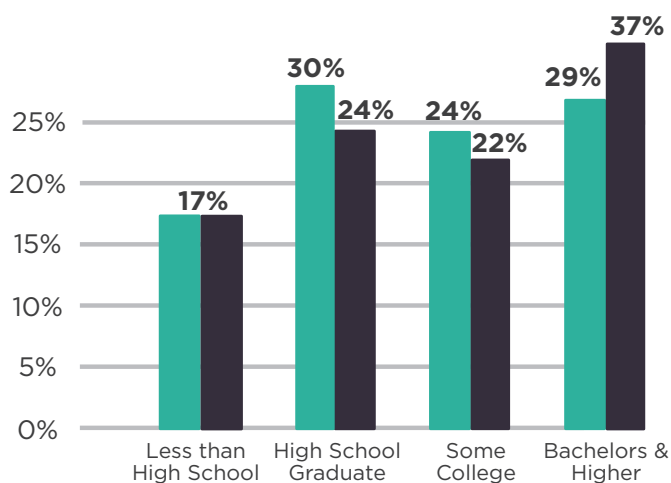
**Figure 16.** Source: 2011-2015 American Community Survey 5-Year Estimates

## Education Attainment

Estimated Percent of Educational Attainment for population over 25 years of age.

● Target Neighborhoods  
● Baltimore City

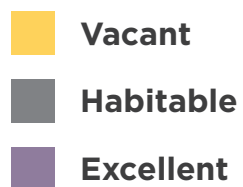
**Figure 17.** Source: 2011-2015 American Community Survey 5-Year Estimates





## Physical Building Conditions in Target Neighborhoods

Figure 18.

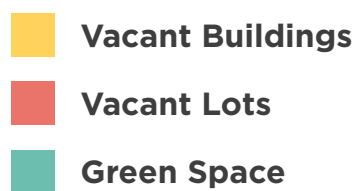






## Vacancy and Green Space of Target Neighborhoods

Figure 19.





## Crime

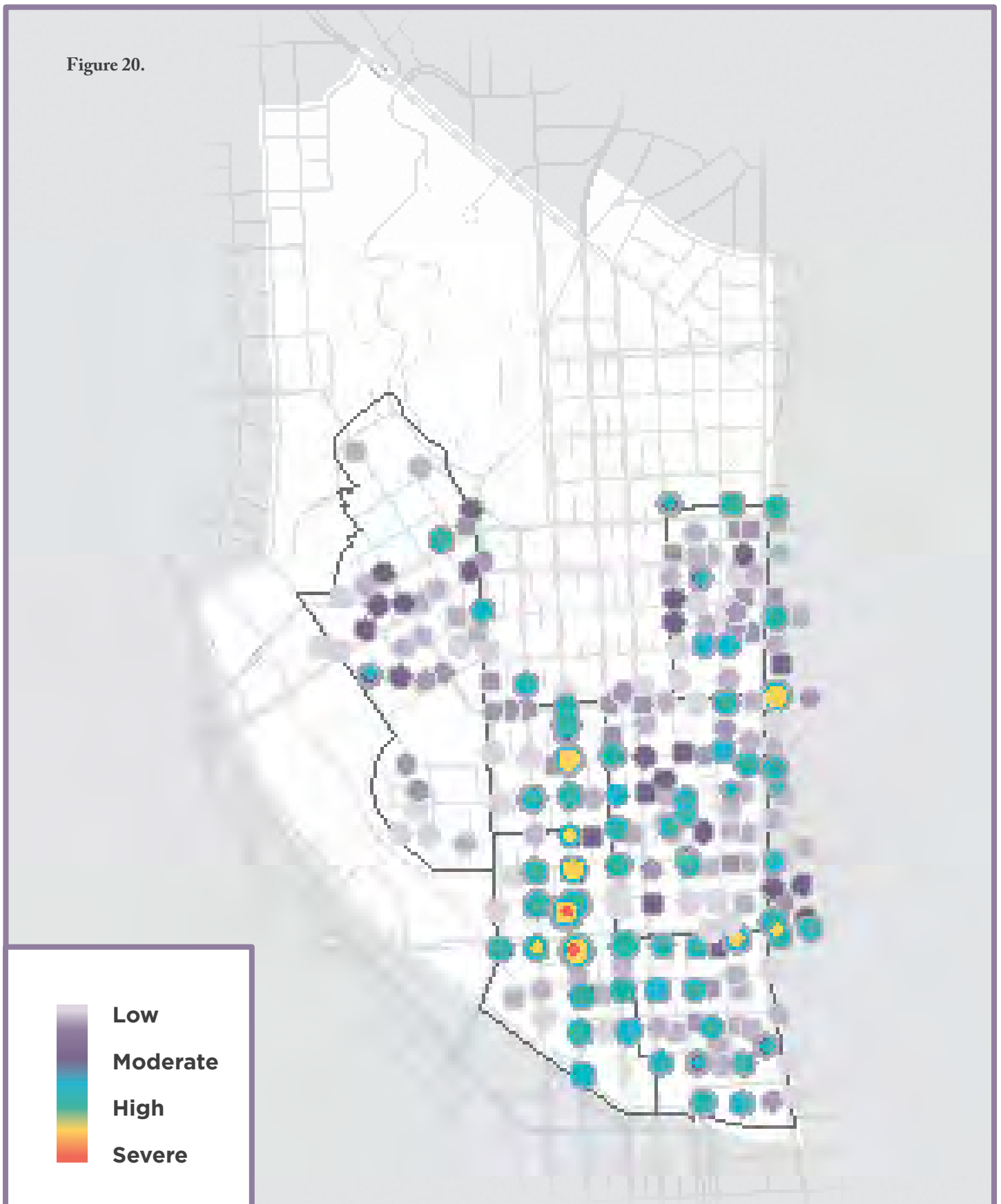
Data shows that between 2013 and 2017, the Target Neighborhoods experienced higher rates of Part 1 victim-based crimes (7,082/100,000), including homicide, shooting, rape, aggravated assault, or street robbery, than the other neighborhoods in Central Baltimore (3,507/100,000). However, through the Resident Satisfaction Surveys, we learned that the perception of crime in the Target Neighborhoods was inconsistent with the actual instances of crime. When asked to rate safety in their community, 38 percent of respondents rated safety as good, 36 percent rated safety as fair and only 26 percent rated safety as poor. A higher percentage of people (55 percent) report feeling safe while walking around at night than those who report feeling unsafe (45 percent). This is opposite

the common narrative of residents perceiving more crime than there actually is. This discrepancy between perceived and actual crime is probably due to, as shown in Figure 20, the concentration of crime in certain intersections that residents have learned to avoid as opposed to high instances of crime scattered throughout entire neighborhoods that is harder to avoid. This explains why 55 percent of respondents feel safe walking at night, but only 38 percent rated safety in the Target Neighborhoods as good. The *Front and Center Plan* recommendations tackle the root causes of crime in the Target Neighborhoods--lack of activities and support, including recreation and mental health services, for youth and families and lack of job training and employment opportunities.



## Crime Map in Target Neighborhoods

Figure 20.





## Process

The Front and Center Planning Team employed a community-driven planning process to review, revise and supplement the existing comprehensive plan from 2012 using a variety of inputs, including neighborhood data from the American Community Survey and Resident Satisfaction surveys. In addition to quantitative neighborhood data, focus groups identified community concerns, and issue-specific Work Groups analyzed existing conditions and developed recommendations.

Some elements of the 2012 Homewood Community Partners Initiative (HCPI) comprehensive plan were still relevant in the form in which they were written and have been guiding the robust and successful activity that has been undertaken to implement that plan: schools, arts development, community safety, public space and community amenities and commercial development. Those five components to the comprehensive plan have not been repeated in this *Front and Center Plan*, but are assumed to be part of it and are attached for reference in Appendix A. The residential development element that was a major thrust of HCPI underwent substantial revision and refinement in 2016 through the CBP Residential

Development and Marketing Task Force. That revision, the Central Baltimore Partnership Housing Strategy, is attached in Appendix D. The Affordable Housing element of the *Front and Center Plan* assumes the adoption of the larger HCPI strategy and formulates a special emphasis on affordable housing within the context of the larger HCPI/CBP residential development strategy. In addition to the Affordable Housing element, community leaders who worked on the *Front and Center Plan* identified three important areas for a comprehensive plan for community success on which the *2012 HCPI Action Plan* did not focus: Social Fabric: Youth and Families; Economic Mobility: Workforce Development and Entrepreneurial Opportunities; and Community Health: Physical and Mental Health.

While evaluating community issues and developing recommendations, the Work Groups discovered that the *Front and Center Plan's* focus on social equity is an extremely complex undertaking. These issues, such as youth and family services, economic mobility, and health, pose systemic barriers that are difficult to resolve. Fortunately, the *Front and Center Plan* builds on the physical redevelopment accomplishments and improved quality of life achieved over the past five years (see Appendix B for *2012 HCPI Action Plan* Recommendations) to outline a path forward that deliberately focuses on social equity.

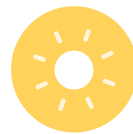
As noted earlier, the *Front and Center Plan* elaborates on the 2012 HCPI development plan for Central Baltimore by *focusing on those elements which particularly benefit low - and moderate - income families*. The vision statement here is intended as a special emphasis within the context of the company vision for the larger area of all 10 neighborhoods (see Shared Vision, page 21 HCPI, 2012).



## Values

Within the context of the larger market-oriented development strategy to grow the population of the Central Baltimore area and attract new investment, residents and visitors, CBP and partners will be guided by three principles:

- a. Everyone should benefit from revitalization of the area (no one left out);
- b. Market-oriented development should be done without displacing vulnerable populations that contribute to the diversity of the community (low-and-middle income families, the elderly, artists); and
- c. The diversity of the population across the ten neighborhoods of Central Baltimore affords a unique opportunity to address the isolation that concentrated poverty and racism have imposed on low-income African American enclaves in the city.



## Vision

We envision a future when everyone, every family, is benefiting from the revitalization of the ten neighborhoods of Central Baltimore. Families who previously suffered deprivation and discrimination that wholly or partially disconnected them from the mainstream economy and institutions will capture the opportunities for employment, education, business and economic resilience that derive from an inclusive, high-growth, high-investment revitalization. Young people will especially benefit and become active contributors to youth and community activity. Every

business, institution and civic organization will have deliberate and effective practices that ensure access to jobs and goods and services for all and will measure their success accordingly. The strengths of a diverse population will be available to and benefit all.



## Overall Strategy

The overall *2012 HCPI Action Plan* strategy emphasized growth and restoration of market reinvestment within the 10 neighborhoods, providing opportunity for all. Yet, there are a significant number of families in the Target Neighborhoods who still face significant challenges. While percentages might be daunting, the overall number of these families is well within resources and opportunities available in Central Baltimore to address those challenges. The following recommendations provide a guide for bridging resident access to services, mobilizing existing and new service providers, and orchestrating how programs are delivered.

### ***Front and Center Plan Recommendations***



## Social Fabric: Youth and Families

Focus Group participants identified various concerns surrounding youth behavior and the availability of youth programs impacting the quality of life for many families in the Target Neighborhoods.

Negative youth behavior was attributed to deeply rooted community issues, such as the lack of job and leadership building opportunities for youth and a lack of engagement with older generations in community building. Additionally, the Focus Groups identified the financial and emotional stress some parents face as a contributor to issues with youth academics and behavior. Residents and program providers stressed that the challenges parents face, particularly in single-headed households, often prevent parents from being actively engaged in their children's academic and behavioral development.

While evaluating community assets, the Work Group concluded that youth engagement programs seeking to address the youth academic and behavioral issues mentioned above are actually widely available in Central Baltimore. These programs are offered by the area public schools and various non-profit organizations, often in partnerships with community centers, such as the 29th Street Community Center and the Nate Tatum Community Center. Given the strong community perception that youth programs are not available, it was clear that existing programs were not reaching all youth. The Work Group attributed this disconnect to the absence of a dedicated effort to coordinate existing programs, limited outreach capacity and the financial unsustainability of such programs. The Work Group also identified the need to expand some programs that are not at capacity, particularly mentorship programs and multigenerational activities. The Work Group developed a strategy around young people, a strategy around adults, and the following recommendations to effectively tackle the issues identified above.

## Social Fabric: Youth and Families

**Create a Diverse  
Network of Pro-bono  
Navigators**

**Continue a Youth and  
Families Work Group  
within the Central  
Baltimore Partnership**

**Create a formal network  
of community centers that  
shares information and  
resources and better  
reaches youth and families**

**Create youth  
engagement and  
leadership  
development  
opportunities**

**Support job  
readiness and  
increase job  
opportunities  
for youth**

**Develop better  
platforms for  
parent engagement  
and support**

Inventory existing grassroots,  
City and institutional programs  
and coordinate services among  
community centers

Recruit community  
members interested in  
serving as mentors for  
existing mentorship  
programs

Work with City's Youth  
Works to ensure  
extensive community  
outreach in Target  
Neighborhoods for both  
youth participants and  
employers

Host informal social  
events to engage  
parents

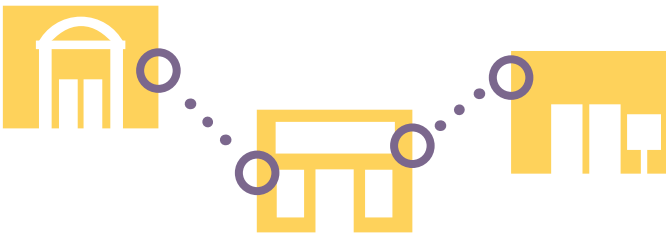
Broaden pool of funders by reaching  
out to Baltimore sports teams in  
addition to other public and private  
funding sources

Plan intergenerational  
activities and outings  
across neighborhoods  
(such as field trips,  
storytelling  
opportunities, or  
community services)

Work with City's Youth  
Works program to  
ensure that youth in  
Central Baltimore have  
access to the Passport to  
Success program

Foster a community  
network of support by  
creating a neighborhood  
resource bank where  
parents can trade off  
skills and free time and  
better access support  
services

Create a structure of an  
ongoing program of  
youth engagement and  
leadership development



### **1. Create a formal network of Community Centers that shares information and resources and better reaches youth and families.**

Within the Target Neighborhoods there are four community centers that offer a variety of services and programming: the 29th Street Community Center, the Greenmount West Community Center, the Nate Tatum Community Center, and the Greenmount Recreation Center. These community centers play an important role as service hubs for their neighborhoods, but often lack the resources to ensure the financial sustainability of their programs and the efficacy of their outreach. There is often duplication of efforts by multiple community centers and competition for resources. These challenges can be avoided through a formal network that improves communication and facilitates coordinated efforts.

- Inventory existing grassroots, City and institutional programs and coordinate services among community centers through a Community Center Council. Because collaboration takes time and effort, it would be ideal to hire a coordinator who is dedicated to facilitating and championing this process. We must identify an organization to host this staff person.
- To address the issue of the financial sustainability of community center programs, create partnerships

between community centers and large companies and corporations. These sponsorship opportunities, especially with local sports teams, can also be an opportunity to involve athletes in mentorship programs. These private partnerships should be pursued in addition to collectively seeking public funds.



### **2. Improve multi-generational communication and engagement:**

Focus Group participants affirmed that the communication barrier between generations creates community conflict. While older adults held that youth have “no respect”, youth viewed adults as uncaring and judgmental. Youth can benefit from having relationships with adults in their community but engagement must be based on mutual respect and involve youth in meaningful roles in program planning and implementation. The Target Neighborhoods have tremendous human capital among their adult and elderly populations that can be leveraged for youth development.

- Plan multi-generational activities and outings across neighborhoods (such as field trips, storytelling opportunities, and community services). Existing programs like the BYKE Collective and the Station North Tool Library, well established grassroots organizations with demonstrated capacity, would be key partners, as these organizations already offer



activities for a specific age group, and encourage multi-generational activities.

- Recruit community members who may be interested in serving as mentors. Although a variety of mentorship programs already exist in Central Baltimore, there is a need to expand the pool of participating mentors, especially from the local community.
- Create structure ongoing program of youth engagement and leadership development throughout the neighborhoods for young people to (a) specifically be engaged in planning and implementing youth oriented activities, including meaningful decision-making roles; and (b) becoming more active participants and leaders in community building and neighborhood structures serving all ages, such as neighborhood associations, Central Baltimore Partnership Task Forces, and City planning efforts.

**3. Support job readiness and increase job opportunities for youth:** The Target Neighborhoods experience a high rate of unemployment among residents 15-17 years of age who are not attending school. In addition to a general lack of job opportunities for youth, Work Group participants identified a need for development of soft skills such as teamwork, conflict resolution, and workplace behavior to ensure that youth are prepared for work when opportunities arise.

- Work with the Baltimore City Mayor's Office of Employment Development's YouthWorks program to increase job opportunities for youth in Central Baltimore through extensive community outreach to youth participants and potential employers in the Target Neighborhoods. YouthWorks will be a



*The Central Baltimore Partnership partnered with YouthWorks to employ youth as data collectors during the planning process. Here, a YouthWorker interviews a Harwood resident. Photo Credit: © 2016 Edward Weiss*

strong partner, as the program successfully employs 7,000 youth between ages 14 and 21 - an age group largely underserved by out of school programming - throughout Baltimore City per year.

- Work with the City's YouthWorks program and neighborhood community centers to ensure that youth in Central Baltimore have access to the Passport to Success Program. This internationally successful program, implemented in over 50 countries, enrolls YouthWorks participants in a life-skills building curriculum.

#### **4. Create a Diverse Network of Pro-bono Navigators:**

Many families in the Target Neighborhoods are frustrated by bureaucratic systems that are difficult to maneuver and miss out on benefits and support for which they are eligible. A network of navigators would connect families to individuals who can provide expertise and be advocates for the family's best interest. Such a network must be strategically formed to ensure accountability and cultural sensitivity to the communities that the navigators serve. Such a network may not be overly professionalized but could well be composed of community residents with experience and knowledge of the systems, coupled with more formal ways of providing them recognition from and access to the bureaucracies.

#### **5. Develop better platforms for parent engagement and support.**

The Work Group recognized the need to better support parents in the Target Neighborhoods. However, local schools and youth programs report that finding effective outreach and parent engagement strategies has been a major challenge. Parents are often hesitant to participate in formal community activities or may not find community activities beneficial. Although the Work Group identified such challenges, discussion within the Work Group tended to focus specifically on youth development. The Work Group developed the following recommendations but concluded that additional exploration is needed to develop more robust recommendations for providing parent support:

- Host informal social events to engage parents. Informal social events like block parties can be used as a vehicle to foster more parent participation,

allow parents to share their experiences, and increase parents' social support system. With the participation of youth serving organization's personnel in relaxed roles, informal social events would also help build trust between parents and youth serving organizations operating in the area.

- Foster a community support network by creating a neighborhood resource bank where parents can trade skills and service. The same staff person mentioned in Recommendation 1 could create an inventory of service providers to help parents navigate needed services.

#### **6. Continue a Youth and Families Work Group or Task Force within the Central Baltimore Partnership.**

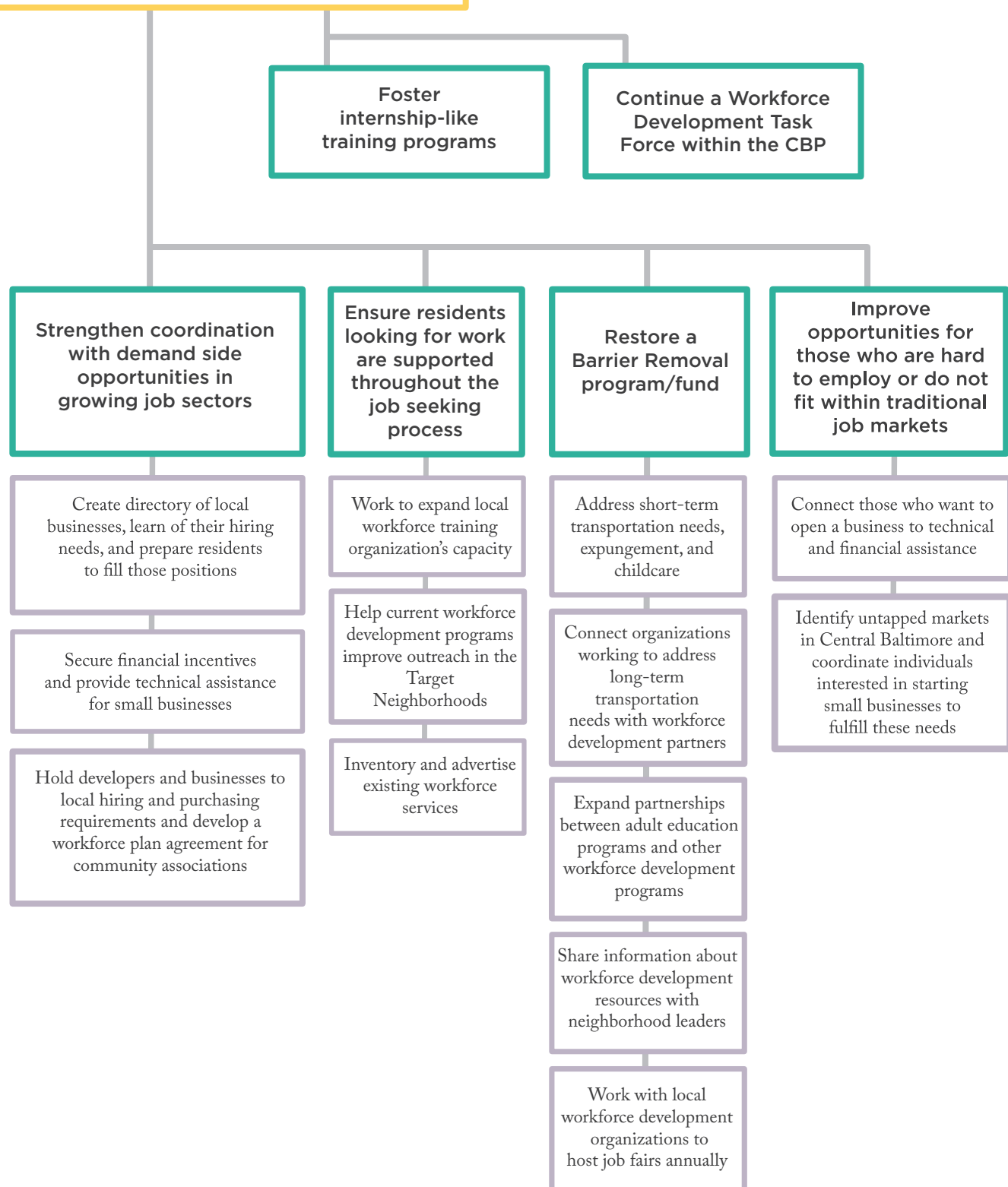
During the planning process, issues centered on youth and families garnered a high level of interest and brought together leaders who were not previously able to collaborate. The Youth and Families Work Group or Task Force will build on the momentum of new partnership to flesh out the recommendations and develop more robust strategies around adult needs for family resilience.



#### **Economic Mobility: Workforce Development and Economic Opportunity**

Workforce participation is essential to ensuring robust, sustained and inclusive economic growth and success for individuals and families. Unemployment rates in the Target Neighborhoods are much higher than the rate for the City as a whole. Despite economic growth in Central Baltimore in the past five years, residents find that employment opportunities are not widely available. In addition to limited job opportunities,

## Economic Mobility: Workforce Development and Opportunities



residents in the Target Neighborhoods face various barriers to employment and are unaware of workforce training programs that can help address these barriers. Some job seekers cannot afford to enroll in full-time training programs, and others are not eligible or may not want to enter the traditional job market.



*CBP partnered with Maryland New Directions and the Baltimore Integration Partnership to host a job fair in Spring 2017. Photo Credit: Central Baltimore Partnership*



*C. L. McCoy Framing eager to get started with Telesis Baltimore Corporation's first Barclay Redevelopment building in 2011. Photo Credit: Telesis Baltimore Corporation*

## **1. Strengthen coordination with demand side opportunities in growing job sectors.**

Workforce development must be geared toward fulfilling existing jobs or expected job openings in growing sectors. Commercial and economic growth in Central Baltimore suggests increasing opportunities for local hiring. Currently, small business owners and developers may not have the financial or managerial capacity to hire locally. Some have expressed skepticism about hiring locally, stating that previous local hires have been unreliable. Local stakeholders can help bridge this gap by cultivating and deepening relationships with potential local employers.

- Meet individually with local businesses and organize an employer directory to learn of hiring needs. Partner with existing workforce programs and community associations to create an employment opportunity pipeline that prepares residents to fill those positions in addition to positions in growing job sectors throughout the city.
- Secure financial incentives and provide technical assistance to Central Baltimore's small businesses to encourage local hiring and hiring of the hard to employ.
- Hold developers and other businesses seeking community support in Central Baltimore to local hiring and purchasing requirements and coordinate communication between employers and workforce training programs. Use local hiring requirements outlined by the Central Baltimore Future Fund (CBFF) - a ten million dollar loan pool for developers and building owners revitalizing Central Baltimore - to develop a template for a workforce plan agreement that community associations can use when meeting



with potential developers. CBFF Requirements are included in Appendix E.

## **2. Ensure residents looking for work are supported throughout the job seeking process.**

Through conversations with residents and stakeholders, we learned that job seekers enter the job search/training process with various levels of preparation. Some face significant barriers to employment, like criminal records, transportation, and substance abuse, that keep them from entering the job market and even workforce training programs. Additionally, some job seekers lack exposure to work culture or may have unrealistic expectations of the kinds of positions they can acquire with their skill set. Through the Workforce Development Work Group, stakeholders confirmed a pressing need for individualized and intensive coaching/case management to ensure that barriers to employment are effectively addressed and that job seekers have realistic expectations of and readiness for the formal job market. Moreover, best practices suggest coaching should not end with the first or second job placement, but be available continuously through work life as workers try to matriculate this highly volatile American workforce and stitch together a lifelong career that cuts across industries and fields of work.

- Work to expand local workforce training organizations' program capacity by acquiring more funding, increasing employer participation, and expanding program space. These efforts will further the goal of providing individualized coaching/case management for job seekers in Central Baltimore.
- Help current workforce development programs improve outreach in the Target Neighborhoods.

- Inventory and advertise existing workforce services (as well as small business development resources) available to residents in Central Baltimore.
- Share information about workforce development resources with neighborhood leaders that area residents turn to for guidance.
- Work with local workforce development organizations to host workforce and job fairs annually and semi-annually.



## **3. Restore a barrier removal program or fund focusing specifically on initial employment barriers, transportation services and adult education.**

- Develop funding to restore the previously successful Central Baltimore program to help address issues like short-term transportation needs, expungement, and child care. Most people in need of expungement are not present when this information is normally shared. There must be a forum or ongoing education process that will allow people who have this barrier to employment gain relevant information about the expungement process.
- Connect organizations working to address long-term transportation needs to workforce development partners such as Vehicles for Change, a national organization that provides transportation solutions, facilitates automotive repair job training, and operates a social enterprise.

- Connect organizations working to address long-term transportation needs to workforce development partners such as Vehicles for Change, a national organization that provides transportation solutions, facilitates automotive repair job training, and operates a social enterprise.

- Expand partnerships between adult education programs and other workforce development and job placement programs.

**4. Foster internship-like training programs where participants are given a stipend and on-the-job training.** While workforce training programs provide a variety of services for job seekers, some cannot afford to commit to full-time training programs. Additionally, some may already possess most but not all of the basic skills for entry-level positions and benefit from on-the-job training where they can earn a wage.

**5. Improve opportunities for those who are hard to employ or do not fit within traditional job markets.** Current workforce training programs focus on training residents to enter jobs in the traditional work setting. This system poses a challenge for those who cannot enter the traditional job market - due to criminal records, for example - and may cause some to drop the job seeking process. Additionally, traditional training programs miss the opportunity to leverage entrepreneurial talents within the Target Neighborhoods.

- Facilitate entrepreneurial opportunities by connecting to technical and financial assistance those who want to start businesses - including home based businesses, like childcare, and part-time, income-generating activities.

- Identify untapped markets in Central Baltimore and fulfill service demand from large institutions and local businesses by encouraging individuals interested in starting businesses to provide those services.

**6. Continue a Workforce Development Task Force within the Central Baltimore Partnership.** Despite having a plethora of workforce related activities within Central Baltimore, the momentum for coordination, improvement, and sustainability is lost when no central leadership group continues to focus on, evaluate and be an advocate for activities that help the underemployed and unemployed - particularly the 33 percent of single women with children not in the workforce in the Target Neighborhoods - become economically successful. The Task Force could well involve workforce agencies but also should have direct participation of underemployed and unemployed individuals and their advocates. Such a Task Force could also pull in local and national advisors to help better connect to local employers and experts in best practices.



*The Open Works makers-space has over 20 classes for entrepreneurs and creators. Photo Credit: Open Works*





## Community Health: Physical and Mental Health

Through the focus groups, residents identified the lack of mental health services and safe spaces to discuss mental health issues as a barrier to achieving better quality of life in the Target Neighborhoods. Discussion around mental health led to the realization that health issues have not been central to community revitalization efforts in Central Baltimore, but are critical to personal success. This realization was reinforced by the national trend encouraging the integration of health strategies in community development. The planning team decided to convene a Community Health Work Group that would launch the conversation around health needs in the Target Neighborhoods.

The Community Health Work Group was composed of health professionals from diverse health fields. The Work Group came to two realizations that shaped the *Front and Center Plan's* recommendations for improving community health access. First, further study of the health needs and desired outcomes in the Target Neighborhoods is necessary to develop an informed action plan. Second, Individual Health Institutions and organizations are already conducting community based assessments and interventions, but are not in coordination with each other and with potential allies and partnering agencies among community organizations not directly engaged in health.

## Community Health: Physical and Mental Health, Safety, Public Space

Improve coordination of services  
by forming a network of  
organizations currently providing  
services within Central Baltimore

Create a formal Community  
Health Task Force to mobilize  
expertise and develop an  
intervention strategy for  
improving health outcomes  
in the Target Neighborhoods

Start by pursuing  
short-term, highly  
focused actions that are  
easy to implement

Sustain a formal method within the  
Central Baltimore Partnership for  
planning, program implementation,  
coordination, evaluation and  
accountability of health  
outcomes activity



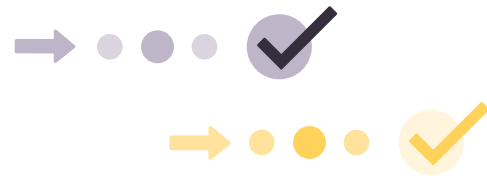
### 1. Create a formal Community Health Task Force to mobilize expertise and develop an intervention strategy for improving health outcomes in the Target Neighborhoods.

The Community Health Task Force will continue the work started through this planning process by convening experts and community representatives to further analyze health data and develop a framework for conducting a community-based intervention. Possible strategic Task Force participants, including organizations with demonstrated analytical and program capacity, are the Baltimore City Health Department, the Johns Hopkins Bloomberg School of Public Health, the Johns Hopkins Urban Health Initiative, the Keswick Multi-Care Center, Union Memorial Hospital/MedStar Hospital, Integrated Behavioral Resources, Mosaic Community Services, and People Encouraging People.

### 2. Improve coordination of services by forming a network of organizations currently providing health services within Central Baltimore.

A formal network of service providers would foster enhanced communication and increase effectiveness of interorganizational referrals as each single service organization tries to secure wraparound services for its clients. Since many of the existing service providers have underway or are about to launch initiatives for data collection, analysis, planning, and evidence-based interventions, CBP could play a valuable role in bringing partners

together to support each other's initiatives and to combine disparate efforts into an integrated approach. A network of providers in the Target Neighborhoods could together also help elevate resident awareness of services in their community, as well as help residents navigate the local health care system.



### 3. Start by pursuing short term, highly focused actions that are simple to implement.

For example, (a) help coordinate Mosaic's Mental Health First Aid training initiative, which provides education about mental health and addiction, while helping reduce stigma and misconceptions in a safe, collaborative environment; (b) assist in the deployment of MedSTAR's Living Well initiative and the targeting of their community health workers to CBP's area. Both of these programs are currently operating and have interest in, and the capacity to, expand in Central Baltimore.



### 4. Sustain a formal method within the Central Baltimore Partnership for planning, program implementation, coordination, evaluation and accountability of health outcomes activity adequate to address the needs of the Central Baltimore population.

It is important to have a structure of healthcare providers to plan and coordinate integrated activity

as well as a way to engage the voice of community resident beneficiaries. There may also be a need to involve organizations and other partners not directly involved in health, but who are implicated by community health outcome goals; for example, the connection between housing conditions and health, including improved code enforcement against slumlords. Such a mechanism might also look at community conditions necessary to promote positive health outcomes, for example, green space including increased utilization of the green space along the Jones Falls, and creating a recreation field space.



### **Housing Access: Preserving Affordability, Improving Quality, Expanding Choices**

In 2016, the Central Baltimore Partnership and its partners developed the Homewood Community Partners Initiative (HCPI), a comprehensive community development strategy that includes a data driven housing strategy for all of Central Baltimore. The major goals are:

1. Create strong, stable housing markets in all ten Central Baltimore neighborhoods
2. Grow Central Baltimore by 3,000 net new households between 2012 and 2022
3. Maintain income diversity and improve current affordable housing units

An ancillary goal is improving the livability of the ten neighborhoods (See Appendix D for Central Baltimore Partnership Housing Strategy, March 2016).



*Telesis Baltimore Corporation's mixed-income housing project on the 400 block of E 20th St. in Barclay includes a community center for residents. Photo Credit: Telesis Baltimore Corporation*

The first two goals of the HCPI housing strategy articulate CBP's and its housing partner's plan to increase the population of Central Baltimore. But because housing quality and affordability are directly related to improving family health, economic stability, success and enjoyment, the *Front and Center Plan* focuses on the third goal of that Central Baltimore Partnership Housing Strategy and provides additional recommendations for safe, affordable and inclusive housing. The third goal of the *Central Baltimore Partnership Housing Strategy* is essential to preserving the rich diversity of the community, especially in the early days of market value development if there is going to be community revitalization without displacement. Anti-displacement strategies and market redevelopment are often portrayed as antagonistic

## Housing: Maintain Affordability and Improve Quality

### Help all residents to safely maintain their homes and age in place

Continue and expand current work with legacy residents in all six neighborhoods by building new partners and increasing resources

Build on the structure and collaboration of the CBP Residential and Marketing Development Task Force to further identify resources that not only benefit elderly residents but also younger low-to-moderate income residents' housing conditions and quality of life

Support the renovation and upgrading of multifamily subsidized and public housing in the area: J Van Story Branch Apartments, Greater Baltimore AHC, Inc., and Boundary Square Apartments

### Preserve and improve housing affordability in Central Baltimore

Establish a strategy for preserving affordability, particularly by giving serious consideration to establishing a community land trust

Advocate for and support Lease to Purchase Housing Options

Continue the work of the Central Baltimore Partnership Residential Development and Marketing Task Force to accomplish through partners a balanced development program that ensures a diverse and sustainable mix of market rate and affordable housing

Provide technical assistance to members of the Arts Community to ensure safe and affordable artist housing options

Ensure the availability of housing counseling, through current and new partners, for both renters and homeowners in Central Baltimore

in the media and among low-income advocates. However, consistent studies of displacement due to rising property values that have been undertaken since the U.S. Department of Housing and Urban Development sponsored studies of the late 1970s have identified concrete mechanisms for preserving affordable housing and diversity while attracting more middle-class residents to previously low income enclaves. At the heart of many these mechanisms, however, is timing: often, anti-displacement strategies are undertaken too late in the reinvestment process to be affordable, as the underlying cost of property acquisition and rehabilitation have spiraled.

The Central Baltimore Partnership has aggressively but quietly been pursuing a strategy of having partners develop as much socially owned permanently affordable housing early in the process as possible while more overtly promoting the market for middle-class residents. The *Central Baltimore Partnership Housing Strategy* notes that 151 of the 777 net new housing units added to Central Baltimore since the inception of the Partnership are permanently affordable units, 19 percent of the units. Central Baltimore suffered too long from displacement through disinvestment. The leaders of the Central Baltimore Partnership and its partner organizations are committed to preventing further displacement through disinvestment, and to building new growth through reinvestment without displacement. The *Central Baltimore Partnership Housing Strategy* identifies 1332 units of permanently affordable housing, 15 percent of the 8750 total households in Central Baltimore, that are high quality, well-managed and not in danger of being converted from low and moderate income housing. Preservation of those units is key, as well as increasing the quality of other affordable housing, which is now in the private



*New rowhomes constructed adjacent to City Arts I, affordable artists apartments, on E Oliver St. Photo Credit: Jubilee Baltimore*

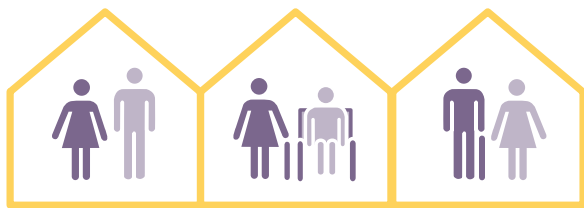
market and may not be up to standard. The goal is not only adequate affordable housing for a diverse population, but to make sure that housing blends into the community as a whole and is not identified in a way that stigmatizes residents and detracts from the attractiveness of the community.

The Focus Groups and Work Groups discussed residents' desire to age in place and stay in their communities but acknowledged this is especially difficult for low-income and elderly residents. Moreover, data also suggests that many residents --48 percent of renters and 31 percent of homeowners-- in the Target Neighborhoods are cost burdened, paying more than half of their family income for housing.

The Community Health Work Group also pointed out that low housing quality and housing affordability challenges residents' health and resilience and keeps them from obtaining socioeconomic mobility and



a better quality of life. For example, many resident homeowners are living in substandard housing in the Target Neighborhoods and, although City and State housing improvement subsidies exist, many do not qualify because they cannot afford or are denied homeowners insurance. Other residents --particularly those already experiencing a high housing cost burden-- are looking for a path to homeownership and ways to preserve the affordability of private housing, but are unable to achieve that goal. Additionally, there are various public housing buildings in Central Baltimore which need not only physical improvements but improved access to more services for residents. The Work Group acknowledged that there are partners and programs already working on this issue but identified the need to expand resources to meet the demand of households needing assistance in maintaining their homes.



## 1. Help all residents to safely maintain their homes and age in place.

- Continue and expand current work with legacy residents in all six neighborhoods by building new partners and increasing resources. Work with the Baltimore City Office of Homeownership to improve the Housing Upgrades to Benefit Seniors (HUBS) program and better address insurance barriers. In Central Baltimore, Strong City Baltimore is a HUBS site and works in collaboration with Jubilee Baltimore's Legacy Resident Preservation Program

with additional assistance from Neighborhood Housing Services Inc. Baltimore (NHS). These are CBP's partners, who are championing the efforts alongside resident leaders to improve housing conditions in Central Baltimore. Building additional partnerships is needed to fulfill demand for exterior and interior home repairs. For example, CBP will pursue a partnership with the Johns Hopkins School of Nursing's CAPABLE program, which helps older adults to safely age in place by sending teams of occupational therapists, nurses, and handymen to patient homes.

- Build on the structure and collaboration of the Residential and Marketing Development Task Force to further explore and identify resources that not only benefit elderly residents but also younger low-to-moderate income residents' housing conditions and quality of life.

- Support the renovation and upgrading of multifamily subsidized and public housing in the area: J. Van Story Branch, Sr. Apartments, Greater Baltimore AHC, Inc., and Boundary Square Apartments.



## 2. Preserve and improve housing affordability in Central Baltimore.

As noted above, many residents in Central Baltimore are housing cost burdened. As the housing market continues to strengthen and home and rent values



continue to rise, we want to ensure that existing residents are not displaced or more severely burdened with housing costs. “Central Baltimore is and desires to be diverse and inclusive. As we improve housing markets and strengthen neighborhoods, we must take action to protect the income, ethnic, and racial diversity that gives our neighborhoods the potential to be vibrant,” *Central Baltimore Partnership Housing Strategy*. See Appendix D.

- Establish a strategy for preserving affordability, particularly by giving serious consideration to establishing a community land trust. At the request of the Greater Remington Improvement Association (GRIA), one of this *Plan's* Target Neighborhoods, CBP and its partners expect to establish a partnership with an existing housing organization to create a land trust entity guiding and preserving affordable homeownership and rental options for existing and new residents. Significant progress has been made through consultation with Baltimore Housing, Neighborhood Housing Services of Baltimore (NHS), St. Ambrose Housing Aid Center, and GRIA. NHS, a NeighborWorks Homeownership Center, has been particularly instrumental in providing technical assistance to CBP's housing strategy. This land trust aims to ensure a balanced housing market by incentivizing new and existing homeowners to opt into the land trust as well as serve as a template for other communities throughout the city to use. The impact of this land trust will be measured by the number of units preserved affordable (serving households with incomes at 60 – 120 percent of area median income). It will also be a model for Baltimore City, and potentially an existing framework which could be expanded to other communities.

- Provide technical assistance to members of the Arts Community to ensure safe and affordable artist housing options. In response to the tragic fire of artist live/work performance space in Oakland, CA, and the closure of the Bell Foundry in Greenmount West, CBP worked with partners, particularly Baltimore Arts Reality Corp. (BARCO) and Baltimore city code officials, to develop a protocol where architects and engineers could identify safety concerns and assist properties owners to identify and address imminent threats to safety. Baltimore City's Mayor created a Task Force to address the need for safe live/work performance space for artists. Although some progress has been made, there is a need more safe spaces for artists and patrons that meet the logistical and technical interests of today's performers and audiences. More resources are needed to hire a project coordinator to work with art space owners and retain



*City Arts I, a subsidized live/work space for artists in the Station North Arts and Entertainment District located at 440 E Oliver St. Photo Credit: Jubilee Baltimore*



*A view of the North Avenue Market and J. Van Story Branch, Sr. Apartments. Photo Credit: © 2016 Edward Weiss*

third party consultants to provide code and design support and identify resources to support critical building improvements.

- Advocate for and support Lease to Purchase Housing Options: Lease-purchase programs have been launched in other low-income communities to promote homeownership as a way of providing a bridge to homeownership for families that do not initially have the resources to make even very modest down payments and/or do not yet qualify for the necessary mortgages. These programs can make a decisive difference for some families (Community Land Trust Technical Manual 2011). For example, the Barclay community has welcomed this housing strategy and a lead mission-driven developer is working to pursue this method of providing access to affordable homeownership opportunities for residents of Barclay and the surrounding community who are typically not able to qualify for mortgages. There



*Impact Hub, an innovation lab, coworking space, and civic forum hosted located in the Centre Theatre building at 10 E North Ave, Baltimore, MD 21202. Photo Credit: Central Baltimore Partnership*

is still as need to raise housing subsidies to ensure that quality housing can be built while preserving affordability.

- Continue the work of the Central Baltimore Partnership Residential Development and Marketing Task Force to accomplish through partners a balanced development program that ensures a diverse and sustainable mix of market rate and affordable housing. Mobilize the intellectual, financial and political capital of the many actors within the Central Baltimore Partnership on behalf of developers, especially affordable housing developers, to implement the significant projects identified in the *Central Baltimore Partnership Housing Strategy*.
- Ensure the availability of housing counseling, through current and new partners, for both renters and homeowners in Central Baltimore who desire and/or could profit from that support.



## The Front and Center Plan Implementation Matrix

| Partner Legend                  |   |
|---------------------------------|---|
| CAPABLE Program                 | Community Aging in Place, Advancing Better Living for Elders Program at the Johns Hopkins School of Nursing   |
| CBP                             | Central Baltimore Partnership   |
| CBP Community Health Work Group | 21st Century Cities Initiative, Baltimore City Office of Sustainability, Behavioral Health Systems Baltimore, Bloomberg School of Public Health Chase Brexton, GEDCO, Housing Authority of Baltimore City, HUBS, House of Ruth, Institute for Behavior Resources, J Van Story, Sr Branch Public Housing, Keswick Multi-Care Center Provider, Mosaic Community Services, Poverty and Inequality Research Lab at JHU, Strong City Baltimore, The Reinvestment Fund, University of Baltimore Neighborhood Indicators Alliance, Union Memorial Hospital |
| CBP Land Trust Work Group       | Baltimore Housing, Baltimore Housing Roundtable, Greater Remington Improvement Association, Klein Hornig LLP, Neighborhood Housing Services, Seawall Development, United Workers  |
| CBP RDM Task Force              | Residential Development and Marketing Task Force. Central Baltimore Partnership, Johns Hopkins University, Jubilee Baltimore, Live Baltimore, Neighborhood Housing Services Baltimore, Strong City Baltimore  |
| Churches                        | Church of the Guardian Angel, St Mark's Lutheran Church, St Matthew's New Life United Methodist Church, additional participatory churches TBD.  |
| Community Associations          | Charles North Community Association, Barclay-Midway and Old Goucher Coalition, Greater Remington Improvement Association, Harwood Community Association, New Greenmount West Community Association, and Greater Greenmount Community Association  |
| Community Centers               | 29th St Community Center, Greenmount Recreation Center, Greenmount West Community Center, Nate Tatum Community Center   |
| Community Center Work Group     | 29th St Community Center, Church of the Guardian Angel, Greenmount Recreation Center, Greater Remington Improvement Association, Greenmount West Community Center, Nate Tatum Community Center  |
| HUBS                            | Housing Upgrades to Benefit Seniors   |
| LEDC                            | Latino Economic Development Center  |
| Local Public Schools            | Barclay Elementary/Middle School, Dallas F. Nicholas Sr. Elementary School, Margaret Brent Elementary/Middle School   |
| Medical Providers               | Concerted Care Group, LLC, Future Care, Good Samaritan Hospital, Institute for Behavior Resources, Johns Hopkins Community Physicians, Keswick Multi-Care Center Provider, Kids Peace, Medstar Union Memorial Hospital, Mosaic Community Services   |
| MTDL                            | Maryland New Direction's Maritime, Transportation, Distribution, and Logistics (MTDL) Training Program  |
| Multigenerational Programs      | TBD   |
| TBD                             | To be determined.   |
| WFRF                            | Wells Fargo Regional Foundation   |

## Social Fabric: Youth and Families

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party           | Metrics/Outcomes  | Estimated Cost                             | Potential Source of Funds                    |
|--|--------------------|----|----|----|---|---|---|---|---|-----------------------------|---|--|--|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |                             |   |  |  |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |                             |   |  |  |
| 1. Create a formal network of Community Centers that shares information and resources and better reaches youth and families.   |                    |    |    |    |   |   |   |   |   |                             |   |  |  |
| a. Inventory existing grassroots, Baltimore City, and institutional programs and understand existing community center user tracking, reach and impact.   |                    |    |    |    |   |   |   |   |   |                             |   |  |  |
| i. Build relationships with community centers to better understand existing programming, data collection, and impact.  | 1                  |    |    |    |   |   |   |   | Community Center Work Group   | CBP                         | Program reports from community partners.                                  | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Expenses                       |
| ii. Create inventory of community center programs and resources.   |                    | 1  |    |    |   |   |   |   |   | CBP                         | Designed inventory document.  | Program Budget: \$2,000                    |  |
| iii. Analyze inventory with input from community centers to assess needs and underserved communities, age groups, populations, etc.  |                    |    | 1  | 1  |   |   |   |   |   | Community Center Work Group | Analysis and Recommendations Report                                       |  |  |
| b. Improve community centers integration efforts via the Community Center Work Group.  |                    |    |    |    |   |   |   |   |   |                             |   |  |  |
| i. Build awareness of existing programs and centers by distributing the inventory document and making it accessible to community leaders and residents.  |                    |    | 1  |    |   |   |   |   | Community Center Work Group   | CBP                         | 15 community leaders and residents confirm receipt of inventory document. | CBP Annual Coordinating Expenses: \$85,400 | Local Foundations, WFRF Implementation Grant |
| ii. Empower centers to use inventory document to communicate resources to their community during one-on-one meetings with residents.   |                    |    | 1  |    |   |   |   |   |   | CBP                         | Community Partner Inventory Education Reports                             | Program Budget: \$5,000                    |  |
| iii. Solicit input on gaps in community center outreach strategies.  |                    |    |    | 1  |   |   |   |   |   | Community Center Work Group | Increase in membership/attendance /participation at Community Centers.    | In-kind from Community Center Work Group   | In-kind                                      |
| iv. Assist community centers in coordinating outreach strategies.  |                    |    |    |    | 1 |   |   |   |   | Community Center Work Group | Community Partner Program and Services Outreach Reports                   |  |  |
| c. Identify alternative funding sources that align with community center goals, like large companies and corporations, in order to sustain and grow program capacity and community impact.   |                    |    |    |    |   |   |   |   |   |                             |   |  |  |
| i. Identify strategic growth goals for community centers and initial partners, for example, increasing the program capacity of the Greenmount West Community Center, physical upgrades to the Greenmount Recreation Center, and improvements to the Barclay School Playground. |                    |    |    |    | 1 |   |   |   | Baltimore Area Grant Makers, Baltimore City Department of Recreation and Parks, CBP | Community Center Work Group | Alternative Funding Partner Report  | CBP Annual Coordinating Expenses: \$85,400 | Local Foundations, WFRF Implementation Grant |
| ii. Inventory funding opportunities within the scope of the above growth goals.  |                    |    |    |    | 1 |   |   |   |   | CBP                         | Funding Inventory Document  | \$5,000 per year                           |  |

## Social Fabric: Youth and Families

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners                                       | Responsible Party   | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds   |
|--|--------------------|----|----|----|---|---|---|---|--|---|---|---|---|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |  |   |   |   |   |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |  |   |   |   |   |
| <i>iii. Raise resources to launch a CRAYON Fund (Cool Resources Accessible to Youth Opportunities in Neighborhoods) to fund inexpensive, high impact community events and programming in Central Baltimore.</i>  | 1                  | 1  | 1  | 1  | 1 | 1 | 1 | 1 | Community Centers, Community Center Work Group | CBP   | \$5,000 raised per year (10 events/programs per year at \$500 per event).   | CBP Annual Coordinating Expenses: \$85,400<br><br>\$5,000 per year        | WFRF Implementation Grant   |
| <i>iv. Raise resources to launch a Community Leadership Development Fund, available to community centers, community associations, and other organizations, used to empower residents and staff by removing financial barriers to attending professional development opportunities, such as trainings, events, and conferences.</i> | 1                  | 1  | 1  | 1  | 1 | 1 | 1 | 1 | Community Centers, Community Center Work Group | CBP   | \$2,000 raised per year   | \$2,000 per year  |   |
| <b>d. Launch Community Center Council with initial strategic planning session.</b>   |                    |    |    |    |   |   |   |   |  |   |   |   |   |
| <i>i. Collaborate with Community Center Work Group to develop more effective and efficient approaches for data collection and program evaluation.</i>  |                    |    |    |    | 1 | 1 | 1 | 1 | CBP, Community Center Work Group               | Community Centers (Elyse Preston of 29th St Community Center) | Community Partner Data Collection and Program Evaluation Reports  | CBP Annual Coordinating Expenses: \$85,400                                | CBP Operating Support, WFRF Implementation Grant, TBD               |
| <i>ii. Convene partners to discuss a 3-year strategy plan to form the Council and facilitate the council's independent application for further grant funding.</i>  |                    |    |    |    | 1 | 1 | 1 | 1 |  |   | Center Council members, created bylaws, submitted 2 grant proposals by Y3.  |   |   |
| <b>2. Improve multigenerational communication and engagement.</b>  |                    |    |    |    |   |   |   |   |  |   |   |   |   |
| <b>a. Inventory existing programs and grassroots activities and identify key community leaders who are spearheading these efforts.</b>   |                    |    |    |    |   |   |   |   |  |   |   |   |   |
| <i>i. See Youth and Families Recommendations 1.a.i.-1.a.iv. for reference to inventory document. Identify successful multi-generational programs, and key program leaders, from the inventory document.</i>  |                    |    |    | 1  |   |   |   |   | Community Center Work Group                    | CBP   | Identified multi-generational programs within inventory.  | CBP Annual Coordinating Expenses: \$85,400<br><br>Program Budget: \$2,000 | CBP Operating Support, Local Foundations, WFRF Implementation Grant |
| <i>ii. Distribute inventory to and expand partnerships with informal/grassroots community leaders and programs.</i>  |                    |    |    |    | 1 |   |   |   | CBP, Community Center Work Group               | Formal Community Leaders                                      | Distributed inventory to 10 informal community leaders. Built 5 partnerships between informal/formal community leaders. | Volunteer In-kind Support   | In-kind   |
| <b>b. Expand on existing multigenerational activities and outings across neighborhoods, specifically the Barclay Leadership Development Program for Young Adults and Greenmount West's Wellness Center (such as field trips, story telling opportunities, and CBP Community Spruce-Up and other community projects).</b>           |                    |    |    |    |   |   |   |   |  |   |   |   |   |



## Social Fabric: Youth and Families

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party                             | Metrics/Outcomes  | Estimated Cost                             | Potential Source of Funds                        |
|--|--------------------|----|----|----|---|---|---|---|---|---|---|--|--|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |   |   |  |  |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |   |   |  |  |
| <i>i. Identify programs with the capacity to expand to other neighborhoods.</i>  |                    |    |    |    | 1 |   |   |   | Community Associations, Community Centers, Experience Corps, Local Public Schools, Live Baltimore, Multigenerational Programs   | CBP and the CBP Youth and Families Task Force | Identified 3 programs with capacity for expansion.  | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, WFRF Implementation Grant |
| <i>ii. Identify neighborhoods with a lack of multi-generational programming.</i>   |                    |    |    |    | 1 |   |   |   | Community Associations, Community Centers, Experience Corps, Local Public Schools, Live Baltimore, Multigenerational Programs   |   | 1 relational meeting with a community leader from each Target Neighborhood.   | Program Budget: \$2,000                    |  |
| <i>iii. Encourage outreach across neighborhood lines so as to fill gaps in multi-generational programming in underserved neighborhoods.</i>  |                    |    |    |    | 1 |   |   |   |   | Multigenerational Programs                    | Expanded 2 of the 3 programs identified in recommendation 2bi. Expanded at least 1 program to Dallas F. Nicholas Sr. Elementary School. | Program Specific, TBD                      | Local Foundations, WFRF Implementation Grant     |
| <b>c. Raise resources to support and sustain multigenerational activities.</b>   |                    |    |    |    |   |   |   |   |   |   |   |  |  |
| <i>i. Pursue opportunities for collective funding requests between by multigenerational programs, community centers, and schools.</i>  |                    |    |    |    |   | 1 | 1 | 1 | Baltimore City Department of Recreation and Parks, Baltimore Design School, Community Centers, Church of the Guardian Angel, Church of the Guardian Angel, Greater Remington Improvement Association, Greenmount School, Local Public Schools, Montessori School, Mother Seton Academy, Multigenerational Programs, The Free School | CBP Youth and Families Task Force             | Facilitated 1 collective funding request per year.  | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, WFRF Implementation Grant |
| <i>ii. Implement a regular cross communication and information sharing strategy to sustain multigenerational activities.</i>   |                    |    |    |    |   | 1 | 1 | 1 |   |   | Hold quarterly meetings of the CBP Youth and Families Task Force.   | Program Budget: \$2,000                    |  |
| <b>d. Recruit community members interested in serving as mentors to existing organizations that provide mentorship programs.</b>   |                    |    |    |    |   |   |   |   |   |   |   |  |  |
| <i>i. Assess program-specific need for mentors, delineating between a need for more mentors and a need for sustained commitment.</i>   |                    |    |    |    |   | 1 |   |   | Churches, Community Associations, Community Centers, Johns Hopkins University, Live Baltimore, YMCA   | CBP Youth and Families Task Force             | Identified 2 programs in need of mentors.   | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, WFRF Implementation Grant |
| <i>ii.. Continue to conduct community outreach designed and led by community leaders (Ex: promoting upcoming mentorship opportunities at regularly scheduled community events.)</i>                              |                    |    |    |    |   | 1 |   |   |   | Community Leaders                             | Recruited mentors for the 2 programs identified above.  | Volunteer In-kind                          | In-kind  |
| <i>iii. Host an annual community resident resource fair to drive program engagement and attract new mentors.</i>   |                    |    |    |    |   | 1 |   |   |   | CBP Youth and Families Task Force             | Hosted 1 community resident resource fair.  | Program Costs: \$1,500                     | WFRF Implementation Grant                        |
| <b>e. Create a structure for young people to a) be engaged in planning and implementing youth oriented activities, and b) become more active participants in community building and neighborhood structures.</b> |                    |    |    |    |   |   |   |   |   |   |   |  |  |
| <i>i. Formalize pipelines that ensure that youth who age out of age-specific programs are directed into another program to maintain continuous engagement.</i>   |                    |    |    |    | 1 | 1 |   |   | CBP Community Spruce-Up Program, Churches, Community Associations, Community Centers, Experience Corps, Live Baltimore, YouthWorks  | CBP Youth and Families Task Force             | Established 2 formal pipelines. At least 1 pipeline engages Dallas F Nicholas Sr Elementary School.                                     | Volunteer In-kind                          | In-kind  |



## Social Fabric: Youth and Families

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party                        | Metrics/Outcomes   | Estimated Cost                             | Potential Source of Funds   |
|--|--------------------|----|----|----|---|---|---|---|---|--|--|--|---|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |  |  |  |   |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |  |  |  |   |
| ii. Work with existing multigenerational programs to connect them with leadership development programs or encourage adoption of leadership development instruction.  |                    |    |    |    |   |   |   | 1 | Multigenerational Programs (Boy/Girl Scouts, Bulldog Basketball School, Camp Baltimore at Greenmount Rec Center, Nate Tatum Community Center's Barclay Senate Program, Nawal G. Rajeh Peace Camp at 29th St Community Center, St. Matthews New Life United Methodist Church's CAMP R.O.C. and Others) | CBP Youth and Families Task Force        | Connected 1-2 programs a year with leadership development opportunities.                 | Program-Specific, TBD                      | Local Foundations, WFRF Implementation Grant  |
| <b>3. Support job readiness and increase job opportunities for youth.</b>  |                    |    |    |    |   |   |   |   |   |  |  |  |   |
| <b>a. Work with the City's YouthWorks summer program to increase job opportunities for youth in Central Baltimore through extensive community outreach to youth participants and potential employers in the Target Neighborhoods.</b>  |                    |    |    |    |   |   |   |   |   |  |  |  |   |
| i. Identify and build relationships with Central Baltimore and Midway employers to establish more YouthWorks sites (see Recommendation 1a in Workforce Development).   |                    |    |    | 1  |   |   |   |   | Central Baltimore Businesses, Current Youth Works Sites, HireOne Youth, Mayor's Office of Employment Development, Youth Works   | CBP                                      | Established 2 new YouthWorks sites in Central Baltimore.                                 | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, Johns Hopkins Community Impact Internship Program, WFRF Implementation Grant |
| ii. Leverage YouthWorks' proximity to Central Baltimore to host a YouthWorks sign-up and barrier removal day (providing a raffle as incentive) that employers can also attend.   |                    |    |    | 1  |   |   |   |   | Central Baltimore Businesses, CBP, Current Youth Works Sites, HireOne Youth, YouthWorks   | Mayor's Office of Employment Development | Hosted 1 sign-up event.  | Program Cost: \$750                        |   |
| iii. Build a pipeline of youth participants into YouthWorks sites in Central Baltimore and Midway (see Recommendation 2ei above) by encouraging YouthWorks sites to request Central Baltimore and Midway youth. Promoting local YouthWorks sites will remove transportation barriers to employment (see Recommendation 3b in Workforce Development). |                    |    |    | 1  | 1 |   |   |   | Central Baltimore Businesses, CBP, Current Youth Works Sites, HireOne Youth, Mayor's Office of Employment Development, YouthWorks   | Community Centers                        | Placed 60% of Central Baltimore youth enrolled in YouthWorks at Central Baltimore sites. | CBP Annual Coordinating Expenses: \$85,400 | Johns Hopkins Community Impact Internship Program, CBP Operating Support, WFRF Implementation Grant |
| <b>b. Work with the City's YouthWorks program and neighborhood community centers to ensure that youth in Central Baltimore have access to the Passport to Success Program.</b>   |                    |    |    |    |   |   |   |   |   |  |  |  |   |
| i. Meet with Mayor's Office of Employment Development to establish a Passport to Success program in Central Baltimore.   |                    |    |    |    |   |   |   | 1 | 29th St Community Center, Mayor's Office of Employment Development, YouthWorks, Youth Works Sites   | CBP                                      | Established a joint effort with Mayors' Office of Employment Development.                | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, WFRF Implementation Grant  |
| ii. Have community centers that operate as YouthWorks sites (29th St Community Center) host the Passport to Success Program and require that their YouthWorkers participate.   |                    |    |    |    |   |   |   | 1 | CBP, Mayor's Office of Employment Development, YouthWorks, Youth Works Sites  | 29th St Community Center                 | Established a Passport to Success program at 29th St Community Center.                   | TBD  | Mayor's Office of Employment Development  |
| iii. Perform outreach to recruit other eligible YouthWorkers to participate in the established Passport to Success Program.  |                    |    |    |    |   |   |   | 1 |   |  | Enrolled 5 YouthWorkers from other sites in program.                                     |  |   |

## Social Fabric: Youth and Families

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |  | Partners   | Responsible Party  | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds   |
|---|--------------------|----|----|----|---|---|---|--|--|--|---|---|---|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5  |  |  |   |   |   |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |  |  |  |   |   |   |
| 4. Create a diverse network of pro bono navigators.   |                    |    |    |    |   |   |   |  |  |  |   |   |   |
| a. Each Target Neighborhood builds on existing social capital to formalize a resource list of Navigators shared with youth programs and families.                 |                    |    |    |    |   |   |   | 1  | Community Associations, Community Centers, Pro bono Navigators (Community Law Center, Volunteer Lawyers for the Arts, FreeState Justice, Department of Justice, Department of Service, Health Leads and Others)  | Formal Community Leaders with CBP Organizing Support         | Navigators Resource Guide   | In-Kind Volunteer, CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, In-Kind, WFRF Implementation Grant   |
| b. Each Target Neighborhood implements a grassroots outreach strategy to identify and recruit other possible Navigators.  |                    |    |    |    |   |   |   |  |  |  |   |   |   |
| i. Continue to build foundational relationships with existing Navigators.   |                    |    |    |    |   |   |   | 1  | Community Associations, Community Centers, Community Law Center, Department of Justice, Department of Service, FreeState Justice, Health Leads, Volunteer Lawyers for the Arts   | Formal Community Leaders with CBP Organizing Support         | Held 5 to 7 meetings with Navigator partners.   | CBP Annual Coordinating Expenses: \$85,400                    | CBP Operating Support, In-Kind Volunteer, Program-Specific Operating Support, WFRF Implementation Grant |
| ii. Work with existing Navigators to identify and recruit other Navigators.   |                    |    |    |    |   |   | 1 | Recruited 3 additional Navigator partners. |  |  |   |   |   |
| iii. Host bi-annual Navigator Networking Events between navigators and community leaders.   |                    |    |    |    |   |   | 1 | 1  |  |  | Hosted bi-annual Navigator Networking Events from Y3 to Y5.                                       | Program Cost: \$500 per event                                 |   |
| c. Identify additional professional pro bono services, such as legal, financial, health, and educational services.  |                    |    |    |    |   |   |   |  |  |  |   |   |   |
| i. Use Navigators Networking Events to assess sector specific need for navigators.  |                    |    |    |    |   |   |   | 1  | Community Associations, Community Centers, Community Law Center, Department of Justice, Department of Service, FreeState Justice, Health Leads, Volunteer Lawyers for the Arts   | Formal Community Leaders with CBP Organizing Support         | Needs Assessment  | CBP Annual Coordinating Expenses: \$85,400                    | CBP Operating Support, WFRF Implementation Grant  |
| ii. Meet with industry models, such as Taproot, to identify a strategy for recruiting navigators to fill sector specific needs.                                   |                    |    |    |    |   |   | 1 | 1  |  |  | 1 meeting with Taproot. Formal strategy (TBD Y4) to recruit navigators based on needs assessment. |   |   |
| iii. Implement strategy to recruit navigators to fill sector specific needs.  |                    |    |    |    |   |   | 1 | 1  |  |  |   |   |   |
| 5. Develop better platforms for parent engagement and support.  |                    |    |    |    |   |   |   |  |  |  |   |   |   |
| a. Host small group discussions quarterly with parents in order to learn about specific needs that need to be prioritized in the community.                       |                    |    |    |    |   |   |   |  |  |  |   |   |   |
| i. Leverage school events (for example, parent-teacher conferences or youth program sign up days) to coordinate parent meetings to discuss school-specific needs. |                    |    |    |    |   | 1 |   |  | Barclay Parents Group, Local Public Schools, New Antioch Baptist Church, Strong City Baltimore, St. Michael - All Angels Church, Parent Teacher Associations, Teach for America, Village Learning Place, Village Parents   | Local Public Schools; Live Baltimore; CBP Organizing Support | 1 parent meeting per Target Neighborhood.   | Program Cost: \$250 per event                                 | TBD   |
| b. Host informal social events to engage parents.   |                    |    |    |    |   |   |   |  |  |  |   |   |   |
| i. Provide resource tables and information sessions at social events such as movie nights, speaker series events, and BBQs.                                       |                    |    |    |    |   | 1 |   |  | Baltimore Montessori Public Charter School, CBP, Community Associations, Community Centers, Greenmount Rec Center, Greenmount School, Local Schools, Margaret Brent Elementary/Middle School, Mother Seton Academy, Parent Teacher Associations, Pro-Bono Navigators | Local Schools and Live Baltimore                             | 2 social events per school year.  | Program Cost: \$700 per event                                 | CRAYON Fund, WFRF Implementation Grant  |

## Social Fabric: Youth and Families

| Recommendations  | Timeframe in Years |    |    |    |     |     |     |     | Partners  | Responsible Party                 | Metrics/Outcomes   | Estimated Cost                             | Potential Source of Funds                        |
|--|--------------------|----|----|----|-----|-----|-----|-----|---|-----------------------------------|--|--|--|
|  | 1                  |    |    |    | 2   | 3   | 4   | 5   |   |                                   |  |  |  |
|  | Q1                 | Q2 | Q3 | Q4 |     |     |     |     |   |                                   |  |  |  |
| <i>ii. Incorporate incentives such as voter registration and Earned Income Tax Credit to increase attendance at parent events in local public schools.</i> |                    |    |    |    | 1   |     |     |     | Baltimore Montessori Public Charter School, CBP, Community Associations, Community Centers, Greenmount Rec Center, Greenmount School, Local Schools, Margaret Brent Elementary/Middle School, Mother Seton Academy, Parent Teacher Associations, Pro-Bono Navigators  | Local Schools and Live Baltimore  | Minimum 2 resource tables at each parent event.  | In-kind from service providers             | In-kind  |
| <i>iii. Host a Parents' Day celebration.</i>   |                    |    |    | 1  |     |     |     |     |   |                                   | A Parent's Day celebration at each local public school attended by approximately 50 parents. | Program Cost: \$700                        | CRAYON Fund, WFRF Implementation Grant           |
| <b>c. Foster a community network of support by creating a neighborhood resource bank where parents can trade skills and services.</b>                      |                    |    |    |    |     |     |     |     |   |                                   |  |  |  |
| <i>i. Engage group of highly involved and connected parents through the Community Center Council and community leaders.</i>                                |                    |    |    |    |     |     |     | 1   | Baltimore Montessori Public Charter School, CBP, CBP Youth and Families Task Force, Community Associations, Community Centers, Greenmount Rec Center, Greenmount School, Live Baltimore, Local Schools, Margaret Brent Elementary/Middle School, Mother Seton Academy, Parent Teacher Associations, Pro-Bono Navigators | Community Center Council          | An initial meeting with interested community leaders and parents.                            | Program Cost: \$100                        | CRAYON Fund, WFRF Implementation Grant           |
| <i>ii. Facilitate a formal strategy on how to develop and publicize a platform where available community resources/trades can be obtained and traded.</i>  |                    |    |    |    |     |     |     | 1   |   |                                   | A formal strategy document ratified by community leaders.                                    | In-kind from community leaders             | In-kind  |
| <i>iii. Facilitate the implementation of the formal strategy.</i>  |                    |    |    |    |     |     |     | 1   |   |                                   | A developed and launched platform.   | TBD  | TBD  |
| <b>6. Continue a Youth and Families Task Force within the Central Baltimore Partnership.</b>   |                    |    |    |    |     |     |     |     |   |                                   |  |  |  |
| <b>a. Host quarterly forums to share successes, needs, resources, and opportunities.</b>   |                    |    |    |    |     |     |     |     |   |                                   |  |  |  |
| <i>i. Identify high priority, urgent needs (such as the lack of resources to support Dallas F Nicholas Sr. Elementary School) and act to address them.</i> |                    |    |    | 1  | 1   | 1   | 1   | 1   | CBP   | CBP Youth and Families Task Force | Quarterly forums.  | CBP Annual Coordinating Expenses: \$85,400 | CBP Operating Support, WFRF Implementation Grant |
| Tasks Per Year   | 3                  | 3  | 7  | 10 | 16  | 13  | 18  | 13  |   |                                   |  |  |  |
| Percent Total Tasks  | 28%                |    |    |    | 19% | 16% | 22% | 16% |   |                                   |  |  |  |

## Economic Mobility: Workforce Development and Opportunities

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party                         | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds  |
|---|--------------------|----|----|----|---|---|---|---|---|---|---|---|--|
|   | 1                  | 2  | 3  | 4  | 5 | 6 | 7 | 8 |   |   |   |   |  |
| <b>1. Strengthen coordination with demand side opportunities in growing job sectors.</b>  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |   |   |   |  |
| <b>a. Partner with current local business, community partners and existing workforce development partners in order to identify employment opportunities and prepare residents for these positions.</b>                |                    |    |    |    |   |   |   |   |   |   |   |   |  |
| <i>i. Build relationships with local business partners and local workforce development partners.</i>  | 1                  |    |    |    |   |   |   |   | Baltimore Integration Partnership, Local Businesses, Maryland New Directions, Mayor's Office of Employment Development, Neighborhood Associations, Vehicles for Change  | CBP and Baltimore Integration partnership | Local Business and Workforce Report   | CBP Annual Coordinating Expenses: \$85,400                        | Baltimore Integration Partnership, CBP Operating Support, Local Foundations, WFRF Implementation Grant |
| <i>ii. Identify immediate local employment needs and business opportunities.</i>  |                    | 1  |    |    |   |   |   |   | Baltimore Integration Partnership and Humanim   | CBP                                       | Updated Local Business and Workforce Report                                     |   |  |
| <i>iii. Identify key barriers to employment (education, skill set, background, etc.) for employment seekers from the perspective of local businesses.</i>   |                    | 1  |    |    |   |   |   |   |   | Workforce Development Task Force          |   |   |  |
| <i>iv. Coordinate the creation of a Workforce Development Task Force.</i>   |                    | 1  |    |    |   |   |   |   | Workforce Development Task Force: Baltimore Integration Partnership, Community Representatives (1-2), Hopkins Local, Humanim, Local Construction Firms, Maryland New Directions (Chair), Mayor's Office of Employment Development | CBP                                       | The creation of a 6-8 Member Task Force.  |   |  |
| <i>v. Facilitate the creation of a workforce directory to connect employers to barrier removal programs, job readiness programs, and training programs.</i>   |                    | 1  | 1  |    |   |   |   |   | Baltimore Integration Partnership   | CBP and Baltimore Integration Partnership | Enroll 100 job seekers from Target Neighborhoods in training programs per year. |   |  |
| <b>b. Assess whether financial incentives are necessary for local employers to commit to hiring and procurement.</b>  |                    |    |    |    |   |   |   |   |   |   |   |   |  |
| <i>i. Develop needs assessment for local businesses.</i>  |                    |    |    |    | 1 |   |   |   | Baltimore Integration Partnership, Hopkins Local, Local Businesses  | CBP                                       | Needs Assessment Template   | CBP Annual Coordinating Expenses: \$85,400<br>Event Cost: \$2,000 | Financial Institutions, Local Foundations, WFRF Implementation Grant,                                  |
| <i>ii. Implement needs assessment targeting 20 employers.</i>   |                    |    |    |    | 1 |   |   |   | Local Businesses  | CBP                                       | Completed Needs Assessment  |   |  |
| <i>iii. Identify available financial resources and other incentives for area employers encouraging them to hire locally.</i>  |                    |    |    |    | 1 |   |   |   | Baltimore Development Corporation, Baltimore Integration Partnership, Hopkins Local, Humanim, Mayor's Office of Employment Development  | CBP and Baltimore Integration Partnership | Financial Resource Inventory Document   |   |  |
| <i>iv. Empower local business partners to access available financial incentives and resources through one-on-one meetings.</i>  |                    |    |    |    | 1 |   |   |   | Local Businesses  | CBP                                       | 5 area employers pursue resources to hire locally.                              |   |  |
| <i>v. Host annual workshops sharing updates about the local financial incentive environment with local businesses.</i>  |                    |    |    |    | 1 | 1 |   | 1 | Local Businesses  | Workforce Development Task Force          | 5-10 area employers participate in event.                                       |   |  |
| <b>c. Hold developers and other businesses seeking community support in Central Baltimore to local hiring/purchasing requirements and coordinate communication between employers and workforce training programs.</b> |                    |    |    |    |   |   |   |   |   |   |   |   |  |
| <i>i. Use local hiring requirements outlined by the Central Baltimore Future Fund to develop workforce plan template that community associations can use when meeting with potential developers.</i>                  |                    |    | 1  | 1  | 1 |   |   |   | Baltimore Integration Partnership, CBFF   | CBP                                       | Designed Workforce Plan Agreement Template                                      | CBP Annual Coordinating Expenses: \$85,400                        | Local Foundations, WFRF Implementation Grant   |

## Economic Mobility: Workforce Development and Opportunities

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party   | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds   |  |
|--|--------------------|----|----|----|---|---|---|---|---|---|---|---|---|--|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |   |   |   |   |  |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |   |   |   |   |  |
| <i>ii. Hold annual information sessions on local hiring best practices so that community associations can advocate for local hiring on their own behalf.</i>   |                    |    |    |    |   | 1 | 1 | 1 | 1   | Baltimore Integration Partnership, CBFF, CT Management, Hopkins Local, Local Construction Firms, Maryland Bay Construction, Telesis Baltimore Corporation | Community Associations and CBP  | Representatives from 8 community organizations present at each information session; half of community organizations adopt workforce plan agreement. | CBP Annual Coordinating Expenses: \$85,400<br><br>Event Cost: \$1,000 | Local Foundations, WFRF Implementation Grant |
| 2. Ensure residents looking for work are supported throughout the job seeking process.   |                    |    |    |    |   |   |   |   |   |   |   |   |   |  |
| a. Work to expand local workforce training organizations' program capacity by acquiring more funding, increasing employer participation, and by providing more access to program space.  |                    |    |    |    |   |   |   |   |   |   |   |   |   |  |
| <i>i. Support Vehicle for Change's Center for Automotive Careers Initiative, as well as their intention to create adult education night classes, in order to promote employment opportunities in the automotive industry.</i>                            | See below          |    |    |    |   |   |   |   | See below   | See below   | See below   | See below   | See below   |  |
| <i>ia. Mobilize clean up efforts in the Vehicles for Change facility so that the space is usable for expanded program capacity or rent.</i>  | 1                  |    |    |    |   |   |   |   | 29th Street Community Center, CBP, Charles Village Community Benefits District, Midtown Community Benefits District, Waverly Main Street  | Vehicles for Change   | Facilities are tenant-ready and can fulfill programming needs.                                    | In-kind Volunteers<br>Clean-Up Costs: \$5,000   | Johns Hopkins University President's Day of Service                   |  |
| <i>ib. Perform direct outreach to community business partners looking to rent available space at Vehicle For Change's facility.</i>  | 1                  | 1  |    |    |   |   |   |   | Driver's Education Centers, Local Administrative Businesses, Partners of Waverly Main Street, Waverly Main Street   | CBP   | Two new tenants that generate \$3,000 to \$4,000 additional revenue per month.                    | CBP Annual Coordinating Expenses: \$85,400  | CBP Operating Support   |  |
| <i>ic. In addition to rental revenue, secure funding to support an adult education program at Vehicles for Change.</i>   |                    |    |    |    |   |   | 1 |   | CBP, Strong City Baltimore  | Vehicles for Change   | Secured \$85,000 in funding.  | CBP Annual Coordinating Expenses: \$85,400  | Corporate Donors, Local Foundations, WFRF Implementation Grant        |  |
| <i>id. Design an adult education curriculum that will prepare hard-to-hire or formerly incarcerated individuals for employment and serve as a direct pipeline to the Center for Automotive Careers.</i>  |                    |    |    |    |   |   | 1 |   | Adult Education Programs (Ex: Maryland Association for Adult Community and Continuing Education, South Baltimore Learning Center), Department of Public Safety and Correctional Services, Job Corps   | Vehicles for Change   | Graduate 3 to 4 classes per quarter, with 4 to 8 students in each class, for a minimum of 1 year. | Program Cost: \$85,000  |   |  |
| <i>ii. Leverage the high level of employment opportunity in transportation and logistics by supporting the expansion of Maryland New Direction's existing Maritime, Transportation, Distribution, and Logistics (MTDL) Training Program.</i>             | See below          |    |    |    |   |   |   |   | See below   | See below   | See below   | See below   | See below   |  |
| <i>ii.a. Conduct direct outreach to new local business partners (see Recommendation 1a) and engage them as a potential pipeline employers, members of Maryland New Direction's advisory council, or as fiscal sponsors of the MTDL Training Program.</i> |                    |    |    | 1  |   | 1 |   |   | Baltimore City Community College (BCCC), Baltimore Integration Partnership, Community Associations, Charles Village Community Benefits District, Hopkins Local, Local Businesses, Maryland New Directions Advisory Board, Mayor's Office of Employment Development, TransDev, Waverly Main Street | CBP   | 1 Central Baltimore business per year joins the advisory council or hires trainees.               | CBP Annual Coordinating Expenses: \$85,400  | CBP Operating Support, WFRF Implementation Grant                      |  |

## Economic Mobility: Workforce Development and Opportunities

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party   | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds   |  |                           |
|---|--------------------|----|----|----|---|---|---|---|-----------|---|---|---|---|--|---------------------------|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |           |   |   |   |   |  |                           |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |           |   |   |   |   |  |                           |
| <i>ii.b. Create a formal communication strategy to raise awareness of existing wrap-around services (see Recommendation 2c) available to participants in the MTDL Training Program.</i>                           |                    |    |    |    |   | 1 |   | 1 |           | Baltimore Integration Partnership, CBP, Wrap-Around Service Providers (Ex: Alternative Directions, Family Tree, Institute for Behavior Resources, Franciscan Center, Love Center for Women & Children, Medical Providers, Pro-Bono Navigators, Village Learning Place, Women's Housing Coalition) | Maryland New Directions   | A formal strategy document.   | \$10,000 Staffing Costs   | CBP Operating Support, Maryland New Directions Operating Support |                           |
| <i>ii.c. Raise additional funding to expand the MTDL Training Program's capacity.</i>   |                    |    |    |    |   | 1 |   | 1 |           | CBP, Mayor's Office of Employment Development   |   | Expanded program participation by 50%.  | Program Expansion Costs: \$45,000                                     |  |                           |
| <i>iii. Identify additional workforce programs with the ability to expand capacity.</i>   |                    |    |    |    |   |   |   | 1 |           |   |   | Expanded at least 1 program annually.   | CBP Annual Coordinating Expenses: \$85,400                            |  |                           |
| <b>b. Help current workforce development programs improve outreach in the Target Neighborhoods.</b>   |                    |    |    |    |   |   |   |   |           |   |   |   |   |  |                           |
| <i>i. Connect workforce development program leaders with community members through semi-annual resource fairs hosted by local community centers.</i>  |                    |    |    |    |   | 1 |   | 1 |           | 1   | AHC Greater Baltimore - Workforce Development, Community Centers, Local Businesses, Local Construction Firms (Ex: Maryland Bay Construction, Southway Builders), Maryland New Directions  | CBP   | Host 2 resource fairs per year for 4 years.                           | \$500 per fair, \$4,000 total                                    | WFRF Implementation Grant |
| <i>ii. Sponsor informational sessions and community workshops in gathering spaces in the Target Neighborhoods, such as community centers, schools, and churches (see Youth and Families Recommendation 3.a.).</i> |                    |    |    |    |   |   |   | 1 |           | 1   | Community Centers, Schools, Workforce Partners (Ex: Alternative Directions, Baltimore Alliance for Careers in Healthcare, Baltimore City Community College, Civic Works, Core Staffing, Franciscan Center, MOED, Maryland New Directions, North Avenue Knowledge Exchange, Vehicles for Change, YouthWorks) | CBP   | Sponsor 3 informational sessions and one community workshop per year. | \$500 contributed per event.                                     | WFRF Implementation Grant |
| <i>iii. Access additional pro bono Navigators (see Youth and Family Recommendation 4) to bolster workforce development program outreach.</i>  |                    |    |    |    |   |   |   | 1 |           | 1   |   | See Youth and Families Recommendation 4.  |   |  |                           |
| <b>c. Inventory and advertise existing workforce services (as well as smart business development resources) available to all residents in Central Baltimore.</b>  |                    |    |    |    |   |   |   |   |           |   |   |   |   |  |                           |
| <i>i. Facilitate the development of a centralized platform that can refer job seekers to existing employment opportunities in Central Baltimore.</i>  | See below          |    |    |    |   |   |   |   | See below | See below   | See below   | See below   | See below   | See below  |                           |
| <i>i.a. Work with existing statewide resource directories to customize an online employment opportunities platform including programs most accessible to or targeted to Central Baltimore residents.</i>          |                    |    |    |    |   |   |   |   |           | Baltimore Integration Partnership, Existing Online Platforms (ex: Maryland Community Services Directory, Maryland Workforce Exchange, Train Baltimore)  | Workforce Development Task Force  | Developed, launched, and continuously updated a Central Baltimore specific employment opportunities platform. | CBP Annual Coordinating Expenses: \$85,400                            | CBP Operating Support  |                           |
| <i>i.b. Ensure that job board postings from partner organizations are shared through the employment opportunities platform.</i>   |                    |    |    |    |   |   |   |   |           |   |   |   |   |  |                           |
| <i>ii. Continue to communicate employment opportunities to partners through existing partner newsletter "News Central".</i>   | 1                  | 1  | 1  | 1  |   | 1 |   | 1 |           | 1   | See Recommendation 2.c.   | CBP   | Bi-monthly newsletters with job opportunities included.               | CBP Annual Coordinating Expenses: \$85,400                       | CBP Operating Support     |
| <b>d. Share information about workforce development resources with neighborhood leaders that residents turn to for guidance.</b>  |                    |    |    |    |   |   |   |   |           |   |   |   |   |  |                           |
| <i>i. Modify the supply side workforce resource document (see Recommendation 2c) and create a palatable format that assigns a community advocate contact to each resource.</i>                                    |                    |    |    |    |   | 1 |   |   |           | Baltimore City Community College, Baltimore Integration Partnership, existing Online Platforms (Ex: Maryland Community Services Directory, Maryland Workforce Exchange, Train Baltimore), Neighborhood Design Center, University of Baltimore   | CBP   | A supply side workforce resource document that is comprehensive and easy to use.                              | CBP Annual Coordinating Expenses: \$85,400                            | CBP Operating Support, WFRF Implementation Grant                 |                           |



## Economic Mobility: Workforce Development and Opportunities

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party  | Metrics/Outcomes                 | Estimated Cost  | Potential Source of Funds                        |   |
|--|--------------------|----|----|----|---|---|---|---|-----------|--|----------------------------------|---|--|---|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |           |  |                                  |   |  |   |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |           |  |                                  |   |  |   |
| <i>ii. Recruit neighborhood leaders, program directors, program participants, pro bono Navigators, and other partners to be listed as community advocates on the resource document (see Youth and Families Services Recommendation 4).</i> |                    |    |    |    |   | 1 |   | 1 |           | Community Associations, Community Centers, Pro bono Navigators   | Workforce Development Task Force | An identified community advocate for at least 50% of programs listed in inventory.    | CBP Annual Coordinating Expenses: \$85,400       | CBP Operating Support, WFRF Implementation Grant        |
| <b>e. Work with local workforce development organizations to host workforce and job fairs annually and semi-annually (see Recommendations 2.b.i and 2.b.ii.).</b>  |                    |    |    |    |   | 1 |   | 1 |           | 1  |                                  | See Recommendations 2.b.i and 2.b.ii.   |  |   |
| <b>3. Restore a Barrier Removal program/fund focusing specifically on initial employment barriers, transportation services, and adult education.</b>   |                    |    |    |    |   |   |   |   |           |  |                                  |   |  |   |
| <b>a. Develop funding to restore the previously successful Central Baltimore program to address issues like short-term transportation needs, expungement, legal assistance, and child care.</b>  |                    |    |    |    |   |   |   |   |           |  |                                  |   |  |   |
| <i>i. Secure annual funding of \$10,000 to create a Barrier Removal Fund. This funding must be liquid and available instantaneously upon request.</i>  |                    |    |    |    |   | 1 |   |   |           | Association of Baltimore Area Grantmakers, Johns Hopkins University Shuttle, Maryland New Directions, Strong City Baltimore, Transit Choices, Vehicles for Change  | CBP                              | Secured and sustained at least \$10,000 annually for barrier removal fund through Y5. | CBP Annual Coordinating Expenses: \$85,400       | CBP Operating Support, WFRF Implementation Grant        |
| <i>ii. Develop criteria for access to the Barrier Removal Fund.</i>  |                    |    |    |    |   | 1 |   |   |           | Central Baltimore Future Fund, Department of Social Services, Department of Transportation, Mayor's Office of Employment Development, Vehicles for Change  | CBP                              | Developed eligibility criteria.   | Program Costs: At least \$10,000 annually        |   |
| <i>iii. Determine the barrier removal services, programming, and basic needs that the funds can be used for.</i>   |                    |    |    |    |   | 1 |   |   |           |  |                                  |   |  |   |
| <i>iv. Share the Barrier Removal Fund with workforce development partners (see Recommendation 2.c.) who will promote the funds as a resource for the job seekers they serve.</i>   |                    |    |    |    |   | 1 |   | 1 |           | Baltimore Integration Partnership, Workforce Development Task Force  | CBP                              | Fund is fully utilized annually.  |  |   |
| <b>b. Connect organizations working to address long term transportation needs (such as Transit Choice's Last Mile Initiative and Vehicles for Change) to workforce development partners.</b>   |                    |    |    |    |   |   |   |   |           |  |                                  |   |  |   |
| <i>i. Create a shuttle program for job seekers that will help Central Baltimore residents overcome transportation barriers to employment.</i>  | See below          |    |    |    |   |   |   |   | See below | See below  | See below                        | See below   | See below  | See below   |
| <i>i.a. Assess need for transportation, from both an employer and a job seeker perspective, to access local employment opportunities.</i>  | 1                  |    |    |    |   |   |   |   |           | CBP, Corporate Partners, Johns Hopkins University, Transportation Partners (Ex: Baltimore Metropolitan Council, Community Choice Maryland, Maryland Department of Human Services Transportation Assistance Program), Vehicles for Change | Workforce Development Task Force | Transportation Assessment   | Workforce Development Task Force In-kind         | In-kind   |
| <i>i.b. Engage with employers that target night shift work and have an employment gap that can be filled by local talent.</i>  |                    |    |    | 1  |   |   |   |   |           | Citywide Employers (Ex: Amazon, BWI Vendors, CBP, Fed Ex, Horseshoe Casino, Royal Farms, Sparrows Point Businesses)  | Maryland New Directions          | Meetings with 3 employers offering night shift opportunities.                         | Maryland New Directions Staffing Costs: \$10,000 | Maryland New Directions Operating Support               |
| <i>i.c. Develop a partnership with Johns Hopkins Medical Institutions Shuttles and negotiate use of shuttles for night shift transportation at a subsidized rate.</i>  |                    |    |    |    | 1 |   |   |   |           | Citywide Employers (Ex: Amazon, BWI Vendors, CBP, Fed Ex, Horseshoe Casino, Royal Farms, Sparrows Point Businesses), Johns Hopkins University Shuttles   | CBP                              | Permission to use shuttles at night for subsidized rate.                              | CBP Annual Coordinating Expenses: \$85,400       | In-kind   |
| <i>i.d. Secure funds for, or engage employers in, the hiring of drivers for the above shuttles.</i>  |                    |    |    |    |   | 1 |   |   |           | Citywide Employers, Johns Hopkins University Shuttles, Maryland New Directions   | Employer Responsible for Driver  | Hire drivers (number TBD).  | New Program Hiring Cost: \$40,000                | Employers, Local Foundations, WFRF Implementation Grant |
| <i>ii. Expand Central Baltimore resident participation in Vehicles for Chanae's Freedom Wheels Program.</i>  | See below          |    |    |    |   |   |   |   | See below | See below  | See below                        | See below   | See below  | See below   |

## Economic Mobility: Workforce Development and Opportunities

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners   | Responsible Party                        | Metrics/Outcomes   | Estimated Cost  | Potential Source of Funds                        |
|---|--------------------|----|----|----|---|---|---|---|--|--|--|---|--|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |  |  |  |   |  |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |  |  |  |   |  |
| <i>ii.a. Per the completed needs assessment in Recommendation 3.b.i.ia., identify Central Baltimore job seekers in need of access to a vehicle.</i>   |                    |    |    |    | 1 |   |   |   | See recommendation 3.b.i.ia.   | Workforce Development Task Force         | 3 to 5 Central Baltimore residents receive a car through Freedom Wheels per year.                    | Workforce Development Task Force In-kind  | In-kind  |
| <i>ii.b. Through pro bono Navigators and community leaders, connect Vehicles for Change's Freedom Wheels to those in need of a vehicle.</i>   |                    |    |    |    | 1 | 1 |   |   | Community Centers, Pro bono Navigators (see Youth and Families Recommendation 4), Schools  |  | Distribute information about Freedom Wheels to network of pro-bono navigators and community leaders. | Pro bono Navigators In-kind   | In-kind  |
| <b>c. Expand partnerships and create pipeline between adult education programs and other workforce development and job placement programs.</b>  |                    |    |    |    |   |   |   |   |  |  |  |   |  |
| <i>i. The Workforce Development Task Force will host semi-annual meetings to share successes, challenges, and new opportunities and expand partnerships.</i>  |                    |    |    | 1  | 1 | 1 | 1 | 1 | CBP, Strong City Baltimore   | Workforce Development Task Force         | 2 meetings per year.   | \$500 per meeting   | WFRF Implementation Grant                        |
| <b>4. Foster internship-like training programs where participants are given a stipend and on-the-job training.</b>  |                    |    |    |    |   |   |   |   |  |  |  |   |  |
| <b>a. Identify local businesses that will entertain paid apprenticeship programs.</b>   |                    |    |    |    |   |   |   |   |  |  |  |   |  |
| <i>i. Engage with new local business partners (see Recommendation 1.a.i.) and workforce partners to discuss paid apprenticeship opportunities that serve employer needs.</i>  |                    |    |    |    | 1 | 1 |   |   | New Local Business Partners, Workforce Partners (Ex: Alternative Directions, Core Staffing, Humanim, Maryland New Directions, Station North Tool Library)  | CBP and Workforce Development Task Force | Assessment of paid apprenticeship opportunities in Central Baltimore.                                | Workforce Development Task Force In-kind  | In-kind  |
| <i>ii. Support existing apprenticeship programs such as Vehicle for Change's Center for Automotive Careers by raising funds for participant stipends during the entry-level programming phase.</i>                                | 1                  | 1  | 1  | 1  | 1 |   |   |   | CBP  | Vehicles for Change                      | Raise \$765 per person for three trainings.  | Program Stipend Cost: \$2,295   | WFRF Implementation Grant                        |
| <b>b. Design an industry-specific paid apprenticeship program in conjunction with workforce partners.</b>   |                    |    |    |    |   |   |   |   |  |  |  |   |  |
| <i>i. Launch a paid home repair apprenticeship program through the Station North Tool Library in coordination with the CAPABLE and HUBS Programs (see Community Health Recommendation 3.c and Housing Recommendation 1.a.iv).</i> | See below          |    |    |    |   |   |   |   | See below  | See below                                | See below  | See below   | See below  |
| <i>i.a. Coordinate an initial work group meeting between the Station North Tool Library, CAPABLE and HUBS program directors to evaluate the financial and operational feasibility of a long-term paid apprenticeship program.</i> |                    |    |    | 1  | 1 |   |   |   | CAPABLE Program, Core Staffing, Details Deconstruction, HUBS Program, Jubilee Baltimore Legacy Resident Preservation Program, Keswick Multi-Care Center, MedStar, Southway Builders, Station North Tool Library, Strong City Baltimore | CBP                                      | A feasibility study.   | CBP Annual Coordinating Expenses: \$85,400  | CBP Operating Support, WFRF Implementation Grant |
| <i>i.b. Facilitate and formalize a strategy for creation of the paid apprenticeship.</i>  |                    |    |    |    | 1 |   |   |   | CAPABLE Program, CBP, HUBS Program   | Station North Tool Library               | A formal strategy document.  | Program Cost: \$500   | Station North Tool Library Operating Support     |
| <i>i.c. Facilitate the implementation of the paid apprenticeship.</i>   |                    |    |    |    |   |   |   | 1 |  |  | The paid apprenticeship program operates for one year.   | TBD based on feasibility study and formal strategy. Approx. \$90,000 (See Community Health Recommendation 3.c.iii.) | HUBS Program, WFRF Implementation Grant          |

## Economic Mobility: Workforce Development and Opportunities

| Recommendations   | Timeframe in Years |    |    |    |     |     |     |    | Partners   | Responsible Party   | Metrics/Outcomes                                       | Estimated Cost   | Potential Source of Funds                                |  |
|---|--------------------|----|----|----|-----|-----|-----|----|--|---|--|--|--|--|
|   | 1                  |    |    |    | 2   | 3   | 4   | 5  |  |   |  |  |  |  |
|   | Q1                 | Q2 | Q3 | Q4 |     |     |     |    |  |   |  |  |  |  |
| 5. Facilitate opportunities for those who are hard to employ or do not fit within traditional job markets.  |                    |    |    |    |     |     |     |    |  |   |  |  |  |  |
| a. Facilitate entrepreneurial opportunities by connecting entrepreneurs to technical and financial assistance (including home based businesses, like child care, and part-time, income-generating activities).    |                    |    |    |    |     |     |     |    |  |   |  |  |  |  |
| i. Identify small businesses, both new and existing, and informal entrepreneurial ventures that could employ hard-to-employ job seekers.  |                    |    |    |    |     |     | 1   | 1  | Baltimore Integration Partnership, Small Business Assistance Programs (Ex: Department of Public Works Small Business Development Training Program, SCORE, US Small Business Administration UMD Office) | Workforce Development Task Force  | An entrepreneurial needs and opportunities assessment. | CBP Annual Coordinating Expenses: \$85,400   | CBP Operating Support, WFRF Implementation Grant         |  |
| ii. Coordinate pipelines for small business owners to access small business counselors in order to provide free small business mentoring and workshops for local entrepreneurs.                                   |                    |    |    |    |     |     | 1   | 1  |  | 1   | Workforce Development Task Force                       | Added 1 to 2 representatives from a small business assistance program to the Workforce Development Task Force. | In-kind from CBP and small business assistance programs. | In-kind  |
| iii. Facilitate access to microfinancing options coupled with counseling on how to appropriately use such options.  |                    |    |    |    |     |     |     | 1  | 1  | Microfinancing Programs (Ex: BB&T, Invested Impact, KIVA, LEDC), Others TBD | Workforce Development Task Force                       | 1 Central Baltimore business enters a successful micro financing partnership.                                  | TBD  | TBD  |
| b. Identify untapped markets in Central Baltimore and fulfill service demand from large institutions and local businesses by encouraging individuals interested in starting businesses to provide those services. |                    |    |    |    |     |     |     |    |  |   |  |  |  |  |
| i. Utilize the Workforce Development Task Force to create a formal strategy on how to fill service demand gaps through entrepreneurial efforts.   |                    |    |    |    |     |     | 1   |    | TBD  | Workforce Development Task Force  | A formal strategy for filling service demand gaps.     | Workforce Development Task Force In-kind   | In-kind  |  |
| ii. Future steps TBD based on Y3 strategy.  |                    |    |    |    |     |     | 1   | 1  | 1  | TBD   | Workforce Development Task Force                       | TBD  | TBD  | TBD  |
| 6. Continue a Workforce Development Task Force within the Central Baltimore Partnership.  |                    |    |    |    |     |     |     |    |  |   |  |  |  |  |
| a. Host quarterly forums to share successes, needs, new resources and opportunities, etc.   |                    |    |    |    |     |     |     |    |  |   |  |  |  |  |
| i. Identify high priority, urgent needs, such as the lack of employment opportunities for young adults aged 16-25 or the increasingly high volume of returning citizens, and act to address them.                 |                    |    |    |    | 1   | 1   | 1   | 1  | 1  | CBP   | Workforce Development Task Force                       | Quarterly Forums   | CBP Annual Coordinating Expenses: \$85,400               | CBP Operating Support, WFRF Implementation Grant |
| Tasks Per Year  | 6                  | 9  | 8  | 9  | 30  | 27  | 16  | 5  |  |   |  |  |  |  |
| Percent of Total Tasks  | 29%                |    |    |    | 27% | 25% | 15% | 0% |  |   |  |  |  |  |

## Community Health: Mental and Physical Health

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party   | Metrics/Outcomes                                | Estimated Cost                             | Potential Source of Funds   |
|---|--------------------|----|----|----|---|---|---|---|---|---|---|--|---|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |   |   |  |   |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |   |   |  |   |
| 1. Create a formal Community Health Task Force to mobilize expertise and develop an intervention strategy for improving health outcomes in the Target Neighborhoods.      |                    |    |    |    |   |   |   |   |   |   |   |  |   |
| a. Convene key subject matter experts in the field of mental health, addiction, etc. who were identified through the Work Groups to form the Community Health Task Force. |                    |    |    |    |   |   |   |   |   |   |   |  |   |
| i. Build on community health indicators identified during the planning process and prioritize crucial indicators in order to conduct a comprehensive data analysis.       |                    |    |    |    | 1 |   |   |   | Community Health Partners (Ex: 21st Century Cities Initiative, Baltimore City Office of Sustainability, Behavioral Health Systems Baltimore, Bloomberg School of Public Health Chase Brexton, GEDCO, Housing Authority of Baltimore City, HUBS, House of Ruth, Institute for Behavior Resources, J Van Story, Sr Branch Public Housing, Keswick Multi-Care Center Provider, Mosaic Mental Health Clinic, Poverty and Inequality Research Lab at JHU, Strong City Baltimore, The Reinvestment Fund, University of Baltimore Neighborhood Indicators Alliance, Union Memorial Hospital) | Community Health Work Group & CBP                                       | A list of prioritized health indicators.        | CBP Annual Coordinating Expenses: \$85,400 | Johns Hopkins University Grant Opportunities, WFRF Implementation Grant |
| ii. Conduct the community health analysis.  |                    |    |    |    |   | 1 |   |   | CBP, Community Health Task Force  | Baltimore City Health Department, JHU Bloomberg School of Public Health | A completed Community Health Assessment.        | Analysis Consulting Budget: \$50,000       |   |
| iii. Assemble a work group to collectively review analysis. Prioritize 3 to 5 community health focus areas based on need and impact.                                      |                    |    |    |    |   |   | 1 |   |   | Community Health Task Force   | 3 to 5 community health focus areas identified. |  |   |
| b. Create an action plan for intervention strategies based on best practices and prioritized by most pressing health concerns.  |                    |    |    |    |   |   |   |   |   |   |   |  |   |
| i. Inventory existing community health services, programs, and resources.   |                    |    |    |    |   | 1 |   |   | Community Health Task Force   | JHU Bloomberg School of Public Health and CBP                           | Community Health Resource Inventory             | CBP Annual Coordinating Expenses: \$85,400 | WFRF Implementation Grant   |
| ii. Meet with area health experts and conduct further best practice research.   |                    |    |    |    |   | 1 |   |   |   |   | Community Health Best Practices Report          |  |   |
| iii. Present best practice findings to Community Health Task Force and draft a three year Community Health Action Plan.   |                    |    |    |    |   | 1 |   |   |   |   | Draft the Community Health Action Plan.         |  |   |
| iv. Ratify a three year Community Health Action Plan.   |                    |    |    |    |   | 1 |   |   | CBP   | Community Health Task Force   | Finalize a 3-year Community Health Action Plan. |  |   |
| c. Meet quarterly to move forward on the three year Community Health Action Plan.   |                    |    |    |    |   |   |   |   |   |   |   |  |   |

## Community Health: Mental and Physical Health

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party                | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds                                 |
|---|--------------------|----|----|----|---|---|---|---|---|----------------------------------|---|---|---|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |                                  |   |   |   |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |                                  |   |   |   |
| <i>i. Convene the Community Health Task Force, and any other implementation partners, to assess impact, problem solve, share information and resources, and monitor Action Plan status.</i>   |                    |    |    |    |   | 1 | 1 | 1 | CBP   | Community Health Task Force      | Quarterly meetings over next 3 years and annual progress reports. | CBP Annual Coordinating Expenses: \$85,400<br>Event Cost: \$500 | CBP Operating Support                                     |
| <i>ii. Identify implementation funds for the Community Health Action Plan, leveraging CBP's WFRF Planning Pilot Grant.</i>  |                    |    |    |    |   | 1 |   | 1 |   | Community Health Task Force      | At least 3 implementation grants submitted.                       | Fundraising Budget (consults and/or CBP Staffing): \$10,000     | TBD   |
| 2. Improve coordination of services by forming a network of organizations currently providing services within Central Baltimore.  |                    |    |    |    |   |   |   |   |   |                                  |   |   |   |
| a. Compile a list of local health care services to share within a network of service providers in Central Baltimore.  |                    |    |    |    |   |   |   |   |   |                                  |   |   |   |
| <i>i. Build inventory of health service providers in Central Baltimore.</i>   |                    |    |    | 1  |   |   |   |   | Local Providers (Ex: Baltimore City Health Department, Behavioral Health Systems of Baltimore, Bloomberg School of Public Health, CBP, Future Care, Institutes for Behavior Resources, Inc., Keswick Multi-Care Center, MedStar Good Samaritan Hospital, Mosaic Community Services) | Baltimore City Health Department | Completed Inventory   | CBP Annual Coordinating Expenses: \$85,400                      | CBP Operating Support, WFRF Implementation Grant          |
| <i>ii. Build awareness around existing programs by distributing the inventory document and making it accessible to residents.</i>   |                    |    |    |    | 1 |   |   |   |   | CBP                              | 5 social service partners use inventory.                          |   |   |
| <i>iii. Empower service providers to use and communicate resources to their community through one-on-one community center meetings.</i>   |                    |    |    |    | 1 |   |   |   |   | Social Service Providers         |   |   |   |
| <i>iv. Solicit input on gaps in services and health provider outreach strategies.</i>   |                    |    |    |    |   | 1 | 1 |   |   | Community Health Task Force      | Updated Inventory Document  |   |   |
| 3. Start by pursuing short term, highly focused actions that are easy to implement.   |                    |    |    |    |   |   |   |   |   |                                  |   |   |   |
| a. Implement Mosaic's Mental Health First Aid Training Initiative to help train community members, youth and family program administrators, first responders, police officers, and school staff to intervene and promote better mental health outcomes. |                    |    |    |    |   |   |   |   |   |                                  |   |   |   |
| <i>i. Identify relevant partners in Central Baltimore to both host and participate in trainings.</i>  |                    | 1  |    |    |   |   |   |   | Mosaic Community Services   | CBP                              | 3-5 partners committed.   | CBP Annual Coordinating Expenses: \$85,400                      | CBP Operating Support, WFRF Implementation Grant          |
| <i>ii. Conduct outreach targeting stakeholders of relevant partners to recruit training participants.</i>   |                    |    | 1  |    |   |   |   |   | CBP, Mosaic Community Service   | Relevant Partners (See 3ai).     | Each partner recruits 1-2 training participants.                  |   |   |
| <i>iii. Conduct on-site Mental Health First Aid Trainings.</i>  |                    |    |    | 1  | 1 |   |   |   | Relevant Partners (see Recommendation 3.a.i).   | Mosaic Community Services        | 3 trainings conducted with partners.                              | \$200 per training  | Mosaic Operating Expenses, United Way of Central Maryland |
| b. Implement MedStar's Living Well Initiative to promote management of chronic disease in coordination with public housing tenants.   |                    |    |    |    |   |   |   |   |   |                                  |   |   |   |



## Community Health: Mental and Physical Health

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners   | Responsible Party           | Metrics/Outcomes   | Estimated Cost   | Potential Source of Funds                        |
|--|--------------------|----|----|----|---|---|---|---|--|-----------------------------|--|--|--|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |  |                             |  |  |  |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |  |                             |  |  |  |
| <i>i. Convene public housing representatives, HUBS and legacy resident programming, and other community health programs to create a formal outreach strategy for engaging residents who would benefit from the Living Well Initiative.</i> |                    |    |    | 1  | 1 |   |   |   | Community Centers, CBP, HUBS (Keswick Multi-Care Center and Strong City Baltimore), J. Van Story Branch Public Housing Building, Housing Authority of Baltimore City , Jubilee Baltimore's Legacy Resident Preservation Program, MedStar, Telesis Baltimore Corporation, The Brentwood Commons | CBP                         | Living Well Initiative Outreach Strategy                 | CBP Annual Coordinating Expenses: \$85,400                           | CBP Operating Costs                              |
| <i>ii. Deploy MedStar's community health workers into Central Baltimore to support residents in need of chronic disease management.</i>  |                    |    |    |    | 1 | 1 | 1 | 1 |  | MedStar                     | 5 residents served per community health worker deployed. | MedStar Operating Costs  | MedStar's Operating Support                      |
| <b>c. Establish a partnership with the Johns Hopkins School of Nursing's CAPABLE (Community Aging in Place - Advancing Better Living for Elders) Program to support seniors who wish to age safely in place.</b>                           |                    |    |    |    |   |   |   |   |  |                             |  |  |  |
| <i>i. Build partnership with CAPABLE Program.</i>  |                    | 1  |    |    |   |   |   |   | CBP, CAPABLE Program   | Jubilee Baltimore           | Formal commitment from CAPABLE.                          | CBP Annual Coordinating Expenses: \$85,400                           | CBP Operating Support, WFRF Implementation Grant |
| <i>ii. Establish a partnership in coordination with HUBS and Station North Tool Library (SNTL).</i>  |                    |    | 1  |    |   |   |   |   | CBP, CAPABLE Program, HUBS, Jubilee Baltimore  | Jubilee Baltimore           | Formal commitment from HUBS and SNTL.                    |  |  |
| <i>iii. Raise resources for a handyman apprenticeship program in conjunction with Station North Tool Library (see Workforce Development Recommendation 4).</i>   |                    |    |    | 1  | 1 |   |   |   | CBP, CAPABLE Program, HUBS, Jubilee Baltimore  | Station North Tool Library  | Secured funding for one class of apprentices.            | TBD based on feasibility study and formal strategy. Approx. \$90,000 | Hubs Program, WFRF Implementation Grant          |
| <i>iii. Establish a long-term handyman apprenticeship program in conjunction with Station North Tool Library (see Workforce Development Recommendation 4).</i>   |                    |    |    |    | 1 | 1 |   |   |  |                             | 1 class of apprentices graduated from program.           |  |  |
| <b>d. Improve and establish outdoor spaces and recreational facilities that promote physical activity and overall health and wellness of Central Baltimore residents.</b>  |                    |    |    |    |   |   |   |   |  |                             |  |  |  |
| <i>i. Secure funding and implement improvements for Barclay Elementary/Middle School and the 29th Street Community Center's playground.</i>  |                    | 1  | 1  | 1  |   |   |   |   | 29th St Community Center, Baltimore City Department of Recreation and Parks, Barclay Elementary/Middle School, KaBoom, Strong City Baltimore   | Barclay Parents Group (TBD) | Resources raised and playground improvements completed.  | Capital Improvement Costs: \$133,000                                 | Local Foundations                                |

## Community Health: Mental and Physical Health

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners   | Responsible Party                         | Metrics/Outcomes   | Estimated Cost                                  | Potential Source of Funds   |
|---|--------------------|----|----|----|---|---|---|---|--|---|--|---|---|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |  |   |  |   |   |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |  |   |  |   |   |
| <i>ii. Raise resources to develop and implement physical improvements to the Jones Falls Trail Area in order to realize the potential of an underutilized green corridor in Baltimore City.</i>   |                    |    |    |    | 1 | 1 | 1 | 1 | Jones Falls Trail Task Force: Area Property Owners, Baltimore Bike Works, Baltimore City Department of Planning, Baltimore City Office of Sustainability, Blue Water Baltimore, CBP, Community Associations, Department of Transportation, MICA, Streetcar Museum, University of Baltimore | Jones Falls Trail Task Force              | Community-driven action plan for the Jones Falls Trail Area Corridor completed.<br><br>2 funding requests submitted annually.<br><br>1 Jones Falls Trail Area improvement completed annually.<br><br>Established "Friends of Jones Falls" group. | Project Cost: \$150,000                         | CBP Community Spruce-Up Program, Local Foundations, Government Grants, WFRF Implementation Grant  |
| <i>iii. Sustain the existing CBP Community Spruce-Up Program, which has leveraged over \$2 million in outdoor community improvements in the last four years, for another five years. (Pipeline projects include Calvert Street Park improvements, the Remington Tree Canopy Project, streetscaping, traffic calming, and pedestrian enhancements.)</i>  | 1                  | 1  | 1  | 1  | 1 | 1 | 1 | 1 | Area Non-Profits, Community Organizations, Grant Review Committee Members, Housing Authority of Baltimore City, Johns Hopkins University, Maryland Department of Housing and Community Development   | CBP                                       | 9 projects funded per year at average of \$17,000 per project.<br><br>CBP Technical Assistance to establish replicable Spruce Up Grant Programs throughout the greater Baltimore area region.  | Program Cost: \$200,000 per year                | Johns Hopkins University, Maryland Department of Housing and Community Development, Financial Institutions, WFRF Implementation Grant                   |
| <i>iv. Raise resources to enhance existing recreational facilities, thus maximizing community health program capacity and impact. (For example, renovate the gym floor at 29th Street Community Center, create active green space next to Greenmount Recreation Center, replace outdated exercise equipment at Greenmount Rec Center, and improve the facade and recreational facilities at Dallas F Nicholas Elementary School.)</i> |                    |    |    |    | 1 | 1 | 1 | 1 | CBP, Community Center Council (see Youth and Families Recommendation 1b), Youth and Family Services Providers (Ex: Baltimore City Department of Recreation and Parks, Friends of Wyman Park Dell, Local Schools, Montessori School)  | Project-Specific Lead                     | 1 enhancement project targeted per year.   | Project Cost: \$50,000 to \$100,000 per project | Baltimore City School System, Local Foundations, Government Grants, Maryland Department of Housing and Community Development, WFRF Implementation Grant |
| <b>4. Sustain a formal method within the Central Baltimore Partnership for planning, program implementation, coordination, evaluation and accountability of health outcomes activity adequate to address the needs of the Central Baltimore population.</b>   |                    |    |    |    |   |   |   |   |  |   |  |   |   |
| <b>a. Conduct annual evaluation assessing health outcomes in Central Baltimore, prioritizing health indicator focus areas from Recommendation 1.a.iii.</b>  |                    |    |    |    |   |   |   |   |  |   |  |   |   |
| <i>i. Research national best practices for conducting data evaluation as a community health provider.</i>   |                    |    |    | 1  |   |   |   |   | Baltimore Neighborhood Indicators Alliance, Community Health Task Force, National Alliance of Community Economic Development Associations, The Reinvestment Fund   | CBP and Bloomberg School of Public Health | Data evaluation method decided.  | CBP Annual Coordinating Expenses: \$85,400      | CBP Operating Support, WFRF Implementation Grant  |
| <i>ii. Enact best practices by creating an annual evaluation guide utilized by the Community Health Task Force and potentially other community health partners.</i>   |                    |    |    |    | 1 |   |   |   | CBP  |   | Completed Annual Evaluation Guide.   |   |   |
| <i>iii. Create focus groups who respond to the evaluation, identify gaps in services, and create strategies to address them.</i>  |                    |    |    |    |   | 1 | 1 | 1 | Community Health Task Force  | Focus Groups TBD                          | Community health strategy refined.   |   |   |

## Community Health: Mental and Physical Health

| Recommendations  | Timeframe in Years |    |    |    |     |     |     |     | Partners   | Responsible Party                 | Metrics/Outcomes                                       | Estimated Cost                      | Potential Source of Funds           |
|--|--------------------|----|----|----|-----|-----|-----|-----|--|-----------------------------------|--|-------------------------------------|-------------------------------------|
|  | 1                  |    |    |    | 2   | 3   | 4   | 5   |  |                                   |  |                                     |                                     |
|  | Q1                 | Q2 | Q3 | Q4 |     |     |     |     |  |                                   |  |                                     |                                     |
| b. Design and deploy micro data collection tools at community centers, schools, and other community based programs to capture likely underreported local resident health concerns. |                    |    |    |    |     | 1   | 1   | 1   | TBD based on interest, capacity, and HIPPA compliance. | Bloomberg School of Public Health | TBD based on interest, capacity, and HIPPA compliance. | TBD based on interest and capacity. | TBD based on interest and capacity. |
| Tasks Per Year   | 1                  | 4  | 4  | 8  | 16  | 11  | 8   | 8   |  |                                   |  |                                     |                                     |
| Percent of Total Tasks   | 40%                |    |    |    | 27% | 18% | 13% | 13% |  |                                   |  |                                     |                                     |

## Housing: Maintaining Affordability and Improving Quality

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners | Responsible Party   | Metrics/Outcomes  | Estimated Cost   | Potential Source of Funds  |  |
|---|--------------------|----|----|----|---|---|---|---|----------|---|---|--|--|--|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |          |   |   |  |  |  |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |          |   |   |  |  |  |
| 1. Help all residents to safely maintain their homes and age in place.  |                    |    |    |    |   |   |   |   |          |   |   |  |  |  |
| a. Continue and expand current work with legacy residents in all six neighborhoods by building new partners and increasing resources.   |                    |    |    |    |   |   |   |   |          |   |   |  |  |  |
| i. Advocate for enhancements to the HUBS Program to improve effectiveness, for example by better addressing insurance barriers to homeownership for Central Baltimore residents.  |                    |    | 1  | 1  | 1 |   |   |   |          | CBP, Community Partners (TBD), Jubilee Baltimore, Neighborhood Housing Services   | Strong City Baltimore, Baltimore City Office of Homeownership | 1. Created strategy document.<br><br>2. Raised amount of resources set by strategy document.   | Strong City Organizing Costs: \$8,000                                    | Neighborhood Housing Services Baltimore and Jubilee Baltimore Staff Support  |
| ii. Leverage the resources of the Central Baltimore HUBS sites and legacy resident preservation programs to address the needs of non-senior Central Baltimore legacy residents that may be threatened by displacement.  | 1                  | 1  | 1  | 1  | 1 | 1 | 1 | 1 |          | Baltimore City Office of Homeownership, Community Partners (TBD), Keswick Multi-Care Center, Neighborhood Housing Services, Strong City Baltimore | CBP and Jubilee Baltimore                                     | 1. Completed at least 5 legacy resident improvements projects annually.<br><br>2. Expanded program capacity to cover all six Target Neighborhoods.                                     | Central Baltimore Legacy Resident Improvement Program: \$180,000         | Baltimore Regional Neighborhoods Initiative, Harry and Jeanette Weinberg Foundation, HUBS, Maryland Department of Housing and Community Development, WFRF Implementation Grant |
| iii. Continue and expand HUBS services in Central Baltimore by advocating for a Central Baltimore specific HUBS site.   |                    |    | 1  | 1  | 1 |   |   |   |          |   | CBP   | Established a Central Baltimore Specific HUB site.   | CBP Annual Coordinating Expenses: \$85,400                               |  |
| iv. Raise funds for the existing home repair classes for seniors and expand a home repair apprenticeship program in coordination with HUBS to ensure that legacy residents are not displaced (see Workforce Development Recommendation 4b, Community Health Recommendation 3c). |                    |    | 1  | 1  | 1 |   |   |   |          | Baltimore City Office of Homeownership, CBP,HUBS, Jubilee Baltimore's Legacy Resident Preservation Program, Neighborhood Housing Services         | Station North Tool Library                                    | Raise \$12,000 to fully subsidize home repair classes (at \$60 per person, 20 people per class, 10 classes per year).<br><br>Raise \$90,000 to launch handyman apprenticeship program. | Program Costs: \$12,000<br><br>Handyman Apprenticeship Program: \$90,000 |  |
| b. Build on the structure and collaboration of the CBP Residential and Marketing Development Task Force to further explore ways to improve housing conditions and quality of life for low to moderate income residents.   |                    |    |    |    |   |   |   |   |          |   |   |  |  |  |

## Housing: Maintaining Affordability and Improving Quality

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners  | Responsible Party   | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds  |
|--|--------------------|----|----|----|---|---|---|---|---|---|---|---|--|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |   |   |   |  |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |   |   |   |  |
| <i>i. Raise additional resources to expand existing legacy resident preservation programs for low to moderate income residents.</i>  | 1                  | 1  | 1  |    | 1 | 1 |   |   | Baltimore City Office of Homeownership, CAPABLE Program, JHU School of Nursing, Neighborhood Housing Services, Strong City Baltimore  | CBP and Jubilee Baltimore   | Secured at least 1 new funding resource annually.   | Program Expansion Costs: \$150,000 - \$400,000 annually           | In kind, Maryland Department of Housing and Community Development, WFRF Implementation Grant |
| <i>ii. Establish new partnerships to expand existing legacy resident preservation programs for low to moderate income residents.</i>   |                    |    | 1  | 1  |   |   |   |   |   | CBP and Jubilee Baltimore   | 1. Established at least 2 new partnerships in Y1.<br><br>2. Expanded program capacity to cover all six Target Neighborhoods.  | CBP Annual Coordinating Expenses: \$85,400                        | CBP Operating Support, WFRF Implementation Grant   |
| <i>iii. Coordinate with community partners to expand reach of legacy resident preservation programs through community outreach.</i>  |                    |    |    |    | 1 | 1 |   |   | Baltimore City Office of Homeownership, CBP, Community Partners (TBD), Jubilee Baltimore, Neighborhood Housing Services, Strong City Baltimore  | Community Partners (TBD)  | Serve at least 1-2 residents from each of the 6 Target Neighborhoods through a Resident Preservation Program.   |   |  |
| <b>c. Support the renovation and upgrading of multifamily subsidized and public housing in the area, including Boundary Square Apartments, Greater Baltimore AHC, Inc., and J Van Story, Sr Branch Apartments.</b> |                    |    |    |    |   |   |   |   |   |   |   |   |  |
| <i>i. Recruit service providers to ensure that residents needs are incorporated into J. Van Story's Rental Assistance Demonstration (RAD) redevelopment.</i>   | 1                  | 1  | 1  | 1  | 1 | 1 |   |   | Baltimore Housing, CBP, Charles North Community Association, Govans Ecumenical Development Corporation (GEDCO), J Van Story Tenant Council, Johns Hopkins University Dept. of Sociology's Poverty and Inequality Research Lab | Community Housing Partnership (CHP) and Housing Authority of Baltimore City | 1. Defined scope of resident services program.<br><br>2. Secured social and health care providers to operate in J Van Story, Sr Branch Senior Apartment.<br><br>3. Deployed a long-term service program evaluation. | Redevelopment and Resident Services Program Costs (TBD Fall 2017) |  |

## Housing: Maintaining Affordability and Improving Quality

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners   | Responsible Party                     | Metrics/Outcomes  | Estimated Cost  | Potential Source of Funds |
|---|--------------------|----|----|----|---|---|---|---|--|---------------------------------------|---|---|---------------------------|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |  |                                       |   |   |                           |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |  |                                       |   |   |                           |
| <i>ii. Support the new owners of the 40+ unit Boundary Square Apartments by connecting their residents with workforce and youth and family services.</i>  |                    |    |    |    | 1 | 1 | 1 |   | Boundary Square Apartment Property Owner, Central Baltimore Partnership, Jubilee Baltimore | Greenmount West Community Association | Established at least 2 youth and family services, social services, or workforce program connections that remain at least 3 years.   | Program Expansion Costs (TBD based on resident-led program selection)                       |                           |
| <i>iii. Build a formal communication strategy between Greater Baltimore AHC, Inc. property management, their residents and the broader community in order to address resident and community concerns.</i> |                    |    |    |    | 1 | 1 | 1 | 1 | Greater Baltimore AHC, Inc.  | Greenmount West Community Association | 1. Implemented formal communication strategy.<br><br>2. AHC joined at least two community committees.<br><br>3. Identified at least one funding source for AHC's workforce program. | Organizing Costs: In-kind from AHC Resident Services, Greenmount West Community Association | In-kind                   |
| 2. Preserve and improve housing affordability in Central Baltimore.   |                    |    |    |    |   |   |   |   |  |                                       |   |   |                           |
| a. Establish a strategy for preserving affordability, particularly by giving serious consideration to establishing a community land trust.  |                    |    |    |    |   |   |   |   |  |                                       |   |   |                           |
| <i>i. Continue established Central Baltimore Land Trust Work Group collaborations and expand reach to interested community partners such as the Barclay, Midway, and Waverly neighborhoods.</i>           | 1                  | 1  | 1  |    |   |   |   |   | CBP Land Trust Work Group  | CBP RDM Task Force                    | Monthly Meetings  | TBD   | TBD                       |
| <i>ii. Implement immediate, short term action items that will lay the foundation for a pilot land trust program or other affordability preservation approach.</i>   | See below          |    |    |    |   |   |   |   | See below  | See below                             | See below   | See below   | See below                 |



## Housing: Maintaining Affordability and Improving Quality

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners                  | Responsible Party                 | Metrics/Outcomes                              | Estimated Cost   | Potential Source of Funds   |   |
|---|--------------------|----|----|----|---|---|---|---|---------------------------|-----------------------------------|---|--|---|---|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |                           |                                   |   |  |   |   |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |                           |                                   |   |  |   |   |
| <i>ii.a. Identify a steward organization to act as the administrative operator of the land trust.</i>   |                    |    | 1  | 1  |   |   |   |   | CBP Land Trust Work Group | CBP Land Trust Work Group         | A steward commits.                            | \$35,042 per Klein Hornig LLP contract, CBP Operating Expenses | Maryland Department of Housing and Community Development Operating Assistance Grant |   |
| <i>ii.b. Define the land trust sales formula and design an incentive package for potential homeowners buying into the Central Baltimore land trust.</i> |                    |    | 1  |    |   |   |   |   |                           |                                   |   |  |   |   |
| <i>ii.c. Build upon existing legal service support to draft Central Baltimore land trust agreement.</i>   |                    |    |    | 1  |   |   |   |   |                           |                                   |   |  |   |   |
| <i>ii.d. Raise resources for the above incentive package.</i>   |                    |    | 1  | 1  | 1 |   |   |   |                           | CBP Land Trust Work Group         | CBP Land Trust Work Group                     | Achieved minimum incentives package target goal.               | Incentive Costs: \$50,000 per property  | TBD: Financial Institutions, Johns Hopkins University, Maryland Department of Housing and Community Development, Maryland Institute College of Art, Neighborworks, WFRF Implementation Grant, University of Baltimore |
| <i>ii.e. Raise resources for initial operating costs for the Central Baltimore land trust.</i>  |                    |    | 1  | 1  | 1 |   |   |   |                           |                                   | Achieved minimum operating costs target goal. | Program Operating Cost: \$54,000                               |   |   |
| <i>ii.f. Establish financial partnerships to ensure that the land trust model meets Fannie Mae and Maryland Mortgage Program lending requirements.</i>  |                    |    |    | 1  |   |   |   |   |                           |                                   | Klein Hornig LLP and NHS                      | Fannie Mae and Maryland Mortgage Program approve model.        | \$35,042 per Klein Hornig LLP contract, CBP Operating Expenses                      |   |
| <i>iii. Continuously connect existing homeowner resources to Central Baltimore residents (see Recommendations 1.a. and 1.b.)</i>                        |                    |    |    |    |   |   |   |   |                           | See recommendations 1.a. and 1.b. |   |  |   |   |

## Housing: Maintaining Affordability and Improving Quality

| Recommendations  | Timeframe in Years |    |    |    |   |   |   |   | Partners                                  | Responsible Party                | Metrics/Outcomes                                 | Estimated Cost                               | Potential Source of Funds   |
|--|--------------------|----|----|----|---|---|---|---|---|----------------------------------|--|--|---|
|  | 1                  |    |    |    | 2 | 3 | 4 | 5 |   |                                  |  |  |   |
|  | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |   |                                  |  |  |   |
|  |                    |    |    |    |   |   |   |   | Baltimore City, CBP Land Trust Work Group | Land Trust Steward, TBD          |  |  | TBD: Baltimore City Department of Housing and Community Development, Financial Institutions, Johns Hopkins University, Maryland Department of Housing and Community Development, Maryland Institute College of Art, Neighborworks, WFRF Implementation Grant, University of Baltimore |
| iv. Launch Central Baltimore land trust pilot.   |                    |    |    |    | 1 | 1 |   |   |   |                                  |  | 10 community land trust purchasers per year. | Program Cost: \$554,000   |
| v. Coordinate with the Baltimore Housing Roundtable to potentially expand Central Baltimore land trust pilot to serve all of Baltimore City. |                    |    |    |    |   |   |   | 1 | 1   | Land Trust Council (Members TBD) | A Baltimore City Community Land Trust is formed. | TBD  | TBD   |
| b. Provide technical assistance to members of the Arts Community to ensure safe and affordable artist housing options.                       |                    |    |    |    |   |   |   |   |   |                                  |  |  |   |

## Housing: Maintaining Affordability and Improving Quality

| Recommendations   | Timeframe in Years |    |    |    |   |   |   |   | Partners   | Responsible Party   | Metrics/Outcomes   | Estimated Cost  | Potential Source of Funds  |
|---|--------------------|----|----|----|---|---|---|---|--|---|--|---|--|
|   | 1                  |    |    |    | 2 | 3 | 4 | 5 |  |   |  |   |  |
|   | Q1                 | Q2 | Q3 | Q4 |   |   |   |   |  |   |  |   |  |
| <i>i. Build arts community homebuying pipeline by connecting interested purchasers with existing homebuying resources and tools, as well as eligible affordable homeownership options.</i>  |                    |    |    | 1  | 1 |   |   |   | Baltimore Arts Realty Corporation, CBP RDM Task Force, City Arts I and II, Jubilee Baltimore, MICA, Motor House, St Ambrose Housing Aid Center                     | Neighborhood Housing Services Baltimore and Station North Arts and Entertainment Inc. | 1. Hosted 2 homebuying workshops per year.<br><br>2. Assisted at least 3 artists in the homebuying process per year. | Neighborhood Housing Services Baltimore Training Costs: \$3,500 | Neighborhood Housing Services Baltimore Operating Expenses   |
| <i>i.a. Host artist-specific homebuying workshops.</i>  |                    |    |    |    | 1 |   |   |   |  |   |  |   |  |
| <i>ii. Build on the work of CBP and the Baltimore Arts Realty Corporation under the Mayor's Artist Safe Space Task Force to develop strategies and resources to ensure safe and affordable live/work spaces, particularly in the Station North Arts and Entertainment District.</i> | 1                  | 1  | 1  | 1  | 1 | 1 |   |   | Baltimore Arts Realty Corporation, Maryland Institute College of Art, Station North Arts and Entertainment Inc., Reinvestment Fund, Volunteer Lawyers for the Arts | The Baltimore City Mayor's Office   | 1 artist live/work space made code compliant per year.   | Project Cost: \$500,000 per project                             | Central Baltimore Future Fund, Maryland Department of Housing and Community Development, Baltimore City Capitol Budget, State of Maryland Capitol Budget |
| <b>c. Advocate for and support "Lease to Purchase" Housing Options.</b>   |                    |    |    |    |   |   |   |   |  |   |  |   |  |
| <i>i. Raise subsidies towards Telesis' planned "Lease to Purchase" affordable housing units (see Recommendation 2.b.).</i>  |                    |    |    | 1  | 1 |   |   |   | Barclay-Midway-Old Goucher Coalition, Central Baltimore Future Fund, CBP, Housing Authority of Baltimore City, Southway Builders                                   | Telesis Baltimore Corporation   | Targeted funding goal achieved.  | Program Subsidy Costs: \$425,000                                | CBFF, Housing Authority of Baltimore City, Maryland Department of Housing and Community Development  |
| <b>d. Continue the work of the Central Baltimore Partnership Residential Development and Marketing (RDM) Task Force to accomplish through partners a balanced development program that ensures a diverse and sustainable mix of market rate and affordable housing.</b>             |                    |    |    |    |   |   |   |   |  |   |  |   |  |

## Housing: Maintaining Affordability and Improving Quality

| Recommendations  | Timeframe in Years |    |    |    |   |     |     |    | Partners           | Responsible Party   | Metrics/Outcomes  | Estimated Cost   | Potential Source of Funds  |                       |
|--|--------------------|----|----|----|---|-----|-----|----|--------------------|---|---|--|--|-----------------------|
|  | 1                  |    |    |    | 2 | 3   | 4   | 5  |                    |   |   |  |  |                       |
|  | Q1                 | Q2 | Q3 | Q4 |   |     |     |    |                    |   |   |  |  |                       |
| <i>i. Expand RDM Task Force membership to include additional community, non-profit, and private housing partners.</i>  |                    |    | 1  | 1  |   |     |     |    | CBP RDM Task Force | CBP   | 5 new members joined in Y1.   | CBP Annual Coordinating Expenses: \$85,400   | CBP Operating Support  |                       |
| <i>ii. Implement Central Baltimore Partnership's 2012 Housing Strategy and housing recommendations from the CBP Front and Center Plan.</i>   | 1                  | 1  | 1  | 1  | 1 | 1   | 1   | 1  |                    |   | See Housing Strategy in Appendix D for goals and objectives to be achieved. | See Housing Strategy in Appendix D for estimated costs.  | Specific to individual housing strategy recommendations.           |                       |
| <i>iii. Evaluate the Central Baltimore Housing Strategy annually.</i>  |                    |    |    |    | 1 | 1   | 1   | 1  |                    | CBP RDM Task Force  | 4 completed annual evaluations and refined strategy documents.              | CBP Annual Coordinating Expenses: \$85,400   | CBP Operating Support  |                       |
| <b>e. Ensure the availability of housing counseling, through current and new partners, for both renters and homeowners in Central Baltimore who desire and/or could profit from that support.</b>  |                    |    |    |    |   |     |     |    |                    |   |   |  |  |                       |
| <i>i. Facilitate a partnership between Neighborhood Housing Services Baltimore, St Ambrose Housing Aid Center, and Central Baltimore community partners to maintain consistent housing counseling services for existing and potential residents.</i> |                    |    |    |    |   | 1   | 1   | 1  | 1                  | Housing Partners (Ex: Baltimore City Office of Homeownership, Community Associations, Neighborhood Housing Services Baltimore, St Ambrose Housing Aid Center) | CBP   | Hosted annual information sessions and networking events with counselors and community partners. | CBP Annual Coordinating Expenses: \$85,400<br>Event Costs: \$2,500 | CBP Operating Support |
| Tasks Per Year   | 6                  | 8  | 15 | 15 |   | 18  | 11  | 7  | 6                  |   |   |  |  |                       |
| Percent of Total Tasks   | 51%                |    |    |    |   | 21% | 13% | 8% | 7%                 |   |   |  |  |                       |

# APPENDIX



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**Homewood Community Partners  
Initiative, A Call to Action:  
Findings and Recommendations**

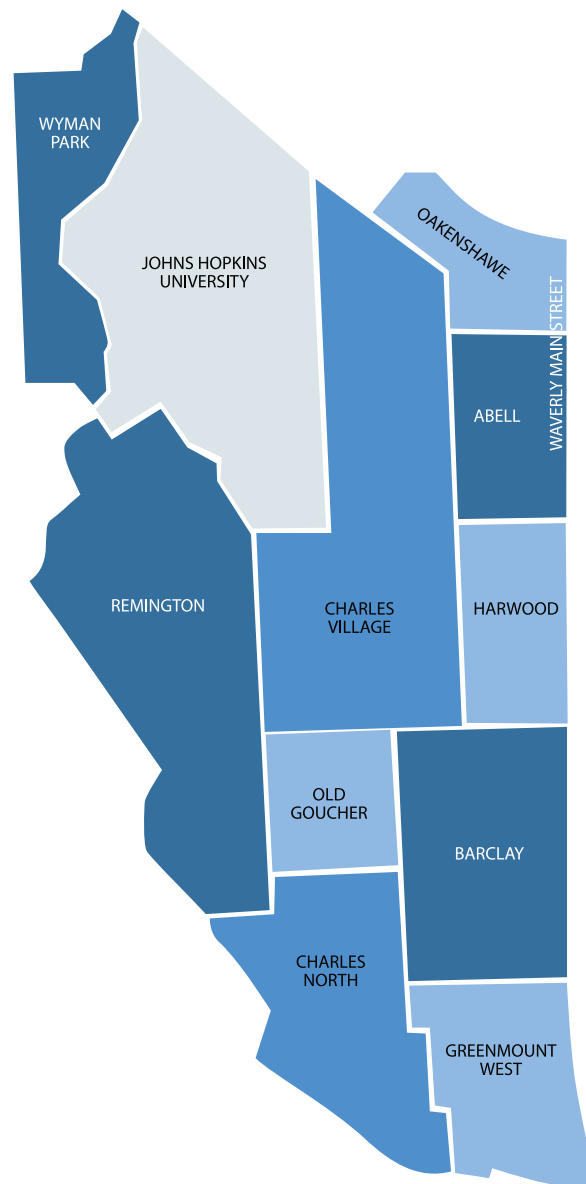
Prepared by Joe McNeely, M.A., J.D.,  
McNeely Legal Service, P.C.  
July 2, 2012



# Homewood Community Partners Initiative

## A Call to Action

### Findings and Recommendations



Prepared by Joseph B. McNeely, M.A., J.D.  
McNeely Legal Services, PC  
July 2, 2012

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# Executive Summary

The **Homewood Community Partners Initiative** (HCPI) grows out of a greater understanding that the health and well-being of the Johns Hopkins University (JHU) Homewood campus is inextricably tied to the physical, social, and economic well-being of its surrounding neighborhoods. JHU's response to that link comes from a combination of enlightened self-interest and a moral obligation that dates back to the founding of the university in 1876. Major urban universities, competing for talent, acknowledge that the off-campus experience in many ways rivals in importance a rich and well-established academic tradition.

## The Case for Action Here

The best community-university partnerships around the country are based on acknowledging both the self-interest of the university and the self-interest of the community and finding the zone of mutual interest between them. The approach of the HCPI process has been to clearly describe the JHU needs and perspectives and the community's needs and perspectives.

In creating HCPI, JHU leadership recognizes that the stronger neighborhoods bordering the campus can offer a false sense of security. Many of the neighborhoods in which JHU's students, faculty, and staff live and through which they travel are less safe, have more blight and vacancy, suffer from disinvestment, and lack neighborhood retail. Despite improvements, the local public schools fail to attract a diverse student body, including middle-income families, considered by many as a necessary condition for a healthy market-driven neighborhood.

JHU has provided data showing that students who have been accepted to JHU but decline the offer cite the real and perceived conditions of the off-campus experience as a reason for their decision. For many students, the ideal college experience includes a vibrant and safe off-campus environment that is associated with college towns like Chapel Hill, Georgetown, and Providence. It's not enough to build better student housing and fitness centers.

Fortunately, the neighborhoods around Homewood are not devastated, but outsiders (and a good number of current residents) perceive them as rundown, unsafe, and lacking the quality of life and exciting retail establishments that characterize so many other areas around the universities with which JHU competes. Urban legend or not, there is a reason why people believe that JHU Security should advise incoming freshmen not to go beyond certain streets. Through HCPI, Johns Hopkins desires to counter that perception and any reality of the fortress mentality.

The neighborhoods of HCPI do have significant challenges in public safety, sanitation, environmental attractiveness, housing blight, quality education, and retail development. At the same time, these neighborhoods have great strengths and are well-positioned for large-scale market-rate development. A rich panoply of neighborhood associations and other stakeholders regard JHU positively and welcome partnership opportunities. The question for HCPI, therefore, is how to seize market advantage and build on a robust public-private neighborhood collaboration to turn around the appearance, boost the real estate market, and increase the sustainability of surrounding communities.

## **The HCPI Process**

In August 2010, JHU's Board of Trustees created the External Affairs and Community Engagement Committee, the first new standing committee in 13 years. In the fall of 2011, the committee announced the HCPI, its first action. The HCPI would focus on 11 neighborhoods (Abell, Barclay, Charles North, Charles Village, Greenmount West, Harwood, Oakenshawe, Old Goucher, Remington, Wyman Park, and Greenmount Avenue's Main Street district) in five engagement areas: (1) clean and safe neighborhoods, (2) blight elimination and housing creation, (3) public education, (4) commercial and retail development, and (5) local hiring, purchasing, and workforce development.

JHU leadership selected an experienced local consultant to help prepare a detailed plan for HCPI so as to capitalize on local knowledge, relationships, and a track record of creating genuine collaboration in the HCPI area. JHU retained Joseph McNeely through his private firm, McNeely Legal Services, recognizing—and to some extent utilizing—his other role as executive director of the Central Baltimore Partnership, an organization of which JHU is a founder and governing member. With a small group of associates, most with Central Baltimore Partnership experience, and the involvement of JHU staff, McNeely launched an extensive participatory process among neighborhood associations, community-based stakeholders, other anchor institutions, and the business community. Neighborhood associations, many of which already had plans for their individual communities, were enrolled in a process of creating a general “overlay” plan that showed the integration of those small plans and the synergy and common elements that could be addressed to build a stronger HCPI.

That overlay and information from extensive interviews and meetings with other stakeholders in the community's public, private, and nonprofit sectors, as well as the analysis of relevant documentation, led to a common forum that hammered out a vision representing a shared ethos of community and university. Public forums and private meetings were used to derive a set of strategies to implement the vision and address the five elements of HCPI; and to identify targeted programs to implement those strategies. The ultimate goal: a community attractive to residents, investors, businesses, students, employees, and faculty of anchor institutions.

## **The HCPI Area**

Fortunately for the HCPI cause, the area has great strengths and existing programs on which to build and make a quantum leap toward that goal. Perception of crime is worse than the reality. An impressive level of activity is already in place to improve public safety, sanitation, and quality-of-life issues. The housing market is strong or very strong in three-quarters of the neighborhoods. Some local public schools have been making great progress in both providing quality education and attracting middle-class families. The areas are adequately served for basic retail and food but lack exciting and distinctive retail offerings. The Station North Arts and Entertainment District, especially around N. Charles Street and North Avenue; the Waverly Main Street area of Greenmount Avenue, especially the core blocks; and St. Paul Street between E. 31st Street and University Parkway, all have elements of both serving local retail needs and becoming regional destinations. All anchor institutions within HCPI are aware of and interested in utilizing local hiring and purchasing to build economic development.

## **The Shared Vision**

The shared vision derived through the HCPI process defines the direction and suggests an overall strategy:

- ***A vibrant urban center***, growing dramatically by 3,000 more households in 10 years with exciting accessible retail and arts, entertainment, and cultural institutions attracting the region;
- ***A livable community***, with a strong residential real estate market, high-caliber amenities, quality and attractive public schools; and
- ***Active collaborative stakeholders*** who work closely together, support each other's projects, and combine in the HCPI strategy and programs with anchor institutions, including JHU and others.

## **Overall Analysis and Strategy**

### ***Seize the BIG opportunities***

Dramatically increasing the population of the area—emphasizing market-rate housing and recruiting more affluent residents—is the most critical change and would be the catalyst that drives more and better retail, higher school quality, improved quality of life, reduced crime, and a sustainable attractive environment. The two big generators of the population explosion are the Homewood campus, especially St. Paul Street and the retail potential in the ground floors of university-owned buildings; and the area immediately north of Penn Station. The area between the train station and 21st Street and between Howard Street and Greenmount Avenue offers significant vacant, easily developable land for high-density, mixed-use, transit-oriented development that builds on the proximity of the universities and the regional attractiveness of the arts district. Significant secondary development areas are possible or are under consideration at Howard and 25th streets (the 25th Street Station project) and Greenmount Avenue and E. 33rd Street.

### ***Build from strength***

In addition to capturing major development sites and shifting attention to the likelihood of market-rate apartments being constructed on the large sites, the strategy needs to build from strength, investing in powerful residential nodes, catalyzing deliberate ripple effects, and then monitoring and buffering before pushing into the weaker parts.

### ***Change perception***

The momentum supporting significant development and a high quality of life is still not generally visible to the casual passerby or even to mainstream influential leaders. If JHU Homewood signals that it is not, and does not need to be, a fortress, people inside and outside will take note. If JHU senior leadership joins with other collaborators in the HCPI area to lay out, invest in, and catalyze resources behind a clear plan, substantial projects, and long-term sustainability, people in the region will be attracted. We cannot be mindless of threats, whether to people in terms of crime or to the market in underwriting considerations or to the future in terms of educational performance and job readiness, but a critical mass is building and is ready to be unleashed.

### ***Capture the momentum***

Fortunately, considerable activity is under way, in both recent real estate developments and the important work preparing for significant investment in new development. The collective work of the organizations in the Central Baltimore Partnership has drawn attention to the development potential of the area, especially the Station North neighborhoods; identified and created conceptual plans for development projects; and forged public consensus among neighborhood residents, major institutions, private developers and property owners, and government agencies. Many now see the competitive advantage of the area: its proximity to mass transit, growing institutions of higher education, and a nationally recognized arts and entertainment district. The value of the strategic framework with broad public and private consensus cannot be underestimated, and a five-year record of \$440 million of development and 1,300 housing units proves its durability. The moment is right for a strategy that uses that momentum to catalyze a critical mass of new development.

### **Recommended Programs**

To implement those strategies, we propose a bold set of programs to build quality of life, strong housing markets and new development, high-caliber public education, and exciting and distinctive retail, utilizing local purchasing and hiring as one element of an economic engine for opportunity. In addition, a few programs address several elements and are labeled cross-cutting. These programs would be undertaken by a broad collaboration of partners from the HCPI area. JHU would be engaged in all the programs and in some cases called on to lead. The estimated budget for the 37 recommended programs is in the neighborhood of \$60 million over five years. Resource acquisition will be a necessary step of every element of the collaboration. The sources would be institutional, philanthropic, private, public, and community. Together the HCPI programs form a roadmap for an evolving and flexible program of dramatic community development, rather than a detailed, rigid prescription. Collaborators would continue to work together to flesh out, make changes to, and implement significant programs.

### **Cross-Cutting Programs**

HCPI focuses on four interrelated and mutually reinforcing elements of a sustainable community that is a destination of choice for residents, investment, and leisure: (1) quality of life, (2) housing, (3) public education, and (4) commercial retail. The power of local purchasing and hiring reinforces this synergy. The key to building the virtuous cycle of reinforcement among the elements is to dramatically grow the population of the HCPI area, partner with the city and its anchor strategy, secure and leverage significant state and private funds to spur development, and provide accessible opportunities for an improved quality of life for those experiencing hardship within the HCPI area. HCPI will concurrently deliver returns of interest to Johns Hopkins University and the other anchors. The programs that are highlighted here address multiple and interrelated elements.

#### ***Priority program recommendations***

1. **Development Fund**
2. **Land Bank**
3. **Neighborhood Improvement Fund**
4. **City and state support**
5. **Workforce pipeline**



## **Quality of Life**

Healthy, attractive, economically diverse, stable neighborhoods boast parks and recreation venues that are heavily used by local residents, offer personal security and neighborhood safety, provide access to quality public K-12 education and highly functional transit, boast clean and landscaped streets, contain safe pedestrian and bike ways, support diverse and fully occupied housing options as well as retail and entertainment venues that are local and regional destinations, and are attractive to individual and corporate investors. The HCPI area is blessed with a multiplicity of neighborhood associations and stakeholder organizations with strong collaborative leadership. The approach to building a high quality of life is to support and broaden that civic network, coordinate quality-of-life efforts, and encourage cross-neighborhood collaborative planning and advocacy. Within the HCPI, particular strategies include focusing on personal safety, streetscape, and commercial development in key corridors such as the area between Penn Station and the Homewood campus; along E. 33rd Street from the Homewood campus to Greenmount Avenue and the Waverly Main Street area; and the 28th and 29th streets gateway between the JFX and Greenmount Avenue.

### *Priority program recommendations*

1. **Community amenities**
2. **Charles Village Community Benefits District collaboration**
3. **Arts and culture development marketing campaign**

## **Blight Removal and Housing Creation**

Half of the HCPI area neighborhoods are competitive for upper-middle-class homebuyers in the regional market; a quarter could become attractive to middle-class residents but are stressed, and a quarter are much weaker. Fortunately, even the weaker neighborhoods have nodes of real strength. A few have significantly large, easily developable parcels that could be used to capitalize on the surging market for high-density, multiuse developments, especially market-rate rental. With some intervention and strong marketing, most of the lower-density areas could become strong homeownership neighborhoods. An ample supply of affordable housing exists and needs to be retained and, in some cases, improved.

### *Priority program recommendations*

1. **Healthy Neighborhoods Inc.**
2. **Housing sales campaign**
3. **Live Near Your Work**
4. **Rental housing conversion program**
5. **Developer recruitment**

## **Education**

Quality public education is crucial in attracting and retaining families with children, including faculty and staff of anchor institutions like JHU. Two of the local zoned public schools have made great strides in improving quality and attracting middle-class families, with extensive help from both community partners and volunteers and the professional involvement of JHU and other universities. The HCPI approach is to build on efforts to

make schools attractive to all families, use all the resources of JHU in a coordinated and targeted manner to build quality education and develop a method of JHU's branding local schools. The mutual faculty and community interest in early childhood education offers another opportunity for win-win.

*Priority program recommendations*

1. A Johns Hopkins partnership school
2. Early childhood programs
3. After-school programs

*Continued exploration*

1. A powerful program of services for older kids and young adults
2. A "college pipeline" program to promote college preparation
3. A public neighborhood school in Remington
4. A Johns Hopkins–operated school

## **Commercial Retail Development**

Adequate and accessible retail is an important part of a sustainable neighborhood. Exciting and distinctive retail adds character and marketability to districts, and may even be a regional draw as well as a service to local residents. Most successful national universities have stimulated engaging retail districts. The HCPI area has a fairly good supply of basic retail and food stores but begs for more exciting and diverse retail offerings. The strategy to significantly increase population will help drive retail, but specific mixed-use developments and retail corridors should be targeted for collective management and development intervention to boost the market.

*Priority program recommendations*

1. N. Charles Street corridor and storefronts (Homewood to Penn Station)
2. Joint academic facilities
3. JHU development site, E. 33rd Street & St. Paul Street
4. 3100–3500 St. Paul Street retail
5. Waverly Main Street
6. Artists marketing
7. Retail development fund

*Continued exploration*

1. 25th and Howard streets corridors
2. Leasing and retail mix management
3. Support of entrepreneurship
4. Remington commercial development

## **Local Hiring and Purchasing**

Anchor institutions and other enterprises in the HCPI area can bring a powerful tool for economic opportunity and development through hiring local residents and purchasing from local businesses. A local focus on employment and procurement practices and policies, working in concert with other elements of the HCPI agenda, can accelerate growth and stability in a neighborhood and help more disadvantaged populations move into the mainstream. JHU has undertaken an internal process, known as economic inclusion, for marshaling its employment and purchasing on behalf of local economic development. Through the Baltimore Integration Partnership, JHU is sharing its learning and prototypes with other anchor institutions and employers, including those in the HCPI area.

### *Priority program recommendations*

1. Institutional commitments by JHU and other anchors to local hiring
2. Institutional commitments by JHU and other anchors to purchasing from local, minority-, and women-owned businesses
3. Institutional commitments by JHU and other anchors to using local, minority-, and women-owned construction contractors
4. Support for business growth
5. Marketing campaigns to attract new businesses
6. Workforce preparation and advancement

## **Homewood Community Partners Initiative—The Case for Action**

*“Our ideas, our energies, our passion and optimism can contribute so much to the community of which we are part. How we galvanize our intellectual and moral strengths for the betterment of our community, and for the betterment of ourselves, stands as yet another compelling challenge that we must address.”*

*—President Ron Daniels*

*“We welcome more active participation by JHU. We value the university as an important asset of our community. Many of us moved here because of it. We recognize and want to better utilize the intellectual, cultural, financial, and political strength that JHU brings to a collaboration that fosters a better quality of life in the community.”*

*—A community leader*

Research into the “best practices” on community-university partnerships suggests that the most successful and durable collaborations are those in which the needs and desires of all parties are acknowledged and achieved. As often stated in HCPI meetings by Andy Frank, economic development adviser to JHU President Ron Daniels, and embraced by community leaders during the process, “We are looking to find that sweet spot that represents the overlap of the self-interests, in the best sense of that phrase, of the university and the community.” The HCPI process created a forum in which it was both desirable and legitimate to articulate the self-interest of all parties so that the zone of common vision could be identified and collective decisions made about the best method for all to achieve their goals. The case for action together begins by clearly revealing the needs and orientation of both the university and the community.

### **1. The Case for Action: The University**

The **Homewood Community Partners Initiative** (HCPI) grows out of a greater understanding that the health and well-being of The Johns Hopkins University is inextricably tied to the physical, social, and economic well-being of its surrounding neighborhoods. A number of universities in Baltimore and across the country have embraced their role as anchor institutions, working closely with neighborhood, business, and civic leaders to strengthen the communities in which their campuses are located. The term *anchor institutions* applies to large organizations, like Johns Hopkins, typically educational, medical, or cultural, that are deeply rooted in their communities. The key to successful university-neighborhood engagements lies in transparency, open communication, collaboration with community partners, and the recognition of shared values.

#### **a. The Impact of Community Attraction**

Johns Hopkins’ greatest resource is its people. It competes for the best and brightest students, faculty, and staff. In fact, the university is ranked against its competition using criteria that include the quality of students and faculty, along with other resources. Recruited faculty members value the quality of the academic and intellectual environment. In this category, Johns Hopkins fares well. It fares less well against its current and aspirational competition in the area of real and perceived safety and the vibrancy of its surrounding neighborhoods. While some younger faculty might appreciate the grit and creativity associated with the MICA campus, for example, others benchmark the university environs against Franklin Street in Chapel Hill or West Philadelphia at Penn.

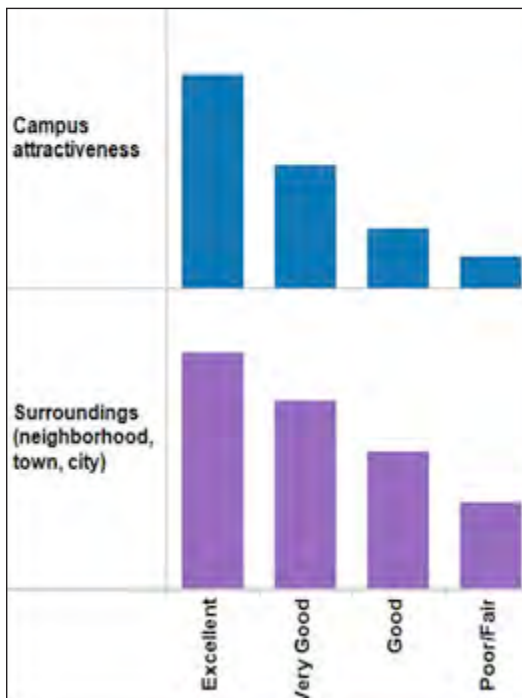
### Why engage?

- Aids students and faculty who look at both the reality and the perception of the surrounding neighborhoods.
- Enhances the off-campus experience which is increasingly important to prospective students, their families, and the faculty.
- Increases alumni satisfaction and giving.
- Mitigates future risks tied to public safety.
- Increases reputation and university rankings.
- Increases trust and relationship quality.
- Helps JHU keep up with the Joneses.

### b. Student and Faculty Perception

Data from the Johns Hopkins Office of Undergraduate Admissions show that the perception of the surrounding communities by prospective and enrolling students is an important factor in their selection of a college. Students regard the communities around the Homewood campus less favorably than the settings of competitor universities.

**FIGURE 1: Admitted-Student Questionnaire: Ratings of College Characteristics vs. Yield**



Georgetown University

This figure juxtaposes the yield (percentage of those admitted to Johns Hopkins who enroll) with their ratings of the campus and campus surroundings. For example, for students who rate the university surroundings “excellent,” the yield is twice the overall yield rate. However, for students who rate the surroundings “poor/fair,” the yield drops significantly.

*“Recruiting faculty and staff to the Homewood campus is made more difficult by the perceptions and realities of the surrounding communities and the city as a whole.”*

*–JHU HR representative*

It appears that prospective students (and parents) are influenced by the general reputation of Baltimore. Simply taking a less direct route to campus can confirm that blight, crime, and disinvestment, while not at Hopkins’ doorstep, are affecting neighborhoods in which students live, work, and travel. Strengthening the communities immediately surrounding the Homewood campus will have a powerful, counterinfluence on the negative imagery of Baltimore, leading to a positive impact on student recruitment and retention.

### **c. Keeping Up with the Joneses**

In March 2010, the Nelson A. Rockefeller Institute of Government at the University of Albany published a comprehensive report on best practices of anchor institutions across the country. Trinity College in Hartford, Conn., for example, has invested more than \$7 million of its endowment in neighborhood revitalization within a 15-square-block area of the campus; the effort is projected to generate more than \$100 million in new construction. The Duke-Durham Neighborhood Partnership Initiative has invested more than \$2 million in an affordable housing loan fund to promote home ownership and community stabilization. The University of Southern California has instituted a program to increase employment from neighborhoods immediately surrounding its campus.

In 2007, former University of Pennsylvania President Judith Rodin wrote *The University and Urban Revival*, an account of the University of Pennsylvania’s seminal West Philadelphia Initiative, a multifaceted strategy that tapped Penn’s considerable financial and human resources (including its endowment) to transform University City into a safe, thriving, and economically and ethnically diverse urban center. Rodin makes a compelling case for aggressive intervention and calculated financial risk-taking in the housing, retail, and education sectors. Today, houses in the Penn Alexander public school catchment area sell for an average of \$100,000 more than the same houses across the line.

More broadly, Rodin argues that civic engagement and community development are natural extensions of the university’s mission. She writes, “The willingness of universities and their neighbors to participate in the conversations of democracy—something that is rarely smooth and rarely easy—is the only way to gain the long-term benefits of mutual trust and understanding. How a university performs this civic role serves as an example to its students.

### **d. The JHU Mission**

The Johns Hopkins University opened in 1876 with the inauguration of its first president, Daniel Coit Gilman. “What are we aiming at?” Gilman asked in his installation address. “The encouragement of research...and the advancement of individual scholars, who by their excellence will advance the sciences they pursue, and the society where they dwell.”

Over 130 years later, this mission of JHU continues: to educate its students and cultivate their capacity for lifelong learning, to foster independent and original research, and to bring the benefits of discovery to the world. This is exemplified in the university’s growing support and robust array of student-based community service and civic engagement activities, a resource that is increasingly central to student interests and JHU’s operations.



## 2. The Case for Action: The Community

The HCPI area is blessed with a wide variety of strong organizations with capable leadership. Community leaders from neighborhood associations, nonprofits, local businesses, and other institutions came to the HCPI process with a long history and considerable success in addressing the same needs identified in the JHU HCPI opening statement. They not only appreciated the capabilities JHU would bring to a collaborative endeavor but eagerly encouraged the leadership at the Homewood campus to go beyond its widely perceived insularity. They were quick to identify important strengths and existing programs within the community that could profit from a stronger partnership with JHU and other anchor institutions but realistic in acknowledging the challenges faced by the neighborhoods of HCPI. Most importantly, they wanted JHU to recognize the capability of local organizations and leadership and join to help expand existing efforts. They also described many clear visions and good plans that were languishing for lack of resources and the kind of political will that collaboration with JHU could engender. If JHU needs the community to succeed as a university, the community needs the success of JHU and its expanded community involvement just as much. The HCPI community is both challenged and promising, an area of the city at the tipping point. Building immediately on assets and capturing the momentum are critical to tipping it in the direction of a positive and sustainable future.

### a. Neighborhood Characteristics

**FIGURE 2: 2010 Neighborhood Size in HCPI**

| Neighborhood    | Population    | Occupied housing units |
|-----------------|---------------|------------------------|
| Abell           | 889           | 440                    |
| Barclay         | 2,181         | 955                    |
| Charles North   | 1,059         | 716                    |
| Charles Village | 8,906         | 3,725                  |
| Greenmount West | 1,339         | 570                    |
| Harwood         | 1,575         | 570                    |
| Oakenshawe      | 1,444         | 505                    |
| Old Goucher     | 1,046         | 405                    |
| Remington       | 2,458         | 1,072                  |
| Wyman Park      | 1,141         | 610                    |
| HCPI Focus Area | <b>21,738</b> | <b>9,568</b>           |

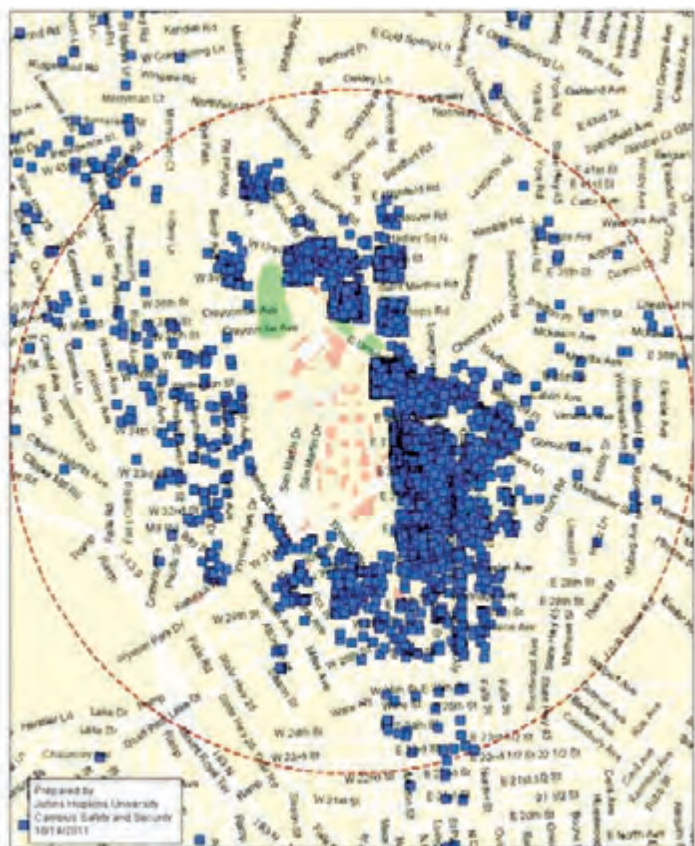
**SOURCE:** Baltimore City Planning Department; U.S. Census;  
Does not include JHU Homewood campus

The HCPI area is composed of 10 official neighborhoods and the part of the Greenmount Avenue retail strip that is in the Waverly Main Street program, collectively referred to in this report as “11 neighborhoods.” Figure 2 shows the population and number of occupied housing units in each of the 10 official neighborhoods. Collectively those 10 neighborhoods have a population of 21,756, 46.2 percent white and 33.4 percent African American. The percentage of African Americans in the HCPI population is substantially below that of the city

(63.74 percent) but comparable to that of the region (28.7 percent). Household income at \$43,474 is 12 percent higher than that of the city's \$38,738, but well below that of the Metro region's \$65,266. The gap between the HCPI area and the Metro region is less when viewed in terms of per capita income: \$24,087 HCPI versus \$32,787 Metro. In the 2000–2010 decade recorded by the U.S. Census, there was a population profile shift so that at the end, the HCPI area had a larger percentage of 18- to 34-year-olds, and a smaller percentage of 35- to 44-year-olds and people over 65. The proportion of the population younger than 17 also declined significantly. However, the HCPI population is far more educated than the city's as a whole and almost comparable with the region's, with 48 percent of the HCPI population having a bachelor's or postgraduate degree compared to 52 percent in the region but only 34 percent in the city.

- 1) **Public Safety.** Statistically, Baltimore is a violent place compared to cities in which our competition is located, though the vast majority of the crime is drug- and gang-related and concentrated in areas away from the Homewood campus. Moreover, the violence is rarely random; most of the perpetrators and their victims have extensive criminal records. Nevertheless, Baltimore City is the third most violent city in America, behind Detroit and Memphis (FBI Uniform Crime Reports, 2011; see also fig. 4). Although there has been no quantitative research on the subject, human resource professionals report that recruiting professionals to Baltimore City is made more challenging because of the city's high crime reputation, fueled, in part, by the HBO drama *The Wire*.

**FIGURE 3:**  
**All Residents 2011–12 School Year**



Source: JHU Security, 2012



Source: Home Box Office, Inc.

Off-campus crime is a major concern for most college and university students, parents, staff, and faculty, especially in large urban areas. Johns Hopkins is no exception. Crime is one of the most serious external threats to the university's financial performance. The neighborhoods around the Homewood campus present a mixed picture. Data for 2009 and half of 2010 show that violent crime rates in four of the neighborhoods—Harwood, Charles Village, Remington, and Barclay—are below the Baltimore City average, while Abell, Greenmount West, and especially Charles North have higher rates. The aggregate crime rate for 2011 in the HCPI neighborhoods exceeds the citywide rate in five out of eight categories, including robbery, shootings, and rape.

**FIGURE 4:**  
**Host Cities for Universities Comparable to JHU**

| City          | Violent Crime | Property Crime |
|---------------|---------------|----------------|
| Baltimore     | 10            | 6              |
| Princeton     | 2             | 1              |
| Providence    | 6             | 6              |
| New Haven     | 6             | 6              |
| Philadelphia  | 9             | 6              |
| New York      | 6             | 3              |
| St. Louis     | 10            | 10             |
| Washington DC | 9             | 6              |

**FIGURE 5: HCPI Crime vs. City, 2011**

| Crime                     | HCPI Crimes  | Crimes per 100,000 |              |
|---------------------------|--------------|--------------------|--------------|
|                           | 2011         | HCPI 2011          | City 2011    |
| <b>Homicide</b>           | 7            | 32                 | 32           |
| <b>Rape</b>               | 13           | 41                 | 47           |
| <b>Robbery</b>            | 172          | 754                | 622          |
| <b>Aggravated assault</b> | 166          | 947                | 820          |
| <b>Burglary</b>           | 338          | 1,581              | 1,408        |
| <b>Larceny total</b>      | 795          | 3,999              | 2,781        |
| <b>Auto theft</b>         | 137          | 552                | 681          |
| <b>Arson</b>              | 4            | 51                 | 48           |
| <b>Total Part 1</b>       | <b>1,632</b> | <b>7,956</b>       | <b>6,438</b> |

| Subcategories            |     |       |       |
|--------------------------|-----|-------|-------|
| <b>Shooting (AgAs)</b>   | 17  | 32    | 61    |
| <b>Larceny other</b>     | 444 | 1,848 | 1,608 |
| <b>Larceny from auto</b> | 351 | 2,151 | 1,174 |

**SOURCE: Baltimore City Police Dept. Victim Based Crime Reporting**

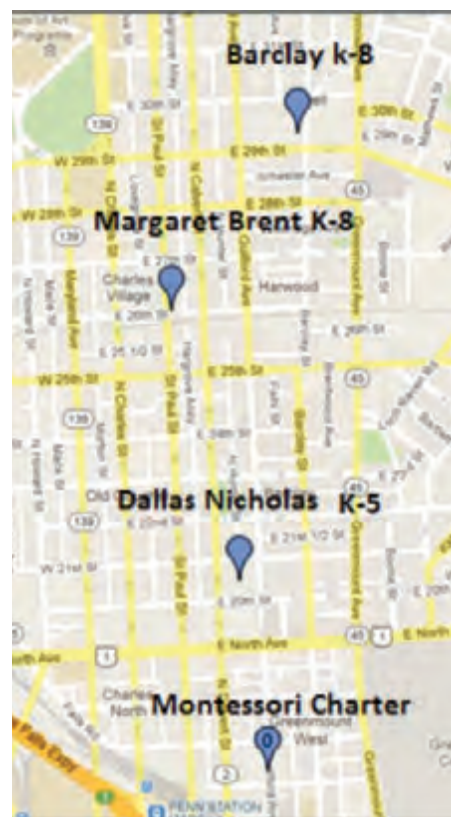
- 2) **Public Schools.** The quality of local schools plays an important role in home-buying and home-selling decisions by families with school-aged children, and their willingness to live near campus. A 2000 survey by the Philadelphia City Planning Commission found that the presence of good schools was the third most salient neighborhood characteristic for both buyers and sellers between ages 25 and 44 with children. The Philadelphia-based Reinvestment Fund examined the influence of elementary school quality (measured by standardized test score results) on home sales prices within the city of Philadelphia's elementary school catchment areas. The study found that elementary school test scores play a significant role in the prediction of sales price, even after controlling for neighborhood and individual home conditions. Improving school quality is a good way to create more desirable neighborhoods.

Adequate yearly progress is the gain that schools, school systems, and states must make each year in the proportion of students achieving proficiency in reading and math. AYP replaces the School Performance Index as the method by which Maryland tracks academic progress and makes accountability decisions.

To make AYP, schools and school systems must meet the annual measurable objective in reading and mathematics for students in the aggregate and for each student subgroup; in graduation rate for high school students or in attendance for elementary and middle school for students in the aggregate; and in the testing participation requirement of 95 percent.

Neither Barclay, Margaret Brent, nor Dallas Nicholas met AYP in 2011.

**FIGURE 6:  
Public Schools in the HCPI Area**



Source: Google Maps

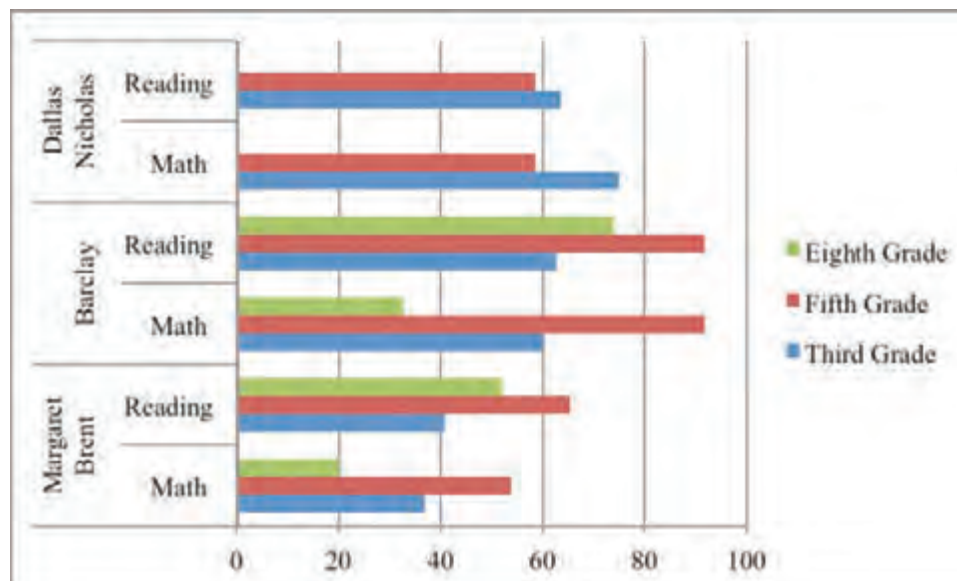
**FIGURE 7: Annual Yearly Progress: Barclay, Margaret Brent, Dallas Nicholas Composite**

|                                  | Reading<br>Percent<br>Proficient > | Reading<br>Participation<br>Rate > | Mathematics<br>Percent<br>Proficient > | Mathematics<br>Participation<br>Rate > |
|----------------------------------|------------------------------------|------------------------------------|--|--|
| <b>2011 AYP: Not Met</b>         |                                    |                                    |  |  |
| <b>All Students</b>              | Not Met                            | Met                                | Not Met                                | Met                                    |
| American Indian or Alaska Native | =                                  | =                                  | =                                      | =                                      |
| Asian                            | =                                  | =                                  | =                                      | =                                      |
| Black or African American        | Not Met                            | Met                                | Not Met                                | Met                                    |

Source: Maryland State Department of Education, Adequate Yearly Progress, 2011



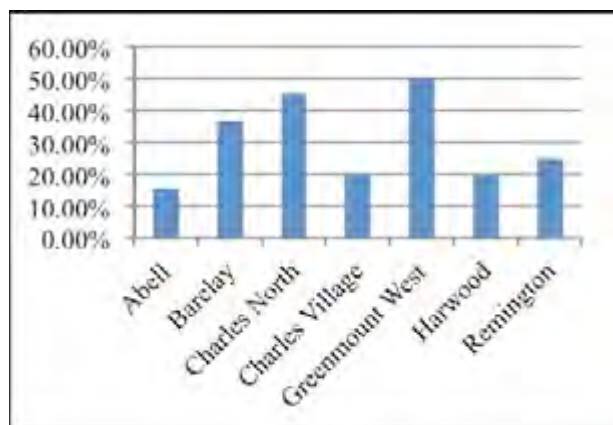
**FIGURE 8: Percentage of Students Proficient or Advanced on 2011 MSA**



Source: Maryland Report Card

- 3) **Poverty Rate, Home Values, and Employment.** In 2000, poverty rates in Remington, Charles North, Barclay, and Greenmount West averaged almost 40 percent, compared to a 20 percent rate in Charles Village and a citywide rate of 19 percent. On average, houses in Barclay, Harwood, and Remington sell for less than half the price of a Charles Village home.

**FIGURE 9: Poverty Rate—Year 2000**



In Greenmount West and Charles North, the two neighborhoods for which we have fine-grained data, low educational attainment levels are reflected in the high percentage (58.2 percent) of residents who are not in the labor force, i.e., not employed and not looking for work. Of those in the labor force, 22 percent were unemployed in 2007, compared with a city unemployment rate of 19.9 percent. Significant percentages of employed residents (949) of the target area work in low-wage industries such as health care and social administration, accommodation and food services, and retail trade. Over half of the residents in Greenmount West and Charles North have not completed high school. Low educational attainment levels are reflected in the nearly 60 percent of residents who are not in the labor force; 21 percent of those 16 and over are not in the labor force.

Not only is there considerable divergence in economic and employment conditions among neighborhoods, but even within neighborhoods, there is a wide range of income. Figure 10 shows the differences between a sample of U.S. Census Block Groups (the smallest statistical area possible) and illustrates that there are obviously high-income individuals living near families in poverty, even considering that some of the low-income statistics are affected by a concentration of students. It also shows that the per capita income of a block group is not a good indicator of the condition of everyone as some block groups with a high per capita income also have a high percentage of families in poverty.

**FIGURE 10:**  
**Sample of Income in Divergent Block Groups in HCPI 2005–2009**

| Neighborhood  | Census tract | Block group | Estimated per capita income (\$) | % families in poverty |
|---------------|--------------|-------------|----------------------------------|-----------------------|
| Abell         | 1202         | 2           | 30,616                           | 0.0                   |
| Barclay       | 1204         | 2           | 14,581                           | 81.2                  |
| Charles North | 1206         | 3           | 15,418                           | 58.0                  |
| Harwood       | 904          | 2           | 13,617                           | 27.2                  |
| Harwood       | 1203         | 2           | 24,299                           | 8.8                   |
| Oakenshawe    | 1202         | 1           | 43,773                           | 16.6                  |
| Remington     | 1207         | 3           | 16,327                           | 5.1                   |
| Remington     | 1207         | 2           | 47,495                           | 27.5                  |
| Wyman Park    | 1307         | 2           | 26,653                           | 28.3                  |

**Source: US Census 2010, Policy Map**

- 4) **Housing Code Violations and Vacant Houses.** Housing code violations are another measure of absentee ownership and disinvestment. On a per household basis, the rate of housing code citations issued in Barclay, Harwood, Charles North, Greenmount West, and Remington is more than five times greater than in Charles Village. There are 555 vacant houses throughout the focus area with Barclay and Greenmount West having the highest concentrations.

## **b. Success and Momentum**

Notwithstanding the challenges depicted by the statistics above, the HCPI area has great strengths. The preconditions for major development are in place and ready to build on:

- 1) Market competitiveness:
  - a) the area has a clear competitive advantage in central location, transit service, multiuniversity affiliation and arts-based attractions;
  - b) the area is already one of the most successful areas for attracting the 25- to 40-year-old demographic, those in the decision-making stage of their lives;
  - c) housing stock and developable land are available without any risk of displacement or cost of relocation;
  - d) a strong market exists north and south of the area;
  - e) the area has a demographic profile more like the region as a whole, more comfortable to potential residents from the region as a whole;



- f) the HCPI neighborhoods boast a positive internal perception and strong promoters among some of the most influential leaders in the region;
  - g) there is ample historic and attractive housing stock; and,
  - h) the area teems with diverse and accessible cultural, artistic, entertainment, and educational opportunities, including those offered by the three institutions of higher education.
- 2) Political and social infrastructure:
- a) strong neighborhood organizations and vigorous community leadership;
  - b) positive perception of JHU (and other anchors);
  - c) a collaborative spirit among private businesses, most major property owners, nonprofit institutions;
  - d) the Central Baltimore Partnership, already joining together major collaborators, a unique multi-university combination; and,
  - e) a unique partnership of city, neighborhoods, nonprofits, major institutions, and private business.
- 3) Strategic framework:
- a) market-oriented development strategies in place;
  - b) strong consensus behind the neighborhood plans;
  - c) general support from elected officials on which to build; and,
  - d) while percentages can be daunting, the absolute numbers in any deficit category are “manageable” (e.g., 19 percent unemployment is only 880 people looking for work).
- 4) Momentum:
- a) 1,300 housing units, most in scattered sites, rehabilitated or newly constructed 2005–2010;
  - b) \$440 million in 15 significant projects completed or begun 2007–2011;
  - c) the worst assisted housing projects have already been demolished or rehabbed, replacing them with mixed income development; and,
  - d) school partnerships for building resources and quality.

### **c. Potential Partners**

- 1) neighborhood associations and community organizations;
- 2) community-based organizations—Greater Homewood Community Corp., Charles Village Community Benefits District, Waverly Main Street, Central Baltimore Partnership, Jubilee Baltimore, Village Learning Place, Charles Village Foundation;
- 3) institutions—Maryland Institute College of Art, University of Baltimore, Union Memorial Hospital, Baltimore Museum of Art, Amtrak;
- 4) existing larger businesses—Seawall Development Corp., Anderson Automotive Group, FutureCare Health and Management Corporation, Telesis Baltimore Corp., Harbor East Development Group;
- 5) financial—PNC Bank, TRF, MD Capital (micro enterprise lending);
- 6) strategic property and business owners;
- 7) city, state, federal;
- 8) potential for new business investors.

## **The Homewood Community Partners Initiative Process**

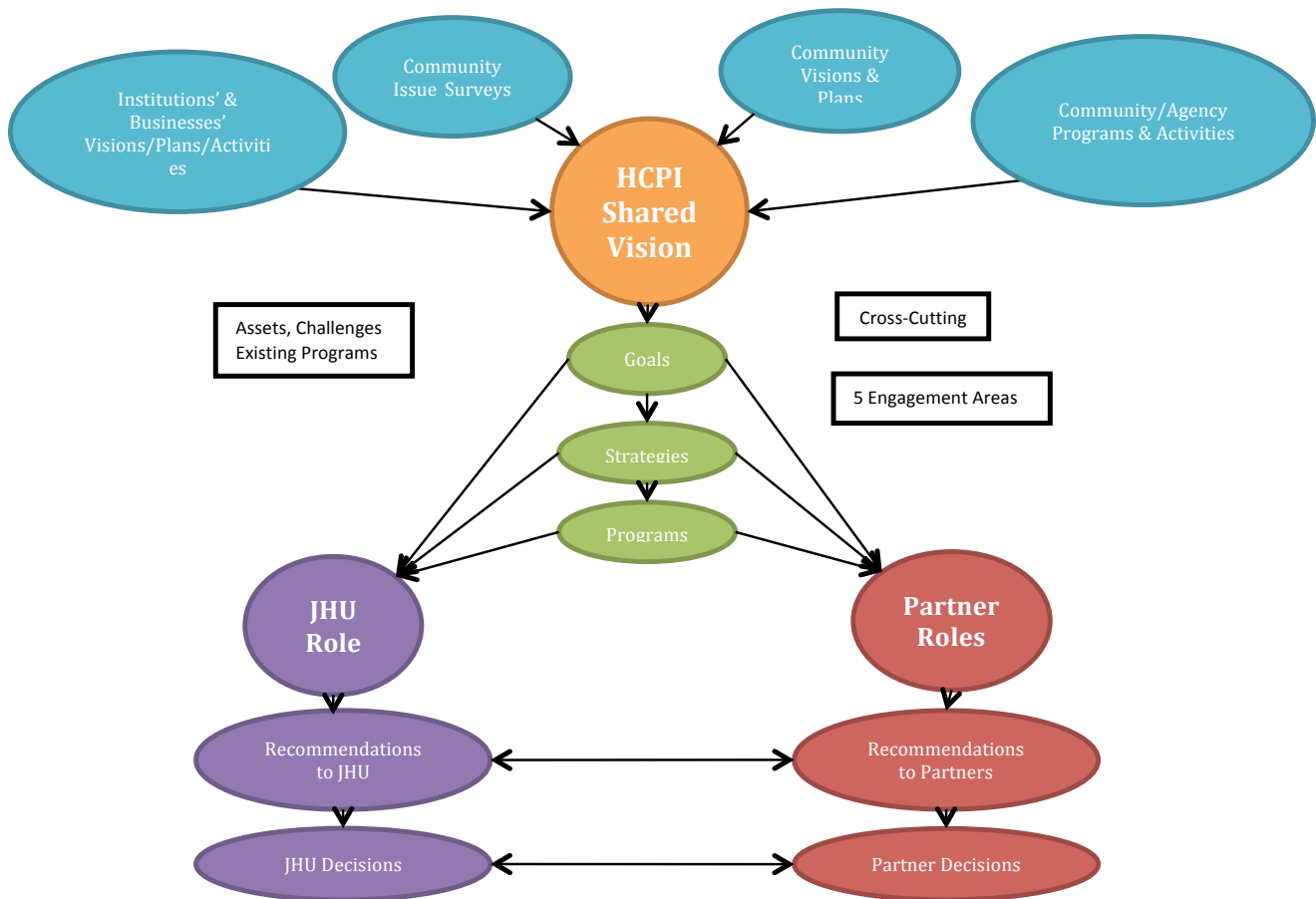
The HCPI planning process began with the quiet circulation during the summer of 2011 by JHU of the one-page description of the Homewood Community Partners Initiative (see appendix). In midsummer, JHU staff began drafting an RFP and consulting with local leaders on the process of hiring a national consultant to advise JHU on “a small set of programs and investments” to implement HCPI in the 11 named neighborhoods in the five program areas. Based on feedback and their own experience, JHU staff ultimately decided to retain Joseph McNeely, who brought national expertise in neighborhood revitalization and who was and is working in the HCPI area through his role as executive director of the Central Baltimore Partnership (CBP). McNeely had extensive knowledge of the HCPI communities and relationships of trust with many of the key constituencies and potential partners, including anchor institutions in the HCPI area.

While everyone involved recognized the potential of his dual role, JHU wanted some separation. The leadership of the CBP agreed to release part of McNeely’s time for seven months, and JHU secured his services through McNeely Legal Services, PC, McNeely’s independent, sole proprietorship. The formal consultation began in mid-October 2011. McNeely engaged Kelsey Addy, who had just completed two years with the CBP as a National Service Corps/Public Ally. McNeely also procured from CBP a small amount of time for the services of CBP’s community planner and administrative assistant.

The original plan of the consultation was to begin and finish it between September and the end of the year. The calendar was ultimately adjusted to accommodate a later start, the holidays, and the completion of two other JHU consultations with related conclusions, one on student housing and the other on commercial development potential, particularly of the JHU E. 33rd and St. Paul streets lot.

As illustrated in figure 11, McNeely and Addy began an extensive series of interviews (over 100) with community leaders and stakeholders; meetings with the board or membership of related organizations (20 meetings with over 100 participants); issue surveys; collection of plans and documentation; census and other data analysis; and further review of the literature on community engagement by universities. They reached neighborhood associations; other community-based organizations; public, nonprofit, and private agencies and institutions; local property owners and businesses; and JHU leadership in both the administrative and academic domains.

**FIGURE 11: The HCPI Process**



Recognizing from early interviews and meetings the need to elevate the local discussion to encompass national best practices of university engagement in community development, McNeely and his associates convened and JHU sponsored a full-day workshop on the first Saturday in January 2012. President Daniels presented his and the JHU trustees' rationale for expanding the university's community engagement and his vision for the HCPI area. Speakers from Chicago, New Haven, Philadelphia, Indianapolis, and Chester, Pa., reviewed the scope of community-university partnerships across the country; discussed specific case studies on housing, public education, commercial development, and quality of life; and helped more than 100 local participants brainstorm options for HCPI.

McNeely and his associates also convened two sets of meetings unique to the HCPI. One series brought together leaders of all the neighborhood associations in the HCPI area to review existing formula plans which already had been adopted or were under way throughout the neighborhoods and to identify those that overlapped neighborhood boundaries or were mutually important. The participants began weaving individual plans into a coherent "overlay," presenting the HCPI area as a whole and demonstrating commonalities and synergy. This report's community inventory of assets, existing programs, and challenges for HCPI grew out of these meetings.

A second series of meetings followed the first, incorporating some of the same leaders and plans but adding a broad cross section of community stakeholders in order to articulate a vision for the HCPI area shared by JHU and the community, broadly defined. Participants were representatives of potential institutional partners and stakeholders, private businesses and property owners, neighborhood associations and community groups, nonprofits with a direct connection to the HCPI program areas, and JHU representatives of both the academic and administrative spheres. This series included two more general meetings following the January workshop, open to all who had participated in or had been invited to that workshop, roughly 150 leaders. The second series also included three meetings of an advisory group to provide more fine-grained and in-depth advice on the strategies and programs being derived as a method of reaching the HCPI shared vision. The 16-member advisory group included several JHU staff and leaders from a cross section of neighborhood associations, potential partner institutions, provider nonprofits, and the city administration. Each component of this report was reviewed both by the general meeting and in greater detail by the advisory group. The collection of program recommendations represents a consensus of the advisory group. As shown in figure 11, the process then moved to defining the JHU role and the partners' roles and making specific recommendations to both groups. This report captures the JHU role and recommendations; the work with other potential partners is ongoing. The highly participatory process yielded not only a powerful set of recommendations but a broad constituency of champions for HCPI and its program recommendations.

## **A Shared Vision of the Area of the Homewood Community Partners Initiative (HCPI)**

*Successful neighborhoods that are attractive, healthy, and exciting!*

- Abell • Barclay • Charles North • Charles Village • Greenmount West • Harwood •
- Oakenshawe • Old Goucher • Remington • Wyman Park • Waverly Main Street •

### **Vibrant Urban Center**

- A growing, diverse community with 3,000 net more households than in 2012 by building new, high-density, mixed-use development where appropriate and desired and by strengthening low-density neighborhoods and promoting increased homeownership •
- Exciting and accessible retail •
- Thriving arts and entertainment venues and cultural institutions attracting residents and visitors from across the region •
- Employment and business opportunities for residents •
- Nurturing environment for entrepreneurs, artists, and young professionals •
- Inviting location for business and investment •

### **Livable Communities**

- A strong residential real estate market in all HCPI neighborhoods, offering a variety of housing options while preserving the existing number of affordable units •
- Attractive amenities that support a high quality of life, including a pedestrian- and bike-friendly environment, safety, beautiful surroundings, open space, clean public spaces, and calm traffic •
- High-quality attractive public schools to which all families want to send their children •
- Reliable and attractive public transit to employment, recreation, and cultural and commercial centers •

### **Collaborative Stakeholders**

- Active neighborhood, business, and other civic organizations that build leadership; engage all residents, businesses, institutions, and stakeholders; and foster collaboration to achieve the shared vision of the HCPI area •
- Both area residents and universities make full use of the resources offered by the universities and the neighborhoods •

## Program Recommendations

To achieve the shared vision—taking the HCPI community from present conditions to an economically sustainable future—a significant, sustained, and collaborative investment in a comprehensive, integrated agenda is needed. The set of strategies and programs presented below comprises a roadmap for a set of collaborating organizations embarking on a decades-long agenda together. They do not constitute a plan to be slavishly followed but rather a direction and approach for achieving an end, the path to which is constantly being modified by external conditions and the impact of activities the collaborators undertake. Indeed, many of the potential collaborators have already been working together, and their previous efforts have shaped this roadmap. The HCPI vision, strategies, and programs constitute a call to action for successive waves of commitment and activity rather than a big promise or a grand scheme for instant transformation. JHU and other collaborators need to regularly review and revise the array of programs and even the strategies. It is less a process of controlled research than a repeating sequence of action, reflection, and refined action. Once begun, however, it is critical to sustain momentum even while refining the roadmap.

The core dynamic of this roadmap is to build on assets and strengthen the market forces necessary to make reinvestment, the housing market, and retail development sustainable. It is a path of revitalization and stimulation rather than redevelopment. It will require the combined effort of collaborators from anchor institutions, private business, the development community, nonprofits, neighborhood associations, and all levels of government. Ultimately, however, the heart of the matter is a robust private sector providing housing, goods, and services, with government and institutions supporting that vigor and providing resources and services that sustain a quality of life in the public sphere.

The HCPI vision and agenda, therefore, are an invitation to join a broad collaboration. It is a call to action that requires a quantum leap from the momentum already begun. It is a project in which JHU plays an important role but is not the sole actor. There are times when JHU will be the initiating or lead collaborator; others when it joins efforts already under way. Occasionally JHU may be the sole or major force. In some instances, the university may serve as the convener or facilitator rather than the implementer.

The HCPI focuses on four principal, interrelated elements: safety and quality of life, housing, public education, and commercial retail development. These are supported and enhanced by the fifth, the power of local purchasing and hiring by JHU, and an associated commitment to maximizing the use of locally based businesses with a focus on minority- and women-owned contractors. The argument as to which element has priority is endless; all five are necessary and become a virtuous interdependent cycle of sustainable development. Underlying the whole cycle is the energy provided by an engaged and capable community: residents, neighborhood organizations, nonprofits, businesses, universities, and other anchor institutions working collaboratively with each other and the agencies of local and state government. It is important, first, that this plan demonstrate how the summation of the parts of the HCPI is more than a collection of independent actions and, second, that it highlight the overarching and common elements among the HCPI participants and the initiatives themselves.



## SECTION 1. Cross-Cutting Programs

This section includes overarching program proposals that serve all of the HCPI's four focus areas. In one sense, the rationale for these proposals will be better understood after the subsequent sections on each of the five elements are reviewed; in another sense, each proposal needs to stand first so that the subsequent sections can refer to them.

### Analysis

The overall strategy ought to focus on the big opportunities, building from strength in capturing the momentum under way to change both the perception and the investment dynamics in the HCPI area. The big goal, and the key to changing the fortunes of the area, is to significantly and rapidly grow the population. The area has been successfully attracting the key demographic, young people in their 20s and 30s. Large, vacant development sites and underutilized commercial properties offer an immediate opportunity for large-scale development targeted to that group. Figure 12 shows the projection of potential development drafted by the Central Baltimore Partnership's Housing Task Force. The transit-oriented development possibilities around Penn Station and the density of mass transit, both public and private, are perfect for an environmentally conscious segment of the population that wants to be free of automobile ownership. The area is already one of the most walkable communities in any city. Add in, for both atmosphere and growth, the universities and a nationally recognized arts district, and the potential for large-scale real estate development, particularly rental, should follow.

**Figure 12:**  
**Estimated 10-Year Development Potential**

| <b>Neighborhood</b> | <b>Potential units</b> |
|---------------------|------------------------|
| Charles North       | 1,000                  |
| Greenmount West     | 500                    |
| Barclay             | 295                    |
| Old Goucher         | 199                    |
| Remington           | 161                    |
| Charles Village     | 200                    |
| Harwood             | 75                     |
| <b>TOTAL</b>        | <b>2,430</b>           |

Unfortunately the national real estate market is retarding development, but there are also characteristics unique to HCPI that could hold back rapid progress. There is deep skepticism in the local development community and among conventional lenders about dense development in this area, however much it is appreciated by those from outside the city. While it may be the city's best opportunity for large-scale development outside of the waterfront, not enough energy is yet turning from waterfront sites, and this area has seen little dense development other than subsidized housing.

On the other hand, basic community visions and plans, conceptual project development, and an array of supporters and potential partners are already in place. There is some evidence that a strong market really is here: Two recent luxury rental projects, the Fitzgerald and the Land Bank Lofts, set records for the speed with which

they rented up. Incentives are needed to lure capable major developers to projects that will likely have long lead times and some financing gaps. There is also some difficulty in securing development sites from speculative owners and aggregating multiple ownership sites. The city administration is presently not in a position to address those financial needs.

While it is important to reinforce the row-house residential communities, promoting increased homeownership and encouraging the conversion of rental properties, the biggest impact on the area and the most immediate growth in population will come from big projects. Luckily, the neighborhoods with the most developable sites welcome high-density development.

During the time it will take to move big projects forward, some immediate high-profile activity could be targeted at continuing to change the perception of the area. The activities and venues of the Station North Arts and Entertainment District have attracted local, regional, and national publicity. The next step is to expand that beachhead beyond the bohemian image to attract a broader clientele.

## **Strategies**

1. **Grow the Population.** Play a major role in the accomplishment of Mayor Stephanie Rawlings Blake's goal of increasing the population of the city by a net new 10,000 households in 10 years.
  - a. Increase the HCPI area population by 3,000 net new households and change the economic mix in an upward direction, growing the city, encouraging people to move to our neighborhoods.
  - b. Support high-density mixed-use development and market-rate rental housing in those neighborhoods that want it, balanced with stabilization and incremental growth in neighborhoods that call for modest density in their plans.
  - c. Maintain the existing number of housing units for people with lower incomes.
  - d. Exploit population growth as a generator of accessible and distinctive retail, environmental improvements to increase quality of life, and high-caliber public schools.
  - e. Promote and manage growth to foster a vibrant, attractive, and sustainable community.

The vision of a vibrant urban center with exciting retail and other amenities, including high-quality more-diverse public schools, requires a substantially larger and more affluent population in the HCPI area to drive and sustain improvements. The goal of 3,000 net new households, about a 30 percent increase, over 10 years is ambitious but achievable if some of the large-scale market-rate projects already identified are undertaken. At the same time, the lower-density row-house neighborhoods will continue to define and be the backbone of much of the HCPI area. Homeownership support and conversion of vacant properties and rundown rentals are critical. Programs to address those needs of row-house areas are no less important than the big new apartment projects; both types of housing reinforce each other.

2. **Partner with the City.** Collaborate with the city administration's strategy and become one of the 10 focused neighborhoods organized around anchors.
  - a. Model the relationship between the anchor and the city, possibly in the form of a contract that commits the anchor to certain activities and commits the city to direct resources, including regulatory, service, advocacy, and technical assistance, to the area.
  - b. Exploit the capability of The Johns Hopkins University as an anchor institution and the power of collaborations among public, private, community, and nonprofit organizations.

3. **Alleviate Hardship.** Alleviate hardship among low-income residents and others, and provide opportunities for economic self-sufficiency and educational success for all, implementing a comprehensive neighborhood revitalization strategy.
4. **Designate Station North for Substantial Government Support.** Make Station North a city priority area: Station North is one of the only neighborhoods in the city that wants increased density, which is the most likely method for significantly and quickly increasing population. The community is organized around a vision of mixed-use, high-density, transit-oriented development. Johns Hopkins and other partners should ask the city to make Station North a priority area and a high priority for state and federal funding.

## **Programs**

1. **Development Fund.** Establish a substantial development fund to finance projects. A development fund would serve the purposes of both HCPI components for housing and commercial development. Funding here is highly leveraged by private financing of developments.
  - a. Provide predevelopment financing for strategic projects:
    - 1) Provide matching funds as an incentive for developers to attract them to major projects with long predevelopment periods.
    - 2) Assist nonprofits with significant arts and community improvement income-generating projects.
    - 3) Support small rehabbers converting vacant or rental row houses to homeownership in blocks of growing strength.
    - 4) Identify and support opportunities to leverage existing and planned capital projects that facilitate additional (large and small) capital investments in support of the HCPI vision.
  - b. Provide gap and takeout financing, even equity-like investments, for strategic projects.
  - c. Create a retail development fund (see Commercial Development section) for use in both comprehensive retail districts and occasional, critical, free-standing projects.
  - d. Consider return on investment rates below maximum potential to stimulate strategic uses of the fund.

**Budget:** \$10–15 million including retail development fund, likely leveraging \$100–200 million in private investment.

**Recommendation to JHU:** Commit or raise university resources for this purpose and use JHU contacts and influence to secure additional funding (see No. 4 below).
2. **Land Bank.** Create a new community-based, collaborative development entity to land bank property to preserve neighborhood stability and foster new strategic development in support of the HCPI vision. Land banking would serve the purposes of HCPI components for quality of life, housing, and commercial development. A significant portion of land-banking funds would be returned to the Land Bank fund, either as a periodic loan payment or as a return on investment when the property is transferred for future development. Some portion of the investment may, however, be converted to project funding and transferred to the development fund recommended above.
  - a. Acquire and aggregate potential development sites, especially those for market-rate rental, e.g., parking lots and service agency buildings in Old Goucher and the former Boulevard Theater.

- b. Acquire problem and nuisance properties, e.g., Uncle Lee's at Greenmount Avenue and E. 33rd Street and rental homes on E. University Parkway opposite Union Memorial.
- c. Acquire opportunity properties in accordance with community plans, e.g., State Building Number Three (aka Probation and Parole) in Barclay.
- d. Acquire problem properties either for university-related redevelopment or private redevelopment, asking the universities to be an early supporter and investor, and leveraging other funds.
- e. Acquire properties for public spaces and facilities.

**Budget:** \$10–15 million, with 80 percent of the fund revolving.

**Recommendation to JHU:** Identify parties with whom to partner to advance this objective. Commit or raise university resources for this purpose, and use JHU contacts and influence to secure additional funding (see No. 4 below).

3. **Neighborhood Improvement Fund.** Design and implement a significant Neighborhood Improvement Fund to provide matching resources for projects initiated and implemented by the community to strategically improve the quality of life, beauty, and attraction of the HCPI area. Such projects serve not only to raise the quality of life but also to enhance the marketability of housing, the improvement of retail districts and streetscape, and the quality of the environment around schools when deliberately connected to each other and to other revitalization strategies (e.g., retail development). They build community engagement at the grassroots level and offer opportunities for creating a critical mass and momentum of positive outcomes on a large scale.

Although a number of groups are working to improve the area's quality of life, adequate funding is lacking, and public resources have been cut back and are likely to be further reduced. This is an area where a consistent and synergistic approach is considered a best practice and most effective in making change. Quality-of-life projects have been shown to capture the vision and self-help energy of residents and stakeholders and turn their goals into short- or long-term achievable projects and programs linking physical and social planning. Projects may be small, largely self-help improvements or they may be significant works. These projects supplement, complete, and/or are closely linked to strategies and projects for investment and development, and foster collaboration between community, nonprofit, institutional, and public and private sectors. Together, they reinforce each other.

- a. Staffing for this fund would include both management and support for mobilizing community energy and resources as well as conducting an awards process.
- b. Major stakeholders would be involved in the decision making for two cycles of awards each year.
- c. These projects would have a broader purpose and this fund would be more flexible than the Block Projects in Healthy Neighborhoods (see Housing section).
- d. The contribution of the fund would be matched by other resources, with each dollar from the fund leveraging \$9.

**Budget:** \$625,000 (a) two projects/year @ average fund contribution of \$3,000 x 10 neighborhoods x 5 years = \$300,000; and (b) fund administration, management of the selection process, and neighborhood mobilizing support: \$65,000/year x five years = \$325,000.

**Recommendation to JHU:** Provide or lead collaborators in the solicitation and fundraising for the fund.

4. **City and State Support.** With partners secure a commitment of substantial city, state, and federal resources for designated community improvements that support major new mixed-use residential and commercial development, a comprehensive community revitalization plan, equity for existing residents and quality-of-life improvements, including public education and public safety.

- a. The area most likely to appeal for this kind of commitment is Station North, which now includes the neighborhoods of Charles North and Greenmount West and, in the near future, may include Old Goucher and Barclay.
  - 1) Those neighborhoods welcome major development, including high-density mixed-use development.
  - 2) Those neighborhoods have the best vacant sites for transit-oriented development attractive to private developers.
  - 3) Those neighborhoods have community-driven plans in place with existing commitments that already are creating momentum.
- b. Another 2,000 units of market-rate housing in Station North will drive the kind of retail that residents of all HCPI neighborhoods want, including stores that offer products we don't now have, such as a good furnishings and furniture store, like the one in Harbor East.
- c. Public resources would be used for public improvements as well as acquisition through the recommended Land Bank and predevelopment financing through the Development Fund.
- d. The city administration would continue and expand its commitment to the application of code enforcement, enhanced sanitation, and police services, and the improved maintenance of public spaces.

**Budget:** Detailing a plan and creating presentation material: \$50,000. There are no direct financial costs attached to advocacy with the state and city, but considerable political capital. The government commitment ought to be \$5 million a year over 10 years for a total of \$50 million.

**Recommendation to JHU:** Join with others in a broad collaborative, like the Central Baltimore Partnership, to advance this agenda with the city and state. Contribute to or fund the detailed planning.

5. **Workforce Pipeline.** Sustain a workforce pipeline program to provide area residents with access to jobs created through HCPI and other Central Baltimore programs, as well as jobs throughout the region. This proposal is crucial to the success of local hiring and purchasing policies of anchor institutions, including JHU, and is an essential and overarching component of equitable development. The elements of a workforce pipeline include:

- a. Workforce development
  - 1) Base initiatives on detailed analysis of the potential workforce's characteristics and challenges and best practices for meeting them.
  - 2) Support the health of key workforce services providers through advocacy and funding.
  - 3) Strengthen and ensure the institutionalization of the workforce pipeline at Greater Homewood Community Corporation (GHCC) as the hub of workforce development in the HCPI area. The GHCC pipeline delivers or enlists partners for
    - a) outreach, which is critically important given the high number of residents who are not working and not looking for work.
    - i) Enlist community partners to expand outreach to their out-of-the-workforce neighbors.

- ii) Build awareness of GHCC's Workforce Wednesdays:
- b) Intake: initial assessment work readiness and needs.
- c) Build the capacity for case management, a critical step, given the fragmented nature of the work-force development provider community.
- d) Work with EBDI/MOED on assessment, the formal determination of work readiness, identification of barriers.
- e) Address barriers to work, including literacy and numeracy, financial literacy, substance abuse, criminal record, transportation, child care.
- 4) Concentrate GHCC's Adult Literacy program outreach on areas where residents have less than a ninth-grade education. These include areas within Charles Village, Barclay, Charles North, Wyman Park, Greenmount West, and Remington.
- 5) Collaborate with America Works, Maryland Re-Entry Partnership (Catholic Charities), Project Serve, Jericho–Episcopal Community Services of Maryland (re-entry), Living Classrooms, and others to help residents with substance abuse and/or criminal records to make successful connections with the labor market.
- 6) Work with East Baltimore Development Inc.'s cadre of workforce partners to augment GHCC's emerging set of partners with those that address other barriers to work, including the CASH Campaign for financial literacy and Vehicles for Change.
- 7) Enhance the job readiness of HCPI residents.
  - a) Collaborate with workforce partners that specialize in work readiness ("soft skills"), including the Caroline Center, Center for Urban Families, Christopher Place (Catholic Charities) for formerly homeless men, Humanim, and Suited to Succeed, Success in Style.
  - b) Make interns more attractive to local employers by providing or collaborating in the provision of workplace readiness for summer and school-year interns.
- 8) Utilize skills-training partners, including the Job Opportunities Task Force (construction), Baltimore Alliance for Careers in Health Care (BACH), Baltimore City Community College (training for many occupations), BioStart–Maryland Biotechnical Institute (laboratory assistants), Baltimore City Community College (multiple industries), Civic Works, Jump Start–Job Opportunities Task Force (construction), Maryland New Directions, Mayor's Office of Employment Development (MOED), and People's Homesteading Group.
- 9) Explore linkages to job opportunities and job placement for work-ready individuals of all skill levels through the efforts of GHCC's new job broker.
- 10) Focus on job retention and advancement.
- 11) Certify the training and report results.
- b. Child care
 

Through the HCPI initiative, enhance the availability of high-quality, affordable child care that enables parents and/or other primary caregivers to work.



c. Transportation

Coordinate with HCPI transportation initiatives to ensure that HCPI residents without cars can reach job opportunities.

d. Skill matching

Devise new or improve existing mechanisms for matching HCPI higher-skill job seekers with demand for their talents.

e. Accountability

Build in accountability by adopting systems to track residents who receive services and their progress, and to acknowledge the providers that contributed to successful results.

**Budget:** \$240,000. The Baltimore Integration Partnership is currently funding the workforce pipeline for Central Baltimore with three components: coordination and outreach through the Greater Homewood Community Corporation and the Central Baltimore Partnership; employment screening, career counseling, and referral to training by the Mayor's Office of Employment Development (MOED); and job development and job placement by MOED. As part of their development costs, significant new projects are to be asked to contribute to one or both of the MOED components, and some have already committed to do so. The outreach, coaching, and referral for removing barriers to employment or training, and coordination of the whole system have no source of funding beyond 2013. This component for 2014–17 is estimated at \$60,000 a year, or \$240,000 total, based on current experience and some expansion for the additional area.

**Recommendation to JHU:** Given its commitment to local hiring, JHU should contribute to the overall budget; participate in governance and implementation, especially coordination with JHU employment opportunities; and lead a collaboration of partners to arrange full funding and evaluation of the pipeline systems. JHU should also look to identify employment opportunities for HCPI residents among its contractors and subcontractors.

## SECTION 2. Quality of Life: Transit, Safety & Sanitation, Recreation & Open Space

### COMMUNITY INVENTORY

| <u>Assets</u>   | <u>Existing Programs</u>   | <u>Challenges</u>  |
|---|--|--|
| <ul style="list-style-type: none"> <li>High involvement of neighborhood associations &amp; other stakeholders</li> </ul> <p><i>Transit:</i></p> <ul style="list-style-type: none"> <li>Major north-south, east-west MTA bus routes</li> <li>Walkable</li> <li>Guilford Ave Bike Blvd.</li> <li>Charm City Circulator – Purple Route (expanding)</li> <li>Penn Station (MARC, Amtrak, Light Rail)</li> <li>Jones Falls Bike Trail</li> <li>Johns Hopkins Medical Institute &amp; Collegetown Shuttles</li> <li>BoltBus</li> <li>Zipcar (growing)</li> </ul> <p><i>Safety &amp; Sanitation:</i></p> <ul style="list-style-type: none"> <li>Charles Village lighting survey</li> <li>JHU Security Patrol</li> </ul> <p><i>Recreation &amp; Open Space:</i></p> <ul style="list-style-type: none"> <li>Wyman Park Dell</li> <li>Wyman Park</li> <li>33rd Street greenway</li> <li>4 community gardens</li> <li>Pocket parks</li> <li>2 rec centers</li> <li>Abell open space</li> <li>Jones Falls Trail</li> <li>Educational, recreational, and cultural events on JHU campuses</li> <li>Variety of arts, entertainment and cultural activities and artist live/work spaces</li> <li>Baltimore Museum of Art</li> <li>Close proximity to Druid Hill Park</li> <li>Stony Run walking path</li> </ul> | <ul style="list-style-type: none"> <li>Charles Village Community Benefits District: community safety &amp; sanitation services with a community safety program coordinator</li> <li>Midtown Community Benefits District: clean &amp; green teams, safety services</li> <li>Greater Homewood Community Corp.: neighborhood leadership, code enforcement, Waverly Commons; Barclay rec center</li> <li>Central Baltimore Partnership: safety and code enforcement task forces</li> <li>Waverly Main Street</li> <li>JHU, UB, MICA, Amtrak security patrols</li> <li>JHU Center for Social Concern</li> <li>Baltimore City Adopt-a-Lot</li> <li>Baltimore City Power in Dirt</li> <li>People's Homesteading Group: greening &amp; safety</li> <li>Waverly Main Street: streetscaping</li> <li>Friends of Wyman Park Dell</li> <li>Friends of Stony Run</li> <li>Mural initiatives in Charles Village, Waverly, Station North</li> </ul> | <p><i>Transit:</i></p> <ul style="list-style-type: none"> <li>Pedestrian &amp; bicyclist safety: crossing, lighting</li> <li>Streetscaping gaps</li> <li>One-way traffic corridors</li> <li>No JHU Shuttle stop between North &amp; 25th St.</li> <li>Guilford Ave. Bike Blvd inadequate</li> <li>Lack of signage</li> <li>Poor gateways to neighborhoods &amp; JHU</li> <li>Grimy sidewalks</li> <li>Loitering</li> <li>Public transportation performance</li> </ul> <p><i>Safety &amp; Sanitation:</i></p> <ul style="list-style-type: none"> <li>Underpatrolled hotspot areas</li> <li>Littering &amp; street trash</li> <li>Trash can gaps in all neighborhoods</li> <li>Perception &amp; hotspots of high crime</li> <li>Illegal dumping hotspots</li> <li>Funding for full CVCBD programs</li> <li>Not all areas are covered by a Benefits District</li> <li>Probation &amp; Parole</li> <li>Crime: auto thefts, prostitution, burglary &amp; robbery, murders</li> </ul> <p><i>Recreation &amp; Open Space:</i></p> <ul style="list-style-type: none"> <li>Inadequate green space in southern end of HCPI area</li> <li>Not enough funding to fully redesign Waverly Library</li> <li>Recreation Centers inadequate– funding &amp; programming</li> <li>Inadequate large community meeting space</li> <li>JHU events &amp; venues are hard to access</li> </ul> |

## **Analysis**

Healthy, attractive middle-class neighborhoods have parks and recreation, personal security and neighborhood safety, access to quality K–12 education and transit, and clean, landscaped streets. HCPI initially identified “clean and safe neighborhoods” as an engagement area, but throughout the community planning process, recognized the need to address a larger, interconnected agenda of many environmental issues and so suggested changing this title to “quality of life.” Quality of life encompasses the communities’ visions of attracting more middle-class residents and families and improving neighborhood amenities: transportation/transit, safety and sanitation, schools, and recreation and open space.

Great transit service is arguably one of the most important neighborhood and retail value creators. While the area has many bus lines running through it, the service is relatively substandard and unattractive. The prevalence of one-way streets, timed for commuter through traffic, is a detriment to community life and real estate value. The rising interest in bicycles and walking is not accommodated by the present traffic design. The mayor’s commitment to extend the Circulator north to E. 33rd Street is encouraging.

The crime rates in the HCPI community are a significant obstacle to building a strong residential population and attracting retail investment. The perception is often worse than the reality, but the area did have a 24 percent higher rate of crime per 100,000 population than the city as a whole in 2011 (see fig. 5). On the other hand, the trend in HCPI communities was more positive than in the city as a whole, dropping 5.7 percent while crime in the city increased 3.3 percent (fig. 13). Three of the five types of Part 1 crimes with a high number of incidences showed decline (fig. 14). Crime is also highly concentrated in several small locations within the overall HCPI area. For example, in the Barclay neighborhood, 38 percent of all Part 1 crimes occurred on just three blocks. Crime increases from 2010 to 2011 were all on one street, Greenmount Avenue, and 90 percent of those were on one of the five blocks of Greenmount. The increase in the Part 1 crime with the highest incidence in the HCPI area, shootings, was attributable to four very small sites. Strategic deployment of anti-crime activities should be able to have an impact on those hot spots. Strategic prevention activity in 2011 that focused on larceny from auto, for example, where HCPI exceeds the city rate by 183 percent, dropped from 2010 to 2011 as a result of communication focused on likely victims, transient students, and commuters (see fig. 14).

**FIGURE 13:**  
**HCPI Crime Trend 2010–2011 vs. City**

| <b>Total Part 1 Crimes</b> | <b>2010</b> | <b>2011</b> | <b>% change</b> |
|----------------------------|-------------|-------------|-----------------|
| <b>HCPI</b>                | 1,731       | 1,632       | -5.7            |
| <b>City</b>                | 38,687      | 39,978      | 3.3             |

**Source: Baltimore City Police Dept. Victim-Based Crime Reporting, 2011**

**FIGURE 14:**  
**HCPI Area Crime Trends 2010–2011 by Part 1 Crime**

| <b>Crime</b>              | <b>2010</b>  | <b>2011</b>  | <b>change</b> | <b>% change</b> |
|---------------------------|--------------|--------------|---------------|-----------------|
| <b>Homicide</b>           | 7            | 7            | 0             | 0%              |
| <b>Rape</b>               | 9            | 13           | 4             | 44%             |
| <b>Robbery</b>            | 164          | 172          | 8             | 5%              |
| <b>Aggravated assault</b> | 206          | 166          | -40           | -19%            |
| <b>Burglary</b>           | 344          | 338          | -6            | -2%             |
| <b>Larceny total</b>      | 870          | 795          | -75           | -9%             |
| <b>Auto theft</b>         | 120          | 137          | 17            | 14%             |
| <b>Arson</b>              | 11           | 4            | -7            | -64%            |
| <b>Total Part 1</b>       | <b>1,731</b> | <b>1,632</b> | <b>-99</b>    | <b>-6%</b>      |

**Subcategories**

|                          |     |     |      |      |
|--------------------------|-----|-----|------|------|
| <b>Shooting (AgAs)</b>   | 7   | 17  | 10   | 143% |
| <b>Larceny other</b>     | 402 | 444 | 42   | 10%  |
| <b>Larceny from auto</b> | 468 | 351 | -117 | -25% |

**Source: Baltimore City Police Dept. Victim-Based Crime Reporting**

The existing organizations dedicated to quality-of-life improvements in the HCPI area are the many neighborhood associations, the Charles Village Community Benefits District (community safety & sanitation services), Midtown Community Benefits District (clean & green teams and safety services), Greater Homewood Community Corporation (neighborhood leadership support, code enforcement, and support for community efforts around Waverly Commons and Barclay Recreation Center), Central Baltimore Partnership (safety and code enforcement task forces), JHU Security patrol, Waverly Main Street, the Baltimore Museum of Art, Friends of the Wyman Park Dell, the Village Learning Place, the Charles Village Foundation and associated recreation league, Blue Water Baltimore and their work on the Stony Run, the participants in the N. Charles Street reconstruction project, and all the community organizations dedicated to streetscaping, lighting, and pedestrian- and bicycle-friendly improvements.

Among the 11 neighborhoods, considerable planning exercises conducted over the years have produced 25 plans, ranging from overall neighborhood plans to specific projects like traffic and parks. Strong constituencies worked on, accept ownership of, and advocate for the advancement of those plans. It was agreed that an overview would be helpful to show how the pieces of the puzzle form one picture, how the parts align and what are the common elements and opportunities. An overlay plan would also help better communicate the community's visions to audiences outside the area. There was, however, no need to start envisioning the HCPI area from scratch. Existing neighborhood master, small area, and urban renewal plans in the HCPI area were collected, reviewed, and collated to form the overlay and are represented geographically on a set of overlay maps found in Appendixes C, D, and E: commercial/retail development, housing development, and quality of life (transportation/transit, safety and sanitation, schools, and recreation and open space). The collaborative com-

munity review of the overlay plans formulated areas of common interest on which community leaders might work together:

- a. exploring conversion of all one-way streets to two-way traffic and/or other traffic-calming measures;
- b. enhancing streetscaping and pedestrian lighting throughout the area by identifying priority/weak locations;
- c. extending the Charm City Circulator further north, ideally to University Parkway;
- d. collaborating among groups and with city agencies to maintain a high level of public services in sanitation, code enforcement, traffic control, environmental enforcement and improvement, and recreation;
- e. expanding safety patrols and community crime prevention;
- f. encouraging JHU executives to explore and become customers and residents of the area; and
- g. improving parks, recreation areas, and green space.

### **Strategies**

1. Support neighborhood associations and all stakeholder organizations to mobilize and channel, to the extent possible, their energies and efforts in each HCPI neighborhood to undertake neighborhood-appropriate improvements that create and maintain high-quality amenities for residents and visitors, especially safety, greening/beautification, recreation and culture, cleaning and sanitation, and increase the general attractiveness of each neighborhood.
2. Coordinate quality-of-life efforts, including safety, reduction of blight and nuisance properties, pedestrian-oriented streetscaping, open space and sanitation, with strategies and programs in housing, commercial real estate, and public education.
3. Target the corridor from Penn Station to the Homewood campus; E. 33rd Street from the JHU Homewood campus to Greenmount Avenue; the Waverly Main Street area of Greenmount Avenue; and East 28th and 29th streets from the JFX to Greenmount Avenue.
4. Continue to support cross-neighborhood collaborative planning and advocacy by residents, businesses, community organizations, and other stakeholders to address the agenda of environmental improvements identified in neighborhood plans and through the HCPI process (e.g., traffic change).

### **Programs**

1. **Community Amenities.** Sustain the HCPI collective efforts of neighborhood associations and other stakeholders to pursue the community improvement agenda identified through the HCPI process. The HCPI process inaugurated by JHU has been a catalyst for community conversations that brought together a broader group of neighborhood associations and other stakeholders than have previously been in dialogue. Through the work on the overlay plan by the neighborhood associations and the collective work of those associations and other stakeholders on the HCPI report and recommendations, community leaders have come to appreciate the potential of collective action by all stakeholders in the HCPI area. As leaders and stakeholders have shared information and plans, they have often discovered common issues and goals. In many ways, the compatibility of the goals and plans propounded by so many different neighborhoods is the most powerful discovery of the HCPI process. Moreover, the HCPI process has laid the foundations for forceful action by enabling many organizations to operate in a consensus around the shared vision. This is likely to be necessary

inasmuch as some of the issues that have come to the surface, like the detrimental effect of so many high-speed, one-way streets, cut across many neighborhoods and can be addressed only by sustained action on the part of multiple neighborhoods and stakeholders. Finally, the HCPI process has made it possible to envision, and create, the united front that will be necessary to establish the HCPI zone as an integrated priority area for the city; HCPI has advanced that cause not only by creating dialogue across neighborhood boundaries but also by bringing together organizations that normally are divided by types of work (housing, education, private businesses) and giving them the opportunity to find common ground in a multifaceted agenda of mutually reinforcing parts. The HCPI planning has created a robust participatory process with tremendous energy, momentum, and some clear short-term goals:

- a. Complete the overlay plan of HCPI neighborhoods with collateral materials for presentation and promotion; and turn the HCPI report into a full plan,
  - 1) specifying for each program element: components, time frame, lead organization(s), sources, and method of resource acquisition;
  - 2) establishing an evaluation method and indicators for continuous improvement;
  - 3) identifying short-term actions to sustain momentum, build engagement, and recruit new partners (perhaps tied to Neighborhood Improvement Fund projects); and
  - 4) using the completion of the plan to build commitment and partner engagement.
- b. Initiate and/or finish the planning for, and advocate and implement, current projects and improvements as specified in the HCPI overlay plan, which includes neighborhood plans and multi-neighborhood discussions/visions. Immediate current projects include:
  - 1) finalizing the Waverly Commons plans, coordinate funding for and begin implementation;
  - 2) ensuring appropriate funding for the Waverly Library planned improvements and begin implementation;
  - 3) extending the Charm City Circulator's Purple Route from Penn Station to University Parkway (Calvert Street can be used an alternate route during the Charles Street reconstruction).
- c. Raise capital from private sources, including universities and other institutions, to match limited public investment in those same projects, including Waverly Commons, the Waverly Library, and the extension of the Circulator.
- d. Create an HCPI-wide Neighborhood Improvement Fund program that identifies and carries out immediate and long-term modest neighborhood projects, such as landscaping, gardening, and signage/branding (see Cross-Cutting section).
- e. Provide support for and coordination of major community greening, streetscaping and pedestrian lighting initiatives, including community signage/gateways and branding, as specified in HCPI overlay plan.
  - 1) E. 33rd Street Olmstead Median Park and corridor along E. 33rd Street from N. Charles Street to Greenmount Avenue (and potentially to JHU at Eastern campus, although east of Greenmount will require a community participation process, which was outside the scope of the HCPI community consultation process);
  - 2) University Parkway from Calvert Street to 33rd Street;
  - 3) 28th and 29th streets from JFX to Greenmount Avenue;
  - 4) 25th Street commercial corridor and Charles Street between North Avenue and 25th Street;



- 5) Waverly Main Street area and Greenmount Avenue;
- 6) Public space improvements in Greenmount West and Barclay;
- 7) Pedestrian lighting, especially in areas already planned or requested (2500–2700 and 3300–3500 St. Paul Street and 3400–3500 Greenway);
- 8) Streetscaping in Charles North; and
- 9) Specific gateway improvements at 28th and 29th streets; 33rd Street to Greenmount Avenue; and in Station North Arts and Entertainment District including Amtrak Penn Station and immediate surroundings.

**Note:** Local artists are a unique asset in designing and implementing these projects, for uses both permanent and transient.

- f. Plan, advocate for, and secure public and private resources to undertake anticipated future strategic public transportation infrastructure improvements (pedestrian and bike safety, pedestrian lighting, landscaping, bicycle amenities, and two-way traffic). Continued HCPI planning might include launching a Transportation Management Plan (TMP) process, similar to the one that Harbor East and the Waterfront Partnership completed so successfully. That comprehensive planning process included residents, businesses, employees, and other key stakeholders in understanding transportation needs (where they live and work, etc.) and, based on that data, expanded noncar options (car share, bike share, walking, and transit), and then created a robust program of education to encourage/incentivize folks to *not* drive their car. As a result, in the first year of the TMP, the percentage of office workers who are not driving their cars to work has more than doubled. Less than half of Morgan Stanley's workers at Thames Street Wharf drive their car to work, compared to an average of 85 percent for downtown employees.
- g. Plan for and secure resources to implement area-wide traffic-calming measures and improve parking opportunities for the commercial nodes. The overlay plan outlines the following recommendations: Develop more off-street parking along Waverly Main Street, E. 33rd and St. Paul streets, and in Charles North; ensure implementation of 25th Street Station traffic-calming plans; implement Greenmount West neighborhood-wide residential parking permits; and plan in conjunction with public infrastructure improvements outlined in item f. above (i.e., improving pedestrian crossings and signage, rerouting MTA lines to a two-way on N. Charles Street, etc.)
- h. Link quality-of-life improvements to other community initiatives (public safety, code enforcement, sanitation and beautification efforts, lighting, etc.) and in conjunction with city programs (like Power-in-Dirt and Adopt-a-Lot) that leverage other resources and stimulate private capital investment.
- i. Support possible trolley: The proposed fixed rail trolley from downtown to Charles Village, if implemented, could have a major impact on economic development of the area. The Charles Street Trolley Corporation has engaged Goody Clancy, a nationally recognized urban planning consultant, to undertake an economic impact study, which upon completion will be shared with the community. It is anticipated that the Goody Clancy study will address concerns raised by the Mayor's Office. Trolley supporters, under the auspices of the Baltimore Streetcar Campaign, have launched an effort, focused on urban liability, to gather support for the project. The project enjoys the support of numerous business and civic organizations, institutions, and developers along the corridor.

## ***Budget***

- a. Staffing planning, advocacy, and organizing implementation: If not combined with the overall Neighborhood Improvement Fund for quality-of-life projects, funding for staff in this program would require \$150,000–200,000 a year, or \$900,000 over five years with an additional \$50,000 cost for graphics and collateral material, for a total of \$950,000 over five years. If both activities are combined in the same sponsor agency, there would be a \$325,000 cost-saving and budget reduction.
- b. Capital for public improvements projects:
  - Neighborhood Improvement Fund: see Cross-Cutting section;
  - Lighting and streetscape participation funding (based on CVCA recent project): \$5 million;
  - gateway improvements
    - o beautification projects for 28th and 29th sts. including facade grants: \$1 million
    - o E. 33rd Street median park, Charles to Greenmount, three blocks: \$90,000; and,
    - o Station North: \$1 million
  - Waverly Commons and Library: \$1,300,000;
  - Circulator extension gap filling: \$500,000; and
  - Pedestrian and bike safety: \$2,500,000.

***Recommendation to JHU:*** JHU should establish and have a direct relationship with an advisory committee composed of neighborhood association representatives and other HCPI stakeholders, including representatives of other institutions, nonprofits, businesses, and city administration, to meet quarterly to monitor progress on the commitment JHU will make to the HCPI and consult on the JHU programs. JHU should also provide financial support with other collaborators for some yet-to-be determined mechanism to sustain the HCPI collective efforts.

## ***Immediate Actions***

- a. Provide support to finish the HCPI overlay plan and collateral material. Budget: \$35,000.
  - b. Advocate for the Remington Plan, which suggests that the city-owned vacant lot at 27th Street and Sisson Avenue be temporarily used for gardening or other green space until a market develops for residential development there.
2. **Charles Village Community Benefits District Collaboration.** Increase funding to and expand the Charles Village Community Benefits District (CVCBD) public safety, sanitation, and community engagement activities.
- a. Implement targeted patrols for those areas not covered by the JHU Security patrol areas.
  - b. The only effective way to provide public safety coverage in the area is the employment of off-duty, uniformed Baltimore City police officers. These could be deployed initially in the critical corridors, in selective strategic crime areas or throughout the CVCBD by employing targeted patrols, depending on the resources available.
  - c. Public space cleanliness and attractiveness could reach the level desired by all parties in HCPI if CVCBD could increase the number of its sanitation workers by 50 percent and include the capacity to manage illegal dumping.

- d. Continue and enhance neighborhood volunteer safety programs, with support from the CVCBD and JHU Security, especially in those areas not covered and immediately adjacent to the JHU Security patrol areas.
- e. With partners, create a safety corridor by securing and maintaining enhanced police and sanitation services and form a combined safety force (CVCBD, JHU, Union Memorial Hospital, MICA, UB, private services, and public schools) from the JHU-Homewood campus to Penn Station, through a coordinated program of retail development, street activation, streetscape improvements, improved pedestrian lighting in public and private spaces, and safety patrol.
  - 1) Method of expansion: Expand from successes on N. Charles Street laterally by focusing on St. Paul, Calvert, and Howard Street corridors, as well as the cross streets within. Other expansion of the corridor focus could extend on North Avenue to the MICA Gateway Building at Mt. Royal Avenue and/or south to UB's campus, particularly the Varsity Building dormitory, if part of a partnership program.
  - 2) The safety and sanitation services provided by the city or with CVCBD would be incomplete, and probably inadequate, without the commercial and residential development in the same corridor afforded by other program elements recommended.
- f. With partners, including CVCBD's relationship with Waverly Main Street, expand safety and sanitation services on E. 33rd Street and the Waverly Main Street area on Greenmount Avenue.

**Budget:** A complete package of expanded services would require an additional annual contribution to CVCBD of roughly \$1.5 million, for a total budget of \$2.5 million.

**Recommendation to JHU:** JHU should make a special contribution to CVCBD for an increase in specific public safety, sanitation, and community engagement. JHU should also help build the organizational capacity of CVCBD. Both ends might be served if this contribution were the subject of a special contract or MOU that specifies outcomes, accountability methods, and a special task force representing the CVCBD board and JHU. The special contribution to the CVCBD of roughly \$1.5 million in the first year would continue in subsequent years but could be expected to gradually decline somewhat as other major real estate developments provide CVCBD with the anticipated income stream for full deployment. For example, when the private development of the JHU-owned lot at St. Paul and 33rd streets is completed, significantly more tax base will be available to provide financial support to CVCBD. The same will be true when and if 25th St. Station is developed.

- 3. **Arts & Culture Development and Marketing Campaign.** Expand and support the arts, culture, entertainment, and advanced educational institution offerings in HCPI as both a local asset and a regional competitive advantage. Programs should establish a cohesive and strategic promotion campaign marketing the district to outsiders, but also work with local artists to build their skills and their resumes, get more artists to engage with the community development work taking place in central Baltimore (home-buying club, neighborhood associations' work, etc.), and program events that provide artistic outlet and attraction to the area.

**Budget:** \$50,000 per year contribution to Station North Arts and Entertainment Inc., as well as identification of opportunities to coordinate other arts and entertainment activities within the HCPI (e.g., Baltimore Museum of Art, Charles Village Festival, JHU Spring Fair, neighborhood block parties [Chicago used to do this], and Waverly Farmers Market).

## SECTION 3. Blight Elimination & Housing Creation

### COMMUNITY INVENTORY

| <u>Assets</u>  | <u>Existing Programs</u>  | <u>Challenges</u>  |
|--|---|--|
| <ul style="list-style-type: none"><li>• 11 neighborhoods with diverse housing stock</li><li>• Strong markets in and to the north of HCPI area moving south, and strong to the south of HCPI area moving north</li><li>• Potential development around Penn Station</li><li>• Several stable, middle-class neighborhoods</li><li>• Range of housing options</li><li>• Historic character &amp; architecture</li><li>• Senior housing</li><li>• Barclay-Telesis redevelopment</li><li>• Greenmount West redevelopment &amp; city-owned property disposition</li><li>• Charles North transit-oriented development</li><li>• Quality developers (Seawall, TRF, Southway Builders, small rehabbers)</li><li>• Some strength in every neighborhood</li><li>• Strong active positive property owners</li><li>• St Ambrose Housing Aid Center</li></ul> | <ul style="list-style-type: none"><li>• Jubilee Baltimore: Healthy Neighborhoods, planning, development</li><li>• People's Homesteading Group: Historic Housing Redevelopment</li><li>• Healthy Neighborhoods Inc.: capital/loans for purchasing and rehabbing by homeowners, technical assistance, neighborhood marketing, community projects</li><li>• JHU Live Near Your Work</li><li>• Vacants to Value: city-owned property disposition, enhanced code enforcement zones</li><li>• CBP Housing Task Force</li><li>• Historic Tax Credits</li><li>• SNAED Property Tax Credits</li><li>• St Ambrose Housing Aid Center: energy improvements; counseling</li><li>• Community Law Center: nuisance properties enforcement; Healthy Neighborhoods</li><li>• GHCC: code enforcement</li></ul> | <ul style="list-style-type: none"><li>• High vacancies in some areas</li><li>• Absentee landlords</li><li>• Row houses divided for rental</li><li>• Concentrated affordable housing in some neighborhoods</li><li>• Low homeownership in some neighborhoods</li><li>• Bad property management</li><li>• Speculators</li><li>• Pre-construction development financing gap</li><li>• Weak market in parts of many neighborhoods</li><li>• Lack of city resources for property acquisition and stabilization</li><li>• JHU Live Near Your Work internal communications unclear and program seems inadequate</li></ul> |

## Analysis

The housing conditions and markets vary across the 10 residential neighborhoods of HCPI. A strong market to the north moving south and a strong market to the south moving north give the area great potential, with JHU acting as a strong upward force in the north and potential development around Penn Station and the strong market in Mount Vernon being a boon in the south. The Reinvestment Fund (TRF) has been categorizing city neighborhoods in terms of market strength for the City Planning Department for over a decade using census, administrative, and market data. They rate half the HCPI area as competitive for upper- or middle-range home buyers in the regional market. A quarter could be competitive in the middle but are “stressed,” and a quarter are “distressed.” The two distressed neighborhoods have clear redevelopment plans in place. A good part of the area also shows significant investment, judging by the number of building permits valued at over \$50,000.

Although the HCPI area generally lags behind the city in homeownership rate (fig. 15), approximately a third of the area was classified by TRF (using census block data) in the mid-to-high owner-occupancy category, compared to city averages. Two-thirds of the area had lower owner-occupancy rates indicating either stronger rental markets or, in the case of the distressed areas, both higher rental and vacancy rates. HCPI’s average median sales price for residential buildings, \$109,795, sits comfortably in the middle, compared to prices in the rest of the city. The range of median prices, from \$24,000 to \$266,000, reflects the range of housing types available within HCPI. Obviously, the higher sales prices were found in the stronger markets and the lower ones in the weaker, more distressed neighborhoods.

**FIGURE 15:**  
**HCPI Homeownership and Vacancy Compared to Baltimore City**

|             | <b>Housing units</b> | <b>% occupied units</b> | <b>% occupied homeowners</b> | <b>% all units that are vacant not for sale or rent</b> |
|-------------|----------------------|-------------------------|------------------------------|---|
| <b>HCPI</b> | 11,711               | 81.18%                  | 29.30%                       | 8.68%   |
| <b>City</b> | 296,865              | 84.20%                  | 47.70%                       | 8.72%   |

Source: Baltimore City Planning Department; U.S. Census

Foreclosures have generally not been considered a big issue in the HCPI area because of their low number compared to the city's rate, or when considered as a percentage of occupied units. Among homeowners, however, the foreclosure rate is substantially higher than the city's, 29 percent higher in 2011 (fig. 16).

**FIGURE 16:**  
**Foreclosures in HCPI Compared to Baltimore City**

| Year | HCPI area<br>2,794 homeowners in 2011 |                  |                           | Baltimore City<br>119,231 homeowners in 2011 |                  |                           |
|------|---------------------------------------|------------------|---------------------------|--|------------------|---------------------------|
|      | Number of foreclosures                | % occupied units | Rate per 1,000 homeowners | Number of foreclosures                       | % occupied units | Rate per 1,000 homeowners |
| 2008 | 125                                   | 1.31%            | 44.74                     | 3,790  | 1.52%            | 31.79                     |
| 2009 | 148                                   | 1.56%            | 52.97                     | 6,138  | 2.46%            | 51.48                     |
| 2010 | 118                                   | 1.24%            | 42.23                     | 4,503  | 1.80%            | 37.77                     |
| 2011 | 60                                    | 0.63%            | 21.47                     | 1,992  | 0.80%            | 16.71                     |

**Source: Baltimore Neighborhood Indicators Alliance**

The percentage of all units in the HCPI area that are “vacant and not for sale or rent,” as defined by the U.S. Census, is comparable to the rate for the city as a whole (see fig. 15). The trend in vacancies, however, is in a positive direction (fig. 17). Not only did the number of vacant units that are neither for rent nor sale in the HCPI area decline between 2000 and 2010 but the percentage of all housing units that were so vacant also declined (U.S. Census, Baltimore City Planning Department). Some of the reduction in vacant properties was a result of strategic demolition to prepare development sites.

Several neighborhoods have little vacancy and aspire to continuing a stable residential, largely middle-class homeowner market with some market-rate rental in undivided, single-family row houses. Some of these, especially Oakenshawe and Wyman Park, contain or have market-rate rental high-rises nearby, working in harmony with row-house blocks. Three of the neighborhoods with substantial vacancy, Charles North, Greenmount West, and Barclay, have well-formed development plans and activity under way to substantially increase their population and the proportion of higher-income households in their neighborhoods. Charles North stands out for its plans for high-density mixed-use, transit-oriented development. Although without formal, detailed development plans at the moment, Remington, Old Goucher, and Harwood aspire to control vacant properties and reverse the depopulation and disinvestment of those neighborhoods, attracting more homeowners. Even the development neighborhoods have noticeable strengths to build on that, with proper support, can ripple out. Charles Village and Abell are stable markets, though somewhat vulnerable to the negative practices of absentee landlords and the subdivision of row houses into student and other rental apartments. All of the neighborhoods warrant vigilance and attention to hot spots.

The HCPI area has a significant amount of affordable housing. Generally neighborhood leaders aspire to improving the economic profile of the community. However, they also want to preserve and improve the existing affordable units. The overall direction is to cultivate market forces, work with property owners and developers, and foster a sustainable real estate market.



Clearly, the diversity among the neighborhoods precludes a single strategy, though there is a common goal of increasing the attractiveness and marketability of the area. There are several strong nonprofits, small rehabbers, and significant developers whose efforts could be strengthened and extended. Many of the neighborhoods, or some portion of them, fall within the Healthy Neighborhoods Inc. program. All suffer from the lack of ready capital for predevelopment and gap financing.

**FIGURE 17:**  
**Vacancy Changes 2000–2010**

|   | <b>2000</b> | <b>2010</b> | <b>change</b> | <b>% change</b> |
|---|-------------|-------------|---------------|-----------------|
| All housing units                       | 12,537      | 11,711      | -826          | -6.59%          |
| Occupied units                          | 10,207      | 9,507       | -700          | -6.86%          |
| Vacant not for rent or sale             | 1,476       | 1,019       | -457          | -30.96%         |
| % all units vacant not for rent or sale | 11.77%      | 8.70%       |               |                 |

The JHU Live Near Your Work (LNYW) program functions throughout the HCPI area, with three neighborhoods being in Tier A, the highest level of support, with awards of \$17,500. Those subsidies have been modestly effective, particularly in Barclay on Calvert Street where half of the Telesis Baltimore Corporation rehabbed homeownership units were bought by Hopkins employees using LNYW; and on 22nd Street and the People's Homesteading Group Anchors of Hope project. As reported by the LNYW office, only 70 of the 178 LNYW grants to date have been in HCPI. Realtors and developers suggest a higher level of grant would drive more utilization and be a more powerful neighborhood revitalization tool.

Most of the HCPI neighborhoods already in the Healthy Neighborhoods Inc. program are serviced by Greater Homewood Community Corporation. The Healthy Neighborhoods executive director reports that in addition to neighborhood marketing activity, Healthy Neighborhoods has made 25 mortgages totaling \$4.8 million, 20 matching grants totaling \$190,875 to Greater Homewood borrowers, and eight rehab grants. The low number of rehab grants was the result of city-imposed income restrictions. The results show up in strong real estate performance: In Charles Village in 2002 the median house sales price on a good block was \$63,800. In 2011 it was \$212,900. The number of vacant houses was reduced from 55 to 31. The neighborhood has outperformed the city and regional markets.

### **Strategies**

1. Eliminate blight, reduce vacancy, replace bad property management and nuisance properties, increase the percentage of properties at or above market standards (above the minimum standard of the city housing code), reduce speculation and disinvestment, and reduce the number of deteriorated units managed by slum landlords.
2. Increase the combined population of the 10 HCPI area neighborhoods over 10 years, generating an estimated 3,000 net new households, in concert with Mayor Stephanie Rawlings Blake's goal of increasing the city population by a net new 10,000 households in 10 years.

- a. Balance a higher percentage increase in those neighborhoods that have identified and supported higher-density residential and commercial development with those neighborhoods whose plans call for stabilization of or incremental growth in population.
  - b. Provide in appropriate places attractive opportunities for market-rate homeownership and market-rate rental, including sites capitalizing on transit-oriented development.
  - c. Retain affordable housing units as identified in community plans.
  - d. Work with small and large residential developers to create and occupy new and substantially improved housing units.
  - e. Advocate increasing residential density through newly constructed apartment houses.
  - f. Respond to the opportunity for Transit-Oriented Development, especially mixed-use high-density development and the growing demand for urban rental catering to households without children.
3. Be an advocate for creating strong middle-class neighborhoods with some mix of affordability, including marshaling resources for middle-income families, increasing homeownership to competitive levels as appropriate, and ensuring that there is a stable and effective community voice to guide planning and participate in project implementation.
  4. Leverage city and state programs.
  5. Attract private capital building since neither the university nor the public sector will have sufficient funds to make an impact alone.

## **Programs**

1. **Healthy Neighborhoods Inc.** Partner with Healthy Neighborhoods Inc. (HNI) to expand the organization's programs to the whole 10 neighborhood area from the five neighborhoods it currently includes.
  - a. Use HNI tools in ways appropriate to the unique conditions of each neighborhood.
  - b. Deploy the Block Projects for short-term, self-help, critical projects that strengthen neighborhood cohesion, quality of life, and marketability; and capital projects that enhance market appeal.
  - c. Provide the usual HNI rehab matching grants to encourage home improvement.
  - d. Continue to use the HNI mortgage product on targeted blocks, gradually expanding the blocks qualified as community and market conditions will support underwriting criteria.
  - e. In promoting homeownership, tie into education strategies for schools, after schools, and summer; and safety and quality-of-life improvements.
  - f. Continue homeownership development program in Barclay, originally funded by NSP2 grant.

Healthy Neighborhoods Inc. (HNI) has been working with five of the 10 neighborhoods for seven years to improve and market neighborhoods and their assets. It is active in 35 other city middle-market neighborhoods. Among the tools it brings is a below-market private loan pool discounted to provide incentives to encourage families to buy and rehab homes. HNI also funds marketing and small community projects and promotes a philosophy of positive community action. HNI has brought \$63 million of private capital to the communities it serves.

HNI works differently than many housing programs.

- HNI is a neighborhood revitalization, market-building strategy in which housing is one element, rather than housing units being the focus. There are neighborhoods where HNI strategies fail to help or that no longer need HNI support.
- HNI builds on strengths, investing in the best blocks first instead of going to the worst and most expensive blocks first.
- HNI work is not income-restricted, and HNI neighborhood partners agree that mixed income end results may require helping not only the poor.
- HNI measures results quarterly: how much house prices increase, how long it takes to sell a home, how many rehab permits are pulled each quarter. The HNI neighborhoods have consistently matched or outperformed the city and regional markets on objective market criteria, e.g., MRIS.
- While HNI is committed to neighborhood organizing and marketing, the Internet is a critical element of its marketing.
- HNI seeks visible results for every activity, i.e., every loan must have external improvements.

Crucial to redevelopment of Barclay as a mixed-income community is restoration of a homeownership market in presently vacant homes. In redeveloping long-vacant homes, the cost of development often exceeds the value of the home or the amount a bank is willing to loan (appraised value). HNI received a substantial federal NSP2 grant, a portion of which is being invested in 20 homes in the neighborhood with Telesis Baltimore Corporation as the developer. The federal support, part of the economic stimulus package, will not be renewed. HNI has a team in place to finance and develop additional homes that can be improved if an additional source of subsidy becomes available.

### ***Budget***

Loans: bank commitments to mortgage pool – \$10 million

Grant funds: \$4,250,000 over five years:

Additional block and capital projects – \$50,000 per year for five years = \$250,000

Barclay NSP2-like homeownership – 10 grants at \$90,000+/year = \$1 million

Matching rehab grants – 100 grants at \$10,000 over five years = \$1 million

Additional staffing – \$25,000 each at GHCC, Jubilee, \$50,000 over five years = \$250,000

HNI staff and design consultant – \$50,000 per year = \$250,000 over five years

### ***Recommendations to JHU***

- a. Use JHU influence and contacts to recruit additional financial institutions to the HNI mortgage pool.
- b. Provide or help raise funding for block projects, capital projects, matching rehab grants, and staffing.
- c. Assist HNI and others to raise NSP2-like subsidy for homeownership in Barclay if government sources are not forthcoming.

2. **Housing Sales Campaign.** Supplement the HNI resources and program with an expanded and aggressive housing product sales campaign for HCPI neighborhoods through the two HNI partner organizations for the HCPI area, Greater Homewood Community Corporation and Jubilee Baltimore.

- a. This emphasis on sales is distinct from the HNI emphasis on general marketing, organizing community cohesion, and creating a neighborhood resident marketers program. An aggressive sales emphasis focused on product has been demonstrated to be an effective tool in the past in the Patterson Park and Mount Vernon areas. It requires professional staff with a background in real estate sales, financing, and promotion.
- b. Neighborhood sales staff should have at their disposal a small pool of flexible resources for sales and promotional events.
- c. The housing sales campaign will be closely coordinated with the general marketing activity of HNI through the same partner organizations and will build on and use the deployment of HNI products including mortgages, matching rehab grants, Block Projects, and capital projects.
- d. To succeed, the housing sales campaign needs to be coordinated with and build on quality-of-life improvement activity, including the Neighborhood Improvement Projects Fund for small projects grants and expanded public safety and sanitation efforts through the Charles Village Community Benefits District, both of which are recommended earlier in this report.
- e. The housing sales campaign will be closely tied to a more aggressive marketing of HCPI neighborhoods to JHU employees, faculty, and affiliates, including a more regular promotion of Live Near Your Work opportunities.
- f. The housing sales campaign will aggressively recruit realtors and draw technical and other assistance specifically for a LNYW campaign as well as general campaign from Live Baltimore and the Greater Baltimore Board of Realtors.

**Budget:** \$1.1 million: 2.5 staff through GHCC and Jubilee collaborative: \$200,000 per year, + \$1 million over five years; and marketing and promotional activities: \$20,000/year, \$100,000 over five years.

**Recommendation to JHU:** Provide or help raise the full five-year funding: \$1.1 million; provide access to JHU employees and affiliates as well as LNYW program.

3. **Live Near Your Work.** Expand the area for Tier I and increase the amount of the award; and provide more access for marketing of the Live Near Your Work program in the HCPI area to underscore the neighborhood revitalization impact of LNYW without diminishing the emphasis on the program as an employee benefit by the following measures:

- a. Increasing the amount of the award to \$30,000 throughout the whole HCPI area.
- b. Undertaking, with input from a third party (e.g., Metropolitan Planning Council, TRF), a thorough review of the JHU LNYW program goals and structure to determine which elements need to be adjusted (grant amount and structure, geographic boundaries, etc.) related to program goals.
- c. Marketing more aggressively the HCPI neighborhoods to potential users, as well as to all new JHU employees and relocation clients.
- d. Increasing substantially collaboration among the JHU LNYW office, the Central Baltimore Partnership, individual neighborhood associations, the Greater Baltimore Board of Realtors, and Live Baltimore to enhance the marketing, targeting, and outcomes of the JHU LNYW program.

- e. Providing access to JHU staff and faculty and others qualified for Live Near Your Work on a regular basis for the GHCC and Jubilee staff of the housing sales campaign recommended above.
- f. Working in formal partnership with community-based organizations and private developers to provide housing counseling, housing product and marketing, including Live Baltimore. (Evaluate the effectiveness of the Bayview model with Southeast CDC.)
- g. Expanding to all JHU affiliates, including graduate students, medical school residents, and other post-undergraduate-level students.
- h. Adding a rental component as an incentive to get people to give city living a try.
- i. Promoting HCPI neighborhoods as a place to live to graduating seniors and recent graduates of JHU.
- j. Aggressively promoting HCPI, and Baltimore generally, as a place for incoming graduate students to live and work.
- k. Encouraging the Office of Off-Campus Housing and JHU to promote the whole HCPI area.
- l. Identifying opportunities for collaboration with and among other large employers located in or near the HCPI area to deploy LNYW programs, including the coordinated preparation of a LNYW strategy and shared operations and expenses where functional.

**Budget:** 20 grants per year at \$30,000 = \$3 million over five years. Sources: JHU solicited TBD.

Many of the marketing costs are included in the housing sales campaign recommendation (above) or are a matter of providing access to particular information through campus activities already under way.

**Recommendation to JHU:** Evaluate LNYW program structure for potential updates, and increase Live Near Your Work funding by \$3 million.

4. **Rental Housing Conversion Program.** Partner with local organizations, individual resident home owners, private investors, and Baltimore City Housing, and invest in a system and financial products to foster conversion of rental row houses (including those now used for student housing) to owner-occupied units, including owner-occupied buildings that include some rental, and improved rental units.
  - a. Work with partners to target critical properties, particularly where problem rental row houses are clustered and degradation of those buildings would have a rippling deterioration effect on the neighborhood, including acquisition through the Land Bank (e.g., 200–400 E. University Pkwy.; scattered properties in Remington).
  - b. Consider land banking, or direct JHU ownership of “off-campus” student and faculty housing.
  - c. Since recent studies and planning activities at JHU are not suggesting large-scale creation of more university-owned housing for students, it is not likely that JHU housing activity will simultaneously pull a large number of students out of the Charles Village rental market. If such were ever to occur in the future, JHU would need to create with partners some significant mechanisms, in addition to those described above, to encourage property owners to upgrade former student rental units or convert them to owner-occupied buildings.

**Budget:** Conversion of 100 units using various incentives with flexibility, but averaging \$25,000 per unit = \$2.5 million over five years.

**Recommendation to JHU:** Work with partners to secure housing program funding and facilitate a discussion about the retention and/or establishment of a property management firm.

5. **Developer Recruitment.** Recruit and/or encourage developers to undertake market rate residential projects in the HCPI area that accomplish HCPI/community goals. This goal must be tied to retail development; without more people we will not get the kind of retail we want.

*Recommendation to JHU:* Use JHU influence and contacts to recruit and encourage developers.

*Continued exploration*

1. **Multiemployer housing support program.** Engage other institutions and major employers in and nearby the HCPI area, in creating a multiemployer housing support program, especially MICA and UB, but also the BMA and BCPSC headquarters.
2. **Problem rental reduction.** Replace low-quality landlord practices by:
  - a. creating a financing product that would encourage landlords to upgrade;
  - b. using master leasing or taking over substandard properties for JHU-owned and quality-managed market-rate rental for lower-wage employees of JHU;
  - c. supporting rental to owner-occupied conversions (see above);
  - d. acquiring problem properties for university uses compatible with a residential neighborhood;
  - e. deploying housing code enforcement and other regulatory practices; and
  - f. retaining (perhaps creating local employment opportunities) a single property management organization to offer competitively priced high-quality property management services, including for the owners of a limited number of rental units (e.g., less than 20 units) that may otherwise not have the interest or capacity to obtain such services.



## SECTION 4. Education

### COMMUNITY INVENTORY

| <u>Assets</u>  | <u>Existing Programs</u>   | <u>Challenges</u>   |
|--|--|---|
| <ul style="list-style-type: none"><li>• 3 zoned public schools: Margaret Brent, Barclay, Dallas Nicholas, each with a website</li><li>• Baltimore Montessori Public Charter School</li><li>• JHU School of Education</li><li>• Middle-class families/residents engaged in Margaret Brent &amp; Barclay through Village Parents</li><li>• Village Learning Place</li><li>• The Community School (Remington Youth Programs): basketball, community radio, band</li><li>• Mother Seton Academy</li><li>• Baltimore Lab School</li><li>• Waverly Library</li><li>• The Greenmount School</li><li>• Margaret Brent &amp; Barclay are at or above citywide test scores</li><li>• Three major universities/colleges: University of Baltimore, Maryland Institute College of Art, Johns Hopkins University – Homewood</li><li>• Charles Village Recreation League</li><li>• Experience Corps in Barclay School</li></ul> | <ul style="list-style-type: none"><li>• Greater Homewood Community Corp.: Barclay Youth Safe Haven after-school program; education advocacy; parent involvement; Great Schools Charles Village—Margaret Brent &amp; Barclay project-based learning curriculum; community schools approach</li><li>• JHU: volunteer mentors, adult education</li><li>• Village Parents: Margaret Brent after-school program</li><li>• Arts Everyday Schools Program: Baltimore Montessori Public Charter School</li><li>• Dallas Nicholas: Walking School Bus</li><li>• Barclay: Maryland Governor's Green School</li><li>• Loyola School of Education: Margaret Brent &amp; Barclay project-based learning support</li><li>• Experience Corps: volunteers at Margaret Brent</li><li>• Baltimore Development Corp.: enterprise zones, loans</li></ul> | <ul style="list-style-type: none"><li>• Zoned public schools unattractive to middle-class families</li><li>• Currently public schools do not have all the amenities/programs (i.e., music, dance, language, drama, art)</li><li>• Lack of affordable/accessible early childhood education/program</li><li>• Poor infrastructure, landscaping, and programming at Dallas Nicholas</li><li>• Inadequate professional development for teachers</li><li>• Remington is split zoned for two public schools</li><li>• Lack of funding for program materials</li><li>• All three public schools are at or over 85 percent free and reduced lunch – lack of income diversity</li><li>• Children have unmet health needs (i.e., food on weekends, vision, and dental care, etc.)</li><li>• Promoting and achieving diversity in public schools</li></ul> |

## Analysis

The quality of public schools is crucial for attracting and retaining families with children. The schools must not only succeed in helping their current school population achieve, but they must attract more middle-class parents who will enroll their children, making the schools more diverse and representative of the neighborhood. At the moment, too many middle-class families do not use the zoned public schools in the area but send their children to private or charter schools; or they move out of the area in pursuit of public schools that they perceive as better.

There are three zoned public schools in the HCPI area: Barclay and Margaret Brent, both of which are combined elementary and middle schools, with 442 and 266 students, respectively; and Dallas Nicholas, an elementary school with 341 students. HCPI includes the highly successful citywide Montessori public charter school, entrance to which is by law governed by a lottery and whose waiting list has over 1,000 students. Also located in HCPI are the Lab School, an arts-based elementary through high school for children with learning disabilities; the Greenmount private cooperative school; and the Seton Academy, a Catholic middle school offering an intense preparation for inner-city students wanting to attend college-prep high schools.

The integration of the schools is one index of whether the schools are serving the resident population and whether there is a mix in the classrooms that makes educational achievement easier for all students. Among the three zoned public schools, 85–88 percent of students qualify for free or reduced lunch, higher than the city's averages as a whole, in an HCPI area whose household income is 12 percent higher than that of the city. There is also cause for concern when the three zoned HCPI public schools have only 1 percent, 3 percent, and 11 percent of white students in a community that is 52 percent white.

Indeed performance is an issue for the schools: None of the schools meets its goals for average yearly progress (AYP) in reading or math proficiency (see fig. 7). The low proficiency rates illustrated in figure 7 appear far more significant when compared to city and state averages: With the exception of the sixth-grade reading scores at Margaret Brent, none measures up to the scores in the city, and all are significantly below the state averages (fig. 18).

**FIGURE 18: School Performance:  
HCPI Schools Compared to City and State Averages**

| <b>Test Score</b>    | <b>Margaret Brent</b> |                  | <b>Barclay</b>  |                  | <b>Dallas Nicholas</b> |                  |
|----------------------|-----------------------|------------------|-----------------|------------------|------------------------|------------------|
|                      | 2011<br>vs city       | 2011<br>vs state | 2011<br>vs city | 2011<br>vs state | 2011<br>vs city        | 2011<br>vs state |
| Third grade reading  | -29%                  | -44%             | -7%             | -23%             | -6%                    | -22%             |
| Third grade math     | -36%                  | -49%             | -13%            | -26%             | 2%                     | -11%             |
| Sixth grade reading  | 13%                   | -5%              | 7%              | -12%             |                        |                  |
| Sixth grade math     | -1%                   | -20%             | -9%             | -28%             |                        |                  |
| Eighth grade reading | -9%                   | -31%             | 13%             | -9%              |                        |                  |
| Eighth grade math    | -15%                  | -46%             | -3%             | -34%             |                        |                  |

**Source: Maryland Report Card**

The challenge for the schools is both to create a more diverse classroom environment by attracting local families and to improve academic performance. Cause for optimism lies in the work on all aspects of the schools by the Greater Homewood Community Corporation through its Great Schools of Charles Village program; the deployment of after-school and community school programs and services, including those provided by college volunteers from JHU and other schools; and the Village Parents' progress in integrating Margaret Brent by aggressively recruiting fellow middle-class, white families.

Johns Hopkins volunteers work in all three zoned schools. The Greater Homewood Community Corporation (GHCC) has a vigorous program, the Great Schools of Charles Village, with Margaret Brent and Barclay; and an active engagement with Dallas Nicholas. GHCC is working closely with Barclay and the school system on the future rec center attached to Barclay. There is also an active, community-based after-school program in Remington. The Village Parents is a growing organization devoted to recruiting and supporting parents to enroll more Charles Village children in Margaret Brent and to working with the principal to improve the school. The principals at Barclay and Margaret Brent welcome and actively collaborate with community partners, JHU volunteers, and external stakeholders. The principal and a significant portion of the teachers at Barclay are enrolled in a professional development program with the JHU School of Education.

JHU would like to see schools that are attractive to its faculty and staff so that more of them will locate in and/or remain in HCPI neighborhoods as active residents and leaders. All of the zoned schools currently have a significant portion of out-of-area students, so there is additional capacity within the schools for increased enrollment from within the zone.

### **Strategies**

1. Support all efforts by public schools and others to make the zoned public schools attractive to all families in HCPI neighborhoods and to promote enrollment of HCPI area children in them, and especially continue the momentum to enroll the children of middle-class families.
2. Develop a quality standard and a JHU branding for one or more of the public schools in the HCPI area, which would provide improved outcomes, academic support and remedial programs for students who require them, and an accelerated academic set of options for more-advanced students, as well as opportunities to supplement their academic programming with access to resources at JHU.
3. Utilize the common interest in quality and accessible early childhood education among community members and Johns Hopkins faculty and staff to provide an outstanding preschool that is conveniently located and serves both populations, potentially acting as a feeder to local public schools.
4. Use in a coordinated and targeted manner all the resources of Johns Hopkins that naturally focus, or could be made to focus, on quality education in the HCPI area.
5. Promote and support a variety of educational offerings in the HCPI area.

### **Programs**

1. **A Johns Hopkins Partnership School Consortium.** Demonstrate a commitment to improving public education by establishing a formal partnership between the JHU School of Education and public schools in HCPI neighborhoods. Margaret Brent Elementary/Middle School and the Barclay School have been identified as pilot sites for a branded "Johns Hopkins (title TBD) School." Leadership at both schools believe that

such a partnership will aid in diversifying the student population, improving academic performance, and strengthening existing relationships with the JHU School of Education, community and nonprofit organizations, the city school system, and other academic and cultural institutions (i.e., Loyola, Goucher, BMA).

- a. Provide support for an SY 2012–13 planning program with the schools, community partners, the JHU School of Education, and BCPSS, including identification of a point person from both parties to determine priority needs, develop a strategic plan, and facilitate marketing.
- b. Establish criteria/shared vision for what each school must have in order for it to be considered a “Johns Hopkins (title TBD) School.” Criteria might include the following items:
  - 1) Implement an evidence-based literacy, math, or school climate program: Ensure alignment of instruction, culture, and atmosphere to maximize student development.
  - 2) Establish a college readiness orientation: From the moment a student enters the school, the atmosphere, curriculum, enrichment activities, and family support programs will be imbued with the expectation that all students can achieve success and that attending college is an expected outcome.
  - 3) Deploy a community resource schools approach: Align collaborations with local nonprofits, universities, and government organizations to promote student achievement and family well-being.
  - 4) Adopt a holistic educational framework: Integrate project-based learning through arts, music, foreign language, and physical education.
  - 5) Market the school actively to parents in the zoned neighborhoods.

The quality standard and the improvement program ought to provide a continuum of services to improve academic support, including remedial programs for students who are not performing at grade level and an accelerated academic set of options for more-advanced students; recruitment and retention of a population representative of the surrounding community; adequate facilities and supplies; teacher qualification and professional development; student and teacher mentoring; enrichment programs; college and job orientation; and instruction about and experiences in the world of work.

- c. Coordinate the deployment of JHU resources across academic, community service, and administrative units to provide elements of the school quality improvement plan, including the School of Education; undergraduate and graduate community-based education; community services; volunteer programs (including the “JH Takes Time for Schools,” a Johns Hopkins program that provides compensatory time for JHU employees who volunteer in Baltimore City public schools); technical advice from JHU’s experts in facilities management, accounting, fundraising, IT, communications, and other areas where JHU has expertise to assist the targeted schools; and donation of materials and equipment.
- d. Review the application of and/or explore the deployment of Success for All, Success by 6, Ready to Read, the Reading Campaign, Race to the Top activities of BCPSS, and College Promise.
- e. Offer a mentoring and professional development program for teachers including Mariale Hardiman’s Brain Targeted Teaching Model.
- f. Offer a professional development and leadership support program, including mentoring, to principals and vice principals.
- g. Provide a community school site coordinator at Barclay and Margaret Brent.

**Budget:** The budget for implementing this proposal depends on many of the details that would be worked out during a planning year. Other items continue current commitments including the site coordinator if not provided by the community schools program and the commitment to help fund the GHCC and Barclay School adoption of the Barclay recreation center attached to that school.

**Recommendation to JHU:** JHU should enter into a close working relationship with Barclay and Margaret Brent schools to join the planning effort that would warrant the schools being labeled a Johns Hopkins (title TBD) School. The School of Education should be the point of coordination for JHU involvement sponsored by the Center for Social Concern and other community-service, community-based programs in academic departments, JH Takes Time for Schools, and administrative departments that can support aspects of school improvement. JHU should be prepared to commit funding as well as intellectual capital to this project. The School of Education is considering the creation of a broader consortium of Hopkins partnership schools, but these two should take priority. An ongoing process of contracting should be put in place, which includes support in mutual planning, monitoring/evaluation, and revisions to the program.

### ***Immediate actions***

Johns Hopkins University should make a public announcement of its commitment to a formal relationship with the Barclay and Margaret Brent schools. This announcement would describe the initial commitment of Johns Hopkins, as follows:

1. Commitment to embracing the Margaret Brent and Barclay schools as a (branded, name still coming) Johns Hopkins \_\_\_\_ School. This brand ensures that the schools will meet high standards and partner with Johns Hopkins in specific ways.
2. Commitment to fund a year of strategic planning with the principals and school staff, Baltimore City Public Schools headquarters staff, staff of the JHU School of Education, and community-based stakeholders, designating GHCC as its lead public school partner to develop the strategic plan to increase school quality and direct partner resources, including planning the deployment of Johns Hopkins resources across academic, service, and administrative units.
3. Commitment of staff/faculty time and expertise from the School of Education, which will be the JHU liaison to the schools' strategic planning efforts.
4. Reiteration of the current JHU partnerships that support both Barclay and Margaret Brent schools (Mariale Hardiman's Brain Targeted Teaching training for Barclay, Center for Social Concern programs, Whiting School STEM enrichment partnerships, Barclay Recreation Center financial support, etc.).
5. Assistance in securing funding for Margaret Brent's adoption of the Success for All curriculum in the 2012–13 academic year, saving approximately \$20,000 on the special reduced offering by Success for All to the Baltimore school system. Margaret Brent and GHCC are currently applying to the Meyerhoff Foundation for this funding. (Although adopting Success for All would normally be part of the strategic-planning year noted above, all stakeholders are in agreement that Success for All is an example of the kind of high-quality curriculum that a JHU branded school would need, and there are timing reasons for going ahead with Margaret Brent's proposal to adopt it this year.)

JHU should fund a year (2012–13) of strategic planning.

### ***Budget***

- a. \$120,000, and at least a portion of one after-school coordinator commencing in the 2012–13 school year. By using its contacts and influence to help secure Meyerhoff Success for All funding, Johns Hopkins would indicate to the Meyerhoff Foundation its larger commitment to brand and work with Margaret Brent in the future.
  - b. \$48,000 for Success for All curriculum and staff training.
2. **Early Childhood.** Create a high-quality early-childhood center on and/or near the Homewood campus to attract talented faculty and staff, promote research related to early childhood development and instruction, and encourage young families to settle in the HCPI neighborhoods. The center is encouraged to adopt a tiered enrollment strategy that would allow a mix of children from the neighborhood families to enroll if space is available.

***Budget:*** Depends on the details of planning the facility and program.

***Recommendation to JHU:*** At the appropriate time, integrate the community interest in an early-childhood program with the campus-based interest that is substantially promoted among faculty.

***Immediate action:*** The selection of the facility location is incredibly important to the combining of faculty and the JHU HCPI interest. As this initiative proceeds, priority ought to be given, even from the beginning, to a facility location that maximizes attention to both faculty and JHU HCPI interests.

3. **After-School Programs.** Bolster out-of-school-time enrichment programming through JHU community-based learning courses and volunteer programs. Support JHU academic departments and student organizations in designing, implementing, and sustaining after-school, weekend, and/or summer learning opportunities based on best practices for promoting learning through enrichment (i.e., performing arts, STEM) and play-based (i.e., physical fitness, nutrition) activities.

***Budget:*** Unknown.

***Recommendations to JHU:*** Ensure that such expansion and support are built into whatever infrastructure is created on campus to support the implementation of HCPI, whether in the Center for Social Concern (CSC), the School of Education, and/or other departments of JHU. CSC, for example, if given extra staffing, could easily help concentrate student and volunteer community service involvement in the HCPI area and coordination with HCPI programs. Some small funding might also be necessary for volunteer transportation, though generally the entire HCPI area is within walking distance of the campus or one of the JHU transportation systems.

***Immediate actions:*** Support the partnership of GHCC, neighborhood associations (CVCA, AIA, HCA, OGCA), local businesses, the Baltimore City Public School System, and the Village Parents to preserve the Barclay Recreation Center and manage it as part of the Barclay Community School program; support applications from HCPI organizations to the Family League for after-school programs.

### ***Continued exploration***

1. **A powerful program of services for older kids and young adults.** Create a powerful program of services for older kids and young adults (recreation, library, homework clubs, jobs training, internships and jobs [including at Homewood and elsewhere throughout JHI], community service corps, etc.)



Issues/questions:

- a. This could be implemented at Barclay Rec if it becomes a community center administered and managed by GHCC through a community advisory board; or the Village Learning Place and/or the Waverly Library.
  - b. Support expansion of the LINK program at Village Learning Place.
  - c. Explore additional support and volunteers for the community school or the Church of the Guardian Angels in Remington.
  - d. Consider a five-day-a-week summer academic program.
2. **A “college pipeline” program to promote college preparation.** Design and implement a “college pipeline” program to promote college preparation and orientation in all HCPI schools including:
- a. Education of children and parents regarding the lifetime economic value of a college education versus terminating at high school graduation.
  - b. Supports from sixth through 12th grade to students to ensure academic success and college orientation, including after-school programs and a five-day-a-week summer program.
  - c. Mentoring and other activities, including frequent campus exposure, through university community services programs.
  - d. Counseling on course and high school selection and college admissions and financial support.
  - e. Targeting and making maximum use of the Baltimore Scholars Program in the HCPI area.
  - f. Help with arranging any necessary adjustment or remedial support for those students when they are accepted into college.
  - g. Exploration of a college tuition “promise program.”
  - h. Assistance with financial planning for college savings.
3. **A public neighborhood school in Remington.** Explore the viability of creating a public neighborhood school in Remington. The following issues must be considered (presently most Remington children go to the Margaret Brent School):
- a. Is there enough population for another zoned school?
  - b. How interested and active are parents of school-age or pre-school students in Remington around this issue?
  - c. As we attract more families from Charles Village to attend Margaret Brent, and as we bring in more families with children living in Remington, the demand for another school may increase.
  - d. The creation of a school in Remington, which would draw students from Margaret Brent, must not reduce that school’s population in a way that would harm the school.
4. **A Hopkins-operated school.** Continue to evaluate the potential for a Hopkins-operated school in one or more of the surrounding schools in order to make it more attractive to all HCPI area residents as well as Hopkins faculty and staff as an education alternative for their children.

## SECTION 5. Commercial Retail Development

### COMMUNITY INVENTORY

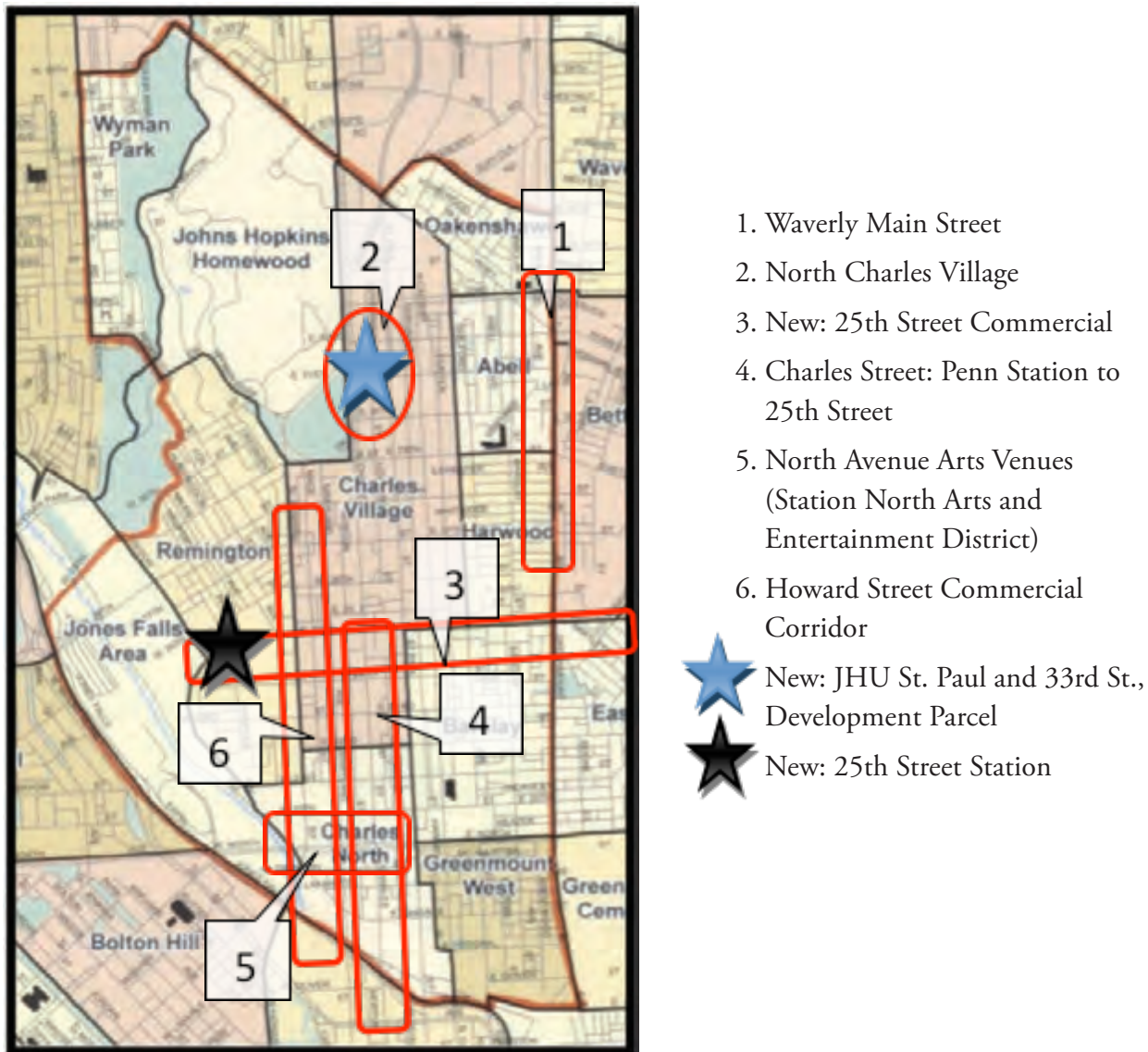
| <u>Assets</u>  | <u>Existing Programs</u>   | <u>Challenges</u>   |
|--|--|---|
| <ul style="list-style-type: none"><li>• Business committees: Charles North, Charles Village, Old Goucher</li><li>• Select strong, active positive property owners &amp; businesses, including incubator spaces</li><li>• Recent mixed-use developments</li><li>• Three supermarkets</li><li>• 33rd St. &amp; St. Paul retail center</li><li>• Growing arts, entertainment and restaurant venues in Station North Arts &amp; Entertainment District</li><li>• Range of patrons: residents, students, commuters, employees</li><li>• Waverly Farmers Market</li><li>• Charles North/CBP Commercial Development Committee</li><li>• Charles Street Friday Market (summer only)</li><li>• Waverly Main Street</li><li>• Over \$440 million of investment and (re)development in the last five years (see Appendixes E and F)</li></ul> | <ul style="list-style-type: none"><li>• Waverly Main Street: Revitalization and economic development, façade improvements, promotions and entrepreneurial development</li><li>• Station North Arts &amp; Entertainment, Inc.: Think Big grants, technical assistance for artists and venues, promotion</li><li>• Central Baltimore Partnership: micro-lending program</li><li>• Charles Street Development Corp.: marketing &amp; promotion</li><li>• Baltimore Development Corp.: Enterprise Zone tax credits</li></ul> | <ul style="list-style-type: none"><li>• Select problem speculators</li><li>• Bad property management</li><li>• Vacancies</li><li>• Lack of parking in 33rd St./ St. Paul Street area</li><li>• Pre-construction financing gap</li><li>• Inadequate retail mix, especially on high-end</li><li>• Lack of uses for upper floors along Greenmount Ave.</li><li>• Lack of stores in Greenmount Ave. shopping center</li><li>• Certain commercial areas lack redevelopment strategies</li><li>• Lack of sit-down restaurants and cafes, few bars in specific commercial areas, little retail shopping</li><li>• Some areas have numerous businesses of the same kind</li><li>• Little signage/marketing of commercial districts</li><li>• No cohesive promotion of retail/attractions to JHU affiliates</li><li>• High level of vacancies on Charles St. between 21st and 25th streets</li><li>• Underutilized potential commercial properties along 25th St. corridor</li></ul> |

## **Analysis**

Adequate and accessible retail is an important part of a sustainable neighborhood. And if that retail is exciting and distinctive it adds character and marketability to its districts and may even be a regional draw as well as a service to local residents. Most successful national universities have stimulated engaging retail districts either directly by being an owner and/or developer themselves or indirectly by encouraging, helping finance, and/or being a tenant for private developers. Thriving retail districts around universities need to draw a majority of their cash flow from serving non-university customers, so they must attract and serve their surrounding communities as well as institutional affiliates.

As illustrated in figure 19, there are several commercial/retail districts in HCPI. Three—north Charles Village, Greenmount Avenue (Waverly Main Street), and N. Charles Street from Penn Station to 25th Street—are considered major commercial areas. Howard and 25th streets also have strips of some commercial interspersed with a lot of other uses. A major development, 25th St. Station at 25th and Howard streets, is in the planning stages, with a 120,000-square-foot Wal-Mart, an additional 80,000 square feet of other retail, 70 residential units, and 1,100 parking spaces. Discussions are also under way for retail and parking development in the lot presently owned by JHU at 33rd and St. Paul streets.

**FIGURE 19**  
**Retail Zones and Major Developments**



Although some substantial retail is serving the HCPI area, there is an opportunity and a desire for a wider range and more exciting offerings. The HCPI area has three supermarkets and a major pharmacy within it and several on its periphery. The Waverly Main Street area of Greenmount Avenue and shopping centers at 21st and 29th streets provide additional goods and services. The Saturday Waverly Farmers Market is one of the best in the region and the only year-round farmers market in the city. New and older retail and restaurant offerings in the 3100–3400 blocks of St. Paul Street; and the growing arts, entertainment, and restaurant venues in Station North as well as several other locations within the HCPI area serve the surrounding neighborhoods and offer the beginnings of a regional destination for lively activity and restaurant, entertainment, and retail offerings. Nonetheless, a lot needs to be done to build on these assets, to capture the opportunities that lie in the vacancies on N. Charles Street, North Avenue, and 25th Street, as well as to leverage the anticipated and ongoing development at 25th Street Station, the Lanvale lot, and on and adjacent to North Avenue along the N. Charles Street corridor.

**FIGURE 20:**  
**Sasaki/Cross Street Partners Retail Demand Study**

*Baseline scenario: North Charles Village study area has 3,000 households.*

| <b>Baseline Scenario<br/>BY RETAIL<br/>CATEGORY</b> | <b>Restaurant</b> | <b>Grocery</b> | <b>Personal<br/>Service/<br/>Health</b> | <b>Apparel &amp;<br/>Accessories</b> | <b>Comparison<br/>Goods</b> | <b>TOTAL</b> |
|---|-------------------|----------------|---|--------------------------------------|-----------------------------|--------------|
| <b>Demand</b>                                       | 55,787            | 7,048          | 9,871                                   | 14,481                               | 19,507                      |              |
| <b>Existing Supply</b>                              | 48,211            | 6,908          | 15,298                                  | 6,908                                | 28,000                      | 105,326      |
| <b>Net Supportable<br/>New Retail</b>               | 7,576             | 140            | -                                       | 7,573                                | -                           | 15,289       |

*Upside scenario adds 43,000 households in 2-mile radius.*

|                                       |        |       |        |        |        |         |
|---------------------------------------|--------|-------|--------|--------|--------|---------|
| <b>Demand</b>                         | 64,997 | 8,948 | 10,711 | 25,638 | 20,483 |         |
| <b>Existing Supply</b>                | 48,211 | 6,908 | 15,298 | 6,908  | 28,000 | 105,326 |
| <b>Net Supportable<br/>New Retail</b> | 16,786 | 2,040 | -      | 18,729 | -      | 37,555  |

As part of the HCPI process, JHU engaged a national firm, Sasaki, and a local firm, Cross Street Partners, to explore the retail potential for north Charles Village, focusing particularly on the property owned by JHU on the southwest corner of 33rd and St. Paul streets. Figure 20 summarizes their findings of additional retail potential by category of retail. Cross Street Partners also identified 29,000 square feet of additional retail space beyond the JHU lot, if property owners would be willing to make changes.

Waverly Main Street and North Charles Street from the train station to the Homewood campus, especially 21st and 25th streets, present more challenges for retail developments. Their long strips of storefronts that once served another purpose have gone through several transitions in the last decades. The Waverly Main Street organization is currently developing a retail mix plan. The 2100–2500 North Charles Street blocks probably need a higher nearby residential population to drive development. As illustrated on the detailed property map in the appendix, the 84 individual properties in the four blocks have 54 storefronts, 23 of which are vacant, and some are being actively marketed for lease. Of the 31 occupied storefronts, 10 (32 percent) house hair or nail salons. And only one of the four carryout restaurants has seating. The stronger development in the 1700–1800 blocks of North Charles and some of the development adjacent to North Charles on W. North Ave. demonstrate both the potential and difficulty of this retail area.

## **Strategies**

1. Invest significantly in and provide leadership to three major commercial areas, pursuing appropriate approaches in each of the three:
    - a. On St. Paul Street, 3100–3400 blocks, directly or indirectly stimulate mixed-use dense retail/office/residential/parking development to serve Charles Village, and neighborhoods north of University Parkway, east of Greenmount, and west of Keswick, and the whole HCPI area, while attracting a regional market as well.
    - b. On North Charles Street, 2100–2700 blocks, expand entrepreneurial retail and entertainment uses from the Station North Arts and Entertainment district to create a pedestrian-oriented corridor that serves local and campus populations and becomes a regional destination for arts and entertainment, as well as an asset that increases other retail and dining options and stimulates the growth of the surrounding residential population.
    - c. On Greenmount Avenue in the Waverly Main Street area contribute to and support Waverly Main Street interventions to sustain a healthy retail district.
    - d. Identify opportunities that can be deployed to concurrently benefit the three commercial areas noted above.
  2. Provide support for the following community efforts:
    - a. Preserve and plan for the revitalization of commercial area opportunities at 25th Street between N. Calvert and Howard streets, and Howard between North Avenue and 27th Street.
    - b. Monitor particular properties to prevent deterioration of successful commercial venues and strategic properties serving the HCPI area and intervene if necessary.
    - c. Support positive retail development ventures, including the Waverly Farmers Market, 25th St. Anderson site, the Greenmount shopping center rejuvenation, the Rotunda redevelopment, the Station North Arts and Entertainment District, and the lot at the 3300 block of St. Paul Street.
- Note:** It is unlikely that, even with population growth, the area will ever support all the commercial storefronts that now exist. Programs of retail development need to be guided by realistic appraisals of the absorption rate, strategic choice about the most effective zones of storefronts to preserve, and pragmatic sequencing of residential growth, retail development, public infrastructure, and public space improvements. In each commercial area and for the HCPI area generally, implementation needs to be guided by a careful but flexible/evolving plan for a sustainable retail mix of appropriate size. Where storefronts are not likely ever to be used for quality retail, building should be put to appropriate adaptive reuse.
3. Identify off-campus facilities and other functions of the anchor institutions that can anchor/facilitate strategic private off-campus development. Look for options to help make a private project happen.
  4. Stimulate, support, and capture the growth of entrepreneurial and innovation opportunities originating at UB, MICA, and JHU.



## **Programs**

1. **N. Charles Street Corridor and Storefronts (Homewood to Penn Station).** Create an exciting and sustainable retail and entertainment mix in the storefronts between the Homewood campus and Penn Station working in partnership with others (private and nonprofit, perhaps through a new CDC) and in tandem with major population increases through significant mixed-use development in Station North and Old Goucher (see Cross-Cutting section):
  - a. Tactics to evaluate:
    - 1) Acquire site control through purchase or master leasing.
    - 2) Provide funding for a skilled retail leasing agent and manager for the project.
    - 3) Provide access to financing, concessionary rent rates (including participation leases), and technical assistance for entrepreneurs.
    - 4) Accentuate local entrepreneur operators versus national and regional chains.
    - 5) Develop critical venues in the corridor.
    - 6) Provide “go first” leases by anchor institutions.
    - 7) Identify locations for the creation of a critical mass (e.g., restaurant row).
    - 8) Identify approaches to mitigate problem and nuisance properties.
  - b. Employ comprehensive strategy to energize, provide quality pedestrian lighting and streetscape for, and patrol a safe corridor from Penn Station to the Homewood campus, pursuing private and public funding for infrastructure and streetscape.
  - c. Implement a robust program to remove trash and graffiti and keep sidewalks and building facades, including windows, clean and well-maintained.
  - d. Ensure that street crossings, traffic signals, signage, and lighting provide a high level of pedestrian and bike safety features.
  - e. Provide the necessary mechanisms to promote the use of outdoor dining, retail activity, arts and entertainment, and functional public spaces that stimulate exterior activities.
  - f. Encourage use of second and fourth floors for technology- and arts-related entrepreneurs, especially graduates of MICA, UB, and JHU who are starting businesses.
  - g. Support the retention and expansion of successful arts venues in the Station North Arts and Entertainment District, on N. Charles Street itself, and on North and Maryland avenues. Sites on the adjacent streets provide commercial energy to the N. Charles Street venues.
  - h. The Parkway and 10 E. North Ave. are important current developments that could have a significant impact. They should be supported in every way possible.

**Budget:** Implementation costs for corridor enhancements and retail development are included in other parts of the HCPI recommendations. At some point, a more detailed plan for storefronts, retail development, and district management will be needed. It is too early to identify the budget or sources for that development strategy.

2. **Joint Academic Facilities.** Actively explore the creation of joint academic, student activity, and administrative offices with UB, JHU, and MICA, especially as a joint commitment might be a catalyst for private development serving those needs on critical sites (for example, the Lanvale/Penn Station development collaborations in the Penn Station project or 10 E. North Ave.).

**Budget:** This activity is unlikely to take special resources separate from or beyond the usual costs of space development for the institutions; or the predevelopment costs of the developer/landlord of the jointly used facility. If special resources are needed, the Development Fund or Land Bank recommended in the Cross-Cutting section might be utilized here.

3. **JHU Development Site, E. 33rd Street & St. Paul Street.** Begin sooner rather than later a full development program for the JHU-owned site at St. Paul Street and E. 33rd Street.
- Create a commercial mixed-use development, including distinctive and exciting retail and restaurant destinations.
  - Emphasize the use of the site as a tool for broad local economic development and community strengthening, which would increase both the local residential and daytime-use populations.
  - Energize the retail corridor, including the use of the first floor on St. Paul and the 33rd Street entrance of the second floor for major commercial.
  - Provide parking to boost retail customers.
  - Facilitate interconnections with other elements of the campus community life agenda.
  - Expand the Tax Increment Financing (TIF) district so that, if possible, resources from the project could be used to improve Margaret Brent and Barclay schools and other public projects in the area.
  - Function as a catalyst to additional retail, dining, and arts and entertainment venues that complement the north Charles Village area.

**Budget:** To be determined by the development plan.

4. **3100-3500 St. Paul Street Retail.** Encourage among property owners and/or pursue additional retail development in the 3100–3500 blocks of St. Paul and N. Charles streets where possible, including retrofitting for retail the first floors of older buildings and some new development.

**Budget:** Included in the Land Bank and Development Fund in the Cross-Cutting section.

5. **Waverly Main Street.** Increase support to Waverly Main Street in the following ways.
- Provide financial support to upgrade professional capability of staff and strengthen the board.
  - Implement the outcome of the Waverly Main Street plan.
  - Pursue major redevelopment at E. 33rd Street and Greenmount Avenue; for example, there is commercial interest in establishing a movie theater near 33rd and Greenmount.
  - Finance expanded public safety, sanitation, streetscape improvements, building façade improvements, pedestrian lighting, promotions, events planning, and other activities that improve the attractiveness of the Greenmount Avenue commercial area between 27th and 35th streets.
  - Strengthen existing businesses, attracting strategic new businesses and addressing problem properties.
  - Implement the Waverly Commons plan.

**Budget:** Staffing or consultant retainer, \$20,000 per year; capital and other costs to be determined subsequent to completion of the Waverly Main Street plan.

**Note:** Upgrading the services of public safety and sanitation from the Charles Village Community Benefits District will allow the deployment of those resources more fully in the Waverly Main Street area, relieving the need for Waverly Main Street to separately contract for additional services from CVCBD as it does now.

**Recommendation to JHU:** An annual contribution of \$20,000 to Waverly Main Street and more active engagement with its board and activities.

**Immediate action:** JHU should make a sufficient commitment to the Waverly Main Street organization to allow it to use the current staff transition to upgrade the professional capabilities of the Main Street manager and participate in the current search for a Main Street manager with commercial development experience; and/or arrange for a commercial development consultant to advise the Main Street manager. This commitment should be made with an understanding of capacity building for the organization and a willingness of JHU to mobilize other collaborators for that purpose.

6. **Artists Marketing.** Support expanded marketing of art and artists in Station North.

**Budget:** Financial support to Station North Arts and Entertainment Inc. is included in the Quality of Life section.

7. **Retail Development Fund.** Create a Retail Development Fund (as part of a more general Central Baltimore Development Fund recommended in the Cross-Cutting section) to underwrite retail in critical locations in HCPI.

- a. Invest in a loan fund leveraging state, city, other anchors', and private capital to support retail development in the three commercial districts.
- b. Provide financing where it is otherwise not available, or needs to be matched, for retail locations not in the three commercial districts that have potential for success and community impact.
- c. Include equity-like partnerships with emerging entrepreneurs similar to the Shecter incubation process at Metro Gallery, the Windup Space, and Liam's Alehouse.
- d. Investigate the alternatives for mounting the equivalent retail area maintenance and commercial real estate management functions of a business improvement district (BID) within the context of the existing Charles Village Community Benefits District (CVCBD). In areas without a broad community benefits district, the commercial area itself becomes a special taxing district where businesses and/or property owners within a defined area pay an additional tax or fee in order to fund improvements, promotion, and other resources within the district's boundaries. Property owners in the CVCBD, which includes most of the HCPI commercial zones, are already paying into CVCBD.

**Budget:** See "Development Fund" in the Cross-Cutting section.

**Continued exploration:**

1. **25th and Howard Streets Corridors.** Identify opportunities to strengthen the 25th Street commercial corridor (Calvert to Howard streets) and Howard Street between North Avenue and 27th Street.

**Budget:** TBD

2. **Leasing and Retail Mix Management.** Upgrade business district management and improvement services to all commercial districts in the HCPI area by creating some mechanism, whether free-standing or within an existing organization, to focus professional capability on commercial districts leasing and retail mix.

**Budget:** \$50,000 per year.

**Recommendation to JHU:** Join other collaborators in structuring the service and soliciting or providing financial support for this capability.

3. **Support and Capture Entrepreneurship.** We know that many graduates of UB, MICA, and JHU go to work for or create innovative technology companies and business startups. UB has an active center for entrepreneurship and innovation. JHU has a modest support program for ventures growing out of the engineering school, one of the best in the country. It is easy to anticipate other startups spinning off from the Mind/Brain Institute, School of Education, and other Homewood programs. Moreover, entrepreneurs and technology-, arts-, and knowledge-based startups often look to locate near universities. To even begin to capture the innovation energy growing out of the Homewood campus, the HCPI area needs the right kind of cool physical spaces and the cultural and programmatic support that nurtures collaboration and drives commercialization and business startups. Having different types of spaces with different amenities and price points would be great. The goal is creating a density of entrepreneurs and startup businesses. Some innovation/entrepreneurship support activity might be undertaken as a joint project between the three universities.

**Budget:** The specific activity, whether entrepreneur identification and networking, technical assistance, incubator space, accelerator, real estate development, etc., needs to build on a clearer assessment of the present entrepreneurial activity and the discernment of the best way to boost that activity, including building on present university programs. Then there could be a clear entrepreneurship development plan and budget. A more thorough assessment might be undertaken by personnel of the universities without cost or might require an additional \$20,000–\$30,000 if contracted out.

4. **Remington Commercial Development.** In addition to the emphasis on improving the appearance and traffic on 28th and 29th streets, as important gateways to Remington and the whole area, the Land Bank and the Development Fund, including the Retail Development Fund, should give special attention to the commercial development opportunities in Remington, particularly those identified in the Remington Community Plan. Some sites are scattered in Remington, but most are concentrated on Sisson, 28th, and 29th streets.

## SECTION 6: Local Hiring and Purchasing

### COMMUNITY INVENTORY

| <u>Assets</u>   | <u>Existing Programs</u>  | <u>Challenges</u>  |
|---|---|--|
| <ul style="list-style-type: none"><li>• 16,600 HCPI residents—(60%)—are working or actively looking for work</li><li>• 13,200 (35%) residents hold bachelor's degrees+</li><li>• Residents are currently employed in many growth industries</li></ul> | <ul style="list-style-type: none"><li>• Through the Greater Homewood Community Corp. workforce pipeline, local workers are being linked to providers of workforce development services, training, and jobs</li><li>• Addressing barriers to work</li><li>• Job readiness assistance</li><li>• Skills training</li></ul> | <ul style="list-style-type: none"><li>• 10,600 residents not in the labor force (not employed or looking for work); 2,000 of them are unemployed</li><li>• 10,000 people (24%) have a H.S. degree or less</li><li>• Many residents face other barriers to work</li><li>• Many residents are not “job ready,” lack skills needed, and are not connected to regional job opportunities</li><li>• Sustained funding for key workforce development partners</li><li>• Residents are concentrated in medium-to-low wage occupations</li></ul> |

### EMPLOYER DEMAND FOR WORKERS

| <u>Assets</u>   | <u>Existing Programs</u>   | <u>Challenges</u>   |
|---|--|---|
| <ul style="list-style-type: none"><li>• Private employers in the HCPI area provide 100,000 jobs</li><li>• Local businesses are concentrated in growth industries</li><li>• JHU and other large businesses have considerable purchasing power</li><li>• \$300 million of construction is under way or in development in the HCPI area</li><li>• New companies being incubated at Emerging Technologies Center at JHU@Eastern, UB, Loyola</li></ul> | <ul style="list-style-type: none"><li>• Small Business Resource Center at JHU@Eastern</li><li>• Central Maryland Region Small Business Development Center at UB</li><li>• Expanded local hiring and purchasing are being explored by large institutions, including JHU, both individually and collaboratively through BIP</li><li>• Employ Baltimore, Baltimore City requirement that contractors post opportunities and track local hires</li></ul> | <ul style="list-style-type: none"><li>• Many small local businesses are struggling</li><li>• Local businesses' lack of knowledge about JHU's and other anchor institutions' procurement needs and processes</li><li>• Local businesses' lack of knowledge about government contracting opportunities and processes</li><li>• Linking other buyers and sellers</li><li>• Uncertainty about 25th Street Station hiring commitments and competition for local small business</li></ul> |

## **Analysis**

As an anchor institution of the community, The Johns Hopkins University is committed to using all of its resources and powers in furtherance of a vision shared with community leaders and stakeholders. Among these is the opportunity for economic advancement of residents through employment at the university and among its contractors, and the business opportunity for minority-, women-, and locally owned businesses to provide goods and services to the university.

A policy of economic inclusion promotes an increase in the utilization of local, minority, and women-owned companies in purchasing and construction contracting and promotes job opportunities for minority and women job seekers and local residents. A commitment to inclusion means that the institution's employee, supplier, and contracting base reflects the broad diversity of Baltimore's community. Across the country, anchor institutions like Johns Hopkins are combining economic inclusion with strategic investments in public schools, public safety, housing, and commercial development to strengthen the neighborhoods of which they are a part.

In 2004, the Greater Baltimore Committee published "Bridging the Gap: An Analysis of Baltimore's Minority- and Women-Owned Business Communities," which revealed a large gap between the number of minority-owned firms that should exist based on the Baltimore area's demographics and the number that actually do. The study found that almost two-thirds of Baltimore City's residents are African American, yet only 15.6 percent of all Baltimore City businesses are minority owned, accounting for 2.7 percent of total sales. In 1997, women-owned firms represented 28.8 percent of all firms, accounting for 4 percent of all sales. With its sizable annual construction and purchasing activity, Johns Hopkins can join with other institutions and government agencies that have adopted inclusion policies as a core value to improve these percentages throughout the city.

The university's ability to do business in new ways will enhance the economic security and growth of Baltimore, which is critical to the future of this institution. Adopting policies that promote inclusion and increase business opportunities for local, minority- and women-owned businesses builds individual financial security, creates jobs for residents living in the surrounding neighborhoods, promotes retail demand, and strengthens the local housing market.

## **Strategies**

1. Obtain commitments from JHU, other nonprofit anchor institutions, and private employers, including construction contractors active in the area, to hire and purchase locally.
2. Build the capacity of local residents, particularly African Americans, to compete for and succeed in jobs at JHU and elsewhere.
3. Use the purchasing power of JHU, other anchor institutions, and other HCPI partners to support minority-owned, women-owned, and locally owned business growth.
4. Support the growth of private employers that commit to hire locally.



## Programs

1. **Institutional commitments by JHU and other anchors to local hiring:** The inventory makes it clear that our neighbors have a range of skills and educational attainment. JHU and other anchors should identify and publish career paths in the full range of occupational “families”—administrative, financial, research, laboratory, facilities, animal/veterinary, academic, accounting, library, finance, medical. They should consider for employment neighborhood residents and graduates of workforce pipeline initiatives (see below) and individuals who have proven themselves at labor services contractors used by the anchors, such as Broadway Services, Aramark, and security firms. JHU and other anchors should provide placements for interns from the neighborhood, and they should also make intentional efforts to recruit neighborhood residents to positions requiring advanced knowledge, certifications, and degrees.
2. **Institutional commitments by JHU and other anchors to purchasing from local, minority-, and women-owned businesses:** The institutions should identify and reach out to local businesses that may be sources of goods and services.
3. **Institutional commitments by JHU and other anchors to using local, minority-, and women-owned construction contractors:** The anchor institutions should identify and reach out to local contractors and subcontractors, including contractors involved in BIP-funded development projects that have made commitments to hire locally, as well as construction projects of other companies and institutions in the area. JHU and the other anchors that have adopted policies of using local, minority-, and women-owned construction contractors should encourage other employers in the HCPI area and surrounding communities to make similar commitments. These employers are concentrated in the business services, health care and social assistance, educational services, accommodation and food services, other services, and retail trade industries.
4. **Support for business growth:** Support HCPI area business growth by addressing their primary requirements:
  - a. Markets for their goods and services
    - 1) Ensure that buyers and sellers are aware of each other.
    - 2) See above “Purchasing.”
    - 3) Enlist community organizations to help make sure that their local companies are aware of the possibilities of selling to anchor institutions (or their suppliers), and how to access information.
    - 4) Help local businesses understand the requirements of and best means of connection to major institutional, government, and corporate purchasers.
    - 5) Use Baltimore’s Small Business Resource Center’s Local Contractor Development Program to preview anchor institutions’ construction projects for the benefit of local contractors.
    - 6) Explore other similar “lunch and learn” sessions for shared procurement needs.
  - b. Human capital—Build awareness of workforce development programs and other assistance available to help companies meet the full range of their labor supply needs.
  - c. Other business development support.
    - 1) Work with business development partners to ensure that local businesses are aware of assistance available, including access to capital.
    - 2) Advocate for filling gaps in business development, especially to support the growth of local African American-owned businesses, whether small, medium, or large.

5. **Attract new businesses:** To increase jobs for workers and the number of potential local vendors, and attract new businesses to the HCPI area, including:
  - a. Retailers – See commercial development section
  - b. Graduates of area incubators and accelerators at JHU Eastern, Loyola, and University of Baltimore
  - c. Suppliers to JHU and anchor institutions
6. **Workforce preparation and advancement:** Enhance the supply of capable workers by building the capacity of HCPI residents to obtain and succeed in jobs at JHU and with other employers in the HCPI area, and elsewhere in the metropolitan area. The Workforce Pipeline program in the Cross-Cutting section describes the components of the workforce development initiative.

***Recommendation to JHU:*** JHU should continue and implement as soon as possible the internal policy and procedures being developed for local hiring and purchasing from local, minority-, and women-owned businesses. JHU should use the forum of the Baltimore Integration Partnership and the work of the Mayor's Office to create a strategy for anchors to share JHU's experience and prototypes with other anchor institutions to accelerate their adoption of similar policies. Specifically, collaborate with area hospitals, many of which have already made commitments to hire locally and purchase from minority-, women-, and locally owned businesses.

## Acknowledgments

I wish to thank everyone who participated in the HCPI process and contributed ideas and critiques to this report and our process, the most important of whom were over 150 community members, including many leaders, who gave unstintingly of their time in interviews, discussions, meetings, and electronic reviews of the elements of this report. We benefited greatly from the active participation of the two City Council members who represent the HCPI area, Mary Pat Clarke and Carl Stokes. We owe a special debt of gratitude to those who served on the advisory committee: Ben Stone, Station North Arts and Entertainment; Carolyn Frenkil and Don Donahue, Charles North Community Association; Charlie Duff, Jubilee Baltimore; Colin Tarbert, Office of the Deputy Mayor; Connie Ross, Baltimore Midway Old Goucher Coalition; David Hill, Charles Village Community Benefits District Inc.; Debra Matthews, Village Parents; Doreen Bolger, Baltimore Museum of Art; Eric Dymond and Sharon Guida, Charles Village Civic Association; Jeanne Knight, Old Goucher Community Association; Judith Kunst, Greater Remington Improvement Association; Karen Stokes, Greater Homewood Community Corporation; Mark Counselman, Oakenshawe Improvement Association; Michael Haynie, Waverly Main Streets; Neil MacDonald, Union Memorial Hospital; Rebecca LaFleur, North Charles Village Business Association; Steve Nowell, New Greenmount West Community Association; and from JHU, Bill Tiefenworth, Erin Galloway, Joe Smith, Salem Reiner, and Andy Frank.

Of course none of this would have been possible without the leadership of Ron Daniels, the president of Johns Hopkins University, and his team, as well as the university's trustees committee on community engagement. I want to especially thank Andy Frank and his assistant Antonia Daniels, Salem Reiner, and the members of the HCPI Implementation Team. We were enriched by the special professional competence of members of the university's senior administration: Ed Skrodzki in public safety; Alan Fish and Brian Dembeck in real estate development; David Andrews and Mariel Hardiman in education; Daniel Ennis and Charlene Hayes in local hiring and purchasing; and Sarah Steinberg and Bill Tiefenworth in student life and community service.

Thanks to Baltimore City Housing Commissioner Paul Graziano, Planning Director Tom Stosur, and Deputy Mayor Kaliope Parthemos for their advice and the generous contributions of the time of staff from their departments. In assembling the data for the analysis of the HCPI area, we had incomparable assistance from Travis Pate, Baltimore City Planning Department demographer; Carolyn M. Scheriff, crime analysis supervisor, Baltimore Police Department; Vanessa Francis, Erin Galloway, and Marsha Schactel of JHU; Karen Stokes, Karen DeCamp, and staff at Greater Homewood Community Corp.; Mark Sissman at Healthy Neighborhoods; Kennon Pearre and Charlie Duff of Jubilee Baltimore; Seema Iyer and the Neighborhood Indicators Project of the University of Baltimore; and Sasaki Associates and the Cross Street Partners for their study of retail and campus development.

Within Johns Hopkins University, valuable input was provided by members of the HCPI Implementation Team, representing leadership from various administrative offices directly associated with the goals of the HCPI; Cecilia McCormick (finance), Erin Galloway (education), Joe Smith (local government affairs), Jim Miller (facilities management), Phil Leaf (faculty and public health), Anne Roderer (facilities), Marsha Schachtel (policy), Tom Lewis (government and community affairs), Andy Frank (president's office), and Salem Reiner (community affairs).

Our speakers from outside of Baltimore at the January 2012 workshop raised our imagination of the possibilities of university-community partnerships: David Perry of the University of Illinois at Chicago; Jettie Newkirk, West Philadelphia, and Ed Datz of the University of Pennsylvania; Michael Morand of Yale; Diane Arnold of

Near Westside Indianapolis; Annette Anderson, formerly of Widener University and now of the Johns Hopkins School of Education; and Steve Zuckerman, University of Maryland College Park.

Both leadership of JHU and I want to especially acknowledge the contribution of the Central Baltimore Partnership steering committee, chaired by Fred Lazarus, president of MICA, in allowing me to take time away from the duties of executive director of that organization to help shape this special new initiative. The other staff and National Service Corps members of the Central Baltimore Partnership provided special support for the events of this consultation. Ashley Wallace created a wonderful process for combining community plans into one overlay. Finally, none of us who participated can say enough about Kelsey Addy who became the glue of this vast and diverse group of participants.

## APPENDIXES

## Appendix A: HCPI Summary

Johns Hopkins University  
*Homewood Community Partners Initiative*  
Summary – February 3, 2012

### What is the Homewood Community Partners Initiative?

The Homewood Community Partners Initiative (HCPI) grows out of a greater understanding that the health and well-being of Johns Hopkins University (JHU) is inextricably tied with the physical, social and economic well-being of its surrounding neighborhoods. A number of universities in Baltimore and across the country have embraced their role as *anchor institutions*, working closely with neighborhood leaders to strengthen the communities in which their campuses are located. Anchor institutions such as JHU are large organizations, typically educational, medical, or cultural, that are deeply rooted in their communities. The key to successful university-neighborhood engagements lies in transparency, open communication, collaboration with community partners, and the recognition of shared values.

In September 2009, incoming JHU President Ron Daniels said, “Our ideas, our energies, our passion and optimism can contribute so much to the community of which we are part. How we galvanize our intellectual and moral strengths for the betterment of our community, and for the betterment of ourselves, stands as yet another compelling challenge that we must address.”

In August 2010, JHU’s Board of Trustees created the External Affairs and Community Engagement Committee, the first new standing committee in 13 years. Established to oversee new community engagement efforts, the committee endorsed the HCPI as its first action. The HCPI will focus on eleven neighborhoods (Abell, Barclay, Charles North, Charles Village, Greenmount West, Harwood, Oakenshawe, Old Goucher, Remington, Wyman Park and Greenmount Avenue’s Main Street district, collectively the focus area) in *five engagement areas*: 1) clean and safe neighborhoods; 2) blight elimination and housing creation; 3) public education; 4) commercial and retail development; and 5) local hiring, purchasing and workforce development.

An Implementation Team (IT), consisting of staff from the offices of President Daniels’, Government and Community Affairs, and JHU’s schools, as well as faculty and other senior officials will coordinate the initiative. The IT will ensure that the HCPI supports, but does not replicate, the considerable work already under way in the community and at JHU. The IT will choose discrete, coordinated and well-defined programs organized around the five engagement areas.

### What is the community process?

The HCPI has begun with a community survey to measure perceptions of JHU and the community. The IT has retained Joe McNeely, a nationally recognized consultant from Baltimore with expertise in community development and university anchor institution programs, to review existing neighborhood plans, work with community leaders and local institutions, review best practices from around the country, and make recommendations in each of the five engagement areas. The Greater Homewood Community Corp. will assist with stakeholder involvement throughout the process. An advisory committee will be established, consisting of neighborhood association presidents, local and state government representatives, and leadership from institutions, nonprofits, businesses, and others vested in the focus area, to solicit feedback and ensure open communication.

To learn more about the HCPI, contact Salem Reiner at (443) 287-9900 or sreiner1@jhu.edu, or Andy Frank at (410) 516-0043 or andy.frank@jhu.edu.



## Appendix B: HCPI Programs List

### HCPI List of Recommended Programs

#### Cross-Cutting Programs

##### *Programs*

1. Development Fund
2. Land Bank
3. Neighborhood Improvement Fund
4. City and state support
5. Workforce pipeline

#### Quality of Life

##### *Programs*

1. Community amenities
2. Charles Village Community Benefits District collaboration
3. Arts & culture development and marketing campaign

#### Blight Elimination & Housing Creation

##### *Programs*

1. Healthy Neighborhoods
2. Housing sales campaign
3. Live Near Your Work
4. Rental housing conversion program
5. Developer recruitment

##### *Continued Exploration*

1. Multi-employer housing support program
2. Problem rental reduction

#### Education

##### *Programs*

1. A Johns Hopkins Partnership School Consortium
2. Early childhood
3. After-school programs

## Appendix B: (continued)

### *Continued Exploration*

1. A powerful program of services for older kids and young adults
2. A college pipeline program to promote college preparation
3. A public neighborhood school in Remington
4. A Hopkins-operated school

### Commercial Retail Development

#### *Programs*

1. N. Charles Street corridor and storefronts (Homewood to Penn Station)
2. Joint academic facilities
3. JHU development site, E. 33rd Street & St. Paul Street
4. 3100-3500 St. Paul Street retail
5. Waverly Main Street
6. Artists marketing
7. Retail Development Fund

#### *Continued exploration*

1. 25th and Howard streets corridors
2. Leasing and retail mix management
3. Support and capture entrepreneurship
4. Remington commercial development

### Local Hiring & Purchasing

#### *Programs*

1. Institutional commitments by JHU and other anchors to local hiring
2. Institutional commitments by JHU and other anchors to purchasing from local, minority-, and women-owned businesses
3. Institutional commitments by JHU and other anchors to using local, minority-, and women-owned construction contractors
4. Support for business growth
5. Attract new businesses
6. Workforce preparation and advancement

## Appendix C: Quality of Life

### Community Plans Overlay: Improvements & Recommendations

DRAFT March 2012

Note: The projects and recommendations represented here were collected from the existing community plans and vision statements.

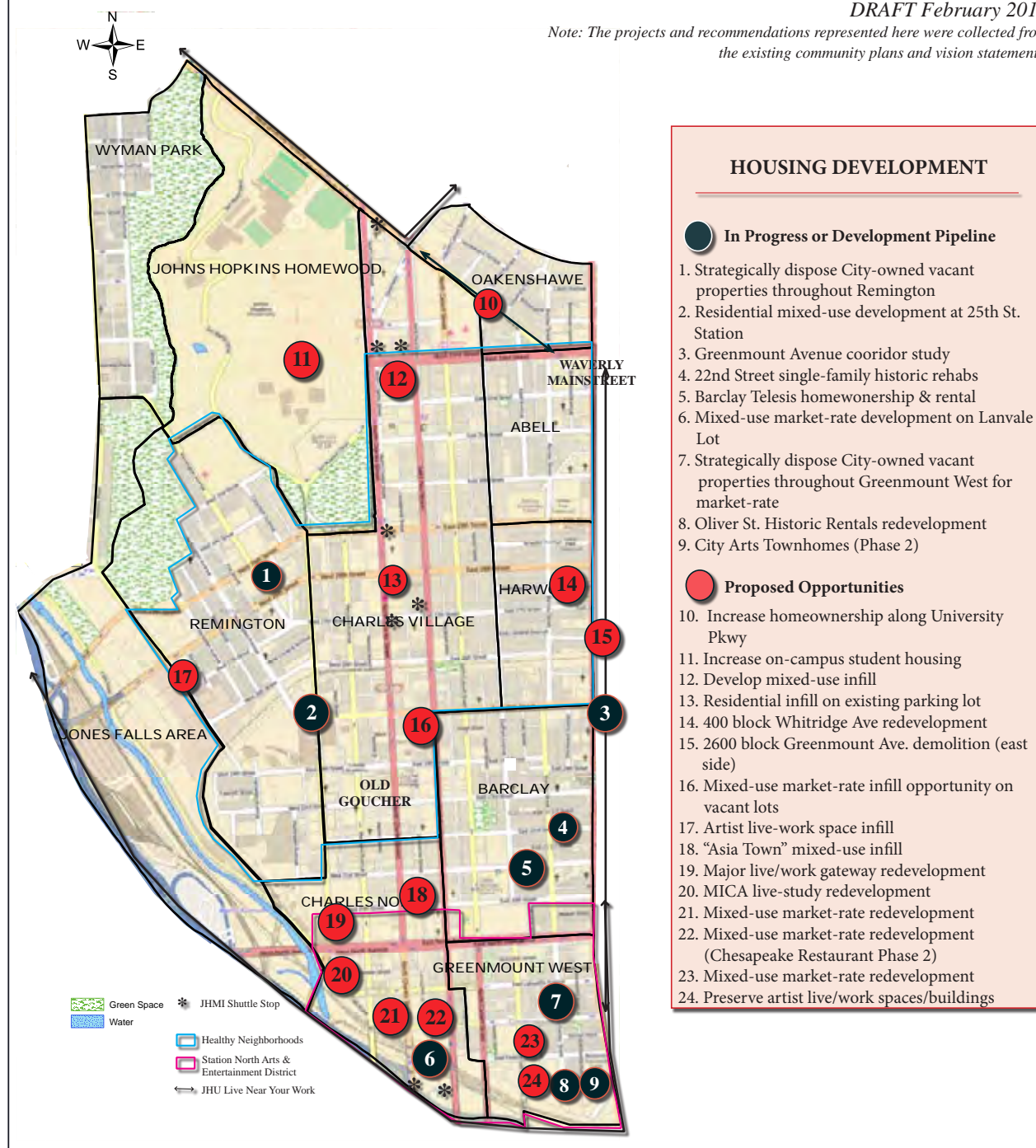


## Appendix D: Housing–Development–Use

### Community Plans Overlay: Improvements & Recommendations

DRAFT February 2012

Note: The projects and recommendations represented here were collected from the existing community plans and vision statements.



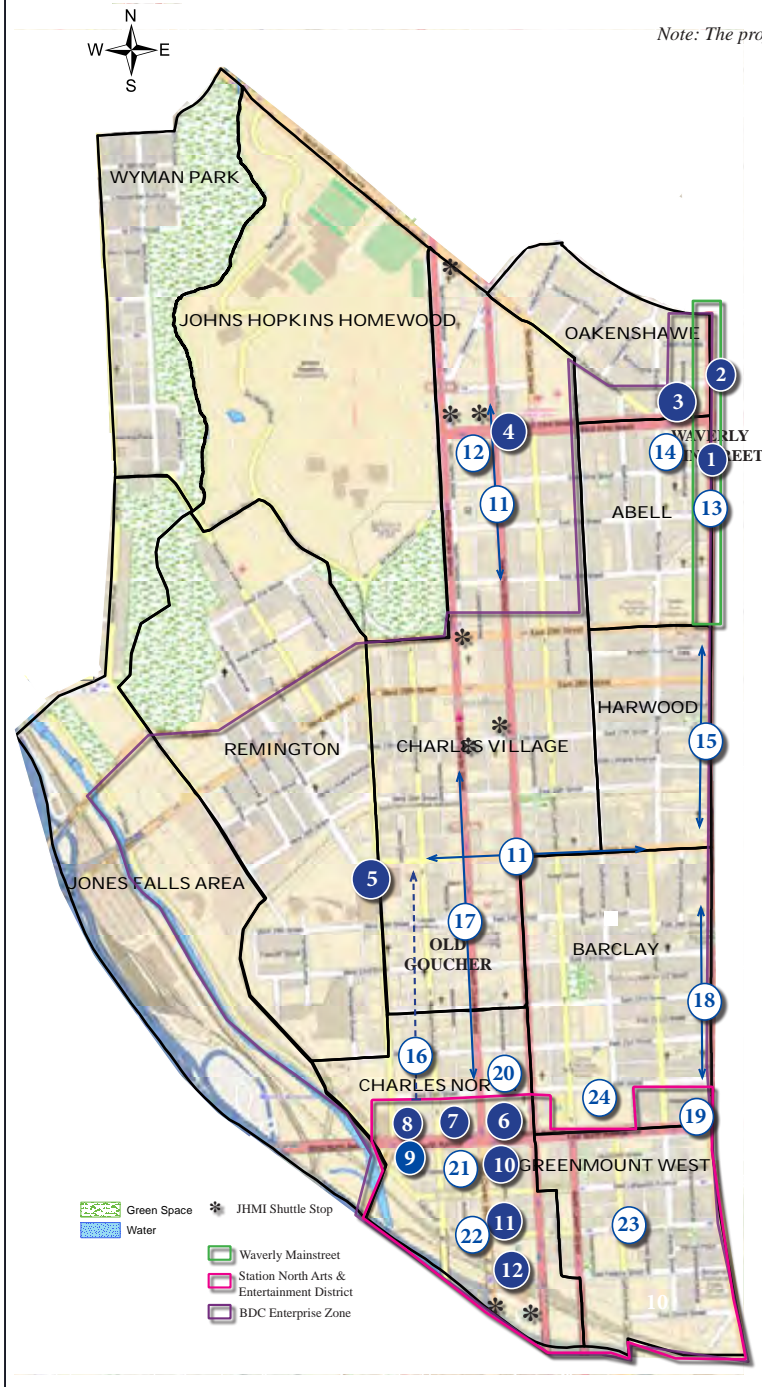


## Appendix E: Commercial–Retail–Institutional

### Community Plans Overlay: Improvements & Recommendations

DRAFT February 2012

Note: The projects and recommendations represented here were collected from the existing community plans and vision statements.



#### COMMERCIAL/RETAIL/ INSTITUTIONAL DEVELOPMENT

##### In Progress or Development Pipeline

1. Facade Improvements along Waverly Mainstreet
2. Waverly Mainstreet Retail Study
3. Waverly Library redevelopment
4. JHU Retail Study: 33rd and St. Paul streets
5. 25th Street Station mixed-use project
6. Mixed-arts space redevelopment at 10 E. North Ave.
7. North Ave. Market facade improvements & arts incubator space
8. Load of Fun facade improvements & arts incubator space
9. MICA Graduate Studio Center Redevelopment
10. Temporarily activate vacant storefronts in SNAED thru NEA Our Town
11. Chesapeake Restaurant redevelopment
12. Mixed-use development on Lanvale Lot & potential Charles St. retail liner bridge

##### Recommendations / Opportunities

11. Increase retail options & encourage local businesses, especially independents
12. Mixed-use infill on vacant JHU lot
13. Increase retail options along Waverly Mainstreet
14. Increase commercial development in Waverly Commons
15. Revive Greenmount Ave. as a commercial corridor along Harwood
16. Extend SNAED's northern boundary from 20th St. to 25th St.
17. Increase mixed-use, commercial development along Charles Street between 20th & 27th streets
18. Invest in Greenmount Ave. commercial corridor in Barclay
19. Mixed-use & higher density redevelopment along North & Greenmount avenues
20. "Asia Town" mixed-use infill
21. Historic Parkway Theater arts/commercial redevelopment
22. Mid-rise mixed-use, commercial redevelopment
23. Neighborhood commercial infill / mixed-use redevelopment
24. Transform BCPSS Headquarters

# CENTRAL BALTIMORE: PREMIER TRANSIT-ORIENTED DEVELOPMENT

2007 - 2011

## Completed & Underway Projects

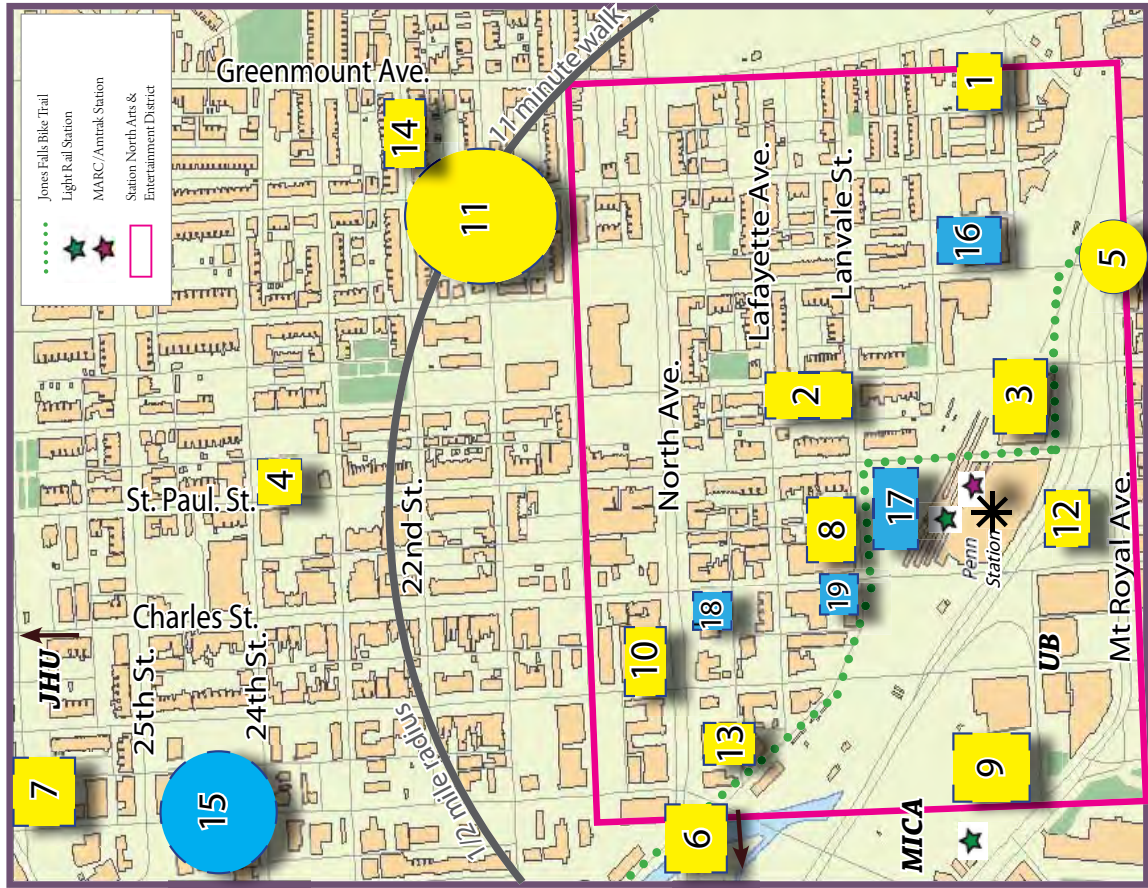
1. City Arts Apartments
2. Station North Townhomes
3. Railway Express Mixed-Use
4. Landbank Lofts
5. Printers Square
6. The Gateway Mixed-Use
7. Miller's Court Mixed-Use
8. Chesapeake Restaurant
9. The Fitzgerald Mixed-Use
10. North Avenue Market
11. Telesis Mixed-Income Redevelopment
12. UB Law Center
13. MICA Studio Center
14. People's Homesteading Group - Anchors of Hope

## In Development Projects

15. 25th Street Station Mixed-Use
16. Baltimore Design School
17. Penn Station Mixed-Use
18. Parkway Theater
19. Metro Gallery

Prepared by:  
Central Baltimore Partnership  
July 21, 2011

## Appendix F: CB TOD Projects Map





## Appendix G: Central Baltimore Premier Transit-Oriented Development

### CENTRAL BALTIMORE: Premier Transit-Oriented Development

|   |
|---|
| <b>TOTAL DEVELOPMENT INVESTMENT SINCE 2007: \$440 MILLION</b> |
|---|

- |  |
|--|
| <ul style="list-style-type: none"><li>• Recently completed developments: \$203 million</li><li>• Development Underway: \$237 million</li><li>• Combined total since 2007 \$440 million</li></ul> |
|--|

The attached map shows the Half-mile Radius that defines Transit Oriented Development

**1a. City Arts Apartments** – *completed Fall 2010*

- \$12 million affordable artist apartment building
- 69 units fully leased, gallery space

**1b. City Arts Townhouses** – *construction summer 2011*

- \$2.4 million
- 8 homeownership townhouses

**2. Station North Townhomes** – *completed 2007*

- \$10.2 million market rate homes; 20 sold; 12 rental, fully leased
- 32 garage townhomes – three story
- Renting from \$1,600 per month and selling from \$250,000
- Lease-to-own “Equity Builder” options

**3. Railway Express** – *completed 2009*

- \$12 million renovation
- 30 residential luxury lofts – fully leased and rented by 90% commuters
- First floor commercial space: café, gallery, offices; fully leased

**4. Landbank Lofts** – *completed Feb. 2010*

- \$30 million residential development
- 63 fully leased luxury apartments

**5. Printers Square** – *completed 2007*

- \$10.6 million residential development
- 60 fully leased units (30 affordable and 30 market rate)

**6. The Gateway** – *completed 2008*

- \$32 million MICA mixed-use residential facility
- 215 fully leased upper-class student apartments
- Landscaped public plaza, theater, career center, gallery, café and meeting space and offices

## Appendix G: (continued)

### **7. Miller's Court** – *completed 2010*

- \$21 million
- 80,000 square foot former warehouse
- Non-profit offices (35,000 sq. ft.) and 40 residential units (45,000 sq. ft.) – geared toward Baltimore City teachers – with interior courtyard; fully leased
- Commercial coffee shop on the corner
- 4 gated key card parking lots

### **8. Chesapeake Restaurant Renovation & Lanvale St. Apartments** – *in progress*

#### Phase 1 – Chesapeake Restaurant \$3-3.5 million

- General facade improvements, first floor restaurant and/or fresh food market, second floor restaurant and music venue, third floor office space and fourth floor lofts
- Completion date fall/winter 2012

#### Phase 2 – Lanvale Apartments

- 60-80 residential units – student and commuter market
- Rear parking
- 2 – 4 commercial stalls facing Lanvale Street

### **9. The Fitzgerald** – *completed Winter 2010*

- Mixed-use \$75 million development
- 275 residential luxury apartments; \$1250-2500 monthly; fully leased
- 1,245 space parking garage
- Commercial uses: Barnes and Noble with café and Two Boots Pizza moving in Summer 2011

### **10. North Avenue Market** – *in progress*

- Arts and venue incubator commercial space
- \$3 million multi-phase renovation and façade improvements
- Current venues: Wind-up Space, Cyclops Bookstore and music venue, Baltimore Print Studio and Liam's Irish Ale House coming soon

### **11. Telesis Barclay Mixed-Income Redevelopment** – *phase 1 in construction*

- \$85 million multi-phase development
- 332 units (101 market HO, 22 affordable HO, 53 public, 91 LMI rent and 65 market rent); 22,000 square feet commercial space
- Phase 1: \$28 million, homeownership and rental; underway
- Phase 2: \$28 million, homeownership and rental; in planning & finance

### **12. University of Baltimore John and Frances Angelos Law Center** – *construction underway*

- Project to open in early 2013
- \$107 million development
- 190,000 sq. ft., 12 stories, central atrium and aiming to achieve LEED Platinum rating

### **13. MICA Graduate Studio Center** – *in progress*

- \$19 million multi-phase renovation on North Avenue
- Phase 1: \$258,000 major façade renovations; first floor public café, gallery and plaza
- Construction to begin summer 2011 – 18 month completion deadline

## Appendix G: (continued)

### **14. People's Homesteading Group – *in progress***

- \$6 million homeownership redevelopment on the 400 and 500 blocks of 22<sup>nd</sup> Street
  - 18 for-sale single-family historic renovations (market-rate & affordable) – 9 completed and sold ranging from \$150,000 to \$270,000
- Established 14 community gardens, an investment of \$100,000
- \$400,000 rehabilitation of the Project Craft workshop at The Hardware Store
- PHG has also completed 22 other homes for homeownership throughout central Baltimore

### **15. 25<sup>th</sup> Street Station – *construction to begin summer 2011***

- \$65 million shopping center
- 329,705 square feet retail, big- and mid-box
- 70 – 90 residential units, 1,091 parking spaces

### **16. Baltimore Design School**

- \$30 million investment in Greenmount West
- 12,000 sq. ft middle and high school for fashion, architecture and design
- Using Baltimore City Green Building Standards

### **17. Amtrak/Lanvale Lot Development**

- 1.5 acres on the north side of the Penn Station
- \$140 million investment opportunity – in planning and finance stage
- Highest and Best Use Study and Development Concept completed through a collaborative effort among local and state government agencies, congressional representatives, civic and local groups, institutions, and Amtrak
  - A development concept that not only creates value for Amtrak, but also meets the objectives of the Charles North Vision Plan's TOD goals for the area.

Multi-phased development plan:

- Site connection to the train station concourse
- Public parking garage with a residential building wrap
- Mixed-use high-rise tower
- Retail liner building on the Charles Street bridge
- RFI expected spring 2011

### **18. Parkway Theater**

- Approximately \$12 million mixed-use project – in planning and finance stage
- 26,819 square feet
- Plans call for: arts venue, a bar, a museum and additional office/administrative space

### **14. Metro Gallery**

- Mixed-use high-rise development – in planning and finance stage
- Targeting student and young professionals for residential units, structured parking with car sharing
- Ground floor retail with public outdoor space

## Appendix H: HCPI Demographic Profile

### Homewood Community Partners Initiative: HCPI Demographic Profile

June 2012

Prepared by the Johns Hopkins University Office of Community Affairs

#### POPULATION

|                         | 2000      | 2010      | % Change |
|-------------------------|-----------|-----------|----------|
| <b>HCPI Focus Area*</b> | 22,327    | 21,756    | -2.56%   |
| <b>Baltimore City</b>   | 651,154   | 620,961   | -4.64%   |
| <b>Baltimore Metro</b>  | 2,552,994 | 2,710,489 | 6.2%     |

\*Includes the Johns Hopkins University Homewood Campus

Source: Baltimore City Planning Department; U.S. Census; \*Includes population for JHU Homewood Campus

#### RACE AND ETHNICITY\*

| Race/Ethnicity       | 2000   | 2010   | % of Total in 2010 | % Change | % of City Population 2010 | City % Change | % of Metro (2010) | Metro % Change |
|----------------------|--------|--------|--------------------|----------|---------------------------|---------------|-------------------|----------------|
| White                | 10,220 | 10,498 | 46.2%              | 2.7%     | 29.60%                    | -10.8%        | 62.1%             | -3.9%          |
| African American     | 9,084  | 7,602  | 33.4%              | -16.3%   | 63.74%                    | -5.5%         | 28.7%             | 10.7%          |
| Native American      | 59     | 65     | 0.2%               | 10.2%    | 0.4%                      | -2.1%         | 0.9%              | 5.7%           |
| Asian                | 2,213  | 2,549  | 11.2%              | 15.2%    | 2.34%                     | 45.7%         | 4.5%              | 78%            |
| Other Race           | 190    | 344    | 1.5%               | 81.1%    | 1.82%                     | 159.1%        | 2.1%              | 14.8%          |
| Biracial/Multiracial | 561    | 691    | 3%                 | 23.2%    | 2.09%                     | 35.6%         | 2.5%              | 67.2%          |
| Hispanic/Latino      | 593    | 955    | 4.2%               | 61%      | 4.18%                     | 134.7%        | 4.6%              | 141.1%         |

Source: U.S. Census; Includes population for JHU Homewood Campus

\*Note: Total Population count for this table is **22,920** for 2000 and **22,704** for 2010. Percent of Total data for this category are based on these figures. Census Data from Baltimore City Planning acknowledges there are discrepancies in Census counts

## Appendix H: (continued)

### AGE

|             |       |       |                 |          |                      |               | % of Metro Area (2010) |         |
|-------------|-------|-------|-----------------|----------|----------------------|---------------|------------------------|---------|
| Age         | 2000  | 2010  | 2010 % of Total | % Change | % of City Population | City % Change | Age                    | Percent |
|             |       |       |                 |          |                      |               | 0-4 Years              | 6.2%    |
| 0-4 Years   | 879   | 810   | 3.7%            | -7.8%    | 6.6%                 | -1.3%         | 5-9 Years              | 6.2%    |
|             |       |       |                 |          |                      |               | 10-14 Years            | 6.5%    |
| 5-11 Years  | 1,268 | 747   | 3.4%            | -41.1%   | 8%                   | -25.2%        | 15-19 Years            | 7%      |
|             |       |       |                 |          |                      |               | 20-24 Years            | 7%      |
| 12-14 Years | 542   | 302   | 1.3%            | -44.3%   | 3.2%                 | -26.6%        | 25-29 Years            | 7%      |
|             |       |       |                 |          |                      |               | 30-34 Years            | 6.3%    |
| 15-17 Years | 508   | 324   | 1.4%            | -36.2%   | 3.6%                 | -12.5%        | 35-39 Years            | 6.3%    |
|             |       |       |                 |          |                      |               | 40-44 Years            | 7.1%    |
| 18-24 Years | 5,765 | 6,284 | 28.9%           | 9%       | 12.6%                | 9.8%          | 45-49 Years            | 7.9%    |
|             |       |       |                 |          |                      |               | 50-54 Years            | 7.7%    |
| 25-34 Years | 4,239 | 4,576 | 21%             | 7.9%     | 16.7%                | 11.1%         | 55-59 Years            | 6.6%    |
|             |       |       |                 |          |                      |               | 60-64 Years            | 5.6%    |
| 35-44 Years | 3,117 | 2,549 | 11.7%           | -21.1%   | 12.3%                | -24.6%        | 65-69 Years            | 4%      |
|             |       |       |                 |          |                      |               | 70-74 Years            | 2.8%    |
| 45-64 Years | 3,793 | 4,554 | 20.9%           | 20.1%    | 25.2%                | 13.3%         | 75-79 Years            | 2.2%    |
|             |       |       |                 |          |                      |               | 80-84 Years            | 1.8%    |
| 65+ Years   | 2,136 | 1,610 | 7.4%            | -24.6%   | 11.7%                | -15.3%        | 85+ Years              | 1.8%    |

**Source: Baltimore City Planning Department; U.S. Census; Includes JHU Homewood Campus**

†\*Note: Total Population count for this the HCPI in this table is 22,247 for 2000 and 21,756 for 2010. Percent of Total/  
Percent change data are based on these figures. Census Data from Baltimore City Planning acknowledges there are discrepancies in Census counts.

### INCOME

|                          | 2000     | 2010*    | % Change | City (2010)* | City % Change | Metro 2010* | Metro % Change |
|--------------------------|----------|----------|----------|--------------|---------------|-------------|----------------|
| <b>Household Income</b>  | \$34,266 | \$43,474 | 26.9%    | \$38,738     | 28.7%         | \$65,266    | 32.4%          |
| <b>Per Capita Income</b> | \$21,404 | \$24,087 | 12.5%    | \$22,911     | 34.9%         | \$32,787    | 35.3%          |

**Source: Policy Map**

\*2005–2009 Data

## Appendix H: (continued)

### 2010\* PER CAPITAL INCOME AND POVERTY LEVEL BY NEIGHBORHOOD CENSUS TRACT BLOCK GROUP

| Neighborhood           | Census Tract and Block Group | Per Capita Income | Percent of All Families at Poverty Level |
|------------------------|------------------------------|-------------------|--|
| <b>Abell</b>           | 1202-2                       | \$30,616          | 0%                                       |
| <b>Barclay</b>         | 1204-1                       | \$21,407          | 1.8%                                     |
|                        | 1204-2                       | \$14,581          | 81.2%                                    |
|                        | 1204-3                       | \$17,254          | 0%                                       |
|                        | 1204-4                       | \$22,905          | 12%                                      |
| <b>Charles North</b>   | 1205-3                       | \$25,810          | 0%                                       |
|                        | 1205-4                       | N/A               | N/A                                      |
|                        | 1206-3                       | \$15,418          | 58%                                      |
| <b>Charles Village</b> | 1202-3                       | \$25,178          | 0%                                       |
|                        | 1202-5                       | \$11,997          | 0%                                       |
|                        | 1206-1                       | \$33,204          | 0%                                       |
|                        | 1206-2                       | \$16,400          | 0%                                       |
| <b>Greenmount West</b> | 1205-1                       | \$12,909          | 50.8%                                    |
|                        | 1205-2                       | \$21,015          | 16.3%                                    |
| <b>Harwood</b>         | 904-2                        | 13,617            | 27.2%                                    |
|                        | 1203-1                       | 21,321            | 18.6%                                    |
|                        | 1203-2                       | 24,299            | 8.8%                                     |
|                        | 1203-3                       | 23,347            | 6.6%                                     |
| <b>Oakenshawe</b>      | 1202-1                       | 43,773            | 16.6%                                    |
| <b>Old Goucher</b>     | n/a                          | n/a               | n/a                                      |
| <b>Remington</b>       | 1207-1                       | \$42,013          | 0%                                       |
|                        | 1207-2                       | \$47,495          | 27.5%                                    |
|                        | 1207-3                       | \$16,327          | 5.1%                                     |
| <b>Wyman Park</b>      | 1306-1                       | \$26,467          | 0%                                       |
|                        | 1306-2                       | \$26,653          | 28.3%                                    |

Source: Policy Map

\*2005-2009 Data



## Appendix H: (continued)

### EDUCATIONAL ATTAINMENT BY PERCENT—ADULT POPULATION (25 Years and Up)

|  | 2000  | 2010* | % Change | City 2010 | City % Change | Metro 2010 | Metro % Change |
|--|-------|-------|----------|-----------|---------------|------------|----------------|
| <b>Less than a 9th grade education</b> | 7%    | 5.4%  | -22.8%   | 8.2%      | -31.6%        | 4.2%       | -19.5%         |
| <b>Some high school</b>                | 21.6% | 13.7% | -36.5%   | 14.9%     | -24.8%        | 8.1%       | -20.7%         |
| <b>High School Diploma</b>             | 21.7% | 16%   | -26.2%   | 29.5%     | 29.6%         | 26.2%      | 7.8%           |
| <b>Some college/Associates Degree</b>  | 15.5% | 17.2% | 10.9%    | 23.1%     | 22.3%         | 26.4%      | 8.4%           |
| <b>Bachelors Degree</b>                | 15.7% | 17.9% | 14%      | 13.2%     | 13.1%         | 19.9%      | 20.2%          |
| <b>Post Graduate Degree</b>            | 18.5% | 29.9% | 61.6%    | 11%       | 11.7%         | 15.2%      | 31.8%          |

Source: Policy Map; 2005-2009 Data; Data is not available for the Old Goucher neighborhood

### HOUSEHOLD DEMOGRAPHICS

|   | 2000  | 2010  | % of Total 2010 | % Change | City 2010 | City % Change | Metro 2010 |
|---|-------|-------|-----------------|----------|-----------|---------------|------------|
| <b>Families</b>                               | 3,800 | 3,287 |                 | -13.5%   | 134,038   | -8.9%         | 679,558    |
| <b>Married Couple Family</b>                  | 2,080 | 1,988 | 60.5%           | -4.4%    | 45%       | -12.3%        | 45.5%      |
| <i>With Persons Under 18 Yrs*</i>             | 613   | 515   | 25.9%           | -16%     | 34.8%     | -19.4%        | 18.9%      |
| <b>Male Householder, No Wife Present</b>      | 388   | 332   | 10.1%           | -14.4%   | 10.6%     | 1.6%          | 4.8%       |
| <i>With Persons Under 18 Yrs*</i>             | 148   | 108   | 32.6%           | 27%      | 38.2%     | -5.5%         | 2.1%       |
| <b>Female Householder, No Husband Present</b> | 1,332 | 967   | 29.4%           | -27.4%   | 44.5%     | -7.5%         | 15.2%      |
| <i>With Persons Under 18 Yrs*</i>             | 890   | 451   | 46.5%           | -49.3%   | 49.5%     | -14.5%        | 7.8%       |

Source: Baltimore City Planning Department; US Census;

\*Figures are a percentage of subcategory

**Note:** Metro area percent change figures are not available at this time

## Appendix H: (continued)

### HOUSEHOLD SIZE

| Neighborhood    | 2010 Pop. In Housing Units | 2010 Occupied Housing | 2010 Average Household Size |
|-----------------|----------------------------|-----------------------|-----------------------------|
| Abell           | 889                        | 440                   | 2.02                        |
| Barclay         | 2,181                      | 955                   | 2.28                        |
| Charles North   | 1,059                      | 716                   | 1.48                        |
| Charles Village | 8,906                      | 3,725                 | 2.39                        |
| Greenmount West | 1,339                      | 570                   | 2.35                        |
| Harwood         | 1,575                      | 570                   | 2.76                        |
| Oakenshawe      | 1,444                      | 505                   | 2.27                        |
| Old Goucher     | 1,046                      | 405                   | n/a                         |
| Remington       | 2,458                      | 1,072                 | 2.29                        |
| Wyman Park      | 1,141                      | 610                   | 1.87                        |
| HCPI Focus Area | 21,738                     | 9,568                 | 2.19                        |
| Baltimore City  | 595,762                    | 249,903               | 2.38                        |
| Baltimore Metro | 2,710,489                  | 1,038,765             | 2.54                        |

Source: Baltimore City Planning Department; U.S. Census; Does not include JHU Homewood Campus

### HOUSING CHARACTERISTICS

|                            | 2000   | 2010   | % of Total 2010 | % Change | City 2010 | City % Change | Metro 2010 |
|----------------------------|--------|--------|-----------------|----------|-----------|---------------|------------|
| <b>Total Housing Units</b> | 12,537 | 11,711 |                 | -6.6%    | 296,865   | -1.3%         | 1,132,251  |
| Occupied Units             | 10,207 | 9,507  | 81.2%           | -6.9%    | 84.2%     | -3.1%         | 91.7%      |
| Owner Occupied*            | 2,733  | 2,794  | 29.3%           | 2.2%     | 47.7%     | -8.2%         | 66.6%      |
| Renter Occupied*           | 7,474  | 6,722  | 70.6%           | -10.1%   | 52.3%     | 2%            | 33.4%      |
| Vacant Units               | 2,330  | 2,195  | 18.7%           | -5.8%    | 15.8%     | 10.1%         | 8.3%       |
| For Sale Only*             | 209    | 169    | 7.7%            | -19.1%   | 11.1%     | 8%            | 16.2%      |
| For Rent *                 | 645    | 1,007  | 45.8%           | 56.1%    | 33.7%     | 50.1%         | 33.9%      |
| Not for Sale or Rent*      | 1,476  | 1,019  | 46.4%           | -31%     | 55.2%     | -5%           | 49.8%      |

Source: Baltimore City Planning Department; U.S. Census;

\*Figures are a percentage of subcategory

2010 Figure lower than what is shown in Household Density Table.

**Note:** Metro area percent change figures are not available at this time

## Appendix H: (continued)

### HCPI AREA FORECLOSURES

|      | HCPI Focus Area* | Baltimore City | Baltimore Metro |
|------|------------------|----------------|-----------------|
| 2008 | 125              | 3,790          | N/A             |
| 2009 | 148              | 6,138          | N/A             |
| 2010 | 118              | 4,503          | N/A             |
| 2011 | 60               | 1,992          | N/A             |

Source: Baltimore Neighborhood Indicators Alliance

\*Data is not available for the Old Goucher neighborhood or the Baltimore Metro Area at this time.

### LIFE EXPECTANCY AND PREMATURE MORTALITY

|  | Greater Charles Village/Barclay | Baltimore City |
|--|---------------------------------|----------------|
| Life Expectancy at Birth (years)                                       | 72.7                            | 71.8           |
| Age-adjusted mortality (Deaths per 10,000 residents)                   | 113.4                           | 110.4          |
| Total Annual Years of Potential Life Lost (Years per 10,000 residents) | 862                             | 1372.3         |

Source: Baltimore City Health Department, 2011

### AVERTABLE DEATHS

|                  | Greater Charles Village/Barclay | Baltimore City |
|------------------|---------------------------------|----------------|
| Avertable Deaths | 37.3%                           | 36.1%          |

Source: Baltimore City Health Department, 2011

## Appendix H: (continued)

### MORTALITY BY AGE (per 10,000 residents)

|                      | Greater Charles Village/Barclay | Baltimore City |
|----------------------|---------------------------------|----------------|
| Less than 1 year old | 12.9                            | 12.1           |
| 1-14 years old       | 2.4                             | 1.8            |
| 15-24 years old      | 7.1                             | 28.9           |
| 25-44 years old      | 24.9                            | 43.6           |
| 45-64 years old      | 88.4                            | 115            |
| 65-84 years old      | 302.9                           | 489            |
| 85 years and up      | 1172.7                          | 1333.3         |

Source: Baltimore City Health Department, 2011

### BIRTH OUTCOMES

|   | Greater Charles Village/Barclay | Baltimore City |
|---|---------------------------------|----------------|
| Birth Rate (live births per 1,000 persons)                      | 9.3                             | 15.4           |
| Teen Birth Rate†  | 13.6                            | 65.4           |
| Percent of Women Receiving Prenatal Care in the First Trimester | 77.1%                           | 77.3%          |
| Percent of Births to Women Who Reported Smoking While Pregnant  | 6.5%                            | 8.8%           |
| Percent of Live Preterm Births                                  | 13.7%                           | 13.1%          |
| Percent of Low Weight Births‡                                   | 14.4%                           | 12.8%          |
| Infant Mortality Rate per 1,000 live births                     | 12.9                            | 12.1           |

Source: Baltimore City Health Department, 2011

†Live births to females ages 15-19 per 1,000 persons 15-19 years old

‡Less than five (5) pounds

## Appendix H: (continued)

### GREATER CHARLES VILLAGE/BARCLAY COMMERCIAL AND WORKFORCE DATA

|   | 2007      | 2008        | 2009        | Change<br>(07-09) |
|---|-----------|-------------|-------------|-------------------|
| Commercial Properties w/Rehab Investment of \$5,000 and up                          | 15.0      | 14.9        | 16.4        | 9.5%              |
| Total Commercial Properties   | 708       | 610         | 604         | -14.7%            |
| Total Businesses as of the 4th Quarter  | 933       | 1,085       | 868         | -7.0%             |
| Total Employees   | 9,013     | 10,686      | 10,656      | 18.2%             |
| Total Retail Sales (in thousands)   | \$152,814 | \$1,134,339 | \$1,343,115 | 778.9%            |
| Businesses with fewer than 50 employees   | 615       | 1,064       | 846         | 37.6%             |
| Businesses with 50-100 employees  | 12        | 6           | 22          | 83.3%             |
| Percent of All Businesses over 4 Years Old as of the 4th Quarter                    | n/a       | 48.1%       | 54.6%       | 6.5%              |
| Percent of All Businesses with 50 Employees or Fewer that are more than 4 Years Old | n/a       | 48.1%       | 52.3%       | 4.2%              |

Source: Baltimore Neighborhood Indicators Alliance, 2010

### NORTHERN DISTRICT CRIME STATISTICS – 2010 to 2011

#### POST 511\*

| Crime              | 2010 | 2011 | change | % change |
|--------------------|------|------|--------|----------|
| #Agg Assault       | 23   | 30   | 7      | 30.43    |
| #Arson             | 1    | 2    | 1      | 100.00   |
| #Burglary          | 39   | 63   | 24     | 61.54    |
| #Homicide          | 2    | 1    | -1     | -50.00   |
| #Larceny from Auto | 61   | 47   | -14    | -22.95   |
| #Rape              | 1    | 2    | 1      | 100.00   |
| #Robbery           | 17   | 20   | 3      | 17.65    |
| #Shooting          | 0    | 1    | 1      | INF      |
| #Stolen Auto       | 30   | 24   | -6     | -20.00   |

\*Includes Remington and Wyman Park

## Appendix H: (continued)

### POST 512\*

| Crime              | 2010 | 2011 | change | % change |
|--------------------|------|------|--------|----------|
| #Agg Assault       | 23   | 14   | -9     | -39.13   |
| #Arson             | 1    | 0    | -1     | -100.00  |
| #Burglary          | 50   | 72   | 22     | 44.00    |
| #Homicide          | 0    | 1    | 1      | INF      |
| #Larceny from Auto | 62   | 42   | -20    | -32.26   |
| #Rape              | 3    | 1    | -2     | -66.67   |
| #Robbery           | 9    | 37   | 28     | 311.11   |
| #Shooting          | 0    | 3    | 3      | INF      |
| #Stolen Auto       | 20   | 41   | 21     | 105.00   |

\*Includes Barclay, Lower Charles Village and Harwood

### POST 515\*

| Crime              | 2010 | 2011 | change | % change |
|--------------------|------|------|--------|----------|
| #Agg Assault       | 14   | 10   | -4     | -28.57   |
| #Arson             | 0    | 0    | 0      | 0.00     |
| #Burglary          | 70   | 88   | 18     | 25.71    |
| #Homicide          | 2    | 2    | 0      | 0.00     |
| #Larceny from Auto | 86   | 60   | -26    | -30.23   |
| #Rape              | 0    | 1    | 1      | INF      |
| #Robbery           | 25   | 22   | -3     | -12.00   |
| #Shooting          | 0    | 0    | 0      | 0.00     |
| #Stolen Auto       | 19   | 33   | 14     | 73.68    |

\*Includes Johns Hopkins University, Upper Charles Village, Abell, Oakenshawe and the Greenmount Avenue Business District



## Appendix H: (continued)

### POST 516\*

| Crime              | 2010 | 2011 | change | % change |
|--------------------|------|------|--------|----------|
| #Agg Assault       | 45   | 34   | -11    | -24.44   |
| #Arson             | 5    | 1    | -4     | -80.00   |
| #Burglary          | 79   | 49   | -30    | -37.97   |
| #Homicide          | 2    | 0    | -2     | -100.00  |
| #Larceny from Auto | 89   | 70   | -19    | -21.35   |
| #Rape              | 2    | 3    | 1      | 50.00    |
| #Robbery           | 42   | 38   | -4     | -9.52    |
| #Shooting          | 3    | 3    | 0      | 0.00     |
| #Stolen Auto       | 18   | 28   | 10     | 55.56    |

\*Includes Charles North, Old Goucher and Greenmount West

### 2010–2011 SCHOOL YEAR ENROLLMENT

|                   | Barclay<br>Elementary/Middle | Dallas F. Nicholas Sr.<br>Elementary | Margaret Brent<br>Elementary/Middle |
|-------------------|------------------------------|--------------------------------------|-------------------------------------|
| Students Enrolled | 442                          | 341                                  | 266                                 |

### DEMOGRAPHICS

| Student Race     | Barclay<br>Elementary/Middle | Dallas F. Nicholas Sr.<br>Elementary | Margaret Brent<br>Elementary/Middle |
|------------------|------------------------------|--------------------------------------|-------------------------------------|
| African-American | 91.58%                       | 92.39%                               | 72.82%                              |
| White            | 1%                           | 3%                                   | 11%                                 |
| Hispanic/Latino  | 3%                           | 4%                                   | 9%                                  |
| Asian-American   | 4%                           | 1%                                   | 7%                                  |

### STUDENTS RECEIVING SPECIAL SERVICES

|                   | Barclay Elementary/<br>Middle | Dallas F. Nicholas Sr.<br>Elementary | Margaret Brent<br>Elementary/Middle |
|-------------------|-------------------------------|--------------------------------------|-------------------------------------|
| Special Education | 12.83%                        | 16.3%                                | 19.8%                               |
| FARMS*            | 85%                           | 88.04%                               | 87%                                 |
| ELL**             | 5.01%                         | 5%                                   | 8.39%                               |

\*Free and Reduced Meals

\*\*English Language Learner

# Appendix I: JHU Community Perception Survey



## Homewood Perception Survey - Summary report (June 2012)

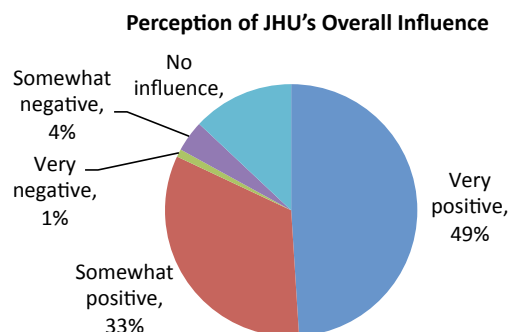
The Johns Hopkins University recently commissioned Centrac DC, a consulting firm, to take a closer look at the university's role as a citizen within the communities close to the Homewood campus with the goal of gaining insights into:

- What elements are most important in creating a healthy community and how residents judge their own neighborhood on these points
- How JHU impacts their community, especially in the Six Areas of Focus for the Homewood Community Partnership Initiative (safety, public education, housing, commercial development, community service and economic inclusion)
- Where the community would like to see JHU focus efforts going forward to improve their community

The two-part project consisted of an online moderated discussion (bulletin board focus group) among community leaders and a phone survey of 457 residents of the 15 neighborhoods surrounding the Homewood campus.

**Thank you to all who participated, your time and opinions are greatly appreciated** and will help guide JHU's future engagement with the community and serve as a benchmark against which we will try to measure our progress and our efforts to assist our neighboring communities in the coming years.

**82% of total respondents find JHU's overall influence in their neighborhood to be positive** – nearly half say very positive. However, perception does vary by area with those more removed from campus less likely to see a positive JHU influence.

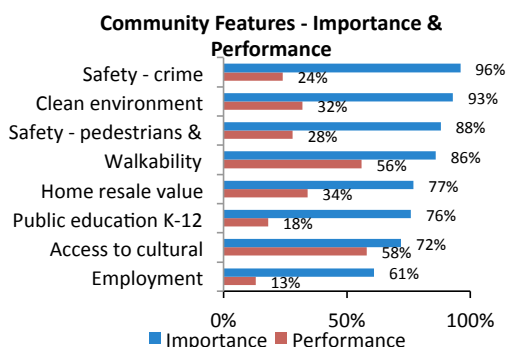


Perhaps more significant than how JHU is performing is how individuals perceive their own **neighborhoods**. This survey of residents highlighted a sizeable gap between features you find to be important in a community and how well your neighborhoods deliver those features. For many, JHU is already seen as impacting positive change overall and in these specific areas (through our work in the Six Areas of Focus for the Homewood Community Partnership Initiative). However, there is considerable opportunity to work collaboratively with communities to close this gap.

The charts and related points below organize the responses of **neighborhood feature importance & performance** as well as **ratings of JHU's perceived influence** according to the Six Areas of Focus for the Homewood Community Partnership Initiative. They are in order of the largest to smallest gap found between importance and performance ratings, i.e. the greatest areas of opportunity for positive impact:

### 1. Safety & Security

- Crime followed by pedestrian / cyclist safety are among the most important community concerns and also have the largest measured gap with performance
- This is an area of focus where JHU contributions are most visible – 69% perceive strong positive influence
- 19% mention spontaneously safety / security as reason for perceived positive influence



Produced by the Johns Hopkins Office of Government and Community Affairs

## Appendix I: (continued)



### 2. Public Education

- While importance relative to other community features is low, the opportunity in public education is great given resident's elevated expectations. This is also the area where residents are least likely to see JHU's influence, further emphasizing the opportunity for JHU to make a difference in this area

### 3. Economic inclusion / employment

- Priority placed on economic inclusion / employment varies by neighborhood and to a lesser extent age
- Roughly half perceive positive influence of JHU
- 20% spontaneously attribute perceived positive influence of JHU to job creation

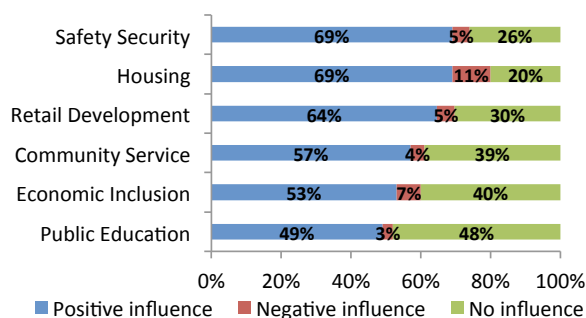
### 4. Housing

- Of the community benefits that relate to housing / resale:
  - Walkability is both important to residents and an area where they feel neighborhoods perform well
  - A clean environment ranks among the top in importance for residents yet communities fall short
  - Access to cultural activities is highest in performance but among the lowest in importance relative to the other issues mentioned
  - Home resale is moderately important with modest neighborhood performance
- Perceived JHU positive influence in housing is high (69%)

### 5. Retail Development

- While retail and business presence is among the least important community features (relatively speaking), it is an area of focus where JHU is widely seen as having a positive influence
- JHU future involvement is also strongly desired with 88% of total respondents definitely / probably wanting JHU to develop a plan to improve transit and 87% a plan for retail / dining offerings

Perception of JHU's Influence in 6 Impact Areas

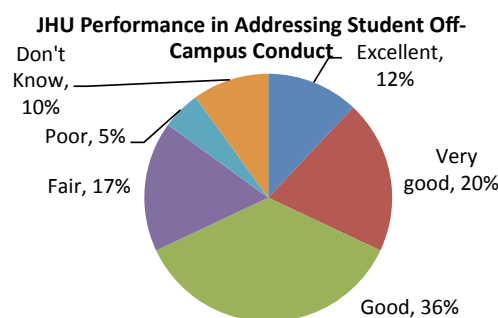


### 6. Community Service

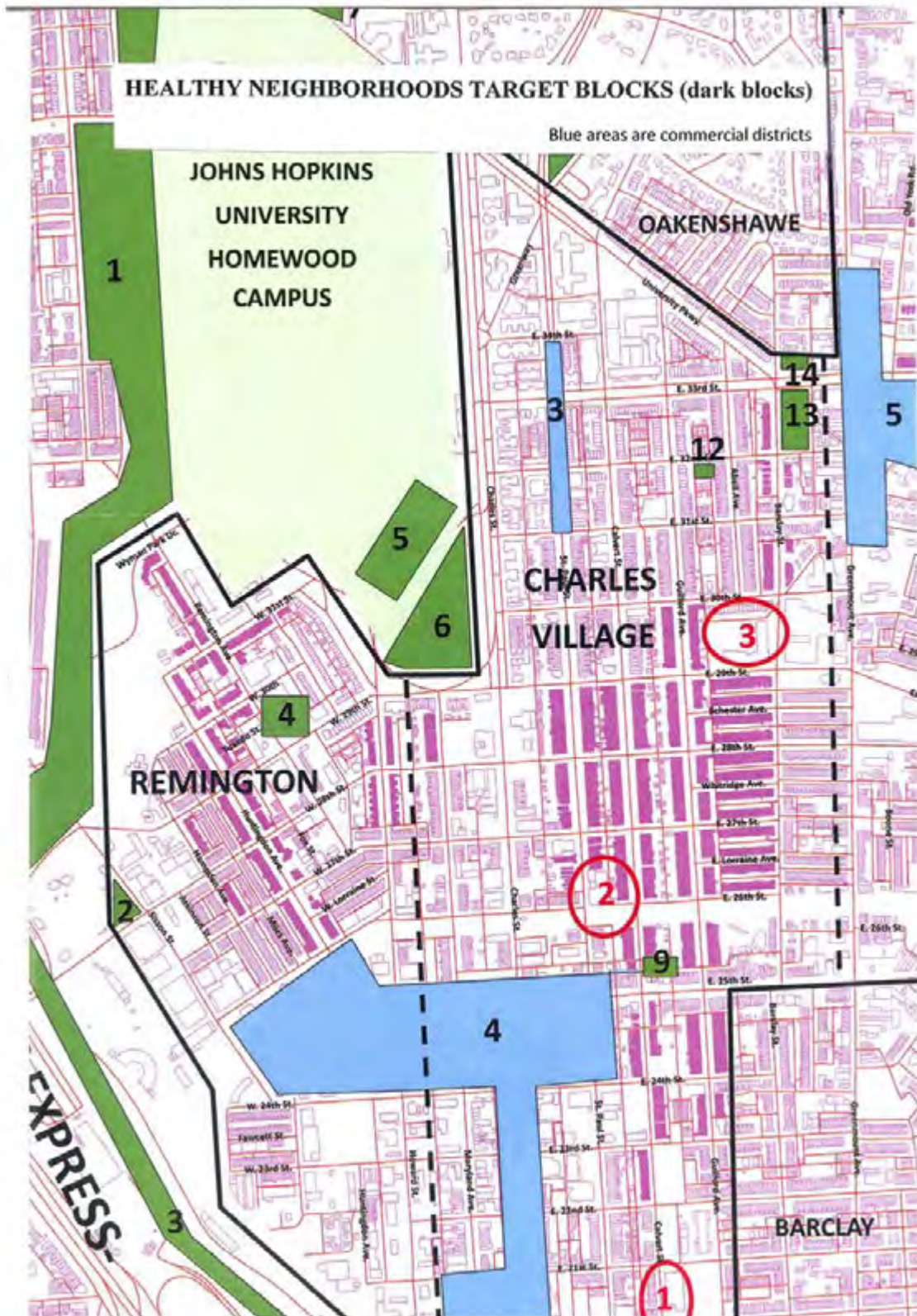
- The majority of respondents (57%) recognize JHU's commitment to community service
- Furthermore, most agree (86%) increasing community-oriented volunteer activity by faculty, employees and students would be desirable

For community leaders in a few neighborhoods, **student life issues** are a significant concern. However, residents in general seem less concerned (only 20% very concerned) and less critical (68% feel JHU's performance addressing student off campus conduct is good or better).

- Noise is least concerning student life issue (although not for community leaders), most concerning is carelessness when it comes to safety and crime followed by maintenance or upkeep of housing
- 70% of residents have had positive personal interaction with JHU students
- When it comes to actions JHU could take to address student conduct off-campus
  - 91% feel students should be asked to make amends if conduct disturbs neighbors
  - Very low desire for a fraternity row among area residents



## Appendix J: Healthy Neighborhoods Block Map



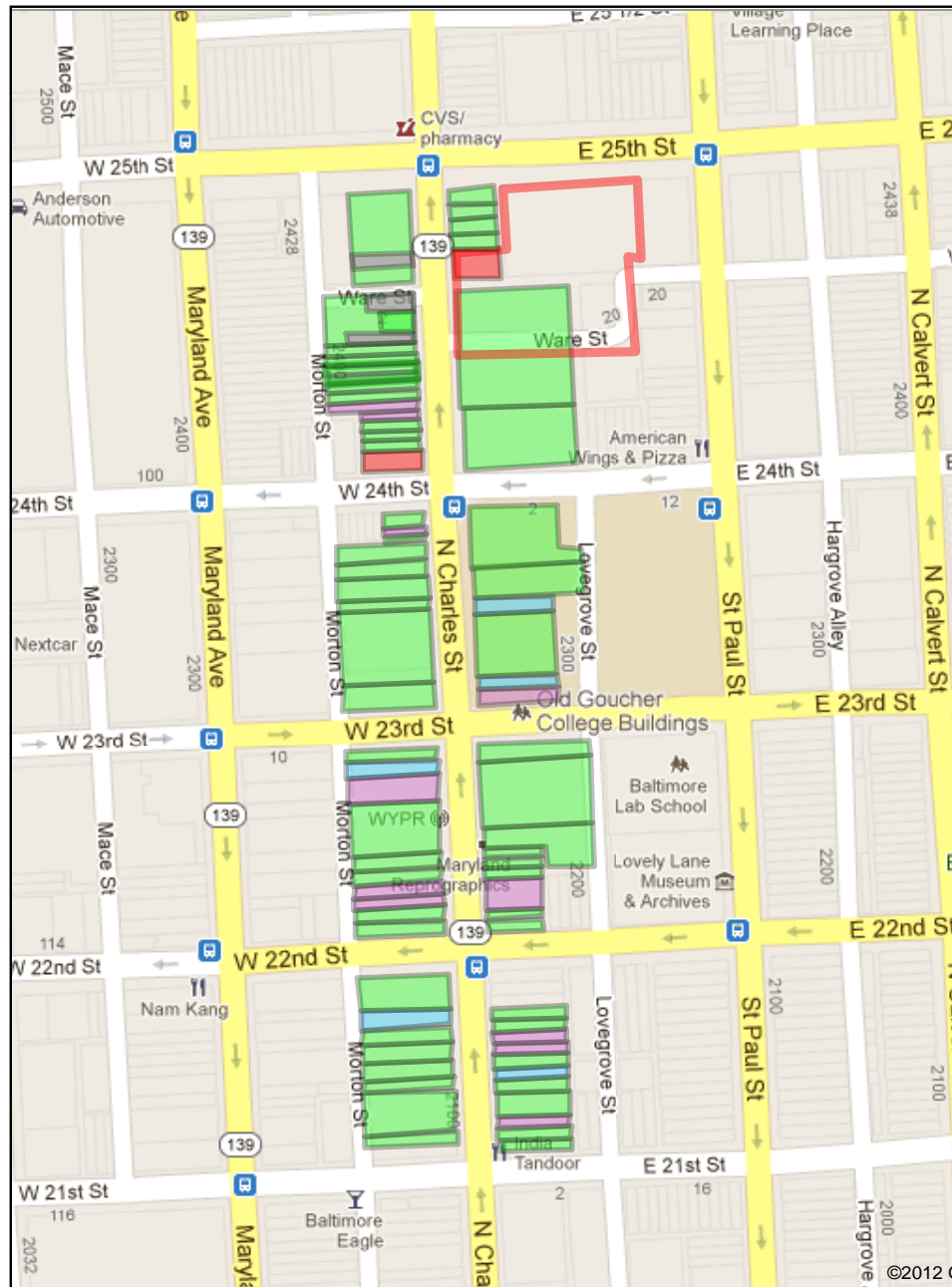


# Appendix K: Charles Street Retail Study

## Charles Street Retail Study: 21st to 25th St.

*prepared by Central Baltimore Partnership*

March 13, 2012



### LEGEND:

- Occupied
- Partially Occupied
- Unoccupied
- Surface Lot

### RETAIL REPORT:

|                       |                           |
|-----------------------|---------------------------|
| Total Properties: 83  | Storefronts: 77           |
| Occupied: 57          | Occupied Storefronts: 54  |
| Unoccupied: 19        | Vacant Storefronts: 23    |
| Partially Occupied: 5 | Hair and Nail Salons: 16  |
| Surface Lots: 2       | Takeout Establishments: 4 |



**Central Baltimore Partnership  
Homewood Community Partners  
Initiative (HCPI) Action Plan:  
List of Recommended Programs**  
The Central Baltimore Partnership  
July, 2012





## **Central Baltimore Partnership Homewood Community Partners Initiative (HCPI)**

### **Action Plan:**

List of Recommended Programs

*Adopted: July 2012*

### **SECTION 1: CROSSCUTTING PROGRAMS**

#### **Development Fund: Central Baltimore Future Fund**

Establish a substantial development fund to identify and finance projects consistent with neighborhood plans. Develop and implement workforce/ local procurement strategy.

#### **Land Bank: Acquisition Fund**

Create a new community-based, collaborative development entity to land bank property to preserve neighborhood stability. Help identify and evaluate catalytic projects for acquisition.

#### **Neighborhood Improvement Fund: Spruce-Up Grant Program**

Design and implement a significant Neighborhood Improvement Fund to target resources for community improvement projects.

#### **City and State Support**

Partners secure a commitment of substantial city, state, and federal resources for designated community improvements to implement the HCPI Plan.

#### **Workforce Pipeline**

Sustain a workforce pipeline program to provide area residents with access to jobs.

### **SECTION 2: QUALITY OF LIFE: TRANSIT, SAFETY & SANITATION RECREATION & OPEN SPACE**

#### **Community Amenities**

Sustain the HCPI collective efforts of neighborhood associations and other stakeholders to pursue the community improvements agenda identified through the HCPI process.

#### **Charles Village Community Benefits District Collaboration**

Increase funding to expand the Charles Village Community Benefits District public safety, sanitation, and community engagements activities.

#### **Arts & Culture Development and Marketing Campaign**

Expand and support the arts, culture, entertainment, organizations and businesses in Station North.

### **SECTION 3: BLIGHT ELIMINATION & HOUSING CREATION**

#### **Healthy Neighborhoods, Inc.**

Partner with Healthy Neighborhoods, Inc. (HNI) to expand the organization's programs to the whole 10 neighborhood area.

#### **Housing Sales Campaign: Explore the Core**

Supplement the HNI resources and program with an expanded and aggressive housing product sales campaign for HCPI neighborhoods through the two HNI partner's organizations for the HCPI area, Strong City Baltimore and Jubilee Baltimore. Also, work with other partners/programs such as Vacant to Value and Live Baltimore.

#### **Live Near Your Work**

Expand the area for the Tier 1, increase the amount of the award and provide more access for marketing of the Live Near Your Work program.

#### **Rental Housing Conversion Program**

Partner with local organizations, individual resident home owners, private investors, and Baltimore City Housing, to cultivate housing ownership opportunities for moderate-income renters and preserve housing affordability.

#### **Developer Recruitment**

Recruit and/or encourage developers to undertake market rate residential projects in the HCPI area that accomplish HCPI/community goals. Help identify properties, acquire financing and coordinate with others redevelopment efforts.

#### ***Continued exploration...***

#### **Multiemployer Housing Support Program**

Engage other institutions and major employers in and nearby the HCPI area, in creating a multiemployer housing support program.

#### **Problem Rental Reduction**

Replace low-quality landlord practices, through a myriad of ways including (but not limited to): supporting rental to owner- occupied conversion, acquiring problem properties and deploying housing code enforcement.

### **SECTION 4: EDUCATION**

#### **A John Hopkins Partnership School Consortium**

Demonstrate a commitment to improving public education by establishing a formal partnership between the JHU School of Education and public schools in the HCPI neighborhoods

#### **Early Childhood**

Create a high-quality center on and/or near the Homewood campus to attract talented facility and staff.

#### **After- School Programs**

Bolster out-of-school-time enrichment programming through JHU community-based learning courses and volunteer programs.

***Continued exploration...***

**A Powerful Program of Services for Older Children and Young Adults**

Create a powerful program of services for older children and adults such as recreation, library, homework club, job training, internships and jobs.

**A “College Pipeline” Program to Promote College Preparation**

Design and implement a “college pipeline” program to promote college preparation and orientation in all HCPI schools.

**A Public Neighborhood School in Remington**

Explore the viability of creating a public neighborhood school in Remington.

**A Hopkins-operated School**

Continue to evaluate the potential for a Hopkins-operated school in one or more of the surrounding schools in order to make it more attractive to all HCPI area residents as an alternative for their children.

**SECTION 5: Commercial Retail Development**

**N. Charles Street Corridor and Storefronts (Homewood to Penn Station)**

Create an exciting, safe and sustainable retail and entertainment mix in the storefronts between the Homewood campus and Penn Station.

**Joint Academic Facilities**

Actively explore the creation of joint academic, student’s activity, and administrative offices with UB, JHU, and MICA.

**JHU Development Site, E. 33<sup>rd</sup> Street & St. Paul Street**

Begin sooner rather than later a full development program for the JHU-owned site at St. Paul Street and E. 33<sup>rd</sup> Street.

**3100-3500 St. Paul Street Retail**

Encourage among property owners and/or pursue additional retail development in the 3100-3500 blocks of St. Paul and N. Charles street where possible, including retrofitting for retail the first floor of older buildings and some new development.

**Waverly Main Street**

Increase support to Waverly Main Street by providing financial support and implement the outcome of the Waverly Main Street Master Plan.

**Artist Marketing**

Support expanded marketing of arts and artist in Station North.

### **Retail Development fund**

Create a Retail Development Fund (as part of a more general Central Baltimore Development Fund recommended in the Cross-Cutting section) to underwrite retail in critical locations in HCPI.

### ***Continued explorations...***

#### **25<sup>th</sup> and Howard Street Corridors**

Identify opportunities to strengthen the 25<sup>th</sup> Street commercial corridor (Calvert to Howard streets) and Howard Street between North Avenue and 27<sup>th</sup> Street

#### **Leasing and Retail Mix Management**

Upgrade business district management and improvement services to all commercial districts in the HCPI area.

#### **Support and Capture Entrepreneurship**

Facilitate different types of spaces with different amenities and price points to create a density of entrepreneurs and startup businesses.

#### **Remington Commercial Development**

Improve the appearances and traffic calming along 28<sup>th</sup> and 29<sup>th</sup> streets as important gateways to Remington and the whole area.

### **SECTION 6: LOCAL HIRING AND PURCHASING**

#### **Institutional commitments by JHU and other anchors to local hiring**

Consider employing neighborhood residents and graduates of workforce development pipeline initiatives.

#### **Institutional commitments by JHU and other anchors to purchasing from local, minority, and women-owned businesses.**

The institutions should identify and reach out to local businesses that may be sources of goods and services.

#### **Institutional commitments by JHU and other anchors to using local, minority, and women owned construction contractors.**

The anchor institutions should identify and reach out to local contractors and subcontractors, including contractors involved.

#### **Support for Business Growth**

Support HCPI area business growth by addressing their primary business development support. Advocate for filling gaps in business development, especially to support the growth of local African American-owned businesses, whether small, medium or large.

#### **Attract New Businesses**

To increase jobs for workers and number of potential local vendors and attract new businesses to the HCPI area.

**Workforce Preparation and Advancement**

Enhance the supply of capable workers by building the capacity of HCPI residents to obtain and succeed in jobs at JHU and with employers in the HCPI area and elsewhere in the metropolitan area.



## **Community Development in Central Baltimore**

**Eli Pousson, Director of Preservation  
and Outreach at Baltimore Heritage  
July 27, 2017**



## Community Development in Central Baltimore

Central Baltimore has a long history of growth, development, and change that is essential to understanding the challenges and opportunities residents face today. This history of Central Baltimore the full document provided by our partner Eli Pousson, Harwood resident and Director of Preservation and Outreach at Baltimore Heritage.

Join us in exploring the history of seven central Baltimore neighborhoods: Barclay, Charles North, Charles Village, Greenmount West, Harwood, Old Goucher, and Remington. This area, bounded by the Jones Falls Expressway, 28th Street, and Greenmount Avenue, shares a long history of growth, development, and change. In the late nineteenth and early twentieth century, suburban builders built blocks of new homes along Maryland Avenue, Charles Street, Saint Paul Street, Calvert Street, Guilford Avenue, and Barclay Street. Greenmount Avenue, North Avenue, and Howard Street developed into busy commercial corridors where electric streetcars and, later, automobiles and buses connected suburban residents to all parts of the city. The history of Central Baltimore helps people understand the challenges and opportunities residents face today.

### Early Development of Central Baltimore: 1870s-1900s

Before the city annexed the area in 1818, the sparsely developed land above Boundary Avenue (now known as North Avenue) was part of Baltimore County. On the east side of the area, the Jones Falls supported early industrial development in Remington, Hampden, and Woodberry. The development of the [Baltimore & Potomac Railroad](#) in 1872 and construction of Union Station by the Northern Central Railroad in 1873 (renamed [Penn Station](#) in the 1920s) further encouraged the construction of new factories and warehouses. In 1885, the Methodist Church established the Women's College of Baltimore City (renamed [Goucher College](#) in 1910) at Saint Paul and 23rd Streets alongside the [Lovely Lane Church](#) (completed in November 1887). In 1902, after abandoning plans to develop Johns Hopkins University on the site of today's Clifton Park, the university acquired the [former Homewood estate](#) and began to move their campus from downtown Baltimore to Central Baltimore (completing Gilman Hall in 1915).

Excerpt from Plate R, City Atlas of Baltimore Maryland and Environs (1876). [Maryland State Archives](#)

### Growing Community in Central Baltimore: 1890s-1920s

The area known today as Central Baltimore originally developed as a suburban extension of the city. North Avenue formed the border between Baltimore City and Baltimore County up until an 1818 annexation pushed the city line north to just below Cold Spring Lane. The Jones Falls formed a more persistent boundary discouraging suburban development.

Then, in 1870, the Peabody Heights Company formed and bought fifty acres of land bordered by 27th Street to the south, 31st Street to the north, Maryland Avenue to the west, and Guilford Avenue to the east. The company subdivided the blocks into twenty-five foot wide lots and imposed restrictive covenants that required builders to erect "first class" houses set back twenty feet from the street and prohibited "slaughterhouses, livery stables, manufactories, and saloons." Ironically, the restrictions discouraged development as the city's wealthiest residents sought detached houses in parklike settings

and middle-class buyers could not afford homes built to the standards originally set out by the company. Finally, in 1896, the company managed to modify the restrictions and enabled a developer to begin construction in the area. Growing transportation services further enabled the area's growth. A horse-car line on Saint Paul Street established in the 1880s turned into a cable car line, and, later, an electric streetcar that area residents relied on to travel downtown or to other parts of the city. Churches followed residents to the area including [St. Mark's Evangelical Lutheran Church](#) (built 1898) and the Seventh Baptist Church (built 1904).

Despite the Peabody Heights Company's efforts to promote segregation, a small population of African American residents lived in Central Baltimore around the east side of Remington, near Greenmount Cemetery, and in the area of the Abell and Waverly neighborhoods. In 1870, around 1,300 black residents made up 11 percent of the population in the eighth ward (an area that now includes the neighborhoods of Charles North, Greenmount West, and Johnston Square). In 1897, a group of African American Methodists organized the Oak Street A.M.E. Church and erected a small chapel at 2311 N. Howard Street in 1905. In 1898, 755 registered black voters made up just 14.1 percent of the total within the city's 12th ward (an area roughly bounded by the Jones Falls on the south and west, Wyman Park on the west, Greenmount Avenue on the east, and E. 39th Street on the north).

Zion Revival Temple of Apostolic Faith (Former Oak Street A.M.E. Church, 1905), 2311 N. Howard Street, Baltimore, MD 21218. Photograph by Eli Pousson, 2017 April 28. [Baltimore Heritage](#) (CC0).

As the neighborhood grew, residents formed the Homewood Protective Association and took over the task of advocating for both segregation and a range of other shared concerns. The group worked to discourage commercial and industrial development and to seek new investments in infrastructure for residents. For example, in 1911 the Homewood Protective Association supported the extension of Calvert Street across North Avenue (where it had previously ended at the Maryland School for the Blind occupying the site where the Baltimore City Schools administration building sits today).

In the fall of 1920, a separate group of "citizens in North Baltimore" sent a letter to Mayor Broening advocating for the extension of Barclay Street "over the open cut between Twenty-fifth and Twenty-sixth streets." In a letter dated August 15, 1923, resident Mrs. John Brunig promoted the bridge as a way to direct traffic away from 26th Street:

*Mr. Swann pointed out that Charles and St. Paul streets and Greenmount Avenue, and not Barclay Street, are the main north and south thoroughfares in this section of the city. In baseball season between four and five hundred autos turn Barclay and Twenty-sixth streets. Sand and gravel trucks pass all day long. [...] If Mr. Swann has studied this traffic, I don't know what he is thinking of. He should see how often the autos come near striking children at this corner. If he did, maybe he would change his viewpoint.*

The railroad line above 25th Street, built after the city's authorization of the [Belt Line Tunnel](#) in 1893, also passed by Margaret Brent School at Saint Paul and 26th streets. In July 1929, City Council member John P. Brendan for the Third District, appealed to the Mayor asking the city to "require the Baltimore and Ohio Railroad to close the open cut on 26th Street, between St. Paul and Barclay streets, for a park

or playground.” The appeal was successful as the playground and basketball courts adjoining the school building sit above the tracks today.

While residents above North Avenue largely succeeded in their efforts to discourage industrial and commercial development, new factories and businesses opened around North Avenue and the railroad lines passing through Penn Station. The [Bell Foundry](#) moved to Calvert Street in the late 1800s, the [Crown Cork & Seal Company](#) (now known as the Copycat Building) opened a factory on Guilford Avenue in 1897, the [Morgan Millwork Company](#) (now the MICA Graduate Center) opened around 1910, and the Lebow Building (now the [Baltimore Design School](#)) opened in 1914.

### **Transitions in Central Baltimore: 1930s-1960s**

The 1930s, 1940s, and 1950s saw a new period of change begin in Central Baltimore. The blocks around Charles Street and North Avenue continued to develop as a retail and entertainment destination for people around the city. The Parkway Theatre opened in 1915 followed by the [North Avenue Market](#) in 1928. In 1939, the Centre Theatre opened in a converted automobile dealership and the Times Theatre (renamed the [Charles Theatre](#) in 1959) turned a popular dance club into Baltimore’s first “all newsreel movie house.” Automobile dealerships and service stations proliferated along North Avenue, such as Eastwick Motors (now [Motor House](#)) built in 1914, and on Howard Street, including the [Oak Street Garage](#) in 1924 and the Eastwick Motor Company garage (now [R. House](#)) also in 1924.

The growing number of automobiles led to the construction of new roads and bridges such as the [Howard Street Bridge](#) (opened in 1938) and the Jones Falls Expressway which [began construction](#) on October 2, 1956.

Local elected officials considered a variety of proposals to convert streets in downtown and central Baltimore from two-way to one-way multiple times in the 1920s and 1930s. The change finally came in the spring of 1947 with the conversion of Saint Paul Street and Calvert Street to one-way and the creation of a “wave system” of traffic lights to speed the passage of automobiles through the neighborhood. However, a 1948 lawsuit seeking to prevent the conversion of Druid Hill Avenue and McCulloh Street to one-way featured testimony from residents in central Baltimore who saw the hazards of the change. Aimee Weber, a resident on the 2600 block of N. Charles Street remarked on the “dust, noise, dirt and gasoline fumes” and shared that the “lives of people living on those two streets have been made ‘miserable’ ... many of the old residents have moved and it is impossible to sleep.”

Older white residents moving away created new opportunities for African Americans seeking housing outside the crowded black neighborhoods of east and west Baltimore. In 1927, a group of property owners in the 2200 block of Barclay Street signed a racial covenant, a legal instrument to prohibit the sale or lease of houses to African Americans that grew in popularity after the city’s failure to institute a legal requirement for racial segregation in the 1910s. A decade later, on October 22, 1936, Edward Meade, a young African American pastor at Israel Baptist Church, inadvertently tested the block’s covenant when he contracted to buy a house at 2227 Barclay Street. Owners of two other houses sought an injunction against the sale which the Circuit Court of Baltimore City granted. The state appeals

court upheld the injunction, leaving the racial covenants intact up until the 1948 U.S. Supreme Court decision in [\*Shelley v. Kraemer\*](#).

While the end of racial covenants challenged the racial segregation of Central Baltimore neighborhoods, the 1954 decision in *Brown v. Board of Education* played an even larger role in the decision of many white residents to move out of the city to the growing segregated white suburbs. Local churches and institutions were also on the move, including Goucher College which began a move to Towson in 1938 and completed the move away from Central Baltimore in 1954.

The area bounded by Saint Paul Street, E. 24th Street, Greenmount Avenue, and North Avenue (census tract 0124) changed from 26.48% African American (1,441 residents of 5,441 total) in 1940 to 76.65% African American in 1960 (4,192 residents of 5,469 total). The area of Charles North and Greenmount West changed from 18.59% African American in 1940 to 57.93% in 1960. These changes were not uniform, however, as the population living in the homes on Saint Paul Street and Maryland Avenue above 21st Street and on Calvert Street and Guilford Avenue above 25th Street both remained largely white.

### **New Organizing Efforts in Central Baltimore: 1960s-1980s**

In the 1960s, a host of formal and informal organizing efforts began to respond to the changes and challenges that emerged in Central Baltimore neighborhoods after World War II.

One notable example is the effort of Grace Darin, an editor at the *Evening Sun*, to popularize a new name for the area formerly known as Peabody Heights: Charles Village. In a 1963 piece for the *Sun*, Darin described the origins of a “spontaneous neighborhood project” on 26th Street in the early 1950s where residents had painted four rowhouses pastel colors including one in “Bermuda pink”. Encouraged by a feature article in *Gardens, Houses and People*, a group of residents, including Grace Darin, began to promote the colorful paint scheme and encouraged comparisons between their block and the “bohemian” community of Greenwich Village in New York City. The block predated the popularity of the better-known “Painted Ladies” blocks in Abell by several decades as the popularity of colorful rowhouses spread through the “Painted Ladies” house competition in the 2000s. Darin described the neighborhood’s appeal, writing:

*Convenience is one of our proudest boasts. We have a gourmet grocery store on one corner and a bank at the other. Within two or three blocks are stores of all types, a library branch, a post office station, churches, schools, a hospital, several of the city’s better restaurants, an art film theatre, art galleries, even a folk music center.*

Four years later, in 1967, Darin began to write and distribute *The Charles Villager*, a mimeographed newsletter that she ran through 1977 (publishing at least thirty-three editions over the decade). The new name stuck and became institutionalized with the incorporation of the Charles Village Civic Association in 1972.

Other competing and related efforts took shape at the same time. The Greater Homewood Community Corporation formed at Johns Hopkins University in 1969 and formally incorporated in 1970. The Model Urban Neighborhood Demonstration Program (MUND) operated for just three years between 1968 and 1971 but, through organizing efforts focused on African American neighborhoods in Barclay and Old Goucher, created an enduring legacy of activism. The group focused on economic and political empowerment establishing a “community-owned carry-out seafood store on the southeast corner of North and Maryland avenues which employs local residents” and a “multipurpose community center” at Kirk Avenue and 22nd Street. In 1970, MUND presented a development plan at their headquarters at 2133 Maryland Avenue for “upgrading 150 blocks of central Baltimore” described by the *Sun* as “what local citizens and professional planners think should happen to the diverse deteriorated but strategic area between North Avenue and 25th street.”

Cuts to federal funding under the Nixon administration ended MUND’s organizing efforts in 1971, but the group left a remarkable legacy of resident leadership. Efforts continued in 1972 when residents organized the Harwood Improvement Association. A variety of groups carried on MUND’s mission of anti-poverty work, including several tenants’ rights organizations. For example, the Baltimore City Tenants Association had offices on East 25th street in 1979.

New federal funding led to investments in housing for low-income residents in Central Baltimore including The West Twenty (now J. Van Story Branch, Sr. Apartments) at 11 W. 20th Street which opened in March 1973, Wyman House at 123 W. 29th Street which opened in February 1975, The Brentwood at 410 E. 25th Street which opened in August 1976. In 1980, Harwood was one of four neighborhoods targeted by the new Baltimore Housing Assistance Corporation for support.

Baltimore City replaced and expanded aging school buildings including an early 1960s addition to [Public School 32](#) (later Mildred Monroe Elementary School and now Baltimore Montessori Public Charter) following the closure of nearby Benjamin Banneker Elementary School, previously known as Colored School No. 113; the construction of a new building for Margaret Brent Elementary/Middle School (1976-1977); Barclay Elementary School (1959) was expanded to include a recreation center (1976); and Dallas F. Nicholas Sr. Elementary School opened (1976).

Despite these new investments, the residents of Central Baltimore faced serious challenges with poverty, addiction, and violence. An August 1970 *Sun* profile of the area between 21st and 24th Streets, Calvert and Greenmount Avenue describes residents “caught up in the overwhelming nightmare of heroin addiction, fear and violence.” The account quotes Mary Johnson, a resident on the 400 block of E. 21st Street, explaining: “It used to be a beautiful thing living here. There were no problems.” Unfortunately, drug activity and the violence associated with the trade began to dominate the neighborhood. Harry Smith, MUND’s project director, is quoted:

We’ve had a tremendous number of complaints from people in the neighborhood who are afraid to leave home at night or even sit on their steps because of the drug users.

Smith continued to describe how “Because of the water fountain, addicts congregate at the playground in the 2200 block of Hunter Street. Children playing on the slides and swing occasionally find discarded

syringes and hypodermic needles.” A tavern located at E. 21st Street and Guilford Avenue is described as another center for these activities and a “shooting gallery” operated out of a building across the street.

Beginning in 1971, residents with addiction may have sought treatment at the North Charles General Hospital which opened an outpatient treatment center in a row of converted rowhouses on the 2600 and 2700 blocks of N. Charles Street that year. The facility reportedly included “a community mental health center, an alcoholism center, a psychiatric day center, a Springfield State Hospital out-patient center, a well-baby clinic center” and other services.

### **Recent Development in Central Baltimore: 1990s-2010s**

Many of the challenges that emerged in the 1960s persisted into the 1990s and up through the present. In June 1990, the Baltimore City Council approved a bill to “prohibit new private clubs and after-hours joints from opening in the Charles-North Revitalization Area.” President of the Charles North Community Association, Rev. Dale Dusman, noted that “his group rarely meets without hearing complaints about nightclubs.”

There were encouraging developments with the adaptive reuse of a former Saints Philip and James School, built in 1917 at 18 West 27th Street, as the Peabody Heights Apartments in late 1993. When the Enoch Pratt Free Library announced plans to close the Saint Paul Street Branch in the mid-1990s residents organized to fight the change. In 1999, these residents established the Village Learning Place which took over operation of the building as an independent nonprofit, community library.

Historic tax credits played an important role in supporting the reuse of several significant buildings in the area. The original campus of Goucher College was designated as a [National Register Historic District](#) in 1978, followed by the Charles Village and Abell in 1983. Greenmount West and Charles North became a historic district in 2002 with the creation of the North Central National Register Historic District. After a series of successful individual landmark designations and historic tax credit projects in Remington, residents organized to list the neighborhood as a Historic District in January 2017.

Several new community organizations and supporting partners were established in the 2000s and early 2010s. These included the management entity for the Station North Arts District, Station North Arts & Entertainment, Inc. (2005), the Central Baltimore Partnership (2008), the Greater Greenmount Community Association (2009), and Greater Remington Improvement Association (2010). Residents and partners often organized around concurrent community planning efforts including the development of the Barclay-Midway-Old Goucher Area Master Plan (approved in June 2005), the Greenmount West Area Master Plan (approved in December 2010), and the Old Goucher Vision Plan (developed between 2013 and October 2016).

These efforts have led to significant reinvestment in Central Baltimore. Since 2012, rehabilitation and new construction projects have added more than 1,000 housing units to central Baltimore. More than \$600 million has been invested in redevelopment projects. Today, Central Baltimore is a racially diverse, increasingly international community of ten unique neighborhoods at the heart of Baltimore City. These ten neighborhoods are home to three anchor institutions - Johns Hopkins University, Maryland Institute



College of Art, and University of Baltimore - and landmarks like Penn Station and the Baltimore Museum of Art. The Station North Arts and Entertainment District, spanning Charles North and Greenmount West, attracts artists and small businesses and contributes significantly to Central Baltimore's historic commercial corridors. The resident leadership of the 1960s and 70s lives on through a web of active community associations, community centers, and service providers who strengthen the ten neighborhoods. Through a long and rich history, Central Baltimore has emerged as a desirable and inclusive place to call home.



**Central Baltimore Partnership  
Housing Strategy**

Central Baltimore Partnership  
March 9, 2016

# CENTRAL BALTIMORE PARTNERSHIP HOUSING STRATEGY MARCH 9, 2016

## EXECUTIVE SUMMARY

Central Baltimore today is the best place in Baltimore for work and investment in community development. Building off market momentum, a relatively small investment in development incentives - \$17.5 million in patient capital for development projects – can catalyze half a billion dollars of development and generate a billion dollars of increased property values. The ten neighborhoods of Central Baltimore can become major civic assets and delightful places for a wide range of people. The population can grow from 20,000 people today to 25,000 over the next seven years. The number of households can grow from 8,750 to 11,500. There will be more people, more jobs, more restaurants and shops, more vibrancy.

The redevelopment of Central Baltimore's ten neighborhoods is coordinated by the Central Baltimore Partnership, an alliance of more than 80 stakeholder organizations, including: community associations, anchor institutions, non-profits, developers, and City agencies. Now in its eighth year, the Partnership makes it possible for a large number of small companies and organizations to work together and achieve big results.

Since 2012, the Central Baltimore Partnership has worked to implement the recommendations of the Homewood Community Partners Initiative (HCPI). This Housing Strategy document is designed to provide a framework for attaining the housing goals set forth in the HCPI report:

1. Create strong, stable housing markets in all 10 Central Baltimore neighborhoods
2. Grow Central Baltimore by 3,000 net new households between 2012 and 2022
3. Maintain income diversity and improve current affordable housing units

In the past three years, much progress has been made. Developers have completed 777 net new units of housing, and good neighborhood marketing efforts have created demand for them. Neighborhoods that have declined for decades are becoming strong, stable housing markets.

We have had to work hard to make the progress that we have made, and we will need to work harder if we are to meet all of the HCPI goals. We will need:

1. Well-funded, professional work in neighborhood organizing and marketing
2. Dramatic traffic-calming on important residential streets, primarily Calvert and St. Paul
3. Safer and more beautiful streets, with a full tree canopy and pedestrian-scale lighting
4. Major efforts to preserve and improve our stock of affordable housing
5. Dramatic improvements in area schools

This report recommends an immediate investment of 17.5 million in development incentives for acquisition and development, including \$10 million that will need to remain in deals for a long time with little or no cash return. This will be a good investment: it will eliminate vacant property, stabilize ten important neighborhoods, and stimulate highly-visible good development. A large part of Baltimore will be transformed.

## ACKNOWLEDGEMENTS

This report was prepared by the Residential Development and Marketing Task Force of the Central Baltimore Partnership using conventional data (e.g., U.S. Census, MRIS) and input from on-the-ground practitioners (e.g., Baltimore City Housing, Realtors, developers, community organizers, economic development specialists). This on-the-ground capacity offers a deep insight into the housing market through a highly experienced team that validated existing data and other information, and provided additional perspectives, data and information that can only be gleaned from extensive local and national hands on engagement in the housing, real estate, regulatory, and financial sectors.

The following members of the Residential Development and Marketing Task Force participated in the creation of this document:

- Patricia Adams, Project Manager, Jubilee Baltimore
- Julia Day, Deputy Commissioner, Land Resources Baltimore Housing
- Charlie Duff, President, Jubilee Baltimore, *Task Force Co-chair*
- Peter Duvall, Community Revitalization Coordinator, Strong City Baltimore (formerly Greater Homewood Community Corporation)
- Andy Frank, Special Assistant to the President, Johns Hopkins University
- Ellen Janes, Executive Director, Central Baltimore Partnership
- Salem Reiner, Associate Director President's Office of Economic Development, Johns Hopkins University
- Karen Stokes, Executive Director, Strong City Baltimore, *Task Force Co-chair*
- Ashley Wallace, Director of Projects and Programs, Central Baltimore Partnership

## VISION

### Central Baltimore in 2022

Imagine that you are visiting the ten neighborhoods of Central Baltimore in the year 2022. What will you see? What will you feel? What will you think?

First and foremost, you will be able to walk through all ten neighborhoods and feel that you are in a great city every step of the way. You will walk casually, without fear or worry. Wherever you look, you will see people, and you will be glad to see them. You will also see buildings. Some will be row houses, some will be apartment buildings. Some neighborhoods will have the calm grace of historic districts, others the vitality of creative and artistic hubs. Each will be a good example of what it is, and you will feel that each is loved by its people.

You will notice that most of the row houses are single-family houses. If you are there after school hours, or during the summer, you will see children playing on the sidewalks and streets in front of their houses, because row house streets will be quiet enough for children to play safely on them. People will tell you that there are more children than there used to be, because the streets are safer and the schools are better. Cars will move carefully, and pedestrians and bicyclists will look confident. As you walk at night, you will feel safe. You will not notice that the streets are well lighted, because good lighting is unobtrusive; but you will feel safe because they are. On hot days, you will be grateful for the trees that shade every sidewalk.

Many people will tell you how they started off in an apartment, then traded up to a house in the same neighborhood or a neighborhood nearby. They will say that there are more apartments than there used to be, and that most of them are in well-designed elevator buildings. You will notice three nodes of high-density multi-family buildings, most of them new:

- Charles North. There will be several tall new apartment buildings near Penn Station, and new elevator buildings will line Charles Street up to 21<sup>st</sup> Street
- Charles Village. This will be a major apartment concentration, and many of the big buildings will be historic. St. Paul Street, between 31<sup>st</sup> and 33<sup>rd</sup> Streets, will be a major node for retail, dining, gathering, and entertaining
- Remington. There will be 800 new units of housing on the former Anderson Automotive site on Maryland and Remington Avenues and Howard, 24<sup>th</sup>, and 25<sup>th</sup> Streets, providing impetus for reinvestment in Old Goucher and along 25<sup>th</sup> Street. And there will be several hundred units more on 28<sup>th</sup> and 29<sup>th</sup> Streets overlooking the Jones Falls Valley

You will notice more racial, economic, and ethnic diversity than you are used to seeing in Baltimore. You will shop at various specialty grocery stores, and you will have dozens of restaurant choices for lunch, dinner, and late-night gathering. People will tell you that there are thousands of subsidized apartments, but you will not be able to tell which ones they are.

## RECOMMENDATIONS

### GOAL 1 – CREATE STRONG, STABLE HOUSING MARKETS

- 1.1 \$6.5 million for long-term investment in 160 row house rehab projects in Barclay, Charles Village (large, three-story houses), Harwood, Old Goucher, and Remington.
- 1.2 \$3 million for long-term investment in commercial projects on and near the Waverly Main Street.
- 1.3 \$400,000 for MGH neighborhood marketing. Continue to invest in marketing activities of many kinds: safety, schools, Live Near Your Work, retaining graduates.
- 1.4 Calm traffic – first on Calvert and St. Paul Streets, then on all residential streets and Greenmount Avenue
- 1.5 Reduce the number and impact of metropolitan-serving agencies and clinics.
- 1.6 Push for continual improvements to the pedestrian experience, particularly
  - pedestrian-level street lights
  - a full tree canopy
  - curb extensions at all heavily trafficked intersections.
- 1.7 Make all of Barclay eligible for historic tax credits by extending the boundaries of the Barclay historic district to include the whole neighborhood, including Midway.
- 1.8 Work with community leaders and developers to ensure that newly-developed housing improves neighborhoods and meets the full range of consumer demand.
- 1.9 Work to retain current Central Baltimore residents, whether in their current homes or in new homes.

### GOAL 2 – GROW CENTRAL BALTIMORE BY 3,000 NET NEW HOUSEHOLDS

- 2.1 \$3.5 million for acquisition and pre-development on commercial projects in Charles North, much of it free to remain in deals.
- 2.2 \$3 million for high-intensity residential and mixed-use projects in Remington.
- 2.3 \$1 million for acquisition, pre-development, and possibly long-term soft finance for high-density projects in Old Goucher.
- 2.4 Prioritize work with Baltimore City to bring about residential redevelopment of the two former Goucher dorms in the 2300 block of Maryland Avenue.



- 2.5     Develop strategies to retain and attract people affiliated with colleges, hospitals, and universities through branding and promotions, incentives, and other components that make living in Central Baltimore an attractive option.**

### **GOAL 3 – MAINTAIN INCOME DIVERSITY**

- 3.1     Continue and expand current work with owners of affordable developments to improve housing conditions and housing management.**
- 3.2     Assist residents of Remington in creating a land trust for affordable housing.**
- 3.3     Continue to develop affordable housing and work space for artists, and begin now to work with the owners of the Copy Cat and other buildings to ensure their long-term availability for Baltimore’s arts community.**
- 3.4     Continue and expand current work with legacy residents in all neighborhoods.**
- 3.5     Support the City’s initiatives on employee homeownership and anchor institutions.**
- 3.6     Support neighborhoods in implementing the affordable housing provisions of their neighborhood plans and Small Area plans.**

## REACHING OUR THREE GOALS

### GOAL 1 – BUILD STRONG, STABLE HOUSING MARKETS IN ALL CENTRAL BALTIMORE NEIGHBORHOODS

Strong, stable housing markets are the foundation of good neighborhoods. All Central Baltimore partners have recognized this from the beginning and worked to strengthen neighborhood housing markets, often with help from Healthy Neighborhoods, Inc. and Baltimore Housing.

Our definition of “strong, stable housing markets” is simple: houses need to be worth at least as much as they cost to build. Stable neighborhoods have no gaps between what houses cost and what people are willing to pay for them. Three Central Baltimore neighborhoods – Abell, Oakenshawe, and Wyman Park - meet the basic test for neighborhood strength and stability now, as does the market for small houses in Charles Village.

Building strong, stable housing markets is the best way to get vacant houses rebuilt, vacant lots developed, and run-down buildings renovated. Strong, stable neighborhoods have vacancy rates of 10% or below. They do not have vacant lots and run-down buildings.

Most Central Baltimore neighborhoods have the potential to become vibrant. Vibrant neighborhoods do more than survive. They enliven the people who live and work in them, and they help to build entire cities. If we can make our neighborhoods strong and stable, we will get a huge bonus of vibrancy.

To achieve the potential of our neighborhoods, we need to do two kinds of work: to increase both the supply of good housing in Central Baltimore and the demand for it.

#### **Increasing Supply:**

##### **Plugging Financial Gaps for Row House Rehab - \$6.25 million**

Rehabbers and developers need enough money to turn vacant and run-down houses into good houses. In strong, stable neighborhoods, where houses are worth what they cost to build, ordinary mortgage lending is sufficient. In disinvested neighborhoods, however, where houses are worth less than they cost, there is a gap between development cost and the amount that prudent lenders will lend. Soft money of some kind is needed to plug the gap.

Baltimore has many examples of neighborhoods that began with gaps, found soft money for gap-plugging, and eventually passed a tipping point to become strong and stable. The best example of this is Otterbein. In the summer of 1975, when the City gave the name of “Otterbein” to 110 vacant houses that it wanted to sell, the neighborhood market was so weak that the price was set at \$1 per house. The City called it “Urban Homesteading”. Because every house needed more rehab than would be justified by an after-rehab appraisal, the City provided low-interest rehab loans equal to twice the after-rehab appraisal of each house. That was quite some gap-plugging venture: lending people twice as much as their house would be worth, and at low interest. Urban Homesteading was a huge success. Three thousand people competed to buy the 110 vacant houses. Rehab was complete by 1979, and the City installed the best streetscape infrastructure in Baltimore: brick sidewalks, pedestrian-scale streetlights, large trees. Otterbein passed its tipping

point within three years, and private developers built more than 400 new houses and condominiums on vacant Otterbein land by 1985.

More recently, Patterson Park and Mt. Vernon rebounded in the early 2000s thanks to the skilled application of soft money. In Mt. Vernon, which is closely comparable to most Central Baltimore neighborhoods today, Jubilee Baltimore raised about \$1 million in grant funds for acquiring and renovating buildings, then leveraged it with bank loans and historic tax credits, and revolved money as projects were completed. By the time the money was used up, Jubilee had used it to acquire 15 buildings and launch more than \$10 million in projects. This gap-plugging was an essential part of Jubilee's Mt. Vernon strategy, which brought about the renovation of more than 50 Mt. Vernon buildings within five years, with an investment of approximately \$30 million, and "re-set" the Mt. Vernon market so that developers could afford to build large projects on parking lots for the first time in 40 years. After decades of decline, Mt. Vernon has grown by more than 1,000 households in the last decade.

Although Jubilee was careful enough to stretch \$1 million into \$10 million worth of projects, Jubilee was not afraid to lose grant money on plugging gaps in individual deals, and Jubilee eventually used up all of its \$1 million. Although Jubilee had much less soft money than had been available in Otterbein in the 1970s, there was less need for it, as row houses and downtown neighborhoods had much more market acceptance than had been the case 25 years earlier.

Most Central Baltimore neighborhoods need gap-plugging today. They need it on the scale of Patterson Park and Mt. Vernon, not on the scale of Otterbein. To find out how much, Jubilee Baltimore and Strong City Baltimore conducted an exhaustive analysis of every residential sale in Central Baltimore in 2014, with advice and "reality check" from Seawall Development. For each neighborhood, they compared the cost of a fully-rehabbed house with the average of the three highest sales in the neighborhood in 2014. All analyses were conducted on a per-square-foot basis, making it possible to compare small houses with large ones. Here are the results:

*Table 1. The Cost of Good-quality Houses vs. Their Selling Prices, 2014*

| <b>Neighborhood</b>       | <b>Current<br/>High<br/>Sale<br/>Price/sf</b> | <b>Rehab<br/>Cost<br/>per<br/>sf</b> | <b>Production<br/>Cost per<br/>House</b> | <b>97%<br/>Mtge</b> | <b>Tax<br/>Credits</b> | <b>Buyer<br/>Cash</b> | <b>Total</b> | <b>Gap per<br/>House</b> |
|---------------------------|---|--------------------------------------|--|---------------------|------------------------|-----------------------|--------------|--------------------------|
| Abell                     | 134   | 177                                  | 278,957                                  | 188,218             | 18,475                 | 8,369                 | 215,062      | 63,895                   |
| Barclay                   | 119   | 143                                  | 296,747                                  | 219,648             | 30,561                 | 8,902                 | 259,111      | 37,635                   |
| Charles North             | 128   | 171                                  | 364,113                                  | 242,500             | 35,000                 | 10,923                | 288,423      | 75,690                   |
| Charles Village <3,000 sf | 182   | 210                                  | 363,683                                  | 279,360             | 19,760                 | 10,910                | 310,030      | 53,653                   |
| Charles Village >3,000 sf | 119   | 169                                  | 608,580                                  | 381,695             | 35,000                 | 18,257                | 434,952      | 173,628                  |
| Greenmount West – Rehab   | 151   | 170                                  | 374,000                                  | 362,780             | 45,104                 | 7,846                 | 415,730      | -41,730                  |
| Greenmount West – New     | 151   | 162                                  | 264,502                                  | 219,705             | 0                      | 6,795                 | 226,500      | 38,002                   |
| Harwood                   | 110   | 142                                  | 240,051                                  | 165,187             | 0                      | 7,202                 | 172,388      | 67,662                   |
| Oakenshawe                | 160   | 131                                  | 233,725                                  | 253,570             | 15,725                 | 7,012                 | 276,307      | -42,582                  |
| Old Goucher               | 100   | 176                                  | 374,234                                  | 188,704             | 32,476                 | 11,227                | 231,297      | 113,147                  |
| Remington                 | 159   | 190                                  | 233,816                                  | 174,335             | 0                      | 7,014                 | 181,349      | 52,467                   |
| Wyman Park                | 161   | 195                                  | 319,905                                  | 234,204             | 17,258                 | 9,597                 | 261,060      | 58,846                   |

This was a good start – an essential start, in fact. It was, however, unduly pessimistic in two ways:

- It overstated the gaps in neighborhoods that are already stable. Abell, Oakenshawe, and Wyman Park are already stable, as is the market for small houses in Charles Village (less than 3,000 square feet). The analysis above worked by starting with the purchase price of a house that needed rehab, then adding the cost of rehab. This method did not work in stable neighborhoods because they did not have any houses that were in bad enough condition to need full rehab.
- It showed a need for soft money in Charles North. Although the current row house market in Charles North is not stable, it cannot be stabilized through row house rehab. Only non-commercial projects and large multi-family projects can stabilize Charles North.

Subsidy will not be needed for every renovated house in every neighborhood. Central Baltimore is strong enough for small investments to catalyze neighborhood stability. Only a small number of houses will need subsidy in each neighborhood – just enough to bring the neighborhood up to its tipping point. The number will be different for each neighborhood. But when the right number of houses is built or renovated, a neighborhood housing market will “re-set” to the new, higher values, and gap-plugging soft money will no longer be needed.

The first house in each neighborhood will need the largest amount of soft money. The last house will need none.

How many houses need subsidy in each neighborhood? And how much will it cost to stabilize our unstable neighborhoods? Here again, Jubilee, Strong City, and Seawall studied neighborhood markets and agreed on a recommendation:

*Table 2. Cost of Stabilizing Central Baltimore Neighborhoods*

|                                     | <b><u>Number of<br/>Houses</u></b> | <b><u>Total<br/>Cost</u></b> | <b><u>Gap</u></b> |
|-------------------------------------|------------------------------------|------------------------------|-------------------|
| <b>Barclay</b>                      | 50                                 | 13,612,231                   | 940,879           |
| <b>Charles North</b>                | 5                                  | 1,820,566                    | 189,224           |
| <b>Charles Village &gt;3,000 sf</b> | 25                                 | 15,214,501                   | 2,170,346         |
| <b>Greenmount West - Rehab</b>      | 40                                 | 0                            | 0                 |
| <b>Greenmount West - New</b>        | 30                                 | 7,935,050                    | 559,602           |
| <b>Harwood</b>                      | 30                                 | 7,201,520                    | 1,014,934         |
| <b>Old Goucher</b>                  | 10                                 | 3,444,435                    | 565,733           |
| <b>Remington</b>                    | 30                                 | 7,014,483                    | 787,001           |
| <b>Total</b>                        | 220                                | 56,242,786                   | 6,227,719         |

This is a good investment. For less than \$6.5 million we can strengthen and stabilize six entire neighborhoods with more than 8,000 existing housing units and more than 16,000 current residents. Gap-plugging money can take many forms: mortgages on beneficial terms (like Healthy Neighborhoods,) grants to homebuyers (like Live Near Your Work,) soft second mortgages. There are many proven techniques. All soft money should be available in the pre-development and development phases of projects.

Central Baltimore is an area where a small investment in neighborhood stabilization can bring a very large return. A \$6.5 million investment will renovate 160 houses and create almost \$60 million worth of value. But that is only a small part of the benefit. This \$6.5 million will also re-set the housing markets of entire neighborhoods. Every house, every apartment will increase in value. There are more than 8,000 housing units in the neighborhoods that need this kind of investment. Each of these will rise substantially in value when the neighborhood re-sets. We estimate that our \$6.5 million investment will create more than \$300 million in value for the owners of these units and more than \$6 million each year in additional revenue to the City.

In cold financial terms, this is mind-boggling. In warm human terms, this means that more than 16,000 people will live in neighborhoods that are strong, stable, and increasingly vibrant.

There is a special urgency in Charles Village. The completion of 9 E. 33<sup>rd</sup> Street in the fall of 2016 will take almost 600 students out of the Charles Village rental market. Johns Hopkins University engaged the Sage Policy Group in 2014 to study the impact of this new student housing. Sage concluded that the neighborhood housing market would weaken, with potential adverse consequences, and recommended that there be a large-scale effort to acquire and renovate 25 of the larger three-story houses in Charles Village. Sage's recommendations agreed with those of Jubilee, Strong City, and Seawall in scale, cost, and urgency.

Note: the market for small houses in Charles Village is already adequately strong. The problem is larger, three-story houses, of which Charles Village has approximately 600. Many of these houses have served as student housing for generations and are in very poor condition. As shown in Table 6 above, current market conditions make it infeasible to buy and renovate large houses in Charles Village.

### **Increasing Supply: Code Enforcement**

Neighborhood revitalization requires both carrots and sticks. Most of this document is about carrots, but sticks are equally important. The basic stick for neighborhood revitalization is code enforcement. This is particularly true in Baltimore today, because Baltimore's Vacant Building Receivership Law is a proven aid in neighborhood revitalization and is triggered by code enforcement.

Baltimore's code enforcement operation is exceptional. City staff is excellent, and community leaders in Central Baltimore act as "spotters" for City inspectors. Peter Duvall of Strong City Baltimore does a remarkable job of keeping track and riding herd. These efforts – both private and public – need to be maintained.

Baltimore City's unique Vacant Building Receivership Ordinance has brought about the transfer of hundreds of long-vacant houses to more responsible owners. In Barclay, Telesis Baltimore Corporation has facilitated receivership actions by serving as a "developer of last resort," guaranteeing that someone will buy a Barclay vacant at a receivership auction. There should be a buyer of last resort in every neighborhood in Central Baltimore.

### **Increasing Demand: Marketing Neighborhoods**

The marketing of Central Baltimore neighborhoods has improved dramatically in recent years and is about to improve dramatically again. Strong City Baltimore and Jubilee Baltimore have organized and marketed most neighborhoods with techniques and money from Healthy Neighborhoods, Inc. and Johns Hopkins University. The arts marketing of the Station North Arts & Entertainment District has helped to make Station North a "brand," with noticeable benefit to surrounding neighborhoods and a national reach. Remington is getting national recognition as a hot/cool neighborhood. Johns Hopkins grants through its homeownership incentive program *Live Near Your Work* have encouraged more than 47,000 Johns Hopkins University and Hospital employees to look at neighborhoods they would once have ignored. The Maryland Institute College of Art and the University of Baltimore are making investments to encourage students, faculty members, and employees to live in Central Baltimore. And a dynamic group of young realtors has seen the potential in Central Baltimore and worked hard to sell renovated houses to good buyers.

Central to all marketing efforts in Baltimore neighborhoods is the Live Baltimore Marketing Center. Live Baltimore works tirelessly and with great skill to attract new homeowners, and is now marketing Baltimore again in the Washington market. Live Baltimore has recently created a new initiative called Way to Stay, designed to encourage young renters to buy their first houses in the city. Four of Central Baltimore's ten neighborhoods have been designated "Five-star" family-friendly neighborhoods by Live Baltimore: Abell, Barclay, Charles Village, and Harwood. The North Calvert Green homes in the Barclay neighborhood have been marketed by Live Baltimore during their "City Living Starts Here" and "Buying into Baltimore" events.

Starting in the spring of 2016, with implementation over the following years, marketing efforts will take a leap forward through the work of MGH, a leading branding, marketing and promotions firm, retained by Johns Hopkins University to work in conjunction with Central Baltimore's stakeholders to prepare a highly professional branding, marketing and promotions program for the neighborhoods of Central Baltimore. Their assignment is primarily to grow the residential population, including driving demand for additional housing and promoting retail, dining, cultural opportunities, and public schools. We estimate that the implementation of the MGH marketing strategy will cost \$400,000 over three years.

### **Increasing Demand: Improving Schools**

Many Central Baltimore neighborhoods have houses that are large enough to attract and retain families with children. Key to increasing demand for these large houses are strong, desirable public schools. HCPI partners have already invested in Margaret Brent and Barclay with \$3

million in facilities upgrades under the direction of a stakeholder-driven strategic plan for improving the schools and attracting and retaining in-zone families. The plan includes creation of flagship academic programs with a durable university partner, starting with the Barclay-Whiting School of Engineering partnership featuring a state of the art engineering lab and curriculum. Margaret Brent is incorporating the arts in every corner of the school with a flagship Arts Integration program. A coordinated marketing program – Great Schools Charles Village - to recruit in-zone parents has resulted in new diversity at Margaret Brent’s school population and an uptick in neighborhood interest in Barclay as it implements its new engineering curriculum. Dallas Nicholas has a strong principal and a partnership with Johns Hopkins’ STEM Achievement in Baltimore Elementary Schools (SABES,) a five- year project that improves STEM curriculum and delivery in grades 3 - 5.

The strategy moving forward needs to include activities, projects and funding to strengthen schools in tandem with marketing strategies that target neighborhood families. Expanding to other schools the successful Great Schools Charles Village marketing strategies will be important. It will also be important to have renovated houses that can attract families with children, and streets that are safe enough – both in crime and in traffic – for children to play on them.

#### **Increasing Demand: Building Community**

Essential to improving livability and a successful housing strategy is a community building strategy, and Central Baltimore is fortunate to have an exceptional group of non-profit organizations that specialize in various aspects of community-building. Funding for community organizers to work in target communities will build community voice and capacity to address priority issues of livability. Organized neighborhoods are strong neighborhoods and the strategic deployment of community organizers will help neighborhoods identify new leadership and volunteers, strengthen neighborhood association board and block captain networks that can address quality of life issues and plug in with HCPI partner activities such as marketing, Spruce Up and Healthy Neighborhoods grants, etc. Much of the work needs to be resident driven and that cannot happen without professional community organizing.

#### **Increasing Demand: Improving Livability**

During the meetings that led up to the HCPI strategy document, David Boehlke, a nationally-recognized community revitalization expert and the creator of Healthy Neighborhoods, said: “If Calvert and St. Paul Streets became two-way, the value of every house on them would immediately go up by \$25,000.” This is a reminder that the livability – traffic, sidewalks, lighting, trees, parks, safety – is an important part of any strategy that aims to strengthen neighborhood housing markets.

As it happens, a broad coalition of groups from Central Baltimore, Midtown, and Downtown have acted on Boehlke’s advice and mounted a campaign for traffic calming and two-way flow on Calvert and St. Paul Streets. Members of the traffic-calming coalition are motivated less by a concern for property values than by a desire to have a more livable residential environment.



National studies show that two-way streets have fewer accidents and less crime than one-way streets. One study even reports that people who live on two-way streets have more friends.

If this sounds like a big change - well, big traffic changes are possible. The rebuilding of Charles Street in Charles Village has recently been completed, a very expensive project that took a decade to plan and build. It has succeeded in improving the experience of pedestrians, cyclists and residents. Major greening efforts are now under way in Old Goucher, and Johns Hopkins University's plans for 33<sup>rd</sup> Street and the 3100 and 3200 blocks of St. Paul Street will create a streetscape both vibrant and pleasant.

Other neighborhoods understand the added benefits that traffic calming can bring to the quality of life, and thus welcome more residents. There is much interest to explore traffic calming on the main roadways crossing through Remington, 28th and 29th Streets. And every neighborhood that borders Greenmount Avenue is actively pushing the traffic-calming recommendations of LINC'S. The traffic calming initiatives proposed in Central Baltimore can effectively create demand as they have safety and economic benefits for residents and businesses. It will be impossible to attract large numbers of middle-class families in the child-rearing years without traffic-calming.

Green spaces are an important element of livability. Central Baltimore has some good green spaces, ranging from the Wyman Park Dell to the new wealth of community gardens and community-managed public spaces, but more needs to be done. The community associations of Greenmount West and Old Goucher are particularly active in green space creation and improvement, and Amtrak is planning a vital open space near Penn Station. The most ambitious current open space work is in Barclay, where Telesis Baltimore Corporation is creating a 28,000 acre Park at the corner of 20<sup>th</sup> and Barclay Streets. The Park is being designed by Oehme van Sweden and is scheduled to be completed when the new construction homes are built. HCPI Spruce Up has awarded \$25,000 in funds for art, lighting and signage; however more resources are needed to complete the Park.

Safety and security are also vital elements of livability. No matter how beautiful a street is, no one will walk on it voluntarily unless they feel safe. People do not feel safe enough on our streets now. Progress is, however, being made: in 2014 and 2015, while the City as a whole and the Northern Police District experienced *increases* in crime of 5.21% and 11% respectively, the Charles Village Community Benefits District and the North Charles Street corridor experienced *decreases* of 13.81% and 20.79% respectively. Central Baltimore, Johns Hopkins University, and the Charles Village Community Benefits District have an ongoing program of increasing public safety. Central Baltimore Partnership's task force on increasing access to metropolitan-serving agencies and opioid treatment programs in areas of need while limiting their concentration is important here; and eternal vigilance will always be the price of good bus stops, particularly on North and Greenmount Avenues. CBP's task force pursues good neighbor agreements with the existing clinics, is working with state officials on improving the regulatory environment for locating and evaluating clinics, and recently formed a city-wide coalition to support improved quality of care.

**Increasing Demand:****Making Places Look Better**

Aesthetics in the public realm can be an element that also drives demand, and neighborhood efforts to make places look better are good for building community spirit and competence. Too many of our streets and public spaces still look bedraggled. While large-scale efforts like calming traffic and replacing “cobra” street lights with pedestrian-scale lights are necessary, grass-roots efforts are also important and are already making a difference. The HCPI Community Spruce-Up Grant Program, operating from the Central Baltimore Partnership, is a grassroots approach that generates projects that not only address aesthetics, but also promote security, safety, greening, and community building. Through generous support from Johns Hopkins University and Maryland Department of Housing and Community Development, the Grant Program has made awards to more than 20 projects in the public realm, with a total value of \$1.87 million, ranging from sign installations, playground improvements, to lighting, and tree planting. Through this Grant Program, the emphasis for community building allows for residents to become more directly involved in improving their surroundings, which ultimately increases the quality of life of the area.

**Increasing Demand:****Improving Greenmount Avenue**

Greenmount Avenue is a street with a big influence on surrounding neighborhoods. At present, it has more problems than opportunities, and it weakens every neighborhood it touches. It does, however, have just enough stability to build on. The neighborhoods that touch it – Barclay, Greenmount West, Harwood, and Oakenshawe – cannot reach their potential until Greenmount Avenue reaches something like its own potential.

Greenmount Avenue is a commercial street, and Greenmount Avenue projects are likely to be commercial projects. Fortunately, Waverly Main Street, the organization that works to strengthen much of Greenmount Avenue, is a full Partner in the Central Baltimore Partnership and counts as an eleventh neighborhood in the Partnership’s calculations. Waverly Main Street has compiled a list of good potential projects. Central Baltimore should support Waverly Main Street by raising \$3 million for commercial projects in the Waverly Main Street area.

Greenmount Avenue is a priority of the Mayor’s LINCS program. Central Baltimore should monitor LINCS and work to bring about the recommendations of the ULI Greenmount Avenue Task Force. Of particular importance are the recommendations about traffic and parking.

**Increasing Demand:****Giving Families What They Want and Need**

Baltimore has done an outstanding job of attracting young middle-class people to live in central neighborhoods. Most are renters. As they age, and particularly as they have children, most will want to become homeowners. Central Baltimore has great opportunities for them, but we need to improve our offerings. They will want a three-legged stool: family-sized houses with good schools and safe streets with calm traffic.

- Our *family-sized houses* are heavily concentrated in St. Paul and Calvert Streets and in Guilford Avenue. We must make sure that developers can create an adequate supply of ready-made houses in these streets.
- Two of those streets, St. Paul and Calvert, have more traffic than middle-class families will put up with in their child-rearing years. We must *calm traffic* on those streets.
  - Finally, we must ensure that our family-friendly streets have access to *public schools of middle-class quality*.

## GOAL 1 - RECOMMENDATIONS

- 1.1 **\$6.5 million for long-term investment in 160 row house rehab projects in Barclay, Charles Village (large, three-story houses), Harwood, Old Goucher, and Remington.**
- 1.2 **\$3 million for long-term investment in commercial projects on and near the Waverly Main Street.**
- 1.3 **\$400,000 for MGH neighborhood marketing. Continue to invest in marketing activities of many kinds: safety, schools, Live Near Your Work, retaining graduates.**
- 1.4 **Calm traffic – first on Calvert and St. Paul Streets, then on all residential streets and Greenmount Avenue**
- 1.5 **Reduce the number and impact of metropolitan-serving agencies and clinics.**
- 1.6 **Push for continual improvements to the pedestrian experience, particularly**
  - **pedestrian-level street lights**
  - **a full tree canopy**
  - **curb extensions at all heavily trafficked intersections.**
- 1.7 **Make all of Barclay eligible for historic tax credits by extending the boundaries of the Barclay historic district to include the whole neighborhood, including Midway.**
- 1.8 **Work with community leaders and developers to ensure that newly-developed housing improves neighborhoods and meets the full range of consumer demand.**
- 1.9 **Work to retain current Central Baltimore residents, whether in their current homes or in new homes.**

## GOAL 2 - GROW CENTRAL BALTIMORE BY 3,000 NET NEW HOUSEHOLDS 2012 – 2022

The HCPI report set a data-driven, pragmatic goal of growing Central Baltimore by a net of 3,000 households between 2012 and 2022, an average of 300 households per year. We are now at the end of the third year of HCPI work, and results are encouraging. A total of “net new” 658 housing units have been created or are under construction, for an average of almost 225 units per year. We have 2235 units to go, and seven years to get them built, for an average of about 315 units per year. In short, we need to increase our annual housing production by about 50%. A further 139 units are in pre-development. This is a good start, but we need to do more.

There are two ways to gain units and households, putting vacant houses back into use and building new units.

### Putting vacant units back into use

By building strong, stable neighborhoods through the actions outlined under Goal 1, we will create conditions of supply and demand that will reduce the vacancy rate in every neighborhood to something like the citywide average, roughly 10%. This will add 851 households to the neighborhoods of Central Baltimore. Thus, by achieving our first goal, we will also achieve more than one quarter of our second.

*Table 3. Household Gain by Reducing Vacancy to 10%, relative to 2010 Census*

| <b>Neighborhood</b> | <b>Total</b>  | <b>Units</b>  | <b>10% vacancy</b> | <b>Gain</b> |
|---------------------|---------------|---------------|--------------------|-------------|
|                     | <b>Units</b>  | <b>Vacant</b> |                    |             |
| Abell               | 515           | 49            | 51                 | 0           |
| Barclay             | 1,490         | 535           | 149                | 386         |
| Charles North       | 916           | 200           | 91.6               | 108         |
| Charles Village     | 4,670         | 264           | 467                | 0           |
| Greenmount West     | 854           | 284           | 85                 | 199         |
| Harwood             | 749           | 179           | 75                 | 104         |
| Remington           | 1,250         | 178           | 125                | 53          |
| Oakenshawe          | 575           | 29            | 57                 | 0           |
| Wyman Park          | 679           | 34            | 70                 | 1           |
| <b>Total</b>        | <b>11,698</b> | <b>2,191</b>  | <b>1,170</b>       | <b>851</b>  |

We have already made considerable progress towards putting these 851 units back into occupancy. Renovators have returned 265 vacant houses to use since 2012. These count towards the HCPI goal of creating 3,000 net new households. If we think of 851 houses and apartments as a reasonable target, we have already gained 265. We have 586 vacant units to go.

### Building New Units

In addition to renovating 851 vacant units, we must see to it that 2,149 new units are built. Of these, 459 are under construction and 139 in pre-development, a total of 598. This leaves

1,551 net new units that need to be built by 2022, an average of 220 units per year. This is almost exactly the annual production of our neighborhoods for the past three years, so we should be able to do this. Coupled with the renovation of vacant units, this will complete the task of bringing 3,000 net new households into our neighborhoods.

Most of these new units should be built in large, purpose-built, elevator buildings. Central Baltimore has one of the best locations for high-density housing in the city, and it is one of the few well-located places where neighborhood leaders welcome added density. This makes Central Baltimore an important part of Baltimore's growth strategy. Baltimore is doing a remarkable job of attracting millennials and empty-nesters, two groups that like to live in apartment buildings; but Baltimore has too few good apartments and good apartment buildings to meet their needs. Considering that 78% of Baltimore City households were childless in 2010 – and 89.5% of households in Central Baltimore – there is a large potential market for units that offer security and require little or no maintenance. As of now, like the rest of Baltimore City, the neighborhoods of Central Baltimore have too many houses and too few well-designed apartment houses. This is an obvious opportunity.

Large new buildings require opportunity sites, i.e. pieces of undeveloped land that are big enough to build on with economic feasibility. Four of our neighborhoods have no opportunity sites and thus no opportunity for building new units: Abell, Harwood, Oakenshawe, and Wyman Park. Six neighborhoods have opportunity sites: Barclay, Charles North, Charles Village, Greenmount West, Old Goucher, and Remington. The opportunity sites in these neighborhoods are big enough to hold almost 5,500 new units of housing, more than enough for a goal of 1,551 new units.

*Table 4. Potential new construction by neighborhood*

| <b>Neighborhood</b> | <b>Potential<br/>New Units</b> | <b>% of Total Potential</b> |
|---------------------|--------------------------------|-----------------------------|
| Barclay             | 250                            | 5%                          |
| Charles North       | 1,950                          | 36%                         |
| Charles Village     | 750                            | 14%                         |
| Greenmount West     | 230                            | 4%                          |
| Old Goucher         | 405                            | 8%                          |
| Remington           | 1,775                          | 33%                         |
| <b>Total</b>        | <b>5,360</b>                   | <b>100%</b>                 |

If we can unlock the potential of our opportunity sites, and build 1,551 new units of housing, we can add something like 2,500 neighbors. These new neighbors will support restaurants and stores and bring new safety and vibrancy to our streets.

The new development projects will add approximately \$300 million to the City's tax base. When tax incentives expire, they will add almost \$7 million/year to the City's budget.

The specifics will be different in each neighborhood.

### ***Charles North – Building a Residential Market through Non-residential Projects***

Of all our neighborhoods, Charles North has the highest potential for new housing gain. If all possible projects build out, Charles North can add 1,950 new units of housing, almost as many new units as need to be built in all ten neighborhoods put together. There are major opportunity sites on Amtrak land and other parcels within easy walk of Penn Station. It is fortunate that only three property owners control most of the opportunity sites – and all of them are working well with the Central Baltimore Partnership or are actual active partners. Moreover, Amtrak, the owner of the best sites, is in the early stages of development planning. We should prioritize efforts to support high-density market-driven development on the various Amtrak sites.

The great strength of Charles North is that it is the most visible part of the Station North Arts & Entertainment District. Several dozen venues, bars, galleries, restaurants, and theatres have created awareness and demand. Thousands of potential residents now know where Charles North is, think it's cool, and feel comfortable in it at night. MICA and Joe Squared led the way a decade ago. Then came the Windup Space and other venues in the North Avenue Market. The last six months have seen two spectacular new projects come on line, the Centre and the Motor House, representing a total investment of almost \$30 million and bringing hundreds of people to the area every day. And construction has begun on the Parkway, the exciting \$18 million three-screen art cinema at the corner of Charles Street and North Avenue.

The best way to create a development climate for Charles North's potential residential projects is to bring about more non-residential projects like the Centre, the Motor House, and the Parkway. Charles North is primarily a commercial district. It does not have enough existing housing for housing efforts alone to lift the neighborhood real estate market. Only non-residential development projects can create an adequate development climate for large-scale residential development. Fortunately, there are enough non-residential opportunity sites, and enough proven successes, to make such a strategy feasible. And the excellent location of the area, with excellent connections by rail, bike, transit, and car, offer a strong ready-made customer base for businesses and commercial developments.

Projects of this kind need soft money in Charles North. The Centre, a \$19 million project, required more than \$1 million of pre-development money and more than \$1.5 million of permanent grant money. And Jubilee, the developer of the Centre, deferred its entire fee for seven years, something that no profit-motivated developer would do. If the Centre is a guide, we should be able to help a project with approximately 10% of its costs.

How much money is needed? At a guess, Charles North needs as much new investment in commercial projects as is represented by the Centre, the Motor House, and the Parkway just to prepare the way for larger projects with a residential component. This means total project costs of about \$45 million and gap-plugging incentives of \$3.5 million. We should be prepared to leave this money in projects for at least the seven-year compliance period of New Markets Tax Credits, a key financing mechanism for projects of this kind.

### ***Remington –Big Opportunities for High-density Development***

Remington has almost as much development potential as Charles North. We are lucky that Seawall Development, which is active in the Central Baltimore Partnership and shares our vision, owns a high percentage of Remington's opportunity sites and is actively at work on them. Seawall has already rehabbed ten long-term vacant houses and now has a major mixed-use project under construction.

Remington is an important gateway to Central Baltimore and to the Homewood campus of Johns Hopkins University. It has its own interchange with the Jones Falls Expressway, and most online mapping services direct people to 28<sup>th</sup> and 29<sup>th</sup> Streets if their destination is anywhere in the northern half of Central Baltimore. Remington is also the only Central Baltimore neighborhood that is not on the north-south grid of the Charles Street axis. It has its own street grid, set at an angle of about 45 degrees to the northwest, with a juncture at 25<sup>th</sup> Street. This 45-degree offset makes Remington the connection between the Charles Street corridor and the burgeoning neighborhoods of Hampden and Woodberry.

Remington's exceptional access makes it one of the best places in Baltimore for high-intensity mixed-use development. Two parts of the neighborhood have particular promise: a group of low-density parcels along Sisson Street and at the west end of 28<sup>th</sup> and 29<sup>th</sup> Streets and the former A.D. Anderson site at the intersection of 25<sup>th</sup> Street with Howard Street and Maryland Avenue.

The sites on Sisson Street and the west end of 28<sup>th</sup> and 29<sup>th</sup> Streets offer the opportunity to capitalize on access to the Jones Falls Expressway and to define a vital entrance to Central Baltimore. They have potential for a wide range of uses: office and retail as well as residential. The Anderson site, if properly developed, can connect the Remington, Hampden, and Woodberry to the Charles Street corridor. If improperly developed, it can divide them, as it has done for several generations.

These two areas have the potential for almost 2,000 units of housing, in addition to valuable office and retail uses. For reasons of access, development potential, and the ability to shape Central Baltimore, Remington should be one of our highest priorities. We recommend an investment of \$3 million in high-intensity residential and mixed-use projects in Remington.

### ***Barclay – 200 New Units to Complete a Successful Transformation***

Through an innovative partnership between Baltimore Housing and the Telesis Baltimore Corporation, Barclay neighborhood has been growing and improving for several years and is now well on the way to being a strong, stable neighborhood with economic and racial diversity. Barclay still has room for approximately 200 new units. This total includes both single family homeownership on sites scattered throughout the neighborhood and mixed-use elevator buildings along Greenmount Avenue. Telesis Corporation is actively working on these opportunity projects as part of the comprehensive redevelopment of the Barclay/Midway and Old Goucher Neighborhoods. These projects include critical infill projects that will further stabilize the neighborhood and larger projects that will work to transform highly visible vacant property on Greenmount Avenue into mixed-use, mixed-income developments with beautiful,



environmentally friendly architecture and much needed community amenities and retail space.

Telesis Baltimore Corporation is creating a 28,000 acre Park at the corner of 20<sup>th</sup> and Barclay Streets. The park effort has received \$25,000 in funds for art, lighting and signage; however more resources are needed to complete the park.

### ***Old Goucher – City Cooperation and \$1,000,000***

The beautiful neighborhood of Old Goucher has potential for 405 new units, partly on a portion of the Anderson site, partly on two other sites. The two other sites should be fairly easy to develop. The problem is acquiring them.

One site is at the corner of Calvert and 24<sup>th</sup> Streets. The current owners have set prices that are too high for the current market. The sites are not nuisances, but they are opportunities. Central Baltimore should create a plan for these sites and should provide financial assistance, if needed, to developers who agree to carry out the plan, whenever that may be.

The second site is the east side of the 2300 block of Maryland Avenue, where the City now owns a pair of former Goucher College dorms and the large open area between them. This is a more important site than the lots at Calvert and 24<sup>th</sup>, and it should be a very high priority of this effort. Central Baltimore should begin now to work with the City and the Old Goucher Neighborhood Association to ensure that the City sites will undergo high-quality residential development by 2022.

Central Baltimore should commit \$1,000,000 immediately for pre-development in Old Goucher. If necessary, we should be prepared to leave money in the deals that result.

### ***Charles Village – Long-term Planning***

The best opportunity site in Charles Village is the site of the now-vacant Dell House, a high-rise apartment building now owned by Johns Hopkins University, which also owns much surrounding property. This would be an excellent site for a student residence on the scale of Charles Commons or 9 E. 33<sup>rd</sup> Street.

The rest of the development potential of Charles Village will be hard to unlock. Almost all of its opportunity sites lie along Charles Street between 26<sup>th</sup> and 29<sup>th</sup> Streets, and they are not vacant. Although the existing buildings are too small for the width of the street in these blocks, and the neighborhood would benefit greatly from dense redevelopment with ground-floor retail, this is at best a long-term aspiration, with a high potential for controversy and delay.

### ***Housing for University and Hospital Affiliates***

With the Maryland Institute of Art, University of Baltimore, and Johns Hopkins University situated within Central Baltimore, and ten other colleges and universities within commuting distance, there is an opportunity to house recent college graduates, incoming young faculty and researchers, and the wide range of employees who work at these institutions. Each of these institutions brings people to Baltimore every year, people who want and need a wide range of housing types.

Opportunities to increase the number of university and hospital affiliates include: improved marketing, collaboration among MICA, UB, Union Memorial Hospital, and JHU, adjusting incentives to homebuyers and possibly initiating incentives for renters, investigating partnerships with developers and financial institutions, and reviewing best practices used nationally by anchor institutions to increase residency among affiliates.

## **GOAL 2 - RECOMMENDATIONS**

**2.1 \$3.5 million for acquisition and pre-development on commercial projects in Charles North, much of it free to remain in deals.**

**2.2 \$3 million for high-intensity residential and mixed-use projects in Remington.**

**2.3 \$1 million for acquisition, pre-development, and possibly long-term soft finance for high-density projects in Old Goucher.**

**2.4 Prioritize work with Baltimore City to bring about residential redevelopment of the two former Goucher dorms in the 2300 block of Maryland Avenue.**

**2.5 Develop strategies to retain and attract people affiliated with colleges, hospitals, and universities through branding and promotions, incentives, and other components that make living in Central Baltimore an attractive option.**

### **GOAL 3 – MAINTAIN INCOME DIVERSITY AND IMPROVE CURRENT AFFORDABLE HOUSING UNITS**

Central Baltimore is and desires to be diverse and inclusive. As we improve housing markets and strengthen neighborhoods, we must take action to protect the income, ethnic, and racial diversity that give our neighborhoods the potential to be vibrant.

The HCPI Strategy, adopted in 2012, set a goal of maintaining the number of affordable housing units in the ten Central Baltimore neighborhoods, and, where necessary, improving their quality. In addition, many neighborhood plans and Small Area Plans contain plans for affordable housing. The Central Baltimore Partnership will support any Central Baltimore neighborhood in implementing its plans.

#### **Maintaining Long-term Affordable Housing**

Central Baltimore has 1,332 units of long-term subsidized housing. Some of these units are owned by the Housing Authority, some by non-profits. All offer low rents to people of low and moderate income, and all have long-term commitments to offer housing inexpensively. They are our first line of defense against the displacement of long-term residents.

Moreover, this number is not static. Since 2012, 151 units of affordable housing have been added to the Central Baltimore housing stock.

None of these 1,332 appear to be at risk of loss. Central Baltimore should prepare, however, to take action in case of any threat to affordable housing developments.

#### **Improving the Quality of Affordable Housing**

Efforts are now under way to improve the condition and livability of three key affordable housing developments:

***Van Story Branch Apartments in Charles North.*** This large high-rise, owned by the Housing Authority, has become a dangerous place to live in recent years, with numerous reported incidents of violence within the building. Good cooperation between the Housing Authority and the Central Baltimore Partnership has resulted in great improvement, which should be maintained and continued as the building transitions to private ownership.

***Brentwood Apartments in Barclay.*** Telesis Baltimore Corporation has partnered with HABC a major renovation of The Brentwood, The Brentwood is a 150 unit, mixed population public housing development located at 401 E 25<sup>th</sup> Street in Baltimore. The 13-story high-rise was built in 1977 and has not had a significant renovation since that time. The \$13M phased renovation began in December 2015 and will involve modernization of the building including the replacement of exterior windows and doors, roof insulation, interior finishes, plumbing fixtures and risers, as well as mechanical and electrical systems. In addition, accessible units and common areas will be reconfigured as required to meet the uniform federal accessibility standards.

***AHC housing in Greenmount West.*** AHC is working with the New Greenmount West Community Association and the Central Baltimore Partnership to assure that both AHC residents and their neighbors have improved quality of life. These efforts should continue and deepen.

### **Maintaining Affordability within the Private Housing Market**

The private, unsubsidized market provides 89% of the housing in Central Baltimore, including hundreds of units with affordable rent. These are a valuable resource. The Central Baltimore Partnership should work on the following three initiatives:

#### **A Land Trust in Remington**

Residents of Remington are concerned that rapid increases in property values will erode the income diversity that makes Remington vibrant. They are beginning now to investigate the creation of a land trust for affordable housing. Central Baltimore and its partners should assist in this effort and help to raise money if necessary.

#### **Support for Two Major City Initiatives**

Baltimore City has long encouraged City employees to live in the City, and financial assistance programs are in place to help City employees who wish to become City homeowners. Central Baltimore is home to the City's most dramatic success in turning employees into residents and homeowners. This is the work of Seawall Development with Baltimore City Public School teachers in Remington. Seawall began by developing Miller's Court, an affordable apartment building for City School teachers. Several years later, when a number of Miller's Court residents wanted to become homeowners in Remington, Seawall renovated thirty Remington row houses for sale to them. We should work closely with City government to find more such opportunities.

More recently, City government has encouraged the City's anchor institutions – colleges, universities, hospitals – to work collaboratively to improve the neighborhoods that surround their campuses. Here again, Central Baltimore is home to the City's most dramatic success, the Central Baltimore Partnership itself. Anchor institutions are full partners, together with developers, City agencies, and community organizations. Like City government, anchor institutions have large workforces of potential City residents. Faculty members at MICA have long taken advantage of Live Near Your Work, and our neighborhoods will gain if we can expand our ability to attract anchor institution employees at all levels. We should, and do, work closely with our anchor institutions on planning and marketing.

#### **Housing for Artists**

Many low-income people in Central Baltimore are working artists, and the arts are central to the business strategy of Charles North and Greenmount West, which constitute the Station North Arts & Entertainment District. Nationwide, artists are among the first people to be priced out of reviving neighborhoods.

Jubilee Baltimore has already taken steps to support the artist community by developing 129 apartments for artists in the two City Arts buildings, but more needs to be done. In particular, the preservation of affordable artist housing in the Copy Cat and Copy Cat Annex should be a priority of the Central Baltimore Partnership. Approximately 300 people live in the two Copy

Cat buildings, and they are responsible for much of Baltimore's arts scene. It is a priority to engage the current owner to make sure that these buildings will remain affordable for years to come.

### **Housing for Legacy Residents**

Many low-income residents of Central Baltimore do not live in formal affordable housing. Many of them have trouble with the expense of maintaining, heating, and insuring their housing. If they are renters, they often have trouble paying rent, or pay rent too low to support good landlords and good maintenance. Several organizations are already helping them:

- Strong City Baltimore, through a HUBS grant, has committed to helping 65 senior families to upgrade their houses through existing City programs.
- Jubilee Baltimore has committed to extend the same service to non-senior residents of Greenmount West, and has raised BRNI money to do so.

There should be a professional effort to ensure that all residents make use of existing tax credits:

- Homestead Tax Credit for all homeowners
- Maryland Property Tax Credit for Low-income Renters
- Maryland Property Tax Credit for Low-income Homeowners

Property insurance is a major problem for low-income homeowners. Insurance is particularly expensive for buildings that are next to vacant houses.

## **GOAL 3 - RECOMMENDATIONS**

- 3.1 Continue and expand current work with owners of affordable developments to improve housing conditions and housing management.**
- 3.2 Assist residents of Remington in creating a land trust for affordable housing.**
- 3.3 Continue to develop affordable housing and work space for artists, and begin now to work with the owners of the Copy Cat and other buildings to ensure their long-term availability for Baltimore's arts community.**
- 3.4 Continue and expand current work with legacy residents in all neighborhoods.**
- 3.5 Support the City's initiatives on employee homeownership and anchor institutions.**
- 3.6 Support neighborhoods in implementing the affordable housing provisions of their neighborhood plans and Small Area plans.**

## BACKGROUND INFORMATION

### Demographics

#### Population

The population of the ten neighborhoods of Central Baltimore was extremely stable between 2000 and 2010. Although there was a decline of 2.5%, or 571 people, almost all of this loss (507 people) occurred in Barclay, where several hundred housing units were vacated in the early stages of the Barclay redevelopment project. Many of these units have already been replaced, and we expect the Barclay population in 2020 to equal or surpass its 2000 totals.

*Table 5. Population 2000 – 2010*

| Neighborhood    | 2000          | 2010          | Change      | % Change     |
|-----------------|---------------|---------------|-------------|--------------|
| Abell           | 996           | 889           | -107        | -10.7%       |
| Barclay         | 2,718         | 2,181         | -537        | -19.8%       |
| Charles Village | 7,927         | 9,301         | 1,374       | 17.3%        |
| Charles North   | 1,136         | 1,059         | -77         | -6.8%        |
| Greenmount West | 1,195         | 1,339         | 144         | 12.1%        |
| Harwood         | 1,783         | 1,575         | -208        | -11.7%       |
| JHU Homewood    | 1,971         | 669           | -1,302      | -66.1%       |
| Oakenshawe      | 1,079         | 1,144         | 65          | 6.0%         |
| Remington       | 2,301         | 2,458         | 157         | 6.8%         |
| Wyman Park      | 1,221         | 1,141         | -80         | -6.6%        |
| <b>Total</b>    | <b>22,237</b> | <b>21,756</b> | <b>-571</b> | <b>-2.5%</b> |

Please note that the Baltimore City Planning Department, in its analysis of the 2010 Census, moved most residents of Johns Hopkins University Homewood and all residents of Old Goucher into Charles Village.

#### Age

An overwhelming proportion of Central Baltimore residents - 84% - are people of working age. Both the number and the percentage of working-age people rose substantially in the decade between 2000 and 2010. Gains in working-age people were particularly strong in Old Goucher and Greenmount West (where, again, they may result from undercounting in 2010.)

As of 2010, only 10.5% of households included children, roughly half of the Baltimore City percentage. Fewer than 9% of residents were under the age of 18. Harwood had the highest percentage of households with children (23.8%), while Charles North had 4.7% and Charles Village 3.9%. The population of children, moreover, declined by 34% between 2000 and 2010, far more than the city average of approximately 20%. The biggest decline, as might be expected, was in Barclay (403 children). Other neighborhoods with big declines were: Harwood (decline of 211), Charles Village (decline of 110), and Greenmount West (decline of 103). Only Old Goucher gained children, and the gain there was small (28).

Table 6. Age Change 2000-2010

| <b><u>Neighborhood</u></b> | <b><u>Under 18</u></b> | <b><u>Over 65</u></b> | <b><u>18-64</u></b> |
|----------------------------|------------------------|-----------------------|---------------------|
| Abell                      | -18                    | -5                    | -84                 |
| Barclay                    | -403                   | -170                  | 36                  |
| Charles North              | -26                    | 155                   | -206                |
| Charles Village            | -110                   | -79                   | -209                |
| Greenmount West            | -103                   | -19                   | 266                 |
| Harwood                    | -211                   | -42                   | 45                  |
| Oakenshawe                 | -16                    | 0                     | 81                  |
| Old Goucher                | 28                     | 63                    | 379                 |
| Wyman Park                 | -23                    | -43                   | -14                 |
| Total                      | -882                   | -140                  | 294                 |
| %Gain/-Loss                | -34.04%                | -8.94%                | 1.84%               |

The number of senior citizens is even smaller than the number of children. Only 7.4% of Central Baltimore's residents were over the age of 65 on Census Day, 2010, a decline of roughly 9% since 2000.

## Race

Central Baltimore neighborhoods were broadly stable in terms of race.

| <b>Race</b>                |                     |                     |                     |                     |                     |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>Neighborhood</u></b> | <b><u>White</u></b> | <b><u>Black</u></b> | <b><u>Asian</u></b> | <b><u>Other</u></b> | <b><u>Total</u></b> |
| Abell                      | 606                 | 213                 | 33                  | 37                  | 889                 |
| Barclay                    | 302                 | 1,764               | 23                  | 92                  | 2,181               |
| Charles North              | 216                 | 666                 | 100                 | 77                  | 1,059               |
| Charles Village            | 5,187               | 1,313               | 1,883               | 583                 | 8,966               |
| Greenmount West            | 331                 | 960                 | 20                  | 28                  | 1,339               |
| Harwood                    | 324                 | 1,174               | 25                  | 52                  | 1,575               |
| Oakenshawe                 | 823                 | 130                 | 134                 | 57                  | 1,144               |
| Old Goucher                | 235                 | 711                 | 38                  | 102                 | 1,086               |
| Wyman Park                 | 1,016               | 25                  | 74                  | 26                  | 1,141               |
| Total                      | 9,040               | 6,956               | 2,330               | 1,054               | 19,380              |
| %                          | 46.6%               | 35.9%               | 12.0%               | 5.4%                | 100%                |

The number of whites was virtually unchanged. The number of blacks declined by about 20%. This will probably prove to be temporary, as most of the decline was attributable to the Barclay redevelopment project and will be reversed in this decade when the project is complete.



The Asian population grew by 12% and is now 12% of the total. Asians are heavily concentrated in Charles Village, but they made gains in every neighborhood except Charles North and Wyman Park.

The small Hispanic population grew slightly.

## Housing

Central Baltimore had 11,698 units of housing in 2010, of which 9,507 were occupied on Census Day. Almost three-quarters (73%) of households were renters. Average household size was 2.3, roughly the City average.

The Baltimore City Housing Typology Map shows that Central Baltimore has large areas of strength, small areas of weakness, and fairly large areas in between. The strongest areas, in general, are those closest to the Homewood campus. The weakest areas, in general, are those south of North Avenue and those near Greenmount Avenue. Central Baltimore forms a kind of bridge between strong neighborhoods to the south (Mt. Vernon and Downtown) and very strong neighborhoods to the north (Guilford and Tuscany-Canterbury).

## Housing Values

In general, houses in stable middle-class neighborhoods in Baltimore City and Baltimore County sell for \$150-200/square foot. This is true for row-house neighborhoods and detached-house neighborhoods. In the nearby neighborhoods of Mt. Vernon and Bolton Hill, large houses sell for about \$150/square foot, while small houses and condominiums can sell for as much as \$300/square foot. According to a survey of all single-family sales in Central Baltimore in 2014, good houses in most Central Baltimore neighborhoods sell for a little bit less than the Baltimore middle-class norm. Exceptions are small houses in Charles Village and the leafy neighborhoods of Oakenshawe and Wyman Park. Here, for each of the neighborhoods in Central Baltimore, is the price per square foot of the three best sales in 2014:

*Table 2. Housing Values by Neighborhood, 2014*

| <u>Neighborhood</u>       | <u>Current<br/>High Sale<br/>Price/sf</u> |
|---------------------------|---|
| Abell                     | 134                                       |
| Barclay                   | 119                                       |
| Charles North             | 128                                       |
| Charles Village <3,000 sf | 182                                       |
| Charles Village >3,000 sf | 119                                       |
| Greenmount West – Rehab   | 151                                       |
| Greenmount West – New     | 124                                       |
| Harwood                   | 110                                       |
| Oakenshawe                | 160                                       |
| Old Goucher               | 78  |
| Remington                 | 159                                       |
| Wyman Park                | 161                                       |

## Vacant Housing

On any given day, approximately 1,600 houses and apartments are unoccupied in the ten neighborhoods of Central Baltimore. This is roughly 15% of the total. Because the maximum vacancy rate for stable neighborhoods is 10%, this may look like a serious problem. In fact, most of Central Baltimore – four neighborhoods with more than 7,000 housing units between them - has vacancy rates below 10%. The problem of vacancy is highly concentrated in a relatively small area.

There are three things to note about vacancy in Central Baltimore:

- Long-term vacancy is not a major problem in most Central Baltimore neighborhoods.
- Long-term vacancy is a major problem in three neighborhoods - Barclay, Greenmount West, and Harwood – where vacancy has been a problem for a long time. Many houses and apartments in these neighborhoods were permanently vacant as of 2010, and vacancy was a serious enough problem to make good community life difficult. Fortunately, each of those neighborhoods has seen a large-scale redevelopment effort in the past six years.
- Many of the unoccupied units on Census Day in Central Baltimore were “frictionally” empty –that is, the last people had moved out, but the next people had not yet moved in.

Overall, vacancy is less of a problem than it was on Census Day, and we should be able to eliminate long-term vacancy altogether within the seven-year timeframe of HCPI housing work.

Our basic count of vacant units is the 2010 Census. According to the Census, 2,194 dwelling units were vacant on Census Day. The Census was not, however, equally accurate in all neighborhoods. In Abell, Charles Village, Oakenshawe, and Wyman Park - neighborhoods with high percentages of students - the 2010 Census conducted its follow-up counts in July, when many students were away. We believe that the 2010 Census overstated vacancy by about 5% of the total housing stock in these neighborhoods.

*Table 3. Vacant Units by Neighborhood, 2010*

| <b>Neighborhood</b> | <b>Occupied<br/>Units</b> | <b>Vacant<br/>Units</b> | <b>Total<br/>Units</b> | <b>Correction</b> | <b>Actual<br/>Vacant</b> | <b>%<br/>Vacant</b> |
|---------------------|---------------------------|-------------------------|------------------------|-------------------|--------------------------|---------------------|
| Abell               | 440                       | 75                      | 515                    | 26                | 49                       | 9.56%               |
| Barclay             | 955                       | 535                     | 1490                   |                   | 535                      | 35.91%              |
| Charles North       | 716                       | 200                     | 916                    |                   | 200                      | 21.83%              |
| Charles Village     | 4670                      | 601                     | 5271                   | 264               | 337                      | 6.40%               |
| Greenmount<br>West  | 570                       | 284                     | 854                    |                   | 284                      | 33.26%              |
| Harwood             | 570                       | 179                     | 749                    |                   | 179                      | 23.90%              |
| Oakenshawe          | 505                       | 73                      | 578                    | 29                | 44                       | 7.63%               |
| Remington           | 1072                      | 178                     | 1250                   |                   | 178                      | 14.24%              |
| Wyman Park          | 610                       | 69                      | 679                    | 34                | 35                       | 5.16%               |
| <b>Total</b>        | <b>10108</b>              | <b>2194</b>             | <b>12302</b>           | <b>352</b>        | <b>1842</b>              | <b>14.97%</b>       |

Since 2010, renovators have returned a net of 265 vacant units to occupancy. In all probability, the number of vacant units in Central Baltimore is now 1,600, and the vacancy percentage is 13%.

The 2010 vacancy findings are roughly consistent with those of the 2000 Census:

*Table 4. Vacant Units 2000 and 2010*

| <b><u>Neighborhood</u></b> | <b><u>2000</u></b> | <b><u>2010</u></b> | <b><u>Change</u></b> |
|----------------------------|--------------------|--------------------|----------------------|
| Abell                      | 57                 | 75                 | 18                   |
| Barclay                    | 405                | 535                | 130                  |
| Charles North              | 253                | 200                | -53                  |
| Charles Village            | 915                | 601                | -314                 |
| Greenmount West            | 275                | 284                | 9                    |
| Harwood                    | 152                | 179                | 27                   |
| Remington                  | 202                | 178                | -24                  |
| Oakenshawe                 | 33                 | 70                 | 37                   |
| Wyman Park                 | 38                 | 69                 | 31                   |
| <b>Total</b>               | <b>2,330</b>       | <b>2,191</b>       | <b>-139</b>          |

Correcting for the effects of the Great Recession, Central Baltimore certainly strengthened in the decade between 2000 and 2010, but nowhere near enough. In particular, the amount of vacancy in Barclay, Charles North, Greenmount West, and Harwood was bad enough to call for drastic action – a call that, fortunately, has been heeded.

### **Affordable Housing**

The HCPI plan calls for Central Baltimore to become a place of permanent diversity in income. Central Baltimore has 1,332 units of long-term affordable housing, enough to constitute 11% of the total housing stock. In addition, the private housing market provides affordable housing for hundreds of legacy residents and artists. Legacy residents are long-term residents with limited or fixed incomes. The Central Baltimore Partnership has accepted the challenge of building strong, stable neighborhoods without displacing legacy residents and artists.

### **Projects under Construction/Development**

#### **Housing Gains since 2012**

The HCPI recommendations were published and adopted in 2012, setting a 10-year goal of adding 3,000 net new housing units to the neighborhoods of Central Baltimore via a market-driven approach. Since 2012, the Central Baltimore neighborhoods have launched projects that have created, or are creating, a total of 777 net new units of housing, most of them in new apartment buildings:

*Table 5. Progress since 2012*

|                               |     |
|-------------------------------|-----|
| Vacant houses rehabbed - net  | 265 |
| Remington Row                 | 105 |
| 9 E. 33 <sup>rd</sup> Street  | 157 |
| City Arts 2                   | 60  |
| City Arts 2 Townhouses        | 5   |
| Station Arts Homes            | 11  |
| Telesis Baltimore Corporation | 111 |
| Whitridge Row                 | 10  |
| Total                         | 724 |

We have 2,276 units to go by the end of 2022.

### **Neighborhood Stability**

A stable neighborhood is a neighborhood in which housing is worth at least as much as its production cost. If housing is worth less than production cost, vacant buildings and lots remain vacant. If you can buy a vacant or dilapidated house, renovate it, and sell it or rent it for at least a small profit, the neighborhood is stable.

For each of the ten neighborhoods of Central Baltimore, we surveyed all house sales in 2014. We determined the top of each neighborhood housing market by taking the average of the three highest sales. We determined the bottom of each neighborhood housing market by taking the average of the three lowest sales. We then estimated renovation cost - the cost of turning a “bottom of the market” house into a “top of the market” house – by an intensive review of comparable projects in recent years. Finally, we added “bottom of the market” value to rehab cost. If the sum was less than the “top of the market” value, the neighborhood was determined to be stable. Otherwise, not. All values and costs were estimated on a per square foot basis.

The following table shows the stability, or lack of stability, of the ten Central Baltimore neighborhoods. Two neighborhoods, Charles Village and Greenmount West, contained very different sub-markets. The two sub-markets in Charles Village are differentiated by size of unit. Greenmount West has one sub-market for renovated houses and another for new houses on vacant land. Thus, the table below profiles twelve markets and sub-markets:

*Table 6. The Cost of Good-quality Houses vs. their Selling Prices, 2014*

|                           | Current<br>High<br>Sale | Rehab<br>Cost<br>per<br>sf | Production<br>Cost per<br>House | 97%<br>Mtge | Tax<br>Credits | Buyer<br>Cash | Total        | Gap per<br>House |
|---------------------------|-------------------------|----------------------------|---------------------------------|-------------|----------------|---------------|--------------|------------------|
| <u>Neighborhood</u>       | <u>Price/sf</u>         | <u>sf</u>                  | <u>House</u>                    | <u>Mtge</u> | <u>Credits</u> | <u>Cash</u>   | <u>Total</u> | <u>House</u>     |
| Abell                     | 134                     | 177                        | 278,957                         | 188,218     | 18,475         | 8,369         | 215,062      | 63,895           |
| Barclay                   | 119                     | 143                        | 296,747                         | 219,648     | 30,561         | 8,902         | 259,111      | 37,635           |
| Charles North             | 128                     | 171                        | 364,113                         | 242,500     | 35,000         | 10,923        | 288,423      | 75,690           |
| Charles Village <3,000 sf | 182                     | 210                        | 363,683                         | 279,360     | 19,760         | 10,910        | 310,030      | 53,653           |
| Charles Village >3,000 sf | 119                     | 169                        | 608,580                         | 381,695     | 35,000         | 18,257        | 434,952      | 173,628          |
| Greenmount West – Rehab   | 151                     | 170                        | 374,000                         | 362,780     | 45,104         | 7,846         | 415,730      | -41,730          |
| Greenmount West – New     | 151                     | 162                        | 264,502                         | 219,705     | 0              | 6,795         | 226,500      | 38,002           |

|             |     |     |         |         |        |        |         |         |
|-------------|-----|-----|---------|---------|--------|--------|---------|---------|
| Harwood     | 110 | 142 | 240,051 | 165,187 | 0      | 7,202  | 172,388 | 67,662  |
| Oakenshawe  | 160 | 131 | 233,725 | 253,570 | 15,725 | 7,012  | 276,307 | -42,582 |
| Old Goucher | 100 | 176 | 374,234 | 188,704 | 32,476 | 11,227 | 231,297 | 113,147 |
| Remington   | 159 | 190 | 233,816 | 174,335 | 0      | 7,014  | 181,349 | 52,467  |
| Wyman Park  | 161 | 195 | 319,905 | 234,204 | 17,258 | 9,597  | 261,060 | 58,846  |

This table overstates the gaps in neighborhoods that are already stable. Abell, Oakenshawe, and Wyman Park are already stable, as is the market for small houses in Charles Village. The analysis above worked by starting with the purchase price of a house that needed rehab, then adding the cost of rehab. This method did not work in stable neighborhoods because they did not have any houses in needed rehab. No house was bad enough to need full rehab.

Nonetheless, most Central Baltimore neighborhoods still need financial incentives to assure stability. Fortunately, all Central Baltimore neighborhoods are close enough to stability for a relatively moderate amount of financial assistance to make them stable.

### **Sage Policy Group Study of Impact of Student Housing on Charles Village Rental Market**

Between 2014 and 2017, developers will create new housing for approximately 900 students in two large projects near the Johns Hopkins University Homewood campus, the Varsity Northway (3700 North Charles Street) and 9 E. 33<sup>rd</sup> Street. Johns Hopkins and other neighborhood stakeholders were concerned that these two new buildings might draw enough students out of the Charles Village rental market to destabilize the neighborhood, as happened in 1991 when Hopkins brought new housing on line for 700 students at Ivy Hall. Hopkins engaged the Sage Policy Group to study the situation and, if necessary, make recommendations for action.

The Sage Policy Group report concludes that competition from the two new projects is likely to weaken the Charles Village housing market to a dangerous extent, and it recommends that there be a large-scale effort to buy and renovate 25 of the larger three-story rental houses in Charles Village as a way of stabilizing the neighborhood's housing market.

|                              |            |            |                |                |               |               |                |                |
|------------------------------|------------|------------|----------------|----------------|---------------|---------------|----------------|----------------|
| <b>Greenmount West –</b>     |            |            |                |                |               |               |                |                |
| <b>Rehab</b>                 | <b>151</b> | <b>170</b> | <b>374,000</b> | <b>362,780</b> | <b>45,104</b> | <b>7,846</b>  | <b>415,730</b> | <b>-41,730</b> |
| <b>Greenmount West – New</b> | <b>151</b> | <b>162</b> | <b>264,502</b> | <b>219,705</b> | <b>0</b>      | <b>6,795</b>  | <b>226,500</b> | <b>38,002</b>  |
| <b>Harwood</b>               | <b>110</b> | <b>142</b> | <b>240,051</b> | <b>165,187</b> | <b>0</b>      | <b>7,202</b>  | <b>172,388</b> | <b>67,662</b>  |
| <b>Oakenshawe</b>            | <b>160</b> | <b>131</b> | <b>233,725</b> | <b>253,570</b> | <b>15,725</b> | <b>7,012</b>  | <b>276,307</b> | <b>-42,582</b> |
| <b>Old Goucher</b>           |            |            |                |                |               |               |                |                |
| <b>Old Goucher</b>           | <b>100</b> | <b>176</b> | <b>374,234</b> | <b>188,704</b> | <b>32,476</b> | <b>11,227</b> | <b>231,297</b> | <b>113,147</b> |
| <b>Remington</b>             | <b>159</b> | <b>190</b> | <b>233,816</b> | <b>174,335</b> | <b>0</b>      | <b>7,014</b>  | <b>181,349</b> | <b>52,467</b>  |
| <b>Wyman Park</b>            | <b>161</b> | <b>195</b> | <b>319,905</b> | <b>234,204</b> | <b>17,258</b> | <b>9,597</b>  | <b>261,060</b> | <b>58,846</b>  |

This table overstates the gaps in neighborhoods that are already stable. Abell, Oakenshawe, and Wyman Park are already stable, as is the market for small houses in Charles Village. The analysis above worked by starting with the purchase price of a house that needed rehab, then adding the cost of rehab. This method did not work in stable neighborhoods because they did not have any houses in needed rehab. No house was bad enough to need full rehab.

Nonetheless, most Central Baltimore neighborhoods still need financial incentives to assure stability. Fortunately, all Central Baltimore neighborhoods are close enough to stability for a relatively moderate amount of financial assistance to make them stable.

**Sage Policy Group Study of Impact of Student Housing on Charles Village Rental Market**  
Between 2014 and 2017, developers will create new housing for approximately 900 students in two large projects near the Johns Hopkins University Homewood campus, the Varsity Northway (3700 North Charles Street) and 9 E. 33<sup>rd</sup> Street. Johns Hopkins and other neighborhood stakeholders were concerned that these two new buildings might draw enough students out of the Charles Village rental market to destabilize the neighborhood, as happened in 1991 when Hopkins brought new housing on line for 700 students at Ivy Hall. Hopkins engaged the Sage Policy Group to study the situation and, if necessary, make recommendations for action.

The Sage Policy Group report concludes that competition from the two new projects is likely to weaken the Charles Village housing market to a dangerous extent, and it recommends that there be a large-scale effort to buy and renovate 25 of the larger three-story rental houses in Charles Village as a way of stabilizing the neighborhood's housing market.



**Sample Workforce Resources Plan**  
**The Central Baltimore Future Fund**  
**2016**



**DRAFT Workforce Resources and Inclusion Plan**  
**between [ORG OF BORROWER] and the Central Baltimore Future Fund**  
**[DATE]**

This Workforce Resources and Inclusion Plan outlines the plans and commitments by the borrower and Central Baltimore Partnership (CBP) to work to achieve workforce development and economic inclusion goals related to [NAME OF DEVELOPMENT] in the [NAME OF NEIGHBORHOOD]. By signing this Workforce Resources and Inclusion Plan, we [ORG NAME OF BORROWER] and the CBP) jointly affirm our shared commitment to the inclusion goals of the Central Baltimore Future Fund and further affirm that we will work together to achieve the activities highlighted below. We agree that these efforts will be made in good faith working collaboratively to create employment opportunities for Baltimore City residents.

**Capital Activity Summary**

[ORG NAME OF BORROWER] will borrow \$X from the Reinvestment Funding including \$X from the Central Baltimore Future Fund. Total development costs are expected to be \$X million. Total construction costs are expected to be \$X.

Brief summary of Project: EXAMPLE: PROJECT NAME will include four (4) new construction for sale row homes in the 2400 block of Greenmount Avenue as a part of four-unit reinvestment project. Home prices in this phase are expected to begin at \$X. All units are considered to be affordable.

**Job Creation and Local Hiring**

For this \$XX construction project financed by the Reinvestment Fund, [ORG NAME OF BORROWER], its general contractor and any subcontractors have committed to work with the CBP to achieve fill new hiring opportunities made available through the project with Baltimore City residents with preference for those residing in HCPI target areas.

Accordingly, a goal has been set that there will be at least 1 hiring opportunity for every \$1 million in construction costs. Based on this projects total cost of \$X million, one (1) individual will be hired as part of the construction of the project. The positions will be available in the fields/trades of:

- **Insert positions here**
- **Examples: Carpentry, Electrical Helper, Masonry Helper,**

**Identify Pre-screened Job Ready Applicants**

CBP Workforce partners will identify job ready local residents for hiring consideration by [ORG NAME OF BORROWER], its general contractor and its subcontractors to fill any available positions associated with the project. Workforce partners X, Y, and Z. [ORG NAME OF BORROWER] agrees that it will prioritize filling any available positions with screened candidates nominated by workforce partners. The candidates will be nominated within SEVEN days based on position details and /or a job description provided by [ORG NAME OF BORROWER]. The ultimate decision on hiring the candidates rests with the employer.

### Equity and Inclusion

[ORG NAME OF BORROWER] agrees to adhere to the Central Baltimore Future Fund subcontracting goals related to Minority owned businesses, with an emphasis on African American owned business. This goal includes that at least 30% of qualified project costs will be directed to City or State certified Minority Business Enterprises (MBE). The projected construction contract amounts to MBE firms is \$xx or xx% of the estimated total construction cost of xxx.

### Local Business Participation

[ORG NAME OF BORROWER] projects that xx percent of the estimated total construction costs of \$xx, will be directed to Baltimore City firms to build local participation and help return benefits to the Baltimore community. A goal is not in place for local contracting but this figure is tracked to better understand the local economic benefit of this project.

### Reporting

[ORG NAME OF BORROWER] agrees to work with the CBP and TRF to track the impact and success of the development project including the achievement of the goals and commitments set forth in this Workforce Resources and Inclusion Plan. [ORG NAME OF BORROWER] will submit to TRF an initial report outlining contracting plans to meet MBE Contracting Goals of 30%. In addition, [ORG NAME OF BORROWER] will submit quarterly reports which will track the contracting and hiring goals set out in this plan. These reports will be due 10 days after the beginning of each quarter of the calendar year (October 10<sup>th</sup>, January 10<sup>th</sup>, April 10<sup>th</sup>, July 10<sup>th</sup>) through the duration of the project until completion. A data tracking template will be provided to [ORG NAME OF BORROWER] to facilitate the reporting. [ORG NAME OF BORROWER] also agreed to provide additional information as available on the status and performance of the project and the goals and activities set forth in this document throughout the construction of the project as needed. A final close-out report will be submitted by [ORG NAME OF BORROWER] within fourteen days of the completion of the project.

[ORG NAME OF BORROWER]

Central Baltimore Partnership

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Name, Title / Date

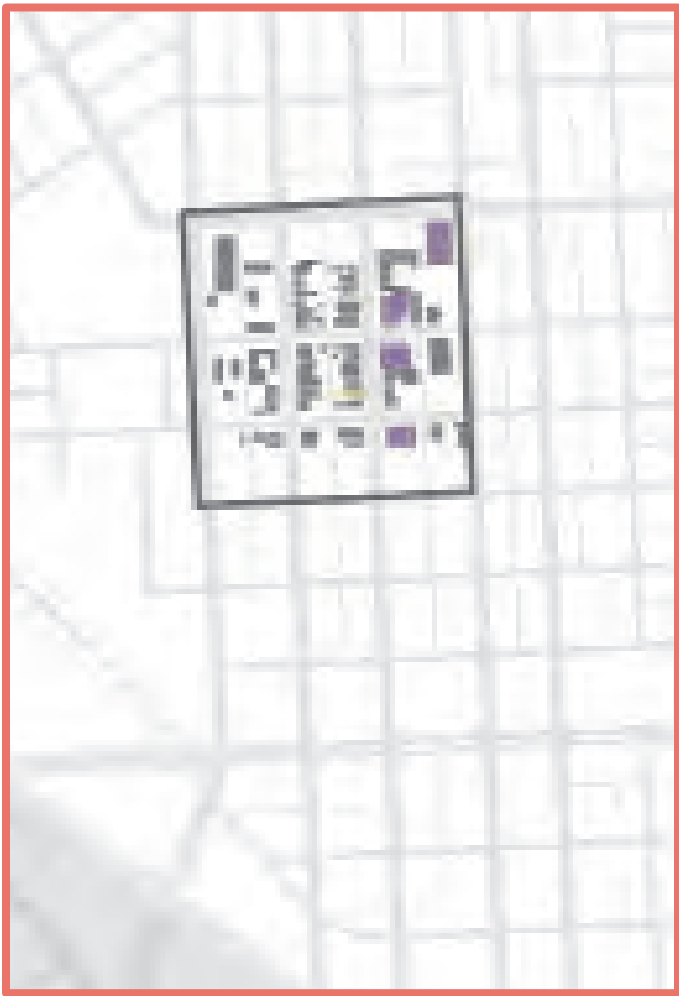
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Ellen Janes, Executive Director / Date



**Neighborhood Vacancy Maps**  
Central Baltimore Partnership  
2017

Physical Conditions | Old Goucher



Physical Conditions | Barclay



Vacant

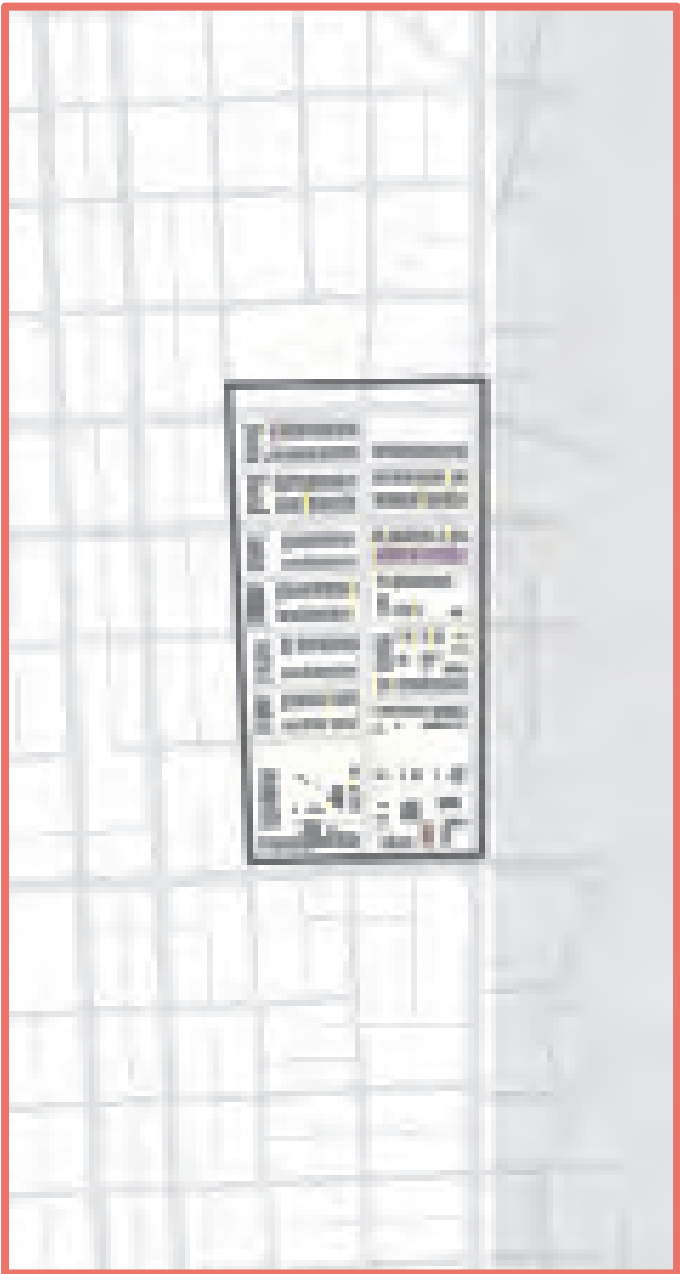
Habitable

Excellent

Physical Conditions | Remington



Physical Conditions | Harwood



Physical Conditions | Charles North






Physical Conditions | Greenmount

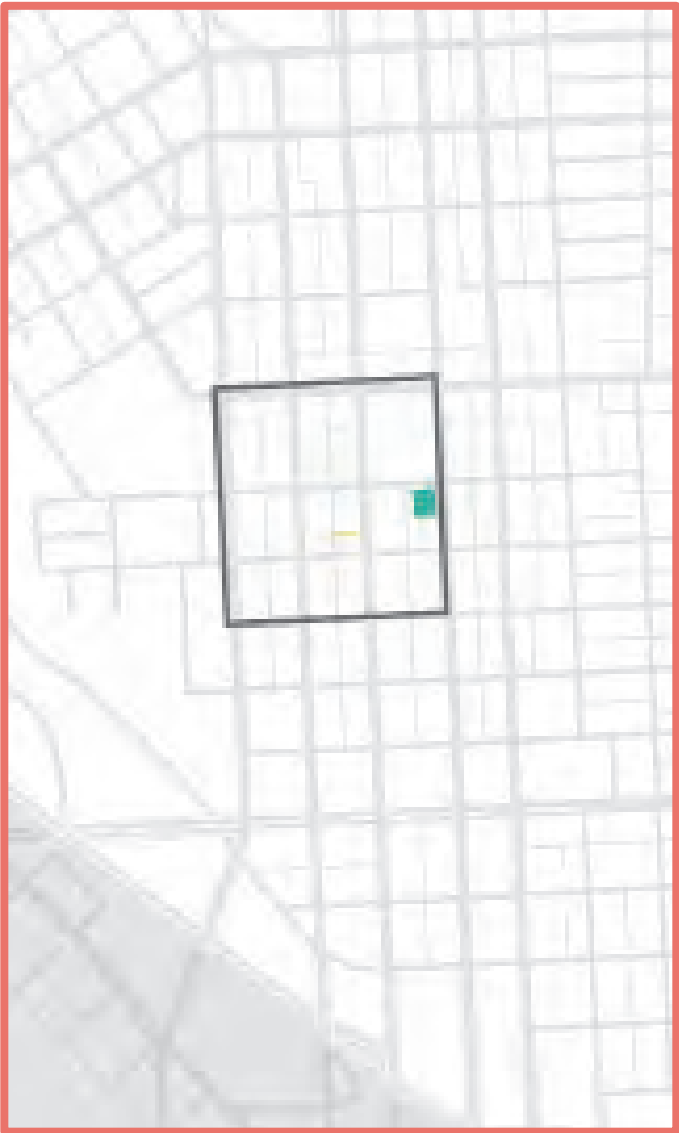


Vacancy/GreenSpace | Remington



-  Vacant
-  Vacant Lots
-  Green Space

Vacancy/GreenSpace | Old Goucher

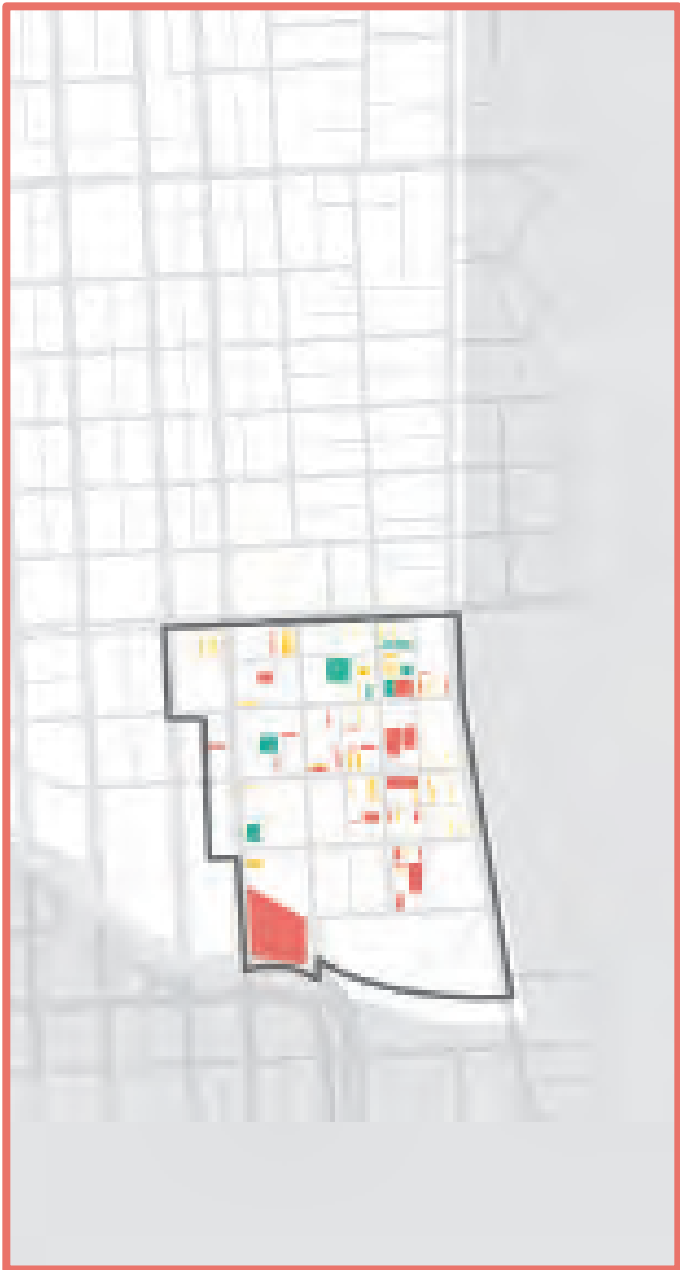




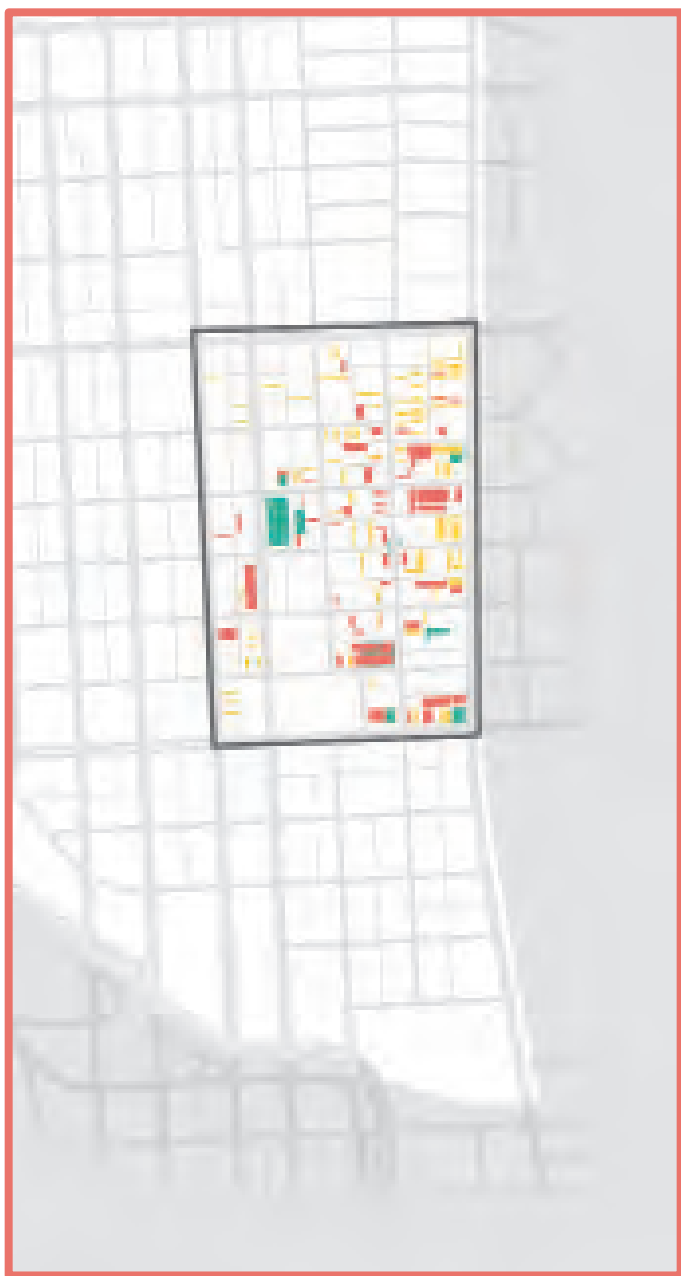
Vacancy/GreenSpace | Charles North



Vacancy/GreenSpace| Greenmount



**Vacancy/GreenSpace | Barclay**



**Vacancy/GreenSpace | Harwood**

