

Broadway East Impact Investment Area: Implementation Strategy

Summer 2021

Opening

A New Era of Neighborhood Development

As established in the Framework for Community Development, the City of Baltimore is at a unique inflection point with a substantial physical transformation and growing employment opportunities. However, a history of segregation and racial discrimination has left a disparity amongst neighborhoods, some thriving under new investment and others facing continued effects of poverty and disinvestment. Middle income neighborhood health is threatened by aging residential housing stock and limited access to capital. Low income neighborhoods face stagnant values and lack adequate, safe affordable housing options. This combination of challenges proves the urgency and necessity for continued development and information of a coherent, increasingly comprehensive community development strategy as initially detailed in the Framework.

Our Continued Commitment

The City will continue to promote thriving, economically sustainable communities through an equity lens. Baltimore has a once in a generation opportunity to “get community development right” through development without displacement. The City understands the need to support community-based development efforts and strengthen social capital to empower stakeholders to participate as full partners in the process.

This begins with authentic, collaborative community planning. The City is dedicated to working directly with communities which include the following consensus-based planning work:

- Identifying target blocks in Impact Investment Areas
- Implementing community development strategies and priorities based on a specific neighborhood’s characteristics
- Building support with existing residents
- Envisioning outcomes for key sites

Finally, we remain committed to supporting existing homeowners and renters to ensure these long-term residents benefit from rising values and improved neighborhood conditions. At the same time, the preservation and creation of quality, affordable housing - both rental and homeownership - must be planned for at the outset to achieve successful mixed-income communities. Supporting long-term residents will not be an after-thought.

Broadway East's Implementation Strategies

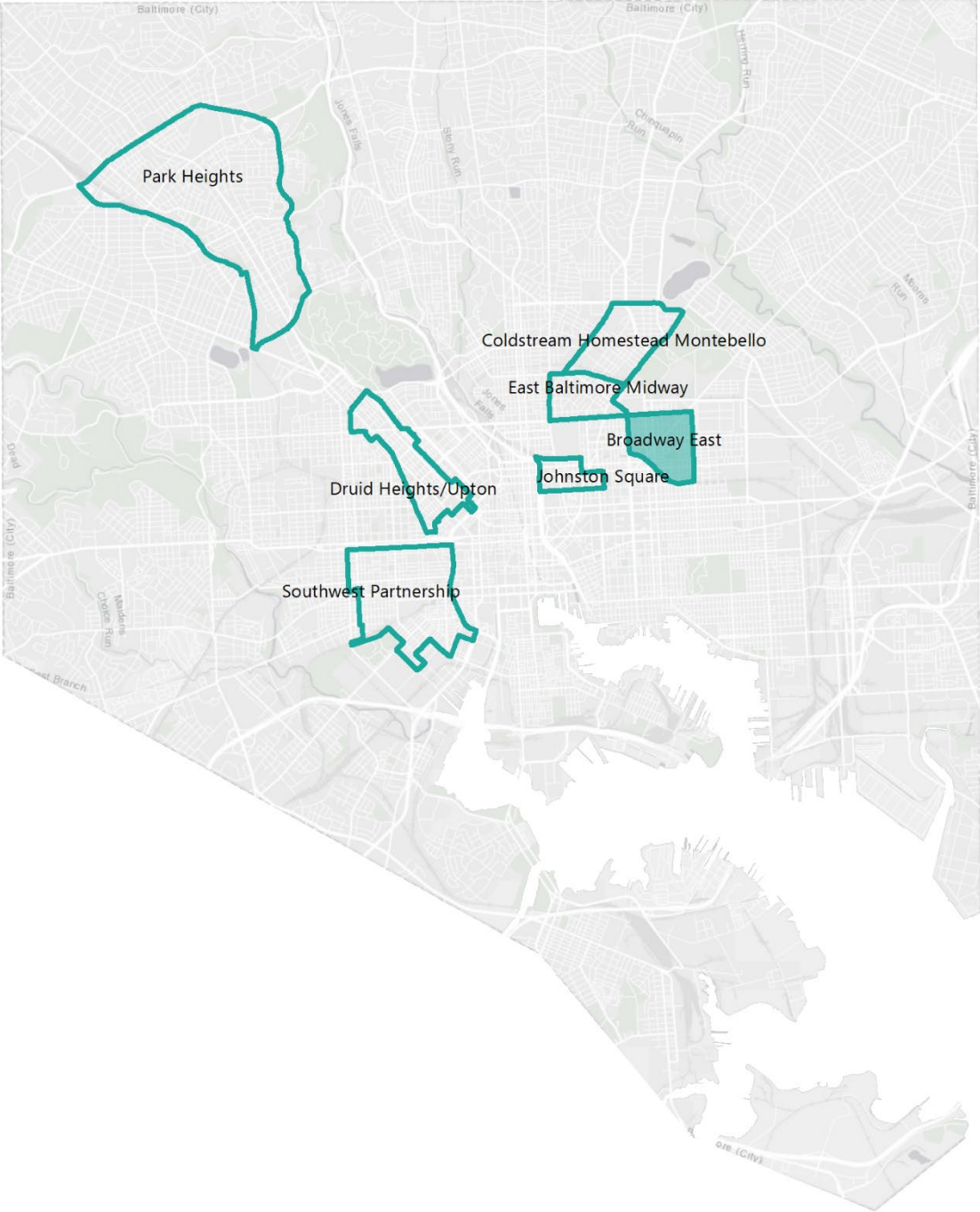
Broadway East's Implementation Strategy document provides a recommended set of actions and investments which the City and partners will implement. These recommendations are based on our iterative, detailed planning process and engagement over the last 18 months. In addition to the monthly Work Groups, City staff engaged in data-driven, planning workshops across multiple divisions at DHCD and at DoP to provide detailed, analytical understanding of opportunities and challenges in each neighborhood. The purpose of the Implementation Strategy is to draw on these workshops to codify existing commitments, strengthen the platform for ongoing collaboration with community partner and stakeholders, and focus on hyper-local factors such as legacy homeowners, proximity to assets, and housing stock to make smart and targeted community-based development decisions.

Table 1 Summary Short Term (0 – 3 years) Priorities

This is a proposed list of priority sites for the next 36 months. The rationale behind these priority sites and blocks is detailed in this document.

See Excel file.

Figure 1, Map of all Impact Investment Areas



Area Overview

Broadway East is a developing and thriving neighborhood with a mix of millennials and legacy residents. The emerging community features local area parks such as Collington Square Park, innovative schools, religious institutions and opportunities for investment along the N. Gay and N. Avenue corridor. Broadway East lies in the heart of East Baltimore and is located East of the historic Greenmount Cemetery. Parts of the Biddle Street and Middle East neighborhoods are located in this IIA footprint.

There are many community partners in the Broadway East Impact Investment Area including but not limited to the following groups. All are key partners in the revitalization and growth in this Impact Investment Area.

- New Broadway East Community Association
- Broadway East Community Development Corporation
- Freshwater Initiative
- The 6th Branch
- Division Street Landscaping
- Baltimore Green Space
- Tree Baltimore
- Blue Water Baltimore
- Interfaith Partners for the Chesapeake
- Rebuild Metro
- Unknown Studios
- Bloomberg Foundation
- T. Rowe Price Foundation Equity Partners
- Baltimore Environmental Equity Partnership
- American Communities Trust
- Skidmore Owings & Merrill (SOM) - SOM has collaborated with the community and the American Communities Trust to develop a vision plan for 7 blocks along the Gay St. Corridor which
- Bishop Hickman
- The Great Blacks in Wax

To date, there have been significant successes in the Broadway East Impact Investment Area.

1. **Baltimore Greenspace** has partnered with a BE legacy resident to maintain and expand the Duncan Street Miracle Garden located off of E. North Ave.
2. **Bishop Hickman** has been an instrumental large scale developer. Hickman implemented the East Baltimore Revitalization plan that focuses on redevelopment along the Gay St. corridor.
3. **The Great Blacks in Wax organization** has a multimillion-dollar museum expansion underway. They will be working alongside the BE community to develop a beautification greening strategy for vacant lots along the E. North Avenue corridor.

4. **Greenprint Plan (Completed in 2020)** - Partners include The 6th Branch, New Broadway East Community Association, American Communities Trust, Unknown Studio, and Baltimore City Planning Dept. Project proposes a series of vacant lot improvements with prioritization in 1700 block of North Montford, 1700 block of North Port.
5. **Last Mile Project (Anticipated Fall 2020)** - Partnership with American Communities Trust and New Broadway East Community Association. The one-mile park will be located east of the EBDI footprint and along N. Gay Street. Project features green infrastructure, light installations and art along a pedestrian trail.
6. Bloomberg Foundation (Completed in 2020)-Broadway East community partnered with the Bloomberg Foundation to plant street trees and plant containers along N. Washington and N. Wolfe Streets for seven blocks.
7. **Duncan Street Miracle Garden Improvement** - Community garden improvement with collaborative efforts between DHCD, Planning, Duncan Street Master Gardener Mr. Sharpe, Baltimore Green Space and Care-a-Lot. The improvements include a mural from BOPA, a gazebo from T. Rowe Price, fencing from coming funds from Broadway East CDC's Community Legacy grant, equipment from a grant from Amazon, and greening improvements.
8. **The Baltimore Pumhouse (1801 E. Oliver)** - American Communities Trust and the Baltimore Food Hub multi-million dollar project comprised of teaching and production kitchens, gelato manufacturing, event and restaurant space.
9. **Humanim (1701 N. Gay Street)** - The former American Brewery building offers workforce training, youth services, and event space that services Broadway East and the greater community.
10. **Southern Views Apartment Building (1600 N. Chester St.)** - East Baltimore Development Initiative successfully constructed and delivered a 89-unit affordable apartment building.
11. **Gay Street Park (1500 Gay St.)** - A park was created in the triangular area between Southern Streams Wellness Center and the new Southern Views Apartment Building in 2018. Future plans for the park is currently unknown however the park remains city-owned and is managed and maintained by Southern Baptist.
12. **Southern Streams Heath and Wellness Center** - The Wellness Center will bring important new programs to the neighborhood, including Daycare and Fitness Centers, a Health Clinic, offices for the CDC and parking.
13. **Mary Harvin Senior Apartment Building** - Built in 2016, this multi-family housing includes 61 affordable apartments for senior citizens and a community center with job training and counseling programs.
14. **Rutland Elementary School (1600 N. Register St.)** - This surplus school is slated for demolition and will be offered as a redevelopment site. Broadway East CDC has applied for BRNI funds to temporary green the site in order to provide beauty to the legacy homeowners and draw developers.
15. **Vision for 7 blocks around the Baltimore Pump House** - A community-driven study led by Skidmore Owings & Merrill for the area immediately adjacent to the Baltimore Pump House will be used for marketing to private developers by the nonprofit American Communities Trust.

The area is full of assets and strengths to build from. However, there are also several impediments that threaten the stability of Broadway East. **Some** of the persistent challenges that stakeholders have identified as high priorities include:

- Disconnect between development activities and communities.
- Vehicular traffic speed and volume, especially along main corridors. An example is the 1200 block of N. Gay Street.
- Lack of street trees and green spaces, which contributes to heat island effect and poor air quality conditions. The current tree canopy in Broadway East is 9% versus the city's tree canopy of 28%.
- Turning Point Clinic, a substance-abuse treatment clinic at 2401 E. North Avenue serving a large volume of people.
- **Acq**uisition - how much of vacant properties in footprint does City actually own
- Food desert - last grocery store was Apples & Oranges, Stop Shop & Save also is gone
- Over half of the neighborhood's homes were built prior to World War II.

Figure 2, Map of Broadway East Impact Investment Area

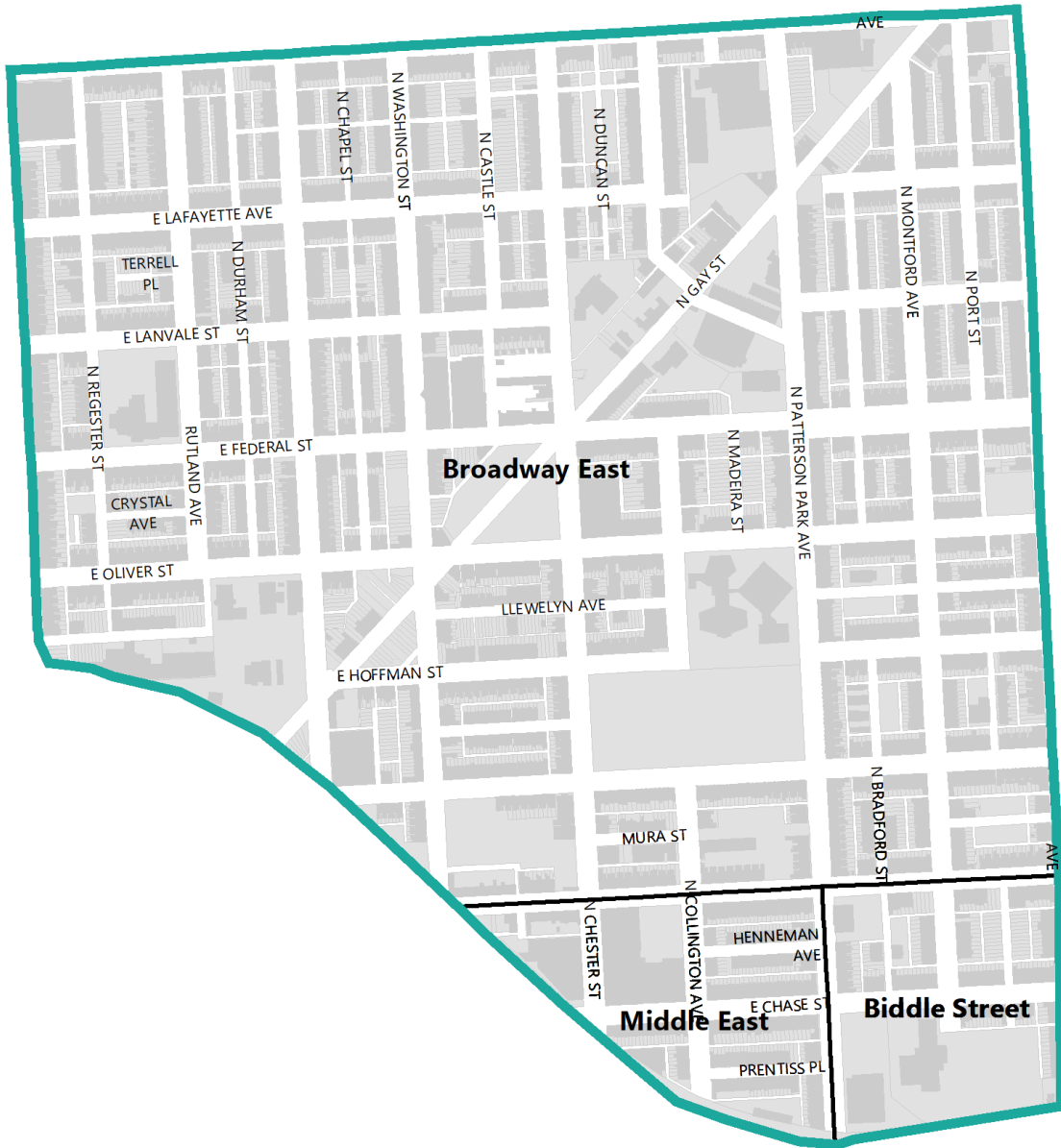


Table 2, Broadway East Property Characteristics

Neighborhood	Properties	Commercial	Residential	Vacant Lots	Vacant Buildings	Private Rental	Homeowner Occupied
BIDDLE STREET	186	7	121	95	51 (56%)	24 (71%)	10 (29%)
BROADWAY EAST	3,636	88	2,912	1,046	970 (37%)	1,043 (69%)	477 (31%)
MIDDLE EAST	235	3	212	19	90 (42%)	96 (81%)	22 (19%)

Figure 3, Asset and Opportunity Map



Figure 4, Selected Highlights from Asset and Opportunity Map

1. Harford Heights Sharpe Elem. - 21st Century Schools and INSPIRE
2. Gompers Building - current DHCD offering
3. Greening of North Wolfe Street - Bloomberg Grant
4. Duncan Street Miracle Garden
5. North Avenue Rising - street improvements
6. Rutland School site - current DHCD offering
7. Mary Harvin Apartments - recently completed senior multi-family housing
8. Humanim / American Brewery Building
9. Major redevelopment area
10. Broadway East Greenprint - pilot site
11. Southern Views Apartments - planned multi-family housing
12. Broadway East Park Plan
13. Southern Streams Wellness Center
14. Broadway East Greenprint - pilot site
15. Disposition site - future development opportunity
16. Baltimore Pumphouse
17. 1400 block of North Gay Street - current DHCD offering
18. Collington Elem. School and Collington Square Park
19. ReBuild Metro North Gay rehabs
20. Arts + Parks pocket park / Green Team workforce development
21. Last Mile Park pilot project
22. Parking and storm water management for Hoen & Lithograph Building
23. Hoen & Lithograph Building / Center for Neighborhood Innovation
24. Dr. Raynor Browne school site - current DHCD offering



Comprehensive Neighborhood Planning

Planning Efforts

Building and sustaining economically and culturally diverse communities requires comprehensive neighborhood planning. While the City's goal is for all people to live in decent, healthy, and affordable housing, strong neighborhoods are more than housing. They should include retail and private amenities, parks and recreation opportunities, schools, public safety, transportation, and access to jobs. The City is committed to working in a coordinated fashion across departments, with residents, and community-based stakeholders to promote great neighborhoods.

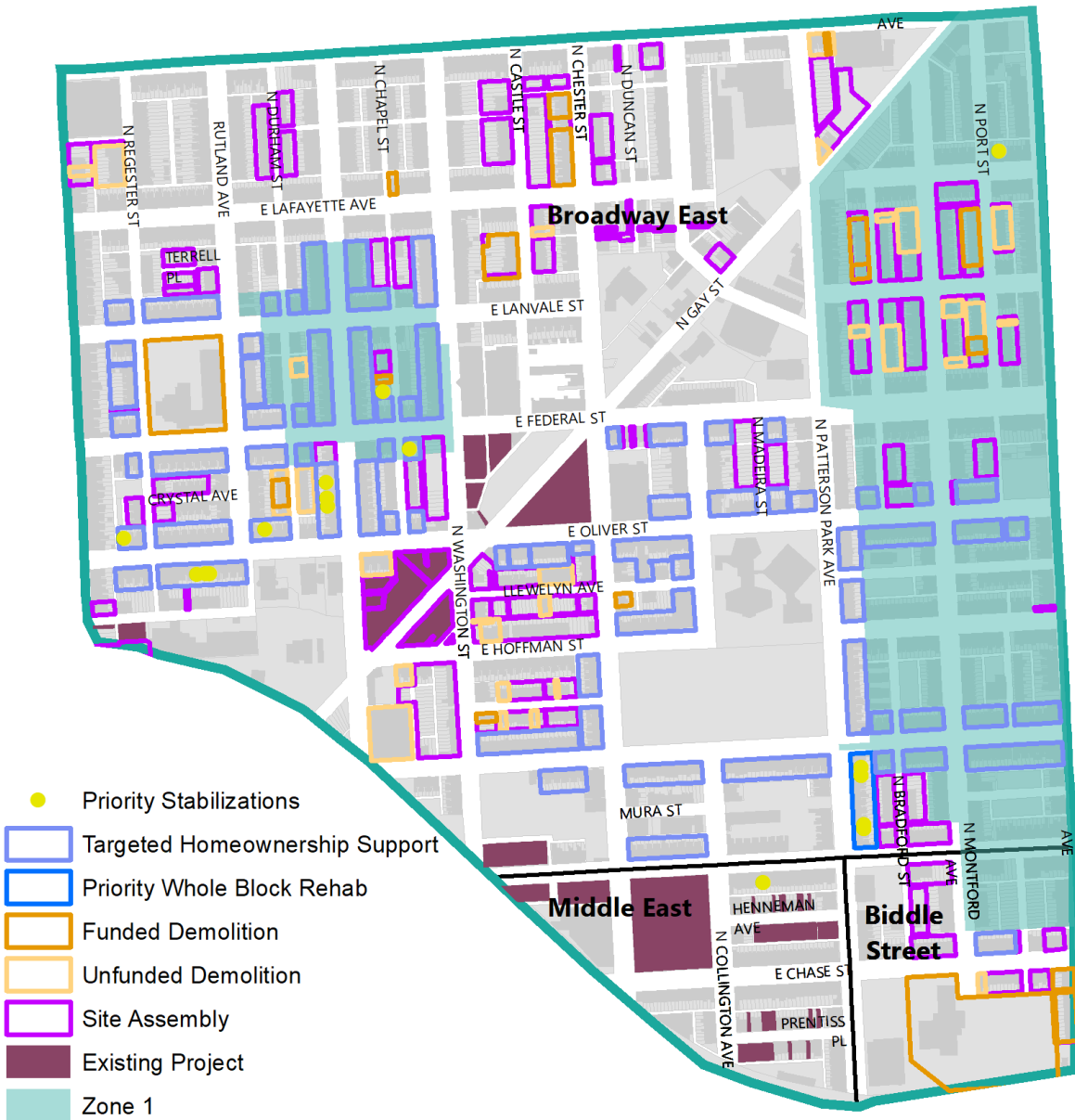
Comprehensive Neighborhood Planning, Defined

In practice, comprehensive neighborhood planning is a complex process that requires coordination among city agencies (DHCD, Department of Planning, DOT, DPW, Rec and Parks, and BDC) and a wide and growing set of community stakeholders (neighborhood leaders, community associations, small and large businesses, local institutions, as well as trusted development partners). The strategies and projects outlined in this document reflect hundreds of hours of coordination among DHCD homeownership staff, attorneys, and Neighborhood Development Officers; Community Planners, City senior leadership, and Community partners.

This process included data-driven, block-level analysis and deliberation of existing structural assets, community support and capacity, available capital, and selection of the right type of intervention for each block or property.

And yet, the City acknowledges that this is a living document, subject to multiple iterations and refinements over time. The City commits to working collaboratively with stakeholders to ensure the plan adapts to changing conditions to best serve the positive, equitable growth of the neighborhood.

Figure 5, Comprehensive Block Level Planning in the Broadway East IIA



Comprehensive Neighborhood Planning in the Broadway East Impact Investment Area

Community partners in Broadway East have come together over the last 18 months to build consensus around shared priorities. Key priorities include: targeted homeownership support, site assembly, and completion of funded demolition projects.

Coordination is another guiding principle for the planning and implementation that is already underway. Partners ranging from community-based organizations, foundations, City and State agencies, private developers, etc. are working collaboratively to leverage resources and increase their impact. Improvements and issuance of requests for proposals to redevelop existing neighborhood assets are being done in a collaborative manner in order to remove historical silos and increase efficiency and transparency.


Interagency Collaboration

Below are a few examples of recent interagency collaboration that support the community's vision for Broadway East:

1. Pocket Park at 756 E. Preston/1300-1302 N. Gay with Rebuild Metro-Construction was completed in June 2021. Baltimore City Department of Transportation with assistance from the Baltimore Dept. of Planning's Baltimore Green Network, was helpful with issuing permits and working with their contractors to ensure that the garden's contractor had access to the site. The Baltimore Dept. of Housing and Community Development provided right of entry.
2. 1208-1216 N. Gay Pocket Park with Baltimore Environmental Equity Partnership (BEEP) and Neighborhood Design Center with assistance from Ren Southard from the Baltimore City Department of Planning-The project plan has been presented to the community and is moving forward
3. Increase of Street Trees/Tree Canopy with 200 trees with BEEP (Bluewater Baltimore and Interfaith Coalition for the Chesapeake Bay taking the lead) Half of the trees were planted in the spring, while the remaining trees are scheduled to be planted in October 2021. Baltimore Dept. of Transportation has been helpful in providing right of way access.
4. Duncan Street Miracle Garden Upgrades with Baltimore Green Space, the Environmental Control Board's Care-a-Lot and the Baltimore Department of Planning's Baltimore Green Network-The garden received funding in April from Amazon for new equipment, funding in July from T. Rowe Price for a gazebo, and funding from Maryland Department of Housing and Community Development for fencing and alleygating. The state's funding is due by the end of the year.
5. Bloomberg Foundation's Project on N. Wolfe and N. Washington with Bluewater Baltimore, Baltimore Dept. of Public Works, Baltimore Dept. of Housing and Community Development, Baltimore Department of Planning and American Communities Trust-With funding and guidance from the Bloomberg Foundation, the

project of planting of 200 trees and installation of flower containers was completed in the spring of 2021

6. 75 Street Trees Were Planned in the Fall of 2020 with The 6th Branch who took the lead and the Baltimore Tree Trust. Baltimore Dept. of Transportation provide right of entry for the public right of way. The funds came from the Chesapeake Bay Trust.

To be inserted: Cross-agency mple

Cross Agency Collaboration: Green Print Plan

The Broadway East residents, the New Broadway East Community Association, The 6th Branch and American Communities Trust worked closely with a number of agencies, including the Baltimore Dept. of Planning who provided the funding through the Chesapeake Bay Trust and provided input to the plan; the Baltimore Dept. of Housing and Community Development who provided information on ownership of vacant lots and potential development sites within the neighborhood; Baltimore Dept. Of Transportation who provided information about utilities and alleys, and Baltimore Dept. of Public Works who provided information about stormwater.

Placemaking Opportunities in the Broadway East Impact Investment Area

Holistic community development requires consideration of more than creation of housing units or the individual components of a plan but also a commitment to “placemaking”. Placemaking captures physical upgrades to both public and private spaces - including parks, plazas, and streetscapes - to provide for positive social interaction, offer cohesion to the urban setting and strengthen residential communities. To bring this concept to reality, the Department of Planning is working with community partners throughout the City to facilitate creative visioning sessions that can serve as the springboard for actionable neighborhood-based plans.



The Baltimore Pumphouse is an excellent placemaking opportunity. Image courtesy of The Baltimore Pumphouse and American Communities Trust (ACT).



The Last Mile Park will connect 8 rail under-passes with a one-mile urban ecological public art trail. Image courtesy of The Baltimore Pumphouse and American Communities Trust (ACT).



The Baltimore Greenprint plans a variety of green spaces throughout Broadway East, including a pilot project near N. Montford Ave. and E. Federal St. Image courtesy of Unknown Studio.



There is also an opportunity to configure a series of triangular open spaces along North Gay Street into a series of parks that would intersect with the Last Mile Park and the Broadway East Greenprint. Visioning image developed in partnership with the Broadway East Community.

Homeowner Support

Why Homeownership is Important

Supporting future and existing homeowners is a key component of equitable community development. DHCD is dedicated to helping homeowners and landlords make repairs to their homes to address emergencies, code violations, as well as health and safety issues. Our programs help eligible low- and moderate-income applicants finance home improvements including the repair and replacement of roofing, heating, plumbing and electrical systems, energy efficiency measures, lead hazard reduction, and disability accessibility modifications. In addition, Expanding and reducing barriers to maintaining homeownership is an effective method to foster wealth accumulation in low-income households and stabilize neighborhoods. While these programs existing Citywide, efforts are being made to provide targeted assistance to homeowners in Impact Investment Areas.

DHCD's Homeowner Toolkit

There are several direct ways in which the City supports existing, legacy, and new homeowners. DHCD conducts a "no wrong door", single point-of-entry for programs through the LIGHT Program to best coordinate the delivery of a variety of no- and low-cost services to help homeowners become more self-sufficient, safer, more stable and healthier in their homes.


- **Housing Rehabilitation and Repairs:** The Office of Homeownership initiates the repair process that addresses emergencies, code violations, and health and safety issues for owner-occupied properties. Available only for eligible owner-occupied properties.
- **Weatherization:** The Office of Homeownership initiates the process for energy efficiency improvements that lower utility bills and make homes safer and more comfortable. Available for eligible owner-and tenant-occupied properties.
- **Lead Hazard Reduction:** The Office of Homeownership manages lead remediation projects for eligible owner- and tenant-occupied properties. Household must include a pregnant woman or a child under 6. Available for eligible owner-and tenant-occupied properties.
- **Tax Sale Prevention:** DHCD's Tax Sale Services Coordination and Prevention division assists homeowners in avoiding tax sale and in understanding and navigating the tax sale process

The City offers a range of programs to support home buyers and businesses in the West:

- **Baltimore City Employee Homeownership Program:** \$5,000 for employees of City and [quasi-City agencies](#) who have been employed for at least six months.
- **Buying Into Baltimore:** \$5,000 awarded by lottery to people who attend a Live Baltimore [Trolley Tour](#) and meet other conditions.

- **Community Development Block Grant (CDBG) Homeownership Assistance Program:** \$5,000 for first-time homebuyers with a household income at or below 80% of area median income. Currently, this is \$54,950 for a household of one, \$62,800 for two, or \$78,500 for four.
- **Direct Homeownership Assistance Program:** An additional \$5,000 for CDBG Homeownership Assistance Program recipients who (a) purchase the house they have rented and occupied for at least six months, or (b) have a household member with a disability.
- **Live Near Your Work:** This partnership with [participating employers](#) encourages homeownership near places of employment. The City matches employers' contributions between \$1,000 and \$2,500, for total incentives of \$2,000-\$5,000+, depending on the employer.
- **Vacants to Value Booster:** \$10,000 incentive for properties that were subject to a Vacant Building Notice for at least one year prior to (a) rehabilitation of the property by an investor/developer, or (b) sale of the property to a homebuyer who intends to renovate the property using an acquisition/rehabilitation loan.
- **Façade Improvement Grants (FIG):** This grant provides funds to make exterior improvements to commercial buildings. The grants are to be used to enhance the appearance of individual buildings facades, signs, awnings and other exterior improvements. Both businesses and property owners are eligible.

The above listed homebuyer funds are city-wide. No money from these specific programs has been explicitly set aside in the West Impact Investment Area, yet residents in this geography are highly encouraged to utilize these resources. For more information, please visit the Housing and Homeownership [website](#), with more information and access to the initial online application.

 be inserted: target homeownership example

2114-2144 E. Federal Street- In 2019, DHCD sold 6 vacant buildings and 4 vacant lots to Better Baltimore Partnership, LLC. The Baltimore native developer Todd Scott, is planning to renovate and sell the homes at an anticipated sales price of \$165,000. The units will consist of 3 bed rooms, 2.5 bath, with rear carports. The vacant lots will be fenced and used for greening. The developer is also working with private owners and Baltimore City Code Enforcement legal to acquire remaining vacants on the block through tax sale foreclosures and Receivership auction.

Homeownership Support Opportunities in Broadway East

Homeowner Support is widely needed in Broadway East. There are many legacy homeowners who have endured the struggle of disinvestment in their respective communities. DHCD must consider a comprehensive strategy with effective tactics that supports our Senior homeowners without heavy code enforcement and displacement. The Neighborhood organizations should be at the forefront to determine which tactics will help achieve the best results.

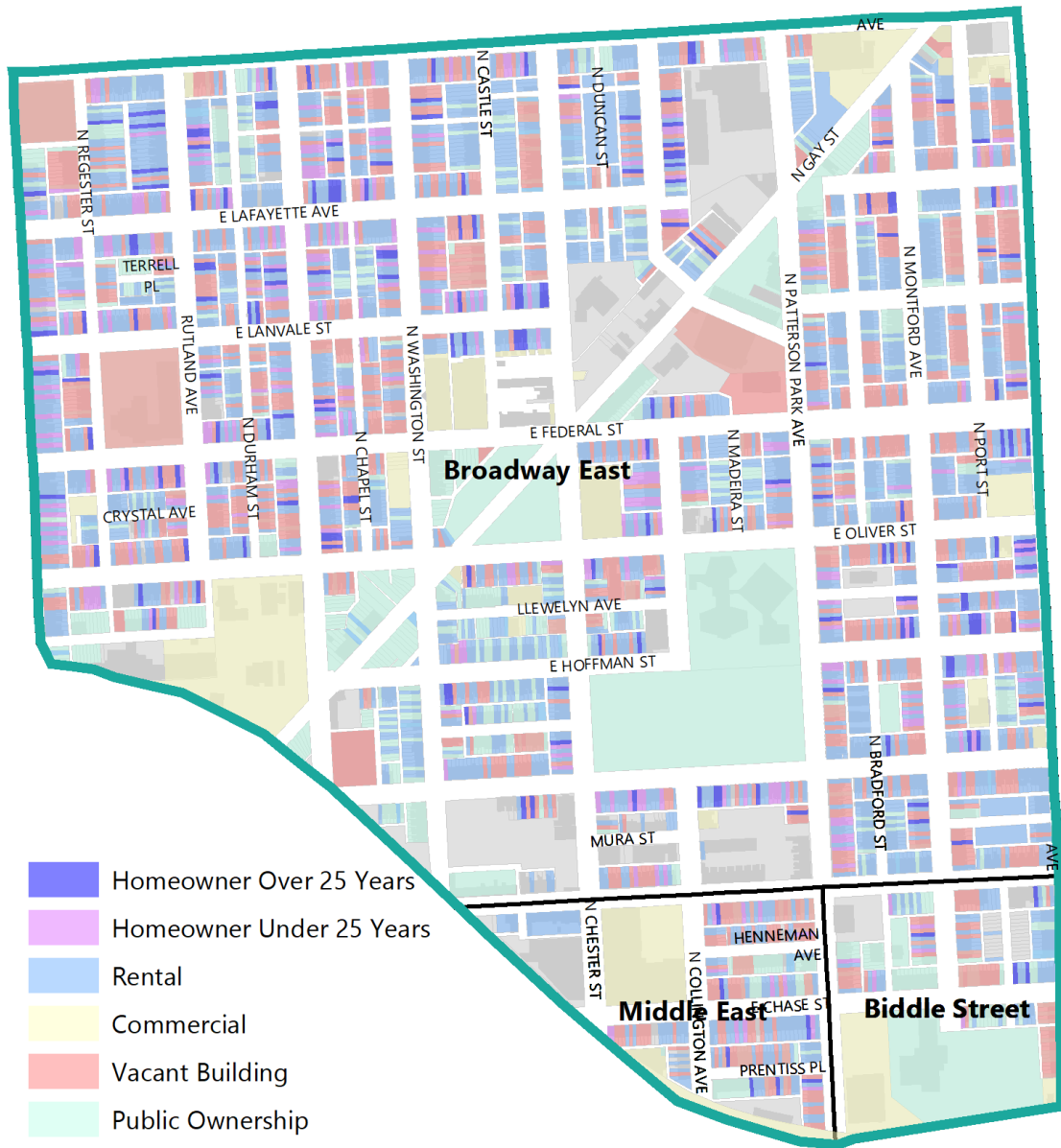
Residents in danger of losing their home due to foreclosure should seek housing counseling as early as possible. Belair-Edison Neighborhoods, Inc. (BENI), a local community development organization on the 3500 block of Belair Road, is in close proximity to Broadway East. BENI is a HUD certified housing counseling agency that provides free foreclosure prevention counseling for residents needing assistance.

Table 3, Homeowners, including long term

	Properties	Homeowner Occupied	Private Rental Occupied	% Long term Homeowner / Homeowner Occupied
BIDDLE STREET	186	10 (29%)	24 (71%)	4 (40%)
BROADWAY EAST	3636	477 (31%)	1,043 (69%)	183 (38%)
MIDDLE EAST	235	22 (19%)	96 (81%)	8 (36%)

- Area specific as needed. Particularly, are there community partners and others active in this space currently (such as HUBS program)? Who are key players who should be involved and/or suggested tactics employed to promote the availability of the resource? -
 - **Johns Hopkins Live Near Your Work** offers homeownership grants up to \$17k for down payment and closing assistance for full-time employees within a certain mile radius from Johns Hopkins Hospital. Key players include Johns Hopkins Hospital and the Baltimore City Homeownership office. JHLNYW and the NBE community will need to develop tactics to expand the grant opportunities to boundaries that includes more of the Broadway East blocks.
 - **Humanim** offers workforce development training for Baltimore City residents.

Figure 6, Current Homeowners in the Broadway East IIA



Rehab Priorities:

High Priority Blocks: Community Development Zones (CDZs)

Many Baltimore neighborhoods, including West, suffer from blight and vacancies which inhibit comprehensive community development. By working with local communities and stakeholders, and developing detailed data and planning analyses, the City has identified high priority blocks in Impact Investment Areas and is committed to proactively addressing conditions on these blocks. Called “Community Development Zones”, these blocks represent transformative opportunities that could leverage neighborhood-wide outcomes. The City is committed to providing investment of staff and resources and securing capital needed to address vacancies through a range of strategies. These CDZs have been ranked by priority through these analyses and discussions with the West IIA Work Group. The top priority areas are identified as Zone 1, next is Zone 2, and so on.

Community Development Zones (CDZs) are defined by the following criteria:

1. Collaboration to develop vacant properties with community partners, neighborhood associations, and quality developers
2. Targeted resources for existing and legacy homeowners
3. Proactive stabilization of vacant properties which are missing roofs or otherwise in danger of further decline.

Why These Zones Were Selected

Block-level housing strategies have been developed and are being modified as needed. Priority areas (i.e., zone 1) have been selected using community and agency input. The overriding logic for the selection of priority zones is building from strength. Broadway East is just north of a strong anchor institution, Johns Hopkins, and just south of Clifton Park.

The 2017 Housing Market Typology [map](#) is a visual tool that labels areas from “A” through “J”; “A” being the strongest housing markets and “J” being the weakest. The majority of Broadway East falls in I and J. However, the southern border of Broadway East is just a few short blocks from one of the most stable housing markets in the City - Patterson Park. By intentionally investing multiple resources into this neighborhood, DHCD, along with its partners intend to stabilize and reinvigorate the neighborhood, so longtime and new residents can benefit from investments that are broadly occurring in the East of the City.

 Zone 1s for this IIA were chosen because:

What is the logic in the Zone 1s in this area; why here? What strengths and assets do they build on, what are opportunities and challenges? Other commentary. What are the best options for stabilization?

Zone 1 features the former Rutland Elementary school site. The Broadway East community has expressed much interest in demolishing the building. Additionally, they would like to focus on redevelopment of the surrounding blocks near the school. This zone would be a perfect opportunity for redevelopment to build strength once the school is demolished. The ongoing challenge for this area is crime and illegal activity. Another challenge is the small percentage of city-owned vacants in this area. City acquisition of the private vacants would be ideal to create an impactful outcome.

Figure 6, IIA CDZs

Table 4 Broadway East CDZ – Zone 1 Property Rehabilitation Data

Properties	Private VBN	HABC Owned VBN	City Owned VBN	Receiverships Filed	VBN High LTV Cit Owned	Homeowner Occupied	Private Rental Occupied
348	94	0	5	0	0	51	94

The Rehab Toolkit

- **Receivership:** Receivership is an effective code enforcement mechanism to address vacant properties at a large scale and low cost. The City is able to sue owners who fail to make their vacant property code compliant and ask a judge to appoint a receiver to auction the property. Bidders who have been pre-qualified to renovate participate in the action. Receivership has accounted for hundreds of vacant building rehabs in the city and Baltimore is nationally-recognized as a leader in the practice.
- **Homeowner Supports:** As discussed above, support for legacy homeowners in Impact Investment Areas, with a focus on Community Development Clusters as possible, is a critical strategy to ensure existing residents benefit as neighborhood’s improve.
- **Stabilization:** For some vacant properties which are roofless or otherwise in severely deteriorated condition, stabilization is a preferred method of intervention before the property reaches an emergency situation. Many buildings are in the middle of stable and resilient blocks and so, demolition would require further substantial construction. Additionally, Baltimore is home to many unique and beautiful buildings. Stabilization would preserve their inherent value for future use.
- **Acquisition through Tax Sale Foreclosure and Condemnation:** In many situations, the City has the authority to actually take title to a vacant property. This provides the City significant leverage in supporting specific outcomes for the redevelopment of the property through a subsequent competitive bid process. This could include production of affordable units and/or homeownership units.
 - For abandoned properties where owners fail to pay property taxes for a significant period of time, the City may exercise tax sale foreclosure in order to positively repurpose the property. DHCD pursues tax sale foreclosure only on vacant properties where the value of the lien owed to the City is above or near the actual market value of the property. In many instances, the properties are literally abandoned: owned by defunct corporate entities or deceased parties.

- There are also situations in which the City may utilize powers of eminent domain to acquire vacant properties through “condemnation” as a result of blighting conditions, code violations or through legislation. The City uses this power selectively and in concert with community development plans. Property owners are compensated at market value through court processes, therefore, DHCD must have an identified budget for any properties that will be acquired through this method.
- The City can also engage in Donations, Negotiated Sales, and Property Swaps as methods of property acquisition.

Whole Block Rehab Example

1700 N Gay Street – Rebuild Metro

DHCD awarded and sold 29 city-owned vacant buildings to East Baltimore Historic, LLC in 2018. 8 homes were renovated and sold between \$189k-\$248k. 21 vacant buildings were renovated into rental units. The Gay street homes are estimated between 1400-2000 square feet in size and consists of 2 and 3 bedrooms and 2 baths.

Table 6, Priority Rehab Sites in the Broadway East CDZs

1. Homeowners
2. Recent Market activity
3. Potential acquisition opportunities

Project Location	Description of the Block	Development Notes
1700 block Oliver Street	18 properties on block, 3 homeowners, 5 under permit,	
1713-1747 E. Lanvale Street-		
1701-1711 E. Lanvale Street-	1 city-owned vacant lot available, 1 homeowner, 1 private vacant, and 1 private vacant building currently under construction	

Possible demo 1603-1629 Rutland	3 homeowners, 2 private vacant buildings, 2 private buildings with active permits.	
1700-1800 E. North Avenue (odd side)	1 city owned vacant building, 5 city-owned lots, 8 private vacant buildings, 10 private vacant lots, 2 homeowners	
1800 N. Collington	13 homeowners, 1 city-owned lot, 15 private vacant buildings, 9 private vacant lots, 3 buildings recently renovated	
1500 N Wolfe Street	1 city-owned building, 3 city-owned vacant lots, 10 homeowners, 2 private buildings recently renovated, 1 building under permit, 13 private vacant buildings.	Church on block has expressed interest in purchasing lots at 1536-1544 Wolfe for parking.
1600 Register St	2 city-owned vacant buildings, 1 homeowner, 1 HABC rental property, 1 private building under permit, 9 private vacant buildings.	
2000 E.. Oliver St. (odd side)	1 city-owned vacant building and lot, 3 homeowners, 5 private vacant buildings,	Block is located near Pastor Hickman project area

New Development:

Disinvestment in Baltimore neighborhoods, including the Broadway East Impact Investment Area, has led to specific blocks with near-total vacancy, partial demolition, incoherent ownership patterns and obsolete organization of parcels, streets and alleys. Until these conditions are remediated it is not reasonable to expect re-investment or any positive outcomes for the neighborhood. In these cases, the public sector must play the central role in clearing, acquiring, appropriately stewarding, and repurposing the land to the benefit of the neighborhood.

Such new development can fundamentally reposition a neighborhood for investment. In addition to removing the current blighting conditions, rebuilding on these medium- and larger-scale sites can diversify housing stock - allowing for a range of income and provide opportunities for affordable housing. These sites also could be re-visioned for large scale greening and passive uses.

The City engages with community stakeholders to envision the future re-uses and uses a variety of tools for this purpose including blight-remediating demolition and the acquisition methods discussed above. The cost of clearing land and title is substantial, and the time required for legal and regulatory processes is measure in years. Nonetheless, these types of sites are critical components of the holistic neighborhood vision.

To be inserted: clearance/ new development example

Potential Development Opportunities in the Broadway [IIA]

The following are potential development sites in Broadway East:

1. Gompers Bldg. (1701 E. North Ave) is prime location for commercial and has the potential to become an anchor for the community. An area strength includes its proximity to the North Avenue and N. Broadway residential and commercial strip. The historic building has received an abundance of development interest over the years. A major asset includes the Inspire school renovation that is currently underway at the Harford Heights elementary school, which faces the Samuel L. Gompers building. This area will become more inviting as new construction begins. A major challenge is the need for parking in the area. Parking options have been identified along the backside of the Gompers building on Regester Street. Supportive parking will be necessary for this site to become ideal for development. There are also surrounding vacant buildings and lots that need site planning and input from the community.
2. The Baltimore Pump House presents an opportunity for surrounding redevelopment of dilapidated properties. Some advantages of this site include its proximity to new development. The EBDI footprint and nearby projects along N. Gay St make this site marketable to small/large businesses. The disadvantages of this site include: surrounding vacants that becomes less appealing for commercial tenants that occupy the Pump House. Another disadvantage is the ongoing issue of supportive parking.

Tenants who occupy the commercial space have a strong need for parking for workers and consumers.

3. The Gay Street triangle (1400 Gay St.) is an ideal opportunity for development. Its large space creates an opportunity to spur investment and continue the development momentum along the N. Gay St. corridor. Nearby projects underway include Last Mile Park and a mixed-income apartment building underway in the 1400 block of N. Gay St. (odd side). This site faces challenges with surrounding blight which includes vacant dwellings along the 1900 block of E. Oliver. Demolishing the adjacent vacant buildings would create a full site for the Gay street triangle. There will also be a demand for parking due to the surrounding investments.
4. 1700 block of N. Montford (Odd Side) and 1700 block of North Port (Even Side) is the site envisioned to become One Green Acre which will be a tree nursery operated by Broadway East residents. Working with landscape architect Meg Baldwin, The 6th Branch and New Broadway East Community Association submitted a grant application for this project to Johns Hopkins University for their Innovation Fund.
5. 1600-1634 N. Montford and 1606-1625 N. Montford-Working with the New Broadway East Community Association, The 6th Branch and Unknown Studios have received funding and help from volunteers to install sunflower fields to create visual interest on this almost vacant block. The overall vision is to plant perennial flowers that will provide visual interest during the three growing seasons (spring, summer and fall).
6. Residents have been complaining about crime, trash and dumping occur on and around the old Rutland School at 1800 Rutland. This school is scheduled to be demolished and the residents have requested that this site should become a temporary green space and then a site for residential development in partnership with the community association. Broadway East CDC has applied for funding for this temporary greening.
7. Residents are also working on a permanent greening space at the 1500 block of North Madeira. This site is directly north of Collington Square Elementary School.

Table 7, Potential Development Opportunities in the Broadway East IIA

Project Location	Neighborhood	Strategy/Notes	Status
		RFP/Acquisition/Receivership/TBD	

Conclusion:

The neighborhoods within the Broadway East Impact Investment Area have experienced a significant resurgence in recent years. Community-centric planning combined with strong community organizations and an increased focus from City and State partners has helped to leverage investment and guide strategies that will help the area to continue to grow. Now is the time to double down and build on the many assets in Broadway East.

We must continue to follow the lead of the community to make sure that these neighborhoods can experience sustainable revitalization without displacement. Collaboration is key to success so it is critical that all of the stakeholders continue to work toward the goal of incremental change over time. This is a living document and will be regularly updated as we progress in partnership with our residents in the Broadway East Impact Investment Area.

Data Appendix