BALTIMORE CITY
DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT

Capital Improvement Plan

FY2021-FY2026

January 9, 2020

© Created by Baltimore City Department of Housing & Community Development

TOPICS

- Agency Overview
- Community Development Framework
  - Recent Accomplishments
  - Moving Forward
- DHCD CIP Request FY2021 – FY2026
  - Total Need
  - Project Requests
- Questions and Discussion

AGENCY OVERVIEW

VISION

The future state we strive for:

A Baltimore where current and future residents live in safe and decent housing in thriving, inclusive and equitable neighborhoods.

MISSION

The actions we will take to achive the vision:

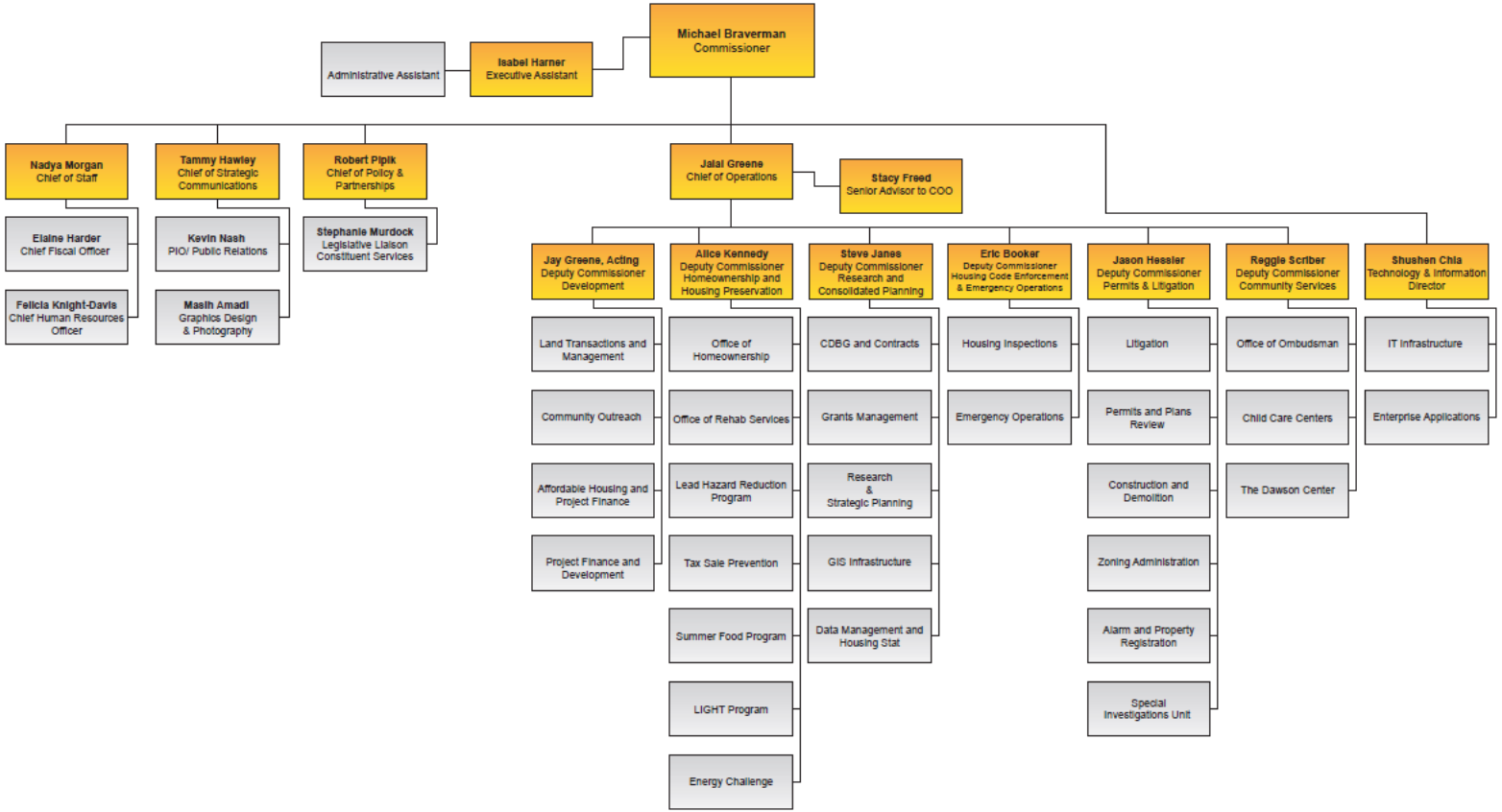
DHCD leads City efforts to promote thriving neighborhoods through community revitalization investments; supporting homeowmers; funding critical programs and neighborhood stakeholders; creating and preserving affordable housing; and ensuring safe conditions through code enforcement.

VALUES

How we intend to carry out our Mission:

Equity and Inclusion
Customer Service
Innovation
Integrity and Transparency
Partnership
Sustainability

AGENCY ORGANIZATIONAL CHART



AGENCY OVERVIEW – **Programmatic Divisions**

Chief of Operations
Jalal Greene

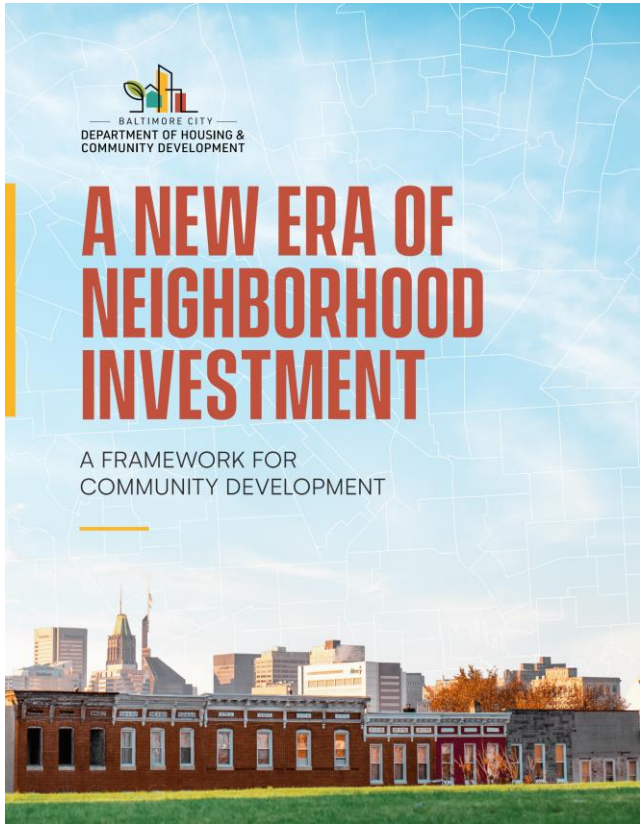
- Development
  Vacant
- Homeownership & Housing Preservation
  Alice Kennedy
- Research & Consolidated Planning
  Steve Janes
- Permits & Litigation
  Jason Hessler
- Housing Code Enforcement & Emergency Operations
  Eric Booker
- Community Services
  Reggie Scriber

- ***Development Division*** assembles parcels for blight elimination and redevelopment through acquisitions, and relocation, and finances and **supports affordable housing development**.
- ***Homeownership and Housing Preservation*** supports existing homeowners and new homeownership opportunities, preserving and creating affordable housing, preventing displacement, **building equity for Baltimoreans, preventing blight, and stabilizing communities**.
- ***Research & Consolidated Planning*** coordinates the receipt and retention of HUD formula grant resources and manages the Community Development Block Grant program, which **supports a wide range of housing and social services to over 50,000 low- and moderate-income Baltimoreans annually**.
- ***Permits & Litigation*** issues over **30,000 construction permits annually, conducts over 70,000 trade inspections**, oversees property registration, coordinates property demolition and stabilization, and leads litigation such as Baltimore's **national best practice "receivership" program**.
- ***Housing Code Enforcement & Emergency Operations*** conducts over **200,000 inspections each year** and monitors every vacant building and parcel in the city.
- ***Community Services*** operates community facilities including the **Dawson Center**, and assists families displaced by fire, or crisis.

COMMUNITY DEVELOPMENT FRAMEWORK

2019: Launch Framework

- **Equitable Community Development**
- **Invest in All Neighborhoods**
- **Expand Resources**



COMMUNITY DEVELOPMENT FRAMEWORK

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2020: Moving to Implementation

You are here.

COMMUNITY DEVELOPMENT FRAMEWORK

Equitable Community Development

Equity Assessment Program
City Council passed legislation in 2018 and Mayor's Team is coordinating agency participation.
DCHD has named Chief of Operations Jay Greene as Equity Officer.
90% of 2019 DHCD investments/ expenditures were in predominantly African-American neighborhoods, (African American population of 70% or higher).
DHCD Equitable Community Development: Five Components

COMMUNITY DEVELOPMENT FRAMEWORK

Equitable Community Development

2019: Launch Framework

- **Equitable Community Development**
- Invest in All Neighborhoods
- Expand Resources

2020: Moving to Implementation

- **Authentic Community Voice**
- Existing Residents Benefit
- Supporting Stakeholders
- Affordable Housing
- Creating Opportunities

Equitable Community Development – Authentic Voice

COMMUNITY DEVELOPMENT FRAMEWORK

Equitable Community Development

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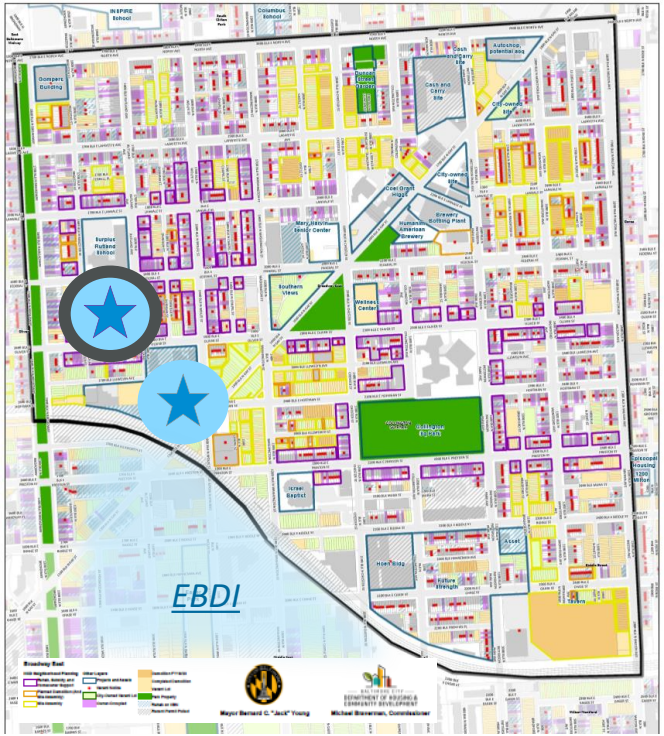
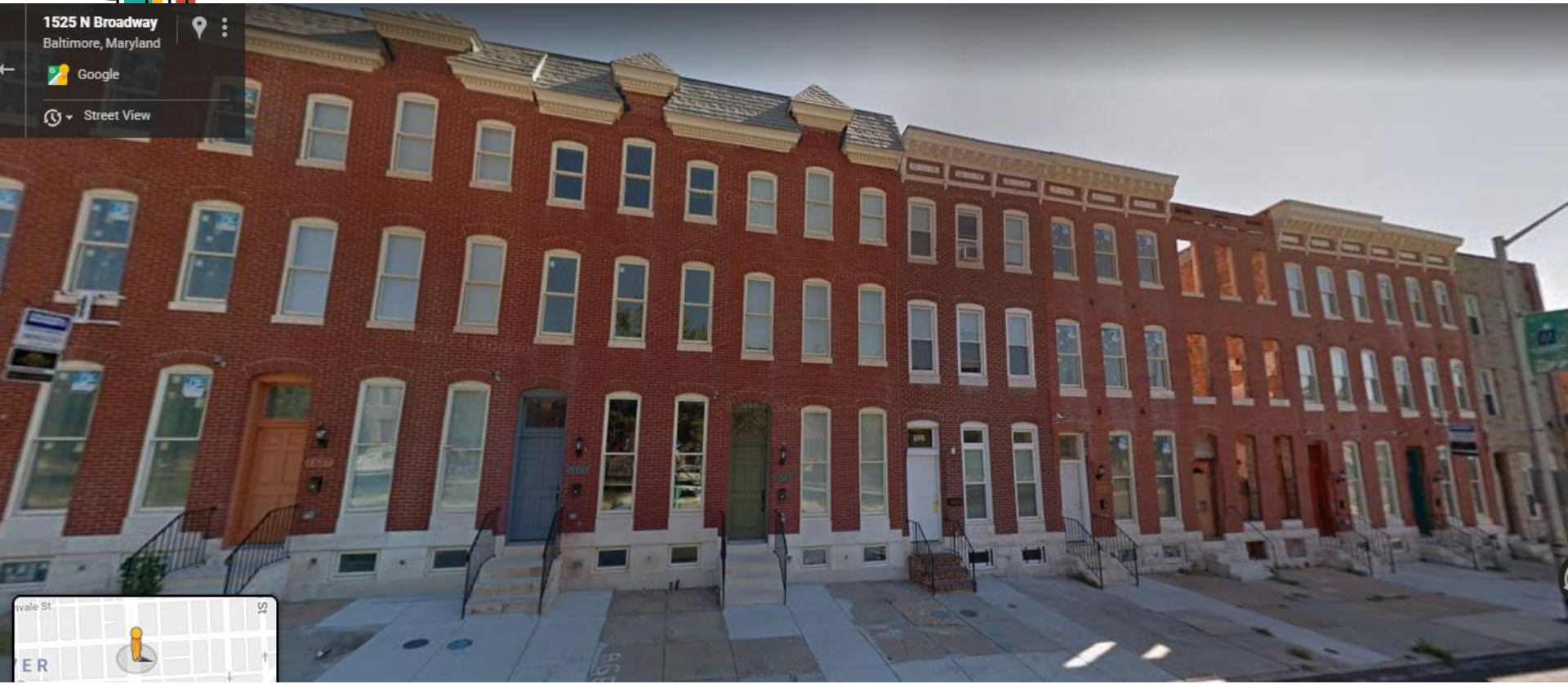
COMMUNITY DEVELOPMENT FRAMEWORK

Existing Residents and Homeowners

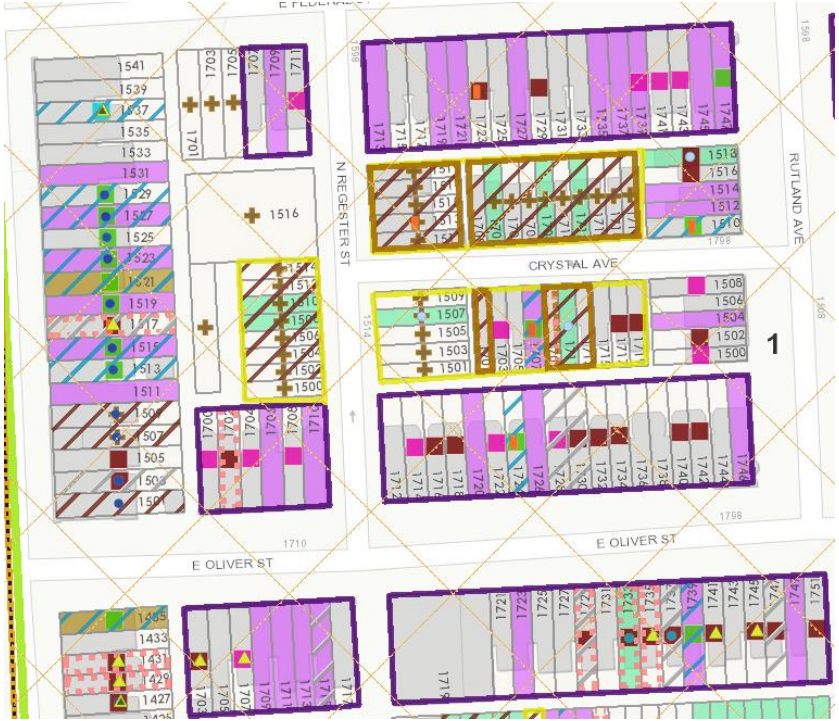


- Development without Displacement
- Long term residents and legacy homeowners should benefit from rising values
- Supporting legacy homeowners
  - Repairs
  - Weatherization
  - Estate Planning
- Focusing on blocks near strengths and with other interventions

1525 N Broadway
Baltimore, Maryland
Google
Street View
Google


1525 N Broadway
Baltimore, Maryland
Google
Street View

Project Highlight: 1700 E. Oliver



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Equitable Community Development

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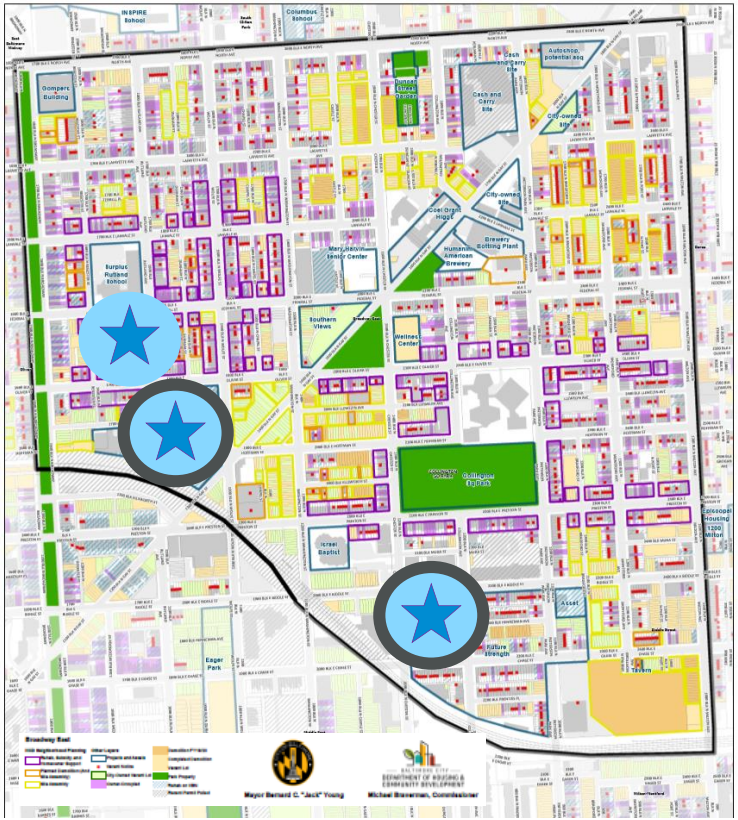
Project Highlight: Community Catalyst Grants

- **Community Catalyst <u>Capital</u>**
  - $3.3 Million
  - 25 Awards
  - $52 M in leverage
- **Community Catalyst <u>Operating</u>**
  - $1.75M
  - 35 Awards
  - More than 50% to Emerging Organizations
- **Combining with other sources such as CDBG**
- **Co-investing with State**

Project Highlight: Community Catalyst Grants



COMMUNITY DEVELOPMENT FRAMEWORK

Equitable Community Development

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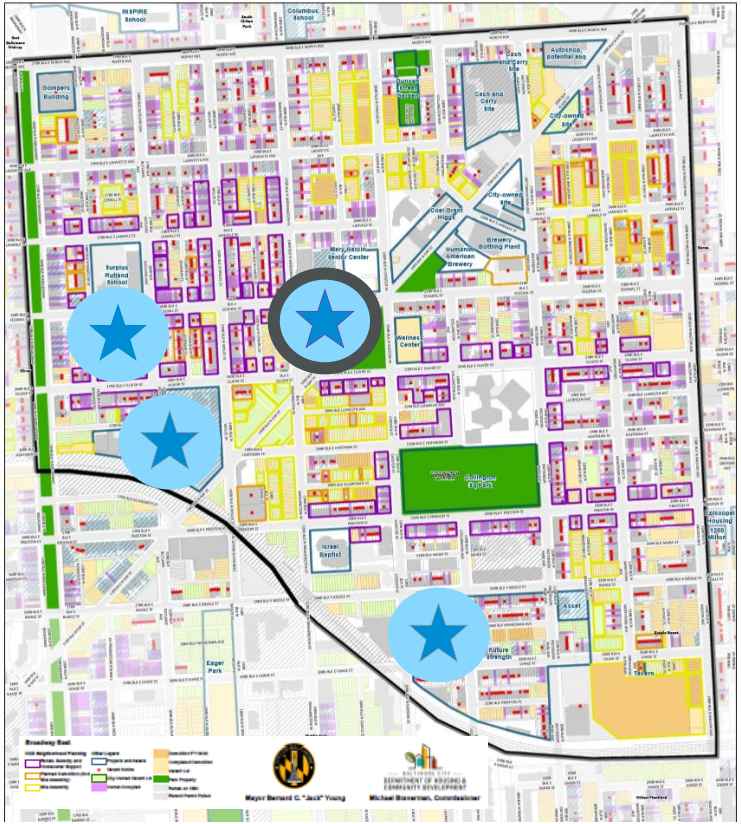
- **Affordable Housing**
- Creating Opportunities

Equitable Community Development – Affordable Housing Production

- Development without displacement.
- Mixed-income communities.
- Affordable units at the outset: not an after-thought

Project Highlight: Southern Views



CONCEPT RENDERING

commercial DEVELOPMENT

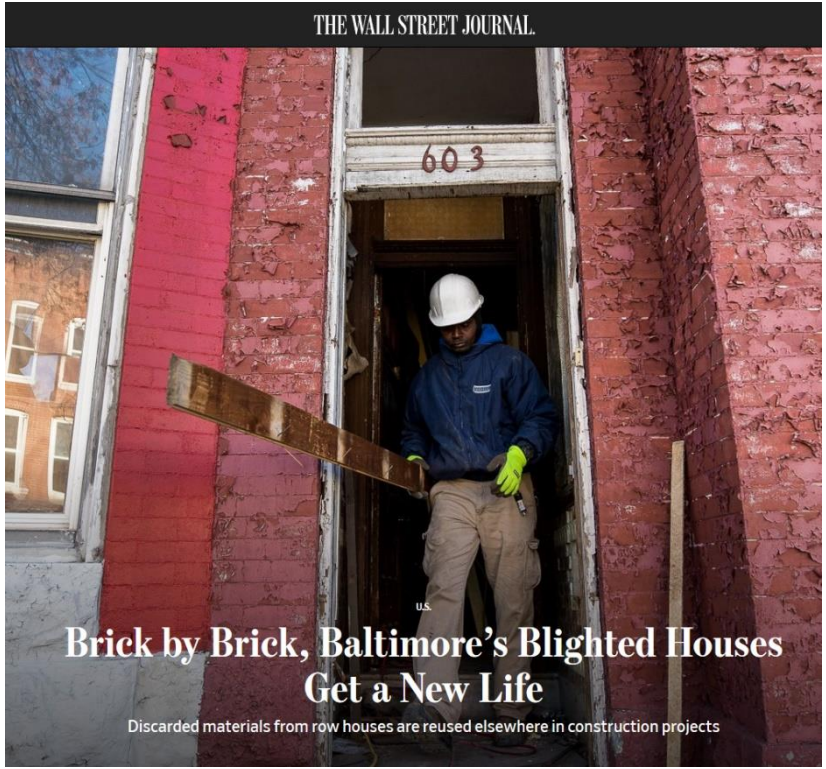
Southern Views Apartments
UDAAP Meeting 06/14 / 2018

CHO BENN HOLBACK + ASSOCIATES
a QUINN EVANS COMPANY

Equitable Community Development – Creating Opportunities

- ***How*** we invest.
- Creating meaningful opportunities for local residents, low-income disadvantaged and hard-to-employ Baltimoreans
- Employment and entrepreneurial opportunities

Project Highlight: Deconstruction



"They've done amazing work in Baltimore. They're definitely a national model, and to my knowledge one of the most successful public deconstruction programs," said Martin Brown of the Delta Institute, a Chicago nonprofit that advises cities on similar efforts.

April - 2019

COMMUNITY DEVELOPMENT FRAMEWORK

Building on Strength: Invest in All Neighborhoods

2019: Launch Framework

- Equitable Community Development
- **Invest in All Neighborhoods**
- Expand Resources

→

2020: Moving to Implementation

- **Differentiating by Neighborhood**
- **Block-Level Planning / Budget Modeling**
- **Coherent Neighborhood-Level Strategy**

Invest in All Neighborhoods

Middle Neighborhoods:
Preserving and supporting Middle-class Baltimore

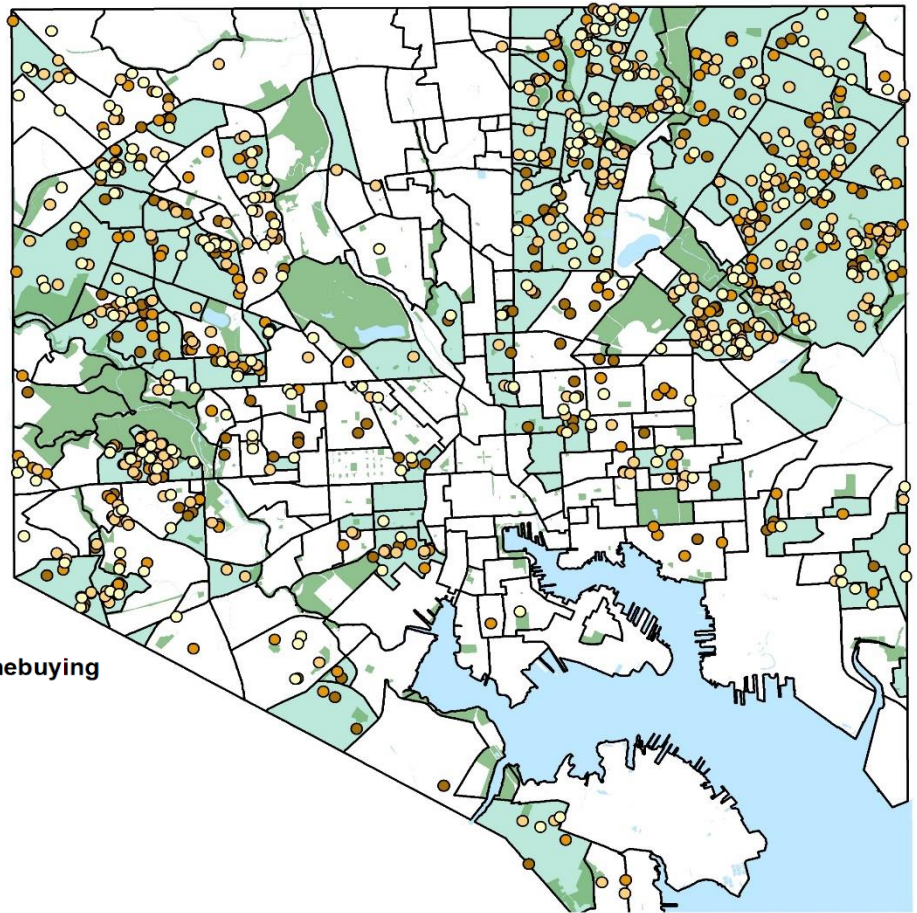
Asset Building Neighborhoods:
Build Nodes of Market Strength: Longer Term Approach

Impact Investment Areas:
Leverage Private Investment: Near-Term Transformation

Project Highlight: Ambassador Theatre

Middle Neighborhoods:
Preserving and supporting Middle-class Baltimore

Project Highlight: Affordable Homeownership in Middle Neighborhoods



Invest in All Neighborhoods

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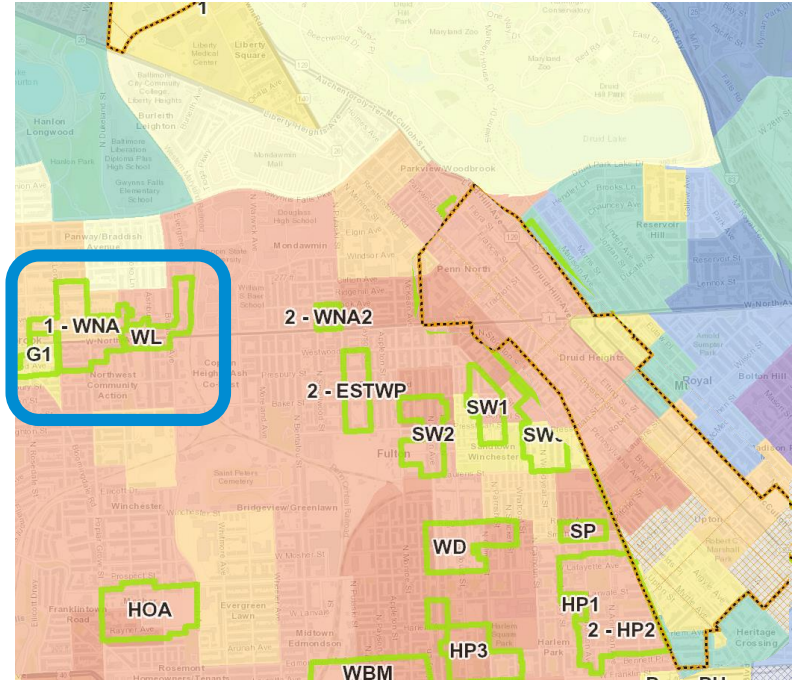
Asset Building Neighborhoods:
Build Nodes of Market Strength: Longer Term Approach

Impact Investment Areas:
Leverage Private Investment: Near-Term Transformation

West North Avenue



Invest in All Neighborhoods

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COMMUNITY DEVELOPMENT FRAMEWORK

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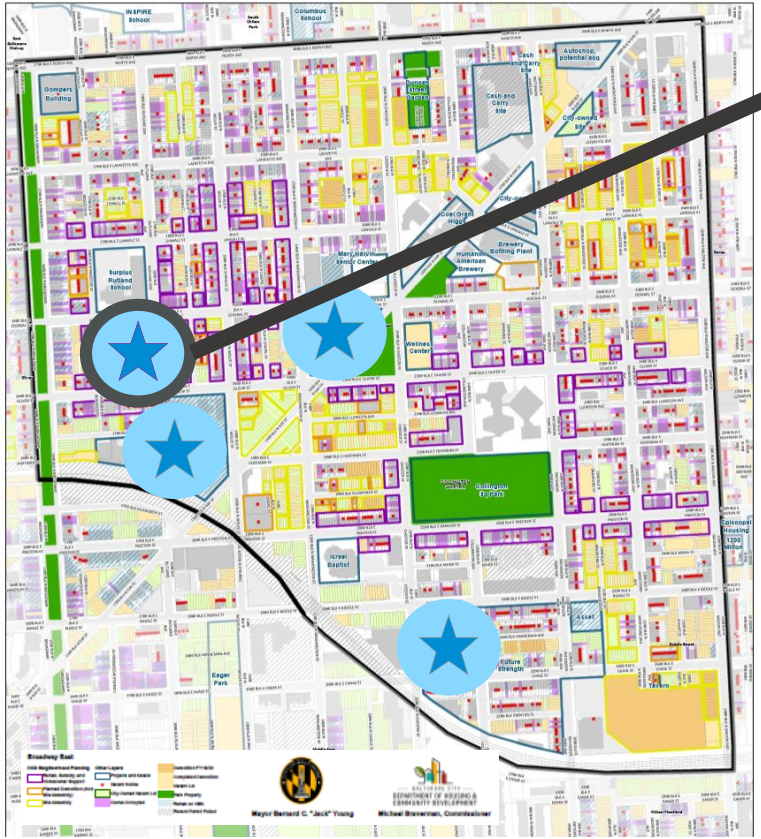
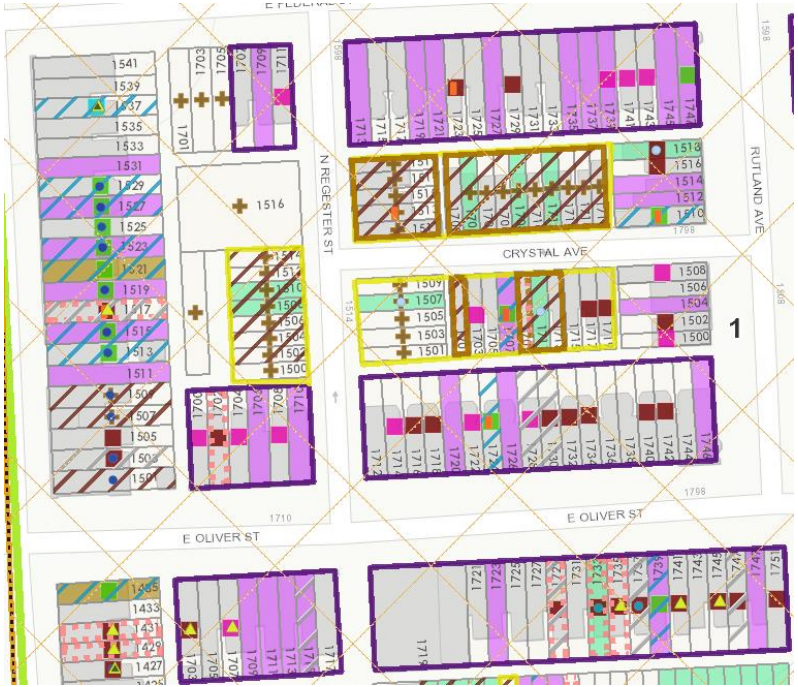
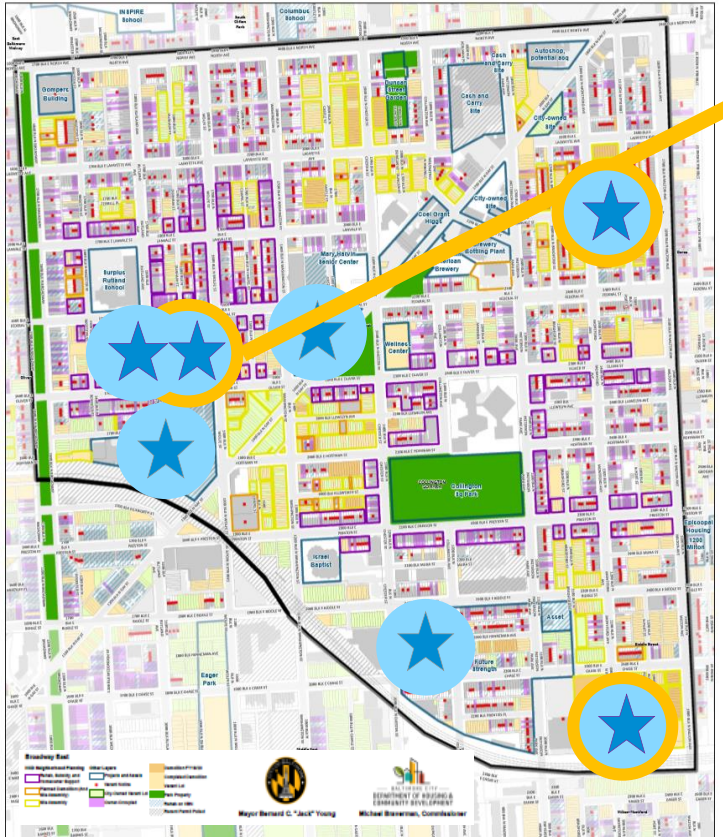
Block Level Planning and Budget Modeling



Homeownership Block				
Row Labels	TotalRehab	Homeowners	TotalStabilization	Total
1700 BLK E OLIVER EVEN	239200	21465	40000	300665
1700 BLK E OLIVER ODD	165600	29415	80000	275015
Grand Total	404800	50880	120000	575680

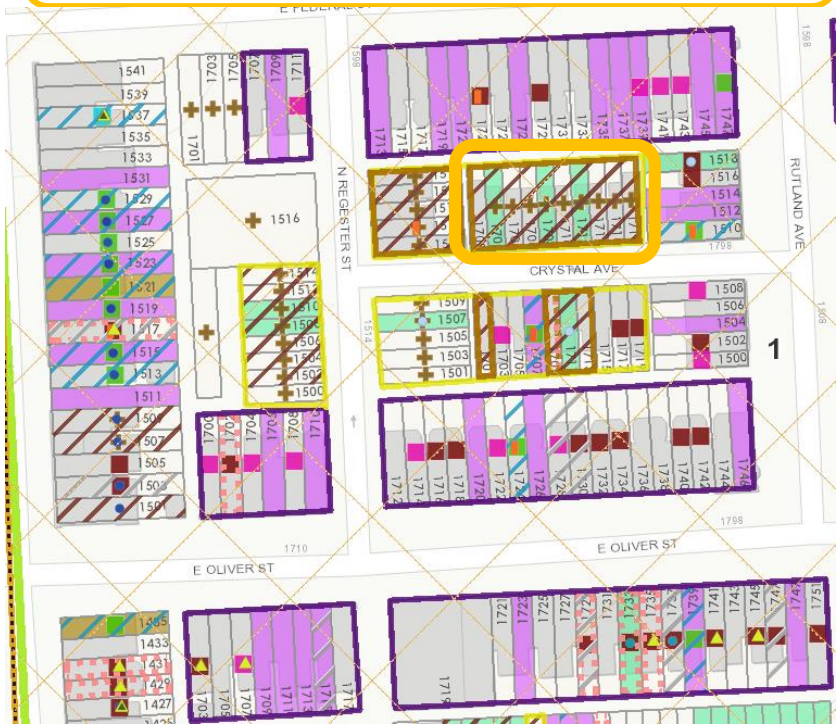


Block Level Planning and Budget Modeling

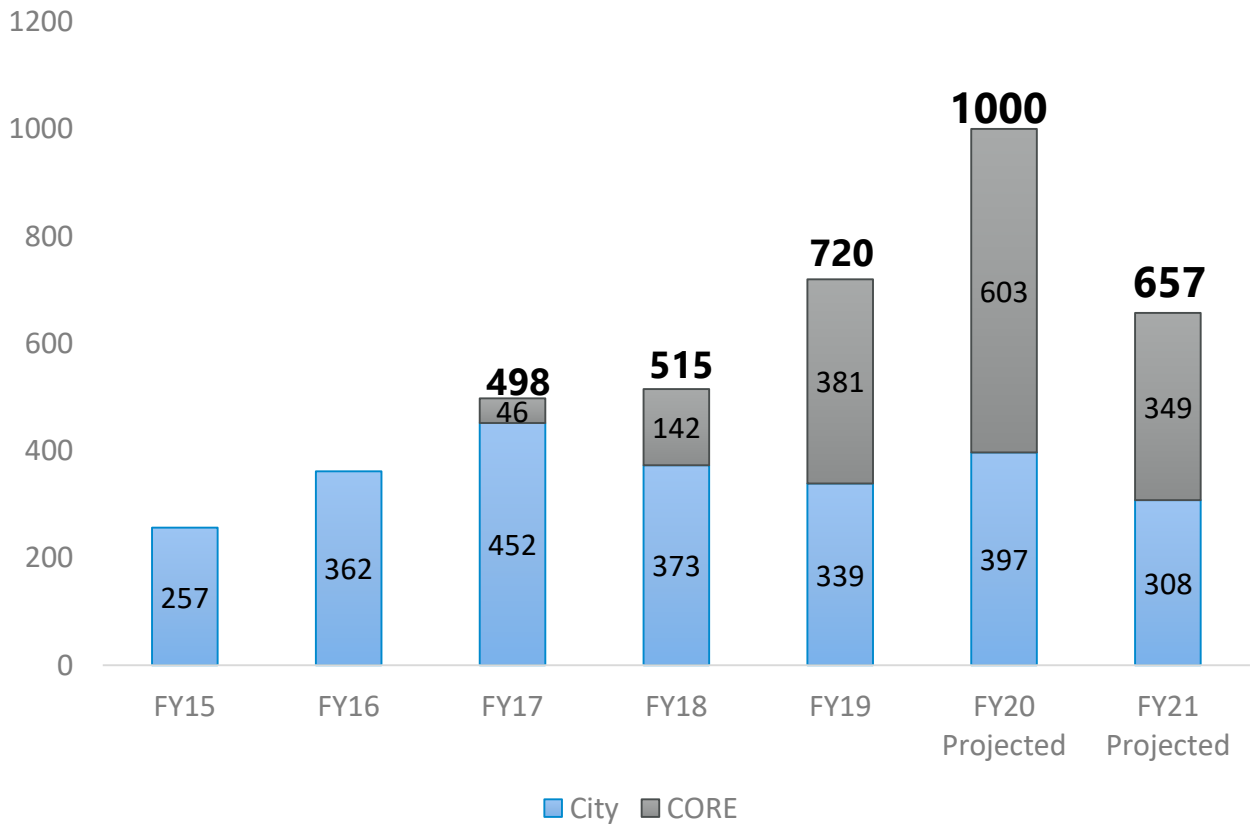


Demolition and Assembly Block

Row Labels	TotalDemo	TotalRelo	TotalAcq	Total
1700 BLK CRYSTAL EVEN	75674	0	38500	114174



Project Highlight: Demolition



COMMUNITY DEVELOPMENT FRAMEWORK

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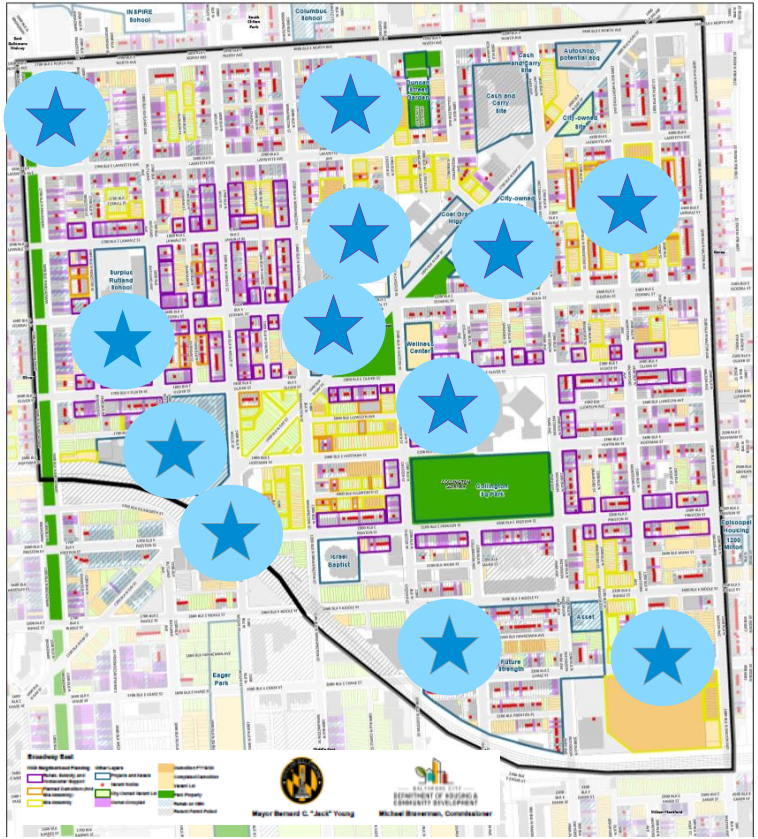
COMMUNITY DEVELOPMENT FRAMEWORK



Coherent Neighborhood Strategy

- Key Development Site: Gompers
- Key Development Site: Rutland School
- Asset: Duncan Street Miracle Garden
- Assemblage: Bradford Montford Port
- Asset: Brewery Building
- Asset: Mary Harvin Center
- Project: Southern Streams Wellness Cntr
- Project: Southern Views Apartments
- Project: Phase 1 Rehabs Oliver
- Project: Phase 2 Rehabs Collington Sq
- Asset: Food Hub
- Asset: Hoen Bldg
- Assemblage: Raynor Brown School Site
- “Last Mile” Park at Amtrak Crossing

COMMUNITY DEVELOPMENT FRAMEWORK

Expand Resources

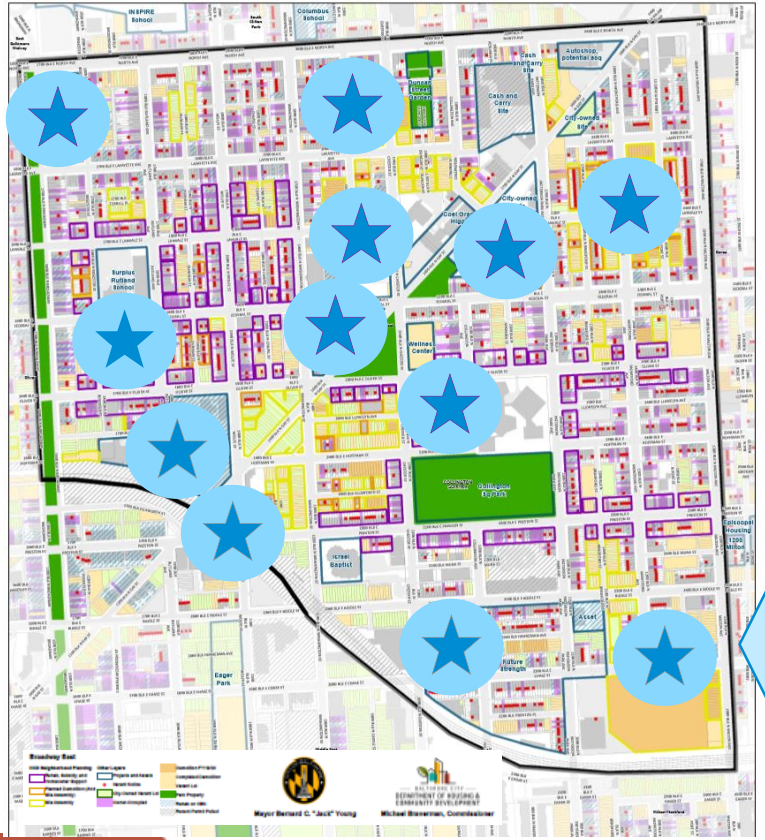
2019: Launch Framework

- Equitable Community Development
- Invest in All Neighborhoods
- **Expand Resources**

2020: Moving to Implementation

- **Community Catalyst Grants**
- **Neighborhood Impact Investment Fund**
- **Affordable Housing Trust Fund**
- **CIP**

Expanding Resources



City

CIP
Operating Budget
CCG
AHTF
NIIF

State

CORE
BRNI
Bonds
Community Legacy
Rental Hsng Works

Federal

CDBG
HOME
HUD Prgms

Private

Equity
Debt
Philanthropy

Southern Views Apartments: $25M Est Total Investment

City

Operating Staff
Acquisition
Relocation
Demolition

Acquisition CIP

Demolition CIP

Affrdble Hsng Bond

AHTF

HOME

State

CORE

Rental Housing Works

LIHTC

Federal

LIHTC (State)

HOME (City)

PBRA Vouchers

Private

Debt

Developer Equity

Philanthropy

COMMUNITY DEVELOPMENT FRAMEWORK

Expand Resources

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- **Expand Resources**

2020: Moving to Implementation

- **Community Catalyst Grant**
- **Neighborhood Impact Investment Fund**
- **Affordable Housing Trust Fund**
- **CIP**

You are here.

OVERALL NEED

- **Defining "overall need":**
  Not literally, which would be Billions.

Demolition	**16000 bldgs**	**$25000/bldg**	**$400M**
Affordable Hsng	50000 households	$30000/hh	$1.5B
Home Repairs			$500M

OVERALL NEED

- **Defining "overall need":**
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Demolition	16000 bldgs	$25000/bldg	**$400M**
Affordable Hsng	50000 households	$30000/hh	**$1.5B**
Home Repairs			**$500M**

- **Deliver on commitments and move forward with Framework**

- **$405M:**
  Combining budget-model and project commitments.
  Public portion: Not "Total Development Cost"
  Not ALL expected public contributions, not private leverage.
  Six- to ten-year program

FY2021-FY2026 CIP REQUEST

Project	CIP No.	FY21 City Bond (IN THOUSANDS)
Affordable Housing Program	588-026	5000
Urgent Demolition	588-005	1000
Emergency Stabilization Program	588-002	500
Community Catalyst Grants	588-044	1500
HOME Program	588-006	100
Southeast Baltimore Redevelopment	588-036	500
Housing Repair Assistance Programs	588-986	750
Demolition of Blighted Structures	588-983	1700
Baltimore Homeownership Incentive Program	588-019	1700
Whole Block Demolition	588-012	6000
Lead Paint Remediation / HUD Grant	588-073	500
Housing Upgrades to Benefit Seniors (HUBS)	588-052	250
Poppleton Acquisition, Demolition & Relocation	588-932	1500
Coldstream, Homestead & Montebello (CHM)	588-926	1400
Johnston Square Redevelopment	588-072	200
Healthy Neighborhoods	588-935	400
Total		**23000**

FY2021-FY2026 CIP REQUEST

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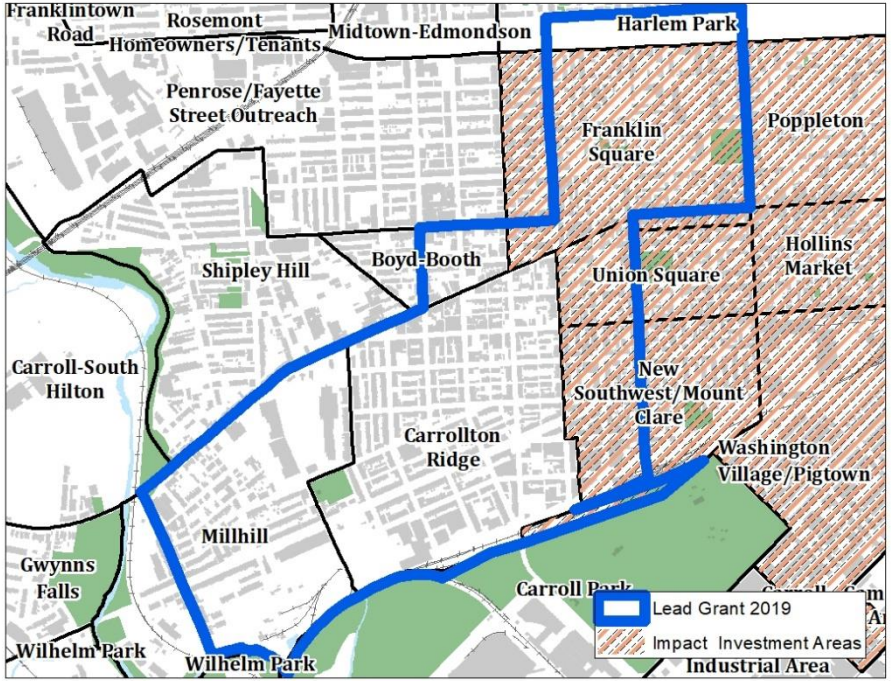
Whole Block Demolition	588-012	6000
Lead Paint Remediation / HUD Grant	588-073	500
Housing Upgrades to Benefit Seniors (HUBS)	588-052	250
Poppleton Acquisition, Demolition & Relocation	588-932	1500
Coldstream, Homestead & Montebello (CHM)	588-926	1400
Johnston Square Redevelopment	588-072	200
Healthy Neighborhoods	588-935	400
Total		**23000**

Project Highlight: Targeted HUD Lead Paint Award

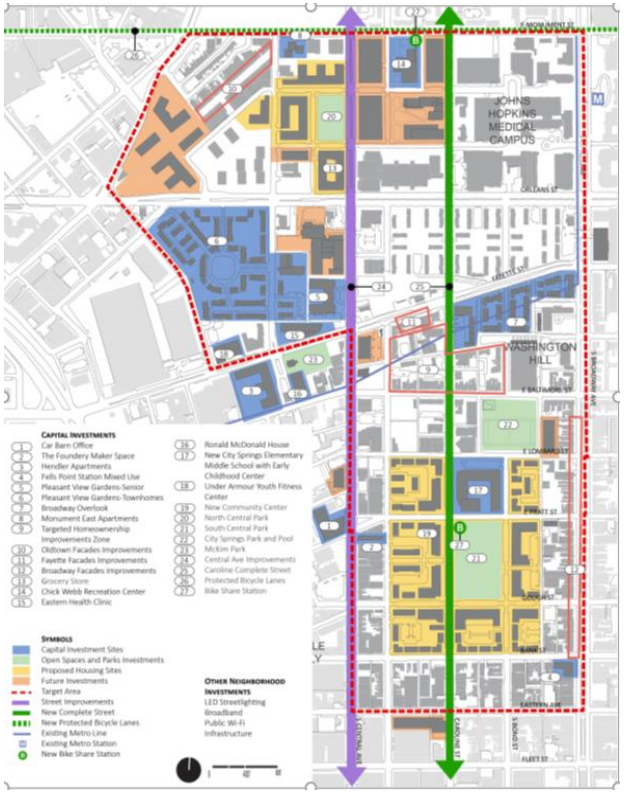


- Funds are targeted to Southwest Baltimore
- Federal Funding: $9.7M over 5 years
- $500K City FY21 Capital.
- New program, ***in addition*** to existing federal lead paint funding.

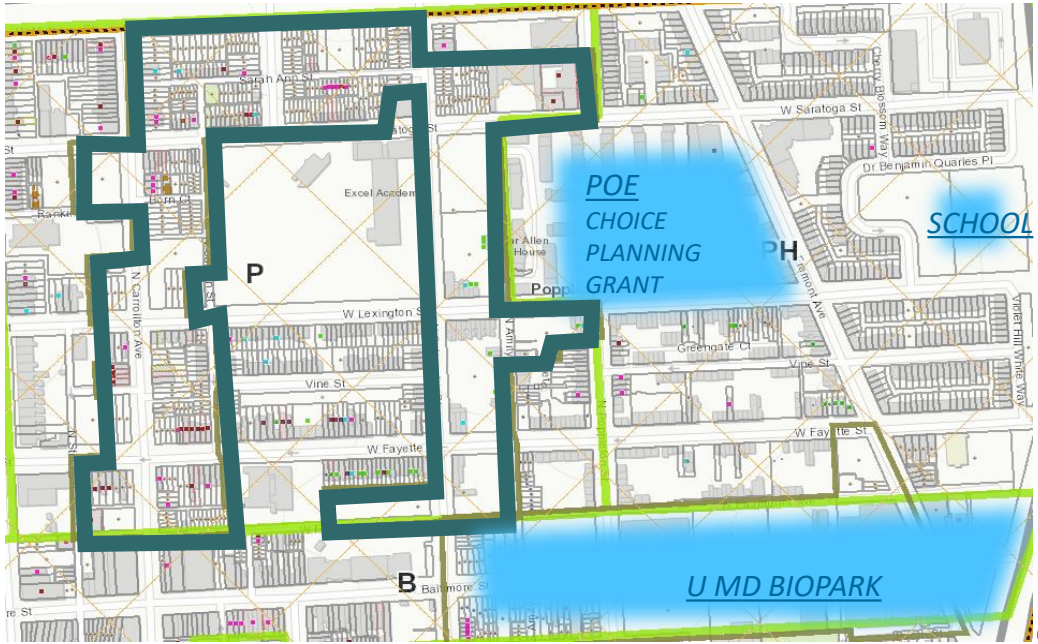
Project Highlight: Perkins Somerset Oldtown

Project Highlight: Perkins Somerset Oldtown

- ***Housing***:
  - 652 Public Housing replacement units
  - 276 Low Income Housing Tax Credit units
  - 417 Market Rate units
- ***Neighborhood***:
  - New parks, streets improvements
  - New City Springs Elementary School.
- ***People*: A Comprehensive Human Services Plan**
  - increase family economic self-sufficiency
  - improve educational outcomes over the long term.



Project Highlight: Poppleton



Project Highlight: Coldstream Homestead Montebello

Thank You.

@BmoreDhcd