

# East Baltimore Midway: Implementation Strategy

Fall 2022

## Introduction

### 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 to the Framework

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.

## IIA's Implementation Strategies

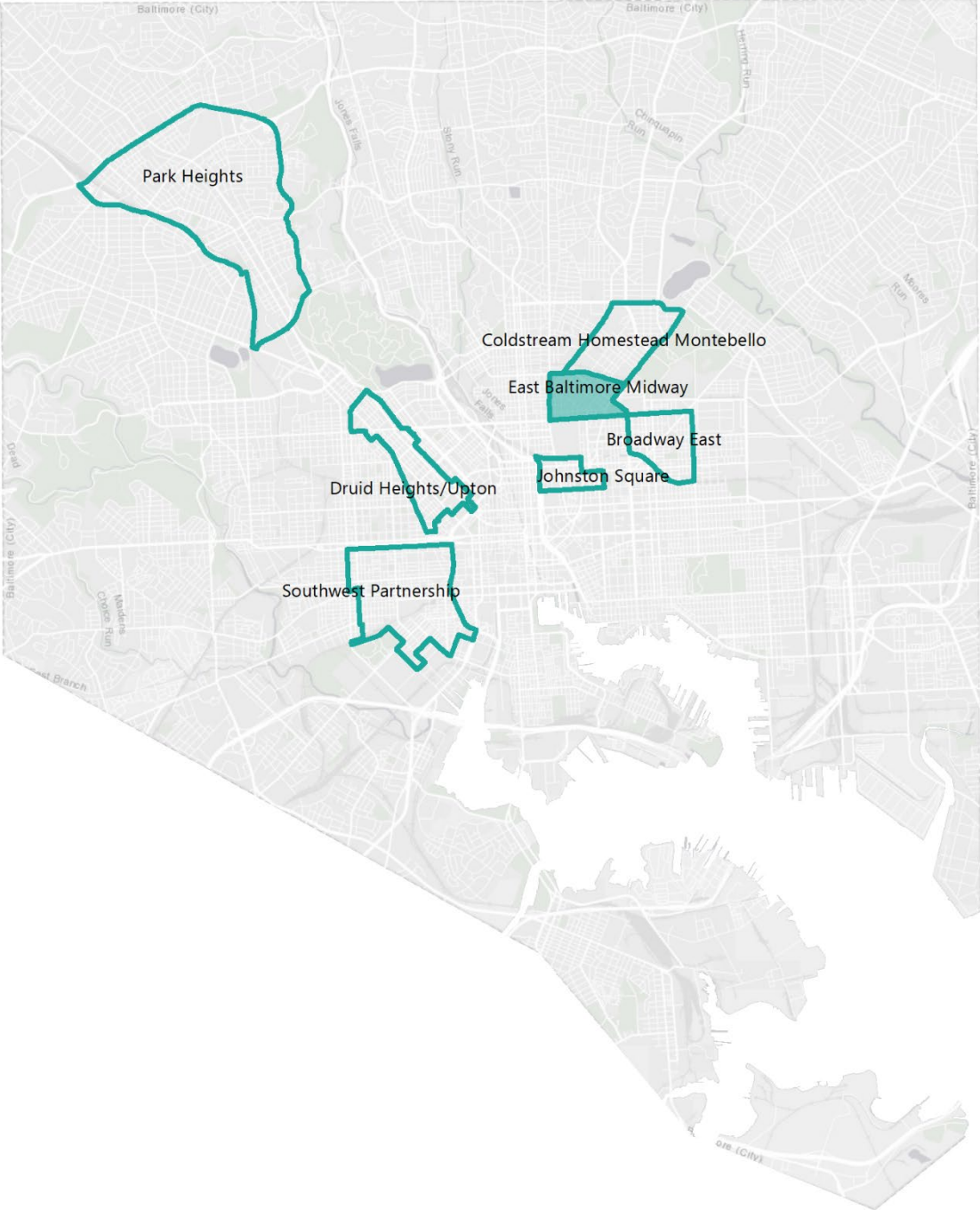
The East Baltimore Midway (EBM) Implementation Strategy document provides a recommended set of actions and investments which the City and partners will implement. These recommendations are based on our iterative, detailed planning process and engagement over the last 18 months. In addition to the monthly 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 (1-3 years) Priorities

This is a proposed list of priority sites for the next 12 - 36 months. The rationale behind these priority sites and blocks is detailed in this document.

*See Excel file to draft table.*

Figure 1, Map of all Impact Investment Areas



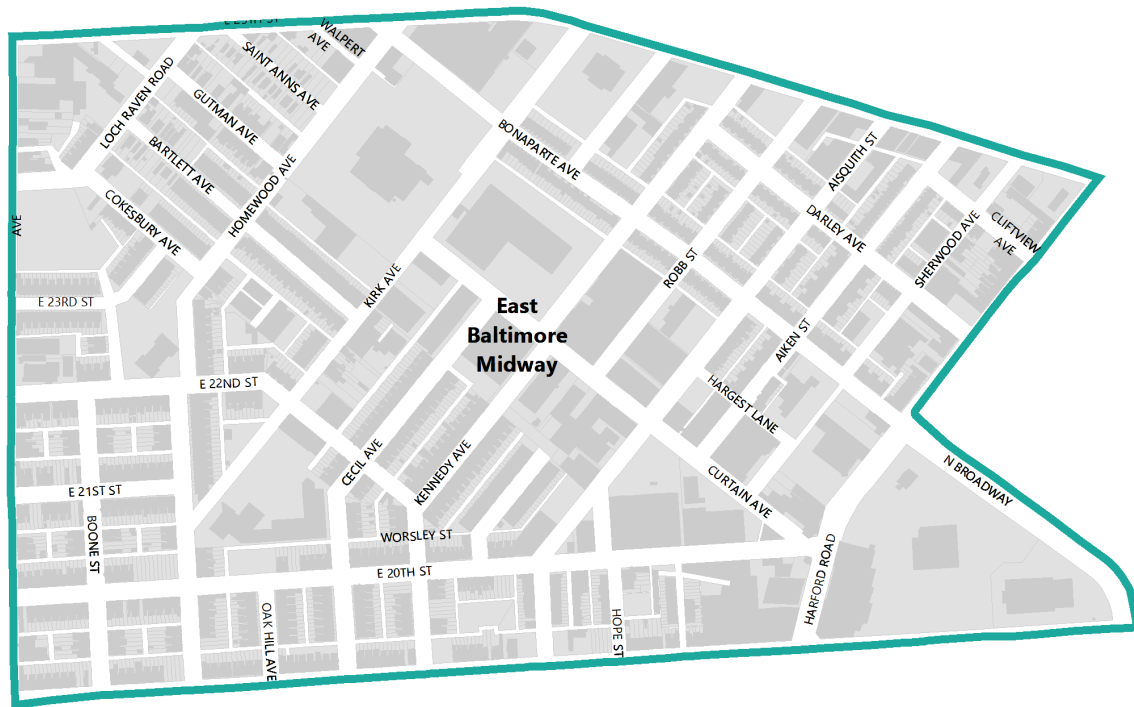
## Area Overview

### History

The development of East Baltimore- Midway began in the mid-nineteenth century, when it was part of Baltimore County. In 1888, Baltimore City's northern boundary moved nearly two miles north bringing the developing East-Baltimore Midway neighborhood into the city.

After WWII, efforts to maintain East Baltimore Midway as a segregated neighborhood for white residents broke down. The neighborhood's population changed from over 99% white in 1950 to over 80% Black in 1960. However, Black residents moving to the neighborhood in the 1950s faced new challenges, non-compatible land uses abutting residential rowhomes.. For example, in 1948, the city established a large bus depot at Kirk and Bonaparte Avenues that still exists today. In 1958, residents and representatives from the local chapter of the NAACP unsuccessfully fought to stop the operation of an automobile brake shoe service business on the 2300 block of Boone Street. These large and disruptive industrial building and uses have had lasting impacts on the character of the neighborhood. Unfortunately, after years of decreased funding for urban neighborhoods at the federal, state and local levels, along with commercial and residential disinvestment from property owners, East Baltimore Midway continues to experience tremendous decline. There have been some sparks of change; the former Oliver Cromwell School (which closed in 1978) reopened as Homewood House with apartments for low-income seniors. After years of advocacy to remediate the air pollution from the Kirk Avenue bus depot, Midway Park was created in 2014 as a new buffer between the bus facility and nearby houses. There is some scattered housing redevelopment occurring as well.

Figure 2, Map of EBM Impact Investment Area



### Existing Conditions

The physical appearance of EBM is defined by the unique characteristics of its geography. Most of Baltimore runs on a straight north south grid, but the confluence of historic roadways, waterways, and rail lines means that East Baltimore Midway has three intersecting grids, providing the neighborhood with a lively variety of blocks, vistas, and topography. Below are a few examples of the different types of housing stock in this neighborhood:

- Most of the blocks along North Avenue are lined with three story row houses
- Characteristic of this area, the 1900 block of Oak Hill Road is lined with charming two-story, three bay bow-front rowhouses. This tree-lined block has views of the Cemetery and neighbors have graced the block with planters and vintage chairs, epitomizing Baltimore's stoop living aesthetic.
- Tidy two-story brick porch-front row houses line several blocks west of Harford Road in the north eastern section of the district. Street trees, planter boxes, postage stamp gardens, street parking, sporting team paraphernalia, and vintage street lights support

all-American working class character in this part of the neighborhood, which has low vacancy rates and almost no demolition. Most of this part of the neighborhood is in stable condition and needs small investments to keep up with maintenance and support curb appeal.

The diverse housing stock of this neighborhood is complemented by small scale manufacturing along the historic path of Jenkins Run. In the early 20th century, a few mid-sized industries were located along Jenkins Run. Twenty-fifth Street, Midway's northern boundary, developed as an auto-oriented corridor in the second quarter of the 20th century, lined with service stations, sales lots, and repair businesses. Through the first quarter of the 20th century, the eastern edge of the neighborhood, along Harford Road, was lined with a mix of single family and duplex houses with small slaughterhouses and packing houses behind. Harford Road remains a hodge-podge of building typologies and commercial activities.

## Community Partners

- **Greater Greenmount Community Association** promotes a thriving community by implementing programs that improve the quality of life of all residents in order to reclaim and revitalize the Greater Greenmount community.
- **Midway CDC**
- **Cecil Elementary School** is a neighborhood Pre K-5 with advanced programming for its students, and dedicated teachers, staff, and community partners that is an anchor institution in East Baltimore Midway.
- **Roberta's House** is building a new \$16 million a state-of-the art resource center that will serve as the first newly constructed bereavement center providing mental health services and a safe space for those in need of healing
- **Mother Seton Academy** is a tuition-free, independent Catholic Middle School serving over 70 boys and girls, grades 6 through 8, from urban, low-income families of all faiths and cultures.
- **Central Baltimore Partnership** galvanizes the renaissance of Central Baltimore neighborhoods by working with community partners and city agencies, guided by the 2012 Homewood Community Partners Initiative and the 2017 Front & Center Equity Plan.

## EBM Stakeholders/ IIA Workgroup Partners

In the current revitalization effort of East Baltimore Midway there are a number of community partners and area stakeholders working together to create and implement a cohesive vision for the neighborhood. They include:

- **Central Baltimore Partnership** is a partner to the GGCA providing capacity building support, resources, and advocacy for the improvement of the neighborhood and lives of the residents in Midway and other Central Baltimore neighborhoods.

- **Jubilee Baltimore** is a nonprofit organization, helping the people of Baltimore build safe, stable, historic, attractive, diverse neighborhoods by developing commercial properties, affordable and market-rate housing, with extensive experience in historic renovation and community planning.
- **Midway Neighborhood Cooperative** is a cooperatively owned and run construction and neighborhood development company. Made up of Midway residents and business owners, MNC works to build neighborhood resources for and by residents of the Midway neighborhood where they work and live.

## Successes to Date

There have been several positive developments to take place in East Baltimore Midway over the past few years. The Greater Greenmount Community Association has been at the forefront of several of these successes including the reimagining of vacant parcels along Boone Street now called Bone Street Commons, a community green, garden, and gathering space; Boone Street Farm, just across from the commons, was a successful farm providing fresh produce to Midway and other neighborhoods around the city. It is now being developed into a recreational play space. Additionally, GGCA, along with neighboring communities, successfully lobbied against the liquor license renewal of Eric 500, a problematic liquor store at the corner of North and Greenmount Avenues. It has since closed and the Central Baltimore Future Fund was able to acquire the property and offer it for disposition with the end goals of redevelopment.

Other successes in Midway have centered around new construction or rehabilitation of existing vacant and underutilized buildings. Maryland Custom Builders constructed eight new modular homes at 518 – 530 E. 21st Street on previously city-owned vacant lots, selling all eight homes for an average of \$300K each. The new Roberta's House Grief Support Center is scheduled to open in Fall 2021. The center will offer bereavement support groups as well as clinical specialized mental health services. The 20,000 SF facility as a fully accessible, safe place and resource center that promotes recovery and healing from loss and grief. Along the industrial core of the neighborhood, The Compound is a 20,000 square foot multi-purpose cultural space on one acre of land that provides affordable housing to 10 working artists, affordable work/studio space to 24 artists and artisans, and employment and training opportunities to Midway residents.

Various community partners have come together to support Midway's anchor Cecil Elementary School. Central Baltimore Partnership has engaged in a fundraising campaign to raise \$1.5 million for the development of Cecil Play Yard, a green space at the rear of the elementary school that will support a multitude of users within the neighborhood.

Table 2, IIA Property Characteristics

<b>Properties</b>	<b>Commercial</b>	<b>Residential</b>	<b>Vacant Lots</b>	<b>Vacant Buildings</b>	<b>Private Rental</b>	<b>Homeowner Occupied</b>
1,809	92	1419	249	396 (25%)	607 (61%)	394 (39%)



Figure 3, Asset and Opportunity Map



Figure 4, Selected Highlights from the Asset and Opportunity Map

1. Mund Park
2. Midway Park
3. Maryland Transit Authority (MTA) Kirk Ave. Bus Depot
4. Corner Team Boxing Center
5. Mother Seton Academy
6. North Barclay Green Senior Housing
7. The Compound
8. Cecil Elem.
9. Tooney Town Early Learning Center
10. Roberta's House
11. North Avenue Rising – Streetscape Improvements
12. Maryland District Courthouse Campus



- INFRASTRUCTURE IMPROVEMENT
- RECENT DEVELOPMENT
- POTENTIAL / FUTURE DEVELOPMENT
- RECREATION / PARK
- NEIGHBORHOOD ANCHOR
- ZONE 1A - PRIORITY
- EDUCATION
- 🚊 RAIL / SUBWAY STOP



# 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 in Practice

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.

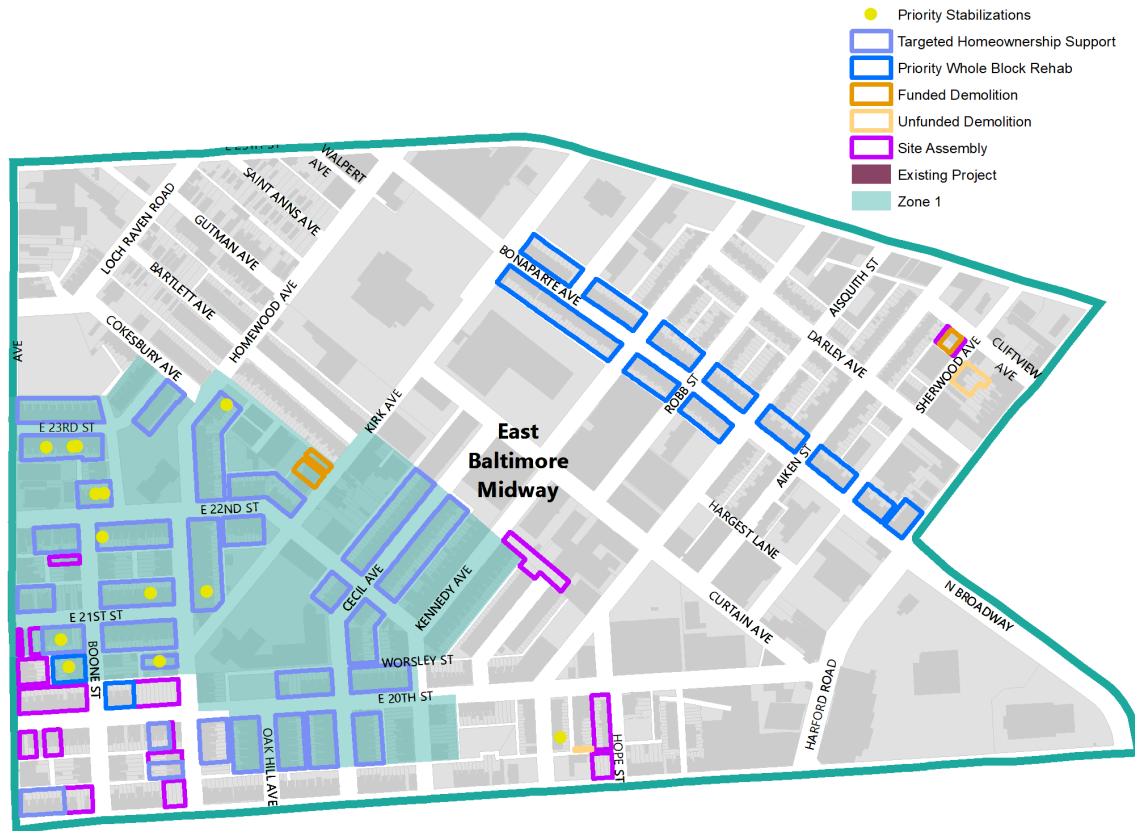
This process included data-driven, block-level analysis and deliberation of existing structural assets, community support and capacity, available capital, and selection of the right type of intervention for each block or property.

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.

- What opportunities for holistic community development in this area? Where are we coordinating with Rec Parks, BDC, Main Streets or others for holistic (not just housing) vision?
- If applicable, include placemaking workshop(s) narrative

Table 3, Zone 1 Property Characteristics

Figure 5, Comprehensive Block Level Planning in the EBM IIA



### Examples of Comprehensive Neighborhood Planning in EBM

#### Industrial Core | BDC, Made in Baltimore, Baltimore Industrial Group, MTA

East Baltimore Midway has a unique history as it relates to its development over the years. The core of the neighborhood is comprised of large industrial buildings surrounded by housing to the southwest and north east. Unfortunately, a lot of that once bustling industry has been lost. These now vacant and underutilized buildings need to be repurposed to both revive the heart of the neighborhood and create a destination for a new kind of industry that exists harmoniously with the residential surroundings.

There have been preliminary conversations with Made in Baltimore about the how to move forward with the planning for the central portion of the neighborhood. The next step would be to establish a working group dedicated to developing a plan for the industrial area between Homewood Ave. in the northwest and Harford Rd. in the southeast.

## North Avenue Rising | MTA, Department of Transportation

The North Avenue Rising project was a collaborative effort between the MTA, Baltimore City Department of Transportation, Department of Planning, and community stakeholders along the North Ave. corridor between Hilton St. on the west and Milton St. on the east. North Avenue is one of the most travelled roads in Baltimore and one of the most deteriorated, particularly between Greenmount Ave. and Harford Rd.

The federal grant application for transportation infrastructure improvements along the corridor included streetscape improvements, dedicated bus lanes, and enhanced bus stops. The specific improvements planned for the East Baltimore Midway neighborhood include reconfiguring on-street parking along 20th St. to accommodate bike lanes, full signal rebuild at Greenmount & North Ave., and dedicated bus lanes with transit signal priority. All of this work coincides with and compliments the streetscape improvements DOT completed along North Ave., covering parts of Midway, and the East North Ave. LINCS planning work that occurred in 2018.

## SCHORE

SCHORE is a school-centered housing model which proposes that through the relationship between families and their school community, schools in partnership with housing organizations can intervene before a family becomes housing unstable. DHCD is working to identify housing stock within the Midway-Cecil Elementary footprint that can be rehabbed and available for families of Cecil Elementary to call home.

## Interagency Collaboration: MUND Park | Department of Planning, Recreation & Parks (BCRP)

Through the Model Urban Neighborhood Demonstration (MUND) program, area residents worked with local government and private sector partners to bring resources to the neighborhood. To complement the Greenmount Recreation Center, built in 1974, MUND Park opened in 1978. The LINCS effort highlighted the need for some improvements to MUND Park, a community asset readily used by kids who attend the recreation center, students at Mother Seton Academy, and other neighborhood residents.

The Department of Planning along with BCRP created an advisory group representative of neighborhood stakeholders and users of the park, to determine what short term capital improvements can be made to the park and lay the foundation for any long term planning that may occur for the space as well. There is \$50K in capital funding that is available for immediate use. The advisory group has met a few times and is working through implementation priorities and identifying additional resources..

## Placemaking Opportunities in the EBM 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 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.

### **Cecil Elementary School | BCPSS, Parks & People Foundation, Central Baltimore Partnership**

Cecil Elementary School is a beloved asset in the community. It has great programming, deep community ties, and strategic partnerships that serve the students and their families. However, the current facilities and grounds have not seen much improvement since being built in 1965.

In an effort to provide the students, and community, with a dynamic outdoor space on the school site Cecil Elementary leadership, BCPSS, Central Baltimore Partnership and the Parks and People Foundation have raised money to design an outdoor space on the backside of the school. The concept design for the schoolyard includes a multipurpose field, new playgrounds, seating, and many other elements to enhance the space. Fundraising efforts are ongoing to implement the design.

# 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.
- **Facade 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.*

### Targeted Homeownership Opportunities Example in EBM


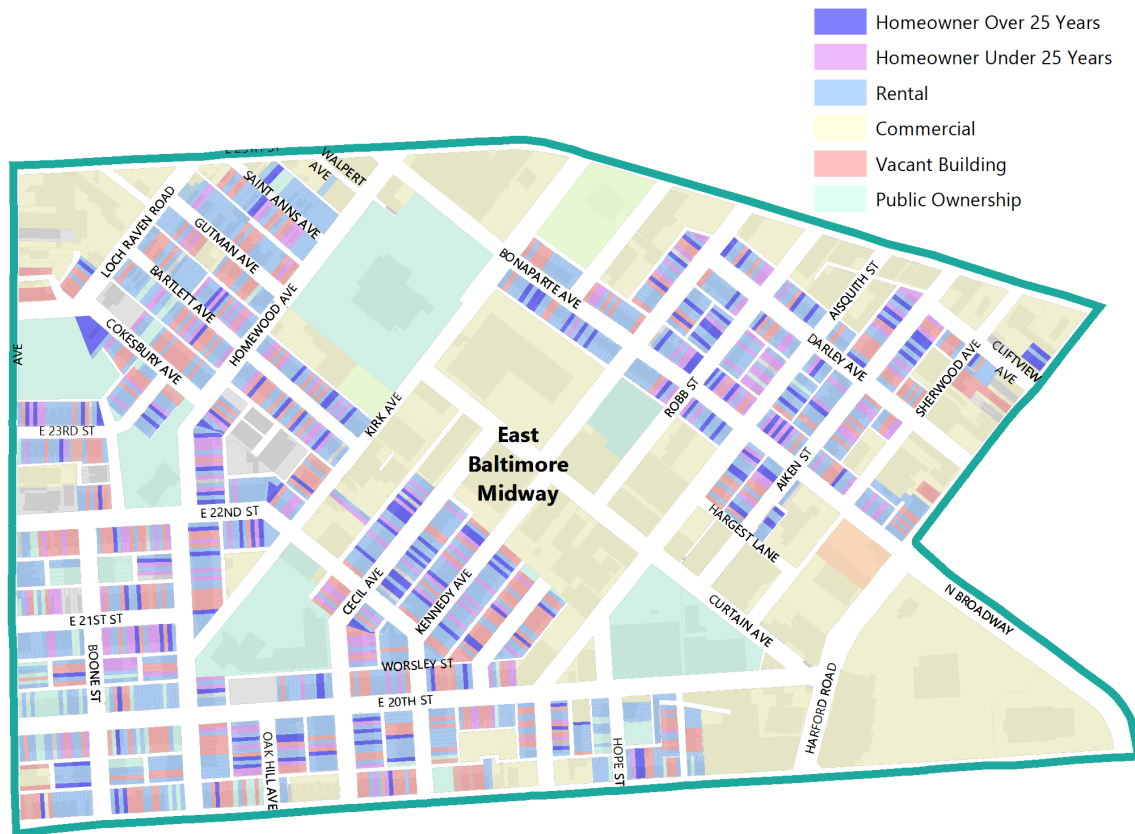
 Cecil Elementary, Central Baltimore Partnership (CBP) and Neighborhood Housing Services (NHS) developed the Cecil Homebuyers Club providing parents of Cecil Elementary students with 1<sup>st</sup> time home buyers classes, financial literacy, credit repair for and support to purchase homes in the immediate area surrounding the school.

Table 4 Homeowners, including long term

Properties	Homeowner Occupied	Private Rental Occupied	% Longterm Homeowner / Homeowner Occupied
1,809	394 (39%)	607 (61%)	172 (44%)

Figure 6, Current Homeowners in the EBM IAA



### Targeted Homeownership Support Opportunities in EBM Impact Investment Area

- Cecil Elementary School, an anchor institution in East Baltimore Midway, in partnership with Central Baltimore Partnership (CBP) and Neighborhood Housing Services (NHS) have developed an Home Buyers Club for the parents of Cecil Elementary students.
- Central Baltimore Partnership (CBP) and Jubilee engaged in an outreach to East Baltimore Midway homeowners offering pro bono legal services for title reconciliation and homestead tax credits.
- The Department of Housing and Community Development LIGHT Intake & Assessment Unit provides a one-stop shop to access the services of Homeownership & Housing Preservation. Income eligible homeowners can apply for Weatherization, Lead Hazard Reduction and Housing Rehabilitation services.
- Jubilee Baltimore has a Legacy Resident/Homeowner Rehab Program that they administer in several neighborhoods, including EBM. They assess the whole health of the resident/owner and the home and offer a rehab grant to help residents keep their home and age in place. They also



looks at deed issues, homestead tax credit status and homeowner tax credit applications and refer residents to other services.

## 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.

Figure 7, EBM Community Development Zones (CDZs)

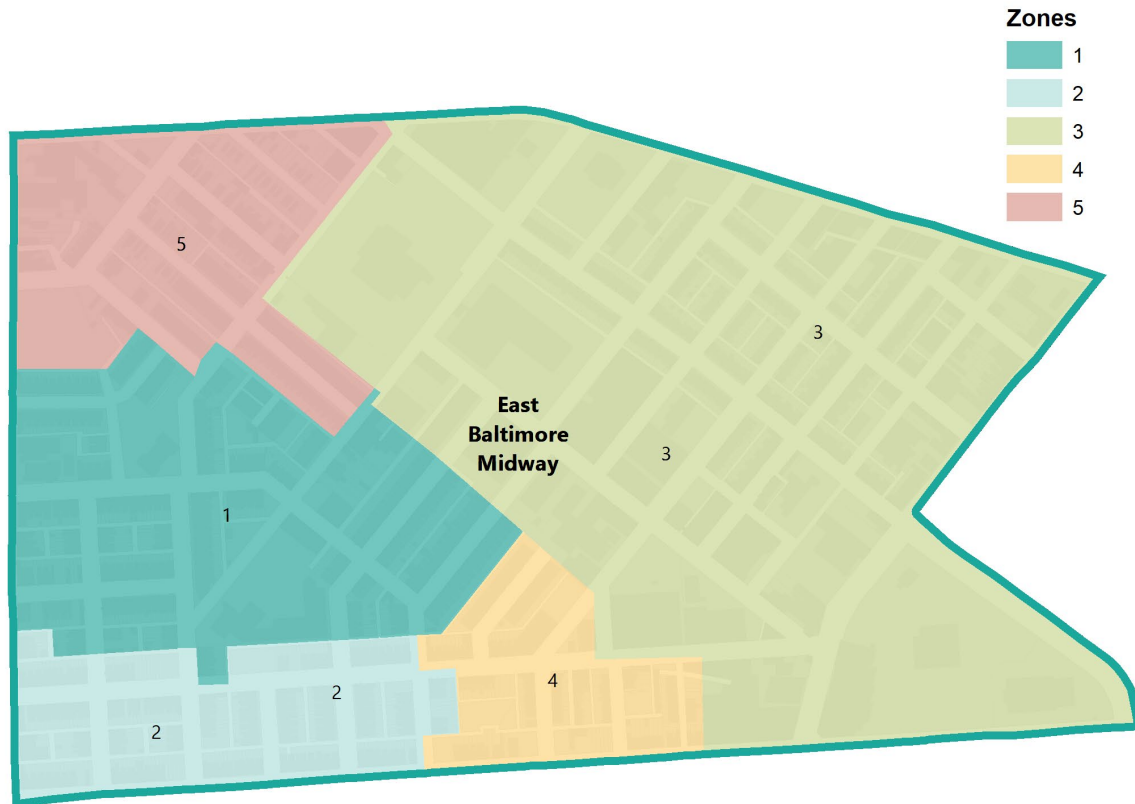


Table 5, East Baltimore Midway CDZ Property Rehabilitation Data

Properties	Private VBN	HABC Owned VBN	City Owned VBN	Receiverships Filed	VBN High LTV City Owned	Homeowner Occupied	Private Rental Occupied
477	184	1	7	3	0	133	184

### 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.

 **Table 6, Priority Rehab Sites in the EBM CDZs**

<b>Project Location</b>	<b>Neighborhood</b>	<b>Description</b>	<b>Site Lead/Developer</b>
529-531 E. 23 <sup>rd</sup> St.	E. Baltimore Midway	Developer rehab	Impact Lives, LLC
514 & 544 E. 22 <sup>nd</sup> St.	E. Baltimore Midway	Developer rehab	O'Hara Development
500-504 E. North Ave.	E. Baltimore Midway	Developer rehab	Central Baltimore Future Fund
1905 Cecil Ave.	E. Baltimore Midway	Developer rehab	Midway Neighborhood Coop

## Whole Block Rehab Example

To be inserted: whole block rehab example

- Impact Lives, LLC is a small developer that applied for three city-owned properties at 529 – 533 E. 23<sup>rd</sup> Street through the DHCD Vacants 2 Value Program. Impact Lives, LLC was awarded the properties and engaged in rehab of the properties.
- O'Hara Development is committed to the whole block strategy promoted by DHCD. O'Hara Development has acquired properties located at 514 & 544 E. 22<sup>nd</sup> Street for rehab and homeownership sale. O'Hara Development has also acquired 2001 – 2011 Boone Street, formerly Boone Street Farms, for conversion to a permanent public green space.
- Central Baltimore Future Fund acquired 500 E. North Ave. (formerly Eric 500) and is negotiating for the acquisition of adjacent properties 502-504 E. North Ave. from HABC with the intent of offering an RFP for the development of the Northwest corner of Greenmont and E. North Ave. This development is consistent with the development strategy of the Greenmont LINCS initiative and North Avenue Rising.
- Midway Neighborhood Cooperative...

## Why These Zones Were Selected

The Zone 1's in EBM were chosen because the City through DHCD and Planning, have ongoing projects in the neighborhood focused on redevelopment, homeownership and new construction/rehab. These are areas that we believe, if given the right investment, can be built upon to strengthen the areas around these zones. In most cases, there is also some funding for these projects. Block-level housing strategies have been developed and are being modified as needed. Examples include:

The 2017 Housing Market Typology (HMT) map is another visual and analytical tool that informed the prioritization outlined in this document. The HMT uses 8 variables to assign an "A" through "J" for all 270+ neighborhoods across the City; "A" being the strongest housing markets and "J" being the weakest. The majority of the EBM Impact Investment Area falls within the I & J categories. While the neighborhoods to the west of EBM – Old Goucher and Barclay - fall within the C-F categories. Armed with this information, EBM were prioritized to build off of the stronger housing market to the immediate west.

In addition to building on adjacent strong housing markets, the priorities also attempt to build from existing place-based assets as outlined in Figures 3 & 4.

The Zone 1 designation in East Baltimore Midway looks at the whole block development strategy in which DHCD identified rehab blocks as candidates for receivership, stabilization, and/or private development. Zone 1A boundaries include: E. 20<sup>th</sup> Street on the South (including Cecil Elementary); Greenmount Ave. on the West; E. 23<sup>rd</sup> Street (below MUND Park) on the North; and Cokesbury to Homewood on the East.

**Blocks identified for Rehab and Subsidy and Homeowner Support:**

- 2100, 2200 & 2300 Blocks of Homewood
- 500 & 700 Blocks of E. 21<sup>st</sup> & E. 22<sup>nd</sup> Streets
- 800 Block of E. 22<sup>nd</sup> Street
- 500 & 700 Block (odd) of E. 23<sup>rd</sup> Street
- 2000 & 2200 Blocks of Cecil Avenue

The above listed blocks are located in close proximity to the anchor institution of Cecil Elementary School. Cecil Elementary, in partnership with Central Baltimore Partnership has developed an Home Buyers Club for the parents of Cecil Elementary students. Targeted Rehab and Subsidy and Homeowner Support for the 2100 Block of Homewood and the 2000 & 2200 Block of Cecil Avenue will support the Home Buyer Club's activities and provide a conduit of potential home buyers for the available properties.

**Blocks identified for Stabilizations & Receiverships**

- Priority Stabilizations for 703, 722, 724 E. 22<sup>nd</sup> Street and 515 E. 23<sup>rd</sup> Street
- Stabilization and receivership filing for 722, 724, 726, 728 E. 21<sup>st</sup> Street
- 1<sup>st</sup> Tier Receivership filings for 502, 515, 534 E. 23<sup>rd</sup> Street
- 2<sup>nd</sup> Tier Receivership filings for 528, 537, 539, 541, 714, 720, 722, 724 E. 23<sup>rd</sup> Street
- Remaining Receivership filings for 708, 710, 1006, 1008 E. 20<sup>th</sup> Street

The blocks identified for receivership and stabilizations are considered part of a longer-term strategy for offering properties to potential developers through the One House At A Time (OHAAT) auction process. These properties are also located in blocks targeted for Rehab and Subsidy and Homeowner Support, which through receivership will strengthen the block as residentially occupied.

## New Development:

Disinvestment in Baltimore neighborhoods, including the EBM 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.

### Development Opportunities in EBM

DHCD is conducting site assembly of 17 vacant lots in the 500 block of E. 20<sup>th</sup> Street and 7 vacant lots in the 2000 block of Greenmount Avenue. Assembly of these vacant lots offer an ideal opportunity for development of mixed-use properties on Greenmount Avenue, which is consistent with the Greenmount LINC Initiative. Greenmount Avenue is a major corridor for Central Baltimore neighborhoods and has long been an economic dividing line between communities on the east and west sides of Greenmount Avenue. Development along Greenmount Avenue will effectively send a message that economic development is active and viable in East Baltimore Midway.

Development of mixed used properties along Greenmount will also contribute to residential density in the East Baltimore Midway community, which provides potential retailers with a sufficient consumer base to justify new services in Midway.

### Site Clearance / New Development Example

To be inserted: clearance/ new development example

- Maryland Custom Builders acquired eight vacant lots from the city and constructed new modular homes at 518 – 530 E. 21st Street. All eight homes have been sold for an average of \$300K each.

Table 7, Potential Development Opportunities in the EBM IIA

<b>Project Location</b>	<b>Neighborhood</b>	<b>Strategy/Notes</b>	<b>Status</b>	<b>Zone</b>
500-532 E. 20 <sup>th</sup> Street	EBM	Acquisition/RFP-17 lots w/10 MCC	Bulk Tax Sale for 4 lots	1
2001-2013 Greenmount Ave	EBM	Acquisition/RFP-7 lots w/5 MCC	Tax Sale Certificates	1

**Blocks identified for Site Assembly:**

- 501 – 511 E. 21<sup>st</sup> Street
- 2108 – 2110 Boone Street
- Site assembly of 501 – 511 E. 21<sup>st</sup> Street (6 properties) will enable DHCD to offer the site to a developer for rehab and new construction. The six properties consist of 4 vacant lots and two dwellings, ideal for development and the strengthening of the block, which recently experienced new construction on 518 – 530 E. 21<sup>st</sup> Street.



## Conclusion

The neighborhoods within the EBM 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 EBM.

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 EBM Impact Investment Area.

## Data Appendix