

Southwest Impact Investment Area Implementation Strategy

Spring 2023

Introduction

A New Era of Neighborhood Development

As established in the [Framework for Community Development](#) (“the Framework”), 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.

Southwest Implementation Strategies

The Southwest 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.

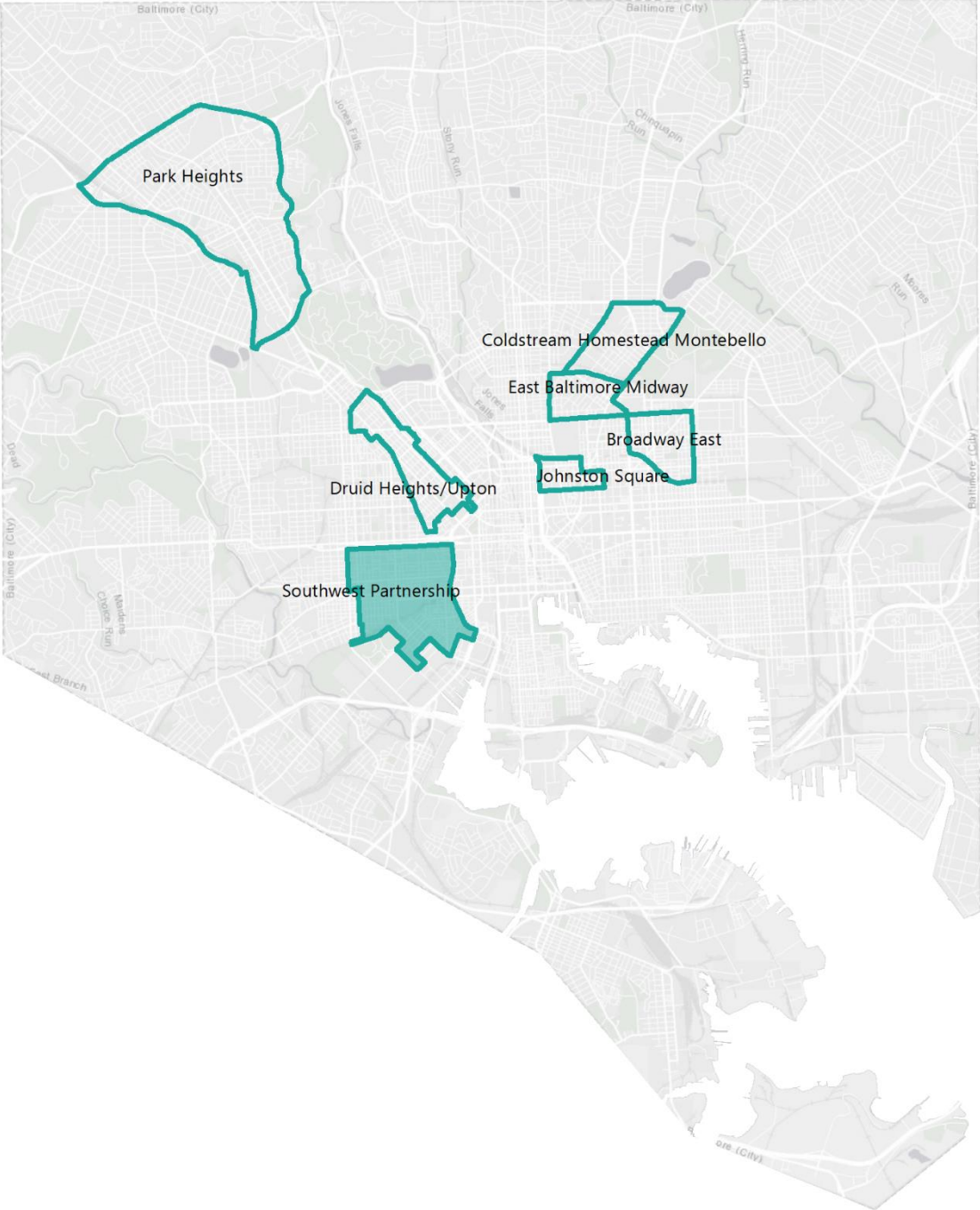
Table 1, Summary 24 Month Priorities

This is a proposed list of priority sites for the next 24 months. The rationale behind these priority sites and blocks is detailed in this document.

DETAILS COMING SOON

| Project Title | Project Type | Action Steps | Timeline | Cost Estimate | Funding Status |
|----------------------|---------------------|---------------------|-----------------|----------------------|-----------------------|
| | | | | | |
| | | | | | |

Figure 1, Map of all Impact Investment Areas



Area Overview

Southwest Baltimore is comprised of seven neighborhoods within the Southwest Partnership (SWP) footprint, including Franklin Square, Poppleton, Mt. Clare, Union Square, Barre Circle, Hollins Roundhouse, and Pigtown. The Neighborhood Impact area focuses on the entire footprint of the SWP area with boundaries of West Mulberry Street to the North, N. Monroe Street to the West, Martin Luther King Boulevard to the East and Wicomico Street/Paca Street to the South. Four of these neighborhoods are on the National Historic Register. The strengths in these neighborhoods include

- Organizations that promote economic development ,
- Proximity to many job centers as well as easy access to Baltimore's highway network,
- Architecturally attractive and strong housing stock,
- Stable residential communities,
- Longstanding commercial amenities such as Hollins Market and Mt. Clare Junction, and Pigtown Main Street
- And several cultural assets including B & O Railroad (the birthplace of American railroading and a national historic landmark), The Edgar Allen Poe House, and H.L. Mencken House.

These communities house strong institutional assets such as the University of Maryland Bio Park system, and the newly constructed Grace Medical Center - formerly Bon Secours Hospital. Pigtown Main Street is thriving with over \$13 million of investment and improvements. Hollins Market has recently completed Phase I of upgrades sponsored by the Baltimore Markets Corporation. There are major redevelopment efforts slated including La Cite/Center West – a master planned residential and commercial development, Poe Homes Redevelopment and the West Baltimore Street Commercial Corridor Redevelopment. Key recent successes include:

- The completion of Phase 1 improvements at Hollins Market ,
- The University of Maryland Bio Park continued expansion as an anchor including the planned 300,000 square foot Gateway Building,
- The new UMB affiliated Community Engagement Center,
- The newly renovated Grace Medical Center,
- The completion of the first two buildings of the Center West mixed use development,
- The creation of a Culinary Arts Training Program in a new facility on Washington Boulevard,
- The renovation and repurpose of the historic Littlepages Furniture Store as the new headquarters of SWP
- And recent purchase of the Lord Baltimore Theatre by the SWP, with a planned development as an arts and culture destination.

- One of our strongest partners in this footprint is Southwest Partnership (SWP). SWP is a non-profit organization formed in 2012 to coordinate neighborhoods' efforts following the placement of a major drug rehabilitation facility operated by the University of Maryland Medical Center (UMMC). In 2015, a number of lead institutions and community partners completed the [Southwest Vision Plan](#) in partnership with UMMC and 7 other anchor institutions, and seven of the surrounding communities. The Vision Plan charted a course for a holistic plan for community development for the seven neighborhoods and six institutions within the footprint of Southwest Partnership. The Plan outlined strategies for commercial development, education, historic preservation, housing, public safety, vibrant and walkable streets and workforce development.

Below is a list of community partners within the Southwest IIA footprint. Collaboration with these partners are critical to the success DHCD's revitalization efforts. (This is not an exhaustive list of all our partners in the Southwest IIA.)

| | | |
|---|--|------------------------------------|
| Southwest Partnership | Franklin Square Neighborhood Association | Barre Circle Community Association |
| Hollins Roundhouse Neighborhood Association | Mount Clare Community Council | Citizens of Pigtown |
| Poppleton Neighborhood Association | Union Square Association | Pigtown Main Street |
| University of Maryland Baltimore | Baltimore City Public Markets (Hollins Market) | |

Figure 2, Map of Southwest Impact Investment Area

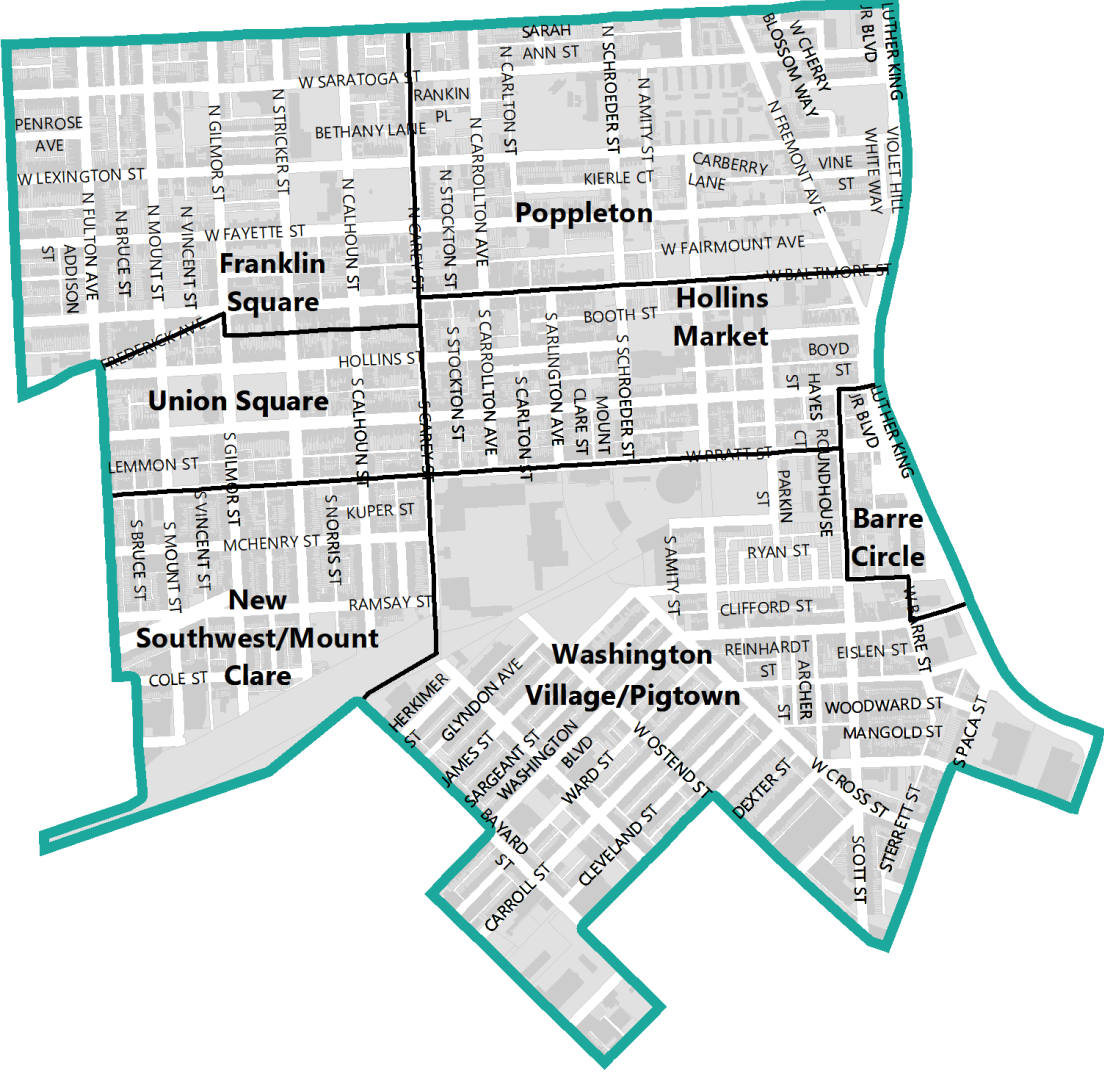


Table 2 Southwest Property Characteristics

| Neighborhood | Properties | Commercial | Residential | Vacant Lots | Vacant Buildings | Private Rental | Homeowner Occupied |
|---------------------------------|--------------|------------|--------------|--------------|------------------|--------------------|--------------------|
| BARRE CIRCLE | 161 | 1 | 151 | 7 | - | 61 (40%) | 90 (60%) |
| FRANKLIN SQUARE | 1,512 | 61 | 1,017 | 384 | 337 (30%) | 455 (66%) | 231 (34%) |
| HOLLINS MARKET | 1,088 | 74 | 797 | 172 | 61 (7%) | 523 (70%) | 221 (30%) |
| NEW SOUTHWEST/MOUNT CLARE | 1,210 | 16 | 1,048 | 161 | 285 (27%) | 549 (74%) | 192 (26%) |
| POPPLETON | 1,062 | 36 | 671 | 376 | 70 (10%) | 408 (72%) | 156 (28%) |
| UNION SQUARE | 548 | 9 | 486 | 26 | 77 (15%) | 226 (55%) | 188 (45%) |
| WASHINGTON VILLAGE/PIGTOWN | 2,837 | 79 | 2,464 | 123 | 165 (6%) | 1315 (56%) | 1036 (44%) |
| Total | 8,419 | 276 | 6,634 | 1,249 | 995 (14%) | 3,537 (63%) | 2,114 (37%) |

DRAFT

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.

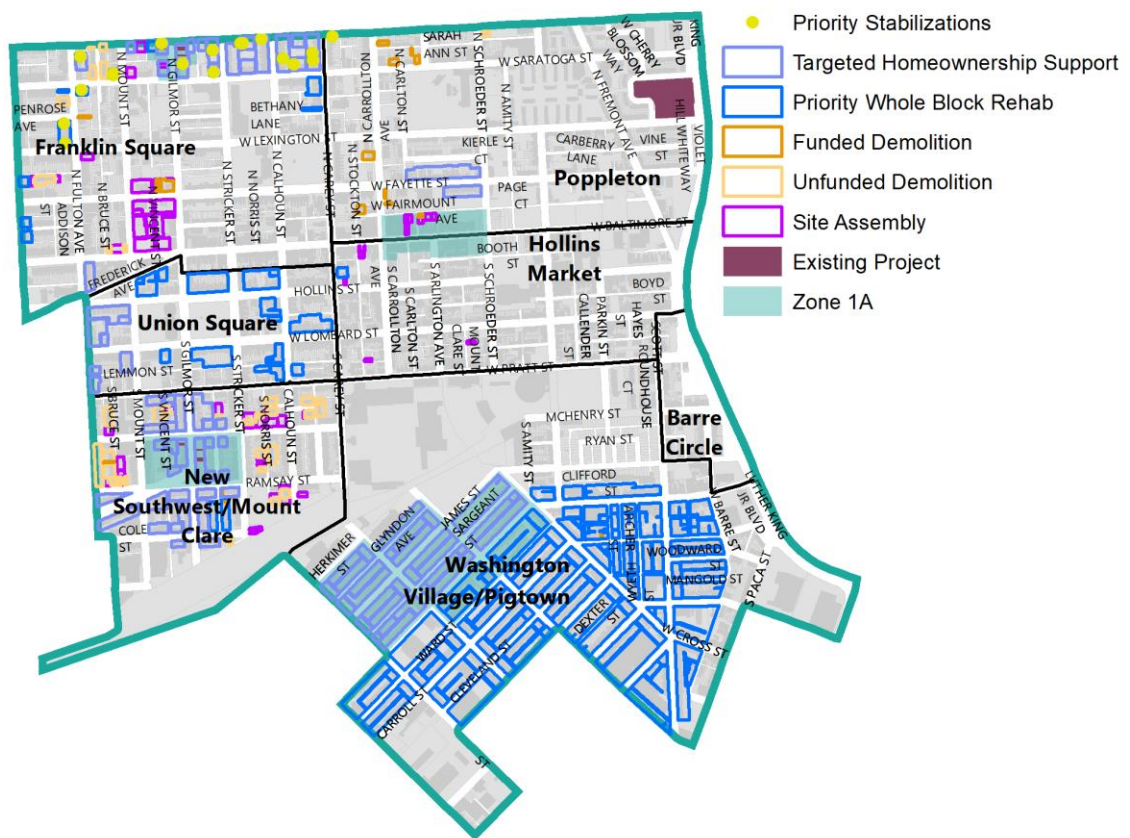
Comprehensive Neighborhood Planning in Practice

In practice, comprehensive neighborhood planning is a complex process that requires coordination among city agencies (Department of Housing and Community Development(DHCD), Department of Planning (DOP), Department of Transportation (DOT), Department of Public Works (DPW), Department of Recreation and Parks, and Baltimore Development Corporation (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 Southwest IIA



Summary – Comprehensive Neighborhood Planning

The Southwest Impact Area is poised for a decade of sustained growth if:

- Important assets such as the UMB Bio Park, B&O Museum Campus, Pig Town Main Street, and Mt. Clare Shopping Center can leverage community investment beyond its borders.
- The market supports more investment in housing to the west, with DHCD assistance.
- Key streetscapes are improved, especially W Baltimore Street, Washington Boulevard, Carey Street, and Pratt Street. The Gateway Intersections along MLK Boulevard are important as well.
- Parks, especially Traci Atkins, Carroll Park, and Model Park are continually improved and connected to the surrounding neighborhoods.
- People can easily and safely get to downtown, The Warner Street Entertainment Zone, and the West Baltimore Marc Station regardless of transportation mode.

- Blight and open-air drug dealing are reduced. People have different tolerances for real or perceived personal and property risk. As crime and blight are reduced, the market expands for potential homeownership.
- Neighbors provide grass roots organizing to market their neighborhoods to new homeowners and find ways to improve the physical environment, given limited capital resources.
- Commercial retail improves with the intention of attracting new households.
- More nearby employees, especially at the growing BioPark, buy houses and participate in neighborhood life.

Comprehensive Neighborhood Planning in the Southwest Impact Investment Area

The Southwest Impact Investment area has expanding assets, but remains plagued by blight and crime, which has created a stasis with the area not get particularly better or worse over the last decade. There is reason for optimism. There are enough positive stakeholders and assets that if coordinated, can create sustained momentum.

The SWP neighborhoods have significant assets/initiatives that will help it attract more investment and sustain positive momentum. These include:

- The UMB BioPark: The BioPark adds a new building approximately every 3 years. The latest building, the Gateway, is a \$200 million, 300,000 square foot facility. This new building will double the square footage of the Bio Park and could also add 1000 more workers. UMB offers a \$16,000 Live Near Your Work Grant. Attracting more people live and dine locally from UMB will be important toward leveraging the Gateway into a community development asset.
- The Poe Homes Redevelopment: HABC is seeking a HUD grant to tear down the dated Poe Homes and build a mixed-income community in its place. This opportunity will provide the opportunity for existing residents to move into brand new housing that will be designed to also attract market rate tenants.
- The La Cite/Center West Development: This long-stalled project has recently completed two buildings. The is a 32 acre, \$800 million development slated to create 1800 units of housing and 100,000 to 200,000 square feet of retail. While the development pace has been slow, there is optimism additional phases will contribute to progress.
- Pigtown Main Street: This non-profit Main Street Organization is dedicated to the commercial revitalization of Washington Boulevard. Washington Boulevard continues to make progress with new a new Culinary Institute and Brewery as strong anchors on the street. The Pigtown Action Plan, completed in December 2022, will guide the redevelopment of the Pigtown community.

- West Baltimore Street Revitalization: This is a signature initiative of the Southwest Partnership. SWP has bought the Lord Baltimore Theater with the goal of making it an arts and culture destination.
- The Mt Clare Junction Shopping Center is an important piece of the Southwest puzzle. It lies at the intersection of three neighborhoods and the Pratt and Carey street arteries. The Carlyle Development Group of New York bought the 234,000 square foot shopping center. There is cautious optimism the company will make significant upgrades to the center. Integrating the shopping Center with B&O Museum campus plans, could create synergy between the two entities and be a benefit to both entities as well as the community.
- The B&O Museum: This institution has a Master Plan that will improve its campus and integrate with the surrounding community. As mentioned above, working with the owners of the Mt. Clare Junction Shopping Center could yield the best plan, with benefits to each party.
- West Baltimore MARC was identified as an underutilized asset. While not in the Impact Investment Area boundaries, the station is close enough that it could be better used to market houses to MARC/train commuters. Improvements to routes for safe walking and bicycling to the station are recommended.

The following are key streets that require additional streetscape improvements to promote community cohesion and development. These will require DOT & Baltimore Police Department—among other partner agencies - to collaborate with DHCD and non-City organizations to make these upgrades. Traffic calming studies and improvements are needed in the following areas:

- Carey Street is a thoroughfare that connects the north and the south under the train tracks. Traffic calming, lighting, streetscape, and improvements to the rail bridge and clearing of drug corners are viewed as important to improving the thoroughfare.
- Pratt Street, is also a key thoroughfare, but its design prioritizes the movement of west bound traffic rather than serving as a neighborhood street.
- South Monroe Street, which is runs along the western edge of the SW Impact Investment area is a high-speed one-way corridor. The Friends of Carroll Park are requesting traffic calming infrastructure to make the street safer for the neighbor.

Activating Public Spaces in Southwest

The SW IIA footprint is also home to several green spaces that should be lifted up as key community assets. Carroll Park, Franklin Square Park, and Traci Atkins Park are the most influential green spaces for the Impact Investment Area. These parks are centerpieces for their communities. Improvements to Carroll Park, Franklin Square Park, Model Park, Vincent Park, and Traci Atkins Park will have benefits to all 7 neighborhoods, especially if access to them is improved. Priority upgrades identified by the workgroup partners include redoing the skatepark at Carroll Park at Carroll Park and the Splash Pad at Traci Atkins. Additionally, recreational programming for youth and young adults such as softball, football, and other sports leagues –

like the programming available at Patterson Park – could draw new people to the area. Model Park will include renovations to the Recreation Center and pool.

The sunken Route 40 Highway captures the imagination of many. The sunken highway is overbuilt and is a physical and psychological scar. Despite many proposals, repurposing the sunken highway has never gotten past the concept planning stage, because it is a big undertaking. The Urban Land Institute has created a [vision plan](#) for the area. Other ideas have included converting it a lake using storm water runoff. Smaller scales plans could include extending the walking and bicycling trails to the West Baltimore Marc Station and Martin Luther King Boulevard. Regardless, establishing a healthy market on Mulberry Street is more difficult due to high vehicle speeds and no plan for the sunken highway. In [May 2021](#), Mayor Scott, along with other local elected officials and the Maryland Delegation to the U.S. Congress, called on Federal and State officials to support legislation that would redevelop the “highway to nowhere.”

Vacant space treatment and streetscape appeal are critical to the vision of the SW working group. To the extent that the formal and or informal groups can maintain spaces that are not regularly being cared for, may make the difference as to whether a block will attract investment or repel investment. One problematic vacant lot or troublesome corner can make existing residents want to move and potential homebuyers seek other places. It will be important to identify locations that are harming progress, and find partners to quickly improve them.

The commercial areas including Pigtown Main Street, West Baltimore Street, Hollins Market, and Mt Clare Junction will need to appeal to nearby residents and local workers, but will also have to attract people from beyond the SWP boundaries to accelerate success.

Interagency Collaboration

Currently, South Arlington Avenue runs along the back of Mt. Clare Junction Shopping Center and the back of the B&O Railroad Museum; however it is not an appealing environment for pedestrians. Arlington Avenue connects Hollins Market and Washington Village/Pigtown neighborhoods, but its current design does not promote travel between the two neighborhoods. The Department of Transportation is designing a new streetscape for South Arlington that will make it much better for walking and bicycling. Also, there are discussions about making entrances and better street frontage along Arlington by the B&O Museum and the Mt. Clare. This proposed streetscape is still in the early planning phases. A workgroup comprised of developers, the B&O museums, City staff, and community partners have begun meeting to develop plans for this work.

Placemaking Opportunities in the Southwest Partnership 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, landmarks, unique lighting or signage, public art, adopt-a-lot initiatives, local music & festivals, coordinated holiday decorations, and streetscapes. These placemaking initiatives provide for positive social interaction, offer cohesion to urban setting, and strengthen residential communities. These efforts can bring neighbors together when complete, but also as they are planned and implemented. 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 people, architecture, and traditions make the neighborhoods of Southwest Partnership Impact area unique. Specific placemaking initiatives have and will be important to increasing neighborhood identity and pride. Two placemaking initiatives that are SW traditions are highlighted here:

- The Pigtown Festival brings thousands of people from all over the region to experience pig themed festivities and food, highlighted by pig races. The Pigtown Festival celebrates the heritage and history of the community.
- Union Square has exceptional architecture and many residents who have uniquely and artistically decorated their homes. Union Square residents have held an annual Holiday season cookie tour for over 30 years so people can sample residents' cookie recipes, but also see the beauty and architectural features of the inside of Union Square homes. The tour attracts around 500 guests, any which of whom could fall in love with the neighborhood and either decide to move to Union Square or tell all their friends what a great neighborhood it is.



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. The University of Maryland BioPark offers a \$16,000 Live Near Your Work subsidy for its employees. The entire SW IIA footprint is eligible, see [map](#).
- **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.
- **Housing Upgrades to Benefit Seniors (HUBS):** The initiative provides home modifications, repairs, and wraparound services for older adult homeowners. Created in 2015, HUBS brings together a network of Baltimore organizations with a shared mission of helping adult homeowners age in place. By consolidating the efforts of multiple organizations, HUBS creates efficiencies in referral, intake, and application procedures. The initiative ensures that clients are matched with the correct services and eliminates redundancies so that a greater number of older adults can live in homes that are safe, healthy, and comfortable. SWP is encourage seniors in the SW IIA footprint to apply for this funding.

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.

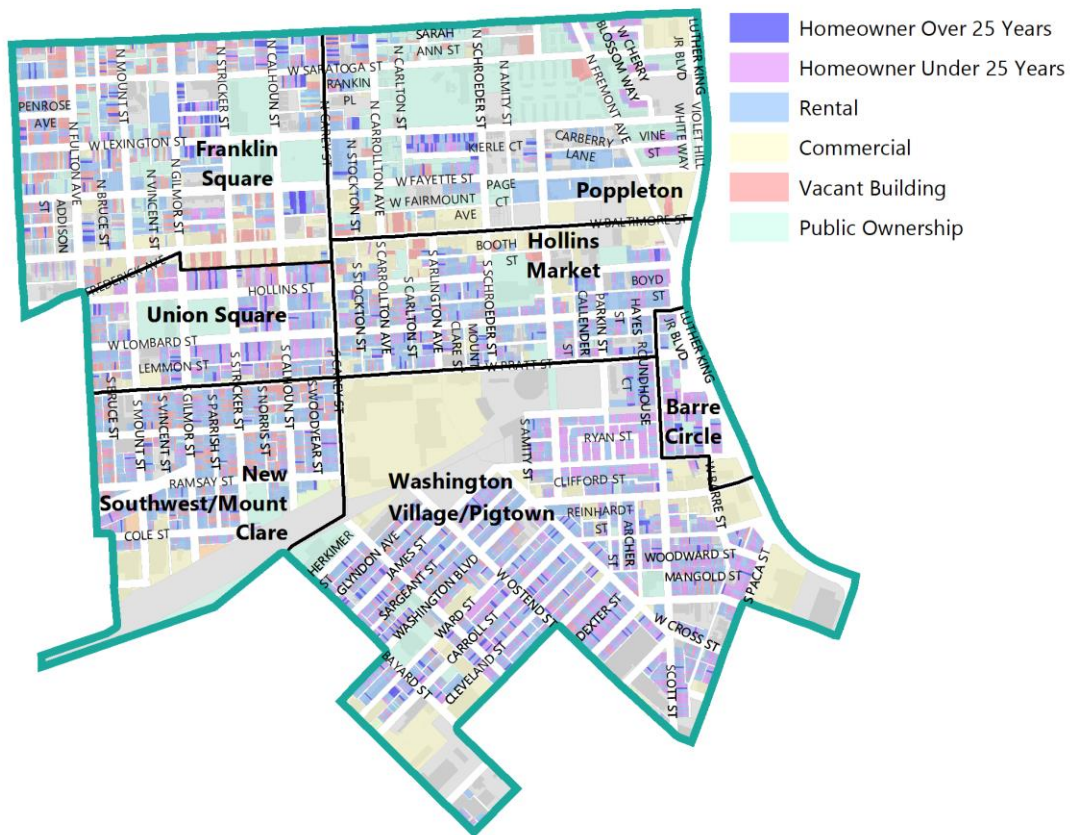
Table 3, Homeowners, including long term

| Neighborhood | Properties | Homeowner Occupied | Private Rental Occupied | % Longterm Homeowner / Homeowner Occupied |
|-----------------|------------|--------------------|-------------------------|---|
| BARRE CIRCLE | 161 | 90 (60%) | 61 (40%) | 8 (9%) |
| DOWNTOWN | 1 | - | - | - |
| FRANKLIN SQUARE | 1,512 | 231 (34%) | 455 (66%) | 101 (44%) |
| HOLLINS MARKET | 1,088 | 221 (30%) | 523 (70%) | 42 (19%) |

| | | | | |
|---------------------------------|--------------|--------------------|--------------------|------------------|
| NEW SOUTHWEST/MOUNT CLARE | 1,210 | 192 (26%) | 549 (74%) | 36 (19%) |
| POPPLETON | 1,062 | 156 (28%) | 408 (72%) | 45 (29%) |
| UNION SQUARE | 548 | 188 (45%) | 226 (55%) | 36 (19%) |
| WASHINGTON VILLAGE | 1 | - | - | - |
| WASHINGTON VILLAGE/PIGTOWN | 2,836 | 1036 (44%) | 1315 (56%) | 141 (14%) |
| Total | 8,419 | 2,114 (37%) | 3,537 (63%) | 409 (19%) |

UPDATED DETAIL COMING SOON

Figure 6, Current Homeowners in the Southwest IIA



Targeted Homeownership Support Opportunities in the Southwest Impact Investment Area

The Southwest Vision Plan outlined several strategies to attract new residents and address challenges to securing healthy blocks and neighborhoods such as: an inventory of vacant and/or dilapidated housing, housing that requires reconfiguration to fit the needs of current families,

and quality affordable housing. Some of these strategies include building new units and rehabilitating older housing stock using scattered and whole block outcomes. Three receivership areas were created to focus resources on creating and rehabilitating residential blocks within: Mt. Clare, Pigtown and Franklin Square. A combination of sales of city-owned vacant properties and receivership opportunities through Baltimore City Department of Housing and Community Development in partnership with Southwest Partnership have started to transform these zones.

Below are the 3 areas with concentrated receivership and potential redevelopment for homeownership, which are near new amenities, services, and cultural assets in the SW IIA. The creation of additional homeownership opportunities will bring in new residents and restores properties to productive use. These are high vacancy blocks that are adjacent to stable homeowner blocks which is conducive to “building a market.” SWP is acquiring and rehabilitating many of these properties for homeownership. The market for these homes is for working families earning 60-80% of AMI.

- The Mount Clare Receivership area is bounded by South Mount Street to the west, South Stricker Street to the east, Ramsay Street to the south and McHenry Street to the north. Some of the priority blocks include the 1600 block of McHenry Street, 1600 West Pratt Street and 300 block of South Gilmore Street, which a major developer has purchased several properties via receivership auction. SWP has also purchased properties within the Zone as an initial priority area alongside the Franklin Square Receivership area..
- The Pigtown Receivership area is bounded by Herkimer Street, Bayard Street, West Cross Street and Ward Street. The strategy is different from the other two zones due to the high number of properties requiring receivership action as a vehicle to spur redevelopment of vacant residential structures for homeownership.
- The Franklin Square Receivership Area is bounded by North Calhoun Street, West Saratoga Street, North Gilmore Street and West Mulberry Street. It is located directly west of the slated La Cite development and within half a mile of Harlem Park, located north of West Mulberry. The strategy includes a combination of receivership and acquisition of city-owned properties with the goal of putting these properties back on the market for homeownership. Some of the priority blocks include the 300 block of North Gilmore and 300 North Mount Street. As part of Phase 1, SWP has recently purchased 5 city-owned properties in the 300 block of North Gilmore Street for rehabilitation and sale for homeowners; and purchase of additional properties in the block are planned via receivership auction.

Examples of planned new construction and rehabbed residential properties which are private and public projects include. * These projects are mainly being completed by entities outside of Southwest Partnership.

- 3-13 S. Schroeder Street – Targeted for 6 rental units with the West Baltimore Street redevelopment area.
- Center West Apartments – 2 newly Constructed Apartment buildings located at 101 North Schroeder Street and 201 North Schroeder Street.
- 1200 block of Hollins Street-Warhorse Cities Development planning to construct 10 new Single-Family Homes in Hollins-Union Square,3-story.
- 300 North Gilmore Street- SWP purchasing 5 city-owned vacant structures and rehabilitating for single family row homes in Franklin Square.
- 800 W. Lexington Street – TRANSFORM Poe Homes includes the redevelopment of the public housing development with renovated units and off-site low-density housing. The project boundaries include Martin Luther King Blvd to the east, West Fairmount to the south, South Poppleton and N. Amity Street to the west and West Mulberry Street to the north.
- Poppleton- La Cite is planning a mixed-use development including residential and commercial/retail. The development plan currently calls for the addition of 1, 650 units of residential units (1,356 for-sale single family and 293 rental units) with approximately 100,000 sf of commercial retail space on a total of 13.8 acres in Poppleton. The boundaries of the area is North Carey Street to west, West Fairmount Avenue to the south, West Mulberry to the north, and South Schroeder Street.
- 0-100 North Fulton Street – Unity Properties is purchasing vacant properties through receivership and rehabilitating for affordable rental units.

*The majority of the projects listed are being proposed or completed by private and public entities, which are not a part of Southwest Partnership.

Rehab Priorities:

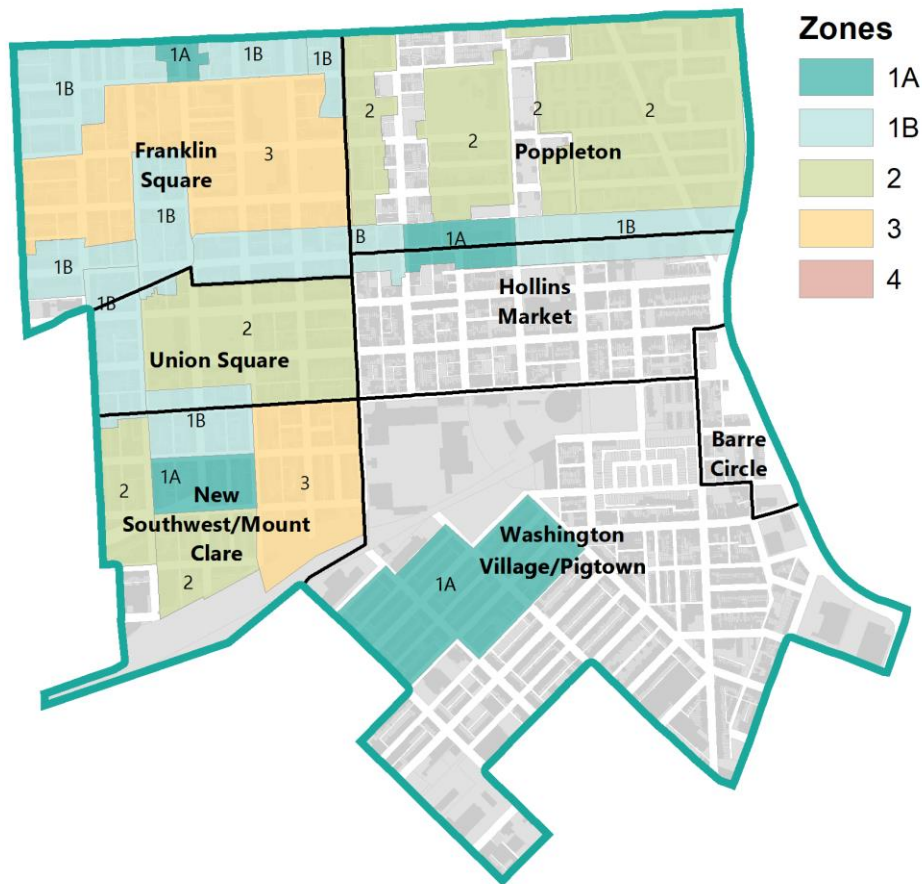
High Priority Blocks: Community Development Zones (CDZs)

Many Baltimore neighborhoods, including Southwest, 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 Southwest anything nice if you see one in there mama IIA Work Group. The top priority areas are identified as Zone 1A, next is Zone 1B, then 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, IIA CDZs



| Neighborhood | Properties | Private VBN | HABC Owned VBN | City Owned VBN | Receiverships Filed | VBN High LTV City Owned | Homeowner Occupied | Private Rental Occupied |
|----------------------------|--------------|-------------|----------------|----------------|---------------------|-------------------------|--------------------|-------------------------|
| FRANKLIN SQUARE | 41 | 8 | 2 | 6 | | 2 | 3 | 8 |
| HOLLINS MARKET | 43 | 16 | 0 | 0 | 0 | 0 | 2 | 16 |
| NEW SOUTHWEST/MOUNT CLARE | 165 | 81 | 0 | 6 | 0 | 0 | 22 | 81 |
| POPPLETON | 43 | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| WASHINGTON VILLAGE/PIGTOWN | 752 | 421 | 0 | 0 | 23 | 0 | 209 | 421 |
| Total | 1,044 | 530 | 2 | 12 | 0 | 2 | 236 | 530 |

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.

- **Judicial In REM Foreclosure** allows the Baltimore City Department of Housing and Community Development(DHCD) to foreclose on the liens on a vacant lot or building where the value of the liens exceeds the assessed value of the property, and thereby take title to the property. This allows DHCD to acquire abandoned properties in a block by block manner and work with communities on the outcomes for these properties. This should improve the pace at which the City can address properties that have a blight influence on Baltimore neighborhoods.
- **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 neighborhoods 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

Table 5, Priority Rehab Sites in the Southwest Zone 1s (CDZs)

| Project Location | Neighborhood | Description | Site Lead/Developer |
|------------------------------|--------------------------|-----------------------------------|----------------------------|
| 300 block N Gilmor | Franklin Square | Rehab of vacant structures in the | 300 Block Gilmor LLC |
| 1000-1100 W Baltimore Street | Poppleton/Hollins Market | Commercial Revitalization | SWP |
| Pigtown | Pigtown | Residential redevelopment | TBD |
| 300 block S Gilmor | Mt Clare | Residential redevelopment | TBD |
| | | | |
| | | | |

UPDATED DETAILS COMING SOON

Why These Zones Were Selected

The Zone 1A's in Southwest were designated through 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. Three of the zones also align with the receivership areas of Pigtown, Franklin Square and Mt Clare. In most cases, there is also some funding for these projects. Block-level housing strategies have been developed and are being modified as needed. Zone 1A priority sites include:

- Zone 1A Poppleton/Hollins Market-Schroeder Street to the East, Booth Street to the South, North Carrollton Avenue to West and West Fairmount Avenue to the North. The Zone has strong market potential. It is located along the West Baltimore corridor, which is a high-priority redevelopment project. The broader project area includes the 1000-1600 blocks of West Baltimore Street, which is slated for commercial and retail infill, greening, open space, and street scape improvements.
- Zone 1A Pigtown- Herkimer Street, Bayard Street, West Cross Street and Ward Street is mainly the Pigtown Homeownership zone. The Zone is a residential area comprised of a mixture of homeownership and rental units. There is a high number of vacant properties and will benefit from mostly scattered site redevelopment. The area enjoys close proximity to Mt. Clare Junction shopping center, two elementary schools (Southwest

Baltimore Charter School and Barrister Charles Carroll ES), cultural amenities as Mt. Clare Museum House and B & Railroad and Carroll Park. The Zone is slated for receivership action and rehab of vacant properties.

- Zone 1A Mt. Clare- McHenry Street to the North, Mount Street to the West, Ramsay Street to the South and S. Stricker Street to the East. The Mt. Clare Zone is located near Pig Town Homeownership Zone. It includes the 300 block of S. Gilmore Street.
- Zone 1A Franklin Square – W. Saratoga Street to the South, N. Parrish to the East, W. Mulberry to the North, and Sarah Ann Street to the West. The 300 block of N Gilmore Street is being renovated for homeownership. The whole block strategy has been employed for this effort, spearheaded by SWP.

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 footprint of the SW IIA typifies DHCD’s theory of change – “build from strength.” The SE area of this IIA is made up primarily of D & H housing markets, considered middle market (or middle income) in Baltimore City. The NW area of this IIA is predominantly G & I – which is considered to be a weaker housing market, relative to the rest of the footprint. Despite this wide array of housing markets, DHCD believes that we can use the relatively strong housing market in the SE corner and the anchor institutions directly to the east of this IIA, to create a diverse and stable housing market.

New Development:

Disinvestment in Baltimore neighborhoods, including the Southwest 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.

Opportunities for development present more options for current and future residents. Homes offer energy efficient, renovated and or newly constructed units with amenities. A diverse and solid housing stock can attract more commercial and retail to spur investment along West Baltimore Street, Hollins Market and around the University of Maryland BioPark. The challenges include navigating the current COVID limits on moving retail and commercial developments forward and delays in construction and receivership actions. Other obstacles are overcoming perceptions for certain areas and addressing physical safety concerns.

Table 6, Potential Development Opportunities in the Southwest IIA

| Project Location | Neighborhood | Strategy/Notes | Status |
|---|---------------------|--|------------------------|
| <i>Example</i> | | <i>RFP/Acquisition/Receivership/TBD</i> | |
| 1600 block of Frederick | Union Square | International retail village, close proximity to the 1600 block of West Baltimore street | Site assembly required |
| 1600 West Fayette Street (Odd side), 1-27 N Vincent Street, 22; 5-23 N Mount Street | Franklin Square | Mixed use with potential commercial and residential redevelopment. | Site assembly required |
| 4-16 N Mount | | | For sale |

Conclusion

The neighborhoods within the Southwest 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 Southwest.

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 Southwest Impact Investment Area.

Data Appendix

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