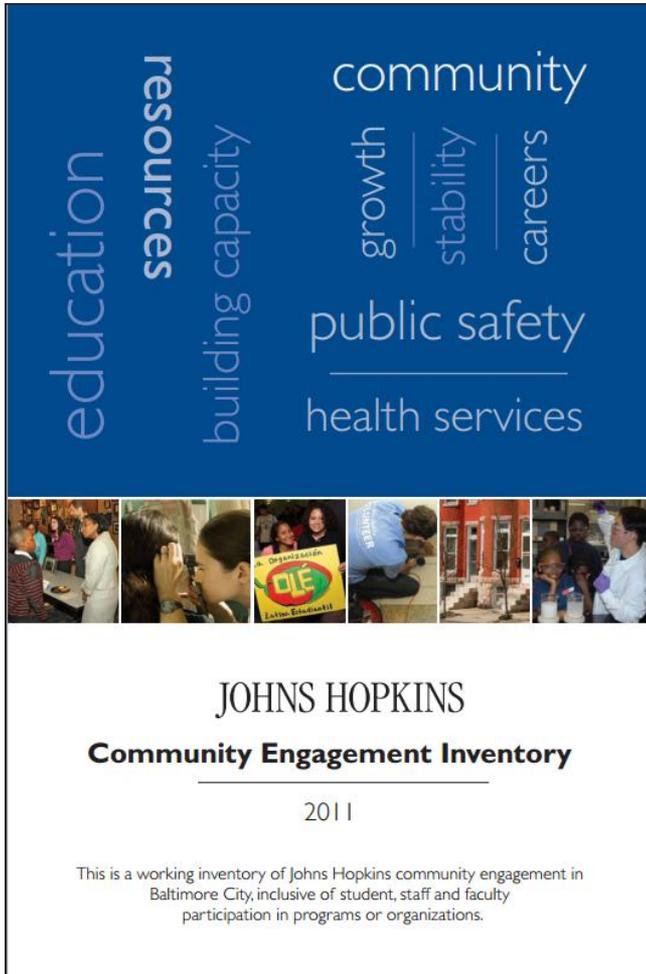


# HOMEWOOD COMMUNITY PARTNERS INITIATIVE

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# Traditional University Engagement



education  
resources  
building capacity  
community  
growth  
stability  
careers  
public safety  
health services

JOHNS HOPKINS  
**Community Engagement Inventory**  
2011

This is a working inventory of Johns Hopkins community engagement in Baltimore City, inclusive of student, staff and faculty participation in programs or organizations.

- 244 Programs in Five Categories:
  - Health Resources
  - Health Services
  - Capacity Building
  - Careers and Education
  - Community Services and Growth
  - Public Safety

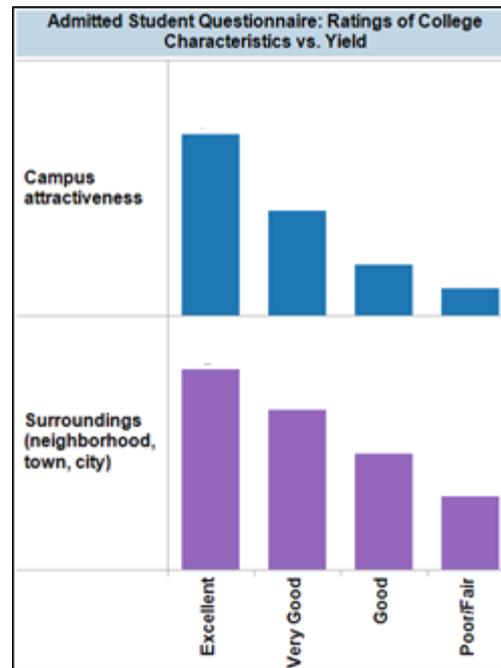
# Why Engage and Invest?

- Recruitment of students and faculty is related to the reality and perception of the surrounding neighborhoods
- The off campus experience is increasing important to prospective students, their families and the faculty
- Increases alumni satisfaction and giving
- Mitigates future risks tied to public safety
- Increases reputation and university rankings
- Increases trust and relationship quality
- Generating goodwill = cost avoidance
- Keeping up with the Jones

# Select Metrics

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

The crime indices range 1-10. A higher number corresponds with more crime. Crime rates are based on FBI data.



## Margaret Brent MSA

Grade 3

Reading

41% (2011)

The state average for Reading was 85% in 2011.

Math

37% (2011)

The state average for Math was 86% in 2011.

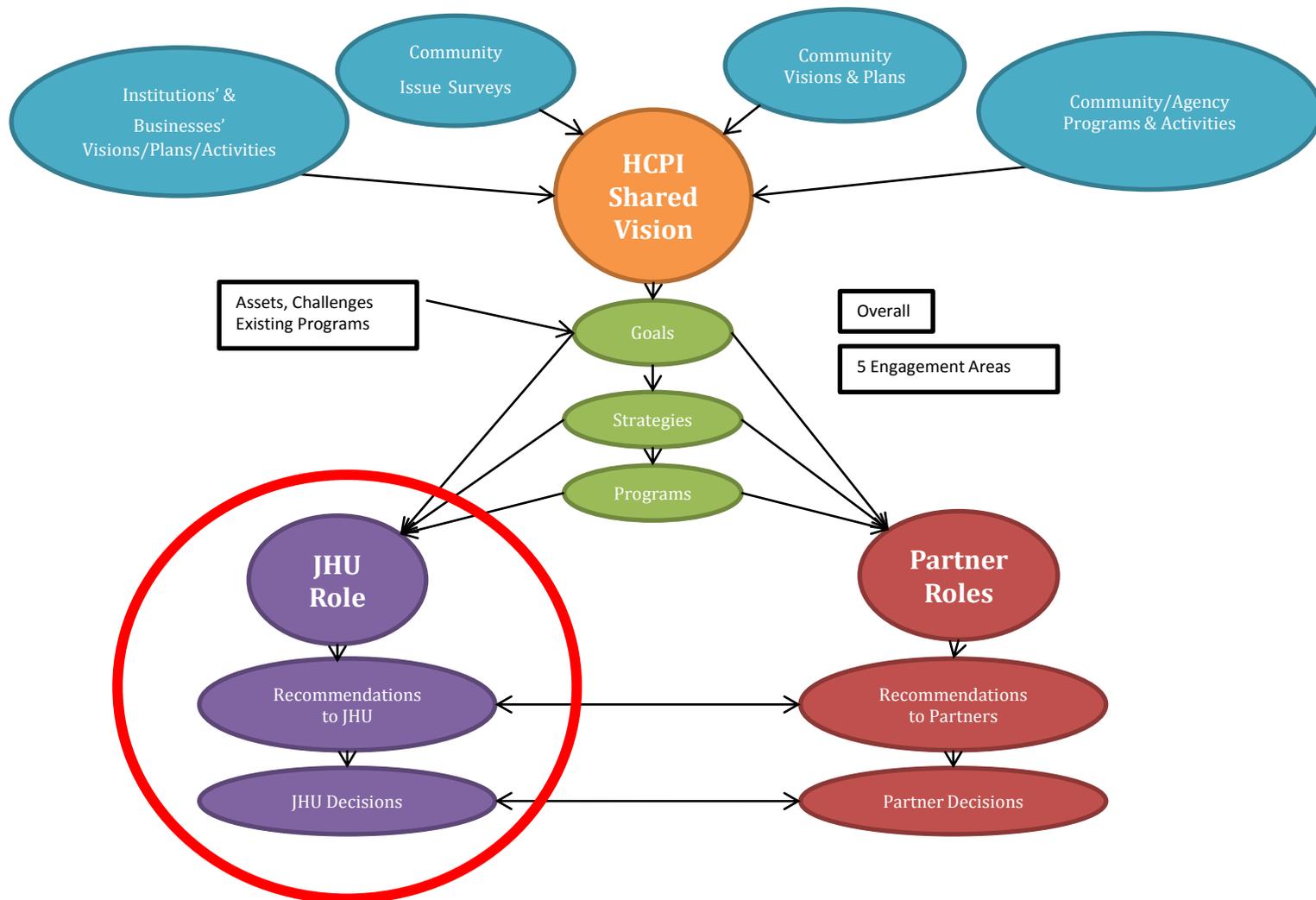
# Perception is Reality



# HCPI Process

- Create an internal Implementation Team.
- Hire a consultant to:
  - Launch extensive participatory process among neighborhood, business, and civic associations, community based stakeholders, and other anchors.
  - Create a comprehensive overlay plan of existing neighborhood master plans; identify key projects for implementation.
  - Create a shared vision representing shared ethos of the neighborhoods.
  - Apply best practices to HCPI experience.
- Prepare a final report with analysis, strategies and programs around the four focus areas.

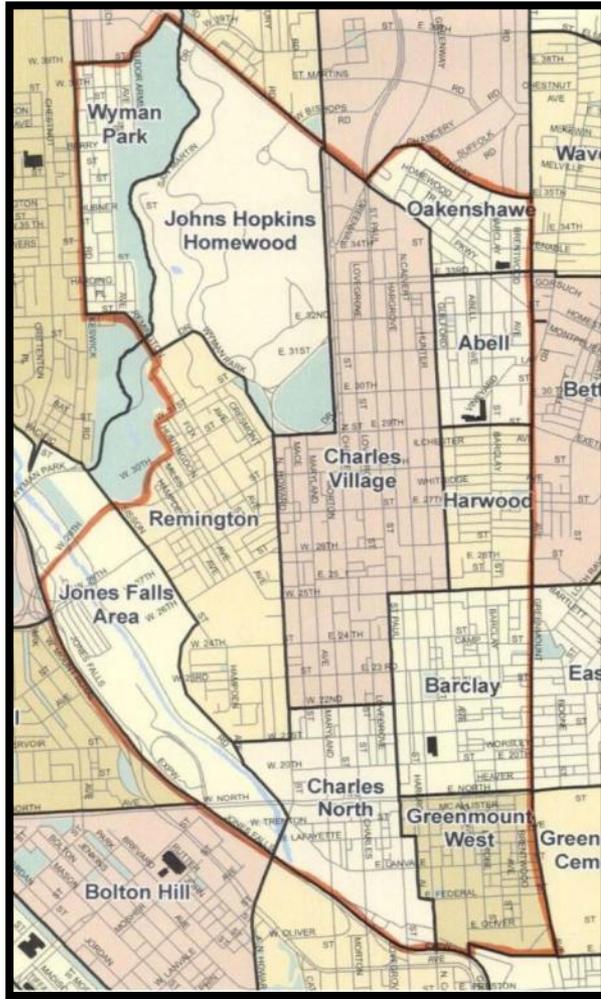
# HCPI Process



# Shared Vision

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

# HCPI Focus Area



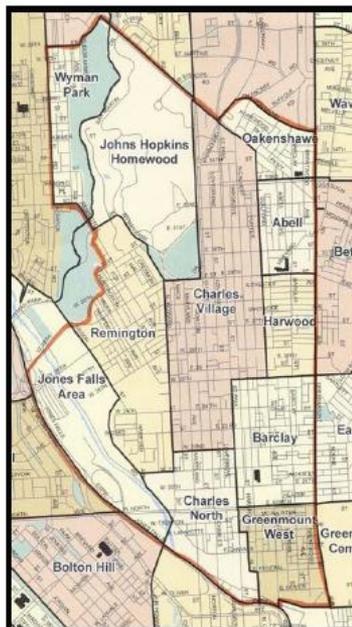
- Economic Inclusion
- Public Safety/Quality of Life
- Housing Creation and Blight Removal
- Education
- Commercial and Retail Development

# SELECTED RECOMMENDATIONS

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Strategies and Programs

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



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

# Economic Inclusion and Workforce

- Adopt goals for participation of minority, women and local businesses in construction contracted.
- Adopt goals for participation of minority, women and local businesses in purchasing.
- Working with workforce partners increase the percentage of hiring within Focus Area communities.

# Charles Street Safety Zone



# High Level School Collaboration

- Brand Margaret Brent and Barclay Schools as Johns Hopkins Partnership schools (affiliated/name to come).
  - Strategic planning year 2012-2013
  - invest in and evaluate total school program & facility
  - Build on progress in marketing to local families.
  - JHU School of Education Support assist academic quality of their programs.
  - explore the deployment of Success for All, Success by 6, Ready to Read, the Reading Campaign, Race to the Top activities of BCPSS and College Promise.

## Capture TIF funds for Public Improvements

- TIF District established around 33<sup>rd</sup> and St. Paul Street site in 2008.
- Increment was to be used to issue bonds to finance parking garage and streetscaping.
- JHU could encourage developer of 33<sup>rd</sup> and St. Paul Street to allow capacity to fund public improvements to areas schools and library, which is short capital funds.

Tax Increment Financing (TIF) uses incremental taxes from vertical development to make public improvements on a pay-go basis or to issue bonds.

# Tax Increment Financing



# Healthy Neighborhoods

- Healthy Neighborhoods rehabilitation matching grant programs.
- Expand use of Healthy Neighborhoods rehabilitation mortgage product.
- Deploy Block Project for short-term, self-help projects that strengthen neighborhood cohesion.

Healthy Neighborhoods helps strong but undervalued Baltimore neighborhoods increase home values, market their communities, create high standards for property improvements

# Live Near Your Work Tiers



# State Support – Anchor Institutions

- For 10 years the State has provided capital funds for city designated revitalization areas.
- Station North has all the characteristics to be the next neighborhood.
- Like Station North, those neighborhoods had a plan and welcomed major development, including high density mixed-use and transit oriented development.

EBDI and the West Side Initiative received \$50 million each over 10 year period.

# Charles North Vision Plan

Asia Town



North Avenue Market



# Live Near Your Work

- Increase award amount to \$30,000 to the entire HCPI area.
- Increase LNYW marketing within the HCPI area.
- Increase the LNYW emphasis on the neighborhood revitalization impact.
- Increase marketing collaboration – GBBR, Central Baltimore, Healthy Neighborhoods.
- Expand to all JHU affiliates – post doctorate, Space Telescope Science Institute.
- Add rental component.

# Joint Academic Facilities

- Actively explore the creation of joint academic, student activity and administrative offices with UB, JHU and MICA.
- Consider joint commitments as catalysts for private development.
- Examples: Penn Station, 10 E. North Avenue and Parkway Theater.

# Joint Academic Facilities

Parkway Theater



Penn Station



# Development Fund

- Establish a substantial development funds to finance projects.
- Provide predevelopment financing for strategic projects:
  - Provide matching funds as an incentive.
  - Assist arts and community improvement/income generating projects.
  - Provide gap and take-out financing, even equity like investments, for strategic projects.
- Create a retail development fund for use in both comprehensive retail districts and occasional critical freestanding projects.

# 2615 N. Howard – Right Now



# 2615 N. Howard – The Possibility



# Parkway Theater



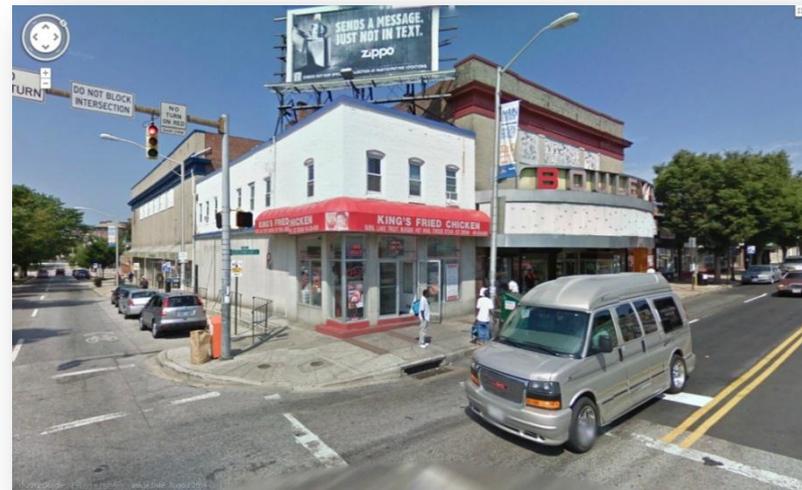
# Parkway Theater



# Land Bank

- Create a new community based land bank property to preserve neighborhood stability and foster new strategic development in support of the HCPI Vision.
- A significant portion of land banking funds would be returned either back into the Land Bank fund or as a return on investment when the property is transferred to future development.
- Acquire problem and nuisance properties e.g. Uncle Lee's at Greenmount and 33<sup>rd</sup> and rental homes on University Parkway opposite Union Memorial.

# Possible Acquisition Properties



# Retail Development Fund

- Create a Retail Development Fund to underwrite retail in critical locations in HCPI.
- Invest in a loan fund leveraging state, city, other anchors and private capital to support retail development in the three commercial districts.
- Provide financing where it is otherwise not available or needs to be matched for retail locations not in the three commercial districts that have potential for success and community impact.

# COLABORATORS AND RESOURCES

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# Partnership with City Government

- City is developing a citywide anchor institution strategy that:
  - **collaborates** with institutions on mutually beneficial strategic projects;
  - **coordinate** City resources in a way that complements anchor institutions' investments;
  - **streamlines** the communication between the City and anchor institutions;
  - **creates** lasting partnerships between the City, anchors and the community;
  - **incorporate** the City's initiatives with the anchors' goals for revitalization and redevelopment of their surrounding communities.
- Enter into a Partnership Agreement with the City that:
  - Commits JHU and its anchor partners to implement a comprehensive neighborhood development strategy
  - Commits the City, JHU and its anchor partners to make financial and in-kind investments consistent with the neighborhood strategy

# Maximize Leverage

- Five year Johns Hopkins University Commitment
- Foundations
- Banks (Blended Loan Funds, Healthy Neighborhoods, Land Bank)
- Union Memorial and BMA
- Baltimore City – TIF, infrastructure, vacants to value
- State of Maryland
- HUD grants

# Northeast Market



**\$200,000**



**\$900,000**

# Collaborators, including:

- Neighborhood associations and community organizations.
- Community based orgs. – GHCC, CVCBD, WMS, CBP, Jubilee, VLP, CVF.
- Institutions – MICA, UB, UMH, BMA, Amtrak.
- Existing larger businesses – Seawall, Anderson Automotive, Future Care, Telesis, Harbor East Development.
- Financial – PNC Bank, TRF, MD Capital (micro enterprise lending).
- Strategic property and business owners.
- City, State, Federal.
- And, potential for new business investors.

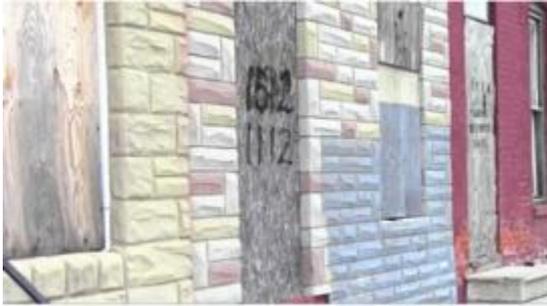


An East Baltimore Development, Inc. (EBDI)  
and Forest City New East Baltimore Partnership Project

# project overview

- Started in 2001
- Redevelopment of 88 acres in East Baltimore
- Acquisition of 2,000 properties
- Relocation of 750 households
- Master Plan – 1.1 million sq. ft. of commercial lab space, 2,000 housing units, 150,000 sq. ft. of retail space, open space, new public school

## EBDI remains the project it set out to be



East Baltimore Development Inc. was based on a simple premise: The largest employer in Maryland, Johns Hopkins Medicine, could be the catalyst for revitalizing a neighborhood that had become largely abandoned (70% of structures vacant), unsafe and unhealthy. It would attract:

- People who wanted to live near work.
- Businesses that wanted to locate near Hopkins – related to medicine and also to serving 30,000 people on campus.

## baseline measures

	Middle East	Baltimore City
Unemployment Rate	23.69	10.86
Poverty Rate	43%	19%
Percent of Households Receiving Public Assistance	29%	16%
Average Household Income	\$28,464	\$42,090
Vacancy Rate	70%	14%

## baseline measures

	Middle East	Baltimore City
% of Population Without H.S./GED Degree	40%	32.8%
MSPAP: Gr. 3 reading (% scoring satisfactory)	23.7%	14.1%
Teen Birth Rate (per 1,000 teens)	102	83
Infant Mortality Rate	17.1	11.7

## baseline measures

	Middle East	Baltimore City
Juvenile Arrest Record (per 1,000 age 10-17)	23.19	10.66
Violent Crime (per 1,000 residents)	51.8	26.19
Homicide Incidence Rate (2005-2009)	61	20
Lead Paint Violation Rate	25	11.8
Child Abuse and Neglect (per 1,000 children)	14.3%	4.5%

## supplemental relocation benefits for residents

- Federal Uniform Relocation Act
- Average home value increased from \$30,000 to \$156,000 in first phase
- 57 renters used relocation benefits to purchase homes
- Three post relocation surveys – larger majority report being better off
- Family Advocacy and Supportive Services

## family advocacy and supportive services

- Family Advocate assigned to every household
- Connects families to needed services
- Job training, substance abuse, mental health counseling, childcare, credit counseling, health care
- Of 206 homeowners relocated, only two foreclosures

## foundation partners

- Johns Hopkins Institutions
- Casey Foundation
- Weinberg Foundation
- Rouse Foundation
- Goldseker Foundation
- Abell Foundation
- Atlantic Philanthropies

## economic impact

- \$67 million in contracts awarded to MBE/WBE companies, as 1/11 – representing 37% of EBDI's \$181.7 million in contracts.
- 57.5% of man-hours generated by jobs created through the project have been for minority and women – nearly quadrupling the original goal of 15%.
- More than 2,500 people have been placed in jobs by EBDI and its workforce partners – more than 30% filled by residents of East Baltimore.

## economic impact

- 270,000-square foot life science building opened in 2008 – with six more buildings planned as economy improves.
- New Berman Institute of Bioethics opened last year in 11,000-square foot rehab of historic police station.
- 230,000-square foot Maryland Public Health Laboratory is under construction.
- 1,500-space parking garage with ground-level retail is under construction.

## building homes and equity

- 731 households have successfully been relocated – with EBDI providing services including mortgage assistance, referrals for financial counseling, healthcare, education and employment.
- 259 homeowners, along with 59 renters who became first-time homeowners, significantly increased their equity wealth through relocation – on average by well over \$100,000/household.
- 40 residents renovated – or traded for renovated, green homes – likewise increasing home equity.

master plan





**PROJECT PHASING**  
Completed

R&D:	280,000 sf.
Retail:	18,000 sf.
New Res:	478 units
Rehab Res:	68 units
School:	540 students

**Under Development**

R&D:	235,000 sf.
Retail:	11,000 sf.
Parking Garage:	1,450 spaces

**Next Phase Development**

R&D:	435,000 sf.
Retail:	92,000 sf.
Hotel:	160,000 sf.
New Res:	305 units
Rehab Res:	40 units

**Future Pipeline**

R&D:	815,000 sf.
New Res:	900 units
Rehab Res:	281 units
Parking Garage:	1,000 spaces

- R&D Proposed
- R&D Built
- Hotel
- School
- Parking Garage
- New Residential
- Rehab Residential
- Completed Residential



# affordable living

Parkview at Ashland Terrace  
74 Mixed-Income Units for Seniors



Ashland Commons  
78 Mixed-Income Unit Rentals



Chapel Green Apartments  
63 Mixed Income  
Apartments and Townhomes



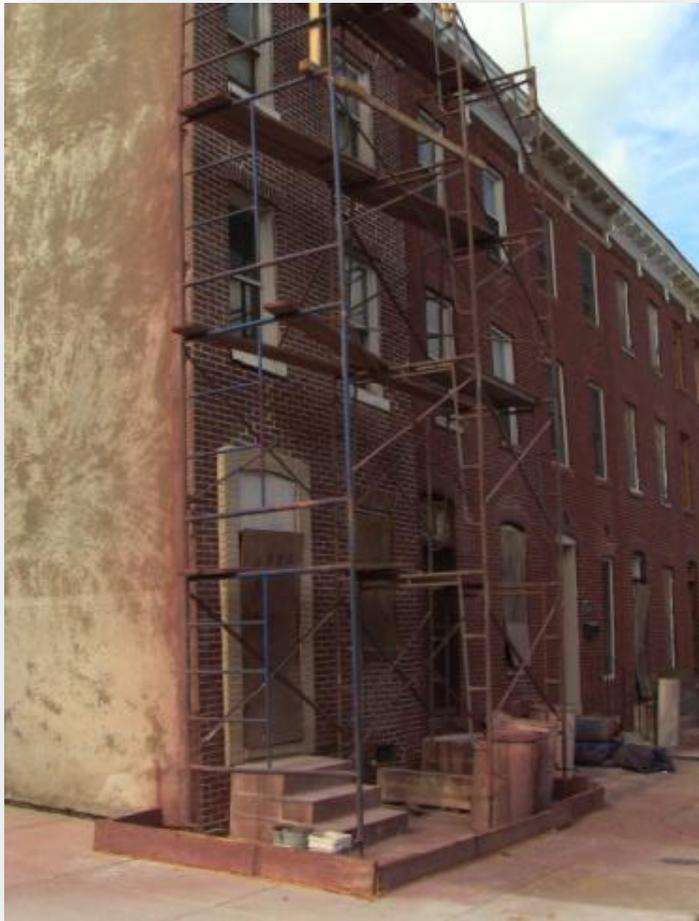
## 929 - graduate student housing

321 Residential Units • 8,400 sf. of Ground Floor Retail • \$60 Million Investment



# renovated historic homes

40 residents renovated – or traded for historic renovated, green homes



# EAGER STREET RESIDENTIAL PROGRAM

1<sup>st</sup> Phase Eager Street Buildings Expected to Stimulate Demand

## TOTAL UNIT TYPE COUNT

Apt / Loft Rental:	236
SF Townhouse For Sale:	28
Stacked Duplex For Sale:	34
SF Townhouse For Rent:	7
SF Rehab Townhouse For Sale:	40

**Total Residential Units: 345**

## UNIT TYPE BREAKDOWN

- 1 Bedroom Apt / Loft Rental:
  - Eager Street: 155
- 2 Bedroom Apt / Loft Rental:
  - Eager Street: 81
- SF Townhouse For Sale:
  - Eager Street: 10
  - UME / Mews: 18
- Stacked Duplex For Sale:
  - Eager Street: 34
- SF Townhouse Rental:
  - UME / Mews: 7
- SF Rehab Townhouse For Sale:
  - UME / Mews: 15
  - McDonough: 25



In October, 2022, Forest City Awarded an Exclusive Negotiating Privilege to a National

- Apartments / Lofts (236)
- Stacked Duplex (34)
- SF Townhouse (28)
- SF Townhouse Rental (7)
- SF Townhouse Rehab (40)



# the john g. rangos sr. building

Office and Retail • 280,000 sf. • \$100 Million Investment



# the john g. rangos sr. building

Office and Retail • 280,000 sf. • \$100 Million Investment



# maryland public health laboratory – dhmh

\$184 Million Investment • 200,000 sf.



# 1,500-space parking garage and walgreens



# new berman bioethics institute

\$10 Million Investment



# mica place

programs linking art, culture and education with the community

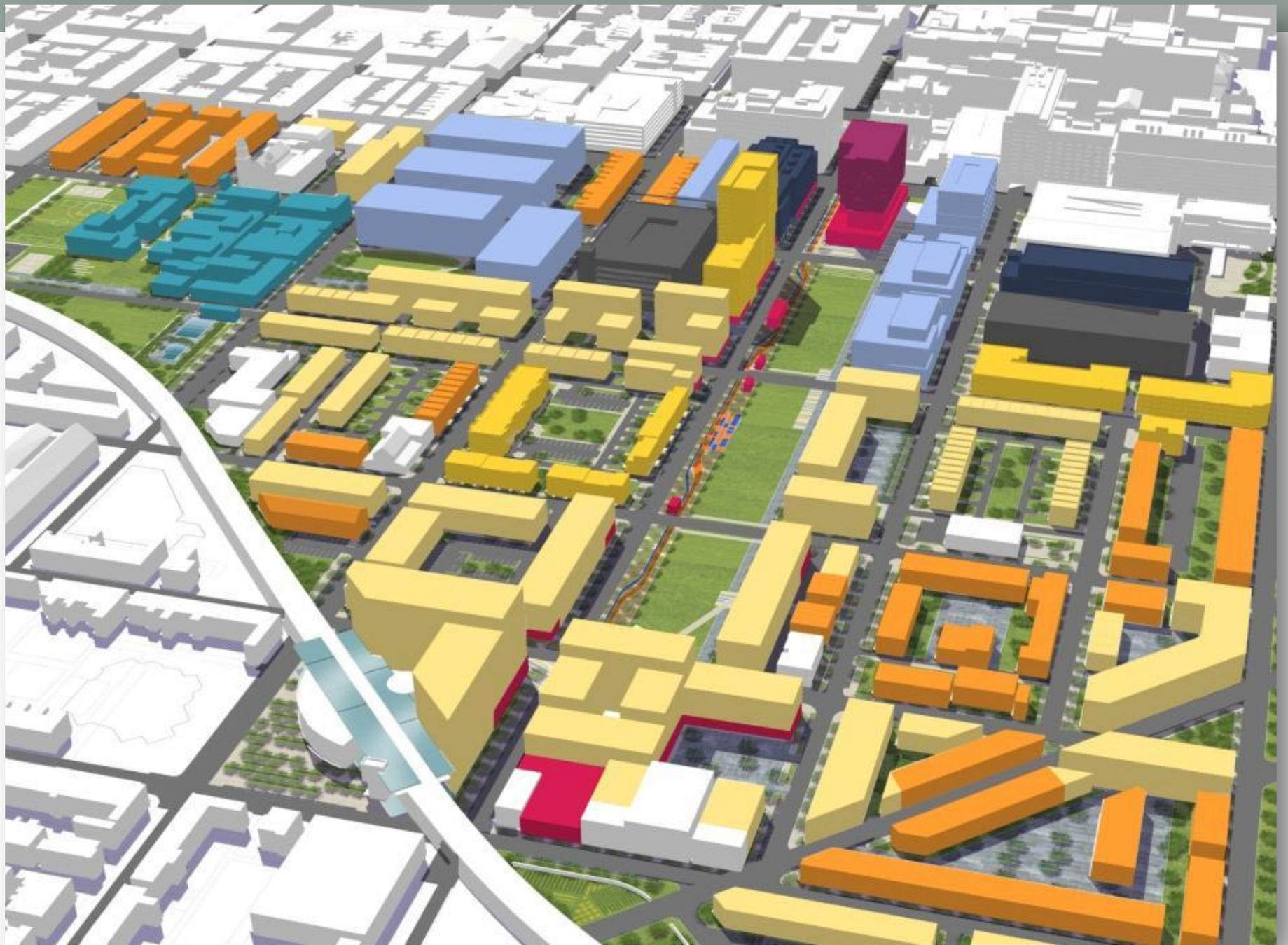
Two Bedroom Apartments • Studio Space • Gallery Space • Community Space



# henderson hopkins partnership school

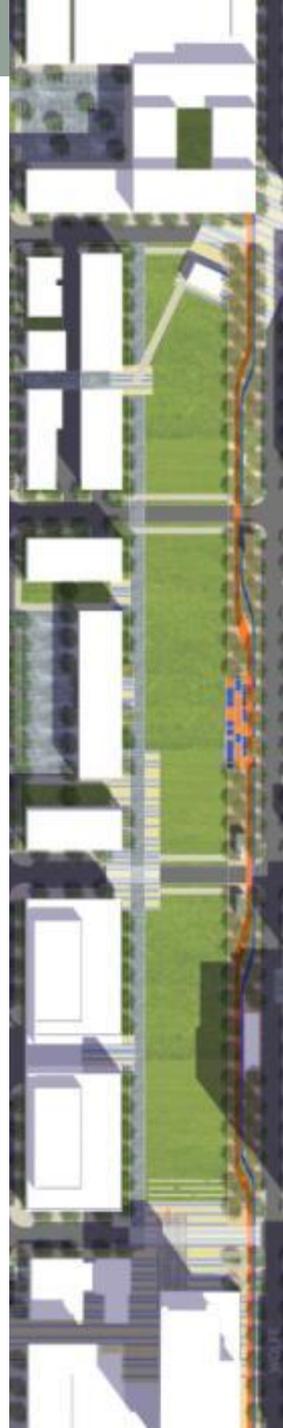
\$30 million Investment • 90,000-square-foot facility • 7-acre campus  
HHPS will share that site with a \$10 million, 28,000-square-foot early childhood center





Park Looking South to Gateway Block





Ashland Street at Wolfe Street Looking West



science +  
technology  
park  
at Johns Hopkins

# Lunchtime Farmers Market & Music in The Park



## Wednesdays

Hours 10am-2pm

Concert hours 12pm-2pm

June 6<sup>th</sup> – August 29<sup>th</sup>, 2012



Events will be held in The Park  
at Ashland Ave & N Wolfe Street

## MOVIE IN THE PARK



Join us in watching  
NAME OF MOVIE

Friday, June 15<sup>th</sup>  
at 8:00 pm

The movie will be shown  
in Rangos Park at the corner of  
Ashland Avenue & N. Wolfe Street



FREE POPCORN  
For first 200 people

science +  
technology  
park  
at Johns Hopkins

# Major Development Activities in Master Development Area

## Completed

- (A) Rangos Building**
  - Life Science R&D Space
  - 281,000 GSF
- (B) Chapel Green**
  - Multifamily & Rowhouses
  - 63 Units; 90,000 GSF
- (C) Parkview at Ashland Terrace**
  - Multifamily
  - 74 Units; 72,000 GSF
- (D) Ashland Commons**
  - Multifamily
  - 78 Units; 87,000 GSF
- (E) Townes of Eager**
  - 5 Rowhouse Units: 4 duplex units and 1 singlefamily
- (F) Graduate Student Housing**
  - 321 Units, 572 Bed Rental Housing

## Under Construction

- (1) P1 Garage**
  - September 2012 Delivery
  - Walgreens Pharmacy on Ground Floor
  - 1,450 parking Spaces.
- (2) MPHL Building**
  - 1Q 2014 Delivery
  - 235,000 GSF
  - Maryland Department of Health & Mental Hygiene, tenant
- (3) Henderson-Hopkins School**
  - Delivery 3Q 2013 (est.)
  - 540 student capacity, plus 180 child Early Childhood Center



## Current Development Activity

- (4) McDonogh St. Rowhouses**
  - Commence in June 2012
  - Completion of 25 units based on absorption
- (5) Community Park, Phase 1**
  - Landscape architect selected
  - Design completion by 1Q 2013
  - Phase 1 construction completion in 2013, dependent on funding
- (6) Gateway Site Hotel**
  - Termsheet executed with Urban America.
  - Gensler Architects designer
  - Break Ground in 2013
  - 175 Rooms
  - Plans include 30K SF health club + retail
- (7) 150 +/- Rental Units**
  - Pennrose Development with FC-NEBP
  - Break Ground in 2013
  - 3 Development Pads
- (8) Eager St. For-Sale Rowhouses**
  - RFP for subdevelopers issued on 06/06/2012
  - 45 units
- (9) Madeira St. Rowhouses**
  - 30 rehab rowhouse units. Majority to be for rent
  - Seeking subdevelopers
- (10) Next Commercial Lab Bldg**
  - Presented proposal requested by Johns Hopkins Medicine for 100,000 SF of proposed 150,000 net rentable SF building