

The Homewood Community Partners Initiative- HCPI

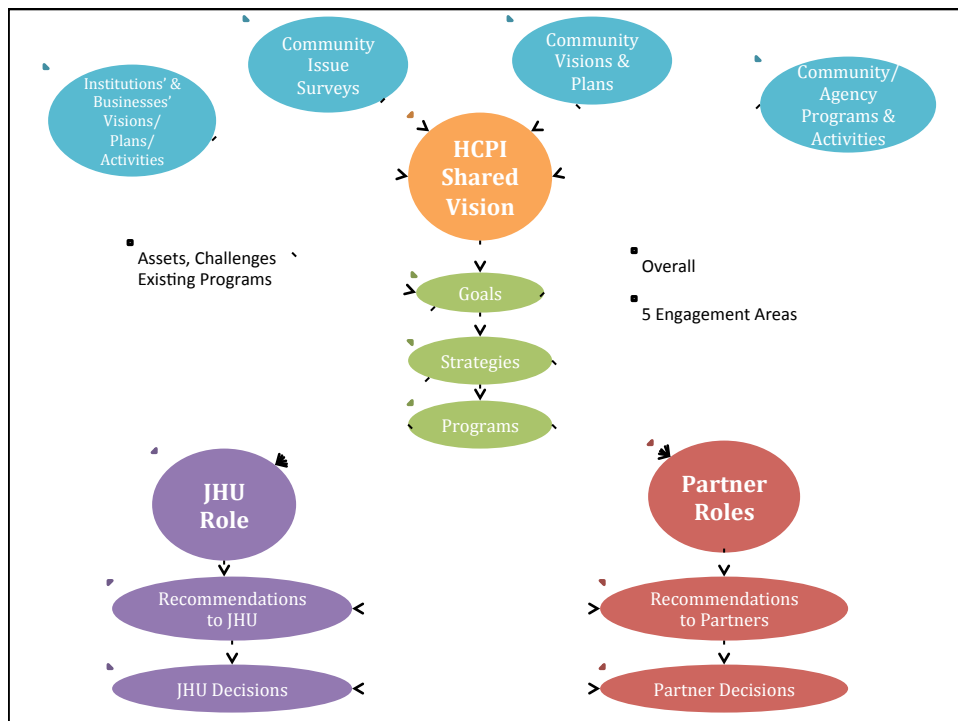
Briefing & Feedback

03/39/2012

- Consultants: McNeely Legal Services, PC
Joe McNeely 410-218-2730 jmcneely.mls@gmail.com
Kelsey Addy 607-351-5419 kelseyaddy@gmail.com

2353 Cambridge Walk Baltimore, MD 21224

Materials may be found at:
<https://docs.google.com/file/d/0B9a3I6UPDIJvMzMwZDIjNjAtZWVIMi00MmY1LTg3OGMtZTVmNjM5ZGJiN2Nk/edit>



A SHARED VISION OF HCPI:

Successful neighborhoods that are attractive, healthy and exciting!

-
- *Abell • Barclay • Charles North • Charles Village • Greenmount West • Harwood • Oakenshawe • Old Goucher • Remington • Wyman Park • Waverly Mainstreet •*
-

Vibrant Urban Center

- A growing, diverse community with XXX net more households than 2012 •
 - Exciting and accessible retail •
 - Thriving arts and entertainment venues and cultural institutions attracting residents and visitors from across the region •
 - Employment and business opportunities for residents •
- Nurturing environment for entrepreneurs, artists and young professionals •
 - Inviting location for business and investment •

Livable Communities

- A strong residential real estate market in all HCPI neighborhoods, offering a variety of housing options while preserving the existing number of affordable units •
- Attractive amenities that support a high quality of life, including a pedestrian and bike friendly environment, safety, beautiful surroundings, open space, clean public spaces and calm traffic •
 - High quality attractive public schools to which all families want to send their children •
- Reliable and attractive public transit to employment, recreation, cultural and commercial centers •

Active Collaborative Stakeholders

- Active neighborhood, business and other civic organizations that build leadership; engage all residents, businesses, institutions and stakeholders; and foster collaboration to achieve the shared vision of the HCPI area •
 - Both area residents and universities make full use of the resources offered by the universities and the neighborhoods •

HCPI Area: Assets, Existing Programs and Challenges Inventory

April 2, 2012 33333

QUALITY OF LIFE: TRANSIT, SAFETY & SANITATION, RECREATION & OPEN SPACE

<u>Assets</u>	<u>Existing Programs</u>	<u>Challenges</u>
<ul style="list-style-type: none"> • High involvement of neighborhood associations & other stakeholders <p><i>Transit:</i></p> <ul style="list-style-type: none"> • Major north-south, east-west MTA Bus Routes • Walkable • Guilford Ave Bike Blvd. • Charm City Circulator – Purple Route (expanding) • Penn Station (MARC, Amtrak, Light Rail) • Jones Falls Bike Trail • Johns Hopkins Medical Institute & Colletgetown Shuttles • BoltBus • Zipcar (growing) <p><i>Safety & Sanitation:</i></p> <ul style="list-style-type: none"> • Charles Village lighting Survey • JHU Security Patrol <p><i>Recreation & Open Space:</i></p> <ul style="list-style-type: none"> • Wyman Park Dell • Wyman Park • 33rd Street greenway • 4 Community Gardens • Pocket parks • 2 Rec Centers • Abell Open Space • Jones Falls Trail • Educational, recreational and cultural events on JHU Campuses • Variety of arts, entertainment and cultural activities and artist live/work spaces 	<ul style="list-style-type: none"> • Charles Village Community Benefits District: Community Safety & Sanitation Services with a community safety program coordinator • Midtown Community Benefits District: Clean & Green Teams, Safety Services • Greater Homewood Community Corp.: Neighborhood Leadership, Code Enforcement, Waverly Commons; Barclay Rec Center • Central Baltimore Partnership: Safety and Code Enforcement Task Forces • Waverly Main Street • JHU, UB, MICA, Amtrak Security Patrols • JHU Center for Social Concern • Baltimore City Adopt-A-Lot • Baltimore City Power In Dirt • People’s Homesteading Group: Greening & Safety • Waverly Main Street: Streetscaping 	<p><i>Transit:</i></p> <ul style="list-style-type: none"> • Pedestrian & Bicyclist Safety: crossing, lighting • Streetscaping gaps • One-way traffic • No JHU Shuttle stop between North & 25th St. • Guilford Ave. Bike Blvd inadequate • Lack of signage • Poor gateways to neighborhoods & JHU • Grimy sidewalks • Loitering <p><i>Safety & Sanitation:</i></p> <ul style="list-style-type: none"> • Under patrolled hotspot areas • Littering & street trash • Trash can gaps in all neighborhoods • Perception & hotspots of high crime • Illegal dumping hotspots • Funding for full CVCBD programs • Not all areas are covered by a Benefits District • Probation & Parole • Crime: auto thefts, prostitution, burglary & robbery, murders <p><i>Recreation & Open Space:</i></p> <ul style="list-style-type: none"> • Inadequate green space in southern end of HCPI area • Recreation Centers inadequate– funding & programming • Inadequate large community meeting space • JHU events & venues are hard to access

QUALITY OF LIFE

- **Goal:** Maintain and achieve attractive neighborhoods with first-rate amenities that support a high quality of life in the HCPI area.
- **Strategies:**
 1. Support the energy of residents and stakeholders to create and maintain a high quality of life for residents, especially safety, pedestrian and bike friendly streets, greening, recreation, arts, educational & personal enrichment organizations, beautification, cleaning and sanitation and increasing the attractiveness of each neighborhood..
 2. Coordinate quality-of-life efforts with strategies and programs in housing, commercial real estate and public education.
 3. Target corridors:
 - a. Penn Station to the Homewood campus
 - b. 33rd St. from the JHU Homewood campus to the Eastern high school campus
 - c. Waverly Main Street area
 - d. 28th -29th Streets

QUALITY OF LIFE

Possible programs

1. Create a Charles Street safety and development corridor Homewood campus to Penn station.
2. Improve the beauty and safety of the 33rd Street corridor Homewood campus to JHU at Eastern.
3. Enhance safety and environment of & with Waverly Main Street.
4. Plan and fund quality-of-life projects by every neighborhood.
5. Target streetscapes and façade improvements on critical pathways (e.g., 28th-29th Streets).
6. Support public improvements in the overlay plan (see later section), especially making streets more pedestrian and bike friendly.

HCPI Area: Assets, Existing Programs and Challenges Inventory

April 2, 2012

BLIGHT ELIMINATION & HOUSING CREATION

Assets

- 11 neighborhoods with diverse housing stock
- Strong markets in and to the north of HCPI area moving south, and strong to the south of HCPI area moving north
- Potential development around Penn Station
- Several stable, middle-class neighborhoods
- Range of housing options
- Senior housing
- Barclay-Telesis redevelopment
- Greenmount West redevelopment & city-owned property disposition
- Charles North transit-oriented development
- Quality developers (Seawall, TRF, Southway Builders, small rehabbers)
- Some strength in every neighborhood
- Strong active positive property owners
- St Ambrose Housing Aid Center

Existing Programs

- Jubilee Baltimore: Healthy Neighborhoods, planning, development
- People's Homesteading Group: Historic Housing Redevelopment
- Healthy Neighborhoods, Inc.: capital/loans for purchasing & rehabbing by homeowners, technical assistance, neighborhood marketing, community projects
- JHU Live Near Your Work
- Vacants to Value: city-owned property disposition, enhanced code enforcement zones
- CBP Housing Task Force
- Historic Tax Credits
- SNAED Property Tax Credits
- St Ambrose Housing Aid Center: Energy improvements; Counseling
- Community Law Center: nuisance properties Enforcement; Healthy Neighborhoods

- High vacancies in some areas
- Absentee landlords
- Rowhouses divided for rental
- Concentrated affordable housing in some neighborhoods
- Low homeownership in some neighborhoods
- Bad property management
- Speculators
- Pre-construction development financing gap
- Weak market in parts of many neighborhoods
- Lack of City resources for property acquisition and stabilization

Challenges

CREATE HOUSING & ELIMINATE BLIGHT

- **Goals:**
 1. Work in concert with Mayor Stephanie Rawlings Blake's goal of increasing the city population by a net new 10,000 households in 10 years by increasing the HCPI area household by a net new **XXXXX**.
 2. Create/ensure a thriving housing market *attractive to new & existing residents* in the 11 neighborhoods.
 3. Reduce blight and speculation and increase the stability and market sustainability of the 11 HCPI neighborhoods.
- **Strategies:**
 1. Reduce nuisance and blighted properties and increase the percentage of existing properties at or above market standards.
 2. Leverage city and state programs.
 3. Increase the combined population of the HCPI area neighborhoods by XX% in ten years, generating an estimated XXXX net new residents.
 1. Balance higher density where desired with incremental growth other places
 2. Grow market-rate homeownership and rental
 3. Retain, but not grow, affordable housing in community plans
 4. Work with small and large residential developers
 5. Advocate newly constructed apartments houses
 4. Advocate for creating strong mixed income area
 5. Utilize Transit Oriented Development opportunities in community plans

CREATE HOUSING & ELIMINATE BLIGHT

Possible programs

1. Expand Healthy Neighborhoods Inc. (neighborhood marketing, home improvement & homeownership loans and grants, beautification projects) throughout the HCPI
adjusted for neighborhood conditions
focusing on nodes, areas of strength
2. Create investment mechanisms and a development fund to plug financing gaps and recruit new private resources.
3. Continue code enforcement and reduce low quality rentals
4. Expand and have a specialized focus for Live Near Your Work in the HCPI area and expand to other employers.
5. Establish a program and financing for conversion of rental rowhouses.
6. Land bank nuisance properties and opportunities.

HCPI Area: Assets, Existing Programs and Challenges Inventory

April 2, 2012 777

EDUCATION

Assets

- 3 zoned public schools: Margret Brent, Barclay, Dallas Nicholas – each have a website
- Baltimore Montessori Public Charter School
- JHU School of Education
- Middle-class families/residents engaged in Margret Brent & Barclay thru Village Parents
- Village Learning Place
- The Community School (Remington Youth Programs): basketball, Community Radio, Band
- Mother Seton Academy
- Baltimore Lab School
- Waverly Library
- The GreenMount School
- Margret Brent & Barclay are at or above city-wide test scores 3 major universities/colleges: University of Baltimore, Maryland Institute College of Art, Johns Hopkins University – Homewood
- Charles Village Recreation League

Existing Programs

- Greater Homewood Community Corp.: Barclay Youth Safe Haven Afterschool Program; Education Advocacy; Parent Involvement; Great Schools Charles Village-Margret Brent & Barclay Project-based Learning Curriculum; Community Schools Approach
- JHU: Volunteer Mentors, Adult Education
- Village Parents: Margret Brent Afterschool Program
- Arts Everyday Schools Program: Baltimore Montessori Public Charter School
- Dallas Nicholas: Walking School Bus
- Barclay: Maryland Governor's Green School
- Loyola School of Education: Margret Brent & Barclay project-based learning support
- Experience Corps: volunteers at Margret Brent
- Baltimore Development Corp.: Enterprise Zones, Loans

Challenges

- Zoned public schools unattractive to middle-class families
- Currently public schools do not have all the amenities/programs (i.e., music, dance, language, drama, art)
- Lack of affordable/accessible early childhood education/program
- Poor infrastructure, landscaping and programming at Dallas Nicholas
- Inadequate professional development for teachers
- Remington is split zoned for two public schools
- Lack of funding for declined program materials
- All 3 public schools are at or over 85% free and reduced lunch – lack of income diversity
- Children have unmet health needs (i.e., food on weekends, vision and dental care, etc.)

EDUCATION

- **Goal:** support and ensure high-quality, successful, diverse and attractive public schools in the HCPI area that succeed for neighborhood children, local communities and other stakeholders, including anchor staff.
- **Strategies:**
 1. Join with partners to improve quality & attractiveness of zone schools, including the community schools approach
 2. Develop a quality standard and a JHU branding.
 3. Provide an outstanding early childhood program.
 4. Utilize all of the Johns Hopkins & other universities' resources and expertise
 5. Promote and support variety of education offerings in HCPI area in schools and community facilities like Village Learning Place.

EDUCATION

Possible programs

1. Brand, invest in and evaluate Johns Hopkins partnership school (s).
2. Expand and sustain afterschool mentoring and STEM programs by Johns Hopkins, other institutions and volunteers .
3. Establish a high-quality early childhood program for JHU faculty/ staff and community.
4. Support Remington leaders to create a neighborhood school.
5. Improve the success of the JHU Baltimore Scholars Program in HCPI area
-including early identification and support

HCPI Area: Assets, Existing Programs and Challenges Inventory

April 2, 2012 99

COMMERCIAL RETAIL DEVELOPMENT

Assets

- Business Committees: Charles North, Charles Village, Old Goucher
- Select strong, active positive property owners & businesses, including incubator spaces
- Recent mixed-use developments
- 3 supermarkets
- 33rd St. & St Paul retail center
- Growing arts, entertainment & restaurant/venues in Station North Arts & Entertainment District
- Range of patrons: residents, students, commuters, employees
- Waverly Farmers Market
- Charles North/CBP Commercial Development Committee
- Charles Street Friday Market (summer only)
- Waverly Main Street

Existing Programs

- Waverly Main Street: Revitalization & Economic Development, Façade Improvements, Promotions & Entrepreneurial Development
- Station North Arts & Entertainment, Inc.: Think Big grants, technical assistance for artists and venues, promotion
- Central Baltimore Partnership: Micro-lending program
- Charles Street Development Corp.: marketing & promotion
- Baltimore Development Corp.: Enterprise Zone tax credits

Challenges

- Select problem speculators
- Bad property management
- Vacancies
- Lack of parking in 33rd/St. Paul St. area
- Pre-construction financing gap
- Inadequate retail mix – especially on high-end
- Lack of uses for upper floors along Greenmount Ave.
- Lack of stores in Greenmount Ave. shopping center
- Certain commercial areas lack redevelopment strategies
- Lack of many sit-down restaurants & cafes, few bars, little retail shopping
- Some areas have numerous businesses of the same kind
- Little signage/marketing of commercial districts
- No cohesive promotion of retail/attractions in are to JHU affiliates
- High level of vacancies on Charles St. between 21st and 25th street
- Underutilized potential commercial properties along 25th St. corridor

COMMERCIAL RETAIL DEVELOPMENT

- **Goal:** help create and sustain a wide range and adequate supply of exciting, accessible retail and entertainment services for the HCPI area.
- **Strategies:**
 1. Invest in 3 commercial areas:
 1. St. Paul Street, 3100-3400 blocks: mixed-use dense retail/office/residential/parking development.
 2. Station North Arts and Entertainment district and North Charles Street, 2100- 2700 blocks: expand entrepreneurial retail and entertainment uses
 3. Greenmount Ave/ Waverly Main Street: improve retail mix
 2. Monitor and intervene if necessary to:
 1. Prevent deterioration of successful commercial venues.
 2. Support positive retail development ventures.
 3. Spur private development

COMMERCIAL RETAIL DEVELOPMENT

Possible programs

1. Develop exciting and sustainable retail from the Homewood campus to Penn Station.
2. Foster mixed-use and retail development on St. Paul near 33rd.
3. Create a retail development fund.
4. Support Waverly Main Street, Station North marketing, revitalizing 25th St., 28th & 29th Streets commercial property redevelopment
5. Mobilize anchors to be a catalyst for development by others through strategic placement of facilities, acquisition, investing or leasing.
6. Address critical parking needs.

HCPI Area: Assets, Existing Programs and Challenges Inventory

April 2, 2012 1111 11

LOCAL HIRING AND PURCHASING

Assets

- JHU, UB, MICA and other institutions could invest in local businesses
- Committed contractors & developers
- Local entrepreneurs and businesses
- Baltimore Integration Partnership & Mayor's Office of Employment Development partners
- BIP Anchors Committee of HR directors
- HCPI area jobs workshed analysis at UB, MICA, JHU

Existing Programs

- GHCC Workforce Development
- Mayors Office of Employment Development
- People's Homesteading Group: Workforce Development
- Maryland New Directions: career counseling and job placement
- UB's Small Business Development Center
- Small Business Resource Center

Challenges

- High unemployment and low education levels in some neighborhoods
- Procurement process not clear
- Struggling local businesses
- Education supports needed for low skill workers
- Funding to address various barriers to employment

LOCAL HIRING AND PURCHASING

Goals:

1. provide the maximum opportunity for employment of HCPI local area residents in JHU positions
2. provide the maximum positive impact on local businesses and entrepreneurs through JHU purchasing and contracting

Strategies:

1. set concrete goals and create an institutional infrastructure to achieve and evaluate attainment of those goals
2. partner in workforce efforts to prepare local residents for JHU employment
3. partner in business development efforts to support local entrepreneurs and businesses in securing JHU contracts

LOCAL HIRING AND PURCHASING

Possible programs

Program design is underway and mechanisms for setting, implementing and evaluating achievement of goals are being constructed for all departments at JHU.

JHU is arranging collaboration with community and public partners on workforce recruitment and preparation and on business development.

OVERALL

- **Goals:**
 1. Foster a vibrant, attractive and sustainable community.
 2. Increase the HCPI area population attracting more middle income people without displacing less affluent residents, growing the city, encouraging people to move to our neighborhoods.
 3. Exploit the capability of the Johns Hopkins University and other ***anchor institutions*** and the power of partnerships among public, private, community and nonprofit organizations.
 4. Alleviate hardship among low income residents and others and provide opportunity for economic self-sufficiency and educational success for all.
- **Strategies:**
 1. Play a major role in the accomplishment of Mayor Stephanie Rawlings Blake's goal of increasing the population of the city by a net new 10,000 households in 10 years.
 2. Become the lead and model for the City Administration ***anchor*** strategy.
 3. Implement a comprehensive neighborhood revitalization strategy.
 4. For major projects that substantially increase population , make Station North the City's next BIG priority area .
 5. Look for big moves, a few BIG plays and 5-8 transformational projects to be substantially underway within three(?) years.
 6. Make the quality of HCPI public schools an attraction to the area

OVERALL

Possible programs

1. Grow the number of households through substantial, high density development where desired
2. Foster more exciting retail & entertainment in key areas
3. Secure government support for private investment in comprehensive redevelopment.
4. Establish a substantial development fund to finance projects.
5. Create a new development entity to foster new development.
6. Complete an overlay plan engaging all stakeholders and a compelling presentation for the 11 neighborhoods of HCPI.
7. Channel academic scholarship to areas of need identified in the community.

OVERALL: COMMUNITY OVERLAY PLAN

- **Potential Collective Actions Items:** *(Jan. 2012 Community Leaders meeting)*
 1. Explore converting all one-way streets to two-way traffic and / or other traffic calming measures
 2. Increase streetscaping and pedestrian lighting
 3. Extend the Charm City Circulator to University Parkway
 4. Work together with City agencies as a collective weight
 5. Expand JHU patrol south
 6. Improve schools both physically and content wise

OVERALL: COMMUNITY OVERLAY PLAN

- **Overlay** Community Leaders Suggestions: Quality of Life Improvements *(Jan. 2012 Community Leaders meeting)*
 1. Create a strategy in Waverly Mainstreet for student/artist space above 1st floor retail building
 2. Use parking lot on the east side of 2600 block Charles St. for business parking
 3. Invest between the 3 campuses (JHU, MICA, UB)
 4. CVCA reconsidering Greater Charles Village Master Plan recommendation for Transit Center at 33rd and University Pkwy
 5. Improve pedestrian crossing at:
 1. University/Barclay/33rd
 2. Greenway & Charles
 3. 33rd and Charles
 6. Create community gateway at:
 1. St Paul and 33rd
 2. 29th and Greenmount
 3. 28th and Howard
 4. 25th and Charles
 5. North & Greenmount
 6. Calvert & Federal
 7. Improve bike amenities (consider bike lanes and parking) along:
 1. Charles Street
 2. St Paul Street
 3. Support bike lanes along Mt Royal between Guilford and MICA's campus/North Ave.
 8. Improve Guilford Ave Bike Boulevard roundabouts and improve signage
 9. Increase pedestrian lighting in target areas per CVCA Lighting Survey:
 1. Margaret Brent Calvert & 28th, St Paul & 28th with yellow flashing crosswalk light
 10. Expand foot patrol security into Abell from Charles Village & JHU
 11. Consider expanding CVCBD from 33rd to University Pkwy