



TRANSFORM POE

people . place . opportunity

TRANSFORMATION PLAN



SUBMITTED BY THE
HOUSING AUTHORITY OF BALTIMORE CITY

SEPTEMBER 4, 2020

MESSAGE FROM THE MAYOR'S OFFICE



I proudly support “Transform Poe.” This project is the culmination of extensive community outreach and two years of planning by a diverse range of stakeholders. Neighborhood residents, city leaders, local anchor institutions, community organizations, and staff from the Housing Authority of Baltimore City (HABC) worked tirelessly to develop this roadmap for Poe Homes-Poppleton-Hollins Market’s future.

The Poppleton and Hollins Market neighborhoods have a very rich history. The planning process provided an opportunity for the community to reflect on its past and create a new vision for its future. The process also built upon important work already underway by numerous anchor institutions, reinforcing partnerships and commitments while creating energy and momentum for positive change.

While this plan is the result of community outreach, engagement, and conceptualizing, it is not the end of the process. Working with incredible partners, we are beginning to see the results of our efforts. They include the redevelopment of Hollins Market, the expansion of the University of Maryland Baltimore’s Community Engagement Center, the investment in the turnaround of James McHenry Elementary/Middle School, the construction of the Mother Mary Lange school, the improvements at Greater Model Park, and the creation of new rental units in the first phase of the Center\West apartments.

Much remains to be done, but I am encouraged and optimistic about the future and the promise for the Poe Homes-Poppleton-Hollins Market community. The City of Baltimore stands ready to do its part to ensure the successful implementation of this plan

Bernard C. “Jack” Young
Mayor of Baltimore City

MESSAGE FROM

HABC BOARD OF COMMISSIONERS



It delights me to present the “Transform Poe” plan on behalf of the Housing Authority of Baltimore City (HABC). Two years ago, the U.S. Department of Housing and Urban Development (HUD) awarded HABC with a Choice Neighborhoods Planning and Action Grant, which provided the resources needed to create this neighborhood transformation plan. This document truly reflects the concerns and priorities of over 300 residents and stakeholders representing a wide range of public, non-profit, and private organizations.

In recent years, HABC has worked hard to improve our public housing stock. Following our efforts in East Baltimore to redevelop the Perkins-Somerset-Oldtown community, we are looking to transform the Poe Homes public housing site and the surrounding Poppleton and Hollins Market neighborhoods. Our momentum in Poppleton-Hollins Market continues to grow thanks to HUD’s investment in the neighborhood—first with matching grant funds to complete this comprehensive roadmap, then additional investments which have been supplemented with funds from HABC to help rebuild community confidence through highly visible “Action Activities” that will be completed by early 2022. I offer a heartfelt thank you to all who have participated in developing this plan, this is only the beginning.

Joseph Smith
Chairman of the HABC Board of Commissioners

MESSAGE FROM

HABC PRESIDENT AND CEO



Collaboration is the hallmark of all great endeavors, and I am encouraged to submit the Housing Authority of Baltimore City’s (HABC) “Transform Poe” plan. Transform Poe serves as a roadmap as we embark on the redevelopment of the Poe Homes public housing site and seek to improve the quality of life in the surrounding Poppleton-Hollins Market area. Under this plan, 288 units of distressed public housing at Poe Homes will be replaced and transformed into a mixed-income community that will support existing and future residents. It also includes infrastructure improvements, public safety strategies, and support services designed to help families increase economic self-sufficiency and improve educational outcomes.

Together, we will build upon the existing work of the City and other partners to make changes that will strengthen the area and ensure the plan’s future success. We encourage you to become familiar with this plan and to help us move forward in our efforts to redevelop Poe Homes, transform the broader Poppleton and Hollins Market neighborhoods, and achieve our collective vision for the community.

Janet Abrahams
President and CEO
Housing Authority of Baltimore City

ACKNOWLEDGMENTS

This TRANSFORM POE Plan is the result of a two-year planning effort and reflects the vision, experience, and dedication of hundreds of voices – RESIDENTS, BUSINESSES, EMPLOYERS, EDUCATORS, COMMUNITY BUILDING ORGANIZATIONS, SERVICE PROVIDERS, STATE AND LOCAL AGENCIES, DEVELOPERS, and many others. It reflects shared concerns about the greater Poppleton-Hollins Market neighborhood today and hopes for the future. It builds upon the capacity and resources of strong and active neighborhood anchor partners who have already begun the hard work of addressing many of the strategies outlined in this plan.

Steering Committee

The Steering Committee, comprised of a group of residents, civic leaders, and partners, provided input and advice on the development of the Transform Poe Plan. HABC's President and CEO chaired the Steering Committee.

- Annie E. Casey Foundation
- Baltimore City Department of Housing and Community Development
- Baltimore City Public Schools
- Bon Secours Community Works
- Hollins Roundhouse Neighborhood Association
- Housing Authority of Baltimore City Office of Planning and Development
- Neighborhood Residents
- Poe Homes Public Housing Residents
- Poe Homes Tenant Council
- Poppleton NOW! Community Association
- Southwest Partnership
- Terrace Gardens Senior Co-Op apartments
- Townes at the Terraces Neighborhood Association
- University of Maryland Baltimore BioPark

Outreach Workers

Local residents who were hired to provide project outreach, communication, and disseminate information to the community.

- Antoinette Bolden
- Kevin Edwards
- Leslie Ware
- Mary Jones
- Neea Reid
- Sharina Thompson
- Tonia Bowie

Neighborhood Task Force

The Neighborhood Task Force focused principally on the identification of strategies to improve the neighborhood and was co-chaired by Sonia Eaddy of Poppleton NOW! Community Association and Dan Morrison of Hollins Roundhouse Neighborhood Association.

- Allen A.M.E. Church of Baltimore
- Archdiocese of Baltimore Catholic Schools
- B&O Railroad Museum
- Baltimore City Commission for Historical and Architectural Preservation (CHAP)
- Baltimore City Department of General Services
- Baltimore City Department of Housing and Community Development
- Baltimore City Department of Planning
- Baltimore City Department of Public Works
- Baltimore City Department of Recreation and Parks
- Baltimore City Department of Transportation
- Baltimore Community Lending
- Baltimore Development Corporation (BDC)
- Baltimore Food Policy Initiative
- Baltimore Public Markets Corporation
- Community Preservation and Development Corporation (CPDC)
- Councilmen for Baltimore City Council District 9 and District

- Edgar Allan Poe House and Museum
- First Mt. Olive Freewill Baptist Church
- Greater Harvest Church
- Hollins Roundhouse Neighborhood Association
- HomeFree-USA
- Housing Authority of Baltimore City Office of Planning and Development
- La Cité Development
- Neighborhood Residents
- Parks and People Foundation
- Poe Homes Public Housing Residents
- Poe Homes Tenant Council
- Poppleton NOW! Community Association
- Southwest Partnership
- St Luke's Church
- The Barre Circle Community Association
- Timothy Baptist Church
- Townes at the Terraces Neighborhood Association
- Union Square Neighborhood Association
- University of Maryland Baltimore BioPark
- University of Maryland Baltimore Health Alliance
- University of Maryland Baltimore School of Social Work
- University of Maryland Medical Center

People Task Force

The People Task Force focused principally on the identification of strategies to support families, and was co-chaired by Neea Reid, President of Poe Homes Tenant Council and Talib Horne of the Annie E. Casey Foundation.

- Annie E. Casey Foundation
- Archdiocese of Baltimore Catholic Schools
- Baltimore City Department of Recreation and Parks
- Baltimore City Health Department
- Bon Secours Community Works
- Cohado, Inc.
- Councilman for Baltimore City Council, District 9
- Excel Academy at Francis M. Wood High School
- Harbor Bank CDC
- Hollins Roundhouse Neighborhood Association
- Housing Authority of Baltimore City Office of Planning and Development
- Housing Authority of Baltimore City Office of Resident Services
- James McHenry Elementary/Middle School
- LifeBridge Health
- Maryland's 40th State Senate district
- Mayor's Office of Employment Development (MOED)
- Neighborhood Residents
- Paul's Place
- Parks and People Foundation
- Poe Homes Public Housing Residents
- Poe Homes Tenant Council
- Poppleton NOW! Community Association
- Southwest Partnership
- Townes at the Terraces Neighborhood Association
- Transformation Health
- University of Maryland Baltimore Community Engagement Center
- University of Maryland Baltimore Health Alliance
- University of Maryland Baltimore School of Social Work
- University of Maryland Medical Center
- YMCA of Central Maryland

Housing Task Force

The Housing Task Force focused principally on the development of the housing plan and was co-chaired by Janet Abrahams of HABC and Leslie Ware, former President of the Poe Homes Tenant Council.

- Allen A.M.E. Church of Baltimore
- Baltimore City Commission for Historical and Architectural Preservation
- Baltimore City Department of General Services
- Baltimore City Department of Planning
- Baltimore Development Corporation (BDC)
- Baltimore Food Policy Initiative
- Bon Secours Community Works
- Carter Memorial Church of Baltimore
- Councilman for Baltimore City Council, District 9
- Edgar Allan Poe House and Museum
- First Mt. Olive Freewill Baptist Church
- Greater Baltimore AHC, Inc.
- Habitat for Humanity of the Chesapeake
- Hollins Roundhouse Neighborhood Association
- HomeFree-USA
- Housing Authority of Baltimore City Office of Planning and Development
- La Cité Development
- Maryland Department of Housing and Community Development
- Neighborhood Residents
- Poe Homes Public Housing Residents
- Poe Homes Tenant Council
- Poppleton NOW! Community Association
- Southwest Partnership
- The Hampstead Companies
- The Michaels Development Company
- Townes at the Terraces Neighborhood Association
- Union Square Neighborhood Association
- University of Maryland Baltimore Community Engagement Center
- University of Maryland BioPark

Planning Coordinator Team

- EJP Consulting Group, LLC (Lead and Planning Coordinator)
- Hord Coplan Macht (Housing Design)
- Living Design Lab (Neighborhood Planning)
- Zimmerman/Volk, Inc. (Residential Market Assessment)
- Bob Hoffman (Resident Coaching and Capacity Building)

A special thank you to the University of Maryland Baltimore BioPark, James McHenry Elementary/ Middle School, Allen A.M.E. Church of Baltimore, Carter Memorial Church of Baltimore, Poe Homes, and the Southwest Partnership for graciously providing the use of their community space for a variety of planning events.



AERIAL VIEW OF POE HOMES

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[www.habc.org/habc-information/programs-departments/planning-development/
transform-poe/](http://www.habc.org/habc-information/programs-departments/planning-development/transform-poe/)

I. EXECUTIVE SUMMARY





EXECUTIVE SUMMARY

Momentum is Building!

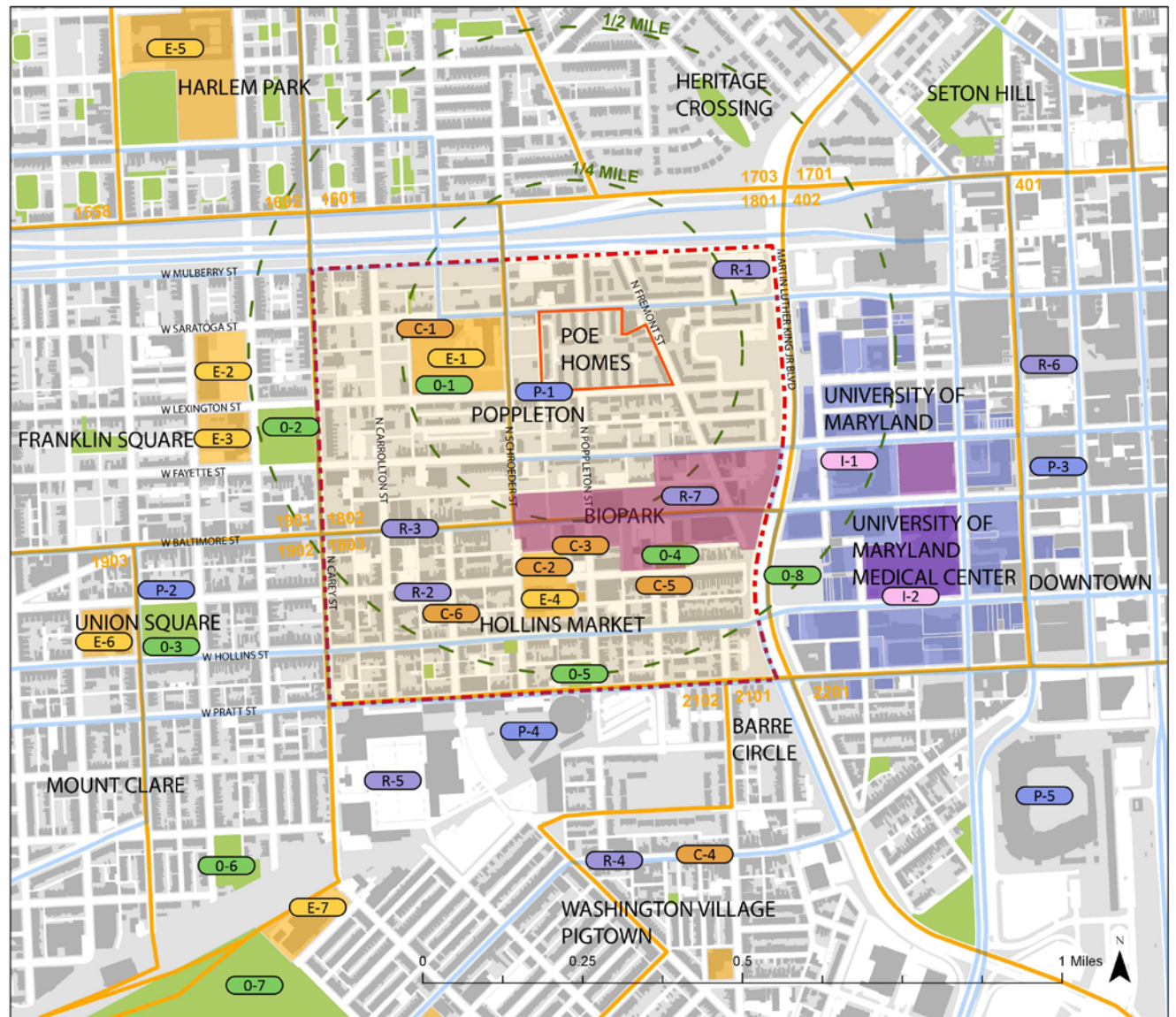
Dedicated residents and committed stakeholders have been hard at work improving Poppleton-Hollins Market for some time. Investment over the last several years is beginning to show positive results and the community is eagerly building upon these investments to ensure a bright future for the neighborhood and those that live, work, and worship here.

The Transform Poe planning effort reflects the vision, experience, and dedication of hundreds of voices – residents, businesses, employers, educators, community building organizations, service providers, state and local agencies, developers, and many others. In the two years since HUD awarded the Choice Neighborhoods (CN) Planning Grant, HABC engaged more than 300 individuals in a series of planning activities that included resident meetings, community workshops, design charrettes, surveys, stakeholder interviews, and more. The resulting Plan reflects shared concerns about the greater Poppleton-Hollins Market neighborhood today and hopes for the future. It also builds upon the capacity and resources of strong and active anchor partners who have already begun the hard work to realize this collective vision for the future.

Through a comprehensive and multi-pronged set of community-supported goals and strategies that build upon this momentum, and existing neighborhood assets and strengths, the Transform Poe Plan seeks to address the immediate needs and challenges of current residents, businesses, and institutions, and also provides a roadmap for further investment and development that will ensure Poppleton-Hollins Market achieves that shared community vision over time. While Transform Poe provides detailed strategies including specific partners involved and timeframes for implementation, the Plan is intended to be inherently flexible - acknowledging that transformation of the neighborhood will require a long-term, sustained, and collaborative public/private partnership that is already underway.

NEIGHBORHOOD ASSETS

- EDUCATION**
 - E-1 Excel Academy at Francis M. Wood High School
 - E-2 Franklin Sq Elem/Middle School
 - E-3 Vivian T Thomas Medical Arts Academy
 - E-4 James McHenry Elementary/ Middle School
 - E-5 Auguste Fells Savage Insitute for Visual Arts
 - E-6 Steuart Hill Academic Academy
 - E-7 Southwest Baltimore Charter School
- INSTITUTIONS**
 - I-1 University of Maryland Baltimore
 - I-2 University of Maryland Medical Center
 - I-3 UM BioPark
- COMMERCIAL**
 - R-1 Walgreens Pharmacy
 - R-2 Hollins Market Shops and Restaurants
 - R-3 West Baltimore Businesses
 - R-4 Pigtown Main Street Shops and Restaurants
 - R-5 Mt Clare Junction Shops and Supermarket
 - R-6 Lexington Market
 - R-7 Harbor Bank
- COMMUNITY FACILITIES**
 - C-1 Greater Model Park Pool
 - C-2 James McHenry Recreation Center
 - C-3 UMB Community Engagement Center
 - C-4 Enoch Pratt Library
 - C-5 Lithuanian Hall
 - C-6 Black Cherry Puppet Theater
- PUBLIC AND CULTURAL**
 - P-1 Edgar Allan Poe House & Museum
 - P-2 H.L. Mencken House
 - P-3 Hippodrome Theater
 - P-4 B&O Railroad Museum
 - P-5 Orioles Park at Camden Yards
- OPEN SPACES AND PARKS**
 - O-1 Greater Model Park
 - O-2 Franklin Square
 - O-3 Union Square
 - O-4 Little Lithuanian Park
 - O-5 B&O Museum Park
 - O-6 Traci Atkins Park
 - O-7 Carroll Park
 - O-8 Old St Paul's Cemetery



EXECUTIVE SUMMARY

Plan Goals

The Transform Poe Plan is organized around three goals that distill the community's vision for moving forward: 1) Assets, Partners, and Momentum are Leveraged, 2) Residents are Thriving and Successful, and 3) the Neighborhood is Safe, Economically Vibrant, and Welcoming to All.

The Plan goals embrace and acknowledge the resilience of residents and the community; leverage and align with existing plans and projects already underway, recently completed, or in the pipeline; and build upon the momentum for positive change. And while these goals reflect community aspirations and desires, they are also tempered by market reality, financing, and implementation capacity. When combined, the efforts will further the Poppleton/Hollins Market transformation into a neighborhood of choice with thriving families at the heart of the community.

OUR NEIGHBORHOOD TODAY



OUR NEIGHBORHOOD IN THE FUTURE



GOAL 1:

**Assets, Partners,
and Momentum are
Leveraged**

- 1.1 Leverage Capacity of Anchor Institutions
- 1.2 Leverage Physical Assets Being Developed by Partners
- 1.3 Launch an Outreach Campaign to Increase Awareness of, Improve Access to, and Connect Families to Existing Resources
- 1.4 Strengthen Social Networks and Community Connections
- 1.5 Promote the Neighborhood Identity and Historical Assets

GOAL 2:

**Residents are Thriving
and Successful**

- 2.1 Invest in/Expand Trauma-Informed Services and Access to Opportunities
- 2.2 Develop, Expand, and Promote Quality Educational Programming
- 2.3 Assist Residents to Build Assets/Wealth

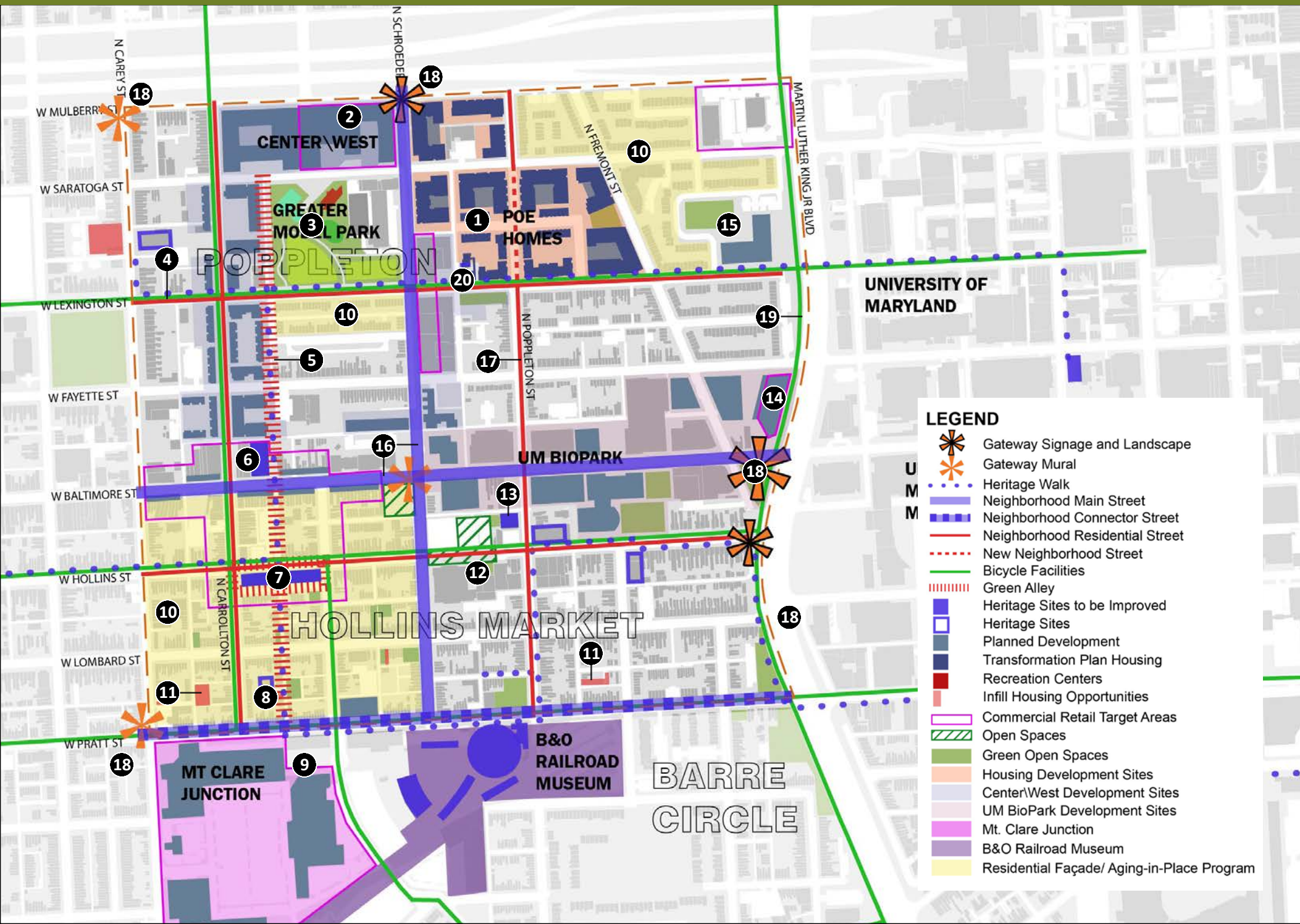
GOAL 3:

**The Neighborhood
is Safe, Economically
Vibrant, and
Welcoming to All**

- 3.1 Improve Access to Recreation
- 3.2 Expand Neighborhood Greening
- 3.3 Improve Street Experience
- 3.4 Expand Access to Affordable, Healthy Food
- 3.5 Create a Culturally Rich and Economically Vibrant District
- 3.6 Improve Community Safety and Wellness
- 3.7 Provide a Range of Housing Options to Retain Existing Families and Attract New Families
- 3.8 Increase Homeownership Opportunities
- 3.9 Support Existing Homeowners to Improve their Homes and Remain in Place

TRANSFORM POE MASTER PLAN

- 1 Redevelopment of Poe Homes with new dwelling units supported by shared community spaces, safe streets, and a variety of open spaces
- 2 Center\West mixed-use development with supermarket and mixed-income housing
- 3 Redevelopment of Greater Model Park with upgraded pool, new splash pad, renovated recreation center, improved ball field, playground, and landscaping
- 4 Heritage Walk connecting heritage sites with markers and signage
- 5 Carlton Street Green Alley with green infrastructure, pervious paving, and pedestrian lighting
- 6 Lord Baltimore Theater to be converted to an arts and culture center
- 7 Historic Hollins Market under renovation with façade improvements, interior improvements, and a range of prepared and fresh food businesses
- 8 Arabber's stalls and horse pen to be improved with new fencing, landscaping, and historic marker
- 9 Mount Clare Junction Shopping Center to undergo multi-phase improvements that include the creation of a new outdoor food court
- 10 Residential Façade/Aging-in-Place Program for existing homeowners
- 11 Infill housing to provide homeownership opportunities
- 12 James McHenry Recreation Center and school grounds to be improved with new programming, interior renovations, and landscaping
- 13 Recently completed UMB Community Engagement Center to house a range of services, programs, and meeting spaces
- 14 4 MLK, a new UM BioPark lab and business incubation facility with street level retail
- 15 New Mother Mary Lange Catholic School (preK-8)
- 16 Streetscape improvements along N. Schroeder and W. Baltimore Streets to establish them as primary mixed-use corridors
- 17 Streetscape improvements, bike facilities, and safety improvements at N. Poppleton, W. Lexington, N. Carrollton, and W. Hollins Streets to establish them as principal residential corridors
- 18 Gateway signage and street banners to promote neighborhood branding and identity
- 19 New bicycle side path along MLK Blvd.
- 20 Edgar Allan Poe House and Museum expansion



EXECUTIVE SUMMARY

PREFERRED HOUSING REDEVELOPMENT PLAN



Poe Homes Redevelopment Goals

1. Replace All Existing Units (1-for-1 Replacement)

The redevelopment of Poe Homes will replace all existing public housing units with new rental housing reserved for existing residents. Existing residents will have the first right to return to these new apartments.

2. Create a Mixed-Income Community

The redevelopment will be a mixed-income community adding market-rate housing units and additional affordable housing units. Each building phase will be a mixed-income development.

3. Build First Before Relocation

New housing will be built on available land adjacent to Poe Homes to reduce the need for temporary off-site relocation and disruptions to existing residents.

4. Provide Diversity of Housing Types

The plan provides housing choices to better match a person's lifestyle needs -family size, age, and abilities. Housing choice creates a neighborhood where people can age in place.

5. Create a Safe and Well-Connected Neighborhood

The redevelopment will create a pedestrian-scaled neighborhood, supported by local amenities and public open spaces and streets. The design adheres to the principles of Crime Prevention Through Environmental Design (CPTED).

6. Community Uses and Open Space Network

The redevelopment introduces pedestrian streets connecting a variety of open spaces, historic assets, accessible community space, and non-residential spaces to support neighborhood and social services.

7. Provide High Quality and Sustainable Housing

The redevelopment will provide well-designed and sustainable rental units. Market-rate and affordable apartments will be indistinguishable from each other.



CONCEPT BIRD'S-EYE VIEW OF POE HOMES REDEVELOPMENT LOOKING EAST AT SCHROEDER STREET AND SARATOGA STREET

EXECUTIVE SUMMARY

Human Services

In addition to the proposed physical improvements, the Transform Poe Plan includes strategies to improve access to vital human services necessary for Poe Homes and neighborhood families to thrive. Via a rich array of partners, anchored by the University of Maryland Baltimore Community Engagement Center, HABC's Office of Resident Services will work to actively engage with residents, and connect them to supports and services they need and want.



What's Next?

With the planning process complete, the hard work of moving the Transform Poe Plan forward begins. Fortunately, implementation is already underway:

- Expansion of the University of Maryland Baltimore (UMB) Community Engagement Center
- Redevelopment of historic Hollins Market
- Commercial storefront improvements along W. Baltimore Street
- Development of 4 MLK Gateway Building by UM BioPark
- Improvements to and repositioning of the Mount Clare Junction Shopping Center
- Redevelopment of the historic Lord Baltimore Theatre into an arts and cultural center
- Construction of the new Mother Mary Lange Catholic School
- Redesign of the James McHenry Elementary/Middle School schoolyard
- Mixed-use development at Center\West, including a proposed grocery store
- Renovation of infill rental housing on S. Schroeder Street
- Development of infill homeownership on S. Arlington Street

Furthermore, following a community-led selection process, HABC is poised to award \$1,235,000 in Action Activities funding for five proposed projects to be completed by March 2022. Pending HUD approval, the proposed projects include:

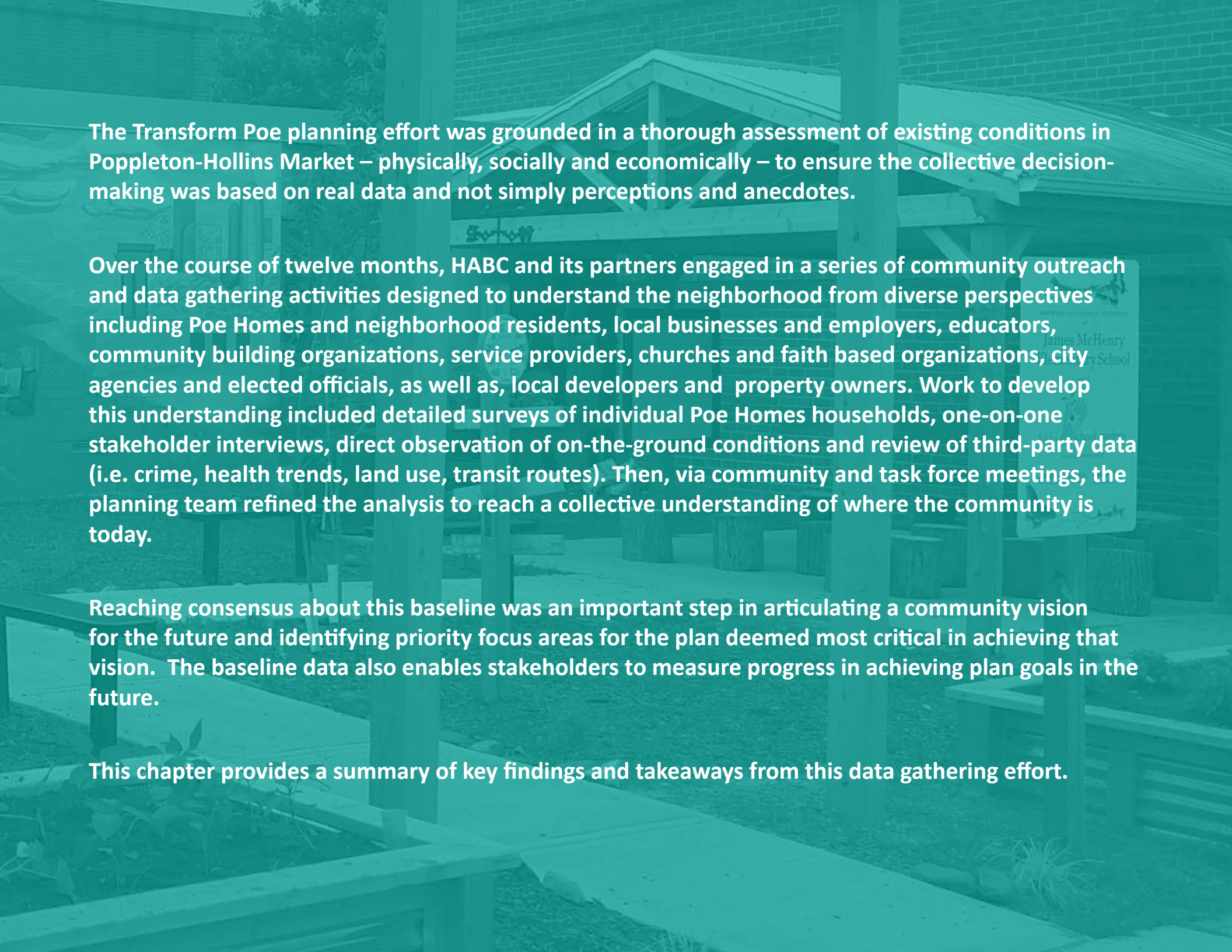
- Gap funding to support the redevelopment of the Greater Model Park Complex with a focus on installation of a new splash pad
- Grants to existing low-income homeowners to make necessary repairs to the exterior of their homes and ensure they can safely age in place
- Completion of the multi-phase redevelopment of the historic Hollins Market
- Commercial grants for fit-out and other start-up costs to attract more sit-down eateries and other food retail
- Grants to improve convenience and corner stores so they not only provide clean, safe, and accessible shopping but also offer better quality foods

Successful implementation will require significant additional funding, and the sustained commitment of many to achieve the vision and outcomes detailed in the Transform Poe Plan. HABC has already procured a developer partner to advance the implementation of the Housing Plan. Southwest Partnership will continue to lead and coordinate neighborhood improvement activities. HABC's Office of Resident Services, in collaboration with the University of Maryland Baltimore Community Engagement Center will implement the supportive services plan. Many additional implementation partners, including the City of Baltimore and University of Maryland BioPark are expected to make significant contributions to the implementation effort too.

The Transform Poe Plan and additional planning information can be found on the project's website at <https://www.habc.org/habc-information/programs-departments/planning-development/transform-poe/>

II. COMMUNITY CONTEXT

The background image is a photograph of an outdoor community space, overlaid with a semi-transparent teal filter. In the foreground, there are several rectangular raised garden beds constructed from wooden planks, some of which contain small green seedlings. In the background, a large mural is painted on a wall. The mural depicts a community scene with various figures: a person sitting at a table on the left, a person standing in the center, and a person on the right. Above them, there are stylized mountains and a large bird with spread wings. The mural also includes some text, such as 'Cultivation' and 'A'.

The background of the page is a photograph of a wooden play structure, possibly a playground or a community center, with a sign that reads "James McHenry Elementary School". The image is overlaid with a semi-transparent teal color.

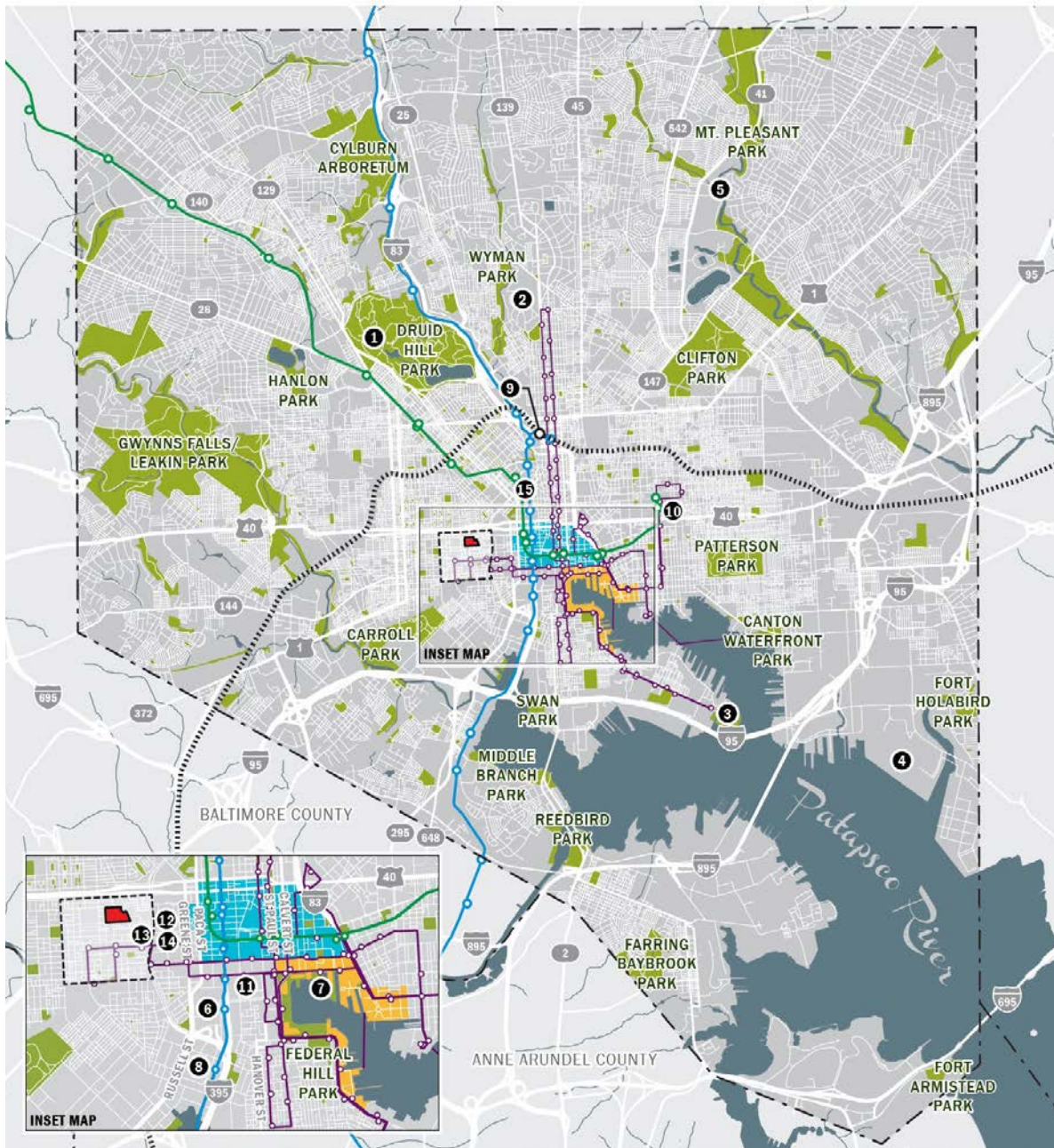
The Transform Poe planning effort was grounded in a thorough assessment of existing conditions in Poppleton-Hollins Market – physically, socially and economically – to ensure the collective decision-making was based on real data and not simply perceptions and anecdotes.

Over the course of twelve months, HABC and its partners engaged in a series of community outreach and data gathering activities designed to understand the neighborhood from diverse perspectives including Poe Homes and neighborhood residents, local businesses and employers, educators, community building organizations, service providers, churches and faith based organizations, city agencies and elected officials, as well as, local developers and property owners. Work to develop this understanding included detailed surveys of individual Poe Homes households, one-on-one stakeholder interviews, direct observation of on-the-ground conditions and review of third-party data (i.e. crime, health trends, land use, transit routes). Then, via community and task force meetings, the planning team refined the analysis to reach a collective understanding of where the community is today.

Reaching consensus about this baseline was an important step in articulating a community vision for the future and identifying priority focus areas for the plan deemed most critical in achieving that vision. The baseline data also enables stakeholders to measure progress in achieving plan goals in the future.

This chapter provides a summary of key findings and takeaways from this data gathering effort.

COMMUNITY CONTEXT



LOCATION MAP

- Poe Homes
 - Poppleton Hollins Market Target Neighborhood
 - Downtown / Central Business District
 - Inner Harbor Neighborhood
 - Park / Open Space
 - Baltimore City Boundary
 - Water Bodies
 - Amtrak Line & Stations
 - Baltimore Metro Subway Line & Stations
 - Maryland Transit Light Rail Line & Stations
 - Charm City Circulator Line & Stops
- 1** Maryland Zoo
 - 2** Johns Hopkins University
 - 3** Fort McHenry
 - 4** Port of Baltimore
 - 5** Morgan State University
 - 6** Camden Yards/ Oriole Park
 - 7** National Aquarium
 - 8** M&T Bank Stadium
 - 9** Baltimore - Penn Station
 - 10** Johns Hopkins Medical Center
 - 11** The Baltimore Convention Center
 - 12** University of Maryland, Baltimore
 - 13** University of Maryland BioPark
 - 14** University of Maryland Medical Center
 - 15** University of Maryland Medical Center - Midtown Campus

Neighborhood Overview

Southwest Baltimore is ideally positioned adjacent to downtown and major transportation arteries. In many ways, the area is the gateway to the city situated at the end of Interstate 395, providing easy access through I-95 to East Coast economic centers and to Baltimore-Washington International (BWI) Airport, a major international airline hub only 10 miles away. It is also an area that possesses a rich history, diverse population, and strong anchor institutions. Yet somehow, the area has only experienced incremental change over time, while continuing to suffer from concentrations of poverty and sluggish economic growth.

The focus area of this plan (“the target neighborhood”) encompasses the Poppleton and Hollins Market neighborhoods. It is bounded by Martin Luther King, Jr. Boulevard (MLK Blvd.) to the East, Mulberry Street to the North, Carey Street to the West and W. Pratt Street to the South. Of all the neighborhoods in Southwest Baltimore, this area is the closest to downtown, making it an ideal location for residents and businesses that wish to be within walking distance to the central business district.

The target neighborhood is also next to major anchor institutions. University of Maryland’s professional and medical campus and the University of Maryland Medical Center are just east of the target neighborhood on the other side of MLK Blvd. In the past two decades, University of Maryland has expanded its footprint to the west side of MLK Blvd. to create the University of Maryland BioPark (UM BioPark). The UM BioPark, a partnership between the University of Maryland and

Wexford Technologies, is a biomedical research park with life science companies and academic research centers that advance research and commercialize new drugs, diagnostics, and medical devices. It is located within the target neighborhood with facilities along W. Baltimore Street. Its presence is a major asset to the neighborhood bringing new construction, businesses, and residents into the area.

While W. Baltimore Street is an important commercial street, it also serves as a dividing line, bisecting the area with Hollins Market to its south and Poppleton to the north. As a boundary, it has effectively segregated the economic growth, development, and population demographics between the north and south sides of the planning area. Hollins Market is a mixed-income and mixed-race community with neighborhood amenities, stable housing, intact rich historic fabric, and assets. Meanwhile Poppleton is very different with a high density of subsidized and low-income housing surrounding Poe Homes, a large number of housing vacancies, and large areas of vacant land.

COMMUNITY CONTEXT

NEIGHBORHOOD ASSETS

EDUCATION

- E-1** Excel Academy at Francis M. Wood High School
- E-2** Franklin Sq Elem/Middle School
- E-3** Vivian T Thomas Medical Arts Academy
- E-4** James McHenry Elementary/ Middle School
- E-5** Auguste Fells Savage Insitute for Visual Arts
- E-6** Steuart Hill Academic Academy
- E-7** Southwest Baltimore Charter School

INSTITUTIONS

- I-1** University of Maryland Baltimore
- I-2** University of Maryland Medical Center
- I-3** UM BioPark

COMMERCIAL

- R-1** Walgreens Pharmacy
- R-2** Hollins Market Shops and Restaurants
- R-3** West Baltimore Businesses
- R-4** Pigtown Main Street Shops and Restaurants
- R-5** Mt Clare Junction Shops and Supermarket
- R-6** Lexington Market
- R-7** Harbor Bank

COMMUNITY FACILITIES

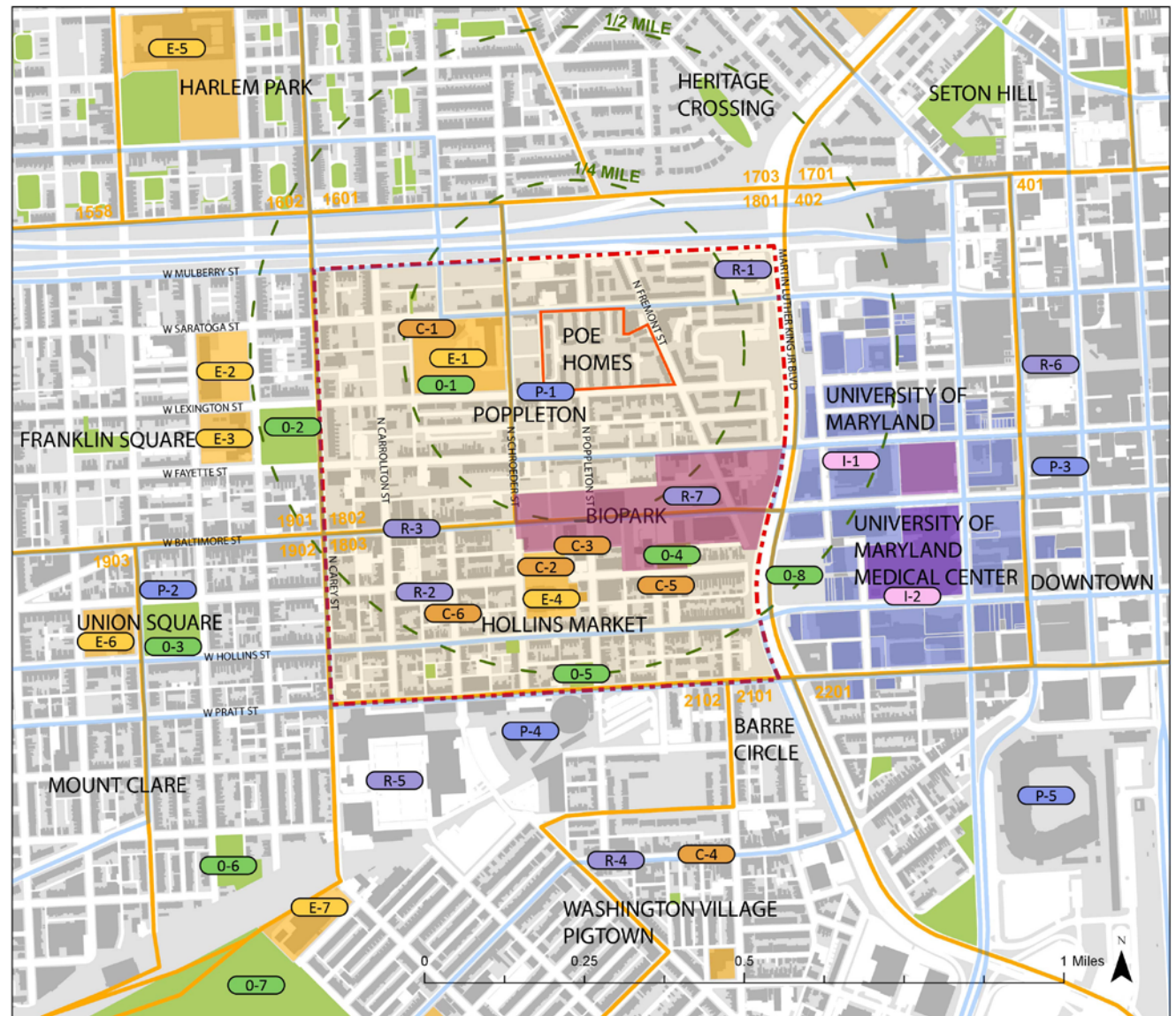
- C-1** Greater Model Park Pool
- C-2** James McHenry Recreation Center
- C-3** UMB Community Engagement Center
- C-4** Enoch Pratt Library
- C-5** Lithuanian Hall
- C-6** Black Cherry Puppet Theater

PUBLIC AND CULTURAL

- P-1** Edgar Allan Poe House & Museum
- P-2** H.L. Mencken House
- P-3** Hippodrome Theater
- P-4** B&O Railroad Museum
- P-5** Orioles Park at Camden Yards

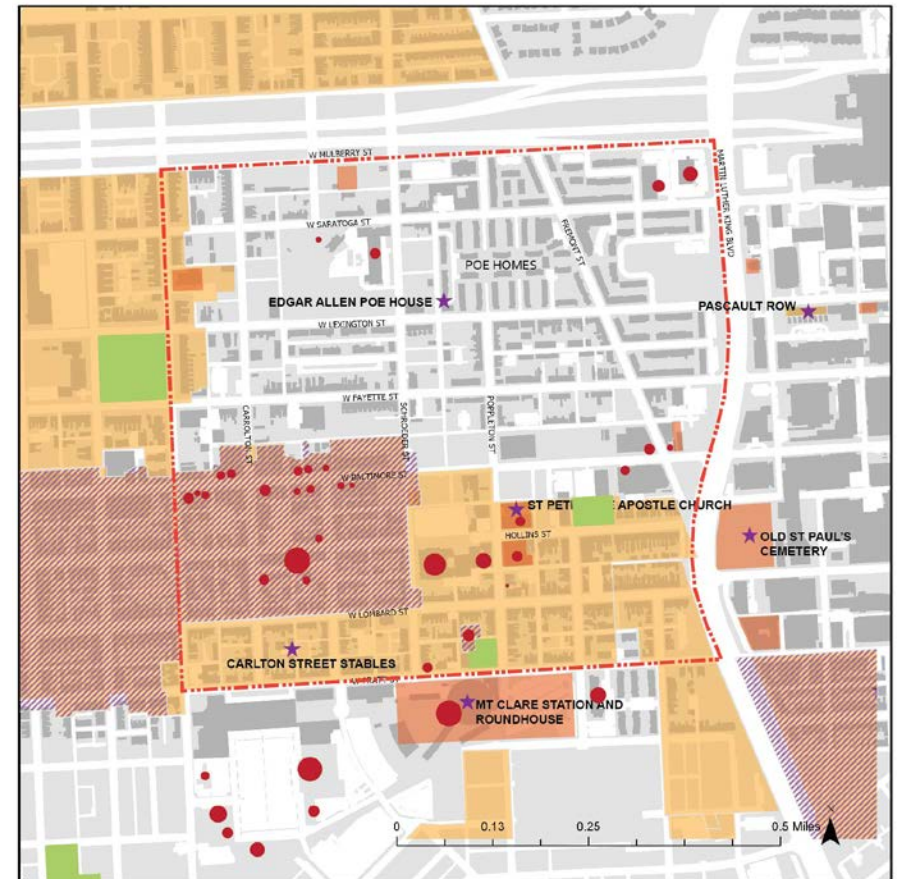
OPEN SPACES AND PARKS

- O-1** Greater Model Park
- O-2** Franklin Square
- O-3** Union Square
- O-4** Little Lithuanian Park
- O-5** B&O Museum Park
- O-6** Traci Atkins Park
- O-7** Carroll Park
- O-8** Old St Paul's Cemetery



The vacant land in the target neighborhood has been both a sign of hope and a challenge to the neighborhood for the last decade and a half. Many of the vacant sites are part of the Center\West development, a major redevelopment project by developer La Cité that promises a variety of mixed-income housing, retail, and other commercial uses. The eventual buildout of Center\West will transform the area with new, high-quality housing that would dramatically increase the population and economic outlook of the neighborhood. That said, the progress of development has been slow. A major component of the redevelopment effort, the City's land assembly and vacant property demolition, has inevitably been a protracted process.

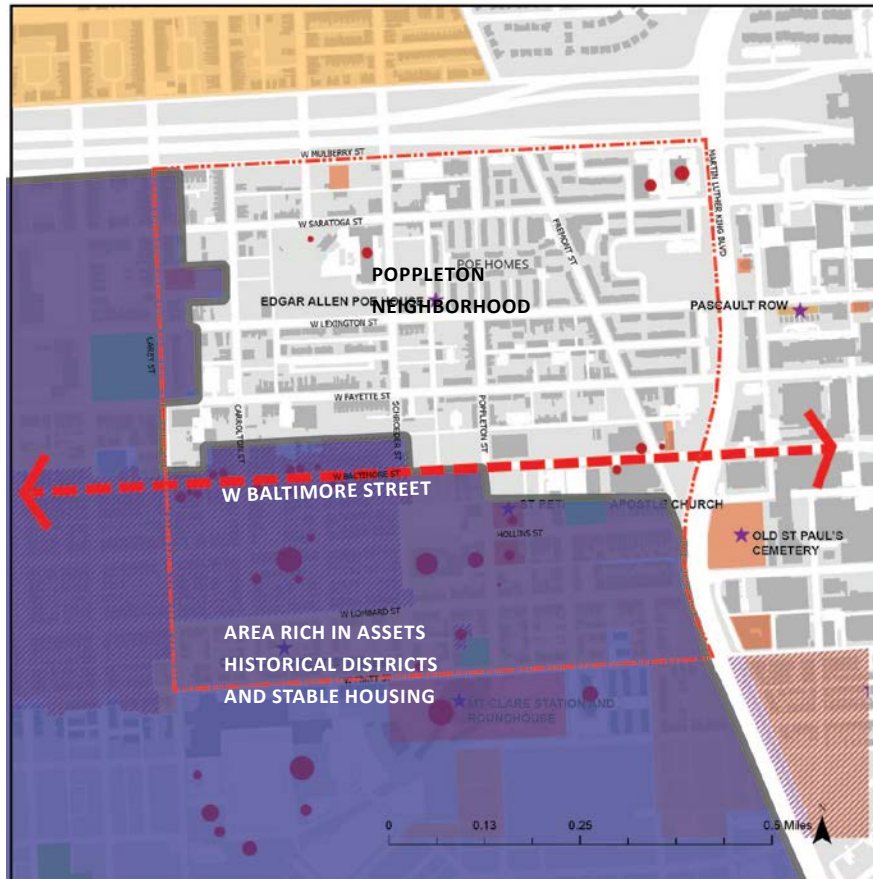
The overall pace of development has also been affected by the 2008 housing crisis, slow economic recovery, and public perceptions about the neighborhood. The Center\West project has recently had major advancements, however, with the construction of its first phase of two new apartment buildings located directly adjacent to Poe Homes. The successful execution of the first subphase is a key milestone, building momentum for revitalization and providing economic leverage for the redevelopment of Poe Homes.



UNEVEN DISTRIBUTION OF ASSETS

- Assets
- ★ CHAP Landmarks
- ▨ CHAP Historic Districts
- National Register Historic Sites
- National Register Historic District
- Parks

COMMUNITY CONTEXT



UNEVEN DISTRIBUTION OF HISTORIC DISTRICTS, ASSETS, AND HOUSING STABILITY

W. BALTIMORE STREET AS DIVIDER

While the target neighborhood is rich in assets and stable housing, these qualities are concentrated in Hollins Market south of W. Baltimore Street.

Hollins Market is designated as a historic district. The historic fabric along with many historic sites are still intact. Additionally, the housing market is stable with little vacancy. There are also several small businesses and restaurants within Hollins Market.

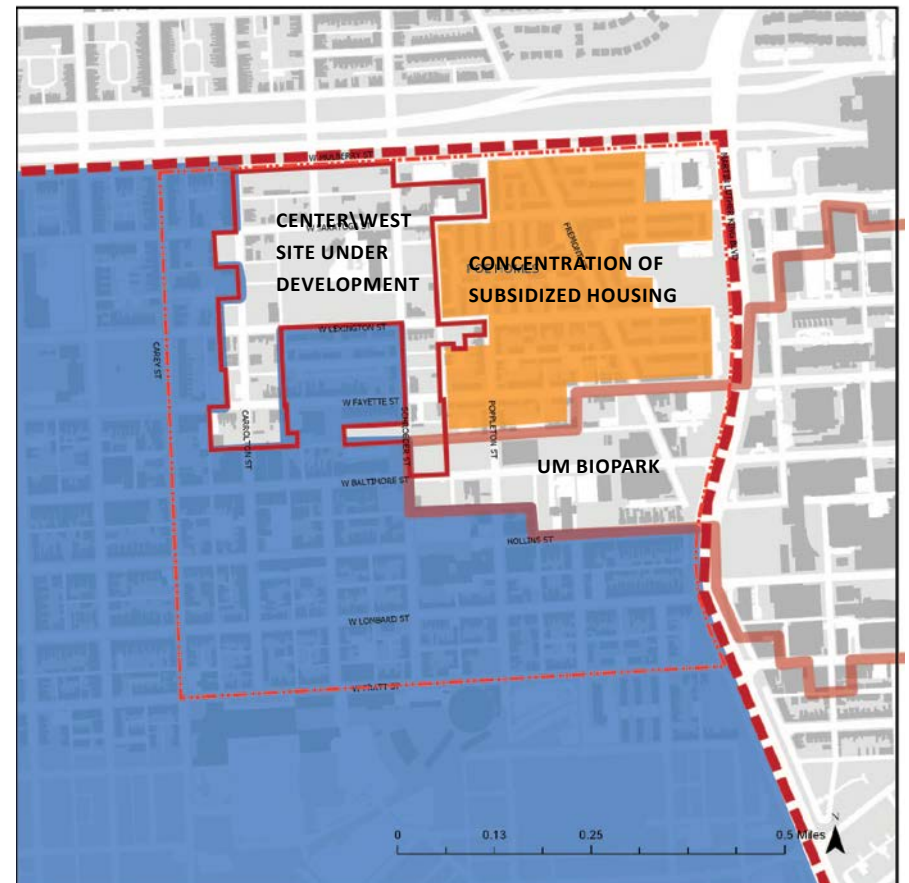
North of W. Baltimore Street, in stark contrast to Hollins Market, Poppleton lacks many basic amenities. There are no stores or restaurants, and there is a higher rate of housing vacancy. Apart from Greater Model Park, which is in need of major upgrades, there are no usable open spaces.

AN ISLAND OF SUBSIDIZED HOUSING

The northeast quadrant of the target neighborhood has a high concentration of subsidized housing including Poe Homes. This area is effectively cut off from the rest of Southwest Baltimore by wide streets and development sites for the UM BioPark and Center\West.

The Center\West development site has been a work in progress for the last decade and a half. During this time, the City has relocated residents and assembled land for the development. As a result, much of the former Poppleton neighborhood is gone. Most of the rowhouses have been demolished and residents relocated. The sites surrounding Greater Model Park are presently mostly vacant with the exception of the Phase 1A development of Center\West to the east and the 1000 block of Lexington Avenue to the south.

Meanwhile, the UM BioPark has been assembling sites and expanding along W. Baltimore Street. These developments, combined with major streets Martin Luther King Jr. Boulevard and Mulberry Street bounding the north and east, have rendered the northeastern quadrant of the target neighborhood as an isolated concentration of subsidized housing.



CONCENTRATION OF SUBSIDIZED HOUSING

COMMUNITY CONTEXT

Who lives here now?

Residents of Poe Homes comprise approximately 10% of the population of the Poppleton-Hollins Market neighborhood. The Poe Homes population is less diverse, with a larger proportion of Black residents (100%) than the neighborhood (80%) and the city of Baltimore (62%). Household size at Poe is smaller with an average of 1.8 persons compared to 2.2 and 2.5 persons in the neighborhood and city respectively. A greater proportion of Poe households have children (35%) compared to the neighborhood (24%) and the city (26%). The population is also younger—children under the age of 18 make up 34% of the population at Poe Homes compared to 22% in the neighborhood and 21% in the city.

Note: HABC conducted a detailed survey with residents of Poe Homes in Spring 2019 as featured in the Planning Spotlight: Poe Homes Resident Survey. This self-reported survey data augments other data from 2013-2017 American Community Survey 5-Year Estimates, Vital Signs 18 Community Statistical Area (CSA) Profiles, Baltimore City 2017 Neighborhood Health Profile, as well as HABC Occupancy Data from 7/15/2020 to better understand the resident population's profile, needs, and preferences.

DEMOGRAPHICS

	Poe Homes	Poppleton/ Hollins Market	Baltimore
# Residents	489	4,834	619,796
% Black	100%	79.8%	61.9%
% White	N/A	15.1%	27.5%
% Hispanic	N/A	2.4%	5.1%
% Residents that are Female	62%	53%*	53%*
Under 5 years	7.0% (34)	5.7%	6.5%
5-17 years	27.2% (133)	16.2%	14.3%
18-24 years	5.1% (25)	8.3%	10.1%
25-64 years	56.0% (274)	61.0%	55.9%
65+ years	5.9% (29)	8.7%	13.2%
# Households (HH)	276	2,088	238,436
Average HH size	1.8	2.2	2.5
% HH with Children (<18)	35%	24.2%	25.5%
% of Female-Headed HH with Children under 18	94%	84.2%	52.0%

Sources:

HABC Data
7/15/2020

Vital Signs 18 Community
Statistical (CSA) Profiles
*2013-2017 American
Community Survey 5-Year
Estimates

DISABILITY

Residents by Age	Poe Homes	Poppleton/ Hollins Market	Baltimore
17 years and younger	2.04% (10)	17.2%	6.2%
18-64 years	26.6% (130)	19.9%	13.5%
65+ years	5.11% (25)	48.3%	40.4%
Total	33.7% (165)	21.2%	15.3%
Households with Live-in Aides	4.0% (11)	---	---
Sources:	HABC Data 7/15/2020	2013-2017 American Community Survey 5-Year Estimates	

One-third of Poe Homes residents (34%) have a disability compared to 21% of residents in the neighborhood and 15% in the city. This high rate of disability affects all aspects of daily life from housing to income to employment and education. Four percent of Poe residents require a live-in aide. Forty-one percent of adults said that their disability is a barrier to employment. Approximately one in four residents with children have a child with a diagnosed special need and 6% of these residents report that their child is not receiving the support they need. Per the Poe Homes Resident Survey, residents identified transportation (21%), mental health counseling (21%), and access to treatment/ medication (21%) to be the most needed services for household members with a disability.

PLANNING SPOTLIGHT: POE HOMES RESIDENT SURVEY

To better understand Poe resident needs, preference and perceptions, HABC conducted a door-to-door household-level survey with Poe Homes residents between January and June 2019. The survey asked residents about neighborhood resources and services; employment, education and training; children and youth/education and services; health and special needs; crime and safety; as well as housing and redevelopment.

HABC Office of Resident Services administered the survey with support from five Resident Outreach Workers who conducted door-to-door outreach and encouraged their neighbors to participate in the survey.

THE SURVEY RESPONSE RATE WAS 62%.



POE HOMES RESIDENT WHO WON THE SURVEY PARTICIPATION RAFFLE

COMMUNITY CONTEXT

Income, Employment, and Poverty

Household incomes are very low at Poe Homes and in the neighborhood. The median household income at Poe Homes is \$13,265 and in Poppleton-Hollins Market it is \$20,366. So, it is not surprising that a high percentage of Poe Homes households (77%) and Poppleton-Hollins Market households (43%) are living below the poverty line compared to the city (17%). In fact, the Poppleton-Hollins Market neighborhood is ranked 1 out of 55 neighborhoods in the city of Baltimore for family poverty rate and 53 out of 55 for median household income.*

The unemployment rate at Poe Homes is high. Only 27% of residents aged 16-64 living at Poe are employed full or part-time compared to 61% in the neighborhood and 63% in the city. Many

Poe households receive SSI/SSDI (34%) or Social Security (22%) which is not surprising given the high rates of disability.

According to the Poe Homes Resident Survey, residents face significant barriers to employment. Disability is a barrier to employment for 41% of adults. Educational attainment is low; 34% of Poe adults have less than a high school diploma (compared to 24% in the neighborhood and 15% in the city). Approximately 10% of Poe residents who are unemployed and looking for work also report being challenged by a criminal record. It is also worth noting that only 59% of residents report having a checking or savings account and 17% need assistance with budgeting/financial literacy/credit repair.

HOUSEHOLD INCOME

	Poe Homes	Poppleton/ Hollins Market	Baltimore
% Living Below the Poverty Line	77%	42.8%*	16.6%*
Median Household Income	\$13,265	\$20,366	\$48,840
Earning Less than \$25,000	91.7%	55.5%	28.4%
Earning \$25,000 to \$39,999	6.5%	14.0%	14.6%
Earning \$40,000 to \$59,999	1.8%	8.6%	16.1%
Earning \$60,000 to \$74,999	0.0%	5.7%	8.7%
Earning More than \$75,000	0.0%	16.2%	32.4%
Sources:	HABC Data 7/15/2020	Vital Signs 18 Community Statistical (CSA) Profiles	

Note: Median Household Income in Baltimore Primary Statistical Metropolitan Area (PMSA)=\$94,999 (4-person)

*Baltimore City 2017 Neighborhood Health Profile

POE HOMES INCOME SOURCES

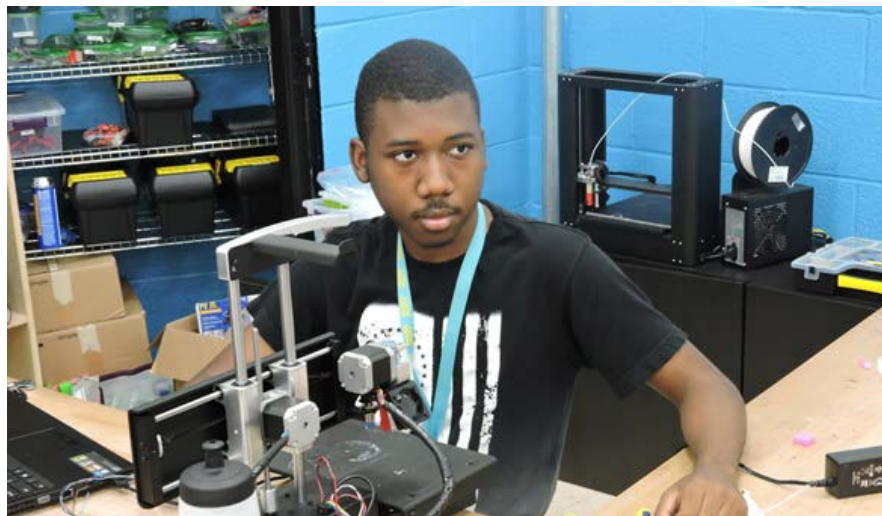
	Households		Individuals	
Wages	78	28.3%	82	16.8%
SSI/SSDI	95	34.4%	99	20.2%
Social Security	61	22.1%	64	13.1%
TANF	46	16.7%	46	9.4%
Child Support	18	6.5%	18	3.7%
General Assistance	27	9.8%	27	5.5%
Other Non-Wage	46	16.7%	46	9.4%
Unemployment Benefits	4	1.4%	4	0.8%
Pension	4	1.4%	4	0.8%

Source: HABC Occupancy Data 7/15/2020

Note: Does not add to 100% because some households/individuals have more than one income source

Residents report that the most needed employment related services include computer training (21%), GED (14%), Job Training (13%) and criminal record expungement (12%). Many of these programs are currently offered via a myriad of local providers both in and near the neighborhood which include, but are not limited to, the University of Maryland Baltimore's Community Engagement Center, Southwest Partnership, Bon Secours Community Works, LifeBridge Health, Transformation Health, Paul's Place, Clay Pots, South Baltimore Learning Center, Jump Start, Mayor's Office of Employment Development (MOED), Center for Urban Families, and Goodwill. The challenge appears to be effectively engaging Poe residents as awareness and utilization of local services is quite low according to the Poe

Homes Resident Survey. For instance, only 42% of residents reported they are aware of local workforce development programs, and of those that are aware only 37% utilized these services. Similar patterns regarding awareness and utilization of services were reported across the board for health care services, mental health services, adult education programs, and food assistance, as well as two key local programs - James McHenry Recreation Center and UMB's Community Engagement Center.



YOUTH PARTNERS PROGRAM OF THE MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

EMPLOYMENT RATE AND POTENTIAL BARRIERS

	Poe Homes	Poppleton/ Hollins Market	Baltimore
% of Population 16-64 Employed	27%*	61.1%	63.4%
% with Less Than a High School Diploma or GED	34.4%**	24.1%	15.1%
% with High School Diploma/Some College/Associates Degree	61.8%**	55.3%	53.7%
% with Bachelor's Degree or Above	3.8%**	20.7%	31.2%
% Adults on Parole/Probation	N/A	8.4%***	5.3%***

Source: Vital Signs 18 Community Statistical (CSA) Profiles

*HABC Occupancy Data 7/15/2020

**Poe Homes Resident Survey

***Vital Signs 16 Community Statistical (CSA) Profiles

Note: Educational Attainment for Poppleton-Hollins Market and Baltimore is for Population Age 25+

COMMUNITY CONTEXT

Health and Wellness

Poe Homes residents report good access to quality medical care. While there are no medical health facilities in the neighborhood, there are several in proximity including UMMC downtown and LifeBridge Health (formerly Bon Secours Hospital) and residents report using a broad array of medical providers. Most have health insurance coverage (94% of Poe heads of household and 98% of children) which exceeds the neighborhood and city rates where 15% and 12% of adults and 6% and 4% of children do not have coverage, respectively. The majority also have a medical home with the highest proportion using UMMC downtown (34%), UMMC midtown (22%), and Johns Hopkins Medical Services (9%). Only 3% report using the hospital emergency room or urgent care most frequently when they are sick or in need of health advice. Furthermore, four out of five residents (82%) rated their health care services “good” or “excellent.”

Nonetheless, Poe Homes residents report poor health and high rates of chronic disease. Only 59% of Poe Homes residents rate their health “excellent” or “good”. Many Poe Homes residents report suffering from chronic health conditions including asthma (29%), diabetes (18%), depression (35%), extreme stress or anxiety (31%), and hypertension (47%). In addition, many Poe Homes residents with children report that they have a child suffering from asthma (27%) and depression (9%).

Data from the Baltimore City 2017 Neighborhood Health Profile indicates that the Poppleton-Hollins Market neighborhood ranks 6 out of 55 neighborhoods for Infant Mortality Rate. The neighborhood is also ranked 49 out of 55 neighborhoods for life

AGE-ADJUSTED MORTALITY RATE (DEATHS PER 10,000)

	Poppleton/ Hollins Market	Baltimore	Rank of 55 Neighborhoods (1=Highest)
Heart Disease	36.2	24.4	7
Chronic Lower Respiratory Disease	7.4	3.6	7
Diabetes	6.4	3.0	2
HIV/AIDS	4.0	1.8	7
Drug- and/or Alcohol-Induced	8.8	4.4	3
Homicide	7.7	3.3	4

Source: Baltimore City 2017 Neighborhood Health Profile

expectancy which is only 68.4 years compared to 73.6 for the City and 78.6 for the country. The death rates for diabetes and lower respiratory disease are more than twice the city rate as are the death rates for HIV/AIDS, drug- and/or alcohol-induced deaths, and homicide.

On a related note, residents and service providers alike report high rates of trauma in the community related to poverty and violence and the need for health-related and other services to be trauma-informed. This is consistent with survey findings that services for stress, anxiety and depression is the second most needed medical service (12%) with only dental services ranking higher (19%).

Some Poe residents exhibit healthy habits, like exercising at least 30 minutes five or more days a week and eating five or more servings of fruits and vegetables daily, however, the majority do

not. Among the top challenges keeping residents from being more physically active are physical disability (23%) and health conditions (17%), although being too tired (11%) and feeling that the neighborhood is not safe (10%) are also significant factors. Furthermore, regarding safety, 63% of residents with children reported they are very unlikely to let their child play outside in the neighborhood and another 13% were somewhat unlikely.

While nearly half (45%) of residents said there is no reason they do not eat more fruits and vegetables, the cost (26%) and low quality (17%) were also cited by some. Residents report shopping at a broad array of stores. While some (30%) most frequently shop at Price Rite, which is adjacent to the neighborhood, many travel a considerable distance from Poe Homes to do their shopping. Food insecurity is a major issue with emergency food bank assistance topping the list as the most immediate need for service being cited by 30% of Poe residents.

UMB's Community Engagement Center offers several nutrition and exercise programs. Residents can shop weekly for low-cost groceries, including organic items sold by Baltimore Gift Economy's Five Little Shares market as well as purchase \$7 bags of fresh fruits and vegetables via a program made available by Hungry Harvest. In addition, weekly yoga, line dancing and Zumba classes are offered via local partners. To date, however, participation by Poe Homes residents is limited.



FIELD TRIP FOR CHILDREN OF POE HOMES



CHILDREN AT HABC OPEN HOUSE



PLANNING SPOTLIGHT: RESIDENT OUTREACH WORKERS

Seven Poe Homes residents were hired to serve as Resident Outreach Workers. Responsibilities of the Resident Outreach Workers included:

- Recruit participants to complete the Poe Homes Resident Survey and market the importance of the survey as a tool for resident input.
- Conduct outreach and encourage participation in community meetings, task force and planning events via door-knocking and flyering throughout Poe Homes and the broader neighborhood.
- Plan and execute a Youth Engagement Activity to give voice to Poe Homes' youngest community members.

Youth and Education

Slightly more than one-third of Poe Households (35%) have children under age 18. Of these family households, 94% are headed by a single female. Children under age 18 comprise 34% of the Poe resident population, 7% are under the age of five and 27% are between the ages of 5 and 17.

EARLY CHILDHOOD

Maryland's Kindergarten Readiness Assessment (KRA) is administered to incoming kindergarteners each fall. The KRA uses age-appropriate performance tasks and observations to measure specific skills and determine what each entering kindergartener knows and is able to do in four specific domains: Language & Literacy, Mathematics, Physical Well-Being & Motor Development, and Social Foundations. While data was not available specifically for Poe Homes, Baltimore City Public Schools (BCPS) reports that only 38% of children in Poppleton-Hollins Market are kindergarten ready compared to 42% in the city and 47% in the State of Maryland per the KRA results. In addition, according to the Fall 2019 School Profile for James McHenry Elementary/Middle School where approximately half of Poe students are enrolled, the KRA is 25.8%.

According to the Poe Resident Survey, 59% of children under the age of five are enrolled in an Early Learning Program including a combination of Professional Child Care Centers (18%), Early Head Start (18%), Head Start (14%), and BCPS preschool (9%).

Currently, the available early learning slots in the neighborhood are very limited but there are some promising developments. There is a Head Start program operated by Catholic Charities at the James McHenry Elementary/ Middle School that serves 15 children. The Mother Mary Lange Catholic School is a new school being built in the neighborhood by the Archdiocese that will include an early learning program but the specific details are not yet known. Bon Secours Community Works is in the process of expanding its Early Head Start program from 56 to 74 children and intends to relocate the program to 1200 W. Baltimore located in the Poppleton-Hollins Market neighborhood by summer 2020. UMB's Community Engagement Center is also looking to expand the Family Center via United Way funding to provide early learning services to teen parents with children up to 3 years old and, if space allows, this program could potentially be made available to other community members.

SCHOOL ENROLLMENT

Poe Homes students represent 15% of the neighborhood student population. There are 114 total students at Poe Homes, with 94 in elementary/middle school, and 20 in high school. According to School Year (SY) 2017-18 data from BCPS, 50 of the 94 Poe Homes elementary/middle school students attend James McHenry Elementary/Middle School in the neighborhood. This represents slightly more than half (53%) of the elementary/middle school population at the site. The balance of Poe Homes students (64) attend 33 different elementary, middle, and high schools, mostly outside the neighborhood. The only other school with a concentration of Poe Homes students is Franklin Square

STUDENT DEMOGRAPHIC

	Poe Homes	Poppleton/ Hollins Market	Baltimore
# Enrolled in 1 st to 5 th grade	94	383	33,300
# Enrolled in 6 th to 8 th grade		149	16,806
# Enrolled in 9 th to 12 th grade	20	230	21,404
Total Students	114	762	71,510
% Receiving Free or Reduced Meals	100%	93.3%*	85.1%*
% Enrolled in Special Education Programs	15%	19.2%*	15.7%
	Baltimore City Public Schools SY17-18	Vital Signs 16 Community Statistical Area (CSA) Profiles * indicates data from 2013 instead of 2016	

Elementary in which 10 students are enrolled. No other school has more than five students and twenty schools have just a single student from Poe.

James McHenry Elementary/Middle School is one of two schools located in the Poppleton-Hollins Market neighborhood. The other is Excel Academy at Francis W. Wood High School which is an alternative high school where only two Poe Homes students were enrolled in SY2017-18.

Located on 31 S. Schroeder Street in the Poppleton neighborhood, James McHenry Elementary/Middle School serves approximately 389 students from pre-kindergarten through 8th grade. The school earned two out of five stars on the 2018-2019 Maryland Department of Education School Report Card. Approved by the State of Maryland as a "turnaround" program in 2017, the school is undergoing

COMMUNITY CONTEXT

a complete restructuring under the mission to “build a place of excellence”, and enrollment has increased in recent years. As a Community Schools Program, McHenry employs a Community Schools Coordinator to establish partnerships to provide additional services including afterschool and summer programming, health clinic, food program, mentoring, tutoring, and more. In SY2018-2019, McHenry was one of five schools selected for the “100% Project” that invested \$800K into additional supports, professional development, mentoring, grants, and personnel. In FY2019-2020, the school was competitively selected to receive comprehensive literacy supports including a literacy coach, staff training, and additional resources. McHenry was also identified as the fourth Ingenuity Program in the city and the only one in Southwest/West Baltimore. The Ingenuity Program, a nationally recognized non-profit operating in Baltimore since 1992, will be offering an accelerated STEM curriculum for 6th graders. The program competitively recruits students with an aptitude in math and a strong interest in rapidly growing fields in STEM (science, technology, engineering, and math).

It is worth noting that BCPS has recently invested in the Community Schools model and increased the number of schools with Community Schools Coordinators. Community School Coordinators partner with local organizations to provide an integrated focus on academics, youth development, family support, health and social services, and community development that leads to improved student learning, stronger families, and healthier communities. As a result, 111 of the 114 students at Poe Homes (97%) attend a Community School.

INDICATORS OF ACADEMIC RISK

	Poe Homes	Poppleton/ Hollins Market	Baltimore
% of Chronically Absent 1 st to 5 th graders	42.6%	20.5%	15.3%
% of Chronically Absent 6 th to 8 th graders	39%	21.9%	17.3%
% of Chronically Absent 9 th to 12 th graders	65%	46.3%	37.2%
% Suspended or Expelled	---	13.0%*	7.7%*
% Switching Schools within School Year	---	10.4%	7.6%

Sources:

Baltimore City
Public Schools
SY17-18

Vital Signs 16 CSA
Profiles; * indicates
data from 2013
instead of 2016

STUDENT PERFORMANCE

Looking at student performance data, there are several indicators of high academic risk among Poe Homes and neighborhood students. Chronic absenteeism among Poe Homes students is extremely high. It is three times the city rate for elementary and twice the City rate for middle and high school. And while data for Poe students is not available, when you compare students in the Poppleton-Hollins Market neighborhood to the city, the rates of suspension or expulsion are 68% higher than the district. In addition, the churn rate among neighborhood students (percent of all students transferring into or out of a school within a school year) is 37% higher than the district. Performance on standardized tests as well as the graduation rate among neighborhood students is lower than the district and the state. And while Poe student

ACADEMIC PERFORMANCE

	Poe Homes	Poppleton/ Hollins Market	Baltimore	Maryland
Kindergarten Readiness Assessment	---	38.0%	41.7%	47.0%
% of 3 rd Graders who met or exceeded PARCC Math	---*	12.1%	19.7%	42.3%
% of 3 rd Graders who met or exceeded PARCC Reading	---*	3.0%	15.8%	38.8%
% of 5 th Graders who met or exceeded PARCC Math	20%	6.8%	16.1%	38.0%
% of 5 th Graders who met or exceeded PARCC Reading	33%	5.4%	17.2%	42.1%
% of 8 th Graders who met or exceeded PARCC Math	12.5%	2.4%	6.4%	15.9%
% of 8 th Graders who met or exceeded PARCC Reading	25%	4.7%	17.4%	41.3%
High School Completion Rate	---	66.7%	78.4%	87.7%

Note: PARCC, officially known as the Partnership for Assessment of Readiness for College and Careers, is one of two assessments created to enable states to track and compare students' progress in mastering the Common Core State Standards

*Sample size too small to report without compromising student identity. Overall, BCPS warned that the sample size for Poe is small and, therefore, not necessarily statistically significant

Sources:

Data for Poe Homes, Baltimore, and Maryland was provided by Baltimore City Public Schools for SY2017-2018

Data for Poppleton/Hollins Market comes from Vital Signs 16 Community Statistical Area (CSA) Profiles

performance on standardized tests appears to exceed that of the neighborhood, BCPS warns that the sample size is so small that it is not clear this finding is statistically significant.

OUT OF SCHOOL TIME

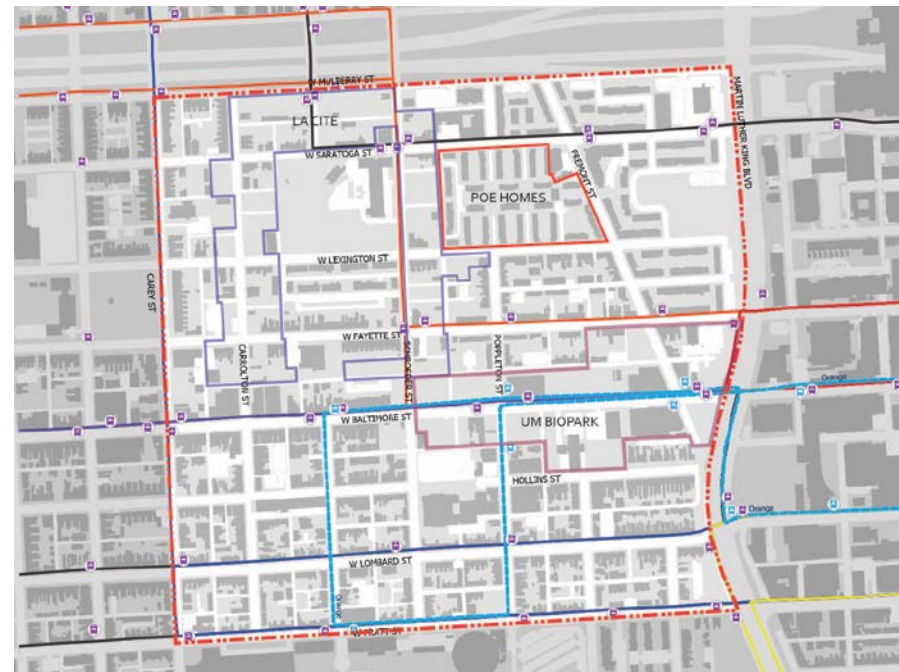
Out-of-school time programs in the neighborhood are limited. The Christian Warriors marching band comprised of local youth is a source of community pride. In addition, UMB's Community Engagement Center (CEC) currently operates a free after-school program for children (grades 3 to 6) with mentors from the UMB Police Department via the Police Athletic/Activities League (PAL) twice weekly. The goal is to increase the number of students served by the PAL program once the CEC expands operations into its new facility in late 2020. However, the only operational Recreation Center in the neighborhood currently has limited hours and programming. Given its proximity to their new facility, the CEC is working with the James McHenry Recreation Center to raise funds to improve the facilities, expand the hours of operation and increase available youth programming.

Approximately half (49%) of parents with school-age children report that their child is enrolled in a youth program. When asked why youth were not enrolled in out-of-school time programs, parents most frequently cited that hours don't work (19%), programs don't interest child (19%) and don't know what is available (19%). However, in the future, they reported that their children are most likely to participate in sports and recreation (55%), arts/performing arts/music (45%) and mentoring (41%).



COMMUNITY CONTEXT

Connectivity

The location and availability of transportation options of the target neighborhood provides residents and businesses easy access to major economic centers. The area is well served by the municipal bus system with multiple lines traversing through the neighborhood including the free Charm City Circulator bus system. It is within walking distance to downtown. Compared to the rest of Baltimore City, there is a high utilization of public transportation to get to work and a low percentage of car-ownership in the target neighborhood. While this can be due to multiple reasons including socio-economic profiles, the availability of transit options and proximity to downtown are major factors. Meanwhile, the target neighborhood also benefits from its adjacency to major arterial roads Rt-40 and MLK Blvd. with easy access to Interstate 95. These conditions provide residents and businesses easy access to major economic centers. Such transportation access correlates to the wide regional distribution of job centers that are accessed by the residents in the target neighborhood.

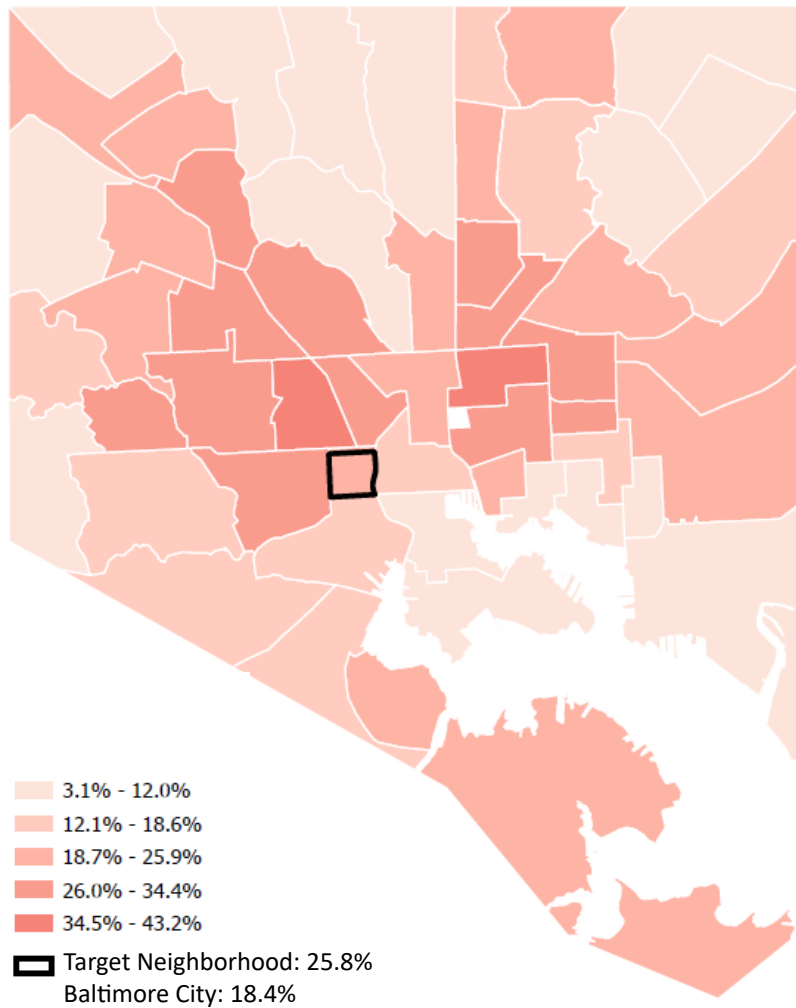


TRANSIT ACCESS

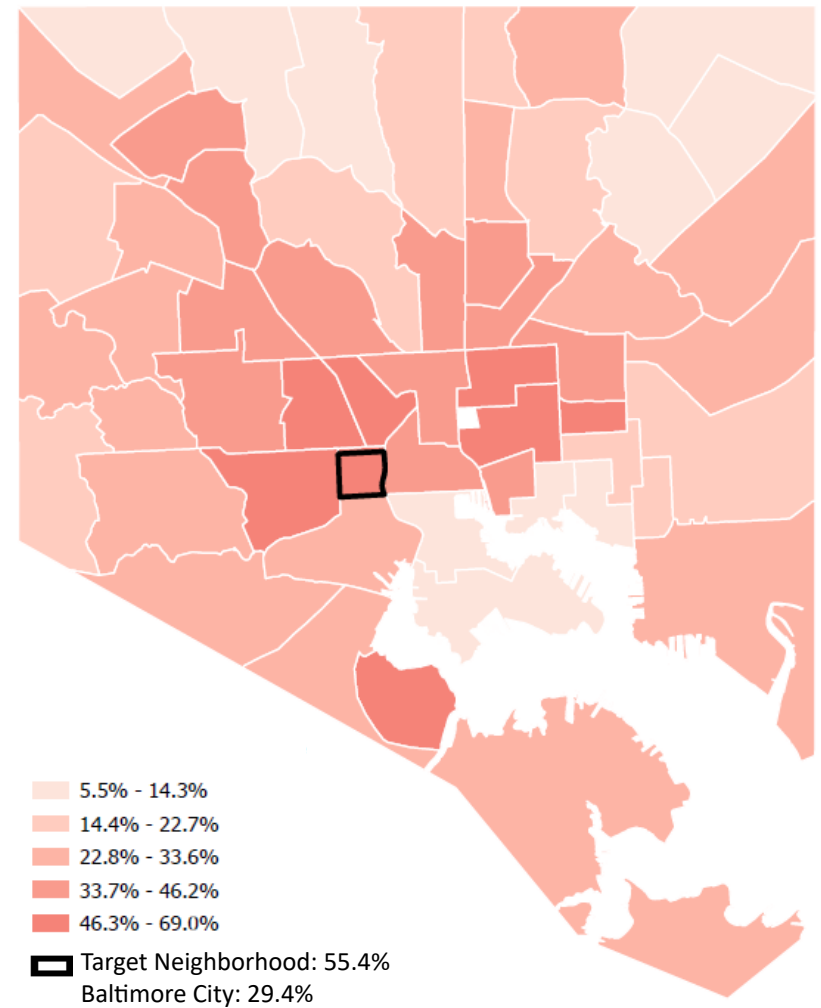
- Poe Homes Site
- CenterWest Development Site
- UM BioPark
-  circulator_stops
-  busstops
- circulator_routes
- Light_Rail_lines
- Light_Rail_Stops

Bus Link

- ExpressBusLink
- LocalLink Routes
- CityLink BLUE
- CityLink BROWN
- CityLink GOLD
- CityLink GREEN
- CityLink LIME
- CityLink NAVY
- CityLink ORANGE
- CityLink PINK
- CityLink PURPLE



**PERCENT OF POPULATION THAT USES PUBLIC
TRANSPORTATION TO GET TO WORK**

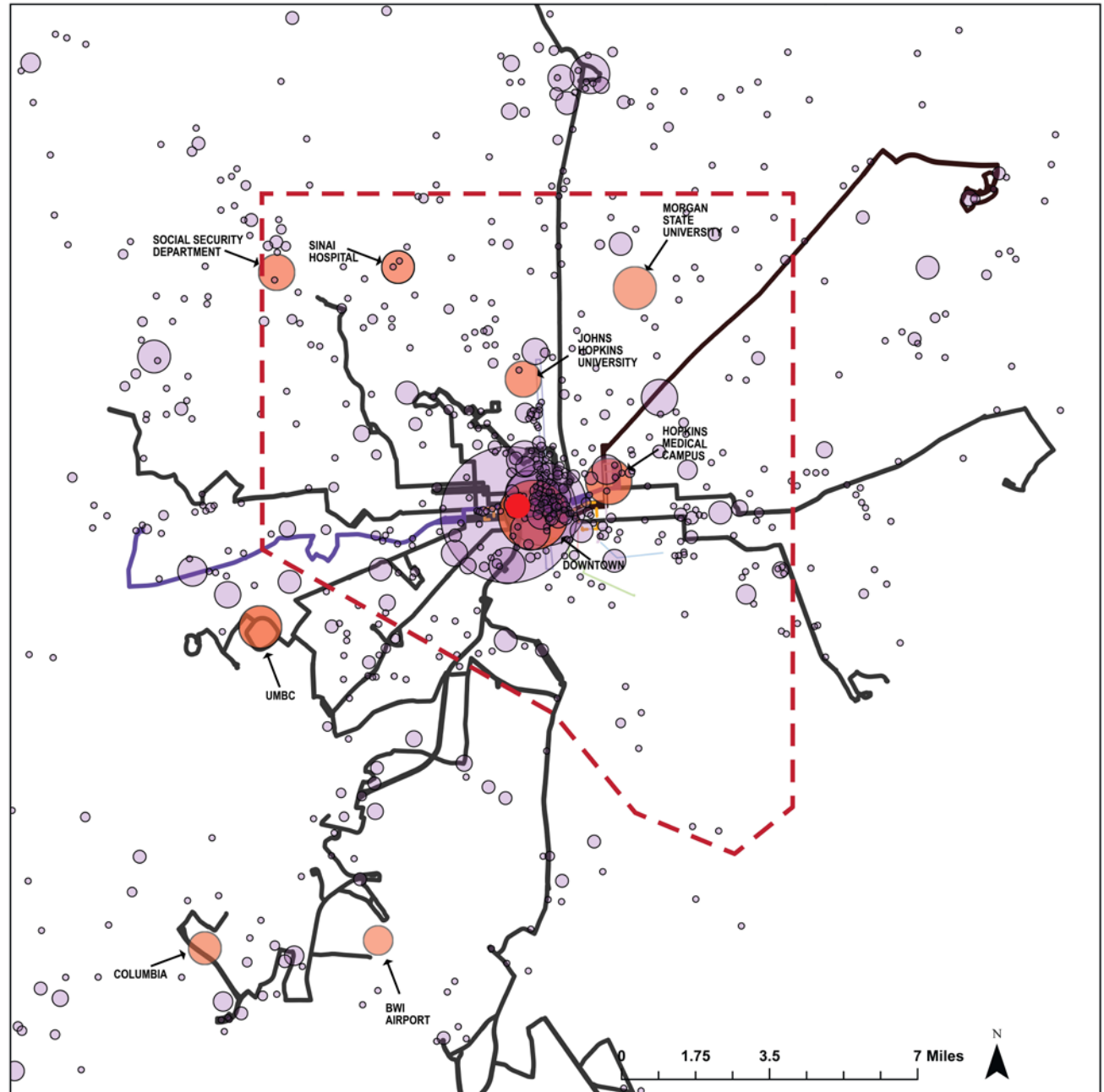


PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE

COMMUNITY CONTEXT

JOB CENTERS ACCESSED BY TARGET NEIGHBORHOOD RESIDENTS

- Target Neighborhood
- Job Centers for Target Neighborhood Residents
- Bus Routes



PLANNING SPOTLIGHT: NEIGHBORHOOD WALKAROUNDS

To document the physical conditions on the ground in the Poppleton-Hollins Market neighborhood, the Neighborhood Task Force organized three walkarounds in April 2019. The first, held on April 3, invited local residents to walk the neighborhood and document observations related to Transportation and Infrastructure. The second, held on April 13, surveyed Community and Green Spaces. And the third, held on April 15, focused on Housing and Commercial Properties.

Observations were recorded and reported out to the broader Neighborhood Task Force at the subsequent monthly meeting. These findings have also been incorporated into the planning team's summary of existing conditions and helped the Neighborhood Task Force hone in on the priority issues to be addressed in this Transform Poe Plan.



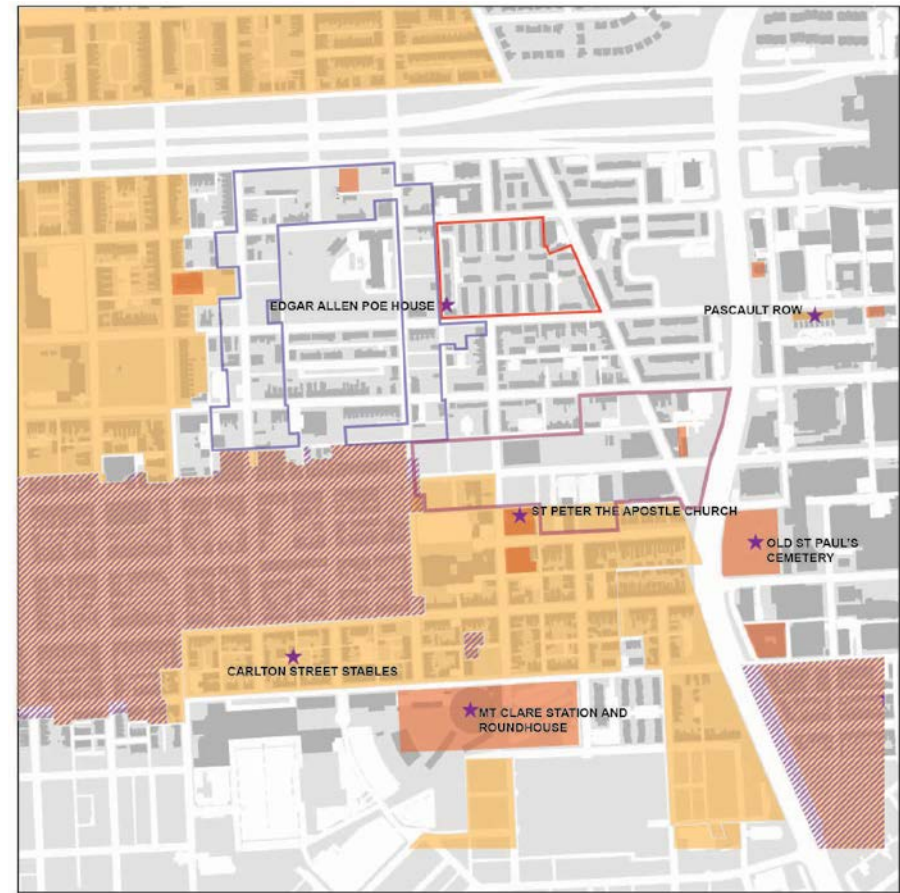
MAPPING NOTES FROM COMMUNITY AND GREEN SPACES WALKAROUND

COMMUNITY CONTEXT

Historic Designation

The Southwest area is a major part of Baltimore's history as the birthplace of the American railroad. With the advent of the Baltimore and Ohio Railroad in the early 19th century, the area spurred the economic growth of the entire city for the next century to become a major American trading hub. As a result, the area grew to house residents and businesses benefiting from the railroad economy. The Hollins Market neighborhood was developed with rowhouses to settle skilled laborers for the railroad industry. As the population grew, so did supportive commercial and cultural buildings such as Hollins Market and churches such as St. Peter the Apostle Church and St Luke's Episcopal Church.

South of W. Baltimore Street, much of the history has remained intact. The historic fabric of the neighborhood is well preserved, retaining its historic character with most of the rowhouses remaining. Historical sites are also preserved including St. Peter the Apostle Church (now Carter Memorial Church of Baltimore), Hollins Market, and the B&O Railroad Museum. North of W. Baltimore Street, however, very little of the historic neighborhood remains. Most of the rowhouses in Poppleton are now gone. While much of the neighborhood was cleared for the CenterWest Development, other blocks were demolished for housing developments that surround Poe Homes today. One notable exception is the preservation of the Edgar Allan Poe House and Museum. Situated on the Poe Homes site, the Poe House was the home of poet Edgar Allan Poe between 1832 and 1835, a period of his life when he wrote much of his celebrated work. Today the Poe House remains as a museum and is an important cultural asset to the neighborhood and Baltimore.



HISTORIC DISTRICTS AND LANDMARKS

- Poe Homes Site
- CenterWest Development Site
- UM BioPark
- CHAP Landmarks
- CHAP Historic Districts
- National Register Historic Sites
- National Register Historic District



LITHUANIAN HALL



HOLLINS MARKET



B&O RAILROAD MUSEUM



ST LUKE'S EPISCOPAL CHURCH CLERGY HOUSE



EDGAR ALLAN POE HOUSE AND MUSEUM



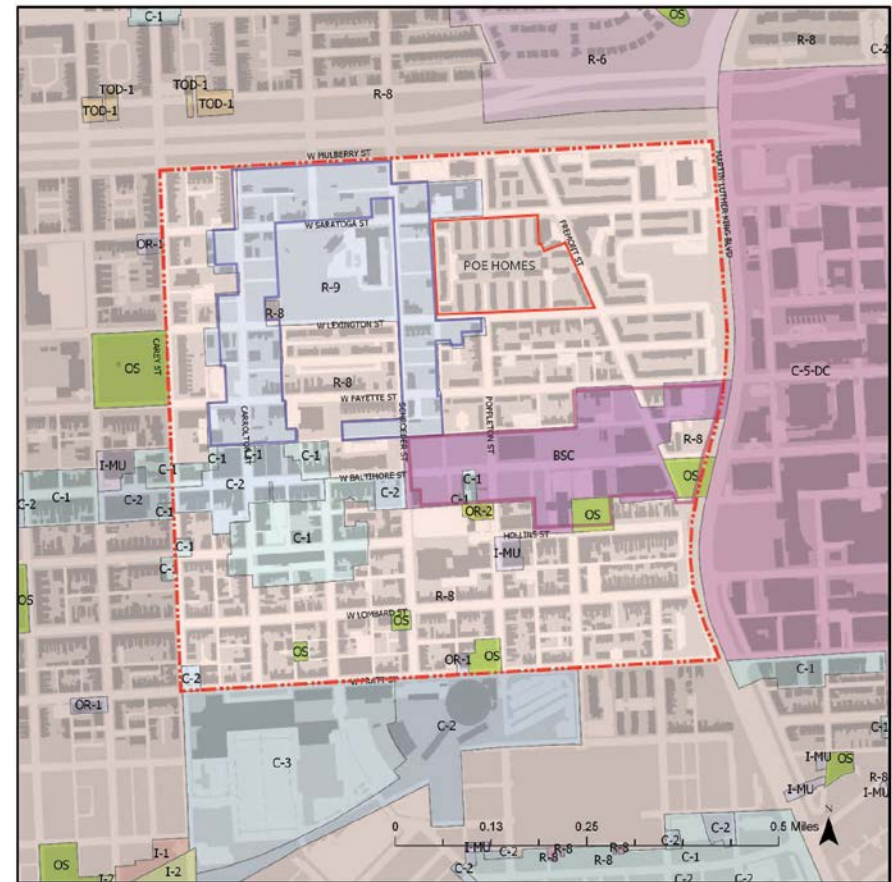
FORMER ST PETER THE APOSTLE CHURCH
(NOW CARTER MEMORIAL CHURCH OF BALTIMORE)

COMMUNITY CONTEXT

Land Use and Zoning

The target neighborhood is predominately composed of medium density residential land use zoned as R-8 Rowhouse Residential District. For the Hollins Market neighborhood at the southern half of the target neighborhood, the residential land use is mostly historic rowhouses with a few low-rise apartment buildings. In the Poppleton neighborhood at the northern half of the target neighborhood, there are more low-rise apartment buildings in subsidized housing developments as well as rowhouses and townhomes.

The Center\West development site is zoned as R-9 Multi-Family District permitting rowhouse or medium density residential mixed-use development. The development site is under a Planned Unit Development (PUD) agreement permitting higher density development than adjacent areas within the target neighborhood. W. Baltimore Street and the vicinity surrounding Hollins Market are exceptions, designated as a medium intensity commercial land use with C-1 Neighborhood Business and C-2 Community Commercial zoning. The legacy commercial buildings on W. Baltimore Street and around Hollins Market are typically two- or three-story brick infill buildings with street level stores and apartments above. The UM BioPark on W. Baltimore Street has a special zoning designation as BSC (Bio-Science Campus) District as per its Planned Unit Development plan.

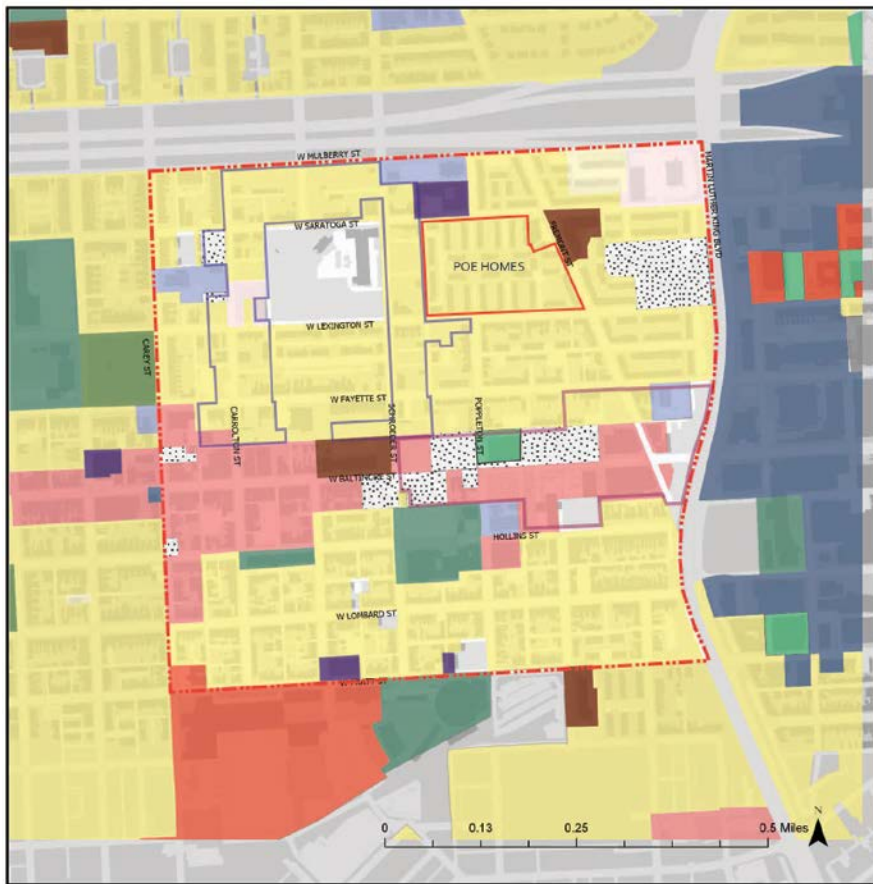


ZONING

- Poe Homes Site
- Center\West Development Site
- UM BioPark

ZONES

- R-8 Rowhouse and Multi-Family Residential
- R-9 Rowhouse and Multi-Family Residential
- C-1 Neighborhood Business
- C-2 Community Commercial
- C-3 General Commercial
- C-5 Downtown District
- BSC Bio-Science Campus
- OR-1 Office-Residential
- OR-2 Office-Residential
- I-MU Industrial Mixed-Use
- OS Open Space



LAND USE

- Poe Homes Site
- Center/West Development Site
- UM BioPark

LAND USES

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Shopping Center
- Low Intensity Commercial
- Medium Intensity Commercial
- High Intensity Commercial
- Industrial
- Public Institutional Facilities/City
- Public Institutional Facilities/Non-City
- Private/Institutional Facilities
- Downtown Parking Lot
- Undeveloped



RETAIL ON W. BALTIMORE STREET



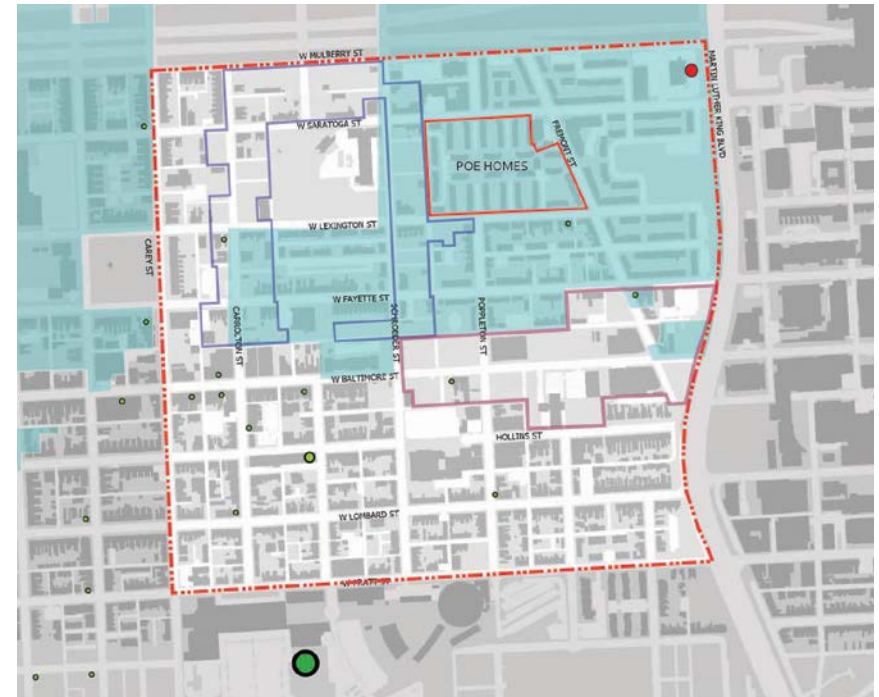
ROWHOUSES ON W. LEXINGTON STREET

COMMUNITY CONTEXT

Neighborhood Amenities

Despite the housing stability of the Hollins Market neighborhood and proximity to downtown, the target neighborhood has for decades suffered economically with high retail vacancy along W. Baltimore Street and around Hollins Market. As a whole, the area is in need of more neighborhood services and amenities, with few quality shops or restaurants that support and serve the residents and workers in the neighborhood. Few options are available for the purchase of household goods and affordable dining options are predominately of the fast food variety.

Still, there are key exceptions that help the neighborhood remain desirable. Walgreens Pharmacy is located on the northeast edge at MLK Blvd. and Mulberry Street. There is a shopping center, Mount Clare Junction, at the southwest corner south of Pratt Street at Carey Street. The shopping center has numerous vacant stores, but does contain Capital Bank, Family Dollar, and Price Rite, a mid-sized discount grocery store.



FOOD DESERTS AND FOOD RETAIL

- Poe Homes Site
- CenterWest Development Site
- UM BioPark
- Convenience, Corner and Discount Stores
- Pharmacy
- Public Market
- Supermarket
- Food Desert

Meanwhile, the Baltimore Public Markets Corporation (BPMC) has recently invested in the historic Hollins Market, giving it much needed façade and interior improvements. At the same time, BPMC is working to support existing businesses in the market while introducing more varied offerings in prepared and fresh foods. And while there are vacant stores surrounding the market, Zella's, a pizzeria restaurant, has become a key community amenity. Also, the UM BioPark has helped bring in amenities such as the Harbor Bank of Maryland and the Nook Café onto W. Baltimore Street.

Much of the area north of W. Baltimore Street qualifies as a food desert with a low Average Healthy Food Availability Level. While Price Rite and Hollins Market are not too far, residents at Poe Homes and adjacent developments have expressed that they are lacking in quality and variety of products. As a result, some residents routinely travel up to 10 miles by taxi to do their grocery shopping.



ZELLA'S PIZZARIA AT HOLLINS MARKET



PRICE RITE SUPERMARKET AT MT CLARE JUNCTION SHOPPING CENTER

COMMUNITY CONTEXT

Open Spaces and Recreation

Poppleton-Hollins Market has few quality open spaces or recreation opportunities. There is one recreation center adjacent to the James McHenry Elementary/Middle School owned and operated by Baltimore City Recreation and Parks. The school grounds have a paved playground but no green space for recreation. Adjacent to the Excel Academy at Francis M. Wood High School in Poppleton, there is Greater Model Park, a City operated park that is the largest open space in the target neighborhood. Unfortunately, the park has not seen upgrades or much maintenance in decades. It has a baseball field, but it is not maintained to meet playable standards. It also has a pool and recreation center building, but both are closed and are not functional.

Otherwise, there are a few community open spaces in the area. Most notably there is the Lithuanian Park on Hollins Street. As a neighborhood pocket park, it is well maintained and utilized by local residents and members of the adjacent Lithuanian Hall. The UM BioPark has also created a small public plaza on W. Baltimore Street that serves to hold public events and informal uses. Other smaller pocket parks in the area suffer from a lack of management and maintenance, falling into disrepair and attracting illicit activity. There are, therefore, few functional spaces in the area that are suitable for social or recreational gathering.



BASKETBALL COURT AT POE HOMES



JAMES MCHENRY RECREATION CENTER



JAMES MCHENRY ELEMENTARY/MIDDLE SCHOOL GROUNDS



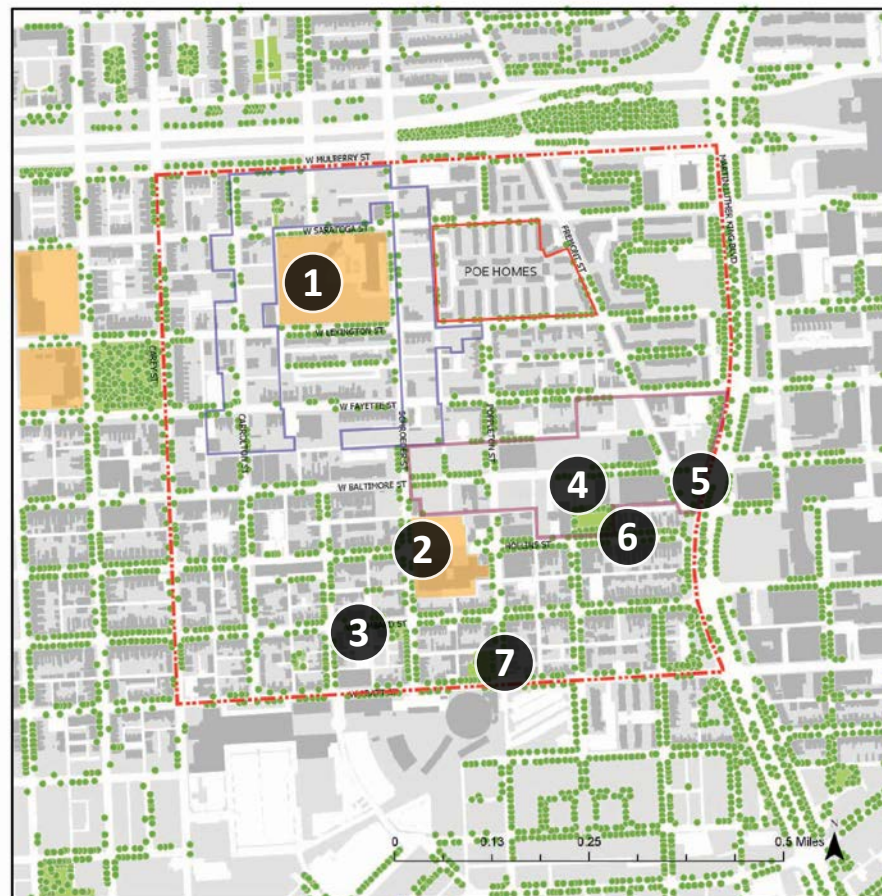
GREATER MODEL PARK AND
FRANCIS M. WOOD SCHOOL GROUNDS



JAMES MCHENRY ELEMENTARY/MIDDLE SCHOOL
AND RECREATION CENTER GROUNDS

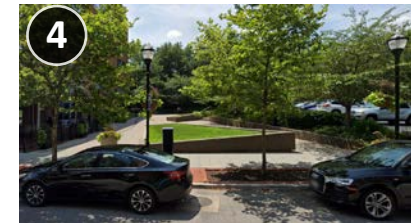


LOMBARD AND SCHROEDER STREET PARK



OPEN SPACES AND STREET TREES

- Poe Homes Site
- CenterWest Development Site
- UM BioPark
- Trees
- Parks
- Public Schools



801 W. BALTIMORE STREET PARK



GATEWAY PARK



LITTLE LITHUANIAN PARK



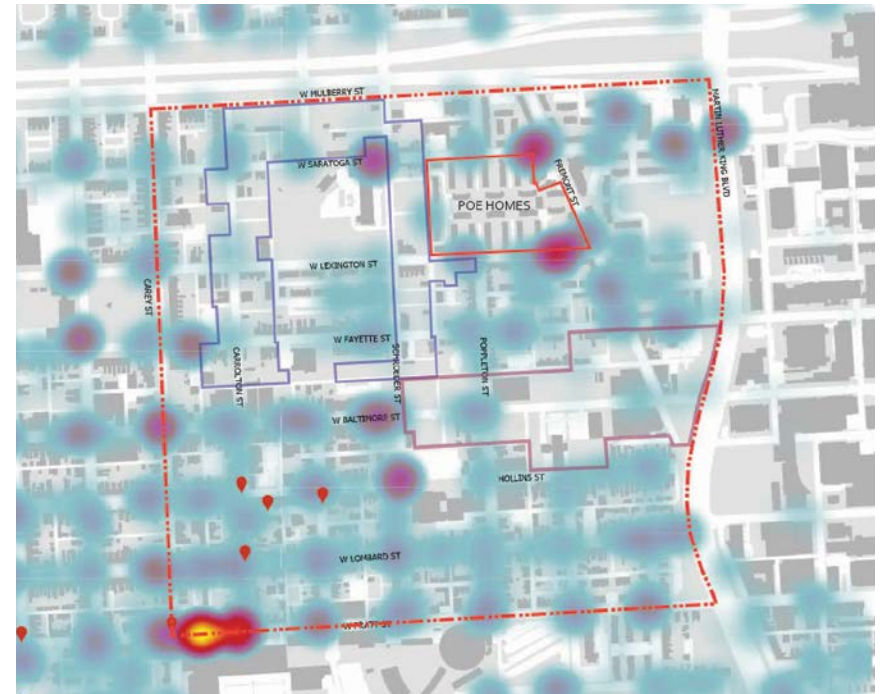
B&O MUSEUM PARK

COMMUNITY CONTEXT

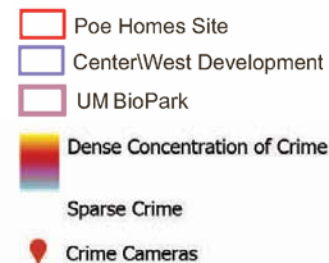
Crime and Safety

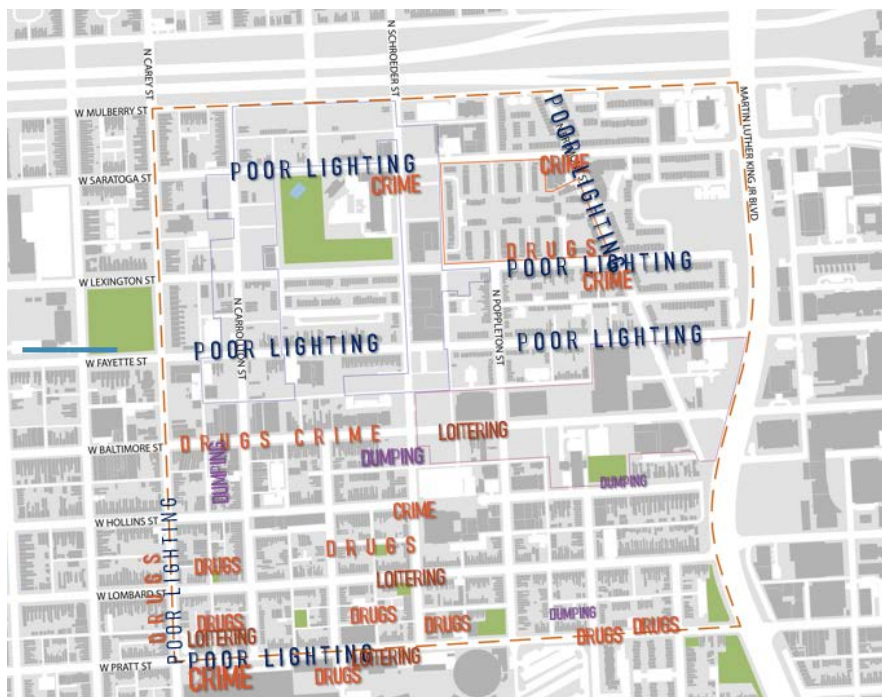
The challenges of the target neighborhood are exacerbated by a high incidence of crime all too often associated with a concentration of poverty. Mapping data shows high numbers of both violent crime and property crime near Poe Homes. While the incidence of Part 1 crime has remained steady between 2015-2017, there were nearly 18 Part 1 crimes per 1000 residents in the neighborhood. The highest concentrations of crime are near liquor stores and near behavioral health drug treatment centers. Most of the criminal activity is related to open-air drug markets with a particular concentration at the southwest corner of the intersection of W. Pratt Street and Carey Street.

Street safety is also a concern. Residents have identified intersections on Poppleton Street at Lexington and Fayette to be particularly dangerous for pedestrians, with cars speeding. MLK Blvd. is widely cited as a dangerous street for both cars and pedestrians, with intersections that are wide and difficult to cross, and with poor sight lines. Also, W. Pratt Street and Mulberry Street routinely have cars speeding to get to MLK Blvd.



VICTIM-BASED CRIME HEAT MAP

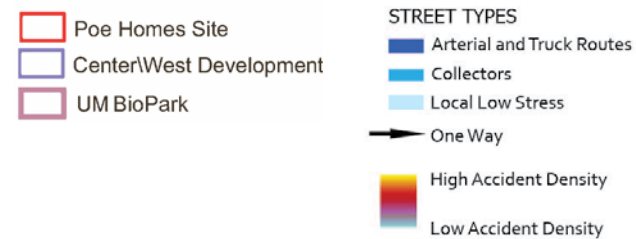




CRIME AND SAFETY CONDITIONS IDENTIFIED BY RESIDENTS



STREET ACCIDENT HEAT MAP



COMMUNITY CONTEXT

Vacant Sites

Compared to some other depressed neighborhoods in the city, the target neighborhood has fewer vacant properties and blight. There is a concentration of vacant lots in Poppleton, but it is due to the land assembly done for La Cité's Center\West development. While the process of land assembly, relocation, demolition, and redevelopment has had an impact on the surrounding blocks, the Center\West development has recently completed its first phase of development and is currently focusing on implementing the second phase.

In the Hollins Market neighborhood, there are fewer vacant houses. However, the stability of these areas is also in jeopardy, hampered by crime and poor property management of rental developments.



VACANT LOTS AND BUILDINGS

- Poe Homes Site
- Center\West Development
- UM BioPark
- Vacant Buildings
- Vacant Lots



VACANT CHURCH ON SARATOGA STREET



VACANT BUILDING ON THE CORNER OF SARATOGA AND CARROLLTON STREETS



VACANT LOT ON S. CAREY STREET



VACANT STORES ON W. BALTIMORE STREET



VACANT LOT ON W. BALTIMORE STREET



VACANT BUILDING ON S. CAREY STREET

COMMUNITY CONTEXT

EDGAR ALLAN POE AND HIS HOUSE



EDGAR ALLAN POE HOUSE AND MUSEUM (205 AMITY STREET)

Edgar Allan Poe (1809-1849) was an American writer, editor and literary critic. He is best known for his poetry and short stories, particularly his tales of mystery and macabre.

Poe's home, originally a duplex home, is in an excellent state of preservation as experienced by Edgar as he lived with his aunt, grandmother and two cousins between 1833-1835. Although he moved from the City in later years, he often returned to Baltimore. On one such occasion in 1849, Poe died and was interred at Westminster Burying Ground. The Grounds are a few blocks east of this address.

The Poe House is a local and national historic landmark located in the southwest corner of the Poe Homes sites. The house is the first and only literary landmark in Maryland. Today the house operates as a museum.

Housing

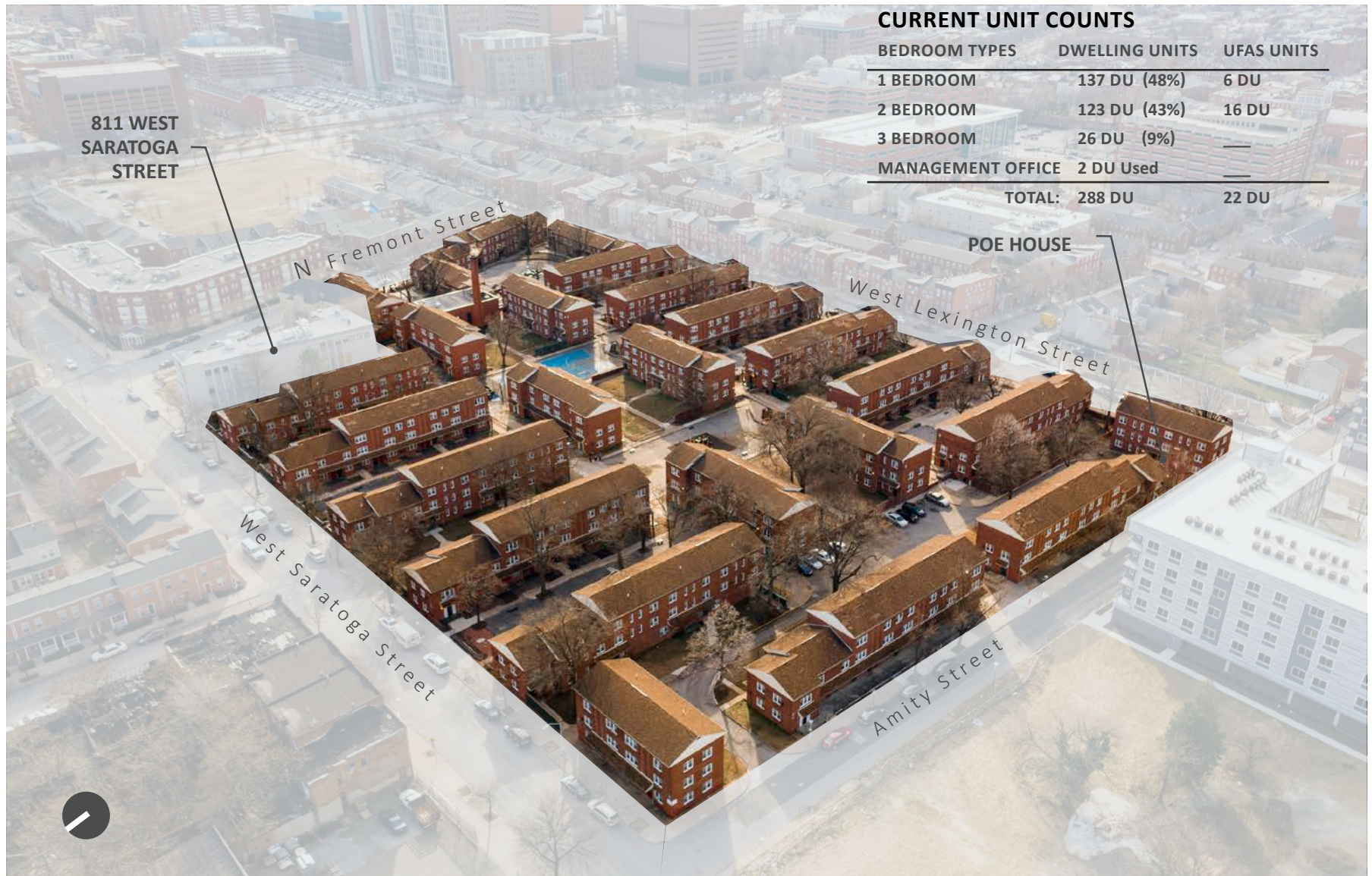
The Poe Homes public housing development is located at 222 N. Fremont Avenue, a West Baltimore neighborhood adjacent to downtown and the University of Maryland campus. This 7.059 acre housing complex built in 1939 is a superblock bordered by Amity Street, Saratoga Street, Lexington Street, and Fremont Avenue.

The residential composition consists of 288 dwelling units located within 25 masonry buildings, of which 2 residential units have been converted to management office spaces. A 4,440 SF community building (Mutry Auditorium) provides an auditorium space with kitchenette to support community events.

The Edgar Allan Poe House and Museum, a local and national historic landmark, is located in the southwest corner of the Poe Homes development. The House is located on a 0.021 Acre parcel and shares a demising wall with the adjacent public housing building.

The northeast corner of the Poe Homes neighborhood (Block 173) includes a 0.514 acre parcel (811 W. Saratoga Street) owned by the First Mt. Olive Freewill Baptist Church. In 2007, a fire destroyed the main church structure, leaving two administration buildings shuttered. The Church relocated to Anne Arundel County in 2012 leaving this prominent corner vacant. This parcel with Poe Homes creates a contiguous land area for redevelopment.

POE HOMES TODAY



COMMUNITY CONTEXT

Two adjacent city blocks north and west of Poe Homes contain underutilized and vacant parcels and structures. The properties along N. Schroeder Street, south of Sarah Ann Street, have been cleared for the Center\West development (231 N. Schroeder Street, 303-315 N. Schroeder Street, 936-956 West Saratoga, 936-951 Sarah Ann Street). The Metro Metals parcels (902-906 W. Saratoga Street) consist of a cluster of vacant structures, some of which have partially collapsed. The corner 2-story masonry building has Art Deco detailing. The Maryland Historic Trust (MHT) holds a façade easement on this structure. Improvements and demolition to this façade will require MHT approval. This site is also included in the Center\West development. The underutilized parcels north of Sarah Ann Street include 317-329 N. Schroeder Street and the Jehovah Witness site (901-903 W Mulberry Street). These properties provide an opportunity to expand the development footprint without displacement of existing residents.



CALLOWAY ROW

CONCENTRATION OF SUBSIDIZED HOUSING

Poe Homes is located within a concentrated cluster of subsidized housing communities. The communities include Townes at the Terraces, a 203 dwelling unit HOPE VI housing revitalization project which removed high-rise public housing and rebuilt with townhouses. Terrace Gardens Co-op Apartments is a 4-story, 88 dwelling unit apartment building at the corner of Fremont and Saratoga Streets. Poppleton Place is a subsidized rental apartment community south of Poe Homes, consisting of 123 dwelling units on two blocks. The recently renovated Calloway Row is a 32-dwelling unit apartment building. Vintage Gardens includes 114 dwelling units located along Fayette Street. The Hollins House is a high-rise building with 130 apartments located on W. Baltimore Street. In total, there are approximately 690 subsidized affordable housing units (project-based vouchers) located within three blocks of Poe Homes. The Planned Unit Development (PUD) agreement for the Center\West development calls for 20% of units to be affordable, including 52 of the 262 new units in the recently completed first phase.



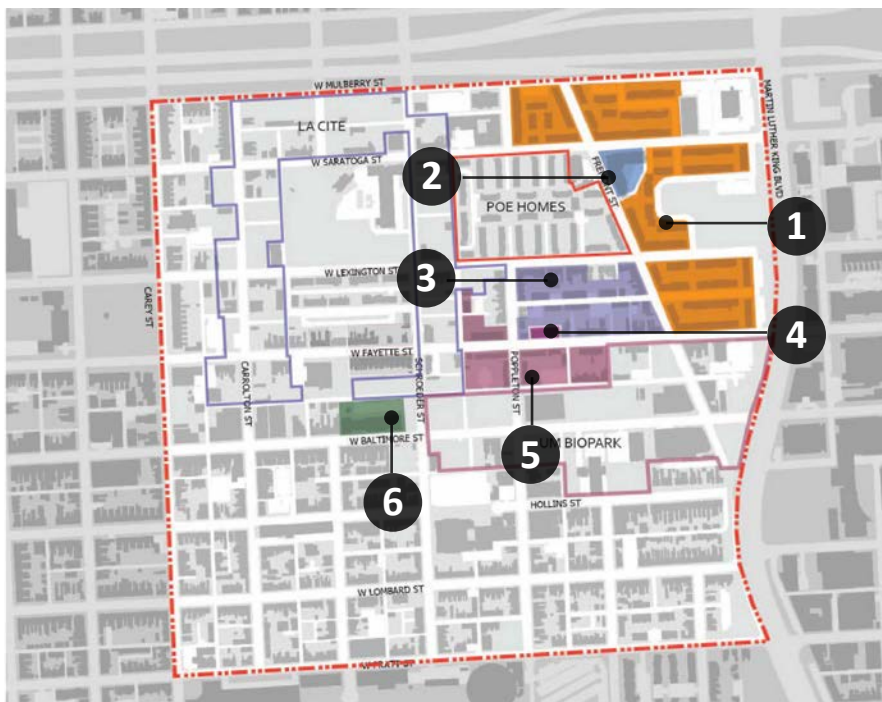
TOWNES AT THE TERRACES



TERRACE GARDENS CO-OP APARTMENTS



POPPLETON PLACE



LOCATION OF SUBSIDIZED HOUSING

- 1 Townes at the Terraces
- 2 Terrace Gardens Co-op Apartments
- 3 Poppleton Place
- 4 Calloway Row
- 5 Vintage Garden
- 6 Hollins House



HOLLINS HOUSE

COMMUNITY CONTEXT

ROWHOUSES AND HOMEOWNERS

The rowhouse is the predominant housing type in the target neighborhood. Long runs of independently owned rowhouses stretch from street to street creating a well-defined urban streetscape. The rich variations of house sizes within a single block is the original mixed-income housing solution, with larger townhouses on surrounding wide streets and smaller alley houses in the interior of the block.

This historic townhouse pattern is well preserved south of W. Baltimore Street, along the 100-300 Blocks of N. Carey Street and 1000 Blocks of W. Lexington, Vine, and Fayette Streets.

Higher rates of homeownership are found in these rowhouse neighborhoods, such as Hollins Market which is 29.4% owner-occupied. New homeownership rowhouses include Townes at the Terraces and HomeFree-USA (along the 1000 block of W. Lexington Street).

Clusters of vacant townhouses and lots are present along narrow alleys and within the large tract of land assembled for the Poppleton Planned Unit Development.



LOCATION OF HOMEOWNERSHIP



HOMEFREE-USA TOWNHOUSES



WAVERLY TERRACE TOWNHOUSES (FRANKLIN SQUARE)



TYPICAL SOUTHWEST BALTIMORE TOWNHOUSE

CENTER\WEST PLAN

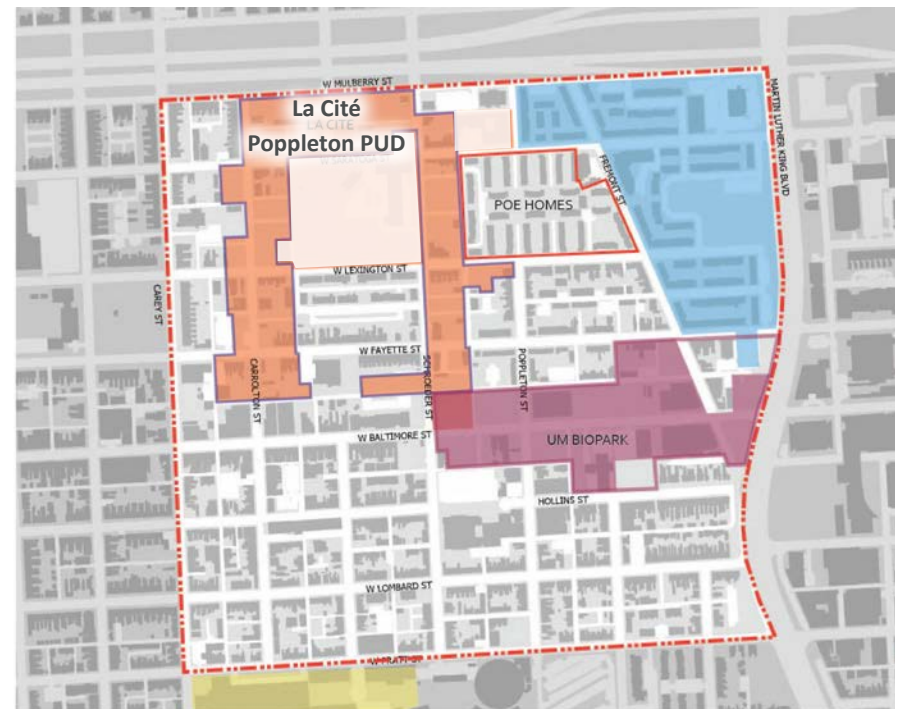
The Poppleton Plan Unit Development (PUD) is a 32.94 acre redevelopment approved in 2006. The Land Disposition and Development Agreement with developer La Cité, dated September 6, 2006 with a 4th Amendment dated June 29, 2016, identifies the redevelopment program- approximately 1,650 dwelling units of new rental and for sale housing and 100,000 square feet of commercial retail space in multiple phases. The proposed 1,650 residential units includes 293 rental units and 1,356 homeownership units. Twenty percent of the new housing will be affordable to households with incomes between 60-100% of the Area Median Income (AMI).

In 2020, La Cité completed the first phase, including 17,600 square feet of commercial space and approximately 262 rental units, 20% of which are affordable units (serving 50% AMI or less).

Currently, La Cité is working on the next phase of development- mixed-use buildings with a grocery store, retail and potentially a cinema. This project is bounded by W. Saratoga, N. Schroeder, W. Mulberry and N. Carrollton Streets.

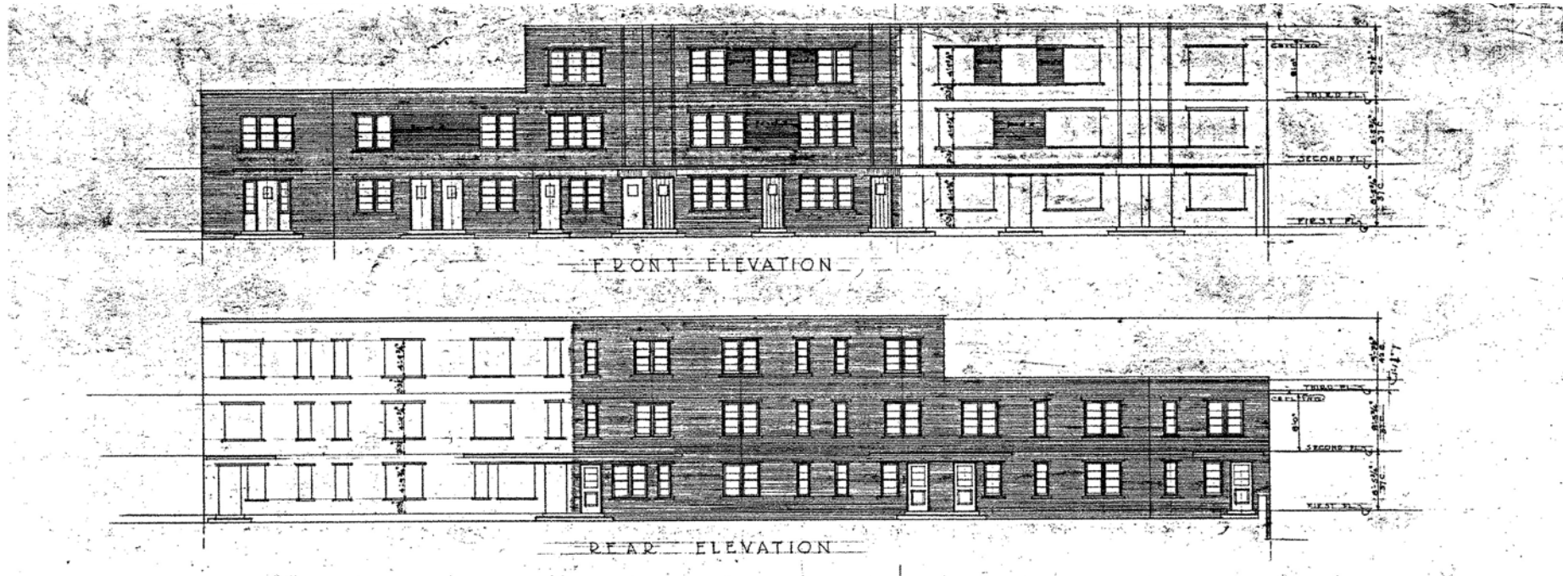


CENTER\WEST



LOCATION OF POPPLETON PUD

COMMUNITY CONTEXT



ORIGINAL POE HOMES FAÇADE DRAWINGS

POE HOMES DESIGN AND LEGACY

Prior to World War I the Poppleton neighborhood began to deteriorate into crowded slums. By the 1930's, the area around Edgar Allan Poe's house became the first target of the Housing Authority of Baltimore City's "slum clearance." The public housing project was constructed in 1939. The original design incorporated two existing structures - Edgar Allan Poe's former house, and the St. Paul Lutheran Church (no longer existing). This multi-building garden-style public housing site was arranged into long horseshoe shaped courts with the open end of the

court facing the surrounding public street. The interior court spaces were designed as pedestrian zones with play space, tree planters, concrete benches, and very little additional landscape. The architectural language of the red brick buildings had a horizontal expression and employed Art Moderne details such as rows of horizontal belt courses between groups of windows on the same floor and full-height vertical brick striations flanking the center section of the three-story front façades.



RESIDENTIAL COURTYARD

Since 1940, Poe Homes has continued to provide affordable housing in West Baltimore. Over its eighty-year history, the Housing Authority of Baltimore City has drastically altered these structures to the point that they no longer resemble their original appearance and have lost numerous key elements of their design materials, workmanship, and feeling. The Maryland Historic Trust Determination of Eligibility Report (B-5119) recommended Poe Homes as not eligible for the National Register for Historic Places.

While the structures at Poe Homes are not historically significant, the legacy of Baltimore's first public housing project should be memorialized and honored in the redevelopment. The redevelopment will need to preserve and enhance the historic Edgar Allan Poe House and Museum. The historic house is physically connected by a common side wall with the adjacent apartment building and linked by steam lines that run under the Poe House between neighboring residential buildings. Demolition and construction will need to address this complicated physical relationship.

COMMUNITY CONTEXT



POE HOMES: ALLEY, PARKING AND SERVICE DIAGRAM



POE HOMES: AMENITY SPACE DIAGRAM

SITE DESIGN

The original design of Poe Homes exemplified modern ideals of urban design and living. The old pedestrian-scaled blocks and network of streets were removed in favor of an inward oriented superblock configuration. The Poe Homes superblock is approximately 480 feet by 800 feet, which is double the land area of the traditional surrounding city blocks. Generally, buildings are aligned perpendicular to the surrounding streets with deep open spaces and limited vehicular through access. This layout limits access for public services and visitors.

The Mutry Auditorium, basketball court, and playgrounds are located at the center of the block, out of view from front doors, the management office, and public streets. Tall site walls at the street edge further create indefensible interior spaces. As described by community members, these deep interior spaces enable drug runners and criminal activity to enter the neighborhood to escape police supervision.

Residents feel unsafe and intimidated, trapped within their homes both during the day and at night. Security cameras are present, but there is a perception among residents that the cameras are ineffective at deterring crime. The existing site lighting fixtures have an institutional feel. Newer and brighter lighting systems could help ameliorate dark areas and create a sense of place.



MUTRY AUDITORIUM



The Mutry Auditorium has been retrofitted to provide an accessible entrance, but this accessible route is not direct or convenient for visitors. The accessible route travels through the center of the site passing numerous dumpsters and along a narrow and not visible pathway along the north side of the auditorium.

Dumpsters and service areas are located adjacent to play spaces, creating unpleasant and unsanitary experiences.

The low-maintenance approach to the site design created play spaces devoid of softscape and greenery. The original sculpted play equipment creates a unique sense of identity for each residential courtyard, such as the tunnel court, but fails to provide an enriching play experience for kids.



DUMPSTERS NEXT TO PLAY SPACE



'TUNNEL' RESIDENTIAL COURT



SECURITY CAMERAS



PERIMETER WALLS

COMMUNITY CONTEXT

BUILDING CONDITIONS

The apartments are functionally obsolete in comparison to contemporary housing standards. Built before current housing standards, such as Fair Housing and UFAS, these apartments have a limited inventory of renovated units to accommodate all people regardless of abilities. The concrete and masonry framing structural system make renovations more costly and difficult to alter and expand the quantity of support units. Contemporary apartment sizes are on average larger than at Poe Homes, particularly for multiple bedroom units. For example, existing two-bedroom apartments at Poe Homes are on average 763 net square feet which is approximately 100 square feet less than comparable new two-bedroom apartments (850-950 average net square feet).



INTERIOR VIEW OF A TYPICAL APARTMENT



TYPICAL WALL-MOUNTED RADIATOR



DAMAGED FLOORING



EXISTING KITCHEN



EXISTING KITCHEN APPLIANCE



WINDOW AC UNITS



STEAM RADIATORS



TYPICAL BATHROOM



TYPICAL BATHROOM



TYPICAL BATHROOM WINDOW

COMMUNITY CONTEXT

The existing housing stock is worn out and in need of serious upgrades or complete replacement. The existing electrical components are insufficient for current electrical loads. This includes kitchens and bathrooms without ground fault circuit (GFCI) plugs.

The steam pipes, mostly original, require complete replacement, while only two of the four boilers are operational to support the 25 buildings. Mechanically, the apartments do not have vents for retrofitted dryers, kitchen and bathroom vents, central air conditioning, or a fire suppression system.

Kitchen and bathroom fixtures and finishes are outdated. Floors are in fair to poor condition. The roof is in fair to poor condition, while the masonry envelope is in poor condition.

Storm drains are consistently clogging, leaving surface ponds after rain events. Some site walls have been damaged and not repaired. The basketball court was very worn and has recently been painted by a local mural artist.



BASKETBALL COURT (PRIOR TO RESURFACING)



BASKETBALL COURT (AFTER RESURFACING WITH PAVING MURAL)



DAMAGED SITE WALLS



GRAFFITI AND WINDOW AC UNITS



PONDING IN ALLEYS

REDEVELOPMENT CAPACITY


The redevelopment of Poe Homes is limited by available land area and existing R-8 zoning district bulk regulations.

The R-8 zoning district permits multi-family and rowhouses. The maximum permitted building height of 45 feet allows for conventional residential buildings construction up to four-stories. The permitted density is approximately 58 dwelling units per acre, as defined by the minimum lot area requirements. The redevelopment of Poe Homes on the existing footprint would permit a maximum yield of 409 apartments, a net increase of 123 new apartments. Without additional land or a zoning change, Poe Homes property will not be able to provide a critical mass of mixed-income units in addition to one-for-one replacement of the 288 existing apartments.

The adjacent La Cité parcels are regulated by a PUD tailored for their high-density Center\West project. The base zone for the La Cité properties is R-9, Multi-family Residential District. The R-9 district is intended for tall buildings surrounded by green space, which is not the context of Poppleton. The other adjacent parcels are zoned R-8, Rowhouse Residential District. Repealing the existing PUD and a zoning map amendment for these properties would be needed to make the land ready for an urban mid-rise residential development that supports the housing goals of the Poe Homes redevelopment.



III. COMMUNITY ENGAGEMENT



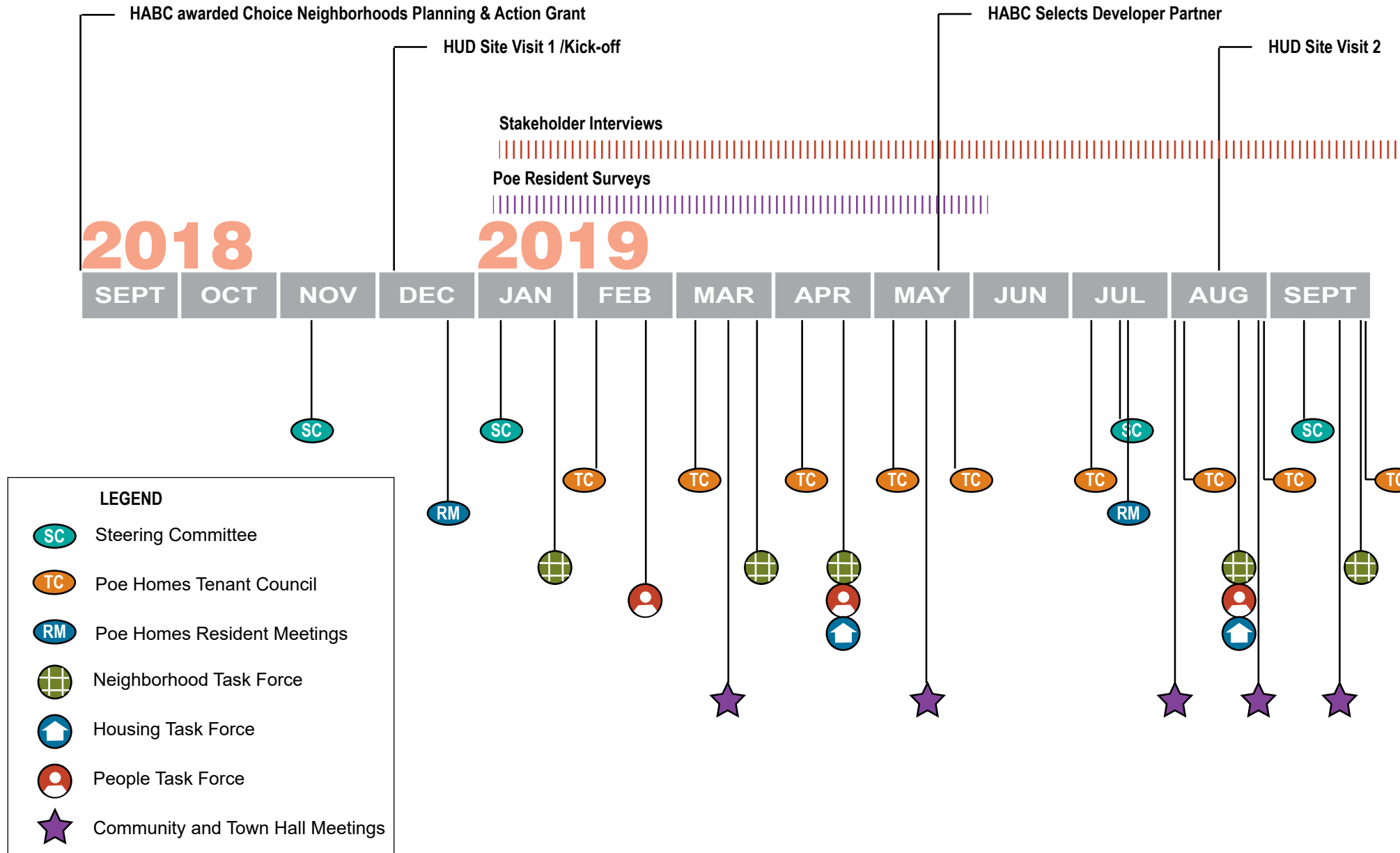
Outreach and engagement was a cornerstone of the two-year planning effort as HABC and partners garnered the voices of residents of Poe Homes as well as Poppleton and Hollins Market to ensure that the plan reflects their concerns about and hopes for the neighborhood in which they live. To date, more than 300 individuals have participated in at least one Transform Poe activity.

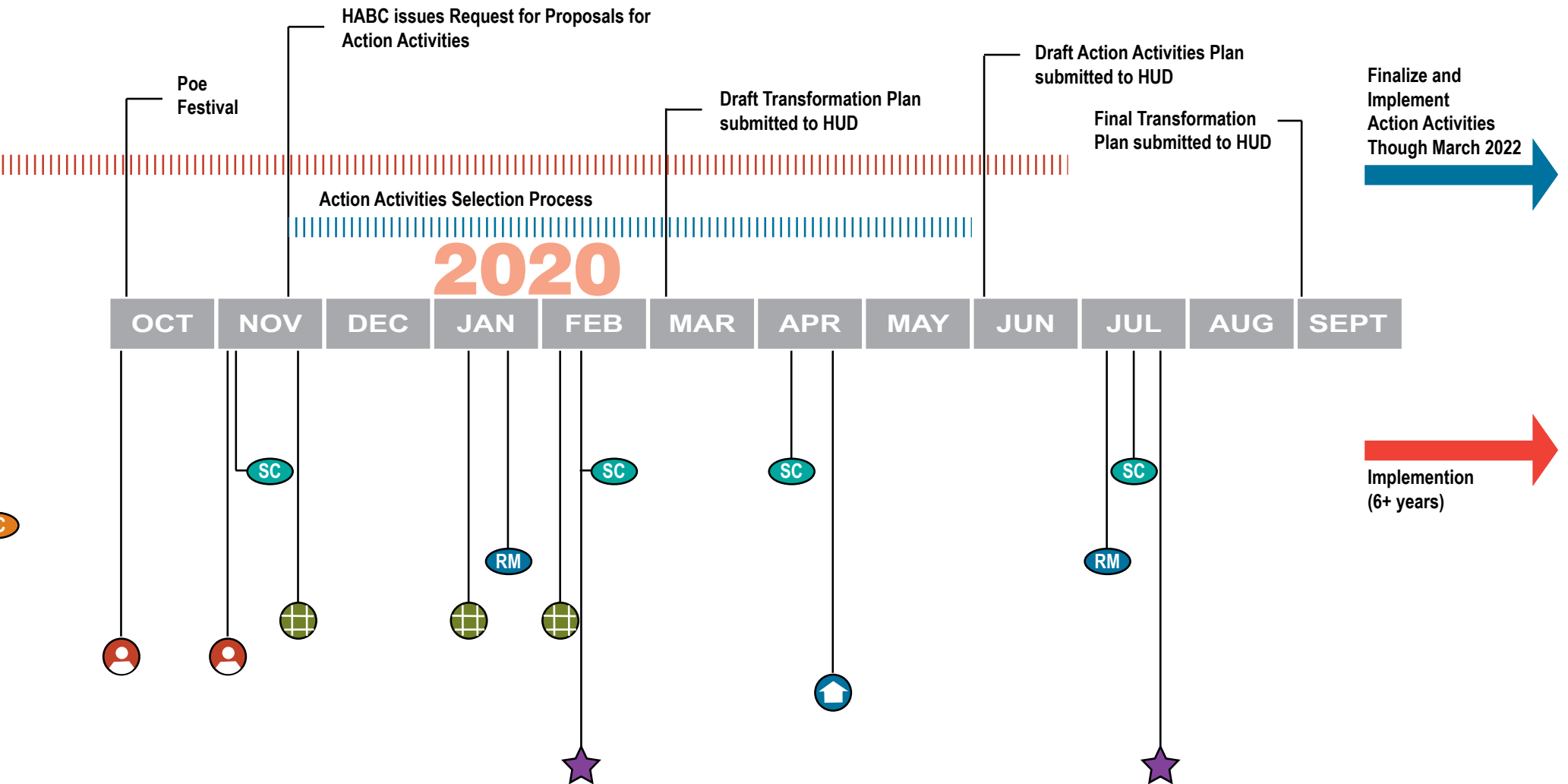
The planning process also built upon other recent planning efforts and engaged a coalition of stakeholders to lend broader perspective, offer subject matter expertise, and foster partnerships required to actualize the community's goals and strategies.

Many of the engagement activities employed during the planning process are featured in Planning Spotlights peppered throughout this document to provide greater detail regarding the people, events, and activities that helped to shape the Transform Poe Plan.

COMMUNITY ENGAGEMENT

PLANNING TIMELINE





COMMUNITY ENGAGEMENT

Planning Structure

The planning effort was led by the Housing Authority of Baltimore City (HABC) with assistance from a Planning Coordinator.

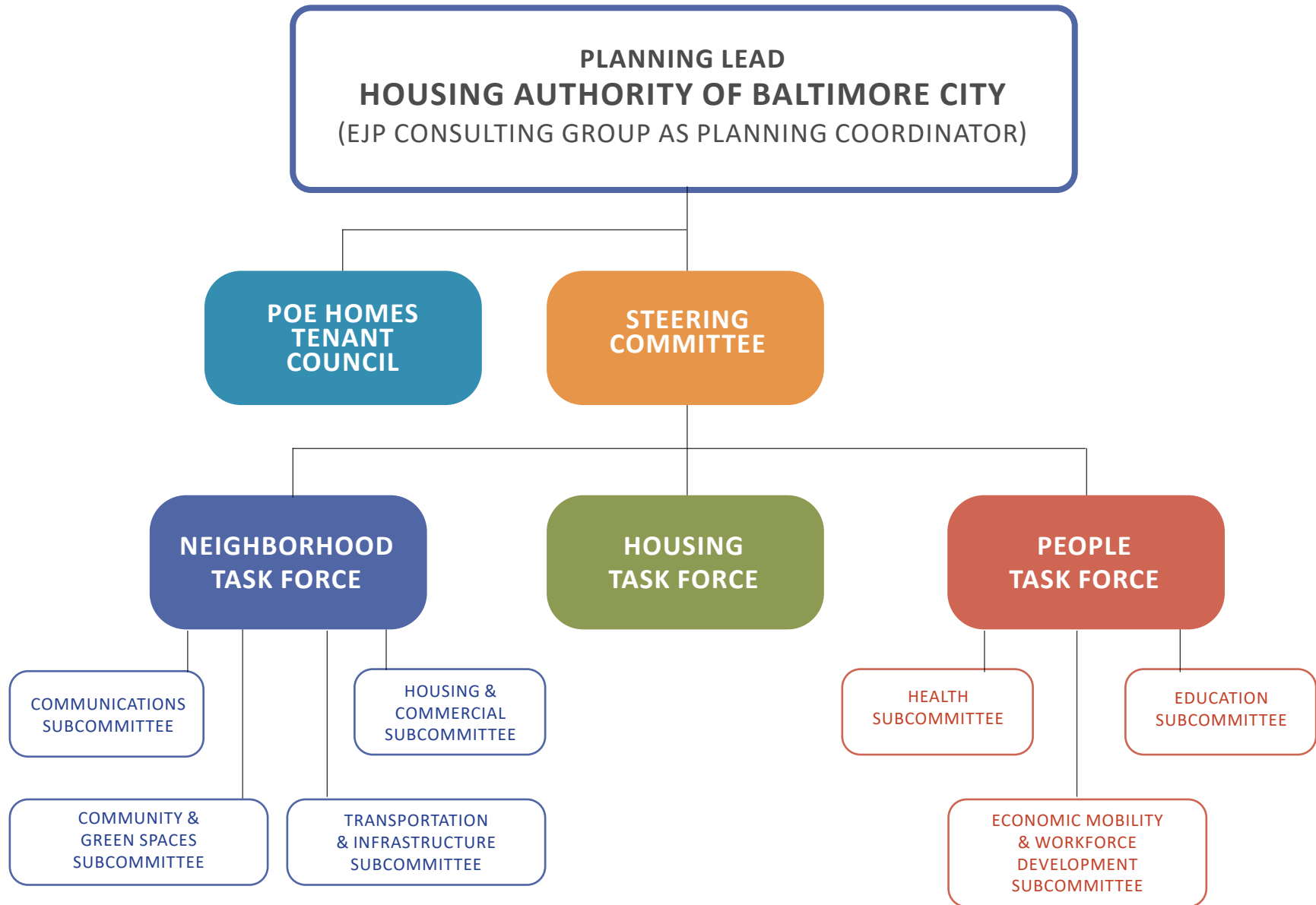
Overseeing the development of the Transform Poe Plan was a Steering Committee comprised of representatives from local anchor institutions, City departments, service providers, and each of four principal neighborhood associations—Poe Homes Tenant Council, Townes at the Terraces Neighborhood Association, Poppleton NOW!, and Hollins Roundhouse Neighborhood Association. Steering Committee members monitored the work of the planning team, guided the selection of Action Activities, and ensured that the Transform Poe Plan reflects actionable strategies that address community priorities.

Three task forces were convened to address each of the core elements of the Transformation Plan: Housing, Neighborhood, and People. Chaired by members of the Steering Committee, each task force was comprised of residents, stakeholders, city staff, service providers, and other local organizations with interest and expertise in the respective topic areas. The task forces utilized data collected through the existing conditions assessment to identify priority needs and then employed their collective expertise, with assistance from the planning team, to identify goals to address these priorities and develop strategies to meet these goals.



POE RESIDENTS AT VISIONING MEETING

PLANNING ORG CHART



COMMUNITY ENGAGEMENT

Methods of Engagement

HABC and planning partners employed a multi-pronged approach to community engagement throughout the planning effort. Beyond convening a Steering Committee and three task forces, the planning process included:

COMMUNITY MEETINGS/WORKSHOPS

Open to all residents of Poppleton-Hollins Market and held at key junctures in the planning process to solicit input and feedback.

RESIDENT MEETINGS

Open to all Poe Homes residents to augment the broader community meetings and discuss topics like the Poe Homes Resident Survey and relocation that are specific to this population.

RESIDENT OUTREACH WORKERS

Poe Homes residents hired to encourage participation in the Poe Homes resident survey, as well as the periodic resident and community meetings, activities, and events.

RESIDENT LEADERSHIP AND CAPACITY BUILDING SUPPORTS

Collective and individualized training and technical assistance to support the development of the Poe Homes Tenant Council (initial and newly elected).

STAKEHOLDER INTERVIEWS

Targeted conversations with more than 40 key individuals and organizations.

VIDEO CONFERENCES

Virtual meetings using video conference technology in response to the public health protocol for the Covid-19 pandemic that prohibited in-person meeting. To support Poe Homes residents that opted to join by audio rather than video, HABC provided hard copy materials in advance of the meetings.

SURVEYS

In-person and on-line surveys conducted to better understand community priorities and preferences. A detailed, household level survey was conducted with 62% of Poe Homes residents as part of the existing conditions analysis. A quick on-line survey was conducted with residents and planning partners to solicit feedback on potential community safety and wellness initiatives since the Covid-19 social distancing protocols prohibited in-person meetings.

TRANSFORM POE WEBSITE

To ensure transparency, a project-specific webpage found at <https://www.habc.org/habc-information/programs-departments/planning-development/transform-poe/> documents all of the meeting announcements, agendas, minutes, presentations, and reports generated during the planning process.



PLANNING SPOTLIGHT: POE FESTIVAL

October 4th and 5th of 2019 marked the second annual International Edgar Allan Poe Festival & Awards presented by Poe Baltimore. This two-day event celebrating the literary giant's legacy featured live performances, poetry, vendors, booksellers, and food. The Black Cat Ball, Poe Funeral Reenactment, and tours of the Poe House drew visitors to Poppleton not only from across the region but across the country and beyond. More information about this unique event can be found at <https://poefestinternational.com/>.

Since the Edgar Allan Poe House is located on the Poe Homes public housing site, literally connected to one of the residential buildings, this event provided a unique community engagement opportunity. The Choice Neighborhoods planning team was invited to set up a table on a prominent corner across from the main stage to solicit feedback on how the redevelopment effort might enhance this important cultural and historical amenity. Over the course of the weekend, more than 60 people sketched, wrote, or talked about their vision for Edgar Allan Poe Square. Common themes that emerged included:

- Open Space: Garden (roses), Mural, Play Space, Seating Area, Learning, Art
- Facilities: Museum, Pub/Retail Space
- Spirit: Poe Legacy, Literature, Community

COMMUNITY ENGAGEMENT



POE RESIDENTS ENGAGING IN PLANNING EXERCISE AT THE JULY 2019 COMMUNITY VISIONING MEETING

PLANNING SPOTLIGHT: DESIGN CHARRETTE

On September 10, 2019, HABC and its consultants hosted a design charrette to engage Poe Homes residents and Poppleton and Hollins Market community members in an interactive development boardgame. More than 60 residents and stakeholders attended to shape a new vision for the redevelopment of Poe Homes.

Participants formed teams and assumed the roles of planners, architects, developers and city officials. They worked collaboratively to discuss and manipulate game pieces representing housing types, retail, community spaces and a variety of open spaces on a game board (map of Poe Homes and vicinity). Each team was tasked to create redevelopment plans at two different scales- a Local Plan limited to the Poe Homes property and an Expanded Opportunities Plan that incorporates surrounding land if it were to become available.

The teams needed to satisfy basic housing goals- 1-for-1 replacement of all existing public housing units and introduce additional mixed-income units. Debate ensued on how to achieve 1-for-1 replacement when constrained by limited available land. A variety of plans were created with different combinations of density, housing choice, street connections and mix of open spaces and amenities. Redevelopment solutions were photographed and documented. Team representatives

briefly summarized their findings and challenges to the larger audience at the end of the charrette.

The consultant team analyzed the various plan options, tested the technical feasibility of options, and worked to incorporate common themes into a single Housing Plan. As adjacent properties became available for the redevelopment, the Housing Plan achieved a better balance of density, housing choice, and open spaces as desired by participants.

In the Local Plan, common themes included:

- Extending Poppleton Street with enhanced internal connections
- Locating multi-family housing on the north side of the property with townhouses on the south side
- Preserving the historic Poe House

In the Expanded Opportunities Plan, common themes included:

- Locating multi-family housing along Saratoga and Schroeder Street
- Locating townhouses adjacent to the historic Poe House and west of Greater Model Park



HOUSING PLANNING GAME TO EXPLORE DENSITY, CAPACITY, AND LAYOUT

COMMUNITY ENGAGEMENT

PLANNING SPOTLIGHT: POE HOMES YOUTH ENGAGEMENT ACTIVITY

The Poe Homes Resident Outreach Workers sponsored a Sip and Paint event on October 5, 2019. The event, held on the basketball court in the middle of the Poe Homes housing development, brought together young people ages 5-15 years to enjoy some healthy snacks and share their hopes and dreams for the future. Using art supplies provided by HABC, the Poe Homes youngsters created colorful drawings depicting their vision for Poe Homes and the surrounding community.





IV. GOALS AND STRATEGIES

The background of the slide is a photograph of a row of townhouses, likely in a historic urban setting. The image is covered with a solid orange overlay. The townhouses have multiple windows and doors, with one door clearly marked with the number '1031'. The architectural details like cornices and window frames are visible through the overlay.

THREE OVERARCHING GOALS

This chapter outlines a coordinated set of goals and strategies that emerged from the planning process. They embrace and acknowledge the resiliency of residents and the community, they leverage and align with existing plans and projects already underway, recently completed, or in the pipeline, and they build upon the momentum for positive change and hope for a better Poe-Poppleton-Hollins Market that is already underway. When combined, the efforts will help to reestablish Poppleton-Hollins Market as a neighborhood of choice—with thriving families at the heart of the community.

These goals reflect community aspirations and desires, tempered by market reality, financing, and implementation capacity.

GOAL 1

**ASSETS,
PARTNERS AND
MOMENTUM ARE
LEVERAGED**

GOAL 2

**RESIDENTS ARE
THRIVING AND
SUCCESSFUL**

GOAL 3

**THE NEIGHBORHOOD
IS SAFE,
ECONOMICALLY
VIBRANT, AND
WELCOMING TO ALL**

GOAL 1

ASSETS, PARTNERS, AND MOMENTUM ARE LEVERAGED

Energy and momentum are bubbling up in the Poppleton-Hollins Market neighborhood. Dedicated residents and committed stakeholders have been hard at work improving the neighborhood for some time. They recognize the many assets and strengths in this community and are working collectively to create positive change. The Transform Poe Plan seeks to build upon this momentum and leverage the many community assets, initiatives, and partners to realize a shared vision for the neighborhood. Strategies for Goal 1 are as follows:

1.1 Leverage Capacity of Anchor Institutions

1.2 Leverage Physical Assets Being Developed by Partners

1.3 Launch an Outreach Campaign to Increase Awareness of, Improve Access to, and Connect Families to Existing Resources

1.4 Strengthen Social Networks and Community Connections

1.5 Promote the Neighborhood Identity and Historical Assets

Since 2013, the Southwest Partnership (SWP), a coalition of seven adjacent neighborhoods including Poppleton and Hollins Market, has worked to highlight community assets and strengths in West Baltimore and improve the area. The organization has successfully leveraged local institutional partners that have a strong presence in the area and significant resources including University of Maryland Baltimore, University of Maryland BioPark, University of Maryland Medical System, LifeBridge Health System (formerly Bon Secours Baltimore Health System), and the B&O Railroad Museum. While the SWP focus area is larger than the Choice Neighborhoods target neighborhood, the Transform Poe Plan benefits from and will continue to leverage the work of this important coalition. Importantly, the community engagement structure that existed during the planning period will be reconstituted and absorbed within the existing SWP engagement structure, ensuring continued community engagement.

TRANSFORM POE PLAN



- Poe Homes Site
- Center/West Development
- UM BioPark

GOALS AND STRATEGIES: GOAL 1

ANCHOR PARTNER: THE SOUTHWEST PARTNERSHIP

The Southwest Partnership is a coalition of seven neighborhood associations and six anchor institutions in Southwest Baltimore. The Partnership is composed of seven neighborhoods: Barre Circle, Franklin Square, Hollins Roundhouse, Mount Clare, Pigtown, Poppleton, and Union Square.

The work of the Southwest Partnership is done through seven Program Committees: Commercial Development, Education, Historic Preservation, Housing, Public Safety, Vibrant and Walkable Streets, and Workforce Development. The Committees meet monthly and are open to the public and community led.

The Southwest Partnership began in 2012 as a small group of concerned community leaders began organizing around the over-concentration of drug treatment facilities in the area. They realized that seven neighborhoods working together would have a greater impact than seven neighborhoods working alone. The neighborhood leadership invited local institutions to join them, recognizing that these anchor institutions impacted and were impacted by the strength and health of the communities they were in.

The need for a community-created master plan for the Southwest Partnership area became apparent during the initial organizing meetings and community forums. The planning process was led by a Steering Committee of community and anchor representatives.

For six months, a Steering Committee and working group met monthly to form the goals and priorities of the Vision Plan. Supported by funding from institutional and foundation partners, a consultant team led the community in the planning process addressing urban design, commercial development, and housing.

The plan contains six focus areas, each with a defining goal:

- W. Baltimore Street: Improve W. Baltimore Street's east to west connectivity to be a 24/7, vibrant commercial center for the neighborhood.
- Hollins Market: Re-establish Hollins Market and its surrounding streets as a social and economic hub of the Southwest community.
- B&O Heritage Corridor: Celebrate the history of the B&O and promote Carroll Park as a major asset to the greater Southwest Baltimore community.

- Squares: Celebrate the squares as unique assets to their respective neighborhoods and anchors for community development.
- Streets and Public Spaces: Tell the story of Southwest by connecting the neighborhoods and residents through safe and attractive streets.
- Housing: Attract and encourage development of housing to attract newcomers to the neighborhood, while maintaining existing low income housing and low and moderate income homeowners, and improving the quality of this housing.
- Education and Workforce Development: Ensure all residents have access to quality educational and job training opportunities that lead to successful careers by increasing the outreach of the existing programs.

In September 2015 the Vision Plan was adopted by the Baltimore City Planning Commission. The full Vision Plan can be found at <http://southwestpartnershipbaltimore.org/wp-content/uploads/2016/01/Southwest-Partnership-Vision-Plan-.pdf>



THE SEVEN NEIGHBORHOODS OF THE SOUTHWEST PARTNERSHIP



VIEW OF W BALTIMORE STREET FROM THE SOUTHWEST PARTNERSHIP VISION PLAN

GOALS AND STRATEGIES: GOAL 1

ANCHOR PARTNER: UNIVERSITY OF MARYLAND BALTIMORE BIOPARK

Founded in 1807, the University of Maryland, Baltimore is a thriving biomedical research institution in downtown Baltimore with professional schools of medicine, dentistry, nursing, pharmacy, law, social work, and a multi-disciplinary graduate school. Nearly 1,200 faculty received more than \$2.2 billion in extramural funding in the last five years, in areas including cancer, genomics, vaccines, neuroscience, vascular biology, HIV/AIDS, and regenerative medicine.

The 14-acre BioPark on the west side of campus will boast nearly two million square feet of lab and office space in 12 buildings plus garage parking and landscaped parks at final build-out. In 2010, 470,000 square feet in two-multi-tenant buildings, one 638-space parking garage, and the State of Maryland's new Forensic Medical Center were completed. The Maryland Proton Treatment Center, began treating patients in 2016. The latest innovation space, called The GRID, opened in January 2018.

The next phase is the construction of 4 MLK, a lab, office, and retail building at the corner of MLK Blvd. and W. Baltimore Street. The building will house the future Cambridge Innovation Center, a co-working business incubation space.



UNIVERSITY OF MARYLAND BALTIMORE BIOPARK MASTER PLAN



THE UNIVERSITY OF MARYLAND BALTIMORE BIOPARK AND WEXFORD TECHNOLOGIES 4 MLK PROJECT: A BUSINESS INCUBATOR AND LABORATORY BUILDING
(IMAGE COURTESY OF ZGF)



BIRD'S-EYE VIEW OF UNIVERSITY OF MARYLAND BALTIMORE AND THE
UNIVERSITY OF MARYLAND BALTIMORE BIOPARK

GOALS AND STRATEGIES: GOAL 1

1.2 Leverage Physical Assets Being Developed by Partners

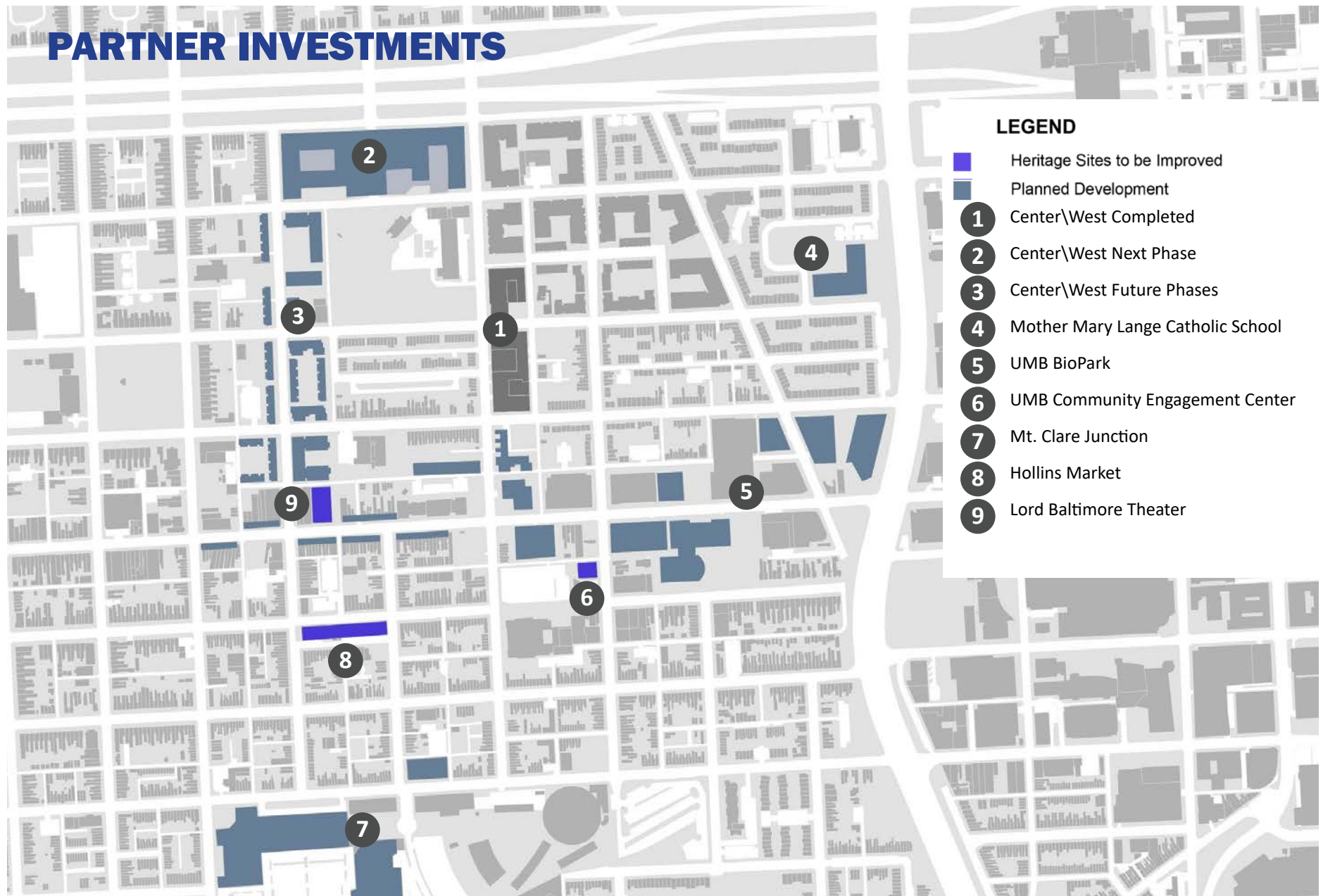
There is more than \$500M of planned or recently completed projects in the target neighborhood. These include the completion of the first phases of residential construction at Center\West, completion of a new facility for the UMB Community Engagement Center, rehabilitation of the Lord Baltimore Theater, renovation of Hollins Market, construction of the Mother Mary Lange Catholic School, improvements to the James McHenry Elementary/Middle School schoolyard, and more. Additionally, there are several development projects planned, including the building of the next phases at Center\West, which will include a new grocery store, adaptive reuse of 1020 W. Pratt Street, upgrades to the Mount Clare Junction shopping center, and 4MLK, a new office and biotech building at the UM BioPark.

The Transform Poe Plan builds upon these investments to create momentum for change in the neighborhood. Furthermore, the plan avoids duplication of services and programs by intentionally highlighting partner-led initiatives. To the extent that these projects also generate employment and economic development opportunities, the goal is to collaborate on an integrated employment and contracting strategy to ensure that neighborhood residents and businesses have priority for these opportunities.



UM BIOPARK AND WEXFORD TECHNOLOGIES 4 MLK PROJECT (IMAGE COURTESY OF ZGF)

PARTNER INVESTMENTS



GOALS AND STRATEGIES: GOAL 1

PARTNER INVESTMENT: UMB COMMUNITY ENGAGEMENT CENTER

The mission of the UMB Community Engagement Center (UMB CEC) is to join with neighbors in building a healthy, vibrant, and prosperous West Baltimore, where residents have ample opportunity to achieve their goals.

The University and its partners use the center to provide direct services to West Baltimore residents such as health screenings and referrals, job readiness counseling, community-organizing workshops, and to collaborate with them in scholarship and projects that meet community-identified needs.

Opened in 2016 in ground-floor space of the UM BioPark parking garage, the UMB CEC was established to give West Baltimore residents a place to access services promoting neighborhood and economic development. More recently, UMB purchased the former St. Peter the Apostle Catholic School, a 20,000 SF building, to serve as its new home. The groundbreaking for this exciting project was held on October 24, 2019. When completed, this newly rehabilitated historic building will allow UMB CEC to offer expanded, free programming including workforce services, fresh produce markets, health and fitness classes, after school enrichment and more.



RENDERING OF THE NEW COMMUNITY ENGAGEMENT CENTER
(IMAGE COURTESY OF HORD COPLAN MACHT)



RENDERING OF INTERIOR OF THE NEW COMMUNITY ENGAGEMENT CENTER
(IMAGE COURTESY OF HORD COPLAN MACHT)



CONCEPT PLAN FOR SCHOOLYARD (IMAGE COURTESY OF HOLD COPLAN MACHT)

PARTNER INVESTMENT: JAMES MCHENRY SCHOOLYARD

Working with the UMB Community Engagement Center (UMB CEC), school representatives, and community members, Hord Coplan Macht developed a series of schematic master plans for the James McHenry Elementary/ Middle School grounds. The existing site is mostly paved with a small outdated play structure, a basketball court, and a modular trailer housing Head Start and kindergarten classrooms. The stakeholders envision a revitalized schoolyard that will provide community recreation and gathering space as well as a promenade connecting to the historic Hollins Market and activities to the north.

Proposed improvements include a multipurpose lawn space for sports and community gatherings, relocating (or new) modular, multi-age play equipment, gateway elements at the promenade, and a shade structure with swings and ping pong. The schoolyard is adjacent to the newly renovated UMB CEC, and an activity space is proposed to connect the two sites. Combined with proposed improvements to the James McHenry Recreation Center, the three institutions create a unique “campus of learning” for the community. The improvements will all use cost effective materials, creative designs and detailing with an eye towards maximizing value for the community and stakeholder investments.

GOALS AND STRATEGIES: GOAL 1



VIEW OF COMPLETED PHASE 1A



VIEW OF POE PARK AT THE CORNER OF LEXINGTON AND N. AMITY STREETS

PARTNER INVESTMENT: CENTER\WEST

When complete, Center\West proposes a yield of 3,000 Class A rental housing units (20% restricted at 50% of AMI), 250,000 SF of commercial space, and structured parking on 13.8 acres in Poppleton. To be constructed in four phases, the first two buildings were recently completed.

In 2006, La Cité secured site-control via a public RFP from the City of Baltimore to redevelop the site. This area was designated a development district by ordinance of the City Council pursuant to the Tax Increment Act that provides the financial instrument to fund the installation of new and upgraded public infrastructure. The initial phase was planned on approximately 3.37 acres of property and is designated as the Special Taxing District within the larger Development District.

Phase 1A- Park Square Homes I, LLC

Completed in 2020, the first subphase features 262 rental units in two buildings (Avra and Cirro) with 166 parking spaces on 2.43 acres. Twenty percent of the units are set aside as affordable units with rents restricted at 50% of AMI.

- Avra (101 N Schroeder Street): 176 units of rental housing and 14,263 gross square feet of commercial space in five stories with two levels of parking.
- Cirro (201 N Schroeder Street): 86 units of rental housing and 3,335 gross square feet of commercial space in four stories plus one level of parking.

Unit Amenities: chef-style kitchen with granite countertops, decks, Energy-Star stainless steel appliances, washer/dryer in all units, hardwood-style plank flooring, walk-in closets, private balconies, and LATCH-smart entry systems.

Building Amenities: two fitness centers, two elevated landscaped courtyards with fire pit and outdoor grilling, heated saline pool, rooftop terrace with downtown views, three additional sundecks, clubroom with catering kitchen and private meeting rooms, pet wash and grooming station, internal secure bike racks with repair stations, automated package pick-up lockers, controlled access parking garage, and two Tesla charging stations.

A major design element was the creation of Poe Park. This engaging outdoor public space connects the site to the Edgar Allan Poe House and Museum, designated a Literary Landmark in 2020 and located directly across N. Amity Street. La Cité was a major sponsor of The International Edgar Allan Poe Festival launched in 2018 that attracts thousands of visitors annually.

The next phase will include rental units and big box retail. A 20,000 SF grocery store at the corner of Saratoga and Schroeder Streets will anchor the commercial development.



PRELIMINARY GROUND FLOOR PLAN OF NEXT PHASE (IMAGE COURTESY OF JDAVIS)



DEVELOPMENT PHASING

GOALS AND STRATEGIES: GOAL 1



VIEW OF PROPOSED INTERIOR IMPROVEMENTS (IMAGE COURTESY OF PI.KL)



VIEW OF RENOVATED FAÇADE

PARTNER INVESTMENT: HOLLINS MARKET

Established in 1836, Hollins Market is one of the City's oldest continuously operating public markets featuring a wide range of food products. The State provided funds in 2018 for Phase I of the redevelopment which included exterior siding, new soffit and lighting, and other cosmetic exterior improvements as well as upgrades to the parking lot to the north. Construction of this phase was completed in September 2019. A schematic design for the remainder of the redevelopment effort was completed and approved by the Commission for Historical and Architectural Preservation in November 2019.

Phase II, completed in summer 2020, includes interior renovations to improve the experience for customers and small businesses including new windows along Arlington and Hollins Streets and upgrades to the restrooms. Phase III, which is proposed for Action Activities funding, will provide the finishing touches to the market renovation by upgrading equipment and façades for existing merchants, fully building out vacant stalls for prospective tenants, installing new windows in the head house and adding common area seating.

PARTNER INVESTMENT: MOUNT CLARE JUNCTION SHOPPING CENTER



PROPOSED IMPROVEMENTS (IMAGE COURTESY OF BCT ARCHITECTS)



VIEW OF PROPOSED IMPROVEMENTS (IMAGE COURTESY OF BCT ARCHITECTS)

GOALS AND STRATEGIES: GOAL 1

PARTNER INVESTMENT: MOTHER MARY LANGE CATHOLIC SCHOOL

The Mother Lange Catholic School presently under construction is the first new Catholic elementary school to be built in Baltimore City in nearly six decades.

The school is named in honor of Mother Mary Lange, founder of the Baltimore-based Oblate Sisters of Providence and St. Frances Academy in East Baltimore.

The new pre-K-8th grade school will be erected on a tract of city-owned land along Martin Luther King Jr. Boulevard (between Lexington and Saratoga Streets), near downtown Baltimore. Although details are still pending, the new school will offer both indoor and outdoor amenities that will be available for use by the broader community.



SITE PLAN (IMAGE COURTESY OF JMT ARCHITECTURE)



RENDERING OF THE MOTHER MARY LANGE CATHOLIC SCHOOL
(IMAGE COURTESY OF JMT ARCHITECTURE)



THE BUILDING UNDER CONSTRUCTION

PARTNER INVESTMENT: THE LORD BALTIMORE THEATER



CONCEPT RENDERING OF THE LORD BALTIMORE THEATER AS AN ARTS CENTER

The Southwest Partnership secured funding for the purchase of the historic property on W. Baltimore Street in March 2019 with the intent of creating an arts and cultural center. Additional funds were raised for structural stabilization. The Southwest Partnership is working to secure a developer partner to assist with the completion of the project.



THE LORD BALTIMORE THEATER

GOALS AND STRATEGIES: GOAL 1

1.3 Launch an Outreach Campaign to Increase Awareness of, Improve Access to, and Connect Families to Existing Resources

The Poppleton-Hollins Market neighborhood and greater West Baltimore is rich in supportive service partners and programs that include the UMB Community Engagement Center, Southwest Partnership, LifeBridge Health, Transformation Health, Bon Secours Community Works, Paul's Place, Clay Pots, South Baltimore Learning Center, Jump Start, MOED, Center for Urban Families, Goodwill, and more. The challenge appears to be effectively engaging residents as awareness and utilization of local services is quite low according to the Poe Homes Resident Survey. Examples of proposed strategies to create more comprehensive and robust outreach and engagement include, but are not limited to, the following:

- Fund intensive, wrap-around service coordination and supports. Work individually with Poe Homes families to connect them to supports and resources to achieve personal goals. In the short term, HABC will support a full-time Resident Services Coordinator at the site.
- Continue the peer-to-peer engagement that was employed during the planning process with the Resident Outreach Workers. This could include among other things programming such as Community Health Workers or a Resident Referral Program that incentivizes program participants to engage their friends and neighbors.
- Commit resources to door-knocking and other grass-roots outreach activities and sustain these commitments long term.
- Employ innovative and evidence-based engagement activities like Transformation Health's "Dance My Stress Away!" The Therapeutic Dance Hall offers a fun activity that enables healing and stress release while also opening the door to conversations about mental health services that might not otherwise occur due to many stigmas.
- Secure funding for engagement activities like the United Way's part-time 211 Navigator.
- Host Resource Fairs to showcase local programs and providers in addition to leveraging other community events to continually promote local programming.
- Design flexible, on-site locations at Poe Homes as outlined in more detail in the Housing Program presented in Goal 3.7 for direct service provision, including pop-up services provided by local partners, which can serve as a bridge to other programming in the community. In the short term, while the redevelopment of Poe Homes is pending, HABC will create on-site office space to house a full-time Resident Service Coordinator.

PLANNING SPOTLIGHT: POE HOMES TENANT COUNCIL CAPACITY BUILDING

Bob Hoffman, a Baltimore-based Human Resource Development consultant for over 35 years, was engaged by EJP to provide CAPACITY BUILDING, SUPPORT, and COACHING to the Poe Homes Tenant Council*.

Through a series of meetings and activities, Bob sought to establish a trusting relationship with the Tenant Council members and support them in their role as critical resident representatives during the Transform Poe planning effort. This included helping them to better understand what the proposed project means for their community and to develop knowledge and skills to more effectively influence the direction of the plan and participate in decision-making. Via collective and individual training and technical assistance, Bob worked with the Council to build upon current talents and capacities and support members' on-going growth and development.

In response to a request from the new President, Bob continues to support the new Tenant Council members*. This work is currently happening virtually due to social distancing requirements dictated by the Covid-19 pandemic. HABC intends to continue to support training and coaching for the Poe Homes Tenant Council beyond the planning grant term so that they can grow their capacity as a key partner in the implementation of the Transform Poe Plan.

1.4 Strengthen Social Networks and Community Connections

Support capacity building of local neighborhood associations. Multiple councils and associations comprised of dedicated residents exist in the Poppleton-Hollins Market neighborhood. It is important to provide them with the supports needed to maximize their effectiveness as advocates for and change-makers in their community. Strategies include:

- Provide training and capacity building to the Poe Homes Tenant Council to effectively serve as a conduit for sharing information with the larger resident community. This includes continuation of the leadership development work that began during the planning process and is highlighted in the adjacent Planning Spotlight.
- Strengthen the communication and collaboration among local neighborhood associations to work together more effectively.

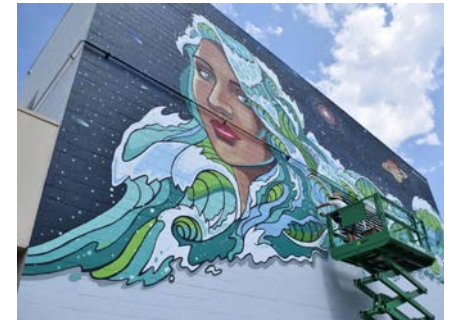
** Note: The original Tenant Council was disbanded in late 2019 and a newly elected council was seated in November 2019.*

GOALS AND STRATEGIES: GOAL 1

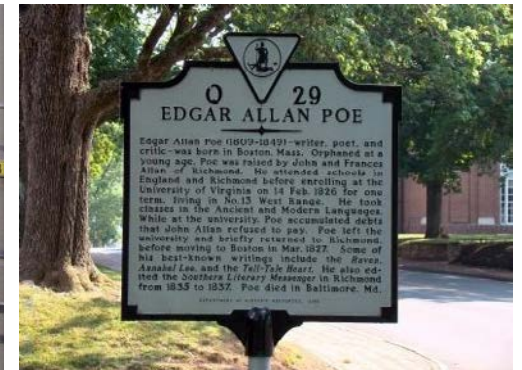
1.5 Promote Neighborhood Identity and Historical Assets

The target neighborhood has plenty of assets that residents are proud of. Its diversity, location, culture, and history make the Hollins Market and Poppleton neighborhoods a unique destination worth celebrating. The Transform Poe Plan proposes creating a neighborhood-wide branding strategy that promotes the identity of Hollins Market, Poppleton, and the Southwest Partnership. A coordinated branding strategy can create community gateways that have coordinated landscaping, signage, and signature buildings or places. Also, branded banners can be hung from lampposts on key mixed-use corridors such as W. Pratt Street, W. Baltimore Street, and Schroeder Street. Murals can also be painted at key gateway locations to mark a sense of place while also promoting public art.

Meanwhile, the historic sites in the neighborhood can be celebrated and interconnected with a historically themed trail, not unlike what has been created elsewhere in the city. In East Baltimore for example, the Baltimore National Heritage Area installed the Baltimore Heritage Walk, linking major historic sites with pathways marked with bronze medallions embedded into sidewalks and signage. The Transform Poe Plan proposes that the Heritage Walk be extended to link historic sites important to the community in the target neighborhood to celebrate Poppleton's rich African-American heritage as well as key historical sites and figures. This Heritage Walk extension can connect Edgar Allan Poe's grave at the University of Maryland Baltimore to the Edgar Allan Poe House next to Poe Homes with a "Poet's Walk" punctuated with Poe-themed signage,



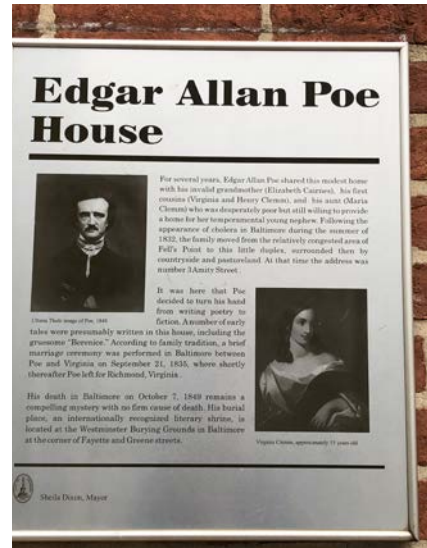
SIGNAGE AND MURALS FOR NEIGHBORHOOD BRANDING AND IDENTITY



SIGNAGE AND HISTORIC MARKERS FOR BALTIMORE HERITAGE WALK



EDGAR ALLAN POE HOUSE AND MUSEUM



VIEW OF ENTRY COURT AT THE LORD BALTIMORE THEATER ALONG HERITAGE WALK



ST LUKE'S EPISCOPAL CHURCH
CLERGY HOUSE



HOLLINS MARKET



CELEBRATING ARABBERS ALONG HERITAGE WALK

GOALS AND STRATEGIES: GOAL 1



CARLTON STREET PARK CURRENTLY USED AS PEN FOR ARABBER HORSES

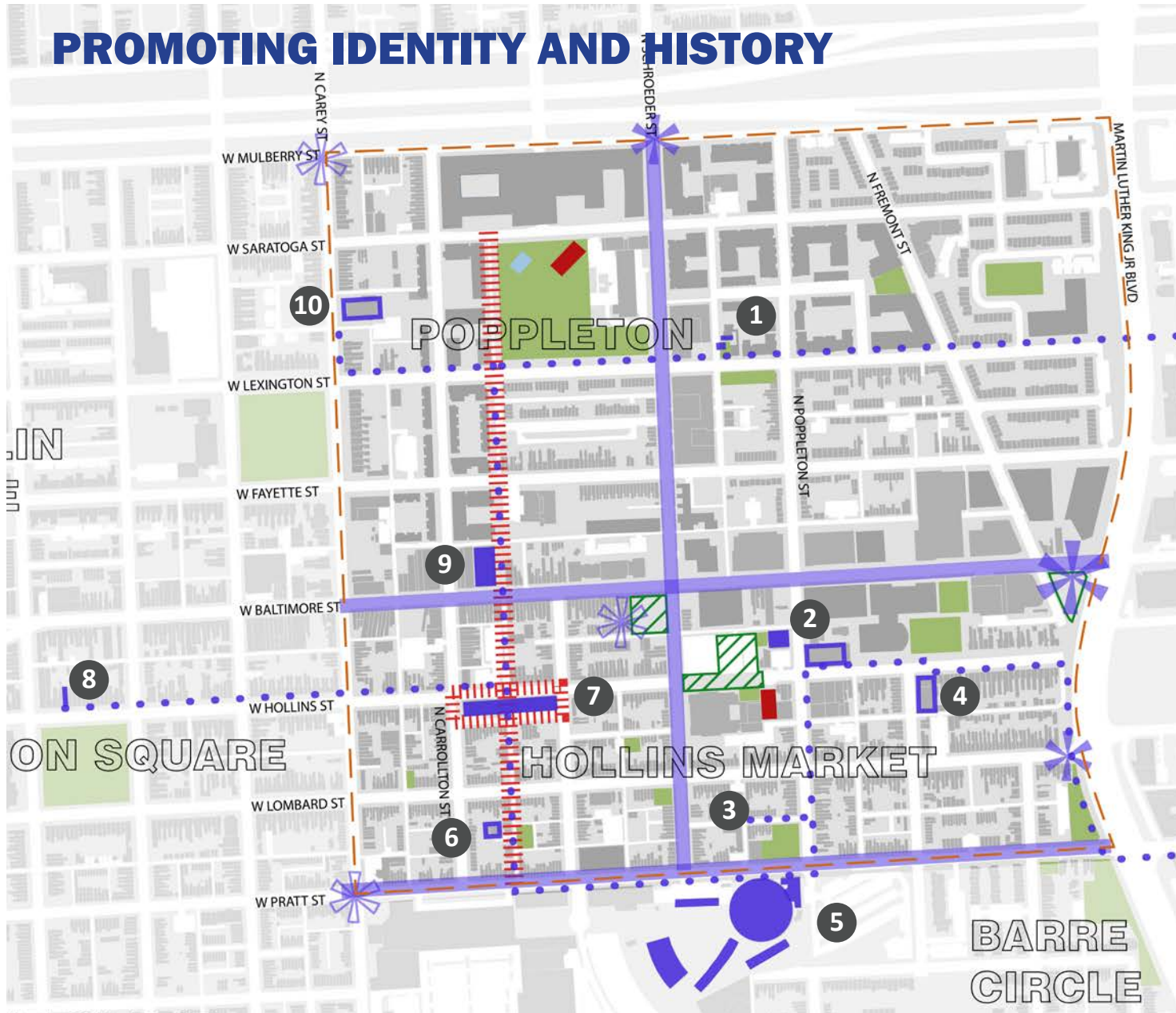


ARABBER WITH TRADITIONAL HORSE DRAWN MOBILE PRODUCE MARKET

information, and graphics that celebrate the late poet's work and contribution to Baltimore. In addition, the trail can be expanded to link to other historic sites such as St Luke's Episcopal Church, the Lord Baltimore Theater, Hollins Market, the B&O Railroad Museum, the Irish Railroad Worker's Museum, St. Peter the Apostle Church (now Carter Memorial Church of Baltimore), and Lithuanian Hall. Specific sites can also be restored and improved with historic markers to make them into destinations. While this Plan identifies initial suggestions for the Heritage Walk, it will be important for the final Heritage Walk to be agreed upon by the community, who will also be stewards of these markers.

The Transform Poe Plan supports and accommodates the Poe House and Museum's plans for future expansion. The historic Poe House is situated on the Poe Homes public housing site and attached to existing housing units. In consultation with the museum and the preservation society, four units attached to the museum are being preserved to help buffer the museum during demolition of the remaining residential units. As a small house museum, the Poe House and Museum lacks basic supportive spaces such as an office, gift shop, storage, or restrooms. The museum also has no exhibition or education space. Appropriating the adjacent four units enables the Poe House and Museum to plan for future expansion. In addition to the preservation of units immediately adjacent to the Museum, HABC is also committed to creating the conditions that allow the Museum to also grow over time. The site plan carves out additional space south of the Poe House at the corner of W. Lexington and N. Amity Streets for use by the Museum as a public open space or a future addition.

PROMOTING IDENTITY AND HISTORY



LEGEND

- Gateway Signage and Landscape
 - Gateway Mural
 - Neighborhood Main Street
 - Heritage Walk
 - Green Alley
 - Heritage Sites to be Improved
 - Heritage Sites
 - Open Spaces
 - Green Open Spaces
- 1 Edgar Allan Poe House and Museum
 - 2 Former St. Peter the Apostle Catholic Church
 - 3 Irish Railroad Workers Museum
 - 4 Lithuanian Hall
 - 5 B&O Railroad Museum
 - 6 Arabbers Stable
 - 7 Hollins Market
 - 8 H.L. Mencken House
 - 9 Lord Baltimore Theater
 - 10 St. Luke's Episcopal Church

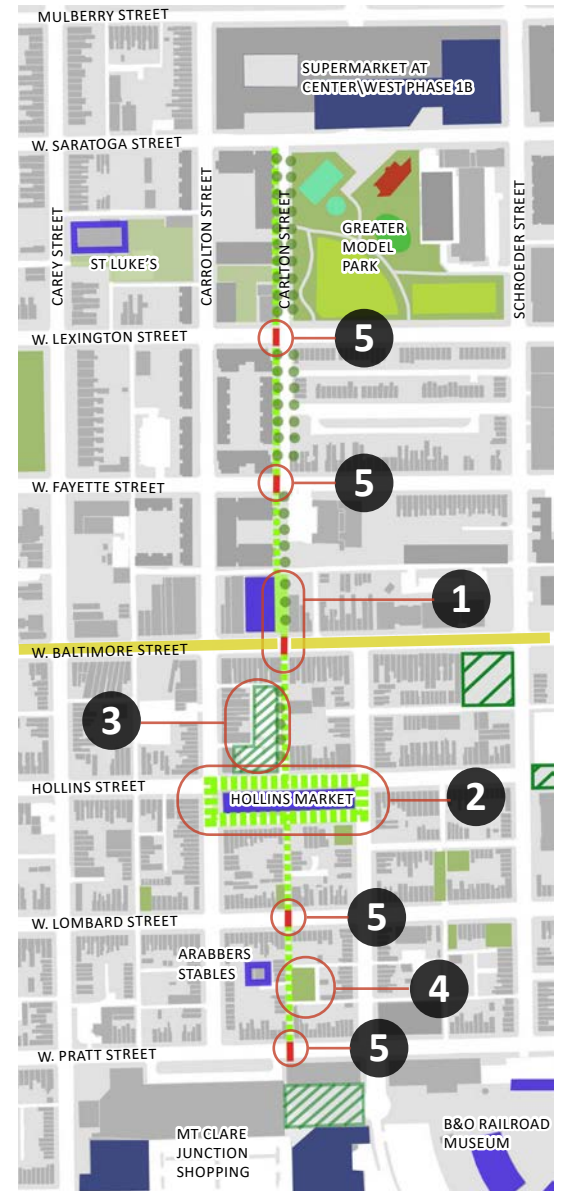
GOALS AND STRATEGIES: GOAL 1

As part of this new westside Heritage Walk, Carlton Street can be transformed to become a unique pedestrian-friendly corridor or “green alley” that links the Poppleton and Hollins Market neighborhoods from the Greater Model Park to the Mount Clare Junction shopping center. This narrow street is currently lined with historic railroad workers houses and punctuated with historic sites such as the Lord Baltimore Theater, Hollins Market, and the Arabber Stables. The condition of the street is poor, however, with paving in disrepair and minimal street lighting. Transforming it into a “green alley” with green infrastructure such as permeable paving, rain gardens, landscaping, and specialty lighting will make it an attractive part of the Heritage Walk that encourages residents and visitors to engage in historic sites. Engaging and improving the Arabbers’ stalls, for example, would celebrate and promote this living part of Baltimore’s history. Arabbers are a small community of street merchants who sell produce from horse drawn wagons in much the same way they did in the early the 19th century. Sadly, this tradition has been in decline for decades and is in danger of disappearing from Baltimore’s streets entirely. Calling out the Arabber’s stall as a historic destination would call attention to their enduring presence and significance. Meanwhile, the horse pen adjacent to their stalls can be improved with new fencing, signage, and historic markers to engage visitors. Making the site an attraction will potentially promote the tradition of Arabbers and support initiatives such as the Arabber Preservation Society.



EXAMPLE OF A GREEN ALLEY

CARLTON STREET GREEN ALLEY





VIEW OF CARLTON STREET GREEN ALLEY AT THE LORD BALTIMORE THEATER WITH ARTISTIC CROSSWALK ON W. BALTIMORE STREET



STREETS AROUND HOLLINS MARKET WITH COBBLESTONE PAVING AND FESTOON LIGHTING
(IMAGE COURTESY OF THE SOUTHWEST PARTNERSHIP AND GENSLER)



PARKING LOTS SERVING AS PUBLIC PLAZAS
(IMAGE COURTESY OF WARHORSE CITIES AND GROUNDSWELL)



CARLTON STREET GREEN ALLET AT ARABBERS STABLES



ARTISTIC CROSSWALKS

GOAL 2

RESIDENTS ARE THRIVING AND SUCCESSFUL

To thrive means to grow or develop well or vigorously; to prosper and flourish. Thriving is a condition beyond mere survival, implying both growth and positive development. The Transform Poe Plan sets goals and creates implementation strategies that ensure all residents regardless of background, age, or ability have the supports required to thrive and be successful in achieving their personal goals.

Strategies for Goal 2 are as follows:

2.1 Invest in/Expand Trauma-Informed Services and Access to Opportunities

2.2 Develop, Expand, and Promote Quality Educational Programming

2.3 Assist Residents to Build Assets/Wealth

2.1 Invest In/Expand Trauma-Informed Services and Access to Opportunities

Residents and providers alike flagged the high rates of trauma among Poe Homes and neighborhood children and adults as a fundamental issue. Trauma affects the individual, families, and communities by disrupting healthy development, adversely affecting relationships, and contributing to mental health issues including substance abuse, domestic violence, and child abuse. And unfortunately, the entire community pays a price in increased in crime, loss of wages, and threat to the stability of the family if such traumas remain untreated.

ENSURE SERVICES ARE TRAUMA-INFORMED

Since trauma can have serious effects on health, behaviors, relationships, work, school, and other aspects of life, it is important for all services whether related to health and wellness, education, and/or workforce development to be trauma-informed. Trauma-Informed Care recognizes the role trauma plays in the lives of clients/patients and seeks to change the focus from “what’s wrong with you” to “what happened to you” by recognizing and accepting symptoms and difficult behaviors as strategies developed to cope with trauma. This approach also emphasizes physical, psychological, and emotional safety for both clients and providers, and helps survivors rebuild a sense of control and empowerment.

To this end, HABC is working to expand Transformation Health’s engagement with Poe Homes residents. Located adjacent to Poe Homes on MLK Blvd., Transformation Health has provided exemplary counseling and support services since 2010. Recently, their services have grown to include an outpatient mental health clinic and 12 additional providers as well as job readiness

programming and psychiatric rehabilitation, offering a ripe opportunity to provide a continuum of integrated, community-based support. Discussions are underway about a sustained commitment to engagement starting with an ice cream social to mark the organization’s 10 year anniversary, and distribution of mental health kits in an effort to get past the stigma of mental health services and connect with residents that are undoubtedly facing stress and anxiety about Covid-19, the proposed redevelopment and relocation, let alone other individual experiences. HABC will also pursue potential collaboration with LifeBridge Health’s Baltimore Child Abuse Center, the UMB School of Social Work’s Family Connection, and other prospective partners that may emerge in this arena.

PROVIDE TRAUMA-INFORMED CARE TRAINING

To ensure service points of contact are trauma-informed, it is critical that local providers and partners commit to training staff to understand, recognize, and respond to the effects of trauma.

CREATE PEER-LED WELLNESS INITIATIVES

As noted in Goal 1.3, peer-led initiatives are an effective way to engage the community. Community Health Workers are persons in the community to whom residents can go for help, support, and informal counseling. These frontline, culturally competent, public health workers serve as a bridge between underserved communities and healthcare systems and can help reduce or eliminate disparities in health care and health outcomes. HABC is piloting a Community Health Worker demonstration program that it hopes to expand more broadly across its portfolio, including Poe Homes.

GOALS AND STRATEGIES: GOAL 2

2.2 Develop, Expand, and Promote Quality Educational Programming

The Transform Poe Plan seeks to build upon the Southwest Partnership's efforts to improve education outcomes in West Baltimore particularly related to investments in local schools and expansion of out-of-school time programming. The education strategy also seeks to address two additional priority needs among Poe Homes and neighborhood students: kindergarten readiness and chronic absenteeism.

IMPROVE KINDERGARTEN READINESS

Early education, starting from pregnancy until kindergarten entry, is critical to academic success. Research shows that 85% of brain connections are developed by age three; 90% by age five. So, exposure to high quality learning experiences during these early years is critical to healthy development. In addition, well-designed preschool education programs have been shown to produce long-term improvements in school success, including higher achievement test scores, lower rates of grade repetition and special education, and higher educational attainment. As a result, the Plan seeks to implement strategies to improve kindergarten readiness, including but not limited to:

- Promote enrollment in existing early education programs: Participation in high quality early childhood education programs has been shown to help develop better language skills, higher scores on kindergarten readiness tests, better social skills, and fewer behavioral problems when entering school. While current offerings in the neighborhood are limited, it is important to promote utilization of those that are available.
- Expand quality early-learning program offerings in or accessible to the neighborhood: Recent investments by the UMB Community Engagement Center, Bon Secours Community Works, and the new Mother Mary Lange Catholic School will significantly increase early learning options in the neighborhood. Where possible, additional opportunities to expand offerings should be a priority.
- Provide home visiting supports to promote healthy child development: Baltimore City Health Department's B-More for Healthy Babies provides evidence-based in-home health education and social services to pregnant women and new mothers that are proven to improve birth outcomes, increase intervals between pregnancies, support maternal self-sufficiency, and reduce child abuse.
- Create community-based early learning opportunities to reach children that are not in center-based care: Many parents of young children prefer to care for their child at home or leave them with a family member or friend. While there are many benefits to this arrangement, children may not get the same exposure to early learning activities that they might otherwise in a childcare setting. Parent/child play groups or other community-based programming such as HABC's McCulloh Homes initiative that provides children ages 0-5 with books and other resources could go a long way to help develop early literacy skills.

SUPPORT CONTINUED INVESTMENT IN THE COMMUNITY SCHOOL MODEL

As the Southwest Partnership Vision Plan notes, schools are neighborhood building blocks that can be an asset, attracting families with children to a particular neighborhood. For this reason, recent investments to turnaround the James McHenry Elementary/Middle School is a critical element of the overall neighborhood transformation. But these investments are also a critical element in helping to improve the educational outcomes of many Poe Homes and neighborhood children, the lion's share of whom are enrolled there. Therefore, it is important to continue to support improvements at James McHenry and work in tandem with SWP to advocate for continued State investment in the Community Schools model at other area schools.

To this end, UMB's Community Engagement Center is hosting a meeting of all local school coordinators. In addition, UMB CEC has funded a planning process to redesign the schoolyard and is working to raise the funds for construction. Given its proximity to James McHenry Elementary/Middle School and the James McHenry Recreation Center which is discussed in more detail later in this section, the CEC has been working with these institutions to create a "campus" where programs and services are coordinated and synergistic.

HABC will also work with the James McHenry school administration on efforts like Discovery Day to market the improving school to more Poe Homes families.



VOLUNTEERS LANDSCAPING THE SCHOOL GROUNDS



JAMES MCHENRY ELEMENTARY/MIDDLE SCHOOL

GOALS AND STRATEGIES: GOAL 2

REDUCE CHRONIC ABSENTEEISM

According to Attendance Works, chronic absence — defined as missing 10 percent or more of school days due to absence for any reason — can translate into third-graders unable to master reading, sixth-graders failing subjects, and ninth-graders dropping out of high school. Children living in poverty are not only two to three times more likely to be chronically absent, but potentially face the most harm because their community lacks the resources to make up for the lost learning in school. Furthermore, students from communities of color, as well as those with disabilities, are disproportionately affected. So, working to address the high rates of absenteeism among Poe Homes and neighborhood students via school-based and community-based approaches is critical. Preliminary strategies include:

- Provide intensive case management/wrap-around supports to work with families to address the root causes of attendance issues. This work includes supporting parents and caregivers in addition to the students.
- Provide supports for students suffering from asthma, which is a significant contributor to school absences.
- Create a Walking School bus to and from Poe Homes to James McHenry Elementary/Middle School.
- Create incentives for good/improving attendance.

EXPAND THE NUMBER AND TYPES OF OUT-OF-SCHOOL TIME PROGRAMS

Research shows that quality out-of-school time programs, both after school and during summers, can help to close the achievement gap. Given low participation rates and the limited availability of existing programs in the neighborhood, it is important to increase the availability and diversity of quality youth programs that support in-school learning.

As outlined in its Vision Plan, the Southwest Partnership and its anchor partners have been working to develop and attract indoor and outdoor recreational enrichment activities for children, youth and families in the neighborhood. Several initiatives provide the opportunity to significantly expand the current offerings.

- The expansion of UMB's Community Engagement Center (CEC) to their new facility, highlighted in Goal 1.2, will enable them to increase the number of students served by the existing UMBs Police Athletic/Activities League (PAL) program and consider new youth programming.
- UMB CEC is pursuing a joint use agreement with City of Baltimore Department of Recreation and Parks (BCRP) to expand hours and increase youth programming at the existing James McHenry Recreation Center. With funding from Under Armor, UMB CEC has proposed renovating the rec center and creating a maker space modeled on the Digital Harbor Foundation that will offer a Rec to Tech program.

- As outlined in more detail in 3.1 and Chapter 5 Action Activities, a collaboration between the BCRP, the Southwest Partnership, Poppleton NOW!, SoWeBo Sports and Fitness Alliance, Church of the Nativity, United Way of Central Maryland, and Lowes Foundation seeks to redevelop the Greater Model Park Complex. The project includes improvements to the pool, the open space, and the community center that will enable new and expanded recreation and other programming for youth and other local residents.

Where possible, additional opportunities to expand offerings should be a priority.



PROFESSIONAL DEVELOPMENT GROUP AT THE BALTIMORE OST INCLUSION COLLABORATIVE



PROGRAMS FOR TRAUMA IN CHILDREN

GOALS AND STRATEGIES: GOAL 2

2.3 Assist Residents to Build Assets/Wealth

BUILD HOUSEHOLD FINANCIAL ASSETS

Beyond working with residents on employment goals, the Transform Poe Plan seeks to increase financial empowerment skills and improve individual capacity to secure financial assets. Strategies include but are not limited to:

- Provide workshops, programs, and individual supports regarding financial coaching, household budgeting, benefits counseling, tax preparation, credit repair, and debt management. HABC has seen considerable success using the Your Money, Your Goals curriculum offered by the Consumer Financial Protection Bureau in its FSS program and will look to expand the offering to Poe Homes residents. This set of financial empowerment materials including a toolkit, booklets, companion guides, and on-line resources provides a flexible way to engage public housing residents in a conversation about their financial goals and effectively work to increase their knowledge, skills, and resources.
- Connect residents to traditional banking services, ideally via Harbor Bank of Maryland which is a black-owned bank conveniently located in the neighborhood at the BioPark.

DEVELOP WORKFORCE OPPORTUNITIES IN THE NEIGHBORHOOD

Building off the work of the Southwest Partnership and anchor institutions in and around the neighborhood, the Transform Poe Plan seeks to expand local hiring initiatives.

- Promote local hiring initiatives like UMB's Apply Here/Apply Now initiative and the Community Referral Program with UMB, UMMC, and other local partners.
- Engage more local employers in Southwest Works network.
- Negotiate with new businesses/incoming employers (for example, the new grocery store that is contemplated as part of the Center\West development plan) to provide first source hiring opportunity for residents.
- Build upon the policy/infrastructure at Perkins-Somerset-Oldtown (PSO) to prepare Poe Homes residents and other low-income Baltimore residents and maximize hiring Section 3 hiring for construction and other jobs created by the Poe Homes redevelopment and other Transform Poe initiatives.

CREATE OPPORTUNITY FOR CAREER PATHWAYS THAT LEAD TO FAMILY-SUSTAINING WAGES

Engaging with SWP Workforce Roundtable partners, the Plan seeks to connect residents to job training, job development, and job placement services that will lead to greater opportunity in in-demand industries with career pathways.

One exciting and related development is the proposed new resource center that LifeBridge Health expects to open in 2021 at W. Baltimore and Calhoun Streets, one block east of the

target neighborhood. While programming is to be determined, the center will include a large commercial kitchen that will promote entrepreneurship and work force development while also addressing food insecurity. The newly formed LifeBridge Foundation also intends to invest in promising programs in West Baltimore that address four key focus areas: healthy food access, mentoring, population health, and workforce.

Additional proposed strategies include:

- Implement a Job Readiness Boot Camp at Poe Homes that mirrors the Perkins Homes model which has proven effective in having frank conversations with residents on a range of employment-related topics.
- Build upon the partnership with the Mayor's Office of Employment Development (MOED) that HABC has cultivated so effectively at Perkins Homes to ensure Poe Homes residents have full access to the City's workforce development initiatives.
- Connect residents to career counseling and job search services via Workforce Wednesdays at UMB's Community Engagement Center and SWP's Career Navigator, among other partner programs.
- Promote existing workforce training programs (i.e. Bon Secours' Healthcare training programs for certified nursing or geriatric nursing assistants and Clean and Green Maintenance Program).
- Prepare residents for and connect them to high-skilled training programs like NPower and the Biotechnical Institute.

HELP LONG-TERM UNEMPLOYED RESIDENTS PREPARE FOR WORK

As identified in the Southwest Partnership Vision Plan and corroborated via the Poe Homes Resident Survey, many residents face barriers to employment. Working with an array of local partners, the Transform Poe Plan seeks to provide a coordinated set of services to help residents prepare for employment opportunities. These strategies include but are not limited to:

- Provide expungement services for those with criminal backgrounds (via organizations like Homeless Persons Representation Project that has been actively working in the Perkins Homes community).
- Provide supports and create supported employment opportunities for those with addiction/mental health issues (via organizations like Against All Odds that has been actively working in the Perkins Homes community).
- Connect residents to existing local GED programs (via Bon Secours Community Works, Paul's Place, Clay Post, and/or South Baltimore Learning Center) and look to create new options directly in the neighborhood via the expanded UMB CEC space or the community center planned at the revitalized Poe Homes.
- Utilize and grow HABC's network of second chance employers like Whole Foods who are willing to hire applicants with criminal records.

GOAL 3

THE NEIGHBORHOOD IS SAFE, ECONOMICALLY VIBRANT, AND WELCOMING TO ALL

A healthy neighborhood is composed of fundamental characteristics that shape the quality of life of its residents in positive ways. Whether meeting basic needs such as public safety, or having places to work, live, and play, a healthy neighborhood has a variety of uses, activities, and environments that give space for life to happen. Creating a healthy and safe neighborhood that is attractive to residents and visitors will build variety and vitality, making Hollins Market and Poppleton desirable destinations for everyone – those who live and work here now, and those who will be attracted to move and work here in the future. Strategies for Goal 3 are as follows:

- 3.1 Improve Access to Recreation
- 3.2 Expand Neighborhood Greening
- 3.3 Improve Street Experience
- 3.4 Expand Access to Affordable, Healthy Food
- 3.5 Create a Culturally Rich and Economically Vibrant District
- 3.6 Improve Community Safety and Wellness
- 3.7 Provide a Range of Housing Options to Retain Existing Families and Attract New Families
- 3.8 Increase Homeownership Opportunities
- 3.9 Support Existing Homeowners to Improve their Homes and Remain in Place

3.1 Improve Access to Recreation

In addition to green and open spaces, healthy communities need options for recreation. This includes quality outdoor facilities such as swimming pools and playing fields as well as indoor facilities such as recreation centers. But beyond facilities, communities need good programming to make recreation an integrated part of their lifestyle. The Covid-19 pandemic has also highlighted the need for safe, quality spaces that are accessible to all residents.

The James McHenry Recreation Center, located adjacent to the James McHenry Elementary/Middle School, is currently the only recreation center run by the Baltimore City Department of Recreation and Parks (BCRP) in the target neighborhood. The facility needs an upgrade and program options that better serve the diversity of residents in the surrounding communities. To this end, University of Maryland Baltimore's Office of Community Engagement is working with the community and the City to improve the facility, expand the hours of operations and support additional programming. Also, University of Maryland Baltimore is working to improve the school grounds shared by the recreation center to provide functional outdoor space. These improvements will go far to improve access to recreation in the neighborhood.



THE UMB COMMUNITY ENGAGEMENT CENTER IS WORKING WITH THE BALTIMORE CITY DEPARTMENT OF RECREATION AND PARKS TO BRING A VARIETY OF PROGRAMS INTO THE JAMES MCHENRY RECREATION CENTER



STREET FESTIVAL AT THE JAMES MCHENRY RECREATION CENTER

GOALS AND STRATEGIES: GOAL 3

Greater Model Park, the largest open space in the neighborhood, is adjacent to the Excel Academy and Poe Homes. It currently has a baseball field, outdoor swimming pool, and a recreation center building. The recreation center has been closed for over two decades, however, and the swimming pool does not comply with current standards and lacks modern features and supportive facilities such as toilets and showers. The baseball field and park are in poor condition. The Baltimore City Department of Recreation and Parks (BCRP) has prioritized capital improvements to Greater Model Park in support of the Transform Poe Plan. BCRP intends to execute the comprehensive redevelopment in collaboration with the Southwest Partnership, Poppleton NOW!, SoWeBo Sports and Fitness Alliance, Church of the Nativity, United Way of Central Maryland, and the Lowes Foundation.

The redevelopment of the Greater Model Park Complex will not only address the community's priority of providing a functional recreational facility and interactive open space, but will also improve safety and security and increase economic opportunity. The project is also a testament to community building, evidenced by the relentless press by residents to preserve and improve this underutilized amenity. Together, the renovation will restore the recreation center and bring it back to operation with new programming, improve the baseball field, install a tot lot, repair light poles, fencing, sidewalks and pavement, install new site furnishings, and plant trees. Additionally, the existing swimming pool will be upgraded and a new splash pad will be installed. The pool upgrades will include a new ADA lift, shade structure, shower and water fountain, pool deck, lifeguard chair, and support facilities.



EXISTING KIDDIE POOL TO BE REPLACED WITH NEW SPLASH PAD



VACANT RECREATION CENTER BUILDING AT GREATER MODEL PARK TO BE RENOVATED

GREATER MODEL PARK



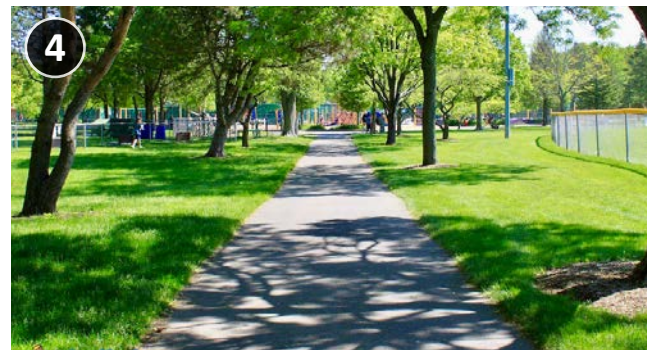
IMPROVED SWIMMING POOL



NEW SPLASH PAD



IMPROVED BASEBALL FIELD



IMPROVED PATHS AND NEW PATHS/PLAZA



RENOVATED RECREATION CENTER



NEW PLAYGROUND



IMPROVED LANDSCAPING WITH NEW TREES AND FIELDS

GOALS AND STRATEGIES: GOAL 3

3.2 Expand Neighborhood Greening

One of the most important factors that make a neighborhood livable is the quality, diversity, and character of its public realm. Open spaces and streets are important gathering places for any number of social interactions, from casual and happenstance to organized and formal.

With the exception of Greater Model Park, the target neighborhood has few places that can function as parks or open spaces. For this reason, the plan calls for the introduction of new open spaces on the housing site, and the preservation and improvement of existing spaces. Creating quality public spaces of various types can provide places for intergenerational gathering. Parks can be places for children and families to play, communities to hold events, for seniors to meet and spend time outdoors, or even for students and workers to hang out during lunch. To accommodate the diversity of possible uses, this plan proposes a variety of spaces including playgrounds and other play spaces, community gardens, passive pocket parks, dog parks, and community gardens.

There are several pocket parks in the neighborhood. These spaces can be improved to be better landscaped with features that contribute to the needs of the community, such as improved lighting, seating, shading, and plantings. These pocket parks are often community-managed open spaces that are part of the Baltimore City Department of Housing and Community Development (HCD) Adopt-a-Lot program, a program which gives community organizations control of vacant and underutilized sites for use as open space. There are several non-profits

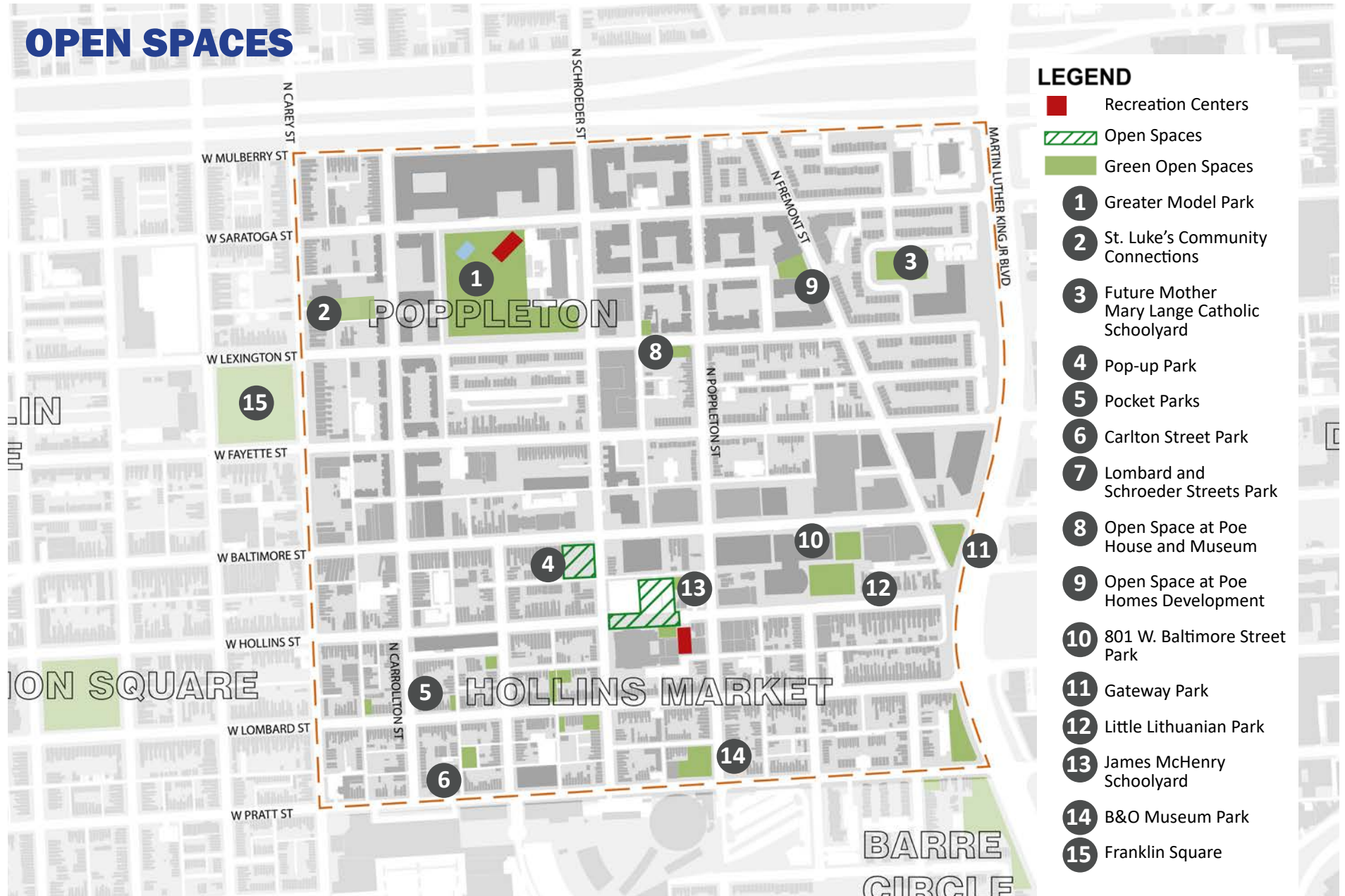


LITTLE LITHUANIAN PARK



B&O MUSEUM PARK

OPEN SPACES



GOALS AND STRATEGIES: GOAL 3

such as Civic Works which help in the redevelopment of such spaces, however, the success of pocket parks also depends on the establishment of a sustainable community maintenance program. For existing and new community-managed open spaces, the role of organizations such as neighborhood associations and the Southwest Partnership in mobilizing support is essential to making pocket parks safe and usable amenities. The Transform Poe Plan considers both the capital improvements as well as community mobilization to ensure that any investment is paired with a sustainable stewardship program.

Little Lithuanian Park, the B&O Museum Park, and the Schroeder and Lombard Park (“Circle Park”) are public parks within the Baltimore City Department of Recreation and Parks (BCRP) portfolio. The Little Lithuanian Park and B&O Museum Park are both well maintained and utilized. However, there are still opportunities for improvements. The Transform Poe Plan recommends upgrades to both these parks, including new furnishings, landscaping, tree planting, bike racks, and trash cans. The “Circle Park” is also in the BCRP portfolio but is underutilized in part because of its condition and design and in part due to loitering from an adjacent liquor store. As the community and

City addresses public safety concerns, the “Circle Park” can be improved with landscaping, furnishings, and tree planting to provide better sight lines, sense of openness, and accessibility.

Green Streets are also an important part of an effective neighborhood greening strategy. TreeBaltimore is a Baltimore mayoral initiative within BCRP that works to increase the urban tree canopy through the establishment, management, and preservation of trees. TreeBaltimore has surveyed the entire city, locating existing street trees while identifying priority areas based on density, population, uses, and equity metrics. The target neighborhood is designated as a middle- to high-priority area and is therefore an ideal candidate for increasing tree canopy by TreeBaltimore. The Transform Poe Plan recommends improving or creating tree pits and establishing new trees according to the TreeBaltimore assessment of needs. Preliminary calculations have determined that over 500 new trees are needed, including new or enlarged tree pits, to establish a uniform canopy in public right-of-ways. Additionally, W. Baltimore Street and Schroeder Street, as the main mixed-use corridors, can also have integrated green infrastructure, with rain gardens as well as tree plantings.



POTENTIAL OPEN SPACE TYPES AND RECREATIONAL USES

GOALS AND STRATEGIES: GOAL 3

3.3 Improve Street Experience

Streets are often the most underappreciated public spaces in neighborhoods. In urban areas, streets are more than pathways for circulation. They are places for people to meet and gather, for outdoor dining, street festivals, block parties, and more. They are also important in shaping the character of different parts of the target neighborhood. Meanwhile, streets provide connectivity and mobility for not only cars, but also for pedestrians and cyclists.

In an urban neighborhood, the design of streets needs to be carefully calibrated to serve all modes of mobility. Residents have remarked that many intersections in Poppleton-Hollins Market are dangerous both for cars and pedestrians, with poor lines of sight and poorly executed pedestrian crossings. Additionally, several streets currently are designed in a manner to encourage speeding. W. Pratt Street is often used as a quick access route to the interstate, with its wide lanes, one-way traffic pattern, and lack of stops or traffic calming features. This street is designed for expediency of travel at the expense of pedestrians and cyclists. Other streets such as W. Fayette Street also have a problem of speeding with specific intersections having a history of collisions. Traffic calming is an important priority to the community. Also, the community has expressed that certain blocks lack adequate street lighting, making them feel unsafe and attracting illicit activity.

To address these twin concerns, the Transform Poe Plan recommends creating a hierarchy of streets. W. Baltimore

Street and Schroeder Street as key commercial corridors are the primary axes for the neighborhood. These streets can have improved streetscaping with trees, lighting, planting beds, and green infrastructure. They can also have bus stops, street parking, and bike facilities to become complete streets. Transforming the character of these streets with improved streetscaping will go far to impact economic development and neighborhood identity.

Other streets such as W. Pratt Street can be redesigned to reduce speeding, shorten pedestrian crossings, and improve pedestrian safety. As a key bus route, W. Pratt Street can also have a dedicated bus/bike lane and possibly be converted from one-way traffic to two-way. Such changes would dramatically change the character and safety of W. Pratt Street to better serve the community over commuters seeking to traverse the neighborhood to access Interstate-395.

Other streets such as Hollins and Poppleton can be made into key residential streets designed as pedestrian corridors. The streets would maintain traffic and parking, but also become bicycle boulevards to have cars share the road with bicycles. Meanwhile, the streets would be streetscaped with street trees, planting beds, curb extensions, improved sidewalks, and lighting.

Around Hollins Market, paving can be replaced with specialty paving such as “Belgian block” cobblestones that recall and reinforce the Market’s historic identity. Specialty lighting can



STREET FURNITURE



RAIN GARDEN GREEN INFRASTRUCTURE



MIXED-USE STREETSCAPING WITH BRICK PAVING, PLANTING BEDS, STREET TREES, AND PEDESTRIAN LIGHTING

GOALS AND STRATEGIES: GOAL 3

be introduced, such as catenary lighting that is strung between poles and buildings to create a network of lights that activate the street for night life.

Lexington and Carrollton Streets are slated for bike facilities by the Baltimore City Department of Transportation. While the preliminary plan suggest that these streets are made into bike boulevards, with the large-scale development of Center\ West and Poe Homes, there is the opportunity to incorporate a separated “side path” bike facility integrated with the sidewalk or separated bike lanes as part of a greater city-wide separated network strategy. With such treatment and streetscaping improvements, these residential streets can be a uniquely inviting environment that supports the lifestyle and economic growth of the community.



BICYCLE FACILITY TYPES



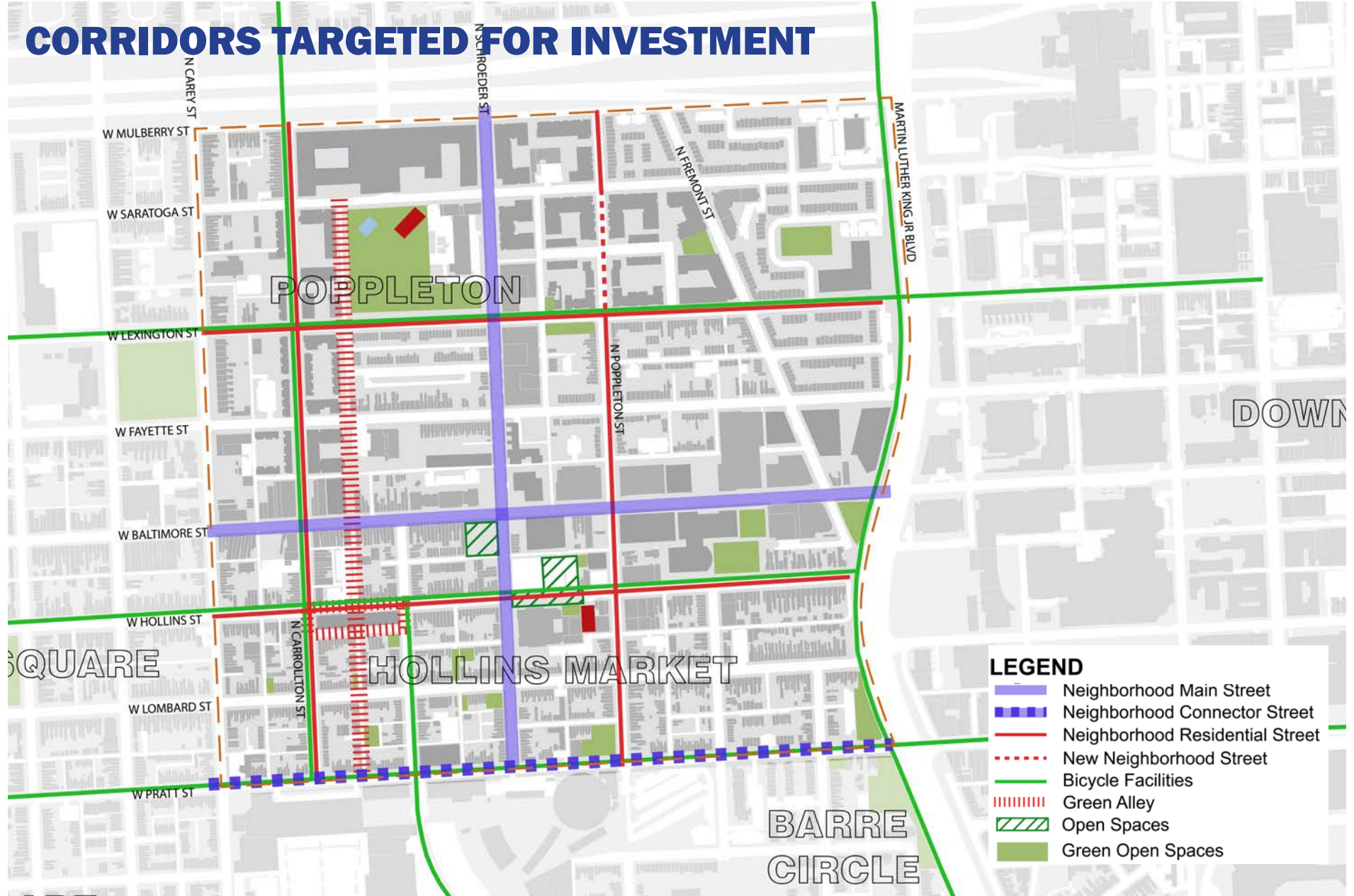
PAVING MARKERS FOR SAFE ROUTES TO SCHOOLS



TRAFFIC CALMING FEATURES



CORRIDORS TARGETED FOR INVESTMENT



GOALS AND STRATEGIES: GOAL 3

3.4 Expand Access to Affordable, Healthy Food

Physical and economic access to sufficient, nutritious food is essential for an active, healthy life. As noted on the Baltimore City Health Department's website, consumer choices about food spending and diet are likely to be influenced by the accessibility and affordability of food retailers—travel time to shopping, availability of healthy foods, and food prices. Some people and places, especially those with low income, may face greater barriers in accessing healthy and affordable food retailers, which may negatively affect diet and food security. People who are food insecure are disproportionately affected by diet-sensitive chronic diseases such as diabetes and high blood pressure.

To promote greater food security, the Plan seeks to create a multi-prong approach to accessing affordable healthy food via a combination of supportive services as well as target investments in food-related infrastructure. This includes promoting existing healthy food initiatives like those offered by the Community Engagement Center who, in partnership with Hungry Harvest and Baltimore Gift Economy's Five Little Shares market, offer low-cost fresh foods twice a week. It also includes developing new food initiatives which might include the expansion of Bon Secours' mobile food market to include a stop in the Poppleton-Hollins Market neighborhood. As part of the Poe Homes redevelopment, the project will also consider a food delivery drop-off and storage area so residents can take advantage of alternative food access models. But success also requires addressing more fundamental issues with the food supply chain. So, the redevelopment of Hollins Market to include more fresh food vendors is also critical, as are the efforts to attract a supermarket to the neighborhood as part of the Center\West development.

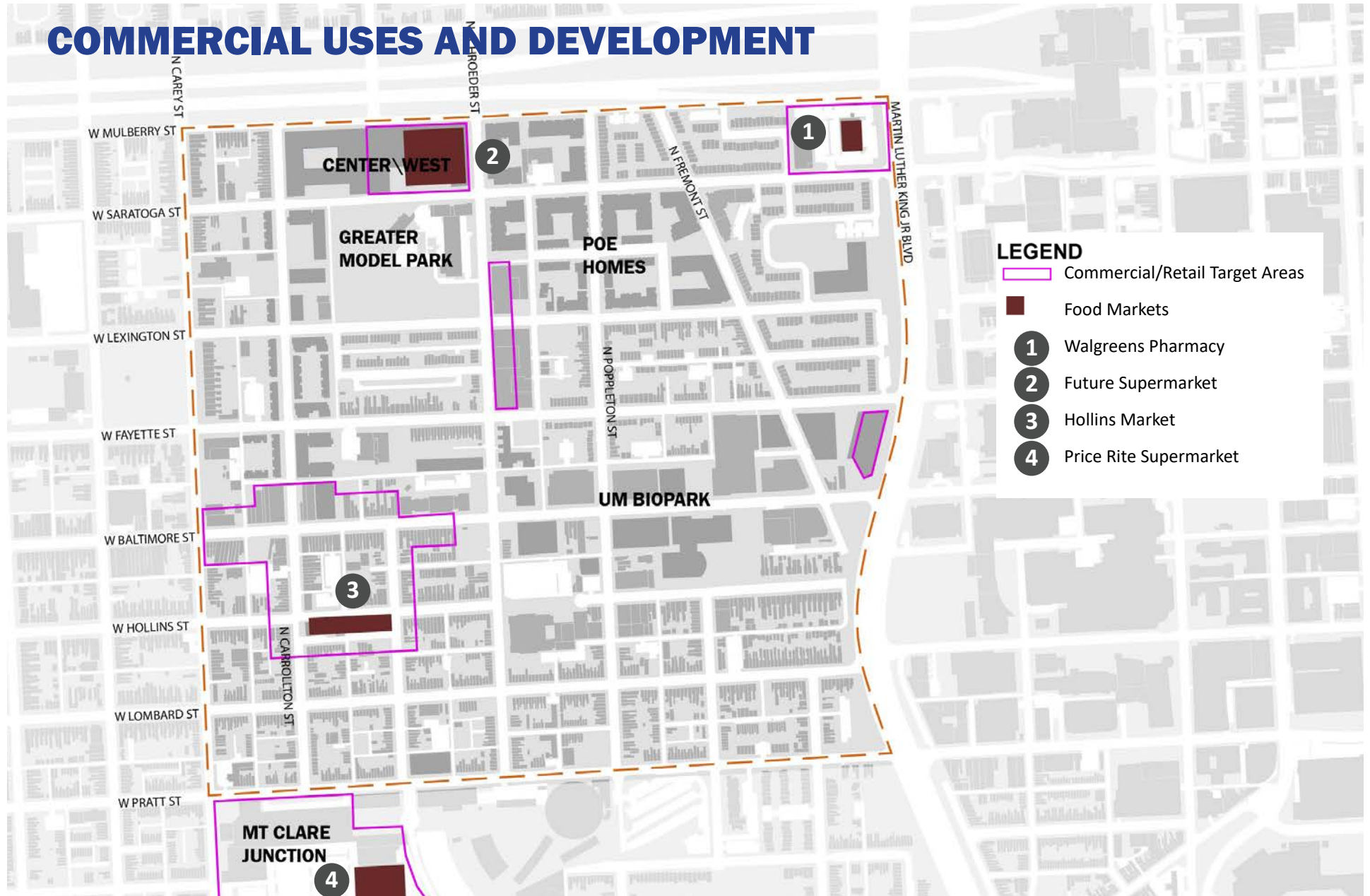


PRICE RITE MARKET AT MOUNT CLARE JUNCTION SHOPPING CENTER



HOLLINS MARKET

COMMERCIAL USES AND DEVELOPMENT



GOALS AND STRATEGIES: GOAL 3

3.5 Create a Culturally Rich and Economically Vibrant District

The economic vitality of a neighborhood not only enhances the growth of businesses, it also provides the community with a variety of amenities that contribute to improved quality of life. In an urban neighborhood with dense, mixed-income populations, small businesses serve to make neighborhoods more livable as they become local institutions to shop, dine, take care of errands, or socialize. Additionally, a vibrant business community provides opportunities for jobs.

However, the target neighborhood today lacks variety in amenities. The few businesses that do exist are concentrated in the southern portion of the neighborhood. And although W. Baltimore Street and the Hollins Market area form a historic commercial district, few businesses there have thrived long term. The factors that contribute to the existing conditions are complex and influenced by larger, city-wide geographic and socio-economic trends. That said, there are specific strategies that can be employed to stimulate expansion of economic development activity – preserving and improving what exists today and setting the conditions to attract new investments.

Fundamentally, it is important to set a clear vision to make a successful business environment, once the Covid-19 pandemic passes. Building on its historic character, the Hollins Market area can become a center for culture and nightlife, with boutique shops, restaurants, and bars. Such uses would complement

Southwest Partnership's vision for the Lord Baltimore Theater, which it plans to convert into a cultural arts center. Creating a vibrant, culturally rich night life will transform the area to become a destination, not only for residents nearby, but for all Baltimoreans. Meanwhile, W. Baltimore Street can also house neighborhood business such as a coffee shop, bowling alley, fitness center, laundry, pharmacy, dry cleaner, florist and gift shop, and hardware store.

Cultivating a varied business presence would transform W. Baltimore Street to be a center rather than a boundary as it is, bringing people together rather than serving as a dividing line between neighborhoods and populations. Establishing a sense of place with a multiplicity of uses that serve a variety of people can change the nature of W. Baltimore Street from being a divider to a unifier between the Poppleton and Hollins Market communities.

The Baltimore Development Corporation (BDC) has programs to support existing small businesses and attract new ones into the area. BDC has partnered with the Center\West developer to identify a new grocery store operator, and they continue to actively market the district to potential retail, restaurant, and offices uses. Meanwhile, the BDC has façade improvement and food business capital improvement programs to help small businesses operate more sustainably. These programs are



MOSAIC MURALS ON HOLLINS MARKET



DAYCARE CENTER



AFRICAN ANTIQUES SHOP



PUPPET THEATER

GOALS AND STRATEGIES: GOAL 3

deployed in collaboration with the Southwest Partnership to ensure that business owners are reached and supported when they are in need.

With the presence of the University of Maryland BioPark as a key anchor institution that houses emerging biotechnology entrepreneurship, the target neighborhood can also become Baltimore's premier innovation district. The UM BioPark is currently developing its gateway project, 4MLK, at the corner of W. Baltimore Street and MLK Blvd. This LEED Silver building will supply 333,000 square feet of commercial space for the growing entrepreneur community including the Cambridge Innovation Center, a co-working and business incubation center that will support and cultivate a pipeline of emerging businesses. As an innovation district, the target neighborhood can be adopted by the city as a focus for private and public investment. Establishing an innovation district supports the coordination of investments under a vision aligned with the Transform Poe Plan goals. It can help increase diversity and density, supporting local businesses and housing developments. At the same time, the district would benefit from the neighborhood's walkability and proximity to downtown, and transportation access. As these characteristics are important to the success of innovation districts, transformation would be reinforced by the accumulation of additional partnerships under a coordinated strategy.

Meanwhile, the adjacent Center\West development presents another opportunity for economic development. The developer plans to include street level retail along Schroeder Street and build a supermarket along Saratoga Street across from Greater Model Park. Their vision is to create a walkable urban environment with both local and franchise businesses. Such a development can complement the more organic growth of W. Baltimore Street and Hollins Market as a cultural district with neighborhood amenities.



POSSIBLE NEW NEIGHBORHOOD USES

GOALS AND STRATEGIES: GOAL 3

3.6 Improve Community Safety and Wellness

Community-led safety initiatives prioritize community needs to improve the quality of life for everyone. Such initiatives are designed to address the root causes of crime whether it be related to finances, mental health, substance use, or other issues. True safety and security depend upon access to family-supporting employment, social supports, and quality affordable housing. As a result, the Community Safety and Wellness strategy for Poppleton-Hollins Market is not a set of discreet crime reduction initiatives but is fully integrated throughout the Transform Poe Plan and builds upon other neighborhood, housing, and people strategies. Four elements of the Community Safety and Wellness strategy are highlighted:

MAKE PHYSICAL ENVIRONMENT SAFE

Improvements to the built environment have an impact on both real and perceived safety. As outlined throughout Goal 3, strategies to address vacant lots and buildings and improve the public realm,, as well as the functionality and cleanliness of streets are paramount for a host of reasons. Other potential strategies to make the physical environment in the neighborhood safer include:

- Implement B'More Beautiful, a City-sponsored peer-to-peer beautification program that seeks to encourage residents, businesses, and organizations to become directly involved in activities and projects that will keep the neighborhood clean.
- Remediate code violations including the swift removal of graffiti.

- Gate problematic alleys to limit access.
- Implement a porch light program.
- Encourage community adoption of vacant lots to improve maintenance via HCD's Adopt-a-Lot program.

In addition, the Poe Homes Housing Plan employs the use of Crime Prevention through Environmental Design (CPTED). New walkable blocks with interconnected streets will improve both access and natural surveillance. Front doors, stoops, balconies, and windows that face the adjacent sidewalks will promote "eyes on the street" and discourage unwanted activities. Landscape including low walls, fences, planting beds, and shrubs will provide aesthetic interest while reinforcing the public realm and deterring access to semi-private spaces. And, the proposed on-site park and green spaces will be highly visible and specifically designed to minimize hiding spaces and escape routes for unwanted guests.

LEVERAGE TECHNOLOGY

Use of technology can help to prevent crime as well as improve public sector responsiveness.

The internet's increasing importance in our daily lives has made access to affordable broadband a vital utility alongside other public infrastructure like water, sewer, gas, and electric power. It improves connectivity, access to services, education, and recreation, and provides increased economic opportunity. Further, the installation of neighborhood broadband is critical to ensure the requisite infrastructure is in place for the proposed technology improvements related to safety and security.

- Expand the CitiWatch program to include new security cameras and/or License Plate Readers (LPRs), specifically working with Poe Home Tenant Council and other neighborhood associations to determine locations
- Promote use of the City's Neighborhood Safety Portal that provides information on traditional crime prevention strategies, as well as tools to address environmental and quality of life concerns, and provides resources on public health and community development
- Install Emergency Response Buttons and/or Panic Light Posts in strategic locations designed to alert public safety officials in an emergency where there is an immediate threat
- Utilize Instagram, Facebook, Twitter and/or NextDoor to provide user friendly and informative information to supplement crime prevention and response

- Expand opportunities for residents to have access to low-cost internet service in unit
- Provide free internet access in common spaces such as the community center to be constructed at Poe Homes.

The Poe Homes developer intends to utilize several technologies in the design of security systems at the newly built housing site, including:

- State-of-the-art camera system both inside and outside the buildings, in public spaces, and in common areas.
- Key fob (electronic devices) access to all units and common areas; electronic keys can be easily tracked and removed, when necessary.
- Extensive exterior lighting on the campus.
- Private on-site security personnel.
- Smart doorbells.

GOALS AND STRATEGIES: GOAL 3

BUILD COMMUNITY ENGAGEMENT

All members of the community must be active in the efforts to enhance safety and improve the quality of the neighborhood. Community members must have opportunities and forums to voice their concerns, contribute advice, and take action to address those concerns. Empowerment and accountability are key, as is creating trust, if there is to be true community partnership and problem solving. Proposed strategies to build engagement and trust include:

- Encourage positive connections between youth and police officers via Police Athletic/Activities League (PAL), DARE, and other programming.
- Convene regular community-based meetings (perhaps via the existing SWP Public Safety Committee) with District Majors and university police for information sharing and to strategize about addressing crime issues.
- Host regular community events in collaboration with BPD such as an Annual Poe Homes/Neighborhood Night Out event.
- Train Poe Homes and neighborhood residents as Trauma Ambassadors to provide rapid, on-site response support when needed to address crime, loss, victimization, etc.
- Enlist the BPD Community Chaplain Program as a resource, and have them present at community events to improve relations with the community.

- Create a HomeWatch program where block captains get information out to the community, take calls from community members, and share information about safety concerns.
- Create Neighborhood Safety Walks to increase the visibility of neighbors, help to connect neighbors from different blocks, and help neighbors to work with the police and other City agencies to identify and problem-solve around specific concerns.
- Promote the existing Office of the State's Attorney Friday Night Youth Pop-up Events and look to expand the offerings in and around Poppleton-Hollins Market.



UMB'S POLICE ATHLETIC/ACTIVITIES LEAGUE (PAL) PROGRAM

REDUCE CRIME AND VICTIMIZATION

In addition to working to prevent and reduce crime, tools and strategies should also aim to reduce risk and prevent victimization. Resident and stakeholder feedback prioritized community-based supports, diversion, and restorative justice programs over traditional policing interventions although all of the following strategies have been proposed:

- Connect ex-offenders and other court-involved residents with targeted support services, i.e. employment training and transitional services.
- Invest in a robust case management program, with a focus on youth, to address underlying issues related to crime.
- Develop a strategy to work with the Liquor Board to penalize establishments that enable illicit activity in and around their property.
- Develop and promote diversion initiatives like Law Enforcement Assisted Diversion [LEAD] and/or restorative justice initiatives where citizens are offered an array of supportive services instead of being arrested for minor, non-violent criminal offenses.
- Expand Safe Streets to Poppleton to hire Violence Interrupters who are tasked with detecting, identifying, and intervening in activities that will lead to gun violence in the neighborhood.
- Support and, where possible, expand the Street Outreach Collaborative Team that includes police, social workers, doctors, and students that seek to support the local homeless population.
- Extend the BPD Southern District from W. Baltimore Street to Rt. 40 so that the whole of Poppleton-Hollins Market is part of a single police district.
- Partner with the State's Attorney on AIM to B'More (AIM), an alternative to incarceration that improves the quality of life for low-level felony drug offenders.
- Create a Community Safety Plan for Poppleton-Hollins Market in tandem with the City per the Consent Decree.
- Create public safety stations at key locations identified in collaboration with the community such as Hollins Market, the Mt. Clare Shopping Center, and/or W. Baltimore Street.
- Extend the geography of the UMB police service area to include targeted crime hot spots such as the behavioral health facilities on Pratt Street.

GOALS AND STRATEGIES: GOAL 3

3.7 Provide a Range of Housing Options to Retain Existing Families and Attract New Families

A housing choice is important for sustaining a healthy urban neighborhood for a diverse community. The following strategies provide a balanced phased approach to replace and expand access to affordable housing, create new market-rate rental housing, and provide residential amenities and facilities to support community and supportive services within a walkable and safe neighborhood.

REDEVELOP POE HOMES

Today Poe Homes residents are poorly served by unsafe site design and deteriorating infrastructure and buildings. Reimagining Poe Homes offers new housing choices and complements other initiatives to ameliorate conditions that plague the area, such as crime, vacant properties, and disinvestment.

The housing goals were developed in collaboration with Poe Homes residents, neighbors, stakeholders, HABC and the development team. The goals provided guidance and vision for this housing plan and will continue to guide plan refinement as it is implemented over time.



POE HOMES TODAY, A VIEW LOOKING EAST FROM N SARATOGA AND AMITY STREETS (GOOGLE EARTH IMAGE)



CONCEPT BIRD'S-EYE VIEW OF POE HOMES REDEVELOPMENT LOOKING EAST AT SCHROEDER STREET AND SARATOGA STREET

POE HOMES REDEVELOPMENT GOALS

1. Replace All Existing Units (1-for-1 Replacement)

The redevelopment of Poe Homes will replace all existing public housing units with new rental housing reserved for existing residents. Existing residents will have the first right to return to these new apartments.

2. Create a Mixed-Income Community

The redevelopment will be a mixed-income community adding market-rate housing units and additional affordable housing units. Each building phase will be a mixed-income development.

3. Build First Before Relocation

New housing will be built on available land adjacent to Poe Homes to reduce the need for temporary off-site relocation and disruptions to existing residents.

4. Provide Diversity of Housing Types

The plan provides housing choices to better match a person's lifestyle needs - family size, age, and abilities. Housing choice creates a neighborhood where people can age in place.

5. Create a Safe and Well-Connected Neighborhood

The redevelopment will create a pedestrian-scaled neighborhood, supported by local amenities and public open spaces and streets. The design adheres to the principles of Crime Prevention Through Environmental Design (CPTED).

6. Community Uses and Open Space Network

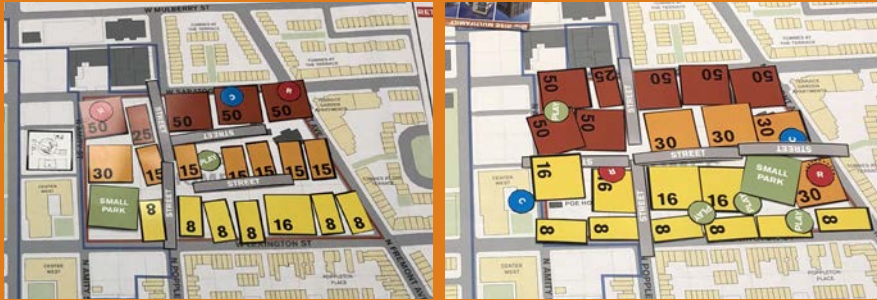
The redevelopment introduces pedestrian streets connecting a variety of open spaces, historic assets, accessible community space, and non-residential spaces to support neighborhood and social services.

7. Provide High Quality and Sustainable Housing

The redevelopment will provide well-designed and sustainable rental units. Market-rate and affordable apartments will be indistinguishable from each other.

GOALS AND STRATEGIES: GOAL 3

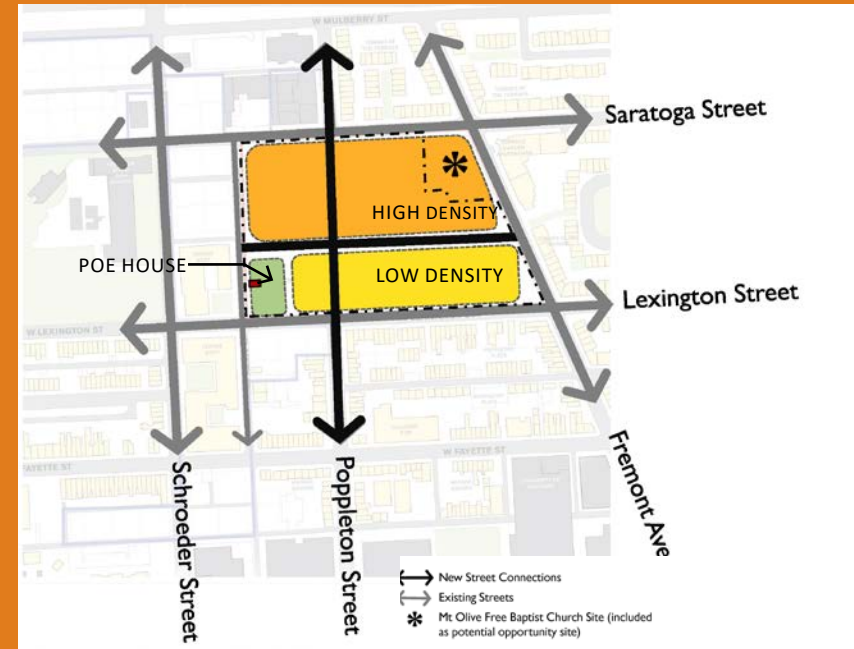
DESIGN CHARRETTE RESULTS



EXAMPLES OF DESIGN CHARETTE GAMEBOARDS

A variety of planning concepts were developed during an intensive Design Charrette that explored the preferences of housing types, arrangement of buildings and streets, location and types of amenities and open spaces. Participants explored trade-offs between limited land area and housing diversity. Initial working concepts created a neighborhood full of townhouses, the preferred housing choice. However, people quickly realized that a low-density neighborhood could not satisfy the other housing goals such as replacing all existing public housing units or reducing concentrated poverty. Thereafter, participants explored plans that provided housing diversity and achieved a density create a mixed-income community with one-for-one replacement of all public housing units.

The diagrams above and the following strategies reflect common design principles generated from the design charrette. The goals were posted on the project webpage along with results from the Design Charrette



COMMON THEMES DIAGRAM FROM DESIGN CHARRETTE

Design Charrette Principles:

- Encourage a diversity of housing types, and generally allow for taller buildings along Saratoga Street and Fremont Avenue.
- Create walkable and pedestrian scaled blocks that reconnect existing streets, especially reconnecting Poppleton Street between Lexington and Saratoga Street.
- Enhance and celebrate the legacy of the historic Poe House.

HOUSING DESIGN PROCESS

Four initial concept plans emerged to test-fit the results from the design charrette. The plans attempted to balance housing program goals and the design charrette principles. Concept plans addressed zoning bulk regulations and parking requirements. These initial studies illustrate the need for additional land to balance housing diversity, density, and amenities.



CONCEPT A demonstrates the limitations of zoning and land area. This plan limits all development to the Poe Homes site. To achieve a mixed-income neighborhood, the redevelopment relies on all four- and five-story multifamily buildings. This plan lacks diversity of housing types as recommended by the design charrette results. A linear park along Lexington Street opens up the views towards the historic Poe House. The adaptive reuse of an existing public housing building adjacent to the Poe House provides exhibit space for the Museum. Residential amenity anchors this linear open space at Poppleton Street.



CONCEPT B illustrates a diverse housing strategy, with four-story multifamily buildings along Saratoga Street and Fremont Avenue and lower rise townhouses and stacked flats along Lexington Street and Poppleton Street. In this case, increased housing diversity does not provide sufficient quantity of units to create a mixed-income community, even with the inclusion of 811 W. Saratoga Street, an off-site property. This framework enables the Poe House and Museum to create a new museum wing to frame a corner park next to the historic house. This arrangement creates separation between the museum and housing development. Residential amenity space is located at Fremont Avenue to invite people into the community, support a pocket park, and activate pedestrian connections between the Townes at the Terraces and Poe Homes.



CONCEPT C improves the balance between housing diversity and a residential yield to support a mixed-income community as shown in Concept B. Larger multifamily buildings with structured parking are located along Saratoga Street to increase density and townhouses are eliminated from the program. The strategy for the Poe House and Museum is the same as Concept B. A central residential amenity space is located at Poppleton Street and the new east-west street. A courtyard space adjacent to the community space provides play and gathering space.



CONCEPT D, similar to Concept A, strives to achieve a critical density to support a mixed-income housing program. However, the total residential program does not achieve the desired residential yield for a mixed-income community, even with 811 W. Saratoga included in the redevelopment land area. All buildings are elevator, corridor buildings. Ground level walk-up units provide a limited amount of housing diversity.

GOALS AND STRATEGIES: GOAL 3

ADDITIONAL LAND OPPORTUNITIES

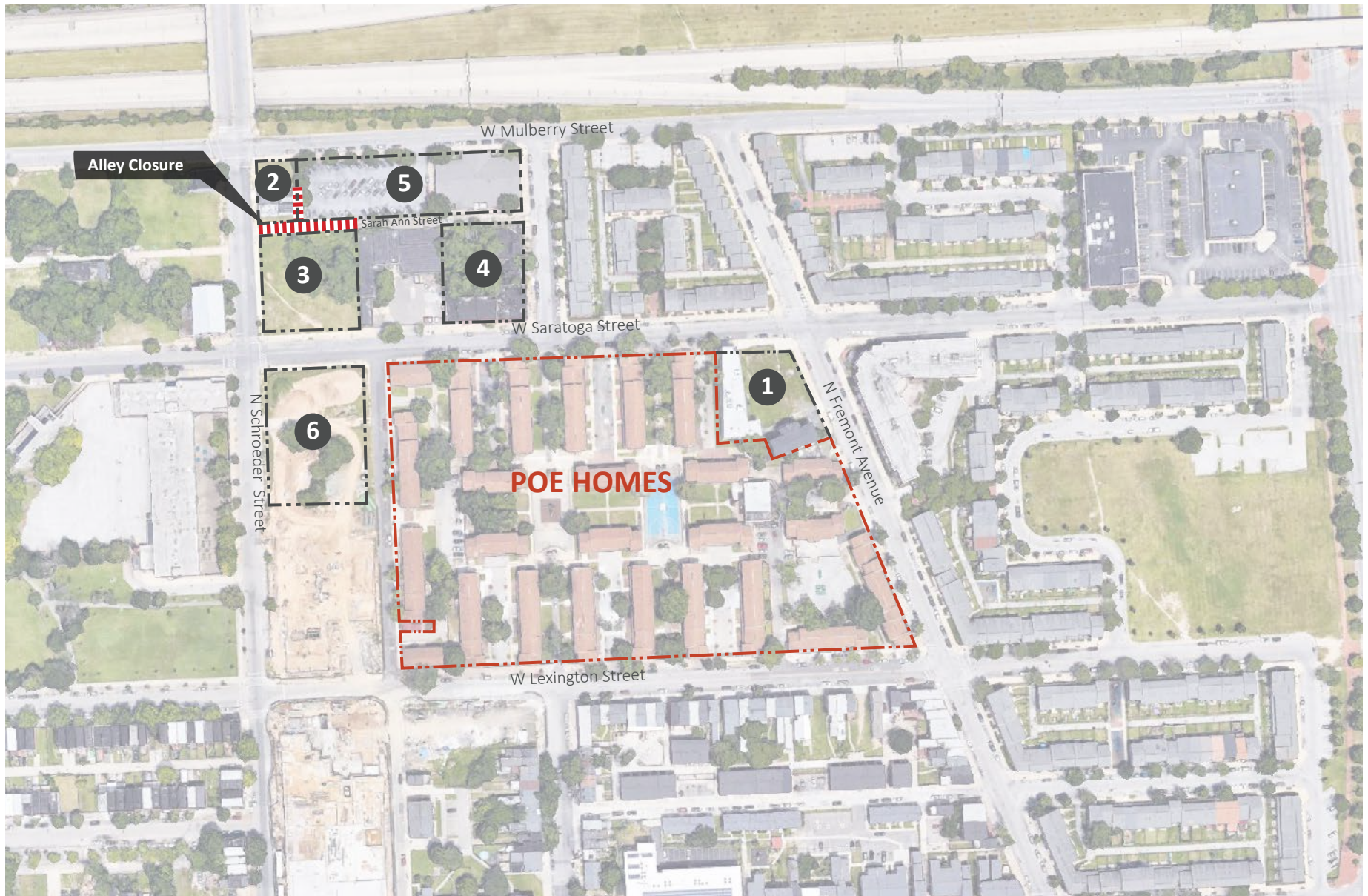
To better address community input and balance housing goals, the planning team investigated underutilized adjacent land to include in the development footprint. This expansion of land enables the redevelopment to successfully achieve the housing goals and the design charrette principles. HABC and the City of Baltimore have agreements in place for site control of the following off-site properties:

- 1 811 W. Saratoga Street: This corner parcel consists of vacant accessory structures formerly connected to a the First Mt. Olive Freewill Baptist Church that burned down. This corner parcel provides a highly visible corner for redevelopment.
- 2 317-329 N. Schroeder Street: This row of properties consists of vacant City-owned lots and a vacant structure.
- 3 303-315 N. Schroeder Street, 936-956 West Saratoga Street, 936-951 Sarah Ann Street: This cluster of properties have been cleared for development. The site is a part of the La Cité PUD.
- 4 902-906 W. Saratoga Street: This site contains a collection of abandoned and dilapidated structures associated with Metro Metals. If possible, the corner Art Deco façade should be preserved and incorporated into new construction. The site is a part of the La Cité PUD.
- 5 901-903 W. Mulberry Street: This property includes a single-story Jehovah's Witness Kingdom Hall and a surface parking lot.
- 6 231 N. Schroeder Street: This property has been cleared for development. The site is a part of the La Cité PUD.

Together these parcels provide approximately 2.00 acres of additional developable land. Preparation of these parcels for development will need the following:

- Completion of site control and transfer of ownership to DHCD.
- Repeal La Cité Plan Unit Development (Sites: 3, 4, 6).
- Rezone off-site properties to accommodate urban residential development (Sites: 2, 3, 4, 5, 6).
- Close public alleys to consolidate land (Site: 2, 3, 5).
- Coordinate preservation or demolition of historic façade with Maryland Historic Trust (Site 4).
- Update existing Urban Renewal Plan to conform with zoning changes and development goals.

HOUSING SITES



GOALS AND STRATEGIES: GOAL 3

PREFERRED HOUSING PLAN





CONCEPT BIRD'S-EYE VIEW OF POE HOMES REDEVELOPMENT LOOKING EAST AT SCHROEDER STREET AND SARATOGA STREET

GOALS AND STRATEGIES: GOAL 3

PREFERRED HOUSING REDEVELOPMENT PLAN

The +/- 9.0 acre redevelopment of Poe Homes will deliver 616 new dwelling units supported by shared community spaces, safe streets, and a variety of open spaces. This project will demolish and replace existing substandard public housing. New high-quality housing will provide a diversity of housing types for a variety of people. The units will be designed for modern living comforts and standards. Crumbling infrastructure, such as but not limited to water, sewer, and stormwater, will be upgraded to sustain the community and strengthen its resiliency. The neighborhood design addresses community input, adheres to Crime Prevention Through Environmental Design (CPTED) principles, and reknits the urban fabric of the target neighborhood.

This housing plan provides a community-driven vision and roadmap to guide redevelopment. Further engineering and design will be tasked to the development team led by Michaels Development and AHC of Greater Baltimore. Development and design refinement will continue to be an inclusive process involving HABC, DHCD, and the Poe Homes community they serve.

Covid-19 impacted the lives of many people in Baltimore City, particularly in lower-income and minority communities. While scientists are learning more about the spread of this virus, the housing design process will continue to explore best practices to protect and enhance the livability of residents.



CONCEPT VIEW OF CLONEY STREET CROSSWALK



CONCEPT VIEW OF CLONEY STREET LOOKING EAST TOWARDS POPPLETON STREET

RESIDENTIAL PROGRAM

BEDROOM TYPES	DWELLING UNITS (DU)
1 Bedroom	201 DU (33%)
2 Bedroom	275 DU (45%)
3 Bedroom	136 DU (22%)
4 Bedroom	4 DU (<1%)
TOTAL:	616 DU

The proposed residential program balances HABC's current housing demand, the demand predicted by the residential market study, and strives to accommodate the family housing goals established in the Maryland Community Housing and Community Development 2020 Qualified Allocation Plan (QAP). Additionally, the program will replace all existing public housing units and reserve 5% of all units as UFAS units.

The market study and HABC waiting list suggests a residential program that favors smaller units: 1-Bedroom units (60%) and 2-Bedroom units (40%). The QAP family housing goals favors a residential program where 60% of the units are 2-Bedroom or larger and more than 30% of the units are 3-Bedroom or larger. The QAP was a driving force to supply more family-sized units above the predicted demand of the residential market study.

The site plan and housing program are organized to create development phases that can be financially supported through the combination of 9% and 4% low-income housing tax credit (LIHTC) sources. Family-sized units are blended within buildings and phases to achieve the QAP goals and be competitive for 9% LIHTC applications.

HABC will continuously evaluate the occupancy roster and may refine the bedroom mix, if needed. The design and program of the redevelopment is subject to change, based on additional engineering analysis, updated market demand, continuous analysis of current occupancy, and changes to Maryland's QAP.

GOALS AND STRATEGIES: GOAL 3

REDEVELOPMENT GOAL 1: REPLACE ALL UNITS (1-FOR-1 REPLACEMENT)

Preserving affordable units in Poppleton is critical to maintain and improve the balance between housing and access to jobs and education. The redevelopment of Poe Homes will replace all 288 existing public housing apartment units with new rental housing reserved for existing residents. Existing residents will have the first right to return to these new apartments.

The replacement housing mix includes right-sizing of units to better match existing Poe Homes household sizes. At the time of this plan there were 151 units with single occupants, 101 units with 2-to 3-persons in a household, 18 units with 4-to 5-persons in a household, and 3 units with more than 6-persons in a household.

Replacement housing increases the quantity of 1-Bedroom Units from 138 to 165 units, decreases 2-Bedroom units from 124 to 102 units, decreases 3-Bedroom units from 26 to 18 units, and adds three 4-Bedroom units.

The existing supply of UFAS units will be replaced and expanded as needed to satisfy residential needs. At a minimum this includes the following UFAS apartments: six 1-Bedroom units and sixteen 2-Bedroom units.

REPLACEMENT HOUSING

BEDROOM TYPES	DWELLING UNITS (DU)	UFAS UNITS
1 Bedroom	165 DU	6 DU
2 Bedroom	102 DU	16 DU
3 Bedroom	18 DU	---
> 4 Bedroom	3 DU	

MIXED-INCOME UNIT DISTRIBUTION BY PHASE

PHASE	TOTAL UNITS	REPLACEMENT UNITS	MARKET RATE UNITS	ADDITIONAL AFFORDABLE (LIHTC UNITS UP TO 80% AMI)
PHASE 1 (OFFSITE)	170	81	36	53
PHASE 2 (OFFSITE)	158	80	36	42
PHASE 3	126	59	28	39
PHASE 4	162	68	30	64
TOTAL	616	288	130	198
PERCENT	100%	47%	21%	32%

REDEVELOPMENT GOAL 2: CREATE A MIXED-INCOME COMMUNITY

The Poe Homes redevelopment will be a mixed-income community adding 130 market-rate housing units and 198 additional affordable housing units (up to 80% AMI, assuming income averaging) while replacing all 288 public housing units.

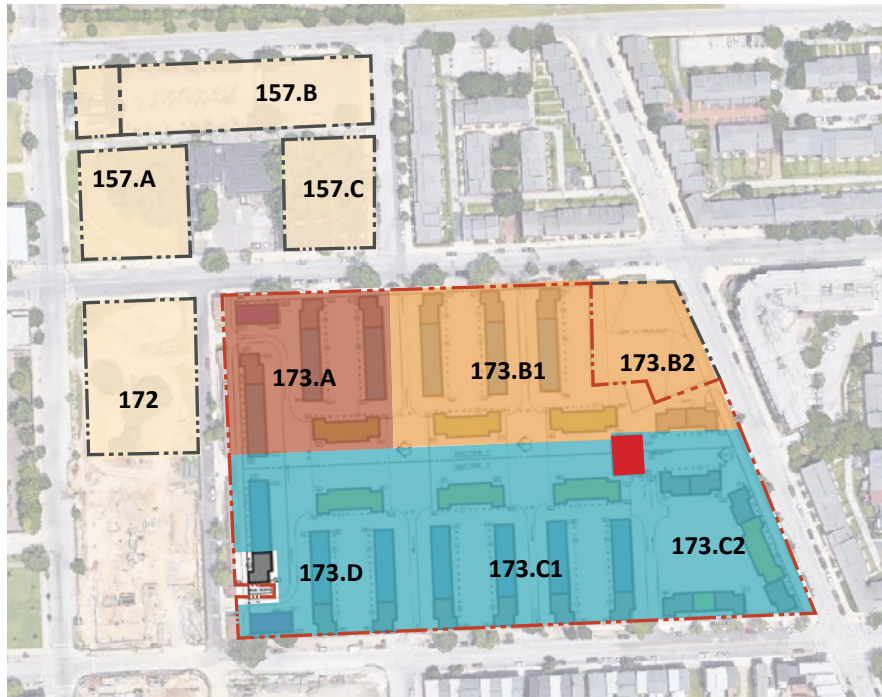
Each phase of the redevelopment will include a mixed-income strategy, blending replacement with new rental dwelling units as seen in the table above.

The synergy between the Poe Homes redevelopment and the adjacent Center\West mixed-use development has the potential to minimize concentrated poverty within the target neighborhood. Center\West anticipates delivering 1,058 market-rate units of which 262 units have recently been constructed. The capacity for new residents with extra income will help support existing and new retail and neighborhood services needed to support this growing and thriving healthy community.

GOALS AND STRATEGIES: GOAL 3



BIRD'S-EYE VIEW OF FIRST PHASES OF REDEVELOPMENT LOOKING EAST FROM SCHROEDER STREET

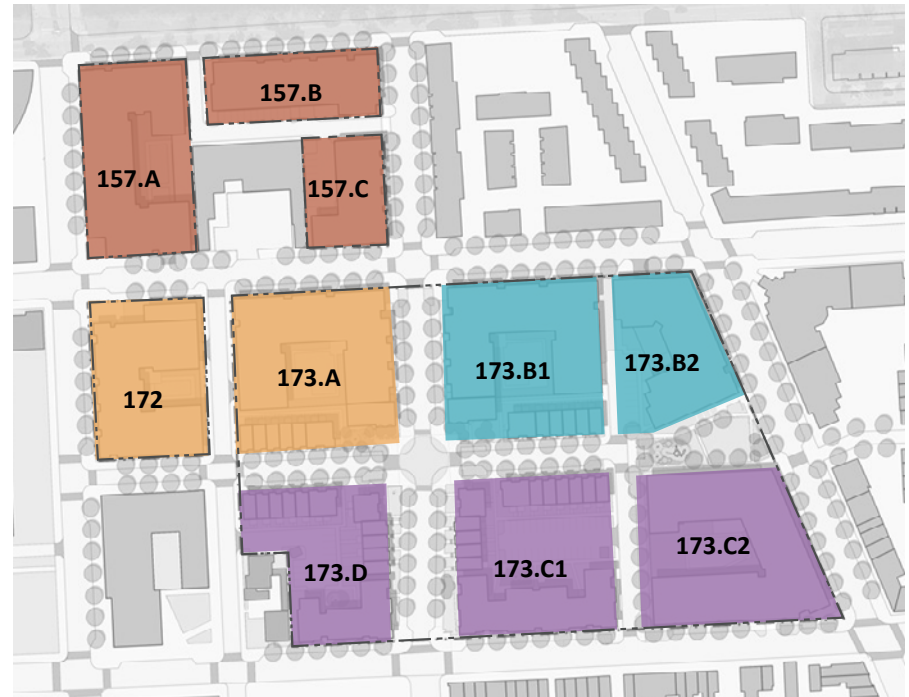


DEMOLITION PLAN

Phase 1	56 DU	Non-Residential Site Clearance	
Phase 2	68 DU	Existing Mutry Auditorium	
Phase 3	164 DU	173.D	Block Number
	288 DU		

REDEVELOPMENT GOAL 3: BUILD FIRST

The first phases of development will occur on available land adjacent to Poe Homes on Block 157 and Block 172. This strategy builds new housing first before existing Poe Homes buildings are demolished. This minimizes the need for temporary off-site relocation and the disruptions to existing residents during construction.



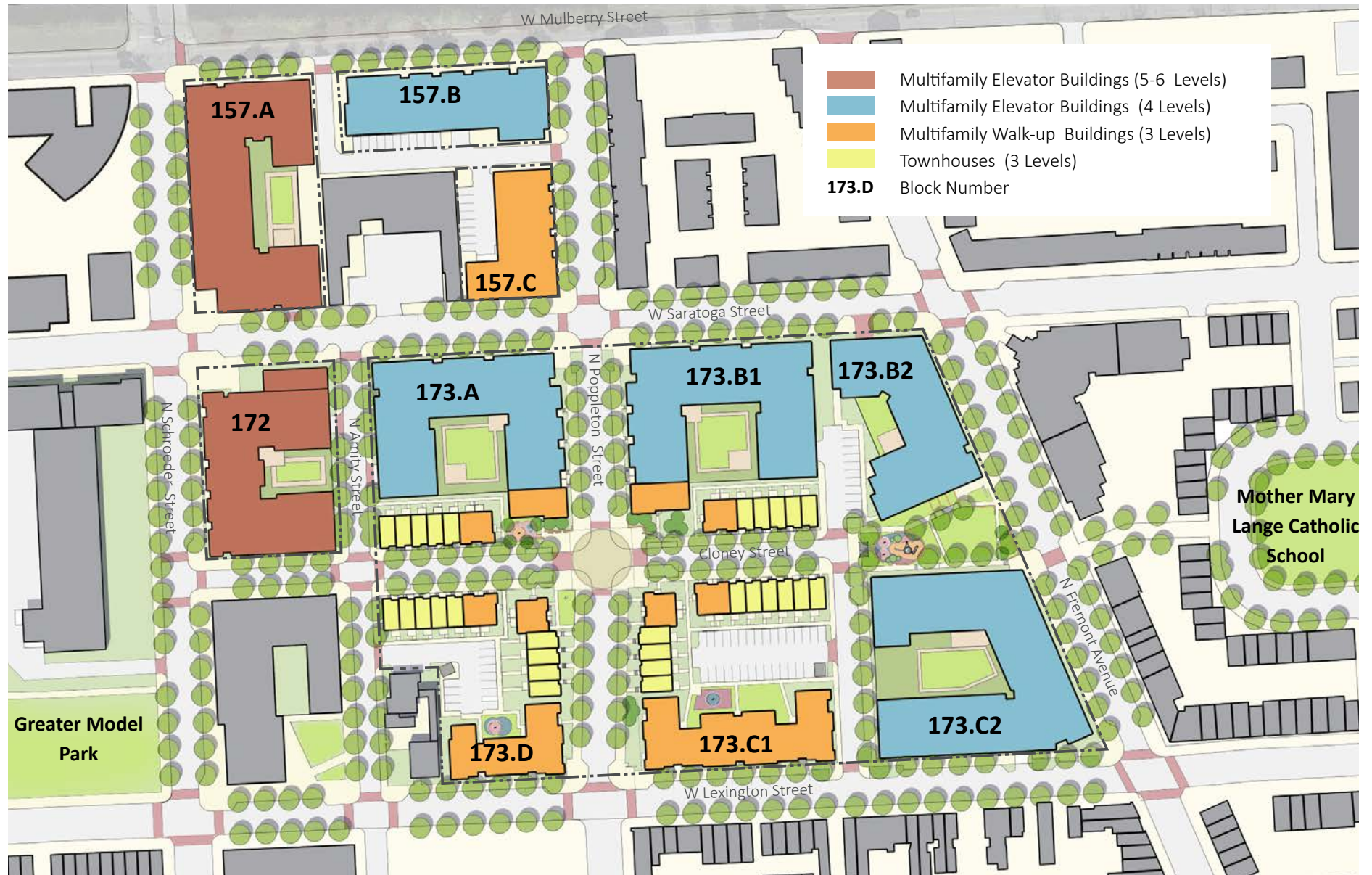
PHASING PLAN

Phase 1	170 DU	173.D	Block Number
Phase 2	158 DU		
Phase 3	126 DU		
Phase 4	162 DU		
	616 DU		

The diagrams above illustrate development and demolition phases. The complete demolition and rebuilding of Poe Homes starts in the northwest corner of the site and moves clockwise. This strategy strives to maintain critical existing infrastructure such as steam lines and the existing Mutry Auditorium for Poe Homes residents during this phased redevelopment.

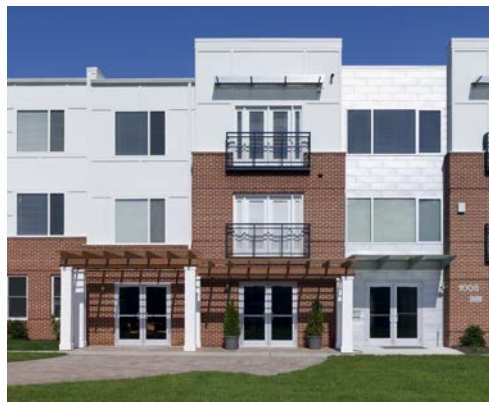
GOALS AND STRATEGIES: GOAL 3

HOUSING TYPES





Multifamily with elevator (4-5 Floors)



Multifamily Walkup (3 Floors)



Stacked Flats/Townhouses (3 Floors)



Townhouses (3 Floors)

PROPOSED HOUSING TYPES PRECEDENT IMAGES

REDEVELOPMENT GOAL 4: PROVIDE DIVERSE HOUSING TYPES

Participants at community meetings and the design charrette voiced their preference for a diversity of housing choices. The plan provides housing choices to better match a person's lifestyle needs - family size, age, and abilities. The blend of housing types includes townhouses, low-rise walk-up apartments, and apartment buildings with elevators at various heights. This creates a neighborhood where one could age in place, and down- or up-size depending on family and household growth.

The housing strategy rebuilds Poe Homes at a scale in keeping with the context of the surrounding neighborhood. Multifamily buildings not taller than six stories are located along N. Schroeder Street adjacent to existing 5-and 6-story Center\West mixed-use buildings. Other apartment buildings with elevators,

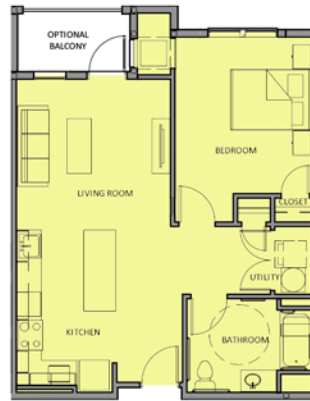
not taller than four stories, are located along W. Saratoga Street and N. Fremont Avenue. Elevator apartment buildings provide one level of parking on the ground floor and may include a variety of amenity spaces for those residents.

Townhouses and walk-up apartment buildings are located along Cloney, Poppleton, and Lexington Streets. These dwellings generally accommodate a higher percentage of 3-Bedroom rental units. These family-oriented units are located internal to the neighborhood and face streets with less through traffic. Many of these units have stoops with individual access to the street and public spaces. Surface parking within the block is provided for these dwellings. These buildings provide a scale transition down to be compatible with the historic Poe House.

GOALS AND STRATEGIES: GOAL 3



1-BEDROOM UNIT



ACCESSIBLE 1-BEDROOM UNIT



2-BEDROOM UNIT



ACCESSIBLE 2-BEDROOM UNIT



ACCESSIBLE 3-BEDROOM APARTMENT UNIT



Level 1
TYPICAL CONCEPT TOWNHOUSE PLAN (3 BEDROOM)

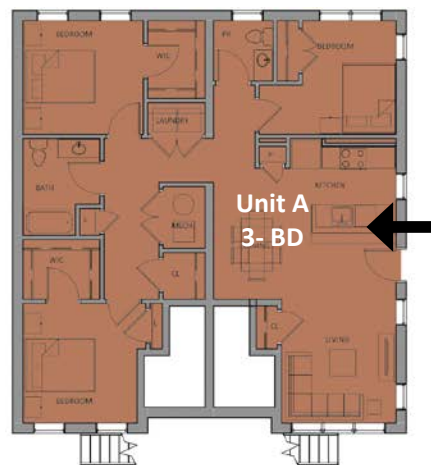
Level 2

Level 3

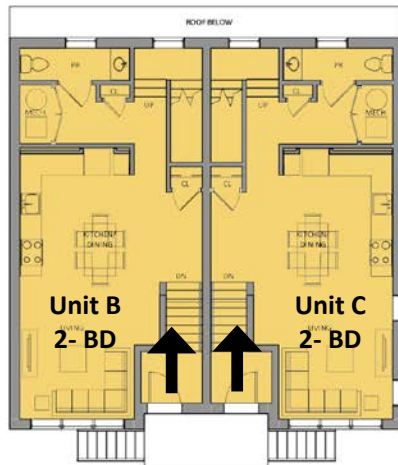
CONCEPT TYPICAL UNIT TYPES

The dwelling unit plans on these pages demonstrate typical housing units incorporated in the overall development plan. The plans show the range of key unit types from accessible apartments (UFAS) to family-sized units both townhouses and walkup apartments. The units provide for contemporary conveniences, such as closets for washer and dryers and accommodate the standards and sizes reflected in the Maryland Community Housing and Community Development 2020 Qualified Allocation Plan (QAP) and HUD guidelines- Best Practices: Design of Choice Neighborhoods Projects.

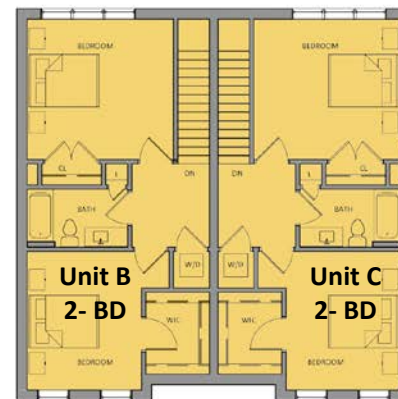
These units are conceptual only and will be refined during implementation of full architecture and engineering design.



Level 1
TYPICAL CONCEPT TOWNHOUSE OVER GROUND FLOOR FLAT PLAN



Level 2



Level 3

GOALS AND STRATEGIES: GOAL 3



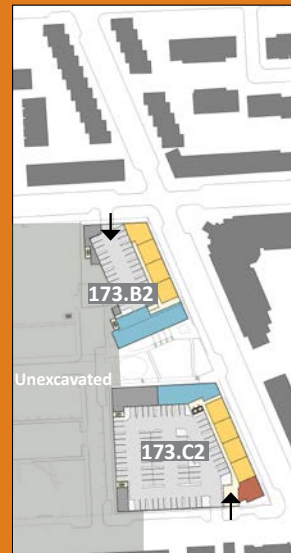
TYPICAL FLOOR PLAN



GROUND FLOOR PLAN

DISTRIBUTION OF BEDROOM TYPES

The following concept program plans show distribution of bedroom apartment types across the blocks, as well as the location of non-residential uses and structured parking.



FREMONT AVENUE GROUND FLOOR PLAN

- 3- or 4-Bedroom Unit
- 2- Bedroom Unit
- 1- Bedroom Unit
- Residential Lobby/Amenity
- Non-Residential (Community Space, Supportive Services)
- Structured Parking
- Back of House
- Context Buildings
- 173** Block Number
- Garage Entry

PARKING STRATEGY

Today there are approximately 20 off-street parking spaces for 288 dwelling units (0.07 Spaces/DU). Parking spaces consume limited land area and add expense to the development. The plan seeks a balanced approach to supply residential parking without overbuilding parking in an urban, walkable community. The plan provides 499 parking space (0.81 Spaces/DU), a 249% increase. Structured parking is integrated into the ground floor of multifamily buildings and is concealed behind active ground floor uses or tucked into the topography. Surface parking is provided interior to the block. New streets provide convenient on-street parking for visitors and residents.



EXAMPLE OF GROUND LEVEL PARKING AT CENTER\WEST (SCHROEDER STREET) (GOOGLE EARTH)



EXAMPLE OF ACTIVE UNITS CONCEALING GROUND FLOOR PARKING STRUCTURE

GOALS AND STRATEGIES: GOAL 3



Multifamily Elevator Buildings (5-6 Levels)
NEIGHBORHOOD TRANSECT



Multifamily Elevator Buildings 4 Levels)



SCHROEDER STREET ELEVATIONS (BLOCK 157-BLOCK 172)



Multifamily Walk-up (3 Levels)



Townhouse (3 Levels)

ARCHITECTURAL CHARACTER

During the Neighborhood Vision Meeting, participants showed a preference for buildings with a rich blend of traditional and contemporary materials and features such as individual entries, stoops, bays, balconies, and large windows. These elements create buildings rich in detail, well-scaled to engage humans and provide plenty of opportunity to have eyes on the street and public spaces. The collage of sketches on the top of this and the previous pages show the character of building types throughout the neighborhood. The conceptual elevations on the bottom of these pages show façade compositions that blend traditional material palette (masonry) with more contemporary materials (metal and fiber-cement panels), provides bays, balconies and stoops to engage the street and break-up the massing. The materials, building heights and façade composition will be refined during design development.



POPPLETON STREET (WALK-UP)



SARATOGA STREET



CLONEY STREET

GOALS AND STRATEGIES: GOAL 3

REDEVELOPMENT GOAL 5: CREATE A SAFE AND CONNECTED NEIGHBORHOOD

The Poe Homes redevelopment will create a pedestrian-scaled neighborhood, supported by local amenities and open spaces and streets well-connected to the surrounding neighborhoods. The new homes will feel integrated with the surrounding neighborhood.

Connected Streets: New streets internal to the redevelopment site provide convenient and safe pedestrian access to building entrances and open spaces. The proposed Cloney Street provides a comfortable townhouse pedestrian-scaled street connecting Greater Model Park and Mother Mary Lange Catholic School with residents. Poppleton Street is reintroduced providing north-south access into the neighborhood.

Context Sensitive: The scale of building types and block sizes are compatible with the surrounding context, where taller multifamily buildings are located on busier through streets and family-oriented homes are located more internal to the neighborhood.

Convenient and Accessible Community Servicing Spaces: The corner of Schroeder and Saratoga Streets is proposed as a retail / transit corner. The proposed redevelopment buildings carve out street level plaza space to create a gateway, where ground floor community/amenity uses or retail would thrive. The proposed residential community facility will be located at Fremont Avenue

at the edge of the proposed park space. This accessible and visible location provides a place for Poe Homes residents as well as the Townes at the Terraces community to meet. Both locations are key gateways into the neighborhood.

Crime Prevention Through Environmental Design (CPTED):

The neighborhood design adheres to CPTED principles. Natural surveillance, natural access control, territorial reinforcement, and maintenance strategies will improve the perception of safety and reduce crime. The following are strategies:

- New walkable blocks with interconnected streets enable easy and direct access to homes and services. The public realm of the neighborhood includes the streets and park spaces, well defined by buildings with ample opportunity for natural surveillance and access. Internal streets are scaled appropriately for pedestrian activity. Small public spaces along the street provide an area for people to naturally congregate while being monitored by members of the community, staff and public service providers such as police and emergency responders.
- Front doors, stoops, balconies, and windows face the adjacent sidewalks providing natural surveillance of the public realm, discouraging people from doing unwanted activities within the neighborhood.
- The landscape reinforces the public realm and deters access to semi-private spaces. Low walls, fences, planting beds, and shrubs will provide aesthetic interest, direct the desired flow of people, and reinforce the separation of public and private zones. Low maintenance but attractive planting areas will

provide color, seasonal variation, and access to nature, and reduce resources to keep the landscape looking well-kept throughout the year. Street trees will be limbed up to reduce visual obstructions.

- A community park is located along Fremont Street at the terminus of Cloney Street. The park space is highly visible and accessible for all users. The park is anchored by ground-level community facilities, management offices, and other potential non-residential uses such as a community service provider. These ground-level uses will activate the park, provide natural surveillance and make maintenance convenient for management staff. The park is a shallow space with limited through access points reducing hiding spaces and escape routes for unwanted guests. The park will be a multigenerational place to encourage frequent usage by neighborhood people. Spaces include playground, seating areas, sloped lawn for community gatherings, shade structure, and a plaza at the community building entry.
- New branded streetlights will provide evenly distributed lighting and eliminate dark places throughout. The branded streetlights and street furniture will reinforce the sense of identity for a well-kept community.
- Rear yards and residential courtyards will be well-lit and protected spaces with access limited to residents within that building or block. Fencing and well-kept but low landscape beds will provide enclosure but maintain visibility and surveillance. Residential courtyards are elevated off the ground with secure passage through the building or gated entrance. These spaces will be managed by residential

management staff. Dwelling units will have views into these amenity spaces.

- Residential entries will be well-lit and visible from the street. Common building entries will have locks that automatically lock when the door closes. Where possible, residential buildings will have limited access with no more than 2 points of entry.
- All building façades will have windows and blank walls will be discouraged.
- Garages, parking areas, and storage areas will be well-lit and, where possible, secured for intended users of those facilities. Accessible parking and visitor parking will be clearly designated and located near building entrances.

GOALS AND STRATEGIES: GOAL 3



CONCEPT VIEW OF CLONEY STREET LOOKING EAST

REDEVELOPMENT GOAL 6: COMMUNITY USES & OPEN SPACE NETWORK

The Poe Homes redevelopment reknits the urban fabric of Poppleton, opening up a network of pedestrian, tree-lined streets that connect a variety of open spaces, historic assets, parks, schools, community spaces, and adjacent neighborhoods and services.

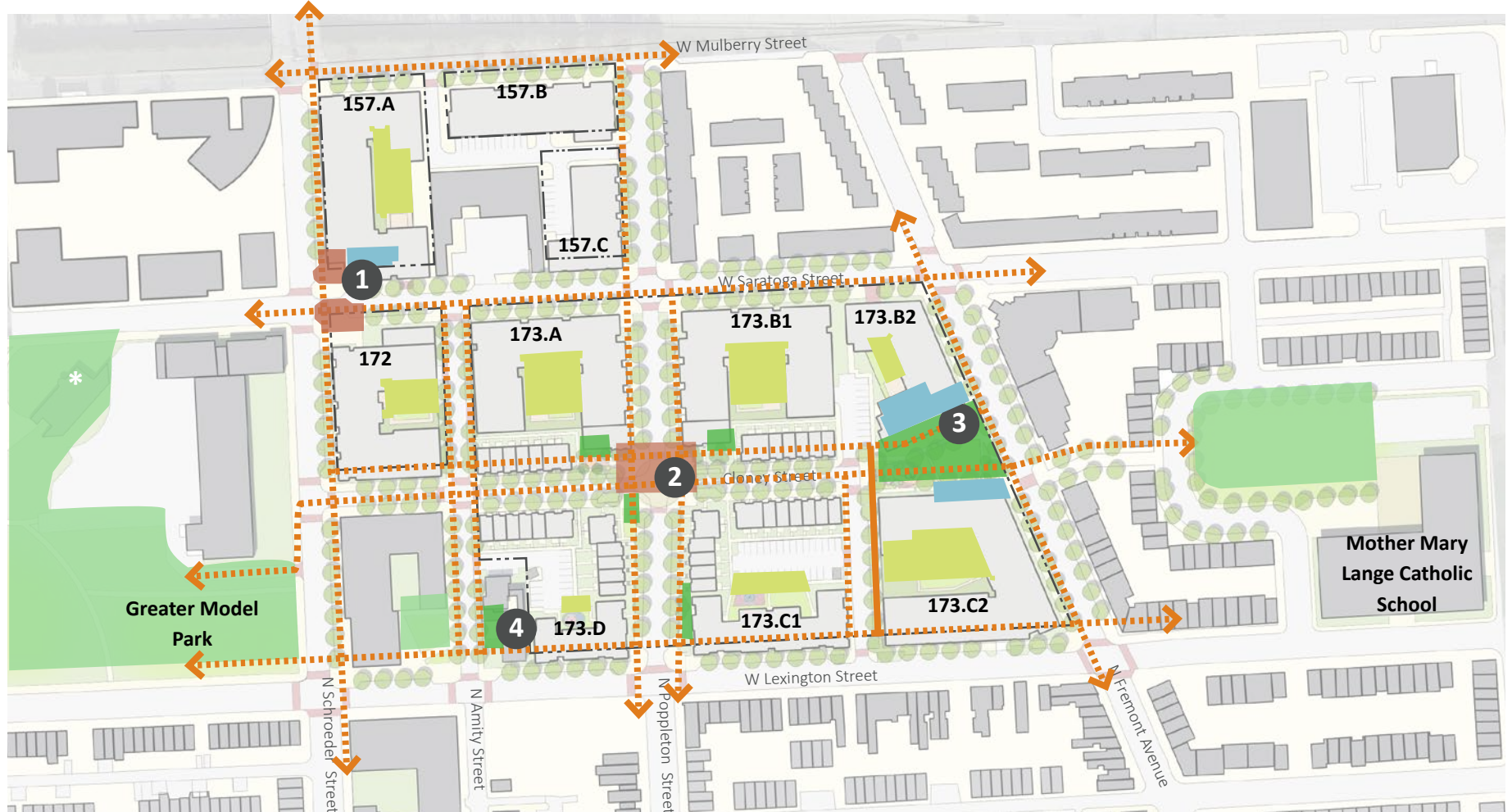
The streetscape and landscape design will visually unify the neighborhood, connect people with nature, and provide seasonal variation. New shade trees will be planted along streets and within pocket parks to combat urban heat. Native trees are preferred to encourage habitat for wildlife and pollinators. Low landscaping and site walls and fencing will define residential









private zones without creating hiding spaces for criminal activity. Stormwater management planting will be integrated into the site and building design. A common language of street furniture, such as street lights, bike racks, and park benches, will further brand this renewed community.

The following are key public places within the Poe Homes redevelopment:

- 1 Schroeder-Saratoga Gateway
- 2 Poppleton-Cloney Plaza and Pocket Parks
- 3 Fremont Park and Community Rooms
- 4 Historic Edgar Allan Poe House and Museum

OPEN SPACE & CONNECTIVITY



- | | | | |
|---|--|---|------------------------|
|  | Non-Residential
(Community Space,
Supportive Services) |  | Housing Sites |
|  | Public Spaces |  | Plazas |
|  | Adjacent Open Spaces |  | Residential Courtyards |
|  | Pedestrian Connection |  | Block Number |

GOALS AND STRATEGIES: GOAL 3



VIEW OF GATEWAY

A *Schroeder-Saratoga Gateway*

This intersection forms the western gateway of the redevelopment where people have access to transit, retail, and recreation. Flanking apartment buildings recede from the intersection to create two plazas on the north and south side of Saratoga Street. Curb extensions and highly visible and detailed cross-walks on Saratoga help reinforce the connection between the two plazas and enhances pedestrian safety. Building lobbies and potential active non-residential uses are clustered at this intersection to help activate the plazas. Features to the plaza include bus shelters, space for shared bike and scooter stations, seating area, and integrated stormwater management landscape planting. Site-specific, community-driven public art could help energize this space and welcome people to the neighborhood.





VIEW OF POPPLETON-CLONEY PLAZA

B *Poppleton-Cloney Plaza and Pocket Parks*

The intersection of Poppleton and Cloney Streets is the geographic center of the neighborhood, a place where people will likely pass by on a regular basis. The plaza design for the intersection humanizes this center as well as calms traffic. The raised intersection, constructed of vibrant and durable materials, creates an extended plaza merging with the surrounding

sidewalks, protected with branded bollards. This flexible space can be closed to traffic for community functions, such as festivals and parties. Apartment buildings are recessed from the north side of Cloney Street carving out space for a tot lot, seating areas, shade trees, planters, and bioretention gardens.

GOALS AND STRATEGIES: GOAL 3

C *Fremont Park and Community Room*

This community-oriented park is the terminus of Cloney Street and provides pedestrian access to Fremont Avenue. The park is the eastern gateway to the neighborhood designed as a series of terraces connected by accessible well-lit walkways. Park features provide activity for a multi-generational community including a playground, sloping lawn, seating areas, informal amphitheater for small events, and shade structure. A shade structure at the west end of the park visually terminates Cloney Street and provides shade for hot summer days while overlooking the gated playground. Examples of park uses are shown on the next page.

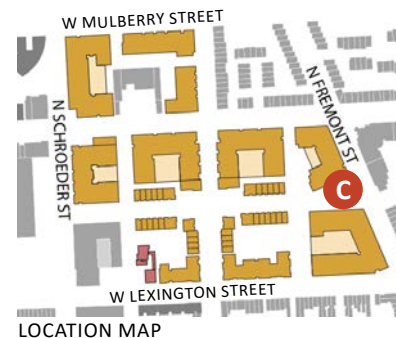
A new community room, residential management offices, and maintenance facilities will be located at the corner of the park and Fremont Avenue (Block 173.B2). This visible location provides convenient supervision and maintenance of the park. The community room replaces the common space currently located in Mutry Auditorium. The space will be sized to accommodate a variety of user groups and large gatherings. The room will be supported by a kitchenette and restrooms.

The apartment building on Block 173.C2 has additional non-residential space at the edge of the park and Fremont Avenue. This non-residential use could provide office space for an organization that provides social support or healthcare assistance to local residents.

The park and cluster of community uses along Fremont Avenue is convenient and accessible not only to Poe Homes residents but also to Townes at the Terrace and Poppleton Place neighbors.



EXAMPLE OF FLEXIBLE COMMUNITY ROOMS





FLEXIBLE SEATING AREA



PLAY SPACE AND PARK BENCHES



SEATING TERRACES, SITE LIGHTING AND PATHWAYS



FLEXIBLE AND SLOPED LAWN FOR POP-UP EVENTS



SHADE STRUCTURE WITH VIEW OF PLAYGROUND

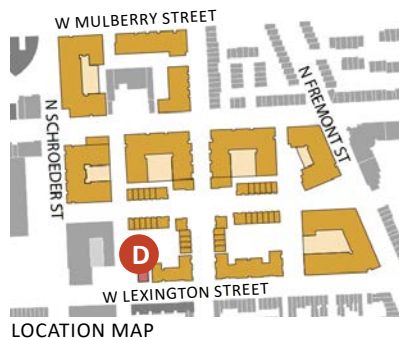


ICONIC ARTWORK AND AMPHITHEATER

GOALS AND STRATEGIES: GOAL 3



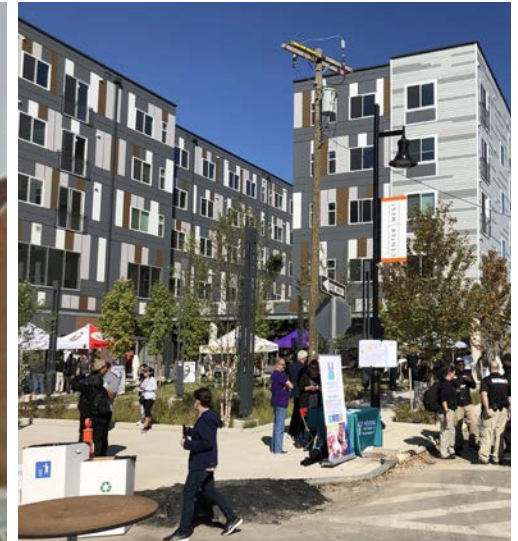
FLAG HOUSE (EXAMPLE OF BUILDING EXPANSION)



LOCATION MAP



ADAPTIVE REUSE OF PUBLIC HOUSING



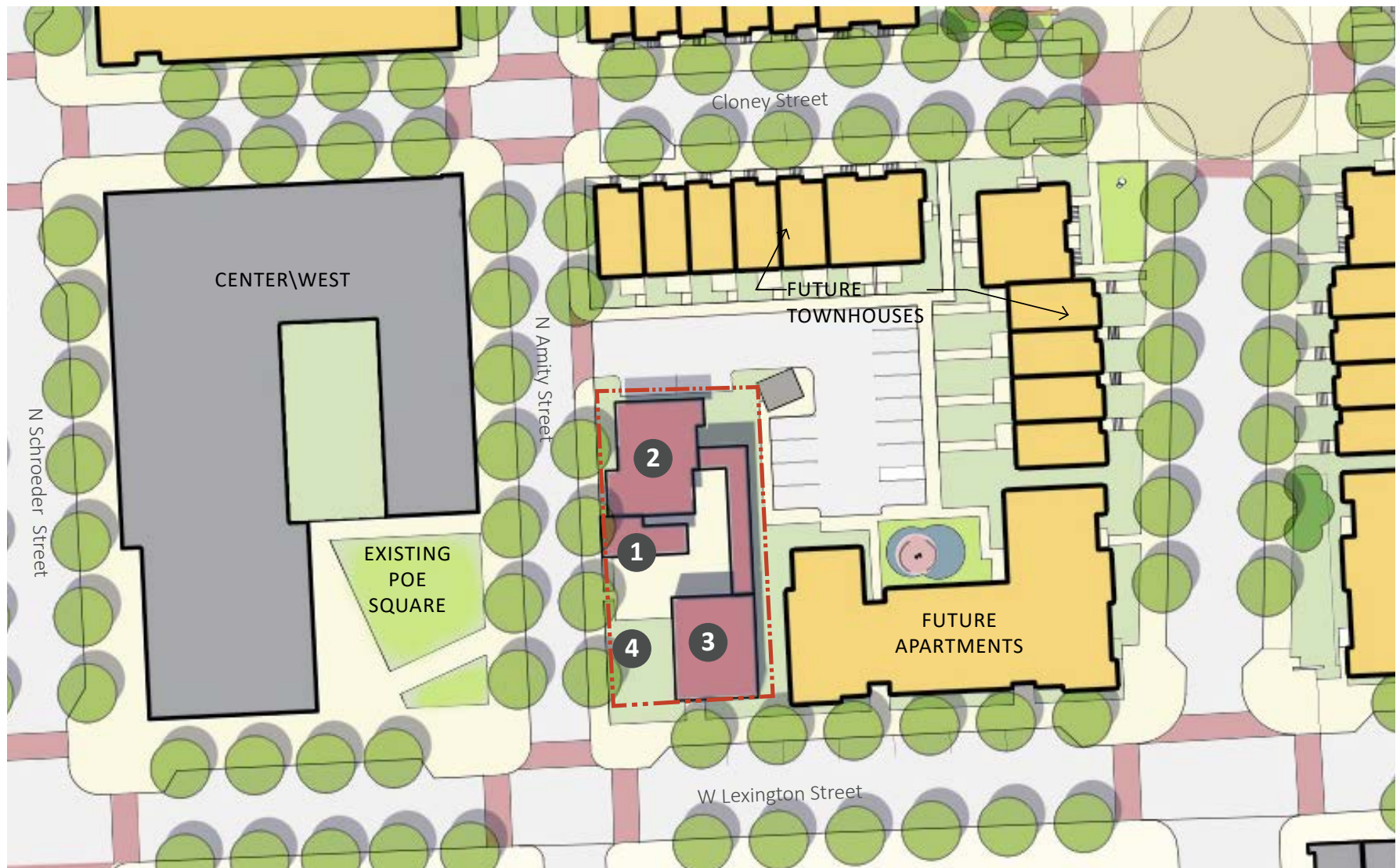
POE SQUARE (PLACE FOR PUBLIC EVENTS)

D *HISTORIC EDGAR ALLAN POE HOUSE AND MUSEUM*

A new 0.17 Acre parcel will be created for the Poe House and Museum. The corner parcel will include the historic house and the adjoining public housing building. The site provides a highly visible and flexible location to support the expansion of the museum as resources become available through capital campaigns.

- 1 Renovate Adjoined 2-Story Housing for Museum
- 2 Existing Historic Landmark Poe House
- 3 Potential Future Museum Expansion
- 4 Poe House Garden, Lawn, or Plaza

POE HOUSE AND MUSEUM CONCEPT PLAN



GOALS AND STRATEGIES: GOAL 3

COURTYARDS AND REAR YARDS

Semi-private open spaces will be located on each block for the convenience of those residents. These spaces include tot-lots, lawns, seating areas and small gathering spaces.

Structured parking provides secured parking, but also affords courtyard spaces for apartment dwellers. These shared spaces are raised off the street providing an oasis away from the general public with access limited to building residents and guests.

Townhouses and many ground level apartments will be provided with individual stoops and rear yards and, where possible, apartments will have balconies. These intimate and private open spaces are highly sought after amenities particularly as experienced during the Covid-19 pandemic.



LANDSCAPED COURTYARD



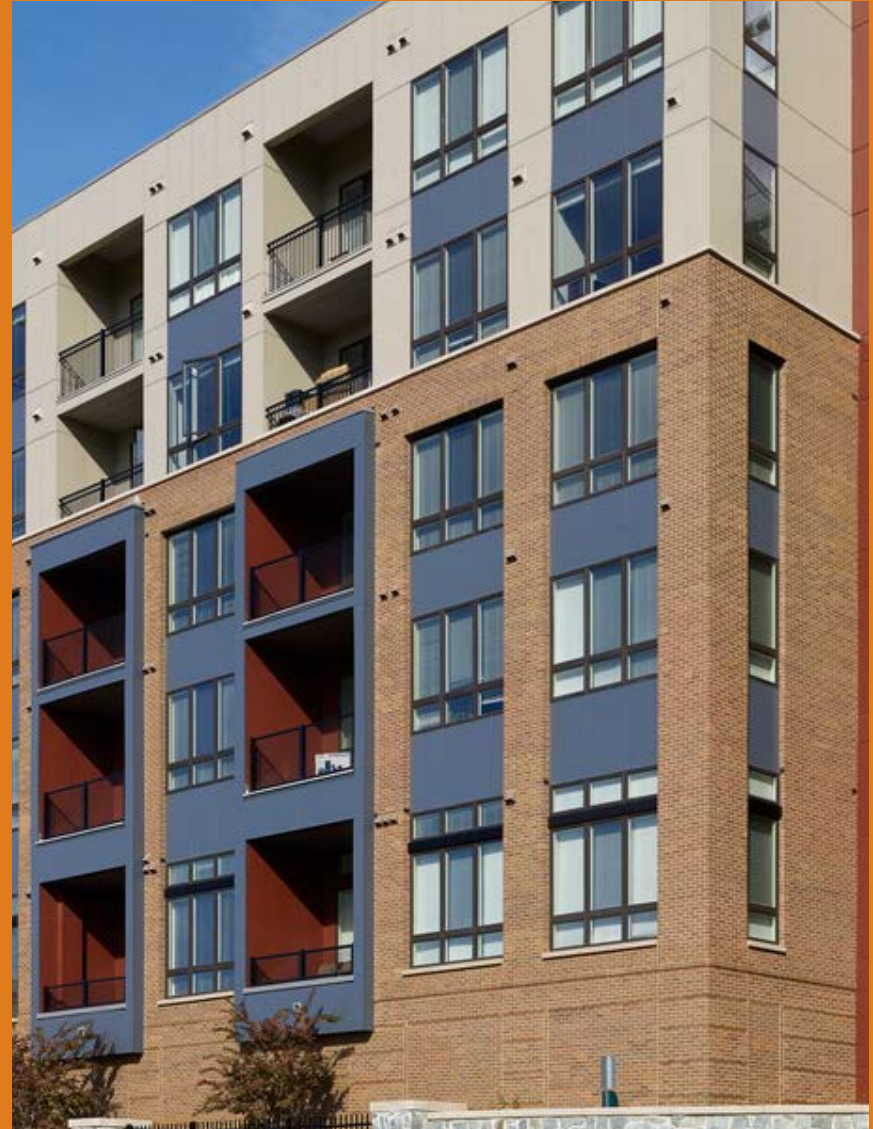
COURTYARD PLAY SPACE



LANDSCAPED COURTYARD



COURTYARD GARDEN SPACE



PRIVATE BALCONIES

GOALS AND STRATEGIES: GOAL 3

REDEVELOPMENT GOAL 7: PROVIDE HIGH QUALITY AND SUSTAINABLE HOUSING

The redevelopment will provide well-designed rental units that are indistinguishable between market-rate and affordable units. Affordable housing units will not be constructed of inferior materials, and will not be segregated to lesser locations on the site than their market-rate counterparts. Low-income residents will feel integrated in a mixed-income community rather than second-class citizens. Affordable and market-rate units will be mixed in all buildings and development phases.

Building design will use a variety of high-quality materials, building forms and fenestration patterns to create a complementary but diverse range of architectural language. This rich language of architectural materials and forms sits in contrast to the homogeneous appearance of the existing public housing buildings.

The interiors will have contemporary finishes, ample light, and efficient but spacious floor plans. The unit and room sizes will be large enough to accommodate contemporary household needs. Bedrooms will have adequate space for standard bedroom furniture and will include adequate closet space. Cabinets, shelving, and storage spaces will be sized to be comparable to contemporary kitchens of similar unit types, allowing sufficient food, utensil, and appliance storage for families.

Buildings will be energy efficient and provide central heating and cooling, enabling windows to properly provide light and air without being compromised by window air conditioning units. Units will have dishwashers and will be hardwired for internet and cable. Washer and dryers will be located in units. All units will be individually metered.

Accessible residential community space will be integrated within the redevelopment. The space will support community activities and services, management needs, and be anchored with common outdoor space. The location should be prominent and inviting for residents. Small open spaces will provide greener and easily accessible open spaces. Reinvestment in Greater Model Park, its recreation center, and pool will provide active recreation opportunities within a ¼ mile radius (5-minute walk) from all residents of the redevelopment.

Green features will be integrated throughout to support a healthy and resilient community. All replacement housing will be built to achieve Enterprise Green Community Criteria or the LEED New Construction rating, including Energy Star for Homes certification, with the goal of increasing the efficiency of building envelopes and systems and decreasing the need for fossil fuels. The program also strives to preserve natural resources and human health by using environmentally preferable materials, minimize construction waste, use healthier interior materials (e.g. low- and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products), integrated pest management controls, and adequate ventilation.



EXAMPLE OF UNIT WITH NATURAL LIGHTING



EXAMPLE OF NEW KITCHEN



EXAMPLE OF COMMUNITY SPACE



EXAMPLE OF OPEN FLOOR PLAN



EXAMPLE OF NEW BATHROOM



EXAMPLE OF COMMUNITY SPACE

GOALS AND STRATEGIES: GOAL 3

3.8 Increase Homeownership Opportunities

Homeownership is an important ingredient for stable neighborhoods. Homeowners are rooted in their neighborhood and vested in their property and preserving home values. As such, they tend to be committed to civic engagement and maintaining the quality of the neighborhood. In addition to creating quality affordable and mixed-income rental housing, this plan seeks to preserve and expand homeownership opportunities.

SUPPORT RENOVATION AND INFILL HOUSING PROJECTS TO INCREASE OPPORTUNITIES TO PROVIDE QUALITY HOMEOWNERSHIP

New infill housing helps reduce blight by reducing the inventory of vacant lots and buildings, and adds people and homes to activate streets and support neighborhood rejuvenation. Clusters of City-owned parcels and vacant or unproductive properties within the target neighborhood are opportunities to create new homes.

- Support Baltimore City Department of Housing & Community Development and other City agencies to prepare City-owned vacant sites and buildings for developers, such as Habitat for Humanity, to create for-sale infill homes.
- Leverage Southwest Partnership's Tax Sale Program to support developers and local builders to renovate vacant structures to create healthy and safe for-sale homes.

EXPAND HOMEOWNERSHIP COUNSELING PROGRAMS

Navigating the expectations of homeownership can be a challenging process, particularly for first-time homebuyers with limited access to resources and capital. First-time homebuyer education programs prepare people for the complexity of financing homeownership and maintaining a house. Homebuyer programs set people up for wealth generation and reduce foreclosure.

CONTINUE TO WORK WITH INSTITUTIONS TO DELIVER FINANCIAL INCENTIVES TO PROMOTE HOMEOWNERSHIP

Financial incentives, such as UMB's Live Near Your Work grants and other low interest loan and loan guarantee programs, help offset the entry costs associated with homeownership and can help attract potential buyers to locate within this neighborhood.



EXAMPLES OF INFILL TOWNHOUSES

3.9 Support Existing Homeowners to Improve Their Homes and Remain in Place

In addition to attracting new homebuyers, retaining existing homeowners is critical. Many existing homeowners have lived in the neighborhood for 30 years or more. They provide access to the history and culture of the community, they have been at the forefront of activism in the local schools as their children grew, and they have been the backbone of citizen watch programs and neighborhood beautification efforts.

These homeowners, except for the occasional boom times, have lived through the times of disinvestment, redlining, and speculative real estate activity. Now that the neighborhood is seeing new investment, it is critical to provide these residents with resources to enable them to enjoy this progress and remain in the neighborhood. In addition, homeowners who purchased homes 30 years ago are now entering their retirement years if they are not already there and preparing to live on fixed incomes.

Maintaining a home can be a large financial commitment. Many residents cannot afford to prioritize home improvements. Deferred maintenance often leads to larger, more complex repairs or abandonment of homes. In addition, costly upgrades of building systems can improve energy efficiency and enable residents to age in place.

Southwest Partnership, in collaboration with residents, has proposed a Residential Façade/Aging-in-Place grant program that when funded, will provide up to \$10,000 in funding to low-income homeowners in the neighborhood to complete

needed maintenance on the exterior of their homes that will enable them to protect the equity they have worked so hard to build without endangering their retirement income. As additional funds are raised, it may be possible to also address critical interior improvements focused on safety and energy efficiency. This program targets the elderly living on fixed incomes, heads of households with disabilities living on fixed incomes, and single heads of household with children with incomes below 60% of Area Median Income.



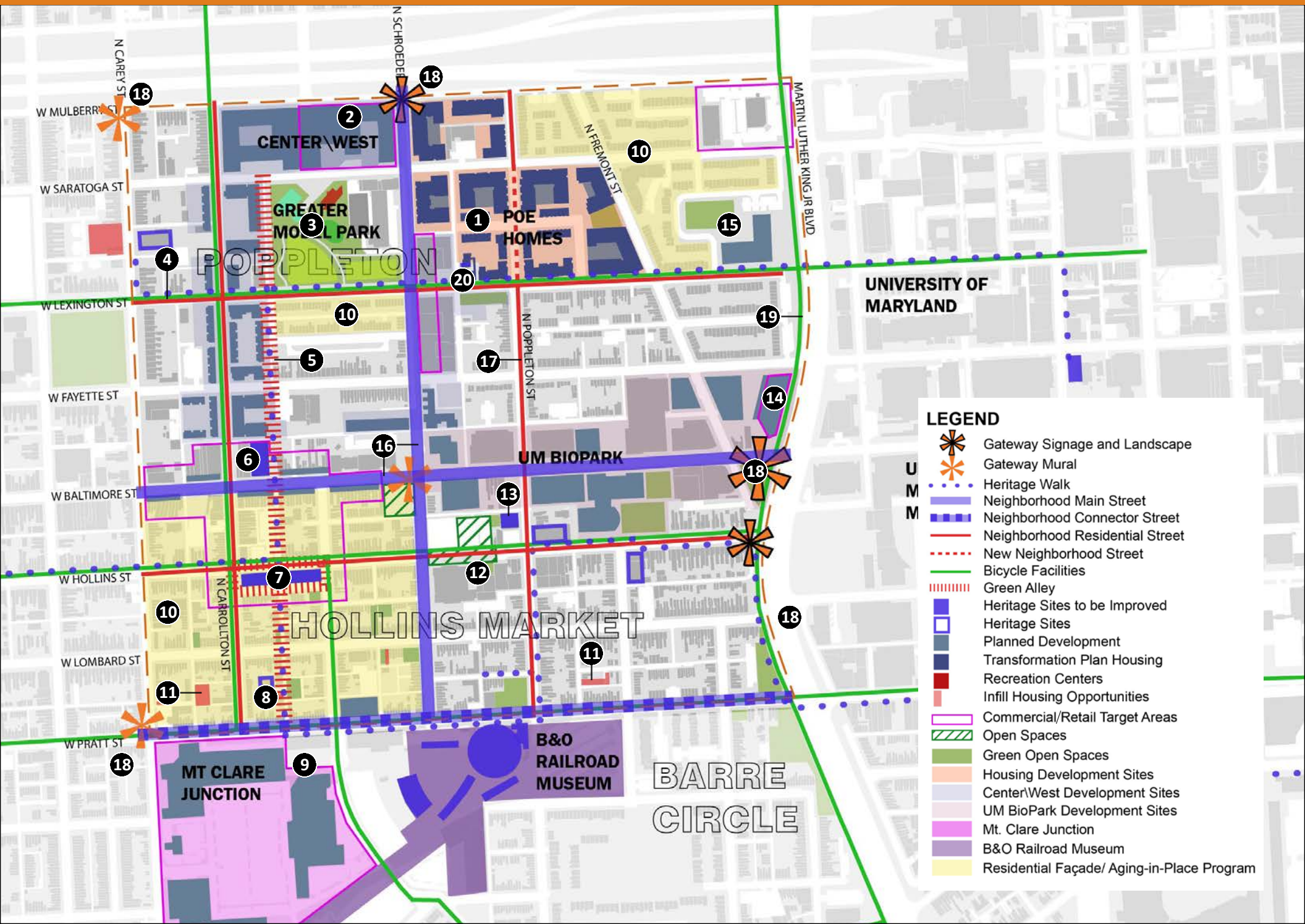
INFILL DEVELOPMENT OPPORTUNITIES

Target Area for Residential Façade/Aging-in-Place Program

City- or HABC-Owned Vacant Parcels for Homeownership Development

TRANSFORM POE MASTER PLAN

- 1 Redevelopment of Poe Homes with new dwelling units supported by shared community spaces, safe streets, and a variety of open spaces
- 2 Center\West mixed-use development with supermarket and mixed-income housing
- 3 Redevelopment of Greater Model Park with upgraded pool, new splash pad, renovated recreation center, improved ball field, playground, and landscaping
- 4 Heritage Walk connecting heritage sites with markers and signage
- 5 Carlton Street Green Alley with green infrastructure, pervious paving, and pedestrian lighting
- 6 Lord Baltimore Theater to be converted to an arts and culture center
- 7 Historic Hollins Market under renovation with façade improvements, interior improvements, and a range of prepared and fresh food businesses
- 8 Arabber's stalls and horse pen to be improved with new fencing, landscaping, and historic marker
- 9 Mount Clare Junction Shopping Center to undergo multi-phase improvements that include the creation of a new outdoor food court
- 10 Residential Façade/Aging-in-Place Program for existing homeowners
- 11 Infill housing to provide homeownership opportunities
- 12 James McHenry Recreation Center and school grounds to be improved with new programming, interior renovations, and landscaping
- 13 Recently completed UMB Community Engagement Center to house a range of services, programs, and meeting spaces
- 14 4 MLK, a new UM BioPark lab and business incubation facility with street level retail
- 15 New Mother Mary Lange Catholic School (preK-8)
- 16 Streetscape improvements along N. Schroeder and W. Baltimore Streets to establish them as primary mixed-use corridors
- 17 Streetscape improvements, bike facilities, and safety improvements at N. Poppleton, W. Lexington, N. Carrollton, and W. Hollins Streets to establish them as principal residential corridors
- 18 Gateway signage and street banners to promote neighborhood branding and identity
- 19 New bicycle side path along MLK Blvd.
- 20 Edgar Allan Poe House and Museum expansion




LEGEND

- Gateway Signage and Landscape
- Gateway Mural
- Heritage Walk
- Neighborhood Main Street
- Neighborhood Connector Street
- Neighborhood Residential Street
- New Neighborhood Street
- Bicycle Facilities
- Green Alley
- Heritage Sites to be Improved
- Heritage Sites
- Planned Development
- Transformation Plan Housing
- Recreation Centers
- Infill Housing Opportunities
- Commercial/Retail Target Areas
- Open Spaces
- Green Open Spaces
- Housing Development Sites
- Center/West Development Sites
- UM BioPark Development Sites
- Mt. Clare Junction
- B&O Railroad Museum
- Residential Façade/ Aging-in-Place Program

V. IMPLEMENTATION





Revitalization of the Poppleton-Hollins Market neighborhood is well underway as evidenced by over \$500M of planned or recently completed capital projects. Many previous plans have paved the way - the Southwest Partnership's Vision Plan, the University of Maryland Baltimore BioPark Master Plan, Poppleton NOW!'s Poppleton Plan, 2017 ULI TAP Study, and 2017 Baltimore City Department of Transportation's Downtown Bicycle Network Plan. This Transform Poe Plan continues this momentum, helping to advance the ongoing transformation of the neighborhood and to maximize community benefits to families most impacted. A bold plan specific to this corner of Southwest Baltimore that is embraced by committed partners is key to realizing this transformation.

This chapter provides an overview of a governance structure and key partners to help guide the implementation of the plan components; highlights key implementation actions, partners, and timeframes; summarizes potential funding sources to pursue for implementation activities; outlines critical Early Start Efforts and Action Activities intended to build additional momentum for change; and identifies metrics to measure progress over time.

This plan is subject to change as realities on the ground change. However, the vision and goals of this plan are intended to remain as guiding principles for all future activities.

IMPLEMENTATION

Lead Implementation Partners

Coordination and collaboration of many committed partners are essential to the Plan's success. HABC, working collaboratively with Baltimore City, and specifically the Department of Housing and Community Development (HCD), will continue to have overall lead responsibility to implement this plan. But HABC is not alone. Lead implementation partners are:

- The Southwest Partnership will lead the coordination and implementation of critical **NEIGHBORHOOD** strategies. This community-based organization is uniquely positioned to help further the myriad of proposed neighborhood projects given its experience organizing the seven neighborhood associations and six anchor institutions in Southwest Baltimore and the synergy with the work they are already doing to realize their 2014 Vision Plan. This work is done through seven community-led Program Committees: Commercial Development, Education, Historic Preservation, Housing, Public Safety, Vibrant and Walkable Streets and Workforce Development and is led by a Board of Directors made up of one representative from each member organization and the elected Chair of each Program Committee.
- HABC's Office of Resident Services (ORS) will lead the implementation of the **SUPPORTIVE SERVICES** strategies for Poe Homes families. ORS coordinates and implements many programs and services to enhance the quality of life for HABC residents that promote economic and personal self-sufficiency. Within the next several months, ORS will

employ a full-time Resident Service Coordinator dedicated to Poe Homes who will work closely with University of Maryland Baltimore's Community Engagement Center and a host of other local partners and existing networks to connect residents to programs and services. Longer term, ORS will seek additional funding support to grow the on-site team and help to stand up key supportive service initiatives outlined in the Plan.

- While ORS will prioritize service referrals for Poe Homes residents, the UMB Community Engagement Center (CEC) will serve both Poe Homes residents and other neighborhood residents too. The CEC marshals the University's people, resources and scholarship to improve the lives of its West Baltimore neighbors and partners with them in sustaining and accelerating progress toward community goals. Established in 2015, the CEC's work is guided by four goals: improve population health; enrich student and community learning; build community capacity; and strengthen West Baltimore's neighborhoods. Staff have developed a robust portfolio of community-based and community driven programs, activities and resources including youth programming, workforce development support, health education and fitness programs, legal advice, and social work assistance services. The recent expansion to their new 20,000 square foot facility in a historic building at 16 S. Poppleton Street will enable the CEC to grow its programs and services to meet community needs.

- In May 2019, HABC procured a developer team comprised of the Michaels Organization and Greater Baltimore AHC Inc. to oversee the development of the targeted **HOUSING** site (Poe Homes and adjacent sites). Master Developer Negotiations (MDA) are expected to be completed in 2020. The MDA will outline the business terms for implementing the Poe Homes Housing Plan, including expectations for Section 3 hiring and business contracting. The developer team has played an integral part in the planning effort, serving on the Housing Task Force and the Neighborhood Task Force, attending Steering Committee and community meetings, and participating in bi-weekly planning team calls. Working collaboratively with HABC and partners, the joint venture will assume the lead in furthering implementation of the Poe Homes Housing Plan. HABC's development affiliate, Baltimore Affordable Housing Development (BAHD), will act as co-developer. Once constructed, the new mixed-income site will be privately managed.
- Both Southwest Partnership and the UM Biopark will continue in their roles as **NEIGHBORHOOD ANCHOR PARTNERS**. Additional partners will advance their specific projects.

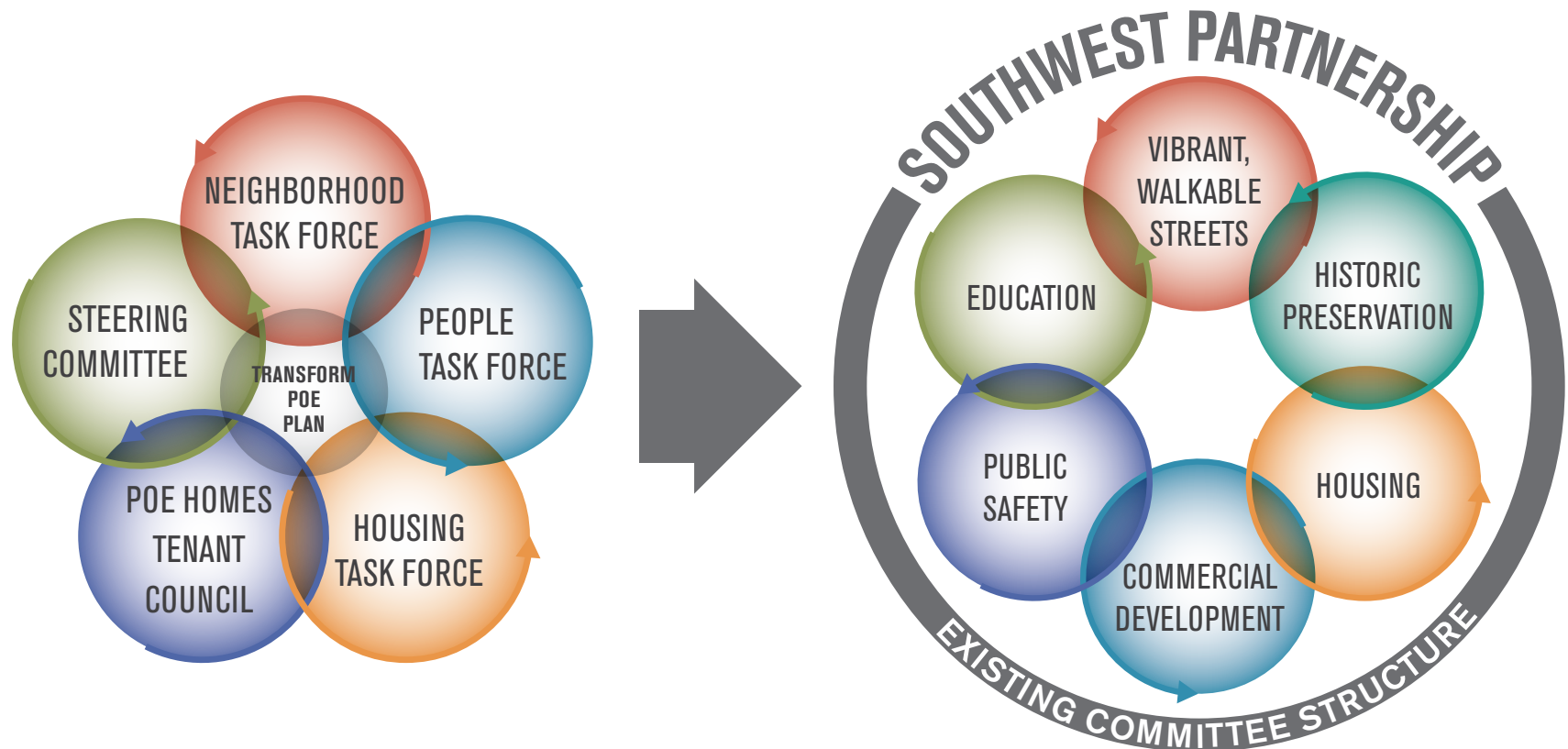


IMPLEMENTATION

Ongoing Community Engagement

HABC and its lead implementation partners are committed to ongoing engagement with the local neighborhood associations that served on the Steering Committee - Poe Homes Tenant Council, Townes at the Terraces Neighborhood Association, Hollins Roundhouse Neighborhood Association, and Poppleton NOW! Community Association - as well as the broader Poe

Homes and Poppleton-Hollins Market resident populations. HABC and its implementation partners will utilize the existing networks established by the Southwest Partnership to regularly engage with and update community members and stakeholders about the ongoing work to implement the Transform Poe Plan.



RELOCATION AND RIGHT TO RETURN

RELOCATION

For the Transform Poe Housing Plan, HABC will pursue a “build-first” approach to the greatest extent possible. HABC understands that relocation, even temporarily, is extremely disruptive to residents, especially those with children, and only adds stress to an already stressful situation. HABC will work closely with the Poe Homes Tenant Council and the broader resident community to develop a written Relocation Plan that meets the needs of residents while adhering to all the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, Section 18, Rental Assistance Demonstration, and all other applicable HUD provisions.

All residents will meet one-on-one with a relocation counselor to determine the best relocation option for their family based on individual circumstances. This relocation counselor will work with residents every step of the way until they are re-housed in a new unit at the redeveloped Poe Homes or are permanently relocated.

HABC will seek to maximize relocation options including temporarily or permanently relocating to another public housing unit or utilizing a Section 8 voucher for a unit in the private market, to the greatest extent possible. As standard practice, mobility counseling and transportation assistance are provided, if needed, to see units, and residents have the option of being moved or moving themselves and receiving a one-time moving payment.

HABC will cover the relocation costs for all families that must move once HUD approves the demolition and disposition of the site.

RIGHT TO RETURN

HABC has committed that all lease-compliant Poe Homes residents at the time of relocation/redevelopment are guaranteed the right to return to a new unit at the redeveloped sites.

IMPLEMENTATION

Financing Plan

A revitalization effort of this scale and complexity will require a variety of funding sources to make it feasible. HABC and the City, with the support of key partners, are committed to identifying the resources needed to implement the strategies described in this plan, acknowledging that this will be an ongoing challenge.

A combination of the following sources will be pursued:

- **Low-Income Housing Tax Credit (LIHTC) Equity:** LIHTC equity is expected to be a primary source of funding for all residential development phases. Maximizing the number of phases receiving 9% credits will reduce the need for other funding sources and subsidies. The plan assumes that 4-5 rounds of a combination of 9% and 4% credits will be necessary. If feasible, HABC will seek a forward commitment from Maryland CDA.
- **HABC/Public Housing Funding:** HABC is a Moving to Work (MTW) agency which provides significant regulatory relief. HABC will utilize its MTW flexibility to commit public housing resources to developing replacement units in addition to financing demolition, relocation, and services.
- **Choice Neighborhoods Implementation Grant Funds:** Subject to annual appropriations by Congress, HABC intends to pursue a future grant of \$30-35 million.
- **Conventional Debt:** Some residential and commercial/retail phases might support debt. The plan assumes that taxable and tax-exempt debt will be an important source of financing for the rental housing developments, exclusive of public housing replacement units.
- **Tax Increment Financing (TIF):** HABC will explore expansion of the TIF established for the Center\West development to support parts of the Transform Poe Plan, or establishment of a new TIF, whichever is more viable. TIF financing will be necessary to support the extensive infrastructure upgrades that will be necessary at the housing sites.
- **Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP):** Typically up to \$500K per project/phase, AHP grants are competitively awarded to FHLB members working with housing developers or community organizations to create rental and homeownership units for low-to-moderate income households.
- **New Markets Tax Credits (NMTC):** NMTC may be used for the retail/nonresidential components in the Plan. The federal NMTC program provides capital markets funding (equity and/ or debt at below market terms) for economic development projects in low-income communities. NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side in a development.
- **Deferred and Reinvested Developer Fee:** As developer or co-developer, HABC may receive a developer fee and reinvest these funds to implement future phases of the Plan.
- **Community Development Block Grants (CDBG):** CDBG funds are for activities that benefit low- and moderate-income persons, prevent or eliminate slums or blight, or address community needs for which other funding is not available.

- **HOME Funding:** HOME funds can be used to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing for rent or ownership; or for “other reasonable and necessary expenses related to the development of non- luxury housing,” including site acquisition or improvement, demolition of dilapidated housing to make way for HOME- assisted development, and payment of relocation expenses.
- **Section 108 Loan:** Under the Section 108 loan guarantee program, HUD offers communities a source of financing for certain community development activities (e.g. housing rehabilitation, economic development, large-scale development projects, etc.). The City essentially pledges a portion of its current and future CDBG funds as security for a loan guarantee.
- **CIP/City Funds:** The Plan assumes that, over time, the City will undertake several of the neighborhood initiatives proposed in the Plan utilizing Capital Improvement Funds.
- **Foundation Funding:** HABC and its lead partners will explore partnerships with local and national foundations.
- **National Endowment for the Arts (NEA):** NEA’s Our Town grant program supports creative placemaking projects that impact livability by affecting community priorities such as public safety, health, blight and vacancy reduction, job creation, local business development, civic participation, and/or community cohesion.

- **Rental Housing Works and Rental Housing Partnership Funds:** Subject to annual appropriations, these State of Maryland funds finance affordable housing.
- **Project C.O.R.E.** (Creating Opportunities for Renewal and Enterprise): Maryland Department of Housing and Community Development administers these funds for environmental remediation and demolition in Baltimore.
- **Capital Magnet Funds:** Competitive grants are awarded by the U.S. Department of Treasury to Community Development Financial Institutions (CDFI) to spur investment in affordable housing and related economic development efforts that serve low-income families and communities.
- **Maryland Affordable Housing Trust (MAHT) Fund:** Maryland Department of Housing and Community Development administers this loan program to finance affordable housing development and operations, capacity building, and supportive services.
- **Opportunity Zone:** The target housing site and target neighborhood are located in a qualified Opportunity Zone, which can be a great opportunity to attract investors to establish an Opportunity Fund.
- **Other Funding:** Other funding sources may become available over the course of implementation of the Plan. HABC and implementation partners will pursue all opportunities that arise. These may include federal or state grant or tax credit programs, energy conservation-related funding, private grants, and state or local funding programs.

IMPLEMENTATION

Building Momentum

Numerous projects in Poppleton-Hollins Market, some recently completed and others ongoing, demonstrate a high level of commitment by implementation partners and build community confidence that change is real. These include three Early Start Efforts (Doing While Planning) projects identified at the outset of the planning effort. In addition, HABC and its community partners have identified five priority projects for the \$1,235,000 in Action Activities funding.

EARLY START EFFORTS

- **New Home for the University of Maryland, Baltimore (UMB) Community Engagement Center (CEC):** Opened in 2016, the UMB CEC was established to give West Baltimore residents a place to access services promoting neighborhood and economic development. Initially located in the ground floor of the UM BioPark parking garage, the CEC purchased the former St. Peter the Apostle Catholic School, a 20,000 SF building, to serve as its new home. The groundbreaking for this exciting project was held on October 24, 2019 and construction is now complete. This historic, fully renovated building in the Hollins Market neighborhood will allow UMB CEC to offer expanded, free programming for the community, including workforce services, fresh produce markets, health and fitness classes, and the UMB Police Athletic/Activities League for local elementary and middle school children.
- **Hollins Market Redevelopment:** Established in 1836, Hollins Market is one of the City's oldest continuously operating public markets. Hollins Market features a wide range of food products and is a historical community hub located

in the heart of the target neighborhood. Warhorse CDC received \$250,000 from the State in 2018 for the Hollins Market shed rehab and façade work, including replacement of siding, roofing, exterior lighting, external painting, and murals on Hollins Market. This project kicked off in June and was completed in September 2019. Redevelopment of the historically significant Head House section of Hollins Market, which is being managed by the Baltimore Public Markets Corporation, is underway. A second phase of construction, including upgrades to common spaces and stalls was completed in August 2020. A third phase is the subject of an Action Activity proposal noted below.

- **1200 Block of W. Baltimore Street:** Once a thriving commercial corridor, W. Baltimore Street is characterized by vacant storefronts and blighted buildings. To complement renovations of ten storefronts and residential units above on the 1000 block completed by a private developer, the Southwest Partnership targeted improvements on the 1200 block. With \$250,000 in financial support from the Baltimore Development Corporation and the State of Maryland, SWP will start redeveloping the 1200 block including the historic rehabilitation of seven storefronts and the renovation of the old YWCA into 30 new units of housing (the latter project is now in the predevelopment planning and fundraising phase). Thus far, brickwork, exterior lighting, and window replacement for the properties at 1235-1241 is complete as are signage improvements to the business at this location.

ACTION ACTIVITIES

Following a community-led selection process [see Planning Spotlight], HABC has proposed awarding \$1,235,000 in grant funding to five Action Activities in a June 2020 proposal to HUD. The proposed projects include:

- Gap funding to support the redevelopment of the Greater Model Park Complex with a focus on installation of a new splash pad
- Grants to existing low-income homeowners to make necessary repairs to the exterior of their homes and ensure they can safely age in place
- Completion of the multi-phase redevelopment of the historic Hollins Market
- Commercial grants for fit-out and other start-up costs to attract more sit-down eateries and other food retail to the neighborhood
- Grants to improve convenience and corner stores so they not only provide clean, safe, and accessible shopping but also offer better quality foods

Pending HUD approval, HABC will work with the selected proposers to complete the Action Activities by March 2022.



SPLASH PAD PROPOSED FOR GREATER MODEL PARK AS ACTION ACTIVITY

PLANNING SPOTLIGHT: ACTION ACTIVITY SELECTION PROCESS

OPEN CALL FOR IDEAS

In response to the community's insistence that all ideas should be welcomed, HABC issued an Open Call for Action Activity proposals in November 2019. The Steering Committee felt strongly that any individual, organization, business or stakeholder should be invited to propose physical improvements projects. In addition, they advocated that residents should not only have a voice in defining the priorities for funding but should be directly involved in the evaluation of the proposals. And since four community organizations were already in place to represent different groups in the neighborhood, it was agreed that these organizations would have a formal role in the proposal review.

COMMUNITY PRIORITIES

The community agreed that Action Activities must be responsive to community-defined needs, providing innovative solutions to neighborhood challenges that can be completed by March 2022 (the end of the Choice Neighborhoods grant period). Action Activities proposals had to address at least one of the following community-defined priorities that have also been incorporated into the Transformation Plan:

- Improve safety and security
- Increase economic opportunity
- Provide new recreational facility or interactive open space
- Provide neighborhood conveniences and commercial amenities
- Reclaim vacant or blighted property
- Be a Fresh Food initiative

COMMUNITY CAPACITY BUILDING

Once the framework for the Open Call was agreed to and the RFP issued, HABC and Southwest Partnership (SWP) provided opportunities for discussion of the concept, the approach, and the role of the community. HABC facilitated resident and community meetings to review the approach and respond to questions. Additionally, SWP provided individualized support and technical assistance to any resident that expressed an interest in advancing a proposal individually or as a collaborative. As a result, the Open Call was far more successful than initially anticipated with HABC receiving 30 proposals.

COMMUNITY REVIEW AND RANKING

After an initial threshold review by HABC, Community Reviewers reviewed, rated, and ranked each proposal. Community Reviewers came from the four established neighborhood associations:

- Poe Homes Tenant Council, which includes elected representatives from the target public housing site
- Townes at the Terraces Neighborhood Association, which includes elected representatives from the neighboring HOPE VI redevelopment site
- Poppleton NOW!, which includes resident representatives from the Poppleton neighborhood
- Hollins Roundhouse Neighborhood Association, which includes resident representatives from the Hollins Market neighborhood

HABC provided training to each neighborhood association to review the scoring criteria, protocol for evaluation, rules of engagement, and conflict of interest.

After the completion of the Community Review, HABC combined the ratings from all four neighborhood associations to calculate an average score. The average scores and subsequent ranking were provided to each applicant, the community, and posted on the project website.

IMPLEMENTATION

Timeframe for Implementation

Based upon the strategies described in Chapter 4, the following implementation matrix identifies the responsible implementing entity and supporting partners and the timeframe for implementation of each strategy.

Implementation strategies are organized under the following timeframes:

- Short Term: 1-2 years
- Medium Term: 3-4 years
- Long Term: 5+ years

GOAL 1: ASSETS, PARTNERS, & MOMENTUM ARE LEVERAGED	STRATEGY
	1.1 Leverage Capacity of Anchor Institutions
	1.2 Leverage Physical Assets Being Developed by Partners

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Integrate Transform Poe Steering Committee and Task Forces with existing Southwest Partnership (SWP) networks	SWP + Network Members	Ongoing
4 MLK Gateway Building Phase 1 - business incubator, retail, and laboratory	UM BioPark, Wexford Technologies	Short term
4 MLK Gateway Building Phase 2 - residential and laboratory building	UM BioPark, Wexford Technologies	Long term
Center\West - 262 units/2 buildings constructed (Phase 1A/1B) of the anticipated 3000 unit/32 building redevelopment effort on 30 acres	La Cité	Completed
Center\West - Balance of anticipated 3,000 unit/32 building redevelopment effort on 30 acres, including a grocery store	La Cité, HCD	Long term

GOAL 1: ASSETS, PARTNERS, & MOMENTUM ARE LEVERAGED	STRATEGY
	1.3 Launch an Outreach Campaign to Increase Awareness of, Improve Access to, and Connect Families to Existing Resources
	1.4 Strengthen Social Networks and Community Connections
	1.5 Promote the Neighborhood Identity and Historical Assets

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Install neighborhood broadband infrastructure	City	Medium term
Hire full-time Resident Services Coordinator for Poe Homes, complete construction of on-site office	HABC	Short term
Establish MOUs with local partners to facilitate referrals for service	HABC	Short term
Host Resource Fair	HABC + service partners	Short term
Create peer-to-peer engagement opportunities like Community Health Workers	HABC	Medium term
Continue to provide resources for training and support to the Poe Homes Tenant Council	HABC	Short term
Purchase and stabilize the historic Lord Baltimore Theater with intent of creating an arts and cultural center	SWP	Short term
Neighborhood branding - Develop gateway signage, murals, lamppost banners, and other public art	SWP	Medium term
Renovate/expand Poe House and Museum including coordinate subdivision and consolidation of lots with Poe Homes Redevelopment	Poe Baltimore, Baltimore City Department of General Services	Long term
Create Heritage Walk linking historic sites and utilizing signage and historic markers, including map and promotional material	Baltimore Heritage Area	Short term

GOAL 2: RESIDENTS ARE THRIVING AND SUCCESSFUL	STRATEGY
	2.1 Invest in/Expand Trauma-Informed Services and Access to Opportunities
	2.2 Develop, Expand, and Promote Quality Educational Programming

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Expand Transformation Health's engagement with Poe Homes residents	HABC, Transformation Health	Short term
Explore new partnership opportunities with LifeBridge Health, UMB School of Social Work's Family Connections program, and others	HABC	Short term
Expand youth and other programming offered by UMB Community Engagement Center in the newly rehabbed historic St. Peter the Apostle Catholic School building	UMB CEC	Short term
Expand center-based early learning slots	Bon Secours, Mother Mary Lange Catholic School, UMB CEC/United Way	Short term
Construct Mother Mary Lange Catholic School (preK-8)	Archdiocese of Baltimore	Short term
Provide home visiting supports to promote healthy child development	HABC, B'more for Healthy Babies	Short term
Support continued investment in the Community School Model	SWP, BCPS	Ongoing

	STRATEGY
GOAL 2: RESIDENTS ARE THRIVING AND SUCCESSFUL	2.3 Assist Residents to Build Assets/Wealth

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Provide financial literacy supports via Your Money, Your Goals curriculum	HABC	Short term
Connect residents with traditional banking services	HABC, Harbor Bank	Short term
Continue to develop job opportunities via existing anchor partners	SWP, UMB CEC, UMMC	Ongoing
Negotiate first source hiring agreements with new businesses/employers	SWP, HABC, HCD, BDC	Ongoing
Create infrastructure to maximize Section 3 hiring during the build out of the Transform Poe Plan	HABC, City	Short term
Offer Job Readiness Boot Camp on-site at Poe Homes	HABC	Short term

GOAL 3: THE NEIGHBORHOOD IS SAFE, ECONOMICALLY VIBRANT, AND WELCOMING TO ALL	STRATEGY
	3.1 Improve Access to Recreation
	3.2 Expand Neighborhood Greening

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Redevelop the Greater Model Park Complex	SWP, BCRP, Poppleton NOW!, Sowebo, HABC	Short term
Create joint use agreement to expand James McHenry Rec Center hours and programming, create a Maker Space	BCRP, UMB CEC	Short term
Create gateway park with improved landscaping at MLK and W. Baltimore Streets	UM BioPark, Wexford Technologies	Medium term
Create green alley along Carlton Street between Pratt and Lexington with permeable paving, green infrastructure/plantings, specialty pedestrian lighting	SWP	Long term
Improve existing green spaces including new furnishings, landscaping, playground equipment, signage, lighting	BCRP	Short term
Increase tree canopy	BCRP, Tree Baltimore	Short term
Redesign James McHenry schoolyard	BCPS, UMB CEC	Short term

	STRATEGY
GOAL 3: THE NEIGHBORHOOD IS SAFE, ECONOMICALLY VIBRANT, AND WELCOMING TO ALL	3.3 Improve Street Experience

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Implement bicycle boulevards and protected bike lanes in accordance with the 2017 DOT Downtown Protected Bike Network Plan	DOT	Short term
Complete neighborhood-wide study for functional improvements including traffic calming, crosswalks, lines of sight, signaling, signage, etc.	DOT	Short term
Study Pratt and Fayette Street to improve walkability and multi-modal transportation including signaling, bus/bike lanes vs. separated bike lanes, conversion to two-way	DOT	Medium term
Construct side path on west side of MLK Blvd.	DOT	Short term
Conduct neighborhood-wide assessment of street lighting with focus on improvements to key blocks including Carey Street and Lexington Street	DOT	Short term
Improve streetscape with special sidewalks, furnishings, special crosswalks, green infrastructure	SWP	Long term

GOAL 3: THE NEIGHBORHOOD IS SAFE, ECONOMICALLY VIBRANT, AND WELCOMING TO ALL	STRATEGY
	3.4 Expand Access to Affordable, Healthy Food
	3.5 Create a Culturally Rich and Economically Vibrant District

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Redevelop historic Hollins Market - Phases 1 + 2	BPMC	Complete
Redevelop historic Hollins Market - Phase 3	BPMC	Short term
Support Center\West project to build a grocery store in the neighborhood	La Cité, BDC	Medium term
Commercial façade improvements - Brickwork, window and outdoor lighting replacements at 1235-41 W. Baltimore Street	SWP, BDC, State	Short term
Commercial signage improvements at 1235 W. Baltimore Street	SWP, Maryland DHCD/Civic Works	Short term
Commercial façade improvements at 1019-1041 W. Baltimore Street (10 storefronts)	SWP	Complete
Redevelop Mt. Clare Junction Shopping Center. Phase 1 - clean-up, security enhancement, tenant improvements, lighting, signage.	Carlyle	Short term
Redevelop Mt. Clare Junction Shopping Center. Phase 2- renegotiating leases in preparation for complete overhaul. Phase 3 - complete overhaul.	Carlyle	Long term
Develop 1100 W. Baltimore Street into light industrial office building, maker-space, 1-2 bio tech with coffee/sandwich shop	Warhorse Cities CDC	Short term
Demolish 1107-1129 W. Baltimore for new construction mixed-use project	HCD	Short term

GOAL 3: THE NEIGHBORHOOD IS SAFE, ECONOMICALLY VIBRANT, AND WELCOMING TO ALL	STRATEGY
	3.6 Improve Community Safety and Wellness
	3.7 Provide a Range of Housing Options to Retain Existing Families and Attract New Families

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Implement Community Safety Framework Plan	BCP, HABC, Developer, Community	Short term
Complete acquisition and land transfers	HABC, HCD	Short term
Prepare and Submit Zoning Map Amendment Bill	HABC, HCD	Short term
Revise Urban Renewal Plan to reflect updated zoning and development plans	Planning, HCD	Short term
Submit application to close alleys on Sarah Ann Street (between Schroeder and 939 Sarah Ann) and east of N. Schroeder Street (between 319 and 327 N. Schroeder)	HABC, HCD	Short term
Prepare, engineer, design, and finance redevelopment of Poe Homes, including site improvement, such as new public and private streets	HABC, Michaels Development, AHC of Greater Baltimore	Ongoing
Renovate five vacant houses on S. Schroeder Street for rental housing	SWP	Short term

GOAL 3: THE NEIGHBORHOOD IS SAFE, ECONOMICALLY VIBRANT, AND WELCOMING TO ALL	STRATEGY
	3.8 Increase Homeownership Opportunities
	3.9 Support Existing Homeowners to Improve their Homes and Remain in Place

ACTIVITIES/DESCRIPTION	KEY PARTNERS	TIMEFRAME
Prepare City- and HABC-owned vacant sites and buildings for development as infill homeownership	HABC, HCD	Medium term
Use SWP's Tax Sale Program to support developers and local builders to renovate vacant structures	SWP	Ongoing
Renovate three vacant houses on S. Arlington as infill homeownership	Warhorse Cities CDC	Short term
Launch Residential Façade Improvement/Aging-in-Place Program	SWP, HABC	Short term

IMPLEMENTATION



Measuring Success

Tracking progress and assessing the impact of the Transform Poe Plan strategies and activities is critical to inform course correction and hold partners accountable. Initial metrics are outlined below and will be refined over time:

GOAL 1	STRATEGY	METRIC
Assets, Partners, and Momentum are Leveraged	1.1 Leverage Capacity of Anchor Institutions	Number of development projects in the neighborhood
	1.2 Leverage Physical Assets Being Developed by Partners	Dollars invested in neighborhood development projects
	1.3 Launch an Outreach Campaign to increase Awareness of, Improve Access to, and Connect Families to Existing Resources	Number and percentage of residents receiving resources and referral services
		Resident-expressed knowledge and understanding of local resources
	1.4 Strengthen Social Networks and Community Connections	Number of visits to historic anchors including Poe House and Museum, B&O Railroad Museum, and others
	1.5 Promote the Neighborhood Identity and Historical Assets	Number of community events and rate of participation

IMPLEMENTATION

GOAL 2	STRATEGY	METRIC
Residents are Thriving and Successful	2.1 Invest in/Expand Trauma-Informed Services and Access to Opportunities 2.2 Develop, Expand, and Promote Quality Educational Programming 2.4 Assist Residents to Build Assets/Wealth	Number of residents reporting good mental health
		Number and percentage of children aged birth to kindergarten participating in center-based or formal home-based early learning settings or programs
		Number and percentage of children in kindergarten who demonstrate age-appropriate functioning across multiple domains of early learning at the beginning of the school year
		Number of center-based or formal home-based early learning slots in the neighborhood
		Number and percentage of youth involved in positive youth development activities
		Number and percentage of students at or above grade level according to State math assessments in at least the grades required by the Elementary and Second Education Act (ESEA)
		Number and percentage of students at or above grade level according to State reading or language arts assessments in at least the grades required by the Elementary and Second Education Act (ESEA)
		Number and percentage of students that are chronically absent
		Number and percentage of households at or below the poverty line
		Number and percentage of residents with a bank account
		Percentage of new hires that are Section 3
		Number of residents enrolled in job training or other workforce development program
		Number of residents employed by jobs in the neighborhood
		Number and percentage of residents working full or part-time
		Median household income

GOAL 3	STRATEGY	METRIC
The Neighborhood is Safe, Economically Vibrant, and Welcoming to All	3.1 Improve Access to Recreation	Square footage of open space in the neighborhood
	3.2 Expand Neighborhood Greening	Number and percentage of residents utilizing recreation facility/ programs in the neighborhood
	3.3 Improve Street Experience	Walkability Index
	3.4 Expand Access to Affordable, Healthy Food	Number of residents that report food insecurity
	3.5 Create a Culturally Rich and Economically Vibrant District	Number of new businesses in the neighborhood
		Percentage of business addresses vacant, unoccupied 3 months or more
	3.6 Improve Community Safety and Wellness	Number of commercial façade improvements
	3.7 Provide a Range of Housing Options to Retain Existing Families and Attract New Families	Crime rate
	3.8 Increase Homeownership Opportunities	Number of rental units in the neighborhood by type, i.e. public housing replacement, LIHTC/affordability restricted, market-rate/ unrestricted
	3.9 Support Existing Homeowners to Improve their Homes and Remain in Place	Homeownership rate
		Number of residential façade improvements and/or rehabilitations



ARTWORK BY POE HOMES YOUTH AT SIP AND PAINT EVENT



HOUSING AUTHORITY of BALTIMORE CITY

TRANSFORM POE

Poe Homes | Poppleton | Hollins Market

Choice Neighborhoods Initiative

www.habc.org/habc-information/programs-departments/planning-development/transform-poe/