

10/31/2022



Perkins - Somerset - OldTown **TRANSFORMATION**

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Message from Janet Abrahams, HABC President and CEO

I am pleased to present the Perkins Somerset Oldtown (PSO) Transformation Plan, which will revitalize a 244-acre footprint in East Baltimore that has been historically underserved and has experienced years of disinvestment. The heart of the plan is the replacement of 629 obsolete public housing units at Perkins Homes with 1,360 units of mixed-income housing in a modern and thriving mixed-use community. The PSO Plan represents years of planning, community engagement and partnership building and was brought to fruition by a \$30 million Choice Neighborhoods implementation grant from HUD. It is a truly collaborative effort that takes a comprehensive approach to redevelopment with a focus on People, Housing and Neighborhood

The plan was designed to ensure that families in the target development and surrounding areas benefit directly from this investment. In addition to the housing component, the PSO Plan will substantially improve quality of life and increase economic mobility for area residents. It provides for employment and educational opportunities which include job training and placement programs as well as a brand-new 21st Century City Springs Elementary/Middle School.

In addition, new public safety strategies will be implemented along with infrastructure improvements such as lighting and streetscaping, which will also enhance walkability. Other planned amenities include access to health care services, a new grocery store, an expanded recreation center and two new parks.

Through the last several years, implementation of the PSO Transformation Plan has advanced steadily thanks to strong partnerships among HABC, the City of Baltimore and State of Maryland, developers, nonprofits, community organizations and, most importantly, residents of Perkins Homes. Not only will the plan ensure the preservation of quality affordable housing in Baltimore, but it will serve as a catalyst for further investment. This is a legacy project that will change lives for generations to come. I look forward to our continued progress and to the growth and opportunities that this multifaceted initiative will bring to Baltimore City and its residents.

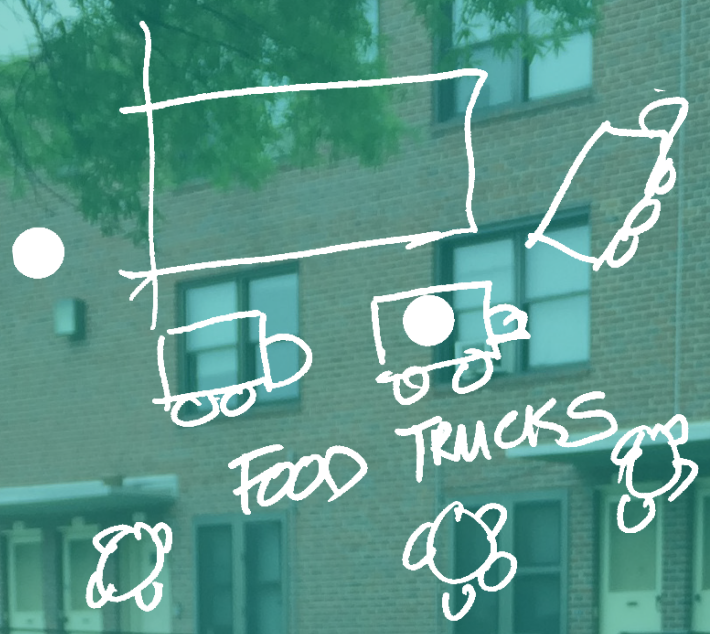
Janet Abrahams,




HOUSING AUTHORITY of BALTIMORE CITY

PSO TRANSFORMATION

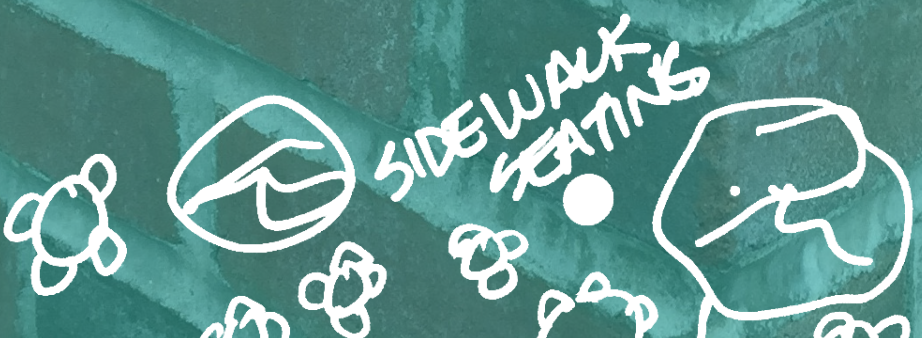
Perkins | Somerset | OldTown
Choice Neighborhoods



MYES PERKINS

Roof Top Gardens

Terraces



INTRODUCTION

The Perkins-Somerset-Oldtown (PSO) Transformation Plan sets forth a comprehensive and multi-pronged set of community-supported goals and strategies that seek to address immediate challenges while also serving as a road map for investment long into the future.

Located within minutes of Downtown Baltimore and the thriving waterfront, PSO is a community of over 5,939 residents in 2,122 households. The target public housing site – Perkins Homes – was home to 587 families in 629 units at the time of the submission of the Choice Neighborhoods funding application. Built in 1942, Perkins Homes has long outlived its useful life such that complete demolition is now necessary. The Housing Authority of Baltimore City was awarded \$30M in Choice Neighborhoods grant funding from the Department of Housing and Urban Development in July 2018. This federal funding will leverage more than \$986M in committed funding and investments from public, private, and nonprofit partners.

Known locally as “the hole in the donut,” the PSO neighborhood is centrally located within walking distance of the Harbor, downtown, and other key economic and recreational assets, and is surrounded by stable mixed-use, mixed-income neighborhoods. However, the neighborhood has suffered from a historic lack of investment and a high

concentration of poverty. This PSO Transformation Plan envisions that the revitalization of Perkins Homes will serve as a catalyst to transform the entire PSO neighborhood and intentionally connect it to the economically booming neighborhoods to the south (Fells Point, Harbor Point and Harbor East), the Johns Hopkins Medical Campus to the northeast, and the stable neighborhoods to the east (Patterson Park) and west (Little Italy and Jonestown).

The waterfront, located just five blocks south of the PSO, has for decades been Baltimore’s economic driver — a popular tourist destination and a center for business and culture. Although PSO has suffered from disinvestment, concentrated poverty, high crime, and under-performing public schools, it has thriving anchor institutions committed to the PSO’s revitalization. These partners, in combination with the neighborhood’s proximity to downtown and the waterfront, its excellent accessibility by public transportation, and its engaged and committed residents, provide a solid foundation for the neighborhood’s transformation.

VISION AND GOALS

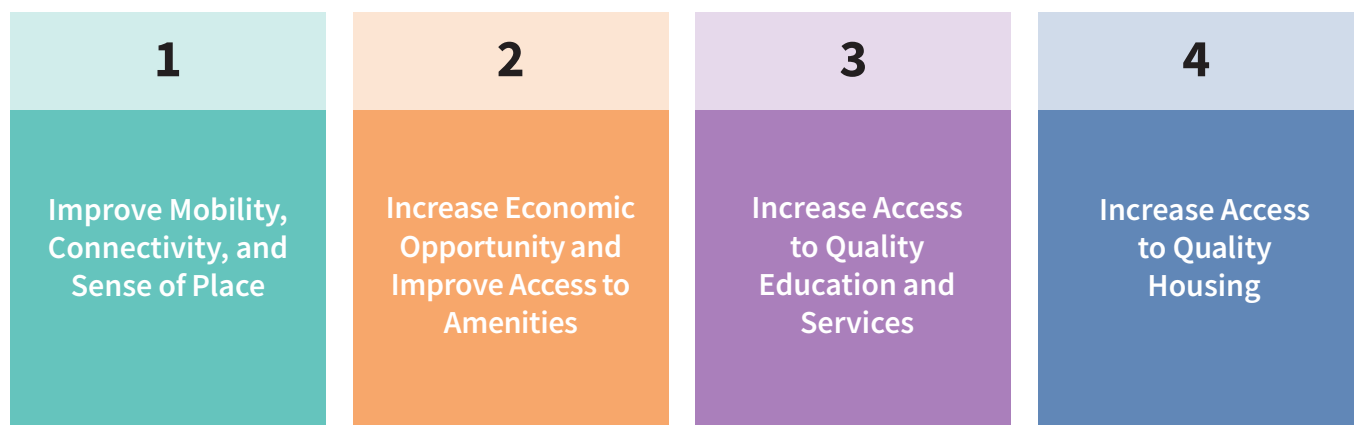
From 2014-2016, as part of a comprehensive planning effort with residents, the City, HABC and other stakeholders worked to develop holistic strategies for neighborhood transformation. According to residents, “the neighborhood should be inviting, should promote resident pride and unity among neighbors, and should be integrated into the surrounding area.”

To achieve this goal, the Transformation Plan builds on existing programs and resources, introduces new assets and amenities, and creates linkages and connections to capture synergistic energies. A key element of this transformation is the redevelopment of Perkins Homes into a new mixed-income, mixed-use community that provides a range of housing choices and new ladders of housing opportunity. With a housing mix that includes public, workforce, and market-rate rental opportunities, current and new residents will live in an economically-integrated community that offers high-quality housing and excellent amenities that are woven into the fabric of the neighborhood. In the revitalized community, doing better will not have to mean moving up and out, but will provide families options for remaining, growing in place, investing, and improving their lives.

Another key is linking residents to the tools they need to set and achieve their personal goals. Perkins Homes residents will be offered expanded, evidence-based programming to address personal challenges and to establish a foundation for success. With a focus on three areas — health/wellness, employment/job training, and education — the plan holistically improves a range of social and environmental determinants that will help lead to economic stability, reduce stress and trauma, and provide positive outcomes.

The third key is leveraging investment in place. After many years of disinvestment, momentum is building from several recent public and private investments. This Transformation Plan includes complementary physical improvements that will magnify the impact of these investments. For example, the Plan will revive commercial corridors like Oldtown Mall, Broadway and Fayette Street, improve connections from north to south along Central Avenue and Caroline Street, develop blighted and underutilized properties, develop public parks and streetscapes, upgrade the existing housing stock and infrastructure, build wealth from within, and create new education and health amenities.

Fig. 1 Goals for Neighborhood Transformation



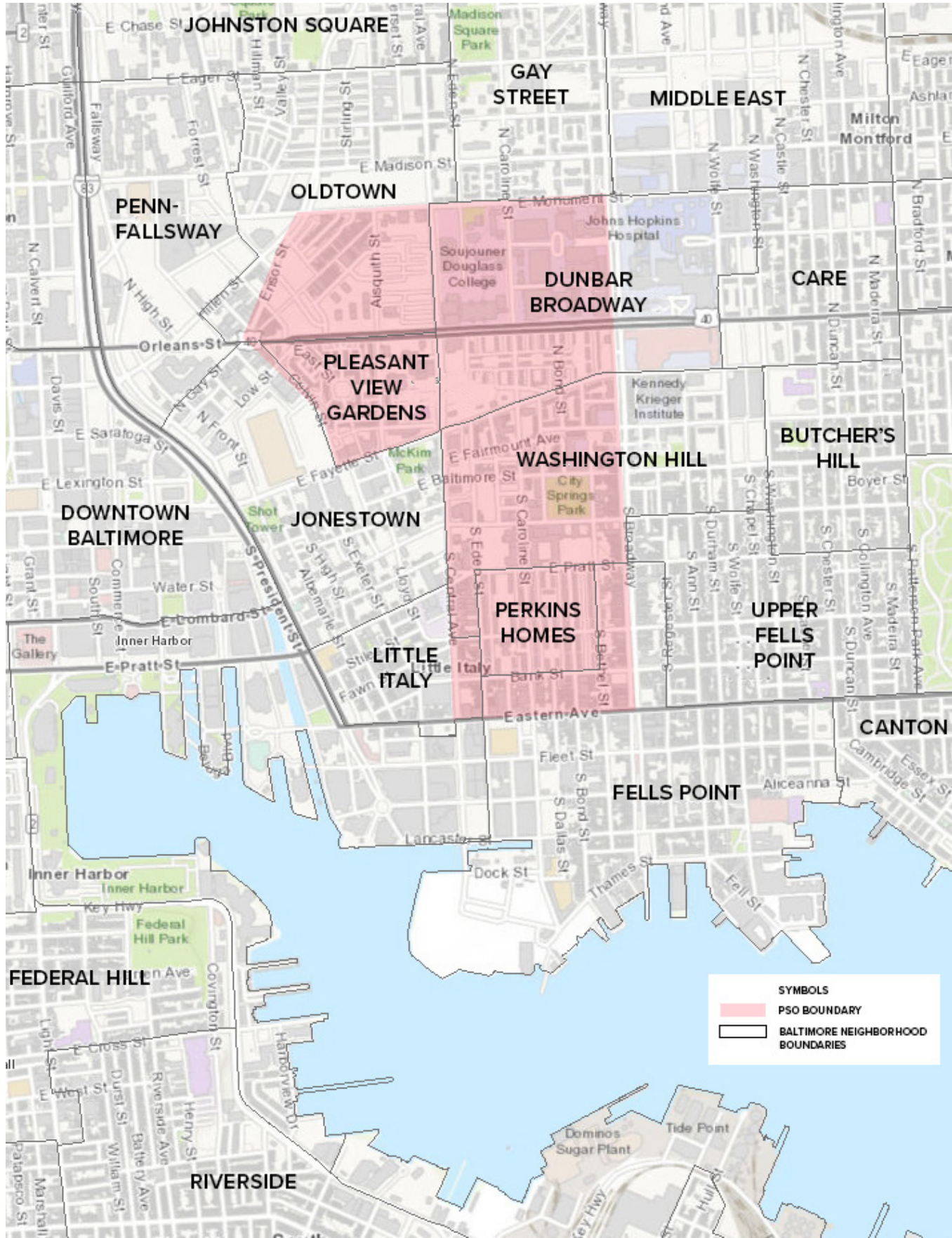


Fig. 2 Target Site Boundary Map

HGT
House

Washer
& dryer



34
bedroom
family
center
heating
air cond Home

Picture window

100
Hand of God



Basement

Wooden Floors

Office
DATA
computer

ice

EXISTING CONDITIONS

The PSO Transformation Plan is grounded in a thorough assessment of the existing physical, social, and economic conditions in the Perkins-Somerset-Oldtown neighborhood that informed the collective community vision.

HABC and its partners engaged in a series of data gathering activities designed to understand the neighborhood from diverse perspectives. Principal among these activities was a comprehensive 66-question survey to Perkins Homes heads of households between May 2015 and March 2016. HABC worked closely with Perkins Homes residents and community partners to conduct outreach and garner support for the survey. The survey team collected data through a combination of in-person and online methods, achieving a response rate of 61%. To supplement the survey data, the

needs assessment incorporated HABC administrative data on resident demographics and income, American Community Survey data for the city and neighborhood, and other data from partners, including City Springs School, Baltimore City Public Schools (BCPS), Baltimore Neighborhood Indicators Alliance (BNIA), and Baltimore City Health Department (BCHD). In addition, the needs assessment incorporated resident input from planning charrettes and community meetings. Data from these myriad sources informed the development of the plan.





Fig. 3 Target Neighborhood Asset Map

The PSO neighborhood combines portions of several subareas in Perkins/Middle East – Perkins (100%), Pleasant View Gardens (100%), Somerset (portion), Broadway/Dunbar (portion), Washington Hill (portion) and Oldtown (portion). PSO is bounded by East Monument Street to the north, Eastern Avenue to the south, South Central Avenue and Ensor Street to the west, and South Broadway to the east. South Central Avenue and Caroline Street are major north-south streets and entryways to the waterfront (see Fig. 3).

It is within these boundaries that the best potential exists to capitalize upon nearby waterfront investments and recent market activity to transform the lives of those living within.

STRENGTHS

PSO's central location is a powerful asset. The economic strength of its surroundings has the potential to attract investments into the target area to form a vibrant, mixed-income community, so long as the transformation is carefully planned to ensure equitable growth rather than simply gentrification. The waterfront district, only blocks away, has in recent decades attracted billions of dollars in private and public investments. When fully built out, the Harbor Point area will have added over 3,000 new jobs, with office buildings, hotels, retail, and luxury housing forming continuous waterfront development from the Inner Harbor to the Fells Point neighborhood. The historic Fells Point and Little Italy neighborhoods border PSO and have remained popular destinations for tourists and urban dwellers alike. Neighborhoods east of PSO have also grown increasingly stable and vibrant in recent years, including Patterson Park, one of Baltimore's grandest parks, and Butcher's Hill, an established neighborhood with stately rowhouses attractive to middle-class families. Meanwhile, the Fells Point area has become an enclave for the city's Latino immigrant population, peppered with a colorful variety of markets, ethnic foods, and unique shops.

Perkins Homes, the target housing site for redevelopment, has the added benefit of being within walking distance to Johns Hopkins Hospital, widely considered the finest medical institution in the world. As the state's largest employer, Johns Hopkins is a major anchor institution for Baltimore. The medical campus is a center for biomedical

research and education, housing the medical school, nursing program, and school of public health as well as numerous biomedical enterprises. Johns Hopkins is an active participant in the city, with hundreds of programs that improve the health, education, and welfare of Baltimore citizens. Just north of the medical campus, in the East Baltimore Development Inc. (EBDI) area, Hopkins, the City, and other partners are investing millions to build housing, research laboratories, and other facilities, and to develop programs, schools, and parks to revitalize east Baltimore neighborhoods.

PSO is well-served by multiple modes of transportation, giving residents easy access to jobs and amenities throughout the city. The regional Baltimore LINK bus system has multiple lines traversing the neighborhood. Additionally, two Charm City Circulator lines run through the target area, providing free bus transport to major downtown destinations. Approximately one third (31%) of residents in the target area use the municipal bus system for their journey to work. One metro stop, Johns Hopkins Hospital Station, is within PSO. Apart from public transportation, the neighborhood is easily accessible via major transportation routes. The southern end of the Jones Falls Expressway (I-83) is located within a few blocks west, and arterial roads Pratt Street and Lombard Street intersect the target area. Existing bicycle infrastructure also serves the area, with bike lanes located on major streets and cycle tracks planned for the immediate future.

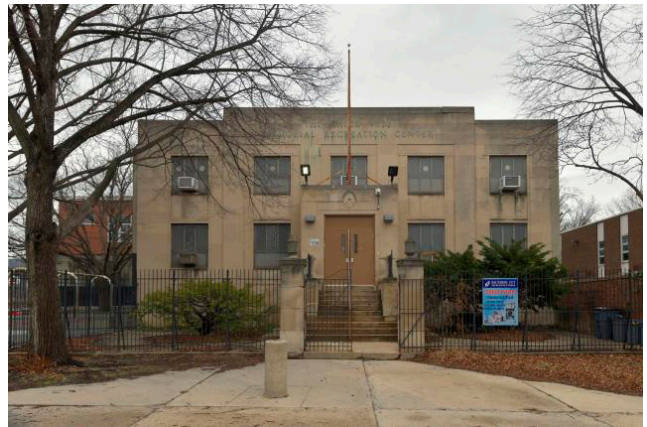
CHALLENGES

Amidst these positive changes, significant challenges remain. The concentration of deeply subsidized housing in PSO has suppressed the market value of properties as well as market interest in commercial development. Ironically, while Perkins Homes is surrounded by plentiful growth, there are few resources available for its residents. There is an increasing quantity of class-A office space, boutiques, fine dining, specialty foods, luxury hotels and market-rate residences, all of which highlight the income disparity between the waterfront market and the target area population. Within PSO, neighborhood retail is sparse and lacks unique offerings and quality. Few options are available for the purchase of affordable clothing or household goods. Affordable dining options are predominantly fast-food. There are no pharmacies or banks. Instead, there is high concentration of alcohol and tobacco stores. The dominant type of business is automotive repair, with many such shops concentrated along Central Avenue.



Healthy Food Priority Area

PSO qualifies as a healthy food priority area with a low Average Healthy Food Availability Level. The only supermarket within a half mile is a Whole Foods, located in Harbor East, a premium grocer with prices that are out of reach for most target community residents. While a few bodegas exist nearby, they offer a limited variety of produce and meats. Meanwhile, there are five times as many fast-food restaurants in the Perkins area compared to other city neighborhoods. The lack of options for food makes healthy eating difficult for the local community, especially for residents without cars, placing them at risk for adverse diet-related health outcomes.



Open Space and Recreation

The City identified PSO as a “recreation desert,” lacking both quality facilities and programs. The Chick Webb Recreation Center, the only City-run center in or near the neighborhood, includes an indoor pool, dance studio, activity rooms, and gymnasium. But the facility is dated, is not handicapped-accessible, and lacks outdoor green space with only a paved playground. Two public parks are in the neighborhood along Baltimore Street. The City Springs Park has a dated but functioning outdoor pool, dog park, community garden, and athletic field. However, the athletic field is fenced off for use by city/school athletic programs and is, therefore, inaccessible to the general public. At the planning stage, the other city park, McKim Park, had playground equipment, hard surface courts, and lawn space for games. Based on the resident survey and community feedback, these existing facilities are underutilized because of lack of access, poor quality equipment and crime.

Fig. 4 Housing Stock Data

	PSO	City	County
# of Households	2,122	242,268	312,900
% Owner Occupied	11%	47%	66%
% Foreclosures	1.2%	2%	N/A
Median Assessed Value	\$221,816	\$152,400	\$246,000
Median Gross Rent	\$312	\$951	\$1,163
Median Sales Price	*\$247,646	*\$247,646	**\$229,000
% Built Before 1939	33%	46%	9%

Source: HABC Occupancy data, September 2017 and ACS 2011-15 5-year estimates

*Baltimore Housing and Community Development 2014, **2016 Long & Foster Real Estate



Land Use and Housing Stock

The PSO area is predominantly zoned for residential use. However, the Perkins Homes site and Central Avenue corridor are zoned to permit higher density mixed-use commercial and residential uses. There is a concentration of privately-owned vacant lots in the blocks south of Baltimore Street. Overall, the quality of the housing stock is poor, dominated by public and assisted housing developments (43%), alongside institutional buildings owned by the Baltimore City Public Schools and the First Apostolic Church that are in disrepair. The concentration of assisted housing at nearly full occupancy rates drives the area's relatively low vacancy rate (7.42%) and low homeownership rate (11%). While the neighborhood is dominated by low-income rental housing, a small percentage of housing units is owner occupied. Generally valued higher than the city median, the home values reflect the economic stability of surrounding communities and the relative lack of homeownership opportunity in the area. See Fig.4 above.



Crime

Crime, both violent and non-violent, is one of the PSO neighborhood's most serious problems, often raised by residents during the planning process. From 2014 to 2016, an average of 29.58 Part I violent crimes per 1,000 residents occurred in the PSO neighborhood, 1.84 times the city average of 16.11 (source: Baltimore City Police Department) and 6.85 times the County average of 4.32 (source: Baltimore County Crime Statistics). Residents' perception of crime is also high. Survey respondents rated crime/violence as the top thing that they do not like about the neighborhood: 34% reported that crime occurs frequently (1-2 times per week) in the neighborhood, 26% said someone in their family had "experienced" gun shots, and 44% felt the neighborhood is unsafe at night.

PERKINS HOMES

Constructed in 1942, the 629-unit Perkins Homes initially provided an alternative to the urban slums of East Baltimore. With 178 1-BRs, 302 2-BRs, 128 3-BRs, 19 4-BRs and 2 6-BRS, Perkins Homes offered a much-needed affordable housing resource. Over time, it deteriorated and living conditions became poor. It began to exert a blighting influence on the neighborhood, along with the concentrated presence of four additional subsidized properties nearby, together totaling more than 800 units.

The development no longer represented a quality housing option due to obsolete infrastructure and poor design. The units lacked the amenities and square footage needed for modern living. The superblock configuration, with few through-streets, made the site instantly identifiable as public housing. Currently, Perkins residents have been relocated and the vacant site has been partially demolished.

Despite its blighted state, the Baltimore City Housing Market Typology Map classifies Perkins Homes and immediately surrounding blocks as a “Middle Market” neighborhood, a donut-hole surrounded by “Market Choice” and “Regional Choice” neighborhoods -- i.e., stable communities with lower rates of foreclosure and increased levels of homeownership. Middle Market neighborhoods are considered less stable, but with intervention, could become stabilized and eventually thrive.

A recent market study demonstrated strong demand for diverse, non-luxury, market-rate housing if high crime can be mitigated. Very few new for-sale units have been developed in the area since 2005, though strategic renovations have occurred, stimulated in part because of Johns Hopkins University’s Live Near Your Work Program.

DEMOGRAPHICS

There were 587 households and 1,266 residents living in Perkins Homes at the time of the Choice Neighborhoods Implementation Grant Application in November 2017. Residents are predominantly African American (98%) and non-Hispanic (99%), and most heads of households (82%) are female. The Perkins population is much younger than citywide, with a median age of 25, compared to 35 citywide. Nearly half (42%) of residents are children (<18 years old) and only a small percentage (5%) are seniors (age 65+).



98%
African American



25
Median Age



82%
Female Head of
Household



67%
Poverty Rate



Perkins Homes is easily identifiable as “public housing” and stands in clear contrast to the modest single-family homes in the surrounding neighborhoods.



The exterior brick masonry veneer walls appear to be original to the building construction and in poor condition. Significant portions of the brick mortar joints are cracked, with portions of the bricks that are damaged, pitted and cracked.



Interiors of approximately 30% of the apartment units entered were found to be in very poor condition, with older fixtures, damage, suspect mold and deterioration throughout.



Kitchens are minimal and essentially the same size for each bedroom type. Space for eating/dining is significantly inadequate. All units, regardless of size, have only one full bathroom.

Fig. 5 Race and Ethnicity*

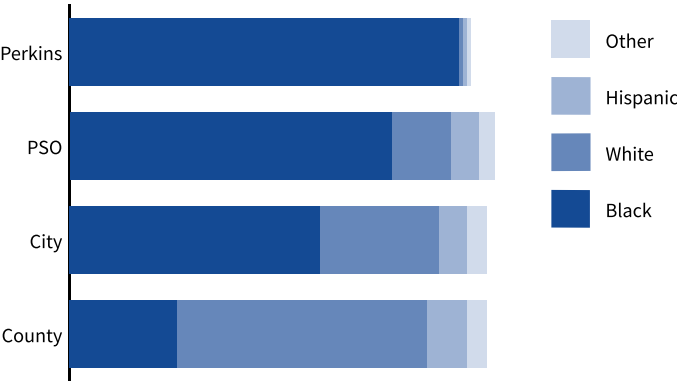
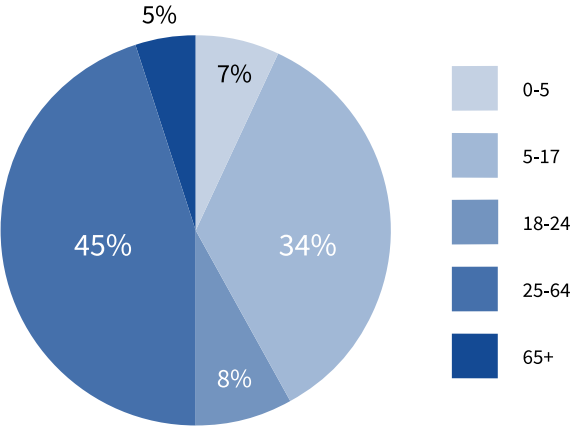


Fig. 6 Age of Perkins Residents



*The data in Fig. 5 exceeds 100% because race and ethnicity data are combined.
Source: HABC Occupancy data

Fig. 7 Key Demographic Data

	PERKINS HOMES	PSO	CITY*
POPULATION total individuals	1,266	5,939	585,708
HOUSEHOLDS total households (HH)	587	2,122	242,499
CHILDREN percent HH with children	47%	51%	24%
INCOME median HH income	\$9,036	\$15,882	\$52,164
UNEMPLOYMENT rate of unemployment	47%	30%	13%

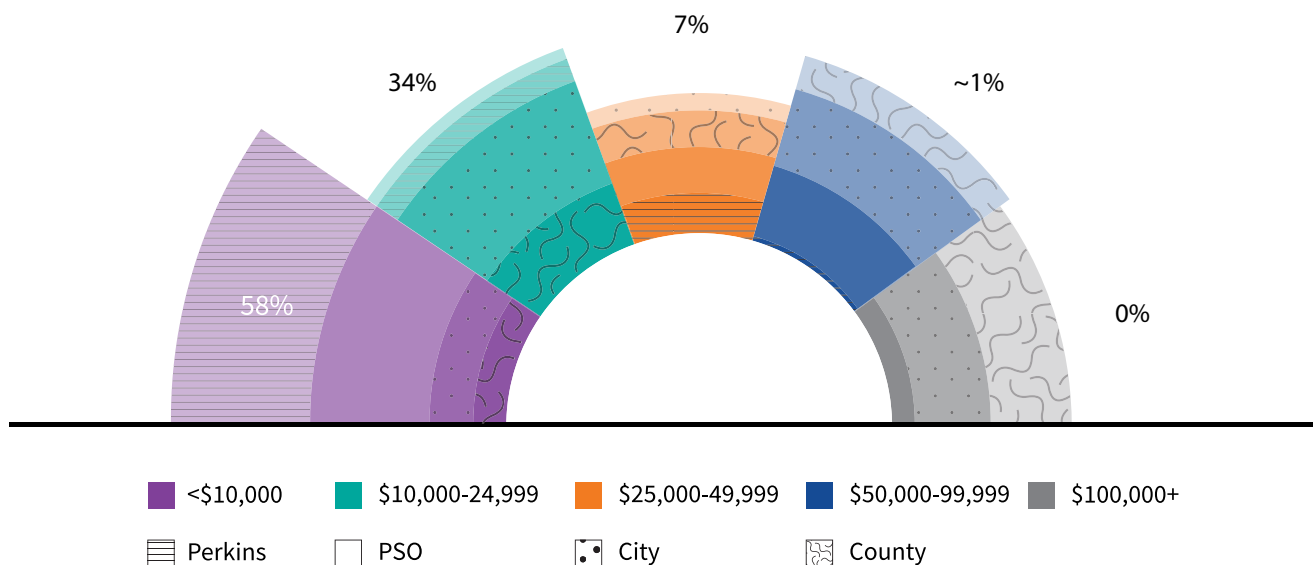
Perkins Homes Source: USI LEARN data system – June 2020
PSO Transformation Zone Source:
Baltimore City Source: 2020 Decennial Census and 2020 American Community Survey 5-Year Estimates

INCOME AND EMPLOYMENT

Perkins Homes households are very poor, with 69% earning less than 30% AMI and 89% living below the Federal poverty level. Average annual income of work-able (i.e., not elderly or disabled) households is \$12,219. More than half of adults (56%) report receiving public assistance, and only 23% of working-age (18-64) adults report wage income. Among working residents, earned income is low, averaging \$16,467 annually. Barriers to finding and/or keeping work include disability (28%), lack of high school diploma/GED (15%), lack of job opportunities (12%), and lack of transportation (12%). Additionally, 38% of unemployed work-able individuals have self-reported the need for either mental health or substance abuse assistance. Among adults ages 18-64, 20% expressed the desire to obtain a high school diploma or GED.

Fig. 8 Household Income Data*

*Noted percentages reflect Perkins data



HEALTH AND WELLNESS

Nearly two-thirds (61%) of adults and one-quarter (24%) of children have chronic health conditions. Among heads of household, 36% report hypertension, 26% report depression, 25% asthma, 17% weight problems, and 15% diabetes. While residents reported nearly universal health insurance coverage (93%), only half (48%) report having a regular medical provider. Nearly 1 in 3 (31%) report that their families seek care most often from an emergency room, hospital, or urgent care center. Residents also grapple with a host of unmet healthcare needs, primary of which are mental/behavioral health services (69%) and dental care (50%). Neighborhood-level data shows that Perkins is in an area of the city with one of the worst infant mortality rates and the 2nd highest mortality rate for older youth ages 15-24.



93%
Have Health
Insurance



1/3
Seek Care at
Emergency Room



61%
Adults Deal with a
Chronic Health Condition



26%
Don't Have Access
to Fresh Foods

EDUCATION

The 2,115 school-aged children living in PSO attend more than 100 public and charter schools in Baltimore. At the time of the needs assessment, a majority (67%) of Pre-K through Grade 8 students attended City Springs Elementary and Middle School, a neighborhood-based charter school. At the high school level, enrollment varies. No more than 13% of PSO youth attend any one high school, including Dunbar High School in the PSO neighborhood.

67% of Pre-K through Grade 8 students attend City Springs Elementary and Middle School.

Early Education

Perkins Homes parents report that 36% of children ages 0-5 attend an early childhood education program. Further, 58% of Perkins children ages 0-3 have been screened for developmental delays and 10% are engaged in home visiting programs. Data from City Springs School, where most Perkins children are enrolled, show that 30% of entering kindergartners in 2016 demonstrated kindergarten readiness, compared to 38% citywide and 43% statewide. The community surrounding Perkins Homes is well-supplied with a range of early childhood education programs, including Head Start, Early Head Start, private, and public Pre-K at City Springs.



K-12

In the 2016-17 school year, 86% of Perkins elementary-aged students (Grades K-5) and 67% of middle school-aged students (Grades 6-8) attended City Springs School. Maryland uses the PARCC (Partnerships for Assessment of Readiness for College/Careers) assessment to determine if younger students are acquiring the skills and knowledge needed to advance to the next grade level, and if older students are on track to graduate, ready for college/careers. Based upon BCPS 2016-17 data, Perkins students did not perform as well as students in the city and state. Perkins students also have high chronic absenteeism rates with 37% of students missing at least 20 days of school per year, compared to the citywide rate of 23%.



37%
of students miss
at least 20 days
of school



2,115
School-aged
children live
in PSO



36%
of children 0-5 attend
an early childhood
education program

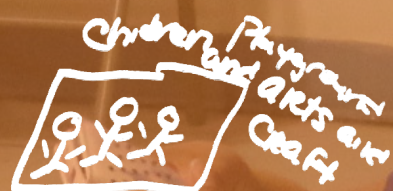


5%
Met or exceeded
Math 6-8 grade level
expectations



Fig. 9 Perkins Homes Neighborhood

Res Mtg 6/16 5 PM



Housing

- ① AFFORDABLE
 - BIGGER SPACE (BR)
 - NOT ALOT OF SPACE
 - BATH TUBS FOR ELDERLY
 - FIXTURES / DOORS / MOLD / CLOSETS
- ② TOWN HOUSES
 - APTS FOR SENIORS (w/elevator)
- ③ RETAIL / GROCERY / PHARMACY nearby
 - MIXED INCOMES
- ④ MIXED AGES-
- ⑤ NON-RESIDENTS PARKING DURING DAY → ASSIGNED PARKING
 - BETTER TRASH COLLECTION + RECYCLING
- ⑥ ALL
 - BETTER LIGHTING IN UNIT + OUTSIDE
 - W/D IN UNIT

* Rent to own ch
2 Bathrooms for unit

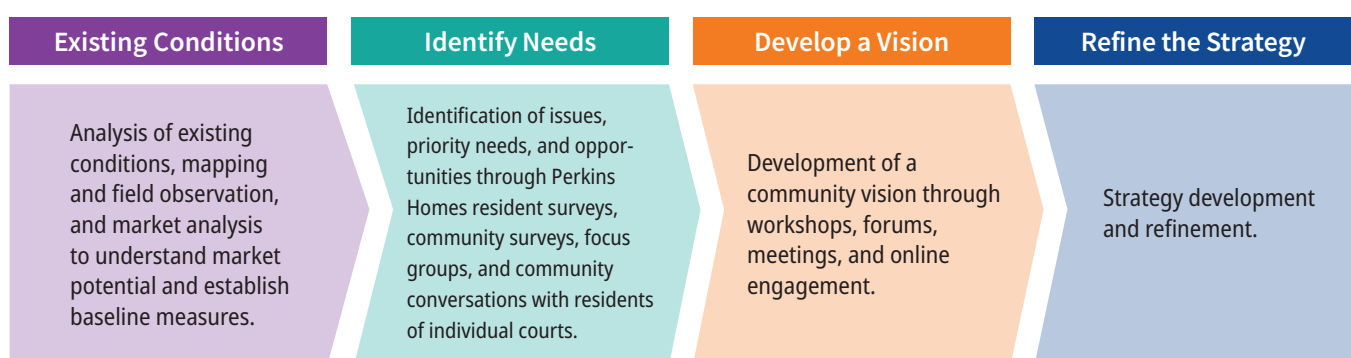
COMMUNITY ENGAGEMENT

Housing Authority of Baltimore City (HABC) is proud to support and strengthen the community, bring people together, and create spaces where everyone feels welcome through connecting people and providing them with reliable resources.

HABC and the City of Baltimore jointly financed a planning process that engaged hundreds of Perkins and other neighborhood residents and stakeholders in varying types of forums. Launched via a series of small-scale, “court by court” discussions with Perkin residents, the initial planning process spanned from March 2015-March 2016. After a pause for the selection of a new developer and a transition to a new Mayor and Executive Director, the process resumed in June 2017.

In fall 2017, HABC facilitated three additional resident and community meetings to reaffirm the plan’s vision and priorities before submitting a Choice Neighborhoods Implementation Grant application to the Department of Housing and Urban Development (HUD). HABC held a total of 14 PSO-specific resident and community meetings aimed at engaging diverse stakeholder groups in a variety of formats throughout the four stages of the planning process (Fig. 9).

Fig. 9 Stages of the planning process



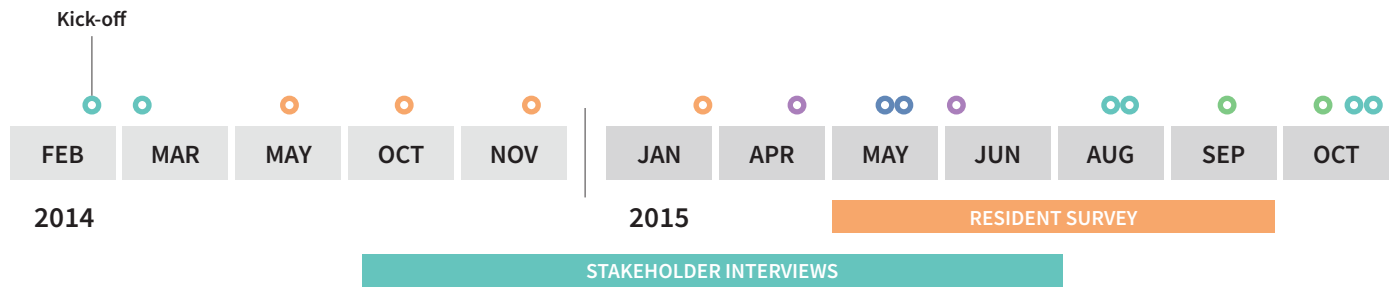


Fig. 10 Timeline of Community Engagement During Planning

TYPES OF ENGAGEMENT

Steering Committee

Formed during the planning process, this body continues to serve as a key vehicle for ongoing engagement. Convened and administratively supported by HABC and the City, the Steering Committee includes designees from HABC; the City; key implementation partners including the developer team and the case management provider; City Springs; Johns Hopkins University; the Perkins Resident Association; and other key stakeholders, including other City agencies, partner organizations, and local elected officials. The Steering Committee meets quarterly to discuss progress on all aspects of the Transformation Plan, guide the approach, develop parameters for success, ensure that projects and programs are integrated and connected to other efforts in the neighborhood, and ensure that Choice Neighborhoods-funded projects are on track and achieve or exceed projected outcomes.

Task Forces

Four Task Forces — Housing, Neighborhood, People and Education — engaged with stakeholders working on local projects and implementing local programming relevant to each area, as well as with resident representatives from Perkins Homes and the surrounding community. Each Task Force helped to identify priority needs in the neighborhood, develop strategies to address those needs, and recruit partners to implement those strategies.

Perkins Homes Residents

HABC prioritized extensive Perkins Homes resident engagement throughout the planning process via a variety of formats and venues, which included presenting at monthly tenant council meetings; holding interactive meetings, charrettes, and workshops focused on gathering input and answering questions; and inviting elected resident leaders to participate on all planning committees.

Stakeholder Engagement

HABC held six community meetings during the planning process that targeted an array of stakeholders in addition to residents of Perkins Homes, including businesses, service providers, and residents of the broader community.

Neighborhood Associations

Throughout the planning process, HABC met nearly 30 times with adjacent resident associations and tenant councils at other assisted and public housing sites in and around the neighborhood including, Pleasant View Gardens, Monument East, Douglass Homes, Broadway Overlook, Jonestown, Fells Point and Albemarle, Douglas District Senate, Washington Hill Community Association, Upper Fells Point, Little Italy, Latrobe Homes, and Change4Real. HABC has continued this practice as implementation of the PSO Transformation Plan unfolds.



Meetings Key

● Resident
 ● Tenant Council
 ● Steering Committee
 ● Task Force
 ● Public Workshops/Meetings

Surveys

HABC conducted a detailed, household-level survey to understand resident needs, priorities, preferences and perceptions related to 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. The survey response rate was 61%. HABC also gathered data from 134 neighborhood residents through an online survey, expanding upon a neighborhood survey originally conducted by Living Classrooms and the University of Maryland-Baltimore in 2014.

Elected Officials

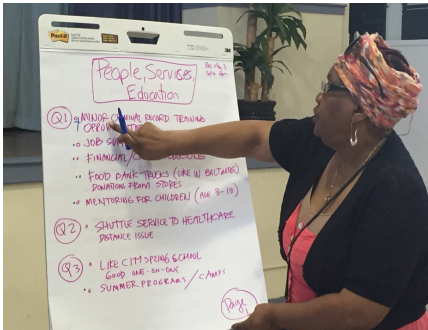
HABC worked closely with elected officials representing the PSO neighborhood, some of whom have attended community meetings, served on the Steering Committee, and/or encouraged their constituents to participate in planning activities. In addition, HABC held 18 individual meetings with City council members and state representatives to solicit their input and garner support for the plan.



COMMUNICATIONS

To support transparency and inclusiveness, HABC continues to maintain the PSO Transformation website (www.habc.org/habc-information/programs-departments/planning-development/psa-transformation/) as a platform to share all project-related information with a broad audience as well as to gather feedback and input from the community through the site's comment submission feature.

Residents and community members had many opportunities to provide input during the drafting of the Plan and continue to do so throughout implementation. During a series of community workshops in June 2015, 110 Perkins Homes and other community residents helped to identify neighborhood assets and needs, out of which grew the vision for the PSO Transformation Plan.



HABC publishes a quarterly newsletter dubbed “The Voice of Choice” to share important information and a calendar of events related to implementation of the PSO Transformation Plan with Perkins residents and other stakeholders.

In addition, for residents and other stakeholders to keep track of progress over the implementation period, HABC worked with the Baltimore Neighborhood Indicators Alliance (BNIA) to develop a data dashboard found at <https://bniajfi.org/psa/> that is updated quarterly with key indicators that correspond to each of the project's three core elements — Housing, Neighborhood and People.

The PSO Community Engagement Log which details the meetings, events and activities to date is included as an Attachment to this Plan.

Vision Statement

The neighborhood should be inviting, should promote resident pride and unity among neighbors, and should be integrated into the surrounding area.

A COMMUNITY-CENTERED PLAN

Concern: Housing Density and Design

Response: HABC convened a series of “community conversations” with individual courts in a more casual setting, talking one-on-one with residents about their design concerns and showing examples from around the country of projects that had successfully used mixed-use, mixed-income development at a higher density than the current Perkins Homes site.

Further, HABC paid for a design consultant to work directly with residents to help them understand design concepts and “translate” technical terminology in ways that allowed residents to meaningfully participate in design conversations. In November 2017, HABC organized a tour of nearby redeveloped sites for residents.

Result: None of the buildings in the Housing Plan exceeds 5-stories. Designs include ground floor retail/community space with housing on top, and a diversity of building types.

Concern: Potential Net Loss of Affordable Housing Units

Response: HABC and the City decided that, while HUD permitted vouchering out of up to 50% of the current Perkins Homes units, the priority was to preserve as many quality affordable units in the community as possible.

Result: The Housing Plan includes 629 replacement units.

Concern: Capacity and Quality of City Springs School and Lombard School

Response: HABC and the City explored acquisition options with Baltimore City Public Schools to try to accommodate these aspirations.

Result: After a protracted exploratory process and with help from the Mayor, the Transformation Plan incorporates the construction of a new community school to be financed by Tax Increment Financing.

Concern: Losing the Sense of Community

Response: The POWER House community center will be retained. This amenity has been central in fostering this sense of community as it serves as a community hub where Living Classrooms offers many programs and services. In addition, the Plan will seek to build community through creative placemaking, continuous resident engagement throughout plan implementation, and support for residents as they advocate for change based on shared experiences and common interests.



GOALS & STRATEGIES

The Perkins-Somerset-Oldtown (PSO) Transformation Plan is built upon the belief that healthy communities grow from livable environments with good access to opportunities, amenities, and assets.

Fig. 11 Four Key Goals of the Plan



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 Perkins-Somerset-Oldtown neighborhood. When combined, the goals will help to reestablish this area 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.

Given the complexity of needs in PSO, stand-alone projects would only be Band-Aids; therefore, the neighborhood goals are intended to work together to address specific challenges in the neighborhood, including high crime, a lack of housing diversity, and low access to healthy food, high-quality recreational facilities, and open spaces. In addition, the plan organizes a range of place-based interventions that build upon existing neighborhood assets and resources to quickly achieve scale and impact, engages a broad coalition of civic, community and business partners, and prioritizes limited Choice Neighborhoods resources to community priorities with limited other funding. The plan leverages the work of public and private sector actors that are redeveloping strategic blighted and underutilized properties into retail, market rate housing, offices, services, and other amenities.

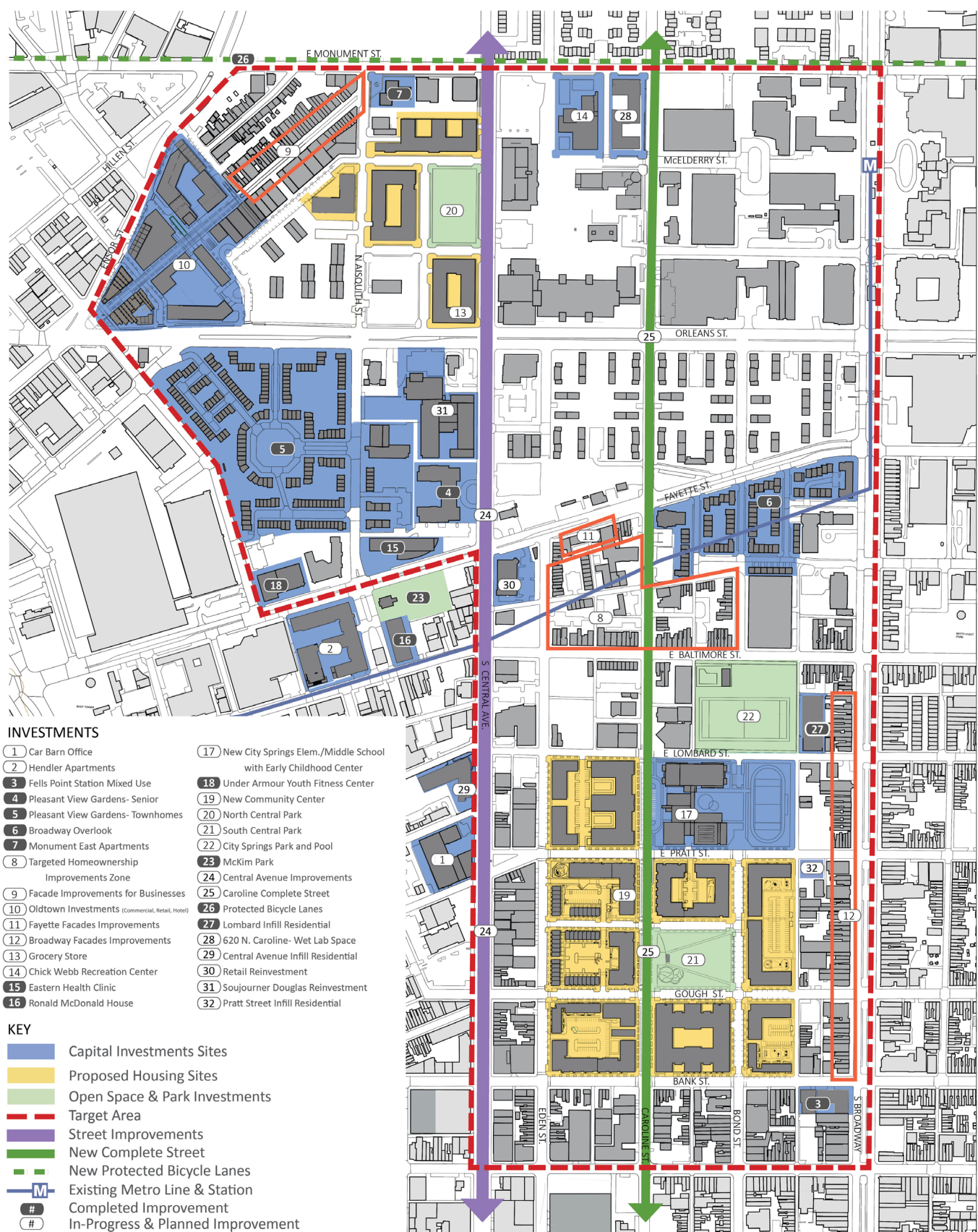
The plan aims to create new connections between the target area and surrounding neighborhoods, redevelop vacant and underutilized properties to help spur growth and revitalization within the target area, and invest in services and amenities to improve overall quality of life.

The redevelopment is organized around two new anchor parks that provide space for recreation, arts and cultural events and other social activities. Two important north-south thoroughfares, Central Avenue and Caroline Street, connect these anchoring sites, functioning not only as distinct pathways but also as zones of economic activity, mobility access, and placemaking.

Other investments in the PSO area include a new school, upgraded parks and recreational facilities, a new grocery store and other retail, public Wi-Fi, and broadband as key revitalization catalysts. At the same time, the plan works to support existing residents. Rather than displacement, the plan seeks to better integrate residents into a more diverse, mixed-income community while providing social services to help transition through the redevelopment.

The result of redevelopment will be a denser and more walkable urban district with a variety of uses that supports the success of residents. In the end, the transformation will create a neighborhood that is more welcoming, safe, and diverse, with features that are attractive to residents, visitors, businesses, and future investors.

Fig. 12 Neighborhood Investment Plan



GOAL 1: IMPROVE MOBILITY, CONNECTIVITY, AND SENSE OF PLACE

Thriving urban neighborhoods typically have a distinct sense of place that instills pride and a sense of ownership in residents and that attracts new investment and growth. While each thriving neighborhood has a unique sense of place, they all share great public spaces, including parks, open spaces, and streets. Great public places build community by facilitating and fostering healthy human interactions. Pedestrian-friendly, walkable environments increase foot traffic with positive impacts on wellness, public safety, and economic development. The PSO plan is centered on this principle of investing in the public realm — particularly parks and streets — as a key ingredient in making a great neighborhood.

PARKS AND RECREATION

The redevelopment is organized around two new central parks, the Nathaniel McFadden Learn and Play Park and the South Central Park with housing and retail fronting onto them. These parks will provide a central focus for public life, offering a flexible environment with a variety of spaces for diverse uses, both informal and programmed, including recreation, leisure, entertainment, cultural activity, and festivals. They will help to create a unifying sense of place, while providing places for meeting and gathering, and promoting positive social interactions among diverse populations. Both parks will be designed with and for all ages and abilities, with a variety of zones and conditions to accommodate various simultaneous activities. The parks will also include public art and place-making elements with designs to be done in collaboration with residents.

In addition to these two central parks, smaller-scale pocket parks are to be incorporated into the new developments, providing more intimate outdoor environments for social activity. The PSO plan also preserves and enhances existing public parks.

McKim Park

Completed in 2019, the McKim Park and the area around the McKim Center was renovated and updated to include a walking path, an open field, a playground, and a basketball court. The park is managed by the Baltimore City Recreation and Parks (BCRP). The adjacent neighbor, Ronald McDonald House, made a \$250,000 commitment to help redevelop the grassy park land and relocate the basketball court.

Fig. 13 McKim Park

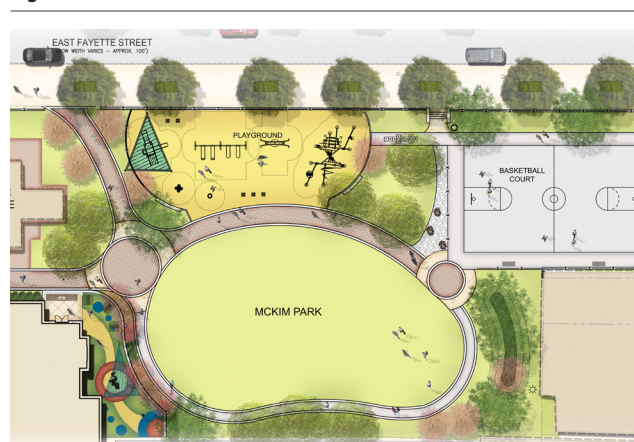


Fig. 14 Chick Webb Recreation Center (Source: Mahan Rykiel Associates)



Chick Webb Memorial Recreation Center

Built in 1947 and named after the jazz drummer and bandleader, William Henry “Chick” Webb, the recreation center was the first to serve African Americans in segregated East Baltimore. In 1949, a pool named for Dr. Ralph J. Young, was added. In 2017, following a community-led, grassroots effort, the Baltimore City Planning Commission designated the facility as a Baltimore City Landmark. Now, with support from the RJY Chick Webb Council, work is underway to modernize and expand the facility. Planned improvements include a new central courtyard and playground, a multipurpose room with kitchen, a gymnasium and basketball court, teen lounge/game room, a fitness room and music center with recording studio, a walking track, facility upgrades to ensure ADA accessibility and more.

Interpretation through programming, displays, and public art is particularly important for both indoor and outdoor spaces. These elements may tell stories about Chick Webb the person, those involved in the fundraising and construction of the original recreation center, and the surrounding historic East Baltimore Community. A separate stakeholder committee has been providing input on the themes and content of the exhibit and art displays.

Fig. 15 Chick Webb Recreation Center (Source: HABC)



Fig. 16 Chick Webb Recreation Center (Source: Mahan Rykiel Associates)



The Nathaniel McFadden Learn and Play Park

This proposed 1.3 acre park located one block west of Chick Webb Memorial Recreation Center is the center piece of the new Somerset development, bordered on three sides by new neighborhood scale streets, and residential buildings, with retail components. To develop the program for the park, the design team received feedback from the community and neighborhood stakeholders through open public meetings and planning/design charrettes. The Park's name honors Senator Nathaniel McFadden, who represented District 45 in the Maryland Senate, served as an educator at both Dunbar High School and Lake Clifton-Eastern High School, and received his M.S. from Morgan State College. The park's theme pays tribute to its namesake by providing general educational opportunities throughout.

Its design will take into account all ages and physical and learning spectrums by including adult fitness areas overlooking and child play areas. The design seeks to provide day-long activation for the park with a main promenade that allows for walking on one side and a pathway for bikes on the other. To activate North Central Avenue, there will be another pathway – The Jazz Walk, where visitors can learn of the Jazz greats that contributed “to helping mold black musical talent - both native and otherwise” in Baltimore. Both pathways have beautifully landscaped winding seating paths and lighting. A large open lawn slopes towards an open-air pavilion where community events can be hosted. Outside of special events, the pavilion provides shelter for outdoor seating located adjacent to future retail space.

Fig. 17 The Nathaniel McFadden Learn and Play Park
(Source: Mahan Rykiel Associates)



Fig. 18 The Nathaniel McFadden Learn and Play Park
(Source: The Henson Development Company)



PLACEMAKING & COMMUNITY BUILDING

The plan calls for the development of creative placemaking and public art projects, such as murals, sculptures, signs, painted crosswalks, sidewalks and bus stop art. Engaging residents in the selection and design of these placemaking elements will build a sense of community and activate key parts of the neighborhood. While exact locations of these art installations will be determined by the community, anticipated locations include the target housing development, key neighborhood assets, and neighborhood gateways. Placemaking efforts will also

be integrated into new street improvements, particularly Caroline Street. Maryland Institute College of Art (MICA) and Art with a Heart, a Baltimore based nonprofit organization, have been engaged to support this effort.

One of the most significant preservation projects will be repurposing existing historic plaques on the exterior of the Perkins Homes Community Center, which were installed when the development was built. During the planning process for the Choice Neighborhoods Implementation

City Springs Park

City Springs Park plays a critical role in the network of open spaces throughout East Baltimore. While the park includes several well-used amenities — an outdoor pool, community garden and sports field — they tend to function as disparate elements rather than a formalized park space.

The design approach for City Springs Park is to renovate the space to enhance its existing amenities, provide additional amenities, and create a cohesive public park that projects a more positive image and functions better for the community. Specific site improvements include tree preservation and planting; multi-purpose field/flexible use areas; a redesigned and expanded pool with a field building to serve the pool and field; expanded community garden; play areas; an internal pathway system; lighting; creative storm water management; and welcoming park entrances.

South Central Park

This proposed 1.5 acre park is located at the heart of the Perkins Homes residential redevelopment. The design and community engagement process started in 2022 with the expectation of having final designs by Spring 2023.

Fig. 19 City Spring Park (Source: Mahan Rykiel Associates)

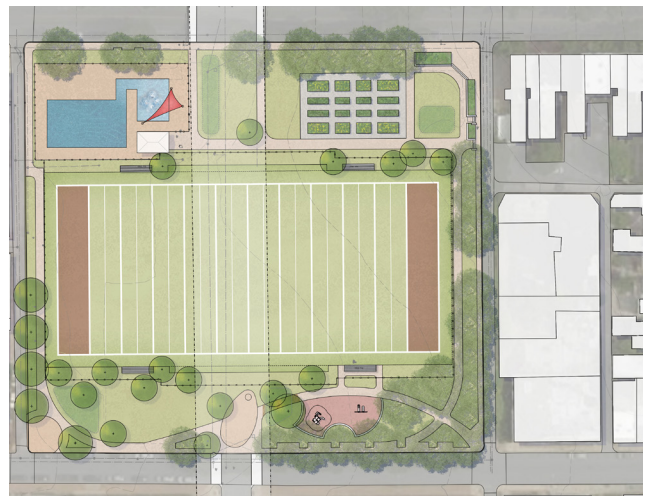


Fig. 20 South Central Park (Source: Hord Coplan Macht)



grant application, residents identified the plaques as a critical part of Perkins' identity that needed to be preserved and incorporated into the new development. Through a collaborative engagement process, Perkins residents will work with a variety of artists to create a new installation designed and fabricated around the plaques. The engagement process to design the new artwork will also provide an opportunity for residents to talk about their lives at Perkins Homes along with expectations and concerns about their new homes and community.

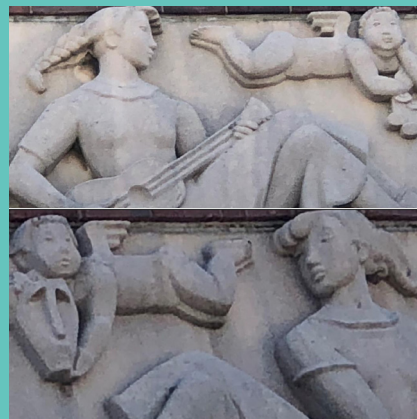


Fig. 21
Perkins Homes
Historic Plaques
(Source: HABC)

STREETS AND INFRASTRUCTURE

The existing street infrastructure is old and undersized. The plan includes significant upgrades to public infrastructure and key public streets, recognizing the important role streets have in connecting different parts of a neighborhood together and establishing a sense of place. Throughout the redevelopment, new streets and improved streetscapes will leverage Baltimore City's Complete Street policies. In particular, the Central Avenue and Caroline Street corridors will provide multimodal connections between housing redevelopments and surrounding destinations.

Central Avenue

The City has recently invested heavily in the infrastructure and streetscaping of Central Avenue, a key connection to the waterfront and commercial corridor. To support the PSO plan and the ongoing development of Harbor Point directly to the south, Central Avenue will be extended and connected with a new bridge to Harbor Point. Streetscape upgrades will improve walkability while supporting business growth along the corridor. HABC and the City will also partner with Johns Hopkins Carey Business School on the Central Crossroads initiative, which is aimed at transforming "Central Avenue from Harbor Point to Oldtown." The goal is to rebrand and reposition Central Avenue as a smart, sustainable 21st century urban village main street: Central Crossroads. TIF funds will be used to upgrade water and sewer systems in the neighborhood.

Bicycle and pedestrians features:

- Dedicated bike lanes
- ADA compliant pedestrian crossings and sidewalks
- Curb bump outs
- Two bike racks on every block of Central Avenue (one on each side)
- Two litter and recycling receptacles on each block, including one at each bus stop
- Traffic signals will have countdown pedestrian signal heads and APS push button stations at all locations where signalized crosswalks are provided.

Fig. 22 Central Avenue Improvements - Intersection Crossing
(Source: Baltimore DOT)



Fig. 23 Central Avenue Improvements - Bench (Source: Baltimore DOT)



Fig. 24 Central Avenue Improvements - Bike Lanes
(Source: Baltimore DOT)



Fig. 25 Caroline Street Section (Source: Hord Coplan Macht)



Caroline Street

As a complement to Central Avenue, the PSO plan envisions Caroline Street, two blocks to the east, as an important neighborhood “complete street,” providing a pedestrian- and bike-friendly spine for the revitalized PSO community. Caroline Street currently lacks variety, detail, and scale in street frontage. However, the street is well-served by both the City’s free Charm City Circulator bus and the MTA’s updated Baltimore LINK bus system, and it has a new bike lane. The PSO plan integrates bus, bike, car, and pedestrian movements on Caroline into an equitable multi-modal “complete street” environment. With improved sidewalks, improved crosswalks with curb extensions and accessibility features, new shading street trees and rain gardens, street

furnishings, and better street lighting, the improved streetscape will encourage pedestrian activity.

The improved Caroline Street will also have separated bicycle lanes and bus facilities. The new bike lane is an extension of the ever-expanding Downtown Bicycle Network, connecting to other separated lanes including one along Monument Street at the northern edge of the PSO boundary. In addition, a new bike-share station will be added along Caroline Street at the South Central Park to provide another means of mobility and decrease dependency on cars. With these changes, Caroline Street will improve mobility, connectivity, and sense of place.

Fig. 26 Existing View of the Caroline Street and Gogh Street Intersection (Source: Google Earth)



Fig. 27 Proposed View of the Caroline Street and Gogh Street Intersection (Source: Hord Coplan Macht)



GOAL 2: INCREASE ECONOMIC OPPORTUNITY AND IMPROVE ACCESS TO AMENITIES

Among the neighborhood's challenges is the lack of quality commercial businesses, limiting residents' access to essential daily goods and services, fresh foods, restaurants, shopping, and amenities. While the waterfront districts such as Fells Point and Harbor East bustle with shops, restaurants, and street life, the target area has lacked the population density, community wealth, and critical investments necessary for businesses to thrive. The PSO plan seeks to increase density and steer pedestrian traffic into the area. While doing so, it also seeks to support existing businesses and attract new ones to add variety to the local community's options.

COMMERCIAL FAÇADE IMPROVEMENTS

Among the strategies to be employed is a targeted façade improvement program to help up to 33 businesses in three key commercial areas - Oldtown Mall, a portion of East Fayette Street, and the even side of Broadway. The plan leverages an existing program run by the Baltimore Development Corporation (BDC). Eligible applicants will receive up to \$7500 in Choice Neighborhoods (CNI) funding to match the grants offered by BDC for up to \$15,000

per property. The CNI funds would be offered to meet the 1:1 matching requirement in lieu of private funds removing a significant barrier for small business, many of whom are minority-owned. Providing CNI funds as a grant not only increases the likelihood of participation but also becomes part of a larger marketing strategy to improve aesthetics and bring vacant commercial buildings back on-line.

Fig. 28 Before Façade Improvement
(Source: Baltimore Development Corporation)



Fig. 29 After Façade Improvement
(Source: Baltimore Development Corporation)



Fig. 30 Proposed Mixed-Use Building with Grocery Store
(Source: BCT Design Group)



GROCERY STORE

While existing businesses are strengthened, new retail will be introduced into the PSO area. The development team is committed to building a new 40,000 square foot grocery store on a site that is centrally located on a major street (Orleans Street) to support its economic viability and provide easy access to residents in the entire PSO area. The new grocery store will help to eliminate the food desert and improve health outcomes for the community as well as provide needed jobs. The plan also incorporates ground-floor neighborhood-serving retail in strategic residential buildings to accommodate a variety of uses.

MAXIMIZE SECTION 3 & LOCAL HIRING

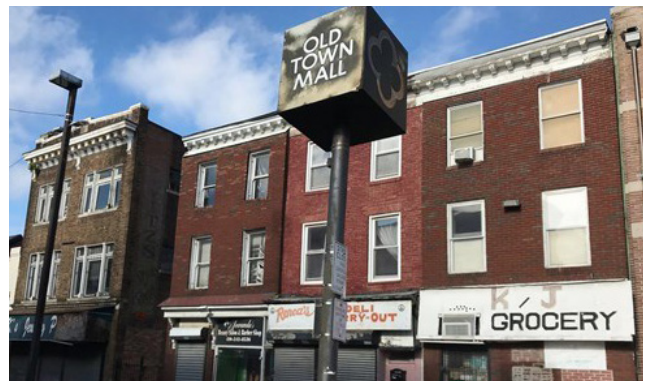
The PSO Transformation Plan itself is projected to generate 3,715 additional jobs, with a goal of ensuring neighborhood residents have priority access to these opportunities. The PSO team will implement a

OLDTOWN MALL REDEVELOPMENT

The redevelopment of the historic Oldtown Mall is a significant component of the continued effort to enhance major portions of existing East Baltimore neighborhoods. The site is generally bounded by Orleans Street, Ensor Street, Mott Street and Forrest Street. The project site contains approximately 4.5 acres of vacant land and abandoned buildings including the location of the City's former Bel Air Market. The vision is to create a vibrant and sustainable commercial center to build opportunities for local retail expansion and additional housing. It is anticipated to be a catalyst for economic growth in this area as well as leverage significant private investment in the adjacent areas including the historic Old Town Mall to the north of the site.

The overall Master Plan for the phased development, includes new retail spaces (40,000 SF); a trade merchandise building (50,000 SF); a new 120 key hotel; a variety of new housing types (298 units); Entrepreneurial co-working incubator space providing resources for those community members seeking to start businesses or grow existing businesses; and two new parking garages (400 spaces). Overall, the Project will contain approximately 650,000 SF.

Fig. 31 Original Facade of Old Town Mall (Source: HABC)



Section 3 Plan to ensure that training, employment, and other economic opportunities generated are directed, to the greatest extent feasible, to low- and very low-income persons, particularly those who live in Perkins Homes.

Fig. 32 Oldtown Mall Renderings (Source: Waldon Studio Architects)



OLDTOWN MALL REDEVELOPMENT CONT.

The design has captured the scale and character of the historic mall and creates a refreshingly lively space to become a new focal point for the surrounding communities. Phase 1 of the Project, scheduled to begin construction January, 2023, will include the restoration of a 14 historic retail buildings in the 400 block of Oldtown Mall, into approximately 8,400 SF of new retail and the creation of 63 new residential units with courtyard. Phase 1 will also include the rehabilitation of space in the 500 block that will be utilized for the business incubator hub.

Fig. 33 Incubator Facade (Source: Waldon Studio Architects)



GOAL 3: IMPROVE ACCESS TO QUALITY EDUCATION AND SERVICES

Fundamentally, the PSO plan coordinates investments that improve outcomes for neighborhood residents in employment, health, education, and family well-being. Through Choice Neighborhoods grant-funded case management and extensive partnerships, the plan seeks to link Perkins Homes residents to the tools needed to achieve their personal goals through a combination of expanded programming in needed areas, new facilities, and better coordination of existing programs and services.

INCOME AND EMPLOYMENT

With support from the Choice Neighborhoods case management team, the plan seeks to create career pathways that lead to long-term sustainable wage employment and economic mobility through the following:

- Recruit and align workforce partners with a successful track record in placement and advancement in the Hospitality/Customer Service and Healthcare industries; two in-demand industries according to Baltimore's labor market index that are most popular among Perkins Homes residents.
- Provide on-site Workforce Specialists via MOED and Goodwill to complete employment skills assessments, assist with basic job-readiness preparation including resume construction and cover letter creation, make referrals directly into the workforce system based on their individualized need and coordinate ongoing support with the case management team to ensure employment retention and career advancement.
- Increase access to financial empowerment skills including budget management, credit repair, benefits counseling, financial coaching, tax preparation, first-time homebuyer classes, etc. and improve individual capacity to secure financial assets.

HEALTH AND WELLNESS

The PSO Plan seeks to focus on community health initiatives that go beyond simply treating the chronic illnesses that are so highly prevalent in the Perkins community to maintaining wellness by addressing resident well-being in a comprehensive manner.

- Increase the number of residents accessing quality physical and mental healthcare through key local partners including Baltimore City Health Department, Baltimore Medical System, and Johns Hopkins Hospital.
- Provide prevention and wellness programming that offers health education as well as greater access to healthy eating, exercise, and other supports necessary to address chronic health conditions.
- Empower, train and support residents to serve as peer-health ambassadors to help bridge the underserved Perkins Homes community and the healthcare system.
- Invest in quality open spaces and recreational facilities that promote exercise and provide venues for positive social interactions and community building including several new parks and the redevelopment of Chick Webb.

EDUCATION AND YOUTH

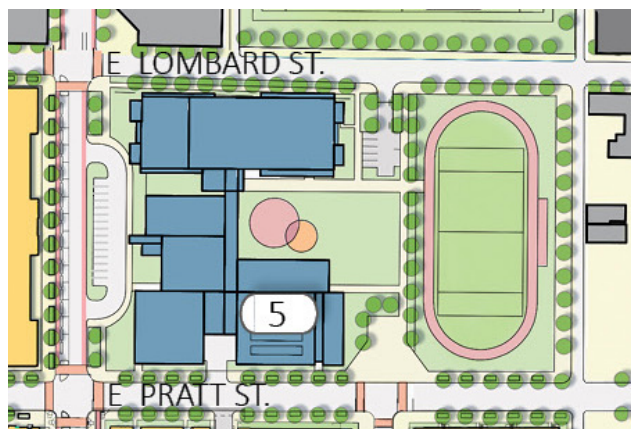
Access to quality education is critical and is a central focus of the plan. The plan not only supports the programs within the City Springs School but also provides a brand new school building designed to 21st Century education standards. The existing City Springs School, constructed in the late 1970's, is outdated and undersized. As a result, the school must utilize the vacant Lombard School building next door as overflow space. TIF funds will be used to construct a new school building right-sized for the population that provides more flexible and varied educational environments and supports experiential learning and collaboration. The new school will incorporate the latest technologies, including broadband and Wi-Fi, to enable flexibility in teaching and improved access to information.

Further, the Choice Neighborhoods grant will support an Education Specialist to work with Perkins Homes families to ensure children enter kindergarten ready to learn, are proficient in core academic subjects, and graduate from high school college- and career-ready. Key strategies include:

Early Education

1. Connect parents of young children to evidence-based home visiting programs like B'More for Healthy Babies, The Family Tree, and Baltimore Healthy Start.
2. Identify developmental delays in young children via partners such as Baltimore Healthy Start and connect families who need them to early intervention services offered by providers like The Kennedy Krieger Institute and the Maryland Infants and Toddlers Program.
3. Increase enrollment/participation in high-quality early learning programs via partnerships with St. Vincent de Paul Head Start, The Judy Center Early Head Start, YMCA in Central Maryland Head Start, and John Hopkins Child Care & Early Learning Center.
4. Promote early literacy in partnership with Raising A Reader, a proven early literacy and family engagement program that significantly improves both family reading behavior, parent-child bonding, and kindergarten readiness via weekly book sharing.

Fig. 34 Proposed City Springs Concept Plan



School-Age Youth

1. Increase access to math/literacy tutoring and other high quality out-of-school-time support
2. Work collaboratively with City Springs community school lead agency, Child First Authority, to reduce barriers to learning associated with poverty by increasing parent engagement, providing families with resources, and increasing programming at school.
3. Partner with the City Spring's Community School Coordinator to identify and address chronic absenteeism, connecting students and families with an array of supports to identify and address underlying issues.
4. Establish a Perkins youth leadership council to increase access to career exploration, employment training/ placement and college readiness programming with a variety of business, non-profit and institutional partnerships.
5. Establish Youth Photo Voice Program where Perkins youth receive cameras and photography lessons to help tell their stories.

GOAL 4: INCREASE ACCESS TO QUALITY HOUSING

The overall quality of the housing stock in PSO is poor, dominated by public and assisted housing, and offers little variety, with only a small pocket of owner-occupied homes and few market-rate apartments. But there are signs of change. Fells Point Station is a mixed-use apartment complex constructed on Broadway, the first new market-rate development in the PSO area in decades. The construction of twenty-three new infill townhomes at North Fells Place provide fee-simple modern homes within walking distance of shops and this redevelopment. These changes signal increased market strength and optimism about the future of PSO. The plan leverages this momentum to significantly expand quality housing options in the area.

CHOICE NEIGHBORHOODS HOUSING PLAN

Perkins Somerset Oldtown (PSO) is surrounded by dynamic urban neighborhoods that have experienced tremendous growth in recent years. This growth is expanding inward to Perkins Homes from all sides, providing new employment opportunities in the services, retail, and entertainment sectors within walking distance. Successful HOPE VI developments within the CNI boundaries have converted to RAD include Pleasant View Gardens (formerly Lafayette Courts) and Broadway Overlook and provides clear indicators of the neighborhood's potential to transition.

Mindful of gentrification pressures given the broad mix of residents who would like to call PSO home — including existing residents as well as others at various income levels who would find the revitalized neighborhood attractive — the plan maintains affordability by replacing existing Perkins Homes units one-for-one and committing to long-term affordability for all other affordable housing units. Building on strong assets as well as market forces, the plan will supplement affordable housing for existing residents with housing targeted at a range of income levels, creating new, high-quality, well-designed, mixed-income housing in a distinctive and vibrant community.

This new mixed-income housing, along with the neighborhood investments, will serve as the cornerstone for reinvestment in the area, catalyzing new commercial, institutional, and other residential development along the corridor connecting Johns Hopkins Medical Campus to the Baltimore Harbor.

The plan focuses on two primary locations — the vacant Somerset parcels in the northwest and Perkins Homes and adjacent school sites to the south. Each site will serve as a catalyst for redevelopment and stabilization of adjacent blighted property. Although the distance between the two currently seems far to neighborhood residents due to crime, disinvestment, and the lack of connectivity between them, the two sites are only six blocks from each other, a 10-minute walk, or a short drive or Metro bus ride away along Central Avenue or Caroline Street. Proposed pedestrian/bike upgrades and other “complete streets” strategies along these two north-south corridors will enhance walkability, bike mobility, and the overall experience of traveling between the two newly-revitalized sites and Johns Hopkins to the north and the Harbor to the south.



HOUSING REDEVELOPMENT OBJECTIVES

1. REPLACE ALL EXISTING UNITS (1-FOR-1 REPLACEMENT)

The redevelopment will replace all existing public housing units with 629 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. PROVIDE DIVERSITY OF HOUSING TYPES

The plan will provide 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.

4. 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.

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. INTEGRATE COMMUNITY FACILITIES AND OPEN SPACES

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

REPLACE ALL EXISTING UNITS (1-FOR-1 REPLACEMENT)

The plan calls for the replacement of all 629 Perkins Homes units with a mix of deeply affordable RAD/PBV/LIHTC units adjusted to address the bedroom needs of the existing residents per Table 1. below. Perkins Homes residents will have a priority to return to the development in accordance with the Perkins Homes Relocation Plan.

Fig. 35 Existing Unit Mix

Replacement	1BR	2 BR	3 BR	4 BR	6 BR	Units
Current	178 (28%)	302 (48%)	128 (21%)	19 (3%)	2 (<1%)	629
Planned	196 (33%)	274 (42%)	138 (22%)	19 (3%)	2 (<1%)	629

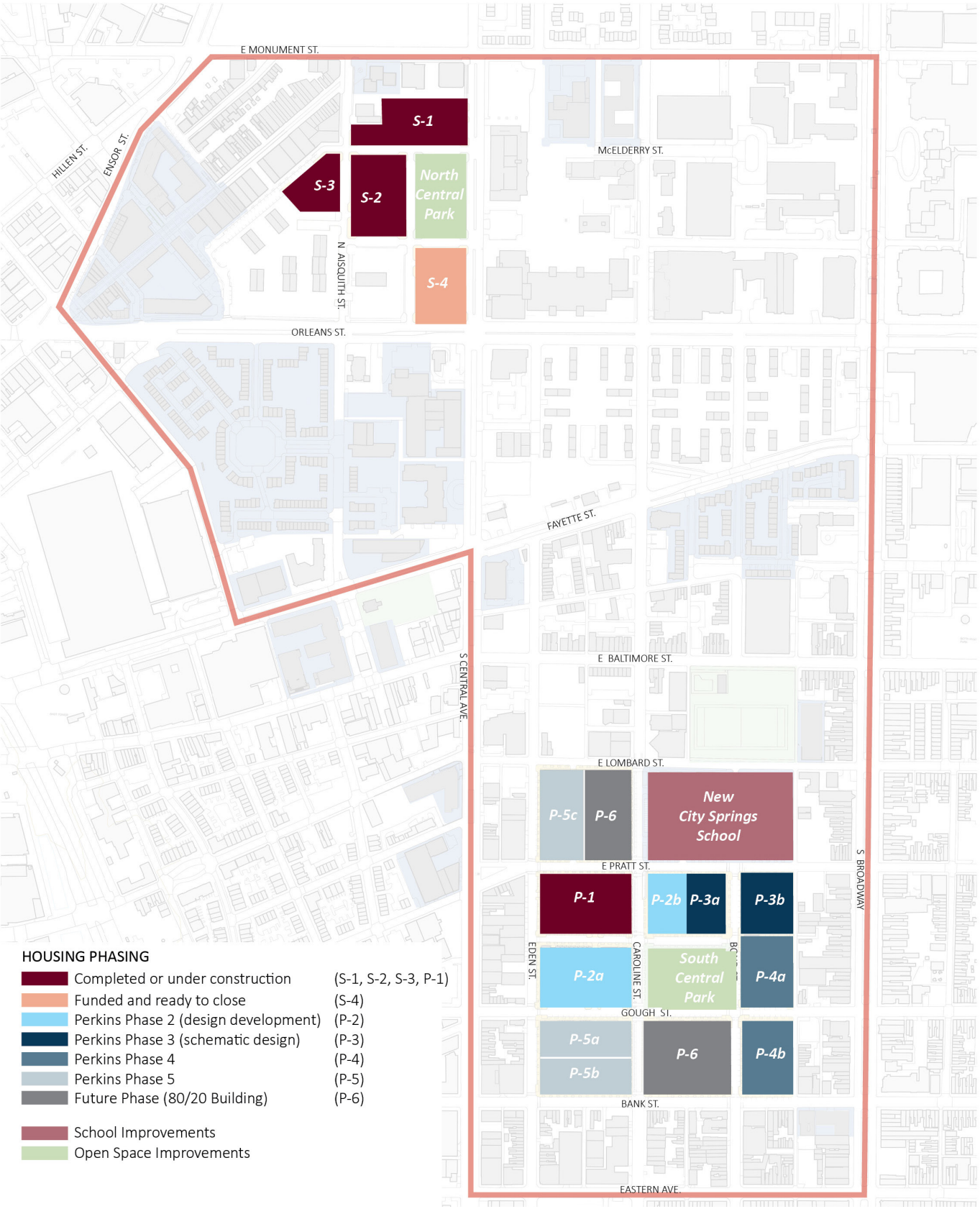
CREATE A MIXED-INCOME COMMUNITY

The Choice Neighborhoods housing plan includes the following mix of replacement units, other PBV units, affordable-LIHTC units and market rate units. Each phase and building type will support a balanced, mixed-income population and will draw upon a blend of resources, including CNI funds, private equity raised through LIHTC, private debt, TIF and other State and City resources. Additionally, two parcels within the Perkins Homes neighborhood, known as Parcel D and Parcel I East are projected to include 80% market rate and 20% workforce housing.

Fig. 36 Replacement Housing Mix by Phase

Phase	Total Units	PBV/RAD/LIHTC		LIHTC (<80% AMI)		Market-Rate	
S-1	104	50	48%	34	33%	20	19%
S-2	192	100	52%	60	31%	32	17%
S-3	72	36	50%	16	22%	20	28%
S-4	190	66	35%	85	45%	39	21%
P-1	103	48	47%	45	44%	10	10%
P-2	156	76	49%	40	26%	40	26%
P-3	152	71	47%	48	32%	33	22%
P-4	155	78	50%	36	23%	41	26%
P-5	236	104	44%	60	25%	72	31%
Total	1,360	629	46%	424	31%	307	23%

Fig. 37 Phasing Plan (Source: Hord Coplan Macht)



PROVIDE DIVERSITY OF HOUSING TYPES

The plan includes a range of housing options, including townhomes with individual yards, low-density multifamily with individual entrances, small walk-up (3-story) apartments and a variety of lowscale (4-story) residential buildings with an elevator. These housing types offer options for diverse populations from all socio-economic backgrounds including families, seniors, and people with disabilities.

Each phase of the development will reserve a minimum of 5% of each bedroom type as Type-A accessible units

and 2% as accessible to persons with hearing/visual impairments. This includes replacement of all existing Non-Elderly Disabled (NED) and UFAS units, consistent with the Bailey Consent Decree. Ground floor units and all units accessible by elevators will meet all visitability requirements. The development team is also committed to affirmatively furthering Fair Housing and increasing racial, ethnic, and economic diversity to create a community free from discrimination.

PROVIDE HIGH QUALITY AND SUSTAINABLE HOUSING

The plan calls for a well-designed, vibrant community that is context-sensitive to the surrounding neighborhoods, demonstrating the following elements.

The architectural design will use a variety of high-quality materials and fenestration patterns to create a rich tapestry of building elevations to enliven streets that are currently dominated by monolithic buildings, blank walls, and vacant land. All housing units will be designed to market-rate standards, complementing the variety of housing offerings in the surrounding neighborhoods. Subsidized housing units will be indistinguishable from market-rate homes. Interiors will have contemporary finishes, ample light, and open floor plans for efficient use of space.

Unit and room sizes will be ample enough to accommodate contemporary family needs. Bedrooms will have adequate space for standard bedroom furniture and will include sufficient closet space. Additional storage spaces will be provided such as a coat closet, linen closet, and/or utility closet. Shared common storage rooms may be provided where possible for storing seasonal items, package deliveries, bicycles, and other bulky items. All units will have dishwashers, washers, and dryers and be hardwired for internet and cable (neighborhood-based Broadband is described in the Neighborhood Plan).

Cabinets, shelving, and storage spaces will be sized comparably to contemporary kitchens of similar unit types, sufficient for food, utensil, and appliance storage for families.

Innovative stormwater management practices will be used throughout, including bioswales, raingardens, and bio-retention planter boxes. Generously-sized street tree lawns with amended soil will provide a healthy micro-climate to support shade tree growth as well as provide a bio-retention network to retain and treat runoff pollution.

Green features will be integrated throughout to support a healthy living environment. All housing will be built to achieve Enterprise Green Communities Criteria (2015 Standards) — 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 by using environmentally preferable materials to minimize construction waste and to promote health and well-being through the use of healthier interior materials (e.g., low-and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products), integrated pest control, and adequate ventilation.

CREATE A SAFE AND WELL-CONNECTED NEIGHBORHOOD

The neighborhood design includes pedestrian-oriented streets, interconnected blocks, public open spaces, civic amenities, and retail opportunities, all intended to complement a diverse mixture of housing types to support a mixed-income community. New streets will improve interconnectivity where existing superblocks have created isolated and fragmented places. A network of accessible, adequately sized sidewalks with buffers, shade trees, and clearly marked crosswalks will prioritize safety and accessibility, reducing physical barriers for pedestrians of all capabilities.

Taller multifamily and mixed-use buildings (maximum 4 stories) will be strategically located around public parks and along important street corridors to encourage “eyes on the street” as well as safe, convenient access to recreation, community spaces, retail, open spaces, and transportation options. Smaller-scale residential buildings will be located nearby to function as a transition to the scale of the surrounding neighborhoods. Good urban design and CPTED (crime prevention through environmental design) principles will help ensure that spaces for community interaction are safe for all residents, including children, with adequate lighting.

Fig. 38 Perkins Homes Playground & Residential Amenity (Source: Hord Coplan Macht)



INTEGRATE COMMUNITY FACILITIES AND OPEN SPACES

New and/or improved schools, indoor and outdoor recreational facilities, retail space, and a network of open spaces will be integrated into the housing development so residents can conveniently live, shop, go to school, and play within their neighborhood. Accessible and visible ground floor community space, including property management offices, will be provided to support residential needs and encourage a lively streetscape. Community space and other residential amenities will be accessed from public streets, with a preferred orientation towards the public central parks. Throughout the housing development, smaller open spaces internal to the block will be provided to support the immediate needs of residents, allowing for

safe, neighborly social interaction and space for children to play close to home. All households will be within a 5-minute walk to one of the central parks.

Where possible, existing mature street trees will be preserved to maintain shade coverage and to visually make the neighborhood feel less brand-new. Landscaping will be appropriate to the climate and include native species and xeriscaping elements to reduce the need for irrigation and provide for landscaping that is resilient to dramatic weather events. The addition of native shade trees will help restore the native microclimate and reduce the heat island effect, conserving energy and promoting outdoor livability.

SOMERSET

The northern site, Somerset, consists of 9.39 acres of contiguous City and HABC-owned vacant land. The proposed development includes four multifamily and mixed-use residential buildings anchored by a 1.3 acre central park. The mixed-income buildings include RAD and PBV units, LIHTC-only units, and market-rate units.

Ground floor retail totaling over 44,000 SF will create street-level activity around the central park. A planned grocery store in one of the multifamily ground floor spaces on Orleans Street will address “food desert” conditions, providing healthy food options for PSO residents.

Fig. 39 Proposed Somerset Redevelopment Birds Eye View (Source: BCT Design Group)



SOMERSET PHASE 1



Residential:
Apartments 104 DU

Features:
Raised courtyards
Fitness room
Community room
Retail

Developers:
The Henson Development
Company, Mission First

Architect:
Grimm + Parker

Status:
Complete



Source: Sam Kittner



SOMERSET PHASE 2

**Residential:**

Apartments 192 DU

Features:

Raised courtyards

Fitness room

Community room

Retail

Enclosed Parking

Developers:

The Henson Development

Company, Mission First

Architect:

Moseley Architects

Status:

In Construction



SOMERSET PHASE 3



Residential:
Apartments 72 DU

Features:
Raised courtyards
Clubroom
Fitness Room
Enclosed Parking

Developers:
The Henson Development
Company, Mission First

Architect:
Grimm + Parker

Status:
In Construction



SOMERSET PHASE 4

**Residential:**

Apartments 190 DU

Features:

Raised courtyards

Roofdecks

Amenity space

Enclosed parking

Grocery / Retail Space

Developers:

The Henson Development

Company, Mission First

Architect:

BCT Design Group

Status:

Pre-development



PERKINS HOMES AND ADJACENT SITES

All 629 existing units at Perkins Homes, the targeted public housing site, will be demolished. The redevelopment area for Perkins Homes and adjacent sites consists of 24.33 acres on eight contiguous urban blocks, including the original public housing site and two adjacent parcels controlled by the City of Baltimore – City Springs School and Lombard Middle School.

The redevelopment will be a new community of mixed-income apartments anchored by a large urban park and a new City Springs School.

Fig. 40 Proposed Perkins Homes Redevelopment Birds Eye View (Source: Hord Coplan Macht)



PERKINS PHASE 1



Residential:

Apartments 89 DU

Townhouse 14 DU

Total: 103 DU

Features:

Office and Conference Space

Fitness Room

Multipurpose Room

Residential Terrace

Play Space

Developers:

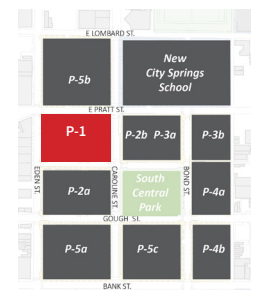
McCormack Baron Salazar

Architect:

Hord Coplan Macht

Status:

In Construction



PERKINS PHASE 2



Residential:

P-2a: Apartments	61	DU
P-2b: Apartments	67	DU
Townhouses	28	DU
Total:	156	DU

Features:

- Play area
- Amenity deck
- Multipurpose room

Developers:

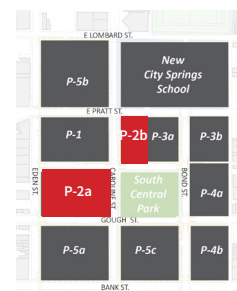
McCormack Baron Salazar

Architect:

Hord Coplan Macht

Status:

Pre-development





PERKINS PHASE 3

Residential:

P-3a: Apartments 84 DU

P-3b: Apartments 68 DU

Total: 152 DU

Features:

Play area

Amenity deck

Multipurpose room

Developers:

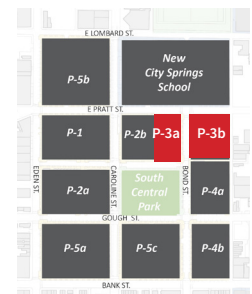
McCormack Baron Salazar

Architect:

Hord Coplan Macht

Status:

Pre-development





PERKINS PHASE 4

Residential:

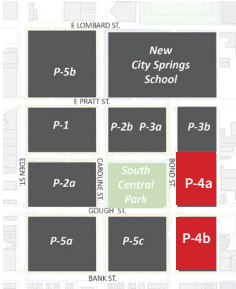
P-4a: Apartments	59 DU
P-4b: Apartments	79 DU
Stacked Flats & Townhouses	17 DU
Total:	155 DU

Features:
Play area and seating area

Developers:
McCormack Baron Salazar

Architect:
Hord Coplan Macht

Status:
Pre-development





P-5a



P-5b



P-5c

PERKINS PHASE 5

Residential:

P-5A: Apartments	46 DU
P-5B: Apartments	176 DU
Townhouses	14 DU
Total:	236 DU

Features:

- Play area and seating area
- Covered Parking

Developers:

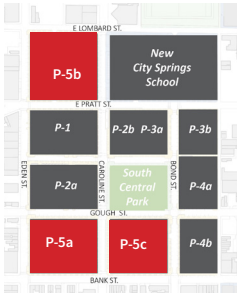
McCormack Baron Salazar

Architect:

Hord Coplan Macht

Status:

Pre-development



ADDITIONAL NEIGHBORHOOD INVESTMENTS

In addition to the Housing, Neighborhood and People investments seeded by the Choice Neighborhoods grant, there is ample evidence that momentum for transformative neighborhood change is building. Over \$340M in additional public and private investment has been identified in recent years or earmarked for future development. These investments include but are not limited to projects outlined here.

1. Pleasant View Gardens, Senior and Townhomes

Year Developed: 1998

The redevelopment of the Public Housing project, Lafayette Courts, into Pleasant View Gardens included family and elderly rental, for-sale townhouses, & non-residential structures. The property converted existing public housing subsidies into a long-term Section 8 contract under US HUD's Rental Assistance Program (RAD).

2. Broadway Overlook

Year Developed: 2003

The site was transformed through an urban design process that created neighborhood-scale, pedestrian-friendly streets and a mix of residential buildings ranging from a six-story annex to the historic wing of the hospital, 58 townhouses, and a small apartment building. In 2017, Landex, in conjunction with HABC, converted public housing units to project-based Section 8 rental assistance under the US HUD Rental Assistance Program (RAD).

3. Fells Point Station

Year Developed: 2014

Fells Point Station, which includes a former police station built in the 1920s, is located at 1621 Bank Street in Upper Fells Point, Baltimore's oldest waterfront neighborhood. This mixed use, mixed-income project includes the rehabilitation of the historic police station, with new construction of a four-story wood framed addition with a brick façade to complement the existing structure. The building provides 47 apartment units above a concrete podium with retail space and covered parking at grade.

Fig. 41 Pleasant View Gardens



Fig. 42 Broadway Overlook Source: www.landex.org

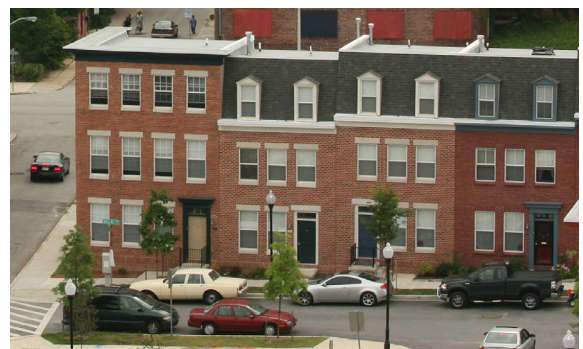


Fig. 43 Fells Point Station Source: www.southwaybuilders.com

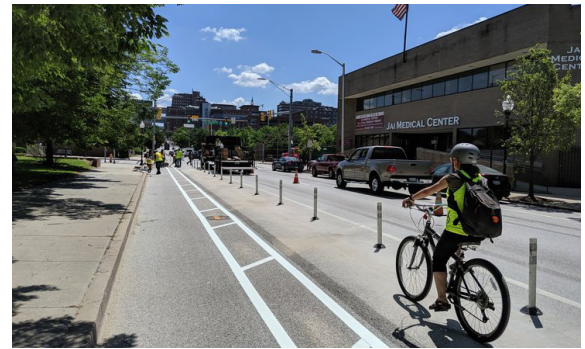


4. Protected Bike Lanes

Year Developed: 2016

The Downtown Bike Network is 10 miles of bicycle facilities in Baltimore's downtown. The project establishes a network of bike lanes from which further connections can be made into neighborhoods throughout the city. The project includes two-way separated bike lanes on Maryland Avenue/Cathedral Street, and Centre and Monument Streets.

Fig. 44 Protected Bike Lanes Source: Baltimore City DOT



5. UA House at Fayette

Year Developed: 2016

The UA House at Fayette operated by Living Classrooms is the heartbeat of the Baltimore Target Investment Zone and serves over one hundred students daily with academic enrichment, health, sports and physical fitness education, and career development. It also serves adults with workforce development, career services, entrepreneurial development, and GED and ESL support. The revamped UA House at Fayette features 30,000 square feet of space that includes the addition of a covered turf field sponsored by the Baltimore Ravens, a revitalized tutoring center, workforce development and entrepreneurship lab, a dance and yoga studio, a music education and recording studio, and a neighborhood kitchen operated in partnership with the American Heart Association.

Fig. 45 UA House at Fayette Source: Living Classrooms



6. Ronald McDonald House

Year Developed: 2019

The 60,000-square-foot building is on Aisquith Street in Jonestown, near Little Italy. It's more than double the size of the original house and will accommodate nearly 2,200 families every year. The Ronald McDonald House Charities is an international philanthropy that bills itself as a "home away from home for seriously ill children and their families." It started in 1974 and in 2015 helped more than 7 million families across the globe.

Fig. 46 Ronald McDonald House



7. Eastern Health Clinic

Year Developed: 2019

The Baltimore City Health Department's (BCHD's) Eastern Health District/Clinic relocated to 1200 E. Fayette Street. The new building is a modern, clinical space that will house BCHD's Sexual Health, Dental, TB, and Immunization Clinics. Additionally, School Health, Maternal and Infant Health, and Field Health Services will also be moving to 1200 E. Fayette St. This new space will allow the Health Department to expand clinical and health/wellness services and increase the number of individuals served both through direct services and through a new Wellness Center. The Center is intended to be a place where the community can offer additional programming and services.

Fig. 47 Eastern Health Clinic



Fig. 48 Monument East Apartments Source: WBAL

8. Monument East Apartments

Year Renovated: 2020

The development caters to elderly and disabled residents. The \$47 million renovation upgraded the 170 mixed-use apartments. Inside, there's a new lobby, entrance area and community rooms. For the first time, the building has air conditioning.



Fig. 49 North Fells Place

9. North Fells Place

Year Developed: On-going

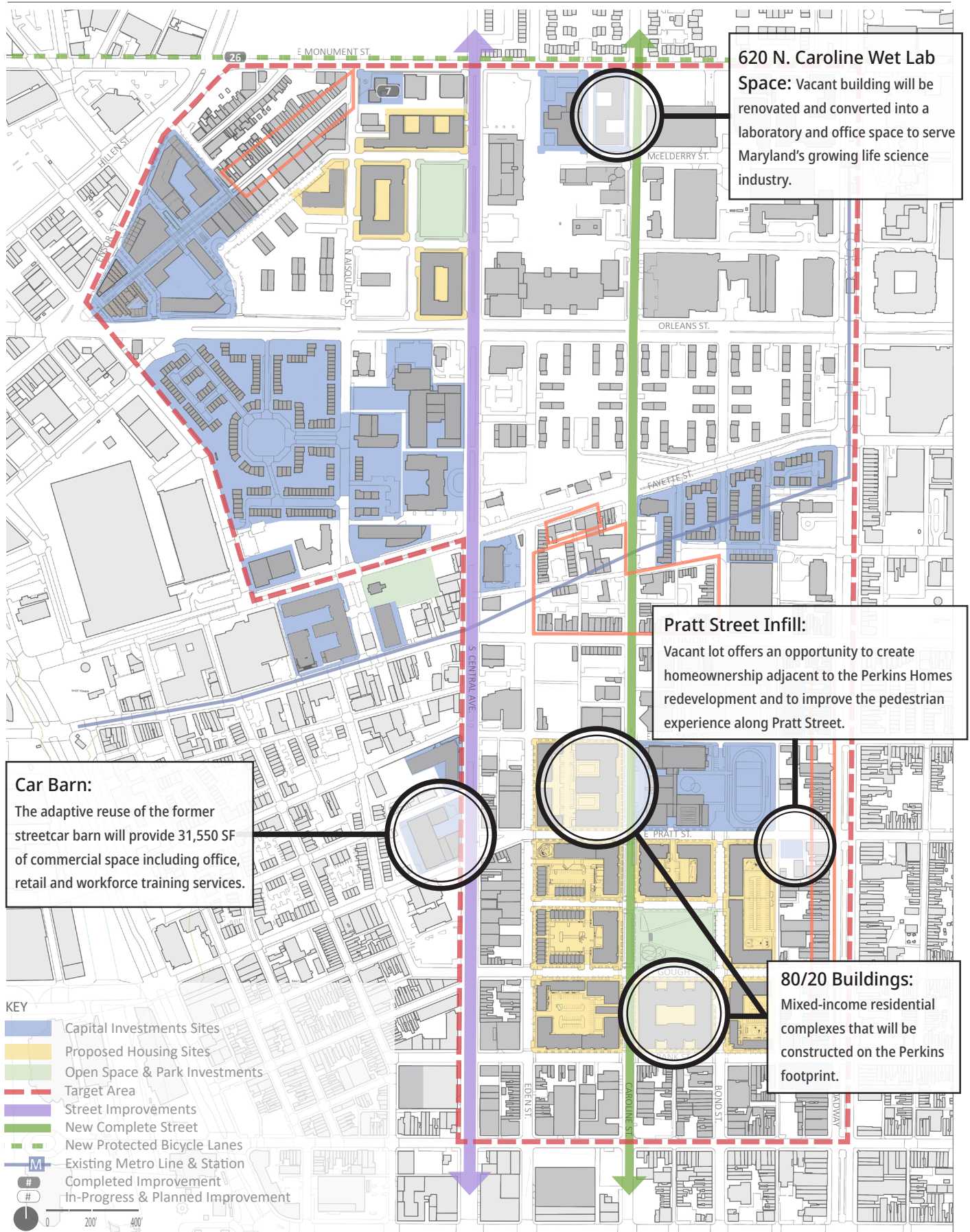
North Fells Place, located at 1622 E. Lombard Street, offers 23 townhomes. Features include a variety of bedroom types, garage parking and rooftop terraces. The homes embrace a modern design and offer outstanding curb appeal, which make them a perfect fit for this location.



Additional Planned Investments (Future Phases)

Additional planned investments, often referred to as Future Phases, are currently in development and expected to come to fruition after the Choice Neighborhoods activities are complete. A brief description of these proposed developments and their location are highlighted in Fig.50.

Fig. 50 Additional Planned Investments





Plaza where we can go to the kids & dance (art) + positive things like a playground

Buy House w/ fence low maintenance My House

Homownership For Low income
Personal Parking Space.
Mr. Short

More Trees

IMPLEMENTATION

Transformation of Perkins-Somerset-Oldtown is well underway, spurred in large part by the award of a \$30 million Choice Neighborhoods implementation grant award from the Department of Housing and Urban Development.

This Transformation Plan outlines the ambitious goals and strategies set forth in the Choice Neighborhoods and provides a blueprint to guide growth and enhancements in Perkins-Somerset-Oldtown well beyond the six-year grant period. Much progress has already been made as Somerset I is completed and Somerset II and III are in construction. Perkins has been demolished and the site plan confirmed for the new development.

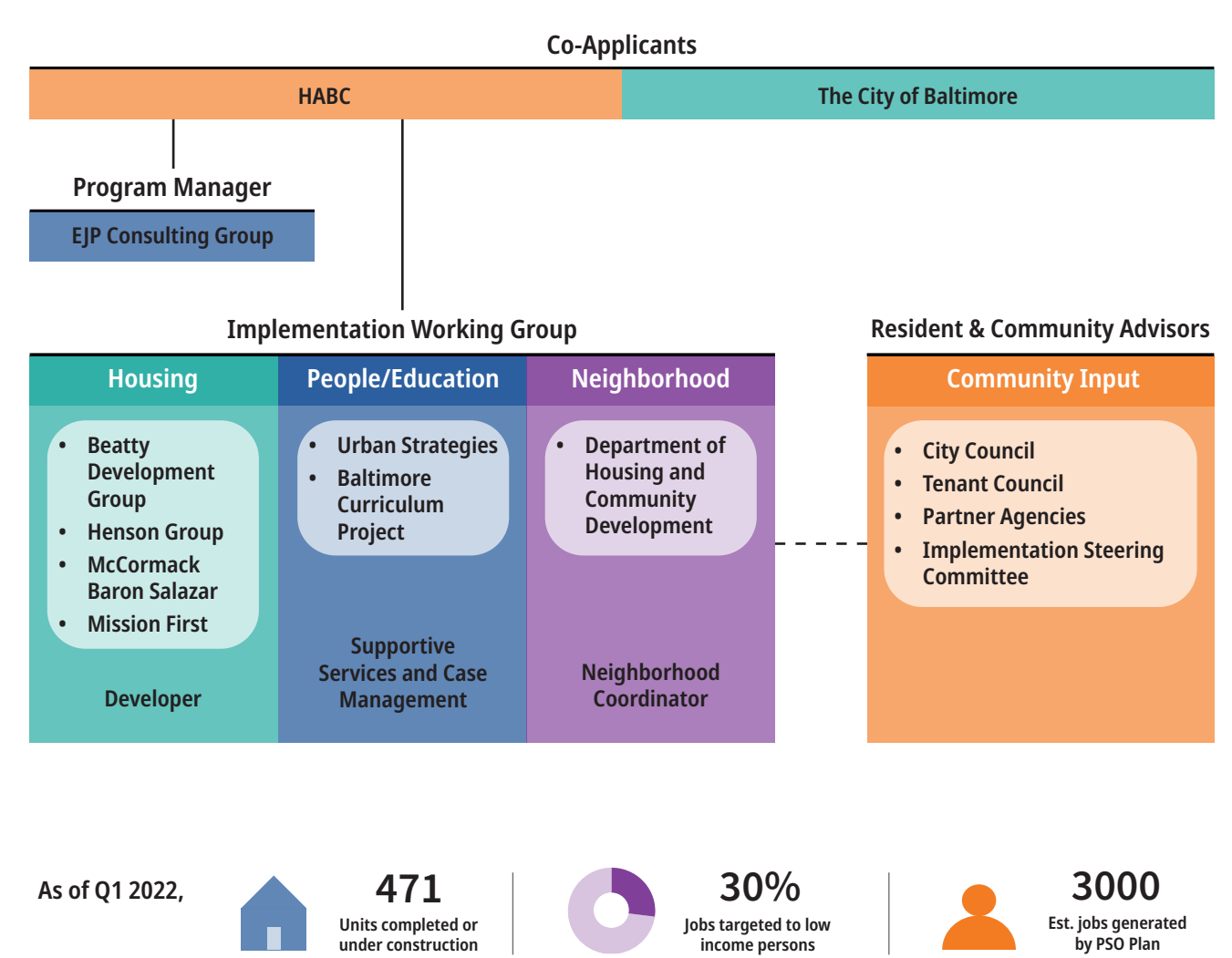
It is important to note that this vision plan is intended to serve as a guide, yet remain flexible. As projects move from planning to implementation, they will be further vetted and refined. All the proposed concepts may not come to fruition in next ten years, and new opportunities may emerge for properties not illustrated in the plan. Nevertheless, the framework presented in the plan can serve to guide the development of these opportunities too.

IMPLEMENTATION PARTNERS

The coordination and collaboration of many committed partners is essential to the plan’s success. Working collaboratively, HABC and the City of Baltimore have lead responsibility to implement this plan with assistance from EJP as the Program Manager. For activities funded by the Choice Neighborhoods grant, HABC has primary responsibility with the City of Baltimore serving as a Co-Applicant. The Department of Housing and Community development is coordinating neighborhood activities, including the TIF, infrastructure investments, the

HUD-funded neighborhood improvements, and other community investments such as the renovation of Chick Webb. PSO Housing Company, a joint venture between McCormack Baron Salazar, Beatty Development Group, Mission First and The Henson Company, is leading the implementation of the Housing Plan. Urban Strategies, Inc. is leading implementation of the supportive services activities with Perkins Homes residents working in concert with the Baltimore Curriculum Project, who serves as a principal education partner.

Fig. 51 Implementation Team Structure



DIVERSITY, EQUITY, & INCLUSION

HABC and partners are committed to promoting diversity, equity and inclusion in the development and implementation of the PSO Transformation Plan. In the spirit of diversity, HABC has made an effort to understand a broad set of perspectives, particularly those of Perkins Homes residents and local community members, in developing the plan and is committed to continuing in this vein throughout implementation. To promote equity, HABC is also committed to ensuring fair access to opportunities and resources resulting from this plan, promoting opportunities for existing residents and businesses wherever possible. There is a one-for-one replacement of all existing units so that no current residents will be displaced. Further, to ensure inclusion, HABC seeks to be open and transparent and create opportunities for continued resident and stakeholder participation in ongoing decision-making as implementation unfolds. Several key initiatives that promote these goals include:

Supporting First-Time Homebuyers

Research has shown a correlation between homeownership and increased household wealth. To promote this potential avenue to wealth-building, HABC made \$7250 in down payment assistance available to Perkins Homes residents during relocation. With support from the USI case management team, 6 were successful in purchasing their first home and 20 continue to make progress on achieving this goal in the future.

Funding Façade Improvements for Existing Businesses

Commercial building improvements have been shown to strengthen locally owned businesses, increasing sales and attracting new businesses and shoppers to the target area. To support existing business owners in PSO, HABC will utilize Choice Neighborhoods funding to match façade improvement grants provided by Baltimore Development Corporation (BDC) up to a total of \$15,000 for an estimated 33 eligible businesses located in three target areas: Oldtown Mall, a portion of East Fayette Street, and the even side of Broadway.

Maximizing Section 3 Participation

The PSO Transformation Plan itself is projected to generate more than 3,000 jobs. HABC and partners are aggressively working to ensure neighborhood residents have priority access to these opportunities. The PSO Section 3 Plan was developed to ensure that training, employment, and other economic opportunities generated are directed, to the greatest extent feasible, to low- and very low-income persons. 30% of jobs generated through the PSO development will be offered first to low- and very low- income persons. Priority is given to residents of Perkins Homes.

Initiating MBE + WBE Contracts

Through MBE + WBE contracts and hires, the PSO plan is able to provide opportunity and representation to minority and women-owned enterprises.



27%
MBE Contracts
\$22.9 million



6

Homebuyers



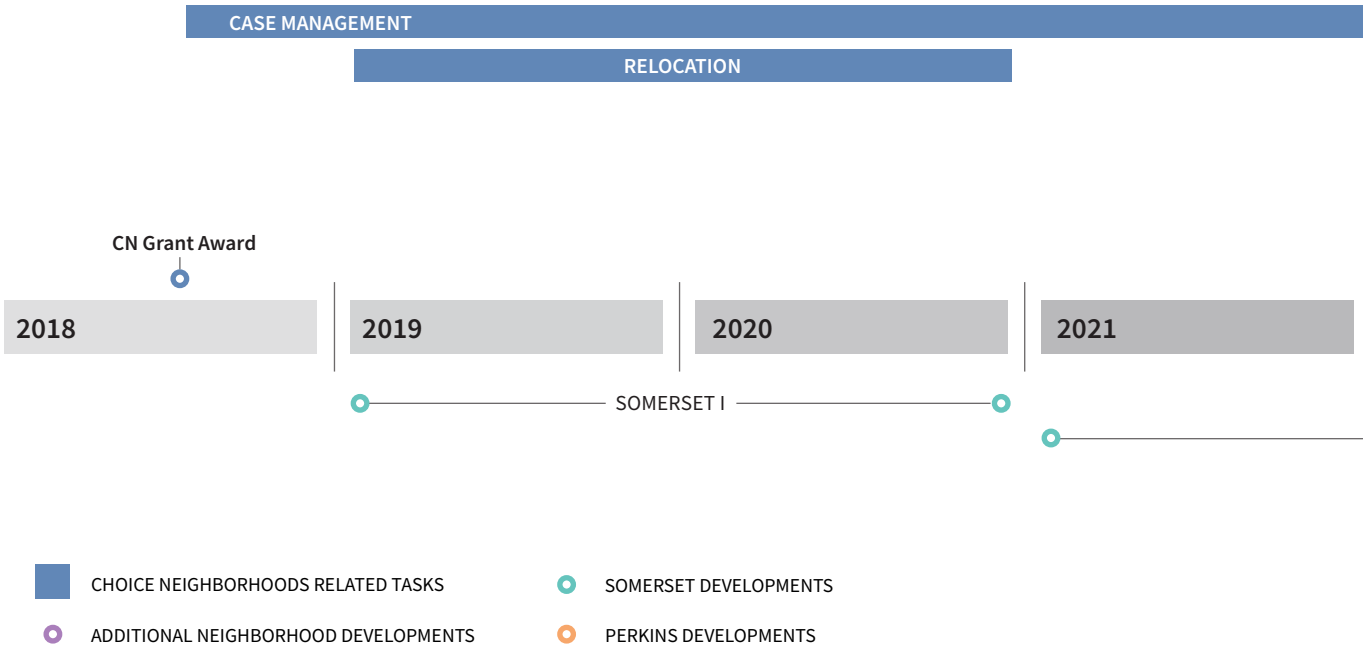
10%
WBE Contracts
\$8.4 million



104

Section 3 Hires

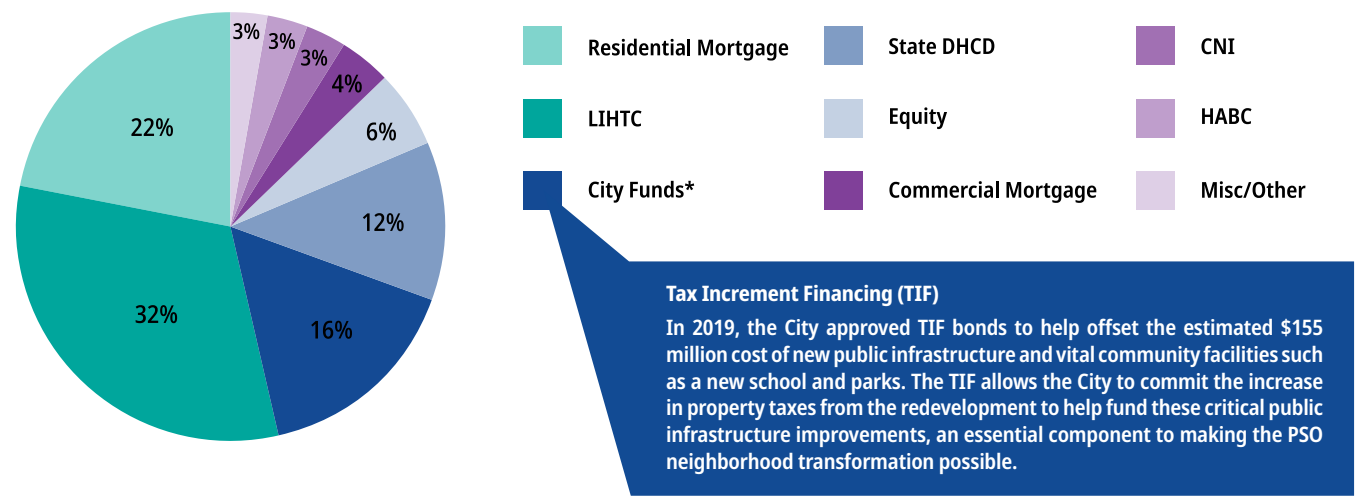
Fig. 52. Implementation Timeline + Milestones

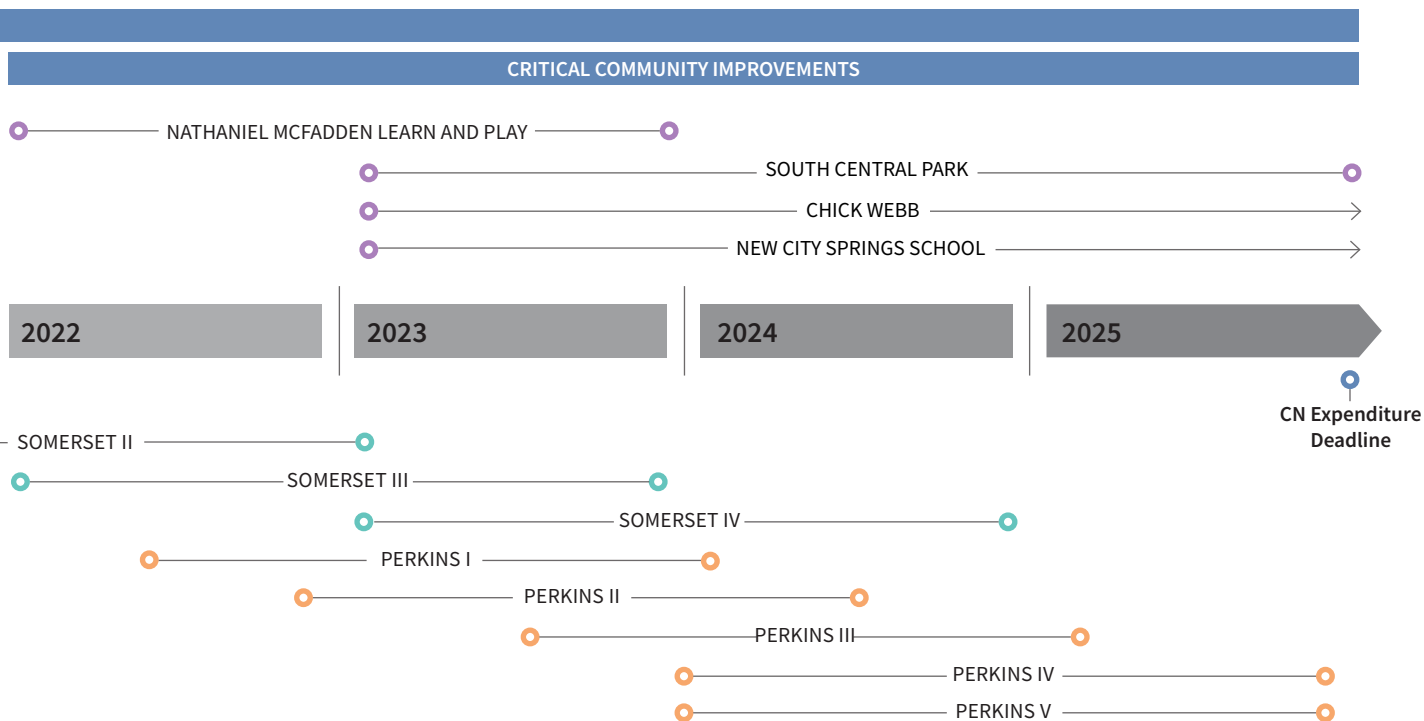


FUNDING

HABC and the City successfully applied for a \$30M Choice Neighborhoods implementation grant in 2017 which has jump-started the nearly \$945 million initiative. With support of key partners, HABC and the City 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 are expected:

Fig. 53 Funding Sources (per PSO Housing Finance Plan dated 5/18/2022)





PRIORITIZING ONGOING RESIDENT ENGAGEMENT

As detailed the Community Engagement chapter, HABC prioritized resident engagement throughout the planning process. HABC continues to engage Perkins Homes residents directly through the Perkins Homes Tenant Council, whose leaders continue to actively participate on the Implementation Steering Committee, and via quarterly project updates. In addition, the Choice Neighborhoods implementation grant supports two Community Outreach Workers who help disseminate information and ascertain the best methods for engaging residents in the community. A Case Management team provides another vehicle to share information and solicit feedback from residents. And partners such as City Springs School continue to play a key role in community engagement and outreach as they did during the planning process.

HABC maintains a project website (<https://www.habc.org/habc-information/programs-departments/planning-development/psa-transformation/>) that serves as a clearinghouse for key PSO documents and updates.

A quarterly newsletter, dubbed The Voice of Choice, features project events, activities and announcements. And, in partnership with the Baltimore Neighborhood Indicators Alliance (BNIA), HABC maintains a data dashboard to track progress over the implementation period via key indicators, which can be found at <https://bniajfi.org/psa/>.

Implementation Working Groups

Since transitioning to implementation, HABC, the City, and the developer team convene topic specific working groups to refine details and advance the implementation of key elements of the PSO Transformation Plan including the design of the new central parks, the redevelopment of the Chick Webb Recreation Center, creation and installation of public art, infrastructure improvements, public safety strategies, and more.



For more information visit:

www.habc.org/habc-information/programs-departments/planning-development/psa-transformation/
<https://bniajfi.org/psa/>



Prepared for the Housing Authority of Baltimore City and the City of Baltimore by EJP Consulting Group