

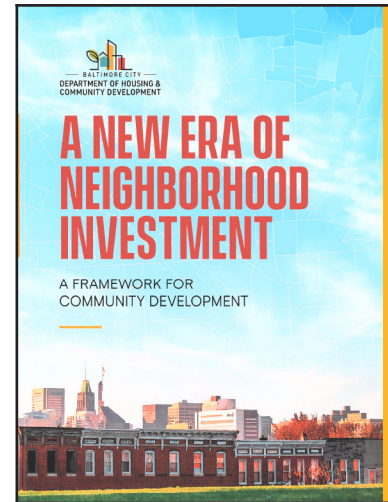
Department of Housing & Community Development Capital Improvement Plan FY2021-FY2026

Agency Overview

Earlier this year Mayor Young reaffirmed his support for *A New Era of Neighborhood Investment: A Framework for Community Development*, DHCD's guiding strategy to preserve and revitalize Baltimore neighborhoods. The Framework is based on three key approaches.

- ♦ **Promote equitable economic growth.** Nurturing and relying on the wisdom of community-based leadership to develop a vision of neighborhood change, we will ensure that revitalization will be guided by existing residents and homeowners and that they will directly benefit from changes in their neighborhoods. Support of legacy homeowners, youth, and families, coupled with development of quality affordable housing, will both minimize displacement and promote racial equity.
- ♦ **Build resources for investment.** The City has launched the Neighborhood Impact Investment Fund and through the CIP continues to leverage private and Federal and State funds, particularly Project CORE. This CIP includes the Community Catalyst Grants program in addition to dedicated funds for affordable housing.
- ♦ **Invest in all neighborhoods.** The City will build-from-strength in disinvested neighborhoods where smart public investments can leverage private resources for positive, equitable, transformative growth; improve existing conditions while building assets and nodes of strengths in areas where near-term, neighborhood-wide transformation is beyond the reach of current public resources; and preserve the strength of middle-neighborhoods in which the bulk of Baltimore's homeowners, primarily African-Americans, have invested their generational wealth.

The Framework also articulates a theory-of-practice based on experience and data of how the City can accomplish this positive, equitable, neighborhood transformation. This approach requires that we understand and commit to redress the long-standing race-based barriers and policies that have devastated neighborhoods, concentrated poverty, and created an affordable housing crisis. DHCD is threading redevelopment activities – such as acquiring and rehabilitating vacant homes and building mixed-income affordable housing – with code enforcement, blight remediation and litigation; assisting existing homeowners and residents to help them stay in their homes; supporting neighborhood place-making and amenities; coordinating across agencies through the Mayor-led Neighborhood Cabinet; and collaborating at every step with residents, community groups, philanthropic institutions, nonprofits, state leaders and private investors to ensure community voices are central to shaping neighborhood redevelopment.



Community Workshop

City Capital is the foundation on which this strategy rests. This FY21CIP request is the next phase of implementing the Community Development Framework.

Vision: A Baltimore where current and future residents live in safe and decent housing in thriving, inclusive and equitable neighborhoods.

Mission: Lead City efforts to promote thriving neighborhoods through community revitalization investments; support for new and existing homeownership; funding critical programs and neighborhood stakeholders; creating and preserving affordable housing and ensuring safe conditions through code enforcement.

Values: Equity and Inclusion; Customer Service; Innovation; Integrity and Transparency; Partnership; Sustainability.

Programmatic Divisions

- ♦ **Housing Code Enforcement and Emergency Operations** is the “tip of the spear”, the City’s eyes on the street, conducting over 200,000 inspections each year and, among other duties, monitoring every vacant building and parcel in the city.
- ♦ **Development Division** assembles parcels for blight elimination and redevelopment, leverages investments in affordable housing and new homeownership by conducting property acquisitions, relocation, leasing, disposition, and asset management of City real estate; supports affordable housing and other projects through financing, assistance in leveraging external funds, and providing low cost land and property.
- ♦ **Permits and Litigation** issues over 30,000 construction permits annually, conducts over 70,000 trade inspections; oversees property registration, coordinates property demolition and stabilization; conducts investigations of illegal dumping; and leads litigation such as Baltimore’s national best practice “receivership” program through which vacant properties can be auctioned to new pre-qualified owners.
- ♦ **Community Services** operates community facilities including the Dawson Center, and assists families displaced by fire, disaster, or other crises.
- ♦ **Homeownership and Housing Preservation** supports existing homeowners and new homeownership opportunities, preserving and creating affordable housing, preventing displacement, building equity for Baltimoreans, preventing blight, and stabilizing communities. The Division offers buying incentives, financing, lead paint remediation, weatherization, home repairs, and assistance with estate and lien issues.
- ♦ **Research and Consolidated Planning** coordinates the receipt and retention of HUD formula grant resources and manages the Community Development Block Grant program, which supports a wide range of housing and social services to over 50,000 low- and moderate-income Baltimoreans annually.



Greenmount & Chase Groundbreaking



It also provides data management, analytic and research services to support agency initiatives.

Capital Projects

The projects in this Capital Improvement Plan represent the first phase of a 6-year plan to implement the Community Development Framework to intentionally invest in long disadvantaged neighborhoods as well as in middle neighborhoods, to ultimately lift every community.



Community Catalyst Grants Capital Awards

- ♦ **Affordable Housing:** As part of its intentional, equitable community development efforts, and to minimize displacement, DHCD supports the production and preservation of quality affordable housing. The DHCD FY21 request includes \$5 million in bond funding as approved by Baltimore City voters. Through these resources, the ongoing use of HOME funds and the revenue committed to the Affordable Housing Trust Fund, DHCD can improve housing outcomes for hundreds of families a year.
- ♦ **Supporting Partners:** The Community Catalyst Grants program represents a significant investment in building the capacity of community-based organizations driving community development in neighborhoods. The requested capital will support local community-led projects, and most importantly, those led by new and emerging organizations, including affordable housing and mixed-use developments.
- ♦ **Demolition and Stabilization:** By City Charter, DHCD enforces the housing code and addresses blighted and unsafe conditions in the City. Demolition is often a necessary component of this work, both to



Baker Street Demos for Development of "Baker's View"

eliminate blight and create sites for redevelopment. The stabilization of deteriorating vacant properties is equally important in blocks that communities choose to preserve. City demolition capital leverages more than \$18.75M annually in State Project CORE demolition and other investment.

- ♦ **Redevelopment Projects:** DHCD has critical, ongoing project commitments for multi-year Capital investments to improve neighborhoods. These include: the transformative Perkins/Somerset/Old Town Choice Neighborhoods project in which City capital leverages \$30M in federal grant dollars and an estimated \$800M in other funds; the 17 acres recently awarded for Park Heights redevelopment; large-scale rehabilitation in Upton; new homeownership construction in Druid Heights; the exciting Centre West Poppleton project; a new neighborhood in Uplands; and the "Tivoly Triangle" project through which one of the City's most dangerous and disinvested areas is being reborn as a new home ownership community.

All these projects yield a high degree of leverage from State, federal, and private sources and will be truly transformative.

- ♦ **Preserving and Incentivizing Home Ownership:** Homeownership is a widely held American aspiration which generates important social and psychological benefits for families and stabilizes neighborhoods and property values. The DHCD CIP request includes loans and grants to assist low- and moderate-income homeowners with weatherization, energy efficiency and roof and home repairs that are critical to preventing displacement, homelessness, and blight. This support helps ensure that residents benefit as the neighborhoods in which they have longed lived begin to thrive again, and that they have assets to pass to future generations.
- ♦ **Property Acquisition, Relocation, Disposition, and Asset Management:** To carry out community development, City government has the role and responsibility to acquire, assemble, hold and dispose of real property, including conducting relocation when required. City Capital supports these critical functions, which underlie most of the neighborhood revitalization and blight removal efforts described herein.
- ♦ **Priority Impact Investment Areas and Middle Neighborhoods:** Working with community-based partners, DHCD will concentrate investments in areas where public investment can leverage equitable, positive transformation in the near-term, continuing to “build from strength” as the City has successfully done in recent decades. The CIP request includes capital to support these efforts though geographically targeted acquisitions, demolition, stabilization, development projects, and other activity.



Hoen Lithograph Building Before and After

What will the City look like in six-years?

DHCD believes that the question every Baltimorean should ask when reviewing any CIP project submission is: If this is funded, what will be the outcome? While the DHCD FY21–26 request is not actually the entirety of what the plan requires, we hope the City will commit enough capital and operating (commensurate operating dollars), that in six years’ time: Impact Investment Areas will be experiencing a palpable, as well as equitable resurgence in which existing and new residents are enjoying safer, thriving, diverse neighborhoods; in other disinvested neighborhoods the building of assets and early signs of community-wide revitalization are visible to all; and the City’s vast “middle neighborhoods” will be less fragile, more diverse and increasingly prosperous; ensuring stability for future generations. In all these areas, values and population will increase, longtime residents will be protected from displacement and quality affordable housing will be available.

That is the vision. CIP resources are the cornerstone for efforts to make Baltimore a bright and beautiful city of diverse, equitable, and thriving neighborhoods with safe, high-quality housing that is accessible to Baltimoreans of all incomes.