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UDA

CHERRY HILL TRANSFORMATION PLAN

Cherry Hill, Baltimore, Maryland



CHERRY HILL TRANSFORMATION PLAN

PREPARED FOR

Cherry Hill Development Corporation

FUNDED BY

Cherry Hill Development Corporation
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Housing Authority of Baltimore City
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Cherry Hill Town Center A new vision for reactivating the commercial node for the Cherry Hill neighborhood

OVERVIEW

The Cherry Hill Transformation Plan is the result of a collaborative process with the residents of the Cherry Hill neighborhood in Baltimore.

EXECUTIVE SUMMARY

Cherry Hill is a self-contained historically African-American community south of downtown Baltimore. The neighborhood covers over 300 acres of land and is bounded by two major physical barriers, the Patapsco River to the north and east and railroad tracks to the south, including the Baltimore Light Rail System to the west and south. Cherry Hill has Baltimore's largest concentration of public housing units. Over time, the neighborhood has been perceived as dangerous and has struggled to attract new investments. Despite this perception, Cherry Hill is a strong community with a rich history, and many prominent residents who have at one time called Cherry Hill home. Cherry Hill has also benefited from recent investments, including two new 21st Century Schools, Cherry Hill Elementary/Middle School and Arundel Elementary School. Maryland's first adult high school will be housed in Cherry Hill, and a state of the art fitness and wellness center is scheduled to break ground in 2020.

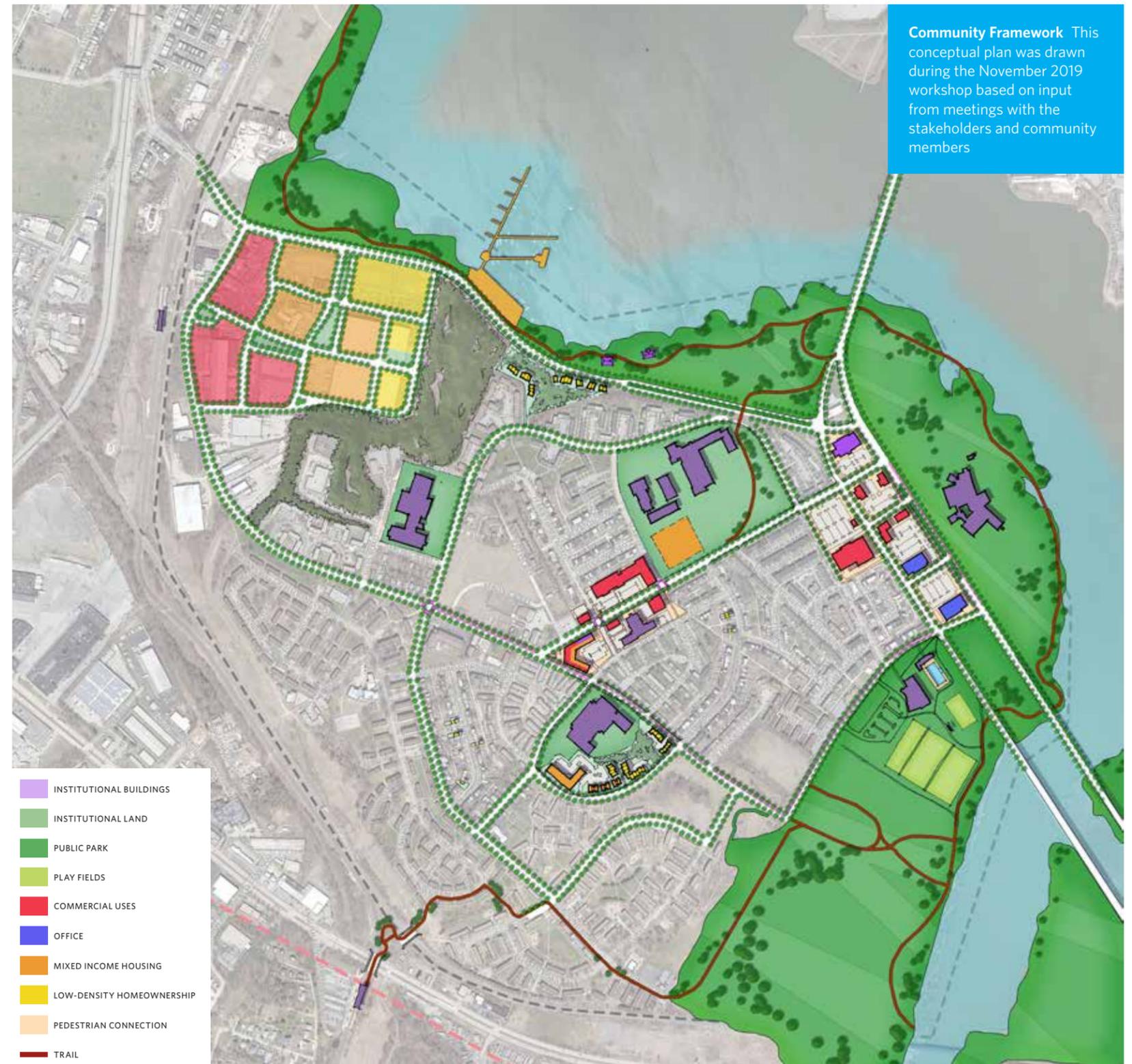
Ready for Transformation

Additional redevelopment along the Middle Branch, including plans for the Middle Branch Park and Port Covington, set the stage for future change in Cherry Hill that the community wants to influence and direct. The Cherry Hill Transformation Plan documents that direction as a community vision for the

present and future of Cherry Hill. The Cherry Hill Development Corporation, a non-profit organization and longstanding member of the Cherry Hill community, organized the Cherry Hill community to complete the 2008 Cherry Hill Master Plan that was adopted by Baltimore City's Planning Commission. While some good has come out of that plan, much more work remains to be done. The tools for transformation are already in progress, including the Transformation Plan and the work of the Cherry Hill Development Corporation, in partnership with Senator Bill Ferguson, and Weller Development to place Cherry Hill under consideration to become a Purpose Built Community. The Purpose Built model has been used in other communities to guide neighborhood transformation by creating pathways out of poverty for low-income residents while building strong, diverse communities through public-private partnerships and grassroots organizations.

The Cherry Hill Transformation Plan has five major elements:

1. Housing;
2. Economy;
3. Transportation;
4. Environment; and
5. Quality of Life.



History

Cherry Hill started in the 1940s as the first planned African-American suburb in the country. It was a combined effort between the public and private sectors to create a planned community for Black families. City officials selected the location for its isolated geography and close proximity to various sites hosting hazardous materials, including a trash dump and incinerator. Six hundred units of housing were built for African American war veterans returning from WWII, later converted to low-income housing. By 1956, when the final original core of Cherry Hill was completed, the community was comprised of about 30% homeowners and 70% renters. These families built a strong sense of community, making Cherry Hill an idyllic place to raise children



Public Housing along Claflin Court

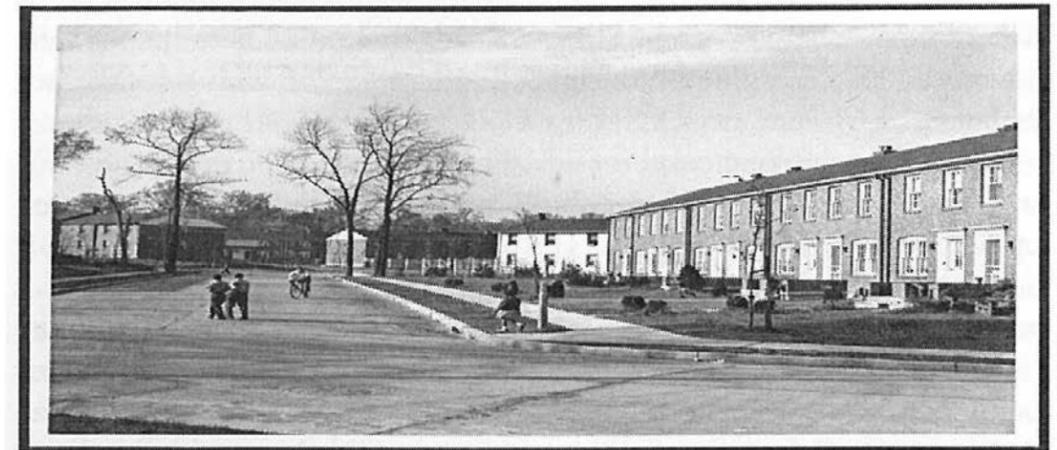
for African-American families. Yet, in the latter half of the 1900s, driven primarily by racially discriminating housing policies, over one thousand additional public housing units were added to the neighborhood, and crime increased due to various factors in the city. By the late 90s, Cherry Hill had one of the highest concentrations of public housing along the east coast. Around the turn of the millennium, a little over 400 units were demolished, due to the poor building conditions.

Despite its economic challenges, the neighborhood has a rich history of distinguished political leaders, professionals, lawyers, ministers, judges, educators, writers, doctors, musicians, and prominent leaders in various other fields. It was considered a safe haven for the children and families who lived there, as recounted by Linda G. Morris in her book “Cherry Hill: Raising Successful Black Children In Jim Crow Baltimore.” The neighborhood was self-sustaining, planned with schools, churches, community centers, a swimming pool, retail, and medical clinics. The lush vegetation and vast waterfront provided an appealing backdrop to everyday life. Linda Morris described the uniqueness of Cherry Hill as follows:

“The success of the early Cherry Hill community can be attributed to the level of civic engagement between the homeowners, the

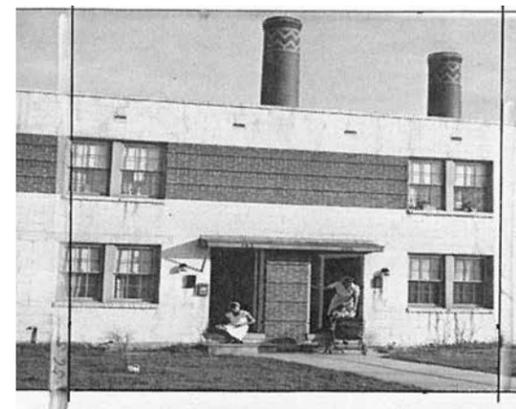
public housing residents, and the manager of Cherry Hill Homes.”

Today, the neighborhood remains predominantly made up of African American families, many of whom continue to live in subsidized rental housing. Over the years, the poorly maintained buildings, lack of economic investment, and deep-rooted perceptions of crime have stripped the community of the many resources it used to offer. Although millions of dollars have and will continue to be invested in various projects throughout the neighborhood, current residents are cautious of what the change will bring for their future in the place they’ve called home for so many years. The Transformation Plan seeks to build on the unique sense of community in this neighborhood and builds on the legacy of strong Cherry Hill families who want to see their neighborhood restored to a wonderful place to live.



Children playing on Ascension Street in Cherry Hill

Cherry Hill: Raising Successful Black Children in Jim Crow Baltimore



Rental apartments on Seagull Avenue with the stacks of the incinerator visible in the background

Cherry Hill: Raising Successful Black Children in Jim Crow Baltimore



Cherrywood Rowhouses on Cherry Hill Road

Cherry Hill: Raising Successful Black Children in Jim Crow Baltimore

Cherry Hill Development Corporation

HISTORY

The Cherry Hill Development Corporation (CHDC) is a nonprofit organization formed in 1981 and has since been a longstanding member of the Cherry Hill community. The CHDC works “to promote the general welfare and economic development of low-income persons and groups residing in the Cherry Hill area of Baltimore City.”

The CHDC has worked to improve economic development and investment in the neighborhood in areas including quality affordable housing, healthcare, commercial development, and education. The organization prides itself on engaging with the community to ensure that socio-economic conditions are better for the residents.

CHDC has a longstanding relationship with several major players in the region, including Baltimore City government, State agencies, elected officials, neighboring community associations, philanthropic organizations, and private developers. Through these various partnerships, the CHDC can more effectively implement the visions and change they see for Cherry Hill.

PREVIOUS PLANNING EFFORTS

The CHDC organized and engaged the community for the 2008 Cherry Hill Master Plan, which was adopted by the Baltimore City Planning Commission. This master plan explored and addressed various challenges in the neighborhood, such as economic development, transportation, land use, zoning, housing, public safety, education, health, and wellness. While there is much more to be done, the 2008 plan has made major strides in housing, education, and recreation.

THE CHERRY HILL TRANSFORMATION PLAN

The CHDC is dedicated to a collaborative community process for the Cherry Hill Transformation Plan, a comprehensive master plan for 2020. The master plan is the culmination of stakeholder meetings, focus groups, public meetings, community events, and a community steering committee.

RECENT INITIATIVES BY THE CHDC

- 1. Education** Participating in monthly Cherry Hill Education Team (CHET) meetings that emphasize the importance of education for African-Americans.
- 2. Economic Development** Coordinating with Baltimore City Housing and Valbridge to develop a feasibility market study for “Fisher’s Cove.” Worked with the Neighborhood Design Center and Morgan State Institute for Urban Research through a grant from Enterprise Community Partners to coordinate community focus groups.
- 3. Other Social Empowerment Activities** Coordinating and participating in several projects in the neighborhood, including:
 - Workforce development
 - Vacant housing program
 - Community recreation center
 - Urban gardening program
 - Cherry Hill light rail project
 - “Cherry Hill Races to the Top” grant
 - CHET concept paper
 - Literacy projects
 - Family League of Baltimore City (FLBC) community school planning committee



Cherry Hill Transformation Plan Stakeholder Meeting
Patapsco Elementary School
November 2019



Cherry Hill Transformation Plan Stakeholder Meeting
Patapsco Elementary School
November 2019

PROCESS & COMMUNITY ENGAGEMENT

Engaging the community from the beginning, through the middle and end of the design process, ensures that the final master plan respects the values and integrity of the existing residents, and creates an open dialogue to help alleviate fears for later gentrification.

This Transformation Plan built upon prior planning efforts that have taken place over the last several years. Cherry Hill has gone through many planning efforts, including the Cherry Hill Master Plan developed in 2008, the Cherry Hill Vision Plan created with the Neighborhood Design Center in 2015, the IN-SPIRE process concluding in 2017, the South Baltimore Gateway Master Plan, and most recently the Deep Blue process. Those processes had varying levels of community engagement. Yet, the purpose of this planning effort was to stitch those prior plans together, evaluate current market conditions, and get buy-in on an implementation plan from the full community.

This effort was focused primarily on identifying priority projects through an inclusive and participatory process. The team designed a process to gather input from a broad spectrum of stakeholders, and to prioritize the voice of local residents. The planning process included three steps:

- **Step 1:** Listening (Nov);
- **Step 2:** Trying out ideas (Nov–Jan); and
- **Step 3:** Making decisions (Jan–March).

In order to gather a complete picture of what was needed in Cherry Hill, we designed a robust planning process that combined targeted stakeholder meetings with broader public meetings described below:

- **Stakeholder Meetings** 62 stakeholders participated in (30) small group discussions regarding specific issues such as education and the arts, health care, recreation and parks, housing, and public safety;
- **Public Meetings** (4) public meetings, plus an additional meeting specifically held for public housing residents to ensure broad community participation;
 - Nov. 12, 2019
 - Nov. 18, 2019
 - Nov. 21, 2019
 - Jan. 16, 2020 (Cherry Hill Homes resident meeting)
 - March 11, 2020

- **Youth Engagement** We held a focus group at the high school to gather input from students. There is also a high school student representative on the steering committee to ensure the voices of youth are involved in decision-making; and
- **Social Media and Online Engagement** Facebook and other social media were used to invite people to meetings and keep people plugged into the process.



A Cherry Hill Transformation Plan Instagram Post



Step 1: Listening (November 2019)

During Step 1, we employed a series of techniques to hear first-hand from community members about what the strengths of the neighborhood are, what the challenges are, and what their vision for the future is. This step was critical in framing a transformation plan that would reflect the vision of residents. Early discussions also revealed that a local steering committee with robust local representation would be crucial to developing a successful plan. From November 11–13 we hosted the following meetings:

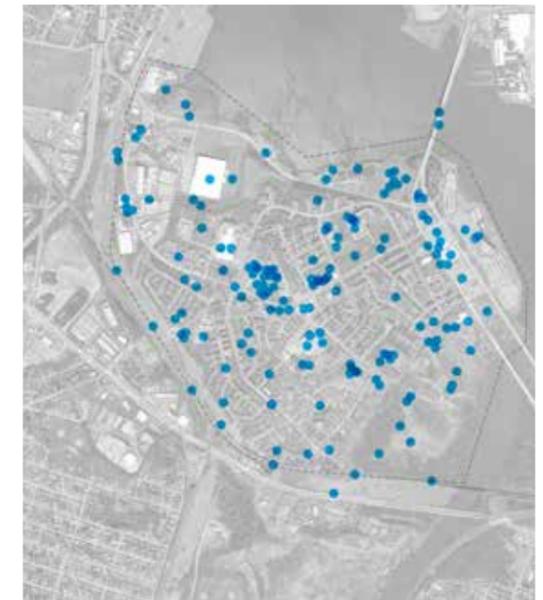
- Stakeholder meetings with a mix of people including property owners, the schools, youth organizations, recreation, the faith community, police, and City departments;
- A youth focus group with high school students; and
- A public meeting to gather initial input.

During each of those engagements we asked the same three questions to understand the existing conditions:

- What are the strengths of Cherry Hill to build on? What are the best places in the neighborhood?;
- What are some of the existing challenges to overcome? What are some of the specific areas that have to be addressed in the plan?; and
- What is your vision for the future? What would you like to see in Cherry Hill?

WHO PROVIDED INPUT

- Early, elementary, and secondary education stakeholders
- Resident councils/renters
- Developers/businesses
- Local planning groups
- Youth & recreation stakeholders
- Homeowners
- Private rental housing owners/management
- Safety & security stakeholders
- City departments
- Community organizations
- Religious organizations/leaders
- Higher education & job training stakeholders
- Banks/financial stakeholders
- Healthcare stakeholders
- Philanthropic organizations
- Economic development stakeholders



WHAT WE HEARD

STRENGTHS/GOOD THINGS

1. Strong Schools in Cherry Hill
2. Library
3. Pools (indoor/outdoor)
4. Unique Neighborhood Character
5. Safe Streets/Crime Reduction
6. Community Garden
7. Festivals
8. Parks/Green Space
9. Community Pride

WEAKNESSES/PROBLEMS

1. Lack of Transportation
2. Public Housing Living Conditions
3. Lack of Grocery Store
4. Methadone Clinic
5. Poor Street Conditions
6. Town Center (Loitering, Drugs, Noise, process of selecting tenants)
7. People from Outside the Neighborhood Causing Problems
8. Flooding
9. Houses too Small/No Modern Amenities
10. New Era Academy Needs Improvements

VISION FOR THE FUTURE

1. Grocery Store
2. Black Owned Businesses
3. Build on Past Planning Efforts
4. Mixed-Income Housing
5. Vacant HABC Land
6. Grow/Program Town Center
7. Pedestrian Crossing to Patapsco Light Rail Station
8. After School Programs
9. Senior Activities

Step 2: Trying Out Ideas (November–December 2019)

During a four-day design workshop, we explored alternatives for priority sites and tested ideas with the community. The design team set up in the Patapsco School from November 18-22 to host a series of engagements including:

- Public meetings;
- Expanded stakeholder meetings; and
- Open house.

Public Meetings & Open House

We hosted two public meetings during the workshop week. The first meeting was to affirm what we heard during the Listening Phase and make sure we understood the context for studying specific areas in the neighborhood. After trying out some initial ideas, we hosted an open house mid-week to gather some initial input and make sure the plan was proceeding on the right track. Finally, on the final day of the workshop, we hosted a public meeting to share the ideas from the week, and also vote on the steering committee that would guide the plan moving forward. Below is a breakdown of the participation during the week:

- Public Meeting #1 (November 18, 2019): 82 participants;
- Open House (November 20, 2019): 52 participants; and
- Public Meeting #2 (November 21, 2019): 104 participants.

Stakeholder Meetings

The initial round of stakeholder meetings revealed a series of additional stakeholders to engage in the planning process. In an effort to be more inclusive and to ensure we were hearing from a diverse group of voices, the team reconnected with some stakeholders from Step 1, and also expanded the groups we met with. This included expanding the conversation to include more property owners, and to have deeper conversations on specific topics. These stakeholder meetings informed the study of specific priority sites and overall community connections.



STEERING COMMITTEE

A steering committee was formed through an intentional voting process during the 3rd public meeting. The role of the steering committee is to guide the design process, communicate with stakeholders, and ensure the recommendations reflect the vision of residents and stakeholders. An advisory committee comprised of seven (7) technical advisors also supports the steering committee.

Selection Process

The steering committee is comprised of 14 individuals, seven members of the steering committee were selected by a voting process, while the other seven were selected by CHDC, with consultant input.

The Residents Vote

The voting process took place during the final public meeting of the design workshop in November. Nominations began at the first open house and were kept open throughout the week. Anyone in the community could nominate themselves or others. Nominations were closed Wednesday while nominees were followed up with and placed on the ballot. The nominees were separated into the following categories:

- Public Housing Residents;
- Renter;
- Home-owner;
- Youth (Age 16–24); and

- Neighborhood-General.

In the interest of keeping the committee most reflective of the community, only current residents of Cherry Hill voted.

Committee Members

The final steering committee is comprised of the following:

- Three (3) local residents — a homeowner, a renter, and a public housing resident;
- One (1) youth resident; and
- Three (3) community-at-large residents.

These members were supplemented by seven (7) technical members who represent specific professions, and/or interests related to neighborhood revitalization. Their role was to advise the Steering Committee around specific recommendations and development projects to ensure the viability of the plan. Representatives include:

- Housing Authority City of Baltimore;
- Developer/Investor;
- Baltimore Development Corporation;
- Baltimore City Department of Planning;
- A local advocate;
- The Ministerial Alliance; and
- Harbor Bank.

DESIGN PRINCIPLES

As conversations evolved, participants identified some core working principles that became design principles. The design principles were informed by input we heard during stakeholder meetings, and later affirmed during the public meetings. Any future transformation of Cherry Hill and/or development projects should abide by the Design Principles.

These principles were then reviewed in the community meeting on November 21, 2019. Community members were encouraged to place dots and comments on the design principles so they could undergo further refinement with the steering committee.

Design Principles

- 1. Make sure there is no displacement for Cherry Hill residents.**
Maintain affordability and offer better options.
- 2. Listen to the residents.**
The community's needs come first.
- 3. Make something happen.**
Be realistic and focus on implementing.
- 4. Transform in a holistic way.**
This is about people's wellbeing and opportunities, not just a physical transformation.
- 5. Use projects to change the perception & eliminate the stigma of the Cherry Hill neighborhood.**
- 6. Preserve the green, open feeling of Cherry Hill.**
- 7. Increase housing options:**
 - Affordable and market-rate housing;
 - Larger houses with contemporary floor plans;
 - Renovated and new houses; and
 - Rental and homeownership.
- 8. Treat Cherry Hill as one community.**
Eliminate divisions and maintain neighborhood identity.
- 9. Grow and support Black-owned businesses.**
- 10. Encourage new businesses to hire local residents.**
- 11. Engage the community in all new development in Cherry Hill.**
Developers must engage the community at the very beginning of the process before moving forward, including the community throughout the process and listening to resident input.



Step 3: Making Decisions (January–March)

The final step in the process involved monthly meetings with the steering committee in January, February, and March to prioritize projects, policies, and initiatives. As a first step, the project team developed policy papers to address the various components of the plan and get specific input on the following:

- Housing;
- Economy;
- Transportation;
- Environment;
- Quality of Life; and
- Ongoing community engagement.

The team gathered input from the steering committee on these topics in order to develop the final Transformation Plan. The recommendations in this plan reflect a comprehensive approach to reconnecting the community and identify specific development ideas on key opportunity sites. CHDC hosted one final public meeting on March 11, 2020, to gather input from residents before the plan was submitted to the Planning Commission.

CHDC seeks to have this Transformation Plan serve as the accepted Community-managed neighborhood plan for Cherry Hill. Once the Planning Commission issues a letter of acceptance, this will serve as the community’s vision for Cherry Hill and can help to inform funding decisions, disposition of land, and

other planning decisions. In order to successfully implement this vision, there will need to be ongoing engagement and stewardship of the Plan. While the steering committee has helped to inform these recommendations, they will have to engage each of their constituencies to ensure a broad commitment to implementation. In addition, CHDC will work with all community stakeholders to ensure broad communication with existing and future residents. The following organizations have been actively involved in discussions regarding the future of Cherry Hill:

- Elev8 Baltimore, Inc.;
- Restoring Inner City Hope (RICH);
- The Cherry Hill Eagles;
- Youth Resiliency Institute;
- Black Yield;
- CHOICE;
- Local schools and education partners;
- Purpose Built Communities;
- Port Covington development team;
- Baltimore City Department of Housing;
- Housing Authority of Baltimore City;
- Middle Branch planning team;
- Blue Water Baltimore; and
- South Baltimore Gateway Partnership.



Community Meeting
March 11, 2020



Attribution

URBAN DESIGN ASSOCIATES

ANALYSIS

The Cherry Hill Transformation Plan analyzed existing conditions, current demographics of the neighborhood, and prior planning efforts and connections to investments already in progress.

A thorough analysis of the existing conditions in Cherry Hill informed the community engagement and eventual recommendations.

This section includes analyses of:

- Existing physical conditions;
- Demographics;
- Past planning efforts; and
- Investments.

EXISTING PHYSICAL CONDITIONS

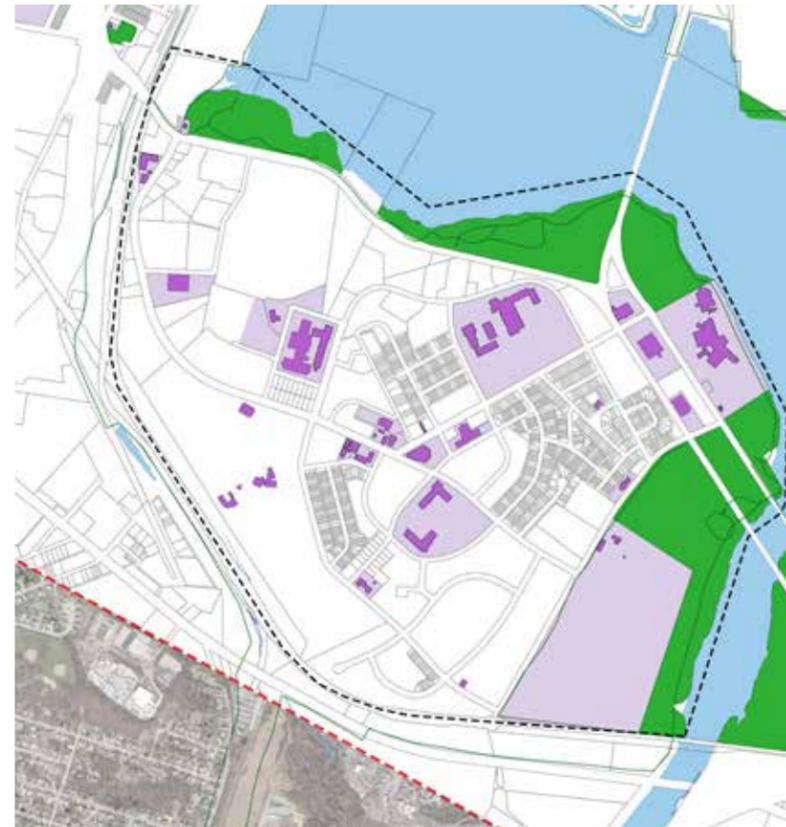
Cherry Hill has a different character than many other parts of Baltimore City. The primary uses are residential, commercial, institutional, and open space. The Town Center, while residents identified issues, provides the community with a central hub of retail businesses and community services, including

the Cherry Hill Branch of the Enoch Pratt Free Library and the Family Health Centers of Baltimore.

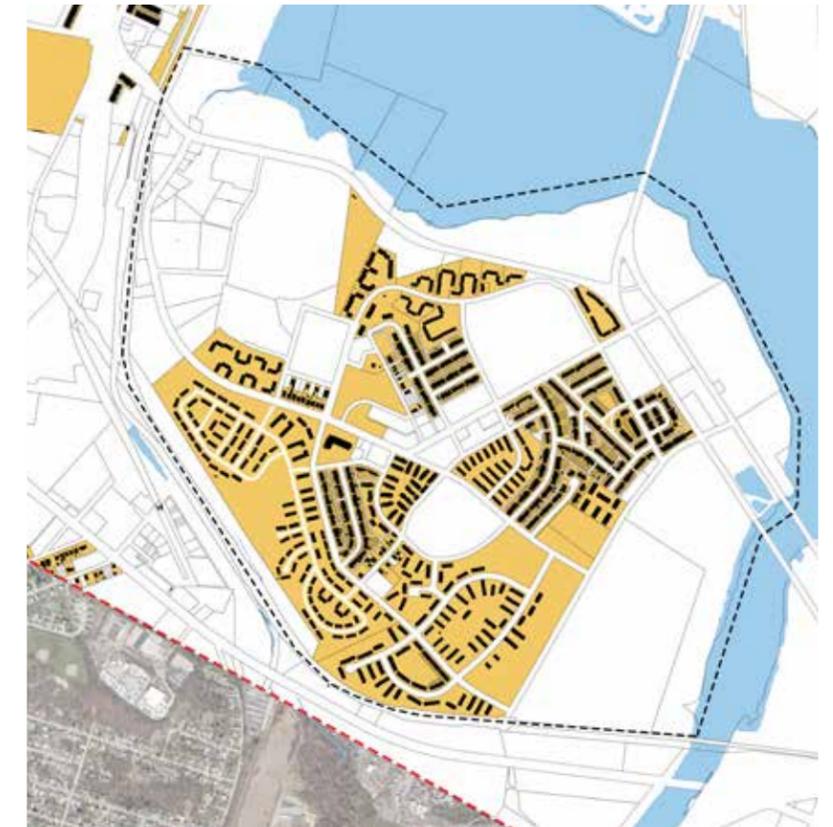
Other anchor institutions include MedStar Harbor Hospital, the Baltimore Police Department Southern District office, three schools, and multiple churches.

Residential streets and blocks make up a large area of the neighborhood. There is an open, green feeling, with buildings set back from streets. While the affordability of housing is a benefit to the community, much of the housing stock is over 50 years old and outdated by 2020 standards for home size and layout.

Despite the need for reinvestment in the community, the structure and history of the neighborhood are cherished by the residents.



Parks and Institutions This diagram shows parks and institutions, such as hospitals, churches, schools, and community buildings. Cherry Hill is fortunate to have anchor institutions and community facilities.



Housing This diagram shows all of the housing in Cherry Hill. The neighborhood consists largely of residential areas set between the institutional uses.



Town Center



Riverfront Townhomes



Cherry Hill Elementary/Middle School



Cherry Hill Homes

Demographic Summary

This page describes the current demographics of the Cherry Hill neighborhood. The source of this information is the 2017 American Community Survey (ACS) 5-Year Estimates 2013-2017.

RACE AND ETHNICITY

In the 1940s, Cherry Hill was designed and built as the first planned “Negro suburb” in the country. Despite a federal desegregation order, the neighborhood has remained primarily Black or African-American

- **Total Population:** 8,068;
- **Number of Households:** 3,001;
- **Population by Race:** 88% Black or African American, 9% White, 3% Asian, Some other race, or two or more races; and
- **Population by Ethnicity:** 6% Hispanic or Latino, 94% not Hispanic or Latino.

GENDER

- 55% Female, 45% Male

AGE

There are just over 3,000 households in Cherry Hill with the most significant percentage between the ages of 37 and 54. **20% of the households are also over the age of 65.**

INCOME

- Over 50% of households in Cherry Hill make less than \$25,000 annually.

WHO RENTS AND WHO OWNS

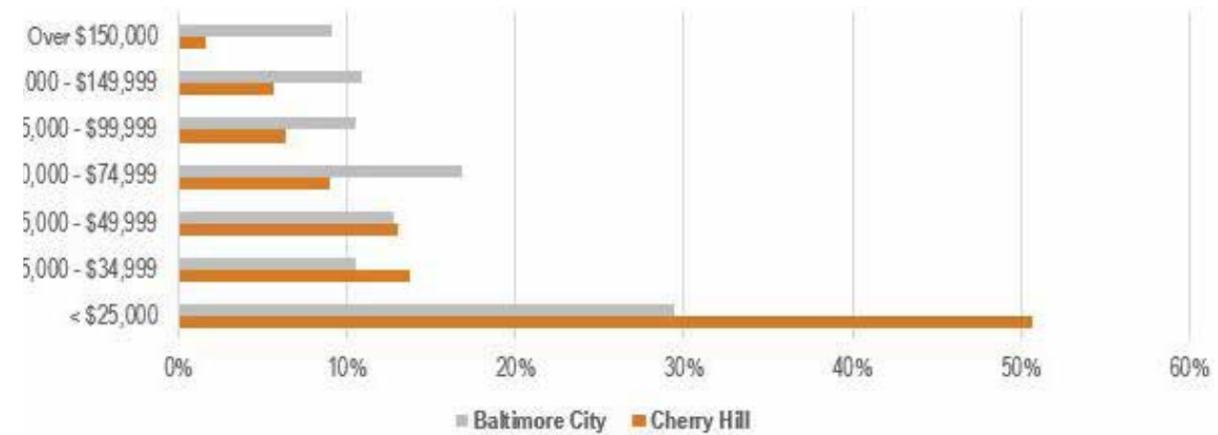
- 85% of households in Cherry Hill rent.
- There are 1240 households at Cherry Hill Homes.



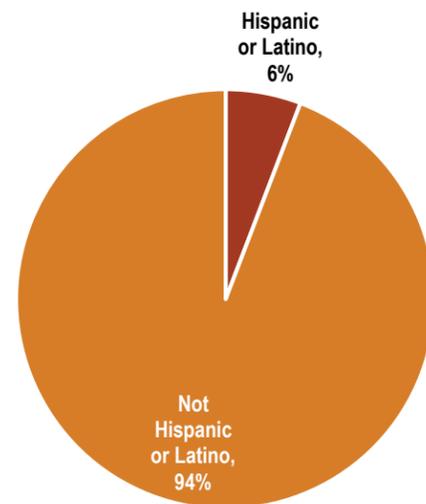
Map showing the boundary for the South Baltimore Market Study area



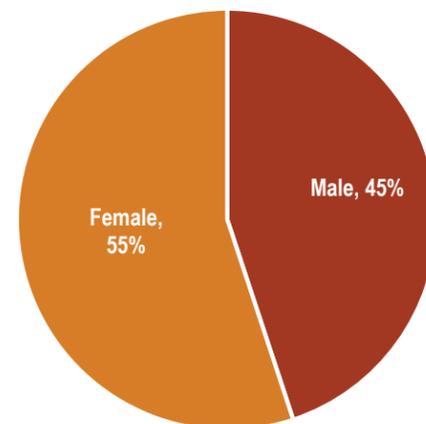
Households by Age



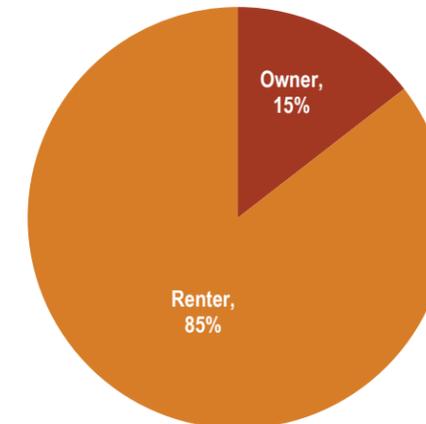
Households by Income



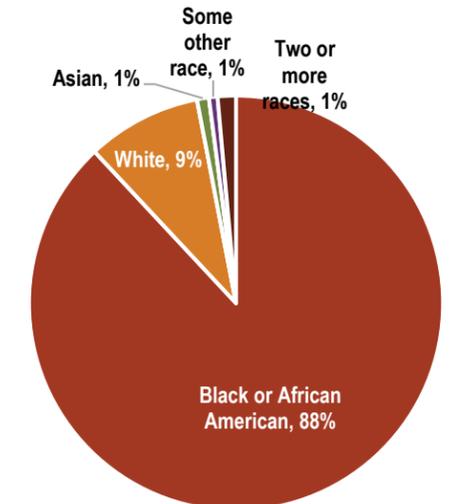
Ethnicity



Gender



Who Rents and Who Owns?

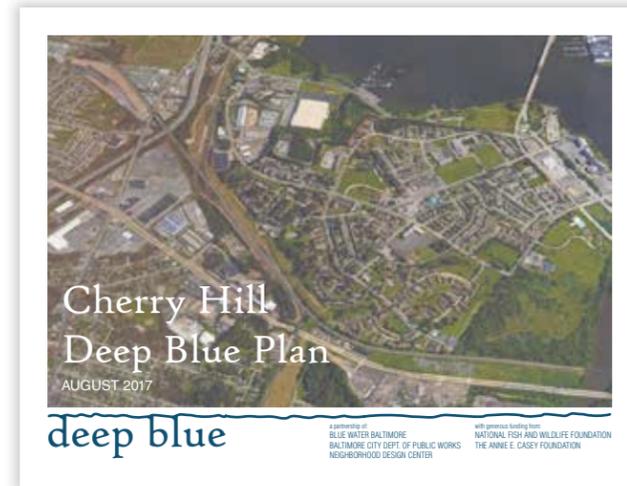


Race

Building on Previous Plans

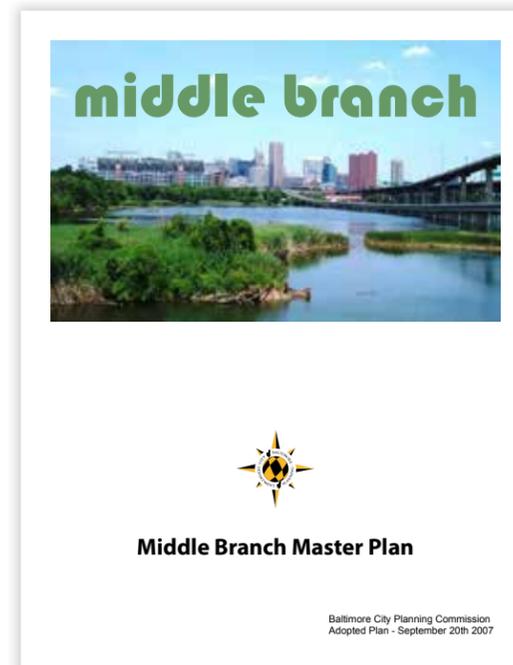
The past two decades have seen numerous planning efforts for the Cherry Hill neighborhood. These different plans and strategies tackle numerous issues including transportation, land use, zoning, sustainability, safety, and education.

Several of these plans have key takeaways that have particularly informed the Cherry Hill Transformation Plan.



PAST PLANNING EFFORTS

- Cherry Hill Master Plan (2008)
- Middle Branch Plan (2007)
- South Baltimore Gateway Master Plan (2015)
- South Baltimore Gateway Complete Streets Plan – Cherry Hill Chapter (2015)
- Cherry Hill Comprehensive Demographic Profile (2015)
- Fisher’s Cove Market Feasibility Study (2015)
- Cherry Hill Vision Plan (2016)
- Cherry Hill Deep Blue Plan (2017)
- INSPIRE Plan (2017)
- South Baltimore (SB) 7 Strategic Plan (2018)



Cherry Hill Master Plan (2008)

The Cherry Hill Master Plan was the first significant community planning process for the neighborhood. The plan focused on 10 areas: economic development, physical development, transportation, historic preservation, housing, health, public safety, education, youth, and civic engagement. The 10 original areas touched on several major points still relevant to Cherry Hill today:

1. Reduce poverty;
2. Reduce crime;
3. Prevent displacement and support affordable housing choices;
4. Increase employment;
5. Plan for human-scale development;
6. Provide for a well-balanced, well-designed transportation system;
7. Improve educational attainment;
8. Create job opportunities and job training programs for existing residents;
9. Provide for open spaces and recreation along the waterfront and connect existing parks to the waterfront and the surrounding communities; and
10. Protect the character of existing communities and limit the displacement of current residents as changes occur. Preserve community affordability, character, and sense of place by initiating special programs.

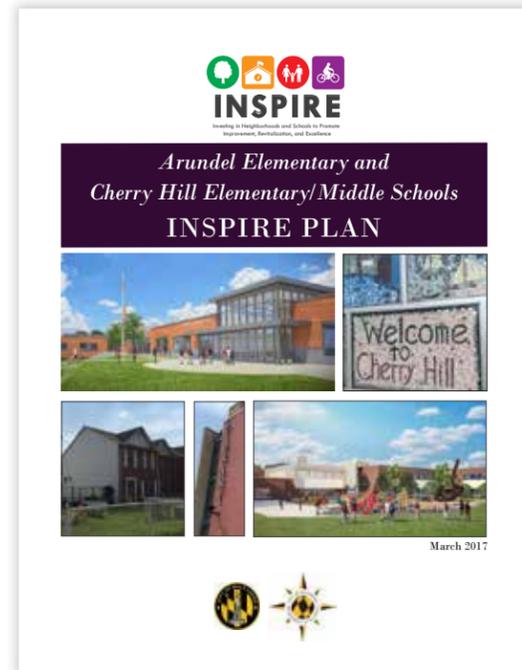
Health was also a large component of the plan.



INSPIRE Plan (2017)

The INSPIRE plan was created to maximize the impact around the modernized 21st Century schools to create a noticeable, neighborhood difference. It builds on the Baltimore City 21st Century Schools initiative to spur neighborhood investments.

Several of the key points of the INSPIRE plan align with the Cherry Hill Transformation Plan, including increasing quality housing options, improving street infrastructure, and creating a clean and green neighborhood.



SB 7 Strategic Plan (2018)

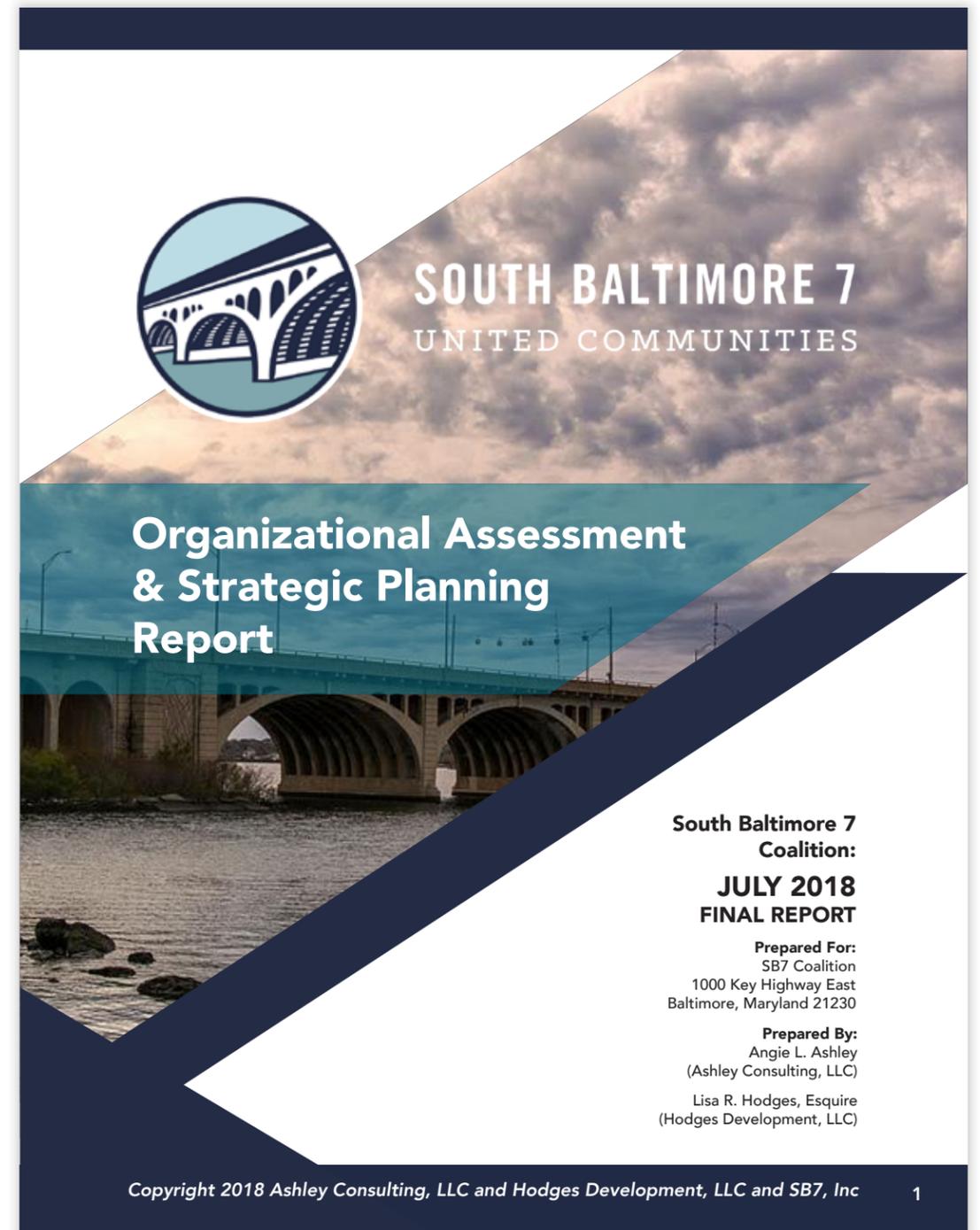
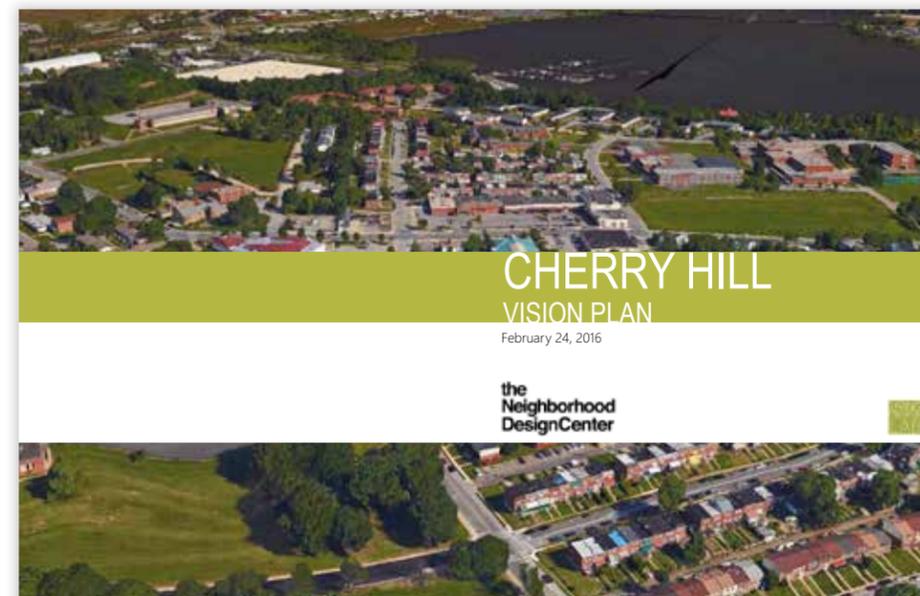
South Baltimore 7 focused on seven key neighborhoods in South Baltimore, and emphasized transformation/infrastructure, environmental sustainability, safety, community development and revitalization, economic growth, education, and quality of life/wellness.

The SB 7 Strategic Plan indicated key aspects that were specifically important for individual communities. Increasing homeownership, assisting long-term homeowners with home improvements, and new enhanced street lighting are elements that align with the Cherry Hill Transformation Plan.

Cherry Hill Vision Plan (2016)

The Cherry Hill Vision plan is a community investment strategy that guides public and private investment in Cherry Hill.

The 21st Century schools were listed as the top strength in Cherry Hill by members of the community. The Vision plan touches on many key aspects of the Cherry Hill Transformation Plan, including building walkable neighborhood streets, improving community retail on Cherry Hill Road, and providing more housing choices.



Investment in Cherry Hill

More than \$110 million of investment was, is, and will be put into various areas throughout the Cherry Hill neighborhood. These efforts include:

CHERRY HILL TOWN CENTER REDEVELOPMENT

\$4.5 Million

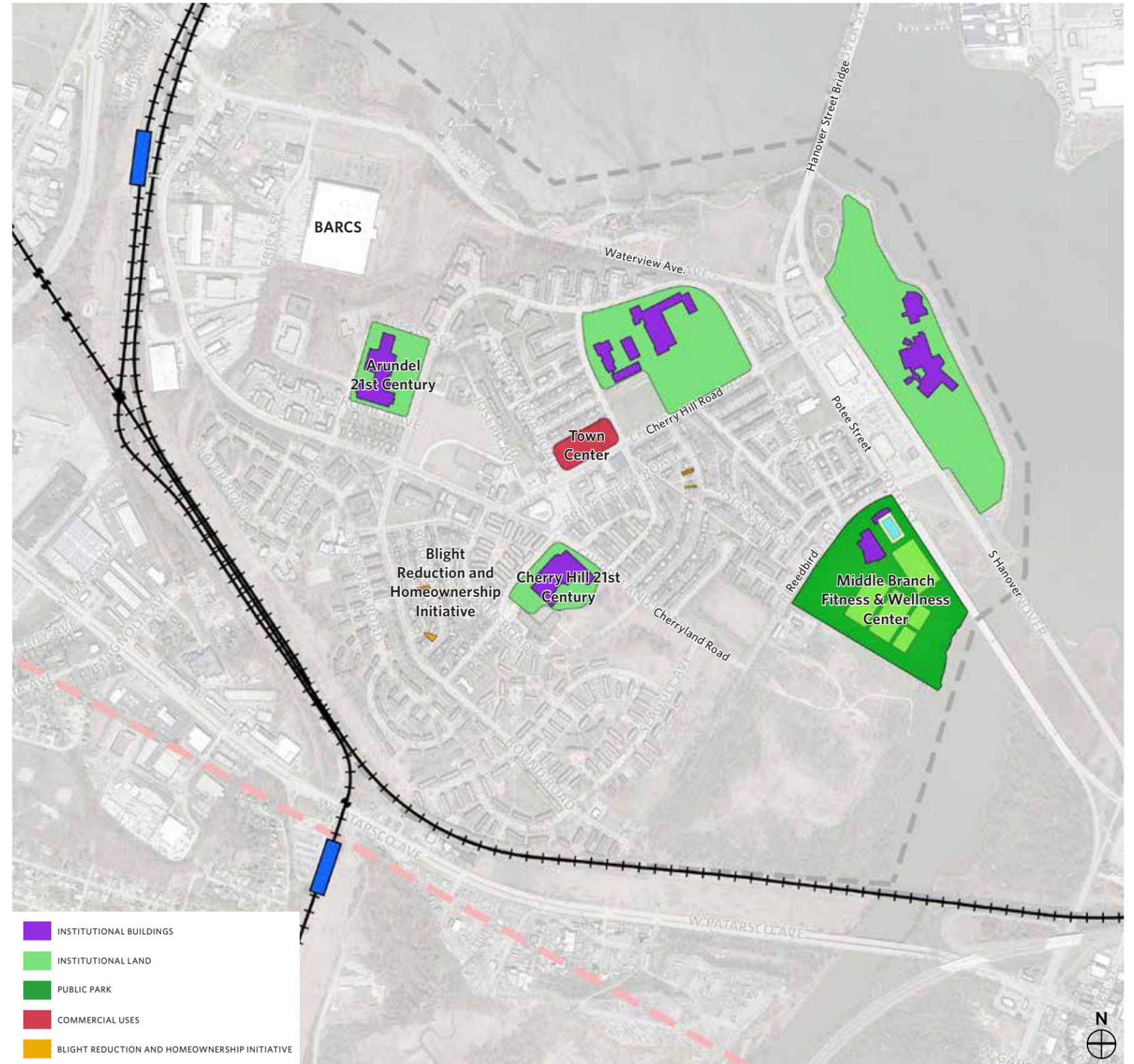
The Cherry Hill Town Center, located on Cherry Hill Road between Terra Firma Road and Seabury Road, has historically acted as the central retail and gathering node for the surrounding community. Years of economic decline have driven away much of the center's vitality. Catholic Charities, with support from public and private partners, is working on revitalizing the retail building and parking layout to better serve residents.

Beginning in 2020, the renovated spaces will restore storefronts and bring in new tenants, including a pharmacy, bank, and community space and kitchen.

ARUNDEL ELEMENTARY

\$44 Million

Arundel Elementary was one of six 21st Century schools opened in 2018, as part of an effort to provide all students similar access to resources and educational opportunities. The new school provides a multi-media library, gymnasium, collaboration spaces, and tech-supported classrooms, as well as a Judy Center, designed to provide a comprehensive set of services for at-risk children from birth through age five and their families.



Investment Map Over \$110 million dollars are was, is, and will be invested in the Cherry Hill neighborhood

CHERRY HILL ELEMENTARY/MIDDLE SCHOOL

\$48 Million

Cherry Hill Elementary/Middle School reopened in 2018 after extensive renovations and additions to modernize classrooms and provide students with the latest technology and resources. Improvements include collaboration spaces, S.T.E.A.M. (Science, Technology, Engineering, Arts, Mathematics) teaching rooms, and a new courtyard that allows natural lighting for a better learning environment.

MIDDLE BRANCH FITNESS AND WELLNESS CENTER

\$21 Million

The City of Baltimore is breaking ground in 2020 for a new recreation center in Reedbird Park. The new facility will provide an indoor pool, gymnasium, multi-purpose rooms, and fitness area. The outside area will have new playing fields, an outdoor pool, basketball courts, a dog park, and better connections to the Middle Branch Park trail and waterfront.

BLIGHT REDUCTION AND HOMEOWNERSHIP INITIATIVE

\$800,000

The Cherry Hill Development Corporation is working to expand homeownership opportunities in Cherry Hill through the renovation of several townhouses in scattered sites throughout the community. CHDC is working with public and private funding sources to procure more lots and expand the program. To date, CHDC has acquired five houses and renovation is scheduled to begin this summer.

BALTIMORE ANIMAL RESCUE AND CARE SHELTER (BARCS)

\$17.7 Million

The Baltimore Animal Rescue and Care Shelter is relocating to the Cherry Hill community in 2020, into a new shelter with more expansive and better-equipped spaces for the care and treatment of local animals.



New BARCS Facility



Middle Branch Fitness & Wellness Center



Newly constructed Arundel Elementary School



Newly Renovated portion of Cherry Hill Elementary/Middle School



New addition and expansion of Cherry Hill Elementary/Middle School

TRANSFORMATION PLAN

The Cherry Hill Transformation Plan focuses on key strategies to achieve the outcomes that residents envision — first and foremost to improve the quality of life for all residents.

COMMUNITY FRAMEWORK

Cherry Hill has proximity to downtown and a beautiful waterfront. Middle Branch Park wraps the neighborhood to the north and east, while the physical barriers of the Patapsco River and a network of railroads, including the Baltimore Light Rail System, cut Cherry Hill off from all sides. The primary streets in Cherry Hill differ from the typical grid pattern seen throughout the rest of the city. Residents greatly appreciate the deep yard setbacks and mature trees along streets. Limited vehicular access points into the neighborhood, negative perceptions and a concentration of low-income households have stunted potential investment. Despite these perceptions and barriers, Cherry Hill has received significant

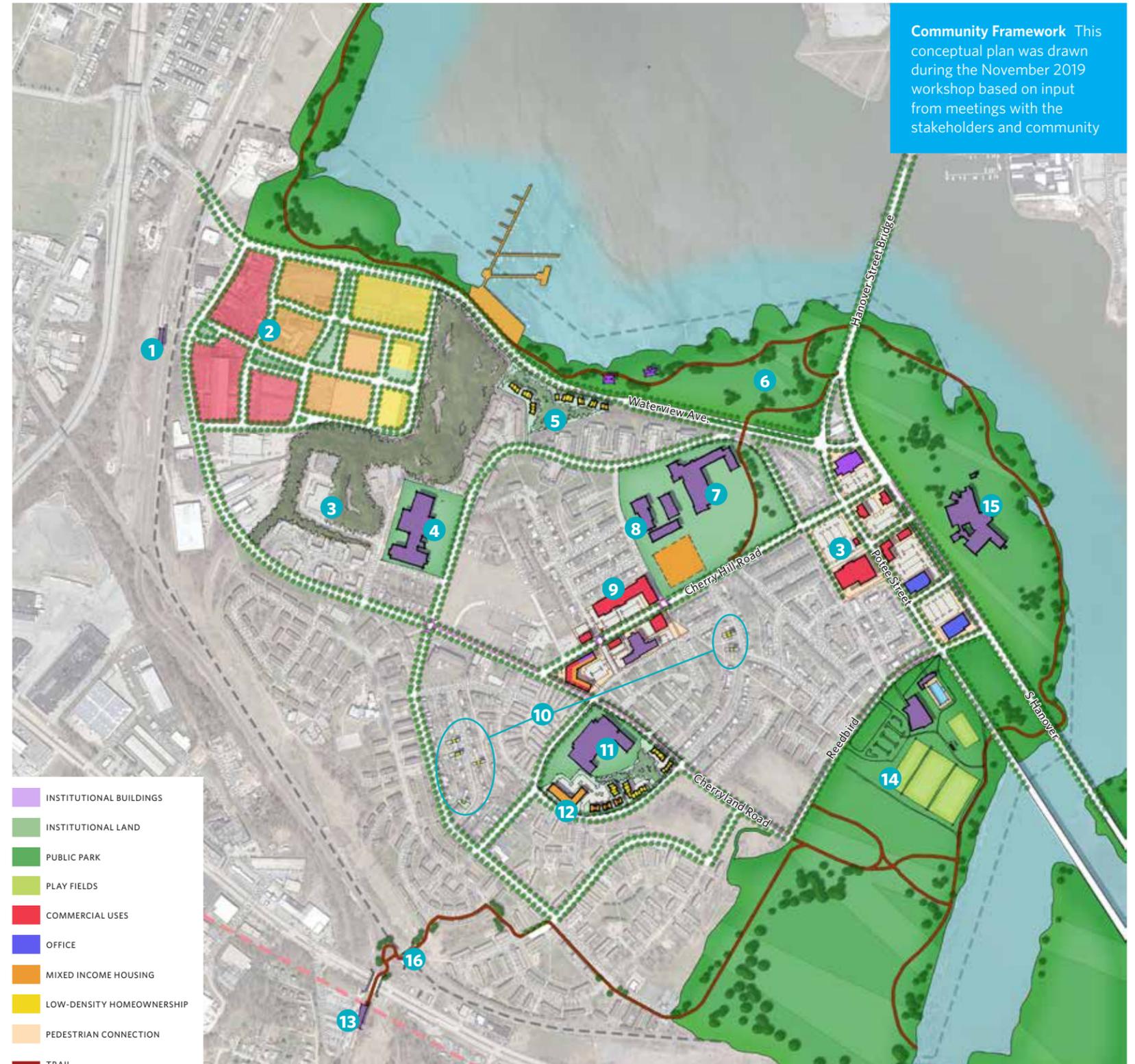
investments in recent years. The framework of this plan identifies key development sites, an open space network, and the necessary infrastructure improvements to connect the neighborhood.

This community framework presents recommendations organized into five categories:

- Housing;
- Economy;
- Transportation;
- Environment; and
- Quality of Life.

Important Neighborhood Sites

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Cherry Hill Light Rail Station 2. Cherry Hill Station Mixed-Use Area 3. BARCS 4. Arundel Elementary 5. New Homeownership Opportunity 6. Middle Branch Park 7. New Era Academy 8. Carter G Woodson (future Adult HS) | <ol style="list-style-type: none"> 9. Town Center 10. CHDC New Homeownership 11. Cherry Hill Elementary 12. Patapsco Elementary Site 13. Patapsco Light Rail Station 14. Middle Branch Fitness & Wellness Center 15. MedStar Harbor Hospital 16. Planned MTA Pedestrian Bridge |
|---|--|



OPPORTUNITY SITES

Opportunity sites are areas for development that support growth and neighborhood revitalization. Some of these development projects are already in progress, while others are recommendations that would help create a vibrant, thriving neighborhood.

In-Progress Initiatives

- **Cherry Hill Town Center**
 - \$4.5 Million investment in two phases;
 - Local Pharmacy
 - Community Kitchen/Community Space
 - JP Morgan Chase Bank community branch
- **Mixed-Income Housing at Patapsco Elementary**
 - 60- to 80-unit multi-family building
 - Potential townhouses in future phases
- **Pedestrian Bridge to Patapsco Station**



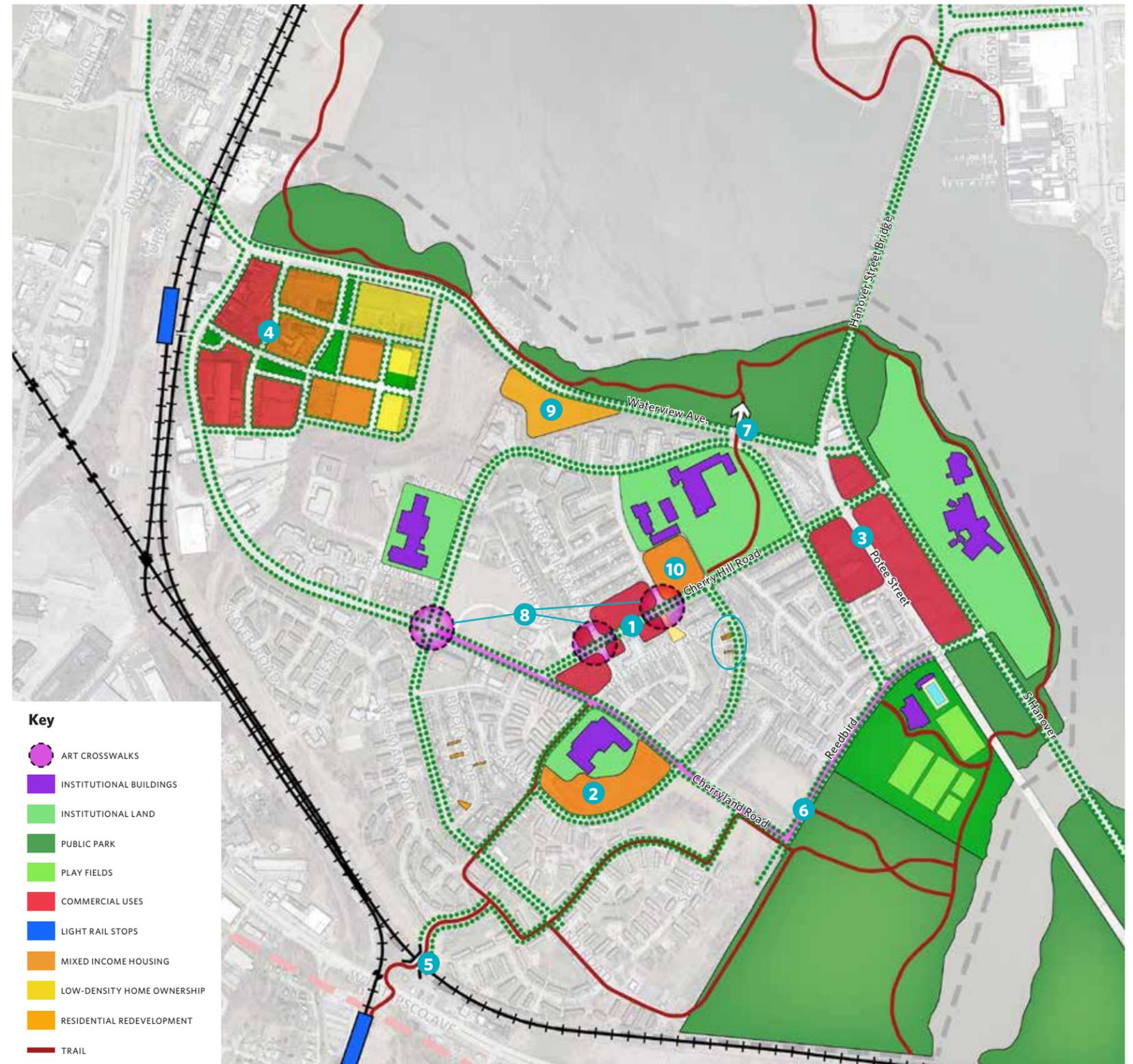
Plan Recommendations

- **Cherry Hill Town Center**
 - Parking lot improvements
 - New mixed-use and retail opportunities
- **Hanover and Potee Street Mixed-Use**
 - Potential grocery co-op site
 - Mixed-use at entry with police element
- **Cherry Hill Station Transit-Oriented Development**
 - Potential Baltimore Maglev train station
 - Retail and employment uses
 - Opportunities for homeownership
- **Pedestrian Improvements Along Reedbird Avenue and Cherryland Road**
 - Wider sidewalks (5-foot minimum)
 - Pedestrian-scale street lights
 - Increased street trees and planting

- **Connection from New Era Academy to Middle Branch Park**
 - Street connection to Waterview Avenue
 - Trail connection from New Era Academy to Middle Branch Park
- **Community-Designed Art Crosswalks**
 - Town Center at Seabury/Terra Firma
 - Round Road and Cherry Hill Road
- **HABC Vacant Parcels**
- **Land behind Carter G Woodson**

In-Progress Initiatives & Recommendations

1. Cherry Hill Town Center Mixed-Use
2. Mixed-Income Housing at Patapsco Elementary
3. Hanover and Potee Street Mixed-Use
4. Cherry Hill Station Transit Oriented Development
5. Pedestrian Bridge to Patapsco Station
6. Pedestrian Improvements Along Reedbird Avenue and Cherryland Road
7. Connection from New Era Academy to Middle Branch Park
8. Art Crosswalks
9. Potential Housing at Waterview Ave.
10. Potential Housing behind Carter G. Woodson



Purpose Built Communities

Cherry Hill is currently being considered as one of the next Purpose Built Communities. Purpose Built’s model could help to expedite the recommendations put forth in this plan.

HISTORY

Purpose Built Communities planted its roots in 1995 at the East Lake Meadows public housing project in Atlanta, Georgia. The community had been recently inundated with violent crimes, driving down the quality of life and housing values. Tom Cousins, a real estate developer and philanthropist, partnered with the Atlanta Housing Authority and local leaders to develop a holistic approach to revitalizing the neighborhood. The team built mixed-income housing, a charter school, and a YMCA, as well as started life-skill building programs for youth and adult residents. This neighborhood would later serve as the model for more than 20 additional communities throughout the country.

TODAY

Purpose Built continues to approach projects comprehensively, beginning with neighborhood assessments and identifying key strategies and tactics to integrate their model into new communities. The team breaks down the overall master plan into feasible phases and helps communities move through each phase.

Purpose Built Communities Could Bring:

- **Dedicated Community Advisory Team** Purpose Built Communities has a team of accomplished professionals who specialize in real estate development, local government, education strategies, resident engagement, and more.
- **Introductions to Partners** Purpose Built Communities have built relationships with foundations, funders, local governments, and other potential partners.
- **Best Practices** The Purpose Built team has developed a series of best practices through their work which they share with Purpose Built Communities around the country.
- **A Community of Practice** Purpose Built Communities creates a network of their member communities, allowing them to share their own best practices and garner support.

East Lake, Atlanta Case Study

- East Lake Meadows was a public housing development of 650 units (opened in 1970).
- By 1995, East Lake had a crime rate 18 times the national average and high drug activity.
- Publix opened in 2001 — it was the neighborhood’s first supermarket in 40 years.
- The Villages of East Lake is now a mixed-income community of 1,500 people, living in 550 townhouses, villas, and garden apartments.
- There has been \$175 million in new investments.

For more information, please reference the Appendix.



THE PURPOSE BUILT COMMUNITIES MODEL

1. **Defined Neighborhood** Focus on defined neighborhoods where programs, services, and infrastructure changes can be established.
2. **Community Quarterback** Create a leader for the transformation efforts who leads the process and creates relationships.
3. **Mixed-Income Housing** Offer high-quality, mixed-income housing to help residents change how they see themselves and the neighborhood.
4. **Cradle-to-College Education** Establish a rigorous and relevant curriculum to support educational outcomes from early-childhood to college.
5. **Community Wellness** Provide a program of community-specific programs and services to reflect the priorities and goals of residents.



Housing

INTRODUCTION

The goal for housing is to improve the quality of life for people who live in Cherry Hill now, whether they rent or own.

A FOUR-PART APPROACH

Residents understand that Cherry Hill will grow and change. However, the community has stated loud and clear that growth cannot displace existing residents. To ensure that all residents can thrive, a plan for housing in Cherry Hill needs to:

1. Improve the quality of life for all residents through stable and secure housing;
2. Make sure all Cherry Hill residents can stay — support renters and homeowners;
3. Increase the supply of good mixed-income rental housing that can be a stepping stone to homeownership and family stability; and
4. Create new homeownership opportunities.

When Could Housing Projects Happen?

- Reference the Implementation Matrix for housing projects that could happen in:
 - 0-2 years
 - 2-5 years
 - 5-10 years
 - 10-15 years

HOUSING THEMES

Realistic Understanding and Approach for the Next Decade

To increase the values of existing homes and to make new construction viable, Cherry Hill needs to continue to increase and build on investments in the neighborhood. Every new project helps to raise the value of existing houses, which builds wealth for the residents and provides real estate comparables, making it easier for developers of new housing and homebuyers to obtain financing.

Today, new construction mixed-income rental housing can be viable in Cherry Hill with a broad range of funding sources. Renovation for homeownership has started on a small scale. New construction homeownership is not viable yet.

Resources, policies, and opportunities that serve the majority of Cherry Hill

Over 50% of households in Cherry Hill make less than \$25,000. Recommendations and strategies must focus on opportunities for these households that include living wage employment and building family wealth.

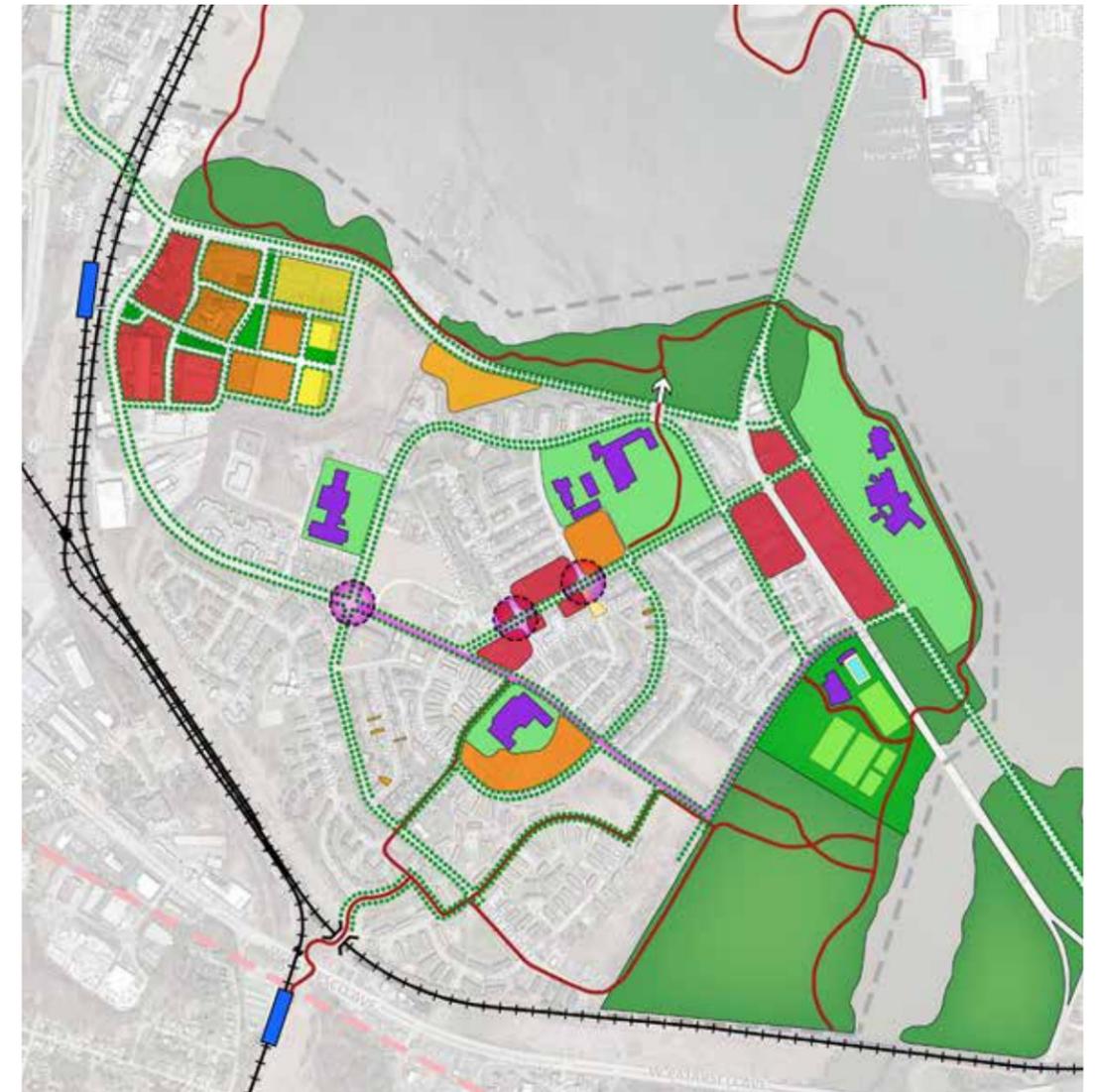
Coordinated Marketing Strategy

A coordinated marketing strategy will help share the news that there will be new housing options in Cherry Hill. Community members

have recommended a housing marketing center in a storefront near Town Center as a one-stop-shop for housing options (rental, homeownership, financial literacy, and homeownership counseling).

CHDC could organize bus tours of Cherry Hill for people from other neighborhoods to show them what is happening. Employer-supported housing and live-near-your-work incentives could be established in partnerships with the schools and hospitals, and Port industries, to bring more residents to Cherry Hill.

CHDC will market new housing opportunities throughout the southern part of Baltimore and on the CHDC website, to inform and attract people who left Cherry Hill and may be interested in returning. A large number of former Cherry Hill residents participated in the process to develop this plan. They were encouraged to run for the at-large seats on the Steering Committee and many former residents helped shape the plan. CHDC will continue to engage these groups as possible future residents. This outside interest will further help both the marketability of the neighborhood and the success of South Baltimore, especially when done as part of the SB7 Coalition.



SUPPORTING EXISTING RENTERS & HOMEOWNERS

The goal is for all current residents to be able to stay in Cherry Hill and thrive. This section describes some of the tools that could be used to keep existing homeowners and renters stable in the neighborhood for the long term.

Stable Housing

- Stable homeownership is vested, and long-term, but also lower risk, with lending terms that protect the homeowner; and
- Stable rental (whether public or private) is high-quality, well-managed, and has associated support services. It serves people at different life stages and allows families and individuals to be self-determining and have a vested interest in the neighborhood.

Right now, Cherry Hill's housing challenge has three parts:

1. The overall incomes in the neighborhood are lower than surrounding areas, even though many people in Cherry Hill earn good incomes and have disposable income;
2. There is a lack of quality housing, especially new mixed-income product and homeownership options; and
3. Market-rate amenities are needed (grocery store, bank, restaurants/place to grab food and coffee, beer & wine store, parks, trails, and recreation). Some of these are coming to Cherry Hill (recreation, parks and trails, a bank) but others may require incentives.

Right now, the neighborhood has a low risk of displacement (there is ample vacant land for development and room for renovation). How-

ever, it is important to start preparing for the future to make sure all residents can stay and thrive in Cherry Hill.

In order to improve the health and opportunity of the neighborhood, increase the spending power of the neighborhood, and attract amenities (like a fresh food grocery), Cherry Hill needs to move forward with attracting responsible investment and households with higher income. This does not mean displacement and it does not have to mean loss of the cultural identity of the neighborhood. It does mean that parameters need to be put in place to ensure that development happens according to the community's standards and priorities. Potential partners are listed in Implementation.

To support existing homeowners:

- Make sure homeowners have estates and have updated owner names on the deeds;
- Fund rehab and emergency repair grants and loans (non-income restricted);
- Partner with Rebuilding Together Baltimore and similar organizations to help owners with repairs; and
- Provide family wealth-building information and financial services for existing homeowners in Cherry Hill.

To support existing renters:

- Connect tenants to emergency support services and one-time rental assistance;
- Support local landlords who provide high-quality affordable housing with best practices and resources;
- Connect tenants at risk of eviction with pro-bono legal services and harassment protections;

- Create partnerships with schools who may have awareness of families in crisis;
- Make existing renters aware of new mixed-income rental opportunities that become available and work with developers and management companies to provide help in filling out applications, understanding who is eligible, and what future costs would look like;
- In order to be able to *prevent* displacement, it's important to know if it's happening. CHDC, the City, and the Baltimore City Department of Housing & Community Development should partner with the University of Maryland to track risk factors, starting as soon as possible. This will help show when investment in the community might begin to impact existing residents and allow for additional help to be extended to at-risk households; and
- Encourage the preservation of naturally occurring affordable housing (NOAH) units. NOAH units have rents that are relatively low compared to the regional rental market but are unsubsidized by any federal or state program.

Right now, the neighborhood has a low risk of displacement because there is ample vacant land for development and room for renovation.



COMMUNITY DISPLACEMENT RISK FACTORS

These are future factors that could indicate a risk for displacement. There is not a current risk.

- Number of mortgage denials
- Number of mortgage foreclosures
- Percentage of population living in different housing one year ago
- Prevalence of evictions
- Rental/homeownership rates compared to the region
- Increase in rental vacancy rate
- Increase in median rent
- Increase in percentage of higher income households
- Location, age, and subsidy of Naturally Occurring Affordable Housing (NOAH) units
- Underwater landlords
- High medical bills

EXISTING RENTAL PROPERTIES

In addition to supporting the renters themselves, it is important to understand the position of each of the major landowners.

Housing Authority of Baltimore City

As a major landowner of affordable housing in Cherry Hill, the Housing Authority of Baltimore City (HABC) recognizes the importance of this planning process. At this time, HABC does not have specific plans for the redevelopment of its properties. It is the intent of HABC to use this community-driven participatory planning process, which includes some residents of Cherry Hill Homes, as the starting point for learning about the wants, desires, concerns and overall vision for the Cherry Hill community.

After conducting a thorough inquiry into the needs and desires of Cherry Hill residents, community members, and other stakeholders, it is clear that there is support for the redevelopment of the HABC parcels when the Authority elects to do so. Participants throughout this study regularly identified vacant HABC land as prime locations for future development. Residents expressed that building a range of new, quality housing options is a high priority for Cherry Hill over the next 15 years. They identified the HABC sites as opportunities because they are centrally located, were previously used for housing, and are under public ownership. While HABC is ultimately responsible for deciding the future of these parcels, the Housing Authority can be confident that there is widespread enthusiasm for this outcome and a wide range of community partners willing to provide assistance when they begin this conversation with their residents.

Middle Branch Manor, Harbor City Townhomes, and Southwood Townhomes

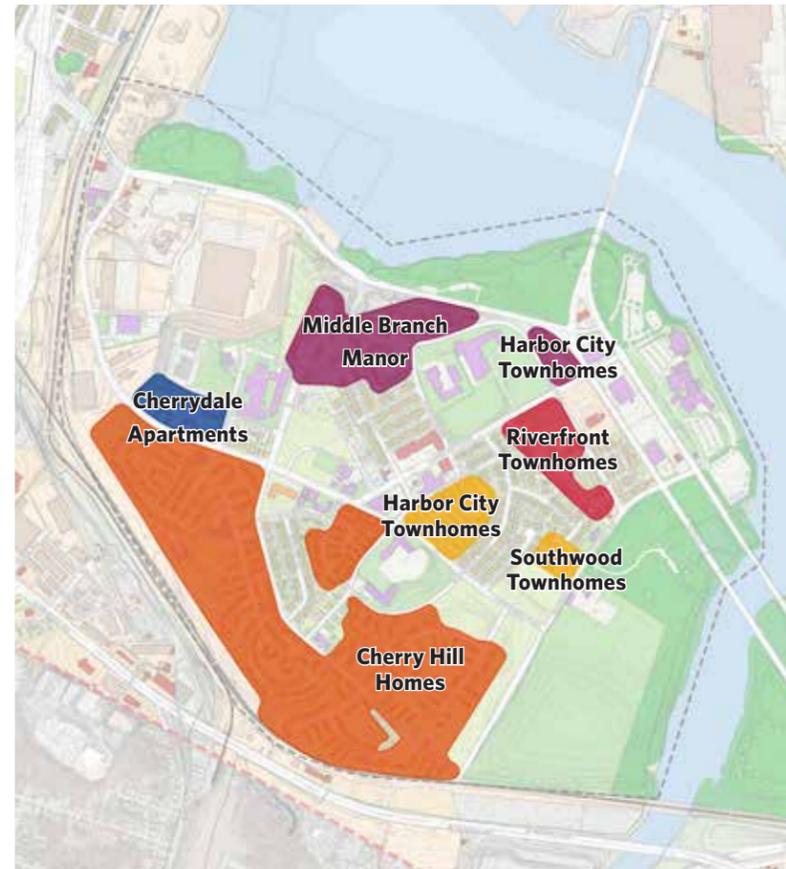
These three apartment communities are owned by Jim Clauson. Mr. Clauson participated in the process and shared that his company has been a responsible owner. He plans to maintain his properties at the same level of affordability and perform annual maintenance to keep the condition of the units and building up-to-date. The owner does not have any intention of divesting these properties in the foreseeable future. He sees that the housing fulfills a need.

Preserving Affordability in Cherry Hill

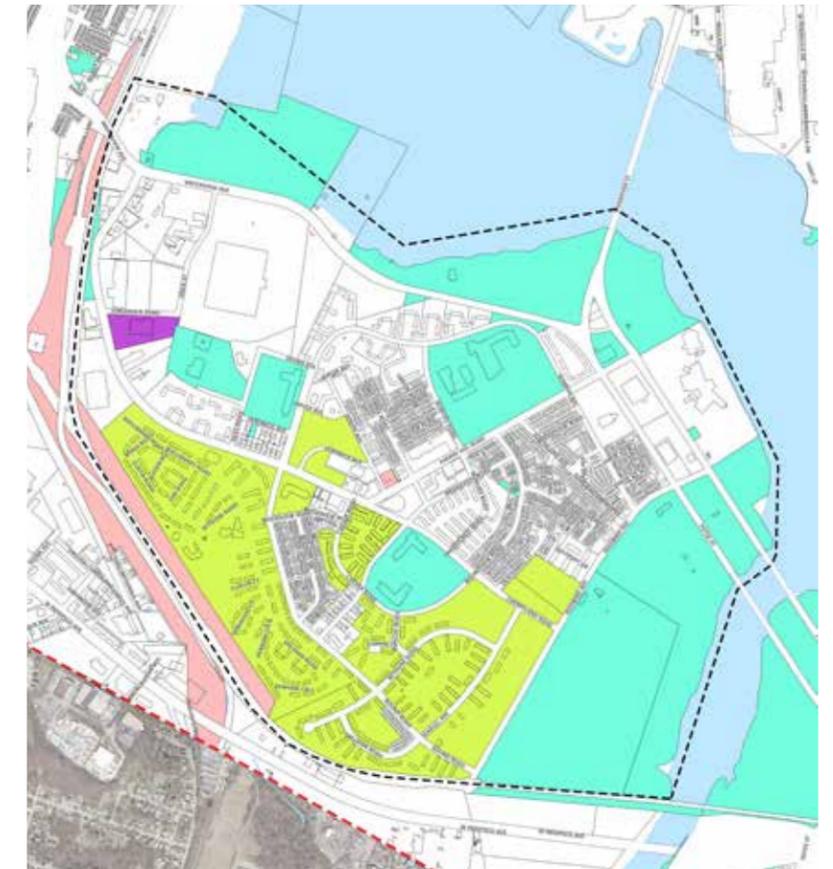
Many of the private apartment complexes have affordability requirements and income restrictions due to the financing that was used to develop or update the properties. These restrictions typically last for 15 years. CHDC and other partners should keep an updated record of each property and the dates that affordability will expire.

When affordability is due to expire in upcoming years, CHDC and housing advocates should initiate a discussion with the owners to stress the community's priorities of this plan:

1. Preventing displacement of Cherry Hill residents is the community's top priority;
2. The same level of affordability should be maintained to make sure that current Cherry Hill residents can stay in the community. At a minimum, tax credits or financing can be re-syndicated; and
3. If an owner is interested, discuss redeveloping properties as mixed-income rental that keeps the same number of affordable units and adds market-rate units. The goal of mixed-income redevelopment is to de-concentrate poverty.



Rental Communities This diagram shows both public and private rental communities in Cherry Hill.



Publicly Owned Land This diagram shows land owned by public entities, including the Housing Authority of Baltimore City, the City of Baltimore, the Federal Government, and the State of Maryland.



HIGH-QUALITY MIXED-INCOME RENTAL

All new rental housing should be mixed-income, meaning that it must be accessible to people making all ranges of income (from no income to unrestricted income). Each new development should be 1/3 low-income units, 1/3 workforce units, and 1/3 units for unrestricted income renters where economically feasible.

There are some time-tested best practices that make mixed-income housing work well. It's important to follow these principles.

1. Incomes must be invisible:
 - All units should be the same (can't tell the difference between incomes); and
 - Incomes should be mixed evenly throughout the project (on every block and in every building).
2. Market rate management and amenities:
 - The whole property must be managed with high standards;
 - There needs to be support for residents who are not used to paying utilities or living in a private rental community;
 - On-site, full-time maintenances must be quick and responsive; and
 - Amenities must be competitive.
3. Image and character should:
 - Be of similar quality and character as other market-rate developments;
 - Reflect the scale and character of the most loved buildings, blocks, and places in Cherry Hill and incorporate the character of other admired neighborhoods in the Baltimore region;
 - Include a mix of building types; and

- Design some larger buildings to resemble a collection of individual dwellings or row houses.
4. Blocks and streets:
 - Buildings should face streets and parks with windows, doors, porches, and stoops;
 - Units should not parking lots;
 - Insides of blocks should be secure and provide private outdoor spaces, parking, and space for trash; and
 - Each building must have a front and a back.
 5. Interior space:
 - Long corridors should be avoided, especially when family units are located in the building; and
 - Housing options should be large enough for families.

In order to be economically feasible:

- 4-Story buildings are typically the tallest buildings because construction companies must pay federal wages, which increase at 5 stories;
- Phases are typically 60-100 units; and
- A project usually needs to be at least 150 units total to have full-time management/maintenance staff.

Mixed-income housing projects are often done in partnership between private developers, public entities like cities and housing authorities, community development corporations, and community members. Mixed-income projects require a complicated stacking of many funding sources.



ANTICIPATED FUNDING SOURCES

- Local, state, and federal grants (including Affordable Housing Trust Fund grants)
- Private/foundation grants
- Reduced land cost
- City-funded infrastructure
- Low-Income Housing Tax Credits (LIHTC)
- Historic Tax Credits for qualifying properties listed on the National Register of Historic Places, or determined as qualified to be so listed
- Brownfield Tax Credits
- New Market Tax Credits (NMTC)
- Traditional debt and below-market-rate interest mortgages
- Second mortgages
- Tax-exempt bond financing
- Section 8 Project-Based Assistance/Tenant Vouchers

MIXED-INCOME RENTS

INCOME LEVEL	FAMILY SIZE	INCOME	RENT RANGES
UNRESTRICTED	N/A	\$56,000 or greater	\$1,400 or greater*
	1-Person Household	\$19,950 - \$39,000	\$498 - \$997
WORKFORCE **	2-Person Household	\$22,800 - \$45,600	\$534 - \$1,068
	3-Person Household	\$25, 650 - \$51,300	\$641 - \$1,282
	4-Person Household	\$22,800 - \$56,950	\$711 - \$1,423
LOW-INCOME **	5-Person Household	\$30,750 - \$61,500	\$768 - \$1,537
	1-Person Household	Less than \$19,950	30% of Income
	2-Person Household	Less than \$22,800	30% of Income
	3-Person Household	Less than \$25, 650	30% of Income
	4-Person Household	Less than \$22,800	30% of Income
	5-Person Household	Less than \$30,750	30% of Income

* Unrestricted rents are based on South Baltimore comps

**Workforce and Low-Income Rents/Incomes are determined by HUD & MD DHCD

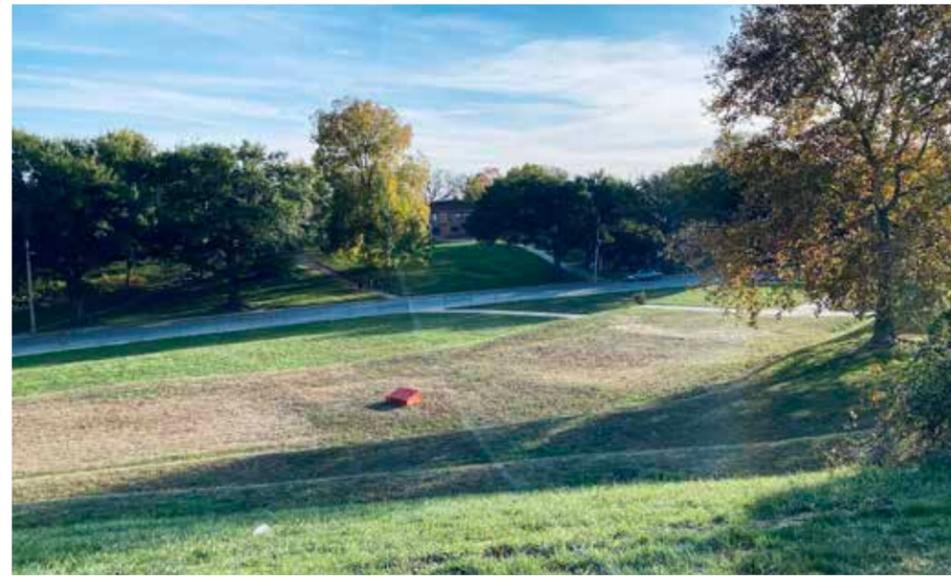
THE PATAPSCO ELEMENTARY & MIDDLE SCHOOL SITE

The Patapsco Elementary & Middle School Site (the Patapsco Site) presents an ideal starting place for mixed-income rental housing for the following reasons:

- It is in public ownership and the current uses will be moving to Carter G. Woodson in the coming years;
- It is located immediately adjacent to a 21st Century School (Cherry Hill Elementary/Middle School); and
- The site is located near the center of the neighborhood, in walking distance to the Town Center.

In addition to following the best practices for mixed-income housing, development on the Patapsco Site should:

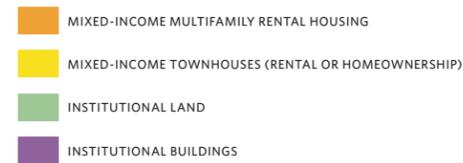
- Scale the buildings to be respectful of and fit into the neighborhood context;
- Mix rental and homeownership;
- Mix rents to attract market-rate families and still be affordable to the degree possible to residents of Cherry Hill; and
- Build a project large enough to positively impact Cherry Hill if economically feasible.



Existing Patapsco site



Existing Patapsco site



Street view of Roundview Road with proposed housing types



Proposed early conceptual Patapsco site plan





CREATING NEW HOMEOWNERSHIP

Compared to the whole of South Baltimore and the city as a whole, Cherry Hill has a higher share of low-income households and a significantly lower rate of homeownership.

Compared to South Baltimore (refer to map on Page 13) as a whole, Cherry Hill has a lower rate of homeownership across all income levels, indicating that there are likely families in Cherry Hill who could afford to purchase a home if a new home were available.

A renovated rowhouse in Cherry Hill would sell for \$125,000 to \$175,000, according to RCLCO's analysis. However, this sale price is likely less than the cost of acquiring a property and renovating the existing structure. Taking into account the mortgage required to purchase this home, an income of around \$68,000 is required. Currently, roughly 518 households (17%) of households in Cherry Hill make \$68,000 or more annually. However, based on the experience in similar neighborhoods, only roughly 20% of households with the necessary incomes are able to purchase a home, bringing the total number in the neighborhood that would qualify to 104 households.

A newly constructed rowhouse in Cherry Hill would sell for around \$275,000, according to RCLCO's analysis. This would be affordable to 267 households currently in Cherry Hill. Of these 267, roughly 53 will be able to qualify to purchase a home at this price.

In South Baltimore, 3,200 households are likely to fully qualify to purchase a \$175,000

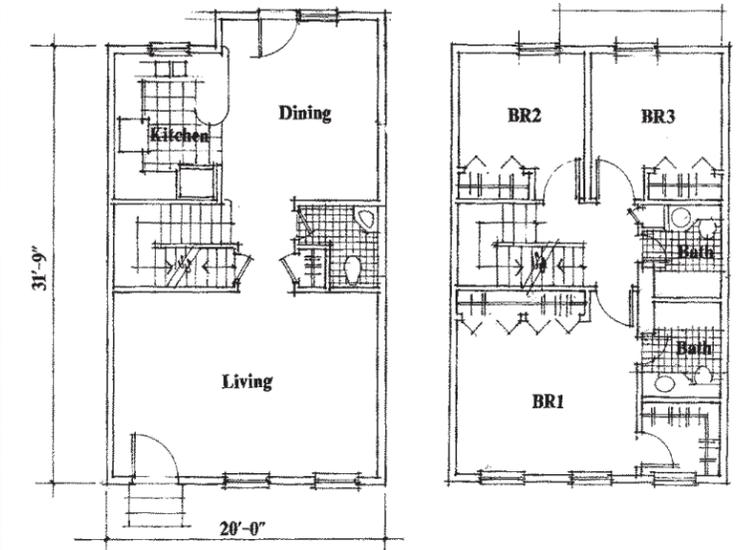
renovated rowhouse and 2,000 households are likely to fully qualify to purchase a newly constructed rowhouse. A portion of these households, particularly former Cherry Hill residents, would likely be attracted to buying in the neighborhood if a home were available to purchase.

Currently, there are a number of challenges in the neighborhood that make it difficult for many households with the required incomes to qualify for a mortgage. However, programs such as homeownership counseling have been successful in other neighborhoods in helping households qualify at decent and favorable rates.

Given the challenges in significantly increasing homeownership in the neighborhood, small scale projects are the best immediate path forward. However, a site for future rowhouse development should be identified and saved for future development.

Community Land Trust

The South Baltimore Community Land Trust (SBCLT) was established in 2018 to eliminate wealth disparities of minority and low-income families. It includes the neighborhoods of Cherry Hill and Curtis Bay. Community land trusts create or preserve affordable housing long term, by acquiring land and then building affordable homes. The SBCLT will maintain ownership of the land and then sell or rent to low-income families earning 80% or less of the area median income, with an emphasis on families at 50% and below AMI. Comprehensive pre and post-homebuyer counseling is one of the pillars of the SBCLT. This model has



proven outcomes that have been demonstrated nationally:

- Over 90% of CLT homeowners remain in their homes at least five years
- Historically, the average tenure of CLT homeowners is seven years
- Over 70% of CLT homeowners, when they sell their CLT homes, purchase an unrestricted, market-rate home

CHDC is acquiring (5) blighted properties and renovating them for homeownership as the first phase of the community land trust. In addition, the South Baltimore neighborhoods lobbied successfully for the city to establish an Affordable Housing Trust Fund. The trust fund will be one continued source of funding to support the activities of the SBCLT.

Homeownership Takeaways:

- Compared to South Baltimore and the city, Cherry Hill has fewer homeowners.
- Some families in Cherry Hill could afford to purchase a home if one was available.
- Each family is different — some want and are ready for homeownership and others may want or benefit from living in new mixed-income rental housing, which can be a stepping stone for families.
- Robust homeownership counseling and credit repair will get more families ready.
- Subsidy is needed for each homeownership unit, which means developers (and CHDC) will only be able to afford small-scale homeownership projects to start.

Lessons from Homeownership Case Studies

- Substantial mixed-income rental housing is usually needed to re-set the market before medium-sized homeownership projects can succeed
- Homeownership requires a relatively large amount of subsidy per unit, but can positively impact families, as long as it is done carefully
- Renovations should meet the needs of the modern family
- Mortgage strategies should be implemented that place homeownership within reach
- Development should be done in a coordinated way, block-by-block or street-by-street (CHDC and partners)

For more information, please reference the Appendix.

HOUSING TO MEET TODAY'S NEEDS

Part of Cherry Hill's challenge is that much of the existing housing is undersized by today's standards. Families and individuals with choices have moved out of the neighborhood in search of larger houses with modern amenities.

Characteristics of housing that residents and former residents desire:

- Larger-sized homes and apartments: Many of the existing rowhouses in Cherry Hill are roughly 750–900 SF and have 2-3 bedrooms, with 1 full bathroom. Families today are looking for 3 and 4-bedrooms with at least 2 to 2.5 bathrooms;
- Open floor plans;
- Contemporary, updated kitchens and bathrooms;
- Accessible units and buildings for seniors;
- Character that fits with the neighborhood;
- Energy-efficient appliances (dishwashers, washer and dryers, etc.);
- Setbacks, yards, and gardens; and
- Play areas for kids.

Building Types

New housing building types could help fill these gaps. Many of the buildings in Cherry Hill are rowhouses. Shorter lengths of rowhouses (duplexes, triplexes, and 4-unit buildings) would help to break up the streets and provide green between the buildings. Small apartment buildings could provide new mixed-income apartment options. Senior building types could include single-story accessible cottage duplexes and senior buildings with elevators and senior gathering spaces.

Crime Prevention Through Environmental Design (CPTED)

The design of housing, buildings, and neighborhoods can reinforce safety and crime prevention. New housing should follow the four main principles of CPTED:

1. Natural surveillance;
2. Natural access control;
3. Territorial reinforcement; and
4. Maintenance.

In the design of housing, these translate into the following practical steps that can be taken:

- Make sure that fronts of buildings always face other fronts of buildings (fronts should not face backs);
- Differentiated public and private spaces (yards versus parks);

- Raise the ground level of the first floor 18 inches to 3 feet to provide privacy and make sure that people walking on the street can't look directly into ground floor rooms;
- Design porches that residents can use – the more people outside using and watching the streets, the safer the place;
- Carefully place trees, shrubs, and plants to eliminate dark places out-of-sight where people could hide;
- Make sure that public and private areas are well-lit;
- Maintain rental and homeownership properties and ensure they are well-managed; and
- Maintain associated green spaces that are well managed.

CPTED best practices continue to evolve and should be reviewed for any new development or renovation.



Rowhouses (attached)



Senior Duplex Cottage (accessible)



Small- and medium-sized apartment buildings

Economy

Sustainable communities provide both employment and business development opportunities. A strong community workforce increases the need for workforce housing, spaces to create and operate new businesses, and the need for a pipeline for educated workers over time. The primary economic strategy is to:

- Recognize people’s needs for additional job opportunities in order to afford homes;
- Improve the quality of life;
- Create access to grocery and other amenities; and
- Build family wealth.

WORKFORCE DEVELOPMENT & HOUSING

- **P-TECH:** New Era Academy, located in Cherry Hill, hosts the P-TECH program, enabling students to earn a high school diploma, an industry-recognized degree, and relevant work experience in a growing field. At New Era Academy, P-TECH focuses on transportation and logistics with the Baltimore Port Alliance. This relationship could encourage these potential future employees of the Baltimore Port Alliance to live in Cherry Hill, should adequate housing be available to them.
- **MedStar Harbor Hospital:** MedStar Harbor Hospital sits at one of the gateways into Cherry Hill, along the Patapsco River. The hospital could be a key partner in developing programs to support a middle-class workforce, including nurses, administrative medical professionals, and other

healthcare providers. Mixed-use development prospects near MedStar Harbor Hospital could create new opportunities for these professionals to live where they work, particularly as both homeownership and rental opportunities increase.

BANKS AND FINANCE

The Cherry Hill Town Center is at the heart of the Cherry Hill Community. As part of its \$4.5 million dollar renovation project, a Chase Bank branch is coming to the Town Center. The branch is designed to operate as a community resource center, providing services to clients to improve their banking situation.

HABC currently conducts quarterly credit repair sessions with their residents. JP Morgan Chase Bank, Howard Bank, Harbor Bank, and M&T Bank, along with their partner non-profits, could focus on wealth-building, credit repair, and credit counseling services for Cherry Hill residents. These services should go beyond budgeting and the opening of savings accounts to include regular financial coaching to improve the financial health of the community.

BUSINESS INCUBATOR

In order to grow business opportunities in Cherry Hill, residents need spaces to start and grow businesses. While the Cherry Hill Town Center is the current retail center of Cherry Hill and planning a community kitchen and incubator, a new business incubator should be unaffiliated with the Town Center and should co-locate with the programs that Elev8 runs

and the future Adult High School.

Business incubator programs have been successful in other cities in helping local entrepreneurs turn ideas into a viable business. These programs offer resources and coaching for entrepreneurs to help develop a business plan and often offer subsidized rents that grow as a business grows until, eventually, a business is able to afford to pay full rent.

CHERRY HILL BUSINESS INCUBATORS: A PHASED APPROACH

1. **What We Can Do Now (Years 0-2)** The Patapsco Elementary School building currently houses community programming, including R.I.C.H and Elev8. Early business incubators could take place in Patapsco, providing work and office space, as well as space for classes and coaching. The new Incubator should form a partnership with the Middle Branch Fitness and Wellness Center, which will have a maker space classroom. Partnering with Made-In-Baltimore would also help allow Cherry Hill makers and artists to grow businesses.
2. **What We Can Do Soon (Years 2 and Beyond)** Carter G. Woodson will be developed into Maryland's first adult high school, with other spaces in the school building being used for community programming. The business incubator could co-locate with the adult high school, providing classes and coaching to support the business owners.
3. **What We Can Do in the Future** Small, flexible buildings could be built or renovated across from the Cherry Hill Town Center to locate businesses in the center of Cherry Hill. The incubator would be unaffiliated with the Cherry Hill Town Center.



Habitat for Neighborhood Businesses — Business Incubator in St. Louis, Missouri

Eligibility

- Be a minority owner business operating in an economically challenged neighborhood
- Demonstrate an understanding of the business’s product/service and market in addition to keys to success
- Have sufficient funding to qualify for a loan
- Have a satisfactory score on an online Small Business Development Center evaluation

Benefits

- Entrepreneurs are matched by an Advisory Board consisting of two mentors:
 - A successful business professional with relevant experience; and
 - A graduate student at a partner university (Saint Louis University/the University of Missouri at St. Louis).
- Advisory Board members can assist with the following:
 - Business planning;
 - Loan and grant applications;
 - Limited accounting/legal services; and
 - Pre-opening space assistance.

For more information about this incubator, reference their website at www.habitatforneighborhoodbusiness.org

Economy

TOWN CENTER

Town Center Renovations

The Cherry Hill Town Center, owned by Catholic Charities, is undergoing a \$4.5 million renovation, including facade improvements, a local pharmacy, community space and community kitchen, and a special community branch of Chase which operates more like a neighborhood resource center, providing services to clients to improve banking relationships.

Retail Requirements

- **Retail Centers Income Vs. Expenses:** Retail centers bring in revenue by charging rent to tenants, but are required to pay operating expenses such as taxes and insurance plus capital expenses such as upgrading and maintaining the physical building. If the

owner of a retail center had to take out a loan for the property, s/he will also have to pay expenses related to paying back the loan.

- **How Cherry Hill Town Center Operates:** Unlike a typical retail center, Cherry Hill Town Center offers reduced rents to non-profit and other community-focused organizations in addition to including traditional tenants such as Family Dollar. However, this can make it challenging for the center to operate as it does not produce as much rental income as is needed to pay for both operations and capital expenses.
- **How Much Money is Needed to Operate a Successful Business:** A typical retail business owner wants rent and other related expenses to be no more than 10% of revenue. For a retail business requiring 3,000 square feet of space in a center charging \$10 per square foot in rent, annual revenues of \$510,000 would be required. In addition to the revenue, retail businesses are also required to obtain all necessary business and tax documentation from the government in order to lease space in a retail center.



Locator Plan



 PUBLIC/COMMUNITY USES	 RENOVATED TOWN CENTER SPACE
 COMMERCIAL USES	 MIXED INCOME HOUSING



View of potential mixed-use development at the Created for So Much More site

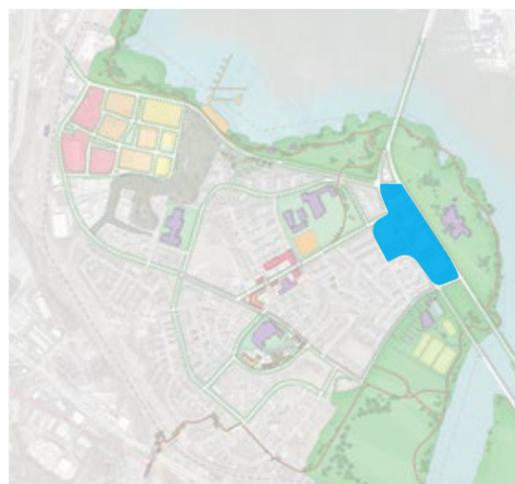
Economy

GROCERY & FOOD SECURITY

Residents have voiced the desire for a grocery store for many years. There continues to be a struggle as residents have limited access to fresh food. This plan recommends a phased approach for closing this gap.

Grocery store chains select store locations based on number of households, and economic characteristics including potential grocery spending, and traffic counts. A grocery chain may be willing to trade less immediate potential grocery spending for a higher traffic count, or vice versa.

Cherry Hill currently does not have the spending required to support a supermarket and would need to capture additional demand from surrounding areas. Potee Street has the highest traffic count in all of Cherry Hill (16,000 cars per day), making it the best location.



Locator Plan

However, even that traffic count is below the standard of 20,000 trips per day that a grocery operator would require.

Nearby communities to Cherry Hill, including Westport, Mt. Winans, and Lakeland, used to have grocery stores that have closed. To support a traditional grocery store in Cherry Hill, shoppers would need to be drawn from these and other neighborhoods.

As more large grocery chains and superstores like Walmart and Amazon compete to provide food delivery services, the metrics for providing physical grocery stores become even more challenging. Additional challenges include the negative neighborhood perception and stigma surrounding Cherry Hill.

The best way to address residents' needs for groceries is to implement a phased approach.

Immediate/Near Term Grocery Options

In the short-term, support:

- Food accessibility programs to bring fresh produce to Cherry Hill (grocery delivery, mobile food trucks, markets); and
- Programs to bring residents to grocery stores (Lyft Grocery Access Program).

	SPENDING	TRAFFIC
Supermarket Minimum Requirement	\$1 Billion	20,000 cars/day
Cherry Hill (Potee Street)	\$36 Million	16,000 cars/day

Mid-term Grocery Options

In the mid-term, focus on funding or subsidizing an alternative model grocery, such as a:

- Food-Co-op; or
- Small, local or privately owned and run grocery store or bodega

Long Term Grocery Options

In the long-term, build the metrics to attract a full-service or chain supermarket, by:

- Attracting more residents to Cherry Hill to increase potential spending; and
- Marketing the Potee sites as attractive options.

HANOVER & POTEE STREET

Hanover and Potee Streets have the highest traffic counts in Cherry Hill. This makes the location good not only for a potential grocery store, but for other mixed-use opportunities. The Baltimore Police Station, Southern District, is located in an older building that needs repairs. A mixed-use development with police presence is an alternative for that site.

For any these sites to be considered for grocery or mixed-use development, an operator would need to partner with the current owner (MedStar Harbor Hospital, Baltimore City).

Dayton Co-op Grocery Store Case Study

To read more about how a co-op (community-owned) grocery store was started in a similar community in Dayton, reference the Appendix.



FOOD SOVEREIGNTY IN CHERRY HILL

1. **What We Can Do Now** Create partnerships for food health and security:
 - Farmers Markets
 - Mobile Groceries
 - Lyft Grocery Access Program
 - Pursue a community owned/co-op model
2. **What We Can Do Soon** Work to attract a small, private grocery chain or family-owned franchise that may be more flexible with the demographic analysis figures
3. **What We Can Do in the Future** Build the density and population of Cherry Hill to attract a larger grocery operator through conventional means.
 - Create options for mixed-income housing
 - Create options for homeownership
 - Increase and support neighborhood amenities such as Middle Branch Park, the Middle Branch Rec Center, and the 21st Century Schools



Potential grocery site (preferred by residents)

■ COMMERCIAL RETAIL USES	■ INSTITUTIONAL BUILDINGS
■ OFFICE	■ COMMERCIAL LAND
■ INSTITUTIONAL LAND	■ PUBLIC PARK

Transportation

TRANSPORTATION IN CHERRY HILL

Despite Cherry Hill's proximity to downtown Baltimore, residents lack both vehicular connectivity and easily accessible public and alternative transportation options. Transportation challenges in Cherry Hill include:

- **Neighborhood Isolation** — residents are isolated from surrounding communities with limited vehicle and pedestrian connectivity.
- **Pedestrian Connectivity** — pedestrian networks within the neighborhood are undermined by poor quality sidewalks, lack of street trees, and dangerous intersections. Utility poles and gaps in the infrastructure make portions of the network inaccessible and ineffective.
- **Public Transit Options** — public transit options within the neighborhood can be unreliable, with routes that lack frequency that residents desire, and can have accessibility challenges.

WHAT CAN BE DONE?

The Transformation Plan proposes several initiatives to improve transportation potential within the neighborhood. Several of these initiatives are proposed by the City of Baltimore, while others connect into these already planned initiatives.

Initiatives in Progress

- **Hanover and Potee** Hanover Street and Potee Street currently exist as one-way roads with three and four lanes, respectively. The plan proposes turning both streets to two-way traffic, as well as converting one lane of Hanover to a protected multi-modal bike and pedestrian path.
- **MTA Pedestrian Bridge** The Maryland Transit Administration (MTA) is in the process of planning a pedestrian bridge to connect Cherry Hill to the Patapsco light rail station. The Patapsco Station offers one of the few options for public transportation out of the neighborhood. Unfortunately, the station lies beyond the rail lines and is difficult and dangerous to access. The pedestrian bridge would provide a safe crossing for residents accessing the station over Patapsco Avenue and the railroad tracks.
- **Cherry Hill Maglev** Cherry Hill is currently one of two options listed as the primary stop for the Maglev connector between DC and Baltimore. Locating the stop in Cherry Hill would increase travel and access opportunities for residents, but will also pull in outside commuters to the area, thus bringing in new and increased economic opportunities.

PEDESTRIAN AND VEHICULAR CONNECTIONS

New Era to Middle Branch Park

The Middle Branch Park is one of the most visible yet underutilized assets in Cherry Hill. Creating a road and trail connector between Seamon Avenue and Waterview Avenue sets up access from New Era Academy to the park. This will increase the number of pedestrians, particularly the youth, walking to and using the park amenities.

Community-Designed Crosswalks

The lack of defined crosswalks increases preventable accidents and also discourages residents, particularly children, from walking throughout the neighborhood. The plan proposes the addition of crosswalks at three prioritized and highly trafficked intersections: Cherry Hill and Seabury Road, Cherry Hill and Terra Firma Road, and Round and Cherry Hill Roads. These crosswalks will be designed by the community with bold graphics to increase visibility and safety. Community participation will increase the sense of ownership, create visibility for pedestrians, and emphasize community identity. Enhanced crosswalks could also provide increased protection for children walking to school.

Reedbird, Cherryland, and Seamon

Cherryland, Reedbird, and Seamon Avenues play a vital role in connecting a large portion of the residents to the new Middle Branch Rec Center and park. While the streets have



Pedestrian and vehicular transportation initiatives



Art crosswalk example

TRANSFORMATION PLAN INITIATIVES

1. Community-Designed Crosswalks
2. Cherryland, Reedbird and Seamon Avenues
3. New Era to Middle Branch Park
4. Cherry Hill transit oriented development

sidewalk access, the pedestrian experience is depreciated by a myriad of existing conditions. In all cases, the sidewalks are right up against the street, providing a minimal buffer between pedestrians and vehicles. The path is also frequently interrupted by light poles, street signs, and electric poles, barriers making it inaccessible.

The plan proposes adding a planting strip or bump-outs to further buffer the sidewalk from the street, standard sidewalk widths, cherry street trees for shade, and regularly-placed street lighting. A safer pedestrian environment for people walking to and from the Middle Branch Rec Center, Middle Branch Park, and residences in Cherry Hill encourages the use of existing and upcoming community resources and also improves general resident health. Integrating streetscape improvements is also an integral part of increasing housing marketability.



Narrow sidewalks on Reedbird Avenue have utility poles in the center, inadequate space for pedestrians to walk, and no landscaping or street trees

PUBLIC TRANSIT

Cherry Hill is well-served by transit (light rail and bus). However, residents expressed concern about the amenities and sense of safety, security, and accessibility regarding their public transit system. Some recommendations include:

- Create new bus shelters to protect residents and improve existing ones to add lighting; and
- Increase lighting along streets to increase the sense of safety when walking to the bus stops.

NEIGHBORHOOD GATEWAYS

Though Cherry Hill has defined neighborhood boundaries and entrances, the lack of gateways and clear branding has prevented the area from establishing a strong identity. Similar to the streets already named after famous



The Light RailLink and bus routes (71, 26, and CITYLINK SILVER)

significant African-American figures, neighborhood signage can increase neighborhood pride and elevate significant individuals.

1. Cherry Hill Road

- Cherry Hill Road is a major artery wrapping through the neighborhood and Town Center. Adding monumental signage would signal the beginning of the neighborhood.

2. Waterview Avenue

- Extend sidewalks and crossings at key points along Waterview Avenue to provide access to Middle Branch Park;
- Redevelop the corner of Waterview Avenue and Cherry Hill Road to act a gateway to the rest of the neighborhood; and
- Locate signage at the intersections of Cherry Hill Road and Potee Street and Cherry Hill Road and Waterview Avenue.

3. Intersection of Cherry Hill & Round Road

- The Cherry Hill and Giles intersection, which has a traffic light, connects a large residential area to several major schools in the neighborhood.
- Cherry Hill and Round Road, with no traffic signal, serves a similar function. To improve safety at this location:
- Install art crosswalks at Round Road and Cherry Hill Road to define the pedestrian realm and signal vehicles to slow down.

4. Intersection of Cherry Hill & Seabury Road

- The intersection of Cherry Hill and Seabury is the eastern entrance to Cherry Hill Town Center. a large, colorful mural painted on the blank side of the Town Center building.



Neighborhood Gateways

HANOVER AND POTEE STREETS

The City Department of Transportation is exploring an option for Hanover and Potee Streets to enhance pedestrian and bicycle access.

- Currently, both are one-way streets with three lanes of traffic in each direction.
- In the future
 - Potee Street could become a two-way street with two lanes of through traffic in each direction
 - Hanover Street could become a two-way street with one lane of traffic in each direction and a dedicated pedestrian greenway and cycle track.



Plan for the future of Potee and Hanover Streets



CHERRY HILL STATION

In the future, a mixed-use Transit-Oriented Development (TOD) neighborhood may be possible next to the existing Cherry Hill Light RailLink station. There are a number of existing businesses and employers currently located in this area around the station. This plan assumes all existing businesses will stay and continue to operate and provide jobs to employees for as long as they desire to be in this location. However, some of the land is underutilized and could become higher density over time – low-density buildings and large parking lots are located there today. The land value may increase over time, making it attractive to property and business owners to relocate. Several things could be done, including:

- Widening sidewalks;
- Adding landscaping; and
- Improving lighting.

Infrastructure upgrades would occur through private developer investment, perhaps with tax increment financing.



Locator Plan

What is a TOD?

Transit-Oriented Development (TOD) is a type of development that emphasizes creating density within walking distance of public transportation. The development is typically composed of residential uses with commercial and leisure included for a complete mixed-use experience. The typical characteristics of a TOD are:

- Located close to a well-served transit;
- Highly walkable, pedestrian-oriented environment;
- Higher-density housing, particularly adjacent to the transportation center;
- A mix of other uses including retail, office, and leisure; and
- Limited parking and car usage.

Possible TOD plan

If and when existing businesses decide to relocate or redevelop over time, a small commercial node could develop directly across the street from the Station. Retail could front onto an open green which would lead into the residential area. The retail closest to the Station could be built in an initial phase with minimal properties acquired. In the future, higher density mixed-use, commercial such as a grocery, pharmacy, or big box commercial could locate at the corner of Waterview Avenue and Cherry Hill Road. This new development could become a gateway to the neighborhood and should feel like an extension of Cherry Hill

New residential blocks on Waterview Avenue facing the improved Middle Branch Park could become desirable homeownership addresses. The TOD would also be an ideal location for mixed-income rental housing, which combines financing sources to create housing for a range of incomes, from low-income to market rate.



Existing tunnel connection to Cherry Hill Station

Safety & Security

An increase in housing opportunities near public transit would increase the pedestrian traffic and presence around the Cherry Hill Station. This discourages criminal behavior and increases safety and the perception of safety with more lighting and eyes on the street.

Throughout the engagement process, residents expressed concerns over the methadone clinic and associated negative perceptions over drug usage and crime. Two options that were expressed were to :

- Maintain the location and mitigate problems through enforcement partnerships & cooperation between police and private security hired by the clinic occurring immediately off the property. We recommend this as the more feasible option; and
- Relocate the facility altogether, perhaps to a location in or near a hospital or other medical facility. While there may be more of a synergy to these uses, this is a more expensive option that is less likely to be feasible in the short-term because the facility is newer.

MAGLEV & FUTURE TOD POTENTIAL

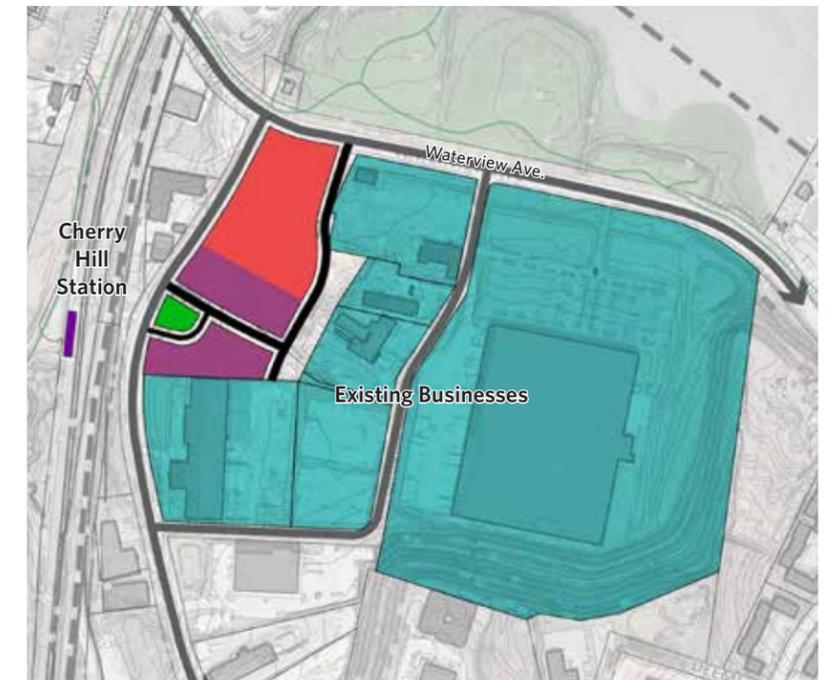
The Baltimore Maglev Station is proposed to be built above the existing Cherry Hill Station, opening up the existing industrial area to the potential of new transit-oriented development. This would increase the number of people living and working near the existing transit options. Increasing lighting in the tunnel access to Cherry Hill Station and the relocation of the existing methadone clinic are options in the plan to make the area feel safer and more accessible.



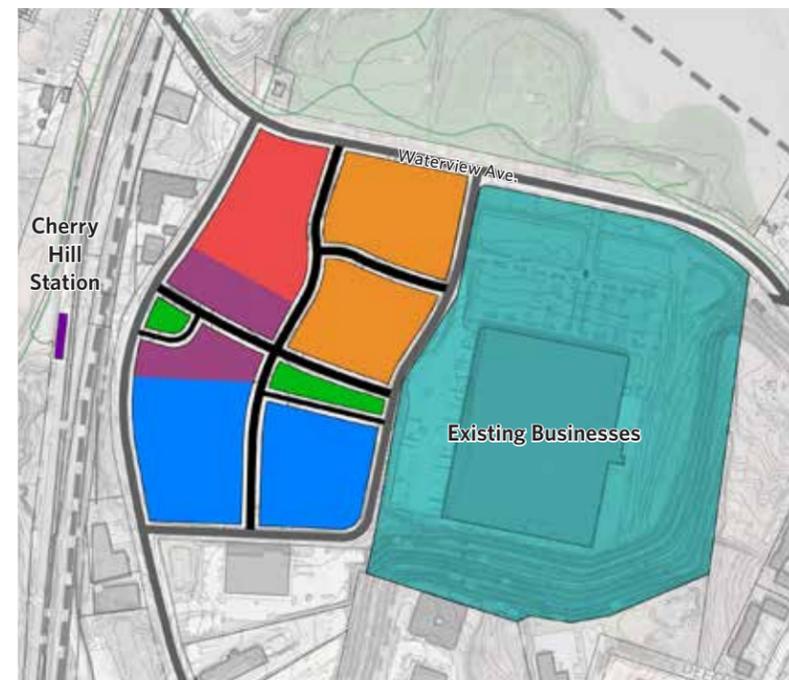
Existing Zoning Map



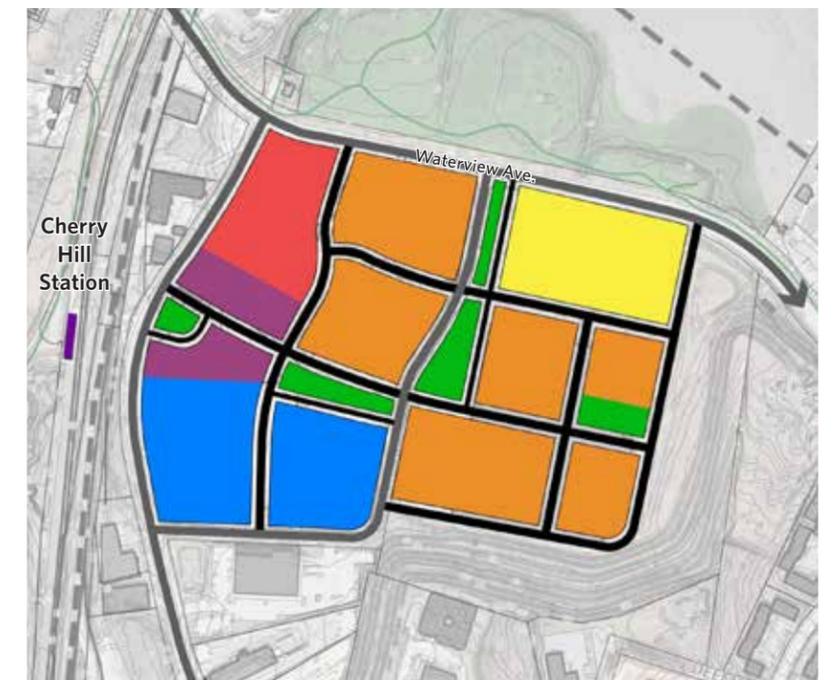
Existing Condition



Possible short-term development alternative



Possible mid-term development alternative



Possible long-term development alternative

- EXISTING USES
- MIXED-USE
- COMMERCIAL/RETAIL
- EMPLOYMENT USES
- HIGH-DENSITY RESIDENTIAL
- LOW-DENSITY HOMEOWNERSHIP

Environment

Cherry Hill has a long history as one of the first neighborhoods established by the federal government to house African-American families returning from military service. The neighborhood was built on a remote peninsula along the Patapsco River and offered lots of green space and a country-like setting for new housing. Yet given the discriminatory housing practices, housing was also built upon marshland, near the city's incinerator and landfill, immediately adjacent to the Baltimore and Ohio railroad track. For many years it was a strong Black middle-class neighborhood. Yet, over time, due to urban renewal, the decline of the shopping center, crime, and disinvestment, the neighborhood declined. While the neighborhood continues to enjoy an idyllic setting along the Patapsco River and has access to a large waterfront park and some of the amenities that early residents enjoyed, there remain a series of challenging environmental factors, including:

- Vacant land which was the site of a former incinerator and City landfill; the remaining level of contamination is unknown at this time;
- Low lying parts of the neighborhood that are prone to flooding;
- Infestation of vermin that cause health impacts;
- Noise impacts associated with the train line that runs along the southern edge;
- Problematic pedestrian crossings of the

tracks to get access to services; and

- The closure of community centers and youth amenities which used to be available to seniors, families, and youth.

UPCOMING PROJECTS & FUTURE IMPROVEMENTS TO CONSIDER

It is the intention of the plan is to provide the Cherry Hill community's vision and desires that will feed into the overall Middle Branch Master Plan.

There are a series of important improvements underway. The following initiatives will improve the environment for residents:

- **Reedbird Park Master Plan and the Middle Branch Fitness and Wellness Center** Phase I of this plan includes a state-of-the-art fitness and wellness center including a full-size gym, walking track, pool, studio and maker space, and connections to biking trails. The center will break ground in 2020 and will open in about 18 months.
- **Increased access to park space** The Middle Branch Park planning process identified the loop trail and improvements along the waterfront in Cherry Hill as priorities. Residents should continue to advocate for those priorities to improve access and waterfront use for local residents.
- **Partner with organizations on streetscaping projects** Expand partnerships with organizations like Blue Water Baltimore to implement tree plantings and stormwater projects.

- **Support local youth organizations** Support local partners such as The Eagles, Youth Resiliency Institute, Restoring Inner City Hope (RICH) and others who are providing youth with opportunities to recreate and celebrate the neighborhood. A partnership between these organizations and the Middle Branch Fitness and Wellness Center should be established.
- **Improve standards for housing** Work with private developers and the Housing Authority of Baltimore City to reduce utility burdens and build healthier living environments—both for renovations and new construction.



SITE MASTER PLAN



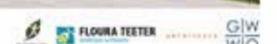
MIDDLE BRANCH FITNESS & WELLNESS CENTER AT CHERRY HILL
FEBRUARY 27, 2019



COMMUNITY PLAZA



MIDDLE BRANCH FITNESS & WELLNESS CENTER AT CHERRY HILL
FEBRUARY 27, 2019



Quality of Life

The quality of life for residents in Cherry Hill is a complex challenge. There have been a series of significant recent investments such as the 21st Century schools, planned improvements to Reedbird Park, location of the planned Middle Branch Fitness and Wellness Center, and renovations to the Town center. Also, there are a series of very active local organizations working with both youth and adults to achieve improved outcomes, and MedStar Harbor Hospital is an active partner in the neighborhood. Yet, Cherry Hill residents continue to exhibit poor health outcomes and the neighborhood continues to suffer from the stigma of crime and disinvestment of the last few decades.

CHALLENGES TODAY

Cherry Hill has a long tradition and a rich history in the African-American community. Therefore many organizations are working hard to celebrate this history, improve the quality of life for existing residents, and build upon the historic sense of community in the neighborhood. While Cherry Hill has seen a significant population decline in recent decades, efforts are underway to encourage families to grow in place, to bring back residents that have left, and to attract new residents. Great strides have been made when it comes to reducing crime, providing access to health-care, and providing workforce opportunities, yet the following challenges remain:

Safety Concerns

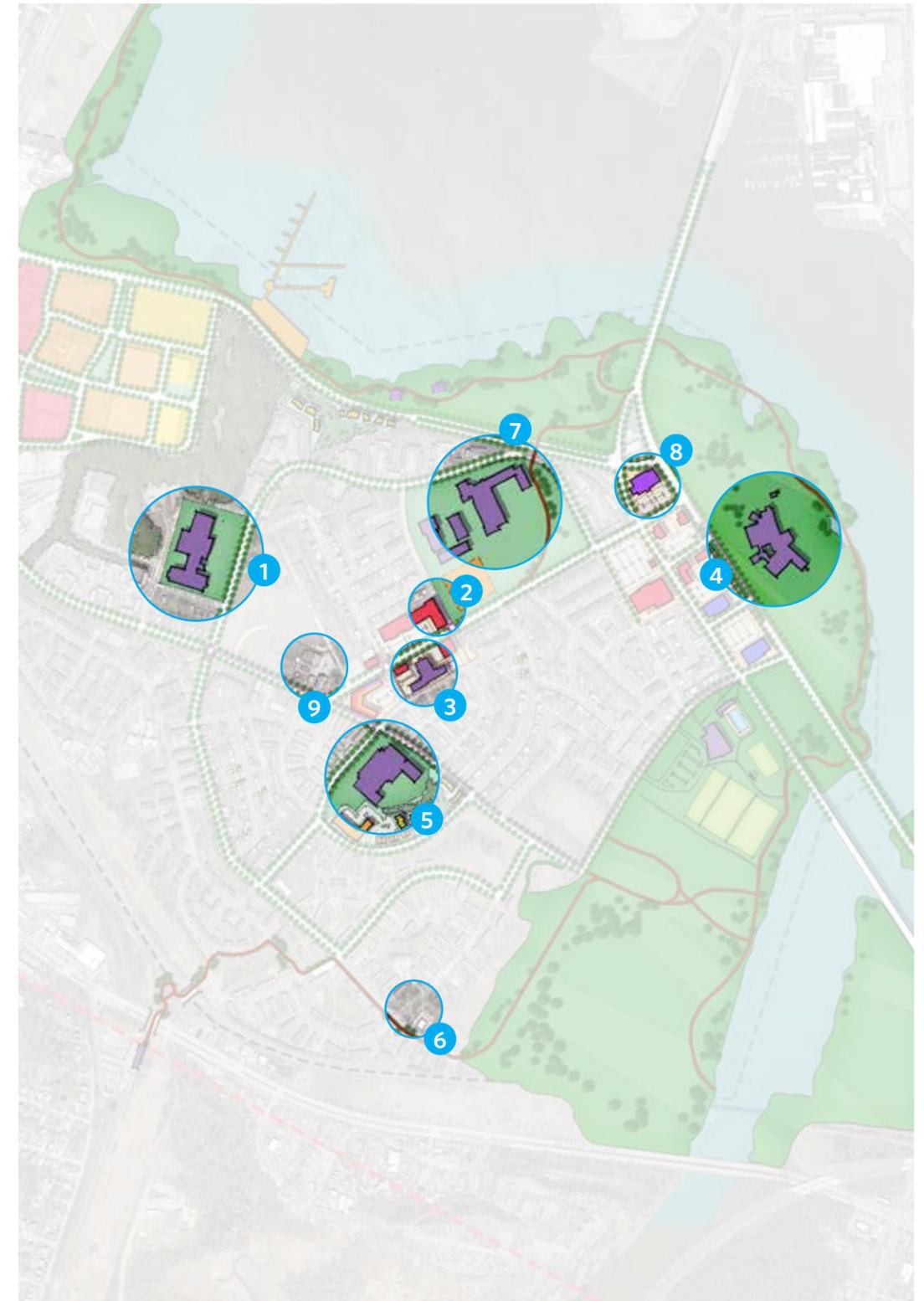
While crime continues to go down, there is still a perception that Cherry Hill is unsafe. This makes it difficult to attract investment and new residents. The reality is that crime has consistently declined in recent years, yet there continue to be specific problem areas in the neighborhood.

Education

- While there have been significant investments in the elementary and middle schools, 3rd- and 8th-grade reading proficiencies are significantly lower than the city as a whole (based on the 2017 Neighborhood Health Profile). Two of the three schools in the neighborhood have become 21st Century schools, yet physical and educational challenges at New Era High School must still be addressed.
- There are strong local organizations such as Elev8, CHOICE, Youth Resiliency Institute, The Eagles, and others providing access to STEM, the arts, and other opportunities for youth. Yet local schools are challenged by chronic absenteeism, kids experiencing trauma, and the subsequent academic impacts.

Existing Workforce Opportunities

- Cherry Hill has almost double the number of families in poverty as compared to Baltimore City; therefore, employment is a major challenge.
- There are many organizations working



RESOURCES IN THE NEIGHBORHOOD

1. Arundel Elementary School
2. Baltimore Community Action Center
3. The Family Health Center
4. MedStar Harbor Hospital
5. Cherry Hill Elementary & Middle School
6. CHOICE Program
7. New Era Academy
8. Baltimore Police Department Southern District
9. Cherry Hill Development Corporation

to connect residents to employment, including Catholic Charities, CHOICE, Elev8, the adult high school, HabiCore, HABC, MedStar Harbor Hospital, the Employment Connection Center, and the Community Action Center, among others. Yet there seems to be an ongoing need to increase wages in the neighborhood.

Access to Healthcare

- Health outcomes and life expectancy are worse in Cherry Hill than Baltimore City. The last Neighborhood Health profile stated that life expectancy in Cherry Hill was 70 years old as compared to 74 in Baltimore city. Also, the rates of heart disease and cancer are both higher than in the city. Heart disease remains the leading cause of death in the neighborhood; and
- Recognizing these statistics, MedStar Harbor Hospital has committed to improving health outcomes in this neighborhood. Their current plan is focused on:

Health and Wellness

- Chronic Disease Prevention and Management; and
- Behavioral Health.

Access to Care and Services

- Mental Health;
- Linkage to Resources and Services; and
- Transportation.

Social Determinants of Health

- Employment; and
- Food Access and Insecurity: “24 percent of MedStar Harbor Hospital CHNA respondents identified access to affordable, healthy food as a community need”.

The Family Health Center (and associated pharmacy) are also a resource located in the town center.

Limited Access to Amenities and Healthy Food

- Due to the decline of the shopping center, the community has limited access to fresh food and groceries.
- Baltimore City’s Food Policy Division of the Office of Sustainability has determined that Cherry Hill is a Food Opportunity Area, commonly known as a food desert.

RECOMMENDATIONS

Efforts to improve the quality of life for residents relate mostly to improved coordination and collaboration in order to maximize the impact on residents. The issue of safety or perceived safety must be addressed in order to attract new residents and to give existing residents the security that they can raise their families in Cherry Hill safely. Also, there is a need to leverage additional resources to pilot potential solutions. These include:

Improve safety and security

- Specific interventions must be explored to deal with key problem areas such as the Town Center, and the area adjacent to the methadone clinic;
- This may include additional brighter lighting and security cameras
 - Coordination with private security at rental properties;
 - Partnership with local police to use a web-based security system that is a more affordable options than on-site security;

- Expanded capacity and funding support for Safe Streets and other citizen-led models; and
- Working with developers to provide security as part of new developments.

Expand Educational Offerings

- Partner with the Purpose Built Communities Steering Committee to break the cycle of intergenerational poverty;
 - Renovate the high school to 21st-Century standards, reinforcing the ‘Cradle-to-College Education Pipeline’;
 - Provide more before-and-after school care; and
 - Develop a more culturally competent educational curriculum.
- Pursue funding for dedicated case management for Cherry Hill residents to help each family determine its goals and the steps needed to reach those goals.

Connect & Coordinate Workforce Efforts

- Given the many organizations working to connect residents to employment, there’s a need for improved coordination, and more centralized information to better connect residents to the opportunities; this can be achieved by establishing a community resource center in a central location, such as the business incubator; and
- JP Morgan Chase will be opening a unique bank branch in the Town Center that will serve as a neighborhood resource center to improve financial mobility.

Increase Access to Healthcare & Wellness

- MedStar Harbor Hospital will soon be deploying its first mobile unit. Support the

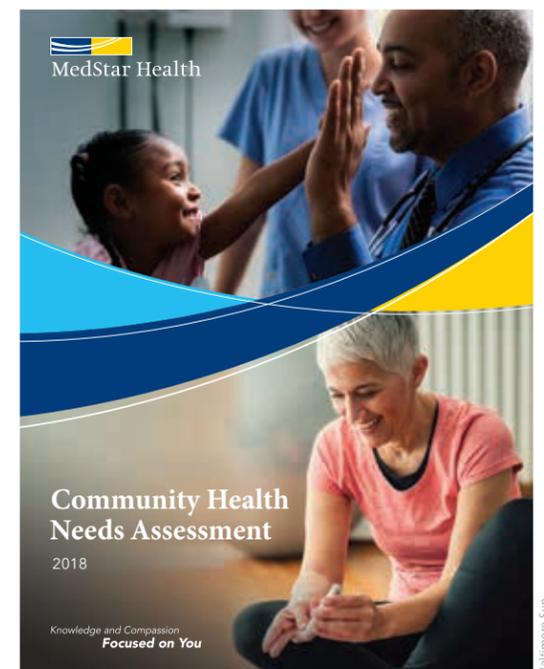
mobile unit, which will provide primary care for people 16 and over, screenings, prevention, and health education;

- Incorporate the new pharmacy that will be part of the upcoming renovations to the shopping center;
- Build on existing Baltimore City programs that increase access to fresh food, extending them to Cherry Hill where possible; and
- Work with Black Yield, in partnership with residents, to explore options for a food co-op to expand access to better food options in the neighborhood.

Establish a firm partnership with Purpose Built Communities

Partnering with Purpose Built Communities will emphasize a holistic approach to revitalizing the neighborhood. Following this approach would provide an opportunity to accelerate existing efforts, and build on what’s already working in Cherry Hill. Components of that approach include:

1. Community Quarterback;
2. Mixed-income Housing;
3. Cradle-to-College Education Pipeline;
4. Community Wellness; and
5. Defined Neighborhood.



IMPLEMENTATION

Cherry Hill residents established a principle for this Transformation Plan – that something needs to happen. The plan must be realistic and partners must focus on implementing the recommendations.

The following section breaks down projects into implementable initiatives, describes the partners, and lists potential funding sources. The section addresses possible timeframes for each initiative. However, projects should be thought of as independent to the greatest extent possible. This will allow certain projects to move forward as funding comes available, possibly sooner than indicated.

The following information can be found in the Implementation section:

- Project Matrix
- Market Potential Timeline
- Funding Sources
- Maryland DHCD Plan Requirements for:
 - Housing
 - Economy
 - Transportation
 - Environment
 - Quality of Life
 - Community Engagement



Families cross the intersection at Cherry Hill Road and Round Road, walking to Arundel Early Childhood and Elementary School in the morning. There is no traffic signal or stop sign at this intersection.



Community-designed art crosswalks and pedestrian-actuated signals are recommendations for key intersections, like the one to the left to improve pedestrian safety in Cherry Hill.

Housing		
What are your community's goals and strategies for attracting and sustaining housing investment for households with a range of incomes, ages and physical challenges? Please elaborate on how you will preserve affordable housing so that barriers to entering the residential market for lower income home owners and renters are mitigated as the local housing market improves.		
Strengths		Weaknesses
Desired Outcomes and Progress Measures Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify how you will know that you have achieved your outcome.	Strategies and Action Items Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.	Implementation Partners Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.
Outcome 1: Progress Measures:	Strategy A: Strategy B:	
Outcome 2: Progress Measures:	Strategy A: Strategy B:	
1H. How do these desired outcomes and strategies relate to the Sustainable Community Plan? (250 words)		
2H. If there have been significant changes to your housing strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)		

The detailed implementation information in this section will assist CHDC and their partners in applying for funding through Maryland DHCD and other sources.



The projects and initiatives in this section came directly from the Cherry Hill community's input while the team was developing recommendations.

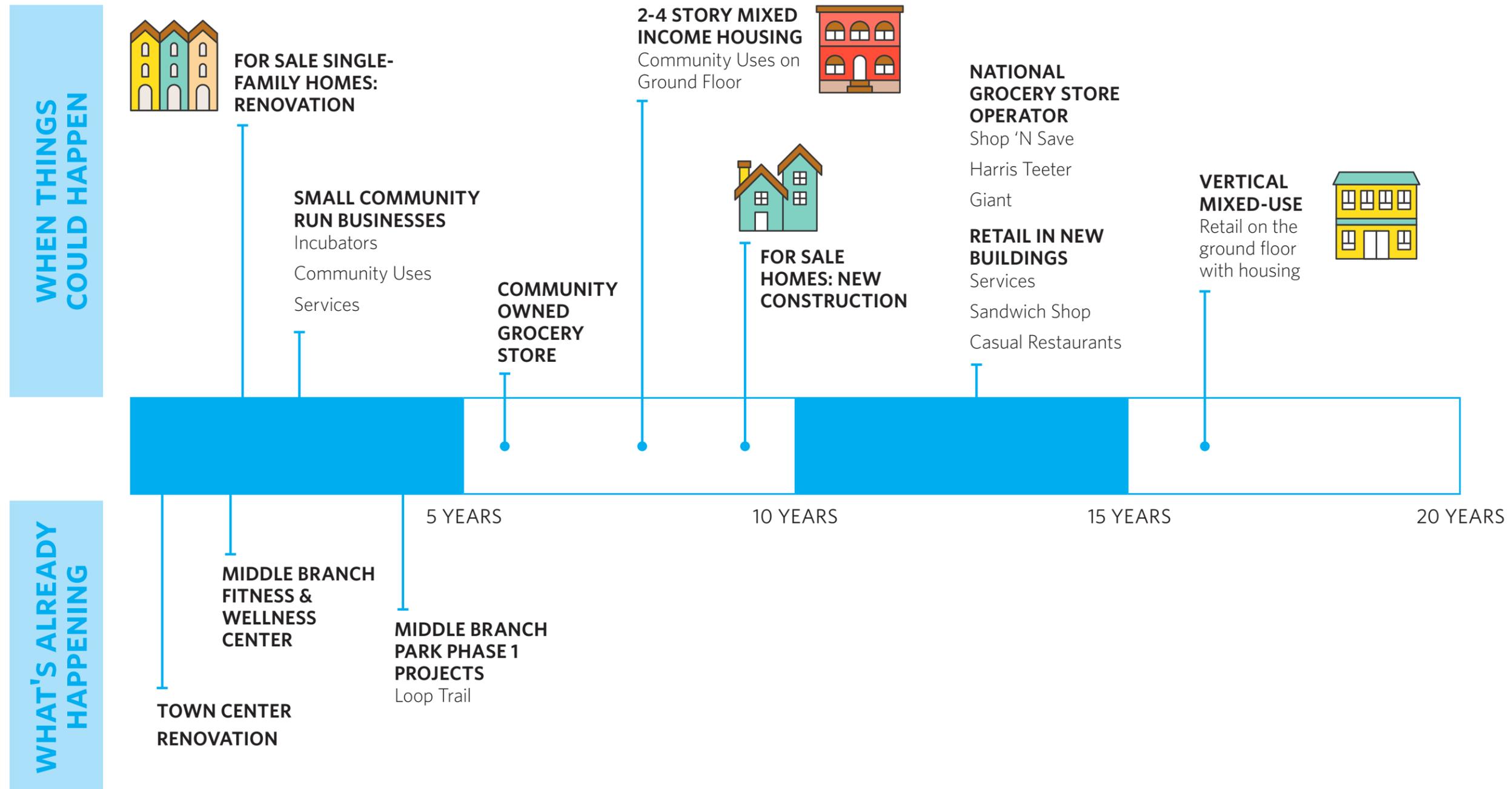
Project Matrix

TOPIC AREA	GOAL/OUTCOME	INITIATIVE	LEAD PARTNER	SUPPORTING PARTNERS	TIME FRAME
HOUSING	Support existing homeowners and renters to make sure all Cherry Hill residents can stay	Directly connect at-risk residents in Cherry Hill to services and programs such as Project Household, title services, eviction support, and fair housing representation	Maryland Legal Aid	Maryland Volunteer Lawyers Service, Pro Bono Resources Center of Maryland (PBRC) and the Bar Association of Baltimore City	0-2 years
		Partner with banks and non-profits to provide robust financial counseling programs and one-on-one case management, including family wealth-building, homeownership readiness, and credit repair	Consortium of non-profit organizations	CHDC, Harbor Bank, PNC Bank, JP Morgan Chase, M&T Bank	0-2 years
		Create a one-stop housing center that can make existing renters aware of opportunities for new rental and homeownership opportunities that they may qualify for, provide support in understanding eligibility and filling out applications	CHDC	Purpose Built Steering Committee/ 501C3 Board	0-2 years
		Provide rehab and repair grants for owner-occupied housing, including those without (or with more inclusive) income limits	Baltimore DHCD	MD State DHCD, BDC, Foundations, Affordable Housing Trust Fund	2-5 years
		Keep an updated inventory of Naturally Occurring Affordable Housing (NOAH) in the neighborhood as well as subsidized housing, including the dates that tax credits and other subsidies expire and track displacement risk factors (with available information)	Baltimore DHCD	CHDC, Affordable Housing Trust Fund, Universities	2-5 years
	Increase the supply of housing, including mixed-income housing available to people at affordable, workforce, and market rate price points	Construct 80-100 units of high-quality, mixed-income rental housing in a 4-story building on the Patapsco School Site	CHDC	National/regional mixed-income developers	2-5 years
		Construct mixed-income rental housing on the open land at Carter G. Woodson	CHDC	National/regional mixed-income developers	5-10 years
	Create new home ownership opportunities affordable to existing residents of Cherry Hill	Renovate 5 vacant rowhouses for affordable homeownership through the Blight Reduction and Homeownership Initiative, supported by a robust financial literacy and homeownership counseling program	CHDC	South Baltimore Community Land Trust, Fulton Bank, PNC Bank	0-2 years
		Acquire 5-10 additional lots/vacant rowhouses for Phase 2 of the Blight Reduction and Homeownership Initiative (renovations) in partnership with the South Baltimore Community Land Trust, supported by continued financial literacy and homeownership counseling program	CHDC	Local developer/builder, Baltimore City, MD State DHCD, BDC, Affordable Housing Trust Fund, South Baltimore Community Land Trust, Fulton Bank, PNC Bank	2-5 years
		Partner with a local developer/builder to build 10-20 new construction home ownership houses/rowhouses, sell a portion at market rate and make a portion of those affordable (subsidize and sell to families who have gone through the financial literacy and homeownership counseling)	CHDC	Local developer/builder, Baltimore City, MD State DHCD, BDC, Affordable Housing Trust Fund, Banks	5-15 years
	Attract new residents to Cherry Hill who might not have considered the neighborhood as a place to live previously	Partner with MedStar Harbor Hospital to launch a 'Live-near-your-work' incentive for their employees. Start by polling employees to understand housing desires and decision factors (partner with organizations working to bring needed amenities like fresh food)	Harbor Hospital	CHDC, local developers, rental landlords and management companies, Black Yield	2-5 years
	ECONOMY	Revitalize Town Center	Design and install art crosswalks at Cherry Hill Road and Terra Firma and Seabury	CHDC	Baltimore City Department of Transportation, local artists
Phase 2 Town Center Improvements			Catholic Charities		2-5 years
Apply for funding to improve lighting, tree coverage, stormwater management, and pedestrian accommodations/furniture in the Town Center parking lot			Catholic Charities	Baltimore City Department of Transportation, Blue Water Baltimore	2-5 years
Acquire or partner to redevelop any properties with interested sellers; focus on retail uses that support community-owned businesses, incubators, and that meet community needs, such as restaurants and eateries			BDC	CHDC, Created for So Much More	10-15 years
Attract a grocery or fresh food market to Cherry Hill to meet the needs of the residents		Expand the Baltimore Lyft Grocery Access Program to include subsidizing grocery delivery to residents' homes so they don't have to leave the neighborhood	South Baltimore Gateway Partnership	CHDC, BDC, Baltimore City	0-2 years
		Expand urban farm production and distribution to Cherry Hill households	Black Yield	CHDC, South Baltimore Gateway Partnership	0-2 years
		Acquire a site and sell shares for co-op grocery store	Black Yield	BDC, Banks, Foundations, South Baltimore Gateway Partnership	2-5 years
Support local Black-owned small businesses and entrepreneurs		Acquire a site/building or partner with existing owners and fund raise to attract a locally-owned bodega or grocer	CHDC	BDC, Banks, Foundations, MedStar Harbor Hospital	5-10 years
		Set up a Cherry Hill Business Incubator, formalize a 501c3 and locate in the Patapsco Elementary building, partner with Elev8 and organizations offering workforce development training, hire staff, begin supporting existing businesses	Elev8 Baltimore	BDC, Banks, Middle Branch Fitness/Wellness Center, HABC, Philanthropy, Univ. of Maryland, Baltimore City Community College	0-2 years
		Relocate the Cherry Hill Business Incubator to Carter G. Woodson, co-located with the Adult High School, renovate a space for the Business Incubator, hire additional staff and offer scaled rent and other support to new businesses	Elev8 Baltimore	BDC, Banks, Middle Branch Fitness/Wellness Center, HABC, Philanthropy, Univ. of Maryland, Baltimore City Community College	2-5 years
Addition mixed-use development	Mixed-Use Development with police element at Potee/Hanover Street	Baltimore City	BDC, Baltimore Police Department, Southern District, MedStar Harbor Hospital and associated tenants	5-10 years	

PROJECT MATRIX (CONTINUED)

TOPIC AREA	GOAL/OUTCOME	INITIATIVE	LEAD PARTNER	SUPPORTING PARTNERS	TIME FRAME
TRANSPORTATION	Allow all residents to safely walk to key destinations in Cherry Hill	Design and paint community art crosswalks at three intersections (Cherry Hill Road and Terra Firma Road, Cherry Hill Road and Seabury, and Cherry Hill Road and Round Road)	Baltimore City Department of Transportation	Baltimore City Police, CHDC, Local artists and community organizations, Philanthropy	0-2 years
		Widen the sidewalks, install pedestrian-scale street lights and accessible crossings, and add trees or planters, where possible for key walking routes to the Middle Branch Fitness and Wellness Center (at Cherryland Road from Cherry Hill Road to Reedbird Avenue, both sides of street, Reedbird Avenue from Cherry Hill Road to Hanover Street, Seamon Avenue from Cherry Hill Road to Reedbird Avenue, and Cherry Hill Road from Giles to Cherryland Road)	Baltimore City Department of Transportation	Baltimore Metropolitan Council, CHDC	0-2 years
	Celebrate the heritage and history of Cherry Hill through special signage and gateways	Plant trees, flowers, and shrubs at key gateways, install monument or low signs at appropriate entry points announcing arrival in Cherry Hill (Potee Street and Waterview Avenue, Waterview Avenue and Cherry Hill Road, Cherry Hill Road and Round Road, and Potee Street and Cherry Hill Road)	CHDC	Baltimore City Department of Transportation, Local community organizations, Philanthropy	0-2 years
		Replace standard street signs with specially designed signs to celebrate the historic African American figures for which streets are already named	CHDC	Baltimore City Department of Transportation, Commission on Historical and Architectural Preservation (CHAP), Local community organizations, Philanthropy	2-5 years
	Create new pedestrian and vehicular connections to connect the neighborhood to destinations, including Middle Branch Park and Patapsco Light RailLink station	Build Phase 1 of the Pedestrian Bridge over the rail and Patapsco Avenue to the Patapsco Light RailLink station	MDOT	Baltimore City Department of Transportation, MTA	2-5 years
		Build Phase 2 of the Pedestrian Bridge over the rail and Patapsco Avenue to the Patapsco Light RailLink station	MDOT	Baltimore City Department of Transportation, MTA	5-10 years
		Build a new street connection from Seamon Avenue at the corner of New Era Academy to Waterview Avenue, at the planned new entry to Middle Branch Park (with wide sidewalk, street trees, planting strips, pedestrian-scaled street lights, and a pedestrian-activated crossing at the new intersection to allow the neighborhood direct access to the park)	Baltimore City Department of Transportation	Baltimore Metropolitan Council	5-10 years
	If and when there's opportunity for business around Cherry Hill Station relocate, develop increased density and mixed-use near the station	Conduct a TOD planning process to plan for this area around the station in detail. Engage the existing property owners to understand their long-term plans for future reinvestment, the number of people they employ, and their openness to relocation in the future	Baltimore City Department of Planning	CHDC, BDC, Baltimore City Department of Transportation, existing property owners, private developers	2-5 years
		Acquire the parcels that face Cherry Hill Road, from the Metals USA parcel to Waterview Avenue or partner with existing owners; redevelop them as a high-density mixed use village, with pedestrian-oriented retail directly across from the station and larger format commercial at the corner of Waterview Avenue and Cherry Hill Road	New development partnership	Baltimore City Department of Planning and Department of Transportation, BDC, CHDC, existing property owners, private developers	5-10 years
		Acquire the remaining parcels north of Jorgenson Road and west of Erick Street or partner with existing owners; redevelop them as employment uses and high density housing and mixed-use	New development partnership	Baltimore City Department of Planning and Department of Transportation, BDC, CHDC, existing property owners, private developers	10-15 years
Acquire the remaining parcels north of Jorgenson Road and west of Erick Street or partner with existing owners; redevelop them as employment uses and high density housing and mixed-use		New development partnership	Baltimore City Department of Planning and Department of Transportation, BDC, CHDC, existing property owners, private developers	10-15 years	
ENVIRONMENT	Clearly identify contaminated land and put a plan in place to mitigate the hazards and determine appropriate land use	Do an environmental analysis of the vacant HABC land and determine what can be used for housing and/or open space	HABC	EPA, Baltimore City Department of Planning and Department of Recreation and Parks	10-15 years
		Do an environmental analysis of the former incinerator site and determine what can be used for housing and/or open space	Baltimore City Department of Recreation and Parks	EPA, Baltimore City Department of Planning	10-15 years
		Relocate Public Works Solid Waste and expand Reedbird Park	Baltimore City Department of Public Works	Baltimore City Department of Recreation and Parks and Department of Planning	10-15 years
	Ensure that more residents can access the waterfront and riverfront trails	Complete the Middle Branch Loop Trail as an early phase project	South Baltimore Gateway Partnership	Baltimore City Department of Planning and Department of Recreation and Parks, Port Covington, Middle Branch planning team	2-5 years
		Install improvements to Middle Branch Park as an early phase project	South Baltimore Gateway Partnership	Baltimore City Department of Planning and Department of Recreation and Parks, Port Covington, Middle Branch planning team	2-5 years
	Reduce health impacts on residents and address repeated property loss due to flooding	Widen sidewalks, install pedestrian-scale street lights and accessible crossings, and add trees or planters, where possible for key walking routes to Middle Branch Park (Cherry Hill Road from Giles to Waterview Ave., and along Waterview Ave.)	Baltimore City Department of Transportation	Baltimore Metropolitan Council, CHDC	5-10 years
Understand the FEMA floodplain maps for the neighborhood, and conduct further studies on impacted areas		Baltimore City Department of Public Works	Baltimore City Department of Planning		
QUALITY OF LIFE	Increase residents' access to fresh food options	Work with HABC to mitigate hazard to the units located in flood-prone areas	Baltimore City Department of Public Works	HABC, Baltimore City Department of Planning	
		Support Black Yield in their effort to finance a food co-op (based on the Dayton model); work with BDC and local banks to expedite financing	Black Yield	CHDC, Banks, Chase, Harbor Bank, Baltimore Development Corporation	0-2 years
	Improve health outcomes, reduce levels of diabetes, heart disease, and cancer	Support Harbor Hospital in the deployment of a mobile unit to help early detection, and prevention; find supplementary funding to add another unit or expand their service to more residents	MedStar Harbor Hospital	HABC, Family Health Center	
		Use the 2017 Neighborhood Health Profile to form new partnerships to address unmet health needs	Purpose Built Communities Steering Committee	Port Covington, Baltimore City Family Health Centers, CHDC	
	Engage residents and continue to advance a 'Cradle to College Pipeline'	Continue discussion with Purpose Built Communities to determine the right time to establish a community quarterback and implement their three-tiered approach	Purpose Built Communities Steering Committee	CHDC	
Establish a 21st Century High School (renovate New Era High School to become a 21st Century School)		Purpose Built Communities Steering Committee	Baltimore City Public Schools, CHDC		
Reduce the crime rate and help people feel more secure investing in Cherry Hill	Expand the capacity of Safe Streets; find them more funding to add personnel	Safe Streets	Cherry Hill Community Coalition, Safe Streets, Baltimore Police Department (Southern District)		
	Strengthen the partnership with the Baltimore Police Department (Southern District) and partner with landlords to install web-based security cameras around properties	Safe Streets	Cherry Hill Community Coalition, Safe Streets, Baltimore Police Department (Southern District)	0-2 years	

Market Potential Timeline



Funding Sources

Every project, especially early phase projects will require a unique and creative combination of funding to be viable.

Each source will carry with it specific project requirements that must be weighed and taken into consideration. For example, many of the buildings in Cherry Hill may benefit from access to the Maryland and Baltimore Historic Tax Credits. In exchange for obtaining the credits, renovations would be required to preserve or restore the historic character of buildings. Each project has a different set of needs and developers and partners will assess the best tools to fund and finance projects.

Possible state, city, and other funding sources are listed below.

State Funding Sources

- Community Legacy Program
- Project C.O.R.E.
- New Market Tax Credits (NMTC)
- Maryland Historic Revitalization Tax Credit (Homeowner Tax Credit and Small Commercial Tax Credit)
- HOME funds
- 4% Low-Income Housing Tax Credits (LIHTC)

- State capital bonds
- EmPower funds
- Partnership Rental Housing Fund (in partnership with HABC)
- Rental Housing Works
- BRNI (Baltimore Regional Neighborhood Initiative)

Baltimore City Funding Sources

- Receivership
- Tax sale/foreclosure
- In-Rem foreclosure legislation
- Community Development Block Grant (CDBG) funds
- HOME funds
- INSPIRE/21st Century Schools initiative
- Baltimore City Employee Homeownership Program (closing cost assistance)
- Baltimore Sustainable Communities Designation (SC)
- Partnerships with the Baltimore Development Corporation
- Affordable Housing Trust Fund

Other Funding Sources

- Funds from South Baltimore Gateway Partnership
- National Trust bonds
- Black Landowners Fund
- Federal Home Loan Bank (FHLB)
- Federal Reserve Bank of Richmond
- Enterprise Community Partners
- University of Baltimore Faith-Based Development Certification Program
- Baltimore Community Lending
- Neighborhood Impact Investment Fund (NIIF)
- Chase Bank, M&T Bank, Harbor Bank, Fulton Bank, and other private banks
- Goldseker Foundation
- Abell Foundation
- Casey Foundation
- Harbor Health
- Baltimore Community Foundation
- Healthy Neighborhoods (private loan fund grants for weatherization, roof repair, refinancing, etc.)
- HABC vouchers for homeownership
- South Baltimore Land Trust
- SB7 Funds
- The Harry and Jeannette Weinberg Foundation



Maryland DHCD Plan Requirements

HOUSING

What are your community's goals and strategies for attracting and sustaining housing investment for households with a range of incomes, ages, and physical challenges? Please elaborate on how you will preserve affordable housing so that barriers to engendering the residential market for lower income home owners are mitigated as the local housing market improves.

Strengths		Weaknesses			
<ul style="list-style-type: none"> - Brick/masonry housing stock - Airy, green character, with houses set back from the street - Strong community; residents who have lived in Cherry Hill a long time (renters, homeowners, and former residents who are still involved in the community) - Stock of affordable housing - Streets/blocks with high concentration of homeowners 		<ul style="list-style-type: none"> - Vacancy (both buildings/houses and land) - High concentration of poverty, low income households, and public housing - Older, smaller housing stock (townhouses are 2-BR, 1-BR, narrow lot, etc. and do not meet the needs/desires of contemporary families for open floor plans, larger living spaces, and more bathrooms) - Low percentage of homeownership (number of owners and available stock of housing) compared to other similar communities in South Baltimore and Anne Arundel County - Low real estate comparables and high renovation costs (labor and materials) 			
Desired Outcomes and Progress Measures		Strategies and Action Items		Implementation Partners	
Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/in what area do you want those challenges to happen? Progress Measure: Identify how you will know that you have achieved your outcome.		Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.		Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.	
Outcome 1: Support existing homeowners and renters to make sure all Cherry Hill residents can stay		Strategy A: Provide rehab and repair grants for owner-occupied housing, including those without (or with more inclusive) income limits		Baltimore DHCD, MD State DHCD, BDC, Foundations, Affordable Housing Trust Fund	
Progress Measure: Quarterly and yearly tracking of Community Risk Factors (such as mortgage denials, foreclosures, percentage of households who moved in the past year, county tax assessments, change in median rents)		Strategy B: Create a one-stop housing center that can make existing renters aware of opportunities for new rental and homeownership opportunities that they may qualify for		CHDC, Purpose Built Steering Committee/501C3 Board	
		Strategy C: Keep an updated inventory of Naturally Occurring Affordable Housing (NOAH) in the neighborhood as well as subsidized housing, including the dates that tax credits and other subsidies expire and track displacement risk factors (with available information)		CHDC, Baltimore City, Affordable Housing Trust Fund	
Outcome 2: Increase the supply of housing, including quality mixed-income housing available to people at affordable, workforce, and market rate price points		Strategy A: Construct 80-100 units of high-quality, mixed-income rental housing in a 4-story building on the Patapsco School Site		CHDC, National/regional mixed-income developers	
Progress Measure: Establish and track benchmarks for project progress (site control, binding agreement with selected development, funding applications, building and site design, closing, etc.)					
Outcome 3: Create new home ownership opportunities affordable to existing residents of Cherry Hill		Strategy A: Renovate 5 vacant rowhouses for affordable homeownership through the Blight Reduction and Homeownership Initiative in partnership with the South Baltimore Community Land Trust, supported by a robust financial literacy and homeownership counseling program		CHDC, South Baltimore Community Land Trust, Fulton Bank, PNC Bank, and other banks	
Progress Measure: Establish and track benchmarks for project progress (lot acquisition, number of families completing financial literacy and homeownership counseling, number of families qualifying for mortgages, increase in the number of renovated/new homeownership units made available in the neighborhood, real estate comps)		Strategy B: Acquire 5-10 additional lots/vacant rowhouses for Phase 2 of the Blight Reduction and Homeownership Initiative (renovations), supported by continued financial literacy and homeownership counseling program		CHDC, Local developer/builder, Baltimore City, MD State DHCD, BDC, Affordable Housing Trust Fund, South Baltimore Community Land Trust, Fulton Bank, PNC Bank, and other banks	
		Strategy C: Partner with a local developer/builder to build 10-20 new construction home ownership houses/rowhouses, sell a portion at market rate and make a portion of those affordable (subsidize and sell to families who have gone through the financial literacy and homeownership counseling)		CHDC, Local developer/builder, Baltimore City, MD State DHCD, BDC, Affordable Housing Trust Fund, Harbor Bank, and other banks	

ECONOMY

Sustainable communities provide employment and business development opportunities for residents and merchants, and consider opportunities for sustaining and strengthening vulnerable households. What are your goals and strategies for improving the economy of your community, including your local business district, if applicable? What are your goals for connecting the local workforce to job opportunities (either in the community or region) and to asset building opportunities or other programs that can build family wealth (EITC, savings strategies, immigrant supports, etc.)

Strengths		Weaknesses	
<ul style="list-style-type: none"> - Entrepreneurial spirit in the community; current residents with interests in starting small businesses - Town Center with functioning businesses and an institutional owner (Catholic Charities) - Regional hospital and associated medical offices and diagnostic centers (MedStar Harbor Hospital) - P-TECH program at New Era Academy (partnership with Baltimore Port Alliance) - Banks interested in partnering with the community (Chase Bank, M&T Bank, Harbor Bank) 		<ul style="list-style-type: none"> - Lack of fresh foods and grocery store in the neighborhood that residents can walk to - Gap between entrepreneurial spirit and capacity to start businesses (access to capital, financial tools/knowledge, support) - Low incomes and high concentration of poverty, low family wealth - Lack of job training, workforce development, child care, and other types of support to move into higher paying/living wage jobs - Social deterrents at key locations for economic activities, shopping, accessing transportation to get to jobs (loitering and crime in Town Center, petty crime and drug sales near methadone clinic by the Cherry Hill LRT station) - Lack of retail amenities that would attract higher incomes to the neighborhood 	
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners	
Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify who you will know that you have achieved your outcome.	Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.	Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.	
Outcome 1: Revitalize Town Center	Strategy A: Design and install art crosswalks at Cherry Hill Road and Terra Firma and Seabury	CHDC, Baltimore City Department of Transportation	
Progress Measure: Track metrics such as the \$ rent/SF of retail space, community investments by property and business owners, number of local residents employed, and number of violent and non-violent crimes	Strategy B: Apply for funding to improve lighting, tree coverage, stormwater management, and pedestrian accommodations/furniture in the Town Center parking lot	Baltimore City Department of Transportation, Catholic Charities, Blue Water Baltimore	
	Strategy C: Acquire or partner to redevelop any properties with interested sellers; focus on retail uses that support community-owned businesses, incubators, and that meet community needs, such as restaurants and eateries	CHDC, BDC, Created for So Much More	
Outcome 2: Attract a grocery or fresh food market to Cherry Hill to meet the needs of the residents	Strategy A: Expand the Baltimore Lyft Grocery Access Program to include subsidizing grocery delivery to residents' homes so they don't have to leave the neighborhood	CHDC, BDC, South Baltimore Gateway Partnership	
Progress Measure: Use health indicators, partnership with MedStar Harbor Health, and surveys of residents to track access to healthy food	Strategy B: Acquire a site and sell shares for co-op grocery store	Black Yield, BDC, Banks, Foundations, South Baltimore Gateway Partnership	
	Strategy C: Acquire a site/building and fundraise to attract a locally-owned and run bodega-style small grocer	CHDC, BDC, Foundations	
Outcome 3: Support local Black-owned small businesses and entrepreneurship	Strategy A: Set up a Cherry Hill Business Incubator, formalize a 501c3 and locate in the Patapsco Elementary building, partner with Elev8 and organizations offering workforce development training, hire staff, begin supporting existing businesses	Elev8 Baltimore, BDC, Banks, Middle Branch Fitness and Wellness Center, HABC, Philanthropy, University of Maryland, Baltimore City Community College	
Progress Measure: Track the number of existing and new businesses owned by Cherry Hill residents or supported through the Business Incubator	Strategy B: Relocate the Cherry Hill Business Incubator to Carter G. Woodson, co-located with the Adult High School, renovate a space for the Business Incubator, hire additional staff and offer scaled rent and other support to new businesses	Elev8 Baltimore, BDC, Banks, Middle Branch Fitness and Wellness Center, HABC, Philanthropy, University of Maryland, Baltimore City Community College	

TRANSPORTATION

What policies, strategies, and projects are envisioned to strengthen the transportation network that affects the neighborhood? How will these initiatives support enhanced transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing, economic development and transportation land uses?

Strengths	Weaknesses	
<ul style="list-style-type: none"> - Cherry Hill Light RailLink station provides direct access to downtown Baltimore (less than a 10-minute ride) - Cherry Hill Light RailLink station has been selected as the future Baltimore Maglev station, making Cherry Hill a key transfer point in regional transportation - Cherry Hill has two MTA routes (71 and 26) that provide access to other parts of the city 	<ul style="list-style-type: none"> - The neighborhood is physically disconnected and isolated from adjacent areas by barriers (the Patapsco River, rail, and topography) and has only three vehicular entry points (Waterview Ave., and Hanover and Potee Street) - The Hanover Street Bridge is in disrepair with potholes and needs substantial repair and rebuilding - Sidewalks throughout the neighborhood are substandard widths, obstructed by utility poles, lacking safe separation from moving traffic lanes, cracked, and not conducive to pedestrians walking - Fewer households have access to private vehicles than in the City as a whole - Bicycle infrastructure is limited or non-existent in much of Cherry Hill - Crosswalks are missing at key intersections of heavy pedestrian traffic (like in the Town Center and along routes to schools), threatening safety of both adults and children - Individuals and families are unsafely walking along and crossing the rail tracks to access the Patapsco Light RailLink station 	
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify who you will know that you have achieved your outcome.</p>	<p>Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.</p>	<p>Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.</p>
<p>Outcome 1: Allow all residents to safely walk to key destinations in Cherry Hill</p>	<p>Strategy A: Design and paint community art crosswalks at three intersections:</p> <ul style="list-style-type: none"> - Cherry Hill Road and Terra Firma Road - Cherry Hill Road and Seabury - Cherry Hill Road and Round Road 	<p>Baltimore City Department of Transportation, Baltimore City Police, CHDC, Local artists and community organizations, Philanthropy</p>
<p>Progress Measure: Monitor pedestrian-bicycle-vehicle accidents and injuries, regularly survey residents about their perceived level of safety when walking and bicycling and their transportation choices within the neighborhood and to destinations outside the neighborhood (origin and destination data)</p>	<p>Strategy B: Widen the sidewalks, install pedestrian-scale street lights and accessible crossings, and add trees or planters, where possible for key walking routes to the Middle Branch Fitness and Wellness Center</p> <ul style="list-style-type: none"> - Cherryland Road from Cherry Hill Road to Reedbird Avenue, both sides of street - Reedbird Avenue from Cherry Hill Road to Hanover Street - Seamon Avenue from Cherry Hill Road to Reedbird Avenue - Cherry Hill Road from Giles to Cherryland Road 	<p>Baltimore City Department of Transportation, Baltimore Metropolitan Council</p>
<p>Outcome 2: Celebrate the heritage and history of Cherry Hill through special signage and gateways</p>	<p>Strategy A: Plant trees, flowers, and shrubs at key gateways, install monument or low signs at appropriate entry points announcing arrival in Cherry Hill</p> <ul style="list-style-type: none"> - Potee Street and Waterview Avenue - Waterview Avenue and Cherry Hill Road - Cherry Hill Road and Round Road - Potee Street and Cherry Hill Road 	<p>Baltimore City Department of Transportation, CHDC, Local community organizations, Philanthropy</p>
<p>Progress Measure: Survey residents about level of satisfaction with community identity</p>	<p>Strategy B: Replace standard street signs with specially designed signs to celebrate the historic African American figures for which streets are already named</p>	<p>Baltimore City Department of Transportation, CHDC, Local community organizations, Philanthropy</p>
<p>Outcome 3: Create new pedestrian and vehicular connections to connect the neighborhood to destinations, including Middle Branch Park and Patapsco Light RailLink station</p>	<p>Strategy A: Build a new street connection from Seamon Avenue at the corner of New Era Academy to Waterview Avenue, at the planned new entry to Middle Branch Park (including generous sidewalk widths, street trees, planting strips, pedestrian-scaled street lights, and a pedestrian-activated crossing at the new intersection to allow the neighborhood direct access to the park)</p>	<p>Baltimore City Department of Transportation, Baltimore Metropolitan Council, MDOT</p>
<p>Progress Measure: Track project benchmarks (design and construction funding allocations, % design complete, % construction complete)</p>	<p>Strategy B: Build Phase 1 of the Pedestrian Bridge over the rail and Patapsco Avenue to the Patapsco Light RailLink station</p>	<p>Baltimore City Department of Transportation, MTA, MDOT</p>

ENVIRONMENT

The inclusion of safe and connected streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, reusing a vacant lot for a new community park or playground, and launching a rain barrel initiative and 'green street' strategies for mitigating water run-off. Describe policies, initiatives or projects that will increase community access to green spaces, parks as well as protect and preserve natural resources such as water.

Strengths		Weaknesses	
<ul style="list-style-type: none"> - Lots of open space, including a waterfront park - Access to riverfront - Existing partnerships with organizations during stormwater and streetscaping improvements - Future Middle Branch Park improvements - Future Middle Branch Fitness & Wellness Center - Many active youth organizations 		<ul style="list-style-type: none"> - Vacant underutilized land - Former incinerator and city dump located here - Low-lying parts of the neighborhood and flood-prone - Infestation of vermin that cause health impacts - Noise impacts associated with the train tracks that run along the southern edge - Unsafe pedestrian crossings of the railroad tracks - Recently closed recreation centers 	
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners	
Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify who you will know that you have achieved your outcome.	Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.	Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.	
Outcome 1: Clearly identify contaminated land and put a plan in place to mitigate the hazards and determine appropriate land use	Strategy A: Do an environmental analysis of the vacant land and determine what can be used for housing and/or open space	Baltimore City, HABC	
Progress Measure: Grant applications for funding to study the hazards on the former incinerator site and to fund environmental remediation			
Outcome 2: Ensure that more residents can access the waterfront and riverfront trails	Strategy A: Advocate for completion of the riverfront trail included in the Middle Branch Park Master Plan	Baltimore City, Port Covington, Middle Branch Planning team	
Progress Measure: Cherry Hill and South Baltimore surveys, park use cameras and counters	Strategy B: Identify pedestrian paths from the interior of the neighborhood to walking trails along the river and work with the city on how the trails can be expanded	Baltimore City Planning, Public Works, Middle Branch Planning team	
Outcome 3: Reduce health impacts on residents and address repeated property loss due to flooding	Strategy A: Revise the flooding maps for the area, and/or do further study on impacted areas	Baltimore City, Public Works, Baltimore City Planning	
Progress Measure: Cherry Hill Homes resident surveys, yearly maintenance calls and spending for street-by-street addresses	Strategy B: Work with HABC to mitigate hazard to the units located in flood-prone areas	HABC, Baltimore City, Public Works, Baltimore City Planning	

QUALITY OF LIFE

A community can gain social and physical benefits from access to a healthy, natural and built environment. Applicants may wish to consider a range of 'quality of life' strategies, including but not limited to: healthy food access, quality educational opportunities, and reduction of crime and blight. Identify the quality of life goals and strategies that are a priority for your community, and explain how you will address those needs.

Strengths		Weaknesses			
<ul style="list-style-type: none"> - Local organizations such as Safe Streets are partnering with the police and community to curb crime - MedStar Harbor Hospital is a strong partner working on health outcomes locally - The Family Health Center located in the town center is adding a pharmacy - Town Center is being renovated - Two schools are now 21st-Century Schools - Purpose Built Communities is potential partner - Black Yield working to fund a food co-op to address food desert 		<ul style="list-style-type: none"> - Safety is still a real and perceived barrier to people staying in and coming back to Cherry Hill - Worse health outcomes as compared to the City - Life expectancy is about 4 years lower than in the City - High absenteeism rates - Lower reading proficiency scores than the City - Many families living in poverty and higher unemployment - This is a major food desert with little access to fresh food 			
Desired Outcomes and Progress Measures		Strategies and Action Items		Implementation Partners	
Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify who you will know that you have achieved your outcome.		Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.		Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.	
Outcome 1: Increase residents' access to fresh food options		Strategy A: Support Black Yield in their effort to finance a food co-op (based on the Dayton model); work with BDC and local banks to expedite financing		Black Yield, CHDC, Banks, Chase, Harbor Bank, Baltimore Development Corporation	
Progress Measure: Track a fundraising campaign for the co-op similar to the Gem City Market process in Dayton, OH for opening a store (<i>please reference the Appendix for more information about this case study</i>)					
Outcome 2: Improve health outcomes, reduce levels of diabetes, heart disease, and cancer		Strategy A: Support Harbor Hospital in the deployment of a mobile unit to help early detection, and prevention; find supplementary funding to add another unit or expand their service to more residents		Harbor Hospital, HABC, Family Health Center	
Progress Measure: Track community health outcomes, being monitored by The Baltimore Health Department and MedStar's Community Health Needs Assessment		Strategy B: Use the 2017 Neighborhood Health Profile to suggest new partnerships to address unmet health needs			
Outcome 3: Work with residents to ensure they understand how to engage in revitalization efforts in the neighborhood		Strategy A: Continue discussion with Purpose Built Communities to determine the right time to establish a community quarterback and implement their three-tiered approach		Purpose Built Communities, Port Covington, CHDC	
Progress Measure: Establish a community quarterback within 12 months; track yearly progress of the Purpose Built approach					
Outcome 4: Reduce the crime rate and help people feel more secure investing in Cherry Hill		Strategy A: Expand the capacity of Safe Streets; find them more funding to add personnel. Strengthen the partnership with the Baltimore Police Department (Southern District) and partner with landlords to install web-based security cameras around properties		Cherry Hill Community Coalition, Safe Streets, Baltimore Police Department (Southern District)	
Progress Measure: Monitor crime rates, calls to 911, track non-fatal shooting rates, homicide and youth homicide rates (baseline in 2017 Neighborhood Health Profile)					

COMMUNITY ENGAGEMENT

Quality communication and established relationships with residents and community groups is important to equitable community development. Thus, it is vital that the community is part of this revitalization process and remain informed of the efforts associated with it. Engagement and awareness efforts are facilitated by community outreach, using such methods as community organizing, hosting public meetings, and using social media. Please explain how you will keep the community stakeholders engaged in the revitalization process.

Strengths		Weaknesses			
<ul style="list-style-type: none"> - CHDC is very active in the community - HABC is a partner at the table along with the tenant council - Many youth organizations are doing good work - This process established a steering committee to guide the work - Youth are engaged - The city is an active partner: Planning, BDC, etc. 		<ul style="list-style-type: none"> - There have been many plans and the community is tired of planning - Day-to-day challenges may keep people from being engaged (such as feelings of safety, time availability, childcare) - People have limited time/resources to participate - Because of poverty rates, there are limits on how to reach people 			
Desired Outcomes and Progress Measures		Strategies and Action Items		Implementation Partners	
Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify who you will know that you have achieved your outcome.		Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.		Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.	
Outcome 1: Keep residents up-to-speed with implementation of the plan		Strategy A: CHDC sends consistent communications to all residents via mailing or social media at a regular interval and updates the CHDC website regularly		CHDC, Purpose Built Steering Committee, HABC	
Progress Measure: Track increased participation at gatherings and/or social media following, etc.		Strategy B: CHDC forms partnership with a few key organizations that work with residents daily to better inform and engage a broader group of residents		CHDC, Purpose Built Steering Committee, Youth Resiliency Institute, The Eagles, RICH, Elev8, CHOICE	
Outcome 2: Involve youth as active advocates for improvements in the neighborhood		Strategy A: Partner with the schools and/or an existing youth organization to form a youth council or devise ways that youth can be more active participants in the implementation of this plan		Local schools, Youth Resiliency Institute, The Eagles, RICH, Elev8, Purpose Built Communities	
Progress Measure: Track increased awareness at each of the three schools, engagement by parents, and more youth participating in the process		Strategy B: Identify small interventions in the neighborhood that youth can help design or build, find opportunities for art installations			

APPENDIX

APPENDICES IN THIS DOCUMENT

- Homeownership Case Studies
- Dayton Co-Op Grocery Study
- Overview of the East Lake Revitalization (Purpose Built Communities)
- UDA X-Rays and Basemapping

APPENDICES UNDER SEPARATE COVER

Consultant Produced Documents

- RCLCO Homeownership/Housing Analysis
- RCLCO Grocery Analysis
- RCLCO Retail Requirements
- RCLCO Supporting Data
- Community Engagement Documentation (Mongalo-Winston Consulting)

Reference Documents

- Transforming East Lake: Systematic Intentionality in Atlanta
- MedStar Health: Community Health Needs Assessment (2018)
- Baltimore City Health Department Neighborhood Health Profile (2017)

HOMEOWNERSHIP

NEIGHBORHOOD PROFILE

Map of South Baltimore

Compared to South Baltimore and the rest of the city as a whole, Cherry Hill has a higher concentration of very low income households, with over half of all households earning less than \$25,000 compared to only 30% of all households in both South Baltimore and in the city as a whole. Additionally, Cherry Hill has significantly fewer households at the highest income levels compared to both South Baltimore and the city as a whole. This helps to underscore the continued needs for affordable housing options in the neighborhood.

Household Income Comparisons

Income Bracket	City of Baltimore	South Baltimore	Cherry Hill
< \$25,000	29.5%	14.5%	50.7%
\$25,000 - \$34,999	14.5%	12.7%	13.7%
\$35,000 - \$49,999	16.8%	16.7%	13.9%
\$50,000 - \$74,999	19.5%	10.5%	9.0%
\$75,000 - \$99,999	20.0%	20.7%	6.3%
> \$100,000			7.2%

In addition to household income, it is important to understand the Cherry Hill's Area Median Income ("AMI") profile. AMI goes a step further and defines income qualifications based on household size (the larger the household, the higher the AMI threshold). The distribution of households by AMI band is important to understand as the financing tools available to help fund housing projects often are dependent on providing housing restricted to certain AMI bands.

Minority the income distribution detailed above, almost half of all households in Cherry Hill make less than 30% of AMI, and roughly half of these households (about a quarter of all households in Cherry Hill) are single person households. While this demographic is better served by high quality rental housing, there is sufficient depth of demand at higher AMI bands and among slightly larger households that new homeownership opportunities in Cherry Hill are likely supportable from a demand perspective.

Cherry Hill Area Median Income Profile

Household Type	Under 30% AMI	30% - 50% AMI	50% - 80% AMI	80% - 120% AMI	Over 120% AMI	TOTAL
1-person household	738	239	199	83	64	1,323
2-person household	268	164	117	119	120	608
3-person household	165	117	35	44	37	399
4-person household	96	59	31	26	12	225
5+ person household	120	40	25	30	12	237
TOTAL QUALIFYING HOUSEHOLDS	1,418	619	407	312	245	3,001
Distribution	47%	21%	14%	10%	8%	100%

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GROCERY ANALYSIS

GROCERY SITE SELECTION CRITERIA

When selecting the sites for new stores, national grocery store chains often compare the following characteristic across the surrounding area of various sites:

- Number of households
- Number of workers
- Spending Power (amount that is likely to be spent on retail)
- Traffic counts
- Qualitative facts (i.e., Share of people with college degree)

These factors are often measured within a three-mile radius of a potential grocery store site.

To better understand the market opportunity for a grocery store from the perspective of the grocery store chains, the three mile radius around Cherry Hill Town Center was compared to the three-mile radii around other surrounding stores.

GROCERY STORE ANALYSIS RESULTS

The current grocery store landscape is very competitive with eight grocery stores within the general vicinity of Cherry Hill as illustrated on the map above and the summary of the site selection criteria for the three mile radii around each of these stores is summarized on the chart below.

The neighborhood of Cherry Hill is currently too small from a household perspective to support a national chain grocery store on its own and would need to bring in customers from the surrounding areas. A typical grocery store needs to generate at least \$10 million in revenue annually, and the average store generates over \$20 million. Factoring in additional grocery spending from SNAP and other government programs², Cherry Hill could generate \$14 million in spending, more than the minimum of \$10 million, but this figure is below that of the other comparison three mile radii. Thus, many operators would find needing to rely on capturing nearly all of a neighborhood's grocery spending too risky to support operations.

Grocery stores also require a high traffic counts and are sometimes willing to trade-off some household density and spending power for a high-traffic location. While the three-mile radius surrounding Cherry Hill Town Center has a moderate household base and spending potential, the traffic counts are far too low to attract a reputable chain. Potosi Street, the most trafficked street in Cherry Hill, only sees traffic counts of around 16,000 vehicles. Traffic counts could increase if the street is changed to two-way traffic, which would make a location on Potosi potentially viable for a grocery store as more household density is added to the neighborhood.

	CHERRY HILL	SOUTH BALT.	CHERRY HILL TOWN CENTER	LA MART	SAFEWAY	FOOD TESTER	HARRIS	ALDI	SAVE A	WHOLE FOODS
Number of Households	3,001	45,117	27,891	42,837	80,969	29,429	83,886	48,478	29,557	102,875
Employees	3,096	62,777	153,382	97,431	207,572	37,414	204,111	85,700	36,070	222,556
Total Household Spending	\$14M ¹	\$164M	\$248M	\$259M	\$342M	\$134M	\$333M	\$124M	\$144M	\$374M
Traffic Counts		6,630	24,401	3,340	42,771	6,438	35,242	24,161	6,900	7,800
% with Bachelor's Degree	10%	24%	33%	26%	40%	18%	39%	21%	18%	32%

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RETAIL REQUIREMENTS

BASIC RETAIL REQUIREMENTS

Like any business, retail centers function with revenues and expenditures.

Revenues

Rent – Retail centers bring in income from the rent payments made by tenants using the space according to the amount specified in the lease agreement. Not retail leases also require the retail tenant to pay additional expenses such as utilities and property taxes for the space they lease.

Expenditures

Operating Expenses ("OpEx") – Operating expenses include property taxes, insurance payments, and any spending required to maintain common areas such as parking lots, walkways, etc.

Capital Expenditures ("CapEx") – Capital expenses include money spent to upgrade and maintain the physical building such as re-doing the building facade, replacing the building's roof, or making emergency repairs.

Financing-Related Expenditures – If the owner/landlord of the property had to take a loan out, there are expenses related to paying off the loan plus the interest accrued as part of the loan.

EXAMPLE: 50,000 SF NEIGHBORHOOD SHOPPING CENTER – FULL MARKET RENTS FOR TYPICAL FOR-PROFIT RETAIL CENTER

Revenue	OpEx and CapEx	Financing-Related Expenditures
Size: 50,000	OpEx (5% of Revenue) (\$2,500)	Initial Loan Amount: \$2,500,000
Occupancy: 90%	CapEx (\$2,250) (0.5% of Revenue)	Interest Rate: 4.50%
Rent Per SF: \$10 NNN		Loan Term: 20 Years
Total Rent: \$450,000	Total OpEx and CapEx: (\$4,750)	Total Annual Finance Costs: (\$173,000)

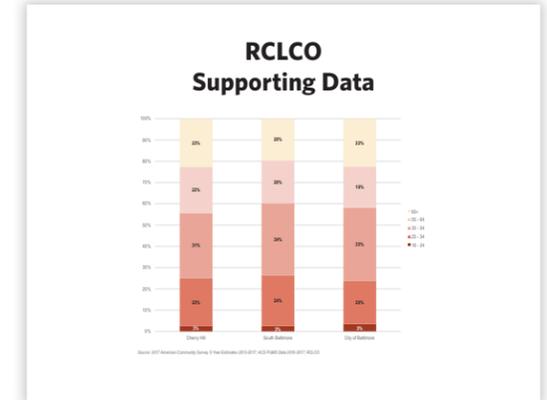
In this example, the retail center has net operating income (revenues less OpEx and CapEx) of \$425,000, however the owners have to play to annual financing costs of \$173,000, bringing the total profit to around \$250,000. This is typical of a successful retail center in an environment where all tenants are able to pay market rents.

CHERRY HILL TOWN CENTER

Cherry Hill Town Center is the main retail center serving the neighborhood and it is currently anchored by Family Dollar and the Library. The center is owned by Catholic Charities which intends to have the center be an asset to the community. For example, the organization is raising \$4Million for improvements to the center which includes complete updating the facade and creating a marketplace/community space next to Family Dollar. In addition to the many tenants paying market rate rents, Catholic Charities offers retail spaces to organizations, such as the Library, Johns Hopkins WIC center, and the Southern Community Action Center, at below market rents because they better the community even though these tenants do not offer the same financial upside as other tenants able to pay market rent.

One of the goals of the marketplace is to potentially partner with an organization that can provide business training and assistance to local entrepreneurs from Cherry Hill. As part of the program, these initial start ups could be offered subsidized rent in the Town Center until they are fully able to support market rate rents. However, this makes it more difficult for the center to breakeven and operate.

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Community Engagement Documentation

Cherry Hill Transformation Plan
Baltimore, MD
November 2019- March 2020

Transforming East Lake: Systematic Intentionality in Atlanta

The East Lake community in Atlanta faced high rates of violence and unemployment and low graduation rates. Now, more than 20 years after its decline, the neighborhood — and life for its young people — has dramatically improved.

America's Promise Alliance Case Study | CENTER for PROMISE

Community Health Needs Assessment

2018

Knowledge and Compassion Focused on You

BALTIMORE CITY 2017 NEIGHBORHOOD HEALTH PROFILE

Cherry Hill

BALTIMORE CITY HEALTH DEPARTMENT

Revised June 2017
health.baltimorecity.gov

Housing — Homeownership Case Studies

LARIMER/EAST LIBERTY, PITTSBURGH

WHAT WE KNOW

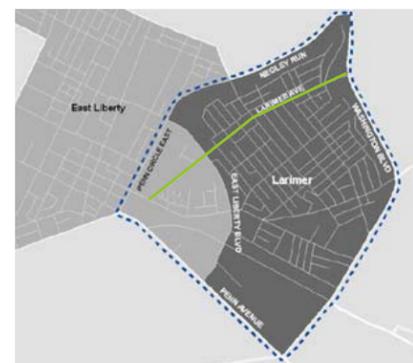
In the 1940s and 1950s, East Liberty was a vibrant, bustling urban center, third in the state of Pennsylvania only to Downtown Pittsburgh and Downtown Philadelphia. East Liberty was a hub for African American culture. Duke Ellington's co-composer, arranger and right-hand man, Billy Strayhorn and other famous musicians regularly performed in East Liberty. After WWII, redlining, disinvestment, and illegal discriminatory practices segregated what had been a diverse district. By 1970, East Liberty had become a location of concentrated government subsidized housing. The City of Pittsburgh erected three high-rise public housing towers in the neighborhood totaling 500 units and additional low rise public housing complexes. Through an Urban Renewal plan, 1 million square feet of buildings and 350 acres of land were demolished.

Larimer is the residential neighborhood immediately next to East Liberty. After WWII, it transitioned and became one of the first neighborhoods in the City where Black individuals could become homeowners. There was great pride in the neighborhood's Italianate houses, gardens, and schools.



East Liberty and Larimer began a process of planning for revitalization in 1980. Each neighborhood developed a strategic plan — The Larimer Community Plan (1998) and A Vision for East Liberty (1999). The Larimer Vision Plan was then created in 2010.

In 2010, Larimer had a population of 1,728 and was 86% African American. Over 25% of buildings were vacant, and when vacant land was included, up to 70% of the neighborhood was vacant. Nearly 40% of the neighborhood were homeowners; the community identified increasing homeownership as a top priority.



Losing 1 Million Square Feet
Between 1950 and 1980, East Liberty lost over a million square feet of buildings. 350 acres were demolished

LESSONS RELEVANT TO CHERRY HILL

During the 2000s, the public housing in East Liberty was incrementally developed into mixed-income rental housing. From 2000 through 2011, 195 rental workforce, affordable, and market rate units were developed in this part of East Liberty/Larimer.

In 2013, East Liberty/Larimer was awarded a Choice Neighborhoods Implementation Grant. The \$30 million grant will build 334 new rental mixed-income units adjacent to the first 195 units. The total project cost for the 334 rental units is \$120 million.

In 2019, the public and private partners announced that funding has been secured for the first homeownership project in the neighborhood. The project will include:

- 20 Rehab and 6 New Construction homes will be created in East Liberty/Larimer
- 18 of the 26 homes will be sold to families making 80% AMI or less (In 2019, 80% AMI in Allegheny County was an annual income of \$63,920)
- Support services similar to what is being provided by CHDC are being provided to help families make the transition to homeownership (pre-purchase counseling, homeowner education, post-purchase counseling)

Lesson 1: Substantial mixed-income rental housing is usually needed to re-set the market before medium-sized homeownership projects can succeed

In Larimer, the concentration of public housing needed to be transitioned to mixed-income rental housing to re-set the market and signal that people were starting to invest in the neighborhood.

The Larimer Consensus Group made homeownership a priority in 1998. Even though that was the end goal, they had to focus on attracting some people with higher incomes to move back to the neighborhood first.

By the time that the partners raised the funds for 26 ownership houses to be developed (mostly renovation), 426 new construction mixed-income rental townhouses and apart-

ments had been built. The mixed-income rental housing was strategically located in the highest visibility locations and built with market rate amenities and finishes.

Lesson 2: Homeownership requires a relatively large amount of subsidy per unit, but can positively impact families, as long as it is done carefully

There is an important trade off when planning to increase home ownership, especially homes that will be affordable to families who are at or below the area median income.

- Each affordable ownership home requires more subsidy than a mixed-income rental unit
- The funding sources are more limited
- Homeownership is important for building wealth and can have a positive impact for families who become owners
- It requires more money per house so the project sizes are typically smaller

WHO ARE THE PARTNERS?

The partners for the Larimer homeownership project are both public and private, including:

- Urban Redevelopment Authority of Pittsburgh (URA) \$1.5 Million in construction financing \$430,000 in deferred mortgage financing for low-income buyers (\$24,000/house)
- US Bank (New Market Tax Credits) \$7 Million
- Dollar Bank \$2.3 Million
- Local Initiative Support Corporation (LISC) through Neighborhood Allies \$500,000
- East Liberty Development Incorporated (the local community development corporation)
- Open Hand Ministries
- Circles Greater Pittsburgh

SANDTOWN-WINCHESTER, BALTIMORE

WHAT WE KNOW

Cherry Hill is a neighborhood of traditional Baltimore rowhouses and beautiful landscapes. As Cherry Hill looks forward to the development of homeownership opportunities in the neighborhood, it faces significant challenges:

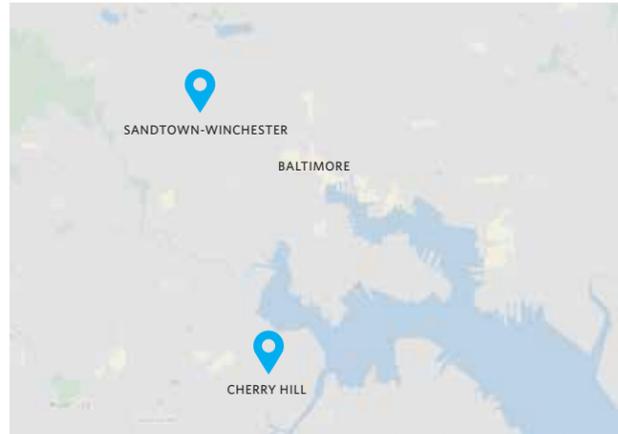
- Current available housing stock does not meet the needs of the modern family
- The cost of a conventional renovation can price many members of the community out of the market
- Appraisals of renovated homes can be limited by the surrounding neighborhood context

The neighborhood of Sandtown-Winchester in West Baltimore is a neighborhood of similar population and proximity to downtown Baltimore that also undertook a transformation process in pursuit of increased homeownership and neighborhood revitalization. While there is still much work to do in Sandtown-Winchester, the lessons learned can give Cherry Hill tools to rise to its challenges.

LESSONS RELEVANT TO CHERRY HILL

Sandtown-Winchester is an African-American working-class neighborhood in west Baltimore of approximately 9,000 residents. Known locally as Sandtown, the neighborhood was often called Baltimore's Harlem in the 1950s and 60s, raising prominent residents such as Billie Holiday, Thurgood Marshall, and Cab Calloway. As suburbs of the city grew in popularity in the latter half of the 20th century, many people left Sandtown, leaving close to half of the housing stock vacant. Manufacturing jobs left the area, and drug and gang activity infiltrated the neighborhood. Racial unrest, including the Baltimore Riot of 1968, was also characteristic of the area.

In the 1990s, developer James Rouse partnered with then-Baltimore Mayor Kurt Schmoke with a vision to transform the conditions that weaken struggling communities. The Sandtown-Winchester Neighborhood Transformation Initiative was born of their effort, with an extensive community engagement process focusing on physical development, economic development, health, education, family support, substance abuse, crime and safety, and community pride and



spirit. The Sandtown-Winchester Neighborhood Transformation initiative built or renovated over 1000 units, including the renovation of 600 public housing units, Gilmore Homes. Of these, 236 for sale townhouses were completed in three phases in the initiative's Homeownership Zone.

Lesson 1: Renovate to Meet the Needs of the Modern Family

Much of Cherry Hill's homeownership opportunity lies in the renovation of existing housing stock. In Sandtown, of the 236 for sale townhouses built, 36 of them were renovations of existing traditional Baltimore rowhouses. While 24 of these were renovated conventionally, 24 others were combined into 12 Twofer units. The traditionally renovated units were approximately 1,100 square feet, two-bedroom one-bath homes, and were considered the larger of the traditional row houses available to be rehabilitated. With larger family sizes and modern needs, families needed another option. The Twofer units combined two smaller rowhouses into four-bedroom, two-bath homes with large closets and kitchens to meet current needs and trends. The Twofers were approximately 1,800 square feet, edging much closer to current averages. The exteriors of the combined homes remained the same, with color-coded doors indicating which units belong together. This typology sold much more quickly than the traditionally rehabilitated units.

Lesson 2: Implement mortgage strategies to place homeownership within reach

Increasing costs of construction and renovation create additional roadblocks to providing for homeownership. 60% of the houses constructed in Sandtown-Winchester's Homeownership Zone were targeted at 60% or below Baltimore AMI, which was \$63,100 in 2003 when phase 1 was completed. To make purchasing more accessible, each home had a 1st mortgage, \$40,000 for the 1,100 SF homes and \$55,000–\$57,000 for the combined 1,800 SF units. The City of Baltimore held a silent, second mortgage on each home of \$16,000, forgivable after 15 years. The target market for the rest of the homes were residents who were making 60%–80% of the Baltimore AMI.

Lesson 3: Develop in a coordinated way, block-by-block or street-by-street

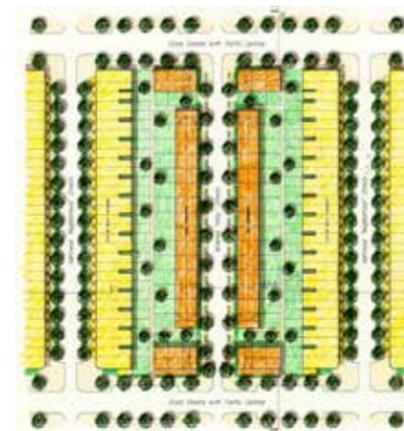
One of the challenges of newly renovated homes is that the surrounding homes can depress the value, even if the house has the size and amenities of a modern family home. The community and partners in the Sandtown-Winchester neighborhood approached renovation and new construction on a block by block basis. They considered the transformative nature of completing every house on a block and ideally, both sides of a street, catalytic to further neighborhood change, as well as important to the feeling of a safe place to be.

WHO WERE THE PARTNERS?

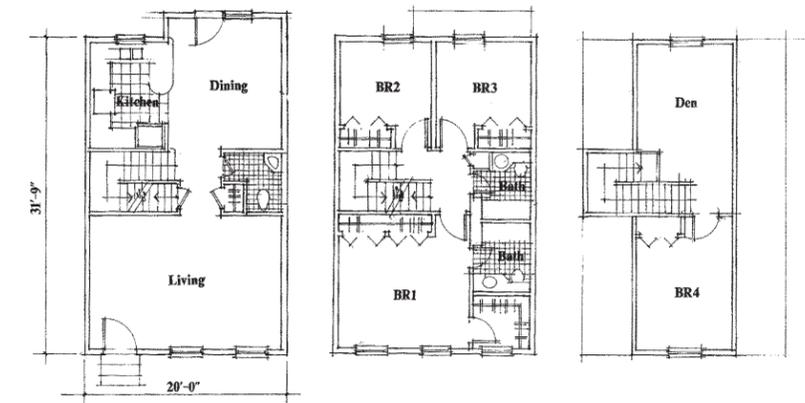
The partners for the Sandtown-Winchester Neighborhood Transformation Initiative included a combination of public and private entities, including:

- HUD (Department of Housing and Urban Development)
- City of Baltimore Department of Housing and Community Development
- State of Maryland Department of Housing and Community Development
- Susquehanna Bank
- Federal Home Loan Bank of Atlanta
- BUILD (Baltimoreans United In Leadership, Baltimore Churches and Synagogues)
- Enterprise Community Loan Fund

The partners raised or contributed \$28.4 million in interest-free loans for low-income homebuyers, low-interest mortgage financing, land, site clearance, and municipal services. The Enterprise Foundation also played what they considered a nontraditional role in the initiative, providing on-site staffing and technical assistance in addition to funding.



Plan of a complete block redevelopment



(Left) 3 levels of floor plan of Tower unit

Co-op Grocery Store Case Study

GEM CITY MARKET, DAYTON, OHIO

PROCESS FOR SELECTING A SITE

- Commissioned market study by a national wholesaler
- Determined a location with low access to healthy
- Conducted an online survey of 1,100 people
- Considered metrics about population density and spending power to support a grocery anchor of significant size

WHAT IS THE MODEL?

The store will be co-owned by workers and community members. Member owners are people who choose to purchase a community membership share of the store. The options for purchasing shares are:

- \$100/share (of \$10/month for 10 months)
- Companies and health partners sponsor 50/50 matches for residents of adjacent zip codes
- Those who are eligible for any type of government assistance or are self-identified limited/low/fixed income can purchase a community-owner share for a one-time payment of \$10

PROJECT FINANCING/FUNDING

The total project cost will be \$3.9 Million. Funding will be combined from:

- Membership sales
- Community donations
- Targeted loan opportunities
- Philanthropic dollars

PROJECT TIMELINE

2015

- Public Health Opportunity Mapping
- Formation of Food Access Steering Committee

2016

- Support from University of Dayton and industry
- Complete market studies, surveys, business plan and financial model

2017

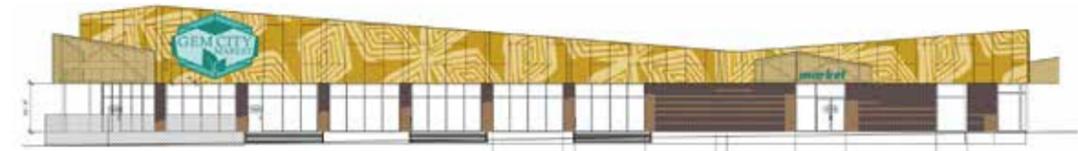
- April — First public meeting to present the business plan and seek feedback from the community
- April — Incorporated the cooperative and began accepting memberships
- August — 500 members (~\$50,000 raised from memberships)

2018

- February — Hired membership coordinator
- April — First annual members meeting, elected 2 community board members (to join 7 existing members)
- April — 50/50 partnership with health provider (gain of +400 members)
- May — Launch capital campaign
- May — 1,000 members (~\$100,000 raised from memberships)
- July — 1,500 members (~\$150,000 raised from memberships)
- September — Architect selected, community input sessions
- September — First annual Block Party

2019

- March — 50/50 match announced for residents of market-adjacent neighborhoods
- March — 2,000 members (~\$200,000 raised from memberships)
- May — 2nd annual members meeting, voted to pursue alcohol license
- July — Partnership with health provider to create a community teaching kitchen
- July — Re-branding
- July — Request for proposals for general contractor

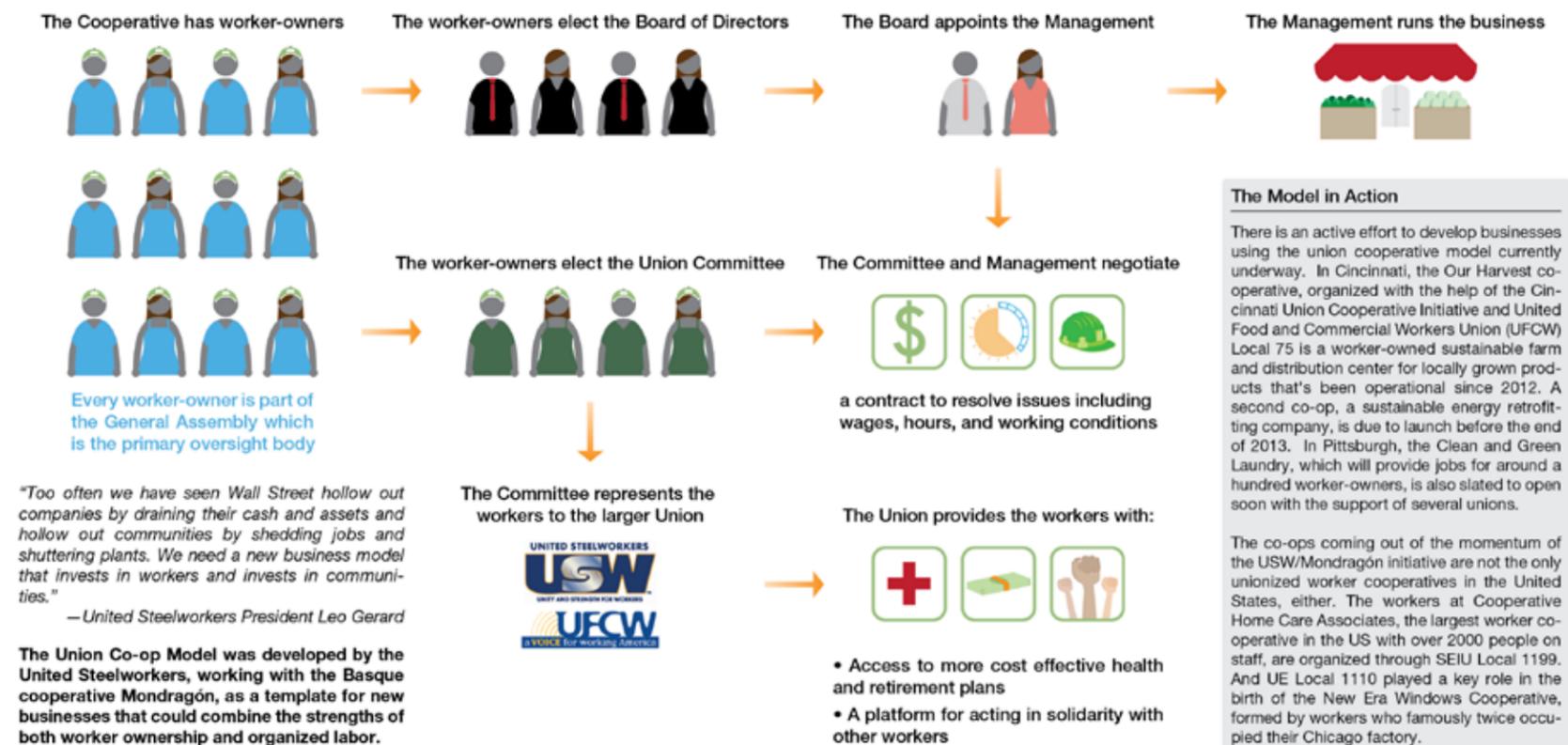


- September — groundbreaking/Annual Block Party
- October — general contractor selected
- October/November — demolition of existing building
- November — community listening meeting
- December — 2,400 community members (~\$230,000 raised from memberships)

2020

- January — New logo revealed
- January — New Market Tax Credits (NMTC) announced, Community Benefits Agreement established with the building trades to keep jobs in the community
- Spring — grading and earthwork
- Fall — opening

The Union Co-op Model



For more information on the Union Co-op Model, see: <http://union.coop>
Designed by Benjamin Yi



Overview of the East Lake Revitalization



Overview of the East Lake Revitalization

In 1995, a group of private and public sector leaders planted the seeds of change for success in the East Lake neighborhood in Atlanta. East Lake was home to a 650-unit public housing complex (East Lake Meadows). The neighborhood was the center of a massive drug trade, had a crime rate 18x the national average, an employment rate of 13%, and an average resident income of less than \$5,000. Only a staggering 30% of students in the neighborhood graduated from high school. Despite the statistics, real-estate developer and philanthropist Tom Cousins partnered with Atlanta Housing Authority President and CEO Renée Glover, resident leader Eva Davis, and local business leaders to undertake the monumental task of revitalizing the neighborhood.

The team understood that revitalizing the neighborhood would require a holistic approach. Their work included the following:

1. Defined neighborhood

This effort began with focus on a neighborhood one square mile large – East Lake. The team believed they could positively impact life outcomes for residents at the neighborhood level (rather than a city or county level). While this was a pioneering idea in its day, research now continues to affirm place matters.



2. Mixed income housing

The team led the redevelopment of the East Lake Meadows apartment complex (that concentrated poverty) into The Villages of East Lake (VOEL). VOEL is comprised of 542 apartments, townhomes, villas and garden apartments, half are market rate and half are publicly subsidized, with no difference between subsidized or market-rate homes. The employment rate has improved drastically since 1995 - 100% of work-eligible adults living in subsidized homes are now in school or employed. VOEL's high-quality construction and practical amenities surrounded by safe walkways and streets has positively impacted the neighborhood.



Top: East Lake Meadows pre-revitalization
Bottom: The Villages of East Lake

3. Cradle to college education pipeline



Drew Charter School students

Drew Elementary School, before the revitalization, was the lowest performing elementary school in Atlanta Public Schools. The team worked with education experts to create Drew Charter School, which is now a seamless, neighborhood-serving education pipeline for students Birth – 12th grade. Students living in VOEL and the surrounding East Lake neighborhood have priority to attend Drew Charter School, which is now one of the top-performing elementary, middle, and high schools in Atlanta Public Schools.



4. Health and wellness

The team brought health and wellness amenities to the neighborhood. Three examples include Publix grocery store, the Resident and Community Support Program (RCSP), and The First Tee®. Publix was the first major grocer to build a store in the neighborhood in decades. RCSP builds community and provides resources and programs focused on economic stability, career development, financial literacy, and community partnerships that enhance employment readiness and help residents thrive. To build upon the legacy of golf and the East Lake Golf Course, the team engaged The First Tee®, a year-round golf instruction and life skills program that provides students an opportunity to develop life-enhancing values such as honesty, integrity and sportsmanship through golf and character education.



First Tee golf program student

5. Community Quarterback Organization (CQB)

The East Lake Foundation was launched as the CQB of the neighborhood to ensure transformation success by providing consistency and support for strong partnerships with public and private stakeholders and investors (i.e., local housing authorities and school boards, developers, non-profits, philanthropic individuals and organizations, and elected officials). The establishment of this single purpose, non-profit CQB ensures an entity wakes up every day focused on ensuring equity, maintaining affordability, and improving health outcomes in the neighborhood.

East Lake as one model for community transformation

As word of East Lake's success spread, other philanthropic civic leaders expressed interest. Purpose Built Communities was established in 2009 to replicate the East Lake model in other urban areas of concentrated poverty around the nation. Billionaire investor Warren Buffett and former hedge fund manager Julian Robertson joined Cousins in backing the organization. Purpose Built Communities network is comprised of 28 local communities, and the organization continues to work with many other communities nationwide to provide a blueprint for breaking the cycle of intergenerational poverty and building brighter futures.



X-Ray Analysis

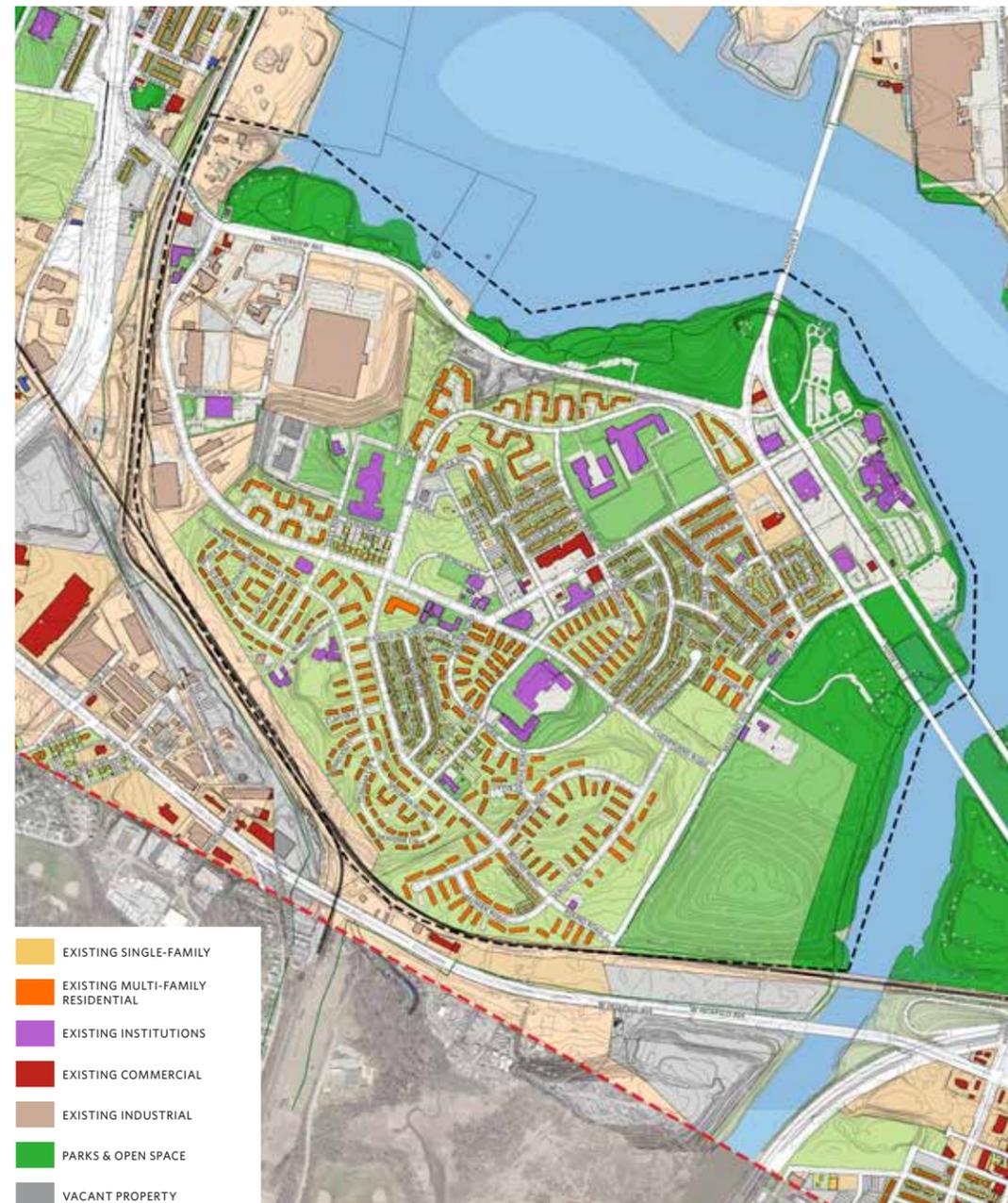
EXISTING USE CONDITIONS

Portrait of Existing Uses

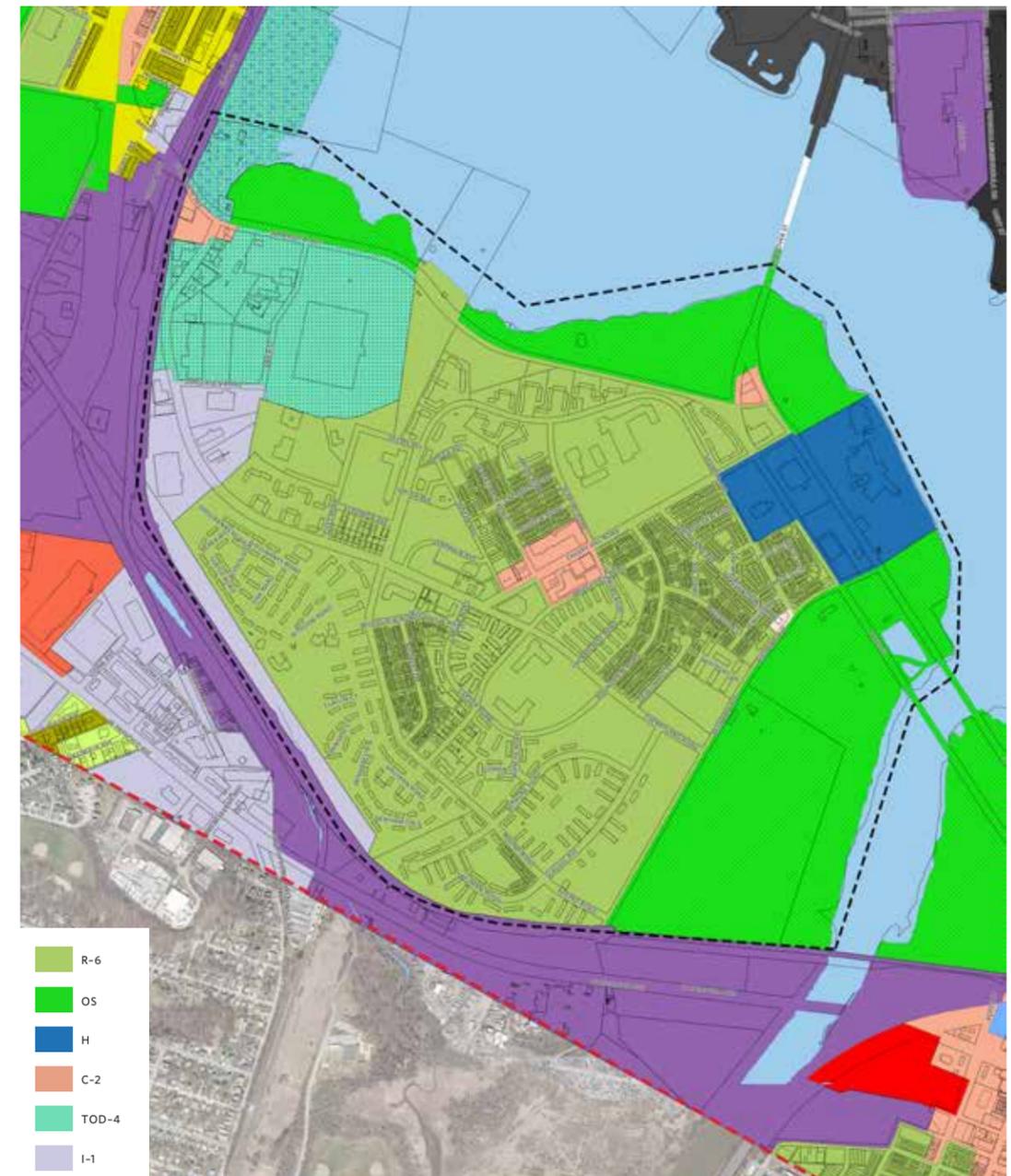
The Portrait of Existing Conditions examines existing land use and building use in Cherry Hill. This allowed the team to see potential connections, gaps, and patterns in the overall landscape.

Existing Zoning Categories

The Zoning diagram shows the uses that are permitted for each parcel. Most of Cherry Hill is zoned for open space and residential uses, which allow for other public uses, such as schools.



A Portrait of Existing Conditions Current land use patterns in Cherry Hill.



Zoning This diagram shows the zoning designations in Cherry Hill. The neighborhood is largely zoned for residential (R-6) and open space (OS) uses, with smaller areas for hospital (H), commercial (C-4), TOD (TOD-4), and industrial (I-1) uses.

TRANSPORTATION ANALYSIS

The two transportation x-rays, Streets and Arterials and Bus Routes, show the primary methods of transportation throughout Cherry Hill.

Streets and Arterials

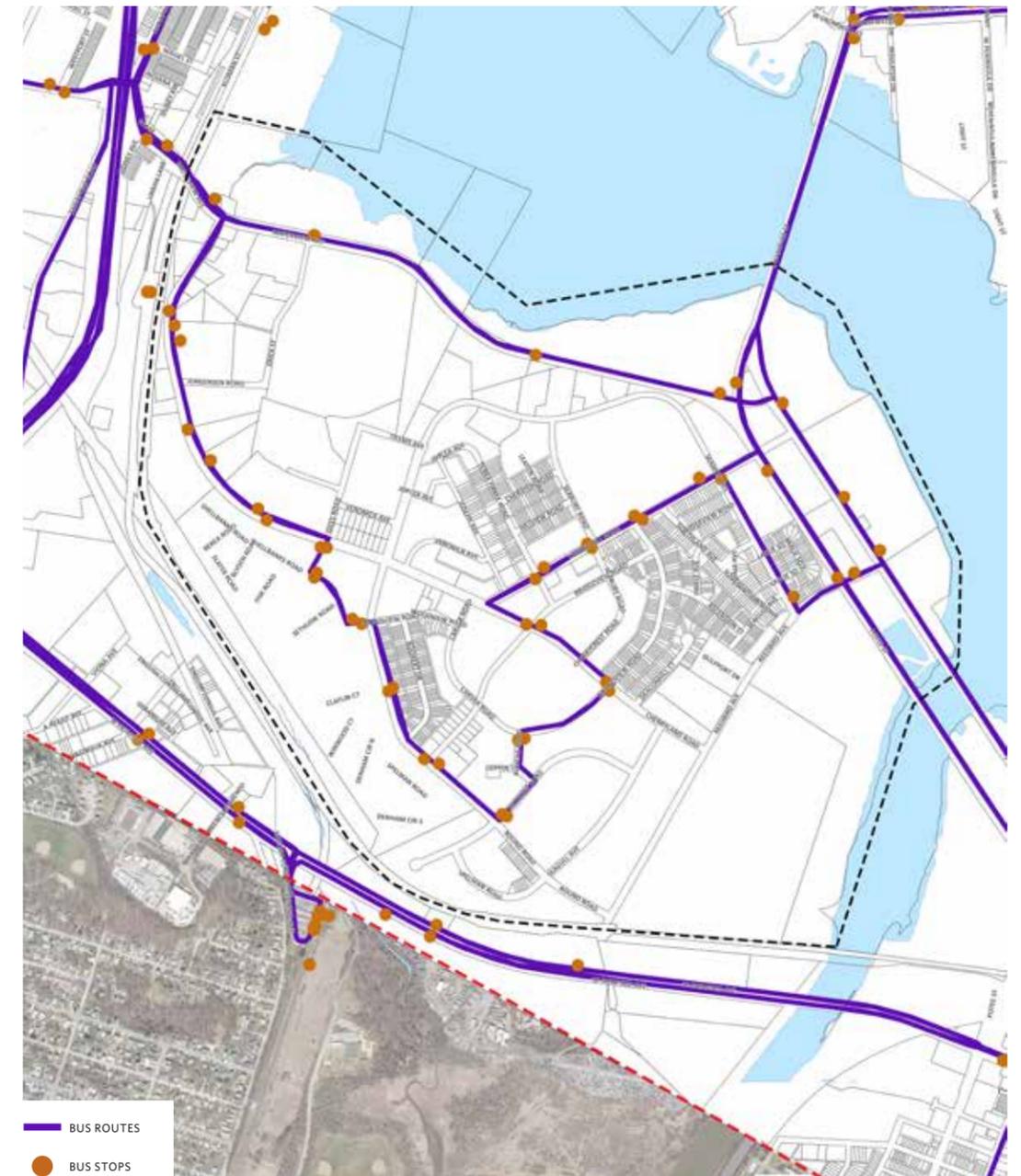
The Streets and Arterials x-ray shows a street pattern unique in Baltimore for its relaxed, curvilinear structure. This pattern is part of what residents voiced a strong desire to keep as indicative of the character of Cherry Hill. The arterial streets in yellow show the main patterns of vehicle transportation within the neighborhood, while the highways in Red emphasize the limited connectivity between Cherry Hill and the rest of the City of Baltimore.

Bus Routes

The Lightrail Link and bus routes (71, 26) has one primary route throughout the center of Cherry Hill while other routes are on the perimeter. Residents expressed concerns with the reliability of bus service, as well as accessibility for those who didn't live near the primary route.



Streets & Arterials Local streets, arterials and highways.



Bus Routes Current bus routes in Cherry Hill

LAND OWNERSHIP X-RAYS

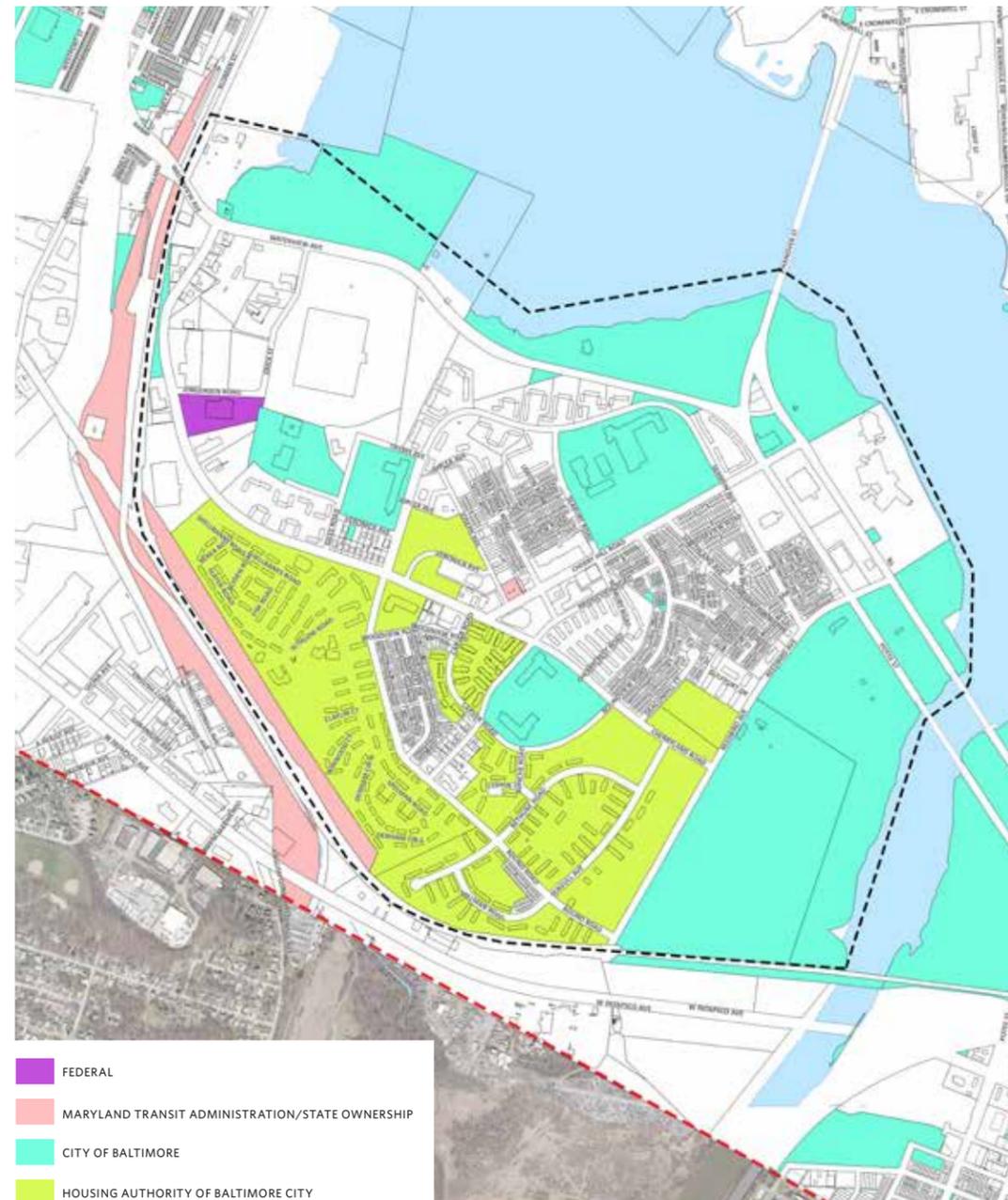
Understanding land ownership in Cherry Hill helps put development opportunities in perspective.

Publicly Owned Land

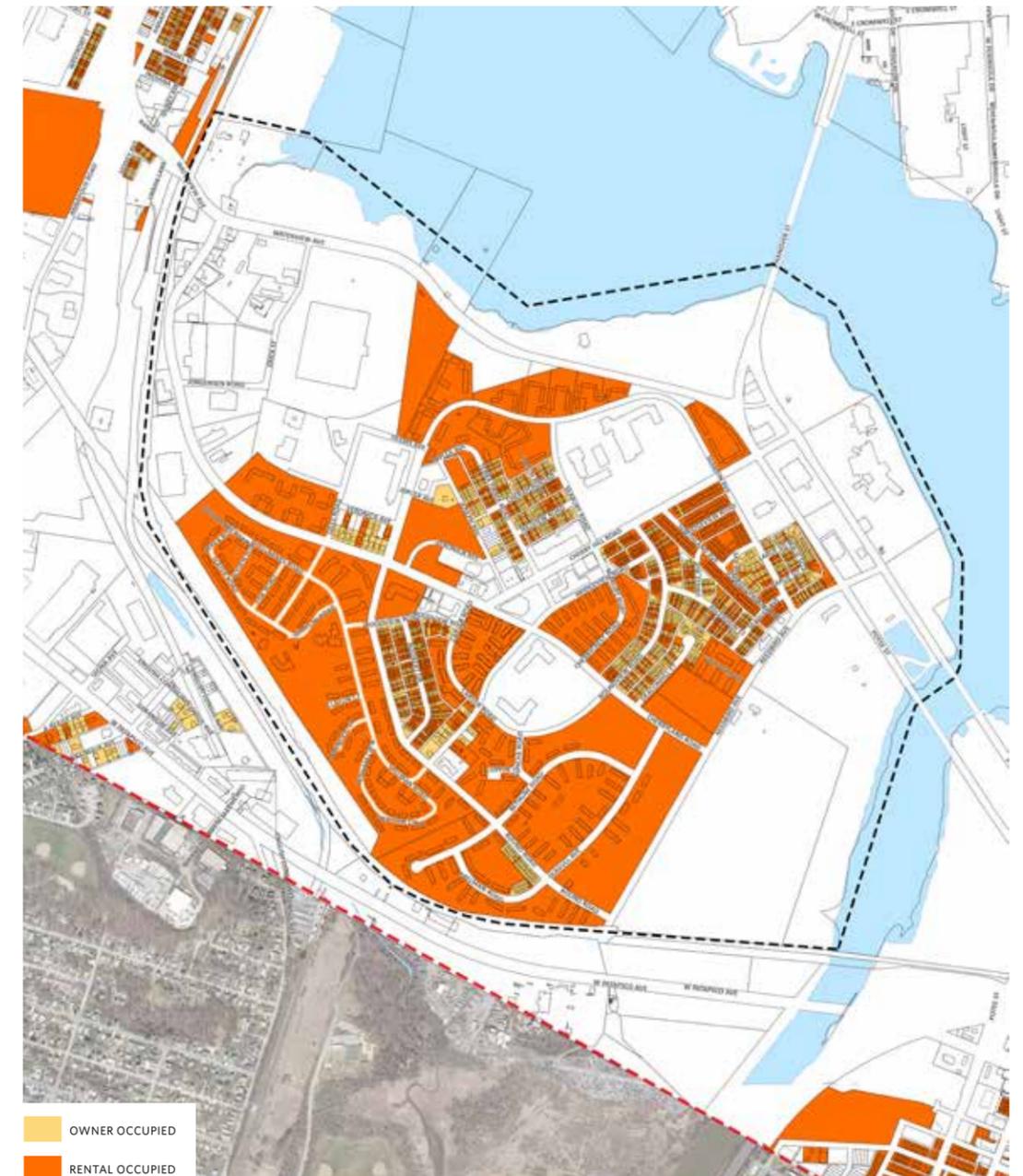
Large swatches of Cherry Hill are owned by public entities, including the Housing Authority of Baltimore City and the City of Baltimore. Much of this land encompasses Cherry Hill Homes and community assets like the 21st Century Schools, Middle Branch Park.

Owner Occupied Vs. Rental Occupied

The vast majority of residential ownership in Cherry Hill is occupied by renters rather than owners. This includes both public housing residents and private renters.



Publicly Owned Land Land owned by public entities, including the Housing Authority of Baltimore City, the City of Baltimore, the Federal Government, and the State of Maryland



Owner Occupied Vs. Rental Occupied Rental housing vs owner occupied housing in Cherry Hill

RESIDENTIAL AND INSTITUTIONAL X-RAYS

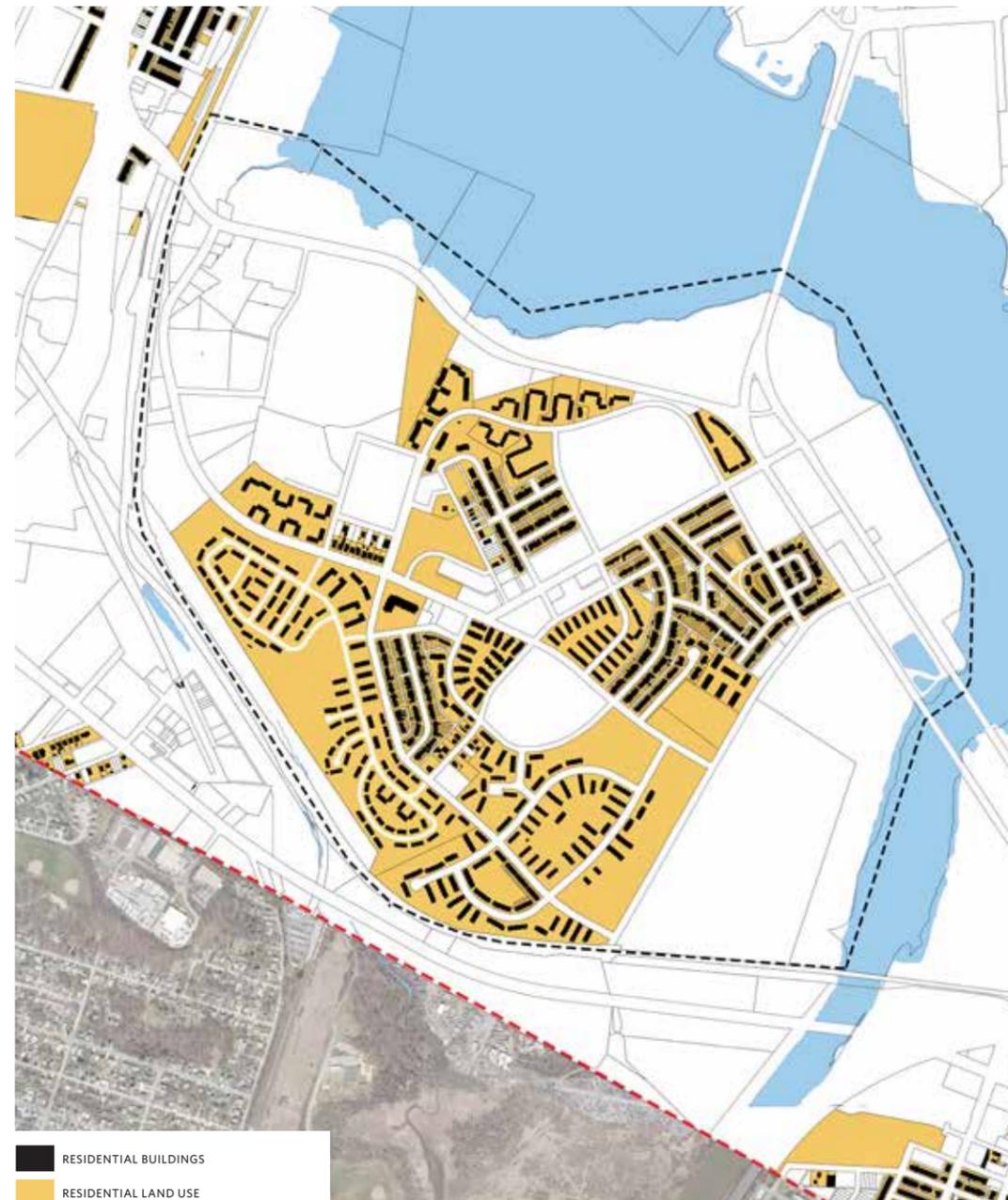
Cherry Hill is a primarily residential community. The large swaths of residential land surround institutional anchors, including the 21st Century Schools, New Era Academy, MedStar Harbor Hospital, and faith anchors.

Residential X-ray

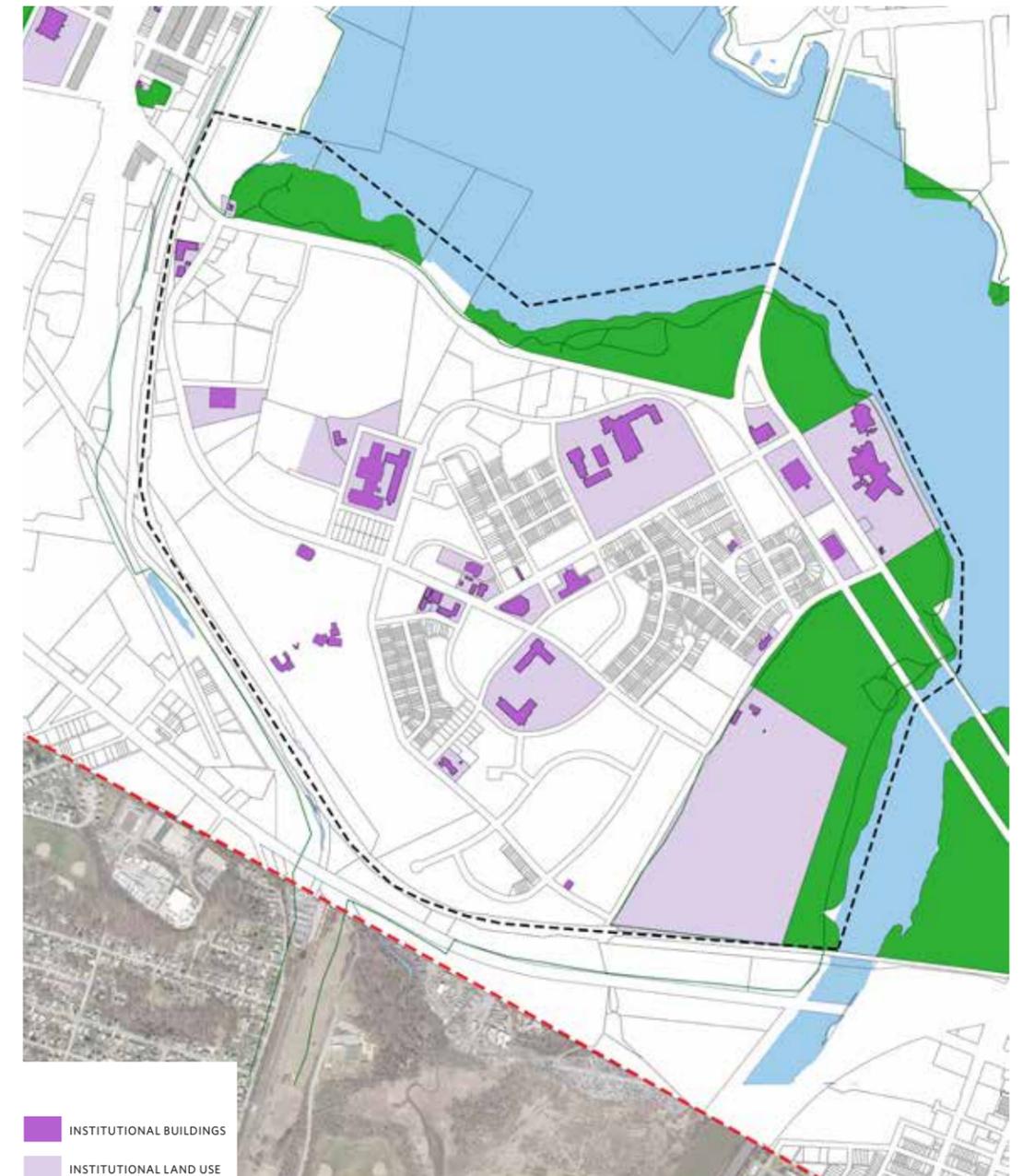
The residential x-ray shows residential land use and buildings in Cherry Hill.

Institutional X-ray

The institutional x-ray shows land and buildings owned by institutions as well as park space. The major institutions are anchors in the center and on the edges of Cherry Hill.



Residential Land Use Residential land use in Cherry Hill, including single and multifamily



Parks and Institutions Parks and institutions, such as churches and schools.

COMMERCIAL AND INDUSTRIAL X-RAYS

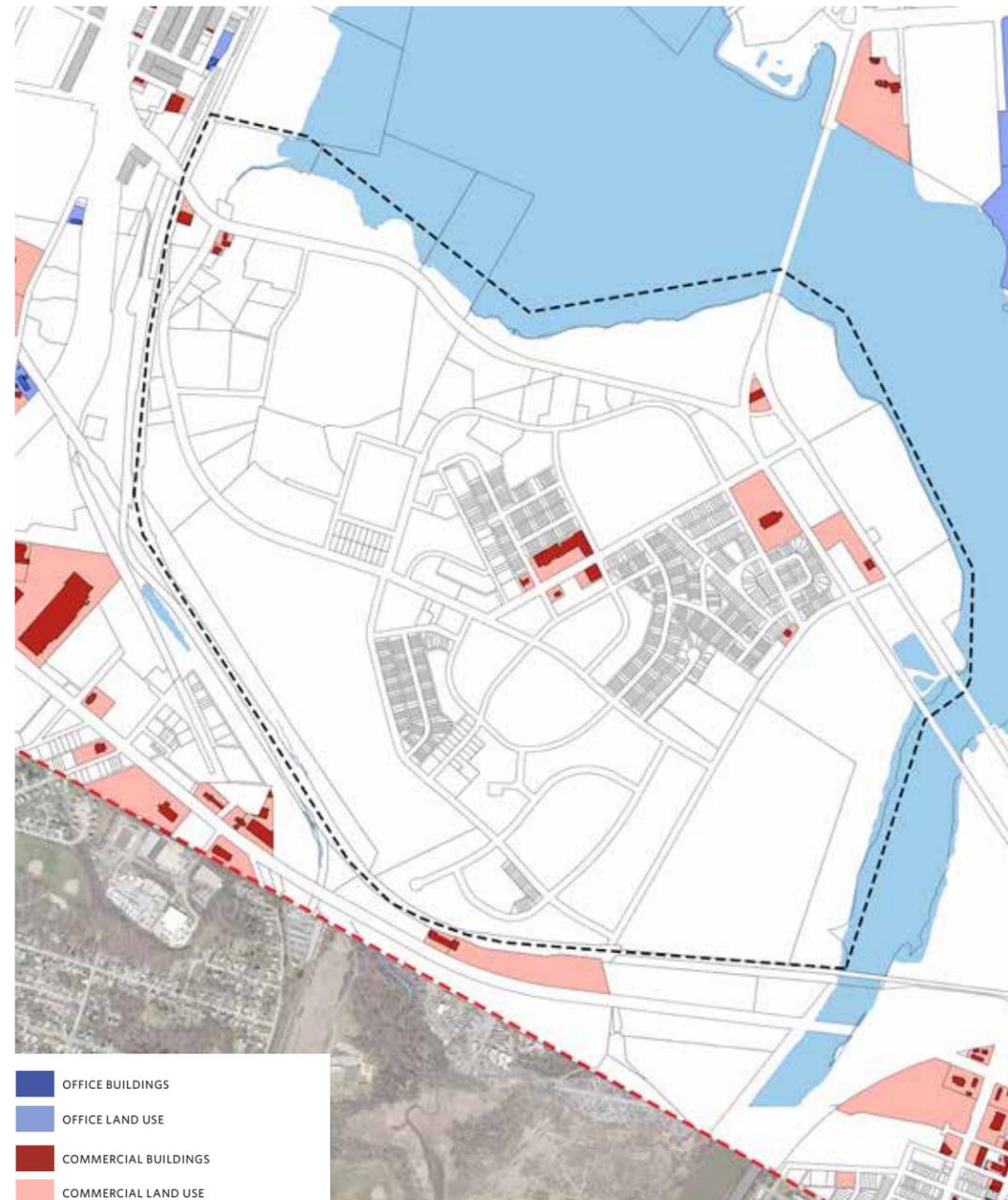
Commercial and industrial buildings and land use in Cherry Hill provide valuable job centers as well as a place for the community to shop or use services.

Commercial X-ray

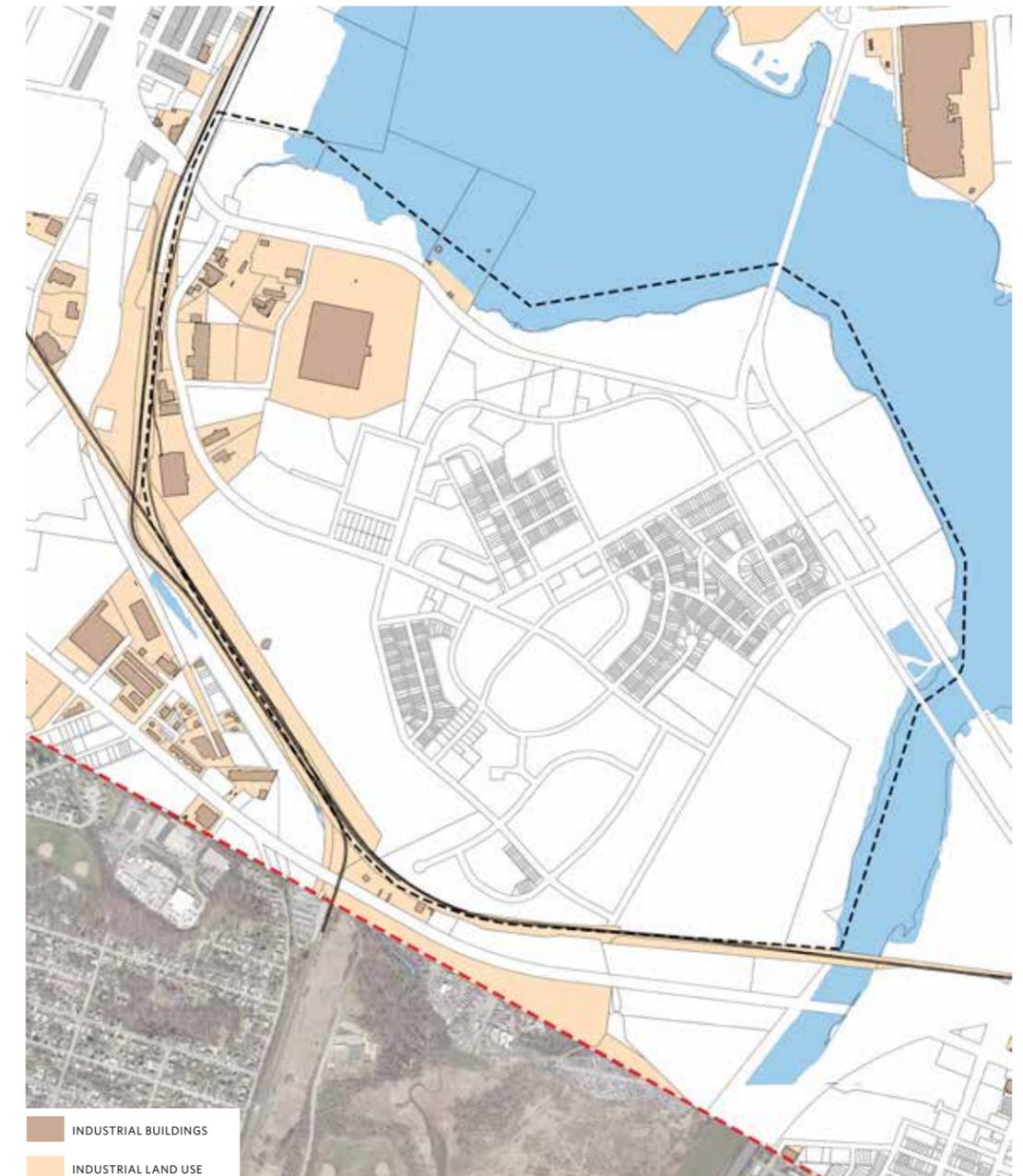
The commercial x-ray shows commercial and office land use and buildings in Cherry Hill. Cherry Hill has a small commercial node at the Cherry Hill Town Center, then a small number of scattered commercial sites on Hanover and Potee street and Waterview Avenue. Residents have expressed a desire for more retail options and support for community-owned businesses.

Industrial X-ray

Waterview Avenue has a large node of industrial uses clustered near the railroad tracks. While some of these uses are active, some are unclear in terms of activity.



Commercial Land Use Commercial land use in Cherry Hill



Industrial Land Uses Land (tan) and buildings (brown) currently used for industrial and ports.