

Department of Housing & Community Development Capital Improvement Plan FY2023 - FY2028

Agency Overview

DHCD's mission aptly summarizes the agency's overall capital strategy: DHCD leads City efforts to promote thriving neighborhoods through community revitalization investments; supporting homeowners; funding critical programs and neighborhood stakeholders; creating and preserving affordable housing; and ensuring safe conditions through code enforcement.

DHCD Equity Statement

Equity in housing and community development must begin with acknowledgement that the history of slavery and institutional racism is undeniably woven into the fabric of present conditions. The challenge is to ensure that the past does not define the future.

The Baltimore City Department of Housing & Community Development (DHCD) is committed to equitable community development that benefits all Baltimoreans. This approach requires that we understand and commit to redress the long-standing race-based barriers and policies that have devastated neighborhoods, concentrated poverty, and created an affordable housing crisis.

In understanding equity, we have a tremendous opportunity to "get community development right." This means:

1. Ensuring community voices are central to shaping neighborhood redevelopment;
2. Minimizing the displacement that can occur with rising values;
3. Supporting existing homeowners and residents to help them stay in their homes;
4. Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment;
5. Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought, and
6. Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable.

Brandon M. Scott, Mayor • **Alice Kennedy**, Housing Commissioner

417 East Fayette Street • Baltimore, MD 21202 • 443-984-5757 • dhcd.baltimorecity.gov



With this approach, there is a commitment to equity and inclusive redevelopment from the start.

DHCD Equity Framework	Equity in Practice
1. Ensuring community voices are central to shaping neighborhood redevelopment	<ul style="list-style-type: none"> • Community engagement in focus areas • Impact Investment Area workgroups • Commitment to transparency
2. Minimizing the displacement that can occur with rising values;	<ul style="list-style-type: none"> • Homestead Tax Credit Outreach • Support building community wealth • Preserve Affordable Housing units • Include Displacement Mitigation Section in Comprehensive Housing Plan
3. Supporting existing homeowners and residents to help them stay in their homes;	<ul style="list-style-type: none"> • Housing and Homeownership Preservation Division • Impact Investment Area Implementation Strategies • Middle Neighborhoods
4. Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment;	<ul style="list-style-type: none"> • Baltimore SHINES
5. Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought, and	<ul style="list-style-type: none"> • Work with small developers on LDDAs • Developer Incentives to guarantee homeownership outcomes
6. Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable.	<ul style="list-style-type: none"> • Culture shift within the agency • Neighborhood Development Officer (NDO) activities • NDO + Planner teams for IIAs

DHCD Framework for Community Development

The City of Baltimore’s “A New Era of Neighborhood Investment – A Framework for Community Development” continues to guide DHCD efforts. The framework outlines 3 strategies to support community development and revitalization efforts across the City. A fitting summary of these strategies is “building from strength.” Baltimore is full of thriving communities powered by dedicated community development partners and neighborhood associations. DHCD is committed to building on the City’s many assets across more than 270 neighborhoods. The DHCD FY23 capital budget supports these strategies:

1. Expand Resources and Capacity for Community Development:

DHCD will ensure that investments generate the maximum benefits for communities by allocating resources efficiently and strategically. Highlights from the FY23 capital budget include: Citywide and site specific acquisition, and Community Catalyst Grants.

2. Promote Access and Equity:

This strategy requires that we as an agency and community understand and commit to redress the long-standing income- and race-based barriers that have devastated neighborhoods and disadvantaged the people living in them. It also requires that the communities themselves are central to shaping neighborhood visions and plans. An excellent example of this is DHCD convened Impact Investment Area working groups to implement the community’s vision for revitalization in 7 key geographies. These working groups are comprised of community associations, elected officials, DHCD Neighborhood Development Officers, planners from DOP, and other key agency staff. The purpose of these working groups are to identify the overarching goals, identify priorities, assign tasks, give status updates, and develop initiatives in the 7 Impact Investment Areas (IIAs). (The geographies are Park Heights, West, Johnston Square, East Baltimore Midway, Broadway East, Coldstream Homestead Montebello, and Southwest.) The FY23 capital budget includes a line item for these Impact Investment Areas; activities that will be funded include: site assembly, developer incentives, homebuying incentives, and repair grants for legacy homeowners in these IIAs.

3. Invest in ALL Neighborhoods:

DHCD is committed to both place-based and citywide capital investments. Strategies and approaches that work in one neighborhood may not work in another, and thus DHCD's capital investments will be strategically deployed based on market and asset conditions. FY23 highlights that support this work include: Baltimore Homeownership Incentive Programs (BHIP), Land Management of City-Owned Properties, and a suite of demolition and stabilization projects to preserve Baltimore's housing infrastructure.

Capital Projects

Affordable Housing

As part of its intentional, equitable community development efforts, and to minimize displacement, DHCD supports the production and preservation of quality affordable housing. The DHCD FY23 capital budget request includes \$7 million in Affordable Housing program bonds as approved by Baltimore City voters. This money will support the Affordable Housing Trust Fund, also approved by Baltimore City Voters.

Supporting Partners

The Community Catalyst Grants program represents a significant capital investment in building the capacity of community-based organizations that drive community development in neighborhoods. The requested capital will support local community-led projects, and most importantly, those lead by new and emerging organizations who typically lack access to capital. This funding currently supports over 35 organizations working on affordable housing, community revitalization, and mixed-use development.

Demolition and Stabilization

By City Charter, DHCD enforces the housing code and addresses blighted and unsafe conditions in the City. Demolition is often a necessary component of this work, both to eliminate blight and create sites for redevelopment. The stabilization of deteriorating vacant properties is equally important in blocks that communities choose to preserve. City demolition capital leverages tens of millions annually in State Project CORE demolition and other investment.

Preserving and Incentivizing Homeownership

Homeownership is a widely held American aspiration that generates important social and psychological benefits for families and stabilizes neighborhoods and property

values. The DHCD CIP request includes loans and grants to assist low- and moderate income homeowners with weatherization, energy efficiency, and roof and home repairs that are critical to preventing displacement, homelessness, and blight. This suite of FY23 capital investments helps ensure that residents benefit as the neighborhoods in which they have long lived begin to thrive again, and that they have assets to pass to future generations.

Redevelopment Projects

DHCD has critical, ongoing project commitments for multi-year Capital investments to improve neighborhoods. These include: the transformative Perkins/Somerset/Old Town Choice Neighborhoods project in which City capital leverages \$30M in federal grant dollars and an estimated \$800M in other funds; the 17-acre Park Heights redevelopment; large-scale rehabilitation in Upton; new homeownership construction in Druid Heights; the exciting Centre West Poppleton project; and the 800 blocks of Harlem and Edmondson. All these projects yield a high degree of leverage from State, federal, and private sources and will be truly transformative.

Property Acquisition, Relocation, Disposition, and Asset Management

To carry out community development, City government has the role and responsibility to acquire, assemble, hold, and dispose of real property, including conducting relocation when required. City Capital supports these critical functions, which underlie most of the neighborhood revitalization and blight removal efforts described herein.

Programmatic Divisions

Housing Code Enforcement and Emergency Operations

This division is DHCD's "tip of the spear," the City's eyes on the street, conducting over 200,000 inspections in a typical year and, among other duties, monitoring every vacant building and parcel in the city.

Homeownership and Housing Preservation (HHP)

HHP supports existing homeowners and new homeownership opportunities, preserving and creating affordable housing, preventing displacement, building equity for Baltimoreans, preventing blight, and stabilizing communities. The Division offers buying incentives, financing, lead-paint remediation, weatherization, home repairs,

and assistance with estate and lien issues. HHP also operates community facilities including the Dawson Center, and assists families displaced by fire, disaster, or other crises.

Development Division

This division assembles parcels for blight elimination and redevelopment; leverages investments in affordable housing and new homeownership by conducting property acquisitions, relocation, leasing, disposition, and asset management of City real estate; and supports affordable housing and other projects through financing, assisting with leveraging external funds, and providing low-cost land and property.

Permits and Litigation

This division issues more than 30,000 construction permits and conducts over 70,000 trade inspections in a typical year; oversees property registration and coordinates demolition and stabilization; conducts investigations of illegal dumping; and leads litigation such as Baltimore's national best practice "receivership" program through which vacant properties can be auctioned to new pre-qualified owners.

Research and Consolidated Planning

coordinates the receipt and retention of HUD formula grant resources including the Community Development Block Grant program, which supports a wide range of housing and social services to over 50,000 low- and moderate-income Baltimoreans annually. The Division also provides data management, analytics, and research services; including [CoDeMap](#) - among a suite of other research and analytical tools.

Conclusion

DHCD is committed to investing in Baltimore's communities. CIP resources are the cornerstone for efforts to make Baltimore a bright and beautiful city of diverse, equitable, and thriving neighborhood with safe, high quality housing that is accessible to Baltimoreans of all incomes.