Anton/Lippitt Urban Conference
East Baltimore Development, Inc.

2003

2010
Presentation Overview

- Making the Case
- Timeline
- Creating and Implementing the Plan
- Accomplishments
- Revised Framework Plan
- Lessons Learned
Will the east-side biotech park get off the ground?

“The city has unveiled an ambitious plan to revitalize the area north of the Johns Hopkins medical complex centered on a biotech park. But before the plan gets off the drawing board, legislative approval is needed to condemn properties, and money and housing has to be found for displaced residents. How much progress is made will help determine whether the plan is a pipe dream or a bona fide blueprint for renewal and economic development in one of Baltimore's most downtrodden areas.”

December 27, 2001
The Grand Piano – Original Master Plan
2000 Vacancy Rate – 70 Percent

Vacancy rate was five times the Baltimore City rate.

14% City

70% EBDI
2000 Unemployment Rate

City: 6%

EBDI: 11%

Fewer than half of working adults were in the labor force.
2000 Poverty Rate

City: 19%
EBDI: 43%
Second Poorest Neighborhood in Baltimore City
2000 Median Household Income

$30,080 (City)

$15,493 (EBDI)
## Additional Metrics

<table>
<thead>
<tr>
<th></th>
<th>Core East Baltimore</th>
<th>Baltimore City</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Population Age 16-64 Not Working and Not Looking for Work</td>
<td>53%</td>
<td>43%</td>
</tr>
<tr>
<td>% of Population Without H.S./GED Degree</td>
<td>40%</td>
<td>32.8%</td>
</tr>
<tr>
<td>Juvenile Arrest Record (per 10,000 age 10-17)</td>
<td>232.3</td>
<td>111.4</td>
</tr>
<tr>
<td>MSPAP: Gr. 3 reading (% scoring satisfactory)</td>
<td>14.1</td>
<td>23.7</td>
</tr>
<tr>
<td>MSPAP: Gr. 3 math (% scoring satisfactory)</td>
<td>12.5</td>
<td>18.5</td>
</tr>
<tr>
<td>Child Abuse and Neglect (per 1,000 children)</td>
<td>14.3</td>
<td>4.5</td>
</tr>
</tbody>
</table>
In 2000, Mayor O’Malley conceived a plan early in his administration to build market rate housing and biotechnology park.

In 2001, Mayor forms North of Hopkins Steering Committee with representatives from stakeholder and community. Johns Hopkins a reluctant partner initially.

In late 2001, the first East Baltimore conceptual plan released that calls for demolishing 88 acres and developing a new biotech park, mixed-income housing, supporting retail, and parking.

In 2002, EBDI is established to oversee and manage revitalization.

Annie E. Casey Foundation President named to the EBDI. Casey becomes a forceful advocate for responsible relocation, providing funding for family advocates and other services.
In 2003, East Side elected officials and residents negotiate relocation benefits.

Johns Hopkins and Casey agree to fund relocation supplemental benefits.

In 2003, City Council approves legislation allowing for the acquisition of 2,000 properties.

In 2004, EBDI selects Forest City – New East Baltimore Partnership as the master developer for 25 acres. FC – NEBP proposes a 1.1 million square foot biotech park, 700 housing units (economically diverse), first floor retail in commercial buildings, and structured parking.
Phase I – 35 Acres (FC-NEBP)
- 1.1 million sq. ft. of lab/biotech space (6,000 jobs)
- 2,000 mixed-income residential units (1/3 low; 1/3 workforce; 1/3 market)
- 50,000 sq. ft. of retail space
- Charter School
- Open space
Sources and Uses of Funds

<table>
<thead>
<tr>
<th>Total Committed and Planned</th>
<th>Public</th>
<th>Philanthropic/ Foundation</th>
<th>NMTC and Other</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition/Relocation</td>
<td>109,330,545</td>
<td>26,800,000</td>
<td>131,248</td>
<td>136,261,793</td>
</tr>
<tr>
<td>Demolition</td>
<td>19,836,461</td>
<td>-</td>
<td>11,101,535</td>
<td>30,937,996</td>
</tr>
<tr>
<td>Infrastructure and Site Preparation</td>
<td>43,427,323</td>
<td>10,000,000</td>
<td>2,648,225</td>
<td>56,075,548</td>
</tr>
<tr>
<td>Programmatic</td>
<td>12,423,046</td>
<td>27,951,144</td>
<td>1,871,438</td>
<td>42,245,628</td>
</tr>
<tr>
<td>Core Operating Support</td>
<td>-</td>
<td>22,852,500</td>
<td>17,867,581</td>
<td>40,720,081</td>
</tr>
<tr>
<td>Interest Expense/Loan Repayments</td>
<td>15,000,000</td>
<td>5,374,590</td>
<td>6,655,000</td>
<td>27,029,590</td>
</tr>
<tr>
<td>Total</td>
<td>200,017,375</td>
<td>92,978,234</td>
<td>40,275,027</td>
<td>333,270,636</td>
</tr>
</tbody>
</table>

$80 million in Tax Increment Financing (TIF) bonds
Johns Hopkins has funded $22 million through 2010.

**Private Philanthropy**
- Johns Hopkins Institutions
- Casey Foundation
- Weinberg Foundation
- Rouse Foundation
- Goldseker Foundation
- Abell Foundation
- Atlantic Philanthropies
Selected Accomplishments

- 1,800 of 2,000 properties acquired
- 522 properties demolished; 200 underway – new demolition protocol
- 726 of 741 households relocated (to better housing in safer neighborhoods)
- Family advocate assigned to every family – before, during and after relocation
- On average, homeowners received 5-fold increase in equity wealth from $29,000 to $153,000.
- 59 renters became homeowners
Selected Accomplishments

- Of 229 relocated homeowners, only three experienced foreclosure (1/5 the citywide rate)
- Economic Inclusion – $67.2 million (37% of all contracts) to M/WBE; 57% of construction hours worked were
- Created workforce pipeline for employers and residents – 1,000 jobs placements
- Right of Return for renters and homeowners (House for a House and Home Repair Program)
- Three resident satisfaction surveys (80% satisfied with how they were treated)
Progress Ahead
Affordable Rental and Homeownership

- 74 units
- 78 units
- 63 units
- 5 units
Rangos Building Retail

- Atwaters
- Teavolve
- Cuban Revolution
- Harbor Bank
Deering Hall
House for a House and Home Repair Program
Graduate Student Housing

- 321 units
- 573 beds
- $60 million
- Open August 2012
1,500 space Parking Garage
Maryland Public Health Lab

- 130,000 sq. ft.
- $160 million
- 350 jobs
- 2011 second quarter ground breaking
Spin-Off Development
FOREST CITY NEW EAST BALTIMORE
2011 SUMMARY RECOMMENDATIONS
21 August 2011
### Visioning: Highly Desirable Attributes

**Percentage of Respondents “very interested”**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A walkable community</td>
<td>88%</td>
</tr>
<tr>
<td>Green space</td>
<td>87%</td>
</tr>
<tr>
<td>Peaceful and relaxing</td>
<td>86%</td>
</tr>
<tr>
<td>Everyone is respectful of the community</td>
<td>83%</td>
</tr>
<tr>
<td>Safe and alive at night</td>
<td>79%</td>
</tr>
<tr>
<td>Athletic facility</td>
<td>72%</td>
</tr>
<tr>
<td>Historical Baltimore elements</td>
<td>69%</td>
</tr>
<tr>
<td>People interested in fitness and health</td>
<td>66%</td>
</tr>
<tr>
<td>Everyone helps their neighbors</td>
<td>61%</td>
</tr>
<tr>
<td>Central outdoor location</td>
<td>61%</td>
</tr>
<tr>
<td>Supports creativity</td>
<td>61%</td>
</tr>
<tr>
<td>Top-ranked K-8 school</td>
<td>60%</td>
</tr>
<tr>
<td>Diversity of demographics</td>
<td>50%</td>
</tr>
<tr>
<td>Variety of housing for different needs</td>
<td>44%</td>
</tr>
<tr>
<td>Indoor community/cultural center</td>
<td>44%</td>
</tr>
<tr>
<td>Housing over shops</td>
<td>26%</td>
</tr>
</tbody>
</table>

Survey of EBDI residents, JH employees and Baltimore City Residents. Results were weighted equally.

**Perception of Safety is the #1 Barrier**

69% of those who reject the location cite “risk/safety” as the reason
The Arguments for Wellness

**Demand:**
- Market research identified wellness most desirable theme
- Marketability of Beacon Park as a cutting-edge, model wellness community

**Need:**
- Urban/Suburban health disparity
- Preventative medicine can lower healthcare costs

**Opportunity:**
- Proximity to JHMI is a unique opportunity to partner in pioneering wellness research
- Current political attention means opportunity for logistical and financial support
- Successes could be replicated throughout Baltimore, and even nationally
- Hotel gateway and a central park
- Next phase residential
- Retail connections to community and campus
- Commercial development strategy
- East Baltimore Community School
EAGER STREET RESIDENTIAL STRATEGY

- Develop mix of rental and for-sale unit types
- Use architecture to enhance series of open spaces, creating a pedestrian-friendly community
- Eager Street as major link between central park and school

Legend:
- Commercial
- Apartments / Lofts (34)
- Stacked Duplex (34)
- SF Townhouse (28)
- SF Townhouse Rent (28)
- SF Townhouse Rehab
1st Phase Eager Street Buildings
Expected to Stimulate Demand

TOTAL UNIT TYPE COUNT

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apt / Loft Rental</td>
<td>236</td>
</tr>
<tr>
<td>SF Townhouse For Sale</td>
<td>28</td>
</tr>
<tr>
<td>Stacked Duplex For Sale</td>
<td>34</td>
</tr>
<tr>
<td>SF Townhouse For Rent</td>
<td>7</td>
</tr>
<tr>
<td>SF Rehab Townhouse For Sale</td>
<td>40</td>
</tr>
</tbody>
</table>

Total Residential Units: 345

UNIT TYPE BREAKDOWN

1 Bedroom Apt / Loft Rental:
- Eager Street: 155

2 Bedroom Apt / Loft Rental:
- Eager Street: 81

SF Townhouse For Sale:
- Eager Street: 10
- UME / Mews: 18

Stacked Duplex For Sale:
- Eager Street: 34

SF Townhouse Rental:
- UME / Mews: 7

SF Rehab Townhouse For Sale:
- UME / Mews: 15
- McDonough: 25
Retail space plan

Completed, Under Dev., and Next Phase Dev.

<table>
<thead>
<tr>
<th>USE</th>
<th>#</th>
<th>SQUARE FEET</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>4</td>
<td>25,724</td>
<td>21%</td>
</tr>
<tr>
<td>Cafes</td>
<td>5</td>
<td>11,863</td>
<td>10%</td>
</tr>
<tr>
<td>Grocery</td>
<td>1</td>
<td>12,000</td>
<td>10%</td>
</tr>
<tr>
<td>Retail Anchor</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Apparel/Specialty</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Service Retail</td>
<td>0</td>
<td>28,891</td>
<td>24%</td>
</tr>
<tr>
<td>Fitness/Wellness</td>
<td>1</td>
<td>44,000</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>16</td>
<td><strong>122,478</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Retail success depends on drawing shoppers from larger trade area beyond the 88 acres.
COMMERCIAL

**Completed**
- R&D: 280,000 sf.

**Under Development**
- R&D: 231,000 sf.
- Parking Garage (spaces): 1,400

**Next Phase Development**
- R&D: 435,000 sf.
  - Hotel
  - Retail: 160,000 sf.

**Future Pipeline**
- R&D: 1,000 sf.
- Parking Garage (spaces): 815,000 sf.

**TOTAL (GSF):**

**TOTAL (SPACES):** 1,955,0
<table>
<thead>
<tr>
<th>Phase</th>
<th>Completed</th>
<th>Under Development</th>
<th>Next Phase Development</th>
<th>Future Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rehab: 68 units</td>
<td></td>
<td></td>
<td>Rehab: 281 units</td>
</tr>
<tr>
<td>Under Development</td>
<td>R&amp;D: 235,000 sf.</td>
<td>Retail: 11,000 sf.</td>
<td>Parking Garage: 1,400 spaces</td>
<td>Parking Garage: 1,000 spaces</td>
</tr>
<tr>
<td></td>
<td>School: 540 students</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Next Phase Development</td>
<td>R&amp;D: 435,000 sf.</td>
<td>Retail: 92,000 sf.</td>
<td>Hotel: 160,000 sf.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New Res: 305 units</td>
<td>Rehab: 40 units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Pipeline</td>
<td>R&amp;D: 815,000 sf.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>New Res: 900 units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rehab: 281 units</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PROJECT PHASING

Completed
R&D: 280,000 sf.
Retail: 18,000 sf.
New Res: 478 units
Rehab Res: 68 units

Under Development
R&D: 235,000 sf.
Retail: 11,000 sf.
Parking Garage: 1,400 spaces
School: 540 students

Next Phase Development
R&D: 435,000 sf.
Retail: 92,000 sf.
Hotel: 160,000 sf.
New Res: 305 units
Rehab Res: 40 units

Future Pipeline
R&D: 815,000 sf.
New Res: 900 units
Rehab Res: 281 units
Parking Garage: 1,000 spaces
PROJECT BUILDOUT

PROJECT PROGRAM TOTALS

Completed R&D (sf.): 280,000
Proposed R&D (sf.): 1,485,000
Retail (sf.): 171,678
Hotel (sf.): 160,000
Parking Garage (spaces): 2,400
School (students): 540
New Res (units): 1,205
Rehab Res (units): 321
Completed Res (units): 546
• Historic street grid
• Retain special character street
• Retain existing architecture
• Community engagement process will continue
First three residential projects – 100 percent low income
School is 100 percent “free and reduced lunch”
Setting unrealistic job creation expectations
Ill prepared to managed negative public relations
Botched effort to name and brand the new neighborhood
Original plan lacked connectivity to Hopkins East Baltimore Campus
Hopkins low profile efforts failed