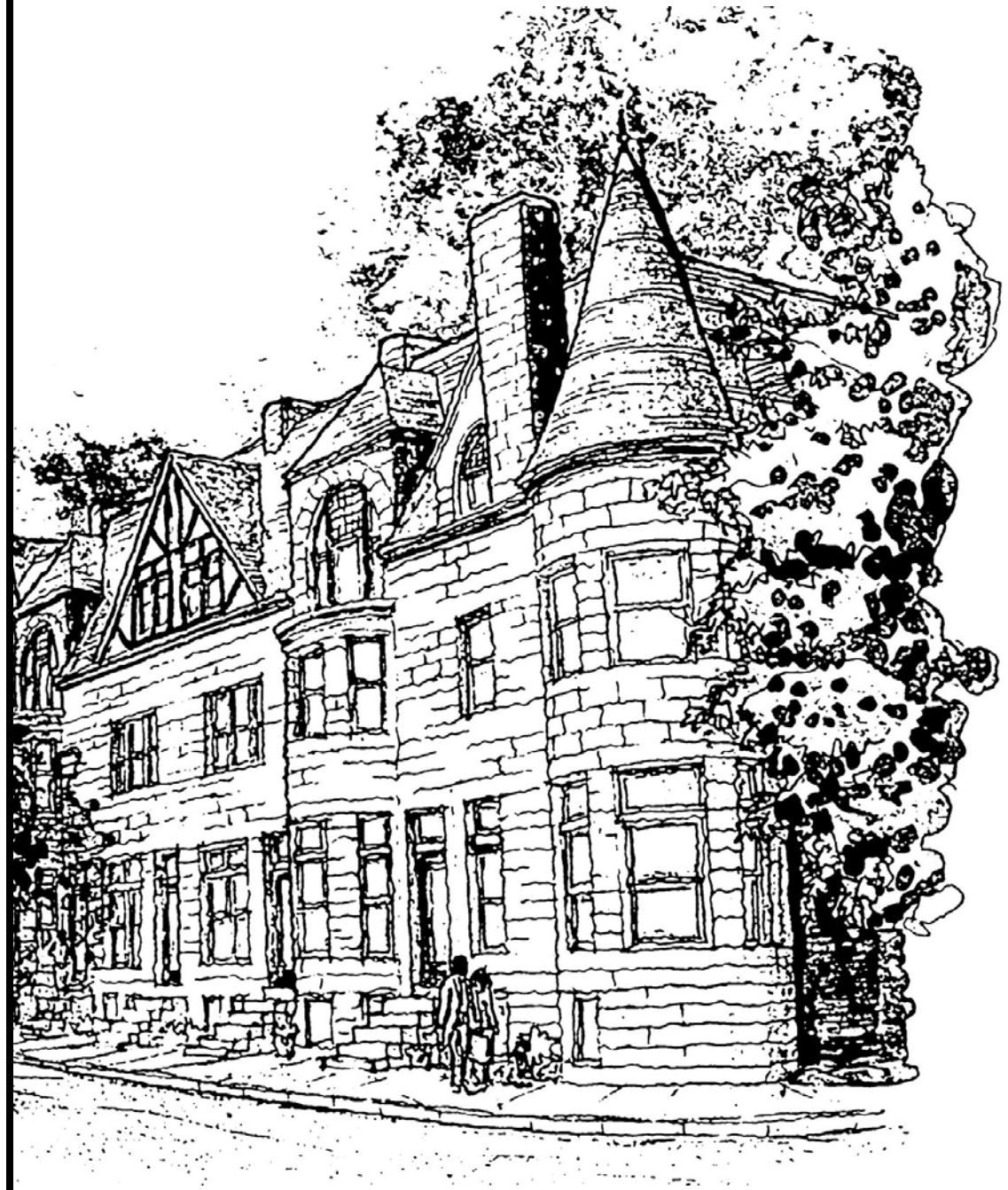


**BARCLAY/
OLD GOUCHER**
Redevelopment Plan



T E L E S I S
CORPORATION

*Submitted to:
Baltimore Housing
June 2007*



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EXECUTIVE SUMMARY

In the spring of 2005, the Housing Authority of Baltimore City (HABC) released a Request for Qualifications (RFQ) for the redevelopment of a portfolio of City-controlled properties in the Barclay/ Old Goucher neighborhood of Baltimore City. In January 2006, Telesis Corporation, a mission-driven real estate development company based in Washington, DC, was selected by Baltimore Housing and the community to lead the revitalization of Barclay/ Old Goucher, a distressed neighborhood suffering from property abandonment, concentrations of low-income families, and high crime activity. The goal of the plan is to transform the neighborhood into a stable, mixed-income community with quality open spaces, community facilities and employment opportunities.

The Portfolio

The RFQ portfolio of properties consists of 268 parcels, of which 94 are vacant lots. The Project Area is bounded by North Avenue, 25th Street, N. Calvert Street and Greemount Avenue, and also includes Homewood House at 2200 Homewood Avenue. They are owned by four different public agencies, and are scattered across the Project Area with a concentration near the intersection of Barclay and E. 20th Streets.

The Process

During the last year, Telesis Corporation participated in more than 200 meetings with community members, neighborhood organizations, local developers, neighborhood social service providers, city representatives, local foundations and elected officials.

In October of 2006, a Design Workshop held at Dallas Nicholas Elementary School drew a crowd of more than 50 participants who provided feedback on conceptual development plan alternatives. The result of this process was the creation of the Barclay/ Midway/ Old Goucher Redevelopment Plan¹.

The Plan

The physical component of the Barclay/ Midway/ Old Goucher Redevelopment is projected to include:

- *101 market-rate homeownership opportunities*
- *22 affordable homeownership opportunities (80% of Area Median Income)*
- *43 replacement public housing units (PHA-OF Units)*
- *91 affordable rental units*
- *65 market rate rental units*
- *Approx. 12,000 square feet of community and retail space*
- *A new neighborhood park*
- *An improved Calvert Street Park*
- *Improved streetscape across the neighborhood*

In regard to non-physical development, Telesis is working with a committee of stakeholders in the neighborhood that seeks to leverage the resident construction hiring opportunity presented by the redevelopment to create a long-term workforce development strategy.

¹ Residents of Homewood House requested that “Midway” be added to the name of the plan to more accurately reflect their presence and participation in the Plan.

Implementation

Implementation of the Redevelopment Plan will take place over four phases and represent an investment of approximately \$85 million of public and private funds. In some areas, realizing the design vision will require additional acquisition of properties.

Public Support

The revitalization of the Barclay/Midway/Old Goucher neighborhood will require a significant financial, organizational and leadership commitment from the City of Baltimore.



PROJECT DESCRIPTION

Request For Qualifications

In January 2006, through an open Request for Qualification (RFP) process, the Housing Authority of Baltimore City (HABC) and the Barclay/ Old Goucher community selected Telesis Corporation to lead the redevelopment of 268 scattered site parcels (consisting of single-family and multi-family dwellings, as well as vacant land) in East Baltimore. The Project Area is generally bounded by Calvert Street to the west, Greenmount Avenue to the east, North Avenue to the south, 25th Street to the north, and also includes Homewood House on 2200 Homewood Avenue. There are four types of properties within the redevelopment portfolio. The portfolio includes: 1) HABC properties, 2) Mayor and City Council properties, 3) Project 5000 properties, and the 4) Barclay Townhomes. A description of these properties is provided below:

HABC Units: The Housing Authority of Baltimore City owns 102 scattered site public housing units throughout the Project Area. These units are located in two to three story town houses. Some of the dwellings are single-family homes, while others are multi-family homes, and include a mix of one to six bedroom units. Additionally, HABC owns another 36 efficiency and one-bedroom units at Homewood House, as well as six vacant lots throughout the Project Area.

Mayor and City Council (MCC) Units: A total of 30 City-owned lots, mostly vacant, are located throughout the Project Area for redevelopment. There are additional MCC (other city-owned properties) in the Project Area that have not yet been included in the RFQ Portfolio.



Project 5000 (P5K): Approximately 77 properties within the Project Area are in the process of being acquired as part of the City of Baltimore's larger initiative to obtain 5,000 vacant and abandoned properties and lots in order to facilitate neighborhood revitalization.

Barclay Townhomes: The City has an agreement of sale with the U.S. Department of Housing and Urban Development (HUD) to acquire the Barclay Townhomes, a 91 unit Section 8 property. The 91 units are divided amount 56 two and three-story row home buildings. The units are located mostly along the 300 and 400 blocks of east 20th Street. Additional units are located along Barclay Street, the 400-block of North Avenue, Guilford Avenue, Calvert Street, Worsely Street and 20 ½ Street. Residents of the Barclay Townhomes were relocated by HABC in 2006.

Program Requirements

Pursuant to the RFQ, the Plan must provide a sufficient amount of affordable units to accommodate current residents and a significant number of moderate and market rate units to create a stable and diverse mix of incomes and tenure. The RFQ parcels should be redeveloped into strong neighborhood assets in close accordance with the Department of City Planning's Small Area Plan (SAP). Most importantly, the development team must work closely with community stakeholders in refining the vision for this area.

"Existing public housing occupants in scattered-site homes and Homewood House [a total of 40 as of February 2007], as well as the relocated Barclay town house tenants [91] should be provided with newly renovated dwellings if they choose to remain in the neighborhood and are in good standing. It is not required that all of the existing public housing units remain public housing, but new public housing units or addresses cannot be developed.² Furthermore, the redevelopment plan should better distribute these subsidized rental units throughout the neighborhood and reduce their overall number. The ultimate goal of this project is to foster a healthy neighborhood."

Planning Team and Process

The Barclay/Midway/Old Goucher Redevelopment Plan was created as a result of hard work from the following organizations:

- Marks, Thomas Architects - design vision and site plan
- Struever Bros. Eccles & Rouse, Inc. (SBER) - building conditions assessment and cost estimation
- Lipman, Frizzell & Mitchell LLC (LFM) - market analysis and strategy
- People's Homesteading Group (PHG) - community outreach and acquisition analysis

Step 1 - Collecting Information

The first step in creating the redevelopment plan was to collect information about the physical condition of the buildings and lots. Marks Thomas and SBER conducted a physical assessment to determine which properties should be rehabilitated, which should be

² Telesis is open to working with the City of Baltimore to amend this policy for future phases of the Redevelopment Project if necessary.

torn-down and rebuilt, and which vacant lots had the potential to be transformed into new uses. During this phase, PHG held a meeting on the topic of community gardens, and created an inventory of the gardens.

Step 2 - Interpreting the Information

Once the capacity for new construction and the rehabilitation of properties was determined, the planning team had a series of meetings to work through possible development scenarios. These brainstorming sessions were informed by LFM's market analysis, which included marketability of various types of units, potential rent and sales price levels, and lessons learned from other large scale redevelopment efforts in Baltimore City. The development scenarios were also shaped by PHG's detailed knowledge of the Project Area and an acquisition analysis they prepared, providing background on properties that would need to be acquired to create larger development sites.

Step 3 -Stakeholder Feedback

On Saturday, October 14th, 2006, residents, city officials, community organizations, local businesses, political leaders and other stakeholders in the community convened at the Dallas F. Nicholas Elementary School to review site plan alternatives. Although the planning team had been presenting their findings and ideas prior to that date, the Saturday morning design workshop was the public event to formally request feedback on the physical plan.

Step 4 - Refining the Plan

From the end of October 2006 until February 2007, Telesis Corporation and the other members of the planning team have been continuously refining the plan and seeking further input from Baltimore Housing, the BMOG Coalition, Councilman Jack Young, the Scattered Site Public Housing Resident's Association, and other stakeholders.

Step 5 -Submission and Negotiation of the Development Agreement

The Redevelopment Plan presented in this document reflects the input and opinion of a broad set of community members, stakeholders, and real estate development experts. Once HABC and the community accept the Plan, Telesis and Baltimore Housing will begin to negotiate the Development Agreement, which will allow the redevelopment to commence.



COMMUNITY PLANNING PROCESS

Neighborhood & Stakeholder Outreach

Telesis Corporation believes that community and physical planning are inseparable. In every project neighborhood, Telesis works closely with residents in the planning, construction, and operation of their communities. Telesis aims to strengthen and maintain neighborhood assets, as well as improve opportunities through a range of initiatives, with a focus on education, health, employment, childcare and homeownership.

During the last year, Telesis Corporation participated in more than 200 meetings with community members, neighborhood organizations, local developers, neighborhood social service providers, city representatives, local foundations and elected officials. In October of 2006, a Design Workshop held at Dallas Nicholas Elementary School drew a crowd of over 50 participants who provided feedback on conceptual development plan alternatives. The result of this process was the creation of the Barclay/Midway/ Old Goucher Redevelopment Plan.

BMOG Coalition

The BMOG Coalition is an association of organizations and residents living, working, or providing services in the Barclay, Midway and Old Goucher neighborhoods that gathers monthly to discuss community-wide issues. Although Telesis continued to meet with individual stakeholders and organizations individually, the BMOG Coalition has served as a major community access point for Telesis during the planning process.

During the first Coalition meeting at which Telesis introduced themselves, the Coalition provided Telesis with a list of goals for the redevelopment that address physical, social and process related issues. A list of those goals is provided, as well as the official BMOG Statement of Principles.



COMMUNITY GOALS

Development Process:

- Build on what exists – leverage community assets
- Blend new with old – be sensitive to the historic context
- Bring City and other investment to the neighborhood
- Have an ongoing relationship between the developer and the community to ensure an open, inclusive, transparent planning process
- Focus on whole-block revitalization
- Minimize displacement by allowing every resident to return if he or she chooses

Housing:

- Provide mixed-income housing
- Provide affordable rental housing
- Mix housing types - homeowners and renters
- Support existing homeowners
- Provide rent-to-own opportunities
- Secure vacant buildings

Social:

- Consider the effect of new development on existing institutions like schools, churches and facilities
- Allow for ethnic diversity
- Build/strengthen relationships between people/ groups
- Provide a community facility for children and adults

Environmental:

- Create a safe neighborhood that is child/family-friendly
- Promote a good quality of life in a healthy environment
- Invest in green spaces/parks
- Be eco-friendly – more trees, less trash
- Improve Calvert Street Park and Mund Park

Barclay-Midway and Old Goucher Coalition Statement of Principles

The Barclay-Midway and Old Goucher Coalition has organizing principles associated with three issues. Each issue is listed below with its associated principles.

Capacity Building

The planning process will be broader than the physical revitalization of the Barclay-Midway and Old Goucher neighborhoods. It will be a vehicle that fosters collaboration and provides opportunities to build the financial and organizational capacity of the community groups and residents in the Barclay-Midway and Old Goucher communities.

- Developers should work in partnership with organizations undertaking revitalization efforts.
- Residents should be the beneficiaries of new employment and economic opportunities.

Physical Revitalization

The plan for Barclay-Midway and Old Goucher will go beyond identifying which properties should be redeveloped. It will be a community development plan that focuses on the physical, social and economic transformation of a neighborhood through:

- A mixed income community that encourages homeownership by assisting existing homeowners and fostering new homeownership opportunities while providing for an adequate supply of quality rental housing.
- Integrated strategies and approaches that respect the neighborhood's architectural diversity, focus on whole block revitalization, and consider the effect of new development on existing institutions and infrastructures.
- City support and investment that continues and links Barclay-Midway and Old Goucher to Hopkins, the Station North Arts and Entertainment District, and Charles Street revitalization efforts.

Planning Process

The diverse interests that represent the Barclay-Midway and Goucher communities will work together to develop a planning process that is open, inclusive and transparent.

- The Barclay-Midway and Old Goucher communities include a broad base of stakeholders, all of who have an equal voice in the process. Stakeholders include: homeowners, renters, public housing residents, business owners, churches, schools, institutions, city and state agencies and nonprofit organizations.
- Existing community groups should form the core of a planning process and should seek support from those funding sources that have previously invested in their efforts.
- The Coalition should be the principle body that is recognized by city agencies in establishing standards, developing proposals and selecting developers.

Economic:

- Provide local employment opportunities
- Invest in the Greenmount Avenue commercial corridor
- Support the area east of Greenmount Avenue
- Complete the link from “Harbor to Hopkins”

Community Facility Development

Telesis Corporation and members of the Barclay/Midway/Old Goucher neighborhood convened on August 29th, 2006 at the Greenmount Recreation Center to discuss what types of programs, services, and resources are present in the neighborhood and which are missing. Additionally, the group sought to identify possible locations for new recreation or social service centers. Representatives from the Greenmount Recreation Center and Franciscan Youth Center spoke about their facilities, their programs and their visions for the future.

Participants agreed that a safe space that allows neighbors to socialize is needed in the area. The Dallas F. Nicholas Community School is a good location for children and adults to spend time, but it does not provide enough programming and space for all residents. Children in the community need more options as to where they can spend time, play, and learn. There is also a large elderly population in the community that would benefit from special programming.

During the planning process, the desire for two new or improved community facilities was discussed repeatedly – one for the Scattered Site Public Housing Residents Association (SSPHRA) and another facility that would be open to all members of the neighborhood and operated by the Franciscan Youth Center (FYC).

The Scattered Site Public Housing Residents' Association Community Center is currently located in 2327 Calvert Street, a townhouse on the eastern side of the street. The center serves children living in public housing units in the area ranging from ages 2 to 14. The children attend the center after school and during the summer. SSPHRA would like an improved space from which to operate their programs after redevelopment.

FYC provides after school care for low-income children. FYC is currently located at Waverly Elementary School, would like to return to the Barclay neighborhood where they were located since 1985. They have a strong tie to Saint Ann's Church at Greenmount and E. 22nd Street. Telesis is working with FYC to develop a potential new site for their program.

Workforce Development Initiative

Residents from the Barclay, Midway, Old Goucher, and Greenmount West neighborhoods have come together with Telesis Corporation to form a workforce development steering committee, which meets approximately twice a month. The purpose of this organization is to understand how residents in the area can make the most of the redevelopment in terms of employment opportunities. The group would like to develop a strategy and cohesive plan to promote the hiring of neighborhood residents and firms during the redevelopment construction and rehabilitation process, as well as create a long-term workforce development plan by operating a training facility in the neighborhood. The committee has identified three potential courses of action to make this possible: 1) creating an assessment center and referral system for unemployed residents; 2) providing stipends for residents to

attend training programs and gain relevant skills for employment; and 3) operating and maintaining a training facility in the neighborhood.

With the assistance of social work students from the University of Maryland, the steering committee designed an assessment tool for job placement and training referral. On April 21, 2007, the committee held an event to test the instrument, and began creating a database of residents' skills and needs. Approximately 40 residents from the area attended. Furthermore, the committee has met with representatives from Living Classrooms and JumpStart, non-profit organizations that provide hands-on education and job skills training for students from a diverse background to discuss points of collaboration. Telesis will continue to work with this community-based workforce development committee to achieve their goals. In the future, the group hopes to apply for grants to fund their program ideas.

Community Design Workshop

On Saturday, October 14th, 2006, residents, city officials, community organizations, local businesses, political leaders and other stakeholders in the community convened at the Dallas F. Nicholas Elementary School for a neighborhood design workshop. Representatives from Telesis Corporation and Marks, Thomas Architects presented three physical schemes of the development area in order to solicit comments from each individual participant.

Workshop attendees were divided among six tables and discussed a broad range of topics. First, members of each table reviewed the project goals drafted, in part, by the BMOG Coalition. Participants were encouraged to edit or refine these goals to reflect their own visions for the revitalization effort.

Next, the attendees at each table viewed and discussed three neighborhood plans, each with a different development focus. The first plan had a preservation theme, which emphasized keeping as many of the existing units as possible. The second plan focused the design around open space, greenery, and gardens. The third plan presented the greatest number of diverse housing opportunities. Participants discussed the alternatives, stating their preferences and dislikes, discussing which elements of the designs fit their particular interests and needs. At the end of the workshop, a spokesperson from each table presented a summary of the group's discussion to the rest of the audience.

While several important ideas emerged from each individual table discussion, some issues were prevalent among all the groups. The project team used these preferences, in conjunction with the Small Area Plan, as guiding principles for creating a cohesive neighborhood design.



Open Space / Greenery

Workshop participants welcomed the idea of introducing more green space into the neighborhood. Specifically, plans to create a small park at 20th and Barclay, a new median along 20th Street, and setback buildings with front gardens along Barclay were well received. People also liked the idea of greening Barclay Street, indicating that such landscaping would make the neighborhood an attractive place to live. The proposed park at 20th Street and Barclay Street was well liked by many residents who stated that the neighborhood did not offer any nice outdoor space to gather and recreate in this particular area of the community.

While most table members were supportive of the addition of parks, lawns, and gardens, maintaining this public space was a serious issue for almost everyone. Participants expressed concern that the parks not become a place for homeless people and drug dealers to congregate. Participants were interested to know how the new parks would be managed, cleaned, and kept safe.

Parking

Adequate parking is a necessity, and workshop attendees all had varied opinions regarding large parking lots, street parking, backyard parking, and underground parking. The development team was advised to distribute parking across the site in an aesthetically appealing way. Most importantly, residents wanted to make sure there would be enough parking spaces for everyone living in the area.

Mixed-Income Neighborhood

Workshop participants stressed that the new neighborhood should offer a variety of housing opportunities, including market rate rental, affordable rental, and affordable homeownership. Low-income homes should not be clustered together in one section of the neighborhood. People of different socioeconomic backgrounds should coexist in shared spaces throughout the community. Similarly, suitable housing options should be provided for elderly residents, families with children, and single people. “Anybody should feel comfortable living in this neighborhood,” stated one resident. The attendees also generally agreed that too high a density of housing could lead to congestion and difficulty in maintaining the physical infrastructure of the community.



Commercial Spaces

Participants stated that the neighborhood does not provide enough commercial opportunities for residents. They would like to see the addition of a grocery store, clothing store, or restaurants in the community if possible. Workshop members concurred that Greenmount Avenue and North Avenue were corridors that they would like to see accommodate more businesses, and encouraged the development team to consider revitalizing more commercial spaces along Greenmount Avenue. Participants were supportive of having retail space on the bottom floor of the proposed mixed-use buildings along Greenmount Avenue, but stated that they would like the unit mix and tenant profile to be appropriate for this busy area.



Architectural Harmony

Workshop attendees believed strongly that new construction in the neighborhood should be contextually sensitive. New buildings should blend in with old buildings. Some residents also felt that the neighborhood should look as historically accurate as possible. Furthermore, participants felt that the new and rehabilitated homes should be designed so that the difference between low-income housing and market rate housing is not visible.



Community Space

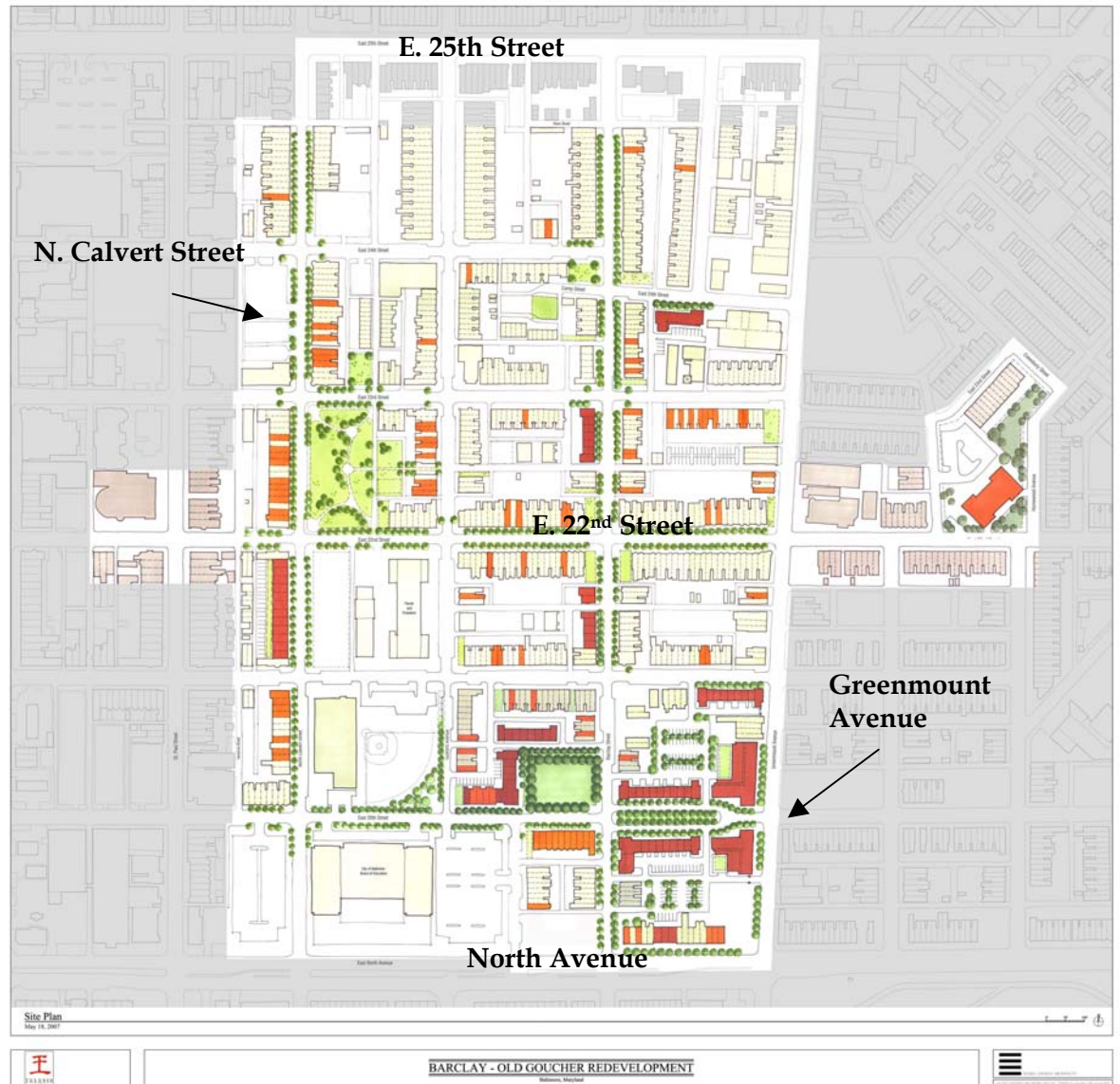
The inclusion of a safe space that allows neighbors to gather and socialize is necessary for the neighborhood. While the Dallas F. Nicholas Community School is a good location for children and adults to spend time, it does not provide enough programming and space for all residents. Children in the community need more options as to where they can spend time, play, and learn. There is also a large elderly population in the community that would benefit from a recreation center.

REDEVELOPMENT AREA PLAN

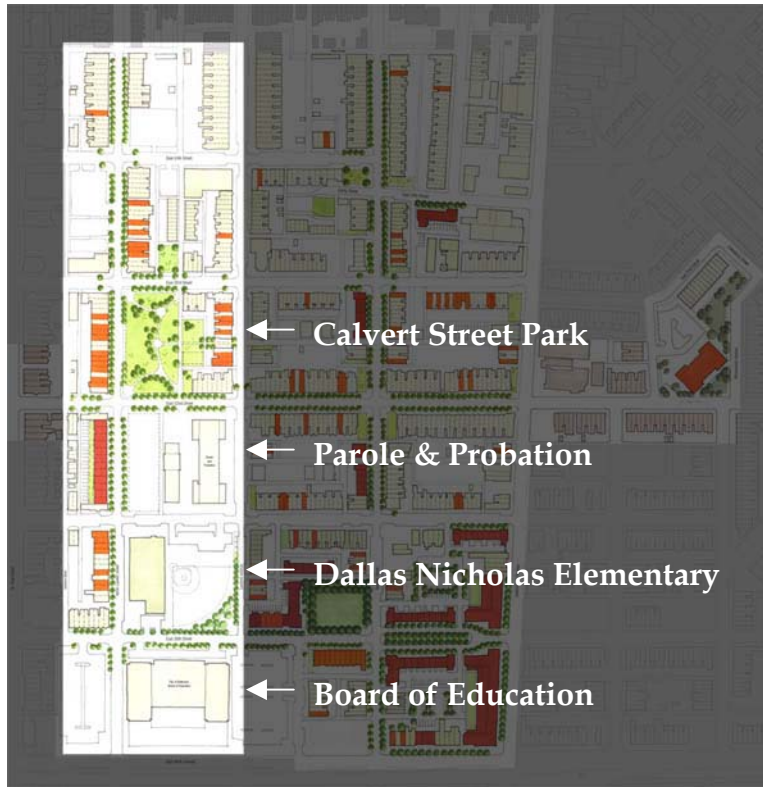
The proposed redevelopment plan introduces mixed-tenure housing opportunities for individuals and families throughout the neighborhood. Most importantly, the plan creates a mixed-income neighborhood and builds upon the area's strengths, while also meeting all the requirements of the RFQ. The site design is based upon the Small Area Plan, property condition assessments, community feedback, market analysis, and existing zoning guidelines. The design vision is explained by focusing in on four key areas of the neighborhood:

- *The Calvert Street Corridor*
- *The Local Historic District*
- *Barclay Square*
- *The Mixed-Use District*

* Please note: The original proposal for the corner of Greenmount Avenue and North Avenue has been removed from the Plan. A new 36-unit building has been included at the corner of Greenmount Avenue and 20th Street.



The Calvert Street Corridor



Calvert Street is the western boundary of the development area, and an important corridor in the City of Baltimore. A major traffic artery through Baltimore, Calvert Street is highly traversed, connecting various neighborhoods such as Mount Vernon, Station North, Barclay, and Charles Village. The RFQ properties on this street are located approximately eight blocks away from Penn Station, which provides local and express train service to New York and Washington, DC. In Barclay, the thoroughway is characterized by its charming, historic row homes built in the late 1800's, many of which are vacant and in poor condition.

The eastern side of the street includes the newly recognized Calvert Street Park on the 2200 block. The Neighborhood Design Center recently created a landscape design for the Park, which many stakeholders would like to see implemented in the near future. State Building #3 (currently the State Parole & Probation facility) is a former school building on the 2100 block. The building will be undergoing major renovations during the next five years, which include adding a waiting room to the facility and improving parking conditions. Many neighborhood residents and other stakeholders would like to see this building converted into a middle school. The next block to the south is Dallas F. Nicholas Elementary School, possibly slated for expansion and

other improvements. The corner of Calvert Street and North Avenue is home to the Board of Education.

This development plan focuses on transforming Calvert Street into a welcoming entryway to the Barclay community by preserving the architectural character of the street and by providing new housing opportunities for residents. New construction, stacked townhouses will be built on the 2100 block, and serve as a clear sign that investment has come to this portion of the corridor.

All other RFQ properties along the corridor will be rehabilitated. The plan proposes to convert four contiguous townhouses on the 2200 block of Calvert Street into six PHA scattered-site units. The exterior of the structures will be preserved, while the interior of the homes will be reconstructed. These residences will overlook the Calvert Street Park. The backside of the eight rehabilitated townhouses on the 2200 block of Guilford Avenue will face the park on its eastern edge. The backyards of these homes will be integrated with the public open space through appropriate landscape and architectural designs.

Maps indicating the location of new construction, rehabilitation, and tenure along the Calvert Street Corridor:





View of the 2300 block of N. Calvert Street looking north

The Local Historic District



One of the guiding principles of this redevelopment effort is to maintain architectural harmony and the neighborhood's historic character. The development area has both the Old Goucher National Register District and a Local Historic District within its boundaries. The National Historic District includes the 2200, 2300, and 2400 blocks of Calvert Street, as well as Guilford Street. The Local Historic District includes 22nd Street, bounded by Barclay Street and Greenmount Avenue. The Maryland Historic Trust issued a letter dated June 5, 2007 stating that the proposed Redevelopment Plan, as proposed, will have "no adverse effect" on the historic properties.

Late-nineteenth-century middle-class row houses frame 22nd Street. The Small Area Plan states that the fronts are detailed with a variety of building materials, rooflines, and configurations. The architecture of these homes conveys several architectural styles such as Queen-Anne, Stick, Richardsonian Romanesque, Second Empire, and Colonial and Classical revival styles.

This redevelopment plan focuses on strengthening 22nd Street - the steeple to steeple axis, with Lovely Lane Methodist Church at the west end and St. Ann's Roman Catholic Church at the east end. These landmarks provide a strong framework to improve this corridor.

People's Homesteading Group, a local non-profit organization in the area has already begun work on 22nd Street, rehabilitating historic homes for affordable homeownership. The RFQ Portfolio contains nine properties on 22nd Street, which the plan recommends rehabilitating for homeownership and public housing (PHA-OF) replacement. The exterior designs of these homes will be preserved to maintain physical character of the neighborhood. The community gardens located along the edges of the intersection of E. 22nd and Barclay Street will remain, serving as a green node at the middle of the two anchored ends of E. 22nd Street.

The north and south portions of Barclay Street, flanking 22nd Street will include new construction on the western side of the street. Barclay Street is a crucial vertical axis in the neighborhood, with high amounts of pedestrian and vehicular traffic. It is primarily a residential corridor with very limited commercial activity. There is a need to improve the livability of this street because many dilapidated and vacant properties are present. A mix of new rental townhouses and flats will replace a row of five town homes on the 2100 block of Barclay Street. Nine lots on the 2100 and 2200 block of Barclay Street will become nine new townhouses and flats, which will be designed to fit the context of the area. These 19 units will be a mix of low-income and market rate rental housing.

Homewood House public housing apartment building located at the corner of Homewood Avenue and 22nd Street. While mostly residential buildings surround Homewood House, the community's commercial corridor, Greenmount Avenue is just three blocks away. Homewood House has its own parking lot on Boone Street, and green space surrounds the building on the 22nd Street and Homewood Avenue fronts. This very detailed, three-story brick mid-rise structure was formerly a schoolhouse during the late 1800's. Large windows cover the building on all three floors, allowing sunlight to enter each dwelling. Homewood House was converted into a residential building with 17 studio and 19 one-bedroom apartments between 1985 and 1986. The building has not been properly renovated since its conversion, and now suffers from roof damage, constant flooding in the basement, and mold growth. Preserving this historic structure is essential to creating a stabilizing anchor at this end of the neighborhood.

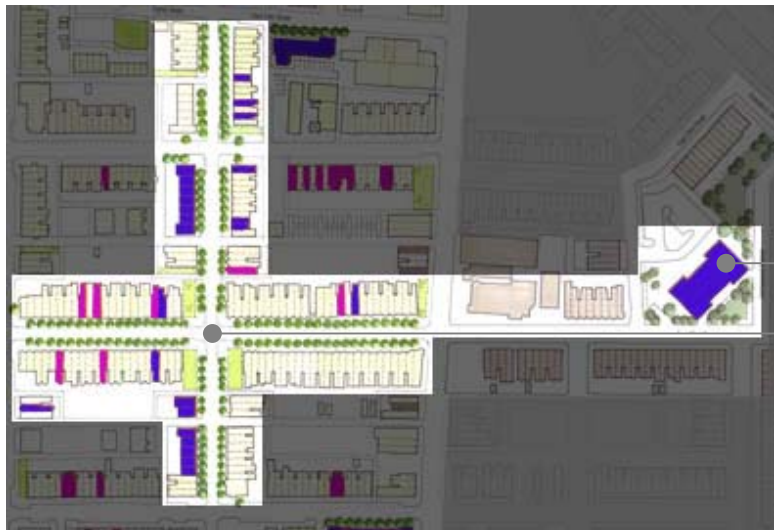
The redevelopment plan proposes renovating the building to include 27 one-bedroom apartments. While the number of available units will decrease, the quality of each unit will increase. At a Homewood House Residents' Meeting held on January 17, 2007, residents expressed that the studio apartments felt small and claustrophobic. For this reason, studios will be combined and transformed one-bedroom units. The basement of the building currently serves as community space with laundry and storage facilities available, on a restricted basis, to the building's occupants. Currently, no programs or services are provided in this space. As part of the renovation process, the community space will be augmented, and a service provider will be sought out to offer community programs for the residents of Homewood House and the neighborhood.

Maps indicating the location of new construction, rehabilitation, and tenure in the Local Historic District:



New
Mixed-Income
Rental

Rehabilitation
along
E. 22nd Street



Renovation of
Homewood
House
Preservation of
Community
Gardens

* Please note: The tenure of individual row houses is illustrative and will depend on specific funding sources used for rehabilitation and the final RFP unit mix requirements.

New Construction
 Rehab
 Homeownership
 Rental

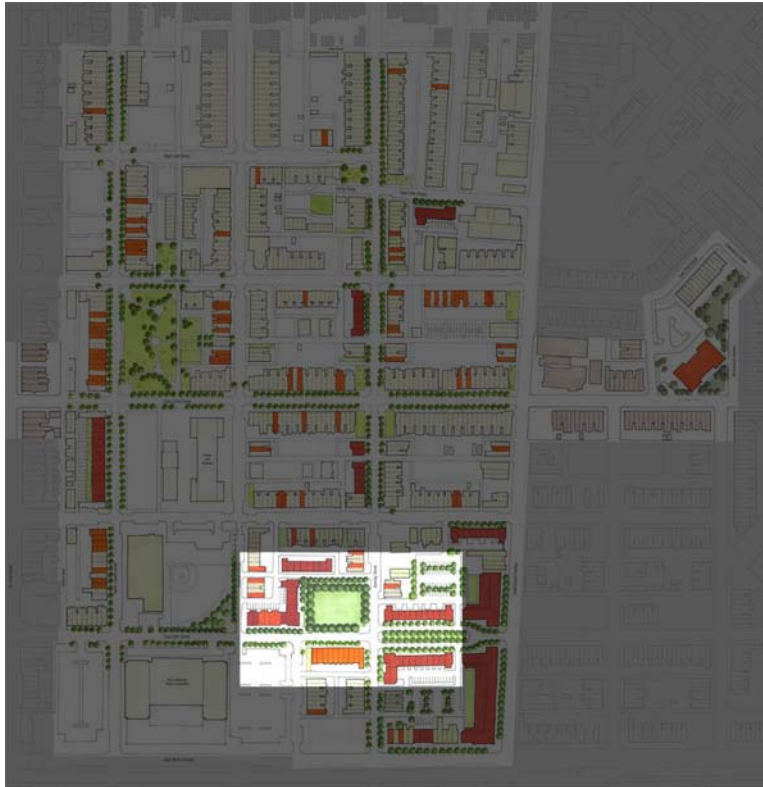


View of the 400 block of E. 22nd Street looking towards St. Ann's Church.



View of the 2300 block of Barclay Street looking north

Barclay Square



Barclay Square refers to the areas surrounding the intersection of Barclay and E. 20th Streets. Housing in this portion of the development area primarily consists of two and three story row homes. Many of the houses are single-family dwellings, but some of the town homes have been converted into multi-family units as well. The inner blocks include alley housing hidden away from the main corridors. Most of the property stock in and around Barclay Square is either public housing or part of the Barclay Townhome Section 8 portfolio. Recently, a fire on the northern side of the 300 block of 20th Street severely damaged 10 properties. The redevelopment plan focuses on improving Barclay Square with new construction and landscape design.

Throughout the redevelopment area, there are many community gardens and informal spaces that residents have cared for and preserved. The Barclay Square design builds upon this existing strength, and adds landscaped open space throughout the area to soften the neighborhood. For example, the plan includes a new park on the western corner of 20th Street and Barclay Street, and a green median has been placed along the 400-block of 20th Street. The open space is necessary in this area because the Calvert Street Park and Mund Park on Greenmount Avenue are located several blocks away and on highly trafficked corridors. The Barclay Square Park will

provide residents with a centrally located green space. Newly constructed housing will look onto the park, as well as the green median. The town homes located across from the park on the 300-block of 20th Street will be rehabilitated, as will the historic townhouses adjacent to the park on the west end of 20th Street. This will be a mixed-income area, with a variety of housing options.

***Please note: There is an existing community garden located on the northeastern corner of E. 20th Street and Guilford Avenue that is not part of the RFQ Portfolio. The Redevelopment Plan now preserves this garden. Refer to the map on page 14 in which the green space is highlighted.**

Maps indicating the location of new construction, rehabilitation, and tenure in Barclay Square:



- New Townhouses and Flats Lining The New Barclay Square Park
- New Green Median
- Rehabilitated Houses and Flats



● Illustrative Mix of Tenure in Each Block*

*** Please note: The mix of tenure within each block is illustrative and will depend on specific funding sources used for rehabilitation and the final RFP unit mix requirements.**

□ New Construction □ Rehab □ Homeownership □ Rental



View of Barclay Square looking northwest

The Mixed-Use District: Greenmount Avenue Site Plan



Greenmount Avenue is the eastern boundary of the Project Area. It is the main commercial street in the neighborhood. Furthermore, the intersection of Greenmount Avenue and North Avenue is the busiest corner in the area. The corner is an important transportation node, where three bus lines (8, 13, 36) pass through to transport riders across Baltimore City. The few existing businesses along Greenmount consist of carryout restaurants, liquor stores, convenient stores, and a barbershop. The street also includes a few housing units, Mund Park, Greenmount Recreation Center, and two churches. Mund Park is scheduled to undergo renovations during the summer of 2007. Decorative fencing along Greenmount Avenue will protect the improved park. Currently, there are many vacant properties and lots along the avenue.

The Small Area Plan notes that there are no blocks on the axis that are fully occupied. Moreover, it states that, "There is currently not enough residential base in the area to support a full commercial corridor, especially with the thriving commercial areas west of Calvert. But when the vacant homes near the Greenmount Corridor are occupied, there may be a need for some commercial and retail space." Additionally, North Avenue has some commercial activity, with carryout and fast food restaurants as well as a Rite Aid across from the bus stop.

New construction on Greenmount Avenue should enhance the streetscape, respond to market conditions, and improve public safety. The redevelopment plan intends to introduce a signature, new construction, mixed-use building at the Southwest the corner of Greenmount Avenue and 20th Street.

The 3-story building would offer retail space on the ground floor and provide apartment rental opportunities on the floors above. The plan proposes a similar concept for the adjacent 2000 block of Greenmount Avenue. A mixed-use, mixed-income building with commercial or community space on the ground floor and housing on upper floors would blend with the urban fabric of this corridor. Secure parking lots would be included behind these buildings for residents to safely store their cars.

During the planning process, many community stakeholders, including PHG, stated that they do not envision developments near North Avenue and Greenmount Avenue to include any subsidized units. The building at Greenmount and 20th Street has been placed in Phase 4 of the Redevelopment Plan with the anticipation that by that time the market rents in the neighborhood will be sufficient to use private financing. If, at that time, it is still not possible to finance the development without subsidy, Telesis will work with the community to find a new alternative.

The plan envisions transforming the RFQ properties along the 400-block of North Avenue into live-work units for artists or other design related professionals such as architects, graphic designers, etc. Such housing would provide the purchaser with affordable studio and/or exhibition space, as well as a home. Live-work units on North Avenue will also help to visually link northern edge of North Avenue to the rest of the Station North Arts and Entertainment District to which it belongs.

Maps indicating the location of new construction, rehabilitation, and tenure in the Mixed-Use District:

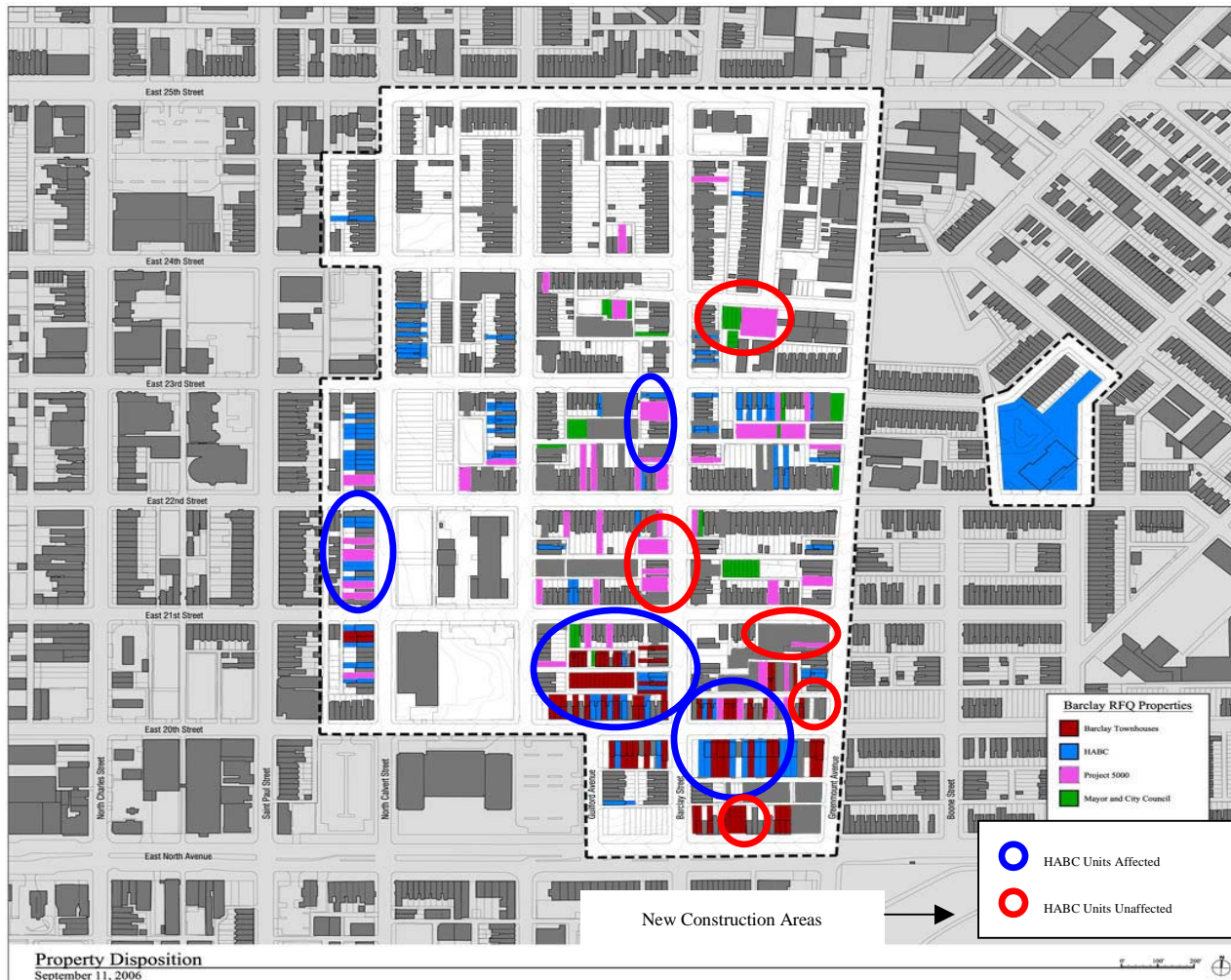


□ New Construction □ Rehab □ Homeownership □ Rental

*** Please note: The mix of tenure within the block is illustrative and will depend on specific funding sources used for rehabilitation and the final RFP unit mix requirements.**

New Construction Areas Plan

The Redevelopment calls for the integration of new construction to help in the revitalization of various blocks throughout the neighborhood. In new construction areas identified in the plan, RFQ properties will be demolished. Provided below is an analysis of the redevelopment plan regarding HABC PHA units in new construction areas (blue circled areas), and new construction areas where no HABC PHA units are located (red circled areas). The plan proposes that all new construction areas proceed accordingly.



Map indicating the location of New Construction Areas and affected RFQ properties.

HABC Properties
(New Construction Areas)
Unit Counts are Based on
Single / Multi-Family Structures

- Calvert Street = 6 Units
- Barclay Square = 11 Units
- 20th Street (400 Block) = 15 Units
- 22nd & Barclay = 1 Unit
- A total of **33** HABC units are located in areas slated for new construction.
- It is possible to retain **69** units if new construction were to take place, and funding for rehabilitating and maintaining these units was identified.
- If the multi-family units were consolidated into single-family units, **55** homes would be available.



BARCLAY - OLD GOUCHER REDEVELOPMENT
Masterplan
Baltimore, Maryland



Phasing Plan

The proposed phasing plan commences the redevelopment by stabilizing and reinforcing two areas within the neighborhood with strong architectural character - Calvert Street and E. 22nd Street. Moreover, the first phase makes a clear statement that redevelopment and revitalization will take place across the entire neighborhood, both west and east.

The first phase also includes multiple housing and tenure types, while also providing both market and affordable homeownership and rental opportunities. All existing public housing residents will be accommodated in Phase 1.

Phases 2, 3 and 4 build on the success of Phase 1. Phase 2 completes the northern portion of the Calvert Corridor and begins the western half of Barclay Square. In Phase 3, Barclay Square is completed, along with the rehabilitation of homeownership units on E. 23rd Street. The final phase, Phase 4, completes the redevelopment plan providing new commercial opportunities on Greenmount Avenue.



* Please note: The original proposal for the corner of Greenmount Avenue and North Avenue has been removed from the Plan. A new 36-unit building has been included at the corner of Greenmount Avenue and 20th Street.

Summary Residential Development Program

The Barclay/ Midway/ Old Goucher Redevelopment will yield approximately 322 residential units. This total includes the four phases of development that will be overseen by Telesis Corporation, as well as 16 additional units. These additional units are properties that are not located immediately adjacent any of the four phases.

| | Total | Rental | For Sale | 1 br | 2 br | 3 br | 4 br |
|--------------|--------------|---------------|-----------------|-------------|-------------|-------------|-------------|
| Phase 1 | 103 | 62 | 41 | 24 | 38 | 26 | 15 |
| Phase 2 | 60 | 26 | 34 | 0 | 22 | 23 | 15 |
| Phase 3* | 68 | 42 | 26 | 11 | 15 | 42 | 0 |
| Phase 4* | 75 | 69 | 6 | 33 | 29 | 13 | 0 |
| Other | 16 | 0 | 16 | 0 | 0 | 11 | 5 |
| TOTAL | 322 | 199 | 123 | 68 | 104 | 115 | 35 |
| % | | 62% | 38% | 21% | 32% | 36% | 11% |

A key goal for the redevelopment, shared by both Baltimore Housing and the community, is to improve the income mix of the neighborhood. The table below details the targeted income levels by each of the 4 phases.

| | Total Units | RENTAL | | | HOMEOWNERSHIP | |
|--------------|--------------------|---------------------|---------------------|---------------|----------------------|---------------|
| | | < 30% AMI | < 60% AMI | Market | Affordable | Market |
| Phase 1 | 103 | 43 | 15 | 4 | 8 | 33 |
| Phase 2 | 60 | 0 | 22 | 4 | 7 | 27 |
| Phase 3* | 68 | 0 | 31 | 11 | 5 | 21 |
| Phase 4* | 75 | 0 | 23 | 46 | 2 | 4 |
| TOTAL | 306 | 43 | 91 | 65 | 22 | 85 |
| % | | 14% | 30% | 21% | 7% | 28% |

*** Please note: The unit counts listed for Phases 3 and 4 include Mayor and City Council properties, which are not currently included in the RFQ portfolio. The Mayor and City Council properties are highlighted on the map on page 4.**

Summary Residential Development Program

The table below details the overall income and tenure mix of the neighborhood after redevelopment.

| Unit Mix Analysis | Totals | % |
|---------------------------------------|---------------|----------|
| Rental Units | 199 | 62% |
| Homeownership Units | 123 | 38% |
| Affordable Units | 156 | 48% |
| Market Units | 166 | 52% |
| Affordable Rental Units | 134 | 42% |
| Affordable Homeownership Units | 22 | 7% |
| Market Rental Units | 65 | 20% |
| Market Homeownership Units | 101 | 31% |

THE FINANCIAL PLAN

Drafting a financial plan for a project that will likely take 10 years to complete is not an easy task. There are variables, such as construction costs and the market absorption rate, which can be difficult to nail down up front. The budget outlined below is based on current market conditions and should serve as a tool for measuring the general scale of subsidy needed, especially in regard to the third and fourth phases of development. To implement the full Plan, a firm public commitment of funds and leadership will be required.

Summary Redevelopment Budget

Telesis estimates a total budget of approximately \$85,000,000 to implement the proposed redevelopment plan. This sum includes the development of the housing, commercial and community facilities, as well as improvements to public areas such as parks, streets, and sidewalks. Although the public improvements are outside Telesis's project management scope of work, it is important to highlight the necessity for such improvements that will benefit not only the work carried out by Telesis, but also current homeowners and renters. Highly visible public improvements will be a signal to investors in the area that it is now time to begin their individual rehabilitation projects.

Financial assumptions were prepared based on the following:

- Unit sale price and rental rate estimates from a market analysis prepared by Lipman, Frizzell & Mitchell LLC;
- Cost estimates prepared by Struever Bros. Eccles & Rouse, Inc.; and
- Financial underwriting assumptions, based on similar projects.

TOTAL USES

| | | |
|----------------------------------|---------------------|-----|
| Mixed-Income Rental | 27,400,000 | 32% |
| Homeownership (rehab) | 18,700,000 | 22% |
| Homeownership (new construction) | 14,000,000 | 17% |
| Mixed-Use Bldg (Greenmount/20th) | 7,500,000 | 9% |
| Replacement Public Housing | 10,600,000 | 12% |
| Streetscape Improvements | 3,500,000 | 4% |
| Live / Work Units | 1,900,000 | 2% |
| Park Improvements | 1,400,000 | 2% |
| Total Uses | \$85,000,000 | |

TOTAL SOURCES

| | | |
|---|---------------------|-----|
| Sales Proceeds from Homeownership Units | 31,600,000 | 37% |
| 9% LIHTC Equity | 24,700,000 | 29% |
| Funding Gap for the Mixed-Use Bldg | 5,000,000 | 6% |
| Private Debt (market rate rental) | 4,300,000 | 5% |
| Rental Housing Loan (subsidized rental) | 5,300,000 | 6% |
| HABC Funding (replacement public housing) | 4,800,000 | 6% |
| Capital Improvement Funds | 4,500,000 | 5% |
| Affordable Homeownership Funds | 3,100,000 | 4% |
| Funding Gap (subsidized rental) | 1,700,000 | 2% |
| Total Sources | \$85,000,000 | |

*** Please note: Funding has not been committed for the Project. The budget above is based on assumptions collected from consultants and similar projects.**

The proposed Redevelopment Plan will require over \$50,000,000 in public support. It is envisioned that this funding will come to the neighborhood as a combination of State and City contributions. From the State, the project will require Low-Income Housing Tax Credit (LIHTC) equity and Rental Housing Loan funds. From the City, the project will require capital for public housing replacement and gap funds for other low-income rental units. Additionally, the City will need to lead the effort to provide capital improvements in the Project Area. Affordable homeownership opportunities can be offered to households at 80% of the Area Median Income by using soft mortgages or other subsidies.

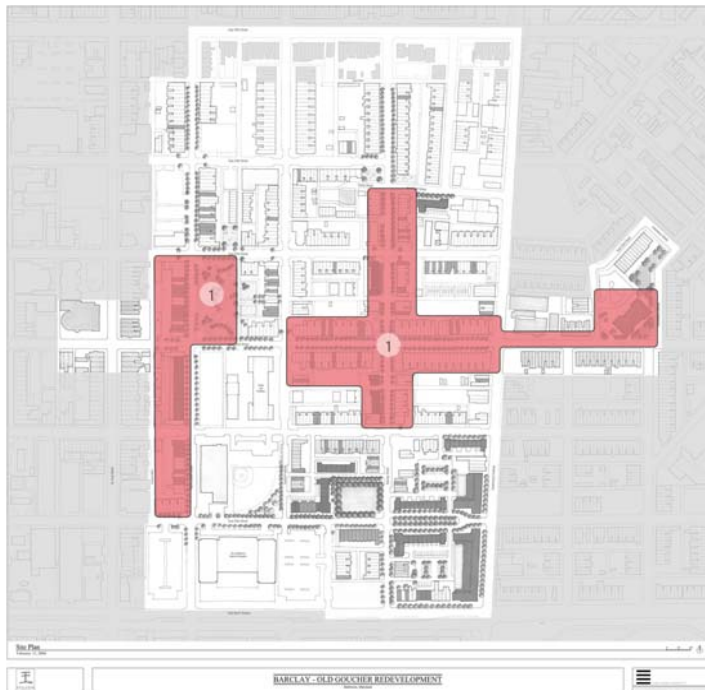
Green Communities has committed to fund a green charrette for the Barclay neighborhood, during which the development team will explore ideas and methods for incorporating sustainable design elements into the plan. Telesis aims to apply for Green Communities construction grants to help cover the cost of green design in affordable housing.

Three key financial assumptions to realize the Redevelopment Plan include: (1) land is provided at zero cost; (2) market rate homeownership units have sales prices ranging from \$152 to \$177 per square foot which represents the total development costs per square foot; and (3) affordable homeownership is made possible for households at 80% of the Area Median Income through public subsidy.

Budget per Phase

Phase 1 includes 103 residential units, at least 4,000 square feet of community space, improvements to Calvert Street Park, and other streetscape improvements along Calvert and Barclay Streets. In this phase, replacement public housing and homeownership constitute about an equal portion of the budget.

To accomplish this phase of development, the project will need the maximum 9% LIHTC allocation of \$1,000,000. HABC will need to contribute \$4,800,000 toward the public housing replacement. To offer 8 affordable homeownership opportunities to households at 80% AMI, the project requires a subsidy of \$1,300,000.



Phase 1 Unit Count

| | |
|-----------------------------|----|
| Replacement Public Housing | 43 |
| Low-Income Rental | 15 |
| Market Rate Rental | 4 |
| For Sale Townhouses - new | 24 |
| For Sale Townhouses - rehab | 17 |

Total Units **103**

Community Space (SF) **4,000**

Total Uses

| | |
|----------------------------|------------|
| Replacement Public Housing | 10,600,000 |
| Mixed-Income Rental | 5,200,000 |
| Homeownership - new | 7,900,000 |
| Homeownership - rehab | 6,200,000 |
| Calvert Street Park | 300,000 |
| Streetscape Improvements | 1,000,000 |

\$31,200,000

Total Sources

| | |
|---|------------|
| 9% LIHTC Equity | 10,000,000 |
| Rental Housing Loan (subsidized rental) | 800,000 |
| Private Debt (market rental) | 200,000 |
| HABC Funding (public housing) | 4,800,000 |
| Sales Proceeds from Homeownership | 12,800,000 |
| Affordable Homeownership Funds | 1,300,000 |
| Capital Improvement Funds | 1,300,000 |

\$31,200,000

*** Please note: Funding has not been committed for the Project. The budget above is based on assumptions collected from consultants and similar projects.**

Phase 2 includes 60 residential units, and focuses on rehabilitated homeownership along Calvert Street and Guilford Avenue. Barclay Square Park is developed along with the residences surrounding it on the 300 block of E. 20th Street.

To accomplish this phase of development, the project will need a 9% LIHTC allocation of \$520,000. To offer 7 affordable homeownership opportunities to households at 80% AMI, the project requires a subsidy of \$1,000,000.



Phase 2 Unit Count

| | |
|-----------------------------|----|
| Low-Income Rental | 22 |
| Market Rate Rental | 4 |
| For Sale Townhouses - new | 3 |
| For Sale Condo - rehab | 8 |
| For Sale Townhouses - rehab | 23 |

Total Units **60**

Total Uses

| | |
|--------------------------|------------|
| Mixed-Income Rental | 6,800,000 |
| Homeownership - new | 1,200,000 |
| Homeownership - rehab | 10,100,000 |
| Barclay Square Park | 960,000 |
| Streetscape Improvements | 1,000,000 |

\$20,060,000

Total Sources

| | |
|---|------------|
| 9% LIHTC Equity | 5,000,000 |
| Rental Housing Loan (subsidized rental) | 1,400,000 |
| Private Debt (market rental) | 200,000 |
| Funding Gap (low-income rental) | 200,000 |
| Sales Proceeds from Homeownership | 10,300,000 |
| Affordable Homeownership Funds | 1,000,000 |
| Capital Improvement Funds | 1,960,000 |

\$20,060,000

*** Please note: Funding has not been committed for the Project. The budget above is based on assumptions collected from consultants and similar projects.**

In Phase 3, the eastern half of the Barclay Square area is completed. It includes 68 units. This phase is primarily new construction, with a small component of rehabilitated homeownership on E. 23rd Street.

To accomplish this phase of development, the project will need a 9% LIHTC allocation of \$570,000. To offer 5 affordable homeownership opportunities to households at 80% AMI, the project requires a subsidy of \$500,000.



Phase 3 Unit Count

| | |
|-----------------------|-----------|
| Low-Income Rental | 31 |
| Market Rate Rental | 11 |
| Homeownership - new | 17 |
| Homeownership - rehab | 9 |
| Total Units | 68 |

Total Uses

| | |
|--------------------------|---------------------|
| Mixed-Income Rental | 8,300,000 |
| Homeownership - new | 5,000,000 |
| Homeownership - rehab | 2,400,000 |
| Streetscape Improvements | 750,000 |
| Total Uses | \$16,450,000 |

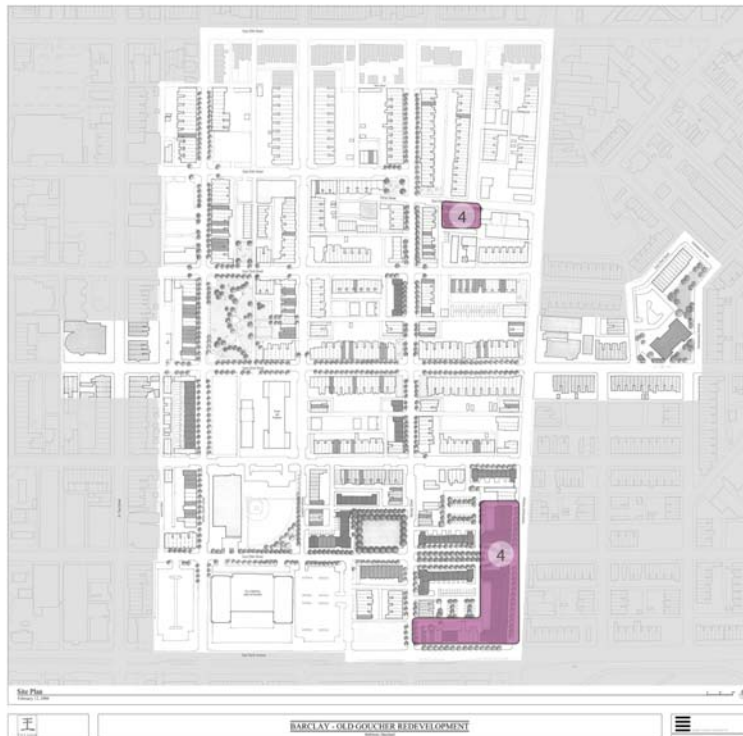
Total Sources

| | |
|---|---------------------|
| 9% LIHTC Equity | 5,400,000 |
| Rental Housing Loan (subsidized rental) | 1,800,000 |
| Private Debt (market rental) | 500,000 |
| Funding Gap (low-income rental) | 600,000 |
| Sales Proceeds | 6,900,000 |
| Affordable Homeownership Funds | 500,000 |
| Capital Improvement Funds | 750,000 |
| Total Sources | \$16,450,000 |

*** Please note: Funding has not been committed for the Project. The budget above is based on assumptions collected from consultants and similar projects.**

Phase 4 contains the most diverse mix of uses of any of the four development phases. In this phase, in addition to 75 residential units, about 4,000 square feet of retail/community space will be created. The commercial focus of this phase will be on Greenmount Avenue.

The community would like the building at the corner of Greenmount Avenue and 20th Street this to be a purely market rate development. To achieve this community vision, it will likely require philanthropic support or soft debt to make it feasible.



Phase 4 Unit Count

| | |
|------------------------------|----|
| Low-Income Rental | 23 |
| Market Rate Rental | 10 |
| Live/ Work Townhouses - new | 6 |
| Mixed-Use Market Rate Rental | 36 |

Total Units **75**

Retail/ Community (SF) **4,000**

Total Uses

| | |
|--------------------------------------|-----------|
| Mixed-Income Rental | 7,100,000 |
| For Sale Live/ Work Townhouses - new | 1,900,000 |
| Mixed-Use Bldg (Greenmount/ 20th) | 7,500,000 |
| Streetscape Improvements | 500,000 |

\$17,000,000

Total Sources

| | |
|---|-----------|
| 9% LIHTC Equity | 4,400,000 |
| Rental Housing Loan (subsidized rental) | 1,300,000 |
| Private Debt (market rental) | 6,000,000 |
| City Funding (low-income rental) | 900,000 |
| Funding Gap (Mixed-Use Bldg) | 5,100,000 |
| Sales Proceeds | 1,600,000 |
| Affordable Homeownership Funds | 200,000 |
| Capital Improvement Funds | 500,000 |

\$17,000,000

*** Please note: Funding has not been committed for the Project. The budget above is based on assumptions collected from consultants and similar projects.**

ACKNOWLEDGMENTS

| | | |
|--|--|--|
| <p>Government of Baltimore City Sheila Dixon, <i>Mayor</i> Carolyn O. Blakeney, <i>Deputy Chief of Staff</i> Beatrice L. Tripps, <i>Chief of Staff</i> Wanda Watts, <i>Director of Outreach</i> Angela Fraser, <i>Community Liaison</i> Bill Ferguson, <i>Community Liaison</i></p> | <p>BMOG Coalition Connie Ross, <i>Co-Chair</i> Devon Said, <i>Co-Chair</i> Lowell Larsson Brad Schlegel Jennifer Martin (formerly) Nate Tatum</p> | <p>Old Goucher Community Association Markton Cole Delano Bailey</p> |
| <p>Baltimore Housing Paul Graziano, <i>Housing Commissioner</i> Rosa Diaz (formerly) Alastair Smith, <i>Development Manager</i> Chris Shea (formerly)</p> | <p>St. Ann’s Church Sister Jeanne</p> | <p>People’s Homesteading Group Michael Mazepink, <i>Executive Direction</i> Manisha Gadia, <i>Project Manager</i> Tammy Mayer, <i>Housing Resources Manager</i> Sandra Coles, <i>Community Organizer</i> Mary Harvin, <i>Development Coordinator</i></p> |
| <p>Council of Baltimore City Bernard “Jack” Young, <i>Councilman</i> Mary Pat Clarke, <i>Councilwoman</i></p> | <p>Maryland State Delegates Delegate Salima Siler Marriott Delegate Marshall T. Goodwin Delegate Maggie McIntosh</p> | <p>Marks, Thomas Architects Magda Westerhout, <i>Principal</i> Michael Crowley, <i>Designer</i> Kristine Finney, <i>Designer</i> Tim Duke, <i>Designer</i></p> |
| <p>Baltimore City Office of Planning Tamara Woods Eric Holcomb</p> | <p>Charles Village CBD Janet Levine (formerly) Peter Duvall, <i>Director of Housing and Economic Revitalization</i></p> | <p>Struever Bros., Eccles & Rouse, Inc. Nick Kontos, <i>Senior Estimator</i></p> |
| <p>Maryland State Historic Trust C. Andrew Lewis, <i>Senior Preservation Officer</i></p> | <p>Dallas Nicholas Elementary School Irma Johnson, <i>Principal</i> Nate Tatum, <i>Community School Director</i></p> | <p>Lipman, Frizzell & Mitchell LLC Joseph Cronyn, <i>Partner</i></p> |

| | | |
|--|--|--|
| <p>Scattered Site Public Housing Residents Association Annie Chambers, <i>President</i></p> | <p>Greater Homewood Bill Miller (formerly) Jermaine Johnson, <i>Neighborhood Outreach Coordinator</i> Karen Stokes, <i>Executive Director</i></p> | <p>Southway Builders Paul B. Littmann, Jr.</p> |
| <p>Franciscan Youth Center Sandi McFadden, <i>Executive Director</i></p> | <p>Greenmount West Community Assoc. Dennis Livingston, <i>Community Resources</i> Eric Goods</p> | <p>Greenmount Recreation Center Terri Fulp, <i>Director</i></p> |
| <p>Ebenezer Baptist Church Robert Ransom Jane Honeycutt</p> | <p>Foundations Baltimore Neighborhood Collaborative Abell Foundation Goldseker Foundation Living Classrooms Foundation</p> | <p>Others Cathy Lynch Joe McNeely Mark Sissman, <i>Healthy Neighborhoods</i> Jennifer Mange, <i>Station North Arts & Entertainment District</i> Kristin Perkins</p> |

ATTACHMENTS

Letters of Support

Development Budgets

Unit and Parcel Matrix

Replacement Public Housing Plan

Acquisition Summary Table

Community Garden Study

Notes from the Workforce Development Committee Meetings

Market Strategy/ Analysis Memorandum

Construction Cost Estimates