Revisioning Framework

Forest City – New East Baltimore Partnership was asked to evaluate the lessons learned from development activities to date and develop and propose recommendations for revising the development plan for the East Baltimore effort.
Revisioning the Master Plan & Community Strategy

Guiding Principles

- Expand the plan to include the entire 88 acre development area.
- Maintain the mixed use program, but enhance with amenities that will meet the needs of existing and returning residents and attract new residents.
- Create jobs – priority for existing, former and new residents of development area and expanded East Baltimore community.
- Provide services, parking, open space, and wellness benefits that serve the community.
- Develop differentiating amenities and neighborhood oriented programs and pursue partnerships to enhance resources.
- Identify new job opportunities to accommodate existing underemployed residents and attract new workers to live and work in the community.
- Revisit housing and retail to create a community of choice and optimize housing choices to create a sustainable neighborhood.
- Craft branding and story to market the community.
- Develop a budget and identify funding gaps.

Major Recommendations

- Maintain the housing, commercial and retail program.
- Relocate L2 from Wolfe St. to Area B swap site.
- Construct Gateway / Hotel on former L2 site.
- Finalize workforce development program and get 100% buy-in.
- Build new, 6 acre park as major urban gesture and community organizer. Program heavily. 2 Phases.
- Design a housing plan that responds to our research findings, supports the school, and will increase the appeal for returning residents and attract new market rate owners and renters as soon as the market permits.
- Create partnerships to promote “wellness” as the central theme for the community.
- Establish macro and micro retail strategy for community – highly detailed for immediate implementation and options for future phases.
- Establish a community association to advise the plan, administer enhanced services, security and community related programming.
- Create stronger street connections from JMHI to this neighborhood’s retail and open spaces – break down the barriers.
Visioning: Project Framework

**Objective:** Create a story for the revitalized community and validate its appeal

**In-depth Research Approach**
- Exploratory focus groups
- In-home ethnographic study
- Email/phone survey
- Market comparison study
- Quantitative absorption study (online and paper survey)

**Respondents**
- All respondents screened for interest in living in an urban community
- Respondents: Current residents
  - Hopkins medical campus community
  - Baltimore region residents
Visioning: Qualitative Findings

1. **Outside is Where You Get to Know a Neighborhood**
   Green spaces, town squares, the streets at night; places people come together even if for a moment and determine the health of a community.

2. **Presence of a School is a Draw for Everyone**
   The school, particularly one associated with Hopkins is an important part of community culture; it’s where community connectors are often built.

3. **The Strength of Baltimore**
   Baltimore comes together – often in the face of adversity – to form a city of small communities. *This is its strength.*

4. **A Sense of Familiarity with Contemporary Touches**
   A sense of familiarity – in architecture, in the story – is a key way for people to connect this neighborhood to Baltimore.

---

Visioning: Highly Desirable Attributes

*Percentage of Respondents “very interested”*

- A walkable community: 88%
- Green space: 82%
- Peaceful and relaxing: 82%
- Everyone is respectful of the community: 81%
- Safe and alive at night: 79%
- Athletic facility: 72%
- Historical Baltimore elements: 69%
- People interested in fitness and health: 60%
- Everyone helps their neighbors: 60%
- Central outdoor location: 61%
- Supports creativity: 61%
- Top-ranked K-8 school: 60%
- Diversity of demographics: 50%
- Variety of housing for different needs: 44%
- Indoor community/cultural center: 44%
- Housing over shops: 28%

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

69% of those who reject the location cite “risk/safety” as the reason.
Visioning:
Community Descriptions Tested

The area just north of Johns Hopkins Hospital is undergoing a significant transformation, with new housing, enhanced private security and a new high-performing K-8 school in partnership with Johns Hopkins University.

WELLNESS
Welcome to <New Development in East Baltimore>, an urban community where total wellness is a way of life. A healthy, well-balanced lifestyle is as simple as walking out your front door:

COMMUNITY
Welcome to <New Development in East Baltimore>, an historic urban community rebuilt through the shared vision of those who work here and call it their home. Our goal: To make this the very best community in Baltimore. Here, we’re building here:

PIioneer
Welcome to <New Development in East Baltimore>, an urban community that’s reinventing what it means to work and live in Baltimore. Here, you’ll join a visionary group of friends and neighbors who’ve chosen to be part of the emergence of a better community by bringing together the best of what the city has to offer:

DIVERSITY
Welcome to <New Development in East Baltimore>, an urban community that welcomes you for who you are. Here, you’ll find countless ways to connect with friends and neighbors in the true spirit of community:

WELLNESS THEME
2011 RECOMMENDATIONS
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

Wellness Strategies for Beacon Park

1. Create a Built Environment that Facilitates Wellness
2. Encourage Wellness through Community Initiatives
3. Encourage Urban Athleticism
4. Support Wellness in the Workplace
5. Support Wellness through Retail / Commercial
6. Support Wellness through Food and Nutrition Access

7 Dimensions of Wellness

- Physical
- Spiritual
- Environmental
- Occupational
- Intellectual
- Emotional
- Social

DRAFT FOR DISCUSSION 7-28-2011
### Differentiating Elements

<table>
<thead>
<tr>
<th>Built Environment</th>
<th>Wellness in the Workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Free Wi-Fi in the park</td>
<td>• Non-smoking policy, smoking counseling</td>
</tr>
<tr>
<td>• Solar-powered outlets in the park</td>
<td>• Healthy restaurants, cafeterias, and vending</td>
</tr>
<tr>
<td>• Running path with marked mileage</td>
<td>• Health seminars and medical screenings</td>
</tr>
<tr>
<td>• Seasonal water feature</td>
<td>• Shower facilities and fitness center access</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Initiatives</th>
<th>Retail / Commercial</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pilot programs with JHU research</td>
<td>• World-class sports science institute</td>
</tr>
<tr>
<td>• Foster community-based organizations</td>
<td>• Wellness-oriented retail and commercial</td>
</tr>
<tr>
<td>• Community programs at the school</td>
<td>• Sustainability standards for tenants</td>
</tr>
<tr>
<td>complex</td>
<td>• Grocery / market and healthy dining options</td>
</tr>
<tr>
<td>• Wellness-oriented park programming</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Urban Athleticism</th>
<th>Food and Nutrition Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>• World-class branded fitness facility</td>
<td>• Progressive school nutrition and cooking program that</td>
</tr>
<tr>
<td>• Community pool adjacent to the school</td>
<td>extends to adult education</td>
</tr>
<tr>
<td>• Sculptural outdoor fitness equipment</td>
<td>• Urban farm for education and job creation</td>
</tr>
<tr>
<td>• Free access to fitness and weight</td>
<td>• Grocery access through delivery and shuttle</td>
</tr>
<tr>
<td>loss centers for research participants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• State-of-the-art farmer’s market</td>
</tr>
</tbody>
</table>

### Wellness: Unique Partnership Opportunities

**East Baltimore Community School**

**The Johns Hopkins Hospital**

**Johns Hopkins University**
- School of Medicine
- Bloomberg School of Public Health Center for a Livable Future
- Baltimore Food and Faith Community Supported Agriculture

**Annie E. Casey Foundation**

**Harry and Jeanette Weinberg Foundation**

**City of Baltimore**
- Baltimore Office of Sustainability
- Department of Housing and Community Development
- Food Policy Advisory Committee
- Food Policy Task Force
- Virtual Supermarket Project
Big Moves

• Gateway Block & Beacon Park
• East Baltimore Community School
• Phase II Residential
• Retail Connections to JHMI Campus
• Commercial Development Strategy
DRAFT FOR DISCUSSION

ICONIC GREEN

• Pedestrian Spine
• Walks, Kiosks, Plazas
• Lawn
• Grove

GROVE FUNCTIONS

LAWN FUNCTIONS
EAST BALTIMORE COMMUNITY SCHOOL
2011 RECOMMENDATION

SCHOOL SITE

Potential community pool location
• Historic street grid
• Retain special character street
• Retain existing architecture
Visioning:
Interest in Described Community

Interest in living in urban community near downtown strongest among those already nearby
- 46% of Hopkins community
- 66% of current city residents
- 21% of Baltimore market
- 36% of non-city residents

Strong positive reaction to described community among those interested in urban living
+90% are interested in living in the described community that is most appealing to them.

Visioning: Prospect Demographics

Slightly younger, fewer with children, educated, racially diverse

<table>
<thead>
<tr>
<th>Would Live in the Proposed Community</th>
<th>Would Not Live in the Proposed Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median age</td>
<td>38</td>
</tr>
<tr>
<td>Income range</td>
<td>$30,000-105,000</td>
</tr>
<tr>
<td>Children under age 14</td>
<td>25%</td>
</tr>
<tr>
<td>Children age 14-18</td>
<td>12%</td>
</tr>
<tr>
<td>College degree</td>
<td>80%</td>
</tr>
<tr>
<td>African American</td>
<td>17%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>69%</td>
</tr>
</tbody>
</table>
Visioning: Housing Preferences

Desired Rental Housing
• Flats and lofts in 4-6 story buildings were most desirable configurations
• Dedicated parking is highly desirable
• Pets allowed and upgraded kitchens are highly desired amenities
• Safe public transit, shopping/restaurants, private security and access to indoor fitness with a pool are highly desired community amenities
• Proposed rental housing mix has the potential to capture 62% of projected demand.

Desired Owner Housing
• Row houses (traditional and contemporary) and condo lofts in 4-6 story buildings were most desirable configurations
• Lack of dedicated parking is highly undesirable
• Upgraded kitchen and Energy Star appliances are highly desired amenities
• Exercise trail/health circuit, private security and access to indoor fitness with a pool are highly desired community amenities

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 iconic green and school
1st Phase Eager Street Buildings Expected to Stimulate Demand

Rental:
- Eager Street: 236
- UME / Mews: 7
  Total: 243

Owner:
- Eager Street: 44
- UME / Mews: 33
- McDonough: 25
  Total: 102

EAGER STREET RESIDENTIAL STRATEGY

TOTAL UNIT TYPE COUNT

<table>
<thead>
<tr>
<th>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>
<tr>
<td><strong>Total Residential Units</strong></td>
<td><strong>345</strong></td>
</tr>
</tbody>
</table>

UNIT TYPE BREAKDOWN

- 1 Bedroom Apt / Loft Rental:
  - Eager Street: 155
  - UME / Mews: 18
- 2 Bedroom Apt / Loft Rental:
  - Eager Street: 81
- SF Townhouse For Sale:
  - Eager Street: 10
  - UME / Mews: 7
- Stacked Duplex For Sale:
  - Eager Street: 34
- SF Townhouse For Rent:
  - UME / Mews: 7
- SF Rehab Townhouse For Sale:
  - UME / Mews: 7
  - McDonough: 25
RETAIL CONNECTIONS TO JHMI CAMPUS
2011 RECOMMENDATIONS

URBAN DESIGN SUGGESTIONS FOR JOHNS HOPKINS TO SUPPORT RETAIL CONNECTIVITY

- Civic improvements to key N/S streets
- Create special character along N. Wolfe and Madison Streets
- Enhance existing façade of utility and garage
RETAIL OBJECTIVES

• Strengthen existing neighborhood retail amenities
• Create an authentic and dynamic sense of place for neighborhood and hospital campus
• Create a place of congregation unique from anywhere in Baltimore

EXECUTION STRATEGY

• Develop critical mass and contiguous spans of active retail and dining
• Develop plan with wellness and grocery anchors, supported by neighborhood-oriented dining and shopping amenities
• Provide high quality – NOT expensive – product accessible / appealing to broader community
• Seek out well-respected local operators
Retail Demand

- Existing resident retail demand (retail supply gap)
- New residents and employees from completed development program
- Johns Hopkins/Kennedy Krieger staff, students and visitors
- Demand from special Demand Drivers in new development
  1. Wellness Theme/Anchor
  2. Grocery/Food Market
  3. Beacon Park (Events, recreational and leisure)
  4. Critical mass and quality of dining options
  5. Sense of Place
  6. Additional retail in later phases as demand grows
  7. Invest in Monument St and Northeast Market to enhance overall retail community.
CUSTOMER ANALYSIS

Secondary Customer Analysis
Residents (15 to 20-minute walk)
Visit Frequency: 1-2/month
Primary Needs: Restaurants, Wellness, Apparel, Specialty Retail

Future transit users
Visit Frequency: 1/month
Primary Needs: Restaurants

Tertiary Customer Analysis
Visitors to hospital campus
Visit Frequency: 1-3/year
Primary Needs: Restaurants, Quick Food, Wellness, Service Retail

Tertiary Customer (on-site)
Regional residents
Visit Frequency: 1-3/year
Primary Needs: Restaurants

Tertiary Customer (Regional)

RETAIL DEMAND

<table>
<thead>
<tr>
<th></th>
<th>Demand from Existing Residents</th>
<th>Demand from Existing Workers</th>
<th>Demand from New Residents &amp; Workers</th>
<th>Total Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Merchandise/ Convenience Retail</td>
<td>42,900</td>
<td>17,200</td>
<td>13,200</td>
<td>73,300</td>
</tr>
<tr>
<td>Food Service, Restaurants, etc.</td>
<td>10,000</td>
<td>18,300</td>
<td>15,400</td>
<td>43,700</td>
</tr>
<tr>
<td>Other Retail</td>
<td>16,600</td>
<td>N/A</td>
<td>1,300</td>
<td>17,900</td>
</tr>
<tr>
<td><strong>Potential Retail Area for Site at full build-out (2019+)</strong></td>
<td><strong>69,500</strong></td>
<td><strong>35,500</strong></td>
<td><strong>29,900</strong></td>
<td><strong>134,900</strong></td>
</tr>
</tbody>
</table>

1 Reflects the gap between what residents in the primary and secondary trade areas purchase and how much retail is available in the same trade area to service their demand.
2 Reflects demand from Johns Hopkins Medical, Kennedy Krieger and other workers in the primary trade area.
3 Reflects demand from new residents and workers associated with the development program for the site.
COMMERCIAL DEVELOPMENT STRATEGY
2011 RECOMMENDATION

COMMERCIAL

<table>
<thead>
<tr>
<th>Completed</th>
<th></th>
<th>Under Development</th>
<th></th>
<th>Next Phase Development</th>
<th></th>
<th>Future Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail:</td>
<td>11,000 sf.</td>
<td>Parking Garage (spaces):</td>
<td>1,400</td>
<td>Parking Garage (spaces):</td>
<td>1,400</td>
<td>Parking Garage (spaces):</td>
</tr>
<tr>
<td>R&amp;D:</td>
<td>160,000 sf.</td>
<td>Commercial:</td>
<td>80,000 sf.</td>
<td>Parking Garage (spaces):</td>
<td>1,000</td>
<td>Parking Garage (spaces):</td>
</tr>
<tr>
<td>TOTAL (GSF):</td>
<td>815,000 sf.</td>
<td>TOTAL (SPACES):</td>
<td>1,955,000</td>
<td>TOTAL (SPACES):</td>
<td>2,400</td>
<td>TOTAL (SPACES):</td>
</tr>
</tbody>
</table>
Employment Focus

Program does and will continue to create opportunities for employment across a broad spectrum:

• Lab and scientific research, property management and operations, service, administrative, educational, hospitality.
• Companies are willing and interested in hiring locally and hiring from workforce training programs
• Need to connect the available resources – MOED, BTI, Humanum, BCCC, JH training programs to companies in a successful way.
• Emulate the success of JH Hospital and Medical Institutions in training and hiring local residents.
• Continue to favor local, minority owned business opportunities for construction and permanent tenancy.
Summary Recommendations

• Beacon Park: Wellness, economically and socially diverse and sustainable.
• Central Park: Heart of the community – bridge building among residents, workers and JH East Baltimore Campus.
• East Baltimore Community School: Best city school will attract new and retain existing families within the City making Beacon Park the best-option neighborhood; Will also function as community center for the residential population.
• Gateway: Intensive commercial and public amenities (hotel, fitness – wellness center, option for grocery/market, other retail, connection to possible physical and programmatic connection to new Institute for Sports Medicine.
• Housing: 150 Units of new rental and 100 units of for sale housing, to begin delivering housing program during 2014.
• Commercial Development: 150,000 SF of new commercial lab to continue to support JH commercialization and job creation.
• Retail Hub: Leverage demand for JH East Baltimore campus, new residents and workers to create a community retail hub that can grow with the community.
• Community Amenities: Programming, security, shared facilities to foster neighborhood connections, loyalty and desirability.