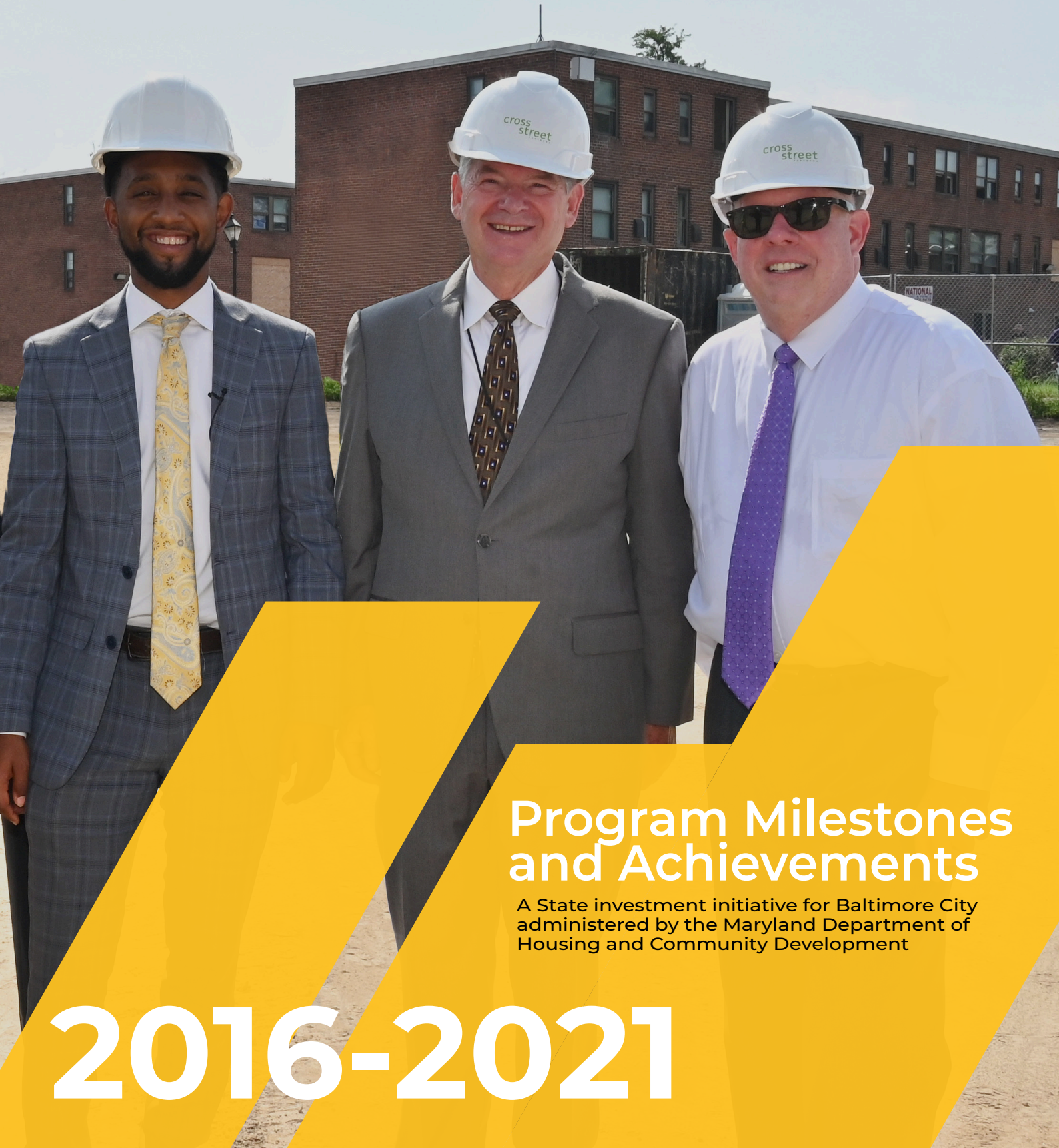




# PROJECT C.O.R.E.

CREATING OPPORTUNITIES for RENEWAL and ENTERPRISE



## Program Milestones and Achievements

A State investment initiative for Baltimore City  
administered by the Maryland Department of  
Housing and Community Development

# 2016-2021



”

“ Addressing the sea of abandoned, dilapidated buildings that are infecting entire neighborhoods is critical to improving Baltimore. With Project C.O.R.E. leading historic investment for redevelopment in the city over the last six years, we have made tremendous progress to revitalize communities, renew hope, and create new opportunities that will change Baltimore and Maryland for the better. ”

**Larry Hogan,  
Governor**



Project C.O.R.E. | Creating Opportunities for Renewal and Enterprise  
Milestone Report FY 2016-2021



LARRY HOGAN, Governor  
BOYD K. RUTHERFORD, Lt. Governor  
KENNETH C. HOLT, Secretary  
OWEN McEVOY, Deputy Secretary

A Thank You

Six years ago, I was honored to join Governor Hogan and the City of Baltimore to announce the launch of a new program that would bring unprecedented levels of investment to the City: Project C.O.R.E. (Creating Opportunities for Renewal and Enterprise). Our goal - remove blight in the City while creating new opportunities in neighborhoods that for too long have been neglected.

The immense impact of Project C.O.R.E. illustrated throughout this report would not have been possible without the partnership of a variety of state and city agencies, community and nonprofit organizations, private developers, contractors and a great many others.

I want to thank:

- The City of Baltimore, particularly the Baltimore City Department of Housing and Community Development, for their continued partnership throughout Project C.O.R.E. to identify properties for demolition, stabilization and redevelopment.
- The Maryland Stadium Authority for their skillful management of demolition activities and commitment to safety and environmental standards that serve as a national model.
- The community groups, developers and organizations that responded to the department's Request for Application rounds to ensure that Project C.O.R.E. is supporting high-impact and creative projects across the city that each individual neighborhood wants and needs - whether that be a park, affordable housing, a community center, or new retail options.
- And of course, the residents of the city of Baltimore - for which we hope these efforts will benefit for generations to come.

To all of you who have supported Project C.O.R.E., and will continue to support it for years to come, I say: Thank you for making a better Baltimore and a better Maryland.

Secretary Kenneth C. Holt  
Maryland Department of Housing and Community Development

In January 2016, Governor Larry Hogan announced **Project C.O.R.E. (Creating Opportunities for Renewal and Enterprise)**, an unprecedented investment of state resources into removing blight in some of Baltimore City's most challenged neighborhoods and communities.

This report celebrates and highlights the emerging outcomes of this effort as the program reaches the sixth anniversary of its launch.



# Project C.O.R.E. brings additional investment to Baltimore's most challenged communities.

Project C.O.R.E., together with complementary financing through other state programs, has directed **more than \$806 million** in state funds to Baltimore City, including \$264 million of targeted investment to some of the most challenged communities, and **leveraged over \$2.8 billion** in other private, philanthropic, and public dollars.<sup>1</sup>

## Project C.O.R.E.

**...reduces blight and vacancy.**

More than **5,000 units of blight** have been demolished, deconstructed or stabilized due to Project C.O.R.E. since January 2016, and more than 400 additional units are in the pipeline. The number of vacant properties in Baltimore City, measured by vacant building notices, has seen a net decrease of approximately 11% from January 2016 through December 2021.<sup>2</sup>



**BUGLE BUILDING**

**...creates new affordable housing opportunities.**

Project C.O.R.E. funding has supported the creation of **1,159 units of housing** at a cost of approximately \$16,438.86 per unit. This includes predevelopment support for several transformative projects, including the Perkins-Somerset-Oldtown transformation, Walbrook Mill, Marshall Gardens, New Shiloh Village II, and others. Ultimately, 664 units are intended for rental use while 495 units are intended for homeownership.



**DRUID HILL AVE STABILIZATION**

**...returns neglected property to productive commercial use.**

**More than 460,000 square feet of leasable space** has been created due to Project C.O.R.E. support for landmark rehabilitation projects such as the Hoen Co. building, Baltimore Pump House, and Lion Brothers Building at an average cost of about \$15.05 per square foot.



**HOEN BUILDING STABILIZATION**

**...improves community quality of life through new parks and open spaces.**

Fourteen parks and green spaces have been created or expanded due to Project C.O.R.E., representing **more than 624,000 square feet** or about 14 <sup>3</sup>/<sub>4</sub> acres including Henrietta Lacks Park, Eager Park, Kirby Lane Park and many others, at an average cost of about \$8.35 per square foot.



**HENRIETTA LACKS PARK**

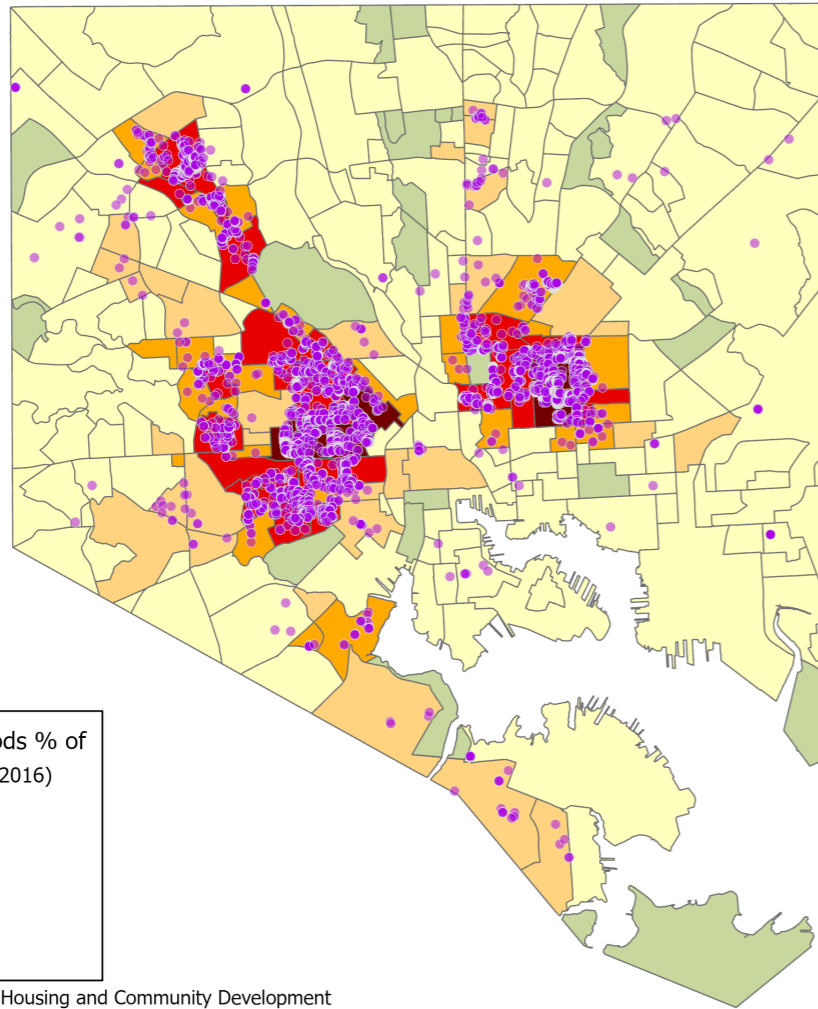
**...brings additional investment while reducing blight in Baltimore's most challenged communities.**

The partnership between the Maryland Department of Housing and Community Development, the Maryland Stadium Authority, and Baltimore City to implement Project C.O.R.E. has led to the investment of **more than \$166 million** to remediate blight and improve quality of life for residents in some of Baltimore City's most disadvantaged neighborhoods.



**PERKINS HOMES DEMOLITION**

## Project C.O.R.E. Demolitions Since 2016



**Baltimore City Neighborhoods % of Buildings with Vacant Notices (2016)**

- 0.0% - 5.0%
- 5.1% - 10.0%
- 10.1% - 20.0%
- 20.1% - 40.0%
- 40.1% - 70.0%
- Park or Campus Areas
- Completed Project C.O.R.E. Sites

Source: Baltimore City Department of Housing and Community Development

**M**ore than **5,000 units of blight** were demolished, deconstructed or stabilized due to Project C.O.R.E. through December 2021, and **more than 400 additional units** remain in the pipeline through the end of FY 2023. These efforts have been primarily targeted in areas of high vacancy, shown in the map above as measured by the percent of properties in a neighborhood with a Vacant Building Notice as of January 2016.

## Project C.O.R.E. Units of Blight Removed 1/1/2016 to 10/31/2021

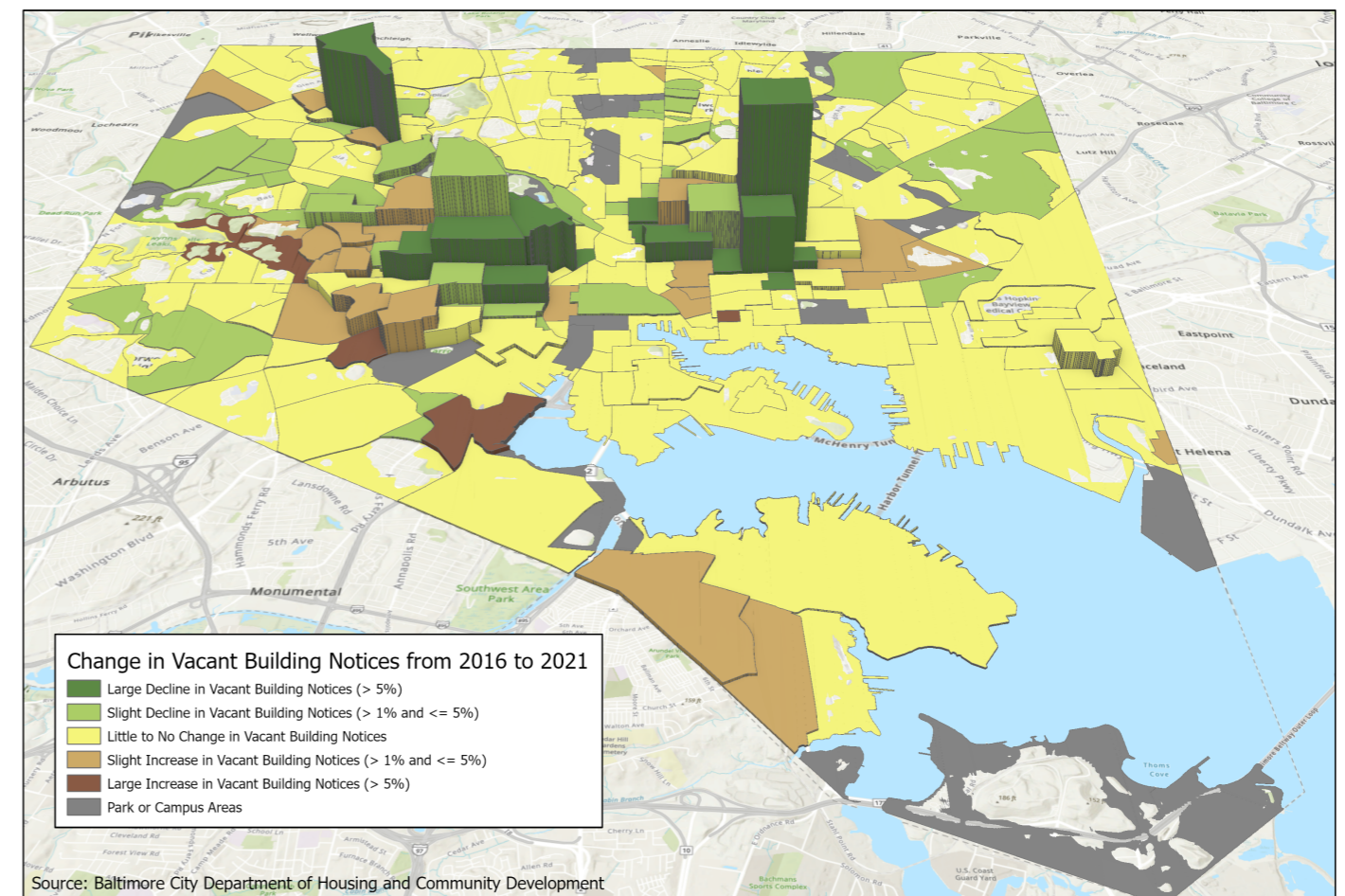
	Complete	Funding FY16-FY22	Pipeline	Total
Maryland Stadium Authority	1,068	\$63,103,848.33	300	1,368
MOU Deconstruction	325		-	325
DHCD Request for Applications	1,453	\$59,096,152.00	98	1,551
Baltimore City Demolition, Deconstruction and Stabilization	2,188	\$44,585,725.31	30	2,218
<b>Total</b>	<b>5,034</b>	<b>\$166,785,725.64</b>	<b>428</b>	<b>5,462</b>

Taken together, emerging outcomes from Project C.O.R.E. point to the potential for transformative change. During this period, Baltimore City saw an **approximately 11% decline in the citywide percentage of residential properties that were vacant and abandoned**, as measured by the number of properties with an active Vacant Building Notice (VBN). This number declined from a high peak in January 2016 of 16,997 to a December 2021 low of 15,130 notices.

While this reflects other variables, including the work of private market and the continuing decline of the City's population, Project C.O.R.E. remediation work is a key component of this change. Although in many cases the residential property vacancy rate remains high, Project C.O.R.E. target areas are seeing reductions in vacancy levels. The map below shows the change in VBN from January 2016 to December 2021 by neighborhood, with the neighborhoods extruded to show the number of completed C.O.R.E. properties. This shows that many neighborhoods with a decline of more than 5% in the number of VBN saw substantial C.O.R.E. work.

## Percentage Change of Buildings with Vacant Building Notices

2016 to 2021 by Baltimore City Neighborhoods - Extrusion by Completed C.O.R.E. Properties



**Change in Vacant Building Notices from 2016 to 2021**

- Large Decline in Vacant Building Notices (> 5%)
- Slight Decline in Vacant Building Notices (> 1% and <= 5%)
- Little to No Change in Vacant Building Notices
- Slight Increase in Vacant Building Notices (> 1% and <= 5%)
- Large Increase in Vacant Building Notices (> 5%)
- Park or Campus Areas

Source: Baltimore City Department of Housing and Community Development



NEW SHILOH VILLAGE II MULTIFAMILY BUILDING IN MONDAWIN.

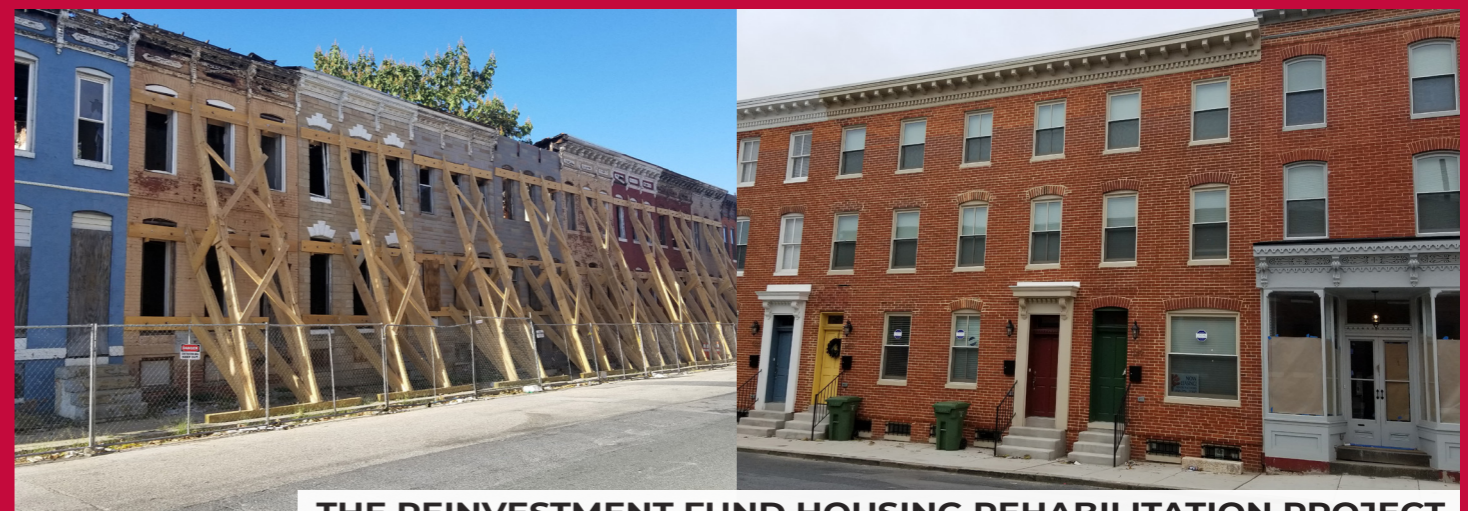
## Project C.O.R.E. creates new affordable housing opportunities.

Project C.O.R.E. funding has provided substantial predevelopment support for housing redevelopment efforts of all kinds, from scattered-site rehabilitation of individual properties to new low-income and mixed-use projects at a larger scale.

Because Project C.O.R.E. funds were used for early-stage activities such as site acquisition, infrastructure, and demolition or stabilization, it is not always possible to tell what the full impact of the program will be. However, emerging outcomes show that the program is creating new housing opportunities for Baltimore City residents.

At this point, 38 awards from Project C.O.R.E. totaling \$19,052,633.85 supported projects that would create 1,159 new housing units or rehabilitate vacant housing units. As of the end of 2021, 649 units of housing had been completed and an additional 510 units are anticipated or in progress. Of these units, 903 are new construction units and 256 are renovated units. Ultimately, 664 units are intended for a rental use while 495 units are intended for homeownership. On average, C.O.R.E. funds subsidized about \$16,438.86 in predevelopment and construction costs per unit.

Predevelopment support through C.O.R.E. was instrumental to several transformative projects, including the Perkins-Somerset-Oldtown transformation, Walbrook Mill, and Marshall Gardens projects.



THE REINVESTMENT FUND HOUSING REHABILITATION PROJECT

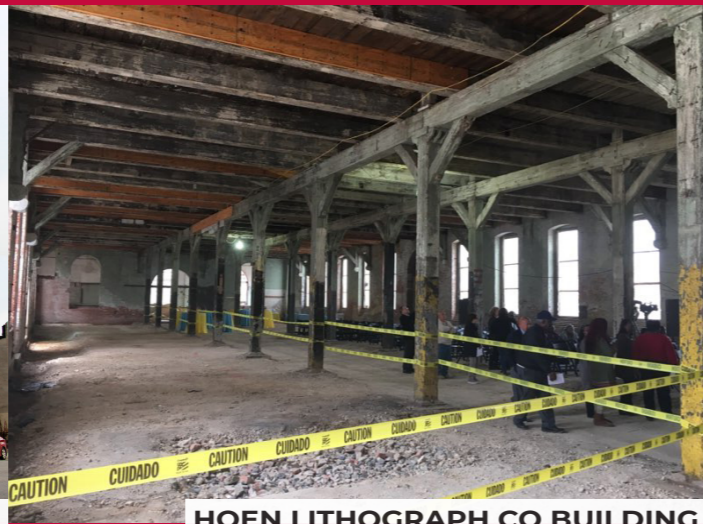
# Project C.O.R.E. returns neglected property to productive commercial use.

Project C.O.R.E. has made it possible for some of Baltimore City's large vacant properties to be rehabilitated for commercial and institutional reuse. Emerging outcomes show that the program is addressing the financing gaps that often prevent large vacant properties from being rehabilitated.

In total, \$7,045,000 across 16 awards has created or will create **more than 460,000 square feet of new leasable space** - a subsidy of approximately \$15.05 per square foot of leasable space.



THE LION BROTHERS BUILDING



HOEN LITHOGRAPH CO BUILDING

This includes landmark rehabilitation projects such as the Hoen Company complex, Baltimore Pump House, and Lion Brothers buildings, which bring new office and retail spaces to areas which have seen limited commercial opportunity for decades.

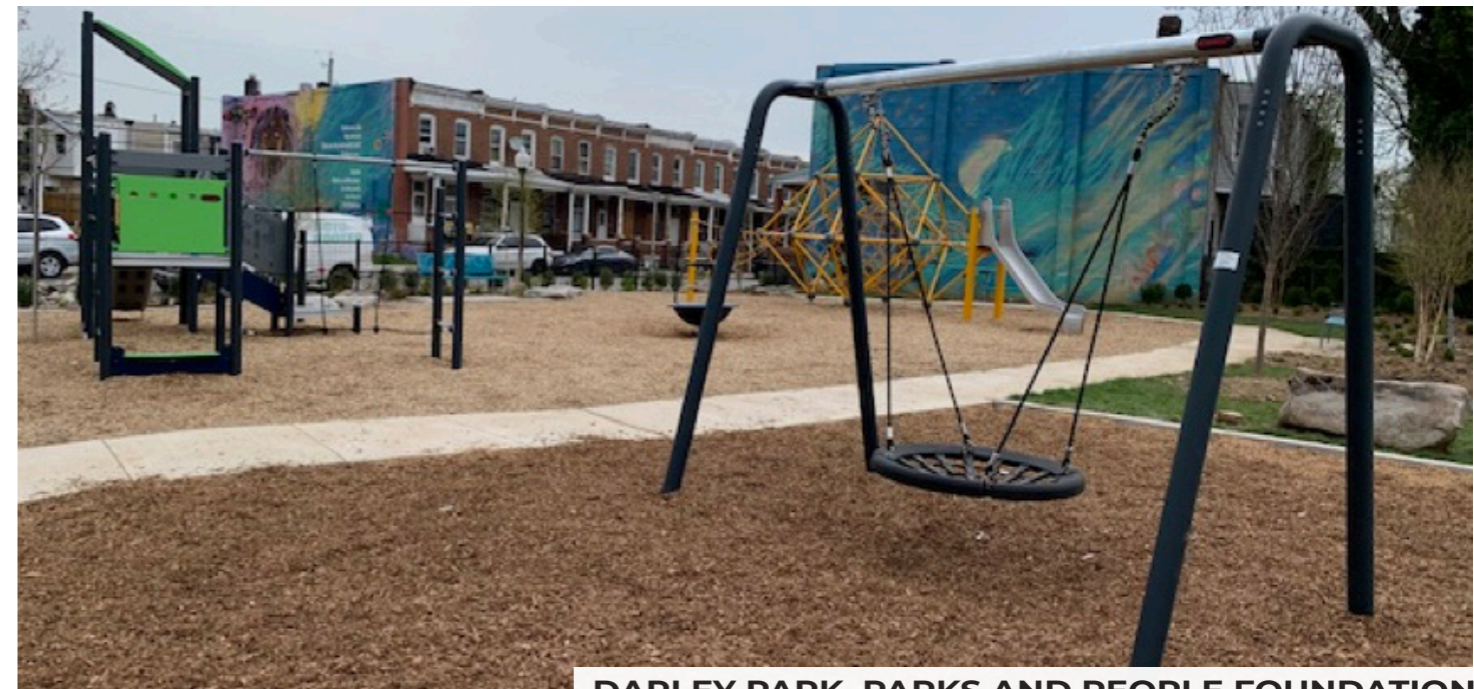
Fourteen parks and green spaces have been created or expanded due to Project C.O.R.E., representing more than 624,000 square feet or about 14 ¾ acres.

This investment of \$5.37 million through 15 awards includes several new model community parks such as Henrietta Lacks Park, Eager Park, and Kirby Lane Park (right).



The new community green spaces cleared through Project C.O.R.E. demolitions were designed in concert with community leaders. In many cases, the nonprofit, Parks and People Foundation, provided facilitation and technical expertise.

# Project C.O.R.E. improves community quality of life through new parks and open spaces.



DARLEY PARK, PARKS AND PEOPLE FOUNDATION





SARATOGA GATEWAY, PARKS AND PEOPLE FOUNDATION



EAGER PARK, EBDI



GREENMOUNT RECREATION CENTER





THE MARYLAND DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

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Project C.O.R.E. Milestone Report FY 2016-2021

[www.dhcd.maryland.gov/ProjectCORE](http://www.dhcd.maryland.gov/ProjectCORE)