



The Maisel

Development Pro Forma

2340 Annapolis Rd, Baltimore, MD
Development Team: Maisel St Corp.
ENST738 Class Project Fall 2018
Kara Brogden, Justin Fair, Adam Kureshi

Proforma Concept

To assemble 4 total lots at the 2300 Block of Annapolis Road and 2700 Block of Maisel St in Westport, to create an 8640 sq. ft. mixed-use development. Partial demolition and new-build. Uses to include a family-centric wellness and public education service use; a café/bodega; and on second-level, two 1-bedroom and two 2-bedroom apartments.

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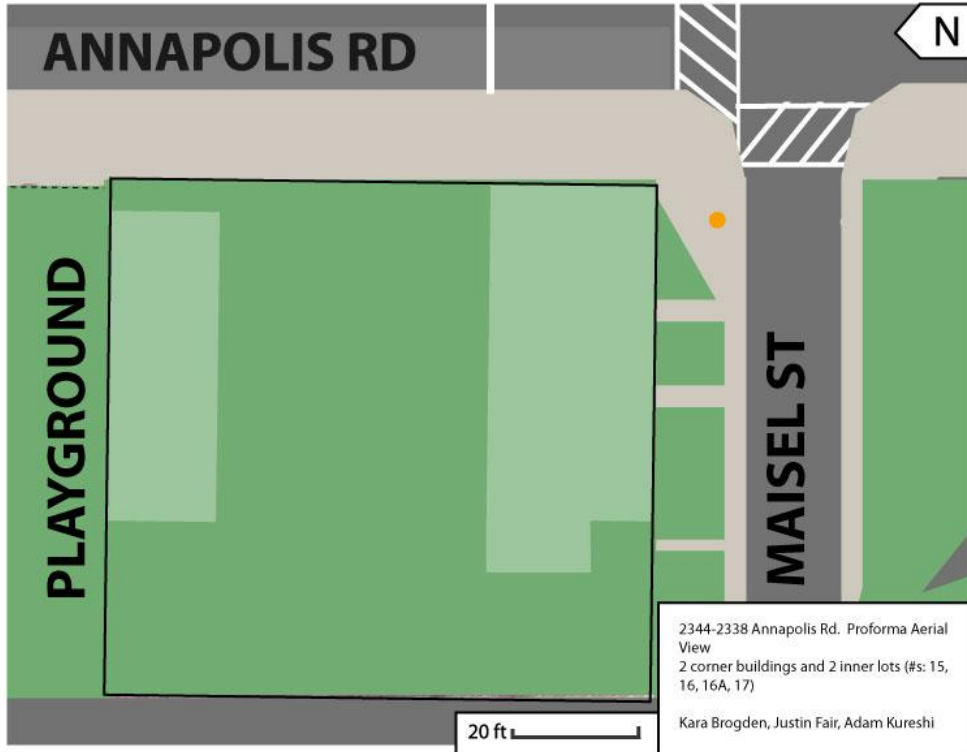
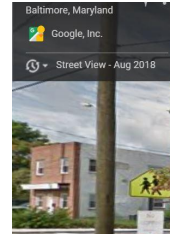
1. Appraisal of Site
2. Site Proximity Analysis
3. Westport Demographics Analysis

Proforma Overview:

4. Sections and Uses
 - a. Units and Floor Plans
 - b. Market Studies to support targeted uses
 - c. Project Timeline
5. Proforma Budget and Timeline
6. SWOT + Operations Methodology



Appraisal of Site



Site Description

Address(es): 2344-2338 Annapolis Rd

Assignment: The purpose of this appraisal is to develop an opinion of: Market Value (as defined). This report reflects the Current value.

Appraisal Intended Use: To assist the client with determination of the future use of the site.

Location: Westport neighborhood of Baltimore. Located in Southwest portion of Baltimore City, right by pedestrian bridge from Maisel St to Annapolis Rd. Areas include 2300 block of Annapolis Rd through the 2700 block Maisel St.

Size: From the intersection of Annapolis Rd and Maisel St, the total lot size is 7,830sq ft; which includes the corner lot, north and south vacant lots, and residence.

Acquisition Details:

The site consists of two existing 2-floor structures and the vacant lawn between them.

4 properties: 2344-2338 Annapolis Rd. 2 corner buildings and 2 inner lots (Lots 15, 16, 16A, 17)

Total Lot size: 7830 sq ft

Existing Building sq ft: 1260 sq ft

Property sale price: \$81,326

Current Full Cash Land Value: \$14200

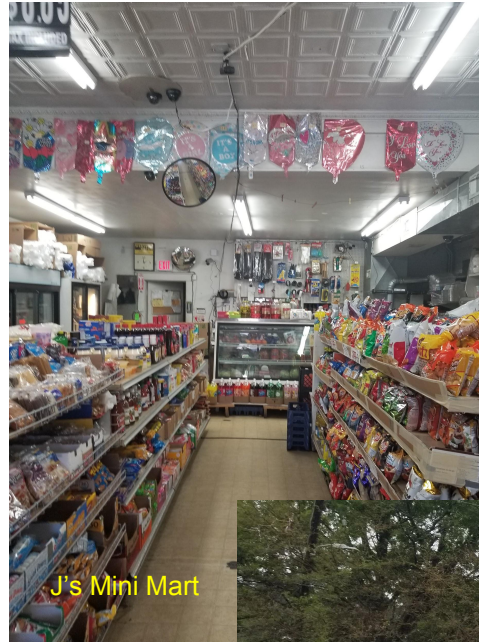
Current Full Cash Improvement: \$20000

Cash Improvement: \$40000

Current uses: The subject of this appraisal assignment is 4 platted and recorded commercial C-2 lots, situated in Baltimore, Maryland. C-2 allows for commercial construction excluding additions, rowhomes, upper-floor additions on existing rowhomes, and multi-tenant commercial development.

Current site users: 2344 currently sits a J's mini mart, which is used by patrons as a deli and convenience store; also exists a second-floor residential apartment; 2340-2342 is two conjoined vacant lots with a large tree in between them; and 2338 is a two-floor residence.

Adjacent Properties: To the north, opposite Maisel St., a two-story commercial structure sits a automotive office with parked cars surrounding it.



J's Mini Mart



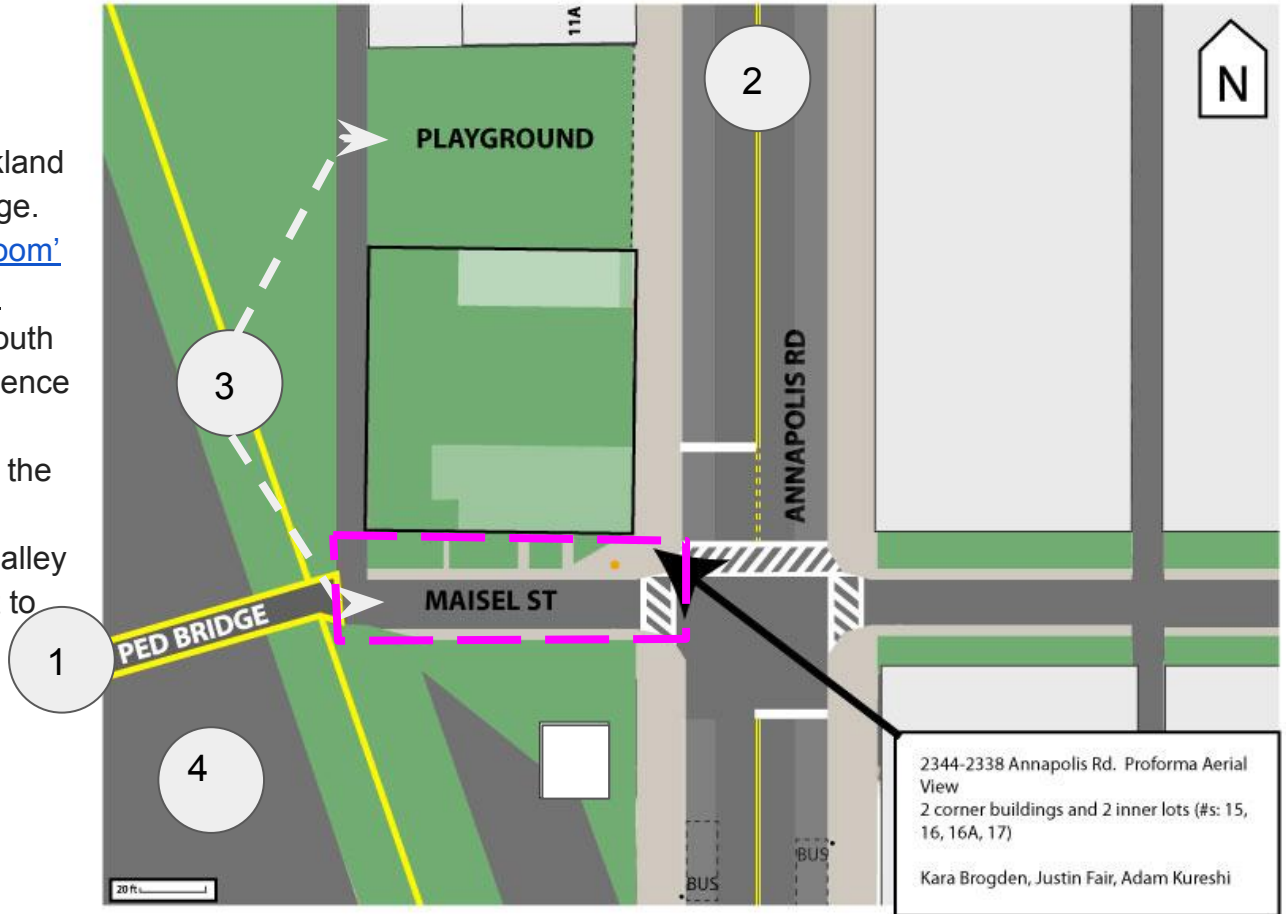
Automotive Office



Maisel St.
Pedestrian Bridge

2700 block of Maisel St:

- Neighborhood Design Center 'Maisel St Park'
 - Replace street with parkland
 - Activate pedestrian bridge.
- To the south, a [children's 'Kaboom' playground](#) "Virginia Newcomb Memorial Garden" is located south of the 2338 Annapolis Rd residence but is abandoned.
- Across the street to the east of the appraised lots sit rowhomes.
- To the west of the lots is a 10' alley and opposite it, forest adjacent to the I-295 highway.



Site-Specific Draws



1. Pedestrian bridge (Maisel St)



2. Arterial Main St (Annapolis Rd)



**3. Virginia Newcomb Memorial Garden
Playground + Potential Maisel St. Park**

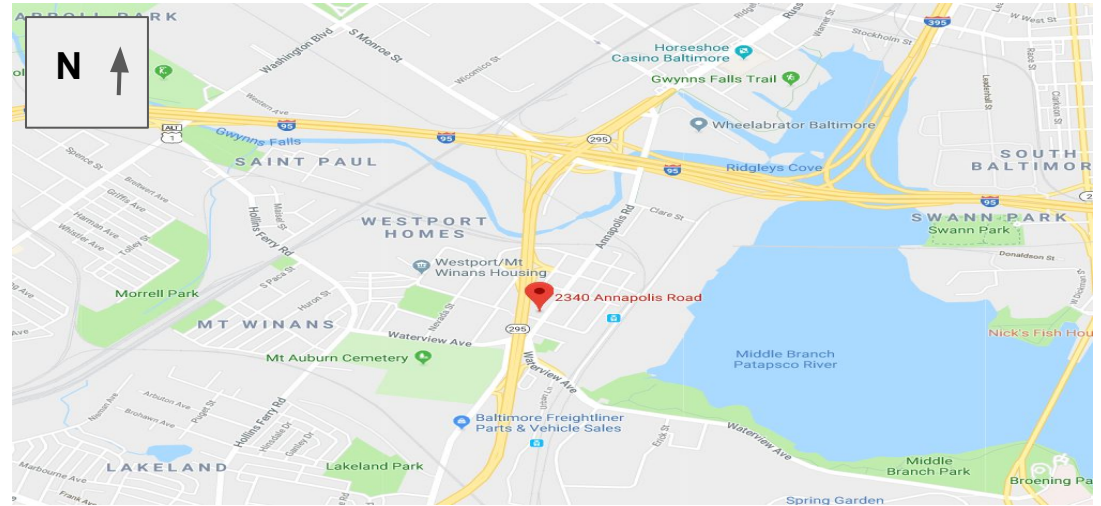


**4. Transit Adjacent Visibility
Visible by I-295 + 2 blocks from light rail stop +
Beside bus stop**

Market Detail Description

[Census Tract 2503.01.](#)

Approximate neighborhood boundaries:
To north: I-95 intersects the Gwynns Falls river north of Clare St and Annapolis Rd.
Westport boundary follows southwest of the Gwynns Falls river to the Western MD (CSX) & B&O railroads until Hollins Ferry Rd, then follows southeast until the B&O Railroad then wraps underneath Foerster Ave and Mount Auburn Cemetery, past Annapolis Rd, until reaching I-295. Westport boundary continues northeast over the Waterview Ave. bridge and runs north of Waterview Ave just past the pedestrian path of Middle Branch Park. Westport's boundary continues north of the Middle Branch waterfront to I-95.



Neighborhood Amenities:

ANCHORS - Yellow Circles:

- 1) Westport Academy Elementary School
- 2) Indiana Avenue Park
- 3) Light Rail Station
- 4) Middle Branch Park

KEY ARTERIALS:

1. Annapolis Rd
2. Waterview Ave
3. I-295
4. I-95

ANCILLARY:

1. Patapsco Ave
2. Hollins Ferry Rd
3. Washington Blvd
4. Caton Ave

NEIGHBORING RESOURCES:

Employers in nearby neighborhoods:

Carroll-Camden Industrial Area, Cherry Hill, Morrell Park, Locust Point, Port Covington, Downtown

Nearest Groceries: Save-a-Lot, Walmart, Aldi, Food Lion, ShopRite

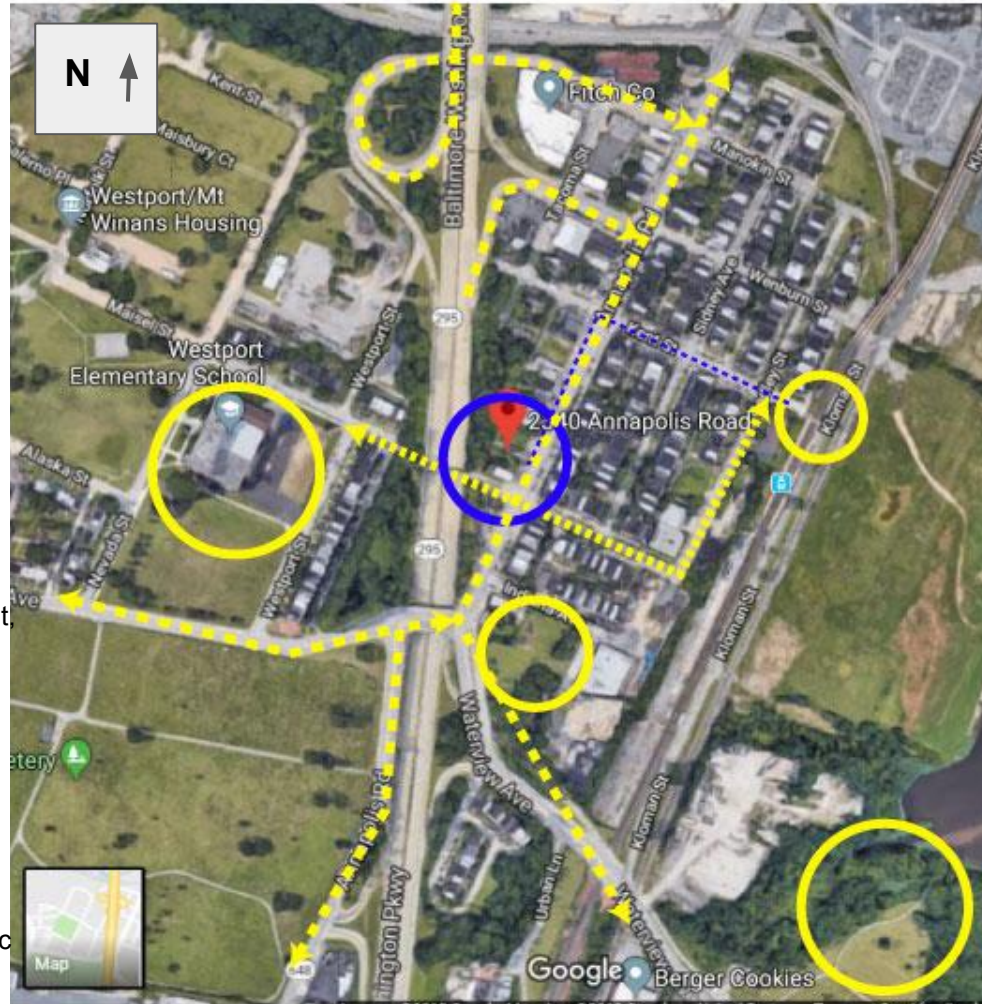
Advocacy Efforts:

South Baltimore Gateway Partnership communities:

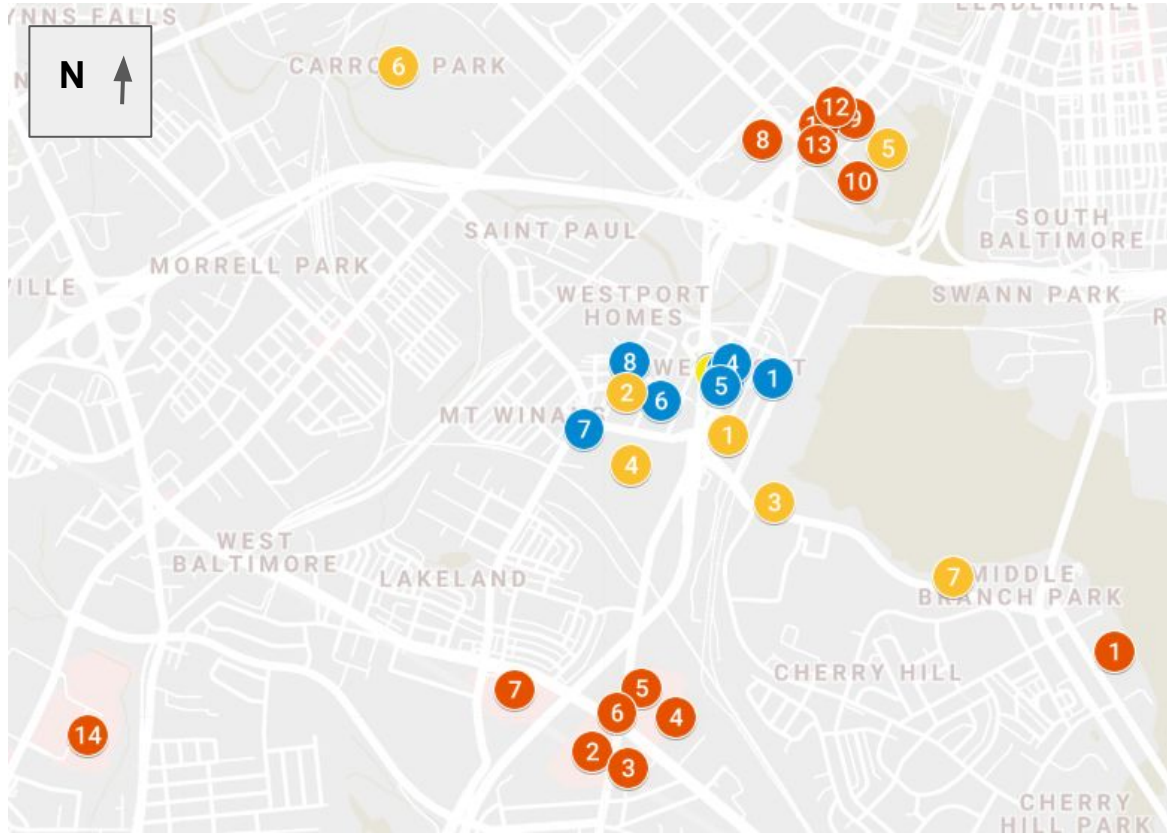
Brooklyn, Cherry Hill, Curtis Bay, Lakeland, Mt. Winans and Westport

Community Organizations:

Westport CEDC, Westport Neighborhood Association, Westport Public Housing, Boys & Girls Club, Westport Academy Engagement Office



Wider-area Destinations:



[View Map](#)

In Orange - Groceries and Gas:

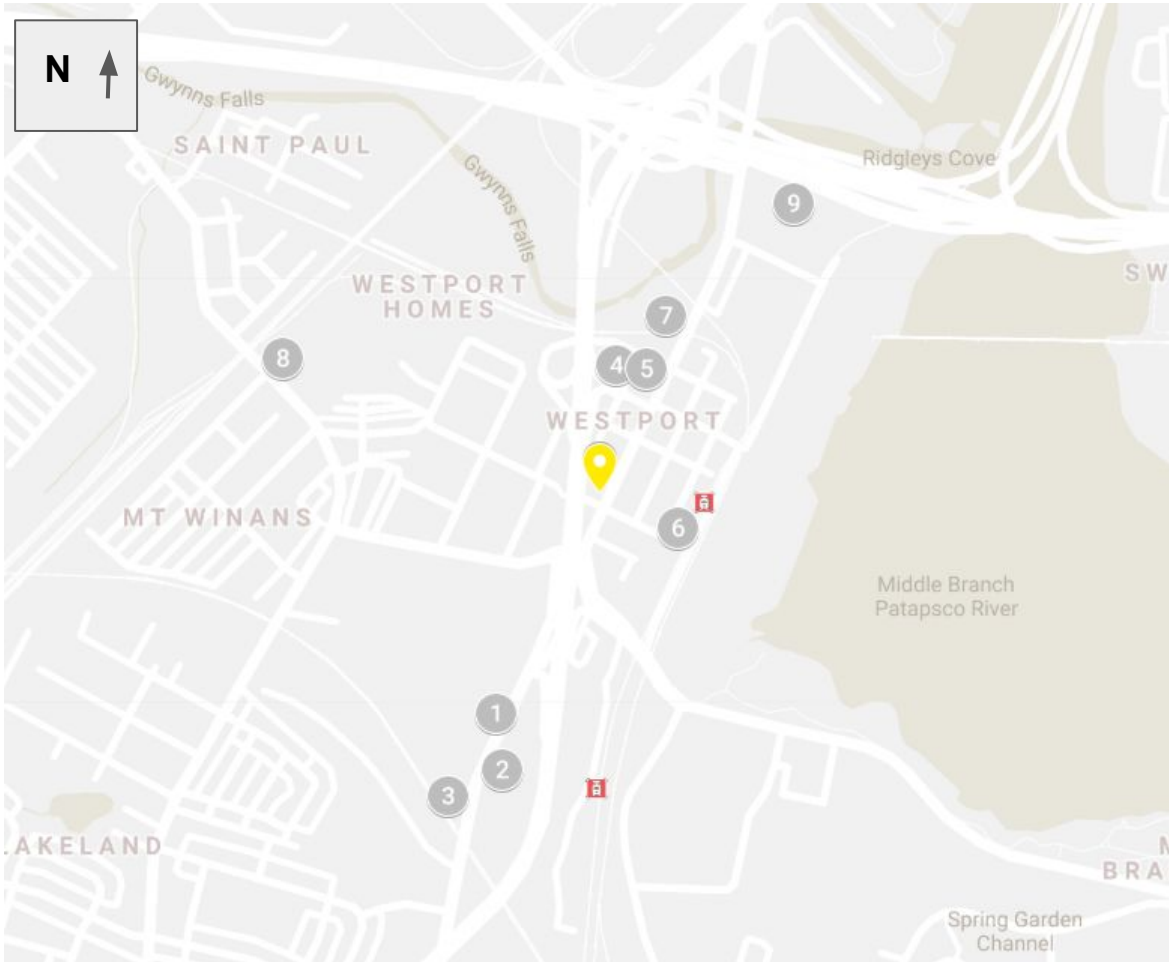
1. MedStar Harbor Hospital
2. Patapsco Village Shopping Center
3. Restaurant Depot
4. Patapsco Flea Market
5. Patapsco Arena
6. Sunoco Gas Station
7. Hollinswood Shopping Center
8. Second Chance Inc.
9. Horseshoe Casino Baltimore
10. Greyhound Package Express
11. Shell
12. Royal Farms
13. BP
14. Walmart Supercenter

In Blue - Local Assets

1. Colleen's Corner Tavern
2. Four Seas Chinese Food Carry
3. New Jerusalem Deliverance Temple
4. Westport Market
5. Unity Tabernacle of God
6. Westport Elementary School
7. Mount Winans United Methodist Church
8. Westport/Mt Winans Housing

In Yellow - Parks:

1. Indiana Avenue
2. Florence Cummings Park
3. Middle Branch Park
4. Mt Auburn Cemetery Inc
5. Gwynns Falls Trail
6. Carroll Park
7. Baltimore Rowing Club

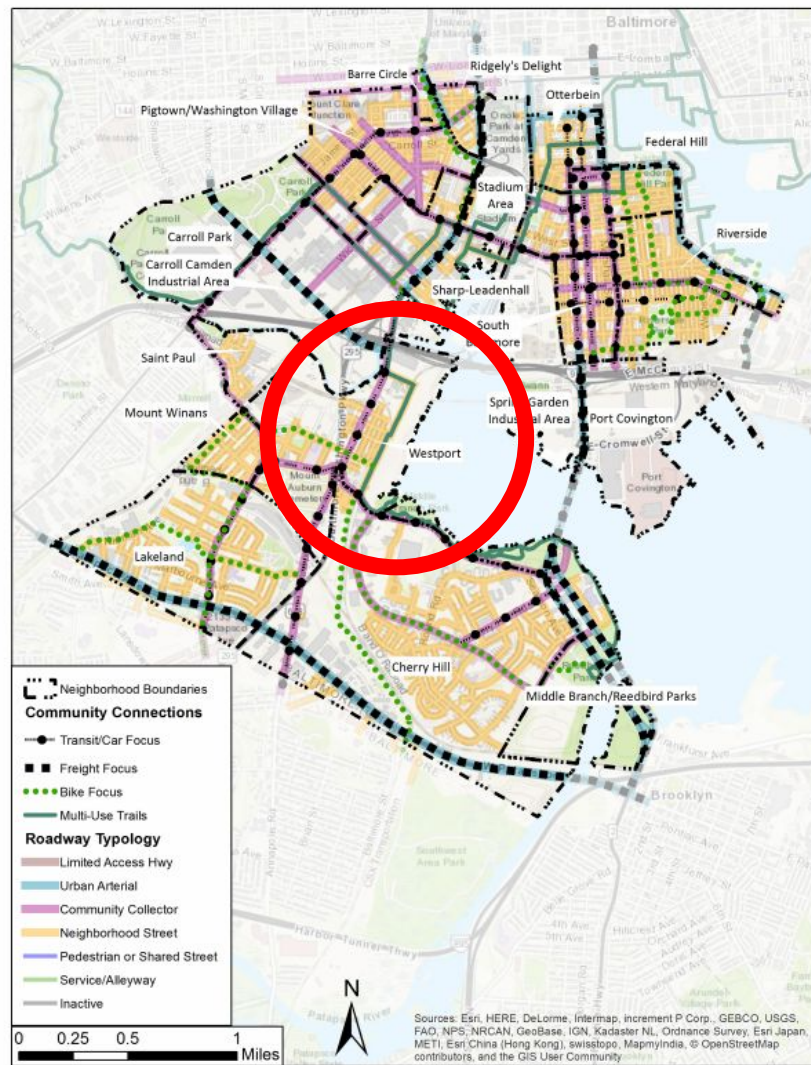


Gray - Industrial:

1. Rosedale Ice
2. Baltimore Freightliner-Western Star
3. Robert Truck & Trailer Repair
4. Fitch Co
5. Baltimore Precision Door, Inc.
6. FMB Laundry Inc
7. PCS Concrete
8. Sherwin-Williams Manufacturing Plant
9. Howard Uniform Company

Southwest Gateway Master Plan Map

“Connectivity Map”

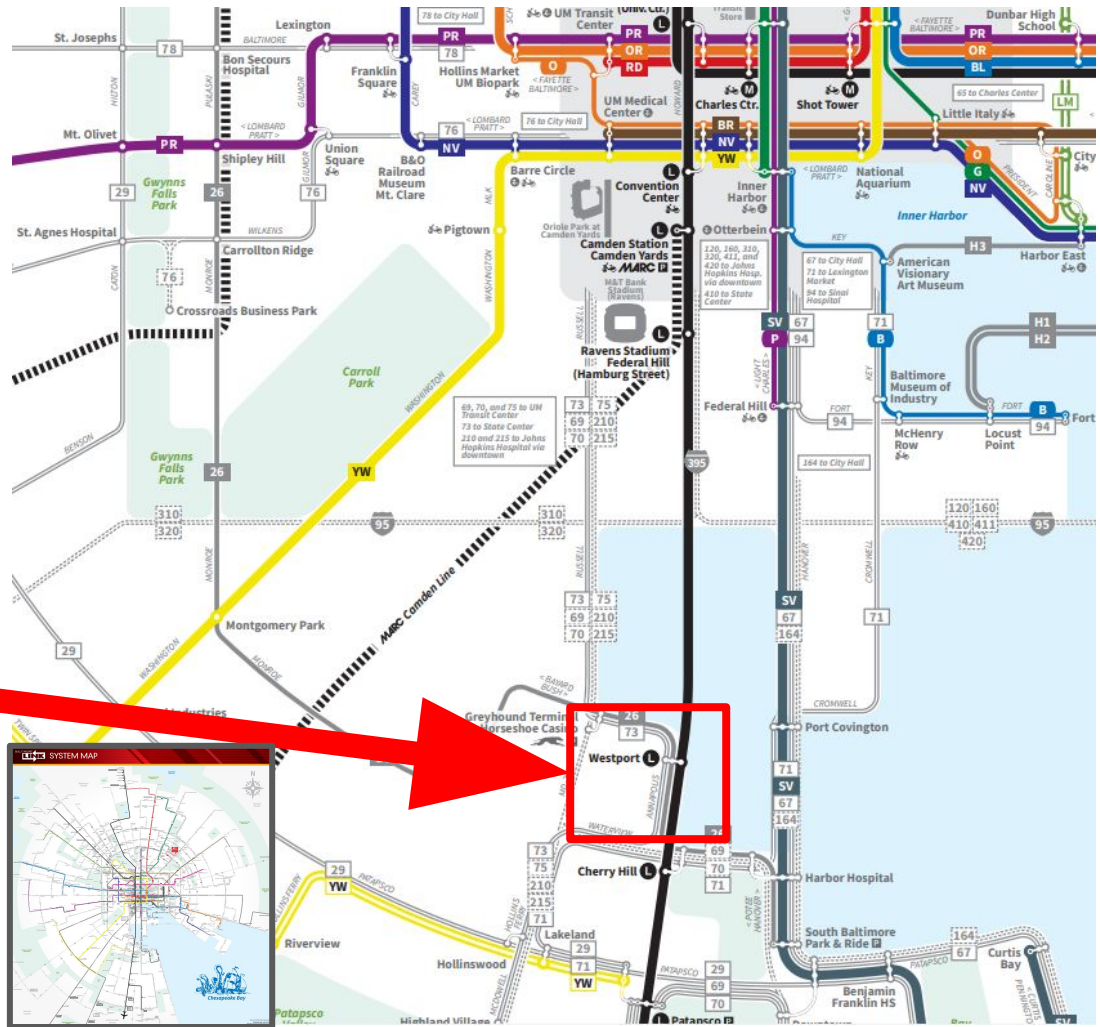


Regional Accessibility and Transportation



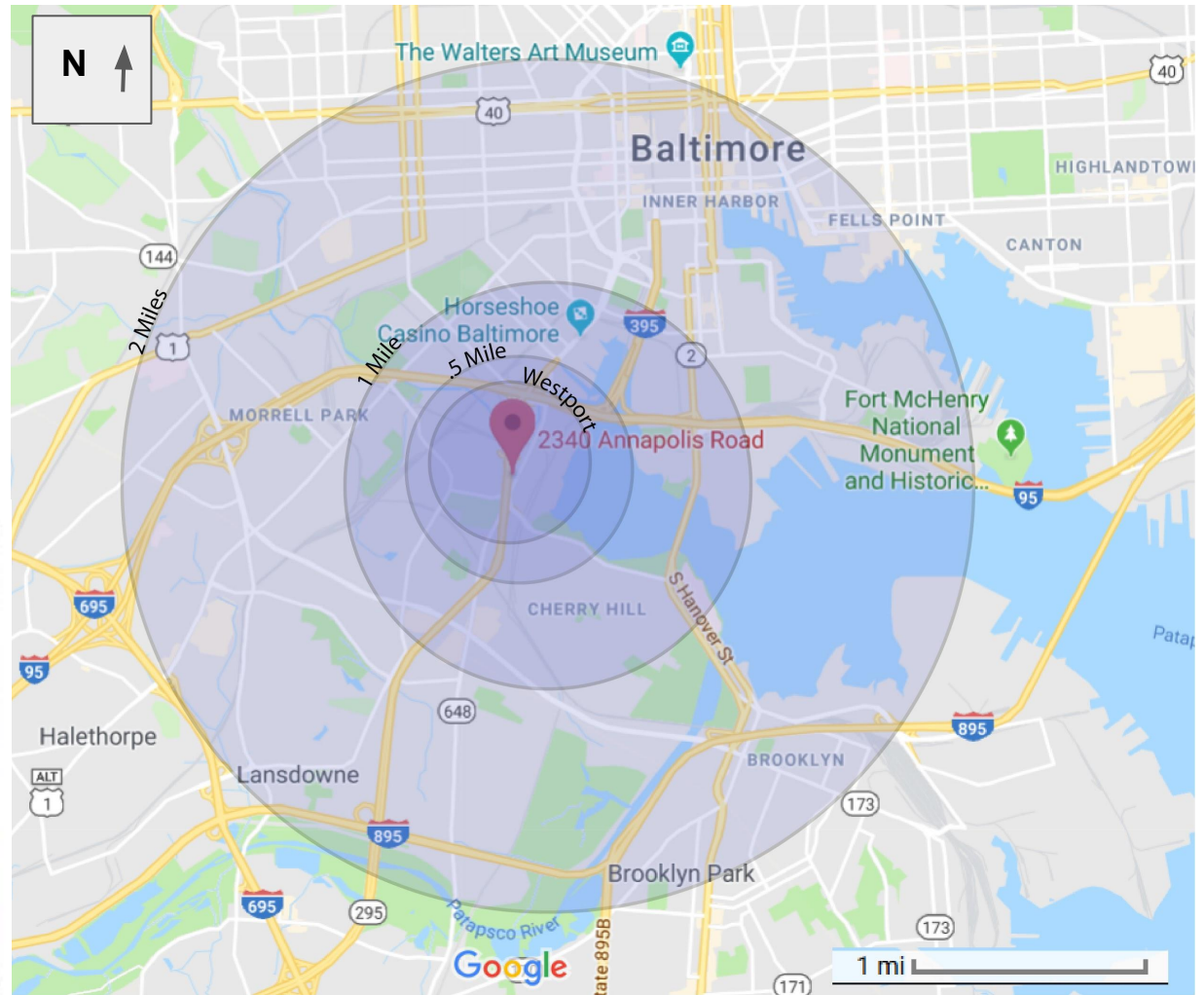
Light Rail	Hunt Valley to Glen Burnie
26	Mondawmin Metro to South Baltimore Park & Ride
69	Patapsco LR to Jumpers Hole
70	Patapsco LR to Downtown Annapolis
73	State Center Metro to Patapsco LR

(MTA CityLink Map)



Within 1 Mile: Horseshoe Casino & Camden-Industrial; Cherry Hill; Hanover St Bridge

Within 2 Miles: Morrell Park; Downtown; Midtown; Fells Point; Washington Blvd; Brooklyn Park; Lansdowne; Fort McHenry

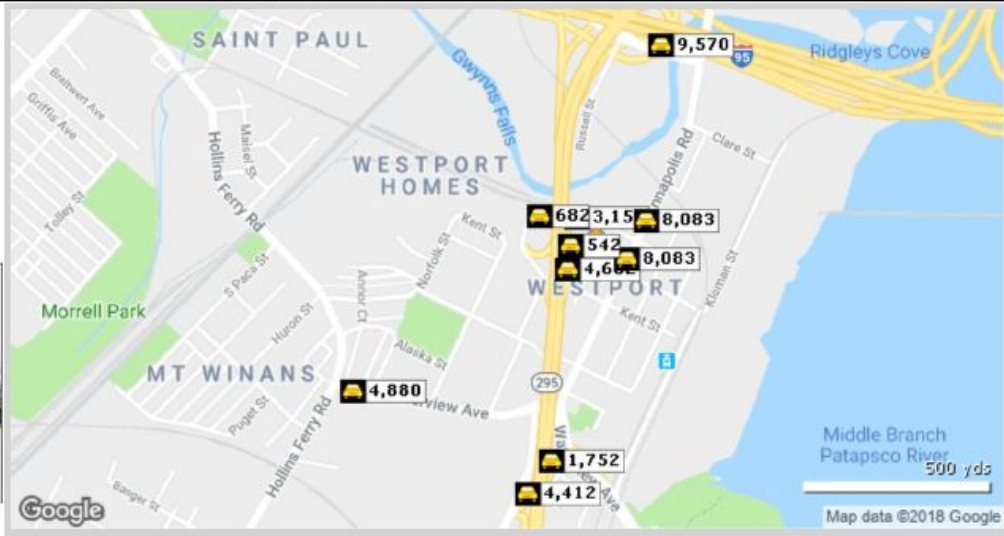


Traffic Count Report

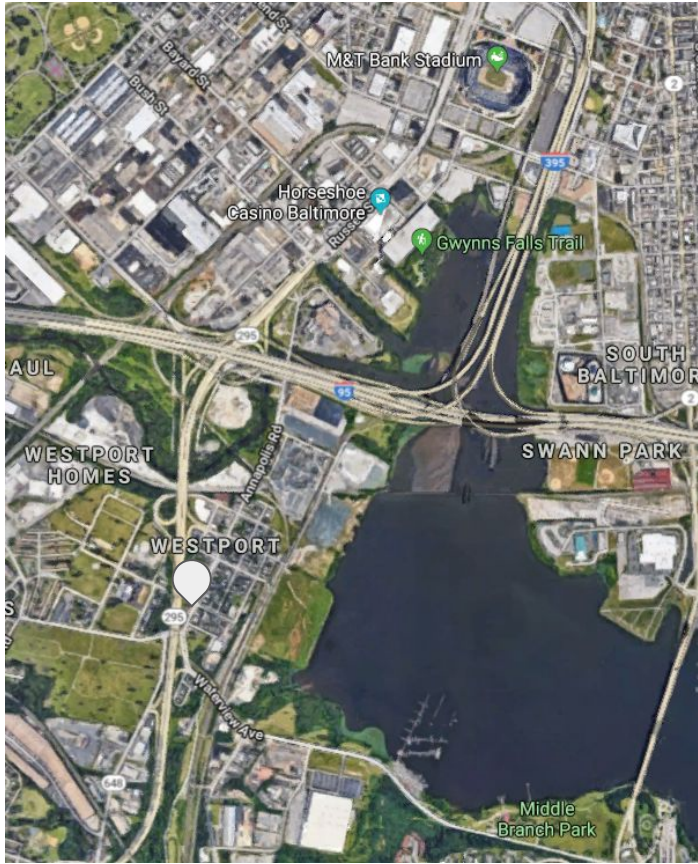
Seidman Glass

2300 Russell St, Baltimore, MD 21230

Building Type: **Industrial**
 RBA: **13,329 SF**
 Land Area: **.23 AC**
 Total Available: **0 SF**
 Warehouse Avail: **-**
 Office Avail: **-**
 % Leased: **100%**
 Rent/SF/Yr: **-**



	Street	Cross Street	Cross Str Dist	Count Year	Avg Daily Volume	Volume Type	Miles from Subject Prop
1	Russell St	Baltimore Washington Pkwy	0.07 N	2017	4,602	MPSI	.04
2	Annapolis Rd	Wenburn St	0.02 SW	2017	8,083	MPSI	.06
3	Russell St	Baltimore Washington Pkwy	0.04 NW	2017	542	MPSI	.06
4	Manokin St	Russell St	0.02 W	2017	3,152	MPSI	.10
5	Annapolis Rd	Manokin St	0.03 SW	2017	8,083	MPSI	.12
6	Manokin St	Russell St	0.02 E	2017	682	MPSI	.13
7	Baltimore Washington Pkwy	Waterview Ave	0.08 N	2017	1,752	MPSI	.29
8	Annapolis Rd	Waterview Ave	0.13 N	2017	4,412	MPSI	.35
9	I- 95	Annapolis Rd	0.06 E	2012	9,570	AADT	.37
10	Waterview Ave	Dorton Ct	0.01 E	2012	4,880	AADT	.41



For those with an automobile: Our site is located directly next to I-295 with access ramps located 1 block from our site. I-95, is located within ½ mile and is accessible via I-295. Within 1 mile of the I-395 spur that adjacent provides access to downtown Baltimore. Our site is also located within 2.5 miles of I-895. The I-695-I-95 corridor interchange is located a little over 3 miles from our site.

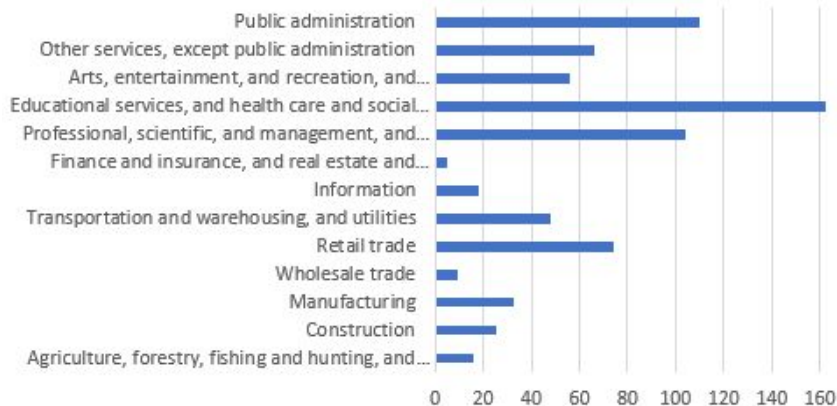
Demographic Analysis

Who currently lives in and near Westport?

As of the 2016 American Community Survey (ACS), where 728 individuals were accounted, Westport's residents work predominantly in

1. Educational services, and health care and social assistance
2. Public administration
3. Professional, scientific, and management, and administrative and waste management services

Census Tract 2503.01



(ACS 2016)

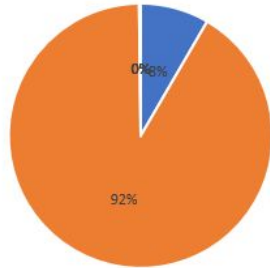
TABLE: Percent of population expected to shop at specific grocery stores during a 6 month period, by location; 2014.

Grocery Store	Cherry Hill	Baltimore City
Aldi (%)	13.2	9.2
Food Lion (%)	14.4	8.8
Giant (%)	5.9	5.4
Safeway (%)	4.5	9.9
Save-A-Lot (%)	32.0	14.2
Stop & Shop (%)	5.7	7.4
Trader Joe's (%)	5.6	11.3
Walmart Supercenter (%)	61.8	48.0
Wegmans (%)	5.9	3.6
Whole Foods Market (%)	5.7	9.3

(Cherry Hill Profile, page 19)

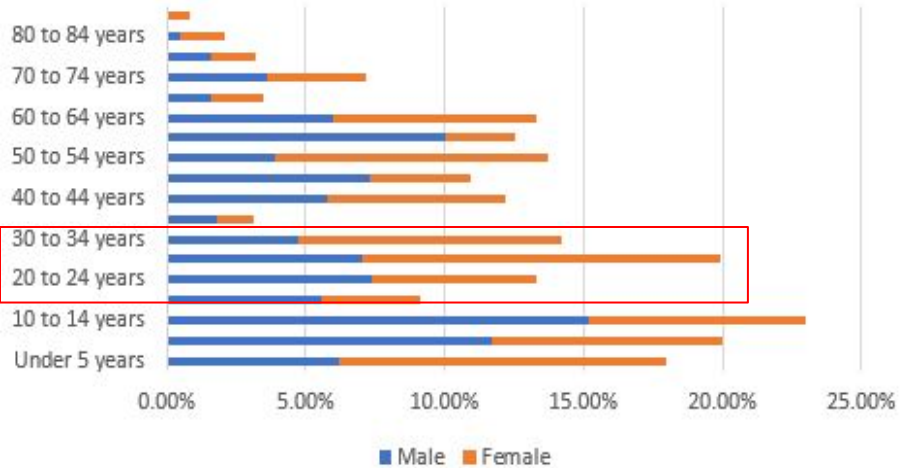
Radius	1 Mile	3 Mile	5 Mile
2018 Population by Education	5,820	134,240	344,717
Some High School, No Diploma	1,617 27.78%	28,571 21.28%	63,098 18.30%
High School Grad (Incl Equivalency)	1,961 33.69%	37,650 28.05%	97,796 28.37%
Some College, No Degree	1,427 24.52%	27,743 20.67%	77,546 22.50%
Associate Degree	245 4.21%	8,138 6.06%	21,497 6.24%
Bachelor Degree	413 7.10%	17,505 13.04%	46,290 13.43%
Advanced Degree	157 2.70%	14,633 10.90%	38,490 11.17%

Race & Ethnicity

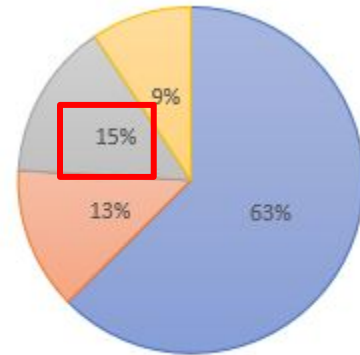


- White
- Black or African American
- American Indian and Alaska Native
- Asian
- Native Hawaiian and Other Pacific Islander
- Some other race

Age & Gender



Marital Status, over 15 yrs old



- Never married
- Divorced or separated
- Now married, except separated
- Widowed

By census figures alone then, at the very least, our residential units and retail's ceiling should appeal to:

- Married couples
- \$70K+ a year household income
- Who can afford \$850-\$1350 a month in rent
- African-American Women, ages 25-35
- Working office jobs:
 - Educational services, and health care and social assistance
 - Public administration
 - Professional, scientific, and management, and administrative and waste management services

However, Westport is a dichotomy, where its existing residents are predominantly **in-need...**



Existing Residents Income Levels



Married couples are Westport's **earners**:

- 49% of Westport's married couples earn \$75K-100K
- Followed by 41.20% married couples earning \$50K-75K
- Median Household Income for married couples = \$72,422 per couple

2012-2016 American Community Survey 5-Year Estimates

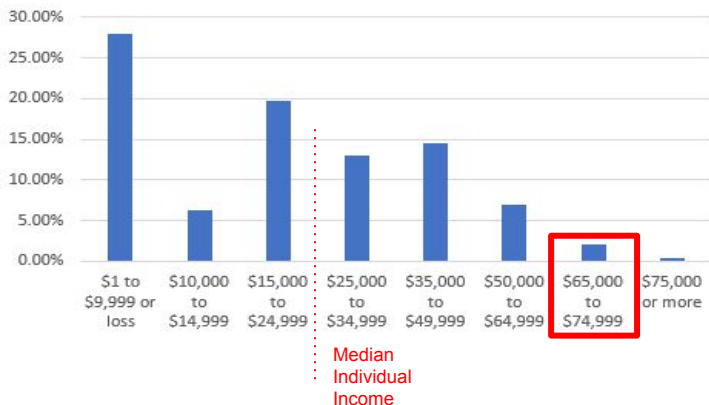
Subject	Census Tract 2503.01, Baltimore city, Maryland			
	Households	Families	Married-couple	Nontamily household
	Estimate	Estimate	Estimate	Estimate
Total	837	563	51	274
Less than \$10,000	27.20%	24.20%	0.00%	33.60%
\$10,000 to \$14,999	4.10%	3.70%	0.00%	4.70%
\$15,000 to \$24,999	16.60%	14.40%	0.00%	22.60%
\$25,000 to \$34,999	6.60%	6.60%	9.80%	5.10%
\$35,000 to \$49,999	11.50%	10.10%	0.00%	18.60%
\$50,000 to \$74,999	20.10%	27.40%	41.20%	2.20%
\$75,000 to \$99,999	11.80%	13.70%	49.00%	11.30%
\$100,000 to \$149,999	0.60%	0.00%	0.00%	1.80%
\$150,000 to \$199,999	1.60%	0.00%	0.00%	0.00%
\$200,000 or more	0.00%	0.00%	0.00%	0.00%
Median income (dollars)	30,625	37,321	72,422	16,481
Mean income (dollars)	38,445	40,307	N	30,038

To compare median household incomes:

- Westport \$30,625
- US \$57,617
- Maryland \$76,067

242,416 households in Baltimore City
v. 837 households in Westport surveyed

Westport:
Individual Income in 2016



Individual Income

Total	Baltimore City	County Total
		2503.01
Less than \$10,000	12.60%	27.20%
\$10,000 to \$14,999	7.20%	4.10%
\$15,000 to \$24,999	11.20%	16.60%
\$25,000 to \$34,999	10.80%	6.60%
\$35,000 to \$49,999	13.00%	11.50%
\$50,000 to \$74,999	16.80%	20.10%
\$75,000 to \$99,999	10.10%	11.80%
\$100,000 to \$149,999	10.30%	0.60%
\$150,000 to \$199,999	3.90%	1.60%
\$200,000 or more	4.10%	

Table 35 | Income Level of MTA Rail Riders

Income	MARC	Light Rail	Metro Subway
Less than \$10,000	3%	22%	19%
\$10,000 - \$19,999	3%	14%	14%
\$20,000 - \$24,999	2%	9%	7%
\$25,000 - \$34,999	3%	11%	10%
\$35,000 - \$49,999	7%	13%	12%
\$50,000 - \$74,999	13%	12%	17%
\$75,000 - \$99,999	15%	7%	9%
\$100,000 - \$149,999	26%	7%	7%
\$150,000 or More	27%	5%	4%

Consumer Spending Report

Seidman Glass

2300 Russell St, Baltimore, MD 21230

Building Type: **Industrial**
 RBA: 13,329 SF
 Land Area: .23 AC
 Total Available: 0 SF
 Warehouse Avail: -
 Office Avail: -
 % Leased: 100%
 Rent/SF/Yr: -



2018 Annual Spending (\$000s)	1 Mile	3 Mile	5 Mile
Total Specified Consumer Spending	\$57,795	\$1,513,815	\$3,900,923
Total Apparel	\$4,425	\$103,011	\$264,563
Women's Apparel	1,694	40,730	105,447
Men's Apparel	859	21,513	55,208
Girl's Apparel	372	7,966	20,251
Boy's Apparel	261	5,412	13,710
Infant Apparel	234	5,267	13,311
Footwear	1,004	22,122	56,637
Total Entertainment & Hobbies	\$4,846	\$125,999	\$322,533
Entertainment	656	17,918	46,211
Audio & Visual Equipment/Service	2,766	67,846	173,521
Reading Materials	123	4,938	12,648
Pets, Toys, & Hobbies	1,300	35,297	90,154
Personal Items	4,888	126,869	326,050
Total Food and Alcohol	\$17,220	\$428,930	\$1,095,386
Food At Home	10,391	236,715	608,944
Food Away From Home	5,992	164,743	419,098
Alcoholic Beverages	838	27,472	67,345
Total Household	\$7,579	\$213,588	\$558,675
House Maintenance & Repair	1,421	31,269	90,518
Household Equip & Furnishings	3,194	89,807	231,044
Household Operations	2,412	69,548	179,053
Housing Costs	551	22,964	58,059

Consumer Spending Report

Seidman Glass

2300 Russell St, Baltimore, MD 21230

2018 Annual Spending (000s)	1 Mile	3 Mile	5 Mile
Total Transportation/Maint.	\$12,933	\$342,357	\$888,765
Vehicle Purchases	4,210	117,641	310,311
Gasoline	5,656	130,197	339,140
Vehicle Expenses	622	19,854	48,620
Transportation	878	33,593	83,456
Automotive Repair & Maintenance	1,567	41,071	107,239
Total Health Care	\$2,805	\$72,409	\$190,498
Medical Services	1,356	37,318	97,196
Prescription Drugs	1,149	27,175	72,527
Medical Supplies	301	7,916	20,775
Total Education/Day Care	\$3,099	\$100,653	\$254,455
Education	2,262	68,004	172,745
Fees & Admissions	837	32,649	81,710

3 miles v. 1 mile = x3 spending

Spending capacity within the wider service area illustrates access from/to downtown, East Baltimore, and Lansdowne/Baltimore County

To recap, our challenges are...

How to appeal to people who are:

- Existing residents
- Prospective residents who will feel they will fit in with existing residents, in some way beyond income
- Supportive of living within a 5-minute walking distance to light rail and bus.
- Develop properties in scale and honor of the neighborhood's existing and past fabric, rather than tearing buildings down completely.
- Appear welcomed rather than a harbinger for Waterfront Development and Port Covington

Our Values:

- A compact site rooted in being pragmatic, practical, and 'of Westport'
- Partial demolition and reuse of existing structures shows a honoring of heritage and authentic interest in the community's spirit
- Uplifting and encouraging aspiration for local residents' wellness
 - Wellness and a Manageable, Economic lifestyle
 - Self-driven mentality
 - Youth Development
 - Financial affordability and DIY spirit
 - A walkable network

Proforma



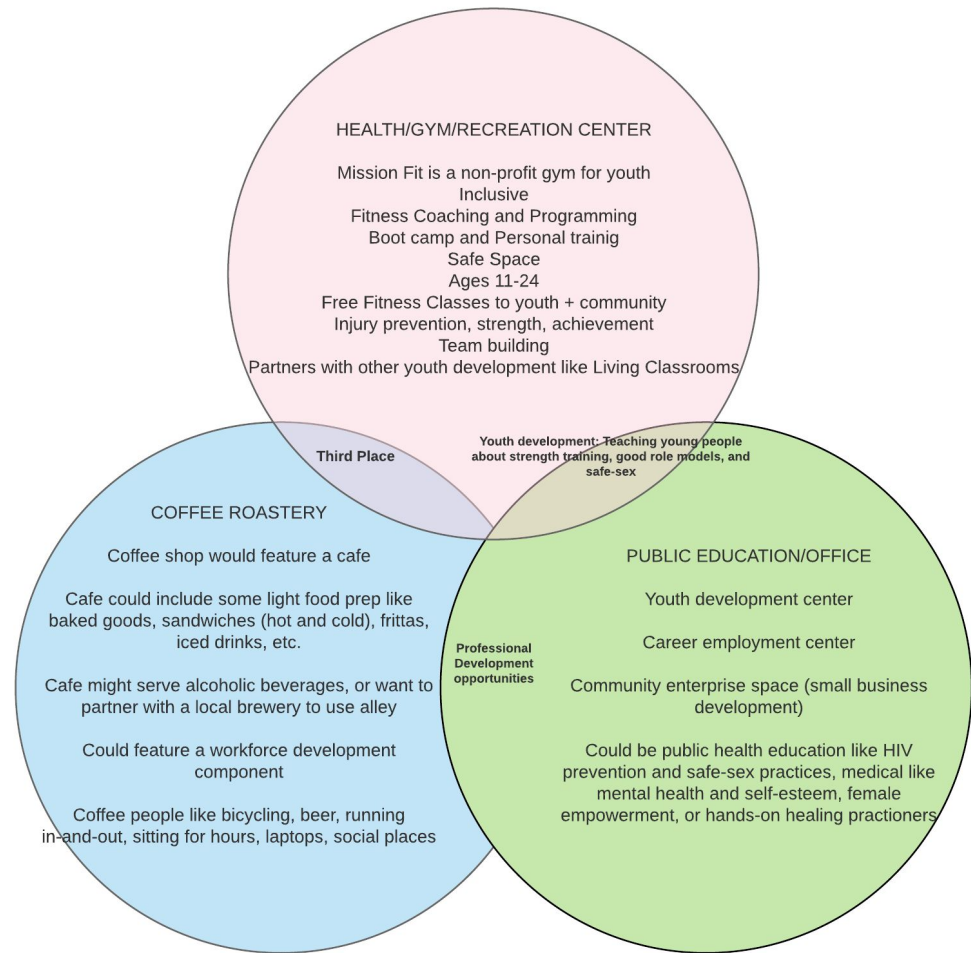
Proforma Concept

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Two Stages, Three Uses:

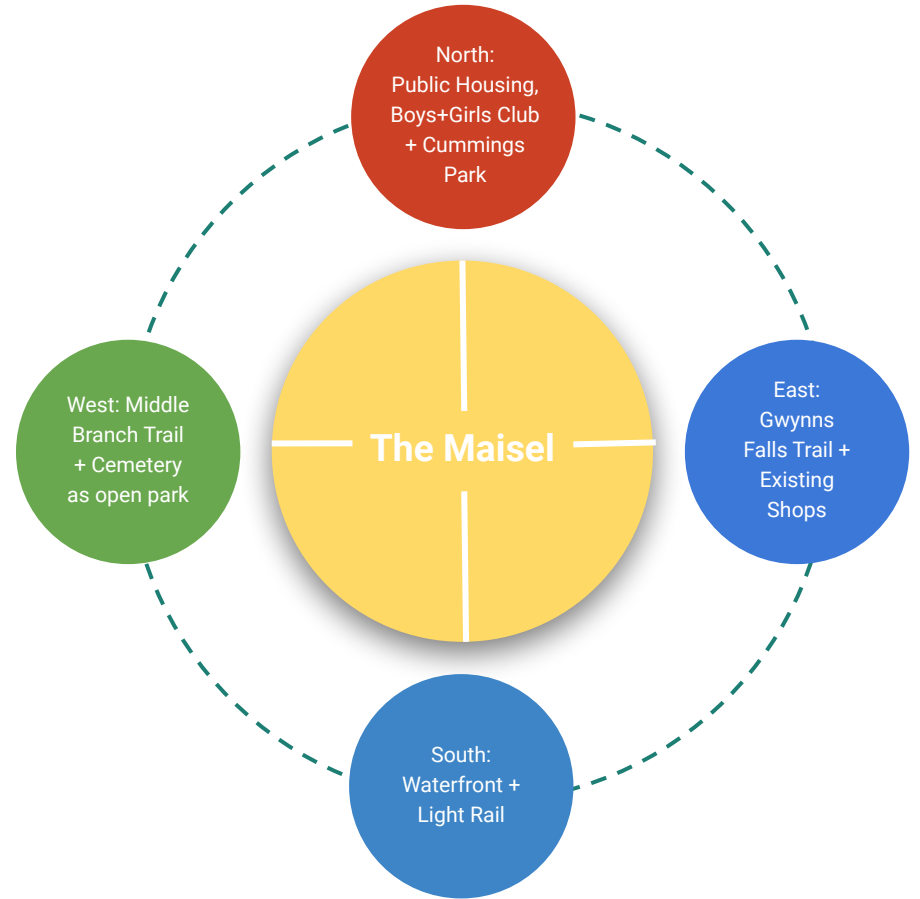
- 1) Demolish the existing structures while retaining the corner buildings' facades and structural supports
- 2) Create a new two-floor mixed-use facility.

TENANT	GOAL	EXAMPLE 1	EXAMPLE 2
#1 - Split: 2344 Corner, 2342, 2338	Public Health Non-Profit Office and Fitness Studio/Gym	YMCA Youth Center;	MissionFit
#2 in 2340	Neighborhood Café-Bodega	Vent Coffee	Dovecote Cafe
#3 and 4 1 in 2338; 1 in 2344;	Two market-rate 1-bedroom apts.	Residential	Ancillary Office
#5 and 6 2340-2342	Two market-rate 2-bedroom units	Residential	



Our Values

- Uses that are family-friendly
 - Useful to adults and to children
 - Welcomes families to grow with the businesses
 - Empowers development of body (gym!) and of brain (coffee!) by recognizing healthy choices and an empowered outlook
- Urban infill that visually respects the main street:
 - in scale and texture of 1920s townhomes + walkable shops
 - Forms a sense-of-place for the neighborhood beyond its housing stock and its major roadways - creating a 'third place' for hanging out and working out
- Creating a notable corner destination
 - Leverages the existing playground and encourages activation of a future park at 2700 Block of Maisel St
 - Privately fulfills a lack of community welcome center



Units + Floor Plans

First Floor Interior	4033 sq ft
Second Floor Interior	4009 sq ft
Floor 1 Basement -	600 Sq Ft
Total Building Footprint:	8642 Sq Ft

Accessibility + Amenities:

1. 8 Parking Spaces + Dedicated dumpster area
2. 1 Bicycle Rack for 11 Bikes
3. All doors and hallways are at least 32"

Architectural Features:

- 10 ft ceiling heights + ceiling of first floor includes 4' mechanical
- The café has a north-facing door access to form a patio in front of 2338
- The gym tenants has door access to the back of the building to hold drills on the lawn facing Maisel St
- Each tenant has door access to the central lobby, in order to encourage residents' patronage or pass-through
- Separate entrances for each commercial tenant to both front of street and back alley
- Second floor apartments include two 1-bedrooms and two 2-bedrooms
- Each apartment has at least three large windows
- Each apartment includes a restroom with standing shower

Floor Plans follow on the following pages.

Not shown:

- Roof access ladder behind 2338 Annapolis Road to lead up 2 floors to rooftop for HVAC needs
- There is a 600 sq ft basement below 2344 Annapolis Road that will hold additional mechanical needs. (Its staircase is accessed below the existing staircase.)
- Drawings not shown
 - Mechanical Drawing to contain vent work, A/C and heating needs
 - Plumbing Drawing to contain stormwater drainage, plumbing pipes, etc.
 - Electrical Drawing to contain electrical conduits, wiring, etc.

Type	Qty	Main Rooms	Restrooms	All Sq Ft	Parking	Parking note
				3768		
Commercial Tenants	2	5	4			Edu secondary: 1 per 4 employees on peak shift; 1 per 25 students at max time; Health: 2
Residential Tenants	4	3	4	3818	4	1 per dwelling unit
Lobby + Central Stair, Hall	2	2	0	456	0	
Basement (not shown)	1	1	0	600	0	
	9	11	8	8642	6	
First Floor Interior	4033					
Second Floor Interior	4009					

Type	Qty	Main Rooms	Restrooms	All Sq Ft	Parking	Parking note
Commercial Tenants	2	5	4	3768	2	Edu secondary: 1 per 4 employees on peak shift; 1 per 25 students at max time; Health: 2
Residential Tenants	4	8	4	3818	4	1 per dwelling unit
Lobby + Central Stair, Hall	2	2	0	456	0	
Basement (not shown)	1	1	0	600	0	
	9	16	8	8642	6	
First Floor Interior	4033					
Second Floor Interior	4009					

FIRST FLOOR COMMERCIAL

Tenant 1: 2344 Anpls Rd.	Office		Tenant 2: 2340 Anpls Rd.	
Living room	221		Café-Bodega Dining + Kitchen	1159
Dining room	365		+ Restroom	39
Restroom	37		Total	1198
Kitchen	154			
Addition	17			
Total	794			
			Tenant 1: 2338 Anpls Rd.	
			Front room	169
Tenant 1: 2342 Anpls Rd.	Studio		Mid Room	196
Fitness/Gym	1210		Restroom	39
+ Restroom	39		Back Room	123
Total	1249		Total	527
COMMERCIAL FOR LEASE			Patio	195
3768	all interior			

Not shown:
 Exterior access
 to basement
 (600 ft below
 2344 Anpls Rd)

Not shown: Does not include roof-access ladder

SECOND FLOOR RESIDENTIAL			
UNIT A; 2344 2nd Fl			UNIT D; 2338 2nd Fl
Bedroom 1			Bedroom
Dining/Kitchen			Dining/Kitchen
Living Room			Living Room
Restroom			Total
Total	691		717
UNIT B; 2342 Back			UNIT C; 2342 Front
Bedroom 1			Bedroom 1
Bedroom 2			Bedroom 2
Living Room			Living Room
Bathroom 1			Bathroom 1
Bathroom 2			Bathroom 2
Total	1149		Restroom
			Total
			1261
RESIDENTIAL UNITS			Central Hallway
			191
3818	all		Total
			191

Floor 1

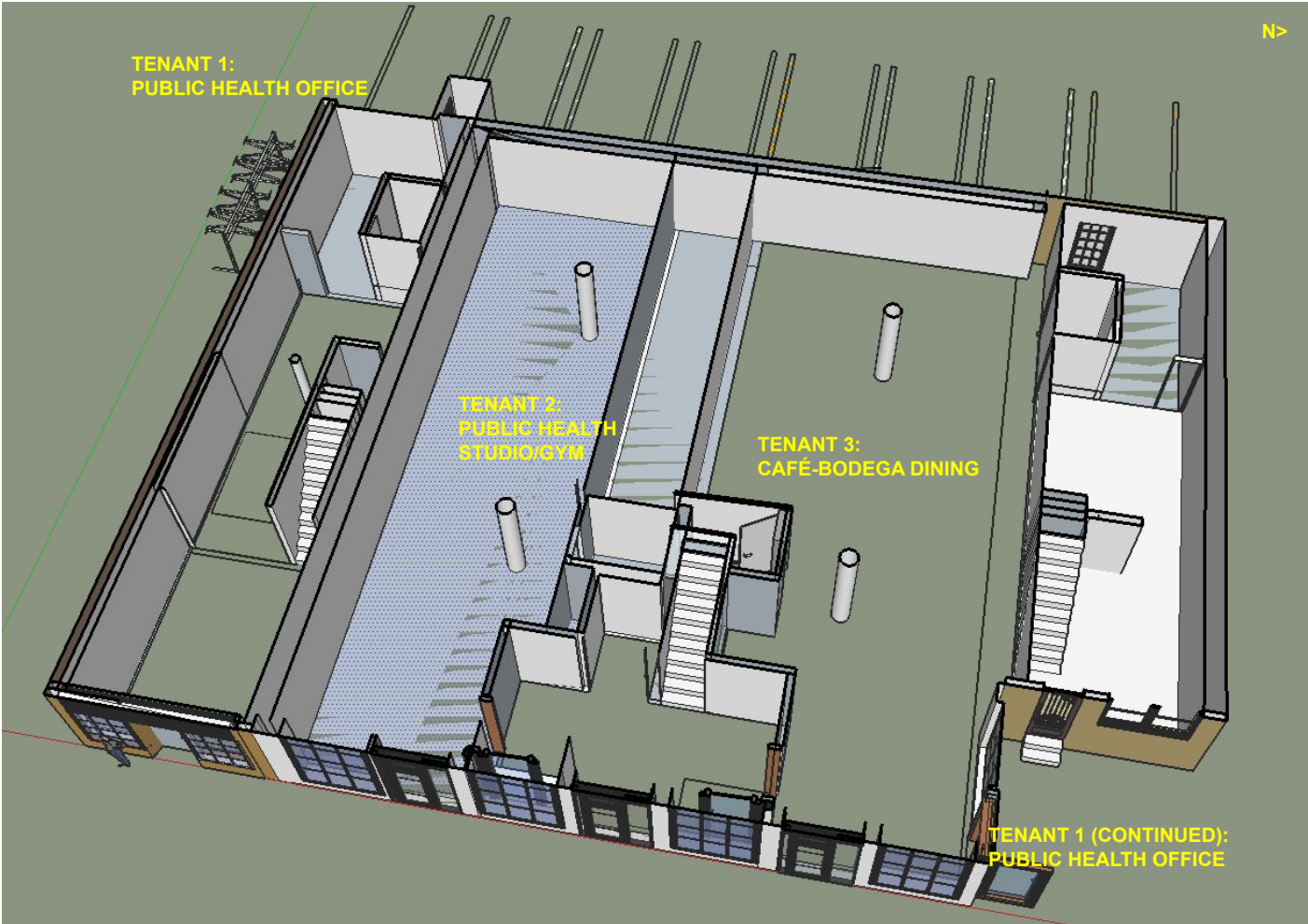
N>

TENANT 1:
PUBLIC HEALTH OFFICE

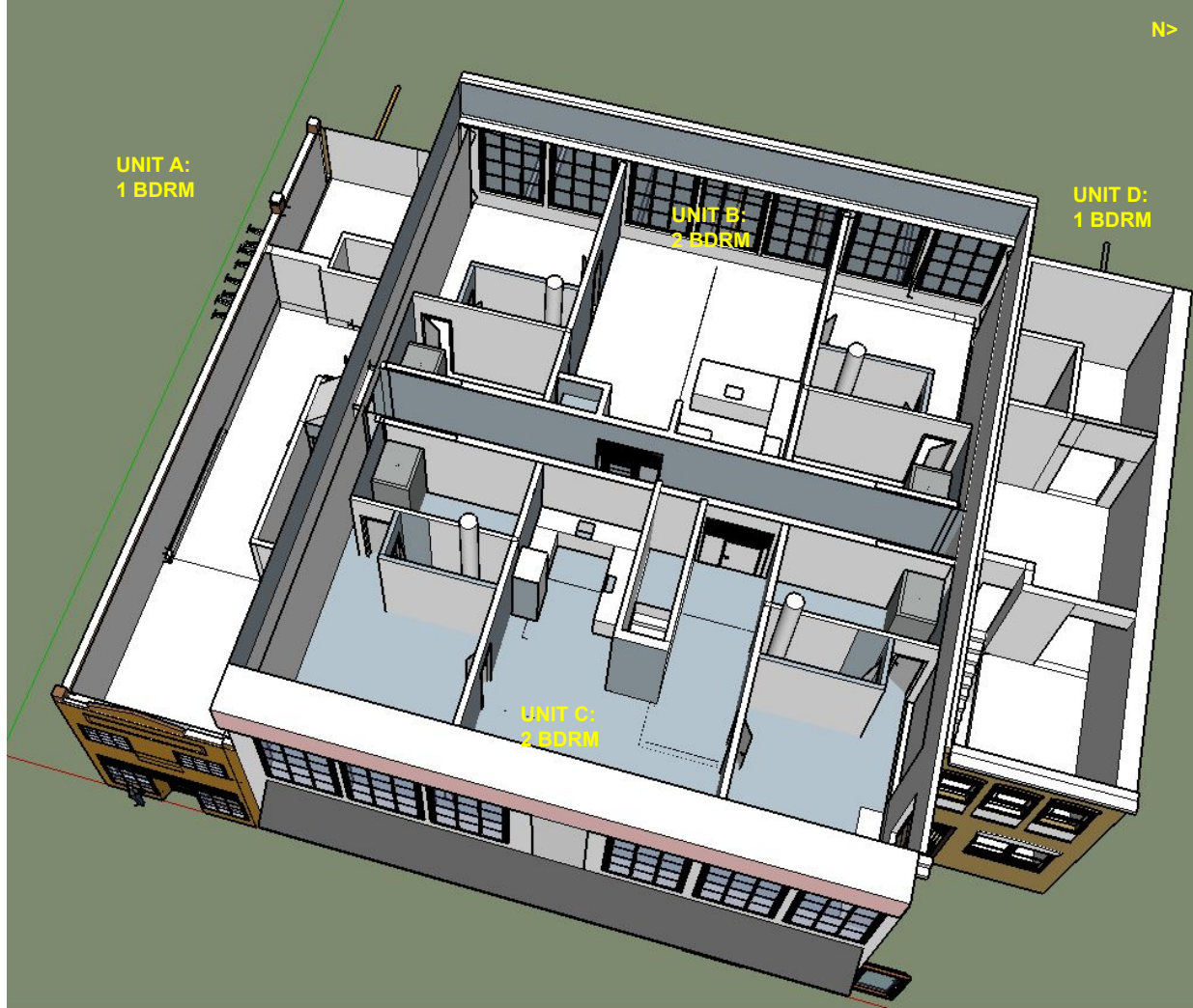
TENANT 2:
PUBLIC HEALTH
STUDIO/GYM

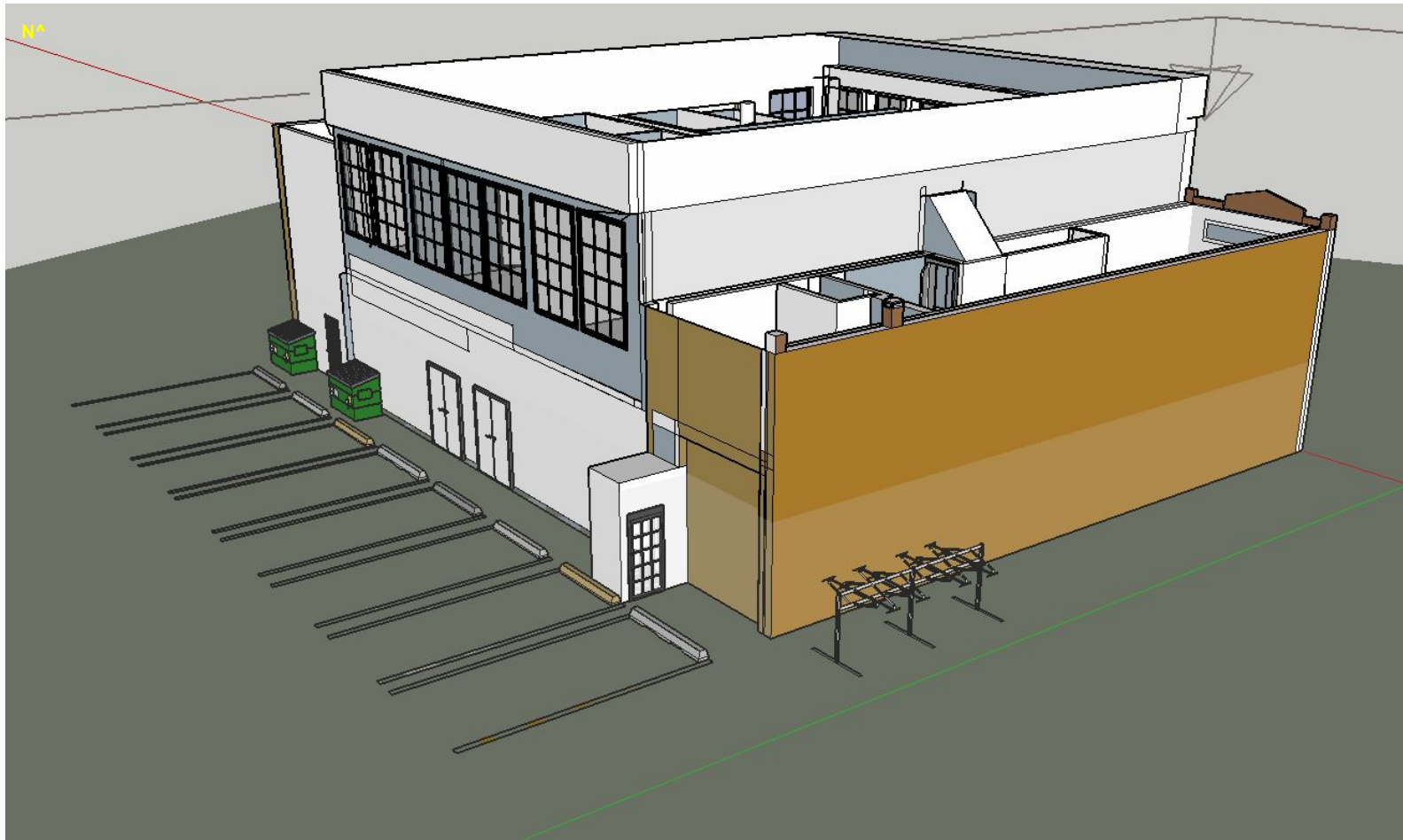
TENANT 3:
CAFÉ-BODEGA DINING

TENANT 1 (CONTINUED):
PUBLIC HEALTH OFFICE



Floor 2







Let's dive into the
Pro Forma Budget

Uses of Funds

<i>Type of Uses</i>	Amount
Construction or Rehabilitation Costs	\$ 892,292
Fees Related to Construction or Rehabilitation	91,550
Financing Fees and Charges	60,605
Acquisition Costs	98,976
Total Development Costs	1,143,423
Syndication Related Costs	
Guarantees and Reserves	
Developer's Fee	62,757
Total Uses of Funds	\$ 1,206,180

Sources of Funds - Primary Debt Service Financing

Source of Funds	Lender	Debt Coverage	Interest Rate	Amortization Term	Loan Term	Annual Payment	Amount
Acquisition	MECU	22.51	5.5%	25	5	21,667	92,526
Construction Commercial	Spring Garden Lending	5	6.00%	20	6	96,047	472,296
Construction Residential	Baltimore Community Lending	6	6.50%	20	7	76,578	419,996
Total Debt Service Financing						\$ 194,293	\$ 984,818

Sources of Funds - Equity

Developer's Equity <i>(not from syndication proceeds)</i>	Deferred Developer Fee			\$ 62,757
Developer's Equity <i>(not from syndication proceeds)</i>	Investor/Sponsor			\$ 152,155
Crowdfunding Campaign	Fundrise			6,450
Total Equity				221,362
Total Sources of Funds <i>(must equal Total Uses of Funds)</i>				1,206,180

Comps Within 2 Mile Radius - Residential

Comparables

- **Asking Rent**
 - Studio - Med: \$1,241; Avg: \$1,367
 - 2 Bdrm - Med: \$2,015; Avg: \$2,252
- **Avg Sqft per Unit**
 - Studio - 547 Sqft
 - 2 Bdrm - 1,117 Sqft
- **Amenities** - Controlled Access, Business Center, Business Center, Pool, Concierge, Air Conditioning, Dishwasher, W/D, Cable Ready, Lounge/Club House
- **Vacancy** - 6%

Subject Property

- **Asking Rent**
 - Studio - \$925; \$955
 - 2 Bdrm - \$1,355; \$1,487
- **Avg Sqft per Unit**
 - Studio - 704 Sqft
 - 2 Bdrm - 1,205 Sqft
- **Amenities:** Controlled Access, Air Conditioning, Cable Ready, On Site Maintenance, Dishwasher, W/D, Discounted Fitness Center Membership Fee
- **Vacancy** - 6%

Comps Within 1 Mile Radius - Commercial

Comparables

- Rents:
 - Retail - \$9-20 price/sqft/yr
 - Office - \$13 - 20 price/sqft/yr
- Available Space -
 - Retail - 1,000 Sqft-1,400 Sqft
 - Office - 827 Sqft - 5,040 Sqft
- Vacancy - 6%

Subject Property

- Rents:
 - Retail - \$13.50;13.75 price/sqft/yr
 - Office - \$12.50; 13 price/sqft/yr
- Available Space -
 - Retail - 1,198; 1,249 Sqft
 - Office - 527; 794 Sqft
- Vacancy - 6%

Project Summary - Income

PROJECT INCOME <i>(Effective Gross Income)</i>						
<i>Source of Income</i>	Total Units	Vacancy Rate	Annual EGI	Years Until Sustaining Occupancy	Annual Trending	Trended EGI
Market Rate Units	4	6.00%	\$ 53,264		3.00%	\$ 53,264
Nonresidential		6.00%	\$ 566,891		3.00%	\$ 566,891
Total	4		\$ 620,155			
Trended Effective Gross Income						\$ 620,155

Project Summary - Expenses

<i>Expense Categories</i>	<i>Annual Expense</i>	<i>Annual Trending</i>	<i>Trended Expense</i>
Administrative	\$ 17,455	1.00%	\$ 17,455
Management Fee (<i>Effective Gross Income x percentage</i>)	24,806		\$ 24,806
Utilities	4,956	1.00%	\$ 4,956
Operating and Maintenance	53,344	1.00%	\$ 53,344
Taxes and Insurance	27,882	1.00%	\$ 27,882
Operating Reserve	\$ 1,200	1.00%	\$ 1,200
Reserve for Replacement	\$ 2,793	1.00%	\$ 2,793
Total Project Expenses	\$ 132,436		\$ 132,436
Trended Net Operating Income (<i>Effective Gross Income - Project Expenses</i>)			\$ 487,719
Annual Debt Service Financing Payments			\$ (194,293)
Annual Cash Flow Financing Payments			\$
Remaining Cash Flow (<i>Net Operating Income - Financing Payments</i>)			\$ 293,426

Proforma

20-YEAR OPERATING PROFORMA:																				
Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Low Income Units	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Market Rate Units	53,264	54,862	56,508	58,203	59,949	61,748	63,600	65,508	67,473	69,498	71,583	73,730	75,942	78,220	80,567	82,984	85,473	88,038	90,679	93,399
Nonresidential																				
	\$66,891	\$583,897	\$601,414	\$619,457	\$638,040	\$657,181	\$676,897	\$697,204	\$718,120	\$739,664	\$761,853	\$784,709	\$808,250	\$832,498	\$857,473	\$883,197	\$909,693	\$936,984	\$965,093	\$994,046
Gross Project Income	620,155	638,759	657,922	677,660	697,990	718,929	740,497	762,712	785,593	809,161	833,436	858,439	884,192	910,718	938,040	966,181	995,166	1,025,021	1,055,772	1,087,443
Vacancy Allowance	-37,209	-38,326	-39,475	-40,660	-41,879	-43,136	-44,430	-45,763	-47,136	-48,550	-50,006	-51,506	-53,052	-54,643	-56,282	-57,971	-59,710	-61,501	-63,346	-65,247
Effective Gross Income	\$582,945	\$600,434	\$618,447	\$637,000	\$656,110	\$675,793	\$696,067	\$716,949	\$738,458	\$760,611	\$783,430	\$806,933	\$831,141	\$856,075	\$881,757	\$908,210	\$935,456	\$963,520	\$992,425	\$1,022,198
Expenses																				
Administrative	\$17,455	\$17,630	\$17,806	\$17,984	\$18,164	\$18,345	\$18,529	\$18,714	\$18,901	\$19,090	\$19,281	\$19,474	\$19,669	\$19,865	\$20,064	\$20,265	\$20,467	\$20,672	\$20,879	\$21,088
Management Fee	17,820	24,017	24,738	25,480	26,244	27,032	27,843	28,678	29,538	30,424	31,337	32,277	33,246	34,243	35,270	36,328	37,418	38,541	39,697	40,888
Utilities	4,956	5,006	5,056	5,106	5,157	5,209	5,261	5,314	5,367	5,420	5,475	5,529	5,585	5,640	5,697	5,754	5,811	5,869	5,928	5,987
Maintenance	53,344	53,877	54,416	54,960	55,510	56,065	56,626	57,192	57,764	58,342	58,925	59,514	60,109	60,710	61,318	61,931	62,550	63,176	63,807	64,443
Taxes and Insurance	27,882	28,161	28,442	28,727	29,014	29,304	29,597	29,893	30,192	30,494	30,799	31,107	31,418	31,732	32,050	32,370	32,694	33,021	33,351	33,684
Reserves (includes operating)	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993	3,993
Total Expenses	\$125,450	\$132,683	\$134,451	\$136,250	\$138,082	\$139,948	\$141,848	\$143,784	\$145,755	\$147,763	\$149,810	\$151,895	\$154,019	\$156,184	\$158,391	\$160,640	\$162,934	\$165,271	\$167,655	\$170,085
Net Operating Income	\$457,496	\$467,750	\$483,996	\$500,750	\$518,028	\$535,845	\$554,219	\$573,166	\$592,703	\$612,848	\$633,620	\$655,038	\$677,122	\$699,891	\$723,366	\$747,569	\$772,523	\$798,249	\$824,771	\$852,113
Primary Debt Service Financing																				
Purchase	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667
1st Mortgage	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299	213,299
Construction Commercial	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047	96,047
Construction Residential	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578	76,578
Total Debt Service	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154	\$480,154
Cash Flow	(\$22,658)	(\$12,404)	\$3,842	\$20,596	\$37,874	\$55,692	\$74,065	\$93,012	\$112,549	\$132,694	\$153,466	\$174,884	\$196,968	\$219,737	\$243,212	\$267,416	\$292,369	\$318,095	\$344,617	\$371,959
Debt Coverage Ratio	0.95	0.97	1.01	1.04	1.08	1.12	1.15	1.19	1.23	1.28	1.32	1.36	1.41	1.46	1.51	1.56	1.61	1.66	1.72	1.77
Total Cash Flow Debt	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Remaining Cash Flow	(\$22,658)	(\$12,404)	\$3,842	\$20,596	\$37,874	\$55,692	\$74,065	\$93,012	\$112,549	\$132,694	\$153,466	\$174,884	\$196,968	\$219,737	\$243,212	\$267,416	\$292,369	\$318,095	\$344,617	\$371,959
Debt Coverage Ratio	0.95	0.97	1.01	1.04	1.08	1.12	1.15	1.19	1.23	1.28	1.32	1.36	1.41	1.46	1.51	1.56	1.61	1.66	1.72	1.77

Project Timeline

Site purchased	January 2017
Design planning started	June 2018
Entitlements received	September 2018
Construction financing arranged	December 2018
Construction started	March 2018
Sales/leasing started	August 2019
Project opened/completed	December 2019

Project Features

Family-Friendly Health-Oriented Uses: A public health center for offices and studio/gym and a café-bodega. Residential 1-bedroom and 2-bedroom units feature large windows for sunlight.

Public Art: Monumental Mural and Lighting on SE corner facing I-295 and bridge. Hand painted signage on NW corner facing south.

Sustainable Appliances: Energy star appliances in residential units; dishwasher + dryer, refrigerator

Walls and Windows: 20'x10' moss wall will wrap lobby, building wide energy efficient windows

Partial Demo: Façade and structural framing are planned to be kept for re-use in 2344 Annapolis Rd (corner existing structure)

Parking: 4 residential uses have their own parking spot behind building; public health use has 2 spaces; cafe has 2 spaces. Bike rack sits 11 bikes.

Diverse Development Team: 70% of development team and architectural team are minority and women's business enterprises

For Business Tenants to Take Advantage:

Enterprise Zone Tax Credits	<p>The one-time \$1,000 tax credit for each qualified new employee filing a newly created position in an enterprise zone, or one-time \$1,500 credit for each qualified new employee in an enterprise zone focus area</p>
Small Business Relief Tax Credit	<p>Refundable tax credit available to small businesses that provide their employees with paid sick and safe leave.</p>

Tax credits + Incentives to Apply for:

Real Property Tax Credit	<p>A ten-year tax credit against local real property taxes on a portion of real property expansion, renovation or capital improvement. The amount of credit is 80% of the "eligible assessment" in each of the first 5 years, and the credit decreases 10% annually (70%, 60%, 50%, 40%, 30%) for the subsequent 5 years.</p>
Advantage Maryland (also known as MEDAAF)	<p>Funds grants, loans and investments to support economic development initiatives in priority funding areas of the state</p>
<p>Community Development Block Grant (CDBG)</p>	<p>Provides funding to commercial and industrial economic development projects. Funds are dispersed to a local jurisdiction in the form of a conditional grant and then used for public improvements or loaned to a business.</p>

Market studies for targeted uses

TENANT 1: Public Health + Fitness (Ideally Non-Profit):

1. YMCA Druid Hill
2. MissionFit
3. Planet Fitness
4. Crossfit Federal Hill

TENANT 2: Neighborhood Café/Roastery / Bodega

1. Vent Coffee
2. Dovecote Café

TENANTS 3-7: Residential:

- 2-Bedroom family units
- 1-Bedroom units for professionals to access BWI, Port Covington, Downtown Baltimore.

Public Health Use with Fitness Studio

Technical term for use: “Educational Facility: Post-Secondary”

Benefits:

- A gym alone would only provide a commercial subscription model for indoor recreational access. However, an attached non-profit would advocate for wider community access and would financially ease access for those with lower income to use the facility. A non-profit would also engender a ‘community center’ feel to offer a space for a other enterprises, like MECU and SECU, to table at workshops and movie-nights..
- In terms of recreational spaces for “working out” and “moving,” Westport does not have any recreational resources other than its outdoor playgrounds and neighboring trails. A gym studio would double as a space for local entrepreneurs to teach dance class, help seniors with mobility challenges, offer yoga and meditative movement to be practiced a safe and accessible space.

- Public health offices may offer 1-on-1 consultation services; or could just be an advocacy administrative facility.

Terms:

- 4-8 employees max on site at a time to ensure at least 1-2 parking spaces are available for use. Up to 25 students in space at a time for additional parking space.
- In order to study the feasibility and usefulness of a gym in Westport, it is important to compare it to similar gyms or gyms that are located close to Westport.

Example 1: YMCA Druid Hill

Benefits:

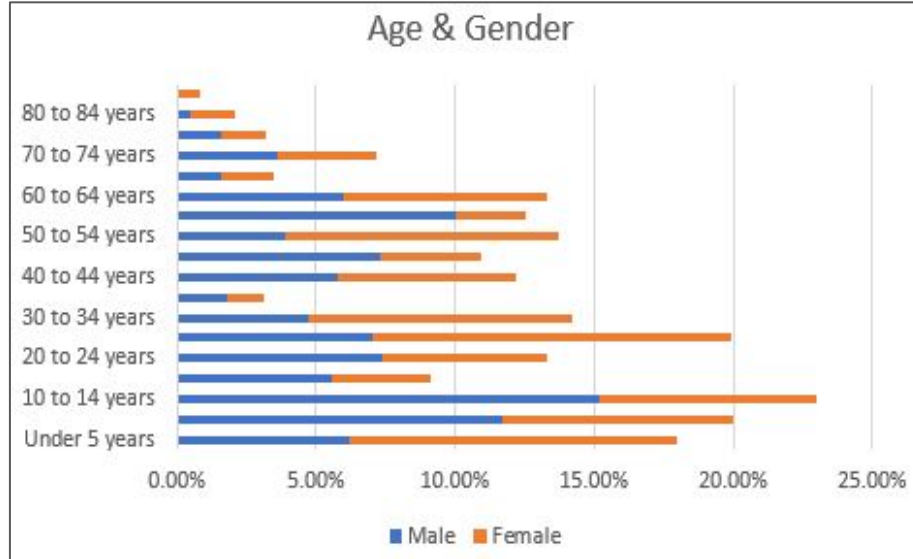
- Existing vocal demand for the YMCA brand and its multigenerational mission as a fitness center and community meeting space.
- Would provide a setting for adults to congregate to play games, read/watch media, and workshop career development
- Would fulfill after-school space for elementary and middle schoolers who have a lack of choices and need a place of belonging, steady development, and a reliable care setting for parents' ease-of-mind.
- Would serve to minimize high crime and unemployment rate: 30% of the neighborhood consists of children ages 14 or younger. When digging deeper, 51.3% of the neighborhood fall under the age of 29.

Terms:

- Closest location in Druid Hill is 4 miles (10 minutes by car) away, in Druid Heights, census tract 1402. Income is extremely low just like Westport. The staff emphasizes a feeling of safe and comfortability.

Census Tract 1402 - Druid Heights

Subject	Households	
	Estimate	Margin of Error
Total	900	+/-124
Less than \$10,000	29.9%	+/-9.9
\$10,000 to \$14,999	13.7%	+/-7.4
\$15,000 to \$24,999	12.6%	+/-7.0
\$25,000 to \$34,999	19.8%	+/-8.8
\$35,000 to \$49,999	6.1%	+/-5.6
\$50,000 to \$74,999	4.6%	+/-3.5
\$75,000 to \$99,999	5.4%	+/-5.7
\$100,000 to \$149,999	7.8%	+/-7.5
\$150,000 to \$199,999	0.2%	+/-1.1
\$200,000 or more	0.0%	+/-3.5
Median income (dollars)	18,929	+/-9,713
Mean income (dollars)	32,343	+/-9,291



The YMCA strives to offer programs that help young people in a safe and enriching environment to “try new things, develop skills, meet new people and show what they’re capable of. Achieving and maintaining health in spirit, mind and body makes for a richer life and giving back to neighbors”. They do this by staying true to their core values which are honesty, respect, caring, and responsibility. They are able to define their focus in such a way that promotes youth development, healthy living, and social responsibility.

There were many people, not just children, who were out on the streets when we completed our site visit. This all goes back to lack of opportunity and structure, which is seen through the high unemployment rate below. For people aged 25-29, half of the population is unemployed. Even for people aged 30-44 have an extremely high unemployment rate. Given the YMCA's ideals and visions, it's something that can do extremely positive things when implemented and carried out

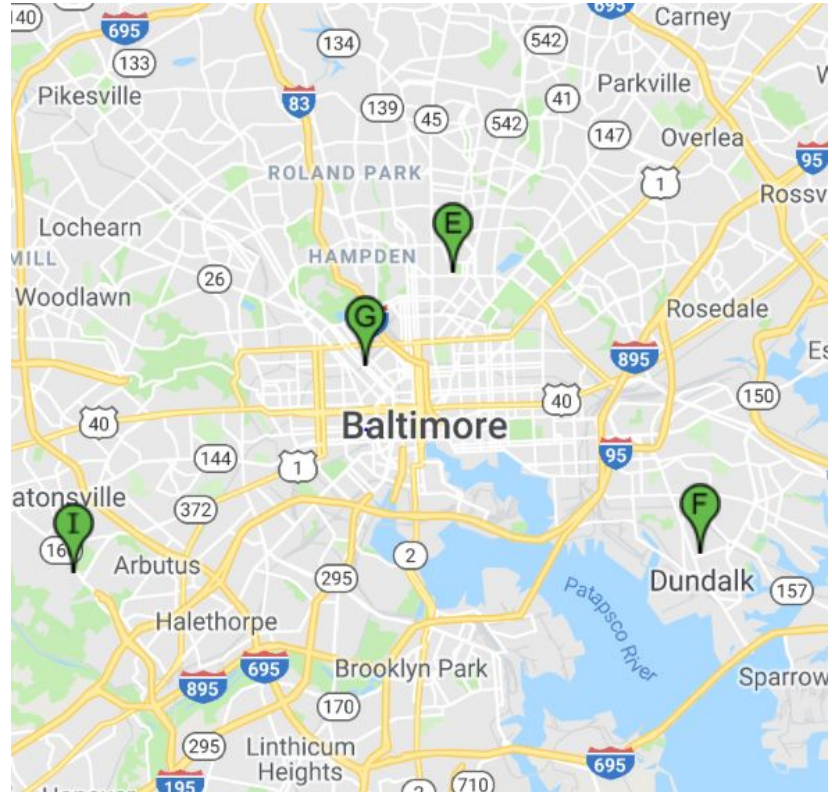
Subject	Census Tract 2503.01, Baltimore city, Maryland			
	Total	Labor Force	Employment/	Unemploye
	Estimate	Estimate	Estimate	Estimate
Population 16 years and over	1,536	58.8%	47.4%	19.4%
AGE				
16 to 19 years	68	10.3%	10.3%	0.0%
20 to 24 years	130	63.1%	61.5%	2.4%
25 to 29 years	259	61.0%	30.5%	50.0%
30 to 34 years	195	100.0%	71.8%	28.2%
35 to 44 years	223	59.6%	44.4%	25.6%
45 to 54 years	196	81.1%	78.6%	3.1%
55 to 59 years	121	58.7%	58.7%	0.0%
60 to 64 years	140	39.3%	39.3%	0.0%
65 to 74 years	115	25.2%	25.2%	0.0%
75 years and over	89	15.7%	15.7%	0.0%

To the right are the YMCA locations in the city of Baltimore, located in green. The closest YMCA is located over 4 miles away from our development site in Druid Hill. The YMCA in Druid Hill is located over a mile away from the nearest light rail stop. For residents of Westport, this is neither ideal nor feasible, which is why it would be in everyone's best interest if the YMCA were to be located in our development.



Photo credit: The Y in Druid Hill

Current YMCAs in City:



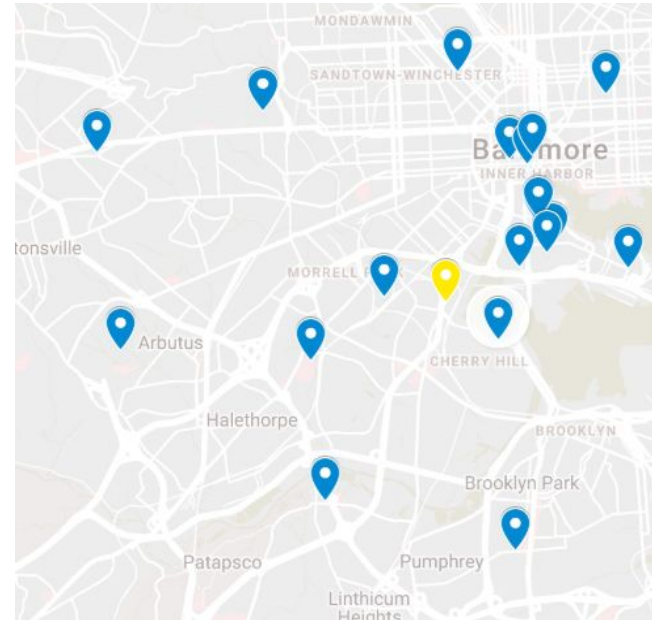
Example 2: MissionFit

MissionFit is a local non-profit recreation center for youth interested in physical strength training, “working out” and healthy lifestyle. As referenced above, Westport has a 27% extremely-low income population followed by a middle-income population at 20%. In comparison, 16-18 and 18+ in age are the highest ages for residents. Combined with 20% aged elementary and middle-school students, and paired with the bulk of Westport Academy’s students passing through the pedestrian bridge, an opportunity arises to target youth to locate good role models and raise expectations for their development prior to high school.

In addition, given 10% of the neighborhood’s population being 25-29 followed by a fluctuating rate of older adults, a visible recreation center that could provide workout classes for adults and for seniors could ensure spill-over between after-school programs and evening engagements.

Meanwhile, with an income-level of \$50K+ for 20% of the population, there appears to be sufficient expendable income to support a small 1000 sq. ft. boutique gym.

Lastly, as shown on the map below, the closest gym (in blue) is not within walking distance but is rather a recreation center in Morrell Park, followed by gyms at shopping centers or in central or south Baltimore. Given Westport’s proximity to the waterfront and the Baltimore Rowing Club being a membership-only organization, and there being no regular baseball leagues, boxing rings, or other regular meetups of physical endurance, there exists a vacuum to activate individuals interested in personal recreation stimulus.



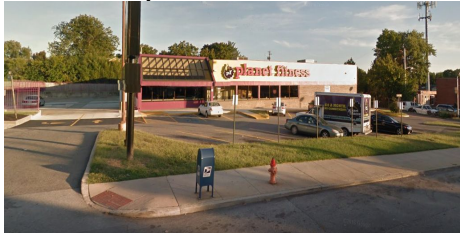
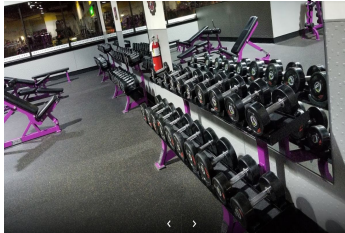
Terms:

- MissionFit has been in their space for 4 years; partnered with Moveable Feast to rent for \$800 (\$1 a sq ft) as friends (800 sq ft) during first year. Now pays \$2000 a mo. (2800 sq ft, mostly on second floor).
- Brands itself as a warehouse DIY grassroots operation
- Income is mainly donated small donations, family foundations. 834 club has 831 members (a low as \$8.34).
- Has begun to explore group fitness and memberships; They have community classes. Donation based, \$15..
- Started offering service for free. Fresh start is living classrooms (court system students to vocational training.) crossroots school. They contract their coach.
- Looking to supplement physical education. Play. Now getting other schools' attention and seeing membership increase.
- Physical needs: 14' ceilings; New double joisted double layered floors (8" joist) - Donated hardwood.
- Missionfit is about wellness and community. 10% of donors are local. Classes end at 8pm.
- Parents are prompted to leave earlier. Age 11 is lowest, middle at beginning, high schoolers mainly. Margaret Brent school. 75 students a week.



Example 3: Planet Fitness

1. Westport is low-income = “\$10 gym” (cost can be as low as \$8 a month)
2. Planet Fitness’s Anthonyville location, within Frankford, is a 1867 sq. ft. “boutique” in its scale. Neighborhood had also been disinvested. Owner opened with community-driven ethos; pioneered as first in MD.
3. Franchise is hyper-local and many offer 24 hours access. All are uniformly viewed as ‘friendly’, ‘clean’ and geared for the everyman; they each develop a positive relationship with local police.



Below is Census data of the income levels of Anthonyville and its census tracts, otherwise known as Census Tract 2602.01

Subject	Households	
	Estimate	Margin of Error
Total	2,296	+/-152
Less than \$10,000	15.9%	+/-6.3
\$10,000 to \$14,999	8.6%	+/-4.2
\$15,000 to \$24,999	11.5%	+/-5.4
\$25,000 to \$34,999	15.0%	+/-6.2
\$35,000 to \$49,999	15.5%	+/-6.3
\$50,000 to \$74,999	15.5%	+/-8.6
\$75,000 to \$99,999	9.9%	+/-5.6
\$100,000 to \$149,999	8.1%	+/-4.5
\$150,000 to \$199,999	0.0%	+/-1.4
\$200,000 or more	0.0%	+/-1.4
Median income (dollars)	32,458	+/-11,688
Mean income (dollars)	42,821	+/-5,974

As you can see, the income levels of the location where Planet Fitness is located is very similar to those of Westport. The majority of the neighborhood can be classified as “low income” much like Westport. However, given that Planet Fitness has franchised many times in the Baltimore area since Anthonyville, it is less likely the brand would support a ~2000 sq ft facility.

Example 4: CrossFit Fed Hill

In terms of proximity, this gym is one of the closest gyms to our development in Westport and makes for a good market study because of the short distance. This gym is located only 3 miles away from the corner of Annapolis Rd and Maisel St, but the areas couldn't be more different. This crossfit gym, which is located in Federal Hill, is very large at 10,000 sq ft. Its price per sq ft was \$14. Their location, which has been open for 6 years, has a very high reputation and customer service satisfaction rating which is understandable given its location and desirability. They chose this specific location because of its young and affluent population, which is futuristic in the sense that Westport could very well be in a similar situation in the coming years. They currently charge between \$110 and \$190 for a membership which isn't necessarily viable for residents of Westport, but given enough gentrification and restoration, Westport can very well be a thriving neighborhood. Especially with its light rail, Westport could see a similar demographic increase, waterfront, and easy access to highways and downtown. The income levels of Federal Hill are shown. Considering that only 3 miles separates these 2 neighborhoods, it's important to keep an open mind as to what Westport can become.

Subject	Households	
	Estimate	Margin of Error
Total	1,632	+/-82
Less than \$10,000	1.8%	+/-2.1
\$10,000 to \$14,999	1.4%	+/-1.5
\$15,000 to \$24,999	3.7%	+/-2.7
\$25,000 to \$34,999	1.8%	+/-2.8
\$35,000 to \$49,999	6.6%	+/-5.2
\$50,000 to \$74,999	9.7%	+/-3.5
\$75,000 to \$99,999	14.3%	+/-6.1
\$100,000 to \$149,999	21.5%	+/-6.4
\$150,000 to \$199,999	10.8%	+/-4.2
\$200,000 or more	28.4%	+/-6.1
Median income (dollars)	128,839	+/-13,626
Mean income (dollars)	166,750	+/-19,792

Even if the income levels are significantly higher, it needs to be taken with a grain of salt that these neighborhoods are within 3 miles and 10 minutes driving time to each other. This serves as a reminder of what we can envision the future of Westport to become given all of Westport's intangibles.

3 miles = A world of difference

10,000K sq ft at \$14 psf = \$140,000 per year

Café with Bodega

Technical term for use: “Food Processing: Light”

Benefits:

- As described in the 2014 Cherry Hill report, “Community residents expressed a desire for a café or other casual restaurant where people can sit down and have a meal.” (Cherry Hill, p 17)
Aside from gas stations near the Horseshoe Casino, the closest cafe to Westport is Maynard’s Cafe, in the Brooklyn neighborhood; not walkable nor a destination. Followed by Dunkin Donuts, Wawa’s, and Vintage Coffee, all in Halethorpe.
- The existing J’s Mini Mart is a convenience store that as of 2010 has featured a light deli service (that is not regular). A coffee shop that had a public-facing coffee service component with a light grocery or light milk-eggs-bread for sale, would encourage a ‘third place’ setting. To contrast, J’s Mini Mart is family-owned but appears unfamiliar and blocked-off due to its front-facing windows being bricked and a bulletproof-glass cashier’s area, the variety of market items can be overshadowed by patrons soliciting outside.
- The City offers a ‘Baltimarket’ healthy corner store initiative intervention, which provides yearly funding for shelving and refrigeration of fresh produce.
- The City also offers a youth outreach group to raise awareness outside specific stores throughout the year.
- Lastly, the bodega component could enspirite the return of a farmer’s market on the 2300 block. For instance, the ‘patio’ space in front of 2338 could serve as a setting for a community pop-up site where local farmers/arabbers could set-up shop.

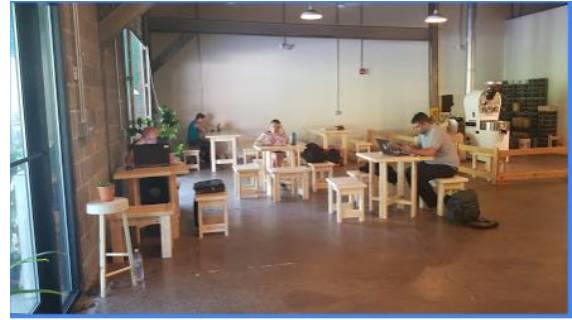
Example 1: Vent Coffee

Benefits:

- In an interview with the owner, Andy Young, Vent Coffee, Andy described the appeal of a multi-tenant aspirational venue as desirable when deciding where to set-up shop. He said ‘the invitation of a coffee shop as ‘making a place’ is central’ to drawing millennials.
- Andy notes “Union Brewery had used our coffee in collaboration coffee beers and invited us to ‘pop up’ at events at the brewery. When they began the collective project, they asked if Vent would want to be a tenant. The collective layout and neighbors within made it clear that we’d be part of a destination. As opposed to being ‘out there on our own’.”

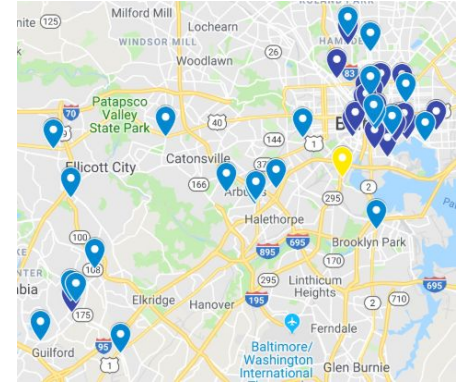
Terms:

- Vent Coffee pays at their new Union Collective facility in Medfield: \$13.06 per sq ft for 1900 sq ft (\$2068 monthly). To compare, at \$13 for 1000 sq ft, we would charge \$1090 per month. Union was created with a Neighborhood BusinessWorks loan.
- Vent Coffee has begun light food prep including frijoles and selling baked goods. Andy noted frustrations with the permitting office during his build-out to ensure the kitchen cleaning, cooking hood, and ventilation were installed and spaced properly. “We needed 50-75 square ft for the machine, plus additional 50+ for raw coffee storage. We needed a gas line for the machine, and ventilation through the roof for the heat/exhaust.”

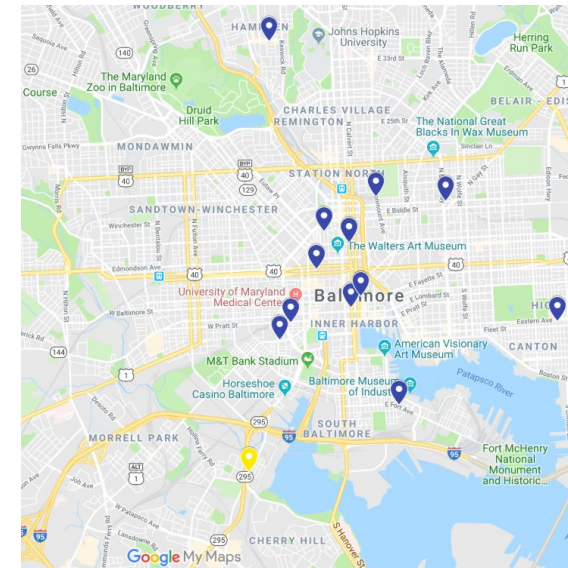


Baltimore cafes and roasteries (in purple):

Roasteries [along I-295](#) towards DC:



- Coffee roasting occurs on a regional level; currently Baltimore has only a couple of distributing roasteries. Aside from the popular Zeke's Coffee in East Baltimore, in Downtown and West Baltimore, there are only a few options:
 - 1) Zeke's Coffee
 - 2) Cafe Jovial in Pigtown
 - 3) New America Diner in Midtown
 - 4) Peace & A Cup of Joe near Downtown UM Hospital
 - 5) Order & Chaos Coffee (in Locust Point)
- Roasting has a visual and olfactory benefit: "We always wanted to showcase the roaster. It's part of what sets us apart from a traditional coffee shop. We roast at night if we need to, but generally have no problem doing so during business hours. There is a small amount of radiant heat, but most exists through the ceiling exhaust. Not really much sound. The smell is fairly pleasant, though some people equate it to burnt popcorn. Oh well!"



Example 1: Dovecote Café

Benefits:

In an interview with Dovecote staff, owners Cole and Aisha emphasized a strong belief in land sovereignty for people living in community. They started selling their own baked goods from home.

Because there are more renters than owners in Reservoir Hill, they wanted to be a strong proponent for ownership illustrating participation.

Dovecote wants to empower renters to have a voice (physical or financial); especially within the Black community

Dovecote has had a number of religious organizations hold programs at the cafe, and they have been a setting for local real estate agencies and real estate trusts to hold workshops teaching homeownership skills

They own their building, staff act cooperatively, and incorporate a work-life balance. They have introduced the idea of a bodega given that they had explored grocery store but there wasn't highest enough traffic; they sell potatoes and local produce at their front counter.

Dovecote has also been a setting for a food rescue program to hold workshops, and they regularly source produce from nearby Whitelock Community Farm; especially on volunteer day.

Terms:

Given that their current building is a total of 6,039 SF and about 1,000 of that is the café, the building has grown in value from \$47,100 in 1995 to \$535,000 in 2018 (nearly 20 years later). Meanwhile, the residential buildings just next door are \$237,600 and \$62,250 respectively.

Their only concern economically has been the BGE gas line project and the Druid Hill Park Reservoir projects, which have caused profits to dip when road construction has stifled access.



1-and-2 Bedroom Apartments: Current Housing Typology

Existing Conditions

Housing

Westport, Mt Winans, and Lakeland have a varied housing stock, from rowhomes and public housing to garden apartments and single family homes. As shown in the Housing Market Typology map at right, the housing market conditions in each neighborhood differ as well. Westport west of I-295 and Lakeland are relatively stable areas with low abandonment and high homeownership rates. Westport east of I-295 and Mount Winans are discussed in greater detail on page 31.

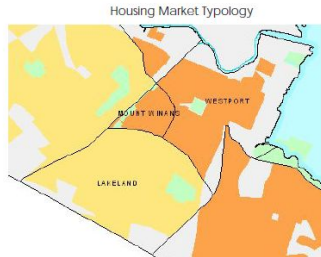
The overall trends in the neighborhoods are similar to those citywide: According to the 2000 Census reports for the area, between 1990 and 2000 population and homeownership rates declined, while the number of vacant houses increased. As people have moved out of the area and properties are abandoned, there are more opportunities for illegal activities, leading to quality-of-life problems.

The charts and maps below and on the following pages show the population, abandonment, homeownership rates, and home values for the three neighborhoods.

Population

Neighborhood	1990	2000	change
Lakeland	4,514	4,280	-5.2%
Westport	2,453	2,184	-11.0%
Baltimore City	736,013	651,154	-11.5%
Mount Winans	1,325	1,030	-22.3%
TOTAL	8,402	7,494	

	Housing	Residential	Density
	Units	Acres	(du/acre)
Lakeland	1,688	174	9.7
Westport	930	59	15.8
Mount Winans	407	36	11.3
TOTAL	3,025		



The Department of Planning's Housing Market Typology uses data on abandonment rates, homeownership rates, and home values to help determine housing strategies appropriate for each Baltimore City neighborhood. The maps shows Lakeland has a relatively stable private housing market. Westport and Mount Winans require more intensive intervention by the City and other partners.

FOCUS AREA

Westport East of 295

Residential units are predominantly rowhomes with stoops and rear parking pads along alleys. This area has been subject to "flipping" (the practice of illegally inflating sales prices) and to land speculation. A windshield survey conducted in March 2004 revealed the following results:

16% Vacant Structures

4% Vacant lots

35% Functional Structures

26% Requires Major Repair

16% Requires Rehabilitation

3% Structurally Unsound:

Condemn/Demolish



Annapolis Road

(Source: South Baltimore Gateway Master Plan)

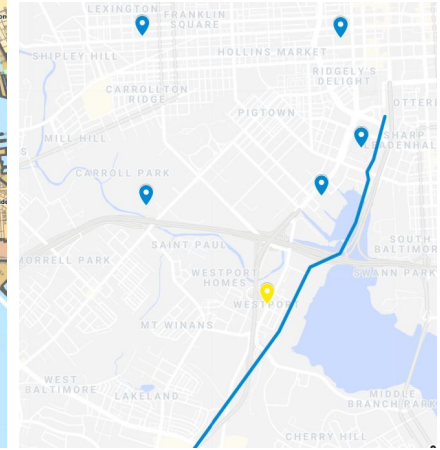
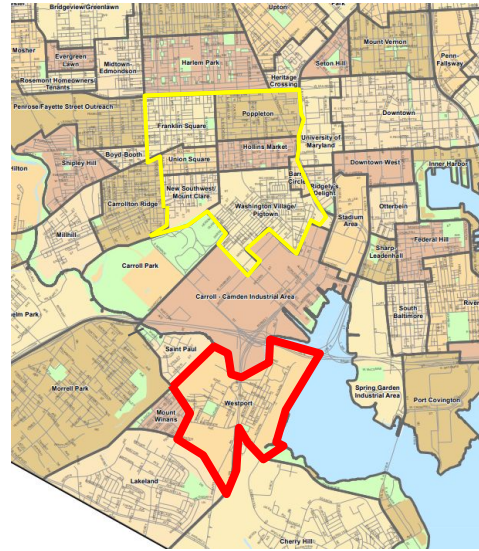
(Source: 2005 Westport-Mount Winans-Lakeland Master Plan p. 15)

Data findings:

Neither the BNIA-JFI data for the Westport-Lakeland-Mt Winans nor the 2005 Master Plan provide further market analysis aside from median income levels.

Given that the wider Lakeland and Cherry Hill communities have the nearest residential to commercial areas, and had Cherry Hill had a 2013 demographic profile conducted, while just a mile north, the Southwest Partnership (SWP) communities have had a 2014 market analysis provided, we can approximate similar economic markets, even if the exact economic factors in those neighborhoods may differ. In short, similar circumstances, similar income levels.

To Westport's advantage, the Annapolis Rd. street grid, light rail and proximity to I-95 and I-295 beneficially differentiate itself from Cherry Hill in its likelihood for redevelopment as it can promote its urban walkability once there's a 'there' there.



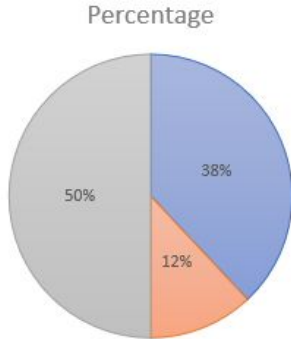
Principal Regional Attractors: The SWP Analysis recognized Camden Yards, M&T Bank Stadium, Horseshoe Casino, Carroll Park, and local hospitals UM and Bon Secours, as commercial draws.

BWI Thurgood Marshall Airport's being 8 stops away on light rail, with access to the Middle Branch Park + Waterfront, adjacent to the forthcoming Port Covington development, are unique attractors that Westport can offer that SWP cannot.

Who'll be interested in Westport...from where?

The SWP Analysis identifies a continued slow employment growth rate as of 2014 where an “average of 16.4 percent of households moved in recent years [to Baltimore City]...a considerably higher mobility rate than the national average.”

The analysis combines IRS and ACS data to recognize that between 2005-2009 in a four year span:



■ Baltimore County ■ Howard and Anne Arundel Counties ■ USA

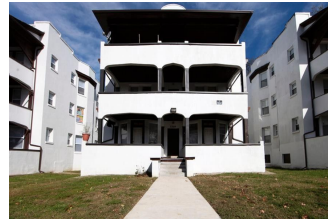
Rental Rates of new low-rise apartment buildings or renovated rowhouses

The Southwest Baltimore Partnership Market Analysis in 2014 determined rental rates for their area. Given that the housing typology is in similar levels of stress as Westport, even though the quantity and types are different, this approximates a going rental rate:

Less Affluent:	Lowest Range	Highest Range
Monthly Rent per month	\$850	\$1,350
Unit sq ft	\$550	\$1,000
PSF	\$1.30	\$1.59
Affluent:		
Monthly Rent per month	\$1,150	\$3,250
Unit sq ft	\$500	\$1,350
PSF	\$1.85	\$2.85

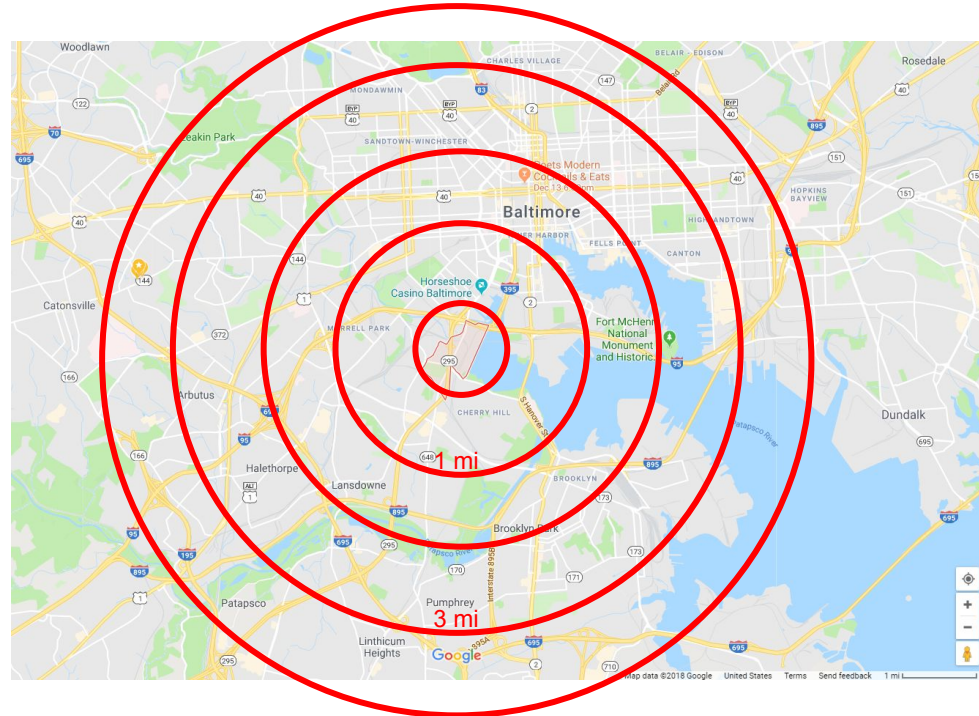
(SWP Analysis P. 25)

(SWP Analysis P. 7)










Demographic Detail Report

Seidman Glass				
2300 Russell St, Baltimore, MD 21230				
Radius	1 Mile	3 Mile	5 Mile	
2018 Households by HH Income	3,252	75,035	188,328	
<\$25,000	1,143 35.15%	24,160 32.20%	55,667 29.56%	
\$25,000 - \$50,000	775 23.83%	15,138 20.17%	40,065 21.27%	
\$50,000 - \$75,000	635 19.53%	12,819 17.08%	32,151 17.07%	
\$75,000 - \$100,000	451 13.87%	7,680 10.24%	20,399 10.83%	
\$100,000 - \$125,000	111 3.41%	4,891 6.52%	13,641 7.24%	
\$125,000 - \$150,000	74 2.28%	2,862 3.81%	8,367 4.44%	
\$150,000 - \$200,000	32 0.98%	2,978 3.97%	8,527 4.53%	
\$200,000+	31 0.95%	4,507 6.01%	9,511 5.05%	
2018 Avg Household Income	\$49,276	\$69,055	\$69,450	
2018 Med Household Income	\$41,122	\$46,684	\$48,890	
2018 Occupied Housing	3,254	75,037	188,327	
Owner Occupied	1,441 44.28%	28,494 37.97%	84,224 44.72%	
Renter Occupied	1,813 55.72%	46,543 62.03%	104,103 55.28%	
2010 Housing Units	3,912	89,574	222,420	
1 Unit	3,285 83.97%	57,091 63.74%	149,809 67.35%	
2 - 4 Units	160 4.09%	9,478 10.58%	24,342 10.94%	
5 - 19 Units	381 9.74%	7,638 8.53%	19,320 8.69%	
20+ Units	86 2.20%	15,367 17.16%	28,949 13.02%	
2018 Housing Value	1,440	28,494	84,225	
<\$100,000	704 48.89%	8,411 29.52%	22,247 26.41%	
\$100,000 - \$200,000	637 44.24%	8,981 31.52%	25,395 30.15%	
\$200,000 - \$300,000	51 3.54%	4,922 17.27%	18,771 22.29%	
\$300,000 - \$400,000	25 1.74%	2,838 9.96%	9,285 11.02%	
\$400,000 - \$500,000	5 0.35%	1,614 5.66%	4,458 5.29%	
\$500,000 - \$1,000,000	18 1.25%	1,571 5.51%	3,495 4.15%	
\$1,000,000+	0 0.00%	157 0.55%	574 0.68%	
2018 Median Home Value	\$102,512	\$164,981	\$178,225	
2018 Housing Units by Yr Built	3,913	89,899	223,146	
Built 2010+	3 0.08%	2,122 2.36%	5,937 2.66%	
Built 2000 - 2010	185 4.73%	7,929 8.82%	12,266 5.50%	
Built 1990 - 1999	87 2.22%	3,502 3.90%	8,434 3.78%	
Built 1980 - 1989	254 6.49%	5,241 5.83%	12,228 5.48%	
Built 1970 - 1979	278 7.10%	5,819 6.47%	14,371 6.44%	
Built 1960 - 1969	804 20.55%	7,672 8.53%	19,494 8.74%	
Built 1950 - 1959	844 21.57%	11,509 12.80%	32,669 14.64%	
Built <1949	1,458 37.26%	46,105 51.29%	117,747 52.77%	













Operations/Marketing Assumption Matrix: Who to and who not to market towards (icons indicate ideal uses)












Empty Nesters & Retirees:


1. Urban Establishment 
2. Cosmopolitan Couples 
3. Blue-Collar Empty Nesters
4. Middle-Class Move-Downs
5. No-Nest Suburbanites
6. Middle-American Retirees
7. Multi-Ethnic Retirees 
8. Blue-Collar Retirees
9. Rural Singles 
10. Struggling Retirees 
11. Suburban Seniors 
12. Downtown Retirees
13. Multi-Ethnic Seniors 
14. Second City Seniors

Traditional & Non-Traditional Families

1. Nouveau Money 
2. Unibox Transferees
3. Full-Nest Suburbanites 
4. Full-Nest Urbanites 
5. New-Town Families 
6. Multi-Ethnic Families 
7. Blue-Collar Button-Downs 
8. Kids 'r' Us
9. Multi-Cultural Families
10. Working-Class Families 
11. Inner-City Families
12. In-Town Families 
13. Subsistence Families 
14. Single-Parent Families 


Younger Singles & Couples

1. The Entrepreneurs 
2. e-Types 
3. Ex-Urban Power Couples 
4. The VIPs 
5. Fast-Track Professionals 
6. Upscale Suburban Couples 
7. Cross-Training Couples 
8. New Bohemians
9. Twentysomethings 
10. Suburban Achievers 
11. Small-City Singles
12. Urban Achievers 
13. Small-Town Singles
14. Working-Class Singles
15. Blue-Collar Singles
16. Soul City Singles 

 Probably Not

 Café

 Residential

 Public Health or
Gym

(Categories and Terminology
source: SWP Analysis)

SWOT Analysis

Strengths:

- Middle Branch waterfront with scenic views to downtown
- Light rail and bus public transportation
- Access to I-295 encourages regional production uses

Opportunities:

- 2016-2017 farmer's market and Kaboom playground on 2300 Annapolis Rd illustrate community interest in activating vacant lots. Park eligible for adoption.
- Maisel St Park already proposed by NDC but not yet adopted by City
- Pedestrian bridge acts as instant site identifier

Weaknesses:

- I-295 and I-95 cause Westport to become a node to connect commuters; it isolates the neighborhood from the rest of the City
- Wheelabrator incinerator is a powerhouse but causes immediate health increase
- Neighborhood and CSA at-wide seen as separate from rest of City due to break in city grid and overshadowing of harbor
- Vacancies on Annapolis Rd = Blight caused by absentee owners

Threats:

- "Root shock" from Turner Development and Sagamore-Weller Waterfront Development Proposals
- Harbinger characterization
- Multiple vacant lots, underused or rundown buildings, and a nearby market and church institutions for walkable traffic.
- No longer seen as a 'company town' since closure of factories

Community Analysis + Operational Best Practices*

* = See appendix for prospective goals to be incorporated into our operating budget, influenced by existing demographic information, to improve our ability to lease and maintain operations.

An operations action item follows each item as described in the appendix:

1. Economic Culture Overview
2. Transit Access
3. Crime
4. Public Health
5. Education
6. Culture
7. Public Art & Space

THANK YOU

Justin Fair, Kara Brogden, Adam Kureshi
ENST738 Real Estate Class Project
Presented 10 December 2018

Sources:

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7. CoStar Property Search Retail Basic criteria; Type of Property: Retail Not in a Shopping Center; Geography criteria; Radius: 1.00 mile(s) radius from Lat : -76.63501, Long : 39.26187
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16. "Westport Neighborhood / Annapolis Road Enhancement study" (2010), Neighborhood Design Center

Appendix

Items to reiterate and further explore for operations:

1. Maisel St Park
2. Economic Culture Overview
3. Transit Access
4. Crime
5. Public Health
6. Education
7. Culture
8. Public Art & Space

For Further Consideration:

- Costs to develop a public-private partnership with the City of Baltimore to adopt the Newcomb Playground or the 2700 Block of Maisel St in order to acquire the 10' southern grass area between property line and sidewalk on 2700 Block Maisel st from City
- May need to expand alley turning radius just outside of the property lines
- Potential purchase of 2400 Annapolis Rd (lot 1) for additional off-street parking, owner is Brist Realty, LLC. - As such, partnership or purchase from City right-of-way for wooded area behind alley.
- Request parking variance
- Incorporate pedestrian bridge into branding or design; support bridge design
- Further community fundraising and public health-oriented campaigning

Maisel St Bridge + Park Concepts



Option B - Incorporates new walkways, seating, greening, and closes Maisel Street to vehicles between Annapolis Road and the pedestrian bridge.

Overall: Supporting Community

Campaign to serve on a WCEDC committee dedicated to vocalizing Westport's people and its built environment. Emphasize The Maisel's commercial tenants as a 'test-pad' for innovative thinking and a model setting for retribution could combat decades of disinvestment. Some campaign examples include rallying Westport-area institutions (like the Wheelabrator Incinerator, BGE, Medstar Harbor Hospital, the Casino, and the Aquarium's Animal Rescue Project, Sherwin-Williams, etc.) to regularly program yearly events to charge, channel, and campaign their individual interests while allowing the community to participate and do the same.

Economic Culture Overview:

1. Westport has been a historic blue-color predominantly-Black community since the 1970s; and before 1970s, more diverse with a German population. The 1985 Wheelabrator Incinerator created a landmark for Westport to its north, despite its residents not being significant employees nor influencers of the facility. The City's BRAC Zone serves to attract contractors to nearby military uses further down the highways. With the historic loss of Lowery-Carr and adjacent employers, current private industrial facilities include janitorial supply, auto, etc.

Action: Emphasize BRAC Zone and hire a local researcher to incorporate accurate Westport-history into branding materials. Include references to local institutions and seek interviews with neighbors to capture local spirit and assess enthusiasm.

Action: Encourage café to have a signature blend called be called "Westportmanteau" with a medley of portmanteaus and puns in its branding materials.

2. There are still some notable Baltimore institutions that call Westport home: Of note, Berger Cookies' administrative office is located just south of Westport on Waterview Ave.

Action: Fundraise ~\$45 from area business community to build equity.

Action: Greet each industrial and office use on/near Tacoma St. Build a business directory to assist WCEDC to establish better destination. Create an interview series to discuss interesting things happening within walking distance.

Action: Encourage café to buy and sell Berger Cookies in bodega.

3. 247 businesses reported in 2010, drop by 20% to average of 203 in 2016. 2371 individuals are employees counted in 2010. There is a current unemployment rate of 17.3%.

Action: Place garage doors on back of the building to roastery and gym uses to provide business to Baltimore Precision Door; seek polo shirts and other swag with Howard Uniform Co.

Action: Encourage all commercial tenants to hire disadvantaged individuals by promoting the Enterprise Zone tax credit.

4. In May 2011, Annapolis Road was rezoned under the Annapolis Road Urban Renewal Plan. Appropriately, proposed mixed-use apartments and luxury retail, hotels, etc. was proposed by the Turner Development to much fan fare that ultimately has resulted in an uneven, equitable public reception.

Action: Adjust marketing for residential units to emphasize small stock of units, and proudly create a community benefits agreement.

5. Provide new rental units to encourage increase in quality housing stock:

At current, 98 vacants-to-values homes exist with only two-homes currently for sale. The average home price is around \$197K as of 2017.

Action: Become a Catalyst for Improved Rental Housing. Partner with LiveBaltimore and other housing advocate organizations to identify speculators, and leverage our tenant mix to signal them to begin developing sooner than the Waterfront or Port Covington developments take place. Be an emblematic example of change.

6. *“The neighborhoods around the Westport waterfront have long faced some of the tougher urban challenges, including vacancies, housing code violations and the drug trade. In Westport, the homeownership rate dropped from 33 percent in 1990 to 26 percent in 2000, while abandoned housing units doubled, according to city planners.” - [Lorraine Mirabella. Aug. 2005. Baltimore Sun](#)*

Of note, the most recent popular proposed business that was opposed was a private slaughterhouse on Manokin Road. In 2016, the community is identified as a “gateway of a vastly residential, inner-city community” and not to accept uses that are “disgraceful, insulting and demoralizing” and that, given the Casino profit sharing agreement, it is not a good fit since the neighborhood already “suffers environmental, health and socioeconomic stresses” despite any proposed retail facing Annapolis Road. There has been no envisioning yet for types of businesses best suited for the neighborhood.

Action: Greet each business and invite them to tour the property while under construction. In addition, organize a local ‘Shop Small’ campaign with commercial tenants and community partners.

Transportation Access:

Light Rail: Westport has the MTA Baltimore Light Rail Station that is the closest stop on rail to the Horseshoe Casino and is nearest the 26 and 73 bus lines as well as 75, 71, and 210, 215. It is also one stop from Ravens Stadium/Federal Hill along Hamburg Street. It is eight stops from BWI TM Airport & Cromwell (wedged between Patapsco and Camden Stations on bus schedules), and is often referred to in tandem with the Cherry Hill neighborhood. The outdoor plaza beside the Westport Station has benches and chess tables and is not a popular long-term meeting space.

Action: Host a yearly meet-the-community ‘free coffee/smoothies/etc.’ event at the Light Rail with permission of City, to tent/table or host a food truck.

Crime: Following Westport’s loss of population and industrial employers in the 1970s, and despite Annapolis Road street improvements in the early 1990s, these factors have, with close access to the light rail, increased reporting of drug deals.* The homicide incidence rate as of 2009 was at 6.7% higher than the City’s average, 8% above average, and domestic violence at 3% above average. However this isn’t the worst offender in 2017: top crimes in the neighborhood as a whole include, in order: Burglary, Common Assault, Larceny Aggravated Assault, Auto Theft.

Action: Create an orientation guide for operations staff to ensure they describe crime statistics in perspective with rest of the city. Also, seek interviews with local homeowners to proactively combat negative press.

Road Access:

1. Due to Annapolis Road serving as a major truck route corridor, there are no parks or significant meeting spaces due to the clamor of automotive traffic. Sidewalks on Annapolis Road are 4' or vary if wider based on commercial space. In regards to walkability, Annapolis Road and its connecting streets have a standard 4' sidewalk with some 6' along corners, while the northern residential neighborhood above I-295 is walkable only through Pedestrian Bridges and noticeably, has only a northern sidewalk opposite Mount Auburn Cemetery on Waterview Ave. Note, there is no walking or biking route adjacent to the I-295 southbound spur from Manokin St, and previous planning efforts have proposed future trails along Gwynns Falls and an old railroad bridge beside the Middle Branch. A complete streets plan has been proposed but only Kent St along the Light Rail Station has seen significant improvements thanks to the Station development.

Action: Emphasize public transit access, bicycling, and NDC's plan for pedestrian bridge. Allocate a donation to NDC, to Mount Auburn Cemetery, and to Westport Academy, to incentivize a walking tour to/from each asset.

2. In 2018, federal dollars have been proposed to seek ways to address this bifurcation injury, ranging from concepts from improved bridge connectivity to artificial ground-cover highway deck over I-295.

Action: Work with commercial tenants to hold a 2020 building-wide charrette opportunity.

3. Meanwhile, local community groups like Neighborhood Design Center have created charrettes to create meaningful and relevant designs for the pedestrian bridge that stretches over I-295 and for the Annapolis Rd.-Waterview Ave. Maisel Bridge is currently underway with a \$30 million cost; yet to begin construction; currently stalled by <4 years.

Action: Seek counsel with NDC to incorporate our mural design with that of the bridge, so that we contrast or incorporate our building as a canvas for a wider art-centric installation.

Public Health:

Top five causes of death in zip code 21230 are 31.2%, 20.9%, and Stroke 8.4%, followed by Chronic Lower Respiratory Disease 6.5%, Homicide 5.5% ... (rates death per 10,000). Highest rate of deaths are: 65-84 yrs; 45-64 yrs; 25-44 yrs.

Action: *Each quarter, host a free 'Community Health Event' on lawn with tents and tabling; in partnership with public health use.*

2. The Complete Streets Plan with budget costs and responsibilities was announced in 2015 but currently lacks significant funding, ownership, or lead coordination. In addition, as of 2016 data: 9.6% drop of dirty streets/alleys reported in 2010 from 67.3% to 43.8%. Storm drain clogs increase 1.5% to 3.2%.

Action: *Work with local council member to campaign street cleaning and improved transit orientation.*

3. The Gwynns Falls cups into the Middle Branch to Westport's north, and to its south, Middle Branch feeds into the Patapsco River. Meanwhile, an eventual hiker-biker trail is expected along the Falls. In 2010, City Planning efforts envision prospective trail connections, e.g. Gwynns Falls, Middle Branch, Baltimore loop.

Action: *Inquire how to fund a branded information-kiosk and a section of the planned trail.*

4. In 2018 at a Westport Neighborhood Association meeting, a representative from the City announced a new solar-compression trash collection system being implemented in the City.

Action: *Allocate on side of building a parking-space for dumpster. Also create a energy efficiency plan for 5-10 years.*

5. While Westport is designated a Healthy Food Priority Area, none of its markets (2016 Westport Market Farmers Popup, Westport Market off Kent St, nor J's Mini Mart, participate in the Baltimarket program. Existing use J's Mini Mart serves as local deli and grocery, grocery is a competing use to the Kent St Westport Market. Our development would remove this use from the neighborhood.

Action: *Adapt café to offer light food services or small market goods ala bodega. Speak with local council member and with market owner to better understand demand. Consider merging existing J's Mini Mart deli service into roastery/cafe use. Action: Sponsor the pop-up farmer's market.*

6. Nearest hospital is Medstar Harbor City (<5 min by car) that includes an emergency room and a dialysis center as well as doctors offices.

Action: *Promote preventative care services in welcome guide.*

Education and Public Space:

1. Westport Academy (Elementary & Middle School), serves 360 students with above 86% attendance rate, with 30 teachers, per 2017. 93% of students get free or reduced lunch while 7% are in a gifted/talented program, with a student body of 97% Black. which in 2016 underwent a major renovation thanks to Under Armour and 2500 volunteers, including a Sensory Room, renovated Cafeteria and Gymnasium, playing fields, and new paint refresh, among other updates and donations. The school's library is part of a wider library engagement program. The school also features a development program for children with autism. On whole, as of 2011, for all neighborhood schools, reading proficiency has been slightly below the city average by about 10 percentage points.

While the Westport Homes Public Housing has had a proposal for a day care center, there is no current facility. The overall area's poverty level is 12.3% with 33.7% of single-parent households with children <18 yrs old. In 2007, 131 of the homes were proposed for demolition.

Action: Encourage cafe and public health uses to partner with local school to offer an after-school shelter for when school ends but parents are unable to pick up their children from school or are away at work and children need temporary care.

2. 3 murals are present in the Neighborhood including several from the Stephen Powers' "Love Letters" series, which ironically do not read as public art and cost \$37,500 within Westport and a total of \$50,000 total within the City. These are not specific to Westport's culture.

Action: Incorporate Pedestrian Bridge design into facade. Also fund a complimentary new mural, ideally on opposite side of Maisel St.

3. The Westport Neighborhood Association and its partners organize a summer music series on the lawn in front of Westport Academy.

Action: Donate to the music series and invite local musicians to partner with Cafe to hold indoor or outdoor performances.

Culture:

Champion Local Campaigns:

1. The Westport Community Economic Development Corporation has begun a Community Land Trust project to ensure housing is accessible despite upcoming gentrification pressures. In addition, the Westport Business Association or an appropriate group are tasked with public comments and review for any proposed development.

Action: Promote WCED in promotions and encourage membership.

2. NDC included in its Project Zones list on the Complete Street Plans a Maisel St Park.

Action: Allocate a 1% fund from commercial leases towards the creation of this and similar amenities.

3. In addition, the Mount Auburn Cemetery has struggled for decades for upkeep and to fulfill fundraising goals to properly acclimate visitors to its grounds. As a local and national treasure, the cemetery is a case study for a debate of historic preservation, ecological restoration and maintenance of sacred space. It is also a case study for past and present values of African-American studies: sacred space; funerary care; African-Americans' relationship to parks and to soil as slaves then land owners then for many, being priced out of owning land. Therefore, as a 'rural cemetery' this resource should be emphasized not as a 'graveyard' but as a green respite that offers full physical harmony as a place of both communal remembrance and reverence, as well as an ecological preserve for environmental stewardship.

Action: Fund and encourage yearly walking tours to the cemetery. Include the cemetery's marketing materials in welcome guide.

End of Appendix

Many thanks to:

This Pro Forma contains context and information from various community members and development leaders in Baltimore.

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- Urban Land Institute
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