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WHEN P3s Are Not Enough

2017 LOCUS LEADERSHIP SUMMIT
4.24.17

WHEN P3s Are Not Enough
PANEL AGENDA

- Introduction
- P3s Are Not Enough
- Case Study: Baltimore
- Panelist Presentations
- Questions & Answers
Mosaic Urban Is…

A Developer
Mosaic Urban Is... A Developer
Mosaic Urban Is... A Developer
Mosaic Urban
Is...

A Strategic Advisor to
Cities & Non-Profits
Urban Revitalization Projects Nationwide

- Atlanta, GA
- Baltimore, MD
- Birmingham, AL
- Detroit, MI
- Kansas City, MO
- Memphis, TN
- Oakland, CA
- Pittsburgh, PA
- Washington, DC
P3s are Not Enough.
P3s are Not Enough...

- C.R.E.A.M.
  - Economic Inclusion
  - Prevention of Displacement
Introducing...the P5

1) Public
2) Private
3) Non-Profit
4) Philanthropic
5) People

From PPPs (P3s) to P5 Partnerships (P5s)
Do You Speak New Markets (NMTCs)?
East Baltimore Development Initiative
East Baltimore Development Initiative
## East Baltimore Context

<table>
<thead>
<tr>
<th></th>
<th>East Baltimore</th>
<th>City of Baltimore</th>
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<tbody>
<tr>
<td>Unemployment Rate</td>
<td>24%</td>
<td>11%</td>
</tr>
<tr>
<td>Vacancy Rate</td>
<td>70%</td>
<td>14%</td>
</tr>
<tr>
<td>Poverty Rate</td>
<td>43%</td>
<td>19%</td>
</tr>
<tr>
<td>Percent of Households On Public Assistance</td>
<td>29%</td>
<td>16%</td>
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<tr>
<td>Average Household Income</td>
<td>$28,464</td>
<td>$42,090</td>
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Case Study: East Baltimore Development Initiative
Major Development Activities in Master Development Area

March 4th, 2014

**Completed**

(A) Rangos Building
- Life Science R&D Space
- 281,000 GSF

(B) Chapel Green
- Multifamily & Townhouses
- 83 Units; 90,000 GSF

(C) Parkview at Ashland Terrace
- Multifamily
- 74 Units; 72,000 GSF

(D) Ashland Commons
- Multifamily
- 78 Units; 87,000 GSF

(E) Townes of Eager
- 5 Townhouse Units: 4 duplex units and 1 single family

(F) Graduate Student Housing
- 321 Units, 572 Bed Rental Housing

(G) Ashland Garage
- Walgreens Pharmacy on Ground Floor
- 1,450 parking Spaces

(H) Henderson-Hopkins School
- Opened January 2014
- 540 student capacity, plus 180 child Early Childhood Center

**Under Construction**

(1) Eager Park West
- Completion of 25 townhouses based on absorption

(2) MPHL Building
- 2014 Delivery; 235,000 GSF
- Maryland Dept. of Health & Mental Hygiene (DHMH), tenant

**Under Development**

(3) 1812 Ashland Avenue
Life Science Building
- 163,000 GSF building
- Construction contingent on pre-lease from Johns Hopkins

(4) Eager Park
- Design completion in 2Q 2014
- Break ground in 3Q 2014

(5) Gateway Site Hotel
- Break ground in 2015 (est.)
- 175+ Rooms; health club + retail

(6) Eager Square
- 190+ rental units in 2 buildings
- Break ground in 2015 (est.)

(7) Eager St. For-Sale Townhouses
- 45 Townhomes to be developed by Ryland Homes
- Commence construction in 2014

(8) Madeira St. Townhouses
- 49 rehab townhouse units. Rental and For-Sale
## EBDI – By The Numbers

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Built/Under Construction</th>
<th>Under Development</th>
<th>TOTALS</th>
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</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>516K SF</td>
<td>734K SF</td>
<td>1.2M SF</td>
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<tr>
<td>Housing</td>
<td>581 units</td>
<td>1,269 units</td>
<td>1,850 units</td>
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<tr>
<td>Retail</td>
<td>38K SF</td>
<td>92K SF</td>
<td>130K SF</td>
</tr>
<tr>
<td>K-8 School</td>
<td>90K/540 Kids</td>
<td>N/A</td>
<td>90K/540 Kids</td>
</tr>
<tr>
<td>Parking</td>
<td>1,490 spaces</td>
<td>TBD</td>
<td>1,490 spaces +</td>
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</table>
EBDI is a P5.
It Takes A Village: EBDI’s P5 Players

1) Public

- City of Baltimore
- Baltimore City Council
- State of Maryland
It Takes A Village: EBDI’s P5 Players

2) Private

- Forest City Development
- Presidential Partners
It Takes A Village: EBDI’s P5 Players

3) Non-Profit

- EBDI, Inc.
- Johns Hopkins
- Greater Baltimore Committee
- EBC School, Inc.

Henderson-Hopkins K-8 School
It Takes A Village: EBDI’s P5 Players

4) Philanthropic

- Anne E. Casey Foundation
- Weinberg Foundation
- Abell Foundation

5) People

- Citizens Committee
- East Baltimore Residents