



**BELoved COMMUNITY**  
Services Corporation

**cross  
street**  
PARTNERS



**2024**  
ULI Baltimore  
Wavemaker Awards

# Justice Thurgood Marshall Amenity Center @ PS 103

1315 Division Street | Baltimore, MD

# general information

## **Applicant Information:**

### **Cross Street Partners**

*On behalf of the entire project team listed below*

2101 E. Biddle Street, Suite 1201  
Baltimore, MD 21213

## **Point of Contact:**

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443.463.2576

# project team

## The Justice Thurgood Marshall Amenity Center @ PS 103 Key Project Team:

**Beloved Community Services Corporation**  
Developer  
Dr. Alvin Hathaway, CEO

**The Finn Group**  
Public Relations  
LaRain Finn, CEO

**Cross Street Partners**  
Development Consultant,  
Owner's Rep, Property Management, Financial Advisory  
Carla Hinson, Director,  
Development Advisory

**Mahogany, Inc**  
General Contractor  
John Sargent, President  
Construction

**Sulton Campbell Britt & Associates**  
Architect  
Dale Glennwood Green,  
Partner, VP

## The Justice Thurgood Marshall Amenity Center @ PS 103 Partners:

**Atelier Giguere**  
Historic Consultant

**Ballard Spahr**  
Counsel

**Baltimore City - DHCD**  
Partner / Funder

**Bank of America**  
Funder

**BWI Airport**  
Partner

**Career Communication Group STEM City USA**  
Partner

**CBS News Baltimore**  
Media Partner

**City First Bank**  
Financing Partner

**Cityscape Engineering**  
Civil Engineer

**CohnReznick**  
Accountant

**Enhanced Capital**  
Financing

**Floura Teeter**  
Landscape Architect

**France Merrick**  
Funder

**Greenline Ventures**  
Financing Partner

**Integrity Title Commercial**  
Title

**Johns Hopkins Krieger School**  
Partner

**Johnson Consulting Engineers**  
MEP Engineer

**Kairos Development**  
Consultant

**Maryland - DHCD**  
Partner / Funder

**Maryland Historic Trust**  
Partner

**National Park Service**  
Partner

**Neighborhood Impact Investment Fund**  
Financing

**Reinvestment Fund**  
Financing

**T. Rowe Price**  
Funder

**The Baltimore Sun**  
Media Partner

**The Harbor Bank of MD**  
Partner

**University of Maryland: The Judge Alexander Williams, Jr Center for Education, Justice & Ethics**  
Partner

**University of Maryland Baltimore**  
Partner

**Upton Planning Committee**  
Partner

**US Bancorp Impact Finance**  
Financing Partner

**Whiting Turner**  
Funder

# project summary

**B**eloved Community Services Corp, Cross Street Partners, along with the entire project team redeveloped the Henry Garnet School (PS103) into the Justice Thurgood Marshall Amenity Center at PS 103 which, with University of Maryland as a partner, will honor the legacy of Justice Thurgood Marshall and other civil rights leaders who called Upton home while also providing

needed community services, resources, and education in the historically under served community.

The Amenity Center will be a major step forward in establishing Upton as a cultural tourism destination to celebrate and honor the community's significance in the nation's Civil Rights Movement. The new Justice Thurgood Marshall Center will help the Upton commu-

nity actualize its community vision, which commits to "reclaim the vestiges of its distinct African American heritage and be the hub of a cultural revitalization where the memory of the great entertainers, artists and civic leaders who proudly proclaimed Upton as their neighborhood will serve as a beacon by drawing investments back into the community."



# project overview



Vacant for over 20 years, Beloved Community Services Corporation (“BCSC”) has redeveloped the former elementary school of Justice Thurgood Marshall in the Upton community into the Justice Thurgood Marshall Amenity Center at PS 103. The 18k SF LEED Gold building will continue to honor the legacy of Justice Thurgood Marshall and other civil rights leaders who called Upton home while also providing needed community services, resources, and education in the historically underserved community.

The heart of West Baltimore still beats, and there is still life that this building can give our beloved community. Reclaiming its role as a center for education, a force for equalization, and place where all can go to give and receive assistance, PS 103’s transformation will be a transfusion for West Baltimore.

# a completeness

Now open to the public, the project received its certificate of occupancy in January 2024 and the building celebrated its grand opening on July 1, 2024, on the eve of Justice Thurgood Marshall's 116th birthday. There is no long term debt on the property thanks to significant public and philanthropic support and tax credit financing.

In addition to shared community spaces, the Justice Thurgood Marshall Amenity Center will anchor state and local institutions to provide critical resources including social justice and crime prevention advocacy and research, workforce development programs, program for youths, economic development activities, and a Thurgood Marshall lecture series.

Anchor tenants include University of Maryland's Judge Alexander Williams Center for Justice, Ethics, Education; Career Communications Group's STEM City USA Program, and BCSC's non-profit headquarters.

Part of the long term sustainability plan is for the building to become an asset of the National Park Service.



## The Financial Stack

Bridge loan partners included Reinvestment Fund and Neighborhood Impact Investment Fund

<p>New Markets Tax Credits Equity</p> <p><b>\$3,000,000</b></p>	<p>HUD Community Project Funding Award (Federal Earmark)</p> <p><b>\$1,000,000</b></p>	<p>T. Rowe Price Foundation</p> <p><b>\$200,000</b></p>
<p>State Historic Tax Credit Equity</p> <p><b>\$1,800,000</b></p>	<p>City of Baltimore</p> <p><b>\$600,000</b></p>	<p>France Merrick Foundation</p> <p><b>\$200,000</b></p>
<p>Federal Historic Tax Credit Equity</p> <p><b>\$1,200,000</b></p>	<p>Bank of America</p> <p><b>\$500,000</b></p>	<p>Other Private Philanthropy</p> <p><b>\$1,800,000</b></p>
<p>State of Maryland</p> <p><b>\$3,500,000</b></p>	<p>Whiting Turner Contracting Company</p> <p><b>\$200,000</b></p>	
	<p><b>Total</b></p> <p><b>\$14,000,000</b></p>	

# a sense of place and quality



The distinct exterior aesthetic of PS 103 is a remarkable example of the trends of school architecture of the late 19th century and the work of prominent architect George Frederick, designer of other famous Baltimore icons such as City Hall and the Rawlings Conservatory in Druid Hill Park.

While the building has been repurposed to better suit the needs of the tenants and community, the building was preserved

according to the Department of the Interior's standard for historic preservation to maintain the ethos of the original school building and Frederick's stylistic emphasis on ventilation and natural light throughout the spaces. Still in tact after being vacant for over 30 years, the first floor uses a long corridor down the length of the building, with glass/window adorned spatial separations between and across the bright and

inviting classrooms that have been converted to office spaces. The second floor, which was largely destroyed by a 2016 fire, includes a large assembly room to host community events and gatherings. The redeveloped building honors the history of the space while evolving it to best meet the needs of the community for generations.

# sustainability

The sustainability efforts of this project are multifaceted and address both environmental and community needs. Despite significant challenges from previous fire damage and deterioration, the project emphasized preserving the historic architectural features of the building through adaptive reuse and restoration while also achieving LEED Gold certification. This included maintaining the original windowed partitions, chalkboards, tin ceilings, and millwork in the first-

floor classrooms to reflect their 19th century design. Additionally, the project enhanced economic competitiveness and access to economic opportunities by creating jobs in a historically disinvested community. Situated in the Pennsylvania Avenue Black Arts & Entertainment District, the Old West Baltimore historic district, and the Upton Community Master plan area, this investment will further support the district's cultural and economic revitalization efforts.





# visionary & emulation

**D**eveloping the Thurgood Marshall Amenity Center at PS 103 presented the rare opportunity to honor the legacy of distinguished civil rights icon and celebrate the historic significance of the Upton neighborhood while also creating a portal for economic and social growth in the area. Financing for the project was highly complex due to the use of many layers of capital - new market tax credits, federal historic tax credits, state historic tax

credits, and contributions from local municipalities and non-profits.

The Project will be a major step forward in establishing Upton as a cultural tourism destination to celebrate and honor the community's significance in the nation's Civil Rights Movement. The new Justice Thurgood Marshall Center will help the Upton community actualize its community vision, which commits to "reclaim the vestiges of its distinct African American

heritage and be the hub of a cultural revitalization [...] serve as a beacon by drawing investments back into the community."

The restoration of PS 103 is part of a broader initiative by Beloved Community Services Corporation to invest \$50 million in a four-block radius of the building with the goal of supporting, empowering, and elevating the community, just as Thurgood Marshall sought to throughout his life.



# a need

The building sat vacant for over 20 years and was nearly destroyed by a fire in 2016, before BCSC stewarded the \$14MM rehabilitation of PS 103, the community anchor’s future remained uncertain.

Redeveloping PS 103 helps to preserve an important historic landmark in the community. The building is one of the few historic buildings that remain in the Old West Baltimore Historic District, the largest Black historic district in the

country. Much of this District has been stripped of the historic character that once dominated this area because of urban renewal that began in the 1960s. Despite a rich legacy as one of Baltimore’s most illustrious historically Black communities, the Upton community faces numerous socio-economic challenges- including blight and high vacancy – 27% of residential buildings in the community are vacant. The historic renovation of the Justice Thurgood Marshall

Center at PS 103 has addressed blight, preserved a historic landmark, and attracted critical investment to the historically blighted and under invested Upton community.

From this distinct legacy, the preservation of PS 103 will re-activate the civil rights legacy and serve as a catalyst for reclaiming the vestiges of the distinct African American heritage of Upton.



*Upton Mansion - current*



*Upton Mansion - proposed*





The Mitchell Law Center and Upton Mansion and are other redevelopment projects in the Upton community.



# the Justice Thurgood Marshall Amenity Center **before construction**



# the Justice Thurgood Marshall Amenity Center before construction



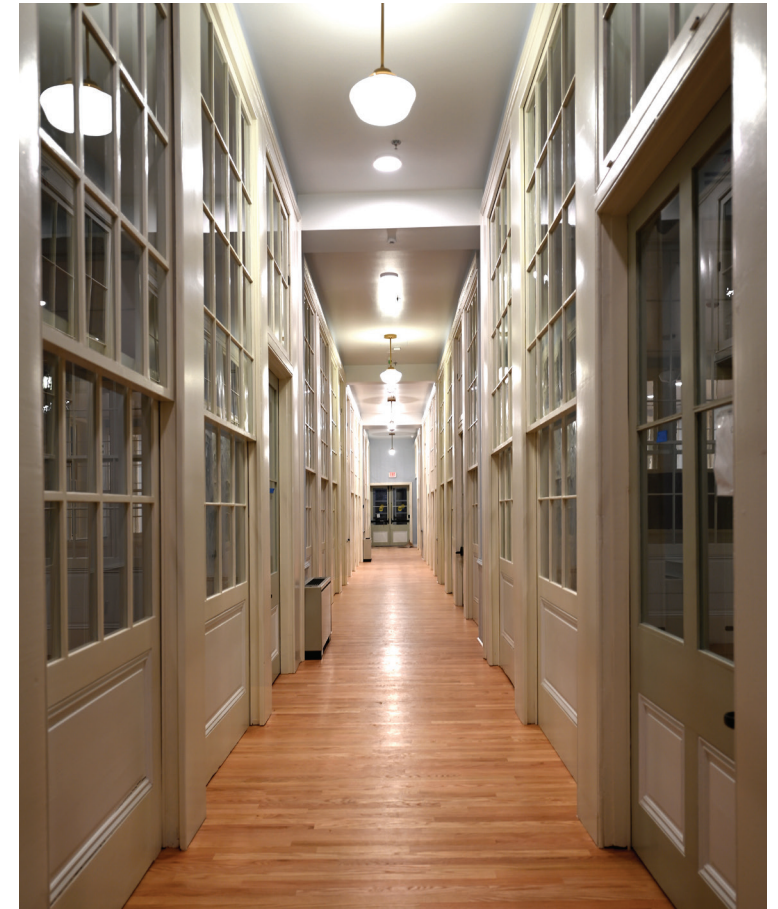
# the Justice Thurgood Marshall Amenity Center **during renovation**



# the Justice Thurgood Marshall Amenity Center during renovation



# the Justice Thurgood Marshall Amenity Center *after* renovation





# the Justice Thurgood Marshall Amenity Center **after renovation**





# THURGOOD MARSHALL AMENITY CENTER

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The Amenity Center will be a step forward in establishing Upton as a cultural tourism destination to celebrate and honor the community's significance in the nation's Civil Rights Movement.