

WEST BALTIMORE REIMAGINING AND REDEVELOPMENT PROJECT

**Reimagining Baltimore's Highway to Nowhere
to Connect Local and Regional Communities
for Economic Development and Human
Flourishing in West Baltimore**



***A Dialogue on Development* Discussion at Baltimore's Harlem Theatre between West Baltimore's Reconnecting Communities Coalition and Lafayette College's Economic Empowerment and Global Learning Project**

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“Aspiration is aroused without knowing where to find ultimate foothold. Nothing can calm it, since its goal is far beyond all it can attain. Reality seems valueless by comparison with the dreams of fevered imaginations; reality is therefore abandoned.”



Light paraphrasing
of the words of
Emile Durkheim
(1858-1917)

Acknowledgements

We, along with Lafayette College's Whitman '49 Fellows Khalid Almotaery, Nisan Basçiftçi, Jon Ford and Imani Patterson, are appreciative of the graciousness and privileges that were extended to us over the course of Summer 2023 as we worked on this discussion essay alongside our larger West Baltimore Reimagining Culture and Economics Project. We offer our deepest gratitude to West Baltimore Community Stakeholders including, among others, Robert Allen, Sonia Eaddy, Marion Blackwell, Marlon Clary, Angela Francis, Justin Graham, Denise Griffin-Johnson, John Harris, Dwane Jordan, Samuel Jordan, Kathleen Lechleiter, Eva Little, Courtney Morgan, Chip Place, Joe Richardson, Minister Glen Smith, Bridget Strom, Jack Sullivan, Jonathan Susman, and Gwendol Taylor-Brown, for privileging us with the opportunity to participate in their important ongoing agitation to reimagine the repurposing and redevelopment of Baltimore's Highway To Nowhere (HTN). Our engagements have advanced our learning and knowledge-making abilities, as well as our civic-purposed intellectual citizenship and contributions to the public good. It is our hope that this Discussion Essay will further the important ongoing and timely discussion on how the Highway To Nowhere can be repurposed into Baltimore City's Pathway to Community Prosperity and Citizens' Human Flourishing.

The Whitman Fellows, along with us, greatly admire the Community Stakeholders' decision to forgo "exiting" or quitting their communities and their concerns, despite likely having sufficient reasons to do so. By electing to stay and be loyal and represent authentic community "voices," and to exert impactful influence for change from within, they have chosen to agitate for desirable reforms, to positively shape outcomes, and to strengthen their leverage to effectuate the mitigation of their Community concerns. We honor their courage and admire their willingness to use it to earn the authenticity and influence to be mobilizers of their community's efforts to advance its economic development and human flourishing aims for residents.

We thank the Gladstone Whitman'49 Endowment Fund at Lafayette College for financially supporting this work.

Fluney Hutchinson and Ute Schumacher
November 10, 2023

HARLEM THEATRE

616 N. Gilmore Street, Baltimore, MD 21217



"We felt honored to open the Harlem Theatre to the community!"

Angela Francis, Owner of Harlem Theatre and Host of the Convening

Presentation prepared on the invitation of the West Baltimore Reconnecting Communities Coalition for the August 12, 2023, Convening at Baltimore City's Harlem Theatre (<https://cinematreasures.org/theaters/16862>). We thank the attendees at the Convening, and the Community Stakeholders who provided subsequent online feedback, for insightful and valuable comments, which have been used to strengthen this Discussion Essay. All interpretations and views expressed are those of the authors and do not necessarily reflect those of the Reconnecting Communities Coalition, Harlem Theatre, or Lafayette College. We thank the Harlem Theatre for their expert hosting of the Convening. EEGLP Discussion Documents are designed to elicit comments and advance debate and student learning on important and timely societal issues.

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Dialogue on Development

Lafayette College-EEGLP *Dialogue on Development (DoD)* convening typically brings together disparately motivated and experienced stakeholders, including students, community activists, public intellectuals, and scholars, to immersively explore a challenging market-based problematic in economic development.

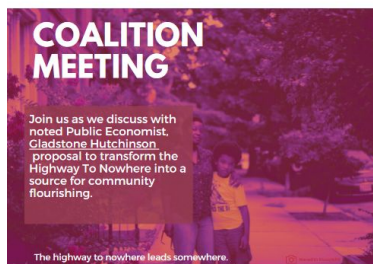
In the case-at-hand, the narrow goal of the *DoD* convening was to agitate the *ideation* of reimagining the repurposing of Baltimore's notorious Highway to Nowhere into a Pathway to Community Development and Residents' Human Flourishing. EEGLP engaged the West Baltimore Reconnecting Communities Coalition in a *DoD* convening at Baltimore's Harlem Theatre on August 12, 2023, to discuss how to:

- strengthen the capacity of West Baltimore residents to exercise voice, agency and ownership over community affairs, so that their perspectives matter in determining their community's destiny
- build "trust capital" as foundational in social capital and community reimagination, transformation and economic re-development
- "assetize" and "commoditize" their historic and current "pain, trauma" and culture into sources of financial and social prosperity, community economic and social wealth, and residents' human flourishing.

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Follow-Up Q&A Feedback to August 12, 2023, Harlem Theatre Discussion

Wednesday, August 16, 2023



Harlem Theater
616 N Gilmor St.
Saturday,
August 12, 2023

2-4 PM

LIGHT REFRESHMENTS WILL BE SERVED. RSVP BY 08.10.23

Question:

Any thoughts on the Harlem Theatre

Response(s):

Beautiful; healing; space for community to come together; spirit of community; can be a beacon for the community.

Question:

What did you find valuable about the presentation?

Response(s):

Its concept and design

It provided a vision that also included human flourishing

Its holistic approach; broad vision to “recapturing” space; emphasis on building community cooperation and collaboration; use of data; and importance accorded to developing shared Coalition values.

Question:

Would you want additional information?

Response(s):

I believe our community is ready to learn more, do more, and that it is time to develop strategies that better alignment with Community movement. Additional information to enhance this process would be helpful.

Question:

Did you receive a better understanding of the role of a Public Economist?

Response(s):

I developed a better appreciation of how to imagine incorporating a regional approach to economic development while also considering the wellbeing of the community and the significance of foundational inputs like health, education and culture.

The knowledge the Public Economist shared helped enhance my vision and perspectives of not only the highway and the surrounding neighborhoods, but the importance of smart investment in our Black inner-city neighborhoods. The presentation also made me better understand the urgency for our communities to collaborate and strengthen our “neighborhoods’ voice.”

Question:

What would you recommend from the presentation to the coalition?

Response(s):

The importance of utilizing compassion and empathy to become receptive to the values and framework of the coalition; to occupy the space; to push our collective efforts through collaboration; to move towards prosperity; to highlight our unique culture and history.

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Foreword

The “Highway to Nowhere” (HTN) area of Baltimore’s Route 40 holds the promise of being reimagined and repurposed into major Baltimore City-centric and anchored regional cultural, social, civic, and economic assets. These assets have the potential to become key drivers in modernizing the regional and national competitiveness of business and industry, and with *smart* intentionality, in creating broad-based and diverse platforms and opportunities, inclusive of the City’s most challenging communities, that create jobs, businesses, economic growth, development and wealth, and citizens’ human flourishing. Human flourishing entails persons having a broad range of states and outcomes, including their mental and physical health, happiness and life satisfaction, meaning and purpose, character and virtue, and close social relationships. It is the end objective of our envisioned initiative and reflects our philosophy and commitment to development being about people and not products (for further elaboration see slides 29-32).

The City’s serious commitment to this repurposing initiative would gift it an exceptional opportunity of national attention and a national voice to demonstrate its transformational leadership in re-designing, for sustained success, its difficult inner-city West Baltimore communities through the multidimensional clustering of diverse, but complementary, economic, educational, cultural, culinary, entertainment, tourism, labor, multi-modal transport, and ground logistics assets and enterprises, into a major North-East America business & Lifestyles Hub. The HTN design schematic cluster conception is discussed beginning on slide 51. Of note, this exercise builds on the lessons learned during our productive collaboration with the West Baltimore Reimagining and Redevelopment Council over the November 2019 to December 2022 period on the revitalization of the Pennsylvania Ave – North Avenue corridor.

There are two dimensions to our approach in the present work.

First, it reflects our appreciation that highly valued communities which people want to live, work, and raise families in, and proudly call home, are the outcome of a robust and well-performing undercarriage of instrumental and foundational assets.

Instrumental assets include, among other things, community in partnership with city institutions engaging in the production and delivery of capacity and agency building facilities for residents like good schools, safe neighborhoods, and well-maintained public infrastructure like parks, roads, and garbage removal.

Foundational assets form the basis for healthy interpersonal and intergroup relations and include, among other things, trust that one’s voice and perspectives on community issues will be recognized and treated with seriousness; trust that one’s personal and economic rights will be recognized and protected; trust that one’s public vulnerability will not be exploited to one’s detriment; and

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Foreword *ctd.*

trust that normalized community policing will primarily be about peace and safety rather than occupation and limitation of rights, agency and freedom. The importance of foundational assets in community spaces rests in the fact that their absence or weakness will erode robust collaboration, cooperation and social capital, and greatly increase the time and financial cost of achieving consensus or reaching decisions.

Second, the national evidence is clear on the influential relationship between communities' social, economic, civic and cultural health, as judged by how well they foster residents' social mobility and wellbeing progress, and their level of residential segregation, size of their middle class, strength and stability of their families, quality of their public schools, the level of trust and social capital between community stakeholders, and their manifested ability and willingness to collaborate in identifying, ranking, and co-producing shared community goals.^[1]

We visit the important issue of **stakeholder impactfulness as an indicator of good community health** more formally in our paradigm in the Analytical Conceptualization section beginning on slide 20. There we present the case that intentional efforts to build trust and social capital and ensure that the authentic voices of community members are influential in imagining and designing a community's future and are themselves foundational assets in building healthy community social networks and inter-group relations. They are also, we hold, critical to efforts to engender seismic community change, such as, for example, transforming the HTN into the Pathway to Community Prosperity and Human Flourishing in West Baltimore.

The study has strengthened our confidence that progress in meaningful community development and health requires that two important conditions be satisfied. **One**, that community stakeholders, whether disparate or complementary in their values, motivations and interests, are enlightened and appreciative of how cooperation, rather than competition or independent action, can best further the realization of the shared goals for their community. **Two**, given their enlightenment on the benefits of cooperation, disparately motivated community stakeholders begin "talking and listening across boundaries to one another." In so doing, the community, anchored to its authentic voice, is able to aspire, mobilize, and transform itself.

[1] See economist Raj Chetty for a thoroughly comprehensive discussion on this issue; <https://opportunityinsights.org>.

Foreword *ctd.*

Regional Interconnectedness

In the scenario we envision, Baltimore City's boundaries would not be the limit to the benefits of repurposing the HTN, as business organizations and County governments in the Greater Baltimore (<https://gbc.org/>) and Greater Washington Regions (<https://greaterwashingtonpartnership.com/>) have already begun to map out a collaborative partnership paradigm to fast-track competitive regionalism through smart clustering of diverse regional assets.

This new Baltimore City-centric regional dynamism would afford the City emergent multidimensional resources to help reverse its decades-long population decline and redress the stubborn wealth-numbing inter-neighborhood unevenness in economic opportunities and social mobility, and the distresses and perverse incentives they engender. This focus would be appropriately aligned, given that these negative outcomes are especially prevalent in the West Baltimore communities encasing and adjacent to the HTN.

Final Thought

We hold that the meaningful redevelopment of West Baltimore will require an inclusive process in which diverse and disparate stakeholders, fully aware of their inescapable interconnected with each other, engage in enlightened, self-serving, mutually beneficial cooperation that serve their overlapping interests, and in so doing improve the community's prospects for economic development and the human flourishing of residents.

We envision such cooperation resulting in a dynamically sustainable environment in which the private sector, residents and communities can thrive. The fiscal demands on government would be reduced through the more efficient assignment of risks and responsibilities across public, private, and individual stakeholders best able to shoulder and be rewarded for undertaking them. In this framework diverse stakeholders become more invested in ensuring successful community outcomes and are incentivized to develop their own innovative, entrepreneurial, and collaborative approaches to solving the problems of the community and pursue opportunities therein.

We offer this framework for consideration as part of ushering in a new community ecosystem that has a repurposed HTN infrastructure, and awakened local and regional assets clustered in the cause of the dynamic economic development, community prosperity and residents' human flourishing in Baltimore City, the Region, and West Baltimore in particular.

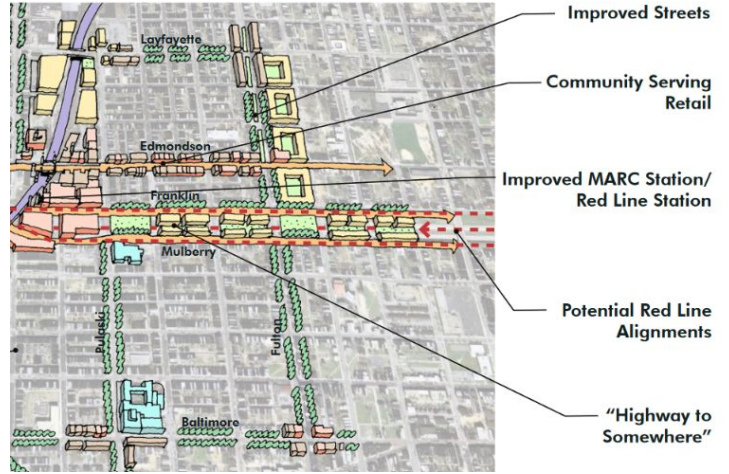
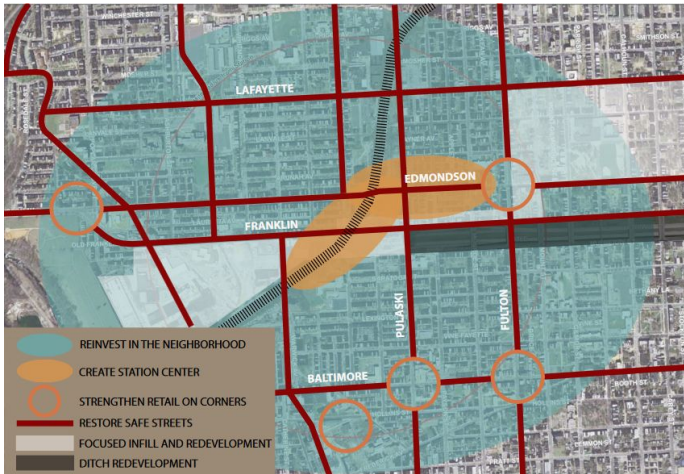
Envisioning of HTN/MARC STATION by Local Stakeholders

Envisioning of HTN/MARC STATION by Local Stakeholders

The engagement, contestation, synergizing and synthesizing of the diverse knowledge, conceptions and aspirations in the “town square” of community discourse are essential to cultivating stakeholder trust in the transparency and legitimacy of the outcome of the process of engagement. Below we bring attention to a selection of the conceptions and proposals to advance the (re)development of West Baltimore by reimagining, repurposing and integrating the Highway to Nowhere space within the broader development efforts of West Baltimore stakeholders, Community Organizations, and the City of Baltimore.

- **City of Baltimore** – West Baltimore MARC Transit-Centered Community Development Strategy
<https://planning.baltimorecity.gov/planning-plans/west-baltimore>
- **Edmonson Community Organization** – West Baltimore MARC Station “HUB” Vision
<https://edmondsoncommunity.org/>
<https://static1.squarespace.com/static/619e4779997a643830c20b39/t/63921c89b5e48f349fc1c5de/1670519948026/Hub+West+Baltimore+TOD+Vision+Document+-+for+website.png>
- **Reconnecting Communities in West Baltimore Coalition**
<https://www.reconnectingwestbaltimore.org/>
- **Baltimore Transit Equity Coalition**
<https://moretransitequity.com/>
<https://baltimorebeat.com/baltimore-transit-equity-coalition-commemorates-continues-to-fight-for-red-line/>

Baltimore City: West Baltimore MARC Station Master Plan



<https://planning.baltimorecity.gov/planning-plans/west-baltimore>

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Phase 1

- 1 West Baltimore MARC/ Ice House
- 2 Edmondson Avenue
- 3 Mount Street Housing
- 4 Institutions- Coppin State & Bon Secours
- 5 Operation Reach-Out Southwest (OROSW) Community Improvements



Phase 2

- 6 West Side of MARC Station and North/ South along alignment
- 7 First 2 blocks of Highway to Somewhere
- 8 Shipley Hill/ Southwest Town Center (OROSW)
- 9 Green connections through industrial/ Gwynns Falls Vista Park (OROSW)
- 10 Franklin Mulberry Corridor (Future Red Line)



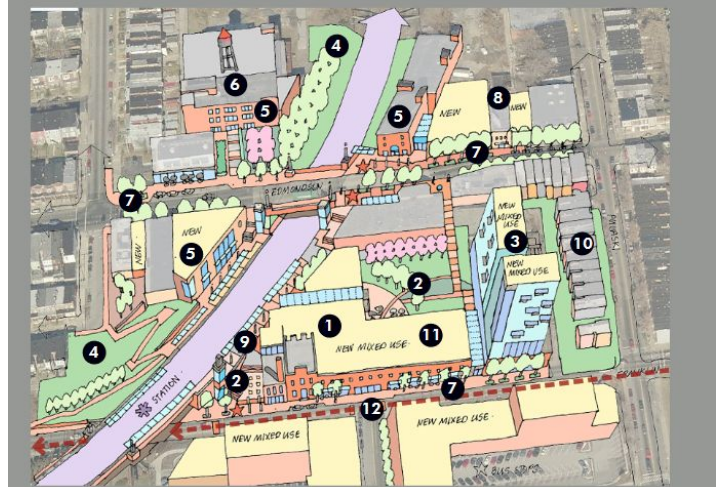
Phase 3

- 11 Industrial property
- 12 Highway to Somewhere



STATION / ICE HOUSE / EDMONDSON AVE. SKETCH

- 1 Ice House redeveloped as a community-serving mixed use retail center.
- 2 Public Park / Plaza provides open space for adjacent residents and community members.
- 3 New Mixed-Use Development with Residential Towers with views to park or plaza.
- 4 Public Open Space provides visual relief and environmental benefits.
- 5 New Office or Commercial Development with close proximity to MARC station.
- 6 Preserve Water Tower as Landmark to reflect the area's history and character.
- 7 Streetscape Improvements including street trees, benches, paving, and bus shelters.
- 8 Preserve Viable Businesses. New infill should not displace existing businesses.
- 9 Improve Pedestrian Connections to Station Platform including handicapped access.
- 10 Preserve Occupied Residential. New infill development should not displace current homeowners.
- 11 Community Center. Civic space for recreational activities, day care, etc.
- 12 Red Line Alignment. Consultant-recommended preferred alignment.



Edmonson Community Organization

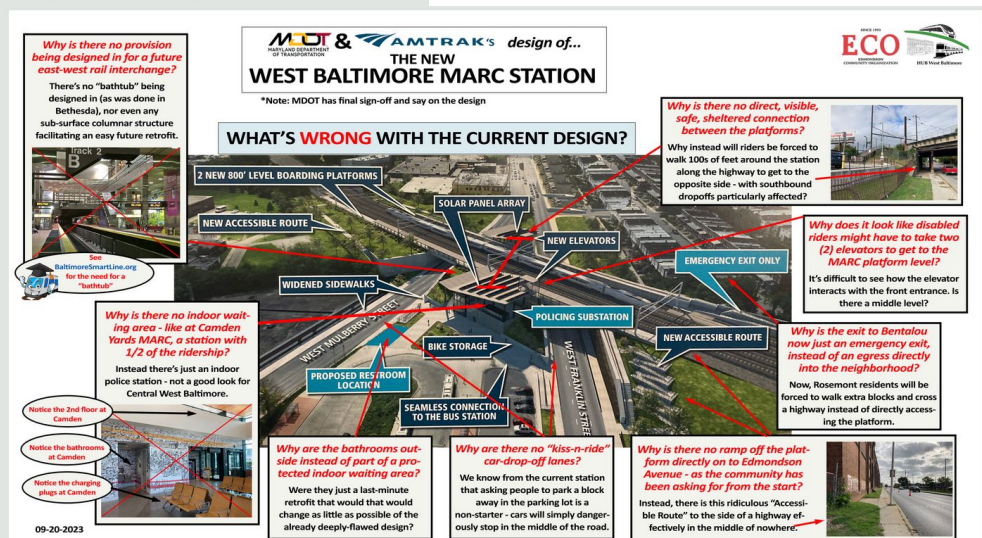


<https://static1.squarespace.com/static/619e4779997a643830c20b39/t/63921c89b5e48f349fc1c5de/1670519948026/Hub+West+Baltimore+TOD+Vision+Document++for+website.png>

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A new West Baltimore MARC Station is being designed as part of the Douglass/B&P Tunnel project. The community though is urging those designers to do more than the bare minimum, and be sure to include space for components that will upsize the vision of the station as an economic driver, and set in place a showpiece building that will anchor the TOD area, drive rapid residential repopulation and help knit back together the adjacent neighborhoods cleaved apart by the construction of Route 40 and the Highway to Nowhere.

<https://www.hubwestbaltimore.org/west-baltimore-marc-station>



Amtrak and MDOT's Newest West Baltimore MARC Station design, annotated with the major issues. Light blue and dark blue boxes are Amtrak/MDOT's. The other boxes are the issues.

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<https://www.reconnectingwestbaltimore.org/>



<https://moretransitequity.com/>

Analytical Conceptualization

Analytical Conceptualization: Overview Aspiration, Agency, and Community's Production of Shared Goals

The rich discourse on reimagining the repurposing of the HTN in the preceding section has focused our interest on identifying the conditions required for transforming stakeholders' aspirations and reasoned agency into realized community outcomes.

This section of the essay presents an analytical conceptualization of this process. More importantly, we establish philosophically, analytically and functionally, and in a manner consistent with our adoption of a modern paradigm of community development, the criticality of the **human flourishing** of West Baltimore residents as the principal goal of the reimagining and repurposing of the Baltimore HTN initiative. We discuss the design of a cluster framework for inner-cities beginning on slide 33 of the essay, followed by our calibration of an innovative multidimensional cluster that synthesizes the smart grouping of related businesses with complementary human flourishing facilitatory initiatives.

Based on our limited review of the public policy, community development, and public-private-partnership literature, we believe this innovative cluster framework to be novel, smartly calibrated, filled with great economic development promise, and portable to other American cities experiencing social and economic distress.

Two additional factors bear noting.

One, the cluster framework was designed to meet the specificities of the opportunities, challenges, and potential impact (direct and spillover) of repurposing the HTN on West Baltimore and Baltimore City, first and foremost, but also on the Greater Baltimore and Greater Washington regions. This makes this massively ambitious and doable project involving over 10.4 million (and growing) persons in the Greater Washington/Capital Region **West Baltimore Centric!**

Analytical Conceptualization: Overview *ctd.*

Two, as would be quickly obvious from even the most casual reading of the multitude of proposals envisioned over the past decade by stakeholders, partners, and regional players for the repurposing of the HTN and its environs, our discussion essay is largely a synthesis of the complementarity of the ideas of Baltimoreans who have long championed the repurposed HTN as the centerpiece of West Baltimore's economic redevelopment and revitalization (read *not* gentrification).

Our distinctive contribution to this process, we believe, is in:

- our concept design of an innovative and novel multidimensional business and human flourishing framework for the HTN geographic space;
- our designing this framework as the central hub for business and social living for a population that moves from just under 600,000 persons in Baltimore City to over 10.4 million persons in the Greater Washington Region;
- how our concept design and programming incentivize, imbue, and embed a new enlightened culture and economics that deeply value and invest in the health, resilience and propagation of trust capital, social capital, and healthy community efforts as critical community assets; and
- establishing the analytical justification for the human flourishing of West Baltimore residents to be the primary and end goal of the HTN repurposing for community economic development initiative.

Motivation

Our acceptance that agitated aspirations of Community Stakeholders, even when compelling and justified, may be insufficient for activating meaningful community redevelopment change without an effective facilitatory environment for collaboration and cooperation among stakeholder groups.

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Analytical Conceptualization: Overview *ctd.*

Thesis

Strengthening the capacity of stakeholders to exercise voice, agency and ownership over their community affairs is essential to their ability to create communities that they value.^[2] An important dimension to this process is residents having an informed perspective on their capacity and scope for economic and social development, and clarity on what role *their* effort, if empowered, can play in any partnership with other influential partners, including government, institutions, and philanthropic organizations. The inherent emphasis is therefore on community voice, empowerment, and agency being primary and foundational, rather than reporting, complementary and residual in the process.

Necessary Ingredients

The ingredients critical to the productivity of this process and its enabling environment include:

- the ability of stakeholders to present their perspectives in first person, i.e., with their **authentic voice** in decision-making forums over community affairs without the filter of, or through, a third party.
- a high degree of **trust capital** between and among stakeholders, such that they have the confidence that they can voluntarily expose their vulnerabilities in cooperative activities without concern for suffering harm and welfare loss from intentional violations of the expected goodwill towards them from other stakeholders.
- the requisite high level of **social capital**, i.e., the cooperative social connections and intentional collaboration among stakeholders, including those with disparate interests and motivation, to willfully work in productive partnership for common purposes such that the transaction cost of cooperation is reduced, and the community redevelopment goal is more attainable.

[2] See Hutchinson et al. (2014) *Public Scholarship and the Strengthening of Civil Society: Lessons from Jamaica* (Inter-American Development Bank Discussion Paper No. IDB-DP-328), on the inclusive role of the voice of community groups in the modernization and strengthening of civil society.

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Analytical Conceptualization: Overview *ctd.*

The thesis of our essay is that the complex and multifaceted challenges of producing major community redefining projects, like the potential repurposing of the HTN, will require, in order to be embraced by diverse and disparate multigenerational stakeholders, attentiveness to the conditions identified above, and the centrality they ascribe to the authentic voice and agency of residents and communities meaningfully influencing the process of reimagining, redeveloping and revitalizing their communities.

We depict the core initial relationships discussed above as follows:



We hold that especially trust building is highly relevant to redevelopment initiatives in Baltimore City, in general, and in West Baltimore in particular, because of the history and continued significance in social and economic life of harmful, welfare-reducing institutional racial and social class discrimination. The deadweight of this *heritage* now fuels a persistent trust deficit among and between stakeholder groups, and between them and partner agencies, including government and the private sector, in West Baltimore's redevelopment aspirations.

Intentionally redressing this trust deficit, our essay proposes, is a necessary condition to incentivizing social capital building among stakeholders, and between them and partner institutions and agencies, and their collaboration in the production of shared community goals. Such an ecosystem of enlightened cooperation would also increase the likelihood of the derivative outcome of an expansion of small, medium-sized, and large private sector businesses, including clustered development, community and city economic development, and broad-based human flourishing.

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Analytical Conceptualization HTN Project's Social Network Paradigm Methodology

Social Network Analysis

Social Network platforms can be part of such a community agency environment and ecosystem by helping communities map and investigate social structures to better understand and design effective responses to their redevelopment challenges and opportunities. For example, in the case of reimagining and repurposing the HTN, we envision community stakeholders and partners, enlightened in and appreciative of their inescapable interdependency, recognizing a need for collaborative and cooperative decision-making on the affairs of their shared interest. In such situations stakeholders and partners will self-servingly invest in building, and/or strengthening trust and social capital as community assets to reduce the transaction costs of reaching and carrying out decisions and collectively managing overlapping activities.

What is Social Network Analysis?

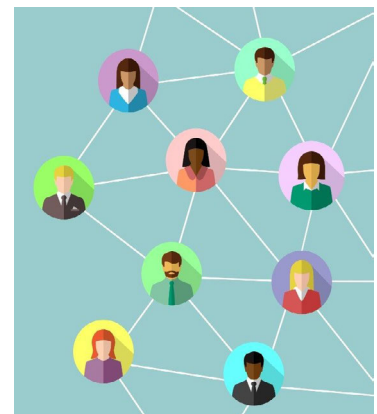
- It is a tool to study social structures by mapping the relationships and interactions between individuals, institutions and organizations

Why is it important for the Project?

- Social networking analysis complements the economic plans in creating this environment and to understand the community's interdependence and expansion of connections in the community
- It will, among other things, encourage members to work cooperatively, reduce transaction costs, and improve the collective management of scarce resources.

How is network strength evaluated?

- Centrality Measures in Social Networks (Twitter (now X) data)



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Analytical Conceptualization Centrality Measures

What are they?

- Centrality measures are a mathematical way to describe level of connectedness of a node in a network.
- They assign numbers to evaluate how well a node (organization) is connected in the network (community).

How is strength defined?

- Because the strength of relationships can be viewed in different ways (how many relationships one has, how central and impactful those relationships are, etc), multiple centrality measures are considered (Degree, Betweenness, Closeness and Impactfulness)

What is their purpose?

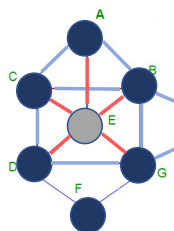
- Degree Centrality allows us to evaluate social capital in the community and social network, for instance by revealing which organizations have limited influence due to their weak relationships or how different areas and institutional categories rank differently in terms of connectedness.

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Analytical Conceptualization Betweenness Centrality

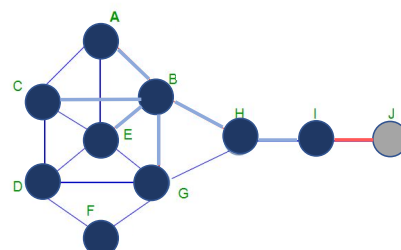
A node is said to have a strong Betweenness Centrality when it acts as a bridge between other nodes or regions in the network. This type of node does not necessarily have many connections, but it facilitates nodes reaching other nodes more easily.

Stronger Betweenness



Node E has a strong betweenness centrality because it bridges between 5 nodes.

Weaker Betweenness



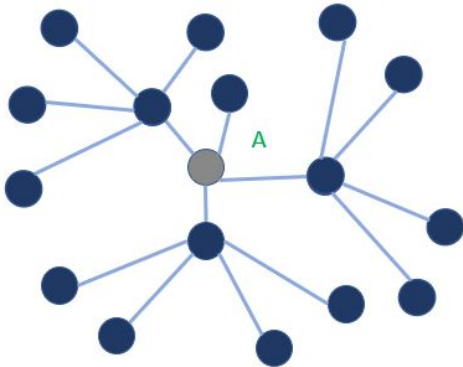
Node J has a weak betweenness centrality because it bridges between only one node.

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Analytical Conceptualization Impactfulness

An organization is said to have a strong Impactfulness Centrality when it has relationships with influential entities. Thus, this measure captures the quality of relationships an entity has. If an entity is tied only with the President of the United States and does not have any other relationships, then the entity will nonetheless score high on impactfulness regardless of the fact that it only has 1 relationship.

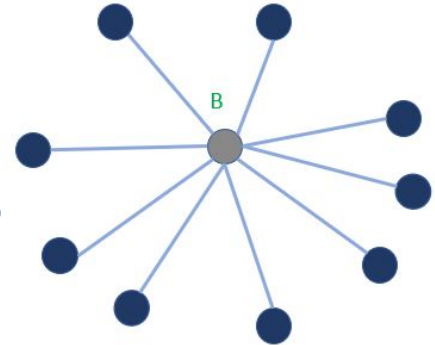
Stronger Impactfulness



Even though organization B has 9 relationships and organization A has only 4 relationships, organization A ranks higher on the impactfulness score.

It can be seen that B's relationships are not connected to anything other than B. In contrast, we find A's few relationships to be connected with other entities, which makes A more impactful.

Weaker Impactfulness

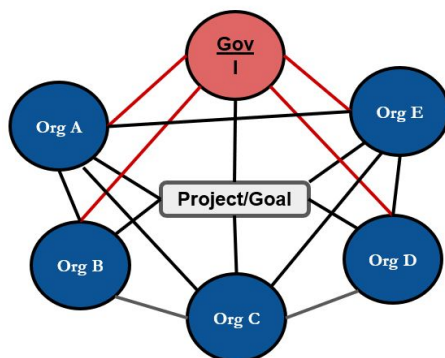


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Analytical Conceptualization Community Effort Map

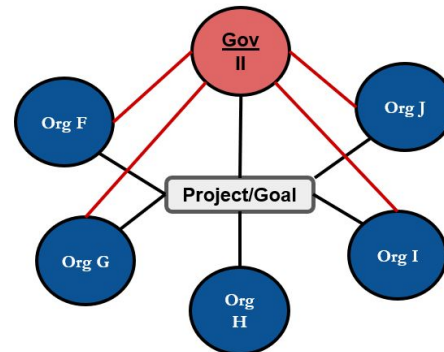
Panel A

HEALTHY COMMUNITY EFFORT



UNHEALTHY COMMUNITY EFFORT

Panel B

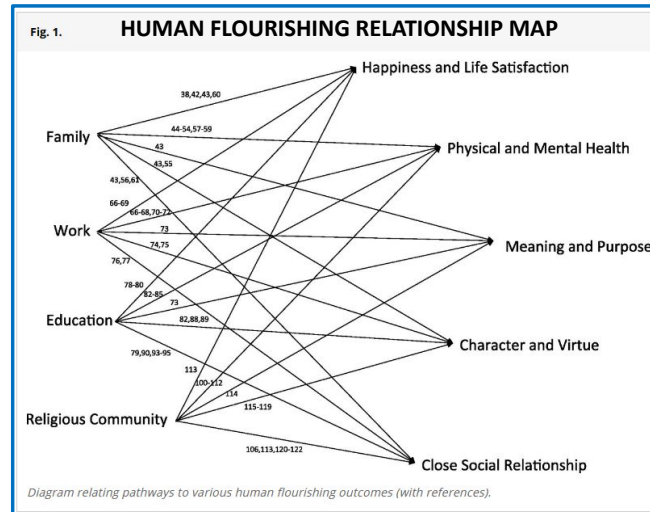


Social capital fosters cooperative social connections that strengthen stakeholders' ability to work cooperatively on shared community goals. Panel B in the Community Effort Map above shows the unhealthy situation of low social capital resulting in community stakeholder organizations individually working with government on the production of shared community goals, but not with other stakeholders. This lack of inter-group social capital among stakeholder groups unhealthily compromises a community's effort towards realizing its project goal. The organizations in panel A depict the healthy alternative Community Effort.

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Analytical Conceptualization Human Flourishing

Human well-being or flourishing consists of a broad range of a person's states and outcomes, including their mental and physical health, happiness and life satisfaction, meaning and purpose, character and virtue, and close social relationships.^[3]



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[3] This discussion draws heavily on VanderWeele: "On the Promotion of Human Flourishing." The Proceedings of the National Academy of Sciences (PNAS) [August 1, 2017 | vol. 114 | no. 31].

Analytical Conceptualization Human Flourishing

On the Promotion of Human Flourishing

The evidence suggests that family, work, education, and membership in a religious community are important determinants of an individual's, and by extension a community's, level of human flourishing. This insight has profound implications for societal organization and resource allocation. If we desire societal good, broadly construed as human flourishing and crudely represented by the measures described above, then the structures, policies, laws, and incentives, financial or otherwise, that contribute to strengthening family, work, education, and religious community will likely constitute important ways in which to support the better flourishing of society itself.

Alignment with Nobel Laureate Amartya Sen's Thesis on Human Flourishing

Economics Nobel Laureate Amartya Sen, in his highly influential book Development as Freedom, argues that the individual is the primary source and engine of change in society. As such, Sen offers, society's end goal of development should principally be focused on enhancing the capability of humans to pursue and achieve living the lives they have reason to value.

That is, **development should be understood to be the process of expanding human freedoms** and of people's capability to pursue them. Sources of *unfreedoms*, including, among others, tyranny, poverty, poor economic opportunities, systematic social deprivation, inadequate public facilities and services (including poor basic schools, health care, and security and justice), and government failure to protect private property and personal and economic rights should rightly be seen as capability deprivation, a suppression of agency, and an important source of poverty.

Capability deprivation, Sen offers, limits a person's ability to make happen something they value, and is therefore a better measure of poverty than low income.^[4]

[4] See Poverty as Capability Deprivation (chapter 4) in Development as Freedom by Amartya Sen (1999) for a comprehensive discussion of this issue.

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Analytical Conceptualization

Human Flourishing

SOCIAL MOBILITY AND HUMAN FLOURISHING: ALIGNMENT

The national discourse and evidence are clear in their alignment with the foundational factors that affect the human flourishing of residents in a community. A community's socioeconomic, civic and cultural health, as judged by how well they foster residents' social mobility and wellbeing progress, is highly influenced by their level of residential segregation, size of their middle class, strength and stability of their families, quality of their public schools, the level of trust and social capital between community stakeholders and with partner institutions and agencies, and the manifested ability and willingness of stakeholders and partners to collaborate in identifying, ranking, and realizing shared community goals.

In essence, the health of the facilitatory foundational and instrumental assets (family, work, education, community), in a manner similar to that highlighted by Sen, is critically influential in the qualitative outcomes of the factors central to human flourishing. These include a person's capacity to create a life with attributes that they value and want to reproduce, such as happiness, achieving life satisfaction, having good physical and mental health, meaning and purpose in life, character and virtue, and close personal relationships.

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Analytical Conceptualization

Envisioned Demonstrable Potential Human Flourishing Goals for HTN

The goals outlined below have been calibrated to redress the poor social and economic mobility and human well-being conditions that currently prevail in West Baltimore communities, as documented by the Baseline Regional & HTN Community Conditions (see following section beginning with slide 40).

1. Children are nurtured into opportunities, achievements, and prosperity that exceed those of their parents, and have alternatives to a life of low expectations.
2. Residents develop competitive job skills that pay good wages and engage more extensively in commerce.
3. Latent, under-utilized, and suffocated assets, including geographic, services, entertainment, cultural and creative ones, are mobilized and commoditized into broad-based and inclusive job-creation, enterprises, and economic, social and cultural wealth.
4. Protection for personal and economic property is strengthened. Home ownership, credit access and support to small and medium enterprises are expanded.
5. Community-based programs to embed trust and social capital into broad-based, inclusive, and expected justice and fairness, dispute resolution, and civic participation, and mediation and mitigation of ordinary community and family-based misunderstandings and strife are strengthened.
6. Partnership based on shared interests between the City of Baltimore, the local and regional private sector, civic institutions, CDCs, and community residents is enhanced.
7. Criminality and anti-social behavior in West Baltimore communities are reduced to tolerable and manageable levels, thereby improving the attractiveness and competitiveness of the community's business environment, and encouraging a deepening and layering of physical, financial and social capital for business innovation and development, entrepreneurship, and long-term job creation.
8. Residents get better jobs, afford and own more homes and businesses, and create communities they value, are proud to raise families in, and call home.

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Analytical Conceptualization

Business Cluster-Human Flourishing Framework: Overview

With the criticality of community economic development and **human flourishing** of West Baltimore residents being a principal goal of the Baltimore HTN reimagining and repurposing initiative, it is important that the envisioned innovative, multi-dimensional, regionally competitively advantaged business cluster and multi-modal transport hub be designed and calibrated to capture gains from the smart grouping of enterprises and activities and the resulting synthesis thereof.

For the envisioned business and program initiatives to be dynamically, resiliently and sustainably competitive and profitable within the complex West Baltimore social living ecosystem, their enterprising will have to be aligned with the organic production of community economic development and the human flourishing of residents. That is, they must satisfy the condition that their enlightened self-interested and self-preserving cooperation incentivize the simultaneous advancement of their private interest along with the collective interests of the community and its residents.

Collaboration among stakeholders and partners in the joint-production of ecosystem assets that **improve the business environment** – such as trust building, social capital building, human capital and workforce skills development, along with dispute resolution, family support, small and medium-size business support, housing affordability support and strengthened health care – also **improve community health**. Our framework holds that the private sector's partnership in the production of these community assets reflects its enlightened practice of conscious capitalism and impact investment that aligns with businesses *doing well while doing good*.

The next three charts present the conventional approach to business clustering that will be reimagined, repurposed and adapted to the economic development and human flourishing goals of the HTN environs in the program and design schematics sections.

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Analytical Conceptualization

Cluster Concept*

Clusters represent geographically concentrated groups of interconnected enterprises, skills, endowments, and institutions that expand and stabilize the value-creation and competitiveness of goods and services.

They support redevelopment efforts by:

- bringing focus to awakening, innovating, organizing, and developing new sources of economic value and competitiveness for local assets
- accelerating the speed and effectiveness with which information, ideas, labor, technologies, goods, and services can be exchanged within and across the cluster
- fostering process and product innovation, industry specialization, and accumulation of localized expertise through interconnected businesses and skills that are concentrated within a small geographic area

Public policy can contribute to this process by facilitating its development.

* The cluster concept being utilized in the West Baltimore Reimagining and Redevelopment project draws heavily on the work of Michael Porter et al. at Harvard Business School.

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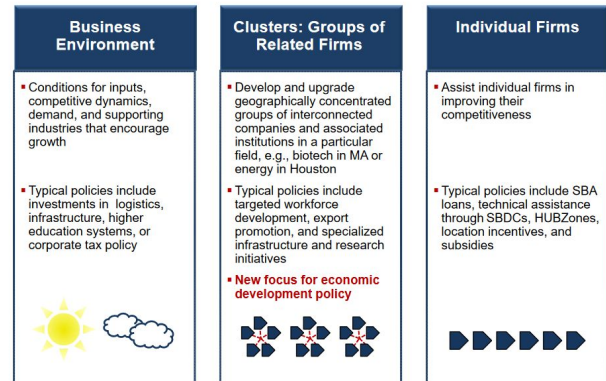
Analytical Conceptualization

A Cluster-based Approach to Inner City Economic Development*

Why Clusters Matter

- Clusters increase productivity
 - **Efficient access** to specialized inputs, services, employees, information, institutions, training programs, and other “public goods”
 - Clusters encourage new business formation
 - **Easier commercialization** of new products and greater opportunities for **starting new companies** due to available skills, suppliers, etc.
- ↓
- Cluster policy **leverages policy investments** over numerous companies
 - Investments in training, information, export promotion, etc. will **benefit many companies across a range of industries**
 - Cluster policies are **less distortive** than those aimed at individual firms or industries
 - Cluster policy **does not pick firm** or cluster **winners**

Three Drivers of Competitiveness and Economic Performance



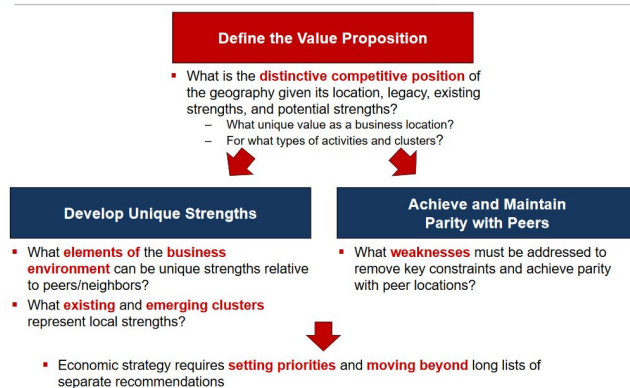
* Excerpts from: Michael E. Porter: A Cluster-based Approach to Inner City Economic Development, Inner City Economic Summit, October 4th, 2011.
https://www.hbs.edu/ris/Publication%20Files/2011-1004---ICEF_4ac44771-ee46-4f23-9a40-dea46881cb90.pdf

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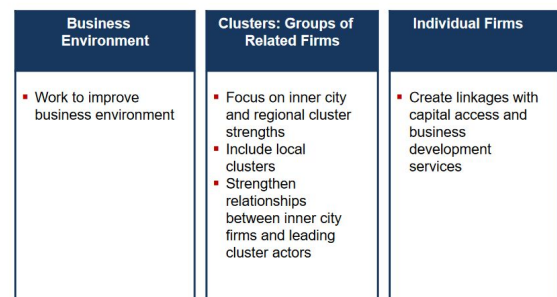
Analytical Conceptualization

A Cluster-based Approach to Inner City Economic Development*

Every City Requires a Specific Urban Economic Development Strategy



Strengthening Inner Cities within Regional Frameworks



* Excerpts from: Michael E. Porter: A Cluster-based Approach to Inner City Economic Development, Inner City Economic Summit, October 4th, 2011.
https://www.hbs.edu/ris/Publication%20Files/2011-1004---ICEF_4ac44771-ee46-4f23-9a40-dea46881cb90.pdf

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Analytical Conceptualization: Synthesis

Project Philosophy and Principles

Community development is foremost about people/residents, and not about buildings, roads, commodities, etc.

The physical development of a community must therefore be about facilitating residents' ability and agency to transform their aspirations for a better life into their realization.

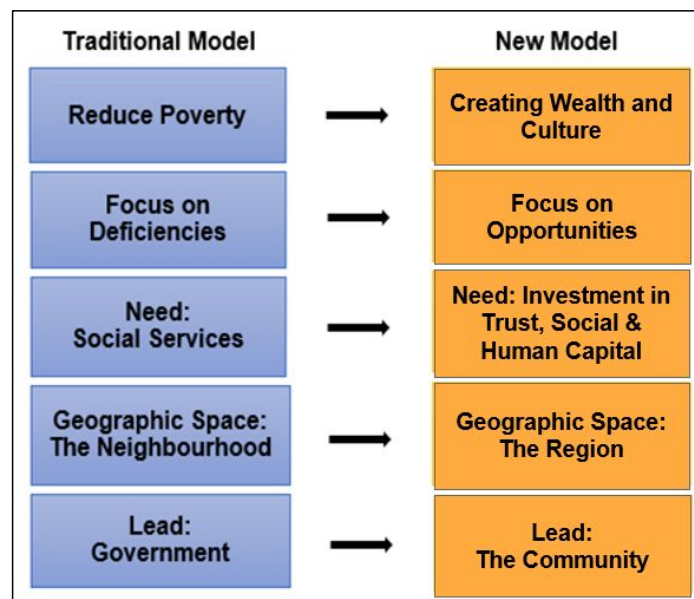
The coherence and conciliation of two dimensions – people's aspirations and agency, and the physical and built environment – will align the personal (micro) and community (macro) incentives and actions of residents as they invest in building, valuing, and sustaining healthy communities.

Community health and development are therefore about the culture of its ecosystem, and how it (dis)incentivizes residents as they pursue their aspirations, agency, responsibility and ownership of their economic development and human flourishing.

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Analytical Conceptualization: Synthesis *ctd.*

Premise of the Reimagining Redevelopment Paradigm



* Inspired by and adapted from Michael E. Porter – “Beyond Katrina: Initial Convening of New Orleans Entertainment, Hospitality & Tourism Clusters” – November 8, 2005

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Baseline Regional & HTN Community Conditions

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Neighborhood Characteristics and Social Mobility Highway To Nowhere Census Tracts

	Harlem Park	Sandtown - Winchester (1)	Sandtown - Winchester (2)	Midtown Edmondson	Bridgeview-Greenlawn	Mosher	Upton	Poppleton (1)	Poppleton (2)	Franklin Square	Lexington
Adulthood (Age 35) Outcomes for Children who grew up in the neighborhood and whose parents' income lies within the bottom 20%											
Household Income	\$20,000	\$19,311	\$20,511	\$19,728	\$20,994	\$21,948	\$19,699	\$17,003	\$20,927	\$18,005	\$18,502
Incarceration Rate	5.03%	10.61%	5.31%	4.50%	5.00%	4.59%	7.78%	10.20%	5.19%	7.79%	7.21%
Employment Rate	66.16%	70.31%	69.99%	69.52%	69.30%	71.81%	71.21%	64.53%	67.57%	65.89%	69.44%
Chances of reaching Top 20% (Household Income)	3.46%	1.80%	0.78%	2.36%	3.26%	2.38%	2.47%	0.87%	3.89%	2.10%	1.83%
Chances of reaching Top 20% (Individual Income)	9.35%	7.70%	8.53%	9.18%	11.58%	8.14%	8.50%	4.14%	14.16%	8.15%	7.50%
% Staying in Same Tract as Adults	21.08%	24.62%	29.98%	20.37%	30.24%	22.25%	18.16%	23.14%	19.50%	22.02%	25.05%
Neighborhood Characteristics											
Median Rent 2012-16	\$690	\$767	\$814	\$982	\$1,024	\$733	\$769	\$484	\$497	\$743	\$1,029
Median Hhold. Income of Residents in 2012-16	\$21,430	\$28,055	\$17,235	\$25,279	\$33,180	\$30,861	\$22,724	\$15,080	\$22,695	\$24,714	\$29,732
Poverty Rate in 2012-16	38.79%	30.34%	39.37%	37.77%	25.69%	36.23%	31.03%	58.60%	40.70%	38.72%	38.72%
Percentage College Graduates in 2012-16	11.36%	4.43%	3.37%	2.33%	8.42%	9.06%	18.79%	0.65%	9.72%	9.30%	3.10%
Percentage Non-White in 2010	98.58%	98.97%	98.27%	99.17%	99.51%	99.34%	99.15%	99.18%	94.37%	98.42%	98.79%
Foreign-Born Share in 2012-16	4.81%	0.00%	2.30%	0.21%	4.04%	2.06%	4.54%	0.75%	4.47%	6.51%	0.97%
Fraction Single Parents in 2012-16	85.62%	83.79%	85.23%	90.78%	69.31%	88.00%	94.07%	98.30%	66.67%	97.45%	44.55%

Source: <https://www.opportunityatlas.org/>

According to Harvard economist Raj Chetty, co-author of the *Opportunity Insights* study, cities with **high levels of upward mobility** tend to have **five characteristics**:

1. Lower levels of residential segregation
2. A larger middle class
3. Stronger families
4. Greater social capital
5. Higher quality public schools

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Region Overview

Greater Baltimore Area, Baltimore City & West Baltimore, 2021

Greater Baltimore Area

Anne Arundel County, MD
 Baltimore County, MD
 Baltimore City, MD
 Carroll County, MD
 Cecil County, MD
 Harford County, MD
 Howard County, MD

	Greater Baltimore	Baltimore City	West Baltimore Zip Code 21217
Population	2,891,434	576,498	30,577
Households	1,124,777	240,636	14,056
Employment	1,830,374	427,436	11,812
GDP	\$234,229,843,687	\$55,233,264,179	\$1,406,893,689
GDP Per Capita	\$81,008	\$95,808	\$46,012

Source: Data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078 (www.Implan.com).

The **Greater Baltimore Area** provides context for understanding the challenges and opportunities of West Baltimore's redevelopment.

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Educational Attainment

Greater Baltimore Area, Baltimore City & West Baltimore, 2021

	Greater Baltimore	Baltimore City	West Baltimore Zip Code 21217
Educational Attainment	Percent of Population Ages 25+		
Less Than Ninth Grade	2.8%	4.1%	3.81%
Ninth through 12th Grades - No High School Diploma	5.6%	9.6%	14.40%
High School Graduate - Includes Equivalency	24.4%	28.1%	35.73%
Some College - No Degree	19.0%	18.8%	20.58%
Associates Degree	6.9%	5.2%	4.26%
Bachelors Degree	22.5%	17.2%	11.09%
Graduate Degree	18.9%	17.0%	10.13%
Total	100.0%	100.0%	100.00%

Source: Data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078 (www.Implan.com) based on the Census Bureau's American Community Survey 5-year estimates.

The West Baltimore (Zip Code 21217) adult population exhibits low levels of educational attainment. More than half (54%) has a HS diploma or less, compared to 33% in Greater Baltimore and 42% in Baltimore City overall. Only 21% of adults hold a bachelors or graduate degree, substantially less than in Greater Baltimore (41%) and Baltimore City (34%).

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Labor Market Indicators

Greater Baltimore Area, Baltimore City & West Baltimore, 2021

	Labor Force Participation Rate			Unemployment Rate		
Population Group	Greater Baltimore	Baltimore City	West Baltimore	Greater Baltimore	Baltimore City	West Baltimore
Ages 16 to 19	38.4%	28.8%	29.2%	16.1%	26.2%	39.9%
Ages 20 to 24	74.6%	65.5%	68.3%	10.7%	14.1%	27.1%
Ages 25 to 29	85.4%	82.5%	76.8%	6.2%	6.6%	4.7%
Ages 30 to 34	86.1%	84.1%	69.5%	5.1%	6.1%	17.2%
Ages 35 to 44	86.3%	82.3%	77.4%	3.9%	6.4%	11.2%
Ages 45 to 54	84.5%	73.8%	66.1%	3.5%	5.7%	4.9%
Ages 55 to 59	76.6%	64.3%	43.8%	3.9%	6.5%	6.8%
Ages 60 to 64	62.6%	51.8%	43.1%	3.1%	6.0%	15.1%
Ages 65 to 74	30.3%	26.4%	19.5%	3.5%	5.7%	1.4%
Ages > 75	7.9%	7.6%	9.8%	4.3%	10.2%	10.9%

Source: Data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078 (www.IMPPLAN.com) based on the Census Bureau's American Community Survey 5-year estimates.

The **labor force** includes both those who are employed and those who are unemployed but actively seeking work. The **labor force participation rate** is a measure of the proportion of the working age population that is either employed or actively seeking employment. The **unemployment rate** specifically measures the proportion of the labor force that is unemployed and actively seeking work. It excludes those who are not actively seeking work or those who are discouraged from seeking.

Across all age groups, labor market statistics show a stronger labor market with higher participation and lower unemployment rates in the Greater Baltimore Area than in Baltimore City and nearly all in West Baltimore.

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Maryland: Percent of Population below the Poverty Level

By County, 2020 & 2021

★ GBA counties

■ high poverty counties

Baltimore City records the highest poverty rates in the State of Maryland, matched only by rural Somerset County with a population of less than 25,000.

In contrast to Baltimore City, all "high poverty" counties (highlighted in yellow) are located on the rural Eastern Shore of the State or, in the case of Allegany, in the State's north-western panhandle.

	2020	2021
United States	11.9	12.8
Maryland	9.0	10.3
Allegany County	15.6	14.8
★ Anne Arundel County	5.7	5.6
★ Baltimore City	20.0	20.3
★ Baltimore County	9.3	9.3
Calvert County	4.4	4.3
Caroline County	13.3	12.6
★ Carroll County	4.8	5.0
★ Cecil County	9.5	10.0
Charles County	6.8	6.4
Dorchester County	16.2	15.0
Frederick County	6.8	6.6
Garrett County	10.6	9.1

	2020	2021
United States	11.9	12.8
Maryland	9.0	10.3
★ Harford County	6.8	6.8
★ Howard County	5.1	5.5
Kent County	11.0	10.8
Montgomery County	6.6	7.0
Prince George's County	8.6	9.2
Queen Anne's County	6.2	7.2
St. Mary's County	8.0	8.0
Somerset County	20.0	20.4
Talbot County	8.5	8.1
Washington County	12.0	13.1
Wicomico County	15.8	14.3
Worcester County	9.2	9.1

Source: <https://fred.stlouisfed.org/release/tables?eid=340738&rid=416>

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Middle Income (\$34,000 - \$60,000) Occupations Greater Baltimore Area, 2021

OCCUPATION	Average Wage & Salary Income	Total Number Employed	1/3 Monthly Wage & Salary Income	Required Education Level
Counselors, Social Workers, Other Community & Social Service Specialists	\$59,631	22,451	\$1,656	Bachelor's Degree
Religious Workers	\$59,522	5,334	\$1,653	Bachelor's Degree
Construction Trades Workers	\$58,612	47,863	\$1,628	Less than a High School Diploma
Financial Clerks	\$56,236	26,822	\$1,562	High School Diploma
Material Recording, Scheduling, Dispatching, and Distributing Workers	\$55,981	22,915	\$1,555	High School Diploma
Other Production Occupations	\$55,175	16,266	\$1,533	High School Diploma
Health Technologists and Technicians	\$54,206	32,047	\$1,506	Post-Secondary Certificate
Secretaries and Administrative Assistants	\$53,613	33,933	\$1,489	High School Diploma
Assemblers and Fabricators	\$52,808	9,848	\$1,467	High School Diploma
Motor Vehicle Operators	\$49,773	37,399	\$1,383	Less than a High School Diploma
Supervisors of Food Preparation and Serving Workers	\$49,118	11,202	\$1,364	Less than a High School Diploma
Information and Record Clerks	\$48,868	52,593	\$1,357	High School Diploma
Other Teachers and Instructors	\$45,331	10,416	\$1,259	Bachelor's Degree
Grounds Maintenance Workers	\$43,834	10,409	\$1,218	Less than a High School Diploma
Other Office and Administrative Support Workers	\$43,740	34,271	\$1,215	High School Diploma
Other Educational Instruction and Library Occupations	\$41,786	16,342	\$1,161	High School Diploma
Food Processing Workers	\$40,348	6,508	\$1,121	Less than a High School Diploma
Other Protective Service Workers	\$40,206	18,789	\$1,117	High School Diploma
Other Healthcare Support Occupations	\$39,721	17,077	\$1,103	Post-Secondary Certificate
Material Moving Workers	\$38,991	5,621	\$1,083	Less than a High School Diploma
Building Cleaning and Pest Control Workers	\$34,430	32,988	\$956	Less than a High School Diploma

Source: Authors' compilation based on data provided by IMPLAN Group LLC, IMPLAN System (data and software); www.IMPLAN.com.

Post-Secondary Certificate: Awarded for training completed after high school (for example, in agriculture, computer services, personal or culinary services, healthcare, construction trades).

Occupations selected based on offering an average wage & salary income (\$34-60K) that affords homeownership in the West Baltimore/HTN area, thus creating the potential for area revitalization without gentrification. "1/3 Monthly Wage & Salary Income" range between \$1,000 to \$1,700 would allow families to purchase a home with a sale price of \$120,000 (lower bound) to \$220,000 (upper bound). Examples of such homes for sale in August 2023 in the HTN area are presented in the following section. It is noteworthy that most of these occupations require no more than a High School Diploma, in fact, in many cases, less.

Housing Characteristics in HTN Neighborhoods

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Homes for Sale in HTN Neighborhoods Lower Sales Price Sample

	UPTON	POPPLETON	HARLEM PARK	FRANKLIN SQUARE	SANDTOWN-WINCHESTER	MIDTOWN EDMONDSON	LEXINGTON	BRIDGEVIEW-GREENLAWN	MOSHER
Average Home Value (June 2023)	\$112,417	\$121,195	\$63,245	\$68,481	\$63,185	\$39,479	\$347,354	\$101,519	\$54,770
Address	1313 Argyle Ave, Baltimore, MD 21217	320 N Carrollton Ave, Baltimore, MD 21223	1310 Edmondson Ave, Baltimore, MD 21223	314 N Bruce St, Baltimore, MD 21223	908 McKean Ave, Baltimore, MD 21217	805 Appleton St, Baltimore, MD 21217	1925 Penrose Ave, Baltimore, MD 21223	1115 N Wheeler Ave, Baltimore, MD 21216	2639 W Lafayette Ave, Baltimore, MD 21216
Reference House Price	\$110,000	\$47,500	\$103,000	\$100,000	\$102,500	\$80,000	\$120,000	\$100,000	\$135,000
Reference House School Quality	1.5/10	2/10.	2/10.	2/10.	2/10.	2.3/10	2/10.	2/10.	2/10.
Reference House Monthly Cost	\$723	\$312	\$674	\$657	\$674	\$526	\$789	\$657	\$876
<i>Principal&Interest</i>	\$548	\$237	\$511	\$657	\$511	\$399	\$598	\$498	\$661
<i>Mortgage Insur.</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Property Taxes</i>	\$137	\$59	\$127	\$124	\$127	\$99	\$149	\$124	\$168
<i>Home Insurance</i>	\$39	\$17	\$36	\$35	\$36	\$28	\$42	\$35	\$47
<i>HOA Fees</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Link data accessed 8-2-2023	https://www.zillow.com/homedetails/1313-Argyle-Ave-Baltimore-MD-21217/36515923_zpid/	https://www.zillow.com/homedetails/320-N-Carrollton-Ave-Baltimore-MD-21223/36516860_zpid/	https://www.zillow.com/homedetails/1310-Edmondson-Ave-Baltimore-MD-21223/36509733_zpid/	https://www.zillow.com/homedetails/314-N-Bruce-St-Baltimore-MD-21223/36518744_zpid/	https://www.zillow.com/homedetails/908-McKean-Ave-Baltimore-MD-21217/36506413_zpid/	https://www.zillow.com/homedetails/805-Appleton-St-Baltimore-MD-21217/36506966_zpid/	https://www.zillow.com/homedetails/1925-Penrose-Ave-Baltimore-MD-21223/36529000_zpid/	https://www.zillow.com/homedetails/1115-N-Wheeler-Ave-Baltimore-MD-21216/36514226_zpid/	https://www.zillow.com/homedetails/2639-W-Lafayette-Ave-Baltimore-MD-21216/36514673_zpid/

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Homes for Sale in HTN Neighborhoods

Higher Sales Price Sample

	UPTON	POPPLETON	HARLEM PARK	FRANKLIN SQUARE	SANDTOWN-WINCHESTER	MIDTOWN EDMONDSON	LEXINGTON	BRIDGEVIEW-GREENLAWN	MOSHER
Average Home Value (June 2023)	\$112,417	\$121,195	\$63,245	\$68,481	\$63,185	\$39,479	\$347,354	\$101,519	\$54,770
Address	811 Harlem Ave, Baltimore, MD 21201	1224 James St, Baltimore, MD 21223	1020 Bennett Pl, Baltimore, MD 21223	14 S Carey St, Baltimore, MD 21223	2114 Pennsylvania Av, Baltimore, MD 21217	1937 Mosher St, Baltimore, MD 21217	1959 W Fayette St, Baltimore, MD 21223	916 Whitmore Ave, Baltimore, MD 21216	2864 Rayner Ave, Baltimore, MD 21216
Reference House Price	\$190,000	\$206,000	\$210,000	\$170,000	\$199,999	\$205,000	\$194,000	\$175,750	\$175,000
Reference House School Quality	2/10.	2/10.	1.67/10	2/10.	2/10.	2/10.	2/10.	2/10.	2/10.
Reference House Monthly Cost	\$1,248	\$1,483	\$1,379	\$1,224	\$1,440	\$1,474	\$1,395	\$1,264	\$1,259
Principal&Interest	\$946	\$1,155	\$1,045	\$953	\$1,121	\$1,148	\$1,086	\$984	\$980
Mortgage Insur.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes	\$236	\$256	\$261	\$211	\$248	\$255	\$241	\$218	\$217
Home Insurance	\$67	\$72	\$74	\$60	\$70	\$72	\$68	\$62	\$61
HOA Fees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Link data accessed 8-2-2023	https://www.zillow.com/homedetails/811-Harlem-Ave-Baltimore-MD-21201/36516256_zpid/	https://www.zillow.com/homedetails/1224-James-St-Baltimore-MD-21223/36533001_zpid/	https://www.zillow.com/homedetails/1020-Bennett-Pl-Baltimore-MD-21223/36516818_zpid/	https://www.zillow.com/homedetails/14-S-Carey-St-Baltimore-MD-21223/36521323_zpid/	https://www.zillow.com/homedetails/2114-Pennsylvania-Ave-Baltimore-MD-21217/36493188_zpid/	https://www.zillow.com/homedetails/1937-Mosher-St-Baltimore-MD-21217/36506781_zpid/	https://www.zillow.com/homedetails/1959-W-Fayette-St-Baltimore-MD-21223/36528718_zpid/	https://www.zillow.com/homedetails/916-Whitmore-Ave-Baltimore-MD-21216/90008511_zpid/	https://www.zillow.com/homedetails/2864-Rayner-Ave-Baltimore-MD-21216/36514790_zpid/

HTN Multidimensional Synthesis Park

Envisioning of Enterprise and Program Components

Intermodal Transport Hub
STEAM School
Museum & Performance Center
Restaurants & Culinary Arts
Urban Park
Additional Potential Activities

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Component Parts for Envisioned HTN Space

Intermodal Transport Hub

Anaheim Regional Transportation Intermodal Center

Anaheim Regional Transportation Intermodal Center (ARTIC) is a major multi-modal transportation hub serving commuters and residents in Anaheim, CA. In addition to OCTA buses and Metrolink trains, ARTIC provides transit connections to Pacific Surfliner Amtrak, Anaheim Resort Transit (ART), shuttle and charter bus service, taxis, bikes, and other private transportation services available. The project was completed in 2014.

Anaheim Celebrates Opening of ARTIC
<https://www.youtube.com/watch?v=SoqKY9cb91M>



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Component Parts for Envisioned HTN Space

STEAM School

PS 349 (NY) Magnet School for Leadership and Innovation through STEAM

<https://q349.echalksites.com/>

STEAM EDUCATION

STEAM education promotes a more integrated curriculum that enhances the multifaceted talents and skills of students. Unlike the old STEM curriculum, the focus of STEAM is now more on practical skills, including social, emotional, and communication skills. These are the skills that are of greater use in the actual workplace. Collaboration, creativity, and good communication go a long way when it comes to solving complex problems.

The benefits of STEAM education

1. It teaches students a collaborative approach to problem solving
2. It encourages creativity in students
3. It improves students' social skills
4. It exposes students to multimedia and multiplatform education
5. It develops Critical thinking skills in students
6. It boosts students' curiosity
7. It challenges students to use its paradigm for real-world applications
8. A STEAM education makes students more adaptable to wide range of situations and challenges



PS 349 Magnet School for Leadership and Innovation through STEAM

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Component Parts for Envisioned HTN Space

Museum & Performance Center

New York Museum Building

The New Museum of Contemporary Art is a center for art and ideas, and a catalyst for dialogue between contemporary artists and the public.

It embraces contemporary art from around the world, diverse perspectives, and the free exchange of ideas.

It is a non-collecting institution, presenting benchmark exhibitions and collaborating with artists to support new productions, experimentation, and new forms of art making.

It cultivates growth through inquiry, challenges assumptions, and shares its work through programs and publications with a focus on critical issues shaping the present.

<https://www.newmuseum.org/building>



Smithsonian Institution Traveling Exhibition Service | Smithsonian Affiliations (SITES) | Affiliations)

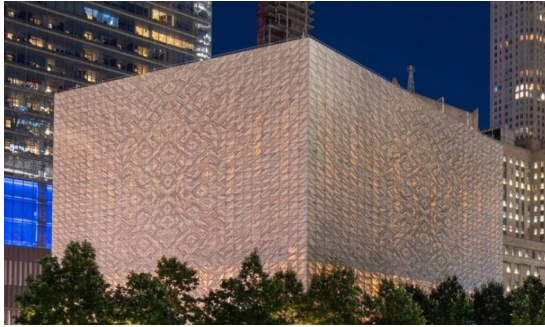
strengthens connections between the Smithsonian and museum and cultural organizations—and their communities and audiences everywhere—inspiring a deeper understanding of our world and how it can be changed for the better.

<https://www.sites.si.edu/s/>

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Component Parts for Envisioned HTN Space

Museum & Performance Center



Perelman Performing Arts Center

Lower Manhattan, New York City

<https://pacnyc.org/>

From the beginning, the master plan for rebuilding the World Trade Center site included a performing arts center. Such a destination would serve the whole city and help the neighborhood attract new residents, new visitors, and new energy. The project reflects the deep belief its many stakeholders had in the power of the arts to inspire and unite people and communities of culture.

The creation of the performing arts center was a key component of the 2003 Master Plan developed by the Lower Manhattan Development Corporation to rebuild the 16-acre World Trade Center campus. Perelman Performing Arts Center (PAC NYC) is a 129,000 square foot building on multiple levels, and includes flexible performance space layouts, three theater spaces that can be combined to provide dozens of seating configurations, and a lobby level that includes a restaurant, bar, terrace, and stage open to the public.



The Lindemann Performing Arts Center

Brown University, Providence, R.I.

Opened October 19, 2023, as a fluted aluminum curtain wall pierced by a protruding glass lobby.

<https://arts.brown.edu/spaces/lindemann>

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Component Parts for Envisioned HTN Space

Museum & Performance Center

25 Incredible Concert Halls Around the World

<https://twistedsifter.com/2012/05/25-incredible-concert-halls-around-the-world/>



Miller Symphony Hall

Allentown, PA (1,100 seats)

<https://www.millersymphonyhall.org>

Australian National University Amphitheater

<https://www.pinterest.com/pin/kambri-australian-national-university-399061216993591727/>



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Component Parts for Envisioned HTN Space Museum & Performance Center - Programming

EXAMPLES OF POSSIBLE PROGRAMS (Corporate Partnering co-Sponsorship will be key)

Raven McMillon Soprano (Baltimorean)

<https://imgartists.com/roster/raven-mcmillon/>



Biography

Soprano Raven McMillon is a native of Baltimore, MD. Recently, Ms. McMillon was named a 2021 Grand Finals Winner of the Metropolitan Opera's Eric and Dominique Laffont Competition. She returns to Houston Grand Opera as a second-year studio artist for their 2021-2022 season as Frasquita in *Carmen*, Peter in Joel Thompson's *The Snowy Day*, and Papagena in *The Magic Flute*. Elsewhere, she makes her house and role debut at Opera Philadelphia as Gilda in *Rigoletto*.

Ying Fang Soprano

<https://imgartists.com/roster/ying-fang/>



Biography

Chinese soprano Ying Fang has been praised as "Indispensable at the Met in Mozart" (*The New York Times*) and for "a voice that can stop time, pure and rich and open and consummately expressive" (*Financial Times*).

Performance excerpt: <https://www.youtube.com/watch?v=iYhJP3Yf4JA>

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Component Parts for Envisioned HTN Space Museum & Performance Center - Programming

Anthony Davis's X: The Life and Times of Malcolm X

<https://www.millersymphonyhall.org/calendar/event/1156/>



Met Premiere

Anthony Davis's groundbreaking opera, which premiered in 1986, arrives at the Met at long last. Robert O'Hara, who was nominated for a Tony Award in 2020 for his direction of *Slave Play*, oversees a new staging that imagines Malcolm as an everyman whose story transcends time and space. A cast of breakout artists take part in the operatic retelling of Malcolm X's life.

Trailer: <https://www.youtube.com/watch?v=Wo2ulu1LaXY>

IN ADDITION, IMAGINE THE PERFORMANCE HALL HAVING:

- A Resident Symphony Orchestra
- A Resident Big Band Orchestra
- A Resident Contemporary Dance Company/Troupe
- A Resident Theatre Company/Troupe

The envisioned purpose of these Resident Creative Arts and Humanities companies/ Troupes/Groups are twofold. First and foremost, to create culture and a vehicle for the creative arts to thrive economically and be a source of celebration. Second, to provide a vehicle and atmosphere in which those deeply invested in the creative and performance arts, and their humanities dimension, can create and perform works of high standards, and in a manner that encourages the public to better appreciate the arts. The center will also be a forum for research into, and the embedding, experimentation, utilization and demonstration of indigenous local and regional culture and experiences of creative arts expressions of dance, music and theater.

A good example in the National Dance Theater Company of Jamaica, which was founded in 1962 at the time of Jamaica's Independence.

Video:

https://m.facebook.com/NDTCJamaica/posts/2667287193348765/?locale=sw_KE
<https://www.youtube.com/watch?v=amM1048JTD0>

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Component Parts for Envisioned HTN Space

Restaurants & Culinary Arts in Food Court

"Station 4" Contemporary American Cuisine Restaurant

“Station 4” Contemporary American Cuisine Restaurant is an oasis of creative cuisine. It delights guests with a commitment to exceptional service and culinary excellence in delivering an outstanding contemporary American cuisine. It’s swanky setting, including its patio which overlooks the courtyard and amphitheater, offers the perfect atmosphere for your special foodie experience, date night, celebrations, birthdays, and more.

<https://www.opentable.com/r/station-4-washington-2?originId=175f3a31-777d-4a24-9469-2dbf912e4eb0&corrid=34a105ed-42d4-48dc-a27b-b9da134d51c6&avt=evJ2ljoyLCJtljoxlCJwljowLCJzljowLCJuliowfQ>



Kith and Kin Afro-Caribbean Restaurant

Celebrating his heritage ranging from Nigeria and Jamaica to West Africa, the Caribbean, New Orleans, and New York, Rising Star Winner Executive Chef, Chef Kwame finds his culinary impetus in everywhere he's from, everywhere he's been, and the influence of those who know him best.

<https://www.opentable.com/r/kith-and-kin-washington?originId=175f3a31-777d-4a24-9469-2dbf912e4eb0&corrid=175f3a31-777d-4a24-9469-2dbf912e4eb0&avt=eyJ2IjoyLCJtIjoxLCJwIjowLCJzIjowLCJlIjowQ>

Banana Leaves Asian Restaurant & Sushi Bar

Rated among the best restaurant in Metro Washington DC, Banana Leaves offers the finest of Asian cuisine. It serves freshly prepared dishes from Thailand, Vietnam, Malaysia, China, Japan, Singapore, Indonesia and elsewhere in Asia. At Banana Leaves, all the ingredients are carefully selected and prepared to the best by its first-class chefs. It uses some organic fresh vegetables, and a healthy cooking style that produces delicious, healthy and tasteful meal that meets its commitment to satisfying the discriminating taste buds of patrons. <https://www.mybananaleaves.com/>



Component Parts for Envisioned HTN Space

Restaurants & Culinary Arts in Food Court

Taharka Brothers Ice Cream (Baltimore founded and based)

Well-known for serving up classic flavors along with constantly evolving roster of delightful, small-batch flavors beloved in Baltimore, Taharka Brothers' award-winning ice cream lineup includes favorites like Honey Graham, Mintflix & Chillz, Key Lime Pie, and Caramel Crunch.

Taharka Brothers is widely known for its unique social mission and focus on creating an impactful. It is a profitable business managed and operated by young adults from some of Baltimore's most troubled neighborhoods. Its menu features rotating seasonal and one-time flavors inspired by local happenings and a handful of "collaborations" with other local small businesses throughout the year!



Ceremony Coffee Roasters - Baltimore-Centric (four locations) and Maryland Based Coffee Shop

Our Story

Our company was born out of a passion for sharing amazing coffee, and this passion continues to drive us today. Every day we make small and deliberate choices to build and develop the quality of our coffees, our cafés, and our partnerships. We've been focused on creating beautiful coffee experiences and connecting people long before the days of Instagram.

"The idea of Ceremony starts with the thought that coffee by itself is compelling, but how it brings people to connect in explicitly human ways all over the world is what makes it infinitely spellbinding."

Ronnie Haas, Director of Wholesale

<https://ceremonycoffee.com/locations/?ref=shown>

Component Parts for Envisioned HTN Space

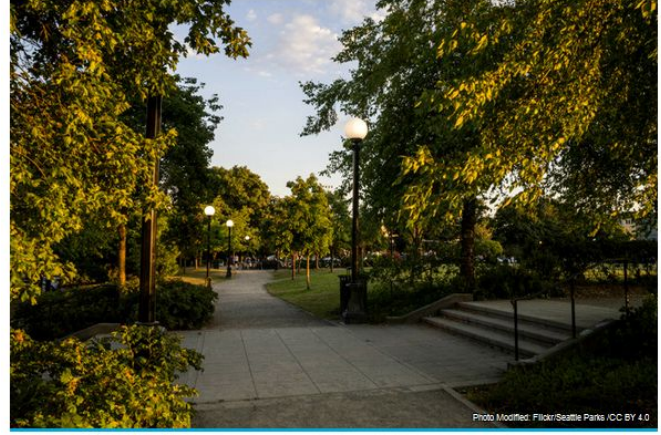
Urban Park

Myriad Botanical Gardens, Oklahoma City, OK



The Myriad Botanical Gardens are also an [interactive urban park](#). The outdoor grounds are free and open to the public. It's small – just 15 acres – but gorgeous and offers plenty for people to do. Kids have a designated play area, dogs have their own as well to have fun off-leash, and people can enjoy splash fountains, plenty of restaurants and walking paths. The Crystal Bridge Tropical Conservatory is a must-see.

Cal Anderson Park, Seattle, WA



The weather doesn't have to be perfect to enjoy this charming park. Located on top of the Lincoln Reservoir, the park is a great place to witness the beauty of Seattle. The park includes a shallow texture pool, a wading pool and a reflecting pool. You will also [find](#) promenade paths, landscaping, a shelter house, a plaza, a children's play area, a wading pool, a lighted sports field, and a number of oversize chess boards.

<https://www.explore.com/travel/15-best-urban-parks-america/>

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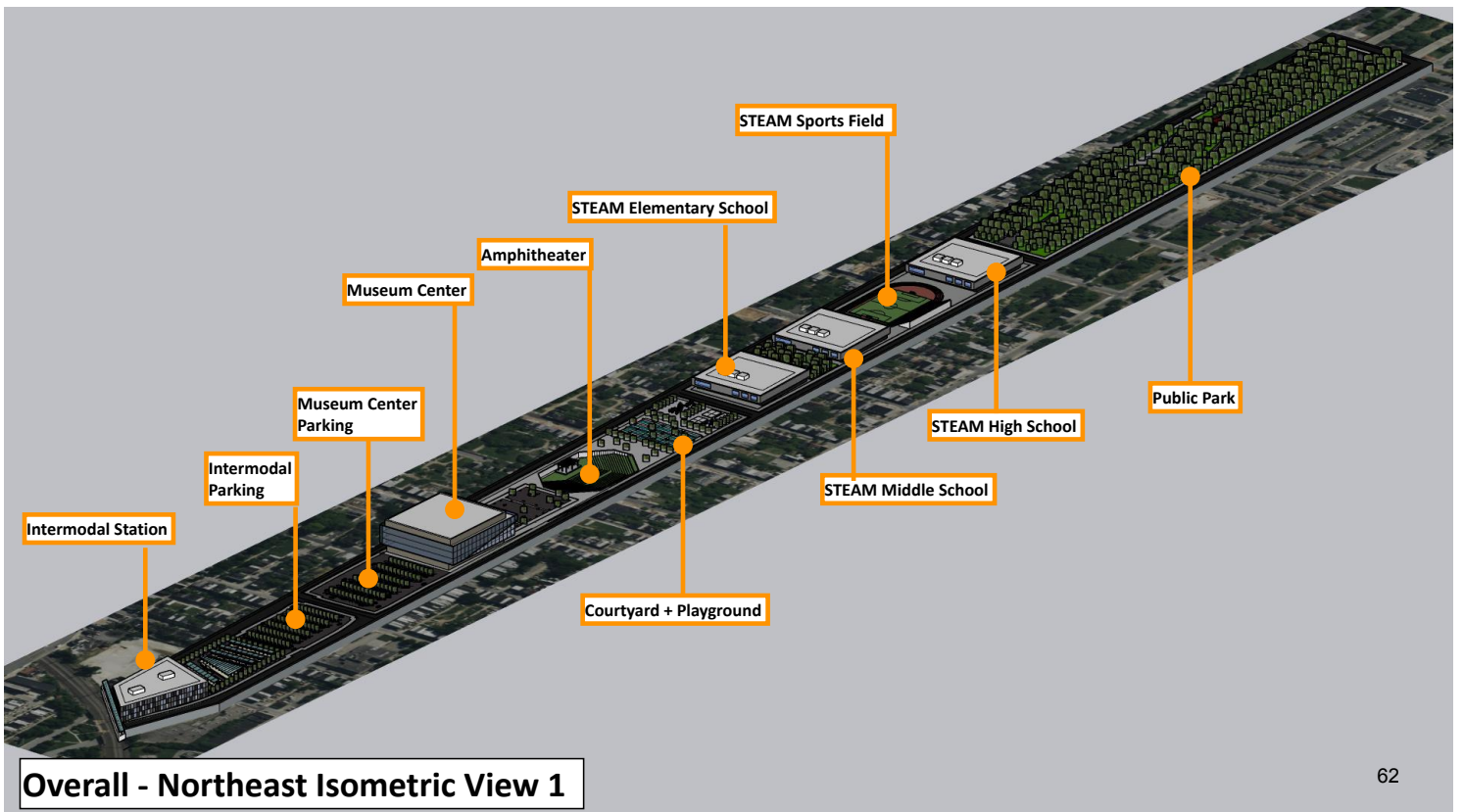
Additional Potential Activities in HTN Area

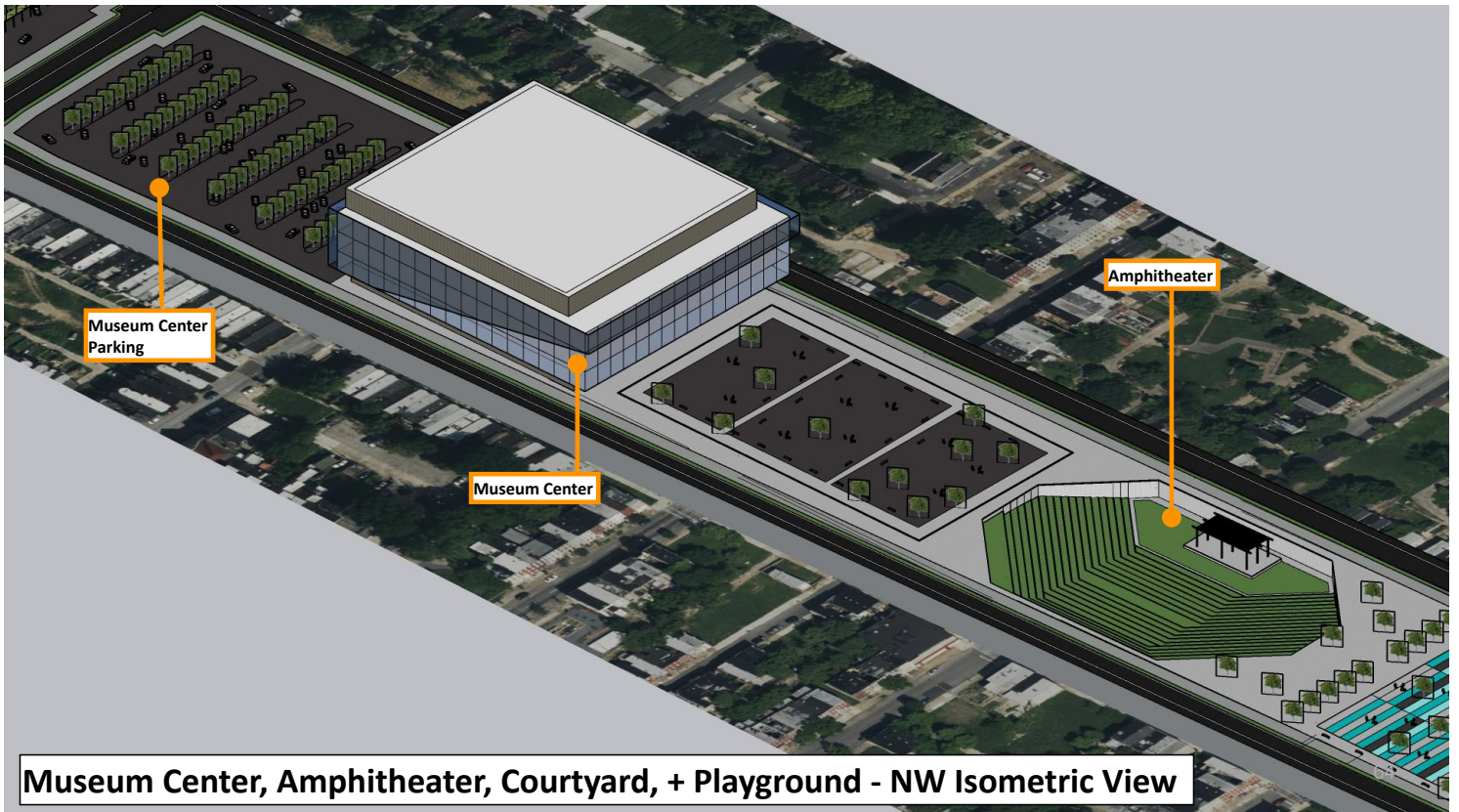
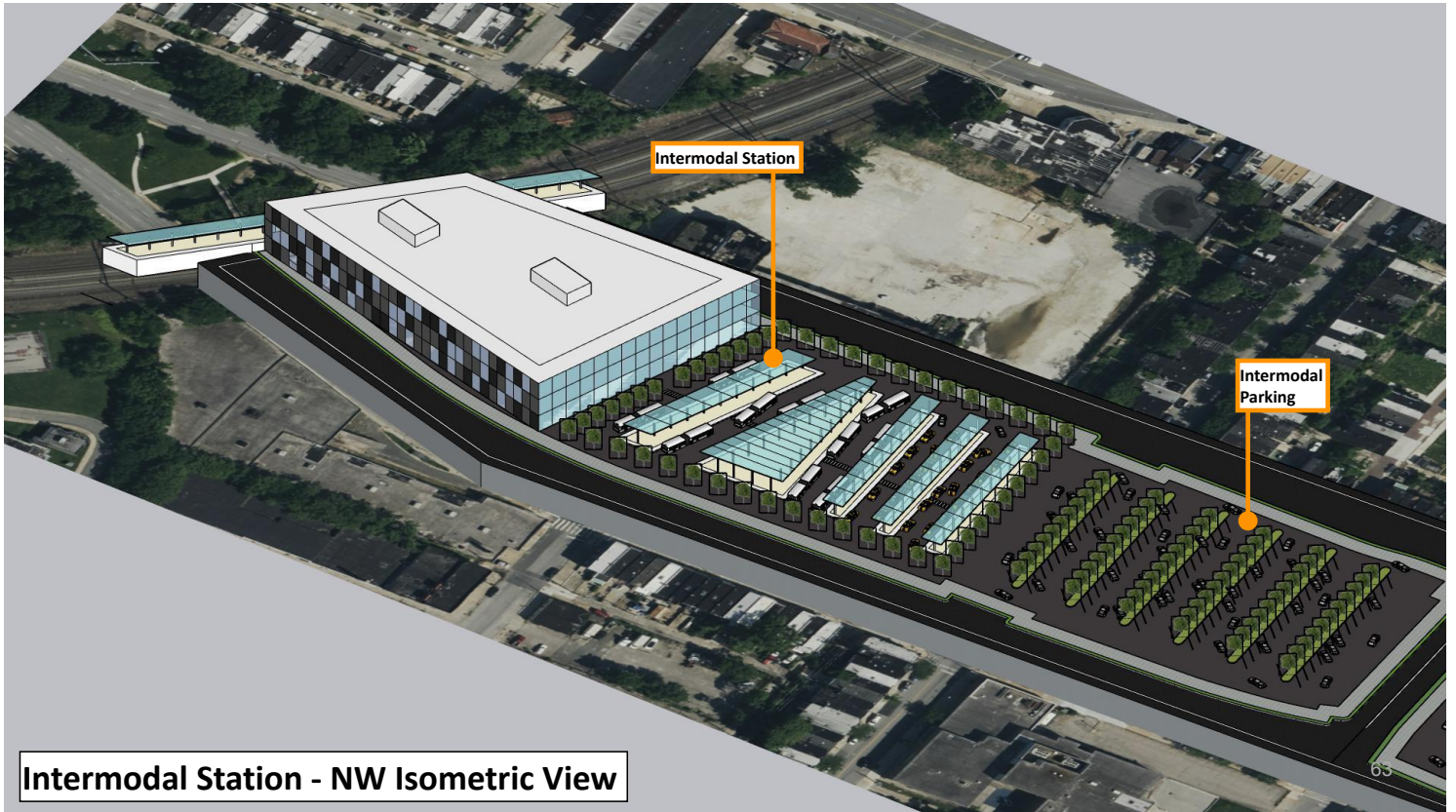
- **Small Business Center (SBC)** with shared business services (administrative/secretarial/cleaning/printing/meeting room, etc. services)
- At said SBC location consider adding as flagship value- and wealth-creating and self-agency-building and complementary enterprise a for-profit business, for example titled the **"Greater Baltimore Workforce Logistics LLC."** (Data analytics and network theory job identification and placement - aligns with the mandates of BCAAN and CFUF). This Company could, for example, quickly create profits and workforce demand and supply value in the large but undersupplied service-oriented personal care intensive regional healthcare market.
- **Baltimore City Community College (BCCC)** <https://www.bccc.edu/domain/>
At [Baltimore City Community College](#) (BCCC) we meet students where they are through personal attention with the support of dedicated faculty. Each year we educate nearly 14,000 students from Baltimore City, the State of Maryland, and the world. BCCC is a state-sponsored, comprehensive, degree-granting community college with five learning sites in Baltimore City. We offer associate degree programs and certifications in high-demand fields, affordable tuition and flexible classes scheduled to meet students' needs. At BCCC students receive the quality education and specialized training critical to get good jobs, to transfer to four-year institutions and to upgrade or acquire new skills to stay competitive in today's changing marketplace. The College's Workforce Development and Continuing Education Division serves more than 8,000 students seeking new skills and personal growth. BCCC offers General Educational Development for students seeking high school diplomas, English as a Second Language instruction and Adult Basic Education to strengthen literary skills. BCCC welcomes everyone who wants to enrich their lives through education and the pursuit of new skills.
- **Retail and Service Establishments:** Small supermarket/convenience store; take-out restaurants; café/coffee/ice cream shop; specialty shops; dry cleaner/tailor/seamstress; hairdresser/barber; bank/ATM; small post office, childcare facility.

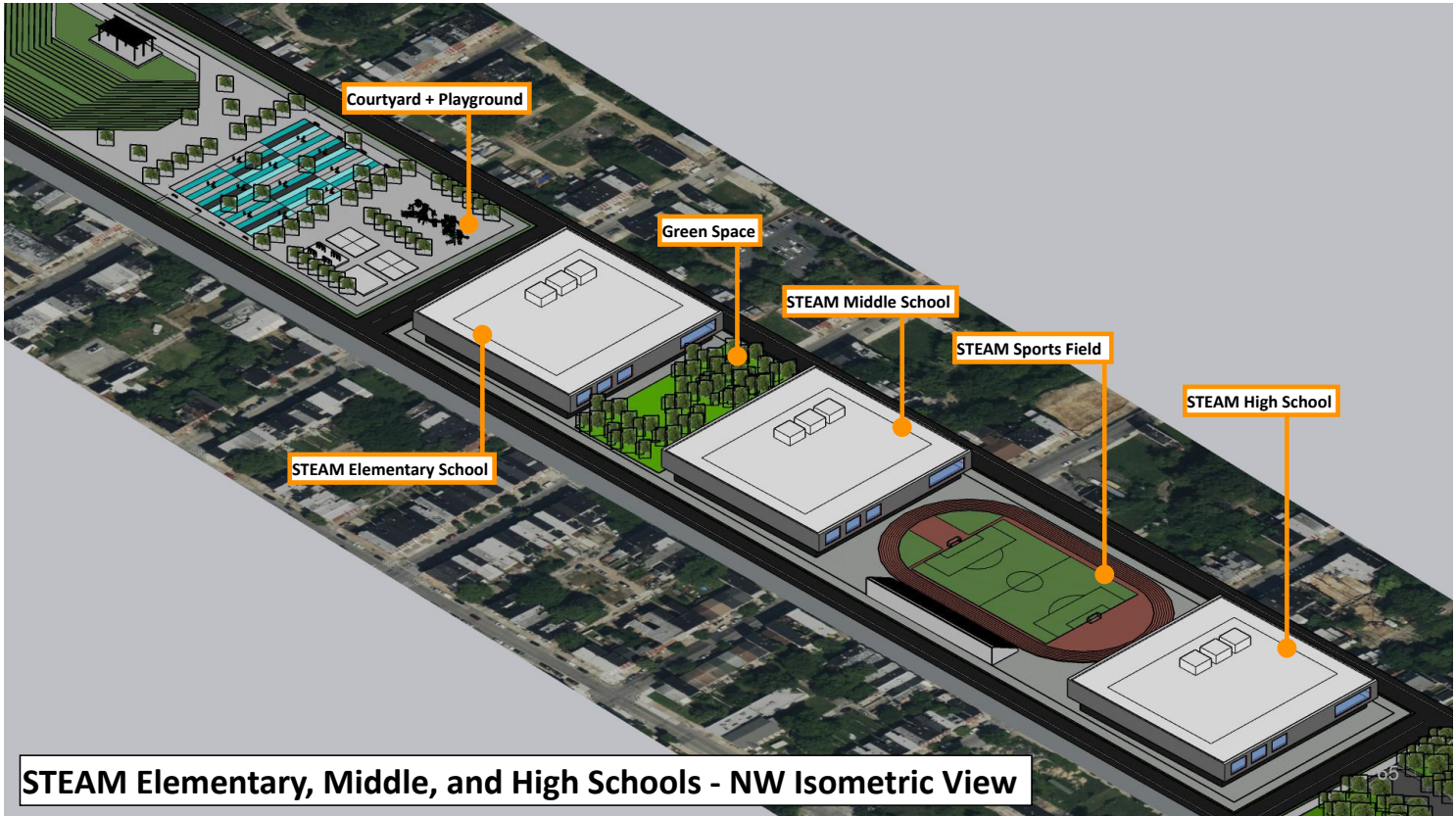
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HTN Multidimensional Synthesis Park

Design Schematic of Economic Wealth & Human Flourishing







Envisioning the HTN Space

within the

Super-Regional Greater Washington Area

Greater Washington Partnership

Champions for Growth and Shared Prosperity from Baltimore to Richmond

Excerpts from <https://greaterwashingtonpartnership.com/>

The Greater Washington Partnership is a nonprofit alliance of influential cross-sector employers in Maryland, Virginia and Washington, DC. Together, we leverage shared experiences to identify challenges and offer real solutions to the region's most critical issues. Our goal is to champion economic growth and inclusive prosperity, from Baltimore to Richmond, to make our region the best place to live, work and build a business.

Our Intention

To make the entire region, from Baltimore to Richmond, vibrant, economically competitive and prosperous for all. As the 3rd largest regional economy in the USA and the 7th largest in the world, we have the diverse talent, jobs, transportation, and innovation ecosystem needed to thrive. We have the opportunity to harness and maximize that potential

Our Focus

"If one wins, we all win." Greater Washington Partnership is committed to working collaboratively to drive economic vitality and inclusive growth for all. Our "super-regional" approach prioritizes growth, from Baltimore to Richmond, by understanding each community's unique challenges and implementing tailored solutions because:

1. Scale matters in the global competition for ideas, investment, and people.
2. Our people travel across jurisdictional boundaries for jobs, school, and life.
3. Our economic futures are increasingly intertwined.
4. **Regional mobility is critical to an efficient, productive and prosperous regional economy.**
5. It expands our options for employment and housing; it enables the connection of people, ideas, and innovation; it opens access to new educational opportunities, and it shapes our quality of life.

Greater Washington Partnership *ctd.*

Excerpts from <https://greaterwashingtonpartnership.com/>

Four Priorities for Our Region's Transportation

- **Connect the Super Region:**
Through faster, more reliable, and robust mobility options, we will create a more closely connected super-region—with a focus on connecting the major downtown activity centers of Baltimore, Washington, and Richmond – to maximize the economic benefits of expanded access to talent, housing, and intellectual and social amenities.
- **Ensure Equitable Access:**
Through affordable, reliable, and diverse mobility options, every resident of the Capital Region — regardless of his or her community — will have access to employment, education, and healthcare opportunities that expand economic mobility and opportunity.
- **Improve the Consumer Experience:**
Through an expanded, modernized, and coordinated network of mobility options cutting across our region's jurisdictional boundaries, travel to and from daily destinations will be seamless and reliable, resulting in greater productivity and better quality of life.
- **Integrate Innovation:**
By encouraging and enabling the consistent, seamless, and rapid adoption of mobility innovations across the region and its jurisdictional boundaries, we will enable and accelerate a highly connected super-region, an improved consumer experience, and more equitable access for all.

Skills & Talent

We're working to build the most diverse digital tech workforce in the country by aligning what employers need with what educators teach, so that all residents from Baltimore to Richmond can see clear pathways to careers.

Building a Talent Pipeline for the Future

Digital technology is remaking industries, the economy, and how people work — now more than ever. To keep pace with technological change, meet the demand for digital skillsets, and ensure that more people who live in Baltimore, Richmond, and Washington, D.C. can thrive here, employers and educators must collaborate to shape the region's workforce and tech ecosystem.

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CAPITAL REGION POPULATION PROFILE

The **Capital Region** consists of the following three Metropolitan Statistical Areas (MSAs)* with a combined population of nearly 10.5 million:

- Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area (pop. 6.4 million)
- Baltimore-Columbia-Towson, MD Metro Area (pop. 2.8 million)
- Richmond, VA Metro Area (pop. 1.3 million)

	2017		2021	
Race	Population	% of Total	Population	% of Total
White	5,807,175	57.2%	5,571,380	53.2%
Black or African American	2,741,149	27.0%	2,796,162	26.7%
Asian	802,040	7.9%	879,692	8.4%
Native Hawaiian and Other Pacific Islander	10,152	0.1%	10,473	0.1%
American Indian and Alaska Native	30,457	0.3%	31,418	0.3%
Some other race	416,249	4.1%	544,571	5.2%
Two or more races	355,334	3.5%	638,824	6.1%
TOTAL	10,152,404	100%	10,472,518	100%

Population Growth Rate 2011 - 2021	
Capital Region	0.78%
Washington MSA	0.95%
Baltimore MSA	0.38%
Richmond MSA	0.89%

Source: Authors' compilations based on Greater Washington Partnership (<https://igdashboard.greaterwashingtonpartnership.com/#/pillars/overview>) data originating from US Census Bureau: Population and Housing Unit

* **MSA** Metropolitan statistical area (MSA) is the formal definition of a region that consists of a city and surrounding communities that are linked by social and economic factors. It is delineated by the U.S. Office of Management and Budget (OMB) as having at least one urbanized area with a minimum population of 50,000. MSAs serve to group counties and cities into specific geographic areas for population censuses and compilations of related statistical data. <https://www.investopedia.com/terms/m/msa.asp>; see also <https://www.census.gov/programs-surveys/metro-micro/about.html>

CAPITAL REGION ECONOMIC PROFILE

Gross Domestic Product, 2015 - 2021

in billions	2015	2016	2017	2018	2019	2020	2021	Change 2015 - 2021	
								in \$ bill.	in %
Capital Region	\$747	\$777	\$803	\$834	\$866	\$863	\$930	\$183	24.5%
Washington MSA	\$484	\$503	\$519	\$539	\$559	\$564	\$608	\$124	25.6%
Baltimore MSA	\$185	\$193	\$199	\$207	\$215	\$207	\$223	\$38	20.5%
Richmond MSA	\$79	\$81	\$84	\$88	\$91	\$92	\$99	\$20	25.3%

Number of Jobs*, 2015 - 2021

	2015	2016	2017	2018	2019	2020	2021	Change 2015 - 2021	
								# jobs	in %
Capital Region	4,593,600	4,680,300	4,745,700	4,806,800	4,859,400	4,573,100	4,668,500	74,900	1.6%
Washington MSA	2,577,100	2,632,000	2,675,000	2,709,500	2,744,900	2,589,200	2,639,300	62,200	2.4%
Baltimore MSA	1,366,500	1,386,100	1,401,000	1,417,600	1,427,700	1,331,600	1,364,100	-2,400	-0.2%
Richmond MSA	650,100	662,200	669,700	679,700	686,900	652,200	665,100	15,000	2.3%

* Total number of non-farm employees, defined as those who worked or received pay for any part of the reference pay period, including persons on paid leave.

Source: Authors' compilation based on Greater Washington Partnership (<https://igdashboard.greaterwashingtonpartnership.com/#/pillars/overview>) data originating from Bureau of Economic Analysis: GDP and Personal Income and US Bureau of Labor Statistics: Washington-Arlington-Alexandria, DC-VA-MD-WV

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CAPITAL REGION ECONOMIC PROFILE

Median Household Income, by race, 2021

	Washington MSA	Baltimore MSA	Richmond MSA
Overall	\$110,355	\$86,302	\$74,151
White	\$132,936	\$102,456	\$85,949
Black	\$81,698	\$59,615	\$50,906
Hispanic	\$92,553	\$73,998	\$64,157

Unemployment Rate, by race, 2021

	Capital Region	Washington MSA	Baltimore MSA	Richmond MSA
Overall	5.5%	5.6%	5.3%	5.4%
White	3.8%	3.8%	4.0%	3.5%
Black	9.0%	9.4%	8.2%	8.9%
Hispanic	5.4%	5.3%	4.9%	7.3%

Source: Authors' compilation based on Greater Washington Partnership (<https://igdashboard.greaterwashingtonpartnership.com/#/pillars/overview>) data originating from US Census Bureau: Income in the past 12 months and US Census Bureau: Employment Status.

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Greater Baltimore Committee

A Stronger and More Prosperous Baltimore Region

The Greater Baltimore Committee (GBC) is the leading voice for the private sector in the Baltimore region, providing insightful economic and civic leadership to drive collective impact. Comprised of more than 500 organizations, including large, mid-size, and small companies, nonprofits, foundations, and educational and healthcare institutions, the GBC is dedicated to fostering the prosperity of the Greater Baltimore region. For more information, visit <https://gbc.org/about-us/>

Economic Opportunity

- Develop a ten-year economic strategy to build consensus for the region's economic future.
- Develop the Greater Baltimore brand to amplify our dynamic regional assets and civic progress.
- Partner with economic, community, and development leaders to ensure strategic investments in the region are successful.
- Pursue game-changing opportunities and federal funding to advance equitable growth.
- Partner with the public sector to support local, domestic, and foreign direct investment and expansion in the region.

Transportation and Infrastructure

- Advance Baltimore's Transit Future Campaign.
- Advance major infrastructure investments in the region to better connect our communities and accelerate long-term opportunity.

Collective Impact

GBC partners and members will collaborate to...

- Reduce gun violence.
- Support Baltimore police officer retention and recruitment.
- Tackle the vacancy issue in Baltimore City and support neighborhood redevelopment.
- Support local hiring and procurement.
- Increase entrepreneurship and the ease of doing business in the region.

Closing Thoughts

Closing Thoughts

There is a foundationally critical relationship between a community's socioeconomic, civic and cultural health, as judged by how well it fosters as derived outcomes social mobility, economic development and the human flourishing of its residents, and it having lower levels of residential segregation, a large middle class, strong families, good social capital, and good quality public schools (see Raj Chetty for a thoroughly comprehensive discussion on this issue; <https://opportunityinsights.org>). Our preliminary assessment would advance the case that the production, efficacy, resilience, and dynamic adaptability of these will require that the ecosystem underpinning the community culture is attentive to the authentic voices of stakeholders, and to understanding the complex and multifaceted challenges facing any effort to repurpose large defining physical infrastructure in support of a new community reimagination and rebuilding.

We argue the case for giving greater voice, agency, responsibility, and ownership of outcomes to stakeholders in communities that are being contemplated for possible transformation. Towards this end, an inclusive process should be strongly considered that incentivizes collaboration and cooperation amongst diverse and disparate stakeholders who are enlightened in, and accepting of, their inescapable interconnectedness and interdependence with each other in the West Baltimore *Commons*, and hence their inability to avoid spillover effects from the independent and often self-serving actions of other stakeholders.

This inescapability and interdependence necessitates, we offer, cooperation amongst stakeholders in the joint production and/or consumption of shared goods and services, including, among others, the protection of economic and personal property and civic rights, fighting crime and corruption, reducing poverty, broadening and deepening access to credit and financial intermediation, strengthening financial literacy and home economics management, building civic, cultural and financial wealth, expanding business entrepreneurship, private enterprise, and home ownership, building community trust and social capital, deepening residents' dignity and joy, and the social valuableness they assign to living in their community.

Closing Thoughts *ctd.*

Such an ecosystem and outcome would assign a centrality to the voice and agency of residents and communities that goes beyond their *just* giving feedback to sensitize influential outsider-stakeholders such as government bureaucrats in the process of reimagining the redevelopment of their community.

We see such cooperation as likely creating a sustainable environment in which the private sector, residents and communities can thrive. The fiscal demands on State and City government would be reduced through the more efficient assignment of risks and responsibilities across public, private, and individual stakeholders best able to shoulder and be rewarded for undertaking them. Diverse stakeholders would also become more invested in ensuring successful community outcomes.

We believe that Amartya Sen's bold claim that "no famine has ever taken place in the history of the world in a functioning democracy" because democratic governments "have to win elections and face public criticism, and [therefore] have strong incentive to undertake measures to avert famines and other catastrophes," aptly applies to the initiative to reimagine and repurpose the HTN.

It is our thesis that where community stakeholders have informed and influential voice and agency, no partner institution or agency, be it government, the private sector or philanthropy, can, nor would want to, create an ecosystem that sustains chronic welfare losses to the said stakeholders given how their mobilized citizenry could democratically replace the source of their *famine*, which in the case-at-hand would be unresponsive and/or unenlightened partners whose actions have frustrated their community development and human flourishing aspirations.

APPENDIX

Graph Centrality Measures Explained Centrality Statistics in Baltimore City

Graph Centrality Measures*

Graph Centrality Measures rate the performance of networks and nodes. These measures help us identify how popular a node is, the number of outward connections a node has, the ability of a node to link other nodes together, and the node's efficiency in reaching all other nodes in the network.

In-Degree Centrality measures the popularity of a single node by counting the number of nodes connected to it. This centrality only takes into consideration the number of connections that are directed *towards* the node in question. Thus, one-sided relationships that are directed *out* of the selected node are not considered. The normalized In-Degree Centrality of a node i is calculated as:

$$D_i(i) = \frac{1}{n-1} \sum_{j=1}^n A_{ij}$$

where n represents the number of nodes in the entire network and $\sum_{j=1}^n A_{ij}$ sums the ij -th elements of the symmetric adjacency matrix A .

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* For a more comprehensive discussion of centrality measures see (1) Shriram Srinivasan, Jeffrey D. Hyman, Daniel O'Malley, Satish Karra, Hari S. Viswanathan, Gowri Srinivasan, "Chapter Three – Machine learning techniques for fractured media," in *Advances in Geophysics*, Volume 61, 2020, pages 109-150, <https://www.sciencedirect.com/science/article/pii/S0065268720300042>.

(2) Omar Lizardo and Isaac Jilbert: *Social Networks: An Introduction*. https://bookdown.org/omarlizardo/_main/4-4-k-path-centrality.html

(3) Leigh Metcalf, William Casey: *Cybersecurity and Applied Mathematics*, Elsevier Syngress 2016.

Graph Centrality Measures *ctd.*

Out-Degree Centrality measures the number of relationships that are directed *out* of the node in question. Out-Degree is opposite to In-Degree as it only considers the connections that are directed out of the selected node. The mathematical expression for this measure is the same as the Total Degree Centrality formula but using an asymmetric matrix A instead of a symmetric one.

Total Degree Centrality measures the total connections of a node. Such centrality takes into account the in- and out-degree centralities. Thus, any form of relationship is counted in this measure. Mathematically, the Total Degree Centrality equation only differs from the In-Degree Centrality by changing the index of the sigma from i to j .

$$D(i) = \frac{1}{n-1} \sum_{j=1}^n A_{ij}$$

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Graph Centrality Measures *ctd.*

Betweenness Centrality measures how well a node acts as a bridge between other nodes in the graph. A node with high betweenness would have more control within the network because many of the paths in the graph lead to it. Betweenness centrality is measured as:

$$B(i) = \frac{1}{(n-1)(n-2)} \sum_{u,v=1, u \neq i \neq v}^n n \frac{\sigma_{uv}^{(i)}}{\sigma_{uv}}$$

where n again represents the number of nodes in the entire network, i denotes the vertex in question, and u and v are a pair of vertices in the graph. σ entails the “geodesic path” between u and v , which is a “sequence of vertices connected by edges.” A geodesic path is the shortest path from u to v (the path with the fewest number of edges).

Closeness Centrality measures the ease with which a node can reach the other nodes in the network. A node with the strongest closeness centrality can get to all the other nodes on the shortest path possible.

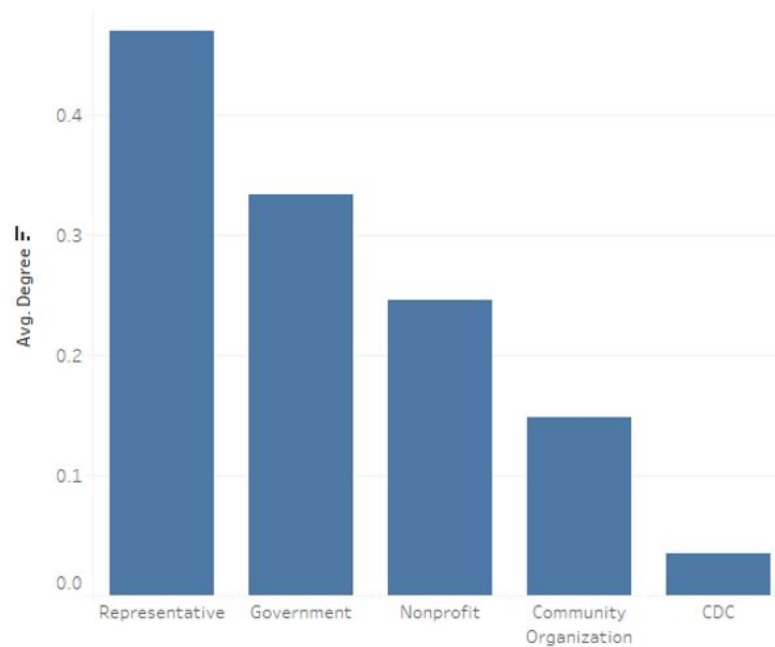
$$C(v) = \sum_{w \in G} \frac{1}{d(v,w)}$$

v and w denote two vertices in the network graph and $d(v,w)$ finds the distance between them.

Thus, $\sum_{w \in G} \frac{1}{d(v,w)}$ sums the inverse of the distances between v and all other vertices in the graph.

80

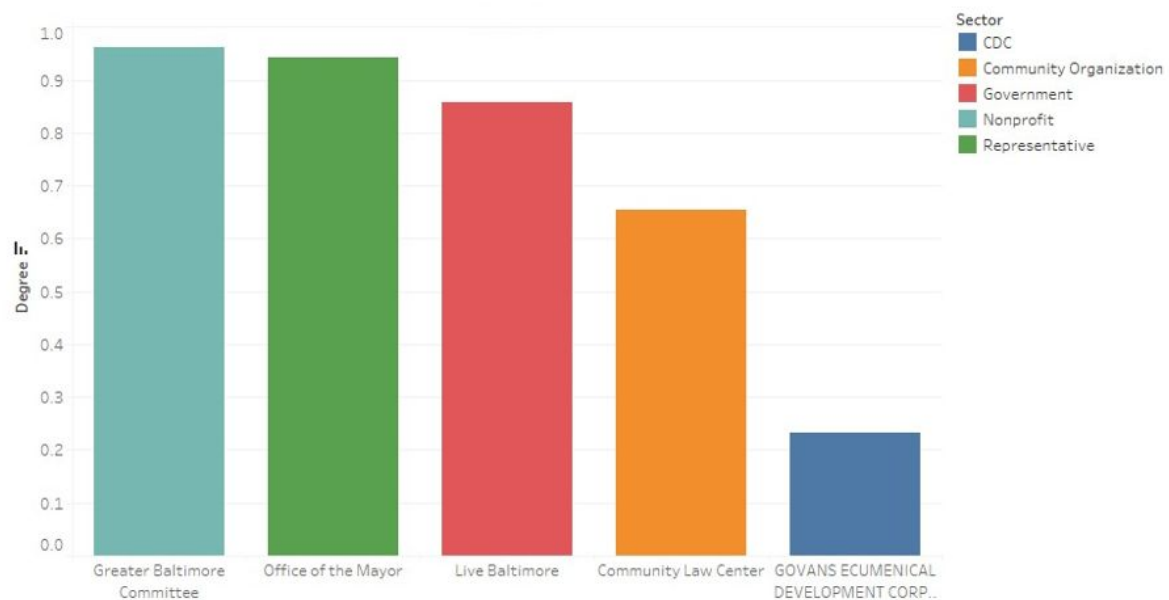
Average Degree Centrality for Each Sector in Baltimore City (based on sample)



It is noteworthy that the CDCs have low connectivity with and across Baltimore City organizations and hence low social capital.

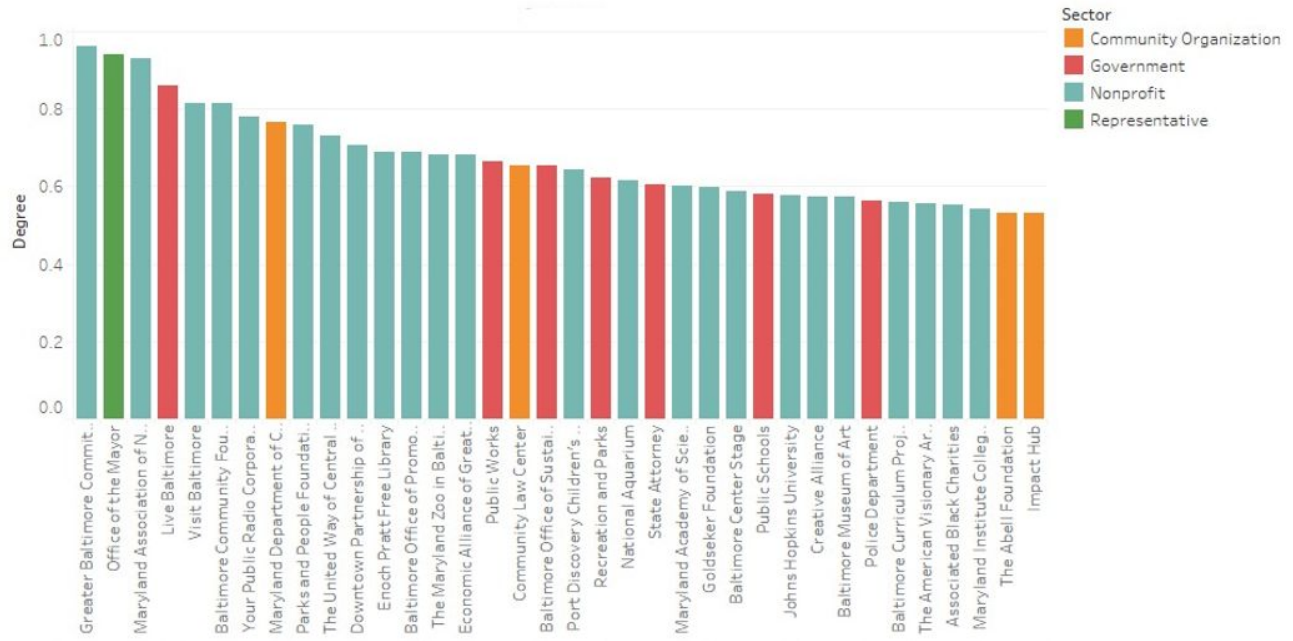
81

Highest Degree Centrality Entity in Each Sector in Baltimore City (based on sample)



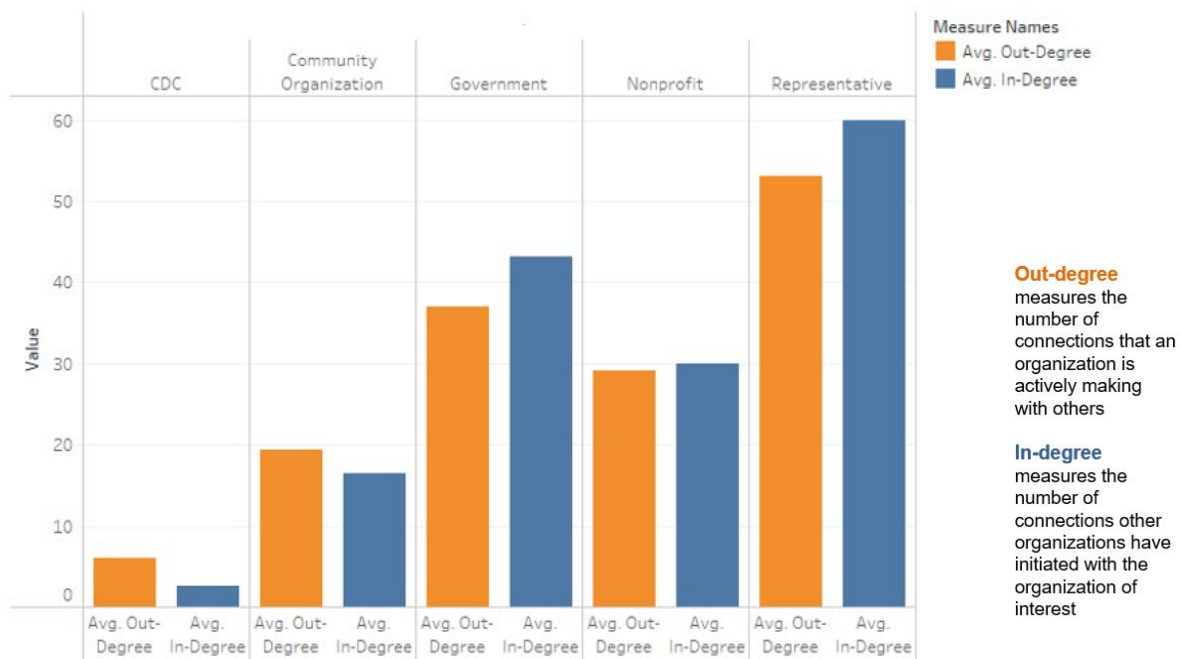
82

Highest Degree Centrality Entities in Baltimore City (based on sample)



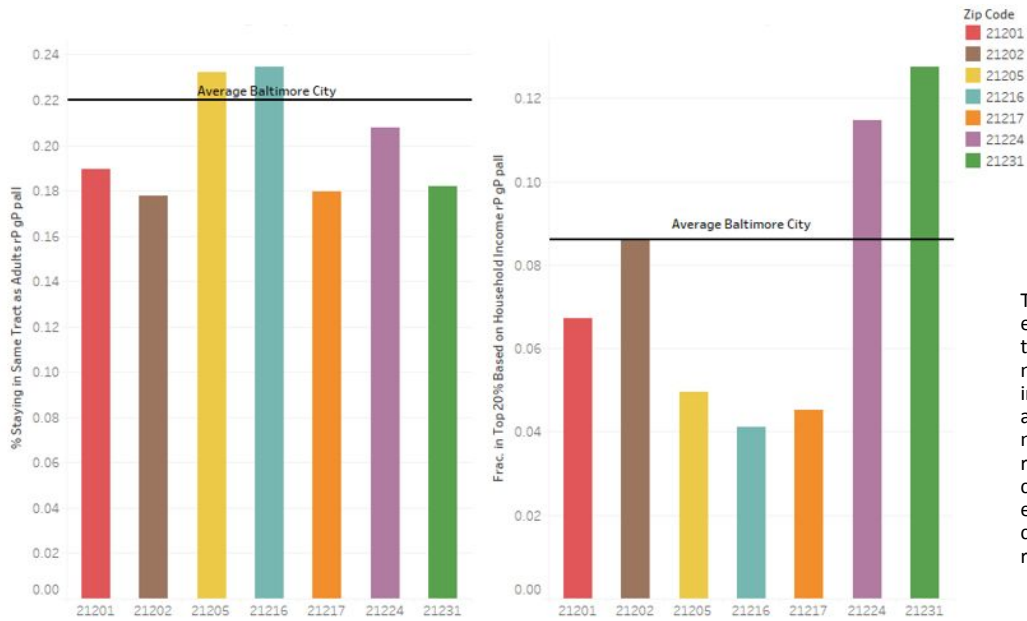
83

In-Degree vs. Out-Degree Centrality by Sector, Baltimore City (based on sample)



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Social and Economic Mobility Indicators by Zip Code



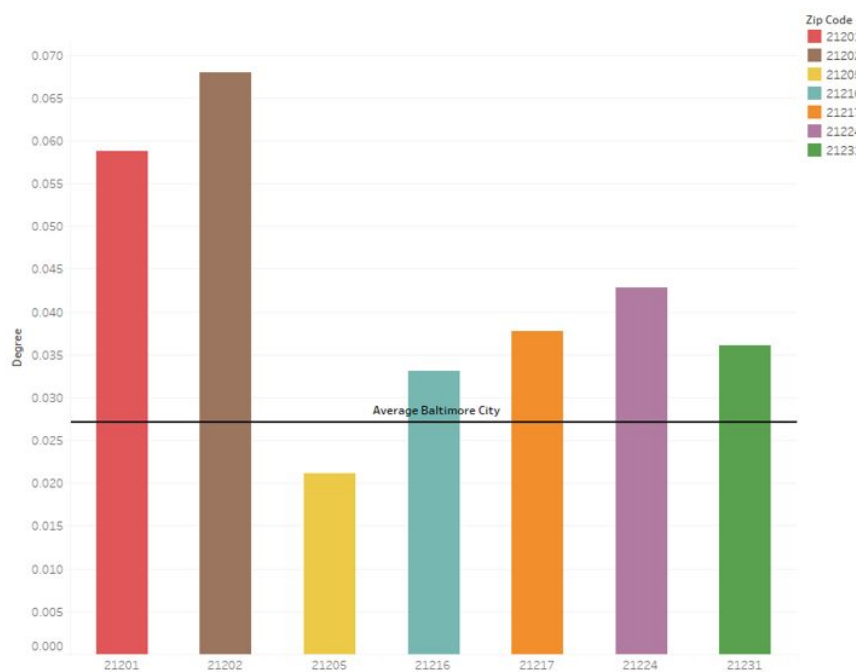
"Fraction of children who grew up in this area who in 2015 still live in one of the Census tracts in which they grew up." – Opportunity Atlas.

"Fraction of children who grew up in this area who have average household income in 2014-15 (in their mid-30s) in the top 20% of the national income distribution for children born in the same year." – Opportunity Atlas.

The lack of social and economic mobility in the target areas is noteworthy and invites questions about whether it negatively impacts residents' commitment to exercising agency in community revitalization efforts.

85

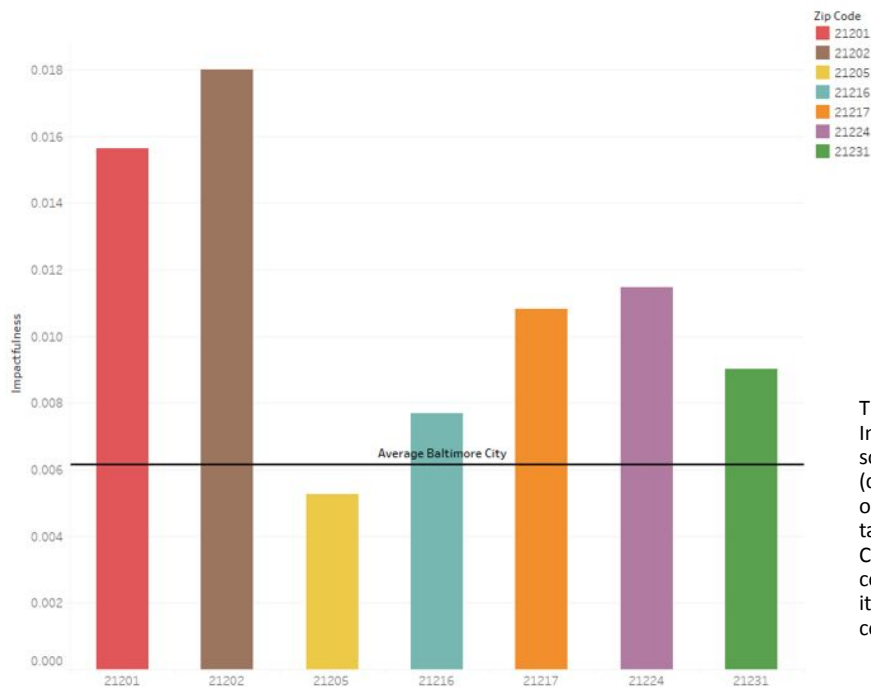
Average Degree Centrality by Zip Code



The average social connectivity (capital) of organizations in the target area exceeds the City average but is low compared to its surrounding zip codes (except for zip code 21205).

86

Average Impactfulness Centrality by Zip Code



“

“Speak the narrative that you want to realize and then find the appropriate actions to make that story a reality.”

”

Anne Bogart,
*What's the Story:
Essays about Art,
Theater and Storytelling,*
2014, p. 12

Notes

Notes

To download additional documents, and learn more about
The West Baltimore Reimagining and Redevelopment Project,
scan the QR code below.



**WEST BALTIMORE REIMAGINING
AND REDEVELOPMENT PROJECT**