

# WEST BALTIMORE REIMAGINING AND REDEVELOPMENT PROJECT

**Reimagining and Redeveloping Distressed West Baltimore Communities through Awakening their Latent Heritage, Culture and Agency Assets.**

## BALTIMORE ICONS REIMAGINING COMMUNITY



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**A Collaboration Between The West Baltimore Reimagining And Redevelopment Council, The Imaging Research Center At University Of Maryland Baltimore County, And Lafayette College's Economic Empowerment And Global Learning Project**

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Hutchinson G, Schumacher U, Johnson D, and Boot L, November 2022 Reimagining and Redeveloping Distressed West Baltimore Communities through Awakening their Latent Heritage, Culture and Agency Assets. A joint project and publication of the West Baltimore Reimagining and Redevelopment Council, the Economic Empowerment and Global Learning Project (EEGLP) at Lafayette College, and the Imaging Research Center (IRC) at University of Maryland, Baltimore County.

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## West Baltimore Reimagining and Redevelopment Project



Donald Harris, *Emeritus* Professor of Economics at Stanford University and Principal Adviser to the West Baltimore-Lafayette College project collaboration, being briefed on the West Baltimore Arch Social Club by Kaleb Tshamba, the Club's historian and Chairman of its Board of Trustees. The occasion was the November 30, 2019, meeting at the Club with Community Stakeholders to discuss their redevelopment aspirations for West Baltimore.

### Some Preliminary Thoughts on an Economic Strategy for West Baltimore, by Donald Harris

There is a rich history of African American life experiences and achievements here in West Baltimore that has left a legacy of foundational heritage and cultural assets to be preserved and built upon.

These assets should be used to:

- create a narrative that defines and honors this legacy;
- propagate this narrative across all forms of media to the general public;
- build a platform to produce new and innovative enterprises that can bring employment, income, wealth, and wellbeing to residents in the West Baltimore community;
- promote ownership and control of the community's assets in service to the aspirations and needs of community members;
- anchor market demand for West Baltimore products locally, city-wide, suburbia, state-wide, throughout the north-east corridor, nationally, and globally. They should also become a cornerstone in the foundation of social living in West Baltimore; and
- educate and train West Baltimore youth as the next generation of community builders.

*(Excerpts from Professor Donald Harris' January 2020 notes, taken after his walking tour of Pennsylvania Avenue, West Baltimore).*

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## West Baltimore Reimagining and Redevelopment Project



Fluney Hutchinson and Denise Johnson, Principal Investigator and Principal Director respectively of the West Baltimore Reimagining and Redevelopment Project, with the Hon. Boyd K. Rutherford, Lieutenant Governor of Maryland. The occasion was the February 29, 2020, meeting at the Arch Social Club to discuss "what is keeping Pennsylvania Avenue from thriving." Pennsylvania Avenue, the designated location for Maryland's first Black Art and Entertainment District, is the historic cultural and economic spine of West Baltimore.

### PROJECT LEADERSHIP TEAM

**DENISE JOHNSON:** Principal Director and Whitman '49 Distinguished Community Fellow

**PROFESSOR GLADSTONE FLUNEY HUTCHINSON:** Principal Investigator, Lafayette College

**MARION BLACKWELL:** Whitman '49 Distinguished Community Fellow, West Baltimore

**PROFESSOR LEE BOOT:** Co-Principal Investigator, UMBC\*

**JOHN HARRIS:** Whitman '49 Distinguished Community Fellow, West Baltimore

**PROFESSOR GAREY HYATT:** Whitman '49 Distinguished Community Fellow, Coppin State U

**PROFESSOR UTE SCHUMACHER:** Co-Principal Investigator, Lafayette College

**KALEB TSHAMBA:** Whitman '49 Distinguished Community Fellow, West Baltimore

**RYAN ZUBER:** Director, Art and Animation, Imaging Research Center, UMBC

\* UMBC – University of Maryland, Baltimore County

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# West Baltimore Reimagining and Redevelopment Project

## BALTIMORE-BASED WHITMAN '49 STUDENT SUMMER FELLOWS (2021-2022)

**LIZA ALENIKOVA:** Graduate Studies, Intermedia and Digital Art, UMBC  
**IMAN ASFARI:** Visual Arts (Animation), UMBC  
**FAHMIDA HOSSAIN:** Graduate Studies, Intermedia and Digital Art, UMBC  
**CHRISTINA LUKASZCZYK:** Art and Computer Science, UMBC  
**JAELA MORRIS:** Theater and Urban Studies, Coppin State University  
**SAIDAI STUTELEY:** Fine Arts and Theater, Coppin State University  
**BRANDON WALKER:** Urban Studies, Coppin State University  
**VIVIAN YEH:** Visual Arts (Animation), Psychology, UMBC

## LAFAYETTE COLLEGE-BASED WHITMAN '49 STUDENT SUMMER FELLOWS (2020-2022)

**KHALID ALMOTAERY:** Computer Science and Economics  
**YAZDAN BASIR:** Computer Science and Mathematics  
**QUESTON BELL:** Psychology and Africana Studies  
**GRACE BOGHOSIAN:** Computer Science, Economics and French  
**RAMON BYFIELD:** Computer Science and Economics  
**JONATHAN FORD:** Economics and Psychology  
**EDNETTA FULLMORE:** Anthropology & Sociology, Africana Studies  
**RUBEN HERNANDEZ:** Mathematics & Economics and Spanish  
**YUMNA HUSSAIN:** Math-Economics and Data Science  
**ASHLEY KING:** Policy Studies and Political Science  
**EMILY MACKIN:** English and Studio Art  
**ERICA NALLY:** Studio Art and Architecture Studies  
**GRACE OUKO:** Engineering Studies and Economics  
**VIRGINIA SACOTINGO:** Government & Law and French  
**SHAAN SHUSTER:** Economics  
**MYLES WOLF:** English, Film & Media Studies

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# West Baltimore Reimagining and Redevelopment Project

## PROJECT ADVISERS

**PROFESSOR DONALD HARRIS:** Principal Adviser and *Emeritus* Professor of Economics, Stanford University. Professor Harris is a renowned global expert on Business Clustering and Human-Centric Economic Development

**DAVID MARSTON:** Principal at Monymusk Advisory and recently retired Inaugural Head of the Risk Management Unit and Chief Risk Officer, International Monetary Fund (IMF). David Marston is a globally respected expert in financial diversification and inclusion and management of economic risk.

**RECO COLLINS:** Senior Vice President (SVP), Credit Products Group Manager, and formerly SVP and Market Manager in the Public Finance Division of PNC Bank in Baltimore, Maryland. His responsibilities at PNC Bank have entailed, *inter alia*, the management of financial relationships with state and local government agencies and non-profit organizations including colleges, universities, private-independent schools, county governments, boards of education, and quasi-government agencies.

**JULIE-ANN HUTCHINSON BURTON:** Senior Manager in Provider Performance at Devoted Health, a recently established healthcare service platform dedicated to increasing client access and satisfaction while reducing client costs. Julie-Ann is the former Model Lead for the design and implementation of an alternative Medicare and Medicaid payment model for rural America at the U.S. *Department of Health and Human Services* Center for Medicare and Medicaid Services (CMS) Innovation Center.

**KYLE RENARD BURTON:** Resident Emergency Medicine Physician at Johns Hopkins Hospital. Dr. Burton is a Health Systems Distinction Fellow and a 2018-2019 Fellow of the Harvard University Center for Public Leadership. He sits on the Maryland Board charged with studying the Social Determinants of Wellbeing.

**BEN FINK:** a well-respected community organizer. The founding lead organizer of the Performing Our Future coalition, a national organizing initiative. Ben is also the founding organizer of the Letcher County Culture Hub in Central Appalachia. In 2020 Ben was recognized by Time Magazine as one of "27 People Bridging Divides Across America." His writings on cultural work, organizing, pedagogy, and grassroots economic development are widely published and influential in several fields.

# OPENING THOUGHTS

## HERITAGE, CULTURE AND AGENCY AS FOUNDATIONAL PILLARS IN THE MODERN ECONOMIC DEVELOPMENT OF WEST BALTIMORE

From the 1920s to the 1950s West Baltimore buzzed with an energetic performance culture that attracted the vanguard of American Black musicians and entertainers. Social clubs, hotels, restaurants, and performance venues, including the exquisite Royal Theatre, developed to be part of and profit from this environment and place identity. West Baltimoreans of all ages and circumstances enjoyed the pride and joy of the lived experience of their community, including how it honored, protected and celebrated their culture, humanness and achievements.

What is often underappreciated in this narrative, however, is that these experiences and accomplishments took place in the face of great adversities. West Baltimoreans built their community on a foundation of trust, resilient social capital, cooperation among at times diverse and disparate members, and of thrift, agency, and a spirit of enterprise. These “assets” were then foundational investments in the social, economic and cultural development and prosperity of the community that we now celebrate as the rich heritage of the past. West Baltimoreans back then understood that the identity, valuableness, desirability, and joy of their community lives were dependent on their resolute intentionality, responsibility, agency, success, and resiliency in building the community culture and experience that they foremostly valued and wanted, and that intersected and reconciled with being socially and economically valuable and desirable in the wider society.

West Baltimoreans back then accepted that the responsibility for the design, pursuit and achievement of this outcome could not be contracted out nor trusted to the generosity, goodwill, philanthropy, or transactionalism of even well-meaning others, but instead had to be owned and executed by *them* in productive collaborative partnership with other stakeholders, including government, community groups and organizations, the for-profit and not-for profit private economy and philanthropic institutions.

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## HERITAGE, CULTURE AND AGENCY AS FOUNDATIONAL PILLARS IN THE MODERN ECONOMIC DEVELOPMENT OF WEST BALTIMORE

This awareness, determined intentionality, ownership of responsibility, and reasoned agency shaped the motivation, philosophy, culture, and centrality of social and economic living of West Baltimore during its celebrated period. Broadly speaking, the culture of West Baltimore prepared its people to face their challenges and to seize opportunities.

Unfortunately, recent decades have unkindly and notably eroded many of these admirable traits that were so central to the distinctive and celebrated *lived experience* and place identity of West Baltimore. The burden of this modern history is now a *deadweight* on the Community’s present challenges and its prospects for a bright future.

Designing a solution-path to overcome this impediment, and igniting the cultural evolution needed to support it, requires once again determined intentionality and resilient agency, as well as bold imagination and enlightened cooperation among and across stakeholders, including community organizations, government agencies and the private sector. It also demands clarity on the primacy of cultural activity and engagement in animating and activating productive collaboration and planning between and across stakeholders that increases the likelihood of success. Such motivation and strategy best foster a systematic approach to identifying challenges and solutions and their calibration and implementation into equitable, inclusive and dynamically sustainable partnerships that can modernize and transform the economy and culture of West Baltimore. The process of its design and pursuit, and its success, would demonstrate how distressed communities like West Baltimore could smartly and strategically recover and modernize into becoming dynamically competitive, resilient and sustainable in their creation of private and communal wealth and prosperity and a socially desirable environment.

The PowerPoint Essay presented in this report is the West Baltimore Reimagining and Redevelopment Project’s response to this challenge and call. This platform is the paradigm of choice because of the Project Team’s collective sense that it best allows the diversely experienced and disparate stakeholders involved in the West Baltimore Project to productively process and give insightful and influential feedback within and across the layers, relationism, and multidimensionality of the project. This was critical to the trust, social capital and acceptance accorded to the nonconventional ways the project searched for, synthesized and synergized information into learned perspectives or knowledge, and in the ways the Project utilized the unearthed, awakened and/or created knowledge itself.

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## HERITAGE, CULTURE AND AGENCY AS FOUNDATIONAL PILLARS IN THE MODERN ECONOMIC DEVELOPMENT OF WEST BALTIMORE

To ensure these goals were met, the project gave heightened importance to being intellectually and functionally localized, and structured its team of researchers/investigators, student fellows, and distinguished community fellows over its three-year existence to be attendant to this issue. It also intentionally synthesized conventional approaches to scholarship with publicly engaged scholarship, and utilized the disciplines of English, data science, computer science, engineering, psychology, art, animation science, sociology, anthropology, economics, political science, mathematics, *inter alia*.

These achievements importantly fulfill a critical conditionality of the project: earning stakeholders' confidence that the knowledge-making and dissemination processes being employed by the project to analyze challenges and to design and calibrate prospective solution-paths, and envision mechanisms of cultural activation, are inclusive, transparent, accurate, credible, and transitive across diverse and disparate stakeholders.

The Project Team is optimistic that the community-centric paradigm presented and discussed in this document will find welcome resonance with readers, engaged stakeholders, and West Baltimore residents in general. We are confident in the richness of the paradigm's promise, but also in its incompleteness and imperfections, and hope it is widely and vigorously interrogated and discourses, and the resulting feedback shared with us.

In the case of our project, the innovative paradigm is codified, embodied, and celebrated in the distinctive, synergistic, and synthetic West Baltimore Heritage, Culture & Economic Hub, and the artwork that is visualized to be placed there. It is crucial to note, that this artwork is not only conceived as a compelling sculpture; its components specifically represent, in a timeless manner that can be shared for generations to come, the paradigms and values of the solution-paths described herein.

Finally, we can easily imagine the valuableness and portability of its community-centric, multidimensional approach to designing and calibrating solutions to community development challenges having applicability and resonance elsewhere across America.

The Project Leadership Team  
November 25, 2022

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## Project Philosophy

The Project synthesizes five philosophical pillars into an innovative pedagogy, knowledge-discovery process, and problem-solving methodology. The pillars are:

- The framing of economic development as an expansion of the capacity and choices individuals have to live lives with dignity and freedoms (Amartya Sen);
- The notion that limited government intervention in the lives of citizens will allow them to build their capacity for problem-solving and agency (John Stuart Mill);
- Imbuing liberal learning to cultivate "humanness" and global citizenship as ethos and core human value in, between and across people (Martha Nussbaum);
- The notion that diverse and disparate stakeholders facing inescapable interdependency with each other in a shared spaces (commons) are incentivized to participate willingly in self-serving mutually beneficial cooperative relationships to further their private interests. This self-serving cooperation simultaneously enhances the collective interests of the community (Eleanor Ostrom);
- The belief that acquiring accurate knowledge about people's wants and desires and how to satisfy them is a decentralized and localized activity. This is so because "different people have access to different information and know different things" (Fredrick Hayek). Mutual learning requires that we assign more than a mere feedback role to community stakeholders and instead recognize them as key drivers of community renewal and a critical source of development initiatives.

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## Foundational Pillars

- Intentional redressing of trust deficit - Through the Social Network Analysis where mapping and analysis of social networking and community trust can empower stakeholders in influencing economic transformation while strengthening weak relationships and leveraging strong ones
- Social solidarity - Community stakeholders adequately mobilized and organized in developing their own innovative approaches to solving the challenges of their community and invested in ensuring successful outcomes while at the same time efficiently allocating risks and responsibilities
- Asset mobilization - Deploying data analysis to identify, awaken and utilize community assets by focusing on the opportunities present in the community rather than deficiencies. West Baltimore historically has a diverse ecosystem in arts and entertainment which can be intertwined with the development goals of the entire community
- Promote synergies within clusters of economic activity - In civic and economic market efficiency of information symmetry and feedback loops is central in interconnected community stakeholders exercising voice and agency in determining and making trade-offs across issues in their community

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## Project Goals

The Project seeks to:

- Engage in mutual learning with stakeholders on the development of the West Baltimore Community's capacity, agency, ownership, and leadership in determining their community's destiny.
- Collaborate with community stakeholders to develop effective information feedback and build trust and social capital for community redevelopment.
- Use multiple methods to identify, awaken, and utilize community assets.
- Demonstrate replicable strategies for market-based solutions.
- Produce an action plan based on community assets and capacity.
- Enhance the use of interdisciplinary pedagogy and learning for civic collaboration.
- Disseminate the project results widely through multiple means and forums.

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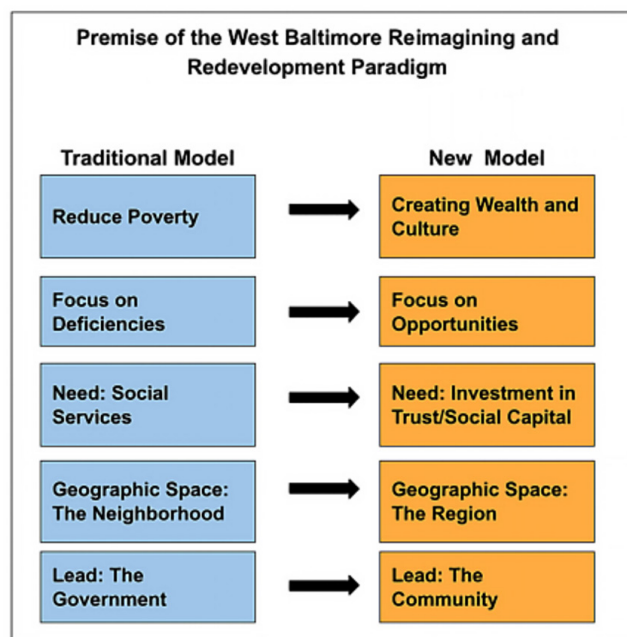
## Guiding Principles

- Commoditizing trust capital as a foundation for building social, economic and cultural capital.
- Proactive public-private-community partnerships with all parties being equal and valued partners and participants.
- Awakening communities' latent assets with wealth building dimensions of entrepreneurial capitalism
- Creating a positive ecosystem for culture and markets to be a source of individual and community wealth and economic development

The paradigm being employed in the West Baltimore project is both the organizing principle and the nexus for connecting student engagement, learning, scholarship and leadership development to the civic purpose, principles, and mission of institutions. It is also essential to improving the wellbeing, aspirations, capacity, and strengthened agency of a community and its stakeholders. The paradigm does so by bestowing centrality to the agency of community stakeholders to collaboratively engage in knowledge-making about their present reality while imagining their aspirational future and the path to its realization.

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## Project Framework



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

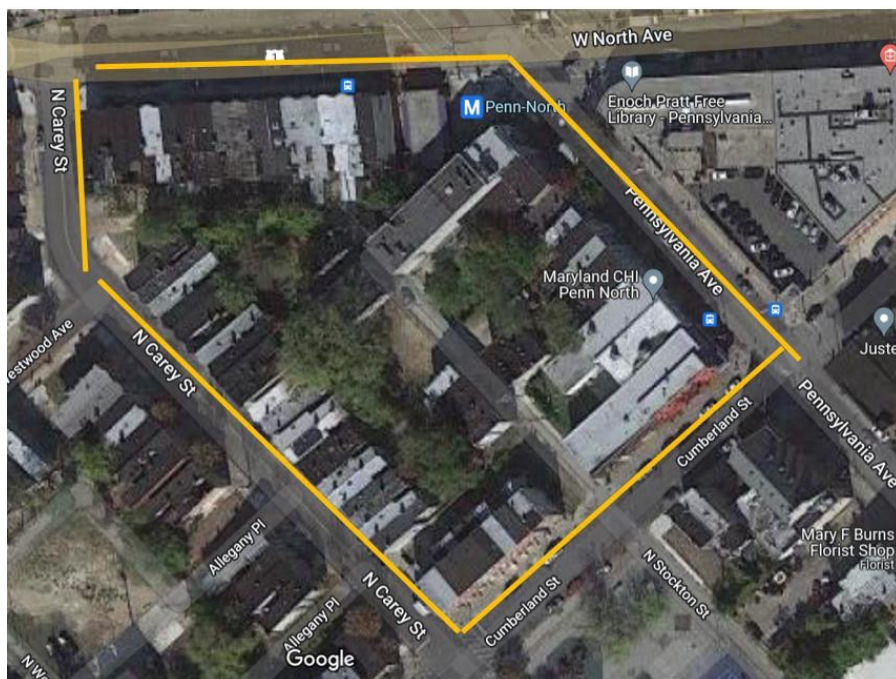
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# West Baltimore Heritage, Culture & Economic Hub

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## West Baltimore Heritage, Culture & Economic Hub



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## Conceptualizing Culture

- the distinctive spiritual, intellectual, emotional, and material traditions and features of a people or society.
- embedded in values, institutions, practices
- shapes individual and collective identity, bounds or expands imagination, influences micro- and macro-economic incentives and behavior
- *can* foster development and the realization of community aspirations and well-being *if* it
  - encourages cooperation, empathy, respect for cultural diversity
  - strengthens civic pride, collective agency, and resilience
  - embraces new ideas and practices aimed at expanding community wealth and inclusive development.

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## Cluster Concept\*

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

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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# Imagining the West Baltimore Heritage, Culture & Economic Hub at the Penn-North City Block\*

In addition to the galleries featuring Smithsonian travel exhibits (on culture, civic voice, civic, social and economic agency, reimagined and redeveloped place identity, individual and community wealth and prosperity), and the visual and studio artistic works of Greater Baltimore artists and creatives, the Penn-North Culture Hub cluster of activities should also consider including the components illustrated in the following slides.

\* This is a conception to demonstrate smart clustering of heritage, culture, and economics for inclusive and sustainable community development. This clustering may be more suited at other locations in the West North Avenue Development Authority project area. No substantive discussions were held with property owners in developing this conception.

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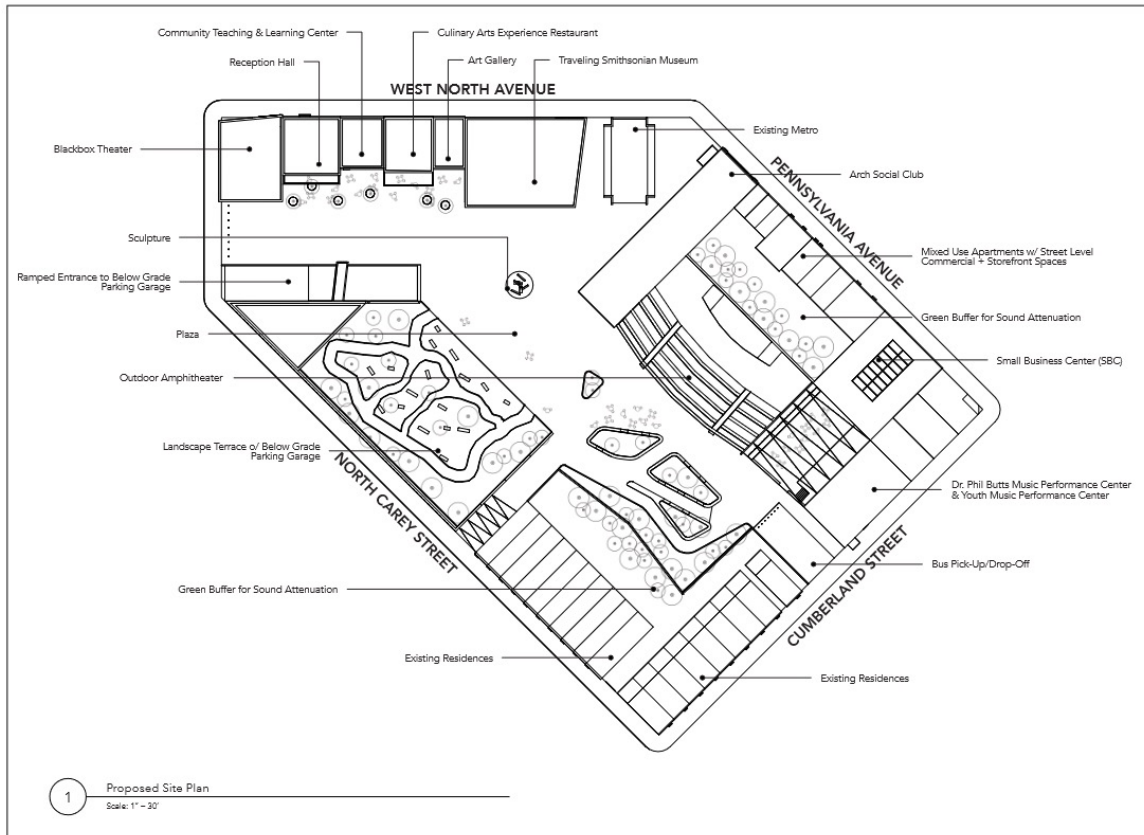
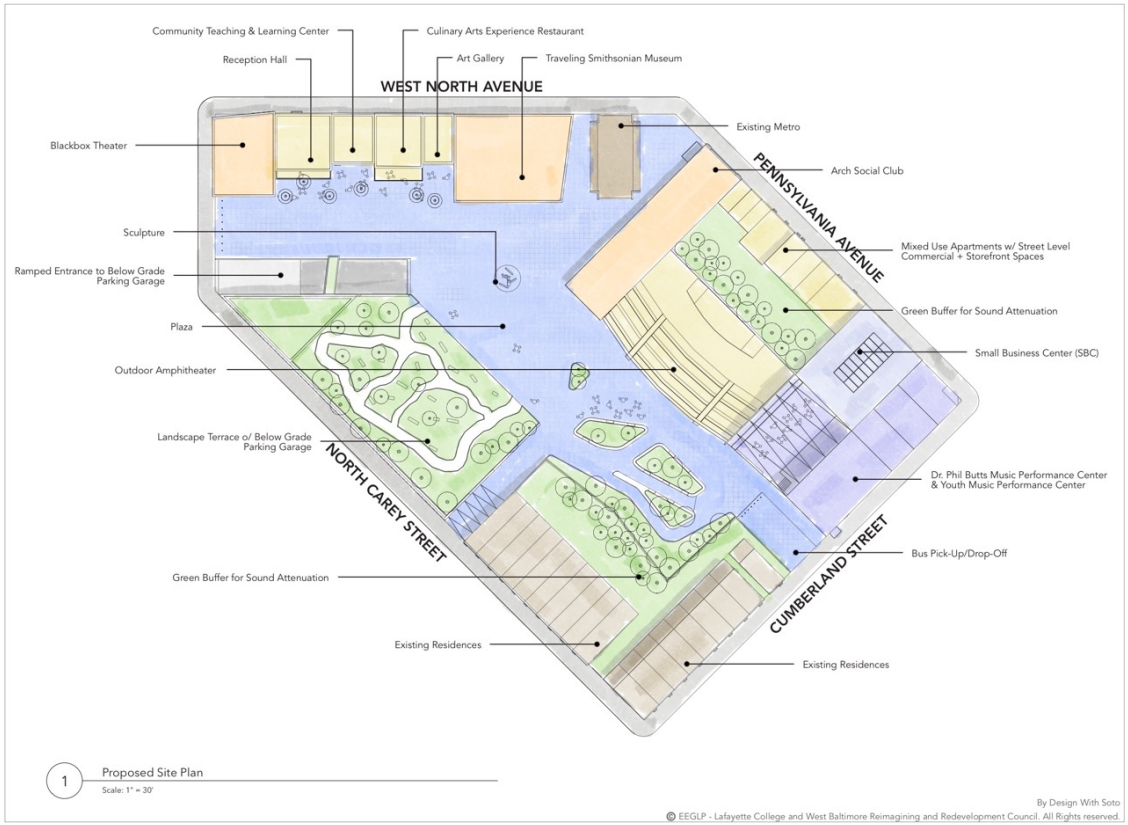
2 Elevation - Pennsylvania Avenue  
Scale: 1" = 10'

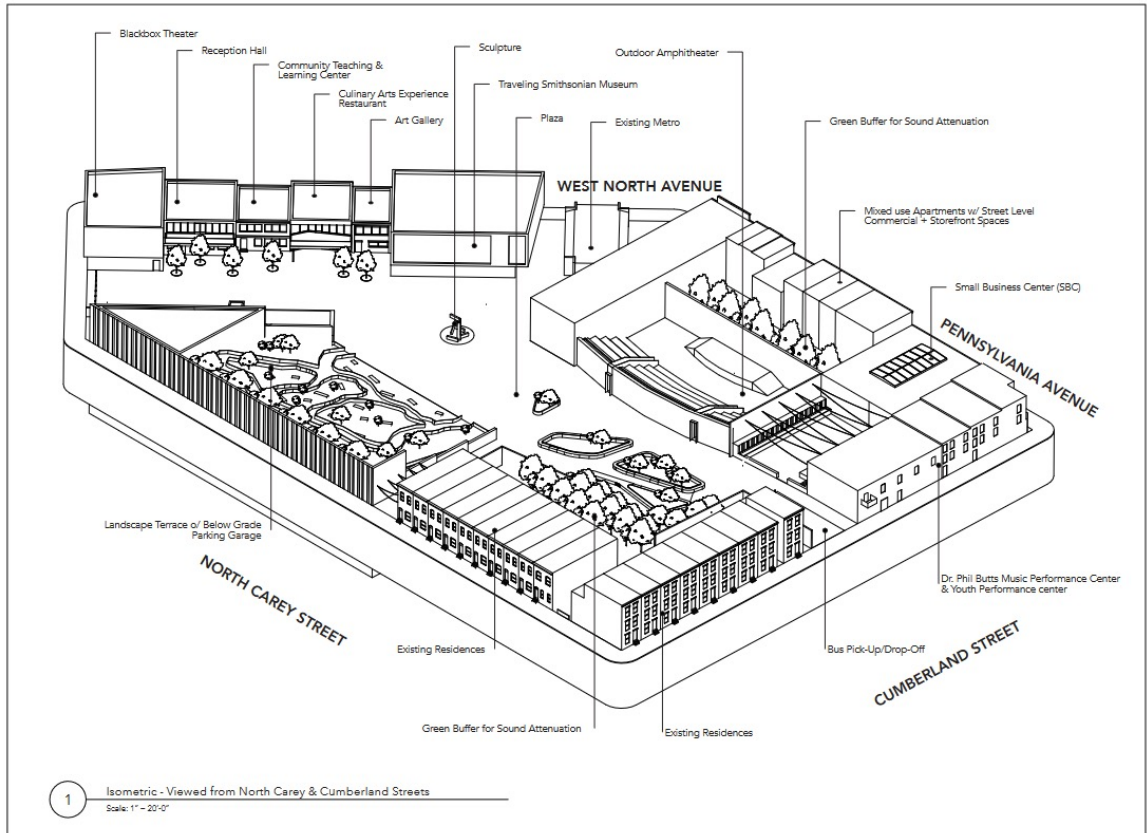
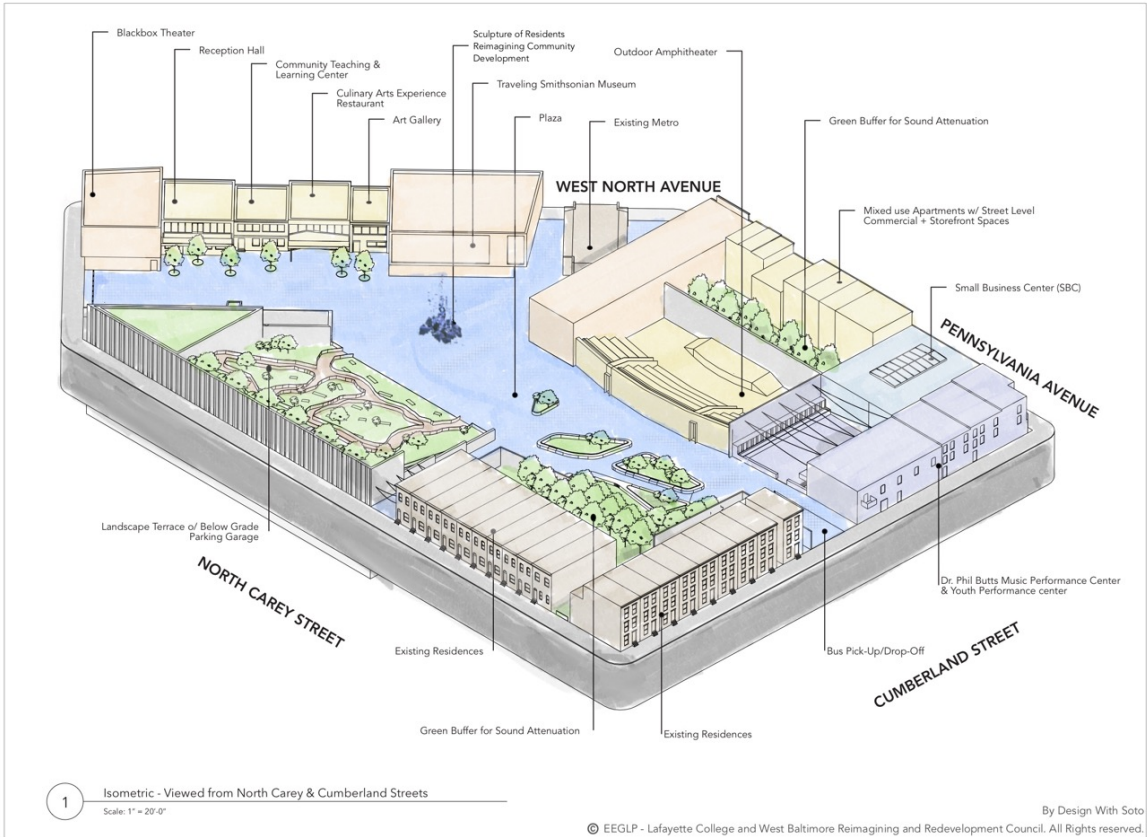
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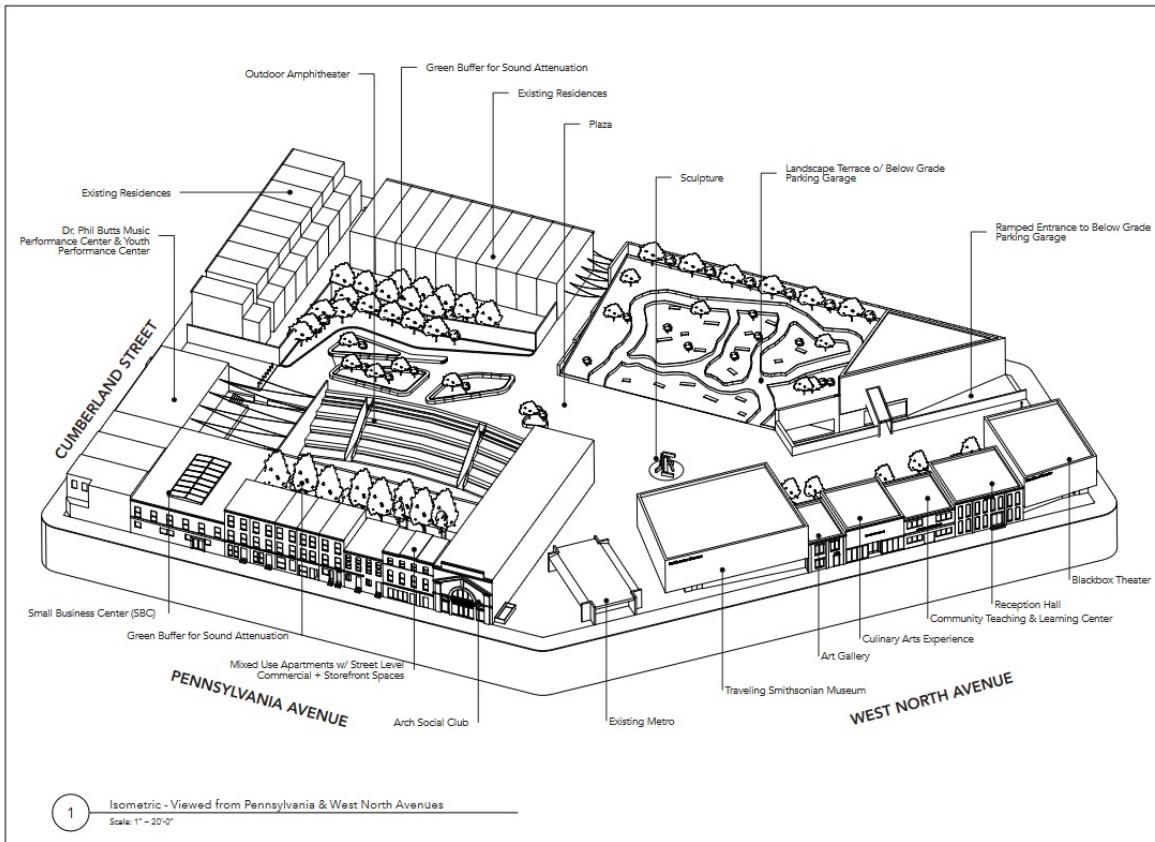
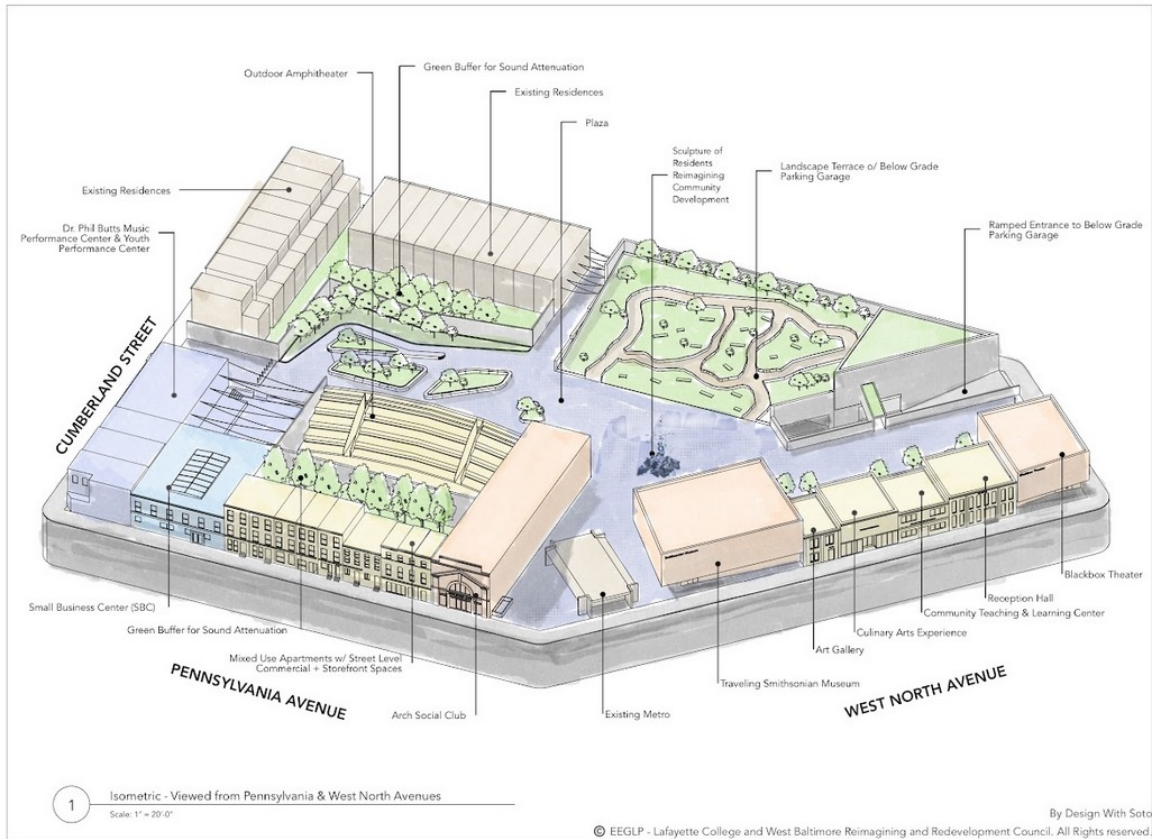


2 Elevation - Pennsylvania Avenue  
Scale: 1" = 10'

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## Clustering on North Avenue (N. Carey Street to Pennsylvania Avenue)

A black box theatre for Greater Baltimore playwrights, spoken word artists and poets, studio and lighting engineers to hone their craft; singers and performers experimenting with diverse musical and presentation genres including, but not limited to, a-Cappella groups, doo-wop (rhythm and blues genre), small band with vocalist, choir/chorale ensemble, Black gospel music groups (human clapping and foot stomping as accompaniment) etc. For example, if intended to synergize and synthesize West Baltimore's rich heritage with its culture and brilliance, the Black Box could be named the Joyce Scott Experimental Black Box Theatre in honoring one of the most brilliant daughters of the Community's soil (<https://www.baltimoremagazine.com/section/artsentertainment/towering-figure-macarthur-fellowship-winner-joyce-j-scott-charts-new-artistic-territory/>):

A moderately priced Black culinary art experience full-service restaurant and cafe with patio (build on/innovate Sheila Johnson's conception (<https://www.essence.com/lifestyle/sheila-johnson-family-reunion-celebration-black-joy>). For a local example of a high-quality, prestigious, moderately priced restaurant see e.g. Lebanese Taverna of East Harbor;

A bi-yearly exhibition of works in studio arts, sculpture, and poetry by greater Baltimore young creatives (pre-teens and teenagers) titled, for example, **Reimagining (Greater) Baltimore**;

A Black-heritage inspired showcase reception hall and multipurpose meeting room; and

An unadorned community meeting/learning space (space takes on, rather than dominates, the identity of the gathering's purpose.)

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## Clustering on Pennsylvania Avenue (North Avenue to Cumberland Street)

- Storefront and commercial spaces at the street level (small ethnic-themed family-style restaurants – dining in or pick-up orders (e.g., \$-rated Ekiben Casual Asian Joint on Eastern Avenue near Broadway, and/or the \$\$ - rated Amicci's and Joe Benny's restaurants in Little Italy));
- Rental apartments in the upper levels;
- **Small Business Center (SBC)** with shared business services (administrative/secretarial/cleaning/printing/meeting room, etc. services) to replace the health/counseling clinic;
- 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, I believe). 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 (according to the economic statistics).

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## Clustering on Cumberland Avenue (Pennsylvania Avenue to N. Carey Street)

replacing the mostly locked-up supermarket with a youth music center (scaled down version of the New Orleans Center for the Creative Arts – NOCCA [[www.nocca.com](http://www.nocca.com)]). Its focus could be on, for example, youths learning technical mastery over music instrument, vocalism, and performance art. A special theme could be on Black heritage music, including Big Band, jazz, swing, scat and blues. The youth could also learn about music engineering. The Center could include, among other things:

- Recording Studio with music production engineering capabilities
- Small performance stage with lighting technologyInstrument teaching and mastery;
- Instrument rooms - piano; string instruments; wind instruments; all orchestra instruments; etc
- Song writing;
- Voice coaching;
- Stagecraft/performance coaching;
- Recording Music studio engineering;

Naming the center the **Dr. Phil Butts Music Performance Center** would brilliantly and honorably synergize and synthesize Baltimore's and the Avenue's heritage, culture and excellence in music design, innovation and performance (<https://www.capitalgazette.com/cg2-arc-398fc82f-2b54-5ee6-b18e-1e44a626fdde-20120517-story.html>).

## At the corner of North Carey Street and Stockton Street

looking towards Cumberland Avenue, a creatively and attractively designed multi/bi-level parking garage and entrance. 29



# Economic and Social Mobility Analysis

## Neighborhood Characteristics and Social Mobility

	Baltimore City
<b>CHILDREN'S OUTCOMES IN ADULTHOOD</b>	
Fraction in top 20% based on household income	8.6%
Fraction staying in same tract as adults	22%
<b>NEIGHBORHOOD CHARACTERISTICS</b>	
Median Rent 2012-16	\$1,000
Median HHold income of residents 2012-16	\$47,000
Job Growth Rate from 2004-2013	0.6%
Poverty Rate in 2012-16	23%
Fraction college graduates in 2012-16	28%
Fraction non-white in 2010	72%
Foreign-born share in 2012-16	7.7%
Fraction single parents in 2012-16	57%
Population Density in 2010	7.7k/mi <sup>2</sup>
Density of Jobs in 2013	3.3k/mi <sup>2</sup>
Fraction with Short Work Commutes in 2012-16	16%
Census Response Rate (social capital proxy)	76%

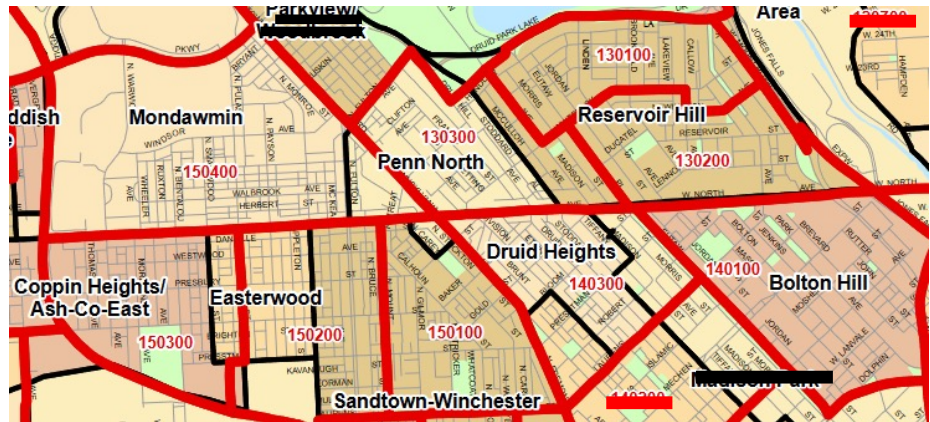
The neighborhoods in which children grow up affect their social mobility.

The following charts present social mobility outcomes and neighborhood characteristics for Baltimore City, Penn-North Census Tracts, the Greater Baltimore Area, and highly successful black communities with a vibrant art and culture sector.

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

# Baltimore City – Penn-West-North Census Tracts Neighborhood Correspondence

- Tract 24510150100, Sandtown-Winchester
- Tract 24510150200, Easterwood
- Tract 24510130300, Penn North
- Tract 24510140300, Druid Heights
- Tract 24510150400, Mondawmin
- Tract 24510130100, Reservoir Hill A (north, bordering Druid Hill Park)
- Tract 24510130200, Reservoir Hill B (south, bordering North Ave)
- Tract 24510140100, Bolton Hill
- Tract 24510150300, Coppin Heights



Excerpt, Baltimore City Planning Department.

<https://planning.baltimorecity.gov/sites/default/files/Neighborhood%20Statistical%20Areas%20with%20Census%20Tracts.pdf>

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## Neighborhood Characteristics and Social Mobility Baltimore City vs. Penn-West-North Census Tracts

PENN-WEST-NORTH CENSUS TRACTS	Baltimore City	Sandtown-Winchester	Easterwood	Penn North	Druid Heights	Mondawmin	Reservoir Hill A	Reservoir Hill B	Bolton Hill	Coppin Heights
<b>CHILDREN'S OUTCOMES IN ADULTHOOD</b>										
Fraction in top 20% based on household income	8.6%	1.7%	1.5%	3%	2.3%	2.4%	1.0%	4.9%	18%	4.3%
Fraction staying in same tract as adults	22%	24%	19%	21%	20%	25%	16%	22%	8.1%	19%
<b>NEIGHBORHOOD CHARACTERISTICS</b>										
Median Rent 2012-16	\$1,000	\$401	\$895	\$976	\$955	\$911	\$801	\$959	\$848	\$1,000
Median HHold income of residents 2012-16	\$47,000	\$19,000	\$41,000	\$31,000	\$24,000	\$36,000	\$25,000	\$39,000	\$46,000	\$34,000
Job Growth Rate from 2004 -2013	0.6%	2.7%	0.9%	10%	-11%	2.8%	-7%	-7.9%	2%	15%
Poverty Rate in 2012-16	23%	47%	26%	33%	43%	16%	34%	35%	18%	23%
Fraction college graduates in 2012-16	28%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fraction non-white in 2010	72%	99%	99%	98%	96%	99%	94%	89%	46%	99%
Foreign-born share in 2012-16	7.7%	0.9%	0.9%	2%	2.9%	2.2%	1.4%	5%	15%	3.7%
Fraction single parents in 2012-16	57%	100%	65%	69%	75%	79%	71%	86%	0% *	56%
Population Density in 2010	7.7k/mi <sup>2</sup>	22k/mi <sup>2</sup>	17k/mi <sup>2</sup>	16k/mi <sup>2</sup>	15k/mi <sup>2</sup>	12k/mi <sup>2</sup>	22k/mi <sup>2</sup>	21k/mi <sup>2</sup>	23k/mi <sup>2</sup>	16k/mi <sup>2</sup>
Density of Jobs in 2013	3.3k/mi <sup>2</sup>	1.6k/mi <sup>2</sup>	926/mi <sup>2</sup>	2.8k/mi <sup>2</sup>	1.8k/mi <sup>2</sup>	3.6k/mi <sup>2</sup>	205/mi <sup>2</sup>	659/mi <sup>2</sup>	3.0k/mi <sup>2</sup>	1.8k/mi <sup>2</sup>
Fraction with Short Work Commutes in 2012-16	16%	4.3%	9.5%	28%	11%	14%	7.6%	23%	25%	7.4%
Census Response Rate (social capital proxy)	76%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

Note: \* reported as 0% in Opportunity Atlas.

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## Neighborhood Characteristics and Social Mobility Baltimore vs. Greater Baltimore Area

	Baltimore City	Anne Arundel	Baltimore County	Carroll County	Cecil County	Harford County	Howard County
<b>CHILDREN'S OUTCOMES IN ADULTHOOD</b>							
Fraction in top 20% based on household income	8.6%	30%	28%	32%	23%	29%	39%
Fraction staying in same tract as adults	22%	21%	21%	19%	24%	20%	16%
<b>NEIGHBORHOOD CHARACTERISTICS</b>							
Median Rent 2012-16	\$1,000	\$1,600	\$1,300	\$1,100	\$1,000	\$1,200	\$1,800
Median HHold income of residents 2012-16	\$47,000	\$94,000	\$73,000	\$89,000	\$68,000	\$82,000	\$120,000
Job Growth Rate from 2004 -2013	0.6%	0.8%	0.5%	0.1%	0.4%	0.5%	1.2%
Poverty Rate in 2012-16	23%	6.1%	10%	5.8%	11%	7.7%	4.9%
Fraction college graduates in 2012-16	28%	39%	37%	34%	23%	34%	61%
Fraction non-white in 2010	72%	28%	37%	8.8%	13%	21%	41%
Foreign born share in 2012-16	7.7%	8.1%	12%	3.6%	3.3%	5.4%	20%
Fraction single parents in 2012-16	57%	26%	33%	21%	29%	26%	22%
Population Density in 2010	7.7k/mi <sup>2</sup>	1.3k/mi <sup>2</sup>	1.3k/mi <sup>2</sup>	373/mi <sup>2</sup>	292/mi <sup>2</sup>	560/mi <sup>2</sup>	1.1k/mi <sup>2</sup>
Density of Jobs in 2013	3.3k/mi <sup>2</sup>	674/mi <sup>2</sup>	688k/mi <sup>2</sup>	197/mi <sup>2</sup>	139/mi <sup>2</sup>	290/mi <sup>2</sup>	650/mi <sup>2</sup>
Fraction with Short Work Commutes in 2012-16	16%	20%	18%	19%	22%	20%	17%
Census response Rate (social capital proxy)	76%	81%	80%	85%	80%	83%	83%

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

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## Black Success Counties

### Comparison group of Black Success Counties

- Prince George's County, MD (pop. 967,201)\*
- District of Columbia (pop. 689,545)
- Fulton County, GA (pop. 1,066,710; Atlanta: 498,602)
- Mecklenburg County, NC (pop. 1,115,482; Charlotte: 874,541)

### Selection Criteria\*\*

- **Black Success**
  - high African-American population share
  - high levels of household income, self-employment and/or homeownership rates among African Americans
- **Arts Vibrancy**
  - high per capita level of arts activity in a community
  - arts vibrancy scores for all 3,100 U.S. counties are based on three composite measures: Arts Providers (supply), Arts Dollars (demand), government support (\$ funding, # grants) \*\*\*

\* Population figures: April 1, 2020, estimates. Census.gov/quickfacts

\*\* See Appendix for further details and sources.

\*\*\* SMU DataArts <https://sites.smu.edu/Meadows/ArtsVibrancyMap/>

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# Neighborhood Characteristics and Social Mobility Baltimore City vs. Black Success Counties

	Baltimore City	District of Columbia	Mecklenburg County, NC (Charlotte)	Fulton County, GA (Atlanta)	Prince George's County, MD
<b>CHILDREN'S OUTCOMES IN ADULTHOOD</b>					
Fraction in top 20% based on household income	8.6%	20%	20%	21%	17%
Fraction staying in same tract as adults	22%	23%	17%	17%	22%
<b>NEIGHBORHOOD CHARACTERISTICS</b>					
Median Rent 2012-16	\$1,000	\$1,500	\$1,100	\$1,200	\$1,600
Median HHold income of residents 2012-16	\$47,000	\$81,000	\$65,000	\$70,000	\$79,000
Job Growth Rate from 2004 -2013	0.6%	1.9%	2.6%	1%	0.8%
Poverty Rate in 2012-16	23%	19%	14%	17%	11%
Fraction college graduates in 2012-16	28%	54%	42%	49%	31%
Fraction non-white in 2010	72%	65%	49%	59%	85%
Foreign-born share in 2012-16	7.7%	14%	15%	12%	21%
Fraction single parents in 2012-16	57%	44%	36%	42%	43%
Population Density in 2010	7.7k/mi <sup>2</sup>	9.9k/mi <sup>2</sup>	1.8k/mi <sup>2</sup>	1.7k/mi <sup>2</sup>	1.8k/mi <sup>2</sup>
Density of Jobs in 2013	3.3k/mi <sup>2</sup>	5.6k/mi <sup>2</sup>	948/mi <sup>2</sup>	887/mi <sup>2</sup>	937/mi <sup>2</sup>
Fraction with Short Work Commutes in 2012-16	16%	13%	21%	19%	11%
Census response rate (social capital proxy)	76%	78%	78%	75%	76%

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

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BALTIMORE CITY	Output	Labor Income	Total Employment	Avg Labor Income	Total Value Added	Employment per \$1M Output
<b>Baltimore City - All Industries (excl Owner Occupied Dwellings)</b>	\$80,507,464,559	\$35,275,658,545	439,794	\$80,209	\$51,003,538,628	5.5
<b>Business Services</b>						
476 - Services to buildings	\$339,293,619	\$148,715,654	3,817	\$38,961	\$199,358,430	11.3
473 - Business support services	\$120,191,140	\$90,336,115	1,403	\$64,386	\$78,235,828	11.7
471 - Facilities support services	\$66,076,241	\$20,503,466	413	\$49,692	\$29,999,348	6.2
<b>Health Services</b>						
486 - Outpatient care centers	\$538,894,891	\$320,407,396	5,162	\$62,074	\$294,488,544	9.6
491 - Nursing and community care facilities	\$437,586,667	\$235,041,892	4,855	\$48,414	\$270,623,920	11.1
485 - Offices of other health practitioners	\$196,862,242	\$94,043,090	1,618	\$58,137	\$152,892,106	8.2
493 - Individual and family services	\$192,542,192	\$171,112,720	4,484	\$38,160	\$135,454,810	23.3
488 - Home health care services	\$183,178,833	\$153,154,431	2,844	\$53,855	\$146,945,192	15.5
489 - Other ambulatory health care services	\$147,245,379	\$82,489,204	1,234	\$66,822	\$95,496,184	8.4
492 - Residential mental retardation, mental health, substance abu	\$115,287,801	\$68,098,833	1,575	\$43,248	\$75,600,833	13.7
487 - Medical and diagnostic laboratories	\$85,761,047	\$39,613,004	444	\$89,222	\$63,783,320	5.2
<b>Arts &amp; Entertainment</b>						
500 - Promoters of performing arts and sports and agents for publi	\$112,039,273	\$52,835,695	752	\$70,294	\$77,359,571	6.7
496 - Performing arts companies	\$103,561,442	\$62,394,039	837	\$74,533	\$79,223,246	8.1
501 - Museums, historical sites, zoos, and parks	\$81,297,750	\$35,616,078	865	\$41,190	\$46,468,024	10.6
499 - Independent artists, writers, and performers	\$78,008,919	\$29,966,020	165	\$181,269	\$71,255,529	2.1
<b>Hospitality</b>						
507 - Hotels and motels, including casino hotels	\$965,523,729	\$393,695,499	6,074	\$64,819	\$727,063,248	6.3
509 - Full-service restaurants	\$704,711,125	\$302,413,426	8,956	\$33,768	\$460,780,582	12.7
510 - Limited-service restaurants	\$703,829,219	\$220,729,244	8,173	\$27,006	\$369,459,378	11.6
511 - All other food and drinking places	\$688,415,874	\$340,550,956	8,904	\$38,246	\$491,581,605	12.9
420 - Scenic and sightseeing transportation and support activities f	\$492,483,526	\$235,181,318	3,158	\$74,464	\$254,189,547	6.4
<b>Miscellaneous Services</b>						
520 - Other personal services	\$172,172,137	\$92,527,791	3,048	\$30,358	\$117,604,603	17.7
517 - Personal care services	\$43,765,245	\$39,873,088	1,461	\$27,292	\$30,467,805	33.4
525 - Private households	\$36,613,974	\$36,613,974	1,675	\$21,855	\$36,613,974	45.8
<b>Individual Industries</b>						
522 - Grantmaking, giving, and social advocacy organizations	\$982,364,768	\$208,290,517	3,137	\$66,403	\$672,672,171	3.2
422 - Warehousing and storage	\$745,020,005	\$344,102,434	7,981	\$43,114	\$394,371,098	10.7
406 - Retail - Food and beverage stores	\$331,795,972	\$146,607,692	4,332	\$33,847	\$207,491,043	13.1

## Comparison of Selected Industries in Baltimore City

The project seeks to understand the economic dimensions of different industries and their impact on the economic development and prosperity of the targeted area.

The income and employment characteristics of the **Health Services** sector(selected) holds the possibility of revitalization without gentrification and displacement.

Source: Authors' calculations based on data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078. [www.IMPLAN.com](http://www.IMPLAN.com)

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## Economic Impact Analysis

Economic Impact Analysis estimates the impact that a new activity (project, program, or policy) generates in the economy of a specified region. Impact measures include the number of jobs and the total dollar value of output and labor income.

**The total impact is the sum of:**

- Direct impact:** the production changes made by producers or new expenditures by consumers that result from a new activity
- Indirect impact:** business-to-business purchases throughout the study area’s supply-chain resulting from the initial industry’s input purchases. Regional businesses benefitting from this first round of input purchases in turn create further rounds to ripple throughout the local supply chain and add to the overall impact.
- Induced impact:** additional household spending of disposable labor income generated by new economic activity.

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## Economic Impact Analysis – A Demonstration

Impact	Employment	Labor Income	Value Added	Output
Direct	13.38	\$408,509	\$648,332	\$1,100,000
Indirect	1.63	\$128,497	\$213,642	\$357,495
Induced	0.77	\$46,739	\$86,694	\$133,259
<b>Total Effect</b>	<b>15.77</b>	<b>\$583,745</b>	<b>\$948,668</b>	<b>\$1,590,754</b>
<b>Multiplier*</b>	<b>1.179</b>	<b>1.429</b>	<b>1.463</b>	<b>1.446</b>

Source: Authors' calculations based on data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078. [www.IMPLAN.com](http://www.IMPLAN.com)

\* Multiplier = Total Effect / Direct Effect

\*\* Restaurants in Baltimore City are estimated to earn an average daily revenue of \$1,509, for an annual total of approximately \$550,000.

<https://www.womply.com/state-of-local-restaurants-2020/Baltimore-MD-restaurants-2020>

Notes:

**Output** represents the value of an industry’s total production (final & intermediate goods & services).

**Value Added** refers to the difference between Output and the cost of Intermediate Inputs (that is goods & services used in production and purchased from other industries or imported). **Value Added is equivalent to the Industry’s contribution to GDP and a measure of wealth creation.**

**Labor Income** = Employee Compensation + Proprietor Income

**Total Employment** includes both wage & salary employment and proprietors.

<https://support.implan.com/hc/en-us/categories/1500000107962-Glossary>

**Study area:** Baltimore City

**New activity:** Two newly established restaurants at the West Baltimore Heritage, Culture & Economic Hub

**Direct Effect:** **\$1.1 million in new restaurant output.\*\***  
This is associated with 13 new jobs and over \$400,000 in labor income.

**Indirect Effect:**

Intermediate inputs, including ingredients, energy, and services such as cleaning or accounting, are sourced in part from within Baltimore City, creating additional business for regional suppliers. The initial \$1.1 million in new restaurant spending indirectly supports additional output (\$357,495), labor income (\$128,497), and jobs (1.63).

**Induced effect:**

Employees at the two restaurants and throughout the supply chain spend part of their labor income in Baltimore City. Induced household spending in industries like health care, food and individual & family services provides further economic stimulus.

**Total effect:**

Indirect and induced effects combined augment the initial spending injection of \$1.1 million by about 45%. A similar multiplier effect applies to labor income, value added, and (to a lesser extent) to job creation.

**See Appendix for top 25 beneficiary industries and for analysis of other activities under the WB Heritage, Culture & Economic Hub.**<sup>39</sup>

# Economic Impact Analysis

## Baltimore City & Black Success Counties

### New Activity: \$1.1 million in new restaurant output

Impact	BALTIMORE CITY				PRINCE GEORGE'S COUNTY, MD				DISTRICT OF COLUMBIA			
	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output
Direct	13.38	\$408,509	\$648,332	\$1,100,000	14.73	\$365,943	\$606,813	\$1,100,000	11.9	\$454,764	\$700,802	\$1,100,000
Indirect	1.63	\$128,497	\$213,642	\$357,495	1.68	\$84,502	\$136,277	\$265,025	1.2	\$121,221	\$180,894	\$294,553
Induced	0.77	\$46,739	\$86,694	\$133,259	0.78	\$32,344	\$70,101	\$116,353	0.6	\$45,657	\$73,295	\$107,873
<b>Total Effect</b>	<b>15.77</b>	<b>\$583,745</b>	<b>\$948,668</b>	<b>\$1,590,754</b>	<b>17.19</b>	<b>\$482,788</b>	<b>\$813,191</b>	<b>\$1,481,378</b>	<b>13.7</b>	<b>\$621,642</b>	<b>\$954,991</b>	<b>\$1,502,425</b>
<b>Multiplier</b>	<b>1.179</b>	<b>1.429</b>	<b>1.463</b>	<b>1.446</b>	<b>1.167</b>	<b>1.319</b>	<b>1.340</b>	<b>1.347</b>	<b>1.151</b>	<b>1.367</b>	<b>1.363</b>	<b>1.366</b>

Impact	FULTON COUNTY, GA (Atlanta)				MECKLENBURG COUNTY, NC (Charlotte)			
	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output
Direct	14.65	\$396,345	\$607,179	\$1,100,000	13.96	\$460,387	\$629,867	\$1,100,000
Indirect	2.16	\$182,171	\$303,253	\$499,017	2.28	\$173,302	\$287,132	\$500,317
Induced	0.92	\$57,759	\$104,070	\$160,196	1.81	\$104,724	\$191,857	\$304,965
<b>Total Effect</b>	<b>17.73</b>	<b>\$636,274</b>	<b>\$1,014,503</b>	<b>\$1,759,213</b>	<b>18.05</b>	<b>\$738,413</b>	<b>\$1,108,856</b>	<b>\$1,905,282</b>
<b>Multiplier</b>	<b>1.210</b>	<b>1.605</b>	<b>1.671</b>	<b>1.599</b>	<b>1.293</b>	<b>1.604</b>	<b>1.760</b>	<b>1.732</b>

**Baltimore City is not an outlier in comparison to the art-vibrant Black Success Counties across America.**

See Appendix for analysis of other activities under the WB Heritage, Culture & Economic Hub.

Source: Authors' calculations based on data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078. [www.IMPLAN.com](http://www.IMPLAN.com)

# Social Network Analysis

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## Importance of Social Network Analysis

### What is Social Network Analysis?

- Provides a tool to study a community's social structures by mapping the relationships and interactions between individuals, institutions and/or organizations

### Why is it important for the West Baltimore Redevelopment Project?

- Social network analysis maps out the relationships between organizations within the ecosystem that is being studied. In essence it speaks to the strength of the intensity of the feedback loop that governs how well the issues of organizations or community groups are heard and influential. Understanding social networks therefore is critical to conceptualizing, designing and calibrating redevelopment initiatives.

### Theory

- **Social Networking -> Social Capital -> Economic Development**

### How do we measure it?

- Centrality measures in social networks



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## Centrality Measures

- **What are they?**

Centrality measures are a mathematical way to describe the level of connectedness of a node (organization) in a network (community). They assign numbers to indicate how well a node is connected within the network.
- **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, among them Degree, Betweenness, Closeness and Impactfulness.
- **Why?**

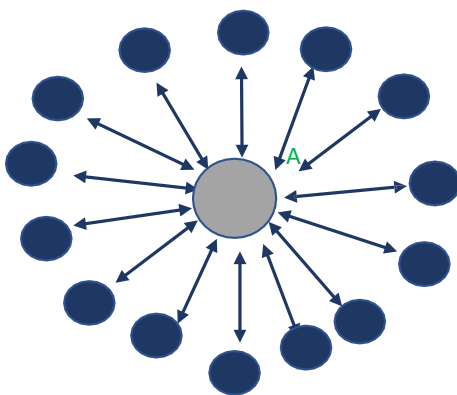
Centrality measures allow for the assessment of a community's social capital, for instance by identifying organizations that may face limitations due to their weak relationships, or by providing a ranking of different geographical areas or institutional categories in terms of their levels of connectedness.

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## Degree Centrality

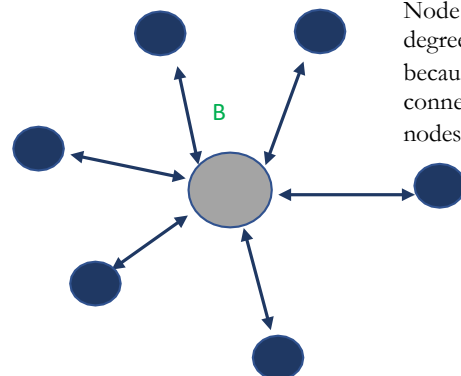
An organization is said to have a strong Degree Centrality when it has many connections. Thus, Degree Centrality measures how "popular" a node is and how many connections it has.

### Stronger Degree



Node A has a strong degree centrality because it is connected with 14 nodes.

### Weaker Degree



Node B has a weak degree centrality because it is only connected with 6 nodes.

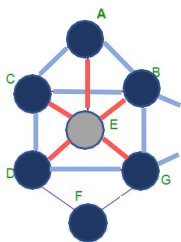
44



## Betweenness Centrality

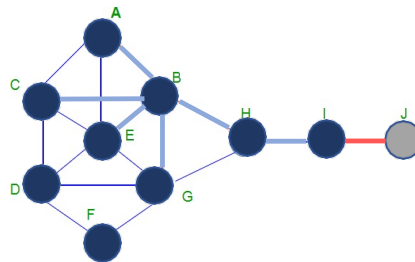
A node is said to have a strong Betweenness Centrality when it acts as a bridge between other nodes or regions in the network. This type of node does not necessarily have many connections, but it should allow nodes to reach other nodes easily.

### Stronger Betweenness



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

### Weaker Betweenness



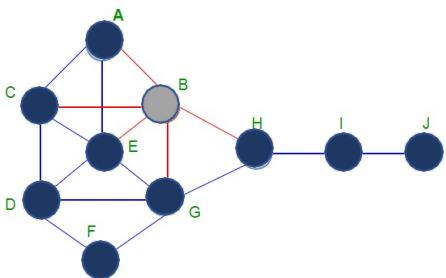
Node J has a weak betweenness centrality because it bridges between only one node.

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## Closeness Centrality

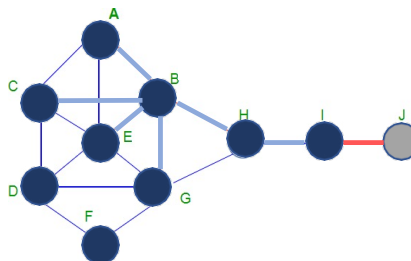
A node is said to have a strong Closeness Centrality when it has the ability to go through the network easily. This type of node can reach isolated nodes as well as popular nodes in short distance.

### Stronger Closeness



Node B has a strong closeness centrality because at most, it needs to travel through three edges to reach any node in the network.

### Weaker Closeness



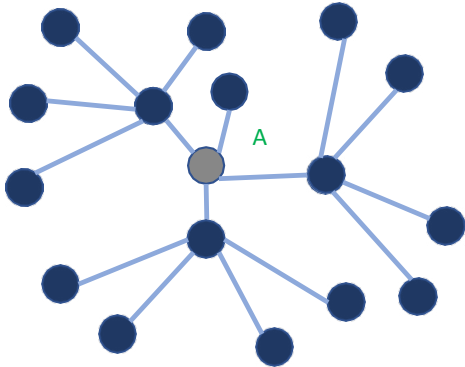
Node J has a weak closeness centrality because it needs to go through many edges to reach most of the nodes in the network. It needs to go through at least 4 edges to reach node C.

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## 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 only tied with president of the United States and does not have any other relationships, then the entity will score high impactfulness regardless of the fact that it only has 1 relationship.

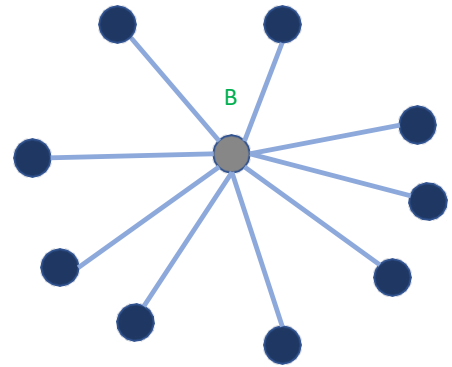
### Stronger Impactfulness



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

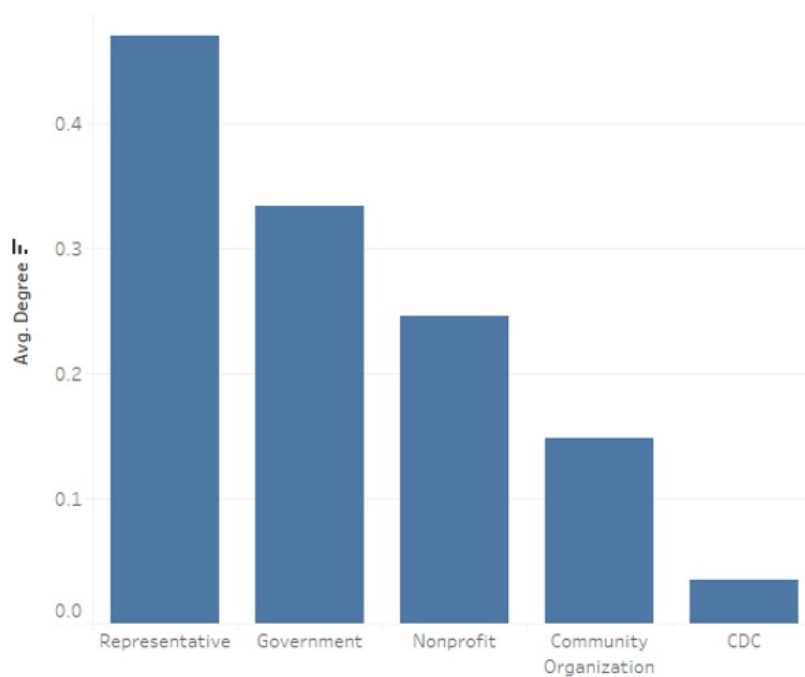
It can be seen that B's relationships are not connected to anything other than B. In contrast, we find A's few relationships to be connected with other entities, which makes A more impactful.

### Weaker Impactfulness



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

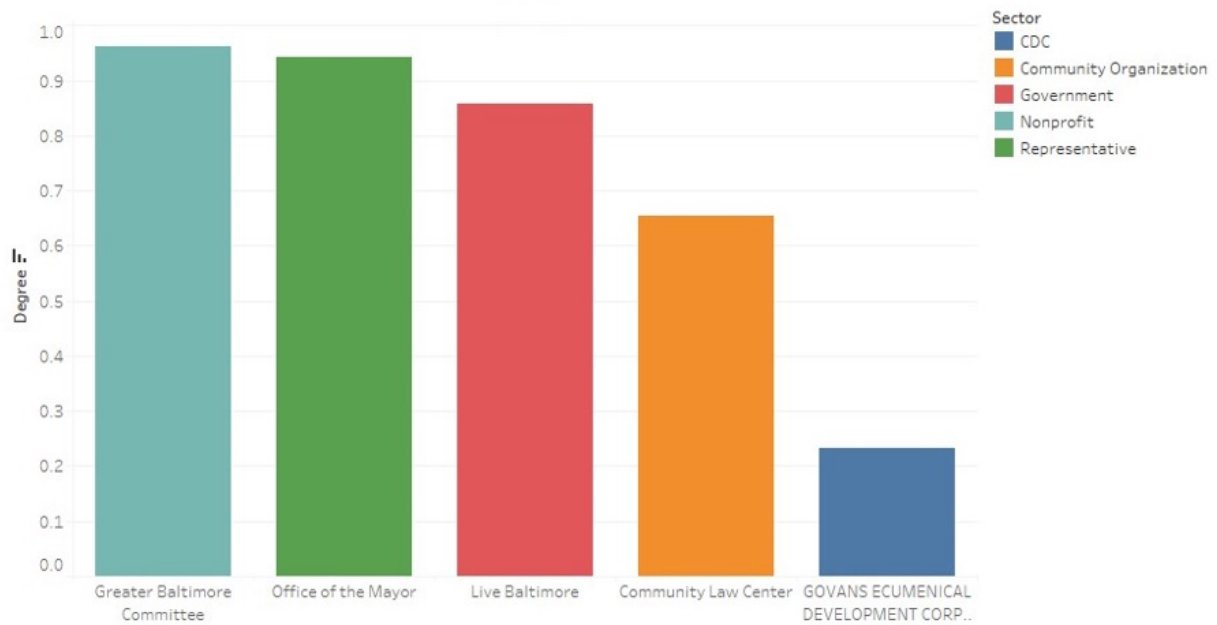


It is noteworthy that the CDCs have low connectivity with and across Baltimore City organizations and hence low social capital.

See Appendix for data source and methodology.

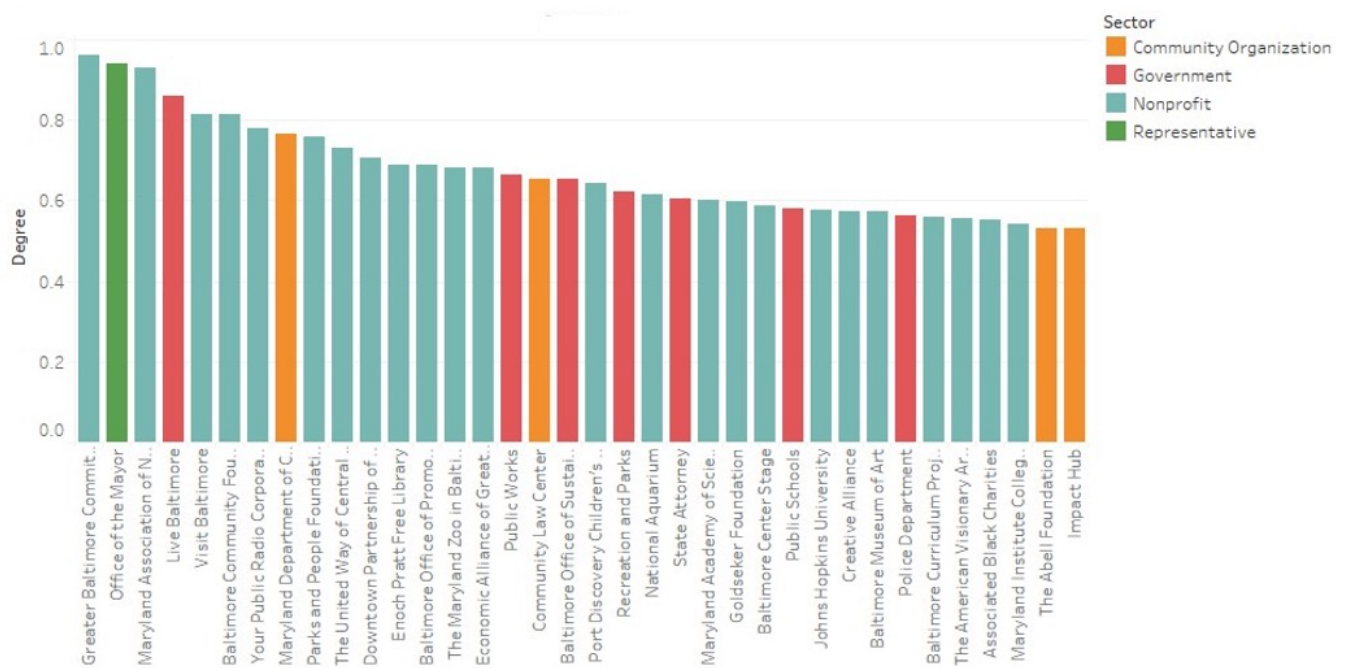
48

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



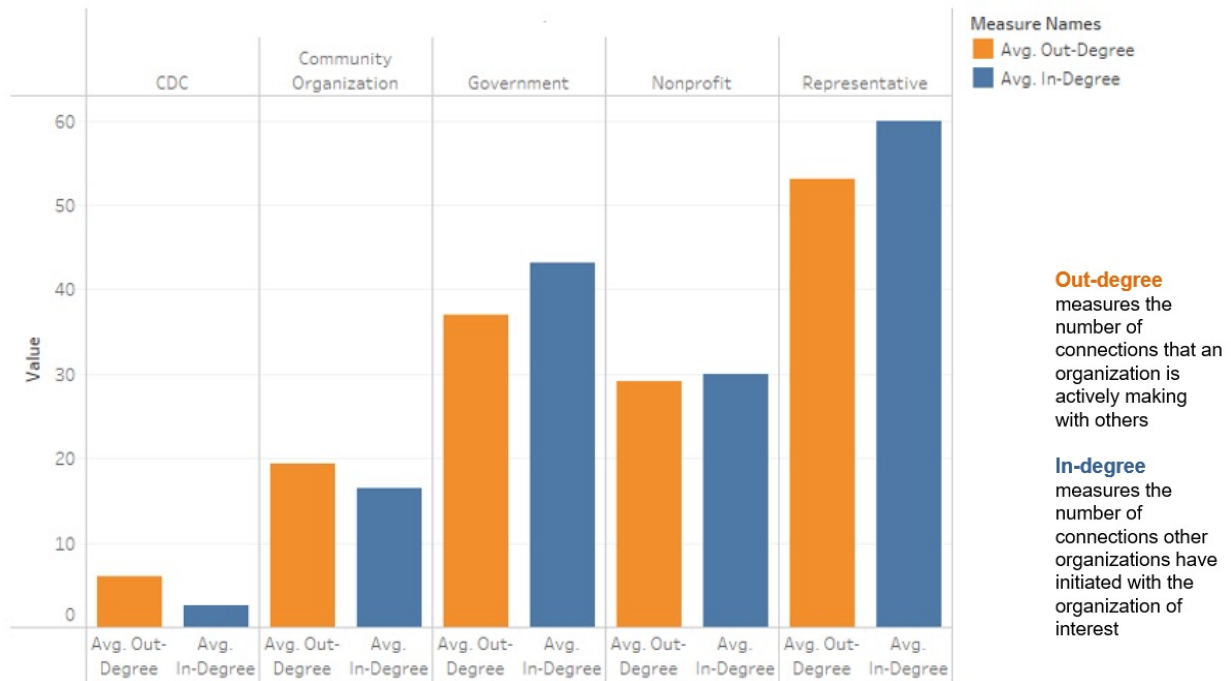
49

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



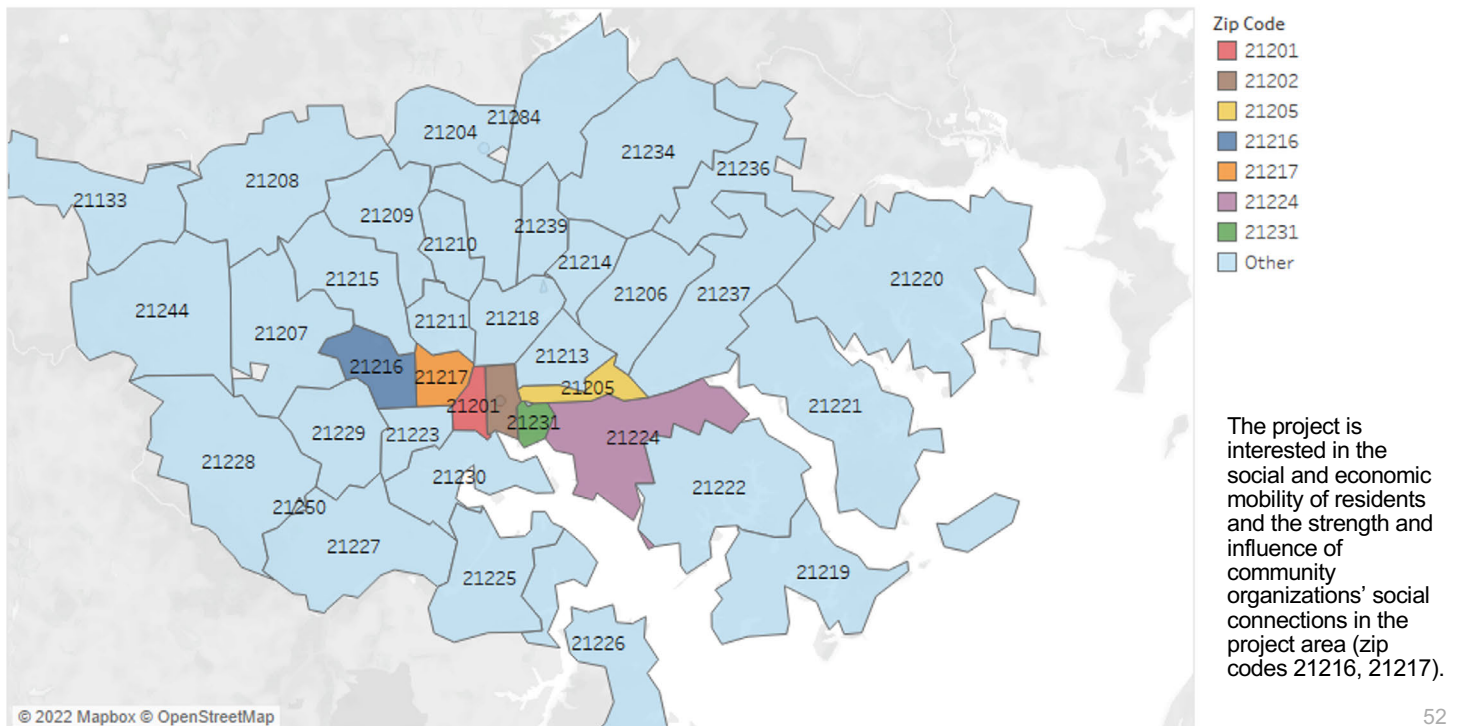
50

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



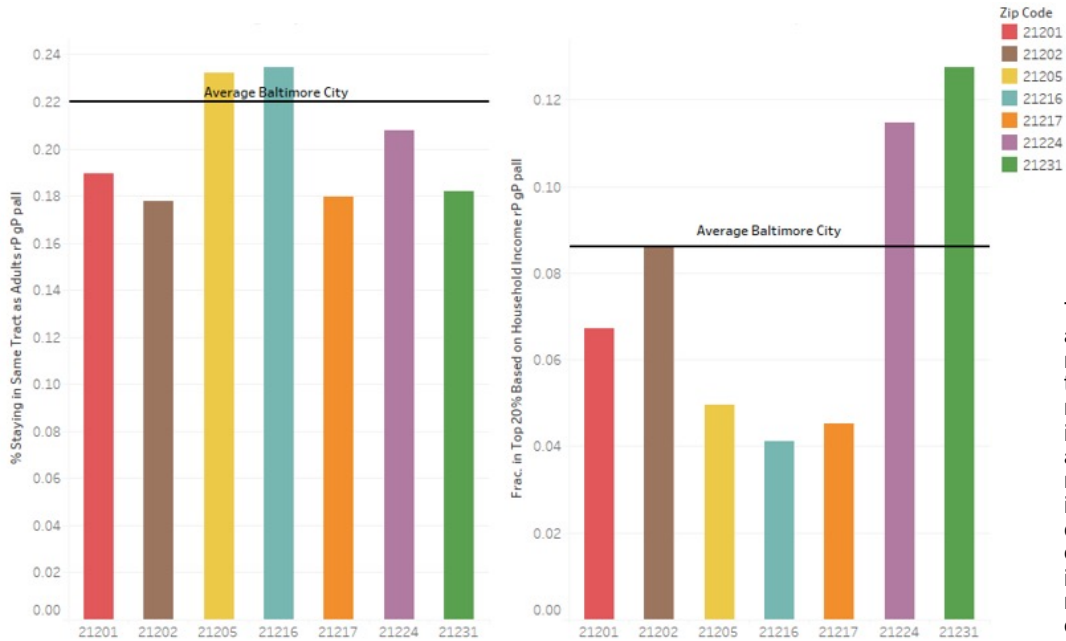
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## Baltimore City: Target Area of Interest by Zip Code



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## Social and Economic Mobility Indicators by Zip Code



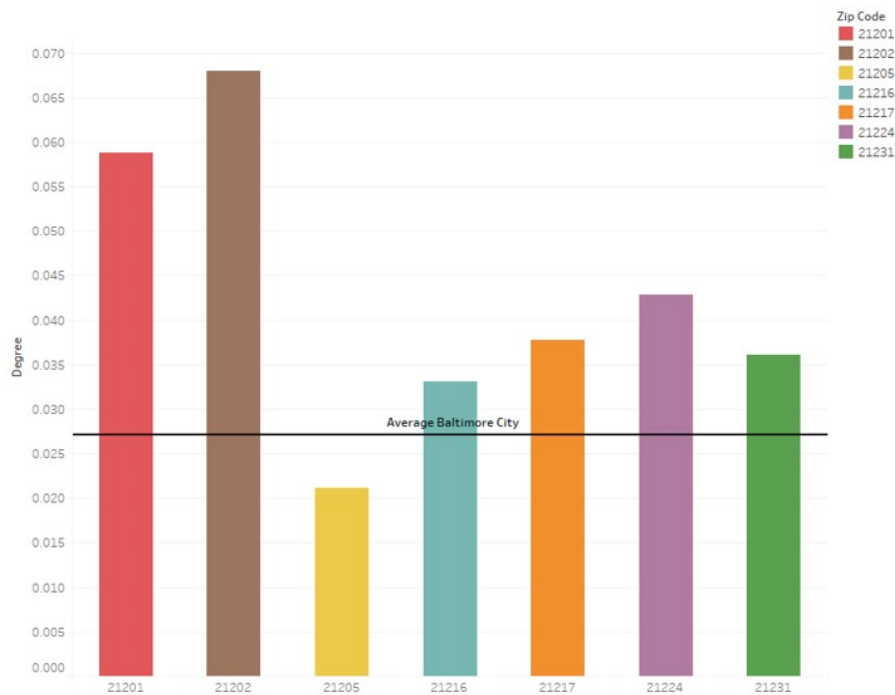
"Fraction of children who grew up in this area who in 2015 still live in one of the Census tracts in which they grew up." – Opportunity Atlas.

"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.

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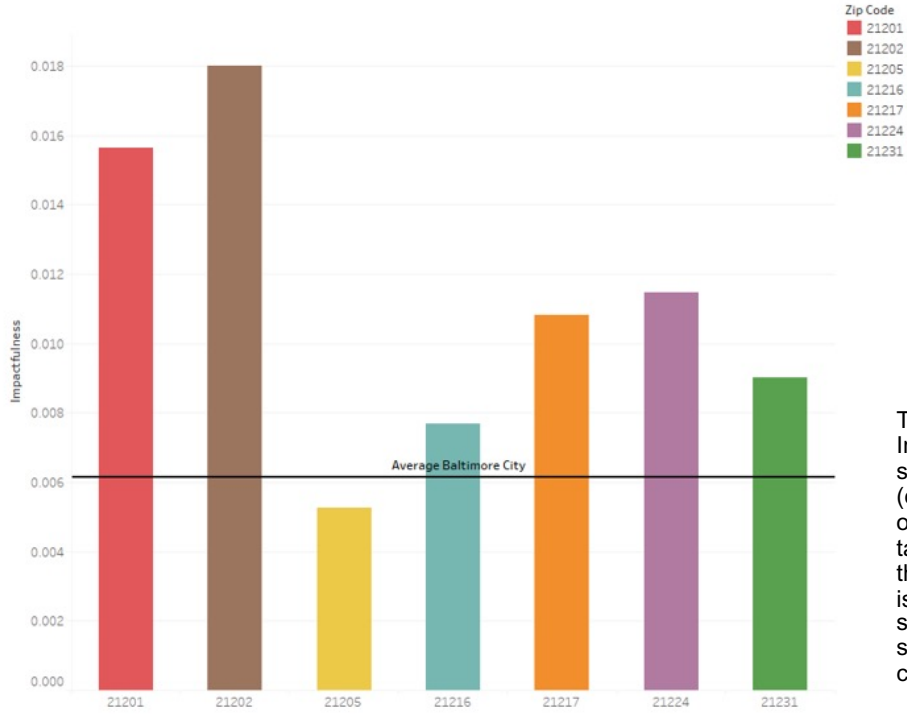
## Average Degree Centrality by Zip Code



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).

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## Average Impactfulness Centrality by Zip Code

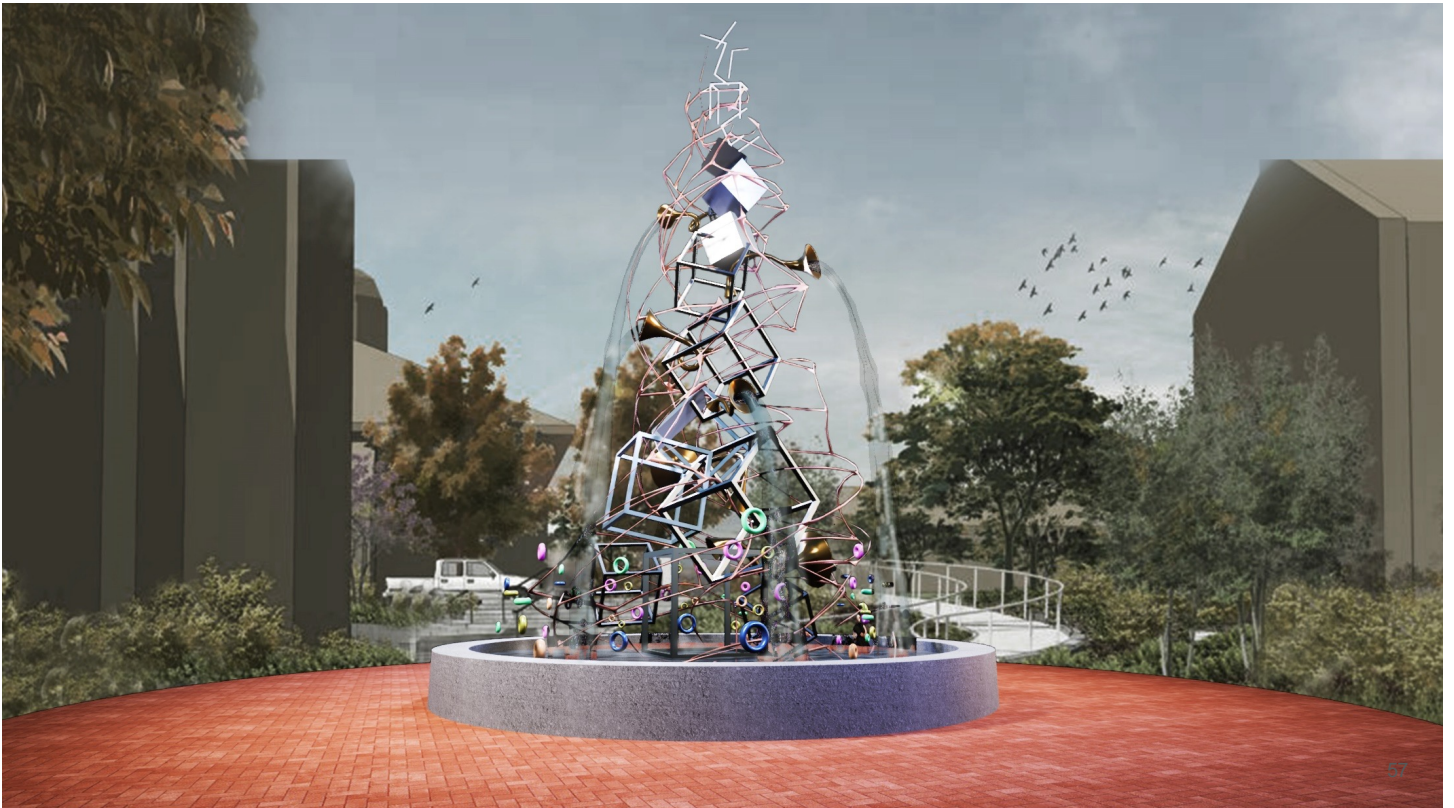


The average Impactfulness of the social connectivity (capital) of organizations in the target area exceeds the City average but is low compared to some of its surrounding zip codes.

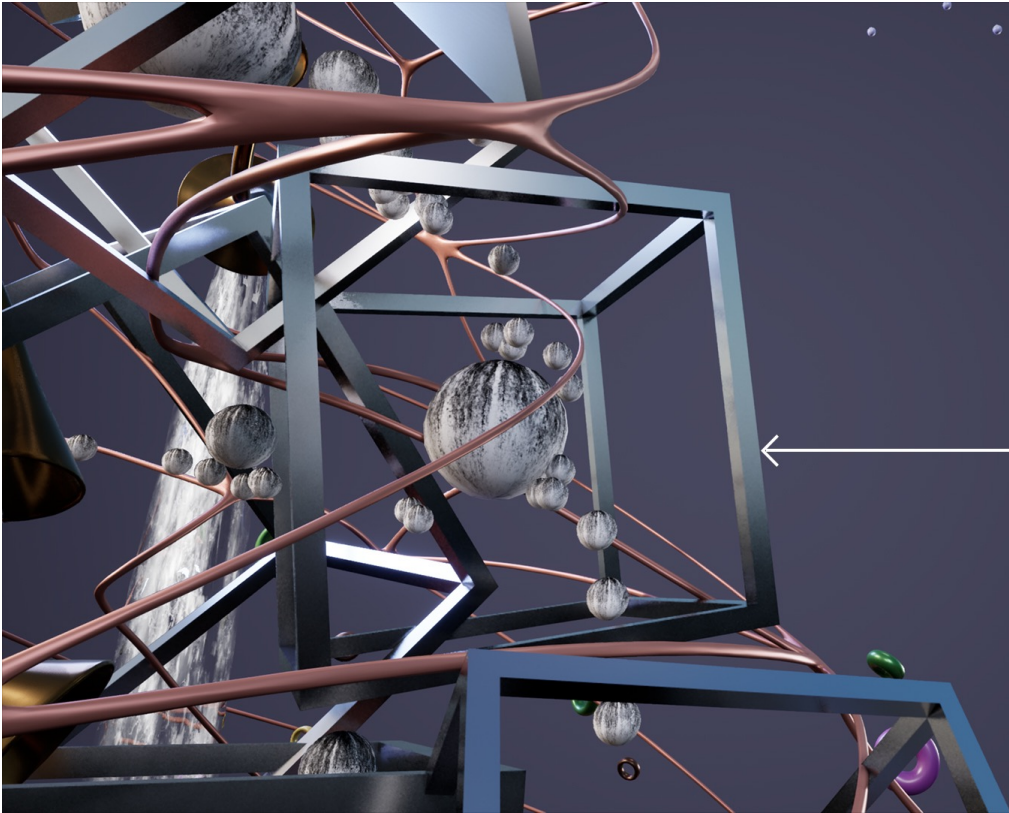
# *Imagining Aroused*

Virtual Sculpture - West Baltimore  
Reimagining & Redevelopment

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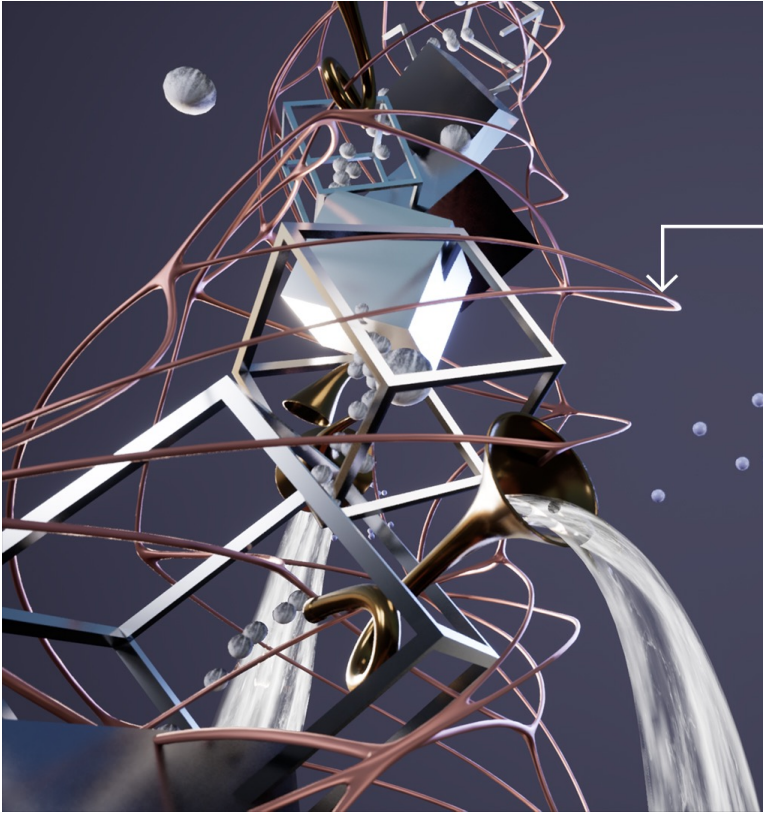


57



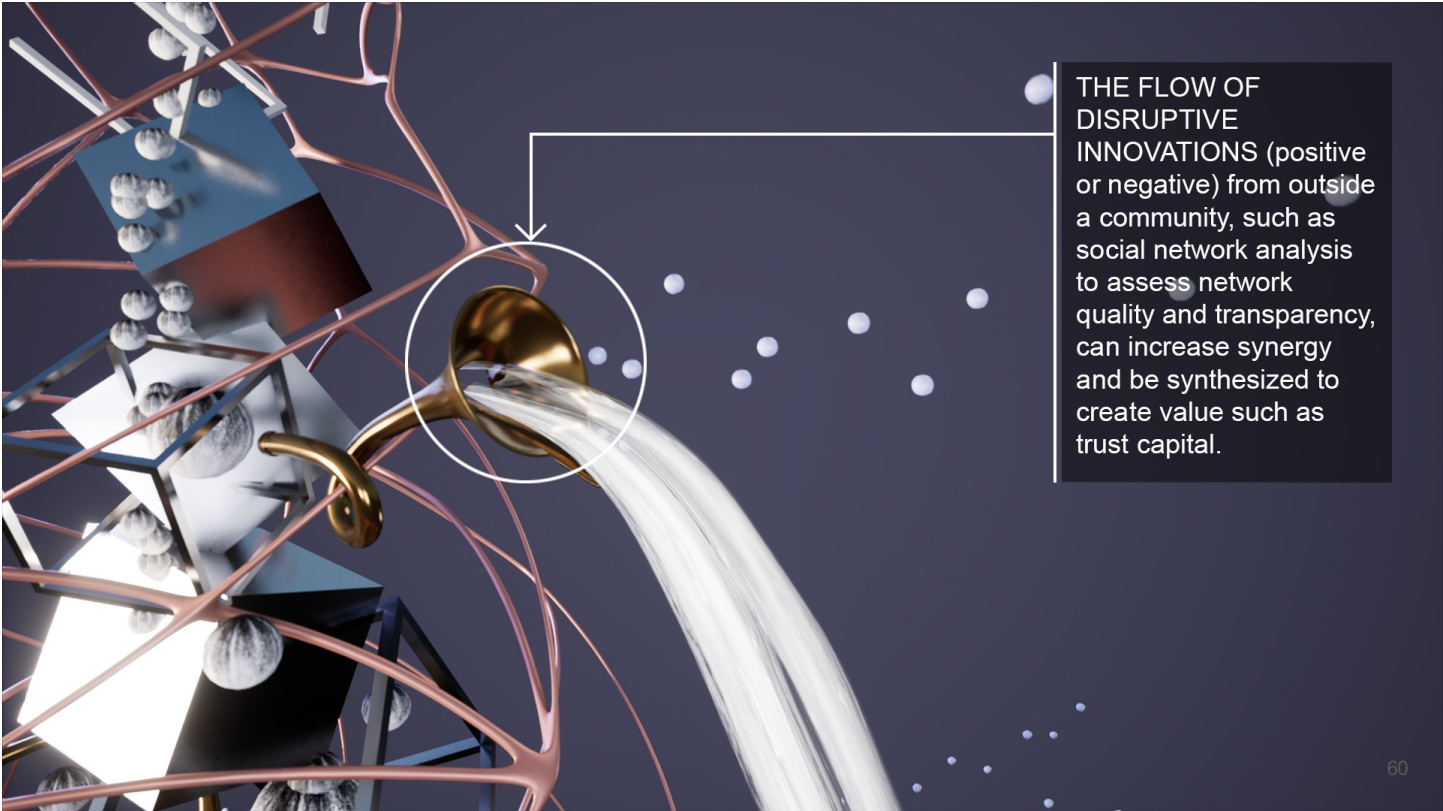
**SOCIAL CAPITAL** emerges from trust capital. Community members work together for common purposes in groups and organizations, constructing a vibrant economic framework with entrepreneurial aspirations.

Social capital can also be spurred and catalyzed by efforts that originate outside the community.

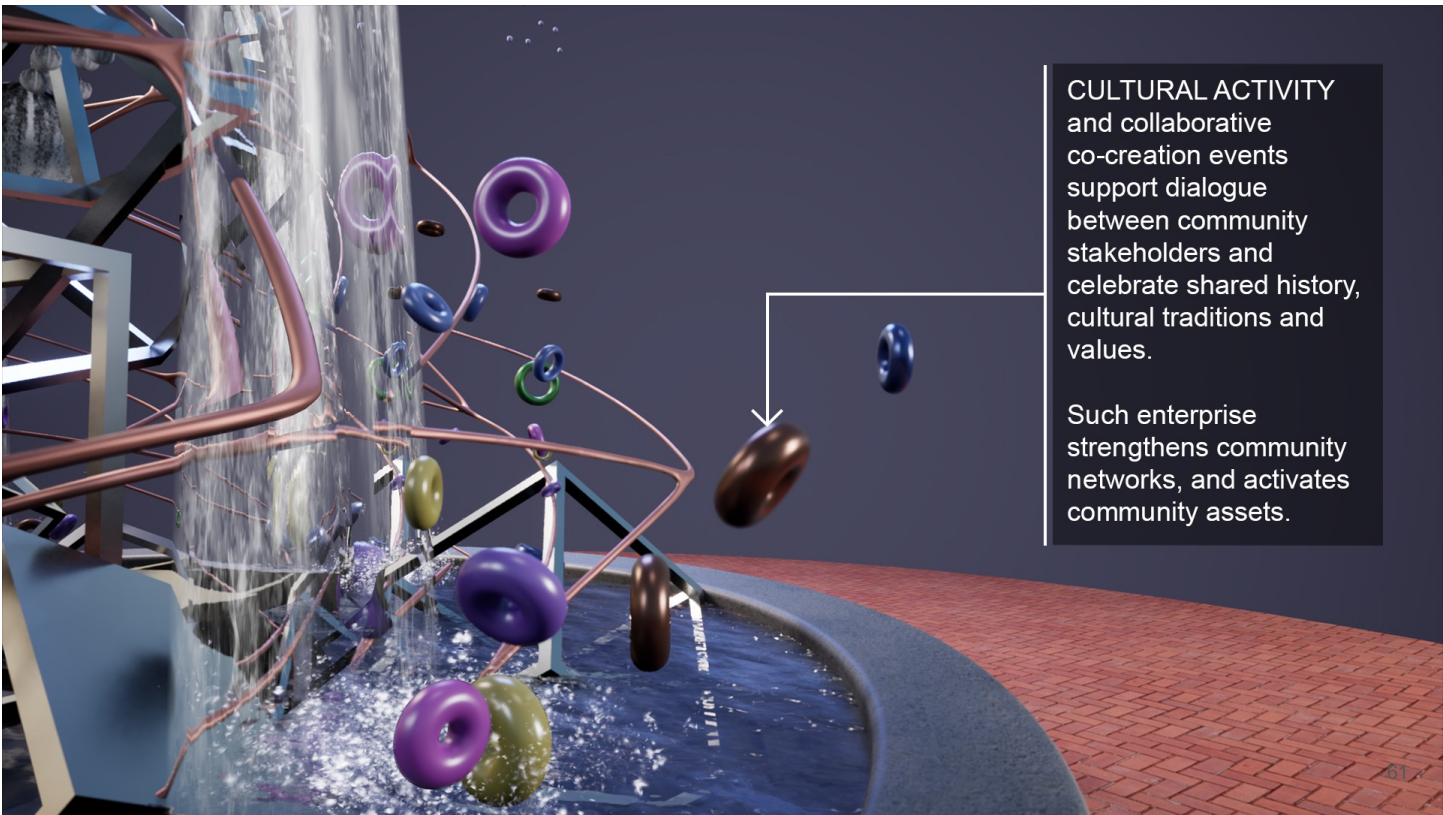


**Strong COMMUNITY NETWORKS**, if transparent to the community, build **TRUST CAPITAL**: confidence that community members and organizations will act positively and with goodwill, allowing community members to feel safe, take risks, and cooperate with one another. Trust capital promotes synergy.



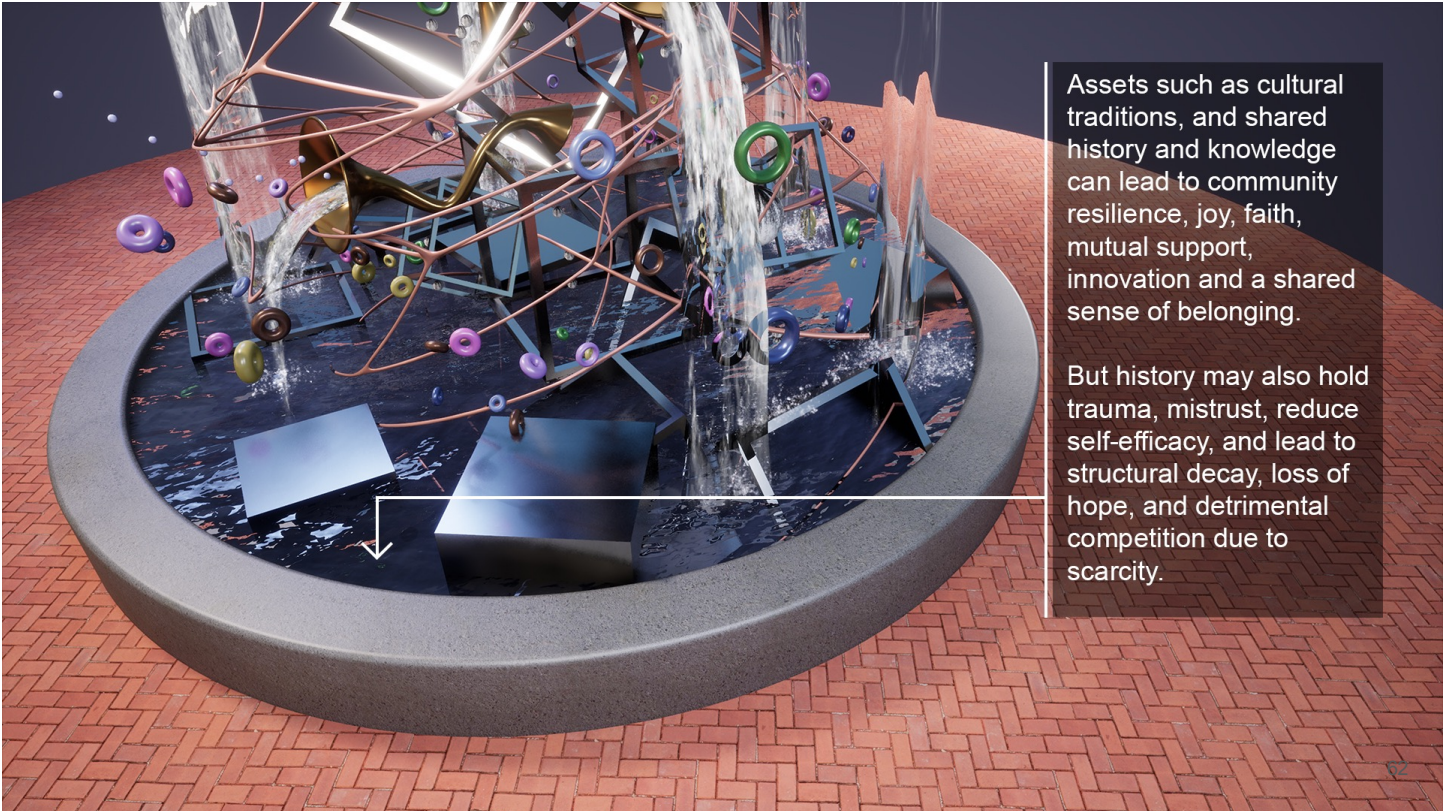


THE FLOW OF DISRUPTIVE INNOVATIONS (positive or negative) from outside a community, such as social network analysis to assess network quality and transparency, can increase synergy and be synthesized to create value such as trust capital.



CULTURAL ACTIVITY and collaborative co-creation events support dialogue between community stakeholders and celebrate shared history, cultural traditions and values.

Such enterprise strengthens community networks, and activates community assets.



Assets such as cultural traditions, and shared history and knowledge can lead to community resilience, joy, faith, mutual support, innovation and a shared sense of belonging.

But history may also hold trauma, mistrust, reduce self-efficacy, and lead to structural decay, loss of hope, and detrimental competition due to scarcity.

*“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)

# CLOSING THOUGHTS

## HERITAGE, CULTURE AND AGENCY AS FOUNDATIONAL PILLARS IN THE MODERN ECONOMIC DEVELOPMENT OF WEST BALTIMORE

The West Baltimore Reimagining and Redevelopment Council (Council hereafter) is satisfied that its three-year oversight and guidance of the collaboration between Community Stakeholders, the Imaging Research Center at UMBC (<https://www.irc.umbc.edu/>), and the Economic Empowerment and Global Learning Project at Lafayette College (<https://eeglp.lafayette.edu/>), have engendered a productive and valuable partnership that has strengthened community voice, built trust and social capital, and innovatively and entrepreneurially conceptualized, designed, calibrated and proposed a paradigm for the cultural and economic redevelopment of West Baltimore.

The proposed initiative, which was codified, presented and discussed earlier in the document as the West Baltimore Heritage, Culture and Economic Hub, is smartly and strategically designed as the catalyst for the West Baltimore community's cultural and economic development, social modernization, and the creation of its private and communal wealth and prosperity. The initiative, as highlighted in the presentation, is conceived and designed as a distinctive community-centric city-block hub of complementary and disparate activities and induced behaviors intentionally calibrated to cluster the natural, cultural, creative, heritage, human and geographic assets of West Baltimore into dynamic, sustainable, regionally competitive and profitable economic enterprises and industries. The study submits that the initiative's great potential lies in how it preserves the integrity of the community and its values by creating middle-class income, jobs and wealth and a non-gentrified community revitalization.

The project is envisioned to hold significant positive spillover effects throughout the neighborhoods of West Baltimore, especially in incentivizing a new community ecosystem and culture governing social, civic and economic living and enterprising. This new paradigm will be grounded in the culture of individual and collective agency, the responsibilities therein, including personal and community responsibility for creating safe neighborhoods, the thrift, risks and rewards of entrepreneurship and enterprise (especially at the levels

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## HERITAGE, CULTURE AND AGENCY AS FOUNDATIONAL PILLARS IN THE MODERN ECONOMIC DEVELOPMENT OF WEST BALTIMORE

of sole proprietorship, family business, small and medium-size businesses), and celebration of the achievements and heroism by diverse community people past and present. Bringing to life this prospective ecosystem and culture in West Baltimore would help shape its positive modern identity while enhancing its desirability as a place to live, work and raise families.

The Council and Leadership Team are confident that the West Baltimore Heritage, Culture and Economic Hub project conception will contribute importantly to ongoing conversations on how best to revitalize West Baltimore's neighborhoods and economy. This confidence is borne from the project's leadership bringing into the discourse the experience of its members being valued participants at the highest levels in the national and international discourse on how to design community-centric reimagining of inclusive and resilient cultural, social, and economic redevelopment of distressed communities. The Leadership team's "riches" on display this past June (2022) is a case-in-point.

Denise Johnson and Lee Boot, Principal Director and Co-Principal Investigator of the Project respectively, were among the authors of an influential article titled **Creating Knowledge with the Public: Disrupting the Expert/Audience Hierarchy** published in *Daedalus*, the prestigious Journal of the American Academy of Arts & Sciences. The article highlights the importance of appreciating that getting accurate information for designing development initiatives requires decentralizing ways of searching and knowing, and making community feedback a key driver of revitalization and development initiatives. Ms. Johnson is Cofounder of Culture-Works Baltimore and a Culture Agent with the U.S. Department of Arts and Culture. She is a valued collaborator nationally with grassroots organizations and higher education institutions. Lee Boot opened his new art exhibit titled **Abstracts & Artifacts** on November 17, 2002, at the Peale Center in Baltimore. The exhibition philosophically conciliates with the West Baltimore project in its demonstration of the power of art and the creative process to "disrupt and reframe conventional thinking to reimagine how we resolve the great challenges of our time and smartly ground our efforts in the cultures, experiences, and lives of the people they are intended to serve".

In addition, Gladstone Fluney Hutchinson, the Project's Principal Investigator, was recognized in a recent article (June 2022) published by MIT-D Lab as the conceptualizer of the Culture Hub concept and paradigm, which uses a novel multi-stakeholder approach to relationship-building, collaboration, and coalition-building to cluster and calibrate social and economic value-creating synergies and

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## HERITAGE, CULTURE AND AGENCY AS FOUNDATIONAL PILLARS IN THE MODERN ECONOMIC DEVELOPMENT OF WEST BALTIMORE

synthesis between and across disparate and complementary stakeholders and activities. This approach was particularly important in creating the early foundations for a new post-coal social economy in the communities of Central Appalachia. The title of the article is **Reviving a Local Economy by Rebuilding Relationships: The Story of the Letcher County Culture Hub**.

Lastly, the Project's Principal Adviser, Donald Harris, a renowned scholar and Emeritus Professor of Economics at Stanford University, who, after taking a self-guided walking tour of Pennsylvania Avenue in December 2019 and providing insightful initial framing of West Baltimore's redevelopment opportunities, continues to be instrumental in guiding the project efforts. Professor Harris's most recent scholarship, titled **Capital, Technology and Time**, published in June 2022 by Cambridge University, sets out a clear framework on how capital make decisions on how to recreate itself in technology and enterprise infrastructure. His article elucidates the influence the environment and time have on capital's decision whether to, for example, invest itself in building a dining-in versus takeout restaurant, or in a distribution center versus a factory with vertically integrated production. This important work and demarcation hold significant resonance with the West Baltimore Project, and its proposed design signifies the confidence and optimism with which the Council and project leadership team view the prospects of the initiative becoming a future economic, cultural, and social driver in West Baltimore. In the end there is irony in the proposed hub initiative being aligned with Professor Harris' early conception for West Baltimore's redevelopment based on his December 2019 walking tour. At the time, Professor Harris suggested that West Baltimore explore clustering heritage and culture assets with public and private capital into a high value-creating hub and ecosystem to drive its distinctive and competitive modern economic development.

The Project's Leadership Team holds that the Council's oversight role has importantly ensured that the paradigm and process being envisioned properly incentivizes the proposed project into being inclusive, re-culturizing, resilient, and creating of the conditions for local economic competitiveness, social and residential attractiveness, and the modern economic growth and development of West Baltimore.

The Project Leadership Team  
November 25, 2022

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# Appendix

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## Economic Impact Analysis (EIA) – Methodology & Assumptions

- EIA is based on input-output (I-O) accounts of economic transactions (sales and purchases) between the sectors of an economy.
- An economy (e.g., Baltimore City's) can be viewed to consist of
  - *producing sectors* (e.g., health care, hotels & restaurants, legal services are among the top producing sectors in Baltimore City). Each producing sector *sells* its *output* to one or more buying sectors (households, local government, other businesses).
  - *buying sectors*, whose transactions are regarded as *purchases* of required *inputs*. Inputs are either goods and services supplied by producing sectors or payments to factors of production (labor income, value added). Inputs that are unavailable from within the (Baltimore) region or they will have to be imported. Typically, the smaller, less self-sufficient the regional economy, the greater is the ratio of imported to regional inputs.
- The I-O framework allows for detailed analysis of how an economy responds to a given activity by capturing the interdependencies between different sectors and the manifold layers of transmission that create a total impact amounting to a multiple of the initial change.
- Producing sectors are assumed to have unlimited access to inputs; their output is limited only by the demand for their products. If the regional (Baltimore) economy were to face significant supply constraints due to limited local capacity, the ability of regional businesses to respond to an increase in demand for their products would be limited, and the overall economic impact of the new activity would be smaller than in absence of such constraints. The new restaurants at the WB Heritage, Culture & Economic Hub, for instance, would be forced to source (part of) their inputs outside of Baltimore City, reducing the impact of new restaurant spending on Baltimore businesses and their employees.
- The input mix an industry uses in production is assumed to remain unaffected by changing economic conditions. Impact estimates are based on the existing economic structures and linkages and do not capture how these structures may change over time and/or as a result of the new activity.
- Due to its static nature, the I-O framework does not account for the added impact of potential future investment and growth spurred by the initial activity.
- Additional considerations pertain to the possibility of the spending associated with the new activity leading to some displacement of already existing business activities and spending that would have occurred in the region anyway. Care should be taken to count only *net new* spending as the base for EIA.

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## West Baltimore Heritage, Culture & Economic Hub Indicative Economic Impact Analysis – Data Sources & Assumptions

Culture Hub Elements	New Direct Spending	Reference Organizations, Data Sources, Assumptions
Museum Gallery Space Black Box	\$1.4 million	Reginald F. Lewis Museum, Baltimore; 2019/2020 revenue: \$2,876,215 <a href="https://www.lewismuseum.org/wp-content/uploads/2020/12/RFL-Museum-Annual-Report.pdf">https://www.lewismuseum.org/wp-content/uploads/2020/12/RFL-Museum-Annual-Report.pdf</a> Assumed WB Heritage, Culture & Economic Hub space revenue: 50% of Lewis Museum
Performance Events	\$270,000	Baltimore Concert Opera Inc., Baltimore; 2019 revenue: \$273,378 <a href="https://projects.propublica.org/nonprofits/organizations/264201545">https://projects.propublica.org/nonprofits/organizations/264201545</a>
2 Restaurants	\$1.1 million (2 x \$550,000)	Average daily Baltimore restaurant revenue (2019) \$1,509 x 365 days = \$550,785 <a href="https://www.womply.com/state-of-local-restaurants-2020/Baltimore-MD-restaurants-2020">https://www.womply.com/state-of-local-restaurants-2020/Baltimore-MD-restaurants-2020</a>
Music Instruction	\$250,000	Believe in Music Inc., Baltimore; 2019 revenue: \$257,255 <a href="https://projects.propublica.org/nonprofits/organizations/475384551">https://projects.propublica.org/nonprofits/organizations/475384551</a>
Parking Garage	\$365,000	100 parking spaces; \$10 average revenue per day per spot; 365 days

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## Black Success Rankings

### Forbes

Location and Rank	Homeownership Rate (%)	Median Household Income (\$)
1. DC MD VA & Atlanta, GA	48.3 44.7	69,246 48,161
2. Austin, TX	42.5	49,871
3. Baltimore, MD	44.6	53,231
4. Raleigh, NC	41.3	49,433
5. Charlotte, NC-SC	41.6	42,108
6. San Antonio, TX	44.3	46,754
7. Houston, TX	41.4	47,588
8. Miami, FL	45.0	40,239
9. Richmond, VA	48.6	43,265

<https://www.forbes.com/sites/joelkotkin/2018/01/15/the-cities-where-african-americans-are-doing-the-best-economically-2018/?sh=49cf46321abe>

### BlackExcellence

Location and Rank	Average Family Income (\$)	Black Population Share (%)
1. Windsor Hills, CA	159,000	84
2. Baldwin Hills, CA	157,033	-
3. Ladera Heights, CA	132,824	73.7
4. Mitchville, MD	118,022	78.5
5. Fort Washington, MD	114,243	70
6. Kettering, MD	107,008	90
7. Woodmore, MD	103,438	-
8. Friendly, MD	82,827	77.67
9. Hillcrest, NY	76,950	> 50
10. Uniondale, NY	76,533	55.5

<https://blackexcellence.com/10-richest-black-communities-in-america/>  
Note: All five Maryland communities are in Prince George's County.

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# 2020 Arts Vibrancy Scores: Baltimore City & Reference Locations

Scores = Percentiles (N = 3,100 counties)

Vibrancy Measures	Baltimore City, MD	Washington DC	Prince George's County, MD	Fulton County, GA	Mecklenburg County, NC
<b>Arts Providers Rank (45%)</b>	<b>94</b>	<b>98</b>	<b>92</b>	<b>97</b>	<b>90</b>
Arts & Culture Employees	99	96	91	87	88
Arts & Culture Organizations	83	96	86	77	54
Arts, Culture, Entertainment Firms	89	98	93	99	94
Independent Artists	79	91	81	98	91
<b>Art Dollars Rank (45%)</b>	<b>96</b>	<b>100</b>	<b>99</b>	<b>94</b>	<b>92</b>
Program Revenue	93	100	97	92	94
Contributed Revenue	96	100	100	94	87
Total Expenses	96	100	100	92	93
Total Compensation	98	100	100	93	91
<b>Government Support Rank (10%)</b>	<b>98</b>	<b>99</b>	<b>97</b>	<b>80</b>	<b>86</b>
State Arts Dollars	100	96	91	58	88
State Arts Grants	89	91	80	50	52
Federal Arts Dollars	97	99	97	90	91
Federal Arts Grants	95	99	97	92	88

Source: SMU DataArts (National Center for Arts Research – NCAR); <https://sites.smu.edu/Meadows/ArtsVibrancyMap/>

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## Economic Impact Analysis Baltimore City and Black Success Counties

### BALTIMORE CITY

### DISTRICT OF COLUMBIA

### FULTON COUNTY

### MECKLENBURG COUNTY

### PRINCE GEORGE'S COUNTY

#### Arts & Entertainment: Museum and Performance Events

Impact	BALTIMORE CITY				DISTRICT OF COLUMBIA				FULTON COUNTY				MECKLENBURG COUNTY				PRINCE GEORGE'S COUNTY			
	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output
Direct	17.07	\$776,002	\$1,006,756	\$1,670,000	14.48	\$943,010	\$1,124,315	\$1,670,000	18.38	\$757,361	\$973,443	\$1,670,000	9.39	\$1,184,563	\$1,326,925	\$1,670,000	18.77	\$727,412	\$974,199	\$1,670,000
Indirect	3.33	\$228,631	\$417,781	\$696,477	2.42	\$208,943	\$332,589	\$550,632	4.12	\$287,406	\$526,328	\$900,156	2.16	\$138,856	\$246,625	\$444,304	3.22	\$133,394	\$236,035	\$479,099
Induced	1.57	\$95,527	\$176,978	\$272,044	1.3	\$99,105	\$158,779	\$233,748	1.55	\$97,264	\$175,442	\$270,028	4.31	\$249,302	\$455,855	\$724,446	1.46	\$60,302	\$130,735	\$216,956
Total Effect	21.97	\$1,100,160	\$1,601,515	\$2,638,521	18.2	\$1,251,059	\$1,615,684	\$2,454,381	24.05	\$1,142,031	\$1,675,213	\$2,840,184	15.86	\$1,572,722	\$2,029,405	\$2,838,750	23.45	\$921,107	\$1,340,970	\$2,366,055
Multiplier	1.287	1.418	1.591	1.580	1.257	1.327	1.437	1.470	1.308	1.508	1.721	1.701	1.689	1.328	1.529	1.700	1.249	1.266	1.376	1.417

#### Hospitality: Full and Limited-Service Restaurants

Impact	BALTIMORE CITY				DISTRICT OF COLUMBIA				FULTON COUNTY				MECKLENBURG COUNTY				PRINCE GEORGE'S COUNTY			
	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output
Direct	13.38	\$408,509	\$648,332	\$1,100,000	11.9	\$454,764	\$700,802	\$1,100,000	14.65	\$396,345	\$607,179	\$1,100,000	13.96	\$460,387	\$629,867	\$1,100,000	14.73	\$365,943	\$606,813	\$1,100,000
Indirect	1.63	\$128,497	\$213,642	\$357,495	1.2	\$121,221	\$180,894	\$294,553	2.16	\$182,171	\$303,253	\$499,017	2.28	\$173,302	\$287,132	\$500,317	1.68	\$84,502	\$136,277	\$265,025
Induced	0.77	\$46,739	\$86,694	\$133,259	0.6	\$45,657	\$73,295	\$107,873	0.92	\$57,759	\$104,070	\$160,196	1.81	\$104,724	\$191,857	\$304,965	0.78	\$32,344	\$70,101	\$116,353
Total Effect	15.77	\$583,745	\$948,668	\$1,590,754	13.7	\$621,642	\$954,991	\$1,502,425	17.73	\$636,274	\$1,014,503	\$1,759,213	18.05	\$738,413	\$1,108,856	\$1,905,282	17.19	\$482,788	\$813,191	\$1,481,378
Multiplier	1.179	1.429	1.463	1.446	1.151	1.367	1.363	1.366	1.210	1.605	1.671	1.599	1.293	1.604	1.760	1.732	1.167	1.319	1.340	1.347

#### Music Instruction

Impact	BALTIMORE CITY				DISTRICT OF COLUMBIA				FULTON COUNTY				MECKLENBURG COUNTY				PRINCE GEORGE'S COUNTY			
	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output
Direct	2.36	\$137,378	\$154,256	\$250,000	2.13	\$147,678	\$163,704	\$250,000	2.53	\$133,066	\$147,339	\$250,000	3.12	\$107,137	\$123,499	\$250,000	2.38	\$136,685	\$153,700	\$250,000
Indirect	0.43	\$32,015	\$54,740	\$95,136	0.39	\$39,642	\$62,262	\$111,317	0.54	\$44,126	\$80,461	\$137,899	0.7	\$47,650	\$85,564	\$152,669	0.62	\$25,253	\$41,499	\$84,206
Induced	0.22	\$13,365	\$24,826	\$38,158	0.19	\$14,884	\$23,877	\$35,145	0.28	\$17,839	\$32,139	\$49,473	0.4	\$23,062	\$42,323	\$67,286	0.26	\$10,785	\$23,384	\$38,803
Total Effect	3.01	\$182,758	\$233,822	\$383,295	2.68	\$197,533	\$241,979	\$378,106	3.36	\$195,032	\$259,939	\$437,372	4.23	\$177,849	\$251,386	\$469,955	3.03	\$166,115	\$208,088	\$352,060
Multiplier	1.275	1.330	1.516	1.533	1.258	1.338	1.478	1.512	1.328	1.466	1.764	1.749	1.356	1.660	2.036	1.880	1.273	1.215	1.354	1.408

#### Parking Garage

Impact	BALTIMORE CITY				DISTRICT OF COLUMBIA				FULTON COUNTY				MECKLENBURG COUNTY				PRINCE GEORGE'S COUNTY			
	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output	Employment	Labor Income	Value Added	Output
Direct	6.46	\$196,156	\$249,318	\$365,000	5.7	\$236,349	\$262,905	\$365,000	7.61	\$184,299	\$228,705	\$365,000	6.98	\$193,343	\$240,078	\$365,000	8.26	\$160,341	\$217,155	\$365,000
Indirect	0.52	\$39,204	\$66,733	\$115,655	0.39	\$39,642	\$62,262	\$111,317	0.76	\$60,323	\$104,571	\$189,957	0.68	\$45,510	\$78,057	\$144,312	0.62	\$25,253	\$41,499	\$84,206
Induced	0.48	\$29,589	\$54,645	\$84,006	0.51	\$38,729	\$61,486	\$90,631	0.51	\$32,219	\$57,840	\$89,068	0.72	\$41,806	\$76,523	\$121,626	0.42	\$17,208	\$37,196	\$61,834
Total Effect	7.47	\$264,949	\$370,696	\$564,661	6.6	\$314,720	\$386,653	\$566,948	8.88	\$276,841	\$391,116	\$644,025	8.38	\$280,659	\$394,659	\$630,937	9.29	\$202,802	\$295,850	\$511,040
Multiplier	1.156	1.351	1.487	1.547	1.158	1.332	1.471	1.553	1.167	1.502	1.710	1.764	1.201	1.452	1.644	1.729	1.125	1.265	1.362	1.400

Source: Authors' calculations based on data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078. [www.Implan.com](http://www.Implan.com)  
 Note: See Appendix slide 69 for data sources and assumptions.

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## Economic Impact Analysis – Baltimore City: \$1.1 M Restaurant Spending Top 25 Beneficiary Industries

Industry	Direct Impact Output	Indirect Impact Output	Induced Impact Output	Total Impact Output	Total Industry Output
Full-service restaurants	\$550,000.00	\$3,459.26	\$3,008.13	\$556,467.39	\$704,711,124.69
Limited-service restaurants	\$550,000.00	\$1,587.82	\$3,735.64	\$555,323.46	\$703,829,219.41
Other real estate	\$0.00	\$88,781.37	\$5,458.81	\$94,240.18	\$3,127,157,203.60
Management of companies and enterprises	\$0.00	\$44,408.80	\$1,310.66	\$45,719.46	\$1,379,427,608.85
Electric power transmission and distribution	\$0.00	\$24,465.80	\$2,768.07	\$27,233.87	\$4,282,715,726.86
Radio and television broadcasting	\$0.00	\$19,432.39	\$1,025.76	\$20,458.14	\$1,093,726,782.96
Hospitals	\$0.00	\$0.00	\$12,406.93	\$12,406.93	\$8,496,881,689.27
Accounting, tax preparation, bookkeeping, and payroll services	\$0.00	\$10,080.85	\$894.39	\$10,975.24	\$630,577,342.39
Employment services	\$0.00	\$9,165.48	\$1,580.22	\$10,745.69	\$1,489,095,990.68
Legal services	\$0.00	\$7,003.20	\$2,029.60	\$9,032.80	\$1,922,264,434.23
Monetary authorities and depository credit intermediation	\$0.00	\$5,428.60	\$3,573.53	\$9,002.13	\$1,116,729,836.71
Internet publishing and broadcasting and web search portals	\$0.00	\$7,747.94	\$672.67	\$8,420.61	\$400,176,095.44
Electric power generation - Fossil fuel	\$0.00	\$7,298.36	\$825.74	\$8,124.10	\$1,308,312,819.13
Advertising, public relations, and related services	\$0.00	\$7,694.32	\$333.81	\$8,028.13	\$321,891,006.30
Services to buildings	\$0.00	\$6,733.35	\$492.71	\$7,226.07	\$339,293,618.91
Periodical publishers	\$0.00	\$6,391.35	\$491.20	\$6,882.55	\$494,253,204.22
Wholesale - Other nondurable goods merchant wholesalers	\$0.00	\$4,939.54	\$822.54	\$5,762.07	\$426,447,220.28
Offices of physicians	\$0.00	\$0.00	\$5,487.38	\$5,487.38	\$1,538,091,737.32
Wholesale - Grocery and related product wholesalers	\$0.00	\$4,940.80	\$536.80	\$5,477.61	\$241,006,292.84
Waste management and remediation services	\$0.00	\$4,460.69	\$515.52	\$4,976.20	\$322,719,678.71
Postal service	\$0.00	\$4,630.64	\$240.01	\$4,870.65	\$192,784,245.12
Management consulting services	\$0.00	\$4,157.25	\$641.55	\$4,798.81	\$884,824,899.93
Maintenance, repair construction of nonresidential structures	\$0.00	\$4,199.67	\$286.47	\$4,486.14	\$251,546,877.77
All other food and drinking places	\$0.00	\$2,619.03	\$1,489.83	\$4,108.86	\$688,415,873.96
Other financial investment activities	\$0.00	\$1,362.84	\$2,642.89	\$4,005.73	\$2,466,940,704.00
Insurance carriers, except direct life	\$0.00	\$2,542.09	\$1,458.91	\$4,001.00	\$824,899,358.61
Retail - Food and beverage stores	\$0.00	\$1,554.08	\$1,922.69	\$3,476.78	\$331,795,971.98

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Source: Authors' calculations based on data provided by IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078. [www.IMPPLAN.com](http://www.IMPPLAN.com)

## Social Network Analysis: Data Origins



- A list of IRS registered nonprofits is supplied to a python program
- The program searches the Google API for the Twitter accounts of the organizations
- The program uses the accounts and the Twitter API to capture the relationships of each entity
- Finally, the program produces the centrality measures for each entity. Results are visualized using Tableau.

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## Notes

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## Notes

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## Notes

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