

WEST BALTIMORE REIMAGINING AND REDEVELOPMENT PROJECT

Project Statement

Paradigm, Council and Fellows



Advisory Council Members Michael Scott and Senator Antonio Hayes with Project Leaders Garey Hyatt, Denise Johnson, and Fluney Hutchinson outside the Good Neighbors Coffee Shop in Hampden Community after a working meeting.

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, University of Maryland, Baltimore County (UMBC)

JOHN HARRIS:

Whitman '49 Distinguished Community Fellow, West Baltimore

PROFESSOR GAREY HYATT:

Whitman '49 Distinguished Community Fellow, Coppin State University

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



Drs. Ute Schumacher and Gladstone Fluney Hutchinson, wife and husband economic development team for the past thirty years and Principal and Co-Principal Investigators on the West Baltimore Reimagining and Redevelopment Project with the **Most Honorable Portia Simpson-Miller**, *Prime Minister of Jamaica*. The occasion was the July 2013 Kingston, Jamaica, event in which Dr. Hutchinson was recognized as a nation builder and awarded *The Prime Minister of Jamaica Medal of Appreciation for Service to Country* in the areas of Economic and National Development.



Gladstone 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 STATEMENT

Trust Capital and the Outsized Meaning of West Baltimore Achieving Redevelopment Success¹

An important condition for West Baltimore achieving success in its community redevelopment ambition is its residents having informed perspectives 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 government, the private sector, academic institutions, and philanthropic organizations. The embedding of trust in social relations and the productivity of its partnership with social capital in reducing the transaction costs of cooperation between and across these stakeholder groups and entities will be essential to attaining the goals of the community reimagining and redevelopment endeavor.

We define trust capital as the stored-up confidence a person holds in the expectation that another person or institution will consistently act with goodwill and positive behavior towards them.² Social capital refers to cooperative social connections and “the ability of people to work together for common purposes in groups and organizations.”³ Trust capital, we hold, is the basis for persons voluntarily exposing their vulnerabilities in cooperative activities without concern for suffering harm and welfare loss from intentional violations of the expected goodwill. We therefore contend that trust capital is at once a necessary condition for, and a product of, social capital engagement, formation, and productivity. That is, trust (capital) is an indispensable input in building the foundation of productive cooperation, while being itself further developed in and by the process.

The West Baltimore project maintains that the deadweight of the legacy of distrust between non-white residents, in particular Black Americans, and other groups and institutions now requires, as an initial condition, the intentional redressing of this trust deficit if West Baltimore and, due to spillover effects, Baltimore City are to meaningfully pursue their redevelopment aspirations. Black American Baltimoreans have for decades been the focus of government, civil society, and private sector collaboration to design, establish, and sanction formal and informal covenants that were aimed at systemically and systematically restricting their economic and social enterprise, and agency, mobility, and prosperity. Our project therefore contends that trust capital building is a necessary condition for incentivizing social capital building and cooperation across the disparate interests and overlapping goals of stakeholders, in any meaningful effort to pursue a just and prosperous economic and community redevelopment in West Baltimore.

The Project innovatively synthesizes and calibrates two strands of public economics.

First, it commoditizes trust capital to encourage diverse and disparate stakeholders in a shared central area - community commons - to recognize their inescapable interdependency with other stakeholders in producing shared and desirable outcomes such as, *inter alia*, promoting economic

and personal security and wellbeing, and strengthening localized capacity for individual and collective agency, and the pursuit of private and social wealth. Such recognition incentivizes stakeholders' willing participation in mutually beneficial cooperative relationships, rather than in competition and/or independent action, and results in furthering their private interests while enhancing the collective interests of the community and the overall public good.

Second, it introduces into the newly created ecosystem an innovative Public-Private-Community Partnership (PPCP) wherein residents are equal and valued partners and participants in problem solving their community challenges and creating communities that they value and that have competitive exchange value. The PPCP therefore assigns a centrality to residents and communities playing more than just feedback and sensitization roles in the reimagining and redevelopment of their social and economic lives and spaces. Also, in such situations, the fiscal burden on government is reduced through the more efficient allocation of risks and responsibilities to stakeholders best able to shoulder and be rewarded for undertaking them. Community stakeholders become more invested in ensuring successful outcomes and are incentivized to invest in developing their own innovative approaches to solving the challenges of their community, as well as pursuing opportunities for social, cultural, civic, and economic wealth therein.

In this regard West Baltimore's success will provide inspiration, a framework, analytics, and portability and an additional avenue through which Black Americans and their Communities can realize their individual and collective aspirations through their individual and collective thrift, agency, responsibility, ownership, entrepreneurship, and enterprise. Their success would be a compelling demonstration of an additional dimension through which they could create and foster wealth, prosperity, and social and community development.

Project Leadership Team

October 2021

1 We thank Donald J. Harris, David Marston, Salima Siler Marriott, Attiat F. Ott, and Julie-Ann Hutchinson Burton for insightful comments and discussions. Notwithstanding, the Project Leadership Team bears full responsibility for the conceptualization and judgments expressed in the document.

2 Algan, Yann. Trust and Social Capital. Chapter 10 in Joseph E. Stiglitz, Jean-Paul Fitoussi and Martine Durand (eds.). For Good Measure. Advancing Research on Well-Being Metrics Beyond GDP.

<https://www.oecd-ilibrary.org/sites/978926430727812en/index.html?itemId=/content/component/9789264307278-12-en>

3 Fukuyama, Francis. 1995. Trust: The Social Virtues and the Creation of Prosperity. London: Hamish Hamilton. p.10 Cited in Claridge, T., 2004. Social Capital and Natural Resource Management: An important role for social capital? Unpublished Thesis, University of Queensland, Brisbane, Australia. University of Queensland, Brisbane, Australia.

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 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.
-

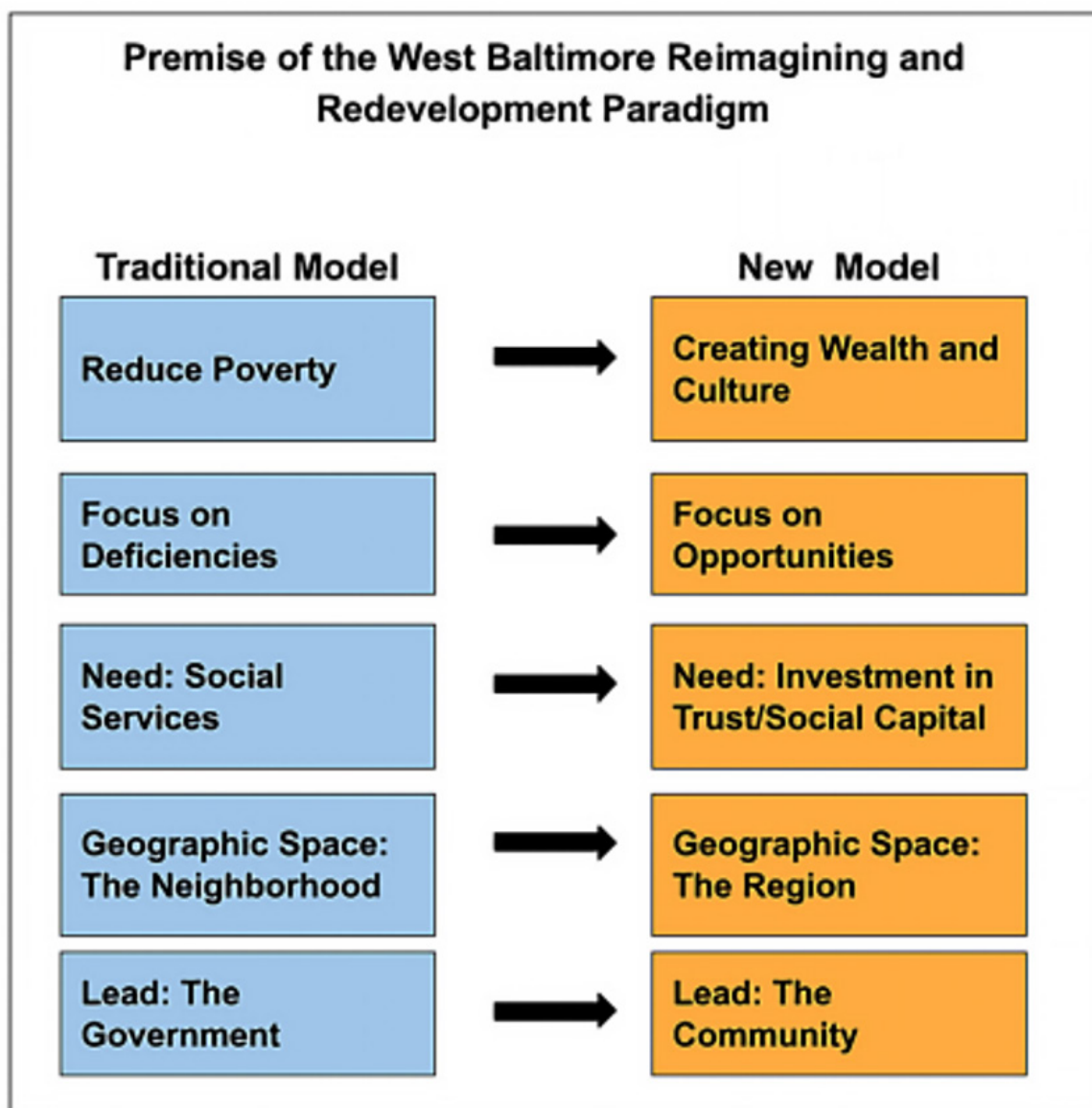
PROJECT GOALS

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.

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.

PROJECT FRAMEWORK



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

WEST BALTIMORE REIMAGINING and REDEVELOPMENT COUNCIL

The West Baltimore Re-Imagining and Redevelopment Council (Council) serves as the principal advisory body to the partnership between the Economic Empowerment and Global Learning Project at Lafayette College and stakeholders in West Baltimore's revitalization and redevelopment. As such the Council is particularly attentive to how its efforts can guide the partnership in meaningfully contributing to the building of a community culture and economic development ecosystem that incentivizes, facilitates, and governs localized ownership, responsibility, agency, entrepreneurship, and thrift as stakeholders pursue the realization of shared economic, social, civic and wellbeing prosperity in West Baltimore.



Denise Griffin Johnson
Council Chair
Principal Project Director



John Harris
Council General Manager
President, Opera Baltimore



Lee Boot
Professor & Director, Imaging
Research Center, University of
Maryland, Baltimore



John T. Bullock
Councilman, 9th District
West and Southwest Baltimore
Lecturer, Towson University



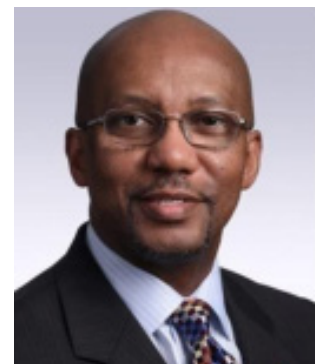
Antonio L. Hayes
Maryland State Senator
40th District, Baltimore City



Garey Hyatt
Professor & Coordinator
Urban Arts Program
Coppin State University



Joseph T. Jones, Jr.
Founder, President and CEO
Center for Urban Families



Brian S. Lyght
Chief Operating Officer
Center for Urban Families

WEST BALTIMORE REIMAGINING and REDEVELOPMENT COUNCIL



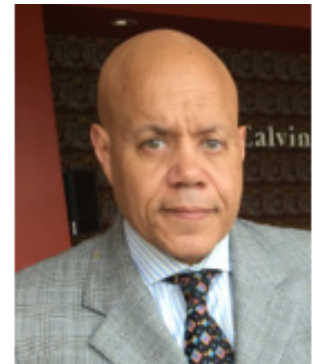
Marion Blackwell
Community Innovator
Former Commissioner
Historic Housing Preservation



Billie Marie Malcolm
Program Officer
Baltimore Community
Foundation



Salima Siler Mariott
Former Maryland House Delegate
Former Deputy Mayor
Baltimore City



Cameron Miles
Community Outreach Director,
Department of Human Services
Director, Mentoring Male Teens
in the Hood



Margaret Powell
Elementary School Teacher
Secretary,
Neighborhood Association



Randolph Rowel
Professor & Chair, Dept, of
Behavioral Health Sciences
Morgan State University



Michael Akintunde Scott
President & Chief Equity Officer,
Equity Matters

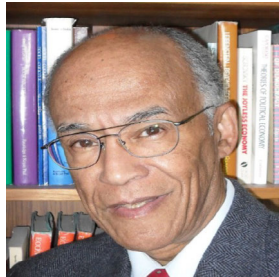


Ryan Zuber
Technical Director and Artist
Imaging Research Center, UMBC

PROJECT ADVISERS

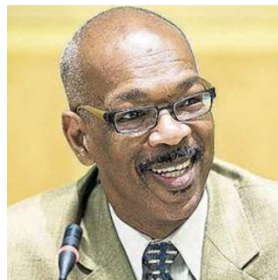
PROF. DONALD HARRIS:

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



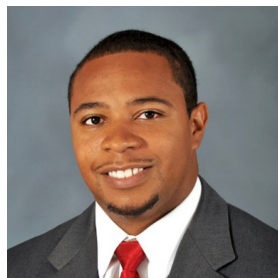
DAVID MARSTON:

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.



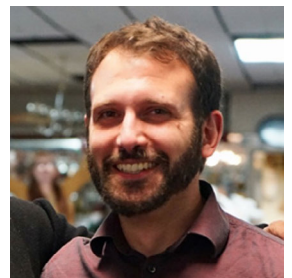
KYLE RENARD BURTON:

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.



GLADSTONE WHITMAN '49 SUMMER STUDENT FELLOWS



Liza Aleinikova
Graduate Studies, Intermedia
and Digital Art, UMBC



Khalid Almotaery - Co-Captain
Computer Science/Economics
Lafayette College



Iman Asfari
Visual Arts (Animation)
UMBC



Nisan Başçiftçi
Math-Economics, Data Science, Financial Policy
Lafayette College



Yazdan Basir
Computer Science/Mathematics
Lafayette College



Queston Bell
Psychology/Africana Studies
Lafayette College

GLADSTONE WHITMAN '49 SUMMER STUDENT FELLOWS



Grace Boghosian
Computer Science, Economics and French
Lafayette College



Ramon Byfield
Computer Science and Economics
Lafayette College



Jonathan Ford
Economics and Psychology
Lafayette College



Ednetta Fullmore, Co-Captain
Anthropology & Sociology/Africana Studies
Lafayette College



Ruben Hernandez
Mathematics & Economics and Spanish
Lafayette College



Fahmida Hossain
Graduate Studies, Intermedia and Digital Art
UMBC

GLADSTONE WHITMAN '49 SUMMER STUDENT FELLOWS



Yumna Hussain
Math-Economics and Data Science
Lafayette College



Ashley King
Policy Studies and Political Science
Lafayette College



Christina Lukaszczuk
Undergraduate Student, Artist & Programmer
UMBC



Emily Mackin, Co-Captain
English
Lafayette College

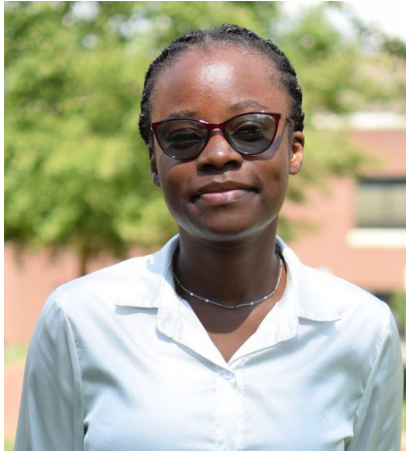


Jaela Morris, Co-Captain
Theater and Urban Studies
Coppin State University



Erica Nally
Studio Art/Architecture Studies
Lafayette College

GLADSTONE WHITMAN '49 SUMMER STUDENT FELLOWS



Grace Ouko
Engineering Studies and Economics
Lafayette College



Imani Patterson
Film & Media Studies, Lafayette College



Virginia Sacotingo
Government & Law and French
Lafayette College



Shaan Shuster
Economics, Lafayette College



Saidai Stuteley
Fine Arts and Theater
Coppin State University



Brandon Walker
Urban Studies,
Coppin State University

GLADSTONE WHITMAN '49 SUMMER STUDENT FELLOWS



Myles Wolf
English, Film & Media Studies
Lafayette College



Vivian Yeh
Visual Arts (Animation), Psychology
UMBC

“

“I did not expect to find such humor, groundedness, and camaraderie between the fellows and me. I left comforted in the fact that we got to share beautiful moments that were back-dropped by Baltimore.”

Ashley King”

Hutchinson G, Schumacher U, Johnson D, and Boot L, November 2022 Preliminary Report. Project Statement Paradigm, Council And Fellows. 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.

© West Baltimore Reimagining and Redevelopment Council, EEGLP-Lafayette College, and the Imaging Research Center, University of Maryland, Baltimore County. All rights reserved.

**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**