

# The East Baltimore Revitalization Initiative

## A CASE STUDY OF RESPONSIBLE REDEVELOPMENT



### INTRODUCTION

Since 2002, the Annie E. Casey Foundation has played a leading role in the East Baltimore Revitalization Initiative, a large-scale, innovative effort to transform a deeply distressed neighborhood adjacent to the Johns Hopkins University and Hospital complex into a mixed-income residential community and engine of economic opportunity for both long-time and new residents. The project's ambitious long-term goals are to create roughly 2,200 new and rehabilitated green homes, two million square feet of commercial space, including a research park, a state-of-the-art community school, retail outlets and new recreational settings. At its core, the initiative embraces an equally ambitious commitment to “Responsible Redevelopment,” an approach that combines economic, community, and human development strategies to provide area residents, businesses, and the surrounding communities with the maximum benefit from the revitalization efforts.

This report provides a brief overview of the project's goals, strategies, and results to date. It is the first in a series of reports and products by the Casey Foundation detailing the East Baltimore Revitalization Initiative's work and lessons.

### PROJECT SUMMARY

The project is managed by East Baltimore Development Incorporated (EBDI)—a non-profit entity that has assembled a broad cross-sector partnership that includes Casey, the Johns Hopkins Institutions, the City of Baltimore, the State of Maryland, community representatives, and local and national philanthropies. EBDI and its partners are working to ensure that the project:

- Involves residents in a consequential way in the planning, design, and implementation of all elements of the initiative;

- Offers intensive family advocacy and practical support to families forced to relocate as a result of redevelopment;
- Provides more equitable compensation than has been typical in redevelopment projects to families who relocate;
- Builds a range of mixed-income homeownership and rental housing options;
- Ensures the right and ability of relocated residents to return to the revitalized community, if they wish;
- Creates opportunities for substantial numbers of community residents to train for and secure well-paying jobs created by the redevelopment project;
- Establishes a system that increases opportunities for local, minority- and women-owned businesses to receive significant shares of the project's contracts;
- Utilizes strict safety protocols to minimize the health hazards for residents of neighborhoods affected by demolition activities;
- Expands educational opportunities through the creation of a new community school and programs to strengthen schools in surrounding neighborhoods;
- Promotes the development of retail and other amenities, including a grocery store; and
- Catalyzes revitalization activities in surrounding neighborhoods.

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## A BRIEF OVERVIEW OF EAST BALTIMORE

From their origins in the late 19th century through the 1960s, the many distinct neighborhoods of East Baltimore were bustling working-class communities. However, beginning in the 1960s, these neighborhoods, like many others in the city, were devastated by a “perfect storm” of crippling trends and tragic events—the dramatic loss of manufacturing jobs and tax base; the ruinous riots of 1967 and 1968; the exodus of first white, then African-American, middle-class families; the sequential epidemics of heroin, crack cocaine, and HIV; the intensified crime and gang activity that fed and feasted off of the drug trade; and the activities of slumlords, property flippers, and predatory lenders. The end result has been an ever-deepening cycle of disinvestment and decline.

No community in East Baltimore was harder hit than the neighborhood called Middle East. Although it was located immediately to the north of the campus of the world-renowned Johns Hopkins Institutions, Middle East was one of Baltimore’s toughest neighborhoods by any measure. According to the 2000 census, it was the city’s second poorest neighborhood with a median household income of \$14,900, less than half the city’s median household income. Fewer than half of the community’s working-age adults were in the labor force, and more than one-third of households had incomes below the poverty level. In 2000, the vacancy rate was five times that of Baltimore City and many of the occupied units were in very poor condition. The median sales price of a home was \$28,000—less than half the median for the city. The rates for crime and for domestic violence in Middle East were nearly double those for the city as a whole, and the incidence of child abuse and lead poisoning were among the highest in Baltimore.

But the residents of Middle East were also tough in a positive sense. Despite the distressed conditions, many residents retained a deep and abiding attachment to their neighborhood and each other. A significant share of Middle East residents were longstanding homeowners and many renters had resided in the community for a long time.

Over the past few decades, several efforts sought to arrest and reverse the downward trajectory of Middle East and other East Baltimore communities through incremental, scattered-site approaches to revitalization. These attempts, however, proved inadequate to stem the worsening living conditions and led city leaders to consider a wholesale redevelopment effort that would use the city's powers of eminent domain to acquire, demolish, and rebuild large numbers of severely distressed properties all at once.

This rethinking led to the East Baltimore Revitalization Initiative. First announced by then-Mayor Martin O'Malley in early 2001, the plan envisioned a project costing more than \$1 billion to acquire and demolish hundreds of homes in the Middle East neighborhood, relocate several hundred households, and create a renewed 88-acre community featuring research facilities for life sciences and biotechnology, retail development, and market-rate housing. In sum, the plan aspired to replicate the outcome of efforts that had recently gentrified other Baltimore neighborhoods.

In 2002, Mayor O'Malley, Joseph Haskins, President and CEO of Harbor Bank (the oldest and largest minority-owned bank in Maryland), and leaders of Johns Hopkins sought support from the Annie E. Casey Foundation for the East Baltimore project.

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## THE ANNIE E. CASEY FOUNDATION'S ROLE IN THE EAST BALTIMORE REVITALIZATION INITIATIVE

Since relocating its headquarters to Baltimore in 1994, the Casey Foundation has had a special interest in East Baltimore. As the largest grant-making organization in the United States focused exclusively on the well-being of vulnerable children and families, the Casey Foundation's work is national in scope. Nonetheless, an office of the Foundation's direct service child welfare agency, Casey Family Services, is located just to the south of the Johns Hopkins Hospital. Community organizations in the neighborhoods to the north and east of the hospital have received substantial support through the Foundation's family strengthening and small grants awards programs.

Based on this work with East Baltimore residents, Casey was initially skeptical when presented with the redevelopment plan. The Foundation did not believe that displacing poor long-time neighborhood residents simply to make way for a new, more prosperous population was consistent with Casey's principles, goals, and commitment to better outcomes for poor families.

On the other hand, Casey also recognized that previous revitalization efforts had fallen short and something dramatically different was required to improve the lives of East Baltimore's low-income families. The costs of doing nothing and maintaining the status quo would be steep and would hurt the prospects of children and families living in the community for generations to come.

The Foundation also knew that East Baltimore retained a sizable core of residents who were devoted to their neighborhoods. Based on the failure of previous revitalization efforts, however, many of these community residents harbored considerable skepticism, distrust, and resentment of outside entities not only for their failure to deliver on previous promises, but also for consistently failing to acknowledge the voices, interests, and needs of neighborhood residents in their plans for the area.

For the most part, this resentment and distrust was not motivated by resistance to revitalizing the neighborhood. Indeed, many residents had remained in the community because revitalization had been promised for decades. Rather, the skepticism was mainly rooted in the belief that, when and if it ever did come to pass, redevelopment and improvement would neither include nor benefit them.

After considering all of these issues, the Casey Foundation decided that the East Baltimore revitalization project was worthy of its involvement if—and only if—other partners were willing to re-craft its primary objective to include not only economic development, but human capital development and community building as well.

Casey's then-president and CEO Douglas W. Nelson described the decision this way: Casey would get deeply involved in the redevelopment project if improving the living conditions and outcomes for low-income East Baltimore families became the primary objective, the primary success measure, and the core rationale for shared investment in this initiative.

No one involved in the project understood precisely in 2002 what it would take to pursue this different paradigm for redevelopment. Yet, all of the other major partners at that time—Johns Hopkins, the City of Baltimore, and the State of Maryland—embraced it nonetheless. Soon after, East Baltimore Development Incorporated (EBDI) was established to undertake this ambitious redevelopment effort, with improving the well-being of community residents as a core element of its mission.

Since 2002, the Casey Foundation has played a significant investment, technical assistance, and leadership role in the East Baltimore Revitalization Initiative. Casey's support has:

- Helped to engage residents in planning and decision making and built the capacity of community-based organizations to participate in the project;
- Provided leadership in developing a relocation plan, housing and demolition protocols, and a new school designed to meet the needs of long-time and new residents;
- Enhanced the capacity of EBDI to address both physical and human capital development issues;
- Enabled the project to successfully relocate families and provide high-quality family advocacy services;
- Supported a range of human service, workforce training, and asset-building programs;
- Provided ongoing technical assistance around data management and evaluation; and
- Provided critical catalytic grants, loans, and guarantees that have leveraged very significant public, private, and philanthropic investment.

The East Baltimore project represents the single largest investment that Casey has made in community development. But even more than funding, Casey has been the principal champion for ensuring that better outcomes for residents are at the center of this work and that residents are treated as true partners throughout the process.

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## THE VISION FOR A NEW EAST BALTIMORE

*Over the next decade, the project seeks to transform East Baltimore into a sustainable, mixed-income, mixed-use community that welcomes, supports, and improves opportunities and outcomes for long-term, or historic, residents while stimulating public and private reinvestment in the neighborhood. It will achieve this goal through a mix of physical and human capital development strategies.*

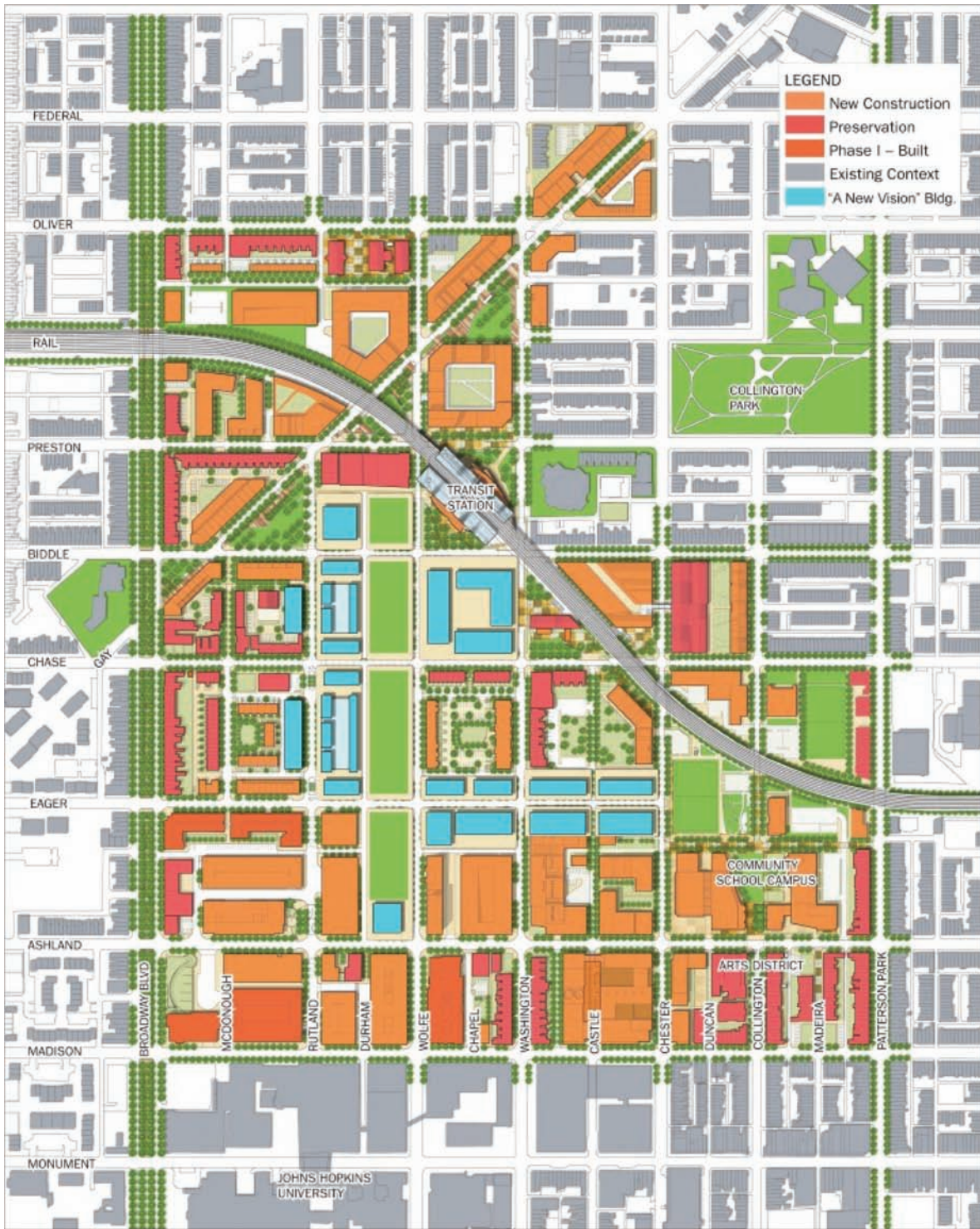
- Plans call for 2,200 new and rehabilitated green homes and apartments. One-third of these units will be affordable to low-income families, one-third to moderate-income families, and one-third for households able to afford market rates. Historic residents will be offered an exclusive right of first opportunity to new and rehabbed housing created by the project. A project goal is that all historic residents who wish to return to the revitalized community should be able to do so.
- The project seeks to create approximately two million square feet of commercial space, including a privately owned Life Sciences and Biotechnology Research Park that will capitalize on research generated by the adjacent Johns Hopkins Institutions. New office and retail amenities, including a grocery store, and a new commuter rail station will promote pedestrian and business activity and increase connections between East Baltimore and the rest of the region. It is expected that these activities will create 6,000 new jobs, many of which will be filled by historic East Baltimore residents. Economic inclusion strategies will help ensure that minority-, women-, and locally owned businesses receive significant shares of construction and procurement contracts.
- The new East Baltimore Community School will serve as a focal point of the revitalized community, providing high-quality education for elementary and middle-grades students, as well as health and social services, recreational opportunities, and cultural enrichment programs for young people of the neighborhood. A state-of-the-art Early Childhood Learning Center will prepare young children in the area to succeed in school.
- New green space and parks will provide a healthier environment for children and families, as well as places for the neighborhood's diverse population to interact. The project seeks to create a true community—not just an assemblage of buildings, but also a network of social relationships and civic interaction, as well as a shared sense of identity and interest among its residents.

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## STATUS REPORT: PROGRESS TOWARDS REALIZING THE VISION OF RESPONSIBLE REDEVELOPMENT IN EAST BALTIMORE

### ■ Physical Development

Though EBDI's ambitious initial timetable for redevelopment has been slowed by the recession and the crisis in real estate finance, the project has received more than \$340 million in total investment to date and has made steady and consistent progress. The Baltimore City Council has approved all of the necessary zoning and land use approvals for the project, including a Tax Increment Financing district that allows the city to borrow funds against future tax receipts that will result from the project. More than \$20 million of infrastructure improvements have been made to upgrade the neighborhood's electricity, technology, and water systems. Construction of replacement housing in the development area began in 2006, and as of early 2010, 220 new units of housing had been completed. The first 300,000 square-foot life sciences facility was completed in 2009, with Johns Hopkins as the anchor tenant. A



- LEGEND**
- New Construction
  - Preservation
  - Phase I - Built
  - Existing Context
  - "A New Vision" Bldg.

**SASAKI**  
madden planning group

**EAST BALTIMORE NEIGHBORHOOD PLAN  
A NEW VISION**

1:100  
January 2009

500-bed, 22-story residence for graduate students at the Hopkins professional schools is slated to break ground in the summer of 2010, with occupancy scheduled for 2012. In January 2010, the State of Maryland authorized plans to relocate the Department of Health and Mental Hygiene's Public Health Laboratory to the area. The new building will house nearly 200,000 square feet of laboratory and office space and employ 300 people. The Maryland Institute College of Art will also open a new community arts education facility in the area. More slowly than hoped, but just as surely, a diverse and vital new neighborhood is emerging in Middle East. These efforts are already beginning to attract retail outlets to the neighborhood, including a bank branch and new restaurants. Plans are underway to attract a supermarket to the project area.

### ■ Resident Engagement

Residents have been involved in a consequential way in many aspects of the project. Since 2002, more than 300 meetings have been held with the community, project partners, and other stakeholders. Residents play key roles in ongoing regular meetings of EBDI committees. The Housing and Relocation Committee, which continues to meet monthly, oversaw the creation of the relocation plan for households forced to move, and the resulting plan incorporated many ideas advanced by residents. EBDI also surveyed neighborhood residents at the outset of the project and used that data to ensure that relocation plans were tailored to meet residents' needs, circumstances, and goals. Residents also have contributed to and continue to shape plans for demolition, housing development, and many other aspects of the redevelopment process. Two community representatives sit on the EBDI Board of Directors, further ensuring that residents' concerns remain at the forefront as project decisions are made.

### ■ Relocation

To ensure equity and promote a successful transition for community residents forced to move from their homes, EBDI agreed to provide financial benefits that supplemented those required under the federal Uniform Relocation Act. The Annie E. Casey Foundation and the Johns Hopkins University provided funds for these supplemental benefits. In addition, EBDI provided in-depth assistance to displaced residents as they searched for new homes and continued to work with them to achieve economic stability in their new locations.

As of April 2010, more than 630 households in the project area had been relocated. The majority moved to neighborhoods that were much stronger in key measures such as increased housing value, household income, adult employment, racial and economic diversity, and lower rates of crime, domestic violence, and child abuse. As described below, a significant number of residents have returned to the EBDI area in newly developed housing. On average, relocated homeowners have seen the value of their homes increase from \$30,000 to \$150,000 and, as many did not hold mortgages, have realized this increase in housing value as equity. Of the relocated residents, 52 of the original private renter households became homeowners with an average home value of \$119,000. Results of the first three independent Post-Relocation Satisfaction Surveys of relocated households show that, despite being angry and distrustful at the start of the project, most households had positive relocation experiences. The large majority believe that they are better off than before the move, reporting that they had moved to better neighborhoods with less crime and less poverty; were satisfied with their new home and neighborhood; and gave EBDI consistently high marks for relocation, family advocacy, and services—even if they did not like being asked to move.

### ■ Family Advocacy and Supportive Services

One of the most unique and beneficial aspects of EBDI's relocation process has been to assign every project area household a Family Advocate—a professional who provides ongoing support to ensure

## A RANGE OF PARTNERS

Along with ongoing support from Casey, the city of Baltimore, the state of Maryland, and the Johns Hopkins Institutions, the East Baltimore Revitalization Initiative has received support from a range of other partners, including:

- Abell Foundation
- Atlantic Philanthropies
- Baltimore Community Foundation
- Bank of America
- Forest City/New East Baltimore Partnership
- Goldseker Foundation
- Greater Baltimore Committee
- JP Morgan Chase
- Legg Mason Foundation
- Living Cities
- M&T Bank
- John D. and Catherine T. MacArthur Foundation
- Robert Wood Johnson Foundation
- Rockefeller Foundation
- T. Rowe Price Foundation
- U.S. Department of Housing and Urban Development
- Harry and Jeanette Weinberg Foundation

In addition, the project has received grants from other local organizations, including the Living Classrooms Foundation, Open Society Institute—Baltimore, Empower Baltimore, and the United Way of Central Maryland, to support programs focused on workforce development, public safety, and helping ex-offenders re-integrate into the community.

that families are relocated successfully and who connects families to needed services such as job training and placement, substance abuse and mental health counseling, child care, credit counseling, legal services, and health care. These advocates have been particularly effective in helping relocated families maintain their housing and economic stability. Through a combination of homeownership counseling, workshops, and free legal assistance, 95 percent of relocated residents have remained successfully housed since being relocated. Of the 206 homeowners relocated to date, only 13 have found themselves at risk of foreclosure, and, thanks to the intervention of the Family Advocates, foreclosure was prevented in all but two of these cases, even at a time when foreclosures soared in Baltimore. Also, while 135 relocated renter households have been at some risk of eviction since relocation, Family Advocates have prevented eviction in more than three-quarters of these cases. More than 100 families have received assistance with utility bills, which frequently factor into eviction proceedings and credit problems for low-income renters.

### ■ Workforce Development, Asset-building, and Economic Inclusion

In light of the very low incomes and high jobless rates in Middle East and surrounding neighborhoods, EBDI has provided extensive assistance to help residents find employment and/or advance into better-paying jobs. Since 2004, more than 1,000 East Baltimore residents have been placed in jobs through a neighborhood pipeline that connects residents to employers, sector-based training programs, and economic inclusion opportunities. Since November 2007, EBDI has worked in partnership with the Mayor's Office of Employment Development to provide onsite workforce services. More than 600 residents have enrolled in services and 207 residents have been placed in jobs paying on average \$10.44 an hour. In addition, EBDI has worked closely with three customized training programs—a pre-apprenticeship program in construction, a lab associates training program in biotech and a healthcare advancement program in healthcare. These sector programs have placed more than 150 East Baltimore residents (more than 50 percent of the participants) in jobs that have career advancement potential. In addition, as noted below, the economic inclusion programs connected to the project-related construction has also lead to substantial hires. Beyond these workforce programs, EBDI Family Advocates and a num-



ber of partner non-profit organizations have helped East Baltimore residents gain access to Earned Income Tax Credits, food stamps, health insurance and a range of other government benefits.

EBDI has created and enforced an aggressive economic inclusion agreement to ensure that East Baltimore residents and vendors can compete successfully for new jobs and service contracts generated by the project, with strong results. Of the \$118 million awarded in construction-related contracts by EBDI through December 2009, minority- and women-owned businesses received more than \$50 million in contract awards, 42 percent of the total. The East Baltimore project also set goals for number of hours worked by minority and women employees on construction projects. Of the more than 220,000 total labor hours devoted to the project as of December 2009, minority and women workers accounted for 55 percent. And of the total 1,582 workers hired for the project, 237 (15 percent) were East Baltimore residents and 613 (39 percent) were residents of Baltimore City.

### ■ Demolition

Despite clear evidence that poorly supervised demolition can seriously exacerbate lead contamination and other environmental health hazards, few meaningful safety protections for residents are imposed on demolition practices nationwide. To ensure that demolition would not harm residents in East Baltimore, EBDI and its partners developed a set of evidence-based protocols that were far safer than those used previously by Baltimore City and, arguably, any other city in the country. Tests overseen by an independent advisory panel identified by Casey (with support from the Robert Wood Johnson and John D. and Catherine T. MacArthur Foundations) confirmed that the new protocols did, indeed, mitigate health hazards. While earlier studies conducted at other sites employing standard demolition practices found that lead dust levels rose dramatically, EBDI's demolition protocol greatly reduced the amount and dispersion of airborne lead dust. EBDI's groundbreaking work on demolition safety is having an impact beyond the project area. The City of Baltimore has used the protocols to develop new regulations for demolition, and legislation has been introduced in the Maryland legislature to make them the statewide standard. The protocols have been studied by officials in several cities and featured at a number of national conferences.

### ■ Mixed-Income Housing and the Right to Return

The master plan calls for the creation of up to 2,200 new housing units for sale or rent, including a mix of single-family townhomes, apartments, and condominiums. EBDI has pledged that one-third of the units will be affordable to low-income households, with another one-third priced for moderate-income working families, and the final one-third available for market rate residents. By the end of 2009, the East Baltimore project had achieved several important housing milestones: a new 74-unit affordable rental building for senior citizens and a 78-unit rental building for low-income working families were fully leased; the first 63 units of a mixed-income rental project featuring garden apartments and townhomes was completed and leased; and construction had been completed on the first five townhouses for sale.

Following negotiations between residents and new housing developers, EBDI created a policy offering residents displaced by the project an exclusive opportunity to apply for new low-income housing units built in the neighborhood before they are marketed to the general public. As a result, former East Baltimore residents occupy nearly half of the new rental units leased in the neighborhood. In addition, EBDI is also improving home ownership opportunities for project area residents who choose to remain in the neighborhood or relocate back. The House for a House Program allows displaced project area residents to use their relocation benefit to purchase fully rehabbed homes in the project area.

The Home Repair Program offers significant grants to homeowners in the project area whose properties are designated for preservation—allowing these homeowners to renovate their homes rather than relocate. As of May 2010, 12 units were slated for rehab through the House for a House Program, and 21 homeowners were participating in the Home Repair program.

### ■ Education

The track record of East Baltimore’s public schools has long been marred by high absenteeism and poor academic achievement. To reverse this troubling underperformance, Casey and EBDI have mobilized an ambitious educational initiative aimed at ensuring the success of East Baltimore children from birth through high school and beyond. The central component of the educational strategy is a new pre-Kindergarten through 8th grade school in the center of the Middle East neighborhood. This East Baltimore Community School opened in August 2009, with 136 students in kindergarten, 1st and 5th grades, with at least one additional grade to be added each year. Another program, Elev8 Baltimore, provides integrated learning, health, mentoring, and recreational services and cultural program supports to middle school students at the East Baltimore Community School and three nearby middle schools. Planning is underway for the creation of an Early Childhood Learning Center that will help prepare young children to succeed in both the East Baltimore Community School and other area institutions.

### ■ Financing and Investment

In 2002, four major partners largely supported the project: the Casey Foundation, the City of Baltimore, the State of Maryland, and the Johns Hopkins Institutions. Over the last several years, the project has leveraged sizable new investments. As of mid-2010, 17 additional investment partners have come on board and the project has attracted more than \$340 million in public, private, and philanthropic investment.

These new resources are critical. But it’s clear that absent the Annie E. Casey Foundation’s sizable, timely, and flexible investments of financial and human capital, the East Baltimore effort could have faltered. Casey’s early leadership in assembling a group of funders willing to guarantee a loan to help pay for large-scale acquisition of properties; its support, along with Johns Hopkins, for critical relocation, family support, economic inclusion, and workforce initiatives; its help in securing New Market Tax Credits; and perhaps most of all its willingness to purchase \$27 million in Tax Increment Financing bonds have been pivotal in maintaining the momentum of the project in the face of uncertain economic circumstances.

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## INFLUENCE OF THE EAST BALTIMORE PROJECT

Although the primary emphasis of the East Baltimore Revitalization Initiative is focused within the boundaries of the project area and its efforts are far from complete, it already has had some influence on policies, practices, and funding decisions in the City of Baltimore and the State of Maryland.

### **In Baltimore the project has:**

- Helped catalyze new development in surrounding communities, including:
  - 40 new affordable homes being developed by a partnership spearheaded by the Baltimoreans United in Leadership Development (BUILD) organization, a faith-based community organizing group, in the adjacent Oliver neighborhood to the north of EBDI; and

- A new \$18 million development that has brought the headquarters of Humanim, a national human service provider, to the communities to the northeast of the EBDI project area;
- State officials have committed to constructing a new facility for the Maryland Department of Health and Mental Hygiene in the project area. This will relocate 300 employees to the project footprint. The State of Maryland has also committed to locating a new commuter rail station adjacent to the project area.
- EBDI's demolition protocols have become the new model for the City of Baltimore and are being considered by the State of Maryland.
- The project has drawn the support of the Chief Executive of the Baltimore City Public School System who has called for the new East Baltimore Community School to be a model for how to create charter and special schools in the city.
- The Baltimore City Police Department has shown more openness to work collaboratively with EBDI and other stakeholders on public safety issues. For example, EBDI recently signed a contract with a security firm to help patrol the neighborhood, in close cooperation with Baltimore police.

#### **Interest at the national level:**

- The East Baltimore project has generated significant interest across the community redevelopment field, with groups from cities across the country as well as the United Kingdom visiting and learning from the project. A number of the Casey Foundation's sites and other cities, including Louisville, Denver, Oakland, New Orleans, Camden, Detroit, Cleveland, Birmingham, and Philadelphia, have expressed interest in visiting and learning from this work. The U.S. Department of Housing and Urban Development is also interested in how Responsible Redevelopment principles and the lessons of the East Baltimore project can be applied to several initiatives, including Choice Neighborhoods and Sustainable Communities.
- Atlanta, another city where Casey has made a significant amount of community-based investment, has already used the East Baltimore relocation model in its work and the Zeist Foundation has adopted several of Casey's responsible relocation practices to guide its place-based work.

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## **THE VIEW AHEAD**

The East Baltimore Revitalization Initiative remains a work in progress. Already, though, it has achieved many successes—particularly in relocation, demolition, economic inclusion, financing, and the sustained alignment of the public, private, philanthropic, and community sectors. These achievements have surpassed the early expectations of stakeholders and are advancing new standards and practices for the field of urban redevelopment. The Casey Foundation will continue to share lessons in these areas.

The East Baltimore project stakeholders still have much to learn, however. Critical challenges include dealing with the lingering effects of the recession, financing middle-income housing, assisting former residents to return and attracting market-rate buyers and renters, building a strong retail base for the community, fully leveraging the resources of universities, hospitals, and other anchor institutions, and building a sustainable mixed-income community that links historic and new residents. We can be sure that other unforeseen challenges will arise as well. But the progress realized to date has given project stakeholders the confidence that they can adapt with creativity and flexibility to both predictable and

unexpected circumstances, while remaining true to the core principle of ensuring that historic residents have better opportunities, choices, and outcomes.

These stakeholders have learned much in the last decade but have also relied on the experiences of others, including Casey's earlier place-based initiatives such as Rebuilding Communities and Making Connections, research conducted by the Urban Institute on the federal HOPE VI and Moving to Opportunities programs, and a diverse array of organizations such as PolicyLink, Living Cities, the Aspen Institute Roundtable on Community Change, and the Jacobs Center for Neighborhood Innovation that are working to promote more just, equitable, and sustainable communities.

Going forward, the Initiative will seek to engage more directly and effectively with other organizations, projects and cities, to share what it has learned and to learn from others. In that process, the East Baltimore Revitalization Initiative will help shape the conversation about urban redevelopment and re-focus attention on improving opportunities and outcomes for low-income children and families.

For more information on the Annie E. Casey Foundation's efforts in East Baltimore contact: Tony Cipollone, Vice President for Civic Sites and Initiatives, [tcipollone@aecf.org](mailto:tcipollone@aecf.org).

## The Annie E. Casey Foundation

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The Annie E. Casey Foundation is a private charitable organization dedicated to helping build better futures for disadvantaged children in the United States. It was established in 1948 by Jim Casey, one of the founders of UPS, and his siblings, who named the Foundation in honor of their mother. The primary mission of the Foundation is to foster public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the

Foundation makes grants that help states, cities, and neighborhoods fashion more innovative, cost-effective responses to these needs. For more information, visit the Foundation's website at [www.aecf.org](http://www.aecf.org).

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