

## Tony Cipollone Transcript

REX:

I'd like to begin our next session in Resizing Communities in a Just and Equitable Manner. In this session we are going to be listening to one of our colleagues who has worked in East Baltimore on a case study of responsible redevelopment.

Let me just say a few words about the session. I'm Rex Lemore with the Michigan State University Center for Community and Economic Development, one of the cosponsors of this webinar series. This is more; this is a series that we hope will provide information from leading practitioners and scholars from across the world on methods and strategies for resizing communities in a fair and equitable manner. And we hope that this material will help facilitate thoughtful discussion and innovative collaboration amongst community partners and those engaged in recycling, resizing and recycling communities. But it is more than just a series of webinars, part of what we're doing in utilizing this technology is preserving these webinars so that at future dates you may bring them up and share them with colleagues and partners in community settings where you might discuss these topics in more detail. And we've also put together a collection of materials available on our website: [ced.msu.edu](http://ced.msu.edu) about resizing in a just and equitable manner and we encourage you to access that material as well.

If you have not registered, it isn't really critical but we would like to have you do that so that we can keep you informed of other opportunities that may present themselves as we discuss resizing our communities and ways that we can work together to do that. As we go through the seminars today we will have the opportunity to get questions from participants on the webinar. Those of you who are online you will see a chatbox on the lower left of your screen and in that you can enter questions and after our presentation we will ask our presenter to respond to those questions as time permits.

I am very pleased to introduce our next presenter, Dr. Tony Cipollone. Dr. Cipollone is the Vice President for Civic Sites and Initiatives with the Annie E. Casey Foundation and he's had significant roles in providing leadership in multiyear investments in Baltimore and Atlanta, cities where the Annie E. Casey Foundation is deeply involved in innovative urban redevelopment initiatives aimed at turning those neighborhoods into communities that provide families and kids with resources they need to thrive. In both places Dr. Cipollone has worked to create strong working partnerships with local residents, anchored institutions, community leaders, and elected officials so that East Baltimore and Atlanta's neighborhoods can achieve local success and become national models of responsible urban development.

Since joining the Foundation in 1989 Dr. Cipollone has developed and managed some of the Foundation's most important projects. He directed the New Futures Initiative; the Casey's first place based initiative and for over a decade worked closely with partners in Kentucky and around the state's comprehensive education reform efforts. Tony has also established the Foundation's Evaluation and Research Unit and recently managed the Kids Count Program Initiative and its growing agenda to promote strong policy and advocacy efforts on behalf of children and families. He's also written a range of Casey Foundation publications covering topics such as urban school reform, early childhood education, the high cost of being poor, neighborhood transportation, and supports for low income working families.

As a member of the Casey Foundation Senior Leadership team Tony holds a BA in urban education and an MS in special education from the State University of New York at Buffalo; the youngest Doctorate in Administration Planning and Social Policies from Harvard University. And with that I'm pleased to introduce Dr. Cipollone.

DR. CIPOLLONE:

Thank you very much, Rex. Obviously someone other than me sent you that long bio, and I apologize for its length. I'm really pleased to be here and be able to talk with you folks today. And it's really nice that so many folks have an interest in topics of urban redevelopment. It really is my pleasure to share with you some of our experiences and observations emanating out of the East Baltimore Revitalization Initiative. This is an effort that began in earnest back in the early, probably back in early 2000 and is something that we've been involved in since about 2002.

You know the Annie Casey Foundation, just by way of introduction, is a foundation about kids and is a foundation about low income families. And a lot of folks wonder what we're doing in a business like redevelopment, but we see the future of low income kids and their families so intimately tied to the future of the places where they live because those are the places that provide them with either the benefit or the lack of benefit to opportunities to succeed.

With that let me give you a little of the frame here. We got asked to participate in this because it was kind of a traditional redevelopment effort taking place in the city of Baltimore. At that point in time by the city, the state, Johns Hopkins University, the idea here was to convert about 88 acres of a very challenged neighborhood on the east side into a place where in fact there was an economic engine that would be developed in the context of a biotech facility. We got asked to participate and we declined right away because in fact from our vantage point traditional redevelopment in Baltimore and in other places across the country hasn't taken very good care of the historical residents who live in those communities. And rather than redevelopment that gets done with or for low income families and residents, particularly African Americans, it's generally done to them too many times.

However we said that what would get us interested in an effort like this was if in fact we can make the central objective and the success measure what a project like this could contribute to the wellbeing of low income families who had historically lived in that neighborhood. So that in fact the primary measure wasn't just economic benefits to the city or the number of bricks and mortar buildings that go up, but rather the degree to which those residents were going to be better off socially, economically, and in terms of better opportunities. And what we were really trying to do there is to develop a model that really could combine economic community and human capital development in interchangeable strategies that could really ensure that residents were better off. And the term we used at that point in time was responsible redevelopment.

Let me tell you a little bit about his neighborhood as it looks on this map. It's about 80 plus, about 88 acres on the northern border of Johns Hopkins Hospital in the east side of the city. This was a neighborhood that years ago was a very thriving middle class mixed neighborhood that was a launching pad for generations of future thriving families. However by 2000 more than half the population was out of work. There was a vacancy rate that was through the roof; five times what is was for the city of Baltimore. Poor housing stock, a homicide rate that was a real tragedy and a real lack of opportunity in the context of weak public school, so essentially it was a neighborhood where every indicator of social, family and kid wellbeing was in fact moving in the wrong direction.

On the flip side though, it was really a neighborhood that had lots of tough folks in a very positive way. You know we had lots of families living in that community that had lived there for generations, called it home, loved the neighborhood for what it provided them in terms of the social network and social fabrics that were important to them. It's a neighborhood with a significant resource in Johns Hopkins Medical Institutions. Johns Hopkins—as folks from Baltimore and Maryland are aware—is the largest employer in the state with lots of opportunities for folks. And this project, the redevelopment effort, really did bring together kind of an unprecedented alignment of public, private, philanthropic, and community actors. You had the state, you had the city, you had Johns Hopkins, you had major philanthropies wanting to get involved.

So we began to move on this frame of again, what we called responsible redevelopment, and just kind of in a nutshell and then I'll go through these components in a little more detail. What that really meant for us and the rest of the partners was that this was going to be a redevelopment effort that was going to be done with significant resident engagement, was going to pay attention to the whole issue of relocation ensuring that in fact relocation was done well, was done equitably, and in a way that provided benefits to relocated families. And that it was not going to just relocate folks, but that it was going to provide a way to get back to this community and that residents who would be relocated would in fact have an opportunity at some point in time to return. And return to what was hoped to be a range of new and rehabbed mixed income, where possible green housing.

We envisioned this project and one of the components not just being about housing and relocation but also really being about providing economic opportunity for residents. There's been a very significant economic inclusion dimension to this project and along with that simultaneously works with development efforts that in fact are aligned with those inclusion goals, expanded educational opportunities, and including amenities such as parks, and opportunities to access better health care and quality of life amenities. And significantly we believe that this whole paradigm around responsible redevelopment, where in fact it is possible, really needs to build on the catalytic power of anchor institutions and in this case we had a significant one in Johns Hopkins as I mentioned before.

Let me go through some of these pieces individually and kind of give you a sense of where we are. Resident engagement really has undergirded virtually every dimension of this effort. Community representatives sit on the EBDI Board, as well as a range of different communities associated with the project. There have been almost 400 meetings with the community, as a matter of fact in about an hour I will be going over to chair a community meeting this evening. So at least twice a month there are community meetings updating residents on what is happening in this project.

Residents really have played a critical voice in so many aspects of this initiative. They were at the table early on and contributing to what the relocation plan ought to look like, what the benefit package ought to entail and I am convinced for that reason that in fact the relocation dimension of this project has worked out so well. They were very vocal and participated quite fully on what the protocols were going to be to demolish vacant buildings in this neighborhood given the fact that scores needed to come down of often times very toxic buildings. They were quite involved in the development of what some of the housing programs were going to look like and I will speak to that a little more in a few minutes. They participated in really a policy effort to establish a right to return policy for the project that would give residents first rights to bid on new properties. They were very involved in the creation in what is now called the East Baltimore

Community School, new school, not community. And they have participated in, contributed to, and helped track the economic inclusion goals that have been associated with this effort.

Responsible relocation has been something that has been front and center in this project. The reality is that this East Baltimore project required the relocation of over 700 households, a combination of both home owners and renters. This has been a dimension of the project that early on was just an incredible bone of contention as anyone who's been involved in redevelopment efforts that require eminent domain are aware, it is a very volatile issue. It is an issue that engenders lots of anger, lots of mistrust, so lots of care and lots of attention was given to this piece of the project. As I said before, residents were very involved in what the benefits were going to look like, what the processes were going to look like and as a result even though folks were still angry, obviously, lots of folks were able to increase household equity substantially. On average household equity for home owners in particular improved four fold, the average was about \$150,000. We used Section 8 vouchers as much as we could for a total of about 161 of those households. Importantly and something that we think has been a good dimension of this project, 58 residents who were renters became first time homeowners by cashing in and using their relocation benefits as a down payment for a home.

And while in fact, as I mentioned before relocation was very contentious, post satisfaction surveys of all the residents that had been relocated, does indicate that while no one was really happy about having to move, they gave the project high marks for what it did for them and how it did it. On the whole folks believed they were treated equitably, that they were treated with a measure of respect and again seemed pleased with where they wound up post relocation. EVDI, that stands for East Baltimore Development Inc. which is the nonprofit entity, kind of a quasi public/private nonprofit charged with carrying out the redevelopment effort on the whole got very high marks for how they handled relocation.

We're convinced that one of the reasons that relocation went well is because of what we call the Family Support Component, what we call family advocates. Each resident that went through the relocation process had both a housing counselor, a relocation counselor rather, that helped with the kind of cost dimensions of a move, interpreting the regulations associated with it, and very fluent in the benefits as well as what we call a family advocate. A family advocate's role was really to do whatever it took to help a family land on their feet and land in a place that was better off. Whether that meant getting connected to employment services, getting connected to daycare in a new community, ensuring that there was a way to get back to their doctor at Johns Hopkins, whether that meant ensuring that they got a place that was big enough for new residents that would be entering their family, whatever it took family advocates were there.

One of the most important dimensions of their work has been around housing stability. They have been able to track where every household is, where every resident is, they continually keep in touch with them. And as a result today more than 95% of the residents are successfully housed, remain successfully housed. Of 206 relocated home owners, only 3 have experienced foreclosure. That's a foreclosure rate of less than 1% in a city that over the same time period was over 6%, experienced an over 6% foreclosure rate. They prevented a countless number of evictions and have been able to help folks in 73% of the cases. And have enabled, have helped families get screened for additional public benefits as well as part of this relocation process.

Just to give you a sense, residents are relocated all over the city but the reality is that while they could take their relocation benefit and essentially move anywhere they wanted to in the country, the predominate place where folks relocated was in Greater East Baltimore, in communities that were around the community that they got relocated from even though there

were much better communities on the whole. And we believe that that really does a test to the power of social networks that are very strong and that keep folks connected to supports in their old neighborhood.

I mentioned demolition earlier. You know East Baltimore was home to countless numbers of vacant buildings, blocks and blocks of vacant buildings and buildings that were in too many cases filled with toxins: lead paint, rodent droppings, other chemicals, asbestos. And as a result the community stood its ground and said, if in fact these buildings need to be taken down, we need to take them down in a responsible way, in a way that mitigates these toxins getting released into the air. It took about a year, and worked very closely with residents, very closely with experts and developed a new demolition protocol that includes a range of components such as getting rid of lead fixtures and getting rid of lead molding first, demolishing buildings through a picker method, lots of wetting to keep the dust down, and lots of monitoring as well. There was an independent panel of national experts that got called in to monitor the results and these demolition protocols have in fact kept lead dust down to the point that it is undetectable by common standards. And it has become a demolition protocol that has now been developed by the city of Baltimore and we are anticipating that in about a year it will be adapted by the state as well.

Economic inclusion has been a critical part of this effort. From the beginning everyone was clear that if in fact we are going to really be able to demonstrate that this was going to provide some benefit to residents who live in East Baltimore, then we had to have clear goals for how many jobs were going to be created for the populations that lived there which were predominately minority populations. Very robust benchmarks for economic inclusion were established at the outset of this project, benchmarks that exceeded those targets of the city and in virtually every case those benchmarks have not only been met, they have been exceeded. As importantly, if we're going to take advantage of economic inclusion opportunities, we have to simultaneously ensure that there was also developed very quickly workforce pipelines so that in fact folks could get trained for the ensuing jobs. Because oftentimes while developers and employers are willing to agree to benchmarks if in fact there are not already people to assume those jobs, that becomes a way out. And the project was very careful to ensure that as many folks as possible could participate in training and we've been very pleased with the workforce numbers that have ensued.

As I mentioned earlier, everyone from the beginning of this project was very aware that in fact this was going to be a community that folks were going to want to move to, folks were going to want to return to, a community where in fact it was going to be ultimately a mixed income community, then in fact it had to have a premier school because we all knew that that is something that attracts families to neighborhoods. So in 2009 we opened the East Baltimore Community School. It eventually will be a K to 8 school, we added grades at the middle and lower end and increased those annually. It will grow to about 580 in 9 grades and move to a new campus that will begin construction next year and we hope to finish that in 2012, 2013 probably. It will be a 7 acre campus, demolition starts this summer on those vacant buildings on that lot. It will house not just the East Baltimore Community School but a new early childhood learning center as well that will be connected to the school as well as a family support center and be home to other neighborhood amenities and playing fields and so forth.

Importantly this is not a regular charter school, it's not a regular Baltimore City school, it's not a charter school, it's what is called a contract school. And the reason it was done this way is because Maryland's charter school law requires that enrollment be open to the entire city and

that enrollment take place through a lottery. What was important to have happen was that relocated residents, historical residents, would get first shot at sending their kids to this school. So basically any relocated resident who has a school aged child who meets the age criteria for the grades of the East Baltimore Community School has first dibs to enroll their child in it. And that required that we have a special relationship with the school district and thus this contract school designation. In addition to the academic curriculum there's an array of before and after school services, school based health and mental health, mentoring, cultural activities, recreation not just in East Baltimore Community School but also in four other neighborhood schools. We realize, as does everybody else, that if we are really going to make a difference, we need as many strong schools as possible and as many schools offering an array of opportunity building experiences for kids in that neighborhood. And as I mentioned before we're also developing what is called the East Baltimore Early Childhood Program to go along with the new school.

On the financing side, obviously this is a project of significant cost dimensions. I can tell you that it is the largest investment of the Annie Casey Foundation we've made in our history. To date we have probably invested close to about 80 million dollars, a combination of grants—maybe about 30 million in grants—and lots of social investments. Lots of loan guarantees, program related investments, and in addition we've used some social investment funds to purchase tax increment financing bonds that were used to fund acquisition and demolition and relocation in the second phase of the project. And we took that step when in fact the private market, because of the economic downturn, found those bonds, the purchase of bonds like that to be too risky at the time.

And you will see from this slide that at the beginning of this enterprise there were basically four partners: us, the city, the state, and Johns Hopkins. Today there are upwards of 17 across both the private governmental and the philanthropic sectors and we think that is a testament to the project's track record and success to date. Importantly, and this was something that we all really hoped for from the beginning and wanted to see, this is having influence locally as well, we are starting to see revitalization and development beginning to take root in some of the adjacent neighborhoods to the East Baltimore Project such as the Oliver Community, a local organization called BUILD has been developing new housing. We are in the Q for a new regional rail station stop with the state. Next summer, this summer actually construction will start on a new state building in the footprint, the Maryland Public Health Lab is going to be built in the project area. That is a significant win for the project because that is a state building that has chosen to relocate to this neighborhood and will bring about 200-300 people on a daily basis into this neighborhood.

As I said earlier the demolition protocols influence how the city and state do business. The school system is looking at the East Baltimore Community School as being a model for not only how it develops new schools, the city public schools rather, looking as a model for how it develops new schools, and we also believe it can be a model for a elementary school/university partnership. Hopkins, Johns Hopkins and Morgan State University—which is a historically black college on the east side of Baltimore—are playing a partnership role in that school and are going to begin next year probably as the new operators for the school. And there's been a significant collaboration with the City Police Department and EBDI and public safety and as a result crime rates actually in this community that was so challenged in the beginning have begun to move in a downward direction in a very positive trajectory.

Nationally the project has gotten lots of visibility, lots of interest. I think by virtue of even us being asked to do this webinar is an indicator of that. We've had lots of folks come and

visit us from cities all over the country, including the United Kingdom. It has now been chosen as well by Living Cities which is a consortium of about twenty of the country's largest foundations and banks to become a site for what they call their "Integration Initiative" and that's a significant funding effort to five cities across the country: us, Detroit, Twin Cities, New York and Cleveland. And interestingly enough the idea behind this Integration Initiative is that it, that cities come together in a collaborative effort towards improving through redevelopment outcomes for low income populations. The basis for the Integration Initiative is really trying to take some of the successes particularly around workforce development and economic inclusion and embedding them as a way of doing business in other major redevelopment projects that are taking place and will take place in the city over the next decade and beginning to move some of those efforts towards influencing policy change and financing change in the city and the state.

The relocation protocols have been adopted in other places including Atlanta and we're beginning to work much harder now to take some of the tools and the products and the lessons from the effort and really roll them out over time. And anybody who does keep track of things that the Casey Foundation publishes will see some increases in this area over this summer and beyond.

Let me just spend a minutes or two just to give you a sense of some of the physical redevelopment goals here. You know this is a project that we hope will generate 2,200 mixed income housing units, about 2 million square feet of biotech, new retail; a big push for a new grocery store, supermarket in this community and we think we are going to achieve that in the next year or two. Again new school as well as all the public amenities. Some of the examples of the new housing that's going up: a 78-unit affordable family housing unit and a senior housing unit, a 74-unit. These were the first two projects that went up. We're proud to say that between 40 and 60 percent of the residents occupying those units and those buildings are former East Baltimore residents, again taking advantage of this right to return opportunity. Again Chapel Green is a mixed income rental housing development that was recently completed, that is almost 50% of former East Baltimore residents.

A number of new and rehabbed ownership opportunities. On the left the condos are what we call the Townes of Eager and those are now completed. And on the right is an example of what we call A House for A House Initiative. There are two housing initiatives, one called House for a House and one called Home Repair Program, Home Remodeling Program that were really developed by residents. Residents are part of their committee work said "Gee why can't we begin to take relocation benefits and apply them to the rehabilitation of vacant houses in the area"? For example here's a house that was vacant and in this case a household took their relocation benefit, applied that to the renovation of this home. This is the after shot of this particular home and is just an example of some of the houses in the House for a House Program. There are roughly about 20 families that have taken advantage of this opportunity. And there's also an opportunity for residents to take their relocation benefit if in fact they don't have to be relocated from the neighborhood if they're one of the families that are going to remain here because their home couldn't be taken because of historical reasons, they can take that relocation benefit and apply it to the rehab of their existing home and increase its value. There are roughly 20 families participating in that program as well.

This is a photo of the first Life Sciences Building that was opened two years ago. This is a graduate school housing project that is under construction right now and should be finished by next summer. Let me give you some sense of the view ahead. There's lots to do on this project and we think it's going to take fully another 8 to 10 years to really realize all the benefit that we

hope will emanate from it. And like any project, we've got some significant challenges; we've had some significant challenges from the beginning and we've managed to address those and we're hoping we can be as lucky as we move forward in the years ahead. One is obviously the lingering effects of the real estate crisis and the recession. We've been challenged by the economy like everybody else, at the same time we are quite pleased that this project while in fact it slowed down because of the economy and the recession, it did not stall like so many others and I think that's a testament to the partners that have been participating in it.

We've got to think harder and figure out how we are going to finance the middle income housing component of this effort as we go forward. We are committed to ensuring that this remains a mixed income community when it's completed. A mixed income that is roughly a third low income, a third middle or workforce housing, and a third market rate. And that is a formulation actually that was proffered and accepted; it came from the residents. That is the mix that they would like to see in this community when it is completed.

We are working hard to figure out how do we help former residents to return? To some degree it's easier with renters but in fact for someone who has a home that they purchased because they were relocated, how do we help those interested folks who want to come back, come back to this community? That's one of the things we are beginning to address right now, we're in the process actually of doing surveys with relocated families to get a sense of what are the issues, what are some of the concerns they have, what are some of the factors that would prohibit them or make it challenging for them if they were interested to come back to redevelop East Baltimore. As I mentioned we've got to attract market rate residents, businesses, and especially a grocery store. We've got a new school campus that we've got to get started and that we've got to complete and that will be a critical part of this new neighborhood. And importantly, this project really does have to work on cultivating a sense of community across what we anticipate are going to be a diverse array of residents and different organizations and that's not easily done as any folks who are involved in creating mixed income communities already know.

So that is I think a quick walkthrough of what is going on in the East Baltimore Redevelopment Project. And I know we've got more time here so I'd love to entertain any questions anybody has.

REX:

Thank you Dr. Cipollone. I would invite participants to submit, and I see that we have a couple of questions here in the chat room. I might ask a question as folks are formulating.

The situation in Michigan is a little different; relocation is being discussed in the context of moving sparsely settled neighborhoods and creating more dense neighborhoods. Where we have significant abandonment in a number of blocks in a community, relocating those remaining residents to target neighborhoods where we may be investing and encouraging greater density. Any insights on the principles of responsible relocation and how those might change in the context of not supporting primarily just redevelopment, but actually relocation of those vacant properties or those homes? Any insights on that Dr. Cipollone?

DR. CIPOLLONE:

You mean in terms of the things that one ought to consider in putting those program together?



REX:

Yes sir.

DR. CIPOLLONE:

I think first and foremost is getting the involvement of those residents and those households that are going to be a part of this effort. That was a critical piece of work that we did early on through things like resident surveys, door-to-door surveys, lots of committee meetings. And you know making sure as well that folks understood what was required by the Uniform Relocation Act. And you know it's and third is ensuring they get the help that they need in an ongoing basis, I think that's critical. You know the intricacies of relocation in the context of a project are not easily understood by anybody, let alone someone who is going through this in a fairly traumatic state because relocation is very traumatic. And having support folks with them, and in our case it was the relocation counsels and family advocates has made a world of difference in helping them understand their options and helping them feel that they aren't getting rushed and railroaded and helping them feel that they fully understand what all their benefits are and what is coming to them. All of those kinds of supports and educational tools I think were critical in our efforts and I think ought to be critical pieces of other efforts that take place in other places.

REX:

We have a question on the role of Johns Hopkins faculty. Do you see that question in the chat room?

DR. CIPOLLONE:

Yeah, the question is, "Elaborate on the role of Johns Hopkins faculty and students in the project". Hopkins has been a partner since the beginning of this effort. Hopkins I think at the beginning and in the early years was more of a financial partner than they were an active participatory partner in the project. They were very good about, for example, matching the Casey Foundation in terms of our contributions to make sure relocation was done equitably and it was done as professionally as it could. But one does see that the involvement and the active involvement of Johns Hopkins has changed significantly in the last two years. And that change has been driven largely by the change in the leadership of Johns Hopkins and the naming of the new President, Dr. Ron Daniels to Hopkins, again two or three years ago. Ron has come in like a ball of fire and has latched onto this project and its values and its principles and from his vantage point it is among the two or three priorities he really sees the university bringing to fruition.

Hopkins as an institution has not had the most stellar reputation in relationship with the residents of East Baltimore and he is determined to change that and to make Johns Hopkins an active participant in this project and not just a financial one. For example we see lots more faculty now participating on committees that are associated with this effort. The School of Education now is going to be the operator for the East Baltimore Community School. We expect that we are going to be seeing a lot more Johns Hopkins students working in that school and as well as other community organizations. So we see just lots of opportunities in the coming years to have Johns Hopkins really physically participate in the project. And again I really do lay that largely at the feet of Ron Daniels and the new energy that he has brought to that institution, at least in relation to this project. He is someone who formerly was at the University of

Pennsylvania and was very active in that school's redevelopment efforts in the surrounding neighborhoods in Philadelphia.

REX:

Other questions from participants? We have a few more minutes. Dr. Cipollone, let me ask you again to think about the context of Michigan in Midwestern cities where we've had significant population decline, we have significant abandonment within our cities, the challenge that those cities face in managing those abandoned parcels of land, the discussion of possible relocation of remaining residents to what we might call receiving neighborhoods, from your perspective having worked on responsible relocation, what kinds of advice and guidance would you offer community leaders in our state about how to do that in a responsible way in addition to participating in the process? Any other thoughts?

DR. CIPPOLONE:

I think attention has to go to the other side of the equation as well, and what I mean by that is those neighborhoods that would play the role as you're describing as receiving neighborhoods. We also saw at various points in time some backlash from communities; the reality is we are operating in a neighborhood that was very historically challenged and in many cases had lots of folks we had lots of challenges. And in some cases they moved to other neighborhoods and there was a little bit of a backlash saying, "Gee what is going to happen to our neighborhood now if in fact we are getting folks from East Baltimore", given the reputation of East Baltimore. So a significant amount of time and a significant amount of work had to go into having a dialogue with those leaders in those neighborhoods and beginning to really scout out as well the range of needed supports for entering families that might be existing in those communities that could ease the, for lack of a better term, the landing of lots of households in some of those neighborhoods. So I think both sides of the equation have to be attended to.

REX:

Good insight, thank you. Any thoughts on business relocation, perhaps local Ma and Pa stores that may be relocated? Any thoughts on that?

DR. CIPPOLONE:

That tended to be a case by case basis in large part because there really was not a lot of existing commerce in this particular parcel of East Baltimore. This was a neighborhood that at the outset had about a 60% housing vacancy rate and very few stores. Virtually everything that existed was kind of a Mom and Pop operation so they tended to be really done on a case by case basis in a very individualized way. In many cases either buying out those businesses or working hard to relocate them to a place where they could continue on.

REX:

I would like to thank you for joining us today in this webinar and I appreciate your time and the leadership you are providing in helping us to understand responsible resident relocation, so thank you Dr. Cipollone.

DR. CIPPOLONE:

Thank you very much; it was my pleasure to do this.

REX:

And with that let me say a few words about the seminar series. [Inaudible background comment] What? Our series is continuing with additional sessions that will be available online and live and next week will again be revisiting this issue of resident relocation, also looking at the distribution of costs and benefits with a presentation from Dan Kildee. And next week we will also be looking at what the future holds for resizing cities and the challenges of the master planning process where we are pleased to have a presentation from Professor Uttke from Germany who will be joining us. We will also be closing with Planning for Resized Cities and Implications for Policy here in Michigan and the Midwest. Let me also invite participants to join us on June 7<sup>th</sup>, if they are able, at our Hannah Center here in East Lansing for a discussion on the things we learned in the webinar series, what are the implications of it for communities in our state and region, and what strategies might we pursue that are likely yield positive outcomes for our communities.

I'd also like to remind you if you have not already done so, please register so we can keep you informed of other activities, keep you posted on when these webinars are available and the other materials as our library in this regard grows.

A special thanks to our cosponsor organizations throughout the state of Michigan who have helped us develop and implement this series and also our advisory committee whose thoughtful insights have helped us plan this event. And with that I'd like to thank you for joining us today, and encourage you to watch future webinar sessions as we continue to discuss this topic.