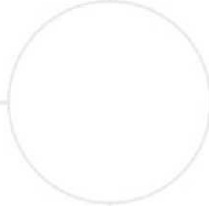
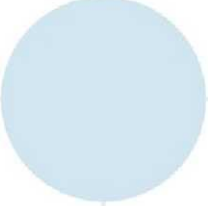
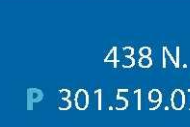
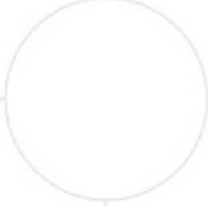
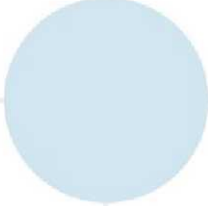
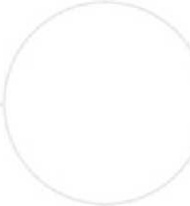
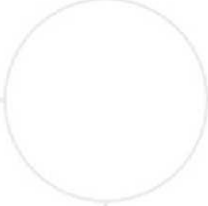




**Baltimore Integration
Partnership
BIP 1.0 Final Evaluation Report
Revised - March 2014**



Baltimore Integration Partnership

BIP 1.0 Final Evaluation Report

Executive Summary

Background

This report provides a retrospective assessment of “BIP 1.0,” the first three years of the Baltimore Integration Partnership, covering the period 2011 through 2013. The Baltimore Integration Partnership (BIP) is a collaborative effort to expand opportunities for low-income residents and neighborhoods in Baltimore by unifying job opportunities with revitalization investments. More specifically, the goals of BIP are:

...to reconnect low-income Baltimore City residents who are predominantly African-American to the regional economy, to maximize the linkage between physical and human capital development, and to reinvest in targeted inner-core neighborhoods so that they become regionally competitive, economically diverse, sustainable communities of choice.

BIP’s target areas during the first three years of the initiative included the neighborhoods represented by the East Baltimore Development Initiative (EBDI), the Central Baltimore Partnership (CBP), and the West Baltimore communities adjacent to the proposed Red Line.

BIP was established with funding from The Integration Initiative (TII) of Living Cities.¹ Living Cities designed and launched TII in 2010 to support cities that are “harnessing existing momentum and leadership for change, overhauling long obsolete systems, and fundamentally reshaping their communities and policies to meet the needs of low-income residents.” For its TII efforts, Baltimore received a three-year Living Cities commitment of \$2.75 million in grants, \$3 million in flexible debt financing, and \$12 million in commercial debt (in the form of a syndicated loan from Living Cities member financial institutions).

Key Accomplishments

Using the resources made available by Living Cities and its local match, BIP has accomplished a tremendous amount over its first three years, starting with building a resilient governance table with broad representation across sectors and jurisdictions. One concrete measure of the resiliency of the BIP table is the willingness of a core group of its members to continue to serve on the governance board in the next phase of the initiative, BIP 2.0, which commenced in January 2014.

Over the past three years, the members of the BIP Governance Board and Work Groups have worked together effectively to collaboratively define and address complex problems facing Baltimore’s low-income, primarily African American residents, as well as its core neighborhoods and the city as a

¹ Baltimore was one of five communities selected in 2010 by Living Cities to be a TII site; the other four sites are Cleveland, Detroit, Newark, and the Twin Cities (Minneapolis-St. Paul).

whole. Together, BIP's leadership and partners have helped to create a "new normal" in Baltimore and the region relative to heightened attention to and strategies for promoting economic inclusion.

BIP and its partners have used demonstration projects and capacity building efforts as learning labs, to identify both system dysfunctionalities and promising strategies for addressing those problems, as part of developing agenda for broader policy and system change. They have also used data strategically to inform these efforts, and to promote transparency and accountability.

In the process of these project-level efforts, BIP and its partners also have assisted over 1,386 residents to access services through neighborhood workforce pipelines, used the initiative's Workforce Training Fund grants to finance training opportunities for 504 individuals, and have aided at least 837 Baltimore residents to secure jobs.

They have also made progress in aligning resources among funders, and in leveraging the private market to help to address the needs of low-income individuals and neighborhoods. With capital resources from Living Cities and BIP's partners, the initiative has supported development projects that contributed to catalytic strategies in target neighborhoods that are beginning to transform some of those communities. During the initiative's first three years, BIP and The Reinvestment Fund, the initiative's community development financial institution partner, have helped to finance 13 capital projects. Those 13 projects are expected to leverage more than \$148.5 million in investment in the initiative's target neighborhoods.

These capital projects are bringing new services and amenities to the target neighborhoods, including a health center, a school, a food market, and a restaurant, as well as over 120 units of new housing. Moreover, the assisted capital projects have also promoted economic inclusion through plans negotiated with the project developers that created employment opportunities for local residents and business opportunities for local and minority firms. In the aggregate, the BIP capital projects completed to date have met or exceeded their economic inclusion plans' targets, with 27.5% of contracting dollars going to Minority Business Enterprises (MBEs) and 36.4% going to local businesses, and with 40% of construction work hours being completed by local workers.

Perhaps most important, with the evidence and insights gained from the project-level work, BIP and its partners have promoted a variety of institutional and system changes at the city, region and state level that offer the potential for many more economic opportunities being made available for Baltimore's businesses and low-income residents over time. The institutional and system changes include the adoption or expansion of economic inclusion plans and initiatives by anchor institutions, new city and state policies encouraging local hiring, the establishment of new state-level funding streams for workforce development training, and expanded transportation options that will assist residents to access jobs along the Baltimore-Washington, D.C. corridor. In addition, the City of Baltimore has launched a citywide anchor initiative, and has expanded its capacity to assist job seekers in finding employment opportunities and employers in finding qualified local job candidates.

Lessons Learned and the Challenges for Future Work

During the past three years, the BIP leadership and partners have also learned a variety of lessons that are informing the governance and design of BIP 2.0. This includes creating a more narrow strategic focus for the initiative around the issue of anchor engagement, which is the area in which BIP stakeholders feel there has been significant traction and where the greatest potential for sustainability

and future impact exists. As part of this strategic focus, the BIP leadership has taken steps to expand anchor institution representation on the governance board, and is exploring ways to increase the participation of business and financial sector representatives.

While the anchor institutions possess considerable resources and influence, and have demonstrated a commitment to economic inclusion, over the last three years we have seen that their ability to create improved economic opportunities for large numbers of low-income Baltimore residents is not that straightforward. Perhaps the biggest challenge for BIP 2.0 will be to identify anchor-related strategies that, through training, hiring, advancement, and procurement, as well as through the anchors leveraging capital investment in their neighboring communities, can substantially increase the number of low-income Baltimore residents and local businesses benefitting from their activities, particularly local MBEs.

Despite their resources, the anchors cannot do this alone. As we discuss throughout this report, promoting economic inclusion in Baltimore is a complex, difficult undertaking. To maximize their success in this area, the anchors will need the support of public officials and agencies, philanthropies, nonprofit providers, community-based and faith-based organizations, advocacy groups, and the business and financial communities. BIP 2.0 represents a forum in which the anchors can join with these various stakeholders to articulate a common agenda, to determine the roles that each entity will assume, and the resources that it will apply, to complement the efforts of the others.

The new BIP governance board will need to reach agreement on the key barriers to economic inclusion and the critical levers for change, the most promising actions that the BIP 2.0 partners can take individually and collectively, the best methods for supporting those actions, and the mechanisms for monitoring progress and promoting collective accountability. Although many of these conversations will be challenging, reaching consensus on these issues and a shared vision will be essential if BIP 2.0 is to reach its full potential.

In working with partners to specify roles and contributions, the BIP 2.0 governance group should also devote explicit attention to determining how each of the new efforts that is being undertaken might be sustained over time. A key lesson from BIP 1.0 is the importance of looking at the issue of sustainability from the onset of these efforts, and then taking the appropriate steps to ensure that sustainability.

Another crucial topic is how BIP 2.0 can continue to align and coordinate its activities over time with the efforts of other concurrent initiatives, such as those being conducted or fostered by the Community Development Financial Institution (CDFI) Roundtable, the Opportunity Collaborative, the Job Opportunities Task Force, and the Baltimore Workforce Funders Collaborative.² The workforce development efforts of the latter three entities may be particularly important. Their efforts to improve resident job skills and address barriers to employment are absolutely critical to ensure that substantial numbers of residents can qualify for and access the jobs being created through the anchor engagement activities.

BIP has made significant strides and achieved impressive results over its first three years, learning and adapting based on its experiences and the challenges encountered, while remaining true to its original vision and goals. It has also created a strong foundation on which BIP 2.0 can build and achieve even greater results in the future.

² Information on the activities of each of these groups is included in the main body of this report.