

Video

Baltimore, MD: Downtown Baltimore

Date: January 27, 2022

00:03:41 --> 00:03:46: And Tom Murphy is a senior fellow with you and
 00:03:46 --> 00:03:50: I and has been a mayor himself, so he understands
 00:03:50 --> 00:03:53: what it means to to to run a city. And
 00:03:54 --> 00:03:58: most people tell me he's done a marvelous job in
 00:03:58 --> 00:04:00: his tenure in Pittsburgh.
 00:04:02 --> 00:04:06: Our staff today supporting us is Marybeth Corrigan, who
 who's
 00:04:07 --> 00:04:11: the Executive Vice President of global leadership, and she
 has
 00:04:11 --> 00:04:15: a Barbie gustus supporting her and she's with you. Aline
 00:04:15 --> 00:04:18: is involved in meetings and liaisons.
 00:04:20 --> 00:04:20: So.
 00:04:21 --> 00:04:24: Tell you who we are. Why are we here? What's
 00:04:24 --> 00:04:25: the assignment?
 00:04:27 --> 00:04:31: We were asked as the as the organization's Urban Land
 00:04:31 --> 00:04:35: Institute and then us as a team to deal with
 00:04:35 --> 00:04:39: the issues that you see on on the screen here.
 00:04:39 --> 00:04:44: You know, we needed to help identify immediate strategies to
 00:04:44 --> 00:04:48: capitalize on several initiatives that the.
 00:04:49 --> 00:04:54: Downtown partnership has brought to our attention and it's
 important
 00:04:54 --> 00:04:57: to the city. One of the goals is to advise.
 00:04:57 --> 00:04:58: On how to create a A.
 00:04:58 --> 00:05:02: Blueprint to position the urban core for successful in a
 00:05:02 --> 00:05:07: competitive future. This is something that probably every
 mayor, every
 00:05:07 --> 00:05:11: city. Every corporate CEO is thinking about. What's the future
 00:05:11 --> 00:05:12: look like in our city?
 00:05:15 --> 00:05:20: Our panel process, you know, I will tell you we've
 00:05:20 --> 00:05:24: committed 3 1/2 days here and out of that. We

00:05:24 --> 00:05:29: were provided to us. Get us something like.
00:05:31 --> 00:05:32: Due to understanding.
00:05:34 --> 00:05:37: About cities, and I've done this a lot in other
00:05:37 --> 00:05:41: major metropolitan areas, but the details of what's happening
in
00:05:41 --> 00:05:45: Baltimore were all provided to us through a briefing book
00:05:45 --> 00:05:48: and other materials we have sat down and tried to
00:05:48 --> 00:05:51: talk to as many people that we could reasonably do
00:05:51 --> 00:05:54: within this 3 1/2 day. And so we've met with
00:05:54 --> 00:05:58: you know, the representatives of the downtown partnership
and other
00:05:58 --> 00:06:02: folks that they thought were important for us to speak
00:06:02 --> 00:06:04: to. We did tour the downtown.
00:06:04 --> 00:06:07: In some of the surrounding areas, toured by bus and
00:06:07 --> 00:06:09: we also got out and walked around ourselves, so we
00:06:10 --> 00:06:12: have a a better ground. You know what you are
00:06:12 --> 00:06:15: dealing with it, what it looks like and what it
00:06:15 --> 00:06:17: feels like to be on the streets in downtown Baltimore.
00:06:19 --> 00:06:22: Some of you may have participated in or know people
00:06:22 --> 00:06:26: who have participated in our interview process, which I
believe
00:06:26 --> 00:06:29: is slightly north of 30 people that we've talked to
00:06:30 --> 00:06:32: from a variety of disciplines and and in in the
00:06:33 --> 00:06:33: downtown.
00:06:35 --> 00:06:38: Once we kind of get through what I'd characterize as
00:06:38 --> 00:06:39: this data collection.
00:06:40 --> 00:06:43: Process, then it's incumbent on us to.
00:06:44 --> 00:06:47: Take the information that we read and what we've listened
00:06:47 --> 00:06:49: to. Try to analyze that.
00:06:50 --> 00:06:53: In regards to what the assignment is.
00:06:54 --> 00:06:58: Directed towards and then think of ways or brainstorm and
00:06:58 --> 00:07:02: come up with recommendations and prevent present those
recommendations like
00:07:02 --> 00:07:05: we're going to do this morning, and I will tell
00:07:05 --> 00:07:10: you the analyze and debate issues is sometimes analyzing.
Negotiate
00:07:10 --> 00:07:14: because you know you've got Cincinnati. You've got San
Francisco.
00:07:14 --> 00:07:18: You've got Pittsburgh. You've got Los Angeles. We don't all
00:07:18 --> 00:07:19: think alike.
00:07:19 --> 00:07:22: Just like I'm sure everybody in the room here has
00:07:22 --> 00:07:25: their different opinions and viewpoints of what should be
happening.
00:07:27 --> 00:07:31: Two and four Baltimore in the downtown. The one thing

00:07:31 --> 00:07:34: I will I will tell you is that when we
00:07:34 --> 00:07:34: do this.
00:07:37 --> 00:07:40: If you're a movie buff at all, if anybody's seen
00:07:40 --> 00:07:42: the the documentary waiting for Superman.
00:07:44 --> 00:07:48: We're not Superman or super women. There's no silver bullet
00:07:48 --> 00:07:51: that you're going to flip through and see here that
00:07:51 --> 00:07:51: says.
00:07:52 --> 00:07:57: You know game over it is really a discussion about
00:07:57 --> 00:08:04: how there are things, attributes, physical, mental, intellectual
that you
00:08:04 --> 00:08:06: all actually own.
00:08:06 --> 00:08:10: And it's really a collective effort by the leadership in
00:08:10 --> 00:08:14: Baltimore and in the downtown that are going to take
00:08:14 --> 00:08:18: whatever we suggest and recommend to have you think
about
00:08:18 --> 00:08:21: and and deliver on that. So ultimately, at the end
00:08:21 --> 00:08:24: of the day, you're the ones that are going to
00:08:25 --> 00:08:28: be in control of your own process. We're trying to
00:08:28 --> 00:08:32: give ideas, and in part best practices. So in terms
00:08:32 --> 00:08:34: of the scope of the presentation.
00:08:34 --> 00:08:38: We're going to do an overview of the issues, and
00:08:38 --> 00:08:41: we're going to focus on these elements like your physical
00:08:41 --> 00:08:45: improvements. We think we got some ideas about the
financial
00:08:45 --> 00:08:49: or financing innovations, and then we also think that none
00:08:49 --> 00:08:53: of this happens unless you have an organizational structure
that
00:08:53 --> 00:08:57: allows you to be successful. And we got some ideas
00:08:57 --> 00:08:59: and recommendations around that.
00:09:02 --> 00:09:05: So if we think about what, where are you today
00:09:05 --> 00:09:08: based on again the the time that we spent here
00:09:08 --> 00:09:12: and the materials that we've had a chance to review.
00:09:12 --> 00:09:15: You know it looks like there's some good things happening.
00:09:15 --> 00:09:19: Maybe not as much as you'd like to have happening,
00:09:19 --> 00:09:22: and maybe not happening as fast, but there are some
00:09:22 --> 00:09:25: good things that are that are going on. We think
00:09:25 --> 00:09:30: the downtown partnership is clearly demonstrated that it has
the.
00:09:31 --> 00:09:35: Capacity to deliver the primary services that are offered in
00:09:35 --> 00:09:39: a Business Improvement District and is actually doing pretty
good
00:09:39 --> 00:09:40: at that.
00:09:42 --> 00:09:45: Things like the incentive task force, the book, the Boost

00:09:45 --> 00:09:49: program, and the ongoing clean and safe kind of activities
00:09:49 --> 00:09:53: which are very important to almost any Business
Improvement District
00:09:53 --> 00:09:56: and to a city of you know why would you
00:09:56 --> 00:09:59: want to come to Baltimore? It's a great place to
00:09:59 --> 00:10:02: hang out. It's cool, it's clean. I think those things
00:10:02 --> 00:10:04: are in headed in the right direction.
00:10:06 --> 00:10:07: So what do you do going forward?
00:10:09 --> 00:10:13: We are going to recommend solutions to many of these
00:10:13 --> 00:10:17: issues that were raised or lifted up by the downtown
00:10:17 --> 00:10:21: partnership. Our proposed solutions are going to be designed
to
00:10:21 --> 00:10:27: enhance the city's organizational institutional capacity to
implement strategies and
00:10:27 --> 00:10:33: deliver some positive outcomes targeted toward economic
opportunity development and
00:10:33 --> 00:10:37: physical improvements in the downtown and again, as I
mentioned
00:10:37 --> 00:10:40: earlier, what do you think about?
00:10:40 --> 00:10:43: And ideas about governance? How do you put people in
00:10:43 --> 00:10:47: charge and empower them to move things forward? We
believe
00:10:47 --> 00:10:50: as a as a panel that the focused leadership is
00:10:50 --> 00:10:53: going to be necessary. And if you want to deliver
00:10:53 --> 00:10:57: long term opportunities that sustained downtown Baltimore
for everyone.
00:11:02 --> 00:11:03: Downtown Baltimore.
00:11:04 --> 00:11:07: You guys have seen this graphic more than me isn't
00:11:07 --> 00:11:10: right. I just got in 2 S to it. You
00:11:10 --> 00:11:12: know. A few weeks ago.
00:11:14 --> 00:11:18: Clearly you have a diverse and inclusive historic downtown. I
00:11:18 --> 00:11:21: mean, as I got here on Sunday and I spent
00:11:21 --> 00:11:25: some time walking around myself and I actually had a
00:11:25 --> 00:11:28: big kick out of it. I actually didn't realize when
00:11:28 --> 00:11:32: I was coming here that the the Regional Illusion Museum
00:11:32 --> 00:11:35: was here and I'm a big fan. Although I never
00:11:35 --> 00:11:38: met the man of a Reginald Lewis and what he
00:11:38 --> 00:11:41: accomplished, you know, as a as a black man in
00:11:41 --> 00:11:44: the world of finance. And so I took some time.
00:11:44 --> 00:11:47: And went to the museum and in the museum I
00:11:47 --> 00:11:52: learned a lot about what has gone on transpired here
00:11:52 --> 00:11:55: in in Baltimore. And oddly enough, I got a text
00:11:56 --> 00:11:58: message yesterday from my lawyer.

00:11:59 --> 00:12:03: Who is a Harvard trained lawyer and that there was
00:12:03 --> 00:12:08: this piece in there about on Harvard's campus. There's a
00:12:08 --> 00:12:12: regional Lewis Silvan building with his name on it. That
00:12:12 --> 00:12:16: is, and I think he's credited for making one of
00:12:16 --> 00:12:20: the largest contributions to that law school.
00:12:21 --> 00:12:24: Of any individual in America. So you've got a Harvard
00:12:25 --> 00:12:29: Baltimore connection yourself, but I thought it was just fine,
00:12:29 --> 00:12:32: because actually I buy his books and I give them
00:12:32 --> 00:12:36: to my nephews. So look guys, this is. This is
00:12:36 --> 00:12:38: where we want to go. We want to be like
00:12:38 --> 00:12:39: rich, OK?
00:12:41 --> 00:12:44: And you know, and you're anchored here by we're renowned
00:12:44 --> 00:12:48: medical institutions. And for me, this is very similar to
00:12:48 --> 00:12:52: my experience in Los Angeles. You know, we have
00:12:52 --> 00:12:56: University
00:12:56 --> 00:12:59: of Southern California. We have this Medical Center. We
00:12:59 --> 00:13:03: have
00:13:03 --> 00:13:07: UCLA. We've got probably four or five of this kind
00:13:07 --> 00:13:11: of edmed configurations, so I know they are valuable and
00:13:11 --> 00:13:15: they can be very influential in how you move forward,
00:13:15 --> 00:13:18: especially in from my work, how they relate to attracting.
00:13:18 --> 00:13:20: And investing in people primarily in the areas where they're
00:13:20 --> 00:13:21: located and and in in Los Angeles, a lot of
00:13:21 --> 00:13:25: them are in or the best examples.
00:13:25 --> 00:13:29: University of California.
00:13:29 --> 00:13:34: Is in a community of color that has had challenges
00:13:34 --> 00:13:37: over the years and that university when the you know
00:13:37 --> 00:13:41: things happen in 90s, they decided to stay. They doubled
00:13:41 --> 00:13:43: down and say we need to be a leader in
00:13:43 --> 00:13:44: this community in Los Angeles and you know.
00:13:45 --> 00:13:49: Sometimes you don't get it right, but their leadership of
00:13:49 --> 00:13:53: stain.
00:13:53 --> 00:13:56: Makes a huge difference because they're a large employer.
00:13:56 --> 00:14:00: They
00:14:00 --> 00:14:04: train and educate a lot of the people who ultimately
00:14:04 --> 00:14:07: lead in the city and lead other organizations and other
00:14:09 --> 00:14:14: companies you guys got to plethora of civic and
00:14:14 --> 00:14:18: entertainment
00:14:14 --> 00:14:18: assets, which is, I think, an important attraction tool, which
00:14:18 --> 00:14:21: I assume helped drive your your need for hospitality.
00:14:21 --> 00:14:24: And there's appears to be a strong entrepreneurial
00:14:24 --> 00:14:27: environment, and
00:14:27 --> 00:14:30: as I mentioned earlier, downtown seems to be a fast

00:14:18 --> 00:14:20: growing neighborhood, and.

00:14:20 --> 00:14:24: In Los Angeles by example, we had a financial district

00:14:24 --> 00:14:27: of central business district. We used to be a downtown

00:14:27 --> 00:14:29: that shut down at 6:00 o'clock.

00:14:31 --> 00:14:35: Thousands of people headed out of downtown. Now we actually

00:14:35 --> 00:14:38: got to the point where we have 50 to 60,000

00:14:38 --> 00:14:41: people living in our downtown and there is a tremendous

00:14:41 --> 00:14:46: amount of residential development that is residential towers. And, you

00:14:46 --> 00:14:51: know, our downtown is surrounded by communities that have characteristics

00:14:51 --> 00:14:54: that are somewhat like here in in in Baltimore. So

00:14:54 --> 00:14:58: trying to integrate these things and make them work together

00:14:58 --> 00:15:01: is very, very important, because, you know.

00:15:01 --> 00:15:03: We can all win if you get it right.

00:15:05 --> 00:15:09: And so the fact that you have well connected adjacent

00:15:09 --> 00:15:13: neighborhoods to me is another asset to figure out how

00:15:13 --> 00:15:18: to properly in an equitable and transparent manner. How you

00:15:18 --> 00:15:21: get everybody you know in the game.

00:15:25 --> 00:15:27: So at this point I'm going to turn it over

00:15:27 --> 00:15:30: to our next panelist and Kitty is going to take

00:15:30 --> 00:15:33: you through what physical improvements as a as a group

00:15:33 --> 00:15:34: we thought about.

00:15:36 --> 00:15:37: Thank you Michael.

00:15:38 --> 00:15:42: Good morning everybody like Michael just mentioned, we've got 3

00:15:42 --> 00:15:47: categories of recommendations and strategies and I want to start

00:15:47 --> 00:15:51: with the physical improvements, none of them. None of these

00:15:51 --> 00:15:55: will feel new to you. It's just us kind of

00:15:55 --> 00:15:59: coming in and really recognizing the beautiful bones of downtown

00:15:59 --> 00:16:03: that you have and giving you almost like a 30,000

00:16:03 --> 00:16:07: feet perspective of where we see might be some of

00:16:07 --> 00:16:08: the gaps to kind of.

00:16:08 --> 00:16:12: Start to make it feel cohesive and let the memory

00:16:12 --> 00:16:16: and the identity of the place really reveal itself.

00:16:19 --> 00:16:23: Just kind of reading again. None of these are supposed

00:16:23 --> 00:16:26: to be the exact are mapping out all of the

00:16:26 --> 00:16:30: assets, but just knowing what you all have. A Convention

00:16:30 --> 00:16:34: Center, Boyle Park, a stadium aquarium. These are assets, many

00:16:35 --> 00:16:39: cities, many downtowns. Wish they had in close proximity.

That's energy, that's foot traffic. That's civic life that you already have in place. Open spaces. There are so many opportunities with the open space.

The spaces you have the Hopkins Plaza the Child center right at the terminus of Charles St the around the monuments there. Tons of opportunity. The spaces in between all of them are great opportunity, but how do we look to see what it means for these spaces to really pull public life into it? How does the civic life get a chance to unfold itself in these spaces? I think that's for us. Feels like maybe there's an opportunity there. You're too kind of major axis. They're the streets. Definitely. Each one of them, the streets, generally are almost 1/3 of the city fabric. As an urban designer, that's our rule of thumb. 33% of your land of a city is streets, so your image of a city is generally your experience of the street. So where do we want to recognize which street? Wants to be that revealing identity of your downtown. Charles St definitely cuts through your entire downtown. Is there an opportunity to double down and really work on that? Street Pratt St has the right of way. It has a lot of opportunity. Showcases your waterfront. Maybe those two streets are things that kind of start stretching the north South and the East West Connector next please. What we kind of wanted to do is from a physical improvement perspective, just help strategy help you kind of give you some frame of what we are thinking. Might want to be the visible and the tangible things that people. Who? Are in the downtown start experiencing the change the financing and the the governing aspects of things. Definitely will be. What will push it, but what is it for the people to be visually be able to see it so we have it under 2?

00:18:51 --> 00:18:55: Buckets first activating the public around the first strategy is
00:18:55 --> 00:18:58: like how do we really look to stitch the fabric
00:18:58 --> 00:19:01: together? What is it that we can do such that
00:19:01 --> 00:19:05: people really start feeling that the experience of this place
00:19:05 --> 00:19:08: in the and the character of this place is about
00:19:08 --> 00:19:12: really much a lot cohesive? So what might be those
00:19:12 --> 00:19:15: streets? Is it Charles and Pratt? Maybe you agree, and
00:19:15 --> 00:19:19: maybe that's where we start. Kind of putting the energy
00:19:19 --> 00:19:21: because knowing what we heard from.
00:19:22 --> 00:19:26: Our conversations with the stakeholders. When the state
employees 3500
00:19:26 --> 00:19:30: employees are going to move into downtown. For them, it's
00:19:30 --> 00:19:33: a new experience and new work. New work environment
they're
00:19:33 --> 00:19:37: coming into. But for you all, it's an opportunity to
00:19:37 --> 00:19:38: really capitalize on it.
00:19:39 --> 00:19:42: They were saying that probably Charles and Baltimore is the
00:19:43 --> 00:19:46: kind of cross intersection and some of the weakened
properties
00:19:46 --> 00:19:50: around there and the buildings around there is where many
00:19:50 --> 00:19:53: of the agencies might might be located. So that gives
00:19:53 --> 00:19:57: a sense that that's that many more foot traffic on
00:19:57 --> 00:19:59: Charles St. So what can be done to really make
00:20:00 --> 00:20:03: the experience of Charles St A lot more lovable and
00:20:03 --> 00:20:05: a lot of spill out of life and a lot
00:20:05 --> 00:20:08: of diverse clientele and people experiencing it?
00:20:09 --> 00:20:14: Activating the existing public open spaces you could be
adding
00:20:14 --> 00:20:18: more open spaces, or you could be looking at the
00:20:18 --> 00:20:22: open spaces that exist right now and see what it
00:20:22 --> 00:20:25: takes to program it 365 days a week at all
00:20:25 --> 00:20:29: times, all all for all ages. For all genders, public
00:20:29 --> 00:20:33: open spaces to program them first and foremost is a
00:20:33 --> 00:20:37: feeling of safety. Do all people of all identities all
00:20:37 --> 00:20:39: behavior, all gender?
00:20:39 --> 00:20:43: All age feels safe in those environment. The and then
00:20:43 --> 00:20:46: you layer in the activities and then you let them
00:20:46 --> 00:20:49: enjoy. But first safety a feeling of safety and comfort
00:20:50 --> 00:20:53: is is really important. So what might be the life
00:20:53 --> 00:20:56: and the program you want to put on? Maybe a
00:20:56 --> 00:20:59: key? Few key open spaces that you feel strengthens the
00:20:59 --> 00:21:02: framework of child St and Pratt. Pratt St.
00:21:03 --> 00:21:06: The second strategy is around kind of just.

00:21:07 --> 00:21:10: Building on the street framework and the open space, the
 00:21:10 --> 00:21:14: buildings and the ground floor of the buildings. What might
 00:21:14 --> 00:21:17: be some of the activities that you really target in
 00:21:17 --> 00:21:20: the ground? Focus on the ground floor itself so that
 00:21:20 --> 00:21:23: the ground plane of your city, the open space, and
 00:21:23 --> 00:21:27: the indoor space together contribute to a much more livelier
 00:21:27 --> 00:21:30: experience of the place and one that has an opportunity
 00:21:30 --> 00:21:34: to include your community and your local businesses and your
 00:21:34 --> 00:21:36: small businesses and really have them.
 00:21:37 --> 00:21:41: Take be your partners and be the Champions to really
 00:21:41 --> 00:21:45: instill that activity. And how do we then make it
 00:21:45 --> 00:21:49: a place that can be thriving for all for everybody?
 00:21:49 --> 00:21:53: And then definitely having a sense to see working on
 00:21:53 --> 00:21:56: all based most of the work that you all are
 00:21:56 --> 00:22:00: doing is really trying to see how development opportunities in
 00:22:00 --> 00:22:04: the floors above can can be attractive for more businesses
 00:22:04 --> 00:22:05: to move in.
 00:22:06 --> 00:22:10: The third strategy around the public realm is partly a
 00:22:10 --> 00:22:14: little bit about the perception Lexington market you have
 00:22:14 --> 00:22:17: so much money. It's April. It's going to start start
 00:22:17 --> 00:22:21: being a destination for many people. Do you then focus
 00:22:21 --> 00:22:24: on the more the new nuisance crime there and really
 00:22:24 --> 00:22:27: double down and see what can be done or what
 00:22:27 --> 00:22:31: initiatives can be done to make that feel safer for
 00:22:31 --> 00:22:33: people from all walks of life to be able to
 00:22:33 --> 00:22:36: come to the Lexington market and then also the.
 00:22:37 --> 00:22:40: Remove the more visual perception of a barrier to the
 00:22:41 --> 00:22:44: West with that kind of an activity. Next please the
 00:22:44 --> 00:22:51: third. The remaining three physical improvement strategies
 00:22:51 --> 00:22:54: around prioritizing development
 00:22:54 --> 00:22:58: and you are already on your way with most of
 00:22:58 --> 00:23:01: them. So strategy four is problem is is really helping
 00:23:01 --> 00:23:05: you think about with the big influx of the state
 00:23:05 --> 00:23:07: employee workers, what can you be doing to really create
 00:23:07 --> 00:23:11: a strategic framework so that?
 00:23:11 --> 00:23:16: All agencies where the city or state or private entities
 00:23:16 --> 00:23:18: or nonprofits or philanthropists can all see that road map
 00:23:18 --> 00:23:23: can all align along that vision and.
 00:23:23 --> 00:23:26: A picture is worth 1000 words. You probably you probably
 00:23:26 --> 00:23:30: need to have that out there for everybody to get
 behind. The 5th strategy is about recognizing the places that

00:23:30 --> 00:23:34: you have already started initiatives on and are going to
00:23:34 --> 00:23:38: change in the months to come Harbour Place Metro West
00:23:38 --> 00:23:42: next to the University of Maryland is definitely an opportunity
00:23:42 --> 00:23:45: and might be occupied by maybe one of the state
00:23:45 --> 00:23:49: agencies, the board Community College and the Super blog.
00:23:49 --> 00:23:53: Now these are kind of almost catalysts happening in different
00:23:53 --> 00:23:57: parts of downtown. That'll spark and ripple the kind of
00:23:57 --> 00:24:00: life in the activity there to you're imagining, but kind
00:24:01 --> 00:24:04: of focusing and helping to kind of push that and
00:24:04 --> 00:24:07: bring in the resources that are needed to make to
00:24:07 --> 00:24:08: really get that going.
00:24:09 --> 00:24:13: And the six strategy here is really creating a very
00:24:13 --> 00:24:18: robust university industry and kind of city collaboration and
partnership.
00:24:18 --> 00:24:21: Michael talked about how you are lucky to be in
00:24:21 --> 00:24:26: having the world's most renowned medical kind of institutions
over
00:24:26 --> 00:24:29: here. What is the what are the doors that need
00:24:29 --> 00:24:33: to be opened? Or what are the platforms that need
00:24:33 --> 00:24:36: to be put in place so that Johns Hopkins and
00:24:36 --> 00:24:39: University of Maryland really feel the commitment?
00:24:39 --> 00:24:43: To come together with the city to have an innovation
00:24:43 --> 00:24:47: in an entrepreneurial center here in downtown that speaks
about
00:24:47 --> 00:24:51: the entrepreneurial spirit of the city and capitalizes on the
00:24:51 --> 00:24:54: local talent. We spoke to stakeholders who are in the
00:24:54 --> 00:24:57: civic debt space and and in the health tech space.
00:24:57 --> 00:25:01: There is so much happening. There's so much of bubbling,
00:25:01 --> 00:25:04: but one of their one of their thoughts was like
00:25:04 --> 00:25:08: there really isn't a coming together of that. There isn't
00:25:08 --> 00:25:09: an ecosphere or or a support.
00:25:09 --> 00:25:13: In a partnership that they can hear each other and
00:25:13 --> 00:25:16: learn from each other, you could help them create that
00:25:16 --> 00:25:20: and make that visible for them to take advantage. Scale
00:25:20 --> 00:25:23: up and support the economy of Baltimore and the region.
00:25:23 --> 00:25:28: So that's definitely all part of creating physical movements
and
00:25:28 --> 00:25:31: physical spaces in downtown so that it starts Speaking of
00:25:31 --> 00:25:35: the identity of a Baltimore that helped pass it on
00:25:35 --> 00:25:37: to Steve for the financing innovation.
00:25:44 --> 00:25:48: Thank you, Gertie touch this one time, hopefully no more
00:25:48 --> 00:25:51: noise. Good morning. I'm Steve Leeper and I I'm the
00:25:51 --> 00:25:55: President and CEO of the Cincinnati Center City

Development Corporation.

00:25:56 --> 00:26:00: It's a nonprofit Development Corporation that's, quite frankly, is so

00:26:00 --> 00:26:03: similar in many ways to what you're trying to address

00:26:03 --> 00:26:05: in your city in terms of.

00:26:06 --> 00:26:09: Redeveloping the core and that's our was our, our, our

00:26:09 --> 00:26:12: function and what we've been doing for the last 17

00:26:12 --> 00:26:15: years. I am glad to be back in Baltimore. I

00:26:15 --> 00:26:18: actually started my career in Maryland and I got to.

00:26:19 --> 00:26:23: Reconnect with my buddy Chris Ryer, who together we work

00:26:23 --> 00:26:25: together at CDA 35 years ago and.

00:26:26 --> 00:26:29: I have more hair than I have grayer hair than

00:26:29 --> 00:26:32: Chris. He has more hair than I do and that

00:26:32 --> 00:26:36: must mean I must be worrying about things a little

00:26:36 --> 00:26:38: bit more than you are, but we.

00:26:40 --> 00:26:42: You know when you look at what the task is

00:26:42 --> 00:26:45: ahead and some of the things that we pointed out,

00:26:45 --> 00:26:48: I, I think you feel sometimes a sense of overwhelming.

00:26:48 --> 00:26:51: I'm like how are we going to address this? How

00:26:51 --> 00:26:54: we going to do this, how we're going to finance

00:26:54 --> 00:26:56: this and I can stand here and tell you that

00:26:56 --> 00:26:57: there is a way and.

00:26:58 --> 00:27:01: I I said to the folks this morning that really

00:27:01 --> 00:27:05: compared to what we were addressing in Cincinnati, particularly the

00:27:05 --> 00:27:08: one of the most distressed neighborhoods in the United States

00:27:08 --> 00:27:09: of Over The Rhine.

00:27:11 --> 00:27:15: The problems here are really quite manageable and you have

00:27:15 --> 00:27:19: all the bones necessary, but what is necessary for you

00:27:19 --> 00:27:22: to be successful are getting the tools that we had

00:27:22 --> 00:27:26: when I went to Cincinnati and they had already set

00:27:26 --> 00:27:29: up for me so we didn't need to create it

00:27:29 --> 00:27:33: and was really both the city coming together, pledging resources

00:27:33 --> 00:27:38: within that district and the private sector coming together and

00:27:38 --> 00:27:40: providing capital private resources.

00:27:41 --> 00:27:44: Together and nixing those together and giving us the authority

00:27:44 --> 00:27:47: to to carry on and do the task was really

00:27:47 --> 00:27:50: sooner the basis for our success. So what we're going

00:27:50 --> 00:27:53: to recommend here today in terms of the financing structure

00:27:53 --> 00:27:56: is a way that really starts to break down the
00:27:56 --> 00:28:00: barriers or competition within the sectors of the central
business
00:28:00 --> 00:28:04: district and maybe leveraging local resources with possibly
state resources
00:28:04 --> 00:28:07: to create what you need to really make you know
00:28:07 --> 00:28:09: fundamental and visible change.
00:28:11 --> 00:28:14: The first one is sort of a pretty bold idea,
00:28:14 --> 00:28:17: which is to create an area wide TIF district. We
00:28:17 --> 00:28:22: have them in Cincinnati that covers both the central business
00:28:22 --> 00:28:25: district and over the line. What this does is a
00:28:25 --> 00:28:29: comprehensive area. Why TIF district that takes in all
aspects
00:28:29 --> 00:28:34: of traditional central business district. Certainly the the
Harbor East
00:28:34 --> 00:28:38: area and around the inner harbor and that what that
00:28:38 --> 00:28:41: does in addition to allow you know a maximum number
00:28:41 --> 00:28:42: of resources.
00:28:42 --> 00:28:45: To be made available, but it also breaks down the
00:28:45 --> 00:28:48: barriers of competition and at times feeling like why are
00:28:49 --> 00:28:52: all those things happening in the harbor East or who's
00:28:52 --> 00:28:54: going to fix what's going to go on down there
00:28:54 --> 00:28:58: in the inner harbor and and the challenges associate there
00:28:58 --> 00:29:02: so fundamentally, by structuring this area wide TIF district,
it's
00:29:02 --> 00:29:05: going to enable you to pull resources together to to
00:29:05 --> 00:29:08: invest in the entirety of downtown and not into these
00:29:08 --> 00:29:09: individual pockets.
00:29:12 --> 00:29:16: We're going to take this one step further, and what
00:29:16 --> 00:29:19: we think is a pretty bold idea and and hopefully
00:29:19 --> 00:29:22: we can convince that the folks up in the state
00:29:22 --> 00:29:25: legislature and the governor that this is a bold idea
00:29:25 --> 00:29:29: and worth pursuing it just which is to couple the
00:29:29 --> 00:29:33: resources that you would have locally with resources from
the
00:29:33 --> 00:29:37: state. And if they're really interested in in supporting the
00:29:37 --> 00:29:40: remake of this city, a pledge of incremental sales tax
00:29:40 --> 00:29:41: revenues.
00:29:41 --> 00:29:45: Some portion thereof, maybe that could be within that district
00:29:45 --> 00:29:48: that could match and can be combined with the property
00:29:48 --> 00:29:51: taxes. And So what you do is you establish a
00:29:51 --> 00:29:51: base.
00:29:52 --> 00:29:55: And then, as incremental sales taxes grow as a result

00:29:55 --> 00:29:56: of.
00:29:56 --> 00:30:00: More sales, more people visiting. More things happen at the
00:30:00 --> 00:30:03: stadium. The redo of the inner harbor as it grows,
00:30:03 --> 00:30:06: so would the sales tax that would go to the
00:30:06 --> 00:30:09: state and we would protect both the city.
00:30:09 --> 00:30:12: And the state by keeping their base.
00:30:13 --> 00:30:17: They were taking a portion of that increment that would
00:30:17 --> 00:30:20: go into a newer pot that would be made available
00:30:20 --> 00:30:24: for redevelopment purposes. It does a couple things. One is,
00:30:24 --> 00:30:27: it's an ongoing revenue stream. It could be a growing
00:30:27 --> 00:30:31: revenue stream from the mayor's perspective, and some of the
00:30:31 --> 00:30:35: other legislators on City Council that it doesn't rob Peter
00:30:35 --> 00:30:39: to pay Paul. You're not taking money that would go.
00:30:39 --> 00:30:43: You know we could leave other resources to the
neighborhoods,
00:30:43 --> 00:30:44: and so these are really.
00:30:45 --> 00:30:48: Revenues that are generated within the central business
district stay
00:30:48 --> 00:30:50: within the central business district.
00:30:53 --> 00:30:55: What we all you know, what we would want to
00:30:55 --> 00:30:58: do if this was occur, would be that these revenues
00:30:58 --> 00:31:02: that incremental revenues that have grown, they would be
deposited
00:31:02 --> 00:31:06: into a specific downtown Baltimore Impact Investment fund,
and then
00:31:06 --> 00:31:10: it would be allocated to specific projects and programs
recommended
00:31:10 --> 00:31:13: by the city administration by the folks at the Downtown
00:31:13 --> 00:31:17: partnership, and then ultimately approved by the mayor and
by
00:31:17 --> 00:31:21: City Council. And so there's complete transparency. There's
there's good
00:31:21 --> 00:31:22: governance of of.
00:31:22 --> 00:31:26: Of precious proceeds and by it would also let these
00:31:26 --> 00:31:31: proceeds being invested in some of the projects that greedy
00:31:31 --> 00:31:35: had outlined, that would be important, and I think gives
00:31:35 --> 00:31:41: you and the downtown partnership the confidence that the
resources
00:31:41 --> 00:31:44: are available to tackle some of these.
00:31:44 --> 00:31:49: Rather daunting projects. Another thing that I think is again
00:31:49 --> 00:31:53: we had the good fortune of of having a corporate
00:31:53 --> 00:31:58: leadership and philanthropic and civic leadership in
Cincinnati would be

00:31:58 --> 00:32:02: to if you were to take these steps to dedicate
00:32:02 --> 00:32:06: public resources, is to go to your corporate leaders and
00:32:06 --> 00:32:09: say, OK, we will do this. But we need you
00:32:09 --> 00:32:13: to do this and this is to create a catalytic
00:32:13 --> 00:32:14: investment fund or.
00:32:14 --> 00:32:18: What we would call an impact investment fund to couple
00:32:18 --> 00:32:21: and leverage other resources and to go to the to
00:32:21 --> 00:32:25: the leadership and private corporations and ask them to
invest
00:32:25 --> 00:32:28: in them in a fund that they could be part
00:32:28 --> 00:32:31: of. The governance of and oversight of and set up
00:32:31 --> 00:32:35: establish a goal. \$50 million. I don't think that's unrealistic
00:32:35 --> 00:32:38: as we just started to think through the number of
00:32:38 --> 00:32:42: potential investors. It could be both a corporate. It could
00:32:42 --> 00:32:46: be philanthropic. It could be some of the institutions in
00:32:46 --> 00:32:46: town.
00:32:46 --> 00:32:51: Who would invest working and matching and pledging other
resources
00:32:51 --> 00:32:55: from the state that you really then could come together
00:32:55 --> 00:32:58: with a capital stack that could again tackle some of
00:32:59 --> 00:33:01: these very difficult task ahead?
00:33:02 --> 00:33:05: And then when you have those sorts of resources, your
00:33:05 --> 00:33:10: ability to leverage other resources grows exponentially. You
can tackle
00:33:10 --> 00:33:14: and utilize new market tax credits, historic tax credits, other
00:33:14 --> 00:33:19: initiatives such as the state, small Business Credit Initiative,
and
00:33:19 --> 00:33:22: other capital funding sources. So with this you now have
00:33:23 --> 00:33:26: what you need from a capital standpoint, I can tell
00:33:26 --> 00:33:27: you this.
00:33:29 --> 00:33:34: They we could never ever stay in in Cincinnati that.
00:33:35 --> 00:33:38: That we weren't. If we were not successful, it was
00:33:38 --> 00:33:41: not because we weren't supported. We were been supported
by
00:33:41 --> 00:33:45: the city. We have been supported by the corporate
community
00:33:45 --> 00:33:48: and philanthropic community. We have everything we have.
00:33:49 --> 00:33:50: To be successful.
00:33:50 --> 00:33:53: And we want to we want to put the city
00:33:53 --> 00:33:56: in that same position and one of the first ways
00:33:56 --> 00:33:59: to do that is to come up with these financing
00:33:59 --> 00:34:03: structures that I think would be supportive. Get everybody
interested
00:34:03 --> 00:34:07: in the the political leaders, the elected officials to civic

00:34:07 --> 00:34:11: leaders, and the corporate community who all take now ownership

00:34:11 --> 00:34:14: of their downtown. All aspects of their downtown, and I

00:34:15 --> 00:34:18: think with that you really can come up and start

00:34:18 --> 00:34:21: to tackle some of the other investments that you want

00:34:21 --> 00:34:21: to make.

00:34:22 --> 00:34:25: You know these are just a sense of the obvious.

00:34:25 --> 00:34:28: This fund would tackle many of the issues that you

00:34:28 --> 00:34:31: want to address as you start to redevelop your central

00:34:31 --> 00:34:35: business district. But in as an important as these financing

00:34:35 --> 00:34:38: structures on it, it's ultimately who has the authority and

00:34:38 --> 00:34:42: we're responsibility to carry this out. And obviously the city

00:34:42 --> 00:34:45: does, but somebody needs to be waking up every day

00:34:45 --> 00:34:49: worrying about it, and Mayor Tom Murphy's going to talk

00:34:49 --> 00:34:50: a little bit about that.

00:34:57 --> 00:34:59: Good morning, I'm delighted to be here with all of

00:34:59 --> 00:35:01: you mayor. Good to see you.

00:35:02 --> 00:35:04: Who leaves and why?

00:35:05 --> 00:35:09: And what we've laid out you've we've laid out a

00:35:09 --> 00:35:13: vision of what happened. Steve has talked about a very

00:35:13 --> 00:35:18: dynamic and challenging financing mechanism to make this

00:35:18 --> 00:35:22: happen, and

00:35:18 --> 00:35:22: who focuses on making it happen. We've come to the

00:35:22 --> 00:35:27: conclusion it's the downtown partnership of Baltimore. The

00:35:27 --> 00:35:31: city is

00:35:27 --> 00:35:31: going to be obviously a very close partner with the

00:35:31 --> 00:35:35: city worries about the city. I've been there.

00:35:35 --> 00:35:37: And.

00:35:38 --> 00:35:41: And so we need somebody that's waking up. As Steve

00:35:41 --> 00:35:44: said, every day to figure out how to make this

00:35:44 --> 00:35:48: happen. And we believe the downtown partnership has the

00:35:48 --> 00:35:52: credibility

00:35:48 --> 00:35:52: with the public and private sectors. It's proven leadership in

00:35:53 --> 00:35:57: difficult times. It's knowledgeable about what it takes to get

00:35:57 --> 00:36:00: things done. And it has the commitment and ongoing funding

00:36:00 --> 00:36:04: sources that, as as a base and what we've tried

00:36:04 --> 00:36:06: to lay off for you, is a funding source that

00:36:07 --> 00:36:08: gives you the kind of.

00:36:08 --> 00:36:12: Funding stream that you can do big projects. When I

00:36:12 --> 00:36:17: was mayor, we recognized we needed money, land control

00:36:17 --> 00:36:22: and

00:36:17 --> 00:36:22: sophisticated deal making capacity to turn around the city.

00:36:17 --> 00:36:22: We've

00:36:22 --> 00:36:26: given you a way to get money, not to underfund
00:36:26 --> 00:36:32: your dreams. Steve was our sophisticated capacity guy in Pittsburgh.

00:36:33 --> 00:36:37: And we recognize that the dot go ahead. We recognize
00:36:37 --> 00:36:41: that the downtown partnership to be successful in what we're
00:36:41 --> 00:36:45: suggesting, not what they're doing already successfully, but the to

00:36:46 --> 00:36:50: broaden their role needs to build their capacity to further
00:36:50 --> 00:36:54: enhance that capacity. And we believe that the downtown partnership
00:36:54 --> 00:36:58: and the Waterfront Partnership need to merge. It's an art
00:36:58 --> 00:37:02: of Pratt. St is an artificial boundary, and it it,
00:37:02 --> 00:37:03: I think over the years.

00:37:03 --> 00:37:07: Has been destructive to the the the downtown because it
00:37:07 --> 00:37:11: is not attractive. St to get across number one and
00:37:11 --> 00:37:14: and so people tended to stay in the inner harbor
00:37:15 --> 00:37:18: and not walk up. Charles St and so we think
00:37:18 --> 00:37:22: you need to eliminate that barrier and GD mentioned Pratt
00:37:22 --> 00:37:25: St is something you need and I know you've had
00:37:25 --> 00:37:29: past discussions and efforts in that continue long term but
00:37:30 --> 00:37:33: short term the idea of merging the two organizations to
00:37:34 --> 00:37:34: be able to.

00:37:34 --> 00:37:39: Collectively deal with the receivership. Issues around and
and and

00:37:40 --> 00:37:44: to work through. That is important because it affects both
00:37:44 --> 00:37:47: both sides of the street in a very big way.

00:37:47 --> 00:37:52: It the partnership is going to need sophisticated deal making
00:37:52 --> 00:37:57: capacity. Real estate people like Steve that understand how to

00:37:57 --> 00:38:01: do the deals to put multiple financing together to identify
00:38:01 --> 00:38:04: the deals that and we're talking about.

00:38:05 --> 00:38:09: The the partnership both acquiring buildings if necessary to
get

00:38:09 --> 00:38:13: them moving, working and close partnerships with
developers that are

00:38:13 --> 00:38:16: already moving. I I saw that a wonderful example. The
00:38:16 --> 00:38:20: old Social Security building and talking to the hospital of
00:38:20 --> 00:38:24: the university. They're talking about building a new school of
00:38:24 --> 00:38:28: social work right up by there. The opportunity to work
00:38:28 --> 00:38:31: with that developer and the university to take. What is
00:38:31 --> 00:38:34: a really dead area right now and to turn it
00:38:34 --> 00:38:35: into something.

00:38:35 --> 00:38:38: Spectacular is a role the downtown partnership can play. The
00:38:39 --> 00:38:42: developer is going to do the development, the hospitals or

00:38:42 --> 00:38:45: the university is going to build the School of Social
00:38:45 --> 00:38:48: work, but the the surrounding area use that as a
00:38:48 --> 00:38:51: catalyst with the having the necessary financing to be
involved
00:38:52 --> 00:38:54: in. That is a wonderful opportunity. Go ahead.
00:38:55 --> 00:38:59: And so we've talked about and Steve mentioned the
importance
00:38:59 --> 00:39:03: of aligning the authority and the responsibility. If I have
00:39:03 --> 00:39:06: a criticism of all of you, it is that you've
00:39:06 --> 00:39:09: given people a lot of responsibility. You have a lot
00:39:09 --> 00:39:13: of dreams. You have not aligned the responsibility and
authority,
00:39:13 --> 00:39:16: so nobody's clear on who's really in charge of what.
00:39:16 --> 00:39:19: What's the get done? And you need to bring that
00:39:19 --> 00:39:23: together. And and so GD mentioned the development of a
00:39:23 --> 00:39:24: strategic framework.
00:39:25 --> 00:39:28: But we're not suggesting you spend another year or two
00:39:29 --> 00:39:31: doing a plan. I think you could get a group
00:39:31 --> 00:39:35: of people together one Saturday morning and come up with
00:39:35 --> 00:39:39: the plan you have. You have the the States efforts
00:39:39 --> 00:39:42: now to move the 3000 employees. You have the arena
00:39:42 --> 00:39:46: moving forward on a redevelopment. You have several other
big
00:39:46 --> 00:39:49: things. Lexington Market is soon to open how you use
00:39:50 --> 00:39:53: that as those are catalytic opportunities to build and to
00:39:53 --> 00:39:56: really say this we need to change.
00:39:56 --> 00:39:59: Our behavior this is what we're going to do, so
00:39:59 --> 00:40:02: I think that that we see the downtown partnership playing
00:40:02 --> 00:40:05: that role as a developer and a partner in in
00:40:05 --> 00:40:08: a number of ways. And we'd prioritize 2 things. One
00:40:08 --> 00:40:12: is the acquisition and development of distressed properties.
You know,
00:40:12 --> 00:40:15: the the West side, not just the Super Bowl, but
00:40:15 --> 00:40:18: the area around that. And as you go up higher
00:40:18 --> 00:40:21: and Utah St. Shame on you, they shouldn't look like
00:40:21 --> 00:40:24: that is the streets are clean, but the buildings themselves
00:40:24 --> 00:40:26: need need somebody to pay attention.
00:40:26 --> 00:40:30: Two and it's and and and you've been waiting far
00:40:30 --> 00:40:33: too long for that to happen. The other is is
00:40:33 --> 00:40:36: the retail is a hit and miss kind of thing.
00:40:36 --> 00:40:40: The street level retail. We believe that the downtown
partnership
00:40:40 --> 00:40:43: ought to begin to to work with owners of those

00:40:43 --> 00:40:47: buildings. The master lease, the retail up and down the
00:40:47 --> 00:40:51: streets. And so you're curating it. You're and you're. And
00:40:51 --> 00:40:55: then not thinking about not not what's there necessarily, but
00:40:55 --> 00:40:57: what do we need? OK and.
00:40:57 --> 00:40:59: And how do you get those things and and and
00:40:59 --> 00:41:01: it might be mayor you want to go and call
00:41:02 --> 00:41:04: up a president of a company and say we really
00:41:04 --> 00:41:07: want you to come to downtown Baltimore. And what do
00:41:07 --> 00:41:10: we need to do to get you? Because it could
00:41:10 --> 00:41:12: be an anchor. I can give you some stories about
00:41:12 --> 00:41:16: that we did in Pittsburgh with companies like Home Depot
00:41:16 --> 00:41:19: and Whole Foods that one of the things we've heard
00:41:19 --> 00:41:22: about is no supermarket, downtown and and maybe we
called
00:41:22 --> 00:41:25: up whole food with the developer and said we want
00:41:25 --> 00:41:26: you to locate and what was a?
00:41:27 --> 00:41:31: Very difficult neighborhood in in Pittsburgh called East Liberty
and
00:41:31 --> 00:41:34: the whole food people surprised us and said we'll locate
00:41:34 --> 00:41:37: a store there for you. We'll take a risk with
00:41:37 --> 00:41:40: you. It became their most successful store their rookie year
00:41:40 --> 00:41:43: store and it it had the highest percentage of food
00:41:43 --> 00:41:46: stamps of any store in in in the United States
00:41:46 --> 00:41:50: being used there because it was a largely poor neighborhood
00:41:50 --> 00:41:53: has been a usually successful store. It's been a 20
00:41:53 --> 00:41:56: years now so there is opportunity for. Somebody needs to
00:41:56 --> 00:41:57: think about.
00:41:57 --> 00:42:00: What's the mix of retail and be able to control
00:42:00 --> 00:42:02: that space together there?
00:42:03 --> 00:42:04: Go ahead.
00:42:05 --> 00:42:06: So.
00:42:07 --> 00:42:08: When you merge these.
00:42:10 --> 00:42:13: That's an important decision. You can spend 10 years talking
00:42:13 --> 00:42:15: about and thinking about it and and then not a
00:42:16 --> 00:42:18: lot will happen with a lot of these ideas, you
00:42:18 --> 00:42:21: need to sort of say these are going to become
00:42:21 --> 00:42:24: priorities and so we say the state and city commitment
00:42:24 --> 00:42:27: to create the fund. The TIF. That's a serious commitment
00:42:27 --> 00:42:30: that says we're we're going to be serious about downtown
00:42:30 --> 00:42:33: and in the whole the broader downtown and making the
00:42:33 --> 00:42:36: cut, putting the money available. That makes us happen. The
00:42:36 --> 00:42:39: second is that the create the impact investment.
00:42:39 --> 00:42:42: On the Steve talked about of going out and and

00:42:42 --> 00:42:46: giving that strategic framework to people and say we want
00:42:47 --> 00:42:49: you to be part of this. It's happened in a
00:42:50 --> 00:42:52: lot of cities and I think you can make it
00:42:52 --> 00:42:56: happen here and and you need to begin to put
00:42:56 --> 00:42:56: together.
00:42:58 --> 00:43:02: The partnerships that make this happen in a quick way
00:43:02 --> 00:43:05: not let it linger too long, and so this is
00:43:05 --> 00:43:10: about making downtown a priority. It really is fundamentally
about
00:43:10 --> 00:43:14: leadership. It's about leadership of people in this room and
00:43:14 --> 00:43:18: a couple others making the decision to to move forward
00:43:18 --> 00:43:22: in a different kind of way. And 500 years ago,
00:43:22 --> 00:43:26: a guy named Niccolo Machiavelli said it very well.
00:43:27 --> 00:43:28: It's not about.
00:43:29 --> 00:43:32: At the end of the day, whether there's money, it's
00:43:32 --> 00:43:35: not about the boundaries, it's about whether you have. The
00:43:35 --> 00:43:38: community will to behave in a different kind of way.
00:43:38 --> 00:43:40: We've tried to outline for you a way to do
00:43:40 --> 00:43:41: that.
00:43:42 --> 00:43:46: Finance it in a different way to provide adequate money
00:43:46 --> 00:43:50: to make an impact. To create an organization that's going
00:43:50 --> 00:43:55: to be more efficient to pick strategic opportunities for
development.
00:43:55 --> 00:43:56: But if you don't.
00:43:57 --> 00:43:59: If you if you get and and I you know
00:43:59 --> 00:44:02: I was mayor for 12 years. Mayor, I learned about
00:44:02 --> 00:44:06: fundamental lesson that every time you want to do something
00:44:06 --> 00:44:09: new, there's 100 people giving you a reason why it
00:44:09 --> 00:44:13: shouldn't happen. It's in the wrong place. It's the wrong
00:44:13 --> 00:44:15: color. If we and of course we can never afford
00:44:15 --> 00:44:19: it. And if they define the agenda, nothing happens so
00:44:19 --> 00:44:22: that the question really is, do you have the Community
00:44:22 --> 00:44:24: will to kick the door down to get to a
00:44:24 --> 00:44:28: different place in where you are right now in downtown.
00:44:28 --> 00:44:30: I think you got. You can do it. You have
00:44:30 --> 00:44:31: the will to do that. Good luck.
00:44:46 --> 00:44:49: What, Needless to say, that might be considered a mouthful.
00:44:54 --> 00:44:58: But you know, nothing good happens unless you you know,
00:44:58 --> 00:45:02: pay a little attention and create opportunity out of that
00:45:02 --> 00:45:06: tension and then execute on those opportunities. So I'd like
00:45:06 --> 00:45:10: to just summarize for you what we would characterize as
00:45:10 --> 00:45:12: the key recommendations.

00:45:13 --> 00:45:18: So the the notion of creating an area wide TIF
00:45:18 --> 00:45:19: district is.
00:45:20 --> 00:45:21: Tips and tricks are not new.
00:45:22 --> 00:45:26: However, the application of the TIF district and what we
00:45:27 --> 00:45:30: see here, I think gives the opportunity to get more
00:45:31 --> 00:45:35: people, more parties, more stakeholders at the table with the
00:45:35 --> 00:45:36: tool.
00:45:37 --> 00:45:41: That is designed to accelerate access to capital.
00:45:42 --> 00:45:46: You know fairly significant way, and I think that with
00:45:46 --> 00:45:50: the coupling of this notion of an impact fund which
00:45:50 --> 00:45:54: provides you with another resource that may be a little
00:45:54 --> 00:45:58: bit more fluid than what happens when you create and
00:45:58 --> 00:46:02: pay capital of TIF district, you put those two things
00:46:02 --> 00:46:06: together. Then I think you do have resources to say
00:46:06 --> 00:46:07: we're serious.
00:46:09 --> 00:46:13: We're going to make something happen and we've got
resources
00:46:13 --> 00:46:16: to put in to back our vision and I ideas.
00:46:17 --> 00:46:20: Because you got to meet that. In my experience, when
00:46:20 --> 00:46:24: you go talk to the corporate and philanthropic partners you
00:46:24 --> 00:46:28: know you're talking to them because they have resources,
right?
00:46:29 --> 00:46:32: And usually in my experience is OK. We can do
00:46:32 --> 00:46:35: all kinds of things. What's what's your role in it?
00:46:35 --> 00:46:38: Is our role to you know, fund you and with
00:46:38 --> 00:46:40: our money and sit back and wait.
00:46:41 --> 00:46:44: And usually would say, well, no. In this situation. We're
00:46:44 --> 00:46:46: not talking about that. We're talking about partnering.
00:46:47 --> 00:46:49: We are stepping up pudding.
00:46:51 --> 00:46:54: Risk capital is probably not the way I describe it,
00:46:54 --> 00:46:58: but impactful capital that is going to change behavior and
00:46:58 --> 00:47:01: change opportunities in our in our downtown. If you care
00:47:01 --> 00:47:05: about downtown, there's no reason why you shouldn't be
able
00:47:05 --> 00:47:08: to listen to us and usually they will not say
00:47:08 --> 00:47:11: no. We're not going, they will say yes to listening
00:47:11 --> 00:47:14: to you then the art form becomes. How do you
00:47:14 --> 00:47:17: get them to take the next step? And that's where
00:47:17 --> 00:47:20: this notion that somebody's job is. They wake up every
00:47:20 --> 00:47:21: morning.
00:47:21 --> 00:47:25: And that's the first thing that's popular in their brain.
00:47:25 --> 00:47:28: How do I get the next step taken? And that
00:47:28 --> 00:47:32: is fundamentally one of the linchpins to we're talking about

00:47:32 --> 00:47:36: this merger between the down the downtown partnership and the
00:47:36 --> 00:47:37: Waterfront Partnership.
00:47:39 --> 00:47:43: I heard just heard it today that there was a
00:47:43 --> 00:47:47: time a few years ago where the notion of the
00:47:47 --> 00:47:48: merger was actually.
00:47:49 --> 00:47:50: Talked about.
00:47:51 --> 00:47:53: It wasn't acting on.
00:47:54 --> 00:47:54: And now guess what?
00:47:56 --> 00:47:58: You might have been ahead of the curve had you
00:47:58 --> 00:48:02: taken action back then, so now maybe it's the opportunity
00:48:02 --> 00:48:04: to think about it and you know one of the
00:48:04 --> 00:48:06: things that that I do kind of in the day
00:48:06 --> 00:48:10: job I'm involved with, mergers of financial institutions been
involved
00:48:10 --> 00:48:12: with them that for.
00:48:13 --> 00:48:16: 25 years and.
00:48:17 --> 00:48:20: One of the things that over time has come out
00:48:20 --> 00:48:24: of that where you know big bank buys another bank
00:48:24 --> 00:48:27: or little bank buys or bigger bank. Are you putting
00:48:27 --> 00:48:31: in this case, these two entities together there. There does
00:48:31 --> 00:48:35: become an opportunity then for the broader call it
stakeholders
00:48:35 --> 00:48:39: group to the extent that they are not properly aligned.
00:48:39 --> 00:48:42: You get to have that discussion and now about. How
00:48:42 --> 00:48:46: do we integrate ourselves and create a value proposition that
00:48:46 --> 00:48:47: everybody?
00:48:48 --> 00:48:51: Can't support and and believe in and then you know
00:48:51 --> 00:48:55: this is the normal things that happened. Efficiencies and you
00:48:55 --> 00:49:00: know you reduce some redundancy and and duplication, but
this
00:49:00 --> 00:49:02: is not in my view something that is.
00:49:04 --> 00:49:08: Natural and in fact it is becoming more and more
00:49:08 --> 00:49:11: natural every day as we speak. In terms of how.
00:49:12 --> 00:49:13: Collaboration.
00:49:13 --> 00:49:17: And this is a form of collaboration that turns into
00:49:17 --> 00:49:19: a new entity with, you know, a vision that is
00:49:19 --> 00:49:20: shared by both.
00:49:21 --> 00:49:25: Organizations that get melded together. I think it could be
00:49:25 --> 00:49:25: pretty.
00:49:25 --> 00:49:26: Powerful.
00:49:28 --> 00:49:30: Other thing that clearly is a you know kind of
00:49:30 --> 00:49:32: a land use one of the things that you and

00:49:33 --> 00:49:35: I as an organization stand for. What do you do
00:49:35 --> 00:49:37: with the physical assets and.
00:49:38 --> 00:49:42: And what do you do with the targeted opportunities? You
00:49:42 --> 00:49:46: know, real estate and redevelopment is is important, but I
00:49:46 --> 00:49:49: would also say that one of the things that not
00:49:50 --> 00:49:54: lose sight of that in the context of overarching theme
00:49:54 --> 00:49:57: in my view, is actually economic development.
00:49:58 --> 00:50:01: And real estate development is one of the attributes of
00:50:01 --> 00:50:04: that, because what you're hopefully trying to do is make
00:50:05 --> 00:50:06: the sense of place.
00:50:06 --> 00:50:10: Better for everyone and you know.
00:50:11 --> 00:50:15: In my experience, you can get a lot of definitions.
00:50:15 --> 00:50:19: People define economic development differently and it
00:50:19 --> 00:50:22: depends on where
00:50:22 --> 00:50:24: they come from. But one of the things that I
00:50:24 --> 00:50:25: was taught by a friend of mine who was the
00:50:26 --> 00:50:31: Dean of.
00:50:31 --> 00:50:35: A public policy school at USC. Guy by the name
00:50:35 --> 00:50:41: of Ed Blakely. And if you can think about economic
00:50:42 --> 00:50:45: development and it's really important today. Net wealth
00:50:46 --> 00:50:46: creation.
00:50:48 --> 00:50:49: That's what you hear in the Airways that we have
00:50:49 --> 00:50:53: this.
00:50:53 --> 00:50:55: Dichotomy.
00:50:56 --> 00:50:59: And so if the goal is, let's think of ways
00:50:59 --> 00:51:01: to create net wealth.
00:51:02 --> 00:51:07: Then I don't think you'll find too many people that
00:51:07 --> 00:51:11: aren't interested in learning about that.
00:51:13 --> 00:51:17: And that could be a galvanizing theme, of which you
00:51:17 --> 00:51:22: know the physical assets are all part of it.
00:51:23 --> 00:51:26: And it occurred to me why Tom was talking. He
00:51:26 --> 00:51:28: was talking about the state bringing employees into the.
00:51:29 --> 00:51:32: Downtown, one of the first projects that I worked on
00:51:33 --> 00:51:37: after I left banking and got involved in.
00:51:37 --> 00:51:40: Economic development. What is the State office building?
00:51:41 --> 00:51:46: Small State office building, 25,000 square feet and it was
00:51:46 --> 00:51:50: being built in. In this case a a court, a
00:51:51 --> 00:51:55: transportation corridor, low income community by a African
00:51:55 --> 00:51:58: American real
00:51:58 --> 00:52:02: estate broker who thought he wanted to be a developer.
Needless to say, he had no money, so my organization
effectively was the equity partner.
To help him get himself launched, he was able to

00:52:02 --> 00:52:05: convince the state that this building needed to be at
00:52:06 --> 00:52:10: this location and he controlled it. That transaction changed
his
00:52:10 --> 00:52:11: family's entire life.
00:52:13 --> 00:52:17: There's another example that I could give that I found
00:52:17 --> 00:52:21: out about and actually Ted Carter might know about this.
00:52:21 --> 00:52:26: There's a real estate developer, Don Peoples Peoples
Corporation.
00:52:27 --> 00:52:30: And he tells the story about how his first transaction
00:52:30 --> 00:52:33: was a government office building in Anacostia.
00:52:34 --> 00:52:36: And I think it might have been the time when
00:52:37 --> 00:52:39: Ted was was there, so these are the kinds of
00:52:39 --> 00:52:42: things where you can show these as examples and then
00:52:42 --> 00:52:43: marry.
00:52:43 --> 00:52:47: Effectively, what I always call you know happiness is created
00:52:47 --> 00:52:51: by a positive cash flow, and so you're really trying
00:52:51 --> 00:52:54: to manage cash flows all the time for different activities.
00:52:54 --> 00:52:58: And you know I've always taken the position that what
00:52:58 --> 00:53:01: people ask me. Well, what do you do? What, what?
00:53:01 --> 00:53:03: What is the LDC? What is on stuff? And I
00:53:03 --> 00:53:08: go basically use capital to reboot relationships and
communities where
00:53:08 --> 00:53:11: those relationships have broken down and it has taken on
00:53:11 --> 00:53:14: all kind of forms. It's been in grocery stores.
00:53:15 --> 00:53:20: Is spent charter schools? It's been social services
organizations because
00:53:21 --> 00:53:24: these are all part of the things that you need
00:53:24 --> 00:53:27: in a in a healthy community.
00:53:28 --> 00:53:31: And closing, I would say that none of this, in
00:53:31 --> 00:53:36: my view, of what even I've accomplished, doesn't happen
without
00:53:36 --> 00:53:41: leadership. Leadership is key and collective support for
leadership is
00:53:42 --> 00:53:47: even more important with that. That will conclude the
presentation
00:53:47 --> 00:53:48: and we'll go into Q&A.
00:53:54 --> 00:53:56: They come up to that light so that it's captured
00:53:56 --> 00:53:56: on the.
00:54:00 --> 00:54:01: Chat.
00:54:06 --> 00:54:10: You know, we we, we, we saw this and.
00:54:11 --> 00:54:15: I think this is a nice encapsulation of where we
00:54:15 --> 00:54:19: are today and how the fact that shaunda Stokes is
00:54:19 --> 00:54:21: telling everyone.

00:54:22 --> 00:54:25: That the fate of Baltimore.
00:54:25 --> 00:54:26: Is up to you.
00:54:31 --> 00:54:32: So like for first and foremost.
00:54:34 --> 00:54:35: It's fantastic to see.
00:54:35 --> 00:54:35: Just lay.
00:54:35 --> 00:54:37: Down so complicated.
00:54:39 --> 00:54:43: As well as purpose perspective, I wanted to pick up
00:54:43 --> 00:54:47: Michael on the last point around this idea of shared
00:54:47 --> 00:54:47: that.
00:54:49 --> 00:54:52: Talk about net golf creation. I would have to work
00:54:52 --> 00:54:53: on that.
00:54:56 --> 00:54:57: Commentary.
00:54:59 --> 00:55:01: What is that looking collection of resources and work?
00:55:01 --> 00:55:03: We're going to need to together to get this.
00:55:03 --> 00:55:05: Done all pieces of parks.
00:55:05 --> 00:55:06: Same correction.
00:55:07 --> 00:55:09: I'd love to hear a bit more reflection on how
00:55:09 --> 00:55:11: do we better articulate, but also better.
00:55:12 --> 00:55:16: Execute to show the healthy and thriving downtown benefits.
The
00:55:16 --> 00:55:19: city as a whole, which means local residents that live
00:55:19 --> 00:55:21: beyond downtown and.
00:55:21 --> 00:55:22: Explicitly make that.
00:55:22 --> 00:55:22: Connection.
00:55:24 --> 00:55:28: It's not just about helping running businesses or helping. This
00:55:28 --> 00:55:31: is also about healthier threat, environment and economy.
00:55:31 --> 00:55:34: With a much greater or bigger, some of your reflections
00:55:34 --> 00:55:35: clarification.
00:55:36 --> 00:55:39: Well, well let me start because that I think that's
00:55:39 --> 00:55:41: a key point and and you know after doing what
00:55:42 --> 00:55:44: I do for the last 30 years, one of the
00:55:44 --> 00:55:45: things that I think has become.
00:55:46 --> 00:55:49: Very important is the is information.
00:55:50 --> 00:55:50: Data.
00:55:51 --> 00:55:56: So the ability to educate.
00:55:56 --> 00:56:01: And inform people of what's really occurring. I think is
00:56:01 --> 00:56:06: really, really a key to have someone understand how and
00:56:06 --> 00:56:08: why this is good for you.
00:56:10 --> 00:56:14: Because sometimes you know top, the top headline, or you
00:56:14 --> 00:56:17: know if I put it in a in a financial
00:56:17 --> 00:56:21: perspective and it actually this is a good analogy. So
00:56:21 --> 00:56:25: I talked about. I'm involved in bank mergers, so it's

00:56:25 --> 00:56:28: not unusual for me to sit and talk to leadership
00:56:28 --> 00:56:32: of financial institutions or go on the analyst.
00:56:32 --> 00:56:35: Presentations about look. What our bank is doing. Look at
00:56:35 --> 00:56:39: this, here's our ROI. Here's all these financial things that
00:56:39 --> 00:56:41: we are think we're going to be able to hit,
00:56:41 --> 00:56:42: and they're good things.
00:56:44 --> 00:56:48: Oftentimes, what I find is the corollary. They don't take
00:56:48 --> 00:56:51: the same time and energy explaining maybe some of the
00:56:51 --> 00:56:55: other benefits that could occur when they do that, and
00:56:55 --> 00:56:57: I think that that's part of what I would say
00:56:58 --> 00:57:01: you're going to have to spend. Some time is another
00:57:01 --> 00:57:04: thing I would say is that what I've experienced now
00:57:04 --> 00:57:08: is maybe like the last decade that community based
organization
00:57:08 --> 00:57:11: and advocacy groups they've gotten much better.
00:57:13 --> 00:57:16: Producing their own data and telling their stories. So at
00:57:16 --> 00:57:20: some point you're going to end up with these conflicting
00:57:20 --> 00:57:23: points of view, but then you have to figure out
00:57:23 --> 00:57:27: how to reconcile those, but and I don't think the
00:57:27 --> 00:57:29: fact that they are getting more polished.
00:57:30 --> 00:57:35: And their ability to question and produce data. I think
00:57:35 --> 00:57:38: you see that now almost every day, and I'm I'm
00:57:39 --> 00:57:40: actually very.
00:57:42 --> 00:57:45: Excited about what I see coming out of Mackenzie as
00:57:45 --> 00:57:48: an example on this whole issue of social equity, diversity
00:57:48 --> 00:57:51: and inclusion, and the fact that they say, well, you
00:57:52 --> 00:57:55: know, you don't do this, we're putting a trillion dollars.
00:57:56 --> 00:57:59: Out of the economy and somebody don't say you're taking
00:57:59 --> 00:58:02: a trillion dollars. Well, wait a minute, that's not a
00:58:02 --> 00:58:06: good thing is. And then that promotes the conversation about
00:58:06 --> 00:58:09: how you start talking about that and I anybody else
00:58:09 --> 00:58:10: want to chime in on this.
00:58:11 --> 00:58:17: That's why Steve's recommendations and our panel's
recommendations about financing
00:58:17 --> 00:58:21: and several reported because at a lot of different levels,
00:58:21 --> 00:58:25: whether it's the technology or whether it's a little dress
00:58:25 --> 00:58:29: shop, cash is so important and and these organizations are
00:58:30 --> 00:58:34: generally these efforts, these entrepreneurs and you, and
you have
00:58:34 --> 00:58:39: a lot of entrepreneurial activity in in Baltimore, are largely
00:58:39 --> 00:58:42: underfunded. And so how you get have the downtown?
00:58:42 --> 00:58:45: Partnership acting as a partner with. And so the the
00:58:45 --> 00:58:49: retail leasing of being able to control the space and

00:58:49 --> 00:58:52: then going to somebody that has a dream of having
00:58:52 --> 00:58:55: a dress shop or a coffee shop or something and
00:58:55 --> 00:58:59: working with them to put the financing. In partnership with
00:58:59 --> 00:59:02: the local bank and maybe filling the gap with some
00:59:02 --> 00:59:03: of the money that that.
00:59:03 --> 00:59:04: Turns.
00:59:04 --> 00:59:07: Loose that energy and I think it begins to resonate
00:59:07 --> 00:59:11: throughout the city. Once you turn that energy loose. So
00:59:11 --> 00:59:12: we've talked about.
00:59:12 --> 00:59:15: Both at the retail level where there's a lot of
00:59:15 --> 00:59:18: minority opportunity, you know. I mean, you can say it's
00:59:18 --> 00:59:21: a nuisance problem, but at the corner of Lexington in
00:59:21 --> 00:59:25: front of Lexington Market, there's a lot of entrepreneurship
going
00:59:25 --> 00:59:28: on there, and it's just the wrong kind. OK, but
00:59:28 --> 00:59:30: but but but there's an you and I've been to
00:59:30 --> 00:59:33: several of your incubators in time small I mean, and
00:59:33 --> 00:59:36: I've talked to these young people that are starting to
00:59:36 --> 00:59:40: come. Everybody's young for me now, but starting these
companies
00:59:40 --> 00:59:42: and and and if you start putting cash into that.
00:59:42 --> 00:59:45: And some real estate and so part of it is
00:59:45 --> 00:59:49: at that level the potential of getting developers. And then
00:59:49 --> 00:59:51: that's why we believe you need to. You need to
00:59:52 --> 00:59:55: get Johns Hopkins and the University of Maryland and the
00:59:55 --> 00:59:59: other hospitals to work together to make Baltimore the the
00:59:59 --> 01:00:02: Silicon Valley of the east you have. You have more
01:00:02 --> 01:00:05: research dollars coming into your town than any city in
01:00:05 --> 01:00:06: America.
01:00:07 --> 01:00:09: And and and it's not as evident as it should
01:00:09 --> 01:00:13: be. You have some good things happening, but how you
01:00:13 --> 01:00:16: raise that conversation and focus it on downtown as the
01:00:16 --> 01:00:20: new downtown is going to be the art entrepreneurial center
01:00:20 --> 01:00:23: of Baltimore. That's what you want to do. And and
01:00:23 --> 01:00:26: you can't ever do that unless you have cash, unless
01:00:26 --> 01:00:29: you have real estate. Unless you have the dream and
01:00:29 --> 01:00:32: and willing to kick the door down to get through
01:00:32 --> 01:00:35: the million things that are going to be put in
01:00:35 --> 01:00:37: your way to make it happen.
01:00:42 --> 01:00:46: So much for all of your deliberations. Real quick. Three
01:00:46 --> 01:00:49: questions. Why not include harbor Point?
01:00:50 --> 01:00:54: Do you have specific recommendations of distressed
properties that you

01:00:54 --> 01:00:55: think would be key?

01:00:58 --> 01:01:01: By that house. Not deathly something we'd like to hear

01:01:01 --> 01:01:03: it. I would like to hear from you if there

01:01:03 --> 01:01:03: are key.

01:01:05 --> 01:01:08: Buildings distressed properties that you think are critical.

01:01:08 --> 01:01:09: For.

01:01:10 --> 01:01:12: This catalyst as well as critical public now.

01:01:16 --> 01:01:19: And we talked about the issue about how your point

01:01:19 --> 01:01:21: is that I believe that is already at an at

01:01:21 --> 01:01:24: TIF district and so you don't want to layer a

01:01:24 --> 01:01:27: TIF district on top of another one. In fact, I

01:01:27 --> 01:01:30: don't think you legally can do that, so it's an

01:01:30 --> 01:01:32: already in it of itself, as it is an area.

01:01:32 --> 01:01:35: Why TIF district by itself? So that's why we didn't

01:01:35 --> 01:01:36: include it.

01:01:38 --> 01:01:40: You could put the sales tax, that district, and the

01:01:40 --> 01:01:42: reason why we left it. And first of all, I

01:01:43 --> 01:01:45: think it's back back up a little bit on this

01:01:45 --> 01:01:46: concept first of all.

01:01:47 --> 01:01:51: I think it is a unique concept and it's going

01:01:51 --> 01:01:55: to require some more information gathered so we can understand

01:01:55 --> 01:01:57: what is the incremental increase.

01:02:00 --> 01:02:01: Use the mic.

01:02:02 --> 01:02:03: We have a mic.

01:02:05 --> 01:02:06: Maybe he can't hear you.

01:02:06 --> 01:02:06: Can you?

01:02:09 --> 01:02:12: Are you OK? OK, so just let's talk a little

01:02:12 --> 01:02:16: bit about the the TIF structure if we can for

01:02:16 --> 01:02:19: just a minute. One is that we probably need to

01:02:19 --> 01:02:24: get an independent party. Maybe just one of the universities.

01:02:24 --> 01:02:27: Maybe it's KPMG or or NY to analyze both the

01:02:27 --> 01:02:28: what is the base.

01:02:29 --> 01:02:32: And what is the potential increment and then do some

01:02:32 --> 01:02:35: modeling around that to then see how much of this

01:02:35 --> 01:02:37: we want to grab, how much we want to pertain?

01:02:37 --> 01:02:40: I mean, it's conceivable. I mean, there's all kinds of

01:02:40 --> 01:02:43: things you can throw on. It's conceivable that in order

01:02:43 --> 01:02:46: to protect the schools, you allocate X amount of the

01:02:46 --> 01:02:49: property tax to make sure that the schools are made

01:02:49 --> 01:02:52: held harmless, which I think is going to be important

01:02:52 --> 01:02:55: to everybody. I think. I think the sales tax conceivably

01:02:55 --> 01:02:58: can throw off more money than you think, because it's
01:02:58 --> 01:02:59: it's such a.
01:02:59 --> 01:03:01: Growing number and so in order not to be to
01:03:02 --> 01:03:05: sort of get the state legislators on board. You may
01:03:05 --> 01:03:07: want to just say it's either up to some amount.
01:03:07 --> 01:03:10: It's we. We shorten term or it's it's X percent
01:03:10 --> 01:03:13: of the increment. But the only way you're going to
01:03:13 --> 01:03:16: get that is by doing some modeling and getting some
01:03:16 --> 01:03:20: information and doing that quickly. And I imagine either
Johns
01:03:20 --> 01:03:23: Hopkins or if you you know if you wanted to
01:03:23 --> 01:03:26: move on quickly, you might want to see whether or
01:03:26 --> 01:03:29: not one of your partners from some of the consulting
01:03:29 --> 01:03:29: firms.
01:03:29 --> 01:03:32: Jump on this quickly and work with the staff of
01:03:32 --> 01:03:35: the Finance department and hopefully get the cooperation of
the
01:03:35 --> 01:03:37: State treasurer who would have to give you that information.
01:03:38 --> 01:03:41: So I think this is an example of what should
01:03:41 --> 01:03:46: be happening. An idea comes up. Let's get some brainpower
01:03:46 --> 01:03:49: on it. Decide good idea, bad idea can do it,
01:03:49 --> 01:03:53: cannot do it, but get the activity going because the
01:03:53 --> 01:03:58: example that he's giving you in California, we lost
redevelopment
01:03:58 --> 01:03:59: authority due to our.
01:04:00 --> 01:04:04: Governor Gary Brown. And now in order to rebound from
01:04:04 --> 01:04:09: that, there's a great deal of discussion legislatively about
creating
01:04:09 --> 01:04:15: enhanced infrastructure districts, and they have some
characteristics that are
01:04:15 --> 01:04:20: like redevelopment agencies, and they have some other
attributes that
01:04:20 --> 01:04:25: weren't in redevelopment agencies, so I always think you get
01:04:25 --> 01:04:30: enough smart people in the room, solutions that care about
01:04:30 --> 01:04:30: this.
01:04:30 --> 01:04:33: That's the solutions will come out, so it's really great
01:04:33 --> 01:04:36: that you asked that question because you know, we three
01:04:36 --> 01:04:37: days we we have been perfect knowledge.
01:04:38 --> 01:04:41: And just a couple other things. We had these we
01:04:41 --> 01:04:44: 3 districts have been using in downtown Cincinnati.
01:04:45 --> 01:04:48: And we've managed them very efficiently. We don't do
aggressive
01:04:49 --> 01:04:51: overborrowing and 1st we sort of use it by project
01:04:51 --> 01:04:55: by project, and we're very disciplined and structured about it.

01:04:55 --> 01:04:58: We put them in the public infrastructure a lot, as
01:04:58 --> 01:05:00: well as housing. So we try to target its uses
01:05:00 --> 01:05:03: to those sorts of things, but we'll have to get
01:05:03 --> 01:05:06: some clarity from the state and local governments about
01:05:07 --> 01:05:08: our applicable uses for that.
01:05:10 --> 01:05:13: But what's happening now is because of the redevelopment
01:05:13 --> 01:05:16: these districts are getting refined. So in other words, when we
01:05:17 --> 01:05:20: first started and Over The Rhine, it was literally totally
01:05:20 --> 01:05:21: vacant blooded.
01:05:22 --> 01:05:25: We then, as we began redeveloping properties, we abated
01:05:25 --> 01:05:29: those originally, you know, so those developments were actually
01:05:29 --> 01:05:30: abating, not contributing.
01:05:31 --> 01:05:35: Going forward, however, what's happened now? 10 years.
01:05:35 --> 01:05:38: Fast forward, these things are all rolling off. Now we're modeling this
01:05:38 --> 01:05:42: and these this districts getting fed even that much more
01:05:42 --> 01:05:44: and some of the things now we want to do
01:05:44 --> 01:05:48: where we have big dreams about doing new new community
01:05:48 --> 01:05:51: centers that have a recreation and health component to it.
01:05:51 --> 01:05:54: We now have resources and revenues that we can put
01:05:54 --> 01:05:58: into this. So it's there. There's examples of this model,
01:05:58 --> 01:06:01: and certainly anything that we experience we have.
01:06:01 --> 01:06:04: We're happy to share with you both on the TIF
01:06:04 --> 01:06:07: side and on the on the Development Fund side. We'll
01:06:07 --> 01:06:10: be able to share both a good, bad and ugly
01:06:10 --> 01:06:11: arm with you.
01:06:14 --> 01:06:17: Yeah Sean, you talked about yeah, public realm and public
01:06:17 --> 01:06:20: spaces so I think for just two and a half
01:06:20 --> 01:06:23: and three days knowledge we don't want to be performed
01:06:23 --> 01:06:26: 3 about saying this is the kind of right moves
01:06:26 --> 01:06:30: you need to be making in yellow streets, but fundamentally
01:06:30 --> 01:06:33: streets as as a character they are public, right of
01:06:33 --> 01:06:37: ways. They are not just corridors for cars. So how
01:06:37 --> 01:06:40: we change that notion to be about public life? You
01:06:40 --> 01:06:42: have a lot of right of way.
01:06:42 --> 01:06:46: That or space between buildings 2 phases of the building,
01:06:46 --> 01:06:50: so how can it be multimodal? How can it be
01:06:50 --> 01:06:55: about community life? Whether that means spell out spaces
for

01:06:55 --> 01:07:00: activities or programming or just tree line? I mean definitely
01:07:00 --> 01:07:04: more healthier trees that would be better. I did see
01:07:04 --> 01:07:08: as we walked around downtown. Your transit is very, very
01:07:09 --> 01:07:12: is actively used and your community is in need of.
01:07:13 --> 01:07:16: The Great transit network you have, but you're not showing
01:07:16 --> 01:07:19: any love to them. They are standing there out in
01:07:19 --> 01:07:22: the snow and the cold, and the shelters are not
01:07:22 --> 01:07:25: comforting. So gotta have a we have to change a
01:07:25 --> 01:07:28: little mindset of how do we make this equitable? How
01:07:28 --> 01:07:31: do we make this inclusive? How do we look out
01:07:31 --> 01:07:34: for everybody who is wanting this to be there downtown?
01:07:34 --> 01:07:37: This is for the city so I think making sure
01:07:37 --> 01:07:40: that you. That is why this recommendation of having the
01:07:40 --> 01:07:42: strategic framework.
01:07:42 --> 01:07:45: Give it the time bringing the people it doesn't. It's
01:07:45 --> 01:07:48: not just one body, it's people talking. Civil engineer, it's
01:07:49 --> 01:07:53: people talking, landscapes, people, talking anthropology, and
people talking behavior,
01:07:53 --> 01:07:56: people talking, a whole lot of things. Given the thought
01:07:57 --> 01:07:59: because it shouldn't be taken lightly.
01:08:00 --> 01:08:03: So and Sean, part of what we talked about, the
01:08:03 --> 01:08:07: public space. We identified cheating and gentrified maybe 10
different
01:08:07 --> 01:08:11: public spaces downtown. I would say the majority of them
01:08:11 --> 01:08:12: were underutilized and.
01:08:13 --> 01:08:15: Tired looking if you understand.
01:08:15 --> 01:08:16: What I mean?
01:08:17 --> 01:08:20: And the thought is, is you in the downtown partnership
01:08:20 --> 01:08:25: and Steve's case in Cincinnati City literally turned over three
01:08:25 --> 01:08:28: big public spaces for them to program and manage? OK,
01:08:29 --> 01:08:33: we developed first. What's that redeveloped first? And we
they
01:08:33 --> 01:08:38: redeveloped them improve the spectacularly, improve them,
and, and so
01:08:38 --> 01:08:42: the thought is, the downtown partnership takes those at the
01:08:42 --> 01:08:43: city sort of signs of.
01:08:43 --> 01:08:47: The agreement and MU. They manage them. One of Steve's
01:08:47 --> 01:08:51: parks. If you can believe this, he programs at 370
01:08:51 --> 01:08:52: times a year.
01:08:54 --> 01:08:54: So.
01:08:54 --> 01:08:55: Literally.
01:08:56 --> 01:09:00: Every day there's something going on there, so people go
01:09:00 --> 01:09:03: there, it it. It creates life. Whether it's a you

01:09:03 --> 01:09:07: know it's stands, it's music. It's all art shows. It's
01:09:07 --> 01:09:10: all kind of things that those spaces can become a
01:09:10 --> 01:09:14: reason why people are now wanting to come to downtown,
01:09:14 --> 01:09:18: right? Right now they're discouraging people from coming
downtown. I
01:09:18 --> 01:09:19: mean, I.
01:09:21 --> 01:09:22: What's that?
01:09:25 --> 01:09:28: How do you she wants the question just giving you
01:09:28 --> 01:09:32: hundreds of millions of dollars, but it's separate that we
01:09:32 --> 01:09:36: wouldn't use that money to do the placemaking, but we
01:09:36 --> 01:09:39: raise it a couple different ways. First of all, we
01:09:39 --> 01:09:43: could sponsorships so you know we have salsa night
brought,
01:09:43 --> 01:09:46: you know, brought to you by, you know, KMK law
01:09:47 --> 01:09:50: or something like that. So we we have a robust
01:09:50 --> 01:09:54: sponsorship program that identifies that not only sponsors.
01:09:54 --> 01:09:57: Assets but sponsors events. Secondly, in literally in every
one
01:09:57 --> 01:09:59: of those cases we have it. It could be a
01:09:59 --> 01:10:02: revenue generating in that we have a skating rink that
01:10:02 --> 01:10:05: has admissions and we have a swimming pool that has
01:10:05 --> 01:10:08: admissions. But then the other thing is we and every
01:10:08 --> 01:10:11: location. We literally have a food and beverage component,
and
01:10:11 --> 01:10:15: you know, we're projecting this year that we'll probably do
01:10:15 --> 01:10:17: about a million seven. And in beverage sales in and
01:10:17 --> 01:10:21: of itself. So there's a whole and more importantly, finally,
01:10:21 --> 01:10:23: it gets back to what the mayor was saying.
01:10:24 --> 01:10:27: These in most instances we literally plan to have operating
01:10:28 --> 01:10:31: deficits where we lose money for people coming into these
01:10:31 --> 01:10:34: spaces. But we're driving traffic, pushing them out into the
01:10:34 --> 01:10:38: restaurants, so we're touching them in various other ways,
and
01:10:38 --> 01:10:41: they may be going now into your into your civic
01:10:41 --> 01:10:44: spaces into now restaurants that you master lease, or you
01:10:44 --> 01:10:47: might get a percentage of that rent so there could
01:10:47 --> 01:10:51: be multiple touch points and you really create a business
01:10:51 --> 01:10:52: model all around us.
01:10:55 --> 01:10:58: Michael, you talked earlier about I think use the word
01:10:58 --> 01:11:00: tension and I don't want to talk ourselves.
01:11:00 --> 01:11:01: Into too much.
01:11:01 --> 01:11:03: Tension, you know? There's some tension, probably over
some of

01:11:03 --> 01:11:06: these things, but there's also, I think, tremendous consensus, and

01:11:06 --> 01:11:09: I think we're seeing you know Ryan's here, you're seeing

01:11:09 --> 01:11:11: really a mini era of collective action. I think that's

01:11:11 --> 01:11:14: starting the idea of the merger yesterday that we all

01:11:14 --> 01:11:17: know about. You've got the downtown partnership recommended to merge

01:11:17 --> 01:11:19: here, and I think there is the sense of collective

01:11:19 --> 01:11:22: action and collective purpose led by the mayor and others.

01:11:22 --> 01:11:24: So we've got. We've got to really take advantage of

01:11:24 --> 01:11:24: that.

01:11:24 --> 01:11:27: Clearly there are issues that relate to some of these

01:11:27 --> 01:11:30: tools, and the only tension that I see when you

01:11:30 --> 01:11:32: propose there is do we have the will to overcome

01:11:32 --> 01:11:36: the issues associated with developing these new financing tools. When

01:11:36 --> 01:11:39: I placed the chair of the state Growth Growth Commission,

01:11:39 --> 01:11:42: did smart growth work and we did look at the

01:11:42 --> 01:11:44: TIF sales tax issue. There's a lot of jealousy. My

01:11:44 --> 01:11:47: understanding is the state state sales tax funds, the state

01:11:48 --> 01:11:50: Geo bonds and their states. Very jealous of the Geo

01:11:50 --> 01:11:53: bonds. We never we didn't have the leverage of the

01:11:53 --> 01:11:55: time to dig deeper into that and see if it

01:11:55 --> 01:11:56: could be.

01:11:56 --> 01:11:58: Overcome, maybe it can, maybe you can. Of course we

01:11:59 --> 01:12:01: could do the local TIF now people in this room

01:12:01 --> 01:12:03: and some others could do the local TIF. Now if

01:12:03 --> 01:12:05: we have the will to do it. So the question

01:12:05 --> 01:12:07: is do we have the will to do it? And

01:12:07 --> 01:12:09: the the thing and mayor and I've talked about this

01:12:09 --> 01:12:12: have talked about this with with others we have got

01:12:12 --> 01:12:14: to get out of a sort of either or mindset,

01:12:14 --> 01:12:16: you know and downtown is in the strike zone for

01:12:16 --> 01:12:19: either or discussion and we've we've got to find a

01:12:19 --> 01:12:21: way. So we we've got to find a way for

01:12:21 --> 01:12:23: the mayor and his team and for all of us

01:12:23 --> 01:12:25: to help the mayor and help everybody start to to

01:12:25 --> 01:12:26: think about this.

01:12:26 --> 01:12:29: This is a tremendous execution plan in many respects. It

01:12:29 --> 01:12:32: does not make the case, and you weren't asked to.

01:12:32 --> 01:12:34: It does not make the case that needs to be

01:12:34 --> 01:12:37: made, and I think most of us intuitively know that

01:12:37 --> 01:12:40: case about why downtown is important, but that has to

01:12:40 --> 01:12:43: be, especially if you're talking now about financing tools and
01:12:43 --> 01:12:46: legislation and so on. We have to find a way
01:12:46 --> 01:12:48: to make that case more broadly. I think it's makeable,
01:12:49 --> 01:12:52: but it's going to take leadership at all levels, political,
01:12:52 --> 01:12:55: business, civic, etcetera, etcetera. And you know when I the
01:12:55 --> 01:12:56: I I wrote my notes downtown.
01:12:56 --> 01:12:59: Is not special, it's just unique. It's just is what
01:12:59 --> 01:13:02: it is. There's no other place like downtown, but it
01:13:02 --> 01:13:04: doesn't mean it's better. It just means it plays a
01:13:05 --> 01:13:08: certain role in the economic universe of Baltimore. And
somehow
01:13:08 --> 01:13:10: what I would really think would be useful would be
01:13:11 --> 01:13:14: getting people together and just thinking through how do we
01:13:14 --> 01:13:16: ratify that message? Do we get people to agree with
01:13:16 --> 01:13:19: that? And we get people to agree with it? How
01:13:19 --> 01:13:22: do we communicate it? It's a. It's a tremendous challenge
01:13:22 --> 01:13:25: for communication. Mayor, you have been good on this, but
01:13:25 --> 01:13:26: you're going to need backup.
01:13:27 --> 01:13:29: We're going to try and do something like this unless
01:13:29 --> 01:13:31: we end up in a why are you doing this
01:13:31 --> 01:13:34: for downtown. So I think we all have that that
01:13:34 --> 01:13:36: that work to do. And the other thing I just
01:13:36 --> 01:13:38: want to say is you know, people know we. We
01:13:38 --> 01:13:41: decided if I'm here today for this reason, we decided
01:13:41 --> 01:13:43: to to keep our office in the CBD moving across
01:13:43 --> 01:13:46: the street from one place to another. It was the
01:13:46 --> 01:13:48: right thing to do, but we also have to focus
01:13:48 --> 01:13:50: as quickly as possible on the short term issues and
01:13:50 --> 01:13:53: again to the same set of problems. Why are you
01:13:53 --> 01:13:55: doing that for downtown? You know? Why do they get
01:13:55 --> 01:13:57: this? We have to find a message.
01:13:57 --> 01:13:59: Because if we can't start do set it earlier or
01:13:59 --> 01:14:02: someone said if you can't start with someone at safety
01:14:02 --> 01:14:05: first. It's like the workplace. You know safety first. If
01:14:05 --> 01:14:07: we don't have the safety, we're not going to be
01:14:07 --> 01:14:10: able to build these things, so hopefully we can work
01:14:10 --> 01:14:12: on both the short term issues and and belong term
01:14:12 --> 01:14:14: issues. These are great ideas so.
01:14:14 --> 01:14:16: Thank you just a couple of points you make.
01:14:17 --> 01:14:20: And that's an interesting. I did not because we did
01:14:20 --> 01:14:23: not know, sort of the nuances of the sales tax
01:14:23 --> 01:14:26: and and the state is going to say like everybody

01:14:26 --> 01:14:29: because of the general obligation that is, that's sacred and
01:14:29 --> 01:14:33: we need to protect the general obligation and state. What
01:14:33 --> 01:14:35: you can do, though, is these. These guys are no
01:14:35 --> 01:14:39: dumb dumbs when they, when they pledge and borrow
01:14:39 --> 01:14:42: against
01:14:39 --> 01:14:42: their sales tax, they're over collateralizing that debt. So
01:14:42 --> 01:14:47: they're
01:14:42 --> 01:14:47: they're they're borrowing money and they're borrowing
01:14:47 --> 01:14:48: money and they're.
01:14:47 --> 01:14:48: And they probably have 150%.
01:14:49 --> 01:14:51: And So what you say to them is so they
01:14:51 --> 01:14:54: that you don't want them to cut the conversation. What's
01:14:54 --> 01:14:57: a geodetic? Well, OK, we understand it, but at some
01:14:57 --> 01:14:59: point in time you meet your obligation. And then there's
01:14:59 --> 01:15:02: a waterfall that comes down. And I'll tell you what
01:15:02 --> 01:15:04: all we're asking you to do is you, don't you?
01:15:04 --> 01:15:07: Only you only pay us if you've met your obligation
01:15:07 --> 01:15:10: to Moody's and Standard and Poor's and everybody else,
01:15:10 --> 01:15:13: and
01:15:10 --> 01:15:13: that we're we're just getting that. We're getting the we're
01:15:13 --> 01:15:16: getting the bottom end of the waterfall because the sales
01:15:16 --> 01:15:18: tax is such a aggressive tax and it's such a.
01:15:18 --> 01:15:21: It's the best when you're trying to borrow against and
01:15:21 --> 01:15:24: we learned that the hard way. So that's just one
01:15:24 --> 01:15:26: thing to say. I hope they just don't cut the
01:15:26 --> 01:15:29: conversation off about. That's a Geo. It's a Geo pledge.
01:15:29 --> 01:15:32: And OK, let's keep talking about it. And let's see
01:15:32 --> 01:15:34: how we can make this work for both of us.
01:15:35 --> 01:15:38: And then then there was a second point about there
01:15:38 --> 01:15:40: was what was the last point you made.
01:15:42 --> 01:15:46: Oh safety safety safety, safety safety. This issue again is
01:15:46 --> 01:15:49: when we started in Cincinnati and as well we we
01:15:49 --> 01:15:51: need a cough on every corner.
01:15:53 --> 01:15:56: First of all that it turns everybody off if they
01:15:56 --> 01:15:58: start to think that it's a police state, that that
01:15:58 --> 01:15:59: is not a problem.
01:16:00 --> 01:16:03: It's a combination of redevelopment.
01:16:04 --> 01:16:08: Reinvestment and good good community policing together.
01:16:08 --> 01:16:11: So it's not
01:16:08 --> 01:16:11: one comes first. They gotta come in tangent and you
01:16:11 --> 01:16:14: got to work closely between the partnership which they
01:16:14 --> 01:16:17: already
01:16:14 --> 01:16:17: do. And the Police Department and make sure. And the

01:16:17 --> 01:16:20: administration to make sure that that that things like
 01:16:20 --> 01:16:23: Lexington Market when you make an investment now is the
 01:16:24 --> 01:16:26: time to have the couple of community policing and try
 01:16:26 --> 01:16:27: to match those.
 01:16:27 --> 01:16:28: Things together.
 01:16:29 --> 01:16:32: Can't I know this is hard for the mayor and
 01:16:32 --> 01:16:35: for others? We can't apologize for this. We have to
 01:16:35 --> 01:16:39: find a compelling justification that meets all the objections
 and.
 01:16:39 --> 01:16:40: Then we have to go forward.
 01:16:40 --> 01:16:42: We can't apologize for it. We have to find a
 01:16:43 --> 01:16:45: way and as I said, it's you know, constrained resources
 01:16:45 --> 01:16:48: in both ends are kind of hard to put together,
 01:16:48 --> 01:16:50: but it's got to be both ends and it's just
 01:16:50 --> 01:16:52: not going to camp. It can't be either or thank.
 01:16:52 --> 01:16:53: You
 01:16:55 --> 01:16:58: anyone else's opinion questions sure come right on.
 01:17:07 --> 01:17:09: First, I can't thank you.
 01:17:09 --> 01:17:10: All probably better to.
 01:17:11 --> 01:17:15: Louder nobody's ever accused me of being soft spoken. Is
 01:17:15 --> 01:17:16: it on OK?
 01:17:16 --> 01:17:17: Mass.
 01:17:18 --> 01:17:21: So used to wearing it, you know, taking it down.
 01:17:21 --> 01:17:23: First of all, I can't thank you enough for all
 01:17:23 --> 01:17:25: that you've done over the last couple of days.
 01:17:25 --> 01:17:29: Umm, something that that that that that giddy went into
 01:17:29 --> 01:17:33: and John mentioned that to build consensus this great plan
 01:17:33 --> 01:17:36: we need to build consensus and support and I think
 01:17:36 --> 01:17:39: a lot of that depends on some really near term
 01:17:39 --> 01:17:43: winds, visible winds and activating the public space and the
 01:17:43 --> 01:17:46: street corridors I think is critical to showing that.
 01:17:47 --> 01:17:51: This can actually benefit not just downtown Baltimore, but the
 01:17:51 --> 01:17:54: entire city. And as the city goes, so goes the
 01:17:54 --> 01:17:58: region. The plazas that you mentioned the open space.
 Unfortunately,
 01:17:58 --> 01:18:00: you know urban planning in the 60s and 70s and
 01:18:01 --> 01:18:04: 80s. Build your your your plazas and ring them with
 01:18:04 --> 01:18:07: tall buildings so that they're not visible from the street,
 01:18:07 --> 01:18:10: so we have that with some of these major public
 01:18:10 --> 01:18:13: spaces and the walk the same from the inner harbor
 01:18:13 --> 01:18:16: up Charles St to Hopkins Plaza. First of all, don't
 01:18:16 --> 01:18:17: know how Hopkins Plaza.
 01:18:17 --> 01:18:21: Even there and the walk is not pleasant. So without

01:18:21 --> 01:18:25: wholesale demolition, which we're not going to do, you know
01:18:25 --> 01:18:28: thoughts about how to how to begin to activate the
01:18:28 --> 01:18:30: street level so that people feel?
01:18:30 --> 01:18:31: Comfortable.
01:18:31 --> 01:18:35: With going to these plazas that are still looking fairly
01:18:35 --> 01:18:38: isolated and and Tom, you know buying up storefront
properties
01:18:38 --> 01:18:41: and and master leasing the hell out of them is
01:18:41 --> 01:18:44: certainly you know, a. I think a step that can
01:18:44 --> 01:18:47: be taken nearer term than some of these other steps.
01:18:47 --> 01:18:48: Just some thoughts on that.
01:18:50 --> 01:18:50: So.
01:18:50 --> 01:18:55: Michelle, I think definitely the buildings around these plazas
are
01:18:55 --> 01:18:59: not helping and contributing in any way right now. You
01:19:00 --> 01:19:02: really have to start with.
01:19:03 --> 01:19:06: Let's look at the plazas and the open space, which
01:19:06 --> 01:19:11: are pretty big spaces. They're pretty expensive. You really
have
01:19:11 --> 01:19:14: to look at creating life and looking at programs and
01:19:14 --> 01:19:18: activities that stand there in an interim in a more
01:19:18 --> 01:19:21: of a tactile kind of a way into winning to
01:19:21 --> 01:19:25: create these pop-up events and pop up space of activities.
01:19:25 --> 01:19:29: Whether it's food trucks or it's crafts, bazaar or whatever,
01:19:29 --> 01:19:32: you'll have to probably pick on a couple and keep
01:19:32 --> 01:19:33: it aligned.
01:19:33 --> 01:19:36: Wanna on an axis on on some St so that
01:19:36 --> 01:19:37: people can at least?
01:19:38 --> 01:19:42: Mentally note and map themselves as OK on Charles Street
01:19:42 --> 01:19:45: off of this block. That's where that life or activity
01:19:46 --> 01:19:49: is happening. So starting with a little smaller spark of
01:19:50 --> 01:19:54: an event, programming it, making it regular, having a
committee
01:19:54 --> 01:19:57: that is committed to seeing that full of kind of
01:19:57 --> 01:19:59: have life and evens.
01:20:00 --> 01:20:03: Stay at that beat. Let people know that's one place
01:20:03 --> 01:20:06: that can be a draw. That can be something I
01:20:06 --> 01:20:09: could visit and then let that ripple as a as
01:20:09 --> 01:20:13: a program. When you have more capacity to program more
01:20:13 --> 01:20:16: spaces, you do have a lot of open spaces in
01:20:16 --> 01:20:19: between buildings that need a lot of help. So start
01:20:20 --> 01:20:22: with a smaller and in a in a much more
01:20:22 --> 01:20:26: confined area so that that's manageable to start with and

01:20:26 --> 01:20:29: then when you do have these dots that you can
 01:20:29 --> 01:20:31: create as along a spine.
 01:20:31 --> 01:20:35: And it's the walk to these spaces. You'll have to
 01:20:35 --> 01:20:39: focus on those segments. It's a very fragmented fabric and
 01:20:39 --> 01:20:43: a sidewalk you have off on the ramps going down
 01:20:43 --> 01:20:46: to your parking structures. You trees, sometimes.
 01:20:47 --> 01:20:50: On there and there are three valves you'll have to.
 01:20:50 --> 01:20:54: I'm just I'm fight for yourself. A segment that you
 01:20:54 --> 01:20:57: will get honest about and you will do something that
 01:20:57 --> 01:21:01: feels safer. It feels comfortable. It's protected by the weather,
 01:21:01 --> 01:21:04: it's and people of all abilities can navigate it. So
 01:21:04 --> 01:21:07: you have to get serious and it will need some
 01:21:07 --> 01:21:12: planning, so no easy solutions. But start incrementally start,
 start
 01:21:12 --> 01:21:15: in a portion where you people can visually and and
 01:21:15 --> 01:21:18: and physically see the change so that they're.
 01:21:18 --> 01:21:22: Tiny Perceptual downtown starts shifting and then you
 capitalize on
 01:21:22 --> 01:21:22: it.
 01:21:37 --> 01:21:40: I mean the virtual connection the the corridor from Lexington
 01:21:40 --> 01:21:44: Market. An amazing success story and the arena which will
 01:21:44 --> 01:21:47: be an amazing success story as well. It's easily walkable
 01:21:47 --> 01:21:50: but there is just no way that you're going to
 01:21:50 --> 01:21:53: walk that short distance because of the environment.
 01:21:53 --> 01:21:56: So it's not just the plazas, it's just those really
 01:21:56 --> 01:22:00: short corridors. The Lexington market that you have, the
 Hippodrome
 01:22:00 --> 01:22:03: Everyman Theatre and then you have the arena. It is
 01:22:03 --> 01:22:05: probably not even a half a mile maybe.
 01:22:07 --> 01:22:09: You're not going to walk it, so just you know
 01:22:10 --> 01:22:12: those that that could be a near term. You know
 01:22:12 --> 01:22:15: fix maybe a temporary fix, but it could be a
 01:22:15 --> 01:22:16: near term.
 01:22:16 --> 01:22:19: Could be it could be public thought it could be
 01:22:19 --> 01:22:21: lighting, it could be just a tiny amount of branding
 01:22:22 --> 01:22:24: and and giving people a sense of oh this is
 01:22:24 --> 01:22:27: love. If it's love, it instills a sense of pride.
 01:22:27 --> 01:22:29: If it instills a sense of pride and a sense
 01:22:29 --> 01:22:32: of safety and that starts replaying. So you've got to
 01:22:32 --> 01:22:35: start with smaller pieces that people can associate and have
 01:22:35 --> 01:22:37: a sense of belonging of of.
 01:22:37 --> 01:22:38: Those segments.
 01:22:38 --> 01:22:39: Let me just say.

01:22:41 --> 01:22:44: And if I install you, I'm old enough I don't

01:22:44 --> 01:22:45: care, OK?

01:22:46 --> 01:22:49: We heard four far too often.

01:22:50 --> 01:22:54: The harbor Place where was in receivership. The Community College

01:22:54 --> 01:22:57: site, well, the Community College doesn't want to do anything

01:22:57 --> 01:23:00: with it. Well, that that's open space well.

01:23:01 --> 01:23:02: That's unacceptable.

01:23:04 --> 01:23:08: Absolutely unacceptable if you're gonna do something. If you're going

01:23:08 --> 01:23:11: to change this, then run over. People figure it out.

01:23:12 --> 01:23:16: Don't just sort of passively say well, it's not our

01:23:16 --> 01:23:18: problem right now. It's all your problem.

01:23:19 --> 01:23:22: And and so I, I think we've tried to build

01:23:22 --> 01:23:25: an organization and a vision that gives you the money

01:23:25 --> 01:23:29: it gives you the leadership structure and it hopefully gives

01:23:29 --> 01:23:31: you the focus to to not take that.

01:23:33 --> 01:23:36: And that the street you're going up from the Hippodrome?

01:23:36 --> 01:23:38: I mean you have. I don't know you have \$80

01:23:38 --> 01:23:41: million in investment in the arena. I don't know how

01:23:41 --> 01:23:43: much you have in Lexington market and then if that

01:23:43 --> 01:23:47: Social Security building gets developed and the School of social

01:23:47 --> 01:23:49: work goes there, you you have a couple \$100 million

01:23:49 --> 01:23:52: of investment. If you can't figure out how to put

01:23:52 --> 01:23:53: that together.

01:23:55 --> 01:23:58: So that's it's it's about the community. Will that we've

01:23:58 --> 01:23:59: all talked about.

01:24:02 --> 01:24:06: I have but one comment on the downtown Partnership Waterfront

01:24:06 --> 01:24:10: partnership and then question about political education. First want to

01:24:10 --> 01:24:13: thank you all for being here. It's great to have

01:24:13 --> 01:24:16: your experience here and and help us kind of think

01:24:16 --> 01:24:18: through this big fan of our mayor, but Mr Mayor,

01:24:19 --> 01:24:21: I'd love your energy and let me tell you something

01:24:21 --> 01:24:22: first thing.

01:24:23 --> 01:24:24: You wouldn't if you work for.

01:24:26 --> 01:24:28: The people that work for me like it like it

01:24:28 --> 01:24:29: very much.

01:24:29 --> 01:24:31: That's why I'm in Cincinnati.

01:24:33 --> 01:24:34: Not true, not.

01:24:34 --> 01:24:38: Regarding downtown Partnership waterfront partnership, I'm on. I'm in a

01:24:38 --> 01:24:41: unique position and I'm on the board of all four

01:24:41 --> 01:24:45: organizations, so the management authority as well as the partnership

01:24:45 --> 01:24:50: for both waterfront and downtown. Both are phenomenally lead organizations.

01:24:50 --> 01:24:53: We have great boards, great leadership, great Staffs, we provide

01:24:53 --> 01:24:57: excellent services, but I think this is a really unique

01:24:57 --> 01:25:00: time and really a great opportunity to have that discussion

01:25:00 --> 01:25:02: about how we leverage economies and.

01:25:02 --> 01:25:05: Efficiencies of scale and we think about how those two

01:25:05 --> 01:25:09: organizations operate. So love where you're headed at with that

01:25:09 --> 01:25:11: and love to be a part of that conversation. We

01:25:11 --> 01:25:12: forward.

01:25:12 --> 01:25:15: The second, can I make a comment because we just?

01:25:16 --> 01:25:19: Merged with we were the Development Corporation and then there

01:25:19 --> 01:25:22: was a there was a Business Improvement District.

01:25:23 --> 01:25:27: And which had a separate organization, separate staff you know,

01:25:27 --> 01:25:30: did the clean and safe, but did the marketing and

01:25:30 --> 01:25:33: we were already managing civic spaces and we were managing

01:25:33 --> 01:25:36: the the district that was not technically a district getting

01:25:36 --> 01:25:39: over the ride and it was enough things that we

01:25:39 --> 01:25:42: were doing that they were doing and it just eventually

01:25:42 --> 01:25:45: it became so obvious to everybody that this really should

01:25:45 --> 01:25:48: happen and at first it was skeptical. If people were

01:25:48 --> 01:25:49: very skeptic.

01:25:49 --> 01:25:52: And they didn't. They thought they were, you know, we

01:25:52 --> 01:25:56: had ulterior motives and everything else. Well, Long story short,

01:25:56 --> 01:25:58: is we brought a a number of the people that

01:25:59 --> 01:26:00: were part of the board.

01:26:02 --> 01:26:02: Onto our staff.

01:26:04 --> 01:26:06: So excuse me onto our board, so we integrated the

01:26:06 --> 01:26:10: boards which was important and gave them some of them

01:26:10 --> 01:26:14: very senior physicians. Executive Committee committee, head of Committees, Chairs

01:26:14 --> 01:26:18: of committees and so forth. Secondly, we offered the staff

01:26:18 --> 01:26:21: if you guys want to come, we're going to find

01:26:21 --> 01:26:23: a home for you. So I'm talking about the office
01:26:23 --> 01:26:27: staff and some chose to come. Most didn't decided they
01:26:27 --> 01:26:29: wanted to go do something else long short of it
01:26:29 --> 01:26:32: is we out of a 2.8 million. That's all we
01:26:32 --> 01:26:33: get in our bid. Your bids.
01:26:33 --> 01:26:36: Much larger here, which is a very positive thing of
01:26:37 --> 01:26:40: the 2.8 million a year. We literally saved \$750,000 a
01:26:40 --> 01:26:42: year in over it. I mean, there we don't charge
01:26:42 --> 01:26:45: my salary. We don't charge a CFO salary and we
01:26:45 --> 01:26:48: can now put that into the streets, put it into
01:26:48 --> 01:26:51: better benefits and treatment of our employees and it it
01:26:51 --> 01:26:55: has become those skeptics. Everyone feels much better
about where
01:26:55 --> 01:26:59: we are, so there was consternation. And there was
uncertainty
01:26:59 --> 01:27:02: and resentment at first. But ultimately it worked out very
01:27:02 --> 01:27:03: well.
01:27:04 --> 01:27:07: Love to be a part of that conversation. Seems like
01:27:07 --> 01:27:10: bigger and same goals, bigger impact. The second thing is
01:27:10 --> 01:27:12: more of a question for you all and and maybe
01:27:12 --> 01:27:15: you can start to answer it today. But I would
01:27:15 --> 01:27:18: love to be in touch after this. We've really struggled
01:27:18 --> 01:27:21: in the city in terms of political education around the
01:27:21 --> 01:27:24: importance of downtown. I will point out the mayor directly
01:27:24 --> 01:27:27: when he was on the City Council and represented Northeast
01:27:28 --> 01:27:30: Baltimore. He was a bit of an exception to the
01:27:30 --> 01:27:33: rule in terms of understanding the importance of downtown.
01:27:34 --> 01:27:37: Like what downtown does in terms of generating revenue for
01:27:37 --> 01:27:41: our general fund when we talk about these larger citywide
01:27:41 --> 01:27:44: problems that we have that we're forced that we really
01:27:44 --> 01:27:47: need to focus on, that are priorities for everyone. And
01:27:47 --> 01:27:50: I'm curious as to what we can do to help
01:27:50 --> 01:27:53: educate our legislators, not only at the city level, but
01:27:53 --> 01:27:57: at the state level. For those that don't represent downtown
01:27:57 --> 01:28:00: or the areas directly adjacent to downtown. Because when
we
01:28:00 --> 01:28:04: talk about things like the the proposed TIF and other
01:28:04 --> 01:28:04: things.
01:28:04 --> 01:28:05: Those.
01:28:05 --> 01:28:07: Things are going to require legislative authority.
01:28:08 --> 01:28:08: Mayor
01:28:09 --> 01:28:10: you're gonna handle this man.
01:28:12 --> 01:28:16: I mean I I can handle whatever I would. I

01:28:16 --> 01:28:21: think this whole issue about downtown and justifying investment in

01:28:22 --> 01:28:24: downtown is is a is a pretty.

01:28:25 --> 01:28:29: Clear one up. No, obviously I'm biased on this, but

01:28:29 --> 01:28:32: first of all, nationally and where people see this city

01:28:32 --> 01:28:36: is through the lens of your central business district. I

01:28:36 --> 01:28:39: mean that that's that's why your civic pride is. That's

01:28:39 --> 01:28:42: where when they do the zoom down on the on

01:28:42 --> 01:28:45: the M&T Bank stadium during a game. I mean, this

01:28:45 --> 01:28:49: is where we could, that's that intangible that you can't

01:28:49 --> 01:28:53: talk about. Secondly, it's it's your. It's your corporate.

01:28:54 --> 01:28:57: Center, it's your. It's an employment center. It's it's generating

01:28:57 --> 01:29:00: an income. It's generating jobs. It's it's where people come

01:29:00 --> 01:29:03: to make their living. Thirdly is, it's a neighborhood. More

01:29:03 --> 01:29:06: importantly, I mean it is much now. Becoming much of

01:29:06 --> 01:29:09: a neighborhood, probably in population, and some of the other

01:29:09 --> 01:29:12: neighborhoods in the city. So I think it's a combination

01:29:12 --> 01:29:13: of these things.

01:29:15 --> 01:29:18: Again, we went through the same thing and Cincinnati where

01:29:18 --> 01:29:21: people you know were sort of indifferent. I guess it's

01:29:21 --> 01:29:24: the best word. And when you're indifferent, you're hesitant. You're

01:29:24 --> 01:29:28: hesitant to throw more resources at something that you're indifferent

01:29:28 --> 01:29:31: about. And I guess there's a need to change that

01:29:31 --> 01:29:34: indifference because that that is. That is a deadly feeling.

01:29:35 --> 01:29:36: Let let me just.

01:29:37 --> 01:29:40: Just want to add. I think we tried from the

01:29:40 --> 01:29:43: day from the hourly we landed. We've been hearing this

01:29:43 --> 01:29:48: whole dichotomy between neighborhoods investing more in the residential neighborhoods

01:29:48 --> 01:29:51: in downtown. Really feeling like oh, this is not my.

01:29:52 --> 01:29:56: This is not my problem. I'd rather you put resources

01:29:56 --> 01:30:00: in my neighborhood. I think you can educate. Definitely that

01:30:01 --> 01:30:04: is 1 aspect, but then for the common person you

01:30:04 --> 01:30:05: have to give them.

01:30:06 --> 01:30:10: It's less about sitting and imparting. Giving them speeches about

01:30:10 --> 01:30:13: how downtown is important. It's you have to create the

01:30:13 --> 01:30:16: love for downtown. You have to give them places. They

01:30:16 --> 01:30:19: come to the ballpark because yes, that's something for them

01:30:19 --> 01:30:21: to do or they might come to the waterfront of

01:30:22 --> 01:30:24: the aquarium. You have to give them more reasons. You
01:30:24 --> 01:30:27: have to let them believe that there's something in it
01:30:27 --> 01:30:30: for me and there's a reason why this is as
01:30:30 --> 01:30:32: important to me, so I think it has to be
01:30:32 --> 01:30:32: both.
01:30:33 --> 01:30:37: Pulling them, pulling them and bringing them there with with
01:30:38 --> 01:30:41: events and destinations and and and and retail and life
01:30:41 --> 01:30:44: will help over the years change.
01:30:44 --> 01:30:47: That perception, so this. This is very personal. I used
01:30:47 --> 01:30:50: to run a Community Development Corporation before I ran
01:30:50 --> 01:30:54: for
01:30:50 --> 01:30:54: mayor, so the corporate community was opposed to me
01:30:54 --> 01:30:56: because
01:30:54 --> 01:30:56: they thought I was going to be a neighbor with
01:30:56 --> 01:30:59: God and wouldn't care about them. And then I ran
01:30:59 --> 01:31:02: two other times and and both of those elections my
01:31:02 --> 01:31:03: opponent.
01:31:03 --> 01:31:07: Like the whole his the campaign was a bill around
01:31:07 --> 01:31:08: downtown Tom.
01:31:09 --> 01:31:12: And they care just about downtown. It's a false narrative.
01:31:14 --> 01:31:17: I think you put too much emphasis on it. You
01:31:17 --> 01:31:20: know it could could be different, but I think it's
01:31:20 --> 01:31:23: the same everywhere. I think you focus on how you
01:31:23 --> 01:31:27: make the investments and when, and then people start using
01:31:27 --> 01:31:30: these things and and they say I get it now.
01:31:30 --> 01:31:33: So you're going to have to go through like a
01:31:33 --> 01:31:36: no man's land because now people perceive downtown as
01:31:36 --> 01:31:40: not
01:31:36 --> 01:31:40: offering them anything when it starts to offer them things.
01:31:40 --> 01:31:43: Opportunities to open a company, a small business.
01:31:43 --> 01:31:46: Opportunities that come down and hear good music in one
01:31:46 --> 01:31:49: of the plazas now, but getting from where you are.
01:31:49 --> 01:31:52: The perception of downtown is not where I would ever
01:31:53 --> 01:31:55: think to go to where I this place. I want
01:31:55 --> 01:31:59: to go because there's good restaurants and good
01:31:59 --> 01:32:01: entertainment that
01:31:59 --> 01:32:01: you got. You got to get. You just got to
01:32:01 --> 01:32:02: move.
01:32:02 --> 01:32:02: Forward.
01:32:03 --> 01:32:05: That's that's my. That's what I might learn about.
01:32:06 --> 01:32:08: Closing up the phone on my end, it's there's a
01:32:08 --> 01:32:10: perception of its downtown versus everything.
01:32:12 --> 01:32:16: In Chelan and her team were constantly working against that

01:32:16 --> 01:32:19: narrative, but it's not just about the amenities that downtown

01:32:19 --> 01:32:23: provides to everyone, it's about the general Fund revenue that

01:32:23 --> 01:32:27: downtown is creating that's helping to fund those core services,

01:32:27 --> 01:32:30: and in other neighborhoods and help these other neighborhoods in

01:32:30 --> 01:32:31: advance as well.

01:32:32 --> 01:32:33: Thank you.

01:32:36 --> 01:32:37: All right?

01:32:37 --> 01:32:40: Well, first let me say thank you everyone. Thank you

01:32:40 --> 01:32:42: for your hard work really. For me it's it's less

01:32:43 --> 01:32:45: about a question and really for for me just to

01:32:45 --> 01:32:48: say thank you. We know that this work has to

01:32:48 --> 01:32:50: be done. We know that it's not going to be

01:32:50 --> 01:32:52: easy as you know very well Mr Mayor. But the

01:32:53 --> 01:32:55: truth is, is that the will for me will for

01:32:55 --> 01:32:57: change is not something that I like. We have to

01:32:58 --> 01:33:00: make sure that we work together in every way to

01:33:00 --> 01:33:03: make sure that we are reimagining ourselves. It's not going

01:33:04 --> 01:33:06: to be an easy task. Yes, it's going to require.

01:33:06 --> 01:33:09: Some things for us. And yes Mr controller. We are

01:33:09 --> 01:33:13: looking at finance director. I know you're asking that question

01:33:13 --> 01:33:15: in the chat can is to think about how we

01:33:15 --> 01:33:18: can change the way the Finance department operates in the.

01:33:18 --> 01:33:19: City.

01:33:19 --> 01:33:21: So that we're moving in the way where it doesn't

01:33:21 --> 01:33:24: have to be. And as I said to the group,

01:33:24 --> 01:33:27: and as I say, to everybody consistently downtown is a

01:33:27 --> 01:33:30: neighborhood, and we know that downtown is vital to the

01:33:30 --> 01:33:33: key of helping those residents in the neighborhood. Like where

01:33:33 --> 01:33:35: I live and where I grew up to be able

01:33:36 --> 01:33:37: to thrive and help those.

01:33:37 --> 01:33:40: Communities thrive as well because as we're talking about those

01:33:40 --> 01:33:43: entrepreneurs, Mr. Mayor, we're talking about places for people to

01:33:44 --> 01:33:46: work. That's where we want this to be for our

01:33:46 --> 01:33:48: residents in the city. This is not either or. This

01:33:48 --> 01:33:50: is a both and. And now it's the time to

01:33:50 --> 01:33:52: do it. So thank you all.

01:33:57 --> 01:33:57: Thank.

01:33:57 --> 01:34:01: You, I think the the mayor's made it clear you're
01:34:01 --> 01:34:03: going to get it done.
01:34:05 --> 01:34:05: Thank you all.
01:34:14 --> 01:34:15: Everything.

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