

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
00:10:27 --> 00:10:33: implement strategies and
00:10:33 --> 00:10:37: deliver some positive outcomes targeted toward economic
00:10:37 --> 00:10:40: opportunity development and
00:10:40 --> 00:10:43: physical improvements in the downtown and again, as I
00:10:43 --> 00:10:47: mentioned
00:10:47 --> 00:10:50: earlier, what do you think about?
00:10:50 --> 00:10:53: And ideas about governance? How do you put people in
00:10:53 --> 00:10:57: charge and empower them to move things forward? We believe
00:10:57 --> 00:11:02: as a as a panel that the focused leadership is
00:11:02 --> 00:11:03: going to be necessary. And if you want to deliver
00:11:03 --> 00:11:04: long term opportunities that sustained downtown Baltimore
00:11:04 --> 00:11:07: for everyone.
00:11:07 --> 00:11:10: Downtown Baltimore.
00:11:10 --> 00:11:12: You guys have seen this graphic more than me isn't
00:11:12 --> 00:11:14: right. I just got in 2 S to it. You
00:11:14 --> 00:11:18: know. A few weeks ago.
00:11:18 --> 00:11:21: Clearly you have a diverse and inclusive historic downtown. I
00:11:21 --> 00:11:25: mean, as I got here on Sunday and I spent
00:11:25 --> 00:11:28: some time walking around myself and I actually had a
00:11:28 --> 00:11:32: big kick out of it. I actually didn't realize when
00:11:32 --> 00:11:35: I was coming here that the the Regional Illusion Museum
00:11:35 --> 00:11:38: was here and I'm a big fan. Although I never
00:11:38 --> 00:11:41: met the man of a Reginald Lewis and what he
00:11:41 --> 00:11:44: accomplished, you know, as a as a black man in
00:11:44 --> 00:11:47: the world of finance. And so I took some time.
00:11:47 --> 00:11:52: And went to the museum and in the museum I
00:11:52 --> 00:11:55: learned a lot about what has gone on transpired here
00:11:55 --> 00:11:56: 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 --> 00:14:22: I assume helped drive your your need for hospitality.
00:14:22 --> 00:14:26: And there's appears to be a strong entrepreneurial
00:14:26 --> 00:14:30: environment, and
00:14:30 --> 00:14:34: 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
00:16:39 --> 00:16:44: energy, that's foot traffic. That's civic life that you already
00:16:44 --> 00:16:48: have in place. Open spaces. There are so many
opportunities
00:16:48 --> 00:16:49: with the open space.
00:16:50 --> 00:16:54: The spaces you have the Hopkins Plaza the Child center
00:16:54 --> 00:16:58: right at the terminus of Charles St the around the
00:16:58 --> 00:17:04: monuments there. Tons of opportunity. The spaces in
between all
00:17:04 --> 00:17:08: of them are great opportunity, but how do we look
00:17:08 --> 00:17:12: to see what it means for these spaces to really
00:17:12 --> 00:17:16: pull public life into it? How does the civic life
00:17:16 --> 00:17:20: get a chance to unfold itself in these spaces?
00:17:20 --> 00:17:24: I think that's for us. Feels like maybe there's an
00:17:24 --> 00:17:28: opportunity there. You're too kind of major axis. They're the
00:17:29 --> 00:17:33: streets. Definitely. Each one of them, the streets, generally
are
00:17:33 --> 00:17:37: almost 1/3 of the city fabric. As an urban designer,
00:17:37 --> 00:17:40: that's our rule of thumb. 33% of your land of
00:17:40 --> 00:17:43: a city is streets, so your image of a city
00:17:44 --> 00:17:48: is generally your experience of the street. So where do
00:17:48 --> 00:17:50: we want to recognize which street?
00:17:50 --> 00:17:55: Wants to be that revealing identity of your downtown. Charles
00:17:55 --> 00:17:59: St definitely cuts through your entire downtown. Is there an
00:17:59 --> 00:18:03: opportunity to double down and really work on that? Street
00:18:04 --> 00:18:06: Pratt St has the right of way. It has a
00:18:06 --> 00:18:12: lot of opportunity. Showcases your waterfront. Maybe those
two streets
00:18:12 --> 00:18:16: are things that kind of start stretching the north South
00:18:16 --> 00:18:19: and the East West Connector next please.
00:18:20 --> 00:18:22: What we kind of wanted to do is from a
00:18:23 --> 00:18:27: physical improvement perspective, just help strategy help
you kind of
00:18:27 --> 00:18:30: give you some frame of what we are thinking. Might
00:18:30 --> 00:18:33: want to be the visible and the tangible things that
00:18:33 --> 00:18:33: people.
00:18:33 --> 00:18:34: Who?
00:18:34 --> 00:18:39: Are in the downtown start experiencing the change the
financing
00:18:39 --> 00:18:43: and the the governing aspects of things. Definitely will be.
00:18:43 --> 00:18:46: What will push it, but what is it for the
00:18:46 --> 00:18:49: people to be visually be able to see it so
00:18:49 --> 00:18:51: 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
 00:23:30 --> 00:23:30: 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
00:24:18 --> 00:24:21: 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
00:24:26 --> 00:24:29: over 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
00:24:47 --> 00:24:51: about 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
00:25:28 --> 00:25:31: and 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 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
01:05:31 --> 01:05:35: contributing.
01:05:35 --> 01:05:38: Going forward, however, what's happened now? 10 years.
01:05:38 --> 01:05:42: Fast forward,
01:05:42 --> 01:05:44: these things are all rolling off. Now we're modeling this
01:05:44 --> 01:05:48: and these this districts getting fed even that much more
01:05:48 --> 01:05:51: and some of the things now we want to do
01:05:51 --> 01:05:54: where we have big dreams about doing new new community
01:05:54 --> 01:05:58: centers that have a recreation and health component to it.
01:05:58 --> 01:06:01: We now have resources and revenues that we can put
01:06:01 --> 01:06:04: into this. So it's there. There's examples of this model,
01:06:04 --> 01:06:07: and certainly anything that we experience we have.
01:06:07 --> 01:06:10: We're happy to share with you both on the TIF
01:06:10 --> 01:06:11: side and on the on the Development Fund side. We'll
01:06:11 --> 01:06:14: be able to share both a good, bad and ugly
01:06:14 --> 01:06:17: arm with you.
01:06:17 --> 01:06:20: Yeah Sean, you talked about yeah, public realm and public
01:06:20 --> 01:06:23: spaces so I think for just two and a half
01:06:23 --> 01:06:26: and three days knowledge we don't want to be performed
01:06:26 --> 01:06:30: 3 about saying this is the kind of right moves
01:06:30 --> 01:06:33: you need to be making in yellow streets, but fundamentally
01:06:33 --> 01:06:37: streets as as a character they are public, right of
01:06:37 --> 01:06:40: ways. They are not just corridors for cars. So how
01:06:40 --> 01:06:42: we change that notion to be about public life? You
01:06:42 --> 01:06:46: have a lot of right of way.
01:06:46 --> 01:06:50: That or space between buildings 2 phases of the building,
01:06:50 --> 01:06:55: so how can it be multimodal? How can it be
01:06:55 --> 01:06:58: about community life? Whether that means spell out spaces
01:06:58 --> 01:07:01: 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 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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