

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

00:05:24 --> 00:05:29: were provided to us. Get us something like.

00:05:31 --> 00:05:32: Due to understanding.

00:05:34 --> 00:05:37: About cities, and I've done this a lot in other

00:05:37 --> 00:05:41: major metropolitan areas, but the details of what's happening in

00:05:41 --> 00:05:45: Baltimore were all provided to us through a briefing book

00:05:45 --> 00:05:48: and other materials we have sat down and tried to

00:05:48 --> 00:05:51: talk to as many people that we could reasonably do

00:05:51 --> 00:05:54: within this 3 1/2 day. And so we've met with

00:05:54 --> 00:05:58: you know, the representatives of the downtown partnership and other

00:05:58 --> 00:06:02: folks that they thought were important for us to speak

00:06:02 --> 00:06:04: to. We did tour the downtown.

00:06:04 --> 00:06:07: In some of the surrounding areas, toured by bus and

00:06:07 --> 00:06:09: we also got out and walked around ourselves, so we

00:06:10 --> 00:06:12: have a a better ground. You know what you are

00:06:12 --> 00:06:15: dealing with it, what it looks like and what it

00:06:15 --> 00:06:17: feels like to be on the streets in downtown Baltimore.

00:06:19 --> 00:06:22: Some of you may have participated in or know people

00:06:22 --> 00:06:26: who have participated in our interview process, which I believe

00:06:26 --> 00:06:29: is slightly north of 30 people that we've talked to

00:06:30 --> 00:06:32: from a variety of disciplines and and in in the

00:06:33 --> 00:06:33: downtown.

00:06:35 --> 00:06:38: Once we kind of get through what I'd characterize as

00:06:38 --> 00:06:39: this data collection.

00:06:40 --> 00:06:43: Process, then it's incumbent on us to.

00:06:44 --> 00:06:47: Take the information that we read and what we've listened

00:06:47 --> 00:06:49: to. Try to analyze that.

00:06:50 --> 00:06:53: In regards to what the assignment is.

00:06:54 --> 00:06:58: Directed towards and then think of ways or brainstorm and

00:06:58 --> 00:07:02: come up with recommendations and prevent present those recommendations like

00:07:02 --> 00:07:05: we're going to do this morning, and I will tell

00:07:05 --> 00:07:10: you the analyze and debate issues is sometimes analyzing. Negotiate

00:07:10 --> 00:07:14: because you know you've got Cincinnati. You've got San Francisco.

00:07:14 --> 00:07:18: You've got Pittsburgh. You've got Los Angeles. We don't all

00:07:18 --> 00:07:19: think alike.

00:07:19 --> 00:07:22: Just like I'm sure everybody in the room here has

00:07:22 --> 00:07:25: their different opinions and viewpoints of what should be happening.

00:07:27 --> 00:07:31: Two and four Baltimore in the downtown. The one thing

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

00:09:45 --> 00:09:49: program, and the ongoing clean and safe kind of activities

00:09:49 --> 00:09:53: which are very important to almost any Business Improvement District

00:09:53 --> 00:09:56: and to a city of you know why would you

00:09:56 --> 00:09:59: want to come to Baltimore? It's a great place to

00:09:59 --> 00:10:02: hang out. It's cool, it's clean. I think those things

00:10:02 --> 00:10:04: are in headed in the right direction.

00:10:06 --> 00:10:07: So what do you do going forward?

00:10:09 --> 00:10:13: We are going to recommend solutions to many of these

00:10:13 --> 00:10:17: issues that were raised or lifted up by the downtown

00:10:17 --> 00:10:21: partnership. Our proposed solutions are going to be designed to

00:10:21 --> 00:10:27: enhance the city's organizational institutional capacity to implement strategies and

00:10:27 --> 00:10:33: deliver some positive outcomes targeted toward economic opportunity development and

00:10:33 --> 00:10:37: physical improvements in the downtown and again, as I mentioned

00:10:37 --> 00:10:40: earlier, what do you think about?

00:10:40 --> 00:10:43: And ideas about governance? How do you put people in

00:10:43 --> 00:10:47: charge and empower them to move things forward? We believe

00:10:47 --> 00:10:50: as a as a panel that the focused leadership is

00:10:50 --> 00:10:53: going to be necessary. And if you want to deliver

00:10:53 --> 00:10:57: long term opportunities that sustained downtown Baltimore for everyone.

00:11:02 --> 00:11:03: Downtown Baltimore.

00:11:04 --> 00:11:07: You guys have seen this graphic more than me isn't

00:11:07 --> 00:11:10: right. I just got in 2 S to it. You

00:11:10 --> 00:11:12: know. A few weeks ago.

00:11:14 --> 00:11:18: Clearly you have a diverse and inclusive historic downtown. I

00:11:18 --> 00:11:21: mean, as I got here on Sunday and I spent

00:11:21 --> 00:11:25: some time walking around myself and I actually had a

00:11:25 --> 00:11:28: big kick out of it. I actually didn't realize when

00:11:28 --> 00:11:32: I was coming here that the the Regional Illusion Museum

00:11:32 --> 00:11:35: was here and I'm a big fan. Although I never

00:11:35 --> 00:11:38: met the man of a Reginald Lewis and what he

00:11:38 --> 00:11:41: accomplished, you know, as a as a black man in

00:11:41 --> 00:11:44: the world of finance. And so I took some time.

00:11:44 --> 00:11:47: And went to the museum and in the museum I

00:11:47 --> 00:11:52: learned a lot about what has gone on transpired here

00:11:52 --> 00:11:55: in in Baltimore. And oddly enough, I got a text

00:11:56 --> 00:11:58: message yesterday from my lawyer.

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

00:16:39 --> 00:16:44: That's 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 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  
invested  
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  
around prioritizing development  
00:22:51 --> 00:22:54: and you are already on your way with most of  
00:22:54 --> 00:22:58: them. So strategy four is problem is is really helping  
00:22:58 --> 00:23:01: you think about with the big influx of the state  
00:23:01 --> 00:23:05: employee workers, what can you be doing to really create  
00:23:05 --> 00:23:07: a strategic framework so that?  
00:23:07 --> 00:23:11: All agencies where the city or state or private entities  
00:23:12 --> 00:23:16: or nonprofits or philanthropists can all see that road map  
00:23:16 --> 00:23:18: can all align along that vision and.  
00:23:19 --> 00:23:23: A picture is worth 1000 words. You probably you probably  
00:23:23 --> 00:23:26: need to have that out there for everybody to get  
00:23:26 --> 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 ecosystem 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

00:30:43 --> 00:30:44: neighborhoods,

00:30:45 --> 00:30:48: and so these are really.

00:30:48 --> 00:30:50: Revenues that are generated within the central business

00:30:53 --> 00:30:55: district stay

00:30:55 --> 00:30:58: within the central business district.

00:30:58 --> 00:31:02: What we all you know, what we would want to

00:31:02 --> 00:31:06: do if this was occur, would be that these revenues

00:31:06 --> 00:31:10: that incremental revenues that have grown, they would be

00:31:10 --> 00:31:13: deposited

00:31:13 --> 00:31:17: into a specific downtown Baltimore Impact Investment fund,

00:31:17 --> 00:31:21: and then

00:31:21 --> 00:31:22: it would be allocated to specific projects and programs

00:31:22 --> 00:31:26: recommended

00:31:26 --> 00:31:31: by the city administration by the folks at the Downtown

00:31:31 --> 00:31:35: partnership, and then ultimately approved by the mayor and

00:31:35 --> 00:31:41: by

00:31:41 --> 00:31:44: City Council. And so there's complete transparency. There's

00:31:44 --> 00:31:49: there's good

00:31:49 --> 00:31:53: governance of of.

00:31:53 --> 00:31:58: Of precious proceeds and by it would also let these

00:31:58 --> 00:32:00: proceeds being invested in some of the projects that greedy

00:32:00 --> 00:32:03: had outlined, that would be important, and I think gives

00:32:03 --> 00:32:06: you and the downtown partnership the confidence that the

00:32:06 --> 00:32:09: resources

00:32:09 --> 00:32:12: are available to tackle some of these.

00:32:12 --> 00:32:15: Rather daunting projects. Another thing that I think is again

00:32:15 --> 00:32:18: we had the good fortune of of having a corporate

00:32:18 --> 00:32:21: leadership and philanthropic and civic leadership in

00:32:21 --> 00:32:24: 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  
00:41:22 --> 00:41:25: called  
00:41:25 --> 00:41:26: up whole food with the developer and said we want  
00:41:27 --> 00:41:31: you to locate and what was a?  
00:41:31 --> 00:41:34: Very difficult neighborhood in in Pittsburgh called East Liberty  
00:41:34 --> 00:41:37: and  
00:41:37 --> 00:41:40: the whole food people surprised us and said we'll locate  
00:41:40 --> 00:41:43: a store there for you. We'll take a risk with  
00:41:43 --> 00:41:46: you. It became their most successful store their rookie year  
00:41:46 --> 00:41:50: store and it it had the highest percentage of food  
00:41:50 --> 00:41:53: stamps of any store in in in the United States  
00:41:53 --> 00:41:56: being used there because it was a largely poor neighborhood  
00:41:56 --> 00:41:57: has been a usually successful store. It's been a 20  
00:41:57 --> 00:42:00: years now so there is opportunity for. Somebody needs to  
00:42:00 --> 00:42:02: think about.  
00:42:03 --> 00:42:04: What's the mix of retail and be able to control  
00:42:05 --> 00:42:06: that space together there?  
00:42:07 --> 00:42:08: Go ahead.  
00:42:10 --> 00:42:13: So.  
00:42:13 --> 00:42:15: When you merge these.  
00:42:16 --> 00:42:18: That's an important decision. You can spend 10 years talking  
00:42:18 --> 00:42:21: about and thinking about it and and then not a  
00:42:21 --> 00:42:24: lot will happen with a lot of these ideas, you  
00:42:24 --> 00:42:27: need to sort of say these are going to become  
00:42:27 --> 00:42:30: priorities and so we say the state and city commitment  
00:42:30 --> 00:42:33: to create the fund. The TIF. That's a serious commitment  
00:42:33 --> 00:42:36: that says we're we're going to be serious about downtown  
00:42:36 --> 00:42:39: and in the whole the broader downtown and making the  
00:42:39 --> 00:42:42: cut, putting the money available. That makes us happen. The  
00:42:42 --> 00:42:44: second is that the create the impact investment.  
00:42:44 --> 00:42:46: 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  
 00:43:10 --> 00:43:14: about  
 00:43:14 --> 00:43:18: leadership. It's about leadership of people in this room and  
 00:43:18 --> 00:43:22: a couple others making the decision to to move forward  
 00:43:22 --> 00:43:26: in a different kind of way. And 500 years ago,  
 00:43:26 --> 00:43:28: 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  
 00:43:55 --> 00:43:56: 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

00:46:13 --> 00:46:16: resources

00:46:17 --> 00:46:20: to put in to back our vision and I ideas.

00:46:20 --> 00:46:24: Because you got to meet that. In my experience, when

00:46:24 --> 00:46:28: you go talk to the corporate and philanthropic partners you

00:46:29 --> 00:46:32: know you're talking to them because they have resources,

00:46:32 --> 00:46:35: right?

00:46:35 --> 00:46:38: And usually in my experience is OK. We can do

00:46:38 --> 00:46:40: all kinds of things. What's what's your role in it?

00:46:41 --> 00:46:44: Is our role to you know, fund you and with

00:46:44 --> 00:46:46: our money and sit back and wait.

00:46:47 --> 00:46:49: And usually would say, well, no. In this situation. We're

00:46:51 --> 00:46:54: not talking about that. We're talking about partnering.

00:46:54 --> 00:46:58: We are stepping up pudding.

00:46:58 --> 00:47:01: Risk capital is probably not the way I describe it,

00:47:01 --> 00:47:05: but impactful capital that is going to change behavior and

00:47:05 --> 00:47:08: change opportunities in our in our downtown. If you care

00:47:08 --> 00:47:11: about downtown, there's no reason why you shouldn't be

00:47:11 --> 00:47:14: able

00:47:14 --> 00:47:17: to listen to us and usually they will not say

00:47:17 --> 00:47:20: no. We're not going, they will say yes to listening

00:47:20 --> 00:47:21: to you then the art form becomes. How do you

00:47:21 --> 00:47:25: get them to take the next step? And that's where

00:47:25 --> 00:47:28: this notion that somebody's job is. They wake up every

00:47:28 --> 00:47:32: morning.

00:47:28 --> 00:47:32: And that's the first thing that's popular in their brain.

00:47:28 --> 00:47:32: 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

01:03:20 --> 01:03:23: Johns

01:03:23 --> 01:03:26: Hopkins or if you you know if you wanted to

01:03:26 --> 01:03:29: move on quickly, you might want to see whether or

01:03:29 --> 01:03:29: not one of your partners from some of the consulting

01:03:29 --> 01:03:32: 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

01:03:35 --> 01:03:37: 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

01:03:58 --> 01:03:59: 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

01:04:09 --> 01:04:15: creating

01:04:09 --> 01:04:15: enhanced infrastructure districts, and they have some

01:04:15 --> 01:04:20: characteristics that are

01:04:15 --> 01:04:20: like redevelopment agencies, and they have some other

01:04:20 --> 01:04:25: 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

01:04:49 --> 01:04:51: 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  
 what  
 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  
 these  
 01:05:13 --> 01:05:16: 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  
 those  
 01:05:25 --> 01:05:29: originally, you know, so those developments were actually  
 abating, not  
 01:05:29 --> 01:05:30: contributing.  
 01:05:31 --> 01:05:35: Going forward, however, what's happened now? 10 years.  
 Fast forward,  
 01:05:35 --> 01:05:38: these things are all rolling off. Now we're modeling this  
 01:05:38 --> 01:05:42: and these this districts getting fed even that much more  
 01:05:42 --> 01:05:44: and some of the things now we want to do  
 01:05:44 --> 01:05:48: where we have big dreams about doing new new community  
 01:05:48 --> 01:05:51: centers that have a recreation and health component to it.  
 01:05:51 --> 01:05:54: We now have resources and revenues that we can put  
 01:05:54 --> 01:05:58: into this. So it's there. There's examples of this model,  
 01:05:58 --> 01:06:01: and certainly anything that we experience we have.  
 01:06:01 --> 01:06:04: We're happy to share with you both on the TIF  
 01:06:04 --> 01:06:07: side and on the on the Development Fund side. We'll  
 01:06:07 --> 01:06:10: be able to share both a good, bad and ugly  
 01:06:10 --> 01:06:11: arm with you.  
 01:06:14 --> 01:06:17: Yeah Sean, you talked about yeah, public realm and public  
 01:06:17 --> 01:06:20: spaces so I think for just two and a half  
 01:06:20 --> 01:06:23: and three days knowledge we don't want to be performed  
 01:06:23 --> 01:06:26: 3 about saying this is the kind of right moves  
 01:06:26 --> 01:06:30: you need to be making in yellow streets, but fundamentally  
 01:06:30 --> 01:06:33: streets as as a character they are public, right of  
 01:06:33 --> 01:06:37: ways. They are not just corridors for cars. So how  
 01:06:37 --> 01:06:40: we change that notion to be about public life? You  
 01:06:40 --> 01:06:42: have a lot of right of way.  
 01:06:42 --> 01:06:46: That or space between buildings 2 phases of the building,  
 01:06:46 --> 01:06:50: so how can it be multimodal? How can it be  
 01:06:50 --> 01:06:55: about community life? Whether that means spell out spaces  
 for

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

01:14:39 --> 01:14:42: their sales tax, they're over collateralizing that debt. So they're

01:14:42 --> 01:14:47: they're they're borrowing money and they're borrowing 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, 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. 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 already

01:16:14 --> 01:16:17: do. And the Police Department and make sure. And the

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

01:18:21 --> 01:18:25: wholesale demolition, which we're not going to do, you know

01:18:25 --> 01:18:28: thoughts about how to how to begin to activate the

01:18:28 --> 01:18:30: street level so that people feel?

01:18:30 --> 01:18:31: Comfortable.

01:18:31 --> 01:18:35: With going to these plazas that are still looking fairly

01:18:35 --> 01:18:38: isolated and and Tom, you know buying up storefront

01:18:38 --> 01:18:41: properties

01:18:41 --> 01:18:44: and and master leasing the hell out of them is

01:18:44 --> 01:18:47: certainly you know, a. I think a step that can

01:18:47 --> 01:18:48: be taken nearer term than some of these other steps.

01:18:48 --> 01:18:50: 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

01:18:55 --> 01:18:59: are

01:18:59 --> 01:19:02: not helping and contributing in any way right now. You

01:19:02 --> 01:19:06: really have to start with.

01:19:06 --> 01:19:11: Let's look at the plazas and the open space, which

01:19:11 --> 01:19:14: are pretty big spaces. They're pretty expensive. You really

01:19:14 --> 01:19:18: have

01:19:18 --> 01:19:21: to look at creating life and looking at programs and

01:19:21 --> 01:19:25: activities that stand there in an interim in a more

01:19:25 --> 01:19:29: of a tactile kind of a way into winning to

01:19:29 --> 01:19:32: create these pop-up events and pop up space of activities.

01:19:32 --> 01:19:33: Whether it's food trucks or it's crafts, bazaar or whatever,

01:19:33 --> 01:19:36: you'll have to probably pick on a couple and keep

01:19:36 --> 01:19:37: it aligned.

01:19:37 --> 01:19:42: Wanna on an axis on on some St so that

01:19:42 --> 01:19:45: people can at least?

01:19:45 --> 01:19:49: Mentally note and map themselves as OK on Charles Street

01:19:49 --> 01:19:54: off of this block. That's where that life or activity

01:19:54 --> 01:19:57: is happening. So starting with a little smaller spark of

01:19:57 --> 01:20:03: an event, programming it, making it regular, having a

01:20:03 --> 01:20:06: committee

01:20:06 --> 01:20:09: that is committed to seeing that full of kind of

01:20:09 --> 01:20:13: have life and evens.

01:20:13 --> 01:20:16: Stay at that beat. Let people know that's one place

01:20:16 --> 01:20:19: that can be a draw. That can be something I

01:20:19 --> 01:20:22: could visit and then let that ripple as a as

01:20:22 --> 01:20:26: a program. When you have more capacity to program more

01:20:26 --> 01:20:31: spaces, you do have a lot of open spaces in

01:20:31 --> 01:20:36: between buildings that need a lot of help. So start

01:20:36 --> 01:20:41: with a smaller and in a in a much more

01:20:41 --> 01:20:46: 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,  
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  
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  
01:22:00 --> 01:22:03: Hippodrome  
01:22:03 --> 01:22:05: Everyman Theatre and then you have the arena. It is  
01:22:07 --> 01:22:09: probably not even a half a mile maybe.  
01:22:10 --> 01:22:12: You're not going to walk it, so just you know  
01:22:12 --> 01:22:15: those that that could be a near term. You know  
01:22:15 --> 01:22:16: fix maybe a temporary fix, but it could be a  
01:22:16 --> 01:22:19: near term.  
01:22:19 --> 01:22:21: Could be it could be public thought it could be  
01:22:22 --> 01:22:24: lighting, it could be just a tiny amount of branding  
01:22:24 --> 01:22:27: and and giving people a sense of oh this is  
01:22:27 --> 01:22:29: love. If it's love, it instills a sense of pride.  
01:22:29 --> 01:22:32: If it instills a sense of pride and a sense  
01:22:32 --> 01:22:35: of safety and that starts replaying. So you've got to  
01:22:35 --> 01:22:37: start with smaller pieces that people can associate and have  
01:22:37 --> 01:22:38: a sense of belonging of of.  
01:22:38 --> 01:22:39: Those segments.  
01:22:39 --> 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  
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 mayor, so the corporate community was opposed to me

01:30:54 --> 01:30:56: because

01:30:56 --> 01:30:59: they thought I was going to be a neighbor with

01:30:59 --> 01:31:02: God and wouldn't care about them. And then I ran

01:31:02 --> 01:31:03: two other times and and both of those elections my

01:31:03 --> 01:31:07: opponent.

01:31:07 --> 01:31:08: Like the whole his the campaign was a bill around

01:31:08 --> 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

01:31:40 --> 01:31:43: offering them anything when it starts to offer them things.

01:31:43 --> 01:31:46: Opportunities to open a company, a small business.

01:31:46 --> 01:31:49: Opportunities that come down and hear good music in one

01:31:49 --> 01:31:52: of the plazas now, but getting from where you are.

01:31:52 --> 01:31:55: The perception of downtown is not where I would ever

01:31:55 --> 01:31:59: think to go to where I this place. I want

01:31:59 --> 01:32:01: to go because there's good restaurants and good

01:32:01 --> 01:32:02: entertainment that

01:32:02 --> 01:32:02: you got. You got to get. You just got to

01:32:02 --> 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.

01:32:05 --> 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.

01:32:10 --> 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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