

# Video

## Baltimore, MD: Downtown Baltimore

Date: January 27, 2022

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

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

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

00:09:45 --> 00:09:49: program, and the ongoing clean and safe kind of activities  
00:09:49 --> 00:09:53: which are very important to almost any Business Improvement District

00:09:53 --> 00:09:56: and to a city of you know why would you  
00:09:56 --> 00:09:59: want to come to Baltimore? It's a great place to  
00:09:59 --> 00:10:02: hang out. It's cool, it's clean. I think those things  
00:10:02 --> 00:10:04: are in headed in the right direction.  
00:10:06 --> 00:10:07: So what do you do going forward?  
00:10:09 --> 00:10:13: We are going to recommend solutions to many of these  
00:10:13 --> 00:10:17: issues that were raised or lifted up by the downtown  
00:10:17 --> 00:10:21: partnership. Our proposed solutions are going to be designed to  
00:10:21 --> 00:10:27: enhance the city's organizational institutional capacity to implement strategies and  
00:10:27 --> 00:10:33: deliver some positive outcomes targeted toward economic opportunity development and  
00:10:33 --> 00:10:37: physical improvements in the downtown and again, as I mentioned  
00:10:37 --> 00:10:40: earlier, what do you think about?  
00:10:40 --> 00:10:43: And ideas about governance? How do you put people in charge and empower them to move things forward? We believe  
00:10:43 --> 00:10:47: as a as a panel that the focused leadership is  
00:10:47 --> 00:10:50: going to be necessary. And if you want to deliver  
00:10:50 --> 00:10:53: long term opportunities that sustained downtown Baltimore for everyone.  
00:10:53 --> 00:10:57: Downtown Baltimore.

00:11:02 --> 00:11:03: You guys have seen this graphic more than me isn't  
00:11:04 --> 00:11:07: right. I just got in 2 S to it. You  
00:11:07 --> 00:11:10: know. A few weeks ago.  
00:11:10 --> 00:11:12: Clearly you have a diverse and inclusive historic downtown. I  
00:11:14 --> 00:11:18: mean, as I got here on Sunday and I spent  
00:11:18 --> 00:11:21: some time walking around myself and I actually had a  
00:11:21 --> 00:11:25: big kick out of it. I actually didn't realize when  
00:11:25 --> 00:11:28: I was coming here that the the Regional Illusion Museum  
00:11:28 --> 00:11:32: was here and I'm a big fan. Although I never  
00:11:32 --> 00:11:35: met the man of a Reginald Lewis and what he  
00:11:35 --> 00:11:38: accomplished, you know, as a as a black man in  
00:11:38 --> 00:11:41: the world of finance. And so I took some time.  
00:11:41 --> 00:11:44: And went to the museum and in the museum I  
00:11:44 --> 00:11:47: learned a lot about what has gone on transpired here  
00:11:47 --> 00:11:52: in in Baltimore. And oddly enough, I got a text  
00:11:52 --> 00:11:55: message yesterday from my lawyer.  
00:11:56 --> 00:11:58:

00:11:59 --> 00:12:03: Who is a Harvard trained lawyer and that there was  
00:12:03 --> 00:12:08: this piece in there about on Harvard's campus. There's a  
00:12:08 --> 00:12:12: regional Lewis Silvan building with his name on it. That  
00:12:12 --> 00:12:16: is, and I think he's credited for making one of  
00:12:16 --> 00:12:20: the largest contributions to that law school.  
00:12:21 --> 00:12:24: Of any individual in America. So you've got a Harvard  
00:12:25 --> 00:12:29: Baltimore connection yourself, but I thought it was just fine,  
00:12:29 --> 00:12:32: because actually I buy his books and I give them  
00:12:32 --> 00:12:36: to my nephews. So look guys, this is. This is  
00:12:36 --> 00:12:38: where we want to go. We want to be like  
00:12:38 --> 00:12:39: rich, OK?  
00:12:41 --> 00:12:44: And you know, and you're anchored here by we're renowned  
00:12:44 --> 00:12:48: medical institutions. And for me, this is very similar to  
00:12:48 --> 00:12:52: my experience in Los Angeles. You know, we have  
00:12:52 --> 00:12:56: University  
00:12:56 --> 00:12:59: of Southern California. We have this Medical Center. We  
00:12:59 --> 00:13:03: have  
00:13:03 --> 00:13:07: UCLA. We've got probably four or five of this kind  
00:13:07 --> 00:13:11: of edmed configurations, so I know they are valuable and  
00:13:11 --> 00:13:15: they can be very influential in how you move forward,  
00:13:15 --> 00:13:18: especially in from my work, how they relate to attracting.  
00:13:18 --> 00:13:20: And investing in people primarily in the areas where they're  
00:13:20 --> 00:13:21: located and and in in Los Angeles, a lot of  
00:13:21 --> 00:13:25: them are in or the best examples.  
00:13:25 --> 00:13:29: University of California.  
00:13:29 --> 00:13:34: Is in a community of color that has had challenges  
00:13:34 --> 00:13:37: over the years and that university when the you know  
00:13:37 --> 00:13:41: things happen in 90s, they decided to stay. They doubled  
00:13:41 --> 00:13:43: down and say we need to be a leader in  
00:13:43 --> 00:13:44: this community in Los Angeles and you know.  
00:13:45 --> 00:13:49: Sometimes you don't get it right, but their leadership of  
00:13:49 --> 00:13:53: stain.  
00:13:53 --> 00:13:56: Makes a huge difference because they're a large employer.  
00:13:56 --> 00:14:00: They  
00:14:00 --> 00:14:04: train and educate a lot of the people who ultimately  
00:14:04 --> 00:14:07: lead in the city and lead other organizations and other  
00:14:09 --> 00:14:14: companies you guys got to plethora of civic and  
00:14:14 --> 00:14:18: entertainment  
00:14:14 --> 00:14:18: assets, which is, I think, an important attraction tool, which  
00:14:18 --> 00:14:22: I assume helped drive your your need for hospitality.  
00:14:22 --> 00:14:26: And there's appears to be a strong entrepreneurial  
00:14:26 --> 00:14:30: environment, and  
00:14:30 --> 00:14:34: as I mentioned earlier, downtown seems to be a fast

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

Development Corporation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

01:14:26 --> 01:14:29: because of the general obligation that is, that's sacred and

01:14:29 --> 01:14:33: we need to protect the general obligation and state. What

01:14:33 --> 01:14:35: you can do, though, is these. These guys are no

01:14:35 --> 01:14:39: dumb dumbs when they, when they pledge and borrow

01:14:39 --> 01:14:42: against

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

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

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

01:14:47 --> 01:14:48: And they probably have 150%.

01:14:49 --> 01:14:51: And So what you say to them is so they

01:14:51 --> 01:14:54: that you don't want them to cut the conversation. What's

01:14:54 --> 01:14:57: a geodetic? Well, OK, we understand it, but at some

01:14:57 --> 01:14:59: point in time you meet your obligation. And then there's

01:14:59 --> 01:15:02: a waterfall that comes down. And I'll tell you what

01:15:02 --> 01:15:04: all we're asking you to do is you, don't you?

01:15:04 --> 01:15:07: Only you only pay us if you've met your obligation

01:15:07 --> 01:15:10: to Moody's and Standard and Poor's and everybody else,

01:15:10 --> 01:15:13: and

01:15:10 --> 01:15:13: that we're we're just getting that. We're getting the we're

01:15:13 --> 01:15:16: getting the bottom end of the waterfall because the sales

01:15:16 --> 01:15:18: tax is such a aggressive tax and it's such a.

01:15:18 --> 01:15:21: It's the best when you're trying to borrow against and

01:15:21 --> 01:15:24: we learned that the hard way. So that's just one

01:15:24 --> 01:15:26: thing to say. I hope they just don't cut the

01:15:26 --> 01:15:29: conversation off about. That's a Geo. It's a Geo pledge.

01:15:29 --> 01:15:32: And OK, let's keep talking about it. And let's see

01:15:32 --> 01:15:34: how we can make this work for both of us.

01:15:35 --> 01:15:38: And then then there was a second point about there

01:15:38 --> 01:15:40: was what was the last point you made.

01:15:42 --> 01:15:46: Oh safety safety safety, safety safety. This issue again is

01:15:46 --> 01:15:49: when we started in Cincinnati and as well we we

01:15:49 --> 01:15:51: need a cough on every corner.

01:15:53 --> 01:15:56: First of all that it turns everybody off if they

01:15:56 --> 01:15:58: start to think that it's a police state, that that

01:15:58 --> 01:15:59: is not a problem.

01:16:00 --> 01:16:03: It's a combination of redevelopment.

01:16:04 --> 01:16:08: Reinvestment and good good community policing together.

01:16:08 --> 01:16:11: So it's not

01:16:08 --> 01:16:11: one comes first. They gotta come in tangent and you

01:16:11 --> 01:16:14: got to work closely between the partnership which they

01:16:14 --> 01:16:17: already

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

01:32:16 --> 01:32:19: narrative, but it's not just about the amenities that downtown  
01:32:19 --> 01:32:23: provides to everyone, it's about the general Fund revenue  
that  
01:32:23 --> 01:32:27: downtown is creating that's helping to fund those core  
services,  
01:32:27 --> 01:32:30: and in other neighborhoods and help these other  
neighborhoods in  
01:32:30 --> 01:32:31: advance as well.  
01:32:32 --> 01:32:33: Thank you.  
01:32:36 --> 01:32:37: All right?  
01:32:37 --> 01:32:40: Well, first let me say thank you everyone. Thank you  
01:32:40 --> 01:32:42: for your hard work really. For me it's it's less  
01:32:43 --> 01:32:45: about a question and really for for me just to  
01:32:45 --> 01:32:48: say thank you. We know that this work has to  
01:32:48 --> 01:32:50: be done. We know that it's not going to be  
01:32:50 --> 01:32:52: easy as you know very well Mr Mayor. But the  
01:32:53 --> 01:32:55: truth is, is that the will for me will for  
01:32:55 --> 01:32:57: change is not something that I like. We have to  
01:32:58 --> 01:33:00: make sure that we work together in every way to  
01:33:00 --> 01:33:03: make sure that we are reimagining ourselves. It's not going  
01:33:04 --> 01:33:06: to be an easy task. Yes, it's going to require.  
01:33:06 --> 01:33:09: Some things for us. And yes Mr controller. We are  
01:33:09 --> 01:33:13: looking at finance director. I know you're asking that question  
01:33:13 --> 01:33:15: in the chat can is to think about how we  
01:33:15 --> 01:33:18: can change the way the Finance department operates in the.  
01:33:18 --> 01:33:19: City.  
01:33:19 --> 01:33:21: So that we're moving in the way where it doesn't  
01:33:21 --> 01:33:24: have to be. And as I said to the group,  
01:33:24 --> 01:33:27: and as I say, to everybody consistently downtown is a  
01:33:27 --> 01:33:30: neighborhood, and we know that downtown is vital to the  
01:33:30 --> 01:33:33: key of helping those residents in the neighborhood. Like  
where  
01:33:33 --> 01:33:35: I live and where I grew up to be able  
01:33:36 --> 01:33:37: to thrive and help those.  
01:33:37 --> 01:33:40: Communities thrive as well because as we're talking about  
those  
01:33:40 --> 01:33:43: entrepreneurs, Mr. Mayor, we're talking about places for  
people to  
01:33:44 --> 01:33:46: work. That's where we want this to be for our  
01:33:46 --> 01:33:48: residents in the city. This is not either or. This  
01:33:48 --> 01:33:50: is a both and. And now it's the time to  
01:33:50 --> 01:33:52: do it. So thank you all.  
01:33:57 --> 01:33:57: Thank.

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

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