

# **Market Center Matters**

## Strategic Revitalization Plan

*The Market Center Community Development Corporation facilitated creation of the Market Center Strategic Revitalization Plan and is its custodian, but the plan itself is community-owned.*

# Market Center Strategic Revitalization Plan

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## Introduction:

Market Center is a place of history, a community of resilience, and Baltimore City's best opportunity to accommodate population and job growth without displacement in a location readily accessible to most Baltimoreans and to showcase incremental, grassroots, community-led, and creative neighborhood revitalization.

From 2018 - 2023, the Market Center Community Development Corporation (MCCDC) convened residents, business owners and other stakeholders through a public participation process—collecting their ideas and contributions to making the Market Center neighborhood a desirable place to live, work, and play.

The group synthesized this data set of goals, strategies and actions for 6 focus areas: Housing, Economy, Transportation, Environment, Quality of Life and Community Engagement. These are documented in this Strategic Revitalization Plan.

The City, developers, and other future stakeholders shall utilize the Plan as a resource when creating future plans and developments within the Market Center Neighborhood.

The CDC recognizes that there are many organizations also working to plan out ways to better Market Center and intends to collaborate and synthesize common goals when possible. The group does not intend to play the lead role in implementing all of the Plan's recommendations, but will work with neighborhood partners (see list in Appendix A) about how and when to implement these strategies.

Market Center CDC recognizes and encourages the collaboration of major partners including Baltimore City and State government, Baltimore Development Corporation, Center City Residents Association (CCRA), Downtown Partnership of Baltimore (DPOB), Bromo Tower Arts and Entertainment ("Bromo Arts District" or "Bromo"), Market Center Merchants Association (MCMA) University of Maryland (UMD), Lexington Market and others.

This is a working template of guidelines and welcomed partnerships, where initiatives and investment can be targeted and organized in a cohesive fashion for the long term benefit of the Market Center community.

## Market Center Matters

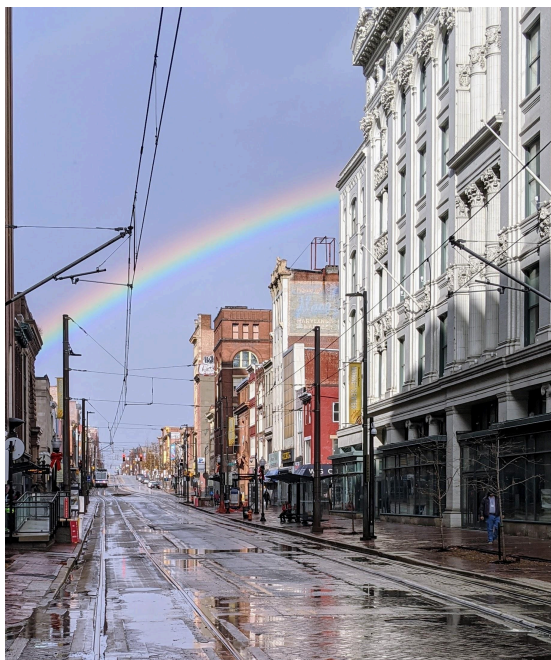


Image 1: A view down Howard Street

*Can you name this Baltimore neighborhood? It contains hundreds of first floor businesses and organizations, the most connected transit hub in the city, a diverse population, a rich backstory, and some of Baltimore's most historic buildings. It's easily walkable to dozens of the area's biggest attractions. What's not to love?*

***This is Market Center, the 27 block area located west of Downtown, from Greene to Cathedral, Baltimore to Madison Streets.***

*It's simultaneously the most attraction-adjacent and the most dangerous; most connected and most abandoned. **It holds the most promise, yet remains invisible to the City:** a Bermuda Triangle wedged between the Central Business District, Harbor Place, and Mount Vernon.*

*Many view Market Center as a blight; an obstacle to travel through as quickly as possible. **We see it as the City's crown jewel, lying in plain sight, waiting for support and restoration.** After years of development, the Market Center Community Development Corporation is presenting our community's vision to enable new growth and a more connected city.*

### The Case for a Strategic Revitalization Plan

**Much of Market Center is in a state of physical disrepair, hindering its ability to live up to its full potential.** However, as communities across the country – from Over the Rhine in Cincinnati to Market East/Reading Terminal in Philadelphia – have shown, a combination of vision, leadership, and community engagement, coupled with a shared vision, goals, strategy and resources, can revitalize Market Center. Moreover, Market Center's revitalization can help Baltimore City as a whole. Done correctly, **Market Center has the unique capacity to absorb significant residential, business, and job growth in a location readily accessible to all Baltimoreans, without residential or business displacement.**

### **Current circumstances offer the perfect opportunity to leverage this capacity:**

- Market Center’s historically low residential population is growing;<sup>1</sup>
- The Baltimore Development Corporation is selling many city-owned properties in Market Center, meaning that a lot of properties are “in play”;
- Market Center’s arts and cultural community is expanding and diversifying beyond the major attractions of the Hippodrome and Everyman Theatres to include more DIY arts spaces;
- The Baltimore Public Markets Corporation (BPMC) spent \$39M to redevelop Lexington Market and broader, **immediate amenity investment and sustained revitalization needs to happen to fully realize the Market’s ROI and revenue-generating potential;**
- Market Center stakeholders will need to anticipate and plan to address increased activity following proposed large scale developments in the vicinity.

### **It’s the right time for a community-driven strategic revitalization plan:**

- Grassroots, inclusive, incremental revitalization is the most sustainable, equitable approach to community revitalization and economic development;
- MCCDC successfully applied to the Maryland Department of Housing and Community Development for Market Center to receive designation and funding from the state's Baltimore Regional Neighborhood Initiative ;
- The Baltimore City Planning Commission now has a policy and procedures that can lead to formal recognition of **community-managed planning efforts, which in turn may help guide city decision-making;**<sup>2</sup>
- As development activity increases, **the existing community wants Market retention of affordable residential and commercial space;** that current residents, business owners, and other stakeholders are not displaced; and that Market Center remains a welcoming place for all;
- The area is benefitting from a revived Lexington Market, but stakeholders recognize the likelihood of widespread, sustained benefits that a new building alone is not a long term strategy, and that great commitment is required from the public, nonprofit, and private sectors to **better maintain infrastructure and the public realm, ensure public safety, and renovate and reuse vacant buildings near Lexington Market;**
- Market Center continues to face a number of **challenge including** a significant amount of vacant, underused, and derelict buildings, long-term disinvestment, and a large open-air drug market, **despite its excellent location, transit accessibility, walkability, and impressive stock of historic buildings;**

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<sup>1</sup> Census Block Group 245100401002, which largely overlaps with Market Center, had a population of 1,331 in 2000 and 2,315 in 2010. MCMA began tracking population within the exact boundaries of Market Center in 2017, and between 2017 and 2020, the population grew from 2,865 to 3,063.

<sup>2</sup><https://pc.baltimorecity.gov/january-11-2018>

- Market Center stakeholders want to take a **more humane approach** to neighborhood problem-solving by supporting people who need assistance to achieve stability, realize personal goals, and enable them to thrive independently.

**If we build it, they will come.** The overwhelming success of local festivals and events like Light City, Fringe Fest, Chinatown Collective's Charm City Night Markets and Bromo Art Walks over the past few years prove that hundreds of people from the city and region are eager to attend unique experiences that make the neighborhood vibrant.

## SRP Planning Process

After ten months of discussions with and input from a broad spectrum of Market Center stakeholders, culminating in an intensive two-month series of community focus groups and working sessions, the Market Center Community Development Corporation submitted Phase I of the Strategic Revitalization Plan to MD DHCD in June 2019 to request designation as a Baltimore Regional Neighborhoods Initiative (BRNI) partner. MD DHCD designated Market Center a BRNI partner in November 2020.

The community began work on Phase II in February 2020 but paused the work due to the Covid-19 pandemic. Work resumed in October 2020. Phase II included additional community engagement, more in-depth discussions on some of the more complex issues facing Market Center, and new discussions about organizational structure, leadership, and resources necessary for plan implementation.

From March - October of 2023, MCCDC worked internally and with the community to ensure that existing goals and visions were still priorities for neighborhood stakeholders. Informed by the input of 90+ individuals, including representatives of nearly two dozen Market Center stakeholder organizations and institutions, this report's highlights include:

- A collective vision of Market Center as a vibrant, diverse, accessible, welcoming, clean and safe part of Baltimore's urban fabric;
- A reminder of Market Center's proud history as **the** shopping district for Baltimore City and the surrounding region;
- Descriptions of the current community conditions for Market Center's economy, housing, transportation, environment, quality of life and community engagement;
- A look at Market Center's strengths, weaknesses, opportunities and threats for each planning area;
- The goals, outcomes, strategies and partners that will bring Market Center's new vision to life.

*Additional details for the SRP planning process are included in [Appendix A](#)*

## Call to Action:

**Development without displacement is possible, and it can happen here in Baltimore.** With government and private investment as well as new regulations, the Market Center neighborhood is perfectly poised for strategic, co-operative reinvestment and invigoration. Its incredible history, architecture, location, and people make this area unique. **If Baltimore can decipher a new way to redevelop, we will be held as an international standard for equitable, accessible improvements in historic, inner city neighborhoods.**

There are a variety of initiatives listed within the plan. Some will require long-term planning and incremental change. However, **there are many changes that the city could make that would immediately improve the cleanliness, safety, and infrastructure of the area** — bringing Market Center up to par with the safety, cleanliness, and infrastructure maintained and improved in other Downtown/Harbor side neighborhoods, including Fells Point and Harbor East.

**Stakeholders and citizens see Market Center as a vibrant, diverse, accessible, welcoming, clean, and safe part of Baltimore's urban fabric.** The rich history of the neighborhood as the city's shopping district, collective of artists and arts organizations, and a walkable, transit-adjacent area with historic architecture position Market Center as the city's best bet for a significant ROI and tax base increase.

Since 2018, the Market Center Community Development has been working with the community to lead the development of an overarching plan to enliven and restore Market Center.

**Over 90 people and two dozen businesses and organizations** identified the needs, desires, opportunities - and solutions - that will improve the area for all.

The collective identified six areas that need support and investment. Housing, transportation, the economy, environment, community engagement, and quality of life: **improvements here lead to a safe, welcoming neighborhood that invokes civic pride from everyone in Baltimore.** The result of this multi-year effort? This Strategic Revitalization Plan.

Market Center is the ideal area to accelerate population and job growth, jump-start the tax base, and show the world that community-led, creative revitalization will change our great city for the better. **This is a once in a generation opportunity and the community is ready to seize it.**

This SRP is a living document that needs further input and review to answer questions and include data we don't have the resources to complete. MCCDC is here to connect with other stakeholders who are working on similar plans, breaking the traditional silos that Baltimore institutions unwittingly create. **Real change will not happen without public and private stakeholders uniting to pool resources and align on present and future actions to support and build up one of Baltimore's most valuable neighborhoods.**

Thank you for taking the time to review this document. **Join the movement to collectively change Market Center for the better. If not now, when?**

## Primary Action Items

Three main concerns appeared again and again throughout the planning process. Residents, businesses, organizations, and other participants in Market Center are desperate for public investment that will significantly increase the accessibility, desirability, and enjoyment of Market Center. These actions are easy to implement, and are essential to rebuild trust and accelerate renewal and revitalization of the area.

### **CALL FOR IMMEDIATE AND SIGNIFICANT INVESTMENT IN:**

- 1. Infrastructure Improvement**
- 2. Cleanliness**
- 3. Perception and Reality of Public Safety**

The private sector and stakeholders in the area have done all they can - from public clean and green days, calls to 311, and increased vigilance - but cannot improve the systemic issues plaguing Market Center that are preventing the desire to live, work, play, and invest in this valuable, amenity rich neighborhood.

If the City and State invests resources and allocates funding to the goals and outcomes listed in this plan— including increased safety measures, cleanliness, and infrastructure—crime will decrease, development will follow, and more people will spend time and tax dollars in Market Center. Implementing strategies from this plan will ensure that the community’s needs and desires are met.



## Visions

The SRP collaborators aligned on overarching goals for six main areas of improvement to regenerate and increase investment in Market Center. Specific action items, SWOT analysis of existing conditions, focus group feedback, and additional details are found in the Current Conditions section of this document.

**Housing:** Market Center offers a vibrant living experience by maintaining and promoting a diversity of mixed-use, mixed-income housing options and amenities which create a welcoming, walkable and safe neighborhood.

**Economy:** Market Center is a premier international district with a vibrant mix of retail, arts, dining, and entertainment offerings that serve a diverse community of residents, workers, students, and visitors in a transit-rich environment.

**Transportation:** Market Center is pleasantly accessible, walkable, and bikeable, where residents, workers, students, and visitors can make comfortable transfers on safe and reliable transportation options to local and regional destinations.

**Environment:** Market Center is architecturally diverse, with clean, functional, and environmentally conscious infrastructure, and safe, welcoming, well-lit, green public gathering spaces.

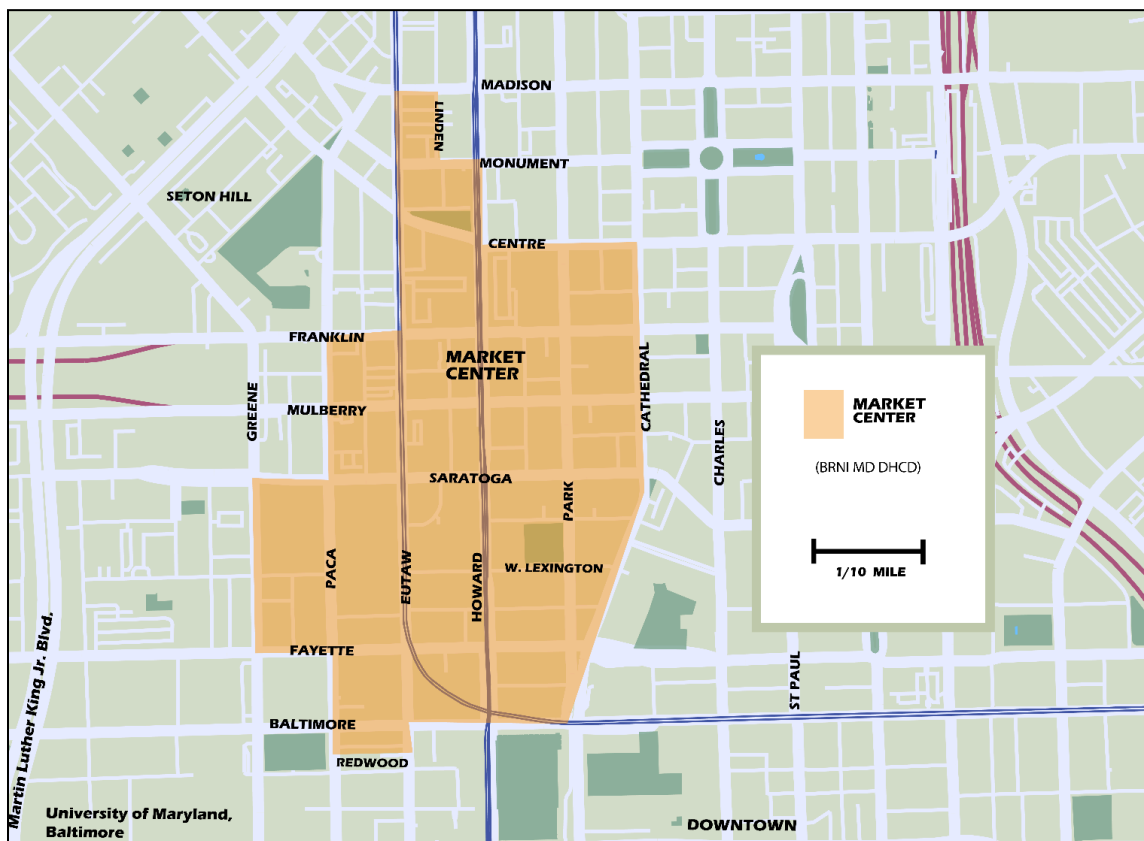
**Quality of Life:** Market Center is a diverse, welcoming, and amenity-rich neighborhood whose civic pride is built on a culture of collaboration to improve the social, physical and natural environment.

**Community Engagement:** Market Center is a place where stakeholders can clearly learn about the community, be engaged in decision-making, feel respected and heard, and have a personal stake in the outcome.

## Part I: This is Market Center

Market Center comprises 27 blocks in the center of Baltimore City; its boundaries are roughly demarcated by Greene, Cathedral/N. Liberty, W. Madison, and Baltimore Streets, to the east, west, north, and south, respectively.

See Map 1 for detailed boundaries. The Market Center Strategic Revitalization Plan encompasses these same boundaries; it also includes the west side of the 300 block of N. Paca Street.



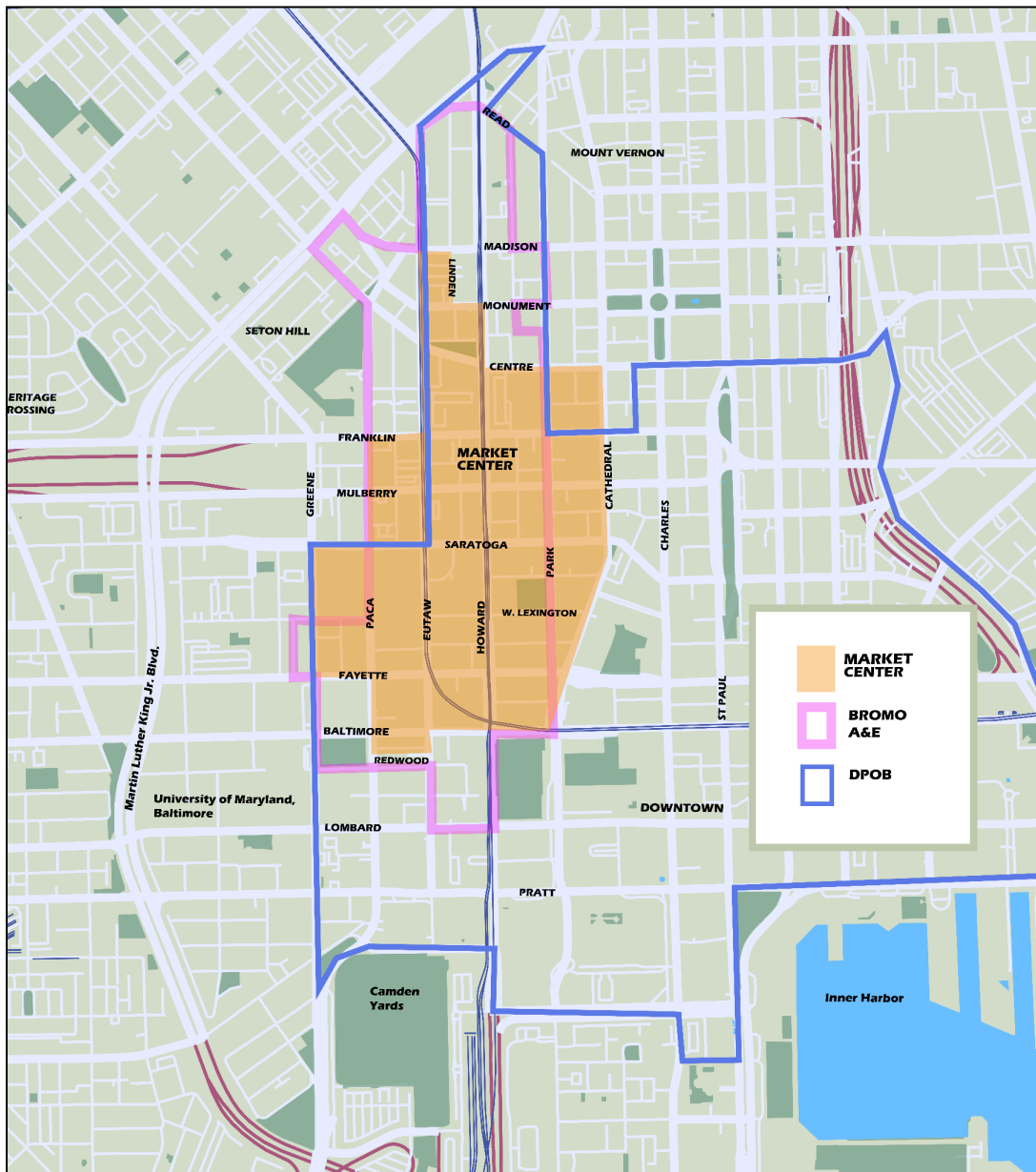
Map 1: Market Center SRP Boundaries

The Market Center Merchants Association (MCMA) and Market Center Community Development Corporation (MCCDC) work within these boundaries, which are consistent with the Market Center Retail Business District License Area, established by City Council Ordinance in 1983.

Significant portions of Market Center lie within the purview of DPOB, Bromo, and UMD. Market Center is home to the Market Center National Register Historic District, and the Five and Dime and Howard Street Baltimore City Historic Districts. Portions of Market Center also overlap with

the Mount Vernon Baltimore City and National Register Historic Districts, and the Cathedral Hill National Register Historic District.

**The overlapping boundaries combined with multiple organizations creating their own identities make Market Center's identity and branding confusing,** as well as the delineation of the different organizations' roles and responsibilities. However, they also present an opportunity for partnership and collaboration that can benefit all Market Center stakeholders.



**Map 2: Boundaries of Entities Working in Market Center**

Map 2 Legend: **Market Center** ; **Bromo A&E** ; **DPOB**

## History



**Image 2: The corner of Lexington and Howard in its heyday**

**Market Center has a rich history as a center of commerce in Baltimore.** Lexington Market, one of the oldest public markets in the United States, formally opened in 1806 and continues to serve as an anchor for Market Center. Through much of the 20<sup>th</sup> century, Market Center housed the flagship locations of every major Baltimore department store.

With six department stores located within two blocks of the Howard/Lexington Street intersection along with eight smaller ‘five and dime’ stores, **the area was packed with shoppers from all over Baltimore City and the region nearly every day.** Until the Rite

Aid store on Howard Street closed in 2018, passers-by could see photographs in the windows of Market Center when it was **the** place to shop in Central Maryland.

As the department stores left their flagship buildings for suburban locations, Market Center began losing its cachet as a shopping destination. **This was part of a larger pattern of disinvestment and population flight from Baltimore City** to the surrounding counties during the second half of the 20<sup>th</sup> century.

Beginning in the late 1990s, the City of Baltimore began acquiring buildings from private property owners and relocating existing businesses, with the intent of facilitating a major development project with one or more “big box” stores as anchors. The project(s) never materialized, resulting in the proliferation of vacant buildings we see today. **Over the past twenty years, public and private infrastructure and properties in Market Center have suffered from neglect.**

Despite the vacancies in and neglect of Market Center itself, **the area possesses significant assets and is surrounded by some of the most vibrant parts of the city.**

Market Center is also surrounded by some of the most vibrant parts of Baltimore. To its west is the University of Maryland, Baltimore with a daily population totaling more than 13,000+ students, faculty and staff, the University of Maryland Medical Center, and Veterans Administration hospital. To the east is the central business district, an employment center which now also includes Baltimore’s fastest growing residential neighborhood. The Inner Harbor and

Camden Yards are just south of Market Center, with historic Mount Vernon, Seton Hill, and University of Maryland Medical Center’s Midtown Campus to the north.

## Part II: Current Conditions

### Residential Survey

MCCDC conducted a Residential Survey from February - April of 2019 and was limited to those currently residing in Market Center. [Results from the survey are in Appendix E.](#)

### Housing

Since the mid-19th century, suburban expansion of Baltimore, Market Center has been viewed as a commercial area, part of the Downtown Business District where people predominantly worked or shopped but didn’t live. That is rapidly changing as **more people seek the amenities offered by city centers, and demand for areas with those amenities is especially strong among young professionals, empty-nesters, and recent graduates.** Market Center and the overlapping Bromo Arts District, which features visual art galleries in addition to performing arts spaces like the Hippodrome and Everyman Theater, offer residents access to world-class cultural amenities. Easy access to the University of Maryland’s Baltimore campus and Johns Hopkins Hospital via the MetroLink make it an attractive option for students and professionals working at both campuses.

Table 1: Housing SWOT Analysis	
Strengths	Weaknesses
<i>The group did not reach consensus regarding Market Center’s current level of housing affordability. Some people feel that Market Center has more affordable price points than other parts of downtown, while others feel that Market Center is not affordable.</i>	
Transportation Hub – good for residents; bicyclist & runner-friendly	Vacant buildings are eyesores that detract from positive development efforts
Decent # of new/renovated multifamily housing units in the last 15 years	Lack of amenities for residents, including grocery options
Strong diversity of residents, artistic community	Poor condition of public realm/physical appearance (including trash)
Mostly intact historic fabric	Crime/safety/perception of crime

Artists and creatives live here and create vibrancy; creativity is welcome	Lack of placemaking
Available live/work options	Absentee landlords
Market Center is a unique place	Limited parking
Minority business community	Trash/urine
10-minute walk to harbor	Lexington Market – open air drug market
Diverse food hub	

<b>Opportunities</b>	<b>Threats</b>
Growing markets: millennials, singles, couples without children, empty nesters	Lack of parking for current residents – fears it could grow worse
Demand for more university/student housing	Concerns about noise from at least one late night venue – might deter residents
Create more affordable housing and live/work spaces for artists and creatives	Established retailers leaving – to some extent, part of national trends
Potential to invest in vacant property	Awareness that MC is not just a business district but also a neighborhood
Increased UMB focus on revitalization and placemaking	Lack of affordable housing; commercial development; big business
There are a lot of potential sites for housing	Perception that MC is just for transplants and not for life-long or long-term residents
Lexington Market redevelopment	People experiencing substance use disorder
Historic buildings	People do not want to live in a construction zone
Naturally occurring transit-oriented development on Howard Street and walkable access radiating out from light rail	Lack of resident/business involvement in the revitalization process; Fear that buildings are going to be sold to people who will gentrify
Strong diversity of residents	Poor communication with residents about what is happening in area
Existing green spaces within and near Market Center can be enhanced and help to attract residents.	

### ***Current Status***

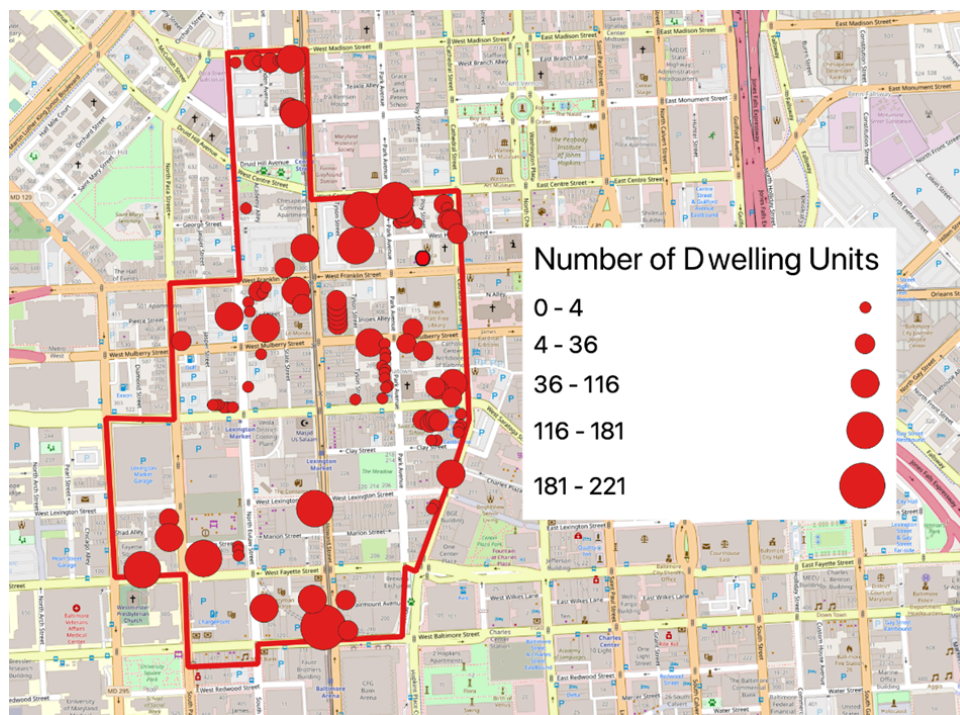
**A simple walk around Market Center reveals what a thriving residential neighborhood it already is.** Combined methods including a walking survey of the area in addition to research of existing housing permits and real estate listings revealed approximately 2734 existing dwelling units within Market Center’s boundaries, an increase of 16.1% since the previous update of this



SRP. Of those units, 585 (21.4% of total, an increase of just 3.7% since the last update) were developed under the Low Income Housing Tax Credit (LIHTC) program and have formal affordability restrictions, with some age-restricted and some for other groups like veterans and artists. Over 99 percent of existing dwelling units are in multi-family housing or mixed commercial/residential buildings. For a full list of existing residential buildings, see Appendix A.

Market Center covers an area of about 100 acres which translates to about 27 dwelling units per acre. For comparison, Barcelona, which is frequently cited as an example of livability in cities, has about 93 dwelling units per acre. Some cities in Southeast Asia see up to 500 dwelling units per acre and are seeing more examples of crowding, where density detracts from quality of life. Generally, 30 dwelling units per acre is seen as a tipping point towards having a high level of livability in a neighborhood and a range of up to 130, closer to the level of Paris' density, is seen as optimal.

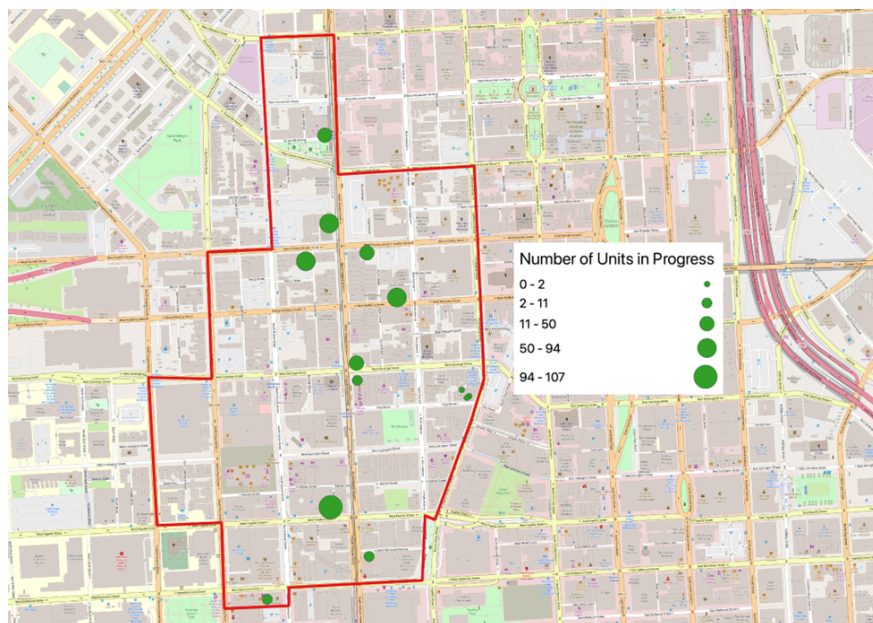
In Patrick Condon's "Seven Rules for Sustainable Communities," he points towards between 20 and 65 dwelling units per acre as an optimal number since it is the result of a combination of townhomes and mid-rise apartment buildings that create an inviting streetscape. The cities mentioned above have these, but with taller buildings than Condon imagined to add to that density while remaining livable. Residential density is not the be-all end-all but an important number to take into consideration. The way in which this type of density is created and the services and amenities that serve residents are more critical parts of measures of livability. This level of density incentivizes the location of businesses and other necessary amenities in a neighborhood but special accommodations may be needed to add types of businesses like changes to zoning laws.



**Map 3: Dwelling Units Within Market Center**

## In Progress

**Market Center is already seeing a growing infusion of interest and investment that follows closely on the heels of the completion of the new Lexington Market.** As the area continues to gain momentum, it will attract more developers and investors. The other keystone development of the area, the Superblock (the colloquial name for the block bound by W Lexington St, Park Ave, W Fayette St, and N Howard St) has seen progress with a new developer taking over the project in recent years. If the developer can solidify their plans and financing to move forward



**Map 4: Units currently planned, permitted or in progress within Market Center**

with construction, The Compass, their planned development, would be another anchor for the area offering a mix of residential and commercial space.

Currently, there are 18 known construction projects taking place on plots around the neighborhood. These projects have a combined total of 490 confirmed dwelling units (there are 4 projects for which the number of units could not be confirmed).

Some of the major projects in progress that will bring new residents to the area include the redevelopment of the Mayfair theater into 93 market-rate units, the Berkheimer Brothers Department Store into 107 market-rate units, and the lot at 400 Park Avenue including the former Martick's Restaurant Francais into 94 market-rate units.

This does not include the Superblock, which would bring approximately 300 mixed-income residential units to the area. **This level of investment in a Baltimore neighborhood without city incentives like TIFs or PILOTs shows how powerful the draw of an existing neighborhood with potential can be.**



## Housing Affordability

With investment in the area increasing rapidly, concerns about the affordability and equity of new development naturally arise. As mentioned previously, about one fifth of Market Center’s dwelling units are affordable but only 225 of those are unrestricted affordable units. In addition, the rate of affordable units being built has not come close to matching the development of market-rate housing. **In order to ensure that Market Center remains an accessible place for a diversity of people, more affordable housing needs to be at the forefront of the conversation for the area.**

It is possible to live in Market Center without needing a car because of the number and variety of **transit options - more than anywhere else in Baltimore**. This makes it a great place to live for many people in the city who may not be able to afford that luxury.

Approximately 30% of Baltimore City households do not own a personal vehicle, with another 30% owning only one. There are several existing options for affordable housing in the area that serve specific groups. For example, Paca House has 116 units available for veterans while Mulberry at Park offers 68 general affordable units. **As more investment pours into the area, ensuring more affordable units are built will be key to preserving the area’s diversity.**

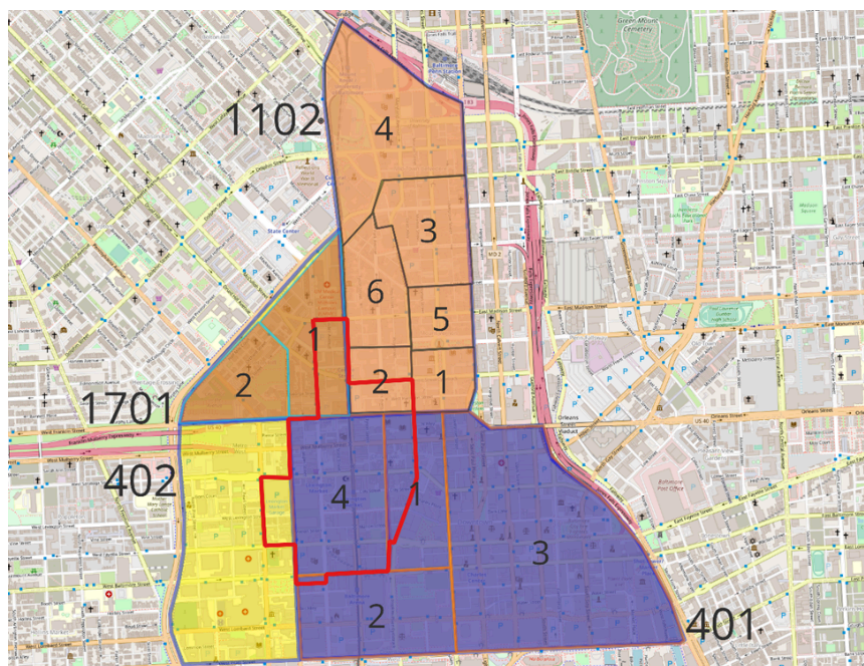
Market Center encompasses 6 Block Groups that were established in the 2020 Census but only fully encompasses one: Tract 401-4. Census Tracts 401-2 and 402-1 contain very small portions of the boundaries of Market Center. Information about household size and housing affordability is shown below in Table 1. Gross rent includes utilities if those are paid by renter to eliminate variability between how they are incorporated. Cost burden refers to the percentage of renters who are paying more than 30% of their adjusted gross income for rent and utilities. Extremely cost burdened renters are paying more than 50% of their adjusted gross income for rent and utilities.

Tract	Block	Number of Households	Average Household size	Median Gross Rent (\$)	% Cost burdened	% Extremely Cost Burdened
401	1	951	1.18	1,478	58.36	28.5
401	2	535	1.96	1,728	57.42	18.55
<b>401</b>	<b>4</b>	<b>524</b>	<b>1.59</b>	<b>1,217</b>	<b>41.22</b>	<b>5.34</b>
402	1	341	1.65	1,311	45.26	29.66
1102	2	695	1.13	1,542	25.04	13.67

1701	1	618	1.48	1,017	46.02	21.45
City	Avg	NA	2.32	1,146	49.08	26.29

Table 2: Block Group-level data from the 2020 census showing levels of housing affordability for Block Groups fully or partially encompassed within Market Center. Note: Gross Rent includes all utilities paid by the renter to eliminate variability of inclusion. Gross Rent was used to calculate levels of cost burden.

Market Center and the surrounding areas are on-par with the rest of the city in terms of levels of cost burden and median gross rent. Block Group 401-4 shows lower levels of extreme cost burden even though it does not include any affordable housing units.



The Household size of Market Center and the surrounding areas is much lower than the city as a whole due to the predominance of student and younger professionals in the area.

There are a limited number of larger housing units and amenities for families – including schools.

**Market-rate and affordable units need to be built in order**

**to lower the level of cost burden down to and below 40% (the national average, which is still problematic for the neighborhood).**

Map 5: 2020 Census Block Groups

The construction of more market-rate units to meet demand will help lower housing pressure in neighborhoods around the city and in Market Center. Market-Rate units typically do not require special financing but adding housing units can take pressure off of existing units, lowering costs and increasing density to add amenities.

**Adding affordable units in a well-connected area like Market Center provides relief to families who may not be able to afford a personal vehicle.** Approximately 90% of all new affordable housing development utilizes financing from the Low-Income Housing Tax Credit, including existing units in Market Center.

The LIHTC bases the rent cap on the area median income, which is \$121,700 for a 4-person household as set by HUD in May 2023. Rent caps in the Baltimore-Columbia-Towson Metropolitan Statistical Area are as follows as of May 2023.

HH Size/# of BR	50% Income Limit	50% Income Max Rent	60% Income Limit	60% Max Rent
1/0	42,600	1065	51120	1278
2/1	48,700	1217.5	58440	1461
3/2	54,800	1370	65760	1644
4/3	60,850	1521.25	73020	1825.5
5/4	65,750	1643.75	78900	1972.5
6/5	70,600	1765	84720	2118
7/6	75,500	1887.5	90600	2265
8/7	80,350	2008.75	96420	2410.5

Table 3: Income limits and monthly max gross rents for households in the Baltimore-Columbia-Towson MSA, where the AMI is \$121,700 for FY2023

For FY 2023, Census Tracts 402 and 1701 are Qualified Census Tracts (QCT) which meet HUD's standards for affordable housing units . These census tracts overlap relatively small parts of the neighborhood and sit mostly to the West and Northwest of the area. **Potential investors and developers in the nearby QCTs need to know about** qualifying income levels and the advantages of taking part in the program.

### LIHTC Program Requirements

1. At least 20% of units occupied by tenants with 50% AMI \*or less
2. At least 40% of units occupied by tenants with 60% AMI \*or less
3. At least 40% of units occupied by tenants with an average of 60% AM\*I or less and no tenants with greater than 80% AMI\*

\*AMI (Areawide Median Income)

## *Growth Potential*

**Market Center’s current position and the sum of projects in the works have the potential to make it the powerhouse of the city.** The Downtown Partnership of Baltimore updated their Analysis of Market Rate Housing Demand in Downtown Baltimore Neighborhoods and Adjacent Areas with the Outlook 2027 report published in March 2023.

This report analyzed demand for new market rate housing in the study area, a circular area with a one-mile radius originating at the Pratt and Light Street intersection. While this study area is much larger than Market Center, information gleaned from the analysis is informative. Since the last update in 2017, 4,634 new housing units were built in this Downtown Study area.

The report found that there are 7,962 households of potential renters and buyers of new multi-family and single-family attached residential units in the study area each year over the next five years. **This is the first time the report has shown a decrease in this number, mainly due to the COVID-19 pandemic and associated changes in priorities.** Assuming the study area can capture 20% of the renters and 7.5-10% of the buyers, it should be able to support up to 1,120 new market-rate housing units per year for the next 2-3 years, and 1,319 per year in years 3-5. This same study found that the potential market consists of 63% younger singles and couples, 25% empty nesters and retirees, and 12% traditional and non-traditional families.

These estimates assume the continuation of current development and favorability trends towards the downtown area. **If Market Center is established as a desirable destination and livable neighborhood, more people will move here.**

At one time, Harbor East was not a desirable location to live but is now a hub of the city. Market Center could tap into the energy of younger professionals moving to the area. **There are many sites with existing city infrastructure that don’t need street and utility buildout.** This includes several that are city- and state-owned offices.

As in-office work declines and more companies are moving out of Downtown (i.e. State Center) the City can issue Request for Proposals (RFP)s similar to the Superblock.

### **Those sites are:**

1. The combination of 211 N Eutaw St, 201 N Eutaw Street, and 311 W Saratoga St including the former Hutzler Brother’s Department Store.
2. The combination of 301 N Eutaw St, a current MTA Police office, and 307 W Mulberry St, a parking garage
3. The combination of 200 N Eutaw, 130 N Eutaw, and 520 W Lexington, which includes both former Lexington Market Buildings, and their parking garage

Each site can deliver thousands of square feet of retail space and 300-400 residential units each. **With this combined residential presence and retail space on top of a potential two metro line stop, Market Center would be the undisputed center of Baltimore City.**

### ***Advantages***

#### **1. Cultural Amenities**

- a. The neighborhood is within the Bromo Arts District and **benefits from the density of creative amenities within walking distance.**
  - i. For example: the Walters Art Museum, American Visionary Arts Museum and Baltimore Museum of Art are within a mile of the neighborhood's boundaries. The Hippodrome and M&T Plaza lie inside Market Center's boundaries.

#### **2. Public Transportation and walkability**

- a. Market Center's is the perfect location for residential growth due to the proximity to major educational institutions and job centers. Its mix of building uses and public transportation connections can make it a destination neighborhood for residents seeking urban amenities.
- b. The proximity to Mount Vernon and Federal Hill, replete with shops, restaurants, and bars, make this an excellent option for those who want to live car-free or car-lite. **Market Center contains dozens of move-in ready commercial space just waiting for new tenants.**

#### **3. Proximity to job and education centers**

- a. Downtown and Midtown Baltimore are the economic hubs of the city, holding host to thousands of jobs between the State of Maryland, City of Baltimore, Johns Hopkins, University of Maryland, and many more mid-sized companies.
- b. With an increase in housing options, public transportation, and amenities, Market Center can become the go-to neighborhood for people working downtown to live.

### ***Challenges***

#### **1. Lacking daily amenities**

- a. **The neighborhood does not have grocery options.** The only options are Potung Market, Streets Market, and a single stall in Lexington Market - all more expensive options.
- b. **Purchasing food is the most frequent trip people will make.** Not having food options restricts the neighborhood's walkability. Without a larger grocery store or

a wider variety of fresh food options, many residents will be forced to rely on cars and the area will run into a shortage of storage options.

- c. **Other notable missing amenities include a laundromat and a hardware store.** For families looking to move to the area, there is also the lack of a school to account for.

## 2. Affordability

- a. It's expensive to live in Baltimore City. Market Center follows that pattern. This can change as the neighborhood develops.
- b. Increasing the number of market-rate and affordable units will relieve the pressure and high rents surrounding and inside the neighborhood.
- c. If more property owners and developers know about the LIHTC, it will help alleviate this issue. However, obtaining funding and tax credits is a competitive process and can't always play a factor in developing more units.

## 3. Vacant and underutilized Buildings

- a. Vacant buildings are not unique to Market Center, but the amount and condition of the buildings, many with historic, irreplaceable architecture, contribute to the neighborhood's reputation. **Many retail storefronts and buildings in what was Baltimore's historic retail core are shuttered and underutilized.**
- b. **Many buildings are in dangerously derelict conditions.** The Gomprecht and Benesch Building at 320 N. Eutaw Street has caught fire twice in the last decade. These buildings are challenging projects but are a unique opportunity for innovative development and infill.
- c. **With changes like the Second Egress rule, urban infill buildings could replace vacant buildings on these lots.**

## 4. Car Traffic

- a. Franklin and Mulberry Streets are the city's two main routes to travel east and west through Baltimore as quickly as possible. These corridors are packed with cars throughout the day, making it dangerous, unhealthy, and boring for pedestrian travel.
- b. **Engaging Baltimore City DOT to improve walkways will be a first step, and ensuring that an east-west transit line crosses the neighborhood will reduce traffic in the future..**

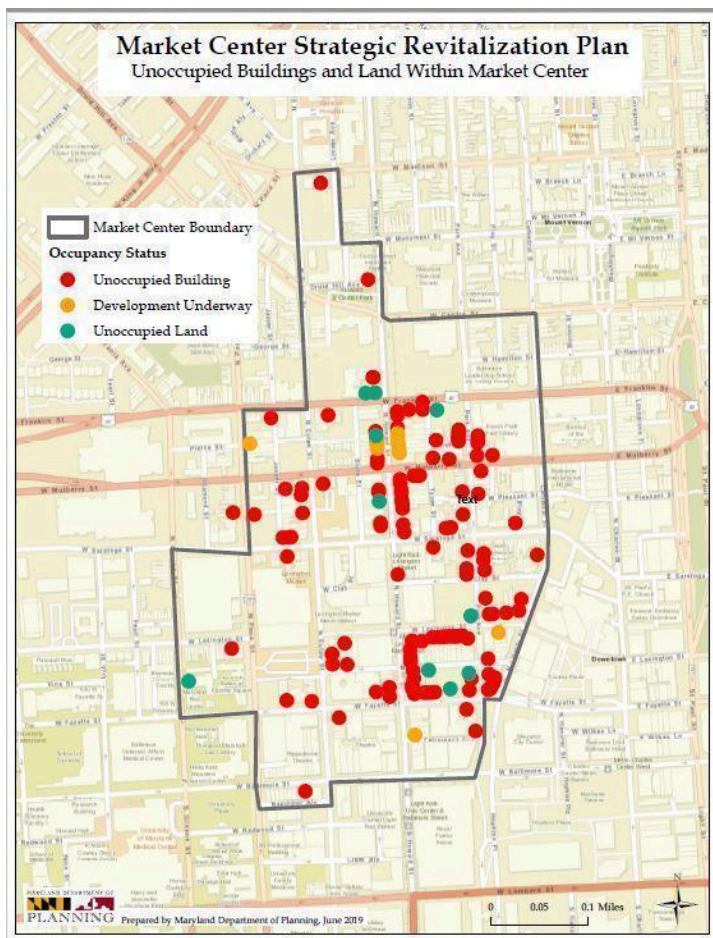
## 5. Public Safety

- a. Public safety was the primary resident concern expressed during the public engagement period. **Post 114 is regularly cited as one of the most dangerous precincts in the area,** and despite police presence, an open air pill market is thriving outside of Lexington Market, and gang activity is rampant.

- b. **Public Safety is incredibly important for resident confidence in an area. It's paramount that all stakeholders invest in safety measures.** As the area becomes more populated, criminal elements will leave the area.
- c. Vacancies and low population contributes to the sense of danger that people feel walking through the area. **Attracting and retaining more people to the area is the number one way to increase public safety in Market Center.**

## Economy

**Market Center was once the region's premier shopping destination, but this changed as more stores moved to the suburbs.** Public policy exacerbated the losses in the late 20<sup>th</sup> Century through to the early 21<sup>st</sup>, when the city purchased properties and relocated existing businesses with the goal of assembling land for a large mixed-use development project, anchored by one or more big box stores. **This project never materialized, and most of the buildings remain vacant.**



The community has yet to rebound from that exodus. An estimated 37% of buildings in Market Center (133 of 370) are currently unoccupied, and ten parcels of land are vacant. Eleven additional buildings are unoccupied but undergoing redevelopment. Map 4 illustrates the location of unoccupied buildings and land in Market Center.

### Map 4: Unoccupied Buildings Within Market Center

The unoccupied buildings are both evidence of a struggling business district and a factor in the ongoing difficulties of attracting businesses and customers. **The prevalence of vacant buildings creates significant gaps in Market Center's fabric and contributes to the current perception of the area as an uninviting place to shop and spend time in – they are a deterrent to customers, business owners, and investors.**

## Businesses & Retail Demand

<b>Table 3: Economy SWOT Analysis</b>	
<b>Strengths</b>	<b>Weaknesses</b>
Transit accessibility; transportation nexus	Vacant, underused, dilapidated building stock – sense of unease
Lots of hidden treasures	Sense of disorder, neglect
Lexington Market – community anchor	Street front experience; poor appearance of storefronts
Strong, growing downtown residential market (singles, childless couples, millennials, empty nesters) – good for business	Dirty conditions, trash
Captive audience, large daytime population (students, employees, UM)	Failing infrastructure
Proximity to Central Business District (walking distance); downtown location	Open air drug market; drug use; concentration of clinics
Close to Inner Harbor and other attractions – possibility of attracting visitors	Perception & reality of crime
Opportunity Zone and other incentives	Loitering
Affordability	High retail vacancies & limited market for retail
Increased UMB focus on revitalization and placemaking	High cost of everyday goods
Many of Baltimore’s primary tourist attractions, sports & entertainment venues, local shopping and ethnic dining options are within or walkable from Market Center	Lack of destination dining options
Historic architecture and authentic feel of Market Center enhance attractiveness to new businesses and investors	Lack of awareness of businesses that offer goods and services of interest, coupled with perception problems that deter people from walking through the neighborhood to discover them
Ethnic & racial diversity of business owners; many of whom desire to purchase property	



<p>“range of activities for a range of folks, at various price points” – diverse, ethnic restaurants, food; fun things to do at all price points; community businesses.</p>	
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<b>Opportunities</b>	<b>Threats</b>
Help artists makes connections for work and development opportunities	Established retailers closing, leaving
Concentrated support to help artists find housing, space, resources	Negative perceptions about Baltimore and Market Center
Catalytic redevelopment sites	Lack of incentives for tech employers
Connectivity to entertainment and attractions	Lack of trade schools, internships, apprenticeships
Coolness factor	Lack of job training/workforce/skills development programs
Growing downtown residential population	Poor track record of retaining artists after they graduate
Hub	UMMS Controversy – impact on future investment
Brand ambiguity	Brand ambiguity
Attract retail that is not dependent on density	
Opportunity to match retail supply with demands of customers. (Affordable restaurants and shopping for seniors; bars, breweries, ice cream shops, coffee shops, study spots)	
Increase residents’, employees’, students’ awareness of businesses that offer goods and services of interest. Offer free tours, bike & brunch tours, ‘taste of” events, ‘pay your own way’ activities to increase awareness; highlight local businesses and share information through UMB CEC newsletter, Collegetown Network, IKE Kiosks, Bus stop signs, UM Fall Fest	
Student groups need places to hold events, and students need places to study - opportunity for collaboration with businesses	

**Within Market Center’s 27-block footprint, there are 734 businesses and 7,806 employees according to the U.S. Census Bureau.** Of the businesses, 118 are in health care and social assistance, 104 in retail; 80 in other services; and 77 in accommodations and food services.

MCMA also tracks the number and type of businesses, but its inventory is limited to the ground floor of buildings. This focus stems from Market Center’s status as a City of Baltimore Retail Business District License (RBDL) area.<sup>3</sup> **As of April 2019, there were 283 ground floor businesses in Market Center, which includes businesses in Lexington Market and Mount Vernon Marketplace.** This is a decline from approximately 300 in 2018. Table 4 shows the breakdown of Market Center’s 283 ground floor businesses in April 2019:

<i>Retail</i>	39%
<i>Food &amp; Beverage</i>	30%
<i>Service</i>	26%
<i>Arts &amp; Entertainment</i>	2%
<i>Other</i>	2%

Source: Market Center Merchants Association Business Inventory, April 2019

The most common types of ground floor businesses are:

<i>General Goods</i>	24	Of these, 14+ specialize in fragrance/oils.
<i>Carry-Out</i>	51	This includes food hall stalls, and there is a great variety in types of food and prices.
<i>Convenience Stores</i>	19	
<i>Restaurants – Counter Service</i>	14	
<i>Hair Salons</i>	12	
<i>Barber Shops</i>	11	
<i>Cell Phone Stores</i>	10	

<sup>3</sup> Market Center is one of ten designated Retail Business District License (RBDL) areas in the City of Baltimore, which are geographic areas established by City Council Ordinance. Within the RBDL, businesses are assessed an annual fee. The City bills the businesses, collects the revenue, and disburses 97% of the proceeds to the local business association to use to support and improve the business district. In the case of Market Center, only businesses occupying the ground floor are assessed the fee, which is 20 cents per square foot.

Jewelry Stores

7

Source: Market Center Merchants Association Business Inventory, April 2019

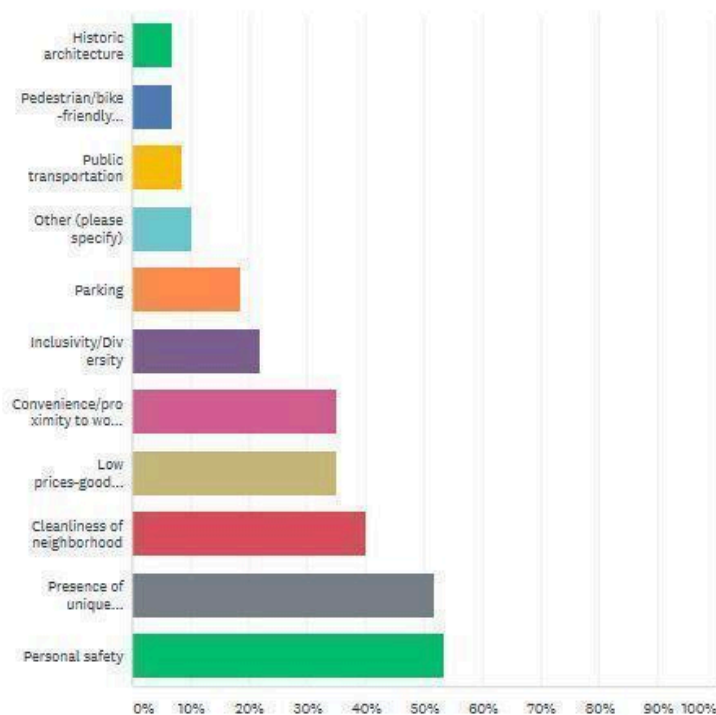
Chart 2

Focus group participants and respondents to the 2019 residential survey indicated that Market Center has enough general goods stores, convenience stores, hair salons/barber shops, cell phone stores, and jewelry stores. **The community wants more business options.** These include both businesses not yet in Market Center, or businesses offering niche and unique services (specialty hair salons, for example).

**Personal safety, presence of unique businesses and arts and entertainment venues, and neighborhood cleanliness** were the top three reasons surveyed residents did not shop or dine in Market Center more. In this same survey, residents were asked what three qualities were most important to them when deciding where to shop and dine.

When choosing where to shop/dine, what three qualities are most important to you?

Answered: 60 Skipped: 0



Source: Market Center Merchants Association Residents Survey, Winter 2019

Market Center boasts **ethnic dining and shopping alternatives, as well as an ethnically and racially diverse group of business owners.** 55% of respondents rated the food offerings in

Market Center as good, very good, or excellent. Market Center can leverage and build these assets.

The informal illegal drug economy in Market Center often takes place in the Eutaw /Lexington/ Saratoga Street area close to Lexington Market. Many Lexington Market patrons actively avoid other businesses in the area because of drug activity.

Although Market Center is adjacent to significant economic and cultural activity, the neighborhood does not reap the benefits the way other neighborhoods do. **Tens of thousands of potential Market Center customers live, work or attend school, sports & cultural events and conventions within and within one mile of Market Center boundaries.**

There are **8,046 businesses, 117,578 employees, and 48,105 residents** within a one-mile radius of the intersection of Howard and Saratoga Streets.<sup>4</sup>

More than 6,700 students are enrolled at the University of Maryland, Baltimore, which is adjacent to Market Center's western boundary. Thousands of people from the city and neighboring counties travel in to attend events at Oriole Park at Camden Yards, M&T Bank Stadium, the new CFG Arena, the Hippodrome and Everyman Theatres, and more.

**These employees, students, and visitors represent a largely untapped customer base.** Through the planning process, a residents' survey, and unofficial channels, people have repeatedly emphasized that **concerns about safety, conditions on the streets and vacant buildings currently deter them – even those who live and work in Market Center – from patronizing businesses in Market Center**, contributing to lower-than-expected retail business. In the 2019 Residential Survey, **safety concerns were the number one reason** respondents said they do not dine or shop in Market Center more frequently, followed by variety and quality of offerings, as noted above.

**DPOB provided Market Center data that shows how the retail sector can grow within Market Center and within a one-mile radius of Howard and Saratoga.** This summary of the data for anticipated growth by retail store type between 2019 and 2024 includes each of the major categories of stores and any subcategory with anticipated growth greater than \$5 million within the 1-mile radius of 300 N. Howard:

<b>Table 6: Retail Stores Demand Growth, 2019-2024 Within the 1-Mile Radius of 300 N. Howard</b>		
<i>Category</i>	<i>Growth in Demand</i>	
	1-mile radius from	MCMA Boundaries

<sup>4</sup> Source: Environics Analytics | Claritas, 2019, courtesy of the Downtown Partnership of Baltimore

	300 N. Howard	
<i>Motor Vehicle &amp; Parts Dealers</i>	\$29.6m	\$2.4m
<i>Automobile Dealers</i>	\$26.3m	\$2.1m
<i>Furniture &amp; Home Furnishings Stores</i>	\$1.8m	\$152k
<i>Electronics &amp; Appliance Stores</i>	\$1.7m	\$144k
<i>Building Material &amp; Garden Equipment &amp; Supplies Dealers</i>	\$5.6m	\$383k
<i>Food &amp; Beverage Stores</i>	\$11.4m	\$991k
<i>Grocery Stores</i>	\$9.7m	\$850k
<i>Health &amp; Personal Care Stores</i>	\$6.7 million	\$555k
<i>Pharmacies &amp; Drug Stores</i>	\$5.6m	\$460k
<i>Gasoline Stations</i>	\$10m	\$863k
<i>Clothing &amp; Clothing Accessories Stores</i>	\$2.5m	\$226k
<i>Sporting Goods, Hobby, Musical Instrument, &amp; Books</i>	\$1.21m	\$103k
<i>General Merchandise Stores</i>	\$10.7m	\$919k
<i>Other General Merchandise Stores (not dept. stores)</i>	\$8.67m	\$742k
<i>Miscellaneous Store Retailers</i>	\$1.7m	\$137k
<i>Non-Store Retailers</i>	\$10.7m	\$893k
<i>Electronic Shopping &amp; Mail-Order Houses</i>	\$9.5m	\$791k
<i>Food Service &amp; Drinking Places</i>	\$16.3m	\$1.38m
<i>Restaurants &amp; Other Eating Places</i>	\$14.1m	\$1.19m

Source: Environics Analytics | U.S. Census Bureau | U.S. Bureau of Labour Statistics, courtesy of the Downtown Partnership of Baltimore

**This data shows more growth in the Food Service & Drinking Places** than in all categories other than Motor Vehicle & Parts Dealers. Market Center is not likely to attract Motor Vehicle & Parts Dealers, in part because these types of businesses mostly locate on major arterial roads, but

also because Baltimore City’s zoning code only permits motor vehicle dealerships with fully enclosed structures in the C5 zone (which is Market Center’s zone).

The retail gap analysis for Market Center, which compares the amount of money spent by residents in Market Center to the amount of money earned by businesses in Market Center at certain types of businesses, shows leakage of \$3,319,680 from full-service restaurants.<sup>5</sup>

**Together, this data appears to point to an opportunity to increase Food Service & Drinking Places, specifically full-service restaurants.**

#### *Employment & Workforce Development*

As noted previously, **117,578 people work within one mile of 300 N. Howard**, and **7,806 people work within the boundaries of Market Center**. Table 5 shows the number of employees by industry in Market Center, with Public Administration claiming the greatest number.

NAICS Code	Employment
92: Public Administration	2,408
61: Educational Services	926
62: Health Care and Social Assistance	726
44: Retail Trade	487
81: Other Services (except Public Administration)	474
72: Accommodation and Food Services	468
23: Construction	381
54: Professional, Scientific, and Technical Services	351
56: Administrative and Support and Waste Management and Remediation Services	336
99: Unassigned	302
53: Real Estate and Rental and Leasing	210
71: Arts, Entertainment, and Recreation	170
51: Information	148

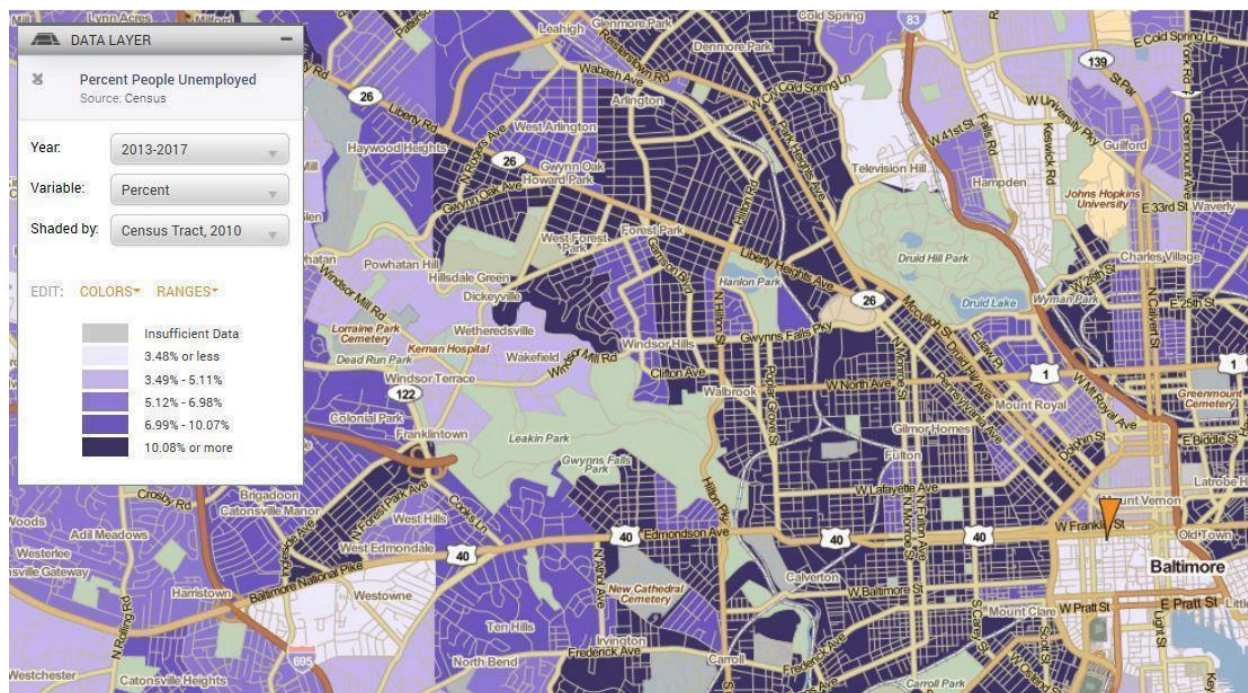
<sup>5</sup> Source: Retail Power, Environics Analytics | U.S. Census Bureau | U.S. Bureau of Labour Statistics | InfoUSA, Courtesy of the Downtown Partnership of Baltimore

52: Finance and Insurance	118
42: Wholesale Trade	113
48: Transportation and Warehousing	100
31: Manufacturing	71
55: Management of Companies and Enterprises	10
11: Agriculture, Forestry, Fishing and Hunting	7

Source: Environics Analytics | InfoGroup USA, courtesy of the Downtown Partnership of Baltimore

64% of the population in Market Center 16 years and older are employed; 2% are unemployed; and 34% are not in the labor market. Health care practitioner/technician is the most common occupation. **The neighborhoods immediately west of Market Center and to the northeast along the Metro Subway line suffer from some of the most severe unemployment rates in the city (10.08+%).**

**Job growth in Market Center, which is more feasible than job growth in many neighborhoods – because of Market Center’s building stock, proximity to downtown, robust transit access, and access to many main roads – could be a game changer for these communities.**



Source: The Reinvestment Fund, Policy Map, May 2019.

Data from 2015 show that **99.8% of the people who worked in Market Center lived outside of Market Center, and 98.1% of the people who lived in Market Center worked outside of**

**Market Center.** In 2015, only 19 people both lived and worked in Market Center. Of the people whose primary jobs were in Market Center, 55% lived within ten miles of Market Center.

The greatest number of people (1,960) commuting from outside Market Center to primary jobs within Market Center commuted from Census tracts northeast of Market Center, followed by 1,590 commuters from Census tracts northwest of Market Center.<sup>6</sup>

There are several job training, workforce development, or co-working resources within or close to Market Center:

1. G.R.O.W. (Getting Ready for Obstacles in the World) and B.E.A.M. (Baltimore Economic and Advancement Movement) work with 18-24 years old on mentorship, life coaching, housing stability, financial literacy, soft skills, etiquette, career readiness training, entrepreneur guidance, internships, and ultimately long-term sustainable vocation in an Earn & Learn format.
2. The Veterans Administration Annex on Fayette Street offers nursing education and recruitment.
3. University of Maryland, Baltimore, has a community engagement center which offers job readiness counseling, though that is located west of Martin Luther King, Jr., Boulevard.
4. The University of Maryland Medical System partners with UMB at its community engagement center for work readiness programs, and with other partners such as Baltimore City Community College and Center for Urban Families for technical skills training.
  - a. Through these sources, UMMS recruits people for employment, with an emphasis on Certified Nursing Assistants, Patient Care Technicians, Medical Assistants, and clerical and service jobs. UMMS also partners with high schools to prepare students for jobs such as surgical technologists and phlebotomists.
5. The Enoch Pratt Free Library's Central Library is in Market Center, and its job and career center offers clinics, courses and materials on job hunting, resume writing, interviewing techniques, career planning, and occupations. Patrons can also use computers for job-related activities.
6. The Harbor Bank of Maryland Community Development Corporation operates the Joseph Haskins, Jr., Center for Community and Economic Development at 25 W. Fayette Street, just outside of Market Center. The Center offers low-cost office space for entrepreneurs, as well as access to technical assistance and other resources.

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<sup>6</sup> Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015), courtesy of the Baltimore Development Corporation



7. The Mayor's Office of Employment Development (MOED) outreach team visits Lexington Market periodically, as does the MOED mobile unit.

**Despite these resources, many people who socialize in Market Center are still looking for work.** Anecdotally, whenever volunteers are cleaning the streets or gardening, people ask about employment opportunities. There is still a need, but additional research is necessary to understand that need.

### *Focus Group Input*

**Focus group participants stated that Market Center needs stores that meet a variety of necessities and desires at different price points, and that stores should "sell things people recognize" (referring to brands).** Participants in the UMB focus group like the "range of activities and businesses for a range of folks at various price points." Participants are **interested in expanding the international restaurant, business, and cultural scenes, and they would like more arts and entertainment venues.** They want Market Center to feel and function more like an arts district.

Participants **noted that stores should be open later and during weekends**, both for the convenience of people who want to shop during these times, but also because of the impression that closed businesses give.

One participant noted that when he sees store owners closing during daylight hours, it makes him think that there is something wrong and he should not be there for safety reasons.

With respect to safety, participants stated **the perception and reality of crime in Market Center hurts businesses' ability to attract patrons** and deters employees from venturing beyond their place of employment for meals or to run errands.

Business owners also brought up the **need to reassess on-street parking restrictions**, such as the afternoon rush hour restrictions on Park Avenue, Franklin Street, and Mulberry Street (which deter some customers from stopping on their way home from work) and the 24-hour restrictions on the 200 block of Eutaw Street.

Vacant storefronts are a challenge, and an opportunity to attract more retailers and capture the dollars that UMB students, faculty, and staff spend elsewhere. Participants also stated that **the historic architecture and authentic feel of Market Center can/should enhance attractiveness to new businesses and investors.**

**There is also an interest in ensuring that artists of all types are welcomed as part of the Market Center economy** – by ensuring that they have safe, affordable, permanent spaces to live, create, and share their work; connecting them with opportunities to own properties; connecting them with building and business owners to collaborate on projects; and connecting

them with educational and mentoring opportunities to facilitate their transition into sustainable businesses (if they choose).

## Transportation

**Market Center is the largest public transportation hub in Baltimore.** It is one of only two locations in the city traversed by both the light rail and Metro subway lines – with only one block between the Lexington Market stops on both. Moreover, the light rail provides direct access to AMTRAK Northeast Corridor train service, MARC commuter rail and Bolt Bus service to New York at Penn Station as well as national and international air travel at BWI Airport.

**The reinstated Red Line rail project will be located adjacent to this hub.**

<b>Strengths</b>	<b>Weaknesses</b>
More transportation options here than elsewhere in the city.	Current conditions of streets and sidewalks. Not ADA Compliant. DOT does not have resources necessary to meet capital needs.
Connectivity – This is one of only two locations where Metro and LRT stops are within a block of each other.	Poor lighting hinders pedestrian activity and other forms of micro-mobility.
Connectivity – LRT provides connections to Amtrak & BWI.	Incomplete transit network.
Connectivity & Central Location – Multiple forms of transit provide connections to employment centers (UMB, UMMS, VA, downtown business district). Particularly valuable to people living in West and NW Baltimore.	Despite the presence of multiple forms of transportation and bus lines, how to connect between various modes of transportation is not intuitive.
Presence of dense, transit-supportive land use.	Light rail is not in a state of good repair. Cars are currently going through a midlife overhaul – missed opportunity to purchase more inobtrusive vehicles.
Grid network of streets – good bones for multiple route options for multiple forms of transportation.	LRT hazards – weaving lane on Howard
UMB Police Shuttle	MTA will replace rails on Howard Street – missed opportunity to correct convoluted tracks.

	Bus stops attract a lot of people, which others view with apprehension.
	Sorely neglected infrastructure.

Opportunities	Threats
Capitalize on transit with transit-oriented land use. The city can be more intentional about supporting transit-oriented development through policies, decision-making, incentives, funding. Supportive land use can positively impact the use of alternative modes of transportation.	A lot of bus routes come downtown, but MTA has a limited number of places for layovers & hubs.
BCDOT needs to explore options for expanding local transit and micro-transit services to help people access even more destinations via transit.	BCDOT does not have a formal role in state transit systems.
BCDOT is pushing for more sustainable forms of transportation.	Confusion between DOT, DPW, BGE responsibilities for lighting – the public does not know who is responsible for maintaining or repairing streetlights. When people submit service requests to 311, the city routes the request to the responsible party, but slow response times often means that people still want to know which entity is responsible.
New demographic of people living in City Center – millennials and empty nesters WANT to use public transit.	Implementation of sustainable forms of transportation not happening throughout the city (though the city's proposed rules for dockless scooters will require equitable distribution of scooters).
City's new Complete Streets policy will redefine typology. Retrofit our streets.	
City transitioning to a permanent program for dockless scooters – opportunity to provide facilities.	
Lexington Market redevelopment creates the opportunity to re-connect the grid, especially a better east-west bicycle connection.	
There is interest in hosting a good, multimodal transit center in the area, to facilitate connections and transfers.	

Although service is often less reliable than the light rail and subway lines, **the Maryland Transit Administration's (MTA) Baltimore Link buses also serve Market Center**, providing access to the area from many parts of Baltimore City and County. Baltimore and Fayette Streets are major

east-west bus routes, served by the City Link Orange, Purple and Red Lines, with dedicated bus/bike lanes facilitating more reliable service.

City Link Blue runs on Saratoga, and City Link Pink runs on Centre and Madison. Market Center is also served by five local link bus lines (51, 54, 73, 80, and 94), and two express link lines (120 and 150). The free Charm City Circulator Purple Route runs on Charles Street, one block east of Market Center, and its Orange Route runs on Lombard Street, one block south of Market Center.

Unfortunately, the inter-city Greyhound bus terminal which used to be in the heart of Market Center was relocated to a location adjacent to the Horseshoe Casino in South Baltimore. When it was in Market Center on Fayette Street, passengers benefitted from greater connectivity to other transit modes, as well as the walkable location.

The light rail cars have been in service for nearly thirty years and are far from state-of-the-art. Many feel that their size and noise detract from Market Center's physical environment. In addition, the curve in some of the light rail tracks along Howard Street creates a confusing and dangerous situation for drivers and pedestrians.

**Poor lighting and the poorly maintained environment around transit stops are a detriment to transit use and pedestrian perceptions of safety.** This problem is not easily addressed due to jurisdictional and communication issues among the various government and private entities responsible for Market Center's transportation infrastructure and streetscape.

**Market Center's street grid does create "good bones" for an easily navigable environment for pedestrians and bicycle riders.** However, **the conditions of Market Center** – vacant buildings, poor lighting, deteriorating infrastructure, trash, and loitering – **are a significant deterrent** to pedestrians, bicyclists and other forms of micro-mobility.

**Despite this, 40% of people who live in Market Center walk or bicycle to work**, an increase from 2017, when 31% of people in Market Center walk or bike to work. The percentage of no-vehicle households has also increased between 2017 and 2019, from 39% to 42%. The percentage of people who live in Market Center and take public transit to work has declined from 21% to 17% between 2017 and 2019.<sup>7</sup>

### ***Focus Group Input***

Focus group participants repeatedly stated that **Market Center** – despite having many of the necessary characteristics for a walkable community (scoring 98 on Walkscore.com) – **is not pedestrian-friendly.**

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<sup>7</sup> Source: Environics Analytics | Claritas, 2019, courtesy of the Downtown Partnership of Baltimore

Participants argued that **Market Center needs a more welcoming and human-scale pedestrian environment**, and that **downtown is designed for automobiles above all else**, making bicycling and walking more difficult. Specifically, people noted that **street crossings are chaotic and poorly signaled, lighting is poor, crosswalks are faded, or nonexistent, and sidewalks are broken.**

The intersection of Liberty, Park, and Fayette was identified as particularly problematic for pedestrians, with five lanes of traffic and uncoordinated signals. **Market Center also needs more curb appeal to encourage pedestrian activity – participants want better lighting, more street cleaning, more greenery, and trees trimmed (so they don't block lights).**

Participants noted that it is difficult to drive through Market Center because of the one-way streets, coupled with restrictions on turning due to the presence of light rail on Howard Street. Several people raised the possibility of transforming Park Avenue into a two-way street. **One way to begin to transform Park Avenue would be to remove the rush hour parking restrictions.**

One person suggested that Market Center brand itself as a “ditch your car” community and more directly embrace transit.

Some participants complained that the bike lanes have reduced parking on Liberty/Cathedral and Centre Streets, and that they have backed up traffic on Centre Street. There are concerns that this may be a detriment to businesses in Mount Vernon Marketplace.

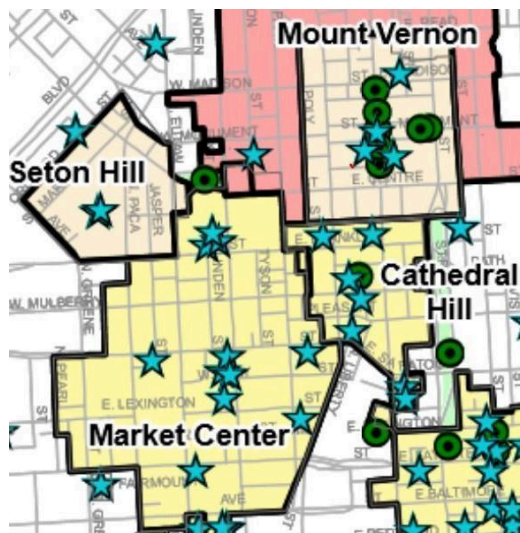
From a macro perspective, focus group participants said that they feel that **the light rail only works to bring people into the city and does not really serve city residents; the subway is insufficient; the bus route changes have forced some people to take two buses** instead of one to reach their destination; and that parking options are limited and expensive. Participants in the Basilica Place focus group stated that the Baltimore Link bus route changes are confusing and deter them from using the bus.

There was a discussion about the parking prohibition on both sides of the 200 block of N. Eutaw Street (between Lexington and Saratoga Streets). According to one participant, it makes the area look nicer and more orderly, but another noted that it hurts business in Lexington Market. **People also expressed interest in revisiting on-street parking restrictions**, particularly on Park Avenue, Franklin Street, and Mulberry Street, **to allow more on-street parking throughout the day.** There is near-universal support for **changes to on-street parking restrictions on Park Avenue, and broad support for changes to Franklin and Mulberry Streets.** The Archdiocese of Baltimore expressed concerns that eliminating the on-street parking restrictions, particularly on Franklin, will make it more difficult for their employees to exit the Franklin Street parking garage in the afternoon.

## Environment

Though not always considered a traditional component of an environmental discussion, **Market Center's environment is largely defined by its historic building stock.** Market Center is Baltimore's historic retail core, which evolved from an early 19<sup>th</sup> Century neighborhood characterized by row homes along with the region's premiere shopping district, with department stores, banks, and theaters.

**Lexington Market, one of the oldest public markets in the United States, formally opened in 1806 and continues to serve as an anchor for Market Center.** Market Center is also the site of Baltimore's former Chinatown, where the first Chinese settlers in Baltimore and their descendants lived and worked for decades from the late 1800s through the mid-1900s. The original Chinatown was centered on the 200 block of Marion Street, but it later moved to the 200-400 blocks of Park Avenue.



### Market Center touches many historic districts:

Market Center National Register Historic District, the Five and Dime Baltimore City Historic District, the Howard Street Baltimore City Historic District. Several blocks of Market Center are located within the Cathedral Hill National Register Historic District and the Mount Vernon Baltimore City/National Register Historic District.

### Map 5: Historic Districts In and Near Market Center

*Note: Map 6 is a screen shot from the City of Baltimore's website, which does not yet include the two most recent historic district designations: Howard Street and Five and Dime.*

[Maps of Howard Street & Five & Dime Historic Districts can be found in Appendix F.](#)

<b>Table 9: Environment SWOT Analysis</b>	
<b>Strengths</b>	<b>Weaknesses</b>
MC has wonderful buildings unmatched anywhere in the city.	Lack of public open space, parks, green space
There is a lot of history and potential here.	No linkages between what little open space exists
Nice architecture	Trash, Grime
Market Center is a very “Baltimore place” with Baltimore iconography and food.	Broken water lines, potholes, broken sidewalks
	There are few parks, placing greater importance on streets and sidewalks to serve as vital open space elements.

<b>Opportunities</b>	<b>Threats</b>
Vacant buildings and lots	Many of the older buildings need careful remediation due to hazardous materials and environmental conditions

**Market Center has very few public parks or communal gathering spaces within its boundaries** except for two dog parks, Howard Dog Park and Liberty Dog Park. Howard Dog Park also includes a small patch of green space across Centre Street which is not specifically for dogs, but it is not well maintained or used.

There are other public parks and plazas near Market Center:

1. University Square Park above the parking garage on the University of Maryland, Baltimore campus. UMMC and UMB host The University Farmers Market at the park on Tuesdays from May through November, and UMMC and UMB faculty, staff, and students use the park primarily during weekday lunch hours. It has the potential to be more well-used.
2. St. Mary’s Park, a 6+ acre oasis in Seton Hill.
3. Center and Hopkins Plazas in Charles Center.
4. Mt. Vernon Square in the Mount Vernon neighborhood

The area has some private green spaces at 200 W. Lexington Street and 206 W. Fayette Street. **The owners of 200 W. Lexington Street recently allowed public access to the property, and Bromo Arts & MCMA helped to create a public park at the site through the City’s Design for**

**Distancing initiative.** Three years later, the green space at the intersection of Lexington and Park is regularly used by residents, as both gathering spaces and drug activity. The space has hosted arts performances and other community events. However, this is temporary. Both 200 W. Lexington and 206 W. Fayette are likely to be redeveloped.

**Market Center has limited tree canopy/greenery and no gardens.** Flowerpots – some provided by DPOB and others privately owned – offer limited but welcome glimpses of greenery and flowers.

**The area also has limited streetscaping, and what exists is poorly maintained.** As an example, Howard Street has many empty tree wells, which are weed-strewn during the warmer months and lined with largely destroyed or missing courses of brick. The 200 block of N. Eutaw Street has deep tree wells and no tree grates, which is bad for trees and dangerous for pedestrians. **Sidewalks on the 300 block of N. Paca Street are in particularly poor condition.**

### *Focus Group Input*

**Focus group participants stated that Market Center needs “safe communal spaces” such as coffee shops with more seating, public gardens, usable green spaces, and event space.**

Participants in the residential focus group specifically stressed that they would like Market Center to have public open space that people naturally walk through on their way from one place to another, rather than a park one must specifically set out to visit. **They want public spaces that are integral to the fabric of the street network.** Participants in the UMB student focus group would like more trees and green space

The prevalence of things like broken sidewalks, curbs, gutters, and streetlights, graffiti, faded crosswalks and street markings, broken windows, and dilapidated buildings signals both apathy and neglect by the city. These conditions make it seem acceptable to litter or engage in illegal dumping. **Participants suggested that if the city fixed the broken infrastructure and improved the conditions of the buildings it owns, individuals would be less likely to litter.**

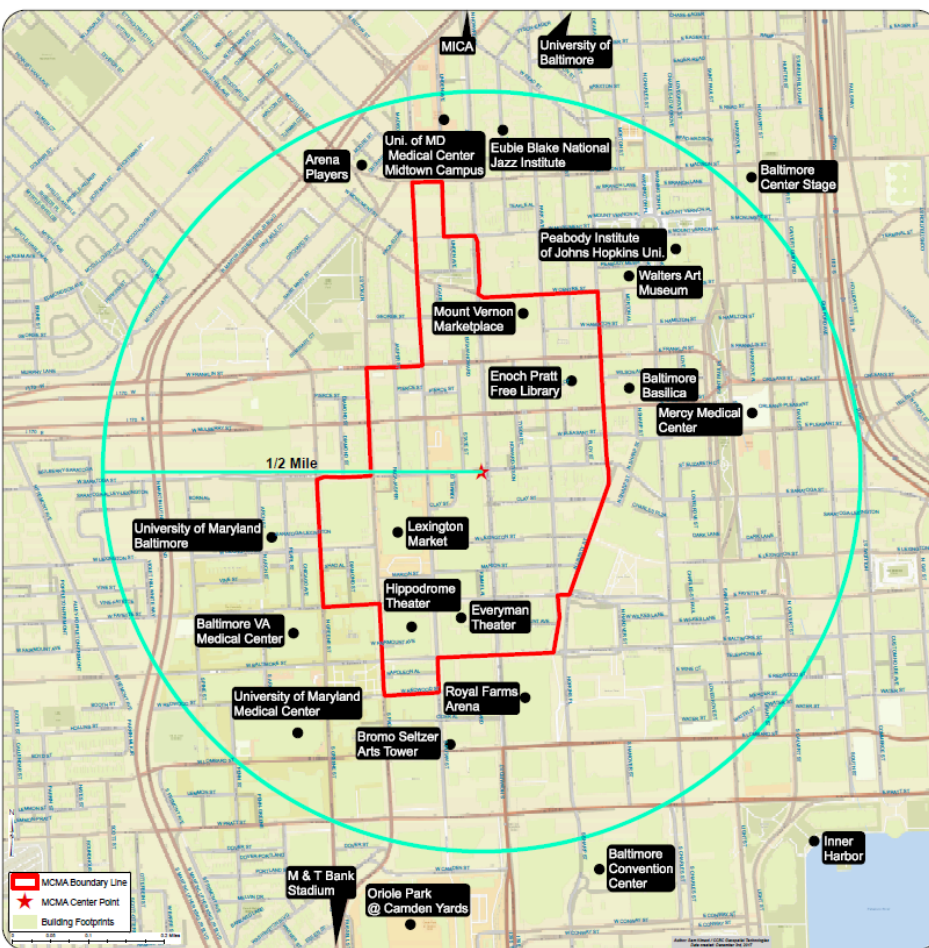
Focus group participants **expressed support for the historic buildings but stressed that they want the buildings to be occupied and used.** The Environmental Workgroup felt strongly that **the historic fabric is an important component of Market Center.**



## Quality of Life

**Market Center is rich in amenities**, including live theater venues and multipurpose arts spaces, attractive historic architecture, and transit, and it boasts unique assets such as the central branch of the Enoch Pratt Free Library. The area benefits from nearby assets, too, such as the University of Maryland, Baltimore, multiple hospitals, and arts, entertainment, and sports venues (see Map 6). There are several houses of worship of various denominations within and near Market Center.

**Map 6: Cultural Institutions, Amenities, & Employment Centers within a ½ Mile of Market Center**



However, Market Center also lacks **key community amenities**, such as **safe communal gathering spaces (both indoors and outdoors)**, **recreational opportunities** and **healthy food resources**. There is **no full-service grocery store** in Market Center, and while some Lexington Market merchants carry produce, meat, poultry, and fish, both the selection and hours are limited.

<b>Table 10: Quality of Life SWOT Analysis</b>	
<b>Strengths</b>	<b>Weaknesses</b>
Location	Food desert/lack of food resources
Walkability	Overpriced everyday items
Easily accessible; transit hub	Lack of safe meeting space (Senior Center/Community Center)
Certain amenities	Aesthetics & appearance
Diverse population	Poor lighting
Unique urban character	Broken infrastructure
	Feels unsafe
	Blank walls contribute to a lack of safety and no perception of activity in the area.
	Drug market
	Noise pollution
	Lack of affordable parking

<b>Opportunities</b>	<b>Threats</b>
High traffic area with hospitals, etc.	Crime, drug activity, and the perception of same
Vacant buildings/lots (blank slate for new development, amenities, parks)	Significant numbers of people who need help with things like substance use, mental health, homelessness
Space available for shops	Security concerns are city-wide
History, historic architecture	Loitering
Overlapping major stakeholders (opportunity to build collaboration)	Insufficient funding for mobile crisis units, peer-to-peer outreach, trauma-informed care, prevention; inability to bill Medicaid for prevention, crisis intervention services; need to recertify people for Medicaid annually.
Organized activities and gatherings (note that people who do not live nearby are more likely to participate during lunch time or after work/school)	Insufficient transportation from people's homes to care providers.
Incentives to attract grocery stores, other fresh food sources/farmers markets.	Insufficient awareness of programs that do exist

Opportunity for more businesses and places that appeal to students and improve their quality of life (food/beverages/breweries/ice cream/coffee/places to study.	Housing insecurity – makes it more difficult for people to keep themselves well.
Harm reduction and safe injection sites	

Public safety/comfort is another key factor in a community's quality of life. The amount of loitering and other disorderly behavior, drug dealing and use, trash, grime and graffiti, poorly maintained infrastructure, and vacant buildings and storefronts all contribute to a sense of unease throughout much of Market Center. **Concerns about public safety are common.** Whether the threat is real or perceived, the impact is undeniable: people avoid walking through Market Center due to these concerns.

In a 2019 survey of Market Center residents, safety concerns were the top reason for not shopping or dining in Market Center more frequently. **66.7% of respondents rated Market Center Fair or Poor on safety and cleanliness.**

In addition to the Baltimore Police Department, the following entities have a security presence in parts of Market Center: Lexington Market, UMB, Maryland Transit Administration, and Maryland Department of General Services (in buildings occupied by state agencies). DPOB deploys "Downtown Baltimore Guides" to provide a visible, positive safety presence throughout downtown, and DPOB also sometimes contracts with private security companies to supplement law enforcement and the Downtown Baltimore Guides. **Despite the existence of multiple entities whose mission is at least in part to keep Market Center safe, safety concerns are among the most frequently cited frustrations with Market Center.**

Most Market Center stakeholders recognize that **additional police presence is neither feasible nor the only way to address concerns about public safety.** Other recommendations for improving public safety also include transforming vacants into occupied buildings, eliminating trash and graffiti, enhancing lighting, hosting events and activities (such as Bike Party), improving access to health care, and addressing the underlying factors which contribute to people engaging in criminal activity (such as lack of opportunity and jobs, housing insecurity).

#### Post 114 / Market Center Coalition

Recognizing **the need for a holistic, community-based, and coordinated approach to improving public safety**, in 2019, MCMA, DPOB, Paradise Management, and Seawall (the developer hired by the City of Baltimore to redevelop Lexington Market) formed the Post 114/Market Center Coalition ("Post 114"). Post 114 included 100+ individuals and representatives of organizations and entities with responsibility for or interest in improving public health and safety in Market Center in order to guarantee success of the new Lexington Market.

Post 114 included the following action committees: Appearance & Cleanliness, Baltimore Police Department, Behavioral Health, Business Health, Communications, Partner Connections, and Transit. The committees met regularly and coordinated work as appropriate.

*Note: The Post 114/Market Center Coalition disbanded in Spring 2023.*

Input from organizations and entities including Behavioral Health Systems Baltimore, G.R.O.W., B.E.A.M., Second Chance Behavioral Health Services, Youth Empowered Society, the DPOB Homeless Outreach Team, and individuals with relevant lived experience is critical to understanding how to address underlying conditions that contribute to housing and economic insecurity, homelessness, unemployment, and substance use disorder. Post 114 aimed to build relationships with youth and community members that live, reside, and work Downtown to foster healthy relationships, create improved safety conditions, and provide the workforce training, health care, and social services needed to support long-term success.

Recognizing the pervasiveness of drug activity in Market Center and acknowledging that drug use is a public health crisis, the **City of Baltimore selected Market Center as the pilot location for its Law Enforcement Assisted Diversion program (LEAD), which began in 2017**. The LEAD program allows public safety officials to work with behavioral health providers by diverting low-level drug offenders to treatment and support services, rather than into the legal system. To date, more than 250 individuals have been referred to the program, and there are 67 active participants. The program does have a positive impact on the people it helps, but it is harder to measure the impact it has had on the community. **Drug dealing and abuse is still prevalent in Market Center.**

The LEAD program is only part of a solution, however. People need to have access to a wide range of effective, culturally competent care, including prevention, inpatient and outpatient treatment, and stabilization. There is insufficient funding for programs, particularly prevention, and there is a need for increased peer-to-peer outreach and mobile crisis units.

**People also need to know about the programs that do exist and how to access them.** The aforementioned issues are interrelated with housing and transportation. Access to safe, affordable housing is important to help people in recovery because it is hard to maintain wellbeing without housing. People also need reliable transportation to access care providers as well as jobs and schools.

### ***Focus Group Input***

Focus group participants expressed concerns about public safety, persistent drug activity, the possibility of getting contact highs, panhandling, loitering, homelessness, litter, poor lighting, and poor pedestrian conditions. They like the convenience of Market Center, value its history and architecture, and need/appreciate the transit access. **They want more safe communal gathering spaces (inside and outside), as well as a grocery store.**

**Security concerns impact how people spend their time.** Some people who work in Market Center never venture outside of their office to run errands or go to lunch. Others map their route based on where they feel comfortable walking.

Given the prevalence and visibility of drug use without any apparent consequences, people wonder what else is “allowed to just go on,” in the area. Even if the concerns about public safety are overstated, as one person feels, **it is still necessary to solve the problem of both the reality and perception of crime.** At the same time, UMB focus group participants cautioned against removing people from the area who are not harming anyone.

One group noted that Market Center **needs a better engagement strategy with police**, citing the fact that in other communities, officers attend community meetings. Basilica Place focus group participants said that they would appreciate having a strong relationship with a community engagement officer from the Baltimore Police Department.

Most participants acknowledged, however, that **police presence alone will not solve concerns about public safety.** They understand that societal issues contribute to criminal activity and drug use, and that security concerns are citywide. Therefore, in addition to continuing to advocate for more effective police, **Market Center stakeholders recognize that they can take other actions to address public safety concerns, such as increasing the number of people on the street to reduce feelings of insecurity, improving lighting, and keeping the area cleaner.** UMB focus group participants said that with the amount of people who need help in the community, there should be an active social service agency nearby.

## Community Engagement

**Market Center stakeholders, from the people who live and work here to business and property owners, currently have limited opportunities for engagement.** This may be a byproduct of the fact that until recently, Market Center was viewed simply as an amalgamation of businesses and institutions, rather than a community with potentially strong constituencies.

<b>Strengths</b>	<b>Weaknesses</b>
Multicultural and multipurpose (workers, residents, students, veterans, visitors) population in Market Center	Lack of cohesive community vision
Strong base of residents, workers	Lack of cohesive community voice
New residents' association; growing residential population	No clear way to reach multiple stakeholders yet
Multiple entities working in area	Lack of cohesion and effective communication between multiple stakeholder organizations
Reach of various newsletters (ex., DPOB)	Lack of engagement with the faith community, youth
	Little understanding of the needs of the transient population that come for services, shops, jobs
	Fear of being excluded from the process, discussions about the future of the community.

<b>Opportunities</b>	<b>Threats</b>
New Lexington Market could become a community meeting space that will attract all sorts of people.	Unknown plans of property owners (particularly owners of vacant buildings and lots)
There is an opportunity to shape the community.	Perceptions of racial and socio-economic status discrimination as development happens.
Lots of development is occurring in Market Center.	Negative perceptions/narratives about Market Center

Untapped potential – people live downtown for a reason.	
There is an opportunity to strengthen existing associations, such as CCRA	
New attractions, festivals, energy (ie., Charm City Night Market)	
Proximity to City Hall	

Multiple nonprofit organizations and institutions work in Market Center, including the Bromo Arts District, City Center Residents Association, Downtown Partnership of Baltimore, Market Center Community Development Corporation, Market Center Merchants Association, and University of Maryland (immediately adjacent to Market Center). These organizations offer the following opportunities for engagement:

### 1. Market Center Community Development Corporation (MCCDC)

MCCDC was established in November 2017, and its mission is to make investments to catalyze a healthy, dynamic, and diverse community in Market Center, encourage community development, and galvanize the renaissance of Baltimore’s historic retail core. MCCDC does not currently have a structure for public participation and community engagement but anticipates helping to fulfill the need for ongoing, active community engagement as defined by this plan.

### 2. Market Center Merchants Association (MCMA)

MCMA was formed in 1983 and operated as an all-volunteer organization until September 2016, when it hired its first and only staff person. MCMA’s mission is to promote commerce, retain and attract business, and enhance the customer and residential experience. It has three committees on which the public is welcome to participate: Safe & Clean, Community Development, and Marketing. The meetings are held during the workday, which may work for some business and property owners, and other stakeholders, but is not likely to work well for residents.

Prior to the Covid-19 pandemic, MCMA hosted monthly Market Center mingles, which aimed to bring a wide variety of stakeholders together in a social atmosphere, foster the formation of new relationships, and encourage participants to craft their own agenda and work together to achieve their goals.

### 3. City Center Residents Association (CCRA)

Formed in 2016, CCRA serves and supports the City Center neighborhood by building community among residents, engaging all stakeholders, advocating for residents, and promoting Baltimore's City Center.

### 4. Downtown Partnership of Baltimore, Inc. (DPOB)

is responsible for providing clean, safe and green services, producing unique events, promoting cultural amenities, and

incentivizing private investment and economic growth within a 106-block business improvement district (Central Business District) within the heart of Baltimore City.

5. **Downtown Residents Advocacy Network** is a coalition of downtown residents who advocate for better policies relating to downtown living.
6. **Bromo Tower Arts and Entertainment, Inc. (Bromo)** is a state-designated arts and entertainment district established in 2012. Bromo advocates for, represents, and collaborates with artists and arts organizations to create a vibrant and accessible cultural hub in downtown Baltimore. The 117 acre district is home to over 30 cultural organizations and hundreds of artists.

### *Focus Group Input*

**Participants in every focus group raised questions about community branding and identity.** Market Center is called not just Market Center, but also Bromo, City Center, the Westside, and sometimes Mount Vernon. **People expressed the need to strengthen the community's identity.** Participants had different opinions about which name might be more readily embraced by the current Market Center community and which resonates more with people outside the community. One participant suggested different names for sub-geographies within the community.

Beyond the name, **participants also stressed the need for a cohesive vision for the whole neighborhood**, one which establishes a vision of what the neighborhood could be. Property owners, residents and business owners should be engaged in this visioning. (Note: That is what this SRP process aims to do.) One participant stated: "This neighborhood has yet to be defined, and everyone should work together to make Market Center something special." **It is critical to figure out what makes Market Center unique and use that to build its identity;** to correct the misconceptions that there is nothing of value here; to get honest, positive messages about the area out to the public.

Similarly, participants in every focus group questioned the presence and impact of multiple organizations working in Market Center. **They want to make sure that all of the local organizations here complement and strengthen each other, and that they are working toward the same goal** – rather than working at cross purposes, whether intentionally or unintentionally. Several participants noted the confusion that sprung from being invited to different meetings about similar topics, and by different groups.

Focus group participants **also expressed a desire for a reliable source of information about news and events relevant to the community, as well as an ongoing vehicle for community engagement.** They suggested hosting regular meetings so people can get to know each other and talk about issues, stressing that no one should be left out.

UMB students prefer email notifications to text. Basilica Place residents prefer flyers and may be interested in participating on committees.



## Part III: Visions & Goals

**Housing:** Market Center offers a vibrant living experience by maintaining and promoting a diversity of mixed-use, mixed-income housing options and amenities which create a welcoming, walkable and safe neighborhood.

- **Housing Goal 1:** Incorporate more mixed-income and live/work developments into Market Center, preserve existing affordable housing to avoid displacement, and serve people with a diversity of housing needs. (Define affordability goal after baseline research is complete (see Strategy 1).
- **Housing Goal 2:** Eliminate vacant buildings, underutilized land and unoccupied first floor spaces to help activate streets, improve the pedestrian experience, and meet the demand for housing.

**Economy:** Market Center is a premier international district with a vibrant mix of retail, arts, dining, and entertainment offerings that serve a diverse community of residents, workers, students, and visitors in a transit-rich environment.

- **Economy Goal 1:** Enhance matchmaking opportunities between local talent and jobs.
- **Economy Goal 2:** Grow community wealth and broaden the base of people who have access to capital.
- **Economy Goal 3:** Work with existing businesses and cultivate new businesses (including arts-based businesses) to better meet the needs of people living and working in Market Center.
- **Economy Goal 4:** Create a safe and welcoming physical environment and connections between places that support new business investment and retention of existing businesses.

**Transportation:** Market Center is pleasantly accessible, walkable, and bikeable, where residents, workers, students, and visitors can make comfortable transfers on safe and reliable transportation options to local and regional destinations.

- **Transportation Goal 1:** Make Market Center more accessible, walkable, and bikeable.
- Address on-street and off-street parking to support the Transportation vision.
- **Transportation Goal 2:** Improve utility of public transit and micro-mobility options within Market Center and between Market Center and other locations.
- **Transportation Goal 3:** Address on-street and off-street parking to support the Transportation vision.

**Environment:** Market Center is architecturally diverse, with clean, functional, and environmentally conscious infrastructure, and safe, welcoming, well-lit, green public gathering spaces.

- **Environment Goal 1:** Maximize tree canopy to improve aesthetics, provide shade, reduce heat island effect and improve public health.
- **Environment Goal 2:** Establish dedicated park space that is part of a neighborhood network of green spaces that connect special places and people.
- **Environment Goal 3:** Ensure that Market Center's public realm is well-maintained, functional and clean.

**Quality of Life:** Market Center is a diverse, welcoming, and amenity-rich neighborhood whose civic pride is built on a culture of collaboration to improve the social, physical and natural environment.

- **Quality of Life Goal 1:** Foster diversity and celebrate the cultural heritage of Market Center.
- **Quality of Life Goal 2:** Ensure Market Center’s public realm provides access to resources that keep community members safe and healthy.
- **Quality of Life Goal 3:** Increase access to fresh food.
- **Quality of Life Goal 4:** Increase the reality and perception of public safety in Market Center.

**Community Engagement:** Market Center is a place where stakeholders can clearly learn about the community, be engaged in decision-making, feel respected and heard, and have a personal stake in the outcome.

- **Community Engagement Goal 1:** Build a culture of collaboration and civic pride connected to community improvements.
- **Community Engagement Goal 2:** Build strong relationships with stakeholders and grow community organizing capacity.
- **Community Engagement Goal 3:** Create and maintain consistent vehicles of communication with the public and between organizations working in Market Center.
- **Community Engagement Goal 4:** Establish and maintain relationships with largest employers in or just outside of Market Center to gain support for initiatives and increase engagement with their employees.

## Part IV: Implementation Tables

The Implementation Tables found below organize and document Plan recommendations for accomplishing the SRP Visions and Goals. They identify potential lead actors and partners to help realize these objectives, and will work with said partners to collaborate in identifying priorities and actions and to revise timelines as necessary.

Market Center CDC recognizes and encourages the collaboration of major partners including Baltimore City and State government, Baltimore Development Corporation, Downtown Partnership of Baltimore (DPOB), Bromo Tower Arts District (Bromo), University of Maryland (UMD), Lexington Market (LM), Embrace Initiative, Center City Residents Association (CCRA), Baltimore Office of Promotion and Arts (BOPA) and others. This is a working template of guidelines and welcomed partnerships, where initiatives and investment can be targeted and organized in a cohesive fashion for the long term benefit of the Market Center community.

**NOTE:** These tables are linked to an existing [spreadsheet](#). **In order to make consistent changes, modify the SPREADSHEET instead of the tables within this document.**

## Housing

**Vision:** Market Center offers a vibrant living experience by maintaining and promoting a diversity of mixed-use, mixed-income housing options and amenities which create a welcoming, walkable and safe neighborhood.

<b>Housing Goal 1 (H1): Incorporate more mixed-income and live/work developments into Market Center, preserve existing affordable housing to avoid displacement, and serve people with a diversity of housing needs. (Define affordability goal after baseline research is complete.)</b>				
<b>Strategy H1.1 - Develop baseline understanding of current state of housing affordability in Market Center.</b>				
<b>Actions</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
H1.1.1 Review and compile relevant census data.	MCCDC	Planning	High	Completed
H1.1.2 Inventory current pipeline projects.	MCCDC	DPOB	High	Completed
<b>Strategy H1.2 - Build capacity for housing advocacy and to participate actively in housing development discussions.</b>				
<b>Actions</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
H1.2.1 Add housing expert to Board.	MCCDC		High	Completed
H1.2.2 Conduct board training on the basics of housing advocacy and current MC concerns.	MCCDC	ULI, AIA	Moderate	Ongoing
H1.2.3 Create a standard orientation to Market Center for developers.	MCCDC		Moderate	Long Term
H1.2.4 Advocate for planned projects that meet community goals.	MCCDC		High	Ongoing
H1.2.5 Form Architectural Review Committee	MCCDC	CHAP	High	Completed

for CHAP Districts.				
<b>Strategy H1.3</b> - Support existing efforts to preserve and expand both affordable housing and housing designated for artists, seniors, and people with disabilities.				
<b>Actions</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
	MCCDC	Developers, Non-profits	High	Completed
H1.3.1 Secure commitment for pilot project with owner willing to maintain LTA.				
H1.3.2 Explore mechanisms for preserving long-term affordability and market to development partners	MCCDC	BC DHCD, State DHCD	High	Ongoing
H1.3.3 Promote Market Center as a great place to live.	MCCDC	DPOB, LiveBaltimore, Bromo	High	Year 1
<b>Housing Goal 2 (H2): Eliminate vacant buildings, underutilized land and unoccupied first floor spaces to help activate streets, improve the pedestrian experience, and meet the demand for housing.</b>				
<b>Strategy H2.1</b> - Preserve the area's historic buildings and achieve a fully-rehabilitated building stock.				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
H2.1.1 Identify code enforcement priorities and conduct regular updates with BC HCD code enforcement legal section.	MCCDC	BC DHCD, BDC, DPOB	High	Ongoing
H2.1.2 Identify candidates for stabilization to preserve historic buildings and prepare for future rehabilitation.	MCCDC	BC DHCD, BDC, DPOB	High	Year 1
H2.1.3 Develop criteria for permitting selective demolition.	MCCDC	CHAP, BDC, Baltimore Heritage, DPOB	High	Year 1

H2.1.4 Create enforceable standards for post-demolition vacant land management and establish zero-tolerance approach to poor stewardship and neglect.	MCCDC	CHAP, City Law Dept, BC DHCD, BDC	High	Year 1
H2.1.5 Establish a dedicated funding source* for historic building stabilization using percentage of Project CORE and other state/City funds	BC DHCD, MD DHCD	MD Stadium Authority, CHAP	High	Year 2
*BDC is willing to participate with approval of a clearly defined scope of work.				
<b>Strategy H2.2-</b> <i>Compile inventory of "opportunity" sites and work with partners to create redevelopment goals and design standards prior to marketing.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
H2.2.1 Compile list of assemblages of vacant land, underutilized properties, potential office building conversions to alternative uses.	MCCDC	BDC, City Dept of Planning, MTA, Lexington Market Authority (LMA)	High	Year 1
H2.2.2 Develop process for identifying and collaborating with partners, including a community engagement approach.	MCCDC, Dept of Planning	BDC, MTA, LMA, ULI, AIA	Moderate	Years 2-3

## Economy

**Vision:** Market Center is a premier international district with a vibrant mix of retail, arts, dining, and entertainment offerings that serve a diverse community of residents, workers, students, and visitors in a transit-rich environment.

<b>Economy Goal 1 (EC1) : Enhance matchmaking opportunities between local talent and jobs.</b>				
<i>Strategy EC1.1- Understand what kinds of jobs are needed, workforce requirements and how MCCDC can assist.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EC1.1.2 Support existing programs and minimize service gaps.	OED, MCMA	BDC, DPOB, LMA, UMMS, UMB Embrace Initiative	Mod	Years 3-4
EC1.1.3 Support, relocate and expand Eutaw Resource Center.	UMB	MCCD, BEAM, LMA	High	Year 1
<b>Economy Goal 2 (EC2): Grow community wealth and broaden the base of people who have access to capital.</b>				
<i>Strategy EC2.1 - Provide mentoring, business assistance, professional development, and incentives/resources for individuals part of social groups with historic lack of access to capital.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EC2.2.1 Strengthen partnership between Bromo and Baltimore Office of Promotion and the Arts (BOPA).	Bromo	MCCD, MD Art Place	High	Year 1
EC2.2.2 Initiate pilot program to address specific business development assistance needs of artists.	MD Art Place	Four Ten Lofts, Bromo	High	Year 1

**Economy Goal 3 (EC3): Work with existing businesses and cultivate new businesses (including arts-based businesses) to better meet the needs of people living and working in Market Center.**

**Strategy EC3.1** - Provide information, funding, and technical assistance to existing and prospective Lexington Market merchants to ensure that they can thrive as the Market continues to evolve.

Action	Lead	Partners	Priority	Timeframe
EC3.3.1 Maintain updated list of existing businesses and vendor opportunities in Lexington Market.	LMA	Mayor's Office, BDC, DPOB, MCMA	High	Ongoing
EC3.3.2 Evaluate the need for MCCDC to initiate its own marketing campaign to promote and recruit MWBE businesses.	MCCDC, MCMA	BDC, DPOB, Mayor's Office, LMA	Moderate	Year 2
EC3.3.3 Provide neighborhood orientation and welcome to new businesses.*	MCCDC, MCMA	DPOB, Mayor's Office, LMA	High	Year 1
* BDC is willing to participate contingent upon a defined role and scope of work				

**Strategy EC3.2** - Ensure that Lexington Market continues to serve as the "City's Market" with affordable and diverse offerings that reflect the diverse cultural landscape of Baltimore.

Action	Lead	Partners	Priority	Timeframe
EC3.2.1 Launch a Lexington Market vendor incubator program.	LMA	MCCDC, Mayor's Office, MCMA, BDC	Mod	Years 3-4
EC3.2.2 Assist successful and growing businesses within the Market with finding space and capital for expansion within the	LMA	MCCDC, Mayor's Office,	Mod	Start Years 3 and 4

MC district.		MCMA, BDC		
<b>Strategy EC3.3 - Codify recruitment and retention practices to ensure ongoing attraction and retention of business owners with a focus on minority, women, and other business owners from historically disadvantaged social groups.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EC3.3.1 Maintain updated list of existing businesses and vendor opportunities in Lexington Market.	LMA	Mayor's Office, BDC, DPOB, MCMA	High	Ongoing
EC3.3.2 Evaluate the need for MCCDC to initiate its own marketing campaign to promote and recruit MWBE businesses.	MCCDC, MCMA	BDC, DPOB, Mayor's Office, LMA	Mod	Year 2
EC3.3.3 Provide neighborhood orientation and welcome to new businesses.	MCCDC, MCMA	BDC, DPOB, Mayor's Office, LMA	High	Year 1
<b>Economy Goal 4 (EC4): Create a safe and welcoming physical environment and connections between places that support new business investment and retention of existing businesses.</b>				
<b>Strategy EC4.1 - Support renovation and reuse of currently vacant retail spaces and vacant buildings.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EC4.1.1 Maintain a list of development projects and opportunity sites to market to existing and prospective small business patrons.	MCCDC	DPOB, BDC, Developers	High	Ongoing
EC4.1.2 Advocate for the Compass and other mixed-use projects that repurpose historic buildings with retail components.	MCCDC	Mayson-Dixon	High	Ongoing



EC4.1.3 Revisit building and fire code impediments to renovating key buildings and sites.	Mayor's Office	MCCDC, DPOB, BDC	High	Year 1
EC4.1.4 Pursue disposition/redevelopment of Lexington Market East and West building plus structured parking.	LMA	Mayor's Office, MCCDC, DPOB, BDC	Mod	Year 2-3
EC4.1.5 Pursue disposition/ redevelopment of remaining M&CC-owned properties in the district. Consider arts-related reuse proposals.	BDC	Mayor's Office, Bromo, MC CDC, DPOB, BDC	Mod	Year 4
EC4.1.6 Place heightened focus on code enforcement activities by conducting bi-monthly code enforcement calls aimed at eliminating blighted properties.	BC DHCD, MCCDC	DPOB, BDC, LMA	High	Ongoing
<b>Strategy EC4.2 - Employ artists and other creatives to initiate placemaking strategies to build community and connect places.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EC4.2.1 Select locations for small and large scale visual connectivity/ wayfinding pilot projects.	MCCDC, Bromo	DPOB, LMA, DOT	High	Ongoing
EC4.2.2 Proceed with Jasper Alley Placemaking Project.	MCCDC	Seton Hill NA, Property owners, MD DHCD	High	Ongoing

## Transportation

**Vision:** Market Center is pleasantly accessible, walkable, and bikeable, where residents, workers, students, and visitors can make comfortable transfers on safe and reliable transportation options to local and regional destinations.

<b>Transportation Goal 1 (T1): Make Market Center more accessible, walkable, and bikeable.</b>				
<b>Strategy T1.1 - Implement Complete Streets in Market Center.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
T1.1.1 Review Complete Streets Manual and facilitate advocacy by connecting Market Center stakeholders with other transportation advocacy groups.	MCCDC	Planning, DOT, Bikemore, Central MD Transportation Alliance	Mod	Year 2
<b>Strategy T1.2 - Improve streetscape and curb appeal and make transportation-related infrastructure a priority for maintenance and repair.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
T1.2.1 Inventory and repair broken sidewalks, improve street lighting, transit stops, and intersections to ensure modern ADA compliance.	DOT, MTA	DPOB, MCCDC	High	Year 1
T1.2.2 Submit locations for inclusion into City's capital improvement program.	DOT, DPOB	MCCDC	High	Year 1

T1.2.3 Capitalize on opportunities for public art in priority blocks.	MCCDC	Charitable foundations	High	Year 1
T1.3.3 Create more opportunities for outdoor dining through selective street closures and additional greening efforts.	DPOB	DOT, MCCDC	Mod	Year 2

**Transportation Goal 2 (T2): Improve utility of public transit and micro-mobility options within Market Center and between Market Center and other locations.**

**Strategy T2.1** - Improve access to information about public transit and micro-mobility options (i.e. directions, locations, connectivity).

Action	Lead	Partners	Priority	Timeframe
T2.1.1 Grant money to support new wayfinding signage that will clarify how to get to different options and services.	MTA	MCCDC, MDOT, Bromo, DPOB, MCMA, UMB	Mod	Year 3
T2.1.2 Advocate for improved connectivity between stops and modes, especially around Lexington Market, including giving light rail signal priority.	MCCDC	CMTA, DPOB	Mod	Year 3

**Strategy T2.2** - Assure equitable access to alternative means of transportation in Market Center.

Action	Lead	Partners	Priority	Timeframe
T2.2.1 Ensure MTA's that Mobility Link Paratransit is available throughout the district.	MCCDC	MDOT, MTA	Mod	Year 2
T2.2.2 Educate and advocate in the community about the importance of enforcement of dedicated bus lanes.	MCCDC	MDOT, MTA	Mod	Ongoing

T2.3.3 Work with partners to ensure an equitable supply of electric scooters and shareable bicycles.	MCCDC	DPOB, vendors	Mod	Ongoing
<b>Strategy T2.3 - Advocate and support transit-oriented land use planning.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
T2.3.1 Connect with transit-oriented development (TOD) advocates to better understand barriers to and incentives for TOD.	MCCDC	MDOT, MTA, Planning, ULI, AIA	Mod	Year 2
T2.3.2 Capitalize on opportunities for more transit-supportive development in the district by working with developers to modify proposals to be more supportive of transit use.	MCCDC	MDOT, MTA, Planning, ULI, AIA, Developers	Mod	Year 2
T2.3.3 Focus TOD efforts on block bounded by Saratoga, Eutaw, Howard, and Mulberry Streets.	MCCDC	MTA, MTA Police, BDC, DPOB	Mod	Year 3
<b>Strategy T2.4 - Engage in long-term planning for capital improvement and service enhancements.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
T2.4.1 Participate in all discussions by local and regional transit agencies to ensure Market Center's concerns are represented.	MCCDC	MD DOT, MTA, BC DOT, DPOB, BDC	Mod	Ongoing
T2.4.2 Enhance LRT, bus, and subway stations to be more inviting, including employing local artists to install public art, murals, and wayfinding signage.	Bromo	MD DOT, MTA, BC DOT, DPOB, BDC, MCCDC	Mod	Year 2

T2.4.3 Explore the feasibility of re-routing vehicular traffic, creating greenspace amenities during 2025 light rail track improvements.	MCCDC	MD DOT, MTA, BC DOT, DPOB, BDC, MCCDC	Mod	Year 2
T2.4.4 Organize campaign to lobby the City and State for more funding	MCCDC			
<b>Transportation Goal 3 (T3): Address on-street and off-street parking to support the Transportation vision.</b>				
<i>Strategy T3.1- Modify on-street parking restrictions in the unit to 400 blocks of Park Avenue and the 100 to 500 blocks of W. Franklin and W. Mulberry Streets.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
T3.1.1 Conduct traffic studies and community outreach to assess the viability of this strategy.	BC DOT, Parking Authority	MCCDC, MCMA	High	Ongoing
<i>Strategy T3.2 - Create a parking plan that includes strategies for demand management, current and projected supply/demand.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
T3.2.1 Produce consultant-prepared parking analysis of Market Center and advocate for changes accordingly.	MCCDC	BC DOT, Parking Authority	Mod	Year 3

## Environment

*Vision: Market Center is architecturally diverse, with clean, functional, and environmentally conscious infrastructure, and safe, welcoming, well-lit, green public gathering spaces.*

<b>Environment Goal 1 (EN1): Maximize tree canopy to improve aesthetics, provide shade, reduce heat island effect and improve public health.</b>				
<i>Strategy EN1.1 - Plant and maintain trees with focus on street trees.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EN1.1.1 Get an update from Tree Baltimore's assessment of existing tree canopy conditions and any existing plans for the district.	DPOB	Tree Baltimore, Balt Tree Trust, MCCDC	High	Year 1
EN1.1.2 With partners, develop (or support an existing) a planting and maintenance plan, including identifying funding sources.	DPOB	Tree Baltimore, Balt Tree Trust, MCCDC	High	Year 1

EN1.1.3 Plant trees in vacant, appropriate tree wells as determined by Year 1 plan.	DPOB	Tree Baltimore, Balt Tree Trust, MCCDC	High	Year 2
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<b>Environment Goal 2 (EN2): Establish dedicated park space that is part of a neighborhood network of green spaces that connect special places and people.</b>				
<i>Strategy EN2.1 - Identify potential locations and build support for a neighborhood park.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EN2.1.1 Create a neighborhood park advocacy group to initiate community engagement and identify potential locations.	MCCDC	DPOB, Parks & People, Neighborhood Design	Mod	Year 2

		Center, CCRA		
EN2.1.2 Work with partners to raise funding, design programming and maintenance plan and continue public engagement to build support.	MCCDC	DPOB, Parks & People, Neighborhood Design Center, CCRA	Mod	Year 3
<b>Strategy EN2.2 - Establish "green moments" along walking routes.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EN2.2.1 Convene interested parties to discuss and build support for concept, including identifying locations, opportunities, and potential other partners.	MCCDC	DPOB, Bromo, CCRA	Mod	Year 5
EN2.2.2 Further refine strategy and fundraising.	MCCDC	DPOB, Bromo, CCRA	Mod	Year 6
EN2.2.3 Implement plan and evaluate results.	MCCDC	DPOB, Bromo, CCRA	Mod	Year 7
<b>Environment Goal 3 (EN3): Ensure that Market Center's public realm is well-maintained, functional and clean.</b>				
<b>Strategy EN3.1 - Build network of allies to advocate for Market Center infrastructure repairs.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EN3.1.1 Convene regular meetings with City Councilperson and City and State agency representatives.	MCCDC, UM Embrace	DPW, BC DOT, DPOB, MTA, MDOT, BDC, LMA, UMMS, UMB, UM Embrace Initiative	High	Ongoing

EN3.1.2 Collectively identify the ally network's priorities and advocate for improve service and funding for capital projects through City's CIP process.	MCCDC, UM Embrace	DPW, BC DOT, DPOB, MTA, MDOT, BDC, LMA, UMMS, UMB, UM Embrace Initiative	High	Ongoing
<b>Strategy EN3.2 - Build on MCCDC regular community clean-up days to bring stakeholders together and celebrate the impact of our collective efforts.</b>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
EN3.2.1 Develop a regular schedule of community clean-up days throughout the year, focusing on different sectors within the district.	MCCDC	DPOB, DPW, Eutaw Street Resource Center, UM Embrace Initiative	High	Ongoing
EN3.2.2 Grow the capacity for other organizations within Market Center to clean and maintain broader areas within and outside of their personal footprint.	DPOB	All	Mod	Year 3



## Quality of Life

**Vision:** Market Center is a diverse, welcoming, and amenity-rich neighborhood whose civic pride is built on a culture of collaboration to improve the social, physical and natural environment.

<b>Quality of Life Goal 1 (Q1): Foster diversity and celebrate the cultural heritage of Market Center.</b>				
<i>Strategy Q1.1 - Build on the success of previous arts and culture events by expanding offerings.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
Q1.1.1 Organize arts and neighborhood festival, promoting and marketing with partners.	Bromo, MCCDC	DPOB, MCMA, CCRA, arts organizations, BOPA	High	Ongoing
Q1.1.2 Increase public art installations, incorporating public art into as many new development projects as possible.	Bromo	DPOB, MCMA, CCRA, arts organizations, BOPA, MCCDC, Developers	High	Year 1
<i>Strategy Q1.2 - Collect and preserve cultural heritage resources and highlight sites to attract tourism.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
Q1.2.1 Collect and preserve a cultural history of old Chinatown on the 300-400 blocks of Park Avenue.	Chinatown Collective	Visit Baltimore, Preservation MD, Baltimore Heritage	Mod	Ongoing
Q1.2.2 Share and support Lexington Market history project.	LMA	Baltimore Heritage	Mod	Completed

Q1.2.3 Create map for self-guided heritage tours for Market Center with the possibility of periodic guided events.	LMA, MCCDC	MCH&C, Baltimore Heritage	Mod	Years 2-3
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**Quality of Life Goal 2 (Q2): Ensure Market Center's public realm provides access to resources that keep community members safe and healthy.**

*Strategy Q2.1- Pursue development of safe communal gathering spaces that offer barrier-free access to supportive services.*

Action	Lead	Partners	Priority	Timeframe
Q2.1.1. Develop permanent community resource center offering wellness, referrals for substance abuse treatment, and behavioral therapy.	MCCDC, UM Embrace Initiative	LMA, DPOB, UMMS, UMB, VA, BEAM	High	Years 1-3
Q2.1.2 Conduct community engagement process to gain buy-in from business and property owners for public toilets in the district. Acquire and site Portland Lue public toilets. Conduct community	DPOB	MCCDC, MCMA	High	Year 1-2
Q2.1.3 Consider creation of a "safe injection" or "overdose prevention" site within Market Center to decrease area overdoses.	UMMS	Baltimore Harm Reduction Coalition, State legislators, BHSB, UM Embrace Initiative	Mod	Years 2-3

<b>Quality of Life Goal 3 (Q3): Increase access to fresh food.</b>				
<i>Strategy Q3.1 - Advocate for Lexington Market to continue to seek fresh food and produce vendors.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
Q3.1.1 Add food justice advocate to the Lexington Market vendor selection committee.	LMA	Food Justice Network	Mod	Year 2-3
<i>Strategy Q3.2 - Attract a grocery store to Market Center to supplement and complement existing options.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
Q3.2.1 Convene meeting with interested parties to understand the feasibility and best strategic practices for attracting a major grocery chain to Market Center.	Mayor's Office of Food & Policy Planning	MCCDC, MCMA, DPOB, LMA, CCRA, BDC	Mod	Year 3-4
<i>Strategy Q3.3 - Identify and evaluate other options to meet the need for fresh food in Market Center.</i>				
<b>Action</b>	<b>Lead</b>	<b>Partners</b>	<b>Priority</b>	<b>Timeframe</b>
Q3.3.1 Explore potential fresh food distributive models (ex. Community Supported Agriculture drop-off site, Lexington Market delivery program, Arabber parking locations, etc.)	Mayor's Office of Food & Policy Planning	BDC, Healthy Harvest, MCMA, LMA	Mod	Year 3-4

**Quality of Life Goal 4 (Q4): Improve the reality and perception of public safety in Market Center.**

*Strategy Q4.1 - Increase collaboration and connection between community and law enforcement.*

Action	Lead	Partners	Priority	Timeframe
Q4.1.1 Conduct monthly meetings between BPD, UMPD and the Market Center community.	UM Embrace	LMA, BHSB, BPD, UMPD	High	Ongoing
Q4.1.2 Support existing neighborhood safety teams who focus on peacekeeping, conflict resolution, and interdiction.	MONSE	UMMS,UM Embrace, UMB, PEACE Team	High	Ongoing

*Strategy Q4.2 - Eliminate open air drug markets and problem business locations.*

Action	Lead	Partners	Priority	Timeframe
Q4.2.1 Identify problem locations and work with partners on comprehensive and permanent solutions.	UMB Embrace, MCCDC	All	High	Ongoing
Q4.2.2 Increase established safety measures, particularly around problem properties. security patrols, building and alley lighting, foot patrols,	MCCDC	All	High	Ongoing
Q4.2.3 Continue to apply for and utilize State funding resources for crime prevention through environmental design.	MCCDC	DPOB, BPD, UMPD	High	Ongoing

## Community Engagement

**Vision:** Market Center is a place where stakeholders can clearly learn about the community, be engaged in decision-making, feel respected and heard, and have a personal stake in the outcome.

### Community Engagement Goal 1 (CE1): Build a culture of collaboration and civic pride connected to community improvements.

*Strategy CE1.1 - Host volunteer events that simultaneously build a sense of community pride and improve the physical environment.*

Action	Lead	Partners	Priority	Timeframe
CE1.1.1 Grow CCRA's monthly beautification days and connect to other volunteer efforts and programs.	CCRA	MCCDC, MCMA, Bromo, VA, UMMS, UMB, UM Embrace	High	Ongoing
CE1.1.2 Develop Artists in the Alleys initiative to allow artists to claim and beautify alley spaces.	MCCDC	Arts Orgs	High	Ongoing

### Community Engagement Goal 2 (CE2): Build strong relationships with stakeholders and grow community organizing capacity.

*Strategy CE2.1 - Continue to hold Market Center Mingles and foster growth of core leadership groups.*

Action	Lead	Partners	Priority	Timeframe
CE2.1.1 Reconvene and intentionally reach out to diverse stakeholder groups across the district.	MCCDC	All	High	Year 1

**Community Engagement Goal 3 (CE3): Create and maintain consistent vehicles of communication with the public and between organizations working in Market Center.**

*Strategy CE3.1 - Organizations working in Market Center meet regularly to share information and improve communications and collaboration.*

Action	Lead	Partners	Priority	Timeframe
CE3.1.1 Host quarterly Market Center meetings, convening leadership of major area institutions and organizations.	MCCD	BDC, DPOB, UMMS, UMB, UM Embrace, Bromo	High	Years 1-2

**Community Engagement Goal 4 (CE4): Establish and maintain relationships with largest employers in or just outside of Market Center to gain support for initiatives and increase engagement with their employees.**

*Strategy CE4.1 - Make connections with organizations like UMMS, UMB, Catholic Relief Services and State of Maryland agencies.*

Action	Lead	Partners	Priority	Timeframe
CE4.1.1 Meet with leaders of these organizations to solicit support for Market Center initiatives.	MCCDC	UMB, UMMS, State agencies, CRS	Mod	Years 1-2
CE4.1.2 Host community volunteer days to encourage staff to engage with the surrounding area on an ongoing basis.	MCCDC	UMB, UMMS, State agencies, CRS	Mod	Years 1-2

## Part V: Next Steps for Market Center

During a time when cities across the country have seen neglected or abandoned parts of their urban core come back to life, Market Center is poised to become a thriving part of Baltimore's living fabric again. With its central location in Baltimore City and the surrounding region, major institutions, and employers, a residential neighborhood of almost 40,000 on its doorstep, public transportation options, walkability, historic architecture, and history as the region's premier shopping district, many of the elements of a desirable neighborhood are in place for successful revitalization. With the right regulations in place, it is possible to redevelop and renew Market Center while keeping options affordable and accessible to everyone in Baltimore.

There is no shortage of models in cities that have transformed areas with similar characteristics into environments characterized by the vibrancy, energy and diversity that represent urban life at its best. Washington DC's Gallery Place/Arena neighborhood, Cincinnati's Over the Rhine, Philadelphia's Market East/Reading Terminal, and Midtown Detroit all provide evidence of what Market Center can become.

For any urban environment -- including Market Center -- to be transformed, a community must have three key elements: vision, leadership and partners, and a comprehensive strategy with implementation resources. The Market Center Strategic Revitalization Plan expresses a clear vision of what Market Center can be in each of the planning areas. Together, these visions paint a picture of an urban district as a place where all Baltimoreans feel welcome, included and uplifted.

As always, leadership is essential to realizing a vision. Leadership for Market Center's revitalization must include business leaders, anchor institutions, and community-based stakeholders, and elected officials, including the mayor and councilperson. The right mix of leaders needs to move the process forward in ways that assure all stakeholders are involved in realizing the vision many of them helped create for this report.

And of course, no transformation can be successful without the necessary financial resources. This is also why leadership matters, as leaders can unlock existing resources and advocate for new ones, as we've recently seen for other parts of the city such as Harbor Point and Baltimore Peninsula.

For all the challenges Market Center and Baltimore City face, the people of Baltimore City have demonstrated remarkable resilience over the course of its history. When fire destroyed much of Baltimore's central business district in 1904, Mayor Robert McLane vowed to rebuild as quickly as possible. And rebuild he did to the point where just two years later, the Baltimore Sun reported "one of the great disasters of modern time had been converted into a blessing."

When Baltimore experienced alarming levels of population flight and disinvestment during the second half of the 20th century, Mayor William Donald Schaefer, James Rouse, and civic leaders envisioned and created a revitalized waterfront where residents would rediscover their city while welcoming visitors from around the world.

Market Center has built in assets which do not exist anywhere else. MCCDC and its partners are determined to make the most of these assets and transform Market Center into a growing, thriving,

equitable, welcoming community. We hope to add additional partners who share our vision and commitment. With committed leadership and investments of the resources necessary to realize the vision for a revitalized Market Center, the area can again be a place of pride for Baltimore. A place whose vibrancy, energy and diversity reflect Baltimore at its best and contribute to our city's comeback as an urban success story in the 21st century.

## APPENDICES

### APPENDIX A

#### SRP Planning Process

During the summer of 2018, MCCDC staff and volunteers met with key Market Center institutional and civic stakeholders to secure their input and buy-in for the concept of creating a Market Center Strategic Revitalization Plan and process. These meetings continued into the fall.

Though the area has been the subject of prior plans and studies, they were not comprehensive in scope. Moreover, the area and its stakeholders are changing, and there is renewed energy and excitement about Market Center's potential and place in the fabric of Baltimore during the 21<sup>st</sup> century. Nevertheless, during the summer of 2018, staff and volunteers reviewed the following existing plans to identify still relevant key themes and points:

- [Downtown Baltimore Strategic Plan](#), 2022
- [BUILDing a Better Howard Street](#), 2018
- [UMB Facilities Master Plan](#), 2016
- [MCMA Marketing Plan](#), 2016
- [Bromo Vision Plan](#), 2015
- [Lexington Market Master Plan](#), Phase 2, 2015
- [Lexington Market Master Plan](#), Phase 1, 2014
- [Baltimore's Westside Parking Study](#), 2012
- [A Strategic Plan to Enhance the Howard Street Corridor](#), 2010
- [Downtown Baltimore Open Space Plan](#), 2010
- [The Westside: A Vision for the Westside Neighborhood](#), 2010
- Westside Strategic Plan, 2000

In January 2019, MCCDC hired a professional facilitator and created an advisory group, composed of representatives of civic, institutional, and nonprofit partners to help guide the



process and provide substantive input. Though specific entities were invited to send representatives, MCCDC also made it clear in the press release and on the website that anyone who was interested in participating on the advisory group would be welcome. For a full list of advisory group participants, see Appendix A.

Workgroups were also formed to focus on housing, transportation, economy, environment, quality of life and community engagement. The workgroups were open to anyone with an interest in the topic, though an extra effort was made to recruit people with specific knowledge of relevant information. For example, representation from the Baltimore City Department of Transportation (“BC DOT”) and Maryland Transit Administration (“MDOT MTA”) was sought for the transportation workgroup.

In addition to the advisory group and workgroups, a series of focus groups was convened to give residents, workers, business owners, developers and property owners, artists, students and other stakeholders an opportunity to share their perspectives and provide input to the committees and advisory group.

The Phase I meetings and focus groups attracted over 130 participants (90+ unique individuals):

- Arts & Arts/Cultural Organizations Focus Group, March 21, 2019
- Advisory Committee Meeting, March 25, 2019
- Property Owner/Developer Focus Group, March 26, 2019
- Business Focus Group, March 28, 2019
- Transportation Workgroup, April 1, 2019
- Residents Focus Group, April 2, 2019
- Employees Focus Group, April 3, 2019
- Economy Workgroup, April 8, 2019
- Housing Workgroup, April 9, 2019
- Quality of Life & Environment Workgroup, April 11, 2019
- Public Meeting, April 15, 2019
- Advisory Committee Meeting, April 22, 2019
- Community Engagement Workgroup, May 9, 2019
- Advisory Committee Meeting, May 23, 2019

Despite efforts to include and hear from a large and diverse group of people, some stakeholder groups were missing or underrepresented in the process, such as:

- Current customers of Market Center businesses, including Lexington Market and Mount Vernon Marketplace;
- Homeless and other unaffiliated people who spend time in Market Center;
- Residents, employees, and students;
- Youth and young adults; and

- Public safety organizations and advocates.

At the conclusion of Phase I, MCCDC committed to additional outreach, expanded workgroups and a deeper exploration of ideas not yet fully examined, so the final Market Center SRP reflects broader and deeper input.

MCCDC initiated Phase II in February 2020 but paused the work between March and October 2020 due to the Covid-19 pandemic.

The Phase II meetings attracted 110 people (65 unique individuals). Of these, 38 had not participated in Phase I. Phase II included the following meetings:

- Re Engagement meetings with 11 Advisory Committee participants (to learn what they felt was missing from Phase I, hoped to accomplish in Phase II, and viewed as areas of alignment between the SRP's action items and their work)
- Basilica Place Residents Focus Group, February 21, 2020
- University of Maryland, Baltimore, Students Focus group, March 5, 2020
- Advisory Committee Meeting: October 22, 2020
- Public Meeting: November 30, 2020
- Workgroup Meetings (Housing, Economy, Transportation, Environment, Quality of Life, Community Engagement): December 7, 2020
- Workgroup Meetings (Transportation & Housing): January 11, 2021

From March - October 2023 MCCDC reviewed the existing work and presented it in various forms to stakeholders, visitors, and residents of Market Center before finalizing the SRP for public presentation.

- On October 18, MCCDC held a public meeting and presented an overview of the plan to over 30 stakeholders. Attendees reviewed the SRP's goals and primary strategies, left feedback, and voted on the goals they felt were most relevant to making progress in each category of the SRP
- On November 16, MCCDC held their first annual meeting and presented a 90% finalized draft and summary of the plan, including major goals and milestones, to over 60 stakeholders.

12 emails were sent to the MCMA mailing list, which included all focus group and other participants over the course of the planning process. [See emails here.](#)

## APPENDIX B

### SRP Strategic Partners List

The following organizations and individuals provided valuable input and served as key resources throughout the multi-year SRP public development process. Current contacts (as of December 2023) are listed next to each of the organization names.

The Market Center Strategic Revitalization Plan is a living document. Revisions and more detailed implementation plans will be produced in future iterations. The CDC will keep partners apprised of updates and monitor if partner contacts need to be changed.

The Market Center Community Development Corporation looks forward to engaging with these and other organizations to ensure the Plan represents a full range of community voices, goals, needs, and desires for the neighborhood.

1. **Baltimore Development Corporation**, Tom Whelley, Dan Taylor, Colin Tarbert
2. **Baltimore Heritage**, Johns Hopkins
3. **Behavioral Health System of Baltimore**, Noelle Nicharot
4. **Bromo Tower Arts & Entertainment District**, Amy Cavanaugh, Emily Breiter
5. **Catholic Relief Services**, Janae Franklin
6. **Charles Street Development Corporation**, Kristen Speaker
7. **City Center Residents Association**, Bill King, Andrew Hinton, Sue Carlin, Ethan Burbridge
8. **Downtown Partnership of Baltimore**, Claudia Jolin, Emily Breiter
9. **Lexington Market Authority**, Karim Amin, Paul Ruppert
10. **Market Center Community Development Corporation**, Wendy Blair
11. **Market Center Merchants Association**, Judson Kerr
12. **Midtown Community Benefits District**, Curtis Ritz
13. **Mount Vernon Belvedere Association**, Jack Danna
14. **University of Maryland, Baltimore**, Luke Mowbray, Demetrius Shambley
15. **University of Maryland Embrace Initiative**, Dr. Kyla Liggett-Creel
16. **University of Maryland Medical Systems**, Sam Burris
17. **Veterans Administration**, Stephanie O'Connell

#### *Resource Team:*

1. **Baltimore City Department of Planning**, Caitlin Audette
2. **Baltimore City Department of Transportation**, Stu Sirota
3. **Baltimore City Police Department, Central District**, Jeffrey Featherstone
4. **Baltimore City DHCD**, Assistant Commissioner Jason Hessler
5. **Maryland Department of Planning, MD Historic Trust**, Nell Ziehl

6. **Maryland Department of Housing and Community Development**, Carol Gilbert, Nicholas Mayr
7. **Maryland Department of Transportation**
8. **Maryland Transit Administration**
9. **Mayor's Office**, Justin Williams, Deputy Mayor for Economic Development
10. **Mayor's Office of Homeless Services**, Ernestina Simmons
11. **City Council President**, Nicholas Mosby
12. **City Council Representative, 11<sup>th</sup> District**, Eric Costello
13. **Maryland State Senator** Antonio Hayes
14. **Maryland State Delegate** Melissa Wells
15. **Maryland State Delegate** Marlon Amprey
16. **Maryland State Delegate** Frank Conaway, Jr.
17. Baltimore State's Attorney, Ivan Bates, Donovan Hatcher

## APPENDIX C

### Housing -Residential Buildings in Market Center (10+ units)

Address	Building Name	Number of Dwelling Units	No. of Affordable Units
301 W MADISON ST	M1 Madison	72	
530 N HOWARD ST	Chesapeake Commons	98	
306 W FRANKLIN ST	Zahlco	36	
305 W MONUMENT ST	Monument Place	59	
520 PARK AVE	520 Park - Excessive Surface Parkir	171	
500 PARK AVE	500 Park - Excessive Surface Parkir	153	
114 W FRANKLIN ST	Basilica Place	200	200
505 PARK AVE		11	
511 PARK AVE		16	
111 W CENTRE ST	Gallery Tower	144	
512 CATHEDRAL ST		12	
508 CATHEDRAL ST		11	
410 N EUTAW ST	Four Ten Lofts	76	68
319 W FRANKLIN ST		12	
418 N HOWARD ST	ST James Place	70	
306 W MULBERRY ST	Mulberry Court	62	62
417 N HOWARD ST		11	
211 W MULBERRY ST	Mulberry at Park	68	68
300 CATHEDRAL ST	300 Cathedral	59	
125 W SARATOGA ST	Saratoga Lofts	19	
216 N LIBERTY ST	L on Liberty	71	71
518 W FAYETTE ST	Fayette Square Apartments	147	
118 N PACA ST	Paca House	116	116
400 W FAYETTE ST	Prosper on Fayette, student housingç	181	
301 W LEXINGTON ST	The Atrium	173	
20 N HOWARD ST	Center Point	221	
8 N HOWARD ST	Center Point	68	
11 N EUTAW ST	Center Point	103	
220 W BALTIMORE ST		16	
9 N HOWARD ST	Genesis Boutiques and Apartments	16	

**Total Dwelling Units**

2945

## APPENDIX D

### Code Enforcement Priority Properties

Address	OWNER_1	Notes
412 N HOWARD ST	HOWARD STREET INCUBATOR, LLC	Owned by Le Mondo
400 N HOWARD ST	N & A KITCHEN, LLC	
409 TYSON ST	MAYOR AND CITY COUNCIL OF	City Owned
404 W SARATOGA ST	LARA INVESTMENT LIMITED	
417 W MULBERRY ST	MIDDLEBRANCH PARK	Marathon Gas Station
413 W MULBERRY ST	MIDDLE BRANCH PARK SERVICE, INC.	Convenience Store
320 N EUTAW ST	6601 SUITLAND ROAD, LLC	
312 N EUTAW ST	6601 SUITLAND ROAD, LLC	
320 PARK AVE	STEVENSON, LANTZ KYTE	
427 W SARATOGA ST	ELY, ELIZABETH (LIFE)	
425 W SARATOGA ST	ELY, ELIZABETH (LIFE)	
423 W SARATOGA ST	DEBDOU 52 LLC	
421 W SARATOGA ST	ELY, DANNY	
413 W SARATOGA ST	SINGH, MANINDER	
411 W SARATOGA ST	KANE, GREGORY	
409 W SARATOGA ST	LEE, NAM	
223 W SARATOGA ST	SHEIKH, MOHAMMED	
202 CLAY ST	202 CLAY STREET, LLC	
123 N GREENE ST	STATE OF MARYLAND ON BEHALF OF	
100 N HOWARD ST	IJ REAL ESTATE, LLC	
202 W FAYETTE ST	202 WEST FAYETTE LLC	Superblock
106 N LIBERTY ST	MAYOR AND CITY COUNCIL OF	City-Owned
104 N LIBERTY ST	MAYOR AND CITY COUNCIL OF	City-Owned
102 N LIBERTY ST	MAYOR & CITY COUNCIL	City-Owned
205 W FAYETTE ST	205 W FAYETTE HOLDINGS LLC	For sale

## APPENDIX E

### Dwelling Units

				Number of Dwelling Units	Number of Affordable Dwelling Units
0521 024	Address	City	State		
	735 N EUTAW ST	Baltimore	MD	1	
0521 025	321 W MADISON ST	Baltimore	MD		
0521 029	319 W MADISON ST	Baltimore	MD	1	
0521 030	315 W MADISON ST	Baltimore	MD	5	
0521 031	317 W MADISON ST	Baltimore	MD		
0521 032	313 W MADISON ST	Baltimore	MD	1	
0521 033	311 W MADISON ST	Baltimore	MD	6	
0521 036	305 W MADISON ST	Baltimore	MD	3	
0521 037	303 W MADISON ST	Baltimore	MD	1	
0521 038	301 W MADISON ST	Baltimore	MD	72	
0521 048	710 N HOWARD ST	Baltimore	MD		
0521 052	702 N HOWARD ST	Baltimore	MD	6	
0521 053	700 N HOWARD ST	Baltimore	MD	6	
0530 014	605 N EUTAW ST	Baltimore	MD		
0530 015	607 N EUTAW ST	Baltimore	MD	1	
0530 016	609 N EUTAW ST	Baltimore	MD		
0530 019	325 W CENTRE ST	Baltimore	MD		
0530 021	310 W CENTRE ST	Baltimore	MD		
0530 036	530 N HOWARD ST	Baltimore	MD	98	
0530 041	306 W FRANKLIN ST	Baltimore	MD	36	
0530 048	305 W MONUMENT ST	Baltimore	MD	59	
0549 001	520 PARK AVE	Baltimore	MD	171	

0549 018	500 PARK AVE	Baltimore	MD	153	
0550 001	100 W FRANKLIN ST	Baltimore	MD		
0550 002	114 W FRANKLIN ST	Baltimore	MD	200	200
0550 005	126 W FRANKLIN ST	Baltimore	MD		
0550 006A	500 PLOY ST	Baltimore	MD	1	
0550 007	505 PARK AVE	Baltimore	MD	11	
0550 007A	507 PARK AVE	Baltimore	MD	0	
0550 008	509 PARK AVE	Baltimore	MD	6	
0550 009	511 PARK AVE	Baltimore	MD	16	
0550 010	513 PARK AVE	Baltimore	MD	6	
0550 011	111 W CENTRE ST	Baltimore	MD	144	
0550 013	516 CATHEDRAL ST	Baltimore	MD	5	
0550 014	514 CATHEDRAL ST	Baltimore	MD	4	
0550 015	512 CATHEDRAL ST	Baltimore	MD	12	
0550 016	510 CATHEDRAL ST	Baltimore	MD	3	
0550 017	508 CATHEDRAL ST	Baltimore	MD	11	
0550 018	506 CATHEDRAL ST	Baltimore	MD	8	
0550 019	100 W HAMILTON ST	Baltimore	MD	8	
0550 020	502 CATHEDRAL ST	Baltimore	MD		
0561 001	410 N EUTAW ST	Baltimore	MD	76	68
0561 004	422 W MULBERRY ST	Baltimore	MD		
0561 012	430 W MULBERRY ST	Baltimore	MD	5	
0561 016	411 N PACA ST	Baltimore	MD		
0561 017	415 N PACA ST	Baltimore	MD		
0562 001	425 N EUTAW ST	Baltimore	MD	2	
0562 001A	319 W FRANKLIN ST	Baltimore	MD	12	
0562 002	317 W FRANKLIN ST	Baltimore	MD	1	
0562 003	315 W FRANKLIN ST	Baltimore	MD	1	



0562 008	418 N HOWARD ST	Baltimore	MD	70	
0562 012	416 N HOWARD ST	Baltimore	MD	5	
0562 018	404 N HOWARD ST	Baltimore	MD		
0562 021	306 W MULBERRY ST	Baltimore	MD	62	62
0562 036	419 N EUTAW ST	Baltimore	MD	2	
0562 040	429 N EUTAW ST	Baltimore	MD		
0563 001	401 N HOWARD ST	Baltimore	MD		
0563 004	407 N HOWARD ST	Baltimore	MD	7	
0563 005	409 N HOWARD ST	Baltimore	MD	10	
0563 006	411 N HOWARD ST	Baltimore	MD	7	
0563 007	413 N HOWARD ST	Baltimore	MD	7	
0563 008	415 N HOWARD ST	Baltimore	MD	10	
0563 009	417 N HOWARD ST	Baltimore	MD	11	
0563 010	419 N HOWARD ST	Baltimore	MD		
0564 001	108 W MULBERRY ST	Baltimore	MD		
0564 003	110 W MULBERRY ST	Baltimore	MD		
0564 004	112 W MULBERRY ST	Baltimore	MD	6	
0564 005	114 W MULBERRY ST	Baltimore	MD		
0564 006	116 W MULBERRY ST	Baltimore	MD		
0564 007	118 W MULBERRY ST	Baltimore	MD		
0564 008	405 PARK AVE	Baltimore	MD		
0564 012	415 PARK AVE	Baltimore	MD		
0564 016	400 CATHEDRAL ST	Baltimore	MD		
0564 027	115 LIBRARY CT	Baltimore	MD		
0576 001	400 W SARATOGA ST	Baltimore	MD	1	
0576 002	402 W SARATOGA ST	Baltimore	MD	1	
0576 004	406 W SARATOGA ST	Baltimore	MD	2	
0576 005	408 W SARATOGA ST	Baltimore	MD	2	

0576 006	410 W SARATOGA ST	Baltimore	MD	2	
0576 018	323 N PACA ST	Baltimore	MD		
0576 043	300 N EUTAW ST	Baltimore	MD	4	
0577 005	318 N HOWARD ST	Baltimore	MD		
0577 009	322 N HOWARD ST	Baltimore	MD		
0577 010	326 N HOWARD ST	Baltimore	MD		
0577 011	328 N HOWARD ST	Baltimore	MD		
0577 012	330 N HOWARD ST	Baltimore	MD		
0577 019	319 W MULBERRY ST	Baltimore	MD	2	
0577 020	329 N EUTAW ST	Baltimore	MD	2	
0577 041	308 W SARATOGA ST	Baltimore	MD		
0578 001	200 W SARATOGA ST	Baltimore	MD		
0578 002	204 W SARATOGA ST	Baltimore	MD	2	
0578 004	208 W SARATOGA ST	Baltimore	MD		
0578 005	210 W SARATOGA ST	Baltimore	MD		
0578 007	214 W SARATOGA ST	Baltimore	MD		
0578 008	216 W SARATOGA ST	Baltimore	MD		
0578 009	220 W SARATOGA ST	Baltimore	MD	1	
0578 025	223 W MULBERRY ST	Baltimore	MD		
0578 026	219 W MULBERRY ST	Baltimore	MD		
0578 030	211 W MULBERRY ST	Baltimore	MD	68	68
0578 034	332 PARK AVE	Baltimore	MD	2	
0578 035	328 PARK AVE	Baltimore	MD		
0578 037	324 PARK AVE	Baltimore	MD	2	
0578 039	322 PARK AVE	Baltimore	MD	1	
0578 041	318 PARK AVE	Baltimore	MD	2	
0578 042	316 PARK AVE	Baltimore	MD	1	
0578 043	314 PARK AVE	Baltimore	MD	1	

0578 044	312 PARK AVE	Baltimore	MD		
0578 045	310 PARK AVE	Baltimore	MD	1	
0578 046	308 PARK AVE	Baltimore	MD		
0578 047	304 PARK AVE	Baltimore	MD	1	
0578 049	302 PARK AVE	Baltimore	MD	2	
0579 004	321 PARK AVE	Baltimore	MD		
0579 007	123 W MULBERRY ST	Baltimore	MD	6	
0579 010	115 W MULBERRY ST	Baltimore	MD	5	
0579 011	111 W MULBERRY ST	Baltimore	MD		
0579 013	320 CATHEDRAL ST	Baltimore	MD		
0579 015	300 CATHEDRAL ST	Baltimore	MD	59	
0579 016	106 W SARATOGA ST	Baltimore	MD	10	
0579 017	108 W SARATOGA ST	Baltimore	MD	7	
0579 018A	114 W SARATOGA ST	Baltimore	MD		
0579 020	110 W SARATOGA ST	Baltimore	MD	5	
0595 001A	130 N EUTAW ST	Baltimore	MD		
0595 023	415 W SARATOGA ST	Baltimore	MD		
0595 027	401 W SARATOGA ST	Baltimore	MD		
0595 031	236 N EUTAW ST	Baltimore	MD		
0595 032	234 N EUTAW ST	Baltimore	MD		
0595 033	232 N EUTAW ST	Baltimore	MD		
0595 034	230 N EUTAW ST	Baltimore	MD		
0595 036	222 N EUTAW ST	Baltimore	MD		
0596 025A	331 W SARATOGA ST	Baltimore	MD		
0596 026	240 N HOWARD ST	Baltimore	MD		
0596 028	311 W SARATOGA ST	Baltimore	MD		
0596 033A		Baltimore	MD		
0596 035	223 N EUTAW ST	Baltimore	MD		

0597 013	217 W SARATOGA ST	Baltimore	MD		
0597 015	215 W SARATOGA ST	Baltimore	MD		
0597 016	213 W SARATOGA ST	Baltimore	MD		
0597 017	211 W SARATOGA ST	Baltimore	MD		
0597 018	209 W SARATOGA ST	Baltimore	MD		
0597 019	207 W SARATOGA ST	Baltimore	MD		
0597 020	205 W SARATOGA ST	Baltimore	MD		
0597 021	203 W SARATOGA ST	Baltimore	MD		
0597 022	201 W SARATOGA ST	Baltimore	MD		
0597 023A	234 PARK AVE	Baltimore	MD		
0597 024	232 PARK AVE	Baltimore	MD		
0597 025	230 PARK AVE	Baltimore	MD		
0598 001	200 W LEXINGTON ST	Baltimore	MD		
0598 007	228 W LEXINGTON ST	Baltimore	MD		
0599 010	125 W SARATOGA ST	Baltimore	MD		19
0599 011	123 W SARATOGA ST	Baltimore	MD		6
0599 012	121 W SARATOGA ST	Baltimore	MD		6
0599 013	119 W SARATOGA ST	Baltimore	MD		6
0599 014	117 W SARATOGA ST	Baltimore	MD		6
0599 018	109 W SARATOGA ST	Baltimore	MD		
0599 020	105 W SARATOGA ST	Baltimore	MD		2
0599 023	226 N LIBERTY ST	Baltimore	MD		2
0599 024	224 N LIBERTY ST	Baltimore	MD		3
0599 025	222 N LIBERTY ST	Baltimore	MD		2
0599 026	220 N LIBERTY ST	Baltimore	MD		
0599 032	112 CLAY ST	Baltimore	MD		2
0599 034	116 CLAY ST	Baltimore	MD		3

0600 017	216 N LIBERTY ST	Baltimore	MD	71	71
0617 001	500 W FAYETTE ST	Baltimore	MD		
0617 007	518 W FAYETTE ST	Baltimore	MD	147	
0617 010	520 W FAYETTE ST	Baltimore	MD		
0617 015A		Baltimore	MD		
0617 031	128 N PACA ST	Baltimore	MD	7	
0617 034	118 N PACA ST	Baltimore	MD	116	116
0617 044A		Baltimore	MD		
0618 001	400 W FAYETTE ST	Baltimore	MD	181	
0618 006	112 N EUTAW ST	Baltimore	MD		
0618 030	110 N EUTAW ST	Baltimore	MD	3	
0618 031	108 N EUTAW ST	Baltimore	MD	4	
0618 032	106 N EUTAW ST	Baltimore	MD	4	
0619 003	308 W FAYETTE ST	Baltimore	MD		
0619 018	301 W LEXINGTON ST	Baltimore	MD	173	
0620 001	200 W FAYETTE ST	Baltimore	MD		
0621 005A	117 W LEXINGTON ST	Baltimore	MD		
0621 006	109 W LEXINGTON ST	Baltimore	MD		
0621 007	105 W LEXINGTON ST	Baltimore	MD		
0621 010	101 W LEXINGTON ST	Baltimore	MD	4	
0621 011	124 N LIBERTY ST	Baltimore	MD	2	
0630 033	500 W BALTIMORE ST	Baltimore	MD		
0630 035	509 W FAYETTE ST	Baltimore	MD		
0631 001	12 N EUTAW ST	Baltimore	MD		
0631 013	401 W FAYETTE ST	Baltimore	MD		

0632 001	20 N HOWARD ST	Baltimore	MD	221	
0632 002	8 N HOWARD ST	Baltimore	MD	68	
0632 003	11 N EUTAW ST	Baltimore	MD	103	
0632 004	315 W FAYETTE ST	Baltimore	MD		
0633 001	213 W FAYETTE ST	Baltimore	MD		
0633 004	209 W FAYETTE ST	Baltimore	MD		
0633 007	20 PARK AVE	Baltimore	MD		
0633 013	210 W BALTIMORE ST	Baltimore	MD		
0633 017	220 W BALTIMORE ST	Baltimore	MD	16	
0633 021	9 N HOWARD ST	Baltimore	MD	16	
0633 022	11 N HOWARD ST	Baltimore	MD		
0633 023	15 N HOWARD ST	Baltimore	MD		
0633 025	19 N HOWARD ST	Baltimore	MD		
0633 026	21 N HOWARD ST	Baltimore	MD		
0633 028	25 N HOWARD ST	Baltimore	MD		
0642 018	401 W BALTIMORE ST	Baltimore	MD		

## APPENDIX F

### MCMA Residential Survey Summary

February – April 2019

*(limited to people who live within Market Center)*

**Total Responses: 60**

**Occupancy Status: 57 rent; 2 own**

People in household

- One, 31, 51.67%
- Two, 24, 40%

**Racial background**

- White or Caucasian: 34, 57.63%
- Black or African American: 15, 25.42%
- Asian, or Asian American: 5, 8.47%
- Hispanic or Latino: 3.39%
- Native Hawaiian or other Pacific Islander: 1.69%
- Other: 3.39%

**Age**

- 25-34: 37, 61.67%
- 35-44: 9, 15%

**Education Level**

- Postgraduate: 29, 48.33%
- College graduate: 26, 43.33%
- Some College: 4, 6.67%

**Primary Mode of Transport:**

- Car: 26, 43.33%
- Walking: 17, 28.33%
- Bus: 12, 20%
- Other: 4 (MTA Mobility, MARC, Combination ...)
- Bicycling: 1

**How often do you shop, dine, or access services in Market Center?**

- About once a week: 14, 23.33%
- A few times a week: 13, 21.67%
- A few times a month: 12, 20%
- Less than once a month: 10, 16.67%
- Other: 5, 8.33% (almost never)
- Once a month: 3, 5%
- Every Day: 3, 5%

- High School Grad/GED: 1, 1.67%

**Annual HH Income**

- \$50-75K: 14, 24.14%
- \$30-50K: 12, 20.69%
- \$100-150K: 12, 20.69%
- \$150K+: 9, 15.52%
- \$75-100K: 7, 12.07%
- \$15-30K: 2, 3.45%
- Under \$15K: 2, 3.45%

**Employment Status**

- Employed: 45, 75%
- Student: 6, 10%
- Self-Employed: 3, 5%
- Active Duty Military: 2, 3.33%
- Retired: 2, 3.33%
- Homemaker and Other: 1 each

### What specific businesses/venues in Market Center do you visit:

- Mount Vernon Marketplace: 16
- Lexington Market: 8
- Red Boat: 7
- 7-Eleven (7)
- Forno: 6
- Starbucks: 6
- Ceremony: 6
- Maiwand (5)
- Streets Market & Café (5),
- Trinacria (4)
- Panera (3)
- EPFL (3)
- HDL (3),
- **Other mentions:** Urban Outlet, Wireless One, Krispy Krunchy Chicken, Dear Globe Coffee, Benedetto, Royal Menu, McDonald's, Walgreens (2), The Dark Room, Diskobar (?), Saratoga Liquors, Local Oyster, Between 2 Buns (2), AJ's, Pinch, Fresh Monday's (2), Edible Favors, Brown Rice (2), Cholita's, Faidley's, Berger's, Amos Meats, "Grocery Store," "smoke shop," art gallery, Rotitto's, Chinese (?),

### When choosing where to live, what three qualities are most important to you?

1. Personal safety, 35, 58.33%
2. Convenience/proximity to work, school, family, etc.: 26, 43.33%

Pollo, Nando's (4), D's Juice Bar, Walters Art, Parkside Liquors, Po Tung

### What are your reasons for not shopping/dining in MC more frequently?

- Safety Concerns: 27
- Variety of Offerings: 26
- Quality of Offerings: 22
- Convenience: 5
- Other: saving \$/strict budget (6); "it is simply not pleasant"

### Where do you do most of your shopping?

- Other neighborhoods in Baltimore City: 21, 35%
- On-Line: 20, 33.33%
- Outside of Baltimore City: 15, 25%
- Market Center: 3, 5%

### When you dine out, where do you most often go?

- Other neighborhoods in Baltimore City: 37, 61.67%
- Market Center: 13, 21.67%
- Outside of Baltimore City: 4, 6.67%

3. Presence of unique businesses, arts & entertainment venues: 19, 31.67%
4. Low prices/good value: 19, 31.67%
5. Parking: 18, 30%



6. Cleanliness of neighborhood: 13, 21.67%
7. Inclusivity/Diversity: 10, 16.67%
8. Public Transportation: 10, 16.67%
9. Pedestrian/bike-friendly atmosphere: 10, 16.67%
10. Historic architecture: 6, 10%
11. Other: Onsite gym, park/green space, proximity to Basilica

**When choosing where to shop/dine, what three qualities are most important to you?**

1. Personal safety: 32, 53.33%
2. Presence of unique businesses, arts & entertainment venues: 31, 51.67%

3. Cleanliness of neighborhood: 24, 40%
4. Low prices/good value: 21, 35%
5. Convenience/proximity to work, school, family, etc.: 21, 35%
6. Inclusivity/diversity: 13, 21.67%
7. Parking: 11, 18.33%
8. Public Transportation: 5, 8.33%
9. Pedestrian/bike-friendly atmosphere: 4, 6.67%
10. Historic buildings: 4, 6.67%
11. Other: quality, accommodation-friendly

**How would you rate MC on the following?**

Ratings: Excellent, Very Good, Good, Fair, Poor, N/A/Don't Know

For this summary, I included only the top category if it exceeded every other category by at least 10%.

- Grocery Shopping: 29, 48.33% Poor
- Retail Offerings: 29, 48.33% Poor
- Cleanliness/Safety: 20, 33.33% Fair, 20, 33.33% Poor
- A&E Offerings: 15, 25.42% Fair; 14, 23.73% Good; 13, 22.03% Very Good
- Food Offerings: 23, 38.33% Good
- Accessibility/Mobility: 16, 27.12% Good; 15, 25.42% Very Good

**MC fared most poorly on grocery shopping, retail offerings, and cleanliness/safety.**

**MC fared best on food offerings, and accessibility/mobility.**

**MC fared in the middle with respect to arts and entertainment offerings.**

**APPENDIX G:**

### Historic District Maps: CHAP Districts

