

The Promise of Market Center

Strategic Revitalization Plan

Draft, April 30, 2021

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Meeting and process facilitation provided by The V.P.I. Firm. Writing by Kristen Mitchell, with assistance in Phase I from Paul Sturm.

Executive Summary

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 revitalization.

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

Informed by the input of 128 individuals, including representatives of nearly two dozen Market Center stakeholder organizations and institutions, the 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; and
- The goals, outcomes, strategies and partners that will bring Market Center's new vision to life.

The vision and goals are as follows:

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. Goals:

1. Serve people with a range of incomes & diverse housing needs.
2. Attract and retain residents.

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. Goals:

1. Grow community wealth.
2. Strengthen businesses and diversify business mix.
3. Achieve a fully rehabilitated and occupied building stock.

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. Goals:

1. Make Market Center more accessible, walkable, and bikeable.
2. Improve utility of transit and micro-mobility options.
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. Goals:

1. Increase tree canopy.
2. Increase public access to green space.
3. Create a welcoming public realm.
4. Maintain and celebrate Market Center's unique historic character.

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. Goals:

1. Foster diversity.
2. Build a culture of civic pride and collaboration.
3. Increase access to fresh food.
4. Foster transformational change for individuals who need assistance

to achieve stability, realize personal goals and thrive independently.

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. Goals:

1. Build strong relationships with stakeholder groups and organizations.
2. Grow community organizing capacity.
3. Create and maintain consistent vehicles of communication.

Introduction to Market Center

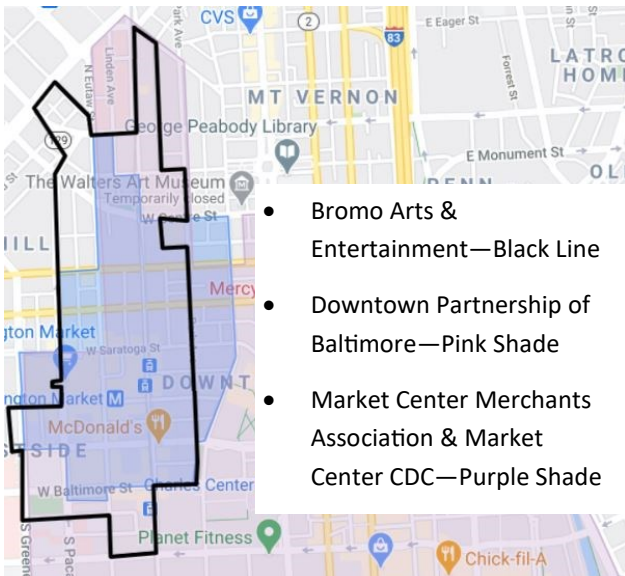
Map 1: Market Center Boundaries



Market Center is comprised of 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.

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 are also within the Downtown Partnership of Baltimore (“DPOB”), Bromo Arts & Entertainment District (“Bromo”), and City Center Residents Association (“CCRA”) boundaries.

Map 2: Organizations Working in Market Center



Market Center is also 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 have led to some confusion regarding Market Center’s identity and branding, and 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.

History of Market Center

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 20th 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 Baltimore County and surrounding counties during the second half of the 20th 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. The project(s) did not materialize, and the city’s efforts instead resulted in the proliferation of vacant buildings. 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, Market Center possesses significant attributes and is 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 with young professionals, empty-nesters and others attracted to urban amenities residing in repurposed office and commercial buildings as well as newly constructed high-rise apartments. In its ‘State of Downtown Baltimore Report’ issued in March 2019, the Downtown Partnership reported a residential population of nearly 43,000 in a one-mile radius of the Pratt and Light Street intersection— many of whom live within reasonable walking distance to Market Center.

The Inner Harbor and Camden Yards are just south of Market Center, with historic Mount Vernon and Seton Hill, and University of Maryland Medical Center’s Midtown Campus to the north. Anyone not familiar with the current state of Market Center would believe it must be a happening place filled with people enjoying urban life on a regular basis. Sadly, this is not the case as the current Market Center environment keeps many away or inside the bubble of their workplaces, residences and campus spaces – as well as encourages others to walk or ride through the area as quickly as possible.

The Case for a Market Center 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.

The time is right for a community-driven strategic revitalization plan in Market Center because:

- Grassroots, inclusive, incremental revitalization is the most sustainable, equitable approach to community revitalization and economic development, and Baltimore City needs this, particularly in a neighborhood with such transformative potential;
- Market Center’s historically low residential population is growing;
- Key organizations, including MCMA, MCCDC, DPOB, Bromo, and CCRA, are coalescing around a set of revitalization principles which must be solidified, expanded upon with broader input, and articulated in an official document;
- The Baltimore Development Corporation is selling many city-owned properties in Market Center, meaning that a lot of properties are “in play”;
- Development activity is increasing, and the community wants to ensure that Market Center retains 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 Baltimore Public Markets Corporation (BPMC) is redeveloping Lexington Market and broader, sustained revitalization is necessary to ensure the future success of Baltimore’s premiere public market;
- Market Center will benefit from a revived Lexington Market, but the likelihood of widespread, sustained benefits requires more than a new market building – it requires a greater commitment 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;
- 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 (adopted January 11, 2018);
- Market Center has ongoing challenges of a significant stock 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;
- Market Center stakeholders recognize the need to support people who need assistance to achieve stability, realize personal goals, and enable them to thrive independently (alternative language:

suffer from substance use disorder, mental health issues, homelessness, and lack of opportunity);

- 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 2018 and 2019 Charm City Night Markets proved that with an enticing mix of food, culture, and entertainment, large numbers of people will come to Market Center; and
- Market Center stakeholders need to be prepared to address spillover effects from proposed large-scale developments in the vicinity, including State Center and the former Social Security Administration complex, as well as the ongoing UMB Biopark.

To ensure MCMA & MCCDC would not be duplicating the work of other stakeholders in the area, MCMA staff asked DPOB and Bromo representatives whether they knew of an existing plan that could function as the official SRP for BRNI purposes. They indicated this was not the case and would support efforts to initiate and coordinate development of an SRP.

The Planning Process

During the summer and fall 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.

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 21st century. Nevertheless, during the summer of 2018, staff and volunteers reviewed the following existing plans to identify still relevant key themes and points:

- 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
- Downtown Baltimore Strategic Plan, 2011
- 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, comprised 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 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 extra effort was made to recruit people with specific knowledge. 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 during Phase I, 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:

- Reengagement 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

Current Community Conditions and Community Input

Current Community Conditions—Housing

Historically, Market Center served as more of a commercial center than residential neighborhood, but that is changing. Market Center is experiencing a period of sustained residential growth, fueled in part by increasing demand for living spaces with access to urban amenities, which is especially strong among young professionals, empty-nesters, and recent graduates.

A 2018 report commissioned by DPOB, *Downtown Baltimore Outlook 2020: Analysis of Market Rate Housing Demand in Downtown Baltimore Neighborhoods and Adjacent Areas*, analyzed demand for new market rate housing in the study area, a one-mile radius from the Pratt and Light Street intersection. While this study area is much larger than Market Center, information gleaned from the analysis is informative. The report found that there are 8,335 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. 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 1,339 new market-rate housing units per year for the next 2-3 years, and 1,405 per year in years 3-5. This same study found that the potential market consists of 69% younger singles and couples, 20.5% empty nesters and retirees, and 10.3% traditional and non-traditional families.

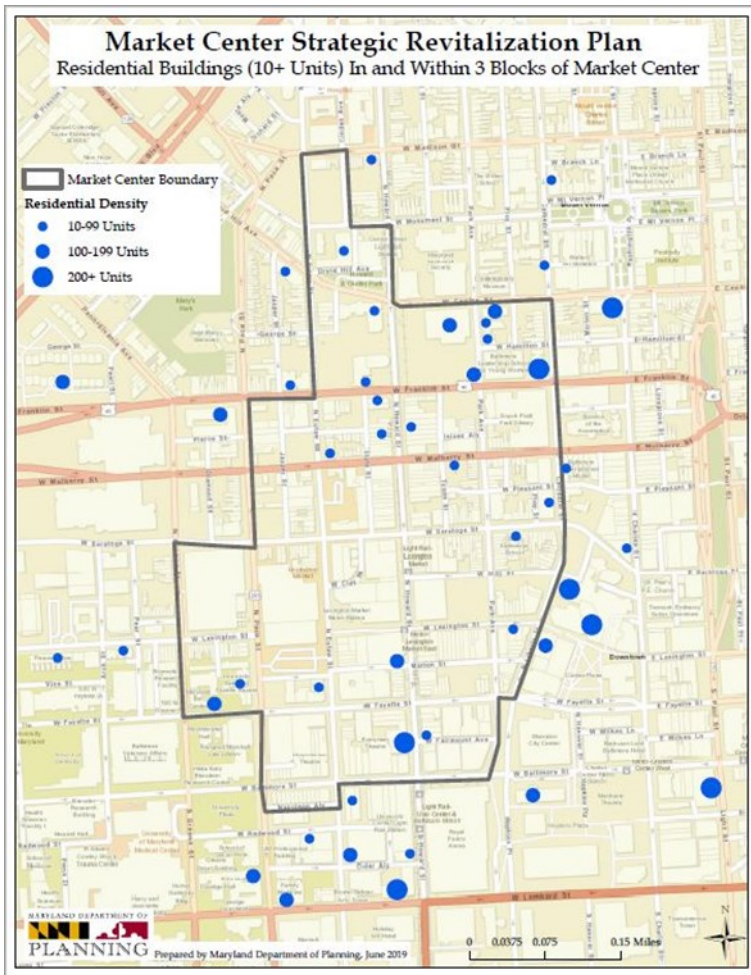
The majority (95%) of Market Center's housing stock is multifamily rental. In 2019, there were at least 1,854 rental units, which increased to 2,020 units by January 2021 – with an additional count in smaller buildings. There are currently eighty owner-occupied housing units, which is approximately 4.24% of the total.

Of the 2,161 existing apartments identified by MCCDC (in buildings with more than ten units), 564 (26%) are designated affordable units. Of these, 200 are for seniors and individuals with disabilities, 92 for veterans, 48 for artists, and 20 for individuals and families exiting homelessness. The remainder are unrestricted affordable units. For a full list of existing apartment buildings, see Appendix B.

Within Market Center, 305 new units are currently under construction. Of these, 181 are dedicated to students. The remainder are not dedicated to any particular group of people. Developers have plans to create an additional 85 apartments in Market Center in the next two to three years, all of which will be market rate.

Map 3 illustrates the locations of residential buildings (with 10+ units) in and within 3 blocks of Market Center, to help people visualize concentrations of residential density. The highest concentrations are in the northeast corner of Market Center and just outside the southeast boundary.

In May 2019, the average length of residence is 5.32 years for renter-occupied units and 8.25 years for owner-occupied units. This represents a decline in duration of residency since 2017, when the average duration of renter-occupied and owner-occupied units, respectively, was 6 and 11. (Source: *EnviroNics Analytics | Claritas, 2019, courtesy of the Downtown Partnership of Baltimore*)



Map 3: Residential buildings with 10+ units, in and within 3 blocks of Market Center

In 2019, MCMA conducted a survey of Market Center residents and asked residents to identify the three qualities most important to them when choosing where to live. Personal safety, convenience/proximity to work, school, and family were the two most frequently cited criteria, followed by presence of unique business and arts and entertainment venues and low prices/good value (tied). For a summary of survey questions and answers, see Appendix C.

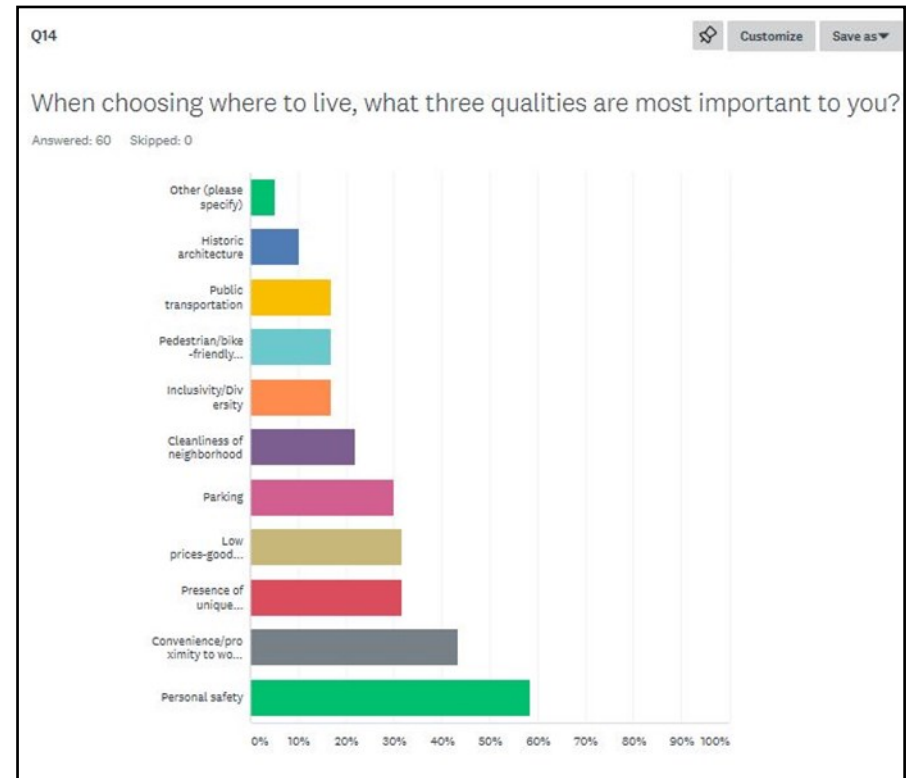


Chart 1: Residents' quality of life factors
Source: MCMA Residents Survey, Winter 2019

Focus Groups Input—Housing

With respect to housing, during the artists and arts and cultural organizations focus group, participants stated that artists need safe, inexpensive places to live, work, collaborate and share. To truly function as an arts district, this is essential.

Market Center's stock of large vacant buildings are a detriment, because they make people feel uneasy about living and investing in the community. They also present an opportunity to provide more housing, though they are expensive and complicated to renovate and reuse. Participants agreed that it would be nice to identify those buildings which must be saved, those which must be demolished because of their advanced state of deterioration, and those which can/should be renovated, and then work proactively to achieve this. This was done in 1999, when the Maryland Historical Trust and City of Baltimore entered into a Memorandum of Agreement regarding historic preservation in this area. Though the MOA was terminated in 2017, the map still provides insight into preservation priorities at that time. See Appendix D for maps.

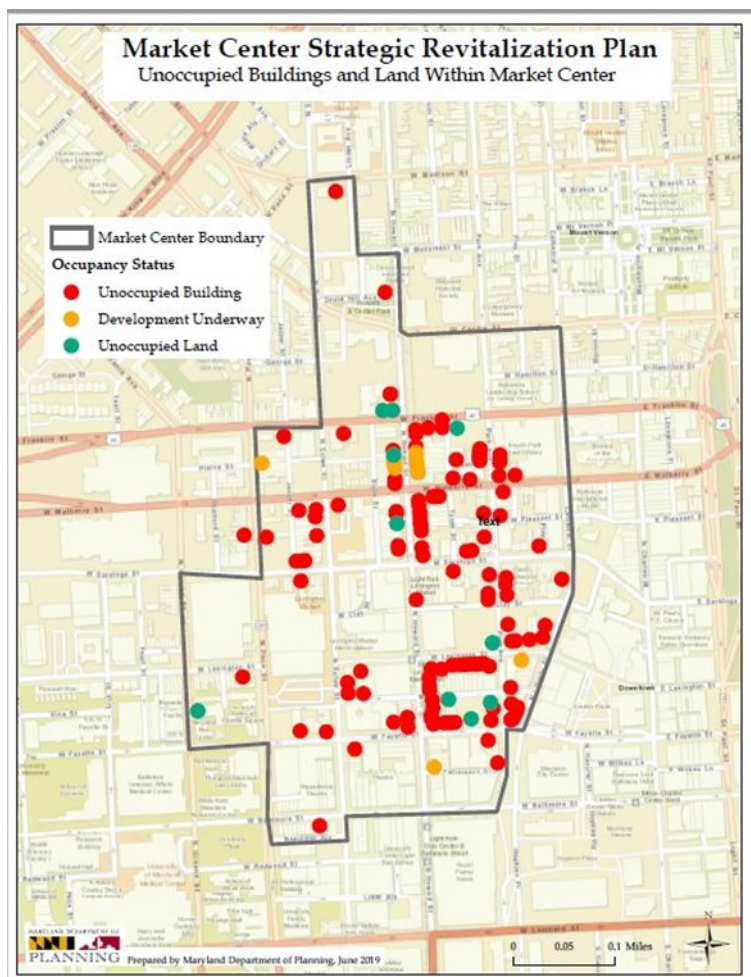
Focus group participants also spoke a lot about Market Center as a *place to live*, in addition to housing as a product. Participants stressed that Market Center should be thought of – and function – as a cohesive neighborhood and a place where people live, rather than an agglomeration of institutions and businesses. They want the community to be more welcoming and neighborly.

Residents who participated in focus groups said that they love and care about the neighborhood, love living downtown, and appreciate

the convenience. They are sick of trash and poor lighting, and they think that Market Center needs more curb appeal, greenery, safe communal gathering spaces, activities and events, a grocery store, a better pedestrian environment, and a better engagement strategy with the police.

Table 1: Housing SWOT Analysis	
Strengths	Weaknesses
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.	
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
Diverse food hub	
Opportunities	Threats
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	Addict population
Historic buildings	People do not want to live in a construction zone, and there is a lot of development activity in the area
Naturally occurring transit-oriented development on Howard Street and walk-	Lack of resident/business involvement in the revitalization process; Fear that
Strong diversity of residents and mix with University of Maryland, Baltimore students, faculty, and staff, UMMS, VA, etc.	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 Community Conditions—Economy



Map 4: Unoccupied buildings and land in Market Center

As noted in the introduction, Market Center once served as the Baltimore region's premier shopping destination, but that began to change in the mid-20th Century, as businesses relocated to the suburbs. Public policy exacerbated the losses in the late 20th Century and into the early 21st, when the city purchased properties and relocated existing businesses with the goal of assembling land for a large mixed-used 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 36% of buildings in Market Center (132 of 370) are currently unoccupied (though of these, six are currently undergoing redevelopment) and ten parcels of land are vacant. Map 4 illustrates the location of unoccupied buildings and land in 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.

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. **DOUBLE CHECK DATA**

MCMA 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. (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.)

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 2 shows the breakdown of Market Center’s 283 ground floor businesses in April 2019, and Table 3 shows the most common types of ground floor businesses.

Business Type	Percentage
Retail	39%
Food & Beverage	30%
Service	26%
Arts & Entertainment	2%
Other	2%

Source: MCMA Business Inventory, April 2019

Business Type	Count	Notes
General Goods	24	Of these, 14+ specialize in fragrance/oils.
Carry-Out	51	This includes food hall stalls, and there is a great variety in types of food and prices.
Convenience Stores	19	
Restaurants – Counter Service	14	
Hair Salons	12	
Barber Shops	11	
Cell Phone Stores	10	
Jewelry Stores	7	

Source: MCMA Business Inventory, April 2019

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 a greater diversity of businesses, whether businesses not currently found in Market Center, or businesses that otherwise distinguish themselves from existing offerings (for example, a hair salon that offers a unique service, or a different type of experience).

In the 2019 Market Center resident survey, variety and quality of offerings were the 2nd and 3rd most frequently cited reasons for not

shopping or dining in Market Center more frequently (after safety). In this same survey, residents were asked what three qualities were most important to them when deciding where to shop and dine. Personal safety, presence of unique businesses and arts and entertainment venues, and cleanliness of neighborhood were the three most frequently cited factors.

Market Center boasts many ethnic dining and shopping alternatives, as well as an ethnically and racially diverse group of business owners. Many participants in the planning process have noted this as an asset upon which to build. In the 2019 Residents Survey, 55% of respondents rated the food offerings in Market Center as good, very good, or excellent. This, too, is something participants want to build upon.



Chart 2

Source: MCMA Residents Survey, Winter 2019

It should also be noted that there is another informal economic element in Market Center, as the buying and selling of illegal drugs often takes place in the Eutaw/Lexington/Saratoga Street area close to Lexington Market. This activity deters some customers from patronizing other businesses.

Market Center can benefit from its location adjacent to the central business district, amidst many of Baltimore’s strongest institutions and attractions, though the benefits have largely gone untapped. 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. Within a one-mile radius of the Howard/Saratoga Street intersection, there are 8,046 businesses, 117,578 employees, and 48,105 residents (Source: *Envionics Analytics | Claritas, 2019, courtesy of the Downtown Partnership of Baltimore*). 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 attend events at Oriole Park at Camden Yards, M&T Bank Stadium, the Royal Farms 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.

Data provided by DPOB can illuminate opportunities for growth in the retail sector. Downtown Partnership provided figures for the potential for growth by retail store type, both within Market Center and within a one-mile radius of Howard and Saratoga. Table 4 summarizes the data for anticipated growth by retail store type between 2019 and 2024, including 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: (From BDC—Articulate how this relates to supply)

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, because these businesses mostly locate on major arterial roads, and 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 (Source: Retail Power, Environics Analytics | U.S. Census Bureau | U.S. Bureau of Labour Statistics | InfoUSA, Courtesy of the Downtown Partnership of Baltimore.) 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.

Table 4: Retail Stores Demand Growth, 2019-2024		
Category	Growth in Demand	
	1-mile radius from 300 N.	MCMA Boundaries
Motor Vehicle & Parts Dealers	\$29.6m	\$2.4m
Automobile Dealers	\$26.3m	\$2.1m
Furniture & Home Furnishings Stores	\$1.8m	\$152k
Electronics & Appliance Stores	\$1.7m	\$144k
Building Material & Garden Equipment & Supplies Dealers	\$5.6m	\$383k
Food & Beverage Stores	\$11.4m	\$991k
Grocery Stores	\$9.7m	\$850k
Health & Personal Care Stores	\$6.7 million	\$555k
Pharmacies & Drug Stores	\$5.6m	\$460k
Gasoline Stations	\$10m	\$863k
Clothing & Clothing Accessories Stores	\$2.5m	\$226k
Sporting Goods, Hobby, Musical Instrument, & Books	\$1.21m	\$103k
General Merchandise Stores	\$10.7m	\$919k
Other General Merchandise Stores (not dept. stores)	\$8.67m	\$742k
Miscellaneous Store Retailers	\$1.7m	\$137k
Non-Store Retailers	\$10.7m	\$893k
Electronic Shopping & Mail-Order Houses	\$9.5m	\$791k
Food Service & Drinking Places	\$16.3m	\$1.38m
Restaurants & Other Eating Places	\$14.1m	\$1.19m

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

Within Market Center, 64% of the population 16 and older is employed; 2% is unemployed; and 34% is not in the labor market. Health care practitioners/technicians are the most common occupation. Critically, as shown on Map 5 on the following page, 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,

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
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

proximity to downtown, robust transit access, and access to many main roads – could be a game changer for these communities.

Data from 2015 show that 99.8% of the people who worked in Market Center lived outside of Market Center. Similarly, 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. (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).

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

- 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.
- The Veterans Administration Annex on Fayette Street offers nursing education and recruitment.
- 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.

- 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. 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.

- 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.

- 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.

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

opportunities. There is still a need, but additional research is necessary to understand that need.



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

Despite these resources, many people who hang out in Market Center are still looking for work. Anecdotally, whenever volunteers are cleaning the streets or gardening, people ask about employment

Focus Groups Input—Economy

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.” They highlighted the opportunity for more businesses to appeal to students, such as food and beverage establishments, breweries, ice cream and coffee shops, and places that allow studying onsite. Basilica Place focus group participants expressed a desire for more affordable restaurants.

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 on 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.

UMB student focus group participants lamented that there is nowhere to get groceries/fresh produce and expressed a desire for Lexington Market to function more like a grocery store (notably, they felt prices were too high on some staples). Basilica Place participants said they use pharmacy and grocery delivery services to access necessities.

Participants in the UMB student focus group noted that people do not always know where to go for certain goods and services (such as food, manicures).

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 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).

Table 6: Economy SWOT Analysis

Table 6: Economy SWOT Analysis	
Strengths	Weaknesses
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); captive audience, large daytime population (students, employees)	Dirty conditions, trash
Proximity to Central Business District (walking distance); downtown location	Failing infrastructure
Many of Baltimore’s primary tourist attractions, sports & entertainment venues, local shopping and ethnic dining options are within or walkable from Market Center	Open air drug market; drug use; concentration of clinics
Opportunity Zone and other incentives	Perception & reality of crime
Affordability	Loitering
Increased UMB focus on revitalization and placemaking	High retail vacancies & limited market for retail
Historic architecture and authentic feel of Market Center enhance attractiveness to new businesses and investors	High cost of everyday goods
Ethnic & racial diversity of business owners; many of whom want to buy property	Lack of destination dining options
“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.	Lack of awareness of businesses that offer goods and services of interest, coupled with perception issues that deter people from walking through Market Center to find them
Opportunities	Threats
Help artists makes connections for work, housing, resources, development opportunities	Established retailers closing, leaving
Catalytic redevelopment sites	Negative perceptions about Baltimore and Market Center
Connectivity to entertainment and attractions	Lack of incentives for tech employers
Coolness factor	Lack of trade schools, internships, apprenticeships
Growing downtown residential population	Lack of job training/workforce/skills development programs
Hub	Poor track record of retaining artists after they graduate
Brand ambiguity	UMMS Controversy – impact on future investment
Attract retail that is not dependent on density	Brand ambiguity
Better match retail supply with demands of existing customers. (Affordable restaurants and shopping for seniors; bars, restaurants, breweries, ice cream shops, coffee shops, places to study for students, for example)	
Increase awareness of businesses that offer goods and services of interest (tours, bike & brunch, ‘taste of” events, ‘pay your own way’ activities; Free Fall Baltimore; information sharing through UMB Community Engagement Center 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	

Current Community Conditions—Transportation

There is no location in Baltimore with better access to public transportation than Market Center. 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 at Penn Station as well as national and international air travel at BWI Airport.

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 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, loitering, and roads that effectively function as highways (Mulberry and Franklin) – 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 biked 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 (*Source: Environics Analytics | Claritas, 2019, courtesy of the Downtown Partnership of Baltimore*).

Focus Groups Input—Transportation

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. 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.

With respect to the bike lanes, we did hear some complaints 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.

Table 7: Transportation SWOT Analysis

Strengths	Weaknesses
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 presence of multiple forms of transportation and bus lines, if you don't know where you are going, you don't know how to connect.
Presence of dense, transit-supportive land use.	Light rail not in a state of good repair. Cars are currently going through a mid-life overhaul – missed opportunity to purchase more inobtrusive vehicles.
Grid network of streets – good bones for multiple route options for multiple forms of transportation.	MTA will replace rails on Howard Street – missed opportunity to correct weaving lane on Howard Street.
UMB Police Shuttle is helpful to students, faculty, and staff.	Bus stops attract a lot of people, which others view with apprehension.
Opportunities	Sorely neglected infrastructure.
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.	Threats
BCDOT needs to explore options for expanding local transit and micro-transit services to help people access even more destinations via transit.	A lot of bus routes come downtown, but MTA has a limited number of places for layovers & hubs.
BCDOT pushing for more sustainable forms of transportation; the new Complete Streets policy is an opportunity to retrofit streets.	BCDOT does not have a formal role in state transit systems.
New demographic of people living in City Center – millennials and empty nesters WANT to use public transit.	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.
There is interest in hosting a good, multimodal transit center in the area, to facilitate connections and transfers.	Implementation of sustainable forms of transportation not happening throughout city (though the city's proposed rules for scooters will require equitable distribution of scooters).
City transitioning to a permanent program for scooters – opportunity to provide facilities.	
Lexington Market redevelopment creates the opportunity to re-connect the grid, especially a better east-west bicycle connection.	

Current Community Conditions—Environment

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:

- 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.
- St. Mary's Park, a 6+ acre oasis in Seton Hill.
- Center and Hopkins Plazas in Charles Center.
- 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 (the "Meadow") at the site through the City's Design for Distancing initiative. 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.

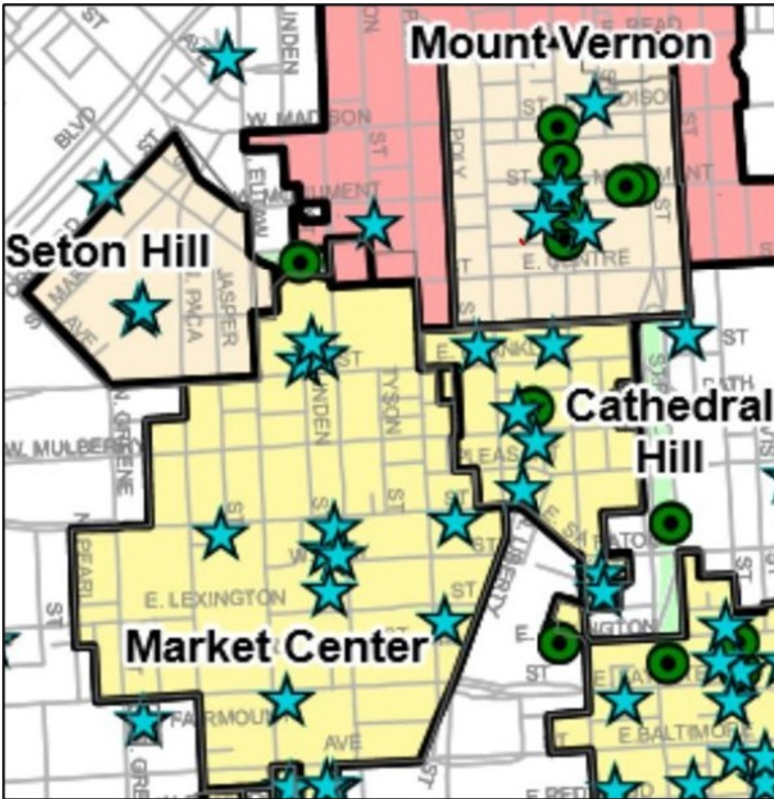
The area also has limited streetscaping, and what exists is poorly maintained. As an example, Howard Street has many empty tree wells, which are weed-strewn during the warmer months and lined with largely destroyed or missing courses of brick. The 200 block of N. Eutaw Street has deep tree wells and 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.

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 19th Century neighborhood characterized by row homes to the region's premiere shopping district, with department stores, banks, and theatres. 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 Chinatown, where the first Chinese settlers in Baltimore and their descendants lived and worked for decades, beginning in the late 19th Century. 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 is mostly located within the Market Center National Register Historic District, though several blocks are within the Cathedral Hill National Register Historic District and the Mount Vernon Baltimore

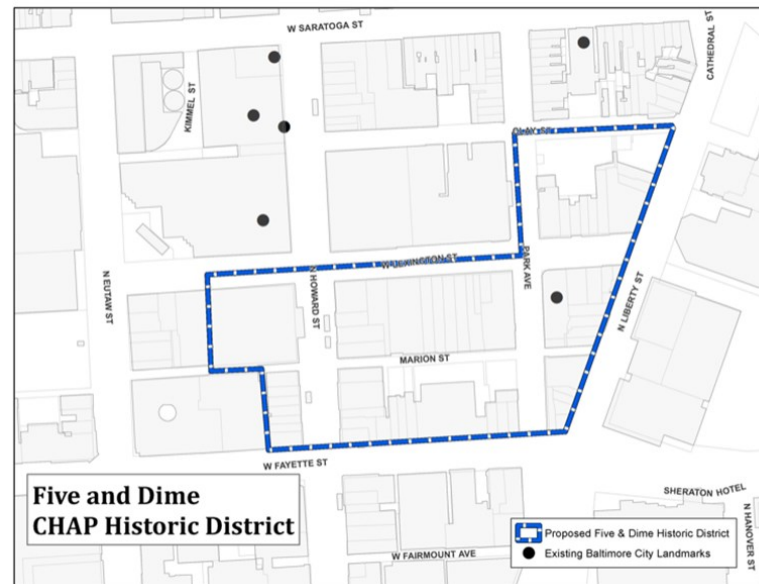
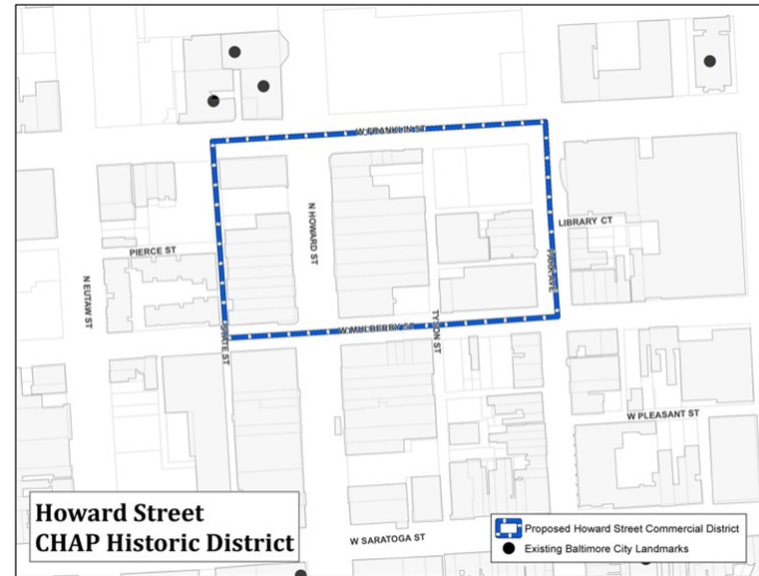
City/National Register Historic District. The Five and Dime Baltimore City Historic District and Howard Street Baltimore City Historic District are located within Market Center.

Map 6: Historic Districts



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 7 and 8 depict their boundaries.

Maps 7 and 8: Howard Street and Five and Dime Historic Districts



Focus Groups Input—Environment

Focus group participants stated that Market Center needs “safe communal spaces” such as coffee shops with more seating, public gardens, useable 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 cross walks and street markings, broken windows, and dilapidated buildings make people feel like no one cares. 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.

Table 8: Environment SWOT Analysis	
Strengths	Weaknesses
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
Opportunities	Threats
Vacant buildings and lots	Many of the older buildings need careful remediation due to hazardous materials and environmental conditions. Buildings are in danger of demolition by neglect, wherein they deteriorate to the point where it is no longer feasible to rehabilitate and reuse them.

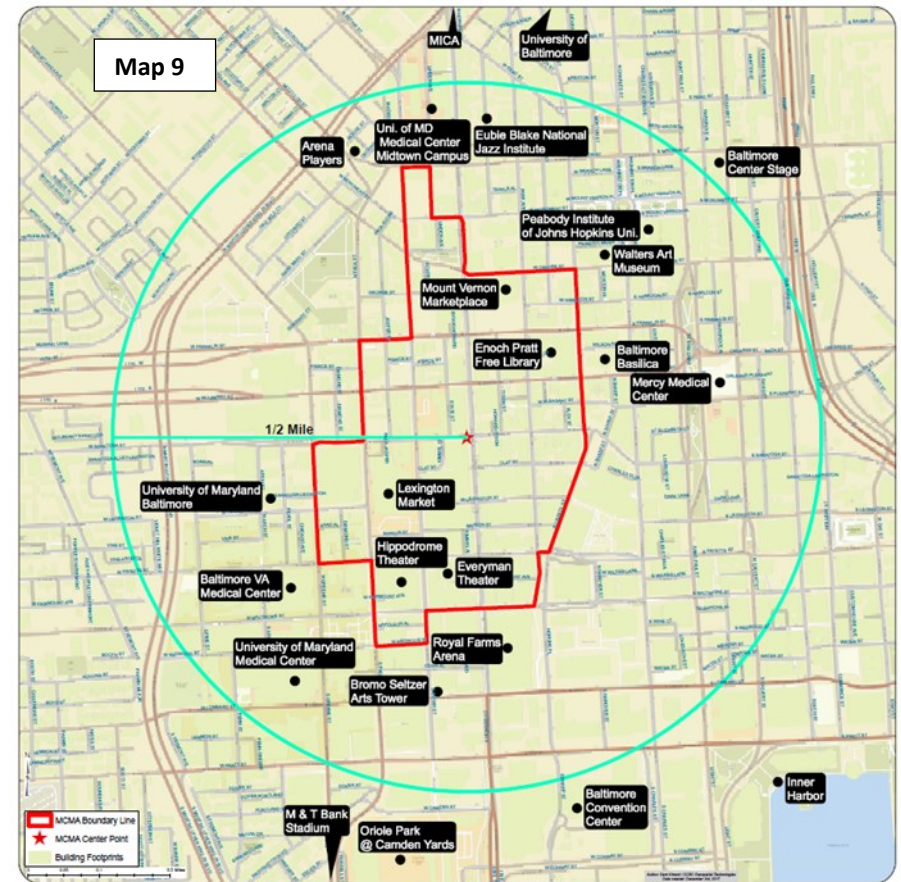
Current Community Conditions—Quality of Life

Market Center is rich in amenities, such as live theatre venues and multipurpose arts spaces, attractive historic architecture, and transit, and it boasts unique assets such as the main branch of the Enoch Pratt Free Library. Market Center benefits from nearby assets, too, such as the University of Maryland, Baltimore, multiple hospitals, and arts, entertainment, and sports venues (see Map 9). There are several houses of worship of various denominations in and near Market Center.

However, Market Center also lacks key community amenities, such as safe communal gathering spaces (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.

Public safety/comfort is another key factor in a community's quality of life. The prevalence 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. Whether the threat is real or perceived, the impact is undeniable, as concerns about safety deter people from spending time in Market Center.

In a 2019 survey of Market Center residents, safety concerns were the most frequently cited reason for not shopping or dining in Market Center more frequently. In this same survey, 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 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 not feasible or the best/only way to address concerns about public safety. Recommendations for improving public safety also include transforming vacant into occupied buildings, eliminating trash and graffiti, enhancing lighting, hosting events and activities, 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).

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 includes 100+ individuals and representatives of organizations and entities with responsibility for or interest in improving public health and safety in Market Center, and it adopted the following guiding principles:

HOLISTIC – Work on multiple issues (safety, cleanliness, opioid dealing, business development, etc.) at the same time by partnering with organizations from different sectors with different levels of expertise.

COMPASSIONATE – Act with compassion, treat people fairly and justly, focus on solving the issues not attacking people.

EFFECTIVE – focus on real life results and impact, identify what works and what doesn’t, learn and adapt, provide adequate resources and people to address the issue.

SUSTAINABLE – Improvements must take root and last beyond the construction and opening of Lexington Market.

ACCOUNTABLE – All partners, including community members, are responsible for making Lexington Market a safe, welcoming, family friendly destination.

INCLUSIVE – Diversity is valued, and people of all backgrounds are part of the decision-making process.

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

Input from organizations and entities including Behavioral Health Systems Baltimore, Getting Ready for Obstacles in the World (GROW), Baltimore Economic Advancement Movement (BEAM), Second Chance Behavioral Health Services, Youth Empowered Society (YES), the Downtown Partnership 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 aims to build relationships with community members that live, work, or spend time downtown to foster healthy relationships, improve

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 and sex workers 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 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 need to know about existing programs and how to access them; healthcare and other service providers need to understand the community's needs; and programs and resources need to be provided in a culturally competent manner.

As a community, we need to reduce the stigma associated with mental illness and substance use disorder, and a cultural shift in the approach to health care. People in crisis should not be taken to jail or the ER, but to a place equipped for trauma-informed care.

These issues are interrelated with housing and transportation. Access to safe, affordable housing is important to help people in recovery because it is hard to keep yourself well without housing. People also need transportation to access care providers, and it is often difficult for people to get from home to the service provider, especially if they also need to get to jobs or school. People in Harlem Park and Sandtown, for example, face difficult commutes to services. The problem is usually with the starting point (home) rather than the location of services.

There is a need to broaden engagement on policy issues that negatively impact the ability to provide care. **For example, Medicaid providers need to be able to bill for prevention and crisis services, and prior to the patient receiving a diagnosis. In addition, there is a need to eliminate policies that force people off Medicare. These are community issues and need deeper community understanding and support for reform.**

Focus Groups Input—Quality of Life

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. People wonder what else is “allowed to just go on,” given the prevalence and visibility of drug dealing and use. Even if the concerns about public safety are overstated, as one person feels, it is still necessary to solve the problem of the perception and reality of crime. At the same time, UMB focus group participants cautioned against kicking out people who are not harming anyone. They questioned who that protects.

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.

Table 9: Quality of Life SWOT Analysis	
Strengths	Weaknesses
Location	Food dessert/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 lack of safety, feeling that nothing is going on.
	Drug market
	Noise pollution
	Lack of affordable parking
Opportunities	Threats
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, making it more difficult to attract resources
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 (note: UMB students feel that Hungry Harvest is too expensive, CSA drop off sites would not be helpful; No Boundaries Coalition food hub at Avenue Market is a good model; some use grocery delivery services). They like 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	

Current Community Conditions—Community Engagement

Currently, people who live, work, or own properties or businesses in, or otherwise have a stake in Market Center 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.

Multiple nonprofit organizations and institutions work in Market Center, including the Bromo Arts & Entertainment 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).

The organizations offer the following opportunities for engagement:

- 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.
- 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 coronavirus 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.
- 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 as a great place to live and locate businesses. CCRA maintains an informative website and is active on social media.

CCRA continued monthly Board meetings via Zoom throughout the coronavirus pandemic to discuss and elevate issues important to the residents of central downtown. The organization hosted a series of

Zoom information sessions connecting residents with key Baltimore City stakeholders and decision makers, including:

- All major candidates for Mayor of Baltimore in the 2020 primary election and general elections
- Representatives of the Baltimore Police Department charged with implementing the consent decree
- A selection of Downtown property owners and developers
- Councilman Eric Costello and Shelonda Stokes, DPOB President

CCRA completed a tree planting project on Howard Street in the fall of 2020, with guidance and assistance from the Market Center Merchants Association and Bromo Arts District, planting four mature trees and over a dozen rose bushes and other shrubs. Several residents volunteered to help with the planting effort. They are working with community partners on a plan to maintain the plantings (which residents are also eager to assist with).

The CCRA hopes to resume holding in-person events sometime in the second half of 2021, including monthly happy hours to showcase local restaurants, bars, and other small businesses. They are also working with local organizations (including the Orioles, DPOB, and Waterfront Partnership of Baltimore) to gather feedback on how residents use local parks and green spaces, and what they would like to see in the future.

- **Downtown Partnership – Update**
- **Bromo Arts & Entertainment - Update**

- Post 114/Market Center Coalition – The Post 114/Market Center Coalition hosts monthly meetings for individuals and entities responsible for and interested in public health and safety in Market Center. The Coalition has six action committees: Baltimore Police Department, Behavioral Health, Business Health, Communications, Partner Connections, and Transit and welcomes participation from interested parties.
- Section N of the Market Center Urban Renewal Plan (“URP”) appears to include a provision for the “Market Center Project Area Committee” (PAC) to review and comment on development proposals for disposition lots designated in the URP, though the Commissioner of the Department of Housing & Community Development retained final approval authority. However, according to BDC, as a result of City Council Bill 98-898, which stated that “final decision[s] regarding the responsibilities and composition of the PAC is at the discretion of BDC,” the PAC no longer has the ability to review and comment on such development proposals.

Therefore, the community’s ability to review and comment on development activity is limited to proposals which require a waiver, variance, conditional use approval, or Commission for Historical & Architectural Preservation approval. Projects that do not require these approvals do not require public input, even if the projects are proposed for city-owned property, or property recently transferred by the city to a developer.

Focus Groups Input—Community Engagement

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, which the confusion about the community's name makes more difficult. 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 addresses what the neighborhood can 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 break through the misconceptions that there is nothing of value here; to get positive messages out; and yet dig deep into the narrative of the neighborhood, so that messages about the area are not just positive spin, but real.

Similarly, participants in every focus group questioned the presence and impact of multiple organizations working in Market Center. They want to make sure that the organizations 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, opportunities for two-way communication among stakeholders, and 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.

Table 10: Community Engagement SWOT Analysis

Strengths	Weaknesses
Multicultural and multipurpose (workers, residents,	Lack of cohesive community vision
Strong base of residents, workers	Lack of cohesive community voice
New residents' association; growing residential	No clear way to reach multiple stakeholders yet
Multiple entities working in area	Lack of cohesion and effective communication between
Reach of various newsletters (ex., DPOB)	Lack of engagement with the faith community, youth
	Little understanding of the needs of the transient
	Fear of being excluded from the process, discussions
Opportunities	Threats
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
Lots of development occurring in Market Center.	Negative perceptions/narratives about Market Center
Untapped potential – people live downtown for a	
There is an opportunity to strengthen existing	
New attractions, festivals, energy (ie., Charm City Night Market)	
Proximity to City Hall	

Guiding Principles, Visions, Goals & Strategies

Guiding Principles

Throughout the planning process, certain themes emerged repeatedly and coalesced into guiding principles, applicable to every vision, goal, strategy, action/objective, and project that follows. They are:

1. **Diversity**—Market Center values people of all races, ethnicities, income levels, ages, genders, sexual orientations, religions, and abilities.
2. **Equity**—Market Center aims to close the gaps in policy, practice, and access to resources and information so that race, ethnicity, income, gender, sexual orientation, religion, age, and abilities do not predict one’s success, while also improving outcomes for all.
3. **Inclusion**—People of all backgrounds are part of the decision-making process, especially existing stakeholders.
4. **Welcoming**—Market Center is a community in which everyone is welcome.
5. **Revitalization Without Displacement**—Market Center strives to achieve revitalization without residential or commercial displacement, or long-time business patrons.
6. **Meet people where they are**—with respect to community engagement.

NOTE: Need to know who the typical MC residents are—their demographics and psychographics? What do they like? The more we know about who is currently here, the more we’re able to put in provisions to make sure they aren’t being displaced.

Vision, Goals, Strategies, Objectives, Projects—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.

Housing Goal 1: Serve people with a range of incomes and diverse housing needs.			
Notes:			
<ol style="list-style-type: none"> 1. People with “diverse housing needs” includes but is not limited to artists, people with disabilities, the elderly, families with children (both affordable and market rate), veterans, people who want live/workspaces, etc. 2. Mixed-income housing should be incorporated <i>within</i> developments where possible. 			
<u>Outcomes:</u> <ol style="list-style-type: none"> 1. Increased (or at least maintained) socioeconomic, racial, ethnic diversity of residents. 2. Increased diversity of housing types (housing for families, live/work space, etc.) 		<u>Progress Measures:</u> <ol style="list-style-type: none"> 1. % of cost burdened households (year over year) compared to city 2. # units affordable to households earning 60% and 30% of AMI 3. Diversity of household incomes, sizes (socioeconomic, racial, ethnic diversity is addressed in Quality of Life, Goal 1) 4. Housing units designated for artists, people with disabilities, the elderly, veterans 	
<u>Key Performance Indicators</u> <ol style="list-style-type: none"> 1. Completion of baseline housing research. 2. Establishment of affordability targets and targets for housing unit types (ie., for families) 			
Strategy 1: Strengthen community capacity to achieve housing goals.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Build consensus on housing affordability targets and product diversity targets to guide advocacy.	Hire intern to research baseline conditions, to facilitate consensus building on affordability targets. MCCDC	2021	Underway, Spring 2021
	Reconvene interested parties to establish affordability targets. MCCDC, DPOB	2021	
Build capacity for housing advocacy and development.	Hire intern to research existing laws, policies, incentives, programs, and best practices to retain and create affordable housing and housing for people with diverse needs, to facilitate informed discussion. MCCDC	2021	Underway, Spring 2021
	Build relationships with knowledgeable partners to facilitate guidance on and support for Market Center’s housing goals. MCCDC	Ongoing	
	Add housing expert to MCCDC Board to embed expertise in the organization. MCCDC	2021	
	Recruit developers with commitment to achieving housing goals. MCCDC, DPOB, BDC	Ongoing	
Strategy 2: Preserve affordable units and units that serve people with diverse housing needs to protect from displacement.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Develop Actions/Objectives based on research gleaned from Housing Goal 1, Strategy 1, to maintain long-term affordability and access to units for people with diverse housing needs.	TBD, based on research. MCCDC, DPOB	Years 1-3	

Strategy 3: Create new affordable units and units that serve people with diverse housing needs.

Note: Potential strategies may include community land trusts, Southwest Partnership model for working with small developers, French Co model in Reservoir Hill, housing cooperatives.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Maximize use of incentives to create new units.	Compile and share information about existing incentives for affordable housing and diverse housing products. MCCDC, DPOB	2021	
Facilitate/support development projects to further this strategy.	As projects arise. MCCDC, DPOB.	Ongoing	
Develop Actions/Objectives based on research gleaned from Housing Goal 1, Strategy 1.	Convene interested parties to discuss need for new, modified incentives or approaches. Pursue as agreed. MCCDC, DPOB	2021	
	Secure commitment for pilot project with an owner willing to maintain long-term affordability; then expand. MCCDC	2022?	

Housing Goal 2: Attract and retain residents.

Note: See also Housing Goal 1, Strategy 3, and Economy Goal 3, Strategies 1 and 2

<p><u>Outcomes:</u></p> <ol style="list-style-type: none"> 1. Increased residential population. 2. Increased number of housing units. 3. Activated public realm—does this belong here? 4. Activated buildings.—does this belong here? 	<p><u>Progress Measures:</u></p> <ol style="list-style-type: none"> 1. Residential population grows by 5% annually. 2. Housing units grow by 5.5% annually. 3. Average length of residence. <p><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. Establishment of spruce up grant program. 2. Establishment of grant program to help people activate vacant spaces. 3. Creation of a new public amenity space. 4. Creation of new, or improvement to existing, communication platforms for residents. 5. # of façade improvements. 6. Bring new public art, greenery, flowers, or creative streetscaping projects to five sites annually. 7. Host 1-2 events annually at existing amenity spaces.
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Strategy 1: Activate streets and public spaces so they feel more welcoming to attract, retain residents.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Introduce new public art, greenery and flowers, creative streetscaping, and tactical urbanism projects to enliven Market Center’s sidewalks and public spaces.	Establish a “spruce up” grant program for public art, greening, creative streetscaping, and tactical urbanism projects.	2022	
Activate first floor of buildings to enliven the sidewalks and public spaces. Note: Focus on creating spaces for artists to share their work, and uses that generate foot traffic.	Establish a grant program for people to activate vacant ground floor spaces.	2022	
Improve building facades.	Market existing façade improvement grant programs. BDC, DPOB, Bromo, MCMA	Ongoing	Ongoing
Create new central amenity/community gathering space (ie., green space, market). See also Environment, Goal 2.	Get permission from Cordish Company to use 200 W. Lexington Street as temporary public space. Bromo	Now	Complete

Strategy 2: Create a stronger sense of community so people feel connected, included, invested. (Should we consolidate under Community Engagement & Empowerment?)

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Host events and activities to attract residents and enliven the public realm.	Need input	Ongoing	
Develop (or strengthen existing) communication platforms to reach residents. See Community Engagement and Empowerment, Goal 3.		2022	

Strategy 3: Promote Market Center as a great place to live.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Talk to institutions and large businesses about instituting incentives, such as residential referral programs and Live Near Your Work for renters.	Host meetings to discuss residential incentives with decision-makers at the VA Hospital, University of Maryland Medical System, University of Maryland, Baltimore, and Mercy Hospital. MCCDC, DPOB	2021	
Plan and implement a marketing campaign to attract new residents.	ASK DPOB, Live Baltimore for their thoughts.		

Vision, Goals, Strategies, Objectives, Projects—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.

Goal 1: Grow community wealth.			
<p style="text-align: center;"><u>Outcomes</u></p> <ol style="list-style-type: none"> Increase in individuals finding jobs/advancing in their careers because of workforce development/training programs. Increase in local business ownership; success rate. Increase in businesses owned by historically marginalized communities. More money circulating in local economy. Establishment of strong entrepreneurship and artist networks. 	<p style="text-align: center;"><u>Progress Measures</u></p> <ol style="list-style-type: none"> # of people graduating from key workforce development programs; job retention rates. Net # of local, minority, woman, and veteran-owned businesses. # of businesses, residents participating in crowdfunded investing. \$ raised through crowdfunded investing. Net # of artists living and working in the district. <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> Completion of research on workforce and career development programs. # people connected to job/career opportunities. # entrepreneurs connected to information and resources. Establishment of artist entrepreneurship program; # participants. Establishment of merchant entrepreneurship program; # participants. Establishment of business incubator and/or co-working space. Establishment of comprehensive package of support to attract minority-owned businesses; # businesses attracted. # conversations with business owners about grassroots crowdfunded investing. # Baltimore residents, stakeholders participating in grassroots crowdfunded investing courses. 		
<p>Strategy 1: Help local people access job and career development opportunities. Note: Ask GROW, BEAM, others for input on this strategy.</p>			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
<p>Build consensus on workforce and career development program needs to focus and strengthen advocacy efforts.</p> <p>Note: This includes soft and hard skills, job readiness requirements such as ID procurement, and ongoing support services.</p>	<p>Hire intern to research existing workforce and career development programs, population we are trying to serve, and gaps in service, barriers to success. MCCDC, GROW, BEAM, Post 114 Behavioral Health Action Committee.</p>	<p>2022</p>	
	<p>Develop strategy to minimize gaps and increase opportunities to support existing programs. GROW, BEAM, Post 114 Behavioral Health Action Committee.</p>	<p>2022</p>	
<p>Share information on existing programs to connect people with job and career opportunities.</p>	<p>Assemble existing informational materials or create new informational pieces (electronic and hard copy) in collaboration with community. Distribute to community hubs. GROW, BEAM, Post 114 Behavioral Health Action Committee</p>	<p>2022</p>	

Strategy 2: Increase entrepreneurship, local business ownership, and employee-owned businesses.			
Note: This includes food- and art-based entrepreneurship.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Connect 25 entrepreneurs/artists annually to information, resources. Note: The support should be relevant to the entrepreneur moving to, staying, or growing in Market Center.	Develop comprehensive financial and technical assistance resource table and make publicly accessible. MCMA, DPOB, Bromo, BDC, CSD	2021	Complete (ongoing)
	Develop comprehensive list of available spaces in Market Center and make publicly accessible to help entrepreneurs find space. MCMA, DPOB, Bromo, BDC, CSD	2021	Complete (ongoing)
	Develop two-way information-sharing mechanism to allow entrepreneurs to connect with each other and identify opportunities for collaboration. See Community Engagement & Empowerment, Goal 3. MCMA, DPOB, Bromo, CSD	2021	
	Establish artist entrepreneurship program, including mentorship and professional development opportunities, access to information on spaces, resources, and technical assistance. Ask Bromo		
	Establish merchant entrepreneurship program, including mentorship and professional development opportunities, access to information on spaces, resources, and technical assistance. MCMA, DPOB		
Establish business incubator(s) and/or coworking space to focus efforts and ensure access to low-cost space.	Launch Lexington Market incubator. Lexington Market, Seawall	2022	
	Build consensus around next steps for business incubator and/or co-working space. MCMA, DPOB, Bromo, Lexington Market, CSD		
Attract at least three new minority-owned businesses annually with a comprehensive package of support to simultaneously curate new businesses in the district and renovate space.	Develop and launch a comprehensive incentive and technical assistance program. Lexington Market/Seawall, DPOB	2021	Underway (BOOST, Lex Mkt)
Strategy 3: Broaden base of people with access to capital.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Identify alternatives to traditional means of access to capital.	Hire part time specialist (or identify staff in existing entity) to monitor, search and track, refer offerings and opportunities with SBRC, SBDC (UM), LEDC, Reinvestment Fund, etc.		
Facilitate business participation in grassroots crowdfunded investing. MCMA, MCCDC	Conduct outreach on grassroots crowdfunded investing to 150 business owners and connect 15 to Community Wealth Builders. MCCDC	2021	Underway
	Host three informational webinars on grassroots crowdfunding investing. MCCDC	2021	Underway
Strategy 4: Increase business directed to minority-, woman-, veteran-, and locally-owned businesses, and businesses owned by other disadvantaged populations.			
Establish MCCDC's own targets (or requirements) to support disadvantaged populations; and to employ people from the local labor pool.	Establish policy. MCCDC	2021	
Track adherence to City's MBE/WBE and Employ Baltimore requirements, and Equity Impact Statements submitted to Baltimore Development Corporation as part of development proposals.	Engage likely developers of Market Center properties up front to commit to city's requirements and goals, and SRP targets (after established).	2022	
Strategy 5: Increase community ownership of real property.			

Goal 2: Strengthen businesses and diversify business mix.

Note: See also Goal 1, Strategy 2

<p style="text-align: center;"><u>Outcomes</u></p> <ol style="list-style-type: none"> 1. Better meet resident and employee demand. 2. Retain, strengthen existing businesses. 3. Diversification within existing businesses (ie., adding on-line sales, new merchandise lines, etc.) 4. Increase diversity of business types. 	<p style="text-align: center;"><u>Progress Measures</u></p> <ol style="list-style-type: none"> 1. Retention of existing businesses. 2. Increase in first floor business establishments. 3. Resident satisfaction with business mix (measured through survey) 4. # new businesses in priority business sectors. <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. Comprehensive package of information regarding demand. 2. Development of business diversification and upgrade incentive program. 3. Creation of primer on how to open a business in Market Center and do tenant improvements. 4. # of Lexington Market applicants connected to regarding alternative locations and resources. <p>Note: Priority business sectors include small scale manufacturing/makers, arts-based businesses, businesses that specialize in international/multicultural products, food, or services, and retail business that offer products or services not currently found in Market Center.</p>
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Strategy 1: Support existing businesses to increase retention and better meet demand.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Provide technical assistance and information to all interested Market Center businesses, to help them adapt as the market changes.	Develop comprehensive financial and technical assistance resource table and make publicly accessible. MCMA, DPOB, Bromo, BDC, CSD	2021	Complete (ongoing)
	<p>Prepare comprehensive package of information regarding demand (retail sales gap analysis, residents survey, focus group information), and the community’s vision for Market Center (as articulated in this plan), and share with businesses. MCMA, DPOB</p> <p>Notes:</p> <ol style="list-style-type: none"> 1. Hold focus groups with the elderly, veterans, employees, students, and others unlikely to respond to survey. 2. Listen to business owners’ responses, concerns. 	2021	
Offer financial support to facilitate changes and upgrades to existing businesses.	Develop incentive program for businesses to diversify offerings, improve merchandising, look of store, and experience, and upgrade technology, and for property owners to diversify their tenant mix. MCMA, DPOB, SBRC, BDC	2022	

Strategy 2: Recruit new businesses to diversify mix and better meet demand.

Note: This includes businesses beyond retail, hospitality, and personal services.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Identify and approach candidate businesses.	Use information gleaned from Strategy 1, and guiding principle of diversity, to recruit new businesses.	2021	
	Contact all vendors who applied for but didn’t get into the new Lexington Market, to open lines of communication about alternative sites. MCMA, Post 114/MC Business Health Action Committee	2021	Underway
Provide technical assistance and information to identify and attract prospective new businesses.	Prepare primer, including sources of information and costs, on opening a business and doing tenant fit out in Market Center. MCMA, DPOB, CSD, BDC	2022	

Strategy 3: Ensure that Lexington Market serves as Baltimore's premiere public market.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Ensure open lines of two-way communication between community and Lexington Market, Inc., board and executive staff.	Invite community representatives to participate in the Lexington Market vendor application review process. Seawall	2021	Underway
	Summarize community desires and share with Lexington Market, Inc., board and executive staff. This refers to operations, not the construction project, which is well underway, and things such as diversity of offerings and price points, quality of goods, and vendors and chefs preparing food connected to their heritage or that they otherwise specialize in (to avoid duplication of generic items).	2021	
	Establish Lexington Market community advisory group. Lexington Market, Inc., Seawall	2021	

Goal 3: Achieve a fully rehabilitated and occupied building stock.

Note: This goal pertains to entire buildings, not just the ground floor, and to the full spectrum of uses permitted by zoning.

<p><u>Outcomes</u></p> <ol style="list-style-type: none"> 1. Activate unoccupied space (ground floor and upper stories) 2. Achieve a diversity of business owners, business types, employees, contractors, property owners, and developers that reflects the diverse population of Market Center and the City of Baltimore. 	<p><u>Progress Measures</u></p> <ol style="list-style-type: none"> 1. Reduce vacant space by 40,000 square feet annually. 2. # rehabilitation or new construction projects complete. 3. Net # FT jobs. <p><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. Establishment of pilot tour/event program. 2. Establishment of tenant improvement grant program; # of grants disbursed. 3. % of business and property owners who receive code enforcement brochure. 4. Resolution of building code violations. 5. Updated Market Center Urban Renewal Plan. 6. Letters to appropriate city agencies regarding disposition of public property.
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Strategy 1: Support private and nonprofit sector renovation and activation of space.

Actions/Objectives	Projects	Timeframe	Status
Connect developers, end users, and property owners to facilitate renovation, redevelopment, and reuse.	Create and maintain a list of vacant spaces, vacant buildings, and development opportunities, and share publicly. MCMA.	2021	Complete, ongoing
	Establish pilot program for events and tours to attract developer interest and educate property owners about incentives. MCCDC	2021	
	Advocate for projects as appropriate. MCCDC, DPOB		
Support interior improvements.	Establish a tenant improvement grant fund, with emphasis on supporting M/W/DBE businesses. MCCDC? DPOB?	2022	
Use all possible public sector tools to prevent demolition by neglect and turn vacant buildings into occupied buildings. Note: This includes enforcement of Land Disposition Agreements, code enforcement, and receivership.	Establish regular code enforcement call program; share BDC's code enforcement brochure with all businesses/property owners in Market Center; investigate a tax on vacant space. BDC or DPOB lead calls? MCMA brochure distribution.	2021	
	Communicate with 10 property/business owners annually regarding building code violations (and share information on resources to make improvements). BDC, DPOB, Housing, MCMA, CSD	Ongoing	
	Update the Market Center Urban Renewal Plan and secure City Council approval to provide the city with more alternatives to halt demolition by neglect. BDC (lead), Planning, DPOB, MCMA	2021	

Strategy 2: Pursue disposition, reuse of remaining city-owned properties.

Communicate desire for transfer of city-owned property to private sector. Express stakeholders' desires in clear, compelling manner.	Write to Baltimore Public Markets Corporation regarding East (Lexington) Market site, and West Market Block. MCCDC, DPOB?	2021	
	Write to BDC regarding 414 Howard, 114 & 116 W. Lexington, 142-44 W. Fayette, 102-106 N. Liberty, 109-113 Howard, 207 Park, and properties under land disposition agreement but not yet redeveloped. MCCDC, DPOB?	2021	
	Write to Enoch Pratt Free Library regarding 407-415 Park Avenue. MCCDC, DPOB?	2021	
	315-325 N. Eutaw?	2021	

Vision, Goals, Strategies, Objectives, Projects—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.

Goal 1: Make Market Center more accessible, walkable, and bikeable.			
Note: Appearance & cleanliness is also important to this goal, but it is covered under Environment.			
<u>Outcomes</u>		<u>Progress Measures</u>	
<ol style="list-style-type: none"> Market Center is well lit for pedestrians and bicyclists. Transportation infrastructure meets code and is well maintained. Curb appeal encourages pedestrian activity. 		<ol style="list-style-type: none"> # new pedestrian streetlights. # properties with improved exterior lighting. Square footage of sidewalks repaired. Reduction in number of non-ADA compliant street crossings. 	
		<u>Key Performance Indicators</u>	
		<ol style="list-style-type: none"> Prioritization of lighting projects. Establishment of festive/artistic lighting program. Prioritization of sidewalk improvements. Creation of program to local people to assist with improvement projects. 	
Strategy 1: Improve/repair lighting, transportation infrastructure to make the public realm more pedestrian- and bike-friendly.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Improve pedestrian-oriented lighting at ten locations (individual properties or streetlights) by June 2023.	Evaluate and prioritize blocks with stakeholder input; build coalition of advocates. MCCDC, Post 114	2020	Complete
	Monitor grant, city/state budget opportunities for streetlight improvements, and advocate/apply to as appropriate. MCCDC, DPOB	Ongoing	Ongoing
	Use existing façade improvement grant programs to improve exterior lighting on private properties. BDC, DPOB	Ongoing	Ongoing
	Establish program and secure funds to bring artistic/festive lighting to the community (originally conceived as “Light Rail Lights;” another model may be “Get Lit Canton”). Ask Bromo, DPOB		
Repair broken sidewalks at ten locations by June 2023.	Evaluate and prioritize blocks with stakeholder input, build coalition of advocates. MCCDC, Post 114	2020	Complete
Achieve ADA compliance at ten curb cuts and transit stops by June 2023.		2023	
	Create program to hire people from the community to assist with improvement projects requiring skilled and unskilled labor, to supplement the roles of the city and DPOB. Ask DPOB	2023	
Action related to street and alley cleaning. Get input from Appearance & Cleanliness Committee, DPOB	Enhance use and tracking of 311 requests; establish team to follow up; build coalition of advocates for improved services		

Goal 2: Improve utility of transit and micro-mobility/micro-transit options.

Notes:

1. This includes both within Market Center, and between Market Center and other locations.
2. Start by understanding existing transportation options and plans, Complete Streets ordinance and manual, incentives for transit use, and barriers to and incentives for Transit-Oriented Development.

<p style="text-align: center;"><u>Outcomes</u></p> <ol style="list-style-type: none"> 1. Increased use of alternative modes of transportation, including public transit, walking, biking, and other forms of micro-mobility. 2. Enhanced awareness of Market Center as a place where one can live without a car. 	<p style="text-align: center;"><u>Progress Measures</u></p> <ol style="list-style-type: none"> 1. Increase use of light rail and metro by 5% annually. 2. Increase percentage of people who take transit to work. 3. Reduce percentage of people who drive alone or carpool to work. <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. Creation of new informational pieces regarding transit options and transit use incentives. 2. Installation of new wayfinding signage. 3. Establishment of transportation advocacy group for Market Center.
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Strategy 1: Improve access to and clarity of information regarding transit and micro-mobility to increase use.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Share clear information on transit options with the community.	Create new informational pieces (electronic and hard copy) in collaboration with community (especially elderly residents), and distribute to apartment buildings and community hubs. MTA, MCMA	2022	
Share information on transit incentives to targeted audiences.	Create new informational pieces (or update existing) in collaboration with community, and distribute to targeted audiences. MTA, BCDOT, MCMA, DPOB, Post 114	2022	
Create new wayfinding signage to clarify how to get to different modes.	Create and install new wayfinding signage. MTA, Bromo?, DPOB?	2024	

Strategy 2: Assure equitable access to alternative means of transportation to serve all potential users.

Note: This includes but is not limited to Mobility Link paratransit, enforcement of dedicated bus and bike lane laws, and equitable supply of scooters and bike share bicycles.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
	Establish transportation advocacy group within Market Center. Post 114/MC Coalition Transit Action Committee, other?	2021	Complete?

Strategy 3: Engage in public sector planning processes to ensure that future changes further the Market Center community's goals.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Participate in public sector transportation planning processes when they arise. Note: This includes the Regional Transit Corridor from W. Baltimore to Bayview; bus service consolidation on Greene, Paca, Eutaw; Charm City Circulator route revisions, and dedicated bus lane expansion.	See Strategy 2 above. Develop understanding among stakeholders regarding how to coordinate input and advocacy for maximum effect.	2021	

Strategy 4: Support transit-oriented development (TOD) to ensure that the built environment encourages pedestrian activity.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Advocate for TOD policies, incentives, projects.	Advocate for TOD projects, and work with developers to modify proposals to be more supportive of transit use.	Ongoing	
Focus TOD efforts on Lexington/Saratoga/Eutaw/Howard block.	Bring all parties together to understand the challenges and craft a plan to overcome.	2021	
Transportation Goal 3: Address on-street and off-street parking to support the Transportation vision.			
Welcome input	Welcome input		
	Key Performance Indicators		
Welcome input	Welcome input		
Strategy 1: Modify on-street parking restrictions.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Remove on-street parking restrictions on the unit-400 block of Park Avenue to support small businesses by enabling customers to park on the block throughout the day.	Conduct community outreach regarding proposal. MCMA, MCCDC	2020	Complete
	Advocate for change with BCDOT, PABC. MCMA, MCCDC	2021	Underway
Modify On-Street Parking Restrictions on the 100-500 blocks of Franklin and Mulberry Streets.	Conduct a traffic study and community outreach (to include DPOB, adjacent neighborhoods, all stakeholders) to evaluate potential to remove or minimize the morning and rush hour restrictions. BCDOT, PABC, MCMA, MCCDC, DPOB	2020-21	Underway
	Advocate for change with BCDOT, PABC. MCMA, MCCDC	2021	Underway
Strategy 2: Prepare parking study that addresses demand and supply, strategies to reduce demand.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
	Create a parking plan that includes demand management strategies; current and projected parking supply/demand; community and stakeholder outreach (including Archdiocese, adjacent neighborhoods, H&H residents)	2022	

Vision, Goals, Strategies, Objectives, Projects—Environment

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

Goal 1: Increase tree canopy.			
<u>Outcomes</u>		<u>Progress Measures</u>	
<ol style="list-style-type: none"> 1. Improve aesthetics. 2. Improve public health. 3. Provide shade. 4. Reduce heat island effect. 		<ol style="list-style-type: none"> 1. Net # of trees in district. <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. Trees planted. 2. Development of maintenance plan for planting locations. 	
Strategy 1: Plant and maintain trees.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Plant trees.	Plant 15 trees and create maintenance plan(s). MCCDC, others?	2022	
Remove dead/dying trees.	Remove 5 dead trees (by advocating to the city). MCCDC	2022	
Goal 2: Increase public access to green space.			
<u>Outcomes</u>		<u>Progress Measures</u>	
<ol style="list-style-type: none"> 1. Improve aesthetics. 2. Improve public health. 		<ol style="list-style-type: none"> 1. Number of publicly accessible green spaces (can include plazas with greenery) <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. New public park. 2. # new publicly accessible green spaces/special places. 	
Strategy 1: Create a new public park and a neighborhood network of green spaces and special places to improve public access to green spaces.			
Note: Bromo and MCMA created a temporary park in 2020 through the City of Baltimore Design for Distancing program. The community desires a permanent park.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Establish a new public park by June 2024.	Create a community park advocacy group to lead planning, advocacy, development, and operations.	2022	
	Engage in public conversations to find out what people would like from their neighborhood park and identify potential locations. MCCDC, CCRA, DPOB, Bromo	2022	One meeting, 3/20
	Identify and secure funding for acquisition, development, and operations; acquire location.	2022	
	Build park and begin ongoing operations.	2024	
Establish five new publicly accessible small green spaces or “special places” by June 2022.	Convene interested parties to discuss and build support for concept, identify locations and opportunities for green moments, and additional partners. Note: Be sure to include Basilica Place residents.	2022	
.	Develop strategy and budget; begin fundraising	2023	

Goal 3: Create a welcoming public realm.

Note: Repair and maintenance of pedestrian infrastructure and lighting are covered more fully under Transportation.

<p style="text-align: center;"><u>Outcomes</u></p> <ol style="list-style-type: none"> 1. Trash-free streets, sidewalks, alleys, and other public spaces. 2. Well-maintained and functional infrastructure. 	<p style="text-align: center;"><u>Progress Measures</u></p> <ol style="list-style-type: none"> 1. Resolution of two priority infrastructure concerns by June 2022. <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. # trash cans distributed to business owners. 2. # residential landlords contracted regarding trash disposal regulations.
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Strategy 1: Improve appearance and cleanliness of public spaces.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Improve compliance with city trash disposal regulations through “Trash Can Project” on four blocks annually.	Provide business owners on four priority blocks with trash cans identified by address, make sure they know regulations; ensure that landlords of small residential properties know the regulations; follow up with enforcement. MCMA, DPW, HCD	2021	Underway
Get additional input from DPOB, Appearance & Cleanliness Comm.			

Strategy 2: Improve maintenance and functionality of infrastructure.

Note: This includes streets, alleys, public transit, communications, water & sewer, power and energy, waste management, schools, parks & recreation.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Fix two priority infrastructure projects by June 2022 (other than pedestrian-oriented infrastructure, which is addressed in Transportation.)	Build network of allies to advocate on behalf of Market Center infrastructure repairs. MCMA, Post 114	2021	Complete (ongoing)
	Collectively identify the groups’ priorities and advocate for city capital funds through the budget process. MCMA, Post 114	2021	Complete (but may evolve)

Goal 4: Maintain and celebrate Market Center’s unique historic character.

Note: This includes buildings, mixed-use nature of the community, and heritage.

<u>Outcomes</u>	<u>Progress Measures</u>
<ol style="list-style-type: none"> 1. Recognition of Market Center’s historic built environment and authenticity of place as an economic asset. 2. Stabilization of buildings identified as contributing to the historic character of the area are stabilized. 	<ol style="list-style-type: none"> 1. # of buildings stabilized and secured against weather and casual entry. <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> 1. Establishment of priority building list. 2. \$ secured for building stabilization, either through a general fund or for specific buildings. 3. # of actions taken to celebrate building rehabilitation/reuse, promote use of historic rehab incentives, celebrate/honor specific components of Market Center’s history (social media posts, blog posts, press coverage, etc.) 4. Creation of Lexington Market history archive.

Strategy 1: Stabilize and reuse vacant historic buildings.

Note: See also, Economy, Goal 3.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Secure resources for building stabilization and reuse, either by establishing a fund that can be used for multiple buildings, or by advocating for funds building-by-building.	Identify priority buildings, considering preservation priorities, ability to build on strengths and enhance the market, and projects ready to begin, but for a funding gap. MCCDC, BHI, others?	2021	
	Develop criteria for selection; apply for funding; launch program OR apply for funding for specific buildings. MCCDC, BHI, others?	2022	
	Understand condition of city-owned properties and advocate for additional city investment in stabilizing and securing these properties.	2022	
Encourage public and private sector stabilization and reuse of historic buildings.	Share good news and positive stories about building rehabilitation and adaptive reuse through social media, blog posts, press coverage, tours, events. MCCDC, BHI, Others?	Ongoing	
	Promote use of historic tax credits and advocate for projects to receive funding through the state’s competitive tax credit process. MCCDC, BHI, DPOB, others?	Ongoing	

Strategy 2: Increase appreciation for Market Center’s History.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Celebrate the history of Baltimore’s Chinatown.	Work with Chinatown Collective and others to share information about the history of Baltimore’s Chinatown through social media, blog posts, press coverage, tours, events. BHI, MCCDC, others?	2021	
Celebrate the history of Lexington Market.	Build Lexington Market history archive; collect and share stories and remembrances of Lexington Market from the public. Lexington Market, BHI, MCCDC, Seawall	2021	Underway
Honor the Civil Rights history of Market Center.	Convene community to develop ideas. MCCDC, BHI	2021	
	Give merchants and other “front line” stakeholders a “pocket history” of Market Center, so they can help promote it. MCCDC, BHI, Others?	2022	

Vision, Goals, Strategies, Objectives, Projects—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.

Goal 1: Foster diversity.			
<p align="center"><u>Outcomes</u></p> <ol style="list-style-type: none"> Recognition of diversity as a desirable and defining characteristic of Market Center. Diversity in all its forms and manifestations is sought. People have positive, optimistic feelings about Market Center. 		<p align="center"><u>Progress Measures</u></p> <ol style="list-style-type: none"> Racial and ethnic diversity of residents, property owners, business owners, developers, artists. Socioeconomic diversity of residents, property owners, business owners, developers, artists. <p align="center"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> # of businesses featuring multicultural goods or services. # of events celebrating diverse communities and cultures # of events/activities that respond to existing stakeholders’ desires. # of new communal gathering spaces 	
Strategy 1: Expand arts and cultural events and activities, introduce new public art.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Support or host five events annually (beyond what is offered by individual arts groups) that activate underused spaces, highlight Market Center’s multicultural community, or support other goals articulated in this plan. What does support mean? How do we ensure success of events?	Work with arts community to develop regular, cross-promotional event calendar and district art walks. Bromo		
	Talk to Chinatown Collective, KAGRO, Mayor’s Office of Immigrant Affairs, BOPA, Baltimore Xiamen Sister Cities Program about opportunities for collaboration.		
	Support Charm City Night Market, Fringe Festival, Light City, popup events, and events at arts and cultural venues.		
Strategy 2: Celebrate existing and attract new multicultural businesses.			
Note: See also Economy, Goal 1, Strategy 2, and Goal 2, Strategy 2.			
	Develop tour program. MCMA, DPOB, others?		
	Promote on social media. Examples: DPOB Black Business Fridays, MCMA business directory emphasis on Black-owned businesses. MCMA/DPOB		
Strategy 3: Include existing residents and stakeholders in discussions on desired amenities, events.			
Increase activities/amenities for residents and visitors of all backgrounds, ages, and abilities	Introduce new activities/amenities that respond to the interests of existing community stakeholders.		
	Pursue development of safe communal gathering spaces (ie., community center, senior center, green space, community garden). Is this the right place for it?		

Goal 2: Build a culture of civic pride and collaboration.			
Note: Repairing dilapidated infrastructure and deteriorated city-owned buildings is also key to this goal, but these items are covered under Economy, Goal 4, Transportation, Goal 1, and Environment, Goal 3.			
<u>Outcomes</u>		<u>Progress Measures</u>	
1. Increased volunteer activity. 2. Diversification of volunteer base. 3. Pride in the neighborhood.		1. Welcome input	
		<u>Key Performance Indicators</u>	
1. Volunteer hours			
Strategy 1: Host volunteer events that simultaneously build a sense of community and address goals for maintenance and beautification.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Host volunteer events that simultaneously build a sense of community and address other goals.			
Develop "Artist in the Alleys" program to allow artists to beautify, activate these overlooked public spaces. Bromo.			
Develop community garden or urban farm.			
Goal 3: Increase access to fresh food.			
<u>Outcomes</u>		<u>Progress Measures</u>	
1. The community has multiple options for access to a diverse array of affordable, fresh food.		1. Welcome input	
		<u>Key Performance Indicators</u>	
1. Volunteer hours			
Strategy 1: Advocate for Lexington Market to include vendors who sell a variety of fresh foods at a range of price points.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
	Get food justice advocate on the Lexington Market vendor selection committee. Lexington Market, Seawall, others?	2021	
Strategy 2: Attract a grocery store to Market Center to supplement and complement existing options.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
	Convene meeting with BDC, DPOB, MCMA, interested parties to understand current state of ability to attract a grocery store to Market Center, steps necessary to make Market Center more attractive to a grocery store. Develop consensus on strategy.	2022	
Strategy 3: Identify and evaluate other options to meet need for fresh food.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
	Investigate recommendations including a Community Supported Agriculture drop off site, Lexington Market delivery program, LYFT's free rides to grocery stores, Arabber parking locations, Healthy Harvest partnership, "Distributed model" - a bunch of smaller stores that focus on specific types of products."		

Goal 4: Foster transformational change for individuals who need assistance to achieve stability, realize personal goals and thrive independently. Alternative: Empower marginalized or otherwise disadvantaged individuals.

<u>Outcomes</u>	<u>Progress Measures</u>
<ol style="list-style-type: none"> Individuals in Market Center, including but not limited to residents and those who hang out in the community, are stable, able to realize their personal goals, and thrive independently. Reduced drug dealing. Reduced homelessness. 	<ol style="list-style-type: none"> Number of people served by behavioral health, mental health, substance use disorder programs; their feelings of wellbeing (gauged through voluntary, participatory research). Number of people served through the LEAD program; success rates. Number of people who access long-term housing. Reduction in all types of crime, year over year.

Strategy 1: Increase access to housing, healthcare, workforce development, education, etc., opportunities and programs.

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Learn from the community what new or improved resources they need, and provide them in an effective, culturally competent way.			
Understand and eliminate barriers to care, including transportation.			

Strategy 2: Support increased resources for programs like Law Enforcement Assisted Diversion, mobile crisis units, stabilization centers, peer-to-peer outreach, trauma-informed care, mental health walk-in clinics.

Strategy 3: Help to remove stigma from substance use disorder and mental illness.

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Goal 5: Improve the reality and perception of public safety.

Note: This goal is inextricably linked to goals for fostering transformational change for individuals (Quality of Life, Goal 4), community wealth building (Economy, Goal 1), affordable housing (Housing, Goal 1), appearance and cleanliness (Environment, Goal 3), and vacant building reduction (Economy, Goal 4). They will not be repeated here.

<u>Outcomes</u>	<u>Progress Measures</u>
<ol style="list-style-type: none"> Reduced instances of Part I crime (such as homicide, rape, robbery, and theft). Reduced instances of Part II crime. Reduced recidivism of individuals arrested in Market Center. Improved feelings of public safety, measured through survey Eliminate the open air drug market 	<p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> Shared community statement on expectations regarding law enforcement.

Strategy 1: Create non-binding MOU on environment and security around Lexington Market. (Builds on Seawall's work from 2019)

<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>

Strategy 2: Support increased resources for programs like Law Enforcement Assisted Diversion, mobile crisis units, stabilization centers, peer-to-peer outreach, trauma-informed care, mental health walk-in clinics.

Vision, Goals, Strategies, Objectives, Projects—Community Empowerment & 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.

Goal 1: Build a stronger, more connected community.			
<u>Outcomes</u>		<u>Progress Measures</u>	
<ol style="list-style-type: none"> Strong, trusting relationships between and among organizations, entities, and stakeholder groups. Improved communication and information sharing. Individuals feel like their voices are heard. 		<ol style="list-style-type: none"> R... <p style="text-align: center;"><u>Key Performance Indicators</u></p> <ol style="list-style-type: none"> Host ten community meetings/year, attract 200 people/year, at least 50 of whom will be new. Develop core group of ten informal community cheerleaders, six community leaders. Develop network for two-way information sharing. Get 100 respondents to “Who is Market Center” and door-knocking campaign. 	
Strategy 1: Engage in outreach to individuals and groups.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Host and participate in community meetings/events.	Establish series of regular Market Center Mingles; hold at least two additional gatherings targeted to specific groups, and participate in at least two additional community meetings annually (such as CCRA, Mount Vernon, Seton Hill, Orchard Gardens, Heritage Crossing).	2019	Paused due to Covid-19
Establish mechanism for one-on-one outreach.	Operation Who is Market Center – Position people around Market Center at tables, with surveys to learn more about stakeholder priorities (especially transient population).		
Strategy 2: Facilitate information-sharing.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Create and maintain consistent vehicles of communication to share information with the public, recognizing that stakeholder groups have different preferences with respect to how they get their information.	Convene a committee to evaluate current vehicles of communication and determine whether any can be re-tooled to achieve the desired outcome. Make recommendations for re-tooling existing vehicles or creating new means of communication. MCMA, MCCDC, DPOB, Bromo, UMB, and others who are not affiliated with a group but have expressed opinions and can help us understand the public’s perspective.	2022	
Create and maintain mechanism for two-way information exchange between stakeholders to facilitate collaboration and build relationships.	Explore Slack, Google Meetup, Google Groups, other forms of social media.	2021	

Goal 2: Empower the community to make decisions and chart its future.			
<u>Outcomes</u>		<u>Progress Measures</u>	
1. Broad, deep base of community leaders. 2. Clarity regarding how to engage in decision-making processes.		<u>Key Performance Indicators</u>	
Strategy 1: Establish formal mechanisms for development reviews.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Establish an Architectural & Development Review Committee to review development proposals that require city approvals (from CHAP, BMZA, Planning Commission, City Council, etc.)		2021	
Work with the Baltimore Development Corporation to clarify and refine the community's role in development projects on city-owned property.		2021	
Strategy 2: Establish mechanism for SRP oversight and implementation, with a range of stakeholder representation.			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Establish the Market Center Strategic Revitalization Plan Community Oversight Committee to steer implementation and updates.		2021	
Establish mechanism for information sharing among stakeholder organizations.	Quarterly Market Center Congress mtgs?		
Strategy 3: Cultivate growth of community leaders (for specific projects or generally).			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
Goal 3: Build sense of ownership and pride in neighborhood.			
Note: See also Quality of Life, Goal 2			
<u>Outcomes</u>		<u>Progress Measures</u>	
1. Recognized, shared neighborhood identity/brand that resonates with Market Center stakeholders and the public.		<u>Key Performance Indicators</u>	
Strategy 1: Work with entities and stakeholders to build consensus around shared identity/brand for the neighborhood			
<u>Actions/Objectives</u>	<u>Projects</u>	<u>Timeframe</u>	<u>Status</u>
	Hire a consultant to facilitate a discussion among the organizations working in Market Center, and informed by public opinion, to come to consensus about how best to brand or develop common messaging around the neighborhood. MCMA, MCCDC, DPOB, Bromo, CCRA, BDC, UMB		

Conclusion & Call to Action

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 once again. With its central location in Baltimore City and the surrounding region, major institutions, employers and Baltimore's fastest growing residential neighborhood on its doorstep, public transportation options, walkability, historic architecture and history as the region's premier shopping district, many of the elements are in place for successful revitalization.

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 Chinatown/Gallery Place/Arena neighborhood, Cincinnati's Over the Rhine, Philadelphia's Market East/Reading Terminal, Philadelphia's University City 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 and 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 Port Covington.

For all the challenges Market Center and Baltimore City face, the people of Baltimore City have demonstrated remarkable resiliency 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.

Now nearly half a century later, Baltimore finds itself at another crossroads -- people across Baltimore are working hard to improve their communities, but they are frustrated by factors which are or at least seem to be beyond their control. Market Center is just one of these communities, but 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.

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—Advisory Committee & Resource Team

Advisory Committee (in alphabetical order)

1. Baltimore Development Corporation, Kyree West (Ph. I, II)
2. Baltimore Economic Advancement Movement and Post 114/Market Center Coalition, Bruce Panczner (Ph. II)
3. Baltimore Heritage, Johns Hopkins (Ph. I., II)
4. Behavioral Health System Baltimore, Mark Slater (Ph. I), Gwen Brown (Ph. II)
5. Bromo Arts & Entertainment District, Davon Barbour, Amy Cavanaugh Royce (Ph. I), Emily Breiter (Ph. II)
6. Catholic Relief Services, Janee Franklin (Ph. I, II)
7. City Center Residents Association, Bill King (Ph. I, II)
8. Downtown Partnership of Baltimore, Davon Barbour (Ph. I), Sam Storey, Ph. II)
9. Lexington Market, Inc., Robert Thomas, Scott Garfield (Ph. I), Robert Thomas (Ph. II)
10. Market Center Community Development Corporation, Wendy Blair (Ph. I, II)
11. Market Center Merchants Association, Judson Kerr (Ph. I, II)
12. University of Maryland, Baltimore, Stuart Sirota (Ph. I), Luke Mowbray (Ph. II)
13. University of Maryland, Baltimore, Student Representative, Maryrejahllil Lanier (Ph. II)
14. University of Maryland Medical Center, Samuel Burris (Ph. I, II)
15. Veterans Administration Hospital, Stephanie O’Connell (Ph. I)

Resource Team:

1. Baltimore City Department of Planning, Christina Hartsfield (Ph. I), Reni Lawal (Ph. II)
2. Baltimore City Department of Transportation, Theo Ngongang (Ph. I, II)
3. Maryland Transit Administration, Patrick McMahon (Ph. I, II)
4. Maryland Stadium Authority, Rachelina Bonacci (Ph. I, II)
5. Maryland Department of Planning, Victoria Olivier (Ph. I, Ph. II), Joseph Griffiths (Ph. II)
6. Maryland Department of Housing & Community Development, Nick Mayr (Ph. I, II), Trey Miller (Ph. II)
7. Mayor Brandon Scott’s Representative, Scott Davis (Ph. II)
8. Mayor’s Representative (for Catherine Pugh, Bernard C. “Jack” Young), Marianne Navarro (Ph. I, Ph. II)
9. Council President Bernard C. “Jack” Young, Scott Davis (Ph. I)
10. Councilman Eric Costello (Ph. I, II), Kevin Hayes (Ph. II)

Appendix B—Residential Buildings (10+ units) in Market Center

Building Name	Address	Units	Type
9 N. Howard	9 N. Howard	15	Market
106-110 N. Eutaw	106-110 N. Eutaw	11	Market
300 Cathedral	300 Cathedral	59	Market
505 Park	505 Park	10	Market
511 Park	511 Park	16	Market
520 Park	520 Park	171	Market
500 Park	500 Park	153	Market
Basilica Place	124 W. Franklin	200	Affordable, Seniors, Disabled
Centerpoint	8 N. Howard	399	Market
Chesapeake Commons	601 N. Eutaw	99	Market
Fayette Square	518 W. Fayette	147	Students
Four Ten Lofts		48	Affordable, Artists
Four Ten Lofts		8	Market
Four Ten Lofts		20	Affordable, Formerly Homeless
Gallery Tower	111 W. Centre	145	Market
Howard Row	407-415 N. Howard	52	Market
L on Liberty	214 Clay	72	Affordable
Monument Place	305 W. Monument	59	Market
Mulberry Court	401 N. Eutaw	62	Affordable
Mulberry at Park	211 W. Mulberry	70	Affordable
Paca House	116 N. Paca	92	Affordable, Veterans
St. James Place	301 W. Franklin	25	Market
Saratoga Lofts	125 W. Saratoga	19	Market
The Atrium	118 N. Howard	173	Market
The Congress	306 W. Franklin	36	Market
Total		2161	

Breakdown of Unit Types		
Affordable	564	26.10%
Market Rate	1597	73.90%
	2161	
Artists	48	2.22%
Formerly	20	0.93%
Seniors/	200	9.25%
Students	147	6.80%
Veterans	92	4.26%

Appendix C—Residential Survey Summary (limited to MC residents)

February—April 2019

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%
- 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

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%

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 (?), 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%

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

- Personal safety, 35, 58.33%
- Convenience/proximity to work, school, family, etc.: 26, 43.33%
- Presence of unique businesses, arts & entertainment venues: 19, 31.67%
- Low prices/good value: 19, 31.67%
- Parking: 18, 30%
- Cleanliness of neighborhood: 13, 21.67%
- Inclusivity/Diversity: 10, 16.67%
- Public Transportation: 10, 16.67%
- Pedestrian/bike-friendly atmosphere: 10, 16.67%
- Historic architecture: 6, 10%
- Other: Onsite gym, park/green space, proximity to Basilica

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

- Personal safety: 32, 53.33%
- Presence of unique businesses, arts & entertainment venues: 31, 51.67%
- Cleanliness of neighborhood: 24, 40%
- Low prices/good value: 21, 35%
- Convenience/proximity to work, school, family, etc.: 21, 35%
- Inclusivity/diversity: 13, 21.67%
- Parking: 11, 18.33%
- Public Transportation: 5, 8.33%

- Pedestrian/bike-friendly atmosphere: 4, 6.67%
- Historic buildings: 4, 6.67%
- Other: quality, accommodation-friendly

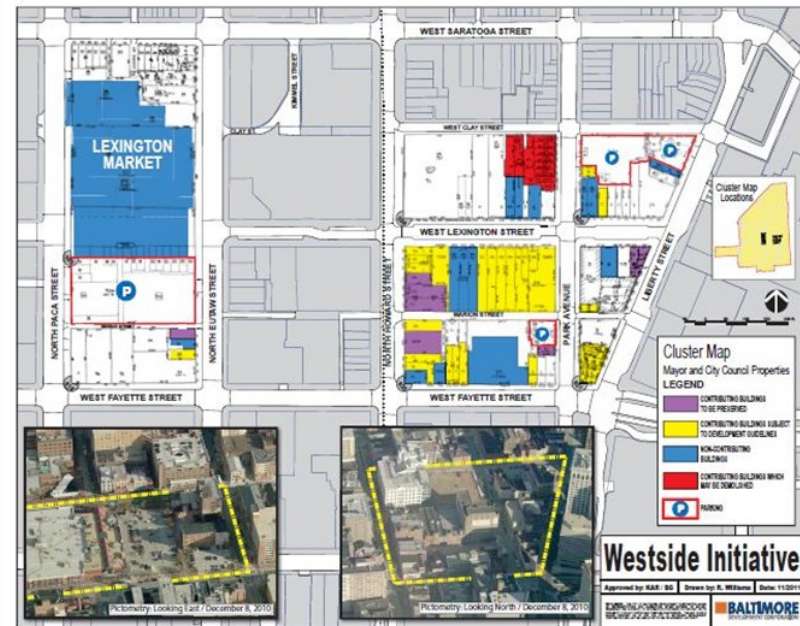
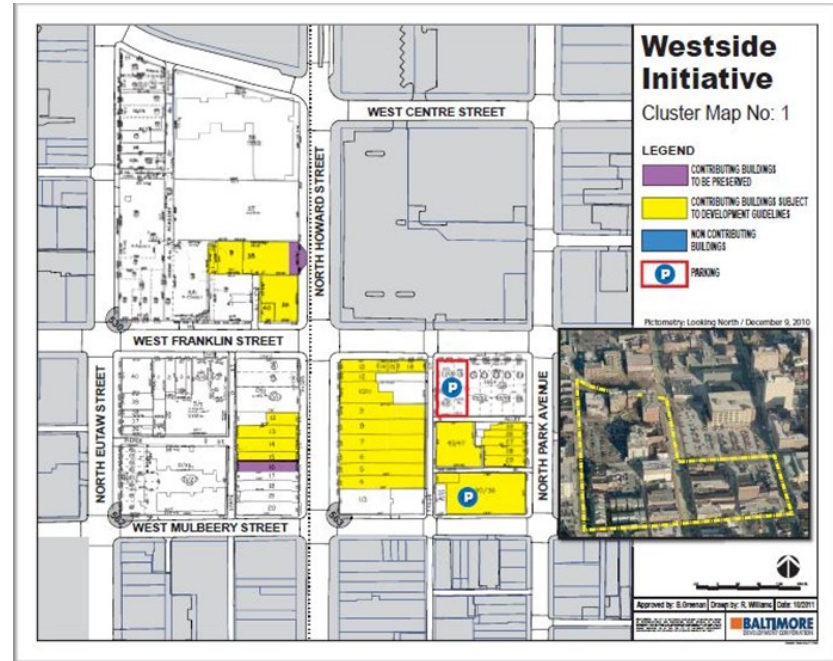
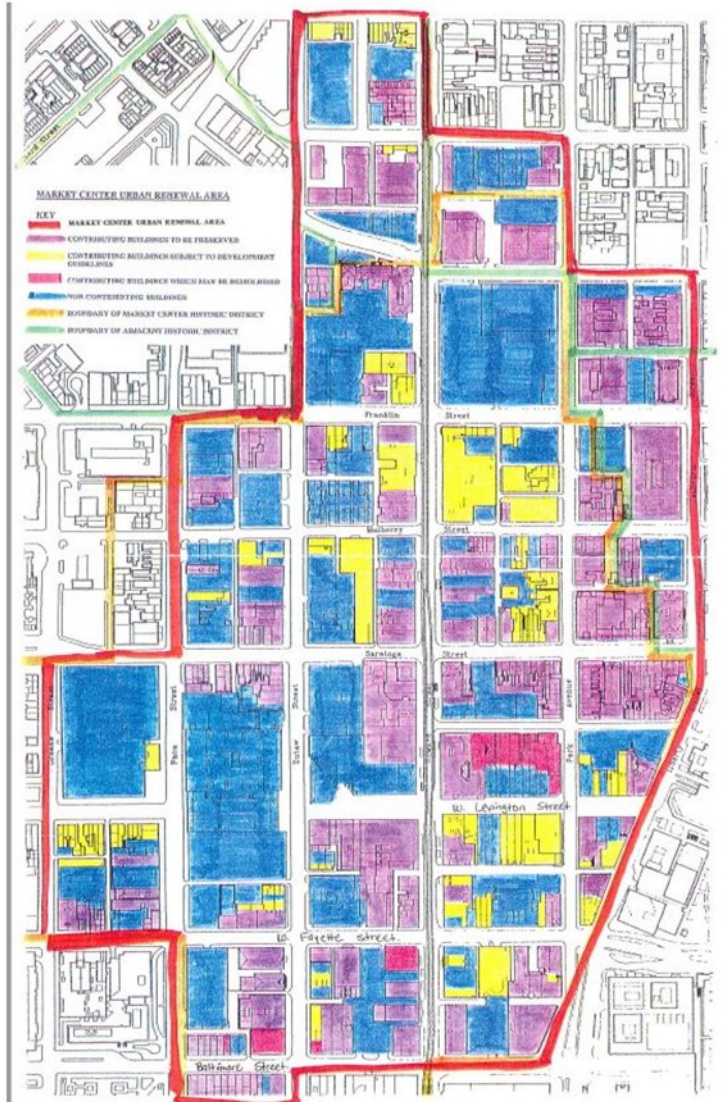
How would you rate MC on the following?

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 D—Historic Preservation Maps



Appendix E—Demographics

	2019	2017
Population	2,979	2,865
Households	1,889	1,772
% Male	49%	49%
% Female	51%	51%
Age		
Age 25-44	1,754	1,706
% Age 25-44	59%	60%
Median Age	33	32
Race/Ethnicity		
% White	53%	53%
% Black or African American	23%	22%
% Asian	19%	19%
% American Indian, Alaskan Native	0%	0%
% Native Hawaiian, Other Pacific Islander	0%	0%
% Other Race	1%	1%
% Two or More Races	4%	4%
% Hispanic or Latino	6%	5%
Educational Attainment		
Bachelor's Degree or Higher	1723	1535
% Bachelor's Degree or Higher	69%	65%
Income		
Average HH Income	\$ 61,299	\$ 53,699
Median HH Income	\$ 50,739	\$ 45,012
HHs w/Income > \$75,000	521	436
% HHs w/Income > \$75,000	28%	25%
Median HH Income, White HH	\$ 55,535	\$ 50,982
Median HH Income, Black or African American	\$ 27,776	\$ 32,039
Median HH Income, Asian	\$ 59,276	\$ 47,507
Housing		
% Owner-Occupied Housing	4%	4%
Renter Occ Avg Length of Residence	8.25 years	6 years
Owner Occ Avg Length of Residence	5.32 years	11 years
Median Home Value (Owner Occ)	\$ 234,879	\$ 281,425
Household Composition		
% HHs w/No People Under 18	95%	95%
% One-Person HHs	67%	67%
Transportation & Vehicle Ownership		
% Drive Alone or Carpool to Work	38%	41%
% Walk or Bike to Work	40%	31%
% Take Public Transit to Work	17%	21%
% Work from Home	4%	3%
% No-Vehicle HHs	42%	39%

