



The Promise of Market Center

Strategic Revitalization Plan

Summary of Major Changes between Phase I
and Phase II

Photo Courtesy of Graham Projects

Executive Summary and Introductory Material

1. **Executive Summary** – Includes both visions and goals to make it easier to comprehend them as a package.
2. **Planning Process** – Updated to include Phase II

Current Conditions & Community Input Section

1. **Updated all sections to include Phase II community input**
2. **Housing** – Updated some data
3. **Economy** – Updated some data
4. **Quality of Life** – Added description of Post 114/MC Coalition and its guiding principles.
5. **Community Engagement** – Added new information on Market Center Urban Renewal Plan

Vision, Goals, Strategies Section

1. **Outcomes, Progress Measures, and Key Performance Indicators** – Tried to be more consistent with respect to what constitutes an Outcome vs. a Progress Measure, and added KPIs.
 1. **Outcomes** – Change we are trying to achieve (flows from Goal)
 2. **Progress Measures** – The change we are trying to achieve, articulated in measurable form.
 3. **KPIs** – Tangible, measurable commitments.
2. **Goals** – Should be succinct and express the change we are trying to achieve.
3. **Strategies, Actions/Objectives, Projects** – Tried to be more consistent with respect to what constitutes a Strategy vs. an Action/Objective, vs. a Project.
 1. **Strategies** – Logical approach to achieving the goal (Action + Resources and/or Approach + Outcome)
 2. **Objectives** – Strategy in action (Action + What + When)
 3. **Projects** – Start and end date, responsible party – Still need to refine
4. **Timeframe** – Changed “Year 1, Year 2, Year 3” to specific years.

NEW: Guiding Principles

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 differently-abled bodies, 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.

Housing – Goal 1

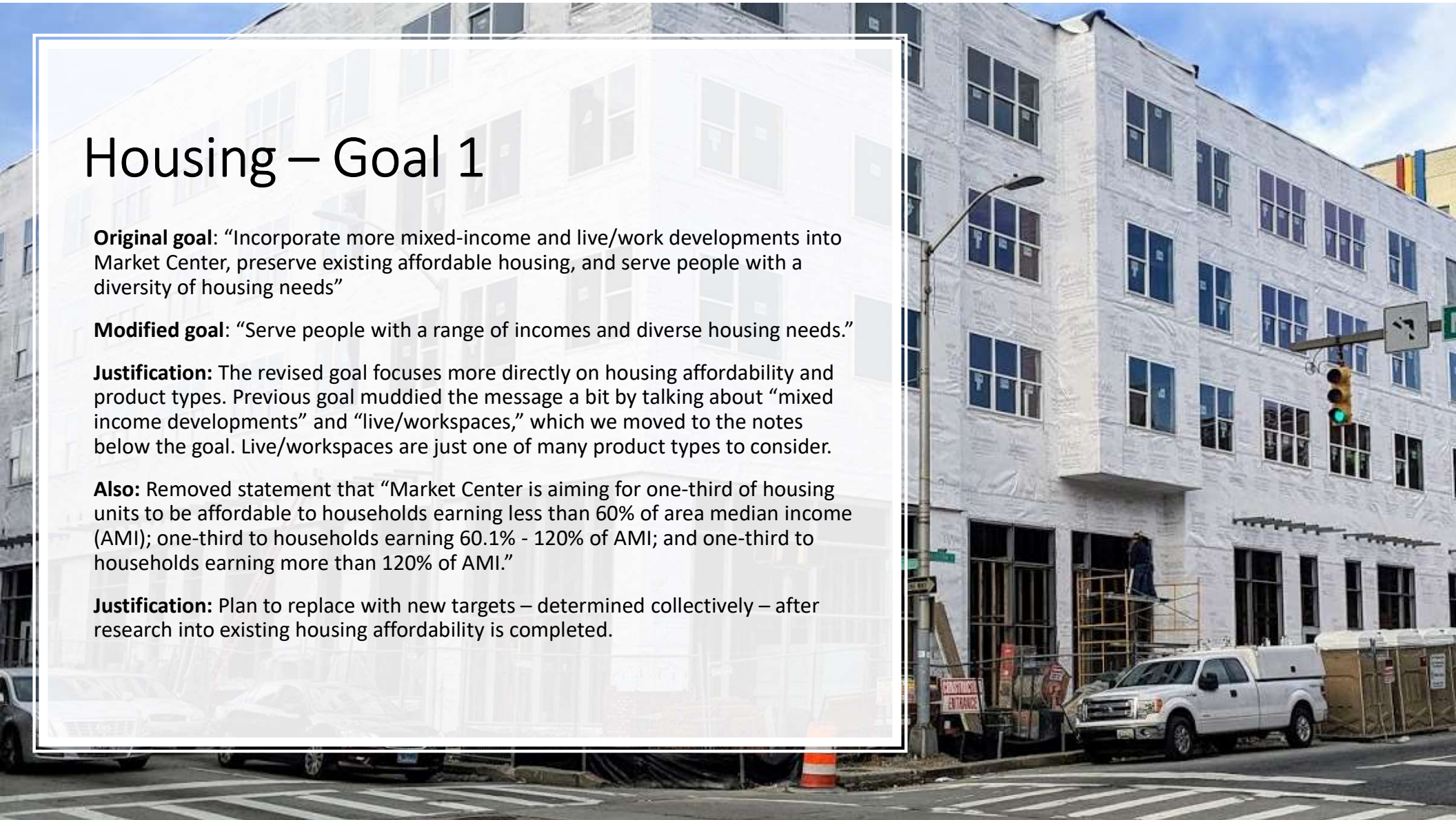
Original goal: “Incorporate more mixed-income and live/work developments into Market Center, preserve existing affordable housing, and serve people with a diversity of housing needs”

Modified goal: “Serve people with a range of incomes and diverse housing needs.”

Justification: The revised goal focuses more directly on housing affordability and product types. Previous goal muddled the message a bit by talking about “mixed income developments” and “live/workspaces,” which we moved to the notes below the goal. Live/workspaces are just one of many product types to consider.

Also: Removed statement that “Market Center is aiming for one-third of housing units to be affordable to households earning less than 60% of area median income (AMI); one-third to households earning 60.1% - 120% of AMI; and one-third to households earning more than 120% of AMI.”

Justification: Plan to replace with new targets – determined collectively – after research into existing housing affordability is completed.



Housing – Goal 2

Original goal: “Activate the streets and public spaces so they feel more welcoming and create a stronger sense of community to help attract and retain residents”

Modified goal: “Attract and retain residents.”

Justification: Attracting and retaining residents is the goal here, and “activating streets and public spaces” is a strategy to achieve that goal.



Housing – Goal 3

Original: “Develop strategies to eliminate vacancies.”

Modified: Deleted.

Justification: Covered under economy and trying to streamline the plan, with less overlap between sections.

Other change: Not yet placed “sponsor small, new developers’ attendance at developer bootcamp.” This might be more appropriate under Economy.

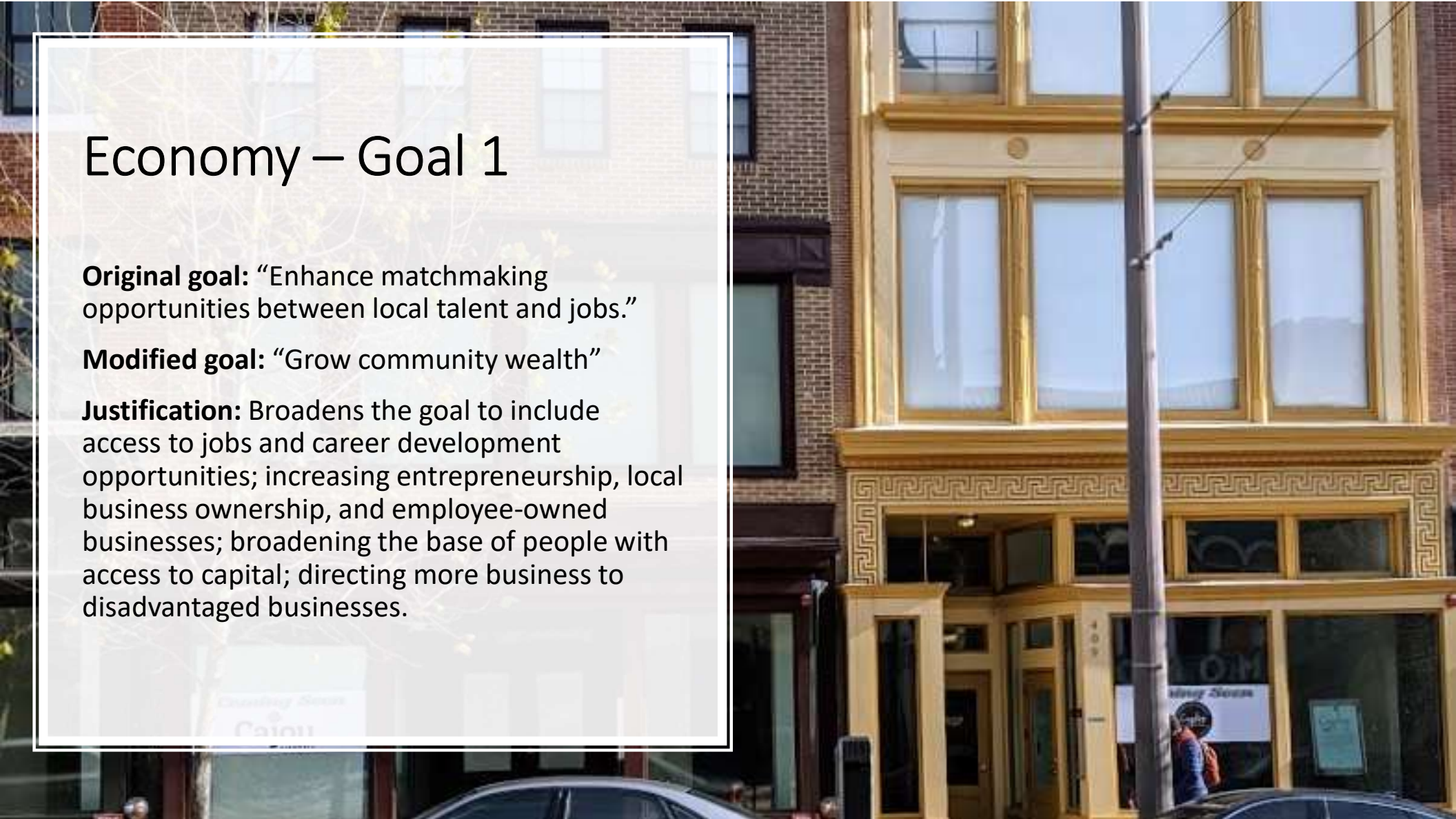


Economy – Goal 1

Original goal: “Enhance matchmaking opportunities between local talent and jobs.”

Modified goal: “Grow community wealth”

Justification: Broadens the goal to include access to jobs and career development opportunities; increasing entrepreneurship, local business ownership, and employee-owned businesses; broadening the base of people with access to capital; directing more business to disadvantaged businesses.



Economy – Goal 2

Original goal: “Work with existing businesses and cultivate new businesses (including arts-based) to better meet the needs of people living and working in Market Center.”

Modified goal: “Strengthen businesses and diversify business mix.”

Justification: Cleaner separation between goal and strategies.

New strategy: “support existing businesses to increase retention and better meet demand.”

New strategy: “recruit new businesses to diversify mix and better meet demand.”

New strategy: “Ensure that Lexington Market continues to serve as the City’s market” based on feedback from the community at large.

Also: Separated references to the merchant and artist entrepreneur programs.



Economy – Goal 3

Original goal: “Achieve a fully rehabilitated and occupied building stock with a diversity, equity, and inclusion lens.”

Modified goal: “Achieve a fully rehabilitated and occupied building stock.”

Justification: This so important, it should be a guiding principle, applicable to every aspect of the plan. If we articulate it in one goal and not the others, it implies that it matters more to this goal than the others.

Removed recommendation to modify MC RBDL ordinance to allow RBDL fees to be assessed on vacant space. Law Department said this is not possible because the RBDL is a business license and vacant spaces are not businesses.

Added projects to share information with businesses that applied for but didn’t get into Lexington Market; create a primer on opening a business in MC; how to vet businesses moving to MC.

Added diversification beyond retail, hospitality, service.

Added list of remaining city-owned properties needing disposition.





Transportation – Goal 1

Original (no changes): Make MC more accessible, walkable, and bikeable.

Clarified focus on pedestrian-oriented lights.



Transportation – Goal 2

Original goal: “Improve utility of public transit and micro-mobility options within Market Center and between Market Center and other locations.”

Modified goal: “Improve utility of public transit and micro-mobility options.” Moved “within MC and between MC and other locations” to a note under the goal.

Justification: Clarity.

Changed “Assure equitable access” to a strategy, instead of projects, and added project to “Establish transportation advocacy group withing MC.”

Added strategy to “Engage in public sector planning processes to ensure that future changes further the Market Center community’s goals.”

Added recommendation to focus TOD efforts on block bound by Howard/Eutaw/Saratoga/Lex.



Transportation – New Goal 3

New goal: Address on-street and off-street parking to support the Transportation vision.

Environment – Goal 1

1. **Original goal:** “Maximize tree canopy to improve aesthetics and public health outcomes, provide shade, and reduce the heat island effect.”
2. **Modified goal:** “Increase tree canopy” and moved the rest to Outcomes.
3. **Justification:** Cleaner.



Environment – Goal 2

1. **Original goal:** “Establish dedicated park space that is open to all and a place of respite, and a neighborhood network of green spaces and special places.”
2. **Modified goal:** “Increase public access to green space” and moved the rest to strategies.
3. **Justification:** Cleaner.



Environment – Goal 3

Original goal: “Ensure that Market Center’s infrastructure is well-maintained and functional, and its public realm is clean.”

Modified goal: “Create a welcoming public realm.”

Added Trash Can Pilot Project.



Environment – Goal 4

Original goal: “Maintain and celebrate the unique character of Market Center’s historic buildings and ensure that new development speaks to the mixed-use nature of the community.”

Modified goal: “Maintain and celebrate Market Center’s unique historic character” and made a note that this applies both to buildings and mixed-use nature of community.

Justification: Clarity.

Also added strategies to celebrate and honor the history of Chinatown, Civil Rights in Market Center, and Lexington Market.





Quality of Life – Goal 1

Original Goal: “Foster diversity within Market Center and make Market Center more welcoming.”

Modified Goal: “Foster diversity.”

Justification: Making MC more welcoming came up in all workgroups, so we made this a guiding principle.



Quality of Life – Goal 2

Original Goal: “Build a culture of collaboration and civic pride and connect this to community improvements (social, physical, and natural).”

Modified Goal: “Build a culture of civic pride and collaboration” and moved the rest to Strategy 1.

Justification: Clarity.

Quality of Life – New Goal 3

New goal: “Increase access to fresh food.”

Justification: In Phase I, “attract a grocery store or otherwise increase access to fresh food” under the diversity goal. Additional input made clear that this should be a separate goal.



Quality of Life – New Goal 4

New goal: Foster transformational change for individuals who need assistance to achieve stability, realize personal goals and thrive independently.

Justification: Stems from work with Post 114/MC Coalition and the Behavioral Health Action Committee and BHSB Re-engagement meeting.

Strategies:

- Increase access to housing, healthcare, workforce development, education, etc., opportunities and programs.
- 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.
- Help to remove stigma from substance use disorder and mental illness.

Quality of Life – Notes

Not yet placed the following outcome from Phase I: “Build bridges between community and law enforcement.”

Not yet placed the following strategies:

- Encourage Baltimore Police Department, UMB Police to attend CCRA meetings and/or Market Center Mingles. Talk to Seawall Development and Lexington Market, Inc., about their research into effective and equitable community safety programs.
- Based on what is learned from conversations with Seawall and Lexington Market, identify whether and how to support their efforts. Similarly, glean information from BPD and DPOB attendance at CCRA meetings and/or Market Center Mingles, and identify opportunities for working together.

Community Engagement & Empowerment

Original goals:

- “Build strong relationships with various stakeholders and grow community organizing capacity”
- “Create and maintain consistent vehicles of communication with the public and between organizations working in Market Center”

Modified goals:

- “Build a stronger, more connected community.”
- “Empower the community to make decisions and chart its future.”
- “Build sense of ownership and pride in the community.”

Justification: More closely reflects feedback from focus groups.



Community Engagement & Empowerment

- Added action to form architectural review committee.
- Added action to clarify role of community in development review for projects on city-owned property.
- Added strategy to create mechanism/group to oversee SRP implementation.
- Clarified the desire for two-way communication between and among groups, individuals, etc.

THE PROMISE OF MARKET CENTER

Draft plan for community review



Photo courtesy of Graham Projects

Questions, Comments?

Contact Kristen Mitchell

443.478.3014

executivedirector@marketcenterbaltimore.org