





# Acknowledgments

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# Executive Summary

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# Executive Summary

## Introduction

The Downtown Partnership of Baltimore (DPOB), in conjunction with the Baltimore City Department of Planning and Baltimore Development Corporation (BDC), is conducting a Downtown Strategic Plan. The vision of the Strategic Plan is to continue to foster the creation of a dense, mixed-use district that is the center of the Baltimore region in all respects – business, residential, retail, tourism, education, and government. One of the goals of the Plan is to explore improvements to existing public spaces and the creation of new open spaces to help attract and retain businesses and residents to Downtown. To that end, DPOB, the City and BDC have commissioned the Downtown Open Space Plan to inform the Strategic Plan.

Mahan Rykiel Associates and its team, including Project for Public Spaces (PPS), Flannigan Consulting and Sabra Wang Engineers, was selected to complete the study. The focus of their work was on a study area defined by Pratt Street to the south, Centre Street to the North, Jones Falls Expressway to the east and Martin Luther King Boulevard to the west.

The purpose of the open space plan is to increase the amount of open spaces in Downtown and enhance the network of spaces (and streets) that currently exists within the study area. The goal is not only to create great open spaces; it is also to strategically place these spaces and improve existing spaces in locations that will support

economic development goals. These economic development goals include extending the influence of the Inner Harbor into the Downtown community, generating activity, leveraging new investment, and retaining and attracting office tenants and residents.

This study is to serve as a framework. In addition to informing the Strategic Plan, the open space plan considers numerous other studies and initiatives such as the Pratt Street Master Plan, Mt. Vernon Place Master Plan, Baltimore City Bicycle Master Plan, Tree Baltimore initiatives, etc. and will reinforce the goals of these efforts. In addition, it will serve to inform concurrent studies, particularly redevelopment of key properties such as the Arena site.

The planning process occurred over a four-month period beginning mid-June and concluding mid-October, 2010. The team conducted an assessment of the open spaces within the study area and met with stakeholders for input and to identify five focus areas to study in more detail. In early August, PPS led a series of placemaking workshops for the five focus areas during which stakeholders visited and evaluated the sites, met in small groups to discuss ideas for physical improvements and programming and then reported back to the larger group for discussion. Concurrent with the workshop effort, PPS launched a web-based PlaceMap evaluation tool that provided a broader range of stakeholders an opportunity to provide input. The project team then developed the

ideas into a series of drawings and recommendations and reviewed with the stakeholders, the Urban Design Architectural Review Panel (UDARP) and the Planning Commission in September after which they incorporated the feedback from these meetings.

## Guiding Concepts

In order to support the economic development goals for Downtown Baltimore, the open space plan is grounded in four “guiding concepts” around which specific recommendations are based.

**Networks:** In addition to being attractive and vibrant places in and of themselves, Downtown open spaces need to be part of a network – or series of networks – that connect districts within and neighborhoods to Downtown. In particular, open space networks can reinforce connections to and from the Inner Harbor to other parts of Downtown.

**Sustainability:** In addition to the desire to create green and inviting spaces, the execution of this open space plan offers opportunities to address multiple goals related to sustainability and environmental quality. These include the tree canopy goals set by Recreation and Parks, stormwater mitigation as required by the City’s MS4 permit from the Department of the Environment, and multiple environmental and quality of life goals described in the City’s Sustainability Plan.

**Transportation:** The value and stewardship of public space is closely related to the nature and form of the transportation network. Transportation planning must, therefore, not be viewed solely in context of efficiently moving people and goods from place to place, and the public rights-of-way solely as a conduit for rapidly funneling various modes of travel through the city. Rather, Downtown streets should be viewed as destinations in their own right.

**Placemaking:** Public spaces are an extension of the community. When cities and neighborhoods have thriving civic spaces, residents have a strong sense of community. Great civic spaces are really great public places. They are recognized and valued in their cities and towns as places with their own special flavor that relate to and nurture the larger community and bring the public together. A great public space is a people magnet. People go there not only because they must pass through it on business, but because it is just pleasant to be there. Great public spaces are generally characterized by four key attributes: Access & Linkages, Comfort & Image, Uses & Activities, and Sociability.

## Assessment

Existing Downtown open spaces are comprised of a variety of public and private spaces that include parks, plazas, courtyards and medians. Many of the spaces are attractive and successful, while others are neglected or underutilized. An assessment of the overall open space system in Downtown

was done and examined the system in terms of overall inventory, significant development activity, transportation networks, topographic challenges and stakeholder “place evaluations”.

In terms of inventory, much of the Downtown is well-served by open space, however, there is an apparent deficiency in the West Side when considering that most of the Downtown community has a significant open space within a two-block (approximately 800’ radius) walking distance. In addition, many of the open spaces are hidden or disconnected from other spaces or uses. It is, therefore, important to consider streets, (and associated streetscapes/street activity) as part of the open space system, as they link seemingly disparate open spaces into an overall network.

In recent years there has been significant development activity within Downtown in terms of new mixed-use, residential and hotel uses, however, significant office vacancies exist within City Center. Not only are all of these uses critical to activating streets and open spaces, a successful open space system is critical to retaining existing and attracting new office tenants, residents and visitors. Enhancements to existing spaces, the creation of new spaces and the linkages among spaces need to be considered for Baltimore, particularly where they can best serve the Downtown populace. A particular challenge for Downtown Baltimore, however, is the topography. There is approximately 120’ of elevation change between the

Fallswalk and St. Mary's Park. Close to this same elevation change occurs between Cathedral Street and Guilford Avenue, a four block distance, resulting in difficult physical connections among Downtown open spaces and districts.

The transportation network is also important to consider as it relates to the open space system. While Downtown is served by a good transportation network with multiple modes, there are challenges associated with the existing network, including that pedestrians, bicycles and transit are often not given top priority; too much space is allocated for motorized vehicles; seamless inter-modal connections are lacking; and one-way traffic patterns dominate Downtown's environment.

In addition to an assessment of the physical environment, a place evaluation was conducted to determine how stakeholders viewed Downtown in terms of best and worst places as well as those that represented the greatest opportunities. This was done during workshops and through a web-based "PlaceMap" tool.

Best places included Mt. Vernon Place, Center Plaza, St. Mary's Park, War Memorial Plaza, Hopkins Plaza and N. Charles Street. Opportunity places included Preston Gardens, Hopkins Plaza, Park Avenue, Mt. Vernon Place, Courthouse Plaza and UMB Green. Worst places included Holocaust Memorial, Lexington Market, First Mariner Arena, Hopkins Plaza, Lexington Street, Courthouse

Plaza, E. Saratoga Street and Fayette Street adjacent to Center Plaza.

## Overall Recommendations

The recommendations in this plan are organized into two overall categories: General Recommendations, which describe recommendations that have applications in many, if not, all spaces within Downtown; and Site Specific Recommendations, which describe recommendations for spaces as part of a specific open space network. Site specific recommendations are described in the following section; general recommendations are described below:

### Sustainable Practices

- Utilize best management practices for Downtown street tree plantings
- Capture urban stormwater runoff at or near the source using a variety of techniques
- Utilize recycled materials in the construction/renovation of new spaces
- Utilize signage, display panels and public art to provide interpretation and education of sustainable practices
- Consider use of solar structures to generate power for water features and lighting within spaces
- Explore creative ways to incorporate urban agriculture into open spaces where possible

### Transportation/Mode-Sharing

- Accommodate bicyclists in all spaces and consider both short and long-term bike parking

- Continue exploring options to convert Downtown non-arterials to two-way traffic flow to improve pedestrian environment and circulation options for motorists

### Red Line and Metro Station Areas

- Give station areas a "presence", then make them a center and balance aesthetics with function
- Capture the unique identity of each station area
- Give equal design consideration to pedestrian routes to and from a station
- Maintain direct sight lines to stations and accommodate direct pedestrian access

### Streetscape Enhancements

- Apply "road diets" wherever possible
- Utilize "shared space" where it is important to maintain vehicular traffic but emphasize the pedestrian environment
- Follow the Downtown Baltimore Streetscape Design Guidelines
- Explore creative ways of introducing scale, shade and color where street trees are not possible

### Temporary Enhancements

- Utilize pavement striping as a way to experiment with changes in street configurations before investing in permanent solutions
- Utilize pots and planters that can be moved to different locations
- Utilize "pop-up-cafes" where sidewalks are too narrow for outdoor dining

### Public Art

- Work with artists and others within the design community to develop solutions for blank walls
- Rotate art within spaces to keep the space fresh and give people additional reasons to return

### Availability of Refreshments

- Re-explore the concept of consolidated and managed vending operations within Downtown
- Continue to actively recruit and locate restaurant uses near open spaces where they can activate the spaces
- Work with private property owners to allow for moveable chairs and tables to be located within their plaza areas

### Partnerships

- Continue to nurture partnerships with property owners, Downtown institutions and foundations
- Continue to build a residential base of stakeholders

## Site Specific Recommendations

### Inner Harbor/Pratt Street Network

Pratt Street is the southern edge of the study boundary for the Open Space Plan and is a significant corridor for linkages across town, as well as from the Inner Harbor to City Center and Mt. Vernon Districts. Inner Harbor is not included in the scope of this study, but it is important to recognize its significance as a

destination and attraction for residents and visitors alike.

The Pratt Street Master Plan, which addresses Pratt Street from MLK Boulevard to President Street, was recently completed and serves as an important first step in minimizing the corridor as a barrier between the Inner Harbor and downtown. Recommendations include new infill development on the north side and an emphasis on green space on the south side of Pratt Street, as well as enhancements along north-south connecting streets linking Pratt Street to the north.

### Charles/Light Streets Network

The Charles/Light Network is anchored to the south by the Inner Harbor and to the north by Mt. Vernon Place. It plays an important role in drawing visitors among the Inner Harbor, City Center and Mt. Vernon Districts. Spaces within this network include Charles Street, Charles Center Red Line Station, Charles Plaza, Prayer Garden, Courthouse Plaza, Mt. Vernon Place, One Light Street (focus area) and Preston Gardens (focus area).

Key recommendations include:

- Reduce pavement area of streets adjacent to Preston Gardens to expand the park area and enhance connections to Mt. Vernon Place
- Program Preston Gardens
- Create new open space and programming at One Light Street in conjunction with new development to support Downtown population and strengthen connections to Inner Harbor

- Improve streetscape and pedestrian environment along S. Charles Street
- Continue efforts to activate key intersections such as Charles and Lombard

### Liberty Street/Park Avenue Network

This network is comprised of a series of existing streets, open spaces and proposed open spaces in the center of Downtown, anchored by Center Plaza toward the north and Pratt Street to the south. Spaces and streets within this network have the potential to reinforce connections between Pratt Street and Downtown as well as between City Center and the West Side. Spaces and streets within this network include, but are not limited to, Hopkins Plaza, the Howard Street Red Line Station, Super Block Site (focus area) and Liberty Park (focus area).

Key recommendations include:

- Provide creative programming of temporary open space (Super Block Site) to support Downtown population and serve as template for other temporary open spaces awaiting development
- Explore multiple redevelopment options for Arena site and surrounding streets/spaces showing potential to create a great new programmed park space, new mixed-use development and/or new Arena
- Reduce redundant service lanes and roadway surfaces to improve the pedestrian environment and pedestrian safety, particularly at the intersection of Liberty, Park and Fayette

- Enhance Hopkins Plaza edges to make plaza more visible
- Utilize streetscape enhancements to strengthen connection between Hopkins Plaza and Center Plaza along Hanover Street
- Reduce redundant pavement along Hopkins Place and enhance green/pedestrian connection between Pratt and Lombard Streets

### **Howard to Greene Network**

The Howard to Green Network is comprised of a series of existing north-south streets, open spaces and proposed open spaces in the West Side. It is anchored by St. Mary's Park/Howard's Park to the north and Pratt Street/Hilton Hotel Park/Russell Street Plaza to the south. Spaces and streets within this network have the potential to reinforce connections between Pratt Street and Downtown as well as between City Center and the West Side. Other key spaces and streets within this network include Howard and Eutaw Streets, UMB Green and a new open space at Lexington Market, the proposed "Lexington Market Square" which was a focus area project.

Key recommendations include:

- Improve views/access to St. Mary's Park
- Complete streetscapes along Eutaw, Paca and Greene Streets to reinforce linkages between Pratt Street and West Side
- Explore multiple redevelopment options for the west shed of Lexington Market to create "Lexington Market Square" mixed-use development and park

- Explore multiple renovation options for the Lexington Market to open up facades and make market activities more visible
- Explore options to enhance pedestrian connectivity between City Center and West Side through Lexington Market
- Continue to activate key intersections such as those along Lombard Street

### **Guilford Avenue/President Street Network**

The Guilford Avenue/President Street Network is defined by the wedge formed by Guilford Avenue, Jones Falls Expressway and Pratt Street. The northern end of this network is anchored by the proposed "Jones Falls Park" (focus area) and the southern end by Pratt Street. The network also includes the Fallswalk/President Street Park, War Memorial Plaza, Government Center/Inner Harbor Red Line Station and Redwood Park .

Key recommendations include:

- Enhance Fallswalk/President Street Park to reinforce connections between Downtown and neighborhoods east of Pratt Street; and between the Inner Harbor and open spaces to the north
- Create "Jones Falls Park" as a destination for nearby residents and users of Sunday Farmers Market as well as a compliment to existing and proposed mixed-use development
- Enhance War Memorial Plaza by limbing the trees to improve visibility, adding more tables and chairs closer together, and accommodating vendors

- Establish additional route for Jones Falls trail linking Jones Falls Park, Veterans Park, the Fallswalk /President Street Park
- Enhance streetscapes and connections between Pratt and Lombard Streets
- Continue to activate key intersections such as those along Lombard Street

### **Baltimore/Redwood Streets Network**

The Baltimore/Redwood Streets Network is the primary east-west network north of Pratt Street and connects several significant spaces within Downtown. The network is anchored along Baltimore and Redwood Streets by the UMB Bio Park to the west and the Fallswalk to the east and includes Market Place, Redwood Park, One Light Street/MTA Park (focus are), Hopkins Plaza, Liberty Park (focus area) and the UMB Green.

Key recommendations (in addition to those previously outlined for spaces that also occur within other networks) include:

- Improve Baltimore Street with streetscape improvements on unfinished blocks
- Continue façade improvement program along Baltimore Street and leasing buildings and storefronts
- Work with Police Department to improve their façade and streetscape environment
- Continue to reinforce Redwood Street as a "great street" with active uses, vendors and flower pots
- Consider expanding sidewalk areas along Redwood between Charles and Light

### **Lexington/Saratoga Streets Network**

The Lexington/Saratoga Streets Network is an important east/west network centrally located within Downtown. The network is anchored by MLK Boulevard/proposed Poppleton Red Line station to the west and Jones Falls Park/Veterans Park to the east and includes War Memorial Plaza, Courthouse Plaza, Courthouse Square, Preston Gardens (focus area), Center Plaza, Charles Plaza, the Super Block Site (focus area) and Lexington Market Square (focus area).

Key recommendations (in addition to those previously outlined for spaces that also occur within other networks) include:

- Extend streetscape improvements along E. Lexington Street to reinforce connections between City Center and War Memorial Plaza
- Improve pedestrian and streetscape environment along W. Saratoga Street to reinforce connections to proposed Poppleton Street Red Line station
- Examine feasibility of limiting traffic along west side of Courthouse Square to calm traffic and make space more accessible to pedestrians

### **MLK Boulevard Network**

The MLK Network is comprised of a series of spaces along MLK Boulevard forming the western boundary of Downtown. This network is anchored loosely by St. Mary's Park to the north and Pratt Street to the south and includes open spaces associated with Heritage Crossing, The Terraces, the UMB Bio

Park and the proposed Poppleton Red Line Station.

Key recommendations (in addition to those previously outlined for spaces that also occur within other networks) include:

- Improve pedestrian connections across MLK Boulevard at all intersections
- Improve visibility into and out of spaces by limbing trees

### **Centre/Monument Streets Network**

The Centre/Monument Streets Network is an important east/west network at the northern end of Downtown and into Mt. Vernon. The network is anchored by St. Mary's Park to the west and the potential Jones Falls Parkway to the east and includes t Preston Gardens (focus area), Mt. Vernon Place and Howard's Park .

Key recommendations (in addition to those previously outlined for spaces that also occur within other networks) include:

- Enhance Centre Street streetscape and pedestrian crossings to reinforce connections between Mt. Vernon Place and Preston Gardens
- Continue to explore recommendations of Seton Hill Master Plan to open pedestrian/visual connection between Monument Street and St. Mary's Park

## **Conclusion**

The Downtown Open Space Plan outlines a broad range of recommendations for existing and proposed; temporary and permanent; and public and private open spaces. Some recommendations are general while others

are very specific; many can be implemented quickly but others will need additional study. The recommendations of this plan can serve as a guideline to inform the Strategic Plan; implementation will require many partners, with DPOB playing a key role not only in the actual implementation and maintenance of projects but also in reaching out to other organizations and making sure planning efforts are coordinated and opportunities seized.

Implementation and renovation of open spaces, however, will not succeed without a management plan in place to ensure the long-term success of the spaces. Principal park and open space management tasks include maintenance, security and hospitality, programming, marketing and promotion, commercial tenant management and parking management. DPOB and its partners have demonstrated the value of a good management plan that stresses the above management tasks as they are applied to Downtown spaces. As the recommendations of this plan are implemented, a management plan will need to be developed for each.





Potential Preston Gardens Plan View



Potential Preston Gardens looking north from Saratoga Street (bottom left), looking south along St. Paul Place at Pleasant Street (center right) and looking south from the main stair (bottom right)



*Potential Jones Falls Park looking east across Holliday Street at Saratoga Street*



*Potential One Light Street as depicted in Alternative A, looking east at Light and Redwood Streets (left) and as depicted in Alternative C, looking north from Redwood Street (above)*



*Potential Liberty Park/Arena Site as depicted in Alternative A, looking southeast from Howard and Baltimore Streets*



*Potential Hopkins Plaza as depicted in Arena Site Alternative B, looking northeast across Hopkins Place*



*Potential Liberty Park/Arena Site as depicted in Alternative E, looking northeast from Howard and Lombard*



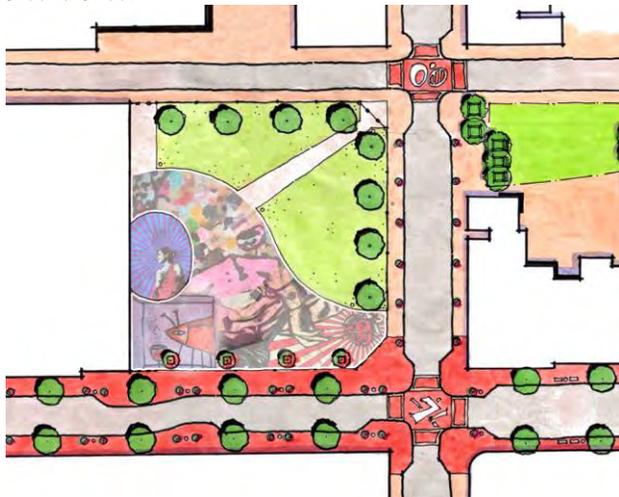
*Potential Liberty Park looking north along Liberty Street and Park Avenue from Baltimore Street*



Potential Market Square looking east along Lexington Street across Greene Street



Potential Lexington Market as depicted in Alternative C, looking northwest from Eutaw Street at Lexington Street extended through to Paca Street



Potential Super Block Site/template for temporary open spaces



Potential Lexington Market as depicted in Alternative B, looking northwest across Eutaw Street at Lexington Street

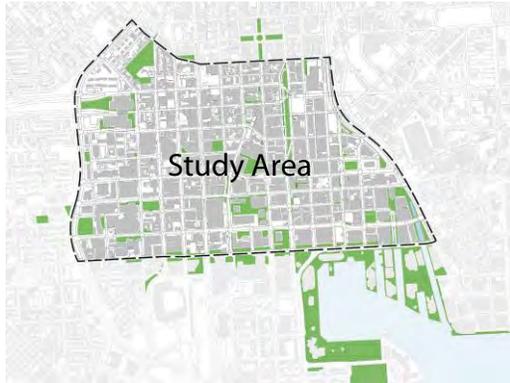
# Introduction

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# Introduction



The Downtown Partnership of Baltimore (DPOB), in conjunction with the Department of Planning and Baltimore Development Corporation, is conducting a Downtown Strategic Plan. The vision of the Strategic Plan is to continue to foster the creation of a dense, mixed-use district that is the center of the Baltimore region in all respects – business, residential, retail, tourism, education, and government. Downtown Baltimore will be characterized as dense, walkable, and vibrant -- with day-time and night-time activity, an energetic street-level experience for pedestrians, and engaging and pleasant open spaces.

The face of Downtown Baltimore has changed dramatically and rapidly during the past ten years. Where once it was mostly an office and cultural destination, Downtown is now home to almost 40,000 residents. This concentration of residents, along with more than 113,000 employees and almost 20,000 students, has prompted the return of retail to Downtown. Investment patterns and transportation needs are also evolving, and an entire neighborhood has sprung up in Harbor East where, a decade ago, there was little economic activity. The combined result of these changes has led Downtown Partnership to pursue a vision for Downtown Baltimore that reflects the area’s dynamism and that provides a blueprint for future growth.

Accordingly, DPOB has established a Downtown Vision Task Force with public, private, and non-profit sector leaders to

closely review Downtown’s current strengths in terms of both economic development and land use, and to shape a vision of Downtown’s future growth potential.

The goals of the Strategic Plan are to identify new uses for outdated properties; to explore improvements to existing public spaces and the creation of new open spaces; to identify 10-year targets for various sectors – employment (office and non-office), residential units (for-rent and for-sale), hotel units, retail square footage, etc.; to assess the need for new or improved incentives for private development; to prioritize capital projects and requests for CIP and other funding sources (federal/state/private).

Working in conjunction with the Baltimore Department of Planning and the Baltimore Development Corporation, DPOB has commissioned the Downtown Open Space Plan to inform the Strategic Plan and selected Mahan Rykiel Associates to complete the study. The Mahan Rykiel Team included Project for Public Spaces (PPS), Flannigan Consulting and Sabra Wang Engineers.

## Study Area

The team focused on a study area defined by Pratt Street to the south, Centre Street to the North, Jones Falls Expressway to the east and Martin Luther King Boulevard to the west. While some of these boundaries extend beyond the DPOB Business Improvement District, such as with the Seton Hill neighborhood, it was important to look at some of the spaces outside of the district,

many in a cursory manner, to identify opportunities that would strengthen the entire Downtown open space network.

Because the University of Maryland Baltimore (UMB) is currently in the process of updating the master plan for its campus which encompasses much of the west side of Downtown, the scope of this study focused more on establishing stronger connections between UMB and Downtown districts rather than detailed recommendations for UMB spaces.

## Purpose

As Downtown continues to evolve as a vibrant neighborhood of diverse residents, employees, students, and visitors, it is increasingly important to increase the amount of open spaces in Downtown and enhance the network of spaces that currently exists. The goal is not only to create great open spaces, it is also to strategically place these spaces and improve existing spaces in locations that will generate activity, leverage new investment, and add value to the rest of the Downtown community.

Specifically, the purpose of this study is to:

1. Set aspirations and articulate stakeholder goals for Downtown open spaces
2. Develop a general vision for the overall Downtown open space system that can serve as a framework for more detailed exploration as part of other studies and development proposals
3. Develop a more detailed vision for key areas within Downtown

4. Identify where there is a demonstrated need for quantitative analysis and a more thorough public participation process for specific projects
5. Establish guiding principles for new public and private investment in the public realm
6. Identify enhancements that can strengthen important Downtown linkages.
7. Establish short and long-term priorities for implementation
8. Promote advocacy among Downtown stakeholders including residents, employees, employers and visitors
9. Promote the use of “placemaking” strategies in Downtown

This study is to serve as a framework. The implementation of many of the ideas described in this study are dependent upon multiple factors including the economic climate, partnerships with key stakeholders and property owners, timing of adjacent developments and coordination with other studies. In many cases, several options for open spaces are described or illustrated to identify the potential, particularly for future open spaces that do not yet exist. As specific Downtown districts continue to revitalize and properties are redeveloped, more thorough study will be required.

## Relationship to Other Planning Studies

There are multiple planning efforts and initiatives that have been completed or that are being done concurrently to this open space plan. These have been considered and

should continue to be considered as the recommendations in this plan are implemented or explored further. These planning efforts include:

Pratt Street Master Plan  
Mt. Vernon Place Master Plan  
Oldtown Redevelopment Plan  
Seton Hill Master Plan  
UMB Master Plan Update  
Misc. DPOB West Side Charrettes  
“One Park” Study  
AIA Arena Paper  
Baltimore City’s Sustainability Plan  
Waterfront Master Plan  
Bicycle Master Plan  
Red Line Study  
Charles Street Trolley Study  
Baltimore City Storm Water Initiatives  
Tree Baltimore Initiatives  
Downtown Streetscape Guidelines

## Open Space Defined

This study encompasses a broad variety of open spaces that include the obvious – parks, squares and plazas – but also includes one of the most important Downtown open spaces – streets. The study considers short and long-term recommendations for public and private open spaces as well as open spaces that are temporary in nature and are planned for development in the future. Most importantly, the study looks at open spaces as “places” and is grounded in placemaking principles as described in the following section.

## Process

The team began work in late June and completed in mid-October. Initially, the team focused on data collection, review of background information and other studies and walking/photographing the spaces within the study area. In mid-July, Mahan Rykiel presented background information during a stakeholder work session and facilitated discussion to garner input and identify 3-5 spaces where the plan should provide focused study.

In early August, the team conducted a two-day place evaluation workshop open to the public and facilitated by Project for Public Spaces (PPS). To kick off each of the three workshop sessions, PPS presented a PowerPoint show entitled “What if we built Baltimore around Places?” drawing upon PPS’s 35 years of experience in helping to create and sustain public places that build communities. The PowerPoint presentation showcased notable public places around the world, including both plazas and streets and downtown spaces, and described the character, amenities and programming that make them successful.

Following the presentation the audience was divided into small groups who were charged with providing ideas for a program of uses and activities, amenities, changes to circulation patterns and partners that will shape the future use and role of Baltimore’s Downtown civic spaces.

Each group was given a series of questions for consideration and discussion. These questions were organized around the four key attributes of great places: uses and activities; access and linkages; comfort and image and sociability. Participants visited the 5 focus areas and engaged in an on-site, public space evaluation exercise for each of the spaces. They then reconvened as a group to identify and discuss assets, challenges and short and long-term opportunities for each space.

Concurrent to this effort, PPS conducted a web based PlaceMap evaluation for the entire Downtown district over a two-week period to further inform the study. This is explained further in the following sections of this report.

Following the workshops, the team developed recommendations for each focus area and discussed them with the Urban Design Architectural Review Panel (UDARP). This discussion was followed by a third work session with stakeholders to review the specific recommendations for the focus areas as well as broad recommendations for the entire district. The plan was then presented to the Planning Commission.



*The August placemaking workshops included a presentation of great placemaking (top), on-site place evaluations (center) and group work sessions (bottom) for five focus areas*



# Guiding Concepts

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# Guiding Concepts

This open space plan is grounded in four “guiding concepts” around which specific recommendations are based. These guiding concepts include the creation of networks, sustainability, transportation and placemaking. These guiding concepts will help to ensure that new open spaces not only contribute to an attractive Downtown environment, but also support economic development goals that include extending the influence of the Inner Harbor into the Downtown community, generating activity, leveraging new investment, and retaining and attracting office tenants and residents.

## Networks

The Inner Harbor has enjoyed great success since it first opened in 1980 and attracts millions of visitors each year. Since the Inner Harbor opened, Downtown organizations and advocates have always been challenged with pulling these visitors into Downtown and adjacent districts including City Center, West Side, Mt. Vernon and Seton Hill. In recent years, an increasing number of visitors are venturing to other places and not just staying at the waterfront. Successful programming in Mt. Vernon, Hopkins and Center Plazas; a vibrant farmers market and new cultural venues among many other factors have given people a reason to explore the city.

There still exists, however, the need and desire to continue to draw these visitors from the Inner Harbor into Downtown. A focus of the recently completed Pratt Street Master Plan is to address this and to eliminate the elements that make Pratt Street a “barrier”

between Downtown and the Inner Harbor. Since the completion of the master plan, implementation of many of the recommendations are underway, including the removal of visual barriers, enhancing open spaces along the corridor and adding active uses and destinations.

This open space plan for Downtown Baltimore presents an opportunity to view individual open spaces as part of an overall network that includes the entire public realm, including the connecting streets. The following goals have been established related to strengthening the overall open space network and reinforcing linkages among spaces, attractions and places throughout Downtown Baltimore and adjacent districts.

### Network Goals:

1. Reinforce connections between major open spaces and districts including:
  - Inner Harbor and Mt. Vernon Place
  - Inner Harbor and Hopkins Plaza/Center Plaza
  - Mt. Vernon Place and Preston Gardens
  - Mt. Vernon Place and St. Mary’s Park
  - City Center and West Side
  - City Center and Mt. Vernon
  - West Side and Mt. Vernon/Seton Hill
2. Utilize a variety of smaller open spaces to create a series of spaces or “string of emeralds”
3. Include streets as an important part of the open space network
4. Explore programming and events that occur in multiple spaces and along connecting streets

5. Utilize public art and wayfinding signage to establish and reinforce themes

## Sustainability

The execution of this open space plan for Downtown Baltimore offers the City, DPOB and their partners' opportunities to address multiple goals related to sustainability and environmental quality. These include the tree canopy goals set by Recreation and Parks; stormwater mitigation as required by the City's MS4 permit from the Department of the Environment; and multiple environmental and quality of life goals described in the City's Sustainability Plan.

By combining these objectives with the desire to create green and inviting places that beckon Baltimoreans to enjoy the urban core, this project has the potential to not only improve the aesthetic quality of key Downtown centers, but also to achieve quantifiable environmental benefits. Thinking about the capacity to achieve multiple benefits is important in this time of fiscal restraint. Opportunities in the urban core to do cost-effective mitigation for stormwater, for example, are very limited. Stormwater retrofits and infrastructure are expensive.

Combining practices to capture and recycle stormwater with plans to green vacant blocks, pedestrian walkways and other spaces offers the possibility of increasing the benefit of every dollar spent. It may also open up previously underutilized funding options. The same is true regarding tree canopy. Thinking

of trees as green infrastructure which cleans the air, cools the City, and reduces stormwater runoff in addition to making visually attractive spaces multiplies the value of the public investment.

### Sustainability Goals:

1. Every project should strive to result in a net reduction of stormwater runoff
2. Transportation and street related projects should incorporate stormwater reduction practices and techniques
3. Every project should result in a net increase in tree canopy coverage
4. Every project should promote and accommodate walking and biking
5. No project should be implemented without having a management and maintenance plan in place

## Transportation

An increasing number of cities are recognizing that the value and stewardship of public space is closely related to the nature and form of the transportation network. Transportation planning must, therefore, not be viewed solely in context of efficiently moving people and goods from place to place, and the public rights-of-way solely as a conduit for rapidly funneling various modes of travel through the city. Rather, Downtown streets should be viewed as destinations in their own right.

### Transportation Goals:

1. Create streets as destinations in their own right, as attractive public spaces

2. Create spaces that support a high-quality, inter-and multi-modal transportation
3. Improve the visibility of alternative modes of travel
4. Create spaces that support the integration and prioritization of alternate modes of travel

## Placemaking

Public spaces are an extension of the community. When cities and neighborhoods have thriving civic spaces, residents have a strong sense of community; conversely, when such spaces are lacking, people may feel less connected to each other. Great civic spaces are really great public places. They are recognized and valued in their cities and towns as places with their own special flavor that relate to and nurture the larger community and bring the public together.

A great public space is a people magnet. People go there not only because they must pass through it on business, but because it is just pleasant to be there. In its 35 years studying what makes a good public place, PPS has found that four key attributes typically characterize a good public space as described below. A thorough description of placemaking is included in *Appendix A: Placemaking*.

**Access & Linkages:** *You can judge the accessibility of a place by its connections to its surroundings, both visual and physical. A successful public space is easy to get to and get through; it is visible both from a distance and up close. The edges of a space are important as*

well: For instance, a row of shops along a street is more interesting and generally safer to walk by than a blank wall or empty lot. Accessible spaces have a high parking turnover and, ideally, are convenient to public transit.

**Comfort & Image:** Whether a place is comfortable and presents itself well - has a good image - is very important to its success. Comfort includes perceptions about safety, cleanliness, and the availability of places to gather and sit. Women in particular are good judges on comfort and image, because they tend to be more discriminating about the public spaces they use.

**Uses & Activities:** Activities are the basic building blocks of a place. Having something to do gives people a reason to come to a place - and return. When there is nothing to do, a space will be empty and that generally means that something is wrong.

**Sociability:** This is a difficult quality for a place to achieve, but once attained it becomes an unmistakable feature. When people see friends, meet and greet their neighbors, and feel comfortable interacting with strangers, they tend to feel a stronger sense of place or attachment to their community - and to the place that fosters these social activities.

**Benefits of Creating Great Public Spaces**  
There are numerous benefits to creating great public spaces including:

*Supporting local economies*  
*Attracting and retaining business investment*

*Attracting and retaining residents*  
*Attracting tourism*  
*Providing cultural opportunities*  
*Encouraging volunteerism*  
*Reducing crime*  
*Improving pedestrian safety*  
*Increasing use of public transit*  
*Improving public health*  
*Improving the environment*

**Placemaking Goals:**

1. Create an image and identity that is authentic to Baltimore
2. Create a variety of attractions and destinations within each place
3. Provide amenities that make each place comfortable for people to use
4. Design spaces that are flexible to accommodate the natural fluctuations in how a space is used
5. Establish a seasonal strategy to ensure that spaces flourish throughout the year
6. Make spaces accessible – both physically and visually
7. Give attention to both the “inner square” and the “outer square”, recognizing that the edges of a great space are essential to its success
8. “Reach out like an octopus” to establish great connections leading to each space
9. Create a management plan for Downtown spaces to ensure a high level of maintenance, promote a feeling of safety and comfort and provide programming
10. Develop partnerships to draw upon diverse funding sources



*Great places in Baltimore: Center Plaza (top), Mt. Vernon Place (middle) and St. Mary’s Park (bottom)*



# Assessment

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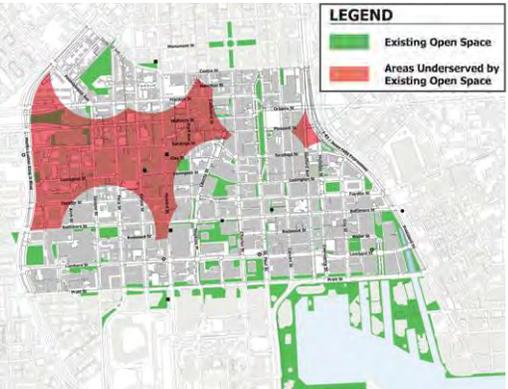
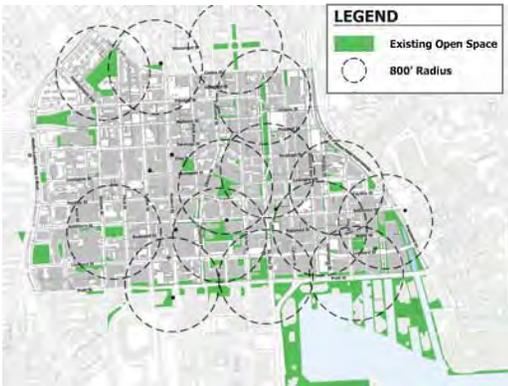
# Assessment

Several exhibits are included on the following pages highlighting an overall assessment of the Downtown open space system. A brief description of each exhibit is provided below.

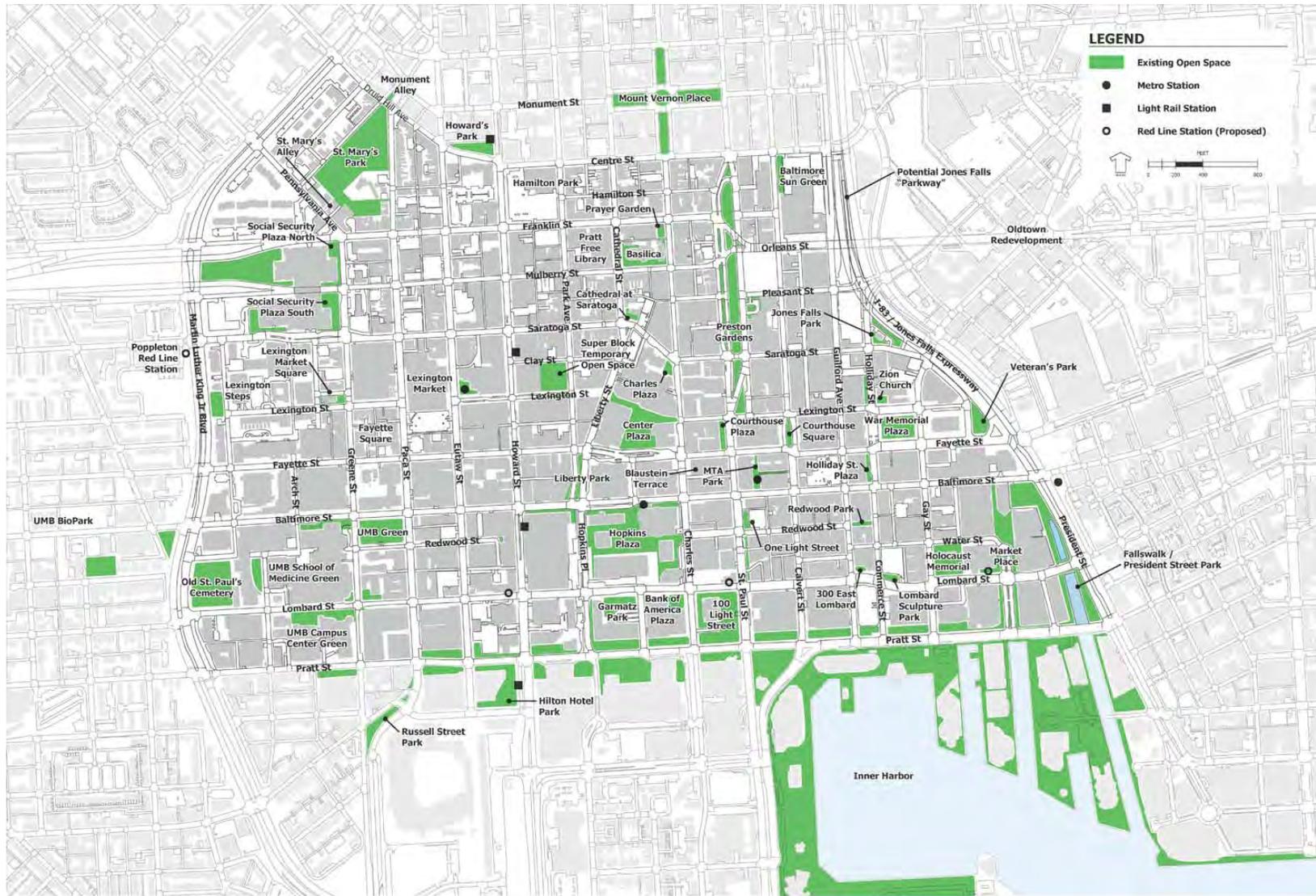
## Open Space Inventory

The Open Space Inventory exhibits illustrate the primary existing open space within the study area in context with the street grid. These open spaces include public parks/plazas, private courtyards/plazas associated with buildings, temporary open spaces and green space. While these exhibits illustrate the amount of open space within Downtown, they do not qualify the open spaces in terms of being successful or unsuccessful places. This information is provided with the discussion of each space in the “Recommendations” section of this report.

The exhibits highlight that a significant amount of open space is located around the Inner Harbor and along the Pratt Street corridor and the most significant open spaces (in terms of coverage) beyond that include Mt. Vernon Place, St. Mary’s Park and Preston Gardens. They also highlight, however, that some areas of the Downtown, particularly the West Side, are underserved by useable open space when assuming an 800’ radius around the most useable spaces (roughly a two block walking distance). Two blocks is generally a comfortable walking distance for most people, particularly during the lunch hour (Exhibit 1). The Open Space Inventory (Exhibit 1.1) is included on the following page.



**Exhibit 1:** The top diagram illustrates 800’ (2 block) walking radius around significant useable open spaces and the bottom diagram highlights the areas of Downtown that are underserved



# Open Space Inventory

Exhibit 1.1

## Significant Development

The Significant Development exhibit (Exhibit 2) summarizes key development that is recently completed, under construction or planned, based on information provided by the DPOB. The exhibit highlights significant cultural landmarks, hospitals, mixed-use developments, residential developments and opportunity sites. In addition, the exhibit highlights buildings with vacancy rates of 20% or greater (in 2009).

The information from this exhibit has been useful in understanding potential key partners, where there is the potential for adjacent uses to activate open spaces and key linkages that need to be reinforced.

## Transportation Networks

Downtown is served by a robust transportation network made up of several modes as described below. The primary modes are illustrated in Exhibit 3, Transportation Network.

### Primary Transportation Modes

1. Surface principal arterial streets, local streets and alleyways
2. Pedestrian networks including sidewalks, promenades, trails and plazas
3. Bicycle networks including exclusive lanes and trails
4. Bus networks including MTA and Circulator intra-city bus routes and exclusive bus lanes
5. Metro Subway

6. MARC commuter rail station at Camden Yards
7. Central Light Rail Line
8. Proposed Red Line
9. Water Taxi at the Inner Harbor

While there is a good transportation network with multiple modes, there are challenges associate with the existing network, including that pedestrians, bicycles and transit are often not given top priority; mode share during commuter peak hours has hovered at roughly 25% non-auto for nearly two decades; significant amounts of affordable daily and short-term parking and too much space allocated for motorized vehicles; seamless inter-modal connections are lacking; and one-way traffic patterns dominate Downtown's environment. In addition, some roadways are "oversized" and could be "dieted" to eliminate unnecessary (and suburban-style) service lanes, pull-offs, and dedicated turn lanes to increase the amount of public space or space available for other non-motorized modes of transportation.

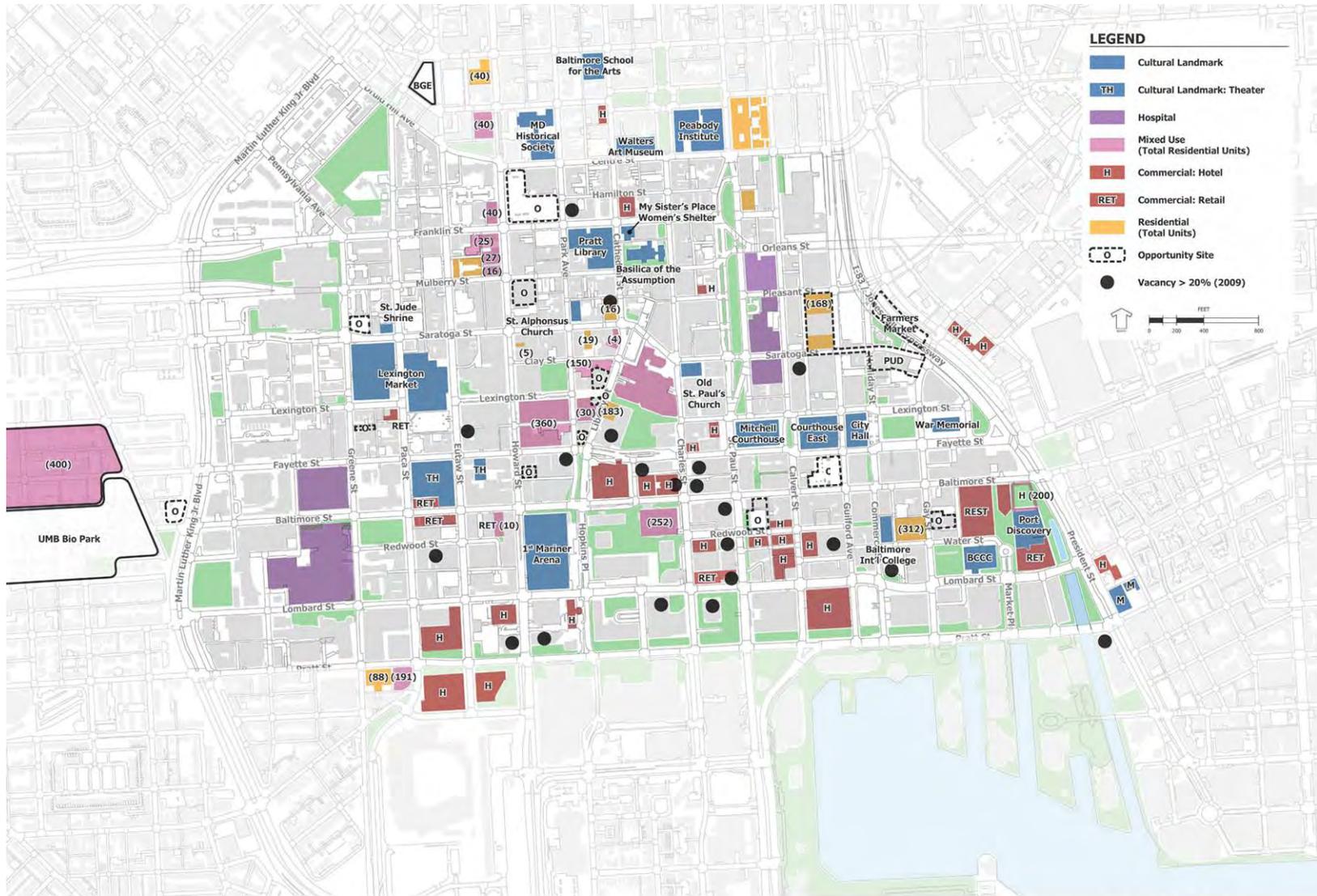
## Elevation Study

Unlike many cities, Downtown Baltimore is not flat. Exhibit 4, Elevation Study illustrates that there is approximately 120' of elevation change between the Inner Harbor/President Street area and St. Mary's Park. Similarly, there is 100' of elevation change between Inner Harbor and the Basilica/Pratt Library. Most striking is that this same 100' elevation change also occurs between the Basilica and Guilford Avenue (across Preston Gardens) which is only over a 3-4 block distance.

The elevation change provides opportunities and challenges (*see examples below*). The challenges are that the steep gradient on many streets and sidewalks discourages pedestrian activity, especially if there are no active uses along these steep routes. This is often the case because the sloped topography has historically leant itself to accommodating service entrances rather than storefronts. As a result, destinations are psychologically further away than they actually are. In terms of opportunities, the elevation changes result in interesting road alignments for some streets, long vistas, terraced open spaces and visual interest.

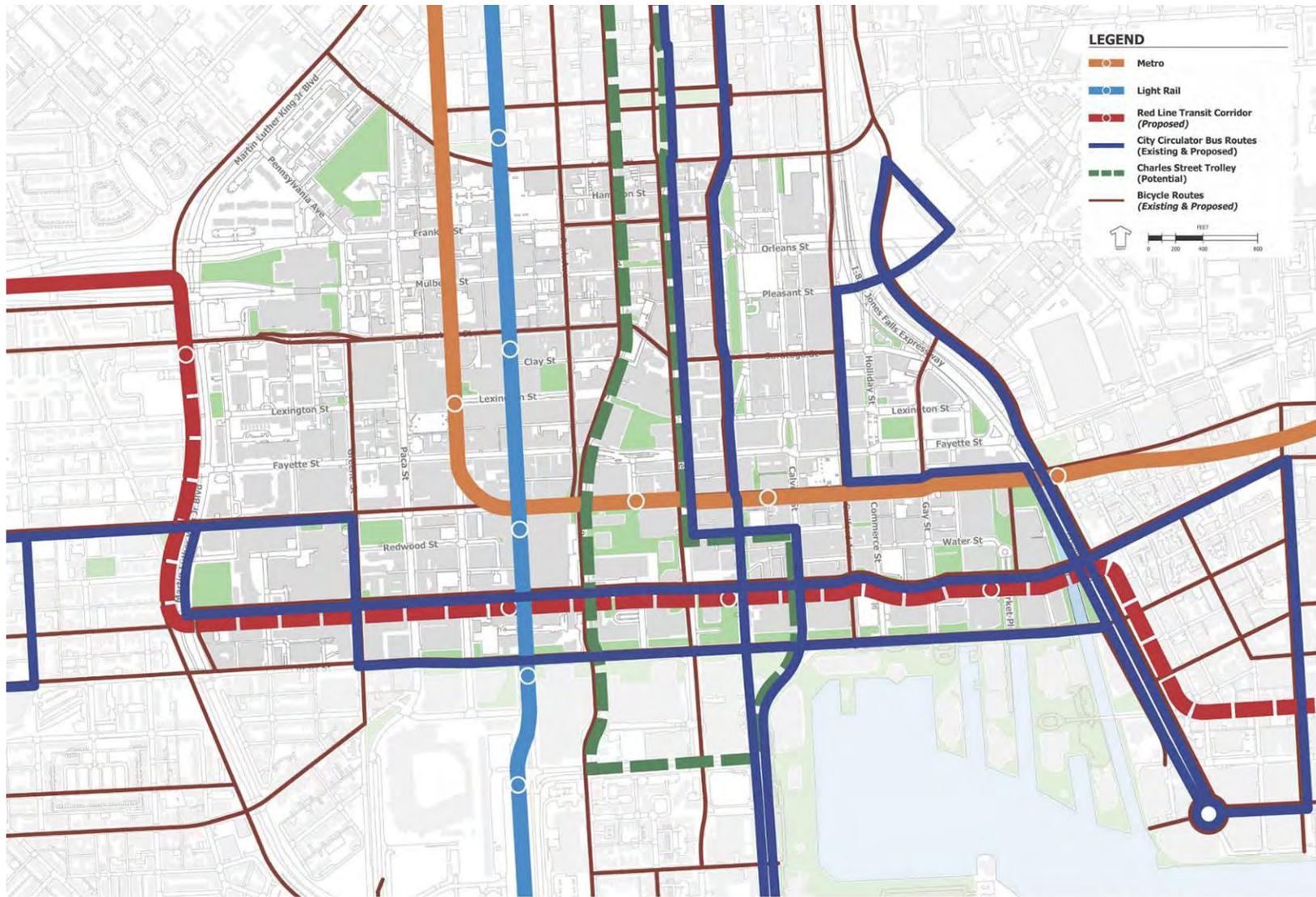


*The topography in downtown creates challenges (above) and opportunities (below)*



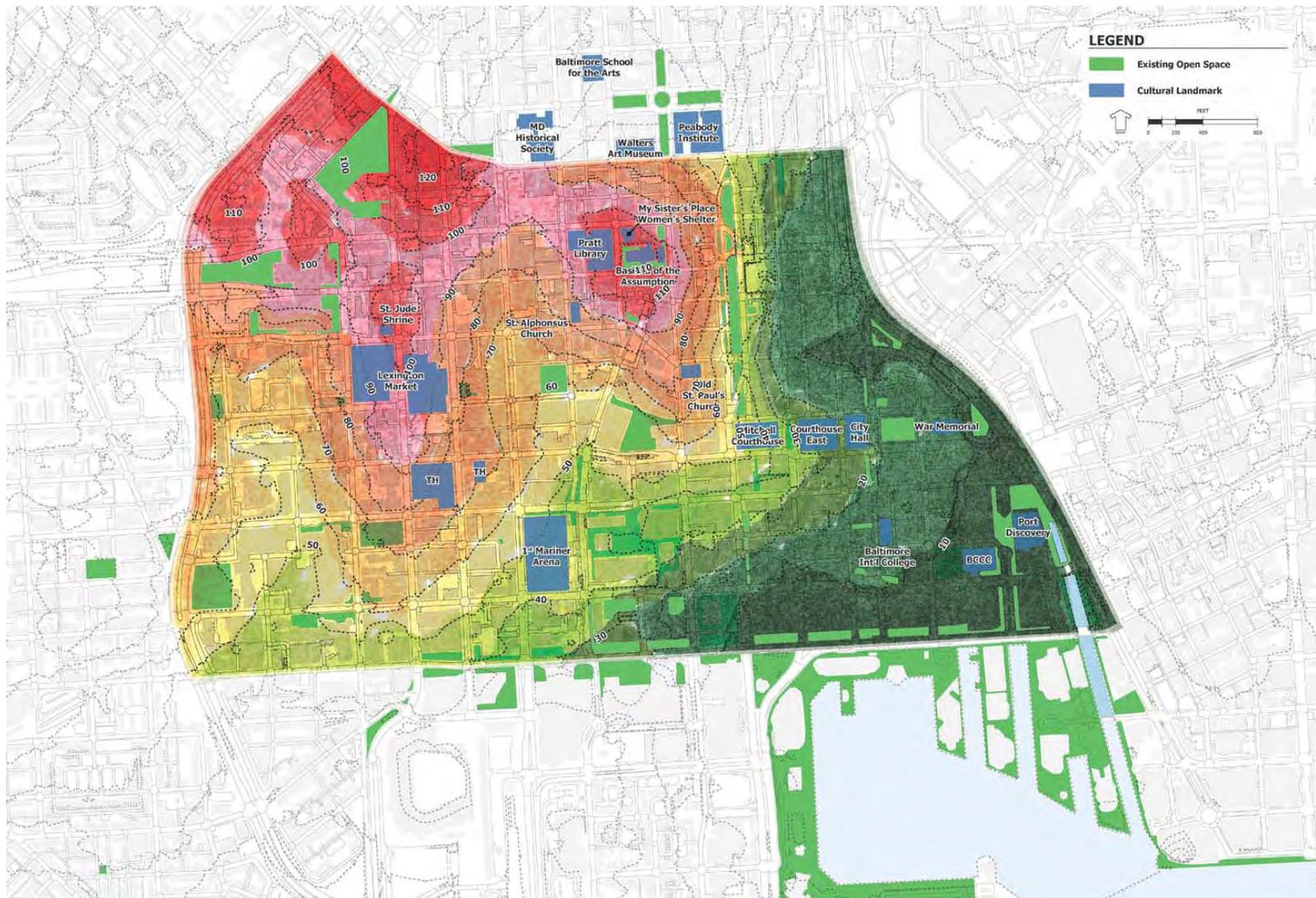
# Significant Development

Exhibit 2



# Transportation Networks

*Exhibit 3*



# Elevation Study

Exhibit 4

## PlaceMap

As described earlier, PPS developed a PlaceMap to supplement the input received during the placemaking workshops and to begin to qualify many of the spaces illustrated in the Open Space Network (Exhibit 1.1). PlaceMap is both a digital mapping tool and an online community engagement activity that involved local residents in identifying and describing places in Downtown Baltimore.

PlaceMap utilizes Google maps and open source software to present participants with an interactive, dynamic map. Participants were asked to identify the best places in downtown Baltimore, the places that are currently underperforming, and those that have the greatest opportunity to become great public spaces. Participants submitted these places by placing a marker on the map and including the name and location of the site, whether it was a good, poor or opportunity site, and writing a sentence about why they felt that way and what they might do to improve it. Submitted sites then appeared on the PlaceMap's main map where they could be categorized based on best, worst, and opportunity classifications. The data was also viewable in a list format.

The PlaceMap application was active for only two weeks due to the compressed time frame of the study. The DPOB publicized PlaceMap through their online and social media networks including announcing it on their website, sending out a number of emails to their membership, posting on their Facebook

page, and sending out messages on Twitter. Continuing these conversations with their online networks was a critical component of attracting participants to PlaceMap.

Within the context of Baltimore, PlaceMap was used in conjunction with the on-site place evaluation exercises. Onsite workshop data was uploaded to the PlaceMap site by PPS staff in order to have all of the information in one, easy to navigate location. The data that follows brings together information from both the on-site workshop as well as PlaceMap to create a complete representation of all of the feedback gathered.

Based on the combined results from the on-site workshops and the PlaceMap tool, Mt. Vernon Place was identified as the best place, Preston Gardens as the place holding the most opportunity, and the Holocaust Memorial as downtown's most unsuccessful place. Some locations were in the top 5 for more than one category (Hopkins Plaza was listed as all 3) illustrating that the workshops and PlaceMap create an important forum for open dialogue about Downtown places. In particular, PlaceMap resulted in a higher volume of detailed comments about submitted places Downtown than the on-site workshops most likely due to the fact that participants filled out the form on their own allowing them to take more time with their responses. Detailed results from both the workshops and PlaceMap follow below.

This was the pilot application of this new online placemaking tool in the field. PPS was pleased to beta-test it in Baltimore and plans to revise and evolve PlaceMap in order to make it widely adaptable and useful to communities around the world. In this initial deployment, the tool was well received by those who participated. Most importantly, it also provided those who were not able to attend the in person meetings and workshop sessions the opportunity to meaningfully engage in the Placemaking planning process for the open space plan. The results for the Baltimore PlaceMap exercise can be viewed at <http://pps.org/placemap/baltimore/>.

## Favorite Places

(Total of places submitted: 47)

**Mt. Vernon Place: 14 votes** (10 workshop participants)

Mt Vernon Place included the Washington Monument and the Mt. Vernon Children's Park

*Comments:*

"It is the icon for Baltimore and should be preserved"

"One the finest urban spaces in America"

"About the Mt Vernon children's park: This is a modern playground for children and a gathering place for the neighborhood. It is absolutely lovely and shows how easy it is for a small area to be a gem for the community."

"Great place to relax, read a book and enjoy community"

**Center Plaza: 12 votes** (10 workshop participants) *Comments:*

"Well maintained, programmed events - big improvement from before"

"It's beautiful and well-maintained -additional programming would be welcome"

"I love this plaza! It reminds me of a park in Paris with the sand/gravel pathways! I wish there was some more cafes or retail around here and down to Hopkins Plaza."

**St. Mary's Park: 6** (6 workshop participants) *Comments:*

"Large, open usable space surrounded by great architecture"

**War Memorial Plaza: 6** (6 workshop participants)

**Hopkins Plaza: 5** (5 workshop participants) *Comments:*

"Programmed events, good place to eat lunch"

**North Charles St from Mulberry St to Centre St: 5** (5 workshop participants)

## Opportunity Places

(Total of places submitted: 76)

**Preston Gardens: 12 votes (14 including St. Paul Street and St. Paul Place)**

(11 workshop participants) *Comments:*

"It's a beautiful park that is chewed up by the bridge and St. Paul Street cutting up through it. The park spills down to the traffic on St. Paul Street, which makes it unfriendly to pedestrians crossing to get to it - noisy and smelly if you want to sit there at lunchtime."

"I also think the median on the upper part of St Paul Street needs to be beautified - between Mulberry and Saratoga along with the park across from Mercy."

"This could be a pleasant park, but someone decided that for 4 blocks St. Paul Street should look like a super-highway. St. Paul Street is 2-3 lanes for 40 blocks running all the way from Guilford, but here it unexplainably turns to 6+ lanes of traffic, pretty much destroying the park as a place you'd want to spend time."

**Hopkins Plaza: 8** (7 workshop participants) *Comments:*

"Kaiser Permanente building should be torn down, as well as the skywalk -more greening features should be added as well. The current Arena location should be turned into open, green space connected to Hopkins Plaza."

**Park Avenue from Clay St to Baltimore St: 6** (6 workshop participants)

**Mt. Vernon Place: 4** (4 workshop participants)

**Courthouse Plaza (Cathy Hughes Plaza): 4** (4 workshop participants)

**UMB Green: 6** (6 workshop participants) *Comments:*

"Limb up trees - add more tables and chairs...seems sterile"

## Worst Places

(Total of places submitted: 45)

**Holocaust Memorial: 10 votes** (9 workshop participants) *Comments:*

"Lack of pedestrian scale due to facades of surrounding buildings and large expanses of paving within memorial - not activated by adjacent uses"

"Not inviting for pedestrians due to lack of shade and activity"

"Wasted space in downtown - it's better than it was, but it could be so much MORE!"

**Lexington Market (West Shed and the shed at the terminus of Lexington St): 7** (6 workshop participants) *Comments:*

"Opportunity to make more "transparent" "

"Worst. Place. Ever."

**First Mariner Arena: 6 votes** (6 workshop participants) *Comments:*

"Sprawling bus station"

"Loading area along Hopkins Place"

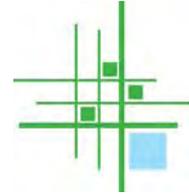
"Lack of defined gathering spaces"





# Overall Recommendations

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# Overall Recommendations

The recommendations in this plan are organized into two overall categories: General Recommendations, which describe recommendations that have applications in many, if not, all spaces within Downtown; and Site Specific Recommendations, which describe recommendations for spaces as part of a specific open space network. Depending upon the space, various degrees of recommendations are provided. For many spaces, there are a few key cursory recommendations and other spaces have more detailed recommendations. The most detail is provided for six focus areas, five of which were the subject of the placemaking workshop in August. The fact that these areas had more detail of study does not necessarily imply that they are priority areas, however.

## Open Space Networks

The Open Space Diagram (Exhibit 5) highlights all of the existing and future open spaces and streets that comprise the overall network. While all streets are important in linking places within Downtown, the exhibit highlights those streets that are particularly important (dark green) and those that are supporting in lighter green. Similarly, the primary open spaces are highlighted in dark green and the supporting spaces in lighter green. Future open spaces/open space systems are identified with a hatch pattern.

This exhibit clearly illustrates that there are numerous connections to reinforce among spaces, particularly between the Inner Harbor and City Center and Mt. Vernon. However, it will be important to emphasize some

connections over others. To that end, the recommendations in this plan are organized by nine, north/south and east/west open space networks. As described earlier under “Guiding Concepts”, one of the key goals for placemaking is to “reach out like an octopus” – making sure the excitement of a place is evident at least a block away. Looking at open spaces in context of networks will enhance the value that they bring to Downtown.

Specific recommendations are outlined in the following nine open space networks:

- Inner Harbor/Pratt Street
- Charles/Light Streets
- Liberty Street/Park Avenue
- Howard to Greene
- Guilford to President
- Baltimore/Redwood Streets
- Lexington/Saratoga Streets
- MLK
- Centre/Monument Streets

## General Recommendations

The following recommendations apply to most existing and proposed open spaces:

### Sustainable Practices

**Increase tree canopy as part of each project:** Trees provide multi-layered benefits; they capture and filter stormwater, cool the air, shade the streets to reduce heat island,



aid in traffic calming and generally provide a more inviting softer/greener space. The emphasis should be on high canopied trees to allow for unobstructed views beneath their canopies. While not desirable, trees in planter pots may be used but should only be considered where: underground utilities or structures prevent the planting of street trees, where large planters can be used and where appropriate maintenance can be provided.

**Utilize best management practices for Downtown street tree plantings.**

- Make tree planting pits (new and existing) as large as possible (min. 4' x 8')
- Use Silva Cells, root channels or structural soil to maximize growing area for trees
- Where the elements described above are cost prohibitive, consider doing demonstration/pilot projects within the overall project for study and promotion of the practices
- Use appropriate tree forms (single-stem canopy trees) that define pedestrian spaces while allowing for sightlines to storefronts and sign panels

**Capture urban stormwater runoff at or near the source using a variety of techniques.**

- Flow-through planters
- Rainwater capture for use in plant beds
- Porous pavement
- Reduce the net amount of impervious coverage in each space
- Where the elements described above are cost prohibitive, consider doing demonstration/pilot projects within the

overall project for study and promotion of the practices

**Utilize recycled materials in the construction/renovation of new spaces, particularly for spaces located on redevelopment sites.**

**Utilize signage, display panels and public art to provide interpretation and education on sustainable practices.**

**Consider use of solar structures to generate power for water features and lighting within spaces.**

**Explore creative ways to incorporate urban agriculture into open spaces where possible**

**Transportation/Mode-Sharing**

**Accommodate bicyclists in all spaces.**

- Provide bike racks, particularly within spaces that interface with bicycle routes and at transit stations
- In larger spaces and at Red Line, Light Rail and Metro stations and at the ends of major bike routes, consider long-term secure bike storage for commuters and residents
- Incorporate signage and display maps that highlight bicycle routes and connections throughout Downtown
- Work with bicycle community to explore ways that bicycle related events can be programmed in different spaces throughout Downtown

**Continue exploring options to convert Downtown non-arterials to two-way traffic flow to improve pedestrian environment and circulation options for motorists.**

**Red Line and Metro Station Areas**

**Give station areas a “presence”, then make them a center and balance aesthetics with function.**

- Utilize public art
- Make highly visible
- Incorporate green space
- Utilize high quality architectural design of head houses
- Locate markets and vendors near stations to provide convenience to transit riders and activate the spaces
- Provide short and long-term bike parking

**Capture the unique identity of each station area, recognizing that not every station is the same.**

- Incorporate history
- Draw upon unique architectural period

**Give equal design consideration to pedestrian routes to and from a station up to, and at a minimum of, 500' from the station.**

**Maintain direct sight lines to stations and accommodate direct pedestrian access.**

**Streetscape Enhancements**

**Apply road diets wherever possible.**

- Close median separated drive-by lanes
- Provide bump-out/extended pedestrian and planting areas at intersections where there is permanent on-street parking
- Narrow lanes that are unnecessarily wide, particularly where that extra space can be captured to expand existing open space or sidewalk area

**Utilize “shared space” where it is important to maintain vehicular traffic but emphasize the pedestrian environment.**

- Consider bollards instead of curbs so that pavement surface reads as one
- Institute parking restrictions so that more pedestrian space is captured at certain times of day or year
- Design ground-plane so that pedestrian and vehicular areas are unified

**Follow the Downtown Baltimore Streetscape Design Guidelines, dated January 24, 2001.**

- Consider updating guidelines to include best practices for street trees such as larger tree pits and planting area
- Incorporate all design guidelines into new Zoning Code

**Explore creative ways of introducing scale, shade and color where street trees are not possible because of utility conflicts or restricted space.**

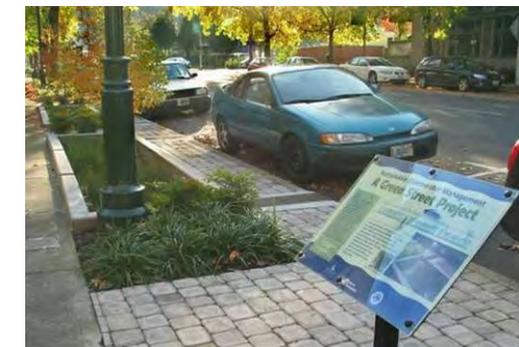
- Architectural shade structures
- Oversized planters with small trees (and associated maintenance program)
- Green walls and/or trellis structures



*Examples of shade structures that could be considered when tree planting is not possible (top center and bottom)*



*Examples in Baltimore (top) and New York (bottom) showing how large planter pots can be effective at introducing scale, color and spatial definition while being flexible to move*



*Example from Portland, Oregon showing flow-through planters and interpretation panel*



Example from New York showing original street condition (top left) and after a "road diet" (center left) and one showing shared space with bicycle accommodations along Broadway (bottom left)



Example from Bellingham, Washington where, rather than an expansive streetscape project, the City removed two parking spots to create a community gathering space, with seating and bicycle accommodations, in front of a group of popular businesses

## Temporary Enhancements

Utilize pavement striping as a way to experiment with changes in street configurations (road diets) before investing in permanent solutions.

Utilize pots and planters that can be moved to different locations.

Utilize “pop-up cafes” where sidewalks are too narrow for outdoor dining.

- Work with the Parking Authority and City to develop permitting process to allow for these to occur
- Work with local artists or woodworkers to design platforms to extend the sidewalk area
- Ensure that pop-up cafes are not dedicated to one business when they are located within the public rights-of-way

Utilize a common theme in public art as a way to better connect multiple spaces and streets.



## Public Art

Work with artists and others within the design community to develop solutions for blank walls:

- “Super graphic” screens such as that used at the parking garage adjacent to the Prayer Garden
- Murals
- Green walls

Rotate art within spaces to keep the space fresh and give people additional reasons to return.



Examples showing temporary striping used to highlight changes in street configuration (top) and of conversion of parking spaces into park spaces during Baltimore’s PARKing Day (bottom)



Examples (top and bottom) showing how “pop-up cafes” can extend the sidewalk area for outdoor dining

## Availability of Refreshments

### Re-explore the concept of consolidated and managed vending operations within Downtown.

- Establish minimum standards for the design of vending carts
- Encourage multiple vendors in certain spaces to build critical mass, appeal to a broader group of people and create energy
- Explore how the growing trend of food trucks can be used in Baltimore to enliven spaces or temporary spaces with limited restaurant options nearby

### Continue to actively recruit and locate restaurant uses near open spaces where they can activate the spaces.

### Work with private property owners to allow for moveable chairs and tables to be located within their plaza areas.

## Partnerships

### Continue to build a residential base of stakeholders.

- Work with property managers of large rental properties to encourage resident involvement in the development/care of open spaces
- Communicate regularly with adjacent neighborhood associations
- Work with “friends” groups of other parks to establish groups for downtown spaces



Credit: RTKL



Examples how public art can be incorporated as functional items like play equipment (top), as seating and bike racks (middle left); and examples of treatments for blank walls including lighting (bottom left), super graphics (middle right) and green walls (bottom right)



# Site Specific Recommendations

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## Inner Harbor/ Pratt Street Network



### Overview

The Inner Harbor represents the southern anchor to this corridor. While not included in the scope of this study, it is important to highlight the Inner Harbor as an important destination and attraction for both residents and visitors. For many years it has been a challenge to draw visitors from the Inner Harbor into the City Center and up to Mt. Vernon and other downtown districts. The Pratt Street Master Plan was recently completed and has served as a critical first step in minimizing Pratt Street (and ultimately Lombard Street as well) as a barrier between the Inner Harbor and downtown. The plan covers Pratt Street from MLK Blvd. to the Jones Falls Expressway and calls for new infill retail and restaurant development along the north side of Pratt Street and an emphasis on green space along the south side. The plan also emphasizes enhancements along north-south connecting streets linking Pratt Street to Lombard Street. Additional recommendations for some of the north-south connecting streets are included within the relevant networks as discussed throughout this report.

While a detailed study of Lombard Street could not be included as part of this open space plan, the following should be considered for Lombard Street when a more detailed study can be conducted on a block-by-block basis:

- In conjunction with or in addition to bike/bus lanes, consider lane reductions where possible to allow for expanded sidewalks and safer pedestrian crossings

- Enhance all Lombard Street intersections to facilitate the linkages to and from Downtown by activating ground floor uses; providing more windows and “transparency” in facades; providing safer pedestrian crossings; adding streetscape elements and public art where possible
- Require any new development along Lombard Street to facilitate connections to and from Downtown by activating the street level with the techniques described above



*Aerial view showing extent of Pratt Street Master Plan (top) and photo rendering showing proposed improvements to McKeldin Plaza (bottom)*

Credit: Downtown Partnership of Baltimore/ASG



## Charles/ Light Streets Network



### Overview

The Charles/Light Network is anchored to the south by the Inner Harbor and Pratt Street and to the north by Mt. Vernon Place and includes South Calvert Street. This is an important north-south network that plays a role in drawing visitors among the Inner Harbor, City Center and Mt. Vernon Districts.

In addition to the Inner Harbor and Mt. Vernon Place, the key spaces and streets within this network include the plaza at 100 Light Street, the proposed Red Line Station at Lombard and Light Street, a potential open space at One Light Street/MTA Park, Courthouse Plaza, Preston Gardens, Bank of America Plaza, South Charles Street, Light Street, South Calvert Street, the Blaustein Terrace, Charles Plaza and the Prayer Garden. Both Preston Gardens and One Light Street/MTA Park were “focus area projects” that were included in the placemaking workshops. Recommendations for these two spaces have been developed in more detail. While Center Plaza and Hopkins Plaza are connected to Charles Street and can be considered part of this network, they are included in the Liberty Street/Park Avenue Network described later in this report.

Many improvements have been recently completed or are currently underway within this network and include the renovation of the 100 Light Street plaza, the removal of the berm along Pratt Street between Light and Calvert Streets, the design for MTA Park at Wilkes Lane, and initial enhancements to Preston Gardens.

### Mount Vernon Place

Mount Vernon Place is an iconic and beloved space in Baltimore and is considered by many stakeholders as the “best” place in the downtown area. Mt. Vernon Place serves as the northern anchor to the Charles/Light Network and a master plan is currently being developed for the Mount Vernon Parks. While outside of the study area for this open space plan, it is important that the recommendations that follow for the spaces within the Charles/Light Network reinforce connections to and from this historic place.



Credit: Mt. Vernon Place Conservancy, OLIN



## 100 Light Street

The plaza associated with 100 Light Street is currently being renovated with the addition of landscaping, shade structures, lighting and flexible seating. With its location immediately adjacent to Pratt Street and the Inner Harbor, this plaza serves as an important link to other spaces along Light and Charles Streets. The space is significantly more inviting than before and provides amenity space for the adjacent office tower as well as other adjacent uses. The elevation of the plaza along Light Street will still present some challenges in drawing people into the space, however, visual and physical accessibility into the space has been greatly improved.

At this time, the primary recommendation is to observe how the space works at different times of day once it is fully complete and consider using for large programmed events or for part of a series of events which could occur along the Light Street or Charles Street corridors.

## Charles Center Red Line Station

As part of the new Red Line transit system currently in the planning stage, an underground station is planned at Lombard and Light Streets, with the “head house” or entrance-way planned near this intersection. Initial plans show the head house located within the northeast corner of the plaza at 100 Light Street. Planning for this station area is currently underway as part of the Station

Area Advisory Committee (SAAC) process. As planning occurs, consideration should be given to the following:

- Locate the head house so that there is an opportunity to further activate the 100 Light Street plaza
- Incorporate vendors and public art to help activate the station area
- Provide well-marked and safe pedestrian crossings across Light and Lombard Streets, particularly along the east side of Light Street, to reinforce the connection to the Metro stop at MTA Park (2 blocks to the north)
- Provide short –term and commuter bike parking



*The images above show recent renovations to the elevated plaza at 100 Light Street. Landscape enhancements – including shade structures, outdoor seating and plant material – make this a comfortable space for daily activity, including informal lunchtime gatherings and planned events*

## Light Street

Light Street, along with South Calvert Street, represents the most direct connection between the Inner Harbor and Downtown. The first block between Pratt and Lombard is critical in drawing visitors along this route; however, the scale on the east side of the street is generally not pedestrian friendly. In addition, the intersection at Lombard Street, one of the most active – and dangerous – in Downtown, is particularly challenging to pedestrians.

In addition to the recommendations described on the following pages under One Light Street, the following should be considered for Light Street:

- Consider brick paving on the east side of the street to match the west side and provide a warm contrast to the neutral tones of the buildings
- Provide well-marked crosswalks at Lombard Street
- Use large pots to provide seasonal color
- Enliven the parking structure at the corner of Light and Lombard with architectural treatments, colorful canopies or public art

## South Calvert Street

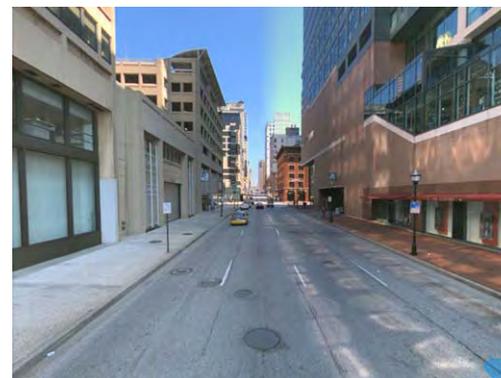
South Calvert Street also represents a direct connection between the Inner Harbor and Downtown, but is also uninviting to pedestrians. In particular, the block between Pratt and Lombard Streets is very dark.

Recommendations to enhance South Calvert Street include:

- Continue efforts to attract retail uses along west side of South Calvert Street
- Consider brick paving on the west side of South Calvert Street (between Pratt and Lombard) to match the east side and provide a warm contrast to the neutral tones of the buildings
- Provide well-marked crosswalks at Calvert and Lombard Streets
- Enliven the west side of the street between Pratt and Lombard with architectural canopies and public art to add color and scale to the building façade
- Consider architectural canopies/public art/banners/address signage to 111 S. Calvert on the east side of the street to add color and reduce the overall scale of the building from the pedestrian point of view
- Use large pots and planters to provide seasonal color on both sides of street between Pratt and Lombard
- Activate corners with wayfinding signage to indicate that Calvert Street leads to hotel/tourist destinations
- Provide planters along Calvert Street near Redwood Street to provide color and complement architectural variety



*View looking north on Light Street from Pratt Street showing how east side could be enlivened with brick paving, planter pots and color*



*View looking north on Calvert Street from Pratt Street showing need for enhancements to make more pedestrian-friendly*

## One Light Street

*One Light Street was one of the five focus areas during the August placemaking workshop. The focus area emphasized the ½ block bounded by Baltimore, Light and Redwood Streets but included the Water Street area and the area around the Metro stop between Baltimore and Fayette Streets.*

### Assessment:

#### Assets

- Central downtown location
- Across from historic 10 Light Street building (potential residential conversion)
- Near Metro station
- Adjacent/nearby restaurant, retail, hotel, office and government uses
- Light Street sidewalk is among the widest in the downtown
- Significant pedestrian traffic
- A key link between Inner Harbor and City Center
- Near Water Street which has great scale, character and potential, again, as an outdoor gathering spot
- Buildings along south side of Baltimore Street offer architectural and historic interest and strong pedestrian scale

#### Challenges

- Planned redevelopment of site is stalled and uncertain
- The original remaining buildings fronting Baltimore Street are mostly vacant
- The office towers on the north side of Baltimore Street generally do not include active ground floors
- Weak connection to the Metro station

- Close to the Inner Harbor but feels disconnected from it
- Wide roadways (Light and Baltimore) with fast moving one-way traffic which makes it uncomfortable to cross
- Limited useable open space within close proximity to potential residential conversion and existing hotels
- Existing pedestrian alley behind Sun Trust is filled with parked vehicles
- Design of planting beds along Light Street is not appropriate to the scale of the space. Small trees and shrubby mix block views



*(Top Left) View looking northeast from Redwood and Light Street;  
 (Bottom Left) Existing building frontage along Baltimore Street;  
 (Top Right) “Pedestrian” Wilkes Lane linking Calvert Street (background) with Metro stop offers potential to be dynamic space;  
 (Bottom Right) MTA Park offers potential to be activated by more uses as shown in this view looking south from Fayette Street*

## **Vision:**

One Light Street is defined by a vibrant square and open space. It is part of a system of destination open spaces and nodes linking the Harbor with Preston Gardens, Center Plaza, Hopkins Plaza and the Metro stop.

## **Primary Goals:**

Goal 1: Provide an amenity that adds value to and supports existing and potential adjacent uses

Goal 2: Activate space with vendors, performances and other programming

Goal 3: Improve and green the streetscape, making the area more welcoming

Goal 4: Improve the physical and visual connection to the Metro station

## **Recommendations:**

### ***Short-Term (Physical)***

#### **Install kiosks and vendors to activate the street and create new uses.**

- Install a newsstand vendor on east side of Light Street where the planters are currently located
- Place a tourism information kiosk to take advantage of adjacency to Circulator stop
- Establish a centralized food vendor area to capitalize on wide sidewalk and pedestrian traffic
- Utilize brightly colored umbrella carts and tables and chairs to help enliven the space

#### **Make the street more welcoming for pedestrians by increasing outdoor seating and improving facades.**

- Place outdoor seating at the existing tenants: McDonalds, Dunkin Donuts
- Activate CVS and T Mobile's storefronts with dynamic window displays and by reducing the amount of window area that is covered up (CVS)
- Open up and improve the McDonalds façade on Light Street
- Explore closing Water Street for Happy Hours again on a regular basis and provide outdoor umbrella tables and seating during lunch
- Consider working with property owners to relocate fence back to the western edge of the One Light Street parking lot to make the existing green space part of the sidewalk area and more accessible to pedestrians for outdoor seating and gathering
- Prohibit parking along the pedestrian alley behind the Sun Trust Building
- Prohibit parking and service vehicles along Wilkes Lane except during designated hours to enhance this as a pedestrian area
- Enhance MTA Park with additional landscape and outdoor seating (*refer to site plan in Appendix C: Site Plan Addendums*)

#### **Increase the amount of green space on Light Street using appropriate plant materials and reinforce linkages between Inner Harbor and City Center open spaces.**

- Provide low seasonal color along the fence
- Increase the number of street trees, emphasizing tall canopy trees that do not impede visibility
- Redesign the planting in the planters on the east side of Light Street

#### **Enhance Water St. to increase walkability.**

- Remove on-street parking from Water Street to allow expanded outdoor dining venues. Consider "pop-up cafes"
- Create a well-lit walkway connection from Water Street, along the existing north-south alley to One Light

### ***Short-Term (Programming/ Management)***

#### **Make visual art a centerpiece of the area, especially focusing on the metro stop.**

- Encourage art vending outdoors near the metro stop
- Place public art at the metro stop

#### **Encourage music in the area, including buskers (street performers) as well as more organized bands and ensembles near metro stop.**

### ***Long-Term (Physical)***

#### **Redevelop site with a park/open space as a key component to serve the needs of residents and visitors of the area.**

- Evaluate feasibility of multiple options for developing the property including 1) new mixed-use infill development and reuse

of the existing buildings along Baltimore Street organized around a small new open space and 2) reuse of the existing buildings along Baltimore Street and a significant new open space

- There has been some interest in removing some or all of the existing buildings on the south side of Baltimore Street to create a larger open space. If this option is explored, consideration should be given to providing a low “liner building” along the east side of the space to allow for uses to front onto the space and help activate it. The planning team and majority of the stakeholders visiting the site agree that the preferred option is to incorporate the existing Baltimore Street buildings into the overall site design
- Explore feasibility of incorporating parking (including long-term bike parking) below any new development
- Explore feasibility of connecting existing Metro station to One Light Street site with a pedestrian tunnel as planned ; coordinate with Red Line station area planning effort
- Consider green-roof element to provide visual interest from adjacent hotel rooms
- Consider roof water capture for use in landscaping

#### **Examine appropriate streetscape solutions.**

- Rethink paving along Light Street sidewalk and explore different ways to incorporate the cobble in a more logical fashion

- Expand tree planting pits
- Provide canopy street trees to provide appropriate scale and shade
- Create theme that links Inner Harbor with One Light Street and other City Center spaces

#### **Focus on iconic 10 Light Street tower as an aesthetic anchor**

- Park design should respond to strong center line/axis of the tower
- Consider incorporating architectural or sculptural elements that “speak to” those of the tower

#### **Focus on creating a proper pedestrian scale in new development.**

- Retain the balance of the block (along Baltimore Street) for pedestrian scale/character if site is developed for use other than open space
- Design ground floor of new construction at a pedestrian scale and program with retail and restaurant uses to support adjacent hotels and to activate open space

#### ***Long-Term(Programming/Management)***

#### **Offer long-term, exciting activities and programs in the open spaces of the area.**

- Program the open space and let programming evolve to keep fresh
- Encourage a series of programmed events at different spaces along the Light Street corridor during special events and

conferences to help draw people from the Inner Harbor into Downtown

- Partner with hotels to share space during meetings at nearby hotels

#### **Potential Partners:**

- Hotels
- Adjacent Employers
- Residents
- BIC
- CVS
- T-Mobile
- McDonalds
- Dunkin’ Donuts
- 7-11
- Advertisers
- Media PR, Communications
- MTA

#### **Comparables:**

Stone Street, New York City  
Bryant Park, New York City  
Broad Street, Philadelphia

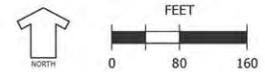
ALTERNATIVE A



ALTERNATIVE B



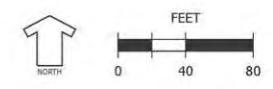
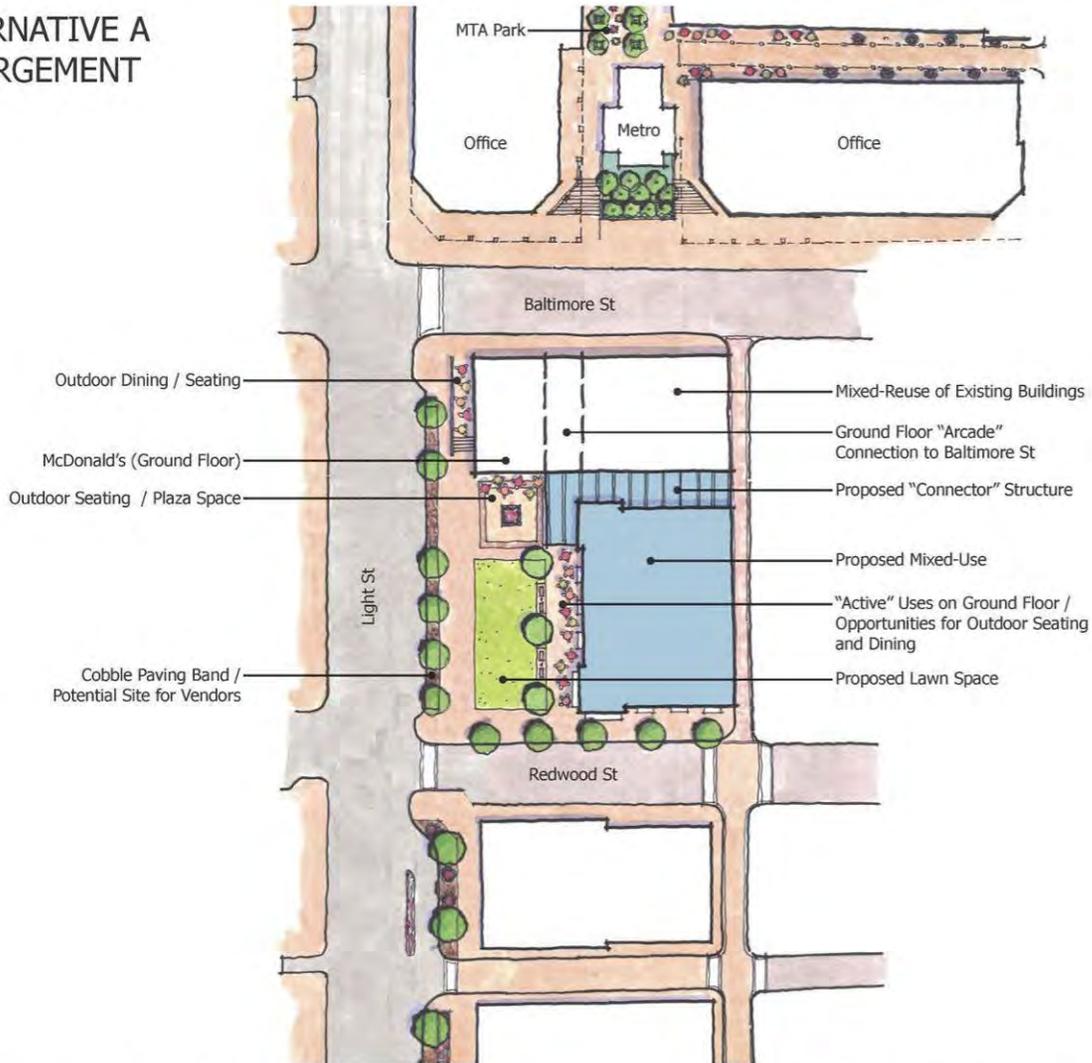
ALTERNATIVE C



One Light Street

Inc.

# ALTERNATIVE A ENLARGEMENT



## One Light Street



A variety of vendors could be organized along the wide Light Street sidewalk in the short- and long-term



The new open space should be designed to be flexible to accommodate a lot of different types of programming



News/refreshment vendor and outdoor tables could activate the wide sidewalk area in the short- and long-term



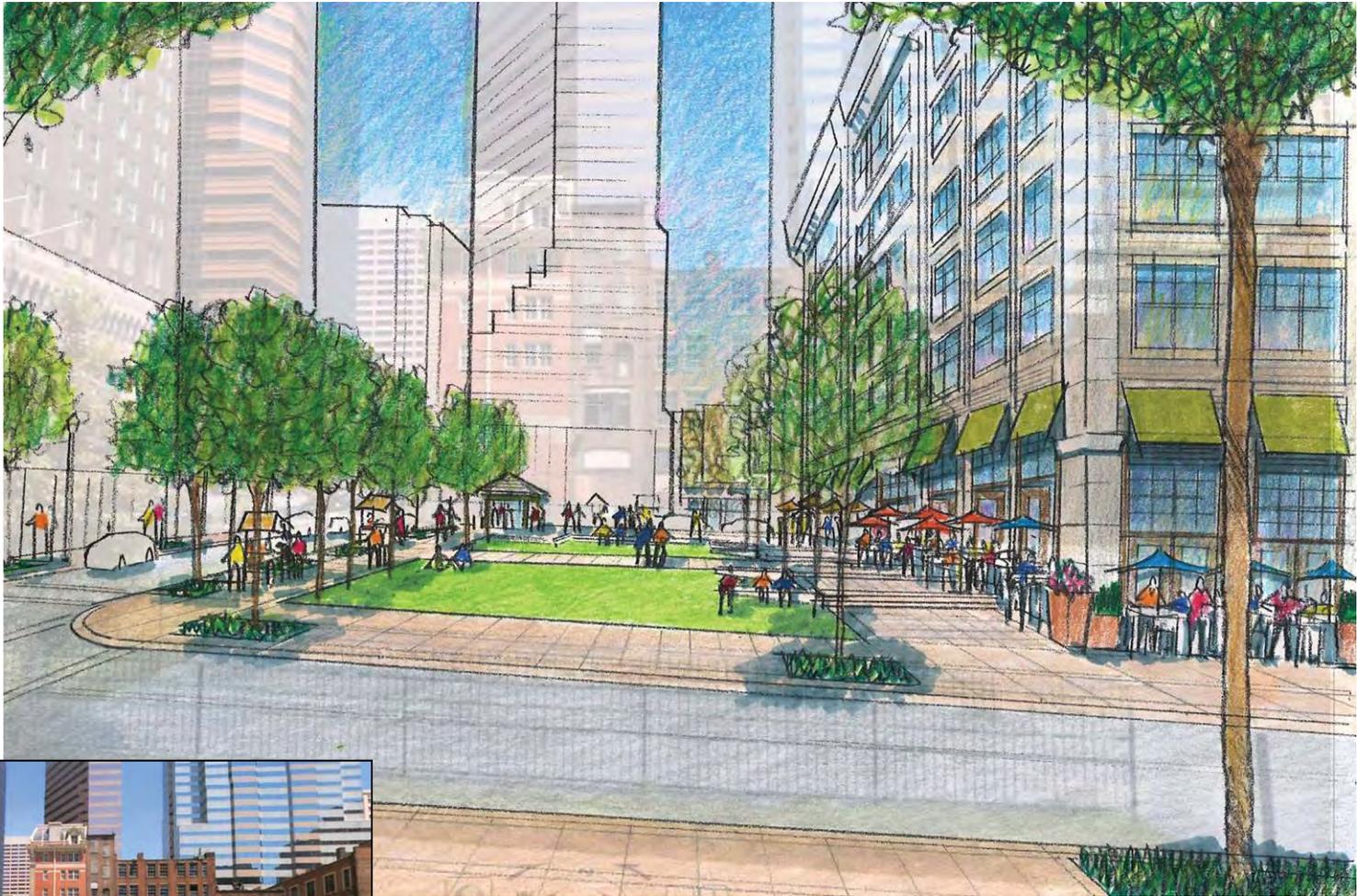
(Above, Middle and Bottom) The new building at One Light Street should have ground floor restaurant uses with outdoor seating to activate the new open space



New York's Stone Street illustrates the long-term potential for Water Street as a vibrant place for outdoor dining



*Aerial view looking northeast from Redwood and Light Streets showing existing surface lot and wide sidewalk area (inset) and the potential for the One Light Street site to include mixed-use development (new and existing buildings) in conjunction with an open space (Plan Alternative A). While the intent of this illustration is not to set the design and height of the building, it is important that any new building have active ground level uses.*



*Aerial view looking north from Redwood and Light Streets showing existing surface lot (inset) and the potential for the One Light Street site to include mixed-use development (new building) in conjunction with an open space (Plan Alternative C). While the intent of this illustration is not to set the design and height of the building, it is important that any new building have active ground level uses.*



## Courthouse Plaza

Courthouse Plaza is a well-used plaza space in a prominent location along Saint Paul Street. It has a good overall structure and includes a fountain and clock feature but, unfortunately, is dark and uninviting and negatively affects the image of the surrounding area. Blue twinkle lights have recently been wrapped around the trees at the northern end of the plaza and reinforces, rather than mitigates, the uninviting nature of the space.

Because the space has a good structure and positive elements including the fountain and clock, improvements to the space can be relatively simple and straightforward.

### Short-Term Recommendations:

- Work with partners to determine appropriate name for Plaza (“Courthouse Plaza” is the temporary name for the purposes of this study)
- Work with property owner to remove blue twinkle lights from trees and replace with white ones
- Limb lower branches from trees to open up space
- Locate flower pots within the space emphasizing plants with light and bright foliage and flowers to provide relief from the dark shade
- Experiment with programming the space for small events
- Provide café tables and seating
- Repair Clock
- Repair fountain and explore ways to operate most of the year or work with

artists to design a cover for the fountain base when not in use

- Minimize “visual clutter” and organize newspaper receptacles and other site elements (see image top right)

### Long-term recommendations include:

- Replace existing Linden trees, which tend to be dark and dense, with a “lighter” tree such as Honey Locust or London Plane Tree
- Improve and expand tree planting area by replacing soils and using best practices to promote drainage and resist compaction
- Maintain overall grid pattern of trees but consider fewer trees total
- Incorporate lighting into the overall design and consider “moonlighting” the trees to cast light down from the canopies
- Replace or re-set paving stones
- Organize newspaper boxes similar to what has been done along Charles Street
- Activate with moveable tables and chairs
- Encourage vendor carts along perimeter of space



View from St. Paul and Lexington Streets looking south at Courthouse Plaza; existing low-limbed Linden trees contribute to a “dark” space that is uninviting for pedestrians



Moveable outdoor seating and colorful flower pots could enliven the Plaza and increase user activity in the space



Limbed-up trees with less-dense foliage should be incorporated as a long-term enhancement to promote views into the space

## Preston Gardens

*Preston Gardens was one of the five focus areas during the August placemaking workshop. The focus area extended from Centre Street to Lexington Street and St. Paul Place to St. Paul Street.*

### Assessment:

#### Assets

- Mercy Medical Center adjacent – good downtown partner
- High density of users in area
- Historic pedigree – first urban renewal project as part of City Beautiful
- Largest green space in downtown
- Historic features – fountains, staircases, walls
- Gardens, trees, Crape Myrtle trees
- Wildlife (birds)
- Mystery and history, faded elegance – secret garden
- Well-cared for

#### Challenges

- Paths lead to what and where?
- The park is designed for a linear walk only
- Many utilities below St. Paul Place
- Steep gradients of roads and sidewalks
- Traffic/pedestrian conflicts
- So close but so far from Charles Street
- Excessive roadways and turning lanes
- Orleans Street underpass is dark and the sidewalks are very narrow
- Under-utilized space
- Pull-in parking spaces between Lexington and Saratoga encroach into park
- Lawn areas chopped into smaller less useable spaces



*View looking north from Saratoga St - solid wall blocks views into park*



*View looking west at Pleasant St, shows grand stair*



*View looking south from Orleans St area shows underutilized park space*



*View at Pleasant St looking north along St. Paul Pl showing underutilized median and limited park edge along the east side of the street.*



*View looking south along St. Paul Place between Saratoga and Lexington Streets; pull-in parking encroaches into park and wide expanse of pavement separates park from adjacent uses*



*View looking southeast at Centre St, illustrates roadway barriers to the park*

## **Vision:**

Preston Gardens is reclaimed as a destination park that favors park users and pedestrians over vehicles. Innovative, year-round programming offers active and passive uses, giving visitors, Mercy Medical Center patients/employees, and nearby residents and employees many things to do and spaces to explore.

## **Primary Goals:**

Goal 1: Transform Preston Gardens into a vibrant park with both passive and active uses

Goal 2: Expand opportunities for use of sustainable practices and interpretation with plant materials and stormwater runoff

Goal 3: Redesign surrounding streets to reduce the encroachment of the car on the space and minimize automobile and pedestrian conflicts

Goal 4: Increase the connections between the Gardens and the adjacent streets and spaces

## **Projects Currently Underway:**

- Wall feasibility
- Park steward
- Chairs and tables

## **Recommendations:**

### ***Short-Term (Physical)***

### **Implement changes to the roadways surrounding and cutting through the Gardens.**

- Implement “Road Diets” along St. Paul Street between Centre and Saratoga

Streets to allow for sidewalk along west side of street, maintaining 2 permanent travel lanes, a third peak hour travel lane on the west side of St. Paul (parking during non-peak) and permanent parallel parking along the east side

- Begin by experimenting with bollards and striping
- Remove redundant median and widen sidewalk at southeast corner of St. Paul and Centre Streets and provide crosswalks
- Work with Courts to identify other parking opportunities so the existing pull-in parking along St. Paul Place (upper and lower segments) can be replaced in the long-term with parallel parking to reclaim green space and improve the pedestrian environment

### **Increase connectivity to the Gardens and between spaces within the Gardens.**

- Provide bold painted crosswalks at all intersections
- Improve visibility into the section of the park between Saratoga and Orleans Street underpass – the flattest part of the park with the most eyes on the street – by limbing the lower branches of the larger shade trees and moving Crape Myrtles toward the rear of the space and out from the center of the lawn
- Consider replacing existing solid wall along east side of St. Paul Place (upper side of park) with open balustrade railings to match balustrade used at stairways

- Eliminate dense “highway planting” between Saratoga and Lexington Streets and replace with more formalized planting

### **Install amenities and make shifts in existing design elements to make the area more welcoming.**

- Maximize contiguous lawn spaces for weddings or other events; existing lawn panels are large enough if Crape Myrtles are moved away from the central walkway
- Install potted trees (where there are utility conflicts) along upper St. Paul Place at key locations in median, near Garden entrances
- Consider shade structures in median where trees cannot be planted
- Restore original fountains
- Place kiosks and allow vendor carts at strategic points in the Gardens to activate spaces and provide refreshment for Garden users (initially, these may be done at key times until park starts to receive higher visitation)
- Consider events that utilize the median of St. Paul Place for market stalls
- Continue to provide and experiment with moveable tables and chairs in the lower lawn area
- Provide historic and environmental interpretive signage/displays

### **Utilize environmental strategies that will increase the efficiency of the Garden’s operation and provide interpretive opportunities.**

- Utilize the grade change for some rainwater capture and store in underground or ornamental cisterns; water could be used toward maintenance of plant beds and gardens

**Continue evaluation of existing wall to determine need for repair and stabilization.**

- If major reconstruction/stabilization is required, explore strategies for incorporating methods for capturing stormwater runoff from upper level and incorporate into design

**Establish downtown gateways.**

- Provide downtown gateway signage and ornamental planting in triangular space at Centre Street and at the Orleans Street viaduct

**Provide better lighting underneath Orleans Street Viaduct.**

**Short-Term (Programming/Management)**

**Establish gardening as a central theme of the Garden’s identity.**

- Encourage therapeutic horticulture – individuals recovering from hand surgery – and physical and occupational therapy
- Build a medicinal teaching garden
- Expand on the garden theme – historic gardens, rain gardens, native gardens, healing gardens, medicinal gardens and ornamental vegetable gardens that

highlight and interpret urban agricultural practices

- Locate garden spaces to rear of space, between wall and walkway, to preserve large open lawn areas. Emphasize low growing or high canopied plant materials that do not obscure visibility or create hiding places

**Program the Gardens year-round.**

- Employ the theme of “Winter Park” to highlight architectural features and tree forms during the winter. Create a “winter gem” using mass lights and winter displays with snow men
- Create autumn events with Halloween parties and celebrating autumn color

**Introduce innovative programming to create exciting things to do.**

- Ghost tours
- Historic interpretation tours
- Put out chess and checker tables and tables/chairs in the park space across from The Standard residential building
- Yoga or other health related classes in the lawn

**Focus on environmental uses as a means of education and effective resource management.**

- Offer environmental education related to stormwater and rainwater collection
- Engage children in building birdhouses – bird watching

**Build on existing spaces in ways that create community gathering places.**

- Use the fountain area as a gathering place
- Create an active area at the south end of the Garden near Mercy, Tremont Plaza

**Long-Term (Physical)**

**Redesign roadways surrounding the Gardens in fundamental ways in order to connect the area to the surrounding spaces and increase pedestrian connectivity.**

- Remove the median and capture that open space along the east side of upper St. Paul Place, adjacent to the gardens; maintain one travel lane in each direction with parallel parking on both sides
- At a minimum, reduce “U-Turn” lanes from St. Paul Place to St. Paul Street at the north end of the space to one lane and eliminate the narrow median; if possible, remove this turn lane altogether and direct northbound traffic to East Hamilton Street
- Work with Courts to permanently replace pull-in parking along St. Paul Place (upper and lower segments) with parallel parking to reclaim green space and improve the pedestrian environment. Provide seating along the west side of lower St. Paul Place

**Establish “Upper Garden” and park space along east side of St. Paul Place.**

- Provide green space, garden areas and broad sidewalks adjacent to wall to allow park users to look down into the Gardens

- Design rainwater capture and ornamental retention areas or flow-through planters
- Activate sidewalks with kiosks, tables and chairs and public art, particularly near stairway entrances
- Provide bike parking and wayfinding.
- Consider replacing parapet wall with an open balustrade that respects the overall design context of the wall
- Provide trees in large tree planting pits if there are no utility conflicts

**Establish informal performance space at northern end of park near residential population.**

- Grade hillside to accommodate an informal amphitheater space

**Connect the Gardens to adjacent streets**

- Coordinate with streetscape projects to reinforce connections to Preston Gardens from Charles Street, particularly along Pleasant Street
- Coordinate with streetscape projects to reinforce connections to Preston Gardens from the potential Jones Falls Park, described later in this plan

**Long-Term (Programming)**

**Maintain the balance between passive (programming or not) and active areas.**

**Continue to explore and encourage people to interact with the space in new ways visually and physically through new and evolving programming.**

**Potential Partners:**

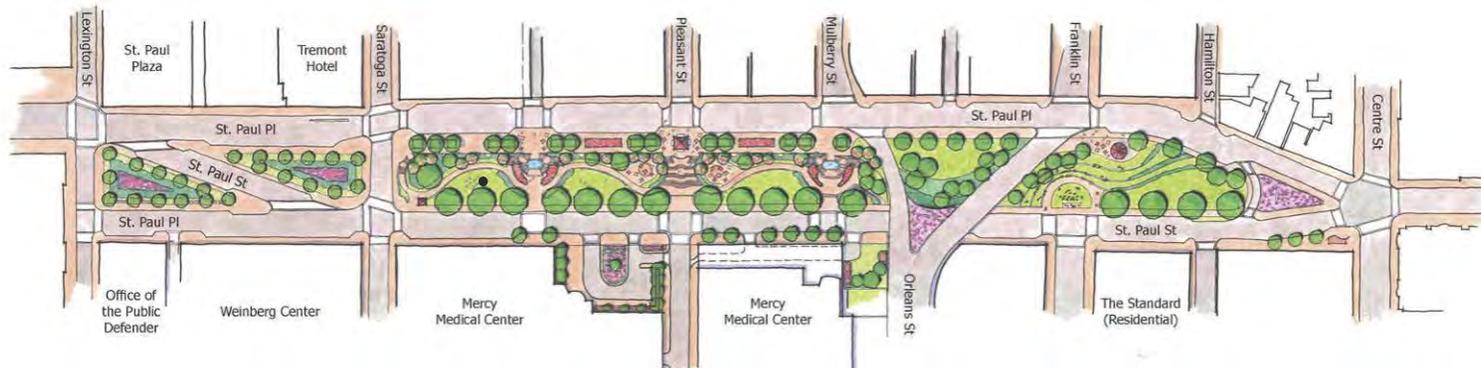
- Mercy Medical Center
- Verizon
- Tremont Plaza Hotel
- Comfort Inn and Suites Hotel
- Audubon Society
- Baltimore City Courts
- DPOB
- Citifinancial
- The Standard

**Comparables:**

Mayo Clinic, Rochester, MN  
Post Office Square, Boston, MA



*The images above illustrate how proper sensitivity to horticulture contributes positively to the user experience of a park or garden; enhancements to Preston Gardens could include the incorporation of a native plant palette, themed gardens and/or bold colors and textures to add sensory interest; attention should be paid to the scale of plant material in order to create a comfortable scale for users and not block views in and out of park spaces (Madison Square Park, top; the High Line, middle; Washington Sq. Park, bottom)*



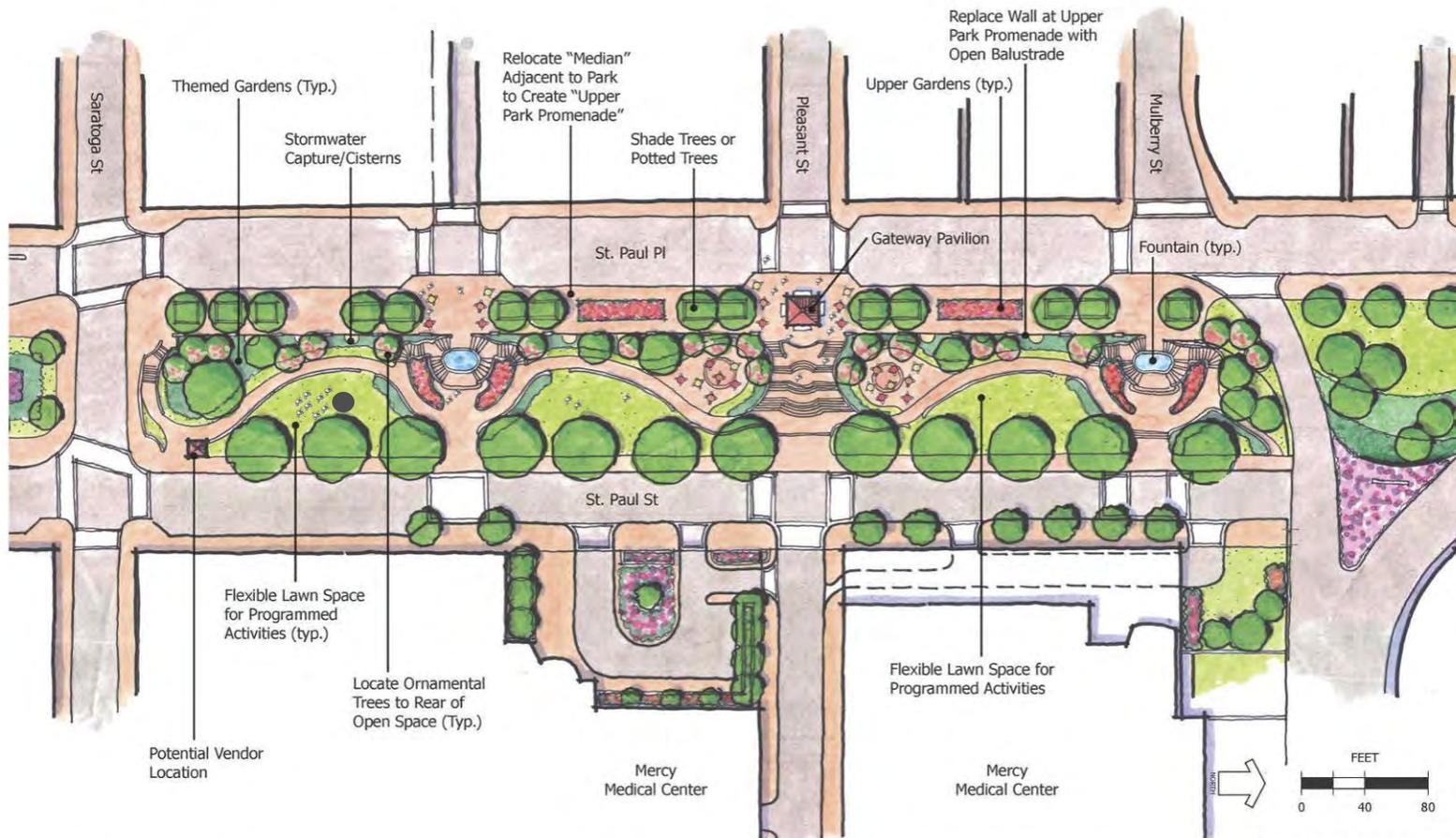
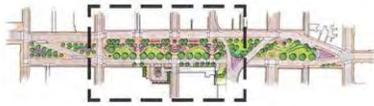
# Preston Gardens

KEY PLAN



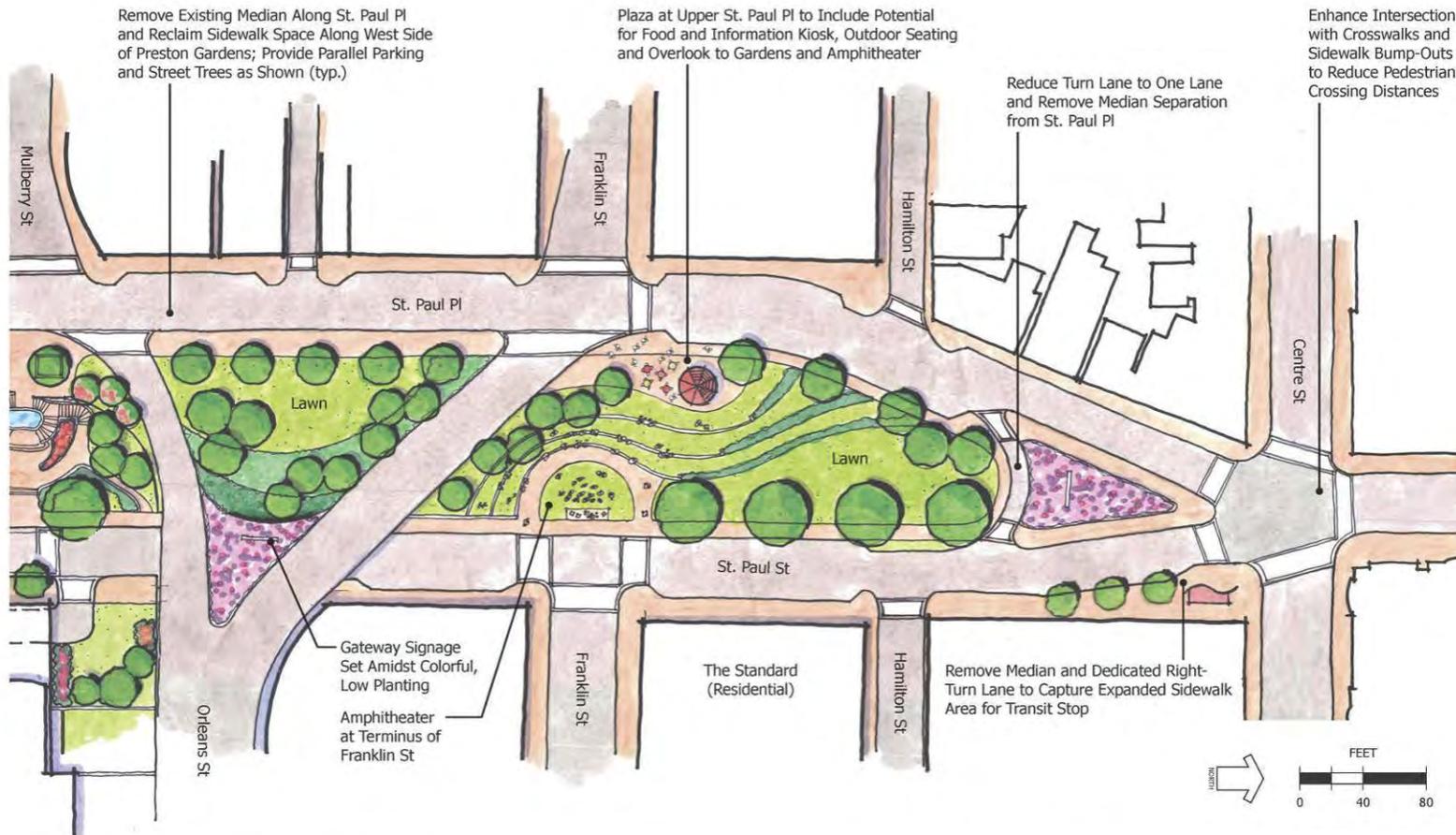
# Preston Gardens

KEY PLAN



# Preston Gardens

KEY PLAN



# Preston Gardens



*Opportunities exist for yoga, exercise or other classes in the park*



*Thematic gardens could include vegetables, medicinal plants, native plants and historic plants to provide a variety of experiences and interpretive opportunities*



*Incorporating horticulture can create an attraction for park users*



*An open balustrade would allow better visual connection between the upper and lower sections of the park*



*There are opportunities to incorporate public art (top), winter events (center) and portable seating (bottom) to accommodate a variety of activities*



Existing aerial view of Preston Gardens looking northwest from Saratoga and St. Paul Streets (inset) and view showing potential enhancements including the redesign of St. Paul Place, an open balustrade, moveable tables and chairs and programmed activities



*Existing view of St. Paul Place at Preston Gardens looking south at Pleasant Street (inset) and view showing potential enhancements including the re-design of St. Paul Place, an open balustrade, moveable tables and chairs and programmed activities*





*Existing view of Preston Gardens looking south from the main stairway at Pleasant Street (inset) and view showing potential enhancements including gardens, an open balustrade, sidewalk along St. Paul Street, moveable tables and chairs and programmed activities*





## Pleasant Street

Pleasant Street is an important street that links Preston Gardens (at the main stair) to Charles Street and to the potential Jones Falls Park Area. The gradient of the street between Charles and Calvert Streets is quite steep. Between Charles Street and Preston Gardens, the architecture is pedestrian-scaled and varied along the north side of the street and uses include a hotel. The south side of the street, however, is dominated by the blank walls and massive scale of the Verizon Building. Streetscape enhancements along Charles have been extended along this block of Pleasant to reinforce the link to Preston Gardens. Mercy Medical Center fronts both sides of the street along much of the frontage east of Preston Gardens. Because of the steep grades along this part of the street, much of the building frontage includes service areas, parking structures and blank walls. The new bridge connector between Mercy Buildings frames the view to Preston Gardens when viewed from Calvert Street westward, but blocks this important view from east of Calvert Street.

### Short-Term Recommendations:

- Implementation of the Mercy Medical Center Master Plan proposal for street tree planting of Pleasant Street east of Preston Gardens. These trees will enhance the pedestrian experience in terms of scale and shade
- Provide colorful planter pots along the south side of Pleasant Street to provide bright contrast to the black building materials of the Verizon Building

### Long-Term Recommendations:

- Consider way-finding signage linking the future Jones Falls Park with Preston Gardens
- Partner with Verizon to consider public art or dynamic lighting on the blank façade of the Verizon Building to help enliven the pedestrian environment
- Art or lighting could be themed to reinforce the connection between Charles Street and Preston Gardens

## Hamilton Street

Hamilton Street is an important connection east from St. Paul Place/Preston Gardens west to Charles and Howard Streets. The street is characterized by a narrow width, street trees and rich variety of architecture, resulting in a very comfortable pedestrian scale.

As discussed in the recommendations for Preston Gardens, this street should be reinforced as important pedestrian connection to the gardens. Efforts should continue to encourage activation of storefronts with retail and restaurant uses, particularly at the intersections with north/south streets. Way-finding signage should be used to direct pedestrians between Howard Street and Preston Gardens. Efforts should continue to keep the street planted with street trees. As existing trees die, they should be replaced with appropriate canopy trees (and longer, larger tree planting pits) suitable for the narrow space, such as those with upright habits.



*Existing view looking west on Hamilton Street from Charles Street highlights the narrow scale of this street, making it conducive to pedestrians.*

## Hamilton Park

The large surface parking lot at the western terminus of Hamilton Street (bounded by Park Avenue to the east, Franklin Street to the south and Howard Street to the west) represents a long-term opportunity for infill development. The planning of any development on this site should consider creating a strong western terminus for Hamilton Street (or an extension of Hamilton Street) whether it be through architecture or an open space (“Hamilton Park”) such as Redwood Park (located at the eastern terminus of Redwood Street). Over 100 existing/planned residential units are in near proximity to this site which could help activate a small park space. The location of any open space should also consider street frontage on (or clear connections to) Howard Street or Park Avenue.

## Charles Street

Charles Street is, perhaps, the most iconic street in downtown Baltimore, establishing an important link between historic neighborhoods south of downtown and those to the north. Streetscape improvements for Charles Street were recently completed between Pratt Street and North Avenue resulting in an attractive pedestrian-friendly environment along most of its length. The southern segment (west side) of Charles Street, between Pratt and Baltimore Street, however, is characterized by service lanes, blank walls and limited tree planting and is not pedestrian-friendly. Some of this will be improved with construction of the Mechanic Center which calls for the removal of the parking ramp, south of Baltimore Street.

### Short-Term Recommendations:

- Continue to keep ground floors activated with retail and restaurant uses
- Eliminate parking lane on west side of street adjacent to parking ramp at 36 S. Charles to provide sidewalk area that will ultimately align with proposed sidewalk at Mechanic Development
- Define sidewalk area with large planter pots that have seasonal color
- Street trees should also be considered if underground conditions allow
- Enhance blank planter wall along west side of Charles Street between Pratt and Lombard Streets
- Add seasonal color in planting bed above retaining wall and provide planter pots with tall plantings spaced along base of wall

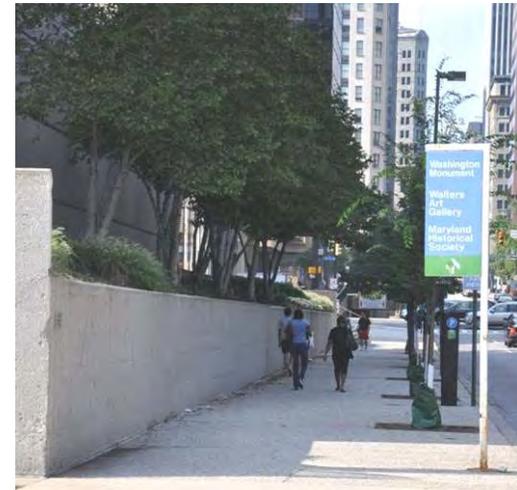
- Provide lower planter pots between street trees on west side of street between Pratt and Lombard
- Extend brick sidewalk paving along the west side between Pratt and Lombard
- Continue efforts to place retail uses and expand window treatments in lower level of parking structure on northeast corner of Lombard and Charles

### Long-Term Recommendations:

- Partner with Verizon to consider using black façade of their building in the 300 block of N. Charles Street as a “canvas” for two-dimensional art, emphasizing color
- Partner with Verizon to utilize space in front of building in the 300 block of N. Charles Street as an expanded outdoor dining area for multiple restaurants. Emphasize use of colorful umbrellas and/or shade structures



View of the expansive, blank facades of the Verizon Building looking south on Charles St. (above); Blank planter wall and bland pavement on the west side of S. Charles St between Pratt and Lombard Streets (top right); Bold, colorful plant masses could enhance existing planters on Charles St. (center right); Large, colorful planter pots break up paving expanses and add scale to the street (bottom right)



### Bank of America Plaza

Bank of America Plaza (100 S. Charles Street), at the corner of Lombard and Charles is a well-used space during lunch hours but remains rather empty at other times of the day. Part of this is attributed to the fact that it is elevated above the sidewalk level. There is an opportunity to animate this space with color through the use of umbrella tables (by moving them close to the top of the stairs where they would be more visible from Charles Street) and planter pots spaced along the mid-level of the steps. Another option is to consider cutting large planters into the stairs to break up the long expanse of pavement and add color and, possibly trees, to better define the sidewalk edge.



### Blaustein Terrace

Currently, the elevated terrace in front of the Blaustein Building (1 N. Charles Street) is gray and barren. The building contains a café on the ground level. There is a tremendous opportunity to take advantage of the adjacent café and work with the owners to provide outdoor tables and chairs for café patrons. Café umbrellas would add much needed color and activity to the space on this prominent corner along Charles Street. Other improvements could include the location of flower pots in front of the wall, along the Charles Street sidewalk.



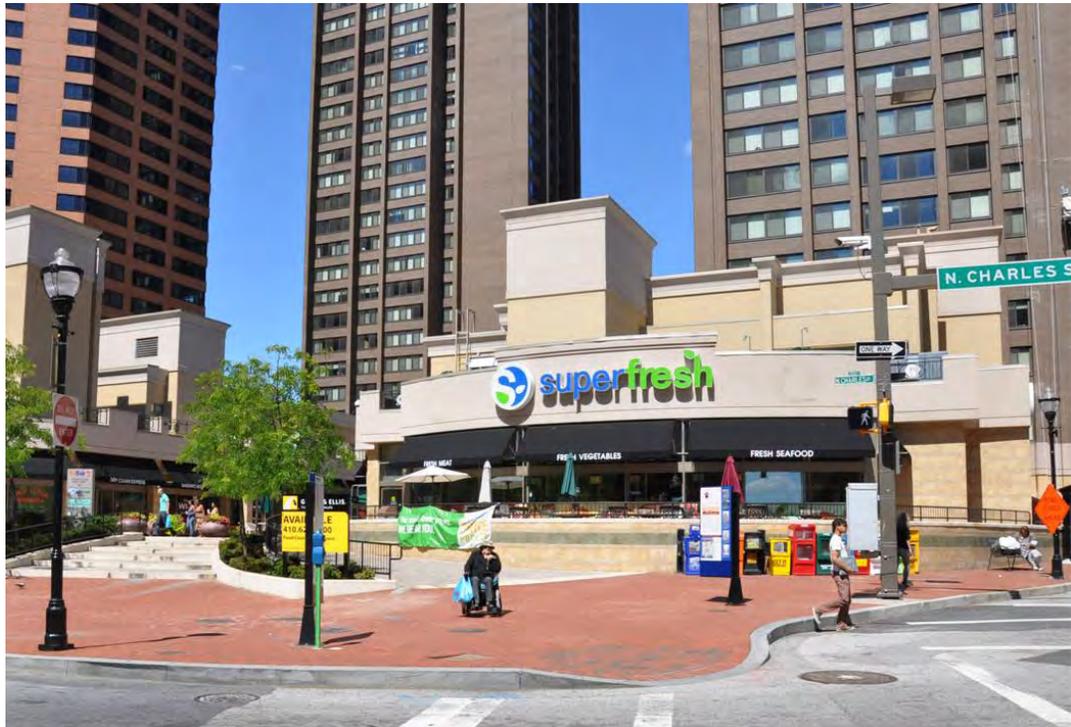
*Blaustein Terrace (top) and Bank of America Plaza (center left) looking south along Charles St. from Fayette and Lombard Streets, respectively; Colorful planter pots and umbrellas could enhance the visual interest and activity of each space (bottom left, right)*

## Charles Plaza

Charles Plaza is one of the more successful downtown open spaces with its location at the corner of Charles and Saratoga Streets and variety of adjacent architecture. In addition, the recent improvements including a new grocery store with outdoor café seating, potted plants and streamlined bus shelters enhance this space. The primary recommendation is to continue to reinforce linkages to Center Plaza and to the West Side along Saratoga Street with signage and to maintain food court retailers at maximum capacity.

## Prayer Garden

The Pope John Paul II Prayer Garden was recently completed at the corner of Charles and Franklin Streets. It is a private space, owned and maintained by the Archdiocese of Baltimore, but is open to the public during the day. It is intended to be a contemplative space and serve as a foreground to a future visitor center for the Basilica of the Assumption and provide a green oasis for visitors and employees.



*View of Charles Plaza on the southwest corner of Charles and Saratoga Streets; the Superfresh and other plaza retailers service nearby residential units as well as daytime workers and visitors (top); View looking south to north across the Prayer Garden; the façade of the parking garage on the Garden's west side contains a "super graphics" screen to mask the unsightly appearance of the garage and provide a colorful backdrop for the Garden (left)*

## Liberty Street/ Park Avenue Network



### Overview

The Liberty/Park Network is comprised of a series of existing streets, open spaces and proposed open spaces in the center of Downtown. It is anchored by Center Plaza toward the north and Pratt Street to the south. Spaces and streets within this network have the potential to reinforce connections between Pratt Street and downtown as well as between City Center and the West Side.

In addition to Center Plaza and Pratt Street, the key spaces and streets within this network include Hopkins Plaza, Hopkins Place, Garmatz Park, the Howard Street Red Line Station, Super Block Site and Liberty Park. Both the Super Block Site and Liberty Park were “focus area projects” that were included in the placemaking workshops. Recommendations for these two spaces have been developed in more detail.

### Garmatz Park

This park space is associated with the Federal Courthouse on Lombard Street and primarily serves employees of that building. It is attractively landscaped but lacks a significant amount of activity. As the adjacent Arena site evolves in the future, efforts should be made to reinforce connections between this park and surrounding open spaces.

### Howard Street Red Line Station

One of the downtown underground stations for the proposed Red Line will be located in the vicinity of Howard and Lombard Streets,

with head house entrances likely to be located on the NE corner of Howard and Lombard Streets and the SE corner of Eutaw and Lombard Streets.

Planning for this station area is currently underway as part of the Station Area Advisory Committee (SAAC) process. As planning occurs, consideration should be given to the following:

- Design the head houses as visual icons
- Locate the head house so that there is an opportunity to activate the potential future Liberty Park as described in the following pages
- Incorporate vendors and public art to help activate the station area
- Provide well-marked and safe pedestrian crossings across streets and provide way-finding signage to reinforce the connection to the Light Rail station to the north at University Center
- Incorporate short and long-term bike parking near station

## Hopkins Place

Hopkins Place links Pratt Street with the Arena, Hopkins Plaza and other areas to the north. The west side is chopped up by an access road and surface parking lot serving the adjacent hotel, resulting in a vehicular-dominated environment and barrier to pedestrians. Additionally, the plaza space behind the Pratt Street restaurants (west side of Hopkins Place) is dark and uninviting and used as a parking lot.

Consideration should be given to the following:

- Reconfigure the hotel drop-off to eliminate a portion of the service road and replace with green space
- Replace pull-in parking with parallel street parking, allowing for an expanded pedestrian walkway and connection to the north and Liberty Park (described in the following pages)
- Enforce parking regulations within existing plaza space on west side of street behind restaurants
- Consider gating of plaza area to close space during off hours
- Limb, selectively remove or replace trees to open views into the plaza space
- With expanded walkway area, extend outdoor seating and gathering areas to the north along Hopkins Place
- Replace brick walls along hotel parking lot with transparent ornamental fencing



*Existing view looking west into plaza space behind Pratt Street restaurants illustrates the dark, uninviting nature of the space and the illegal parking*



*Aerial view looking north along Hopkins Place from Pratt Street showing environment that favors vehicles over the pedestrian and potential to capture additional green space*



*Street view looking south along Hopkins Place from Lombard showing poor pedestrian environment*

## Center Plaza

Center Plaza was recently renovated and was identified as one of the top five “best places” by stakeholders because of attractiveness and programming of space, gravel walkways and high level of maintenance. Still, stakeholders commented on the limited activity when the space is not programmed, the weak connection with Hopkins Plaza and the limited views into the space from along Fayette Street. There is potential for Center Plaza to be reinforced as a “knuckle” that links the West Side and City Center.

### Short-Term Recommendations:

- Continue efforts to lease the ground-floor building space to restaurants to increase activity within the plaza, particularly at the corner of Charles and Fayette Streets
- Consider introducing activities along the west side of the plaza (under the double row of trees) such as ping-pong, outdoor reading room, etc. until area can be converted to outdoor dining for adjacent restaurants
- Provide more tables and flexible seating along the west side where more shade is currently available
- Place some tables and chairs in the lawn to remove the sense of “keep off the grass”
- Replace the plant material on the top of the berm with something that is lower growing to help open up visibility from Fayette Street
- Coordinate with the Hopkins Plaza enhancement project to improve physical

and visual connection between the two plazas along Hanover Street

- Replace existing plant material on the garage entrance/exit ramps (Fayette Street) with lower growing plants offering seasonal interest
- Add signage and maps directing visitors to Lexington Street and West Side
- Work with plaza management to ensure that some chairs are left unchained even during cooler months to encourage plaza use

### Long-Term Recommendations:

- Target restaurant uses for ground-floor space that is currently office along west side of plaza
- Increase frequency of large programmed events, but create the right balance so space is not over-programmed
- Work with hotels, particularly Sheraton and Radisson to plan events in plaza



*(Existing office tower and ground-floor commercial space on the east side of Center Plaza at the corner of Charles and Fayette Streets; efforts should be made to lease commercial space to active uses, such as restaurant and retail vendors, to help activate Center Plaza (above); Activities such as ping-pong could help activate the west side of Center Plaza (below)*



## Hopkins Plaza

Hopkins Plaza is an inwardly-oriented plaza space that was identified favorably by stakeholders because of the programming that occurs in the space, including the Friday Farmers Market and lunchtime concerts. It was also identified as a space where there were significant opportunities to improve the space, particularly by making it more visible and introducing more active uses in adjacent buildings.

The Mechanic Center project is planned for the northeast corner of the plaza and, when complete, will introduce a significant amount of residential, retail and restaurant uses. In addition, designs are under way to strengthen connections to Center Plaza along Hanover Street, remove the stair towers and skywalk across Baltimore Street and add new landscape/plaza enhancements along Baltimore Street (refer to Appendix C: Site Plan Addendums).

### Short-Term Recommendations:

#### Make plaza more visible and accessible from surrounding streets.

- Continue to limb Honey locusts to open up views within the plaza and from adjacent streets into the plaza
- Remove remnants of overhead walkways adjacent to the Kaiser Permanente Building and Mechanic Center site (currently in design)

#### Continue and enhance First Thursday concert series.

#### Enhance Baltimore Street frontage and gateway into Hopkins Plaza (in design).

- Remove separate drive-by lane on south side of Baltimore Street
- Take advantage of resulting wide sidewalk area (along north side of 2 Hopkins Place Building) to provide large planting areas for trees and, if feasible, flow-through planters for storm-water
- Continue to activate space with activities like the Friday Farmers Market
- Organize food vendors

#### Strengthen visual and physical connection between Hopkins Plaza and Center Plaza.

- Consider “shared space” along North Hanover Street to emphasize pedestrian over vehicular traffic, removing some or all of the parking along the west side to provide space for trees and planter pots
- Provide well-marked crosswalk zone at Baltimore and North Hanover Street
- Consider animation of blank wall on west side of North Hanover Street through the use of planting (hanging from above or pots in front), murals or wall sculpture
- Enhance pedestrian bridge across Hanover Street by providing new railing, painting, and considering the incorporation of graphic art
- Explore feasibility of lowering parking ramp parapet wall (along Fayette Street) to grade and replacing with an open railing; at a minimum, replace planting with very low planting

*Parking ramp parapet wall and planting prevents visual connection from Hopkins Plaza to Center Plaza (right center); Lunchtime activity in Hopkins Plaza (right bottom)*



*Existing connection between Center Plaza and Hopkins Plaza along Hanover Street (top) and example of how street trees could be introduced in place of some parking along west side (bottom)*



**Enhance hardscape area between 20 S. Charles and 36 S. Charles.**

- Use large planters and plants with bright flowers/foilage to contrast with the gray and black surfaces and provide color
- Provide umbrella tables with bright colored umbrellas
- Animate the blank wall along the west side of the space with a water wall, colorful tile mosaic, or green wall



**Continue to program the space with activities throughout the year.**

- Consider ice skating rink during the winter months
- Consider winter markets or festivals

**Other**

- Provide additional bike racks at all access points and/or around perimeter of plaza

**Long-Term Recommendations:**

**Explore options for the Kaiser Permanente Building**

- Consider new active restaurant/retail use, replacing reflective glass with transparent glass to enhance visual connections into plaza and providing architectural shade structures along west façade
- Explore feasibility of demolition and expanded green space in Hopkins Plaza

**Consider converting PNC Building into residential use with active ground floor restaurant/retail uses and outdoor seating on both the north and south sides of the building.**



*View of hardscape area and blank wall adjacent 20 and 36 S. Charles Street (top left); A water wall and proper lighting could animate and soften the impact of the existing wall top right); Examples of different ways to introduce vertical planting where trees are not possible (bottom left and right)*

## Super Block Site

The Super Block Site was one of the five focus areas during the August placemaking workshop. The focus area emphasized the ½ block bounded by Park Avenue and Clay and Howard Streets which is a privately-owned future development site. The focus area also considers linkages along Lexington Street to Center Plaza and Lexington Market and the surface parking lots along Clay Street between Park and Liberty.

The recommendations below primarily describe ideas for how the space could be used for public purposes in partnership with the property owners (on a regular or limited basis), however, they also serve as a template for other temporary open spaces awaiting development.

## Assessment:

### Assets

- Temporary nature of open space allows for creative opportunities and programming not possible, nor desired, in permanent open space.
- Open space use will accommodate growing residential base
- Connections to Center Plaza and Lexington Market
- Pedestrian mall between Park and Liberty being removed

### Challenges

- Adjacent buildings on south side of Lexington are to be redeveloped before the owners of the vacant lot are required to begin design and construction of new infill development

- Temporary uses that can be easily relocated elsewhere is all that can realistically be accommodated
- Ensuring the new developments address the street and create the link between Lexington Market and Center Plaza

## Vision:

The Super Block area is an important anchor for the West Side and for a potentially vibrant district defined by markets, public art installations, performance spaces, and policies encouraging artists to live and work in the area. Amenities, including increased outdoor seating and increased greenery make the area more welcoming. Innovative programming, exhibition spaces, and great public spaces will make the area more visible and encourage residents and visitors to visit the area, strengthening the level of activity.

## Primary Goals:

Goal 1: Cultivate a creative identity

Goal 2: Encourage active, vibrant public spaces that allow for activities not possible in other open spaces

Goal 3: Create a balanced mix of retail through activating vacant storefronts and spaces

Goal 4: Attract artists to not only work but also live in the area, particularly in unoccupied upper floors of existing buildings

Goal 5: Improve pedestrian and bicycle infrastructure

Goal 6: Reinforce linkages to Center Plaza, Howard Street and Lexington Market



Existing view of temporary open space site looking northwest from Park and Lexington toward the Stewarts Building



Existing view of surface lots and blank facades south of Clay Street between Park and Liberty



Existing view looking east along Lexington at unwelcoming Park Charles lower façade and gateway to Center Plaza

## Recommendations:

### *Short-Term (Physical)*

#### **Encourage an artistic character to the site.**

- Add cool designs to amenities and infrastructure (benches, bike racks, planter pots, etc.); involve the local artist community
- Utilize the Stewarts Building east facade—for temporary 2D or 3D art and as a backdrop for poetry reading, films, murals and concerts
- Install artwork in prominent places
- Designate an area for a stage for performance art and concerts
- Provide a ground-plane surface that can be used as a canvas for street paintings
- Incorporate 2D and 3D art at key intersections including Howard/Lexington; Park/Lexington; Clay/Lexington and Liberty/Lexington

#### **Secure temporary open space during nighttime hours.**

- Provide fencing with multiple gate openings to allow for comfortable circulation during the day
- Consider ornamental fencing that can be reused once the site is developed or a type of fencing that could also become an artist “canvas”
- Provide lighting with temporary ornamental street lights to match those used along Lexington Street which can be reused in the future

- Consider wall-mounted lighting on Stewarts Building to help illuminate the space
- Consider illuminating the façade of Stewarts as part of an art installation

#### **Increase physical and visual connections between existing destinations.**

- Reinforce Lexington Street as the primary link between Center Plaza and Lexington Market
- Reinforce visual and physical connections to Center Plaza across Liberty Street at Lexington; consider extending a pavement pattern in the street to create a broader crosswalk zone; work with the owners of the Park Charles Apartments to enhance the façade of the lower portion of the apartment building as a positive gateway into Center Plaza; treatments could be architectural or utilize public art

#### **Add greenery to the area through a number of different methods, from urban agriculture to planters.**

- Utilize the vacant lot and examine its potential for small community garden plots that could be designed in artistic ways and focus on flowers and vegetables with unique and fun qualities
- If space is to be closed to the public, consider a designated use as a site for urban agriculture for a specific group of partners
- Define the space with trees to provide shade; plant trees in a manner that they can be transplanted in the future when the site is developed

- Consider trees and plants in planters that can be used in other temporary spaces once this site is developed

#### **Improve the retail environment beyond storefronts.**

- Create kiosks, potentially incorporate trailers or food vendor trucks

#### **Install amenities that make area users feel welcome and encourage to spend time outdoors.**

- Add tables and chairs on bumpouts and within space
- Utilize “PARKing Day” Strategies to capture parking spaces for temporary amenities during programmed events
- Add trash/recycling bins and use artists to help design a unique one or series
- Install benches, potentially unique, “artsy” benches

#### **Make quick infrastructural changes to increase accessibility.**

- Reopen Lexington Street to vehicular traffic (soon to be under construction)

#### **Install improved pedestrian infrastructure.**

- Provide crosswalks and pedestrian pavement markings
- Utilize art in the crosswalk treatments

#### **Improve bicycle infrastructure to support bike routes along Saratoga and Park.**

- Provide bike racks
- Provide kiosk with bike route information

**Short-Term (Programming and Management)**

**Encourage artists to live and work in the area by offering incentives.**

- Hold art shows along Lexington and in the temporary open space. Extend into Center Plaza
- Encourage temporary storefront activation – public art project – artists in empty spaces, sales and galleries
- Host art contests
- Give empty storefronts to artists
- Move artists into vacant buildings /lofts for temporary rentals and provide discounted rental rates

**Utilize innovative strategies to define and connect destinations in the area.**

- Utilize way-finding signage and pedestrian connections
- Establish series of programmed events that occur in several spaces including Center Plaza, along Lexington Street and in the Super Block Site

**Make temporary markets an important part of the area’s identity.**

- Establish markets as the anchors for Lexington Street (with Lexington Market as one) and utilize the temporary open space as a market anchor – flea, fruit, seasonal (winter), flowers, farmers
- Host multiple markets and vary the days so as not to conflict with other markets
- Organize vendors to offer food in outdoor spaces

- Provide tables and chairs that can be kept secure within fenced area at night

**Utilize large blank walls to show movies and host performances.**

- Outdoor movies on wall
- Stage for concerts and spoken word performances
- The Stewarts Building could be used for a mural and/or movies

**Establish “destination uses” to attract people to this space.**

- Offer engaging youth activities such as temporary skateboard venues; work with Baltimore Skatepark and utilize space for temporary skateboard venues or performance venues such as done recently at Artscape and Hampdenfest
- Consider outdoor art classes for youth and “sidewalk painting” workshops on temporary asphalt
- Consider providing a temporary dog run in a portion of the parking lot on the southeast corner of Clay and Park

**Offer increased maintenance services to make the area more welcoming.**

- Improve maintenance, increase trash cans, make sure that there is responsible management assigned to one group or organization

**Encourage some of the above recommendations to occur on a limited basis in if the space is determined to be closed to the public most of the time.**

**Long-Term (Physical)**

- Involve artists in developing creative designs for future infrastructural improvements
- Offer a design competition for street furniture and public art, focusing on artist designed furniture; open the competition to area art schools and students
- Create innovative lighting (up lighting, street lighting, façade lighting and lanterns), artists should get involved, encourage people to paint a lantern and hang it up

**Create more welcoming facades to area structures.**

- Reface the parking garage façade that faces Clay Street with art/ painting or a “super graphics” screen such as used adjacent to the Prayer Garden on Charles Street
- Remove dark glass panels on the lower level of the Park Charles Apartment, facing Liberty Street; this area creates a dark unwelcoming void at the gateway to Center Plaza

**Encourage retail in existing storefronts.**

- Continue to encourage and recruit formal retail in the storefronts

**Redesign street elements to accommodate pedestrians.**

- Increase number of bumpouts along Park Avenue, particularly between Fayette and Clay Streets to create shorter crossings for pedestrians

**Incorporate elements of the bike master plan into the street infrastructure.**

- Use temporary space to host bike-related events such as a bike maintenance workshop

**Develop policies to create more housing in new developments and existing buildings**

- Create more affordable housing and associated policies
- Activate upper floors of existing buildings by providing incentives for landlords to convert to residential

**Long-Term (Programming and Management)**

- Continue to place public art installations at both ends of Lexington Street and at intermediate streets

**Potential Partners:**

- Business Owners
- MICA, Morgan, other colleges
- Catholic Relief Services (CRS)
- Cordish Company
- Weinberg Foundation

**Comparables:**

War Memorial Plaza (BAGGUP Event), Baltimore



*Blank wall of Stewarts Building could be used for outdoor films and broadcasts as in the venue above*



*Example of how temporary art can be incorporated into chain link fence*



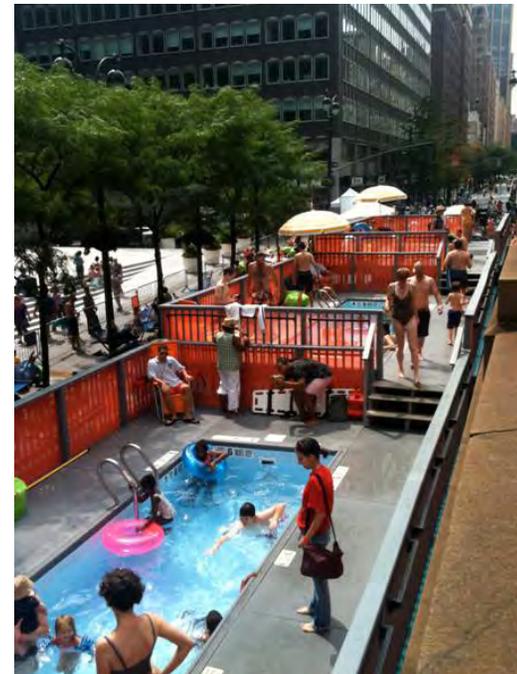
*Artists could use blank walls and pavement for temporary art (middle, bottom above)*



*Colorful temporary murals on blank walls could help to enliven the space such as along this street in Leipzig, Germany*



*Example of how an art installation with “found” objects can enhance the visibility of a space and contribute to a fun, engaging spirit of place; such installations can be temporary, involve local artist or other community members and are often of little or no cost to the property owner*

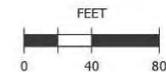
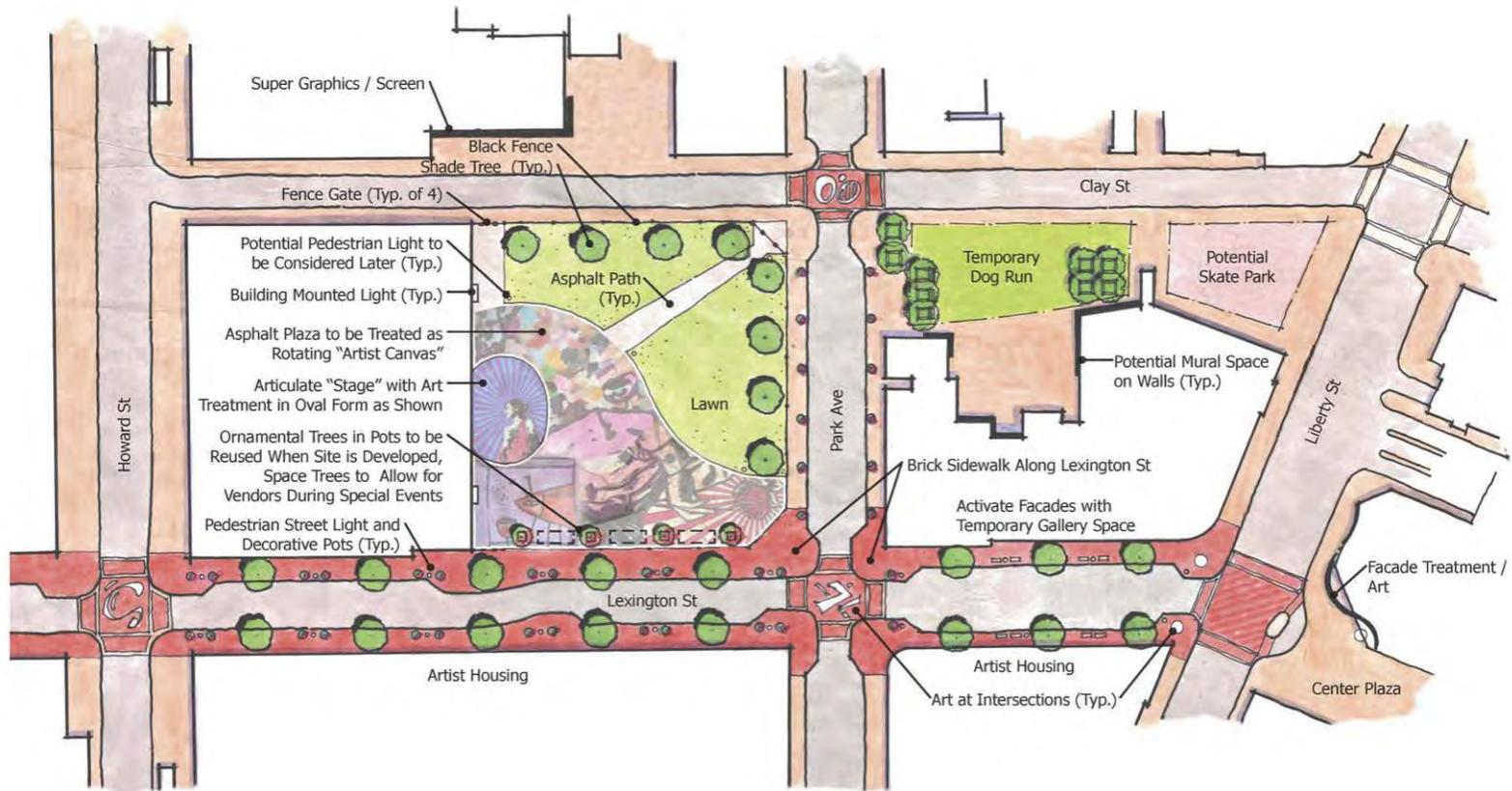


*Example of artist-designed benches*



*Prior to renovation, War Memorial Plaza was turned into an active park on a temporary basis during the Baltimore Area Great Urban Parks Conference*

*Examples of temporary park spaces using sod and dumpsters converted into swimming pools*



# Super Block

## Liberty Park (Arena Area)

Liberty Park was one of the five focus areas during the August placemaking workshop. The northern half of the focus area is bounded by Park Avenue and Liberty, Fayette and Baltimore Streets. The southern half of the focus area is bounded by Baltimore, Howard, Liberty and Lombard Streets. Consideration was also given to connections into Hopkins Plaza along Baltimore Street and from Liberty Street and connections to Pratt Street along Hopkins Place.

### Assessment:

#### Assets:

- Dog run used throughout the day
- Transit access and ability to transfer
- Existing vendors
- Architectural landmarks/strong “sense of place”
- Connection between the West Side and City Center
- Activity attracted to the Arena
- Proximity to Hopkins Plaza
- Wide sidewalk areas
- Kaiser Permanente Building scale and opportunity to be a “jewel box”
- Friday Farmers Market along Baltimore Street

#### Challenges:

- Weak connections to Hopkins Plaza
- Arena service areas
- Arena architecture
- Redwood Street cut-off
- Dark reflective glass on Kaiser Permanente – should be transparent
- 2 Hopkins Place building base is not pedestrian-friendly



Aerial view of Fayette Street looking east from Liberty shows excessive roadway area, separate lanes and unfriendly pedestrian environment



Aerial view of Arena site looking northeast from the corner of Lombard and Howard showing potential for site to be a link between City Center and West Side



View looking east from Arena site showing potential to create strong connections to Hopkins Plaza



*View looking north toward Dog Park shows variety of architectural scale and “sense of place”*



*View looking southwest along Liberty Street shows excessive pavement associated with pull-off lanes*



*West side of Sheraton Hotel (looking south along Liberty Street) does not activate the sidewalk area*



*View looking northwest toward Fayette/Liberty/Park intersection shows architectural landmarks*



*Hopkins Plaza as seen from above the Arena shows the Kaiser Permanente Building (center)*



*View looking west along Redwood Street (from Guilford Avenue) shows how Arena acts as barrier between the east and west segments of this street*



*Existing dog run is well used and an asset to downtown residents, but could use more comforts such as shade and seating*



*View looking east along Fayette Street from Park Avenue shows excessive pavement and unwelcoming pedestrian environment*



*View looking south along Hopkins Place at Lombard Street illustrates the poor pedestrian linkage to Pratt Street*

## **Vision:**

The Liberty Park Area is a central hub for Downtown Baltimore, linking City Center and the West Side. Markets, a variety of activities and performance spaces activate the spaces in the area giving residents, employees and visitors a number of reasons to spend time in the area. The numerous partners and stakeholders that are located near the site play an integral role in enhancing the area.

## **Primary Goals:**

Goal 1: Establish a vibrant place that links the West Side with City Center

Goal 2: Clarify circulation patterns to make more pedestrian- and bike-friendly

Goal 3: Create a place that showcases architectural icons

Goal 4: Enhance the visibility of and presence of Hopkins Plaza

Goal 5: Incorporate sustainable practices

## **Recommendations:**

### ***Short-Term (Physical)***

#### **Work with Sheraton Hotel to activate the Liberty Street frontage.**

- Add shade structures along west face of building, remove purple reflective glass covering and open the curtains
- Replace planting along Sheraton's west façade (near northeast corner of Liberty and Baltimore Streets) that blocks visibility down to lower level

- Work with Sheraton to provide outdoor umbrella tables and gathering areas to serve as break-out space for meeting rooms while providing shade and color along the sidewalk

#### **Work with existing Arena to enhance frontage along Baltimore Street and Hopkins Place.**

- Experiment with closure of much of the parking area along Hopkins Place and program the space as an informal market or vendor/gathering/dining areas during Arena events
- Organize vendor carts and provide outdoor seating near corner of Baltimore Street and Hopkins Place
- Provide "super graphics", lighting, video screens on façade to animate and enliven area (depending on length of "short – term")
- Provide large planting areas with trees, possibly using expanded planting beds underneath paving to accommodate heavy pedestrian traffic during events

#### **Work with Federal Building to enhance frontage along Hopkins Place.**

- Consider public art or "living wall" along Hopkins Place side of Federal Building
- Add potted plants
- Consider colorful shade structures

#### **Work with 2 Hopkins Plaza and others to activate lower level of building.**

- Encourage first floor retail and restaurant uses with outdoor dining areas

- Build on strength of Friday Farmers Market and provide additional uses and tables/chairs, additional vendors

#### **Work with Kaiser Permanente to enhance building and surroundings (if it is to remain).**

- Remove overhead stair on north side of building
- Add color in the form of planter pots or art, with dark glass as a backdrop
- Consider dramatic lighting options

#### **Improve pedestrian safety and comfort.**

- Create wide bump-outs along Park Avenue at intersections with Baltimore and Fayette Streets
- Complete crosswalks and re-stripe with bold markings
- Provide more organized benches and seating near bus stops on Baltimore Street in front of Arena

#### **Experiment with clarification of vehicular circulation.**

- Close lay-by/pull off lanes along Liberty Street and Fayette Street with striping or planter pots to study potential for permanent closure
- Reorganize Sheraton drop-off at Fayette to eliminate cut through to Liberty Street
- Work with property owners to create a comprehensive system of closing lay-bys rather than property by property
- Explore closing of service lane and parking on east side of Arena

**Enhance dog run and triangular green space.**

- Narrow Park Avenue (between Baltimore and Fayette) to one parking lane and one northbound travel lane; capture additional green space along west side of park area for linear park space; experiment initially with paint striping before making permanent changes
- Utilize expanded space to provide ramp and gate area at south end of dog run
- Set fence back at south end and create series of terraces to make a more useable node for non-dog users and vendors at Liberty/Park/Baltimore intersection
- Provide dog fountain
- Provide more shade for the dog run in the form of trees or creative and colorful shade structures; work with West Side artists to develop creative shade structures; locate trees and shade structures so that sightline along historic Liberty Street view angle is preserved
- Provide tables, chairs and benches
- Subdivide into large and small dog areas

**Provide more and appropriate plantings throughout the area.**

- Replace plantings adjacent to ramps on Fayette and Liberty Streets with lower plantings that don't block views
- Add potted plants to add color and scale in area between Lombard and Fayette, along Park and Liberty

**Improve visual connections to Plaza.**

- Limb up Honey Locust tree along alley on south side of Kaiser Permanente

**Short-Term (Programming/Management)**

**Organize the vendors at the corner of Baltimore and Liberty Streets and provide tables and chairs.**

**Provide and organize vendor stalls adjacent to Arena, along Liberty Street frontage, near Baltimore Street.**

**Experiment with closing Park Avenue between Baltimore and Fayette Streets for events related to children and education (in conjunction with Grasmick Building), dog-related events, or expanded outdoor dining associated with adjacent restaurants during events.**

**Experiment with "pop-up" cafes in select on-street parallel parking spaces (near restaurant uses) to accommodate outdoor dining.**

**Take advantage of bus transfer points and provide youth activities, elements of interest, along Baltimore Street and Park Avenue.**

**Long-Term (Physical)**

**Clarify Vehicular Circulation.**

- Eliminate pull-off lane along Baltimore Street in front of 2 Hopkins Plaza
- Redesign Fayette Street to eliminate median separated bus lane in vicinity of Liberty Street, provide planter pots and signage to reinforce link with Center Plaza

- Explore feasibility of converting Park Avenue to two-way traffic (Fayette and northward) with parallel parking on each side; maintain one-way northbound traffic between Baltimore and Fayette Street and close one lane of traffic to expand green space

**Implement Bicycle Master Plan.**

- Add cycle-track along Liberty Street and "sharrow" along Park Avenue
- Incorporate short and long-term bike parking to accommodate residents, commuters and visitors

**Incorporate sustainable practices for storm water runoff.**

- Work with property owners for rainwater collection to use in maintaining plantings
- Use permeable paving where possible
- Provide flow-through planters
- Reuse materials
- Provide interpretation
- Bio-Retention
- Provide green roofs on new development

**Re-design Park Avenue between Baltimore and Fayette Street to appear as continuous sidewalk area that allows for traffic flow but appears to be pedestrian space ("shared space").**

**Explore feasibility of lowering Dog Run area to same grade as adjacent streets and sidewalks.**

**Explore options for redevelopment of southern tip of Liberty/Park triangle (5 properties), north of Fayette Street.**

- Continue to explore option of reuse and renovation of existing buildings
- Explore options that replace existing buildings with new building; design should consider contemporary architecture that complements adjacent historic building at northwest corner of Park Avenue and Fayette Street; building should have broader setback at Fayette Street than existing with activated ground-floor uses and outdoor seating/gathering areas
- Explore options that replace existing buildings with green space; if this is done, it will be important to enhance newly exposed façade of remaining building (former Health Care for the Homeless) with windows and entrances to help activate the open space

**Explore options for Arena site.**

**General (applicable to all alternatives)**

- Respect original alignment of Redwood Street and incorporate visual and/or physical connection between Howard and Liberty
- Incorporate new park/wide sidewalk space (size varies depending upon alternative) with vendors, public art and kid-friendly elements; carefully study best option for location of park space in context with surrounding development and redevelopment potential (refer to diagrams)

- Plan for active ground floor uses along all surrounding streets
- Incorporate transit hub into development and provide strong connections to Light Rail stop along Howard Street and future Red Line station at Lombard, near Howard.
- Incorporate bike hub with bike racks, bike route information and secure storage for commuters
- Incorporate green space and tree planting
- Incorporate highly visible pedestrian crosswalks at all intersections

**Alternative A – Large park north of Redwood, mixed-use development south of Redwood**

- Consider options that incorporate existing garage structure (facing Lombard Street) and options that replace it with new development
- Provide kid-friendly activities including “skate spots” with skateboard – friendly elements
- Consider permanent dog park to replace dog run between Park and Liberty
- Provide performance space and accommodations for a stage

**Alternative B – Mixed-use development on entire site**

- Consider options that incorporate existing garage structure (facing Lombard Street) and options that replace it with new development
- Consider architectural “terminus” to Liberty Street view corridor

- Remove Kaiser Permanente Building and expand green space within Hopkins Plaza

**Alternative C – Liberty Street extension and small park**

- Provide design gesture that reflects historical alignment of Liberty Street (view corridor, pedestrian promenade, low volume street, etc.)
- Provide active park space as an extension of the enhanced open space north of Baltimore Street (between Liberty and Park) with outdoor dining and gathering areas

**Alternative D – Liberty Street extension and large park**

- Same as above and:
- Provide kid-friendly activities including “skate spots” with skateboard – friendly elements
- Consider permanent dog park to replace dog run between Park and Liberty
- Coordinate closely with Red Line station to create a strong place at southwest corner of park

**Alternative E – Large park on entire site**

- Same as above and:
- Consider additional activities to increase the appeal of this as a destination park
- Work with property owners of hotel and parking structure on south side of Lombard to consider redevelopment that is more appropriate for frontage on a significant park

**Alternative F-New Arena on site (not diagrammed)**

- Respond to Redwood Street with arcade space or architectural gesture
- Face new Arena with active ground level uses such as restaurants, particularly along Hopkins Place to help activate Hopkins Plaza
- Create welcoming plaza at corner of Baltimore Street and Hopkins Plaza with tall canopy trees, accent lighting, public art, organized vendor areas and outdoor dining areas
- Incorporate Red Line head house into overall design of new Arena so that it becomes a visible and special place

**Redesign Hopkins Place as a “Street.”**

- Work with the Days Inn to eliminate “suburban style” drop-off and parking area parallel to Hopkins Place.
- Extend streetscape and pedestrian-friendly environment to Pratt Street
- Provide way-finding signage and art that links Pratt Street with the new Liberty Park

**Explore options for Kaiser Permanente Building.**

- Make building more “transparent”, replacing dark glass with lighter glass (consider architectural shade structures if necessary)
- Activate lower level of building with restaurant/gallery space/retail or event space
- Consider removal of building and creation of a larger green space

**Explore redesign of parking ramps along Fayette Street and Hopkins Place to lower wall to curb height and replace with open railing to minimize function as a visual barrier.**

**Long-Term (Programming/Management)**

**Encourage conversion of 2 Hopkins Plaza into residential uses with active ground floor uses. If building remains office use, still encourage active ground floor uses.**

**Provide wide variety of programming, including kid-friendly programming, in new open space.**

- Events with nearby hotels
- Transit related events
- Skateboard demonstration events
- Artist displays and exhibits

**Potential Partners:**

- Department of Education / School Board
- Property Owners
- Arena
- PNC
- Kaiser Permanente
- Sheraton Hotel
- Park Avenue Restaurants/Occupants
- Department of Transportation
- MTA
- Adjacent Government Agencies
- Residents/Residential Management Companies
- Downtown Partnership

**Comparables:**

Rush Street Plaza, Chicago  
Citygarden, St. Louis  
Campus Martius Park, Detroit  
Discovery Green, Houston

## ARENA SITE - FUTURE DEVELOPMENT ALTERNATIVES

Alternative A



Alternative B



Alternative C



Alternative D



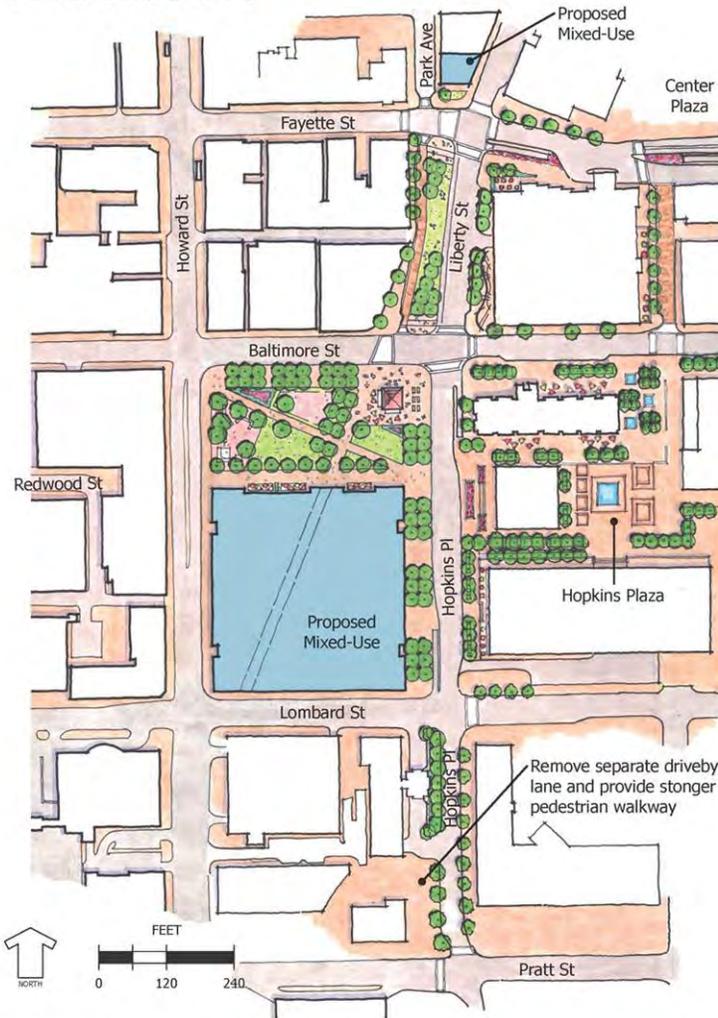
Alternative E



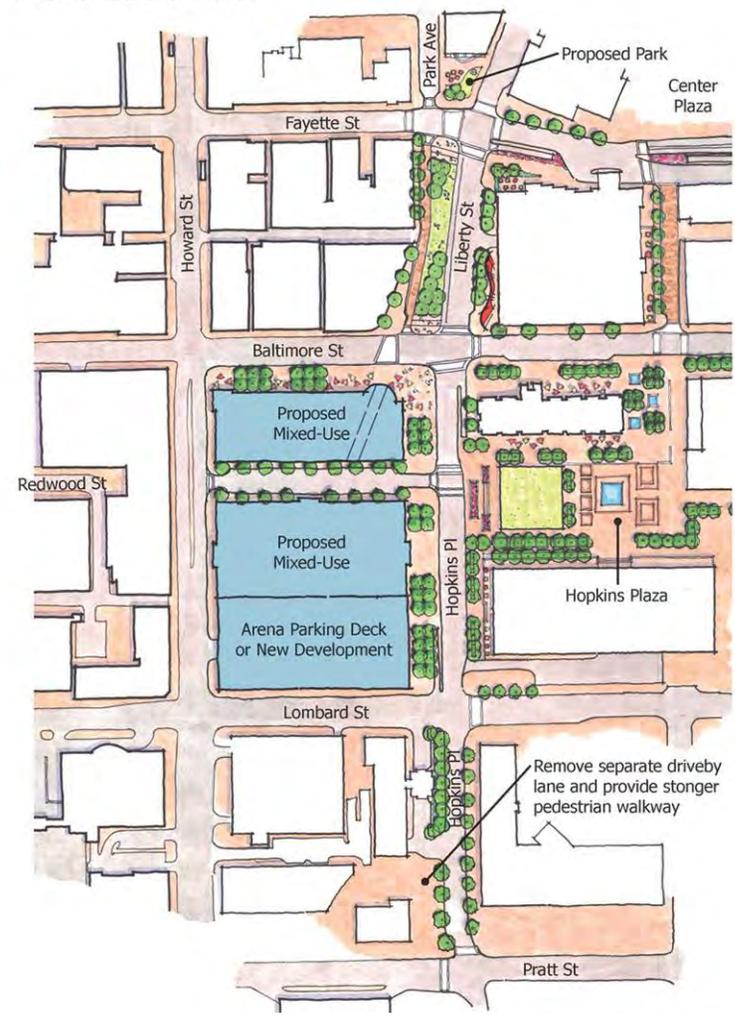
- Existing Building
- Future Development
- Future Open Space

*The diagrams above illustrate potential redevelopment patterns that should be explored as the Arena site is redeveloped. All respect the original alignment of Redwood Street while each alternative shows various options for responding to the historic alignment of Liberty Street. The most appropriate redevelopment will depend upon a variety of factors including economic analysis and long-term plans for surrounding properties/context.*

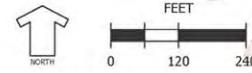
### ALTERNATIVE A

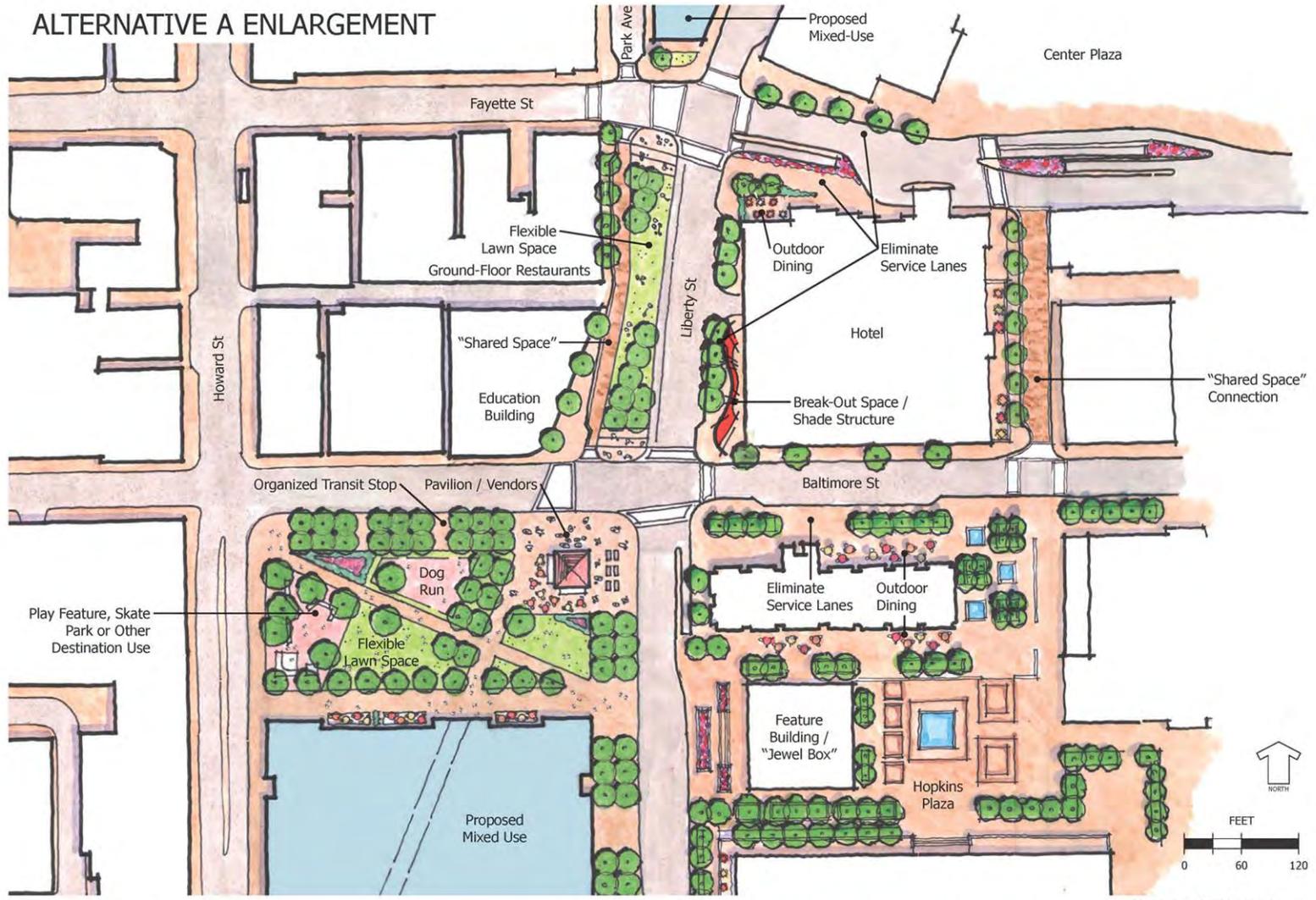


### ALTERNATIVE B

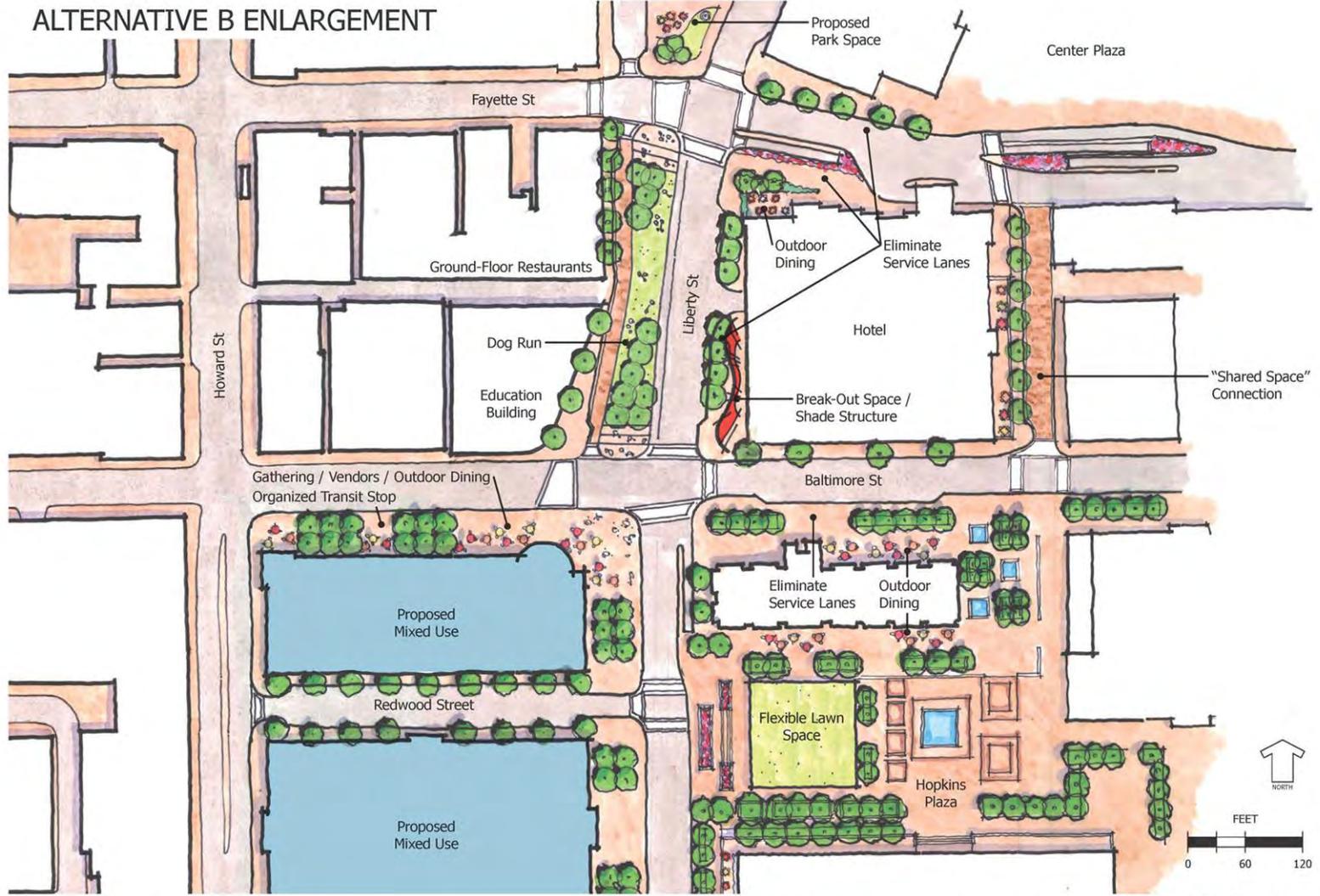


# Liberty Park





# Liberty Park



# Liberty Park



*Aerial view looking northwest from the intersection of Baltimore and Liberty Streets showing the conversion of Park Avenue to "shared space", a widened dog run area, gathering spaces at the north and south end of the dog run, improved pedestrian crossings and the potential for the hotel to activate the sidewalk area along Liberty Street.*



*View of Liberty Park/Arena site looking southeast from the intersection of Howard and Baltimore Streets showing existing conditions (inset) and Alternative A potential conditions, including new park space and mixed-use development. This view also illustrates potential improvements to Hopkins Plaza with the removal of the Kaiser Permanente Building.*



*View of Liberty Park/Arena site looking northeast from the intersection of Howard and Lombard Streets showing existing conditions (inset) and Alternative E potential conditions, including a major open space organized by the historic street patterns and programmed with a variety of activities*



*View from Liberty Park/Arena site looking northeast across Hopkins Place showing existing conditions (inset) and Alternative B potential conditions for Hopkins Plaza*





Examples of "shared space" in Europe illustrate how pedestrians, bicyclists and automobiles can co-exist (top and bottom left); A section of Broadway in New York was closed for use as pedestrian gathering areas; this approach might be explored for Park Ave (Between Baltimore and Fayette Streets) on an occasional basis during special events (bottom center)



Images illustrating how free standing structures (top) and architectural extensions (bottom) could be used to provide shade and color to sidewalk areas and buildings



*Above example shows how food pavilions and outdoor seating could be used to activate the Liberty Park area if the Arena remains or is relocated*



*Temporary street closures can be used for events such as this live telecast of the World Cup*



*It will be important to activate a significant new open space with different uses such as this play equipment, which also serves as public art*



*Campus Martius in Detroit is an excellent example of how a significant open space can accommodate a wide variety of activities*

## Howard to Greene Network



### Overview

The Howard to Green Network is comprised of a series of existing north-south streets, open spaces and proposed open spaces in the West Side. It is anchored by St. Mary's Park/Howard's Park to the north and Pratt Street/Hilton Hotel Park/Russell Street Plaza to the south. Spaces and streets within this network have the potential to reinforce connections between Pratt Street and downtown as well as between City Center and the West Side. Recent UMB streetscape and open space enhancements have already started to reinforce this connection, particularly along Greene Street.

In addition to the spaces identified above, the key spaces and streets within this network include "Monument Alley", "St. Mary's Alley", Howard Street, Eutaw Street, "Hamilton Park", Paca and Greene Streets, UMB Campus Green, Westminster Hall Cemetery, UMB Green, Fayette Square, Social Security Plaza North and South, and Pennsylvania Avenue. A significant new space, "Lexington Market Square" provides for a destination space in the heart of the West Side.

Both Lexington Market Square and Liberty Park were "focus area projects" that were included in the placemaking workshops. Recommendations for these two spaces have been developed in more detail (details for Liberty Park are described under the Liberty Street/Park Avenue Network).

### Pratt Street/Hilton Hotel Park/Russell Street Plaza

Pratt Street, as described earlier, and the associated open spaces including the Hilton Hotel Park and Russell Street Plaza are important southern anchors to this network and link the stadiums to downtown. Howard, Eutaw, Paca and Greene Streets are important linkages to draw visitors from these spaces into the West Side.



*View from the Hilton Hotel looking south along Eutaw Street Promenade toward Oriole Park at Camden Yards*

## St. Mary's Park

St. Mary's Park is a passive park and the north anchor to this corridor. It is the largest green space within the study area and is home to Saint Mary's Chapel, the oldest Gothic Revival church in the country. Nevertheless, a surprising number of people have never been to this park, nor even know about it.

Various recommendations for the park are being considered as part of the Seton Hill Master Plan, therefore, this report does not include a detailed study of the park. As the Seton Hill Master Plan is developed further, it is important, however, to continue to emphasize making the park more visible and accessible. It is also important to recognize the passive nature of the park and the need to supplement mature trees with younger ones. Tree species should emphasize tall canopy trees that provide shade and scale while allowing for unobstructed sightlines beneath their canopies.

From a programming standpoint, the First Annual French Festival was held recently in the park and demonstrated the great potential that this park offers as a community gathering space. The adjacent community associations should continue to work with the City and other partners to program this space on a regular basis, balancing programmed events with the passive nature of the park.

*The images illustrate how St. Mary's Park is a green oasis within downtown (top), a great gathering place for community events and festivals (center) and a place offering quiet solitude and history (bottom)*

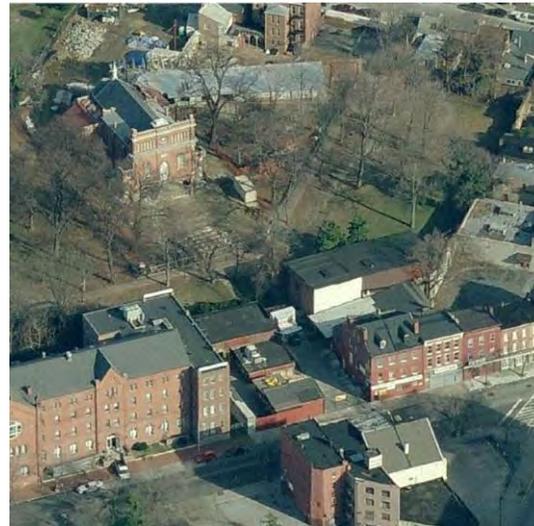


## Monument Alley

The Seton Hill Master Plan is currently being developed and is exploring alternative redevelopment scenarios that would provide a connection from Monument Street (at Eutaw Street) directly west to St. Mary's Park at Paca Street. Alternatives are exploring an actual street connection (called here "Monument Alley") as well as a pedestrian-only space. Regardless of which approach is taken, establishing this direct connection will provide an important visual and physical linkage between St. Mary's Park and Mt. Vernon Place.

## St. Mary's Alley

At one time, there was a public right-of-way that linked Pennsylvania Avenue to St. Mary's Park. This alley was transferred to the adjacent lumber business as a service yard and is an important part of that business's operations. This business is a viable one for the neighborhood and should be supported as such. However, if the business discontinues in the future, consideration should be given to returning this alley to the public domain and reestablishing a visual and physical connection to St. Mary's Park from Pennsylvania Avenue.



*St. Mary's Park is cut off from surrounding streets, particularly Pennsylvania Ave (aerial view, left; street level view, top). Long-term consideration should be given to reclaiming the alley and providing a park connection to the street should the existing business ever discontinue operations.*

## Howard and Eutaw Streets

These two streets, Eutaw in particular, are important in linking Pratt Street with Lexington Market and the Seton Hill/Mt. Vernon neighborhoods. Continued emphasis should be placed on retaining and attracting businesses and residential development along these streets and providing active street-level uses and storefronts. Streetscape plans are currently underway for Howard Street, with a focus on decreasing impervious surfaces and improving the viability of plantings. Streetscape improvements for a significant portion of Eutaw Street have also been completed between Lexington and Pratt Streets. These improvements should extend to the north to reinforce linkages between the West Side and Mt. Vernon.

Additional considerations for Howard Street (both north and south of Pratt Street) include:

- Increase vendors, live music and outdoor activity along east side, south of Pratt (in front of Convention Center) during games and stadium events
- Animate neutral façade of Convention Center with art/architectural structures that are bold and colorful and serve as a symbol for Baltimore
- Work with property owners on all sides of Howard/Conway intersection to make a more inviting gateway into Downtown
- Enhance pedestrian-unfriendly façade of 250 West Pratt by replacing reflective glass with transparent on ground floor so that activity inside building is visible along sidewalk
- Fill empty planters with plant material

- Consider extending brick paving along sidewalks on both sides of street between Pratt and Lombard
- Animate extensive blank façade of Holiday Inn on southwest side of the Howard/Lombard intersection with public art, architectural treatment or special lighting
- Activate west façade of Arena (north of Lombard) with special lighting under the overhang, architectural “fins”, bold colors and or banners, involving artists in development of solutions
- Activate northeast corner of Howard and Lombard through architectural screens and or special lighting on elevator tower of parking garage

Additional considerations for Eutaw Street include:

- Work with Marriott to enliven ground level façade, making glass more transparent in meeting rooms
- Consider architectural canopies to accentuate Marriott meeting rooms and provide scale/shade for the sidewalk
- Explore potential for street trees within large planting beds
- Provide street trees along east side of street, particularly near Pratt Street intersection to better define street edge
- Replace white fence with black fence at southeast corner of Eutaw and Lombard
- Animate blank south facing façade of Holiday Inn with public art, architectural treatment or special lighting
- Work with property owners to consider long-term mixed-use infill potential at

northeast corner of Pratt and Eutaw and at southeast corner of Lombard and Eutaw with an emphasis on active ground level uses

- Increase signage, lighting, and arts presence at Bromo Seltzer Tower to better highlight this unique structure
- Continue efforts to activate ground level of Bromo Seltzer Tower with cafe or other use
- Take advantage of contemporary façade of fire station and enliven with bold color, banners, flags, architectural “fins” or canopies and/or special lighting to highlight its adjacency to the Bromo Seltzer Building
- Replace fire station doors with ones that are transparent or bold in color
- North of Lombard Street, add planter pots (or street trees if possible) along east side of Eutaw in front of parking structure
- Use accent lighting to highlight unique architectural features of buildings along Eutaw, north of Lombard Street, to reinforce connections to Hippodrome and Lexington Market



*View looking north along Howard Street from Pratt illustrating need/potential to enliven blank facades along west side*

## Paca and Greene Streets

Paca and Greene Streets do abut St. Mary's Park and the UMB Green and should also be considered important north/south corridors on the West Side. Continued efforts should be placed on retaining and attracting businesses and mixed-use development along these streets with an emphasis on providing active street-level uses. Streetscape enhancements for both streets have been completed, for the most part, between Pratt and Fayette Streets using the UMB streetscape standards. Streetscape improvements should be continued to the north, with an emphasis on establishing expanded tree pits and canopy trees where possible.

The block of Paca Street between Pratt and Lombard Streets is particularly important in making connections to Downtown and the Westside. This block also serves as a crucial gateway into Downtown and to UMB. Currently, this block is defined by a significant number of blank facades and service areas, with no street trees. Specific recommendations to consider include:

- Enforce parking regulations along east side of street
  - Extend brick paving along both sides of the sidewalk to provide warmth and create a visual link to the brick buildings north of Lombard
  - Shorten loading area on east side and extend sidewalk area
  - Explore potential for street trees on both sides of the street
- Accentuate and animate entrance to hotel on east side through the use of an architectural element or canopy
  - Animate blank building walls and parking garage with canopies or architectural "fins" to add color and shade
  - Give UMB more presence at along west side of street with signs and banners
  - Encourage UMB to activate ground level of Administration Building on west side of street



*View looking north along Paca Street illustrates need to enliven pedestrian environment with street trees (if possible) and façade enhancements that incorporate architectural canopies, public art and color*

## Pennsylvania Avenue

Greene Street terminates at Franklin where it transitions into Pennsylvania Avenue, connecting to MLK Boulevard and neighborhoods to the northwest. This section of Pennsylvania Avenue is comfortably scaled in terms of architecture and tree cover. Consideration should be given to adding bumpouts at intersections along the street to shorten pedestrian crossing distances. Consideration should also be given to providing wayfinding signage to St. Mary's Park.

## Hamilton Park

Hamilton Park is described earlier in this report under the Charles/Light Streets Network. It offers the potential to be an important component of open space along Howard Street in addition to Hamilton Street.

## Howard's Park

Howard's Park is being considered as part of the Seton Hill Master Plan and that document outlines recommendations for the park to make a more useful place along Howard Street. Currently the space is dark and uninviting because of the dense tree cover and low branching of the trees. Immediate recommendations include pruning the lower limbs from the trees to open up visibility. Long-term recommendations as part of the Seton Hill Master Plan are exploring a variety of options including development as a pocket park or dog park to relieve pressure from Mt. Vernon Place.



*Howard's Park is currently dark and uninviting. Until significant renovations can occur, simply pruning the lower branches of the trees would open views into and out of the space and make it more inviting.*

## Lexington Market Square

*Lexington Market Square was one of the five focus areas included during the August placemaking workshop. The focus area is bounded by Pearl, Lexington and Paca Streets and extends along the south side of Lexington Market to Eutaw Street. Lexington Market Square is an important new open space in the heart of the West Side and the Howard to Greene Network, mid-way between Pratt Street and St. Mary's Park.*

### Assessment:

#### Assets

- 200 year old "world famous" market
- Retail fabric remains in the area with a lot of pedestrian activity/street activity
- A range of food choices
- Market prevents through traffic – this creates a destination
- Two-way Lexington Street is more pedestrian-friendly
- Vibrant mix of uses
- Transit service/connections - "energy"
- UMB is a western anchor and draw
- Scale is good - low scale
- Architectural variety
- Good potential for east/west connections
- Post office (use)
- Ann's Café (W. Lexington) – the clientele is a mix of pop-ins, students and residents
- Potential for the west shed block to become a new mixed use development – open space could be a component of this development
- Potential to fill vacant market stalls in main building

#### Challenges

- West market building has poor ventilation and multiple empty stalls
- This area is still faced with crime issues
- Market shed acts as a barrier between east and west parts of downtown.
- Little outdoor space/gathering areas to take advantage of market atmosphere
- There have been discussions about opening up Lexington Street; this would improve visual and physical connectivity but would also detract from the "destination feel"
- Pedestrian/vehicular conflicts, particularly at Eutaw and Paca intersections with Lexington
- Market is not very "transparent" very little on the outside indicates that there is a market inside



*View looking west at Lexington and Howard Streets showing Market as a destination (and barrier)*



*View looking east along Lexington Street from the Lexington Steps at MLK Boulevard, showing Lexington Market as a destination (and barrier)*



*View looking west along Lexington Street toward "Lexington Steps" at MLK Boulevard*



*View looking west along Lexington Street at Pearl, showing UMB uses and streetscape enhancements*

## **Vision:**

Lexington Market Square is cultivated as a world class market district, focusing on its historic character and offering a broad range of vendors and purveyors. Much as historic markets in cities across the country have been revitalized into vibrant public spaces, Lexington Market can undergo the same transformation.

## **Primary Goals:**

Goal 1: Turn Lexington Market into a shopping destination for downtown workers as well as residents and visitors

Goal 2: Increase the connection between interior and exterior spaces throughout the market

Goal 3: Attract new and diverse vendors to create a broader retail mix

Goal 4: Make the streets and spaces around the market pedestrian-friendly

Goal 5: Capture redevelopment potential of West Shed to enhance the mix of uses in the district

Goal 6: Establish significant open space as part of west shed redevelopment

## **Recommendations:**

### ***Short-Term (Physical)***

#### **Create places to gather and rest around the market.**

- Place tables and chairs for lunch time crowd, particularly adjacent to entrance

to west shed on Paca and in the park space near the Post Office

- Develop system that allows tables and chairs to be moved inside when not in use during off-peak times
- Install street furniture to make it more user and people friendly and inviting
- Green the street

#### **Increase walkability and pedestrian safety through a number of infrastructural shifts.**

- Improve the walkability of spaces by the Post Office
- Add street trees along Paca Street
- Correct uneven pavement around tree pits and expand tree pits where possible
- Improve perceptions of safety through pedestrian lighting
- Widen sidewalks in some areas and add bumpouts with expanded planting areas where possible
- Reorganize the surface parking to create a wider pedestrian walkway zone along the south side of the market

#### **Improve the spaces around the Post Office so they can become more active.**

- Provide seats, tables, chairs, planters
- Limb the trees to open up views into the space
- Focus on the open space at the Post Office as a potential site for improvements including grading, adding color, flowers, repairing tree pits

#### **Improve ventilation of the market to reduce air pollution.**

- Clean vent systems and examine redirection possibilities
- Relocate venting of cooking oil to reduce odors emanating from the west market

#### **Accommodate bicyclists using Saratoga and Greene bike routes.**

- Provide bike racks at multiple locations throughout the area, making it easier for bicyclists to use the market
- Provide bike route information in kiosks
- Provide short and long-term bike parking options

#### **Increase greenery in area.**

- Provide pots and planters to enhance outdoor areas, particularly near Post Office and at main entrance to west shed

#### **Enhance physical presence of “market.”**

- Explore feasibility of replacing double doors to newer market shed (on axis with Lexington Street) with doors that would open up the market more such as roll up doors that can be left open most of the time during operating hours
- Improve the south façade of the newer market shed; add windows/openings where possible and make the south entrance more welcoming

### ***Short-Term (Programming/Management)***

#### **Activate the edge of the market building by placing booths and stalls on the sidewalk.**

- Create market stalls around the outside of the market building and “turn the market inside out” and activate the street/pedestrian area

**Offer engaging programming in the open spaces around the Post Office.**

- Hold concerts and performances in the space, particularly during the lunch hours
- Have chef and cooking demonstrations, cooking classes for kids, nutritional education classes for adults
- Work with UMB to program the space with student and staff functions

**Long-Term (Physical)**

**Explore surrounding sites as areas for future development/redevelopment.**

- Explore the adjacent west shed and parking garage as a development site
- Consider other sites in the area for redevelopment that will help support and complement the market uses

**Consider demolition of the current west shed market structure and replace with a green space and mixed-use development.**

- Preserve and renovate the existing 5 story brick structure near the northwest corner of Paca and Lexington and integrate into the new development
- Activate ground floor uses on all streets – Lexington, Greene, Paca and Saratoga
- Option 1 (As illustrated in the *Lexington Market Square-Overall Redevelopment Plan*): New development should respect the façade line of West Lexington Street

(between Pearl and Greene) and maintain this setback to Paca

- Option 2 (Not illustrated): Create a larger green space between Greene and Paca by setting the new mixed-use development further to the north

**Provide significant open space.**

- Extend open space associated with Post Office to Eutaw Street, in the expanded setback area created by the new mixed-use development
- Provide balance of paved and green surfaces to accommodate variety of uses and programming
- Activate open space with vendor carts that could evolve into permanent small market pavilions
- Provide moveable chairs and tables
- Accommodate bikes with bike racks and information kiosks

**Consider alternatives for the 1980’s shed, at the main market including demolition.**

- Alternative A: Improve the facade along the south side of the shed by opening up as much as possible and redesigning parking lot to provide wider pedestrian and market area along south facade
- Alternative B: Redevelop the surface parking lot south of the main market with mixed use development, utilizing grade change for below ground parking
- Alternative C: Explore options for removing 1980’s shed and reopening Lexington Street as “shared space” and outdoor market areas, allowing vehicles but emphasizing pedestrians

- Alternative D: Explore options for replacing 1980’s shed with a lower-scaled open market shed and expanded outdoor market area

**Improve the retail mix to attract more of a variety of clientele to the market.**

**Increase the amount of residential development in the area.**

**Incorporate sustainable practices.**

- Take advantage of sloping topography and utilize flow-through planters where feasible in new open space
- Provide interpretation
- Incorporate rainwater capture on new mixed-use development and make a very visible part of open space design
- Increase tree planting, particularly within new open spaces
- Explore opportunities to provide urban agriculture demonstration plots/interpretation

**Integrate the nearby Post Office into adjacent building.**

- Move Post Office to nearby UMB building and replace with smaller pavilion building or kiosks
- Re-grade the plaza area to be more pedestrian-friendly and useable

**Implement road diets on streets surrounding the market in order to slow traffic.**

- Explore feasibility of lane reductions along Paca Street

- Create bumpouts to slow traffic where possible on all surrounding streets.

**Long-Term (Programming/Management)**

**Conduct detailed study of how market can be best transformed.**

**Create small pavilions along Lexington St. using a mix of existing market tenants and new tenants.**

**Program wide variety of market-related, bicycle-related, UMB-related events in new open space.**

**Potential Partners:**

- Police
- DPOB
- UMB campus police
- UMB
- BDC/West Side Initiative
- MTA
- Hippodrome
- Market Board
- West Side Merchants' Association
- DOT
- Baltimore City Planning Department
- Post Office
- Bike/pedestrian groups

**Comparables:**

Faneuil Hall, Boston  
 Granville Island, Vancouver  
 Eastern Market, Detroit  
 Eastern Market, Washington, DC



*These photographs show a variety of examples of how markets can extend the outdoors and activate adjacent streets; the examples include Boston (above), Los Angeles (top right) and Richmond (center right)*



*South side of market reveals a lack of visible market and pedestrian activity, further reinforcing the market as a barrier between City Center and the West Side*



*Granville Island Public Market in Vancouver, British Columbia*



*View looking northeast at intersection of Lexington and Eutaw Streets showing high level of pedestrian activity*



*View looking west along Lexington at Paca St showing west shed and low scale of existing retail buildings*



*Example from Northampton, MA of "Barne's Dance" or "pedestrian scramble" intersection crossing allowing pedestrians to cross in any direction during their signal*



View west across Paca St at Lexington St showing existing Post Office and park space



Vendor/market stalls like these in Berlin, Germany can be temporary in the short-term (above) or permanent in the long-term (below center)



View of existing market stalls outside west shed building at corner of Lexington and Paca Streets



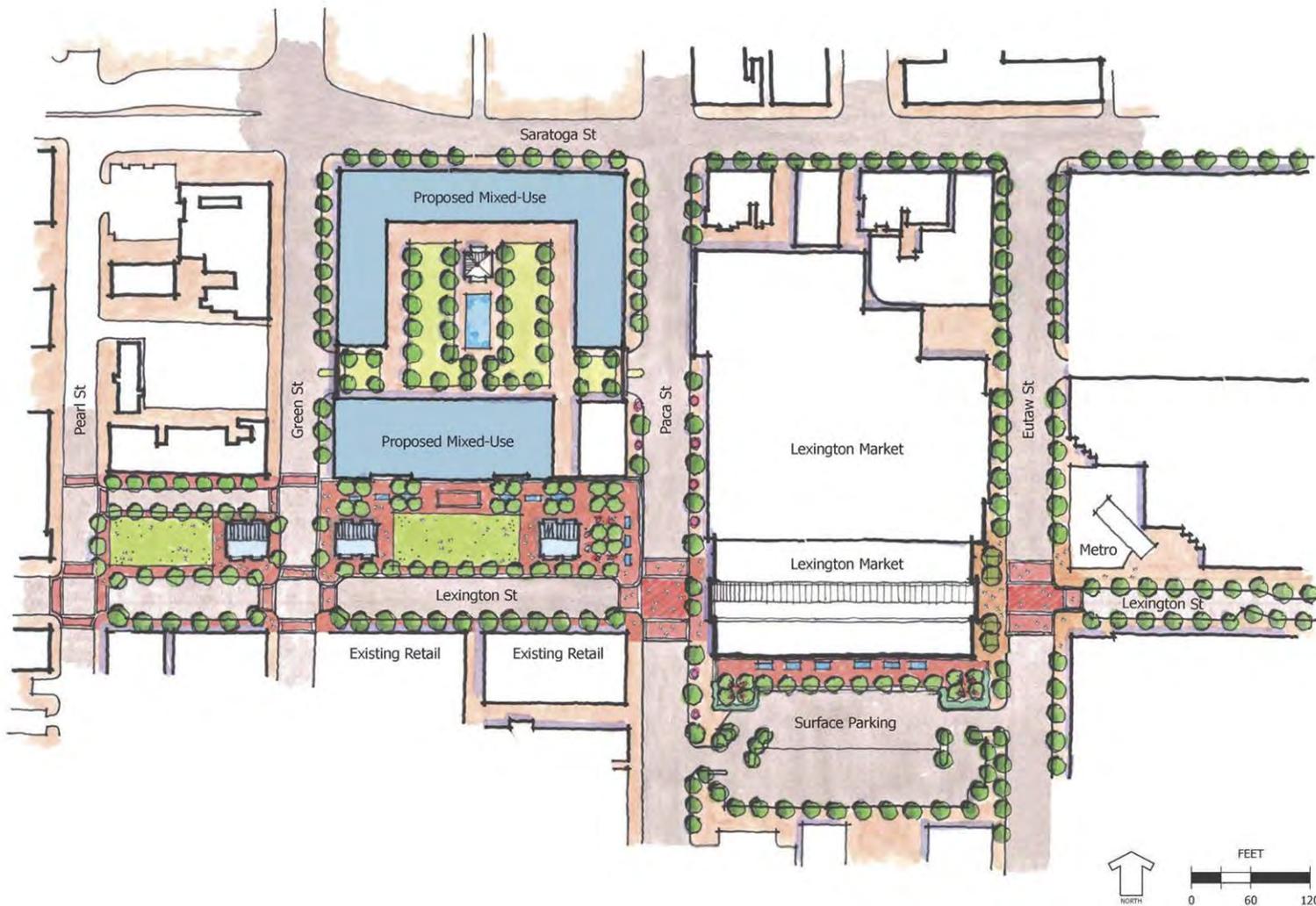
Flexible lawn and paved areas in Hagerstown, MD allow for a variety of programmed events



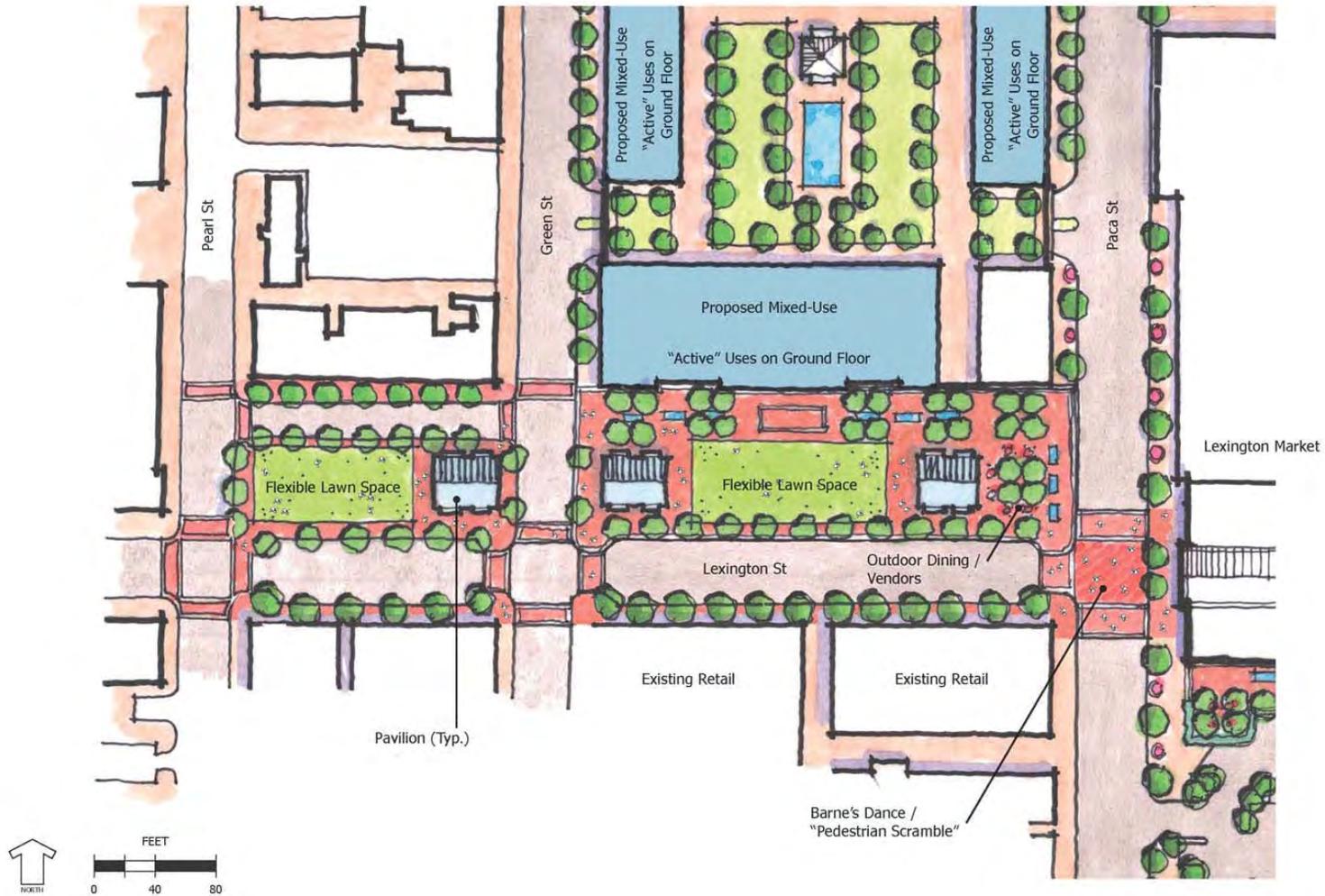
Street performers could help to enliven the market spaces



Faneuil Hall in Boston is a vibrant collection of market buildings, pavilions and vendor carts

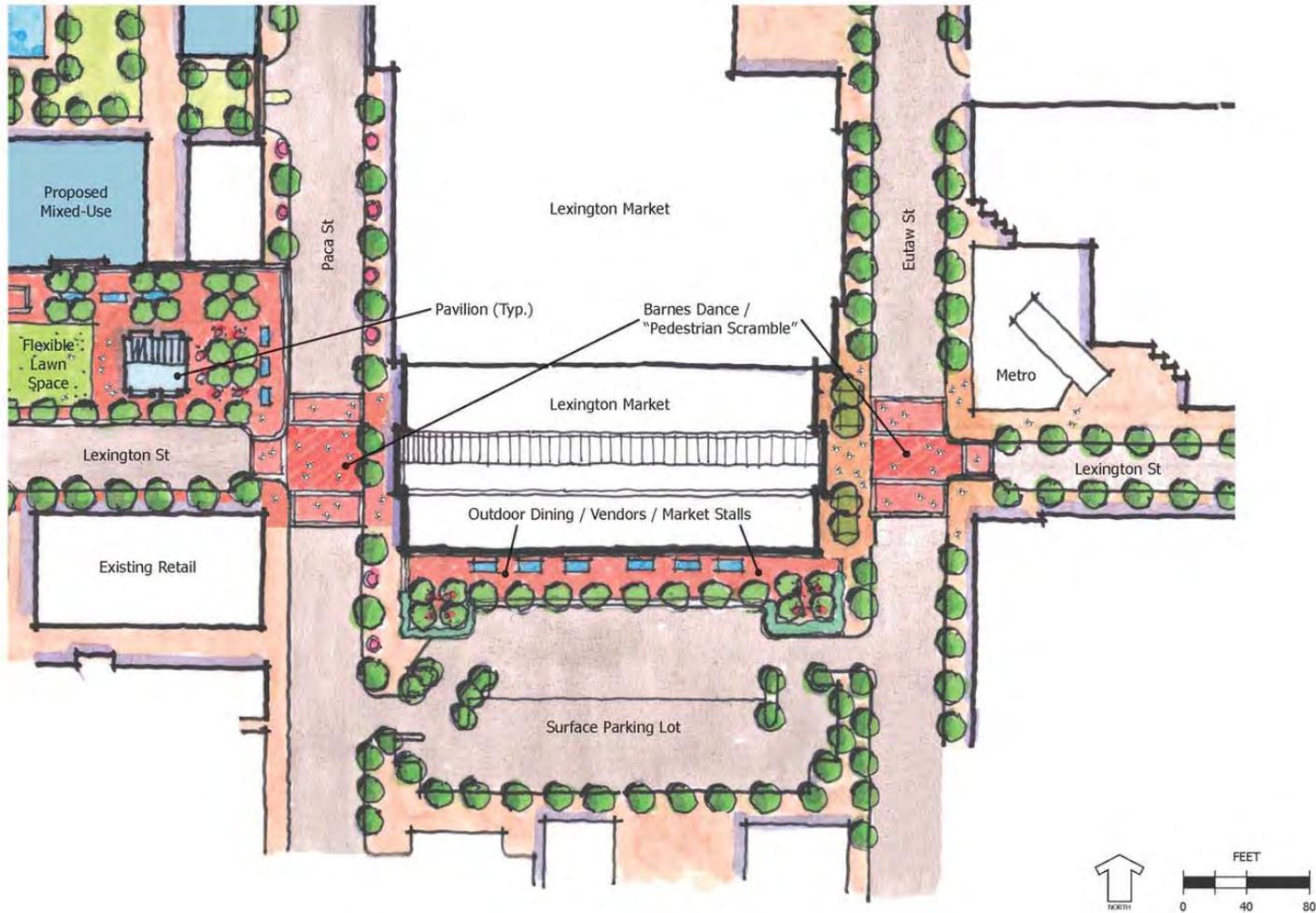


## Lexington Market Square – Overall Redevelopment Plan



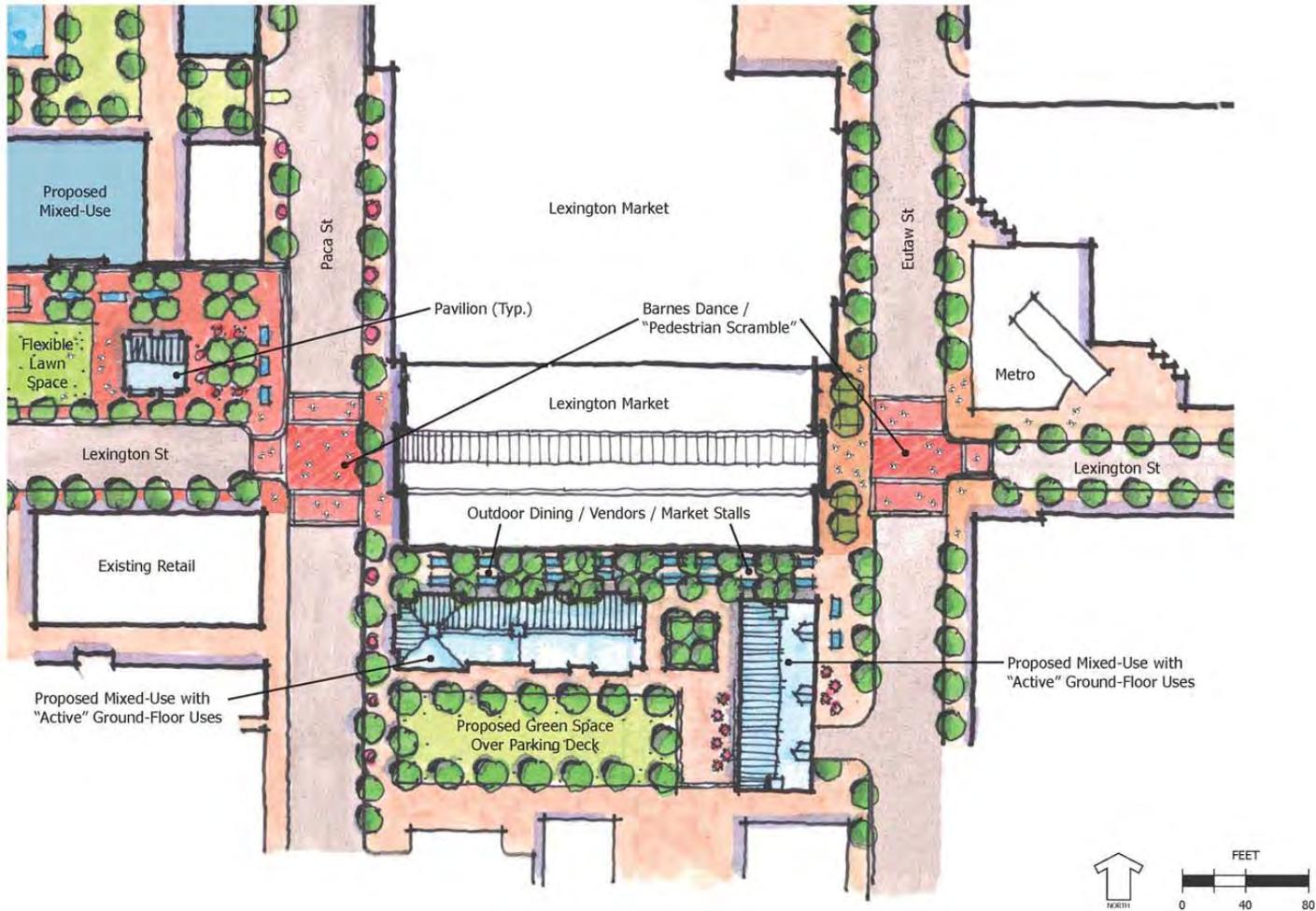
## Lexington Market Square – Enlargement of Proposed Market Square

## MAIN MARKET ALTERNATIVE A



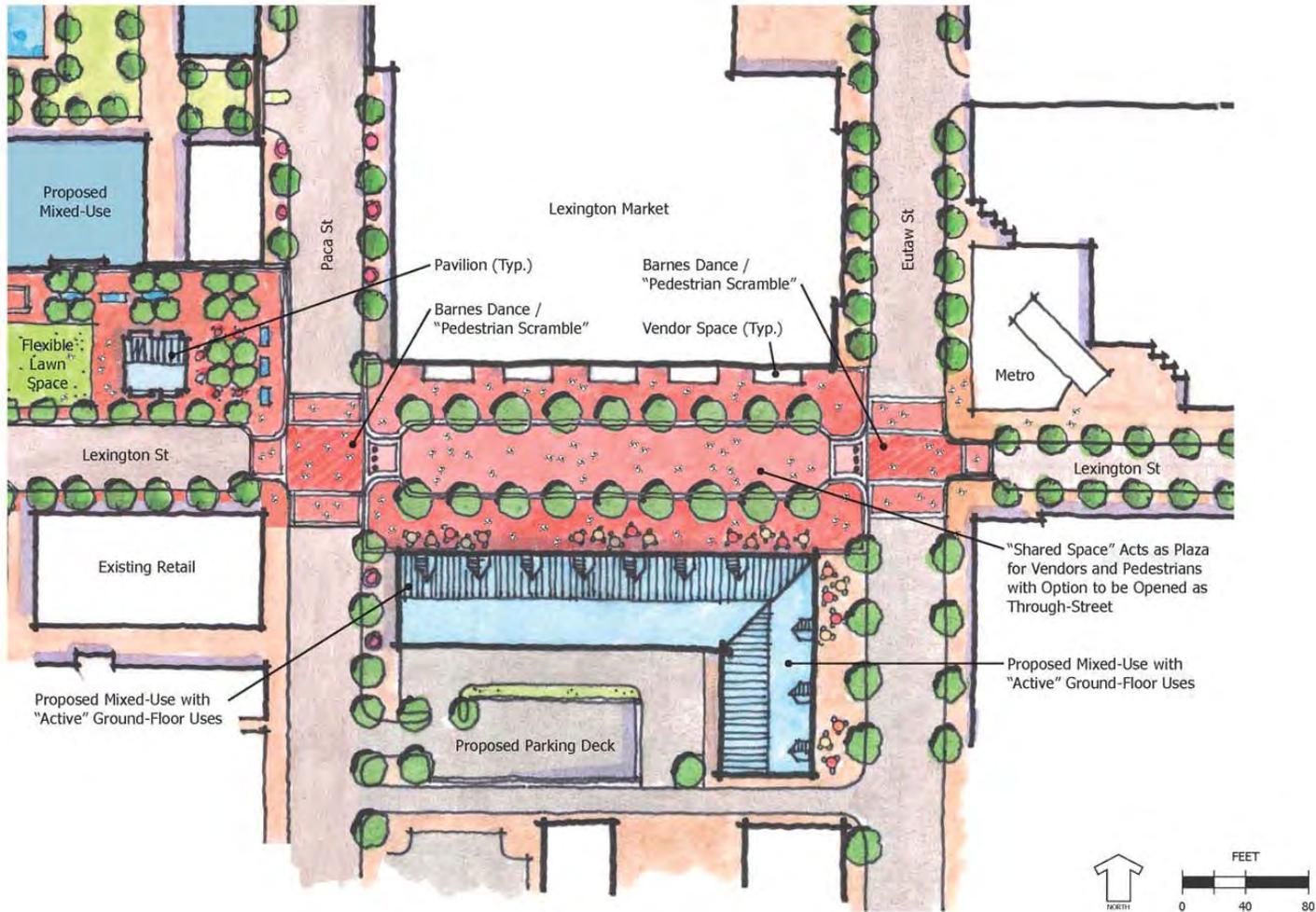
### Lexington Market Square – Main Market Enlargement: Alternative A

# MAIN MARKET ALTERNATIVE B



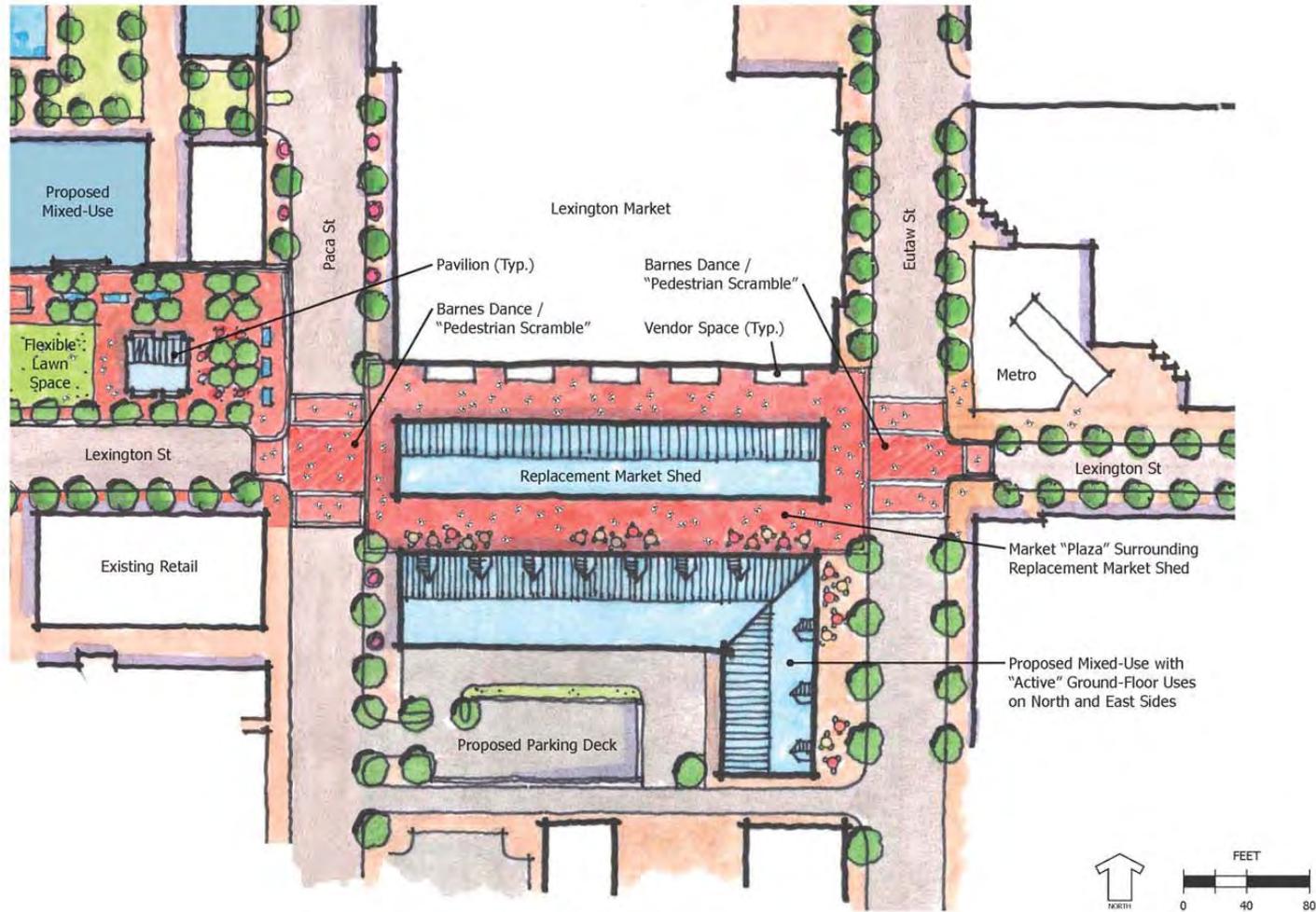
## Lexington Market Square – Main Market Enlargement: Alternative B

## MAIN MARKET ALTERNATIVE C



### Lexington Market Square – Main Market Enlargement: Alternative C

MAIN MARKET ALTERNATIVE D



**Lexington Market Square – Main Market Enlargement: Alternative D**

MAIN MARKET ALTERNATIVE A



MAIN MARKET ALTERNATIVE B



MAIN MARKET ALTERNATIVE C



MAIN MARKET ALTERNATIVE D



## Lexington Market Square – Main Market Alternatives Comparison



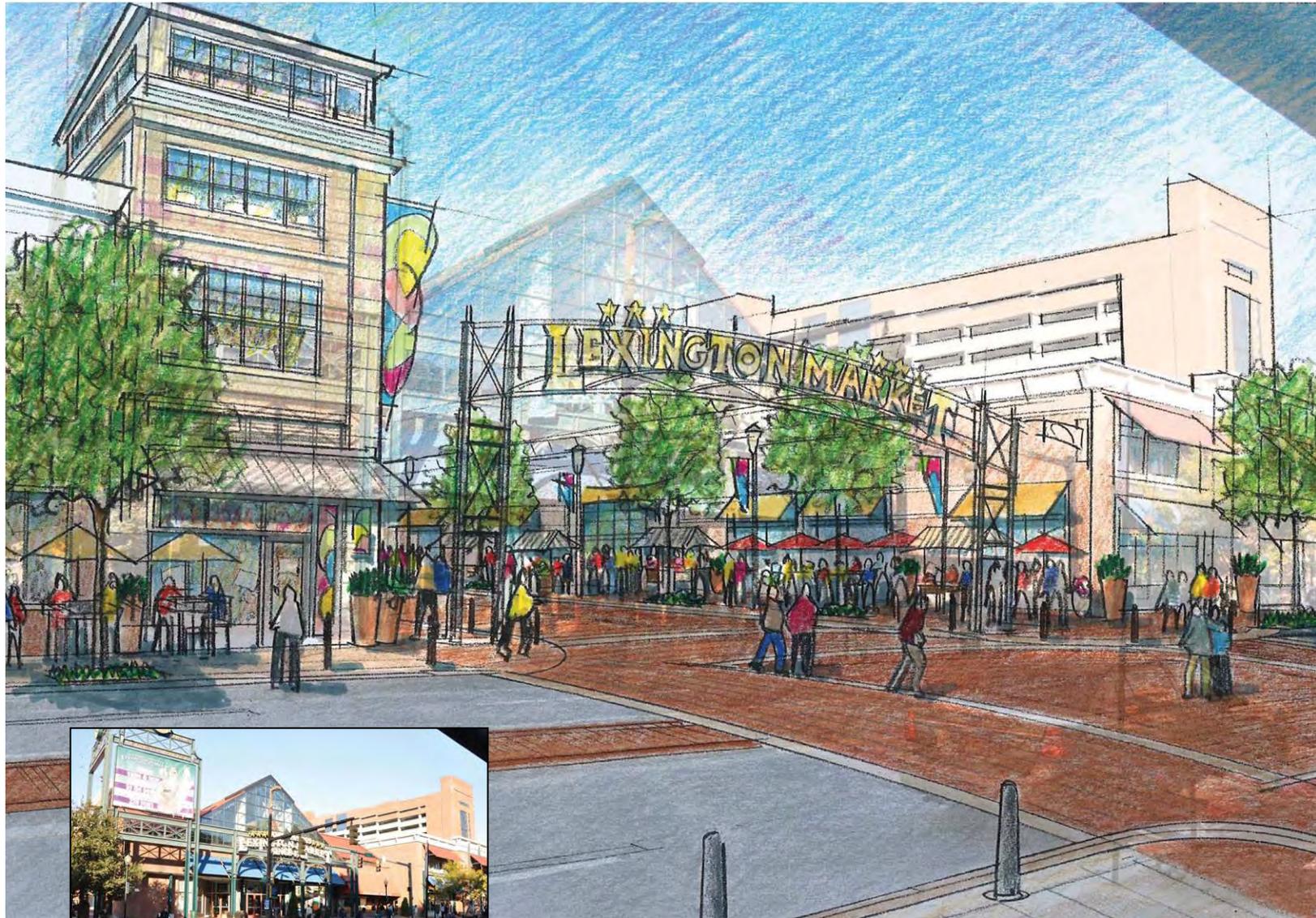
*Aerial view looking east from above the Pearl and Lexington Street intersection showing existing conditions (inset) and potential conditions with redevelopment of the west shed with mixed-use development and an expanded open space with market pavilions*





*View looking northwest from Eutaw Street at Lexington showing existing conditions (inset) and potential conditions as depicted in Main Market Alternative B*





View looking northwest from Eutaw Street showing existing conditions (inset) and potential conditions as depicted in Main Market Alternative C, with Lexington Street extended to Paca Street

## Liberty Park (Arena Area)

Liberty Park has the potential to be an important component to the southeastern portion of the Howard to Greene Network in addition to the Liberty Street/Park Avenue Network where it is described in detail earlier in this report.

## UMB Campus Center Green

This is a recently completed open space as part of the Campus Center. Fronting onto Lombard and Greene Streets, this space is highly visible and has contributed a positive image for this part of downtown. It begins to reinforce a link with Russell Street Plaza and the stadiums. While there are no specific recommendations for this space as part of this plan, streetscape improvements should be implemented for the section of Greene Street south of Pratt to better reinforce this connection to Russell Street plaza.

## UMB Green

The UMB Green is currently the largest open space in the West Side and is an important anchor between the UMB campus and other parts of downtown. Paca and Greene Streets link it to Pratt Street, Lexington Market Square and St. Mary's Park as part of this network. In addition, Redwood and Baltimore Streets are important east/west connections between this space and the UMB BioPark and Liberty Park as part of the Baltimore/Redwood Street Network, described later in this report.

Redesign of this space is currently being considered as part of the UMB Master Plan Update with an emphasis on providing a more flexible space rather than a series of separate spaces. As designs evolve, consideration should be given to maintaining strong visual and physical connections to the surrounding street network and to programming the space.

## Westminster Hall Cemetery

This unique green space in downtown, while not an active gathering place, serves as an important visual and historical component of the open space system, particularly along Greene Street.

## Fayette Square

Fayette Square is a private green space associated with UMB student housing. While fenced and secured from public use, it is a good example of how a secure space can be "visually" connected to the surrounding community through the use of an ornamental fence rather than solid walls.

## Social Security Plaza

The Social Security complex includes two open spaces along the Greene Street frontage. The northern plaza is at the corner of Greene and Franklin Streets and the southern plaza spans the Greene Street frontage between Franklin and Mulberry Streets.



Existing view of UMB Green looking west from Paca Street



Redwood Street is an important pedestrian connection to the UMB Green as shown in this view looking west across Paca Street



Concept sketch showing the potential for the re-design of the UMB Green. (Credit: ASG)

The southern portion of the south plaza is another good example of a private secure space that is visually open to the surrounding community. It is filled with appropriate trees (high canopy, open habit) providing shade and helping to reduce the scale of large blank walls. The northern end of this space is primarily hard paved surface and steps with some fixed seating. The seating is used by employees during breaks and lunch hours but is otherwise empty.

Consideration should be given to reducing the amount of paved area here and replacing with pervious surfaces and tree plantings, emphasizing large canopy trees to provide more shade. Vendors and some portable umbrella tables and chairs should also be considered for the space to make it more user-friendly. While not part of the Social Security complex, consideration should be given to long-term enhancements to or redevelopment of the service station and surface parking area on the east side of Greene Street. Should redevelopment occur, that development should be located at the street edge as much as possible with active ground level uses.

The north plaza area at Franklin and Greene Streets is less welcoming and is comprised of hard paving and large planting bed offering little shade. Consideration should be given to providing more canopy tree coverage, particularly along Greene Street and reinforcing connections to Seton Hill and St. Mary's Park.



*The existing open spaces associated with the Social Security complex provide employees with a variety of gathering areas. The south plaza (top) illustrates how appropriate trees and transparent fencing can allow for a secure space that is still connected to the surrounding community. Fixed seating (bottom left) offers employees less flexibility for how they use the space. Planting areas and large trees should be added to the north plaza area (bottom right).*

# Guilford Avenue/ President Street Network



## Overview

The Guilford Avenue/President Street Network is defined by the wedge formed by Guilford Avenue, Jones Falls Expressway and Pratt Street and would also include the linear green space should the overhead section of the expressway ever be converted into a parkway. The northern end of this network is anchored by the proposed “Jones Falls Park” (focus area) and the southern end by Pratt Street. In addition to these spaces, the network includes the Fallswalk/President Street Park, War Memorial Plaza, Zion Church Courtyard, Gay Street and Guilford Avenue/South Street, Water/Commerce Streets, Government Center/Inner Harbor Red Line Station, Lombard Sculpture Park, 300 East Lombard Park, Redwood Park and Holiday Street Plaza.

## “Jones Falls Parkway”

The Jones Falls Parkway is currently a vision that has been discussed in recent years to replace the overhead section of the expressway with a parkway and linear green space. This open space plan has not addressed the feasibility of this, however, it recognizes the future possibility and opportunities that it presents.

## Fallswalk/ President Street Park

The Fallswalk area is underutilized as an open space yet offers tremendous potential for Downtown Baltimore. President Street acts as a barrier between City Center and areas to the

east. Enhancements have recently been made to the pedestrian crosswalks along President Street, but the markings along many of these are becoming worn. The addition and planned addition of several hotels on the east side of President Street has increased the importance of providing stronger visual and pedestrian connections to City Center. The exposed section of the Jones Falls runs for several blocks and is a unique asset. Miss Shirley’s Restaurant and associated outdoor seating/activity at the corner of Pratt and President Street is an excellent enhancement that begins to take advantage of the assets associated with this space. The new “President Street Park” is currently under design and will continue to shape this space (refer to Appendix C: Site Plan Addendums).

### Short-Term Recommendations:

- Coordinate with DOT to incorporate additional alignment of Jones Falls trail through this space between Lombard and Baltimore Streets
- Incorporate sustainable practices, plant trees, enlarge tree planting pits, reduce paving where possible and implement bio-retention swales
- Restore pedestrian bridge
- Enforce and/or establish “no parking” policies on the Fallswalk

### Long-Term Recommendations:

- Enhance crosswalks across President
- Extend existing paving design used between Pratt and Lombard Streets up to Fayette Street

- Activate Fallswalk by encouraging building entrances onto space (i.e. Port Discovery) and addressing blank walls with public art or green screens
- Reinforce connections between the Inner Harbor and Jones Falls Park with planting designs, use of special lighting, interpretive exhibits explaining historical and environmental significance of the Jones Falls and its transformation over the years, and events/art markets

## Market Place

Market Place is one of the most significant spaces that creates a direct connection between the Inner Harbor Area and other parts of downtown. The space is organized around a fountain feature and is characterized by a broad view corridor and level grade. It is flanked by many entertainment uses, Port Discovery Children’s Museum and the Baltimore City Community College (BCCC), and attracts large crowds in the evenings, particularly on weekends. While the northern end of this space is well defined by a rich variety of architecture, the BCCC faces the space with a large, mostly blank façade.

### Short-Term Recommendations:

- Paint the inside of the fountain a “less intense” blue or different color
- Continue to target restaurant uses to ground levels of surrounding buildings
- Work with BCCC to animate the façade with colorful public art and/or banners
- Investigate feasibility of expanding tree pits in expansive paved areas, amending soil and replacing stressed trees

- Work with BCCC to prune or limb trees at the corner of Lombard and Market Place to make the space more inviting
- Work with vendors to help enliven the space and use the wide walkways for festivals and events

### Long-Term Recommendations:

- Work with BCCC to activate and program their frontage along Market Place and Lombard Street, particularly if they replace the existing building



*The northern end of Market Place is animated with multiple entertainment venues both indoors and out*



*View of President Street Park site looking south toward Pratt Street*



*This existing grove of trees adjacent to BCCC should be pruned up to open up visibility and make more inviting*



*View looking north from Pratt Street illustrates the great potential for the Fallswalk area*



*Blank façade of BCCC and broad sidewalk area could benefit from the addition of color and larger tree planter pits*

## Jones Falls Park

*Jones Falls Park is one of the focus areas for this study, however, it was not included in the August placemaking workshop and was not developed to the level of detail as the other focus areas. This area includes two separate parcels adjacent to the Jones Falls Expressway adjacent to Saratoga and Pleasant Streets.*

### Assessment:

The elevated Jones Falls Expressway (JFX) is a barrier between City Center and Oldtown and other neighborhoods to the east. The majority of land beneath the expressway is primarily used for surface parking which, while a productive use of the land, further reinforces the barrier effect. An exception to this is the Sunday morning Baltimore Farmers Market which takes place beneath the expressway between Pleasant and Gay Streets. Over the years, this has evolved into a vibrant place and destination for Baltimore residents and visitors. The Jones Falls Trail Phase II is currently in design and will pass near this space, along the Fallsway.

The two existing small green spaces adjacent to this area offer an opportunity to provide amenities that complement the farmers market in addition to accommodating nearby residents on a daily basis. The area bounded by Holliday Street to the west, Saratoga to the south, Gay to the east and the JFX to the north is anchored by a prominent diner (the building used in the film *Diner*) and is immediately adjacent to the farmers market area but is otherwise undefined and includes ambiguous surface parking areas and

scattered plantings. The area bounded by Pleasant Street to the south and Guilford Avenue to the west includes a wide swath of green space that is heavily treed and dark. The balance of this corner is the southern end of a surface parking lot.

Both of these areas could be better utilized to provide destination uses to serve existing downtown residents and new residents once the adjacent PUD is implemented which anticipates a significant number of residential units.

In recent years there have been discussions and visioning concerning the removal of the elevated portion of the JFX (at a time when it will be in need of significant repair) and replacing it at grade level with a parkway/linear open space system. This presents several long-term opportunities.



*Existing view looking southeast at the green space at the corner of Saratoga and Holliday Streets*



*The corner of Saratoga and Holliday Streets appears to be "leftover" green space (top) and could be better utilized to complement the existing farmers market (middle) and long-term development potential of the adjacent surface parking lot (bottom)*

## **Vision:**

Jones Falls Park is a vibrant series of open spaces offering recreation and green space support for nearby residents and visitors to the Baltimore Farmers Market.

## **Primary Goals:**

Goal 1: Incorporate destination uses that will attract park users at various times of the day and throughout the year

Goal 2: Reinforce connections among Jones Falls Park, the Baltimore Farmers Market, War Memorial Plaza, Fallswalk and Inner Harbor

Goal 3: Support Baltimore Farmers Market by providing outdoor gathering areas for market visitors

Goal 4: Make the streets and spaces around the market and park more pedestrian-friendly

Goal 5: Support redevelopment potential for existing surface parking lot and adjacent planned residential/mixed use projects

Goal 6: Create a park that can be incorporated into the potential future Jones Falls Parkway series of green spaces

Goal 7: Celebrate site's relationship to Jones Falls trail and make accommodations for bicyclists

## **Short-Term Recommendations:**

**Conduct focused place-making and visioning workshop for the two areas described above as an initial part of the design process.**

**Consider tighter turning radius moving southbound from Hillen/Pleasant Street to Holliday Street to calm traffic and create safer pedestrian crossing during farmers market.**

## **Enhance "Diner Corner."**

- Relocate Diner to the northwestern corner of triangular green space so that service and parking areas are adjacent to existing parking lot beneath JFX
- Establish outdoor dining area and activate with umbrella tables
- Create flexible lawn area/organized play space incorporating public art
- Explore ways to capture some of the stormwater runoff from adjacent streets and from JFX and provide interpretation
- Incorporate public art
- Incorporate bio-retention swales
- Provide new canopy trees that reinforce street edges and spaces while providing shade and allowing for unimpeded sight lines into and out of space
- Provide well-marked crosswalks at Saratoga/Holliday and Saratoga/Gay Street intersections in addition to other surrounding intersections
- Explore feasibility of curb bumpouts at intersections along surrounding streets
- Provide bike racks and secure bike storage for commuters

**Create Destination Use at Corner of Pleasant and Guilford utilizing the green space and portion of surface parking lot.**

- Because of the limited number of uses that could activate this space, it is

important to consider a destination use that will attract people on a regular basis

- Explore feasibility of a permanent fenced dog park that would serve downtown residents
- Explore feasibility of a fenced skate park or other destination use if dog park not feasible
- Allow for additional alignment of Jones Falls Trail through this space (as described below)
- Provide well-marked crosswalks at Pleasant/Guilford and Pleasant/Holliday.
- Provide new canopy trees (or retain some of existing but limb up) along street edges
- Consider incorporating art into design of dog or skate park (or other destination use), utilizing JFX support columns, fencing and pavement as the 'canvas'
- Provide seating (within fenced area)
- Consider secure bike storage area for commuters

**Consider temporary open space use of City-owned surface parking lot at the southwest corner of Pleasant and Holliday Streets.**

- Program space to support events in adjacent dog or skate park or in "Diner Corner" (such as the space is currently programmed for art market during the Sunday farmers market)
- Enhance parking lot with a few well-placed canopy trees to further define the space and provide shade

**Enhance street edges of Existing Surface Parking Lot.**

- Improve sidewalks and streetscaping

**Work with surface lot property owners to explore using surface lots by adjacent clubs and entertainment venues for occasional outdoor concerts and events.**

**Long-Term Recommendations:**

**Explore potential redesign of Pleasant Street exit ramp to allow Bath Street extension through to Fallsway and Oldtown (if expressway remains).**

**Establish additional route for the Jones Falls Trail from the Fallsway, via a potential new Bath Street extension (or other east-west connection) and the new park spaces on the west side of the JFX. Explore other connections to Fallsway if Bath Street extension is not feasible.**

**Narrow travel lanes along Saratoga Street between Gay and Lexington Streets and widen the sidewalk area along the JFX wall to accommodate the additional Jones Falls Trail route described above and connect through open spaces along the west side of the Fallswalk.**

**Work with Mercy Medical Center to consider recommendations for long-term development of surface parking lot.**

- If the elevated express way is replaced with a parkway and series of linear green

spaces, it will be important that development on this site fronts onto the green space as well as other perimeter spaces

- Ground floors of future development should be programmed with active retail/restaurant uses and windows to help activate new park space
- Emphasis should be placed on appropriate streetscape treatments of Pleasant Street and Saratoga Street to reinforce linkages to Preston Gardens and other parts of Downtown
- Consider working with City to incorporate a permanent open space as part of the development, requiring a land swap to result in the most appropriate location for this green space

**Coordinate with planning efforts of Jones Falls Parkway, should elevated expressway be removed.**

- Coordinate with all relevant agencies and departments in the visioning of a new parkway and linear park

- Emphasize multiple connections between Oldtown and Downtown
- Develop series of park spaces
- Consider how original Jones Falls alignment and meander could be interpreted with water, bio-retention swales, public art and/or paving
- Create a variety of destination park uses such as dog parks, playgrounds, skatepark, recreation facilities, etc. to keep the park active throughout the day and year



*A destination use such as a skate park, dog park (top) or other use could be considered for the northeast corner of Guilford Avenue and Pleasant Street (bottom)*



# Jones Falls Park

View looking east across Holliday Street at Saratoga Street showing existing conditions (inset) and potential Jones Falls Park





The dashed line above shows how an additional route for the Jones Falls Trail could be routed along/through the new Jones Falls Park spaces via a new connection along Bath St (or Centre Street if Pleasant Street exit ramp cannot be reconfigured).



This section of Saratoga St could be narrowed to provide a wider pedestrian/bike zone linking Jones Falls Park with Veteran's Park and the Fallwalk



Splash pad park and tables adjacent to farmers market in Oakland, California give visitors a reason to spend more time at the market



Existing view showing Baltimore Sunday Farmers Market and the significant visitation it attracts



Jones Falls Park offers the potential for outdoor dining and additional market stalls to activate the underutilized "diner triangle" like this example from Oakland, CA

## WAR MEMORIAL PLAZA

### ASSESSMENT:

War Memorial Plaza was recently renovated and was also identified as a “best place” by multiple stakeholders because of improvement from prior condition, however, several concerns were identified. Concerns expressed include inadequate maintenance (appearance of broken/bent umbrellas and trampled groundcover), sparse allocation of tables, limited shade where seating is available, tree growth starting to block views into space, dominance of space by one group of individuals, and use of the space in front of City Hall as a parking lot.

### Short-term Recommendations:

- Limb lower branches from double row of trees to improve visibility from street
- Provide more tables (small café tables) and chairs and cluster in closer proximity to one another (the distance between tables discourages strangers from sharing tables)
- Provide additional chairs for people to move into the lawn, shade, etc.
- Improve management and maintenance of plaza, replacing broken chairs and umbrellas
- Encourage food vendors at entrance corners to plaza
- Continue vegetable garden program but consider incorporating flowers in key locations to provide color
- Consider large flower pots along Gay Street and at corner entrances

### Long-term Recommendations:

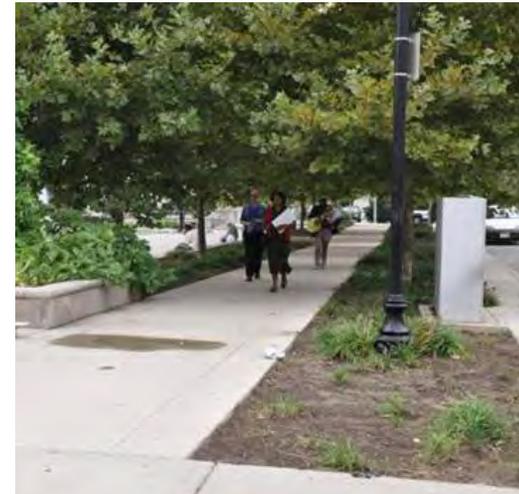
- Consider replacing City vehicle parking on north side of plaza with short-term public parking to provide more activity along park edge and encourage more park usage
- Consider detailed place-making evaluation and programming study involving adjacent property owners.
- Consider additional row of trees within gravel panel to provide more shade within park where tables can be located
- Consider conversion of ground floor space in Benton Building and Fire Department building to restaurant uses
- Use streetscape enhancements and wayfinding signage along Holliday, Gay, Lexington and Fayette Streets to reinforce connections to War Memorial Plaza
- Consider well-designed small permanent pavilions at Holliday Street entrances to organize food/refreshment vending
- Consider re-design of the plaza between City Hall and War Memorial Plaza as a great public space. Reduce parking spaces to only a few for City officials. Remove dense evergreen trees that block views and increase the amount of planting beds for seasonal color



War Memorial Plaza functions well for both large events and passive activities



*The image above shows how tables are spaced too far apart and seem to discourage socialization; consideration should be made for additional shade in gravel walkway area*



*Exclusive parking for City vehicles along Lexington Street (top right) limits access to park for park users; Trees are maturing and need to be limbed up to maintain views into and out of park (bottom right)*



*Tables that are spaced close together and are of a variety of sizes encourages more interaction and choices*

## Zion Church Courtyard

The courtyard north of War Memorial Plaza is a private space that the Zion Church opens to the public during the day and occasionally programs with events. It is an attractive garden that provides a quiet respite from the surrounding city.

Zion Church is one of the few active weekend uses adjacent to War Memorial Plaza. Consider working with the church to hold some larger events in the Plaza (or on the block of Lexington Street between the plaza and church) to help activate the plaza. In addition, promote the church courtyard as a model for other privately-owned spaces.

## Holocaust Memorial Plaza

Consistently identified as one of the “worst places” in the downtown, the plaza is vast in scale and surrounded by mostly blank walls of the Baltimore City Community College (BCCC) to the east and fairly inactive uses to the west and south. Historic storefronts are located to the north along Water Street and over 300 residential units are located to the northwest. The northern half of the space is fenced off, however, limiting the ability for pedestrians to pass through. The plaza appears to receive little visitation and acts as a barrier between the Inner Harbor and City Center.

The Holocaust Memorial is an important memorial and deserves a more appropriate setting. The Jewish Council and BCCC have had some initial discussions regarding the expansion of BCCC onto this property

provided that the memorial itself is retained. Listed below are some recommendations for potential treatments of the site. However, this space and recommendations need to be explored more thoroughly with key partners including the Jewish Council and BCCC.

**Option A:** Keep the memorial in this block and develop a portion of the property with BCCC uses. Relocate the memorial, itself, to a prominent place near significant pedestrian flow (based on new development and adjacent uses) to ensure maximum exposure.

**Option B:** Move the memorial to a different site and develop the block with BCCC uses. Consider sites that would allow for maximum visitation and interpretation opportunities, possibly in association with a museum or where there is significant pedestrian activity. With this option, it would be important to activate the Lombard and Gay Street frontages in addition to Water St.

Regardless of the approach, any new development on the site should emphasize the street edge and active pedestrian environment along Water Street to reinforce a connection between Market Place and the downtown core. In addition, it should also provide active ground floor uses that face onto other streets or remaining plaza space and relate to the proposed Red Line Station described below. Road diets should be considered for Gay and Water Streets to provide areas for tree planting, public art and to reinforce the important link between Inner Harbor and City Center.



*The Holocaust Memorial Plaza receives little attention due, at least in part, to not being along significant pedestrian routes nor bounded by activating uses*



*Water Street is the only adjacent street that is pedestrian-friendly and lined with great architecture, but the plaza is fenced and not very accessible from this side of the street (middle) and (bottom)*

## **Government Center/Inner Harbor Red Line Station**

As part of the new Red Line transit system currently in the planning stage, an underground station is planned at Lombard Street between Market Place and Gay Streets, with the “head house” or entrance-way planned near at the southeast corner of the Holocaust Memorial Plaza (adjacent to BCCC) and at the southwest corner of Market Place and Lombard Street. Planning for this station area is currently underway as part of the Station Area Advisory Committee (SAAC) process. As planning occurs, consideration should be given to the following:

- Locate the head house so that there is an opportunity to attract more visitation to the Holocaust Memorial (if it remains in this location) as well as to activate the areas in front of the BCCC
- Incorporate vendors and public art to help activate the station area
- Provide well-marked and safe pedestrian crossings across all streets and provide wayfinding signage to the Metro Station at Market Place
- Incorporate short and long-term bike parking

## **Streetscapes**

Water Street, Commerce Street, South Street and Custom House Place form an interesting series of pedestrian-scaled streets within this network and are well defined by a variety of well-scaled architecture. These streets play an important role in linking open spaces within this district and should be enhanced with

streetscape improvements along blocks where they have not already been implemented. Because of the high quality of architectural character and narrow scale of the streets, a significant enhancement would be the addition of color in the form of planter pots and street trees, if not restricted by utilities. Street tree species should utilize trees with upright habits in recognition of the narrow scale of these streets and the appealing architecture that should not be blocked by dense tree canopies.

Streetscape enhancements should also be provided along Gay and Guilford where they have not already been implemented to reinforce connections between the Inner Harbor, War Memorial Plaza, Holocaust Memorial Plaza and Jones Falls Park.

Specific recommendations to reinforce connections between Pratt and Lombard Streets include:

- Replace sidewalk on east side of South Street and west side of Commerce Street and use brick paving to create a stronger visual connection to the north
- Work with property owner to provide temporary shade trees along edges of parking lot until development occurs
- Continue to require active ground floor uses for future infill development along Commerce and South Streets
- Replace existing tree planting in front of parking deck (401 East Pratt) on east side of Commerce Street, south of Lombard, with bold double row of trees to establish

more of an “architectural” landscape treatment

- Provide brick sidewalk paving between Pratt and Lombard Streets on the east side of Commerce Street
- Provide large flower pots on both sides of Commerce and South Streets to provide color and pedestrian interest

## **Lombard Street Sculpture Park**

This linear park space is adjacent to the GSA surface parking lot between Gay and Commerce Streets and includes a collection of sculpture, ornamental plantings and shade trees. Because Lombard is not a pedestrian street, the space does not attract a lot of pedestrian activity, however, it provides important visual relief. The surface parking lot will likely remain surface parking for some time so consideration should be given to provide larger tree planter pits along the Commerce Street frontage and replanting the street trees. There are only a few trees along this block and they are in small tree pits and appear to be stressed.

## **300 East Lombard Plaza**

This plaza space serves as the entrance plaza to the 300 East Lombard office building. The space is attractive with a combination of landscape and brick paving, however, consideration should be given to activating the space more with a few moveable tables and colorful umbrellas to provide seating for building employees and others. Consideration should also be given to supplementing the landscape with flowers and seasonal color.

## Redwood Park

This park is one of the most successful spaces in City Center and serves as an eastern terminus to Redwood Street. While privately owned, it is open to the public during the day and provides outdoor seating in an intimate setting and the space is activated by an adjacent restaurant. The overall design also allows for pedestrians to cut through the space between South and Commerce Streets, further activating the space. The space is gated on the two open sides, allowing for it to be secured in the evening and maintained.

The primary recommendation is to continue to maintain restaurant uses adjacent to this space and to promote this space as a model for other privately-owned spaces.



*Redwood Park is a great example of how a small space can be transformed into an oasis if it is comfortable, attractive and well-managed*

## Holliday Street Plaza

This space is essentially a wide sidewalk space adjacent to a parking structure on Holliday Street between Baltimore and Fayette Streets. The southern end of this space is anchored by a restaurant and outdoor tables help to activate the space. Additional tables and colorful umbrellas should be considered here to provide additional seating, add color and help reinforce a link to War Memorial Plaza. Consideration should also be given to replacing the small existing planter pots with an oversized version because of the expansive space available.



*Consideration should be given to making the northern end of Holliday St Plaza (bottom left) more inviting with large canopy trees (if possible) in planting pits and colorful umbrella tables; the tables and chairs at the southern end (bottom right) are a step in the right direction to take advantage of the broad sidewalk areas*



# Baltimore/Redwood Streets Network



## Overview

The Baltimore/Redwood Streets Network is the primary east-west network north of Pratt Street and connects several significant spaces within downtown. The network is anchored by the UMB Bio Park to the west and the Fallswalk to the east. Most of the spaces along this network have already been described in this report as they are also included within several of the north-south networks. These include Market Place, Holliday Street Plaza, Redwood Park, One Light Street/MTA Park (focus area), Hopkins Plaza, Liberty Park (focus area) and the UMB Green. Additional spaces within this network not previously discussed include Baltimore Street, Redwood Street and Arch Street. They are described below.

## Baltimore Street

Baltimore Street has the potential to be one of downtown’s greatest streets. It is the northern-most street where the grade is fairly level from east to west and there is a direct connection across the entire downtown. The City Center blocks are characterized by impressive edifices. A rich variety of storefronts and historic architecture lines many blocks to the east and west. Several blocks are unattractive and uninviting, however, particularly to the east in front of the police headquarters and through “The Block.” Numerous stakeholders have identified Baltimore Street as dirty and noisy. Still, there is great opportunity here, particularly since this street links many of downtown’s most important spaces (existing and potential).

### Short-Term Recommendations:

- Continue façade improvement program and leasing buildings and storefronts
- Provide better marked crosswalks at all intersections
- Where possible, enlarge tree planter pits and replace stressed trees
- Remove median and drive-by service lane at Hopkins Plaza
- Provide planter pots and consider a banner program to add color

### Long-Term Recommendations:

- Implement streetscape improvements on unfinished blocks
- Work with Police Department to improve their frontage with potential colorful shade structures and/or planter pots
- Work with Police Department to improve their façade



View looking east from Hopkins Plaza showing grand scale of Baltimore Street within City Center



*Views before (top) and after (center) of Baltimore Street facades looking east from Paca Street*



*View looking west along Baltimore Street from Market Place illustrating unwelcoming façade and pedestrian environment that could be enlivened with color*



*View looking east on Baltimore Street from Liberty Street shows the pedestrian bridge (background) that is scheduled to be removed and the median/drive-by service lane (right) that should be removed and replaced with parallel parking and expanded gathering areas*

## Redwood Street

Redwood Street is a unique street in terms of architectural character and narrow scale (with the exception of the block between Charles and Light which is quite wide). The eastern section is anchored by two important spaces, Hopkins Plaza and Redwood Park. Flower pots and window boxes along several blocks in this section make a positive impact to the pedestrian environment, particularly visitors staying in the many hotels along this street. The western section is anchored by UMB Green and Howard Street. Sculptural arches, wide sidewalk nodes, healthy street trees, well-scaled architecture and lunchtime vendors contribute to the comfortable scale of this street.

### Short-Term Recommendations:

- Encourage more property owners to install window boxes
- Continue to encourage vendors
- Explore use of “pop-up cafes” in some blocks to expand opportunities for outdoor dining

### Long-Term Recommendations:

- Consider expanding sidewalks in block between Charles and Light Streets to provide more pedestrian amenity area
- Consider as a route for bicycles, linking routes along Guilford, Charles and Liberty

Coordinate with planning for Arena and connect Redwood (as a street, pedestrian way or view corridor) between Howard Street and Hopkins Plaza, as described earlier in this report for Liberty Park.

## Arch Street

Arch Street is located within the UMB Campus and is anchored to the south by Baltimore Street. It is a good illustration of how a service street can be converted into a pedestrian-friendly street. While trees planted in planters is not desirable over being planted in tree pits, the utility conditions under some streets prevent street tree planting. The oversized planters used along Arch Street are a good example of how they can be effective for tree planting when there is no other alternative.



View looking north on Arch St from Baltimore St showing its effectiveness as a pedestrian-friendly space



View looking west along Redwood Street toward Paca Street (top); view looking west from Commerce Street (bottom)



# Lexington/Saratoga Streets Network



## Overview

The Lexington/Saratoga Streets Network is an important east/west network centrally located within downtown. The network is anchored by MLK Boulevard to the west and Jones Falls Park/Veterans Park to the east. The proposed Poppleton Street Red Line station is planned to be on the west side of MLK Boulevard near the western end of this corridor. Connections between it and downtown will be important to reinforce.

Most of the spaces along this network have already been described in this report as they are also included within several of the north/south networks. These include Jones Falls Park (focus area), Veterans Park, War Memorial Plaza, Zion Church Courtyard, Courthouse Plaza, Preston Gardens, Center Plaza, Charles Plaza, the Super Block Site (focus area) and Lexington Market Square (focus area). Additional spaces within this network include Lexington Steps, Lexington Street, Saratoga Street and Courthouse Square and are described below.

## Lexington Street

Lexington Street was the historic east/west shopping street in Baltimore and links downtown districts through a variety of different environments. Its horizontal alignment travels along two different grids, intersecting at Center Plaza. The street's vertical alignment also traverses a variety of grade changes from east to west. Architecture is quite varied along its route and Lexington Street connects Lexington

Market (and Lexington Market Square) with Center Plaza, Preston Gardens and War Memorial Plaza. The result is a street that offers a variety of experiences and is quite interesting.

The eastern section of Lexington Street is defined by large municipal buildings on the south side and a mix of businesses and high rises on the north side and is narrow in scale. The western section is defined by West Side retail businesses and redevelopment opportunities. The far western section is anchored by UMB. Many recommendations for Lexington Street are described earlier under the Super Block Site and Lexington Market Square. Additional recommendations are described below.

### Short-Term Recommendations:

- Continue to renovate and lease buildings along the Lexington Street corridor
- Explore expanding existing tree planting pits along the eastern section of the street and replacing stressed trees
- Consider "pop up cafes" for use along key blocks with restaurant activities to provide for outdoor seating

### Long-Term Recommendations

- Implement streetscape improvements along the eastern blocks to reinforce connections between War Memorial Plaza and Preston Gardens
- Consider the use of bumpouts as part of the streetscape enhancements to provide more green area and shorten pedestrian crossings

## Lexington Steps

The Lexington Steps are located at the western terminus of Lexington Street at MLK Boulevard and provide an important pedestrian connection between the West Side and The Terraces. This will also be an important connection to the proposed Poppleton Red Line Station in conjunction with Saratoga Street. The existing steps are quite broad and include an accessible ramp and planting beds. The space is generally attractive and well-maintained. General recommendations for this space include celebrating the opportunity to establish a visible sign or gateway at the top of the steps identifying Lexington Market, Lexington Market Square and UMB. In addition, consideration should be given to enhancing the planting beds with seasonal color.



*View east along Lexington Street from Howard Street.; Lexington has the potential to serve as a major linkage between City Center and West Side, connecting Center Plaza, the Super Block, Lexington Market and MLK Boulevard at the Lexington Steps*



*View of the Lexington Steps looking west along Lexington Street. from Pearl Street.; MLK Boulevard and The Terraces beyond*



*View looking west on Lexington Street at Guilford Avenue shows great architectural scale on the north side of the street but need for streetscape enhancements*



*Aerial view of the Lexington Steps and MLK Blvd. looking west from above the Lexington and Pearl Streets intersection*

## Saratoga Street

Like Lexington Street, Saratoga Street offers a variety of experiences to those who travel along its length by car or by foot. Its horizontal and vertical alignment varies from east to west and it is defined by a good mix of architecture. For the most part, Saratoga Street is a comfortable scale for the pedestrian, with the exception of the blocks between Greene and MLK where it is quite wide and suburban in character. Saratoga Street also links significant spaces including Jones Falls Park, Preston Gardens, Charles Plaza and the proposed Poppleton Red Line Station. Streetscape improvements have been implemented for much of the street, between Guilford and Eutaw. Some recommendations for Saratoga Street are discussed as part of the Jones Falls Park project; additional recommendations are described below:

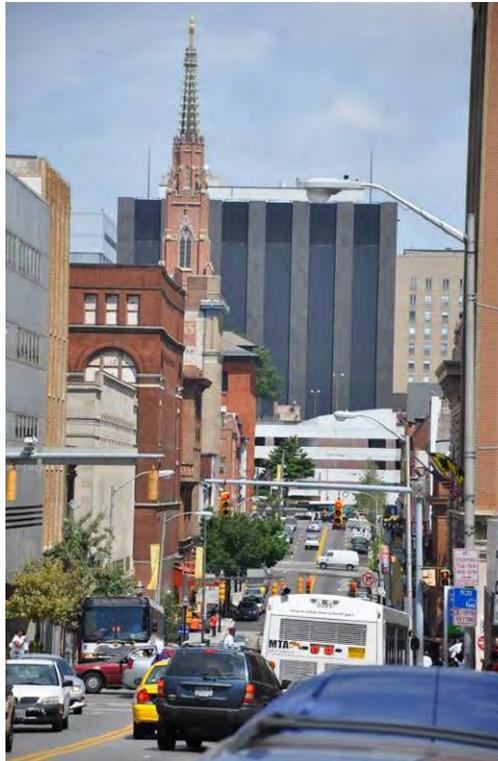
### Short-Term Recommendations

- Continue façade improvement program for businesses along Saratoga Street
- Continue to lease ground floor space
- Eliminate separate turn lane at Saratoga and Cathedral to capture additional pedestrian area and green space

### Long-Term Recommendations

- Coordinate with future owners of Social Security complex and Red Line station area planning process (Poppleton Station) to identify opportunities to make West Saratoga Street more pedestrian-friendly and “green” between MLK Boulevard and Paca Street

- Expand tree pits where possible and replace stressed trees throughout the corridor
- Coordinate with the design of Jones Falls Park and interface with Saratoga Street



View east along Saratoga from near Eutaw St. showing the comfortable pedestrian scale and variety of architectural styles that line the street



View of turn lane looking east at intersection of Saratoga and Cathedral; consideration should be given to eliminating turn lane to be captured as additional pedestrian area and green space



View west along Saratoga from Pearl St. illustrating the wide street and lack of pedestrian scale in this area; Saratoga has potential to be a significant east-west linkage across the City, connecting spaces such as Jones Falls Park and Preston Gardens to MLK Boulevard and neighborhood beyond (as seen in photo above)

## Courthouse Square

This small square, home to the Battle Monument, is visually prominent between the two courthouse buildings. While it is generally attractive and enhanced with the recent addition of tables and chairs and flower pots, it is cut-off from pedestrian activity by high speed vehicular traffic along Calvert Street, on both sides of the square. Jurors are regularly instructed not to cross into the square opposite the courthouse entrance because of safety concerns.

The primary enhancement that could be made to this space is to make it more accessible to pedestrians. Consideration should be given to studying traffic patterns and determining if traffic flow can be restricted to the east side lanes (which would require some changes to the turn lanes at Lexington Street). Ideally, the west side lanes could be treated as “shared space” that continues to allow for parking of court/police vehicles and possibly afternoon peak-hour traffic flow. During the day, particularly during the lunch hour, this space could be more accessible to pedestrians.

Consideration should also be given to enhancing the connection to the Inner Harbor along Calvert Street. The potential to replace the striped median just south of Fayette Street with a planted median should be explored. This would help to provide an aesthetic transition to Courthouse Square as well as provide traffic-calming benefits.



*Courthouse Square looking northwest from Calvert and Fayette Street (top); View looking south from within Courthouse Square showing recent addition of chairs and tables (bottom left); View of Square and Monument looking south from intersection of Calvert and Lexington Streets (bottom right)*

# MLK Boulevard Network



## Overview

The MLK Network is comprised of a series of spaces along MLK Boulevard forming the western boundary of downtown. In addition, this network is part of the “One Park” system as envisioned by the Parks and People Foundation and other community stakeholders. It is comprised of mostly green setback areas but also includes many existing and planned open spaces, particularly along the western boundary. Unfortunately, MLK is primarily a “green barrier” because of the expansive road section.

While the MLK corridor was not part of this study, it is worth mentioning a few key recommendations for consideration as they relate to connecting to other Downtown spaces. There is a tremendous opportunity to establish MLK as an interconnected network

of open spaces that could reinforce connections between Downtown and the neighborhoods to the west.

This network is anchored loosely by St. Mary’s Park to the north and Pratt Street to the south and includes open spaces associated with Heritage Crossing, The Terraces, the UMB Bio Park, the proposed Poppleton Red Line Station, Lexington Steps and Old St. Paul’s Cemetery.

The primary recommendations for this corridor are to improve pedestrian crossings of MLK Boulevard (and linkages between downtown and West Baltimore) and enhance the landscape along the corridor. Street trees and trees within open spaces should be limbed up and additional accent planting/seasonal color should be considered at intersections.



*Aerial view looking north along MLK Boulevard near the intersection with Baltimore Street shows the variety of different green spaces along the corridor as well as the barrier that the wide road creates between downtown and neighborhoods to the west*



# Centre/Monument Streets Network



## Overview

The Centre/Monument Streets Network is an important east/west network at the northern end of downtown and into Mt. Vernon. The network is anchored by St. Mary's Park to the west and Preston Gardens to the east (or the Jones Falls Parkway in the future).

Most of the spaces along this network have already been described in this report as they are also included within several of the north/south networks. These include the potential Jones Falls Parkway, Preston Gardens (focus area), Mt. Vernon Place, Howard's Park and Monument Alley. Additional spaces along this network include the Baltimore Sun Green at Calvert and Centre Streets.

While recommendations have been identified for most of the spaces described above, it is important to emphasize again that there is a real opportunity to reinforce connections among Mt. Vernon Place, St. Mary's Park and Preston Gardens. The recommendations described earlier for Monument Alley, being considered as part of the Seton Hill Master Plan, will help to better link Mt. Vernon Place with St. Mary's Park. Streetscape improvements, enhanced crosswalks and signage will help to better connect Mt. Vernon Place with Preston Gardens. Many of these recommendations are described earlier for Preston Gardens.



*View looking west on Centre Street at St. Paul Street illustrates the need for pedestrian improvements*



*View of Mt. Vernon Place looking east on Monument Street from Park Avenue*



# Conclusion

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# Conclusion

The Downtown Open Space Plan outlines a broad range of recommendations for existing and proposed; temporary and permanent; and public and private open spaces. Some recommendations are general while others are very specific; many can be implemented quickly but others will need additional study.

The recommendations of this plan can serve as a guideline to inform the Strategic Plan as it identifies new uses for outdated properties; identifies 10-year targets for various sectors – employment (office and non-office), residential units (for-rent and for-sale), hotel units, retail square footage, etc.; assesses the need for new or improved incentives for private development; prioritizes capital projects and requests for CIP and other funding sources (federal/state/private).

The implementation of the recommendations will require many partners, with DPOB playing a key role not only in the actual implementation and maintenance of projects but also in reaching out to other organizations and making sure planning efforts are coordinated and opportunities seized.

## Management

Implementation and renovation of open spaces, however, will not succeed without a management plan in place to ensure the long-term success of the spaces. Principal park and open space management tasks include maintenance, security and

hospitality, programming, marketing and promotion, commercial tenant management and parking management. DPOB and its partners have demonstrated the value of a good management plan that stresses the above management tasks as they are applied to downtown spaces. As the recommendations of this plan are implemented, a management plan will need to be developed for each as well.

A management outline prepared by PPS is attached in *Appendix B: Management*. This paper includes a description of each of the management tasks outlined above, lessons learned from other spaces and detailed case studies from six significant public spaces around the country. These lessons can be applied to many of the existing spaces in Downtown Baltimore and particularly to a significant new space such as one associated with the Arena site as described in this plan.

## Priorities

Following is an outline of recommendations that should be considered as early priorities. Some of these are priorities because they are relatively easy to do while others are priorities because they can build off of other recently implemented plans and strengthen important networks and improve existing spaces.

The following priorities are listed by open space network as described in this plan:

## Overall Priorities

1. Continue to add trees, expand tree planter pits and replace dead or stressed trees along streets and within parks throughout Downtown
2. Coordinate street tree planting closely with the design efforts for adjacent projects
3. Continue to limb trees to open up views
4. Begin exploring the concept of “pop-up cafes” within permanent on-street parking lanes with the City and Parking Authority
5. Continue to build support for the recommendations of this plan with key partners

## Charles/Light Street Network

1. One Light Street short-term recommendations
2. One Light Street detailed studies for long-term options
3. Coordination with Charles Street Red Line Station area planning and Light Street streetscape enhancements
4. Courthouse Plaza
5. Preston Gardens wall stability analysis and repair, detailed study of road diets for surrounding streets, relocation of Crape Myrtles and other landscape enhancements not impacted by wall, and programming of space
6. 100 block of S. Charles Street (Bank of America frontage and plaza) enhancements
7. 1 N. Charles (Blaustein Terrace)

## Liberty Street/ Park Avenue Network

1. Hopkins Place service road reconfiguration
2. Center Plaza leasing of ground floor space and other short-term recommendations
3. Hopkins Plaza projects currently underway, particularly removal of drive-by lane along Baltimore Street
4. Hopkins Plaza spaces along S. Charles Street
5. Super block
6. Liberty Park recommendations between Baltimore and Fayette Streets
7. Begin discussions with hotel owners as a group regarding removal/reduction of pull-off lanes
8. Detail studies of Arena site to explore options further and determine most appropriate direction

## Howard to Greene Network

1. Promote Seton Hill master plan efforts related to improvements to connection between St. Mary’s Park and Mt. Vernon Place, Howard’s Park and St. Mary’s Park
2. Comprehensive study of Lexington Market including study of building and operations/programming of market and surrounding area
3. Lexington Market Square short-term recommendations

## Guilford Avenue/ President Street Network

1. Proceed with design and implementation of President Street Park
2. Jones Falls Park diner corner and connection to Veterans Park/Fallswalk
3. Market Place short-term recommendations
4. War Memorial Plaza recommendations
5. Holocaust Memorial Plaza exploration of alternatives for reconfiguring or relocating memorial and coordination with Red Line station area planning
6. Holiday Street Plaza addition of colorful umbrella tables and limbing of trees

## Baltimore/ Redwood Streets Network

1. Baltimore Street removal of drive-by lane in coordination with Hopkins Plaza work

## Lexington/ Saratoga Streets Network

1. Courthouse Square studies to determine options for west side traffic calming or creation of shared space
2. Elimination of dedicated turn lane from Saratoga to Cathedral to capture additional green space
3. Saratoga Street streetscape/road diet studies in conjunction with Poppleton Station Red Line station area planning

### **MLK Network**

1. Continue to address pedestrian connections at all intersections with MLK
2. Coordination with Poppleton Red Line station area planning to explore connections with Downtown
3. Limb up street trees and park trees along corridor and replace dead trees

### **Centre/Monument Streets Network**

1. Centre Street road diets at St. Paul Street to facilitate linkages to Mt. Vernon Place
2. Support Seton Hill Master Plan and efforts to create connection between Mt. Vernon Place and St. Mary's Park (Monument Alley)

### **Potential Funding Sources**

While the recently approved increase in surcharge for businesses within the DPOB district will provide a significant amount of new revenue toward the implementation of the recommendations in this plan, a diverse source of funding will be required. A sample of potential funding sources, partners and resources to DPOB and its partners is outlined below:

#### **Adjacent Private Property Owners**

#### **Foundation Community**

#### **Downtown Institutions**

### **National Scenic Byways**

The mission of the National Scenic Byways Program is to provide resources to the byway community to create unique travel experiences and enhance local quality of life through efforts to preserve, protect, interpret, and promote the character of designated byways.

### **Transportation Enhancement Program**

Transportation Enhancement (TE) activities offer funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation. TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories.

### **Funders' Network for Smart Growth and Livable Communities**

The Funders' Network helps grantmakers make connections between land use strategies and environmental, economic, and social issues. They highlight best practices and philanthropic strategies in action, and examine local, state, and federal policy issues and opportunities to improve how communities grow and change.

### **Central Maryland Transportation Alliance**

The Central Maryland Transportation Alliance (CMTA) is a new organization formed by a coalition of area business and nonprofit leaders dedicated to improving travel efficiency within Central Maryland. As advocates for the development and implementation of a comprehensive and innovative transportation plan, CMTA acts as a convener of diverse interests; advisor to city, county, state, and federal officials; and coordinator of advocacy efforts for short and long term strategies, with the necessary regional, state, and federal funding, to implement transportation improvements.

### **Surdna Foundation**

The Surdna Foundation seeks to foster just and sustainable communities in the United States—communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.

### **Kellogg Foundation**

Supports access to healthy food and food systems.



# Appendices

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## Appendix A: Placemaking

Following is a detailed description of placemaking principles and benefits.

### What is a Great Public Space?

Public spaces are an extension of the community. When cities and neighborhoods have thriving civic spaces, residents have a strong sense of community; conversely, when such spaces are lacking, people may feel less connected to each other. Great civic spaces are really great public places. They are recognized and valued in their cities and towns as places with their own special flavor that relate to and nurture the larger community and bring the public together.

Some key principles to keep in mind in the evolution of Downtown Baltimore:

**A recognition that civic spaces are economic catalysts:** A public space can have a positive economic impact on the area around it

**An understanding that utilizing community assets is an important tool in guiding civic space design**

**A spirit of cooperation between the various stakeholders, planning professionals and other partners that have responsibility for the space is necessary for success**

**Efforts aimed at making sure successful public spaces continue to evolve:** The success of any space depends more on its management than on its design. Therefore, establishing a management organization for a space at the outset is a key ingredient in insuring its ongoing vitality.

### 10 Benefits of Creating Good Public Spaces

#### Support local economies

- Public spaces that are authentic and serve local needs are key to inviting and supporting business that are authentic and integrated with the local economy.
- Investments in public spaces are the most effective way to leverage the value of land and bring new users to spend time and money in the downtown.
- Money that is spent at locally owned businesses anchored by public spaces is likely to stay in the community and move through other local business.

#### Attract business investments

- When there is a strong vision for public space improvements and strong public spaces, investment is attracted to benefit from it and further support its shared goals.
- Great public spaces, that are active, vibrant, attractive and well managed have been proven to generate tremendous

economic benefit to properties proximate to them in terms of increased property values, tenant desirability, and sales per square foot.

- Investors increasingly look to thriving downtown centers when they want to invest, particularly for residential and mixed use projects.

#### Attract tourism

- When a downtown is working for its residents and employees, then tourists are drawn as well.
- Tourists want to go where the people are to experience an authentic taste of a city and to participate in and contribute to the dynamic environment.
- Investing in destinations that will attract tourists is often a better investment in tourism than just promoting existing locations.

#### Provide cultural opportunities

- The best public spaces serve as a flexible stage set where a multitude of things can happen, from small musical concerts and performances, poetry readings to larger events like dance competitions.
- Often vacant and under used spaces can become vibrant centers of cultural life and buzz.
- Engaging cultural partners and creative citizens in evaluating and improving public spaces is a create way to draw out and preserve the cultural dimensions of a community and help sustain a strong cultural identity though the future.

### **Encourage volunteerism**

- When people love public spaces and feel connected to them they want to contribute to their liveliness and success.
- Providing people with opportunities to get involved, adopting a park or a project or contributing time and energy is away of making the city a part of people's lives.
- People want to move from being consumers of their public realm to being co-creators, they just have often not been asked.

### **Reduce crime**

- Active well managed public spaces make the areas around them safer and attract positive activity.
- The best way to deal the problem of undesirable behavior is to make the place attractive to everyone else.
- People's behavior generally reflects the respect given to them by the public space.

### **Improve Public Health and Walkability**

- Planning for cars and traffic has created environments that are not healthy for people. If you plan for people and places, you get people and places.
- Places to go where you can accomplish several things are what drive walking and make healthy lifestyles possible.
- Rethinking and reconfiguring a street network to be safe and enticing for pedestrians will reap tremendous social safety economic and environmental benefits.

### **Increase use of public transportation**

- Successful public spaces and destinations are what make transit feasible in a city, not just density.
- To build ridership and leverage transit investment, Downtown Baltimore has the location of transit stops and the level of amenity can be enhanced.
- Transit spaces are public spaces and can be useable by a much larger population than transit passengers.

### **Support Preservation**

- A focus on use of public spaces in historic districts can drive demand for preservation while attracting new partners, funding sources and uses.
- In many instances a focus on creating successful public spaces may more effectively generate the demand, partnerships and vision to achieve preservation goals.
- Placemaking represents the common sense approach through which many of the places we most value have been created.

### **Improve the environment**

- Places are an antidote to sprawl. In combating sprawl, one of the most important things we can do is reclaim our existing communities and rejuvenate crucial public environments.
- By building basic people-friendly infrastructure, creating walkability and attractiveness and promoting living/working/playing activities all mixed together, we can create denser

communities where people will want to be around each other and impact the environment less.

- When people develop a sense of ownership for their public spaces, they see how they can not only affect the world beyond their homes, but how they can impact more global environmental challenges.

### **What Makes a Great Place?**

A great public space is a people magnet. People go there not only because they must pass through it on business, but because it is just pleasant to be there. They are drawn by – what? What makes an otherwise ordinary plaza, street or square into a destination? In its 35 years studying what makes a good public place, Project for Public Spaces has found that four key attributes typically characterize a good public space.

### **Access & Linkages**

You can judge the accessibility of a place by its connections to its surroundings, both visual and physical. A successful public space is easy to get to and get through; it is visible both from a distance and up close. The edges of a space are important as well: For instance, a row of shops along a street is more interesting and generally safer to walk by than a blank wall or empty lot. Accessible spaces have a high parking turnover and, ideally, are convenient to public transit.

### **Comfort & Image**

Whether a place is comfortable and presents itself well - has a good image - is very important to its success. Comfort includes perceptions about safety, cleanliness, and the availability of places to gather and sit. Women in particular are good judges on comfort and image, because they tend to be more discriminating about the public spaces they use.

### **Uses & Activities**

Activities are the basic building blocks of a place. Having something to do gives people a reason to come to a place - and return. When there is nothing to do, a space will be empty and that generally means that something is wrong.

Principles to keep in mind in evaluating the uses and activities of a specific place downtown and for downtown as a whole:

- The more activities that are going and that people have an opportunity to participate in, the better.
- People of different ages are using the place throughout the day (retired people and people with young children can use a space during the day when others are working).
- A space that is used by both singles and people in groups is better than one that is used by people alone because it means that there are places for people to sit with friends, there is more socializing, and it is more fun.

- The ultimate success of a place is how well it is managed.

### **Sociability**

This is a difficult quality for a place to achieve, but once attained it becomes an unmistakable feature. When people see friends, meet and greet their neighbors, and feel comfortable interacting with strangers, they tend to feel a stronger sense of place or attachment to their community - and to the place that fosters these types of social activities.

## **Qualities of Great Public Spaces**

There are some broad principles that places should be continually measured against. To succeed, great parks, plazas and public spaces share a host of factors that extend beyond their physical dimensions.

### **1. Image and Identity**

Historically, public spaces were the center of communities, and they traditionally helped shape the identity of entire cities. The image of many urban parks and squares was closely tied to the great civic buildings located nearby, such as cathedrals, city halls, or libraries.

### **2. Attractions and Destinations**

Any great public space has a variety of smaller "places" within it that appeal to various people. Attractions don't need to be big to make the park a success. In fact, some of the

best public spaces have numerous small attractions such as a vendor cart or playground that, when put together, draw people throughout the day. Creating ten good places, each with ten things to do, offers a full program for a successful space.

### **3. Amenities**

A public space should feature amenities that make it comfortable for people to use. Whether temporary or permanent, a good amenity will help establish a convivial setting for social interaction.

### **4. Flexible Design**

The use of a public space naturally changes during the course of the day, week, and year and to respond to these natural fluctuations, flexibility needs to be built in at the outset. Retractable or temporary stages are preferable to fixed amphitheaters. Having space for on-site storage makes movable chairs, tables, umbrellas, and games available at a moment's notice.

### **5. Seasonal Strategy**

A successful public space cannot flourish with just one design or management strategy. Great parks such as Bryant Park, the plazas of Rockefeller Center, and Detroit's new Campus Martius change with the seasons. Skating rinks, outdoor cafés, markets, horticulture displays, art and sculpture help adapt our use of the space from one season to the next.

### **6. Access**

To be successful, a civic destination needs to be easy to get to; the best ones are often

easily accessible on foot where surrounding streets are narrow; crosswalks are well marked; lights are timed for pedestrians, not vehicles; traffic moves slowly; there is proper signage and effective wayfinding and transit stops are located nearby.

### **7. The Inner Square & the Outer Square**

The streets and sidewalks around a public space greatly affect its accessibility and use, as do the buildings that surround it. Essentially, an active, welcoming outer space is essential to the well-being of the inner space.

### **8. Reaching Out Like an Octopus**

Just as important as the edge of a space is the way that streets, sidewalks and ground floors of adjacent buildings lead into it and whether or not its influence can be felt at least a block away. The spaces and elements within space should be visible from a distance, and the ground floor activity of buildings surrounding it should entice pedestrians to move toward the destination and encourage drivers to slow down.

### **9. The Central Role of Management**

The best places are ones that people return to time and time again. The only way to achieve this is through a management plan that shows an understanding of and promotes ways of keeping the place safe and lively. Good managers create a feeling of comfort and safety in a public space, fixing and maintaining it so that people feel assured that someone is in charge.

### **10. Diverse Funding Sources**

A well-managed public space is generally beyond the scope of the average city parks or public works department, which is why public/private partnerships operate most of the best parks in the United States. These partnerships supplement what the city can provide with funding from diverse sources, including—but not limited to—rent from cafés, markets or other small commercial uses on the site such as film shoots; fundraising events; and assessments on adjacent properties.

## Appendix B: Management



### Management

Public spaces must constantly evolve to continue serving their communities. The flow of ideas about how to make a great public place shouldn't cease once the planning process is done, or even when the management plan is in place. As more management entities operate under the belief that re-evaluation should be an ongoing process, we will see a new pattern of public spaces continually getting better and better serving community needs. This is gradually replacing the depressing and all-too familiar pattern of public spaces steadily declining until they are in drastic need of repair and revitalization.

The best places are ones that people return to time and time again. The only way to achieve this is through a management plan that shows an understanding of and promotes ways of keeping the place safe and lively. For example, a good manager understands existing and potential users and gears events to both types of people. Good managers become so familiar with the patterns of how people use the park that waste receptacles get emptied at just the right time and refreshment stands are open when people most want them. Good managers create a feeling of comfort and safety in a public space, fixing and maintaining it so that people feel assured that someone is in charge.

#### ***A Great Public Space Can Make Good Economic Sense***

A great public space that is creatively used and managed is not just a gift to the community; it can also enhance the performance of an entire neighbourhood, district or natural resource such as the river. A vibrant, interesting civic destination can enhance the economic return of all events and activities hosted there, be they festivals, concerts, races, fairs, or commercial venues such as cafes, or restaurants. Likewise, collaborating with event organizers, recreation groups and community partners on the use and management of the spaces will build strong ties and help to offset the costs.

#### ***Managing Parks and Public Spaces Successfully***

Great parks and public spaces that have these four key attributes do not occur by accident. Despite the apparent intangibility of these features, good places can be planned and created with predictable results. And while the appropriate design, location and natural features are important in such an endeavour, proper ongoing management is even more important.

But why bother going to the trouble and expense of providing for these key attributes, when a mowing the lawn, security guard and regular litter pick-up will do? The answer is: because a minimal approach will not do. Not only is such a space bound to be boring, it is likely to be unsafe as well -- despite the security guard. A successful park can be an enormous asset to the community at large. It can

improve a neighbourhood's image, and even an entire town's image, lift their spirits, enhance the health and happiness of its users, as well as boost the economic value of parks.

But none of this comes automatically. To realize its potential, even a well-designed park must be well-managed and well-programmed, an art that bears some -- but only some -- resemblance to the art of managing a building.

The principal park / public space management tasks are described below.

**Maintenance:** The more used and loved a public space is, the more maintenance it requires. Regular cleaning, landscaping, and repair of amenities to high standards more than repays the cost. Prompt attention to items that could be easily deferred, such as a broken drinking fountain or graffiti on a bench, says that someone is in charge, that the park is respected, and that the public is protected. Landscape and horticultural features may require special attention if gardens are extensive, or if rare plants are present. Regular trash pick-up, and park maintenance work – pruning trees, removing dead branches, mowing, re-seeding and caring for lawns and other plant material falls well within the usual park maintenance tasks, and should be done in any case.

**Security and Hospitality:** For special events and festivals, security and hospitality are key. If a park is well-designed and managed as a venue, security can be visible and comforting without being intrusive. The more that people feel secure in a space, the more users the space attracts, and the more secure the space will be. Security and maintenance personnel should be ambassadors, too: if people feel “hosted” and “welcomed,” they don't feel the need to be “protected,” because to a very large extent the space becomes self-policing. Obviously this is a delicate balance. Security staff that have a friendly demeanour, and are informed and helpful to the public, can go a long way towards maintaining the balance.

**Programming:** Once the basic “clean, safe and friendly” needs are met, programming becomes not only possible, but much easier, and the economic potential of the park as a venue can be realized. “Programming” refers to the wide variety of planned activities and to all the facilities and equipment related to them: furnishing the space appropriately, for example, with chairs that can be moved from sun to shade and back; operating a retail program, with vending carts or a seasonal cafe; producing a regular concert series or large festivals; hosting community gathering and recreation clubs, operating a regular farmers' market. Programming a park successfully is an entrepreneurial art. However, “programming” does not necessarily imply intensive staffing -- although this is needed when large events and festivals are an important component. It can be something as simple as providing electrical outlets in appropriate locations or installing a historical plaque or exhibit. Much of programming can relate to retail operations that are contracted to vendors, whether with vending carts, kiosks, or terrace space for an outdoor cafe, or through retail activities in structures in the park.

**Marketing and Promotion:** Promoting the events and activities that take place in the park is an important adjunct to programming, particularly for a space being programmed for the first time or revitalized to host different types of activities and programs. While

particular events will always need to be advertised, the most successful public spaces can reach a point, as Bryant Park in Manhattan has, where the space is so well-known and sought-after that no marketing is necessary. But for most spaces, and especially early in a new public-space management program, a commitment to marketing and promotion, and the special skills it requires, is needed. Like programming, however, this is an activity that can be contracted out, or provided by as part of the publicity for a larger district or parks system.

**Commercial Tenant Management:** Commercial uses should be seamlessly integrated into the park or public space. The public should flow from outside to inside and vice versa with as few barriers as possible. The activities of the restaurant and retail tenants should spill right into the park, and the outdoor activities and circulation should move smoothly through and round the buildings. The management entity, therefore, should be responsible for retail recruitment as well as overseeing (without curtailing creative ideas) and coordinating the tenants' interior and exterior designs, signage and outdoor activities.

**Parking Management:** Parking will require careful coordination and management in order to be most efficient and cost-effective. Short-term parking will need to be balanced with the long-term needs of park users and commercial tenants. Parking can overwhelm parks and public spaces if it is not taken care of discreetly off-site, while at the same time convenient parking is critical to success. A parking strategy will have to be developed for both daily uses as well as larger events and the management entity may need to contract with a private parking management company (for large lots or parking structures that are restricted) to implement the strategy and keep it functioning smoothly.

## Lessons Learned from the Best Public Spaces

In the case studies that follow, some useful generalizations can be made regarding the successful management of great parks and public spaces. Notwithstanding Lesson One, "there is no formula", there are several other lessons.

**LESSON ONE: THERE IS NO FORMULA.** Although the manager of each of the spaces described in the case studies performs the management tasks well, each organizational arrangement is unique. Each has its own set of actors, contracts, memoranda of understanding, operating guidelines, or informal understandings. Each arrangement is crafted to fit local circumstances from the resources at hand. These resources include the "public space partners" themselves: property owners and managers, tenants, customers, the municipality, community organizations and institutions, neighbourhood residents, transit riders and any other stakeholder that has an interest in, or a veto power over, the space. They include financial resources, volunteer time, in-kind contributions, the virtues of the particular location, and the configuration of the physical space itself. Some of these are modest arrangements; others are very elaborate with a special organization created to manage the public space.

**LESSON TWO: A PRIVATE-SECTOR COMPONENT IS UNIVERSAL.** The case studies run the gamut of public-private partnership arrangements. There are several cases where ownership and management are both private, but there are no cases where both are public. It seems that the entrepreneurial requirements of successful public space management inevitably push the organizational arrangements towards the flexibility and nimbleness of the private sector. This is not surprising, as strong programming, marketing and fundraising capabilities are essential, and these are often found in private and non-profit organizations. A property manager seeking to activate a space should look first for an existing, district-wide public-private partnership or business improvement effort. Offering the use of a building's plaza for an event looking for a home, or connecting with an existing vending program that can animate the space and be managed by others may entail very little time and money but yield substantial returns.

**LESSON THREE: COORDINATED MANAGEMENT IS VERY IMPORTANT.** Management of the space as a whole, with all management functions coordinated on behalf of a single vision for the space is very important. Even if there is not a single manager for all functions, coordination among those responsible for separate functions is essential. Further, the ability to implement and enforce, with a clear delineation of roles, is necessary for smooth operations. Clear policies specifically for the space, as opposed to the building, should be put in place.

**LESSON FOUR: THE MANAGEMENT OF PUBLIC SPACES IS A SPECIALIZED SKILL.** The best public spaces are not managed as an afterthought to building management. This could mean as little as assigning one member of the property management staff special responsibility to develop policies and oversee all aspects of the space -- an easy way to get into the public space management business simply by focusing attention on it. Or it could be as elaborate as playing an active role in the creation of a new business improvement district with a large vision for the entire district -- a complicated and sophisticated, but very exciting and rewarding civic venture to which a property manager can contribute.

**LESSON FIVE: MANAGING A PUBLIC SPACE CAN BE PROFITABLE.** Managing a public space successfully can be costly, but it can also generate economic returns. Programming can raise a considerable amount of direct revenue, sometimes enough to support itself, but it has wider economic and social impacts as well: surrounding property values and rent levels increase, retail sales increase, land-use patterns improve, transit ridership increases. Initially, little return might be seen, but with consistent and gradually expanding programming and marketing, the public space can become a major contributor to the building's revenue, and a gift to the community besides.

## Rockefeller Center, New York City, NY

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Art Lamarche, Director of Administration, (212) 332-6503  
Patti Kellert, Marketing Director, (212) 332-6503

**Description:** Rockefeller Center is a six-block complex of Art Deco office buildings, retail space, arcades outdoor public spaces, embellished throughout with architectural ornament, sculpture and art. Built in the 1930's by John D. Rockefeller, Jr. in honor of his father, the complex spans the area from 48th Street to 51st and from 5th Avenue to 6th Avenue in mid-town Manhattan. Its public spaces include Plaza Street, which stretches from 48th to 51st Street; the central plaza, which contains a skating rink that converts to an outdoor cafe in the summer; the esplanades around the rink; the Channel Gardens (a promenade connecting the central plaza with Fifth Avenue), and various connecting sidewalks, lobbies and underground retail arcades. The properties at Rockefeller Center include the Simon and Schuster Building at 1230 Avenue of the Americas, the GE Building at 30 Rockefeller Plaza, 1270 Avenue of the Americas, Radio City Music Hall and 1270 Avenue of the Americas, the Associated Press Building at 50 Rockefeller Plaza, One Rockefeller Plaza, 600 Fifth Avenue, La Maison Francaise at 610 Fifth Avenue, the British Empire Building at 620 Fifth Avenue, and the International Building at 630 Fifth Avenue. The Rockefeller Center complex includes 700 parking spaces. It has a direct underground connection from its arcade shops to the Sixth Avenue subway line; Fifth and Sixth Avenue buses stop next to it.

**Ownership:** Owned by Rockefeller Center Properties Inc. Trust, whose shareholders are Goldman Sachs, Inc., David Rockefeller of the namesake family, the Crown family of Chicago, the Agnelli family of Italy, the Niarchos family of Greece, and Tishman-Speyer Properties of New York, the operating partner. This group owns all of the properties in the original center; Tishman -Speyer manages all of them.

**Management:** Managed by Tishman-Speyer Properties, Inc. Rockefeller Center is not part of the 5th Avenue BID. The Sea Grill, Cucina and Co. Café, and the ice rink are managed by Restaurant Associates.

### **Management Program:**

*Maintenance:* There is a full-time maintenance staff of 235, plus additional workers in summer. A Director of Operations handles infrastructure needs such as sidewalks, common areas, roofs, and coordinates tenant spaces. A Director of Cleaning is responsible for maintenance in public areas. The Gardens Manager is responsible for the four seasonal change-outs of the garden, as well as selecting the Christmas Tree and supervising its decoration. The Chief Gardener, nine full-time gardeners, and additional seasonal staff are responsible for daily maintenance of the gardens.

*Security and hospitality:* The center uses non-professional, uniformed guards, who are in contact with uniformed police officers on paid detail. In addition to a Director of Security there are 18 administrators and supervisors, two staff on the control board day and night; 125 uniformed patrol guards (more in the holiday and summer season) A Concierge at 30 Rockefeller Plaza provides brochures for a self-guided walking tour that include the history of Rockefeller Center, and gives brief presentations about the Center and its art work. The Center has an agreement with NBC for the “Today” show whereby NBC pays for the security provided by the Center as well as the cleaning after their Friday morning concerts

*Programming:* A Marketing Director and her assistant oversee several large-scale events put on by the Center each year, all designed to have compelling interest to the public; it never hosts events that explicitly promote commercial development. Outside marketing and production consultants are also used. The skating rink and the Rockefeller Center Christmas tree are the two most popular programs at the Center. It hosts other events that include the Flower and Garden Show, Louis Vuitton Classic, and a sculpture show. The Center works with the Public Art Fund, a non-profit organization, to locate and borrow artwork for its shows and public spaces. Event organizers must provide the Property Managers with a detailed description of the production elements of the event.

*Marketing and promotion:* The Marketing Director is involved in promoting all events that take place in the public spaces at Rockefeller Center.

**Problems:** In order to make an impact at the Center, events need to be orchestrated on a large scale and thus are often very costly. Since the Center is an office and retail environment, crowds and noise are problems and require constant attention and coordination with the NYPD and the event hosts.

**Funding:** The operating budget for the public spaces is funded out of the building revenues by Tishman-Speyer as part of the overall management of the complex.

**Capital investment:** Since 1996, Rockefeller Center Group Inc. has spent \$85 million in upgrades to the site.

**Lessons from Rockefeller Center:** In order for retail stores and programmed space to co-exist effectively, the two must be coordinated. Food, newsstands, and souvenir shops work well in a space that has constant activities and events; the people who attend the events will patronize the stores.

## Post Office Square, Boston

**Contact:** Friends of Post Office Square  
Paul McGinn, Vice President , Karen Maffucci, General Manager , (617) 423-1500

**Description:** Formerly the site of an unattractive three-story municipal parking garage, Post Office Square is now home to a 1.7 acre street-level park, as well as a seven-level underground parking garage in the center of Boston's financial district. There is a major bus stop one block away, as well as subway stops two to three blocks away. Completed in 1991, Post Office Square was the culmination of an effort that began in 1983 with the formation of the Friends of Post Office Square. Its features include a fountain, landscaping, a park pavilion, benches and sitting walls. One gazebo-like structure shelters a café; another covers the escalator entranceway to the garage. The new 1400-stall garage almost doubled the number of parking spaces, and is now a \$12 million per year business. The Friends bought out the leasehold interest of the previous operator and paid the City \$1 million for ownership of the land. According to the purchase agreement, the park and garage will be returned to the city at the end of 40 years, when the \$80 million acquisition and development cost has been repaid. In the interim, Post Office Square pays \$1 million per year in taxes to the city, and its operating surplus is paid each year to the city's general fund and to its Parks Trust Fund for the maintenance of other city-owned parks.

**Ownership:** The park is owned by the Friends of Post Office Square Inc., a for-profit, limited dividend corporation that calls itself a "civic corporation". It is made up of 20 Boston firms and individuals who planned and built the garage and park. Its members are Fleet Bank, Olympia & York, NYNEX, Eaton Vance Management, Equitable Life Assurance Society, State Street Bank, FMR Corp., Bank of Boston, Beacon Properties, Leggat McCall, and others. The Post Office is housed in the Old Federal Courthouse Building kitty-corner to the park. GSA is not an active partner in the park.

**Management:** Management is contracted to MarketPlace Development Corporation, a private company. MarketPlace handles the financing, operation, capital improvements, and provides the staff for Friends of Post Office Square. The garage management is subcontracted to Standard Parking. According to the contract, Friends has the option of "immediate cancellation," which means that at any time, they can terminate Standard Parking's contract. The staff includes a part-time President and Vice President, a full time General Manager and an administrative assistant for the garage and park, and a full time Garage Manager who is an employee of Standard Parking. There is a manager on the site 24 hours a day. Since Post Office Square is not owned by the city, the park does not have to abide by city park policies or report to city officials.

### **Management Program:**

*Marketing and Promotion:* Marketing and promotion is done for the garage only, and is handled by the General Manager.

*Maintenance:* Maintenance is performed by Standard Parking employees. Landscape care is contracted out to a landscaping firm and an arborist. There is also an artist used periodically to oversee technical repair work, and the original landscape architect is consulted occasionally for ongoing adjustments to the site.

*Security & hospitality:* There are no formal security guards, just City of Boston Park Rangers six days per week, and uniformed garage personnel, who create a formal presence in the park. The garage users provide a continuous stream of people in and out of the park throughout the week. Underground: video cameras, back lit walls for better visibility and security, and 24-hour staffing.

*Programming:* Post Office Square Park is intended to be a passive park. A café which leases the space from the park seats 24 people inside, and expands outdoors in good weather. The café also operates additional food carts. Twice a week Friends provide live music by local musicians, more as “background music” than entertainment. At Christmas time, a brass quintet plays in the park. Underground the garage houses car-care services, shoe shine services, a dry cleaner, telephones, clean restrooms, free phone connection to a 24-hr. traffic hot line, and ATM machines.

**Funding:** The total annual operating budget for the park and the garage together is about \$3.4 million. Revenues consist of \$12 million of parking fees and \$60,000 for the cafe lease. The 2000 expense budget for the park only is \$293,734:

107,283.	Staffing
26,033.	Cleaning
26,500.	Security
94,800.	Landscaping
26,768.	Repair & Maintenance
17,350.	Programming
7,000.	Utilities
(12,000).	Cafe Reimbursements

**Capital investment:** Regular capital projects occur each year and are supported from the garage revenue. The largest capital project is the floor-coating program in the garage, which costs \$1.5-2 million. Smaller investments include replacing trees, sidewalk repair programs, and new software for the garage.

**Lessons:** Post Office Square is an interesting convergence of public and private interests. The major corporate sponsors of the Friends of Post Office Square have provided for increased, clean and attractive parking for the congested financial district, revenue to the City, and a public amenity in the form of the park that enhances the real estate value of surrounding properties.

## Bank of America Corporate Center, Charlotte, NC

**Contact:** Bank of America  
Ellison Clary, Senior Vice President, (704) 386-8633

**Description:** Bank of America's entrance to its world headquarters in Charlotte features two public plazas. Designed by Cesar Pelli & Associates, the building and plazas were completed in 1992. The interior includes two novel public spaces. One is a combination meeting place/marketplace called Founders Hall. The other is the N.C. Blumenthal Performing Arts Center, Pelli's first combination of a performance arts complex with an office tower.

The Corporate Center is one of several Charlotte properties featuring public spaces that are owned and managed by Bank of America. Together they exemplify a much larger commitment by the bank to the revitalization of Center City Charlotte. Working with Charlotte Center City Partners, a group that promotes investment in the uptown area, the Chamber of Commerce, Charlotte Convention and Visitors Bureau, and local government, Bank of America has championed the branding of the city's north End into an art, entertainment and cultural district. B of A's corporate real estate department works on the planning of the light rail and trolley lines for Charlotte, and the bank has built a parking deck near a rail stop. Its portfolio of office buildings includes retail, housing and site-integrated artwork, all carefully assembled to create a more livable city.

**Ownership:** Owned by Bank of America

**Management:** Managed by Lincoln Harris Property Management: Bank of America has a nationwide program of out-sourcing property management; it contracts with various large firms such as Lincoln Harris and Trammel Crow Company: The company managing a building also manages the public spaces that comprise the property's footprint.

### Management Program

*Maintenance:* Lincoln Harris.

*Security and Hospitality:* In Charlotte, the Bank hires off-duty police officers to assure the safety of its associates. The Corporate Center, Odell, and Gateway Village offer a concierge, provided by each building's management company, who orders ticket, etc., for building tenants. Charlotte Center City partners provides information pushcarts on the Corporate Center's Plaza.

*Programming:* Founders Hall is available for community events. The bank's Cultural Affairs Department programs it.

*Marketing and Promotion:* Marketing and promotion of center city activities is the responsibility of the Charlotte Center City Partners and the Charlotte Convention and Visitors Bureau. Bank of America frequently enhances these efforts with additional events to attract visitors to the center city.

**Funding:** Because the bank's public spaces are built and managed as an integral part of larger development projects, there is no separate operating budget for them.

**Capital Investment:** The bank's investment in Charlotte's center city during the past decade totals approximately \$2 billion.

## Yerba Buena Gardens, San Francisco, CA

**Contact:** San Francisco Redevelopment Agency  
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(415) 749-2400

KTB Company:  
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San Francisco, CA 94102  
Mary McCue: General Manager  
(415) 247-6500

Yerba Buena Arts & Events  
Mario Garcia Durham, Executive Director  
(415) 978-2710, Ext. 111

Yerba Buena Alliance  
Anita Hills: Executive Director  
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San Francisco, CA 94105  
(415) 541-0312  
Web Site: [yerbabuena.org](http://yerbabuena.org)

**Description:** Yerba Buena Gardens is an 87-acre redevelopment project, formerly an area of decaying warehouses and vacant lots, where redevelopment was begun in the 1960s. While the project extends to twelve city blocks, there are three “Central Blocks” comprising 22 acres of retail, entertainment and cultural uses, where most of the public space is located. The overall district includes low- and middle-income housing, as well as market-rate condominiums; a large Marriott Hotel; six acres of gardens; retail, recreational, entertainment, parking and cultural facilities; a five-acre children’s center; and the George Moscone Convention Center. The outdoor space, most of which is concentrated on Central Block 2 and comprises approximately 5.5 acres, is very versatile and can accommodate a variety of activities without seeming overly crowded. In 1998, the Agency developed the Children’s Center on the block to the south, which has a smaller open space (about three acres). Also in the works is a 50-foot-wide pedestrian street called Yerba Buena Lane which will run between Mission and Market Street, and between Saint/ Patrick’s Church and the Marriot Hotel. The spaces include a Martin Luther King, Jr. memorial, the Esplanade Stage (an outdoor performance space), a waterfall, several gardens and sculptures.

**Ownership:** Owned by The San Francisco Redevelopment Agency: The Agency has created the Yerba Buena Alliance, a nonprofit membership organization whose mission is to support and enhance the continuing revitalization of Yerba Buena Gardens: The Yerba Buena Alliance will be incorporated into a BID when the Agency pulls out of the area in 2009. Its members include all stakeholders in the Yerba Buena neighborhood, including cultural organizations, educational institutions, commercial and recreational entities, residential complexes, hotels, public agencies, churches and individuals.

**Management:** Managed by The KTB Company, a for-profit corporation: The Redevelopment Agency, which remains the temporary governing body for the area while construction proceeds, contracts with the KTB Company to manage the security, operation and maintenance program for Yerba Buena Gardens. KTB's staff includes a General Manager, garden consultants, and maintenance and security personnel.

**Management Program:**

Operations, maintenance, security, event facilitation, and permitting are the responsibilities of the KTB Company under specific policies and criteria for the site developed with the concurrence of the Redevelopment Agency. KTB also manages Union Square and other parks throughout the city.

*Maintenance:* Janitorial services and some of the landscaping is sub-contracted by KTB. A regular preventative maintenance schedule is followed for the sculptures and special features of the park.

*Security and hospitality:* Security is sub-contracted by KTB. The KTB General Manager has spearheaded a community security group, in which Yerba Buena security guards, the San Francisco Police Department, and Bay Area Rapid Transit police coordinate their efforts, including a common radio band. Staff training includes hospitality training, so the staff can also act as guides and ambassadors to the site.

*Programming:* The wide variety of programs include music, dance and spoken word performances, cultural festivals and day-long events, weekly ethnic music concerts, and the Fourth of July Alternative Family Picnic. Yerba Buena Arts & Events, a nonprofit 501(c)(3) corporation, has recently been put in place to curate and coordinate arts and events programming for the Esplanade and the Children's Gardens; coordination with the Yerba Buena Alliance prevents conflicts in the activity calendar.

*Marketing and promotion:* The Yerba Buena Alliance helps to promote and market the site through its membership newsletters.

**Problems:** Yerba Buena Center is located in the freeway approach grid for the Bay Bridge, so several of the surrounding streets are wide and difficult to cross. A related challenge is to encourage visitors to cross the "boundaries" between the various attractions.

**Funding:** Security, operations and maintenance for the six-acre Esplanade (the principal open space) and the two-acre Rooftop costs \$2.31 million per year. The programming budget is \$329,000., which is covered through an account set up by the Agency and funded by rents from the Marriot and the Metreon (Sony Entertainment Center). The Agency now requires all land purchasers to contribute to this account; all concessionaires, retail stores, and entertainment facilities also contribute. This account yields about \$150,000 per year, and is supplemented by \$112,000 of earned income, and an additional \$67,000 of contributed income, including corporate sponsorships. The Agency provides basic rent, utilities and security for the Center for the Arts and Zeum (the children's center), but no funds for programming. The Agency passes through support to the Child Care Center from developers who make lump sum payments for that purpose. The Agency also provides the Center with rent-free space. Zeum is supported by revenues from the carousel.

**Capital investment:** The San Francisco Redevelopment Agency's budget is supported in part land sales, leases, grants, and bonding. The Children's Center was paid for with hotel tax revenue bonds (hotel taxes.) Jessie Square, a new public space, will be built by a private developer who will build a parking garage under the square. There is a current proposal to provide capital support for the construction of The Mexican Museum. Capital improvements will be completed with tax increment financing. As property taxes in the Redevelopment areas increase, the San Francisco Board of Supervisors (the city council) can allocate 60% of this revenue back to the Agency to continue its work and pay off its bonds.

**Lessons from Yerba Buena Center:**

- Effective coordination of such a large site requires that all programming be funneled through one coordinator.
- A cooperative atmosphere is a key to success. This tone was set by Helen Sause, the project's director for 18 years. She was called the "Princess of Process" since she was extremely concerned with gaining a consensus from all the stakeholders.
- Mechanisms for the management of the open spaces should be tied into the development of the site.



## Pioneer Courthouse Square, Portland, OR

**Contact:** Karen Whitman  
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**Description:** Pioneer Courthouse Square is an all-brick, multi-tiered plaza in the heart of downtown Portland's retail district. The Square is located at the hub of Portland's transit system. A partial lower level includes interior space that houses offices and Powell's Travel Bookstore. It is one city block in size, about an acre, and is surrounded on three sides by office buildings. Features of the square include: The Bowl, a large sunken seating area; "named" bricks; a Mile Post showing the distances to nine sister-cities and other destinations, "Allow Me", a life-sized umbrella-wielding statue by J. Seward Johnson. The square also includes original wrought iron from the famous Portland Hotel; a Weather Machine (three weather symbols, accompanied by musical fanfare, mist, and flashing lights, announce the weather forecast at noon each day) Stoa Columns line Yamhill and Morrison streets, and provide shelter for riders waiting for Max (the light rail system). Tri-Met (buses) utilizes three sides of the square; it has a 40-year lease and pays one dollar per year to use the space. Max is also located on either side of the square.

**Ownership:** Owned by the City of Portland.

**Management:** A management contract between the City of Portland and Pioneer Courthouse Square, Inc., a nonprofit, provides that the City Parks Department will provide landscape services and will be on call to fix any major problems, while Pioneer Courthouse Square, Inc. is responsible for all other activities Inc. Any physical changes to the square must be approved by the Parks Department. The square is not part of the downtown BID, which however, contracts with Pioneer Courthouse Square, Inc. to provide cleaning and security. Pioneer Courthouse Square, Inc. has a staff of six, and a 35-member board composed of community members, business leaders, and a commissioner from the Parks Department.

### **Management Program:**

*Maintenance:* The Parks Department is responsible for maintaining the flowers and trees as an in-kind service. The rest of the cleaning is outsourced through the local BID, and costs \$40,000 per year.

*Security and hospitality:* The city provides a grant that partially funds security, which was contracted out to the same vendor as the one used by the BID, thus creating “seamless security” for the downtown. The role of the “guards” is to enforce park rules.

*Programming:* Pioneer Courthouse Square, Inc. provides events such as concerts and the annual Christmas Tree lighting. It operates a system of equipment rentals in which they arrange to rent (at discount) from specific vendors who know in advance what materials will be needed. It also encourages other groups to use the space for their own activities such as the Festa Italiana. Starbucks and Powell's Travel Books are presently the only commercial vendors in the square.

*Marketing and promotion:* The Friends group is responsible for marketing, and has a good working relationship with the media. Since the square is a high traffic area, it is an ideal location for events, most of which are either fun or controversial, and make good stories for the press while generating publicity for the square.

**Problems:** Pioneer Courthouse Square, Inc. experienced an embezzlement of \$100,000 in 1997. After this was discovered, Whitman reorganized the group to emphasize a more business-like and professional approach to managing the square, including regular audits and a business plan.

**Funding:** The annual operating budget of Pioneer Courthouse Square, Inc. is close to \$900,000 per year. The 2000-01 budget, not reflecting in-kind contributions from the Park Department is:

<i>Expenses:</i>		<i>Revenues:</i>	
273,615.	Salaries & Benefits	336,895.	City of Portland
246,345.	Security	221,975.	Tenant rent
44,350.	Cleaning	155,000.	Sponsorships
122,600.	Sponsored Event Costs	148,500.	Event-rentals
71,933.	Event Rental Costs	870,370.	Miscellaneous
91,164.	Office & Facility Costs		
11,494	Miscellaneous		

**Capital Investment:** Pioneer Courthouse Square was completed in 1984 at a cost of \$6.8 million dollars. Financing was provided by the Portland Development Commission, tax increment bond funds, federal grants from the Urban Mass Transportation Administration, the Heritage Conservation and Recreation Services, the city of Portland, and an adjacent department store. Additional funds were raised by Pioneer Courthouse Square, Inc. through auctioning off parts of the square -- paving bricks inscribed with a sponsors’ name, and design elements like the amphitheater and drinking fountains. Since that time, Pioneer Courthouse Square, Inc. has carried out several capital campaigns. Since that time, PCS, Inc. has carried out two capital campaigns. One million dollars was

raised to repair and renovate the exterior space after 15 years of extensive use. Half of the budget came from Tri-Met, and the City Park Bureau, while the other half was raised from individual and corporate sources. Starbucks completed a 160 square foot expansion of their store in connection with this renovation.

A total of \$2.8 million is nearly raised for the renovation of the interior-lobby space to create a one-stop visitor Services Center. Tri-Met, the Portland Visitors Association, Ticket Central, and Pruell's Books are principal services. A 75-seat surround theater will show a free, twelve-minute film. A total of 300,000 people are projected to visit in the first year.

**Lessons:** Pioneer Courthouse Square illustrates the beneficial and synergistic relationship that is possible between a public space and a public transit system.



## Bryant Park, New York City, NY

**Contact:** Daniel Biederman, Executive Director  
Bryant Park Restoration Corporation  
(212) 768-4242  
Web Site: ([www.bryantpark.org](http://www.bryantpark.org))

**Description:** Bryant Park is a five-acre park located behind the New York Public Library between 41st and 42nd Street, between 5th and 6th Avenue. A city historic landmark, it has been described as “A spiritual oasis in Midtown Manhattan”. Built in 1911, at the same time as the library, by the 1970's the park was suffering from deferred maintenance by a beleaguered City Parks Department, and had deteriorated into a haven for drug dealers and users. Beginning in 1980, the park underwent extensive re-design and restoration, and is now one of the most active and loved spaces in New York City. It features gardens (lawn, flowers, gravel paths, trees); benches, movable chairs, café terrace, restaurant, six kiosks, 11 entrances, ornate lighting, two monuments, restrooms, tables for chess and backgammon, petanque area (boules), and the historic Josephine Shaw Lowell Fountain.

**Ownership:** Owned by the New York City Parks Department. The City grants permits for events and provides landmark oversight.

**Management:** Managed by The Bryant Park Restoration Corp. (BPRC), a business improvement district (BID). During the summer the park employs about 55 people altogether, managing security, sanitation, gardening and special events.

### **Management Program:**

*Maintenance:* As many as twenty sanitation workers work for the park during the summer, 12 in the winter. A four-person horticultural staff supplements this force.

*Security and Hospitality:* The park enjoys 24-hour security. Two uniformed BPRC officers are present at all times in the park.

*Programming:* Programming includes events such as the "Seventh on Sixth" fashion shows; JVC Jazz Festival; “NY Times Young Performers Series”; lunchtime concerts by Juilliard students; Monday night movies in the summer; “HBO Film Festival”; Kaleidoscope Circus; boules and chess games. Year-long attractions are the Bryant Park Grill, Bryant Park Café, and six kiosks. The kiosks include Focaccia Fiorentina (pasta and sandwiches), Simon Sips (coffee), Ben & Jerry’s (ice cream), and Café Crème (crepes, sandwiches and beverages). Bryant Park can be rented for private events, provided they are open to the public, and after their approval by the New York City Department of Parks and Recreation and BPRC.

*Marketing and promotion:* The park markets itself. In fact, the BPRC’s most difficult problem is deciding which events to host, since there are more requests than can be accommodated.

**Problems:** Bryant Park's problems are principally the result of its success. The biggest problem for the park is having to turn down events. In fact, the park has become such a popular venue that large areas are taken up for a week or more at a time by events with a fee for admission. A major effort is negotiating any significant changes or major capital improvements, as these must be approved by the Landmarks Commission.

**Funding:** The fiscal 2000 operating budget of Bryant Park is almost \$2.9 million:

Expenses:		Revenues	
22.1%	sanitation	33%	BID assessments
20.3%	public events	28.6%	restaurant rent
16.6%	security	28.6%	park usage fees
15.4%	general admin.	3.6%	other concession rents
14.5%	promotion & retail mgt	3.1%	sponsorships, grants
6.5%	capital maintenance	2.4%	other revenues
2.5%	horticulture	1.2%	interest
1.4%	news rack maintenance		
0.7%	social services		

**Capital investment:** The \$18 million park redesign/restoration was completed in 1995 after almost 15 years of planning. It was funded from a combination of grants, BID assessments, state bond funds, city capital funds, and private venture capital. More recent improvements include a \$160,000 restroom renovation and a \$5 million investment in construction of the Bryant Park Grill. On a yearly basis 400 chairs must be replaced from wear and tear, and the six-to-eight that are stolen. BPRC keeps the number of chairs in the park stable at around 2,000. It has also undertaken the task of improving park elements long left in disrepair (sidewalks, bluestone paths, limestone balustrade, etc.).

**Lessons from Bryant Park:** Given the right location and design, a public space with professional programming and management can be self-supporting, even profitable

## Appendix C: Site Plan Addendums

*Additional site plans and exhibits to be added at a future date*





