



The West Side Strategic Plan

Prepared for the Baltimore Development Corporation

The West Side Strategic Plan

Early 2000, the Baltimore Development Corporation commissioned Design Collective to prepare a strategic plan for the West Side which:

1. Defines a broad urban design vision and appropriate redevelopment framework capable of inducing and guiding new development and reinvestment, and
2. Serves as a reference tool to market and evaluate development proposals.

Great Neighborhoods are active, vibrant, pedestrian-oriented places containing a broad range of human activity, a diversity of integrated and complimentary land uses, strong street-level connectivity, and a variety of building types. Baltimore's West Side has the potential to become a great urban neighborhood.

Historically a single-use retail district, the West Side is poised to become a desirable residential and mixed-use neighborhood with improved physical connections between sub-districts, a greater mix and integration of uses, and utilization of buildings and sites. The West Side can become a place where cultural meets academic, restaurant meets jazz club, and office worker meets theater patron, and where the young and old, rich and poor, come together to live, work, and socialize.

The Baltimore Development Corporation, in recognition and support of recent public and private sector West Side redevelopment interest and in cooperation with stakeholders including the West Side Renaissance, Inc., initiated this strategic plan both to inform and to motivate redevelopment efforts. Current projects such as the Hippodrome Theatre renovation as a regional Performing Arts Center, the residential apartment conversion of the Hecht Company building, the office use conversion of the Stewart's Building, and the Centerpoint mixed-use project are among positive signs of area rebirth and diversity. These projects alone represent over three hundred million dollars (\$300,000,000) of private sector investment targeted by the Bank of America, the Harry and Jeanette Weinberg Foundation, A&R Development, Southern Management, Peter Angelos, and others. An additional \$224 million in new construction will be completed by the University of Maryland, Baltimore over the next four years.

The strategic plan defines vision and establishes a redevelopment guide for the West Side. The report represents twelve months of coordinated efforts among private and public sector interests, each genuinely committed to the revitalization of Baltimore's West Side, as well as the growth and long-term sustainability of One Downtown; a vision with the central city core defined as a vibrant 'live, work and play' environment. The West Side Strategic Plan outlines the redevelopment framework, including land-use, urban design guidelines, phasing and implementation strategies, necessary to support the rejuvenation of the West Side as a predominantly residential, urban mixed-use neighborhood, a West Side that is visually, socially, and physically connected to its surrounding neighbors and sub-districts.



Howard/ Franklin Park. A major new open space planned for the northeast corner of Howard and Franklin streets.



New mixed-use development should creatively balance and integrate new construction with adaptive re-use.

Acknowledgements

We would like to thank Mayor Martin O’Malley and his administration for their support in the preparation of this important and timely study. Special appreciation must be extended to the Baltimore Development Corporation, West Side Renaissance, Inc., and numerous Stakeholders, including merchants, residents, and businesses concerned about the future of the West Side and intimately involved in the creation of this strategic plan.

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Prepared for The Baltimore Development Corporation

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Vision

The West Side vision is to create a dynamic, predominantly residential, urban mixed-use neighborhood that connects adjacent neighborhoods and sub-districts: the University campus to the Central Business District (CBD), Seton Hill to Mount Vernon, Lexington Market to Charles Center, and the State government complex to Camden Yards. This vision is built on a commitment to preserve historically significant and contributing building resources while enabling new development sensitive to the urban context. Realizing the vision requires the concentration of ground-level street activity and a renewed commitment to the open space network of streets, sidewalks and parks, as well as, a partnership of accountability between responsible private sector reinvestment and strategically focused public sector investment. The West Side vision is powerful, achievable, and consistent with the State of Maryland's Smart Growth initiatives.

Benefits

The West Side strategic plan details sustainable benefits for the City of Baltimore and the State of Maryland. Complete implementation of the strategic plan will yield approximately 7,000 permanent direct jobs and 4000 spin-off jobs.

The West Side strategic plan also projects impressive tax revenues. Assuming some limited economic incentives are provided such as tax abatements, the City of Baltimore can be expected to generate an additional \$10,000,000 per year in total taxes; this includes hotel, parking, energy, real property and business personal property taxes. The State of Maryland is expected to generate over \$11,000,000 in net new annual revenue from personal income, real property and sale taxes combined.

Building From Strengths

The strategic plan, driven by the West Side vision, builds on the existing area strengths:

- A well-documented and significant market demand for presently underserved downtown housing.
- A close proximity to surrounding stable sub-districts including the University and Medical System campus, the Central Business District, Mount Vernon, Seton Hill, Inner Harbor and Camden Yards.
- An existing active retail area anchored by the Lexington Market.
- An existing inventory of architecturally and historically-significant buildings.
- A unique urban context, character and pedestrian scale.

Redevelopment Strategy

The West Side redevelopment strategy focuses on two important components:

1. **Strengthening the sub-districts** at the periphery of the West Side which include Seton Hill, Mount Vernon, University Center, the Central Business District and Camden Yards; and
2. **Revitalizing the "core"** of the West Side, delineated by the area from Lombard Street north to Centre Street and Liberty Street west to Paca Street, primarily by infusing the area with residential uses and by enhancing critical connections to the various sub-districts.

Retail Strategy

Though the infusion of residential development will lead West Side revitalization strategies, retail will provide an important supportive role. The retail strategy focuses on two objectives:

1. **Supporting the existing merchants** to better serve the existing market, when possible, and
2. **Encouraging new complimentary merchants** to enter the marketplace, to better serve the anticipated expanded residential market and the underserved University and office markets.

Preservation Strategy

The preservation strategy is based on the belief that cities are dynamic organisms that must preserve the past, provide for the present, and foster opportunities for the future. As such, it focuses on the following two objectives:

1. Balancing the **preservation of significant landmark structures** and contributing building resources while **targeting the development of new construction** for non-contributing resources and existing vacant or underutilized sites, and
2. Recognizing the importance of **preservation of the unique urban context and character** that defines the West Side, where possible.

Transportation Strategy

The transportation strategy for the West Side, consistent with the Maryland State Smart Growth Policy, seeks the following:

1. Increased transit ridership and enhanced public perception of transit,
2. Improved and expanded existing public transit service, and as a consequence,
3. Decreased dependence on the automobile.

Open Space Strategy

Recognizing both (a) the importance of attracting, enhancing, and sustaining new development with quality open space and (b) the West Side's current lack of open space, the open space strategy is focused on two components:

1. **Revitalizing key civic streets and pedestrian corridors** as the area's most vital organs, and
2. **Including strategically-located open space parks** to induce and anchor new key area developments.

Urban Design Strategy/Guidelines

Two important objectives of the urban design strategy, are:

1. **Recommending general design guidelines** for new construction to help preserve the West Side historic qualities and unique urban characteristics, and
2. **Creating a City of Baltimore referral document** outlining consistent criteria to be applied to the review of West Side development and building permit applications.

Implementation

Implementation of the West Side Strategic Plan, envisioned to span a six year time period, is phased in three stages; the estimated build-out for the private sector reinvestment is in excess of eight hundred million dollars (\$800,000,000).

When fully realized, the West Side Strategic Plan will provide:

- 2,400 (or more) additional and needed market rate rental housing units in both renovated and new construction projects;
- 400,000 square feet of new private office space focused on university, medical research, health care, information technology, and telecommunications;
- 250,000 square feet of new retail and entertainment uses;
- 700,000 square feet of new university and medical system facilities within their campus;
- A new east-west transit link to compliment the north-south light rail, physical improvements to the existing transit system, and a fare-free zone, among other strategies, that will encourage more transit ridership;
- Reconstructed sidewalks and streetscape enhancements, improvements to both Center Plaza and Charles Plaza, and three new significant urban parks; and
- Preservation of approximately 260 historically significant buildings, support for the Market Center Historic District, and design guidelines that will encourage new architecture to be compatible with old.

Boundaries of the Study Area

The West Side is defined by Martin Luther King Jr. Boulevard (MLK) to the west, Read Street to the north, Liberty Street and Charles Center to the east, and Pratt Street to the south. Parts or all of several significant and recognizable sub-districts currently comprise the roughly 100-block, 450-acre area referred to as the West Side including:

1. The University Center to the west: (Academic, Research, and Institutional) University of Maryland, Baltimore and University of Maryland Medical Systems;
2. Seton Hill (Residential) to the north;
3. Mount Vernon (Residential, Mixed-Use, and Cultural) to the northeast;
4. The Central Business District (CBD), and especially Charles Center, (Commercial, Office, and Residential) to the east; and
5. The Inner Harbor and Camden Yards (Hotel and Entertainment) to the south and east.

Purpose of the Study

Early 2000, the Baltimore Development Corporation commissioned Design Collective to prepare a strategic plan for the West Side which:

1. Defines a broad urban design vision and appropriate redevelopment framework capable of inducing and guiding new development and reinvestment, and
2. Serves as a reference tool to market and evaluate development proposals.

Background Studies

The current study follows five significant reports prepared for Baltimore City:

1. **Gateway to Growth: Improving Parking in Downtown Baltimore, 1997**

Prepared for the Downtown Partnership of Baltimore with Barton-Aschman Associates, Chicago. Funded by the Abell Foundation, the Baltimore Development Corporation, IBM, and the Rouse Company.

Key Findings

- Develop, in the next 3 to 5 years based on current parking demand, 3 new garages for a total of 1500 spaces in the Downtown Core.
- Renovate and improve underutilized garages on the periphery of downtown, i.e. West Side.
- Encourage use of mass transit and communicate benefits of mass transit.
- Create a parking authority.
- Adopt (parking and transit) goals that emphasize economic development.

2. **Residential Analysis West Side Area of Downtown Baltimore, 1998**

Prepared for the Harry and Jeanette Weinberg Foundation by Morton Hoffman and Company, Inc. Funded by the Harry and Jeanette Weinberg Foundation.

Key Findings

- The residential housing demand for the West Side ranges from approximately 1800 to 2400 net new rental units. The demand for for-sale units is not strong.
- Recent residential developments (Gallery Towers) indicate that rents for new development can be 20% to 30% higher than comparables.
- Strong demand exists for in-town housing (rather than suburban) because of proximity to work, access to services and culture, unique urban character.
- A large proportion of new renters will be from out-of-town (not moving from other downtown housing location).
- Of recent downtown renters, the median age is 28 years, 66.7% are singles, the median household income is \$44,000 (40% are over \$50,000); 65.8% rented 1-bedroom units.

3. **West Side Study: Technical Memorandum, 1998**

Prepared for the Harry and Jeanette Weinberg Foundation by Economic Research Associates (ERA). Funded by the Harry and Jeanette Weinberg Foundation.

Key Findings

- Expenditure potentials (including proposed new West Side development) are sufficiently strong to support an additional 85,000 to 99,000 square feet of food service, general retail, and entertainment.
- The new Performing Arts Center (the renovated Hippodrome Theatre) will generate 417,600 attendees per year with an expenditure potential of \$2.2 million.
- Mixed-uses, including housing, retail and entertainment, should be concentrated as a 'nucleus' along Lexington Street.

4. **Downtown Baltimore New Construction Analysis, December 1996**

Prepared for City of Baltimore Development Corporation by Legg Mason Realty Group, Inc. (LMRG)

Key Findings

- There is market support for new rental apartments in Downtown Baltimore now and in the foreseeable future.
- The number of income-qualified households capable of renting market rate units is sufficient to sustain new construction in Downtown.
- Downtown units can achieve a rental price equal to or even slightly higher than suburban competition.

5. **Downtown Baltimore Class B Building Conversion Analysis, January 1997**

Prepared for Downtown Partnership of Baltimore City by Legg Mason Realty Group, Inc.

Key Findings

- Cohesive vision and strategy will motivate the private sector to produce market rate housing.
- Significant underutilized commercial buildings.
- Conversion of selected larger Class B buildings will have the most positive economic and fiscal impact.

6. **Central Business District Plan, 1999**

Prepared for Downtown Partnership of Baltimore by Design Collective and Hammer Siler George Associates.

Methodology

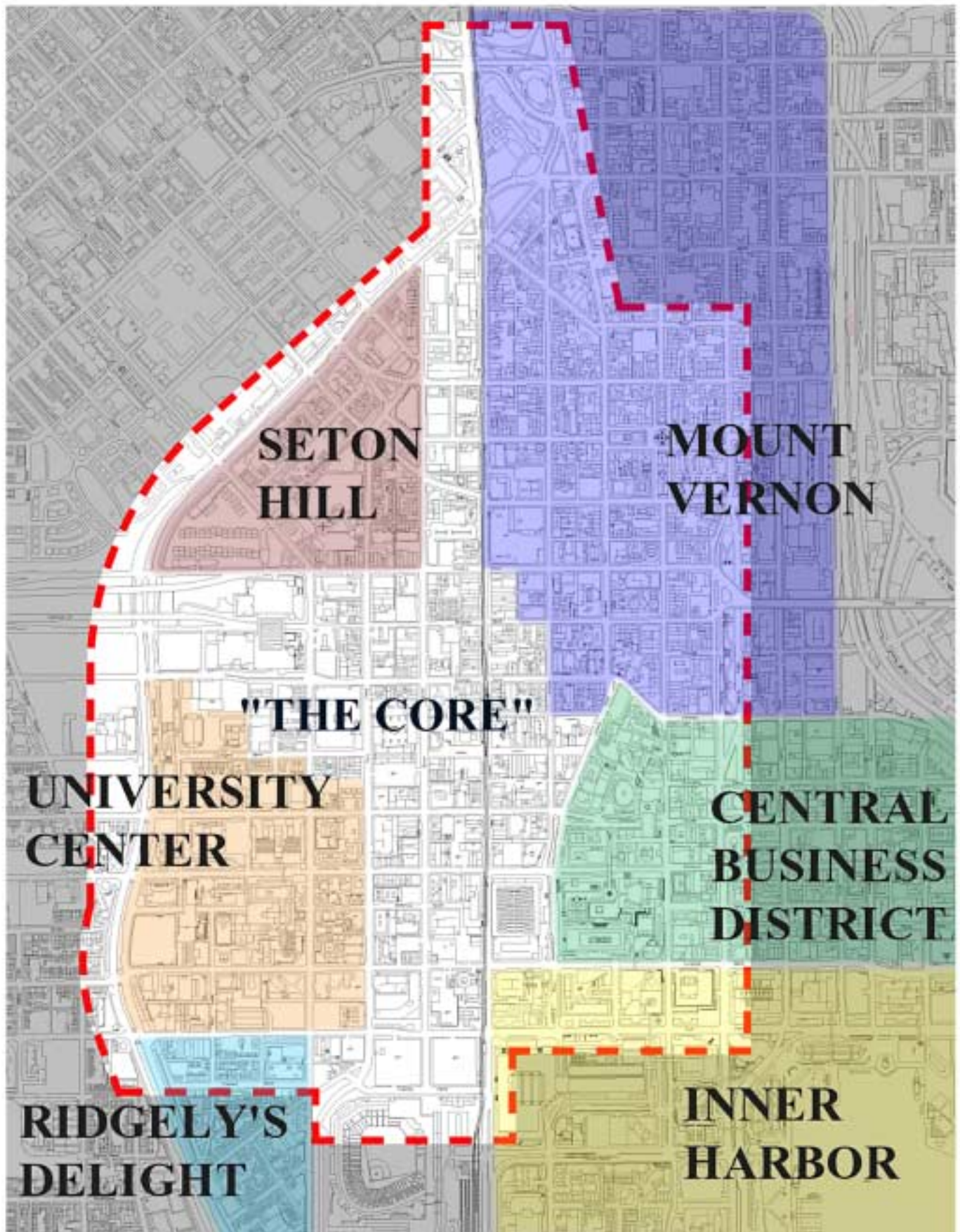
Acting on the 1997 and 1998 studies, several important stakeholders have already directly contributed to the renewed interest in the redevelopment of the West Side. Building on the existing momentum, key stakeholder meetings and interviews were facilitated by Design Collective and BDC for the purposes of: 1) collecting information regarding specific project development proposals; 2) soliciting insight into redevelopment and long-term vision from those intimately familiar with the area; and 3) encouraging West Side stakeholders to share information in order to promote a collective marketing strategy. Throughout the study, our methodology has been thoroughly participatory.

Information Gathering

During this phase of the study, we conducted multiple meetings with 'groups and individuals' according to topic; i.e. housing, transit, historic preservation, office and commercial, planning, open space, university, infrastructure, current developers, etc. This invaluable phase of research, data collection, and information sharing contributed immensely to the study.

Attendees included representatives of the following groups and others:

- AIA Baltimore
- CHAP (Commission on Historic and Architectural Preservation)
- Various residential and retail developers, property owners and property managers.
- The Downtown Partnership of Baltimore
- Bank of America
- The Harry and Jeanette Weinberg Foundation
- Lexington Market, Inc.
- Market Center Merchants Association
- CPHA (Citizens Planning and Housing Association)
- University of Maryland @ Baltimore
- University of Maryland Medical System
- Senator Clarence M. Mitchell, IV
- West Side Renaissance, Inc.
- Baltimore City Planning Department
- Charles Street Merchants Association
- Maryland Transportation Authority (MTA)
- Maryland Office of Planning
- Baltimore Heritage
- Preservation Maryland
- Baltimore City Department of Public Works (DPW)
- Fannie Mae
- Maryland Historical Trust
- Maryland Stadium Authority
- Greater Baltimore Committee



Objectives

In addition to defining vision and establishing a reference tool, stakeholders identified objectives for a long-term West Side development plan:

1. Build on the uniqueness of the sub-districts, incorporating their input in shaping Baltimore's West Side revitalization.
2. Foster new housing, growth and diversification of the resident population to support desirable long-term growth for the West Side, the CBD and the City.
3. Balance area revitalization, preserving significant landmarks while coordinating development of new construction targeted at underutilized and vacant sites, recognizing that historic and architecturally significant structures contribute to the unique character of the West Side.
4. Improve visual and physical connections between the sub-districts, particularly east/west, with specific encouragement of ground-level activity/uses along these important connecting corridors.
5. Target redevelopment to promote an increase in resident population, job growth stimulation, and City and State revenues.
6. Promote improvement of physical and urban design characteristics and the qualitative aspects of the public realm, as they reinforce revitalization efforts for longterm desirability, marketability, and sustainability.
7. Encourage a transportation strategy consistent with State Smart Growth objectives, supportive of long-term City growth, and attentive to automobile circulation, parking, pedestrian circulation, light rail, METRO, MTA bus service, MARC train service and new forms of mass transit.

These objectives, developed through an inclusive-planning process, provide the framework for the long-term West Side vision and redevelopment strategy.

Brief History of Baltimore's West Side

The West Side study area includes approximately 100 city blocks encompassing all or parts of several identifiable sub-districts: Seton Hill, Mount Vernon, the University Center, where the University of Maryland, Baltimore has operated since 1807, and the CBD. Within this area, an approximately 24-block section defines Baltimore's historic retail district. In its heyday from 1920 to 1960, the West Side Retail District was a regional destination for all of Baltimore's citizens. The intersection of Howard and Lexington Streets was the epicenter of the shopping district where grand department stores like Stewart's and Hutzler's flourished alongside a bustling and vibrant Lexington Market. Together with the 19th and 20th century row homes that first occupied the area, many of the city's banking and financial institutions were located along Eutaw Street in great classically-inspired architecture, as well as Baltimore's grand theaters and picture palaces like the Hippodrome, Mayfair, and Town Theatres; the West Side was once a truly diverse and vibrant urban neighborhood.

As times changed during the post-World War II period, the suburbs began to flourish. The West Side's powerful hold on the region, and in particular on retail, faded with department stores and other retailers following the exodus of the middle class to the suburbs. A variety of commerce, once located on the small upper floors above ground-level shops, sought larger space to expand, moving elsewhere in the CBD or the suburbs, rendering many buildings functionally obsolete. As one by one theaters and picture palaces closed their doors, further advancing the process of decline and disinvestments, the light of the West Side dimmed.

History of West Side Revitalization Efforts

1980 The Market Center Initiative

In the 1980's, the Market Center Initiative made bold efforts to revitalize the West Side, including the construction of the Metro Station, Howard Street Transit Mall and Lexington Mall as a way to bring more customers to the area's retail businesses and serve commuters. Historically declining trends could not be reversed, despite attempts to retain the area's retail businesses, improve buildings through private renovations, and attract upscale retail establishments. However, the anchor of Lexington Market was preserved through expansion and renovation, and the Market Center Initiative did illustrate that market rate apartment and selected office development were viable uses to be further encouraged. Though limited, widely-spaced project successes underscored the importance of leveraging private sector investment in concert with public infrastructure improvements.

1998 The West Side Task Force

In late 1998, the West Side Task Force comprised of area stakeholders, including the University of Maryland, Baltimore and Medical System, the Weinberg Foundation, Peter Angelos and the City of Baltimore, engaged a planning and economic consultant team to undertake a limited review of a narrowly defined area within the West Side. The result of their efforts was an "action plan" paid for and sponsored by the Weinberg Foundation; the plan was intended to mobilize stakeholders and refocus attention on this much-neglected critical downtown Baltimore area.

The Action Plan, though limited in area and scope, sparked a healthy public debate about the future of the area, as envisioned by area merchants, preservationists, design professionals and property owners.

2001 The West Side Revitalization Strategic Plan

As a result of this lively discourse, the Baltimore Development Corporation (BDC) representing the City of Baltimore, recognized the need to expand the geographic boundaries of the study area, broaden its scope and articulate a shared vision. This strategic plan defines a broad urban design vision and framework for Baltimore's West Side Revitalization Initiative. Within this project, BDC is coordinating all aspects of relocation and fund assistance for public as well as private entities.



At one time, the West Side was the City's most active and vibrant retail district.

Baltimore's West Side is made up of several unique, recognizable, and relatively stable sub-districts circumscribing an underutilized and neglected core area, historically the retail hub for Baltimore. Each of these sub-districts, located either in part or in whole within the study area, has its own character and identity.

To appreciate the dynamics of the West Side, and to better define a long-term vision, one must understand the unique qualities, strengths and weaknesses of the sub-districts comprising the West Side. In addition, the scale, density, use, character, and attributes must be defined and respected wherever new development is proposed. To ensure an appropriate balance of preservation and redevelopment, new development cannot have significant negative impact.

The area's observations include these sub-districts:

- Northern Boundary Mount Vernon & Seton Hill
- Eastern Boundary The Central Business District
- Western Boundary The University Center
- Southern Boundary The Inner Harbor
- Core Area "The Core"

Mount Vernon & Seton Hill Districts

The historic neighborhoods of Mount Vernon and Seton Hill define the study area's northern boundary. Featuring many significant and historic buildings, residential sub-districts are typically fine-grained in scale (small blocks and streets), mass, and architectural articulation. Largely low to medium in density (generally row houses), these neighborhoods of short blocks are fronted by residential stoops and commercial storefronts with virtually no blank walls or non-active uses disrupting street-level activity. As a result, Mount Vernon and Seton Hill, both predominantly residential neighborhoods, are pedestrian-scaled, identifiable and well-defined, effectively providing the urban design framework accentuating civic structures such as churches, museums, schools, and libraries.

Seton Hill remains a quiet and reserved residential enclave of mostly two and three story row homes. It is anchored by St. Mary's Chapel, Mother Seton House, and Seton Park, a magnificent urban park. Underutilized sites, buildings, and gaps within the urban fabric could accommodate new infill housing that would serve to improve street-level connectivity and add eyes on the street.

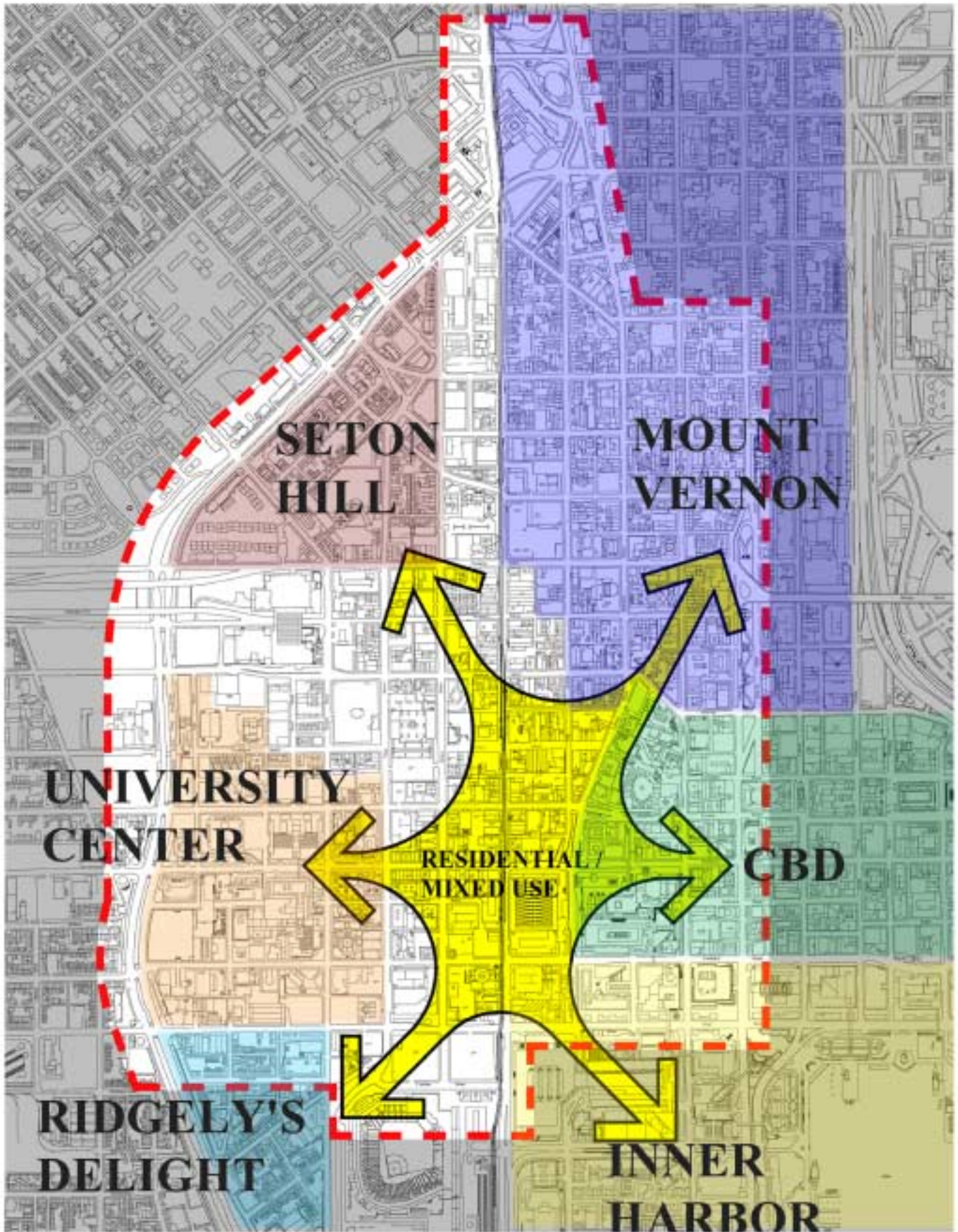
A desirable, attractive, historic urban neighborhood, Mount Vernon accommodates Baltimore's greatest concentration of cultural institutions. It is, however, threatened by large volumes of commuter traffic along its major corridors. As well, it contains a number of surface parking lots and underutilized sites ideal for varied, significant development opportunities, among them smaller, niche like development projects such as in fill housing.



Mount Vernon contains some of Baltimore's distinctive rowhomes.



Seton Hill remains a stable and desirable for-sale neighborhood of modest rowhomes.



Redevelopment must serve to reconnect the west Sides various sub-districts.

The Central Business District

Baltimore's Central Business District (CBD) defines the study area's eastern boundary. The CBD is largely office and commercial in use, considerably greater in mass and scale compared to the residential neighborhoods to the north, mostly modern in architecture, moderately high in density, and limited in terms of support services.

The streets and thoroughfares in the CBD are predominantly automobile-oriented carrying large volumes of traffic. The thoroughfares circumscribing Charles Center and Hopkins Place effectively create "superblocks" fronted by building service areas, garage entrances, and inactive frontages; these streets and blocks are not the same fine-grained network as Seton Hill or Mount Vernon. They encourage an overall introverted pedestrian character while hindering the ability to create physical or visual connections along the area's sidewalks and streets.

The University Center District

The University Center, including both the University of Maryland, Baltimore and Medical System, defines the study area's western boundary. It is largely academic, research, and institutional in use and is rather complex and mixed in scale, mass and architecture while containing a rich and distinctive variety of support services. Small and large blocks, fronted by building entrances with few storefronts and parking structures generally screened from the public realm, define a walkable campus with a network of streets and thoroughfares. The University Center maintains its own master plan and is both self-policing and self-maintained; this results in a safe, comfortable and desirable pedestrian district which remains somewhat disconnected from the CBD. Strengthened connections to the CBD and to adjacent sub-districts are essential.

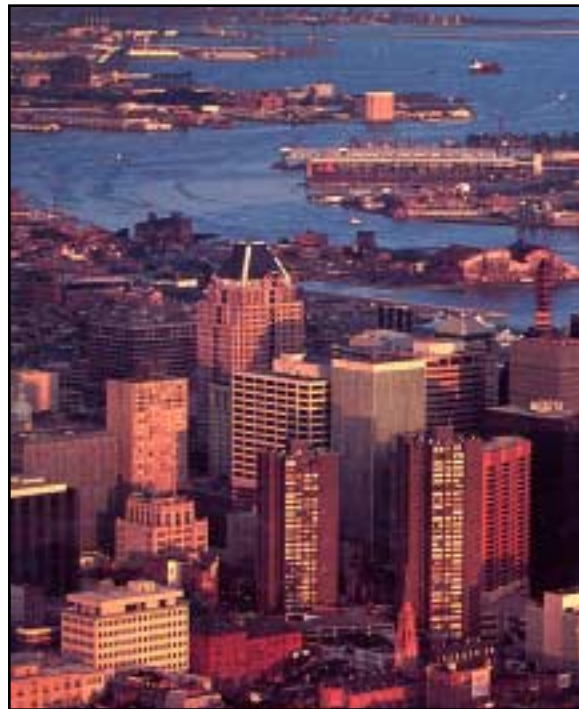
The Inner Harbor District

The study area's southern boundary is defined largely by hotel and commercial uses. It is larger in scale and, though some historic and traditional buildings exist, remains mostly modernist in its architecture. This sub-district consists generally of medium to high density with limited support services. Streets and thoroughfares define medium-sized, largely automobile-oriented blocks (in particular, Lombard Street), for the most part, with buildings oriented towards the south, Pratt Street and the Inner Harbor.

Destinations and attractions within the Inner Harbor Hotel and Entertainment sub-district include Oriole Park at Camden Yards, the Convention Center, the Inner Harbor, Harborplace, Maryland Science Center and the Baltimore National Aquarium. Several hotels are located proximate to the West Side's southern boundary, while many are within the study area itself. The perception, however, is that these hotels and nearby attractions are not presently considered part of the West Side.



The Central Business District and Inner Harbor join the West Side yet are unmistakably disconnected at street-level.



The Inner Harbor at sunset.

“The Core”

These five (5) sub-districts circumscribe the approximately twenty (20) underutilized and neglected blocks of the West Side that define the heart or core of the study area. The core has experienced significant decline through public and private sector disinvestments and is of greatest concern though it is, arguably, the area of greatest potential.

The core is mostly retail/commercial in use and is often disconnected by ground-level commercial vacancy or surface parking lots. It is generally medium to fine grain scale, mass and architecture with several historic and architecturally significant structures. Although the upper levels are largely vacant and/or underutilized, the density is mostly low to medium. A fine grain network of walkable streets and thoroughfares is perceived as unsafe due to gaps in the urban street fabric, vacancies, and underutilization of buildings and sites. However, the existent urban fabric does effectively accentuate certain civic and significant structures such as Lexington Market, Saint Alphonse Church and other historic buildings. With the exception of retail uses concentrated around Lexington Market, along Lexington and Howard Streets, this area has no other defining land use characteristic, particularly given the high incidence of upper floor vacancy.

Yet, the core area has tremendous potential to connect Seton Hill to Mount Vernon, Lexington Market to Center Plaza, University Center to the Central Business District, and Mount Vernon to Camden Yards and the Inner Harbor. If properly revitalized, the core may become a significant “bridge” to these sub-districts and strengthen those same districts with the whole of the West Side.

The Impediment

Seton Hill, Mount Vernon, the CBD, the Inner Harbor and the University Center are recognized as identifiable, desirable sub-districts which contribute to the concept of an improved, cohesive and strengthened One Downtown. The 20 blocks of the West Side identified as “The Core” do not enjoy a similar status. This area is imperceptibly connected to its neighboring sub-districts with minimal integration of residential or commercial uses available to contribute to near 24 hour activity. Presently, the core area weakens the ability to create a united West Side and One Downtown. If allowed to further deteriorate, it will undoubtedly undermine the desirability, uniqueness and strength of its neighboring sub-districts, while undermining the West Side district’s ability to revitalize.

Major impediments to achieving an authentic neighborhood within the West Side are:

- A lack of land use diversity within the core area capable of promoting continuous near 24 hour street activity;
- A weak pedestrian-level connectivity from the core to the CBD, Inner Harbor, University Center, Mount Vernon, and Seton Hill; and
- A lack of significant and meaningful open space necessary to promote and sustain a high quality of life for residents, workers, shoppers and visitors.



Vision

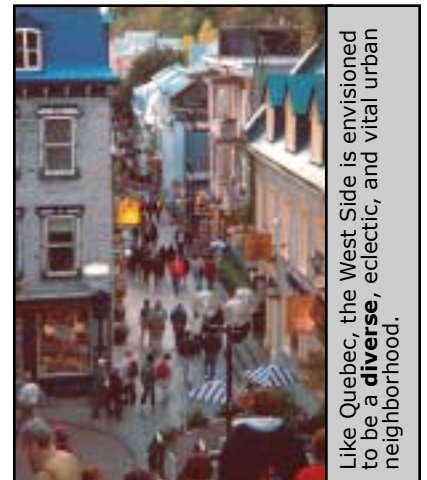
The West Side is envisioned to be a diverse, eclectic, and vital, urban residential mixed-use Neighborhood that reconnects east to west and north to south. Reconstituted as an authentic Neighborhood, the West Side will contain a broadened range of human activity, a diversity of integrated land-uses, stronger street-level connectivity and pedestrian circulation, and a variety of building types, sizes and scale. A network of public open spaces appropriately linked by pedestrian ways will lead to the aesthetic and social transformation of the area. In this way, West Side residents, theater patrons, shoppers, and office workers will, once again, coexist and populate its vibrant streets.

Market-driven rental housing will be expanded westward towards the University, linking the CBD to the University Center and to Lexington Market. The addition of residential, new and diverse retail, and support services along Baltimore, Lexington, Franklin, and Centre Streets will improve connectivity and ground-level activity. Connectivity will be further enhanced, should the existing Arena be demolished and the site redeveloped, by reintroducing the Redwood Street connection across the Arena site. Connections west to The Terraces, Heritage Crossing, and the proposed Camden Crossing will be enhanced by improving pedestrian crossings at Martin Luther King Jr. Boulevard and by improving ground-level activity along Baltimore, Lexington and Centre Streets. Revitalizing Eutaw Street with new residential and support services and revitalizing Howard Street by filling vacant structures with residential, retail and support services will improve north-south connections by reconnecting Lexington Market and Antique Row to Camden Yards.

The framework for achieving the vision will require a sensitively orchestrated public and private sector partnership initiative. In order for the West Side to regain its prominence and become an important, integral component of Baltimore's One Downtown, four important principles must be carefully considered:

Diversity

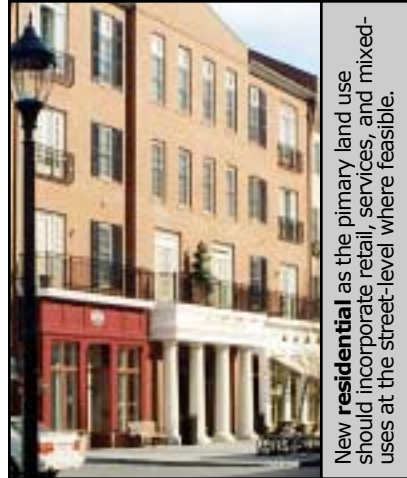
There must be a diversity of individuals with an assortment of reasons for being in the West Side. There must be a diversity of uses, including places to live, places to shop, places to work, and places to play. There should be diversity of architecture within the urban fabric, a balanced blend of preservation, and sensitive new construction that builds upon the West Side's history, rather than ignore it. There should be a wide range of retail experiences, ranging from national chains to local "mom and pop" operations, that coexist and thrive within the potential university market and the anticipated increased residential population.



Like Quebec, the West Side is envisioned to be a **diverse**, eclectic, and vital urban neighborhood.

Residential

Though envisioned as predominantly residential, the West Side must be infused with more than one primary use. The significant influx of additional residential units will transform the West Side into an active 24-hour neighborhood with supporting retail and entertainment services expected to follow. Although historically retail-dominated, retail will likely play a secondary role as residential is expected to drive the area's rebirth.



Connectivity

The West Side needs improved connections north to south, and particularly, east to west. Major connecting corridors should accommodate significant and continuous active uses such as ground-level retail as well as streetscape improvements. Though once severed by previous projects, reconnecting circulation routes will enhance both pedestrian and vehicular circulation while linking sub-districts seemingly disconnected today.



Open Space

A coherent open space system of streets, sidewalks, parks, and plazas will be essential to an improved West Side. The West Side has few parks placing greater importance upon streets and sidewalks to serve as the area's most vital open space elements. Where feasible, new open space opportunities should be provided to improve the overall quality of life.



The West Side Strategy

The vision of a diverse, vital, desirable, near 24-hour residential mixed-use neighborhood integrated into One Downtown can be realized if the core is revitalized and sub-districts are strengthened.

Revitalizing the Core

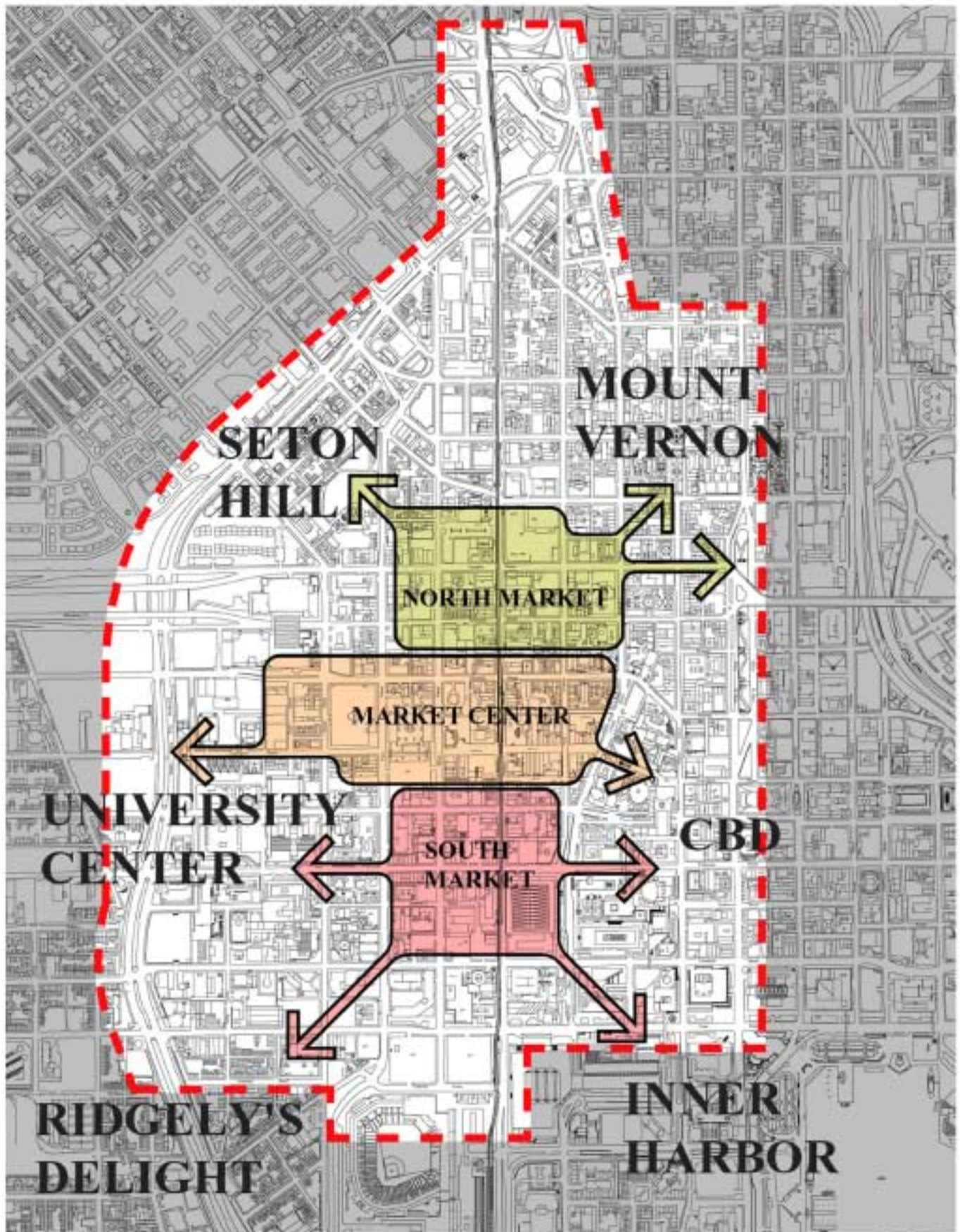
Public and private sector reinvestment must be coordinated concentrating revitalization efforts within the core of the West Side; efforts should include enhancement of critical connections and infusion of residential uses within the area.

Reinvestment and development activity appears to be gaining momentum within three sub-areas along three critical east/west corridors of Baltimore Street, Lexington Street and Centre Street. Although encouraging, to be sustainable these efforts must be part of a strategic framework that guides additional public and private sector investment in the three strategic sub-areas while inducing further development.

Strengthening the Sub-Districts

The existing sub-districts of Seton Hill, Mount Vernon, the CBD and the University Center must be celebrated, strengthened, and physically and visually connected to their adjacent sub-district areas including the underutilized “core area”.

Only with the achievement of both objectives can the West Side revitalization be truly successful and sustainable.



West Side Target Areas

Target Area One

"South Market"/"No-Lo" (North of Lombard Street)

Though the South Market includes the portion of the study area north of Lombard Street to Fayette Street, the heart is located at the intersection of Eutaw and Baltimore Streets. If effectively and sensitively revitalized, the sub-area has the potential to (a) strengthen the link between the University Center and the Central Business District along the Baltimore and Redwood Street corridors and (b) reinforce the link from the Lexington Market and metro station to Camden Yards along Eutaw and Howard Streets.

Identifiable Area

The area is generally bounded by Pratt Street to the south, Paca Street to the west, Fayette Street to the north, and Liberty Street to the east.

Proposed Identifying Character

"South Market" has the potential to be a cultural, performing arts and entertainment sub-area that may become uniquely associated with and identified by the Hippodrome Theatre. The Convention Center, Camden Yards, and hotels to the south suggest an active mixed-use sub-district focused on medium to high density residential, entertainment, and performing arts, serving a diverse market of visitors, workers and residents alike.

Proposed Appropriate Uses

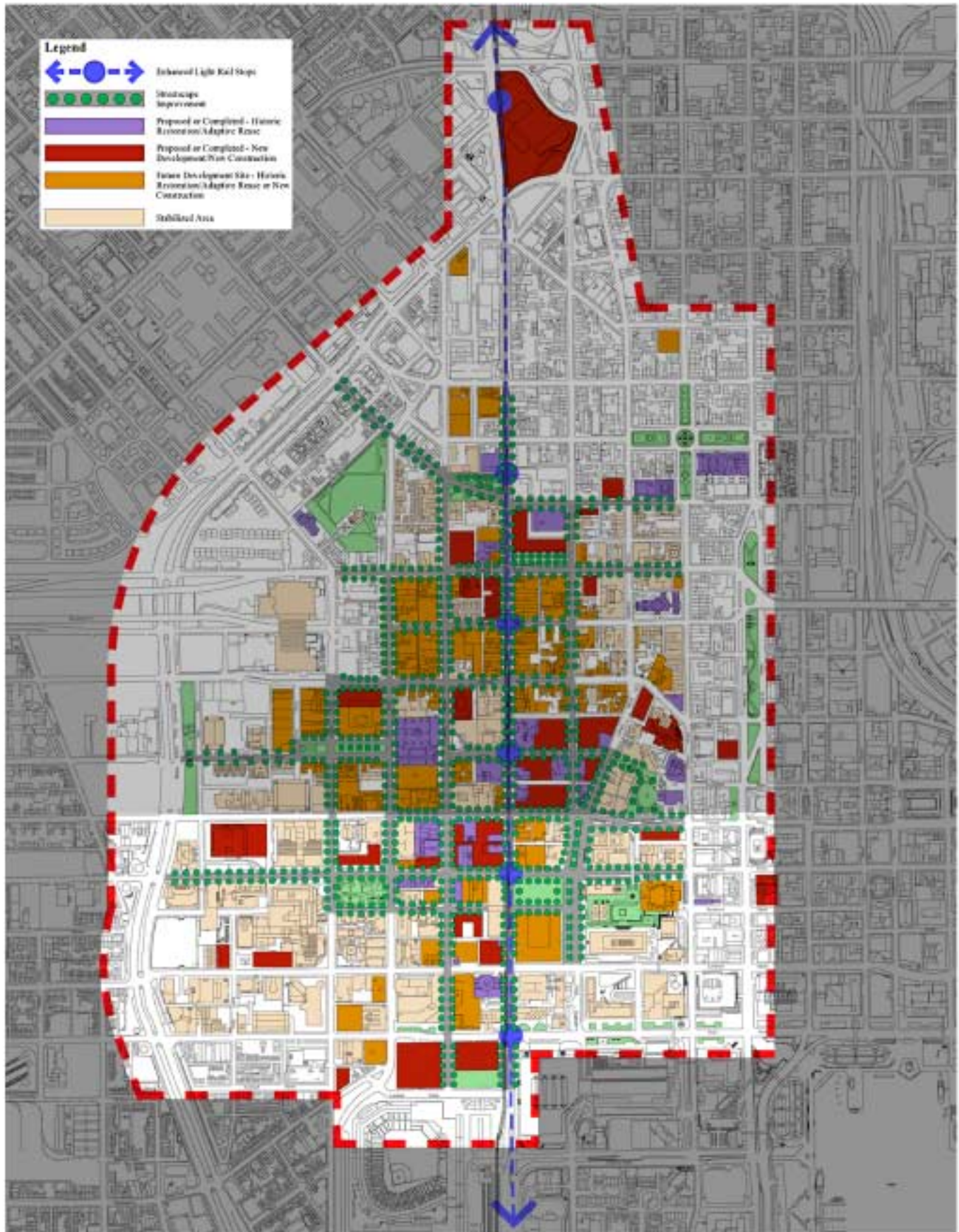
The thrust for this sub-area's core redevelopment/revitalization should include medium to high density residential use, the proposed Performing Arts Center at the Hippodrome Theatre, and ground-level entertainment-oriented retail such as cafes, jazz clubs, art galleries and book stores, all located proximate to the Hippodrome and south along Eutaw and Howard Streets toward Camden Yards. In addition to Centerpoint, a high-density residential and mixed-use development directly responding to the strength of the Hippodrome, the University expansion would be encouraged along Baltimore Street to the east; Centerpoint and the University are equally vital to the success of South Market.

Opportunities

With proximity to the University, the CBD, the Inner Harbor, Lexington Market, Camden Yards, the Convention Center, and light rail, South Market serves the needs of multiple users while reconnecting to adjacent sub-districts.

Short-Term Strategy

- Redevelopment of the Hippodrome is likely the most significant component of the West Side revitalization effort. This project should be overwhelmingly embraced. Without this significant catalyst, revitalization of the West Side will be weakened.
- Redevelopment of the block known as Centerpoint, bounded by Baltimore, Fayette, Howard and Eutaw Streets, is a large-scale, mixed-use project that will infuse the sub-area with residential, retail and restaurants to serve the needs of theater patrons, visitors, workers, and residents. Centerpoint will provide an appropriate northern anchor to this sub-area and a compliment to the Hippodrome, while offering an appropriate transition to the Market Center sub-area.
- Physical expansion of University Center along the 400 block of West Baltimore Street should be encouraged to improve connections to Howard Street and to the light rail. A University of Maryland, Baltimore or Medical System presence along Baltimore Street would improve the perceived and real safety along this important corridor while effectively reconnecting the University Center to the CBD and to public transit.
- Relocation of the Health Care for the Homeless closer to related services should be encouraged to offer its clients proximate access to medical and social service providers; the present location contributes to the perceived problems of safety and weakens the area's desirability for new residents and workers.



Target Area One: South Market

Medium-Term Strategy

- Encourage improved and attractive street-level activity along Eutaw Street to link Camden Yards and the proposed Convention Center Hotel to the Hippodrome, Lexington Street and Lexington Market. These four short blocks of Eutaw Street could become a diverse entertainment-oriented retail corridor, effectively serving theater patrons, Centerpoint residents, hotel guests, Camden Yards visitors, and the University community needs.
- Encourage the restoration and adaptive re-use of the Abell Building and Bromo Seltzer Tower on Eutaw Street and the redevelopment of surface parking lots as residential projects with ground-level retail at the corner of Redwood and Eutaw Streets and Lombard and Eutaw Streets, in order to enhance and strengthen the Eutaw Street retail, entertainment and cultural corridor.
- Encourage development of the city-owned lots located north of Camden Yards with intensive uses such as a convention-oriented hotel and high-density housing. Automobile and pedestrian connections should be improved through the site linking Camden Yards to Lexington Market and the Hippodrome with the extension of Eutaw Street. Ground-level uses such as cafes, jazz clubs, restaurants and retail should front Eutaw Street, Howard Street and Camden Street.

Long-Term Strategy

A long-term South Market strategy for the Arena site redevelopment should include:

- A new urban park on the north side of the block,
- New development on the south side,
- An underground parking potential with direct connections/transfer to light rail and subway.
- An important axis connection along Redwood Street between the University and Charles Center.
- Potential residential, university, research, and/or office uses enabling the required 24 hour activities compatible to the surrounding area.

While relocation of the arena is recommended, identification of alternative site locations was not a part of this study.

Public Sector Investment

Public sector streetscape revitalization efforts should be timed to coincide and reinforce private sector initiatives and targeted for Baltimore Street from Liberty to Paca Street, and Eutaw Street from Lexington to Pratt Street. The Baltimore Street efforts would link the University Center with the CBD, whereas the Eutaw Street efforts would link the Metro Station and Lexington Market to Camden Yards. It is critical, however, that these improvements coincide with the opening of the Hippodrome and the Centerpoint projects.



The renovated Lexington Market, Hippodrome Theatre, and Centerpoint, among others, are key developments targeted for South Market.



The renovated Hippodrome Theatre will serve as a new Performing Arts Center and major catalyst to West Side redevelopment.

Target Area Two

“Market Center”

Market Center includes the portion of the study area north of Fayette Street to Saratoga Street; the heart is Lexington Street from Liberty to Eutaw Street. Market Center can potentially link Lexington Market to areas east such as Center Plaza, Charles Center and the CBD, and west to the new mixed-income communities west of Martin Luther King, Jr. Boulevard. Additionally, it can create continuous ground-level retail along Lexington Street connecting to new retail within a revitalized Center Plaza and along historic Charles Street. Howard Street can become an equally important corridor in Market Center by enabling connections north to Mount Vernon and south to the Arena, Camden Yards and Inner Harbor.

Identifiable Area

The area is generally bounded by Fayette to the south, MLK to the west, Saratoga to the north and Liberty to the east.

Proposed Identifying Character

Market Center should become a predominantly residential neighborhood with active, continuous, ground-level retail, anchored by a revitalized Lexington Market repositioned as a culturally diverse “food emporium”. Significant and historic structures such as a number of bank buildings occupying prominent corners, as well as the Stewart, Kresge, and Hecht Company buildings, provide distinctive physical character to this sub-area. New development should respect this character without dominating through incompatible mass, scale, or style of architecture.

Proposed Appropriate Uses

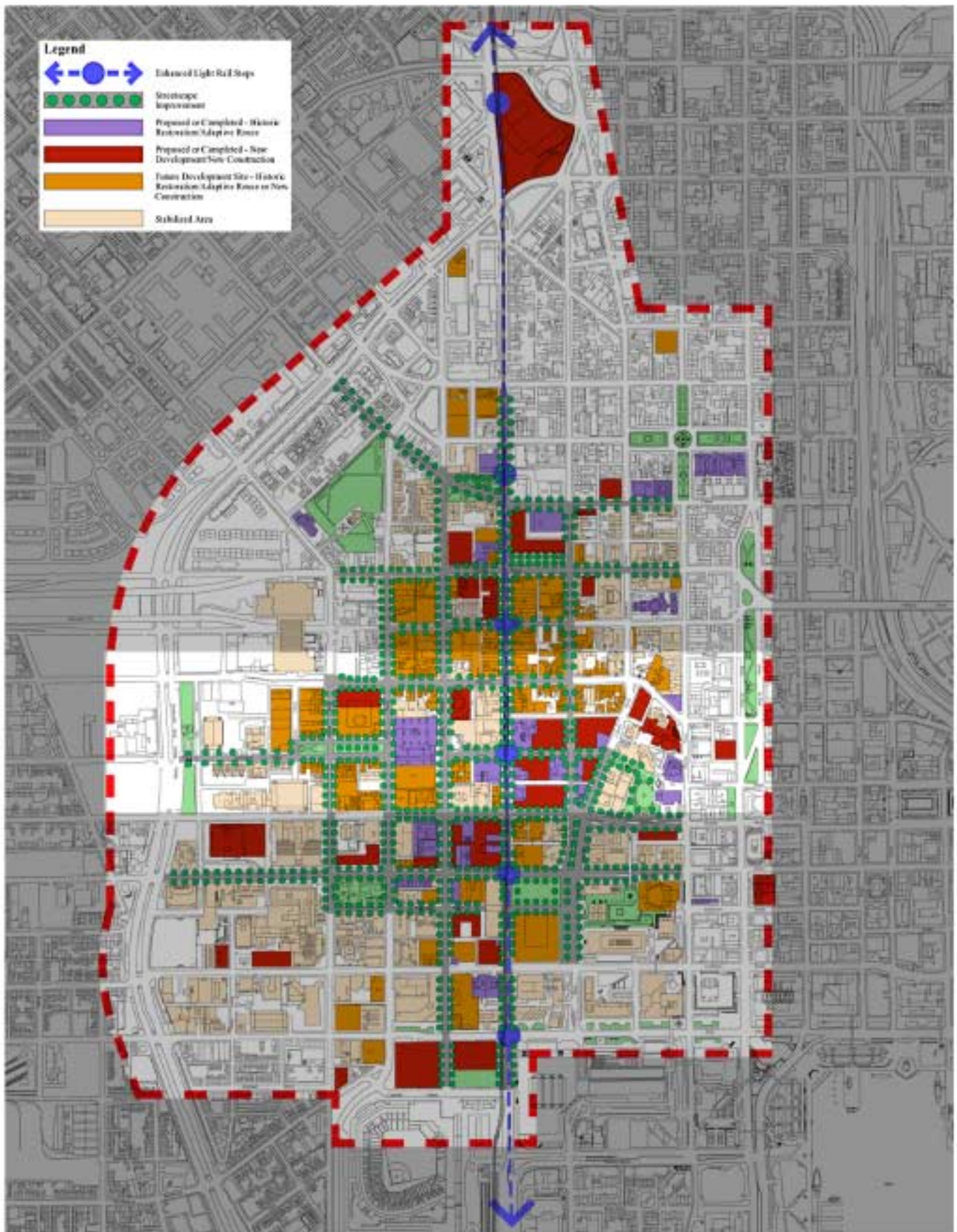
A thrust of this sub-area’s core revitalization should be medium to high density residential and continuous ground-level retail. Market Center serves as the transition between the Inner Harbor & entertainment sub-district to the south and the low to medium-density residential neighborhoods to the north. As such, the retail should serve local resident and worker populations primarily, with only a limited regional entertainment draw; the majority of the retail should be neighborhood service retail co-mingled with soft and hard goods. (See Retail Strategy). Increased traffic on the area’s local street network, late night entertainment with associated noise, and other incompatible uses would likely undermine the sub-area’s ability to become a desirable residential neighborhood.

Opportunities

The redevelopment and repositioning of Lexington Market, Lexington Street and the several historic department stores provide a tremendous opportunity for improving the diversity and desirability within this sub-area. Equally important will be the ability to reconnect the Market to the CBD and Camden Yards along Lexington Street and Eutaw Street, respectively. Several residential mixed-use developments currently planned or underway will add young professionals, students, researchers and area employees as permanent West Side residents. The changing demographic profile for Lexington Market indicates the diversified audience will expect greater variety of goods and services. Retailers, developers, and business interests should support this growing resident population capable of enhancing and diversifying area opportunities. Adjacent sub-districts should encourage visual and physical connection fostering this dynamic change.



Centerpoint will serve as a major catalyst to broader West Side redevelopment.



Target Area Two: Market Center

Short-Term Strategy

- Reintroduce two-way automobile traffic and parallel parking along Lexington Street. Lexington Street should become an active, pedestrian-oriented shopping corridor with neighborhood retail connecting Lexington Market to Charles Center. On-street parking is critically important to both tenants and users because the perceived convenience of parking and accessibility is significantly enhanced. Since only local automobile traffic is expected, the street should be designed to accommodate retail tenants and pedestrians, rather than maximize automobile capacity.

Primary uses along Lexington Street should consist of medium-density residential apartments above street front shops. Residential entrances may be from either Lexington Street or secondary streets such as Eutaw, Park and Liberty. Office and commercial uses are to be considered important, yet secondary, uses.

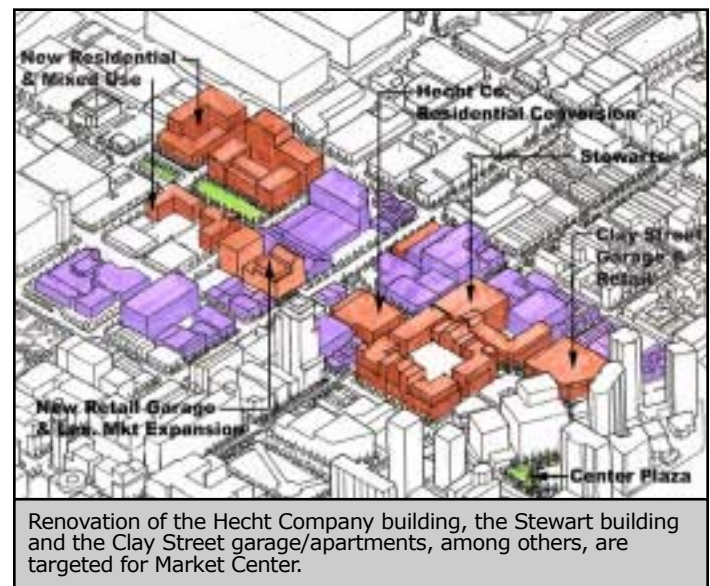
- Emphasize the adaptive reuse of the Stewart, Hecht, Kresge, Braeger-Gutman, and other significant structures, in particular, the corner buildings.
- Initiate construction of the Liberty/Clay Street garage as a significant catalyst and first step toward achieving desired redevelopment. Ground-level uses such as retail, residential, residential lobby, or office should front both Liberty and Lexington Streets, while above, a single-loaded corridor of apartments should front Lexington Street. The garage will be directly related to successful reconnection of Lexington Street to Charles Center and the CBD as an attractive, desirable and active redevelopment participant by effectively erasing Liberty Street as a physical and psychological barrier. Poor execution of this project will weaken, if not preclude, achievement of this important objective and further isolate the CBD from the West Side.
- Reposition Lexington Market as a Food Emporium catering to a more diverse market with broader appeal (see Retail Strategy). As a “Butcher, Baker, and Green Grocer Market,” Lexington Market will continue to be an active participant, strong marketing asset, and significant contributor to the revitalization and diversification envisioned for the West Side. Exterior improvements should celebrate the “quirkiness” of the Market making it more visually appealing and inviting. Where connections to MLK can be strengthened via Lexington Street, the west entrance and façade will require significant enhancement. Interior additions should include ethnically diverse foods with an atmosphere and decor that exudes the “spirit” of a historic food market. The Market may miss out on a tremendous opportunity if it ignores the need for such changes and repositioning.

Long-Term Strategy

- Consider redevelopment of Lexington Street to the west of Lexington Market as a connecting corridor to MLK, The Terraces, and Heritage Crossing. Buildings should face Lexington Street with appropriate street level, human-scaled architecture. Ground-level uses that serve to activate the street and offer a safer connection from MLK to Lexington Market would include, ideally, retail, restaurants, and other uses including residential amenities. Upper level uses could include residential, university expansion, or office use.
- Consider redevelopment of the West Market site as a new mixed-use development to provide an opportunity to (a) provide new housing, (b) encourage increased activity west of the Market, (c) add new open space along Lexington Street, (d) create a place for outdoor dining, and (e) serve as a complement to the Post Office (See also Section 10 - Open Space). Given the proximity of the university campus and the State government complex, an alternative use for this site could include university or government offices. These realistic, intense redevelopments will improve connections to Seton Hill north along Paca and Greene Streets by serving as catalysts for other area development. Residential uses should be predominantly upper-level use while retail, even Market expansion, should be encouraged at the ground level, especially along Lexington Street and near the Market. Lexington Street would serve as an improved connection to new mixed-income communities west of MLK, while Greene, Paca and Eutaw Streets could be appropriate links to Seton Hill.

Public Sector Investment

Public sector streetscape revitalization efforts should be timed with private sector investment, specifically along Lexington Street between Liberty and Eutaw Streets, and Howard Street between Baltimore and Mulberry Streets. Long-term public sector investment should consider revitalization and streetscape improvements for Lexington, Howard, Eutaw, and Paca Streets beyond the “Market Center” sub-area boundaries.



Target Area Three

“North Market” or “So Mo” (South of Mount Vernon)

North Market includes the portion of the study area north of Lexington Market and South of Mount Vernon between Saratoga and Centre Street. Revitalization of this sub-area has the potential to connect the residential neighborhoods of Seton Hill and Mount Vernon.

Identifiable Area

North Market is the area bounded by Saratoga Street to the south, MLK to the west, Centre Street to the north and Park Avenue to the east.

Proposed Identifying Character

This sub-area is perceived as a relatively quiet, low to medium-density, predominantly residential neighborhood with local retail and linked services along Howard, Centre and Franklin Streets; it is not unlike Seton Hill and Mount Vernon (see Section II). Park Avenue, Eutaw, Paca, Centre, and Saratoga Streets serve as secondary thoroughfares with limited traffic offering an appropriate setting for residential frontages, while Howard, Mulberry, Centre, and Franklin Streets would be appropriate for retail, local entertainment, commercial, and linked services.

Proposed Appropriate Uses

This area should be predominantly low to medium density residential, respectful of Seton Hill, with some neighborhood ground-level retail such as corner stores, dry-cleaners and coffee shops to serve the existing residents as well as the anticipated influx of new residents. If sensitively integrated into the residential use, cultural uses could include the proposed Urban Entertainment District along Howard Street between Saratoga and Franklin. Where these entertainment uses are proposed to operate beyond evening hours, they should be primarily limited to Howard Street, and otherwise, to Mulberry and Franklin Streets. The integration of these entertainment uses within a residential neighborhood must be done in a sensitive manner; late night, 24-hour entertainment should be discouraged on local residential streets where incompatible.

Opportunities

The Mayfair Theatre, the Congress Hotel, the H&H, and the YWCA buildings offer tremendous opportunities to infuse this sub-area with new residential, whether adaptive reuse or new construction. Additionally, the surface parking lot at Franklin Street and Park Avenue could provide a new development and open space opportunity. While serving to reconnect Mount Vernon, Seton Hill, and Antique Row to the Market Center sub-area, redevelopment along Howard Street would strengthen the street as a contributing corridor.

Short-Term Strategy

- Redevelop the Congress Hotel and the Mayfair Theatre to create a desirable residential development with the potential for owner-occupied housing.
- Renovate the existing open space north of Centre Street and west of Howard Street and revitalize the streetscape along Howard, Franklin and Centre Streets to strengthen the viability of planned development projects. (See also Section N. Open Space)
- Add on-street parking along Howard Street near Maryland General Hospital and improve the streetscape character. New street trees and improved sidewalks would enhance the visual and functional characteristics of Howard Street, near Antique Row, and likely improve connections between the adjacent sub-districts of Seton Hill and Mount Vernon.
- Relocate displaced merchants into the 300- to 400-block Howard Street storefronts as a means of activating this important corridor. Relocation could be facilitated by providing façade restoration and building rehabilitation incentives to

building owners and retailers. In conjunction with ground-level leases, other incentive programs should be considered for residential, upper floors redevelopment. Together with new retail, these two blocks along Howard could connect the proposed Urban Entertainment District with Seton Hill. A “retail relocation coordinator” should facilitate the potentially difficult transition process for displaced merchants.

Medium-Term Strategy

- Develop the southern portion of the parking lot around the Aegon building, at Franklin between Howard and Park Avenue, as a new urban park circumscribed by new residential and/or mixed-use development. Redevelop the YWCA for market-rate housing at the east end of this park. (see also Section 10 Open Space)
- Introduce traffic calming measures such as on-street parking, narrowing, and pedestrian “bump-outs”, if feasible, along Franklin and Mulberry Streets.

Public Sector Investment

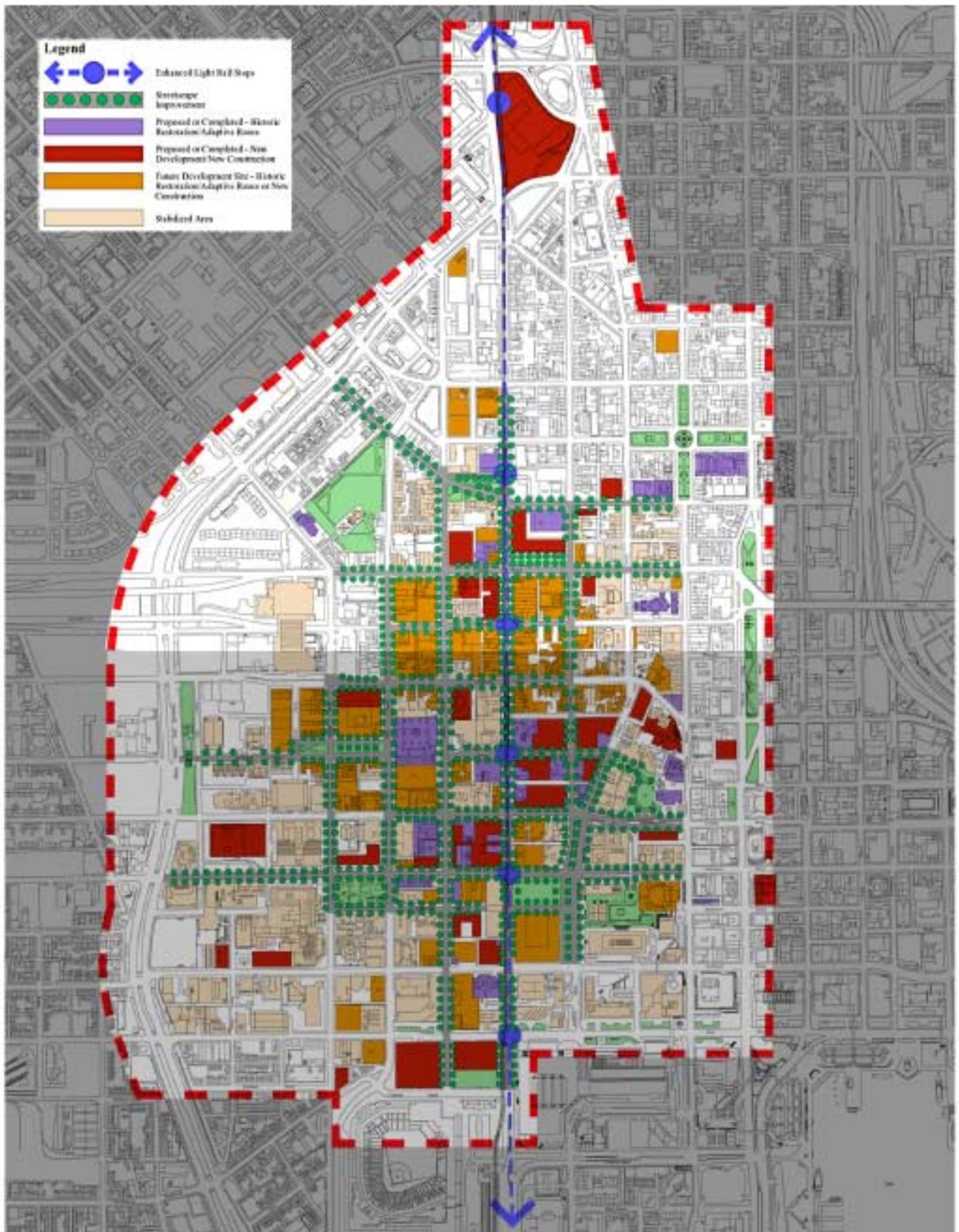
Public sector streetscape revitalization efforts should be timed with private sector efforts and targeted for both Franklin and Mulberry Streets to connect Seton Hill to Mount Vernon, as well as, Howard Street, from Franklin to Lexington Streets; the goal will be to connect these neighborhoods with the revitalized Lexington Street retail core.



A nucleus of new development activity at the Howard and Franklin Street intersection will improve connections north to Antique Row and east-west to Seton Hill and Mount Vernon.



Renovation and adaptive re-use of the Congress Hotel will serve as a catalyst to redevelopment along Howard Street and north to Antique Row.



Target Area Three: North Market

Simultaneous to the revitalization of the Core, the surrounding sub-districts of Seton Hill, Mount Vernon, University Center, and the CBD should be targeted appropriately for strengthening efforts.

Seton Hill

Identifiable area

The area is generally bounded by Franklin to the south, MLK to the north and west, and Eutaw to the east.

Identifying Character

Quiet, intimate, reserved and low-density, this urban neighborhood is anchored by an historic church/campus with a wonderful, well-defined, urban open space. Limited retail, limited traffic and a relatively safe environment continue to make Seton Hill an attractive and desirable neighborhood. As a quaint, historic, urban neighborhood sub-district with mixed-income, Seton Hill may respond to a for-sale market.

Opportunities

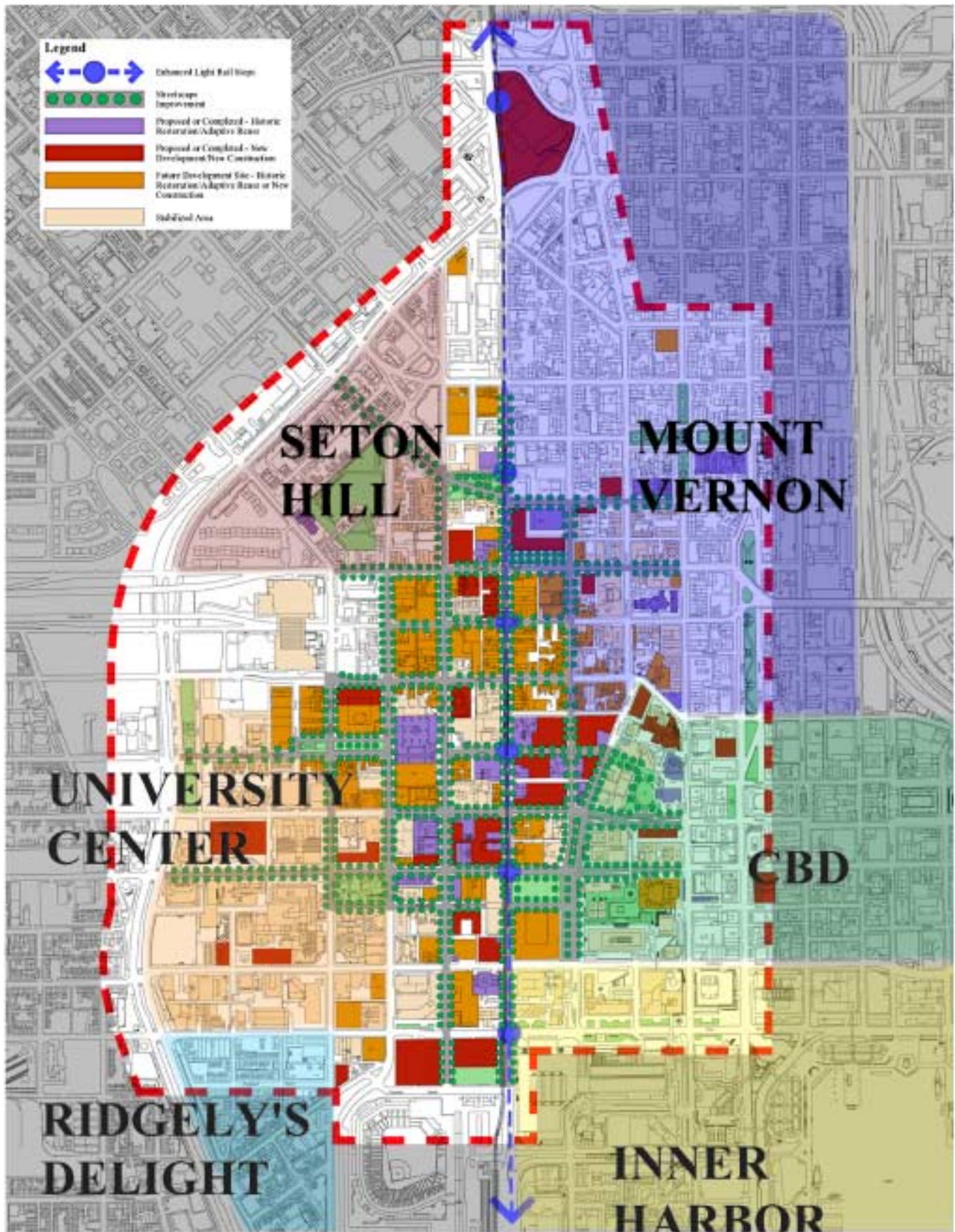
The strong, identifiable, affordable residential neighborhood could accommodate both new infill housing and redevelopment of existing homes for rental and/or for sale. Improvements to adjacent sub-districts and to Martin Luther King Jr. Boulevard (MLK) will make this a marketable venture likely to follow other redevelopment initiatives.



Seton Hill must be preserved and strengthened as a quiet, intimate, low-density neighborhood.

Strategy

- Enhance the park as a significant public amenity with increased public access and visual exposure. For example, we could lower or remove the brick wall. Consider some infill housing to front onto the park, adding eyes on the street and reinforcing the street edge.
- Replace auto repair and tire service shops with residential infill, particularly along Paca and Druid Hill Streets
- Develop along Centre Street to include infill housing and limited ground-level retail as an improved physical connection to the west of MLK and to Bolton Hill.
- Initiate improvements to Paca and Eutaw including residential development fronting these streets as potential connections south to Lexington Market.
- Provide safer and identifiable crossings at MLK, especially at Centre Street. Redevelop the urban block bounded by Madison, Howard, Centre, and Eutaw Streets as new residential.
- Promote development opportunities for underutilized sites adjacent to MLK, at Social Security, for uses such as office or government space.
- Consider Monument Street as an East Gateway to Seton Hill and a link to Mount Vernon.
- Address problems of existing incompatible uses which may undermine the residential character.



Redevelopment Strategy: Full Build-Out

Mount Vernon

Identifiable area

The area is generally bounded to the south and to the west by Saratoga and Howard Streets; it extends north and east for several blocks.

Identifying Character

Mount Vernon is a prominent and historic urban neighborhood in which a number of world-class, cultural institutions are effectively integrated into the fabric of a diverse residential community. Mount Vernon is most recognized by its varied, magnificent, and historic architecture, and by pedestrian-scaled streets and blocks. The heart of this sub-district is Mount Vernon Place; arguably one of the nation's premier urban squares with the Washington Monument as its focal feature.

Opportunities

As an identifiable and desirable residential neighborhood, Mount Vernon should embrace its edges at Howard Street and encourage the redevelopment of its underutilized and vacant sites.



The Mount Vernon Cultural District stands as an excellent example of how a mix of homes, churches, institutions and commercial uses add vibrancy and character to an urban neighborhood.

Strategy

- Improve and strengthen Antique Row as a West Side amenity and as an important component of the Howard Street corridor.
- Encourage development of the surface parking lot at the corner of Franklin and Howard Streets as a residential, office, governmental, and/or mixed-use project with a new open space park.
- Promote a grocery store and supporting retail to serve residential needs at the block bounded by Eager, Charles, Read, and Cathedral Streets.
- Implement a streetscape revitalization for Howard, Centre, and Read Streets to improve connections between Mount Vernon, Seton Hill, and the Meyerhoff.
- Embrace a long-term strategy to redirect traffic around Mount Vernon and away from Charles, St. Paul, and Calvert Streets. Through-traffic should utilize Guilford Avenue, I-83, and Martin Luther King, reducing traffic volume along these important local corridors to levels more compatible with residential uses. 24-hour on-street parking, revised timing of lights, priority turns to encourage use of bypass thoroughfares rather than priority through traffic, and improved access to these bypass alternatives should be implemented.

University Center

Identifiable area

The area is generally bounded by Pratt Street to the south, MLK Boulevard to the west, Lexington Street to the north, and Paca Street to the east.

Identifying Character

University Center is an academic, employment, and research campus, whose mission is to serve, promote and enhance educational research and public service needs. Academic research and institutional structures primarily serve students, staff and research scientists. Both on-campus and off-campus linked services and residential uses respond heavily to a student and staff market. The campus is a well-defined, clean, and secure district with recognizable boundaries, well-articulated signage, and distinctive architecture. The campus currently maintains its own physical master plan.

Opportunities

A strong economy, steady enrollment, rapidly growing research activities, and expansion continue to suggest the need for proximate housing and long-term growth beyond current identifiable campus boundaries; housing does not necessarily need to be on campus but within walking distance.



The University Center remains a strong, viable anchor and sub-district of the West Side.

Strategy

- Promote growth and expansion along the Baltimore Street corridor to embrace the Centerpoint redevelopment and the potential redevelopment of the Arena site; this would improve the connections to Howard Street, light rail, and the CBD.
- Promote growth and expansion to the north embracing Lexington Street, similarly to the Market Center area.
- Improve visual and physical connections to MLK, especially Pratt and Lexington Streets as important visual gateways.
- Convert Lombard Street to two-way traffic, at a minimum between MLK and Greene Street, and potentially to Eutaw or Howard Streets.
- Ensure that all university parking structures are available for public use during evenings and weekends.

The Central Business District (CBD) and Charles Center

Identifiable area

The CBD is generally bounded by Liberty Street on the west, Baltimore Street to the south, Saratoga Street to the north, and Gay Street to the east; Charles Center is part of the CBD.

Identifying Character

The Central Business District will remain largely an employment district infused with service-oriented retail. It is an attractive, vibrant workplace district located within walking distance of numerous amenities and unique sub-districts. Tall buildings and a variety of architectural styles create the distinctive urban character unlike any other adjacent sub-district. Charles Center, however, is largely introverted blocks of office towers and residential high-rises, with some failed retail, and is across from hotels along its southern border. Although presently isolated, Charles Center could easily be reconnected to its neighboring sub-districts with specific infrastructure improvements and through an appropriate land-use and merchandising strategy.

Opportunities

The CBD, especially Charles Center, is poorly connected to its adjacent western sub-districts. The greatest opportunities lie largely in the ability to break the physical and visual barriers along Liberty Street and reconnect the City to the West Side via Lexington, Redwood, and Baltimore Streets.



The Central Business District

Strategy

- Improve Center Plaza as an active and vibrant urban park circumscribed by storefronts, retail and restaurants. A more direct physical and “visually open” connection should extend through the plaza west to Lexington Street and Lexington Market. Initiate programmed events to activate the plaza.
- Reposition the retail at Charles Plaza to reconnect to Charles Street with a much stronger street and pedestrian level presence.
- Promote the redevelopment of Hopkins Plaza, including the Mechanic Theater and the small Mercantile Pavilion for more intensive use such as residential and/or office towers.
- Redevelop the Arena site for a more intensive use, possibly including residential, office, research or academic. Reconnect pedestrian circulation along Redwood Street to Hopkins Plaza across from the Arena site.
- Initiate a streetscape revitalization of Baltimore Street as an important east/west connecting corridor.

A coordinated retail strategy is required to better serve and compliment the anticipated, expanded residential base and the existing office and university markets. The strategy to improve service of the market includes an aggressive program designed to support existing viable merchants while enticing new merchants into the area.

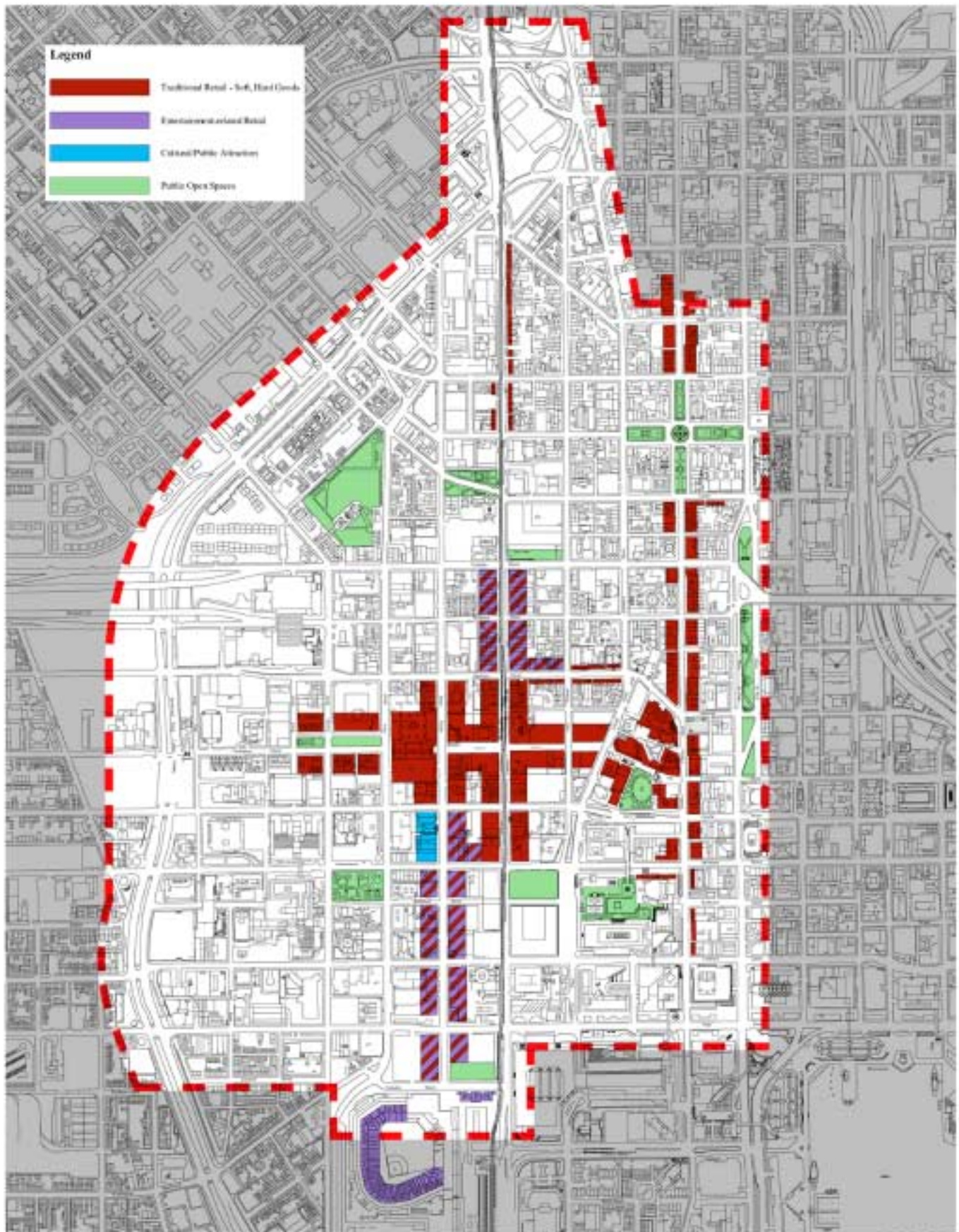
Retail will play a supportive but important role in the West Side; however, a crucial element of West Side's rebirth will be the significant infusion of residential uses, including a full and balanced range of human activity beyond shopping to create a near 24-hour neighborhood. Despite historic significance, and given suburban competition and market dynamics, retail is now neither the dominant use nor is it likely to be ever again.

A realistic West Side retail approach should focus on the nurturing of appropriate, existing retail activity, and the encouragement of new complimentary retail to better serve the anticipated expansion in the residential market and the underserved university and office market. Instead of developing a specific retail agenda, the strategy should first target appropriate locations for retail to serve and compliment residential and mixed-use development. As outlined in the previous section describing the core sub-areas, the enhanced, long-term success of retail, the potential of these areas to grow in a planned and organized fashion, and the ability to connect to adjacent sub-districts will be dependent upon creating a strategic critical mass at key locations, intersections, and corridors. This concept is also consistent with previous retail studies.

A retail strategy should identify the general character of retail within these locations. Beyond the identification of appropriate retail locations and general character, the strategy should focus on a broader retail vision.



New retail storefronts should respect and emulate the unique historic storefront architecture of the West Side.



Retail Strategy

Strategies

1. Retail should continue to address the existing market while expanding to attract the new influx of downtown residents likely to relocate to the West Side. The retail strategy should encourage complimentary tenants, diversity, and market responsiveness. Management will coordinate a merchandising strategy similar to those of controlled, suburban retail centers, a strategy that defines a desirable retail environment and marketability as a product. The West Side should consider a coordinated merchandising strategy to enhance long-term success by bundling tenants and responding to a diverse clientele. Coordinated merchandising recognizes that strategies of diversity may suggest the saturation of a single product, such as beeper shops, in a particular area, a pattern that may weaken broad appeal and drive away desirable and complimentary tenants. For example, inappropriate bundling, such as a wig shop next to a liquor store and next to a nail shop, could weaken connectivity and spontaneous shopping.
2. Serving a diverse office, residential, university, and tourist market, as envisioned, requires that the “mix” of merchants include a strategic intermingling of existing and new “mom and pop” locally-based retailers and national chains. This mix, not found in suburban retail centers, is one of the “charms” of urban retailing that could be encouraged for the West Side.
3. Where new redevelopment is slated along Lexington Street, existing small merchants should be encouraged to relocate in existing older buildings with accommodating footplates along the 300- and 400-blocks of Howard Street. Presently, many of these buildings suffer from ground and upper floor vacancy with facades in disrepair.

Building owners should receive economic incentives to assist in complying with mandated facade restoration and overall building renovation, as part of the relocation strategy for existing and new “mom and pop” merchants. A “tenant relocation coordinator” should introduce incentives to facilitate the restoration of buildings to a marketable and desirable character.

4. It is unrealistic to believe that all ground-level uses throughout the West Side area can be devoted to sustainable retail. Given the suburban competition, the market is simply not that deep. A strategy should be created to promote a “concentrated core” of retail at a size appropriate to the market demand and an additional retail expansion, outward along targeted corridors.

A well-conceived, phased “merchandising plan” could be developed for the entire area targeting ideal spaces for merchants by type, probable space needs, and servicing requirements. The retail strategy for the West Side should be an integral part of an overall Downtown retail strategy.

5. The “center” of this retail core should be, as it has been historically, at the intersection of Lexington Street and Howard Street. Continuous retail should be focused on Howard Street along the two blocks north and south of Lexington Street. Smaller retailers should be targeted to occupy buildings with smaller building footplates.

Continuous ground-level retail should be focused along Lexington Street from Charles Center at Liberty Street to Lexington Market at Eutaw Street. Larger retailers, including national chains, should be specifically targeted given that some new redevelopment offerings with larger building footplates are identified along this corridor, such as, strategically selected “category dominant” retailers who are complimentary to existing merchants and who require between 10,000 to 30,000 square feet of space, rather than big box retailers.

6. Retail along the Lexington Street corridor should be neighborhood service-oriented intermingled with soft and hard goods. Service retail, including convenience store, drug store, restaurant, deli, coffee shop, specialty foods, drycleaners, small appliance repair, tailor, milliner, shoe repair, lock and key services, travel agent, books, cards & gifts, beauty salon, barber shop, and cosmetics and nail shops, is needed to respond to the new residential base required for the West Side’s rebirth. Soft goods, appropriate to the mix, may include men’s and ladies ready-to-wear, children’s clothes, shoes, handbags, luggage, and accessories. Where appropriate, hard goods may include computer hardware and software, electronics, appliances, furniture, and a neighborhood hardware store.
7. West Side entertainment retail, if available in the area, must be located strategically to be compatible with residential uses. Two entertainment and cultural zones can be identified. The first zone consists of the block across from the Hippodrome Theatre at the intersection of Eutaw and Baltimore Streets; it could potentially extend along Eutaw south to Camden Yards and north to Lexington Market. The second zone, at the intersection of Mulberry and Howard Streets and along Howard Street south to Lexington Street, has been proposed as the location for an Urban Entertainment District.

Within these two zones, restaurants, clubs, cafes, cabarets, art galleries, cinemas, community theaters and bookstores should be encouraged and physically planned to “connect” into the retail center of the West Side centered at Lexington Street and Howard Street. The scale of entertainment operations must be carefully controlled to protect the attractiveness and prosperity of other uses; in particular, residential.

8. No West Side retail strategy can be successful unless it incorporates the Lexington Market. As an historic anchor and draw during both good and bad economic times, the Lexington Market must continue to play a key role, focusing on three actions vital to West Side prosperity:
 - a. The Lexington Market must clarify its image as a “butcher, baker, specialty foods and green grocer market” by (a) eliminating “non-contributory” goods incompatible with its “Food Market” mission, and (b) expanding the product line offered. Redundant product food merchants should be replaced by a more diverse “mix” of multi-cultural merchants who offer specialty foods and groceries representing a variety of cultures such as Italian, Asian, Greek, Indian, German, African, Caribbean, and “Kosher” foods.
 - b. The market is physically worn. Support must be extended to comprehensive renovation and clean-up program, currently underway, that emphasizes the market’s distinctiveness and vitality. The market’s “funkiness” and “visual chaos” is part of its appeal. It is not a suburban shopping mall, a Harborplace pavilion, or a national chain grocery store; as such, it should not be redesigned similarly. Standardized, controlled graphics and unified merchant stalls developed within strict guidelines could destroy the market’s vitality and forever damage its distinctiveness. To be successful, the renovation of the Market, both interior and exterior, should be focused on emphasizing the individuality of the merchants, the diversity of its shoppers, and the uniqueness of the socialization experience.

The existing surface parking lot, south of the East Market, serves the market’s existing need, yet, from a long range point of view seems inappropriate and neither the maximum nor best use. A redeveloped south lot, including parking and additional complimentary retail, could help broaden the Market’s appeal and strengthen its anchor position.

- c. Surface parking lots, even in the short term, are deterrents to the West Side’s revitalization. Although the south lot is serving the Market’s immediate needs, it is not serving the West Side’s long term objective.

Part Eight: Preservation Strategy

The West Side revitalization must be an appropriate balance of the preservation of significant landmark structures and contributing resources in concert with the development of new construction targeted at non-contributing resources and existing vacant sites. An effective strategy must balance the legitimate interests of both the preservationist and the developer; the interests need not be mutually exclusive.

The West Side vision, as articulated in this study, strives to achieve a harmonious relationship of preservation and new construction while creating a desirable, vital and diverse neighborhood. It recognizes the importance of preserving the intangible aspects of history and the unique character of place manifested in historic structures, while providing the opportunity for redevelopment and new construction. To honor one approach without the other would suggest the area is frozen in time.

Because cities are dynamic changing organisms, which must preserve the past, provide for the present and allow opportunities for the future, the following preservation framework is an integral part of the West Side redevelopment strategy.



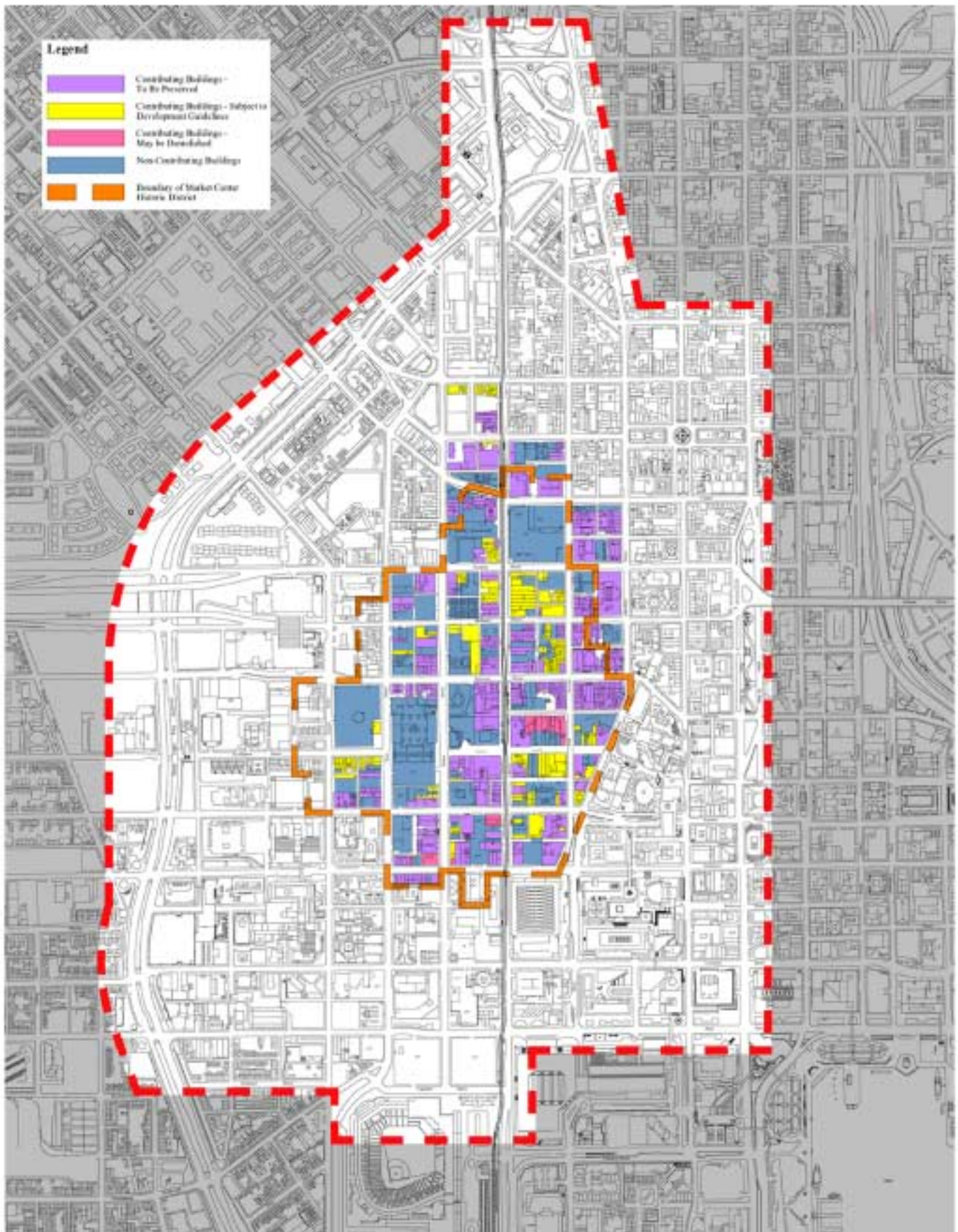
The West Side revitalization must include the preservation of significant landmark structures and contributing resources.



Redevelopment and adaptive re-use of the Stewart Company building will serve as a fine example of successful historic preservation.



The old Mayfair Theatre, together with the Congress Hotel, should be considered for adaptive re-use.



Strategies

1. Conform redevelopment to the Memorandum of Agreement (MOA) executed between the City and the Maryland Historical Trust.
2. Preserve all important individual West Side landmark structures and resources eligible for National Register listing, including those identified as “Category A” resources according to the 1986 Market Center National Register Historic District nomination, and those shaded in purple in the MOA. These resources would include, but are not be limited to, the Stewart’s Department Store, the Kresge building, the Hippodrome Theatre, the Congress Hotel and 10-12 North Howard; additional field surveys and reviews of existing historic surveys, plans, and National Register nomination may be necessary.
3. Preserve, where possible and economically feasible, resources with undiminished integrity that contribute to the significance of the district but that do not appear to be individually eligible for National Register listing. These are identified as “Category B” resources in the 1986 Market Center National Register Historic District nomination and are shaded yellow in the MOA.

Of these resources, special effort should be made to preserve those located at the corners of blocks adjacent to dominant intersections. Examples of these resources worthy of preservation include the Julius Gutman Building (at the intersection of Park and Lexington Streets), the Barenburg Building (at the intersection of Park and Fayette Streets), the American National Building (at the corner of Liberty and Lexington Streets), and the Hamburg and Son Building (at the corner of Baltimore and Howard).
4. Preserve whole contributing buildings when possible (not just facades), and in particular, intact historic street walls, significant contiguous groups, major architectural/historical landmarks, (all of the cast irons) contributing historic corner buildings, and vernacular structures predating 1850. (reference MOA)
5. Direct, where possible, new construction toward sites now occupied by surface parking lots, vacant land, and non-historic buildings.
6. Reduce off street parking requirements for projects in close proximity to public transit. Such a strategy, coupled with a transit strategy, would induce increased transit ridership.
7. Target new parking structures to blocks with the fewest historic structures and where existing historic buildings can be incorporated into new development. For example, the Liberty/Clay Street garage is proposed for a block where there are alternatives to incorporate historic buildings into the new development and where few historic buildings would be compromised.
8. Utilize incentives, such as rehabilitation tax credits and Smart Codes, to encourage owners to restore their buildings to their former historic appearance.
9. Record, graphically and/or photographically, and salvage significant building fabric in the event that contributing historic buildings must be demolished. This building fabric, artifacts, and elements should be made available to local museums or for interpretive parks/plazas.

10. Establish an aggressive program with financial incentives to encourage property owners along the 200, 300 and 400 blocks of North Howard Street to, at a minimum, restore facades and accommodate ground-level merchants. In particular, target those owners potentially displaced by the proposed redevelopment along Lexington Street since their buildings have smaller building footplates and could appropriately accommodate many of the smaller displaced merchants. The city-owned buildings should be restored for displaced merchants, modeling the process for private owners to follow.
11. Extend a similar façade restoration program along the 200 and 300 blocks of Park Avenue and the 200 and 300 blocks of West Saratoga Street. Provide economic incentives to property owners who rehabilitate buildings for upper floor residential use.
12. Remove properties from the urban renewal plan property acquisition list, once rehabilitated to acceptable standards; the threat of condemnation would have a chilling effect on the acquisition of and rehabilitation investment in properties.
13. Recognize that not all “Category B” buildings can or should be preserved. The building’s size, shape and physical condition determines whether it can be economically renovated. For example, the buildings located on the east side of the 300 block of Howard are very narrow and very deep. The unusual footprint of these buildings may make their reuse difficult and economically prohibitive.
14. Establish a Design Review Process, critical to the West Side’s success, sustainability, and quality assurance. All proposed projects, both new development and preservation, should be presented to the West Side Design Review Group for approval. At least one member of this group should be a leading Preservationist. (see also Urban Design Guidelines)

It is essential that the West Side balance economic development and revitalization strategies with historic preservation. This balance will be achieved by a design review process which includes the Design Guidelines, the provisions of the MOA, and a Design Review Group comprised of both respected design professionals and preservationists.

Part Nine: A Public Infrastructure and Transportation Strategy

Maryland State Smart Growth policy encourages redevelopment in areas of plentiful infrastructure, such as roads, public transit alternatives, utilities, services; as well, it encourages improvements to existing public infrastructure and transit over new construction.

Currently, the West Side is directly served by light rail, subway, bus, and automobile, whereas MARC service is only a few short blocks south to Camden Yards and north to Penn Station. Given the scale and network of its streets and proximity to adjacent destinations, the area is easily traversed by foot and bicycle. Automobile access to the West Side is adequately afforded via Martin Luther King Jr. Boulevard, Pratt and Lombard Streets, Russell Street, I-395, and a network of local streets. Therefore, the redevelopment of underutilized urban areas like the West Side significantly contributes to the success of the State of Maryland's Smart Growth objectives.

An integral long-term component of the West Side redevelopment strategy, given its projected growth, should include a transportation strategy seeking increased transit ridership, enhanced public perception of transit, encouraged walking, bicycling, and street-level activity, and improved and expanded public transit service. Where public sector investment embraces Smart Growth policy, including the leveraging of private sector investment, the viability of urban revitalization and reinvestment will be greatly enhanced.

The city may be well-served to create an "advisory transportation committee" to investigate and implement these as well as other recommendations. The following broad recommendations serve as an appropriate public sector infrastructure and transportation investment platform:

The Fare-Free Zone

Create a downtown core "fare-free zone" to link key downtown destinations and attractions while reducing reliance upon the automobile for short, inner-city trips. Portland and Philadelphia have successfully used a similar system to increase transit ridership, while also enhancing the public perception of transit; Portland's fare-free zone includes over 300 city blocks. As transit riders use buses, light rail, and subway within the downtown core at no charge, they may also begin using transit for other trips beyond the fare-free zone, potentially increasing ridership and revenue.

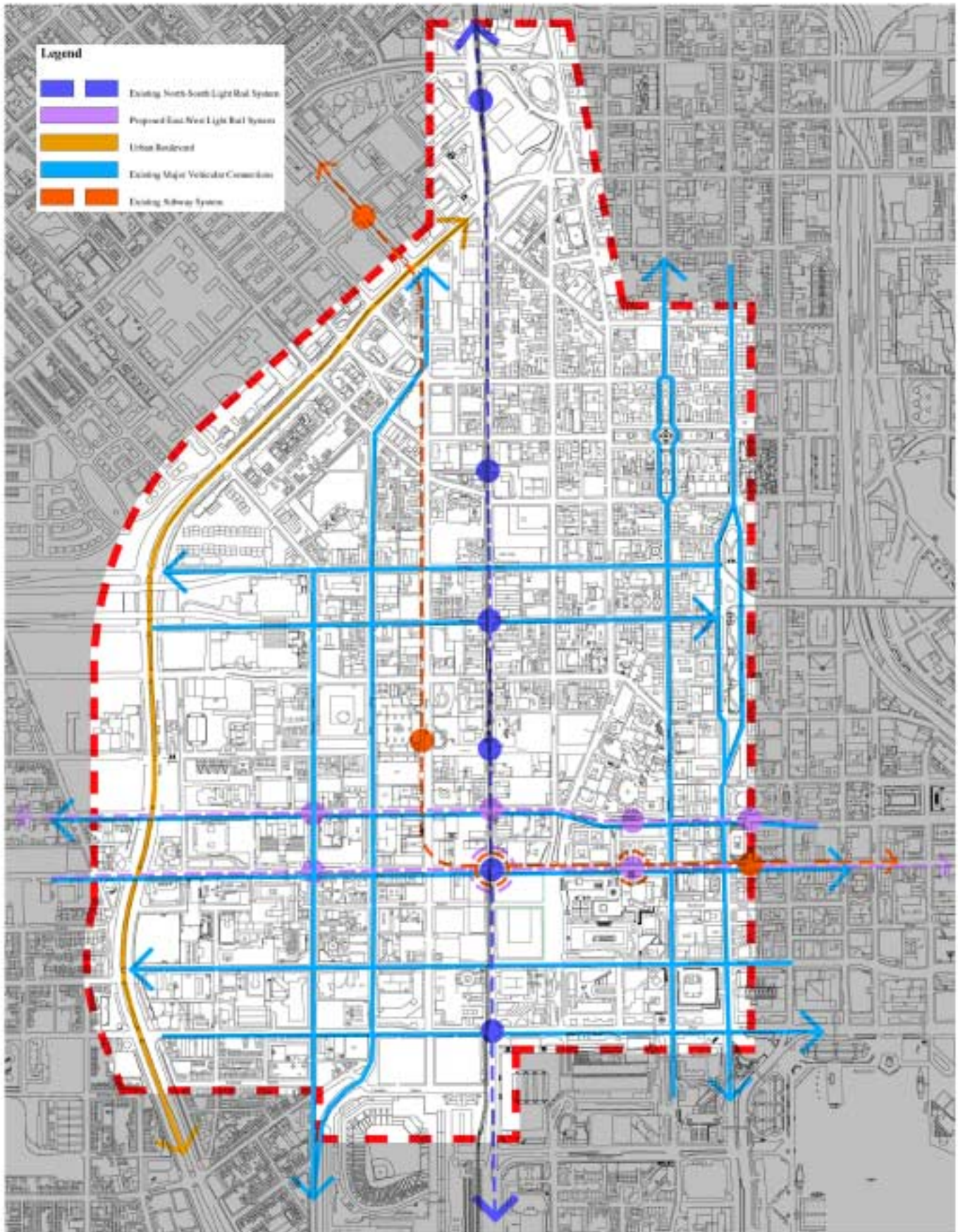
A Fare-Free Loop

Institute a "fare-free loop" to facilitate connections such as between the Inner Harbor and Mount Vernon or University Center and Market Center with multiple stops in-between. A fare-free loop would be the most direct and non-circuitous route between two locations, and where practical, should follow and/or compliment historic walking tours and destinations deemed appropriate by the Heritage Commission.

Salt Lake City and Denver's 16th Street Mall would serve as appropriate models, though a bus-only zone is not recommended. Depending upon the ultimate transportation strategy, a fare-free zone may suffice without the need for a fare-free loop.



Improved signage, like Chicago's, will strengthen public transit as a viable transportation alternative.



Vehicular Transport

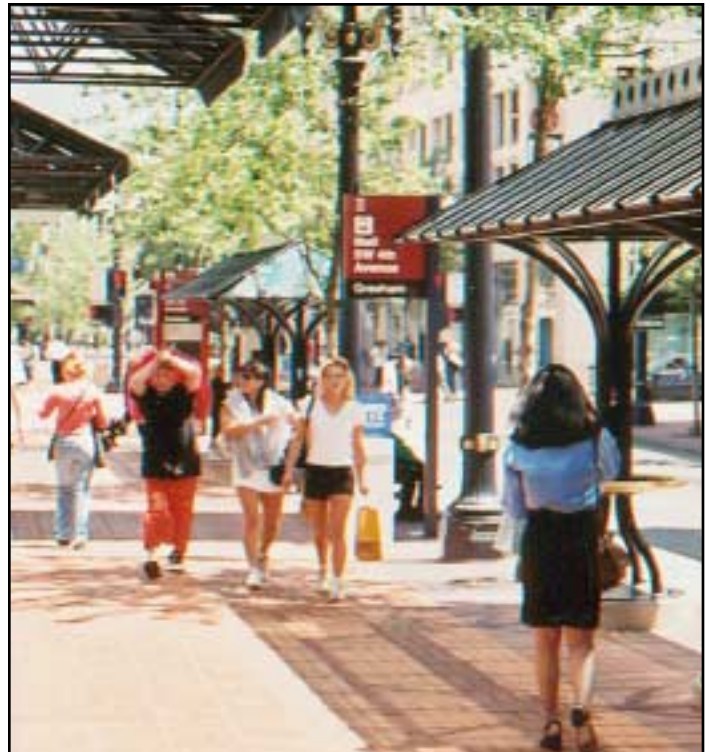
A Coherent Transit System

Establish clear, functional transit routes. In Boston, Portland, and Philadelphia, the transit system has reduced the need for downtown parking. In Baltimore, MTA bus routes are often circuitous, infrequent, and confusing to potential riders; they often discourage potential new users and visitors from even attempting to use public transportation. Baltimore needs transit information including signage at stops and along routes, a comprehensive route map, and transit brochures. Many bus routes follow historic streetcar routes that have, in part, become obsolete; others are redundant and could be consolidated. The following initiatives recommend solutions:

- Create a comprehensive map of bus routes clearly identifying routes and their relationship in scale to key destinations, other routes and transfer locations. Make maps available in brochure/pamphlet form and as posters at key locations and at transit stops. Vary zones and/or quadrants in color, numbering system, and shape of the sign/symbols for visual clarity and quick reference.
- Mark bus routes, bus stops and the individual buses with improved, recognizable graphics and signage. Locate a single, comprehensive system-wide map of routes and key destinations at each stop or at least at the most frequently used stops.

Include additional signage at stops to: 1) clearly identify the location and general/local route destinations within the vicinity of the stop, and provide directions to local transfer points, key destinations, and attractions near the stop; 2) list key complimentary, overlapping routes, neighborhoods, and destinations within the immediate local system and broader vicinity; and 3) provide fare schedules. Chicago's State Street and the City of Portland both serve as appropriate models.

- Celebrate key stops such as the Antique Row, Cultural District, University Center, and Historic Lexington Market with distinctive graphics, signage and names.
- Improve transit shelters, especially at key stops, transit corridors and/or transit centers. Licensed street-side vendors should be considered to add life and diversity at key transit stops and at key intersections.
- Simplify bus routes to coincide with direct routes and desirable destinations; an alignment along historic streetcar routes is no longer viable.
- Consolidate redundant and/or parallel routes to a single street simplifying passenger understanding and eliminating confusion of the route system. Frequency of some stops and routes may need to be increased.
- Install bicycle racks on buses and light rail, bicycle lockers, and/or storage within certain garages (for security reasons).



Identifiable and multi-modal transit corridors, like Portland's, will enable a more coherent and 'user friendly' transit system.



New east-west light rail should coincide with one-way pairs along Baltimore and Fayette, similar to Portland Oregon's light rail.

Transfer Stops and Corridors

Initiate a series of transfer points and/or transfer corridors, as a means of consolidating and simplifying bus transfer locations and stops.

Transit centers would provide an inter-modal transfer point where buses, light rail, and subway would come together in a clearly identified and central location. For the West Side, such a transfer point should be considered for the western side of the block bounded by Saratoga, Eutaw, Mulberry and Howard Streets.

Transit corridors (transit mall) would provide a linear transfer system where congestion would be less severe than a point source transfer center, while overlapping a network of transit lines including bus, light rail, and subway. A transit corridor should not displace, but rather comfortably coexist with, pedestrians, on street parking, and through lanes for moving cars.

East-West Transit

Introduce new transit service along Fayette and Baltimore Streets for improved linkages to east and west. Consider light rail, bus, trolley or similar modes that provide direct east-west connections through downtown, a portion of which could function as an urban transit corridor (described above). New transit or light rail service, along Baltimore/Fayette streets, would induce economic development activity in the CBD and area north of the Inner Harbor while the same along Pratt/Lombard would only increase reliance on the Inner Harbor for economic growth.

Many cities are beginning to utilize public sector investment, especially in the spirit of Smart Growth, as a means of inducing urban revitalization. New transit technology, improved beyond that of the current Howard Street, would provide a link eastward to the Municipal Center, Historic Jonestown, Historic East Baltimore, Johns Hopkins Hospital, Bayview, and potentially, to Middle River and beyond. Connections to the west could include University Center, Poppleton, Hollins Market, Franklin Square, the west Baltimore MARC Station, and potentially, to Saint Agnes Hospital, Catonsville and beyond.

The central city portion of a new, east-west transit service along Fayette and Baltimore Streets could serve as a corridor between Greene and Charles Street with transfer points at Howard Street (light rail), at Cathedral/Charles Street (subway), and at several transfer locations (bus service). New, east-west transit service through the city, especially light rail, should coincide with one-way pairs. Rail and automobile traffic would travel unencumbered westbound along Fayette Street, and eastbound along Baltimore Street, significantly minimizing automobile, transit, and pedestrian conflicts. Two one-way rail lines would not conflict with a two-way street, as is currently the case for Howard Street; rather, east and west routes would be separated as one-way pairs; model cities include Cleveland, Dallas and Portland.

Consistent with State Smart Growth policy, investment should coincide with neighborhood revitalization and/or Transit-Oriented Development (TOD) where a new, east-west transit service passes through edge and suburban fringe neighborhoods. Transit lines should pass through, rather than by-pass, neighborhood centers and commercial cores. Similar long-term planning and revitalization strategies along planned transit corridors have proven invaluable to both neighborhood revitalization and controlled growth in cities such as Portland, Dallas, and Cleveland.

Intermodal Transit Node

Implement a long-term strategy for an intermodal transit node as part of a redevelopment strategy format at the Arena site to provide multiple transit alternatives (bus, light rail, and subway) with an overlapping transit corridor (described above). The northern portion of the Arena block could be redeveloped as an urban park

with subterranean parking similar to Portland's Pioneer Square or Boston's Post Office Square. While light rail is immediately available on the west side of the block, the subway stop along Baltimore Street at the Mechanic Theater could be extended underground to the east end of the park, as well as to the underground parking where vertical circulation would provide access to the street above. Underground parking, light rail, subway, and buses would all come together at this single location central to the West Side and within walking distance of several destinations/sub-districts including the University Center, Camden Yards, the CBD, and Inner Harbor. And, if a new Arena were built elsewhere, or if the Arena were rebuilt on the same block while accommodating a small park or plaza and underground parking, the southern half of the block would be available for a new mixed-use development. Even if a new arena were rebuilt on the same block, underground parking and a small park or plaza on the northern portion of the block could still be accommodated.



Proposed Transit Node



An inter-modal transit node, underground parking, and a plaza at the northern portion of the current arena site could emulate Portland's Pioneer Square.

Boston, San Francisco, Portland, Charleston and Savannah enjoy vibrant, people-oriented public realms - streets, sidewalks, plazas, squares and parks. While the streets and sidewalks within a city serve as active and directional open space routes, the parks, greens, squares and plazas serve as static respites for recreation and human interaction. The public open space realm is an important quality-of-life element promoting pedestrian movement and livability; it is critical to attracting new development that will, in turn, attract people.

The West Side has few significant parks, open spaces or great streets serving as desirable, public places. The redevelopment strategy should consider ways to enhance existing public places and to develop new places for social interaction. Key connecting corridors linking retail “hubs” should be revitalized to support redevelopment efforts.

Center Plaza

Revitalize Center Plaza as an active retail and restaurant core anchoring the CBD and Charles Center while connecting east to Lexington Street and to Lexington Market. Sidewalk cafes, outdoor dining, planned events, and light entertainment should compliment redeveloped boutique retail storefronts at the base/street-level of BGE, One Charles Center and Oakwood Towers. Boston’s Post Office Square, a well-used urban park with street-side retail and restaurants above an underground parking structure, serves as an appropriate model. Induced pedestrian activity, created by extending pedestrian circulation patterns and movement through the plaza to Liberty Street, is vitally important to breaking the current barrier between the CBD and Lexington Market. Without direct visual connections, the plaza will continue to be perceived as a “dead-end” space with weak connections to both Lexington Street and Lexington Market.

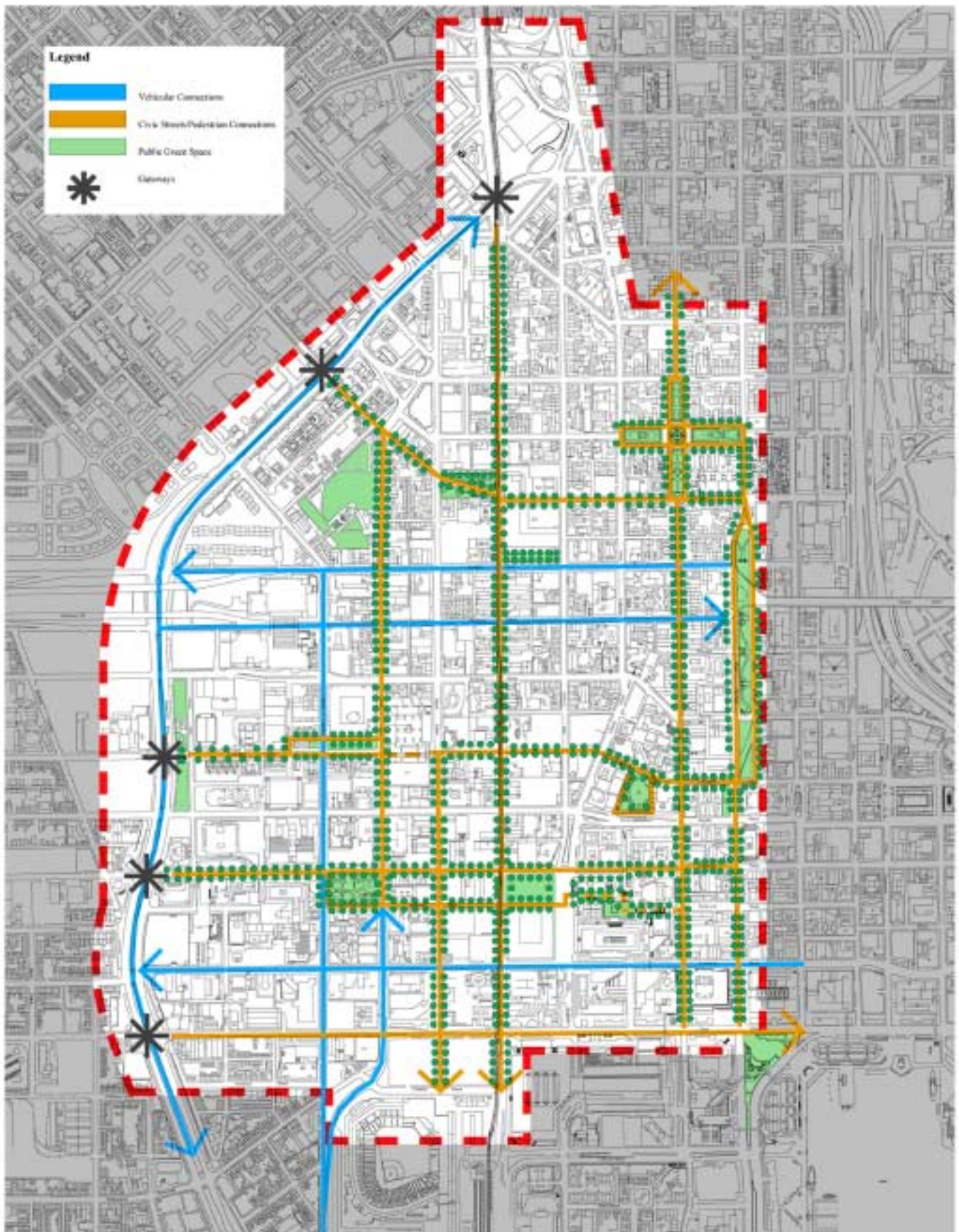
Charles Plaza

Redevelop Charles Plaza to provide a much-needed, stronger connection to the Historic Charles Street retail corridor. Currently, the plaza is a ‘dead-end’ space and an introverted circulation route to privatized housing offering little connection to the public realm of Charles Street. The current retail cannot survive without spontaneous public and pedestrian circulation.

If new construction is to be considered, it should not turn its back to Charles Street; rather, it should front the street and activate the sidewalk. Connections through the plaza to Center Plaza should be considered only if Center Plaza were redeveloped as described above and only if the grade differential between the plazas could be reconstructed in a more urbane and pedestrian-friendly fashion.

Howard and Centre Park

Redevelop the existing open space at Howard and Centre Streets (west of Howard) as a greener, softer urban square to compliment redevelopment of the Maryland Historical Society block and the Congress Hotel. Open space enhancement could reinvigorate the existing light rail stop. Many of the small, historic urban parks and plazas of Charleston and Savannah serve as appropriate precedents. A similar urban park could be integral to Centre Street providing an important connection between Mount Vernon and Seton Hill and an improved image of the light rail stop, in addition to serving multiple new developments at this key intersection.



Three new open space areas are proposed:

Howard and Franklin Park

Create a new urban green on the south end of the Aegon block, bounded by Howard, Franklin and Park; it is currently a parking lot. New residential, mixed-use development should front the green and compliment redevelopment planned at the Howard/Franklin intersection. The Mayfair, Congress, YWCA, and the new development itself would all benefit from this new park. A public green would strengthen connections east to Mount Vernon, south along Howard Street to Lexington Street and to the West Side, and west to Seton Hill.



Proposed Howard and Franklin Park

The Post Office Park

Consider complete or partial demolition of the West Market building and construction of new mixed-use development as a long term West Market site redevelopment strategy. This would allow for a linear green extension of the post office square along West Lexington Street. The linear green would then serve to enhance the Lexington Market's western entrance as an important entry point, establish a connection to the neighborhoods west of MLK, and create a place for outdoor dining. Similar to the Franklin Street green mentioned above, this new urban green would compliment and support new residential development planned for the west side of the Market in the vicinity of Pearl, Greene, Paca, and Lexington Streets, while improving connections to the new mixed-income communities - Heritage Crossing and The Terraces. The West Market should be offered as a redevelopment site and the Market consolidated into the East Market.

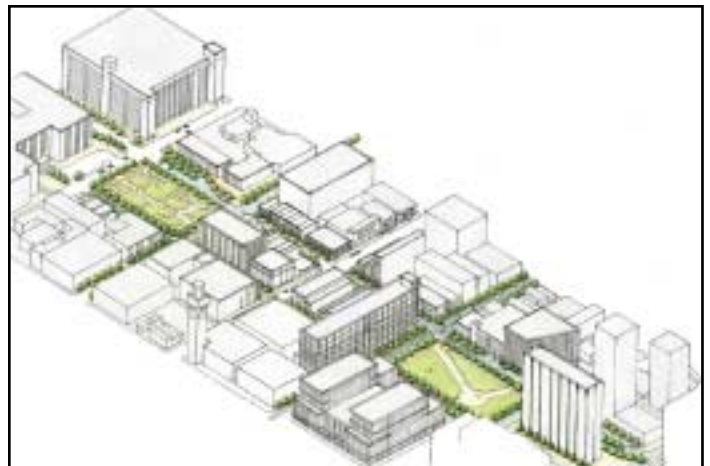


Proposed Post Office Park. An improved entrance and new open space west of Lexington Market will improve connections west to Martin Luther King Jr. Boulevard and beyond.

The Arena Site

Redevelop the Arena site as part of a long-term strategy, creating a significant urban park at the northern portion of the block. New retail, entertainment, and mixed-use development would support an urban park similar to Bryant Park in New York, Post Office Square in Boston, or Pioneer Square in Portland. The Omni Hotel, the City Crescent Building, the proposed Centerpoint development, and the buildings at Hopkins Place all would have views of this new urban open space. The park would provide pedestrian and possibly vehicular connections between the CBD and University Center via the extension of Redwood Street.

If the northern portion of the redeveloped site were to include a new urban park, the remainder of the site could be developed as a mixed-use project with ground-level retail and entertainment as well as underground parking. The Baltimore Street subway station could be extended below grade to provide connections to underground parking, to the park, and to retail venues above. Given current light rail service to this block, the new urban park would be afforded multiple transit opportunities in a location where public transit could effectively help reduce the parking demand. Together with other redevelopment opportunities, this block and park would become an important link between the University, the Hippodrome, Centerpoint, and Hopkins Plaza redevelopment.



Proposed Arena Site. A new urban park or plaza on the northern portion of the current arena site will improve east-west connections via Baltimore and Redwood Streets.

Streetscape enhancement and revitalization should:

1. Time South Market area streetscape improvements to coincide with private and public sector investment, including the Hippodrome and Centre Point developments. Baltimore Street streetscape improvements should, at minimum in the short-term, occur between Paca and Howard Streets. Long-term Baltimore Street improvements should consider streetscape revitalization east to Charles Street and west to Martin Luther King, Jr. Boulevard.

Howard Street streetscape improvements should, at minimum in the short-term, occur between Fayette and Baltimore Streets. Long-term improvements to Howard Street should consider streetscape revitalization north to Lexington Street and south to Camden Yards and the Convention Center.

Eutaw Street streetscape improvements should, at minimum in the short-term, occur between Fayette and Baltimore Streets. Long-term improvements to Eutaw Street should consider streetscape revitalization north to Lexington Street and south to Camden Yards.

Additional long-term streetscape improvements should be considered for all other local streets in South Market.

2. Time Streetscape improvements in the Market Center area to coincide with private and public sector investment, including the Hecht Company Building and the Stewart's Department Store. Lexington Street streetscape improvements should, at minimum in the short-term, occur between Eutaw and Liberty Streets. Long-term improvements to Lexington Street should also consider streetscape revitalization west to Martin Luther King, Jr. Boulevard.

Howard Street streetscape improvements should, at minimum in the short-term, occur between Saratoga and Fayette Streets in the short-term. Long-term improvements to Howard Street should consider streetscape revitalization north to Franklin Street.

Eutaw Street streetscape improvements should, at minimum in the short-term, occur between Saratoga and Fayette Streets. Long-term improvements to Eutaw Street should consider streetscape revitalization north to Franklin Street.

Additional long-term streetscape improvements should be considered for all other local streets in Market Center.

3. Time Streetscape improvements in the North Market area to coincide with private and public sector investment, including the Mayfair and the Congress. Howard Street streetscape improvements should, at minimum in the short-term, occur between Centre and Franklin Streets. Long-term improvements to Howard Street should consider streetscape revitalization north to 901 North Howard and the Meyerhoff.

Franklin Street streetscape improvements should, at minimum in the short-term, occur between Eutaw and Park Streets. Long-term improvements to Franklin Street should consider streetscape revitalization west beyond Martin Luther King Jr. Boulevard and east to Charles Street.

Centre Street streetscape improvements should, at minimum in the short-term, occur between Eutaw and Park Streets including the small urban park. Long-term improvements to Centre Street should consider streetscape revitalization west beyond Martin Luther King Jr. Boulevard and east to Charles Street.

Additional long-term streetscape improvements should be considered for all other local streets in South Market.

4. Improve Martin Luther King Jr. Boulevard as an elegant gateway and urban boulevard, including street trees, light poles, sidewalks, and plantings along both the boulevard's edge and within the median. Safer pedestrian crossings and signage graphics that celebrate and inform both motorists and pedestrians should be incorporated into key gateway intersections along MLK; they include Pratt, Baltimore, Lexington, and Centre Streets.
5. Reduce needlessly wide sidewalks in some areas of Howard Street to accommodate additional on-street parking and/or additional lanes of traffic. Though Howard Street is a key north-south corridor effectively linking most of the study area's sub-districts, currently, it is an unwelcoming thoroughfare to both cars and pedestrians. Carefully consider creating safer, bi-directional automobile circulation for its entirety, especially north of Lombard Street. The lack of (a) consistent on-street parking and (b) continuous north-south automobile lanes has diminished the ability to attract desirable tenants in adjacent buildings.

Howard Street could become a pedestrian-oriented thoroughfare between Antique Row and Camden Yards; retail, entertainment, restaurants, jazz clubs, and street vendors could become attracted to Howard Street, increasing safety and street-level activity.

These public sector improvements form the foundation for a West Side open space, streetscape, and public realm enhancement strategy intended to support, motivate, and compliment private sector investment, and in turn, support the realization of its long-term vision.

The urban design strategy and subsequent design guidelines have been developed to assist Baltimore Development Corporation and the private sector in the West Side's revitalization and to balance the preservation of historic buildings and the sensitive contextual intervention of new construction. It is the purpose of an urban design strategy to:

1. Recommend general design guidelines for new construction that will help preserve the historic qualities and unique urban characteristics of the West Side; and
2. Serve as a City of Baltimore referral document outlining consistent criteria to be applied to the review of West Side development and building permit applications.

It is intended that Baltimore Development Corporation and City agencies will consistently reference these guidelines, both to help make their own decisions and to advise property owners and developers on appropriate courses of action. Applicants who review and closely follow these guidelines, and consult with BDC prior to submitting their plans, will receive greater assurance that their proposals will be in compliance with the West Side Revitalization Initiative objectives. Variances to these guidelines may be granted on the basis of unusual programmatic requirements, peculiar site constraints or architectural/site design merit as determined by the Design Review Group.

Background

- **Street Life and Street Scale:** Historically, the 24-block West Side was Baltimore's active retail shopping district whose epicenter was located at the intersection of Howard and Lexington Streets. The shopping district represented a tradition of active and continuous ground-level retail with linked cultural and entertainment uses energizing the streets. A typical West Side building had ground-level retail with storefronts and high floor to ceiling heights relative to the upper floors.

Many of the streets in the West Side are much wider than other predominantly residential neighborhoods such as Mount Vernon or Federal Hill. Within the retail area of the West Side, "street walls" are defined by taller "loft-like" buildings ranging four to seven stories high, while sidewalks are wider to accommodate shoppers. Since originally the area was primarily devoted to commerce and not residential, there were neither green spaces nor formal parks. Therefore, the open space network of streets and sidewalks served as the West Side's most vital organ.

- **Building by Accretion:** From an urban perspective, the West Side had a tradition of building by accretion. Each urban block was composed of a series of individual buildings of different heights, widths, floor elevations, façade articulation, and architectural style. The "street walls", formed by the collection of adjoining distinctive buildings, along with the active ground-level retail uses, had a diversity that infused the West Side streets with intense energy and vitality.
- **Visual Compatibility:** The variety of West Side building types yields very distinctive, architectural styles. Many of the row homes are simple, yet fashionably Federal and Italianate, while the commercial and retail structures include exuberant versions of styles, such as Italianate, Italian Renaissance Revival, Romanesque Revival, and Art Deco. Many of the West Side banks employed Romanesque Revival and Classical Revival styles. Despite this diversity, there was an implicit architectural code that organized each main street façade into a vertical tri-part organization of a defined base (usually storefronts), a middle, and an articulated top. This code formed the basis for a visual compatibility among very diverse buildings.

Urban Design Objectives

In developing an urban design strategy for the West Side, we aspire to:

1. Protect and enhance the tradition of intense street level activity within the West Side by (a) regulating ground-level uses; (b) focusing new developments at surface lots, to fill in the "gaps" of continuous street walls; and (c) ensuring that new architectural intervention is prescribed to a more traditional, ground-level, retail storefront model with larger openings and a larger percentage of glass than the upper floors. Given the West Side tradition, it is important these public streets are held to a higher standard of design.
2. Ensure visual compatibility between the preservation of historically significant and contributing resources and new architectural intervention. This requires adopting an architectural code that specifically addresses two expected conditions

of new intervention; first, infill construction between existing buildings, and second, construction of large scale, “super block” development on sites equal to or larger than 50% block coverage.

Design Guidelines

Permitted Uses

Active Ground-level Uses: It should be the objective of the West Side Revitalization Initiative to require active, ground-level uses fronting the West Side main streets to activate the sidewalks. The preferable use would be retail, in particular, in the 200- to 500-blocks of North Howard Street, the 100- to 300-blocks of West Lexington Street, and the 300- to 500-blocks of Eutaw Streets. In corridors where extensive ground-level retail may not be supported by the market, other active ground-level uses should be mandated; these uses could include entertainment, cultural, residential, office and academic. Structured parking and non-habitable space should not occupy prominent, ground-level space.

Active Upper Floor Uses: To reinforce active ground-level use and to increase eyes on the street, upper floors fronting main streets should be active as well. Given the vision for the West Side, residential uses would be the preferable choice, but retail, commercial, and similar uses should be considered. All structured above ground-level parking garages should be restricted, where practical, from fronting onto the West Side main streets.

Structured Parking Restrictions: All mixed-use project parking structures should be designed for either limited or fully-shielded visibility from the main streets. As well, they should be located internal to redevelopment blocks, where possible. Buildings in which structured parking is the sole use should be discouraged. Vehicular access to and from garages should be from side not main streets, where possible. Patron access to and from the garages should be from the more pedestrian-oriented, main streets.

Entertainment Use: Creating a vibrant, near 24-hour West Side neighborhood requires a “co-mingling” of varied uses such as cultural and entertainment. However, caution should be exercised to ensure compatibility of uses with the major focus and driving force behind the West Side revitalization, residential use. Entertainment-oriented retail uses are most appropriately concentrated along Eutaw Street, particularly in proximity to the proposed Hippodrome Performing Arts Center. The entertainment corridor would connect Lexington Street and the metro station with Camden Yards. Another potential entertainment/cultural zone, presently under study, could be along the 300- and 400-blocks of Howard Street; it is envisioned as the Urban Entertainment District. If this proposal is proven feasible, great care must be taken to ensure compatibility with the existing and proposed residential.

Residential Uses: Residential use is the catalyst for the West Side revitalization; new residential uses and the influx of new residents will guide and sustain redevelopment over time. As such, residential use should be encouraged throughout the West Side. Though Howard, Lexington and Eutaw Streets should become predominantly retail and entertainment, other streets within the West Side lend themselves to being identified as predominantly residential.

Office, Institutional and Academic Uses: Where possible, the University and Medical System should be encouraged to expand eastward into the core of the West Side, in particular along Baltimore Street. Baltimore Street has potential as a “commerce and academic corridor” linking the University Campus with the CBD.

New Construction

In establishing urban design guidelines for new construction, two types are identified:

- **Infill Construction:** new construction on an urban lot between or adjacent to existing buildings and representing less than 50% of an entire urban block length.
- **Large Development:** new construction over 50% of the urban block and/or more than 50% of the block length along the main street(s).

To be effective, urban design guidelines must recognize the difference between the impact of infill construction versus large-scale development while respecting the existing “architectural code.” Existing buildings, historically significant and contributing resources, date from several periods in the City’s commercial growth. Each period can be described by the way in which it dealt with three attributes:

1. Vertical articulation: the demarcations of base (storefront), middle, and top (cornice or parapet);
2. Horizontal articulation: the treatment of entries and corners, and the introduction of bays, or lack thereof; and
3. Architectural detail.

Each period can be identified by the common characteristics and distinctive way these attributes resulted in an implicit architectural code. The same commonalities should be shared by new structures to form the basis of the urban design guidelines. Within this urban design framework, structures remain free to explore their own distinctive characteristics, while respecting significant historical attributes.

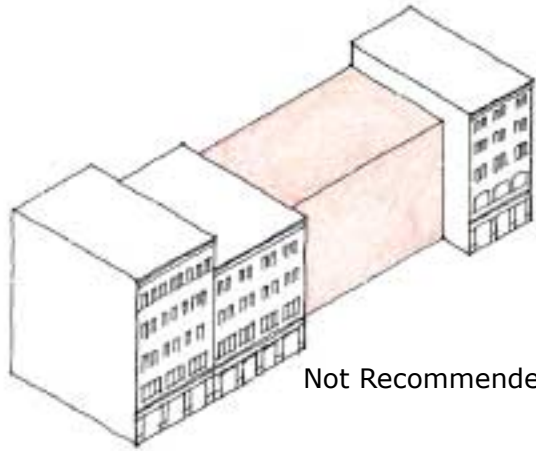
New construction should be compatible with existing historic structures to which they are visually related, in terms of a) street wall, b) height, c) tri-part organization of main facades (base, middle, top), d) horizontal rhythm of the structures on the street (organizational pattern of windows, bays, and the relationship of solids to voids), and e) relationship of roof shapes and roof line silhouette. Further descriptions follow:

Street wall

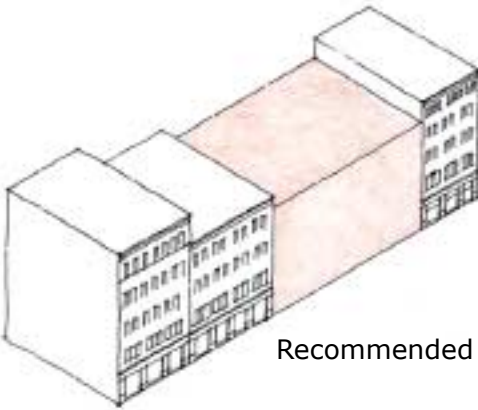
- Maintaining “street walls” along sidewalk property lines is important, particularly for infill construction, so that the plane of the street wall is not interrupted.
- For large developments, maintain a street wall to the mean average height of all existing buildings along the street. Beyond this established base, setbacks should occur to reduce the scale and height of the street wall.
- Elements projecting from the street wall should be discouraged, with the exception of storefront awnings, entry canopies, balconies, projected cornices, or scaled bay windows.



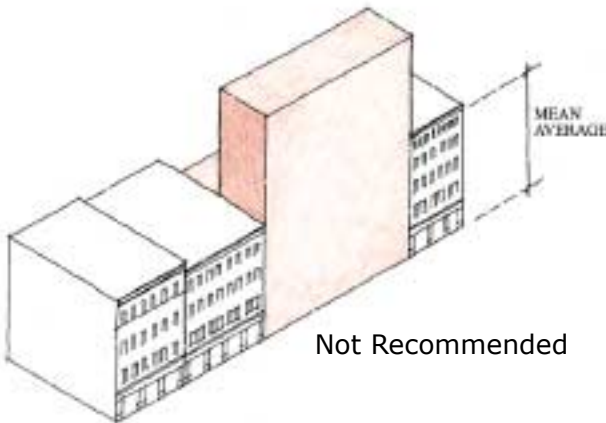
Building accretion. The West Side’s distinctiveness and, arguably, its liveliness was manifest in its widely varying building styles and building typology.



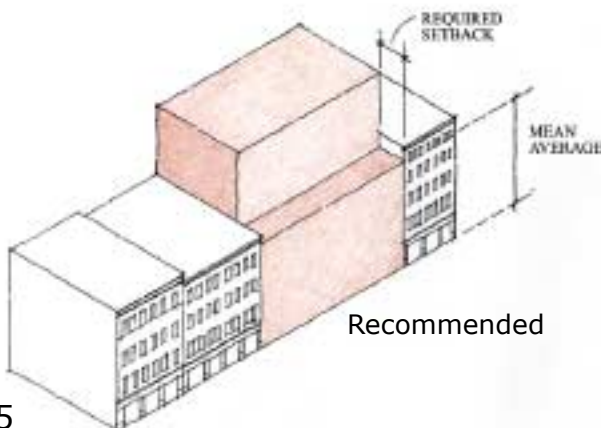
Not Recommended



Recommended



Not Recommended



Recommended

Height

- The height of the first story of any new structure can not be less than the exterior visual expression of the height of any single story above the first floor and not less than 14 feet.
- New structures should not exceed the mean average height of all other existing buildings on the block. In cases necessary for new structures to exceed the mean average height, the setback from the street façade should be at the mean average height of all existing buildings in order to create an appropriate base mass street scale.
- Slender point towers more than 10 stories high, and without articulated setbacks of the building mass along main street facades, should be discouraged; articulated setbacks help reduce scale and street impact. (see figures)

Vertical Façade Organization

- All buildings should have a clearly articulated base (storefront).
- Buildings greater than four stories in height should have a clearly articulated base (storefront and second transitional floor); middle; and top with a highly accentuated cap or projected cornice. The exterior visual expression of the top story of buildings taller than four stories should be distinctive from the stories below the top story.
- On all buildings, the first story should be separated from the upper floors by an architectural feature, such as a string course (i.e. a projecting horizontal band). These architectural features may be placed at the top of the second floor when the first and second stories have the visual appearance of a separate exterior base expression.
- Along designated retail and entertainment corridors, such as Howard, Lexington, Eutaw Streets, the first story should be designated as a storefront of which transparent glazing should not be less than 60%.

Horizontal Façade Organization

- New buildings, greater than 60 feet wide fronting onto a main street, should be designed and articulated to reduce the apparent width and mass by accentuating the vertical expressions.
- Buildings greater than 60 feet wide should set up an implicit or explicit system of bays. Implicit systems use window groupings in the base, intervening floors, and sometimes the cornice area to denote bays. Implicit systems require bases that are applied to and/or use a material different from the primary building surface and/or use a floor transition between these and intervening floors. Explicit systems pull columns or pilasters in front of the intervening floors and, when a cornice is used, the upper floors.
- Bays should be between 18 and 24 feet wide to establish a clear discernible verticality to reduce the horizontal width.
- The West Side has a tradition of masonry facades with punched vertical window openings which needs to be continued with all new construction. Horizontal band windows should be discouraged.
- Curtain wall glazing should be restricted to no less than 40% of a building's exterior surface.

Roof Lines & Roof Shapes

- Flat roofs are, historically, more typical and appropriate within the West Side and should be encouraged for all new construction.
- The emphasis of West Side buildings has been on the main street façade and not the roof configuration. New construction with elaborate roof shapes is self-important and should be discouraged.
- Projected cornices and accentuated caps should be encouraged to visually ground the new buildings and reflect back to the façade.

Large Scale Development

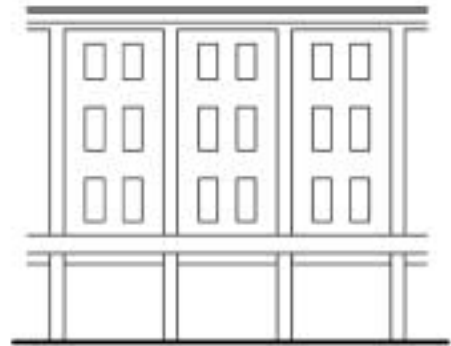
Given the West Side's tradition of building by accretion, the intervention of large scale development at one time could be detrimental to the West Side's urban character; the accretion tradition was defined by urban blocks being formed by adjoining structures constructed at different times, styles, heights and sizes. Large-scale development, however, should not be discouraged; rather it requires more design scrutiny. Guidelines must be in place to ensure an intimacy of urban scale and detail for large scale projects that encompass more than 50% of the block area and/or 50% of the main street façade, so that it becomes a new supporting character in the street experience instead of the lead actor. These guidelines are:

- A continuous uninterrupted roofline on a building should not exceed 50% of the entire block elevation. Breaks in the roofline should be encouraged to reduce scale and impact of the project.
- A continuous pattern of windows with the same rigid solid to void relationship should be discouraged. A variety of window sizes, shapes and spacing should be encouraged to "visually segment" the horizontal length of the building creating a street wall rhythm more consistent with the area's tradition.
- On large-scale projects, the impulse to create "multiple signature" architectural elements should be discouraged.

The above guidelines are not intended to restrict creativity but to respect and preserve an urban tradition, a tradition that is rooted in the supremacy of the street and street level activity and the importance of visual compatibility and urban contextualism.



IMPLICIT SYSTEMS USE WINDOW GROUPINGS IN THE BASE, INTERVENING FLOORS, AND THE CORNICE AREA TO DENOTE BAYS.



EXPLICIT SYSTEMS USE COLUMNS OR PILASTERS ON THE PRINCIPAL FACADE TO ACCENTUATE SMALLER INCREMENT BUILDINGS AND STOREFRONTS.



Roofline allowances: Not Recommended



Roofline allowances: Recommended

The phasing strategy carefully considers projects presently underway or planned for the West Side, as well as strategically targeted key buildings and future development sites. The strategy is intended to orchestrate limited public sector resources directed at streetscape and infrastructure improvements, in concert with responsible private sector development reinvestment. The phasing is focused within the core of the West Side and corresponds to the three sub-areas identified in the strategic plan: Market Center, North Market, and South Market.

Phasing and Implementation Strategy

Phase I Market Center - Implementation Target: 2000-2003

Market Center, the area adjacent to the Lexington Market, south of Lexington Street, and north of Baltimore Street is the heart of the West Side. Although development reinvestment is planned throughout the West Side, this sub-area is presently experiencing the most intense interest; it is also the physical location for psychological scars resulting from years of disinvestment and decline. The potential of Lexington Street and Baltimore Street to reconnect the University campus with the Central Business District is a key consideration in targeting this area for Phase I implementation.

Catalyst projects for Phase I would include the Hippodrome Theatre renovation, Centerpoint mixed use development, and the adaptive reuse conversion of the Stewart and Hecht department stores, respectively, into office and residential use; these projects are presently underway. The renovation of the Lexington Market east building and the redevelopment of the four blocks along Lexington Street are in the planning stages.

Public sector reinvestment in Phase I would be orchestrated to strengthen these private sector efforts by committing to streetscape and infrastructure improvements for the key blocks along Baltimore, Lexington, Eutaw, and Lombard Streets.

Phase I Total

Private Sector: \$287 million

University of MD: \$409 million

- 350,000 SF Retail
- 1.15 million SF Office
- 1120 Residential Units
- 2500 Parking Spaces

Public Sector: \$60 million

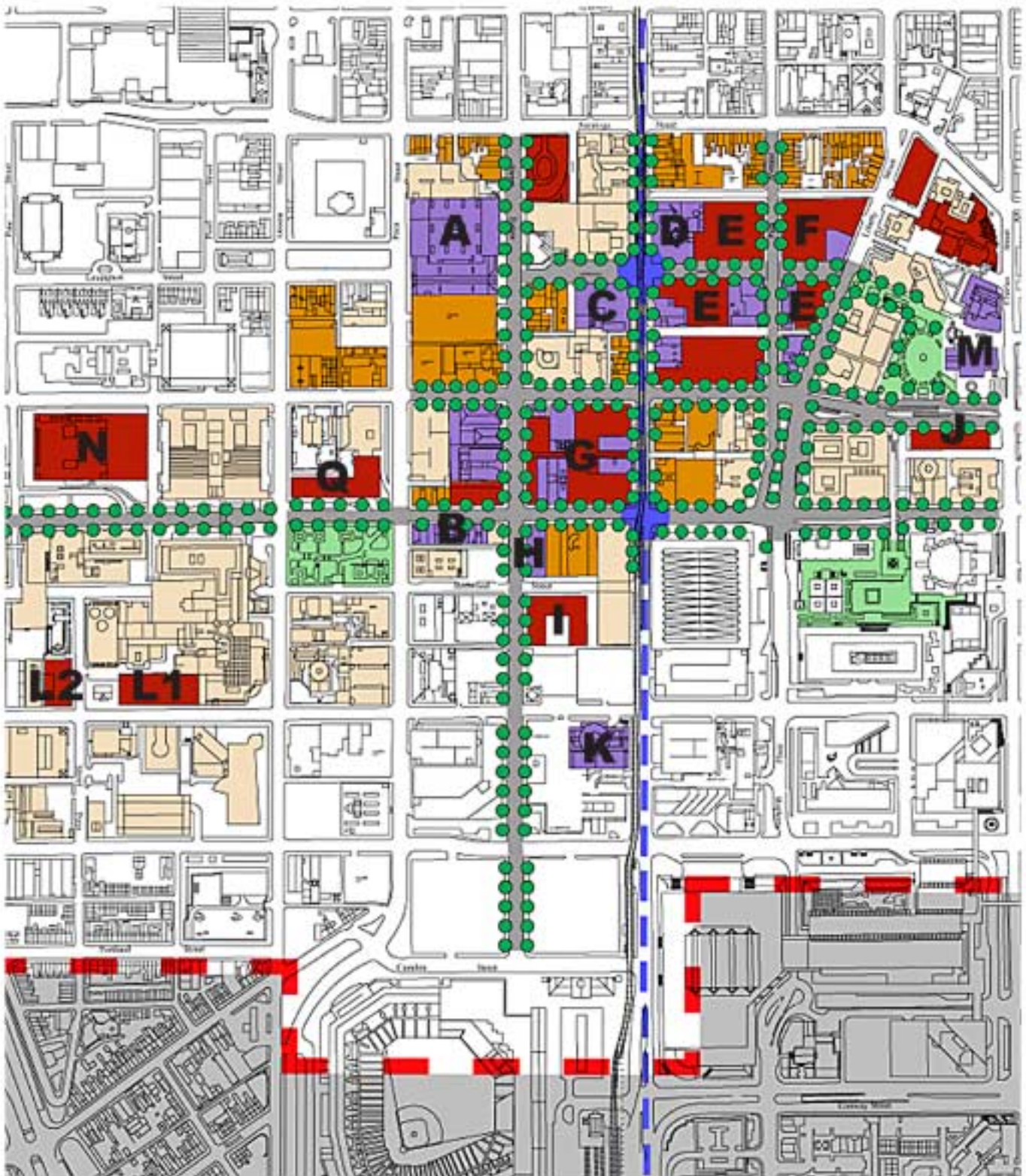
Private Sector

- A. Lexington Market Renovation: \$3.15 million
- B. 400 Block Baltimore Street: \$12 million
800,000 SF Office
- C. The Hecht Co. Building: \$12.3 million
173 Residential Units
- D. The Stewart's Building: \$16 million
30,000 SF Retail
150,000 SF Office
- E. Lexington Street Development: \$95 million
250,000 SF Retail
200,000 SF Office
300 Residential Units
800 Space Garage
- F. Clay Street Garage \$15 million
16,000 SF Retail
900 Space Garage
- G. Centerpoint: \$56 million
50,000 SF Retail
354 Residential Units
400 Space Garage
- H. Abell Building: \$4.6 million
40 Residential Units
Redwood Towers: \$ 16.7 million
- I. 151 Residential Units
- J. Johns Hopkins University: \$7 million
36,000 SF Academic
- K. Holiday Inn: \$8 million
- L1. UMMS Hospital: \$185 million

- L2. University of Maryland, Baltimore - Health Science Facility II: \$ 67 million
- M. One Charles Center: \$18 million
- N. University of Maryland, Baltimore - Dental School: \$ 114 million
- O. University of Maryland, Baltimore - School of Law & Social Work: \$ 43 million
University of Maryland, Baltimore - Streetscape

Public Sector

1. The Hippodrome Theatre: \$56 million (\$23.5 Private, \$32.5 Public)
2200 seat Performing Arts Center
402 net new full time jobs
\$1.7 million net new City/State revenues
2. Eubie Blake Jazz Museum \$3 million
3. Streetscape: \$18 million
4. Open Space Improvements: \$5 million
Center Plaza
5. Enhanced Light Rail Stops: \$1.5 million
Lexington Street Station
Baltimore Street Station



Phase I: Market Center Sub-Area

Phase II: North Market - Implementation Target: 2002-2005

Presently, there is no strong and sustainable linkage between Seton Hill and Mount Vernon or between the State government complex and Lexington Market. Yet these connections are integral to the prosperity of the West Side and surrounding sub-districts; therefore, the North Market area has been identified for Phase II implementation.

Phase II focuses public and private sector reinvestment in the area north of Lexington and south of Centre Street. Catalyst private sector projects planned for this phase include the adaptive reuse of the Congress Hotel, Mayfair Theatre, Planned Parenthood building, and the buildings along the 300- and 400-block of Howard Street. Surface parking lots targeted for redevelopment include those at the corner of Park and Franklin, and Centre and Park.

Public sector reinvestment, as streetscape and infrastructure improvements, will be orchestrated to reinforce the private sector initiatives. Critical blocks on Centre, Eutaw and Howard Streets would be targeted for reinvestment, thus reinforcing pedestrian connections between Mount Vernon and Seton Hill and from the North Market area to the Market Center area of Phase I.

Phase II Total

Private Sector: \$100 million

- 40,000 SF Retail
- 200,000 SF Office
- 207 Residential Units
- 1000 Parking Spaces

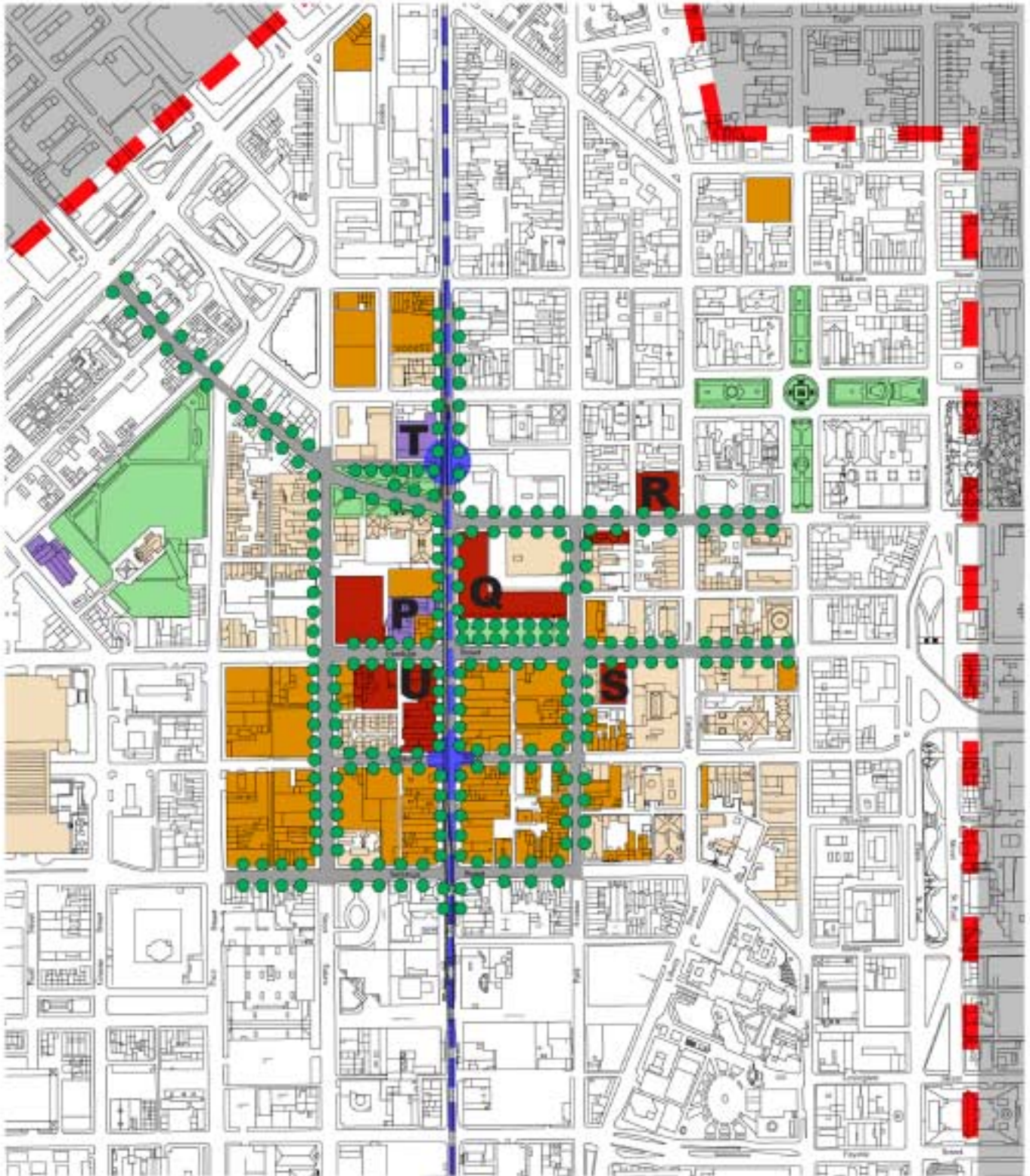
Public Sector: \$21.5 million

Private Sector

- P. Mayfair & Congress Hotel Conversion: \$22.6 million
122 Residential Units
- Q. Howard, Franklin, Park, Centre Block: \$33.6 million
30,000 SF Retail
200,000 SF Office
500 Space Garage
- R. Walters Expansion: \$8.5 million
10,000 SF Exhibit
20,000 SF Art Restoration
400 Space Garage
- S. Enoch Pratt Library Expansion: \$15 million
- T. Planned Parenthood: \$7.5 million
- U. 400 Block of Howard: \$13.5 million
10,000 Retail
85 Residential Units
100 Parking Spaces

Public Sector

- 6. Streetscape: \$18 million
- 7. Open Space: \$2 million
Howard & Centre Park Renovation:
New Park at Howard & Franklin:
- 8. Enhanced Light Rail Stops: \$1.5 million
Mulberry Street Station
Centre Street Station



Phase II: North Market Sub-Area

Phase III: South Market- Implementation Target: 2003-2006

The area south of Baltimore Street and north of Camden Yards, identified as “South Market” in the strategic plan, would be targeted for Phase III implementation.

Catalytic projects within this phase include the development of the surface parking lots north of Camden Yards along Pratt Street and the lots at the corner of Lombard and Eutaw Streets and Howard and Lombard Streets. The underutilized sites presently occupied by the Arena at Baltimore Street, the fire station at Eutaw Street, and the Holiday Inn Annex and associated parking deck at Eutaw Street are specifically targeted for redevelopment, as maximum and best use.

Public sector reinvestment will be focused on the continuation of Redwood Street. Redwood will be defined as a view corridor and pedestrian walkway between Howard Street east and Hopkins Plaza, thus reinforcing the connection between the University and the Central Business District.

Phase III Total

Private Sector: \$327.3 million

- 104,500 SF Retail
- 630,000 SF Office
- 305 Residential Units
- 850 Room Hotel
- 1876 Parking Spaces

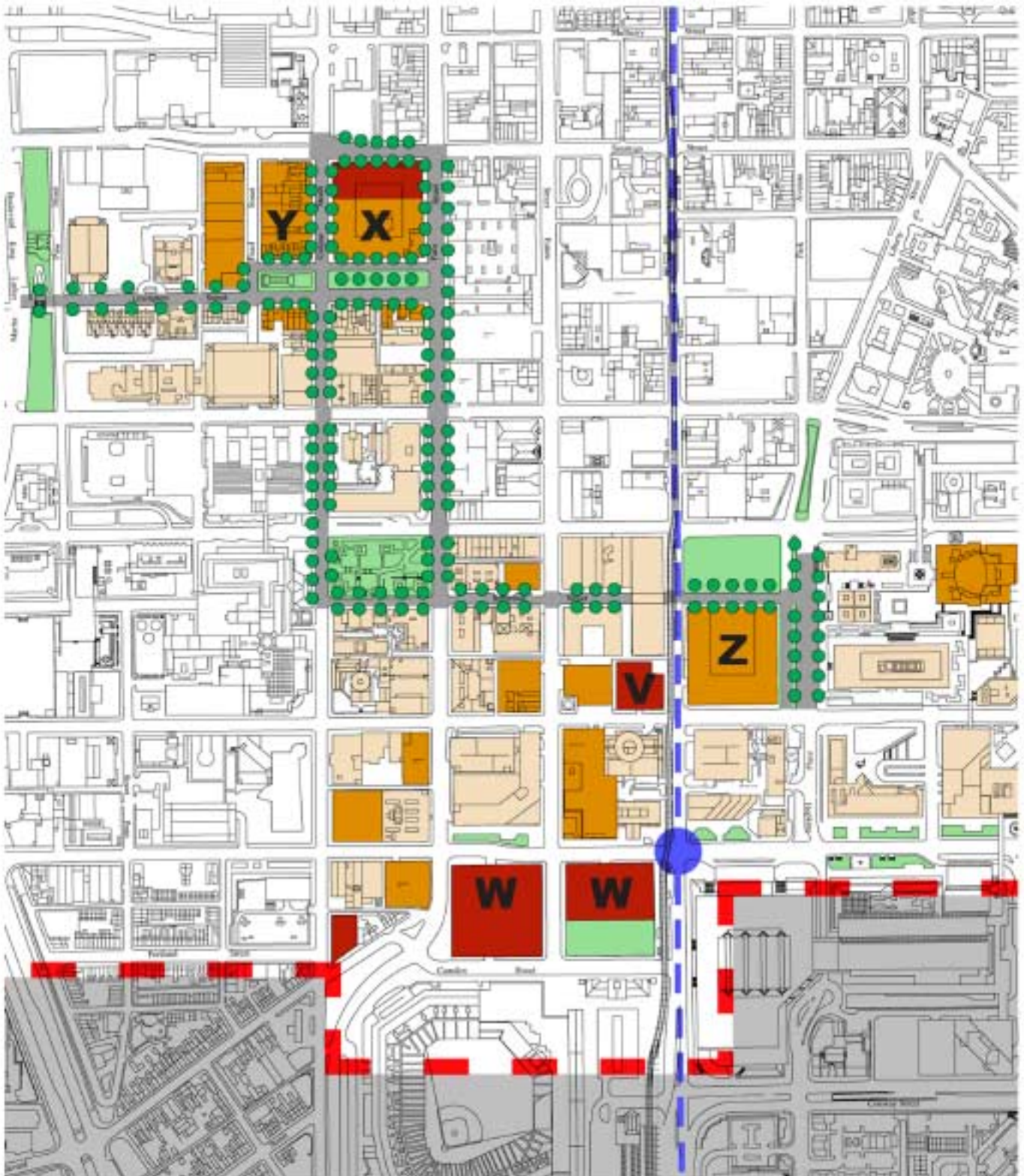
Public Sector: \$22.1 million

Private Sector

- V. Quadrangle - Howard & Lombard: \$35.5 million
 - 305 Residential Units
 - 150 Space Garage
- W. Convention Hotel: \$150 million
 - 850 Rooms
 - 100,000 SF Convention Center
- X. West Market: \$22.5 million
 - 150,000 SF Office
 - 120 Residential Units
- Y. Greene, Lexington, Pearl, Saratoga Block: \$32.7 million
 - 9500 SF Retail
 - 184 Residential Units
 - 226 Parking Spaces
- Z. Arena Site: \$86.6 million
 - 80,000 SF Retail
 - 480,000 SF Office
 - 1500 Space Underground Garage with Transit Connections to Metro

Public Sector

- 9. Streetscape: \$12.6 million
- 10. Open Space Improvements: \$3.5 million
 - The Arena Park
 - West Market/Post Office Park
- 11. Enhanced Light Rail Stops: \$6 million
 - Meyerhoff Station
 - Pratt Street/Convention Center Station
 - New Arena Station and Metro Connection



Phase II: South Market Sub-Area

Full Buildout

When fully realized at the completion of Phase III, the West Side Strategic Plan will yield:

- 494,500 square feet of new or renovated urban retail and entertainment, of which, 350,000 is net new;
- 1.95 million square feet of new or renovated office;
- 400,000 square feet of university or medical system facility space;
- 2500 or more new or renovated market rate rental housing units;
- 5,376 new structured parking spaces; and
- 850 Hotel Rooms.

This represents over eight hundred million dollars (\$800,000,000) of private sector investment, leveraged by one hundred million dollars (\$100,000,000) of public sector investment, over a six year build-out period.

Economic Impact and Public Benefit

The realization of the West Side Strategic Plan will have a significant and sustainable economic benefit to the City of Baltimore and the State of Maryland. This benefit will provide ample justification for the public sector investment needed to leverage the enormous private sector investment that is required to bring the plan to fruition by 2006. The economic benefits can be understood and quantified as two important areas: job creation and tax revenue.

Job Creation

The West Side Strategic Plan represents an enormous private sector investment of \$800,000,000 combined with the \$100,000,000 public sector investment. This public/private commitment will create an enormous amount of temporary jobs during construction, as well as, much-desired permanent jobs at full build-out. During construction, over 13,000 direct and indirect jobs are anticipated, generating approximately \$5,000,000 in city taxes and \$26,000,000 in state taxes. Following the complete plan implementation 2006, between 8500 to 13,500 permanent jobs are estimated.

Tax Revenue

At full build-out of the strategic plan and stabilization of the West Side, the City of Baltimore can expect to generate over \$17,000,000 in tax revenue per year, with the State of Maryland receiving over \$11,000,000 in state taxes per year. These significant returns would confirm the success of the West Side strategic plan and would demonstrate its ability to be an integral part of the State of Maryland's Smart Growth Initiative. The City tax revenue amount would be generated from the collection of personal income, real property, business personal property, energy, parking and hotel taxes. Even under a realistic assumption that the city provide a limited tax abatement as a developer incentive, the city could still generate \$10,000,000 a year in tax revenue.



Howard/Franklin Park. New construction will be encouraged to include street-level uses to service new residents and employees.

Jobs and Taxes During Construction

Direct and Indirect Jobs

City Taxes

State Taxes

Phase I	Phase II	Phase III	Total
5,860	1,690	5,500	13,050
\$ 2,196,000	\$ 633,000	\$ 2,061,000	4,890,000
\$ 12,010,000	\$ 3,468,000	\$ 11,271,000	26,749,000

Permanent (ongoing) Jobs and Taxes

Direct Jobs Created

Commercial Space - low range @2.5 jobs per 1,000 s.f.

Commercial Space - high range @ 4.5 jobs per 1,000 s.f.

Retail Space - low range @2.5 jobs per 1,000 s.f.

Retail Space - high range @ 3.5 jobs per 1,000 s.f.

Institutional Jobs

Housing Jobs

Parking Jobs

Hotel Jobs

1,075	500	1,575	3,150
1,935	900	2,835	5,670
865	100	224	1,189
1,211	140	313	1,664
Not Projected	Not Projected	Not Projected	Not Projected
68	14	41	123
Not Projected	Not Projected	Not Projected	Not Projected
-	-	680	680

Low Range Estimate of Jobs

Total Direct Jobs

Spin-off jobs (@.6703 per direct job)

Total Jobs - Low Range

2,008	614	2,520	5,142
1,300	400	1,700	3,400
3,308	1,014	4,220	8,542

High Range Estimate of Jobs

Total Direct Jobs - High Range

Spin-off jobs (@.6703 per direct job)

Total Jobs - High Low Range

3,214	1,054	3,869	8,137
2,200	700	2,600	5,500
5,414	1,754	6,469	13,637

City Taxes (before incentives)

Personal Income (Piggyback) Taxes

Real Property Taxes (before incentives)

Business Personal Property

Energy/Utility Taxes

Parking Taxes

Hotel Taxes

Total City Taxes

\$ 467,400	\$ 148,300	\$ 572,900	\$ 1,188,600
\$ 4,002,200	\$ 1,135,800	\$ 5,333,700	\$ 10,471,700
\$ 934,200	\$ 274,200	\$ 1,004,000	\$ 2,212,400
\$ 139,700	\$ 43,200	\$ 129,500	\$ 312,400
\$ 264,000	\$ 216,000	\$ 600,000	\$ 1,080,000
\$ -	\$ -	\$ 2,606,100	\$ 2,606,100
\$ 5,807,500	\$ 1,817,500	\$ 10,246,200	\$ 17,871,200

City Taxes (after incentives) ***

Personal Income (Piggyback) Taxes

Real Property Taxes (after incentives) ***

Business Personal Property

Energy/Utility Taxes

Parking Taxes

Hotel Taxes

Total City Taxes

\$ 467,400	\$ 148,300	\$ 572,900	\$ 1,188,600
\$ 800,400	\$ 227,200	\$ 1,066,700	\$ 2,094,300
\$ 934,200	\$ 274,200	\$ 1,004,000	\$ 2,212,400
\$ 139,700	\$ 43,200	\$ 129,500	\$ 312,400
\$ 264,000	\$ 216,000	\$ 600,000	\$ 1,080,000
\$ -	\$ -	\$ 2,606,100	\$ 2,606,100
\$ 2,605,700	\$ 908,900	\$ 5,979,200	\$ 9,493,800

State Taxes

Personal Income Taxes

Real Property Taxes

Sales Taxes

Total State Taxes

\$ 1,538,600	\$ 488,300	\$ 1,885,500	\$ 3,912,400
\$ 361,100	\$ 102,400	\$ 481,200	\$ 944,700
\$ 3,460,000	\$ 400,000	\$ 2,632,400	\$ 6,492,400
\$ 5,359,700	\$ 990,700	\$ 4,999,100	\$ 11,349,500

*** assumes that only 20% of incremental real property taxes are paid by developer/property owner.

The West Side is positioned to become a great neighborhood; an active, vibrant, pedestrian-oriented place containing a broad range of human activity, a diversity of integrated, complimentary land-uses and building types, and strong street-level connectivity. It is poised to be a desirable residential, mixed-use neighborhood with improved physical connections between sub-districts, and a greater mix and integration of buildings and site uses.

Thanks to the commitment of many stakeholders like the University of Maryland, Baltimore, the University of Maryland Medical System, the Harry & Jeanette Weinberg Foundation, Bank of America, Southern Management, A&R Development, and Peter Angelos, to name a few, many of the projects destined to contribute to the West Side's rebirth have already begun. But as these stakeholders would agree, these efforts must be viewed only as a beginning. If the future for the West Side is to be a bright and sustainable one for all involved, including residents, office workers, tourists, and merchants, much more hard work, creative thinking, and strong commitment must follow.

The West Side strategic plan, as conceived and presented, does not intend to control the future; however, it does recognize that urban environments are dynamic organisms that evolve through a constant state of flux. The plan seeks to guide future development to achieve an appropriate vision.

In addition to the private sector's significant role, the public sector role is crucial to the rebirth of the West Side. History illustrates that no urban revitalization of this scale can succeed without a strong, relentless, public sector commitment. Indeed, the City of Baltimore and the State of Maryland both have a substantial stake in the West Side's success.

Public reinvestment is essential to streetscape improvements, infrastructure reconstruction, and expanded public transportation services. The Maryland Transit Authority will be a key player in improving public transit services, as part of the continued effort to create a successful, evolving West Side transit oriented development (TOD). The City's Police Department and Department of Public Works will play key roles in addressing public safety and maintenance. All of these efforts must be orchestrated by the public sector, in order to encourage and support significant private investment.

Having survived years of decline and disinvestment, local merchants have already demonstrated their commitment to West Side. Our goal is to provide local merchants meaningful assistance, including financial, to assist their relocation, and if necessary, re-merchandising, and renovating of their businesses to better serve the future markets.

Throughout the process of rebirth, there must be watchful eyes, support, and timely, invaluable advice from organizations like the Maryland Historical Trust, Preservation Maryland, and the Baltimore Chapter of the American Institute of Architects.

For the West Side Revitalization to be realized, as it surely can be, we need a partnership of accountability from all major stakeholders. To that end, efforts must be focused on the next important planning and implementation imperatives to:

- Establish a broad set of West Side streetscape design standards, in conjunction with a clear hierarchy of identifiable street types, all of which should be coordinated with the Downtown Partnership's plans for the CBD;
- Develop a comprehensive set of architectural and urban design standards, building upon those briefly identified in this plan;
- Determine the best use for the Arena site;
- Determine the best use for the "West Market" of Lexington Market;
- Determine the feasibility, cost, and benefit, of an East-West light rail line and other public transit service;
- Pursue amendment of the Urban Renewal Plan to incorporate the approved strategic plan which amendment requires City council approval;
- Pursue the establishment of a Design Review Group, complete with members, roles, and responsibilities;
- Implement the Mount Vernon Cultural District plan and the Central Business District plan recommendations, previously made by the respective consultants, in order to strengthen these sub districts; and
- Initiate a planning and urban design study of Seton Hill.

The West Side Redevelopment Initiative represents an ambitious program, one that will impart only a positive influence on the city and the region. As a tremendous Smart Growth project, it has the ability not only to support Smart Growth, but to actually define it. West Side will become a measure of Smart Growth success, shaping the future of in-town growth as well as a renaissance of urban living.

As a broad urban design and redevelopment framework, this "Strategic Plan" should be used to inform, evaluate, and motivate West Side development. While these planning imperatives will assist in defining the revitalization framework and environment, each revitalization project, sub-area, and sub-district refinement plan should adhere to the relevant recommendations conveyed in this study. As each development moves from idea to drawing to reality, and as each participant respects this broad vision, a truly, sustainable and authentic Great Neighborhood will be realized.



West Side infrastructure improvements, especially new and improved transit alternatives like these in Portland, will respect state of Maryland Smart Growth policy.



Success of the West Side redevelopment will be measured, in part, by its ability to attract and sustain a diversity of people, activities, and uses.