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Mayor Brandon M. Scott

As we mark the one-year anniversary of Downtown RISE, we are proud of so many accomplishments. A year ago, my administration released the Downtown RISE Strategic Action Plan, outlining the steps we're taking now to improve the heart of our City. And, together with Governor Moore, his administration, Downtown Partnership, and downtown stakeholders, I am proud to announce the next phase of Downtown RISE, a Master Plan for Downtown.

When we set the 10-Year Vision for Downtown last May, I directed my agencies to re-envision a walkable, green, transit-oriented downtown that will drive investment and growth, create jobs, support entrepreneurs, promote vibrancy, and increase safety. That future starts today. It will empower a thriving downtown economy of great businesses and entrepreneurs, and enable residents and visitors alike to gather, dine, play, and enjoy all the amazing assets our downtown has to offer. From Harbor East to Pigtown, from Lexington Market and CFG Bank Arena to the Stadium district, from the Aquarium and the Science Center to Power Plant Live! and Pier 6, from Harborplace to Howard Street, I see a future that welcomes everyone – residents and visitors from every corner of our City, State, and the globe – to experience all that Baltimore has to offer.

This Master Plan is the foundation for our future. It is the foundation for better access for neighborhoods to downtown and to job hubs, to entertainment hubs, and to so much more. This Master Plan is the beginning. As my administration and our partners at the state work hand-in-hand with so many other stakeholders to implement this Master Plan, we are committed to bringing equitable transit and access to our communities, and to showcasing all that Baltimore has to offer in our downtown.

Downtown is critical to the vibrancy of our city. We cannot get stuck in the antiquated notion of the old "downtown vs. neighborhoods" zero-sum game. Our neighborhoods cannot thrive if the heart of our City, our downtown neighborhood, is not thriving. I again ask that we think not of what limits us, but what we can do to make our future unlimited.

Governor Moore and I remain steadfastly aligned in our mutual desire to see Downtown RISE. If we continue the work that my administration began in its first term, I have every expectation that Baltimore will reestablish itself as a worldwide model for how downtowns can reinvent themselves for their residents, for their communities, for their visitors, and for the future.

Brandon M. Scott Mayor of Baltimore



A letter from Governor Wes Moore

Since day one, my administration has made investing in the people of Baltimore a top priority. Today, I'm proud to say: Baltimore's renaissance is here.

Over the past two years, Mayor Brandon Scott and my administration have worked hand-in-hand to create a vision for downtown Baltimore that drives economic growth. We brought key stakeholders and investors to the table like the Baltimore Orioles and the Baltimore Ravens; the Baltimore Convention Center; the National Aquarium; University of Maryland, Baltimore; University of Maryland Medical System; Downtown Partnership of Baltimore; the Baltimore Development Corporation; and other downtown leaders to create a Master Plan that interconnects our major assets and focuses on community, trajectory, access, and growth.

This Master Plan begins a new chapter for the economic engine of our state, a chapter in which we move beyond the constraints of our past and look to create a prosperous future for our city and its residents. A future that focuses on transit, pedestrian access and safety, and business growth. A future that puts Baltimore at the forefront of urban revitalization by both looking to successful strategies in other cities and leveraging the great work already underway here in Maryland. We are now proud to bring that Master Plan to the people of Baltimore for feedback, for revision, and for discussion.

Make no mistake: this is an enormous task, but nothing worth doing is ever easy. We know this will take significant investment from all parties, and we also know that the economic impact will be significant. We know that opportunity for all requires the economic engine of our state to be a place that welcomes all, and a place that uplifts the very best in our state. My administration and Mayor Scott's administration stand ready to answer the call, and to deliver results for the City of Baltimore.

The time is now. The opportunity is now, and together, we will see Baltimore RISE.

In partnership,

Governor Wes Moore The State of Maryland



The future for Downtown Baltimore is bright, and I am honored to stand alongside and in support of both Governor Moore and Mayor Scott in the Downtown RISE: Master Plan. At Downtown Partnership of Baltimore (DPOB), our mission is to foster a deep love and appreciation for Downtown Baltimore within our community. The beauty, vibrancy, and authenticity of our downtown contributes to the rapid growth of one of our city's fastest growing residential neighborhoods, and will continue to contribute to downtown as the economic heart of our state. We know that there is significant work to be done to create a downtown that is inclusive, connected, and inspiring for all, and this Master Plan is a critical step forward.

The Downtown RISE Master Plan is the outgrowth of work by dozens of public and private stakeholders over the past two years in concert with so many community members, planners, and partners. The Master Plan also builds upon DPOB's years of research to map a blueprint for a vibrant and thriving downtown. This Master Plan incorporates valuable insights from the Urban Land Institute, the Governor's Office, DPOB Board members, community members, and numerous research and investment projects. It outlines our current needs as described in the RISE: Strategic Action Plan and the RISE 10-Year Vision, and charts the course for bringing these investments to life.

Together, we envision a connected Downtown Baltimore with walkable streets, accessible transportation & housing, a vibrant entertainment district, and incredible culture.

We are eager to collaborate with the entire Baltimore community in engaging conversations and ongoing planning to bring this Master Plan to life. A vibrant, inclusive, and prosperous Downtown Baltimore can only be achieved through cooperation, shared vision, and determination. When the heart of our city thrives, Baltimore thrives.

Governor Moore always says that "This is Maryland's decade, and Baltimore's time." I agree, and I believe this is unquestionably Downtown's moment. I am privileged and excited to continue this work at DPOB and to enter into it with all of you, the amazing, diverse, and determined community of Baltimore.

Shelonda Stokes

President, Downtown Partnership of Baltimore

























































A 10-Year Master Plan for Downtown

Downtown RISE includes both short-term priorities and longterm investment.

The Strategic Action Plan is focused on near-term priorities.

This document, the Downtown RISE: 10-Year Master Plan for Downtown, serves as the long-term framework for reimagining Baltimore's downtown core. It is a living document, subject to Planning Commission approval, and inclusive of community input.



Promoting business growth and investment

-our Pillars



Investing in the long-term success of downtown



Creating a unique and vibrant destination



Ensuring a safe and welcoming downtown

To read the near-term Downtown RISE Strategic Action Plan, visit downtownbaltimorerise.com. To learn more about opportunities to provide public comment, visit pc.baltimorecity.gov.



Downtowns have historically been centers for jobs, business, tourism, entertainment, and economic activity. Globally, downtowns are reinventing themselves to continue to be urban centers of activity in a post-COVID world. This means leaning in to recreation, education, jobs, and transit.

As Baltimore looks to capitalize on its fastest growing neighborhood, downtown, and connect critical assets and institutions into an intentional, cohseive downtown experience, lessons learned from Baltimore's own history and from other jurisdictions help shape the strategy.

Domitonin Baltimore has incredible assets.

These factors, in addition to strong and aligned leadership at the City and the State, create an opportunity to plan for and execute on a plan to remake Baltimore's downtown around transit equity, economic opportunity, and arts and culture.



Why Downtown?

- Baltimore is and must remain the economic engine of the state of Maryland.
- A livable Downtown can help make Baltimore the most livable city in America.

Downtown Baltimore is the economic core of the city. Home to a large number of workplaces and cultural institutions, Downtown Baltimore is also the fastest-growing residential neighborhood in the city. Its success is intertwined with the success of the greater city and region.

Like many city centers across the world, Downtown Baltimore is at a critical moment where it must reimagine how it can attract residents, visitors, and office workers and maintain relevancy in a post-COVID world. It is in this spirit that stakeholders from across the City of Baltimore and the State of Maryland have come together to collaborate on this Master Plan that will serve as the guideposts for Downtown Baltimore's next chapter.



Why Downtown?

It's the greatest city in America.
It deserves the greatest downtown at its heart.

Downtown Baltimore has many incredible assets. And yet many of them are disconnected from each other, are underutilized, or are negatively impacted by transit constraints, detiorated infrastructure, and vacancy. This Master Plan is a comprehensive planning approach to remaking Baltimore's downtown as a 21st Century City, one poised for decades of growth, and one that makes all Baltimoreans feel at home.

This work will take time. It will take patience. It will take everyone. Some of the priorities in the pages that follow will surely change and adapt over time. But the end result of investments like these will be significant economic opportunity for Baltimoreans, improved public health in the region, increase in property values downtown, and a much more climate resilient downtown.

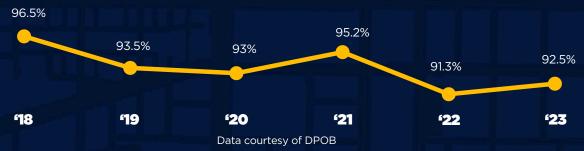
Investments like those outlined below grow the pot. A more vibrant downtown means better recreation for all of Baltimore's residents. It means a better pedestrian experience for residents and visitors alike. It means more economic vitality and opportunity. And it means a growing tax base that funds better and more infrastructure, services, and experience.



The Importance of Baltimore's Downtown

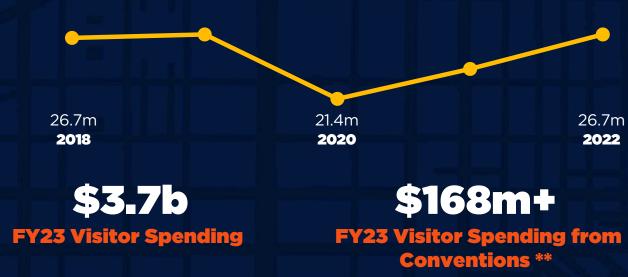
Downtown Baltimore remains the economic engine for Baltimore City and the region, and pandemic recovery has been strong, though more work is needed. On April 10, 2024, DPOB released its annual State of Downtown Baltimore Report. Much of the data is positive.

RESIDENTIAL OCCUPANCY



Growth is strong, considering that between 2017-2022, 4,634 units came online. DPOB predicts continued downtown residential growth, projecting downtown residential unit demand to grow to a potential of 7,025 new rental and for-sale units over the next 5 years. Similarly, visitor spending, below, has rebounded since COVID.

VISITORS TO BALTIMORE



Data courtesy of Visit Baltimore, from Longwoods International. Data refers to all of Baltimore City.

** Data courtesy of Baltimore Convention Center Economic and Fiscal Impact Analysis FY 23, Crossroads Consulting Services



Though Baltimore's downtown comprises just 3.8% of geographic area, it's:



OF CITY'S REAL PROPERTY TAX YIELD*



OF CITY'S PARKING TAX YIELD*



OF CITY BUSINESS*



OF HOTEL ROOMS IN BALTIMORE*



OF CITY'S INCOME TAX YIELD*



OF CITY JOBS**

^{**} Source: DPOB 2023 State of Downtown Report



By beautifying downtown, improving the ground level and pedestrian experience, and making it easier to open and operate new businesses, Baltimore should see a continued increase in employment downtown, more tourism, enhanced support for small businesses, cultural institutions and the arts, and a boon to the tax base.

^{*} Source: DPOB 2021 State of Downtown Report



When Mayor Scott launched the **Downtown RISE: Strategic Action Plan,** the administration was clear: Baltimore's downtown needs a long-term, community-informed, vision. And while that work gets underway, downtown can't wait. **The Strategic Action Plan** a near-term plan for improving our downtown, serves as a bridge to the ultimate reimagination of our downtown core.

The vision in the pages that follow represents an unprecedented level of commitment and collaboration between public, private, and non-profit partners. The Baltimore City Department of Planning has engaged in citywide community and planning effort that coincides with the production of the City's Comprehensive Plan. In parallel path, the City and the State have worked with a broad group of downtown stakeholders to create a vision for the future of our downtown. While these ideas, as discussed below, go through a rigorous community engagement process, Mayor Scott and his Administration, in partnership with the Downtown Partnership of Baltimore, have been actively working to make our downtown more vibrant through the **Downtown RISE: Strategic Action Plan**

Growing Momentum And Aligning Efforts

DOWNTOWN RISE: A STRATEGIC ACTION PLAN

This short-term action plan focuses on specific needs in infrastructure, community development, public safety & cleanliness, and arts & culture to implement immediate need improvements in the Downtown core.

BALTIMORE CITY'S COMPREHENSIVE PLAN: OUR BALTIMORE

Baltimore City's Comprehensive Plan, mandated by the State, works to drive equitable neighborhood development across the City over the next 10 years. This plan is adopted by Planning Commission and City Council, and will guide decisions on land use and capital improvement projects in Baltimore over the next decade.

BALTIMORE TOGETHER

The City's Comprehensive Economic Development Strategy (CEDS), Baltimore Together lays out a strategy to build an equitable, inclusive, and thriving economy for all of Baltimore. This plan connects the dots between physical development, retail and commercial industry development, workforce development, and small business development for Baltimore

GREATER BALTIMORE COMMITTEE 10-YEAR STRATEGY

GBC's 10-Year Economic Opportunity aims to enhance the region's brand, attract strategic investments, advance transit infrastructure, support neighborhood redevelopment and foster entrepreneurship. This strategy focuses on Baltimore as the economic heart of the region, but stretches beyond the City to the Baltimore MSA.

This 10-Year Master Plan was created in alignment with the many planning and strategic efforts across downtown and the city. This vision considers neighborhood- and community-level master plans, nonprofit and private sector strategic plans, and the thoughtful efforts underway across Baltimore. For more about the resources that were relied on in this visioning, please visit:

DowntownBaltimoreRise.com/Re sources

These plans are <u>aligned</u>, <u>build off</u> <u>of each other</u>, are <u>linked</u> together, and orient partners toward the same overarching goal: a vibrant, <u>livable Baltimore City</u>.







Growing Momentum The Strategic Action Plan

Downtown RISE started with Mayor Scott's creation of a **Strategic Action Plan**, a nearterm plan for making Baltimore better today. This plan focused on 4 key pillars and significant progress has already been made.

Together with the Dowtown Partnership of Baltimore, Mayor Scott's Adminstration has outlined and executed on near-term efforts to make Downtown more vibrant, safe, and clean.

To learn more about progress, visit: **DowntownBaltimoreRise.com/Resources**



RISE OF ECONOMIC DEVELOPMENT

Rise of Economic and Community Development focuses on fostering a thriving business community within Baltimore City's downtown core, revitalizing the downtown area and driving economic growth. Critical components include: streamlining permitting and regulatory processes, removing barriers and incentivizing businesses to operate in the downtown core, and encouraging a "return to office" strategy. Supporting and retaining small businesses and attracting new businesses and amenities to the downtown core enriches the local ecosystem and enhances the area's overall appeal. A thriving business ecosystem attracts investment, creates job opportunities, and generates economic prosperity, ultimately enhancing the livability and vitality of our downtown.



RISE OF INFRASTRUCTURE DEVELOPMENT

Rise of Infrastructure Development focuses on the revitalization and enhancement of Baltimore City's downtown core through public infrastructure: sidewalks, roads, park space, public transportation, signage, and advocacy for large capital projects. Recognizing the critical role of the public built environment in urban revitalization, this strategic focus aims to foster a vibrant and sustainable downtown landscape conducive to economic growth, community well-being, and environmental resilience. Moreover, intentional care, maintenance, and investment in the public built environment is paramount to revitalizing the downtown area, enhancing the connectivity and walkability between the waterfront, the stadium district, the Convention Center, and so many assets, activities, attractions, and restaurants



RISE OF ARTS, CULTURE, & ENTERTAINMENT

Rise of Arts, Culture, and Entertainment focuses on nurturing and enhancing the vibrant cultural ecosystem within Baltimore City's downtown core, home of the BROMO Arts District and major cultural assets such as The Hippodrome, Everyman Theater, and CFG Bank Arena. Accessibility of arts, culture, and entertainment is critical for a vibrant downtown. Supporting and promoting physical art, events, and engagement with beloved cultural assets creates dynamic and inclusive spaces where people can come together to celebrate and connect. Arts, Culture, and Entertainment also attracts visitors, which benefits residents, drives business growth, and promotes Baltimore to future residents.



RISE OF PUBLIC SAFETY & CLEANLINESS

Rise of Public Safety and Cleanliness focuses on enhancing the overall livability of and experience in Baltimore City's downtown core, with an emphasis on safety, security, and cleanliness. To steward the successes of downtown, the Downtown Partnership of Baltimore (DPOB), city agencies, and other stakeholders will collaborate to build and sustain a safe, clean, and easily accessible downtown area. Safety and security are fundamental pillars of a thriving urban environment. By prioritizing the safety of residents, workers, and visitors, the downtown core becomes a more inviting and desirable place to live, work, and play. Coupled with enhanced cleaning, graffiti removal, power washing, trash pickup, and dumping prevention, downtown will feel more inviting and recreation friendly.

Growing Momentum Strategic Action Plan Progress

Significant progress has been made and continues to be made downtown.

To learn more about progress, visit: DowntownBaltimoreRise.com/Focus-Areas

ECONOMIC & COMMUNITY DEVELOPMENT

1	Streamline processes and upgrade the technology used in the permitting process to ensure businesses locating and already within the Downtown can expedite renovations, buildouts, etc.	COMPLETE	→
2	Advocate for and implement state legislation to amend liquor license provisions to allow small restaurants/cafes to obtain liquor licenses	COMPLETE	→
3	Continued Support of Operation Storefront, for Retail Vitality & Combating Vacancy	ONGOING	→
4	Return to Office Strategy	IN PROGRESS	→
5	Continued Support of Boost Program Round 3 and 4	ONGOING	\rightarrow
6	Expand Access to Affordable Childcare	IN PROGRESS	→
7	Downtown Restaurant Recovery Program	IN PROGRESS	\rightarrow
8	Promotion of Residential Demand in the Downtown Core	PENDING	\rightarrow
9	Exploration of Modification of Building Code Provisions to Facilitate Office-to-Residential Conversions	IN PROGRESS	\rightarrow
10	Continue to support the Mayor's Office of Homeless Services (MOHS) in outreach efforts within downtown	ONGOING	→
11	Develop a comprehensive strategy for the Downtown Government Center	IN PROGRESS	\rightarrow
12	Office Tenant Retention Stakeholder Group	COMPLETE	→

INFRASTRUCTURE DEVELOPMENT

Rise of Infrastructure Development focuses on the revitalization and enhancement of Baltimore City's downtown core through public infrastructure: sidewalks, roads, park space, public transportation, signage, and advocacy for large capital projects. Recognizing the critical role of the public built environment in urban revitalization, this strategic focus aims to foster a vibrant and sustainable downtown landscape conducive to economic growth, community well-being, and environmental resilience. The care and maintenance of the public built environment is paramount to revitalizing the downtown area. Rash Field Phase II Liberty Dog Park Renovation, Expansion and Enhancement Tree Plantings, Tree Wells, Planters & Landscaping IN PROGRESS -Lighting N PROGRESS Pedestrian Infrastructure: Sidewalks, Crosswalks, Pedestrian Signaling Oowntown Wayfinding Signage Enhancement & Management Proactive Identification of Potholes & Service Request Response Transit Stop Exterior Enhancements Advocate for Convention Center Enhancement Project Funding COMPLETE -10 Leverage & Collaborate in UMB & UMMS Strategic, Real Estate & Economic Development Planning Initiatives N PROGRESS -> 11 Produce a Sub-area Plan for the Downtown Core within the City's Comprehensive Master Plan IN PROGRESS ->



Growing Momentum īc Action Plan Progress

PUBLIC SAFETY & CLEANLINESS

Rise of Public Safety and Cleanliness focuses on enhancing the overall livability of and experience in Baltimore City's downtown core, with an emphasis on safety, security, and cleanliness. To steward the successes of downtown, the Downtown Partnership of Baltimore (DPOB), city agencies, and other stakeholders will collaborate to build and sustain a safe, clean, and easily accessible downtown area. Safety and security are fundamental pillars of a thriving urban environment. By prioritizing the safety of residents, workers, and visitors, the downtown core becomes a more inviting and desirable place to live, work, and play. Coupled with enhanced cleaning, graffiti removal, power washing, trash pickup, and dumping prevention, downtown will feel more inviting and recreation friendly.

Power Washing Increased Street Sweeping Frequency at High Traffic Areas Debris Receptacles: Larger Trash Receptacles in High Traffic Areas Debris Receptacles: Dog Waste PROGRESS -Graffiti Removal, prevention, Enforcement, and sanctioning ONGOING -IN PROGRESS -**Public Restrooms** ONGOING -Maintain the progress gained through implementation of the Squeegee Collaborative's Working Action Plan

Establish a Security operations center to address safety and security concerns within downtown Baltimore.

ARTS, ENTERTAINMENT, & CULTURE

Alley beautification

Lexington Market, Nuisance Crime Enforcement

Rise of Arts, Culture, and Entertainment focuses on nurturing and enhancing the vibrant cultural ecosystem within Baltimore City's downtown core, home of the BROMO Arts District and major cultural assets such ss The Hippodrome, Everyman Theater, and CFG Bank Arena. Accessibility of arts, culture, and entertainment is critical for a vibrant downtown. Supporting and promoting physical art, events, and engagement with peloved cultural assets creates dynamic and inclusive spaces where people can come together to celebrate and connect Continue to Strengthen the Bromo Arts District 2 Operation: Physical Art, In Downtown Implementation of Large-Format Billboard/Signage Explore and Streamline Public Performance Licensing in Support of Busking & Street Performance PENDING -Support downtown entertainment and cultural assets including the Hippodrome and Everyman Theaters IN PROGRESS

The Strategic Action Plan is just the start. With this Master Plan, the City, the State, Downtown Partnership, and so many downtown stakeholders are coordinating, aligning, planning, and executing to make downtown more pedestrian friendly, recreation-rich, and vibrant for Baltimore residents and visitors alike. To be the city that Baltimore aspires to be, it needs the downtown that it deserves.

To learn more about progress, visit: DowntownBaltimoreRise.com/Focus-Areas ONGOING -

IN PROGRESS



After the 2022 legislative session in which the State committed up to \$1.2 billion for the renovation of the stadium complexes, the Maryland Stadium Authority (MSA), the Orioles, and the Ravens started talking about how that investment could be leveraged to grow downtown Baltimore: How can we best connect these assets, the stadiums, to other cultural and recreational assets in our downtown and across the city? How do we make our downtown more connected to our neighborhoods? How do we make elements of our downtown more connected to each other? How do we make our downtown a recreation destination for all of Baltimore's resident and for all of Baltimore's visitors to enjoy.

Initially called **Project Livable**, that group grew to include 30+ institutions who focus on downtown or are headquartered downtown. Those organizations included **Downtown Partnership of Baltimore**, the **University of Maryland Medical System**, the **University of Maryland, Baltimore**, the **National Aquarium**, and so many more. That group, under the leadership of Governor Wes Moore and Mayor Brandon M. Scott, spent significant time talking about connecting our assets and our neighborhoods, about how we help people move from one experience to another, about how we make our downtown more vibrant and primed for growth.

On behalf of that stakeholder group, the MSA commissioned a team of designers and traffic engineers to present a framework for a connected, pedestrian-oriented, complete streets compliant downtown. That vision, discussed below, reconsiders how we think about traffic. As a result, it was important that those changes were considered thoughtfully and intentionally by traffic experts – in addition to designers - to understand what Baltimore gains if we make these changes. All of that information is included in what follows.



The city and state are undertaking this effort because they believe that a connected downtown is a vibrant downtown, that a connected downtown is one that brings people from across the city together. This effort begins now, knowing that a tremendous amount of dialogue, of community engagement, of strategic transportation planning will be required going forward, that is why Mayor Scott has directed his Department of Transportation and his Department of Planning to focus on how we make our downtown pedestrian friendly in line with the vision described in Project Livable. This city has a history of vehicular prominence, and of communities fighting back to prevent prioritizing vehicular traffic over our residents. Baltimore has a history of prioritizing throughput over communities and neighborhoods, over recreation and connectivity. Those days are over. Cities around the world are reinventing themselves to be pedestrian oriented neighborhoods which prioritize walkability, mobility, and transit. Baltimore has a unique opportunity to not only adopt, but lead, this trend.

This will not be easy. It will require significant planning resources, intense coordination, and creative financing models that enable the city and the state to project and capture revenues from growing the economy and investing in economic development downtown and citywide.

This Master Plan kicks off a 12-18 month study process, during which engineers, architects, and planners will work collaboratively to design and prepare to implement the best version of Downtown Baltimore, a 21st century livable city.



Who is Downtown RISE?

Downtown RISE started as a collaborative effort with Mayor Scott's administration working alongside Downtown Parnership, the Baltimore Development Corporation, the University of Maryland Medical System, the Greater Baltimore Committee, Visit Baltimore, Live Baltimore, the Waterfront Partnership of Baltimore, the Baltimore Orioles, and the Baltimore Ravens. The coaltion has grown to include the State of Maryland and dozens of private and public organizations with a stake in downtown. Planning and implementation of this Master Plan will be a collobrative effort, involving Baltimore City Department of Transportation, Baltimore City Department of Planning, the Maryland Department of Transportation, the Maryland Transit Administration, the Maryland Stadium Authority, alongside many more public and private partners.

Downtown RISE is intensely collaborative. It's the only way this work succeeds.

•

Planning Process & Community Engagement

With the large amount of investment occurring in the Downtown area, the Department of Planning identified that it was critical to connect the many plans and projects that impact the area. Beginning in fall 2023, Planning staff began considering how best to begin this process. Staff collaborated with The American Institute of Architects (AIA) Baltimore to complete a public charette that included stakeholders, residents, and professionals (architects, landscape architects, planners, engineers, etc.). During the charrette small multi-disciplinary groups defined goals for smaller areas of Downtown and provided design and policy recommendations. Groups then pinned their work up to receive feedback from the larger group. This day long charrette was followed by an open, public session where additional stakeholders were invited to comment on the recommendations proposed. Planning staff then collected this information and presented it to the Planning Commission and Urban Design and Architecture Advisory Panel (UDAAP) to receive feedback.





Baltimore City's Department of Planning and the Downtown Partnership continued to convene series of public forums to hear community thoughts, feedback, and stories.

To design and envision a
Downtown that is thriving,
inclusive, and made for all of
Baltimore, we listened to you,
the community. What follows
was shaped by those
conversations.



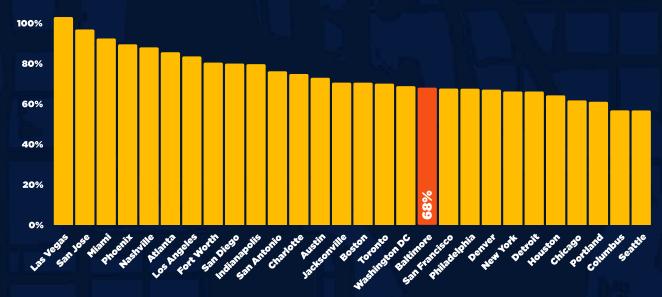
The Importance of Downtowns

Downtowns are vital to the success of a city, from neighborhoods to businesses to parks, arts, and culture. Downtowns serve as hubs of economic activity, resources, cultural vibrancy, accessibility, innovation, urban revitalization, and regional branding and identity.

Across the country, downtowns are fighting to recover post-COVID. Virtually every city is struggling with office and retail vacancy, decreased tourism and downtown foot traffic, and the economic realities of a more hybrid workforce. As shown, some downtowns are recovering faster than others, but most have not yet completely rebounded.

Baltimore's downtown is essential to one of the nation's most prominent metropolitan areas and to the region. Welcoming a diverse array of residents, employees, and visitors, Baltimore's downtown fosters inclusivity and cultivates robust social fabric. Baltimore's downtown, enriched by deep history and unique culture, should be a deep source of local pride and identity. And right now, Downtown Baltimore needs strategic investments.

The Road to Recovery: Pre-Covid Activity



^{*} Source: Downtown Recovery, School of Cities, University of Toronto, 2023. Recovery is measured by comparing the total number of unique visitors during March to mid-June of 2023 to the same period in 2019 using cell phone data. A number greater than 1 indicates more visitors than pre-Covid, a number less than 1 indicates the ratio of fewer visitors comparatively.



Lessons from other Cities: Washington, D.C.

Transforming streets into active public spaces: Rather than just seeing streets in Downtown as "people movers" or a way to get in and out of the City as quickly as possible, DC's Master Plan emphasizes redesigning streets, sidewalks, and plazas as places people would want to come and spend time.

Focused connectivity and development: Not every block or every corner of Downtown needs to be the same. By targeting development and connecting around key cultural assets, economic impact can begin in a central location and expand block by block from key assets.

Invest in Public Realm Improvements: While the economic realities of DC are different than Baltimore, both can benefit from a significant financial commitment to invest in public realm improvements. This includes enhancing public spaces, improving transportation infrastructure, and supporting cultural and entertainment venues.



Lessons from other Cities: St. Louis

Similar to Downtown Baltimore RISE, the City of St. Louis put forward a Downtown Neighborhood master plan in 2020 as a supplement to the City's Comprehensive Master Plan.

Enhance Walkability and Connectivity: In addition to investing in improved pedestrian experiences, St. Louis's plan focused on amplifying the experience in and around key events. The same could be considered in Downtown Baltimore to focus on event day or game day experiences.

Public space and green infrastructure: In St. Louis this included initiatives like a tree-planting campaign, a walking loop and recreational path, and riverfront gardens. Baltimore could integrate similar ideas building from strength with the connectivity to the water around the Inner Harbor and Promenade.

Equitable economic growth: By focusing on the skills and strength of the local residents, the plan encourages investing in local, BIPOC owned businesses to highlight the unique character and skills of legacy residents. Baltimore's strength in is its people, and continuing to invest in small, local, BIPOC owned businesses will ensure Downtown is not only thriving but also uniquely Baltimore.

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Lessons from other Cities: Minneapolis

Minneapolis first published "Downtown 2025" in 2010. Since that time, the city has implemented many of the core goals and integrated lessons learned into the "Downtown by Design, 2035 Plan." This includes necessary realignment of priorities to integrate cultural changes since 2020 and the shift in Downtowns "post-COVID."

Focus on neighborhoods: Downtown is not a single neighborhood, but rather a collective of unique neighborhoods, each with its own unique characteristics. This plan calls attention to the character and identity of each neighborhood that comprises Downtown. Additionally, it calls for a focus on appropriate retail spaces to serve neighborhood livability.

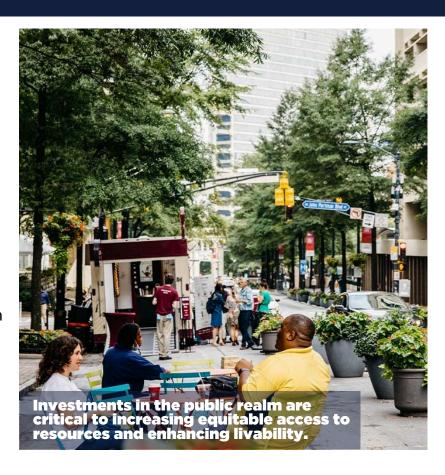


What does it mean to be a Livable City?

A Livable City promotes equity, opportunity, and quality of life.

Livable cities prioritize:

- Transportation equity and choice
- Safe streets
- Walkability
- Housing diversity
- High quality services: retail, grocery, healthcare, community facilities, green space, and education.
- Access to employment





The 20-Minute City

A 20-minute city:

- Results in a more equitable allocation of public services
- Creates a more robust neighborhood equipped with businesses, entertainment, recreation, and services
- Allows residents to meet their needs within a 20-minute walk from their home
- Provides visitors from the area and elsewhere with diverse and exciting experiences



Lessons in Catalytic Development

Catalytic development is development that drives outsized impact. Projects that change the trajectory of a place or area. Catalytic development facilitates value creation and large-scale investment in walkable urban developments to generate long-term value and returns.

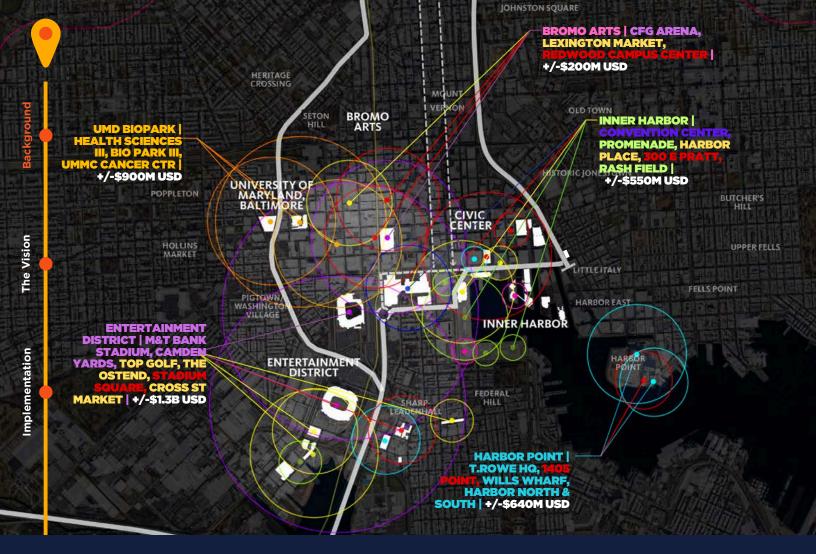


WalkUPS

"Walkable Urban Places" (WalkUps) are dense, regionally significant mixed use places with multiple transportation modes (cars, transit, bikes, walking, etc.) which are significantly amenitized within walking distance.

Lessons for Catalytic Development from the Brookings Institution ²

- Catalytic development generally emerges from crisis
- Catalytic developers have focused intention and mission
- To be successful, a developer's personal mission must be balanced by an inclusive project vision
- Catalytic developments are implemented in many phases
- Catalytic developers have a commitment to quality development
- The scale of the enterprise means that the risk and rewards are shared between the local governemnt and the catalytic developers
- Catalytic developers must advocate for transit, bike, and pedestrian infrastructure to create value and additional development opportunities
- Strong place management is crucial to building vibrant, healthy WalkUPs



Downtown Baltimore has incredible assets

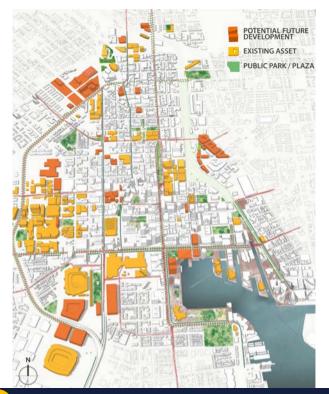
Baltimore is seeing massive public and private investment downtown, adding assets to an asset-rich environment. Downtown Baltimore's asset map begins to form a cohesive district.

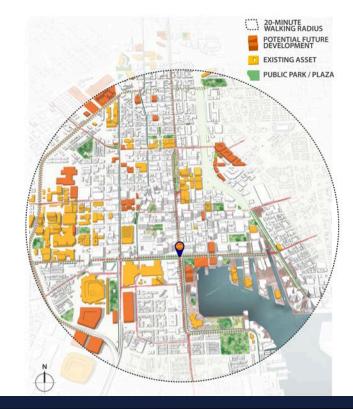
With more than \$6.9 billion of investment in development downtown between 2018 and 2028; an incredible new CFG Bank Arena; the reimagination of Harborplace; and the throngs of visitors coming to downtown to cheer on the Orioles and the Ravens sports teams, attend concerts, and shop small businesses – the renaissance of downtown Baltimore is happening now!

Baltimore's planned investment and development have created a once-in-ageneration opportunity to imagine the future of our downtown.

Regionally, Statewide, Citywide, and within Downtown, Baltimore has tremendous assets and is poised for growth.









How those assets connect will shape Baltimore's Future

Today, Downtown Baltimore's incredible incredible assests: iconic cultural spaces like the Hippodrome and Lexington Market; renowned museums like the Walters and the Reginald F. Lewis; world-class entertainment and athletic facilities like CFG Bank Arena, Oriole Park at Camden Yards, and M&T Bank Stadium; anchor institutions like the National Aquarium, University of Maryland, Baltimore, University of Maryland Medical System, and University of Baltimore; and so many more. By building from strength, Baltimore can continue to amplify the impact each of these assets can have on our city, both today and in decades to come.

At its best, a day downtown recreating could look like a visit to the National Aquarium, followed by lunch on the water, followed by taking in a game or a show downtown. Pedestrians, residents and visitors alike, should be engaged by all that Baltimore has to offer as they move down vibrant, bustling streets from activity to activity, from leisure to recreation to event to dining to whatever comes next.

The economic vitality of downtown is driven in large part by the allure of "the next thing." What does a Baltimorean do downtown before or after when they come for a game or concert? What does a visitor to downtown do before catching a show at the Hippodrome? Are they eating in a downtown restaurant, walking downtown streets, shopping downtown stores? What does a downtown employee do for lunch? Can they get a quick meal and sit in the pleasant shade of a rebuilt promenade? Can they walk past unique, authentic shops that offer things that can only be bought in Baltimore?

How downtown engages people in "the next thing" is critical to the vibrancy and vitality of downtown and, done well, creates jobs, empowers entrepreneurs, and grows the local economy.

Creating a more Livable Baltimore

Baltimore lags farthest behind in transportation and walk score when compared to peer cities. This creates tremendous opportunity, as transportation and walk score lead to economic opportunity, wellness, recreation, and so much more.

To maximize livability for the City of Baltimore, key areas to address include:

- Multi-modal transportation
- Safe streets
- Walkability
- Housing
- High quality retail, grocery, healthcare, community facilities, and educational institutions
- Access to employment

Multi-modal transportation and mobility is the greatest opportunity to make a significant positive impact for livability in Baltimore.

Livability by City and Sector Measure





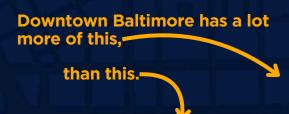
Mobility is Baltimore's Key challenge and opportunity

Baltimore has historically prioritized regional vehicular mobility over pedestrian connectivity.

Despite Downtown's growing asset base and its trajectory as a Downtown on the RISE, a constellation of crises, funding deficits, and population trends have exacerbated the mobility challenge, cutting neighborhoods and residents off from recreation, economic opportunity, and each other.



Baltimore has historically prioritized regional vehicular mobility over pedestrian connectivity. This began in the 50s and 60s and led to an easy-to-drive-to and easy-to-drive-through downtown. Baltimore's population peak in the 50s gave way to suburban flight, eased by vehicular access to Baltimore's Central Business District (CBD), which led to the proliferation of suburban office and retail complexes, which began to hollow-out downtown office space over decades. This spiral continued over the course of 70+ years, and with the Great Recession, dramatic state-level cuts to Baltimore's Highway User Revenue funds, the impact of COVID-19, and decades of disinvestment and subsequent deferred maintenance, vibrancy of the CBD has waned. Downtown was built for commuters, not for pedestrians.







Fixing Baltimore's Mobility Crisis

Downtown is the economic engine of the region. Over 25% of city businesses and 33.5% of city jobs are located Downtown, up from previous years. This increase expected to continue as employers are turning to hybrid work models & state agencies are relocating to Downtown. The Downtown Partnership of Baltimore found that Baltimore's Downtown has the 13th largest total employment in the U.S., with approximately 133,000 jobs.

Transit connections are critical to a functioning Downtown. Baltimore's Downtown is one of the most connected locations within the state, with two MARC stations, Amtrak, numerous bus routes, & existing light rail & metro routes, but futher investment is needed. Projects like investment in the Howard Street light rail corridor & the return of the Red Line are critical.

Downtown
Baltimore is
an Economic
Driver

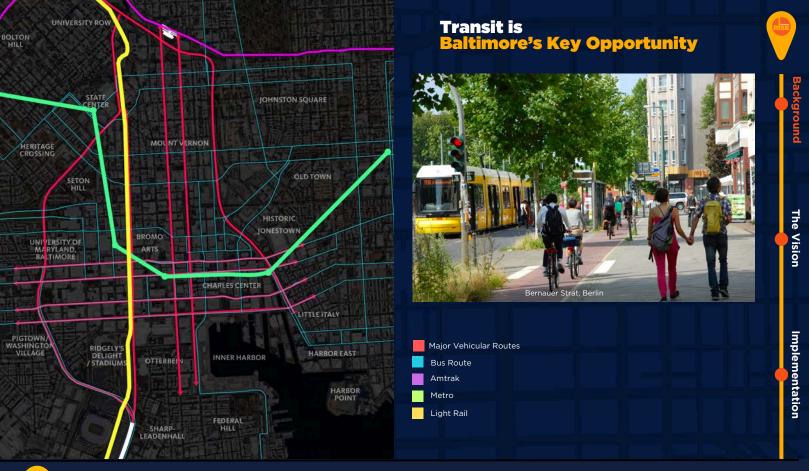
Downtown
Baltimore is
a Cultural
Center

Downtown
Baltimore is
a Transit Hub

Downtown
Baltimore is
home to
many
Unique
Spaces

Cultural institutions & assets are plentiful downtown.
These include museums, universities, sports venues, theaters, & more. To support these institutions, which help to create Baltimore's identity, the city needs to connect & amplify them & create comfortable pedestrian routes between them.

Unique & welcoming spaces are a critical element to any downtown to make residents & visitors comfortable. Spaces such as Rash Field & Mount Vernon Place provide unique attractions to a wide range of users, but more attention is needed in the areas surrounding many of the City's assets to allow users more comfort visiting and exploring beyond these locations.



RSE

How those assets connect will shape Baltimore's Future

Baltimore's historic prioritization of car traffic creates an incredible opportunity:

- A high-quality pedestrian experience can be created with investment in diverse mobility options for a more livable, connected downtown neighborhood.
- Rethinking the way cars move through downtown allows for the reimagination of downtown public space and rights-of-way (sidewalks and streets).
- If additional multi-modal transit investments are made, Baltimore can have both improved transit and a dramatically enhanced public realm.

By seizing on this opportunity, Baltimore can:

- Create new, great green space.
- Foster oppurtunity for new restaurateurs, small businesses, artists, and artisans.
- Grow Baltimore's downtown population.
- Create jobs.
- Increase downtown's vibrancy and, by extension, the vibrancy of all of Baltimore.

Why this Vision? **Impact by Numbers**°

Executing on this Master Plan has tremendous benefits across Baltimore City and the State of Maryland.

An investment like this could provide 3,100+ new, healthy shade trees planted, which would yield:

An improved public realm and streetscape benefits local businesses, which would yield:



Over **146,000** pounds of **CO2** Absorbed



Over **1,500,000** gallons of **storm water collected** per vear



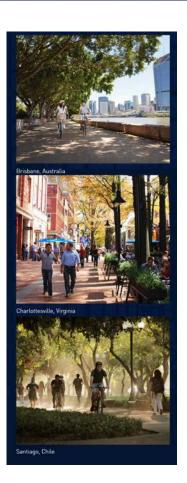
The **cooling impact** of a single healthy tree from evaporation and absorbing sunlight "is equivalent to ten room-size air conditioners operating 24 hours a day"



Shoppers claim that they will spend 9% to 12% more for goods and services in central business districts having high quality tree canopy



A study found **7% higher** rental rates for commercial offices having high quality landscapes



Pedestrianization like that proposed in this Master Plan has been shown to:

- Increase air quality and decrease pollution
- Promote health and decrease rates of obsety and diabetes
- Foster social inclusion and mitigate the public health impacts of social isolation
- Decrease noise pollution
- Boost mental health
- Promote economic activity

How is Downtown RISE funded?



Many of the projects discussed in this Master Plan are big. Some, like the Red Line, a renovated Convention Center, an improved Inner Harbor Promenade, and remaking Pratt Street and Light Street, are catalytic. Many of the public projects discussed here are partially funded or not yet funded at all, but that should not be a deterrence to planning. A significant part of the work of Downtown RISE going forward will be identifying and building the funding opportunities for these projects.

That work starts by understanding the economic impact of each of the efforts listed below. How much additionally revenue can the City and the State expect to generate from an enhanced Convention Center, and thus significantly more convention business? What is the economic impact of more people enjoying a walkable Pratt Street and the significant increase in retail and restaurant viability that results?

How much tax revenue is generated from the increased use of each of these projects? How many local jobs do these projects create for Baltimore City residents and others throughout the region?



To be clear, there is significant tax revenue that the City and the State can generate without levying any new taxes. By increasing tourism, for example, the number of hotel rooms that are rented will go up significantly and the City can collect more revenue without raising taxes. Similarly, by increasing the number of people walking on Pratt and Light and the Promenade, and providing opportunities for them to shop, eat, and drink, the State can generate significant new sales and use tax revenue. Parking tax revenue, admission and amusement tax revenue, and income tax revenue can all go up dramatically without raising taxes.

By planning and coordinating these together, policymakers can understand the full economic impact to residents, to tax revenue, and to the vibrancy of Downtown.



The Vision:



Prioritize the pedestrian and create great pedestrian spaces.

Downtown Baltimore has incredible assets and the capacity to build from the strength of these assets. By prioritizing the pedestrian and creating great pedestrian spaces, Baltimore City maximizes those assets, makes interacting with those assets more enjoyable, and breathes vibrancy into downtown.

The vision, discussed in the pages that follow, is built on four core pillars, each of which is imperative to making Downtown Baltimore more vibrant, recreation-rich, and livable, all while enhancing downtown's role in creating jobs for Baltimore's economy.

The four core pillars of the strategy are:



CREATE AN INTERCONNECTED DOWNTOWN NEIGHBORHOOD WITH PEDESTRIAN ACCESS TO SPORTS, ARTS, & ENTERTAINMENT



RE-ENVISION PRATT STREET AS A COMMUNITY MAIN STREET



MAXIMIZE CONNECTIVITY & MOBILITY THROUGH EQUITY & CHOICE IN TRANSPORTATION



INVEST IN THE PEDESTRIAN EXPERIENCE TO PROMOTE SAFETY



Create an Interconnected Downtown Neighborhood with Multimodal access to Sports, Arts, & Entertainment

Connect the Sports and Entertainment District

Leverging the state's investment in the sports and entertainment district as a catalyst, we start by making investments in a mixed use district, inclusive of significant redevelopment and multi-modal transit on Warner Street between Horseshoe Casino and M&T Bank Stadium and Oriole Park at Camden Yards, with connectivity to neighborhoods and the rest of downtown.



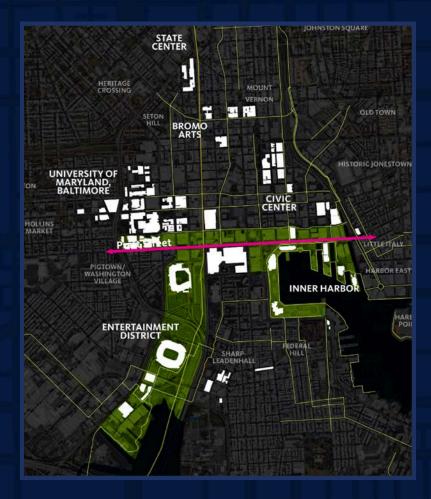




Create an Interconnected Downtown Neighborhood with Multimodal access to Sports, Arts. & Entertainment

Build pedestrian connectivity through Pratt Street

By elevating the pedestrian experience on Pratt Street, we can provide new opportunities for restaurants, retail, housing, jobs, and more, driving investment from Martin Luther King, Jr. Boulevard to President Street.





Promote interconnectivity with Baltimore's Neighborhoods

Building from the Stadium
District and Pratt Street
as a community main
street, enhanced
connectivity to
neighborhoods and
beyond makes downtown
more accessible to the
rest of the city.

16

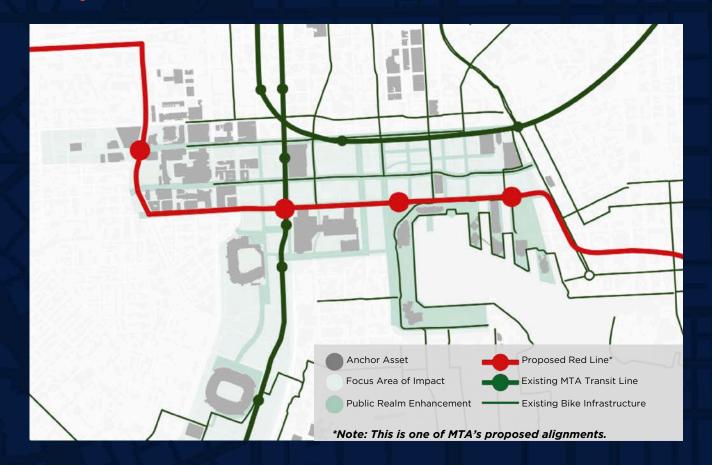
Re-envision Pratt Street as A Community Main Street



Pratt Street should be Downtown's primary pedestrian and retail boulevard. By redistributing private passenger vehicle traffic from critical areas to the edges of Downtown, we can prioritize pedestrians, transit, scooters, and bicycles in a safe, connected network. Vehicles can be routed to the major arterial roads of Baltimore and Lombard Streets via Charles and Greene Streets. Sidewalks and the public realm should be well-lit, protected from traffic, and visibly safe for all who visit, at any time.



Maximize Connectivity & Mobility through Equity & Choice in Transportation



Impact of the Red Line

Building on one of the proposed Red Line routes (Pratt Street), we can create a transit focused district that connects all users to their final destinations via protected paths and park-like walks through the Downtown. Imagine arriving regionally at Camden Yards, moving past the Convention Center and arriving at the Inner Harbor without ever leaving a gracious promenade or shady walkway.





Maximize Connectivity & Mobility through Equity & Choice in Transportation

Multi-modal Pathways

Our existing multimodal pathways are not fully connected, creating unsafe and undesirable conditions as pedestrians seek to navigate through Downtown.

Existing MTA Transit Line

Blueways Trail (kayak)





Proposed Micromobility Hub

Proposed Micromobility Routes

A Complete Network

By completing the multimodal network throughout Downtown, we enable safe and efficient movement between nodes of activity and recreational assets from the Warner Street entertainment district to the south to Baltimore Street in the north, and from UMB to Harbor East.



Invest in the Pedestrian Experience to Promote Safety



Vehicular speed and pedestrain safety are fundamentally incompatible. As highlighted in Baltimore City's Complete Streets Manual, providing clear identifiers for drivers to understand they are not in a vehicular corridor is important for pedestrian-oriented streets.

Road Diets promote Pedestrian Safety

The Federal Highway Administration outlines that four-lane roads are a safety concern for all types of transit. They are more dangerous for cars, bikes, and pedestrians.

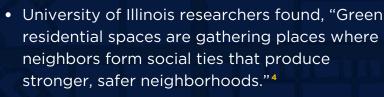
In 2008, a "road diet in Seattle reduced pedestrian collisions by 80%. The same project saw a 35% increase in cyclist traffic without any increase in bicycle-involved crashes." ³



Invest in the Pedestrian Experience to Promote Safety

Vibrant Public Spaces promote Safety

Research shows significant improvements in violence reduction, community health, and mental health as a result of place-based investments:





- Brookings researchers have found, "The built environment (or physical conditions) of a neighborhood is strongly associated with rates of violence." Additionally, "Evidence also finds that other improvements to the public realm—such as urban greening and tree canopy programs in urban neighborhoods—reduce violent crime, particularly adolescent gun violence." 5
- Several studies have found that increasing tree coverage specifically, causes an improvement in mental health and thus a reduction in criminal activity.

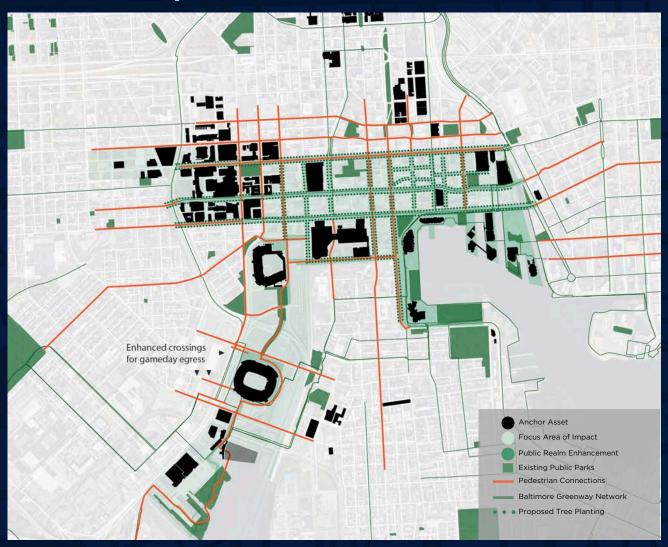
Research shows significant improvements in violence reduction, community health, and mental health as a result of place-based investments:



- NYTimes researchers found, "clear evidence that changing neighborhood conditions can improve — and improved — seemingly intractable community and mental health problems."
- In a review of studies on pedestrian lighting, the Louisiana Transportation Research center found there is a correlation between pedestrian safety and adequate street lighting. The behavioral studies showed, in general, "enhanced lighting at crosswalks led to an improvement in drivers' awareness and yielding to pedestrians, an increase in pedestrian observational behavior, and an increase in the car stopping distance before crosswalks."

RISE

Prioritize the Pedestrian & Great Pedestrian Spaces



Green space is fundamental for a great, walkable downtown. The proposed vision uses the streets as the foundation, proposing continuous street tree planting of native, resilient, shade trees in Downtown's new and enhanced parks and public spaces.

The map above shows a connected, walkable city, where existing public parks and enhancements to the public realm are made part of a comprehensive pedestrian network that brings people to downtown and its anchor assets, creating a more livable and vibrant downtown.



The **Implementation:**

This 10-year Master Plan lays out a vision for Baltimore City, and residents should expect to see the work unfold on that timeline. Some projects are already underway, while others are in a planning or study phase. Priorities are at different stages—some ready to launch, others needing more time. And this plan is not a final plan, projects will adjust and shift as work progresses, ensuring alignment with the overarching goals of RISE.

This Master Plan highlights key priorities and will guide future development. Projects will progress in phases, moving forward at different speeds. The next pages outline each project's status and timeline.

Planning Phase: This phase is about vetting a project. Is it a good idea? Does it make sense in the broader context? Does the plan help achieve or promote any of the core pillars of Downtown RISE?

Study phase: This phase is about taking the next step. What does this project mean for other projects? How does this project fit into the bigger picture? When a project is completed, what intended and unintended consequences can be forecasted and how can negative consequences be mitigated? What is the cost estimate? Is the financing feasible?

Documents Phase: This phase is about engineering and creating an implementable set of construction documents. This phase includes detailed pricing, arcitecture and engineering, materials selection, and documentation of everything that's needed to implement a project once it's been decided that it gets implemented.

Implementation: The shovels in the ground phase. In this phase, construction starts and is intensely coordinated across Downtown RISE.



The **Implementation:**

Eutaw Street: Building on \$3.5m of state grants, Eutaw Street will be reimagined as a key cultural destination.

Street typologies: Downtown streets will be purpose-built and create great places to be.

Light/Pratt/Calvert: The intersection at the center of the city should be a pedestrian boulevard and oasis of recreation.

Rethink the Street Grid: Downtown's street grid was built for commuters, instead of pedestrians and recreators. Rethinking how traffic flows creates significant opportunity for the downtown economy.

Intensive Coordination: Integrate all capital projects, from major capital projects to repairs and maintainence, to support the vision for downtown.

Policy change: Continue to make it easier to do business, to develop, and to create jobs that support Baltimore residents and businesses.

The priorities listed above have all progressed beyond the Planning Phase. The pages that follow articulate the starting points, where the initial focus must be and priorities around which this work will be undertaken. Many of these priority areas will need **careful further study**, **significant capital raising**, and **intense coordination** between all Downtown RISE stakeholders.

Implementation Timeline:

Currently in Implementation Phase

Intensive Coordination: Integrate all capital projects, from major capital projects to repairs and maintainence, to support the vision for downtown.

Currently in Documents Phase

Eutaw Street: Building on \$3.5m of state grants, Eutaw Street will be reimagined as a key cultural destination. This is scheduled to progress into the Implementation Phase by early 2026.

Currently in Study Phase

Light/Pratt/Calvert: The intersection at the center of the city should be a pedestrian boulevard and oasis of recreation. This is scheduled to progress into the Documents Phase by July, 2025 and be ready for implementation by Summer, 2026.

Street typologies: Downtown streets will be purpose-built and create great places to be. This is scheduled to progress into the Documents Phase by July, 2025 and be ready for implementation by Fall, 2026.

Rethink the Street Grid: Downtown's street grid was built for commuters, instead of pedestrians and recreators. Rethinking how traffic flows creates significant opportunity for the downtown economy. This is scheduled to progress into the Documents Phase by late Summer, 2025 and be ready for implementation by Winter, 2026-2027.



Implementation: Documents Phase Early Eutaw Street Corridor Enhancements

In 2023, the Downtown Partnership was awarded \$3.5 million by the MD Department of General Services for placemaking on Eutaw Street. After engaging the community and working with Baltimore-based design firm Gensler, DPOB can begin this work. Importantly, the initial phase will be focused largely on sidewalks, lighting, and art; future enhancements to street rights of way will follow.

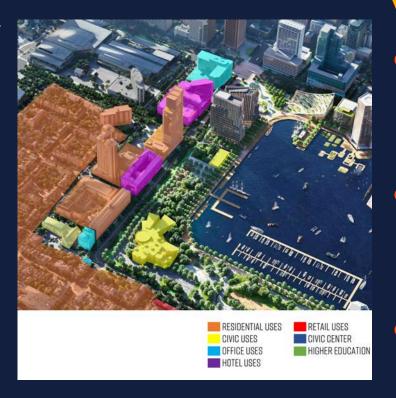




- Building on \$3.5m of state grants, Eutaw Street will be reimagined as a key cultural destination.
- Home to Lexington Market, the Hippodrome, the Bromo-Seltzer Tower, and serving as a gateway to Oriole Park at Camden Yards and University of Maryland, Baltimore, a pedestrian friendly, tree-lined, and art-laden Eutaw Street will serve as the center of the West side of Downtown.

Implementation: Study Phase Remake the corner Pratt, Light, and Calvert

Light Street serves as a primary feeder for visitors coming from I-95 and residents traveling north/south to and from the South Baltimore Peninsula. The right of way consists of nine lanes which service users north to south. Uses fronting this street consist of primarily residential, hotel, and civic uses. The street itself offers very little pedestrian safety, and has little to no softscape or tree cover. Together, these make it very difficult to have successful ground level retail and dining. This can further be enhanced by integrating a raised intersection at Pratt and Light (below).











Vehicular speed and pedestrain safety are fundamentally incompatible. As highlighted in Baltimore City's Complete Streets Manual, providing clear identifiers for drivers to understand they are not in a vehicular corridor is important for pedestrianoriented streets.

Shared streets enhance pedestrian safety through traffic-calming and will improve the character of downtown.

Implementation: Study Phase Remake the corner Pratt, Light, and Calvert



By closing the Calvert Street slip lane and reducing lanes on Pratt St and Light St, Downtown Baltimore recaptures its most precious pedestrian space, its most important retail frontage, and its highest potential economic attraction for residents and visitors alike. The study phase for this work will move quickly into the documents phase, for initial groundbraking in 2026.





Implementation: Study Phase Street Typology Strategy

Many of Downtown's streets have unique characteristics. By leverage those characteristics to help define the central purpose of each corridor, investments and priorities can be targeted to intentionally enhance that character.

The vision prioritizes activity, recreation, restaurants, and retail for a dramatically enhanced pedestrian experience for both residents and visitors. The below map demonstrates how street typologies and traffic distribution should work, and prioritizes local traffic on Light and Pratt Streets with inbound traffic primarily rerouted to Charles Street, and distributed through Downtown via Lombard and Baltimore Streets. This allows for traffic reductions on Pratt and Light Streets and enables inclusion of transit across the Pratt Street corridor.



The pages that follow further define these typologies and discuss what implementation might look like, how these corridors could be remade, and how typologies enhance the character of downtown.



Implementation: Study Phase Street Typology Strategy

To foster a safe, connected, and walkable downtown, each street in the City's heart needs to employ design strategies that re-prioritize multi-modal access and pedestrian safety over vehicular through traffic. Each of the street typologies exemplify the types of strategies that help to advance the goals of this vision and illustrate all of the modifications required to complete the network.

The streetscape improvements discussed below ensure a cohesive public space identity that unifies downtown. Prescriptive streetscape and open space guidelines respond to building massing and enhance pedestrian experience.

NEIGHBORHOOD STREETS are smaller, tree-lined, pedestrian oriented pathways that serve the neighborhoods they exist within. They are generally smaller in nature in total width, and lane width, and are designed with neighborhood scale in mind. Neighborhood Streets complete the street grid and are connected to other areas through Place Defining Streets, People Mover Streets, and Cultural Connector Streets.

PEOPLE MOVER STREETS prioritize moving people efficiently. These are streets designed to maximize throughput and prioritize things like designated bus lanes, multimodal transit pathways, and vehicular lanes over parking. People Movers seek to leverage technology to move people efficiently.

PLACE DEFINING STREETS are grand. They are streets that evoke "wow, you've arrived." They are quintessentially of the place where they are; that is, they are immediately recognizable places grounded in local authenticity. The Place Defining Streets of Downtown Baltimore will be postcard moments, places that are immediately recognized as representations of the place. These streets are designed to be primary retail corridors, downtown's "main streets", and are facilitate the pedestrian interaction with the space, enhancing retail, restaurants, and other commercial opportunities.

CULTURAL CONNECTOR STREETS are strategic pathways between anchors and nodes of activity. They are more artistic and whimsical and provide direct connection between cultural assets. These are means to delight visitors and residents alike as they move throughout the Downtown neighborhood.

Implementation: Study Phase Street Typology Strategy Neighborhood Streets

The initial 10-Year vision document articulated the four street typologies listed above that serve as thematic baselines for how Downtown functions. These will be integrated within the Complete Streets' downtown typologies to further support planning efforts.

To effect this:

- In partnership with DOT, continue to study more broadly which typologies should be extended beyond what was articulated in the initial 10-Year Vision.
- Create a pilot repair program downtown where any street or utility work results in upgraded, typology-aligned repair/replacement.
- Use Baltimore City Department of Transportation Street Typologies to align goals for pedestrian prioritization, transit routes and vehicular circulation across city agencies, e.g., identifying Eutaw Street, Redwood Street, and Water Street as unique streets for tourism and street life.

To support the ROW implementation:

- Dramatically increase "streateries" within the downtown footprint. Direct property
 owners towards a streamlined placemaking process encouraging them to
 expand their retail space into the ROW.
- Complete an inventory of existing streetscapes to include sidewalk widths, capacity for street trees, locations of amenities such as trash receptacles, benches, streetlights and trees.
- Develop shading and beautification strategies for streets that are unable to accommodate street trees, including by streamlining the placemaking process with a MOU template to allow for privately installed triangle canopies etc.
- Use Baltimore City Department of Transportation Street Typologies to align goals for pedestrian prioritization, transit routes and vehicular circulation across city agencies, e.g., identifying Eutwaw Street, Redwood Street, and Water Street as unique streets for tourism and street life.

Implementation: Study Phase Street Typology Strategy Neighborhood Streets

NEIGHBORHOOD STREETS are smaller, tree-lined, pedestrian oriented pathways that serve the neighborhoods they exist within. They are generally smaller in nature in total width, and lane width, and are designed with neighborhood scale in mind. Neighborhood Streets complete the street grid and are connected to other areas through Place Defining Streets, People Mover Streets, and Cultural Connector Streets.

Neighborhood Streets are those like Redwood Street, Water Street, and Liberty Street.



Redwood Street could be transformed with pedestrian-friendly uses like 'streateries' in place of parking.



Implementation: Study Phase Street Typology Strategy

Neighborhood Streets like Redwood are given a cohesive, inviting feeling through use of specific materiality, native plants, and wayfinding.



Neighborhood Streets Capital Improvement: Hardscape

Enhanced streetscape uses materiality intentionally to invite pedestrians into spaces, delineate uses, and protect pedestrians and shared use areas.

















Neighborhood Streets Capital Improvement: Plants & Wayfinding

Native plantings provide shade, relief from urban heat island effects, and seasonal color and character. Great streetscapes contribute to placemaking and wonderful places to linger all year.











Implementation: Study Phase Place-defining Streets

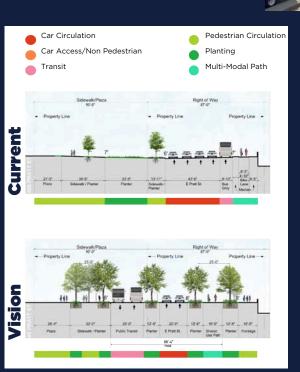
Pratt Street and Light Street are Downtown Baltimore's Place Defining Streets. They should be grand. They are streets that should be quintessentially Baltimore. Pratt and Light surround the Inner Harbor, but they do not embrace it.

Today, Pratt Street at MLK goes from two travel lanes and two parking lanes, to three travel lanes and an unprotected bus lane, to four travel lanes and bus lane at the Calvert St intersection, all the way to six lanes (one parking and one bus) before intesecting President St. Similarly, Light Street has ten lanes south of Pratt and six lanes north of Pratt.

These traffic patterns create in incredibly hostile environment for pedestrians, for recreation, and prevent Downtown Baltimore from being a greater economic engine for all of Baltimore.

Pratt Street

Instead, Pratt Street is envisioned to have dedicated transit lanes, fewer through lanes for vehicular traffic, and improved pedestrian infrastructure.







Implementation: Study Phase Place-defining Streets

Light Street

Light Street is envisioned to have reduced vehicular lanes, more trees, traffic calming, and improved pedestrian infrastructure.





Place-defining Streets Capital Improvement: Separating Modes & Enhancing Tree Canopy on Pratt Street















Place-defining Streets
Capital Improvement:
Additional Greening & Enhancements that Invite
Gathering on Light Street















Implementation: Study Phase People Mover Streets

PEOPLE MOVER STREETS prioritize moving people efficiently. These are streets designed to maximize throughput and prioritize things like designated bus lanes, multimodal transit pathways, and vehicular lanes over parking. People Movers seek to leverage technology to move people efficiently.

Importantly, while People Mover Streets prioritize throughout, that does not mean People Mover Streets should look like highways. They should be multimodal, have reliable public transit, be pedestrian-friendly, and have minimal street parking, which is more than abundant in Downtown Baltimore.

People-Mover Streets Capital Improvement: Clear Demarcation & Leveraging Technology









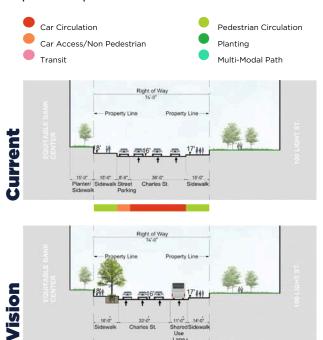






People-Mover Streets Charles Street

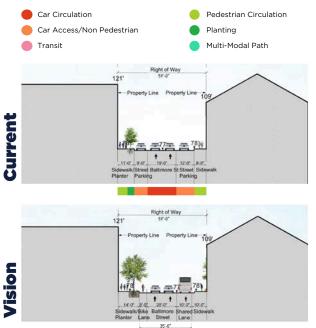
Charles Street is envisioned to include more trees, dedicated lanes, and improved pedestrian infrastructure.





People-Mover Streets Baltimore Street

Baltimore Street is envisioned to have dedicated bus lanes and multi-modal paths to promote efficient movement.







Implementation: Study Phase Street Typology Strategy Cultural Connector Streets

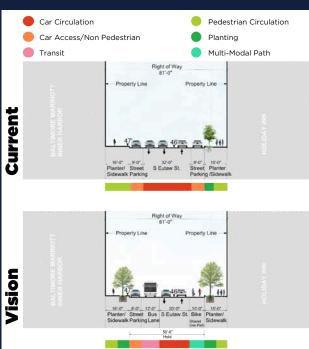
CULTURAL CONNECTOR STREETS are strategic pathways between anchors and nodes of activity. They are more artistic and whimsical and provide direct connection between cultural assets. These are means to delight visitors and residents alike as they move throughout the Downtown neighborhood.

Downtown Baltimore has incredible cultural institutions. Eutaw, Howard, and Conway Streets need to better link these assets to each other, creating cohesive experiences between assets.

Cultural Connector Streets Eutaw Street

Eutaw Street is envisioned to include more trees, improved pedestrian infrastructure, and dedicated bus lanes to support efficient movement.



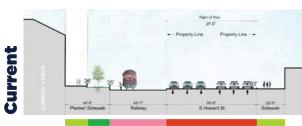


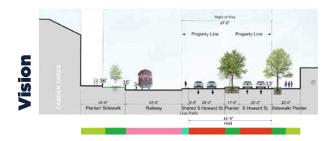


Cultural Connector Streets Howard Street

Howard Street is envisioned to include a planted median, character-defining signage, and upgrades to the existing light rail.



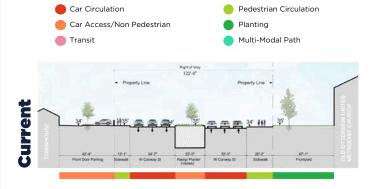


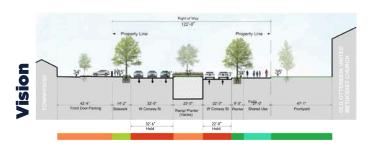


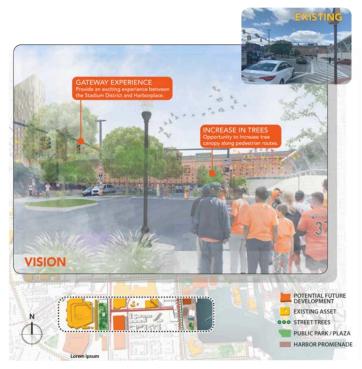


Cultural Connector Streets Conway Street

Conway Street is envisioned to act as a grand connector between the Sports and Entertainment District and the Inner Harbor.









Implementation: Study Phase Street Typology Strategy

Cultural Connector Streets: Capital Improvement: Hardscape & **Placemaking**

Cultural Connector Streets feature micromobility, public art, gardens, planters, and trees, and are enhanced with light features and wayfinding.













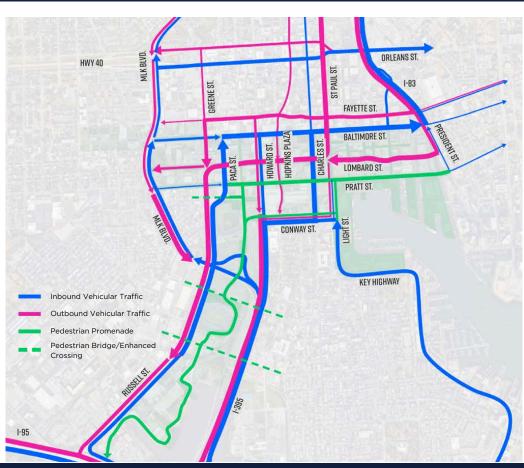








Background



Today, important place-defining streets such as Light Street, Pratt Street, and Conway Street serve as a cut-through between I-95 and I-83, diminishing the placemaking value and experience of downtown.

Building on the closure of the Calvert St. Slip lane and road diets on Pratt and Light, vehicular traffic can be better distributed across downtown to prioritize the pedestrian experience and support placemaking. This work begins by implementing and understanding street typolgies, and then rethinking the street grid to enhance movement and economic development around the highest and best options for the built environment. And it includes aggressively increasing downtown green space and pedestrian space wherever possible, including the conversion of automobile lanes to non-automobile use.

Importantly, this includes conducting a signal timing analysis across Downtown through a lens of pedestrian safety and traffic flow, and implemention of signal upgrades that include Wi-Fi access and dynamic signaling that maximizes pedestrian crossing time. It includes consideration of new traffic signals that clearly prioritize pedestrian crossing and adding cameras at high-risk intersections and bus lanes.

RISE

RESULTS OF ANALYSIS AND CONCLUSIONS

It is expected that Downtown Baltimore will no longer be a path to "pass through" the City, but will be a means to the end of creating a better livable downtown for businesses, residents, and visitors. Traffic will be guided (through street changes and wayfinding) around Downtown.

As detailed, the changes recommended by Project Livable will result in an overall 8–14% increase in average delay caused by the changes that are recommended in Project Livable.

While this study has not assumed additional mode share as a result of transit and multimodal improvements, nor diversion of traffic based upon "learned behaviors" of drivers as a result of the changes recommended herein, we anticipate level of service and average delays will be further improved yielding a relatively minimal impact to the overall performance of the downtown road network.

Obviously, road changes, pedestrian changes, sidewalks, intersection designs, and traffic signal changes are all things that will need to occur to effectuate Project Livable in Downtown Baltimore.

The Appendix to this report details the traffic volumes at the intersections and the capacity analyses that we utilized for the analysis and our conclusions.

The Data: Traffic Impact Analysis

As part of the initial Project Livable conversation, the MSA commissioned The Traffic Group to conduct a Traffic Impact Analysis ("TIA"). This TIA considered the impact on traffic once street typologies are implemented, the street grid is reconsidered as described above, and Pratt Street, Light Street, and Calvert Street are reconfigured and have lanes reduced. The TIA assumes the same number of vehicles that move through each intersection today will continue to move through the proposed, modified intersections – in short, the same number of vehicles will move through fewer lanes. The TIA also assumes no cars will be reduced as a result of the installation of new transit downtown. While the TIA today projects an overall 8-14% increase in average delay based upon this "worse case scenario" model, these impacts will be further mitigated by real-world driver behaviors, and the use of transit instead of individual vehicles.

This means it may take a driver a few extra minutes to get from I-95 to I-83, a small inconvenience when compared to the proven benefits of creating pedestrian oriented, connected spaces with thriving businesses.

To read the TIA in its entirety, visit **DowntownBaltimoreRISE.com**.



Implementation: Study Phase A Multi-Pronged Approach to Traffic Mitigation

As Downtown is remade to prioritize the pedestrian, it is also important to ensure reliable access to commuters from within and around the city, for day visitors to Baltimore, and for Baltimoreans coming downtown to recreate. To mitigate traffic that inevitably results from lane reductions and pedestrianization, a multi-pronged approach must include:

Enhanced Public Transit:

The Red Line will move between 28k-35k people per day east to west and through downtown.





DOT is currently considering additional routes to the Harbor Connector system.

Traffic Signal Upgrades and Dynamic Wayfinding and Signage

Many of Baltimore City's traffic signals are outdated and not centrally controlled. Signal upgrades will ease traffic flow throughout downtown.



A Comprehensive Parking Strategy

Another way to reduce downtown traffic is to develop a comprehensive plan for visitor/commuter parking that incentivizes parking in a handful of larger lots and then using shuttles and other public transit to bring people to their destination.





A lot is happening downtown. The success of this Master Plan will turn on the extent to which efforts are coordinated, can eliminate waste, and can align behind funding priorities. These projects fit into three core buckets:

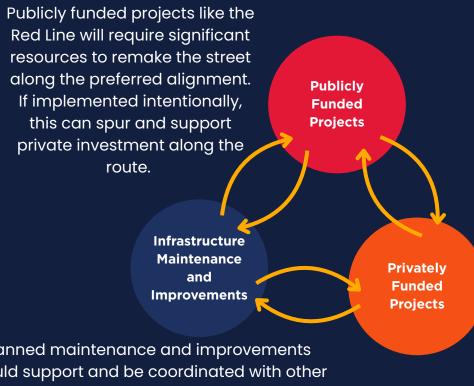
- 1. **Significant public projects:** Several significant, publicly-funded capital projects are needed and slated for downtown. These include:
 - a. Renovation and Modernization of the Baltimore Convention Center
 - b. Red Line Implementation
 - c.Promenade Improvements around Inner Harbor Park and the creation of The Park at Freedom's Port

2. Medium to large private projects:

- a. Creation of the UniverCity District on the West Side of Downtown
- b. Stadium District enhancements
- c. Harborplace

3. Infrastructure maintenance and improvements:

- a. Street resurfacing
- b. Transit improvements (e.g., Howard St. Light Rail)



Planned maintenance and improvements should support and be coordinated with other capital investments. E.g., the planned resurfacing of Pratt Street could yield savings if the Red Line is located on Pratt.

Private investment will follow and is unlocked by these public investments.

An east/west transit solution downtown will assuredly spur development.

Enhancements to Eutaw Street will unlock projects on the West Side of Downtown, and DOT's Old Town Mall Streetscape improvements creates significant opportunity on Downtown's East Side.

Implementation Phase n for Capital Projects





PLANNING

Entertainment/Hospitality

- 1. B&O Railroad Museum, 901 W. Pratt St
- 2. M&T Bank Stadium, 1101 Russell St
- 3. Maryland Science Center, 601 Light St
- 4. Oriole Park at Camden Yards, 333 W. Camden St
- 5. The Peale, 225 Holliday St
- 6. Pride of Baltimore. 1240 Key Highway
- Reginald F. Lewis Museum, 830 E. Pratt St
- 8. Residence Inn by Marriott, 950 S. Caroline St
- 9. USS Constellation, 301 E. Pratt St

- 10. 222 St. Paul Place, 222 St. Paul Pl
- 11. Mayfair Place, 300-304 W. Franklin St

Multi-Use

- 12. 7 W. Eager Street Development, 7 W. Eager St
- 13. Harborplace, 201 E. Pratt St
- 14. Sojourner Place at Park, 142-144 W. Fayette St
- 15. Theatre 120, 120 W. Lexington St

Public Investment

- 16. Baltimore Convention Center,
- 17. Inner Harbor Promenade.
- 18. Rash Field Redevelopment Phase II, 300 Key Hwy

UNDER CONSTRUCTION

Entertainment/Hospitality

- 1. The Ostend, 1300 Warner St 2. Point Park, 1307 Point St
- 3. Port Discovery, 35 Market Pl
- 4. Squashwise, 601 N. Howard St
- 5. The Walk @ Warner Street, 1400 Warner St

- 6. Allied | Harbor Point, 1402 Point St
- 7. Dwell on Park, 400 Park Ave
- 8. The Monica, 1517 Eastern Ave
- 9. Perkins-Somerset-Oldtown Transformation*, 1101 Hillen St
- 10. Vision on Lombard,
- 11. The Whitney, 600 S. Caroline St

- 12. 200 Park Ave Redevelopment, 219 Park Ave
- 13. Car Barn, 130 S. Central Ave
- Fidelity & Deposit Building, 210 N. Charles St
- 15. Stadium Square, 150 W. Ostend St
- 16. T. Rowe Price Headquarters, 1307 Point St
- 17. The Xander, 600 N. Howard St

Public Investment

- 18. UMB School of Social Work, 600 W. Lexington
- 19. UMMC Stoler Center for Advanced Medicine, 22 S. Greene St

COMPLETED

Entertainment/Hospitality

1. Baltimore National Aquarium Harbor Wetlands, 501 E. Pratt St

- 2. 733 W. Pratt St 733 W. Pratt St
- 3. Guardian House, 23 S. Gay St
- 4. Redwood Place, 207 E. Redwood St.
- 5. Vivo Living Baltimore,

Multi-Use

6. 4MLK, 4 N. Martin Luther King Jr Blvd

These projects are catalytic, and this list does not yet include the Red Line.

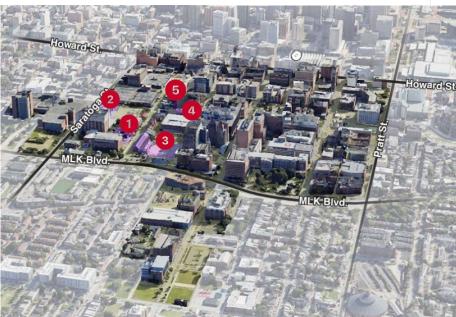
By planning and coordinating these projects together, policymakers can the full economic impact to residents, to tax revenue, and to the

Publicly funded projects are critical to the success of this Master Plan and to the health of Downtown Baltimore. By intensely coordinating and phasing these projects, the city and state can design capital strategies that consider the full economic impact of these improvements.

n for Capital Projects

Facilitating and fostering strategic partnerships between anchor institutions and City government can unlock tremendous opportunity.





- 650/636 W. LEXINGTON ST.
- 630-670 W. FAYETTE ST. / 651-665 W. LEXINGTON ST.
- 223-239 PEARL ST./ 218-226 N GREENE ST.
- 601-609 W. LEXINGTON ST.



This includes coordinating master plans/campus plans across Downtown to understand priorities and align goals. University of Baltimore (above) recently unveiled their new Campus Master Plan, and University of Maryland, Baltimore (right) is making significant investments in the west side of downtown to support a cohesive district.

This work also includes:

- Connecting downtown museums and cultural institutions with each other and other regional attractions to create day, week, or seasonal-passes for residents and visitors.
- Updating the open space master plan and support Downtown Partnership in programming efforts for parks and plazas across downtown.

Additional Opportunities: Planning Phase

The above priorities are catalytic and will create a significantly stronger Downtown Baltimore. And more work will be needed to fully acheive this vision. The following pages articulate additional important priorities that are currently in the Planning Phase.

The city and all Downtown RISE partners will work together to advance these priorities in two key areas:

Promote development and redevelopment with a focus on vacant and underutlized properties

Baltimore has tremendous opportunity with its stock of underutilized and vacant properties. In coordination with Mayor Scott's and Governor Moore's efforts to reduce vacancy citywide, tremendous opportunity exists to reimagine, repurpose, and maximize these properties.

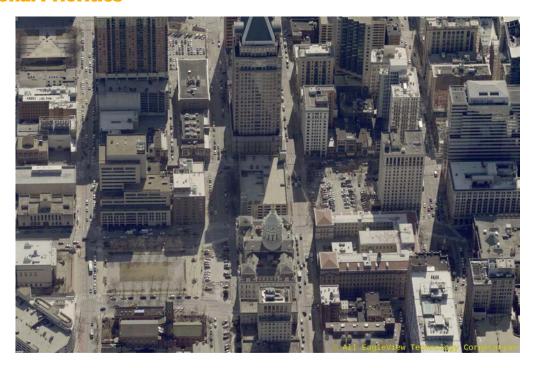
Pages 73-75 below include both **Short Term** and **Long Term** tactics to bring these maximize the built environment in Downtown Baltimore.

Connect Assets and Institutions

Baltimore has tremendous assets downtown, from cultural institutions to employment hubs to entertainment and incredible food. But many of these assets are disconnected, making them feel like islands of activity separated from each other by vacuums of inactivity.

Pages 76-80 below include both **Short Term** and **Long Term** tactics to connect these connect these assets and create a fabric of downtown activity.

Planning Phase: Promote Development and Redevelopment Additional Priorities



	Τασ	etic	Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status
1.1	Conduct and publish a comprehensive asset assessment for all city-owned buildings, all vacant or partially vacant buildings, and all underutilized lots downtown, including any obstacles to reuse, redevelopment, or reinvestment.		6	~1 year	DGS, DOP, Mayor's Office, BDC	
1.2	Complete an assets and needs assessment of Downtown to determine development needs in support of a growing residential population.		16	~1 year	BDC, DOP, Mayor's Office	
1.3A	Review city-owned properties and create a strategy to consolidate and reduce city holdings Downtown. Examine the cost/benefit to transferring municipal offices from Cityowned assets to privately owned assets. Opportunities include	Government Center (Clarence M. Mitchell Jr. Courthouse, 111 N. Calvert, 417 E. Fayette, 401 E. Fayette, Wolman Building, Police Department Headquarters and former District Courthouse.)	1 60	~1 year	DGS , DOP, Mayor's Office	
1.3B		Waxter Center – Construct a new Senior Center within a larger private development.	1 6	~l year	DGS/ Health, DOP	In process
1.3C		311 W Saratoga – Consider interim use, with intent to sell in 10-15 years	1 6	~l year	DGS, DOP, Mayor's Office	
1.4	Re-imagine 1 W. Baltimore St		②	~1 year	DPOB, DOP, Mayor's Office	

Planning Phase: Promote Development and Redevelopment Additional Priorities

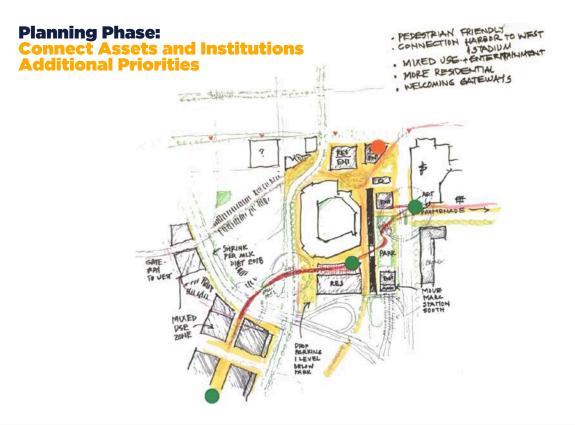


	То	ıctic	Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status
1.5A	Address vacant and unoccupied storefronts.	Create a vacancy tax applied to ground floor, street-facing, commercial properties in certain areas.	1 6	2-3 year	BDC, Mayor's Office	
1.5B		Create vacant property ordinance that charges a high daily fee based on code violations and vacancy.	16	2-3 year	BDC, Mayor's Office	
1.6	Invest in residential and commercial land trusts for downtown properties.		116		BDC, DPOB	
1.7	Promote existing beautification programs to property owners and commercial tenants.		8	Immediate	DPOB , BDC, DOP	In process
1.8	Designate Commission for Historical and Architectural Preservation (CHAP) Landmarks or Districts for buildings and areas identified as notable buildings or special districts within the Central Business District Urban Renewal Plan.		8	2-3 year	СНАР	
1.9	Work with the Department of Housing and Community Development (DHCD) Permit Office and Fire Marshal office to review and modify egress and sprinkler requirements for small-scale rehabilitation projects – consider properties on the east side of the 200 block of N. Howard Street as a case study.		1 6	Immediate	DOP, DHCD, Mayor's Office	In process

Planning Phase: Promote Development and Redevelopment Additional Priorities



	Tad	ctic	Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status
	Work with property owners to encourage the	Orioles parking lots at 55 Russell Street and 301 W. Camden				
	development of existing surface parking lots into higher and better uses	400 E. Pratt				ln
1.10	through financial incentives. Increase temporary	814 N. Charles	118	~1 year	BDC, DPOB,	process
	landscaping measures to ameliorate the urban heat island impact.	1000 N. Charles				
		907 Cathedral				
1.11	Relocate or redesign the Holocaust Memorial to create an engaging open space at the heart of Downtown.		②	2-3 year	Jewish Museum of Maryland, DOP	
1.12	Designate "The Block" (400 block of E. Baltimore Street) a CHAP conservation or historic district. Explore alternative development scenarios for "the Block" that include Cityowned properties.		②	2-3 year	CHAP, BDC	
1.13	Implement the proposed redesign of War Memorial Plaza that will include the removal of parking and create a universally accessible public square.		8	2-3 year	BCRP, Mayor's Office	
1.14	Rename and redesign Preston Gardens to create a more welcoming and accessible space that honors the historic African American community displaced by its creation.		8	5-7 year	DOT, CHAP	



	Tactic		Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status
2.1	Conduct review of all event traffic and develop a short and long-term plan for easing event ingress and egress while prioritizing the pedestrian, designating "vehicular routes" and "pedestrian routes".		(A)	~l year	DOT, DPOB	
2.2A		Improve the space below I-83 and consider additional activation beyond the Sunday farmer's market.		~1 year	Parking Authority, Mayor's Office, DOT	In process
2.2B	Soften the edges between Downtown and adjacent neighborhoods.	Calm traffic on streets that connect to neighborhoods, such as Gay Street, including use of interim strategies to initiate slower traffic, such as speed cameras.		~1 year	DOT, DPOB	
2.2C		Implement pedestrian enhancements on MLK (already underway).	A	~1 year	DOT	In process
2.3	Connect retail corridors and main streets, such as Baltimore Street and Washington Boulevard, through to Downtown.		1	2-3 year	BDC, DOT, DPOB	
2.4	Improve major gateways with signage, landscaping and public art. Special attention should be paid to the stadium area of 295 and Russell Street (especially the W. Hamburg St intersection), MLK Blvd, President, and Conway Streets.		8	5-7 year	DPOB , DOP, BDC	



Tactic		Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status	
2.5A	Around the stadium complex:	Connect Ravens Walk with the Warner Street entertainment area to the south and Oriole Park and the Convention Center to the north. Work with the sports teams and Maryland Stadium Authority to develop stadium parking lots in a manner that enhances the stadium experience and connects the stadiums both physically and programmatically to Downtown, Camden Carroll and the Middle Branch.		2–3 year	MSA, BDC, DOT	
2.5B		Improve east west connections across Russell as well in order to expand the cultural and business district to include the new retail on the West side. Investigate placemaking and walkability improvements in the industrial district.	8	2-3 year	MSA, BDC, DOT	
2.6	Aggressively increase downtown green space and pedestrian space wherever possible, including the conversion of automobile lanes to non-automobile use.		(2)	5-7 year	DOP, DOT, BDC, Rec,	
2.7	Develop a downtown parking strategy to facilitate ingress and egress with a particular focus on office tenants and large downtown events.		(A)	2-3 year	Parking Authority, DOT, DOP, DPOB	
2.8	Implement traffic signalizatio downtown traffic.	n upgrades to mitigate	A	5-7 year	DOT, MTA	Page



	Tae	etic	Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status
2.9	Consider alternative designs for Howard Street when the MTA installs low-floor light rail vehicles. Consider goals that increase greening, protect light rail vehicles and passengers from automobile traffic, and reducing through traffic.			5-7 year	DOT, DOP, DPOB	
2.10A	Remove or redesign barriers – highways and wide, heavily trafficked boulevards – that surround and isolate Downtown from adjacent neighborhoods.	Create pedestrian connection from Conway Street to Ridgely's Delight and to Pigtown crossing 395, Russell, and MLK.	(A)	2-3 year	MSA, DOT,	
2.10B		Study removal / repurposing or "Boulevard" I-83 from Centre Street to Fayette Street.	(A)	study - 2-3 year implementation > 10 year	DOP, DOT	
2.10C		Study removal of the Orleans Street viaduct or reconstruction that prioritizes pedestrians.	A	study - 2-3 year implementation > 10 year	DOP, DOT	
2.11D		Remove St. Paul Street exit from I-83.		study - 2-3 year implementation > 5 year	DOT, DOP	
2.12	Support the Baltimore Convention and Tourism Redevelopment and Operating Authority Task Force in its efforts to plan for Convention Center renovation.		6	study - 2-3 year implementation > 5 year	BDC, DOP, DPOB	
2.13	Work with Federal delegation to examine relocation of the Federal Courthouse to address its changing needs. Redevelop courthouse site to complement Convention Center renovation.		1 6	study - 2-3 year implementation > 5 year"	Mayor's Office, BDC	



	Ta	ctic	Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status
2.14A	Address Federal Reserve Site	Explore ideas for redevelopment of the parking lot and / or building (relocate the Federal Reserve program).	A	2-3 year	Mayor's Office, BDC	
2.14B		Redesign intersection of Conway at Howard Street.	A	5-7 year	DOT, DPOB,	
2.15	Invest in public art Downtown through permanent interactive sculptures and murals as well as temporary installations.		8	2-3 year	Mayor's Office, DPOB	
2.16	Incentivize and support appropriate development within different typologies.		116	2-3 year	BDC, DOP	
2.17A	Identify proposed walking routes through Downtown and focus improvements in these areas.	Improvement can include sidewalk and infrastructure repair, activation of storefronts, increased tree canopy, traffic calming and improved wayfinding.		2-3 year	DOP, DPOB, DOT, Forestry	In process
2.17B		Prioritize contiguous ground floor retail on walking routes to make streets more inviting.	6	2-3 year	BDC, DPOB,	
2.18	Continue to work with the State DOT/MTA on the appropriate location and mode for the Red Line.		A	immediate	DOT, DOP, Mayor's Office	In process

MOSAGUI

Estamos Aquí Bus Shelter (left; designed by Rachel Timmins; fabricated by Tim Scofield and Kyle Miller), E. Baltimore Street and N. Highland Avenue. Courtesy Southeast CDC.

Library Square Bus Shelter (right; designed by Neighborhood Design Center; fabricated by Tim Scofield and Kyle Miller), Lakewood Avenue and Fayette Street. Courtesy Southeast CDC.

Tactic		Four Pillars (Arts & Culture, Infrastructure, Public Safety and Cleanliness, Economic Development)	Time Frame	Lead	Status	
2.16	6 Enhance transit stops with placemaking elements like lighting, art, seating.		8	2-3 year	Mayor's Office, MTA, DOT	
2.17A	Support DOT as it conducts a comprehensive transit plan that:	Prioritizes the pedestrian on downtown Neighborhood Streets, Place Defining Streets, and Cultural Connectors and prioritizes throughput on People Mover Streets.		2-3 year	DOT, Mayor's Office, DOP	
2.17B		Integrates multimodal public transit options.	A	2-3 year	DOT, Mayor's Office, DOP	
2.17C		Reduces vehicular burdens on key ROW and reroutes vehicular traffic away from pedestrian centers.	(A)	2-3 year	DOT, Mayor's Office, DOP	
2.17D		Rerouting should especially focus on through traffic (e.g., traffic coming from outside of downtown and ending outside of downtown)		2-3 year	DOT, Mayor's Office, DOP	

Acknowledgements:



Data Sources

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Photography

Peachtree Street, Atlanta: Luke Beard Lombard Street, Baltimore: Ren Southard Hudson Street, Manhattan: E;ozabeth Felicella

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Cardiff Bus Stop: Clear Channel Portland Bus Stop: Greta Rybus Portland Red Line: NACTO Crosswalk: YUNEX Traffic

Lexington, KY: Lexington-Fayatte Urban County Government

Half Street Central Farm Market: JairLynch Stockton Bike Lanes: Rise Stockton Wavelength: Harvard University

Lonsdale Street Dandenong, Melbourne, Australia: Electrolight

Outdoor furniture: Studio Stagg Tacoma Art Museum: SEGD Seattle Streetcar: SDOT

Redball Project: Palo Alto Public Art

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If you believe an image has been incorrectly attributed, please reach out via DowntownBaltimoreRISE.com.

Design and Traffic Impact Analysis

The Maryland Stadium Authority, on behalf of a group of Downtown Stakeholders, commissioned Gensler & Associates for design and planning, and The Traffic Group, Inc., for traffic impact analysis.

Thanks

Special thanks to the Baltimore City Department of Planning's Urban Design Team, for the Baltimore City Department of Transportation, and to the Maryland Stadium Authority for their incredible efforts in furtherance of this Master Plan



