

# middle branch



## Middle Branch Master Plan

Baltimore City Planning Commission  
Adopted Plan - September 20th 2007



# Middle Branch Master Plan

## City of Baltimore



Sheila Dixon  
Mayor  
**City of Baltimore**



Douglas McCoach, III  
Director  
**Department of Planning**

### **Department of Planning** *Mission Statement*

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***To provide the highest level of services and leadership in urban and strategic planning, historical and architectural preservation, zoning, design, development and capital budgeting to promote the sustained economic, social and community development of the City of Baltimore.***

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# OUR PARTNERS

The City of Baltimore Middle Branch Master Plan was prepared by the Department of Planning in partnership with the Baltimore Harbor Watershed Association.



Advice and assistance was generously given by the Baltimore Development Corporation, the Department of Public Works, the Department of Transportation, the Department of Recreation and Parks, the Commission on Historic and Architectural Preservation, the State of Maryland and over one-hundred citizens of Baltimore. The high level of cooperation and support from all of these people and organizations allowed us to create a quality Plan in a very short period of time. Your guidance and assistance was most appreciated.



# ACKNOWLEDGEMENTS

## COMMITTEE CHAIRS

### **Water Quality and Habitat Co-chairs**

- Bill Stack (Water Quality Manager, Bureau of Water and Waste Water, Department of Public Works)
- Phil Lee (Baltimore Harbor Watershed Association)

### **Open Space and Recreation Co-chairs**

- Beth Strommen (Manager, Office of Sustainability and Environmental Planning, Department of Planning)
- Mary Porter (Supervisor, Capitol Planning Division, Department of Recreation and Parks)

### **Design and Development –Co-Chairs**

- Doug McCoach (Director, Department of Planning)
- Kimberly Clark (Vice President, Baltimore Development Corporation)

### **Transportation – Co-Chairs**

- Yolanda Takesian (Transportation Analyst, Kittelson and Associates, Inc.)
- Greg Hinchliffe (Chair, Mayor’s Bicycle Advisory Committee)

### **Heritage and Tourism Chair**

- Kathleen Kotarba (Director, Commission on Historical and Architectural Preservation)

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## SPECIAL THANKS

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# middle branch



## Executive Summary

*“Let the river roll which way it will, cities will rise on its banks.”*

*- Ralph Waldo Emerson*

The Middle Branch has always been Baltimore’s lesser known harbor. Located less than one mile south of the Inner Harbor, it is completely different in character. Where the Inner Harbor is compact and deep enough to accommodate large ships, the Middle Branch is expansive and shallow. The Inner Harbor’s shoreline is bulkheaded and lined with an extensive brick promenade so that people are physically separated from the water. In contrast, the Middle Branch has limited bulkhead areas—the majority of the shoreline is green, stepped down to the water to afford greater physical access. While the Inner Harbor has no identified wildlife habitat areas, the Middle Branch has some of the best waterfront habitat in the City; Masonville Cove, along the estuary’s southern shore, is one of the best waterfowl staging areas in the State of Maryland. Both harbors suffer from water pollution, trash and the challenges of contaminants left over from former industrial developments.

The lands adjacent to the shores of the Middle Branch have gone through many changes, from farmland and resorts to heavy industry. The Middle Branch is now poised for a major rebirth. The majority of the older industrial uses occupying the shoreline are either vacant or are being relocated. The Middle Branch has not experienced this many opportunities for change since the 1800's. This document has been prepared to highlight these opportunities, outline the current assets and liabilities facing the area and make recommendations to capitalize on these opportunities and bring about a new century of success.

The unique qualities of the Middle Branch allow us to create a new waterfront community that is completely distinct from the Inner Harbor, yet which will be equally vital to the City of Baltimore and the surrounding region. The Inner Harbor was one of the first areas to capture and celebrate the industrial waterfront, converting abandoned port facilities into vibrant community space. Plans for the Middle Branch also embrace the waterfront, but as an ecosystem that is integrated into the larger community.

## I. Goal of Middle Branch Master Plan

Through the Middle Branch planning process it is our goal to highlight and capitalize on the uniquely green character of the Middle Branch estuary to build a model community based on sustainable principles. These sustainable principles include economic prosperity, environmental improvement and social equity.

According to the American Planning Association, planning for sustainability "...promotes responsible development – not-anti-development. It requires a democratic process of planning to achieve the greatest common good for all segments of our population, protect the health of the environment and assure future generations of the resources they will need to survive and progress." The Middle Branch's unique qualities as an environmental oasis, located minutes from downtown and surrounded by challenged communities, create a perfect opportunity to employ these principles.

### *The Vision*

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***Redevelop and revitalize the Middle Branch estuary and waterfront as a mixed-use community through economic and community redevelopment, ecosystem restoration and protection, and recreation and education programs coordinated within a sustainable framework.***

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## II. History – Lessons Learned

We have learned a great deal from our experience in guiding the development of the Inner Harbor. Our biggest successes include: tourist attractions and special events that attract millions of visitors per year; creative new architecture, such as the National Aquarium, and successful reuse of significant architecture, such as the Power Plant complex; the water taxi system that carries thousands of people between and among venues; and, the waterfront promenade, which provides seven miles of continuous public waterfront access.

We have also wrestled with many new challenges. The Inner Harbor and downtown areas still lack sufficient transportation choice, causing high demand for parking and creating a wall of vehicles between the harbor and downtown. As the mix of public and private components of the promenade were built, a cohesive maintenance and management system was needed to ensure the public spaces along the waterfront were kept consistently clean and safe. As the Inner Harbor became more attractive to recreational boaters, conflicts and safety issues developed among water users. Coordination was needed to assure safety and organized use of the water. Success is attractive—a wide variety of organizations and businesses approach the City every year



1861 topographic map of the region

for new licenses to use our public spaces, and others attempt to take advantage of the space without permission. Strong leadership is needed to maintain control and direct activities to best serve the larger needs of the community. Having learned from the experiences stemming from the development of the Inner Harbor, we have been proactive in our recommendations for the redevelopment of the Middle Branch.

## **Comprehensive Master Plan – LIVE, EARN, PLAY, LEARN**

The Middle Branch Master Plan is an appendix to Baltimore’s Comprehensive Master Plan of 2007, and incorporates goals from each of the major chapters, Live, Earn, Play, and Learn. The Comprehensive Master Plan created a broad vision for the City of Baltimore. The Middle Branch Master Plan brings that vision into focus on a smaller segment of the City. This plan represents an initial step in implementation of the goals and recommendations of the broader, citywide plan. The relationship of the chapter recommendations to the Comprehensive Plan is included in Appendix A.

## **Baltimore BRACtion Plan**

In 2005, federal base realignment decisions prescribed the movement of military workers from out of state to Maryland military bases, specifically Aberdeen Proving Ground and Ft. George G. Meade. The Baltimore BRACtion Plan is a guidebook for the City to absorb new populations and jobs based on these base closures. Current estimates indicate that the State of Maryland could receive an influx of as many as 60,000 new jobs over the next decade. The city of Baltimore is in a unique position to absorb the population moving to Maryland, particularly in redeveloping areas such as the Middle Branch.

Building from the foundation established by the City’s recently adopted Comprehensive Master Plan, the BRACtion Plan articulates strategies for Population Growth, Workforce Development and Education, Minority and Women-Owned Business Development, and Business Attraction. The Middle Branch Master Plan is referenced in the Plan, along with key infrastructure improvements relative to the Middle Branch. The document Executive Summary is included in Appendix A.

### III. Plan Process and Committees

The Middle Branch Master Plan developed through a major public process that included input organized through six committees and two communities. Over 100 people participated, including citizens, scientists, architects, environmental groups, developers and representatives from multiple government agencies. The public input process began in November 2006 at the Middle Branch Forum, where over 90 people were in attendance. Presentations focused on the history, existing



The Middle Branch has the potential to become Baltimore’s “Green Gateway.”

conditions and potential of the Middle Branch. The first draft vision statement was presented and the Master Plan concept introduced. Attendees were enthusiastic and expressed interest in moving forward with the formal master plan process.

To develop the master plan, major issues were identified and then organized into a committee structure. Individuals were selected and invited to chair the committees based on their expertise. Each committee was given specific objectives to accomplish over a three month period. These committees were Water Quality and Habitat, Open Space and Recreation, Design and Development, Transportation, and Heritage and Tourism. During the Master Plan process, it became clear that some issues crossed the boundaries of all committees and needed special discussion within the Plan document. These were Management and Maintenance and Sustainable Communities. These issues have separate discussion and recommendations within the Plan document.

Finally, an Executive Committee was established to assure continuity of information and to include a broader spectrum of higher-level decision makers. This committee was chaired by the Mayor's Office, and included representatives from State agencies who could make decisions regarding policy and funding. A complete listing of the committees and their charge is provided below.

Each committee studied issues surrounding its topic and developed a vision statement and guiding principles. These were then distilled into major recommendations for immediate action. The vision statement, guiding principles and major recommendations are provided below. For more detail, see the complete plan.

## **Water Quality and Habitat**

### *Vision*

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#### **I. Guiding Principles**

1. Restore degraded habitat for marine and upland species
2. Improve water quality to fishable and swimmable levels by 2020

***Restore the Middle Branch to fishable and swimmable levels by 2020, and protect and restore wildlife habitat to historic conditions.***

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#### **II. Recommendations**

##### **Create a Comprehensive Monitoring Program that Includes an Education Component**

1. Conduct surveys and gather and evaluate data from the Maryland Department of the Environment (MDE), the City and the County that show bacteria and toxics levels and sources.
2. Develop Total Maximum Daily Load (TMDL) water quality criteria for the Gwynns Falls watershed.

##### **Manage Floating Debris**

1. Conduct a systematic, randomized survey of the Middle Branch watersheds to identify hot-spots and types of trash.
2. Create an educational campaign on the effects of trash to neighborhoods and wildlife. Focus on children in grades K-12 by coordinating with the Baltimore City Public School System and area nonprofits.
3. Present evidence to MDE that would list the Harbor and Middle Branch as impaired for trash.
4. Consider supporting the Maryland Bottle Bill – this could reduce trash in the Middle Branch up to 50%.

##### **Incorporate Advanced Stormwater Techniques**

1. Incorporate advanced stormwater treatment techniques in all new developments to treat stormwater to reduce pollutant loads beyond existing state and city regulations, with an ultimate goal toward treating 100% of the stormwater when possible. (The Middle Branch will not achieve the goal of reaching fishable and swimmable levels without the cooperation and collaboration of public and private partners. Review and revise Baltimore City stormwater treatment standards to encourage creative stormwater management techniques that take into account unique conditions in Baltimore city. Add definition for stormwater treatment – the water quality treatment volume specified in the City's stormwater manual.

2. Retrofit existing development with Best Management Practices.

### **Restore Habitat Areas**

1. Require a 100' wide green buffer around the Middle Branch shoreline at sites where it is appropriate.
2. Develop a comprehensive planting, maintenance and invasive control plan to revegetate barren areas.

### **Enforce Environmental Regulations**

1. Enforce Critical Area regulations in designated Habitat Protection Areas, Resource Conservation Areas, and within the 100' foot buffer.
2. Step-up efforts to meet the requirements of the City's NPDES permit fund, construct new BMP's, and restore additional streams in the watershed.

### **Create New Tidal Marshes**

1. Seek innovative funding sources for marsh construction, including incentives to create new marsh areas adjacent to private development
2. Implement the U.S. Army Corps of Engineers Tidal Middle Branch Restoration Plan (MBRP) and the Patapsco Urban River Restoration Initiative (PURRI).

## **Open Space and Recreation**

### **I. Guiding Principles**

1. Ensure public access along the waterfront.
2. Increase environmental education opportunities.
3. Create a continuous open space system.
4. Protect and enhance natural resources.
5. Create unique recreational opportunities.

### *Vision*

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***Develop a comprehensive open space and recreation system that protects and promotes the natural shoreline, water-based activities and resources of the Middle Branch.***

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### **II. Recommendations**

- Create a study group with membership from the Department of Recreation and Parks and local rowing clubs to explore expansion of rowing facilities and the Rowing Center.
- Create a Friends Group to begin programming and volunteer opportunities for Middle Branch Park and Reed Bird Park.
- Implement USACE Tidal Middle Branch Project.

- Establish a group tasked to recommend habitat improvements and guide the location and expansion of water based recreational facilities.
- Create a new comprehensive recreational path system that links existing and new communities, the waterfront, downtown, Masonville Cove, and the Gwynns Falls Trail.

## Design and Development

### I. Guiding Principles

1. Ensure land use that promotes healthy communities.
2. Facilitate more effective, sustainable infrastructure.
3. Capitalize on the unique presence of open space surrounding the water.
4. Develop and maintain a strong connection to the land.

### *Vision*

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***Ensure that opportunities for economic development integrate and support the Middle Branch ecosystem, existing communities and the unique character and location of the Middle Branch.***

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### II. Recommendations

- Adopt zoning changes recommended in this plan.
- Continue with a more focused planning process for the following development areas to create a more detailed development and implementation strategy: Waterview Industrial Area; Harbor Hospital; and, Port Covington.
- Adopt or amend Urban Renewal ordinances to implement the goals of Master Plan, based on the principles of public access, green shoreline, sustainable development practices and habitat restoration.
- As development plans proceed, adopt Planned Unit Development to ensure the goals and principles of the Master Plan are implemented.
- Complete a study of existing utility infrastructure to guide improvements, green building goals and design guidelines.
- Complete a comprehensive transportation Plan for the Port Covington and CALC/Swann Park peninsulas on the north side of the Middle Branch with the goal to allow transit supported increases in density through a high quality, long term transportation program. This Plan should have a systems approach to transportation improvements which are funded at the time of development.

## Transportation

### I. Guiding Principles

- Promote new developments and renewal of existing communities that produce vibrant and secure public spaces.
- Encourage walking, bicycling, water transportation, and public transportation.
- Enhance circulation within and between neighborhoods

### *Vision*

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***Build a safe, accessible, sustainable transportation system to support Baltimore's natural waterfront with a mix of uses & incomes in new development patterns to enhance community life in and around the Middle Branch Master Plan area.***

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- Improve regional access to Baltimore and Washington, D.C. metro areas for public and private transportation modes.
- Assess the current transportation infrastructure. Ascertain its volume of use and its capacity. Study targeted capacity, proposed facilities, and possible connections.
- Develop governance to guide future transportation planning, to implement the transportation strategies, and to manage and sustain the transportation system.

## II. Recommendations

- Complete an area-wide Transportation Implementation Strategy for circulation, access and demand management.
- Establish design guidelines, street/path connectivity targets and sustainable transportation policy to support walking, transit use and on-street bicycle networks, particularly at major transit nodes and light rail stations.
- Appoint a Transportation Task Force, similar in diversity of interests to the Master Plan Transportation Committee, to advise and review the proposed Implementation Strategy study, which can become the foundation for a Transportation Management Association.

## Heritage and Tourism

### I. Guiding Principles

1. Ensure the preservation of historic resources.
2. Develop interpretive programs for historic, cultural and natural resources.
3. Maximize heritage tourism of the Middle Branch.

### *Vision*

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***Preserve historic, cultural and natural resources for public enjoyment and heritage tourism development.***

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### II. Recommendations

- Require that an interpretive history program be part of any development along the Middle Branch shoreline.
- Adopt a requirement that all developers submit a feasibility study prior to development for any property eligible for Baltimore City Historic Landmark designation located near the Middle Branch.
- The Planning Department, the Commission for Historical and Architectural Preservation (CHAP), Baltimore Heritage Area, Fort McHenry National Monument and Historic Shrine, and Maryland Department of Tourism should create a plan to make visitor-friendly all Middle Branch War of 1812 sites for the War of 1812 Bicentennial. This plan should be approved by City officials by July of 2008.
- Immediately establish Baltimore City Landmark designation for the Hanover Street Bridge and the CSX Swing Bridge.
- Through the Cherry Hill Master Plan, identify potential historic landmarks and initiate contact with property owners as the first step in the landmark designation process.
- Through the Westport Area Master Plan, identify potential historic landmarks and initiate contact

with property owners as the first step in the landmark designation process.

- Create a 'maintenance plan' for historical programs, including but not limited to an 'adopt a marker' program.
- Link the Charles Street Scenic Byway and other nearby trails to the Middle Branch redevelopment.
- Study creating a historic designation for the Community of Cherry Hill as one of Baltimore's 'Planned Community for the Colored'. Conduct a historic resources survey for Cherry Hill, a nationally significant planned African American community. Pursue local historic district designation for those areas that meet CHAP standards for designation. Celebrate Historic Cherry Hill by creating interpretive programs and publications presenting Cherry Hill as one of the first suburban-style planned African American communities in the U.S

## **Sustainable Communities**

This chapter incorporates current planning efforts in the Cherry Hill, Brooklyn and Westport communities, which are situated adjacent to the Middle Branch but behind the waterfront.

The Middle Branch Master Plan acts as an overlay plan to existing communities. It is not intended to replace the authority of local communities to guide their future, but to complement and support existing plans and programs. See Map 11 for Middle Branch community locations.

### *Vision*

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***Include existing communities in the restoration of the greater Middle Branch through connectivity, housing opportunities, job creation, access to open space and the waterfront, and preservation of community character.***

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### **I. Guiding Principles**

1. Reduce poverty.
2. Reduce crime.
3. Prevent displacement and support affordable housing choices.
4. Increase employment.
5. Plan for human-scale development.
6. Provide for a well-balanced, well-designed transportation system.
7. Improve educational attainment.
8. Create job opportunities and job training programs for existing residents.
9. Provide for open space and recreation along the waterfront and connect existing parks to the waterfront and the surrounding communities.
10. Protect the character of existing communities.

### **II. Recommendations**

1. Educate Residents regarding how to purchase homes, improve homes and reduce impacts on

- property tax increases through a series of housing workshops.
2. Study ways that new, unique housing assistance programs can be initiated within surrounding communities to assure residents can remain.
  3. The Baltimore City Department of Housing and Community Development, and the Housing Authority of Baltimore City should work with surrounding communities to create specific plans with time lines for City controlled properties.
  4. Enforce the new Baltimore City Inclusionary Housing regulations in new development projects with the goal to provide additional, affordable housing in new developments.
  5. The recommendations contained in community Master Plans should be the foundation for establishing Urban Renewal Ordinances, Planned Unit Developments and capital improvements.
  6. Work with the State of Maryland and the Baltimore Development Corporation to offer tax incentives to new developments for employment of district residents.
  7. Provide 'first source' employee recruitment from new developments in surrounding communities.

## **Management and Maintenance**

We have learned that a key element to the long term viability of major waterfront redevelopment efforts is Management and Maintenance. The large amounts of open space, new wetlands and public trails in the Middle Branch will require a cohesive authority to oversee and coordinate maintenance and management.

### **Recommendations**

The Middle Branch Master Plan recommends creation of a committee to study the maintenance and management issues of the Middle Branch in more detail, including funding sources, responsibilities, membership, organizational structure, mission and phasing. The committee will then recommend a program for establishing the Maintenance and Management organization. The organization should be created at the early stages of redevelopment so that it can grow with the Middle Branch.

## **Implementation**

Managing large areas of land for redevelopment is complex and time consuming. This is especially true when it comes to moving from a vision to a strategic plan and then to the details of implementing projects. To assure the vision is implemented, an appropriate team of individuals is needed. This team must have sufficient authority and expertise to make the difficult decisions needed and leverage resources for implementation activities.

### **Recommendations**

The Executive Committee recommends the immediate appointment of the Middle Branch Advisory Committee (MBAC) to oversee implementation of the plan and carry forward its vision, guiding principles and recommendations. The MBAC will provide the cohesive leadership needed to maintain control and direct activities in the redevelopment area. They will bring the master plan's vision to fruition by ensuring and overseeing the plan's next steps. This missing MBAC is as follows:

## *Mission*

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***To oversee the implementation of the vision, goals, guiding principles and recommendations of the Middle Branch Master Plan by calling on the expertise of professionals, recommending sources of funding, and guiding the design of redevelopment sites and environmental restoration areas.***

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*Photo by Andrew Nagl*

The Middle Branch has an economically and environmentally bright future.



# middle branch



*Photo by Paul Burke*

## Introduction

*“The best way to predict the future is to invent it.”*

*- Alan Kay*

The Middle Branch of the Patapsco River is a natural resource of significant unrealized potential. Located one mile south of the Inner Harbor, it is almost three times its size. Through careful planning and development, this water body could become the City’s most extensive shoreline recreation facility and a major component of Baltimore’s community economic revitalization.

Unlike the Inner Harbor, the Middle Branch of the Patapsco is a shallow estuary. It is located on the southern end of the South Baltimore peninsula, close to the City line. Where the Inner Harbor has a hard bulkhead along the water’s edge with active boating and commercial activity, the Middle Branch is Baltimore Harbor’s softer, quiet side. Even after 200 years of activity, the shoreline maintains a more natural edge. Hundreds of shore birds visit its coves during the spring and fall migration despite years of industrial uses.

The lands adjacent to the shores of the Middle Branch have gone through many changes, from farmland and resorts to heavy industry. The Middle Branch is now poised for a major rebirth. The majority of the older industrial uses occupying the shoreline are either vacant or are being relocated. The Middle Branch has not experienced this many opportunities for change since the 1800's. This document has been prepared to highlight these opportunities, outline the current assets and liabilities facing the area and make recommendations to capitalize on these opportunities and bring about a new century of success.

The qualities and differences of the Middle Branch allow us to create a new waterfront community that is completely unique from the Inner Harbor, yet equally as vital to the City of Baltimore and the region. The Inner Harbor was one of the first areas to capture and celebrate the industrial waterfront, converting abandoned port facilities into a vibrant community space. Plans for the Middle Branch also embrace the waterfront, but as an ecosystem that is integrated into the larger community.

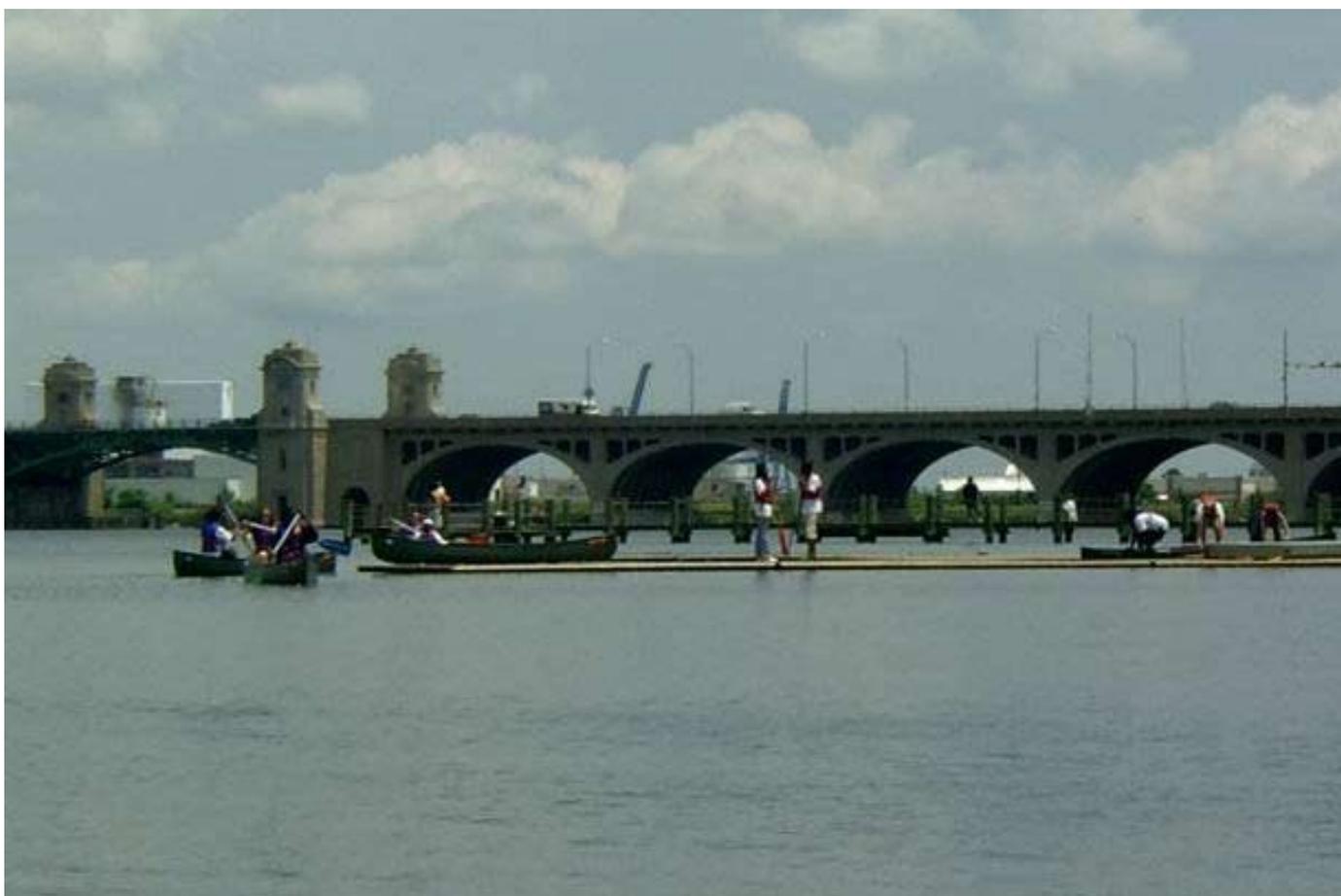


Photo by Gary Letteron

## *The Vision*

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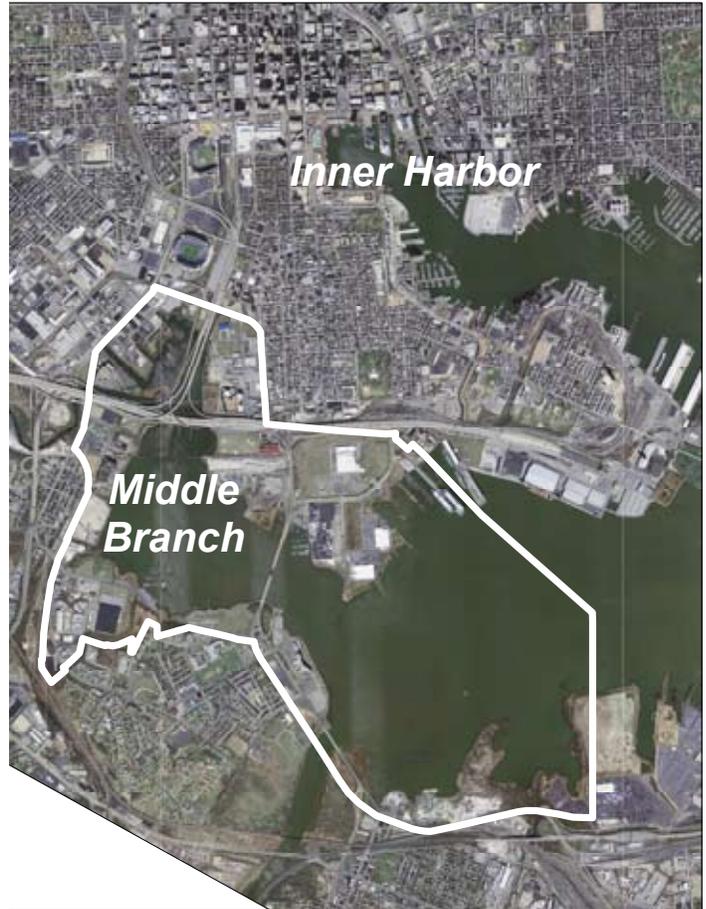
***Redevelop and revitalize the Middle Branch estuary and waterfront as a mixed-use community through economic and community redevelopment, ecosystem restoration and protection, and recreation and education programs coordinated within a sustainable framework.***

---

# Goal of Middle Branch Master Plan

Through the Middle Branch planning process it is our goal to highlight and capitalize on the unique green character of the Middle Branch estuary to build a model community, based on sustainable principles. These sustainable principles include economic prosperity, environmental improvement and social equity.

According to the American Planning Association, planning for sustainability "...promotes responsible development – not-anti-development. It requires a democratic process of planning to achieve the greatest common good for all segments of our population, protect the health of the environment and assure future generations of the resources they will need to survive and progress." The Middle Branch's unique qualities as an environmental oasis, located minutes from downtown and surrounded by challenged communities, create a perfect opportunity employ these principles.



## Plan Process and Committees

The Middle Branch Master Plan developed through a major public process that included input organized through six committees and two communities. Over 100 people participated, including citizens, scientists, architects, environmental groups, developers and government agencies. The public input process began in November 2006 at the Middle Branch Forum, where over ninety people were in attendance. Presentations focused on the history, existing conditions and potential of the Middle Branch. The first draft vision statement was presented and the Master Plan concept introduced. Attendees were enthusiastic and expressed interest in moving forward with the formal master plan process.

The Middle Branch is located within one mile of the Inner Harbor.

To develop the master plan, major issues were identified and then organized into committees. Individuals were selected and invited to chair the committees based on their expertise. Each committee was given specific objectives to accomplish over a three-month period. During the Master Plan process, it became clear that some issues crossed the boundaries of all committees and needed special discussion within the Plan document. These were Management and Maintenance and Sustainable Communities. These issues have separate discussion and recommendations within the Plan document.

Finally, an Executive Committee was established to assure continuity of information and to include a broader spectrum of higher-level decision makers. This committee was chaired by the Mayor's Office, and included representatives from State agencies who could make decisions regarding policy

and funding. A complete listing of the committees and their charge is provided below.

## Committee Chairs

The five committees and their chairs were as follows:

- *Water Quality and Habitat* Cochairs Bill Stack (Water Quality Manager, Bureau of Water and Waste Water, Department of Public Works) and Phil Lee (Baltimore Harbor Watershed Association)
- *Open Space and Recreation* Cochairs Beth Strommen (Manager, Office of Sustainability and Environmental Planning, Department of Planning) and Mary Porter (Supervisor, Capitol Planning Division, Department of Recreation and Parks)
- *Design and Development* Cochairs Doug McCoach (Director, Department of Planning) and Kimberly Clark (Vice President, Baltimore Development Corporation)
- *Transportation* Cochairs Yolanda Takesian (Transportation Analyst, Kittelson and Associates, Inc.) and Greg Hinchliffe (Chair, Mayor's Bicycle Advisory Committee)
- *Heritage and Tourism* Chair Kathleen Kotarba (Director, Commission on Historical and Architectural Preservation)

## Responsibility of Committees

The five committees were charged with completing the following:

- Review proposed goals and objectives statements, refine language, expand as needed, and establish guiding principles.
- Obtain, review and select data and background information to be used for creating an implementation strategy.
- Develop strategies to achieve goals and objectives to include:
  - An implementation timetable (See implementation chapter)
  - Proposed funding sources
  - Land use or policy recommendations
  - Recommendations for short-term and long-term maintenance issues

## Organization of Document

Individual chapters in the document are organized according to each of the five committees. Each chapter presents a discussion of the elements of sustainability relevant to that committee's subject, provides a history of that issue focused on the Middle Branch, and discusses existing conditions, opportunities and constraints. This information was then used to create a vision statement and guiding principles. Finally, recommendations for accomplishing the vision were presented.

In addition, three chapters are included on other elements relevant to the redevelopment of the Middle Branch. These are Sustainable Communities, Implementation Strategies and Management and Maintenance. Several appendixes are also included. These contain more detailed information related to the Plan's relationship to Baltimore's Comprehensive Master Plan, and specific recommendations from the Sustainable Communities.

## **Comprehensive Master Plan – LIVE, EARN, PLAY, LEARN**

The Middle Branch Master Plan is an appendix to Baltimore’s Comprehensive Master Plan of 2007, and incorporates goals from each of the major chapters, *Live, Earn, Play, and Learn*. The Comprehensive Master Plan created a broad vision for the City of Baltimore. The Middle Branch Master Plan brings that vision into focus on a smaller segment of the City. This plan represents an initial step in implementation of the goals and recommendations of the broader, citywide plan. The relationship of the chapter recommendations to the Comprehensive Plan is included in Appendix A.

## **Baltimore BRAction Plan**

In 2005, federal base realignment decisions prescribed the movement of military workers from out of state to Maryland military bases, specifically Aberdeen Proving Ground and Ft. George G. . The Baltimore BRAction Plan is a guidebook for the City to absorb new populations and jobs based on these base closures. Current estimates indicate that the State of Maryland could receive an influx of as many as 60,000 new jobs over the next decade. The city of Baltimore is in a unique position to absorb the population moving to Maryland, particularly in redeveloping areas such as the Middle Branch.

Building from the foundation established by the City’s recently adopted Comprehensive Master Plan, the BRAction Plan articulates strategies for Population Growth, Workforce Development and Education, Minority and Women-Owned Business Development, and Business Attraction. The Middle Branch Master Plan is referenced in the Plan, along with key infrastructure improvements relative to the Middle Branch. The document Executive Summary is included in Appendix A.

