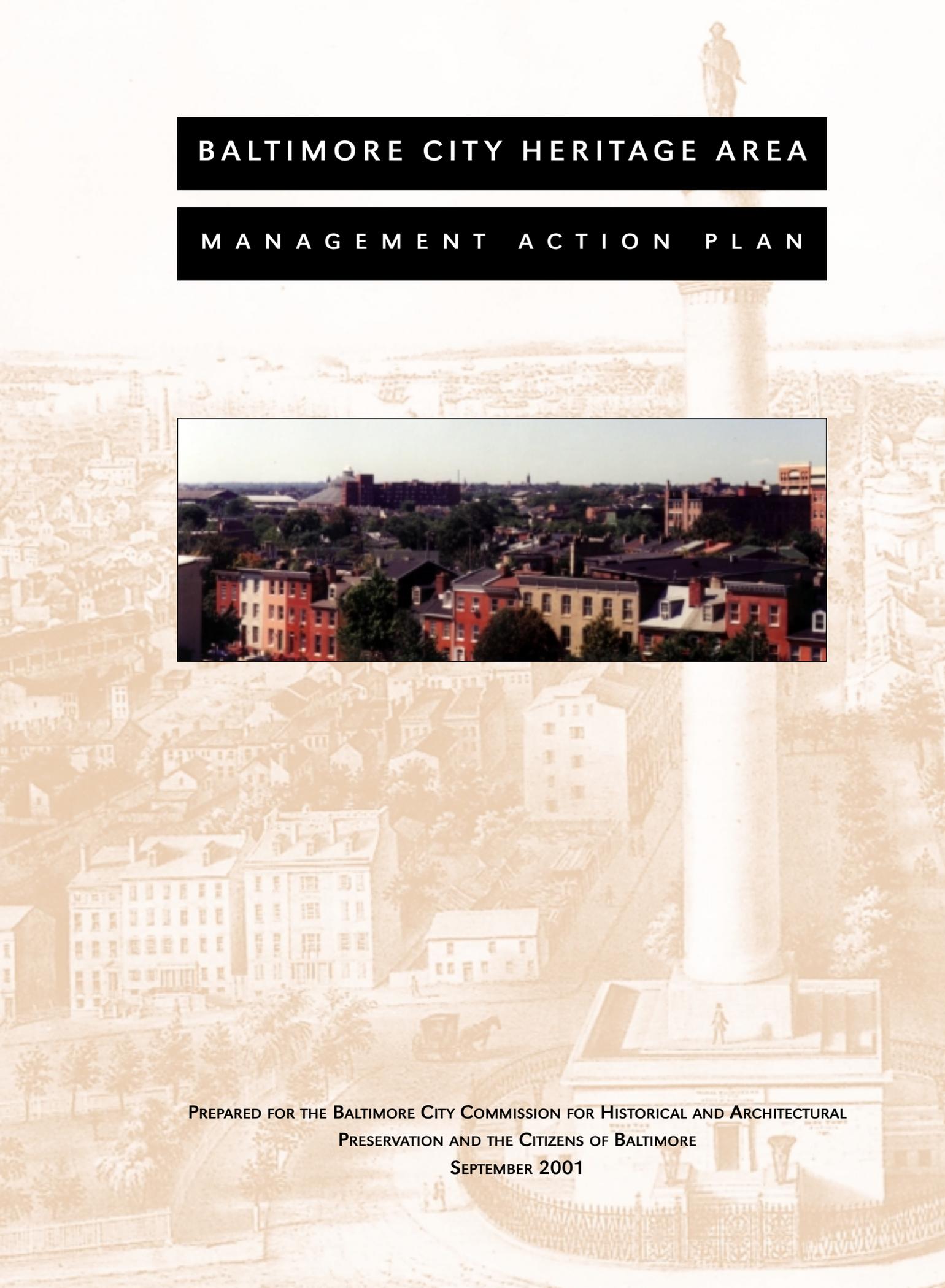




BALTIMORE CITY HERITAGE AREA

MANAGEMENT ACTION PLAN

A historical illustration of a city square, likely Baltimore's Monument Square. It features a large, white, cylindrical monument on a raised platform in the foreground, surrounded by a decorative fence. The square is filled with multi-story buildings, trees, and a horse-drawn carriage. The scene is rendered in a sepia or monochromatic style.

PREPARED FOR THE BALTIMORE CITY COMMISSION FOR HISTORICAL AND ARCHITECTURAL
PRESERVATION AND THE CITIZENS OF BALTIMORE
SEPTEMBER 2001

**BALTIMORE CITY HERITAGE AREA
MANAGEMENT ACTION PLAN**

Prepared for the:
Citizens of Baltimore
and for the
City of Baltimore
Commission for Historical and Architectural Preservation
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September 2001

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TABLE OF CONTENTS

PREFACE	1
I. MANAGEMENT ACTION PLAN BACKGROUND	7
A. Heritage Resources	8
B. Preservation/Conservation Policies and Threats	30
C. Visitor Services, Interpretation and Accessibility	39
D. Economic Development	64
Maps: Analysis of Heritage Area Themes	73
Natural/Recreational Resources	75
Historic/Cultural Resources	77
Planning Elements	79
Parking	81
II. HERITAGE AREA RECOMMENDATIONS AND ACTIONS ..	83
Heritage Area-Wide Initiatives	85
I. Management Goal	85
II. Promotional Goal	89
III. Preservation Goal	103
IV. Development Goal	112
V. Neighborhood Goal	118
Map: Certified Heritage Area Boundary	121
Target Investment Zones	123
Maps: Target Investment Zones	127
Mt. Vernon/Historic Charles St.	129
Pennsylvania Avenue	130
Druid Hill Park	131
Market Center	132
Jonestown/Little Italy	133
Fells Point	134
Canton/Patterson	135
Locust Point	136
Railroad/National Road	137
Jones Falls Valley Mill District	139
Performance Measures	140
Return on Investments	142

Operating & Capital Improvement Plan	144
I. Heritage Area Priority Projects	146
II. Target Investment Zones Priority Projects	150
III. Additional Recommendations	153

III. APPENDICES

Appendix A African-American Heritage Tourism Inventory	A3
Appendix B Heritage Resource and Attractions Database	A12
Appendix C Management Entity Staff Job Descriptions	A17
Appendix D Target Investment Zone Analysis	A22
Appendix E Market Research	A53
Appendix F Performance Measures	A81
Construction and Rehabilitation Permits	A82
Appendix G Management Entity Operating Budget	A83
Appendix H Letters of Support	A85

INTRODUCTION

ACRONYMS USED IN THE BALTIMORE CITY HERITAGE AREA MANAGEMENT ACTION PLAN

BACVA	Baltimore Area Convention and Visitors Bureau
BCHA	Baltimore City Heritage Area
BCHA CIP	Baltimore City Heritage Area Capital Improvement Plan
BOP	Baltimore Office of Promotion
BTA	Baltimore Tourism Association
CHAP	Baltimore Commission for Historical and Architectural Preservation
CIP	Capital Improvement Program
DPB	Downtown Partnership of Baltimore
DPW	Department of Public Works
DLLR	Department of Labor, Licensing and Regulation
FHWA	Federal Highway Administration
LCF	Living Classrooms Foundation
MACAC	Mayor's Advisory Committee on Art and Culture
MAP	Management Action Plan for the Baltimore City Heritage Area
MDHAA	Maryland Heritage Areas Authority
MDOTD	Maryland Office of Tourism Development
MDSHA	Maryland State Highway Administration
MHS	Maryland Historical Society
MHT	Maryland Historical Trust
MTA	Maryland Transit Authority
MVCD	Mount Vernon Cultural District
NHSP	National Historic Seaport Project
NPTS	Nationwide Personal Transportation Survey
PARC	Pennsylvania Avenue Revitalization Collaborative, Inc.
TEA-21	Transportation Efficiency Act for the 21st Century
TIZ	Target Investment Zone

PREFACE

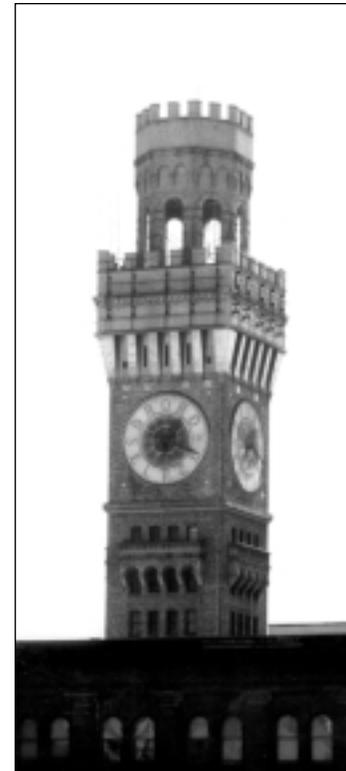
BALTIMORE CITY HERITAGE AREA MANAGEMENT ACTION PLAN

PREFACE

In 1996, House Bill 1 was signed into law, creating the Maryland Heritage Preservation and Tourism Areas Program to be administered by the Maryland Heritage Areas Authority (MDHAA), a state agency created by the same legislation. The City of Baltimore received status as a Recognized Heritage Area in 1997. Acceptance of this Management Action Plan by the MDHAA will create the Baltimore City Heritage Area (Heritage Area or BCHA) as a Certified Heritage Area in the State of Maryland. Certification status positions the City of Baltimore to access capital project funding, state investment tax credit, and MDHAA bond financing in addition to grants and technical assistance.

This ten-year Management Action Plan (MAP) and five-year BCHA Capital Improvement Budget (BCHA CIP) is intended to provide the Baltimore City Heritage Area management entity (BCHA Association), the City of Baltimore, and its stakeholders with a clear set of strategies for undertaking an ambitious effort to enhance, interpret, promote and protect Baltimore's heritage resources for residents and visitors. It is the objective of this management plan document to recognize the wealth of ongoing and desired activities, resources and heritage tourism initiatives and to pursue ways of integrating the Heritage Area with them.

In order to minimize duplication of efforts by existing organizations, institutions and the City of Baltimore, partnerships are considered critical in meeting project goals. The City of Baltimore is seen as playing a major role in the implementation of this MAP along with other public and private organizations including the Living Classrooms Foundation (LCF), Mount Vernon Cultural District (MVCD), Charles Street Renaissance Corporation (CSRC), the Pennsylvania Avenue Revitalization Collaborative, inc. (PARC), the Baltimore African American Tourism Council (BAATC), the Downtown Partnership of Baltimore (DPB), and the Baltimore Development Corporation (BDC), among others. In addition, developers, community development organizations, and historic district associations, among others, are stakeholders that are instru-



Emerson Tower

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CHAP

Site visit by the Board of the Maryland Heritage Areas Authority

The goals for the Baltimore City Recognized Heritage Area remain applicable and, although refined in this Management Action Plan, are incorporated here with the addition of a Management Goal. The goals are considered equal, although, the Management Goal is considered the first priority. This ten-year MAP will outline strategies and potential actions for the following:

I. Management Goal: Provide a cost-effective management structure to establish a collaborative effort with existing initiatives to implement the vision for the Baltimore City Heritage Area

II. Promotional Goal: Promote discovery of Baltimore City's tourist attractions beyond the Inner Harbor

III. Preservation Goal: Create and foster the stewardship of Baltimore City's heritage resources by residents and visitors alike

IV. Development Goal: Create business and development opportunities and more jobs for City residents through increased visitor activity

V. Neighborhood Goal: Clean up and revitalize neighborhoods to make them attractive to visitors and to improve the quality of life for residents

mental in the implementation of projects at the local level.

With currently one certified and 11 recognized heritage areas in the state, funding through the Maryland Heritage Areas Authority will become competitive. As a result, this management plan sought opportunities that encourage desired ongoing efforts to involve the Heritage Area and partnerships with private institutions and public agencies to implement the recommendations set forth in this plan. An emphasis is placed on Heritage Area-wide projects in order to leverage potentially limited funds for those projects that can have a greater impact on many sites, attractions and resources. These include, among others, a Heritage Area wayfinding system, a dedicated gateway exhibit to the Heritage Area, and interpretative activities.

BCHA STEERING COMMITTEE AND COMMUNITY SUPPORT

To assist the Commission on Historical and Architectural Preservation (CHAP) in the development of a Management Action Plan, Mayor O'Malley appointed a Steering Committee made up of community leaders, agency representatives and individuals from diverse interest groups. They participated in the planning process from May 2000 through February 2001. Four working committee meetings were held during this period to explore the potential strategies and recommendations outlined in this MAP. It was deemed important to focus on detailed recommendations and specific action steps. To accomplish this, three working groups were formed:

THE ACCESSIBILITY WORKING GROUP, that explored strategies to promote the revitalization of area neighborhoods, addressed circulation and linkages, and planned for interpretation;

THE ECONOMIC DEVELOPMENT WORKING GROUP, that sought solutions to minimize barriers and create innovative opportunities for business development, and selected Target Investment Zones; and,

THE MANAGEMENT WORKING GROUP, that selected an organizational structure and funding strategies to support the operations and implementation of the BCHA and explored avenues to leverage additional investment to expand business activity and increase property values.

Getting input and support was achieved through individual and focus group meetings with public and private organizations, two citywide public meetings and presentations to the Baltimore City

PREFACE

Council, Baltimore City Planning Commission, and the Mayor's Development Group. On December 14, 2000, the Planning Commission approved the BCHA Management Plan as part of the City's Comprehensive Plan.

BALTIMORE CITY HERITAGE AREA CERTIFIED BOUNDARY

When the Baltimore City Heritage Area became a recognized heritage area within the Maryland Heritage Areas Preservation and Tourism Program, the MDHAA recommended that the geographic boundary be tightened during the management planning process. The final proposed boundary for the BCHA came after much deliberation and careful examination of a number of factors affecting the success of this heritage tourism initiative over the next five years. It now focuses on a more tightly defined area of the City and is geographically condensed in an oblong shape that encompasses a swath through the center of the city. Establishment of the boundary was based upon:

- The location and clustering of historic, cultural and natural heritage resources;
- The ability of attractions, sites and neighborhoods to move forward in the next five years with projects that support heritage tourism activities;
- Physical and thematic linkages between the Inner Harbor where a critical mass of tourists can be reached, and other major heritage and tourism attractions and visitor services; and
- Project initiatives or areas that have limited funding but offer the potential for interpretation, entrepreneurial tourism-related businesses, and heritage attractions.

Leveraging public and private financing from these project initiatives can further advance the efforts for the Baltimore City Heritage Area. Overlaying the above-mentioned factors were other planning and development efforts including Empowerment Zones, National and Local Historic Districts, Baltimore Main Street Areas, Maryland Scenic Byways, Baltimore Gateways and other private heritage and planning initiatives.

In addition, Target Investment Zones (TIZs) for the BCHA were chosen using criteria established for the Maryland Heritage Areas Preservation and Tourism Program and applied to 14 neighborhoods or areas within the Recognized Heritage Area boundary. The ten recommended TIZs are specifically targeted for attracting private

investment and were critical in defining the proposed Certified Heritage Area boundary. The boundary line for both the certified boundary and the Target Investment Zones when shown along a street includes both sides of the street within their boundaries.

STRATEGIES AND RECOMMENDATIONS

Management solutions and recommendations in the MAP respond to each of the five goals through capital and non-capital projects and advocacy actions. It is envisioned that implementation will occur on several levels and that the BCHA Association will:

- Seek out and form partnerships to implement action items identified in the plan;
- Become an advocate for action items that will be implemented through partnerships, city agencies or private organizations, or combined public/private joint ventures; and,
- Independently implement and carry out the action items identified in the plan.

MANAGEMENT ACTION PLAN

The entire Management Action Plan document is divided into three sections:

- **Background** that begins with the analysis and significance of Baltimore City's heritage resources. Under this section, it identifies those qualities that make Baltimore unique, justifies why Baltimore City should become a certified Maryland Heritage Area, and outlines the opportunities for heritage tourism.
- **Heritage Area Recommendations and Actions** that outlines projects, actions and policies that can be implemented to meet the MAP goals. These are listed first by initiatives that will have an impact on the entire Heritage Area and are organized under each of the five goals. Secondly, recommendations are made for each of the Target Investment Zones. The last part of this section provides a table that itemizes the possible time for implementation, cost estimate, potential funding source and responsible implementing organization for each action in an Operating and Capital Improvement Plan.
- **Appendices** that provide additional data.

MANAGEMENT ACTION PLAN

BACKGROUND



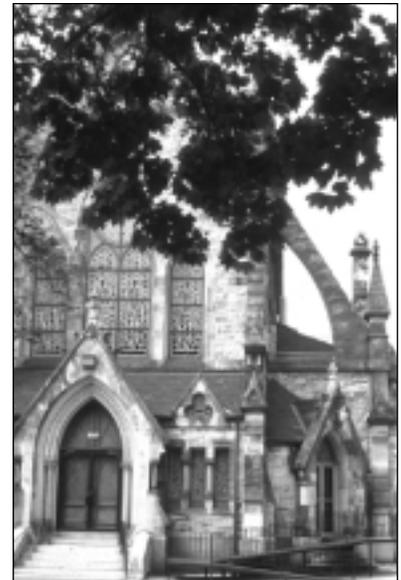
MANAGEMENT ACTION PLAN BACKGROUND

I. MANAGEMENT ACTION PLAN BACKGROUND

The following background material for the Baltimore City Heritage Area (BCHA) is a summary of research, data collection and meetings undertaken by HRG Consultants, Inc. and its team members during the first six months of the planning process. It is not intended to be a comprehensive survey but provides background on the heritage, planning, and financial resources within and available for the management plan effort. A database of heritage resources was created to organize individual sites and attractions, identify those that are open to the public, and illustrate those that are related to the history and heritage of African-Americans or generally have historic/cultural or natural/recreational importance. Our findings suggest a multitude of resources and significant endeavors that will support a vital heritage area initiative for Baltimore. The Phase I report is divided into four sections:

- **Heritage Resources** is an abstract of what can be found in Baltimore that identifies both lesser-known resources and well-established institutions.
- **Preservation/Conservation Policies and Threats** outlines existing preservation policies and programs and provides data on case studies. It also addresses crucial preservation issues and opportunities.
- **Visitor Services, Interpretation, and Accessibility** assesses the historical and pragmatic parameters that begin to define the potential for marketing, promotion, and interpretation. Interpretative themes were drawn from the heritage resources that comprise, present, or offer the opportunity to tell the story of Baltimore.
- **Economic Development** illustrates the potential market, highlights geographic areas within the Baltimore City Heritage Area, and outlines the performance measures for evaluating potential Target Investment Zones.

The information in this report will be used to further assess opportunities to promote, protect, and interpret Baltimore's heritage. It provides some examples of potential planning recommendations to illustrate ideas, concepts, and opportunities that may be considered and further developed in this planning study. It is important that the strategies and recommendations involve Baltimore's stakeholders. Therefore, over the next six months, recommendations will evolve to



St. John's AME Church

HRG Consultants, Inc.

outline a blueprint for the Management Entity, an action plan for implementation including Target Investment Zones (TIZ), a marketing campaign, and an executive summary.

A. HERITAGE RESOURCES

OVERVIEW

The Baltimore City Heritage Area is the only major urban Heritage Area in the state of Maryland. This reflects the important role that the state's largest city has played in the state and the nation's industrial, architectural, and social history. The excellent harbor of the Patapsco River helped make Baltimore a world-class port. It supported the city's population of sailors, dock workers, and merchants, and served as the primary market and shipping point for agricultural products and manufactured goods from the Eastern Shore and the western counties. As such, Baltimore directly affected the livelihoods of Marylanders well beyond the city. The Patapsco River Greenway celebrates the historical link between Baltimore and neighboring regions, and is also seeking certification in the Maryland Heritage Preservation and Tourism Areas Program. The Baltimore region's market potential greatly expanded in the 19th century due to the city's advantageous position at the eastern end of the National Pike, which connected into the National Road at Cumberland. Baltimore later was the site of the nation's first main line railroad. These advances in transportation and the businesses and industries that grew up around the transportation network assured Baltimore a pivotal role in the prosperity of the Maryland economy and fostered major cultural and technological innovations.

One of Baltimore's many nicknames is "City of Firsts," for its nearly 100 instances of first events in the United States. These "firsts" are testament to the innovations that Baltimoreans have developed throughout the city's history. Numerous advances and inventions in industry, transportation, science, and education have been pioneered in Baltimore. As one of the East Coast's fastest growing cities, Baltimore became a hub of creativity and capital in the 19th century. The many ethnic groups immigrating to the city also made it a melting pot of cross-cultural ideas, and the city's prominence as a center of trade meant these ideas could be tested and exchanged with ease. Transportation innovations like the clipper ship

HERITAGE RESOURCES

and railroad enhanced commerce and mobility, which helped make Baltimore the third largest city in the United States, and the second largest port of entry for immigrants. The resources of the Heritage Area are both vestiges of these innovations and monuments to them.

The phenomenal number of immigrants and migrants that arrived in the city, particularly during the latter half of the 19th century, brought new faces, ideas, and customs to Baltimore. The city rapidly expanded to accommodate them. Block after block of rowhouses, unique to Baltimore, grew out from the harbor. The ethnic groups, neighborhoods, and architecture that formed Baltimore's communities remain strong and visible in the food, art, literature, music, and theater that are celebrated today.

Baltimore played an important role during the Revolutionary War, the War of 1812, the Civil War, and both World Wars. At times, the city's military history, industrial history, and maritime history were interwoven. Clipper ships that were originally designed as merchant ships broke through the British blockade to deliver arms and munitions to U.S. troops during the War of 1812. Baltimore's steelworks and shipyards supplied the United States with cargo and transport ships, called Liberty Ships, during World War II.

Natural resources were instrumental in shaping this industrial heritage. Baltimore has benefitted from the power of the streams that feed into the Patapsco River and its Middle and Northwest Branches. The harnessing of the Jones Falls and Gwynns Falls Rivers fueled the production of mills located along them and sped growth north and west of the city. Now these stream valleys are catalysts for rebirth as they are turned into recreational amenities and natural havens for the surrounding communities and the region at large. The successful conservation of these stream valleys and many other open spaces is due in large part to the early 20th-century landscape-planning contributions of the Olmstedes and the Baltimore City Parks Board.

Baltimore's long history and its continual cycles of growth and rebirth have yielded countless historic sites and widely varying heritage resources. To discuss each one in detail is beyond the scope of this project, but many exemplify Baltimore's heritage and are discussed here. A more detailed database of heritage resources can be found in Appendix B.

ETHNIC GROUPS: NEIGHBORHOODS, WORK, & CULTURE

Migration and immigration helped shape Baltimore's social, physical and cultural environment. Most of Baltimore's neighborhoods were racially and ethnically mixed, though ethnic enclaves could be found. By the latter half of the 19th century, the city's substantial African-American population was centered in Old West Baltimore, where black professionals and working class citizens built a strong community heritage. Many African-American families migrated to the city from neighboring rural areas, attracted by work in textile and steel mills. Most 19th-century Baltimore immigrants were Germans, Lithuanians, Italians, Irish, Greeks, Poles, Czechs, Hungarians, Serbs, Russians, and Ukrainians. In response to social and economic pressures – and in search of the support of friends and family – these immigrants established distinct ethnic neighborhoods largely defined by the foods, language, and customs of their native lands. Many Irish immigrants worked on the railroad and lived just south of the B&O Railroad Station, while Eastern European immigrants typically worked on the docks and in the canneries and tended to settle along the waterfront in Fells Point and Canton. At the turn of the century, the steel mills employed many immigrants who lived in communities such as Highlandtown.



HRG Consultants, Inc.

Renovated loft buildings in downtown

EUROPEAN IMMIGRATION

Immigrants were attracted to Baltimore in the 19th and early 20th centuries for many reasons, including a booming economy that held the prospect of work and a network of other immigrants from whom they could draw support. After the Civil War, Baltimore's ties to the railroad industry allowed it easy access to raw materials and shipping of finished goods, both of which supported clothing production. The city's Garment District was located in what is now the downtown, south and west of the Lexington Market area. Large, multi-storied factories that are now office buildings and loft apartments once employed up to 3,000 people each and produced thousands of suits per week. These companies were owned in large part by Jewish immigrants from Germany and employed primarily Eastern European women. Simultaneously, hundreds of smaller sweatshops could be found in East Baltimore and were often owned by Jewish entrepreneurs who hired a handful of immigrants, primarily Russian

HERITAGE RESOURCES

Jewish women and children, to work in makeshift shops located in houses and apartments. These sweatshops often contracted out their services to the larger factories, which allowed the larger factories to avoid paying union wages. The garment industry reached its peak during World War I, when it produced uniforms and other apparel for the soldiers, but after the war and during the Great Depression many companies closed. The smaller sweatshops endured, but production rates were low and increasing union activity was a constant threat. The garment industry today is a negligible force in the city's economy, but reminders of the city's position as a major garment producer can be seen in the many factory buildings that still stand.

Many neighborhoods still retain their connection to the immigrant groups that settled there. Jewish neighborhoods formed in East Baltimore and Oldtown where, in 1845, Maryland's first synagogue was constructed on Lloyd Street. The Lloyd Street Synagogue is now the third-oldest standing synagogue in the United States and is part of the Jewish Historical Society's Jewish Museum of Maryland. Adjacent to this museum is the B'nai Israel Synagogue, constructed in 1876 and the oldest synagogue in the city in continuous use. A Holocaust Memorial is located in the vicinity, at Lombard and Market Streets.

The legacy of the city's large German population can be gleaned through the numerous Lutheran churches and cemeteries throughout the city, including Zion Lutheran Church, which dates to 1807. A bronze monument to Martin Luther can be found at Lake Montebello. The American Brewery and mansions of several German beer barons recall the some of the traditions that were carried on by German immigrants to Baltimore.

The Greek community is centered east of Highlandtown in an area known as Greektown. In addition to the many bakeries, restaurants and other ethnic shops, one can visit St. Nicholas Greek Orthodox Church to experience Greek culture and its influence in Baltimore. Similarly, the community of Little Italy is situated between the Inner Harbor and Fells Point and is anchored by St. Leo's Roman Catholic Church. St. Michael's Ukrainian Catholic Church has ministered to Ukrainian immigrants since the late 19th century as has St. Stanislaus Roman Catholic Church to Polish immigrants. These churches still offer mass in the native languages of their founders.

A few institutions have significant artifacts or collections that chronicle the accomplishments of various ethnic groups. Irish



CHAP

B & O Railroad Museum

immigrants are represented in the exhibits at the B&O Railroad Museum. The City Life Museum's collection, now housed at the Maryland Historical Society (MHS), is a good introduction to Baltimore's history and various ethnic groups that settled throughout the city.

MIGRATION

The Jones Falls Valley, with its many productive textile mills, was a magnet for families that migrated to the area from the surrounding countryside in search of work during the late 19th century. Former flour mills that had helped spur the growth of the city in the late 18th and early 19th centuries were converted into textile mills in the late 1800s. These mills employed nearly 4,000 people at their peak of production in the 1890s. Clipper Mill, Meadow Mill, and Druid Mill among others were located along the Jones Falls. Similar mills along the Gwynns Falls came nowhere close to rivaling the astounding production rates of the Jones Falls mills. From 1875 to 1890, the mills experienced their heyday, turning out more than half of the world's cotton duck cloth. Cotton duck, a heavy canvas cloth, was used in the making of ships' sails, and the mills' proximity to one of the busiest ports on the East Coast was fortuitous in this regard.

Mill towns such as Hampden-Woodberry, Brick Hill, Stone Hill, and Mt. Washington grew up around the mills as workers from the surrounding rural areas flooded into the valley in search of work. Many of the towns consisted of company-owned housing. Because the area at that time was relatively rural and isolated, company stores, schools, and churches were built, meeting the workers' needs and also enhancing company control and profitability. The mill towns remain somewhat separated from the rest of the city even today, and have retained much of their character despite the fact that after World War I demand for textiles dropped and mills closed and/or moved south where labor was cheaper. The last of the Jones Falls mills closed in 1972, but adaptive reuse projects have converted these large buildings into spaces for small manufacturing operations, art galleries and studios, and office space, thus preserving their mill history. The Mt. Washington Mill complex is now an upscale shopping center that caters to the wealthier residents who have recently begun to move into the area.

Unlike the many immigrants who arrived through Locust Point,

HERITAGE RESOURCES

residents of the mill towns along Jones Falls and company housing in Sparrows Point were typically native-born people who migrated from the surrounding rural areas. In recent years, Baltimore has experienced an increase in Asian and Latin American immigrants, whose influence on neighborhoods has been significant. The recent contributions of these ethnic groups are not represented by historical sites as much as by the festivals, food, and events that celebrate their cultures.

AFRICAN-AMERICANS

Baltimore's significant African-American resources are visible in standing buildings, marvelous personal and institutional collections of diverse artifacts and documents, memorials dedicated to the achievements and accomplishments of numerous African-American Baltimoreans, and businesses and institutions which thrive today.

Just prior to the Civil War, Baltimore was the home of the nation's largest free black population, which numbered over 25,000. Underground Railroad sites most likely existed in the city at this time, but they have not been adequately surveyed to date. Such resources could present an interpretative opportunity if sites and documentation are available. Following the war, the city attracted many former slaves from the surrounding rural areas of Maryland and states to the south. The African-Americans of this period lived scattered throughout the city but by the end of the century had been compelled to move to the northwestern part of the city, to what were then predominantly German neighborhoods. Now known as Old West Baltimore, this area became the largest neighborhood for the African-American community.

Old West Baltimore, which now includes the neighborhoods of Harlem Park, Sandtown-Winchester, Druid Heights, and Upton, has been predominantly an African-American community since the late 19th century. By 1904, roughly one-half of the city's African-Americans lived in Old West Baltimore, establishing a diverse community of black professionals, workers, and the indigent. The commercial corridor of Pennsylvania Avenue was filled with shops and entertainment venues such as the Royal Theater. Remnants of the rich history of Old West Baltimore include houses ranging from the elegant three-story rowhouses along Druid Hill Avenue to tiny alley houses, significant churches and historic sites, and a newly renovated

Pennsylvania Avenue Market.

Many of the area's African-American churches are significant for their association with early efforts to found African-American religious groups locally and nationally. These include:

- Bethel A.M.E. Church -- the oldest independent African-American institution in the city.
- Orchard Street United Methodist Church -- the oldest standing building constructed by African-Americans in the city. The church may have been involved with the Underground Railroad efforts prior to the Civil War.
- St. Francis Xavier Catholic Church -- the oldest African-American Catholic church in America.
- Union Baptist Church -- center for the civil rights struggle in Baltimore in the 1960s.

In addition to the pioneering religious institutions established by African-Americans, early and enduring efforts in black education were made in Baltimore:

- St. Frances Academy was founded in 1828 by a Haitian refugee, Elizabeth Lange, and a Sulpician priest, Father Nicholas Joubert, as a boarding school for "colored" girls. It is the oldest school for African-Americans in Maryland. In 1829, Fr. Joubert founded the Oblate Sisters of Providence, America's first convent school for African-Americans.
- Morgan State University (formerly known as the Centenary Biblical Institute, Morgan College, and Morgan State College) has served the educational needs of black Marylanders for more than 125 years.
- Frederick Douglass High School opened in 1925 after ardent community efforts to fight inferior schooling for their children resulted in citizens organizing to purchase a building for the school. The school was relocated in 1954, but the original building remains.
- Samuel Coleridge-Taylor Elementary School #122, built in 1926, was the first elementary school built for African-American children in the city.
- Coppin State College began its history in 1900 as a training program for African-American teachers, and in 1950 became part of the Maryland higher education system.

Many of the places associated with the efforts and achievements of Baltimore's African-American citizens are no longer standing,

HERITAGE RESOURCES

making interpretation a challenge for the BCHA. The Chesapeake Marine Railroad and Dry Dock Company, founded in 1866 by Isaac Myers and other black businessmen, remained in operation until 1883. The Living Classrooms Foundation has designed a Frederick Douglass-Isaac Myers Maritime Park to be located near the site of the company that will have exhibits about these two men, both of whom were also ship caulkers in Baltimore. The West Baltimore birthplace of Thurgood Marshall, the first African-American to serve as a U.S. Supreme Court Justice, is no longer standing, but a statue commemorating Justice Marshall is located at Pratt Street and Hopkins Plaza.

Another prominent attraction, the Royal Theater was demolished in the 1970s. Located on Pennsylvania Avenue, the Royal Theater was a center of the black community for nearly fifty years, and in its heyday between the 1930s and 1950s attracted nationally renowned jazz, blues and R&B artists. Near the Royal Theater site stands the Billie Holiday Statue, a monument to the legendary vocalist.

A statue of Frederick Douglass, the “father of civil rights,” stands at Morgan State University. Douglass escaped from slavery on Maryland’s Eastern Shore to become a leading reformer and the founder and editor of an abolitionist newspaper, the North Star. A marker to Joshua Johnson, this country’s first publicly recognized black portrait painter, is located at the Morris A. Mechanic Theater on Charles and Baltimore Streets close to the site of his former studio. Johnson, a slave owned by Charles Willson Peale and later freed, learned his profession from this influential family of artists. His paintings are contained in the collections of the Metropolitan Museum in New York, the National Gallery in Washington, D.C., the Maryland Historical Society, and the Baltimore Museum of Art.

The professional and occupational pursuits of Baltimore’s African-Americans are represented by the African American Newspaper, known as the “Afro,” the first and oldest black owned and -operated newspaper continuously published in Maryland. Started in 1892, it was the nation’s largest black-owned newspaper by 1922.

The Banneker Building was the first office building in Baltimore erected solely for black professionals. It was named in honor of Benjamin Banneker, an 18th-century black mathematician, astronomer, and inventor.

Informative exhibits and collections on the lives of many African-Americans, both locally and nationally known, are found at several

Baltimore museums and libraries. The most comprehensive exhibits are found at the Great Blacks in Wax Museum, which has a national focus. The Parlett Longworth Moore Library at Coppin State College is the home of the Cab Calloway Jazz Institute, with a permanent exhibition of memorabilia related to Cab Calloway's career. Other Coppin State College collections associated with the history of African-Americans include 3,500 items dating from 1900. The Eubie Blake National Jazz Institute and Cultural Center, formerly on Charles Street, has been relocated to Howard Street in the Mt. Vernon Cultural District. The museum's collection includes personal possessions of the artist, letters, music, and other authentic artifacts from his career. Until the Howard Street location opened in October 2000, the collection was being housed at the Maryland Historical Society. Community-based, music-oriented workshops are also operated through the Center. The African-American Collection at the Enoch Pratt Free Library includes: books; pamphlets; newspapers; periodicals; historical and contemporary materials; biography and query files containing citations to books, periodicals, and newspapers; and dictionary catalogs of noted black studies collections throughout the United States. The proposed Museum of African-American History and Culture, currently planned to open in 2001, will be dedicated to collecting, preserving and interpreting the many historic, artistic and spiritual contributions of African American Marylanders. It also will serve as a research facility and provide educational and community outreach programming.

The story of the struggle for civil rights is perhaps most personally told in the Lillie Mae Carroll Jackson House and Museum, at 1320 North Eutaw Place. This museum was the home of the founder of the Maryland Conference of the National Association for the Advancement of Colored People (NAACP). Jackson directed the Baltimore and Maryland branches of the NAACP, and by 1940 had inaugurated three important tactics that weakened segregation: an attack on segregation in publicly supported institutions, especially colleges; the campaign: "Don't Buy Where You Can't Work"; and the creation of the NAACP's Legal Defense and Education Fund. The NAACP Headquarters and Dorothy Parker Memorial are located in Northwest Baltimore. Dorothy Parker, a writer famed for her wit and cynicism, left her entire estate to Martin Luther King, Jr. when she died in 1967, though the two had never met. The following year, after King was assassinated, her literary rights were transferred to the

HERITAGE RESOURCES

NAACP, which still owns copyrights on her writings. Her ashes were scattered at a memorial garden at the NAACP headquarters.

COMMUNITY STRUCTURE

Baltimore's neighborhoods to a great extent reflect the city's rapid growth, ties to industry, ethnic and class distinctions, and religious beliefs. While each neighborhood has its own particular characteristics, they all epitomize the growth and rebirth cycles of the city. Perhaps the most emblematic feature of this cycle is the ubiquitous rowhouse.

THE BALTIMORE ROWHOUSE

The rowhouse is a quintessential element of the Baltimore landscape. Nowhere else is there the variety and abundance of rowhouse styles and diversity that Baltimore displays. Baltimore's wealthy and working class all lived in rowhouses, albeit rowhouses of varying degrees of elegance. The history of the rowhouse can be traced simply by travelling out from the harbor. The earlier homes in Fells Point and Federal Hill bear the Federal style touches of late 18th and early 19th-century architecture. Rowhouses in Union Square and Harlem Park show the influence of the Italianate period of the mid-19th century and the need for speculative builders to sell their houses through trends and amenities. Still further north, in Bolton Hill, the romantic influence of the late 1800s is felt in the heavy, rock-faced stone buildings, while Roland Park's rowhouses echo the English cottage style favored at the turn of the century. The affordability of this building type enabled many people to realize their dream of owning their own home, and this in turn helped create strong, stable communities.

The rowhouses built in mid-block alleys, appropriately called alley houses, ranged from 10 to 14 feet wide and one to three stories high. They were built for the least affluent, and in many cases became the homes of the most recently arrived immigrants. The affordability of this housing type attracted people of all races and ethnicity, so that blocks of alley houses were often quite diverse in these respects. Many details, such as the cornices, window and door surrounds, interior moldings, and back yards, were smaller versions of the larger rowhouses on the main streets and directly correlate to the fashion



Federal Hill rowhouses

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trends found throughout 19th-century Baltimore. The alley house streetscape is different from other cityscapes. The alley, where parking is often prohibited and neighborhood stores or taverns mark many corners, provides a sense of seclusion from traffic and automobiles. In essence, alley blocks are intimate spaces within a bustling city.

Homeowners in this century beautified their rowhouses in ways that are now recognized as quintessentially “Baltimore,” particularly East Baltimore. Formstone, a faux-stone veneer made of cement, was applied to brick homes throughout the city in the 1950s as a cost-saving home improvement and an inexpensive way to mimic the European stone buildings that many immigrants left behind. Brick needed to be painted frequently to keep up its appearance, and Formstone offered the rowhouse owner a maintenance-free alternative. At the time, Formstone rowhouses were the mark of a stable area with high rates of homeownership and residents who took pride in their neighborhood. In recent years, many rowhouses in gentrified areas like Federal Hill and Fells Point have been stripped of their Formstone facades in favor of the original brick. But the veneer is found in abundance in many other neighborhoods where it is still considered an attractive and efficient treatment. Other rowhouse features likewise serve both a functional and aesthetic purpose. The marble stoop found in front of many rowhouses, while beautiful and often lovingly maintained, also provides space for Baltimoreans to socialize with neighbors. Through the art of screen painting, fanciful landscapes depicted on front door screens provide beauty as well as privacy.

Today, the rowhouse’s affordability, charm, and generally sound construction have spurred a renewed interest in them and their preservation. Neighborhoods such as Otterbein, Bolton Hill, Fells Point, and Federal Hill have been given new life as a result of restoration efforts and reinvestment in the neighborhoods. Marble Hill, Union Square, and Ridgely’s Delight also represent some of the many other neighborhoods where a visitor can explore the beauty and historic fabric of the city’s ethnic communities. These neighborhoods continue to draw people and offer places to stay, shop, and eat. However, in other areas neglect and unsafe conditions imperil the future of entire blocks of these houses (see section on demolition and economic development).

HERITAGE RESOURCES

ARCHITECTURE

Baltimore's architecture features an incredible abundance of styles, represented by both the grand and the mundane. Baltimore is graced by neoclassical masterpieces by Benjamin Henry Latrobe, Robert Mills, and both Robert Cary Long, Sr. and Robert Cary Long, Jr. Functional stone and brick industrial buildings and mill villages that are found along the early waterways of Baltimore add to the variety of architectural styles in the city. The richness of this urban fabric attracts visitors and deserves to be protected and promoted. Outstanding examples of the varied and significant architecture throughout the city include:

- Gracious mansions such as Evergreen House, Mount Clare Mansion, and Homewood House;
- Breathtaking churches, including Basilica of the Assumption, St. Paul's Church, St. Mary's Seminary Chapel and Lovely Lane Methodist Church;
- Banks, hotels, and offices located in the commercial sector of the city, such as the Belvedere Hotel, Maryland National Bank Building, and the Emerson Tower (or Bromo-Seltzer Building);
- Imposing and grand institutional buildings including City Hall, the Enoch Pratt Free Library, and The Johns Hopkins Hospital; and,
- Functional yet impressive industrial buildings such as the American Can Company Building, American Brewery, B&O Roundhouse, and Clipper Mill.

THE BALTIMORE MARKETS

Seven markets still operate in the city. The largest of these, Lexington Market, is the city's second most popular attraction after the Inner Harbor and is the only market that is privately owned. Smaller neighborhood markets include Cross Street, Broadway, Hollins, Pennsylvania Avenue, Belair and Northeastern Markets. Their economic success varies, due to deteriorating or changing neighborhoods that threaten their short- and long-term viability. However, each market building is architecturally distinctive and has a prominent place in its neighborhood. All continue to



Arabbers

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provide fresh produce and meats for area residents and continue to serve, both physically and socially, as centers where the community can congregate, events can be organized, and merchandise can be purchased.

Baltimore's Arabbers also carry on a tradition that began in the late 18th century, when African-Americans led horse-drawn carts full of fresh fruits and vegetables through the city streets to sell their produce. A handful of Arabbers still lead their horses and carts through Baltimore and often serve areas that have few shopping choices. The Arabber Preservation Society is working to secure a central stabling facility for the Arabbers, which will help ensure their continued viability.

RELIGIOUS INSTITUTIONS AND CEMETERIES



Eutaw Place Temple, c. 1893

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Baltimore's religious institutions are notable for a number of reasons. They have produced many "firsts" in religion and continue today to play a major role in the growth and rebirth of the neighborhoods they serve. In addition to those described earlier under "ethnic groups," the following churches also contribute to the spiritual wealth in the Baltimore City Heritage Area. The 1818 First Unitarian Church hosted the 1819 "Baltimore Sermon" by Dr. William Ellery Channing, which marked the formal beginning of Unitarianism in this country. America's first Roman Catholic Cathedral, Basilica of the Assumption, and first Roman Catholic seminary, St. Mary's Seminary, can be found in the Heritage Area. The city was the birthplace of Elizabeth Seton, the country's first American-born saint. The Mother Seton House is now a museum. The Bethel African Methodist-Episcopal Church is the oldest independent black institution in the city, dating to the late 18th century, and was one of the founding churches of this international denomination. Old Otterbein United Methodist Church, built in 1785, has the distinction of being the city's oldest church building continuously occupied by its founding congregation.

The churches and synagogues are important not only for their contributions to religion and to community efforts, but for their visual presence. Over 600 church structures are scattered throughout the city, gracing many of the city's squares and providing a stately view of spires and towers that can be seen from all over the city. Many of these churches contain some of Baltimore's most important artistic treasures, including Tiffany stained glass, wood carvings, plaster

HERITAGE RESOURCES

ornamentation, tile work, and statues by skilled artists and craftsmen. Many churches are located on the corners of the city's neighborhood squares, including Mount Vernon United Methodist Church on Mt. Vernon Square and Lafayette Square's four Victorian-era churches. Fine examples of architectural styles are found in the city's churches, the most notable of which are:

- Lovely Lane United Methodist, which was designed by famed late 19th-century architect Stanford White.
- St. Mary's Seminary Chapel, designed by Maximilian Godefroy in 1808 and considered the first Gothic Revival church in the country.
- St. Alphonsus Catholic Church, the first major Gothic Revival church in the city and the work of architect Robert Cary Long, Jr., a native Baltimorean.
- The Roman design of the 1821 Basilica of the National Shrine of the Assumption of the Blessed Virgin Mary (Basilica of the Assumption) by Benjamin Henry Latrobe.

Cemeteries throughout the city tell another story about Baltimore's social history. Some of the oldest cemeteries are found in the Heritage Area and are often associated with churches. Old St. Paul's Cemetery and Westminster Burying Ground are two of the oldest and most noteworthy. Old St. Paul's Cemetery is the final resting place of many of Baltimore's most prominent citizens, including James Carroll, Samuel Chase, and Isaac McKim, while Westminster Burying Ground contains a number of significant gravesites, including that of Edgar Allan Poe.

During the 19th century, as thousands of immigrants came to Baltimore, the old graveyards located in city churchyards began to fill. So it was that in 1837, the state incorporated the Green Mount Cemetery Company as a new, large, city cemetery modeled on the "garden cemeteries" of Mount Auburn in Massachusetts and Laurel Hill in Philadelphia. Green Mount Cemetery, designed by noted engineer Benjamin H. Latrobe, became an instant success. It was so popular as a recreation site that admittance had to be regulated. Among its notable residents are John Wilkes Booth, John Work Garrett and his daughter Mary Garrett, Enoch Pratt, Henry Walters, Johns Hopkins, and Elizabeth Patterson Bonaparte.

Baltimore Cemetery was established in 1849 as a public cemetery that offered the working class an alternative, less-expensive burial site to Green Mount Cemetery. Among its noted gravesites are those of

Charles Clinton Stieff, several mayors of Baltimore, and many victims of the 1918 flu epidemic. Baltimore Cemetery is rivaled in size by Loudon Park Cemetery, which holds the distinction of being the largest public, nonsectarian cemetery in Baltimore. It was established in 1853 and now consists of 365 acres and more than 200,000 graves. As with the other cemeteries of this time period, Loudon Park was designed in a park-like manner and its managers carefully controlled the use of the cemetery for recreation. Among the famous gravesites are those of Mary Young Pickersgill, Jerome Bonaparte, and H.L. Mencken.

Mt. Auburn Cemetery in Baltimore is one of the first cemeteries owned and operated by blacks. Its present location was established in 1872 and burial sites include those of the Mitchell and Murphy families, founders of the Afro-American newspaper; Lillie Mae Carroll Jackson, founder and director of the Maryland Chapter of the NAACP; and Joseph Gans, the first black heavyweight boxing champion of the world. Other noteworthy cemeteries include New Cathedral, the city's most prominent Catholic cemetery, and Mt. Olivet, a Methodist cemetery most noted as the burial site of Robert Strawbridge, the founder of the Methodist church in Maryland.

MILITARY HISTORY



Fort McHenry National Monument

CHAP

Many people and events associated with the Revolutionary War, War of 1812, and the Civil War are commemorated in monuments throughout the city, and some buildings represent these important periods in Baltimore's history. The Washington Monument, an 1815 shaft designed by prominent architect Robert Mills, stands in Mt. Vernon Square, as does a statue commemorating the city's early benefactor and Revolutionary War hero, John Eager Howard. Construction of Baltimore's Washington Monument predated construction of the Washington Monument in Washington, D.C., by 55 years. A nationally recognized military site is Fort McHenry, a National Monument and Historic Shrine famous for its role in the 1814 defeat of a British attempt to invade the city during the War of 1812. It is also where the American flag that remained aloft after the battle inspired Francis Scott Key to write "Star-Spangled Banner," the original manuscript of which is in the Maryland Historical Society's collection. The flag was sewn by Mary Young Pickersgill, a widow who lived not far from the harbor where the battle was fought. Her

HERITAGE RESOURCES

house is now the Star-Spangled Banner Flag House museum and is open to the public. The city's official monument to celebrate the 1814 victory is the Battle Monument in Monument Square, a design of French architect Maximilian Godefroy. Recently, Maryland members of Congress led a successful effort to pass legislation that initiates a study into the potential for establishing a "Star-Spangled Banner National Historic Trail" linking sites from Washington, D.C., to Baltimore that are associated with the War of 1812.

The Civil War Museum, located in the former President Street Station in Little Italy, was the location of the first lives lost in the Civil War. Here, Southern sympathizers attacked regiments from Massachusetts and Pennsylvania traveling through the area. This demonstration resulted in the Union army's occupation of the city for the remainder of the war, since the border state of Maryland was pivotal to security for the capital city of Washington, D.C. The 1854 USS *Constellation*, a popular attraction in the Inner Harbor, served during the Civil War and is also representative of the navy's role in the years before the Civil War, when it captured two slave ships.

Baltimore played a less direct, though still significant, role in the World Wars. Just prior to the turn of the century, Bethlehem Steel had established a steel manufacturing mill east of Canton called Sparrows Point. Many of the steelworkers at Sparrows Point lived in company housing that was stratified by salary, rank, and ethnicity. In 1916, in an expansion effort that matched the increased demand for steel as a result of World War I, the company created the community of Dundalk to house additional shipyard workers. The Fairfield Shipyard of Bethlehem Steel, across the harbor from Sparrows Point, produced ships known as Liberty Ships during World War II. Fairfield produced 384 Liberty Ships that transported cargo and troops throughout the duration of the war. The decline of the steel industry in the latter half of the 20th century has brought significant changes to the lives of its employees and the life of their neighborhoods. Silent steel mills now stand as reminders of the growth the industry provided the city in the first half of the 20th century and the possibilities for rebirth in the 21st century.

INDUSTRIAL & MARITIME HISTORY

Baltimore was founded in 1729 in the hope that it would become a major tobacco port. Development was slow, however, and not until

the late 1700s, when grain exportation increased, did the city begin to realize its full potential as a major seat of commerce. The significance of the port to this expansion cannot be understated. From its beginnings, the city was centered around its natural deep-water harbor. The maritime industry was the city's lifeblood, employing not only shipbuilders, caulkers, stevedores and the like, but also fostering the growth of associated trades and related commerce that are the byproduct of a growing city. Future industrial developments, such as the railroads, mills, and streetcars that carried employees from home to work would also be inextricably tied to the port and the shipping industry.

Many advances in transportation and industry have been made in Baltimore, but perhaps none have been more symbolic of its heritage than the Baltimore Clipper ship. The Clippers were developed in the shipyards of Baltimore in the 1790s, at a time when tensions with Britain were high. The Clipper was built for speed and could easily outmaneuver the large British ships attempting to stifle American trade. The Clipper soon became the envy of mariners around the world, and built Baltimore's reputation as a major shipping center. Because they were designed for speed rather than cargo volume, the Clippers were most advantageous to merchants between 1795 and 1815, when evading the British at sea was crucial. Grain and tobacco were exported to the West Indies and Europe, while sugar and coffee were imported from the Caribbean and Latin America. But Clippers were more than just cargo vessels. During the War of 1812, ship owners were given presidential permission to arm their vessels and privateers took or sank 1700 British merchant vessels during the war. Clippers were also found to be useful in delivering arms to U.S. troops after breaking through the British blockade of the coast. The Battle of Baltimore fought at Fort McHenry was a British retaliation for the work of the privateers and an attempt to try to close the shipbuilding yards that made the Clippers. That battle was a victory for Baltimore, but shortly thereafter the defeat of the British signaled the end of the Clipper as well. With the return of peace and an emphasis on cargo space rather than speed, use of Clippers soon diminished. Today, the *Pride of Baltimore II* carries on the legacy of the Baltimore Clipper ship, and can be seen in the Inner Harbor when she is not traveling the world as goodwill ambassador for the State of Maryland.

Although Baltimore originated as a shipping town, the railroad reshaped the city significantly. Seeking new markets to compete with

HERITAGE RESOURCES

Philadelphia and New York, Baltimoreans began to look inland and to the west. Efforts to forge inland were started in 1827 when the Baltimore & Ohio (B&O) Railroad was chartered. By 1830, Baltimore was the site of the first railroad depot, and by 1852 the B&O had completed its goal of laying its lines all the way to the Ohio River. The railroad was central to a chain of trade that linked the port of Baltimore with raw materials from the South and West and manufactured goods from the Northeast. At the outbreak of the Civil War, the president of the B&O, John Work Garrett, shrewdly sided with the Union despite southern sympathies and profited from the continued trade he was able to conduct. The magnificent Evergreen House, purchased by Garrett and lived in by his family until 1942, is testament to the profitability of the railroad under his direction. After the Civil War, the men's garment industry and canning (oysters, fruit, and vegetables) became the main industries in the city, and again the railroad was at the center of it, importing raw materials from across the country and exporting the final products.

Immigrants from Europe came to work on the railroad and so contributed to the accelerating growth of the city. Conditions for the rail workers were dangerous and difficult, so it is not surprising that Baltimore was the site of the country's largest industrial uprising in 1877. The strike of 1877 was sparked by a depressed economy, repeated wage cuts for rail workers, and the use of force in quelling a strike in Martinsburg, West Virginia. When news of the West Virginia incident reached Baltimore, thousands of the city's huge labor population, including its many rail workers, protested and rioted in the streets but were eventually suppressed by federal troops. The B&O Company recovered, but soon fell into disarray due to poor management and a succession of economic downturns. By the turn of the century, the B&O had been bought out and Baltimore lost its prominence as a rail hub to Chicago, New York, and Philadelphia.

The B&O Roundhouse and Mount Clare Station are part of the B&O Railroad Museum and offer excellent exhibits on the rail industry in addition to providing train excursions to West Virginia. Mt. Royal Station, Pennsylvania Station, and other rail station buildings remain as significant resources within the BCHA that can also tell the story of the railroad's importance to the economy of the city and the growth of its ethnic neighborhoods, including Ridgely's Delight. The Baltimore Museum of Industry, located in a 19th-century oyster cannery, tells yet another story of the city's industrial

heritage. Both of these museums demonstrate vestiges of industry that will captivate the historic traveler to Baltimore.

Baltimore's maritime and industrial heritage can be conveniently explored through the National Historic Seaport Project. This model heritage tourism effort uses water taxis and tour brochures to link together Inner Harbor attractions such as Top of the World and visiting tall ships, historic seaport neighborhoods, the Museum of Industry, Fort McHenry, the modern port of Baltimore, and numerous sailing vessels including the USS *Constellation*. Once open, the proposed Frederick Douglass/Isaac Myers Maritime Park will be linked to these attractions as well.

ARTS, LITERATURE, MUSIC & ENTERTAINMENT



Billie Holiday interpretative sign

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Large cities often are meccas for the artistic community and Baltimore is no exception. Home to many famous painters, sculptors, musicians, and writers, the city counts among its most recognizable citizens the jazz legends Cab Calloway, Billie Holiday, and Eubie Blake, and writers such as H.L. Mencken, and F. Scott Fitzgerald. These artists are memorialized through such resources as the Cab Calloway Jazz Institute at Coppin State College, the Billie Holiday Statue, the Eubie Blake National Jazz Institute and Cultural Center, and the walking tours of Mt. Vernon that highlight some of F. Scott Fitzgerald's activities in Baltimore. The H.L. Mencken House Museum is no longer open to the public, but its collection has been transferred to the Maryland Historical Society and the house itself is being considered by the Union Square Association as a possible location for a writer's center.

Another famous literary figure from Baltimore is Edgar Allan Poe, who lived in West Baltimore from approximately 1832 to 1835 with his aunt and her extended family. Poe, who moved to Richmond after living in Baltimore, did not return to the city permanently. However, he coincidentally and under rather mysterious circumstances died here in 1849. The Edgar Allan Poe House on Amity Street and his gravesite in Westminster Burying Ground are popular attractions that recall one of Baltimore's most significant literary talents.

Baltimore is also home to a number of museums and theaters that offer visitors quality cultural resources within the Heritage Area. Among the most noteworthy are the world-renowned collections of the Walters Art Gallery and the Baltimore Museum of Art. A recent

HERITAGE RESOURCES

addition to the art museum circuit is the American Visionary Arts Museum in the Inner Harbor. Theatrical arts venues include Arena Theater, America's oldest continuously operated black theater, and a number of small community theaters including the Vagabond Theater, Everyman Theater, and Fells Point Corner Theater. Large performing halls include the Joseph Meyerhoff Symphony Hall, Center Stage, Morris A. Mechanic Theater, and Lyric Theater. All of these venues attest to the ongoing role of the arts in the heritage of Baltimore. While museums and monuments honor past artists, the liveliness of the arts community today proclaims its continuing growth.

Baltimoreans have also entertained themselves through a long tradition of sporting events that reaches back to the mid-19th century. Baseball has been a staple of life in Baltimore since 1859. The present-day Baltimore Orioles have only been around since 1954, but they have brought home three World Series Championship titles and six American League Championship titles. Always popular around Baltimore, the Orioles play to a packed stadium that attracts visitors from all over the country for not only the game but to get a tour of the award-winning architecture of Oriole Park at Camden Yards. Nearby is the Babe Ruth Museum in the house where this famous ballplayer was born. Pimlico Racetrack, built in 1870, is the second-oldest racetrack in the country. It has hosted the Preakness Stakes, second of three races in the famed Triple Crown of horse racing, for 124 years. Preceded by a week-long celebration of parades, hot-air balloon launches, boat races, and other festive events, the Preakness could be further promoted to capitalize on Baltimore's horse racing heritage. The Baltimore Colts football team won two NFL Championships and an AFC Championship during their tenure at Memorial Stadium from 1953 to 1983. The Baltimore Colts and the New York Giants met in what has been called the "greatest game ever played," the 1958 NFL Championship game that went into overtime. In 1983, the team was moved to Indianapolis but NFL football returned to Baltimore in 1996 with the Baltimore Ravens, who now play downtown at PSINet Stadium. The popularity of lacrosse is growing throughout the



Oriole Park Camden Yards

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Statue of Babe Ruth at Camden Yards

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Patapsco River

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country, but it has been a tradition in Baltimore for many years. Area college teams are perennially ranked in the top ten in the nation. The Lacrosse Hall of Fame, opened in 1998, showcases the sport and honors over 260 lacrosse players from around the country.

PARKS & NATURAL RESOURCES

While Baltimore is strongly tied to commerce and industry, it is also endowed with beautiful parks and urban squares. Some are situated on what was once private estate land held by the city's wealthiest citizens; others are gracious urban squares (small green refuges nestled among blocks of rowhouses), while still others are rambling stream-valley parks that recall the wilderness of the area before it was settled. The larger parks are the result of about 100 years of land acquisition by the city and its parks board.

Before 1860, Baltimore had only two parks, Federal Hill Park and Patterson Park, which is located in Highlandtown. The city's first park, Patterson Park, was donated to the city in 1827 by William Patterson. It was later expanded to 155 acres based upon by the recommendations in a 1904 report, "Development of Public Grounds in Greater Baltimore," written by the famous landscape architects, Frederick Law Olmsted Sr. and Jr. In 1788, Federal Hill was the site of a celebration honoring Maryland's ratification of the U.S. Constitution. Today, it offers sweeping views of downtown and the harbor.

The city and its parks board bought or were given seven large estates that now anchor Baltimore's parks system. In 1860, the city acquired Druid Hill, a 745-acre estate designed – in the romantic style – to follow the natural contours of the land. Druid Hill Park today offers an oasis from the bustle of the Baltimore City Heritage Area and is home to the Baltimore Zoo. The historic conservatory at Druid Hill Park is an impressive structure undergoing restoration, with plans to develop an arboretum. Others estate parks include:

- Carroll Park, the site of Mount Clare Mansion, which was acquired by the city in 1890 and is now a house museum managed by the Maryland Chapter of the Society of Colonial Dames. The park includes athletic fields, a playground, and a nine-hole golf course. The re-creation of the 18th-century gardens at the mansion is underway;
- Clifton Park, the estate of Johns Hopkins. The mansion is

HERITAGE RESOURCES

being restored and is now surrounded by an 18-hole golf course. Active playing fields also exist in the park; and,

- Cylburn Arboretum, situated on the Cylburn Estate and the last estate to be purchased by the city (1942). The park contains 173 acres of formal and woodland gardens and trails.

A number of streams traverse the Heritage Area, most of which were reserved as parks after the turn of the 20th century and have, therefore, had some measure of protection. The major stream valley parks include Wyman, Chinguapin Run, Herring Run and Mount Pleasant, and Stoney Run Parks.

Today, projects embrace these natural resources to create recreational trail opportunities for the Heritage Area visitor. The Jones Falls Valley Greenway, first recommended in the 1904 Olmsted report and revisited in the 1961 Greater Baltimore Committee report, is proposed as an historical park through the valley that will link historic mills and other industrial sites, open space, and light rail. A new master plan for the Jones Falls Valley may present connections between the valley and the BCHA attractions. The northern end of the Patapsco River Greenway system falls within the Baltimore City Heritage Area, providing an important link to the region. The Gwynns Falls Greenway will result in a continuous park through the city that may eventually connect with the Patapsco River Greenway and other regional trails such as the BWI Trail and the Baltimore & Annapolis Trail. Four miles of the 14-mile Gwynns Falls Greenway trail that will link the 1,200-acre Leakin Park to the Middle Branch of the Patapsco River are open.

Recent efforts continue to expand park and open space. The Baltimore Waterfront Promenade is a 7.5-mile continuous walkway that winds around the Inner Harbor area. It is designed to link all of the major attractions in the Inner Harbor, while providing the visitor with insight on the nature and history of the harbor. The Canton Waterfront Park offers a similar perspective on the harbor and its adjacent neighborhoods, and is home to the Korean War Memorial. Integrating these pedestrian amenities into an overall plan for the BCHA will help to improve the walkability of the BCHA, create linkages between resources, and extend visitation beyond the Inner Harbor.



House in need of restoration

B. PRESERVATION/CONSERVATION POLICIES AND THREATS

Baltimore City contains nearly 175,000 structures built prior to 1950 – almost 40 percent of all such structures in the State of Maryland. Over half of the standing structures in Maryland that are listed on the National Register, including those within National Register Historic Districts, are found in Baltimore City. The city has nearly four times the number of locally designated historic sites found in other counties in the state, and about six times as many Maryland Historic Trust Easements on standing structures. These figures vividly illustrate the phenomenal wealth of historic resources that can be found in the city, as well as the superlative need to focus efforts on their preservation and conservation.

PRESERVATION AND ITS ECONOMIC BENEFITS

TAX CREDITS

Preservation efforts can be furthered by providing financial incentives and evidence of the economic benefits that result from preservation. Substantial rehabilitation work, which is generally considered to be work that exceeds \$5,000 in cost and meets or exceeds the value of the building, can result in a number of tax benefits. Federal tax credits allow owners of certified historic, income-producing properties to apply for a tax credit worth 20 percent of the cost of certified rehabilitation work. Non-historic buildings built before 1936 and used for a non-residential purpose are eligible for a ten percent tax credit for certified rehabilitation work. Certified historic properties are those listed individually on the National Register or considered contributing structures in a National Register or local historic district. Credits may not be taken for primary residences. The Heritage Preservation Tax Credit Program administered by the Maryland Historical Trust offers a 25 percent tax credit for residential and non-residential certified heritage structures. The amount of the credit can be applied over a period of up to ten years if tax liabilities are insufficient to absorb them in one year. A certified heritage structure is:

- Individually listed on the National Register of Historic Places;
- Identified as a contributing structure in a National Register Historic District or local historic district;

PRESERVATION/CONSERVATION POLICIES AND THREATS

- Designated as a historic property by local law; or
- A contributing structure located in a Certified Heritage Area.

Property owners in Baltimore are fortunate to also have a local tax credit program available to them. The Commission for Historical and Architectural Preservation (CHAP) administers the Baltimore City Historic Restoration and Rehabilitation Tax Credit Program. Owners of historic properties (both residential and non-residential) designated on the National Register, the Baltimore City Landmark list, or that contribute to a National Register or Baltimore City Historic District are eligible to receive credit for approved rehabilitation work. A minimum of 25 percent of the full cash value of the building must be expended, but the credit is worth 100 percent of the assessment increase that would result from the work. The credit is applied to assessments for a period of ten years and can be transferred from one owner to the next. Private and philanthropic organizations can provide grants or loans either in addition to or in lieu of tax credits to offset the expense of rehabilitation.

Significant financial resources have been expended on preservation in Baltimore using these programs. The Maryland Historical Trust has awarded 57 capital grants totaling \$1,570,632 to Baltimore City projects since 1983. Since 1992, 80 preservation projects totaling \$353,794,260 have utilized federal tax credits, while 12 commercial projects worth \$104,812,835, and 36 residential properties worth \$3,293,565 have made use of state tax credits since 1995. Since the local preservation tax credit program in Baltimore began in 1996, 78 projects totaling \$35,600,000 in investment have benefited.

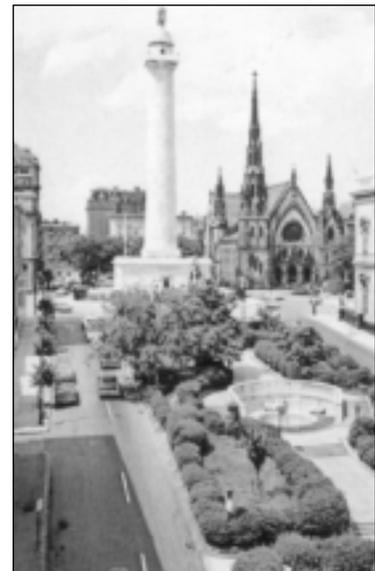
MT. VERNON HISTORIC DISTRICT: A CASE STUDY

Preservation of historic buildings and neighborhoods maintains a community's sense of place and unique character. Monetary benefits can also accrue as a result of preservation. The Mt. Vernon Historic District, which is anchored by the Mt. Vernon Cultural District centered on Charles and Monument Streets, is the city's first locally designated historic district. A 1998 Lipman, Frizzell & Mitchell LLC study concluded that renovation and preservation of historic buildings increased property assessments and showed a lucrative return in visitor spending. Cultural institutions and the district's historic fabric attract visitors. Retail and neighborhood businesses further illustrate the area's viability that generate significant property and income tax revenue.



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Mt. Vernon Square, traffic sign obstructing historic view



Baltimore Department of Recreation and Parks

Washington Monument, Mt. Vernon Square.

The Mt. Vernon Historic District study estimated that Baltimore receives approximately \$327,000 in additional tax revenue as a result of the Midtown Community Benefits District, which includes Mt. Vernon. The study also found that property values in the Mt. Vernon Historic District increased by about 211 percent between 1979 and 1997, while city-wide the increase was only 133 percent for the same time period. About \$6.4 million in real estate taxes were paid by Mt. Vernon properties in 1997.

The increase in property values in the historic district might be partly attributable to the millions of dollars invested by the cultural institutions located there. A recently released Mt. Vernon Cultural District Plan projects an additional \$143 million will be invested. Public, private, and institutional investments have resulted in about \$12.5 million of annual construction costs. These costs translate into at least 217 full-time equivalent construction jobs that pay \$7.5 million in wages per year. Income taxes on these wages, as well as sales taxes on the materials, add an estimated \$562,500 and \$250,000 respectively to state and city coffers. For every dollar spent on construction wages, about \$.81 in wages for supporting industry workers are generated. As a result, 422 full-time equivalent jobs with \$13.56 million in annual income can be attributed to construction work in the district.

In addition to attracting tourists and spurring renovation construction, historic districts attract investment from film crews looking for locations with historic charm and few modern intrusions. It is estimated that film crews contribute about \$100,000 to the local economy for each day of shooting. Mt. Vernon's intact historical buildings and streetscape make it a popular location for filming, and it is estimated that the local spending attributed to film work in the area exceeds \$1 million per year.

BASELINE DEMOLITION DATA

While there are a tremendous number of historic buildings in Baltimore, many of which are being preserved by public and private entities, there is a growing number of buildings that are badly deteriorated and in need of demolition. The number of city housing units consistently grew through 1970 to around 305,000, but since then numbers have remained virtually steady. At the same time, population of the city has declined in recent decades, resulting in increasing numbers of abandoned houses and vacant lots. In 1999, approxi-

PRESERVATION/CONSERVATION POLICIES AND THREATS

mately 11,500 houses in the city were vacant – nearly double the number that were vacant in 1975. In the interest of safety and neighborhood stability, many derelict buildings have been demolished. Approximately 1,000 buildings have been demolished every year in the city since 1923. A policy in the 1970s slowed this number down to around 100-300 buildings for a short period of time, but unfortunately the number of substandard and dangerously unsafe buildings also increased due to owner neglect and the cycle of disinvestment that plagues most cities. Today, the City of Baltimore demolishes about 2,000 buildings a year, an acceleration since 1996. There is no question that many buildings that have been demolished were so badly deteriorated that they could not be preserved. There is, however, a need to

- Strengthen existing policies and programs;
- Explore new opportunities to minimize demolition and deterioration; and
- Create incentives to preserve, rehabilitate and renovate structures that contribute to the historic fabric of the BCHA.

Mainly by default, the city has acquired many buildings that were either abandoned or were taken for delinquent taxes. Since the number of these buildings is staggering, the city has few choices for managing the structures. The short term solution is often demolition because it addresses neighborhood concerns about derelict buildings. Owners of substandard buildings are cited with a “raze or rehabilitate” order from housing officials, which triggers a path that often leads to demolition of the property as opposed to rehabilitation.

The good news is that the rate of building demolition is negligible within the 20 local historic districts in the city. The local district ordinance requires a review of all proposed building demolitions within these areas. Property values are higher in these neighborhoods as a result of the protection provided by the local ordinance. These higher property values signify a greater likelihood that historic buildings will be cared for and maintained.

PRESERVATION POLICIES AND PROGRAMS

Baltimore is fortunate to have a commission designed to promote historic preservation and prevent the destruction of significant buildings or neighborhoods. The Commission for Historical and Architectural Preservation (CHAP), established in 1964, makes



Historic Baltimore Street

CHAP

recommendations on the designation of historic districts and landmarks to the Baltimore City Mayor and Council. Since the designation of the Mt. Vernon Historic District, there have been 19 additional local historic districts designated. Including structures in historic districts, about 8,000 historic sites are protected through CHAP. CHAP conducts ongoing surveys of structures and neighborhoods to assess their architectural, historical and social significance and has the authority to conduct design review of all renovation and demolition permits for protected buildings. This power enables CHAP to monitor and protect historic structures from incompatible modifications or unwarranted demolition. Baltimore's preservation tax credit is also administered by CHAP (see discussion above).

An official city policy on historic preservation was established in the 1967 City Comprehensive Plan element entitled "Preservation of the City's Character." This document outlines policies encouraging the preservation of buildings and neighborhoods, as well as policies promoting the adaptive reuse of historic structures. The new draft comprehensive plan for the city "Plan Baltimore" devotes a chapter to Baltimore's culture and heritage. One goal is to "preserve and renew the city's significant historic urban fabric to improve Baltimore's quality of life," with a recommendation that CHAP coordinate the completion of a citywide preservation plan that could survey neighborhoods and identify where resources could be targeted for revitalization.

In 1998 Baltimore City cataloged 11,705 vacant houses. In addition, 4,000 houses have been razed over the past three years. By 2004 as much as 20 percent of the city's housing stock could be demolished. A majority of these homes are located in Baltimore's older neighborhoods that were the centers of the city's 19th-century immigration wave. A number of the houses identified for demolition are two-story alley houses built to accommodate ethnic workers and their families that represent early examples of affordable housing. Preservationists argue that demolishing these buildings permanently destroys much of Baltimore's ethnic history. Recently, houses in the 900 block of Lemmon Street occupied by Irish railroad workers in the 19th century were protected from demolition through a court injunction. These houses are targeted for rehabilitation as a museum and are soon to be part of a local historic district.

While many of the houses targeted for demolition are legitimately

PRESERVATION/CONSERVATION POLICIES AND THREATS

structurally unsound, there is growing concern over the lack of an official city demolition policy and replacement plan. A recent City Council resolution called for a moratorium on demolition until a plan could be established with community input. Under the leadership of the Department of Housing and Community Development, a new demolition strategy was drafted during 2000. The new plan proposes demolition of 300 properties per year, affecting whole blocks that cannot be saved. Historic preservation will be an important consideration in this new approach.

The efforts to control demolition in the face of astounding projections point to a dire need to protect heritage resources. These resources present tremendous opportunity for interpretation, promotion, and economic development.

Planning Issue and Opportunity: There is an absence of an overall city policy regarding preservation and current city policy regarding vacant house demolition does not support the protection of heritage resources.

The city currently lacks a comprehensive policy regarding the preservation of its historic structures and neighborhoods. Historic designations and demolition are decided on a case-by-case basis, frequently without the benefit of a larger community or economic planning process. As a result, a number of historic structures, particularly within the downtown area, have become candidates for demolition to be replaced with parking structures. Especially disturbing have been proposals for demolition on the West Side, which includes some of the city's more architecturally and historically significant buildings. The city's nonprofit sector is largely responsible for saving these buildings and proposing the establishment of a historic district for further protection.

The draft "PlanBaltimore" contains recommendations to develop demolition strategies at the neighborhood level with the input of residents, so that abandoned buildings can be demolished and the land adequately prepared for redevelopment. It recommends focusing on areas where redevelopment potential is the strongest and there is a good opportunity for assemblage of land parcels. "PlanBaltimore" recognizes that all buildings cannot be preserved if deterioration is too advanced and/or buildings are unsafe. Instead it recommends that a preservation plan be developed to prevent unnecessary demolition

and to outline where strategic demolition would be beneficial. The demolition strategy developed by the Department of Housing and Community Development is consistent with this approach.

The Baltimore City Heritage Area Management Action Plan will lay some of the groundwork for the proposed preservation plan by addressing how historic structures within a Target Investment Zone and the certified Heritage Area boundary can be better protected. The existence of a historic district does not always preclude buildings within it from being destroyed, especially when poor maintenance can lead to “demolition by neglect.” To prevent this from happening, it is important that the BCHA Management Action Plan consider ways to demonstrate the value of preservation and historic designation and work with the Heritage Area neighborhoods.

REDEVELOPMENT & REVITALIZATION

While revitalization efforts are key ingredients to restoring health and vitality to certain parts of the city, it is important to recognize that historic buildings help define the unique character of each neighborhood and play a vital role in passing along the history of that area.

Proposed development projects often require the removal of many substandard buildings in order to create larger and consolidated developable parcels. Included on the National Trust for Historic Preservation’s 11 Most Endangered Places List in 1999, the West Side/Market Center is threatened by the possible demolition of 150 buildings in the proposed West Side Master Plan. Additionally, a new development plan by the Harry and Jeanette Weinberg Foundation and GRID Properties calls for a four-block development bounded by Howard, Lexington, Fayette, and Liberty Streets. This proposed development includes offices, a ten-screen movie theater, apartments and parking at the expense of a number of older buildings that would be demolished. This “blockbuster” type development approach is opposed by preservation organizations, including Preservation Maryland and Baltimore Heritage, Inc., who have prepared a report entitled, “A Preservation-Based Strategy for the Revitalization of the West Side of Downtown Baltimore.”

PRESERVATION/CONSERVATION POLICIES AND THREATS

Planning Issue and Opportunity: The historic character of many communities is compromised by deterioration, demolition and redevelopment.

A more balanced revitalization proposal is being explored by the city and investors in another area bounded by Eutaw, Baltimore, Howard, and Fayette Streets. This redevelopment project requires the demolition of five buildings, the renovation of ten other buildings, and the construction of an 18-story apartment building. The resulting mixed-use area will offer ground-level shops and restaurants, residential units, and performing arts space at the historic Town Theater, which is proposed for renovation as part of the project. Another performing arts venue, the Hippodrome Theater, is located across the street from the proposed high-rise apartment building and is already the recipient of nearly \$50 million in renovation funds from the State of Maryland. Presently, the "West Side of Downtown Baltimore" is pending designation in the National Register of Historic Places.

Crime (real and perceived) trash, deterioration, vacant and dilapidated properties, and inaccessibility prevents many neighborhoods from realizing their historic potential. Two recent Baltimore Sun articles underscore this point. One article about the Edgar Allan Poe House noted "how perceptions mutate into what might be called urban vs. tourist folklore." A second article concerning the revitalization of the Pennsylvania Avenue Market observed that "hundreds of nearby rowhouses have been allowed to deteriorate or are vacant." These issues are significant for visitors and residents. Perceptions of poor safety conditions in core neighborhoods that occur as a result of dilapidated or abandoned buildings must be addressed. The Baltimore City Heritage Area Management Action Plan will identify strategies for neighborhoods where deterioration exceeds the rate of stabilization. Stopgap measures should be explored as well to ensure that the historic fabric of neighborhoods, especially those in transition, is not lost to redevelopment or neglect.

Planning Issue and Opportunity: Heritage resources are under-utilized as catalysts for neighborhood revitalization.

A number of the city's historic and ethnic neighborhoods include



Fells Point Visitor Center

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substantial inventories of significant structures that could be catalysts for small-scale revitalization. One example is the recent renovation of a Baltimore rowhouse for the Fells Point Visitor's Center, which provides information about the local area with the hope of extending the average 20-minute stay of a water taxi passenger. With little publicity, already more than 1,200 visitors have stopped at the Center that enhances tourism opportunities and spurs reinvestment.

Heritage resources are amenities from which revitalization opportunities can be built. It is important to encourage and partner with the Community Development Corporations (CDCs) associated with the area to preserve its heritage. Nonprofit organizations and private developers, as well as the governmental institutions that hold property or undertake infrastructure projects in the certified Heritage Area, are also recognized as key stakeholders in the redevelopment and preservation of Baltimore's heritage. Fostering creative alliances, simplifying permitting processes, and alleviating barriers toward funding and development within historic neighborhoods are essential components that support the utilization of heritage resources.

ISAAC MYERS BUILDING: A CASE STUDY

The city potentially could lose a number of significant properties due to the time it can take to acquire a property and the level of stabilization that is required for many buildings. The Frederick Douglass-Isaac Myers building was acquired by Living Classrooms Foundation, Inc., which plans to restore the building and grounds for a museum, maritime park, and tourist attraction. When purchased, the building was in disrepair and it continues to deteriorate while funding is being secured. The continued deterioration of the structure ultimately increases the cost of restoration and may jeopardize the effort to restore the building at all. Expediting the acquisition and development process would greatly increase the chances of being able to preserve many such sites.

PRESERVATION INTO THE FUTURE

The preservation of historically significant buildings and places is an on-going process that reflects the values, priorities, and resources of each generation. The result is a wonderfully diverse historic fabric to the city that echoes many preservation victories as well as losses.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Planning Issue and Opportunity: Neighborhoods contain many layers of cultural and heritage resources that present a variety of interpretive opportunities

Neighborhoods and their surrounding environments reflect multiple layers of history and events. The evolution of Baltimore's neighborhoods is reflected in its architectural and social history and changing land-use patterns. Sometimes the structures inextricably linked to the people and events that shaped their prominence no longer exist. Billie Holiday's house is no longer standing, but her roots and performances in Baltimore remain a point of pride for the community. The Royal Theater, a former cultural icon, is another site on Pennsylvania Avenue where Baltimoreans remember and celebrate the performers and life that surrounded the theater. Interpreting the changes that shape a neighborhood's landscape and history is a significant component to the success of this heritage initiative.

C. VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

An application for state recognition of the Baltimore City Heritage Area noted that increasing the number and the diversity of visitors is important to capitalizing on the second largest revenue generator in Baltimore City – tourism. The report also highlighted the need to overcome the general perception in America that urban environments are something to fear. Meeting these goals will increase economic benefits based on tourism and establish a healthy living environment in Baltimore's neighborhoods. The following data support this notion and begin to define opportunities to establish a unified, coordinated, and holistic tourism initiative for the BCHA.



Baltimore Harbor

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VISITOR SERVICES AND ATTRACTIONS

The number of leisure visitors to Baltimore continues to increase. Baltimore's national tourism ranking among U.S. cities went from 34th in 1996 to 16th in 1997 and 1998. In terms of leisure and



Tall Ships at Baltimore Inner Harbor

CHAP

business visitation, Baltimore's ranking jumped from 27th in 1996 to 20th in 1997 and 1998. Of these visitors, more went to cultural sites than was typical for the nation as a whole (21 percent vs. 15 percent). Twenty-four percent (24 percent) of travelers came to Baltimore for business versus 21 percent nationally. The number of visitors traveling to Baltimore grew seven times faster than the total U.S. visitation rate, which increased 3 percent between 1996 and 1997. Surprisingly, Baltimore's number of domestic visitors is not far below that of Washington, D.C. In 1998, Washington had 19.6 million visitors and Baltimore 16.4 million.

Four out of ten visitors to Washington, D.C. in 1998 visited Maryland (39 percent), and/or Virginia (44 percent) on the same trip. Thirty-four percent of the visitors to Washington, DC visited historical places or museums in 1998 (the highest-ranking trip activity for these visitors).

In 1998, the Inner Harbor attracted 15 million visitors and proved to be Baltimore's most popular tourist site. Many residents patronize Lexington Market, and it has great potential for tourists who already may have discovered its draw. Oriole Park at Camden Yards, and the Power Plant are two other highly-visited Baltimore attractions. Annual visitor numbers for 1998 are shown below.

Inner Harbor	15 million
Lexington Market	4 million
Camden Yards	3.6 million
Power Plant	3 million
Pimlico Race Course	1.9 million
Aquarium	1.6 million
Little Italy	1.3 million
Fort McHenry	668,000
MD Science Center	645,000
Baltimore Zoo	619,000
Baltimore Welcome Center	550,000
Baltimore Museum of Art	305,000
Walters Art Gallery	300,000
Maritime Museum	160,000
Port Discovery	100,000 (three months)

Baltimore has a number of membership organizations that market and promote their membership resources, events, and businesses. While these organizations provide valuable services to visitors, they present a limited range of options because of their membership orientation.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

- The Baltimore Area Convention and Visitors Association (BACVA) provides information on agencies, associations, accommodations, attractions, events, nightlife, recreation, restaurants, retail, sporting activities, and transportation to business, leisure, group, and convention travelers. BACVA also describes in general the history and heritage of Baltimore City through four venues: the Inner Harbor Visitor Center, the Call Center (1-888-BALTIMORE), BACVA's web site (www.baltimore.org) and the Information/Restaurant Kiosks at the Convention Center.
- BACVA shares up-to-date information and monitors tourism activity. Because BACVA provides visitor services information about its members only, it limits the range of options available to tourists who might contact BACVA. Through the web site, it is possible to view virtual tours and request assistance and printed information such as visitor guides, a facilities guide, maps, or a group tour planning guide. The BACVA-run Satellite Visitor Centers at the Inner Harbor and the Baltimore Convention Center provide membership materials for tourists already in town. Proposed upgrades for BACVA's Visitor Service Department include the following: a new telephone and computer system; extended hours of operation; an advance hotel reservation system; a concierge service to sell tickets to attractions, sites, and tours; on-site performances at the Welcome Center; a theater for a movie or video about Baltimore; and a gift shop.
- The Baltimore Tourism Association (BTA) is a membership organization that collectively advertises, participates in trade shows, and provides information via a web site and brochure. The website has the capacity to link other association-member sites. The BTA Neighborhood Program supports local initiatives that allow residents to embrace, promote, and share unique qualities within their community.
- The Downtown Partnership of Baltimore (DPOB) seeks to increase visitation to downtown Baltimore by local residents. Activities and events are held and promoted year-round. Uniformed security personnel for DPOB walk throughout downtown and are often approached by tourists for information. A number of other organizations also provide visitor information:
- The Baltimore Office of Promotion (BOP) produces year-

round events for residents and tourists alike, including the annual Baltimore Book Festival. A monthly calendar of events that are mostly free and open to the public is available to tourists and could be useful in promoting Heritage Area activities.

- The Maryland Office of Tourism Development (MDOTD) provides services for the entire State. This organization seeks to attract travelers of all kinds to Maryland and supports the City's effort to develop a state-of-the-art visitor center in Baltimore. Various MDOTD publications are available for consumers, the travel trade, and the Maryland tourism industry. A toll-free phone number responds to travel inquiries (1-877-333-4455).

- The National Park Service's National Register website has a virtual tour of Baltimore to entice and help a potential traveler plan a trip.

Planning Issue and Opportunity: Packaging and Coordination of Activities

Many of the organizations described above that provide visitor services have not focused on or seen value in the architecture, parks, and cultural events that may be of interest to the historic and cultural traveler. As a result, opportunities for an expanded and diverse heritage experience cannot yet be realized because visitors do not receive all-inclusive information on the many and varied Heritage Area resources. Further, the organizations do not currently coordinate their efforts. Some markets, such as Colonial Williamsburg, Boston, Charleston, Philadelphia, and New Orleans package a wide variety of services, making them more easily accessible to the visitor. For example, the Philadelphia Flower Show is one of the most popular garden shows in the United States, drawing 260,000 visitors in 1999. In recent years, tourism promotion for the event by the Philadelphia Convention and Visitors Bureau and the Greater Philadelphia Tourism Marketing Corporation has included hotel packages for the week-long event along with other citywide activities and deals for other attractions in Center City Philadelphia.

The proposed BCHA management organization has the opportunity to act as a clearinghouse of information for visitors, thus facilitating access to information and also enhancing the visibility of and access to organizations and businesses that currently undertake separate marketing efforts.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Planning Issue and Opportunity: Unified Niche Visitor-Service Information

Neighborhood and professional organizations within the Baltimore City Heritage Area provide visitor information that is very focused to a specific area or topic. These include the Society for Preservation of Federal Hill and Fells Point, which recently opened the Fells Point Visitor Center, and the Baltimore Architectural Foundation, which offers architectural walking tours. However, there is no unified repository for visitor-service information that is easily accessible to a visitor planning his/her trip to Baltimore or to a visitor who has recently arrived in Baltimore and is looking for additional information about events and attractions. The BCHA can provide this central, unified repository.

Additional statistics, data, and important findings regarding visitor services locally and nationally can be found in Appendix E.

INTERPRETATION

Without interpretation, a visitor might never experience the wealth of Baltimore's heritage resources, and having a variety of interpretative themes can increase the target audience and marketability of the Heritage Area. Interpretation must communicate the meanings and relationships of the objects, structures, artifacts, and landscapes of the Heritage Area and arouse a visitor's curiosity. To be successful, it must relate to the everyday lives of a first-time visitor or life-time resident. Each site must correspond to a larger context or a broader theme that holistically ties them together.

INTERPRETATIVE THEMES

The City of Baltimore was founded and grew up from its harbor on the Northwest Branch of the Patapsco River. The hills and valleys surrounding the harbor were richly watered, with Jones Falls feeding into the Northwest Branch and Gwynns Falls feeding into the Middle Branch of the Patapsco. The result was a city that blossomed along and because of its abundant water sources, all of which flow into the bountiful and bustling Chesapeake Bay. Water literally powered the growth of Baltimore – as water-based industries prospered, people flocked to Baltimore from the United States and abroad to work on

the waterfront, in the stream valley mills, or to create their own enterprises. Baltimore's harbor, and later its railroad linking the city to the southern and western states, made it a strategic location fought over by both Britain and America, the Union and the Confederacy. Those wouldn't be the only struggles fought in Baltimore, though. As the city prospered, it found itself embroiled in a growing population's

labor struggles and civil rights battles that reflected both its working-class, ethnic roots and African-American community. Yet the harbor and streams linking the heart of the city to the surrounding countryside provided the means for celebration, creativity, and civic pride in the city. Money that was made at the harbor or in the stream valleys was spent on enriching the cultural life of the city through the founding of educational institutions and support of the arts, the construction of landmark buildings, the creation of a park system, and promotion of sports. Through the centuries, Baltimore has grown out from its harbor and up from the stream valleys, but it remains inextricably bound to the water by history, economics, and heritage. The BCHA can build upon this heritage through the thematic interpretation of resources.

INTERPRETATIVE THEMES

The Power of Water – Industries that Built Baltimore and Shaped the State

- The Port of Baltimore and Chesapeake Bay: Baltimore's Shipping Heritage
- The B&O Railroad: Linking the Port to Western Markets
- The Textile Mills: Industry in the Stream Valleys

Tides of Settlement – Baltimore's Neighborhoods

- A Cultural Melting Pot: Ethnic Groups, Migration, and Immigration
- The Rowhouse Legacy
- Crabcakes, Formstone, Painted Screens, and More: Baltimore Neighborhood Traditions

Troubled Waters – Civil and Social Struggles in Baltimore

- Defining a Nation: Baltimore's Role in the Revolutionary War, War of 1812, and Civil War
- The Fight for Equality: Baltimore's Civil Rights Struggles
- Union Halls: Organizing Baltimore's Laborers and Craftsmen

A Flood of Riches - Baltimore's Cultural and Natural Inheritance

- The Pursuit of Knowledge: Baltimore's Contributions to Education, Science, and Medicine
- Exquisite Edifices: Mansions, Churches, and other Architectural Gems
- Urban Places and Open Spaces: Evolution of the City's Parks
- Baltimore's Treasure Houses: Art, Theater, and Music
- Preakness to Playoffs: Sports in Baltimore

INTERPRETATIVE TOOLS

Effective use of the built environment as a tool in telling Baltimore's stories is central to the success of the BCHA. Being able to visualize and experience the Heritage Area's people, places, and

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

events provides the ingredients necessary to showcase indigenous traditions, culture, and history. Strengthening or maintaining authenticity in Baltimore's neighborhoods and resources will provide accurate and numerous opportunities to interpret the past for the resident and visitor. Fostering pride within the community will further the promotion and sustainability of Baltimore's heritage.

More scholarly research may be necessary to develop quality, accurate, and comprehensive interpretative materials. The development of travel guides, brochures, CD-ROMS, and exhibits will engage the BCHA visitor in ways that are both fun and interesting. Tour guides should be well trained and able to advance the depth of knowledge of both the Baltimore resident and the visitor. Creating physical linkages via trails and tour loops, and developing coordinated promotional efforts and interpretive materials that are presented through interactive kiosks, the Internet, or special events are essential to creating an interpretative structure of programs and facilities that meet the visitor's expectations.

The BCHA is in a unique position to address coordination between various attractions. Today, established tours, museums, brochures, and guides already offer a diverse array of quality resources from which to draw. To begin, a plethora of museums offer the visitor and the resident access to extraordinary topics.

MUSEUMS, COLLECTIONS, AND PERFORMANCES

Individual museums throughout the Heritage Area already capture the interest of devotees of military history, industry and science, the civil rights struggle, public works, Jewish culture, and railroad history, including:

- Star-Spangled Banner Flag House
- USS Constellation
- Fort McHenry
- Baltimore Public Works Museum
- Baltimore Museum of Industry
- Baltimore Streetcar Museum
- Museum of Incandescent Lighting
- National Museum of Dentistry
- Lillie Mae Carroll Jackson House Museum
- Jewish Museum of Maryland
- B&O Railroad Museum



Historic Baltimore Harbor

Maryland Historical Society



Baltimore Museum of Art

BACVA

The Maryland Science Center, National Aquarium, and Port Discovery Children's Museum appeal to both children and adults.

The Walters Art Gallery, housed in three buildings on Mt. Vernon Square, is a world-renowned gallery most noted for its collections of ancient artifacts, medieval armor, and Asian art. The Baltimore Museum of Art, Maryland's largest art museum, is best known for the Cone sisters' important collection of early 20th-century art work. It also contains collections of American decorative arts, including 18th-century furniture from Baltimore, and African, American, and Oceanic native art work. A very unusual museum, the American Visionary Art Museum, focuses on the works of intuitive, untrained artists, both local and international. The Maryland Art Place perpetuates Baltimore's role as the liaison for Mid-Atlantic artists' contemporary work.

The Maryland Historical Society (MHS), already the repository of many of the most important artifacts related to Baltimore and Maryland history, recently acquired the substantial collection of the Baltimore City Life Museum. "Celebrating the Baltimore City Life Collections", an exhibit at the MHS, highlights resources important to Baltimore's growth and the character of its people. The collection from the H.L. Mencken House Museum also has been transferred to the MHS. Exhibits at the MHS illuminate the history of the Peale Museum from its erection in 1814 through the 1930s; the growth of the Inner Harbor; the Great Fire of 1904; the building of Union Station, now Penn Station; and Baltimore's immigrant and suburban neighborhoods. The MHS is also known for its large collection of portraits by the Peale family and those of Joshua Johnson, the nation's most noted black painter. MHS houses the largest collections of Civil War and maritime artifacts in the state, and is nationally significant for its ownership of the original "Star-Spangled Banner" manuscript.

The Enoch Pratt Library features the Maryland Room, a reference and research center on Maryland history which is also one of the most fascinating repositories for Baltimore's history.

Large African-American historical collections can also be found at the Enoch Pratt Library, as well as at the James E. Lewis Museum of Art at Morgan State University. The Great Blacks in Wax Museum is the nation's only wax museum dedicated to African-Americans. It portrays people who have had an important role in the history of African-Americans throughout the nation and is the most frequently visited African-American tourist destination in Maryland.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Tourists and residents alike enjoy a vast array of music at the Joseph Myerhoff Symphony Hall, the Peabody Institute, and Baltimore's opera house – the Lyric Theater. The city's numerous clubs and other performing arts venues offer the opportunity to hear everything from chamber music to blues, jazz, and folk performed by both local and national artists. A variety of theater and dance productions can be found at venues that range from the Morris A. Mechanic Theater, which draws national dance and musical productions, to the locally based Center Stage and the many small, local theater troupes including the Arena Players. The renovation of the historic Hippodrome Theater on the West Side of Downtown Baltimore is part of a major redevelopment project and, once completed, will become the new home of the Morris A. Mechanic Theater.

TOURS

A number of motor coach operators and other organizations provide niche heritage tours within Baltimore City. However, there is no single tour that provides a newcomer with an overview of Baltimore's heritage resources in general. Linking sites, attractions, and resources and developing packages that will appeal to different visitors should be a key component of the BCHA Management Action Plan.

Many organizations and businesses offer heritage tours in Baltimore:

- Baltimore Black Heritage Tours provide tours of the city and concierge services geared toward African-Americans.
- African-American Renaissance Tours offers guided tours of historic and contemporary sites particularly significant to African-Americans. Special events are organized during February, which is Black History Month.
- Baltimore Rent-A-Tour caters to conventioners and corporate meeting-goers by providing customized or theme tours of the city. Its tours include Catholic Heritage, Jewish Heritage, and African-American Heritage Tours, which make up 30 percent of their business. There are also a few unique tours including its Famous Insomniac Tour, Famous Women of Baltimore, Great Museums of Baltimore, Star-Spangled Banner Tour, and Corridors of Culture.

-
- Charles Street Association and Mount Vernon Cultural District offer:

- Self-guided walking tours

- Mt. Vernon Park

- Cathedral Hill

- Belvedere

- Guided thematic walking tours

- Literary Walking Tour held in September during the Baltimore Book Festival.

- Romantic Legacy Walking Tour held Valentine's Day weekend.

- Baltimore Architectural Foundation, a professional organization offers two walking tours each month for \$10 a person (non-member price):

- Mt. Vernon walking tours (the first Saturday of every month)

- Federal Hill walking tours (the second Saturday of every month)

- Zippy Larson's Shoe Leather Safari offers motor coach tours for large groups or walking tours for smaller groups. Theme tours include:

- "Wallis Warfield Simpson – The Woman He Loved: The Duchess, the King, and the Baltimore Connection"; and "Immigrant Tours" focusing on ethnic neighborhoods.

- Baltimore Heritage, Inc. offers spring architectural tours of various neighborhoods.

- Concierge Plus, Inc., provides tours of Little Italy and Fells Point that include:

- A Taste of Little Italy - religious, historical, and gastro-nomic highlights of this ethnic neighborhood, including lunch and refreshments at local restaurants.

- Hollywood on the Harbor – a two-hour walking tour that highlights Fells Point locations featured in movie and television productions.

- Harbor City Tours is the only company operating regularly scheduled general tours of the City. It offers daily tours of the more popular attractions focusing on architecture and history. Tours are \$10 per person and depart at 10:00 a.m., noon, 2:00 and 4:00 p.m.. Additional tours include:

- Twilight Tours of Baltimore, highlighting Little Italy, Fells

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Point, and Mount Vernon. Cost is \$34 per person (including dinner at Phillip's Restaurant).

"Land and Sea" tours include Little Italy, Fells Point, the Inner Harbor, and a one-hour cruise through the harbor.

Cost is \$15 per person.

- *Clipper City*, a sailing ship, offers tours of the harbor Monday through Saturday at noon and 3:00 p.m., and Sunday at 3:00 and 6:00 p.m.. Cost is \$12 for adults and \$3 for children. During non-peak times, educational tours are offered for school and scout troops that focus on Baltimore History, the Industrial Revolution, Port Industries, Environmental Issues, and Team Building.

- Skipjack *Minnie V* is one of the few remaining skipjacks in operation. Ninety-minute tours of the harbor are conducted on this boat on weekends from May to September.

- Friends of Maryland's Olmsted Parks & Landscapes features a driving tour entitled "Baltimore's Public Landscapes: The Olmsted Influence."

Some motor coach companies already offer heritage tours of Baltimore:

- Jullian Tours (Alexandria, VA) conducts a "Great Blacks in Wax Museum and Historic Baltimore" tour. This one-day tour combines the museum with a tour of the city. It includes a visit to the Eubie Blake Cultural Center or Fort McHenry and a lunch stop at Harborplace;

- Community Coach (Passaic, NJ) offers a "Black Heritage" tour of Baltimore. This tour includes the Great Blacks in Wax Museum and a driving tour past the Royal Theater, Thurgood Marshall Statue, the Afro newspaper building, and the Billie Holiday Park;

- Campus Coach Lines focuses on customized tours. Such companies present an opportunity to create niche tours around the BCHA interpretative themes. Currently, Campus Coach Lines provides a Baltimore tour that includes the Great Blacks in Wax Museum and Eubie Blake Cultural Center.

- Peter Pan Pirate Ship, affiliated with the Living Classrooms Foundation, offers land and sea tours of Baltimore on board the amphibious "duck."

Planning Issue and Opportunity: Niche Tours Essential to Marketing Heritage Tourism

Niche market tours of Baltimore promote the city's architectural treasures, African American history, and literary sites. Provided by individuals and organizations, these tours generally are offered only on an occasional basis and could be expanded to increase visitation and provide additional niche tours throughout the BCHA. There is also very little coordination among the various tour groups and only one tour company – Harbor City Bus Tours — offers a general tour of the city. This presents a tremendous opportunity for the BCHA management organization to become a clearinghouse for information about different tours within the Heritage Area and to find ways collectively and effectively to reach the tourist. There is room for entrepreneurs to develop new niche tours.

Through interpretation, Baltimore's neighborhoods could tell the social histories of the people who built, resided in, and contributed to the history of the city. Still-intact architecture frames and defines recently restored neighborhoods such as Bolton Hill, Federal Hill, and Fells Point, and also makes these neighborhoods attractive places to wander. Other neighborhoods that have not yet experienced similar restoration efforts retain (if only out of neglect) the urban fabric of rowhouses, markets, and public structures. When not too badly deteriorated, these areas present an opportunity for revitalization and rehabilitation that could make more neighborhoods accessible to the visitor through organized or self-guided tours.

There is great potential for additional sites and tours that explore the lives of average Baltimoreans, the places where they worked, and the communities in which they lived. The growing interest in exploring the daily life of immigrant and migrant working citizens is demonstrated by the success of New York's recently opened Lower East Side Tenement Museum, which uses three restored tenement buildings to tell the story of their residents through tours, living history presentations, and exhibits relating to life on the Lower East Side. The museum also offers tours of the adjacent neighborhood, stressing the contributions of the area's immigrants to the broader community, and provides information about nearby historical sites and local businesses where visitors can purchase ethnic food. This type of attraction exemplifies the opportunities that heritage tourism presents to educate visitors, entice them to explore the larger

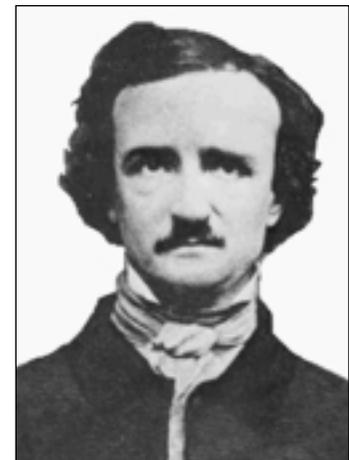
VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

community, and enhance the local economy through promotion of area businesses.

Efforts are currently underway in the Railroad Historic District to renovate several rowhouses on Lemmon Street in Southwest Baltimore for a museum chronicling the Irish immigrants' story. The rowhouses will be furnished to depict life in the late 19th century. Throughout the city are other opportunities to create similar museums or living history presentations, as well as walking tours and interpretative materials. Information on the collections of area museums and libraries that highlight these ethnic groups should be made available for those interested in exploring this aspect of the city's history in depth. The string of mill towns along the Jones Falls forms a concentrated grouping of resources that could be enhanced with interpretation. The galleries, shops, and "main street" areas in the mills and towns provide the visitor with shopping diversions as well as the opportunity for interpretive tours. Tours of this area should be developed and a link to the proposed Jones Falls Greenway should also be pursued.

Many of the cemeteries in the BCHA, such as Mount Auburn (the first black-owned and -operated cemetery in Baltimore), Green Mount Cemetery, and the Baltimore Hebrew Cemetery, offer a unique approach to interpreting the legacy of Baltimore's people. Some are included on Halloween tours. The Edgar Allan Poe House museum sponsors the Annual Birthday Toast to Poe held at the Westminster Burying Ground. These historical and entertaining tours could be expanded along with an investigation into religious tours that highlight the multitude of churches, synagogues, and other religious structures in the city.

Visitors may also tour the homes and hangouts of Baltimore's noteworthy authors. Recently, a highly successful tour was conducted by the F. Scott Fitzgerald Literary Conference that included the Mt. Vernon and Bolton Hill neighborhoods and other sites frequented by F. Scott and Zelda Fitzgerald. The Mt. Vernon Cultural District offers walking tours of that area designed around two themes. The Sunday before Valentine's Day, a "Love Stories Tour" is conducted that tells the story of famous couples with a connection to Baltimore. During the last weekend of September, in conjunction with the Baltimore Book Fair, "Literary Walking Tours" are offered that highlight such literary legends as Edgar Allan Poe and F. Scott Fitzgerald. Special tours can be arranged at other times of the year. In



Edgar Allan Poe

CHAP

addition, many institutions house the collections of Baltimore's authors. The Enoch Pratt Free Library contains the Poe Room and the H. L. Mencken Room.

The accomplishments and struggles of Baltimore's African-Americans are woven throughout the BCHA. Extraordinary stories of persistence, courage, leadership, and creativity are represented in archival and art collections, museums, sites, buildings, and neighborhoods. Several tour organizations focus specifically on the city's African-American heritage. Baltimore Heritage Tours has three packages that include over 20 sites plus several Underground Railroad sites, the Great Blacks in Wax Museum, and Eubie Blake National Jazz Institute and Cultural Center. These tours represent only the beginning of the interpretative potential to research, explore, and tell the story of the African-American in Baltimore. The proposed Maryland Museum of African-American History and Culture will further advance this effort.

Planning Issue and Opportunity: Physical Linkages and Interpretation

Historically as today, the natural deep-water port of Baltimore has been instrumental in the city's settlement and development. The National Historic Seaport project offers the visitor an opportunity to purchase a single pass for 16 waterfront attractions, including Fort McHenry, the USS *Constellation*, the Knoll Lighthouse, the proposed Frederick Douglass/Isaac Myers Maritime Park, and the waterfront communities of Fells Point, Federal Hill, and Canton. This unique pass also allows the visitor to travel between the sites by water taxi with a full day's passage on water transportation vessels. On a broader scale, an effort to link sites related to the War of 1812 in Washington, D.C., and Maryland, including several sites in Baltimore, recently gained Congressional approval, and legislation was passed to begin exploring the potential for creating this "Star-Spangled Banner National Historic Trail." Initiatives such as these can further advance the opportunities for the BCHA to link resources, attractions, and sites with national and regional tourism efforts.

It is essential to provide the visitor with easy accessibility to some of the lesser-known museums by creating linkages, packages, and programs. The Baltimore History Alliance is working to expand upon and develop new measures to improve its consortium of over 24

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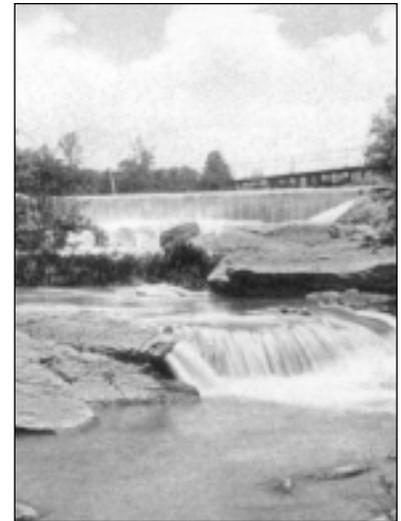
historical museums' efforts to coordinate links between museums. In one effort, the History Alliance is linking together the West Side museums, which include the Edgar Allen Poe House, the Babe Ruth Museum, the B&O Railroad Museum, Carroll Park, and the Mount Clare Mansion.

The Carroll Park Master Plan illustrates an opportunity to form a cooperative partnership that can expand the interpretative capabilities and facilities for the BCHA visitor. Interpretation of the 18th-century landscape at Carroll Park is currently being researched and planned by a consultant contracted with the Baltimore City Planning Department and the Carroll Park Foundation, Inc.

The Mt. Vernon Cultural District attracts over 1.5 million people annually who attend plays, musical performances, and religious services and who visit schools, libraries, and art museums. A recently unveiled Cultural District Plan frames a blueprint for the growth of the nine major institutions and the diverse residential neighborhood that comprise this historic area around the Washington Monument. Recommendations in the plan collectively suggest options to integrate, improve, and sustain resources that are also within the BCHA, and illustrate how \$143,150,000 of capital investment can potentially leverage public dollars, private development, and creative alliances.

Arts and cultural organizations, resources, and attractions greatly contribute to the richness of Baltimore's heritage. While the BCHA is defining action steps toward developing an agenda that creates a vibrant historical initiative for Baltimore, the Baltimore Arts Advocates—a group of artists, arts advocates, and arts administrators and the Cultural Action Plan Committee—is simultaneously exploring how collectively to develop and promote Baltimore's cultural resources. At a symposium held by the Baltimore Arts Advocates in 1999, cultural-tourism initiatives in Chicago, Philadelphia, and Cleveland were highlighted as examples for Baltimore to study. The following key ideas were generated by that symposium:

- Create a staff-supported regional arts council or a regional arts alliance that is an independent organization;
- Create a cultural plan;
- Undertake an inventory of cultural organizations;
- Create a regional fund for the arts not only to raise money but even more important, to build audiences;
- Make arts education in the schools a priority.



Gwynns Fall.

Baltimore Department of Recreation and Parks

SEVERAL RECOMMENDATIONS WILL HELP TO IMPROVE PHYSICAL LINKAGES IN THE CARROLL PARK MASTER PLAN:

- A trail connection through Carroll Park to the Gwynns Falls Trail;
- An upgrading of amenities along the B&O Railroad line that includes a new rail stop at Mount Clare Mansion; and
- An enhancement proposal for the area to improve the aesthetic and pedestrian

The Baltimore Arts Advocates through a partnership with the Baltimore City Heritage Area Association can further advance their goals by integrating culture and the arts into the interpretative structure and marketing opportunities for the BCHA.

Several greenways and parks link into the BCHA and can provide important regional connections to other trails and resources. The Patapsco River Greenway and Gwynns Falls Greenway could link the BCHA and its resources with regional resources outside of the Heritage Area. They could also serve as conduits for drawing visitors into the Heritage Area. Other trails such as the proposed Jones Falls Valley Greenway and the Baltimore Waterfront Promenade serve to link BCHA neighborhoods and attractions to each other, facilitating the attraction of visitors to sites throughout the Heritage Area.

Planning Issue and Opportunity: Authenticity and Character

Interpretation assists a visitor in understanding the qualities about a place or resource that make it special, unique or valuable. For historic or cultural travelers especially, learning about and experiencing those qualities that set a place apart from any other is at the heart of why they travel there. Increasingly, people are traveling to experience the “real” aspects of a place. Emphasis is on low-impact tourism in which visitors engage in local customs and traditions. They absorb the sights and experiences that distinguish that place, rather than what they can find at home. Maintaining authenticity will be essential to attracting visitors to the Heritage Area, who come for those things that make it unique. It is also essential to making the Heritage Area successful and beneficial to the local community. To accomplish this, the Heritage Area must balance the promotion of its resources with protection of their intrinsic qualities. Interpretive materials and living history presentations must not exploit the very resources they are describing or they risk losing the resource altogether.

The buildings and sites that make up the physical fabric of the city are both culturally and historically significant, and offer a rich context in which to tell stories about the people who lived here, events that occurred here, and how both influenced life locally and nationally. Block upon block of Baltimore’s famous rowhouses present a building form in varieties and quantities the likes of which visitors may never have experienced before. On the book cover of *The Baltimore*



View from Federal Hill Park

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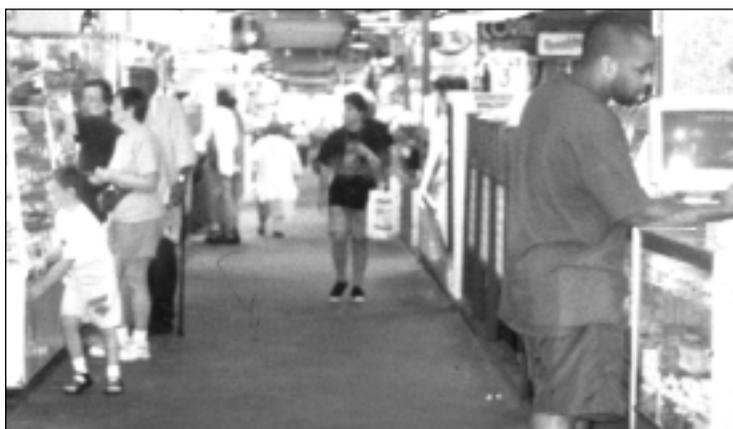
Rowhouse, Hayward and Belfoure claim “no other American city is so defined by an indigenous architectural form as Baltimore is by the rowhouse – brick facades marching up and down the gentle hills of the Mid-Atlantic port city.” Formstone and front door screen paintings are found on many rowhouses. These crafts are unique to Baltimore and many people visiting the Heritage Area would be interested in learning about and seeing them. Preserving these resources not only will help create a successful Heritage Area, but will also help to maintain quality of life for those who live here.

Baltimore’s rowhouses are beautiful and spectacular in their sheer number and diversity but they are also places where people live. It is incumbent upon the interpretive materials not to present them as spectacles. In the same way, the Arabbers who ply their goods along city streets are a wonderful remnant of an otherwise bygone era, yet they also perform a service and are part of a community that exists outside of the tourist realm. Providing the visitor with information about these unique Baltimoreans will help them understand and experience more of the city’s character, but only as long as the Arabbers are able to continue doing their job as they have done for 200 years.

Proposals to establish living history centers aimed at educating people about and preserving the traditions of Arabbing and screen painting are the types of initiatives that the BCHA should support. Living history presentations already are conducted at the Maryland Historical Society, Star-Spangled Banner Flag House, and Baltimore Museum of Industry, all of which could serve as examples for developing similar presentations elsewhere in the city. Promotion, interpretation, and physical design changes should embrace the Heritage Area resources and find ways to convey their importance to others. Each neighborhood and resource provides the living history that can engage visitors in the authenticity and uniqueness of Baltimore.

Annual ethnic festivals help promote an ongoing awareness of the city’s diverse population and its traditions. These festivals have gained a reputation as largely food and drink celebrations, though many attempt to emphasize cultural traditions. The Irish Festival, for instance, now offers a number of traditional dance performances along with exhibitions and language and genealogy workshops. As heritage tourism efforts expand, ethnic festivals and events could become critical interpretive tools for both the visitor and the communities in which the events occur.

Planning Issue and Opportunity: Markets as vital neighborhood and visitor service centers



Cross Street Market, Federal Hill

HRG Consultants, Inc.



Nick's at Cross Street Market

HRG Consultants, Inc.

The markets present an opportunity to draw visitors and attract residents by capitalizing on the architecture, the unique market experience, and the centralized location within neighborhoods. The draw of similar spaces like Harborplace, Fanueil Hall Marketplace in Boston, and Pike Place in Seattle testify to the popularity of public markets as tourist attractions. Philadelphia is already reaping the benefits of embracing and revitalizing markets. Linking Baltimore's markets to other heritage resources through tours and brochures, and interpreting the story of the markets and the role they play today is a unique opportunity. The "Hollins Market Study" suggests ways that can make the market a more viable neighborhood and city resource through management, diversity, and expansion of trade area. There may be the potential to create a collaborative effort between the BCHA management entity, the markets, and the Arabber Preservation Society to explore ways to improve, promote, and protect these vital and unique Baltimore resources.

PLANNING

Planning for an increase in visitation, preservation of resources, and economic development is the primary responsibility of the BCHA management action plan. How it will be managed, what recommendations will be implemented, where strategies will develop, and who will implement the plan is yet to be determined. These are the essential steps that need to be taken to assure a successful heritage-tourism initiative. The following issues and opportunities highlight some of the critical areas that should be addressed and creatively developed over the next five years.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

Planning Issue and Opportunity: Land Use and Neighborhood Revitalization

Creating visitor-friendly neighborhoods is perhaps the most crucial issue to be resolved if heritage tourism is to be successful in Baltimore. Safety, sanitation, and the perception that urban areas are unsafe must be addressed in an aggressive, comprehensive, and holistic fashion rather than as isolated issues handled on a crisis basis by different city agencies. A coordinated interagency effort with the BCHA management entity could effectively create an integrated and comprehensive solution for changing perceptions concerning safety while improving some neighborhoods as viable and active places to live, work, and play. The new city administration also recognizes this as a primary goal. Working collectively with the Mayor's office could advance policies and programmatic efforts within the city.

Another venue for implementation and coordination is the city's PlanBaltimore. If adopted, this draft plan outlines recommendations and actions that could be taken to support the vision and goals of the BCHA. PlanBaltimore recognizes the strength of the city's neighborhoods and recommends launching a new Neighborhood Planning Program that establishes a formal process for the development, review, and implementation of neighborhood plans. It celebrates Baltimore's culture and heritage and effectively defines three goals that support the establishment and implementation of Baltimore's Heritage Area. These include:

- Preserve and renew the city's significant historic fabric to increase Baltimore's quality of life;
- Maximize the economic potential of heritage tourism for Baltimore City and its residents and preserve Baltimore's cultural and heritage assets; and
- Reaffirm Baltimore's role as the region's center of art, history, and culture and provide the necessary resources to sustain the city's cultural treasures.

A number of neighborhoods rich in historic and cultural resources are or are perceived to be unsafe, including the neighborhoods where the Edgar Allan Poe House and the Pennsylvania Avenue Market are located. Physical deterioration, combined with certain behaviors (such as large groups congregating), increases the sense that a neighborhood is unsafe. While the reality may be that these are safe places, perceptions prevent these

communities from realizing their full potential. It is important for the BCHA Association to work with the media and to recognize its role in shaping perceptions, and also to form cooperative partnerships with key public agencies responsible for safety and maintenance to improve unsafe situations surrounding key resources. For example, the Downtown Partnership of Baltimore is taking steps to reverse any perception that the downtown area is unsafe through a partnership with the Baltimore Police Department and Department of Public Works that strengthens ongoing safety and maintenance efforts. These measures, including two bike patrols and 32 video patrol cameras, are already making a difference. The BCHA must develop comparable alliances and initiatives.

Strong Community Development Corporation networks play a crucial role in the success of heritage areas. For instance, the CDC network in Cleveland, Ohio is instrumental in pursuing activities, improvements and partnerships that embrace the Ohio & Erie Canal National Heritage Area goals. Working partnerships between the Ohio Canal Corridor membership organization and the CDCs create events and projects that engender a sense of pride in those residents who rediscover their communities and contribute to the implementation of heritage projects. Projects range from Riversweep, an environmental cleanup day, to construction of trail links between neighborhood parks and the canal towpath trail, and from historic preservation reuse and redevelopment of empty lots, to an annual bike race. As in Cleveland, a strong CDC network will be essential to revitalizing and promoting various neighborhoods in Baltimore.

Baltimore has a number of CDCs. Some are small and housing-based and face a number of organizational constraints, while others present an opportunity to generate interest in a community-based project such as streetscape improvements, interpretative exhibits, and the redevelopment of historic structures for visitor services. One example of the latter is the Southeast Development Initiative, which is currently revitalizing the Patterson Theater in partnership with the Fells Point Creative Alliance. This project will draw on several grants and loans from a number of financial institutions and the State of Maryland to build the proposed Patterson Cultural Center. Creative alliances such as this can generate the resources needed to mitigate further deterioration of historic structures, which are sometimes placed in jeopardy while CDC funds are being raised. The Issac Myers building, originally owned by Baltimore's first African-

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

American ship caulker and located in Fells Point, faces this dilemma. Significant deterioration could occur while rehabilitation funds are being raised due to the limited availability of private funds for the work.

The heritage tourism approach is a natural fit with several CDCs within the city. Partnerships, training, and capacity-building programs need to be examined and implemented to enable the CDCs to play an instrumental role in the heritage effort. It is important that CDCs partner with private developers to stimulate development and with the City of Baltimore to stabilize historic structures while funds are being raised.

Planning Issue and Opportunity: Planning for Neighborhood Impacts

Heritage tourism is likely to have a number of impacts, both positive and negative, on neighborhoods. Increased bus traffic and the need for additional parking are two concerns. Planning efforts will also take into account additional sanitation and security needs and will focus on ways to minimize disruptions to residential communities. Comments, opinions, and reactions from Baltimore neighborhoods will be incorporated during the planning process to explore community-specific needs. The plan will generate alternatives for individuals and organizations to develop business opportunities and suggest financial structures to create incentives, tax benefits, and economic development initiatives. In some instances, negative impacts to neighborhoods may override positive heritage tourism impacts. Recommendations and action-plan strategies will reflect this. In many neighborhoods, the plan will focus on low impact improvements and tourism promotion that minimizes disruptive activities.

Creation of a Baltimore City Heritage Area has the potential to increase bus tours, particularly as a means of packaging and promoting less accessible neighborhoods. This promotional alternative must be analyzed closely since many neighborhood streets are narrow with curbside parking and are predominately residential. Fells Point is currently addressing this issue as it tries to ensure that residential areas are minimally disrupted. Identifying off-site parking areas for tour buses is one mitigating measure. Promoting some areas of the city to only small groups and individuals may be more desirable.



Baltimore City Heritage Area Steering Committee and Maryland Heritage Areas Authority Board touring Little Italy

HRG Consultants, Inc.

In addition, some major sites do not have adequate parking, drop-off locations, or through-neighborhood access. These problems will be examined in depth at key sites within the Target Investment Zones. These are specific priority areas that will attract private investment, provide a return on public investment, and are likely to produce demonstrable results.

A number of building blocks that are not currently part of any city program or policy are critical to the long-term success of a heritage tourism effort. These include promoting local awareness of the city's historical significance and possibly addressing multilingual needs. Signs, brochures, and menus generally are published in English, limiting the communication advantages that might be considered essential for a city with a reputation as an international destination. The graphic use of international symbols is one simple solution for resolving this communication issue, as are multilingual interpretative and marketing materials. Since one goal is to celebrate Baltimore's ethnic traditions, it will be important to develop systems that accommodate a variety of language and cultures.

Although the BCHA emphasizes the city's heritage, Baltimore's stories, historical influence, and national significance are also tied to its surrounding jurisdictions. Placing heritage tourism in a regional context has the potential to spur development, broaden interpretive themes, and increase implementation tools. The National Road (U.S. Route 40) played a significant role in the city's transportation history and the nation's westward expansion, and efforts are underway in six states to seek All American Road designation to tell this national story. The Patapsco River Greenway is another Recognized Heritage Area in the Maryland Preservation and Tourism Areas Program seeking certification. Every effort will be made to incorporate the recommendations and efforts of this heritage area, which physically borders the BCHA, into the BCHA management plan. The BCHA seeks to benefit from efforts already underway, and linking its history and interpretation to these ongoing efforts might attract a broader audience as well as encourage further thematic development. Baltimore City is a partner in the Maryland's State Scenic Byways Program which features Charles Street, Falls Road, the National Historic Seaport Trail, and the National Road in its new map publications. A collaborative effort to promote these resources in an equitable fashion can help foster creative financial structures to continue management and promotion.

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

ACCESSIBILITY AND TRANSPORTATION

The success of heritage tourism in Baltimore relies on a viable transportation system that provides options and creates accessibility to attractions and visitor services. Successful heritage areas prove to be those where visitors are able to move about easily — whether by automobile, bicycle, foot, rail, or boat — and to make use of public transit. Baltimore’s transportation network currently does not focus on transporting visitors to Heritage Area attractions, particularly those outside of the general Inner Harbor area. The three primary transit modes — bus, light rail, and subway — need better connections and transit service stops to make them convenient for tourists in addition to serving their current commuter customers. A comprehensive traffic analysis for the BCHA would enhance efforts to provide visitors easy accessibility to Baltimore. The traffic analysis will begin to explore some general recommendations and incorporate any ongoing or proposed efforts, such as the feasibility study for Howard Street.

Planning Issue and Opportunity: Traffic Congestion and Major Highway Access

The Interstate Highways I-83 and I-95 and the Baltimore-Washington Parkway are the major roads into the City of Baltimore. Although these roads are congested during rush hours, they provide good access at times when most tourists plan to arrive and depart from the city. Since public transportation at this time is primarily commuter-oriented, it is important to consider how the BCHA might work with Amtrak, MARC, and MTA light rail and buses to better serve tourists and visitors to Baltimore. The Baltimore-Washington International (BWI) Airport, a major airport within 15 minutes of the city, has a light rail connection that provides convenient ground transportation between BWI Airport and Baltimore.

Communication and signage can improve accessibility for tourists. The BCHA Management Action Plan will explore how to provide information to visitors about the least congested times for driving, the major congestion areas, and any alternative routes or modes of travel. Signage for Heritage Area sites throughout the city is not consistent, is outdated, and provides little information. It is important that the BCHA Management Action Plan develop

recommendations for a sign system that orients the pedestrian where appropriate, while directing automobile traffic to parking and attractions. Some of the existing directional signs for attractions are beginning to fade, making them difficult for everyone to read. Philadelphia's Center City provides one example of a unified and attractive signage system.

Parking at some attractions, services, and historic sites is often not available or is difficult to find. Baltimore is a convenient weekend or day-trip from many locations within the Mid-Atlantic region, so providing for visitors' automobiles is important. Convenient and affordable off-street parking, where possible, is essential and must coordinate with mass transit solutions and the preservation of heritage resources.

Planning Issue and Opportunity: Intermodal Connections and Walkability

Baltimore is a walkable city, making this a potential attribute for Heritage Area development. The Inner Harbor is ten minutes from Mt. Vernon and Little Italy, while the Mt. Vernon Cultural District is a ten-minute walk from Bolton Hill and Marble Hill. Unfortunately, the lack of appropriate signage, traffic congestion, physical deterioration of structures, and the uncleanliness of sidewalks in some areas discourage walking. For instance, at the heart of Fells Point, the information kiosk points to the walkway that connects the area to the Inner Harbor, but there is no clearly designated route. Walking to or from the Inner Harbor requires navigating through large construction sites with limited sidewalk capacity or through Jonestown, where the poor physical condition of the neighborhood could be of concern to visitors. The redevelopment of Jonestown presents an opportunity to design pedestrian connections and amenities that will make this area more desirable to tourists. Creating well-defined linkages between neighborhoods will improve Baltimore's recognition as a walkable city.

A recent initiative to upgrade the wayfinding system for visitor attractions has just begun. The BCHA Management Action Plan for the will coordinate efforts to define recommendations for a wayfinding system that encourages pedestrian activity and addresses traffic patterns that will support walking. As part of this effort, recommendations will address the lack of pedestrian amenities and vegetation or street trees, taking into consideration design elements

VISITOR SERVICES, INTERPRETATION & ACCESSIBILITY

that would not destroy the unique characteristics of Baltimore's streets. Concentrating strategies where tourists can walk between resources in 15 minutes or less will enhance the attractiveness of neighborhoods and will provide an alternative means of traveling between attractions. It will also afford visitors a better opportunity to enjoy the multitude of architectural gems and historic sites along the way. Efforts underway in the Mt. Vernon Cultural District could serve as a model for a comprehensive wayfinding system.

Lack of intermodal connections impedes effective use of public transit options. Baltimore has four modes of public transportation that are managed by the Maryland Mass Transit Administration (MTA), a state agency. These include bus, light rail, subway, and MARC commuter trains to Washington, D.C. These systems appear to be designed independently of one another, with the light rail running on a north-south artery, the subway providing east-west connections, and the bus system operating regionally. MARC trains operate from Penn and Camden Stations. Amtrak operates out of Penn Station and provides a major link to the Northeast region. Plans are underway to create a regional Intermodal Center at Penn Station with the addition of Greyhound Bus Lines and a mixed-use project that will include a new passenger terminal, a 350-space parking garage, and retail uses. A proposed pedestrian bridge will connect passengers to the light rail, Amtrak, and MARC trains. There are no transit hubs connecting all of the different transportation modes except for this center. The Mondawmin station connects buses and subways, while Penn Station and Camden Yards connect light rail and buses. A recently released study by the Citizens Planning and Housing Association (CPHA) found that Baltimore is severely lacking transit amenities such as shelters, maps, and stop announcements. The BCHA Management Action Plan will encourage transit schedules, intermodal connections between bus and rail, and transit amenities to encourage visitation. Transportation Efficiency Act for the 21st Century (TEA-21) funds could be used for demonstration projects that would enhance heritage tourism's goals.

Another option to make public transit accessible to visitors is closer integration with land-use planning efforts. Concentrating development near transit centers could have the dual effect of increasing visitors' stays by encouraging bed and breakfast and retail opportunities within neighborhoods. Target Investment Zones will be examined for their potential to concentrate visitor services and

**WITHIN TARGET INVESTMENT
ZONES, PROGRAM
INCENTIVES INCLUDE:**

- Grants or loans from the Fund for acquisition, development, preservation or restoration;
- Loans for economic development projects from the proceeds of revenue bonds sold by the Maryland Heritage Areas Authority; and;
- Historic preservation tax credits for structures listed in or determined eligible for the National Register of Historic Places, designated as a historic property under local law, or located in a listed historic district.

attractions near transit stops. The physical infrastructure and building stock within the Target Investment Zone will factor into appropriate development schemes that seek equitable partnerships between the community, the public sector, and private developers.

Non-conventional modes of travel such as water taxis, trolleys, jitneys, or horse-drawn carriages will be explored. The popularity of the water taxis is evidence that less time-efficient travel options provide an exciting and attractive way to move visitors who are more concerned with relaxation and cultural experience than with speed.

D. ECONOMIC DEVELOPMENT

The Maryland Heritage Preservation and Tourism Areas Program provides incentives, technical assistance, and \$1 million per year for Heritage Area projects. Projects and properties throughout a certified Heritage Area are eligible for grants from the Maryland Heritage Areas Authority Financing Fund (Fund) for planning, design, interpretation, marketing, and programming, and to encourage revitalization and reinvestment.

A successful Heritage Area will be able to use these program incentives to leverage private funds. To do this, it must be able to demonstrate that there is a strong tourist market and that Target Investment Zones have excellent potential to produce investment returns.

MARKET ANALYSIS

It is clear that historic/cultural travel is a market that deserves Baltimore's attention. Cultural and historical tourism is one of the most popular and growing segments of the travel industry. For 1996, visiting historic sites was the highest-ranked type of family vacation (41 percent) among six different destinations. This, along with adventure tourism, represents a shift toward outdoor, educational, physical, and nature activities rather than shopping and amusements. Historic and cultural travelers, numbering 65 million, stopped at one or more cultural or historic destinations in 1997. Museums, historic sites, battlefields, and cultural events were noted as key attractions. The historic and cultural travelers are generally older, retired, college-educated, take longer trips, travel in groups, have more income, and spend more than other tourists. For a city such as Baltimore, where

ECONOMIC DEVELOPMENT

there is so much to see, travelers who can afford longer-than-average stays are the marketing targets.

As it is throughout the nation, heritage tourism is growing in Maryland, a trend that is evidenced by the Maryland Heritage Preservation and Tourism Areas Program. The opportunity to increase tourism revenue by embracing heritage resources, telling their stories, and delivering an enjoyable travel experience to places previously not recognized by the tourism industry is currently viewed as profitable and lucrative. Additionally, the growing number of tourists from different ethnic groups interested in learning about their ancestors and their cultural history is making tour operators aware of the need to develop itineraries that appeal to a changing client base.

INTERNATIONAL AND NATIONAL TRENDS

Baltimore presents a number of opportunities, can build on ongoing initiatives, and offers the diversity to tap many markets. However, before crafting recommendations that will promote Baltimore's Heritage Area, it is important to understand tourism trends and statistics at the national and local levels. The United States ranks first in international tourism revenue and second in international arrivals. The international market is growing annually, and Baltimore-Washington International (BWI) Airport is minutes from the BCHA. Spending has more than doubled over the last decade as the standard of living for most people in the world has risen. Many international travelers are here for their second or third time.

Nationally, travel has increased significantly during the past several years. Especially impressive are the gains in travel spending. Travel expenditures increased 44 percent between 1990 and 1997. Airline showed a strong growth in 1999, with traffic up 2.8 percent and capacity up 3.2 percent. Hotel predictions indicate that building will continue to produce a 3.6 percent increase in supply while demand growth will slow to only 2.6 percent. The American Hotel and Motel Association reported 1998 as the most profitable year ever for the lodging industry, which netted \$20.9 billion in pre-tax dollars. The sales at U.S. restaurants reached nearly \$683 billion in 1998. Restaurant sales have advanced to more than 4 percent of the U.S. gross domestic product. Currently, 9.5 million people work at restaurants. This number is expected to increase to 11 million by 2005. Use of the Internet for travel planning and booking, already a

significant factor, will increase.

TODAY'S TRAVELERS

"Baby boomers" affect current and future trends. They seek alternative travel that can include children and is educational and adventurous. Proximity to the destination is important and this benefits Baltimore since it is within a reasonable distance from the key feeder markets of New York, Pennsylvania, and New Jersey, particularly southern New Jersey. Other feeder markets that are significant but not as strong include Washington D.C., Virginia, and Maryland. The boomers cannot be ignored. Seventy-seven million Americans born between 1946 and 1964 have flooded the marketplace, obtained advanced education degrees, advanced in their careers, and are at the peak or near completion of raising children. They control the majority of spending in most consumer markets, including the travel and tourism industry. Baby boomers with high incomes account for about four in ten U.S. adults, according to the Bureau of Labor Statistics. Around 2005, when boomers have reached maturity and begin to retire in large numbers around 2010, they will have more time for travel.

The proportion of women aged 16 and older in the labor force increased from 37 percent in 1969 to 59 percent in 1995. Accordingly, there are more double-income families with the income, interest, and mobility to enjoy leisure travel. At the same time, many leisure and business travelers are bringing the family along and adding extra time and activities to business trips. Seniors are major travelers as well. Those who travel stay longer, spend more money, and are interested in historic and cultural sites.

The U.S. Department of Transportation's Nationwide Personal Transportation Survey (NPTS) charted a three-decade surge in driving. The number of highway drivers in the United States increased more than three times as fast as the population, and the number of household vehicles increased six times as fast. Accordingly, the automobile is expected to continue to be used in high percentages by travelers, especially with the advent of human comforts such as in-vehicle VCRs, compact disc players, cellular telephones, books-on-tape, lap-top computers, and electronic games. Drivers are no longer isolated and bored. For some, the car is almost a home on wheels. An analysis by PFK Consulting noted an increase in recreational vehicle (RV) vacations. On average, RV vacations cost 50 to 80 percent less

ECONOMIC DEVELOPMENT

compared to other forms of travel. Use of RVs was found to cost 50 percent less than driving the family car or staying in hotels, and 60 percent less than traveling by bus or train and staying in a hotel or motel. Compared to flying, using an RV costs 70 percent less than flying to a vacation destination and staying in a hotel or motel.

According to the U.S. Travel and Tourism Administration now part of the International Trade Association under the U.S. Department of Commerce, spending by the African-American travel market is predicted to exceed \$30 billion annually. More so than any other ethnic group, African-Americans frequent museums and other cultural sites that celebrate African-American heritage. In 1994, 64 percent of African-American households reported taking a trip in comparison to 70 percent of European-American households. There is a great potential to tap into a largely ignored segment of the travel industry — well-educated, well-traveled, affluent African-American families.

Adults are expected to continue to travel after retirement, as today's seniors are generally in better health and better educated than at any time in American history. The motor coach market, which has a customer base that is usually over the age of 60 with more time for leisure travel, generated \$9.6 billion in revenue in 1996. The motor coach customers vary from pre-formed charter groups to individuals who choose to take a long scenic vacation with planned itineraries. The Travel Industry Association of America estimates that one tour group using a motor coach on a multi-day trip spends on average \$6,708 per day per coach (average of 43 passengers per coach). For one-day trips, the average spending per coach is \$3,268.

ECONOMIC DEVELOPMENT ANALYSIS

Tourism is the third largest retail industry and in 32 states ranks in the top three as an employer. Nationally, each dollar spent on travel produces 27.5 cents in payroll income. The typical American household spends \$3,900 per year on traveling – almost as much as is spent on health care, or food, beverages, and tobacco combined, and twice as much as clothing purchases. Travel and tourism is the nation's second largest private-industry employer. In 1995, travel and tourism directly supported 6.6 million jobs, and another 8.9 million indirectly. Travel and tourism affects one in nine jobs in the United States.

In 1998, small businesses dominated the travel and tourism industry with 93.7 percent of four travel segments being comprised of small businesses, including minority-owned and operated businesses. The number of African-American-owned businesses in the United States increased 46 percent with receipts rising 63 percent between 1987 and 1992. Restaurants and bars ranked high as sole proprietorships and small businesses. There has been a dramatic increase in food-service sales over recent years. Food service sales were in excess of \$320 billion in 1997, a 4.2 percent increase over 1996. More than 9 million people are employed in the restaurant industry and 25 percent of those jobs are directly attributed to travel and tourism.

Please refer to Appendix E for additional information and findings.

DEMOGRAPHICS

The demographics and profiles of historic and cultural travelers can offer indicators that will help define promotional materials and itineraries for Baltimore. Historic travelers are defined as those whose itinerary includes a historic place or museum; cultural travelers are those who attend a cultural event or festival. Historic and cultural travelers have the following characteristics:

	Historic	Cultural
Average Age	46	48
Children in Household	45%	41 %
College Graduates	52%	54%
Annual Household Income	\$41,455	\$42,133
Retired	15%	18%
Computer Owner	42%	44%

Historic travelers tend to have more money and are more likely than the average traveler to indicate that their primary purpose for travel is pleasure — 73 percent compared to 67 percent. Additionally, 33 percent cite entertainment as the primary goal, compared with 18 percent of all other travelers. Their median household income of \$41,455 is higher than that for all travelers (\$41,460) and cultural travelers (\$42,133), respectively. They are more likely than the average traveler to indicate that their primary purpose for travel is pleasure - - 73 percent compared to 67 percent. Additionally, 33 percent cite entertainment as the primary goal of their travel, compared with 18 percent of all other travelers.

Baby boomers are the most-educated generation in U.S. history,

ECONOMIC DEVELOPEMENT

and the older ones now have children who are in college or have left home. They take longer trips than the average traveler, almost five nights compared to three for other travelers, and are likely to stay in hotels, motels, and bed and breakfasts instead of private homes. They tend to travel in groups, fly to their destination, and shop in addition to sightseeing.

TARGET INVESTMENT ZONES

Construction cranes across the Baltimore skyline and proposed redevelopment plans in the Central Business District, Howard Street, Locust Point, and Canton are evidence of the health of the local and national economy. The climate for rehabilitation and redevelopment is promising due to the number of projects currently proposed or under construction throughout the Heritage Area. These factors, coupled with the market for historic and cultural tourism described above, make the Heritage Area ripe for development and promotion.

Many organizations have strategic plans and proposed development activities in place to capitalize on, support, and incorporate into the BCHA's management plan and recommendations for Target Investment Zones. A TIZ as defined by the Maryland Heritage Preservation and Tourism Areas Program is a specific area identified to attract private investment within the Certified Heritage Area. A number of incentives can assist in the development, rehabilitation, and revitalization of the TIZs. The following areas within the BCHA represent the characteristics, planning efforts, and investment that are desirable in a TIZ. These areas are being considered as potential Target Investment Zones, and appear on the TIZ evaluation matrix in Appendix D. Using criteria established by the Maryland Heritage Preservation and Tourism Areas Program, along with performance measures specifically defined for Baltimore, a pragmatic review will assist in defining those areas that have the best potential to succeed as TIZs.

The Mt. Vernon Cultural District has developed a streetscape design, completed market research, and produced several marketing initiatives including an events calendar, website, neighborhood banners, and walking tours. More recently the Mt. Vernon Cultural District Plan describes a four-phase Streetscape Improvement initiative that includes pedestrian amenities, park enhancements, street resurfacing, wayfinding signs, and the retrofit of a visitor center.

The recommendations proposed in the plan provide guidance for other potential TIZs as well:

- Improve the physical and visual connections among institutions.
- Eliminate “crime and grime” as an obstacle to visitors and residents.
- Redevelop underutilized, noncontributing, or problem sites.
- Add approximately 500 to 1,000 parking spaces.
- Improve quantity and quality of retail.
- Reduce traffic speeds and volumes.
- Improve public awareness of the Mt. Vernon Cultural District.

The Pennsylvania Avenue Revitalization Collaborative, inc. is focusing its efforts on revitalizing the corridor from Martin Luther King, Jr. Boulevard to Fulton Avenue, which was the center of African-American entertainment from the 1920s to the 1950s. The renovated Pennsylvania Avenue Market is seen as the start of revitalizing the commercial strip. Funds for street lighting, sidewalks, and facade improvements have been allocated. Druid Heights Community Development Corporation is developing a comprehensive plan to address safety, sanitation, amenities, housing, and commercial development.

One of the more significant efforts in the Jones Falls Mill District is the revitalization of Hampden’s 36th Street commercial corridor. The three-block area is almost fully occupied with a number of restaurants, art galleries, and specialty retail. It is interesting to note that a number of renovations involved converting rowhouses to commercial establishments. A number of the mills have also been converted into mixed-use complexes, most notably Meadow Mills and the Mill Centre. A recently completed master plan for Clipper Industrial Park explores the feasibility of creating a sound stage and film complex. Recently, funds were awarded to begin a master plan for the entire Jones Falls Valley. This effort, which was anticipated to last approximately one year, will focus on ways to unite economic, recreational, and environmental opportunities that coincide with the master planning effort for the Jones Falls Trail.

Washington Village, an empowerment zone within walking distance of Camden Yards and the PSINet Stadium, has access to significant resources. Initiatives underway in the area include construction of the Gwynns Falls Trail and a Request for Proposals (RFP) issued by the Baltimore Development Corporation to develop

ECONOMIC DEVELOPEMENT

a plan for the Camden Carroll Industrial Park. The former Montgomery Ward site, one of the largest redevelopment opportunities in the area, has attracted private interest as potential office space. The B&O Railroad Museum is undergoing an expansion to renovate additional buildings that were part of the railroad's original holdings. New residential developments have targeted upper-income buyers. The master planning effort for Carroll Park could be a major turning point for the area. As a major recreational resource with links to the Gwynns Falls Trail, Carroll Park has the potential to become a regional resource. A \$1 million bond effort for improvements can further advance the historic restoration and interpretation of the Mount Clare Mansion and the recreational facilities of the park.

The Housing Authority of Baltimore City has received a \$21 million HOPE VI grant to redevelop the Flag House Courts housing in Jonestown. When complete, the redevelopment will feature a mixed-income development consisting of 338 units of subsidized and market-rate rental and for-sale housing. The redevelopment effort will extend beyond Flag House's site to encompass the greater community and include the commercial area of Lombard Street. There are a number of redevelopment efforts taking place around Jonestown that will complement the Flag House project. One is the proposed Museum of African-American History and Culture at the corner of Pratt and President Streets. This proposed \$26 million project has been the source of some controversy based on a design that many feel is incompatible with the scope of the new neighborhood. Another is the redevelopment of the former City Life Museum complex into a small hotel, restaurant, and conference center that will include parking. Complementing these efforts is the Baltimore Development Corporation's proposal to convert the 800-1000 blocks of East Fayette Street into an office and light-industrial park. The proposed plan features four parcels that include a printing factory, bank call center, luxury automobile dealership, and parking. The bank call center alone is expected to provide a minimum of 500 jobs.

Tide Point is the renovation of the former Proctor & Gamble in Locust Point's is a key redevelopment and significant private reinvestment project. The 17-acre waterfront site is being converted into a 400,000 square foot .mixed-use complex that features office and retail space including a restaurant. Plans are underway to add a water taxi stop and boat slips. The site is less than five minutes from I-95

and approximately 15 minutes from downtown. It is linked to other waterfront sites, including the nationally significant tourist attraction of Fort McHenry, by water taxi and the Waterfront Promenade. As part of its contribution to the project, the city has agreed to extend Key Highway directly to I-95. This project may be compared to the American Can Company in Canton that has spurred additional commercial and residential renovations. It is likely that as part of a long-range strategy, other developers will become interested in industrial properties that are currently underutilized.

A major revitalization proposal for Market Center is being explored by the city and private investors. The project would require the demolition of five buildings, the renovation of ten other buildings, and the construction of an 18-story apartment building. The Lexington Market will experience major façade improvements. The mixed-use project will offer ground-level shops and restaurants, residential units, and performing arts space at the historic Town Theater, the renovation of which is part of the proposal. Located across the street from the proposed high-rise apartment building, the Hippodrome Theater is already the recipient of nearly \$50 million in renovation funds from the State of Maryland. The West Side is central to many of the Heritage Area's resources, and is itself presently pending designation in the National Register of Historic Places.

These planning initiatives within the BCHA convey a sense of the range of private and public investment. Other projects, such as the National Historic Seaport Trail and Aquarium Expansion also represent key initiatives within the BCHA. The seven geographic areas described above are being explored as potential Target Investment Zones. A more detailed analysis of them can be found in Appendix D, along with instructions for evaluating them based on Maryland Heritage Preservation and Tourism Areas Program criteria and project performance measures. The investigative findings for BCHA Target Investment Zones will appear in the Management Plan Strategies and Recommendations, and one model TIZ will be assessed and defined in detail.

For comparison purposes, Ocean City, Maryland, draws eight million tourists each year.



Baltimore City Heritage Area

PARKING FACILITIES

September, 2000

MANAGEMENT ACTION PLAN

RECOMMENDATIONS



MANAGEMENT GOAL

HERITAGE AREA-WIDE INITIATIVES

Following is a list of implementation measures and their specific project actions or policies, organized by the goals and objectives. Every project action or policy is identified by a Roman numeral (I, II, III, IV, V) for the goal and an upper case letter (A, B, C...) for the objective it meets. Some project actions have more than one Roman numeral or letter because the project is considered to meet more than one goal or objective.

I. MANAGEMENT GOAL: ESTABLISH A MANAGEMENT ENTITY TO OVERSEE A COORDINATED APPROACH TO IMPLEMENTING AND SUSTAINING THE MANAGEMENT ACTION PLAN.

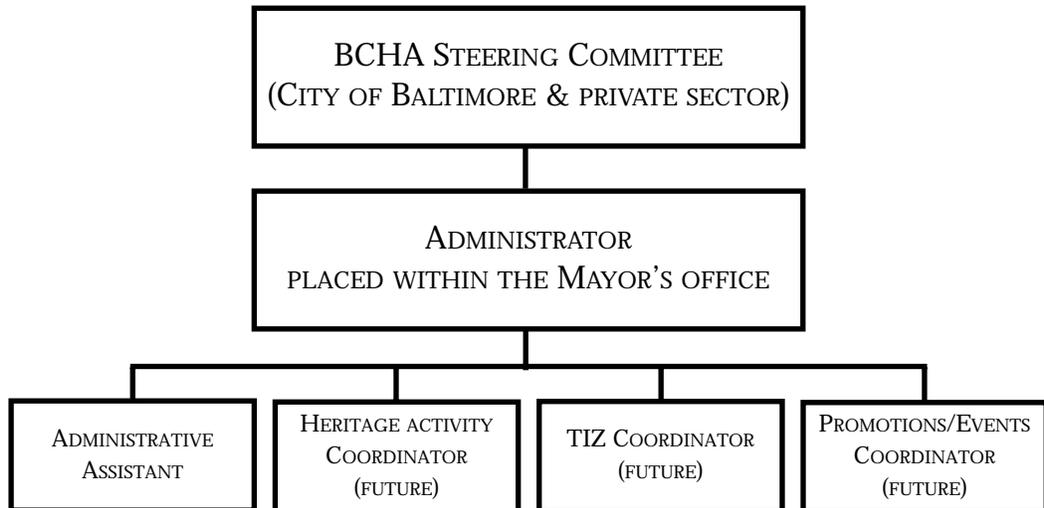
The long-term success of the BCHA hinges on the ability of responsible parties to implement this Management Action Plan. A management entity is needed to oversee the coordination and management that will be involved in implementation. The BCHA Steering Committee, which has been involved in crafting the MAP and understands its issues and objectives, is the ideal group to serve in this capacity initially. Ultimately, the management entity will be composed of a neighborhood representative selected on a revolving basis, permanent representatives from the major public agencies involved in implementation, and representatives from the private sector who will be appointed by the Mayor to serve two-year terms. The management entity will meet on a quarterly basis and is identified as the BCHA Association.

This Management Action Plan centers on establishing partnerships, utilizing existing activities and resources, and providing for opportunities for Baltimore stakeholders that do not create an additional level of bureaucracy. In developing the implementation measures necessary to bring recognition to the Baltimore City Heritage Area, create economic incentives and provide for practical and visible results, many recommendations were made to build upon partnerships and coordination. Staff for the BCHA Association will play a critical role in administering, advocating for, and promoting these partnerships and potential joint ventures.

The BCHA Association will function as advisors to the City and will be supported by several staff members. The staff will be housed

within a division of the Mayor's office. Foremost among the staff will be an Administrator and an Administrative Assistant, who will be hired in the first year to begin the implementation work. The following year, a Heritage Activity Coordinator will be hired to facilitate implementation by the management entity and its various partners. It is anticipated that as activity within the BCHA increases and more of the MAP is implemented, there will be a concurrent increase in demand on staff, which will necessitate the creation of additional positions. In the fourth year, a TIZ Coordinator will be hired to help implement the recommendations for TIZs, and the following year a Promotions/Events Coordinator will be hired to focus on the promotion of the BCHA.

The structure for the BCHA Association is diagrammed in the chart below.



A. OBJECTIVE: PROVIDE FOR CAPITAL EXPENDITURES.

I.A.1 Project Action – BCHA Capital Improvement Program.

The BCHA Association will review and update the Baltimore City Heritage Area Capital Improvement Program (BCHA CIP) on an annual basis. This will provide a mechanism to review priorities and evaluate funding estimates or sources.

MANAGEMENT GOAL

B. OBJECTIVE: PROVIDE FOR OPERATING EXPENDITURES, INCLUDING STAFFING.

I.B.1 Project Action – Heritage Area Staff.

The BCHA Association will begin with a small staff to administer the actions outlined in this Management Action Plan. It is recognized that an expansion of staff may be necessary. Within CHAP's budget is \$15,000 to help launch the operations of the BCHA Association and to serve as a challenge to other potential contributors. The Maryland Heritage Areas Authority intends to establish grants to co-fund operation of a heritage area.

I.B.2 Project Action – Operational Expenses.

Provide for office supplies, travel and related expenses necessary to undertake the administrative functions outlined in the staff job descriptions.

C. OBJECTIVE: TRACK THE SUCCESS OF PLAN IMPLEMENTATION AND THE ECONOMIC RESULTS OF HERITAGE AREA DESIGNATION

I.C.1 Project Action – Baseline Data.

Develop baseline data for each of the ten TIZs and for the entire Heritage Area to track the success of private and public investment. Surveys will need to be developed and taken in addition to extracting information from city and state resources that were beyond the scope of this MAP. Cost projection is based upon the ability to produce substantial baseline data within the City of Baltimore resources. If outside technical assistance is necessary, than state funding support may be required.

I.C.2 Project Action – Performance Measures.

Apply TIZ Performance Measures as outlined in the MAP to define and track those actions that have the greatest benefits. These results will be integrated into the annual BCHA CIP updates.

D. OBJECTIVE: PROVIDE FOR AN ADVOCACY AND ADMINISTRATIVE ROLE IN THE PROMOTION, PRESERVATION AND ECONOMIC DEVELOPMENT FOR THE BALTIMORE CITY HERITAGE AREA

I.D.1 Project Action – Evaluation of Current Heritage Initiatives and Activities.

One of the first steps that must be undertaken by the Administrative staff of the BCHA Association is to understand more fully the initiatives and activities currently underway. A review of efforts by private organizations and public agencies should be conducted to determine how the BCHA can work with existing personnel, staff and resources to meet the goals and objectives outlined in the MAP.

PROMOTIONAL GOAL

II. PROMOTIONAL GOAL: PROMOTE DISCOVERY OF BALTIMORE CITY'S TOURIST ATTRACTIONS BEYOND THE INNER HARBOR

A. OBJECTIVE: ESTABLISH A MARKETING AND PROMOTIONAL PLAN FOR THE BCHA THAT IS TARGETED TO THE HISTORIC AND CULTURAL TRAVELER.

The readiness of sites, attractions, and services to meet visitor needs and expectations for a quality experience is essential. Development of trained docents, guides and service employees coupled with brochures, videos and exhibits will help in accurately interpreting and creating an authentic heritage experience. Effective communication and educational tools will strengthen the quality and awareness of Baltimore's heritage resources and their thematic linkages. The development of promotional packages, materials and activities will deliver Baltimore City's Heritage Area to diverse yet targeted audiences. If successful, Baltimore will be positioned to capture a larger share of the tourist market, while generating new development opportunities for its neighbors.

A number of sites and groups of attractions are already open to the public and offer quality products and activities that provide a taste of Baltimore's heritage if marketed and packaged correctly. It is important for the BCHA Association, with the Baltimore Area Convention and Visitors Association (BACVA), the Baltimore Office of Promotion (BOP) and the Mayor's Advisory Committee on Art and Culture (MACAC) to reach the historical and cultural traveler. It is recommended that these organizations develop in the first year a strategic marketing plan to guide the marketing efforts of the BCHA. This should be a quick effort to provide a road map from which to focus on drawing visitors to the BCHA.

This management plan provides general information on heritage and cultural travelers to Baltimore. It does not, however, provide the details regarding the Baltimore market that can help increase visitation. Such data could be used to better define the services, packages and marketing audience the BCHA can capture. Meeting the demands of the heritage visitor can only be accomplished with the most up-to-date and relevant information that focuses on Baltimore.

BACVA and BOP try to annually update the visitation statistics

for the city, but do not specifically pull data on the heritage, cultural and minority traveler niche markets from collected data. Every effort should be made by these organizations to cull collected data for use by the BCHA Association and Heritage Area partners.

Existing and potential visitors, including groups, travel agents, schools, seniors and other heritage and cultural enthusiasts currently do not have a web site from which to get information on the Baltimore City Heritage Area. Many web sites now provide the most convenient way for travelers to access information before traveling. A BCHA web site could showcase historic and cultural attractions and events, lodging options and other visitor services such as parking, trails, and directions.

II.A.1 Project Action – Marketing Plan.

While other implementation actions direct policy and capital projects toward the preservation, interpretation, economic development and educational opportunities that will provide the experience for the visitor, it is necessary to develop a marketing strategy to promote the Heritage Area. Development of an advertising campaign should create awareness, interest, and subsequent patronage among targeted audiences. In the development of a marketing plan, it is important to:

- Identify and segment potential in-state and out-of-state audiences;
- Identify appropriate media outlets that reach the potential audiences;
- Utilize interpretative themes to create advertising messages;
- Identify opportunities to promote travel in the shoulder seasons;
- Select the types of communication vehicles that will meet the goals of the BCHA Management Action Plan;
- Partner with other individuals and organizations for cooperative advertising campaigns; and,
- Establish performance tracking measures and goals.

The promotion of the BCHA should include developing group tours with tour operators and other representatives from the travel industry. Reaching the heritage tourist may require the creation of new or expanded products to meet the high expectations and demands of this rapidly growing niche market. The first step is to identify receptive operators that have the clientele and can meet the

PROMOTIONAL GOAL

potential for growth in their operations. The development of familiarization trips can further attract the travel industry to consider the Heritage Area as a destination. Just as important is the collaboration with the heritage sites, universities, and those knowledgeable about the heritage resources to develop accurate interpretative guides and materials for tour operators.

An important option for the BCHA is to link the Heritage Area with other priority initiatives being promoted by the State Office of Tourism, the National Park Service and others. These include the Star-Spangled Banner Trail and War of 1812, the National Road Scenic Byway, the Underground Railroad and the Civil War. This presents a tremendous opportunity to jointly market the BCHA with these heritage projects that also have sites within the BCHA. It is anticipated that no additional funds will be needed to develop a marketing plan for the BCHA. Staff from the BCHA Association, BACVA, BOP, and MACAC should coordinate and arrange to prepare a five-year strategy for the Heritage Area that can be accomplished collectively.

II.A.2 Project Action – Marketing Studies.

Perform market studies to ascertain baseline information and determine needs and interests of Baltimore visitors and potential visitors. This data should further evaluate, analyze and identify visitor services, heritage sites, tours, and attractions, and the promotional readiness of organizations and facilities. Market studies should include transportation information, such as how people arrive and their transportation preferences while visiting. The BCHA Association should also indicate the opportunities for packaging and identifying resources like local eating establishments, crab houses, traditional markets and other independent activities or unique places such as jazz clubs that provide an authentic Baltimore experience. Project research can be completed through multiple contracts that highlight a particular topic or timeframe. The plan recommends a Heritage Area market study be combined with BACVA's annual or biennial market study to maximize on resources while integrating the heritage market into the larger promotional activities in the city.

II.A.3 Project Action – Web Site.

Develop and maintain an independent, interactive, response-driven web site for the BCHA with links to other web sites at Baltimore-

based attractions, organizations, and visitor services. Professional expertise should be sought to establish a progressive approach for the web site. A new web site highlighting the BCHA may be incorporated into the Baltimore City or BACVA web site. It is imperative that any web site be updated often and incorporated into or linked with other city and attraction web sites, such as Baltimore ArtsNet, Maryland Office of Tourism Development, National Trust for Historic Preservation and MapQuest. Links should also be made to transportation web sites including the area airports (Baltimore Washington International, Washington Dulles International and the Ronald Reagan Washington National Airports), Maryland Transit Authority (MTA) bus and rail, Maryland Rail Commuter (MARC), Amtrak, and Maryland State Highway Administration.

II.A.4 Project Action – Promotional Brochure and Publications.

The BCHA Association will need various resources to inform, solicit, and respond to primary and secondary markets. In addition to a BCHA brochure, it will be important for the BCHA Association staff to identify and distribute other promotional materials from BCHA heritage sites and attractions based upon their readiness and available information.

II.A.5 Project Action – Annual Heritage Event.

To firmly establish Baltimore as a destination for heritage and cultural activities and travel, create an annual heritage and cultural signature event. Working with the Baltimore City Office of Promotion (BOP), establish a festival or event that is separate from the current ethnic festivals and focuses on the four interpretative themes for the Heritage Area.

II.A.6 Project Action – Toll-Free Information Number.

Secure and establish a toll-free information number for all Heritage Area inquiries resulting from advertising, promotions, and printed material. This may also be developed in coordination with BACVA by creating a separate line for the Heritage Area on the Baltimore City toll-free information line.

II.A.7 Project Action – Calendar of Events.

Providing a Heritage Area Calendar of Events that is revised consistently and with accuracy on a seasonal basis can offer the visitor useful

PROMOTIONAL GOAL

information and offer businesses and the BCHA Association a venue for comprehensively marketing the BCHA. The recommended calendar will highlight special events as well as regularly scheduled and established events, activities and tours. It also should contain practical information on the Heritage Area such as the location of gateway exhibits and satellite information centers and parking, and a ticket and reservation number or location. It also should be developed as part of the BCHA, BACVA and BOP websites.

B. OBJECTIVE: CREATE PHYSICAL AND THEMATIC LINKAGES IN ORDER TO PROMOTE ATTRACTIONS BEYOND THE INNER HARBOR.

A wayfinding system for the Baltimore City Heritage Area needs to be established that integrates existing efforts and is standardized into city design codes. A city often can be intimidating and confusing to travelers who are unfamiliar with the traffic flow, street patterns or distances between destinations. There are several reasons why this project is identified as having a high priority. It is not a new idea but one that has been brought up in the past by the City of Baltimore and a number of groups including BACVA, Downtown Partnership of Baltimore (DPB), Baltimore Development Corporation (BDC), LCF, BOP, MACAC and MVCD. Because the existing citywide signage system is outdated, inaccurate and difficult to read, these diverse groups and agencies throughout Baltimore are eager to see a comprehensive and attractive approach to moving people throughout the Heritage Area. Wayfinding and streetscape improvements also support the Mayor's initiative to beautify the City's gateways.

II.B.1 Project Action – Wayfinding Assessment, Coordination and Conceptual Design.

Evaluate the existing but outdated Baltimore City wayfinding system, the National Seaport Project system or wayfinding systems that are being planned for the MVCD and the Museum Walk at Inner Harbor East to find the best ways to integrate and design the Heritage Area Wayfinding System. It is recommended that the BCHA Association staff coordinate with the MVCD, BACVA, Downtown Partnership, MACAC and the City of Baltimore, among others, to collectively pool resources from which to establish a BCHA Wayfinding System. This should be done in collaboration with the effort of the Maryland



Fells Point wayfinding kiosk

HRG Consultants, Inc.

Heritage Areas Authority to develop state standards.

II.B.2 Project Action – Wayfinding Implementation.

Design, construct and implement a Heritage Area wide wayfinding system based on the assessment of existing activities. Analysis of existing streetscape plans can provide a direction in defining a design palette for the Heritage Area.

In addition to signs, the wayfinding system should incorporate streetscape elements that reinforces linkages and creates a consistent and quality image throughout the BCHA. It should include pedestrian lighting for security as well as meeting aesthetic and wayfinding goals. This project will most likely occur in phases depending on the readiness of the Target Investment Zones (TIZ) and other portions of the Heritage Area. Within the Jonestown/Little Italy TIZ, the proposed Museum Walk at Inner Harbor East is an ideal application and is an integral piece to the Heritage Area’s Wayfinding System. Design should be coordinated with other activities such as promotional events, interpretative materials and facilities, policing and the Ambassador program. Construction costs and annual maintenance costs for cleaning, repairs and replacement will need to be defined in each design phase.

II.B.3, III.A, IV.C. Project Action – Signage and Wayfinding within the Mt. Vernon/Historic Charles Street TIZ.

The BCHA Association staff should coordinate with the Mt. Vernon Cultural District to determine placement of signs that are conducive to linking heritage resources and attractions and other TIZs. Funds have been allocated for the design of a wayfinding system within the Mount Vernon Cultural District, which, because of its readiness and timing, could be a prototype for the BCHA. Fabrication, installation and maintenance costs have not been secured for this project. The Mount Vernon Cultural District is currently working with a consultant to design the area’s wayfinding system within the Charles Street/Mount Vernon TIZ. Several organizations and the City of Baltimore are involved with this project. This MAP recognizes the potential to build from this initial effort and recommends additional funds be acquired to create a comprehensive system throughout the BCHA. It is important that the consultant be given parameters for integrating the MVCD project into what is envisioned for a Heritage Area Wayfinding System. More than simple trailblazer signs – which also are significant – the wayfinding system would take a compre-

PROMOTIONAL GOAL

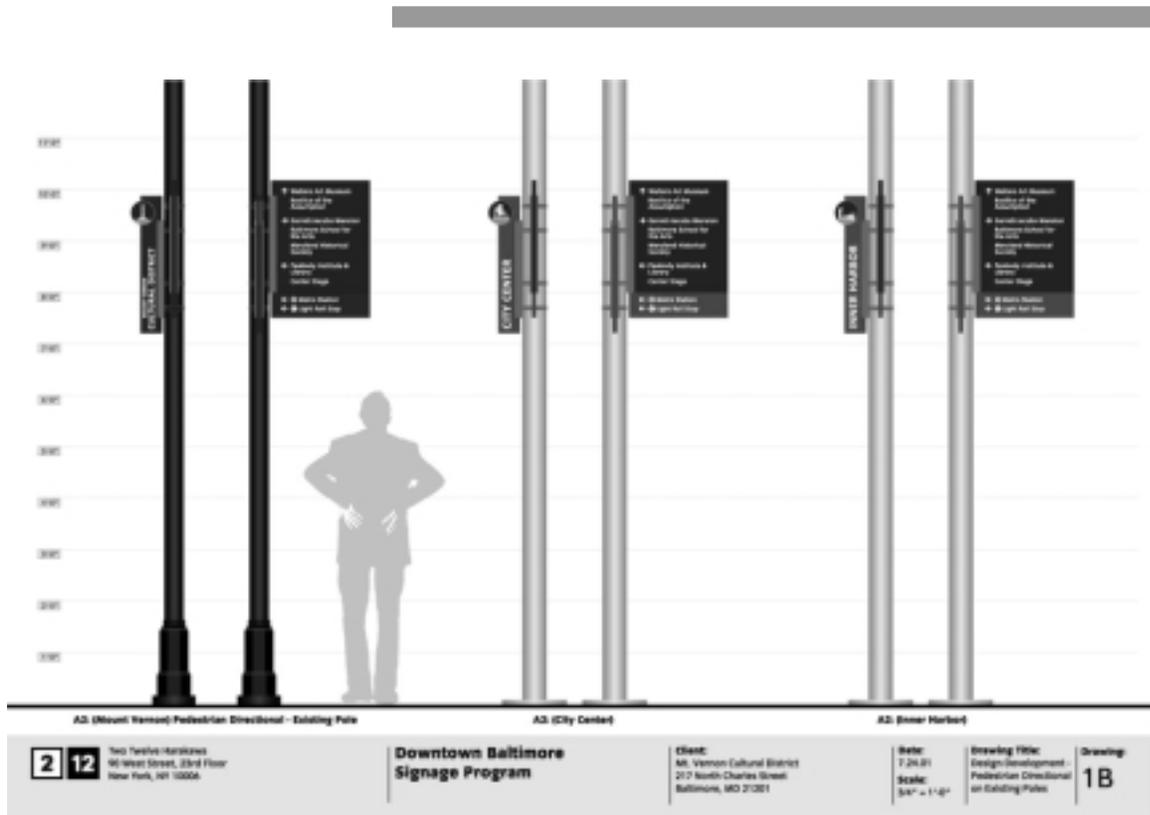


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Project Study Area – Mt. Vernon Cultural District Signage Plan

hensive approach that could include banners, paving, crosswalks, traffic signaling and streetscaping to connect people between and to the attractions, sites and services the Heritage Area has to offer.

Improving pedestrian links between heritage resources, Target Investment Zones and between visitor services and attractions minimizes the need for visitors to get in their cars, offers an opportunity to show off Baltimore's architecture, parks and squares, and provides the necessary links for increasing visitation and patronage. Coordination with ongoing linkages and proposed projects, such as the Inner Harbor Waterfront Promenade, Jones Falls Valley Greenway and the Gwynns Falls Greenway will help to further



Two Twelve Harakawa

this effort. Pedestrian studies should occur when public and private projects are being reviewed and implemented. It is important to incorporate connections to the existing Water and Seaport taxis, rail transit stations, bus stops and parking areas. Streetscape design elements considered part of the Wayfinding System should be addressed. Specific recommended elements shall include landscaping, lighting, signage, pavement conditions, crosswalks, street furniture along pedestrian routes, greenways, meeting ADA compliance and connections to transit and parking.

Funds for streetscape, transit and gateway enhancement projects can be accessed through the National Scenic Byways and Enhancements Programs of the Transportation Efficiency Act for the 21st Century (TEA-21). In addition, the City's initiative to improve critical gateways can further bolster the visual appeal of the visitor's approach to and arrival in Baltimore. Special attention should be given to these gateways within the BCHA.

The National Road Corridor Partnership is in the process of developing a Corridor Management Plan to seek National Scenic Byways designation. This Corridor Management Plan recommends a number of initiatives that support the BCHA goals. These include pedestrian improvements and interpretation methods that support the BCHA goals to improve physical and thematic linkages.

II.B.4 Project Action – Pedestrian Access Study.

As the Heritage Area develops, it is important to conduct more

PROMOTIONAL GOAL

detailed pedestrian access studies to determine key pedestrian linkages between individual heritage resources and services. Thematic linkages that may occur between resources should be factored into this assessment. Emphasis should be placed on linkages between individual historic resources and the proposed Gateway Exhibit Center for the Heritage Area in addition to parking areas, transit stations and stops, and the Inner Harbor. Cost estimates for projected initiatives should be outlined in the study. President Street in particular presents a physical barrier that may require a pedestrian bridge at Fawn or Pratt Streets along with well-marked pedestrian crossings, the timing of streetlights, and other streetscape elements. Other potentially important pedestrian links include Charles Street, Key Highway, Fort Avenue, Boston Street, Pratt Street, Redwood Street, Howard Street, Monument Street, Pennsylvania Avenue, and North Avenue. Providing for connections to and utilizing the Inner Harbor Promenade, Jones Falls Valley Greenway and the Gwynns Falls Greenway are essential in developing a pedestrian-friendly Heritage Area.

II.B.5 Project Action - President Street Pedestrian Bridge or Crossing.

Prepare an urban design plan and construct the best design alternative to provide for a safe and convenient pedestrian link across President Street at Fawn or Pratt Streets. It should be located to complement the Marketplace/Shot Tower Metro Station tunnel. President Street is a barrier between the Inner Harbor and the Jonestown/Little Italy TIZ due to the level of traffic and width of the road. Providing for a well-defined pedestrian link will also support the efforts of the Museum Walk at Inner Harbor East and linkages between the Inner Harbor and the TIZ.

II.B.6 Project Action – Transportation Linkages Study.

In order to improve linkages to and throughout the BCHA including between TIZs, a detailed linkages study will be conducted to include: a survey of regional transportation modes and routes that could be used to access the BCHA, location of Heritage Area gateways, and an assessment of automobile and transit linkages between TIZs and other BCHA attractions. Recommendations and cost estimates for enhancing all of these to complement the goals of the BCHA should be factored into the study. The scope of the study shall include all of the following relevant elements: MARC, Metro Subway, Light Rail,

and bus routes, including hours of operation, days of service, fare media, route structure, stop locations, travel time, headways and levels of service, and available capacity. Roadway linkages shall include functional classification, capacity, measures of congestion, roadway physical condition, roadway lighting, travel times, and access to the Interstate system. Availability of water transportation including fares, routes, level of service, stops, hours and days of operation, and seating capacity. An inventory of parking including access, proximity to historic resources, safety and security should also be studied.

Baltimore City is initiating an East-West Corridor Study for Downtown Baltimore, which will include as one of the options a historic trolley. This study will investigate alternative trolley technologies, alignments, stop locations, operating characteristics, capital cost estimates, operating cost requirements, and integration with other transportation modes. The BCHA Association should utilize the results of this study, scheduled for completion in 2001, to help determine the appropriateness of advocating the construction of a historic trolley in the BCHA. During the course of the study the BCHA Association shall coordinate with the Baltimore City Department of Public Works and Bureau of Transportation to ensure that a trolley project enhances access to Heritage Area resources.

II.B.7 Project Action – Trolley System Feasibility Research.



Water taxi in Fells Point

Currently there is no transportation system within the City that services tourists interested in visiting multiple sites, although the LCF's National Seaport Project offers the Seaport Taxi as a way to get to the 16 heritage sites located around the harbor. Another independent water taxi also services the Inner Harbor. Many of the heritage resources in the BCHA are spread out and some sites may be difficult to travel between because of distance. Many cities, such as Washington D.C., Boston, New Orleans, Memphis, Seattle and Dallas offer tourist transportation systems that could be studied for their applicability to the Heritage Area.

Before embarking on a bus/trolley system for the BCHA, investigation of the successes and challenges of other systems can help define an appropriate one for the BCHA. The products of the study should include capital and operating cost analysis, ridership data, visual examples of their trolley systems, fares, operations and maintenance, how construction of the systems were funded, and economic

PROMOTIONAL GOAL



CHAP

Historic Charles Street trolley and Pennsylvania Avenue Rail Station – a heritage trolley or bus is recommended to move people through the heritage area

development impacts. As part of this study, resources available within Baltimore to establish programmatic needs should be identified. The study should involve the Baltimore Streetcar and B&O Railroad Museums among other private enterprises, and research findings should be detailed in a report.

II.B.8 Project Action – Heritage Trolley Development.

Trolleys were an integral piece of life in Baltimore and are a part of the City's heritage that could be brought back. It is important that any system that is implemented be not just another mode of travel but also provide a memorable and fun experience for visitors and residents. Designing a system that circulates through the Heritage Area and between the TIZs should allow passengers the ability to easily access the trolley or bus and to get on and off at a number of sites. Phase I of this project is the design and development of the system that might be integrated with the exploration of the Heritage Bus Loop. Phase II is the construction and implementation of a Heritage Trolley.

II.B.9 Project Action - Heritage Bus Loop Development.

Develop a step-on heritage bus loop service designed for use by Heritage Area visitors through the BCHA on existing streets. This system could be part of the bus/trolley system or an independent system administered by MTA. It is essential that it be user-friendly,

attractive and fun; painting an image for the Heritage Area on an MTA bus would make them distinctive.

C. OBJECTIVE: ESTABLISH A GATEWAY TO PROVIDE ALL VISITORS WITH AN INTEGRATED THEMATIC OVERVIEW OF BALTIMORE'S HERITAGE ATTRACTIONS.

Providing an introduction to the Baltimore City Heritage Area is essential before visitors arrive and after they have decided to come. Deciphering the wealth of heritage resources and the diversity of sites, attractions and topics can be made easier with a facility that specializes in providing information for the historic and cultural traveler and by offering an interactive exhibit space to illustrate Baltimore's heritage stories. This information currently is in disparate places and degrees of completeness. It will need to be collectively researched, coordinated, distributed and developed in such a way that is convenient, available and accurate. Providing for gateways and information centers strategically placed throughout the Heritage Area will help meet this need. A City Task Force is completing its evaluation on the design, final location and project scope for the Baltimore City Visitor Center.

II.C.1, III.A, IV.C. Project Action – BCHA Gateway and Exhibit Center.

The Gateway and Exhibit Center for the Baltimore City Heritage Area is being recommended as a designated portion of the proposed Baltimore City Visitor Center. Three million dollars has been pledged by the City and the State for the proposed \$4-5 million facility to be located at the Inner Harbor. Although one of the goals for the BCHA is to draw people beyond the Inner Harbor, the 15 million people who visit the Inner Harbor provide a substantial pool of people who might be enticed to explore other attractions within the BCHA. The Visitor Center will serve as a "gateway" to the BCHA, which will be highlighted at the facility in a multi-media experience to present the history of Baltimore. BCHA exhibits and information will be designed to showcase the BCHA's major themes, provide visitors with an orientation to the Heritage Area, offer special programs and events relating to Baltimore's heritage, and stock brochures and information on Heritage Area sites, services, dining and lodging.

The Maryland Historical Society's proposed exhibit "Looking for

PROMOTIONAL GOAL

"Liberty in Maryland" will offer visitors an overview of Maryland's history. In addition to the existing City Life collection, this can be another satellite gateway in the Historic Charles Street/Mount Vernon TIZ that provides an introduction to the BCHA Heritage Area and other statewide heritage tourism attractions.

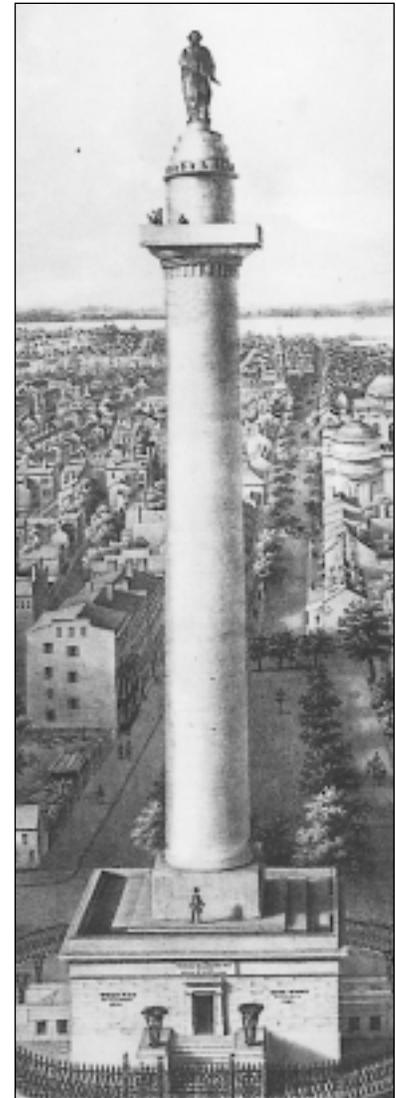
Satellite information centers extend visitor services into areas less likely to have them currently, provide information near heritage resources, and allow for better linkages between sites, attractions and new tourism-related businesses. The Target Investment Zones are the logical place to locate satellite centers that can also operate as linkages to heritage attractions in each TIZ, and a number of possible locations exist. These include the: 1840's Complex, Fells Point Visitor Center; Washington Monument or Maryland Historical Society, National Historic Seaport Pier One; Pennsylvania Station; Mt. Clare Mansion/Carroll Park; Orchard Street Church; Lexington, Hollins, Broadway, and Cross Street Markets; and in Hampden. Of these, the Maryland Historical Society or the Washington Monument in the Mount Vernon/Historic Charles Street TIZ and the Fells Point Visitor Center offer an immediate opportunity within which to create satellite BCHA Information Centers. As the Heritage Area becomes more firmly established, a plan should be developed to identify a coordinated approach for the construction of additional locations. It is necessary to consider distances between each and the resources in the vicinity of a potential site as well as links to parking areas and lodging.

II.C.2, III.A, IV.C. Project Action – Washington Monument Satellite Information Center.

Space is available in the Washington Monument to accommodate a concierge desk and staff. It is at the center of the Historic Charles Street/Mt. Vernon TIZ and on the Charles Street Scenic Byway. Many historic and cultural institutions are located nearby and guided and self-guided walking tours highlighting the area's heritage resources are offered. Funding to open this facility on a regular basis to field questions and provide information on the BCHA could encourage visitor movement up from the Inner Harbor.

II.C.3, III.A, IV.C. Project Action – Fells Point Visitor Center Satellite Information Center.

The recently opened Fells Point Visitor Center provides tourists with



Washington Monument

CHAP

information on Fells Point and the surrounding area. Using this facility as a satellite information center for the BCHA would help expand the reach of the BCHA promotional and interpretive material and could benefit Fells Point by enticing visitors to explore more of the adjoining neighborhoods and the proposed Maryland Maritime Center.

Creating thematic links between heritage resources located in various parts of the Heritage Area will help establish in the visitor's mind the connection between people and events throughout the city. It also will encourage people to visit multiple areas within the BCHA, introducing them to a broader cross-section of the city's heritage. Thematic linkages are developed primarily through interpretive materials, which must be researched and produced. This information then can be conveyed through a variety of media, including brochures and other publications, interpretive panels and displays, exhibits at visitor centers, living history demonstrations, and guided and self-guided tours that are all oriented to a particular theme. Once the thematic information is developed, the physical links will take people from one place to another. Themes and interpretation are discussed in greater detail under the Preservation Goal section.

**II.C.4, III.C, II.B. Project Action – Patricia Grace Thomas Inn
Welcome and Interpretative Center for the National Road Scenic
Byway**

Sankofa Community Development Corporation (CDC) with local community leaders is currently seeking National Register of Historic Places designation and the renovation of a historic tavern on the National Road. The Patricia Grace Thomas Inn and Museum will highlight not only the tavern's contribution to the National Road but its role in the African American history of the property. The Sankofa CDC has received a \$50,000 grant from the Maryland Historical Trust toward the renovation of this historic property.

PRESERVATION GOAL

III. PRESERVATION GOAL: CREATE AND FOSTER THE AWARENESS AND STEWARDSHIP OF BALTIMORE CITY'S HERITAGE RESOURCES BY VISITORS AND RESIDENTS ALIKE

A. OBJECTIVE: COMMUNICATE BALTIMORE'S STORY ACCURATELY AND IDENTIFY AND PROMOTE AUTHENTIC BALTIMORE EXPERIENCES.

In order to offer visitors to the BCHA a fun, informative and quality experience, interpretative material will need to be developed that will accurately and authentically depict the city's heritage, its citizens and the sites that people can visit to learn about. A number of interpretive themes were developed in the Phase I report, and each of these should be researched, planned and programmed before extensive marketing and promotion occurs. Also, development of sites and interpretative tools, including living history demonstrations, written materials and trained tour guides will need to be in place to achieve a quality experience. Some existing activities, such as the Living Classroom Foundation's National Historic Seaport Project, can offer a good start in building an effective heritage tourism initiative for Baltimore. In addition to an exhibit and video that orients visitors to the Heritage Area in general, a heritage tour with a similar orientation could provide an overview for the first-time visitor. Other niche or thematic tours could support visitation to Baltimore's heritage resources.

III.A.1 Project Action – Interpretive Plan for the Heritage Area.

The development of an Interpretive Plan for the BCHA will more fully develop the BCHA themes and suggest vehicles for conveying them, evaluate the quality and readiness of sites, and recommend facilities for distribution/ display.

Using the Interpretive Plan as a guide, theme-based tours and interpretive material for the BCHA should be developed. These materials could include publications, tours, multi-media information sources such as CD-ROMs or websites, facilities, kiosks or interpretive panels, and living history demonstrations.

III.A.2, II.A Project Action – Thematic Tours.

Develop theme-based tours that provide an authentic experience for the heritage traveler. Helping the visitor understand and learn about



This Baltimore youth is proud of his history as he stands in front of Saint John's AME Church.

HRG Consultants, Inc.

Baltimore's heritage can be accomplished with trained guides and tours geared to a special interest or audience. Tours might be developed on the Heritage Area themes:

- The Power of Water – Industries that Built Baltimore and Shaped the State;
- The Tides of Settlement – Baltimore's Neighborhoods;
- Troubled Waters – Civil and Social Struggles in Baltimore; and
- A Flood of Riches - Baltimore's Cultural and Natural Inheritance

African-American Heritage Tourism activities in Baltimore City and in the State of Maryland is growing in recent years. To take advantage of these efforts and to capitalize on other opportunities within the BCHA, it is critical that investment be given to support them. Additional research is necessary to fully develop tourism activities and materials to assure quality and accurate interpretation. The integration of living histories, tour guides and other interpretative facilities can successfully create accurate and exciting accounts of Baltimore's African-American history and culture. A significant sub-theme under "Troubled Waters" that might be explored is the Underground Railroad.

III.A.3 Project Action – African American Heritage Tourism.

Investigate ways to support and promote African-American Heritage Tourism. Development should involve contacting, collaborating with and establishing agreements with tour operators, museums, and cultural centers. Coordination with existing organizations is important that includes, the Great Blacks In Wax Museum, the Baltimore African-American Tourism Council, the Unity Center, and efforts such as the annual Grand Tour and the Cadillac Parade. A sample African-American Heritage Tourism Inventory was developed for this Management Action Plan (MAP) to suggest sites that could be included in this niche market for the BCHA.

Preserving and developing interpretive programs around some of the Heritage Area's key historic properties will help convey to the visitor the significant events that occurred in Baltimore. It also will help to protect the resources and prolong their life so that they might bring joy and learning opportunities to visitors for years to come.

PRESERVATION GOAL

III.A.4 Project Action - Maryland Maritime Center.

The Maryland Maritime Center combines a strong educational component, with historic preservation and economic development. The Center consists of six adjoining historic properties in the Fells Point TIZ and will include a nationally renowned collection of the MHS. An open-air maritime exhibit area, an 18th-century garden and two house museums will be integral components in presenting local maritime history from the pre-Revolutionary period through the 19th century.

III.A.5 Project Action – Star-Spangled Banner House and 1812 Museum.

Preservation and expansion plans for these significant heritage attractions will offer new interpretative facilities for the visitor. Restoration of the house, redevelopment of the garden and construction of the new museum are part of a five-phase plan. These sites are located in the Jonestown/Little Italy TIZ and are identified stops on the proposed Museum Walk in Inner Harbor East.

III.A.6 Project Action – Touring Historic Upton, Madison Park and Marble Hill.

Create a walking tour book for the Upton, Madison Park and Marble Hill neighborhoods that is accurate, interesting and attractive. It should enhance existing tours and be a quality publication

B. OBJECTIVE: PROTECT AND PRESERVE THE RESOURCES THAT REPRESENT BALTIMORE'S HERITAGE.

Under Plan Baltimore's recommendation to maximize the potential of the City's historic urban fabric as an asset for Baltimore, is the completion of a Citywide Preservation Plan. The plan states, "Completion of a citywide Preservation Plan, to be coordinated by CHAP, should be a top priority. This Plan would include a survey of each City neighborhood to determine its eligibility for historic designation. Historic and architectural significance will be an important factor in deciding where to target City resources for stabilization and revitalization, and where to exercise selective demolition...." This effort could benefit the implementation of the Target Investment Zones and assist in the decision-making for properties that might be recommended to receive the MDHAA



Star-Spangled Banner Flag House

BACVA

historic preservation tax credit.

III.B.1 Project Action – Preservation Plan.

The BCHA Association is encouraged to advocate for and support the development of a Citywide Preservation Plan as outlined in the Comprehensive Plan. If the Preservation Plan is implemented, BCHA staff should encourage CHAP to begin with the Target Investment Zones.

III.B.2 Project Action – Technical Assistance for Preservation.

The BCHA Association staff should work with and develop partnerships with CHAP, the Maryland Historical Trust (MHT) and Preservation Maryland that provide technical and financial assistance to identify efforts that will advance the preservation tools for the BCHA.

III.B.3 Project Action – Restoration and Reuse of the H.L. Mencken House.

Support the Baltimore Writers' Alliance, the Mencken Society and the Union Square Association in their plans to restore this historic resource as a writer's center that will also be open for interpretative tours. Located in the National Road/Railroad TIZ, it will honor the life and works of H.L. Mencken.

III.B.4 Project Action – Building Acquisition and Expansion for the Eubie Blake National Jazz Institute and Cultural Center.

An adjacent building and underground garage will add 10,000 square feet of space to the existing permanent exhibit center. This will allow for limited artist residences, 12 parking spaces, and the development of a children's art gallery while eliminating another vacant building. Renovation funding is being sought through several state programs.

III.B.5 Project Action – Interpretative Exhibits for the Eubie Blake National Jazz Institute and Cultural Center.

Recently opened, the Eubie Blake National Jazz Institute and Cultural Center is more than just a museum. It is an arts education institution offering a tremendous opportunity to teach, entertain and communicate the history of Eubie Blake and Baltimore's jazz heritage in an attractive setting. Numerous programs and events have already started to bring in visitors and residents alike. A permanent exhibit

PRESERVATION GOAL

featuring jazz legends of Baltimore will be created through thoughtful and provocative displays that will match the quality of the building restoration and design.

III.B.6 Project Action – Great Blacks In Wax Museum Expansion.

The Great Blacks In Wax Museum is restoring a block of historic structures on North Avenue that includes the Sandler and Son Funeral Home. This project restoration will expand the existing exhibit and museum space as well as the restoration of an historic Baltimore block. Phase II of this three-phase project will restore three structures including the mansion. Design and fabrication of new exhibits is expected to triple the visitation number.



Living Classrooms Foundation

Ziger/Snead architectural rendering of the Frederick Douglass-Isaac Myers Maritime Park

III.B.7 Project Action – Restoration of the Arch Social Club.

Many historic buildings along Pennsylvania Avenue have been lost. This MAP supports the protection and preservation of those existing structures that can enhance the appearance of the visitor's experience while providing for interpretative possibilities.

III.B.8 Project Action – Frederick Douglass-Isaac Myers Maritime Museum.

The creation of the Frederick Douglass-Isaac Myers Maritime Park within the Fells Point TIZ will provide classrooms and retail space as well as the development of interpretative facilities and employment of disadvantaged youths in Baltimore. This museum development project within a restored historic structure will emphasize African-American contributions to Baltimore's heritage.

III.B.9 Project Action – Phoenix, Merchant's Shot Tower.

Create an interpretative facility at the site of the Shot Tower, erected in 1828 and used to manufacture shot. The tower itself cannot accommodate displays or exhibits and its size limits visitation; therefore, the 1840s Corporation is seeking the use of the adjacent



CHAP

Merchant's Shot Tower

park to construct an exhibit building to tell the Tower story.

III.B.10 Project Action – Bromo-Seltzer Tower Building.

Preservation improvements to the roof and windows will secure this city landmark for generations to come. Several redevelopment options are being considered including residential with potential exists uses for the ground floor level of the building that might include space for rotating art exhibits, a satellite visitor center for the BCHA, museum, gift shop or café.

C. OBJECTIVE: CREATE AND STRENGTHEN LOCAL AWARENESS OF BALTIMORE’S HERITAGE RESOURCES.

The Cultural Alliance, representing the major cultural institutions and facilities within the Heritage Area, is actively pursuing ways to collaborate, coordinate and promote Baltimore’s art and culture. This organization has hired staff, raised funds and is already established to promote some of the same sites, destinations and events that will attract the heritage visitor. Partnering offers another opportunity to seek ways that encourage ongoing initiatives to support the cultural resources within the BCHA.

III.C.1, IV.C Project Action – Cultural Link.

Establish physical and thematic links between the BCHA Association and the Cultural Alliance. Pursue the most effective ways to augment ongoing efforts and define new opportunities to jointly advance the arts, culture and history in Baltimore.

Good stewardship of historic resources and appreciation of local heritage can begin in the classroom. The BCHA is a living classroom of historical as well as cultural and artistic resources that have a wide range of applications in school curricula. Additionally, children who are taught the value of their history and the resources that depict it will be able to share this knowledge with their families and friends, spreading the word about the need to protect this heritage.

III.C.2 Project Action – Heritage Curriculum Development.

Work with local schools to incorporate elements of Baltimore’s heritage and history into their curriculum. Development of a curriculum-based program drawn from the identified Heritage Area themes will require staffing. In collaboration with the academic

PRESERVATION GOAL

institutions, historical and community organizations, and the BCHA Association, develop community projects for students with a focus on the BCHA.

D. OBJECTIVE: IMPROVE EXISTING LOCAL AND STATE PROGRAMS TO ENHANCE PROTECTION OF HISTORIC BUILDINGS AND PRESERVATION OF HERITAGE RESOURCES.

The BCHA Association is encouraged to advocate for and support local and state preservation efforts to retain and improve the integrity, attractiveness and availability of Baltimore's resources. Close coordination with the Baltimore City Commission on Historical and Architectural Preservation (CHAP), Preservation Maryland and the Maryland Historical Trust (MHT) can advance the current programs, technical assistance and incentives to preserve and protect Baltimore's past. Without the physical structures, it is more difficult to interpret the history of events, people and activities that formed the city. Baltimore currently has a wealth of historic architecture reflecting the architectural styles that contribute to the richness of the City but also reflect the wealth, ethnicity, and materials of Baltimore residents.

III.D.1, III.A Project Action – City Tax Credit Extension.

The City's Historic Preservation Tax Credits allows owners of historic properties (both residential and non-residential) that are listed on the National Register or contribute to a National Register or Baltimore City Historic District to receive tax credit for approved rehabilitation work. A minimum of 25% of the full cash value of the building must be expended, but the credit is worth 100% of the assessment increase that would result from the work. The credit is applied to assessments for a period of ten years and can be transferred from one owner to the next. Because of the substantial preservation benefits that can accrue from such a program, the BCHA Association should continue to support the program that has been extended to FY 2006.

Baltimore contains over 175,000 structures built prior to 1950 – almost 40% of all such structures in the State of Maryland. Over half of the standing structures in Maryland that are listed on the National Register, including those within the National Register Historic Districts, are found in Baltimore City. Within the boundary of the Baltimore City Recognized Heritage Area, there are 39 historic districts, and of those 26 are local districts and 20 are on the National

Register of Historic Places. All designated historic properties in Baltimore are available for and supported by the Baltimore City Rehabilitation Tax Credit. A map of these areas are available from CHAP.

Although a comprehensive survey of potential non-listed, non-designated historic structures or non-historic structures could not be accomplished due to the extent of resources found within the ten Target Investment Zones and within the proposed Certified Heritage Area boundary, CHAP has identified the following potential historic districts within the BCHA:

- Potential National Register and/or Local Historic Districts:
 - Poppleton Potential Historic District
 - Washington Village (Pigtown) Potential Historic District
 - South Baltimore
 - Locust Point TIZ
 - Patterson Park
 - Little Italy
 - Upton
 - Penn North
 - Reservoir Hill
 - Mount Clare

- Potential Local Historic Districts:
 - Jonestown

- Study areas that are likely to have the potential for National Register Historic District designation:
 - Wyman Park-Remington Study Area
 - Hampden Study Area
 - Woodberry Study Area

III.D.2 Project Action – Inventory of Potential Certified Heritage Structures.

Identification of all non-listed, non-designated structures eligible for listing on the National Register of Historic Places and non-historic structures considered eligible for the Historic Preservation tax credit were beyond the scope of this MAP. A separate study should be undertaken to accomplish this.

A non-listed, non-designated historic structure contributes to the

PRESERVATION GOAL

significance of a Certified Heritage Area if it is eligible for individual listing in the National Register of Historic Places or a contributing resource within a National Register eligible district. CHAP maintains a list of potential resources for the City of Baltimore that can be augmented by an additional study targeted for the BCHA. A non-historic structure can contribute to the significance of a Certified Heritage Area if it is not architecturally, historically, or culturally significant in and of itself, but its rehabilitation significantly enhances the overall architectural, historical, or cultural quality of the BCHA and the visitor experience. This MAP outlines additional criteria (refer to page 115) for non-historic structures outside of Target Investment Zones for review and approval by the BCHA Association, the City of Baltimore and the MHAA.

III.D.3, III.A Project Action – Heritage Area Site Plaques.

Establish a program that encourages independent sites and attractions to meet standards that support the goals of the MAP. The BCHA Association in collaboration with CHAP, Baltimore Heritage, the Maryland Historical Trust and Preservation Maryland could hold an annual event to present a plaque to individual properties that would illustrate that the site is a certified heritage resource. Both heritage attractions and visitor services should be considered for inclusion in the program.

IV. DEVELOPMENT GOAL: CREATE BUSINESS AND DEVELOPMENT OPPORTUNITIES AND MORE JOBS FOR CITY RESIDENTS THROUGH INCREASED VISITOR ACTIVITY

A. OBJECTIVE: EXPLORE OPPORTUNITIES TO EXPAND EXISTING AND CREATE NEW ENTREPRENEURIAL AND TOURISM-RELATED BUSINESS DEVELOPMENT WITHIN THE BCHA.

Seek opportunities to identify projects within the certified Heritage Area that offer economic development potential to meet the needs and services for the heritage traveler. These might involve the restoration, rehabilitation or development of the heritage sites, construction of new services or the creation of smaller entrepreneurial businesses to support visitor services and activities. Some of the heritage sites and attractions will need improvements before they can be interpreted or promoted. Bed and breakfasts, inns, restaurants, entertainment and retail shops should be considered in seeking to expand private investment in heritage tourism within the BCHA. The following are two examples of projects that are currently underway and offer viable tourism activities to support the goals of the Heritage Area.



Fort McHenry

BACVA

IV.A.1, III.A, III.B, III.C Project Action – National Historic Seaport Project.

Support and nurture the National Historic Seaport Project (NHSP) in their heritage tourism initiative that includes 16 heritage sites including Fort McHenry. The NHSP has become a major employer who is assisting disadvantaged youths and adults from Baltimore neighborhoods through a workforce development effort. This effort will be expanded at the Frederick Douglas Isaac Myers Maritime Park. Numerous activities to promote, prepare and interpret the resources within the National Historic Seaport are already underway. They include a wayfinding system, exhibits, passport program and Seaport Taxi, among other activities. The NHSP Pier One Gateway project that will introduce visitors to the National Historic Seaport is an ideal satellite information center for the BCHA.

DEVELOPMENT GOAL

IV.A.2 Project Action – Low-Interest Loan Pools.

Work with local financial institutions to create low-interest loan pools to spur revitalization activities within the Target Investment Zones. Emphasis should be placed on small retail, restaurant and lodging establishments that complete the heritage experience. Providing startup costs to a potential bed and breakfast owner will not only preserve an historic structure and provide for alternative accommodations within historic neighborhoods. It is critical, however, that neighborhood support is established and that the location is compatible and appropriate.

IV.A.3 Project Action – Exterior Façade/Improvements.

Expand upon the Charles Street Renaissance Corporation's effort and establish a revolving loan and grant fund that merchants and property owners may utilize to undertake façade improvements.

B. OBJECTIVE: EQUIP THE CURRENT LABOR POOL WITH THE SKILLS TO MEET THE FUTURE DEMAND FOR HERITAGE TOURISM EMPLOYMENT.

IV.B.1 Project Action – Docent, Guide and Hospitality Training.

Offer training programs for those who will make Baltimore's heritage come to life through quality interpretation. These are essential to the success of heritage tourism. Hospitality industry workers, particularly "front line" people, should also be trained to increase their knowledge of the Heritage Area and to instill the importance of a friendly, courteous and helpful attitude.

IV.B.2 Project Action – Professional Training Program Development.

Work with educational institutions to create certified training and degree programs to equip the labor pool with professional skills in heritage tourism and related businesses. This program should include the development of training material and the establishment of courses

that will equip tour guides with the knowledge and skills needed to give engaging tours that accurately represent Baltimore's heritage.

C. OBJECTIVE: LEVERAGE PUBLIC FUNDS FROM THE MARYLAND HERITAGE AREAS PROGRAM WITH PRIVATE INVESTMENT AND OTHER PUBLIC FUNDS.

Designated historic buildings and districts within the BCHA complement other historic and cultural sites and resources that are also integral to Baltimore City and its heritage, so it is difficult to define limited areas where rehabilitation would help protect and preserve the historical and structural integrity of these resources. Increasing the number of incentives available for businesses and organizations to revitalize Baltimore's historic areas can only be an advantage in the long run. While the creation of Target Investment Zones will enable the Steering Committee to focus capital investment on those areas that have the greatest impact, large portions of the Heritage Area lie between proposed TIZs.

It is essential to the success of the BCHA that non-historic heritage structures be eligible for redevelopment incentives such as tax credits. These structures are an inextricable part of the context in which the heritage structures are situated, and in these interstitial areas, the key player involved in crucial revitalization work will be the private sector — those individuals and businesses that are most apt to take advantage of tax credits and see them as a deciding factor in determining the suitability of a site for rehabilitation. Providing incentives for redevelopment will ensure that modern additions to the city fabric are compatible with its historic buildings and are maintained in good repair, which will enhance the visitor experience. It also will ensure that the geographic links between heritage sites and TIZs are visitor-friendly.

Private sector investment is viewed as critical to the success of the BCHA. Since funding for projects outlined in the Capital Improvement Plan may not be forthcoming through the Maryland Heritage Areas Authority Financing Fund or other programs, it was decided that other incentives should be developed to assist the private sector in helping to create a viable and vibrant Heritage Area.

One of the critical questions that must be addressed for any potential project seeking the Maryland Heritage Areas Authority tax credits is that the project is of utmost importance to the development

DEVELOPMENT GOAL

of the heritage area, constitute substantial rehabilitation, and would not be eligible for listing in the National Register of Historic Places. This being the case, it was recognized that these tax credits should be made available only to non-historic heritage development efforts that:

- 1) Strengthen the character of a city block or heritage district within the Certified Heritage Area Boundary;
- 2) Are built to quality design standards that enhance the historic, architectural and heritage of the TIZ or heritage area; and
- 3) Accrue to overall economic activity that supports the goals for the BCHA.

The City of Baltimore and the BCHA Association will use the following criteria within the City's existing review processes to determine whether a project should be recommended as a non-historic heritage structure. Local review of projects on a case-by-case basis will insure that signage, streetscape elements and other improvements reinforce the heritage tourism efforts. The basis of eligibility will assess the structure and proposed project development on whether it meets one or more of the following criteria.

It is also recognized that it is difficult to determine which structures would be eligible as a non-historic heritage structure without knowing the proposed use of the property and the physical design features as mentioned above. The combination of the above criteria will determine whether a property will enhance the goals of the BCHA. It is the intent of this MAP that tax credits be used

NON-HISTORIC HERITAGE DEVELOPMENT ELIGIBILITY CRITERIA

USE:

Does the existing or proposed use:

- Support the goals and objectives of the Heritage Area Management Action Plan?
- Provide for visitor services (lodging, food, parking, shuttle service, gas, information, tickets, open space-outdoor seating, entertainment)?
- Provide for museum and interpretative objectives?
- Create or improve a heritage destination or attraction?

AESTHETICS

Does the existing building:

- Help to retain the physical characteristics of the streetscape and authenticity of a Target Investment Zone?
- Provide continuity in the physical link between heritage sites or Target Investment Zones?

Does the proposed restoration or rehabilitation of the structure:

- Improve an abandoned or blighted eyesore?
- Enhance the appearance of the structure or streetscape?
- Provide for compatible design features that compliment existing historic structures?
- Include streetscape improvements that meet or exceed the Heritage Area streetscape design vision?

ECONOMIC BENEFITS

Will the new development:

- Generate additional economic activity in the surrounding area?
- Generate new construction and permanent jobs?
- Generate additional tax benefits to the jurisdiction?
- Contribute to an increase in visitation?

as incentives to private developers to produce development that is beneficial to heritage tourism.

The review and approval process will be factored into the City of Baltimore's normal review procedures for special districts. An applicant should first contact the BCHA management entity and the Commission for Historical and Architectural Preservation to discuss the possibility that their proposed project might be eligible for the MHAA tax credits. If deemed potentially eligible, then the applicant will submit an application to CHAP. CHAP may request that the Design Advisory Panel also review the plans to assure a high standard of design. Once they have issued a "notice to proceed", the applicant may proceed with the three-part Heritage Preservation Certification

Application to the Maryland Historical Trust (refer to appendix for more detail).



Brown & Craig, Architecture

Lexington Market Plan for Revitalization

IV.C.1 Project Action – Non-historic Certified Heritage Structures.

Three buildings in particular were identified during the MAP process as warranting identification as non-historic heritage structures. Designation as such will enable these properties to take advantage of non-

historic heritage tax credits. The properties are:

- **Lexington Market.** The existing market is one of the largest sites patronized by city residents and some visitors. Located at the original market site, this large windowless concrete building screens the activity inside. Lexington Market, Inc. has developed an attractive and creative adaptive interior and façade design that will transform the market's appearance to capture some of the heritage tourism market. Lexington Market is an unique attraction in the BCHA and offers the heritage tourist the opportunity to experience part of Baltimore's history while partaking in local fare. The opening of the market to the street will enliven and improve the appearance of the Market Center TIZ.
- **H&S Distribution Center.** The H&S Distribution Center currently is an unattractive concrete-block warehouse that stands between the Inner Harbor East and Fells Point TIZ and discourages pedestrian and vehicular linkages between these two tourist destinations. Rather than tear it down and build a high-

NEIGHBORHOOD GOAL

rise office tower that would be closed at night, the tax credit would financially enable the developer to build a less dense project that makes use of the existing building and includes retail and public use on the ground level. The proposed mixed-use concept for the H&S Distribution Center includes streetscape and façade improvements providing for animation at the street level and an attractive link along existing streets.

- Northeast Market. The market is located on Monument Street, a Maryland Main Street community, that is planned for improvements to revitalize this community resource.

- Crown Cork and Seal Buildings. The University of Baltimore and the Maryland Institute College of Art are exploring options that might provide additional linkages to the Historic Charles Street/Mount Vernon TIZ. The old Crown Cork and Seal Buildings are properties that might have an advantage in creating a "College Town" with retail at the ground level if tax credits were available.

IV.C.2, II.A Project Action – Creation of Joint Marketing Opportunities.

Form partnerships with the city and organizations to promote the Heritage Area in conjunction with existing city events such as the Baltimore Book Fair, ethnic festivals and special activities.

IV.C.3, III.A, III.B Project Action – Carroll Mansion.

This project will reopen the Carroll Mansion as a functioning and innovative museum that is an integral part of the proposed Museum Walk. The redevelopment plans for this facility include a bed and breakfast, retail shops and possibly a restaurant in addition to making rooms available for various functions. Carroll Mansion will have authentic reproduction furnishing of the historic period. The facility will be available for corporate affairs to generate income.

V. NEIGHBORHOOD GOAL: CLEAN UP AND REVITALIZE NEIGHBORHOODS TO MAKE THEM ATTRACTIVE TO VISITORS AND TO IMPROVE THE QUALITY OF LIFE FOR RESIDENTS

A. OBJECTIVE: CREATE A PHYSICAL AND PSYCHOLOGICAL ENVIRONMENT THAT IS CONDUCIVE TO DAY AND NIGHT VISITATION.

Providing for attractive, friendly and active streets will help to encourage visitation to sites in areas of the City that are perceived to be less safe. Creating a heritage program that addresses this issue of safety and security while improving the quality of life for residents, and encouraging new businesses near heritage resources can change the perception that many neighborhoods are not safe. A partnership with the Baltimore City Police Department or private security companies should be considered in framing the best approach to achieving this objective.

V.A.1, II.B Project Action – Heritage Area Ambassadors.

The establishment of a Heritage Area Ambassador program will provide visitors and residents with on-location trained information guides throughout the BCHA. A training program that would be offered annually to organizations involved with heritage and cultural tourism. Participants can be advised and educated on historic data, current events and hospitality services. These Ambassadors should be uniformed so that they are easily recognizable; they should be posted in areas near heritage resources and services where visitors most likely will be looking for information and a welcoming face. One opportunity might be locating and providing for the Ambassadors at the Satellite Information Centers. The use of Palm Pilots or other electronic devices could assist these individuals in providing personal and up-to-the-minute information, directions and reservation services.

V.A.2 Project Action – Community Safety Network (Neighborhood Watch).

Launch an initiative to create a network of safety guides in neighborhoods throughout the BCHA that could also serve as escorts or answer pertinent questions. Combining this initiative with the responsibilities of the Heritage Area Ambassadors can consolidate

NEIGHBORHOOD GOAL

costs, reduce duplication of effort and provide for a more comprehensive outreach and revitalization of areas within the BCHA.

Alternatively, with training, neighborhood residents and retired citizens affiliated with a neighborhood organization or the local school crossing guards could serve in these roles. Creating Citizens on Patrol (COP) might be an effort whereby city favors such as free parking or reduced transit fares could be used as incentives. Partnerships with the local colleges and universities could be developed to provide training. This second option has several benefits that include building community pride, a level of visitor comfort and safety, and an opportunity for visitors to meet hometown heroes and experts.

V.A.3, III.C Project Action – Community Policing for the Pennsylvania Avenue TIZ.

The Pennsylvania Task Force should work with the BCHA Association and the City of Baltimore to establish and administer community-policing patrols to increase the visitor's sense of safety and security when visiting the TIZ.

B. OBJECTIVE: EXPLORE DESIGN STANDARDS, PARAMETERS AND POLICIES THAT RETAIN NEIGHBORHOOD CHARACTER AND REGIONAL IDENTITY WHILE ENHANCING THE PHYSICAL APPEARANCE OF HERITAGE AREA NEIGHBORHOODS.

V.B.1 Project Action – A Vision for Pennsylvania Avenue TIZ.

Provide funding for the Pennsylvania Avenue Task Force to hire a consultant to work with them, the Maryland Main Street Program, and the BCHA Association to develop a vision for and physical design strategy for the Pennsylvania Avenue commercial core. This effort to revitalize the historic core should focus on creating economic incentives for neighborhood and tourism-related businesses, illustrating aesthetic recommendations to enhance its appearance, and crafting interpretative tools to communicate its stories. This planning effort should guide the future growth and marketing of TIZs that is integral to the success of the BCHA.

V.B.2 Project Action – Expansion of the Benefit District for Upton, Madison Park and Marble Hill Neighborhoods.

Providing for opportunities for redevelopment, revitalization and community policing within these historic neighborhoods of the



HRG Consultants, Inc.

Francis Scott Key monument in Bolton Hill

Pennsylvania Avenue TIZ will encourage stability and heritage tourism potential. Existing walking tours can be expanded and small businesses can be established to support neighborhood needs and visitor services.

V.B.3 Project Action – Bolton Hill Landscape Improvements and Tourism Plan.

Aesthetic improvements will further enhance this National Register Historic District and will better serve the Heritage Tourist. Streetscape elements, such as street trees, benches, and lighting will create a welcoming atmosphere. Park restoration will provide a place for a visitor to rest, read and take in the scenery.

V.B.4 Project Action – Monument Street Main Street Improvements.

Streetscape improvements, such as the removal of a dated awning, supports the goals of this Main Street community and provides for a more attractive commercial area. The redevelopment of the Northeast Market will not only help revitalization but improve the quality of life for its residents by creating an open-air farmer’s market.

TARGET INVESTMENT ZONES

TARGET INVESTMENT ZONES

The Maryland Heritage Preservation and Tourism Areas Program provides incentives, technical assistance and funds for heritage area projects. Projects and properties throughout a Certified Heritage Area are eligible for grants from the Maryland Heritage Areas Authority Financing Fund (Fund) for planning, design, interpretation, marketing, and programming, and to encourage revitalization and reinvestment.

Target Investment Zones are specific priority areas within the Certified Heritage Area where the management entity for the Heritage Area is attempting to attract significant private investment. As part of the MAP process for the Baltimore City Heritage Area, it was deemed important to consider geographic areas as Target Investment Zones since neighborhoods were recognized by residents, stakeholders and City initiatives. Other programs often use these geographic boundaries as well. To determine which areas should be recommended as TIZs an evaluation matrix was developed that rated specific geographic areas within the Recognized BCHA boundary according to the criteria established by the Maryland Heritage Preservation and Tourism Areas Program. The state's criteria were further defined to relate more specifically to Baltimore. (Refer to Appendix D).

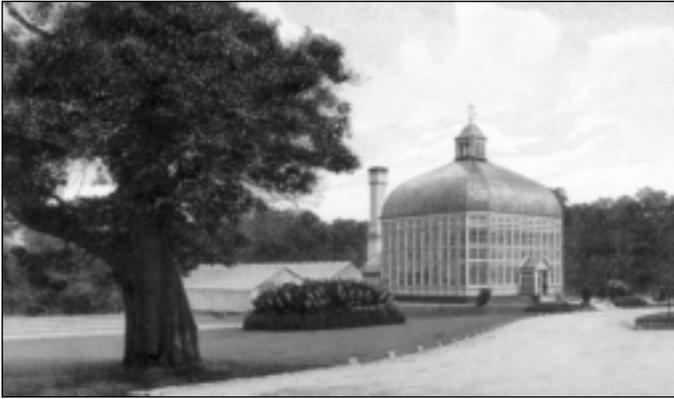
An important factor in determining potential TIZs was whether other local, state or national efforts and/or programs were investing capital and technical assistance. These included, among others, the Maryland Main Street Program, Empowerment Zones, local and National Historic Districts, Business Improvement Districts and Maryland Scenic Byways. Over \$100 million is committed to projects within Baltimore City's Empowerment Zones that can help advance heritage tourism.

Rating was done by the Economic Development Working Group of the BCHA Steering Committee, and by staff from CHAP, and the Baltimore City Planning Department as well as the consultant team. Ten Target Investment Zones were identified based on their concentration of resources, private investment, and political support, among other criteria.

Of these, Mount Vernon/Historic Charles Street was further identified as a prototype because existing organizational and development initiatives in place illustrate potential development and

BCHA TARGET INVESTMENT ZONES:

Mount Vernon/Historic
Charles Street
Pennsylvania Avenue
Druid Hill Park
Market Center
Jonestown/Little Italy
Fells Point
Canton/Patterson Park
Locust Point
Railroad/National Road
Jones Falls Valley



Conservatory, Druid Hill Park.

Baltimore Department of Parks and Recreation.

improvements for other TIZs. It was also identified as an area that is ready to go in the first year, while other TIZs will be ready in subsequent years or as projects become ready for implementation. The Mt. Vernon/ Historic Charles Street TIZ was chosen for a number of reasons:

- It has the resources and services in place to attract tourists over the next five years;
- It has developed master plans that lay out a vision for the area;
- Two organizations, the Mount Vernon Cultural District representing many of the historic and cultural institutions, and the Charles Street Renaissance Corporation representing the business community along Charles Street, have formed to implement their vision;
- The MVCD's organizational structure presents a potential prototype for the BCHA Association;
- It has political support;
- There is significant private investment in the area, including substantial preservation and renovation of buildings;
- Charles Street was designated as a Maryland Scenic Byway;
- Its proximity to the Inner Harbor provides an important pedestrian link;
- Its central location offers advantageous and convenient linkages between and to other TIZs.



View from Druid Hill Park Gazebo

HRG Consultants, Inc.

The Pennsylvania Avenue TIZ also was identified as a prototype because it represents a different set of issues. It is recognized as an area that offers the potential for interpretation and heritage tourism if improvements, revitalization and enhancements are put into place.

- It contains a wealth of people, places and events associated with African-American heritage in Baltimore;
- Adjacent historic neighborhoods offer interpretative possibilities;
- The Pennsylvania Avenue Revitalization Committee was developed to encourage its revitalization;
- The PARC produced a vision for Pennsylvania Avenue that is documented in the "The Historic Pennsylvania Avenue Development Guidebook."
- Pennsylvania Avenue was selected by the City of Baltimore as a

TARGET INVESTMENT ZONES

Main Street community;

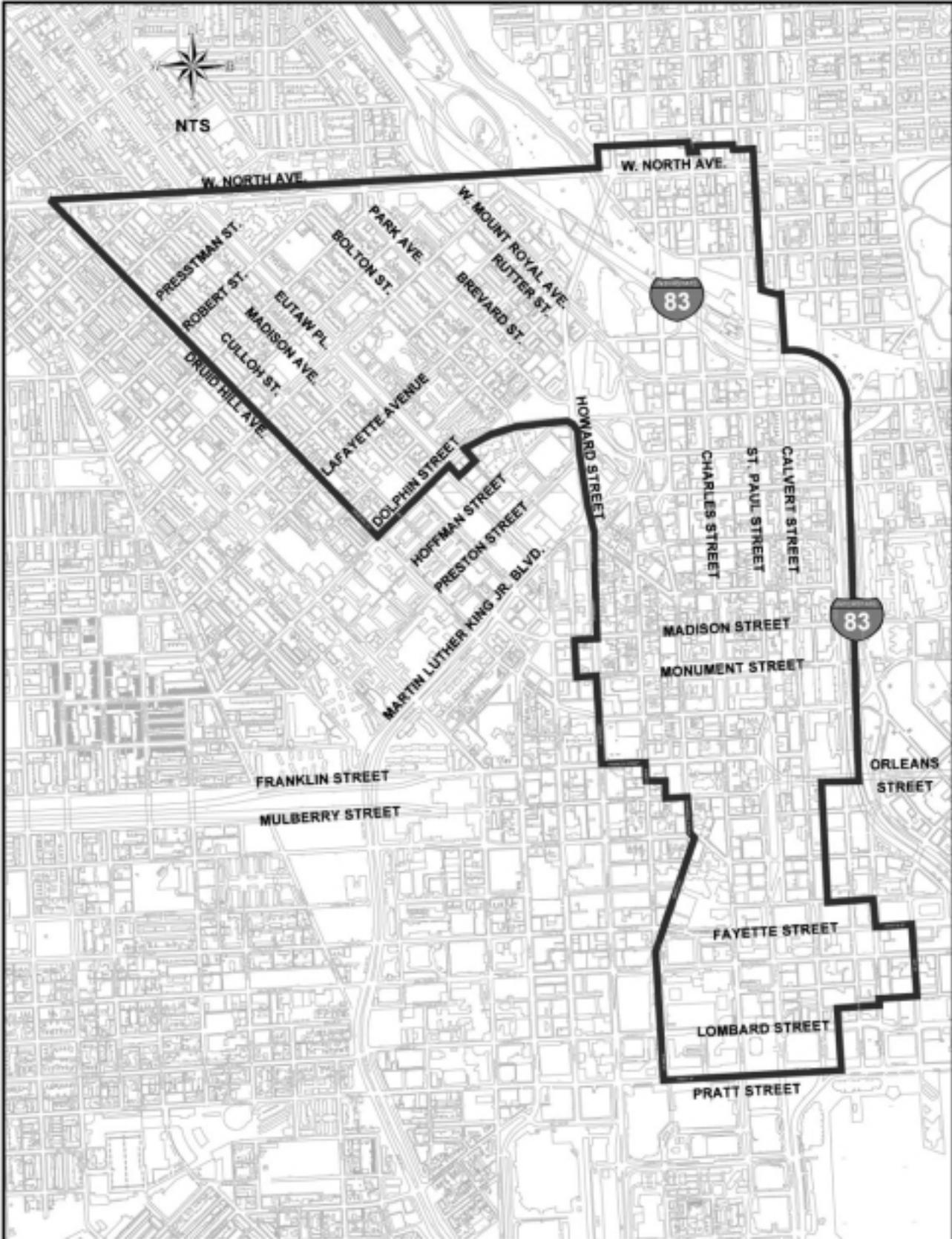
- It has political support.

Under both the Historic Charles Street/Mt. Vernon and Pennsylvania Avenue TIZs is a residential area that overlaps each TIZ because of the historic African American association with Pennsylvania Avenue and also the area lies within the boundaries of the downtown Benefits District, which is part of the other Historic Charles Street/Mt. Vernon TIZ.

The BCHA Association staff will coordinate, advocate for and work with various public agencies, the private sector and individuals to find opportunities within each TIZ that will meet the goals of this Management Action Plan. A staff TIZ coordinator is anticipated to provide technical assistance to organizations within the Target Investment Zones who are seeking activation. The TIZ coordinator or Administrator will work with individuals and organizations to meet the criteria outlined in the evaluation matrix that will allow them to be considered for TIZ readiness (Appendix D). In this capacity, staff should assist in better defining individual projects that will accomplish the objectives outlined in the MAP, and assure that proposed projects are developed to enhance the aesthetic qualities, preserve the historical integrity, and provide for quality resources and services in each Target Investment Zone. Implementation in each TIZ will depend on the initiatives, interest and willingness of its stakeholders. The process for review of development projects will continue to be the responsibility of the City of Baltimore as defined in the *Development Guide: Requirements for Building in Baltimore City*. Every effort should be made to expedite this process for projects within TIZs. The BCHA Association staff should work with the City of Baltimore to encourage this expediency and to create incentives without jeopardizing the quality of the end product.

It is envisioned that each of the Target Investment Zones would be activated at different times during the implementation of the BCHA. Activating a TIZ will depend upon the partners and organizations within the TIZ to work with the BCHA Association in moving their effort to the forefront. Open enrollment allows for each TIZ to submit in writing a letter demonstrating TIZ readiness based on the evaluation criteria that might illustrate legislative, community and financial support, a defined vision and scope for meeting the goals of the BCHA Management Action Plan, matching funds, and a strong organizational structure to implement the proposed projects. In addition, any submission should show how the TIZ has resolved or

addressed the issues outline in the MAP. This written submission might be supported by a presentation to the BCHA Board. The BCHA staff and Board will review the application and make a recommendation for activation at the next scheduled meeting of the Board. The Board can activate more than one TIZ at any given time.



NTS

W. NORTH AVE.

W. NORTH AVE.

PRESBITMAN ST.
ROBERT ST.
MADISON AVE.
CULLON ST.
DRAUID HILL AVE.

PARK AVE.
BOLTON ST.

W. MOUNT ROYAL AVE.
RUTTER ST.
BREVARD ST.

LAFAYETTE AVENUE

DOLPHIN STREET

HOFFMAN STREET
PRESTON STREET

MARTIN LUTHER KING JR. BLVD.

HOWARD STREET

CHARLES STREET
ST. PAUL STREET
CALVERT STREET

MADISON STREET
MONUMENT STREET

ORLEANS STREET

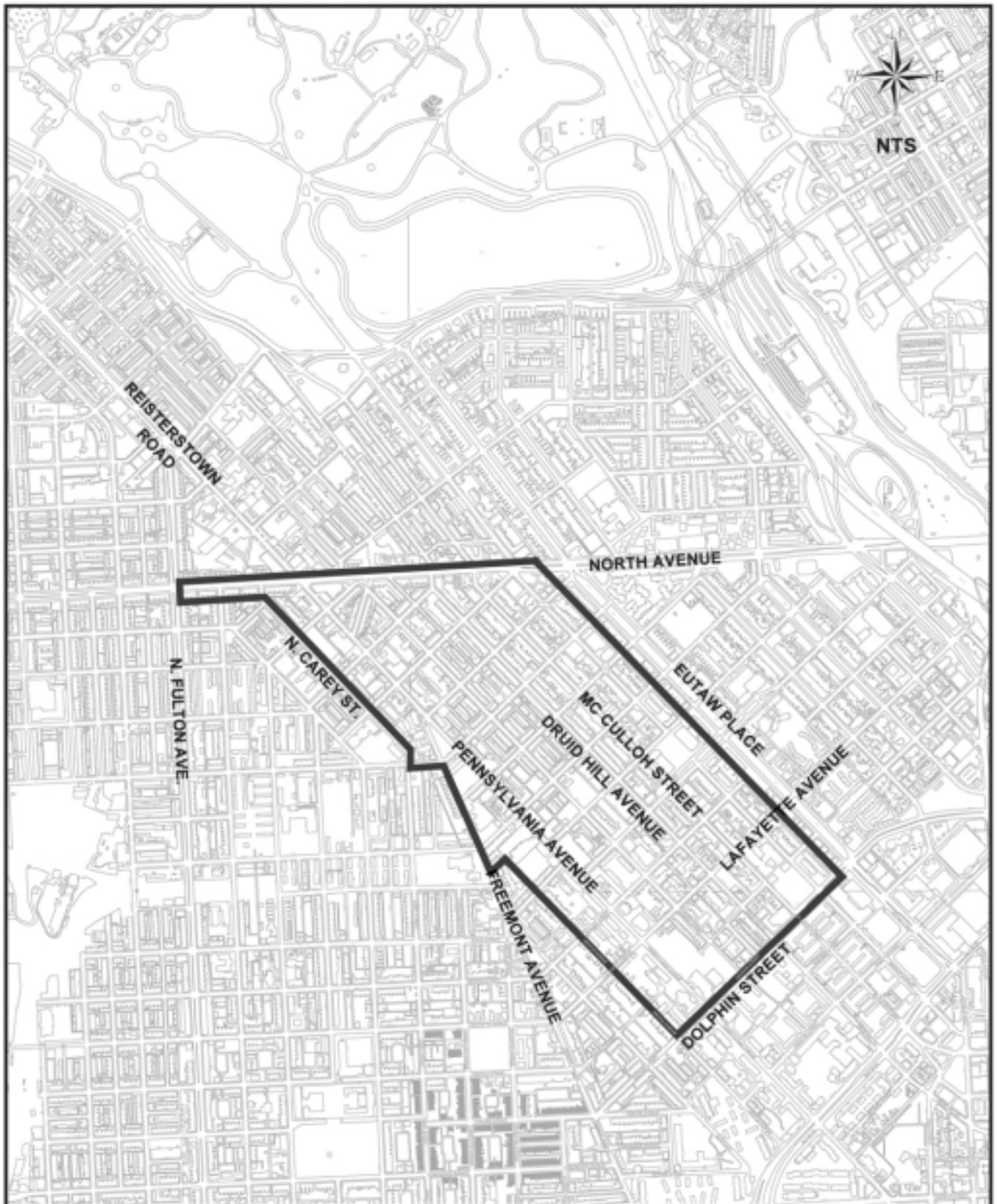
FRANKLIN STREET
MULBERRY STREET

FAYETTE STREET

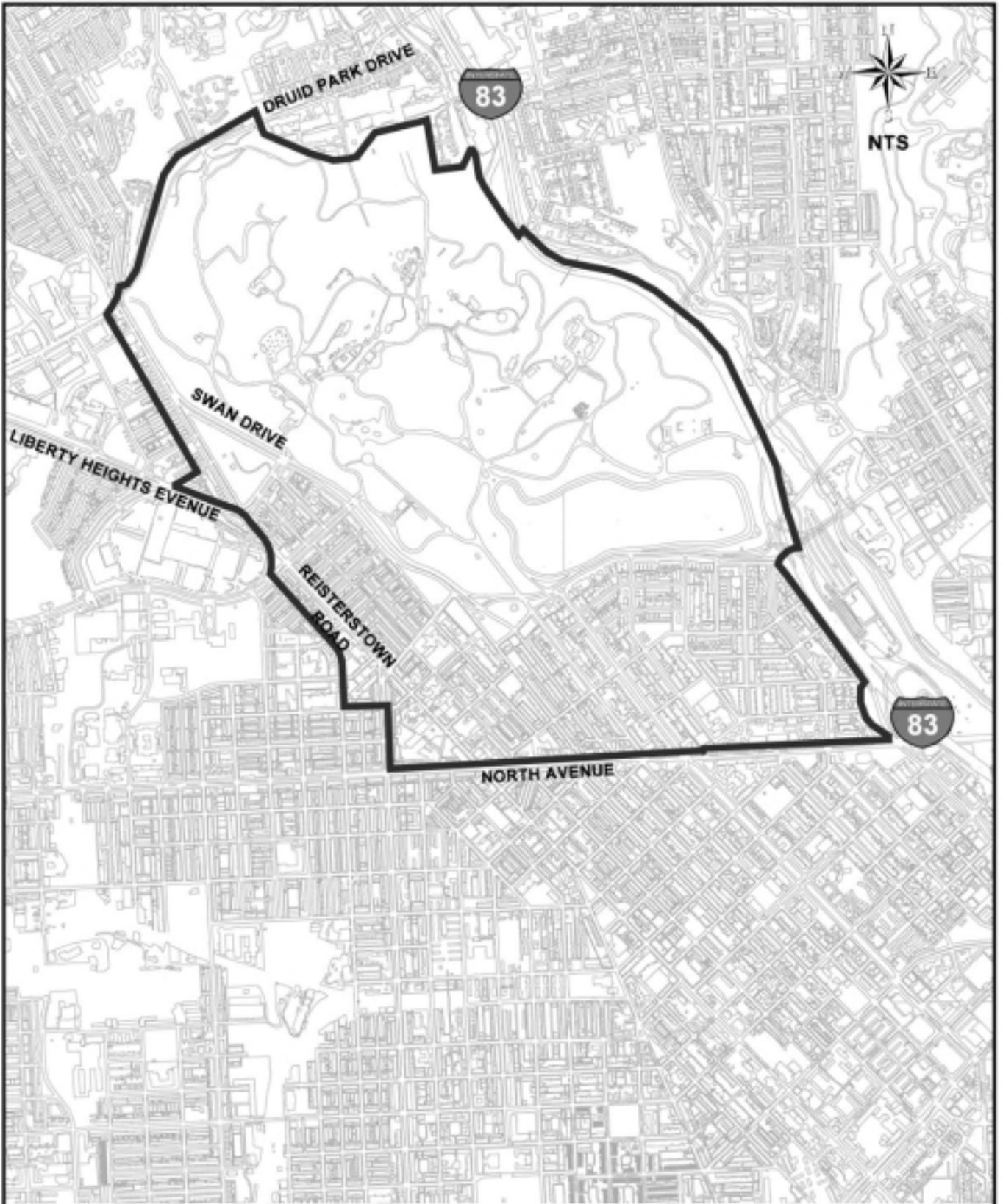
LOMBARD STREET

PRATT STREET

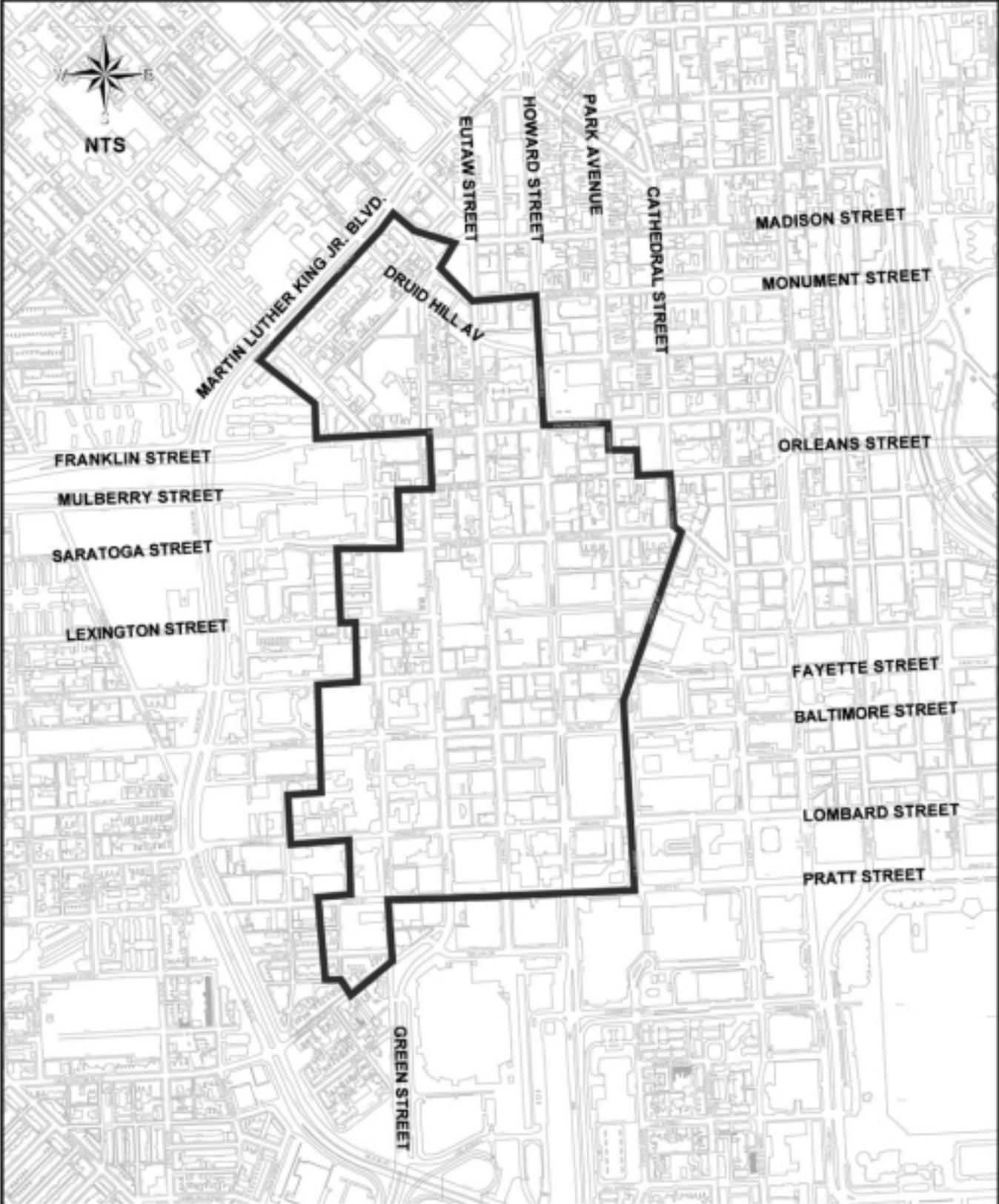
**MT. VERNON /
HISTORIC CHARLES STREET
TARGET INVESTMENT ZONE**



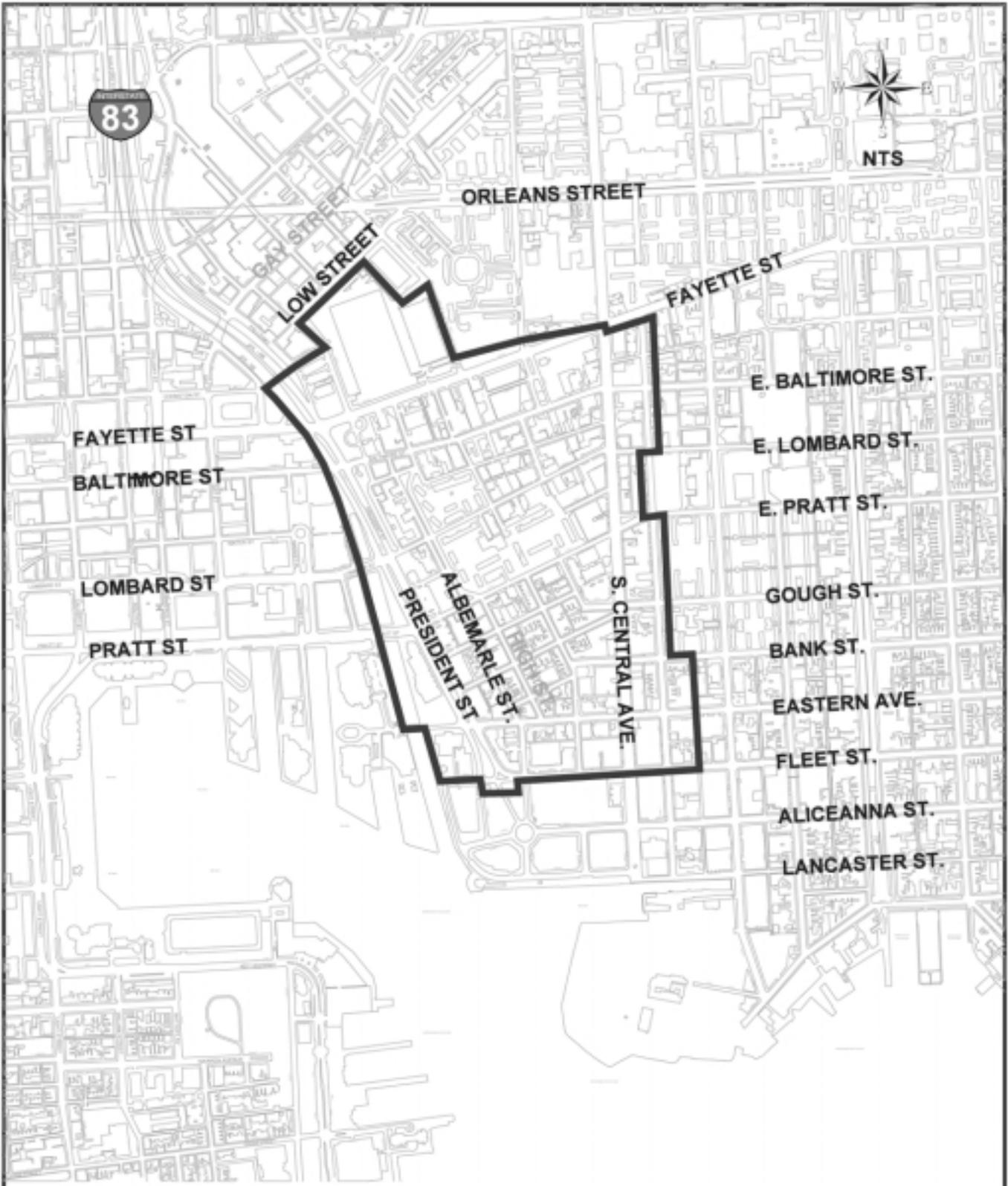
**PENNSYLVANIA AVENUE
TARGET INVESTMENT ZONE**



**DRUID HILL PARK
TARGET INVESTMENT ZONE**



**MARKET CENTER
TARGET INVESTMENT ZONE**



83



ORLEANS STREET

GAY STREET
LOW STREET

FAYETTE ST

FAYETTE ST
BALTIMORE ST

E. BALTIMORE ST.

E. LOMBARD ST.

LOMBARD ST

E. PRATT ST.

PRATT ST

PRESIDENT ST
ALBEMARLE ST
S. CENTRAL AVE.

GOUGH ST.

BANK ST.

EASTERN AVE.

FLEET ST.

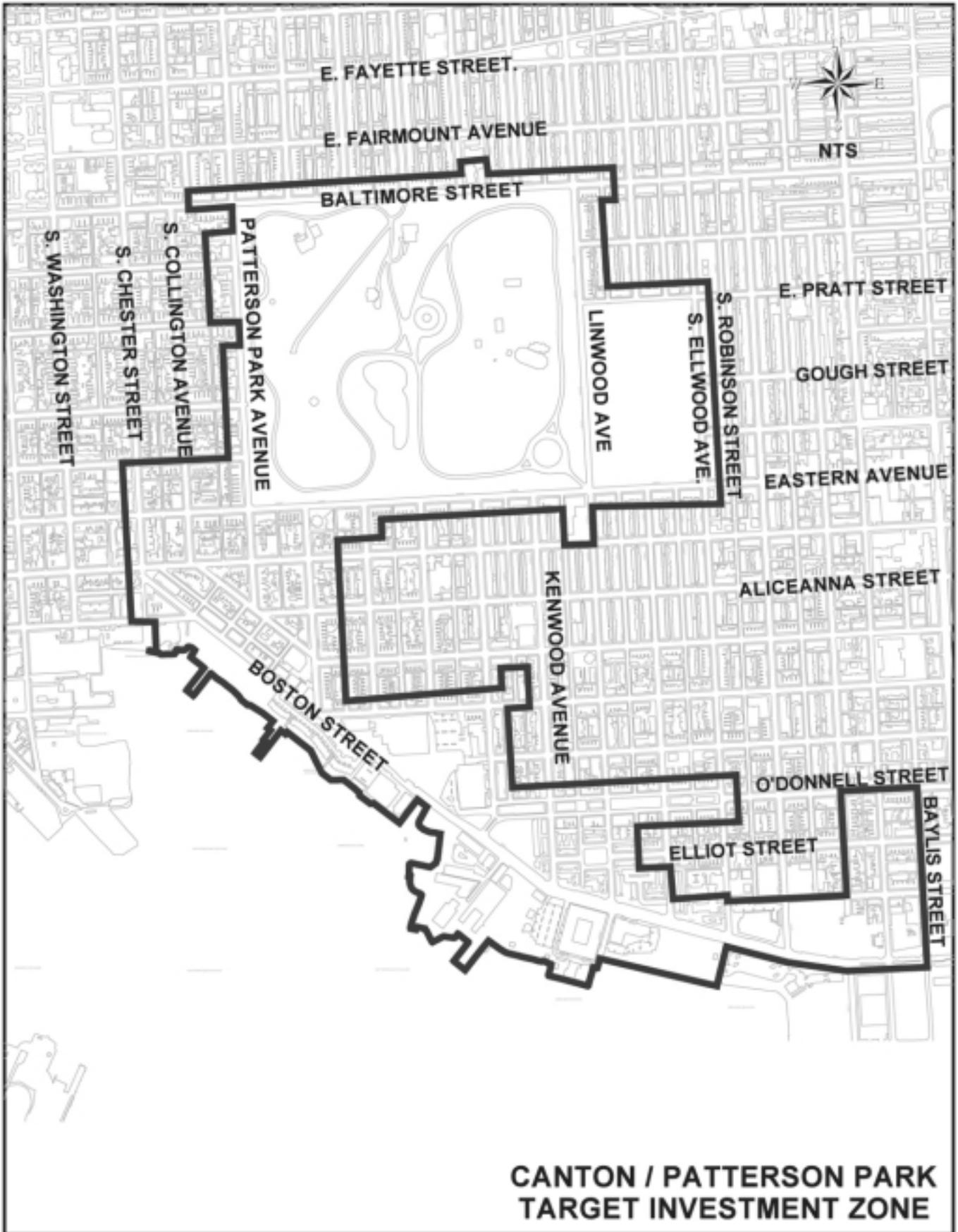
ALICEANNA ST.

LANCASTER ST.

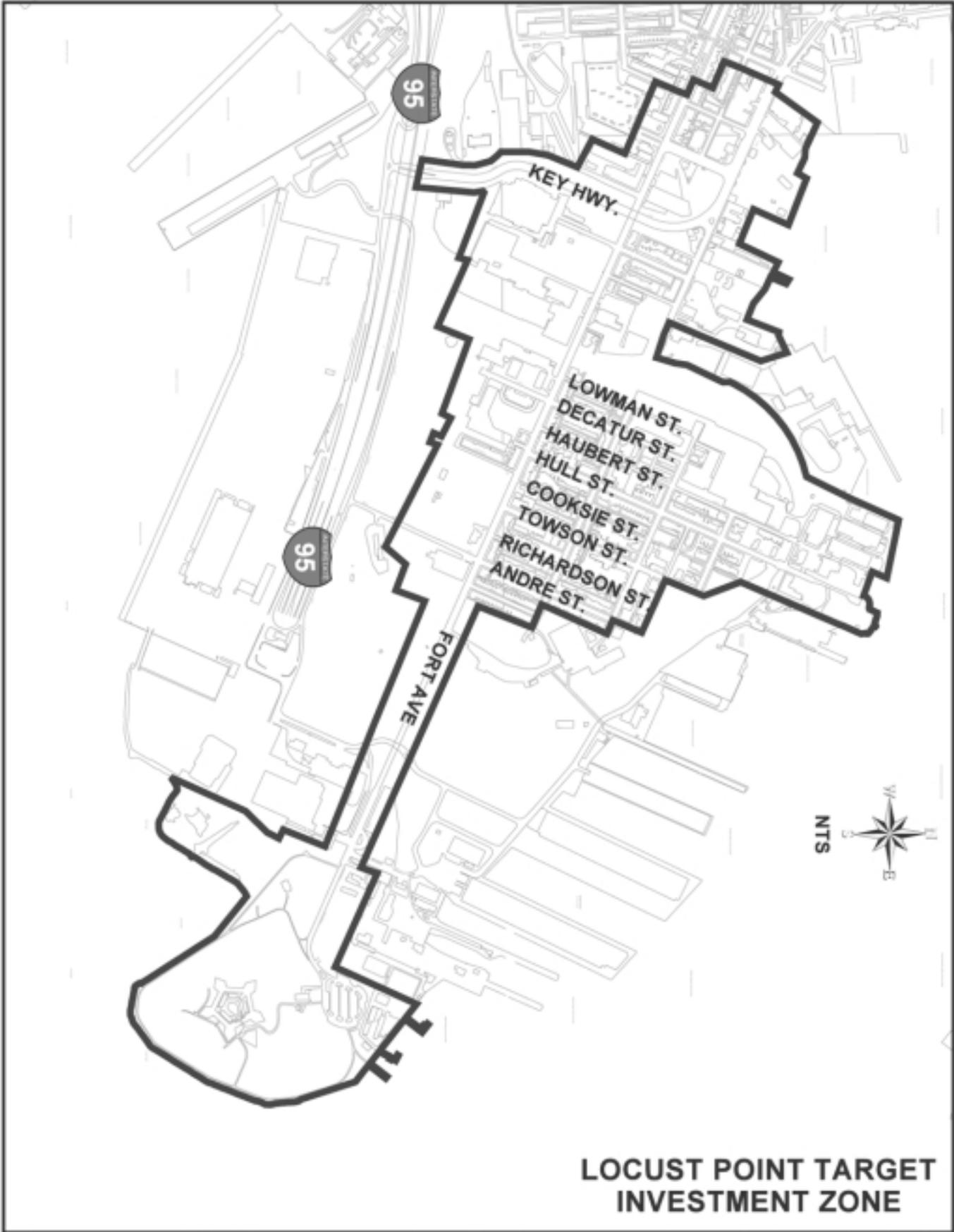
**JONESTOWN / LITTLE ITALY
TARGET INVESTMENT ZONE**



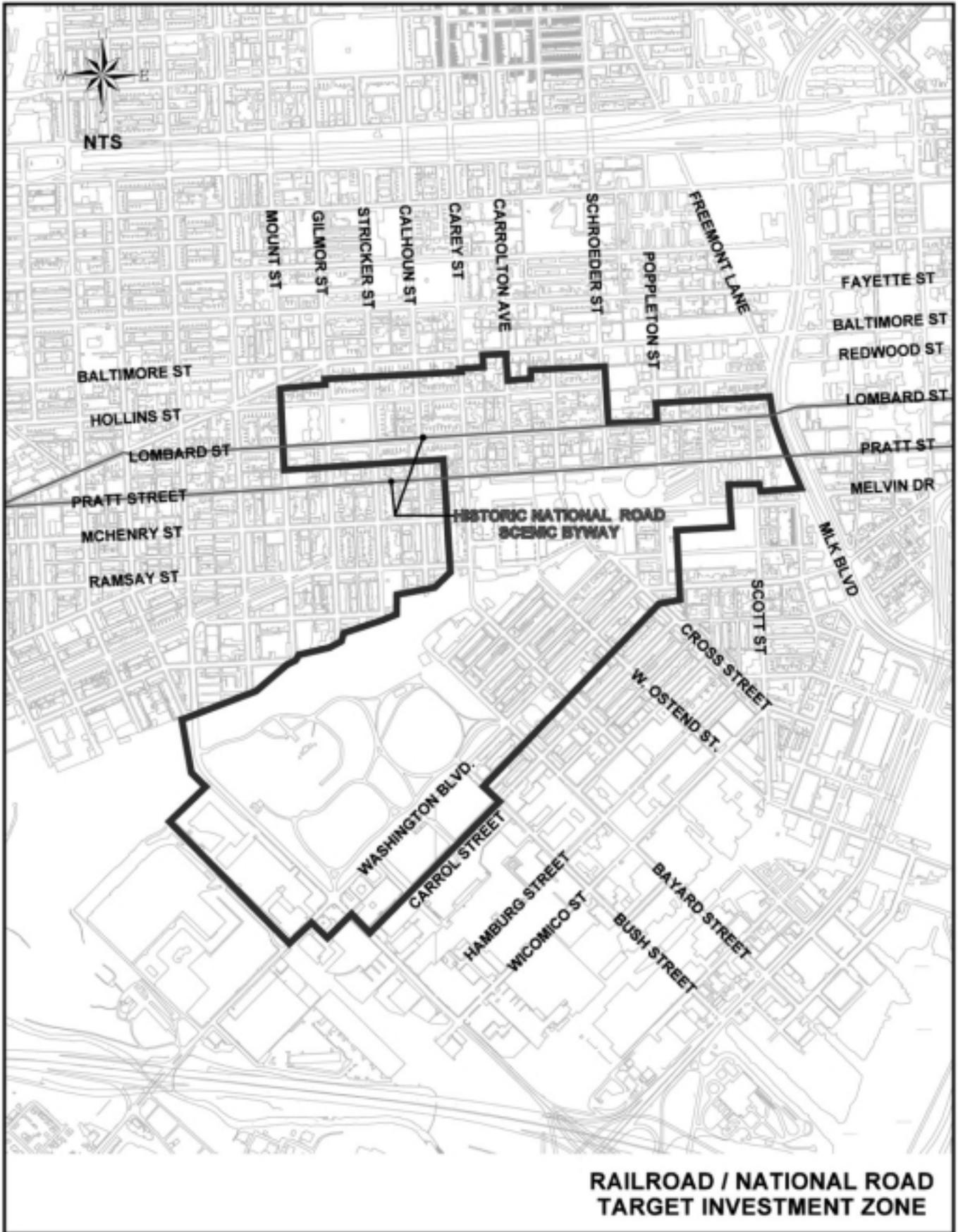
**FELLS POINT
TARGET INVESTMENT ZONE**

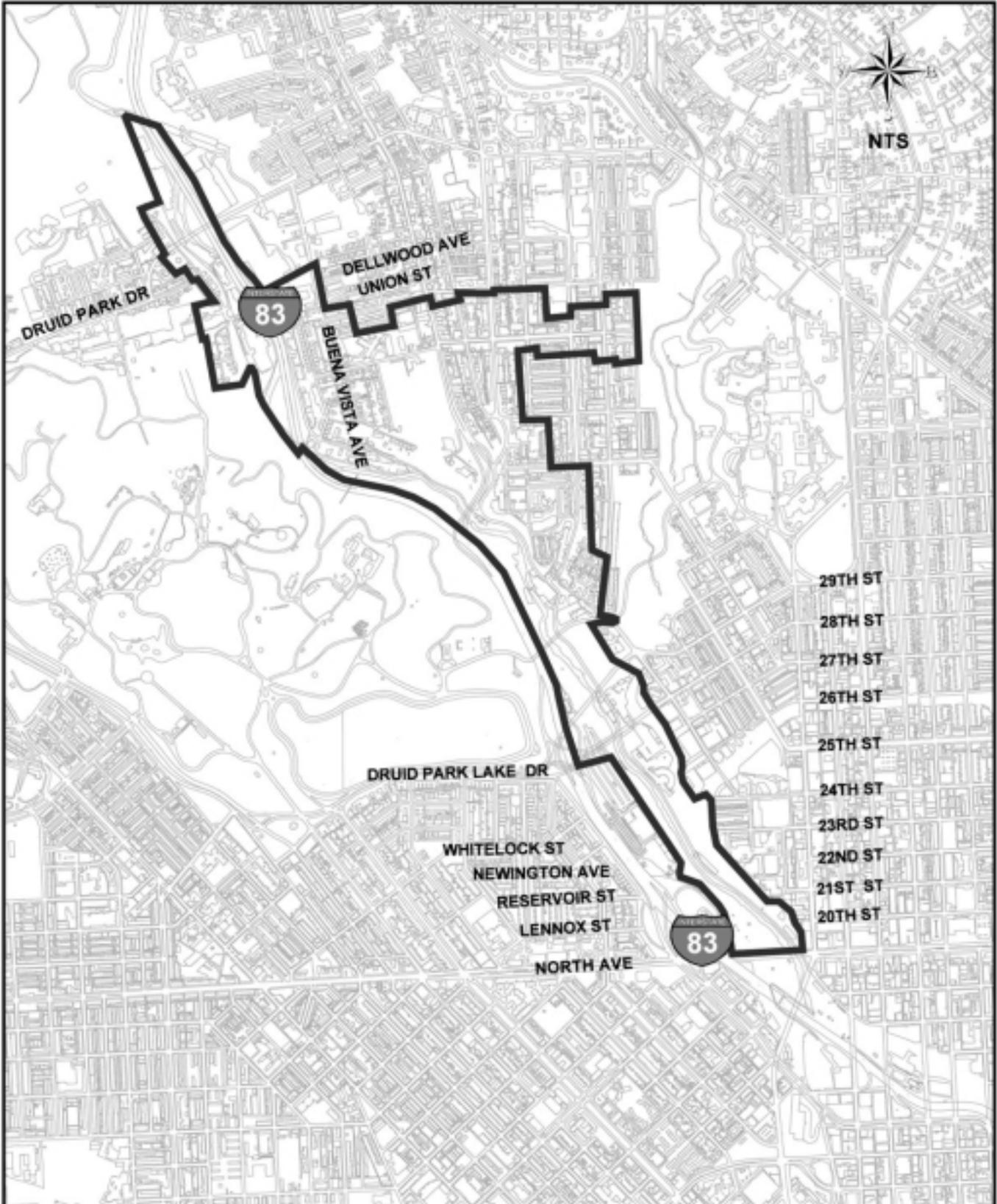


**CANTON / PATTERSON PARK
TARGET INVESTMENT ZONE**



**LOCUST POINT TARGET
INVESTMENT ZONE**





**JONES FALLS VALLEY MILL DISTRICT
TARGET INVESTMENT ZONE**

PERFORMANCE MEASURES

The BCHA Association staff will be responsible for tracking the performance of the Baltimore City Heritage Area and its effect on tourism and economic activity in Baltimore. The development of a data tracking system will need to be further researched and baseline data collected for the Heritage Area. Measuring the performance of the Target Investment Zones also will be important to understanding the value of designation on the entire Heritage Area. Data should be collected annually through surveys taken by the BCHA Association staff or information gained from state agencies, the City of Baltimore and other organizations. It is essential that this study specifically track length of stay by visitors and tax collected among other factors for the Heritage Area.

Creating a computer database system may be an effective tool in tracking statistics. Use of Maryland Property View will allow the BCHA to collect and track property information, while Microsoft Access or similar database might allow staff to insert census tract and economic data.

Performance data for the BCHA is being collected by CHAP in coordination with the City's Bureau of Information Technology. Construction data for the BCHA and the two priority Target Investment Zones (Mount Vernon/Historic Charles Street and Pennsylvania Avenue) will provide the initial baseline data. Other performance measures include tourism statistics collected by BACVA and individual heritage attractions. Additional data can be found in Appendix F.

PERFORMANCE MEASURES

The following performance measures relate back to those established in the evaluation of the Target Investment Zones and as defined by the Maryland Heritage Areas Authority, and should be used by the BCHA Association in their effort to track the success of this heritage initiative. They are:

PERFORMANCE MEASURES	DATA SOURCE	COMPILER
Employment & Business		
Jobs Created	DLLR	DHCD
Indirect Jobs Created	DLLR	DHCD
Businesses Created	DLLR	DHCD
Accommodations		
Hotel/Motel Tax	State Comptroller	DHCD
Number of new B& Bs	Survey	BCHA Association
Length of Stay	Survey	BCHA Association
Visitation		
Admission Tax Collected	State Comptroller	DHCD
Number of Museums	Survey	BCHA Association
Museum Visits	Survey	BCHA Association
Number of Attractions	Survey	BCHA Association
Anchor Attraction Visits	Survey	BCHA Association
Restaurants & Retail Sales		
Meals	State Comptroller	DHCD
New Restaurants Created	Survey	BCHA Association
Retail Sales Receipts	State Comptroller	DHCD
New Retail Establishments	Survey	BCHA Association
Construction Activity		
Building Permits Issued	City of Baltimore	BCHA Association
Construction Expenditures	City of Baltimore	BCHA Association
Rehabilitation Projects	DHCD, CHAP	DHCD, CHAP
Rehabilitation Expenditures	DHCD, CHAP	DHCD, CHAP
Interpretative Activity		
New Exhibits	Survey	BCHA Association
Sites Interpreted	Survey	BCHA Association
Number of Heritage Tours	Survey	BCHA Association
Tickets sold for Hrtg Tours	Survey	BCHA Association
Resource Protection		
New historic structures	CHAP	CHAP
Number of Parks Improved	City of Baltimore	BCHA Association
Volunteers		
Number of Volunteers	Survey	BCHA Association, Individual Sites
In-kind Dollar Amount	Survey	BCHA Association, Individual Sites

RETURN ON INVESTMENT

Throughout the planning process, every effort was made to minimize the request for state capital expenditures and to rely more heavily on partnerships and private investment to implement the vision established in the MAP. Many projects listed in the Capital Improvement Plan are administrative tasks, infrastructure facilities, and capital and non-capital projects that are anticipated to leverage other public funds and private dollars. Implementation of these projects is intended to draw from the 15 million annual visitors to the Inner Harbor and those being marketed to other heritage areas within the state. Providing for improved marketing, interpretation, and visitor services could potentially increase revenue to Baltimore City and the State of Maryland. If one percent of Inner Harbor visitors stay one day longer to visit one or more heritage attractions and spend on average an additional \$50 per person, \$7.5 million could be generated annually to leverage public investment.

The Management Action Plan is requesting approximately \$21,185,000 over five years for the implementation of capital and non-capital projects. This does not include the estimated \$25 million construction and operation costs for a Heritage Trolley/Bus system for the BCHA. The City of Baltimore is providing in-kind services valued at approximately \$125,000 per year in addition to other infrastructure needs to support the Heritage Area. Individual capital projects will result in new construction, sales and other professional and non-professional jobs. A minimum \$21 million financial investment is being committed to by private institutions and independent businesses. These include the following, among others:

RETURN ON INVESTMENTS

PROJECT COMMITMENT	SAMPLE RETURN ON INVESTMENT
<ul style="list-style-type: none"> ■ Development of the MVCD \$50,000 private investment toward design development of a wayfinding system Approximately \$164,000 in public and private investment for other streetscape, attraction, and property improvements 	<ul style="list-style-type: none"> ■ Construction Jobs – 5 jobs @ \$30,000 per year = \$150,000 ■ Management/Professional Jobs – 1 job @ \$55,000 per year = \$55,000
<ul style="list-style-type: none"> ■ Revitalization of Lexington Market \$3.15million private investment toward the upgrading of the Market 	<ul style="list-style-type: none"> ■ Construction Jobs – 20 jobs @ \$30,000 per year = \$600,000 ■ Management/Professional Jobs – 3 jobs @ \$55,000 per year = \$150,000
<ul style="list-style-type: none"> ■ Marketing and Development of the National Historic Seaport Project \$1.6million in private funds toward the restoration and development of the Frederick Douglass-Isaac Myers Maritime Park 	<ul style="list-style-type: none"> ■ Construction Jobs – 20 jobs @ \$30,000 per year = \$600,000 ■ Management/Professional Jobs – 3 jobs @ \$55,000 per year = \$150,000 ■ Ticket Sales - 200,000 tickets x \$5.00 = \$1m
<ul style="list-style-type: none"> ■ Maryland Maritime Center \$150,000 from the MHS for the museum collection and development \$1.2million of investment raised by the Maryland Historical Society and the Society for the Preservation of Federal Hill and Fells Point 	<ul style="list-style-type: none"> ■ Construction Jobs – 20 jobs @ \$30,000 per year = \$600,000 ■ Management/Professional Jobs – 3 job @ \$55,000 per year = \$150,000 ■ Ticket Sales - Increase by 1% over the 1st year = 16,000 tickets x \$5.00 = \$80,000
<ul style="list-style-type: none"> ■ H & S Distribution Center It is anticipated that approximately \$15.5million will be invested for design and construction costs. 	<ul style="list-style-type: none"> ■ Construction Jobs – 50 jobs @ \$30,000 per year = \$1.5 million ■ Management/Professional Jobs – 10 job @ \$55,000 per year = \$550,000

Based on the assumption that each project will create both direct and indirect benefits in jobs, retail sales and staffing for the operation and administration of these facilities, a small sample of income producing benefits as shown above equals almost \$6 million. Approximately 50 percent of the requested \$17.4 million is anticipated to come from public funds, so a positive return on investment could be expected if each project results in similar estimates and return figures. Since some of the \$17.4 million estimated costs of implementation will potentially come also from private funds, the public return on investment could be greater.

CAPITAL IMPROVEMENT PLAN

The following BCHA Capital Improvement Plan is a five-year proposal intended to be updated annually by the BCHA Association. It is an ambitious plan but one that is flexible and recognizes that change will occur. It also acknowledges that while some projects may be ready today, circumstances could arise that ultimately affect their implementation. The CIP is divided into two sections:

- A table that outlines priority projects under each of the MAP goals. Each project description indicates when the project is anticipated to start, an estimate of cost and the party responsible for implementing the action. These are listed for Heritage Area wide projects first and then for individual projects within the Target Investment Zones. Projects are listed roughly by anticipated start date, with the earliest projects appearing first.
- A list of other projects identified in the planning process that could be implemented if the appropriate stakeholders, mechanisms or support were put into play that established them as having a higher priority. All of these projects will sustain and move forward the goals of the Heritage Area.

Several objectives in addressing funding and implementation of the Management Action Plan were considered critical in selecting projects. Recognizing the wealth of ongoing activities and resources was crucial to avoiding duplication of effort and embracing partnership opportunities. Pursuing ways of integrating the BCHA with these activities and resources was viewed as a way to capitalize on

CAPITAL IMPROVEMENT PLAN

existing public and private initiatives. Partnerships, therefore, were considered as an essential component in meeting and implementing the CIP. The following summarizes the funding request:

HERITAGE AREA-WIDE PROJECTS

FY 2002	\$1,742,000 in projects \$118,350 in operating expenses
FY 2003 & FY2004	\$3,295,500 in projects \$345,455 in operating expenses
FY 2005 & FY 2006	\$2,615,000 in projects \$553,845 in operating expenses \$25,000,000 for Heritage Trolley/Bus

TARGET INVESTMENT ZONE PRIORITY PROJECTS

FY 2002	\$5,425,000 in projects
FY 2003 & FY2004	\$4,082,000+ in project
FY 2005 & FY 2006	\$2,450,000+ in projects

HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
I.B.1	Heritage Area Staff - Hiring	x x x	\$103,350 year 1 \$151,255 year 2 \$164,200 year 3 \$231,325 year 4 \$289,020 year 5	MDHAA, City of Baltimore, corporations, foundations	City of Baltimore, BCHAA Steering Committee
I.B.2	Operational Expenses - Administrative Supplies Costs, and Computers	x x x	\$15,000 year 1 \$14,000 year 2 \$16,000 year 3 \$16,000 year 4 \$17,500 year 5	MDHAA, City of Baltimore, Corporations, foundations	BCHA Association
I.D.1	Evaluation of Current Heritage Initiatives and Activities for Potential Coordination w/Existing Organizations	x	n/a	n/a	BCHA Association
I.C.1	Baseline Data	x	\$200,000	MDHAA, State of MD	BCHA Association
II.A.1	Marketing Plan	x	n/a	n/a	BCHA Association Staff in partnership w/ BACVA, BOP, MACAC
II.A.3	Web site Establishment	x	\$20,000 to establish website/page \$10,000 for person time = \$30,000	MDHAA	BCHA Association
II.B.1	Wayfinding - Assessment & Coordination, Design & Conceptual	x x x	Phase I \$250,000	MDHAA, TEA-21, General Funds, City of Baltimore	BCHA Association, City of Baltimore, National Historic Seaport, MVCD, Downtown Partnership
II.B.7	Trolley System Feasibility Research	x	\$10,000	MDHAA, Community Legacy Program	BCHA Association
III.D.1 & III.A	City Tax Credit Extension	x	n/a	n/a	BCHA Association (advocacy role)
III.A.1	Interpretive Plan	x x	\$185,000	MDHAA, MHT	BCHA Association
II.A.4	Promotional Publications - Development & Distribution of BCHA Brochure	x x x	\$30,000 - Year I \$150,000 - Year II \$165,000 - Year III \$175,000 - Year IV \$200,000 Year V	co-op and/or membership funds to offset other funding sources such as MDHAA	BCHA Association Staff in partnership w/ BACVA, BOP, MACAC and individual sites

HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002	FY 2003-04	FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
IV.C.2 & II.A.	Creation of Joint Marketing Opportunities/Partnerships	x	x	x	n/a	n/a	BCHA Association Staff
III.A.2 & II.A.	Thematic Tour Development	x	x	x	\$500,000	MHT, MDAA, TEA-21, Corporate Foundations	BCHA Association and partners
III.B.2	Technical Assistance for Preservation	x	x	x	n/a	n/a	BCHA Association
V.A.2	Community Safety Network Training	x			\$30,000	MDHAA, City of Baltimore, Community Legacy Program	City of Baltimore in partnership with Community Development Organizations
I.A.1	Capital Improvement Program	x	x	x	n/a	n/a	BCHA Association
III.A.3 & IV.C	African-American Heritage Tourism Development & Implementation	x	x	x	\$500,000	MDHAA, City of Baltimore, Private	BCHA Association in partnership with museums, neighborhood groups and businesses, Baltimore African-American Tourism Council
II.A.2	Market Studies: Baseline Data Collection and Analysis	x	x	x	\$25,000 to combine a heritage area market study with BACVA market study efforts that occurs once or twice a year.	MDHAA, Corporate Sponsors, City of Baltimore	BCHA Association (Consultant) in partnership w/BACVA
II.C.1, II.B., III.A., IV.C.	BCHA Gateway & Exhibit Center within Baltimore's proposed Visitor Center.	x			\$1,000,000	MDHAA, City of Baltimore State of MD	BCHA Association in partnership with BACVA, MACAC, MDOTD and other partners
III.D.2	Inventory of Potential Certified Structures	x	x	x	\$250,000	MDHAA, MHT, CHAP	BCHA Association, CHAP
II.B.10	BCHA Trolley System Development Phase I - Design	x			\$250,000	MTA, TEA-21, MDHAA, Community Legacy Program	BCHA Association in partnership with City and other individuals or organizations
II.B.9	Transportation Linkages Study	x			\$50,000	TEA-21, MDHAA, CIP	BCHA Association
II.A.5	Annual Heritage Area Event	x	x	x	\$300,000 (\$75,000 per year)	MDHAA, Corporate Sponsors, City of Baltimore	BCHA Association in partnership w/BOP

HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
II.A.3	Website Maintenance	x	\$20,000 (\$5,000 upgrade and person time each year for 4 years)	MDHAA	BCHA Association (Staff function with technical help)
II.B.2	Wayfinding - Programming, Installation, Maintenance	x	\$2,000,000	MDHAA, TEA-21, General Funds, City of Baltimore, State of MD	BCHA Association City of Baltimore Partners
II.A.7	Calendar of Events	x	\$200,000 (\$50,000 yr)	MDHAA, foundations, corporations	BACVA, BOP, BCHA Association, and other organizations
III.C.1 & IV.C	Cultural Link- Partnership between BCHA and Cultural Organizations including Cultural Alliance.	x	n/a	n/a	BCHA Association (advocacy role)
IV.B.1	Docent, Guide and Hospitality Training	x	\$60,000 (\$15,000 per year)	MDHAA, MDDOT, foundations	BCHA Association and BACVA in partnership with the Academy of Travel, Tourism and Hospitality
I.C.2	Performance Measures and Tracking	x	n/a	n/a	BCHA Association in partnership with BACVA, the Academy of Travel, Tourism and Hospitality, City of Baltimore and State of Maryland
V.A.1	Heritage Area Ambassadors	x	\$1,550,000 (\$350,000 remaining years, includes salaries)	MDHAA, Community Legacy Program, foundations, City of Baltimore, General Funds	BCHA Association City of Baltimore Partners
II.B.5	President Street Pedestrian Bridge	x	TBD	TEA-21, State of MD, Baltimore City, MTA	BCHA Association, MTA
II.B.8	Heritage Trolley Development Phase II - Construction	x	TBD >\$25,000,000	TEA-21, MDHAA, State of MD, Baltimore City, MTA, Community Legacy Program, Private Investment	BCHA Association, MTA, DPB, Dity of Baltimore - DPW
II.B.9	Heritage Bus Loop Development	x	TBD	TEA-21, MDHAA, State of MD, Baltimore City, MTA	BCHA Association, MTA

HERITAGE AREA PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
II.A.6	Toll-free Information Number - Establishment	x	Option I: \$75,000 (outsourced) Option II: \$50,000 training for existing BACVA operators	MDHAA	BCHA Association in partnership w/ BACVA and BOP
II.B.8	Pedestrian Access Study	x	\$50,000	TEA-21, MDHAA, MDSHA, Program Open Space	BCHA Association (consultants)
III.B.1	Citywide Preservation Plan	x	n/a	City of Baltimore	BCHA Association Staff (advocacy role), CHAP and the City of Baltimore
III.B.6	Great Blacks in Wax Museum Expansion - exhibits	x	\$50,000	MDHAA	Great Blacks in Wax Museum, Inc.
III.C.2	Heritage Curriculum Development	x	n/a	MDHAA, general funds, foundations, financial institutions	Management Entity Staff in partnership with CHAP, City of Baltimore, Board of Education, and partners
IV.B.2	Professional Training Program Development	x	n/a	n/a	BCHA Association (advocacy role) in partnership w/ City of Baltimore and Board of Education
III.D.3, III.A	Heritage Area Site Plaques Docent, Guide and Hospitality Training	x	\$30,000 (\$15,000 per year)	MDHAA, MHT, Preservation MD, National Trust for Historic Preservation, foundations	CHAP in partnership with BCHA Association

TARGET INVESTMENT ZONE PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
IV.A.3	Mount Vernon Historic Charles Street TIZ: Charles Street Exterior Façade Improvements	x x	\$100,000 (\$25,000 per year)	MDHAA, Community Legacy Program, financial institutions	Historic Charles Street Renaissance Corporation, Baltimore Development Corporation
II.B.3	Mount Vernon Historic	x	\$330,000 Phase I Fabrication & Construction for 28 signs (funded)	TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP; MDHAA	Mt. Vernon Historic Cultural District and Charles Street Renaissance Corporation
III.A	Charles Street TIZ: Signage and Wayfinding - Design and Construction	x	\$500,000 Phase II for remaining TIZ Planning, Design & Construction		
IV.C					
III.B.4	Mount Vernon/Historic Charles Street TIZ: Building acquisition and expansion for the Eubie Blake National Jazz Institute and Cultural Center	x	\$100,000 for acquisition	MDHAA, City of Baltimore, Community Legacy Program	Eubie Blake National Jazz Institute and Cultural Center
III.B.5	Mount Vernon/Historic Charles Street TIZ: Interpretative Exhibits at the Eubie Blake National Jazz Institute and Cultural Center	x	\$300,000	MDHAA, MHT	Eubie Blake National Jazz Institute and Cultural Center
V.A.3	Pennsylvania Avenue TIZ: Community Participation - Pennsylvania Avenue Commercial Area Vision and Design Strategy	x	\$125,000	MDHAA, State & National Main St. Programs	BCHA Association, PA Avenue Task Force, State Main Street Program
III.C.					
IV.A.					
IV.C.1	Market Center TIZ: Revitalization - Lexington Market Façade Improvements	x	n/a	State of MD Historic Tax Credit	Baltimore Development Corporation
III.B.8	Fells Point TIZ: Frederick Douglass-Isaac Myers Maritime Museum	x	\$200,000	MDHAA, National Trust for Historic Preservation, MHT, foundations	LCF
IV.C.3	Jonestown/Little Italy TIZ: Carroll Mansion Redevelopment	x	\$200,000	MDHAA, National Trust for Historic Preservation, NEA, MHT, foundations	1840's Corporation
II.A					
II.B					
IV.C.1	Jonestown/Little Italy TIZ: Certified Heritage Structure and Tax Credits - H&S Distribution Center	x	n/a	State of MD Historic Tax Credit	Private Sector
III.B					
V.A.					
V.B.					

TARGET INVESTMENT ZONE PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
IV.A.1	Fells Point, Canton/Patterson Park, Jonestown/Little Italy and Locust	X	\$1,000,000 (\$200,000 per year)	MDHAA	Living Classrooms Foundation
III.A	Points TIZs: Development, Interpretation, Preservation – National Historic Seaport Project	X			
III.B		X			
III.C		X			
III.B.7	Jonestown/Little Italy TIZ: Phoenix, Merchant's Shot Tower	X	\$1,550,000	MDHAA, foundations, NEA, MHT	1840's Corporation
III.A.4	Fells Point TIZ: Maryland Maritime Center	X	\$300,000	MDHAA	Society for the Preservation of Federal Hill & Fells Point, Maryland Historical Society
III.A.5	Jonestown/Little Italy TIZ: Star-Spangled Banner House & 1812 Museum	X	\$4,000,000	Homeister Trust, MDHAA, foundations, State of MD	Star-Spangled Banner Flag House Association
III.A.6	Mount Vernon /Historic Charles Street TIZ: Touring Historic Upton, Madison Park and Marble Hill	X	\$45,000	MDHAA, MHT, Preservation MD, National Trust for Historic Preservation	BCHA Association in partnership with neighborhood organizations
III.B.10	Market Center TIZ: Bromo-Seltzer Tower Building Preservation Measures	X	\$100,000	MDHAA	BCHA Association in partnership w/ private and public sector
II.C.2	Mount Vernon /Historic Charles Street TIZ: Washington Monument Satellite Information Center	X	\$25,000 to construct and supply concierge desk	MDHAA	BCHA Association in partnership with MVCD
III.C.3	Fells Point TIZ: Fells Point Satellite Information Center	X	\$25,000 to construct and supply concierge desk	MDHAA	BCHA Association in partnership with Society for the Preservation of Federal Hill and Fells Point
III.B.3	National Road/Railroad TIZ: Restoration and Reuse of the H.L. Mencken House	X	TBD	MDHAA	Baltimore Writers' Alliance
III.B.7	Pennsylvania Avenue TIZ: Restoration of the Arch Social Club	X	\$1,500,000	MDHAA, foundations	PARC
V.B.2	Mount Vernon/Historic Charles Street TIZ: Expansion of the Benefit District to include Upton, Madison Park and Marble Hill	X	n/a	n/a	City of Baltimore in partnership with neighborhood organizations
IV.A.2	Revitalization Incentives - Low Interest Loan Pools for TIZs	X	\$50,000 +	Financial institutions, Community Legacy Program	Baltimore City, private sector

TARGET INVESTMENT ZONE PRIORITY PROJECTS

MANAGEMENT PLAN NUMBER	ACTION	PROPOSED TIMING FY 2002 FY 2003-04 FY 2005-06	ESTIMATED COST	FUNDING SOURCES	IMPLEMENTATION
II.C.4 III.C.II.B	Railroad/National Road TIZ Patricia Grace Thomas Inn Welcome & Interpretative Center for the National Road Scenic Byway	X	TBD	MHT, MDHAA, State bonds, TEA-21, Private Foundations	Sankofa CDC
V.B.4	Monument Street Main Street Improvements	X	TBD	TEA-21, Community Legacy Program	Monument Main Street Manager, City of Baltimore

ADDITIONAL AREA-WIDE RECOMMENDATIONS

The following recommendations were developed during the planning process and are listed here so that they can be considered by the BCHA Association during annual updates to the Capital Improvement Plan. A project, program or action listed below may become ready for implementation and could then be placed in the Capital Improvement Plan

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.A	Smart Card Research: Determine feasibility of developing a Smart Card or similar program for the BCHA, drawing from the National Seaport Project. Examine universal applications to other items including transportation. Develop a system that does not preclude future integration with other systems such as MTA. Possible Funding Sources: TEA-21, MDSHA, MTA, MDHAA.	Public/Private Partnership Initiative including, MTA, BCHA Association, City of Baltimore, LCF
II.A	Smart Card Implementation: Implement smart card program based upon earlier findings, if favorable. Possible Funding Sources: Bonds, City of Baltimore General Obligation Funds and CIP, TEA-21, MSHA, MTA	Public/Private Partnership Initiative including MTA, BCHA Association, City of Baltimore, LCF
II.A	Publications - Distribution: Identify and distribute heritage materials to locations throughout the BCHA and in conjunction with other visitor centers and sites, including information about public transit, parking, and trails. Identify and work with organizations that will permit the inclusion of BCHA promotional copy as part of their literature. Secure arrangements for distribution of materials from BACVA, BOP, MDOTD, and others.	BCHA Association Staff in partnership w/BACVA, BOP and individual sites
II.A IV.B	Ongoing Development and Marketing: Continue the development and publication of promotional materials that focuses on advertising to target audiences and the travel industry. Produce magazine, television and radio ad campaigns. Estimated Cost: Year 2 - \$335,000 - \$800,000 Year 3 - \$585,000 - \$850,000 Year 4 - \$940,000- \$1,138,000 Year 5 - \$1,190,000 - \$1,339,000 Possible Funding Sources: advertising revenues; State of MD; BACVA; BOP.	BCHA Association Staff in partnership w/BACVA, BOP
II.A	Satellite Information Centers: Investigate locations for and determine a priority list for implementation including those sites listed in this MAP CIP. Design and construct satellite information centers within each of the TIZs. Possible Funding Source: MDHAA, TEA-21, MDOTD.	BCHA Association and Partners
II.A	Press Kits: Develop and distribute marketing kits for travel industry representatives, the press, and other contacts. The kits should contain recent press releases or press coverage on the BCHA, promotional brochures, site brochures, maps and photographs, sample tours, and multi-media information sources such as a CD-Rom or a video.	BCHA Association Staff in partnership w/BOP, BACVA and partners
II.A	Heritage Video: Produce a short (10-15 minutes) video highlighting the heritage area's diverse resources, attractions, dining and lodging facilities. The video may be incorporated into marketing kits or shown at the visitor's center as an introduction to the area. Possible Funding Sources: MDHAA, MHT, Foundations, NEA.	BCHA Association

ADDITIONAL AREA-WIDE RECOMMENDATIONS

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.A	Customized Tours: Coordinate with locally owned bus or van services or new trolleys to develop customized tours.	BCHA Association
II.A	Heritage Tour Packages: Develop proposed cultural and heritage tour packages to pitch to regional and national tour operators already coming to Baltimore or passing through to Washington. Explore a joint heritage and cultural tour for both Baltimore and Washington.	BCHA Association
II.A III.A	Driving or Trolley Tour Development: Coordinate with City Scenic Byway efforts to develop driving tours with maps, literature, discount admission and optional audio tapes. Possible Funding Sources: TEA-21, MDHAA, Foundations, Corporate Sponsors.	BCHA Association
II.A III.A	Walking Tour Development: Develop walking and cycling tours, guided and non-guided, along with literature, maps, and optional audio tapes. Possible Funding Sources: TEA-21, MDHAA, MHT, Foundations, Corporate Sponsors.	BCHA Association and Partners
II.A	Incentives: Utilize BACVA's reservation system to create an incentive offer to heritage and cultural visitors for a discounted hotel rate and other possible savings.	BCHA Association Staff in partnership w/BACVA
II.A IV.C	Events: Work to incorporate the BCHA with other city events. Develop partnerships with organizations to create joint promotional opportunities.	BCHA Association Staff in partnership w/BOP
II.B	Parking Study and Heritage Area Parking Plan: Undertake a parking study to determine existing and potential parking facilities that will be part of a larger transportation system that might include satellite lots and bus/trolley system to bring people into BCHA. Estimated Cost: \$75,000. Possible Funding Sources include MTA, TEA-21, City of Baltimore, Bonds, MHAA.	BCHA Association Staff in partnership with City of Baltimore and other individuals or organizations
II.B	Bicycle and Pedestrian Facilities: Support completion of the Gwynns Falls Greenway and link it to the Inner Harbor promenade and Patapsco River Greenway. Support implementation of the Jones Falls Greenway and long-term greenway plan for Herring Run. Support the Bicycle Advisory Committee and the development of a citywide bicycle route master plan. Place bicycle storage at appropriate locations.	BCHA Association Staff (advocacy role)
II.B	Public Transit: Encourage MTA to implement ACCESS 2000 recommendations for improved pedestrian and bicycle access to rail stations in the Heritage Area. Investigate user-friendly and flexible fare media working cooperatively with MTA. Using market research data, investigate revisions in MTA bus routes and schedules to serve Heritage Area resources.	BCHA Association (advocacy role)
II.B	Smart Parking Initiative: Develop a parking pass in coordination with the City Parking Authority that would be available for purchase and could be used at garages and lots throughout the BCHA. Possible income generation.	BCHA Association in partnership with the City of Baltimore

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
III.A	Heritage Site Development: Develop process for assisting individual sites prepare for visitation by the heritage traveler and assure quality and accuracy in interpretation and authenticity.	BCHA Association Staff
III.B	Preservation: Encourage local and national historic site designations for properties within the Heritage Area.	BCHA Association (advocacy role)
III.B	Redevelopment: Identify development and redevelopment potential for key historic structures within the TIZ's.	BCHA Association in partnership w/ private and public individuals and organizations
III.B	Monument Conservation: Advocate for or implement outdoor monument conservation based on recommendations outlined by CHAP.	BCHA Association Staff in partnership with CHAP and other individual sites or organizations
III.B	Stewardship Organization: Create Historical Advisory Committee to promote and protect heritage resources.	BCHA Association Staff (advocacy role), CHAP
IV.A IV.B	Tourism Industry Fair: Develop and hold an annual Heritage Area Fair that is geared to the tourism industry and promotes the Heritage Area resources and facilities available.	BOP
V.A V.B	Aesthetics and Safety: Work with city agencies, community groups, and private institutions to improve safety and appearance throughout the Heritage Area.	BCHA Association (advocacy role)
V.A V.B	Heritage Area Clean Streets Initiative: Implement a program to keep heritage area streets and sidewalks free of litter and debris. This could be accomplished through the installation of waste bins, educational campaigns, merchant participation and a hired labor force.	City of Baltimore Public Works Department
V.A V.B	Parks: Coordinate with public and private agencies to improve parks and resources within the Heritage Area in particular Druid Hill, Patterson and Carroll Parks.	BCHA Association (advocacy role)
V.B	Special Benefits Districts: Encourage integration of the Heritage Area within special benefits districts and identify where special benefit districts might help meet BCHA goals within the TIZ's.	BCHA Association (advocacy role)
V.B	Design Standards: Work with the City's Design Review Process for projects within the BCHA and encourage enhancements that improve the appearance of the BCHA.	BCHA Association, City of Baltimore
V.B	Land Use Planning: Participate in rezoning efforts within the BCHA and encourage the City to incorporate the goals of the BCHA MAP in their decision-making.	BCHA Association, City of Baltimore
II.B	Interpretation: Install historic markers identifying significant sites throughout the TIZs.	BCHA Association and Partners

ADDITIONAL AREA-WIDE RECOMMENDATIONS

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.B	Parking: Support implementation of parking recommendations contained in the Central Business District and Mt. Vernon Cultural District Plans. Estimated Cost: \$33million. Possible Funding Sources: City of Baltimore, MDHAA.	BCHA Association, MVCD
V.B	Renovation: Support the renovation of Center Plaza. Estimated Cost: \$500,000 short term/ \$5 million long term, \$300,000 from MTA (2001). Possible Funding Sources: private sector, Baltimore general funds, CIP, Program Open Space, TEA-21.	Private/Public Partnership
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning, and implementation efforts associated with the Charles Street Scenic Byway.	BCHA Association, MVCD, Charles Street Renaissance Corp. (advocacy role)
II.B	Circulation: Explore converting Historic Charles Street to two-way traffic.	BCHA Association, MVCD, Charles Street Renaissance Corp, other Partners
III.A	Interpretation: Pennsylvania Avenue Historic Markers Project - install historic markers describing the historical significance of sites along the Pennsylvania Avenue corridor. Possible Funding Sources: MDHAA, MHT, Preservation MD.	BCHA Association, PARC
III.A	Royal Theater site: Phase 1 - install a monument marking the site of the former Royal Theater. Phase II - develop a program for the reuse of the former Royal Theater site. Estimated Cost: Phase I - \$300,000 (\$240,000 raised to date). Possible Funding Source: MDHAA, foundations, general funds.	BCHA Association, PARC, private sector
V.A	Enhancements: Implement streetscaping along Broadway from Johns Hopkins Hospital to the waterfront. Possible Funding Source: TEA-21.	Johns Hopkins Hospital
III.B	Renovation: Explore reuse of the Broadway Terminal, possibly as a recreation center, filming site, or heritage attraction.	BCHA Association. The Society for the Preservation of Federal Hill and Fells Point
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Seaport Scenic Byway. Possible Funding Sources: TEA-21 Byway Discretionary and Transportation Enhancement Funds.	BCHA Association and Partners
II.B	Promotion: Support the efforts of partners to implement the Museum Walk Inner Harbor East and work to integrate the project within the BCHA efforts.	BCHA Association and Partners
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Seaport Scenic Byway.	BCHA Association and Partners

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
III.A	Patterson Park Interpretation: Patterson Park - The interpretative elements of the Patterson Park Master Plan include program design, signs, and a brochure/map. Estimated Cost: \$27,000. Possible Funding Sources: MDHAA, City CIP, Program Open Space, MHT.	Baltimore Dept. of Recreation and Parks
V.B	Patterson Park Landscape Improvements: Park-wide improvements include circulation and infrastructure, furnishings such as benches and lighting, and landscape improvements. Estimated Cost: \$1,159,000. Possible Funding Sources: City of Baltimore CIP, General Obligation, Land & Water Conservation Fund, TEA-21, Program Open Space.	Baltimore Dept. of Recreation and Parks
II.B IV.A	Patterson Park Restoration: Restoration of the 19th-century historic park landscape. The Boat Lake is currently programmed in the CIP. Estimated Cost: Lombard Gate/White House/Pagoda: \$876,000 - Maintenance Complex and Garden: \$311,000 - Mall and Conservatory: \$591,000 - Casino and Recreation Center: \$449,000. Possible Funding Sources: City of Baltimore CIP, General Obligation, Land and Water Conservation Fund, MDHAA.	Baltimore Dept. of Recreation and Parks
III.A IV.A	Museum of Industry: Support the expansion of the Baltimore Museum of Industry and construction of the pier that will house the John W. Brown Liberty Ship. Estimated Cost: \$8.5 million.	BCHA Association and Partners
III.A IV.B	Immigration Museum: Support the development of the Immigration Museum to convey the significance of the city as the second largest port of entry for immigrants in the 19th century. Possible Funding Sources: MDHAA, General Obligation, Foundations.	BCHA Association and Partners
II.E III.A	Star-Spangled Banner Trail: Encourage the development of the Star-Spangled Banner Trail and develop interpretative material around this theme with respect to Fort McHenry and the Star-Spangled Banner Flag House Museum. Possible Funding Sources: MDOTD, MDHAA, foundations.	BCHA Association and partners including the MD State office of Tourism
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Seaport Scenic Byway. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds.	BCHA Association and partners
II.B IV.C	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the National Road Scenic Byway. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds.	BCHA Association and Partners
III.B III.C V.A V.B	Preservation: Vacant Storefront Revitalization Phase I - fill vacant storefronts with displays created through partnerships with the Maryland Art Place, Maryland Institute of Art Visioning Art Museum, local grade schools, or through competitions. Phase II - hire a retail leasing staff person to lease the vacant spaces.	BCHA Association with partners

ADDITIONAL AREA-WIDE RECOMMENDATIONS

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
III.B IV.A	Hippodrome Theater: Support the renovation of the Hippodrome Theater into a state-of-art performing arts complex. Estimated Cost: \$50,000,000/\$1,500,000 million State funding to date. Possible Funding Source: \$2,000,000 to be funded by city the in 2003 and 2004.	BCHA Association, the City of Baltimore and partners
III.A IV.A	Trail: Build a trail connection between Carroll Park and the Gwynns Falls Greenway Trail. Possible Funding Sources: TEA-21, Program Open Space, City CIP.	BCHA Association and Baltimore Dept. of Recreation and Parks
III.B	Mount Clare Plantation: Restore the historic gardens and promenade; undertake lawn renewal and tree planting; construct entry improvements. Possible Funding Sources: Foundations, City CIP, Program Open Space	CHAP, Baltimore Dept. of Recreation and Parks, Carroll Park Foundation, National Society of Colonial Dames.
II.B III.C	Satellite Information Center: Establish a satellite information center with parking and interpretative materials at Mount Clare Plantation. Possible Funding Source: MDHAA.	BCHA Association and CHAP, Baltimore Dept. of Recreation and Parks, Baltimore Planning, Carroll Park Foundation
II.B	Promotion/Interpretation: Integrate BCHA with the promotional, planning and implementation efforts associated with the National Road Scenic Byway. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	BCHA Association, City of Baltimore, MDSHA, MDOTD
IV.A IV.C V.A V.B	National Road - Revitalization: Focus revitalization on reviving the commercial areas at Hollins Market and Union Square. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.B V.A V.B	National Road - Enhancements: Implement street tree planting along Baltimore and Lombard Streets and Frederick Avenue, per the National Road Scenic Byway CMP. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds.	City of Baltimore, MDSHA, MDOTD
II.B III.A III.C	National Road - Interpretation: Coordinate wayfinding efforts and interpretive materials for sites along the old National Road (brochures, signs, etc.) with those of the National Road Scenic Byway and the BCHA. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds.	BCHA Association, City of Baltimore, MDSHA, MDOTD
III.A IV.B III.C	National Road - Interpretation: Develop information and living history demonstrations relating to the National Road in Baltimore for school groups. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD

MANAGEMENT PLAN NUMBER	PROJECT/PROGRAM/ACTION ESTIMATED COST/FUNDING SOURCE	IMPLEMENTATION
II.B III.A III.B III.C	National Road - Interpretation: Develop tours of the National Road associated historic sites in coordination with BCHA interpretative themes. Possible Funding Source: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.A II.B III.A	National Road - Interpretation: Develop interpretative facilities for communicating the story of the National Road in Baltimore within the BCHA interpretative plans and Gateway & Exhibit Center. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.B III.A	National Road - Circulation: Explore the potential for converting Baltimore Street to a two-way street, so that the original route of the National Road can be followed west. Possible Funding Sources: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds; MDHAA.	City of Baltimore, MDSHA, MDOTD
II.B	Promotion/Interpretation: Integrate the BCHA with the promotional, planning and implementation efforts associated with the Falls Road Scenic Byway. Possible Funding Source: TEA-21 Scenic Byway Discretionary and Transportation Enhancement Funds; Baltimore CIP and General Funds, MDHAA.	BCHA Association, City of Baltimore, MDSHA
III.A III.C	Interpretation: Develop interpretive materials relating to industrial history and associated community development (mill neighborhoods). Possible Funding Sources: MDHAA, MHT, Foundations.	BCHA Association and Partners
II.B	Accessibility and Linkages: Construct parking lot(s) along the Jones Falls Valley Greenway, possibly using existing parking inlets. Possible Funding Source: City CIP.	City of Baltimore
II.B	Accessibility and Linkages: Install bicycle racks and pedestrian amenities in Hampden. Possible Funding Sources: City CIP, TEA-21.	City of Baltimore
II.B	Accessibility and Linkages: Relocate the Cold Spring Lane light rail station. Possible Funding Sources: City General Obligation & CIP, TEA-21, MTA.	City of Baltimore, MTA
II.B	Recreational Link: Support the proposed Jones Falls Valley Greenway, including links into adjacent areas such as Hampden and Druid Hill Park	BCHA Association and Partners

MANAGEMENT ACTION PLAN

APPENDICES



APPENDIX A

APPENDIX A AFRICAN-AMERICAN HERITAGE TOURISM INVENTORY

African-Americans have a rich history in Baltimore and have had an impact on the city's settlement and development since its inception. This inventory features some of the many accomplishments of noted African-Americans and the landmarks associated with them that lie within the Baltimore City Heritage Area.

- In memory of African-American soldiers from all branches of service, a nine-foot bronze statue was erected at Calvert and Lexington Streets. The statue is clothed in a uniform with patches and medals for service and valor. In his hand is a wreath and banner listing American wars.
- In 1863, John Henry Murphy, Sr., a former slave freed by the Emancipation Proclamation, purchased the name and printing equipment of a one-page weekly newspaper named the *Afro-American* at a public auction for \$200. Murphy started publishing his version of the newspaper from the basement of his home. The newspaper first focused on church events. In 1900 it merged with another church publication and became *The Afro-American Ledger*. In 1907, the newspaper was reincorporated as the Afro-American Company of Baltimore and in 1922, when Murphy died, the newspaper was a 12-page journal with a readership of 14,000, the highest circulation of any African-American publication in America at that time. The *Afro-American* is still owned and published by the Murphy family. Needing larger space, its headquarters moved from the original building at the corner of Druid Hill Avenue and Eutaw Street to another location in Baltimore City, where it continues to provide African-Americans with information not included in other media.
- The Arch Social Club was the first social club for African-Americans on the East Coast. Incorporated in 1912, the club featured live, national acts. During the 1930s and 1940s, the club provided housing for \$1.25 per week.
- The Arena Playhouse is the home of Baltimore's Arena Players, Inc., the oldest continuously operating and historically African-American community theater in the nation. From its humble beginnings in 1953 by a small group of fledgling actors and actresses, the Arena Players have become a Baltimore institution

with outstanding dramatic achievements. The late Howard Rollins and Charles Dutton are just two Baltimoreans who performed at the Arena Playhouse before moving on to national acclaim.

■ The Avenue Market, formerly Lafayette Market, has been renovated as part of the Main Street redevelopment plan. The Avenue Market has a number of African-American owned and/or operated eateries and vendors. In the tradition of the jazz clubs that once lined Pennsylvania Avenue, live jazz is featured at the Avenue Market in the evenings on weekends.

■ The Babe Ruth Birthplace and Museum contains exhibits on Babe Ruth and the Orioles, as well as a number of displays and souvenirs of the Negro League. Baltimore had two teams that were part of the Negro League: The Baltimore Elite Giants and The Baltimore Black Sox. Both were members of the Eastern Colored League (ECL), which was later replaced by the American Negro League (ANL).

■ Camden Station, now part of Oriole Park, was used by Harriett Tubman to help slaves to their freedom in the North. This particular site is noted as the first B&O Railroad station along the Underground Railroad. Tubman helped many slaves, including her parents, escape to freedom.

■ Coppin State College had its origins in 1900 at Frederick Douglass High School, when the Baltimore City School Board initiated a one-year training course for the preparation of African-American elementary school teachers. Nine years later, this course was moved out of the high school to a building used for training. The school was named Fanny Jackson Coppin Normal School in honor of an outstanding African-American woman who pioneered teacher education. In 1938, the curriculum was expanded to four years to issue a Bachelor of Science degree and the name of the school was changed to Coppin Teachers College. After a 12-year struggle, Coppin became part of the higher education system of the Maryland Department of Education and was renamed Coppin State College. Housed in its library is an exhibit containing memorabilia of Cab Calloway, another famous Baltimorean. Musical programs and training are offered in Cab Calloway's honor.

■ Baltimore's Convention Center is built partially on land once used for slave auctions. Many slaves were sold at this location.

APPENDIX A

- The Eutaw Street entrance to Oriole Park at Camden Yards, home of the Baltimore Orioles, was renamed to honor Leon Day. Leon Day was a talented pitcher who played for 22 years and was the 12th Negro League player to be inducted into the National Baseball Hall of Fame in 1995.
- In 1838, Frederick Douglass was a 20-year-old slave working as a caulker at William Price's shipyard. He lived with his master, Hugo Auld, on Fell Street. He learned to read and write before his escape to freedom. Fifty years later, he returned as a prosperous and famous man. He built five houses on Strawberry Alley that he named Douglass Terrace. Today it is Dallas Street. The homes are on the west Side of Dallas Street, North of Fleet Street.
- Druid Hill Park, which contains the Baltimore Zoo, is the third oldest designated park in the United States. Within the park is the Baltimore Tennis Marker, adjacent to the Conservatory, listing the names of 24 people arrested for protesting segregated tennis courts on July 11, 1948. These 24 players came from tennis courts located in the Negro area of the park to play on the white's only court and were arrested.
- The Eubie Blake National Jazz Institute and Cultural Center features an array of artifacts, memorabilia, and exhibits about James Hubert Eubie Blake. A pianist and composer, he lived to be 100 years old. This museum is in the heart of what will be The Avenue of the Arts focusing on African-American entertainment, history, and culture.
- Fells Point was the first and primary area where Southern blacks sought jobs and homes upon coming to Baltimore. The maritime industry, commerce, and food processing were a steady source of employment. Many African-Americans lived in the smaller houses behind the homes in which they worked because it was against the law for blacks and whites to live on the same street.
- Frederick Douglass High School dates back to 1867, and was the first and only colored high school in Maryland until 1918. It also was the first colored high school below the Mason-Dixon Line. High school courses were added in 1883 and in 1885, and 15 pupils were enrolled in the high school curriculum. In 1889, the first graduating class received diplomas. In the early 1920s, the school was named Frederick Douglass High School in honor of the great abolitionist, orator, and statesman.

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- Under development by the Living Classrooms Foundation is the Frederick Douglass-Isaac Myers Maritime Park. Scheduled to open in 2001, this learning laboratory will celebrate Maryland's African-American maritime and shipbuilding history with a working marine railway and the repair of historic vessels.
 - Henry Highland Garnet Park was named after the son of an enslaved African chief who became a Presbyterian preacher and lecturer.
 - The Great Blacks in Wax Museum is the first and only museum of its kind in the country. Exhibits chronicle more than 5,000 years of African-American experiences and include a slave ship replica
 - Henry Hall, an African-American sometimes referred to as the Father of Baltimore's Black Engineers, donated his rare fish collection to the National Aquarium before it was built. He also made the tanks and filters that housed his 35 rare and outstanding species. In honor of Henry Hall, the Aquarium developed the Henry Hall Foundation.
 - Matthew Henson came to Baltimore as a boy. He learned math and navigation skills while working as a cabin boy on the ships that docked in Baltimore. He also learned the language of the Eskimos and how to survive in cold environments. Henson co-discovered the North Pole with Admiral Perry in 1909. His contributions are celebrated in Maryland on April 6, recognized as Matthew Henson Day.
 - As a tribute to Billie Holiday, an eight-and-one-half foot statue that features Holiday with her trademark gardenia in her hair was placed directly across from Providence Baptist Church on Pennsylvania Avenue, between Lanvale and Lafayette Streets. Born Eleanora Fagan in Baltimore in 1915, Lady Day was best known for ballads such as "God Bless the Child" and "Strange Fruit." She first recorded with Benny Goodman in 1933 and later with famous musicians and composers such as Count Basie, Artie Shaw, and Teddy Wilson. In Baltimore, she is referred to as Baltimore's First Lady of Song. Each year, a Billie Holiday contest takes place in Baltimore to find the best singer of Holiday's songs.
 - Billie Holiday reportedly began her public singing career at her uncle's row house, a public smoker and lounge, on Caroline Street.

APPENDIX A

- The Lillie May Carroll Jackson House Museum honors the woman who was president of Baltimore's NAACP chapter from 1935 until 1969. Upon her death, her daughter developed a museum dedicated to freedom fighters and her mother's role in the civil rights struggle. The museum is the first in honor of an African-American woman.
- At the Johns Hopkins Hospital, two notable African-Americans, Dr. Levi Watkins and Dr. Benjamin Carson, currently perform medical miracles – including separating Siamese twins and performing heart surgery.
- Joshua Johnson, the first prominent African-American portrait painter in the United States, lived and worked in Baltimore from 1765 to 1830. His studio was located at the present site of the Morris A. Mechanic Theater in downtown Baltimore. A marker at the theater honors him. In the 1814 Baltimore Directory, Johnson is listed as living on Strawberry Alley. Some of his paintings show a child holding a strawberry.
- A marker at 1632 Division Street indicates the site of the house in which Thurgood Marshall resided as a child. Although Marshall was refused admittance to the University of Maryland School of Law because of his race, he attended Howard University in Washington, D.C., where he obtained his law degree. Thurgood Marshall was an attorney, judge, U.S. Solicitor General, and the first African-American Supreme Court Justice. There is a statue of Thurgood Marshall at Sharp and Pratt Streets, which you will pass by later on in the tour.
- At Pratt and Sharp Streets is the Thurgood Marshall Statue, honoring the first African-American to become a U.S. Supreme Court Justice.
- The Maryland Historical Society contains a number of artifacts relating to the history of African-Americans in Baltimore. Many of these are on view as part of their exhibits or can be accessed through the library's extensive collections.
- The proposed Maryland Museum of African American History and Culture will be the second largest museum of its kind in the world.
- The Clarence M. Mitchell, Jr. Courthouse spanning the length of one city block is named after the Baltimore native who was a lawyer and civil rights leader. He also served as executive director of the Washington, D.C. branch of the NAACP.

■ Isaac Myers, born a child of free parents in 1835, was an apprentice caulker for the clipper ships. With Myers' leadership, a group of black workers formed the Chesapeake Marine Railway and Dry Dock Company. The company purchased a shipyard, located at Philpot and Wills Streets, and employed up to 300 African-American workers at one time. It was one of the earliest and largest black-owned businesses in America. In 1866 Myers became president of the Colored Caulkers Trade Union Society of Baltimore and later was elected president of the Colored National Labor Union, the first such national organization in America.

■ Truman Pratt, a former slave of Maryland Governor John Eager Howard, founded the Orchard Street Church in 1825. At the church, a passageway leads to a sub-basement level three floors below revealing an underground cistern and a portion of an underground tunnel. The tunnel under the church suggests that it was a stop along the Underground Railroad, providing a secret route and temporary hiding area for slaves escaping to freedom. The building now houses the Baltimore Urban League.

■ The headquarters of Parks Sausage is at 3300 Henry Parks Circle. You may remember commercials with the tagline, "More Parks Sausages Mom, Please!" Originally owned by Baltimorean Henry Parks, the company has been purchased by other African-Americans. At one time, Parks Sausage was the largest African-American-owned manufacturing company in the United States. It was the first African-American company to be traded on Wall Street. In recognition of the accomplishments of the company, the name of the street where the company is located was changed to Henry Parks Circle.

■ The Peale Museum, near City Hall, was built as a museum in 1814 by Rembrandt Peale. It is the oldest museum building in the nation and among the oldest in the world. This museum also was the first in America to be lighted with gas, starting in 1816. In 1878, the Peale Museum was used as the Number One Colored Primary School, the first free public school for African-American children in the city. Baltimore-born composer and pianist Eubie Blake attended this school.

■ Pennsylvania Avenue and its surrounding community were the Baltimore equivalent of Harlem in New York. This area was where African-Americans from Baltimore and other cities came

APPENDIX A

for shopping, dining, entertainment, and nightlife. African-Americans could not try on clothes in department stores elsewhere, so they shopped along Pennsylvania Avenue. During the 1920s through the 1950s, African-Americans owned and operated most of the businesses. Currently, the area is slated for a full renovation and redevelopment as a Main Street community in Baltimore.

- The historic Pennsylvania Avenue A.M.E. Zion Church, like many others, has expanded but maintained the original structure.

- The President Street Railroad Station is now home to the Baltimore Civil War Museum. It is a confirmed stop along the Underground Railroad. Frederick Douglass escaped from slavery at this train station, which is the earliest surviving urban passenger railroad station in the country. Operating since 1850 or 1851, passenger service continued until 1873 and freight service continued into the 1960s. The museum includes an exhibit about Baltimore's Colored Troops who fought in the Civil War.

- Provident Hospital was founded in 1894 to provide medical treatment and training for African American nurses and doctors. Currently located at 1600 Liberty Heights Avenue, the hospital was moved from its original site and the name was changed to Liberty Medical Center.

- The Royal Theater, a rival of Harlem's Apollo Theatre, attracted entertainers such as Jackie "Moms" Mabely, Redd Foxx, Duke Ellington, Count Basie, Nat King Cole, The Temptations, The Supremes, Fats Waller, and of course, Billie Holiday. Opened in 1922, the Royal Theater closed in 1970 and was demolished in 1971. The Robert C. Marshall elementary school was built on the site. A proposed monument to the Royal Theater is planned along with a new entertainment facility.

- In 1828, Mother Mary Elizabeth Lange, a Haitian refugee, founded with three other nuns the Oblate Sisters of Providence, the oldest African-American Catholic religious order. In 1829, she opened the doors to Christian education for colored children at Aliceanna and Ann Streets. It is the oldest Catholic school for African-American children in the United States and the oldest Catholic secondary school in the Archdiocese. The school has moved several times but is still operating as St. Frances Academy and Chapel at a new location, 501 E Chase Street. Mother Lange

died in 1882. The room in which she died is preserved in memory of her work.

■ At the corner of Pennsylvania Avenue and North Freemont Avenue is Saint Peter Claver Roman Catholic Church. Established in 1888, this Baltimore parish is the first in the world dedicated to Saint Peter Claver, the Apostle for the Slaves. The school associated with the church is the state's oldest private African American school that is still in existence.

■ In 1987, Kurt L. Schmoke, a native of Baltimore, became the first African-American elected Mayor of Baltimore. He is a graduate of Yale who also received a Rhodes scholarship to Oxford in England. He then returned to the United States and graduated from Harvard Law School.

■ Sojourner-Douglass College was named in honor of Sojourner Truth and Fredrick Douglass and is one of several Historically Black Colleges in Baltimore. It has four off-campus sites in Annapolis, Cambridge, and Salisbury, Maryland, and Nassau, Bahamas. Other Historically Black Colleges in Baltimore include Morgan State University, which was founded after the Civil War in 1867 as the Centenary Biblical Institute, and Coppin State College (see above).

■ In the 1500 block of Pennsylvania Avenue, was the Sphinx Club, formerly one of the area's popular nightclubs.

■ The Upton/Marble Hill area continues to be the heart of the religious community for African-Americans and is the location of many churches including:

■ Bethel A.M.E. Church is the oldest independent African-American institution in Baltimore. It was founded in 1785 when African-Americans withdrew from the Methodist Church because of racially segregated seating. Daniel Payne Coker organized the church and was its first pastor and the first African-American in Maryland to publish a book. In 1816, he became the first African-American Methodist Episcopal bishop.

■ Union Baptist Church was organized in 1852 under the leadership of Reverend Harvey Johnson. Reverend Johnson also founded the Colored Convention in 1898, which evolved into the United Baptist Missionary Association. The church became a center for the civil rights movement.

■ Sharp Street Methodist Church was founded in 1802. Due to the congregational descendants from the first African-American

APPENDIX A

congregation in Baltimore, the church is known as the “Mother Church” of black Methodism in Maryland.

- USS *Constellation* is the last all sail warship built by the US Navy and the only Civil War era naval vessel still afloat. From 1859 to 1861, USS *Constellation* was flagship of the African Squadron stationed off the mouth of the Congo River. Her mission was to interdict vessels engaged in the slave trade and to repatriate any rescued Africans to the newly formed country of Liberia. During the time that the *Constellation* was on this station, she captured three slave ships and set free 705 men, women and children. The squadron as a whole captured a total of 14 ships and liberated over 4,000 people. Before and during the Civil War, USS *Constellation* had several African-Americans in her crew and that number grew as the war progressed. An African-American sailor, James Evans, was a petty officer on board in the position of coxswain, in charge of one of the ship’s boats.

- The Wall of Pride mural portrays African American leaders.

APPENDIX B HERITAGE RESOURCE AND ATTRACTIONS DATABASE

BALTIMORE CITY HERITAGE AREA, LIST OF ATTRACTIONS

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Attraction	Top of the World	Inner Harbor	Yes	No	Yes	No
Boulevards	University Parkway/33rd Street Boulevard	Between Wyman & Clifton Parks	Yes	No	No	Yes
Boulevards	Broadway	East side of downtown	Yes	No	No	Yes
Boulevards	Eutaw Place	West side of downtown	Yes	No	No	Yes
Cemetery	Mt. Auburn Cemetery	2630 Waterview Avenue	Yes	Yes	Yes	No
Cemetery	Baltimore Cemetery	E. North Avenue & Rose Street	Yes	Yes	Yes	No
Cemetery	Baltimore Hebrew Congregation Cemetery		Yes	No	Yes	No
Cemetery	Mt. Olive Cemetery	2930 Frederick Road	Yes	No	Yes	No
Cemetery	Western Cemetery	3001 Edmondson Avenue	Yes	No	Yes	No
Cemetery	Loudon Park Cemetery	3801 Frederick Avenue	Yes	No	Yes	No
Cemetery	New Cathedral Cemetery	4300 Old Frederick Road	Yes	No	Yes	No
Cemetery	Westminster Burying Ground	Greene & Fayette Streets	Yes	No	Yes	No
Cemetery	Greenmount Cemetery	Greenmount & Olive Streets	Yes	No	Yes	No
Cemetery	Old St. Paul's Cemetery	N. Charles at Saratoga Street	Yes	No	Yes	No
Church/Synagogue	Sharp Street United Methodist Church	11814 Eastern Avenue	Yes	Yes	Yes	No
Church/Synagogue	Bethel African American Episcopal Church	1300 Druid Hill Avenue	Yes	Yes	Yes	No
Church/Synagogue	Lovely Lane Methodist Church	2200 St. Paul Street	Yes	Yes	Yes	No
Church/Synagogue	Orchard Street United Methodist Church	512 Orchard Street	Yes	Yes	Yes	No
Church/Synagogue	Lloyd Street Synagogue	11 Lloyd Street	Yes	No	Yes	No
Church/Synagogue	Old Otterbein United Methodist Church	112 W. Conway Street	Yes	No	Yes	No
Church/Synagogue	Cathedral of Mary Our Queen	5300 N. Charles Street	Yes	No	Yes	No
Church/Synagogue	Old St. Mary's Seminary Chapel	600 N. Paca Street	Yes	No	Yes	No
Church/Synagogue	Basilica of the Nat'l Shrine of the Assumption	Cathedral & Mulberry Streets	Yes	No	Yes	No
Church/Synagogue	Old St. Paul's Episcopal Church	North Charles at Saratoga Street	Yes	No	Yes	No
Cultural Inst./Historic	NAACP HQ & Dorothy Parker Mem.	4805 Mt. Hope Drive	Yes	Yes	Yes	No
Cultural Inst./Theater	Coppin State College	2553 North Avenue	Yes	Yes	Yes	No
Cultural Inst./Theater	Arena Theater	601 McCullough Street	Yes	Yes	Yes	No
Cultural Inst./Theater	Morgan State University	Hillen Road & Coldspring Lane	Yes	Yes	Yes	No
Cultural Inst./Theater	Murphy Fine Arts Center	Hillen Road & Coldspring Lane	Yes	Yes	Yes	No
Cultural Inst./Theater	Peabody Conservatory	1 E. Mt. Vernon Place	Yes	No	Yes	No
Cultural Inst./Theater	Baltimore American Indian Center	113 S. Broadway	Yes	No	Yes	No
Cultural Inst./Theater	Meyerhoff Symphony Hall	1212 Cathedral Street	Yes	No	Yes	No
Cultural Inst./Theater	Lyric Theater	140 W. Mt. Royal Avenue	Yes	No	Yes	No
Cultural Inst./Theater	Charles Theater	1711 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Everyman Theater	1727 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Vagabond Theater	206 S. Broadway	Yes	No	Yes	No
Cultural Inst./Theater	Morris A. Mechanic Theater	25 Hopkins Plaza	Yes	No	Yes	No
Cultural Inst./Theater	Fells Point Corner Theater	251 S. Ann Street	Yes	No	Yes	No
Cultural Inst./Theater	Patterson Theater	3134 Eastern Avenue	Yes	No	Yes	No

APPENDIX B

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Cultural Inst./Theater	Johns Hopkins University	3400 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Shriver Hall	3400 N. Charles Street	Yes	No	Yes	No
Cultural Inst./Theater	Axis Theater	3600 Clipper Mill Road	Yes	No	Yes	No
Cultural Inst./Theater	Enoch Pratt Free Library	400 Cathedral Street	Yes	No	Yes	No
Cultural Inst./Theater	Senator Theater	5904 York Road	Yes	No	Yes	No
Cultural Inst./Theater	Center Stage	700 N. Calvert Street	Yes	No	Yes	No
Cultural Inst./Theater	St. Paul Street Theater		Yes	No	No	No
Cultural site	Wall of Pride	N. Carey & Cumberland Streets	Yes	Yes	Yes	No
Cultural/ethnic	Little Italy	Neighborhood	Yes	No	Yes	No
Cultural/ethnic	Greektown	Eastern Avenue/Oldham Street	Yes	No	Yes	No
Cultural/ethnic	Corned Beef Row	Lombard Street	Yes	No	Yes	No
Historic	Hampden	Neighborhood	No	No	No	No
Historic	Woodberry	Neighborhood	No	No	No	No
Historic	Locust Point Marine Terminal	On Middle and Northwest Branches	No	No	No	No
Historic District	Mill Hill Deck of Cards Historic District	2600 Wilkens Avenue	No	No	Yes	No
Historic District	Upton's Marble Hill Historic District	Along Druid Hill Avenue	No	No	Yes	No
Historic District	Ridgely's Delight Historic District	Along Harbor City Boulevard	No	No	Yes	No
Historic District	Washington Hill Historic District	Around Baltimore Street & Broadway	No	No	Yes	No
Historic District	Butchers Hill Historic District	Around Chester & Lombard Streets	No	No	Yes	No
Historic District	Union Square Historic District	Baltimore, Hollins, Lombard & Pratt	No	No	Yes	No
Historic District	Loft Historic Districts (North & South)	Between Eutaw & Greene Streets	No	No	Yes	No
Historic District	Bolton Hill Historic District	Between Eutaw & Mt. Royal	No	No	Yes	No
Historic District	Mt. Royal Terrace Historic District	Between Mt. Royal Terrace & Park	No	No	Yes	No
Historic District	Canton Historic District	Between Patterson Park & Fells Point	No	No	Yes	No
Historic District	Old Goucher College Historic District	Central Baltimore	No	No	Yes	No
Historic District	Cathedral Hill Historic District	Charles & Cathedral Streets	No	No	Yes	No
Historic District	Seton Hill Historic District	Downtown, around St. Mary's	No	No	Yes	No
Historic District	Business & Government Historic District	Downtown, north of Inner Harbor	No	No	Yes	No
Historic District	Waverly Historic District	E. 34th Street, near Memorial	No	No	Yes	No
Historic District	Eutaw Place/Madison Place Historic District	Eutaw Place & Madison Avenue	No	No	Yes	No
Historic District	Federal Hill Historic District	Federal Hill	No	No	Yes	No
Historic District	Fells Point Historic District	Fells Point	No	No	Yes	No
Historic District	Madison Park Historic District	Madison Avenue south of North	No	No	Yes	No
Historic District	Little Montgomery Street Historic District	Montgomery Street at Leadenhall	No	No	Yes	No
Historic District	Stirling Street Historic District	Monument & Ensor Streets	No	No	Yes	No
Historic District	Mount Vernon Historic District	Mount Vernon	No	No	Yes	No
Historic District	Charles Village/Abell Historic District	North Central Baltimore	No	No	Yes	No
Historic District	Roland Park Historic District	North Central Baltimore	No	No	Yes	No
Historic District	Brick Hill Historic District	Oakington & Seneca Streets	No	No	Yes	No

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Historic District	St. Paul Street Historic District	St. Paul Street near Penn Station	No	No	Yes	No
Historic District	Barre Circle Historic District	West Baltimore	No	No	Yes	No
Historic District	Franklin Square Historic District	West Baltimore City	No	No	Yes	No
Historic District	Druid Hill Park Historic District	West Central Baltimore	No	No	Yes	No
Historic District	Otterbein Historic District	West of Inner Harbor	No	No	Yes	No
Historic District	Dickeyville Historic District	Western Baltimore City	No	No	Yes	No
Historic Property	Dunbar High School	1400 Orleans Street	No	Yes	Yes	No
Historic Property	Banneker Building	14th & E. Pleasant Streets	No	Yes	Yes	No
Historic Property	Frederick Douglas High School	2301 Gwynns Falls Parkway	No	Yes	Yes	No
Historic Property	St. Francis Academy	501 E. Chase Street	No	Yes	Yes	No
Historic Property	Belvedere Hotel	1 E. Chase Street	Yes	No	Yes	No
Historic Property	City Hall	100 Holiday Street	Yes	No	Yes	No
Historic Property	Pennsylvania Station	1500 N. Charles Street	Yes	No	Yes	No
Historic Property	Lord Baltimore Hotel	20 W. Baltimore Street	Yes	No	Yes	No
Historic Property	Mt. Royal Station	Mt. Royal Avenue & Cathedral Street	Yes	No	Yes	No
Historic Property	National Road	U.S. 40	Yes	No	Yes	No
Historic Property	Gramercy Building		No	No	Yes	No
Historic Property	American Brewery	1701 N. Gay Street	No	No	Yes	No
Historic Property	Johns Hopkins Building	601 Broadway	No	No	Yes	No
Historic Property	American Can Company Building	Boston & Hudson Streets	No	No	Yes	No
Historic Site/Marker	Billie Holiday Statue/Park	Pennsylvania Avenue & Lanvale	Yes	Yes	Yes	Yes
Historic Site/Marker	Fort McHenry National Monument	E. Fort Avenue	Yes	No	Yes	Yes
Historic Site/Marker	McKim Center	1120 E. Baltimore Street	Yes	Yes	Yes	No
Historic Site/Marker	Frederick Douglas Statue	At Morgan State University	Yes	Yes	Yes	No
Historic Site/Marker	Joshua Johnson Marker	At Morris A. Mechanic Theater	Yes	Yes	Yes	No
Historic Site/Marker	Black Soldiers Statue	Calvert Street Median	Yes	Yes	Yes	No
Historic Site/Marker	Thurgood Marshall Birthplace	1632 Division Street	No	Yes	Yes	No
Historic Site/Marker	Shot Tower	801 E. Fayette Street	Yes	No	Yes	No
Historic Site/Marker	Korean War Memorial	Canton Cove Park	Yes	No	Yes	No
Historic Site/Marker	Holocaust Memorial	Lombard & Gay Streets	Yes	No	Yes	No
Historic Site/Marker	Washington Monument	Mt. Vernon Place	Yes	No	Yes	No
Historic/cultural	National Historic Seaport of Baltimore	Inner Harbor	Yes	No	Yes	No
Major Rec. Facility	Pimlico Race Track	Northwest Baltimore City	Yes	No	No	Yes
Major Rec. Facility	Oriole Park at Camden Yards	West of Inner Harbor	Yes	No	No	Yes
Major Rec. Facility	Ravens Stadium	West of Inner Harbor	Yes	No	No	Yes
Market	The (Pennsylvania) Avenue Market	1700 Pennsylvania Avenue	Yes	Yes	Yes	No
Market	Cross Street Market	1065 S. Charles Street	Yes	No	Yes	No
Market	Northeast Market	2101 E. Monument Street	Yes	No	Yes	No
Market	Hollins Market	26 S. Arlington Avenue	Yes	No	Yes	No

APPENDIX B

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Market	Lexington Market	400 W. Lexington Street	Yes	No	Yes	No
Market	Broadway Market	600-700 S. Broadway	Yes	No	Yes	No
Museum	Lillie Mae Carroll Jackson Home & Museum	1320 Eutaw Place	Yes	Yes	Yes	No
Museum	Great Blacks in Wax Museum	1603 E. North Avenue	Yes	Yes	Yes	No
Museum	Eubie Blake National Museum/Cultural Center	847 N. Howard Street	Yes	Yes	Yes	No
Museum	African American Museum	Pratt & President Streets	Yes	Yes	Yes	No
Museum	Peabody Institute	1 E. Mt. Vernon Place	Yes	No	Yes	No
Museum	Baltimore Museum of Art	10 Art Museum Drive	Yes	No	Yes	No
Museum	Lacrosse Museum & National Hall of Fame	113 W. University Parkway	Yes	No	Yes	No
Museum	Baltimore Museum of Industry	1415 Key Highway	Yes	No	Yes	No
Museum	Jewish Museum of Maryland	15 Lloyd Street	Yes	No	Yes	No
Museum	H.L. Mencken House	1524 Hollins Street	Yes	No	Yes	No
Museum	Baltimore Streetcar Museum	1905 Falls Road	Yes	No	Yes	No
Museum	City Life Exhibit at Maryland Hist. Society	201 W. Monument Street	Yes	No	Yes	No
Museum	Maryland Historical Society Museum	201 W. Monument Street	Yes	No	Yes	No
Museum	Edgar Allen poe House	203 N. Amity Street	Yes	No	Yes	No
Museum	Fire Mus. of the Baltimore Equitable Society	21 N. Eutaw Street	Yes	No	Yes	No
Museum	Babe Ruth Birthplace and Orioles Museum	216 Emory Street	Yes	No	Yes	No
Museum	Peale Museum	225 Holiday Street	Yes	No	Yes	No
Museum	National Museum of Dentistry	31 S. Greene Street	Yes	No	Yes	No
Museum	Port Discovery	34 Market Place	Yes	No	Yes	No
Museum	Homewood House Museum	3400 N. Charles Street	Yes	No	Yes	No
Museum	Evergreen House	4545 N. Charles Street	Yes	No	Yes	No
Museum	National Aquarium in Baltimore	510 E. Pratt Street	Yes	No	Yes	No
Museum	Walters Art Gallery	600 N. Charles Street	Yes	No	Yes	No
Museum	Mother Seton House	600 N. Paca Street	Yes	No	Yes	No
Museum	Baltimore Civil War Museum	601 S. President Street	Yes	No	Yes	No
Museum	Baltimore Public Works Museum	701 Eastern Avenue	Yes	No	Yes	No
Museum	Mt Vernon Museum of Incandescent Lighting	717 Washington Place	Yes	No	Yes	No
Museum	Museum Row	800 E. Lombard Street	Yes	No	Yes	No
Museum	American Visionary Arts Museum	800 Key Highway	Yes	No	Yes	No
Museum	Robert Cary Long House	812 Ann Street	Yes	No	Yes	No
Museum	"Star-Spangled Banner" Flag House	844 E. Pratt Street	Yes	No	Yes	No
Museum	B&O Railroad Museum	901 W. Pratt Street	Yes	No	Yes	No
Museum	Maryland Science Center/Davis Planetarium	Light & Key Highway	Yes	No	Yes	No
Museum	Maryland Science Center	Light Street & Key Highway	Yes	No	Yes	No
Museum	USS <i>Constellation</i>	Pier 1, Pratt Street	Yes	No	Yes	No
Museum	Baltimore Maritime Museum	Pier 3, Pratt Street	Yes	No	Yes	No
Museum	Mount Clare Mansion	Washington Boulevard & Monroe	Yes	No	Yes	No

Resource Type	Resource Name	Location	Open	Af-Am	Hist/Cult	Nat/Rec
Park/Square	Union Square	1500 W. Lombard Street	Yes	No	No	Yes
Park/Square	Carroll Park	1500 Washington Boulevard	Yes	No	No	Yes
Park/Square	Patterson Park	200 S. Linwood Avenue	Yes	No	No	Yes
Park/Square	Reedbird Park	201 W. Reedbird Avenue	Yes	No	No	Yes
Park/Square	Hanlon Park	24000 Longwood Street	Yes	No	No	Yes
Park/Square	Druid Hill Park	2600 Madison Avenue	Yes	No	No	Yes
Park/Square	Clifton Park	2801 Harford Road	Yes	No	No	Yes
Park/Square	Canton Waterfront Park	3001 Boston Street	Yes	No	No	Yes
Park/Square	Wyman Park	301 W. 30th Street	Yes	No	No	Yes
Park/Square	Herring Run Park	3700 Harford Road	Yes	No	No	Yes
Park/Square	Clyburn Park	4915 Greenspring Avenue	Yes	No	No	Yes
Park/Square	St. Mary's Park	600 N. Paca Street	Yes	No	No	Yes
Park/Square	Federal Hill Park	800 Battery Avenue	Yes	No	No	Yes
Park/Square	Kirk Avenue Athletic Field	Between Lock Raven & Kirk Avenue	Yes	No	No	Yes
Park/Square	Mount Vernon Square	Charles & Monument Streets	Yes	No	No	Yes
Park/Square	Johnson Square	East Baltimore City	Yes	No	No	Yes
Park/Square	Bocek Field	Edison Highway & Madison Street	Yes	No	No	Yes
Park/Square	Harlem Park	Edmondson Avenue & Gilmore Street	Yes	No	No	Yes
Park/Square	Powder Mill Park	Extreme western Baltimore City	Yes	No	No	Yes
Park/Square	Roosevelt Park	Falls Road, north of Druid Hill Park	Yes	No	No	Yes
Park/Square	Waterview Ave/Middle Branch & Broening	Hanover and Waterview Avenues	Yes	No	No	Yes
Park/Square	Sherwood Gardens/Guilford Reservoir	In Guilford neighborhood	Yes	No	No	Yes
Park/Square	Stoney Run Park	In Roland Park neighborhood	Yes	No	No	Yes
Park/Square	Lafayette Square	Lafayette near N. Fremont Avenue	Yes	No	No	Yes
Park/Square	Cherry Hill Park	Mouth of Patapsco River	Yes	No	No	Yes
Park/Square	Mount Pleasant Park	Northeast Baltimore City	Yes	No	No	Yes
Park/Square	Chinquapin Run Park	Northern Baltimore City	Yes	No	No	Yes
Park/Square	Madison Square	Northwest Baltimore City	Yes	No	No	Yes
Park/Square	Wegworth Park	South Baltimore	Yes	No	No	Yes
Park/Square	Franklin Square	W. Lafayette & S. Carey Streets	Yes	No	No	Yes
Park/Square	Gwynns Falls/Leakin Park	West from Middle Branch	Yes	No	No	Yes
Park/Square	Hillsdale Park	Western Baltimore City	Yes	No	No	Yes
Park/Square	Woodheights Drive Park	Woodheights Drive	Yes	No	No	Yes
Trail/Greenway	Patapsco River Greenway	Along Patapsco River	Yes	No	No	Yes
Trail/Greenway	Baltimore Waterfront Promenade	Around Inner Harbor	Yes	No	No	Yes
Trail/Greenway	Jones Falls Valley Greenway	North from central Baltimore City	Yes	No	No	Yes
Trail/Greenway	Gwynns Falls Greenway	West from Middle Branch	Yes	No	No	Yes

APPENDIX C

APPENDIX C MANAGEMENT ENTITY STAFF JOB DESCRIPTION

JOB DESCRIPTION

ADMINISTRATOR

Responsible for strategic and daily operations associated with implementing the Baltimore City Heritage Area Management Action Plan. Ensures state criteria are appropriately implemented. Administers grant funds, identifies and develops technical assistance and other programming opportunities. Coordinates heritage-related activities with appropriate public and private agencies. Manages activities for Target Investment Zone and assists in identifying opportunities to spur economic development. Works to enhance awareness of Baltimore's heritage resources and opportunities.

RESPONSIBILITIES:

Administrative

- Act as liaison between federal, state, city, and private agencies to ensure collaboration and prevent duplication of functions and activities.
- Develop annual operating budget, strategic plan, and program evaluation.
- Provide opportunities for participation within communities. Assist in efforts to sustain and strengthen Baltimore's historic structures.
- Identify technical assistance as needed.
- Identify and develop revenue streams.
- Staff to Advisory Group.

Economic Development

- Identify grant opportunities for heritage projects, administer grants and other funds.
- Assist Target Investment Zones to facilitate identified development projects.
- Facilitate efforts to meet Target Investment Zone (TIZ) qualifying criteria.
- Identify new legislative and regulatory incentives.

-
- Participate in selection of TIZs.

Marketing

- Increase awareness of heritage resources and opportunities locally, regionally, and nationally.
- Develop identity package and logo that can be used in a variety of promotional areas.
- Identify niche audiences to expand market opportunities.

Qualifications:

- Experience in developing tourism programs and incentives, fiscal management, fundraising, government relations, and real estate development.
- Knowledge of land use, transportation, and historic preservation planning.
- Knowledge of national marketing, advertising, and corporate sponsorship.

JOB DESCRIPTION

ADMINISTRATIVE SUPPORT

Provides administrative support to Baltimore City Heritage Management Entity.

Responsibilities:

- Maintain fiscal and budget data.
- Respond to requests for information.
- Prepare reporting and data forms.
- Manage daily office activities.
- Prepare correspondence, grants, and other written information as needed.
- Assist with workshops and preparation of technical support materials as needed.
- Assist with promotional activities as needed.

Qualifications:

- Experience in word processing, spreadsheet, and database software.
- Ability to independently prepare correspondence and other written materials.
- Ability to collect and maintain files and data.
- Familiarity with electronic research techniques.

APPENDIX C

JOB DESCRIPTION

HERITAGE ACTIVITY COORDINATOR

Primary responsibilities include coordinating Baltimore City heritage activities with public and private agencies and facilitating promotional activities.

Responsibilities:

- Identify public and private organizations involved in heritage tourism.
- Develop structure or mechanism to coordinate heritage activities and introduce new opportunities for collaboration.
- Develop and manage membership program.
- Identify opportunities for community outreach.
- Promote awareness of Baltimore's heritage by leveraging existing opportunities and developing new events as needed.
- Prepare and disseminate promotional materials.
- Prepare and implement strategic marketing campaigns.
- Develop reporting mechanisms.
- Develop and manage data tracking and reporting systems.

Qualifications:

- A bachelor's degree and 5 years of experience in community planning, fundraising, public relations, and/or public policy.
- Excellent word processing, spreadsheet, and database development skills.
- Good communication and facilitation skills.
- Ability to manage multiple projects simultaneously.

JOB DESCRIPTION

TARGET INVESTMENT ZONE (TIZ) COORDINATOR

Responsible for implementing and coordinating projects within the Baltimore City Heritage Area. Assists existing TIZs with identifying resources and acts as a liaison with public and private agencies. Develops technical assistance to assist potential TIZs in becoming recognized.

Responsibilities:

- Maintains database of development projects and opportunities within TIZs.

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- Identifies funding opportunities to facilitate development.
 - Develops and implements technical assistance programs to help areas meet TIZ qualifications.
 - Develops outreach programs to increase awareness of TIZ status and benefits.
 - Participates in selection of TIZs.

Qualifications:

- Experience in facilitating economic development projects.
- Experience in business outreach.
- Experience in grant preparation .
- Knowledge of tax credits and other incentives.
- Knowledge of land use planning.

JOB DESCRIPTION

PROMOTIONS/EVENTS COORDINATOR

The position includes advertising, fundraising, marketing, media relations, public speaking, and special events coordination. The Promotion/Events Coordinator must interact with diverse audiences and be available to work weekends and evenings. Some travel may be required.

Responsibilities:

Administrative/Organizational

- Review, implement, and revise the organization's communication plans.
- Pursue and develop relationships with sponsors and partners.
- Prepare annual budgets for all marketing, events and public relations activities.

Management

- Implement and/or oversee all programmatic events and activities.
- Hire, direct and evaluate staff, vendors and volunteers.
- Solicit, assign and coordinate volunteers and volunteer activities.

Planning

- Plan and execute all events, activities, and programs.
- Establish measurable goals and objectives.

External Communications

- Prepare and/or coordinate the preparation of all print and

APPENDIX C

electronic materials, including advertising, press releases, web site, newsletters, event schedules and printed materials.

- Develop and implement media relations strategies.
- Participate in local, state, regional and national organizations, including trade shows.
- Serve as media spokesperson.

Qualifications:

- Eight years of professional marketing or communications experience, with at least two years in a management capacity
- Proficiency in writing, editing, and the use of computers.
- Experience in selecting and working with consultants and vendors.
- Familiarity with research tools and statistical data
- A bachelor's degree in communications, public relations, journalism or advertising.

APPENDIX D TARGET INVESTMENT ZONE ANALYSIS

The following BCHA evaluation criteria were based upon the Heritage Areas Program criteria to assess the potential of areas within the BCHA boundary. These were given to members of the Economic Development Working Group for the BCHA Steering Committee, among other organizations including, the City of Baltimore, CHAP, and Baltimore Heritage, Inc.

INSTRUCTIONS FOR FILLING OUT THE TARGET INVESTMENT ZONE MATRIX.

The Maryland Heritage Preservation and Tourism Areas Program provides incentives, technical assistance, and \$1 million per year for Heritage Area projects. Projects and properties throughout a Certified Heritage Area are eligible for grants from the Maryland Heritage Areas Authority Financing Fund (Fund) for planning, design, interpretation, marketing, and programming, and to encourage revitalization and reinvestment. Within TIZs, program incentives include:

- Grants or loans from the Fund for acquisition, development, preservation, or restoration.
- Loans for economic development projects from the proceeds of revenue bonds sold by the Maryland Heritage Areas Authority.
- Historic preservation tax credits for structures listed in the National Register of Historic Places, designated as a historic property under local law, or located in a National Register or local historic district.
- State income tax credits for the rehabilitation of certified heritage structures, including non-historic significant structures.

Target Investment Zones are specific priority areas into which the BCHA Association is attempting to attract significant private investment. As part of the management plan process for the BCHA, it is important to consider geographic areas as TIZs. In order to accomplish this, the attached evaluation matrix was developed. Our approach is to rate each of the geographic areas within the recognized BCHA boundary according to the criteria established by the Maryland Heritage Preservation and Tourism Areas Program (Heritage Areas Program). Under each of the state's criteria, we have

APPENDIX D

further defined factors that will help determine the level of components that support consideration of the area as a TIZ.

Please rate each area that you are familiar with on a scale from 1 to 5 using the number one (1) to state whether the area has the least amount of, or is least likely to meet this criteria. A rating of 5 means it strongly meets the criteria, or is most likely to meet this criteria. For instance, a factor like public safety considerations should be rated 1 if the area has a low degree of public safety or has a low degree of security, and a 5, if it is very safe or has a high degree of security in place.

Thank you for helping us evaluate Target Investment Zones for the Baltimore City Heritage Area.

TARGET INVESTMENT ZONE EVALUATION CRITERIA

The guiding principles for establishing TIZs within the certified Baltimore City Heritage Area were objectively derived from the five criteria stated within the Maryland State Heritage Area Program Guidelines. These criteria were further adapted to the Baltimore City environment to assure that evaluation of potential TIZs was both quantifiable and comprehensive. Identifying those potential areas that will most likely succeed as a result of a TIZ recognition is essential to the success of the Baltimore City Heritage Area. The following Heritage Areas Program criteria indicate factors specific to Baltimore and describe the rationale that was used to make recommendations during the management-plan process:

I. CONCENTRATION OF HISTORIC, CULTURAL, AND NATURAL RESOURCES WITH POTENTIAL TO ATTRACT TOURISTS.

- The number and proportion of historic, cultural, and natural resources

Under this specification, a potential area should have a concentration of existing resources that are of a high caliber and are either unique or distinctive. These resources can be associated with a notable person or event; might have a multitude of histories associated with community events; and contribute to the settlement and history of Baltimore. It is important to list all of a neighborhood's resources and public attractions to understand collectively how many are in a neighborhood and what

proportion of the area's properties they represent.

■ Access to downtown, Inner Harbor, and other attractions

Since the Inner Harbor area is the principal tourism generator within the recognized BCHA and a key goal of the Management Action Plan is to encourage visitors to extend their stay, easy access from the Inner Harbor was seen as an important factor. Ease of access to other major attractions, historic neighborhoods, and the downtown area was also seen as critical to tapping visitors, convention-goers, and Baltimore's employment force. Access is defined as spatial, temporal, and psychological, whereby an attraction, service, or historic area is perceived as being relatively close, convenient, and enjoyable. A 10-15-minute walk or a short drive by car or transit is desirable.

■ Transportation, linkages, and parking

Visitors must be able to move easily between and on multiple transportation modes when arriving and departing the BCHA and moving between attractions. Attracting out-of-town visitors is a high priority since they are bringing new money into the local Baltimore economy. It is important to identify whether the area can be easily found from an interstate highway or public transit station, has good access or has proximity to an interstate highway exit, transit stop, or trail. Effective directional signs, quality pedestrian amenities, good transit connections, and abundant parking are other requirements that are factored into determining accessibility. Within the TIZ, it must be easy to drive a car and find parking or it should be an area that is or could be served by public transit or private tour buses, jitneys, water taxis, or horse-drawn carriages. A visitor should be able to transfer easily from one transportation mode to another, and critical pedestrian connections should be factored into this analysis.

■ Compact geographic area

The potential TIZ must spatially "feel" like a neighborhood. It must be perceived as an area that is pedestrian friendly. One goal is to get visitors out of their vehicles; walking in the TIZ is critical to advance interpretative opportunities and patronization of local businesses. Not only should the TIZ be traversable on foot, it should be geographically compact enough to encourage reinvestment that will not be spread so thin as to be an insignificant improvement.

APPENDIX D

■ Anchor attraction(s)

An anchor attraction (analogous to an anchor store in a mall) is necessary in order to draw visitors in high numbers, encourage spin-off development, and act as a launching point to services and to smaller historic, cultural, and natural attractions. An area should have at least one regional or national attraction to help form the area's identity in the visitor's mind, as well as to provide a starting point for touring. Having more than one anchor attraction further strengthens the area's drawing power.

II. AVAILABLE INCENTIVES MUST BE CAPABLE OF MAKING MEASURABLE DIFFERENCE.

■ Needs proportionate to available public and private resources
The investment requirements of a potential TIZ cannot burden the available financial resources. Otherwise, the investment will be depleted before any transformation of the neighborhood can occur or private investment can be leveraged. Risk must be weighed in order to attract private capital, and should be evaluated to understand whether the risks are mitigated by the total investment or because adjacent areas are healthy and the market demand is strong. The potential TIZ and its opportunities must be so well defined that it attracts sufficient targeted capital even though it may present additional risks in comparison to another area. Attraction for private capital is preferred over public investment.

■ Area needs designation and resources in order to succeed
The revitalization of some neighborhoods already is happening and Heritage Area designation will bolster the benefits to those neighborhoods. Investment should be targeted to potential TIZs that could succeed with extra incentives and leverage offered by the Heritage Areas Program. These potential areas should be able to show that other factors are in place, such as community or leadership support, a concentration of resources, or underutilized properties.

III. OVERLAP WITH OTHER REVITALIZATION DISTRICTS.

■ Synergy with other TIZ(s)

The potential boundaries for TIZs and the Certified Heritage

Area should be drawn to maximize interaction among the resources and attractions. Areas must be chosen with identities, historic focuses, and building types, for example, that are sufficiently distinct to give the visitor a reason to see and connect with another area. Showing collaborative efforts within potentially contiguous areas can further illustrate the synergy critical to developing a successful TIZ. Each TIZ should leave the visitor asking to know more about a multitude of other resources within the BCHA.

- **Overlap with other revitalization districts**

The Heritage Program public incentives can be best leveraged in areas that are also benefiting from other public incentives available through Empowerment or Enterprise Zones, historic districts, Main Street corridors, urban renewal areas, and public housing areas. The boundaries of Community Development Corporations (CDCs) such as Neighborhood Housing Services are also critical, as are public or private community initiatives because these programs improve the potential TIZs investment climate.

- **Public safety considerations**

Visitors must feel safe. Identifying the crime statistics for the potential TIZ will define types of crime and whether crime is perceived or real. Factoring in existing and proposed policies, programs, and strategies to decrease the perception and likelihood of crime is critical in the determination of whether public safety supports or weakens the potential TIZ's position for inclusion and investment.

IV. LOCAL PRIVATE- AND PUBLIC-SECTOR INVESTMENT.

- **Strength of the community and business leadership**

The strength of existing community and business organizations and leadership is key to building momentum and sustaining management and implementation of a potential TIZ. Cooperation must exist between organizations. Community organizations or business associations should be financially solid to lend support, provide guidance and/or leverage dollars for projects in a TIZ.

- **Support of existing property and business owners**

Existing residents and local businesses should be supportive of

APPENDIX D

the Heritage Area goals and initiatives and be willing to generate additional approval and backing from other community interests and political representatives. These property and business owners should also be able and willing to invest in their own properties or to seek other funding opportunities.

- Support of political representatives

Political support is critical because local, state, and federal programs will provide technical and financial assistance to BCHA projects and thereby assist with meeting BCHA and Heritage Program goals. Are council, city, state, and congressional representatives aware of BCHA initiative and program goals? Do they understand these goals and are they willing to support and commit administrative and legislative actions to reach these goals?

- A mixed-use environment: residential, retail, commercial

A mixed-use environment offers the best opportunity for long-term successful community revitalization and heritage-tourism promotion. An important goal is a 24-hour active neighborhood where foot traffic supports a mix of residential, retail, office (and perhaps industrial) uses. Retail businesses should serve neighborhood residential needs such as markets, groceries, bakeries, and hardware stores but also provide services that will attract visitors, such as coffee shops, unique gift shops, and bed and breakfasts. Professional or corporate offices might be factored into the mix of desirable and compatible development. Is there an opportunity within the potential TIZ to strengthen the mix? Is there, or is there the possibility of, diverse residential uses that include ownership and rentals for all income levels?

- Concentration of underutilized or publicly controlled properties

Land assemblage and coordination of a critical mass of investment are two of the most difficult issues in urban revitalization. A significant concentration of underutilized properties in the potential TIZ can offer the potential for a large upside benefit that could dramatically revitalize an area. Equally important is the redevelopment of a strategically located key parcel or gateway property that can disproportionately affect public perceptions. Publicly owned properties may enable land parcels and buildings to be consolidated in a timely fashion. Often, public entities can offer the option of property sales or swaps in order to create redevelopment incentives.

-
- Other planned new development in or near a potential TIZ
A potential TIZ can effectively coordinate with and "piggyback" on other planned development, increasing the leverage of both projects and reducing risk. The use of such leverage options can be used to encourage sensitivity to historic preservation considerations as well.

V. BOUNDARIES FACILITATE COLLECTION OF PERFORMANCE MEASUREMENT DATA.

- Census tract boundaries
Do the potential TIZ boundaries overlap with census tract boundaries in order to allow trend line analysis of population and housing data over time? Census block group or Baltimore Metropolitan Council traffic analysis zone boundaries could also be used to facilitate collection of performance measurement data.
- Other boundaries
The cooperation of the Maryland Office of the Comptroller, the Department of Labor Licensing and Regulation, and other state agencies is necessary in order to collect and analyze business and employment data at a neighborhood level. Does the potential TIZ correspond with the data collected by these agencies?

**NEIGHBORHOOD BACKGROUND
TARGET INVESTMENT ZONE SELECTION PROCESS
RAILROAD/NATIONAL ROAD DISTRICT**

HISTORICAL RESOURCES

This area is located southwest of downtown and has a number of significant attractions, largely due to its connection to the development of the B&O Railroad. The first railroad tracks were laid at Mount Clare Mansion connecting the city to the Ellicott City mills. Carroll Park was home to one of the colonies' largest iron foundries and contains the city's only remaining colonial plantation. Carroll Park itself includes a number of culturally significant layers: a Civil War encampment, a park design by the Olmsted brothers, and a German social club. Pigtown, south of the Carroll Park Corridor, was home to the pig slaughterhouses, at one time a major industry. Southwest Baltimore attracted a number of immigrant families who

TIZ EVALUATION MATRIX
RESULTS USED TO DEVELOP FINAL TIZ RECOMMENDATIONS

Baltimore City Heritage Area Decision Matrix for TIZ Selection	Rank each geographic area from 1 - 5 (least to most, or worst to best) *Data is readily available for all of the TIZs							Total Score	
	Maryland Heritage Preservation and Tourism Areas Program Criteria	I. Concentration of Historic/Cultural Resources	II. Available Resources Make Measurable Difference	III. Overlap with Other Revitalization Districts	IV. Local Private/Public Investment				V. Data Collection*
Baltimore City Heritage Area Performance Measures		Anchor Attraction(s)	Does Area need Designation/Resources in order to Succeed?	Public Safety Considerations - Formal Security Elements	Other Planned New Development in/near TIZ	Census Tract Boundaries			4
	Compact Geographic Area	Needs Proportionate to Available Resources (Public/Private)	Overlap with Other Revitalization Districts	Concentration of Public-Controlled Properties				4	8
	Transportation Linkages, Parking, Interstate Access		Synergy with Other TIZ(s)	Concentration of Underutilized Properties				4	8
	Access to Downtown/Inner Harbor/Other Attractions			Mixed Use Environment: Residential/Retail/Commercial				4	8
	Number/Proportion of Hist/Cult/Nat Resources			Support of Political Representatives				4	8
Geographic Areas Railroad/National Road District TIZ(B&O Museum, Carroll Park, Washington Village, Union Square) Pennsylvania Avenue TIZ (Druid Hill Park, Reservoir Hill, Madison Park, Marble Hill, Upton, Pennsylvania Avenue) Historic Jonestown/Little Italy TIZ Market Center TIZ (Howard Street Entertainment District) Locust Point/Ft. McHenry TIZ (Locust Point, Fort McHenry, Museum of Industry) Mt. Vernon/Historic Charles Street TIZ Jones Falls Valley Mill District TIZ Fells Point/Broadway/Hopkins Hospital TIZ Canton TIZ				Support of Existing Property/Business Owners				4	8
				Strength of Community/Business Leadership				4	8
								4	8
								4	8
								4	8
								4	8
								4	8
								4	8
								4	8
								4	8

arrived to work on the railroad. Both the Irish and Germans established significant enclaves in this TIZ. The National Road, the nation's first federally funded infrastructure project, forms the northern boundary of the TIZ and at one time had significant influence on the commercial activity in this part of the city, though few if any of the inns and taverns that served National Road travelers survive. The National Road, which originally followed Baltimore Street, also is located in the Market Center and Mt. Vernon/Historic Charles Street TIZs.

Union Square's most notable address belonged to H.L. Mencken. At one time a museum operated by the City Life Museums, the house is now closed. A recommendation to restore the house as a museum and to create a writers' center being pursued by the H.L. Mencken Society, Union Square Association and the Baltimore Writers' Alliance, came from a cultural resource study. Union Square is also notable as one of Baltimore's preeminent upper class neighborhoods. Developed in the city's Italianate period for the manufacturing elite, Union Square was one of four squares in the southwestern part of the city.

The Hollins Street Market and commercial area, and the Edgar Allan Poe House are in close proximity. The Hollins Market is in its original structure and remains today as an active market. While the surrounding commercial area is largely vacant, a task force has been established to develop revitalization strategies. The Edgar Allan Poe House is operated by CHAP and is Baltimore's first public house museum (1939). The house has been open as a museum continuously since that time. It is now open to the public on a part-time basis and has approximately 5,000 visitors per year. Visitation could be increased as part of the Heritage Area development.

ACCESSIBILITY

The area is accessible by two main east-west arteries, Pratt and Lombard Streets. There is an I-95 exit. However, it is poorly marked and takes visitors through some fairly deserted parts of the city. City buses are available and could be reached by pedestrians. However, crossing Martin Luther King Jr. Boulevard and the perception of safety are factors to contend with when seeking pedestrian-friendly linkages between the downtown and stadium areas and this district. Suggestions have been made to upgrade an existing rail that would

APPENDIX D

involve a new train stop at Mount Clare Mansion and pedestrian amenities to connect the mansion with the B&O Railroad Museum.

DEVELOPMENT/INVESTMENT

Located within the Washington Village empowerment zone, the area has access to significant resources. The Baltimore Development Corporation is seeking to revitalize the Camden Carroll Industrial Park, the Gwynns Falls Trail is under construction, and the area is within walking distance of Camden Yards and the PSINet Stadium. The former Montgomery Ward site, one of the largest redevelopment opportunities, has attracted private interest as potential office space. The B&O Railroad Museum is undergoing an expansion to renovate additional buildings that were part of the railroad's original holdings. Cooperative marketing efforts have begun with Carroll Mansion and last summer the Village Center sponsored a number of summer activities including a flea market and movie series. The Village Center, while making progress, currently does not seem to have identified tourism as a major effort.

New residential developments have targeted upper-income buyers. The Roundhouse townhouses were built approximately five years ago; Camden Crossing is under construction and will feature 144 homes starting at \$115,000. New commercial or retail developments are not currently planned, although it is possible that substantial redevelopment could encourage upgrading the Mount Clare Center which includes a Safeway, Rite Aid, a bank, and smaller convenience retail establishments.

A number of social issues will need to be resolved if this area is to experience a true revitalization. High unemployment, drugs, crime, and a number of substandard dwelling units are evident throughout the southwestern corridor. The community has begun to combat this blight through a number of planning efforts.

The master planning effort for Carroll Park (Park) could be a major turning point for the area. As a major recreational resource, the Park is seeking to connect physically with the Gwynns Falls Trail. This will reinforce its ties to the Gwynns Falls, and suggests that the Park has the potential to become a regional recreational resource. It is used throughout the summer for adult and youth baseball and softball and includes the city's only nine-hole golf course. Its tennis courts are rarely used and could serve U.S. Tennis Association local teams.

Through a bond initiative, the city has \$1 million available for improvements and the planning committee is subdivided into two focus groups – historic and recreation. While this is clearly not enough funds to accomplish all objectives, it has brought together the community and the institutions to craft a joint vision potential cooperative projects.

NEIGHBORHOOD BACKGROUND
TARGET INVESTMENT ZONE SELECTION PROCESS
PENNSYLVANIA/DRUID HILL

HISTORICAL RESOURCES

This area is a gold mine of African-American history and culture from its first generation of freed slaves to large numbers of migrant families in search of employment opportunities. Pennsylvania Avenue, as the commercial center, is surrounded by a number of neighborhoods such as Madison Park (once one of the few middle class neighborhoods open to black families), Marble Hill (home to some of Baltimore’s elite families), Reservoir Hill, and Upton. Druid Hill Park is a significant open space area offering active and passive recreation.

Pennsylvania Avenue has been officially known as the Bottom and Sugar Hill, reflecting the community’s socio-economic subdivisions. The Bottom refers to the area primarily around Upton, while Sugar Hill refers to the more elite Marble Hill. For years, Pennsylvania Avenue served as the African-American cultural and civic center. Booker T. Washington, W.E.B. DuBois, and Marcus Garvey were featured church speakers. The local NAACP chapter is the second oldest in the country.

A few significant resources include:

- Union Baptist Church, one of the city’s first entirely black run and financed churches;
- Site of the city’s first talking film, “Scar of Shame;”
- A number of churches such as Sharp Street Methodist Episcopal and Bethel A.M.E. that heightened the community’s social consciousness and where segregation boycotts were organized; and,
- Royal Theater, which hosted Pearl Bailey, Billie Holiday, and Ella Fitzgerald, and which was razed in 1971.

This area also includes Druid Hill Park, which:

APPENDIX D

- Contains an unmarked slave burial ground;
- Has six significant structures including the Maryland House, which originally was a pavilion at the Philadelphia Centennial Exhibition;
- Was described as a “premier setting for Victorian-era recreation,” during the mid 19th century;
- Is known for having the best segregated recreation facilities in the city, for which it received substantial levels of public investment into the 1950s; and,
- Was the site of a segregation protest in 1948 at the Park’s tennis courts.

The area around the Park, including Reservoir Hill, could be considered of mixed stability. There are a number of large apartment buildings including the Riviera, Esplanade, Temple Gardens, and the Emersonian. All offer views to Druid Hill Park, and some of them are being redeveloped into market-rate apartments. Still, a substantial level of investment is required before the area could be considered stable.

Madison Park originally was home to Baltimore’s German Jewish population and was considered one of the city’s early suburban neighborhoods. Eutaw Place, the neighborhood’s center, was modeled after the Champs Elysées. The area features a number of Italianate, Second Empire, Queen Anne, Romanesque, and Revival rowhouses. Residential patterns began to change after World War I as the original families moved further out. Some of the original five synagogues were sold to African-American congregations.

A few of the significant resources are:

- City Temple of Baltimore in Bolton Hill, designed by Thomas Walter, who was also the architect for the U.S. Capitol’s wings and dome
- Douglass Memorial Church, which spearheaded a community revitalization in the 1970s
- Marlborough Apartments in Bolton Hill where the Cone sisters once lived. Their highly significant post-Impressionist and modern art collection now resides in the Baltimore Museum of Art
- Phoenix Club that was visited by President Taft

Marble Hill originated as a black middle-class neighborhood. It was the home of:

- Henry Cummings, the city’s first elected African-American councilman;
- T. Willis Lansley, founder of Ideal Federal Savings & Loan;

-
- John Murphy, founder of the *Afro American* newspapers;
 - Violet Hill White, the city's first African-American policewoman; and,
 - Thurgood Marshall, Supreme Court Justice.

ACCESSIBILITY

This is within the interior section of the Baltimore City Heritage Area, and could be difficult for some visitors to find. There is one stop near Pennsylvania Avenue and a number of buses are available on North Avenue.

ORGANIZATION/POLITICAL SUPPORT

Although it is unclear how well these groups work together, a number of community associations are actively involved in the revitalization, including:

- Madison Avenue Planning Committee, Madison Avenue Neighborhood Improvement Association, Madison Park Improvement Association;
- Pennsylvania Avenue - Lafayette Market Association; Upton Planning Committee;
- Self-Motivated People's Center; and,
- Pennsylvania Avenue Committee and the Pennsylvania Avenue Task Force.

Pennsylvania Avenue is part of the Self-Motivated People's Center, one of the city's Empowerment Zones. It is adjacent to Sandtown-Winchester, which has been undergoing a comprehensive revitalization through a partnership with the city and the Enterprise Foundation. There is growing interest in Pennsylvania Avenue as the center of an African-American heritage effort. One of the area's State delegates, Verna Jones, chairs the Pennsylvania Avenue Revitalization Task Force.

DEVELOPMENT/INVESTMENT

Pennsylvania Avenue is the focus of a significant and largely public revitalization effort. In 1996, \$3 million was invested in the Pennsylvania Avenue Market in an effort to generate community revitalization. Efforts did not develop as anticipated, so the city gave

APPENDIX D

an emergency allocation of \$200,000. Friday evening concerts, organized by the city, have succeeded in drawing an audience to the market and have helped to stabilize some of the merchants. The city also invested in streetscape improvements, primarily pedestrian-scale lighting. However, significant portions of Pennsylvania Avenue suffer from vacancies and underutilization.

The Pennsylvania Avenue Task Force, a group of local businessmen, has raised \$240,000 towards a monument to the Royal Theater for which \$300,000 is budgeted. The city and the state of Maryland have contributed \$100,000 and \$105,000, respectively. The city recently designated Pennsylvania Avenue as one of the five Main Streets in its Main Street Program that focuses on revitalizing commercial cores throughout the city.

Madison Park, Upton's Marble Hill, Eutaw Place, Madison Avenue, and Mount Royal are certified both as local historic districts and for tax incentives.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS HISTORIC JONESTOWN/LITTLE ITALY

HISTORICAL RESOURCES

Jonestown, one of the three original settlements comprising Baltimore, is distinguished from Baltimore Town and Fells Point by its early enclave of wealthy residents. In the 1820s and 1830s, these residents were replaced by Baltimore's early immigration waves of Irish, Italian, and predominately Jewish settlers. Beginning in the 1880s, Jonestown became the center for Russian Jewish immigrants. The 1000-1100 blocks of Lombard Street, known as "Cornbeef Row," reflect the influence of this culture. Jonestown also played a significant role in the city's African-American history.

The area's significant structures include:

- Shot Tower, a 234-foot structure originally used to manufacture cannon shot;
- Nine Front Street, home to Baltimore's former mayor Throgood Smith. His home was saved from demolition by the Civic League. It has rented the house since 1970 and has undertaken extensive renovations;
- Lloyd Street Synagogue, the first synagogue built in Maryland

and the third in the United States. It is currently operated by the Jewish Museum of Maryland;

- The Star-Spangled Banner House, the home of Mary Pickersgill, who made the American flag that flew over Fort McHenry; and,

- McKim Center, the first Friends Meeting House established in Baltimore City, played an important role in the city's Underground Railroad network.

Little Italy has been the focal point of the city's Italian community for generations. Situated between the Inner Harbor and Fells Point, it attracts residents and visitors who come to eat in its many fine restaurants or watch one of the summer evening bocce games. St. Leo's Roman Catholic Church anchors the community.

ACCESSIBILITY

Although less than one mile from downtown, Jonestown has been isolated from both its adjacent and larger community. This can be attributed to a combination of factors, but principally to the deconstruction of the traditional street grid pattern and urban renewal of the area through the development of the Flag House Courts. These conditions are expected to reverse themselves through the redevelopment of Flag House Courts that will reconnect the street grid pattern and replace the existing housing stock with lower density residential development that features a number of market-rate options.

Jonestown is served by the Shot Tower subway stop. This provides a transit connection to downtown that prevents pedestrians from having to cross President Street. Pratt and Lombard, the major thoroughfares, are both under consideration for change from one-way to two-way streets. Fells Point and the Inner Harbor are also within walking distance, although existing pedestrian connections are few and require traveling through isolated and industrial areas that could be perceived as unsafe.

ORGANIZATION/POLITICAL SUPPORT

The Jonestown Planning Council and Flag House Tenants Council are the two principal community organizations. There is a loosely structured merchants organization that reacts to specific issues or

APPENDIX D

projects. The Planning Council includes residents, businesses, and institutions that have taken a major role in creating an urban renewal/revitalization ordinance for the area. With the advent of the HOPE\VI planning effort, the Flag House Tenants Council is taking a more prominent role in the community's future development.

Jonestown is part of the East Harbor Village Center (EHVC), one of the city's Empowerment Zone centers. EHVC is establishing a Community Development Corporation that anticipates playing a major role in the area's future development.

DEVELOPMENT/INVESTMENT

Jonestown is a largely under-invested area. In the 1970s the city sponsored a Shopsteading program as a way of revitalizing Baltimore Street. Similar to the homesteading program, merchants were offered substantial incentives to locate in deteriorating areas as a way of sparking revitalization. A number of participants continue to operate businesses.

In June 1998, Baltimore City was awarded \$30 million in HOPE\VI funds to redevelop the Flag House Courts into a lower density residential community consisting of 338 rental and ownership units of which 130 units, will be subsidized. It is believed that the proximity to downtown and pent-up demand for areas such as Fells Point and Canton will make this a highly desirable area. This HOPE\VI project is nationally unique in its effort to go beyond a public housing development's boundaries and encompass an entire community. It includes Lombard Street that has a number of vacant and underutilized properties as well as three well-established neighborhood retail establishments. This area will be redeveloped into a neighborhood retail center.

The Jewish Museum of Maryland recently completed \$3 million in construction and is discussing a second expansion. The museum board identified two parcels in Jonestown and expressed preliminary interest in some limited commercial development. The Star-Spangled Banner Flag House is planning a capital campaign to enhance the site's facilities.

The Baltimore Development Corporation sponsored a planning study with the intent of connecting Jonestown to Downtown. The East Side Task Force identified a number of physical and programmatic opportunities that would provide these linkages. The

BDC is also responsible for a light industrial park that is planned at Fayette and Baltimore Streets that is anticipated to be a major employment center with as many as 500 individuals working both day and evening shifts.

One of the significant public investments is the Maryland Museum of African-American History and Culture, which is planned for Pratt and President Streets. This \$30 million project is in the design stages. Adjacent to the proposed museum site is the now-vacant City Life Museum, which the city has recently awarded to an existing bed and breakfast operator who plans to open a small inn, conference center, and restaurant with on-site parking spaces.

Central Avenue, Jonestown's principal industrial corridor, is the subject of a city-sponsored master planning effort that includes street reconstruction and landscaping. Although present land use is primarily industrial, the changing nature of Flag House Courts is expected to change the character and use.

REVITALIZATION DISTRICTS

As stated earlier, Jonestown is included in one of the city's Empowerment Zones and as such is entitled to substantial tax credits. A number of smaller businesses have located here to take advantage of these credits.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS MARKET CENTER

HISTORICAL RESOURCES

Baltimore's West Side encompasses some of the city's most interesting and significant resources and has been home to a number of cultural events. This is an approximately 22-square-block area, generally bounded by Liberty Street on the east, Paca Street on the west, Saratoga Street on the north, and Camden Street on the south. Revolutionary War hero John Eager Howard owned a significant portion of Howard Street south to Camden Yards and east to the Jones Falls. When the nation's capital moved briefly from Philadelphia to Baltimore, the Continental Congress met at one of the West Side inns. Howard Street, which runs through the center of the

APPENDIX D

district, was one of the city's most vibrant commercial areas until major department stores located along the street began to close in the 1970s. Lexington Market, the nation's oldest continuously operated public market, opened in 1782, and today is one of the city's top tourist attractions. The nation's oldest medical school building, Davidage Hall, opened in 1872 on what is today the medical campus of the University of Maryland at Baltimore's School of Medicine. Edgar Allan Poe is buried on the West Side at Westminster Hall's Westminster Burying Ground.

The West Side contains the downtown's largest concentration of historic resources, which signifies the potential for multi-use conversions similar to New York's Soho. A few of the significant resources include:

- Alberti, Brink and Company, one of Baltimore's most ornate cast iron buildings. This structure was designed by George H. Johnson and fabricated by the Baltimore-based Hayward, Bartlett and Company.
- The Mayfair Theatre, part of Howard Street's cultural legacy and one of two major downtown theaters that hosted a number of nationally renowned acts.
- Lexington Market, one of Baltimore's highest-ranking tourist attractions.

The West Side is easily accessible by foot, subway, light-rail and bus. It is also accessible by car via a number of central north-south streets such as Howard and Paca, and east-west streets such as Saratoga. There is a pedestrian mall along Lexington Street connecting Lexington Market to a small strip of retail. A variety of retail shops are also located along Howard and Paca Streets.

Vehicular congestion is prevalent both in day and evening hours. Howard Street was recently reopened to cars, which frequently compete with the light-rail. Light-rail and subway stops are located at Lexington Market, adjacent to one of the state office complexes.

The area has a substantial asset base that can easily be capitalized upon for tours, visitor amenities, and other forms of economic development. Two forms of public transportation provide accessibility; however, circulation patterns will need to be addressed in order to relieve the existing vehicular congestion.

ORGANIZATION/POLITICAL SUPPORT

In June 1998, the West Side Task Force released its West Side Master Plan. The Plan's strategy called for attracting national retailers and new residential projects. This strategy would translate into the displacement of over 100 small merchants and the potential demolition of approximately 75 historic buildings. Recently announced plans for redevelopment efforts based on the West Side Master Plan have caused this area to become subject to some controversy. Merchants have organized themselves to prevent condemnation of their properties, and preservationists are advocating to prevent the wholesale demolition of a number of historical and architecturally significant structures. Although these efforts may hinder rapid redevelopment, the area would end up retaining the historic commercial character that will most appeal to residents and tourists. Discussions are underway to negotiate the relocation and/or return of merchants (once the project is complete) and preservation options for the buildings. The city recently requested state funds to renovate the Hippodrome Theater into a state-of-the art performing arts complex. This proposal has drawn significant political attention to the area. State leaders have expressed concerns over safety considerations and other redevelopment plans related to this proposed project. If the area is to succeed in its redevelopment efforts, it will clearly have to address safety considerations through a long-term approach to security.

The West Side Master Plan project is being overseen by the Baltimore Development Corporation and a private West Side development corporation.

DEVELOPMENT/INVESTMENT

In 1998, then-Mayor Schmoke announced a major planning and redevelopment effort for the West Side. The Harry and Jeanette Weinberg Foundation, the area's largest property owner, sponsored the resulting West Side Master Plan process. The objective of the plan is to create an urban residential district that links the University of Maryland at Baltimore to the Central Business District and the Inner Harbor. Under this scenario, over 1,000 market-rate apartments are proposed. Through the rehabilitation of buildings such as the Hecht's building and new construction, such as a proposed development at

APPENDIX D

Howard and Lombard Streets, this area could become the retail and entertainment district envisioned by its stakeholders.

A \$3.5 million upgrade is proposed to Lexington Market and will include façade improvements to three sides of the building that will open the market to the street, interior renovations, and new signage. Construction drawings are being prepared for these improvements. A loan program is proposed to assist market vendors in upgrading their stalls and merchandise. Market activities have operated at this site since 1782 when land was given to the market. There are additional recommendations to reexamine the market's marketing mix and to reopen Lexington Street to vehicular traffic to improve security and business for local retailers.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS LOCUST POINT/FORT MCHENRY

HISTORICAL RESOURCES

The location of Locust Point on a peninsula created an insularity that has resulted in an intact community with a strong sense of identity. Much of the stability is attributed to a homogenous population that passes houses between generations rather than placing them on the open market. Fort McHenry is the community's anchor, providing a number of local recreational opportunities, although the recent construction of the Museum of Industry creates a second anchor for the neighborhood. A number of industries are still in operation. Built in 1920, this is the site of Amstar's second largest plant. Its football field-size neon sign is a city icon.

In 1706, Locust Point was designated the city's official point-of-entry by the Maryland Colonial Legislature. Over time, it ranked second only to Ellis Island as an immigrant destination point, however there are no plaques or programming regarding the significance of this for the city's history and development.

A few of the area's significant structures include:

- Francis Scott Key School, which opened in 1921 as one of the city's first modern public schools. It played a pivotal role in the assimilation of area children;
- Lady of Good Counsel Church, built in 1869, which served as Cardinal Gibbons' first parish;

-
- Fort McHenry, the site of the 1814 Battle of North Point and British bombardment and the inspiration for “The Star-Spangled Banner.” During the Civil War, Fort McHenry served as a prison for residents with southern sympathies. During World War I, it was an Army hospital. Since 1933 it has been part of the National Park Service. The flat terrain provides a number of recreational opportunities and there is a paved loop used for bike riding and walking. In 1999, there were 682,732 visitors to Fort McHenry;
 - B&O Warehouse, built in 1880, is one of the last remaining buildings signifying the company’s dominance in the area. The Locust Point site was the largest cargo handling facility on the Northwest Branch of the Patapsco River and was key to the company’s post-Civil War expansion.
 - Mergenthaler Machine Shop, where owner Ottmar Mergenthaler invented the linotype print process that eventually replaced the traditional Guttenberg method.

ACCESSIBILITY

Locust Point is accessible principally by vehicular transportation on Fort Avenue and Key Highway. Fort McHenry is part of the National Historic Seaport Project and is also accessible by water taxi. From the water taxi it is possible to walk to a number of destinations in Locust Point. Most of the residential streets are narrow and inappropriate for buses. Parking is available at Fort McHenry and the parking lot might be considered as an entry point and staging area for the heritage traveler. Interstate 95 is easily accessible from Key Highway and provides another point of entry to the city but is used primarily by trucks because it is difficult to find and not well signed. The closest hotels are located in the Inner Harbor; however, plans for a Ritz Carlton on Federal Hill will provide another opportunity for nearby lodging, as will several bed and breakfast operations.

ORGANIZATION/POLITICAL SUPPORT

The Locust Point Civic Association is the only community organization but the National Park Service plays a critical role as a major stakeholder in the area. The National Historic Seaport Project also promotes and links sites on Locust Point to other attractions in the Inner Harbor.

APPENDIX D

DEVELOPMENT/INVESTMENT

Tide Point, on the former Proctor & Gamble site, is the area's key redevelopment project and significant private investment. The 17-acre waterfront site is being converted into a 400,000 square foot mixed-use complex that features office and retail space, including a restaurant. Plans are underway to add a water taxi stop and boat slips. The site is less than five minutes from I-95 and approximately 15 minutes from downtown. As part of its contribution to the project, the city has agreed to extend Key Highway directly to I-95. This project may be compared to the American Can Company in Canton, which has spurred additional commercial and residential renovations. It is likely that as part of a longer strategy, other developers will become interested in industrial properties that are currently underutilized.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS MT. VERNON/HISTORIC CHARLES STRET

HISTORICAL RESOURCES

The Mt. Vernon Cultural District is composed of three areas: Cathedral Hill, Mt. Vernon, and the Mt. Royal Cultural District. The area also includes the Historic Charles Street Merchants Association and Antique Row along Howard Street. The area is best known for Mt. Vernon Square and the Washington Monument. It includes a number of cultural anchors including the Walters Art Gallery, Center Stage, Maryland Historical Society, the Myerhoff Symphony Hall, and the Lyric Theater. Both the University of Baltimore and Maryland Institute College of Art are included in the district. Mt. Vernon is Baltimore's first designated local historic district (1964).

A few of the significant historical resources include:

- Basilica of the Assumption, designed by Benjamin Latrobe, which is one of the city's oldest churches and the site of a visit by Pope John Paul II;
- Enoch Pratt Free Library. The design of this building revolutionized public libraries with its emphasis on open and democratic space;
- Women's Industrial Exchange, established during the post-Civil War era to help women gain self-sufficiency. It is located in

its original building and continues to operate a lunch counter as well as sell goods; and,

- Mt. Vernon Square, home to a number of prominent citizens including William Osler, one of the founders of Johns Hopkins Hospital. This area contains some very architecturally distinctive buildings, including the Garret-Jacobs building and Gladding House. The square itself is a park designed into the residential master plan by Robert Mills.

Mt. Vernon is highly visible and accessible to pedestrians, and public and private transportation. There are two light-rail stops at the edge of the district near the Maryland Historical Society and one serving the Mt. Royal Cultural District. The neighborhood is laid out along the city's major north-south arteries, Charles, St. Paul, and Calvert Streets, that include a number of major bus routes. Many of the residents walk to downtown and the Inner Harbor. The recent residential parking restrictions make parking more difficult on weekend nights.

ORGANIZATION/POLITICAL SUPPORT

The area is supported by the Midtown Community Benefits District and the Baltimore Downtown Partnership. Recently, the Mt. Vernon Cultural District was created to unify and promote the area's attractions. Plans for the district involve revitalization projects, parking, marketing, improving its appearance, and designing a wayfinding system. Although the area receives the benefit of additional security through its designation as a benefits district, security remains a concern. Its central location, resources, and proximity to downtown receive strong political support, especially at the local level. The Charles Street Merchants Association and the Mt. Vernon-Belvedere Improvement Association play an active role.

DEVELOPMENT/INVESTMENT

The Baltimore Downtown Partnership's recently released Central Business District Plan identifies Charles Street as an integral part of the central business district with signature characteristics that are nationally unique. Streetscape improvements and wayfinding that would occur on Charles Street are important elements to the plan.

The Cultural District recently completed an action plan that

APPENDIX D

identifies \$143,150,000 in capital investment by member institutions including Baltimore School for the Arts, Basilica of the Assumption, Center Stage, Contemporary Museum, Enoch Pratt Free Library, Maryland Historical Society, Peabody Institute, the Walters Art Gallery, and the *Baltimore Sun*.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS JONES MILL DISTRICT

HISTORICAL RESOURCES

The Jones Falls Valley is home to the majority of the city's mills and encompasses the northern corridor from approximately Penn Station to the county line. It offers a diverse range of mills, industrial uses, and residential neighborhoods associated with the mills.

Flour mills were some of the earliest mills but were replaced by those that made fabric, which ultimately produced 70-90 percent of the nation's total output of cotton duck and related products. As the presence of the mill industry increased, the owners practiced the "Rhode Island" method of employing entire families. Housing and other social activities were provided that created a sense of community. Subsequently, a number of neighborhoods and, more specifically, small mill towns evolved that can be still in existence today, most notably Hampden, Woodberry, Brick Hill, and Stone Hill.

The Jones Falls Valley is part of the Development of Public Grounds by the Baltimore City Parks Commission and the Olmsted brothers.

A few of the area's significant historical resources include:

- Stone Hill, a small neighborhood of 46 houses that originated approximately 160 years ago as a low-cost planned-unit development to house mill workers;
- Evergreen-on-the Hill, a 150 year-old Italianate mansion that was home to a mill supervisor and is now headquarters of the Society for the Prevention of Cruelty to Animals; and,
- Florence Crittendon Home, the former mansion of David Carroll, founder of Mt. Vernon Mills.

ACCESSIBILITY

The Jones Falls Valley is accessible by public transportation and car. There is a light-rail stop in Woodberry that is accessible to a number of the mills and at Coldspring Avenue where there are plans to build a 400-car parking garage. Falls Road, Cold Spring Lane, and Northern Parkway offer accessibility to I-83, downtown and I-95. During the summer months, the Baltimore Zoo operates a shuttle between the light-rail station and the zoo.

ORGANIZATION/POLITICAL SUPPORT

The Jones Falls Valley has a number of active residential and business associations. Hampden has a stable commercial district where 36th Street is experiencing a revitalization effort. The renovation of the Mt. Washington Mills into a mixed-use complex has received national attention.

Much of the area is recognized as being both locally and nationally historically significant. A number of the mills are individually listed on the National Register of Historic Places, while the Northern District Police Station recently received local historic recognition.

DEVELOPMENT/INVESTMENT

There are a number of projects that indicate an ongoing interest in the area. One of the more significant is the revitalization of Hampden's 36th Street commercial corridor. The three-block area is almost fully occupied with a number of restaurants, art galleries, and specialty retail. A number of commercial renovations involved residential rowhouse conversion. A number of the mills have been converted into mixed-use complexes, most notably Meadow Mills and the Mill Centre. A recently completed master plan for Clipper Industrial Park explores the feasibility of a sound stage and film complex.

A master plan for the entire Jones Falls Valley is underway. This effort is focusing on ways to unite economic, recreational and environmental opportunities. Additionally, the city is beginning a master planning effort for the Jones Falls Trail and hopes that the first phase will open in 2000 to coincide with the Jones Falls Celebration. The Jones Falls Celebration is an annual event that offers programming and educational opportunities. Its two keystone

APPENDIX D

activities are kayaking and canoeing the falls and a bike ride along I-83, which is closed for this morning event. This year's marketing is designed to encourage shopping in the area's commercial centers.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS CANTON

HISTORICAL RESOURCES

Canton is one of the oldest industrial communities in the United States. Throughout the 19th century, large companies, primarily related to the canning trade in the community, provided a stable base of employment. Socially, these companies were important for their corporate paternalism. Like the mill communities, employers provided housing and a number of social amenities for their workers.

Canton is also associated with the growth of a number of Baltimore's ethnic communities. Welsh, German, and Polish families settled in Canton where many were employed by the American Can Company, which is the area's last remaining structure associated with the canning industry. Between 1895 and 1924, four buildings were built that are now a popular mixed use complex featuring office, restaurant, and retail space as well as the corporate headquarters for DAP products. Across the street from American Can is J.S. Young, which produced a number of natural chemicals.

Canton's industrial past remains evident in the number of structures that still exist. Tin Deco, once the world's largest lithography plant, has been redeveloped into apartments and restaurants. The National Brewing Company, better known as Natty Boh, operated at the corner of Dillion and Conkling Street from 1872 through 1984.

ACCESSIBILITY

The reconstruction of Key Highway has made Canton accessible to downtown Baltimore and the larger community. Pedestrian access is available along the Harbor Promenade that connects to Fells Point, Little Italy, and the Inner Harbor. There is a water taxi stop and a number of temporary boat slips are available for day or overnight stays. I-95 is less than one mile away.

ORGANIZATION/POLITICAL SUPPORT

Canton and the surrounding area receive strong political support from city and state elected officials. There are a number of neighborhood associations, all of which play an active role in the community's affairs.

REDEVELOPMENT/INVESTMENT

Canton was the site of Baltimore's waterfront development through the 1990s. Canton Square around O'Donnell Street has become an upscale neighborhood business center featuring a variety of restaurants and amenities targeted to its young and relatively affluent resident population. The recent completion of the American Can Company's redevelopment has increased the demand for funky office space. Safeway built a new flagship store, demonstrating its confidence in the neighborhood's stability.

Canton is part of an Enterprise Zone and a number of the remaining industries continue to employ older, local residents. There are some tensions between the original families and younger residents, many of whom are rehabilitating two-bedroom homes that sell for \$120,000.

RECOMMENDATION

Canton, like Fells Point, has a number of amenities that make it an already desirable destination for residents and visitors. The area is attracting substantial private investment and is likely to continue to prosper. Its success is imminent and would benefit substantially from designation as a Target Investment Zone. Its industrial history and ethnic significance encourage its incorporation into a number of tours and programs.

NEIGHBORHOOD BACKGROUND TARGET INVESTMENT ZONE SELECTION PROCESS FELLS POINT/BROADWAY/HOPKINS HOSPITAL

HISTORICAL RESOURCES

This area contains a number of significant resources and events that could be reflected through a variety of thematic interpretations and

APPENDIX D

programs. Fells Point was established in 1730 as one of Baltimore's three original settlements. Johns Hopkins Hospital, built in 1877, represented the latest in medical technology and continues to be internationally renowned for its patient care and research. Broadway was designed as one of the city's early great boulevards, complete with grand homes for many of the city's German brewers, printers, merchants, and manufacturers.

The maritime industry has been the dominant force in much of the area's history and development. Additionally, just east of this area were a significant number of breweries and eastern European ethnic neighborhoods. The American Brewery, in the 1700 block of Gay Street, is one of the last remaining breweries and remains noted for its asymmetrical design.

Fells Point is characterized by its historic dwellings, which are narrow brick rowhouses that were typically occupied by workers in the maritime and canning industries. During the early 20th century, Fells Point was home to a number of eastern European immigrants; evidence of a strong Polish community can still be seen. In 1960, plans for an east-west expressway threatened much of the neighborhood's integrity and served as a rallying point for an organizational structure that remains active today. In 1969, Fells Point became the first National Register Historic District in Maryland. The area is also significant for a number of African-American historical events. Frederick Douglass owned a number of alley houses, many of which are still used as residences today. Isaac Myers established the country's first cooperative union when he founded the Chesapeake Marine Railroad and Dry Dock Company.

A few of the notable structures include:

- Admiral Fell Inn, originally a seaman's boarding house, is now a small inn and restaurant;
- Brown's Wharf, built as warehouses in 1822, represents one of the area's most successful conversions to offices and retail space; St. Stanislaus Kostka Church, the oldest local operating Polish congregation; and,
- Robert Long House, operated by the Society for the Preservation for Federal Hill and Fells point, is the oldest urban house in Baltimore.

ACCESSIBILITY

This corridor can be accessed by car, water taxi, and subway. The Harbor Promenade is an attractive and convenient pedestrian walkway connecting Fells Point to the Inner Harbor, Little Italy, and Canton. Parking is limited because a number of lots are being converted to development sites, and the neighborhood streets are narrow and have residential parking restrictions. A subway stop is located directly across from the hospital on Broadway. The area is approximately five minutes from I-95, and less than 15 minutes from downtown.

ORGANIZATION/POLITICAL SUPPORT

The Society for the Preservation of Federal Hill and Fells Point has been the dominant force in preserving the community. It was the lead organization in the fight to prevent the expressway, and recently opened a visitor's center on Ann Street. Southeast Development, Inc. is the sponsor of the Broadway Corridor project, a Main Street effort, and is also working to organize the businesses along the northern portion of Broadway. Johns Hopkins Hospital is leading an effort to streetscape Broadway from the hospital to the harbor. The hospital also has spearheaded a comprehensive community planning effort in addition to acquiring a number of properties in the area. The Historic East Baltimore Community Action Coalition (HEBCAC), one of the city's Empowerment Zones, plays an active role in organizing the community around security, sanitation, zoning, youth, and open space issues.

There are also a number of individual community organizations in the area:

- Fells Point Antique Dealers
- Fells Point Business Association
- Fells Point Community Organization
- Fells Point Homeowners Association
- Middle East Community Association
- Broadway Development Foundation
- Middle East Community Development Corporation

APPENDIX D

DEVELOPMENT PROJECTS

A significant number of warehouses have been converted into market-rate apartments. Recently, the Bagby Furniture building was converted to the headquarters for a local advertising agency in a combination of renovation and new construction. The most significant development to affect Fells Point is Inner Harbor East, a mixed-use complex that consists of office, retail, commercial, and residential uses. Sylvan Learning Center is headquartered here and is constructing a second office building. A Fresh Fields grocery store and a Marriott Hotel (formerly the Wyndham) are under construction.

The Living Classrooms Foundation is located on the city's original dock on the Inner Harbor. This three-acre site includes a 10,000 square foot education center, job training facility, marina, and sailing center. A 75-foot observation tower is the site's distinguishing landmark. The Living Classrooms Foundation created the National Historic Seaport Project, a collection of 16 maritime-related attractions in and around the Inner Harbor area. Modeled on the heritage tourism philosophy, these attractions focus on a common marketing strategy, a reduced admission price and a package that links the individual sites. Additionally, plans are underway to develop the Frederick Douglass-Isaac Myers Maritime Park, which includes renovating Myers' original facility into a combination of classrooms and retail space that would be run by the Foundation's students.

Broadway, between Hopkins Hospital and Lombard Street, is part of a larger planning effort. The Main Street effort has resulted in some streetscaping, merchant organizing, and a growing promotional event, "The Festival of Nations."

PUBLIC/PRIVATE INVESTMENT

The majority of the Fells Point area has or is realizing its development potential. Following the completion of Inner Harbor East, the Allied Signal Site will be the only remaining parcel available for public reinvestment. The site, until just recently a chemical manufacturing plant, participated in the state's voluntary brownfields clean-up program. It is being prepared for marketing to private development. The Society for the Preservation of Federal Hill and Fells Point has earmarked some scattered buildings for renovation as part of their

museum house efforts.

Fells Point is perhaps most recognized nationally as the police headquarters site for the television series “Homicide.” With the series’ completion, discussions have begun over use of the site. Many community activists feel that it should be used for recreation, while others believe that the site’s potential lies in its continued use as a filming site.

In order to accommodate the growing demand for parking, Baltimore Development Corporation is constructing a parking garage near Little Italy. While this will help reduce a parking shortage, it will not address the demand for a bus staging area. The walk between Fells Point and Little Italy is manageable, but some type of intermodal transportation may be required to relieve the parking congestion that frustrates the residents.

The Broadway corridor offers greater potential for both public and private investment. HEBCAC’S plans to demolish, renovate, or construct more than 400 residences is anticipated to have a positive impact on this area both in terms of increasing the market size and the area’s overall attractiveness to investors.

APPENDIX E

APPENDIX E MARKET RESEARCH AND ANALYSIS

Note: The following information originally was collected in 1999 and was used at that time to develop assumptions and recommendations. It is provided here as background material to inform readers of the data used in compiling the plan.

INTERNATIONAL TOURISM/TOURISTS

International tourism represented one-third of the value of world trade in the service sector. International tourist arrivals were over 594 million in 1996, while global revenues reached in excess of \$423 billion. The U.S. ranked second in international arrivals in 1996 with 44.8 million visitors. France ranked first in arrivals; however the U.S. ranked first in revenue with over \$64.4 billion dollars.

The U.S. increased its market share of arrivals from Sweden, Argentina, Brazil, Japan, Germany, the United Kingdom, South Korea, and Canada. Further, the U.S. lost market share from Taiwan, Switzerland, Australia, Hong Kong, Spain, Venezuela, Italy, France, Belgium, Israel, and Mexico.

The international market has both opportunities and challenges. The opportunities among international travelers are focused among visiting those sites that represent their ancestors' involvement in the growth of the United States. The challenge is that first time international visitors are interested in seeing the many mainstream tourist attractions in the United States.

Tour operators, however, do not seem to have much interest in heritage tourism. This may be appropriate since heritage areas may be more conducive to individuals, families, and small groups in order to sustain and protect heritage resources. The general opinion is that international visitors are only interested in seeing the mainstream attractions, regardless of whether this is their first visit to the United States. Their opinion is that those travelers who are returning to the U.S. are more interested in seeing more of the United States and the mainstream attractions.

Combined overseas, Mexican and Canadian visitation to the Capital region, (Maryland, Virginia and Washington, D.C.) was up 2.63 million in 1997, up 7.45 percent from 1996. Canadian markets declined in 1997 while the overseas and Mexican markets were up

significantly. Canadian visitation declined from 732,000 in 1996 to 704,000 in 1997, a decrease of 3.8 percent. Overseas visitation increased from 1.70 million in 1996 to 1.84 million in 1997, an increase of 8.2 percent. In 1997, overseas visitors spent an estimated \$918 million, a 4 percent decrease from the 1996 amount of \$960 million. Canadian travelers contributed \$130 million, which is a 4 percent decrease from the 1996 amount of \$136 million. Combined overseas, Mexican and Canadian spending for 1997 is estimated at \$582 million in D.C., \$290 million in Virginia and \$176 million in Maryland. Spending for 1996 is estimated at \$566 million for Washington, DC, \$276 million in Virginia, and \$254 million in Maryland.

Those countries generating international tourism for the Capital region were Canada with 27 percent, United Kingdom with 12 percent, Germany with 8 percent, South America with 6 percent, France with 5 percent, and Japan with 4 percent. The other countries generating international tourism are identified in the chart below. Of these countries visiting the Capital region the percentage of international travelers visiting cultural/heritage sites are: Germany 48 percent, South America 39 percent, France 33 percent, and United Kingdom 32 percent.

International visitors to the Capital region specified vacation/holiday and business as the two primary reasons visiting the U.S. (30 percent each). The secondary reason is to visit friends and relatives (18 percent). Purposes for other trips included attending conventions (8 percent), education (4 percent), and miscellaneous reasons (2 percent)

Annually, four to five million international travelers visit Maryland and spend \$300 million annually. Visitation to the metropolitan Washington, D.C. area is about 28 million. Of the top countries of origin to the area, the United Kingdom ranked fourth and Germany fifth, behind Canada, Mexico, and Japan. The average spending of a traveler from the United Kingdom is estimated at \$85 per day. Germans spend \$78 per day in the United States. Sources: World Trade Organization, Travel Industry Association of American, Virginia Tourism Corporation.

APPENDIX E

INTERNATIONAL TRAVEL TO U.S.

International travelers spend more money here than Americans spend on travel and tourism outside the United States.

YEAR	VISITORS (Mil)	TRADE SURPLUS (Bil)
1986	26.0	(\$6.5)
1987	29.5	(\$6.0)
1988	34.1	(\$1.4)
1989	36.6	\$5.2
1990	39.5	\$10.4
1991	43.0	\$18.9
1992	47.3	\$22.2
1993	45.7	\$21.9
1994	45.5	\$18.8
1995	44.0	\$22.0
1996	46.3	\$26.0
1997	48.9	\$26.2

Sources: Department of Commerce, Tourism Industries, International Trade Administration

NATIONAL TRAVEL AND TOURISM TRENDS

NATIONAL 1999 OUTLOOK FOR TRAVEL AND TOURISM

A strong economic performance, record low unemployment, and continued high levels of consumer confidence have created an environment in which U.S. travel is expected to set another record. Total U.S. resident travel was expected to increase 1.7 percent in 1999. Pleasure travel is expected to grow moderately (1.6 percent) in 1999, reflecting the strong U.S. economy. Business travel will increase 2 percent, a slightly faster rate than pleasure travel. International travel to the U.S. is expected to increase 1.3 percent during 1999, rebounding after a 2.8 percent decline in 1998. The boost in international travel is led by a projected 1.8 percent increase in the Canadian market, as well as a 1.1 percent growth in the overseas market anticipated during 1999. Total travel expenditures in the U.S., including both domestic and international figures, are forecast to increase 5.0 percent in 1999 to reach nearly \$541 billion.

Sources: DRI/McGraw Hill, Travelometer, TravelFORECAST, Outlook for Travel and Tourism

DOMESTIC TRAVEL

Travel is part of the American psyche. Technology and infrastructure improvements have created a widely available travel product that is also affordable.

1997 DOMESTIC TRAVEL STATISTICS

Total Person Trips	1.16 billion*
Pleasure	808 million
Business	251 million
Auto/Truck/RV	926 million
Airplane	199 million
Bus/Train	23 million
Hotel/Motel	334 million trips**
Length of Stay	3.7 nights

* A person traveling 100 miles (one way) or more from home.

** One or more persons from the same household traveling together.

Sources: *Outlook for Travel and Tourism*

ECONOMIC IMPACT OF TRAVEL

Travel and tourism is the nation's largest services export industry, third largest retail sales industry, and one of America's largest employers. It is in fact the first, second, or third largest employer in 32 states. In 1998, the U.S. travel industry received more than \$515 billion, including international passenger fares, from domestic and international travelers. These travel expenditures, in turn, generated 7.6 million jobs for Americans, with over \$147 billion in payroll income. Approximately one out of every 17 U.S. residents was employed due to direct travel spending in the U.S. during 1998.

*ECONOMIC IMPACT OF TRAVEL IN THE U.S., 1998**

(Including both U.S. resident and International Travel)	
Travel Expenditures	\$515.2 Billion
Travel-Generated Payroll	\$147.4 Billion
Travel-Generated Employment	\$7.6 Million
Travel-Generated Tax Revenue	\$77.1 Billion
Trade Surplus	\$18.7 Billion

Sources: *Travel Industry Association of America*

APPENDIX E

Note: Includes spending by U.S. residents and international travelers in the U.S. on travel-related expenses (i.e., transportation, lodging, meals, entertainment and recreation, and incidental items), as well as international passenger fares on U.S. flag air carriers;

** Preliminary*

*TRAVEL EXPENDITURES IN THE U.S., 1989-1998***

(Billions)					
Year	U.S. Resident	Intl. Travel	Total U.S. Travel	Intl. Pass. Fares*	Grand Total
1998**	\$424.0	\$71.1	\$495.1	\$20.1	\$515.2
1997	408.2	73.3	481.5	20.9	502.4
1996	386.1	69.8	455.9	20.4	476.3
1995	360.4	63.4	423.8	18.9	442.7
1994	340.1	58.4	398.5	17.0	415.5
1993	323.4	57.9	381.3	16.5	397.8
1992	306.0	54.7	360.7	16.6	377.4
1991	296.1	48.4	344.5	15.9	360.3
1990	290.7	43.0	333.7	15.3	349.0
1989	272.9	36.2	309.1	10.7	319.8

Sources: Travel Industry Association of America

**Spending by international visitors traveling to the U.S. on U.S. flag carriers that are made outside the U.S. ** Preliminary*

BASELINE TRAVEL FORECASTS

	1997	1998	1999	2000
Person-trips (millions)	1,026.6	1,035.6	1,053.0	1,076.4
Percent change	3.3%	0.9%	1.7%	2.2%
Intl visitors (millions)	47.8	46.4	47.0	48.6
Percent change	2.7%	-2.8%	1.3%	3.3%
Travel price inflation	73.7	177.1	180.7	186.3
Percent change	3.4%	2.0%	2.0%	3.1%
Travel exp.(\$bil)U.S. res.	\$408.2	\$424.0	\$446.2	\$470.9
Percent change	6.7%	3.9%	5.2%	5.5%
International visitors	*\$73.3	\$71.1	\$74.5	\$78.3
Percent Change	5.0%	-2.9%	4.8%	5.1%
Total Travel Exp.(\$bil)	\$481.5	\$495.1	\$520.7	\$549.2
Percent Change	4.3%	2.8%	5.2%	5.5%

Sources: TIA's Forecasting Models (U.S. Resident Travel Forecasts and Travel Price Inflation), Tourism Industries/ITA (International Visitor Forecasts)

** Includes spending within the U.S. only*

TAXES

Travelers often pay higher taxes than other retail consumers pay for projects that benefit a local area but for which the local citizens do not want to pay. National averages for travel taxes are:

Airline	(Domestic) 9 percent plus \$1 for each domestic segment
	(International) \$12 international arrivals fee, \$12 international departure fee, \$6.50 Customs Service user fee, \$6 Immigration and Naturalization Service user fee, \$1.45 Agriculture Department fee
Airport	\$3 passenger facility charge in most cities
Gas	\$0.40 a gallon
Restaurant	7.26 percent
Hotel	12 percent
Auto Rental	8.24 percent plus an average surcharge in most cities of either \$1.97 per day or \$2.45 per rental. Add an average 7.1 percent if rented at an off-airport site.

Source: U.S. Department of Commerce, Office of Tourism Industries

TRAVEL TRENDS ON THE RISE AND DECLINE

According to a recent study, there are trends that are rising and declining as the baby boomers come of age. This group tends to be more affluent and have time to travel, and is more adventurous, having experienced traditional vacations and tourist sites. They want to continue to travel but are seeking different things to do.

In 1998, two-thirds of vacations were taken in small weekend jaunts, as the most precious currency is time, not money. Family vacations have risen as parents use them as a substitute for the time they have not spent with their children due to factors such as work and meetings.

Additionally, people are taking trips closer to home and are planning impulsively – deciding Tuesday where to go on Friday. Baltimore City, which is a reasonably short distance from many locations, will benefit.

APPENDIX E

Adventure travel	35%
Traveling with children	24%
Educational travel	10%
More frequent, shorter trips	9%
Spa vacations	7%

HOTTEST TRAVEL TRENDS AMONG YOUNGER AFFLUENT CLIENTS

(ages 34 to 52)

Cruises (especially top luxury and expedition)	31%
Adventure travel	22%
Traveling with children	11%
More frequent, shorter trips	7%
Biking and walking trips abroad	7%

TRAVEL TRENDS ON THE DECLINE

Bus/group tours	26%
Paying full fare for first class without using	
Frequent flyer miles	17%
Fitness during travel	14%
Long trips	11%
Traveling light	9%

Sources: Four Winds Travel Services, National Travel Monitor

RESTAURANT INDUSTRY: AN INTEGRAL PART OF THE NATION'S ECONOMY AND TOURISM

In 1998, the National Restaurant Association reported sales of \$336 billion, approximately 799,000 locations, and 9.5 million employees. The number of employees is anticipated to top 11 million by 2005. With direct sales of more than \$336 billion, the overall impact of the restaurant industry is expected to reach nearly \$683 billion in 1998. This includes sales in related industries such as agriculture, transportation, wholesale trade, and manufacturing.

More than 44 percent of the food dollar was spent away from home in 1995, up from 25 percent in 1955. The average annual household expenditure for food away from home in 1995 was \$1,702, or \$681 per person. The restaurant industry should benefit from strong growth in international tourism in 1998, with an estimated 18

percent of tourist expenditures going toward food. Sources: National Restaurant Association

LODGING INDUSTRY LOGS GROWTH

The American Hotel & Motel Association (AH&MA) reported that 1998 was the most profitable year ever for the lodging industry, netting \$20.9 billion in pretax dollars – nearly 23 percent more than in 1997 and nearly double the amount in 1996. The industry continues to advance, steadily rebounding from losses a decade ago. Other facts included in the statistical analysis of the lodging industry included:

The tourism industry is currently the third largest retail industry, behind automotive and food stores. In 32 states, the tourism industry ranks as the first, second, or third largest employer. The lodging industry supports more than seven million jobs totaling \$20.2 billion in wages.

Source(s): D.K. Shifflet & Associates, Smith Travel Research, The Travel Association of America, The U.S. Department of Commerce's Office of Tourism Industries/International, Trade Administration, American Hotel & Motel Association

WHO IS TRAVELING?

Americans aged 25 to 34 take more pleasure trips than other age groups. Those between 35 and 44 years old take more business trips than other Americans.

Business travelers often take children on their business trips. In 1997, 24.4 million business trips included a child compared to the 7.4 million business trips that included a child in 1987. This is an increase of 230 percent in ten years. Seventy-one percent of all business trips still include only one person, the same as in 1996. However, 17 percent of all business trips include two household members. The survey also found that 30 percent of all business travel in 1997 included some time for pleasure travel, which is the same as in 1996. In addition, 36 percent of all business travel in 1997 included an overnight weekend stay.

Nearly one-half of U.S. adults (46 percent) said they included a child (or children) on a trip in the past five years. Ninety-two million U.S. adults took a child with them on a trip of 100 miles or more from home. Three-fourths of these travelers (76 percent) took their own child on the trip. Sixteen percent included grandchildren on a trip,

APPENDIX E

eight percent took a niece or nephew on the road and six percent took other children.

Family trips with children represented just over half of all family vacations (54 percent) in 1998. This is about the same as in the recent past. In all, vacation trips with children were up five percent in 1998. Travel parties with children included not only one's own kids (77percent), but also grandchildren (15 percent), and others (20 percent). And one in five trips (20 percent) spanned three family generations. In addition, the number of family vacations that include children has increased by 55 percent since 1992. In 1998, family vacation trips accounted for 72 percent of all vacation trips. In all, 91.3 million adults took a family vacation, down from 104.2 million family vacationers in 1997. Family vacations are defined as vacation of 100 miles or more away from home with other members of the same household. Despite fewer travelers overall, those families that did travel took more trips. As a result, total family vacation trips were stable in 1998. The majority of family travelers took one or two trips in 1998 (71 percent). However, nearly a third of family vacationers (29 percent) took three or more vacations during 1998, a significant increase from 1996. Overall, in 1998, U.S. families to an average of 2.4 vacations.

Hotel/motel travelers take more trips, use more services including travel agents and rental cars, and report higher household incomes than do non-hotel travelers.

Married households represent the largest group of travelers with 61 percent of all trips being taken by married households. Single households took 21 percent of the trips.

Americans age 55 years and older are less likely to travel than their younger counterparts; however, their growing numbers coupled with their financial power and availability of time make them a very attractive market for the U.S. travel industry.

Weekend trips by Americans jumped by a dramatic 70 percent between 1986 and 1996 and now account for more than half of all U.S. travel. In comparison, non-weekend travel increased by only 15 percent during the same period. Americans took 604 million weekend person-trips in 1996 and nearly 80 percent of the travel was for pleasure. Weekend trips are popular year-round but summer is the most popular time for weekend travel, accounting for 28 percent of all weekend trips.

Minorities' travel habits are similar to those of all U.S. travelers.

-
- These travel traits are common to all travelers, regardless of heritage:
- pleasure travel is the most common form of travel, and visiting family and friends is the most common reason given, followed by entertainment
 - a majority of all travelers use cars as their primary mode of transportation
 - the typical travel party includes two people
 - the typical trip involves at least one overnight stay; and shopping is the top activity.

Source: Travel Industry Association of America

AFRICAN-AMERICAN TRAVELERS

When African-Americans take pleasure trips they are more likely to visit family and friends. They are more likely to travel for conventions and seminars than the total traveling population. African-Americans are more likely to add a little vacation time to their business trips than other travelers. Although African-Americans travel alone 59 percent of the time compared to 51 percent of travelers overall, ten percent of their trips involve group tours compared to four percent for travelers overall.

African-Americans spent \$405 per trip compared to \$421 per trip for other travelers. They averaged 932 round-trip miles per trip compared to travelers overall who averaged 814 round-trip miles per trip.

During their visits, African-Americans are more likely to participate in cultural events, festivals, nightlife, dancing, and gambling than travelers overall. African-Americans visit museums and other cultural sites that celebrate African-American heritage more so than other ethnic groups. Organizations, especially those that book large business conventions, look for locations that have made a concentrated effort to educate and inform visitors about cultural events, festivals, black-owned businesses, ethnic heritage tours, and other sites and services of interest to African-Americans.

African-Americans spend \$32 billion on travel each year and as a group account for nearly 79 million trips a year, or seven percent of the national total. In 1991, the leading top destinations for African-Americans were Maryland, D.C., and Virginia.

African-American visitors, like many travelers, enjoy these activities while traveling:

APPENDIX E

Sightseeing	74%
Shopping	65%
Outdoor activities	55%
Theme parks	55%
Beaches	44%
Cultural attractions	36%
Sporting events	20%

With African-American consumers spending more on travel and lodging, visitor bureaus, companies, and others have directed product development and marketing toward them. For example, American Airlines has established an urban and community relations group to target African-American, Hispanic, and Asian travelers. The airline wins customers by sponsoring events that attract diverse ethnic groups and arranging special “ethno-tours” based out of Philadelphia. The airline has future plans for expanding its “ethno-tours” into New Orleans, Washington, D.C., and Baltimore.

Sources: Soul of America, Travel Industry Association of America, Black Family Today, The Wall Street Journal, National Association for the Advancement of Colored People (NAACP), American Airlines

AUTOMOTIVE TRAVELERS

Nine out of every ten American adults drive, according to the Department of Transportation’s Nationwide Personal Transportation Survey (NPTS). In the next decade, the number of trips and miles driven by Americans should increase slowly or remain stable for two reasons. First, the number of adults aged 16 and older is expected to grow slowly, from 208 million in 1998 to 229 million in 2008. Second, baby boomers should not begin to retire in large numbers until about 2010.

The trend toward more travel may even continue after boomers retire, because these boomers will be a different breed of retiree. Educated Americans are more likely to participate in leisure travel, they are more likely to refrain from smoking and otherwise preserve their health. Currently, seniors aged 65 and older are more likely than average to report they cannot travel due to poor health. Six in ten adults aged 18 to 24 went on a leisure car trip in the past year. About eight in ten adults aged 55 to 64 traveled. However, only about half of seniors aged 65 and older made a lengthy car trip for leisure in the past year.

Although road trips might seem the cheapest way to go, some

people lack the discretionary income even for these jaunts. Less than one-third of households with incomes below \$15,000 took a road trip last year, compared with eight in ten households with incomes of \$40,000 or more. College-educated Americans are more likely than average to take road trips, while those who went no further than high school are only about as likely as seniors to take such trips.

Money is clearly one of the biggest deterrents to the one-third of adults who don't take road trips, as mentioned by 25 percent of those surveyed. But it is not the biggest obstacle. Twenty-seven percent of those who don't take trips say they don't have time.

Sources: Travel Industry Association of America, American Demographics, January 1999

MOTOR COACH TRAVEL

There are an estimated 30,000 to 40,000 motor coaches on the road. Today's coaches range in size from 44 to 54 passenger seats. The average cost of a motor coach is approximately \$400,000. A fully loaded motor coach represents \$5,000 to \$7,000 in revenue per overnight stay. The motor coach market has grown from an industry that produced over \$5.6 billion in 1995 to \$9.6 billion in 1996. The motor coach generated over \$4.9 billion in wages and salaries, while supporting approximately 195,150 jobs.

The daily expenditure for individuals on one-day tours was \$75.48 in 1996, up from \$69.07 in 1995. Daily spending per traveler on a multi-day tour dropped to \$156.76 in 1996 from \$159.54 in 1995. The average spending of one tour group using a motor coach on a multi-day trip is estimated at \$6,708 per day per coach with 43 passengers. One-day coach trips average total spending of \$3,268 per coach.

Market forecasters project growth among seniors, who have more disposable income and more free time. The motor coach operators are looking for more opportunities to offer their customers packages that are upscale and varied.

Roughly 52 percent of the motor coach companies operate ten or fewer buses and have less than 20 employees. Annual revenue for 51 percent of the motor coach companies is \$1 million or less, while 45 percent have revenues over \$1 million. The average operating cost of a bus company is 99.3 percent, which renders profit margins of less than one percent.

Seventy-five motor coach operators were contacted throughout

APPENDIX E

New York, New Jersey, and Pennsylvania to determine their present involvement in the heritage/cultural tourism market. Of those operators interviewed, four currently have active heritage tour programs in place.

The majority of the operators contacted were knowledgeable of heritage sites in their own areas, not in the Baltimore area. Of those operators interviewed who traveled to the Baltimore area regularly, the sites of potential heritage interest are:

- Great Blacks in Wax in Museum
- Royal Theater Site
- Eubie Blake Jazz Institute and Cultural Center
- Thurgood Marshall Statue
- *Afro-American Newspaper*
- Billie Holiday Statue/Park
- Civil War Museum

The BACVA's marketing goal is to add three motor coach tours of Baltimore in three different tour company catalogues annually.

Sources: American Bus Association (ABA), National Tour Association (NTA), Baltimore Area and Convention Association (BACVA)

WHAT ARE TRAVELERS DOING AS PART OF THEIR VISITS?

Cultural and historic tourism is one of the more popular sectors of the travel industry. A recent TIA survey found that 53.6 million adults said they visited a museum or historical site in the past year and 33 million U.S. adults attended a cultural event such as a theater, arts, or music festival. Cultural and historic travelers spend more, stay in hotels more often, visit more destinations and are twice as likely to travel for entertainment purposes than other travelers. In 1996, visiting historic sites was the highest-ranked type of family vacation destinations at 41 percent. In 1995, the ranking was second at 49 percent, falling behind visiting a city, which ranked at 51 percent.

Dining, shopping, museums and tours are the top activities for travelers. Over one half of U.S. adult travelers (53 percent) planned activities after they arrived at their destination while on a trip of 100 miles or more, one-way, in 1999. This equates to 74.3 million U.S. adults. Dining out in restaurants was popular with more than 67 million travelers (48 percent) in 1998 and was the most popular activity planned after arrival at a destination. Going to a shopping area was the second most popular spontaneously planned activity (45

percent), followed by visiting a museum (26 percent). Other activities planned after arrival include: sightseeing tour (24 percent), movie (16 percent), theme park (15 percent), religious service (14 percent), live theatre or live performance (14 percent) and festival or parade (13 percent). One-quarter of travelers (24 percent) in 1999 went to some other type of attraction, which they planned after arrival at their destination.

Family reunions are popular with about one-third of all family travelers, according to the Better Homes & Gardens Family Travel Report. Thirty-four percent of family vacationers attended a family reunion in 1996, accounting for approximately 32 million travelers. Among age groups, Generation X travelers (18 to 34 years old) are the most likely to attend a family reunion.

Festivals are a popular way for travelers to experience new and interesting cultures. One-fifth of U.S. adults (21 percent) attended a festival while on a trip away from home in the past year. This translates to 31 million U.S. adults. One third of festival travelers (33 percent) attended an arts or music festival in the past year, making it the most popular type of festival to attend while traveling. Twenty-two percent of festival travelers attended an ethnic, folk, or heritage festival. This was followed by county or state fairs (20 percent), parades (19 percent), food festivals (12 percent) and religious festivals (11 percent). Thirty percent of festival travelers attended a type of festival other than the seven previously mentioned.

Garden tours are popular with many travelers. Nearly 40 million Americans, or one-fifth of U.S. residents (20 percent) went on a garden tour, visited a botanical garden, attended a gardening show or festival, or participated in some other garden-related activity in the past five years. This translates to 39.3 million U.S. adults. Ten million U.S. adults (five percent of U.S. adults, seven percent of past year travelers) participated in a garden-related activity in the past year. Nearly three-fourths of garden travelers (71 percent) visited a botanical garden in the past five years, making it the most popular garden activity. Thirty-six percent of garden travelers attended a gardening show or festival and 29 percent went on some type of garden tour. Another 16 percent participated in some other type of garden-related activity or tour.

Sports and travel go together. Two out of five U.S. adults (38 percent) attended an organized sports event, competition, or tournament as either a spectator or as a participant while traveling in

APPENDIX E

the past five years. This equates to 75.3 million U.S. adults. A majority of these sports event travelers took their most recent sports trip in the past year (70 percent or 52.7 million adults). The most popular organized sports event to watch or participate in while traveling is baseball or softball, with 17 percent of U.S. adults traveling 50 miles or more to see or play in a baseball or softball game in the past five years. This is followed by football (15 percent), basketball (9 percent) and auto/truck racing (8 percent).

Sources: Travel Industry Association of America, Better Homes & Gardens Family Travel Report, Tourism Works For America Report

COMPUTERS, THE INTERNET, AND TRAVEL AND TOURISM

The Internet and online services are very popular with travelers. Travelers who prefer the Internet over travel agents tend to be younger, have children at home, have several wage earners in their households and are more likely to live in the South Atlantic region. Six million travelers booked trips online in 1997 and the percentage of travelers who use online services and/or the Internet for travel plans or reservations jumped from 11 percent in 1996 to 28 percent in 1997. Meanwhile there was a 19 percent increase in the share of Americans who prefer the Internet for travel reservations, rather than using a travel agent. In 1998, the number of travelers booking online should increase by 12.1 million.

Online travel revenues will grow enormously over the next five years as computer users discover the joys of booking travel online. Internet users booked \$276 million in travel online in 1996, including air travel, hotel rooms, car rentals, and other travel products. In 1997, sales tripled to \$827 million and by the year 2002 the size of the online travel industry will reach nearly \$9 billion. Airline tickets accounted for nearly 90 percent of all online travel sales, generating \$243 million in revenue in 1996, though by the year 2002, the proportion of airline tickets purchased online is expected to drop to 73 percent, accounting for an estimated \$6.5 billion in sales. Non-airline sales, mostly hotel and car rental bookings, are expected to grow from \$31 million in 1996, to \$2.2 billion in the year 2002. Online advertising on travel websites will grow from \$2 million in 1996, to \$282 million in 2002.

Source(s): Travel Industry Association of America, U.S. Department of Commerce, Tourism Industries, TravelScope

TRAVEL PERIODS (MULTIPLE RESPONSES)

Spring	(March, April, May)	43%
Summer	(June, July, August)	66%
Fall	(September, October, November)	49%
Winter	(December, January, February)	34%

Source: 1997 AAA/CAA Membership Profile

SEASONAL PREFERENCES

Summer	62% of adults prefer summer 46% prefer to be too hot
Winter	38% of adults favor winter 54% would rather be too cold 64% of adults watch more television 63% of adults read more 52% spend more time baking and cooking 40% admit to eating more 38% never get cabin fever 33% entertain and shop more 29% attend to household chores more 19% participate in sports

Source: American Demographics, January 1998

SOURCE OF TRAVEL INFORMATION

Travel information comes from a variety of sources, but friends and relatives are the number one source for information about places to visit or about flights, hotels or rental cars (43 percent). Travel agents are the second most popular source of travel information (39 percent) and travel companies such as airlines, hotels or rental car companies were third (32 percent). One in five past year travelers (21 percent) contacted a city, state, or country's tourism office to get information about a destination that they planned to visit or about flights, hotels or other travel services in the past five years. This equates to 33 million U.S. adult travelers. Contacts with travel agents, tourism offices, and travel companies include visits to the web sites of these organizations. In total, 19 percent of travelers visited a web site to obtain travel information in the past five years.

Sources: Better Homes & Garden Family Travel Report, Coopers & Lybrand, Travel Industry Association of America

APPENDIX E

DEMOGRAPHICS AND PROFILES OF HISTORIC AND CULTURAL TRAVELERS

Historic travelers are defined as those whose itinerary includes a historic place or museum; cultural travelers are those who attend a cultural event or festival.

DEMOGRAPHICS OF TOTAL U.S. HISTORIC/CULTURAL TRAVELERS

Average age	46	48
Children in household	45%	41%
College graduates	52%	54%
Annual household income	\$41,455	\$42,133
Retired	15%	18%
Computer owner	42%	44%

Sources: Profile of Travelers Who Participate in Historic and Cultural Activities, 1997, Travel Industry of America

HISTORIC TRAVELERS

Nearly 65 million adults took a trip in 1997 that included at least one stop at a cultural or historic destination, according to the August 1997 TravelScope Survey conducted for the Travel Industry Association of America. One in six (33 million) took a trip that included a visit to a cultural event or festival, and one in ten adults did both.

Historic and cultural travelers are slightly more likely than all travelers to be aged 55 and older, retired, and college educated. They are also less likely to have children living at home. Baby boomers are the most-educated generation in U.S. history, and the oldest ones are saying good-bye to their college-bound children.

They take longer trips than the average traveler, almost five nights compared to three for other travelers, and are likely to stay in hotels, motels, and bed and breakfasts instead of private homes. They tend to travel in groups, fly to their destination, and shop in addition to sightseeing. Historic travelers are bigger spenders than other tourists. They spend an average of \$688 per trip, compared with \$557 for cultural travelers, and \$425 for all U.S. travelers. Historic travelers are almost twice as likely as all tourists to spend more than \$1,000 on a trip. Twenty percent do, compared with 11 percent of all travelers and 15 percent of cultural travelers.

Travelers to cultural events and festivals are more likely to be on a day trip or short trip; however, they still spend more than non-cultural/historic travelers (\$373).

Historic travelers tend to have more money and are more likely than the average traveler to indicate that their primary purpose for travel is pleasure – 73 percent compared to 67 percent. Additionally, 33 percent cite entertainment as the primary goal, compared with 18 percent of all other travelers.

Sources: The Travel Industry Association of America, August 1997 TravelScope Survey, Profile of Travelers Who Participate in Historic and Cultural Activities, American Demographics, October 1997, D.K. Shifflett & Associates

HERITAGE TOURISM PROGRAM DEVELOPMENT

Americans who visit a historic or cultural site or museum spend an average of \$615 per trip compared to \$425 of all U.S. travelers. Cultural travelers tend to take longer trips, and stay more often in hotels, motels and bed and breakfast facilities. In 1996, 17 percent of the U.S. adults traveling visited a cultural site or festival. Six percent cited a cultural event as having prompted their trip.

Cultural travelers spend an average of 4.5 nights on their trips, with 36 percent visiting two or more states. The top ten states that reported 30 percent or more of their visits included historical/cultural activities are: Washington, D.C.; Hawaii; Alaska; South Dakota; New York; Vermont; New Mexico; Virginia; Rhode Island and Maryland/Massachusetts (tied). Group tour travelers visiting the U.S. spend more than \$253 million on historic/cultural site admissions and more than \$205 million on cultural performance admissions.

Several states have heritage/cultural tourism programs that are run by more than one entity, for instance, the State of Virginia's heritage program is managed, supported, and marketed by its Destination Marketing Organizations, Convention and Visitor Bureaus, the Virginia Tourism Commission, Virginia NAACP, Travel Council for Indian Tribes, and local communities. The general consensus from these state tourism offices is that fostering partnerships among related people and organizations is necessary. With bringing a variety of entities together to develop a heritage program, resources are coordinated, skills sets are identified and focused, and support is developed throughout the state programs for heritage projects.

APPENDIX E

A variety of organizations involved in statewide cultural and heritage programs give different agencies the opportunity to receive multiple grants, sponsorships, and government support. Further, states have tied-in cultural and heritage programs throughout the state. This is in an effort to bring visitors to the state and keep them as captive audiences, thus retaining tourism revenue in the state. They are focusing on key events occurring within their state and tying in other cultural and heritage experiences. Virginia has taken advantage of the Intermodal Surface Transportation Efficiencies Act of 1992, which is a congressional initiative to enhance and develop existing entities by matching development dollars.

Another example of partnering is the American Pathways 2000 program, which is a public-private sector partnership that recognizes cultural/heritage tour itineraries. American Pathways is a joint venture with the Department of Commerce Office of Tourism Industries, National Tour Association, American Bus Association, US Tour Operators Association, Receptive Services Association, and International Association of Convention and Visitors Bureaus.

American Pathways is a part of the White House Millennium Program, which is spearheaded by Hillary Clinton. It recognizes the creativity and inventiveness of the American people. Tour operators were invited to develop and submit itineraries that demonstrate the cultural and heritage diversity of our country. The operators were encouraged to work with destination marketing organizations to develop their heritage tours.

Sources: Travel Industry Association of America, Department of Commerce Office of Tourism Industries

LOCAL (BALTIMORE) STATISTICS, TRENDS AND PROFILES **BALTIMORE CITY VISITOR STATISTICS**

1998 LEISURE TRAVELERS

13 million

3.3% were overnights

5.1% were daytrippers

8.4% were vacationers

1998 BUSINESS TRAVELERS

4.6 million
1.9% were overnighers
2.7% were daytrippers
1998 Direct Spending
\$3 billion in direct spending

NUMBER OF VISITORS ANNUALLY 1992 - 1998

(millions)

1992	9.8
1993	9.1
1994	11.0
1995	10.3
1996	11.0
1997	13.4
1998	13.6

VISITORS TO AREA ATTRACTIONS

Inner Harbor	15 million
Lexington Market	4 million
Camden Yards	3.6 million
Power Plant	3 million
Pimlico Race Course	1.9 million
Aquarium	1.6 million
Little Italy	1.3 million
Fort McHenry	668,000
MD Science Center	645,000
Baltimore Zoo	619,000
Baltimore Welcome Center	550,000
Baltimore Museum of Art	305,000
Walters Art Gallery	300,000
Maritime Museum	160,000
Port Discovery	100,000* (3 month)
(Ocean City : 8 million)	

APPENDIX E

SEASONALITY

Summer visitors come from further away and are composed of more families. Winter visitors are usually couples who visit for leisure.

OVERNIGHT LEISURE TRAVELERS

Average age	40
Average income	\$61,000
Education	college degree
Marital status	usually married
Occupation	37% management/professional 24% technical/sales 19% not employed 13% services/other 7% retired
Travel party	35% family 34% couples 19% single adults 12% other
Purpose of travel	46% visit friends and family 26% special events 12% general vacation 9% getaway weekend 7% other
Activities while visiting (multiple responses)	34% dining 30% shopping 29% entertainment 25% touring 21% cultural 19% history 14% sports 11% waterfront
Mode of travel	79% auto 16% air 5% other
Average distance	386 miles
Average length of stay	3.5 days
Where people stay	48% hotels/motels

	32% private homes
	20% other
Origin by city	23% New York City
	8% Philadelphia
	7% Washington, D.C.
	5% Boston
Origin by state	4% Harrisburg/Raleigh/Greensboro
	14% Pennsylvania
	13% New Jersey
	12% New York
	9% Washington, D.C.
	8% Virginia
	5% Maryland
Average spending	\$101 daily
Average driving distance	52 miles

OVERNIGHT BUSINESS TRAVELERS

Average age	43
Average income	\$74,000
Education	2/3 with college degrees
Marital status	75% married
Occupation	58% management/professional
	25% technical/sales
	19% other
Travel party	74% single adult
	10% couples
	8% 2 adults, not married
	6% 3+ adults
	3% families
Purpose of travel	24% business
	23% general travel
	20% conventions
	14% sales/consulting
	10% other/group/marketing
	6% government/military
	4% repair services
Activities during visit	38% dining
	13% entertainment
	12% shopping

APPENDIX E

	8% touring
	8% history
	7% culture
	6% sports
	4% group tours
Mode of travel	43% air
	55% auto
	2% other
Average one-way distance	473 miles
Average length of stay	3.6 days
Repeat visitors	72% visited in last three years
	28% had not visited in the past three years
City of origin	16% New York City
	11% Philadelphia
	5% Harrisburg
	5% Washington, D.C.
	4% Atlanta
	4% Los Angeles
State of origin	16% Pennsylvania
	15% New Jersey
	8% Virginia
	8% California
	7% New York
	5% California

Source: Baltimore Area Convention and Visitors Association (BACVA)

MARKET AND ECONOMIC DEVELOPMENT STATUS AND POTENTIAL

NATIONAL AND INTERNATIONAL VOLUME

In 1994, there were 1.13 billion U.S. resident person trips, a 6.6% increase over 1993. The U.S. Travel and Tourism Administration, now the International Trade Association under the U.S. Department of Commerce, estimated that 43 million international visitors would travel to and through the U.S., a decline of 5.5% from 1994. Nationally, travel and tourism is the third largest retail sales industry in business receipts, following auto dealers and food stores. Tourism is the nation's largest service export earner, ahead of agricultural goods, chemicals, and motor vehicles.

NATIONAL AND INTERNATIONAL SPENDING

U.S. residents spent \$359.9 billion on domestic travel in 1995, a 6.1% increase over 1994 (\$339.2 billion). International travelers spent \$60.4 billion in the U.S. in 1994, a 4.4% increase over 1993. U.S. residents and international visitors traveling within the United States in 1994 generated \$399.6 billion in expenditures. Nationally, each dollar spent on travel produces 27.5 cents in payroll income. In 1994, travel to and through the U.S. generated \$58 billion in federal, state, and local tax revenue. The direct and indirect impact of the travel industry is equivalent to more than 10% of the GDP, jobs, capital investments, and tax revenue in the world, regional, and national economies. The typical American household spends \$3,900 per year on travel in the United States and abroad – almost as much as it spends on private health care or on food, beverages, and tobacco combined, and twice as much as it spends on clothing. Conventions, meetings, expositions, and incentive travel generated a total of \$75.6 billion in revenue. The International Association of Convention & Visitors Bureaus expects meetings to become more important in destination selection.

LOCAL SPENDING

Travelers to Baltimore spent \$2.7 billion in 1997, up 14% from 1996. These numbers show that Baltimore's increase in travel-related spending is more than three times higher than the rate of increase for the entire nation. Spending increased again in 1998 to \$3 billion. Businesses that provide dining, entertainment, shopping, cultural, historical information, and sporting events are poised to benefit from the increased spending. Once the hotels that are in various phases of planning and/or building are completed, more tourists will be able to stay longer in Baltimore and spend additional money. Also, new services, tours, and products will generate revenue as well. In the State of Maryland visitors took 19.2 million trips.

NATIONAL EMPLOYMENT

In 1995, travel and tourism directly supported 6.6 million jobs, and another 8.9 million indirectly. Travel and tourism affects directly or indirectly one in nine jobs in the United States. Many of them are in small businesses and in urban or rural areas. In 1995, more than

APPENDIX E

276,000 workers in the U.S. travel industry were those who are self-employed or in family-owned businesses, more jobs than in the entire steel industry. In 1995, more than 684,000 executive positions existed in the four major segments of the travel industry. This is forecasted to grow 30.7% by the year 2005. Employment in the travel industry's major sectors is expected to increase by the year 2005, compared to an increase of 14.9% in total U.S. employment. Travel and tourism accounted for 11.4% of the work force in the United States in 1994. Travel and tourism is the nation's second largest private industry employer. Travel exceeds the combined payrolls of the U.S. steel and motor vehicles manufacturing industries. The transportation sectors of the travel industry, including intercity and rural bus transportation, and airlines, rank among the highest-paying sectors in the U.S. economy.

Source(s): World Travel and Tourism Council, 1995; National Travel and Tourism Awareness Council, Tourism Works for America: A Report of the Travel and Tourism Industry in the United States, 1991; American Express Travel-Related Services, The Contribution of the World Travel & Tourism Industry to the Global Economy, 1989; National Travel and Tourism Awareness Council, The Tourism Works for America Report, 1994

ECONOMIC DEVELOPMENT TRENDS AND OPPORTUNITIES

NATIONAL BUSINESSES

Small businesses dominate the travel and tourism industry. In 1992, the last year for which government data is available, there were 346,000 firms with under 50 employees in four travel-related industry segments. This represents 93.7% of the all the firms within these segments. These firms are an important part of the "American Dream," the opportunity for business ownership.

The number of African-American-owned businesses in the United States increased 46%, from 424,165 to 620,912, between 1987 and 1992. Receipts for these firms rose 63% during this span from \$19.8 billion to \$32.2 billion. The total number of firms in the United States increased 26% over the period to 17.3 million. Their receipts grew 67% to \$3 trillion.

Sources: Survey of Minority-Owned Business Enterprises, U.S. Census Bureau

BALTIMORE CITY MINORITY-OWNED FIRMS

(Firms and receipts by group, receipts in millions)

Group	Number	Receipts
All firms	32,966	7,931.0
Minority-owned	8,960	428.8
African-American-owned	7,542	233.2
Hispanic-owned	350	32.9
Asian and American Indian-owned	1,237	167.3
Woman-owned	12,765	1,076.5

Note: Based on 1992 Economic Census Profile. Includes sole proprietorships, partnerships, and subchapter S corporations.

Sources: U.S. Bureau of the Census, Statistical Information

CORPORATE SPONSORSHIPS

Major corporate support for historic travel is strong and expected to increase. Many of the sponsorships through education result in economic development. Communities have been taught how to set up historic tourism programs and that historic tourism works best when a group of sites combine to market themselves as a destination. Some of the leading corporate sponsors of historic tourism are American Express, Best Western Hotels, and Alamo Rent A Car.

Sources: National Trust for Historic Preservation

EATING AND DRINKING ESTABLISHMENTS ARE MOSTLY SMALL BUSINESSES

More than four out of ten eating and drinking establishments are sole proprietorships or partnerships. The number of African-American-owned and woman-owned companies increased at double-digit rates during the last decade, with sales also rising dramatically.

Source: National Restaurant Association

BALTIMORE TOURIST VISITOR SERVICES

VISITOR SERVICES

The Baltimore Area Convention and Visitors Association (BACVA) provides a range of services for business, leisure, group, and

APPENDIX E

convention travelers. The services include information about the following: accommodations, agencies, associations, arts, attractions, events, heritage, history, night life, recreation, restaurants, retail, services, sports, and transportation. Through four separate venues, The Inner Harbor Visitor Center, the call center (1-888-BALTIMORE), BACVA'S web site (www.baltimore.org) and the information/restaurant kiosks at the Convention Center, BACVA shares up-to-date information and monitors tourism activity.

The providers of these services are members of the association, which has the effect of limiting the full range of options available to persons contacting BACVA. Through the web site, it is possible to view virtual tours and request assistance and printed information such as visitor guides, a facilities guide, maps, or a group tour planning guide. The BACVA-run Inner Harbor Visitor Center provides information for tourists already in town. The Visitor Center only distributes information for members of the association. An "800" number is available for telephone inquiries and information requests prior to the arrival of the visitor.

Upgrades to visitor services that are in progress or planned include, a new telephone and computer system, new computer software, extended hours of operation, an advance hotel reservation system, a concierge service to sell tickets to attractions, sites, and tours, on-site performances at the Visitor Center, a theater to show a movie/video about Baltimore, and a gift shop.

The Baltimore Office of Promotion (BOP) produces year-round events for residents and tourists alike, most of which are free. A monthly calendar of events is available to tourists.

The Baltimore Tourism Association (BTA) is a membership organization that collectively advertises, participates in trade shows, and provides information via a web site. The site has the capacity to link to the sites of members of the association. Information is provided through a general brochure and the web site.

The Downtown Partnership of Baltimore (DPOB) is another organization that seeks to gain visitations by local residents primarily to a designated section of downtown Baltimore. Activities and events are held year-round. Because the organization has uniformed security-type personnel walking throughout downtown, many tourists ask these persons for information. Additionally, they may distribute materials they have available.

The Maryland Office of Tourism Development (OTD) provides

tourism services for the entire state. This organization seeks to attract visitors who are arriving via motor coach, airplane, and automobile, individual travelers, incentive and business travelers, and meeting, retreat, and convention travelers. Focused efforts include promoting Baltimore and lodging, food, and retail businesses. Various publications are available for consumers, the travel trade, and the Maryland tourism industry. OTD also has an “800” number for inquiries but it does not have a visitor service presence in Baltimore City.

Sources: Urban Asset Management/Urban Marketing, Baltimore Office of Promotion, Maryland Office of Tourism Development, Downtown Partnership, Baltimore Area Convention and Visitors Association

VISITOR SERVICES/INFORMATION OFFERED IN OTHER MARKETS

Listed below are a sampling of other types of services and information that are not found on many web sites, including that of the Baltimore Area Convention and Visitors Association (BACVA), but could be useful information for visitors.

Specific e-mail addresses for departments, interests, or questions

Accessibility information

Campgrounds and RV parks

Parks and public land

Fishing and hunting

Wildlife

Gardens

Eco-travel

Current road, weather, and water conditions

Safety information

Visitor news

Internal and external site links

Gasoline and diesel prices

Pet rules and accommodations

Special offers

Driving tips

Estimated driving distances from feeder markets

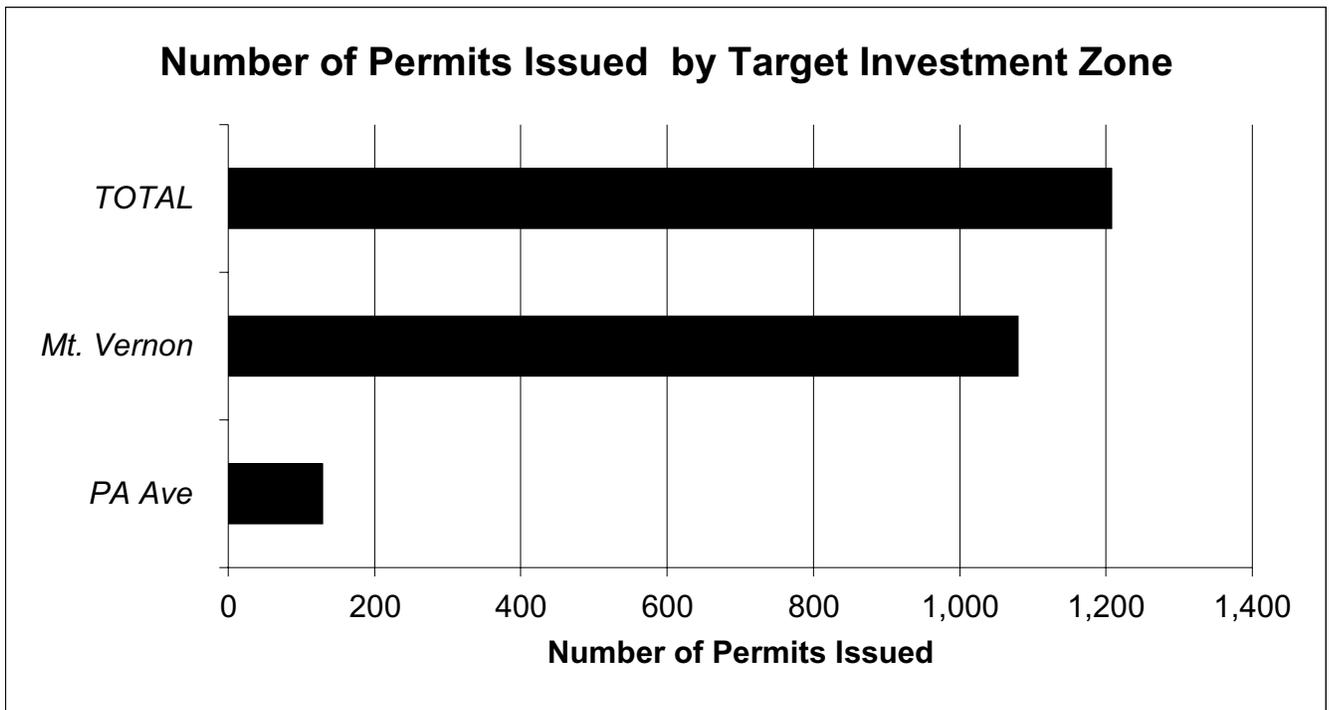
APPENDIX F

APPENDIX F PERFORMANCE MEASURES

PERFORMANCE MEASURES	CHA Boundary 2000	CHA Boundary 1999	Historic Charles St /Mt. Vernon TIZ 2000	Historic Charles St /Mt. Vernon TIZ 1999	Pennsylvania Avenue TIZ 2000	Pennsylvania Avenue TIZ 1999
<i>Leisure Travel Stay*</i>						
Average Length of Stay	2	2				
Average Spending	\$541	\$452				
Average Room Rate	\$80.70	\$74.30				
<i>Accommodations**</i>						
Total Rooms Available Downtown	4,675					
Total Rooms Consumed						
Occupancy	72.0%					
<i>Visitation - Number of Visitors ***</i>						
Harbor Place	17 million	15 million				
Lexington Market	3.7 million	3.7 million				
Oriole Park at Camden Yards	3.29 million	3.4 million				
National Aquarium	1.6 million	1.58 million				
Fort McHenry	700,000	685,000				
Maryland Science Center	650,000	650,000				
Baltimore Zoo	600,000	646,213				
Port Discovery	350,000	415,000				
Great Blacks In Wax Museum	275,321	225,000				
Baltimore Museum of Art			290,299	277,589		
Baltimore Maritime Museum	208,000	151,523				
Top of the World Observation Tower	155,000	160,000				
Baltimore Museum of Industry	152,000	135,000				
B&O Railroad Museum	142,217	95,000				
Walters Art Gallery****			136,303	150,000		
Eubie Blake National Jazz Institute and Cultural Center*****			700	N/A		
MD Historical Society			125,000	134,271		
American Visionary Art Museum	59,654	56,928				
Babe Ruth Museum^		35,000				
Public Works Museum^		25,000				
<i>Performances^^</i>			2000/2001 Season	1999/2000 Season		
Myerhoff Symphony Hall						
Center Stage						
<i>Tickets Sold</i>			95,000	89,000		
<i>Attendance</i>			103,000	98,000		
Peabody Conservatory						
<i>Tickets Sold</i>			17,234	18,751		
<i>Interpretation</i>						
New or Improved Interpretative Exhibits	0	0	0	0	0	0
<i>Protection</i>						
# of Newly Listed Structures	1510	50				
# of Acres of Newly Protected Open Space	Approx. 10 acres	0				
**Baltimore City Convention and Visitors Association						
***Baltimore City Convention and Visitors Association						
****Visitation numbers may have declined due to major renovation work						
*****Estimated number of visitors to the Center that opened in 2000						
^Baltimore Business Journal from the Baltimore City Convention and Visitors Association						
^^Statistics received from individual attractions						

**APPENDIX F
CONSTRUCTION AND REHABILITATION PERMITS**

	PERMITS	FEE	Est COST
PA Ave	128	\$9,812.00	\$1,380,365.00
Mt. Vernon	1,079	\$477,758.00	\$599,861,835.00
TOTAL	1,207	\$487,570.00	\$601,242,200.00



APPENDIX G

APPENDIX G MANAGEMENT ENTITY OPERATING BUDGET

PERSONNEL	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5
Administrator	\$60,000	\$62,400	\$65,208	\$68,142	\$71,208
Admin. Assistant(1)	\$19,500	\$21,450	\$26,000	\$27,300	\$28,665
Heritage Activity Coord.(2)		\$32,500	\$35,100	\$50,000	\$52,250
TIZ Coordinator (3)				\$32,500	\$35,100
Promotion/Events (4)					\$35,100
Staff Subtotal	\$79,500	\$116,350	\$126,308	\$177,942	\$222,323
Benefits@30%	\$23,850	\$34,905	\$37,892	\$53,383	\$66,697
TOTAL STAFF	\$103,350	\$151,255	\$164,200	\$231,325	\$289,020
ADMINISTRATIVE					
Computers	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600
Office Supplies	\$2,000	\$2,300	\$2,760	\$3,312	\$3,974
Fees and Dues	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Travel	\$4,000	\$5,200	\$6,000	\$6,500	\$7,000
Other	\$1,400	\$2,100	\$2,352	\$2,822	\$3,387
TOTAL ADMINISTRATIVE	\$15,000	\$17,200	\$18,712	\$20,234	\$21,961
TOTAL OPERATING	\$118,350	\$168,455	\$182,912	\$251,559	\$310,981

1. Administrative Assistant assumes 25 hours per week @ \$15/hour in Year 1 increasing to \$16.50 in Year 2 and becoming a full-time position in Year 3.

2. Heritage Activity Coordinator would focus on coordinating activities between public and private agencies. This begins as a part time position in Year 2 assuming 25 hours per week at \$25 per hour, increasing to \$27 per hour in Year 3 and becoming a full time position in Year 4.

3. TIZ Coordinator would coordinate projects and financing. This begins as a part time position in Year 4 assuming 25 hours @ \$25 per hour increasing to \$27 hours per hours in Year 5.

4. The Promotions/Events Coordinator would begin as a part time position in Year 5 assuming 25 hours per week at \$27 per hour.

APPENDIX H
LETTERS OF SUPPORT

CITY OF BALTIMORE
MARTIN O'MALLEY, Mayor



COMMISSION FOR HISTORICAL AND
ARCHITECTURAL PRESERVATION
Charles L. Benton, Jr. Building
Suite 1037, 417 E. Fayette Street
Baltimore, Maryland 21202

MEMO

2526
FROM: Ms. Kathleen G. Kotarba
Executive Director
Commission for Historical and
Architectural Preservation

DATE: August 6, 2001

SUBJECT: Resolution of the Mayor of Baltimore City Authorizing Submittal of a
Management Plan for the Certification of the Baltimore City Heritage
Area as a Certified Maryland Heritage Area.

ACTION REQUESTED OF BOARD OF ESTIMATES

We request your Honorable Board to approve this resolution of the Mayor of Baltimore City to approve and authorize the submittal of a Management Plan for the certification of the Baltimore City Heritage Area as a Certified Maryland Heritage Area.

AMOUNT OF MONEY AND SOURCE OF FUNDS

Approval of this resolution requires no expenditure of funds.

EXPLANATION

The City of Baltimore is seeking the status of "Certified Heritage Area" within the Maryland Heritage Areas Program. This status will make new funding sources available to heritage tourism attractions within the Baltimore City Heritage Area. Through CHAP's coordination and leadership, the Baltimore City Heritage Area Management Plan has been prepared. The Maryland Heritage Areas Authority required the submittal of a formal resolution of the Mayor of the City of Baltimore to accompany the application for certification. Attached please find the Baltimore City Heritage Area Plan Executive Summary.

APPROVED BY THE BOARD OF ESTIMATES

Bernice St. Taylor

AUG 15 2001

Clerk

Date

Resolution for Certification

Baltimore City Heritage Area

A RESOLUTION of the Mayor of Baltimore City approving and authorizing the submittal of a Management Plan for the certification of the Baltimore City Heritage Area as a Certified Maryland Heritage Area.

WHEREAS, Baltimore City has prepared a Management Plan to designate a portion of the recognized Baltimore City Heritage Area as part of the Maryland System of Heritage Areas, a copy of which is attached hereto as Exhibit A and incorporated herein by reference; and

WHEREAS, The portion of the recognized Baltimore City Heritage Area proposed as a Certified Maryland Heritage Area has important environmental, recreational, and cultural resources, as well as significant historical sites and districts that have National Register and Baltimore City historic designations; and

WHEREAS, The Baltimore City Heritage Area Management Plan presents strategies for enhancing these resources, improving linkages, advancing economic development strategies, and providing for stewardship and preservation; and

WHEREAS, the Management Plan will complement other State and County initiatives in the Certified Heritage Area; and

WHEREAS, by action of the Baltimore City Planning Commission the City's Comprehensive Plan has been amended to adopt the portions of the Management Plan relevant to the Comprehensive Plan as a strategy to implement the Comprehensive Plan; and

NOW, therefore, be it resolved by the Mayor of the City of Baltimore that the Management Plan and the proposal to request that the Baltimore City Heritage Area become a Certified Maryland Heritage Area, attached hereto as Exhibit A, be and the same is hereby approved and the City of Baltimore is hereby authorized to submit the Management Plan and Certified Heritage Area proposal to the Maryland Heritage Area Authority for approval.

Be it further resolved, that this resolution shall take effect upon the date of its adoption.

APPROVED BY THE BOARD OF ESTIMATES

Rebecca D. Taylor AUG 15 2001
Clerk Date

Mary O'Malley (5.2) 8/27/01
Mayor Date

M. Paul P. Gray
Seal City of Baltimore
Alternate Custodian of the City Seal



MARTIN O'MALLEY
Mayor
250 City Hall
Baltimore, Maryland 21202

June 13, 2001

Secretary Raymond Skinner
Maryland Department of Housing and Community Development
Chairman, Maryland Heritage Areas Authority
100 Community Place
Crownsville, MD 21032

Re: Certification of the Baltimore City Heritage Area

Dear Secretary Skinner:

On behalf of the City of Baltimore, I pledge my enthusiastic support for the certification of the Baltimore City Heritage Area by the Maryland Heritage Areas Authority (MHAA). Baltimore City's heritage tourism community recognizes the significance of achieving the certification status and appreciates the MHAA's endorsement of the Management Plan.

The completed Management Plan document conveys the extent of Baltimore's heritage tourism offerings, which is unrivaled. The Plan recognizes the abundance of heritage and cultural assets that offer new opportunities for economic development in our community. Baltimore's unique character will allow us to expand upon our popularity as a major tourism destination. Our local blend of heritage attractions is one of our greatest strengths.

The Heritage Area Management Plan has been adopted by the City of Baltimore as a component of the Comprehensive Plan. This was achieved by action of the Planning Commission who has worked in partnership with the Commission for Historical and Architectural Preservation (CHAP) to develop the Plan. The members of the Mayor's Heritage Area Steering Committee, the Consultant Team (led by Carol Truppi, HRG, Inc.), CHAP and the Planning Commission have worked very hard to complete a plan that provides thorough documentation and vision.

Upon confirmation of achieving the Certified Heritage Area status, the City is prepared to appoint the Management Entity and begin to implement the Plan. Due to the importance of the program, I have agreed to house the Baltimore City Heritage Area within the Mayor's Office. I welcome the timely approval of the Management Plan, so that our local partners in heritage tourism development may begin the important work that lies ahead. Implementation of the

Certified Heritage Area will enhance city-wide efforts to foster new and sustainable economic development. We appreciate the encouragement of the State of Maryland in this endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Gally". The signature is fluid and cursive, with a large initial "P" and "G".

Mayor

MO'M/kk

THE EUBIE BLAKE NATIONAL JAZZ INSTITUTE AND CULTURAL CENTER

847 North Howard Street
Baltimore, Maryland 21201
Telephone (410) 225-3130
Facsimile (410) 225-3139

December 12, 2001

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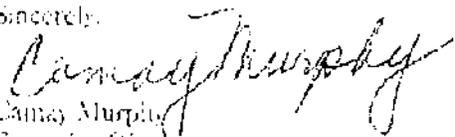
Ms. Kathleen Katarina
Commission for Historical and Architectural Preservation
417 E. Fayette Street, Room 1037
Baltimore, Maryland 21202

Dear Ms. Katarina:

The Eubie Blake Center fully endorses the Baltimore City Heritage
Management Plan.

City development and tourism is a primary focus of many cultural institutions.
We see the management plan as critical to the future development of
Baltimore City.

Sincerely,


Carney Murphy
Executive Director

Olmsted
Friends of Maryland's Olmsted
Parks & Landscapes

December 13, 2000

Kathleen Kortaba, Executive Director
Commission for Historical
and Architectural Preservation
Charles L. Benton, Jr. Building
417 East Fayette Street Suite 1037
Baltimore, MD 21202

Dear Ms. Kortaba,

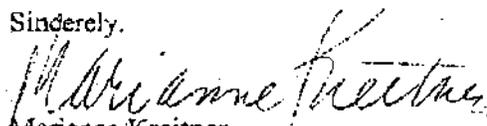
I am pleased to write in support of the Baltimore City Heritage Area Management Planning Report. Representing an organization whose objectives include the protection, enhancement and appreciation of historic landscapes and green spaces nationwide, and in particular, Maryland's diverse Olmsted legacy, I am very pleased to have five Olmsted designed landscapes included in the Heritage Area. These include Patterson Park, Latrobe Park, Carroll Park, Druid Hill Park and, of course, the premier urban park in the nation, Mt. Vernon Place.

Beginning in the 1870's, Frederick Law Olmsted, Sr., the father of American landscape architecture, and later his two sons as the Olmsted firm, profoundly reshaped the urban Maryland landscape. By 1940, the Olmsteds and their associates had designed or planned at least 130 sites in Maryland, the vast majority in Baltimore City. These green spaces in Baltimore are destinations to be cherished and enjoyed by locals and tourists alike attracting visitors who will spend time and money in Baltimore City. Eco-tourism is increasing dramatically as the baby boomer generation has more time and expendable income.

FMOPL has been grateful for the opportunity to participate in the planning process of this exciting new venture. We are convinced this initiative will increase economic activity while protecting Baltimore's precious cultural and historical resources. It will further provide incentives for developing and protecting these same resources. Finally this effort will greatly expand our collective efforts to share our city and the pride we take in it to residents and visitors alike.

FMOPL hopes to continue to be included as a stakeholder as this project evolves in the future.

Sincerely,


Marianne Kreitner
President



Preservation Maryland

December 13, 2000

Ms. Kathleen Kotarba
Commission for Historical and
Architectural Preservation
417 E. Fayette Street
Baltimore, Maryland 21202
VIA FACSIMILE 410-396-5662

Dear Ms. Kotarba,

This is to express Preservation Maryland's support for the Baltimore City Heritage Area Management Action Plan prepared by HRG Consultants, Inc. with the guidance of the Baltimore City Heritage Area Steering Committee.

The action plan provides clearly articulated strategies for enhancing, linking and promoting Baltimore's dense, historic, architecturally varied commercial and residential neighborhoods—from Union Square to downtown to Canton, Federal Hill to Marble Hill.

These places are the city's physical and spiritual heart, and are a source of much of the revenue the city needs to sustain and renew itself.

By building on Baltimore's strengths rather than consigning them to the rubble heap, the plan provides a blueprint for a more attractive and successful city.

Sincerely,

James C. (Jamie) Hunt
Development and Communications Director

THE
ABELL
FOUNDATION

December 14, 2000

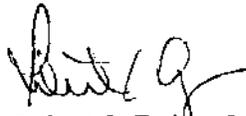
Ms. Kathleen G. Kotarba, Executive Director
Commission for Historical and Architectural Preservation
417 E. Fayette Street, Suite 1037
Baltimore, MD 21202
Via facsimile 410 396-56662

RE: Baltimore City Heritage Area
Management Plan

Dear Ms. Kotarba:

I am pleased to support the development of a Heritage Area in Baltimore City. The City only stands to benefit from the attention of statewide funding for the program, the eligibility for State historic tax credits of every property in the Heritage Area and the potential for increased tourism as a result of marketing of significant cultural and historic destinations. This is an important first step to preserving and promoting the heritage of Baltimore City and linking this with Mayoral initiatives of Main Street, Healthy Neighborhoods and the Digital Harbor.

Sincerely,



Robert C. Embry, Jr.
President



Area Convention and Visitors Association

December 14, 2000

Planning Commission
Department of Planning
Charles C. Graves III, Director
417 East Fayette Street, 8th floor
Baltimore, Maryland 21202-3433

Dear Planning Commissioners:

I support the Baltimore City Heritage Area Management planning effort. The Heritage Area program for Baltimore City will undoubtedly help the City:

- Increase economic activity while protecting our heritage resources
- Provide incentives for developing and protecting cultural resources
- Improve pride in Baltimore

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Daniel M. Lincoln". The signature is written in a cursive, flowing style.

Daniel M. Lincoln
Vice President
Tourism and Communications



December 14, 2000

Planning Commission
417 East Fayette Street
Baltimore, MD 21202

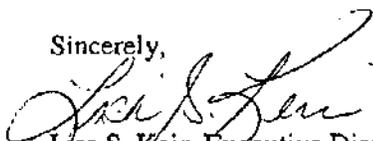
Dear Commission Members:

The Mount Vernon Cultural District is pleased to support the proposed Baltimore City Heritage Area. We support the ideas of promoting discovery of Baltimore City's tourist attractions, especially those in Mount Vernon. We support fostering stewardship of the City's heritage resources by those who live here and those who visit. We support creating business and development opportunities that result from tourism. We support clean up and revitalization of other neighborhoods, as we are working to do in Mount Vernon. We support establishing a management structure to implement the vision for the Baltimore City Heritage Area.

Since 1996, the Mount Vernon Cultural District has been focusing on improving the public infrastructure in Mount Vernon, on bringing more people there to live or to visit, and on re-energizing the community with a sense of vitality and excitement. The institutions that make up the Mount Vernon Cultural District—Baltimore School for the Arts, Basilica of the Assumption, Center Stage, Contemporary Museum, Engineers Club, Enoch Pratt Free Library, Eubie Blake National Jazz Institute & Cultural Center, Maryland Historical Society, Peabody Library, Peabody Institute, and the Walters Art Museum—have tried to fulfill what is now being articulated as the mission of the Heritage Areas.

We urge the Planning Commission to adopt the proposed Baltimore City Heritage Area and forward to document to the State for Certification.

Sincerely,



Lisa S. Keir, Executive Director

MOUNT VERNON CULTURAL DISTRICT

Downtown Partnership of Baltimore, Inc. 217 North Charles Street Baltimore, Maryland 21201 Telephone 410.605.0462 Facsimile 410.244.8670

Annie E. Casey Foundation ~ Baltimore Community Foundation ~ Baltimore School for the Arts ~ Baltimore Sun ~ Basilica of the Assumption Historic Trust
Center Stage ~ Contemporary Museum ~ Enoch Pratt Free Library ~ Eubie Blake National Jazz Institute & Cultural Center ~ George Peabody Library ~
Maryland Historical Society ~ Municipal Arts Society ~ Peabody Institute ~ The Walters Art Gallery

Maryland Historical Society

29 West Monument Street
Baltimore, MD 21201-4679
Phone: 410-545-2100
Fax: 410-545-2105
www.mdhs.org

Library • Museum •
Press • Public Programs

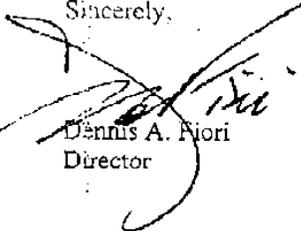
December 13, 2000

Dear Planning Commissioners:

The effort to create a Heritage Area in Baltimore City has my unqualified support. A Heritage Area will provide Baltimore's history resources the exposure and protection they require and deserve while increasing the economic benefit to the city. In addition a Heritage Area will provide incentives for developing cultural resources and increase civic pride.

I urge you to support the Baltimore City Heritage Area Management Plan.

Sincerely,



Dennis A. Fiori
Director

CONSTRUCTION

DEVELOPMENT

December 14, 2000

Peter E. Auchincloss, Chair
Baltimore City Planning Commission
Department of Planning
417 E. Fayette Street, 8th Floor
Baltimore, MD 21202

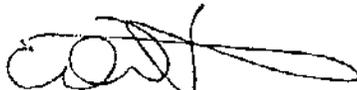
RE: Baltimore City Heritage Area Management Action Plan

Dear Commissioner Auchincloss,

I am writing in support of CHAP's Baltimore City Heritage Area (BCHA) Management Action Plan. Through adoption of the management plan, and certification by the State Authority, Baltimore can capture valuable capital project funding, state investment tax credits, Authority bond financing and technical assistance for use in protecting and promoting our city's heritage resources. I hope that you and the Planning Commission will choose to adopt the BCHA Management Action Plan into the City Comprehensive Master Plan.

I am also writing to applaud the efforts of CHAP, and Camay Murphy and James Bond, the BCHA steering committee co-chairs, in insuring that the development of the management plan was both thorough and inclusive.

Sincerely,



Carl W. Struever

cc: Kathleen Kotarba, CHAP

STRUEVER BROS. ECCLES & ROUSE, INC.

519 NORTH CHARLES STREET
BALTIMORE, MARYLAND 21201



T/410.332.1352
F/410.576.9021

FROM	NAME & TITLE	CHARLES C. GRAYES III, DIRECTOR <i>CCG</i>	CITY of BALTIMORE MEMO	
	AGENCY NAME & ADDRESS	DEPARTMENT OF PLANNING 417 EAST FAYETTE STREET, 8TH FLOOR		
	SUBJECT	BALTIMORE CITY HERITAGE MANAGEMENT PLAN		

DATE: December 15, 2000

TO

Ms. Kathleen Kotarba, Executive Director
 Commission for Historical and Architectural Preservation
 417 East Fayette Street, 10th floor

This is to inform you that on December 14, 2000, the Planning Commission approved the Baltimore City Heritage Management Plan as part of the City's Comprehensive Plan. A copy of the staff report is attached.

If you have any questions contact Susan Williams, Current Planning Division Manager, on (410) 396-5171.

CCG/SW/jh

Attachments

Ms. Laurie Schwartz, Mayor's Office
 Ms. Jeanne Hitchcock, Mayor's Office
 Ms. Ruth Louie, Mayor's Office
 Ms. Angela Gibson, Mayor's Office
 ✓ Mr. Jim Hall, Planning Department

DEC 12 3 2000

CITY OF BALTIMORE

MARTIN O'MALLEY, Mayor



DEPARTMENT OF RECREATION
AND PARKS

MARVIN F. BILLUPS, JR., Director
DR. RALPH W. E. JONES, JR. BUILDING
3001 East Drive - Druid Hill Park, Baltimore, Maryland 21217

December 14, 2000

Peter Auchincloss
Chairman
Baltimore City Planning Commission
417 E. Fayette Street 8th Floor
Baltimore, MD 21202

Dear Mr. Auchincloss:

Thank you for this opportunity to comment on the Baltimore City Heritage Area Management Action Plan. I understand that the Plan is scheduled to be considered by the Baltimore City Planning Commission for approval in order for Baltimore City to proceed with seeking Certified Status with the Maryland Heritage Areas Authority.

Although I became Director only recently and have not as yet had a chance to fully review the document, my staff has reviewed the plan and has recommended its approval to me. The plan recognizes a multitude of resources and opportunities that will support a vital heritage area initiative for the City of Baltimore. I am especially pleased that several of our major parks are included in the proposed Certified Plan area, a strong testament to the Olmsted influence on our park system and Baltimore's heritage.

Therefore, I support the concept of the Baltimore City Heritage Area Management Action Plan. Once I have had a chance to review the plan in its entirety, I expect to forward to you and the Baltimore City Commission for Historical and Architectural Preservation a formal letter of approval and support. Should you have any questions, please contact Michael J. Baker, Chief of Parks and a member of the Heritage Area Steering Committee, at 410-396-7931.

Sincerely,

Marvin F. Billups, Jr.
Director

MFB/MJB/mb

c: Laurie Schwartz, Deputy Mayor
David E. Scott, Deputy Mayor
Kathleen Kotarba, Executive Director, CHAP
Michael J. Baker, Chief of Parks

The development of the Baltimore City Heritage Area Management Plan has proceeded on a parallel and connected track with the development of the Comprehensive Plan. This action meets Goal Two in the Culture and Heritage chapter of draft PlanBaltimore! which states: "Maximize the economic potential of heritage tourism for Baltimore City and its residents and preserve Baltimore's cultural and heritage assets". The first Action Step listed within this goal states: "Complete a Baltimore City Heritage Area Management Plan and adopt it as part of the City comprehensive plan".

Adopting the Heritage Area Plan will be a major step in beginning to detail and implement Baltimore's Comprehensive Plan.

ANALYSIS

Developing boundaries was one of the major tasks of the City's steering committee. To focus the Heritage Area program, an area was created within the City of Baltimore that included almost all of the potential tourist destinations. This area included most of the old, inner third of the City, the City's major large parks, and several outlying stream valleys and historic suburbs. This area, which was presented in the original application to the State, was approved, and became the Recognized Heritage Area.

The State asked for a more concentrated area to be developed for this final plan. The original boundaries have been tightened to include only those areas with more dense tourist attractions. This new area includes most of the inner city parts from the original boundary and corridors along seven of the City's Gateways and Scenic Byways to link that central area to the City line and rest of the State. This planning area, once adopted by Planning Commission and the State, will become the Certified Heritage Area.

Within the boundaries of the Certified Heritage Area are another set of even more focused zones. The nine Target Investment Zones are specific priority areas within the Certified areas. These are the zones where the Heritage Area Management team will attempt to attract significant private investment.

The City has now completed the Heritage Plan and is asking for the Planning Commission to adopt it as part of the Comprehensive Plan so that it can then be approved at the State level and the benefits to the City's Heritage Tourism business can begin.

Heritage tourism is good business. Successfully preparing many parts of the City to attract and delight heritage tourists can help bring the restoration and renovation of many of Baltimore's most beautiful buildings, the stabilization of property values, an increase in public safety, and the addition of jobs within the nearby blocks and neighborhoods.

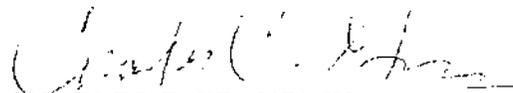
Heritage tourism has the potential to be big business. This year more than 13 million people, spending more than \$2.7 billion dollars, will have visited Baltimore for business and leisure travel. Heritage tourism is a growing part of the nation's tourism industry. Growing heritage tourism in Baltimore will help parts of the City beyond the Inner Harbor reap the economic benefits of tourism, help bring new tourists to the City, help

Baltimore attract repeat tourists, and help lengthen the stay of tourists who now only visit the Inner Harbor.

This plan details the steps needed to build this business city-wide.

The Plan proposes a whole series of Heritage Area-Wide goals and action steps. A small management team will be created to continue to expand the collaboration among the stakeholders that was begun in the process of developing the Plan. With the Planning Commission adoption of this Plan "as part of the City's Comprehensive Plan", the Maryland Heritage Areas Authority will be able to certify Baltimore's Heritage Plan. This certification will allow Heritage Tourism projects within the Heritage Area to receive significant tax benefits and to apply for State grants to help implement the recommendations set forth in the Plan.

With the adoption of this plan and the creation of a management entity within City government, the building of coalitions among tourist attractions will continue; more of Baltimore's best old buildings will be renovated and restored; and State funds and tax credits will be available to leverage local and private dollars needed to attract and retain the Heritage tourist and the dollars they will bring with them into the City.



CHARLES C. GRAVES III

Director

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