



Maryland Department of Transportation
The Secretary's Office

Martin O'Malley
Governor

Anthony G. Brown
Lt. Governor

John D. Porcari
Secretary

Beverley K. Swaim-Staley
Deputy Secretary

November 15, 2007

The Honorable Ulysses Currie
Chairman, Senate Budget & Taxation Committee
3W Miller Senate Building
Annapolis MD 21401-1991

The Honorable Norman Conway
Chairman, House Appropriations Committee
121 Lowe House Office Building
Annapolis MD 21401-1991

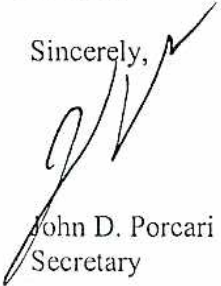
Dear Chairmen:

Attached is a report concerning *The Redevelopment of State Center in Baltimore City* as required in the 2007 Joint Chairmen's Report (JCR), page 74. The language states:

"The committees request that the Maryland Department of Transportation (MDOT), working with the Department of General Services (DGS), submit a report that explains the short- and long-term plan for the redevelopment of State Center in Baltimore City. The report should include information regarding the future ownership of the State Center complex, the State agencies that will be impacted by the redevelopment of State Center and how they will be impacted, estimated redevelopment and other ancillary costs to the State for the proposed redevelopment, and an assessment of the impact that this proposed redevelopment project will have on Baltimore City and State operations in general. The report shall also discuss what impact delaying construction of the current State lab will have on the development of State Center. The report shall be submitted to the committees by November 17, 2007.

If you have additional questions or concerns, please do not hesitate to contact Mr. Christopher Patusky, Director, Office of Real Estate at 410-865-1236. Of course, you should always feel free to contact me directly.

Sincerely,


John D. Porcari
Secretary

Attachment

cc: Mr. Michael Gaines, Assistant Secretary of Real Estate, Maryland Department of General Services
Mr. Christopher Patusky, Director, Office of Real Estate, Maryland Department of Transportation

My telephone number is 410-865-1000
Toll Free Number 1-888-713-1414 TTY Users Call Via MD Relay
7201 Corporate Center Drive, Hanover, Maryland 21076

The Honorable Ulysses Currie
The Honorable Norman Conway
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bcc: Ms. Sarah Albert, Library Associate, Mandated State Agency Reports, Library
& Information Services Division, Department of Legislative Services (MSAR#2418)
(5 copies)
Mr. Joe Bryce, Chief Legislative Officer, Governor's Legislative Office
Mr. Jack Cahalan, Director, Office of Public Affairs, Maryland Department of
Transportation
Mr. Ned Cheston, Committee Staff, Senate Budget and Taxation Committee
Ms. Jaelyn Dixon, Legislative Analyst, Office of Policy Analysis, Department
of Legislative Services
Mr. Martin L. Harris, State Legislative Officer, Maryland Department of Transportation
Mr. Kevin Hughes, Deputy Director, Governor's Legislative Office
Ms. Kristen Jones, Chief of Staff, Speaker's Office, Maryland General Assembly
Mr. Jon Martin, Legislative Analyst, Department of Legislative Services
Ms. Elizabeth Moss, Committee Staff, House Appropriations Committee
Mr. Jim Peiffer, Office of Real Estate, Maryland Department of Transportation
Mr. Gary Smith, Budget Manager, Office of Finance, Maryland Department of
Transportation
Ms. Beverley Swaim-Staley, Deputy Secretary, Maryland Department of Transportation
Mr. Aaron Szopinski, Budget Analyst, Department of Budget and Management

A Report to the Maryland General Assembly

Senate Budget & Taxation Committee

and

House Appropriations Committee

regarding

“The Redevelopment of State Center in Baltimore City”
(2007 JCR, Page 74)

The Maryland Department of Transportation

November 2007

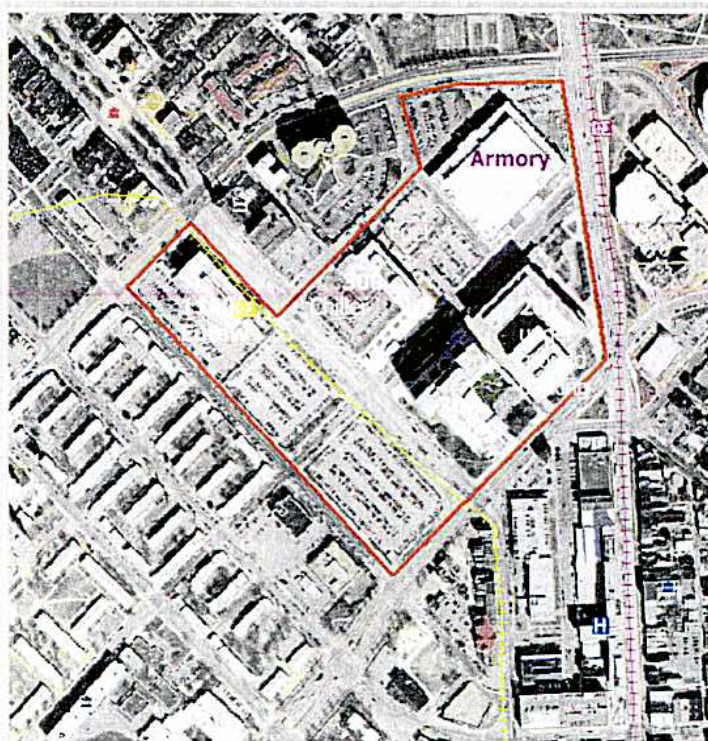
The Redevelopment of State Center in Baltimore City 2007 Joint Chairmen's Report, Page 74

This report was prepared in response to language contained on page 74 of the 2007 Joint Chairmen's Report. Specifically, the language directs that:

"The committees request that the Maryland Department of Transportation (MDOT), working with the Department of General Services (DGS), submit a report that explains the short- and long-term plan for the redevelopment of State Center in Baltimore City. The report should include information regarding the future ownership of the State Center complex, the State agencies that will be impacted by the redevelopment of State Center and how they will be impacted, estimated redevelopment and other ancillary costs to the State for the proposed redevelopment, and an assessment of the impact that this proposed redevelopment project will have on Baltimore City and State operations in general. The report shall also discuss what impact delaying construction of the current State lab will have on the development of State Center."

Introduction

"State Center" refers to an area in mid-town Baltimore City generally bordering Preston Street that includes four buildings which house a large number of State Agencies and employees. The State Center complex is the largest concentration of State government offices in Maryland, and it is comprised of approximately 25 acres of land around the *State Center/Cultural Center* Metro Station and across the street from the *Cultural Center* Light Rail Station. The site is surrounded by Martin Luther King, Jr. Boulevard, Howard Street, Hoffman Street and Madison Avenue. The complex has 4 mid-to-high rise State office buildings including: 201 West Preston Street; 300 West Preston Street; 301 West Preston Street; and, 1100 North Eutaw Street.



A 650-space parking structure, a chiller plant, and three surface parking areas occupy 5 of the 25 acres. In addition, the State is interested in the redevelopment of the historic 5th Regiment Armory building at the corner of Howard and Preston Streets, after it is vacated by the National Guard, its current occupant. The 5th Regiment Armory is listed on the National Registry of Historic Places.

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This area has been the subject of a cooperative effort between the State and the City of Baltimore to assess opportunities to revitalize the State's office complex through greater use of transit oriented development (TOD). These TOD principles include: development that is physically and functionally integrated with transit; that reduce auto dependency; increase pedestrian/bicycle trips; foster safer station areas; enhance walkable connections to transit stations; provide mixed-use development, including housing and convenience goods and services; offer attractive public spaces; promote and enhance ridership; and encourage revitalization and sound growth.

The State also seeks to ensure that the resulting development reflects a commitment to the following values:

- Affordable Housing
- Green Design
- Senior Friendly Design
- Historic Preservation and Appropriate Design
- Support of Creative Arts and Culture

A significant goal is the integration of the State Center development program with other redevelopment efforts at the adjacent McCulloh Homes and Maryland General Hospital, as well as other nearby properties owned by other institutions and private owners.

MDOT in partnership with the State of Maryland's Department of Planning (MDP), Department of General Services (DGS) and Baltimore City commissioned a comprehensive visioning and planning initiative to review the potential for a Transit-Oriented Development (TOD) centered on the existing State-owned property adjacent to the State Center Metro station in Baltimore.

In December 2004, the consultant team began by reviewing the planning area, detailing site characteristics and market conditions. At the same time, the consultant team and partners (MDOT, DGS, MDP & Baltimore City agencies) initiated a comprehensive community input process including individual and group stakeholder meetings. The initial analysis and background information served as the foundation for a five-day charrette process. At the charrette, community leaders, area stakeholders and government officials worked with the consultant team to craft alternative development concepts.

The consultant's development recommendations at the end of the five-day planning charrette included more than 3,000 new housing units (53 percent for-sale and 47 percent rental); approximately 1.2 million square feet of office/institutional space; 500,000 square feet of retail/entertainment space and a 200-room hotel. In response to community interest the retail space incorporated a 60,000 square foot grocery store. Based on shared parking arrangements, the TOD strategy projects the creation of more than 5,000 parking spaces with a mixture of structure, tuck-under, surface and street parking spaces.

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The draft *State Center Transit Oriented Development Strategy* provides a framework for disposition of State-owned properties and promotion of TOD in the corridor between Penn Station and Pennsylvania Avenue. The *State Center Transit Oriented Development Strategy* sets forth a vision that through new TOD at State Center and nearby properties the existing cultural and educational institutions of the Cultural Center can be enhanced and the area diversified so that it becomes one of the City's most attractive arts, entertainment, retail and residential districts. This newly vibrant area would serve to reconnect and reenergize some of the City's most diverse and historically significant communities and resources.

At the completion of the visioning process, the area's neighborhood associations formed the State Center Neighborhood Alliance. The Alliance includes representatives from the following neighborhood groups: Bolton Hill, Madison Park, Marble Hill, McCulloh Homes, Mount Vernon, Seton Hill and Upton. The Alliance meets on a monthly basis to discuss issues related to the State-Center redevelopment and area wide concerns.

Selection of a Master Development Team

Based on the *Strategy* and significant community input, the Maryland Department of General Services (DGS), in association with the Maryland Department of Transportation (MDOT) and the Maryland Department of Planning (MDP), and in collaboration with the City of Baltimore and neighborhood stakeholders, sought an experienced Master Developer of mixed-use projects for the redevelopment of underutilized State Center properties in accordance with principles of Transit Oriented Development. A Request for Qualifications (RFQ) was used to solicit and select a Master Developer who is capable of comprehensive redevelopment of State-owned properties in the State office complex known as "State Center" in the heart of Baltimore's Cultural District. The term "Master Developer" signified a development entity or entities with the capacity and demonstrated experience to acquire the State-owned properties and successfully handle all aspects of the development process, including planning, community involvement, design, negotiation of public/private partnerships, structuring of private and public financing sources, construction, sales and leasing, and ongoing management.

An Evaluation Panel consisting of representatives from more than seven area neighborhoods, local stakeholders, third party observers, city agencies and elected officials unanimously recommended the selection of the "State Center Partnership" development team. This is a very large team headed by Struever Brothers, Eccles, and Rouse (SBER).

SBER has partnered with McCormack, Baron, Salazar (MBS) and Doracon Development/Pennrose Companies to draw on the complementary expertise of each firm. Baltimore-based SBER is nationally recognized for innovative urban, mixed-use redevelopment projects. St. Louis-based MBS has completed three TODs in the last six years, and it is a leader in developing economically integrated communities. Doracon Development is one of the fastest growing contracting firms in Baltimore and Pennrose Companies, a regional developer with a substantial Maryland presence. These developers bring more than 85 years of combined experience in creative financing, thoughtful urban design, and aggressive community and

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stakeholder engagement. The partnership offers the State a team with coast to coast TOD experience and many credentials in creative public/private financing; urban office, retail, and commercial development; high quality mixed income and senior housing; historic preservation and adaptive reuse; "green" sustainable design; community and stakeholder engagement; and minority and women-owned business participation.

Project Status

A Plan and a Development Program have not yet been created for State Center. The State Center TOD project is undergoing a number of pre-development planning activities and developer's due diligence on the complex. The Maryland Department of General Services (DGS) is supervising the development team's activities, including: due diligence on-site, interaction with neighborhood representatives, and planning for a consensus redevelopment program (CityScaping). The State and the development team have also agreed on a structure of agreements that will govern the public/private partnership through the redevelopment planning of State Center.

On June 20, 2007, the Maryland Board of Public Works approved a Memorandum of Understanding (MOU) between the State of Maryland and the development team. It provides for:

1. An exclusive negotiating privilege
2. A \$100,000 performance deposit by State Center LLC
3. Insurance required of the developer during due diligence
4. Indemnification of the State
5. Creation of a community planning process.
6. Promises of cooperation and confidentiality.

The MOU will be in force for a period of 120 days. At the end of the 120 days, the State and State Center LLC intend to enter into an Interim Development Agreement (IDA) that will establish project responsibilities and milestones leading to a Master Development Agreement (MDA). The IDA will last for a period of 1 year and will be subsumed by the MDA.

Due Diligence

The MDOT, DGS and State Center LLC have directed a number of studies to build a greater understanding of the site's opportunities and constraints. This work includes:

1. A comprehensive **title review** of the properties in State Center.
2. A survey of existing **building conditions**.
3. Phase I **Environmental** Assessment.
4. Preliminary **geotechnical** investigation.
5. Boundary and **topographic** surveys.
6. **Utility** and engineering surveys.
7. A survey of existing traffic and **transportation** issues.
8. State **office space** utilization and best practices on space requirements.

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All reports described above will be available on the State Center website,
<http://www.statecenter.org>.

"CityScaping"

The development team and the State have been participating in a planning process that engages nearby residents, State employees and other stakeholders in community-driven collaborative planning that the team has named "CityScaping." The process that began in May 2007 and is scheduled to run through the spring of 2008 was designed to maximize stakeholder input and to create a thoroughly conceived and executable development plan. To date, more than 150 residents and stakeholders have participated in the process. A timeline of CityScaping and the development plan for the first building is displayed in **Exhibit 1**. CityScaping is a five-stage process that is described below.

Stage 1: Plan the Plan

The goal of the first stage known as "Plan the Plan" is for the development team and the community to define and agree to the following concepts: Process, Schedule, Core Values, Participating Stakeholders and Deliverables. It is the expectation that these sessions prepared neighborhood residents and other stakeholders for future sessions that required more hands-on participation.

Stage 2: Educate

The second stage was established so that project stakeholders can exchange key pieces of information with one another that will inform future planning phases. Public, private, and community partners taught and learned from each other about the buildings, people and environment that currently exist at State Center and adjoining areas. Sessions featured presentations on the history and context of the area, existing physical conditions, social concerns and market and stakeholder needs.

Stage 3: Vision

The first two stages were designed to provide basic information and context for the planning process so that residents and other stakeholders would get the most out of the third stage known as "Vision." In this stage, the development team and its consultants facilitated a collaborative, hands-on, working sessions during which residents and stakeholders participated in brainstorming exercises to identify what the redeveloped Stat Center could be. During these sessions, the development team shared national best practices from comparable redevelopment efforts, and encouraged participants to contribute big ideas, discuss their hopes and fears and engage in out-of-the-box thinking. All input was documented, see **Exhibit 2**.

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Stage 4: Plan

With the ideas collected in the Vision sessions, the development team will create a conceptual design that embodies what the redeveloped State Center could be. The development team will narrow and focus all of the ideas into a series of tests and models and begin to evaluate what is possible. These test fits and models will eventually be condensed into a series of visual schemes and written documents. The development team will present these alternatives to the residents and stakeholders with multiple opportunities for feedback.

Stage 5: Deliverables

After completing the Plan stage, the development team will create the final deliverables that will reflect the work of the previous stages. The development team envisions two distinct deliverables, a Planned Unit Development (PUD) proposal and a Human Capital Plan. The PUD will describe proposed land uses and will include preliminary site and building designs as well as written narratives. The development team's goal is to complete the PUD in February 2008 so that it can be submitted to Baltimore City Council later that year. The development team will also create a Human Capital Plan that will detail the social service and people-centered programming to be included in the redevelopment effort. The Plan will identify needed resources and an implementation program.

JOINT CHAIRMEN'S REPORT ISSUES

What will be the future ownership of State Center?

The ownership of the State Center complex has not been determined at this time. According to the timetable in the Interim Development Agreement, the determination of ownership will be made by January 2009.

However, the State expects that it will include a combination of public and private ownership of property at least to the extent that there will be a mix of public and private uses in the complex. Both the State and the development team are undertaking studies to inform the creation of a development program that will define the mix.

Which State Agencies will be impacted and how will they be impacted?

The project has not reached the point where it could identify specific State Agencies that will be impacted. However, it is expected that those agencies currently occupying office space in the complex would continue to do so. Currently, 14 Agencies lease space in the complex. It is possible that additional Agencies in the general vicinity of State Center might relocate into the complex.

The impact on State Agencies will result from the renovation of existing space in the complex or the provision of offices in new buildings. In either scenario, the office environment will be modernized into a more efficient use of office space and facilities in general. The

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management of facilities will also be provided more consistently than general funded agencies can provide. In addition, there will be many more on-site amenities including restaurants, retail and recreational opportunities.

TOD results in a mix of land uses whose operation activates a neighborhood for a longer period of time than a "9 to 5" office environment. As it impacts State employees, TOD generates two other benefits of note. First, since more life is introduced into the complex, it fosters a safer environment. TOD emphasizes the pedestrian and this TOD will redefine this realm. Currently the complex (and its employees) is isolated by the unfriendly street network that the development plan will address.

What are the estimated redevelopment and other ancillary costs to the State for the proposed redevelopment?

The costs to the State are unknown until a Plan and a Development Program are completed. However, the following assumptions about the incidence of redevelopment costs will generally be true.

- The costs of private land uses will solely be the responsibility of the development team.
- The costs of renovation or the provision of new space for State uses may in part be secured by State leases. Lease terms will be dictated by the State's needs, the Baltimore office market and construction costs.
- For some building(s), the State may decide to retain ownership and the redevelopment cost will be the responsibility of the State.
- It is expected that infrastructure improvements will be supported by innovative financing such as Tax Increment Financing.

What is the impact of the redevelopment on Baltimore City and State operations?

The first impact will be on the neighborhoods surrounding the State Center complex. The project has been characterized by a large amount of community interaction. Neighborhood representatives have participated in all activities from the development of the draft Transit Oriented Development Strategy to the selection of the development team and now CityScaping. The planning methodology includes individual neighborhood input as well as a larger Neighborhood Alliance with representatives from all neighborhoods.

The collection and management of information between the development team and the residents and stakeholders is critically important. The development team has created an interactive web portal to distribute and collect information, <http://www.statecenter.org>. For

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people without access to a personal or office computer, the development team is working to set up an information station in State Center. The station will include a computer terminal as well as hard copies of relevant documents.

The second impact to the City is fiscal. It has not been determined until the development program is approved, but major improvements on land previously owned by the State will increase the City's tax base. For example, the City stands to receive a major annual increase in net new personal and real property taxes.

The major impact to State operations will be modernized facilities as described above. Once the roster of State Agencies is known in 2009, it will be possible to describe the impact to State operations more specifically.

What will be the impact of delaying construction of the current State lab on the development of State Center?

Delaying the construction of a new laboratory facility will have a major impact on the development of State Center. Complex mixed use developments like State Center require long lead times to plan, permit and build. The groundbreaking for the first building is estimated to be in 2009 with delivery in 2011. A new or renovated building is expected to be started each year after 2009.

The future of the lab tower in 201 West Preston Street affects the entire northeastern quadrant (approximately 25%) of the site. This part of State Center is a likely site for substantial community retail and affordable housing products. Both elements are key to the around-the-clock success of State Center.

CONCLUSION

This report outlines the progress of the State Center Redevelopment Project to date. It provides extensive information on the community planning process termed "CityScaping," and it briefly describes due diligence activities of the State and the development team. Finally, it discusses the progression of legal agreements that the Project requires and that will be presented to the Maryland Board of Public Works.

The next steps for the Project include the following items:

Execution of an Interim Development Agreement that will supercede the current Memorandum of Understanding between the State and the development team. Projected completion: February 2008.

Implementation of the "Plan" and "Deliverables" phases of "CityScaping." Projected completion of the Preliminary Development Plan: March 2008; Projected completion of "Deliverables:" December 2008.

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Continue site investigations and building assessments. Projected completion: December 2008.

Design of the first development phase of Stat Center. Projected completion: December 2008.

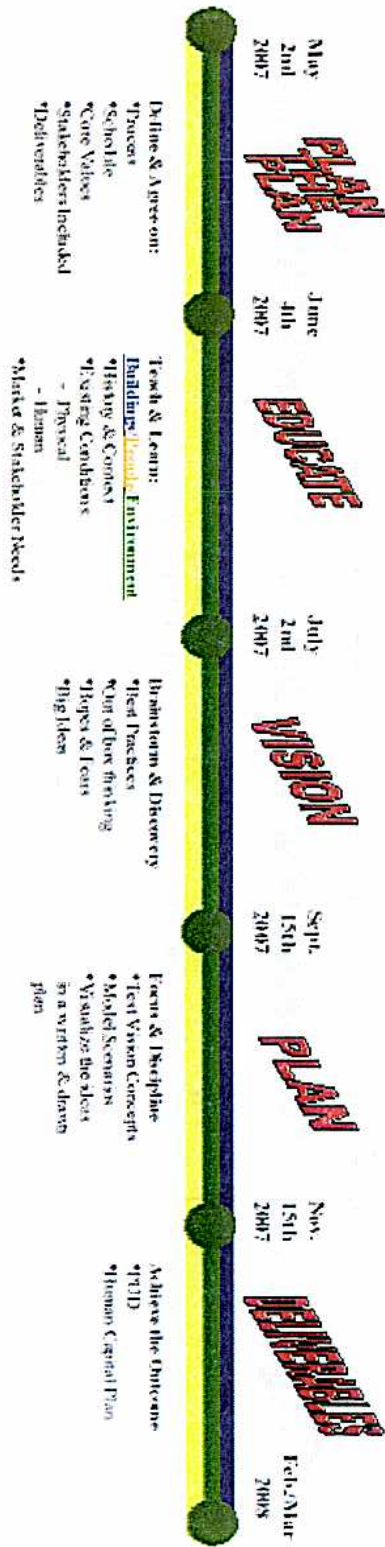
Execution of a Master Development Agreement. Projected completion: January 2009.

As the project reaches the next levels of design, DGS/MDOT will be able to provide the Committees with correspondingly more detailed information on the Project impacts to the State, State Center Agencies, and the City of Baltimore.

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Exhibit 1: CityScaping Timelines

CityScaping: Process & Schedule



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Exhibit 2: State Center Vision Comments

Ideas Shared during CityScaping

Plan the Plan: May 2nd Meeting

- Need handouts
- Direct mail for greater attendance
- Fliers distributed that says/describes what is going on
- Keep language resident friendly
- State to clarify their expectations
- Be clear about plan going forward and important dates agreed upon
- Communicate multiple ways - multiple times - don't leave people behind

Plan the Plan: May 8th Meeting

- Look at opportunities to have meeting in another place and at another time to get more residents to come - no one should be left out
- Be specific about meeting expectations for the CityScaping work so that participants understand requirements
- Set specific goals for each stated "Core Value" so there are concrete measurements for success
- Have meetings in spaces that encourages everyone to participate
Places that are set up with tables is a better format than an auditorium
- Let people know that these meetings are interactive. It will get more people to come if they know they have work to do
- Have an assessment sheet so more people will give feedback
- Bring and aerial photograph to the meetings for reference
- Keep up the multiple meetings. It gives a way for more people to participate at each stage of the process
- Call neighborhood leaders to get information out on web sites or ask for help to get people to come
- Put State Center Web Site on hand outs at meetings
- It is good to have a clear objective and agenda for the meetings so we stay on track and make progress. It makes for a better use of everyone's time

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Plan the Plan: May 23rd Meeting

- Clarity on meeting minutes documentation & process for recording changes
For ex: Chris Shea comments about McCulloh Homes not recorded
- HCD is critical stakeholder. Make sure to invite Housing Authority to meeting to report on McCulloh. Consistently missing Housing Authority representation.
- Can McCulloh be specific about needs and their vision?
- Have another Meeting later at night so that commuters can participate in CityScaping
- Give context for work completed to date so people understand how prior work fits into current schedule/plan
- There may be a need to revisit individual meetings with community groups
- "Educate" done in June might be too short - we may need more time.
- Better to complete the Phase than to stick to the schedule. Don't rush through- be thorough.
- Stakeholders need to be clear about their needs
- Stay focused on State Center so that progress can be made.
- CityScaping is better described as a spiralling process - not a straight line it is messy - back & forth w/people, thoughts & ideas.
- Put copy of Educate package in Library or some community place for access.
- Send out summary package for "Educate" prior to first "Educate" meeting.
- Need strong facilitation scribe & information manager. One person can't do whole presentation - its too much runing back & forth.
- Concern about final building plan providing access to everyone (incl. physically impaired)
- Consider spillover benefits in the planning process to other communities
- Should McCulloh have a resident initiated separate process?
- Want a deliverable (MOU) that clarifies the community benefit return as being a key stakeholder

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Plan the Plan: June 2nd meeting

- Landlords should participate. Reach out effort should include them as well
- State Center JV is invited to present at the June 20th - McCulloh Tenant Council Mtg. 3 - 5 pm
- Gaining the maximum input (involvement) from the community is more important than sticking to the timeline
- Concern that there might not be enough time for "Plan" stage of CityScaping Schedule needs to remain flexible to adjust as appropriate
- An interest that the approval process for each building's development be similar to the CityScaping process in that it engages the stakeholders and sticks to the Public/Private/Community Partnership core values
- Feedback mechanism needs to be dynamic, SBER/Doracon/MBS need to be clear about about what we are doing at each stage of CityScaping so people can get interested and get involved - so that they don't miss out on their opportunity to contribute
- Might be helpful to coordinate a mass mailing to the Alliance neighborhood to increase participation even more

Educate: June 18th meeting

- Notify neighborhoods about upcoming CityScaping meetings earlier so people have time to plan. Don't count solely on email as a way to get the word out. Use fliers and regular mail for those people who do not have email address.
- More information is needed on current issues around neighborhood "safety" to inform the "Educate" stage of CityScaping
- Parking requirements should be planned with better mass transit in place hopefully reducing overall parking demand
- Need to investigate deeper into African American heritage to consider future memorial or opportunity for celebration.
- Important to consider how sight lines from previous street grid could be brought back in future plan.
- Important to reestablish pedestrian connection that were lost when State Center was developed.
- Many pedestrian connections around McCulloh Homes were identified as Red zones. Team should consult with Housing Authority to see how to improve street experience and how to better integrate McCulloh Homes into the Community
- Team needs to describe what the affordable housing ranges are so that McCulloh can

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understand if any units are being built potentially for them.

- Educate session illustrate how State Center is an island in the middle of many disconnected communities. The existing pockets of communities need to be connected in the future plan for State Center.
- Educate session also showed that State Center has great proximity to high amenity areas and beautiful neighborhoods/architecture. State Center is centralized to many key points - cultural, educational, historical, transit, diverse neighborhoods, Pennsylvania Avenue.
- Sentiment was shared that the current architecture on site is a "downer".
- The notion of environmentally friendly materials and people friendly environments was introduced.
- A future step needs to include a clear articulation of the desired effects on safety and crime that the redeveloped State Center will achieve.
- An idea was raised about finding out more on institutions & community policing systems - current practices in other areas shared and ideas for State Center formulated.
- Ideas were shared on the possibilities of installing lighting-cameras to help increase safety in area.
- Site is seen as a "concrete ghost town" currently. It is intimidating, daunting. A "concrete jungle". A forlorn & forgotten place. A misplaced site.
- There was an interest by many that they would like to see State Center look like the past with better connectivity & street life.
- An idea about having open markets was offered up.
- A desire to have continuity in streetscaping: lighting, etc. from State Center into the neighborhoods to create a sense of seamless connectivity.
- Need to identify cultural icons as part of "Educate" stage.
- A goal was articulated of wanting to aesthetically and physically integrate key destinations for better continuity within and around the site.
- There was a desire expressed for State Center to create ways to stimulate entrepreneurship and not just "jobs".
- A question was raised as to whether or not there will be private offices in with the State offices.

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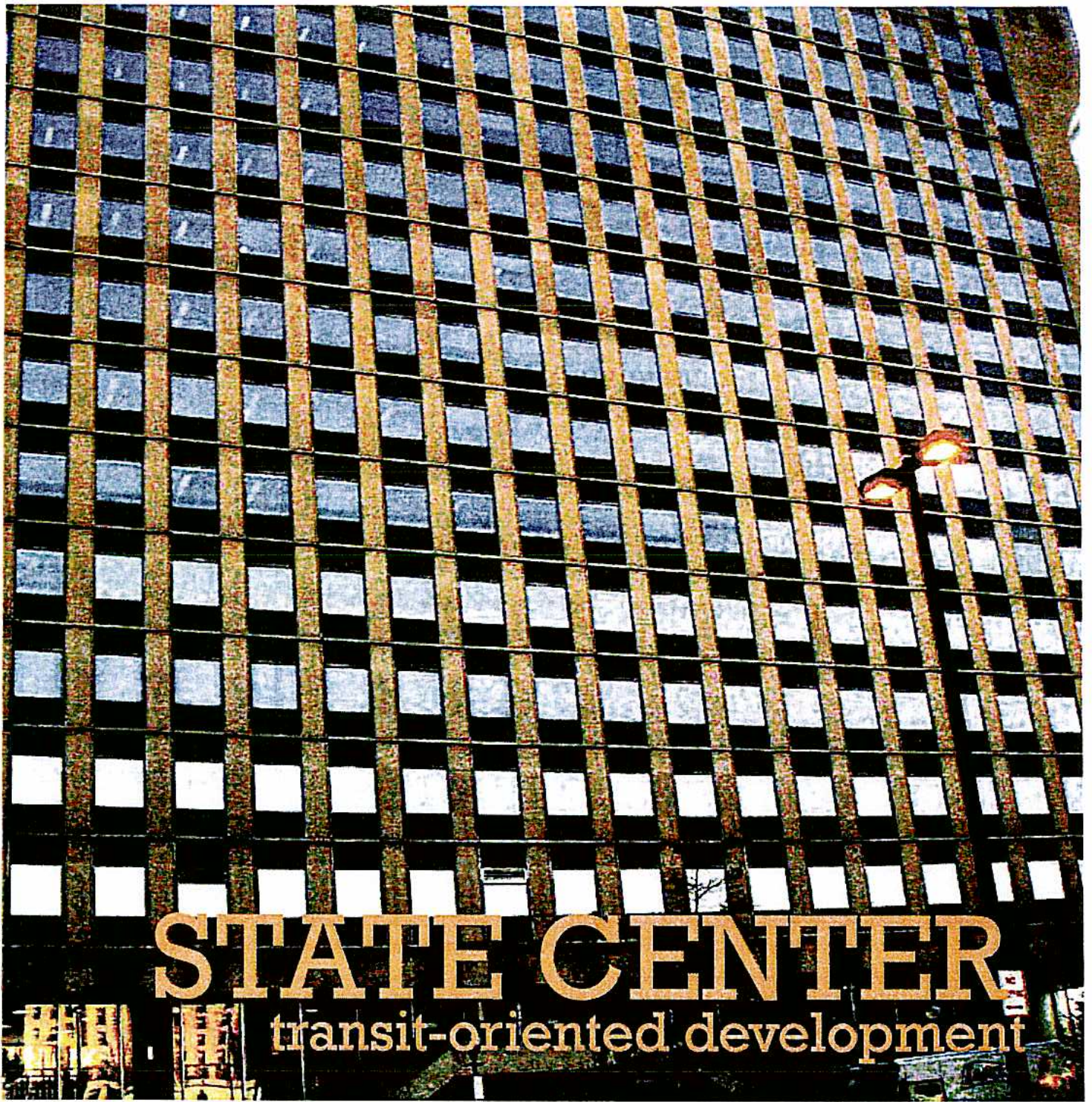
- A comment was made - "Where's the sizzle?" to make sure the future plans create the market attraction needed for the whole development plan to gain momentum and come together.
- Ideas were expressed to preserve and create green space - and make area inviting to pedestrians and easy to walk to and around
- Find out more about existing businesses that can grow with State Center & have a local business emphasis in the future plan.
- Need examination of how and why neighborhoods/streets worked the way they did and how we can reuse existing infrastructure for future plan.
- Connection from State Center to south. Pedestrian access is a major challenge
- Question of intent of charts - are they unfairly pointing out statistics on lower income neighborhoods?
- A strong request was made to post calendar of tentative CityScaping dates from now until October

Educate: June 19th meeting

- Thought was raised that 301 W. Preston: may qualify for national registry - international style. This needs further research.
- An idea was raised to maintain Eutaw Place: maintain as an "extruded square". Minimize additional public transit and maintaining integrity.
- The "Green belt" was mentioned: It extends from Druid Hill Park to Mt. Vernon. Can this Urban Forest possibly pass through SC? This idea needs further exploration.
- Retention of state jobs in the City is an important concept. The State's commitment to keep jobs at State Center is important to the community.
- Don't lose the community in this process - keep them engaged.
- State Center: uninviting presently. An empty & unsafe place.
- Commercial opportunity: Hospital and hospice possibilities should be thought about.
- Crossing MLK from the south is unsafe. Needs a safe haven
- State Center is the break, no man's land, between neighborhoods
- Would like to integrate the old grid to reconnect neighborhoods
- 201 Preston: Blocks Mt. Vernon from State Center
- Crossing Howard Street is daunting. Needs to be more pedestrian friendly

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- Statistics: Broad socioeconomic differences. Concern for types of uses and how statistics will be used to inform the plan and program
- Howard St: light rail connection to State Center is bad. Needs to be changed.
- Need to document pedestrian circulation patterns, especially peak hour patterns

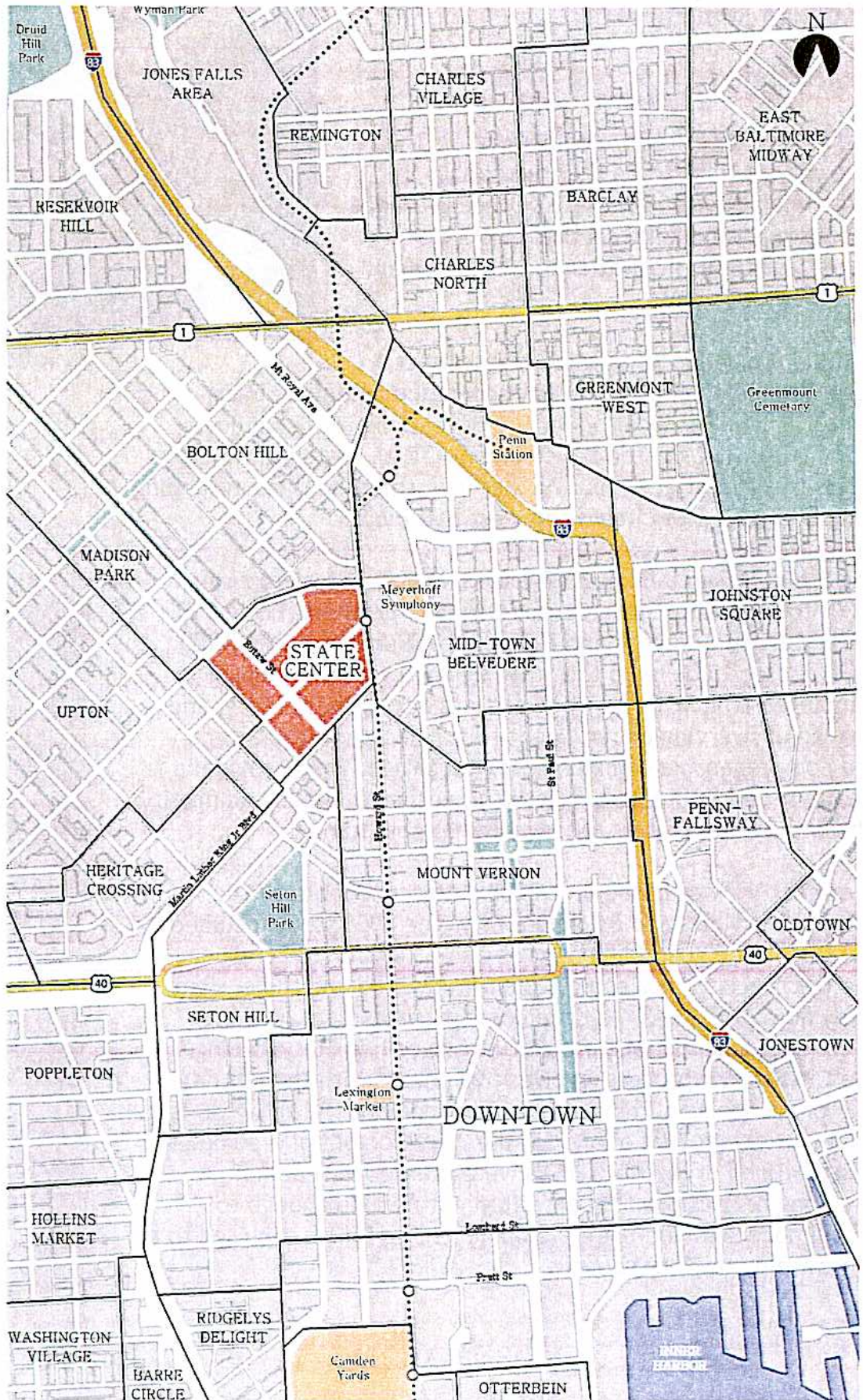


Visioning Documentation

DRAFT OCTOBER 17, 2007

prepared by
Design Collective, Inc. & Urban Strategies, Inc.

State Center Context Map



STATE CENTER

State Center - Cityscaping

Visioning Documentation

Visioning Summary

Introduction

The State Center redevelopment offers the rare chance to build on the tremendous economic power of the State's office presence in Baltimore and knit together existing transit, cultural, institutional, university, and neighborhood assets.



Site photograph from maps.live.com

With its proximity to downtown and direct access to local and regional transportation networks, State Center is an ideal location for the development of a uniquely vibrant Transit Oriented Development (TOD). State Center also offers the potential to spur further investment in the surrounding neighborhoods of Midtown and West Baltimore.

The State of Maryland in 2006 issued a Request for Proposals (RFP) to redevelop State Center. Struever Brothers, Eccles, & Rouse (SBER), Doracon, and McCormack, Baron, Salazar (MBS) were chosen to develop the State Center project. "Having completed infill TODs in urban settings across the country, and with an unwavering commitment to stakeholder engagement and comprehensive community revitalization, The Partnership is ideally suited to create a successful, authentic urban community where the State Center office buildings now stand.



The current 28 acre site is highlighted in yellow.

The 2006 RFP was based on a 2005 study conducted by the State of Maryland and Baltimore City. The 2005 study included 110 acres. The 2006 RFP however was issued for 28 acres. The discrepancy between the 2005 study area and the current study area prompted the development team, state, and city to conduct a new public process we are calling "CityScaping." The CityScaping process involves five phases with the ultimate goal of producing a Planned Unit Development (PUD). A PUD is a legal framework that allows for the development of a complete neighborhood or district. PUD's were created in reaction to zoning regulations that are often not flexible enough to accommodate mixed-use development. The PUD is required to be approved by the city council.



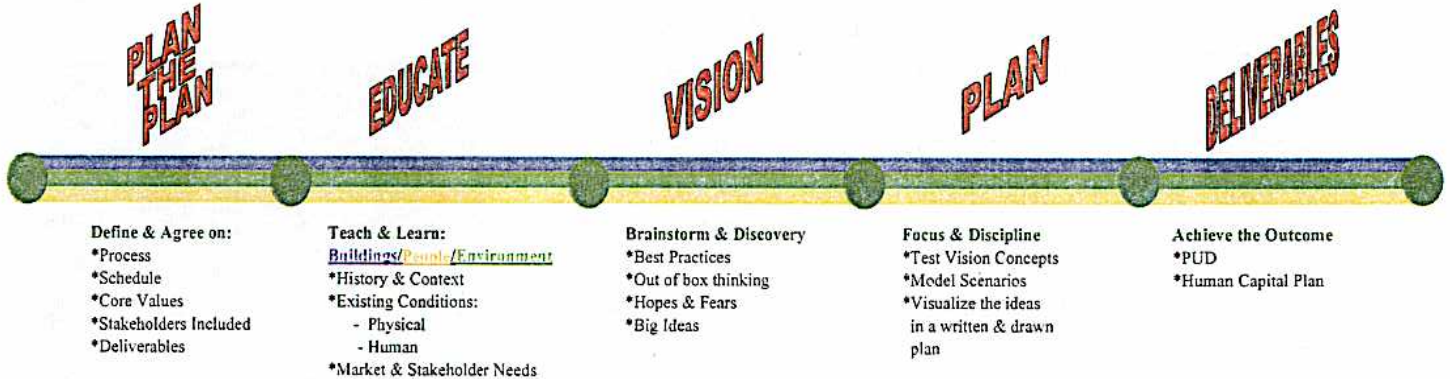
The 2005 110 acre Study Area is highlighted in yellow.

CityScaping



Education Session on June 19, 2007

CityScaping began with the “Plan the Plan” phase. This phase consisted of 4 public meetings and was meant to engage the stakeholders in the CityScaping process. The team presented the CityScaping schedule and process for review and comments. Feedback from the meetings was used to adjust the schedule and to accommodate additional stakeholders. The Educate phase of CityScaping consisted of 3 public meetings. The goal of the Educate meetings was to present the goals of the stakeholders as well as the history and existing conditions of the site.



CityScaping Schedule

The Visioning Phase

Stakeholders List

Neighborhood Alliance

Bolton Hill
 Charles North
 Belvedere
 Mt. Vernon
 Seton Hill
 Heritage Crossing
 McCulloh Homes/Spencer Gardens
 Upton
 Madison Park

Surrounding Institutions

MICA
 UMB
 Maryland General

Government

State Government
 City Government

Development Team

Struever Brothers, Eccles, & Rouse
 McCormack Baron Salazar
 Doracon

Design Team

Design Collective, Inc.
 Urban Strategies
 Gladding Jackson Kercher Anglin

The goal of the Visioning Phase was to define objectives & brainstorm ideas to inform the vision for the State Center TOD. This phase consisted of 3 Visioning sessions: August 25, 2007; September 8, 2007; and September 27, 2007. Secretary Collins of The Maryland Department of General Services (DGS) opened the Visioning phase. He extended a welcome to the community and encouraged everyone to think creatively. Secretary Collins reiterated the State’s objective to capitalize on the public investment in mass transit. He restated the state’s goal; to create a more sustainable and economically viable community that would knit together the urban fabric that had been torn apart by urban renewal.

The three Visioning sessions had a total of approximately 100 people. Attendees included residents of Bolton Hill, McCulloh Homes/Spencer Gardens, Charles North, Heritage Crossing, Madison Park, Marble Hill, Mount Vernon, Seton Hill, Druid Heights, Hamilton, Harlem Park and Upton. State Center employees from the Department of Health and Mental Hygiene (DHMH), Department of General Services (DGS), the Fifth Regiment Armory and Maryland Department of Planning (MDP) also attended the meetings. There were participants from SWIA, DHCD, BCPSS and University of Baltimore. Verna Jones, the State

Senator from the 44th district took part in the Visioning sessions. Representatives from the Baltimore City Planning Department, the Attorney General's office, the Baltimore City Police Department, Maryland Department of Transportation, Baltimore Housing and Baltimore Development Corporation attended sessions as well.

Representatives from SBER, Doracon, and MBS attended all the meetings and participated in the Visioning exercise. The development team fielded questions from concerned citizens and recapped the CityScaping process. They stressed the team's values of shared prosperity, diversity, inclusion, and transparency.

The design team, consisting of Design Collective (DCI), Urban Strategies (US), & Glatting Jackson Kercher Anglin (GJKA), presented smart growth & TOD objectives, good urban design practices, human capital objectives, and traffic and transportation opportunities. The visioning slide presentation illustrated the potential of the State Center site through case studies, diagrams, and images of best practices. The goal of the presentation was to foster creative by helping the stakeholders to envision a transformed State Center.

Once the presentation was complete, the visioning began. The participants worked in groups of 6-8 people. A facilitator joined each table to ensure that everyone was heard and to foster conversation. The participants were encouraged to discuss their hopes, fears, and dreams. The table discussions were documented with notes & maps. Each table receive a packet that included icon cards, markers, stickers, pens, and a list of ice-breaker questions. The participants were encouraged to use the tools provided to articulate their vision for State Center. At the end of the table session, each table chose a person to present their discussion to the entire gathering. An exit questionnaire provided the participants with another opportunity to communicate their vision.

Next Steps

This document is meant to summarize the extensive amount of information received in the visioning process. In order to analyze and synthesize the variety of information provided to the team through, notes, maps, icon cards, & surveys, the design team separated all the input into 4 categories. Each category is summarized below. The summaries highlight the general trends and some of the unique and potentially innovative ideas that were discussed during the three Visioning sessions. The Visioning Report contains a more expanded analysis of the Visioning information. The appendix of this document contains all the feedback from the Visioning sessions. The information is divided by date and type. It



Maryland State Senator, Verna Jones participating in the August 25, 2007 Visioning session, Photograph by Deacon Michael Bishop - www.michael-bishop.org



Table 5 illustrates their ideas for State Center at the September 27, 2007 Visioning session.

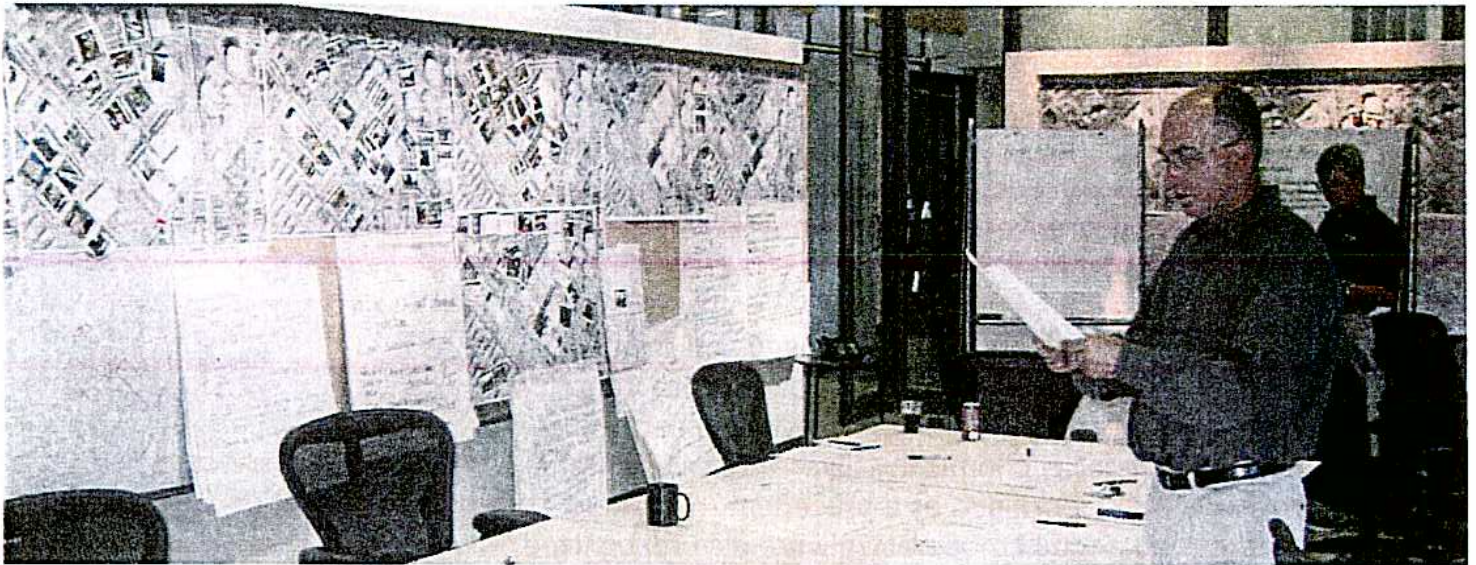


Table 6 presents their ideas at the end of the August 25, 2007 Visioning Session.

includes transcribed notes, photographs of the maps, & copies of the surveys.

The Plan Phase follows the completion and documentation of the Visioning sessions. The Visioning inputs will be combined with the state's requirements and analyzed for financial and spacial feasibility to created 3 draft plans. These plans will be presented to the public for review and comment. This step will be repeated at least two more times. The plan presentations will build upon each other. The first presentation will illustrate 3 different schemes and will focus on massing, use, and transportation as a framework for further development. The second Plan presentation will combine the comments from the first presentation into one or two plans that include more detail on open space, building setbacks, and streetscapes. The third presentation ideally would be the final presentation assuming that the stakeholders are satisfied. Additional presentations are possible if necessary.

The approved plan will then be documented and presented to the Baltimore City Council for approval as a PUD.



Visioning Analysis September 28, 2007

Visioning Executive Summary

Transportation

Several transportation issues were identified in the Visioning sessions. Connecting the metro to the light rail, improving several problematic intersections, and creating livable pedestrian streets were the 3 issues that were most often mentioned in the transportation topic.

Preston St. was identified as a street that should be redesigned to be more pedestrian friendly. This and an improved intersection with MLK would connect the light rail and metro stations. Preston St. was associated with retail, entertainment and dining.

Reestablishing the historic street grid was shown in a variety of maps. When reconfiguring the existing street grid, the design team needs to minimize any negative impacts on the surrounding communities.

Suggestions for improvement of mass transit service included a shuttle or connection to the proposed Charles Street trolley, extended hours of service, and traffic lights that are pre-empted by the light rail.

Integration of Baltimore City's bicycle master plan was suggested by multiple participants.

Land Use, Activities, & Open Space Use

Retail

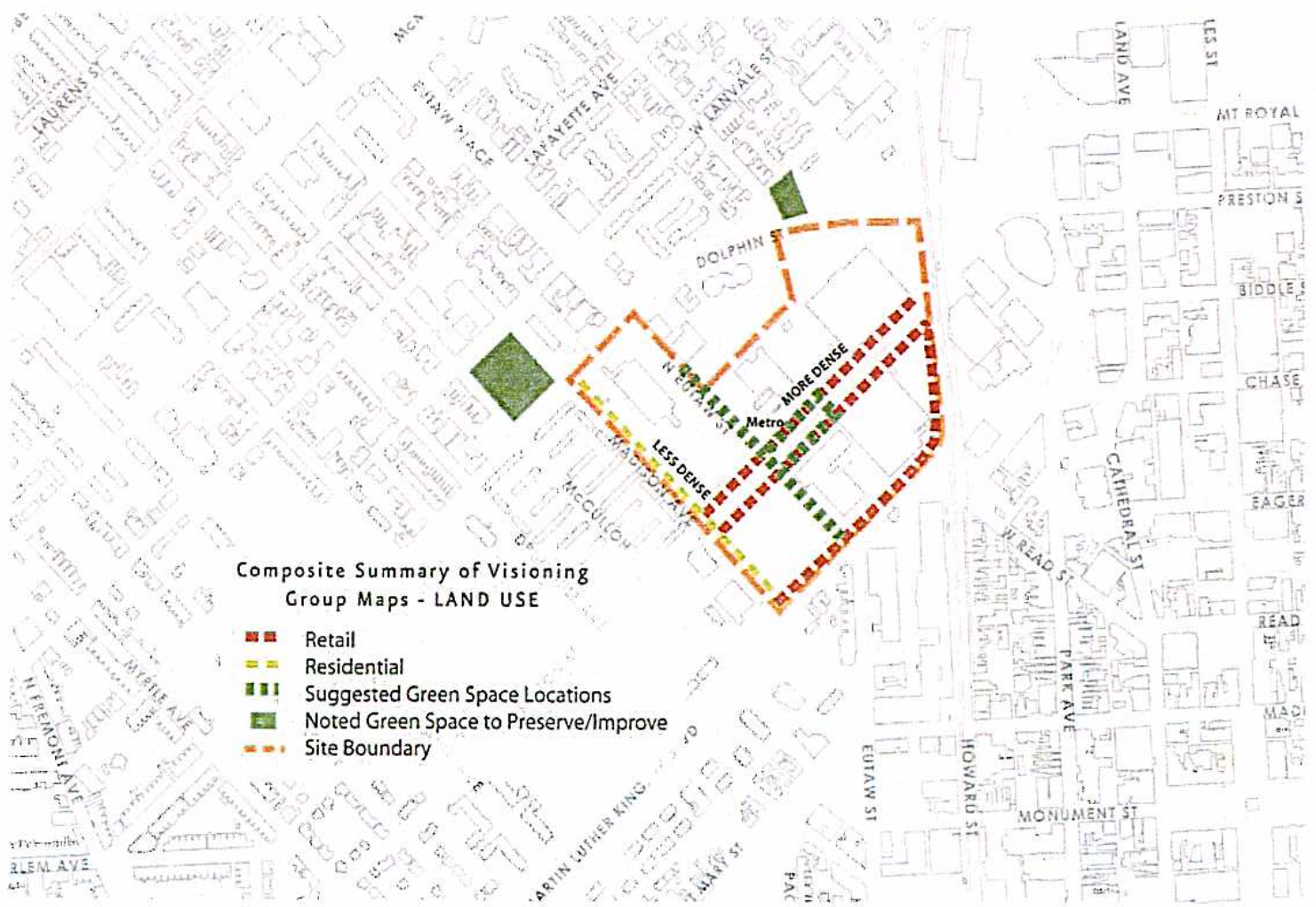
Big box retail received mixed reviews. An urban model grocery store however was desired by a large portion of the tables. It was suggested that a grocery could anchored neighborhood oriented local retail. Hamden, Federal Hill, Mt. Washington, and Belvedere Square were listed as good examples of a desired retail mix.

A variety of retail options were suggested to serve the diverse communities that surround State Center. Wheaton Maryland & Columbia Heights were sited as case studies for economically diverse retail. Santana row was also mentioned as a precedent. A farmers market and a food co-operative were also recognized as alternatives to a standard grocery store. The Park Slope Co-op in Brooklyn, New York was referenced as a case study.

Ground floor retail was requested on Eutaw, MLK, Howard, and Preston Streets. Greeting card,



The proposed Charles Street Trolley Route Map. Designed by Kittelson & Associates, Inc. for the Charles Street Development Corporation.



Composite Summary of Visioning Group maps for land use.

clothing, craft, and toy stores were also mentioned as desired retail options. There was also a desire to see street vendors and opportunities to purchase newspapers and magazines.

Services

Dry cleaner, post office, medical office, bank, free Wi-Fi, Auto Service center, photo processing, small appliance repair, pet oriented services, florist, shoe repair, goodwill, optician, and a library were listed as services the community needs. The exit surveys showed support for keeping the majority of the state's current services and listed additional services to be added.

Restaurants / Cafés

It was agreed that the area needs a wide variety of restaurants both in style and price range. The list of desired restaurants ranges from coffee shops to tablecloth restaurants. While some people requested fast food, others specifically asked that it not be included. A bakery and ice cream shop were also requested.

Housing

A mix of housing types and price points was requested. The mix included a wide financial range including low income, workforce, and market rate. Rental and owner occupied units were included in the mix. There was interest in creating a co-op apartment as a rental type. High-rise, mid-rise, and low-rise residential buildings were all discussed and a variety of opinions existed about architectural styles. The future of McCulloh Homes was a concern of many Visioning session participants.

Entertainment & Recreation

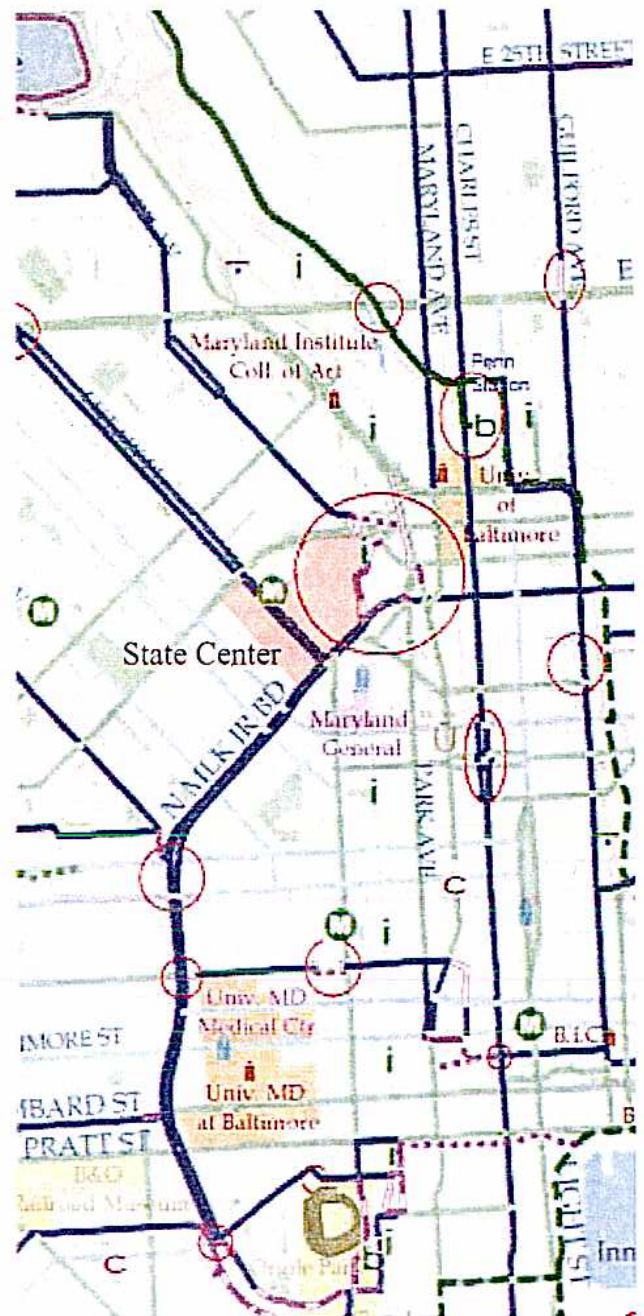
Night Clubs, movie theatres, bars and restaurants were requested to establish evening activity. The Armory was identified as an opportunity for a multi-purpose community & recreation center. A way to remember the rich African American tradition of the area was suggested.

Parking

Parking was discussed in two directions. One camp wanted to minimize parking to encourage public transit and encourage more sustainable commuting while the other camp wanted to ensure that parking would never be in short supply. Participants requested that parking garages be wrapped as much as possible.

Activities & Open Space

Based on the comments from the map and notes, any new open spaces should be provided in a location where they are defensible and activated by surrounding uses such as transit users, shoppers, office workers, & residents. The open space should accommodate outdoor dining, entertainment, recreation, and relaxation. Multiple tables stated that in order to balance the desire for activity and green open space that they would be willing to support taller buildings. Festivals, community events, outdoor movies, bike riding, and children's activities were all discussed at multiple tables as well.



Portion of Baltimore City's Bike Masteplan.

Overall Image & Character

When asked what their highest priority was for the project several people listed safety and other activity related subjects. High density was encouraged by several tables with the caveat that the buildings should gradually transition from lower to higher. Walkable pedestrian streets were addressed in the transportation section and they play an important role in the image and character of the project. Preston Street, for example, was seen as an active retail, dining, and entertainment street. Most of the activities were centered around Preston St. and the metro/light rail corridor.



Table 5's map from the September 8, 2007 Visioning Session.

Participants in the Visioning Sessions had varying opinions about preferred architectural styles. There was support for both traditional and contemporary architecture. Several tables wanted the character of State Center to be "Funky & Diverse" while others wanted to continue the historic feel of the surrounding neighborhoods into State Center. Further investigation led the design team to conclude that style is not necessarily the concern. The goal is to design buildings that are contextual and integrated into the urban fabric and to create a sense of place.

Many people would like State Center to be a sustainable and healthy neighborhood. Aspects of sustainable design were addressed in several comments. LEED Certified buildings were suggested as well as LEED for Neighborhood Development certification. It was suggested that a healthy community would encourage activity and a healthy lifestyle.

Human Capital

The Visioning session table reports, individual comments during table discussions as well as the exit survey responses have provided an enormous amount of data for analysis and incorporation into a Human Capital Plan for State Center.

There is an emerging consensus around human capital priority areas. The expression of priorities during the Visioning sessions is generally consistent with the information that was provided in the meetings with the neighborhoods that comprise the Neighborhood Alliance. In summary, the Visioning participants believe that the redevelopment of State Center should address the following opportunities for human capital development:

- 1) **Job Opportunities:** New job opportunities should be created for unemployed and underemployed community residents. The opportunities should include construction jobs which will lead to careers in construction. They should also include long term employment options and support for entrepreneurs from the community.

- 2) **Development of Children:** Facilities and resources for the development of children should be included in the planning for State Center. A state-of-the art school would be desirable if the resources available to other schools in the surrounding neighborhoods are also increased. A high quality child care center located at the State Center would support working families due to its easy access to transit.
- 3) **Youth Development:** Sports, recreation and personal development opportunities, particularly for youth, should be developed at State Center. The possibility of transforming the Armory into a community center for sports, technology and the arts was frequently mentioned.
- 4) **Improvements to Quality of Life:** Participants defined improved quality of life for the community as access to affordable entertainment, dining, shopping and exercise opportunities. An improved quality of life should be a high value and inform development decisions.
- 5) **Housing Options:** Housing developed at State Center should encourage diversity through a mix of housing types and should include housing that is affordable to low income households.
- 6) **Public Safety:** Planning for Public Safety is essential if the community is going to benefit from the access to transit and the other human capital assets that are being considered for State Center.

State Services Currently Provided at State Center

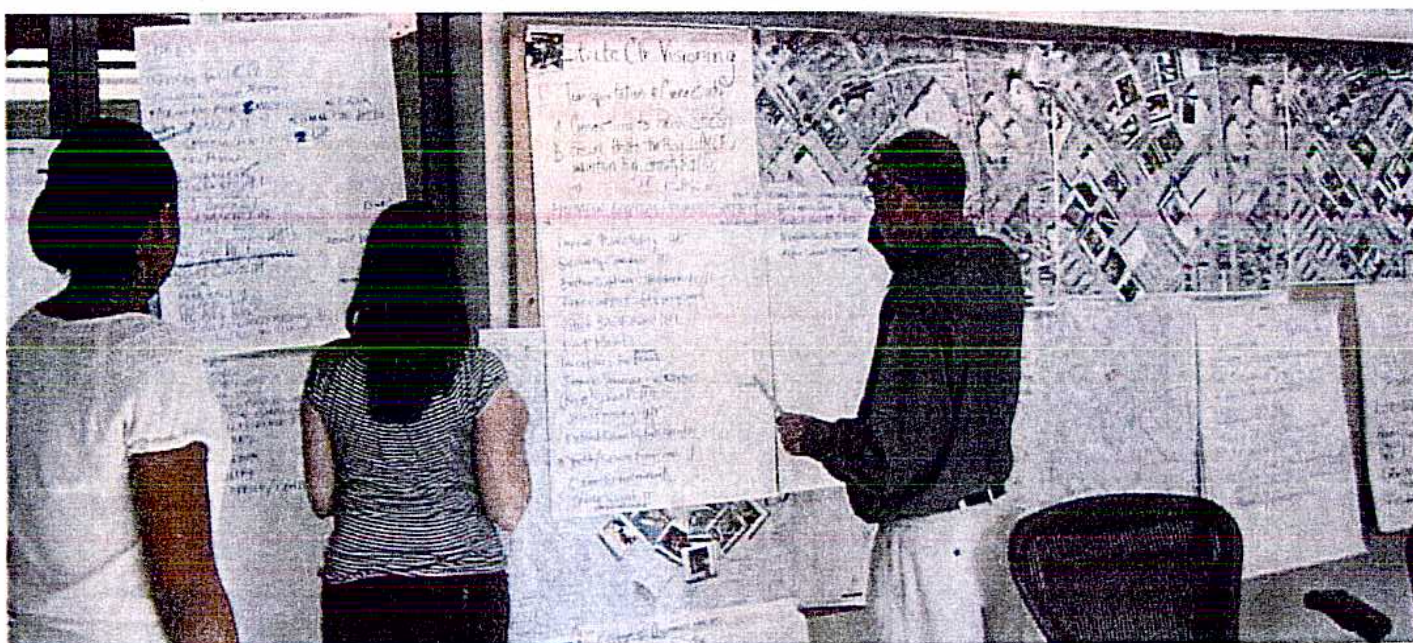
Department of Health & Mental Hygiene
 ????

Department of Labor, Licensing, & Regulation
 ???

Office of the Comptroller
 Tax Preparation Assistance

(we need a list of services that are currently provided and what will remain/ what needs storefront access)

While Visioning participants think that it is essential that the redeveloped State Center better address human needs, they do not want the site to include a high concentration of social services.



Visioning Analysis September 28, 2007.