AGENDA
1. Intro
2. Land Use Planning + Value
3. Urban Design Principles
4. Landscape Design Principles
INTRODUCTION

DOUG McCOCACH
DIRECTOR - AIA, NCARB, LEED AP

EDUCATION
Syracuse University
1983 Bachelor of Architecture

TOTAL YEARS EXPERIENCE
37 years
(2 years at MRA; 35 at RTKL; BCDP; CRTKL)

REGISTRATION
Licensed Architect, MD, DE, NJ, NY
LEED Accredited Professional

PROJECT TYPE / ROLE
Development Planning with emphasis on land use strategy

CECILY BEDWELL
PRINCIPAL - AICP, LEED AP BD+C

EDUCATION
University of Maryland
1996 Master of Architecture
Syracuse University
1992 Bachelor of Arts, Architectural History

TOTAL YEARS EXPERIENCE
24.5 Years
(23 years at Design Collective; 1.5 at DPZ)

REGISTRATION
Certified Planner, American Institute of Certified Planners (AICP)
LEED BD+C Accredited Professional

PROJECT TYPE / ROLE
Large-scale urban and campus master plan, TOD, neighborhood revitalization, + corridor projects
Leads the firm’s Urban Design Studio

JOAN FLOURA
FOUNDER - PLA, ASLA, LEED AP

EDUCATION
North Dakota State University
1990 Bachelor of Landscape Architecture
1989 Bachelor of Science, Environmental Design

CO-FOUNDED FLOURA TEETER LANDSCAPE ARCHITECTS IN 2000
20 years at the firm

REGISTRATION
Licensed Landscape Architect
LEED Accredited Professional

PROJECT TYPE / ROLE
A wide variety of project types from higher education, mixed use/retail, park and recreation, streetscapes, and urban design
Leads the firm’s efforts in business development and marketing
You’ve just secured that big piece of dirt.

Do you know what factors can impact your development program, costs, schedule, and financing?

Do you know what uses best respond to market demand?

What site configurations secure the greatest possible development yield?

How the project responds to the context of community interest?

This presentation identifies the indicators of value that can be quickly assessed to determine the highest potential development returns associated with a development program.
IDENTIFYING OPPORTUNITY
Reacting Response vs. Proactive Strategy

Discount Factors impacting value:

- liability risk - without remedial investigation, site characterization
- entitlement risk – without jurisdictional approval for the proposed solution
- development risk – without a remedial solution aligned with the proposed use

Development value and Property value uplift cannot be defined.

Be smarter about the asset to maximize returns. A three step approach:

- Identify and focus on market validated uses
- Test for Yield to support developer proforma
- Account for necessary remediation aligned with reuse

Identifies quantifiable outcomes specific to site and context.
IDENTIFYING OPPORTUNITY

The Value Curve

Complimentary Specialties/Interconnected Roles

- Real Estate - Market assessments and Pro forma modeling determine development value and phasing
- Land Planning - Determining site strategies and development yield
- Environmental / Geotechnical - land use related to remedial cost risk
IDENTIFYING OPPORTUNITY

Leading Indicators

SITE AREA
- Competitive Positioning relative to market
- Economies of Scale

SITE UTILIZATION
- Land-Use Efficiency
- External Cost Factors

ENVIRONMENTAL
- Status of Investigation
- State Regulation / Process
- Approval of Remedial Plan
- Impact on Configuration & Yield

WHY THERE
- Scale & Resilience of market
- Density & Demographics (Pre-Pandemic)
IDENTIFYING OPPORTUNITY

**Leading Indicators**

**MARKET CONDITIONS**
- Demand is good
- Measured by Vacancy & Absorption
- Supply is good
- Measured by New Starts & Lease Rates

**CAN YOU GET THERE**
- Can’t have too much
- Importance varies by asset class

**SITE ATTRIBUTES**
- Coastal edges, Forest
- Delineation, Wetlands, Steep
- Slopes impact site utilization
- Opportunity to Brand & Monetize

**PROJECT SCALE**
- Jurisdictional Controls-
  Zoning, Parking, FAR
- Economic Development
- Community Support

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**Local Market**

$$$$ Vitality of surrounding market considering new construction, vacancies, age and building stock
- Failing
- Healthy
- Vibrant

**Accessibility**

Connectivity to site considering number of roads leading to site, highway access, public transit, and/or waterfront access
- None
- Limited
- Connected

**Natural Features**

Site coverage with forest, wetlands, and/or flood risk
- Entire site
- Flood risk but otherwise unencumbered
- Unencumbered

**Development Potential**

FAR (Floor Area Ratio) of surrounding areas
- FAR < 1
- FAR 1-3
- FAR > 3
PREDICTING VALUE

Site Opportunity Analysis Types 1, 2, 3

Type 1
• No change in zoning, site size or constraints make test fit unnecessary.
• Spreadsheet analysis

Type 2
• Highest & best use is clear, no change in zoning.
• Due to site constraints a test fit is necessary to determine yield

Type 3
• Future use and yield of site are in question. Market assessment required.
• Uplift in value a function of market based new uses
Executive Summary

- Property Information
- Summary of Analysis
- Summary Recommendations
- Reuse Potential by Asset class

Market Value vs. Reuse Value

Context & Site Analysis

- Regional Setting
- Regional Access
- Land Use & Zoning
- Site Opportunities
- Site Constraints
- Environmental Analysis
PREDICTING VALUE

SOA Contents

Market Study
Local Market trends
- Regional Market Trends
- Land Sale Comparables

Reuse Scenarios
- Alternates
- Cash flow analysis

Conclusions - Residual Value of Real Estate measured uplift in land value and price per acre
- Aligned with market
- Recognizing environmental conditions
- Informing purchase and entitlement negotiations
PREDICTING VALUE
St Agnes / Cardinal Gibbons / Seton Keogh

SITE OPPORTUNITY ANALYSIS
ASCENSION HEALTH - BALTIMORE, MARYLAND
JUNE 2017
The project site is located in southwestern Baltimore, Maryland just inside the city line. It is approximately 3 miles from the center of downtown Baltimore and the Inner Harbor.

The project site is within the neighborhood of Morrell Park, an affordable suburban part of town.

I-95 connects to Washington DC to the south and Philadelphia, and New York City to the North.

Route 1 connects to local hubs around Baltimore.

The nearest airports to the site is Baltimore/Washington International Thurgood Marshall Airport located approximately a short 11 minute drive away.

Figure 2 - Regional Transportation
• The Land use for the site is Institutional with the different entities listed on this image
• The surrounding land use is a mix between mostly industrial and residential creating competing interests for new proposed land use on the site
• Parks and open space are located mostly along the stream valley not directly adjacent to the site
• Some high Density Residential and commercial parcels are sprinkled in the area not directly adjacent to the site
PREDICTING VALUE

Opportunities / Constraints

**OPPORTUNITIES**

1. Adjacent to Saint Agnes Hospital
2. Access from Interstate 95 and Wilkens Ave.
3. Connection to Residential Neighborhoods
4. Intersections and site entry points at regular intervals along S. Caton Ave.
5. Historically significant field and Arts Building
6. Graded area and existing recreation fields
7. Forested Stream Buffer as natural resource
8. Existing facility in good condition
9. Potential connection to Baltimore Greenway trail
10. High visibility of Corner Parcel

**CONSTRAINTS**

1. Challenging Intersection
2. Steep Slopes and Tree Buffer along Stream Valley Divide
3. Adjacent to the Back of Industry/Office Park with limited access
4. Noise from I-95
5. Challenging Orientation of existing building limiting functionality of surrounding parcels

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Figure 8 - Opportunities and Constraints
Analysis of the existing conditions have led to a thorough understanding of the site, its challenges, and the opportunities that it presents. By carefully mapping the site topography, the existing waterbodies, and vegetation, distinct zones start to form. These zones vary in size and context.

The Northern Parcel referred to as the Gibbon's Site, is 33.7 Acres total. Within it, an approximately 5 Acre development zone is shown to start to suggest that this corner of the site could be reconfigured as part of the overall vision of this study. The 10 Acre zone is currently vacant except for a parking lot. Steep slopes and the Tree Buffer Zone define the Southern border of this zone.

The Seaton Keogh parcel to the south is approximately 32.6 Acres Total. The existing stream valley delineates a small 3 Acre zone to the North, and a much larger 22 Acre zone to the south. The 22 Acre zone holds the existing School and slopes gradually from the high point to the south toward the stream.
PREDICTING VALUE

Market Demographics

177,190
2016 Population

177,702
2021 Population

0.06%
2016 – 2021 Population Annual Rate

177,702
2021 Population

68,199
2016 Households

$43,493
Median HH Income
US Median - $43,149

36
Median Age
US Median - 38

Source: NewmarkGrubb Knight Frank, ESRI

Ethnicity Distribution

Black Alone 52%
White Alone 38%
Hispanic Origin (Any Race) 5%
Asian Alone 4%
Two or More Races 3%
Other Race 2%
American Indian / Alaska Native Alone 0%
Pacific Islander Alone 0%

Household Income Distribution

< $15,000 19%
$15,000 - $19,999 3%
$20,000 - $24,999 11%
$25,000 - $34,999 11%
$35,000 - $49,999 14%
$50,000 - $74,999 19%
$75,000 - $99,999 11%
$100,000 - $149,999 10%
$150,000 - $199,999 3%
$200,000+ 2%

52%
38%
5%
4%
3%
2%
0%
0%
• Young population base but population is aging – The largest increase in age distribution is between 55 and 75. There is a large decrease in ages younger than 24 which makes up 41% of the age distribution.

• There is a large increase in income less than $15,000 and a large decrease in income ranging from $50K - $70K

• There is a large % increase in household income from $75K and up but that population makes up only 25% of the population
Vacancy Rates are high, currently 20% of office space is vacant/available.

3 Medical Office buildings within close proximity to the study site are at least 20% vacant. One building is 60% vacant.

Over the past 4 years Gross Asking Rents are decreasing and net absorption has been positive over the past 4 years.

Inverse Relationship - The study area average gross rent has an inverse relationship compared to the Baltimore MSA.

Rents are decreasing in the study area but increasing the MSA.

Rents are $5.00 lower in study area than the MSA.

Vacancy is slightly trending down over the past 4 years.
• Increase in occupied industrial space
• Industrial assets in the study area have a positive net absorption over the past 4 years
• On average 150K SF of positive square feet is occupied each year over the past 4 years
• Average asking rates have increased over the last 3 years and have remained relatively steady recently
• Potential for limited space in the future
• Overall vacancy of industrial space has decreased over the last 9 years
• There could be limited space available in the future due to 150K in positive absorption with no new products proposed for development in the market
• Limited Absorption
• NNN Rent has increased slightly over the last couple years
• Vacant/available space has remained low and has been trending down over the past several years
• There little absorption activity over the past several years
• New Proposed Retail Space
• Study area vacancy has trended down and correlates with the overall MSA
• New 30,000 SF retail development has been proposed in the Beltway Business Park on Twin Springs Road
• Overall retail trade demand is undersupplied in the market compared to the demand
• Specifically food and drink segment is oversupplied in the study area
• Sporting Goods / Hobby, Clothing and General Merchandise and Electronics retail are the largest opportunities in study area that draw an estimated demand compared to the supply
PREDICTING VALUE

Market Comparables

- The Market trends have identified specific uses that would work well on the Study Area
- Specific Uses were studied more thoroughly for their potential on the site due to Market viability and alignment with the vision of Ascension Health
- Uses are identified here with local comparisons to estimate value for the future of the Study Area
- While most of the comparable sites are vacant land that have recently been taken on or off the market, some of the images depict local examples of building types close to the study area to help understand implications of the price per SF comparison

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<th>City, State</th>
<th>Transaction Type</th>
<th>Actual Sales Price</th>
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East Baltimore Development, Inc. (EBDI) is a 501(c)(3) established by community, government, institutional and philanthropic partners to revitalize, re-energize and rebuild the East Baltimore neighborhood by:

Leveraging proximity to the Johns Hopkins medical complex into a stronger economic driver for the neighborhood – increasing investment and employment in medical and life sciences industries but also capturing a greater community contribution from students, employees, faculty and visitors.

Strengthening and revitalizing greater Middle East Baltimore with institutions and amenities that will encourage former residents to return and new residents to settle in this community.

And in doing these things, ensuring that those families directly affected by the redevelopment be treated more fairly, more supportively and more respectfully than has yet been the case in projects of this nature across the country.

When completed, the project will include 2,100 units of mixed income homeownership and rental housing units, 1.7 million square feet of life sciences research and office space, a new 7 acre community learning campus with an early childhood center, a public K-8 elementary school, fresh food stores and other neighborhood serving retail amenities, green spaces, and a new community linear park.

Figure 17: East Baltimore Community School (Source: 2011 Summary Recommendations)

Figure 18: Project Phasing (Source: 2011 Summary Recommendations)

Figure 19: 2006 Plan (Source: 2011 Summary Recommendations)
PREDICTING VALUE

Initial Concepts
This Option seeks to create a new diverse community. The market study suggested a need for new housing for a population that is aging in place. Senior housing and services to support those advanced in age are positioned on the southern parcel. A nearby grocery store is easy to access from the senior housing as well as neighbors from the southwest.

The Southern portion of the Gibbons site is reserved for Garden Apartments for those that are newer to the housing market and are looking for an affordable new neighborhood. Services for this population include a daycare and the recreational facilities of the Gibbons site, such as the YMCA and the playing fields.

Affordable housing has already proven to be successful on the Gibbons site. More Affordable units are proposed on the northeast corner to complete the range of housing options for this scenario. By casting a wide net for potential residents, the site will support the needs of the region and bring a healthy mix of users to the area.

A hotel is proposed adjacent to the hospital to support visitors as well as host any community events that may take place in this new village.
This Option seeks to create a new opportunities for the current residents of the area. The focus is to provide a flexible array of new warehouses to be occupied by various job training programs. Classrooms, vocational training, and shared work space, will help revitalize the area with new skills and expertise.

A hotel anchors the northeast corner of the site as well as overflow parking lots that will serve the hotel, YMCA, and new affordable housing located within the Gibbons site.

Incubator Space for flexible innovative use if provided in the center of the plan with a small daycare facility that will help support the needs of young workers.

On the Southern Parcel, a portion of the Seton Keough School is re-purposed for adult learning. Surrounding the school are large warehouses that could host a range of workforce development uses.

Both options show a new convenience store directly across Benson Ave in a location that takes advantage of the high traffic volumes and easy access from Interstate 95.
Summary Recommendations

- The Market Study, Case Studies, and design alternatives generate ideas for the site that include a range of uses benefitting the community as a whole that could be successful in the current market context. The range of uses were paired down to become the 2 alternatives illustrated in this report. The two alternatives are generated around distinct themes, configurations, and uses.

- For each alternative the Study Area is shown excluding the Keough site to try to answer to the key question of whether or not Ascension should secure the property from its current owners. It is CRTKL’s option that the future success of the Gibbon’s site is closely linked to the future of the Keogh site. The Gibbons site has more capacity and potential to fill, as seen in the alternatives. Achieving a successful and activated future for the Gibbon’s site is only enhanced with the addition of the Seton site a part of the overall vision. We recommend including the Seton site and securing the future use of the site. This should be done for either alternative.

- The two alternatives lend themselves to the unique means in-which Ascension could secure the destiny of the Seton site and influence its future use. These means are shown in the chart to the right. This chart is meant to be used as a guide for further study. The Proforma Summary shows similar values associated with each Alternative. It does not indicate a clear direction for Ascension to guide a decision based on the value of the property alone. Since both options are viable in the market, a decision based on a future vision has equal merit for this study.
PREDICTING VALUE

Our Proofs

On behalf of Clients We have performed
- 29 (SOAs) consisting of 5673 Acres, or 8.86 Square Miles; including 6.35 Miles of water frontage.
  - The sites legacy uses were evenly distributed between Commercial uses, Resource Extraction uses, Generation uses, Terminal uses, and Plant & Distribution uses.
  - All of the sites required or have active remedial activities.

We have identified
- Potential Total Developable Area of 9,214,850 SF and
- Potential value uplift averaging between 181- 201%

Lessons learned
- Rarely is one predictor the single driver of value
- Every site has a unique response to market and context.
ESTABLISH IDENTIFIABLE CENTERS/NODES

» Create walkable environments

» Relates to 5- and 10-minute Walk Radii. A person can typically walk a mile in 20 minutes; the average person will choose to walk (ilo driving), if the destination is \( \leq \) to a 10-minute walk & is a pleasant experience

» Each Center/Node should be distinct in character with a physical break and, ideally, has a mix of uses

» Particularly important along corridors
CREATE MULTI-MODAL CONNECTIONS

» Prioritize the Pedestrian, then Cyclists, Transit Riders, Drivers (private vehicles), and Trucks

» Create a network and connections between modes

» Mitigate conflicts between users

» Create Safe Routes to Schools

» Provide Transit Amenities
ESTABLISH COMPLETE STREETS

» Complete Streets are streets that provide safe and convenient accommodation to all potential users, including pedestrians, cyclists, transit riders, and motorists alike.

» Complete Streets recognize that crossing the street, walking to visit neighbors and businesses, and cycling to work are equally important to driving.

» Complete Streets address the full streetscape, from building face to building face.
DESIGN STREETS FOR FLEXIBLE PROGRAMMING

URBAN DESIGN PRINCIPLES

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The BaltiBOX builds off of the Parklet designed pro bono by Design Collective for the Downtown Partnership – built and in use since 2019!
DESIGN STREETS FOR FLEXIBLE PROGRAMMING

URBAN DESIGN PRINCIPLES
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DESIGN STREETS FOR FLEXIBLE PROGRAMMING

URBAN DESIGN PRINCIPLES
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**STRENGTHEN FRONTAGE**

» Define with Frontage with Street Trees and Buildings

» Encourage infill that respects or helps define the street wall

» Relegate parking to side or rear

» Explore parking ratio reductions
INTEGRATE A VARIETY OF OPEN SPACES

» Distribute Open Spaces within the neighborhood / plan area

» Create useable, memorable spaces that give a sense of place

» Right-size per open space type (e.g., a square should be 1-2 ac.)

» Detail the spaces appropriately (e.g., plazas should be largely hardscape; squares and greens should be largely landscape)

» Provide appropriate amenities such as seating, lighting, shade, etc.

1. PLAZA
2. LINEAR GREEN
3. SQUARE
4. NEIGHBORHOOD GREEN
DESIGN OPEN SPACES FOR FLEXIBLE PROGRAMMING

1-acre Square used in multiple ways

URBAN DESIGN PRINCIPLES

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DESIGN OPEN SPACES FOR FLEXIBLE PROGRAMMING

LIVE PERFORMANCE EVENT

FOOD TRUCK EVENT

FESTIVAL EVENT

MOVIE NIGHT

RECREATION

CORONAVIRUS MOBILE TESTING + DISTANCING

URBAN DESIGN PRINCIPLES
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MULTI-PURPOSE OPEN SPACE

» Design Open Space to serve multiple functions
» Explore innovative, integrated stormwater management
» Envision stormwater management as an amenity
» Rethink play space
» Incorporate art (by local artists)
» Incorporate native + adaptive plant species
» Example: The Metropolitan in Downtown Columbia MD: approx. 3/4 acre linear green provides all of the above

PLAYGROUND AS ART / ART AS PLAYGROUND

URBAN DESIGN PRINCIPLES

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INCORPORATE A MIX OF USES + PROVIDE A RANGE OF RESIDENTIAL TYPES

» Incorporate a Mix of Uses, such as residential, commercial, and civic

» Provide a Range of Residential Types to provide housing options and avoid a socio-economic mono-culture

» Provide variety, but follow the like-faces-like principle
PUBLIC ENGAGEMENT

» A robust, highly-interactive public participatory process

» Innovative strategies for stakeholder engagement, at all scales

» Multi-pronged approach: Public Workshops, Stakeholder Interviews, Website, Social Media, Flyers, etc.

» Different approaches for different groups

» Consistent message and graphics

» Empower the public to help: Visioning, Walking Surveys, etc.
LANDSCAPE DESIGN PRINCIPLES

JOAN FLOURA
OPEN SPACE
is the backbone of the urban environment.

City parks and open space improve our physical and psychological health, strengthen our communities, and make our cities and neighborhoods more attractive places to live and work.

- The Trust for Public Land
3 Strategies of Open Space in Today's Redevelopment Market

- Environment Forward Design
- Support of Multimodal Transportation
- A Major Player in Retail

LANDSCAPE DESIGN PRINCIPLES
JOAN FLOURA - FLOURA TEETER LANDSCAPE ARCHITECTS
ENVIRONMENT FORWARD DESIGN

» Age of Enlightenment
  • Climate Crisis
  • Water Quality
  • Material Awareness

» Our next generation of consumers are making decisions with these values in context
SUPPORT OF MULTIMODAL TRANSPORTATION

» The face of transportation is evolving rapidly with
  • Bike Infrastructure
  • Share Options (Scooter, Uber)
  • Planning for vehicular automation
  • Bus Rapid Transit Systems

» Our focus on vehicular transportation within cities is seeing
  • Road Diets
  • Bike Lanes
  • Seasonal Streets
  • Woonerfs
A MAJOR PLAYER IN RETAIL

» Open Space has always been complementary of:
  • Retail
  • Food & Beverage
  • Cultural Venues

» Open Space supports today's flexible, modular solutions

» In light of Covid restrictions, outdoor space has been thrust into the spotlight as a critical health forward approach.
HARBORPLACE

» Little Evolution
» On the Water, but not For the Water
MIDDLE BRANCH PARK

» Environmental Regeneration as a Destination

» Photo Credits West 8

R HOUSE

» Generous Outdoor Space Supporting a Fresh Retail Model

LANDSCAPE DESIGN PRINCIPLES
JOAN FLOURA - FLOURA TEETER LANDSCAPE ARCHITECTS
OLD PRATT STREET

» Suburban approach to separating transportation and building/sidewalk.

» Runoff goes to drain, to bay with no quality treatment.
» Plaza supports retail, office uses with flexible design.
» Runoff goes to on-site bioretention, in accordance with Pratt St guidelines.
» Design is open to Pratt St, and poised to engage with current and future multimodal improvements.
JONES FALLS EXPRESSWAY

» Prioritizes commuter and day use efficiency experience over the city fabric.

» Bisects Downtown from Oldtown and East Baltimore.

» Buries Jones Falls as a nuisance rather than a resource.

» Could this be the next bold idea for greenspace in Baltimore City
JFX, REIMAGINED

» Introduces a Boulevard in place of the raised highway.

» Daylights Jones Falls and incorporates Multimodal transportation options.

» Potential to reconnect the city fabric and create a resource and greenway in place of a highway.
Strategies based in critical issues and not trends.

- Increasing Environmental Awareness and Urgency
- Rapidly Evolving Transit Landscapes
- Health Conscious Experiences in Live Work Play
QUESTIONS?