



TECHNICAL ASSISTANCE PANEL REPORT

Baltimore Museum of Industry

BALTIMORE, MARYLAND

December 6-7, 2023





Report Produced by:

MAHAN RYKIEL
ASSOCIATES INC

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Panelists & Project Staff

PANEL CHAIRS

Tom Murphy

ULI National, TAP Panel co-chair

Allen Folks

Urban Designer, TAP Panel co-chair

PANELISTS

Caitlin Audette

Baltimore City Department of Planning

Eric Bond

Morris and Ritchie Associates

Amy Bonitz

MCB Real Estate

Paul Hayden

Geo-Technology Associates

Riva Heinrich

Kittelson Associates

Matt Renauld

Mahan Rykiel Associates

Amber Wendland

Ayers Saint Gross

Tom Whelley

Baltimore Development Corporation

Dominic Wiker

The Time Group

PROJECT STAFF

Sean Davis

Morris and Ritchie Associates
Chair of the ULI Baltimore TAP Committee

Lisa Norris

Executive Director, ULI Baltimore

Bridget Moriconi

Manager, ULI Baltimore

Ghadeer Mansour

Senior Associate, ULI Baltimore

Rebecca Gale

Writer

Acknowledgments

The Urban Land Institute - Baltimore District Council Technical Assistance Panel (TAP) members and project staff would like to thank the City of Baltimore Development Corporation and the Baltimore Museum of Industry, as well as the many stakeholders who participated in the process, providing valuable input that shaped this report, including:

(in alphabetical order)

David Arndt

Locust Point Community Garden Manager

Eric Costello

Baltimore City Councilman

Rich Badmington

President, Riverside Neighborhood Association

James Deriu

Baltimore Museum of Industry Board Member

Zac Blanchard

President, Federal Hill Community Association

Mark Edelson

State Delegate, 46th District

Janan Broadbent

President, Key Highway Community Association

Andy Frank

CapEx, and Baltimore Museum of Industry Board

Paul Brophy

Baltimore Museum of Industry Real Estate Committee

Marc Genteel

Little Havana Restaurant

Bill Cole

Margrave Strategies

Dan Goodier and Jon Selfridge

Goodier Properties

Steve Cole

Peninsula Post

Amy Gross

President, France-Merrick Foundation



TAP panel participants on site tour

Acknowledgments

CONTINUED

Ryan Lynch

General Ship

Brad Rogers

South Baltimore Gateway Partnership

Jen McLaughlin

Neighbor and Baltimore Museum of Industry
Board Member

Laurie Schwarz

Waterfront Partnership

Molly Miller

Locust Point Civic Association

Doug Silber

Downtown Sailing Center (with Team)

Meg Murray

Federal Hill South Neighborhood Association

Brittany Sink

Toole Design

Peter O'Malley

Domino Sugar

Locchanan Sreeharikesan

Federal Hill Neighborhood Transportation
Committee

Mark Potter

Maryland Science Center

Justin Williams

Baltimore City Mayor's Office

Michael Raphael

Baltimore Museum of Industry Board Chair

Valerie Williams

American Visionary Art Museum

With special thanks to the team at the Baltimore Museum of Industry for their time and participation:

Ryan Lynch

General Ship

Margaret de Arcangelis

Assistant Director

Anita Kassof

Executive Director

Deborah Cardin

Director of Development



EXECUTIVE SUMMARY

Industry has played a pivotal role in the development of Baltimore as a major urban center, and the Baltimore Museum of Industry (“the Museum”) reflects that in its many exhibits and offerings. The Museum boasts an impressive collection of exhibits on past and present industry and has aspirations to grow and develop further. In partnership with the Baltimore Development Corporation, the Museum convened a ULI Technical Assistance Panel (“the Panel”) to tour the site, meet with stakeholders and develop a series of recommendations for the Museum’s future.



The exhibitions at the Baltimore Museum of Industry document the stories of the workers and entrepreneurs who built Baltimore into a manufacturing powerhouse.

The Panel recommends a new master plan for the Museum divided into four parts: **a programmatic plan, a physical plan, a critical partnerships plan, and a capital plan.** A concept drawing for an updated physical plan is included for consideration in the final recommendations in this report. This includes an imagined redesign of the Museum site (1415, 1425, and 1437 Key Highway) and the neighboring city-owned Fire Department property (1407 Key Highway), with improved access to the Museum while creating more cohesion and compatibility with its neighbors, including commercial locations on the waterfront and the residential community south of Key Highway.

The Panel’s recommendations also include an improved traffic pattern which relocates the Museum’s entrance, enhanced signage for better visibility, and more green space and sustainability measures that take into account the advantage of its close proximity to Baltimore’s Inner Harbor. Currently, the exhibits focus on the rich industrial past of Baltimore - which should continue. Reflecting the Museum’s Strategic Plan (July 2023), the Panel recommends adding more exhibits and offerings focused on innovation and the future of work, which will resonate with a wider spectrum of potential visitors and encourage people to return for multiple trips.

The Panel recognizes the lofty reach of the ambitious recommendations, but also sees the great potential in the Museum, its staff and its exhibits to create a vision and implement significant change. The will is there, as are the details of the Panel’s recommendations; it will be up to leadership to take the next steps.



CHILD LABOR

"There are several dangers connected with this work when children do it. There are the machines which no young child could be working. Unguarded wheels, cranks, like a careless child could be hurt."

FRUITS

1

PREPARING

Freshly harvested food has a limited shelf life. Each boat and wagonload of fresh oysters, beans, strawberries, peas, corn, peaches, and tomatoes reminded cannery owners of their reliance on a small army of workers to prepare the product. *Quickly.*



"Now, if they were working on tomatoes, she'd walk in and she would have a large rubber apron on—try to keep some of the stop and stuff off 'em."



Composite image Baltimore Museum of Industry. Photos: A. Aubrey Bodine © Jennifer Bodine; A. Aubrey Bodine, Maryland Center for History and Culture

BACKGROUND

The Baltimore Museum of Industry

The Baltimore Museum of Industry was founded in 1977 as a project of the Mayor's office, with the goal of preserving and celebrating Baltimore and Maryland's industrial heritage through exhibitions and dynamic educational experiences. The Museum attracts nearly 100,000 visitors each year, including school groups, tours, walk-in traffic, and attendees of rental events. Its exhibits feature artifacts of Baltimore's rich industrial history and the role the region played in significant industrial developments, from the steam retort to the linotype machine, to products such as Old Bay seasoning. Its mission is to interpret the diverse and significant human stories behind labor and innovation in Baltimore, cultivating a sense of belonging and inspiring visitors to think critically about the intersection of work and society.



Study Area (Shown in Yellow)

Many of the Museum's exhibits center around workers and how changes in the industrial culture affected their livelihoods and identities. The Museum also features workers in the modern job market, again centering on their roles in the community and their senses of identities, purpose and pride attached to their work. With additional funding, the Museum director spoke of a desire to offer more exhibits and focus on both current and future workplaces.

BACKGROUND CONT.

The Museum has strong student programming geared for high engagement. It has developed its role as a community anchor by hosting a farmers market, outdoor concerts, and public programming for adults and children. In addition, with its breadth of programming, the Museum has a role to play in shaping the debate around the future of work, drawing on its deep understanding of history.

In addition to its exhibits, the Museum features a large event space, ample surface parking, covered outdoor space and picturesque views of the waterfront, making it a desirable venue for weddings, receptions and events. The Museum estimates it hosts 140 private events per year, which provide a significant revenue stream.

The Museum updated its Strategic Plan in July 2023. Takeaways from this plan included positioning the Museum as a thought leader by providing historical context for changes taking place throughout various industries; creating more high-profile temporary exhibits exploring the past, present, and future of work; capitalizing on trends and forces in industry; and doing more to enliven the waterfront campus with activities and events. The Panel has taken into consideration the goals outlined in the strategic plan when formulating its recommendations.

Location, Signage and Access:

The Museum is located on the Inner Harbor of Baltimore, adjacent to a nearby industrial district. While the lighted museum signage is visible across the harbor, it is less easily seen on Key Highway where cars would need to enter. The traffic and congestion around the intersection make it difficult for pedestrians and cars seeking to make turns in and out of the Museum. In addition, the exterior approach feels less than welcoming: an aluminum fence borders the property's entire southern edge, and the wide expanse of surface parking means there is relatively little greenery. Finally, from the street, the site provides poor sightlines to the water.

Challenges:

In addition to making the Museum location more identifiable and easier to access, the Museum is looking for additional revenue opportunities so that it may provide an endowment and/or a regular source of income. But it faces additional obstacles in doing so, including the possible contamination of the soil along the Inner Harbor.

Some of the existing infrastructure within the Museum requires updates, and developing new exhibits, updating current exhibits, and bringing in more traveling exhibits requires funding. The Museum staff is housed in two separate on-site locations with a separate off-site 20,000 square foot warehouse storage for its collections. The Museum leases part of its parking lot to the owner of 1414 Key Highway to provide required parking for his tenants. In exchange, he leases the warehouse space on behalf of the Museum, which is a subtenant. The offsite storage is essential to the Museum, which lacks space to maintain the collections on-site, but the agreement is scheduled to expire in 2033, and the Museum staff expressed an interest in finding a permanent solution. They also desire to co-locate all of their staff into one space within the Museum.

Any physical updates to the Museum space may face the challenge of possible contamination of the soil along the Inner Harbor which would need to be addressed before additional development can take place.

Even with all of the strengths of the Museum, there is a disparity between new and old exhibits – inequity between quality and quantity of space, along with a gap in storytelling between old and new. The name “Museum of Industry” does not necessarily capture the present and future direction of innovation and work. Moving through the Museum, the quantity and the amount of space is uneven between interpretation of the past and present, with fewer tactile and engaging options for the exhibits that engage with contemporary content. In addition, the Museum must push back on the perception that visitors view the museum as “one and done” and not a place to come back for repeated interactions.

THE PROCESS

The Museum of Industry, with financial assistance from the City of Baltimore Development Corporation (BDC) engaged ULI Baltimore to convene a Technical Assistance Panel (TAP) with the overall goal of coming up with recommendations and strategies for the Baltimore Museum of Industry and the adjacent city-owned parcel at 1407 Key Highway. The two-day TAP convened on December 6, 2023 at the Baltimore Museum of Industry Administrative building (also known as the Hercules building). The Panel spent the morning touring the study area, including a detailed tour of the Museum and walking the perimeter of the neighboring properties. The afternoon was devoted to interviewing over 30 stakeholders. On the second day, the Panel re-convened to share what it had learned and to formulate its recommendations. At the end of the second day, stakeholders and the general public were invited to hear the Panel's presentation of its recommendations and strategies.

What did we learn from our meetings with stakeholders?

Several themes came up in the stakeholder interviews that the panelists took into account when forming their recommendations. These include:

The Museum:

The Museum should innovate programming and exhibits with a focus to the present and future, not just the past: Stakeholders felt that museum programming should include a focus on jobs that young people could have in the future, or industries that are thriving in Maryland in present day, such as tech and cybersecurity. Other ideas included the Museum hosting a speaker series, co-working or maker space, events that tie in with the nearby cycling store, or a wider variety of events to utilize the space in the evening.

The Museum should offer more programming and amenities for the local neighborhood: Residents felt the Museum could do more to have neighborhood-specific events, or once-a-month events to bring the community in and increase awareness. Neighbors felt that the Museum and the pavilion were too expensive as venues to use for local events, but they did like the existing events the Museum hosted and would be willing to attend more.

Other cultural centers seek closer collaboration with the Museum: The other museums and cultural centers in the area have a collegial relationship with the Museum, and seek closer collaboration in building visibility and visitation, and attracting philanthropic investment. However, other stakeholders felt that if the museum could be connected to the waterfront Promenade, more cross-marketing could happen to promote the cultural resources on this side of the Inner Harbor.

PROCESS CONT.

The Surrounding Area:

Improvements are needed for the entrance, streetscape and visibility to the water: As it currently stands, the tall ominous fence along the border with Key Highway is unwelcoming, and stakeholders feel it gives the impression of the Museum as a private entity, and not one encouraging people to stop by. Better signage and visibility would help the Museum attract visitors, and a more porous visual connection would improve sightlines to the water. In addition, the entrance, exit and traffic patterns are confusing and make it difficult for visitors to access the Museum from Key Highway.

Mixed ideas on adding development to the site, but agreement on improving Key Highway traffic patterns: Some stakeholders spoke of their hesitations to add more development to the site, including problems with parking, traffic and access to the water. Other stakeholders were less concerned with additional development and instead focused on calming measures along Key Highway and improving access to the waterfront and Promenade for the community.

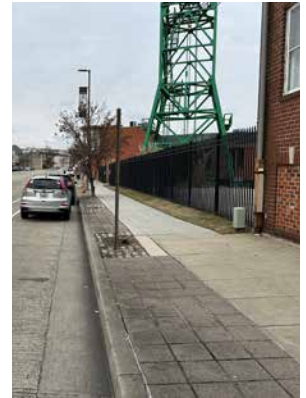
Assessing the need for other industrial neighbors: Stakeholders questioned why the Fire Department repair station would need to be located next to the Museum and the water, and whether options might exist for a master developer to come in and take on a project with the entire site, including the neighboring buildings.

Extend the Promenade: Multiple stakeholders spoke of the need to extend the Promenade so the Museum can be connected to the Harbor, and to brand the Promenade as a signature Baltimore attraction.

Parking remains an ongoing issue: Stakeholders varied on their perception of the parking offered by the Museum, with other cultural institutions viewing the vast surface parking as an enviable asset and some residents feeling that the blacktop and gravel lot should be converted into green space, and parking could be accommodated at nearby garages.

Additional amenities needed for the pavilion: The outdoor covered pavilion is an asset for the Museum but these areas lack basic amenities such as restrooms and running water. Adding such amenities would benefit the museum, the community, and the Downtown Sailing Center, which is a tenant of the BMI. Stakeholders also expressed interest in creating a bulkhead along the water in place of a natural shoreline.

Wish list for the area: Stakeholders expressed a wide variety of interests in what could go in the land surrounding the Museum buildings as well as adjoining parcels of the Study Area, including: adding green space,



Fence along the museum property border with Key Highway



Pavilion

a hotel, multi-family housing with sufficient parking, a community garden, attractions like a carousel or Ferris wheel (which tie into the industrial history of the area), a dog park, pickle ball court, more food and restaurants, kayak launch, floating wetlands, co-locating one of the trolleys at the Museum, air rights over the museum, solar options and water taxis.

QUESTIONS POSED BY SPONSORS

Prior to the TAP, the Museum provided ULI with a list of questions they would like to see addressed. These included:

Museum growth and sustainability:

- How can the Museum capitalize on the asset of its waterfront property in a way that provides an endowment or other regular source of income for the Museum and does not jeopardize current income streams (e.g. event rental fees and school field trip fees)?
- What kinds of development are compatible with the Museum's mission and enhance programming opportunities?

Partnership:

- What are the benefits (to both the Museum and the City of Baltimore) of envisioning an integrated development solution for 1407, 1415, 1425, and 1437 Key Highway? For example, is it possible for the Museum to leverage the public open space requirements outlined in the Key Highway Urban Renewal Plan by transferring open space requirements from 1407 Key Highway to one of the Museum's parcels? This solution could maximize contiguous open space and could be structured in a way that benefits the community and supports the Museum economically.
- Should the Museum consider engaging additional partners, ideally with mission compatibility, to activate the campus or share space (e.g. educational, cultural, or other nonprofit partners)? If so, how would those considerations impact potential development and at what phase should partners be brought into the planning process?

Neighborhood benefits:

- How can the Museum create additional connectivity between the museum's waterfront campus and surrounding neighborhoods, especially Locust Point and Riverside?

- What development solutions preserve the maximum amount of open space and increase public accessibility without jeopardizing Museum activities?

Connectivity:

- Looking beyond the Museum campus, how can smart development attract public sector interest (local, state, and federal) to support the completion of the Promenade and building connectivity with the Inner Harbor?
- How might planned development be leveraged to improve Key Highway (pedestrian access, traffic calming, streetscaping, etc.)? What public sector support might be available for this endeavor?

Other:

- Should the Museum consider alteration of existing buildings on its campus and if so, to what end?
- Should the Museum consider making air rights above the Museum building (1415 Key Highway) available for development?
- What are the environmental considerations of any proposals? How can the Museum be better stewards of the environment?



RECOMMENDATIONS

The TAP panelists listened to all the stakeholder insights and concerns and spent time discussing the best ways forward, taking into account the strengths and potential of the Museum, its downtown location and the panelists' own professional expertise.

The Panel recommends the following:

1. Create an aspirational Master Plan Document, including programmatic plan (reflective of the Museum's 2023 Strategic Plan), physical plan, a critical partnerships plan, and a capital plan.
2. Restore and activate shoreline for enhanced public access and museum interpretation: "Bring the Museum Out, Welcome the Community In."
3. Develop welcoming frontage, safer entrance and site circulation plan.
4. Support efforts to make Key Highway a safer, pedestrian and bike-friendly boulevard.
5. Lead efforts to extend the Promenade to the Museum as the southern terminus.
6. Propose City land swap and modify the existing Urban Renewal Plan.
7. Explore development potential on land that is currently owned, and formulate a strategy relative to the disposition of the Fire Department site.
8. Evaluate combining Museum property with adjacent Fire Department property as one development, and integrate with development of private property to Webster Street.

1. Recommendation: Create an Aspirational Master Plan Document to Guide the Museum Into the Future.

The Panel recommends the creation of an aspirational Master Plan that addresses four parts: a programmatic plan, a physical plan, a critical partnerships plan, and a capital plan. A draft Master Plan illustrative drawing is included for consideration, as the final recommendation in this report.

Programmatic Plan

The Panel recommends building on the existing successful programming of the Museum and expanding further so that the breadth and scope of the Museum's offerings reach a wider audience, including those in the immediate neighborhood.

Highlight the Current Disruption and Innovation in the Workplace:

The Panel's suggestions for a programming plan include creating

dynamic exhibits and storytelling about the changing nature of work and innovation. In the past year, headlines have been dominated by workplace disputes: the auto workers walk off, the Hollywood writers' strike. Many of these stories share a common theme about the disruption of work, and this is a story that the Museum already tells and can continue to tell. Rather than just covering the early phases of innovation, the Panel recommends the Museum take the visitor from the days of early innovation to the present day, with a nod to what the future of work might look like.

Focus on the Future of Work: The Museum can also amplify exhibits and programs that speak more directly to the future of work, drawing on the lessons from history and today, and focusing on disruptive technology both as a challenge and an opportunity. We are actively learning from the shifts and changes in workplace culture, including AI, unions, worker-owned businesses and the shifts in workplace training. The Museum is encouraged to use this as an opportunity to reach for national profile through iconic must-see exhibits. A speaker series can be tied to both the exhibits and to the news on the front pages today. The Panel suggests that the Museum strive for more parity between the quantity and quality of old and new exhibits.

Widen the target audience: The Panel recommends expanding the programs for youth and families outside of existing school programs, including pre-school and afterschool programs, or regular neighborhood events such as First Fridays with a music or outdoor venue option. The Museum can also do more to reach audiences between the ages of 20-60, people who are actively engaging with work and may be more intrigued by the contemporary and future orientation of the working world and less nostalgic for the past.

Make better use of the existing location. The fundamental challenge with the existing site are the physical disconnects into and throughout. The Panel recommends a variety of options that would complement and support the Museum's mission, including:

- Take advantage of the waterfront location and the adjacent Fire Department site.
- Use the Promenade to incorporate the Baltimore waterfront's history, from a major working harbor and industrial spot until today. This can be part of a larger effort to bring the Museum outside, and engage with more people who view the water as their primary destination.
- Create a partnership with Baltimore City to better utilize the adjacent Fire Department site.
- Work with the Downtown Sailing Center on a joint membership package. DSC members are onsite frequently and it would be easy to engage with them when new exhibits or events are taking place at the museum.
- Include a possible area to develop training for contemporary technologies, or a longer term partnership or event with the U.S. Center for Advanced Manufacturing.

RECOMMENDATIONS CONT.

Bring digital in. Finally, the Museum should consider more ways to add experiential and digital options, including more exhibits with this focus.

Consider a future-oriented name. Instead of the Museum of Industry, which is still squarely rooted in the past, the Museum should select a name which better reflects its look toward the future. A name such as the “Baltimore Museum of Industry and Innovation” is forward-looking, and may have a broader appeal to a wider audience.

Physical Plan

The Panel recommends the development of a physical plan that will include access to the Museum, interior and exterior changes to the primary exhibit space, and improvements to the Promenade, which aligns with the Panel’s earlier recommendation to “Bring the museum out and bring the public in,” creating clear connections across the site.

Improving Access:

- Consolidate and shift the vehicular entrance to the site to align with the signaled intersection on Key Highway.
- Improve the pedestrian experience and the ways in which someone can experience the Museum’s offerings both inside and outside of the Museum’s walls by increasing pedestrian porosity into the site and clarifying and prioritizing pedestrian friendly infrastructure on site.

Interior and exterior updates:

- Replace the Butler building (the non-historic portion of the museum building, which faces the waterfront) with a highly visible, iconic addition that can be seen from both the waterfront and Key Highway.
- Create rooftop event space with waterfront views.
- Consolidate administration functions at the Museum into one space.
- Explore options for integrating adjacent parcels and uses into the Master Plan. (more on this in Recommendation #8).
- Address some of the disparities throughout the Museum outdoor spaces, including the clutter and the lack of green space and landscape surfaces.
- Remove the fence along Key Highway to create a more welcoming and open campus that invites the public in. Work on ways to address concerns with unwanted parking.

Improvements to the Promenade:

- Recognize that the iconic waterfront location provides a significant opportunity to transform the Museum into a unique public/neighborhood asset/amenity that draws users to the site.
- Create more space for exhibits on the future of work and iconic exhibits connected to the role that Baltimore’s harbor has played in industry.

- Become an outdoor extension of the Museum, with an opportunity for exhibits and events that tie to its mission. Opportunities include a “living” exhibit highlighting the ongoing work at General Ship Repair.

As an example, the Panel recommends looking at the Chicago Riverfront boat tours to expand interpretive programs to the water and attract new visitors.

The Panel has included a more detailed outline of this physical plan, along with a draft design, in recommendation #8 in this report.



The Gathering Place, Tulsa, Oklahoma, along the Arkansas River

Partnership Plan

The Panel recommends that the Museum fortify existing partnerships and form new partnerships to advance the Master Plan and programming vision. There could be opportunities to align the goals of various partners and maximize the relationship between existing partnerships. By further developing the Museum space (as detailed in the recommendations in this report) and focusing on the future of work, the Museum could attract new partnerships for cross-promotion and programming.

The Panel's recommendation for potential partners for the Museum include the following:

Partner and align goals with existing partners and neighbors, including:

- Downtown Sailing Center
- University of Maryland Eastern Shore
- Domino Sugar
- General Ship Repair

The Gathering Place in Tulsa, Oklahoma. This 66-acre park along the Arkansas River in Tulsa, Oklahoma has abundant green space and an aesthetically appealing play space for children. It's open to the public, with no fee to enter, and has additional attractions like sports courts, walking trails, a boathouse, splash pad and cafe.

RECOMMENDATIONS CONT.

Partner around Future of Work Programming/Exhibits, such as:

- Labor unions
- Port of Baltimore
- Baltimore Industrial Group
- Maryland Tech Council, TEDCO, others
- Universities and anchor institutions - UMD Advanced Manufacturing /Biotech/Digital
- Major employers
- Workforce development agencies/partners: Preservation MD, Living Classrooms
- Maker/artisan organizations: Made in Baltimore, Urban Manufacturing Alliance, Charm City Craft Mafia

Expand partnerships for cross promotion/additional existing programming for example:

- Visit Baltimore – around iconic exhibit
- Baltimore Heritage – walking and boat tours
- Waterfront Partnership – open space programming, kayak trail
- Environmental organizations – oyster restoration, environmental restoration
- Area museums – Fort McHenry, AVAM, Science Center, Immigration Museum

Capital Plan

The Panel recommends that the Museum develop a capital plan to raise funds for their efforts. The following are the recommended steps to do so.

Work with the federal delegation. Federal earmarked funds are a possible source of funding, and the Museum already has strong ties to the federal delegation. The proximity to DC also helps. For example, work with Senator Chris Van Hollen on evaluating if the Harbor Promenade and accessory cultural institutions could be designated as a National Park, which could unlock federal funding.

Explore philanthropic, corporate and individual donors. Once the Museum has a visionary plan that can have a national impact, they can seek out national funding and donors.

Invigorate the existing donor base. A new building campaign and/or a Future of Work exhibit could attract national attention and motivate the existing donor base to scale up.

Explore development potential as a revenue stream. In doing so, the Panel recommends the following:

- Renegotiate terms of its ground lease with the City - consider a swap with public space land to free up the Museum site and facilitate potential development.

- Formulate strategy relative to Maryland Historical Trust easements.
- Explore air rights development over the Butler building or potential joint venture on a replacement addition.
- Explore whether the Museum can secure the Fire Department site from City and leverage development there as a revenue source or partner with selected developers around promenade and open space requirements.

Engage a consultant. If a major project is developed, the Museum may want to consider hiring an outside firm to help develop campaign strategies. Because of the vast opportunities for funding, and the myriad activities the Museum is engaged in with a wide variety of stakeholders, hiring a consultant to manage and create a capital plan is a strong first step.

A full list of funding sources provided by the Panel is included as an appendix in this report.



RECOMMENDATIONS CONT.

2. Recommendation: Restore and activate shoreline for enhanced public access and museum interpretation

“BRING THE MUSEUM OUT, WELCOME THE COMMUNITY IN”

The Panel recommends engaging in efforts to improve the shoreline and create a more welcoming environment for people to engage with the Museum. Currently, the presence of shipping cargo containers (used for storage) is blocking access to the waterfront, and the minimal green space is detracting from the view. The structure of the entrance prevents ample sightlines of the water. Also, anticipated sea level changes and potential flooding should be taken into account so that anything built in the existing location should be viable in terms of environmental control and soil erosion.

To improve the shoreline and outdoor space, the Panel recommends the following steps:

Create a more welcoming entrance. The Panel recommends a more welcoming entrance and more access to the water for the public, including an access point on the site for the main entrance to the Museum. This is a designated view corridor from the neighborhood to the shoreline, which currently does not exist on the campus.

Add green space. The Panel also recommends adding green space, and while some exists in the current state, it is scant, and the presence of shipping containers disrupts both the view and the green space. The proposed green space would be able to serve the Museum and the community.

Improve access to the water. One of the biggest assets of this site is the water, and it's what we want people to see. Right now there is a lot of debris and it's not very safe, but debris removal could be expedited for an immediate improvement. Improving the sightlines to the water will improve the overall aesthetics, and restoring the shoreline will make the waterfront more of a destination and attract a wider variety of visitors.

3. Recommendation: Develop welcoming frontage, safer entrance and site circulation plan

As it currently stands, the entry and exit to the Museum are confusing for visitors, and create a traffic pattern that is unclear and unsafe. The fence around the Museum is unwelcoming, and the minimum signage and wayfinding for the Museum make it hard to locate. The lack of

dynamic signage is also a missed opportunity, as one can travel down Key Highway without noticing the Museum's location and what it has to offer. In front of the fence is a narrow sidewalk and uninviting streetscape, which will further deter visitors from stumbling upon the Museum.

The Panel recommends changes to the existing frontage and streetscape. The fencing, although beautiful, should be taken down, as it precludes someone from being able to walk onto the property and experience what is there. There may be other ways to provide security that require less of a barrier from the community.

Though the sign is well designed and attractive, it does not clearly stand out from Key Highway and too many people drive by without noticing it. The Panel recommends replacing the sign with one that will better draw attention and showcase the Museum and the waterfront.

Modifying the Museum Entrance

Equally, the existing entrance to the Museum (in the image below) was described as dangerous and/or easy to miss. If traveling eastbound on Key Highway, the left turn into the Museum has the potential to conflict with the oncoming through traffic, vehicles making left turns from Lawrence, and/or pedestrian traffic across the entrance. Vehicles exiting out of the Museum traverse under the iconic crane, causing potential conflicts with visitors on site as well as pedestrians on the frontage sidewalk. Additionally, conflicts arise when those vehicles attempt to turn left out of the museum parking lot to travel eastbound on Key Highway.

The Panel recommends moving the main entrance to Lawrence Street, creating a 4-way intersection (as indicated in the image below). The crane exit will then be freed up to become a pedestrian-only entryway to be reimagined onsite for friendlier circulation.



Existing Intersection and Entrance: *The small red dot is the current egress. The larger red dot is where the crossing conflict occurs with turning vehicles.*

RECOMMENDATIONS CONT.



Recommended Intersection and Entrance: *A graphic illustration of the recommended new entrance.*

The intersection type proposed is called a protected intersection (or a Dutch junction), as depicted in the example below. The Panel recommends this type of intersection, which provides more safety for everyone who connects with the intersection - slower cars, protected bike lanes, safer crossings for pedestrians.



An example of a Dutch junction, a safer intersection that the Panel proposes for Key Highway

Intersection designs can vary, but the Panel's recommendation is to protect movements at the intersection. This intersection types provide safe and appropriate capacity to all users. Pedestrians are protected via shortened crossing distances and refuge areas. Vehicles are slowed during the turning movements to decrease risk at potential conflicts. Cyclists can also safely traverse through these intersections in their own lanes. Trucks can also maneuver through as most curb extensions can be fitted with a truck apron.

4. Support efforts to make Key Highway a safer, pedestrian and bike friendly boulevard.

One of the most consistent themes that came up in the Panel's conversation with stakeholders was the barrier of Key Highway. As it stands now, this section of Key Highway was described as a barrier, even a wall, by stakeholders. The roadway is wide, difficult (and dangerous) to cross, and has informal parking. While on review, the Panel discussed recommendations related to traffic calming and the creation of safe intersections for those walking to the Museum.

Road Diet (or Right-Sizing) Key Highway with an updated street section

The current set up of Key Highway has a number of hazards for the Museum including: fast moving cars, unsafe crossings, unwelcome roadway barriers, inconsistent street parking and limited fronting interaction from commercial buildings on the street. The Panel recommends a road diet, also called "right-sizing," for Key Highway, which will improve the pedestrian and visitor experience and access and visibility for the Museum.



Current view of Key Highway, with the barriers for pedestrians and the Museum

The Panel recommends creating a permeable streetscape for Key Highway so that the community can cross and safely access the Museum while walking, rolling, or riding a bike; this includes a change to the street section, as detailed in the photos below.

Shown on the following page (from north to south) is the addition of the multimodal trail extension, street trees and lighting, a center 13-wide foot median (running from Webster to Lawrence) and pedestrian refuge, bulbout parking, and sidewalks. This section does take street parking from the northside, with the intent of redirecting parking through Transportation Demand Management (TDM) strategies where other uses along the corridor may lease or share parking for the public through strategic partnerships.

RECOMMENDATIONS CONT.



Updated street section of Key Highway, proposed by the Panel

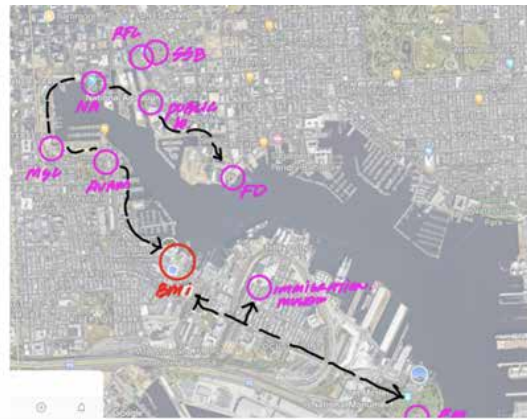
Accompanying this new street section would be modifications to the Museum's entrance, discussed in more detail in the Panel's previous recommendation.

5. Lead efforts to extend the Promenade to the Museum.

As seen in the map (below), Baltimore's Inner Harbor has a wide array of cultural institutions including the Museum, which both the Panel and the City of Baltimore have viewed as the natural terminus of the waterfront Promenade and the jumping off point to get to Ft. McHenry.

WATERFRONT CULTURAL INSTITUTIONS

- Frederick Douglass
- Public Works Museum
- Star-Spangled Banner
- Reginald F. Lewis
- National Aquarium
- Maryland Science Center
- AVAM
- **BMI**
- Immigration Museum
- Fort McHenry



A map of the cultural institutions surrounding the Inner Harbor, with the Museum (BMI) identified in red.

By extending the Promenade to include the Museum as the terminus, it would allow more residents of the neighborhood to access the waterfront, including runners and walkers who value that waterfront access.

The main constraints to extending the Promenade are funding for the design and construction and negotiating easements with the adjoining property owners. However, if the Fire Department site is redeveloped, the Museum could work together with the selected developer to pursue joint funding for design and implementation.

6. Propose City land swap, modify Urban Renewal Plan and Overlay; advocate for Fire Department site to be redeveloped.

Modify the Urban Renewal Plan

The current Urban Renewal Plan (URP) expires in 2031. An Overlay was initially created in 2017 and would allow for the eventual repeal or expiration of the URP. The Museum's property is currently within the Key Highway South Urban Renewal Plan and the Key Highway Waterfront Overlay within the Zoning Code.

The Panel recommends that both documents be amended to allow for more dense development.

As currently written, the URP for the water-facing side of Key Highway has restrictive massing requirements that are mirrored in the Zoning Code. The required open space in the URP may be created through a land swap (detailed below), to allow the Fire Department property to be more desirable.

With the Panel's recommendation (detailed earlier in the report) to add more green space, the required 1.5 acres of open space in the URP could need to be increased. As it is implemented now, these acres are next to the Fire Department and inaccessible to the public.

Proposed Land Swap

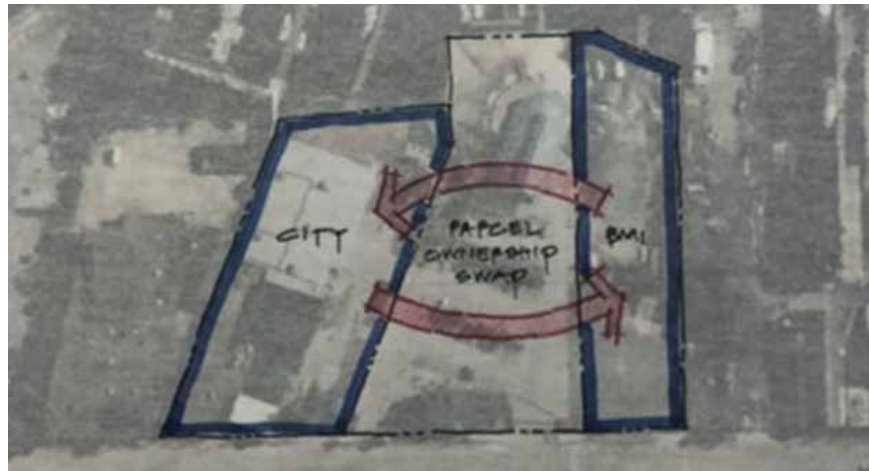
The Panel recommends a proposed land swap, which would have the Museum exchange a parcel of land with the City of Baltimore to allow for a public view corridor while allowing the Museum to own the land where the primary exhibit space building is located, and no longer have to rely on a ground lease.

As it currently exists, detailed in the image on the following page, the yellow dot represents the Museum campus, the blue along the edge is the 20-foot minimum required promenade, with the proposed termination at the red arrow (though people could continue to walk further east toward Ft. McHenry). The properties on either side of the yellow dot are what the Panel considers to be the Museum's campus.

The blue U-shape on the far right is General Ship Repair, which the Panel feels still is closely aligned with the mission of the Museum.



The Panel recommends the following land swap, drawn in detail here:



The Panel also recommends that the current Fire Department site be redeveloped in conjunction with and as a possible revenue source for the Museum. In its current form, the Fire Department site limits the public access to the water and would be more valuable to be redeveloped in part or wholly to provide new tax revenue for the City of Baltimore and as a revenue stream to support the mission of the Museum. (See Recommendation 8 for elaboration.)

7. Recommendation: Explore development potential on site and formulate a plan relative to the Fire Department site.

As part of the recommendation detailed earlier in the report, the Panel recommends a Museum addition that would enhance the space and provide more opportunities for revenue and exhibits.

CONCEPT DRAWINGS

Museum Addition



The Panel's suggested concept drawings

These concept drawings represent a diagrammatic look at the additional program components and how they might lay out in the proposed addition to the Museum. The Panel recommends this concept to give more event space, more exhibit space, the ability to consolidate the Museum administration into one location, and leasable square footage along the harbor edge to provide a consistent revenue stream for the Museum.

Replace the Butler Building: The Panel recommends tearing down the non-historic metal part of the Museum building (the Butler building). Using this concept design, the Museum's space would be treated like a campus, with a bridge on the second floor and covered "kiss" on the first floor. The current Museum lobby could be housed in the new portion of the main building. The historic portion of the main building would focus on the "nuts and bolts" of industry history, and the new space could house the innovation and future-focused exhibits. The new space would include a full view of the harbor and a terrace, making it an attractive space for events and visitors.

Create more space: The ground floor consists primarily of additional exhibit and administrative space, but separated from the existing structure to create a clean delineation of the historic structure and the new building. The space between the buildings becomes a covered passage and outdoor exhibition space and allows a connection to the parcel to the west. The event space moves to the second floor and offers elevated views of the harbor as well as an elevated terrace that looks over the Promenade below and harbor beyond.

Loft the event space: The Panel recommends lofting the event space to the second floor, where the breathtaking views would be available. It could also include a prep kitchen or warming kitchen. This design would also increase the space up to 12,000 feet. It also would have a roof terrace to allow for outside interaction. Additional leasable square footage could be added as floors 3-6. This could be a boutique hotel, office, or residential space and would provide a continuous revenue stream for the Museum.

Design an iconic building: These recommended changes will give the Museum an opportunity to create an iconic building, something that is recognizable from any point on the water.



ULI TAP design experts collaborate to develop a new vision for the Baltimore Museum of Industry.

8. Recommendation: Evaluate combining Museum property with adjacent Fire Department property and plan as one development site and integrate with development of private property to Webster Street.

The Panel's Conceptual Master Plan is organized around these five principles:

- 1. Sense of arrival,** attracting more visitors and establishing the Museum as a destination.
- 2. Brand and identity,** allowing the Museum to sit within the neighborhood and celebrate its identity as a piece of Baltimore's industrial heritage.

3. **Waterfront park**, by focusing on the waterfront property, the Museum and the Downtown Sailing Center can come together and build upon the existing pavilion, adding restrooms and storage, to support myriad activities and uses connected to the Inner Harbor at a new community green space.
4. **Connections**, by establishing better connections and views, the Museum can have a stronger link to the neighborhood and attract more foot traffic. Adjacent redevelopment at the Fire Department site could offer increased access to the Museum.
5. **Sustainability**, the Museum can layer in certain sustainable goals to be more future-oriented and a good steward of waterfront space.

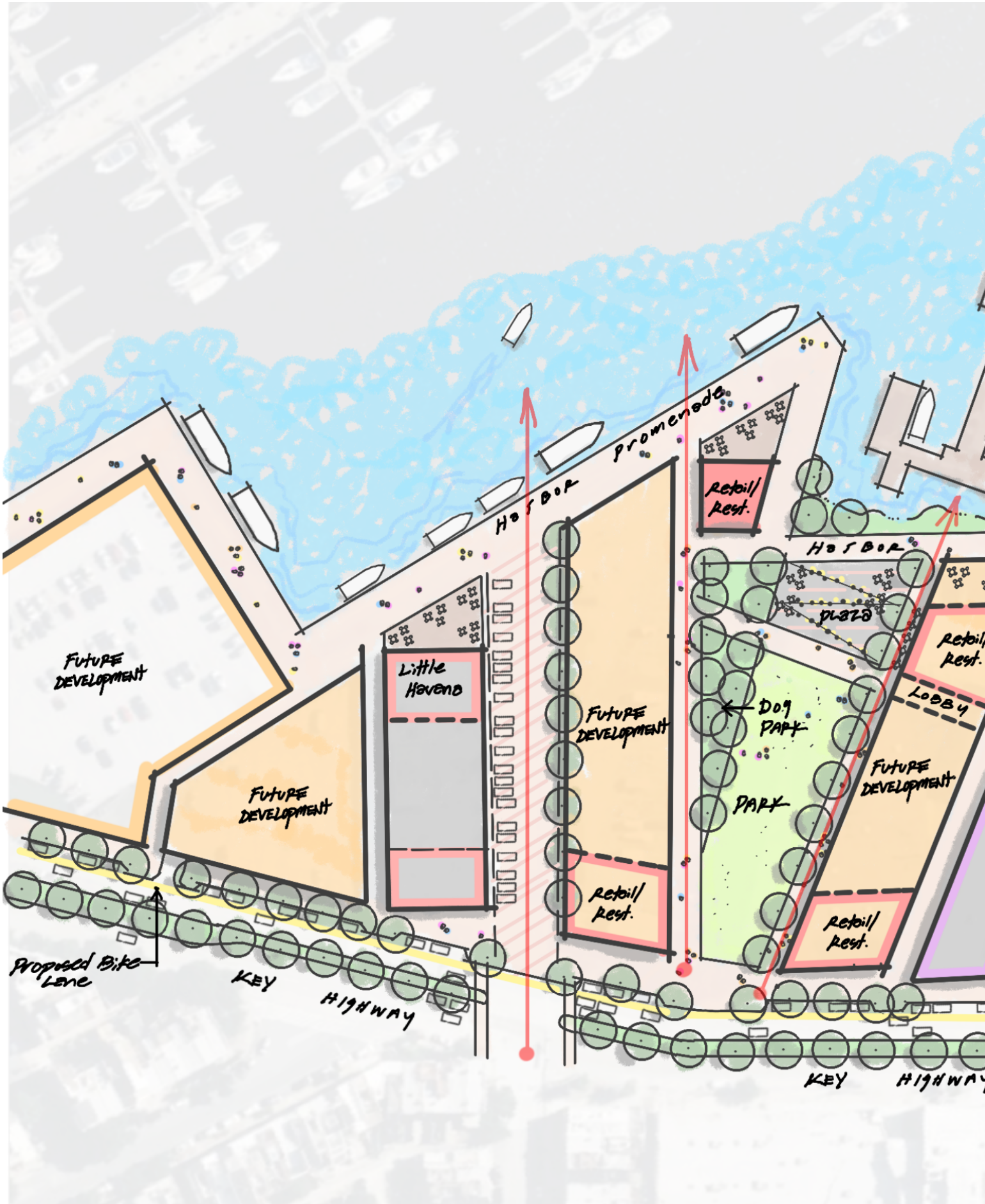
The Panel's recommended Conceptual Master Plan includes shifting the main entrance to Lawrence Street and simplifying the traffic flow, as detailed in recommendation #3. Users will arrive at a shared plaza that is curbside and looks out onto the water. With this new traffic pattern, circulation and parking are greatly improved, allowing for more pedestrian traffic and better drop offs, which will be helpful for the buses that come with school groups. The fencing and barriers will come down, allowing the Museum to appear more open and accessible to anyone who passes it on Key Highway, either by car or on foot.

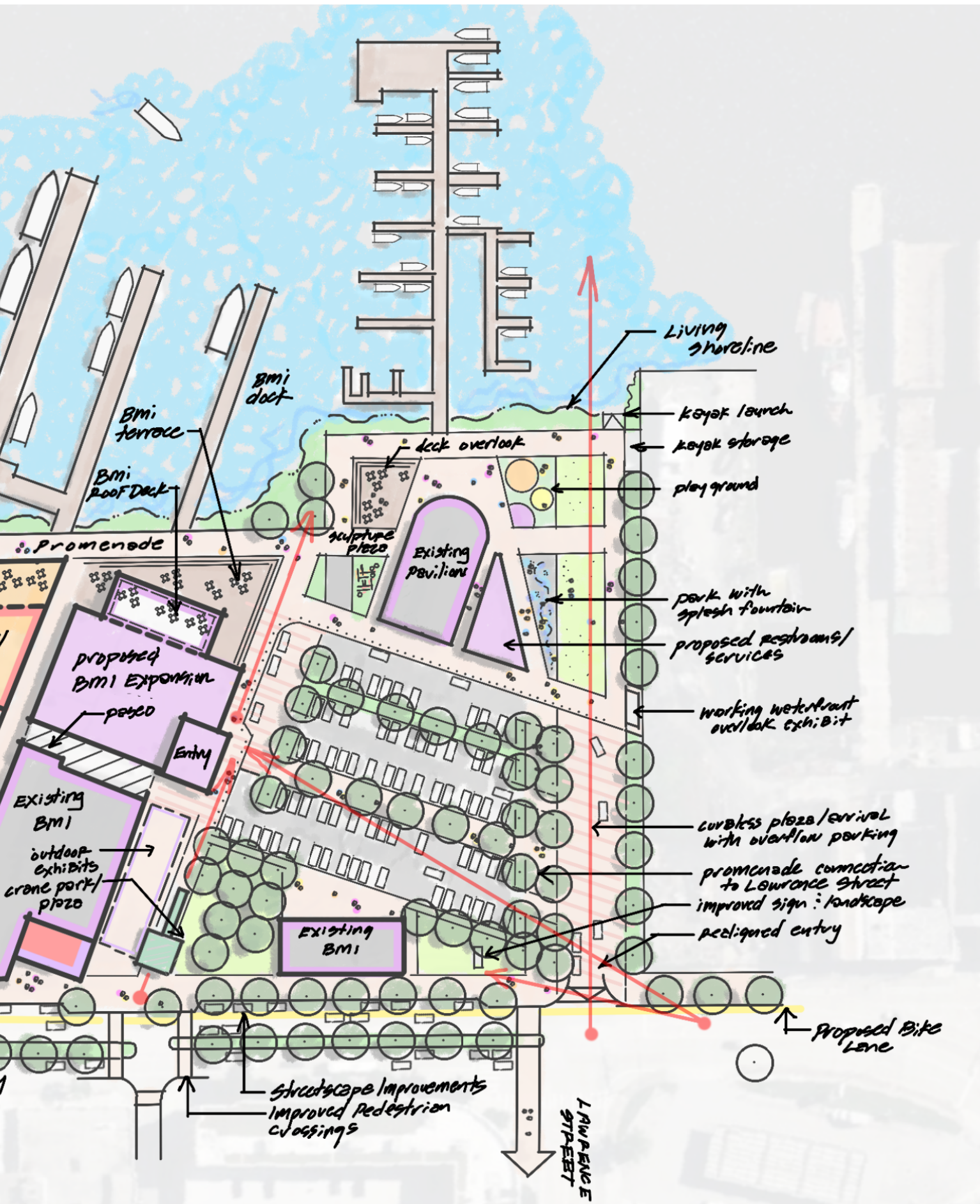
In the plan (pp. 34-35), the landscape is oriented toward a new addition to the Museum that will serve as the lobby entrance. The key focal point shifts toward the waterfront. With the aforementioned updates, the new setup would have more space for shared use, including a promenade, event space, lawn, and splash fountains. The existing pavilion could have an addition of a support building with restrooms, which would help facilitate the use of the pavilion all year round and for more opportunities. The plan allows for additional space for kayak launch and storage, or storage options for the Downtown Sailing Center, further enhancing the existing uses of the water.

The Conceptual Master Plan continues a sustainable shoreline and incorporation of green infrastructure into the existing parking lots, which will still exist as the Panel understands parking to be a desirable amenity for visitors and Museum events. The Museum has an opportunity to be a statewide leader in environmental stewardship, and can outfit the new building for solar and other environmental improvements.

The Conceptual Master Plan also envisions aligning development of the Fire Department site (1407 Key Highway) with Museum needs and program. The Panel believes that an integrated solution for the properties will yield a better result for the community and the city, which may include shared parking, pedestrian linkages and complementary land uses.

While the Museum exists as a terminus to the waterfront, under this re-envisioned Master Plan, the Panel also views the Museum as a gateway to Locust Point and Ft. McHenry, and a can't-miss attraction in both the Baltimore region and eastern seaboard.





IMPLEMENTATION TIMELINE

The Panel recommends the following timeline for implementation of the recommendations of this report.

Short Term (0-12 months):

- Raise funds and hire dynamic and experienced firm to develop bold, inspirational, aspirational Master Plan
- Hire development adviser to explore joint development opportunities and renegotiation of City agreements
- Align visions with existing tenants/partners - Downtown Sailing Center, UMES
- Initiate remaking Museum's front door - engage consultant to develop plan to create a more welcoming and safer entrance and street frontage
- Partner with Waterfront Partnership and neighborhood organizations to further activate existing waterfront with programs
- Launch Future of Work programming

Medium Term (1-3 years):

- Move museum entrance and upgrade street frontage
- Complete Master Plan and finalize joint development plan
- Hire capital campaign advisor to assess feasibility of capital campaign
- Improve the facades of existing buildings and activate storefront at west corner of building
- Raise funds to complete park and building addition

Long Term (3+ years):

- Complete building additions and waterfront improvements in line with capital fundraising.
-

CONCLUSION

The Panel believes the Baltimore Museum of Industry has significant unrealized potential to be a museum dedicated more fully to the past, present and future understanding of work, industry and innovation. The Museum plays an integral role in spotlighting workers and their role in shaping Baltimore's growth as an urban center, providing a valuable service to teach future generations to appreciate those who came before them.

The Panel feels strongly that the Museum has the potential to become a national leader and destination, given its leadership, location and focus. By implementing the recommendations in this report, the Museum will have a chance to show how innovations and ideas have evolved over the past century and point toward the future of industry, underscoring Baltimore's dynamism and continued vitality. These are compelling stories with wide

audience appeal. Other area cultural institutions are potential Museum partners; given the wide-ranging way in which work touches all of our lives, there are limitless opportunities for the Museum to partner and grow.

The Panel sees the Museum as a potential visionary, and recommends that it look beyond its own walls. Efforts should be made to work more closely with its neighbors - industrial, commercial and residential - and to integrate more closely within the community. By becoming more responsive to the needs of the larger community, the Museum can widen its support base accordingly.

The recommendations from the Panel are a strong first step to reimagining what role the Museum could play in Baltimore and the mid-Atlantic region. This will require changing mindsets and taking a holistic approach. Potential funders and partners should see the Museum's broad vision when being solicited for support. There are always reasons why something cannot be done, and we recognize the funding constraints. But we also want to encourage the Museum to avoid incremental improvements and instead kick down the door. Reach for the future. Our time spent on the site has shown us that the potential is there, the next steps are up to you.

The ULI Baltimore TAP Panel thoroughly enjoyed its work with the Baltimore Museum of Industry and hope that the recommendations and strategies outlined here are useful. We are eager to help and provide information at any time in the future. Please contact ULI Baltimore and Lisa Norris for any additional follow-up.



ABOUT ULI BALTIMORE

A District Council of the Urban Land Institute

ULI Baltimore is metropolitan regional District Council for the Urban Land Institute, serving Central Maryland and other parts of Maryland. ULI is a nonprofit research and education organization supported by its members. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places. Founded in 1936, the Institute now has more than 40,000 members worldwide, representing the entire spectrum of land use and real estate development disciplines in private enterprise and public service. The mission of the Urban Land Institute is to provide leadership in the responsible use of land to create and sustain thriving communities worldwide.

About ULI Baltimore's TAP Program

The objective of ULI Baltimore's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and nonprofit organizations in the Baltimore Region. Like ULI District Councils throughout the country, ULI Baltimore utilizes its broad membership base to administer one- or two-day panels and offer objective and responsible advice to local stakeholders and decision makers on a diverse set of land use issues. These issues can range from site-specific projects to public policy strategies. The flexibility of the TAP program enables ULI Baltimore to present a customized approach for each TAP, one that allows panelists to study and address specific contextual issues.

APPENDIX: Potential Funding Sources

Federal Funding

- Federal delegation - earmarks
- Environmental funding – flood mitigation, brownfield clean-up
- National Endowment for Humanities - capital and operating
- National Park Service if waterfront gets made a National Park

State Funding

- State earmarks
- State delegation bond bill/s
- DNR: Program Open Space, programs for public waterfront access
- Maryland Heritage Area – capital and programming funds
- MD Department of Transportation – funding for bike/ped improvements

City Funding

- General Obligation Bond/ballot initiative
- Cultural institution funding that the Planning Department administers

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Bring the Museum Out, Welcome the Community In

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