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# CHARLES CENTER



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The Planning Council of the Greater Baltimore Committee, Incorporated







# THIS IS CHARLES CENTER

## BALTIMORE

It is the first Urban Renewal Project for Downtown Baltimore. With it, Downtown accepts the challenge of tomorrow with a bold venture.

Here, in one plan, at Downtown's Center, are green parks, elegant and imposing buildings, convenient and adequate parking, efficient traffic and transit, and exciting things to do, see, and hear. Charles Center is truly a contrast with the area we know today.

Into the planning for this project have gone the combined and coordinated efforts of private and public groups working together toward the revitalization of all Downtown. Out of it will come a new focus for Downtown.

Though simple in concept, Charles Center brings to the solution of Downtown's problems all of the accumulated knowledge of many fields. You will see how Charles Center evolves as a logical plan . . . how it ties in with and sets the stage for the Downtown Master Plan . . . how Charles Center will be financed . . . how it will be carried out.

You will see how Charles Center benefits you as a private citizen . . . and how it is necessary to Baltimore, as an urban center.



### BOUNDARY DESCRIPTION:

Beginning at the point of intersection of Saratoga Street with Liberty Street; thence south on Liberty Street to Baltimore Street and Hopkins Place; thence south on Hopkins Place to Lombard Street; thence east on Lombard Street to Charles Street; thence north on Charles Street to Saratoga Street; thence west on Saratoga Street to the point of beginning; with the exception of the Lord Baltimore Hotel, the Baltimore and Ohio Railroad Office Building, the Fidelity Building, the Baltimore Gas and Electric Company's Lexington Building, and the Eglin Parking Garage at the corner of Saratoga and Liberty Streets.

June 6, 1958 \$17.00

Book

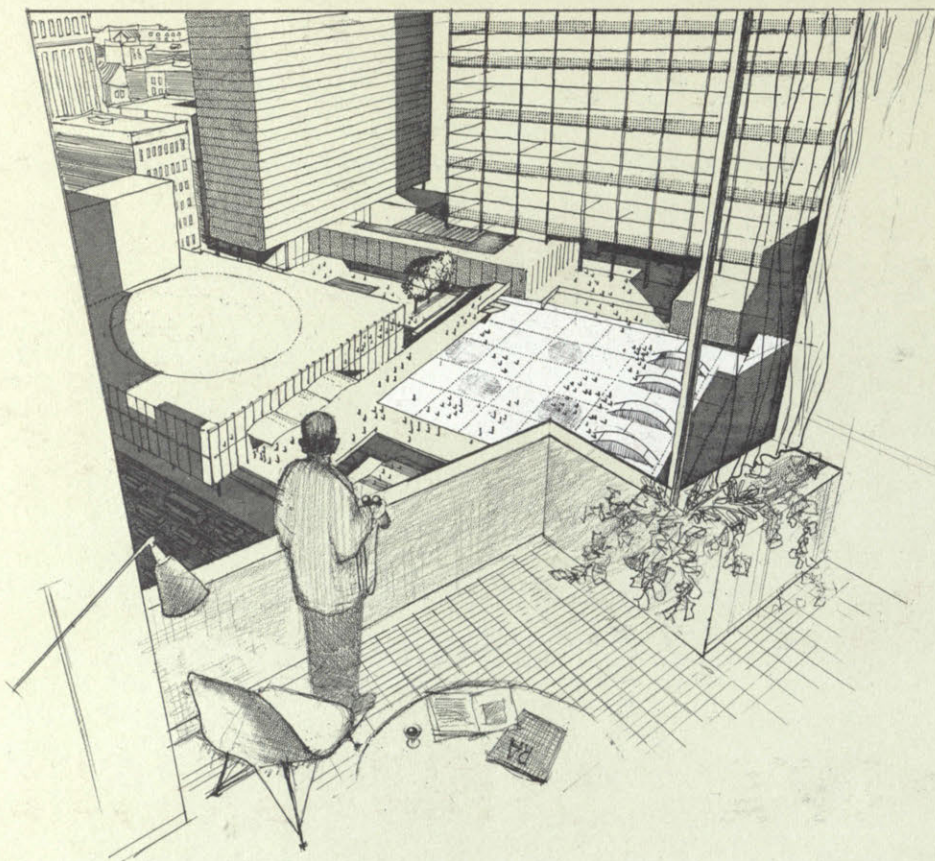
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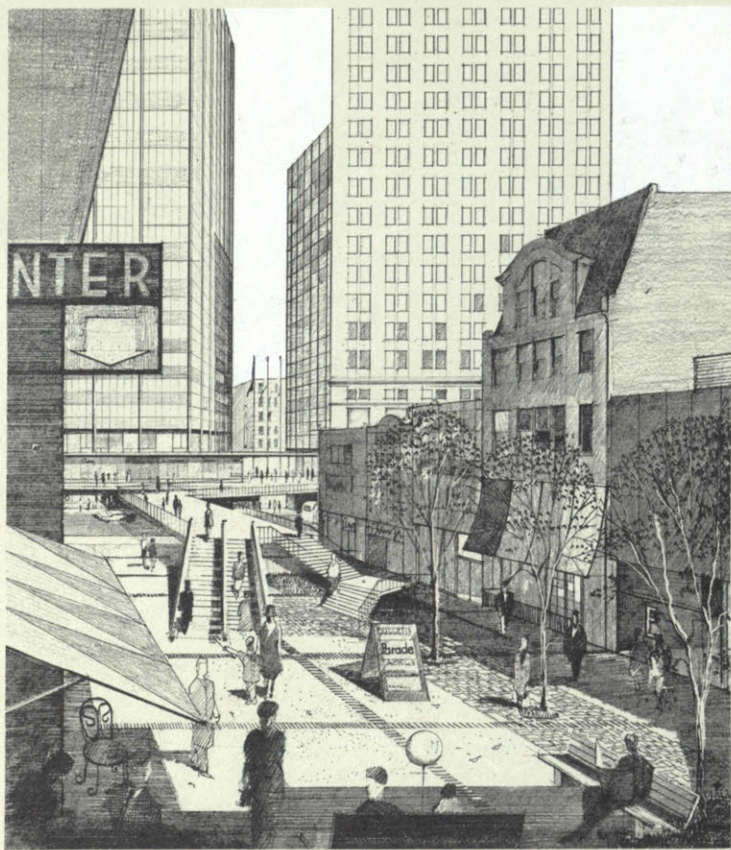


### AS A VISITOR



Looking toward the Mathieson Building and the Federal Office Building from high up in the new hotel.

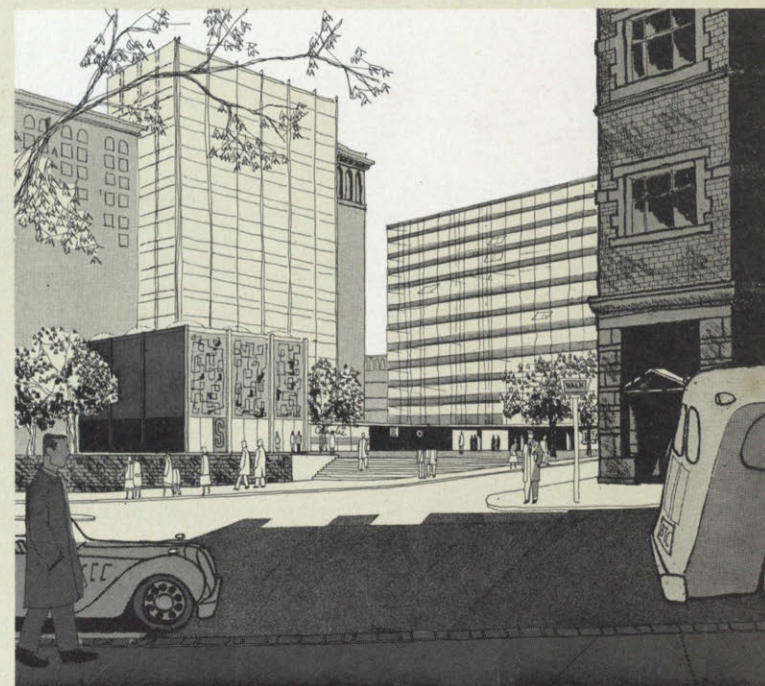
### AS A SHOPPER



Looking east across Liberty Street from Park and Lexington Streets.

You are a convention visitor in Charles Center. From your window high up in the new 800-room hotel, you look out southeast toward the Inner Harbor. Below you, the taxis move in and out of the Lord Baltimore Hotel. People move back and forth across Baltimore Street on the pedestrian overpass with the bright glitter of flags in front of the 3,000-seat Theater and TV Center where you enjoyed a concert last night. The Federal Office Building towers over the Transportation Park where people hustle down escalators to the Transportation Terminal that was put into operation two years ago. You brought your wife to this convention for you knew she would enjoy the luxurious comfort of the quarters, the fine food, and the charm and grace of Baltimore, in Charles Center.

### AS A BUSINESS MAN



The view from Saratoga and Charles Streets looking southwest toward one of the public parks.

You are a businessman in Charles Center. Your spacious air-conditioned office is in one of the eight new office towers, the last of which was just completed. You find it easier to get top-flight personnel who like to work in this delightful atmosphere. You drive to work on the Jones Falls Expressway, coming off the ramp at Pratt Street which leads you quickly to the entrance to the underground parking space reserved for you. You come by elevator directly to your building. The majority of your fellow workers use the improved transit system which funnels in and out of the two transit depots and the Transportation Terminal. At quitting time transit vehicles are ganged up waiting to take them home.

You are a shopper in Charles Center. You have come Downtown by "shoppers special", quickly and comfortably on the completed expressway system. As you walk east on the Lexington Mall from the major department store center at Howard Street, you see the escalator at the end of the Mall leading over Liberty Street into Charles Center. Many of Baltimore's fine old specialty shops offer you the opportunity for a wider selection of goods than you can get anywhere else. You are impressed with what has been done in remodelling the stores on the edge of Charles Center. The new enhances the old where the old has life and quality. Downtown is just as pleasant and as efficient as your regional shopping center and it's exciting getting back Downtown again.



**IT IS 1968!**

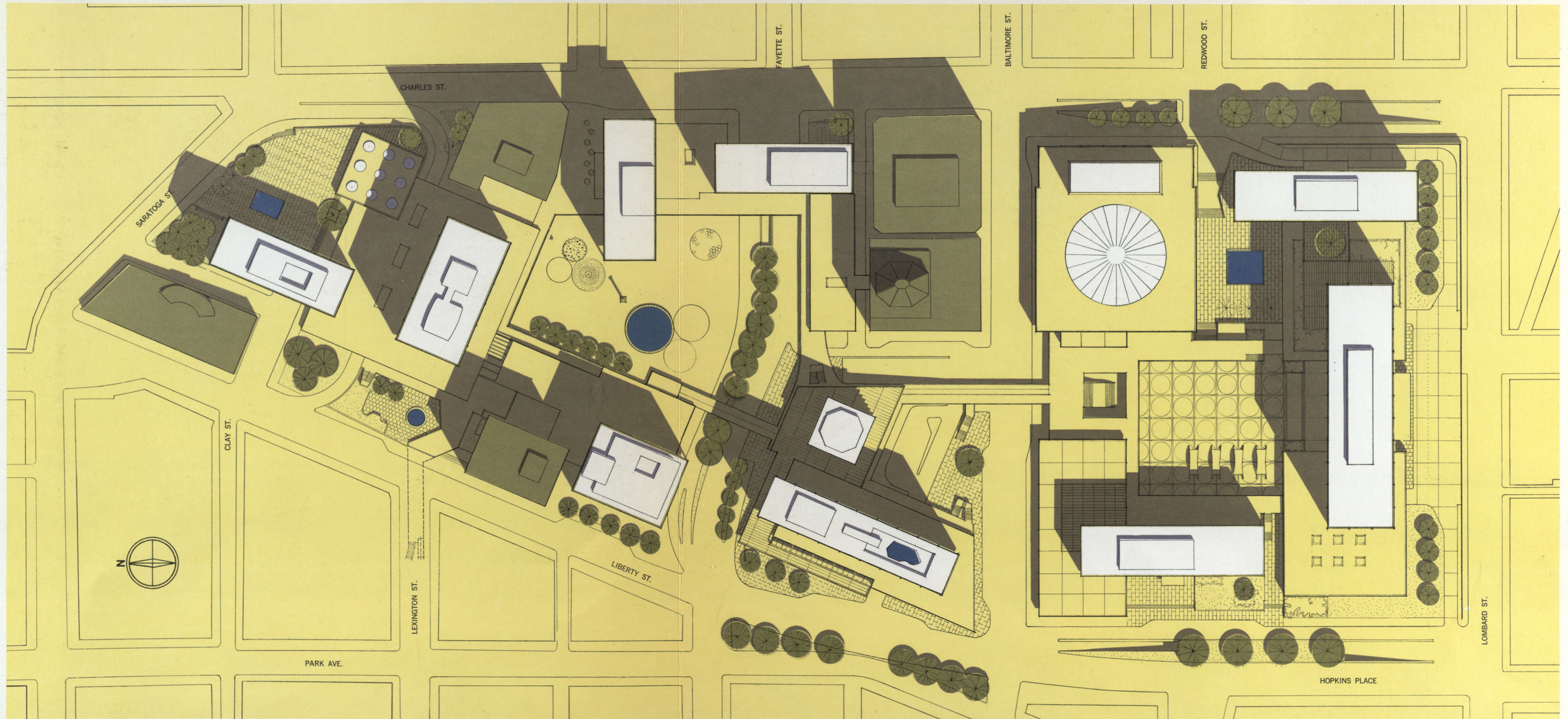
**Imagine yourself a visitor,  
a businessman,  
or a shopper in Charles Center,  
the focus of  
the new Downtown Baltimore.**

**Gone are the congestion,  
traffic jams, noise  
and the drab, dull buildings  
with which you  
were once all too familiar.**

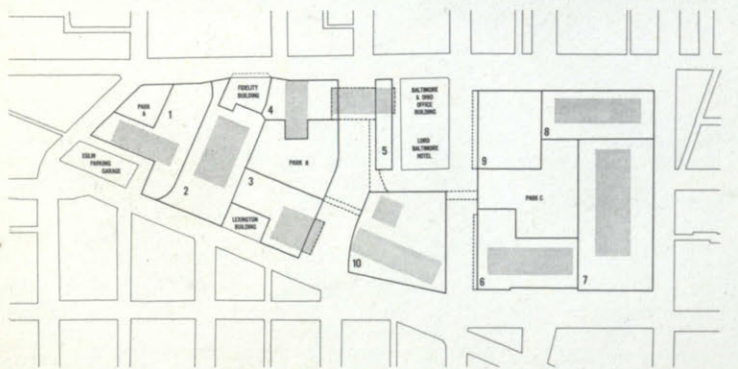
**Picture the new  
Downtown environment.**



# CHARLES CENTER SITE PLAN



## KEY

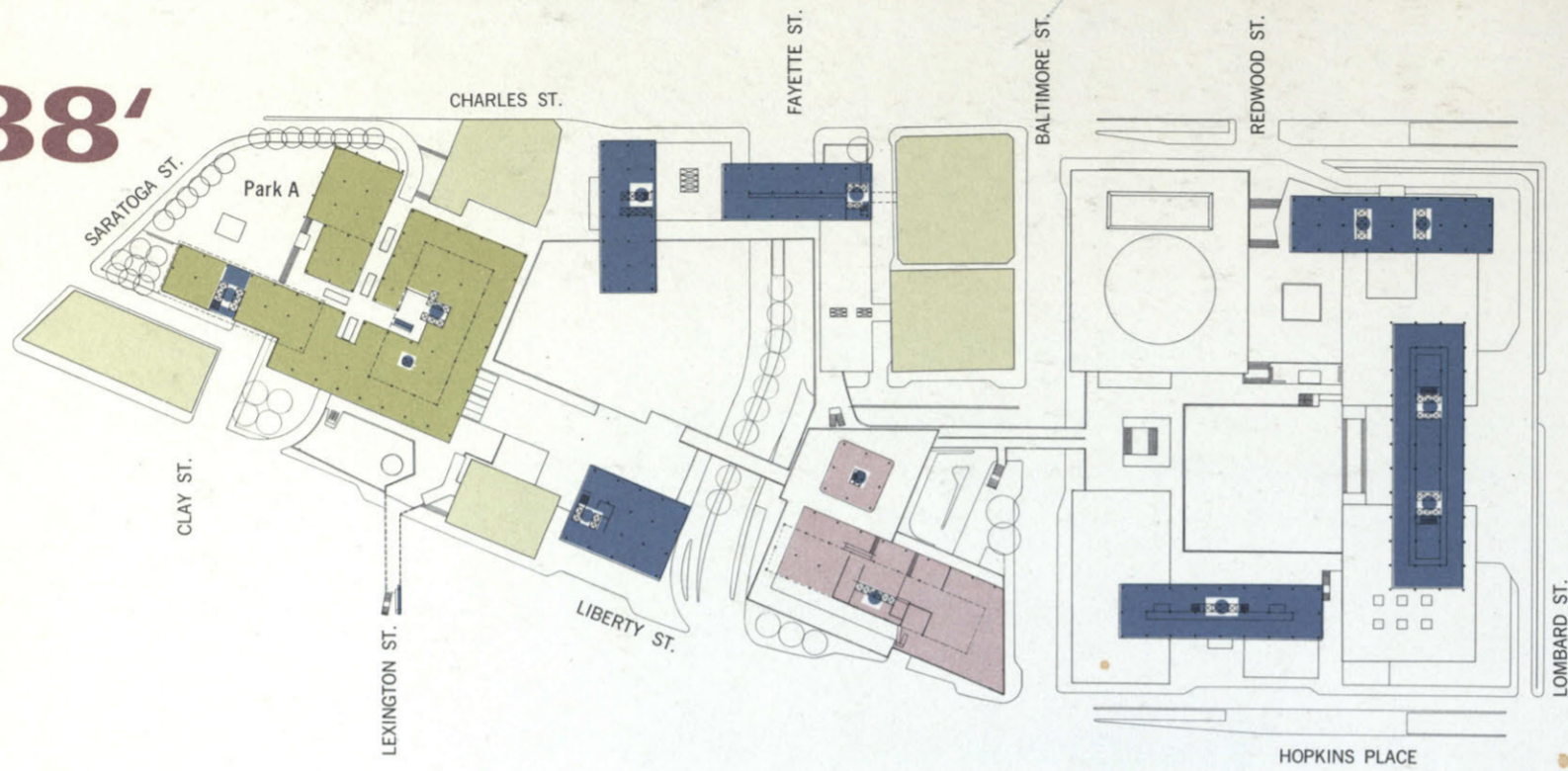


- 1-8 OFFICE BUILDINGS
- 7 FEDERAL OFFICE BUILDING
- 9 TV THEATER CENTER
- 10 HOTEL

Charles Center is a 22-acre project for the heart of Downtown. It contains eight new office buildings, including a new Federal Office Building, a new 800-room hotel, 400,000 square feet of commercial and specialty retail space, a 3,000-seat TV Theater Center, a Transportation Terminal and two transit depots, three public parks, integrated pedestrian malls, and a 4,000-car underground parking garage.



88'

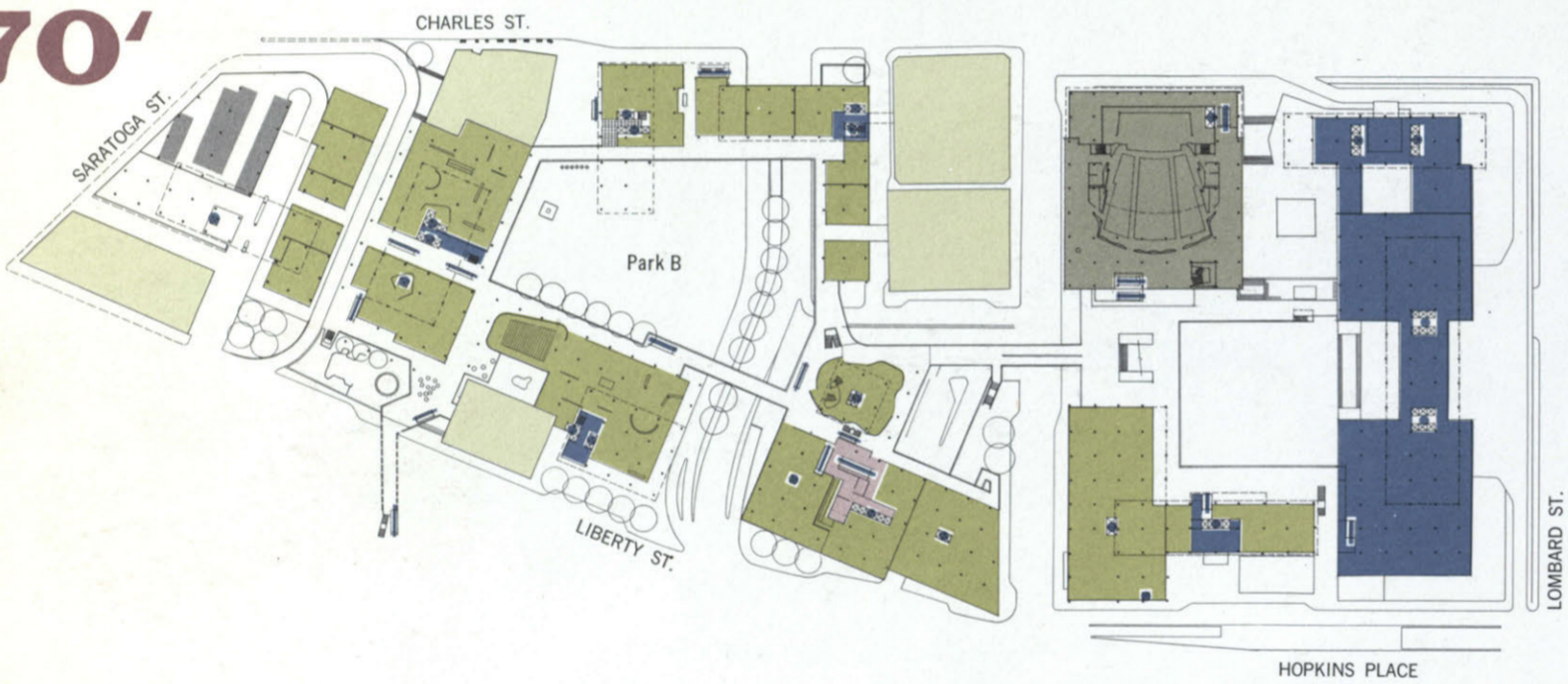


## DETAILED SITE PLAN

The Charles Center site slopes from a high point—88' above the water level at the Inner Harbor—at Saratoga and Liberty Streets, all the way to the low point, 20', at Lombard and Charles Streets. These grades have always made walking difficult Downtown. In Charles Center, they have become an asset. Look at the plans in detail.

**88'** Begin at the 88' level which extends along Saratoga Street from the Eglin Parking Garage to Charles Street. A public park faces St. Paul's Episcopal Church across Charles Street and forms a broad entry into the north end of Charles Center. On the west and south sides of this park, retail and commercial frontage forms the ground floor of the north office tower (1). An arcade leads south to the transit depot at the next level down, reached by escalator. South of the transit depot, but still on the 88' level, more commercial space forms the base of the second office tower overlooking the public park to its south.

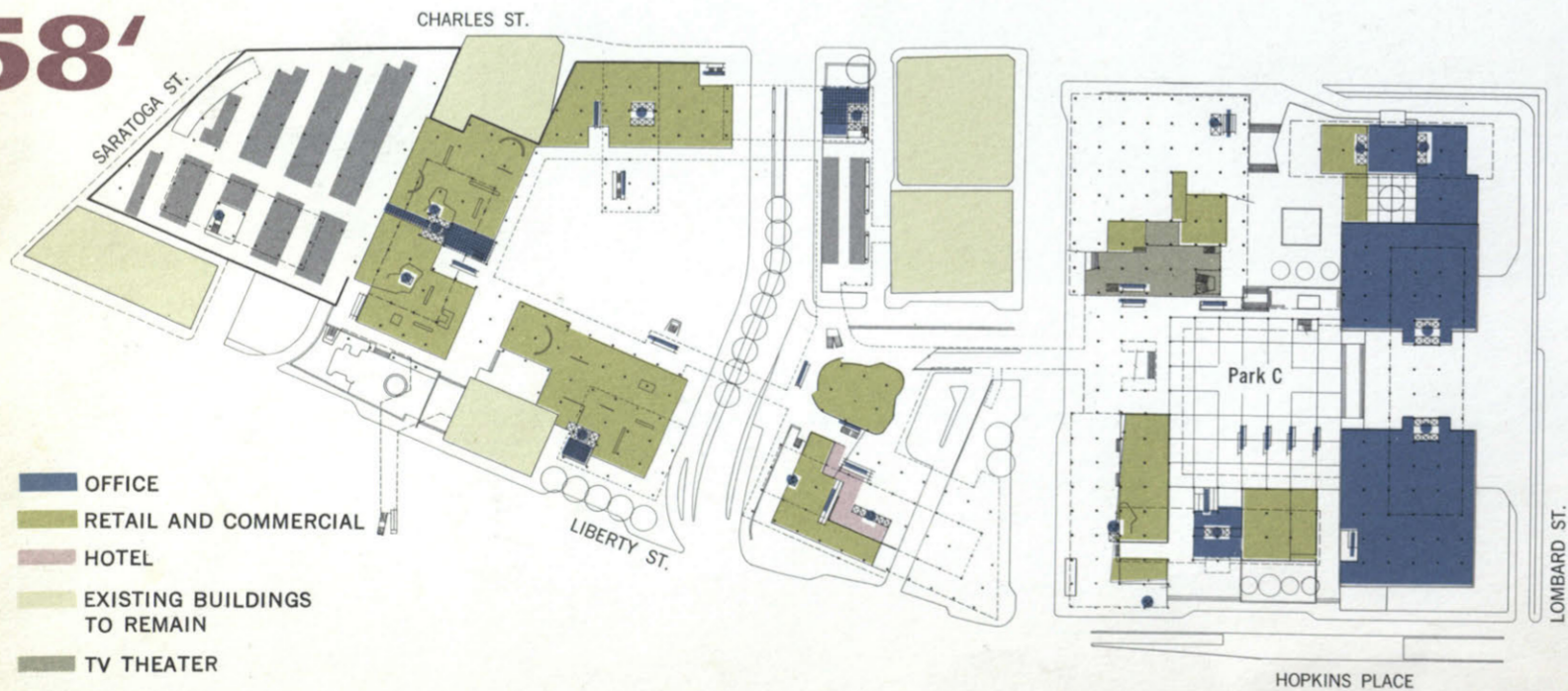
70'



**70'** Underneath the public park at Saratoga Street is a parking garage at the 70' level. Ramps lead out to a widened Sharp Street. South of this parking garage is retail space on either side of the Clay Street transit depot. Buses pull in off Liberty Street, and move on out to the north on Charles. A major arcade leads south under office building (2) out to the main Lexington Mall to the west. At this point the Gallery, or walkway, is faced on the north by retail space running from Charles and Lexington Streets, all the way to Liberty and Lexington. The Gallery meets Charles Street at its present grade, but extends over Liberty Street with an overpass and an escalator down toward the main shopping center at Howard and Lexington Streets.

The Gallery forms a major structural element tying together retail space at office building (3) and retail and commercial space at this same level under office building (4). Office building (5) spans Fayette Street and the Gallery carries pedestrians over Fayette beside it and to the south of office building (3). These two overpasses connect with the north side of the Lord Baltimore Hotel and with retail and commercial space at the 70' level in the new hotel. Between the two hotels, a moving sidewalk takes them over Baltimore Street and onto the Gallery which surrounds the southern public park.

58'



**58'** Starting again at the north end of Charles Center, the 58' level shows a parking garage extending to the north of retail space under the office building (2). The retail space forms the first floor of the stores above at the 70' level. It faces out onto the public park, and extends from Charles and Lexington to Liberty and Lexington Streets. At its center are escalators tying in the various levels above and below. This retail frontage continues all the way to Fayette Street. At the Liberty Street end it opens onto a plaza which is the termination of Lexington Street. Office building (3), office building (4), and the new hotel all have additional retail space at the 58' level, the present grade of Fayette Street which forms the south boundary of the public park. A transit depot extends on the north side of Fayette Street where buses pull in on a transit right-of-way and out to the west and south.

South of Baltimore Street the Gallery continues at the 58' level. It connects the TV Theater, retail frontage on Baltimore Street and commercial space under office building (6). Again escalators at key points carry pedestrians to the lower levels.

- OFFICE
- RETAIL AND COMMERCIAL
- HOTEL
- EXISTING BUILDINGS TO REMAIN
- TV THEATER
- PARKING
- TRANSPORTATION TERMINAL
- VERTICAL CIRCULATION

\*The mark ' denotes the elevation above the mean high tide at the Inner Harbor

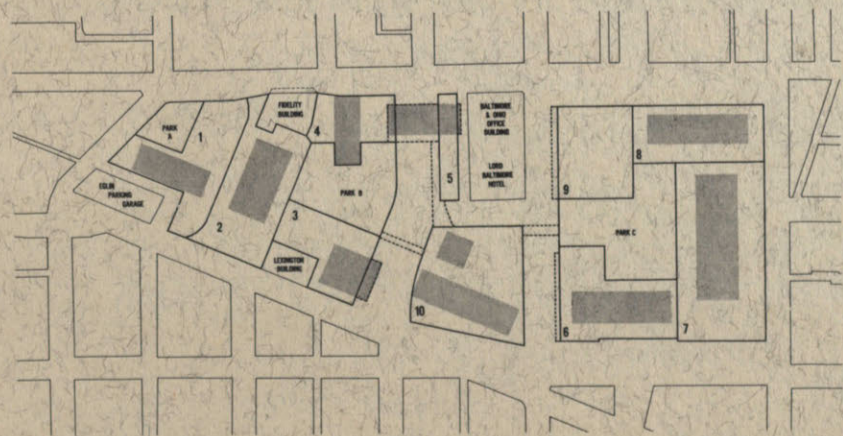


# TABLE OF NEW SPACE

## CHARLES CENTER SPACE IN NET RENTABLE SQUARE FEET

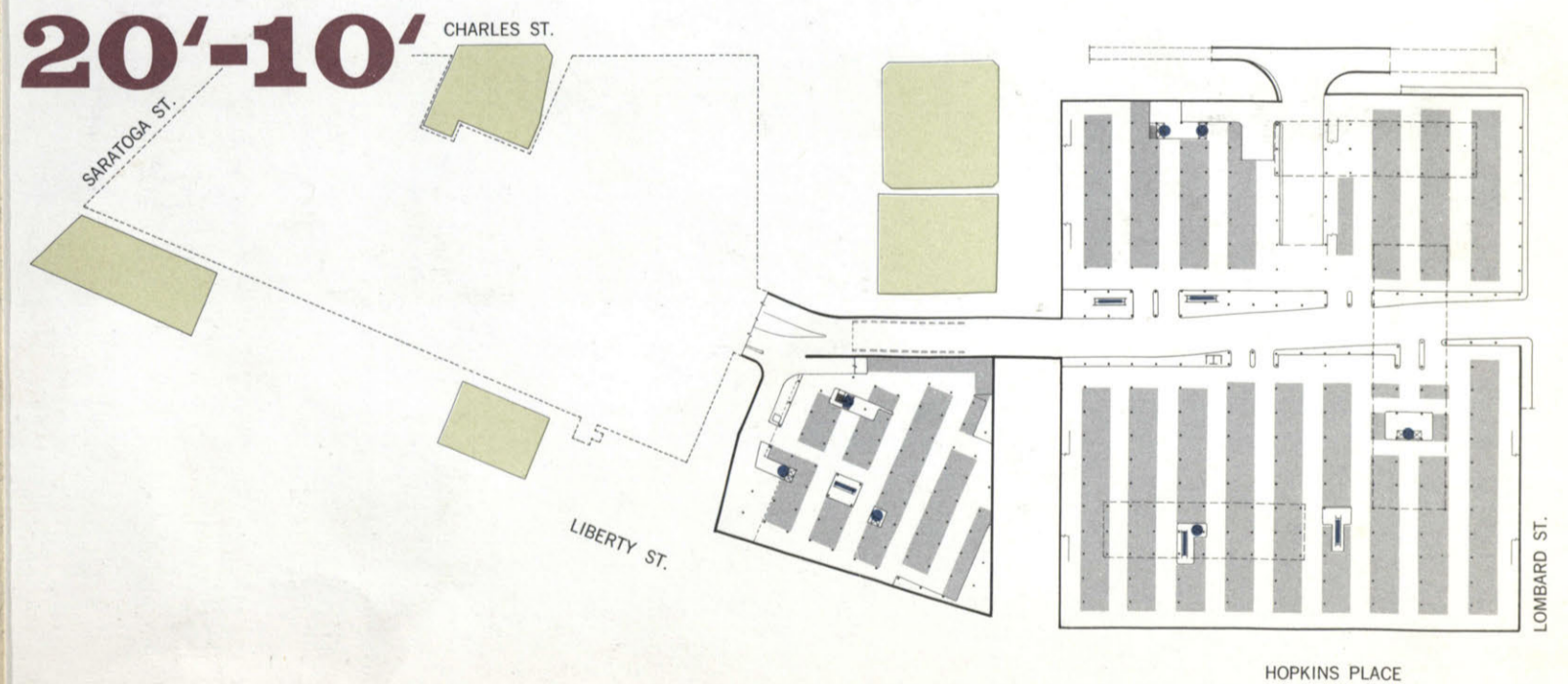
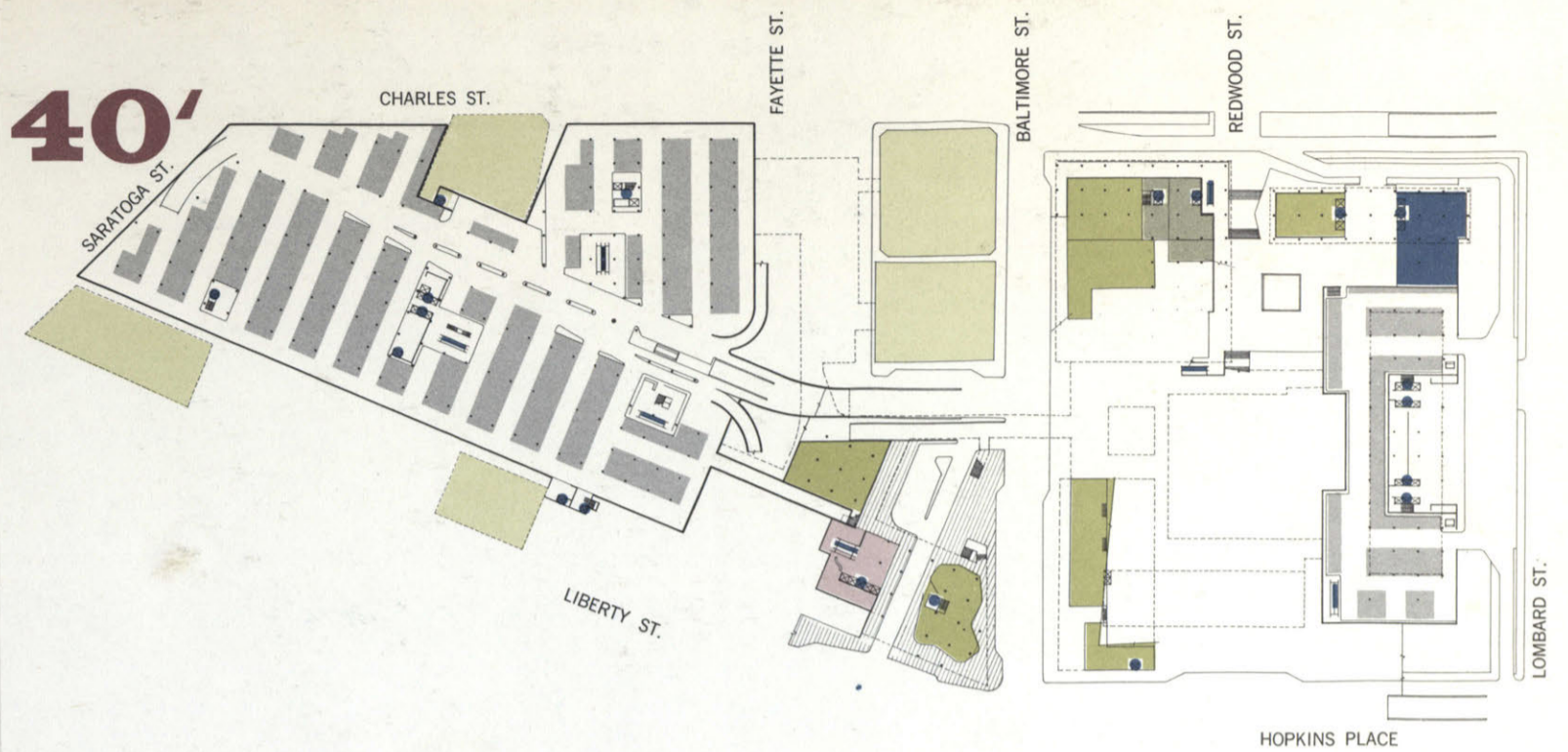
AREA	LEVEL (# floors)	OFFICE	COMMERCIAL	HOTEL (rooms)	PARKING (cars)
1	(11)	137,000	25,300		
	88'				
2	70'-75'	335,000	34,800		
	65'				
	55'				
	40'				
	30'				
3	(12)	147,000	22,500		
	70'				
	58'				
	40'				
4	(21)	249,000	12,700		
	70'				
	58'				
	40'				
5	(12)	146,000	16,400		
	70'				
10	(21)	HOTEL HOTEL TOWER	(800)		
	(13)				
Park A	74'-70'	PARK LEVEL			
	60'				
	50'				
	40'-46'				
	30'				
Park B	88'-75'	PARK LEVEL			
	65'-70'				
	55'				
SUB-TOTAL		1,014,000	301,400	(800)	(1772)
6	(13)	214,000	28,300		
	74'-70'				
7	62'	558,000	FEDERAL OFFICE BLDG.		
	47.5'				
	30'				
	20'				
	10'				
8	(13)	214,000	4,700		
	47.5'				
	30'				
	20'				
9	62'	TV THEATER CENTER	31,100		
	40'				
	30'				
	20'				
Park C	47.5'	PARK LEVEL			
	30'				
SUB-TOTAL		986,000	126,600		(2228)
GRAND TOTAL		2,000,000	428,000	(800)	(4000)

### KEY



1-8 OFFICE BUILDINGS  
7 FEDERAL OFFICE BUILDING

9 TV THEATER CENTER  
10 HOTEL



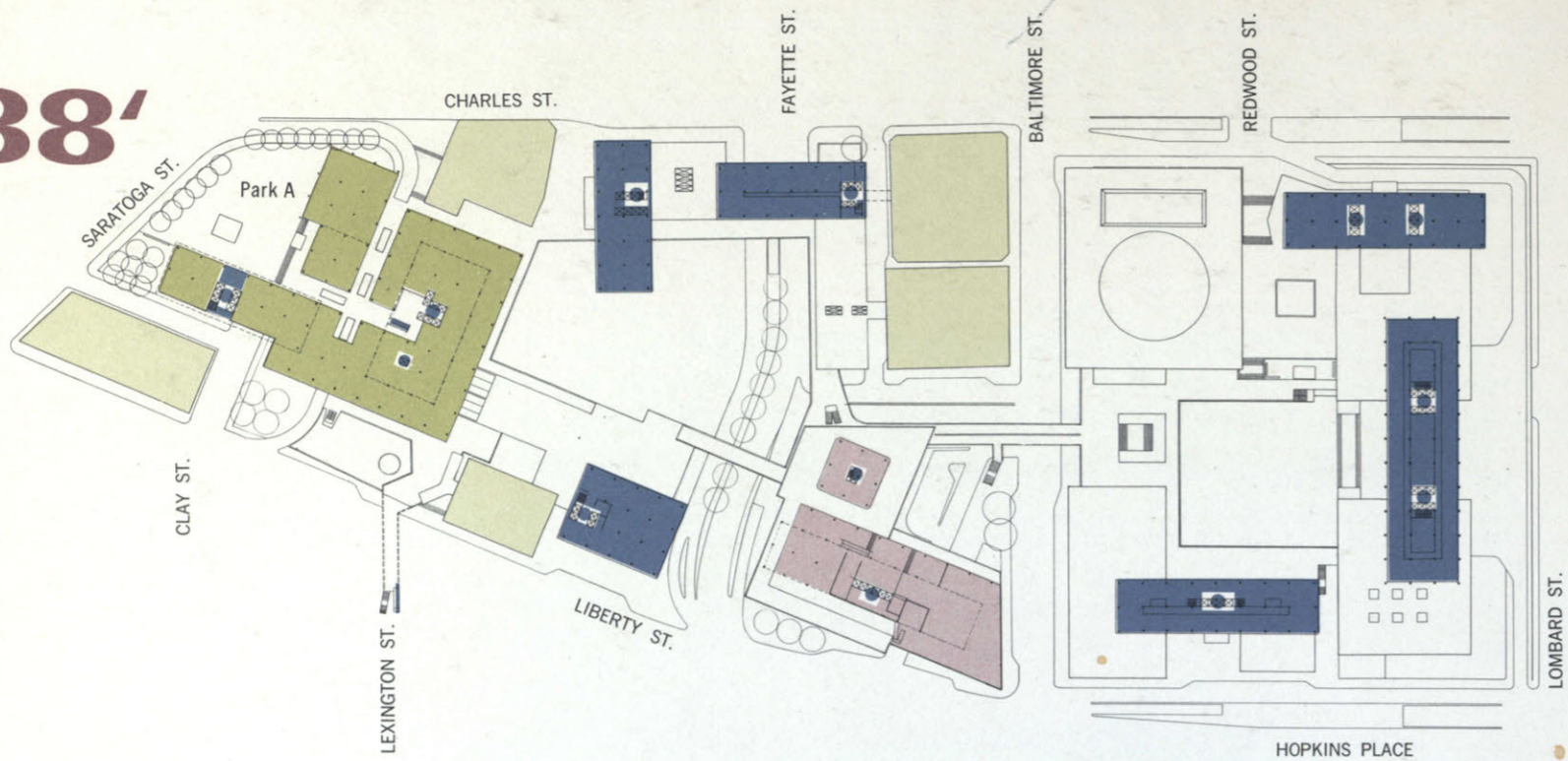
Coverage of Buildings Below 88' Within Project Area	41.4%
Coverage of Towers Within Project Area	16.2%
Coverage of Buildings Below 88' Within New Net Project Area	67.8%
Coverage of Towers Within New Net Project Area	26.6%
FLOOR AREA RATIO ... Total Floor Area Excluding Garage to New Net Project Area	5.12



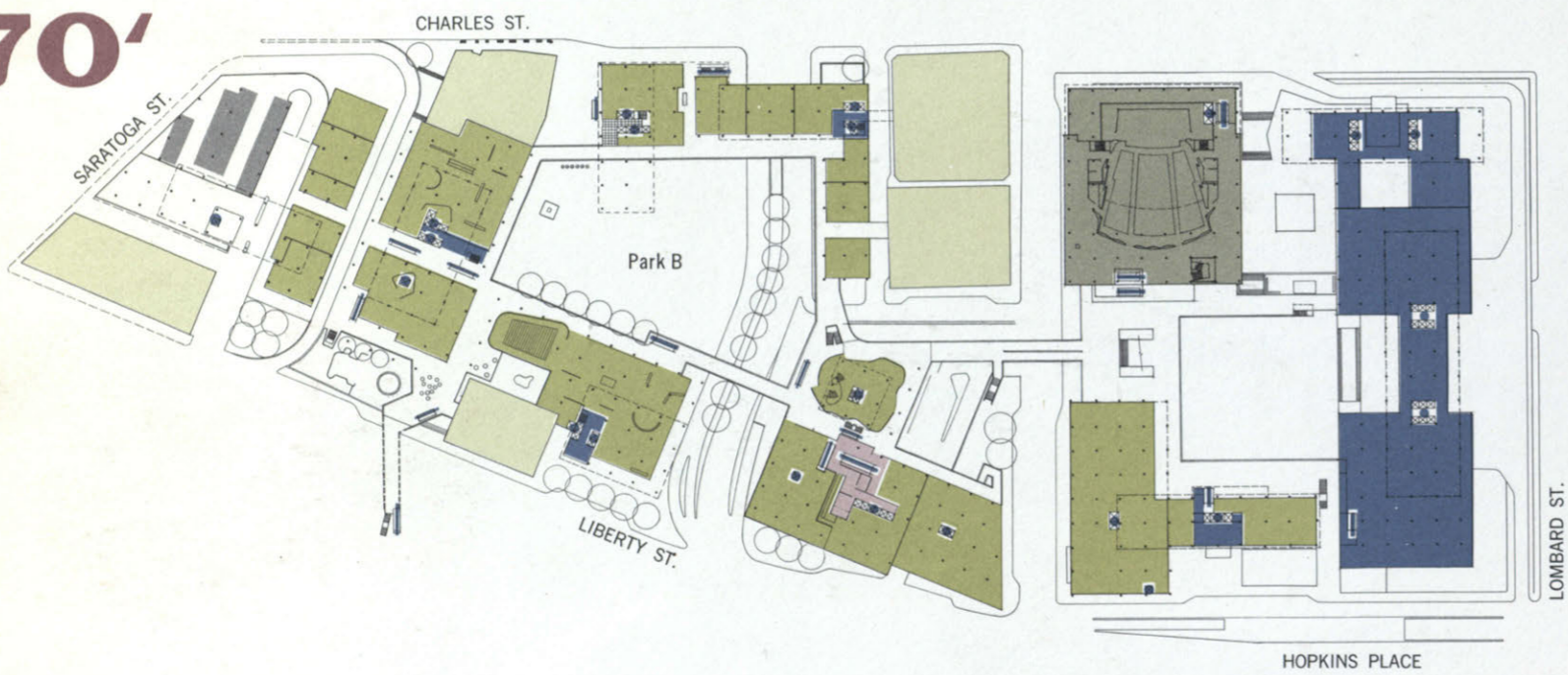
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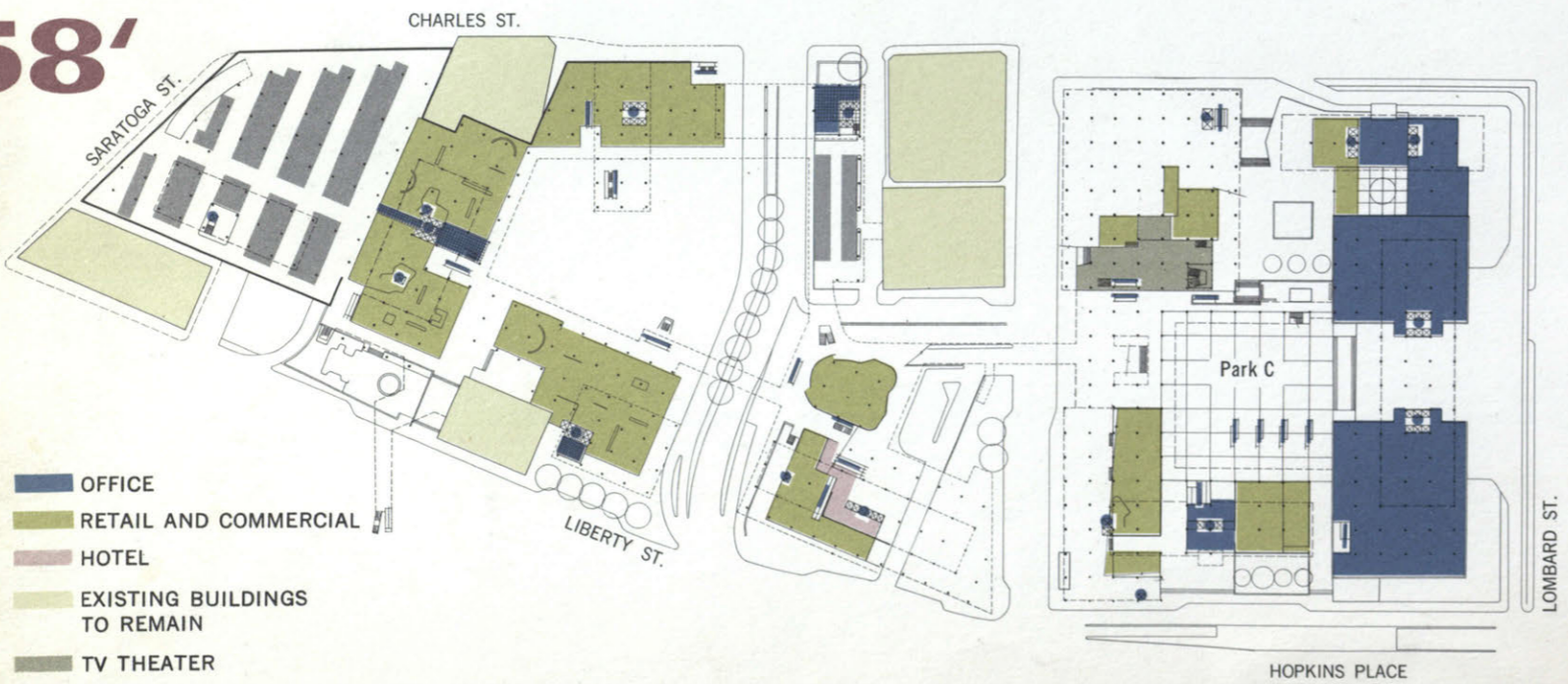
88'



70'



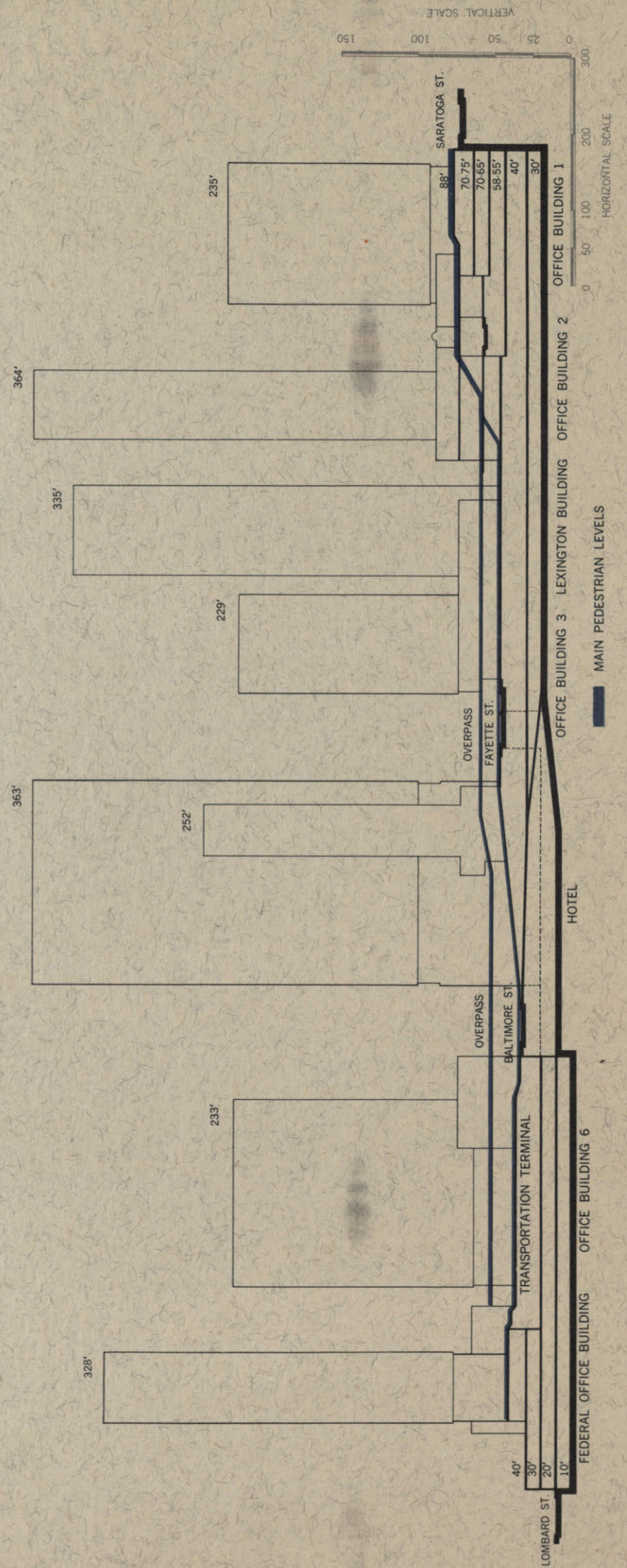
58'



- OFFICE
- RETAIL AND COMMERCIAL
- HOTEL
- EXISTING BUILDINGS TO REMAIN
- TV THEATER
- PARKING
- TRANSPORTATION TERMINAL
- VERTICAL CIRCULATION

\*The mark ' denotes the elevation above the mean high tide at the Inner Harbor

NORTH-SOUTH CROSS-SECTION





**40'** At the north end of Charles Center, the parking garage at the 40' level extends south all the way to the north line of Fayette Street. At this point is the main control for the parking garage. The foundation columns of the buildings above can be seen, as can the elevators and escalators leading up to the surface.

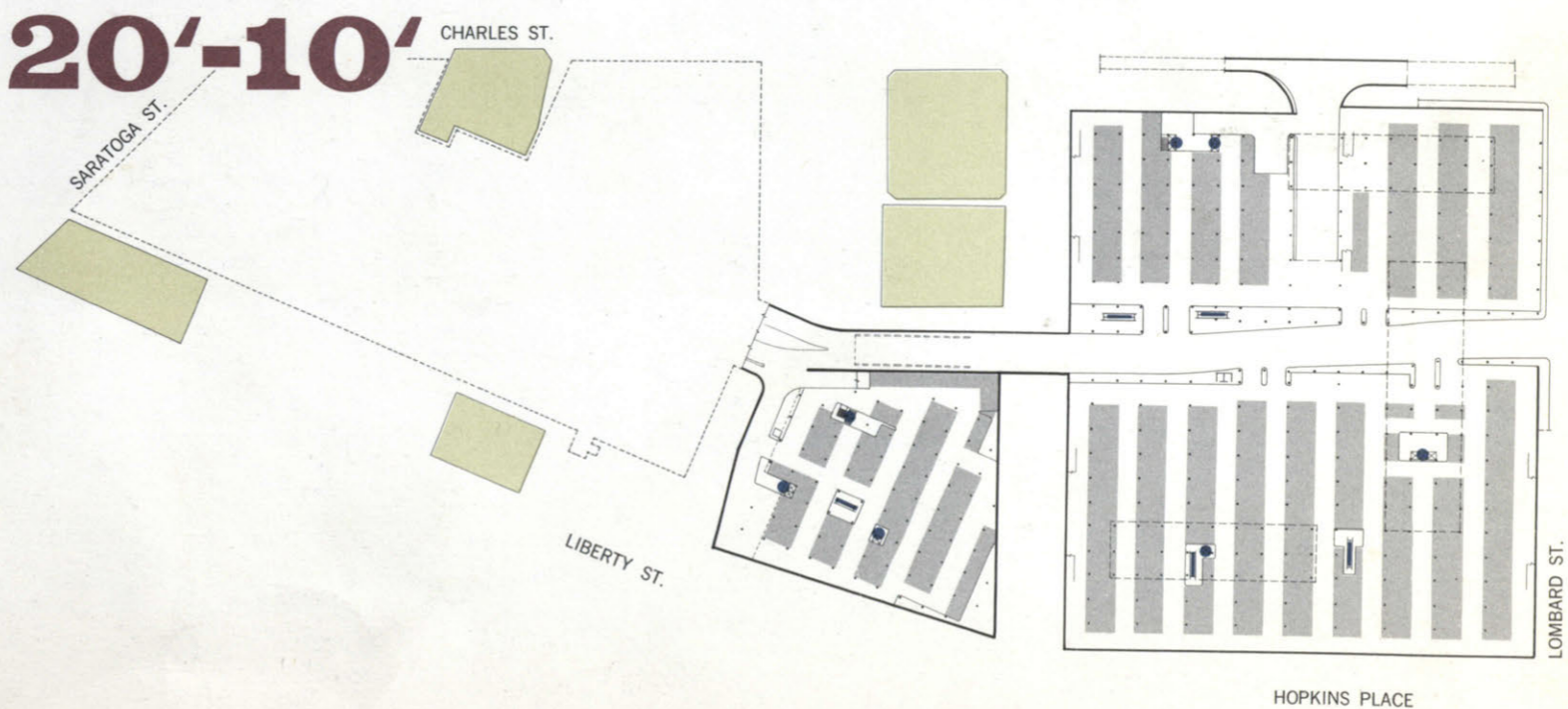
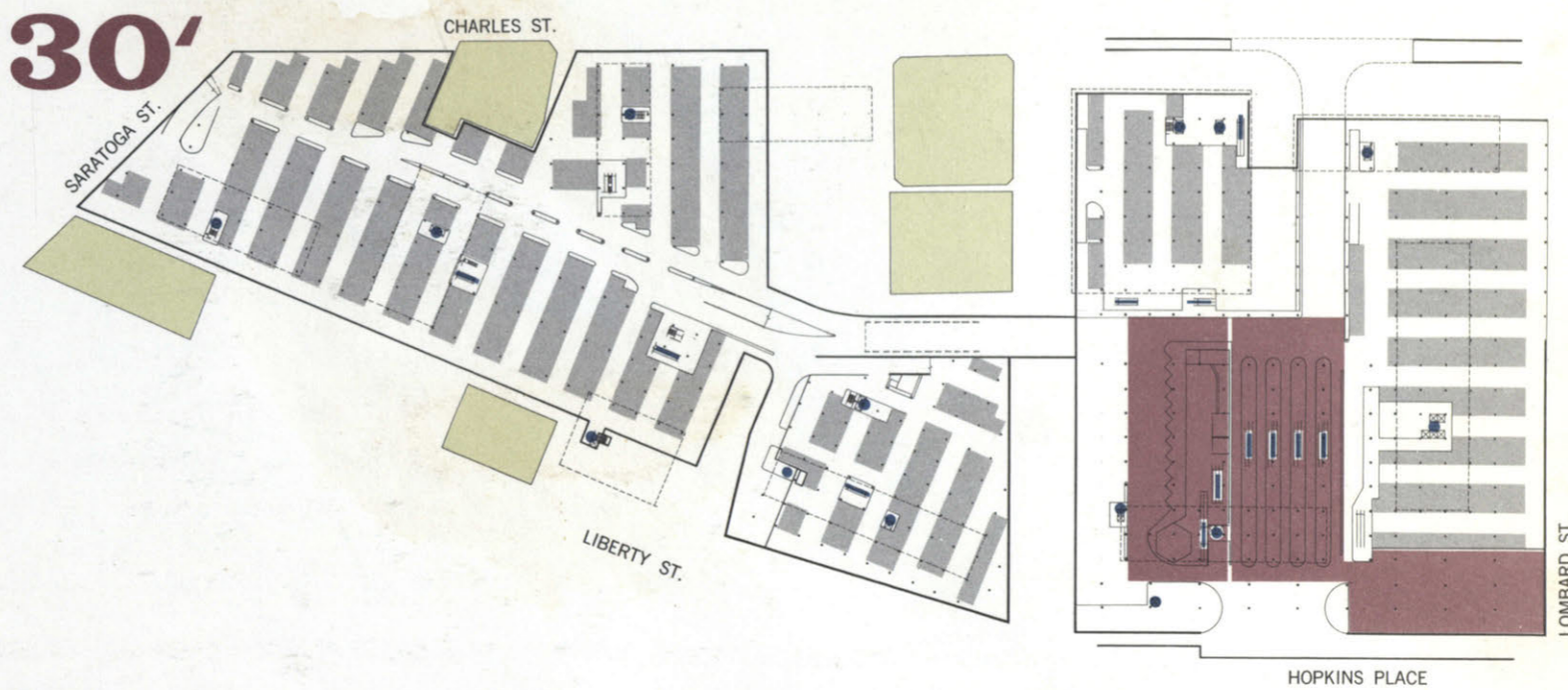
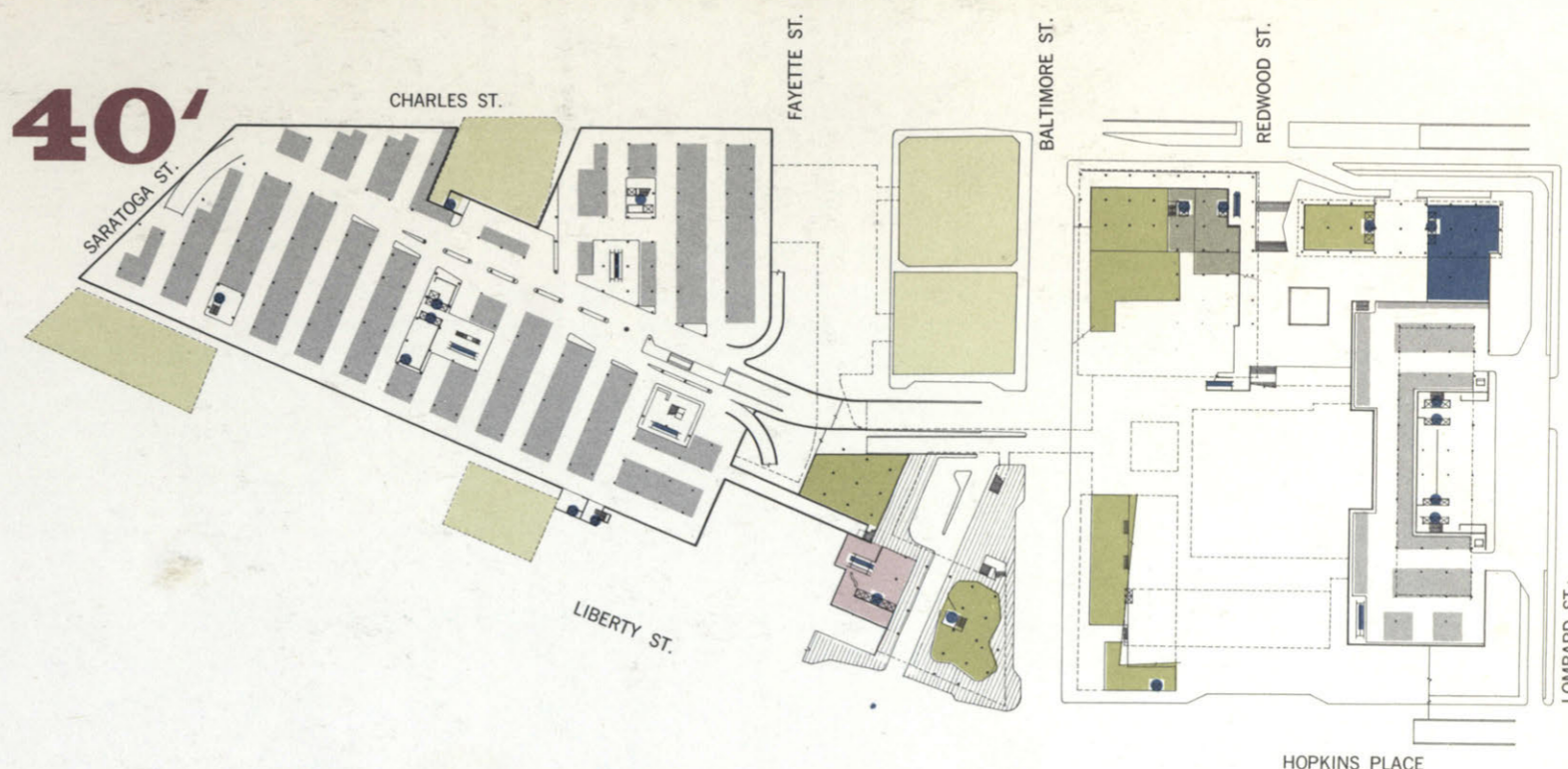
At Fayette Street the main entrances and exits from the parking garage are shown leading south under Fayette Street out to Baltimore Street. Hanover Street has been divided from the major entrance to the parking garage by a retaining wall and serves solely as access to the Lord Baltimore Hotel. Between Baltimore and Fayette Streets at slightly higher than the 40' level is the main entrance and forecourt to the new hotel, and retail, commercial and lobby space adjacent to it. Cars can drive in under the hotel from Liberty Street, and then proceed onto Baltimore Street or down to the parking garage.

Across Baltimore Street from the new hotel are stores with frontage on the public park as well. Commercial and retail space surrounds the park except on the south, where the Federal Office Building stands. The actual level of the public park is slightly higher than 40 feet in order to provide clearance for the transit vehicles in the Transportation Terminal directly below. A cluster of escalators leads down to the loading docks. Another group leads up to the TV Theater.

**30'** The 30' level extends under the entire site. Four traffic lanes go under Baltimore Street and connect the two areas together. To effect this connection, the four lane ramp from the 30' level north of Baltimore Street connects to the 20' level to the south to avoid conflict with the Transportation Terminal. The Transportation Terminal is the main feature at the 30' level south of Baltimore Street. Transit vehicles come down ramps from a widened Hopkins Place and leave by ramps to a widened Charles Street. Service for some of the buildings above comes at this level.

**20'** The 20' level extends from Fayette Street to Lombard Street. The major entrance to the parking garage at the 20' level is from Lombard Street at Hanover. It can also be entered from the 30' level. Escalators lead directly up to the TV Theater and other key points.

**10'** The 10' level extends from Baltimore Street to Lombard Street, from Charles Street to Hopkins Place. It duplicates the 20' level and is entered from that level by ramps. It is not shown because it is exactly the same as the 20' level.



#### CHARLES CENTER SITE DATA

EXISTING	SQ. FT.	ACRES
Gross Project Area Within Boundary	1,034,256	23.7
Area of Excluded Properties	86,026	2.0
Project Area Without Excluded Properties	948,230	21.7
Area in Streets and Alleys	272,493	6.2
<b>NEW PROJECT AREA</b>	<b>675,737</b>	<b>15.5</b>

PROPOSED	SQ. FT.	ACRES
Project Area Without Excluded Properties	948,230	21.7
Area Added to Boundary Streets	68,486	1.6
Area in Internal Streets and Alleys	176,686	4.0
Area in Public Parks	129,494	3.0
<b>NEW NET PROJECT AREA for Private Renewal</b>	<b>578,380</b>	<b>13.3</b>

PARKING	North of Baltimore St.	South of Baltimore St.	Total
88'-75' Level	52	52	104 cars
70'-65' Level	52	52	104 cars
55' Level	137	137	274 cars
40' Level	596	128	724 cars
30' Level	746	450	1,196 cars
20' Level	189	825	1,014 cars
10' Level		825	825 cars
<b>TOTAL ALL LEVELS</b>	<b>1772</b>	<b>2228</b>	<b>4,000 cars</b>

Coverage of Buildings Below 88' Within Project Area	41.4%
Coverage of Towers Within Project Area	16.2%
Coverage of Buildings Below 88' Within New Net Project Area	67.8%
Coverage of Towers Within New Net Project Area	26.6%
<b>FLOOR AREA RATIO</b> ... Total Floor Area Excluding Garage to New Net Project Area	<b>5.12</b>



0 Feet 50 100 200 300



# NORTHBOUND

## THE TRANSPORTATION PARK

Looking toward the Theater and TV Center from one of the entrances to the Transportation Terminal. The marquee of the Lord Baltimore Hotel can be seen in the distance.



RIDE IN  
LUXURY  
BTC

NEXT ATTRACTION  
CHICAGO SYMPHONY  
March 21st

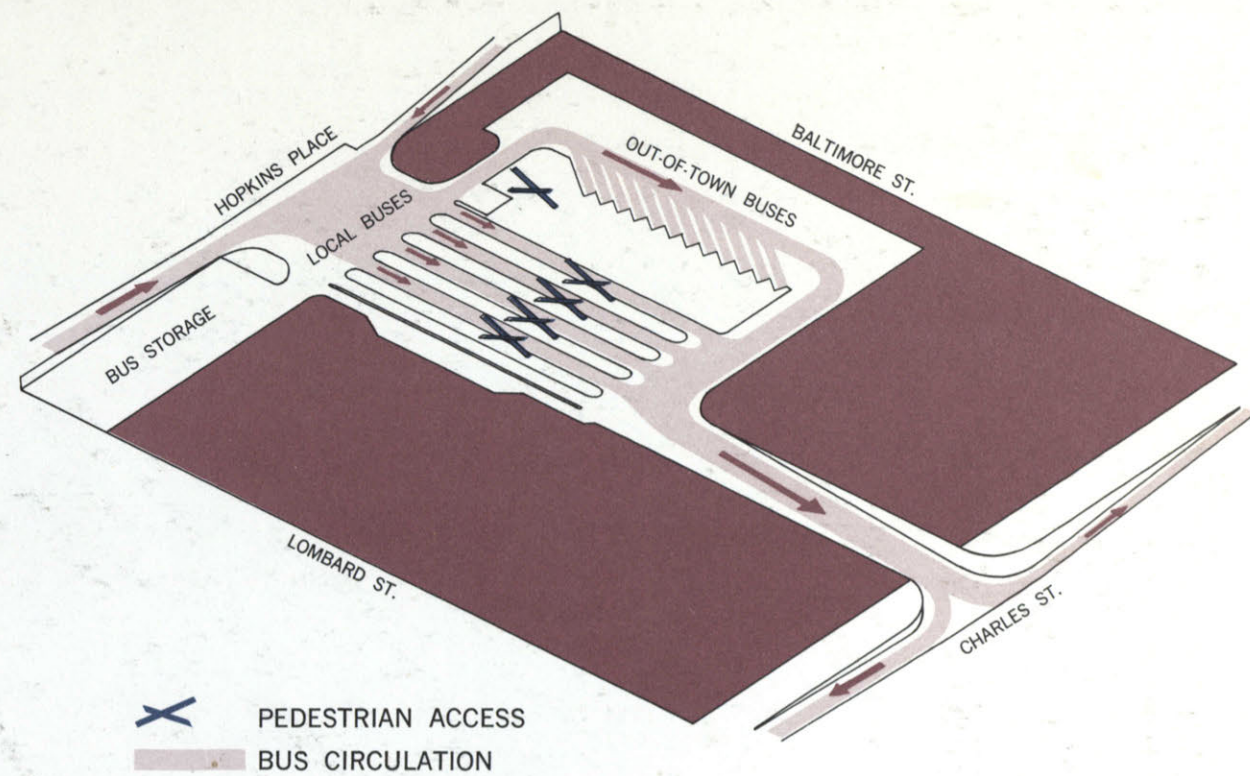
NEWS  
ORIOLES  
WIN  
AGAIN

← 2-15



# NEW DESIGN FOR TRANSIT

## TRANSPORTATION TERMINAL CIRCULATION DIAGRAM



Transit is an integral part of Charles Center. The great Transportation Terminal, largest of the three transit facilities, is entered by pedestrians from the public park above. Eight escalators carry passengers up or down from the loading docks. The escalators can be reversed depending on the direction of the rush.

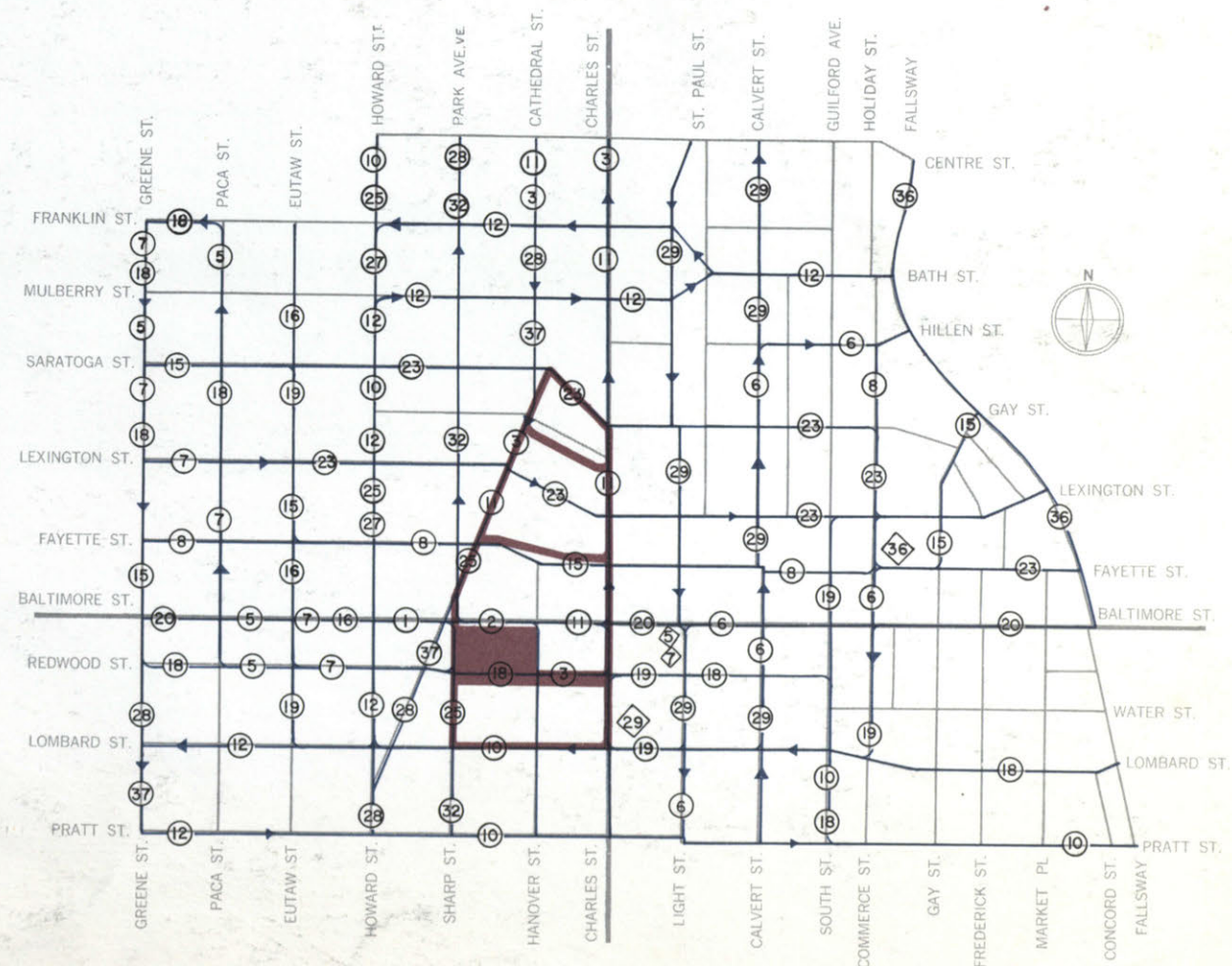
Local transit vehicles enter from Hopkins Place, loading and unloading from the 20 spaces at the four docks. Out-of-town buses use eleven angle bays. The local and out-of-town service is separated by a waiting room and ticket office in which there is an additional escalator and stair leading to the pedestrian entrance and lobby above.

Charles Center is the focus of a web of present bus routes. These lend themselves to easy adjustment to the Transportation Terminal with a great increase in the efficiency of accommodating passengers. In the Terminal and the two transit depots, 36,000 persons can be handled in peak hours. The transit facilities will serve a larger area than just Charles Center. They will also free up lanes on adjacent streets which are now completely occupied during rush hours by buses picking up and delivering passengers. The Terminal also will provide standby areas so that vehicles may be stored in the Terminal for peak loads. Expensive "dead-heading" of buses from distant locations will no longer be necessary.

Efficient and pleasant transit in Charles Center is preliminary to major improvements in the entire transit system now in the planning stage for Downtown and the metropolitan region.

## EXISTING BALTIMORE TRANSIT ROUTES

in the Central Business District  
showing Charles Center Transportation  
Terminal and Transit Depots





# THE AUTO AND CHARLES CENTER

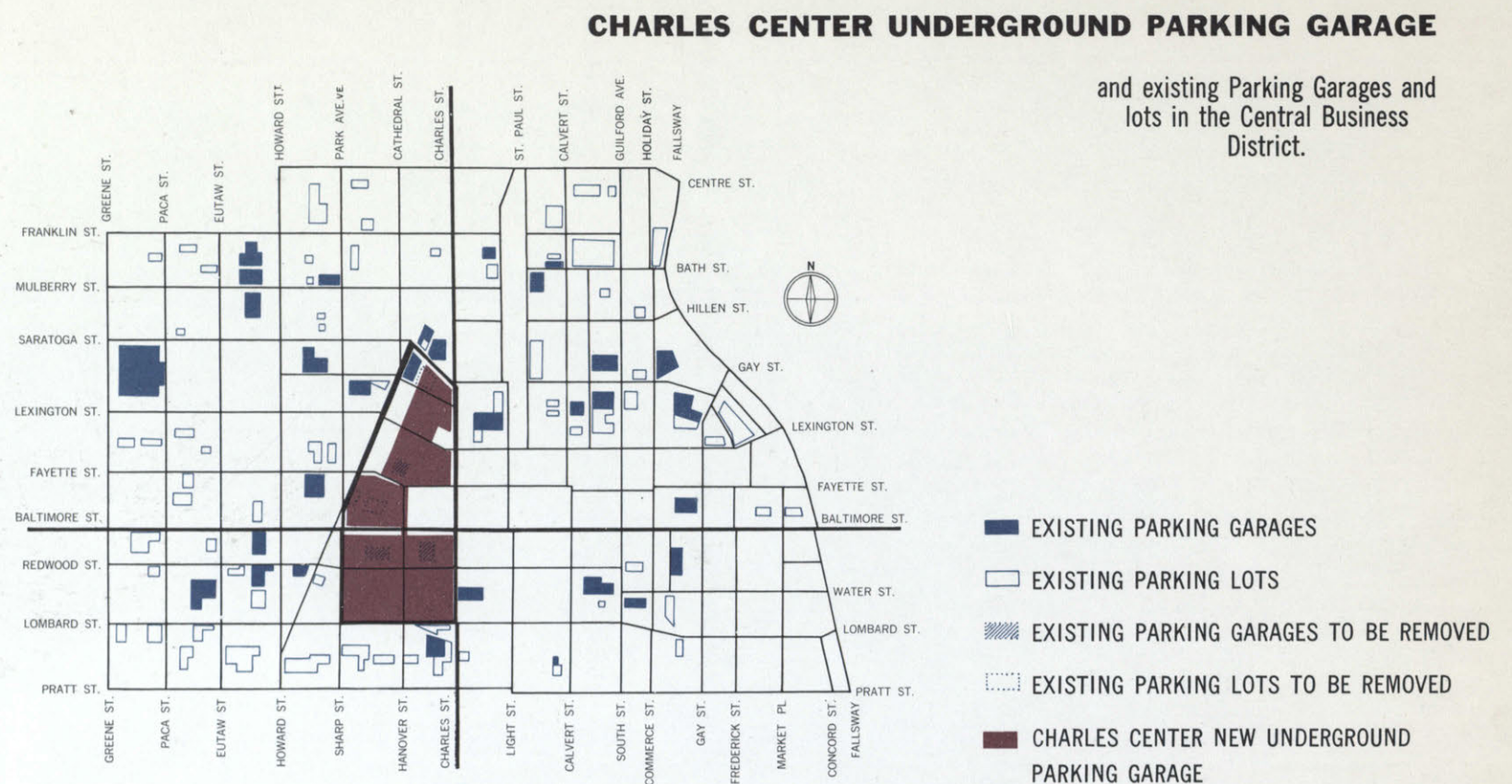
The automobile is a major factor on the urban scene—and in Charles Center. Along with better transit, an efficient traffic system and adequate parking are important to the success of the project. To be really efficient, parking must be within a block of the drivers' destination. With high intensity development Downtown, this has usually meant that parking structures occupy valuable land, or are relegated to the periphery. Charles Center "buries" the auto when it is not in use in a 4000 car underground parking garage.

Of the 19,000 people who will work in Charles Center, it is estimated that 13,000 will come by transit. This is about the proportion in the core of Downtown that travel by transit today. 6,000, or 31%, will come by car in 3,500 autos. Charles Center places 4,000 parking spaces immediately under the uses they serve, allowing 500 spaces for visitor and transient parking. These 500 create 1,500 actual spaces because of the turnover. The entire 4,000 spaces will be available at night for conventions, the TV Theater Center or major cultural affairs.

The interconnected parking garage may be operated as one facility by one or more operators. Attendant parking will be provided, but the majority of drivers will park their own cars in metered spaces, and board escalators or elevators to their destination. Spaces could be reserved for the tenants of buildings above as required.

Entrances and exits to the parking garage are designed to meet peak hour demand. Extra lanes are provided to allow for unusual loads, accidents, and effective distribution to adjacent streets. Cars can exit and enter on any of the 13 ramps at the rate of 500 autos per hour per ramp. Under extraordinary conditions all ramps can be reversed to one direction.

On the streets bounding Charles Center, traffic lanes have been added to accommodate the cars



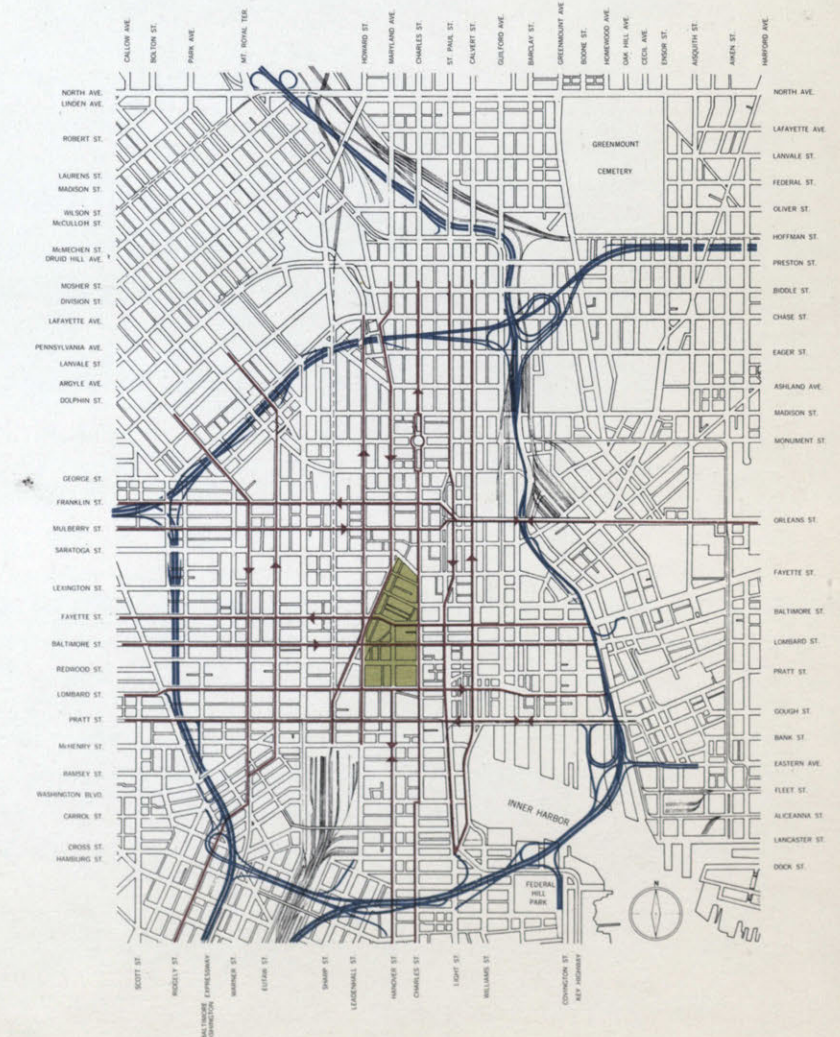
entering and exiting from the parking garage. The sidewalk on Charles Street is arcaded under the Fidelity Building, permitting Charles Street to be widened from Saratoga Street to Lombard Street. The narrow part of Park Avenue, just north of Baltimore Street, has been widened and Liberty Street moved eastward. Saratoga Street has also been widened.

Lexington Street has been closed completely. In the city's long range plan for the Downtown street system, Lexington will no longer have any through-traffic function. Baltimore and Fayette Streets are shown as paired one-way streets leading to and from the Jones Falls Expressway ramps. Lombard and Pratt Streets serve the same paired, one-way, distribution function, carrying expressway traffic across the south part of Downtown. Hanover Street will be closed from Baltimore Street to Lombard Street but stay open, although radically remodelled, from Fayette to Baltimore Street. Redwood Street will be closed from Hopkins Place to Charles Street.

Charles Street continues as a major northbound artery, with Cathedral Street, Liberty Street and Hopkins Place, tied into Hanover Street farther south, as the paired southbound artery. Additional relevant one way arteries are shown in conjunction with the preliminary and diagrammatic layout of the entire expressway Inner Ring System.

## DIAGRAMMATIC EXPRESSWAYS PLAN

Showing Major Arterial Streets Affecting Charles Center





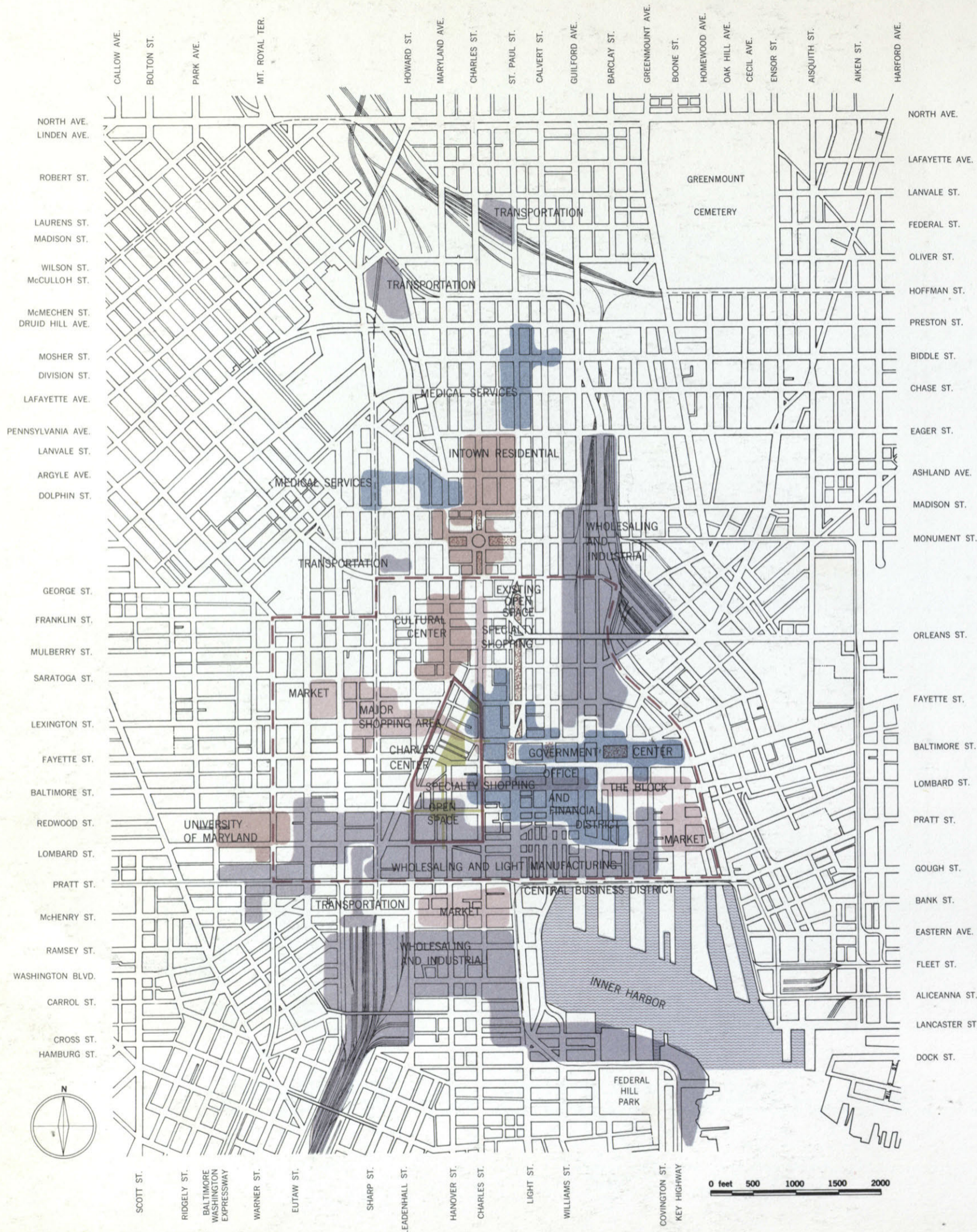
*. . . . the elements of  
Charles Center are like  
mechanical parts in that  
they must all function  
properly . . . . that they be  
based on fundamental  
city planning principles  
to be applied in the  
further development of  
the Downtown Master  
Plan . . . .*

## **CHARLES CENTER: ELEMENTS AND PRINCIPLES**





# CHARLES CENTER: FOCUS OF MAJOR DOWNTOWN ACTIVITY



... by providing a concentration of key functions in the heart of Downtown, Charles Center ties the major Downtown activities together. By adding open space as a new element, the psychological refocusing of Downtown can have physical expression. Green fingers—further pedestrian malls and tree lined streets—form the visual structure of a revitalized Downtown.

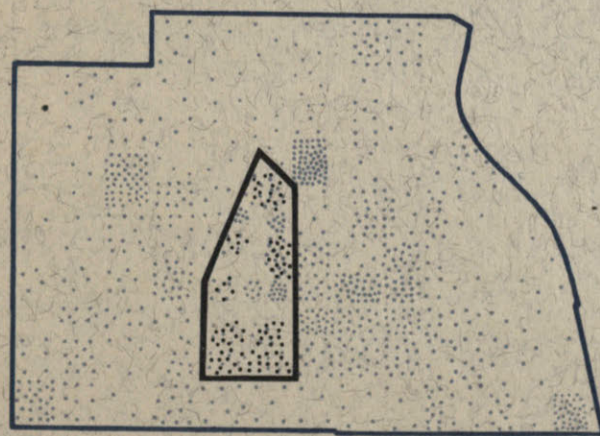


## ELEMENTS OF CHARLES CENTER

*Underlying Charles Center's physical form are certain basic elements. These are essential to the development of the plan, and must be adhered to in its execution. The architectural and visual variety in the construction of Charles Center is infinite within the framework of these elements.*

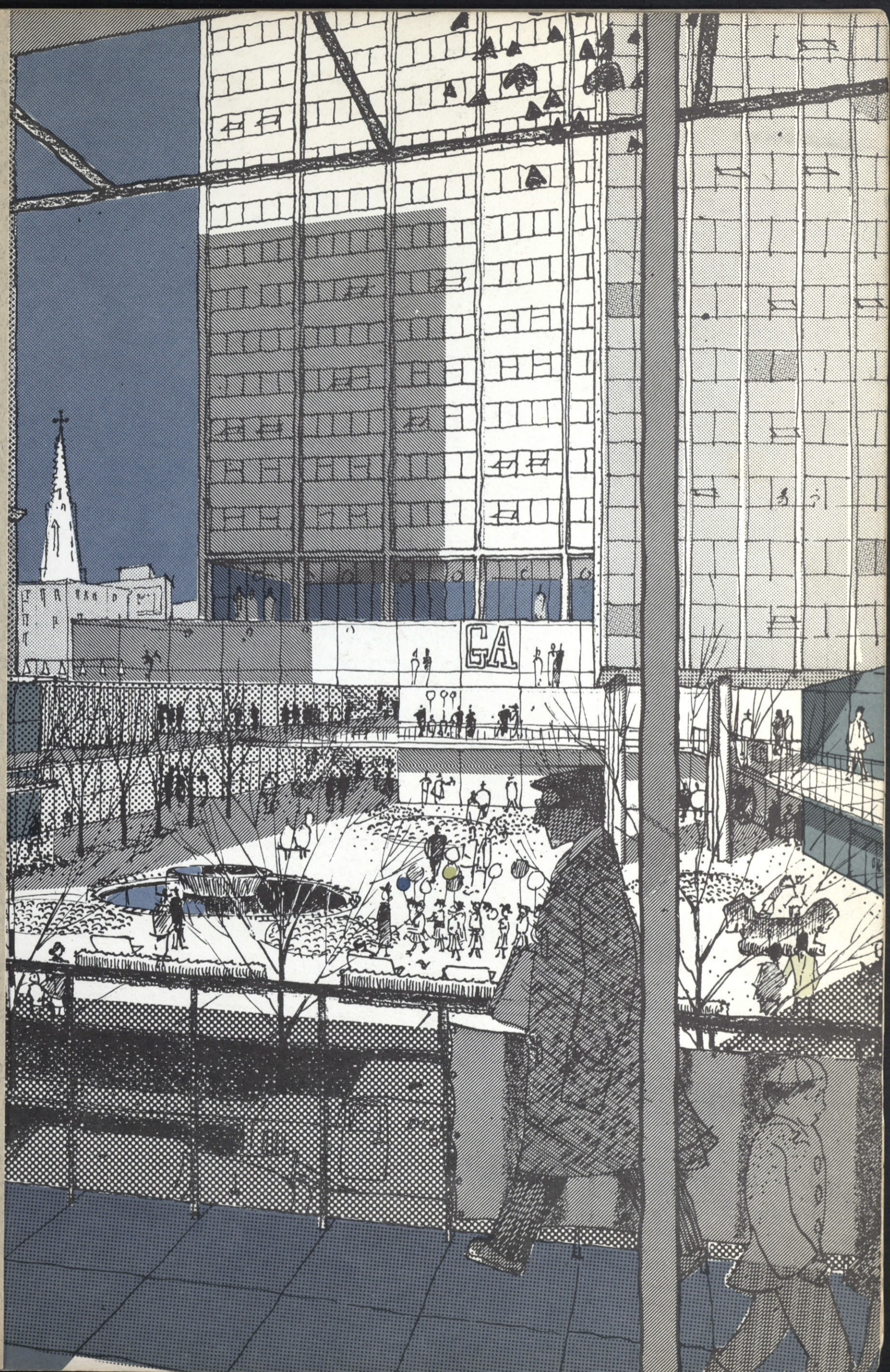
Charles Center . . . is a *Logical Planning Unit* . . . its boundaries define a site large enough to create its own new environment, and are logical from a traffic standpoint. To succeed in creating a new environment for maximum investment opportunity, and to permit adequate replanning of the area, Charles Center requires the *Elimination and Clearance of All Existing Buildings* except for four major landmarks and the new parking garage. Charles Center eliminates uneconomic and obsolete buildings and develops the area to its *Highest and Best Use* in both the real estate and planning sense. The new *Land Uses Are and Must Be Appropriate* and have been selected and located carefully to their maximum mutual advantage. Charles Center concentrates these uses into a *Low Land Coverage and High Intensity* of development. *Public Open Space* provides a basic amenity which must be supplemented by private open space, to be created through *Limiting Tower Development*. Tower buildings are not only limited in coverage but at certain key points must be set on free-standing columns to maximize the utility of the public open space. Tying the public parks together and uniting Charles Center with *Pedestrian Movement*, the pedestrian gallery, walkways and overpasses are the key to creating high land values. *Adequate Access by Auto, Transit and Foot*—provided by street widenings, entry to parking garages themselves under the buildings they serve, and the *Transportation Terminal*—is essential to Charles Center.

### CHARLES CENTER EMPLOYMENT



showing the present employment distribution in the Central Business District

● 100 PRESENT EMPLOYEES    ● 100 CHARLES CENTER EMPLOYEES





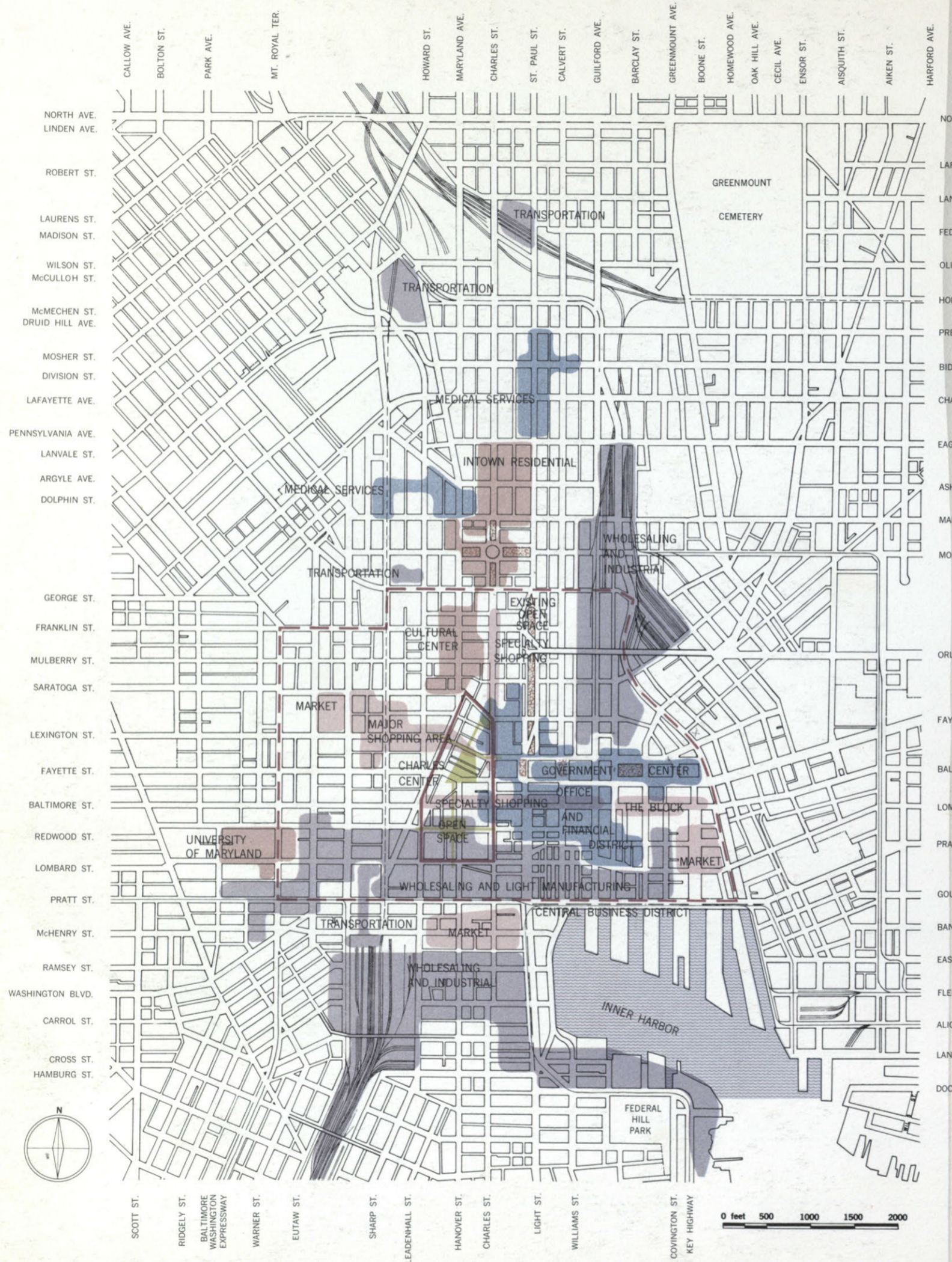
# CHARLES CENTER: FOCUS OF MAJOR D

# PRINCIPLES AND THE DOWNTOWN MASTER PLAN

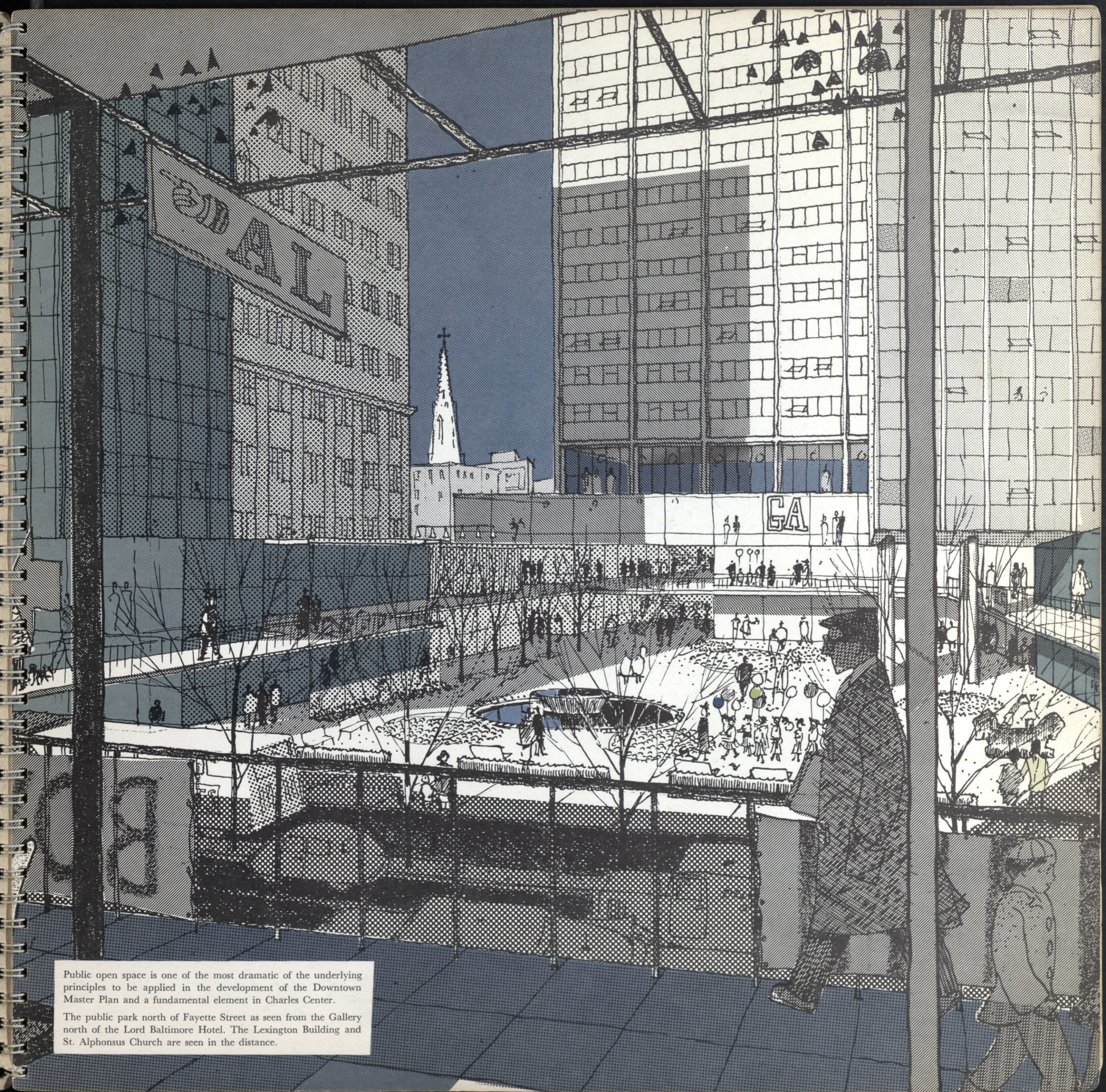
*Charles Center is the first stage in the development of the Master Plan for Downtown. Charles Center's elements evolve logically from the principles to be applied in the Master Plan.*

*The Downtown Master Plan will:*

*... propose More Public Open Space tied together by a green pedestrian walk-way system ... be designed around the New Focus Downtown ... call for the Separation of Vehicular and Pedestrian Traffic wherever possible ... depend on an Efficient Transit System, the nucleus of which is Charles Center itself ... develop Modern Traffic Patterns and Distributor Systems linking Downtown with the Expressway Inner Ring and the region ... create "Super-Blocks" or planning precincts from which all traffic and transit are excluded ... depend on the Diversion of Through Traffic Away From Downtown Streets so in the future these streets can be used for Downtown functions ... Separate Conflicting Traffic Flows by tunnels and bridges where possible ... Remove Goods Handling and Servicing of buildings from major traffic arteries ... call for the Provision of Adequate Off-Street Parking for all activities, concentrated immediately adjacent to the uses it serves ... wherever possible Bury the Auto when it's not in use in underground garages ... to do this Take Maximum Advantage of Downtown Topography as an asset rather than a liability ... consolidate existing land uses and Develop Land to its Highest and Best Use ... select for Downtown the Functions and Activities Most Appropriate to its true central location ... Support and Supplement the Major Activities now carried on Downtown ... call for a Downtown of Maximum Concentration With No Congestion, with a compact core and a more even distribution of people, traffic and business activity within that core ... use zoning as a tool for implementing the plan but suggesting Additional Exactng Safeguards and Incentives to create light, air and private open space by coverage and floor-area-ratio controls ... propose the Elimination of Uneconomic, Deteriorated and Obsolete Buildings ... develop spores of new development to generate rehabilitation ... make the Downtown area a more efficient and attractive place to work, shop and play ... depend not only on the physical focus but also create a Social Focus For Recreation and Cultural Activities both night and day ... make secure and Stabilize Property Values and Activities that belong and contribute to Downtown's role in the region.*







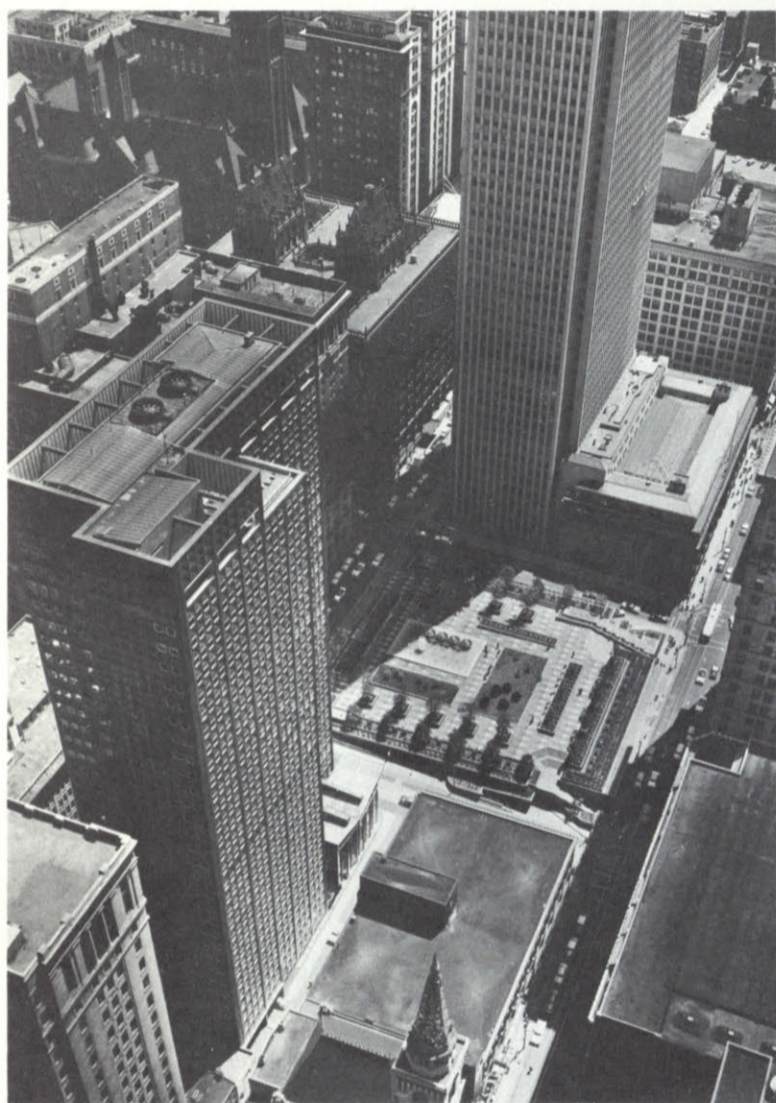
Public open space is one of the most dramatic of the underlying principles to be applied in the development of the Downtown Master Plan and a fundamental element in Charles Center.

The public park north of Fayette Street as seen from the Gallery north of the Lord Baltimore Hotel. The Lexington Building and St. Alphonsus Church are seen in the distance.



# THE OPEN SPACE PRINCIPLE WILL WORK IN BALTIMORE

## MELLON SQUARE, PITTSBURGH



The precedent for open space in Charles Center is historically impressive. It reaches back to Venice and the ancient cities of the past. In the Piazza San Marco in Venice, shoppers, tourists, businessmen and churchgoers stop to exchange greetings in an atmosphere created by the open space concept.

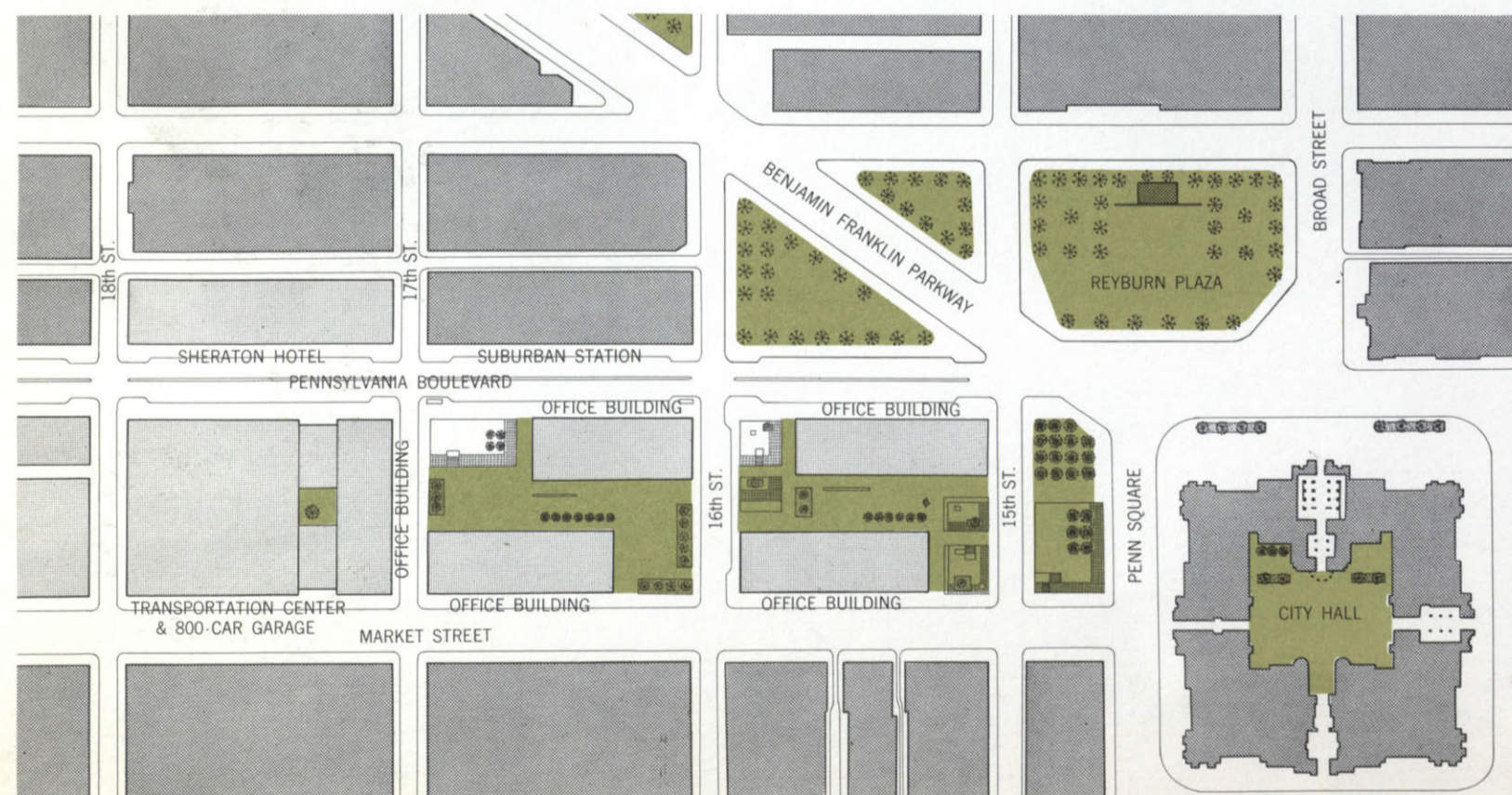
Recent examples in American cities have firmly established this as economic commonsense as well as emphasize the great social value of open space. In 1931-1939, New York's Rockefeller Center created open space around which intensive office development has served to shift the whole focus of Manhattan.

Pittsburgh's Golden Triangle contains nine acres of park with three new office buildings completed in 1952, and the new Hilton Hotel under construction—all covering only 25% of the site. Mellon Square, in the heart of Downtown Pittsburgh, is closely analogous to Charles Center. The Square, with a 1,000-car garage in six levels underneath, has created an attractive environment for the new Alcoa and U.S. Steel Buildings, as well as older buildings that are being rehabilitated.

In Old Philadelphia, William Penn set the precedent with his five central parks. Today, the removal of the Chinese Wall and the Broad Street Station have combined with public parks and the development of the subways and Pennsylvania Boulevard to create the opportunity for Penn Center. In the heart of Center City, two new office towers, the 800-room Sheraton Hotel, a Transportation Terminal and an 800-car garage have been completed since the fall of 1953. One more office building is under construction and two more are programmed. The principles of open space, access, and pedestrian walks have been applied in a dramatic demonstration.

The open space principle has already worked in Downtown Baltimore. The only major private investment in recent years in Downtown has occurred around Preston Gardens. Charles Center further applies this principle. Here open space will be used, loved, and economically successful because it will be full of pleasant things: fountains, sculpture, flowers, umbrellas, flags and trees. The open space will be, in its own way, as concentrated as the city around it.

## PENN CENTER - PHILADELPHIA



Looking toward 30th Street Station from City Hall.

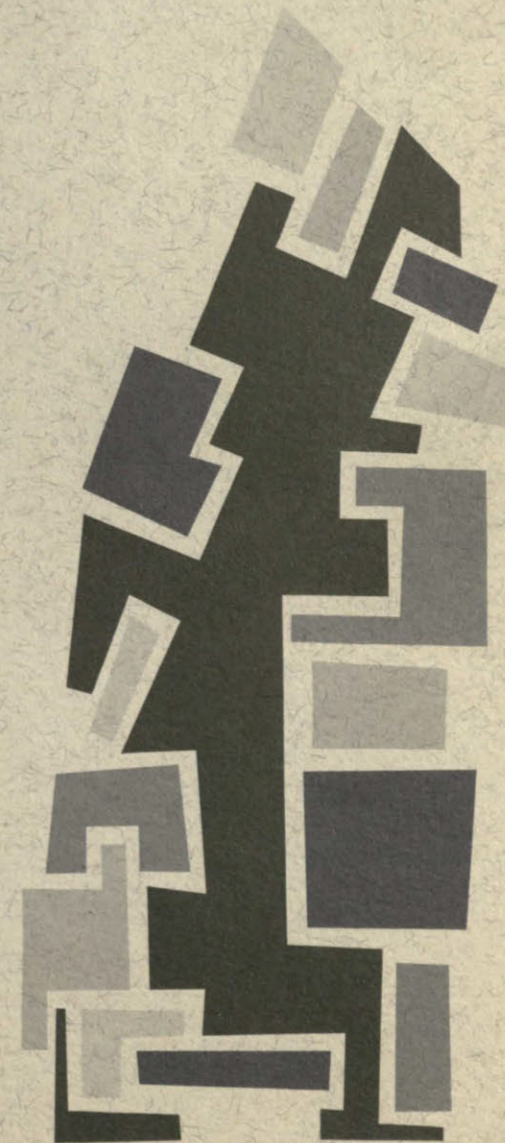


Photo by Lawrence Williams



*. . . . Charles Center  
presents a unique  
opportunity for a public  
and private partnership.  
Baltimore can afford it,  
and can't afford not  
to do it . . .*

**CHARLES CENTER: BLUEPRINT FOR ACTION**





# CHARLES CENTER: COSTS AND BENEFITS

## AN INVESTMENT IN URBAN RENEWAL

*The development of Charles Center is not only desirable, but also financially feasible from both the municipal as well as the private investment side of the partnership. The economics of Charles Center are sound and impressive. Charles Center is well within the capacity of the City of Baltimore and the private investment market.*

Study the table at right on financial requirements. Total cost of Charles Center will be \$127,170,000. Of this total cost, \$17,205,000, or 13.5%, is public and \$109,965,000, or 86.5%, is private.

The total value of all of the properties to be acquired will be \$24,035,000. Included in this is the cost of demolition, relocation, termination of utility service and a 10% contingency. These cost estimates are based on a detailed analysis of assessments, property sales since 1944, and recent appraisals in the area.

To translate Charles Center into an Urban Renewal Plan and to carry it out as a project will be the function of the Baltimore Urban Renewal and Housing Agency. It will be necessary for that Agency to secure working capital. The Urban Renewal and Housing Agency will use this working capital to do further detailed planning, to compensate private owners for the property acquired through purchase or condemnation, and to cover miscellaneous expenses. The amount of working capital, or revolving fund, will depend on the rate at which properties are acquired in relation to the resale of the cleared sites to private redevelopers.

The City's long term investment of \$17,205,000 includes: the cost of the three public parks; the capital costs of street widenings and changes, and park development; public utilities relocation costs and a portion of the cost of relocation of private utilities; and the construction of the Transportation Terminal which will function as a municipal

enterprise. The division of the sizeable private\* utility costs will be subject to an agreement between the City and the utility companies. All the costs are included as municipal costs but this figure will be lowered to the extent that relocation costs are born by the private utilities.

The source of the City's total of \$17,205,000 will be primarily from urban renewal bonds issues, or special legislation, authorizing such facilities as the Transportation Terminal. Excluding the Terminal, which would be largely self-supporting from revenues, the total urban renewal investment will be \$12,505,000. Investing this much in Charles Center should not, and need not, inhibit other essential urban renewal programs in the City. It might be desirable to finance the City costs for Charles Center by a separate bond issue. In any case, no federal aid is contemplated and all of these costs would be borne by the City.

The value of the sites to the private redevelopers of Charles Center is conservatively estimated at \$17,230,000. A redeveloper or redevelopers will be chosen in accord with policies of the Urban Renewal and Housing Agency. Final figures on resale may be determined through competitive bidding, subject to the restrictions imposed on the site and the above policy.

Charles Center's private construction costs total \$92,735,000. The office towers account for \$59,435,000; the stores and commercial areas account for \$10,000,000; the new hotel calls for \$11,300,000; and \$12,000,000 is the cost of the underground parking garage. Land may be sold to redevelopers with the City retaining an easement for the construction and operation of the parking garage. The City may in turn, as did Pittsburgh in Mellon Square, lease, on a long term basis, to a private firm or firms, the right to construct and operate the garage in accordance with City policy.



## THE INVESTMENT REPAID IN NINE YEARS

The City's investment of \$17,205,000 will be repaid in nine years by the increased real property taxes from Charles Center.

The City now gets only \$531,000 a year from the properties that will be acquired. Their 1957 assessed value was \$17,805,876, of which \$11,354,740 was for land and only \$6,451,136 for improvements—dramatic evidence of the unecconomic status of this key Downtown location.

The additional tax revenue from Charles Center, even after taking into account the temporary tax loss on the acquired properties, will be \$2,084,000 a year. This revenue will amortize the City's entire investment in slightly less than nine years. After that Charles Center will provide substantial permanent financial returns to the City. This does not include related benefits such as the increased values and taxes from adjoining properties, and the increased return in non-property taxes.

Were it not for Charles Center, the present trend toward lower tax returns and lower values in this area will continue unabated. There is, in fact, evidence that the Charles Center area is now over-assessed. Market values have been dropping rapidly. There are many long term vacancies in once-prime properties and leases are being negotiated at lower terms. Property sales are closed in many instances at prices less than assessments and lower assessments have been sought by many owners for this reason.

It is only by the development of Charles Center that the City can hope to reverse this trend and create the opportunity for private investment which will trigger into chain reaction the revitalization of Downtown Baltimore.

### 1957 ASSESSED VALUES OF LAND AND IMPROVEMENT BY BLOCK CHARLES CENTER URBAN RENEWAL PROJECT AREA

BLOCK NO.	LAND	IMPROVEMENTS	TOTAL
601	638,280	238,000	876,280
602	2,610,040	916,400	3,526,440
622	3,561,200	1,488,836	5,050,036
634A	1,482,940	658,700	2,141,640
634B	536,980	206,800	743,780
646	787,520	613,200	1,400,720
647	1,070,100	747,800	1,817,900
658	397,860	879,400	1,277,260
659	269,820	702,000	971,820
<b>Total</b>	<b>11,354,740</b>	<b>6,451,136</b>	<b>17,805,876</b>

The following five buildings are excluded:

- (1) Block 601—Parking Garage
- (2) Block 602—Fidelity Building
- (3) Block 622—Lexington Building
- (4) Block 634B—B. & O. R. R. Building—Land Only  
Lord Baltimore Hotel

with a total assessed value of  
Land—3,304,560; Improvements—4,967,100; Total—8,271,660

## PUBLIC AND PRIVATE INVESTMENT

<b>GRAND TOTAL ALL PUBLIC AND PRIVATE INVESTMENT IN CHARLES CENTER</b>	<b>\$127,170,000</b>	<b>100.0%</b>
Private Investment	\$109,965,000	86.5%
Public Investment	17,205,000	13.5%
<b>TOTAL—LAND COST OF CHARLES CENTER</b>	<b>\$24,035,000</b>	
Resale Value to Private Developers	\$17,230,000	
Net Cost of All City Parks	6,805,000	
<b>TOTAL—ALL OTHER COSTS IN CHARLES CENTER</b>	<b>\$103,135,000</b>	
Other City Costs	\$10,400,000	
Transportation Terminal (self-supporting)	\$ 4,700,000	
Utilities, Streets, Park Development, etc.	5,700,000*	
Other Private Costs	\$92,735,000	
Eight Office Buildings	59,435,000	
Hotel and Executive Tower	11,300,000	
Stores and TV Theatre	10,000,000	
Underground Parking	12,000,000	

### LAND COST IN CHARLES CENTER

<b>TOTAL LAND COST</b>	<b>\$24,035,000</b>
Acquisition of all property	\$20,400,000
Demolition Costs	1,450,000
Contingency	2,185,000

### MUNICIPAL INVESTMENT

<b>TOTAL—ALL MUNICIPAL INVESTMENT IN CHARLES CENTER</b>	<b>\$17,205,000</b>
Land Cost—Net Cost of All City Parks	\$6,805,000
Streets, Utilities, and Park Development	5,700,000*
All Street Improvement	\$1,200,000
Park Development	1,500,000
Public Utilities (water, fire, sewer, mechanical, and certain electrical)	700,000
Telephone Lines	500,000
District steam, gas lines, and other electrical	850,000
Contingency and Engineering	950,000
Transportation Terminal (self-supporting)	4,700,000
Construction	4,000,000
Ramps	700,000

### MUNICIPAL BENEFITS

<b>TOTAL MUNICIPAL INVESTMENT IN CHARLES CENTER</b>	<b>\$17,205,000</b>
Annual Revenues from Charles Center	\$2,615,000
Real Estate Taxes	\$2,060,000
Other Revenue (payments in lieu of taxes, and income from leases)	555,000
Less Present Real Estate Taxes from Acquired Property	531,000
<b>Annual Net Increase in Municipal Revenue</b>	<b>2,084,000</b>
Annual increase in municipal revenues can fully repay the total municipal investment in nine years	



# THE URBAN RENEWAL PROCESS

*Charles Center will be the focus for a creative public and private partnership. Only such a partnership can make it work. The public partner must create, through urban renewal, the opportunity for the private partner to invest. It is important, therefore, to view Charles Center as an urban renewal project . . . to understand how the urban renewal process works . . . and how it will affect the people involved.*

Two basic steps in this process have already been taken. One is legislation. The other is the plan. The legislation is Ordinance #1210, the pioneer action that makes Baltimore the first city in the nation to designate its entire Downtown as an Urban Renewal Area. This action provides the legal foundation for renewal action for any project in the area.

Private interests have developed the Charles Center plan in cooperation with the City Administration and Agencies. The Committee for Downtown, Inc., a private organization concerned with the future of Downtown as the key to the health of the whole metropolitan area, retained The Planning Council of the Greater Baltimore Committee, Inc., a private, non-profit planning group, to prepare the Master Plan for Downtown. Based on the recommendations of The Planning Council, the Committee for Downtown has approved Charles Center as vital to Baltimore and to the development of the over-all Master Plan.

The Committee for Downtown proposes . . . that the Mayor and City Administration adopt Charles Center as an official Urban Renewal Project . . . that the Baltimore Urban Renewal and Housing Agency prepare an Urban Renewal Plan for Charles Center in accord with the details in this presentation and submit this Plan to the Baltimore City Planning Commission for approval . . . that the City Planning Commission approve the Charles Center Urban Renewal Plan, then in accordance with law refer the Plan back to the Urban Renewal and Housing Agency for final approval . . . that an ordinance be introduced in the City Council, public hearings held and after due deliberation, Charles Center be approved . . . and that the Baltimore Urban Renewal and Housing Agency implement the Plan . . . by taking action along

with other appropriate municipal departments as called for in the Plan.

## CARRYING OUT THE PLAN

In carrying out the Charles Center Urban Renewal Plan, the Urban Renewal and Housing Agency, will acquire all of the properties within the Charles Center area, excepting five: the Fidelity Building, the Baltimore & Ohio Railroad Building, the Lord Baltimore Hotel, the Lexington Building and the Eglin Parking Garage.

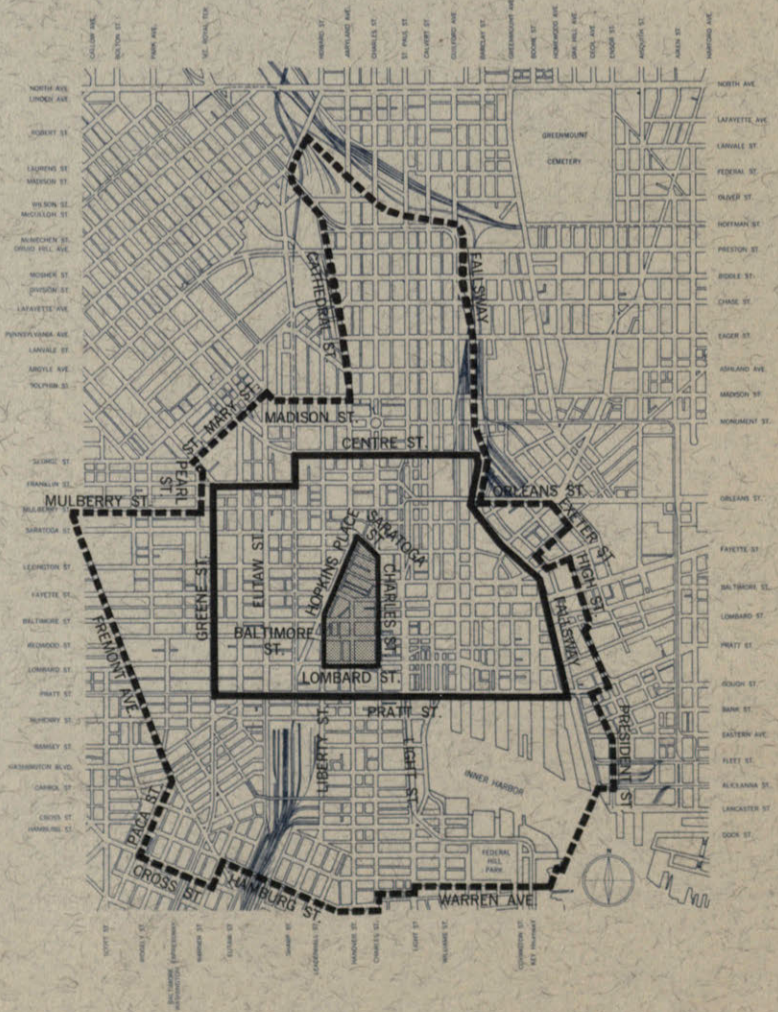
In acquiring the properties the Urban Renewal and Housing Agency will negotiate with the owners and offer fair market value. These values are determined by a detailed property appraisal. If mutually satisfactory prices cannot be reached, the City then condemns the properties in question and the price is set by a jury appointed by the Court.

In the Charles Center area there are 250 parcels, not counting ground rents and other real property interests. All of these property rights will be acquired either through purchase or condemnation. As soon as the Urban Renewal and Housing Agency has acquired a property, arrangements can be made for the relocation of the occupants and, eventually, demolition of the building. Obviously, all properties will not be acquired at once and staging of both relocation and demolition will prevent stripping the Charles Center area all at one time.

Meanwhile, street changes, utility cut-offs and relocations can take place. Except for Baltimore Street and Fayette Street, all streets and alleys in the area will be closed. Baltimore and Fayette Streets, in the area, will be widened and improved. Both streets will be torn up and replaced for a short stretch over the underground connection for the parking garages.

The bounding streets are affected, as shown. Details of the street changes will be worked out as part of the Urban Renewal Plan. Where streets and alleys have been closed in Charles Center, the utilities will be abandoned, relocated or provided for by easement. In some cases, utility lines will have to be removed temporarily to permit uninterrupted service to adjacent properties and then be replaced as construction proceeds in Charles Center. The utility lines in the peripheral streets are affected very little.

**DOWNTOWN URBAN RENEWAL AREA**  
showing the Central Business District  
and Charles Center



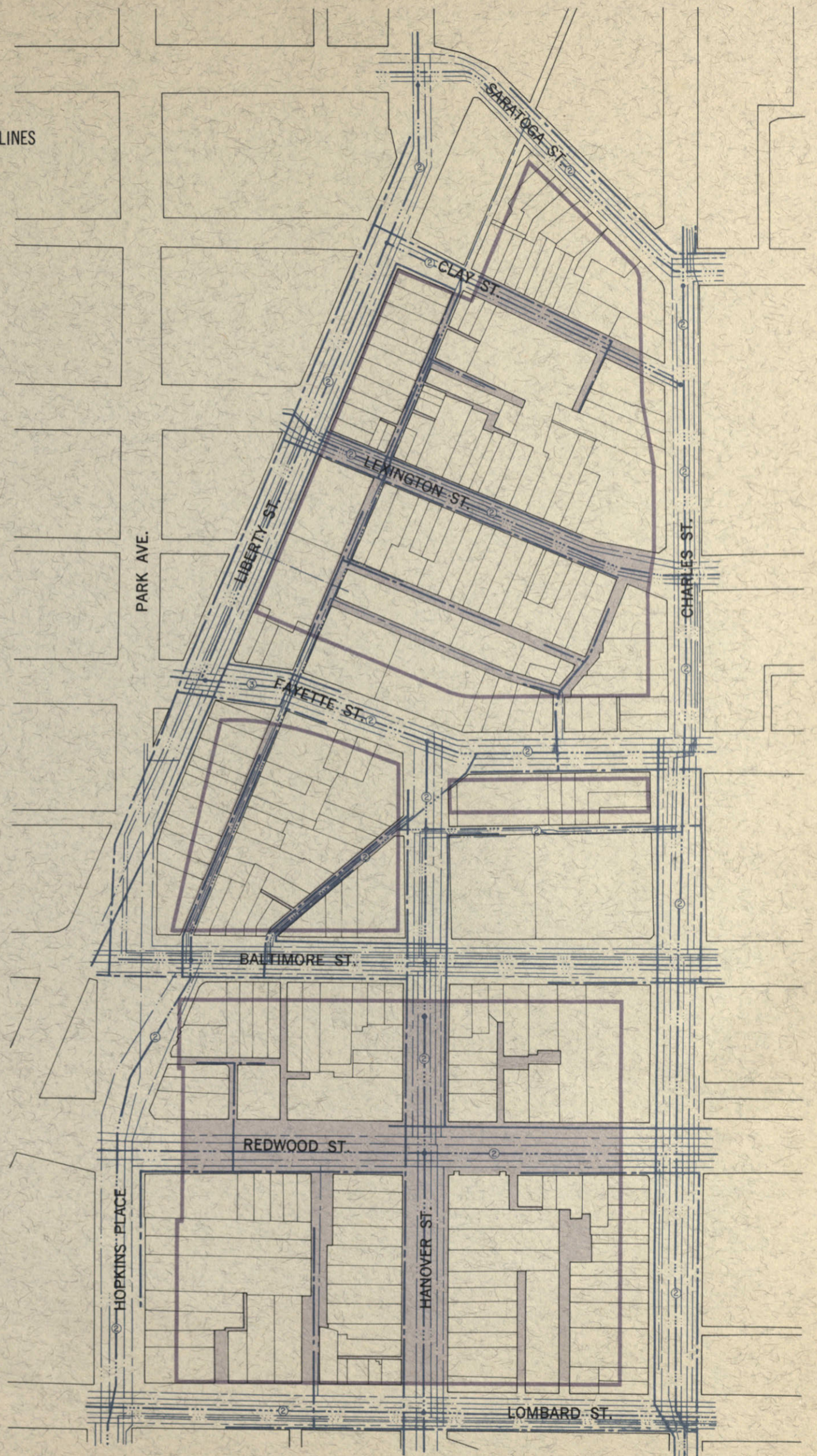


**EXISTING AND PROPOSED RIGHTS-OF-WAY**

- EXISTING PARCELS AND RIGHTS OF WAY
- PROPOSED RIGHTS-OF-WAY AND PROPERTY LINES
- STREETS TO BE CLOSED

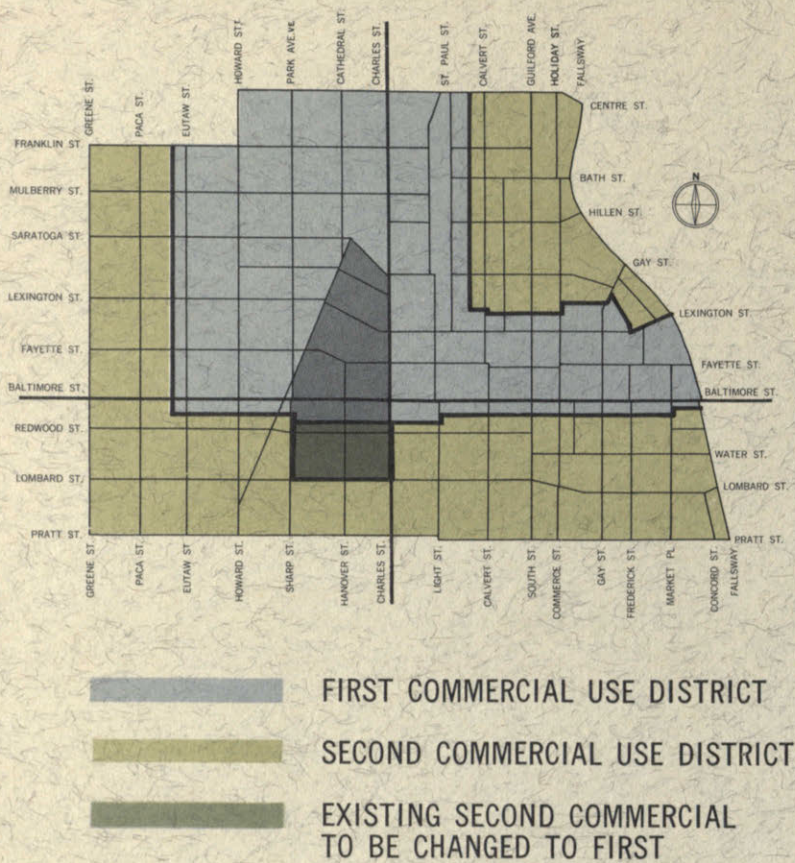
**MAJOR EXISTING UTILITY LINES**

- STORM DRAIN
- - - SANITARY SEWER
- · - · 2 ELECTRICAL, NO. OF CONDUITS
- - - WATER
- - - HIGH PRESSURE FIRE
- · - · GAS
- · - · STEAM





## EXISTING ZONING IN THE CENTRAL BUSINESS DISTRICT



## LIGHT, AIR AND ARCHITECTURE

Present zoning permits the new construction recommended for Charles Center with the possibility of some minor exceptions. However, it is recommended that the zoning in the area be changed from its present mixed classification to first commercial. The Board of Estimates will need to grant special authorization to permit the construction of the building designed to bridge Fayette Street at Charles, and other buildings that overhang sidewalks.

In addition to the usual zoning and building controls, certain restrictions on building coverage and design must be established to ensure that every building maintains high standards and is in accord with the principles and elements of the Plan. Without such control over light, air, architectural design, and materials, Charles Center might be doomed to failure, or end in mediocrity. Such control can be expressed in the Urban Renewal Plan as a maximum and minimum ratio of the total building floor area above the parking garage to the ground area, and maximum heights of the buildings not to exceed a certain number of stories.

In many cities it has been found desirable to establish design and coordinating committees made up of architect and business statesmen whose objectives are to referee conflicts, keep the project on course, and have a veto power over architecture not in keeping with the Plan. This kind of committee is necessary to Charles Center's proper execution.

## NEW PROPERTY LINES

When the Urban Renewal and Housing Agency has acquired the properties, relocated the occupants and demolished the buildings, Charles Center can be sold to private redevelopers in various combinations of new parcels. The price the redeveloper pays will depend upon an appraisal of the parcels' economic worth in relation to Charles Center, what can be built thereupon, and bidding by private interests. In any case private redevelopers receive no subsidy, as they pay the economic value for their parcels.

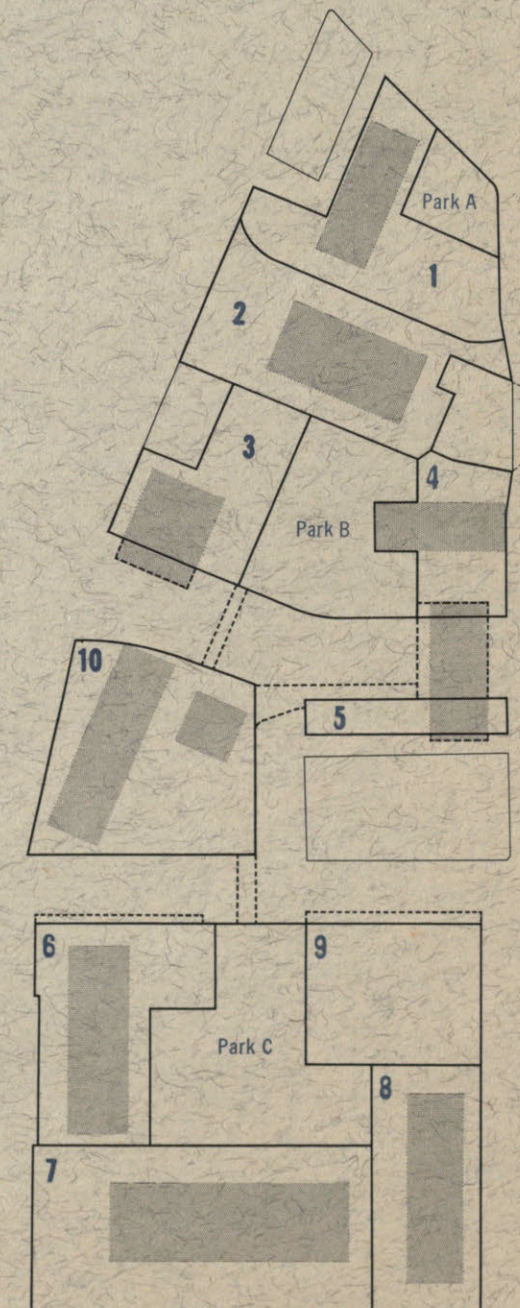
The tentative land disposition plan shows ten parcels to be sold to private redevelopers, although one redeveloper may buy the entire site and parcel it out to individual owners after development. Superimposed on these parcels are the maximum tower development areas, which, combined with

limitations on first, second, and third floor coverage are restrictions on site development. The Urban Renewal and Housing Agency, in line with its usual policy, will set further restrictions on the use of the land to ensure consistent and coordinated development.

The final test of the economic soundness of Charles Center will be the receipt of firm bids for the land for its development in accordance with the plans. While it is not possible to specifically identify redevelopers at the present time, there is sound and real evidence that a high proportion of the new buildings proposed in Charles Center have an immediate market from institutions and private financial interests.

The translation of this interest into firm and substantial offers from responsible firms is the role of Baltimore's private business community in the partnership with public enterprise.

## TENTATIVE NEW PROPERTY LINES





## THE IMPACT OF CHARLES CENTER

Although Charles Center is economically feasible, socially desirable, and necessary from the point of view of Downtown, the City and the region, its impact will create serious problems for the relatively few who will have to move their businesses and sell their properties. In spite of the fact that the area in its present state is an economic liability to the City, many of the firms doing business there are highly successful, although perhaps occupying obsolete and inefficient space. A substantial proportion of owners have either held their property for such a long time that the amount of their real investment has little relation to the original purchase value, or bought at the present depressed prices so that the reduced income from the property still represents a satisfactory return on their investment.

Under any condition, relocation of a business, forced sale of property,—in fact, any change in the status quo—creates problems. These problems cannot be minimized for the people who must face them. They are serious. Even when fair market value is paid for a property, there is still some sting to the fact that the sale was involuntary. And it is not a problem for owners alone. Tenants, especially those with leasehold improvements who must look to the owners for compensation, will also be affected.

When property is acquired through the urban renewal process, the City pays fair market value. This does not include business good will, or the intangible value of doing business at a known location. It is fair market value as of the date of taking, and bears no relation to the value property might have in the new Charles Center.

When Charles Center has been approved by the City Council after due process, the 250 property owners will be approached and offered the fair market value for their property. Negotiations may last a considerable length of time and the City may find it necessary to institute condemnation proceedings in some cases. However, the usual experience is that few cases actually go that far. Most are settled by negotiated agreement.

By no means all of the owners and tenants in the Charles Center area will have problems. For many, losing their property or leasehold will be an indirect blessing. Unfortunately, the announcement of Charles Center and the possibilities of the future will tend to obscure the fact in negotiations. Tenants in many cases are suffering a bind between declining sales and income, and fixed, long term leases. Condemnation cancels all such leases.

## EXISTING LAND USE

All existing land uses will be eliminated except for the five properties to be retained. The proposed land use is shown on the Site Plan.

- COMMERCIAL
- OFFICE
- PUBLIC, SEMI-PUBLIC
- WHOLESALE, STORAGE, INDUSTRIAL
- V** VACANT BUILDING





## RELOCATION

The problem of relocation is perhaps the most serious of all. The Urban Renewal and Housing Agency handles relocation in all urban renewal projects. Immediately upon the announcement of such a project they are deluged with phone calls from people who quite properly want information. The Agency's first concern is to get complete data on the pattern of ownership, leasehold, or special problems. Assistance is given wherever it is possible to do so. The Agency is helpful and fair in its dealings.

Upon approval of the Plan the 371 business firms, employing 5,587 persons will be contacted regarding relocation. A few of these firms are owner-occupants. They are a cross-section of Downtown business. In the manufacturing and wholesaling categories they are predominantly in one form or another of the garment industry which has unfortunately been a declining activity in Baltimore. Their relocation should be feasible into the large amount of vacant space in the garment area.

For a substantial number of the successful businesses, relocation may be into Charles Center itself. Under no circumstances will the area be cleared at once, and staging of demolition may well permit owners or present tenants to remain in their loca-

tions until the first new sections have been constructed. In fact these firms represent an important resource in filling the new retail space with good Baltimore businesses.

It is understandable that people who are about to be displaced or have their business disrupted may resist plans for Charles Center. Although they may well see that it is for the larger good, that is small consolation when they themselves are the ones to be hurt. The important psychological factor in relocation is getting across the conviction that Charles Center is really going to happen.

Once owners and tenants accept the fact that Charles Center is really going to happen, their greatest relocation resource is their own initiative, ability to pay economic rents and prices for the space and locations they need, and their individual solutions to their own problems.

One of the most serious problems in relocation is that of the small firm whose business has been declining and for whom relocation may mean extinction. For these, there is perhaps no real solution, but the Agency will give them fair and sympathetic understanding and treatment, within the limits of available resources and the time schedule that is adopted.

Outside Charles Center, the impact of the urban renewal process will also be felt, both in increased real estate values, and in shifts in tenants. Some property owners may have to spend money on their buildings to modernize them to maintain present rentals. The alternative is to accept lower rents, and face the fact of their property's growing obsolescence. Of course voluntary property improvement is highly desirable from the City's point of view and in many cases the additional capital expenditures will be well warranted by the potential for higher rentals.

## EXISTING ESTABLISHMENTS, EMPLOYMENT, AND FLOOR SPACE BY INDUSTRY

### CHARLES CENTER URBAN RENEWAL PROJECT AREA

INDUSTRY	ESTABLISHMENTS	EMPLOYMENT	FLOOR SPACE
I Manufacturing, Construction, and Mining	47	1,217	440,731
II Transportation, Communication, and Utilities	6	729	210,384
III Wholesale Trade	86	647	628,788
IV Retail Trade	116	1,329	680,623
Apparel and Accessories	53	676	424,363
Furniture and Furnishings	3	73	42,015
Eating and Drinking Places	23	341	106,115
All Other Retail	37	239	108,130
V Finance, Insurance, and Real Estate	27	251	111,722
VI Services	64	401	274,722
Hotels, Theatres, Radio	5	145	159,275
Personal, Repair, and Miscellaneous Business Services	39	123	50,887
Professional and Non-Profit	18	130	62,235
All Other Services	2	3	2,325
VII Parking Lots and Garages	7	55	108,226
VIII Government	5	929	211,292
IX Residential			1,650
X Vacant			381,839
XI Unclassified	13	29	19,567
<b>TOTALS</b>	<b>371</b>	<b>5,587</b>	<b>3,069,544</b>

\*These totals exclude the B. & O. R. R., Fidelity, and Lexington Buildings; Lord Baltimore Hotel; and the new Eglin Parking Garage. These latter contain 136 establishments with 4,324 employees and 908,259 feet of floor space.

## CHARLES CENTER SITE AS IT IS TODAY





*.... Rebirth of the heart  
of this great metropolis  
is a must .... everyone  
has a stake in it ....  
and in the future of  
Baltimore*

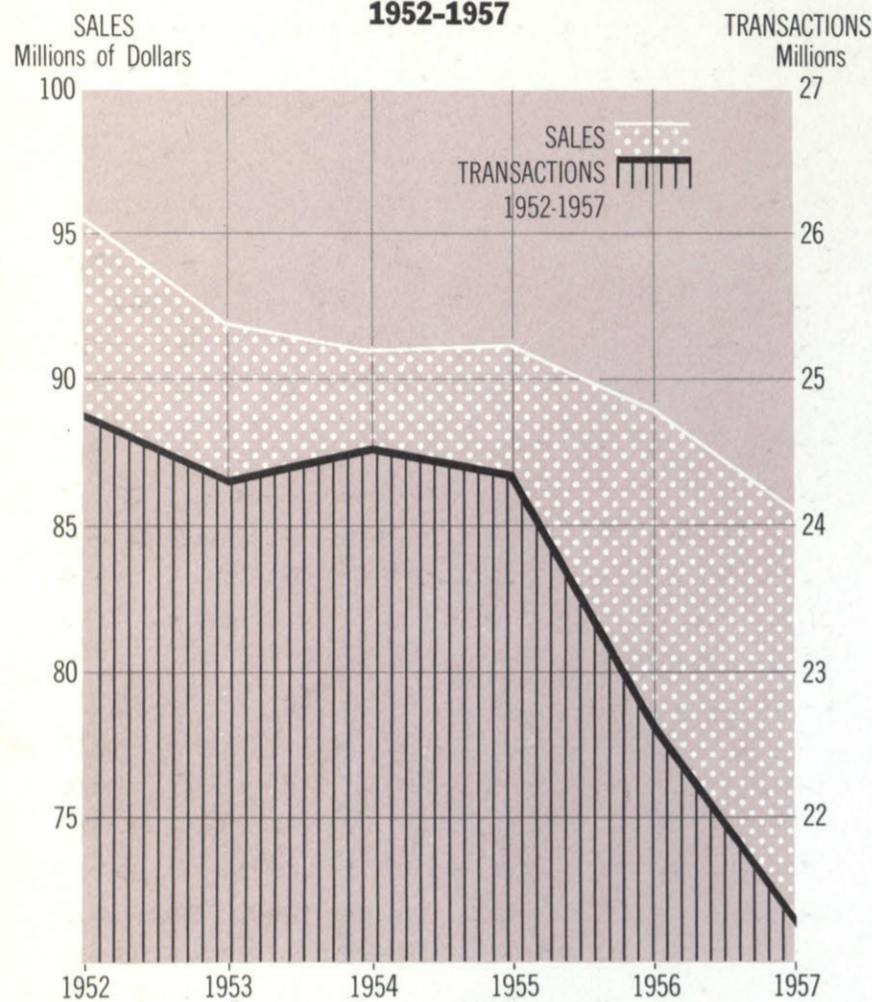
## **CHARLES CENTER: KEY TO DOWNTOWN REBIRTH**



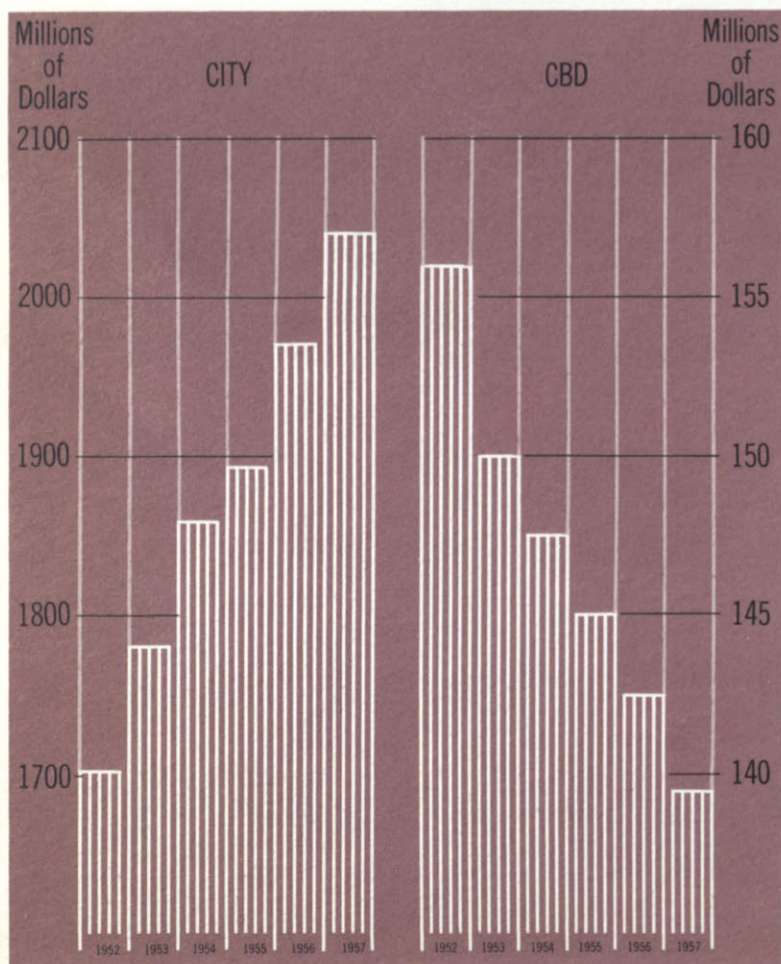


# CHARLES CENTER IS URGENT

## MAJOR DOWNTOWN DEPARTMENT STORES SALES AND TRANSACTIONS 1952-1957



## REAL PROPERTY ASSESSMENTS BALTIMORE CITY AND CENTRAL BUSINESS DISTRICT (WARD 4)



In recent years, Downtown, although the center of an expanding region, has declined. Today, about the same number of people—94,000—are employed in the Central Business District, as were twenty years ago. Over 2,000,000 square feet of once-productive loft and warehouse space in this area now lies vacant. This is almost 6% of all floor space, and creates a critical problem as most of it is concentrated in depressed areas. Of the 127 blocks in the Central Business District, the vacancy rate in 26 blocks exceeds 10%, and in 8 others, some of which are in the Charles Center area, the vacancy rate is as high as 25%.

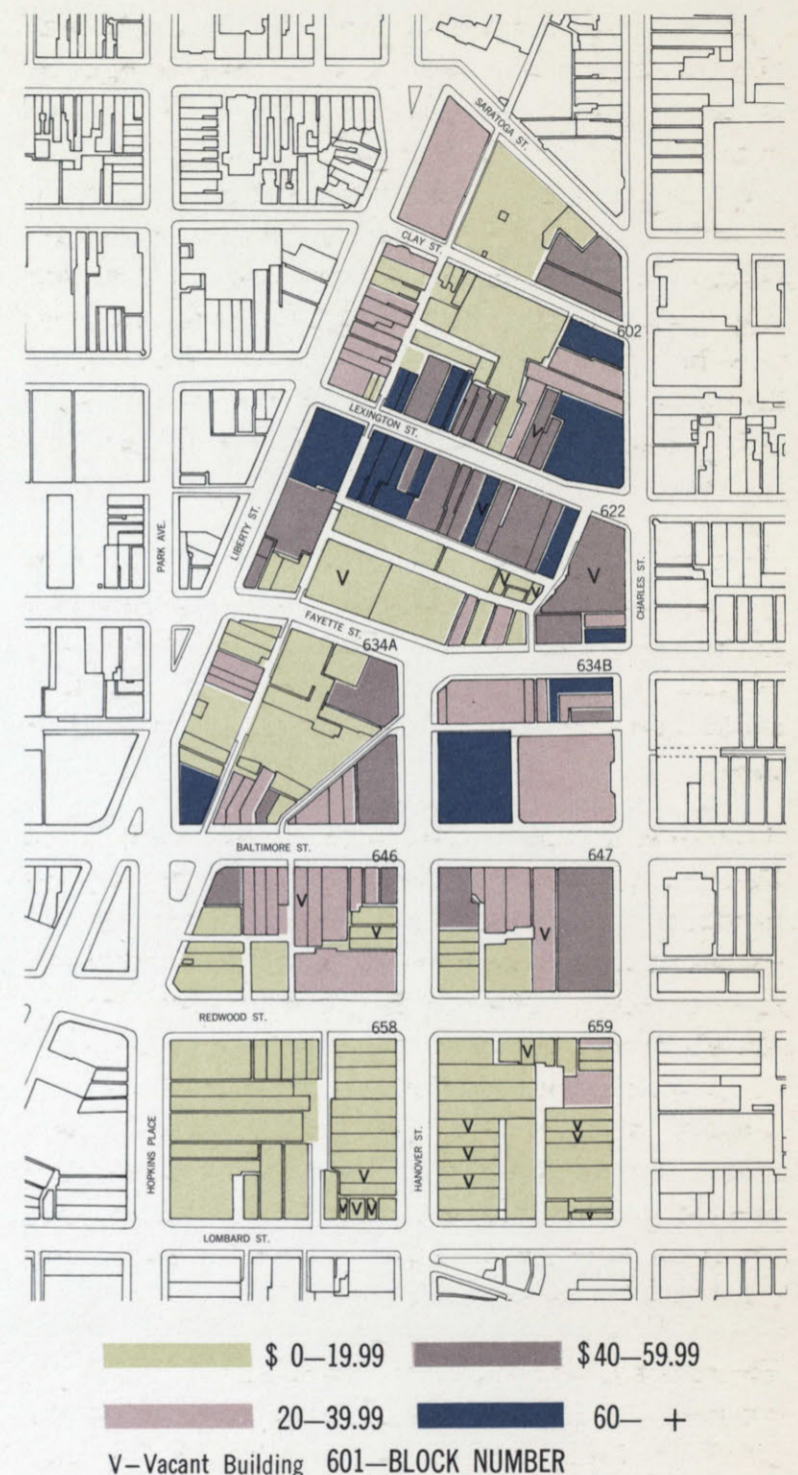
The high vacancy is paralleled by lowered retail sales. Sales in seven major Downtown department stores last year (1957) were 12% below sales in 1952 . . . an indicator of Downtown's declining health.

Vacant buildings and declining retail sales are only part of the dilemma. Traffic problems have all but strangled Downtown activities. The street system cannot function as it should, because all of the traffic of the entire region has had to funnel through Downtown.

Property values reflect all of these problems. With a few exceptions, Downtown properties have declined along with everything else, possibly at an even more rapid rate. In 1952, real property assessments in the Fourth Ward (the Central Business District) reached a peak: just under \$156,000,000. In the five years since then, the taxable base has dwindled to less than \$140,000,000 . . . a decline of over \$16,000,000, or 10%. While this spectacular decline took place in the Fourth Ward, the assessed value of all real property in the City rose 20%.

Under "normal" conditions, assessments average about 75% of the market value. However, in 1957, assessments for seven important properties in the Central Business District were 10% higher than their sales price. A number of these depressed sales were in the Charles Center area. Lexington Street, between Liberty and Charles, contains the most dramatic example; in this block, the assessment of one retail store was almost twice what the property brought in a recent sale.

## TOTAL 1957 REAL PROPERTY ASSESSMENT PER SQ. FT. OF LAND



### DOWNTOWN: IT'S EVERYBODY'S PROBLEM

A declining Downtown is not just the problem of the Downtown owner or tenant. Everyone has a stake in Downtown. First, the loss in Downtown values must be made up by the rest of the City. The City as a whole has a tremendous investment in Downtown. Second, in a decentralized metropolitan area, many small "downtowns" appear, which never really take the place of a central Downtown. The costs of doing business in a centralized city are substantially lower than they are where the so-called "friction of space" is a serious factor. Finally, only a central Downtown can support the kind of services and cultural and recreational life which are expected in a modern big city.



# THE ROLE OF DOWNTOWN

Partly as a result of and partly as a cause of the decline of Downtown. Downtown activities have been decentralizing at a tremendous rate. The rapid decentralization of Downtown can be explained in part in terms of traffic and changes in modes of travel, shopping and living. The most important single explanation is that there have been too few opportunities for major private investment Downtown. The problem of land assembly, elimination of blighting factors and uneconomic land uses, and the replanning of Downtown have been beyond the ability of private enterprise alone. Public enterprise must create the opportunity through urban renewal for private enterprise to revitalize Downtown.

Most recent public and private decisions, made out of the context of urban renewal, have militated against a revitalization of Downtown by draining off the energies and the generative factors that could give rebirth. Urban renewal can change this.

The time for such a change is none too soon. Baltimore is nearing the "point of no return" in decentralization. Regional shopping centers are springing up at a rapid rate. More than 2,000,000 square feet of office space is now proposed, or already under construction, in the outlying areas . . . stark evidence of the decentralization and the unsatisfied market for such office space in Downtown. If this trend continues, too much of the present growth potential may have been drained off to the suburbs, and Downtown must look forward to a permanent decline.

There is real evidence, however, that it is not yet too late. A recent survey of the region's economic activities shows that the upsurge of the post-war years will continue at least through 1975, and this expected regional growth will support Downtown growth once it is triggered by urban renewal opportunity. Forecasts to 1975 indicate that the region's population (City, Baltimore Co., Anne Arundel Co.) will grow from the present figure of 1,600,000 to 2,400,000: 800,000 more people. Employment too, has grown and is growing at a phenomenal rate. New branch plants of large national corporations, as well as the expansion of business already located in the region, have added up to unprecedented economic growth. By 1975, the number of jobs in the area will reach 911,000, an increase of 250,000, or 38% over the average employment levels recorded in 1956 in the Baltimore area.

*To properly perform its function in the region, Downtown should be developed with a maximum concentration of activities consistent with no congestion. The activities most able to profit by a Downtown location should be located there. This principle has been used in planning Charles Center. What belongs Downtown can be put very simply. Those functions which take place in office space . . . business, professional, cultural, governmental and education activities . . . operate best Downtown. The office building is the key to Downtown renewal, although once started renewal may well continue with a variety of uses.*

## THE OFFICE BUILDING: MAJOR FUNCTION DOWNTOWN

The favorable forecast for the Baltimore region justifies the long range market for Downtown investment in new office buildings. A short-range analysis of the market for office space based on a survey in great depth showed many firms with immediate space needs.

At present there are 21 major office buildings Downtown with a total rentable area of over 2,000,000 square feet. However, the majority of office users are located outside the major structures in secondary facilities: converted lofts, etc. Air-conditioned offices are a rarity and few of the office buildings have high-speed elevators, suitable floor areas, or the appointments and convenience of new office space.

Since World War II, only 300,000 square feet of rentable office space has been added Downtown, half of which is occupied by owner-occupants and the other half by tenants. There is no margin at present in Downtown for the expected upturn in office demands. Office building proposed in the suburban areas will attract much of it unless there are new opportunities Downtown.

Charles Center provides eight new office buildings with two million square feet of rentable area. Based on the regional forecasts and the intensive survey, the effective demand justifies this amount of new space. The growth of the region will absorb it without creating critical vacancies in the existing office buildings. Since 1947, contrary to the loft and warehouse vacancies in Downtown, the Downtown's major offices have enjoyed occupancies ranging up to 99%, whereas up to a 5% vacancy rate is usually considered proper to permit normal turnovers.

## THE NEW HOTEL

Charles Center provides for a new 800-room hotel, the first to be built in Baltimore for 30 years. There

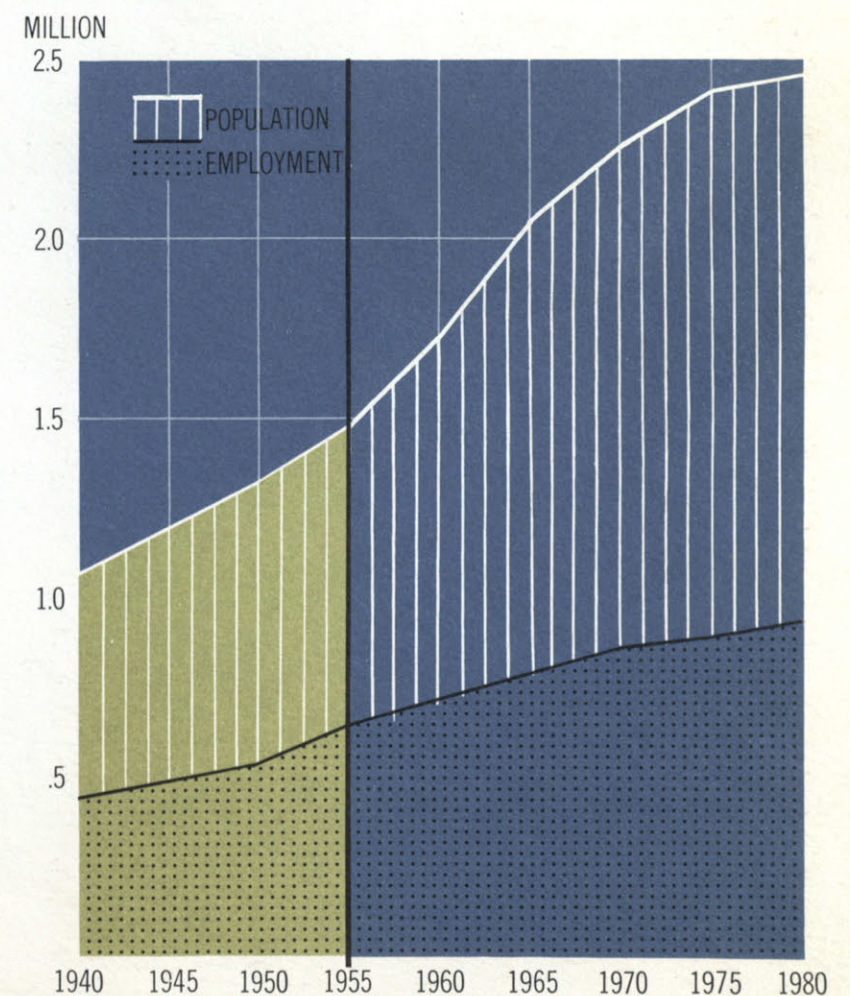
is every evidence that a new hotel is needed in Downtown, particularly for conventions and public meetings. In Baltimore, there are only five hotels with 200 rooms or more; in Milwaukee, there are 12; in Minneapolis, 14; in Cleveland, 20; in Philadelphia, 21; and in St. Louis and Boston, there are 23. Baltimore's proximity to Washington cannot explain this great differential.

Charles Center's new 800-room hotel will help to upgrade Baltimore's facilities in future years. It, combined with the existing hotel facilities, will permit convention facilities not now existing.

## RETAIL SPACE DOWNTOWN

Retailing will continue to follow suburban markets to some degree, but at the same time there should be better retail opportunities Downtown. To this end, Charles Center contemplates a total of 428,000 square feet in retail space, 300,000 of it north of Baltimore Street. This is two-thirds of the 640,000 square feet of retail space now in the Charles Center area, excluding banks and personal service establishments. It is less than 5% of the retail space in the entire Central Business District. Charles Center will make for a stronger retail concentration Downtown, where an estimated daytime population of 25,000 persons, including visitors and shoppers, will create opportunities for considerable retail activities.

## PROJECTED EMPLOYMENT AND POPULATION—BALTIMORE STANDARD METROPOLITAN AREA





# THE CHARLES CENTER SITE

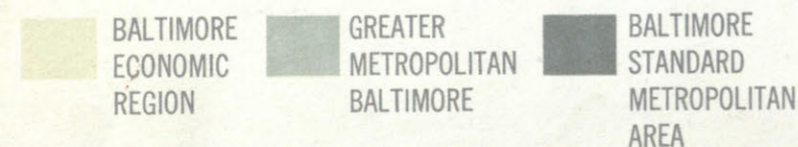
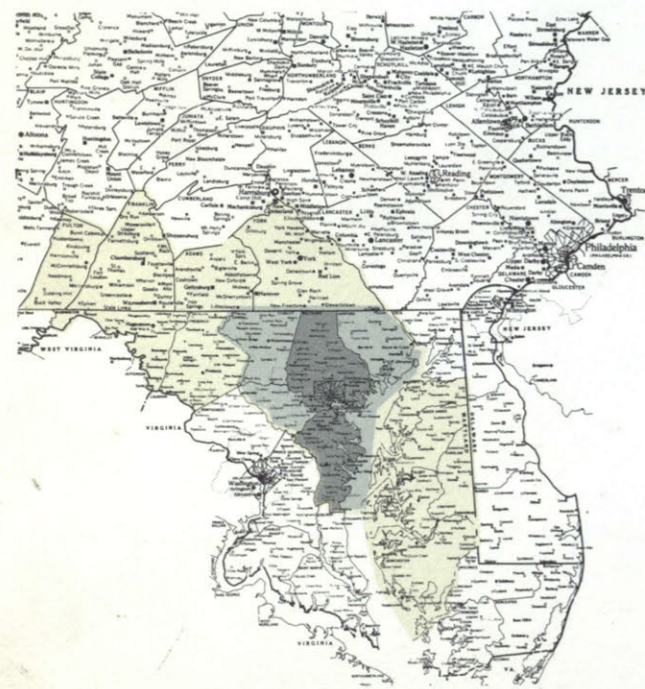
The selection of the site of Charles Center was the culmination of an exhaustive analysis of the proper location for office space, specialty retail space and the hotel, and of the condition of property in the entire Downtown. The specifications for Charles Center and its development are exacting. They are as follows:

Charles Center, must be *Dramatic in Size and Concept*; it cannot be smaller than it is. It must be *Attainable Without Federal Aid*, both because of timing and present legislation. It should *Create An Immediate Opportunity* for new investment Downtown. It should also have *Universal Appeal* from the point of view of public approval as well as the practical reason that a diversified project reaches into many "market areas" and need not depend on one alone.

By no means all of Downtown can or will be new. This first project should *Create An Incentive For Rehabilitation* of adjacent properties. In order to absorb present uses and take maximum advantage of Downtown location, it should *Intensify the Use of the Site and Eliminate Blighted, Uneconomic, or Socially Undesirable Land Uses*.

Looking to the future, Charles Center should make a *Contribution Toward Solving Traffic, Parking, and Transit* problems. It should also help set the stage for subsequent Downtown projects. In this way, projects become cumulative, not competitive.

## BALTIMORE REGIONS



It should also tie into as many other programs as possible and not create problems that inhibit later development of a rational master plan for Downtown as a whole.

Charles Center is the only area that meets all the specifications. It is the only area where a new hotel, new office space, specialty retail space and a TV Theater Center may be combined with a Transportation Terminal to create a composite renewal project.

To determine the specific site boundaries, all buildings in an area bounded by St. Paul and Light Streets on the east, Howard Street on the west, Saratoga Street on the north, and Lombard Street on the south, were examined in detail. Their deterioration and obsolescence, size, value, tax return, and general character were carefully analyzed. Consideration was given to the effect retained buildings would have on the environment for future investment. Finally, in terms of the technical problems of adequately replanning and rebuilding the area, as well as the question of consistency of approach, complete clearance with the exception of the five buildings previously identified, was inevitably indicated.

The conclusion of this detailed analysis was that Charles Center would work here and nowhere else, and that it must be executed essentially as proposed, or it would not work at all.

## SELECTING THE SITE



Areas examined in the detailed analysis leading to the Charles Center Site.

## EVERYBODY BENEFITS

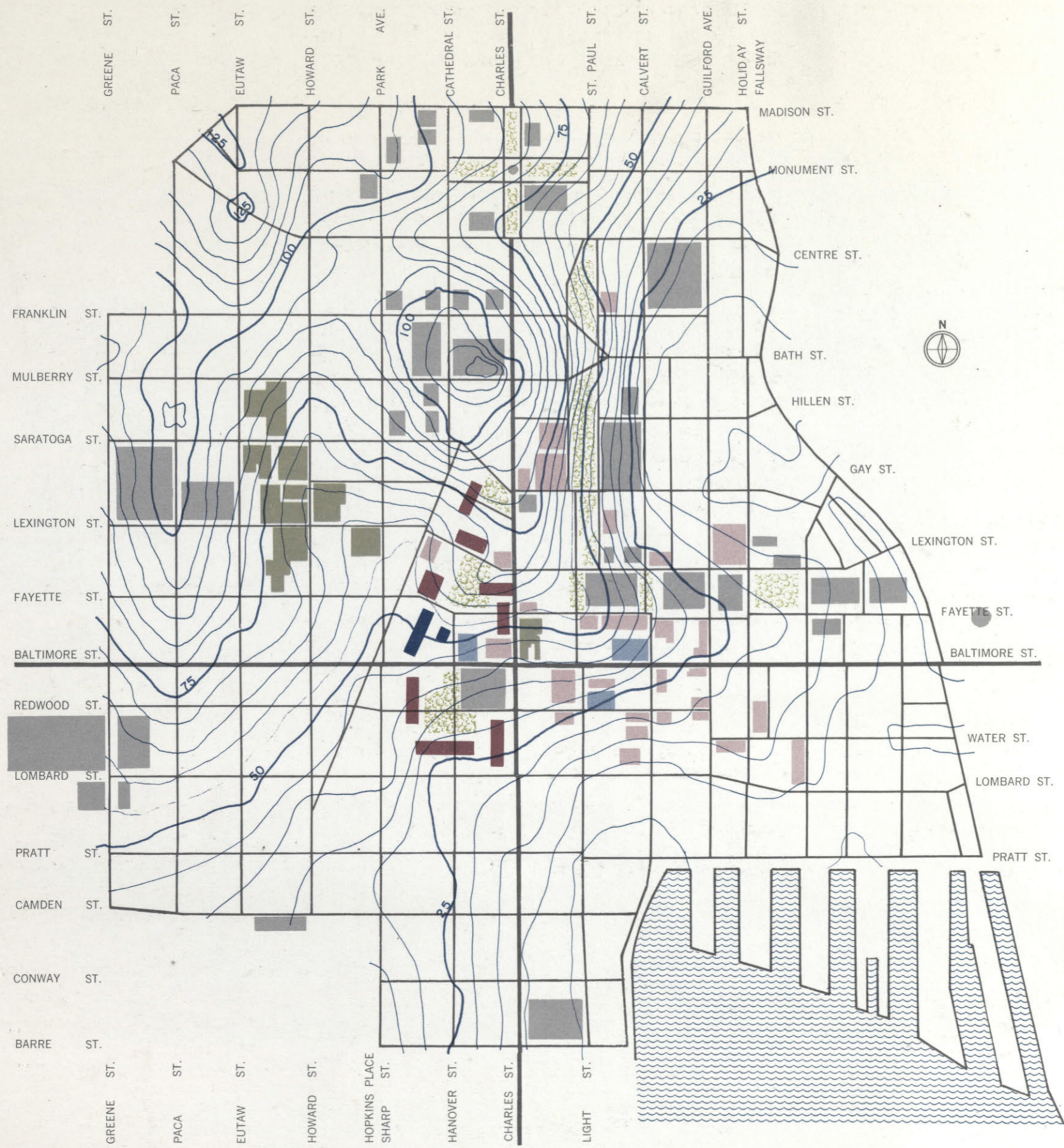
Charles Center is necessary, desirable, and sufficient to revitalize Downtown Baltimore. The case for it as an official urban renewal project may be stated very simply.

Downtown is deteriorating rapidly, although in the center of an expanding region. The growth potential of the region cannot be tapped as a resource for Downtown's revitalization without the application of the urban renewal powers of the City to create the opportunity for Downtown investment. Charles Center is necessary to reverse the trend of Downtown deterioration. Charles Center also must be developed as planned, to be adequate to reverse this trend.

Charles Center enables the development of an entirely different kind of Master Plan for Downtown than would otherwise be possible. Without Charles Center, the Master Plan would be a plan of adversity and retrenchment. With it, Downtown can be a "chooser" instead of a "beggar" for new uses. The Master Plan can be imaginative and creative. It can consider as economically and socially feasible such elements as in-town residential areas, aggressive rehabilitation of the major shopping center, and renewal of the Inner Harbor area.



# ACCENTING THE POSITIVE



## SIGNIFICANT FEATURES OF THE CENTRAL BUSINESS DISTRICT

- NEW HOTEL
- EXISTING MAJOR HOTELS
- NEW OFFICE BUILDING
- EXISTING MAJOR OFFICE BUILDINGS
- OTHER SIGNIFICANT FEATURES
- EXISTING MAJOR DEPARTMENT STORES

Charles Center builds on the significant features of Downtown, accenting the positive. Downtown Baltimore, in spite of its deterioration, has magnificent advantages in physical topography, central location, and architecturally and functionally significant features which are the base on which any plan must build.

In applying the principles for a Master Plan for Downtown, all of the new activities—office space, hotel, retail space, TV Theater—have been woven into the fabric of Downtown. Far from being destructively competitive, Charles Center acts as the tie that binds all of the good, sound, vital things together.



## CHARLES CENTER: A SOLID FOUNDATION

*Along with the significant features of old Baltimore, Charles Center is the solid foundation on which to build a revitalized Downtown. It will set the stage, along with other positive influences, for the implementation of an imaginative, vital and realistic Master Plan.*

Major influences are at work Downtown already, whose effect will be immeasurably increased by Charles Center. The University of Maryland's Downtown campus development, increased in scope through being tied into the Urban Renewal and Housing Agency's program, will be a strong anchor at the west end of the Central Business District. Mercy Hospital, like the new Commercial Credit Building, will be another vital force in the Preston Gardens area.

Mt. Vernon Place and its cultural activities act as an anchor to the north.

Urban renewal is a continuous process. It is the adaptation of the physical form of cities to changing needs. It goes on frequently without the need for public aid, as it properly should. Where it cannot, urban renewal becomes a public function to eliminate the deterrents to private investment. Other areas in Downtown are appropriate for public urban renewal action, and become feasible once Charles Center has set the stage.

*Charles Center is a unique opportunity which must be realized. It is the beginning.*





# FOR PUBLIC AND PRIVATE PARTNERSHIP

## ... Charles Center presents a unique opportunity.

### ACKNOWLEDGMENTS

Many individuals and organizations were most generous in giving time and providing data indispensable to the development of this presentation. Outstanding among these were:

The City of Baltimore, acting on Mayor D'Alesandro's authorization:  
 Department of Assessments  
 Department of Planning  
 Department of Public Works  
 Department of Transit and Traffic  
 Off-Street Parking Commission  
 Urban Renewal and Housing Agency  
 The Baltimore Gas and Electric Company  
 The Baltimore Transit Company  
 The Chesapeake and Potomac Telephone Company

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Dear Mr. Miller:

For the past ten months, The Planning Council has been working on the preparation of a Master Plan for Downtown Baltimore in accordance with the terms of our contract with the Committee for Downtown. The Planning Council approved, at its meeting on February 6, a bold renewal project for the heart of the Central Business District and it is herewith transmitted to you. This project—Charles Center—is the first step toward the Master Plan.

The Planning Council recommends that Charles Center be adopted by the City as an Urban Renewal Project. We believe Charles Center to be economically feasible, desirable from the standpoint of the City as a whole, and necessary to halt the deterioration of Downtown Baltimore.

Sincerely,

*i. de la...*

Hunter Moss, Chairman  
 The Planning Council  
 of the Greater Baltimore  
 Committee, Inc.

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**This is Charles Center . . . as seen by a visitor,  
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. . . and in detail . . . with its New Design for Transit . . .  
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. . . the plan is an Investment in Urban Renewal . . .  
an investment repaid in nine years . . . the Urban  
Renewal Process unites Public and Private Interests  
in creating a New Downtown . . . Charles Center is  
the Key to Downtown Rebirth . . . the need is urgent  
. . . it's everybody's problem . . . to create a Vital New  
Downtown . . . through developing Charles Center  
. . . from which everybody benefits . . . Charles Center  
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