

# CREATING AN URBAN ECOSYSTEM OF GREEN AND BLUE SPACES IN BALTIMORE



## CUERE

Center for Urban Environmental Research and Education  
University of Maryland, Baltimore County  
1000 Hilltop Circle  
Baltimore, MD 21250  
[www.umbc.edu/cuere](http://www.umbc.edu/cuere)

The Parks and People Foundation  
[www.parksandpeople.org](http://www.parksandpeople.org)

Research for this project was supported by a grant from  
The Baltimore Community Foundation

## ACKNOWLEDGEMENTS:

This research project would not have been possible without the help of the hard-working and dedicated community members, government officials and non-profit staff members who took time out of their busy schedules to talk to us about their work. These include:

Michael Beer (*Jones Falls Watershed Association*)  
Dennis Bishop (*The Maryland Cooperative Extension Service*)  
Justine Bonner (*Community Gardener*)  
Mary Braman (*Friends of Riverside Park*)  
Sister Brenda (*Community Gardener*)  
Bonnie Brobst (*Community Gardener*)  
Myra Brosius (*Baltimore City Department of Planning*)  
Connie Brown (*Chief of Parks, Baltimore City Department of Recreation and Parks*)  
Mr. Brown (*Community Gardener*)  
Steve Bountress (*Living Classrooms Foundation*)  
Barbara Burgess (*Community Gardener*)  
Michael Cameron (*Neighborhood Design Center*)  
Jackie Carrera (*The Parks and People Foundation*)  
Patricia Caya (*City Farms Program, Baltimore City Department of Recreation and Parks*)  
John Ciekot (*Civic Works*)  
Peter Conrad (*Baltimore City Department of Planning*)  
Christel Cothran (*Jones Falls Watershed Association*)  
Wallace Crowder (*Community Gardener*)  
Amanda Cunningham (*The Parks and People Foundation*)  
Jan Danforth (*Urban Forest Initiative*)  
Robert Feinstein (*Mount Washington Preservation Trust*)  
Kim Amprey-Flowers (*Interim Director, Baltimore City Department of Recreation and Parks*)  
Guy Hager (*The Parks and People Foundation*)  
Rich Hersey (*Executive Director, Herring Run Watershed Association*)  
Allen Hicks (*Friends of Roosevelt Park*)  
Louise Hildreth (*Friends of Robert E. Lee Park*)  
Zack Holl (*ORSOW*)  
Guy Hollyday (*Baltimore Sanitary and Sewer Oversight Coalition*)  
Betty Hyatt (*Citizens for Washington Hill*)  
Calliot Jefferies (*Community Gardener*)  
John Kellot (*Living Classrooms Foundation/Baltimore Maritime Museum*)  
Jim Kelly (*Charm City Land Trust*)  
Rick Leader (*Maryland Audoban Society*)  
Gary Letteron (*Washington Hill/Pigtown Neighborhood Planning*)  
Jennifer Martin (*Community Gardener*)  
Rebecca Murphy-Jones (*Baltimore City Department of Recreation and Parks*)  
Susan Patz (*Environmental Education, Baltimore City Department of Recreation and Parks*)  
Jim Peters (*Fort McHenry Wetland Restoration Project*)  
Mary Porter (*Capital Improvements, Baltimore City Department of Recreation and Parks*)  
Irene Poulsen (*Neighborhood Design Center*)  
Robert Quilter (*Baltimore City Department of Planning*)  
Dee Robinson (*Living Classrooms Foundation*)  
Edith Robinson (*Community Gardener*)

Mary Roby (*Friends of Patterson Park*)  
Frank Rogers (*The Parks and People Foundation*)  
Nan Rohrer (*Office of Partnerships, Baltimore City Department of Recreation and Parks*)  
Chris Ryer (*Baltimore City Department of Planning*)  
Sandy Sparks (*Friends of Wyman Park*)  
William Stack (*Bureau of Water and Waste Water, Baltimore City Department of Public Works*)  
Kim Stallwood (*Canton Community Association*)  
Steve Stewart (*Baltimore County Department of Environmental Protection and Resource Management*)  
Beth Strommen (*Baltimore City Department of Planning*)  
Duncan Stuart (*Baltimore City Department of Planning*)  
Nancy Supik (*Friends of Patterson Park*)  
Maureen Sweeney (*Citizens for Washington Hill*)  
Pam Taylor (*Community Gardener*)  
Laura Tillman (*Community Activist*)  
Nick Williams (*Maryland Environmental Trust*)  
Pat Younce (*Community Gardener*)

The following CUERE staff contributed to this report: Bernadette Hanlon, Mike McGuire, Amy Rynes, Steve Sharkey, Tom Vicino, and Fei Zhang.

## EXECUTIVE SUMMARY

The green and blue space of Baltimore City is an interconnected system of streams, parkland, waterfront promenade, greenways and gardens that contributes substantially to the ecological, social and economic health of the City. This report is an analysis of the vast number of programs and projects being managed and implemented by organizations, individuals and governmental officials striving to improve the quality and ensure the development of natural resources in Baltimore City.

We interviewed sixty-six people for this study and, through this process, discovered a number of lesser known ventures in the development and maintenance of green and blue space in the City. We were also able to identify recurring themes and successful strategies employed to make these and other projects happen. We learned that the enhancement of blue and green space could not take place without a combination of governmental support and legislation; community involvement and activism; and technical assistance and funding by non-profit and private organizations and businesses throughout Baltimore City.

The beginnings of Baltimore City's park system resulted from governmental support and the concern of wealthy philanthropists interested in the social value of green space in an urban environment. Many of the major parks in Baltimore were acquired from land donations and acquisitions from affluent industrialists and landowners in the nineteenth century. Their continued development and enhancement was financed by a dedicated source of funding generated from the trolley tax. Without the combined efforts of government and the business community of the time such parks as Patterson Park, Druid Hill, and Carroll Park may never have developed.

More recent but similar efforts to enhance public space in Baltimore City can be seen in the development of the hugely successful waterfront promenade. This endeavor was initiated by the City with public funds and sustained by urban renewal legislation requiring developers to construct a public pedestrian easement along the waterfront. This legislation included standards to ensure the promenades would be well-designed and accessible. Governmental action and business commitment combined to produce a space that has become a vital asset to the City.

Public policies and laws aimed at improving the environmental quality of the Chesapeake Bay have also led to the development of many parcels into green space as well as the planting of thousands of trees in the City. Revenue from the Critical Area Management Program, for instance, helps finance a number of projects such as a recent school greening initiative as well as the realization of habitat protection areas by the waterfront.

Partnerships between public entities and community groups in the City are vital to the success of countless ecological and park-related projects detailed in this report. An excellent example of such collaboration is the relationship between Baltimore City Department of Recreation and Parks and the Friends of Patterson Park. Governmental funding and policy initiatives (e.g. the Master Plan) along with the hard work and dedication of longstanding community members and parks advocates have allowed Patterson Park to blossom.

Many Baltimoreans are dedicated to the green and blue spaces in their neighborhoods. Active community involvement has led to the conservation of many existing green spaces and the

development of new ones throughout the City. Community gardens are spread across neighborhoods as attempts by community members to green and beautify otherwise abandoned lots. Other community groups have actively fought for the development of land trust easements to preserve wooded areas in their neighborhoods while others have volunteered their time to plant trees, monitor stream quality and so on. They are often supported in their endeavors by the non-profit and public sectors of the City. Such organizations provide much needed technical assistance and build community capacity to help get things done. The community gardeners rely on such organizations as Parks and People Foundation and the Maryland Cooperative Extension Services for training and support. These organizations act as a liaison between the community and the other governmental entities.

Essentially, the successful projects we discovered in our research exist because of the combined efforts of government, the non-profit sector and community members. To enhance these efforts further, we offer the following important recommendations:

### CREATE A VISION FOR GREEN AND BLUE SPACE:

The City, with its highly successful waterfront and well-designed Olmstead parks reminds us of our ability to bring businesses, public agencies and residents together around a united vision. The same should be done for the modern system of green and blue we have today. Times may have changed since the beginning of the park system but the commitment is still alive and must be tapped.

- ❑ **Initiate an open and public process** where the City, non-profit sector and community can come together to create a vision for green and blue space.
- ❑ **Create an implementation team** comprised of public sector, community, non-profit and business leaders to guide the recommendations from the visioning process.

### INCREASE PUBLIC FUNDING OPPORTUNITIES:

Our conversations with governmental officials, community and non-profit organizations revealed a consistent theme of the need for more funding. The major parks in Baltimore City were built and maintained for many years by a park tax. There is a need once again for a dedicated source of funding solely for the park system.

- ❑ The City of Baltimore and the State of Maryland should **establish**, in partnership with the non-profit sector and the grass roots providers, a **task force to recommend and pursue viable options for a dedicated park revenue source.**

### SUPPORT THE MASTER PLANNING PROCESS:

We found in our analysis a tremendous ability of park master plans to create a vision and objectives for the larger parks in the City while, at the same time, organizing the community around these goals. Establishing these concrete objectives provides an opportunity for community groups and park advocates to improve their fund-raising abilities. There is considerable value in utilizing a master plan strategy for smaller parks in the City.

- ❑ **Fund a grassroots master planning process for neighborhood parks** to create a vision for this space and establish priorities for improvements.
- ❑ **Create sustainable partnership agreements** as part of the master planning process in cooperation with the community and non-profit groups.

### **SUPPORT PARTNERSHIPS AND BUILD COMMUNITY CAPACITY:**

Partnerships between public agencies and the community are essential to the maintenance and development of green and blue space. Five strategies that will support current efforts:

- ❑ **Strengthen the efforts of the Office of Partnerships** by additional resource allocation and expediting legal agreements
- ❑ **Increase funding and availability for tool banks and community directed maintenance projects.**
- ❑ **Produce a resource guide and/or website** that connect the non-profits in order to encourage a community self-directed strategy for community greening or maintenance projects.
- ❑ **Prioritize maintenance partnerships with community or non-profits groups** that utilize a grassroots workforce development strategy to target a special local population such as youth, recovering addicts or shelter residents.
- ❑ **Build community capacity** to empower loosely organized communities to participate in the partnership program by funding non-profit outreach and organizing efforts in disenfranchised neighborhoods.

### **ENCOURAGE ECOTOURISM:**

Baltimore's green and blue space is a tremendous asset, offering a host of opportunities for outdoor adventure.

- ❑ **Design a website** to allow visitors and residents the opportunity to "choose an adventure" and create a self-guided tour of Baltimore's exciting recreational activities.

### **SUPPORT THE COMMUNITY "GREENERS":**

There are a number of non-profit groups offering support and technical assistance to community gardeners but these non-profit greening efforts are stretched to their limits and are being hampered by the lack of resources.

- ❑ **Craft both a print and web based resource guide** for community greening efforts. This guide should include a list of all non-profit and public organization that brings resources to the table for greening efforts. The guide could also serve to highlight some of the more successful greening projects, educate the public about

these efforts, outline effective strategies to sustaining a project, where to turn for assistance and act as a "how to" guide for the beginner.

- ❑ **Organize a community greening umbrella group** of all the non-profit and public agencies involved with these efforts to meet quarterly to discuss common issues, pool resources and share ideas.

### **ENCOURAGE FESTIVALS AND LARGE EVENTS:**

The results of a random citywide survey commissioned as part of CUERE's survey of Statewide Recreational demand found that attending festivals, fairs and outdoor concerts is by far the most popular family activity in parks. Although the City hosts a variety of events throughout the year, there is an opportunity and a market for more.

- ❑ **Encourage additional use of the parks for large scale events** such as festivals, fairs, concerts and promotional events by engaging the services of a professional event coordinator.

### **ENCOURAGE PROGRAMMING AND PROMOTIONS:**

There are a number of hidden treasures in Baltimore that should be promoted to attract visitors as well as provide enjoyment of residents. A well-prepared guide of City parks and the vast recreational opportunities in Baltimore as a means to promote these treasures could be self-sustaining or even revenue generating. There is also an untapped opportunity for a limited amount of enterprise activity in some parks.

- ❑ **Explore in partnership** with the residential, business, non-profit and public sector communities **the feasibility of limited commercial enterprises in public spaces.**
- ❑ **Prepare a resource visitor's guide for green and blue space in Baltimore** to foster greater appreciation and encourage further use.

### **ENCOURAGE CORPORATE GIVING AND GRANTMAKING:**

There are studies compiled for other cities that demonstrate the economic benefit of healthy open space within a neighborhood by increased property taxes, property sales prices and homeownership. While it may be true that park investment is not the only part of the community revitalization, the economic synergy created by a valued public space is undisputed.

Large public events in parks have also been documented to contribute to the overall economy of a City. Baltimore could begin to leverage resources by demonstrating to the business community that investing in blue and green spaces shows not only corporate goodwill but is also a sound business strategy. This point will be best demonstrated if an economic benefit study is undertaken now and then again in another few years to compare the impact of investment and improvements to green and blue spaces on the overall economy.

- ❑ **Commission a study for Baltimore on the economic benefits of healthy green and blue spaces** and repeat the study upon occasion to demonstrate the positive effect of

continued improvements.

- ❑ **Use the results of this study** to invite the corporate and private business community to invest in **Baltimore's public spaces**.
- ❑ **Leverage support from private sources** to obtain grants from private or governmental sources.

Baltimore has a history of strong community based organization that must be tapped as part of this effort and there are several non-profit groups that have the energy and ability to work in partnership with the City on creating a healthy urban ecosystem of green and blue spaces.

## INTRODUCTION

A thriving park system, resilient forests, greenways and waterways are not only essential to the ecological health of Baltimore, but are necessary features that attract young people to city life and encourage those already living here to stay. Vibrant blue and green space within the urban environment encourage young people to engage in recreational activities. Indirectly, a healthy urban ecosystem can prevent population loss and encourage economic development if high-quality green and blue spaces are valued as economic assets to the Region.

The ability of businesses to recruit young people into technology jobs relies partially on the quality of life surrounding the business location. Parks and recreation are an important component for quality of life and research shows recruitment and retention of personnel demands the lure of an accessible natural environment and recreational opportunities. For example, in a study of 226 high-technology firms located in Southern California, Galbraith and DeNoble (1998) suggest that culture, climate, density, recreational activities and schools were the most important elements in the decision-making process of companies when picking location. Employers recognize the value of the natural environment in attracting and retaining young professionals.

Further, visitors to a city look for a variety of attractions when choosing a destination. These attractions include events, services, historic buildings, recreational facilities and places of beauty. They are often maintained, managed and promoted by Recreation and Parks departments, other governmental agencies, park advocates and non-profit organizations. The revenue generated from tourism is inextricably tied to the appearance and condition of our parks, waterfronts, forests and greenways. Surely, Baltimore's Inner Harbor is testimony to the importance of a vibrant waterfront to the tourism industry.

It is not only Baltimore's Inner Harbor that generates revenue and encourages people to visit, stay or relocate here. Beyond the Inner Harbor, many aspects of Baltimore's blue and green space provide the necessary components for a good quality of life. Druid Hill, with its rolling hills and shaded lawns offers the opportunity to picnic, walk along the many trails and visit historic sites. Patterson Park, with its "off-beat" events, swimming pool and beautiful Pagoda offers all sorts of fun and activity for both visitors and residents. The Gwynns Falls Trail provides a unique 14-mile walk through a great urban greenway with many historic sites along route. With over 6,000 acres of green space, an attractive waterfront, marinas and streams, Baltimore City has tremendous potential to enhance the quality of life for its residents and encourage people to live and work here.

Baltimore City, through its Departments of Recreation, Planning and Public Works is working hard with limited resources to maintain and develop the natural environment; thus, promoting entertainment and family events, educational programming, and the overall enhancement of city life. The same is true for many community groups and non-profit organizations throughout the City. Currently, there is a tremendous amount being done to make the most of Baltimore City's green and blue space, and these tactics have an interesting history and story to tell.

Various people working in this arena were interviewed to gain an understanding of their work. These interviews, combined with other research, discovered a number of fascinating

greening projects and interesting strategies to maintain and develop parks, vacant land and waterways. Part One of this study - the Stone Turning section - identifies these projects in detail.

The content of the interviews was analyzed to reveal common themes, explore overall tactics and identify specific strategies that lend to the successful implementation of these programs. These themes, explained in Part Two - the Strategies for Success section - include such strategies as governmental support and legislation; community involvement and activism; technical assistance and support by non-profit organizations and businesses throughout Baltimore City. A combination of these efforts is essential for the achievements made by the blue and green projects throughout the City.

Another aspect of this study involves an analysis of park use in Baltimore City. Part Three - Events and Park Use - evaluates the various events that take place in the parks and on the waterfront and squares and explores the results of a random city-wide survey of recreational and open space use. This survey investigates Baltimore City household and individual participation and latent demand for park and recreational activities.

Finally, based upon our analysis of the various strategies employed to develop and maintain blue and green space and the results of the citywide survey, Part Four - Recommendations - offers a number of important recommendations to support and improve current efforts.

## METHODOLOGY

This research attempts to uncover and understand the complex and tremendously vast work that is being done in Baltimore City to develop and maintain both green and blue space. There are many people working toward a healthy urban ecosystem. Many of these we were able to interview. However, we also recognize as a study limitation that there could be other organizations and individuals we missed during our interview process. To overcome this deficit, we performed an exhaustive literature review and extensive data-mining of websites, non-profit and public sector databases and government documents. This approach allowed us to evaluate the depth and breadth of blue and green activities.

The scope of our analysis ranges from larger urban parks such as Leakin Park to the small neighborhood greening projects and community gardens spanning the City. We also concentrated our efforts on the waterfront, watersheds and wetlands.

We conducted a total of sixty-six interviews. Twenty-one of those were with individuals working in specifically environmental or park-related non-profit organizations in Baltimore City; fourteen interviews were conducted with smaller community groups; twelve were with city officials from a number of different governmental agencies; and nineteen were interviews with staff or volunteers from organizations that do not specifically concentrate their efforts on the natural environment but work on specific projects involving the enhancement of green or blue space.

To begin to identify interviewees, we obtained a list from the Parks and People Foundation of key personnel in non-profit organizations, community gardens and other groups that are involved in environmental and greening projects throughout Baltimore City. Several

years ago, the Parks and People Foundation conducted a qualitative study of various 'Friends of the Parks' groups in Baltimore City. CUERE borrowed this list and updated many of these interviews. Each interviewee was asked if there were other individuals we should contact regarding blue and green activities. This strategy, snowball sampling, enabled us to uncover many exciting projects as well as some less obvious groups and agencies working to promote green and blue space. Interview results were entered into a database and downloaded into a software program designed for analyzing qualitative data. The data was then coded to identify themes and strategies that help organizations, community members and government officials to succeed. These themes and strategies were supported by our analysis of government documentation, websites and relevant literature.

## **PART ONE: STONE-TURNING GREEN SPACE**

An essential aspect of Baltimore's green space is its parkland. The park system of Baltimore City has evolved over time as one of the largest urban park systems in the nation. It consists of over 6,000 acres of parkland in over 400 different properties. These properties range in size from 1,200 acres of green space in Leakin Park to the small neighborhood lots and gardens less than one acre. They offer the opportunity for communities - large and small - to enjoy nature and contribute tremendously to the overall environmental health of the Region.

Open space has always been deemed important to city dwellers, dating back to the times when people gathered at public fountains in urban squares. However, the true beginnings of the park system in Baltimore City we recognize today dates back to the mid-19th century with the political embodiment of a need for public green space. At that time, Mayor Thomas Swann intertwined the parks with the transportation system by imposing a trolley tax to finance the development and maintenance of the park system. In 1859, an ordinance was approved to ensure that 20 percent of revenues from horse-drawn railway use be spent on Baltimore's parks system. This dedicated tax enabled Baltimore City to purchase land for the creation and development of such beautiful parks as Druid Hill, Patterson and Clifton Parks. It also allowed the City to afford prestigious landscape architects like Frederick Law Olmstead to develop a plan for the Baltimore park system and suggest design improvements for existing parks. The dedicated park tax, as a way to implement capital improvements projects, keep the parks well-maintained and secure intricate park design, was a unique strategy to Baltimore and so successful it gained national attention.

By the beginning of the 20th century, many of Baltimore City's major parks had been established. Druid Hill, Patterson Park, the Gwynns Falls/Leakin Park and others were already providing the people of Baltimore City with valuable green space. Likewise, residential squares such as Mount Vernon Place and Franklin Square offered residents of densely populated neighborhoods some attractive breathing space. Although the park tax waxed and waned from its inception to the time it ceased in the 1940s, it contributed millions of dollars toward the upkeep and development of the park system during its eighty-year reign.

In 1948, about the time that the park tax disappeared, the Department of Recreation and Parks (DRP) was born out of a merger of the Parks Department and the agency responsible for recreation. With the assumption of the responsibility of both recreation and parks, the Department also experienced a decline in funding due to the loss of the park tax. In fact, declining funds is a trend that continues. During the 1980s and 1990s, the Department of Recreation and Parks lost over 450 employees. Additionally, 200 staff members were transferred to the Department of Public Works as maintenance workers. Although maintenance responsibilities have now returned to the Department of Recreation and Parks, the number of staff for this purpose is grossly inadequate. There are presently only 45 people in the maintenance division responsible for the almost 6,000 acres of parkland in the City.

Due to this loss of staff and resources, the Department of Recreation and Parks created an Office of Partnerships with the goal of partnering with the community to help maintain some of the parks in the City. The Office of Partnerships mobilizes community residents to take ownership of the green space in their neighborhoods by becoming involved in the maintenance and management of their local parks. Once partnerships have been

developed, the Office of Partnerships creates and monitors a formal agreement signed by the Department of Recreation and Parks and the community involved.

The Office, over the next year, aims to create 20 such formal relationships with community groups and/or organizations, particularly to maintain the smaller neighborhood parks scattered throughout the City. These partnership agreements could take the form of a community group cutting the grass regularly, trimming the edges, mulching the trees, or making sure the playground equipment and other such facilities are in good order. In return, the community partner would be paid by the Department for providing this service while the Department would provide direct service such as capital improvements to facilities in the park. Other agreements would formalize existing relationships between the Department and non-profit organizations involved in work force development or with the 'Friends of the Parks' groups. Essentially, the Office of Partnerships' strategy, recognizing the Department's limited resources, hopes to involve the community to make the park system more beautiful. Given community participation in maintaining neighborhood parks, the Department can concentrate its efforts on maintaining the larger parks in the City.

In relation to the major parks, an additional initiative is the Urban Rangers program. In the summer of 2003, DRP will pilot an Urban Rangers Program to help improve security in ten large parks. The Baltimore City Police Department will train 15 park employees to ensure the enforcement of park rules. The goal is to have two park rangers for five large parks in the City, and five 'floaters' for special events that are planned for the summer. The Police Department will be funding this pilot but DRP hopes to secure additional funding to enable this program to continue after the summer months. The goal is to increase park use by increasing the level of security in the parks. Based on our conversations with city officials and park advocates, the perception is that parks are not necessarily dangerous places but the hope is that the Urban Park Rangers program can alleviate public concern and encourage park use.

## MAJOR PARKS IN BALTIMORE CITY

There are seven major parks in Baltimore City. These parks can be considered regional in that they possess the potential to attract visitors from well outside the City limits. We define these parks by their size - each is over 100 acres - and their regional appeal.

### DRUID HILL PARK

Druid Hill is one of Baltimore's earliest municipal parks, purchased by the City from the landowner Nicholas Rogers in 1860. It was created about the same time as Central Park in New York City, and carries with it much of that same style of picturesque waterways, magnificent forests, rambling trails, open hills and shaded lawns. Many structures remain from the original estate, such as the Druid Hill Mansion. Additional structures built during the conversion to a public park include the Chinese Pavilion and the Conservatory. Druid Hill Park is also the home of the Baltimore Zoo, established in 1876.



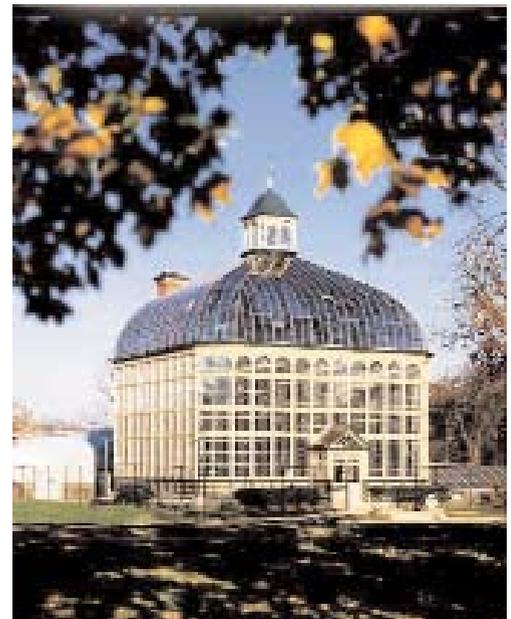
*Entrance to Druid Hill Disc Golf Course*

With its many magnificent features, beautiful entranceways, bridges and pavilions, Druid Hill certainly has earned the title 'The Jewel' of Baltimore City's park system.

In recent years, the Department of Recreation and Parks, in consultation with the community, began a master planning process aimed at improving Druid Hill Park. Phase I of the master plan included renovations to seven pavilions in the park, the most spectacular of which is the Chinese Pavilion. The Chinese Pavilion had been separated from the park proper by a major traffic artery running through the park. It was restored and moved in order to integrate it into the larger park environment. Part of this initial phase of the master plan, also included changes to the street and pedestrian lighting. Phase II of the Master Plan consisted of improvements to the roads and pedestrian pathways at several sites in the Park. These improvements include a traffic circle, a small plaza by the Columbus Circle Statue, and a pedestrian path around the lake.

A major part of the Master Plan was the award-winning design of the Druid Hill Conservancy. The arboretum and three greenhouses attached will be completely rebuilt, and the guidelines for ensuring that these renovations are historically accurate followed in detail. The arboretum is a spectacular structure of glass and metal. One of the most interesting aspects of the planned renovations is the cupola that features a smaller replica of the building. The new Conservancy is currently under construction.

Druid Hill, being a large park surrounded by many neighborhoods, unfortunately does not possess any active community groups that advocate solely for the park. Building community capacity is a strategy that would greatly benefit the park and encourage park use.



*Druid Hill Conservancy  
Source: Hord Coplan Macht, Inc.*

### **GWYNNS FALLS/LEAKIN PARK:**

Gwynns Falls/Leakin Park is one of the largest urban parks in the United States. Gwynns Falls, the southeastern region of park, is the oldest section, established as a park in 1908. Leakin Park, named after J. Wilson Leakin, who bequeathed the money to the City to purchase the land for a park in 1942. Since its inception, Leakin Park, with its tremendous woodlands, including a large oak grove, has become an integral part of Baltimore's park system. The Crimea Estate, at one time the summer mansion of the industrialist Thomas Winans, is located in the Park and now used for recreational programs. Gwynns Falls is home to the Carrie Murray Nature Center and the Chesapeake Bay Outward Bound Program. There are also a number of outdoor play areas, a basketball court, playground, and tennis courts.

The Gwynns Falls and Dead Run stream, both running through the Park, at one time helped power the mills that produced paper, grain and textiles in the surrounding areas. This quality integrates the park into the overall social and economic history of the City, and makes this greenway an ideal location for the 14-mile trail that was initiated in 1994 by the Mayor's Taskforce on Greenways. This project aims to connect the Gwynns Falls greenway to the

Middle Branch Park along the Patapsco River, offering walkers a unique opportunity to experience beautiful woodlands and the industrial landscape, both important parts of Baltimore's history. Once completed, the Gwynns Falls Trail will connect neighborhoods to parklands, as well as historic and cultural sites.



*Gwynns Falls Trail*

So far, the first four miles of the trail is complete. This completed portion connects the Carrie Murray Nature Center, the Chesapeake and Allegheny

miniature steam train rides in the Park and the more recently created Leon Day Park, named after the Baseball Hall of Famer. The Leon Day Park consists of the playground, baseball diamonds and basketball courts and is one of the many projects that will be accomplished as the Gwynns Falls Trail develops. As the final 10 miles is completed, there will be access for walkers to such sites as the B & O Railroad Museum, Mount Clare Museum House in Carroll Park, the wildlife park and wetland area of Middle Branch River, Camden Yards and the Inner Harbor.

The Gwynns Falls Trail is the result of the collaborative efforts of Baltimore City Departments of Recreation and Parks, Planning and Public Works, the Maryland Department of Natural Resources, and non-profit organizations such as the Parks and People Foundation, the Trust for Public Land and the Gwynns Falls Trail Council. The total cost of the project is estimated to be \$11 million, half of which comes from Federal Transportation Enhancements Funds, the rest from Program Open Space, Baltimore City and other private organizations such as the Trust for Public Land and the Parks and People Foundation. The Trail, designed with input from local residents, aims to strengthen not only park use but also the health of surrounding neighborhoods. Many urban communities do not normally have such immediate access to a walk and bike route as extensive and inclusive as this project. In providing this opportunity, the Gwynns Falls Trail is an important part of neighborhood revitalization efforts.

## **PATTERSON PARK**

In 1827, William Patterson, a wealthy shipping merchant donated over six acres of land to the City to create a "public walkway" that became the beginnings of what we know today as Patterson Park. This six-acre donation is an early example of a public park in Baltimore City. The original setting included the high knoll area of the park that lends a great view of Baltimore's harbor, still one of the greatest assets of the Park to this day.

Over time, the Park has gained more and more land. In 1860, the Baltimore City Park Commission granted Patterson Park an additional 29 acres in response to East Baltimoreans demand for more public space. A number of significant features of the Park were created after the Civil War. These include the marble fountain that still exists today, the Gate House, and the Lombard Street pillars announcing the entrance into the park. In 1873, the Park was expanded to 56 acres and some time after, in 1891, Charles H. Latrobe designed the pagoda. Between 1905 and 1915, the Olmstead Brothers acted as consultants for the Park and, upon their suggestion, the Park received its final expansion in 1908. During this time, these famous park designers also recommended improvements to the walkways and grading, and the construction of such recreation facilities as the field house, bathhouse facilities and a playground.

In 1940, the Park became completely pedestrian. Athletic facilities became central to the park's personality over the next decade when the lake was replaced with an Olympic-size swimming pool, and a number of baseball fields and tennis courts were installed. Although Patterson Park experienced some decline in the 1970s and 1980s, in more recent years, it has been revived to become an enormous asset to the surrounding communities.

In 1998, the Baltimore City Department of Recreation and Parks and communities of East Baltimore developed a Master Plan for Patterson Park. The project team included not only those from Capital Projects within DRP but a host of landscape architects and planners, historians and engineers. The master planning process began in 1995 with community meetings and the implementation of a survey to evaluate park use. The priorities were perimeter improvements with new lighting and the restoration of the entranceways. New lighting was designed and constructed with

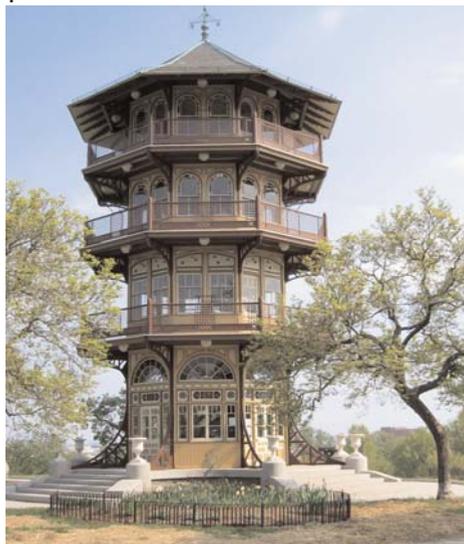
### Patterson Park Master Plan



Source: *A Master Plan for Patterson Park*

great results. Restoration of the Pagoda and Boat Lake were listed for capital improvement, and both were completed successfully. Many other suggested restoration and improvement projects have been completed or are currently in progress.

An integral part of the success of Patterson Park is the work done by the Friends of Patterson Park. This non-profit organization grew out of the master planning process and has worked very hard since inception to promote and achieve the vision set out in the Master Plan. After the Master Plan was complete, Banner Neighborhoods Community Corporation, a local non-profit organization, received funding from a neighborhood reinvestment grant to hire two community organizers. One of these organizers was hired as Director of the Friends of Patterson Park. A twenty-year resident of Southeast Baltimore, this Director rose to this full-time paid position through her volunteer commitment during and prior to the master planning process.



Pagoda in Patterson Park

The Friends of Patterson Park has created a lasting partnership with the Baltimore Department of Recreation and Parks to ensure the implementation of capital improvement projects, organize festivals, competitions and entertainment for Baltimore City residents. Patterson Park is host to a number of uniquely "Baltimore" events such as the water ballet, Halloween Lantern Parade, the BikeJam, the Pagoda Hill Concerts, Puppet Shows and the Kinetic Sculpture Race sponsored by the American Visionary Arts Museum. Recently, it has become part of the programming for the Maryland Audubon Society, which has a temporary site in the White House in the Park. The Audubon Society is interested in having a more permanent facility in the Park. At this time, the Society is involved in some after-school programs and educational classes

with local kids in science and nature. The Society decided to have a location within Patterson Park as a beginning step to working in an urban environment. Locating in Patterson Park was based on the good work being done by the Friends of Patterson Park.

Since 1999, the Friends has increased its membership contributions from \$1,200 to over \$23,000 last year. During this period, the Friends have also managed to secure a large number of grants from many private foundations. Just last year, the Park received \$100,000 from TKF to renovate the Marble Fountain. This ability to generate funds has allowed Patterson Park to improve the facilities, plant trees, hold events and attract communities to the Park. Moreover, the partnership with the City also means that DRP can concentrate its resources on making capital improvements to the Park while leaving the day-to-day operations to the Friends.

In the past five years, the City, through a variety of programs, has contributed over \$6.5 million to capital improvements that included the Boat Lake, the perimeter lighting, the Pulaski Monument, new tennis courts, the Linwood Avenue Playground, the Marble Fountain, entrance restoration and the wonderful Pagoda. Once capital improvements were secured, the Friends, being there to advocate and oversee the Park, helped with the upkeep of these improved properties. For example, the Friends, through an informal agreement, receives some \$5,000 annually to keep the newly renovated Pagoda open to the public and ensure it remains intact. This public-private partnership benefits park users and the surrounding neighborhood, and is an excellent model of this type of collaboration. As the Park has improved so has the neighborhood. Evidence of this can be seen by the increase in property values in the Patterson Park area in recent years. In 1997, the average sales price for a home in this was approximately \$53,000. Currently, the average sales price is \$125,000. Such property value increases contribute to the tax base of the City such that the Park has become an asset and not a liability.

## **CARROLL PARK**

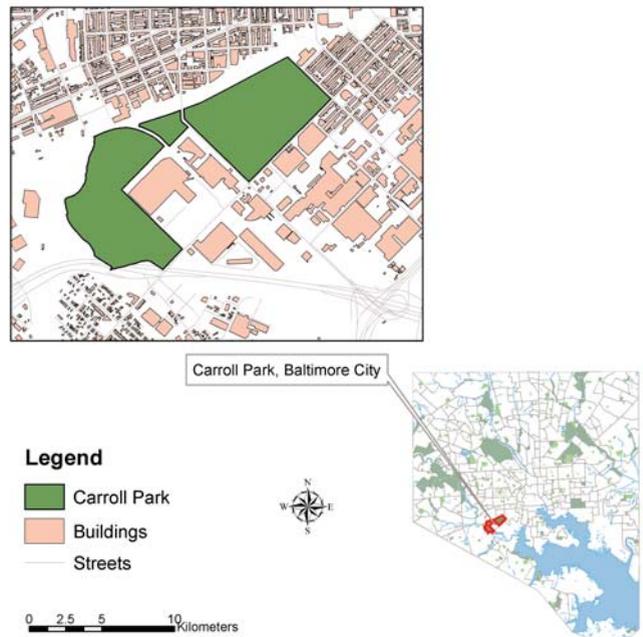
Carroll Park, Baltimore City's third oldest park built after Druid Hill and Patterson Park, has a fascinating history. The current park is part of what once was an 800-acre plantation, developed by Dr. Charles Carroll, a partner in the establishment of the Baltimore Company Ironworks. The Mount Clare Mansion, located in the Park, once part of Charles Carroll's estate, is now an historical easement.

Similar to other parks in Baltimore City, the design of Carroll Park was heavily influenced by the Olmstead Brothers. In 1904, the Park Commission hired them to redesign the Park and increase the number of recreational facilities. New facilities introduced included ball fields, tennis courts, running track and a playground. The Olmstead Brothers organized the Park into three areas, a design that still exists today. The Park remains divided by Monroe Street and the newly renovated Montgomery Park office building. The recreational facilities are concentrated primarily in the northeastern section. The Mount Clare Mansion rests on the hilltop in the park grounds, and the Carroll Park golf course lies in the southeastern section. Although the entire park is 170 acres, the golf course consumes a majority of the overall acreage. This course is no longer maintained by the DRP but by the Baltimore Municipal Golf Corporation (BMGC), a private entity that maintains all seven golf courses in the City. The details of this management strategy are discussed in the descriptions of Clifton Park, another one of Baltimore's 18-hole golf courses.

Carroll Park is in a unique geographic location. Although there are nearby homes, unlike Patterson Park, residential land use does not completely surround the Park. Industrial land adjoins the Park and a railroad runs alongside the entire southern edge. These locational features make it difficult to integrate the Park into the nearby neighborhood and organizing the community around park issues presents its own challenges.

In 2001, the Baltimore City Department of Planning with the Department of Recreation and Parks published the Master Plan after extensive consultation with the Pigtown community. The Plan emphasized the strong desire to preserve the historic landscape of the park, rehabilitate the playground, ball fields, basketball and tennis courts and the walking and jogging pathways. The projects currently in progress include renovations to the Field House and the ball field. Improvements to the playground have been completed. Perimeter lighting is planned to improve the aesthetics of the Park and to address a community concern for safety. The largest skateboarding park in Baltimore City is being included to meet the demand of the local community's skateboarders.

#### CARROLL PARK AND SURROUNDING NEIGHBORHOOD



Source: CUERE

As with Patterson Park, a Friends group developed from community meetings during the master planning process. The Friends of Carroll Park is a new entity and totally volunteer-based. Still in its infancy, the Friends will be worth investigating further as the group moves forward with its vision for the Park.

#### CLIFTON PARK

Clifton Park was the estate of Johns Hopkins. It was a working farm when it was purchased 1838. About this time, the farmhouse on the property was converted into a country house with a tower offering a view of the harbor and City. Clifton Park was to become the site for the Johns Hopkins hospital and university. This never happened as the executors of Hopkins' will sold the 267-acre property to Baltimore City in 1895 for a park.

Today, Clifton Park has an 18-hole golf course managed by the Baltimore Municipal Golf Corporation (BMGC). The golf courses were initially managed by the City, but the course proved difficult to run and lost money. An agreement was made with BMGC to run all golf operations in the City. This agreement, over the years, has saved the City \$5 million dollars in general funds and has invested more than an additional \$4 million in the golf courses throughout the City. According to the City, it receives between \$200,000 and \$250,000 annually from the BMGC. The operation of the golf courses went from losing \$500,000 a year to making a profit of \$400,000 to be shared between both the City and BMGC.

## CYLBURN ARBORETUM

Cylburn Arboretum is a hidden treasure in Baltimore City. This 207-acre nature reserve of great beauty is the home of many rambling trails, spectacular gardens and an array of interesting horticulture. The organizations located on site include the Division of Horticulture of the DRP, the Cylburn Arboretum Association, the Baltimore Bird Club and the Maryland Ornithological Society. Their offices are located in the Cylburn Mansion, a building listed on the National Register of Historic Places. Other programs in the mansion include a nature museum that houses a collection of mounted birds native to Maryland.



*Cylburn Mansion at Cylburn Arboretum, Northwest Baltimore*

Cylburn Mansion, an example of Victorian renaissance-style architecture, was once part of the Cylburn estate initiated by Jesse Tyson in 1893. Baltimore City purchased Cylburn Arboretum in 1942 as public park land. Many of the trails and gardens that exist today were designed and created by the collaborative efforts of the DRP and a number of committed volunteers known today as the Cylburn Arboretum Association. Since the 1950s, the Arboretum has been a center for environmental education and wildlife. While Baltimore City still owns and retains fiscal responsibility for Cylburn Mansion and park grounds, the Cylburn Arboretum Association does much of the gardening and programming.



*Inside the main entrance of the Cylburn Mansion at Cylburn Arboretum*

The programming activities include such public events as an annual spring event, Market Day and a fall event, FestiFall. Attendance at Market Day is estimated to be between 2,000 and 3,000 people. Various garden clubs from all around the State of Maryland participate in the event by selling their flowers and gardening accessories.

There are activities for children held year round and members of the Baltimore Bird Club hold regular bird-walks. The commitment of the volunteers and staff has enabled the grounds of the park to retain their beauty and their knowledge of urban wildlife is being passed on to the next generation through their educational programming. Recently, the Cylburn Arboretum Association received a bequest of \$50,000 to be used to develop a Master Plan. The master planning process will be used to create a vision and series of objectives for the Park and enhance community involvement.

## HERRING RUN PARK

Herring Run Park, located in Northeast Baltimore, is a stream valley acquired by the City during the 1920's. Today, there are several playing fields and playgrounds located along the length of the Herring Run. Herring Run is one of four major watersheds in the City and the Herring Run Watershed Association (HWRA) has been working hard to restore the health of this vital stream corridor. The Watershed is made up of 44 square miles of highly urbanized land, with six major streams; the Chinquapin Run; Tiffany Run; Biddison Run; Armistead Creek; Red House Run and the Herring Run.

The HRWA previously known as the Friends of Northeast Parks and Streams, officially took on the title of a watershed association in 1994 after Save Our Streams conducted a watershed survey in the City. HRWA has concentrated its efforts on urban run-off, water quality monitoring, tree planting, stream watch, environmental education and, more recently, issues of environmental justice in the watershed area. HRWA's stream quality monitoring program engages large numbers of volunteers to gather data at some 26 sites throughout the Watershed. This has ensured posting on City streams deemed "Polluted Waters" by Baltimore City's Health Commissioner. Such monitoring resulted in the Mayor's consent



*Herring Run Park in Northeast Baltimore*

decree to repair the sewage lines in the City over the next decade.

HRWA additionally hopes to become involved in the identification, containment and remediation of landfills in the Lower Herring Run. This area contains a number of large Brownfields that HRWA hopes could be combined and made into a nature preserve. The plan is to plant in the area in an attempt to stabilize and mitigate some of the possible hazards while re-establishing wildlife to the area and improving water quality. This nature preserve could then help extend the greenway of the Herring Run Park into Baltimore County.

## THE WATERSHEDS

The four major watersheds in Baltimore City are the Herring Run, the Gwynns Falls, the Jones Falls, and Baltimore Harbor. All watersheds are located within both Baltimore City and Baltimore County, hence the need for collaboration between both jurisdictions. In October 2002, the Baltimore County Executive and Baltimore City's Mayor signed a memorandum of understanding, recognizing this need. The Baltimore Watershed Agreement is a political embodiment of a long-standing collaboration between Baltimore City and Baltimore County agencies to improve the water quality of the shared watersheds. Baltimore City's Department of Public Works (DPW) has an excellent collaborative relationship with Baltimore County's Department of Environmental Protection and Resource Management (DEPRM). Both agencies work closely with the watershed associations to protect stream quality.

The Jones Falls Watershed Association (JFWA) grew out of the volunteer efforts and interests of environmental activists in Baltimore City. Initial volunteer efforts began in the Stony Run stream running parallel through the Homewood Campus of Johns Hopkins University. Many trees had died in this area and the stream was in degraded condition. Volunteers began by planting trees and were successful in converting a sizeable piece of land in this area to woodland. In this venture, the volunteers planted trees that are native to Maryland and these woods now contain indigenous plants. With a start-up grant from the Parks and People Foundation, volunteers extended their work into other areas of the Watershed and eventually founded JFWA. This Association has since grown into an active organization with a full-time Program Coordinator, a part-time employee and Americorp VISTA workers. Similar to HRWA, JFWA is involved in environmental education, stream clean-ups, and tree planting. Recently, the Baltimore Community Foundation funded a membership building campaign for JFWA in an attempt to strengthen the organization. JFWA has been successful in acquiring grants from such organizations such as The Alliance for the Chesapeake Bay, the Center for Watershed Protection and the National Fish and Wildlife Foundation. Recently, JFWA forged a relationship with Towson University on a stream restoration project. JFWA is also expanding its activities by becoming involved in several greening projects in the Greenmount Avenue area in the City.



*Participants of the Jones Falls Celebration*

JFWA sponsors a highly successful and popular fall annual event, the Jones Falls Valley Celebration. This event encourages participants to "ride the rapids" of the Jones Falls every year. The Department of Public Works, showing an active interest in the Celebration, releases a nearby dam to allow access water from Lake Roland to produce extra flow to the rapids, ensuring an adventure for participants of the event. Likewise, the City closes down I-83 to allow those in the Celebration to bike, run or rollerblade the Jones Falls Expressway. The partnership of public agencies and the non-profit sector allow residents and visitors enjoy a day with friends and family.

The Baltimore Harbor Watershed Association (BHWA) recently formed to encourage a clean harbor area. The Department of Public Works offers technical assistance to help the association identify its goals and objectives. Watershed 263, a part of the Baltimore Harbor Watershed, is uniquely urban and therefore comprised of 100% stormwater run-off. This urban watershed presents an opportunity for the development of a storm-water management plan to improve water quality in the City. The most innovative endeavor of this new project is the school greening project, explored later in the Stone-turning section. This project will decrease the amount of impervious surfaces in the Watershed and improve water quality in the harbor area and beyond.

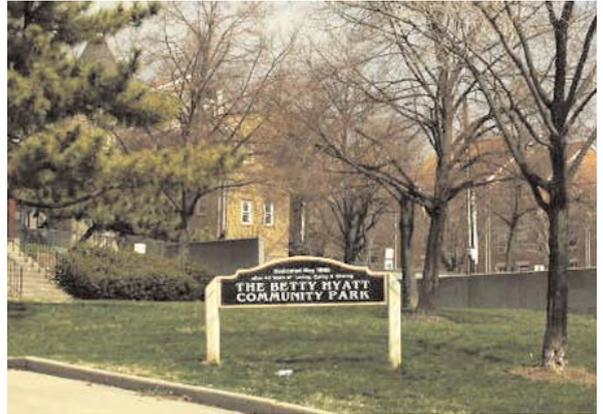
### **SMALL NEIGHBORHOOD PARKS**

Baltimore City, as the cliché goes, is a city of neighborhoods. Nowhere is this revealed more than in the sheer number of small neighborhood parks that exist throughout the City. There are 41 community parks ranging from two to seven acres. Likewise, 138 neighborhood play lots less than one acre in size are scattered across the City. Eighty-three passive parks between one and seven acres in size, and 47 urban lots that are less than a half-acre exist within the city limits. This vast number of small green spaces leads to a very decentralized

system that is difficult to manage and maintain.

Many of the neighborhood parks grew out of the urban renewal strategies of the 1960s and 1970s. The inner-block green spaces that developed during this period are particularly difficult to manage. They are rarely utilized by the community and present unique maintenance issues.

Many other "vest pocket" type neighborhood parks were created in the 1980s. These small parks do present maintenance challenges, however, many communities are employing several grass roots strategies to maintain these spaces. Residents value these small parks when they are clean and well maintained. This type of space is especially important for those communities where people often do not have yards of their own. This green space, when utilized, can give the community a sense of ownership and opportunity for common space. An example of a community trying to



*Betty Hyatt Park in the Washington Hill community of E. Baltimore*

overcome this problem is the Washington Hill community. It traditionally used a small amount of money from the City to hire men from a local half-way house to clean-up and maintain Betty Hyatt Park. The community has continued to maintain this space and the Broadway median with volunteers and a small stipend from Johns Hopkins Hospital. The Citizens for Washington Hill Planning Area Committee is working with DRP to formalize this arrangement through a partnership agreement.

The DRP aims to create other formalized agreements with the other community groups and non-profits organizations to provide on-going maintenance. Living Classrooms Foundation, a nonprofit organization that provides education and job skills training is currently in negotiations with the Department of Recreation and Parks to obtain a contract to enable Project S.E.R.V.E (Service Empowerment Revitalization Volunteerism Employment) participants to maintain eight to ten parks. The approach is one that Living Classrooms Foundation refers to as "neighborhood stabilization". This strategy encourages students to work with community members so that residents can learn how to maintain the park. Participants of Project S.E.R.V.E also benefit by developing job skills, learning to interact with diverse communities, and experiencing teamwork.

Integrating work force development with the maintenance and beautification of neighborhood parks is an approach being used by several other non-profit organizations. Civic Works, a non-profit community service organization for youth, is involved in many greening projects in the City. One of its many team projects is to provide services to neighborhood parks. The youth from the Neighborhood First Believe Team created signs, park benches, and picnic tables for some small neighborhood parks in the City.

Community organizations advocating for their neighborhood park also borrowed from a strategy normally associated with the larger parks - The Master Plan. Roosevelt Park, located in Hampden-Woodberry, is currently collaborating with DRP to create the Roosevelt Park Master Plan. The Park is largely known for its recreation center. In the 1990s, park advocates

were involved in opposing moves to convert the recreation center into a PAL center. During this time, a thousand people from the Hampden community signed a petition against the conversion. As part of a media campaign, 500 people linked hands around Roosevelt Park as a show of strength. With such active concern for the Park, a Friends group developed and has so far secured a \$100,000 grant to modernize the playground. Community activism also led to a \$500,000 bond issued for capital improvements to the recreation center. The community believes that the development of a master plan and the organization of a Friends group, will help with continued fund-raising efforts. The belief is that with a vision and series of objectives, there exist specific tasks that funding agencies recognize and see as achievable.

Similar to the master planning process for large parks, surrounding communities of Roosevelt Park are coming together around the needs of the Park. Just a few weeks ago, over 40 people met on a rainy Monday night to discuss the details of the plan with city officials. This diverse group of people is business community leaders, park advocates, sports teams players, local residents and skate-boarders. Each is interested in the park because they reside in the community, play in the community or their livelihood is dependent upon its economic vitality. Each recognizes the role the park plays in the overall stabilization of the neighborhood.

#### **NEIGHBORHOOD GREENING AND OPEN SPACE MANAGEMENT**

Neighborhood greening is very much tied to the ebb and flow of the economy, community capacity and the ecological interests of neighborhoods. Greening efforts are largely borne out of the massive abandonment of urban land and are motivated by the desire for neighborhood improvement and empowerment. In times of social and economic upheaval, neighborhood greening and open space management play a vital role in urban renewal and public welfare.

Baltimore City, in recent decades, has experienced significant change. Declining population and shifts in the economy have led to the demolition and abandonment of both industrial and residential properties throughout the City. The amount of vacant land, particularly in certain areas of Baltimore, has resulted in open space that is difficult to manage and maintain. Fortunately, there are many communities that have transformed these vacant lots into viable community gardens or green space as part of urban revitalization efforts. Neighborhood greening and open space management efforts range from simple planting trees to vegetable gardens that require a large commitment from the community. There are a number of programs and organizations that manage vacant land in the City and help community groups interested in greening efforts.

The Parks and People Foundation, among other things, provides technical assistance and training as well as small community grants to community groups interested in neighborhood greening. Additionally, the Parks and People Foundation, in partnership with the USDA Forest Service and others, manage the Revitalizing Baltimore program, focusing its efforts in neighborhoods in dire need of green space by planting more than 17,300 trees in 45 neighborhoods in the last eight years. Their community grants program has contributed to the development of 84 community gardens throughout the City, aiding the green revitalization of many neighborhoods in need.

University of Maryland Cooperative Extension Service, (MCE) a federal/state agency which also helps maintain and create community gardens has a program based in Baltimore City.

MCE provides technical assistance and training to a variety of community groups interested specifically in food production.

MCE works with approximately 15 gardens throughout Baltimore City. MCE trains community members to be Master Gardeners with the intent that they will return to their community to build and maintain a community garden while educating their neighbors with interest in horticulture.

Such collaborative efforts by these and similar organizations often provide the means for community gardeners to begin their work. The sustainability of these projects require a serious commitment by the gardeners themselves. The Duncan Street Boys garden in East Baltimore, for instance survives because of the sheer hard work and will power of its gardeners. The garden was established in 1982 and was originally a vacant lot. It is almost 1.5 acres in size and contains a large number and variety of vegetables and plants. The Duncan Street Boys receive assistance from both the MCE and The Parks and People Foundation as well as obtaining mulch and other supplies from the Cylburn Arboretum. The gardeners feel that their green space



*Duncan Street Boys Community Garden in East Baltimore*

prevents dumping and crime in the neighborhood. This attitude is expressed by other gardeners throughout the City.

For example, a Master Gardener in the Sandtown area of the City, who helped to create five community gardens in the neighborhood, suggests that the community spirit generated by members of the community working together helps reduce illegal dumping and crime. In one case, over 30 school children help plant and grow flowers in one of the local gardens in the community. This activity helped keep the youth "out of trouble" and, since the lot is no longer vacant, there is less opportunity to engage in drug dealing and other illegal activity. There is a strong community perception that gardens benefit the neighborhood while improving the environment of the entire City.

The City Farms program run by the DRP for the last 25 years also encourages active community gardening and has provided 550 plots for gardening to residents of the City. There are seven city farms in Dewees, Clifton, Woodbourne, Fort Holabird, Druid Hill, Patterson and Carroll Parks, where people rent plots on a yearly basis. Annually, the City Farms program holds a supper for gardeners, inviting community gardeners throughout the City. This celebration allows the gardeners to show off some of their produce during the year. While other cities have similar programs, the City Farms program is unique to Baltimore because DRP manages it directly.

Program Open Space, the funding source for the City Farms program, has contributed millions of dollars to expand and develop green space in Baltimore City. This has enabled the City to create ball-fields and playgrounds, improve urban forests, and provide a host of

amenities to local parks. More than 234,000 acres of open space in the State of Maryland for state parks and natural resource areas and more than 31,000 acres for local parkland has been acquired through this program. Program Open Space is funded by a small portion of real estate transfer tax when a person buys a house. Since its establishment in 1969, this money has been used to preserve many forests, greenways and parkland that provide extensive recreational opportunities for residents and visitors to the City.



*Patterson Park City Farm, one of the seven city farms in Baltimore City*



*Amazing Port Street "Spiritual" Garden in East Baltimore*

Both government and non-profit agencies are involved in open space management. The Neighborhood Design Center (NDC), a non-profit organization in an effort to develop strategies to improve open space, works closely with community groups to design playgrounds, parks and community space. As part of its Design for Safety program, NDC helped a community reclaim an abandoned area in East Baltimore by collaborating to develop a garden. The garden incorporates a spiritual theme using artistically designed totem poles and decorative archway to beautify the space. This space, located behind the

Amazing Grace Evangelical Lutheran Church on Port Street, is the result of a partnership between the church, the community association, and the Department of Recreation and Parks' Urban Forest Division. There have been some further efforts by the church, with help from the Community Law Center, to create a land trust easement to conserve this community space indefinitely.

An additional partner in this project was Civic Works. Civic Works has a number of job-training programs involving neighborhood greening and open space management, including the Community-lot team program, funded by a Community Development Block Grant. This team consists of four people between the ages of 17 to 25 who develop community gardens throughout the City. In the last few years, these community gardens have become more horticultural in nature and the community-lot team has received help from the MCE. NDC has helped with the "hard-scape" (i.e. landscaping with stone and metal) in some of these projects while the community lot team concentrates on the clean-up and natural aspects of the design.

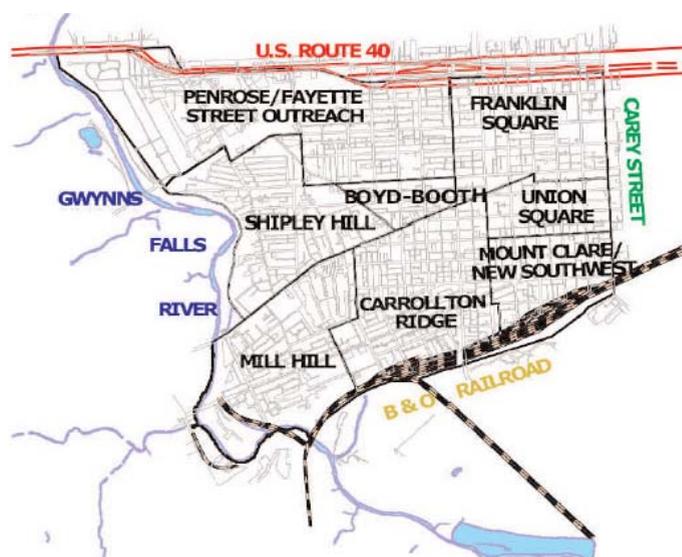
Another program is Civic Work's LAMP (Land Asset Management Program). This project's team operates in Southwest Baltimore and focuses on the concept of land as an asset by developing vacant lots into valuable green space. The LAMP team is currently developing 125 vacant lots by clearing, grading, soil amending, and seeding. However, despite this "clean and

and green" approach, the future use of the land is what is important in this project. This work is part of Operation Reachout SouthWest, a project discussed later in this section.

Civic Works also just completed a free, eight-week pilot program to train those interested in techniques for reclaiming idle, contaminated industrial sites. Funded by the Environmental Protection Agency, the program 'Be More Green' educates students in brownfield restoration. The restoration of abandoned industrial sites has become a critical aspect of open space management in the City.

Most of the projects we have discussed have attempted to deal with problem of vacant land in a piecemeal fashion and are spread thinly across the City. However, a recent initiative has developed that acts to concentrate greening activities with a focus on Southwest Baltimore. This project possesses the more specific vision of tying economic development to neighborhood greening as part of the Operation Reachout SouthWest (OROSW), Strategic Neighborhood Action Plan (SNAP). OROSW grew out of an initiative to improve the Southwest neighborhood by involving community members in the decision-making process, and developing partnerships between the City and private and non-profit organizations. A coalition of neighborhood associations as well as public and non-profit agencies have come together to make Southwest Baltimore a desirable place to live and work. As part of this goal, one objective of the OROSW plan is to "turn vacant land into attractive open space in order to improve the image [of the neighborhood] and encourage investment". Borrowing from the New Kensington model in Philadelphia, OROSW improves community image using a "clean and green" approach, concentrating on the main corridors in the neighborhood.

In 2002, OROSW turned six vacant lots into neighborhood identification sites with neighborhood signs, trees, and flowers. The goal for the next three years is to clean and green over 375 vacant lots. Between 2000 and 2001, in partnership with the Parks and People Foundation, over 100 trees were planted in Franklin Square. The program also aims to transfer vacant lots to homeowners as side-yards. In collaboration with the Community Law Center, this program has so far helped two homeowners acquire these vacant lots. OROSW recognizes the problem of on-going maintenance of these lots and,



Location of OROSW Strategic Neighborhood Action Plan in Southwest Baltimore  
Source: [www.ci.baltimore.md.us/neighborhoods/snap/images/OROSW.pdf](http://www.ci.baltimore.md.us/neighborhoods/snap/images/OROSW.pdf)

its staff continues to maintain the major corridors in the community while encouraging residents to help in maintaining the lots along interior residential streets.

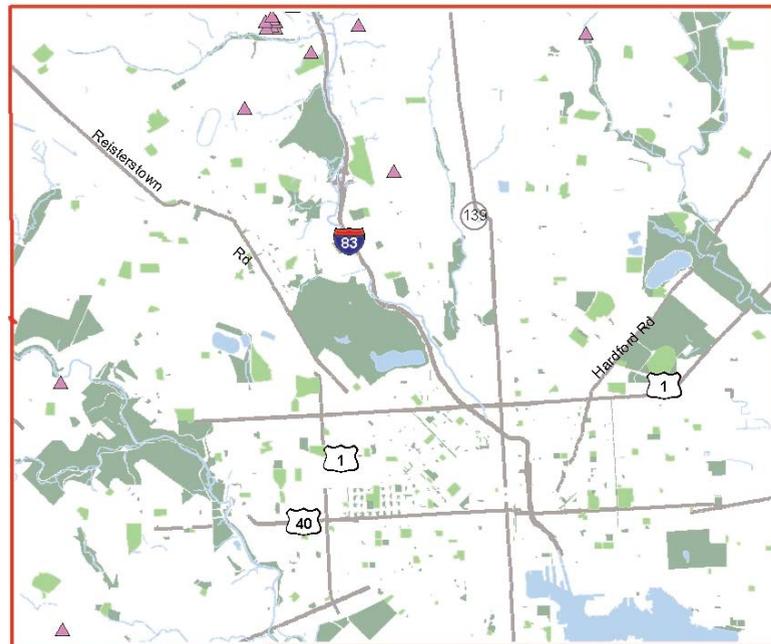
OROSW also plans to develop the Gwynns Falls Vista Park. Funded by the Abell Foundation, OROSW commissioned an industrial study that recommended converting the old industrial sites along Franklinton Road to parkland. This green space would provide community access to the Gwynns Falls Trail while greening otherwise abandoned or misplaced industrial sites.

## LAND TRUST EASEMENTS:

Although land trust easements are normally associated with rural areas, there is an increasing interest in conserving green space in the urban environment. Each easement in Baltimore City has an interesting history with important contributions being made by community activists and organizations concerned with preserving green space in their neighborhoods.

The Woodlands Committee Land Trust Inc. bought a wooded area by Sinai Hospital to prevent development and preserve the natural wildlife and urban forest. Sinai Hospital approached the Mount Washington Improvement Association to obtain input from the community before making decisions about the type of development adjacent to its hospital grounds. The community was opposed to the development of this land and offered to purchase the land from the hospital at an agreed upon price. The Woodland Committee Land Trust was formed by the Mount Washington Improvement Association to raise funds and combined with a grant from Program Open Space, managed to purchase the land from Sinai. This wooded area is now protected by an easement owned by Woodlands Committee Land Trust and donated to another non-profit organization in the City.

### LAND TRUST EASEMENTS IN BALTIMORE CITY



#### Legend

-  Land Trust Easements
-  Parks
-  School Sites
-  Water
-  Major Streets



0 1 2 4 Kilometers



The Maryland Environmental Trust (MET) has five easements in Baltimore City. Although MET concentrates most of its efforts on conservation in rural Maryland, there are a number of criteria used to decide whether to create an easement in an urban environment. In brief, the current easements were primarily donated in the 1980s, and MET is working closely with the Woodberry Land Trust to create a sixth easement in the Woodberry area of the City.

The Woodberry Land Trust is an offshoot of the work being done by the Urban Forest Initiative to help preserve the natural woodlands in the Woodberry area of the City. In 1998, the Urban Forest Initiative became aware of plans to develop multiple, disconnected sites within the borders of the Woodberry neighborhood. These developments would essentially clear-cut woodlands and wildlife habitat of the woods, adding impervious surfaces on urban forested land. The Urban Forest Initiative and the Woodberry Land Trust both have multiple funding sources. They are financed by the Baltimore Community Foundation, the Abell Foundation, the National Fish and Wildlife Foundation, Revitalizing Baltimore, and by private donations. The Woodberry Land Trust Inc. is currently in the process of establishing permanent conservation easements in partnership with the Department of Housing and Community Development, the Department of Recreation and Parks, MET and Charm City Land Trust.

The initial focus of the Trust was the beech forest in the northwest corner of Woodberry. Most of the strength for organizing this initiative came from the hard work and dedication of community members. Two hundred people from around the City attended the City Council's public hearing on the forest preservation plans in March 2002. This initiative received public attention from local media and national support from Scenic America's designation of Woodberry as a "Last Chance Landscape" worthy of both recognition and preservation. The easement donation, although in progress, is likely to succeed in preserving at least part of Baltimore's significant urban forests.

The Mount Washington Preservation Trust, established in 1988 by a number of leaders in the Mount Washington community, received its first donation of an easement in 1998. Since then, it has received donations of some 11 easements in the Mount Washington area, covering at least 24 acres of green space. Mount Washington Preservation Trust monitors and inspects each easement on a regular basis to ensure that the parcel has not been developed. Future plans are to acquire some properties outright so they can be preserved indefinitely.

Lastly, the Charm City Land Trust, an initiative based in the Community Law Center, is not only working with the Woodberry Land Trust to permanently protect the Woodberry forest but is also helping to transform vacant lots into permanent community parks and gardens. Charm City Land Trust is helping a number of small community groups including Patterson Place Inc., the McElderry garden and community gardeners in the Upper Fells Point area to acquire easements for their plots in these neighborhoods. Charm City Land Trust hopes to ensure the permanent protection of these green spaces for these communities involved.

Land trusts are one strategy to conserve the green space of the urban environment. They require enormous community commitment and have been a successful strategy when backed by community spirit and activism. Green space in the urban environment is a precious resource that must be well maintained and preserved for the health of our ecosystem and the pleasure such spaces provide.

## PART ONE: STONE-TURNING BLUE SPACE

### BALTIMORE'S WATERFRONT PROMENADE

Baltimore's waterfront promenade, a near continuous walkway that connects the communities from South Baltimore to Canton is arguably the "crown jewel" of the City. The promenade is a unique Baltimore amenity that was successfully created over time by implementing a vision to connect these neighboring waterfront communities with the Inner Harbor. The promenade allows pedestrians to enjoy the waterfront, its neighborhoods and its businesses.

The first section of the promenade, located in the Inner Harbor, was created as part of an overall urban renewal strategy, written in the 1950s, to remove blight and to create a waterfront park. The implementation of this vision rested upon the shoulders of a new quasi-public organization, Charles Center Management. The plan encouraged the redevelopment of a part of downtown not only for business but also as an inviting public amenity. This effort was not fully embraced by all Baltimore residents at first. The Greater Baltimore Committee launched an educational campaign to encourage support by the business and residential communities.



*Fells Point Promenade and Korean War Memorial Park*

This successful campaign resulted in the approval of a 2 million dollar bond issue to support the initial steps in the Inner Harbor waterfront improvements in 1964.



*Canton Promenade*

In an effort to continue the success of the Inner Harbor, the then Mayor William Donald Schaefer spoke of a vision to create a continuous walkway from South Baltimore to Canton. The reality of implementing the vision was complicated because much of the waterfront beyond the Inner Harbor was still in active industrial uses. Today, the vision of a continuous public waterfront promenade has been realized. With few exceptions, a permanent walkway has been constructed or will be completed within the next few years. In 1979, Baltimore had the first scheduled Water

Taxi transportation system in the country that connected the various neighborhoods served by the promenade. The Inner Harbor remained a well used passive park with a waterfront promenade until 1980 when Harborplace opened its doors to a record crowd of over 50,000.

The implementation of the vision of an extended connected waterfront was accomplished by legislated action through urban renewal plans. The plans were written or amended to include a requirement for development of the promenade and dedication for a public pedestrian easement along the waterfront for all parcels at the time of development. Baltimore implemented this vision through a series of legislated urban renewal plans for Charles Center/Inner Harbor, Inner Harbor East, Key Highway, Fells Point and Canton Waterfront Areas. Facilitating both a physical and visual connections to the promenade from

the surrounding communities public access easements and view corridors through development projects on the water's edge that were also legislated. They also included high design standards requiring a brick promenade, with concrete banding, minimum widths for the walkway and adjacent landscaping and standard architectural features. These standard design elements helped to create a promenade identity as a unified place.



*Coast Guard Promenade*

The promenade connections have been made over time as development proceeds to the south and east from the Inner Harbor. The renewal plans require the dedication of a permanent public easement prior to any redevelopment. The development plan must include the construction of a hard surfaced promenade and in most cases an agreement to maintain the promenade and any structural or surface improvements in perpetuity. The required architectural standardization also facilitates an effective maintenance

strategy in the event the promenade ever becomes maintained by one organization.

In the 1990's when a significant portion of the promenade was completed, the City embarked upon an effort to finish the remaining connections. The connections were made by securing easement and building temporary promenades where appropriate. Funds for construct temporary easements were secured by the City from the Federal Department of Transportation. Today, the benefits of having public waterfront access are very well established. Streuver Brothers/Eccles and Rouse is constructing a promenade as part of its Tide Point redevelopment project in South Baltimore even though the site extends beyond any urban renewal areas authority to require an easement.

The promenade is not simply waterfront sidewalk. It is an animated space with a strong landward connection where the public has the opportunity to walk, jog, fish, picnic, and shop, enjoy outdoor dining or catch a water taxi to other promenade locations. The promenade is punctuated with special public places such as the Inner Harbor amphitheater, Broadway Pier, Canton Waterfront Park with the Korean War Memorial and a public boat launch and the soon to be completed Isaac Meyers Maritime Park in Fells Point. It also connects many



*Tide Point Building*

destination amenities such as Harborplace, the Science Center and the National Aquarium. Baltimore has also capitalized on its rich history by using the promenade to educate the public with a series of community markers and fact plaques. These features convey significant historic events, architectural features of the area and environmental facts of the harbor.

Civic engagement regarding the promenade has always been strong primarily through local community organizations. The Baltimore Harbor Endowment, a grassroots non-profit organization, emerged in the late 1980's to oversee promenade development. This group organized a Waterfront Promenade Committee (WPC) composed of residents of various community organizations, city officials and local businesses along the waterfront. One of the efforts sponsored by the group was the "buy-a-brick" campaign on Broadway Pier. This

campaign gave the public the opportunity to have their name etched in a brick along the pier and later along Canton Waterfront Park for a \$50.00 contribution. The "buy-a brick" campaign not only helped sustain the Baltimore Harbor Endowment for several years but also substantially improved the design of the pier.

The Harbor Endowment folded several years ago and this responsibility as well the facilitation of the WPC has been assumed by the Living Classrooms. The WPC has considered the feasibility of a coordinated maintenance program for the promenade. There is some support for this type of arrangement but not consensus. This type of arrangement would require an assessment to the landward property owner each year to cover the cost of day-to-day maintenance such as policing and cleaning, landscape area upkeep and trash removal, and occasional needs such as surface, bench and lighting repairs. Bulkheading repair or replacement, however, is very cost intensive and would be difficult to anticipate or fund through a site assessment program.

Since the promenade is generally well maintained by the individual property owners and because of the complexities of bulkheading repair, there is an ambivalence to move forward with a centralized maintenance program.

Baltimore is a clear leader in this effort to provided public waterfront access. Other cities look to Baltimore as a successful example of public access to the waterfront. What makes Baltimore's seven mile continuous promenade so special and unique? The success is explained primarily because of the unified consensus for a reinvented waterfront from a waning industrial area to a vibrant and welcoming public space. Through partnership with the business and residential communities, the City strived to realize that vision. Once the vision was embraced, public funds were used to launch the initiative, the City Council legislated promenade easements along waterfront sites, and set high standards for construction that were strictly enforced. The residential and business communities fully embraced the concept and the City's authority to require this expensive infrastructure improvement and public easement without compensation was never challenged.

## MARINAS

The 1980's brought tremendous change to the waterfront as recreational boating became an important part of Baltimore. The emerging land use changes of waterfront parcels from industrial to commercial and residential created an unprecedented opportunity in Baltimore for pleasure boating and water shuttles. In 1981, fewer than 400 marina slips were located in the entire harbor. Four years later, that number had almost doubled with more than 1000 additional slips approved for future construction by the Army Corp of Engineers and the



Inner Harbor East Marina  
Source: <http://www.innerharboreastmarina.com>

State of Maryland. An additional 1,500 slips were proposed to skirt the Fells Point and Canton shorelines.

The conflict between pleasure and commercial marine use necessitated the creation of a management framework. This guiding framework called the Marina Master Plan was prepared by the Department of Planning in 1985 to minimize navigation hazards while allowing for the expansion of both the commercial shipping and recreational boating and to protect deep water harborage from marina development.

The Marina Master Plan has been amended from time to time to accommodate the popularity of recreational boating while protecting shipping corridors. In 1989, the plan included increased boater education, parking requirements and environmental requirements from the Critical Area Management Program (CAMP) to mitigate pollution from increased traffic and waste. The plan is being revised to address expanding recreational opportunities while still preserving navigational safety. Additionally, there are emerging requests for large excursion vessels, historic ships, seaplanes, kayaks, canoes and personal watercraft that must be considered. The Planning Department has been charged with this responsibility of updating this plan and taking a fresh look at the Harbor's future. This update currently in draft has been renamed The 2002 Baltimore Harbor Master Plan.

Currently, the Harbor now has over 3,000 recreational boat slips with permits issued for an additional 650 within 24 recreational marinas. According to a video study commissioned by the City in 2001 the Inner Harbor area is the most congested while the Middle Branch is underutilized. The Middle Branch although viewed by the City as an excellent location for passive boating activities is not well used.

Free public boat launches are provided in the Canton Waterfront Park and the Middle Branch Park and Fort Armistead Park. Fort Armistead Park which offers a fishing pier along with the boat launch is located on Hawkins Point. It is officially in Anne Arundel County but is owned by Baltimore City. Additional recreational boating opportunities are not encouraged here because of the heavy industrial nature of Hawkins Point. The Middle Branch has a decidedly different character than the Inner Harbor. The Middle Branch has no deep water and is



*Boat House in Middle Branch Park*

ecologically sensitive. This provides an opportunity for habitat restoration and passive public recreation. The Water Resources Center/ Rowing Facility on the south shore of the Middle Branch provides an excellent opportunity for crewing and sculling without interference with commercial shipping or recreational power boating.

Two future projects are being planned that will encourage the use of the Middle Branch area for passive recreation and habitat enhancement. The National Aquarium is planning to relocate their animal care facility on the north shore of the Middle Branch. This project will include new wetlands and improved public access on the opposite shore from the existing

Rowing Facility.

In addition, Baltimore City in partnership with the Parks and People Foundation are extending the Gwynns Falls Trail 14 miles from Gwynns Falls/ Leakin Park to the Middle Branch Park system.

### **ENVIRONMENTALLY CREATED OPEN SPACES**

The largest source of new open space in the City is being created for environmental quality purposes - environmentally created open spaces. New green space is being added to the City's open space inventory that is not necessarily park land but is an environmental amenity. Many of these spaces are created through programs, such as the Forest Conservation Areas, Chesapeake Bay Critical Areas and Chesapeake Bay Habitat Protection to protect wetlands. Other green spaces are being created to protect land from development through land trusts and conservation easements. There is also a renewed focus on the watersheds of Baltimore and their protection and improvement as an environmental, recreational, research and educational amenity. These environmentally created open spaces should be considered not only as an environmental asset but also as an opportunity for unique opportunities for recreation, eco-tourism, research and education.

### **Wetlands**

Wetlands are open spaces located on the water's edge that are subjected to periodic flooding or prolonged saturation. Wetlands have areas flooded by every high tide and a zone flooded by extremely high tides. Many of the Bay's living resources depend on these wetland habitats for their survival. Tidal wetlands can be a wintering home for migratory waterfowl, spawning and nursery area for fish and shellfish, food source for mammals and fish, provide flood protection, and improve water quality. The wetlands offer beauty, sights and sounds not often found in an urban environment.



*Fort McHenry Wetland Restoration Project*

Two notable wetlands in Baltimore City are the Fort McHenry Tidal Marsh Restoration Project and the Middle Branch Wetland improvements to be constructed in conjunction with the Center for Aquatic Life and Conservation. These wetlands are notable because of not only their environmental enhancement but also because of the intangible recreational and educational benefit they provide and the public and non-profit partnership and civic capacity building opportunities they present.

The Fort McHenry Restoration Project is a ten-acre wetland that borders the Fort McHenry National Monument. This wetland is

located at the convergence of three watersheds: the Jones Falls, the Gwynns Falls, and the Patapsco. This wetland project is restoring the environmentally sensitive wetland that existed in the Patapsco River region during the war of 1812. Developed in the late 1980's with material dredged from the development of the Fort McHenry Tunnel, the wetland was planted with two different species of marsh grass and is contained behind a wall of "rip rap."

By the late 1990's, restoration and periodic clean up of the wetland became critical because of the amount of debris deposited by the ebb and flow of the tides. In 1998, the Aquarium began sponsoring periodic public clean ups to maintain the site and to monitor the impact of debris. The restoration and clean up project is a conservation action project in partnership with the National Aquarium, the National Park Service, and the National Oceanic and Atmospheric Administration's (NOAA) Office of Habitat Conservation.

Creating this wetland has also provided an opportunity for birding. A National Aquarium volunteer, who is also a member of the Baltimore Bird Club, conducts seasonal monitoring at Fort McHenry. Over the years, they found 203 bird species, representing 50% of all birds on the Maryland State list. In a statewide birding competition, the Fort McHenry site won second place with sixty-six different species sited. When an unusual bird is sited, the Baltimore Birding Club will post it on their web site. Recently over 100 "birders" converged upon the site because of a web posting. The Bird Club also sponsors a bird walk every Wednesday.

The National Aquarium will maintain the Fort McHenry wetland along with a corps of volunteers known as the Aquarium Conservation Team (ACT!). The Aquarium created this team to monitor the health of the Fort McHenry wetland on a regular basis. This strategy was utilized not only to maintain the wetland but was also designed to cultivate environmental leadership. This program provides volunteers with a hands-on opportunity to participate in the restoration of strategic bay habitats and to learn about the importance of water quality improvements. Since 1999, over 1,100 volunteers have helped with restoration and monitoring. Associated with this wetland project is KIDSGROW- an educational program for school children ages seven to 13. Children in the program grow marsh grasses at their local schools and transplant them into the Fort McHenry wetland with the help of volunteers and teachers. This provides a unique opportunity for children to become involved in a "hands-on" environmental project and learn that they can be media for change.



*KIDSGROW marsh grasses ready for transplanting into the Fort McHenry Wetland*

The Middle Branch will also be the home of Baltimore's Center for Aquatic Life and Conservation. This facility built by the National Aquarium in partnership with the Maryland Energy Administration will be an animal care and conservation education facility. This space will give the aquarium up to 70,000 square feet of space for animal care, a breeding program and a marine hospital. It will also have space for education and conservation programs. The intent is to set it into a park like environment that will teach visitors about the fragile wetland of the Middle Branch shoreline. Exhibits along the walkways that connect the Gwynns Falls trail at this location will tell the story of the Brownfields remediation, wetland restoration, shoreline enhancements and "green building". School children, community groups and tourists will have the opportunity to learn first hand about sustainable design, urban landscape restoration and conservation.

The Alliance for the Chesapeake Bay, a regional non-profit group has a program called BayScapes which are environmentally sound landscapes benefiting people, wildlife, and the

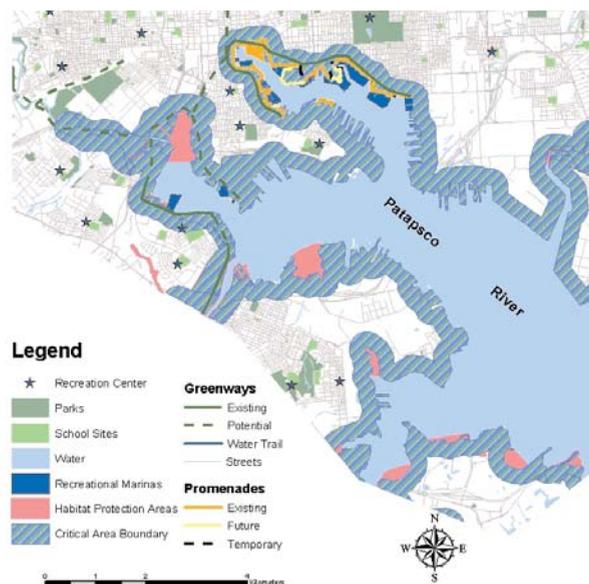
Chesapeake Bay. BayScapes advocates a "holistic" approach to landscaping through principles inspired by relationships in the natural environment. The Alliance planted a butterfly garden at Middle Branch Park in 1998 and another in Gwynns Falls in partnership with Baltimore Civic Works, Neighborhood Design Center and the Maryland Cooperative Extension Service. The Carter G. Woodson Middle School partnered with the garden in Middle Branch. The Police Athletic League (PAL), with the Alliance in the Gwynns Falls, began a PAL center garden club to maintain the butterfly garden. While these gardens may be small, they begin to raise community youth's consciousness about local environmental and civic issues while also having an aesthetic quality.

These two wetlands are by no means the only wetland or environmentally sensitive protected area of the City's waterfront. More than 12 designated habitat protection areas (HPA) have been identified in the City of Baltimore Critical Area Management Program. Although the shoreline habitat of some of these area appear degraded because of adjacent industrial activity, some pockets of natural habitat remain and some areas have "recovered" due to lack of industrial activity on the site. During colonial times hundreds of acres of tidal marsh existed in the City, today there are less than 63. Significant improvements to wetlands, however, have been made since the inception of CAMP. Over 20 acre of HPA has been created over the last ten years to compensate for the necessary filling permits by the Federal and State governments.

**Critical Area Management Program**

The Chesapeake Bay Critical Area Act, originally passed in 1984, requires each local jurisdiction to create provisions to guide and/or restrict new development in such a way as to minimize storm water runoff and to preserve and enhance natural habitat in the Critical area. The City is required by law to protect and improve the shoreline habitat and tidal waters of the Chesapeake Bay and its tributaries. The City of Baltimore enforces this regulatory provision by the Critical Area Management Program. In brief, CAMP requires that all new uses, changes to existing uses or significant disturbance of any land within 1,000 feet of the shoreline is regulated to minimize the adverse impact on water quality caused by run off and to conserve fish, plants and wildlife habitat. Pollutants running off the land must be reduced by 10% and plant and animal habitat area must be protected.

**BALTIMORE CITY HARBOR AREA**



The CAMP makes provisions for instances where a developer, despite his or her best efforts, is unable to comply with runoff pollution reduction requirements. In these cases, the developers are required to contribute a fee to the Stormwater Offset Fund before building or occupying their property. The amount of the fee is based on the costs that a developer would incur for installation and management of a stormwater pollution reduction facility on-site.

These collected fees have been used for several notable projects: the buffer restoration in Middle Branch,

land acquisition of .75 acres of land on Maisel Street in the floodplain adjacent to the Gwynns Falls, two promenade signs educating the public about the CAMP and stormwater, and the trash interceptor study for Fairfield to reduce sediments, trash and pollutants flowing into the Middle Branch. Future projects proposed are wetland creation/ restoration in the Upper Middle Branch, Herring Run extended detention project to improve water quality in the Herring Run and a three acre habitat planting area in the Gwynns Falls. The CAMP has also facilitated the completion of the waterfront promenade because "credit" is given toward the developers' critical area fees for promenade or waterfront open space provision. The requirements of the CAMP have also protected or required the planting of hundreds of trees within the City.

One of the most innovative and unique uses of stormwater offset fees is the recently launched program called "Greening Schools." Modeled after the School Yard Initiative project in Boston, the Department of Public Works has recently forged a partnership with the Bureau of Parks Environmental Education Program, the Baltimore City School System, Living Classrooms and Parks and People to remove approximately 7 acres of asphalt at six city schools and replacing these spaces with green landscapes. Many of these schools are currently in a sea of asphalt or have little or no green space around them.

The project has grown to include not only a greening project but also a major educational component at each school developed and coordinated by Recreation and Parks. Students will participate in a meaningful Chesapeake Bay stewardship experience. The children are being given the opportunity to design, build and maintain these new schoolyards. Curriculum and community outreach materials are being created with the help of Living Classrooms and Parks and People to understand the importance of the bay, parks and community open space. This project will provide the students with an interdisciplinary experiential class throughout the year.

As the project is envisioned, other schools will be invited to visit for educational purposes, community groups will tour the space to foster a sense of community pride and involvement and the space may be a site for public artwork.

The Boston experience suggests that while the construction of the school yard itself is important, the less tangible but equally important product is the process that moves the project forward and the educational component that continues to engage the students and unites the community behind the effort.

## **PART TWO: STRATEGIES FOR SUCCESS**

### **GOVERNMENTAL SUPPORT AND LEGISLATION:**

Our exploration of the history of Baltimore's park system reveals the importance of governmental involvement. The imposition of a trolley tax made possible the creation of a system of well designed and beautifully parks modeled in the Olmstead tradition. Although, there is no longer a dedicated park tax, there is continued financial and legislative support on behalf of governmental agencies at a local, state and federal level for the development and maintenance of both blue and green space. This involvement and support was evidenced by almost every project in the Stone -Turning section of this report.

One important finding from our research is that many recent greening efforts in the City are the result of legislative initiatives aimed at improvement of the Chesapeake Bay. A large amount of green and blue space is being created through of the Critical Area Management Program, the Forest Conservation Program and other initiatives aimed primarily at improving the environmental quality of the Bay.

Governmental initiatives such as the State of Maryland's Program Open Space and the Federal Transportation Enhancement Funds, finance a number of projects in Baltimore City (e.g. the Gwynns Falls Trail, Baltimore's City Farms). Furthermore, at a local level, there are governmental programs aimed at helping communities organize and develop objectives for local green space. During a master planning process, for instance, City staff collaborates with community members to create a united vision for neighborhood parks. Upon completion of the Master Plan, the City, given its limited resources, begins to make capital improvements to the park infrastructure.

Another area of governmental support is environmental education programming. The school greening project is an example of various governmental agencies coming together with the non-profit sector to develop a program that benefits children while improving the environmental quality of the City and Region.

Collaboration between public and non-profit agencies is essential to the overall success of many projects outlined in this report and often are deemed necessary. The importance of these partnerships is reflected in the DRP's recent Office of Partnerships. Evidence of government outreach and interest in working alongside the community can be found in this recent initiative to formalize agreements between DRP and non-profit agencies on park maintenance. The anticipated success of these agreements recognizes the importance of ongoing non-profit activities in Baltimore's parks.

### **COMMUNITY INVOLVEMENT AND ACTIVISM:**

Community involvement and activism are essential features of successful projects. Tenacity and commitment to the neighborhood park, the community garden, the stream clean-up, land conservation and other efforts are necessary tools for the development of green and blue space in Baltimore City. Many community members devote hundreds of hours of volunteer time to make the public spaces in their neighborhoods healthy, safe and beautiful.

Community gardeners must navigate through complicated processes to obtain all they need to create and maintain the gardens in their neighborhoods. Often it is through sheer will and perseverance that they continue to achieve success. "Friends of the Parks" are devoted to

their local parks. They attend meetings, collaborate with other non-profit organizations as well as public agencies, organize fundraising events and advocate to improve the green space in their communities. Members of various neighborhood associations and community groups attend training sessions provided by non-profit and public agencies with the goal of improving Baltimore's neighborhoods. Likewise, environmental activists distribute information and negotiate to ensure the development of a healthy ecosystem. The success of many green and blue projects is often dependent upon strong public involvement.

#### **SUPPORT AND TECHNICAL ASSISTANCE BY NON-PROFIT ORGANIZATIONS:**

Many times the initiative for improvement to green and blue space comes from the concern of Baltimore City residents. However, the community often does not have the expertise or knowledge of managing this space. Often they turn to local non-governmental agencies for help. Evidence of this is seen in the management of vacant land and small community parks, where there are a number of key organizations that provide technical support necessary for the successful implementation of these greening initiatives. Without non-profit organizations acting as intermediaries between the community and local government agencies, residents would not know how to become involved in the maintenance of green and blue space in their communities. Non-governmental organizations act as technical advisors and raise awareness in the community about environmental and park-related issues. The activities of these organizations encourage community involvement and build civic capacity.

### PART THREE: EVENTS AND RECREATIONAL USE OF GREEN AND BLUE SPACES

A number of large events are held in Baltimore City parks throughout the year. Based upon a database of events in 2002 for the Department of Recreation and Parks, it is estimated that almost 3.5 million people attended approximately 240 events in Baltimore City parks last year. Our analysis reveals that an estimated 3 million people attended the top four events in Baltimore in the year 2002.

**Table 1: THE TOP FOUR EVENTS IN BALTIMORE CITY, 2002**

EVENT NAME	LOCATION	ATTENDANCE
ARTSCAPE 2002	MID-TOWN/BOLTON HILL	2,000,000
BALTIMORE WATERFRONT FESTIVAL	FEDERAL HILL PARK AND INNER HARBOR	600,000
THE 36TH ANNUAL FELLS POINT FUN FESTIVAL	FELLS POINT	350,000
STONE SOUL PICNIC	DRUID HILL PARK	120,000

Source: Department of Recreation and Parks Event Database

Attracting approximately 2 million people over the course of the two day event, Artscape is by far the most popular major event in Baltimore City, followed by the Baltimore Waterfront Festival with 600,000. When these top four events are excluded, the estimated attendance for other events that took place throughout the City is almost 500,000 people. Of the approximately 240 events with attendance of over 250 people that took place in 2002, the majority were "mid-size" with 1,000 to 120,000 attendees and small events with less than 1,000 attendees.

**Table 2: THE TOP FIVE "MID-SIZE" EVENTS IN BALTIMORE CITY, 2002**

EVENT NAME	LOCATION	ATTENDANCE
BOOK FESTIVAL	MOUNT VERON	65,000
ANNUAL CARIBBEAN CARNIVAL PARADE FESTIVAL	DRUID HILL	35,000
BALTIMORE CITY MARATHON	CITY-WIDE	30,000
GAY, LESBIAN, BISEXUAL AND TRANSGENDERED FESTIVAL	DRUID HILL PARK	20,000
FLOWER MART	MOUNT VERNON	20,000

Source: Department of Recreation and Parks Event Database

The Book Festival is a very popular mid-sized fall event in Baltimore. It attracts The Book Festival is a very popular mid-sized fall event in Baltimore. It attracts an estimated

65,000 people. The Baltimore City Marathon draws a little less than half this at an estimated 30,000, and the Annual Caribbean Carnival Parade Festival a little more, attracting 35,000 over three day. The parks are also well used for many family reunions and company annual meetings and picnics that take place in the parks around the City, particularly in Druid Hill Park. The parks that attract the most people for events are Druid Hill, Patterson, Carroll and Mount Vernon. Meanwhile, events at the Inner Harbor attract the largest number of attendees overall.

**Table 3: TOP ATTENDANCE FOR ALL EVENTS IN PARKS IN BALTIMORE CITY FOR 2002**

LOCATION	ATTENDANCE
INNER HARBOR	928,950
DRUID HILL	249,870
MOUNT VERNON	88,000
PATTERSON PARK	30,950
CARROLL PARK	12,100

Source: Department of Recreation and Parks Event Database

There is tremendous potential for Baltimore City to attract visitors and residents to the various events in the City. In a random survey of Baltimore City households commissioned by CUERE, it was determined that almost 69 percent of households with children participate in fairs and festivals during the year, and almost 40 per cent of these households attend outdoor concerts. Of the ten most popular activities for City households, attending fairs and festivals ranks second. There is definitely a demand for events in Baltimore City public spaces.

The survey of recreational activities reveals a number of interesting statistics, enabling Baltimore City to plan for the recreational needs of its residents. Basketball and jogging are among Baltimore households' top ten activities, with very high participation rates of households with children. The highest-ranking pastime for City households is walking. Baseball and football are the favorite field sports for a fourth of all households with children. Soccer and softball are not far behind.

When compared to other regions in Maryland, Baltimore City has the highest percentage of individuals who play basketball. Meanwhile, it has the lowest percentage of individuals participating in soccer, weight training, golf and hiking in the State. High percentages of Baltimoreans feel there are not enough indoor recreational facilities, natural parks and wildlife areas, picnic facilities, swimming pools, playgrounds and bike lanes in the City. In offering recommendations for the enhancement of green and blue space in Baltimore City, these findings were kept in mind

## PART FOUR: RECOMMENDATIONS

### CREATE A VISION:

There is a biblical proverb, "Where there is no vision, the people perish" that proverb succinctly states why a vision is critical. There is a great need for a vision that will guide the future of a park system essentially completed in the 1950's when Baltimore was a City of almost one million residents. The City, with its waterfront and original Olmstead parks has the strong history of being able to coalesce the business and residential community around a vision. The creation of a healthy ecosystem of green and blue space will take no less of an effort. Once a guiding document is completed, a team of leaders must champion the cause.

Baltimore also has a history of strong community based organization that must be tapped as part of this effort. There are several non-profit groups and organizations that have the energy and ability to work in partnership with the City on a visioning effort. Many excellent ideas, strategies and solutions for the creation and maintenance of green and blue space have been outlined, but there is no real vision regarding a modern system of green and blue spaces.

Creating a visioning process could galvanize the public agencies, civic organizations and the non-profit organizations toward long term sustainability of the green and blue spaces in Baltimore. Private donation, corporate dollars and grants might be available to fund specific recommendations outlined in a vision statement. Many of these sources want to know that their funds are part of an overall strategy or that their funds are being leveraged from another source. We, therefore, offer the following recommendations:

- ❑ **Initiate an open and public process** where the City, non-profit sector and community can come together to create a vision for green and blue space.
- ❑ **Create an implementation team** comprised of public sector, community, non-profit and business leaders to guide the recommendations from the visioning process.

### INCREASE PUBLIC FUNDING OPPORTUNITIES:

The cries for additional funding were consistent. City agencies and non profit groups are suffering alike from cutbacks in personnel and operating funds. Maintenance of green and blue space is being deferred or reduced for lack of funds, projects are tabled and grass root community volunteers are becoming increasingly frustrated over the lack of resources. Residents are also feeling frustrated by the lack of a consistent funding source for projects and are concerned about project sustainability.

The private sector has been very generous in building and maintaining public spaces and educational programs. Many public and non-profit groups have applied for and have received competitive grant awards for projects or initiatives only to see the activity cease when the funding source is depleted. Additional and/or sustained funding for green and blue initiatives would not reduce the civic capacity that has been built over the years but would increase the satisfaction of existing volunteers and encourage other to invest their time.

The major parks of Baltimore were built and maintained by funds from the Trolley Tax and throughout the years another dedicated funding source for parks has been discussed but not pursued with vigor. The need for a dedicated source of funding for the parks was a

recommendation that we heard from all sectors of the green and blue space continuum. We therefore offer the following recommendation:

- ❑ The City of Baltimore and the State of Maryland should **establish**, in partnership with the non-profit sector and the grass roots providers, **a task force to recommend and pursue viable options for a dedicated park revenue source.**

### **SUPPORT MASTER PLANNING EFFORTS:**

The master planning process, especially in the case of Patterson Park, clearly sets a framework to return the park to the community in the spirit of the Olmstead Plan. Many of the larger parks of the city have master plans and other large parks are considering master plans, however, there is considerable value in developing master plans for the smaller neighborhood parks. The planning process itself tends to organize the community, focus their efforts and galvanize them toward a goal. A plan can help the community to prioritize what is important in the park and where to target limited resources. A sustainable maintenance plan that both the City and the community accepts should be included in these plans. Establishing an agreed upon vision with goals and priorities can assist the community, the non-profit organizations and the City with fundraising efforts and provide the information to leverage resources through grants or private donations. The entire project is a partnership between the community and the non-profit and public sectors. We, therefore, offer the following recommendations:

- ❑ **Fund a grassroots master planning process for neighborhood parks** to create a vision this space and establish priorities for improvements.
- ❑ **Create sustainable partnership agreements** as part of the master planning process in cooperation with the community and non-profit groups.

### **SUPPORT PARTNERSHIPS AND BUILD COMMUNITY CAPACITY:**

Bolstering the partnership that exists between the public, private, non-profit sector as well as a strong volunteer base is critical to the success of creating or maintaining green and blue spaces. Many green and blue spaces both large and small, are being created and/or maintained through voluntary assistance of community groups, non-profit organizations or individuals with little or no public resources. Their efforts are valiant and commendable and must be supported to be sustained.

The City of Baltimore through the Department of Recreation and Parks recognizing the value of strong partnership has launched the Office of Partnerships. This office is a first, and important, step toward fostering formal agreements between neighborhood organizations, non-profit and public sectors for public space maintenance and/or use. This office is intended to coordinate these activities, provide and leverage limited resources, foster increased community and non-profit participation and formalize this process through legal agreements. The Partnership Office still in its infancy, currently has one dedicated staff member and is saddled with a great responsibility. Volunteer and non-profit efforts oftentimes mobilize the community around park maintenance efforts but can lose critical momentum waiting for legal agreements or resource requests to be provided by the system. Additional resources must be allocated immediately to insure success in the short term, build trust within the community

and well as to create program sustainability.

Partnership agreements are an effective strategy to improve parks but require a strongly organized and sophisticated community base. While there are some neighborhoods lacking the capacity to embark upon a partnership project with the City, many of these communities host the small vest pocket parks of the 70's and 80's that are in dire need of improvements. These communities will require outreach and organizing by the non-profit sector in order to participate in a partnership program. Without an effective organizing effort, there will be neighborhoods of great need that will be unable to participate in this most promising strategy. We, therefore, offer the following recommendations:

- ❑ **Strengthen the efforts of the Office of Partnerships** by additional resource allocation and expediting legal agreements
- ❑ **Increase funding and availability for tool banks and community directed maintenance projects.**
- ❑ **Produce a resource guide and/or web site** that connect the non-profits in order to encourage a community self-directed strategy for community greening or maintenance projects.
- ❑ **Prioritize maintenance partnerships with community or non-profits groups** that utilize a grassroots workforce development strategy to target a special local population such as youth, recovering addicts or shelter residents. Build community capacity to empower loosely organized communities to participate in the partnership program by funding non-profit outreach and organizing efforts in disenfranchised neighborhoods.
- ❑ **Build community capacity** to empower loosely organized communities to participate in the partnership program by funding non-profit outreach and organizing efforts in disenfranchised neighborhoods.

### **ENCOURAGE ECOTOURISM:**

Baltimore offers many great opportunities for ecotourism and outdoor adventure. City green and blue spaces offer a myriad of opportunities for biking, hiking, fishing, canoeing, kayaking, crabbing, fishing, and birding. Experiential educational opportunities to learn about the ecosystem of the Chesapeake Bay abound as well. These opportunities should be better publicized by public education and outreach efforts. In the CUERE survey of recreational use, many Baltimoreans felt that the City lacked natural parks and wildlife areas. This may be because current outreach efforts are limited and they are unaware of Baltimore's natural park amenities. There are many web sites such as the Recreation and Parks site that list recreational facilities, the Baltimore Birding Club site that lists special sighting at the Fort McHenry Wetland and the Baltimore Rowing Club site that features rowing events and instructional opportunities. However, no site was found that specialized in outdoor adventure opportunities in Baltimore. We, therefore, offer the following recommendation:

- ❑ **Design a website** to allow visitors and residents the opportunity to "choose and adventure" and create a self-guided tour of Baltimore's exciting recreational activities.

## SUPPORT THE COMMUNITY “GREENERS”:

There are literally thousands of residents involved in community "greening" efforts. These efforts include planting trees, flower, vegetable and butterfly gardens, becoming a master gardeners, maintaining seeded lots and planting in one of the City Farms. There are several non-profit and public organizations that are dedicated to providing technical assistance and bring financial and material support to the community greening efforts. Non-profit greening efforts are stretched to the limit and hampered by the lack of resources. Volunteer community efforts are becoming increasingly difficult to sustain by this lack of resources and/or simply not knowing who to call or where to turn for assistance. We, therefore, offer the following recommendations:

- ❑ **Craft both a print and web based resource guide** for community greening efforts. This guide should include a list of all non-profit and public organizations that bring resources to the table for greening efforts. The guide could also serve to highlight some of the more successful greening projects, educate the public about these efforts, outline effective strategies for sustaining a project, information on where to turn for assistance, and act as a "how to" guide for the beginner.
- ❑ **Organize a community greening umbrella group** of all the non-profit and public agencies involved with these efforts to meet quarterly to discuss common issues, pool resources and share ideas.

## ENCOURAGE FESTIVALS AND LARGE EVENTS:

The results of a citywide survey commissioned as part of CUERE's survey of Statewide Recreational demand found that attending festivals, fairs and outdoor concerts is by far the most popular family activity in parks. While the City hosts a variety of events throughout the year, there is an opportunity and a market for more. Large events are very costly and can require significant manpower mobilization on the part of the City even if the event is privately sponsored. While the event sponsor is responsible for bearing the cost, the City is often responsible for cleaning the parks before and after the event, delivering booths, trash receptacle placement and disposal, stage assembly and electrical services and assisting with the arrangements for portable bathrooms and security. Manpower needs and the cost to the event coordinators limits the number and scale of events that can be hosted. There are a number of private event coordinators, such as the Baltimore based P.W. Feats, who have experience in organizing, hosting, managing and fundraising for large festivals. The City and event sponsors could be relieved from the detail of event management and fundraising through a partnership with a professional coordinator. If structured properly, events could even become revenue generating. City resources could then be made available to assist with the coordination of smaller scale events. We, therefore, offer the following recommendation:

- ❑ **Encourage additional use of the parks for large scale events** such as festivals, fairs, concerts and promotional events by engaging the services of a professional event coordinator.

## ENCOURAGE PROGRAMMING AND PROMOTION:

There are several hidden treasures in Baltimore that should be promoted. Opportunities for educational and recreational programs abound at the underutilized Middle Branch Park, Leakin Park and Clyburn Arboretum. The resources of the City parks are vast and would be better appreciated if residents and visitors knew what each park offered.

There is also an untapped opportunity for a limited amount of enterprise activity in some parks. A covered tennis court at Patterson Park for year round play, returning the boats to Lake Roland or mini-golf at one of the parks are just a few examples of viable revenue generating ideas. A well-prepared guide of city parks and the vast recreational opportunities in Baltimore could be self sustaining or even revenue generating. This strategy not only could bring funds that could help sustain the parks but also encourages greater use of the facilities. We, therefore, offer the following recommendations:

- ❑ **Explore in partnership** with the residential, business, non-profit and public sector communities **the feasibility of limited commercial enterprises in public spaces.**
- ❑ **Prepare a resource visitor's guide for green and blue space in Baltimore** to foster greater appreciation and encourage further use.

## ENCOURAGE CORPORATE GIVING AND GRANT-MAKING:

A master plan or overall vision will assist in bringing resources to the table. Many funding sources do not want to be the lone source of support and they want to know that their contribution will positively affect the cause to which they are donating. There are studies completed for other cities that demonstrate the economic benefit of healthy open space within neighborhood. These benefits include increases in property tax, property values and sales prices and homeownership. While it may be true that park investment isn't the only part of the community improvement equation, the economic synergy created by a valued public space is undisputed.

Baltimore could begin to leverage resources by demonstrating to the business community that investing in blue and green spaces shows not only corporate goodwill but is also a sound business strategy. This point will be best demonstrated if an economic benefit study is undertaken now and then again in another few years to compare the impact of investment and improvements to green and blue spaces on the overall economy. We, therefore, offer the following recommendations:

- ❑ **Commission a study for Baltimore on the economic benefits of healthy green and blue spaces** and repeat the study upon occasion to demonstrate the positive effect of continued improvements.
- ❑ **Use the results of this study** to invite the corporate and private business community to **invest in Baltimore's public spaces.**
- ❑ **Leverage support from private sources** to obtain grants from private or governmental sources.

Baltimore has a history of strong community based organization that must be tapped as part of this effort and there are several non-profit groups that have the energy and ability to work in partnership with the City on creating a healthy urban ecosystem of green and blue spaces.

## REFERENCES

- American Community Gardening Association (1996) *National community Gardening Survey: 1996*, Philadelphia.
- American Planning Association (2002). How cities use parks for Community Engagement, In *City Parks Forum Briefing Papers*, Chicago.
- American Planning Association (2002). How cities use parks for Community Revitalization, In *City Parks Forum Briefing Papers*, Chicago.
- American Planning Association (2002). How cities use parks for Economic Development, In *City Parks Forum Briefing Papers*, Chicago.
- Baltimore Alliance for Greater Urban Parks (2002) *Discovering Baltimore's Parks: The Legacy and An Overview* In Partnership with Baltimore City Department of Recreation and Parks.
- Baltimore City Department of Planning (2002). *Baltimore City Critical Area Management Program Manual*, City of Baltimore, Maryland.
- Baltimore City Department of Planning (2002). *Habitat Assessment Plan*, Baltimore City
- Baltimore City Department of Planning (2001). *Master Plan for Carroll Park in Baltimore, Maryland*, City of Baltimore.
- Baltimore City Department of Planning (2002). *Operation ReachOut SouthWest (OROSW) Strategic Neighborhood Action Plan*, City of Baltimore.
- Baltimore City Department of Recreation & Parks (2001). *Comprehensive Plan for Baltimore's Parks, Open Space and Recreation Facilities*. City of Baltimore.
- Baltimore City Department of Recreation and Parks (1998). *Master Plan for Patterson Park in Baltimore, Maryland*, City of Baltimore.
- Baltimore Neighborhood Indicators Alliance (2003). *Baltimore City's Neighborhood Associations: A Description*, Jacob France Institute, University of Baltimore.
- Baltimore Regional Partnership (2002). *Transportation choices, vibrant places: Development Opportunities Along the Proposed Baltimore Rail System*, Baltimore, Maryland.
- The Baltimore Sun (March 5, 2003). "Harbor walkway additions near".
- The Baltimore Sun (March 20, 2003). "A down-to-earth strategy for cleaning up city streets".
- The Baltimore Sun (March 8, 2003). "Open space is critical to our quality of life".
- Benedict, Mark (October, 2000) "Green Infrastructure: A Strategic Approach to Land Conservation" In *Planning* magazine, American Planning Association, Chicago.
- Baltimore Sanitary Sewer Oversight Coalition (2003). Annual Report.

Barrette, Michael (August, 2001). Parks and the City. In *Planning* magazine, American Planning Association, Chicago.

Bonham, J. Blaine, Gertrude Spilka, and, Darl Rastorfer (2002). *Old Cities/ Green cities: Communities Transform Unmanaged Land*, American Planning Association, Chicago.

Crompton, John L. (2001). *Parks & Economic Development*, American Planning Association, Chicago.

Dalton, Shawn (2001). *The Gwynns Falls Watershed: A Case Study of Public and Non-Profit Sector Behavior in Natural Resource Management*. Unpublished dissertation submitted to Johns Hopkins University.

Eysenbach, Mary, Megan Lewis and Jim Schwab (August, 2001). Creating Urban Park Legacies Through Collaboration. In *Planning* magazine, American Planning Association, Chicago.

Federal Reserve Bank of Richmond (2002). Neighborhood Design Center: Reclaiming Maryland's Neighborhoods by Design. In *Marketwise*, pp24-28, Virginia

Harnik, Peter (2002). The Best Backyard in Baltimore. In *Landscape Architecture*, pp75-81 American Society of Landscape Architects, Washington D.C.

Harnik, Peter (2002). *The Excellent City Park System*. The Trust for Public Land, Washington D.C. Draft copy.

Harnik, Peter (2000). *Inside City Parks*. The Urban Land Institute, Washington D.C. .

Parks and People Foundation (2000). *Neighborhood Open Space Management: A Report on Greening Strategies in Baltimore and Six Other Cities*. Report sponsored by the National Urban and Community Forestry Advisory Council

Platt, Calvin (August, 2000). Going Green. In *Planning* magazine, American Planning Association, Chicago.

Sekine, Marina (2000). *Citizens Initiatives for Improving Baltimore's Parks: Baltimore's "Friends-of-Park" Organizations and Programs Directory*. Prepared for the Parks and People Foundation and the Baltimore City Department of Recreation and Parks, Baltimore, MD.

Thompson, Laura (May, 2001) The Long Good Buy In *Planning* magazine, American Planning Association, Chicago.

Trust for Public Land (1999) *Economic Benefits of Parks and Open Space*, Washington D.C.

#### WEBSITES:

The Center for Watershed Protection  
<http://www.cwp.org/>

Baltimore City Department of Public Works  
<http://www.ci.baltimore.md.us/government/dpw/>

Baltimore City Department of Planning  
<http://www.ci.baltimore.md.us/government/planning/>

Baltimore City Department of Recreation and Parks  
<http://www.ci.baltimore.md.us/government/recnparks/>

Baltimore Municipal Golf Corporation  
[http://bmgcgolf.e-golf.net/play/eg\\_home.show\\_form](http://bmgcgolf.e-golf.net/play/eg_home.show_form)

Boston City Government for information on School Yard Program  
<http://www.cityofboston.gov/>

Living Classrooms Foundation  
<http://www.livingclassrooms.org/>

Maryland Department of Natural Resources  
<http://www.dnr.state.md.us/index.asp>

National Center for Recreation and Conservation  
<http://www.nps.gov/ncrc/>

Neighborhood Design Center  
<http://www.ndc-md.org/>

Parks and People Foundation  
<http://www.parksandpeople.org>

Partnership for Parks, New York Department of Parks and Recreation  
<http://www.partnershipsforparks.org/>

Pennsylvania Horticultural Society  
[http://www.pennsylvaniahorticulturalsociety.org/pg/cg\\_park.html](http://www.pennsylvaniahorticulturalsociety.org/pg/cg_park.html)

Project for Public Spaces  
<http://www.pps.org>

Trust for Public Land  
<http://www.tpl.org/>

Woodberry Forest and Land Trust  
<http://www.aboutwoodberry.com/webpages/loyola.html>