

MARITIME TASK FORCE
JULY 09, 2021



STRENGTHENING THE INDUSTRY

THE MARITIME TASK FORCE STRATEGY

ANNAPOLIS, MARYLAND

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Annapolis: **Sailing Capital of America**

During the 1990's, a sign on the Gateway to Annapolis, Rowe Boulevard, captured the significance of the Annapolis' Maritime Industry—Annapolis – Sailing Capital of America. When the State Highway Administration finished the Rowe Boulevard Gateway Beautification Project, this sign was replaced with a sign that read Annapolis – Maryland's Capital. While the original "Sailing Capital" sign may not reemerge, the sentiment still holds true. Due to the commitment of Annapolis' residents and maritime business and property owners who crafted the Maritime Economic and Land Use Strategy in 1987, Annapolis' maritime industry remains a strong presence today. The importance of the maritime industry cannot be overstated as the boating industry links Annapolis to its past and preserves this the heritage into the future.

The maritime industry is evolving and the City needs to recalibrate its maritime districts to ensure that Annapolis continues to thrive as a boating center for the Mid Atlantic. The Maritime Task Force has been given this opportunity to review the challenges and opportunities now facing the maritime industry with an eye toward ensuring its continued success. Only with a vibrant maritime industry can Annapolis once again claim the proud title of America's Sailing Capital! The time for the City to act is now!

I. Executive Summary

In 1987, a coalition of residents, maritime businesses, and property owners came together to craft the Maritime Economic and Land Use Strategy, a forward-thinking plan to preserve the City's working waterfront by creating four very intentional maritime zoning districts. As a result, the maritime industry in Annapolis remains a strong presence today. The importance of this industry cannot be overstated as the boating industry links Annapolis to its past and preserves its heritage into the future. The industry is both an immense cultural asset, and an economic asset to the City and larger region.

Over the last thirty years, the maritime industry has evolved, and with those changes the need for the City to recalibrate its maritime districts to ensure that Annapolis continues to thrive as a boating center for the Mid-Atlantic. The Maritime Task Force reviewed the challenges and opportunities now facing both the maritime districts and the maritime industry, and how the districts function within the larger city, with an eye toward ensuring their continued success. The thirty-four active members of the Task Force reflect the districts, industry, and City with a wealth of knowledge and experience from both Annapolis and other world-class boating centers. The Task Force came to consensus on a range of policy proposals aimed at protecting the districts while allowing them to evolve, strengthening the maritime industry in Annapolis, and providing new opportunities for residents and visitors to experience the waterfront.

At the core of the Task Force's recommendations are strategic provisions for flexibility and adaptation that take stock of the current and projected maritime landscape of the city, and which acknowledge a continuing evolution:

- **The districts gain additional allowances for compatible non-maritime use in exchange for preserving the core maritime uses which anchor the districts;**
- **Modest new restaurant allowances are granted to properties in the Waterfront Maritime Industrial District that are tied to preservation of their working boatyards;**
- **A dedicated maritime fund is created to help retain, attract, and grow maritime businesses; and,**
- **A framework for creating new and enhanced public water access is provided that will incentivize public private investments in the waterfront.**

While the recommendations are highly specific and targeted, they are designed to have a broad net positive impact. The recommendations will further protect those existing elements of the districts which are most vulnerable, and activate those complementary elements currently missing from the districts. Indeed, only by addressing both of these needs will the districts truly evolve with the changing industry and city around them.







How Did We Get Here?

Issues Facing Maritime Industry 1987

In 1985 the maritime industry in Annapolis was under siege, facing numerous challenges to replace working yards with more profitable development. Land-intensive, the industry requires sufficient open spaces to operate working yards with its many vessels, employees, buildings, and heavy machinery. In 1985, two working yards were replaced by office buildings, placing pressure on the industry, especially working yards, with rising land values. The working maritime industry could not generate revenues sufficient to offset the tax burden of rising assessments based on potential residential or hotel development. The maritime industry was concerned that these increased land values, coupled with the commercial and residential uses, would be in direct conflict with working yards and their heavy equipment, pushing the industry and the working yards out of the maritime districts.

A proposed maritime hotel, which replaced another working yard near the Eastport Bridge, brought these pressures to a head. By 1987 Annapolis had forged a consensus plan to protect the industry as an important component of its economy and civic life. Elected officials, professional planners, the maritime industry, and residents recognized the value the maritime industry brought to Annapolis with its distinct waterfront characteristics and supported four maritime districts structured upon these differences. Those districts continue to exist today and have worked well for all members of the community for three decades.

Today's Challenges

Thirty plus years have passed, the maritime industry has evolved, and the City is revisiting its Comprehensive Plan including the future of the maritime districts. Gradual industry changes have resulted in challenges to both the industry and the property owners including:

1. Competition: A greater demand from maritime business clients for more services and amenities at a working yard to provision their boats, to dine or engage in recreational activities while their boats are in port for work.

- 2. Recruitment:** Maritime sites with soft maritime office uses are finding it harder to recruit a shrinking number of maritime office tenants;
- 3. Costs:** Expenses have increased significantly with new and costly environmental regulations, rising taxes, and maintenance requirements; and,
- 4. Relocation:** Areas with lower land cost, such as the Eastern Shore or South County, are attracting boat owners and the supporting industries to relocate to these locales.

Property owners find themselves facing increased vacancies with fewer available maritime tenants to recruit. There is concern that owners will not be able to secure the tenant base necessary to maintain and continue to invest in their properties. The maritime tenants are fearful that they will no longer be able to afford the rising rents needed to compensate for these trends as maritime service and repair uses require significantly lower rents. The industry requires large site areas for functioning working yards and boat repair activities as well as requiring a critical mass of service uses, a hub within Annapolis' maritime districts.

Many residents are unsettled by the prospect of having the working yards replaced by large buildings or residential uses which will wall-off the waterfront, while residents on Edgewood Road would like to have accessible restaurants and activities they can enjoy at the water's edge. All residents want to secure the future of the maritime districts with confidence that any changes to the districts will be monitored and measured to ensure their continued success.



222 Severn Avenue Annapolis, MD



Maritime Task Force How We Came Together

Given these changes and the need to secure a viable future for the maritime industry, the City has formed the Maritime Task Force which includes residents living near the maritime zones, industry and trade group representatives, and landowners in the district. Working in conjunction with City Planning staff and other interested citizens, this group, appointed by the Mayor and City Council, have worked to address the current state of our maritime zoning.

The purpose of the Maritime Task Force is to identify and understand the changes in the maritime industry that affect its future and ongoing success. From that basic knowledge, the goal is to create an environment in which the maritime industry can continue to prosper as a Mid-Atlantic hub for boating services. A part of that equation is to provide a sustainable approach for property owners to invest in and maintain their maritime properties.

The Task Force met repeatedly for many months engaging all the effected constituencies to create a workable plan to sustain the maritime uses and keep them viable in our community. To this end, members of the task force concentrated on three crucial issues:

- **Creating some limited flexibility, in conjunction with essential maritime services, in the zoning code that will create a sustainable future for the maritime properties and industry to continue to prosper in Annapolis.**

- **Finding ways to strengthen the industry by keeping existing business, recruiting new business, and training a diverse workforce as needed by a more technological and environmentally sensitive industry; and,**
- **Most importantly to the residential community, developing a strategy and tools to maintain the openness of the existing working yards and increase public access to the water.**

It is of paramount importance for all involved in reviewing the recommendations of the Task Force to recognize the consensus-building process that was undertaken. The Task Force met repeatedly as a whole and within their separate working teams, balanced between residents, property owners and the maritime industry. Extensive outreach was made to civic associations, property and maritime business owners, non-profit and public-interest organizations, as well as interested stakeholders. This approach reflects the same extensive outreach process utilized to craft the existing zones: it has provided ample opportunity for extensive discussion of various strategies, teamwork to find solutions that benefit everyone, and agreement on a wide range of initiatives and recommendations.

Strategic Approach

Areas of Agreement

To set a clear direction for the future success of Annapolis' maritime industry and its districts, the MTF developed a Maritime Strategic Approach, weaving together the interests of all stakeholders. This strategy focuses on four interconnected areas:

1. **Creating a sustainable future for maritime properties:**

Offering limited flexibility to retain these properties, while tying that flexibility to activities that are essential to the maritime industry, known as "triggers";

2. **Strengthening the existing working maritime industry:**

Recognizing uses that contribute directly to the health of the working yards and marinas; and,

Retaining a critical mass of maritime activities while directly supporting the maritime industry through recruitment, promotion, relocation and diversifying workforce training;

3. **Enhancing greater access to the waterfront and on-water activities:**

Incentivizing water access while developing a Comprehensive Water Access Plan for Annapolis; and,

4. **Building confidence in the future success of the districts:**

Delivering annual measuring and monitoring updates to the Planning Commission.



A Sustainable Future

Triggers Requiring Essential Maritime Activities

Early in the deliberation process, the Maritime Task Force agreed that, while modifying the existing districts to reflect current trends, they wanted to build upon the long-standing success of the existing maritime districts, including the structure and unique characteristics of each district. The Task Force recognizes the value of the maritime industry to Annapolis' identity, both economic and cultural. For the industry to continue to prosper in Annapolis, it is essential that these districts, located immediately adjacent to the water, remain intact and available to support the City's working waterfront. The maritime districts face many of the same challenges today that they faced in 1987.

- Waterfront demand for residential, hotel and other competing uses that, if permitted, would significantly increase the value of maritime land;
- Inability of the working maritime uses to afford the increasing land values brought by competing uses which jeopardize the future for waterfront maritime activities; and,
- Need for the existing maritime properties to remain viable to invest in and maintain today's vibrant maritime industry.

To meet this challenge, the Task Force determined that any additional flexibility offered to maritime properties would be tied directly to supporting those activities essential to the continued survival of the maritime industry. Given this commitment, the Task Force built their Strategic Approach upon the concept of "triggers" in the current maritime districts.

The current maritime districts subsidize properties within the WMM District up to 30% non-maritime uses in exchange for retaining any of the following hard maritime triggers:

- 20,000 sq. ft. working yard with a 30-ton lift
- 25,000 sq. ft. on-land boat storage
- Seafood processing
- Boat/sailing clubs



Bert Jabin Yacht Yard, looking south

The MTF is recommending that these triggers be retained with the addition of in-water fuel docks to provide fuel to boats on the Chesapeake Bay.

In exchange for maintaining and improving these triggers, which are essential to the viability of the maritime industry, the Task Force agreed to allow properties with these triggers 15% non-maritime use. This decision was the result of extensive debate as property owners initially sought greater relief without requiring the triggers.

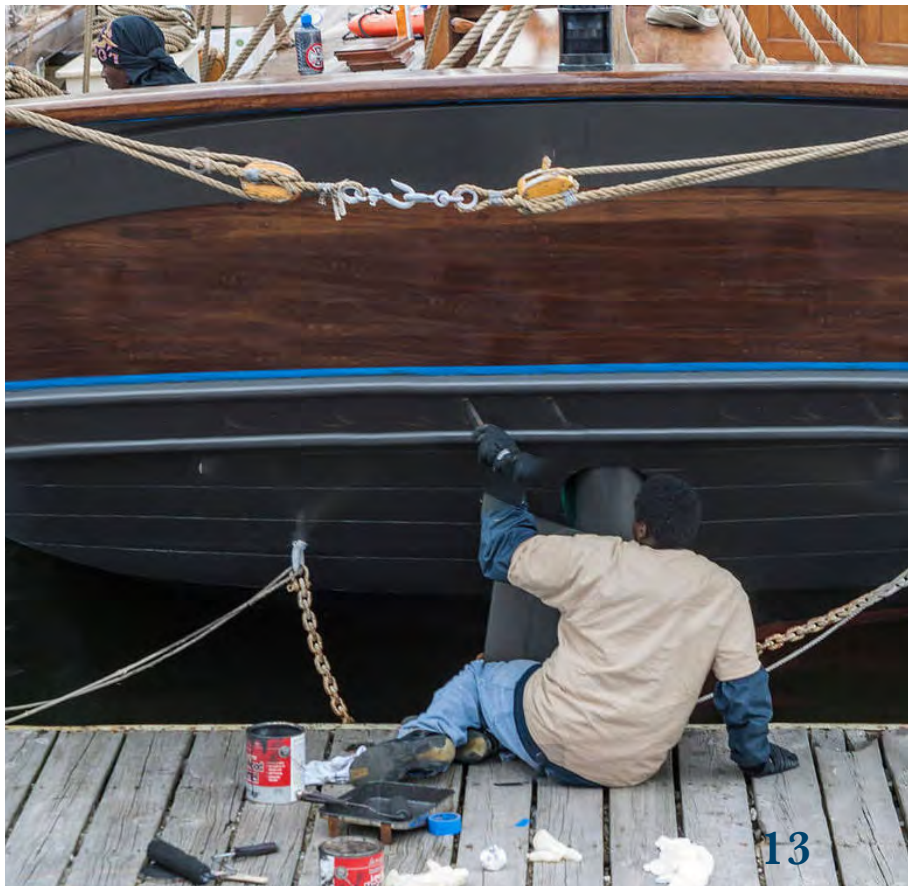
Recommendation: It was the consensus of the MTF that 15% was the least amount of non-maritime that would provide any relief for the property owners to invest in their properties.



McNasby Oyster Company - Annapolis Maritime Museum



Bert Jabin Yacht Yard



Strengthening the Maritime Industry

The maritime industry needs first and foremost customers! Annapolis' maritime districts have succeeded because they have clustered in-water locations for boaters and offer one-stop shopping for boaters with repair, hauling and maintenance services readily available. These sites are land-intensive and water accessible, offering the maritime industry an ideal location for reaching their customer base. For the industry to continue to thrive, it must attract new maritime businesses to the districts while promoting the wide range of existing maritime industries. The MTF has identified a Strategic Approach to augment the long-term viability of Annapolis' maritime businesses. This strategy emphasizes:

1. Strengthening the Existing Maritime Districts:

For Annapolis' maritime industry to remain viable, the four maritime districts, WMC, WMM, WME and WMI must continue to function as working maritime districts excluding both residential and hotel uses which compete directly with the maritime activities by driving up the land values;

Recommendation: Continue to not allow either residential or hotel uses in any of the maritime districts.

2. Protecting Land-intensive Uses:

The maritime industry is built upon land-intensive uses: boatyards, hauling boats, rigging masts, repairing and painting boats and on-land boat storage. The 1987 Maritime Zoning clearly recognized the significance of protecting these land-intensive activities by not incentivizing new office buildings to replace working yards. The 1987 Maritime Zoning specifically identifies buildings in existence at the date the ordinance adoption as the baseline for calculating future flexibility for non-maritime uses.

The MTF reinforced this protection for the maritime industry's essential land-intensive activities by continuing to prioritize these uses.

Recommendation: Continue to calculate any additional non-maritime flexibility based only on the buildings in existence as of the date of adoption of the ordinance.

3. Contributing Uses:

The maritime industry needs to be competitive with the surrounding working yards and marinas in the county, all of which can have restaurant facilities. In today's market, yacht yards need to have amenities that are expected by patrons. Restaurants are the prime example of an ancillary use that many boaters expect at a modern marina. Employees of the yard businesses also benefit by not having to leave the site to obtain food and beverages, as do community members who can enjoy the waterfront area and the scenic value of vessels on the water.

Recommendation: Restaurants have been recommended for inclusion in the WMI districts on the large working sites with triggers. There was not agreement to increase the size of restaurants currently permitted in WME due to the proximity to residential neighborhoods and concerns raised by the residents.

4. Complimentary Uses:

Temporary events, particularly those for sailing competitions, contribute income supporting the working maritime businesses as do uses that offer services to boaters at marinas including laundromats, dry goods and outdoor exercise facilities.

Recommendation: Include these uses as accessory or temporary uses to the marinas and boatyards.

5. Parking Equity:

Currently the maritime districts require higher parking ratios for office use than is required for office parking in other districts.



Support Maritime Uses

Supportive Shops and Maritime Amenities



Recommendation: The parking ratio for office uses in the maritime districts will be the same as the parking ratio for office use throughout the city, one space per 300 sq. ft.

6. Eliminate Impediments to Winter Maritime Services:

Currently the code requires permits every time a boatyard needs to work on a boat in the winter under a tent causing unnecessary delays and additional costs.

Recommendation: Streamline the permitting processes by offering an annual approval for all work to be performed under a winter tent.

7. Maritime Industry Support - Programs and Fund:

For the maritime industry to retain its standing as a major Mid-Atlantic hub for boating activities, services and repair, the Task Force has recommended that the City's Office of Economic Development and the maritime industry form a partnership to create an Annapolis Maritime Industry Fund (AMIF) which can deploy its resources to:

- Promote the maritime districts while recruiting new businesses;
- Retain and support expansion of existing maritime services; and,
- Diversify and expand workforce training to offer all Annapolitans an opportunity to enter the marine trades.

The recommendations to offer 15% flexibility to underwrite the rising costs associated with the maritime properties creates greater affordability and predictability for the maritime properties allowing them to invest in their properties and businesses within the maritime districts.

Recommendation: Establish the Annapolis Maritime Industry Fund (AMIF) by targeting the increased tax revenues tied to the 15% non-maritime uses. Under the direction of the Economic Development Manager, this fund, in conjunction with other grants and funding, will develop and implement programs to provide direct support to the maritime industry and its businesses.

Greater Access to the Waterfront

Unlike the other foundational concerns of the Task Force, the issue of public water access was decidedly shaped by the resident perspective, which had the most potential to offer tangible public benefit. From a local perspective, Task Force members sought to leverage underutilized public access opportunities as a way for the maritime districts to better complement neighboring communities. These same water access opportunities were seen as a way of offsetting lingering inequities across the City. Both perspectives highlight the vexing issue of determining what adequate public water access should look like in a city whose cultural identity has long been defined by its waterfront. At the heart of the solution developed by the Task Force is the notion that public water access is not monolithic, it comes in many forms which offer differing benefits.

Hierarchy of Water Access Activities

The Task Force identified a hierarchy of water access activities to set priorities for public water access and clarify those few types of amenities that would truly be game changers for both adjacent residents and the broader city. Consensus was reached on three types of water access that would become game changers for the community:

- A substantial investment in a street-end park to amplify its use;
- A community paddle facility that could be operated as either a nonprofit or for-profit venture; and,
- The dedication of a substantial block of parking (50 spaces minimum) to be utilized by area patrons, general visitors, and employees from nearby businesses.

Consensus was also reached on a lower tier of water access amenities that were seen as having value but easier to achieve ranging from a public promenade to improvements for paddle access such as a floating dock.

Water Access Incentives

The concept of offering additional incentives for flexibility on non-maritime development was widely seen as the most likely avenue for property owners to partner on new public water access projects. Some Task Force members felt that the incentive would need to be 10% to elicit any water access improvements, while others were concerned about allowing properties in the WMM district to exceed a maximum of 50% non-maritime activity through the triggers and incentives. The Task Force concluded that a 5% incentive would be offered in all the maritime districts in exchange for public water access.

Ultimately, there was consensus that an expansion of public water access will be integral to the sustainability of the maritime districts, and with equitable access at the forefront on citywide concerns, this is any issue that the districts are well suited to help solve.

Recommendation: Offer an incentive for 5% flexibility to maritime properties providing the identified water access opportunities to the community.



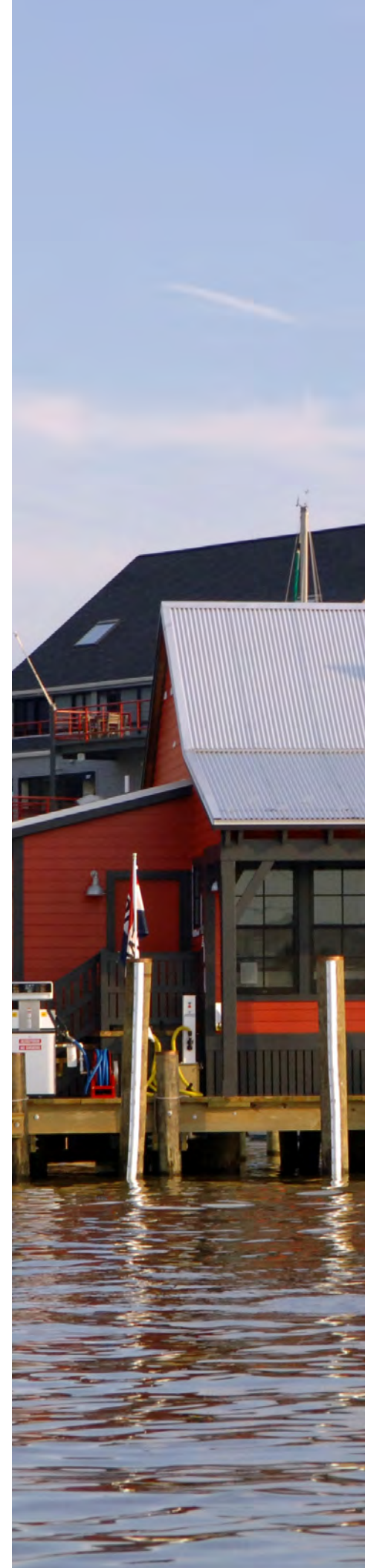
WaterWalker Boat Tours, By Dove Watercraft



Measuring & **Monitoring Success**

To ensure that these recommendations complement each other in a way that creates a more viable future for Annapolis' maritime industry, the Task Force recommend an annual assessment of the progress taking place. The public and the maritime community will be able to assess both recruitment and retention efforts because property owners must submit a report to the Planning Director identifying the uses and any changes that have occurred in the prior year.

Recommendation: Maritime properties with non-maritime uses shall present an annual update at the Planning Commission to monitor and measure the health of the maritime districts.







Charting A New Course!

The City has a unique opportunity to move forward with the Maritime Task Force's Strategic Approach to reinvigorate Annapolis' maritime districts based upon the coalition developed by the Task Force. The success of this maritime strategy is built upon the agreement of all the involved stakeholders: residents adjacent to the maritime districts, property owners in the maritime districts, maritime business operators, environmentalists, public interest advocates, interested City residents with land use and financial expertise as well as industry trade groups and Civic association representatives. All of these interests and their perspectives were carefully balanced in the deliberations and formation of the Task Force's recommendations.

The Maritime Task Force worked tirelessly to forge a consensus with a clear path forward to reposition the maritime districts for future success by attracting new maritime businesses to Annapolis, while offering sufficient flexibility to ensure that the large maritime sites will continue to remain open. Recognizing how valuable water access is to everyone in the

community, the Task Force has committed to incentivizing public access and to developing a Water Access Plan to improve access on all the City's creeks.

This consensus has been built upon a collaborative process similar to the process used to create the 1987 Maritime Strategy and Maritime Zones, which has clearly met the test of time. In updating the Comprehensive Plan and the existing Maritime Strategy, the Task Force has endeavored to build upon that same history of community consensus. The Task Force urges that this Strategic Approach be adopted as a cohesive document, respecting the compromises made and understanding that these recommendations depend on one another for their success. Now is the time to move forward, protecting those existing elements of the districts which are most vulnerable, and activating those complementary elements currently needed in the districts. By addressing both of these needs, the districts can truly evolve in step with the changing industry and with the community around them!

II. History & Evolution

Annapolis has always prided itself on being America's sailing and boating capital. Spa and Back Creeks were once home to several active, working boatyards, and Annapolis was a one-stop shop for anything boat-related—storage, maintenance, rigging, engine repair, painting, fiberglass repair, etc. Annapolis' maritime heritage was, and is, a strong source of municipal pride and sense of place. Preserving this heritage means preserving these uses, but in the 1980's the maritime industry was under threat.

Prior to 1987, Annapolis had two maritime zoning districts originally adopted in 1970. Though these districts supported maritime uses on the waterfront, they were not robust enough to prevent other uses from encroaching onto traditionally maritime properties. The development pressures were coming primarily from condominium, hotel, and office development. As a consequence of these competing uses, the pressure on land values and prices pushed these maritime properties beyond the reach of traditional maritime businesses, forcing maritime industries out of Annapolis. While the 1970 maritime zoning took some of this pressure off the maritime areas, it burdened the property owners with reduced rents to both hard and soft maritime tenants below those of a non-maritime tenant resulting in a triple-whammy:

- To the industry it meant losing vital maritime businesses and working boatyards;
- To the residents it meant losing visual access to the water when office buildings and condominiums replaced open boatyards; and,
- From the water, it meant losing some of visual vibrancy of a working waterfront.

Maritime Districts - 1987

In the mid-1980's Annapolis decided to attempt to stem the erosion of the maritime industry and

embarked on a multi-year effort to analyze the maritime economy, maritime land uses, and the nature of the forces impacting the industry. Two studies were undertaken: one was an economic analysis of the maritime industry locally and regionally, and the other was a land use and zoning study. The result was consensus to create the four maritime zones Annapolis has today. Through the analyses, it became apparent that Annapolis needed four distinct maritime areas—the current/future needs could not be addressed with only two zones—two sizes didn't fit all.

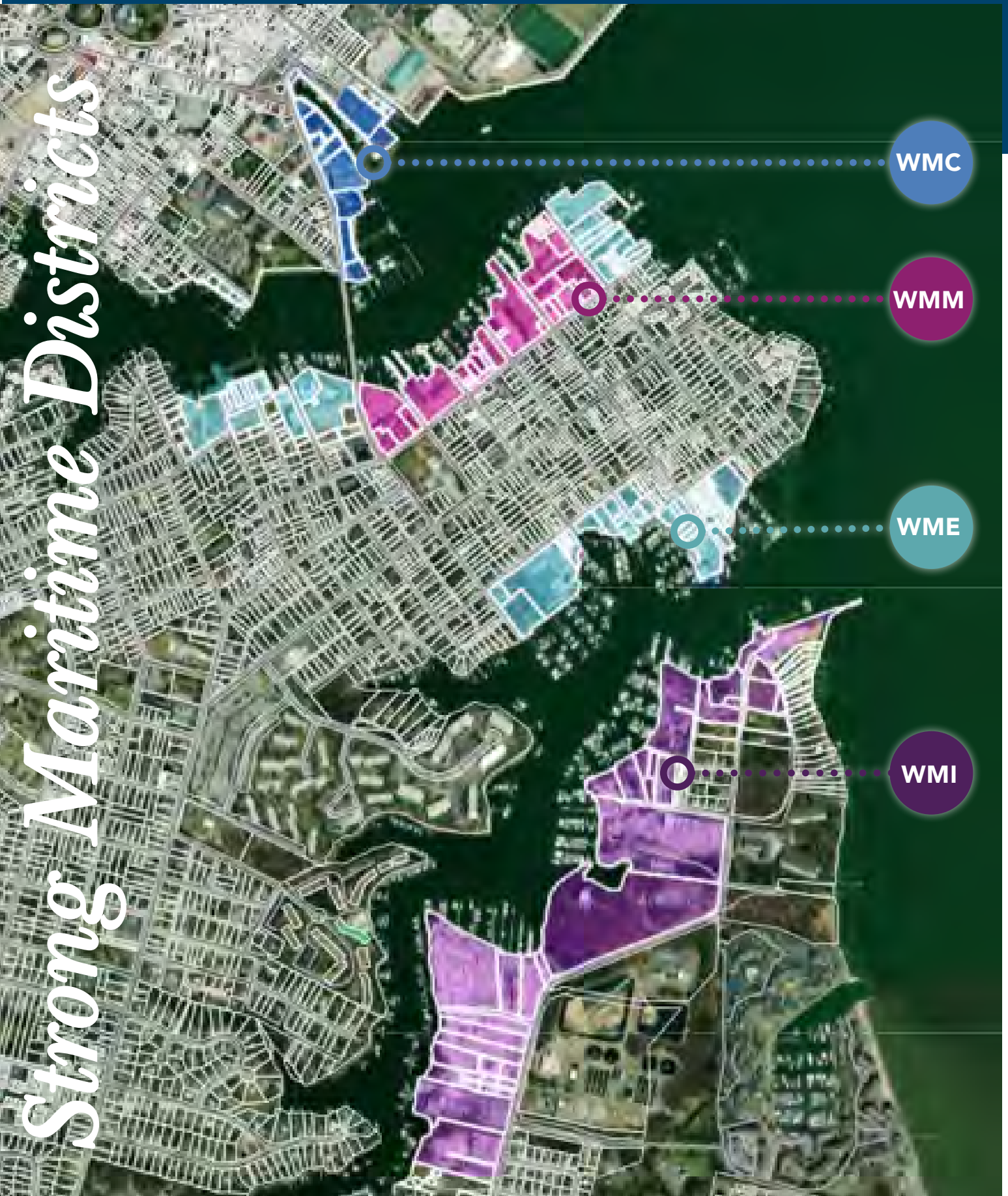
Waterfront Conservation District (WMC)

The Waterfront Conservation District was created for City Dock. Today, the only maritime uses on City Dock are two private clubs, a boat showroom, and Yacht Basin. The parking lot, as well as the Harbormaster and Burtis house were included in the WMC zoning. Adjacent retail retained its C2, Conservation Business zoning. The goal was to maintain public access to the water and promote maritime retail.

Waterfront Maritime Eastport District (WME)

The Waterfront Maritime Eastport District was created for the Back Creek side of Eastport, the properties between First Street and the Severn River, the AYC properties, and the Jabin, Sarles, and Petrini marinas—the latter two now the South Annapolis Yachting Center. Uniquely, properties sit in, rather than adjacent to, Eastport's residential neighborhoods and have smaller working maritime service and repair yards. This zone contained no carve outs for non-maritime uses other than an allowance for up to 2,000 square-foot restaurants subject to a special exception in conjunction with significant triggers.

Strong Maritime Districts



Waterfront Maritime Industrial District (WMI)

The Waterfront Maritime Industrial District was created for the properties along Back Creek off Edgewood Road and Bembe Road. This is Annapolis' largest concentration of working boatyards, contractors' shops and specialized boat repair and detailing. These working industrial sites are the largest in Annapolis ranging from 8 to 20 acres. The WMI District does not allow non-maritime uses other than small delis (1,000 sq. ft.) in marinas.

Waterfront Maritime Mixed District (WMM)

The Waterfront Maritime Mixed District was created for the Eastport properties on Spa Creek along Severn Avenue between Fifth and First streets. The WMM District, historically the most threatened, saw the most office and residential redevelopment and conversions. Some working maritime remained—222 Severn with on-land boat storage and Back Yard Boats, the rail haul-out at O'Leary's, and the boat lift and working yard at Yacht Haven—but many properties had redeveloped as professional offices containing soft maritime/maritime office uses or residential condominiums. Rather than create a new zone making these non-maritime uses nonconforming, the WMM zone recognized these uses and allowed them to continue as permitted—with two important caveats:

1. The amount of non-maritime professional office was capped at 30% of gross building area; and
2. In order to receive the 30% non-maritime professional office flexibility, a property needed to provide the essential working maritime activities referred to as "triggers". These triggers are discussed in detail in the Executive Summary.

Despite the transformation of the maritime industry over the last 34 years, the maritime zones adopted in 1987 have remained virtually intact and unchanged (with a couple of relatively small amendments). During this period, the industry in Annapolis thrived, due to the protections for maritime businesses. Studies over the years to evaluate the industry, and the 1998 and 2010 comprehensive plans recommended new analyses to determine if the

assumptions underlying the WM zones remained valid. In addition, the Annapolis Maritime Advisory Board (MAB) requested a comprehensive evaluation of the maritime zones to stave off any attempts for piecemeal amendments and to reflect the current state of the maritime industry.

No industry remains stagnant over thirty years and the maritime industry is no exception. Both the comprehensive plans and the MAB have been correct in requesting a re-evaluation of the maritime zones to address industry concerns and adjust to changing times and economic conditions.



Eastport Yacht Center on Back Creek in WME District



Marinas/Slips on Back Creek in WMII & WME Districts

Maritime Task Force

III. Purpose & Process

Purpose

The evaluation of the maritime districts is long overdue. To respond to the evolution and changes in the maritime industry over a 34-year period, the 2009 Comprehensive Plan's recommendation to review the maritime districts, coupled with the forthcoming update to the City's Comprehensive Plan, the Mayor and City Council established a Maritime Task Force via Resolution R-46-20. The timing for this Task Force coincides with a healthy economic cycle for the maritime industry, providing an opportunity for the Task Force to craft a viable future for both Annapolis' boating businesses and the maritime districts prior to the next economic downturn.

The Task Force has been charged with addressing the current challenges to the maritime districts while setting a clear path forward for a viable boating industry in Annapolis. The challenges include regional competition, recruitment of a shrinking number of maritime office tenants, significantly greater maintenance expenses, the lure of less expensive areas, and the need to maintain a critical mass of boating services to maintain Annapolis' maritime hub.

To meet these challenges, the Task Force was encouraged to follow in the successful path of the 1987 Maritime Task Force by building a consensus among the residents, maritime industry businesses, and property owners.

Deliberative Process

The Task Force is comprised of stakeholders representing residents, the industry, property owners, and public interest advocates:

Residents

Community representatives adjacent to the maritime districts including Wards One, Seven, Eight and Three as well as interested residents from throughout the City and Civic Association members.



Boatyard operations at Bert Jabin Yacht Yard



Maritime Industry

Maritime industry representatives from the Maryland Marine Trades Association, Maritime Advisory Board, working yards, fabrication and boat repair services, boat clubs, yacht designers, boat charters and national boating magazines.

Property Owners

Property owners from the WMM, WME, and the WMI districts.

Public Interest/Environmental

National Park Service, Maritime Museum, River Keeper, and Spa Creek Conservancy;

Ex Officio/Experts

Planning Commission, financial, land use, architecture, and economic development experts.

Maritime Advisory Board

The Maritime Task Force, in conjunction with the Planning staff, worked as a team for seven months, to understand the changes in the maritime industry that affect its future and ongoing success. With that basic knowledge, the Task Force’s goal has been to create an environment in which the maritime industry can continue to prosper as a Mid-Atlantic hub for boating services—including providing a sustainable approach for property owners to reinvest in and maintain their maritime properties and to ensure the openness of the sites and water access for the community.

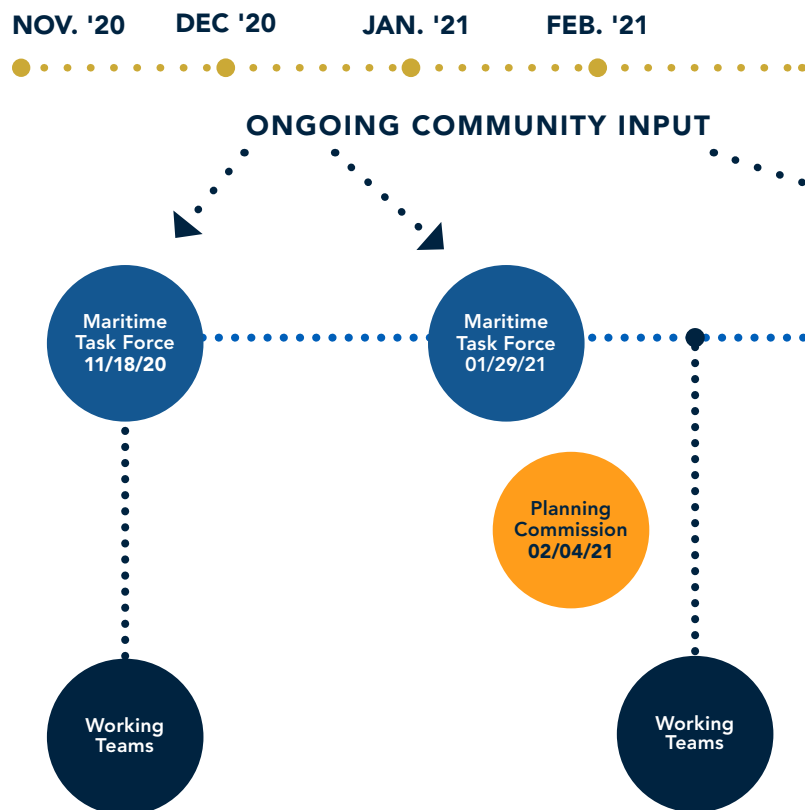
A survey of Annapolis’ maritime industry was conducted to understand their challenges, in addition to research undertaken by the Economic Development and Financial Teams. The Task Force met repeatedly for several months engaging all of the affected constituencies and debating the core issues facing the industry, property owners, and residents:

1. What contributing uses will help sustain the industry?
2. What type of programs and funding are needed to keep the existing businesses, recruit new businesses, and train a diverse workforce anticipating a more technological and environmentally advanced industry?

3. How can the Task Force craft sufficient flexibility to sustain the maintenance of the properties while supporting essential maritime hub activities and protecting the critical mass needed for the industry?
4. Most significant for the residential community, what strategy and tools should be developed to maintain the openness of the existing yards and increase public access to the water?
5. How does the Task Force ensure that these changes will be maintained and enforced in the future?

As the Task Force debated these issues, they heard from financial, economic development, and land use experts and incorporated hundreds of years of working knowledge from the boating industry, Marine Trades Association, Maritime Advisory Board, and the owners of the boatyards.

Community Outreach & Engagement Chart



The Task Force delved into these complex issues through numerous work sessions within their working teams as well as several sessions targeted to address specific topics including:

- Maritime Industry Needs
- Programs/Funding to Build Annapolis' Maritime Industry
- Waterfront and On-Water Access
- Contributing Uses for the Industry
- National Park Service Water Access Plan
- Hierarchy of Water Access Incentives
- Community Expectations

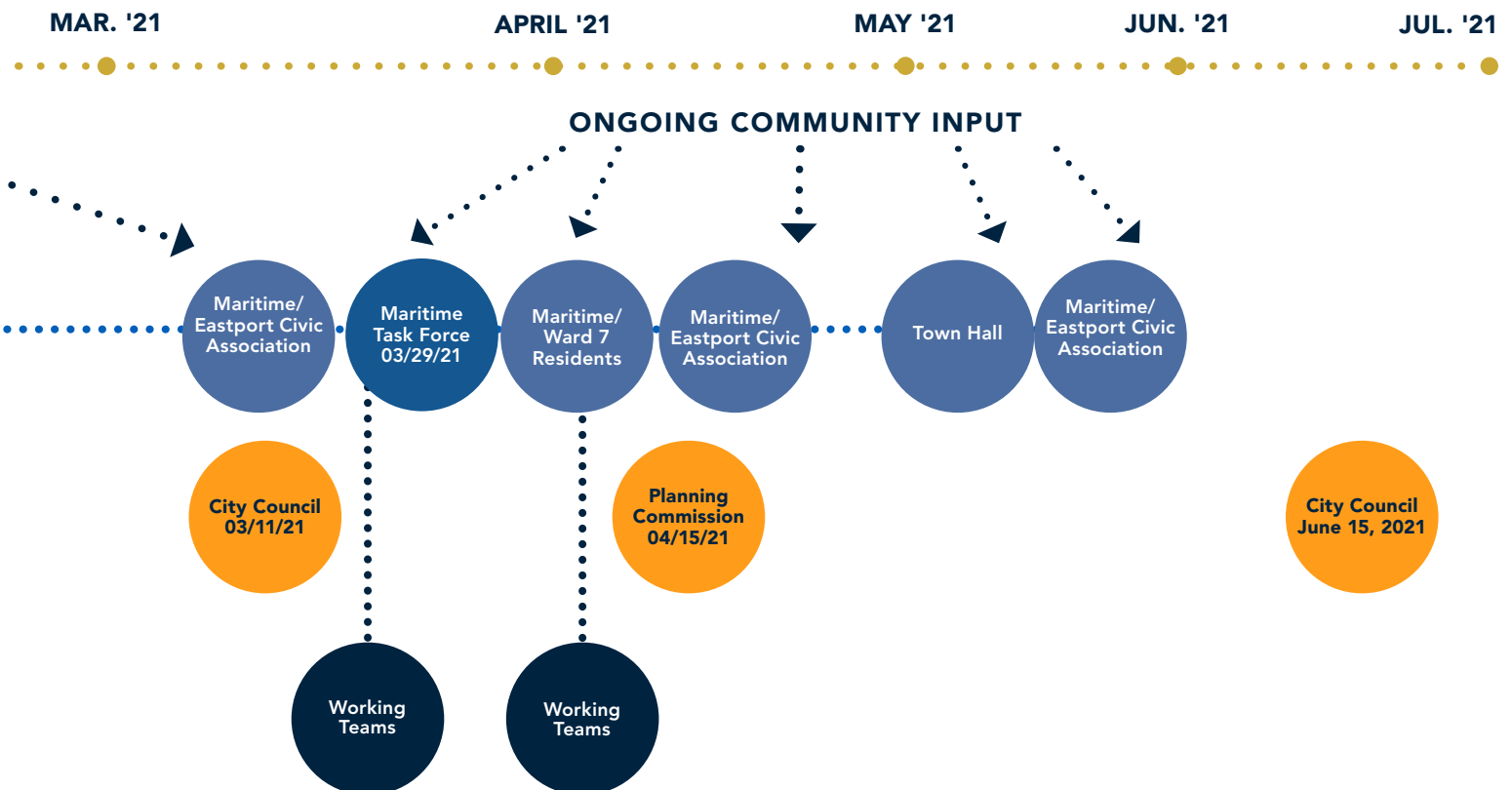
The recommendations from each of these sessions were brought back to both the Working Teams and to the Full Task force for debate and consideration. The full Task Force then reached agreement on each of the recommendations to be included in the Maritime Task Force's final Strategic Approach.

Community Outreach & Engagement

Ongoing engagement was undertaken by the Task Force throughout the process. The Task Force reached out to each of the stakeholder groups including the maritime businesses and tenants, property owners in WMM, WME and WMI, and to the residents in surrounding communities. As depicted in the chart below, the Maritime Task Force held work sessions with the Planning Commission and the City Council throughout the process and held numerous briefings with the Civic Associations.

A dedicated Task Force web page was created on the City's Comprehensive Plan website to update the community on the Task Force's progress and upcoming work sessions and to share recordings of the work sessions, Planning Commission and City Council meetings. The ideas and direction gathered from these work sessions were incorporated into the Task Force's strategic approach for the maritime districts.

- **Twenty-five maritime task force meetings and work sessions**
- **Twelve public work sessions**



Building a Coalition

After input from all concerned parties, the final Maritime Task Force Strategy is, in fact, a consensus document. Like any such document, the Strategy does not represent the entirety of what any group sought. Instead, it is a balanced approach that is based upon a conservation strategy that benefits all affected.

The Task Force chose to build upon the successful collaborative process used to create the 1987 Maritime Strategy and Maritime Zones, which has clearly met the test of time. They endeavored to create a coalition based upon that same history of community consensus to ensure the sustained success of the maritime industry in Annapolis. To achieve this, it was important that all stakeholders participating in the task force deliberations regarded one another's interest and shared in the responsibility for crafting a plan for a viable future for the maritime industry.

The Task Force members agreed early in the process that their recommendations would respect the

interests of each group of stakeholders to ensure that benefits would accrue to all and no actions could be perceived as harmful to any group. Given this commitment, the Task Force members engaged in robust discussions, agreeing to compromises that ensured a broad-based consensus would be reached.



The Maritime Task Force met faithfully during the pandemic via video conference.



IV. Challenges & Opportunities



Residents' Perspective

There is strong support from the residential community to maintain and sustain the maritime industry in Annapolis. Many residents in Eastport and along Edgewood Road benefit directly from their proximity to the water's edge. To some, the marinas, boatyards, and maritime services are essential to their enjoyment of Annapolis and the Chesapeake Bay. For others, the network of public street-end parks, public water access points, and commercial offerings extend the opportunity to access the water at a minimum expense. Most have agreed that the success of the maritime zoning has prevented the type of development (hotels and large-scale residential) that has walled off the water in other notable waterfront cities. It was apparent that the residents felt that the maritime industry and the varied maritime districts were, and are, an essential part of the fabric of our city.

Retaining the openness, access to the water and the character of the maritime districts is a top priority for residents from Ward One, Eastport, and Edgewood Road, as well as residents from throughout the City. The maritime industry has evolved since the inception of the districts in 1987, creating new challenges for their future. Residents expressed concern about the changing character of these districts: the potential for working yards and existing water access to be replaced by residential or commercial uses privatizing access to the waterfront. To maintain these land-intensive maritime activities, all agreed:

- A critical mass of working boatyard and maritime services must be retained in each of the districts;
- Significant triggers must be required in exchange for the availability of any non-maritime uses to protect the viability of the industry. Residents were clear they did not support extending these non-

maritime uses to any sites that do not maintain the essential triggers;

- Keep residential and hotel uses out of the maritime districts. Residents were united in not wanting the districts to be redeveloped with uses that increase the value of the land and drive out the maritime industry; and,
- 50% maximum non-maritime to be allowed in WMM. While most agreed that there was a need to provide some relief to the maritime property owners, there were concerns that too much flexibility could lead to a loss of the working maritime character that has long defined these areas.



Maritime culture continues to define life in Eastport



Carroll's Creek Cafe

Restaurants

Residents on the Task Force had varying perspectives depending on their location: Eastport residents, with their concentration of maritime zoned properties, expressed concerns about potential impacts on traffic and parking. Given the proximity of the residential properties to the maritime sites, most residents in Eastport also strongly opposed the expansion of the size of the 2,000-square-foot restaurants currently allowed in the WME district. Residents from Ward One concurred with this position.

Residents in proximity to Edgewood Road strongly endorsed allowing the maritime sites in WMI to have restaurants in conjunction with working yards or other significant triggers.

Water Access Incentives

Many residents currently enjoy an ease of access to the waterfront and want to see further improvements at existing public access points and an addition of

new water access amenities. Residents agreed that water access should be prioritized and incentivized to provide easily accessible waterfront promenades, a network of connecting activities at street end parks, new and enhanced street end parks, as well as on-water activities.

Supporting the Industry

The residents were united in their commitment to the long-term viability of the maritime industry. There was strong consensus for establishing a more proactive marketing strategy that would promote Annapolis' maritime industry while attracting new and innovative businesses to the districts. There was also agreement that an expansion and diversification of existing job training programs were critical to the health and growth of the maritime industry.

Measuring Success

To ensure that the Maritime Task Force's Strategic Approach is consistently implemented, the community recommended that the City establish an on-going process to measure and monitor these new zoning changes, incentives, and industry programs. The residents are determined to see Annapolis' maritime industry thrive under this new strategy.

Industry Perspective

The importance of the maritime industry in Annapolis cannot be overstated. The industry employs nearly 3,000 people and contributes \$2.4 MM in annual property tax revenue to the City's operating budget.



The working yards, the clanking halyards, the noise of 4x425HP V8 engines are as much a part of Annapolis as its historic district or the United States Naval Academy.

Boating is fun, whether it's to fish, ski, sail or just cruise around. It is no surprise that Maryland registers about 170,000 boats and the maritime industry has a \$3.5 billion dollar annual economic benefit to the State. (Note that 95% of the boats sold in the U.S. are made in the U.S. and 95% of U.S. boats are under 26 feet*.)

Annapolis has thrived because of our maritime roots—shipping tobacco in the 1700's; hosting steamboats and skipjacks from the 1800's through the 1900's; building WWII boats in Eastport in the 1940's; and today America's Sailing Capital hosts major national and international sailing events. The history of Annapolis could not be told without our maritime heritage. Today, Annapolis' waterways are draws for tourists, new businesses and longtime residents—adding to the City's high-quality of life.

As a result of this long history and the City's encouragement of the industry through the zoning changes of 1987, Annapolis has become a maritime business cluster—a hub and a one-stop-shop for boaters. Annapolis is known up and down the East Coast as a destination to homeport your boat, or to get your boat repaired, maintained, or outfitted. The Annapolis maritime business hub includes custom boat builders, new boat dealers, yacht brokerages, naval architects, dock builders, engine mechanics, and chandleries. Riggers, sail makers, yacht carpenters, cabinet makers, fiberglass fabricators, marine welders, painters, finishers, and navigation instrument technicians all do business in Annapolis.

While Annapolis has successfully encouraged and supported this maritime business hub, there are threats to the continued viability of the industry in the City. Neighboring jurisdictions—particularly on the Eastern Shore—are working diligently to lure away Annapolis-based maritime businesses with attractive lease incentives. Annapolis, with its relatively higher rents, is fertile territory for these communities to develop their own maritime clusters. Even foreign jurisdictions are recruiting internationally recognized Annapolis maritime businesses by offering attractive relocation packages. This competition has increased the number of vacancies within the maritime districts and eventually threatens the Annapolis maritime cluster.

The recreational boating industry, like most of the trades, is challenged by a shortage of workers. A recent McKinsey article states, "almost 40% of American employers say they cannot find people with the skills they need, even for entry level jobs." The upshot of not enough workers is a loss of boaters. Boaters want timely repairs to their boats. If Annapolis can't staff enough repair shops for timely turnarounds, boaters will go elsewhere. To provide these essential skilled workers, we need to encourage and celebrate the talents of young people who choose to turn a wrench through programs like Marine Trades Workforce Development.

The impacts of continuously changing technologies, environmental requirements on boat building and repair facilities, as well as the complex permitting process for business expansion are also challenges to the maritime industry.

**Source : National Marine Manufacturer Association NMMA.*



Annapolis Powerboat Show 2019

Property Owner Perspective

Maritime properties are both the main stage and the behind-the-scenes elements of Annapolis’ maritime industry. Working boatyards, marinas, fuel docks, and boat storage are the visible embodiments of the industry while activities in maritime buildings provide support to these critical land-intensive uses. In most respects the viability of maritime properties is tied to the overall health of the industry—what’s mostly good for the tenants is mostly good for the landlords. The only divergence of interests between the two is the rent structure. Maritime tenants are generally not able to pay top rents compared to non-maritime interests, yet property owners face the same maintenance and other costs associated with commercial properties.



222 Severn Avenue in the WMM District

The Challenge

In the current market, property owners have a dearth of potential soft maritime office tenants, and those tenants cannot afford rent high enough for the landlords to reinvest in their properties. Many maritime buildings need modernization to bring them up to code. With a lack of maintenance funds, buildings sit vacant and deteriorating, reducing the available space for maritime tenants. Some property owners have tapped into the current recreational boating boom to make ends meet but may not survive the next downturn.

Multiple factors faced by property owners include property maintenance, increased business costs, the regulatory environment, and general industry trends.

Regulatory Environment

Regulatory requirements have increased significantly: OSHA, Coast Guard, and environmental requirements have raised costs and narrowed profit margins in what are often seasonal, small businesses that cycle up and down with the economy

Property Maintenance & Construction

Since the introduction of the maritime zones in 1987, property maintenance has become more expensive. Property tax rates have increased 11.6% in the last two decades. Construction costs have doubled since 1998. Building codes now require ADA accessibility, stricter fire/safety measures, all of which increases building and renovation costs.

Office buildings are expensive to build, maintain, reconfigure and make code compliant. Older buildings, critical to Annapolis’ character and history, are often more expensive to upgrade than to tear down and build new.

Office buildings require the most ongoing maintenance, therefore, incur the most expenses. Flex buildings—warehouse buildings with large open spaces, sometimes with unheated or uncooled areas, are generally less expensive to build and maintain. Open yard space, the least expensive to maintain, still requires fencing, gravel, safety lighting, ADA parking, and environmental protections.

Waterfront properties need to maintain bulkheads, manage stormwater, and provide parking and water access for building tenants and slip holders. Rental slips provide revenue, but also require staff, maintenance, and need to be replaced about every 40 years.

Current borrowing costs for maritime property purchase or renovation are more expensive than in the past. Due to use restrictions, seasonality, and

1. Rising Construction Costs (2020 January/February) Design Cost Data 9-12. OSHA, Coast Guard and environmental requirements have raised costs and narrowed profit margins in what are often seasonal, small businesses that cycle up and down with the economy.

2. These ranges are for permanent (not construction or adjustable), non-recourse loans i.e. using the property as sole collateral and not requiring a personal guaranty. Lenders of other types of loans also deem maritime riskier, but the differential in rates, loan-to-value and other metrics may be different.

availability of maritime tenants, lenders consider maritime properties riskier than general commercial properties. Some lenders are unwilling to lend to maritime zoned properties because of the fear of default. With fewer available lenders, maritime property owners have less negotiating power resulting in interest rates .15% to .25% higher than average. Institutions that do lend to maritime property owners factor in the added risk and limit loans to approximately 60% of a property's value rather than the 70-75% more typical of commercial properties without similar restrictions .

The higher rents paid by non-maritime tenants generally subsidize the maritime tenants' rent and building maintenance costs and maintain the viability and sustainability of the maritime industry.

Vicious Cycle of Rents

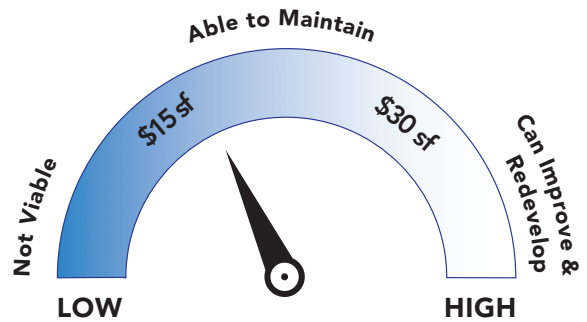
There are a limited number of maritime businesses in the City of Annapolis (242 when last surveyed in 2013). Due to the limited soft maritime uses that require large office space, demand for space is low, and one or two



Annapolis Harbor Boatyard at Yacht Haven in the WMM District

3. Market Economics (2013). City of Annapolis Maritime Industry Economic Survey – November 2013, p9, <https://www.annapolis.gov/1736/Maritime-Task-Force>

Viability at Various Rental Rates Office Buildings in Annapolis



When Rents Are Low
 Can't afford to maintain
 Tenants depart & rents drop
 Stays vacant because not maintained
 Falls into disrepair
 Drags down neighborhood
 Erodes tax base

When Rents Are High
 Can bring up to code when tenant leaves
 Can convert buildings to current needs
 Attracts investment from tenants
 Reinvigorates neighborhood
 Increase tax base

losses of a large tenant creates a significant amount of vacant maritime space. The less desirable maritime properties then face lower rents, fewer interested maritime tenants, and are both more likely to go vacant for 12+ months.

Vacant Buildings

Problems occur when a building or portion of a building remains vacant for over one year. City law requires that spaces that remain vacant for over 12 months be brought up to code before they can be reoccupied. While each circumstance is different, typical renovation requires rents of \$35+ per square-foot to justify the investment and risk; a rental rate well beyond rents paid by maritime tenants.

Property taxes are based on a property's value which are based on income and expense. No income means the property's valuation goes down and the City receives less in property taxes. Vacant properties also negatively impact their neighborhood.

4. Market Economics (2013). City of Annapolis Maritime Industry Economic Survey – November 2013, p4, <https://www.annapolis.gov/FormCenter/Boards-and-Commissions-Comments-15/Maritime-Task-Force-Comments-Web-Form-96>

Maritime Tenants

Since the introduction of the maritime zones, the maritime industry in Annapolis has evolved to primarily serve the recreational boating sector. Today's sophisticated boats require well-educated or trained support staff which can be hard to attract, train and retain when the jobs are largely seasonal. While the surge in recreational boating during the pandemic provided an unexpected and welcome boost to much of Annapolis' maritime industry, recreational boating will continue to experience economic ups and downs in the future.

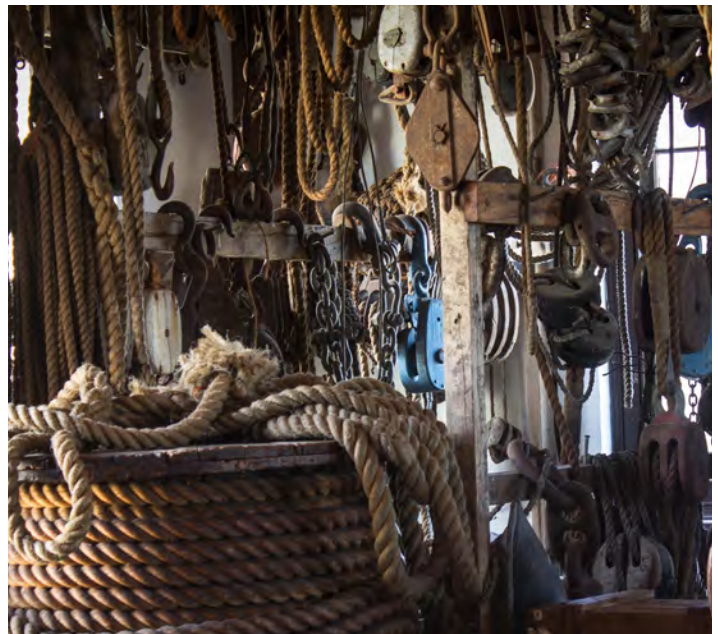
The recreational boating industry falls broadly into the following categories:

Hard Maritime

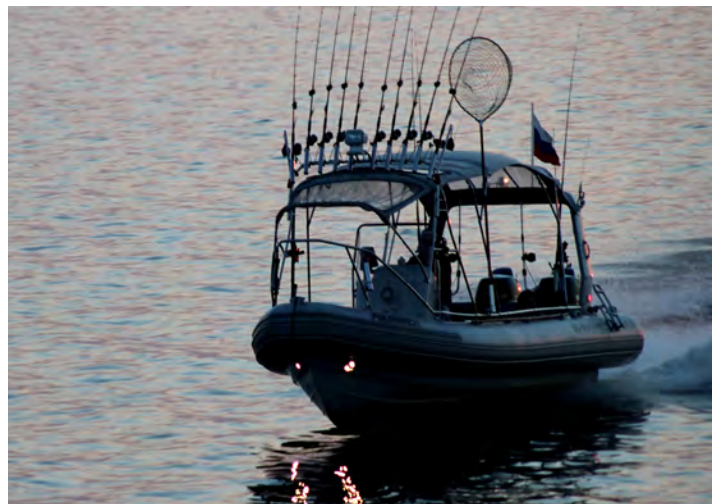
Manufacturing, boat repair and maintenance, repair of sails, creation of canvas, rigging, engine work, detailing and shrink wrapping, and similar is known as hard maritime. These businesses typically prefer to cluster together where they have outdoor space to work and sometimes indoor flex space and some limited office space. They benefit from locating in a working boatyard with easy access to customers' boats and find wider, less congested road access very helpful. They avoid residential areas which have sound, smell, and working hours restrictions as well as vehicular traffic/delivery rules, and require maintaining tidy work yards. Most hard maritime businesses in Annapolis are located in working boatyards (WMI, WME, and a few in WMM) with a few settled outside the zones in buildings that suit their needs (e.g. The Cover Loft, Maritime Plastics & Fabrication, Belkov Yacht Carpentry, Chesapeake Light Craft). They can usually afford rents of \$12 - \$18 per square-foot per year.

Soft Maritime

Yacht designers, lenders, insurance agents, publications, admiralty attorneys, maritime research organizations and nonprofits are known as soft maritime. These businesses typically need office space. They often prefer to locate in waterfront properties for the client base, and are part of the maritime hub; however they do not require water access. They can usually afford rents of \$20-\$25 per square-foot per year.



Annapolis' status as a regional maritime hub relies on a diversity of tenants including sail makers, chandleries, and tour operators



Maritime retailers

Maritime retailers include chandleries, boat apparel and gear shops, small boat sales and similar. These businesses need storefronts, flex space for inventory, easy road access for deliveries, parking for customers, and foot traffic. Small boat dealers benefit from water access to demonstrate and sometimes rent their inventory. There are other maritime retailers outside of the zones despite their maritime wares (e.g. West Marine, Helly Hansen, and Bacon Sails and Marine Supply). Maritime retail can usually afford rents of \$16 - \$20 per square-foot. Some national retailers will pay much more for a small storefront than for a distribution warehouse.

Marinas/Water-Dependent Uses

Marinas, boat brokers and dealers, yacht clubs, boating schools, maritime museums and tour boat operators require a variety of needs—a combination of those of hard, soft, and retail maritime industries—and are rarely able to pay more than \$25 per square-foot in rent.

The viability of the maritime industry in Annapolis relies on maintaining the land-intensive yards in order to remain a one-stop shop to address the needs of boaters. This requires all of these maritime businesses to reside in, and succeed within, the maritime districts.



Pirates Adventures of the Chesapeake is a unique tour operator based in the WMM District

Access to water is key for many businesses that locate in the maritime districts



Sustaining Essential Maritime Hub Activities

Essential Land-intensive Activities: Larger Working Yards

These are properties with ample outdoor yard space, simple flex and shop buildings and are buffered from residential neighbors. Tenants are typically hard maritime users with rents in the \$12 - \$20 per square-foot range. Slip rents help underwrite the cost of piers, bulkheads, and marina facilities, and provide a customer base for the hard maritime tenants. Some soft maritime tenants elect to co-locate at boatyards for ease of access to slips, warranty work on new boats, hauling for surveys, and boating ambiance.

Along with maritime businesses serving recreational boating, working boatyards are currently experiencing strong demand. However, recreational maritime is cyclical and it is critical that boatyards remain viable through the inevitable economic downturns. These properties—mostly in WMI but some in WME and WMM—would benefit from having restaurants to remain competitive with marinas and working yards outside the city limits by offering a more complete boating experience for customers through waterfront dining and easy provisioning.

Larger Mixed Maritime Sites

Several of these properties were afforded some flexibility in the 1987 legislation which included the provision of restaurants, triggers to allow 25% - 30% non-maritime professional office and retail. These properties have been able to use higher rents for non-maritime users and a larger potential tenant base among these users to help underwrite the maintenance and renovation of buildings.

Despite their current non-maritime flexibility, some of these properties have vacant office space because rental rates of \$35+ per square-foot are necessary to maintain the property. Non-maritime tenants expect to pay those rates but they are beyond most soft maritime budgets. Without additional non-maritime allowances, these spaces will remain vacant and unavailable to a larger mix of potential tenants including maritime uses.

Boat lifts and boat storage at Bert Jabin Yach Yard in the WMI District



Targeted Actions Required to Sustain Essential Maritime Uses

The health of Annapolis' maritime industry is dependent upon the continued viability of its maritime hub in conjunction with the working boatyards. The Task Force unanimously concurred that flexibility should only be targeted to support those services essential to the boating industry.

The Task Force recommendations allow for the following actions to be taken to assist those properties:

Allow Additional Percentage of Non-Maritime Tenants

In trying to craft a careful balance between creating non-maritime space and maintaining the essential nature of the maritime districts, the Task Force settled on allowing an additional 15% of non-maritime use in exchange for a property keeping essential maritime uses as discussed elsewhere in this Strategy.

An additional 15% non-maritime will allow property owners to:

- Lease additional non-maritime space for higher rents to subsidize maritime tenants;
- Better weather economic downturns by virtue of having a more diverse tenant base;
- Borrow more from lenders at slightly better interest rates so they can re-invest in the piers that provide slip space that generate customers for the maritime industry;
- Maintain the viability of the property rather than having it sitting vacant;
- Re-invest in old buildings to bring them up to code and make them safe, functional and appealing so that the maritime industry has a diversity of locations from which to do business;
- It is important to note that this increase in non-maritime occupancy in maritime properties with the triggers discussed elsewhere will not alter the character of the maritime properties in any substantial way.

Actively Recruit Blue Tech into the Maritime Zones

Recreational boating is not a strong growth industry. Blue Tech is, however, a growth area within the maritime industry and one that, like soft maritime, needs office space.

With its emphasis on developing innovative technologies for sustainable water-based industries, Blue Tech businesses are likely to afford higher rents and desire water views and access, to attract talented staff. Growth in this aspect of the maritime industry could both help underwrite hard- and lower-paying maritime, bring jobs, and sustain Annapolis' maritime industry into the future.

1. Blue Tech is the advanced technology sector of the maritime industry, which drives innovation across emerging markets of the blue economy. It encompasses a wide spectrum of industries, from marine-based biomedicine and ocean-based sensor technology, to clean power of marine vessels and marine clean technology

<https://www.uschamber.com/co/good-company/growth-studio/san-diego-blue-tech-incubator#:~:text=Blue%20tech%20is%20the%20advanced,vessels%20and%20marine%20clean%20technology>



Maritime Task Force V. Water Access


Public Access to Annapolis' Creeks

In assessing the long-term sustainability of the maritime districts, the Task Force found clear consensus that improved public water access must be a critical component of the future districts. Indeed, the Task Force's work coincides with a growing awareness of water access inequities across the City and throughout Anne Arundel County. The issue has become a high-profile focus of the City's comprehensive planning process, and the City is currently advancing numerous projects to address gaps in access including:

- A community open space, paddle launch and living shoreline at Hawkins Cove;
- A protected and formalized boat launch at Wells Cove;
- A major renovation of College Creek Park recently renamed Robert Eades Park;
- A campaign to preserve the last remnant of Carr's Beach as a public beach;
- The development of the Chesapeake Region Accessible Boating (CRAB) facility on Back Creek.

The unprecedented level of investment in the Annapolis City Dock redesign to create a "Gateway to the Bay" also highlights a focus on water access not seen in the City's history.

Amidst these many ongoing initiatives, the Task Force recognized that the maritime districts have an important role to play in further expanding public access given their unique urban waterfront context and proximity to residential areas, and limited formalized access that currently exists within the districts. The Task Force saw numerous latent opportunities for improved access within the districts that, if capitalized, could not only enhance and expand the waterfront experience for residents



and visitors alike, but also enhance the value of the adjacent waterfront properties and attract new maritime businesses, thereby creating a dynamic synergy.

The Community's Expectations

Unlike the other foundational concerns of the Task Force, the issue of public water access was decidedly shaped by the resident perspective, as it had the most potential to offer tangible public benefit. The Task Force included a Water Access Working Group that included a diversity of resident perspectives including residents who live adjacent to the maritime districts, residents who live elsewhere in the City away from the maritime districts, and residents who also operate businesses within the districts. All agreed that the Annapolis experience, culture, and identity—what draws people to live in and visit the City—is deeply impacted by the existence of thriving maritime districts because they are so inextricably connected to Annapolis' most important resource, its water. There was also wide agreement that thriving maritime districts should be accessible for people enjoying the waterfront for recreation and leisure, a large percentage of which are, and should continue to be, residents.

Types of Water Access

The Water Access Working Group took stock of where and how public access currently exists. The analysis acknowledged that public water access comes in many forms which offer differing benefits. For example, for water access to be truly public, it must



be unconditional, meaning there are no requirements such as fees to use the waterfront.

Unconditional Access

Unconditional access currently exists at the City Dock within the WMC district, twelve small street-end parks within the WME and WMM districts (a more detailed inventory of street-end parks is provided in the appendix), and at Ellen Moyer Nature Park within the WMI district.

Conditional Access

Waterfront restaurants in the WMC and WMM provide conditional public access to their patrons from both the land and the water. Water taxis, boat tours, and paddle rentals provide conditional access from the land and water sides as well though in many cases are more oriented to the water.

The Task Force noted a lack of investment in many of the street-end park facilities, while recognizing that maintenance is a regular concern and the parks are currently designed to require very low maintenance. The Task Force further noted that certain maritime activities, such as heavy boatyard work, is generally incompatible with public access which creates a conflict when new access is proposed. Property owners on the Task Force generally voiced concerns about added liability when providing public water access. However, State of Maryland law provides a Recreational Use statute designed to protect property owners from liability when making their property accessible for connecting trails and promenades and the statute has been widely applied elsewhere.

Opportunities for Water Access

By reviewing existing public water access, several opportunities for new or improved access were identified by leveraging existing public and private assets. Principal among these assets is the National Park Service (NPS) in Annapolis and its ongoing investment in the City as the future hub for its reimagined Chesapeake Gateways program. Many of NPS's goals align with the desire for improved public water access, and it was the maritime culture exemplified by the districts that helped lead NPS to invest in Annapolis. Task Force member Wendy O'Sullivan, Superintendent for the Chesapeake Bay Office of the National Park Service, expressed a desire to advance an ambitious plan for more equitable public access both in the maritime districts and across the City. The plan would build on NPS' current investment in the reimagined City Dock and Master Interpretive Plan and explore opportunities to activate other sites. It became clear that the inventory of existing water access points conducted as part of the Task Force (included in the appendix to this document) could be expanded citywide and combined with additional details such as water access standards, guidelines, program opportunities, and alternative mobility options.

To kickstart this process, the Task Force developed a framework for understanding water access goals within the maritime districts. The Water Access Working Group identified a hierarchy of desired public access, broadly supported by the Task force, which was defined by the following two tiers.

Primary Tier Water Access Improvements

These amenities were dubbed “game changers” by the working group based on their anticipated ability to deliver unrivaled access enhancements to the City.

Major Investments into Street-end Parks

Local residents get to the water most often through a street-end park which contributes to the character of the community. While there are many of these parks already in existence, there could be even more. Most of the existing parks are very low maintenance with minimal site furnishings and in some cases no identifying signage. Investment was deemed necessary and the Task Force found that \$125,000 was the minimum investment that would sufficiently impact the use of a street-end park.

Fully Accessible Community Boating Center

A purpose-built paddle launch facility with showers, dedicated parking, and floating docks was highly desired. The facility could be operated as a non-profit or profit-oriented enterprise but in either scenario would offer programs to make paddling more accessible to more people.

Substantial Subsidized Parking

Limited parking in and around the maritime districts has long been identified as a major constraint to water access and commercial activity by both residents and visitors. Opportunities exist within the WMM district to dedicate as many as 100 parking spaces to district visitors and thereby spurring increased access.

Secondary Tier Water Access Improvements

These amenities were deemed important access enhancements although potentially easier and less costly to implement than the Primary Tier Access Improvements.

Public Promenades

The hallmark of world class waterfront cities, linked waterfront promenades, can vary widely in character— as simple as a marked trail along an existing bulkhead, or an engineered boardwalk over the water. Promenades are one of the most effective ways of connecting people to the water no matter what form they take. Aside from its City Dock area, Annapolis lacks promenades and the privatized nature of the area has long inhibited the development of these shared walkways.

Affordable Paddling Improvements

Many of the City’s existing street-end parks are primed for basic improvements such as floating docks and boat racks that could improve paddle access with minimal investment.

Dedicated Slip Space for Tour Operators

A variety of smaller tour operators currently operate in Annapolis including pirate adventures, sail cruises, and fishing tours—all of which expand opportunities for engagement with the water. Preserving and expanding affordable slip space for these operators was deemed a valuable asset to water access.

Dedicated Slip Space for City Fire Boat and Water Taxi Landing



Incentives for Water Access

To actualize the water access improvements, the Task Force focused on policy ideas that would encourage property owners to invest in the desired amenities or become the basis of public private investment. Offering additional incentives for flexibility on non-maritime development, beyond the basic triggers outlined earlier in this strategy, was widely seen as the most likely avenue for property owners to partner on new public water access projects. In other words, in exchange for supporting a Primary Tier Access Improvement such as the investment in a street-end park, a property owner would be granted additional percentage of leasable space for non-maritime use.

The Task Force had already found consensus on the basic maritime district triggers granting 15% additional non-maritime use to the WMM, WME, and WMI districts, which would bring the WMM district to a total of 45% non-maritime use and the WME and WMI districts to a total of 15% non-maritime flexibility. Granting additional incentives for water access improvements beyond 5% would bring the WMM district over 50% non-maritime use. For some Task Force members, allowing more than 50% non-maritime use within maritime districts would defeat the intent of preserving the districts. Other Task Force members felt that the provision of 5% non-maritime use would be insufficient to elicit the desired water access investments by property owners, and that the incentive would need to be 10% to spark any improvements.

Ultimately, after much debate, the Task Force concluded that new zoning legislation should start with a maximum of 5% incentive for water access investments across all of the maritime districts. The tiered hierarchy of access improvements would be the basis of this policy where the 5% incentive might be met by investing in one, Primary Tier Water Access Improvement or two, Secondary Tier Water Access Improvements.

In order to measure its success over time, the Task Force determined that this policy for expanding water access would be evaluated within five years to assess whether it had yielded sufficient additional access investments.

Finding consensus on the framework that both clarifies the types of access amenities most needed in the City, and prioritizes the amenities that could be most readily addressed by leveraging the private and public assets of the maritime districts was an important step. The recommendation also acknowledges that the maritime districts are well suited to help address the issue of equitable water access and could be much more proactive in leveraging the economic and cultural value.



A promenade connects visitors to businesses, cultural destinations and an active port



Access to fishing at the Annapolis Maritime Museum

VI. Creating a Vibrant Future

Critical Mass

An Essential Component

There is an overwhelming desire to preserve the maritime industry and character of Annapolis. For Annapolis, the maritime industry provides jobs, enhances lifestyle, creates ambiance, contributes to the property tax base, and has a positive impact on home values.

A report from the Department of Commerce's Bureau of Economic Activity in 2019 (BEA) reaffirmed that outdoor recreation activities are a significant driver of economic activity in the country, making up 2.2% (\$247.2 billion) of the U.S. Gross Domestic Product (GDP). When looking at conventional outdoor recreation activities, boating/fishing was the largest conventional activity for the nation as a whole at \$20.9 billion in current dollar value added, surpassing RVing, motorcycling, hunting, and snow activities. Dollar value includes all economic contributions by marinas, boat dealers, repair shops, in-state boat manufacturers and additional impacts.

A critical mass of maritime activities has been the key to the success of the maritime industry in Annapolis. The City's one-stop-shop status is facing significant challenges and therefore the City must rethink its approach to supporting the maritime industry by maintaining the critical mass of essential uses within the maritime districts. Critical mass is defined as: the size a company, industry or sector needs to reach to participate in the market efficiently and competitively.

Mid-Atlantic Hub

There is no question that Annapolis is highly competitive within both Maryland and the larger region, and considered by boaters as a destination for repair, maintenance, and storage of vessels—all essential core services. However, there has been some erosion of boat and boat-related manufacturing along with the accompanying sales and services (soft

maritime). Fortunately, the current zoning has ensured the continued cluster of maritime businesses. The most important opportunity and need at present is for the City to retain and recruit additional services to continue to offer a Mid-Atlantic Hub by providing a full array of services for all recreational boating.

Sustaining and growing this mix of businesses is what the Task Force seeks to continue. In addition to manufacturing, it is critical to grow other maritime businesses locally and recruit new businesses from other areas.

Land-Intensive Uses

The maritime industry hub is based upon land-intensive use including working boatyards, boat hauling, repairing and painting boats, and on-land boat storage. The industry cannot maintain a critical mass of maritime uses without the land-intensive sites upon which these activities prosper. The 1987 Maritime Strategy recognized the importance of prioritizing these uses to avoid new office buildings replacing working boatyards as had happened in the early 1980's. The 1987 Maritime Zoning specifically based the calculation for the 30% flexibility for non-maritime uses in the WMM district on buildings that existed as of the ordinance adoption date.

The Maritime Task Force reinforced this protection for those land-intensive activities by continuing to prioritize these uses and discouraging new office structures in their place. Consistent with the current maritime zoning, any additional non-maritime flexibility will be calculated based on buildings that existed as of the ordinance adoption date.

Win/Win for the Industry: Triggers

Through the efforts of this Task Force, the industry agreed with both residents and property owners who were on the Task Force that certain activities or "triggers"—a working yard of 20,000 sq. ft. with



The 30-ton travel lift continues to be an important trigger for the maritime service industry

a 30-ton boat lift, on-land boat storage of at least 25,000 sq. ft., and/or a fuel dock—are essential for the maritime zones to continue to function as a sustainable hub of working maritime services. After extensive debate, the Task Force concurred that these particular triggers are significant and contribute directly to the success of working boatyards and boat services. The Task Force determined that some flexibility should be offered to sites with these triggers to ensure that these essential services will continue to be maintained by the property owners.

The industry task force members were clear that any flexibility should be balanced against the incursion of excessive non-maritime uses which could impede the functioning and operation of these working sites. They determined that the maximum amount of non-maritime flexibility to be offered should be an additional 15% square-footage of the existing buildings—this would constitute a relatively minor amount of square-footage on most maritime sites.

The industry concluded that 15% in conjunction with a designated trigger was appropriate and should be applied to WMM, WME, and WMI districts to protect the future of these districts. The Task Force concurred that the additional 15% non-maritime would afford some future compensation to off-set the continued increase in costs.

Uses Contributing to the Working Industry

The industry task force members strongly encouraged the addition of restaurants in the WMI District. Currently, restaurants are allowed at marinas and boatyards throughout Anne Arundel County but not in Annapolis' WMI district and only with limited 2,000 square-foot facilities in WME. The current restrictions create a competitive disadvantage for Annapolis' marinas/boatyards as customers choose boatyards and marinas with these dining amenities.

The industry endorsed the compromise position of the Task Force to recommend restaurants in the WMI District, given their expansive sites, while not increasing the size of restaurants in WME based on their proximity to residential properties and the opposition of the residents represented on the Task Force.



Annapolis Maritime Industry Fund

The Task Force unanimously recommended that the City create an un-codified maritime fund, Annapolis Maritime Industry Fund (AMIF), earmarked for recruitment, moving assistance/expansion, or business retention. These programs and activities will be funded by the taxes and a fee associated with the new 15% non-maritime discussed previously, as well as through assistance from grant sources such as the National Park Service and other potential outside funding opportunities. The AMIF and its programs will be managed by the City's Economic Development Manager.

Expanding Annapolis' Maritime Base

Through the AMIF and its associated programs, the City can grow and enhance Annapolis' existing maritime business hub with an immediate focus on the following:

Promotion

Promoting Annapolis as the Mid-Atlantic center for maritime services through promotion at maritime events such as boat shows, expos etc. where maritime-related businesses are featured. In addition to promoting Annapolis as a maritime hub, co-op opportunities with owners and businesses as representatives should be developed for these events in conjunction with the City;

Maritime Council

Ownership of these programs and consensus as to priorities among the industry can be built by developing a maritime council and/or expanding upon the current Maritime Advisory Board;

Inventory

Creating an inventory of businesses and identifying the missing pieces needed to complete the maritime business cluster will be the first task. With this inventory in place, an aggressive strategy must be developed for actively targeting the businesses that would complete the cluster; and,

Financial Incentives

Relocation assistance from the City is the type of incentive that may be necessary to help bring maritime businesses to Annapolis from outside of the state.

Although Annapolis is not large enough to absorb large corporate relocations, there may be opportunities for the City to assist smaller maritime businesses once the City has identified the need for the targeted business to complete the cluster. Financial incentives can help sweeten the deal and facilitate a relocation or expansion, as can assistance to acquire preferable lending rates for local maritime businesses. Given the City's objective to locate maritime businesses within the maritime zones, we need to ensure that the net terms being offered for rent/lease are market competitive as well.

Combining these efforts will send a clear message to existing and prospective businesses that Annapolis is committed its maritime industry.

Workforce Training

The maritime industry presents job opportunities for all City residents. All Wards of the City can and should take advantage of the opportunity that exists through the Marine Trades Industry Partnership (MTIP) for Workforce Development (a partnership founded under a grant from the Maryland Department of Labor by the Marine Trades Association of Maryland). The MTIP



WME, Back Creek, Annapolis Maryland

offers a career pathway to take unskilled workers and provide them with the skills they need to become part of the maritime industry.

The industry business owners who are partners in the program are aware of the fact that there aren't enough skilled workers available. They further understand that to grow the workforce they must take part in training new workers. Employers in the program are willing to invest in training individuals through the MTIP program and companion classroom time. The training meets the business owner's specifications as well as contributing to growing the workforce for the industry in Maryland. The program also has opportunities for older workers to re-tool and join the maritime industry. To complement the on-the-job training practicums, the program is working to register a two-year apprenticeship for marine technicians and should have companion classes at AACC by January of 2022.

Recruitment: Successful Incubator Space

Incubators, accelerators, and co-working spaces can all be invaluable for fostering new ideas, mentoring, and launching new businesses. Annapolis must be viewed as a place where new exciting maritime opportunities are happening. Attracting new people and new ideas to the City is important to our mission of growing and supporting the City's maritime industry.

Successful incubator space can appeal to a variety of maritime business by combining several components including: Available space, public and private financial support, water access, community support, partnerships (USNA would be ideal), access to venture capital or business financing, and top-notch entrepreneurship programming.

Launching a Blue Tech (or Maritime Tech) incubator may be a way for Annapolis to leverage our assets and engage this growth sector. Blue Tech businesses

are forming to clean up the oceans of plastic waste, produce offshore sustainable seafood farms and to automate seaborne vehicles among other innovations for the future. With our relationship to the United States Naval Academy, the City is well positioned to play a leading role in charting the future of the maritime industry in this new direction.

Streamlining the Permitting Process

Coordination between the various permitting departments/entities is necessary to complete a maritime project. In many cases a change to a maritime property involves the Army Corp of Engineers, the Department of Planning and Zoning, Department of Public Works and Stage regulatory agencies. Explicit support for the maritime industry in navigating the permitting process to dovetail with the times of year when these businesses cannot afford an interruption of their business would be a huge assistance to the industry. Annapolis should have processes in place to expedite in-kind replacements so there is no interruption in business.

Additionally, there are some longstanding nuances within the current boatyard permitting requirements that could be easily addressed. For example, temporary structures are commonly erected to keep boat work out of the weather, especially during the winter months. These soft structures that shroud the boat area from the deck rail to the ground, or shrink-wrap the full boat to allow the work to happen inside should continue to not trigger permits. However, for the temporary structures where a wooden frame is built to hold plastic covering, it is suggested that once the first permit has been issued subsequent permits be issued in kind, free of charge, each year thereafter.

Maritime Task Force

VII. A Sustainable Future



Strategy for Maritime Districts

Over the past thirty years the maritime industry has faced a number of challenges for both maritime tenants and property owners. These challenges have raised concerns about the future of the maritime industry. These pressures include:

Customer Expectations

Greater demands for amenities and services for local recreational boaters and for visitors coming by water;

Competition

Increased competition from other areas for maritime businesses;

Recruitment

Shrinking supply of maritime office users;

Expenses

Costs of operating maritime businesses—environmental regulations, increased land values, maintenance;

Relocation

Areas with lower land costs, such as the Eastern Shore or South County, are attracting boat owners and the supporting industries and businesses to relocate to these less expensive localities; and,

Critical Mass

The maritime industry needs to maintain a critical mass of marine services to remain the Mid-Atlantic hub for boat repairs and service.

Fortunately, there is agreement that the maritime industry is invaluable to Annapolis' future as a vital economic sector of our economy, a part of our

cultural identity and as a significant contributor to Annapolis' quality of life. Efforts must be taken to ensure the viability of the industry moving forward in a manner consistent with the needs of the property owners, tenant businesses and the expectations of the residential community.

Maritime Task Force

The Maritime Task Force has been charged with reviewing the maritime zones as well as non-zoning issues such as the creation of economic development zones, tax assessment systems, the differential city tax rate, and actions the City could take to provide economic development and assistance.

Land Use Zoning

The Task Force unanimously agreed to maintain the existing districts, building upon their long-standing success, while modifying them to reflect current circumstances and trends. The Task Force recognizes that, for the industry to prosper in Annapolis, it is essential that these maritime districts remain intact and available to support the City's working waterfront.

The Task Force's recommended modifications are crafted to allow greater flexibility for maritime property owners while maintaining the protections for hard, working maritime uses. To achieve this balance, the Task Force concluded that any additional flexibility afforded to maritime properties must be linked directly to supporting those maritime uses and activities essential to the continued survival of the maritime industry. Given this commitment, the Task Force constructed the proposed maritime strategy upon the concept of triggers, which create flexibility in the current maritime districts. The Task Force developed four categories of uses available to property owners:

- Triggers qualifying a maritime property for limited non-maritime flexibility:

- Incentives in exchange for providing water or waterfront access to the community;
- Contributing uses which augment working maritime activities including boatyards and marinas; and,
- Complimentary Uses which support the boating industry.

Triggers and incentives are significant enough uses to the maritime industry or the community that additional limited non maritime use(s) is given in return for their ongoing provision.

Triggers

Supporting Essential Elements

In the analyses done in 1987, it was discovered that certain uses are vital for the success, retention, and expansion of the maritime industry, especially hard or hands-on maritime activities. These activities are known as triggers:

- A working boatyard of at least 20,000 sq. ft. with a 30-ton boat lift;
- Seafood processing of 9,000 sq. ft.;
- On-land boat storage of at least 25,000 sq. ft.; and,
- Yacht and sailing clubs providing in-water and on-land boat storage for their members*.

All of the triggers were intentionally applied to larger sites with significant maritime services. Only if a property owner in the WMM zone maintained one of these triggers, would the property be eligible for a percentage of non-maritime professional offices. This discourages construction of new office buildings. Buildings existing as of 1987 would be eligible for 30% non-maritime, while buildings built after 1987 would be eligible for 25%. In the WME district, a small 2,000 square-foot restaurant was allowed by Special Exception in conjunction with a working boatyard or seafood processing.

The Maritime Task Force endorsed this framework, concluding that flexibility should continue to only be available to those properties that could provide those significant triggers critical to maintaining Annapolis’ maritime hub of services and businesses. The triggers intentionally did not apply across the board to all maritime properties. After extensive debate and deciding against including less significant triggers,

the Task Force approved adding fuel dock as an additional trigger, in recognition of their importance to recreational boating and the businesses that support it.

The Task Force focused on providing limited non-maritime flexibility to these sites to ensure that these properties reinvest in and maintain their critical working maritime functions and services. The Task Force concluded that a limited subsidy of 15% of the gross floor area of the existing maritime buildings on the site would be the maximum flexibility recommended, and that it should be available to sites in the WMM, WME, and WMI districts in conjunction with the qualifying triggers.

This would result in the following allowances:

Additional 15% flexibility of existing buildings allowed with triggers by district.

District	Current	Proposed	Total
WMM	30%	+ 15%	= 45%
WME	0%	+ 15%	= 15%
WMI	0%	+ 15%	= 15%



Fuel dock

Incentives

Waterfront and Water Access for the Community

The issue of public water access was decidedly shaped by the resident perspective as it had, the most potential to offer tangible public benefit. The Task Force members sought to leverage underutilized public access opportunities as a way for the maritime districts to better complement neighboring communities.

The Task Force identified a hierarchy of water access activities to set priorities for public water access and clarify those types of public benefits that would be game changers for both adjacent residents and the broader city. Consensus was on including street-end park investments, public shoreline access, community boating centers, and paddle launch improvements. Additionally, following significant discussion, there was also consensus that evening parking for offsite employees would address street congestion, especially around restaurants, and also offer significant public benefit.

Of course, an incentive assumes a quid pro quo—the property owner gives something in return for something they benefit from. The concept of offering additional incentives for flexibility on non-maritime uses was widely seen as the most likely avenue for property owners to partner on new public water access projects. The challenge to the Task Force was to find the equitable relationship between a given incentive and the percentage of non-maritime use given. A 5% non-maritime increase based on gross building area is recommended as an incentive that would contribute to a maximum non-maritime percentage of 50% in the WMM district, and a maximum of 20% in the WME and WMI districts.

Ultimately, the Task Force decided that an expansion of public water access must be integral to the sustainability of the maritime districts.

Promoting Maritime Businesses

Contributing Uses

Annapolis boatyards and marinas need to offer a full array of services including food service which is especially important for customers in a marina or boatyard. The Task Force identified restaurants as a critical use which contributes to the viability of working boatyards and marinas. Currently, eating establishments are restricted in both the WME and WMI districts, with a maximum 2,000 square-foot restaurant permitted in WME and only a 1000 square-foot deli allowed in the WMI District.

These limitations place Annapolis working boatyards and boat marinas at a competitive disadvantage relative to the regional market—all boatyards and marinas in

Anne Arundel County offer these desired restaurant services. In addition, a waterfront restaurant provides exceptional and immediate public access to the water for the entire community.

The Task Force agreed that moderately sized (4,000 sq. ft. total for indoor/outdoor seating) restaurants should be allowed in the WMI District only in conjunction with the working maritime triggers. The sites in WMI contain sizable acreage, offering flexibility in siting any eating establishment. The Task Force debated adding 1,000-2,000 sq. ft. to the existing 2,000 sq. ft. currently allowed in the WME district but did not come to agreement. Concerns regarding the proximity of any future restaurants to residential neighborhoods were raised by residents from Ward One and Ward Eight. In the interest of respecting the consensus which had evolved for the Maritime Strategic Approach, the Task Force did not include the restaurant expansion for WME but did feel that if additional expansion (up to a max. of 3,000 or 4,000 sq. ft.) were ultimately to be allowed, it should continue to be through the Special Exception process.

Complimentary Uses

Complimentary uses are other uses that enhance public access to the water or boater comfort and convenience. In marinas these uses could include laundromats, exercise rooms, business centers, taxi stands, dry goods sales, and swimming pools for marina users. Other uses include outdoor exercise, waterfront festivals, education, and other functions that take place outside of normal business hours (see parking). The Task Force was unanimous in endorsing these activities as either temporary or accessory uses.



Bell's Cafe in Newport Shipyard

Parking Equity

There are two issues relative to parking that the Task Force determined needed to be addressed legislatively. The first straightforward issue entails amending the parking requirement for professional offices. In the table in Chapter 21.66.130, professional office off-street parking requirements in the WMM zoning district should be consistent with the professional parking requirement in the rest of Annapolis. There is no reason to assume that an attorney, accountant, insurance agent or other office user would require more parking in the WMM zone than in any other part of the city. The more restrictive requirement in the WMM zone makes for larger parking lots/impervious surfaces next to the water and may limit a property owners' ability to provide public parking.

42. Chapter 21.66 — PARKING AND LOADING REGULATIONS

43. Section 21.66.130 - Table of off-street parking requirements

Use Standard

- Motor Vehicle and Automobile Uses
- Offices, business and professional, and nonprofit, educational, cultural, or civic

WMM district:

- One space per 200 square feet.

Other districts:

- One space per 300 square feet.

The second issue involves granting greater flexibility to property owners to allow different uses to share parking based on the time of day. The zoning code has the following requirement:

G. Shared Parking. Parking spaces may serve more than one use provided documentation is provided to the satisfaction of the Planning and Zoning Director that:

1. The parking facility has sufficient capacity to meet the parking requirements of all the uses requiring the parking at any one time.
2. Only the number of parking spaces approved for shared use will be so used.
3. All other applicable requirements of this chapter will be met.

This language is use specific and requires a shared parking finding for each prospective use in a complex. In the maritime zones properties should be able to request a shared parking finding based on time of day and year and not on specific use(s). For example, an owner can receive a finding that office parking is available from 6:00 am to 8:00 am and after 5:30 pm, and on weekends. The owner can then allow any use to utilize their parking during those times without needing a specific shared parking finding provided that other code requirements are met.

The same is true for time of year. The code already recognizes that boats leave marinas for winter storage. A blanket determination can be made that for every two boats that leave the marina in the winter there is one parking space available for another use during those months.

Measuring Success

The Maritime Task Force has crafted a comprehensive strategy with specific recommendations that complement each other in a way that builds a viable future for Annapolis' maritime industry. To measure ongoing progress withing the districts and the industry, the Task Force recommends that a review before the Planning Commission take place annually. Property owners will submit a report to the Planning Director identifying a breakdown of the uses on site and any changes that have occurred in the prior year. That report will then be presented to the Planning Commission and the public.

Further, the Task Force recommends that the Maritime Strategic Approach be reevaluated within five years from the date of adoption of the maritime ordinance to assess the growth of the maritime industry and the health of the maritime districts. At that time, the City's Economic Development Manager will evaluate the progress made through the zoning modifications in conjunction with the promotional, recruitment, and retention efforts underway. Measuring the success of this Task Force's Strategic Approach provides an opportunity for the entire community to celebrate and re-commit to Annapolis' thriving maritime industry!

Maritime Task Force

VIII. Priority Actions

Sustainable Future

Topic	Actions	Responsible Party	Timing
Flexibility Tied to Triggers			
Additional 15% WMM, WME, WMI	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Water Access			
5% Water Access Initiative WMM, WME, WMI	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Parking			
Office Parking Equity	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Shared Parking: Season, Time of Day	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Measuring Success			
Annual Report	Planning Commission Hearing	Owner P&Z, MAB, Planning Commission	1 year
Determining Success of Strategic Approach	Evaluate Implementation of Strategic Approach & Districts: Progress, Areas for Improvement	Maritime Task Force, Economic Development, P&Z, MAB, Planning Commission, City Council	5 years

Water Access Recommendations

Actions	Responsible Party	Timing	Funding
Water Access Planning			
Citywide Public Water Access Study	P&Z, NPS	Short-Term (1-2 Years)	Program Open Space, NPS
Visioning plan for Carr's Beach conservation project	P&Z, Rec & Parks, NPS	Short-Term (1-2 Years)	Program Open Space, NPS
Electric ferry service feasibility study	P&Z, DPW, ADOT, BGE	Short-Term (1-2 Years)	Federal
College Creek Waterfront Master Plan (as part of citywide Public Water Access Study or as separate initiative)	P&Z, Rec & Parks, AA County Rec & Parks	Mid-Term (3 - 5 Years)	Program Open Space, NPS
Water Access Improvements			
Wells Cove concept plan	P&Z, DPW	Short-Term (1-2 Years)	CIP
Hawkins Cove living shoreline, paddle launch, community open space	City Manager's Office, P&Z, Rec & Parks, DPW, HACA	Short-Term (1-2 Years)	Grants
Complete planned floating dock and bulkhead enhancements	DPW, Rec& Parks (Harbormaster)	Short-Term (1-2 Years)	Grants, CIP
Identify additional paddle access improvements at street-end parks	P&Z, Rec&Parks, DPW	Short-Term (1-2 Years)	Grants, CIP
Ensure that proposed CRAB facility includes robust public water access enhancements	P&Z, C.R.A.B.	Short-Term (1-2 Years)	City, Private Sources
Water Access Policy			
Design Guidelines for Waterfront Promenade Incentive	P&Z, Maritime Task Force	Short-Term	N/A
Determine standards for parking incentive	P&Z, Maritime Task Force	Short-Term (6 mo. -1 year)	N/A
Determine standards for dedicated slip space for tour operators incentive	P&Z, Maritime Task Force	Short-Term (6 mo. -1 year)	N/A
Waterfront dining standards	P&Z, Maritime Task Force	Short-Term (4 - 8 months)	N/A

Strengthening Maritime

Actions	Responsible Party	Timing	Funding
Business Recruitment			
Develop Target Company List	Maritime Advisory Board	3 months	Economic Development
Develop Annapolis Pitch Content	Economic Development	3 months	Economic Development
Identify Annapolis Maritime Ambassadors	Maritime Task Force	1 month	N/A
Outreach to Target Companies	Economic Development	2 months	Economic Development
Maritime District Promotion			
Develop Target Boat Show List	Economic Development	2 months	Economic Development
Develop Social Media Advertising Content	Economic Development	3 months	Economic Development
Execute Social Media Buys in Target Markets	Economic Development	3 months	Economic Development
Execute Boat Show Road Show	Economic Development	6 months	Economic Development
Workforce Development			
Identify Partners & Resources	Marine Trades Assoc.	3 months	Marine Trades Assoc.
Identify Targeted Career Paths for Recruitment	Marine Trades Assoc.	1 month	Marine Trades Assoc.
Identify Target Diverse Audiences	Marine Trades Assoc. & AAWDC	1 month	Marine Trades Assoc. & AAWDC
Develop and Launch Recruitment Campaign	Marine Trades Assoc. & AAWDC	4 months	Marine Trades Assoc. & AAWDC
Maritime Incubator			
Identify Funding Sources & Partners	Economic Development	6 months	Economic Development
Identify Incentives for Participating Businesses	Economic Development	2 months	Economic Development
Identify Programming Components	Economic Development	1 month	Economic Development
Identify Space	Economic Development	1 month	Economic Development
Secure Space & Tenant Fit-Out	Public Works	2 months	Public Works
Begin Operations	Incubator Mgr.	3 months	City & Partners
Blue Tech			
Conduct Research on Industry Trends	Economic Development	3 months	Economic Development
Identify Potential Partners & Resources	Economic Development	6 months	Economic Development
Explore Creation of Regional Collaborative	Economic Development	3 months	Economic Development
Develop Strategic Plan for Growing Industry	USNA, MMTA, AACO, Regional Collaboration	6 months	Regional Resources
AMIF Taxes/Fees			
Establish Annapolis Maritime Industry Fund	P&Z, Finance, City Mgr., City Council	3 months	N/A
Determine Fee Tied to 15%	P&Z, Finance, City Mgr., City Council	2 months	N/A
Increase City Boat Rental Fee	P&Z, Finance, City Mgr., City Council	3 months	N/A
Pursue Grant Opportunities	City Mgr.	6 months	N/A
Identify Relevant SDAT Assessment Value	Finance	1 month	N/A
Establish AMIF Account	Finance	1 month	N/A
Transfer of Funds Into AMIF Account	Finance	1 month	N/A
Topic	Actions	Responsible Party	Timing
Conservation Strategy			
Retain Existing Districts	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Restrict Incompatible Uses, Hotels & Residential	Adopt 0-25-21A	P&Z, MAB, Planning Commission, City Council	3 months
Prioritize Land-intensive Uses	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Keep Significant Triggers/Add Fuel Dock	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Contributing Uses			
Restaurants in WMI	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Complementary Uses			
Supporting Uses	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months
Temporary Activities	Adopt 0-25-21	P&Z, MAB, Planning Commission, City Council	3 months

Maritime Task Force

XI. Moving Forward

By almost all measures, the maritime zoning districts in Annapolis have been a great success, and the current health of the maritime industry in Annapolis owes much to their existence. Created 34 years ago to balance the needs of the maritime industry, residents, and the business community, they have changed little over the decades. Yet, today's maritime industry has changed significantly and the industry in Annapolis faces new pressures from competing jurisdictions. Residential communities surrounding maritime districts also have new concerns including, most notably, the inequity of water access opportunities in the City. It is past time to update the maritime districts to respond to those changes and to preserve the maritime industry in our community into the future.

Mayor Buckley and the City Council formed a Task Force composed of stakeholders affected by the past, present, and future success of the maritime districts to review and revise as necessary the maritime zoning section of the city code

The Maritime Task Force has been meeting regularly for more than seven months to build a coalition and make recommendations for the sustained success of the maritime districts. It was important that all stakeholders participating on the Task Force respect one another's interests and share the responsibility for crafting a fair and equitable plan for a viable future.

Conservation Strategy

The final strategy is a consensus report. It recommends a conservation strategy that benefits all affected. It reaffirms the importance of the districts, strengthens their viability by employing triggers to reinforce the heavy industrial services essential to the industry's future. Modest changes are

recommended to create flexibility to sustain the industry intact, while encouraging reinvestment in the properties within the district. The recommendations are designed to create financial support for the businesses and property owners within the districts while providing new opportunities for residents to experience the waterfront. Recommendations include programs to recruit workers and investment in the industry to fund workforce development. The City must improve marketing of the industry to recruit new contributing businesses that will add support to a stable and growing maritime industry.

The Task Force recommends a water access plan for the City in consultation with the National Park Service, which affirms Annapolis as the preeminent gateway to the Chesapeake. This water access plan builds upon the City's history of providing unique street-end parks and expands on these modest access points through new connections and enhancements.

Mariners of all kinds come to Annapolis to service their vessels and expect amenities to be nearby and easily accessible from the boatyards: therefore; the Task Force recommends the addition of restaurants into some maritime zones.

The recommendations submitted in this strategy were created in good faith by a group of citizens who have devoted a great deal of time, energy, and thought while working together constructively and considerately to create something that we all believe will benefit our city immediately and into the future. The Task Force strongly suggests that the impact of any changes be reevaluated within five years. If successful, the community will be stronger. If not, further changes can be made without waiting another 34 years.

Time for Action

Finally, the Task Force recommends that the Mayor and City Council act now. Any significant changes to this consensus plan will delay action, and further deliberations could allow additional erosion to our maritime business community as one business after another relocates to where costs are lower and the reception to the maritime industry is more positive. There is a unique opportunity to reverse that tide and together build a vibrant future for our working maritime industry!

The future envisioned by the Task Force affects all Annapolitans—sustaining the maritime districts helps sustain both the maritime industry and the character that has made Annapolis a desirable place to live, to visit, and to work. Now is the time to act on the Task Force's recommendations to reaffirm this important cultural and economic link to our past and our future.

Maritime Task Force
X. Appendix



Inventory of the Street End Parks in Annapolis

June-July 2021



Summary of Findings

	Physical Infrastructure							Transportation		Environment				Cultural/ Artistic	
	Bench	Picnic Table	Trash Can	Recycling	Doggie Bag Dispenser	Water Fountain	Identification Sign	Floating Dock	Bike Rack	Shade	Living Shoreline	Vegetation	Beach	Historical Sign	Art Installation
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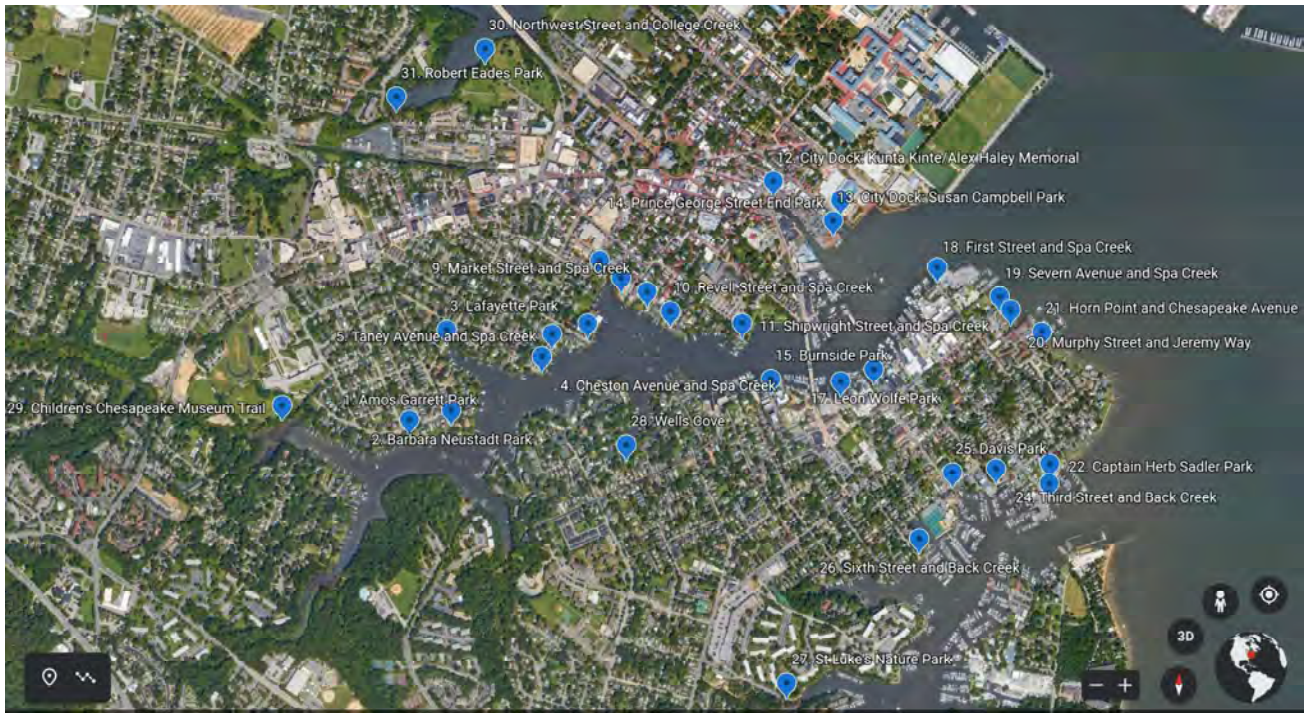


Street End (Empty, Paved Area)





Designated Park

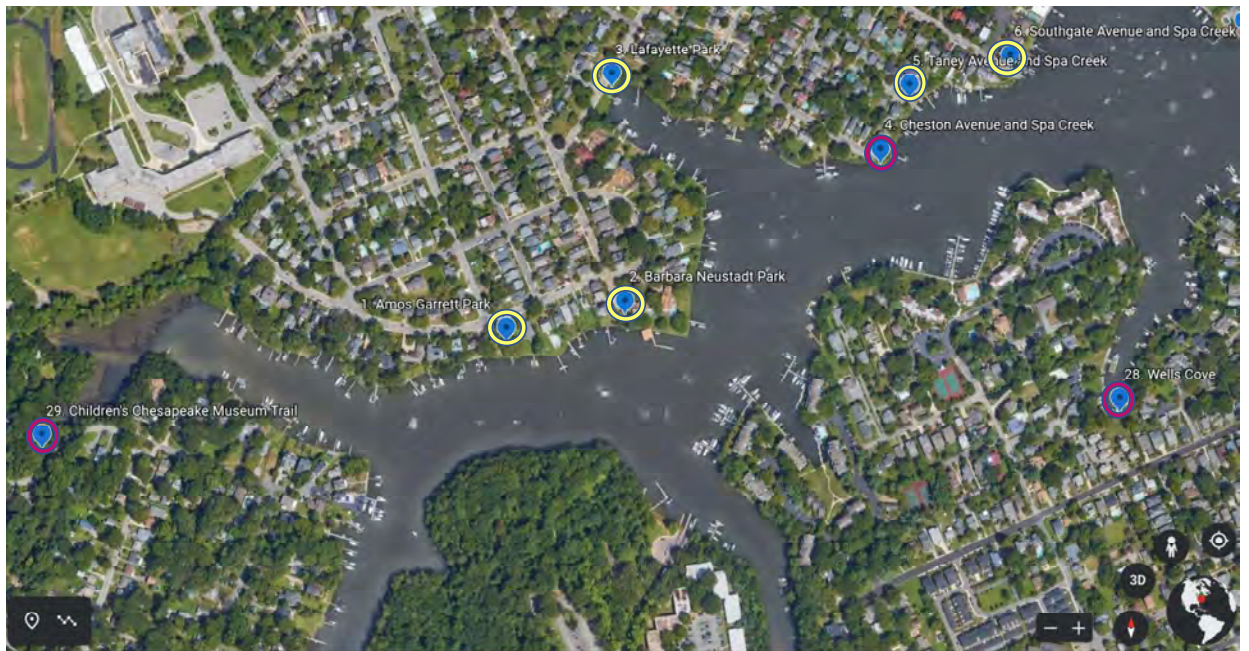
Overall Map of the Annapolis Street End Parks



Map of the Parks Around Spa Creek



Map Key

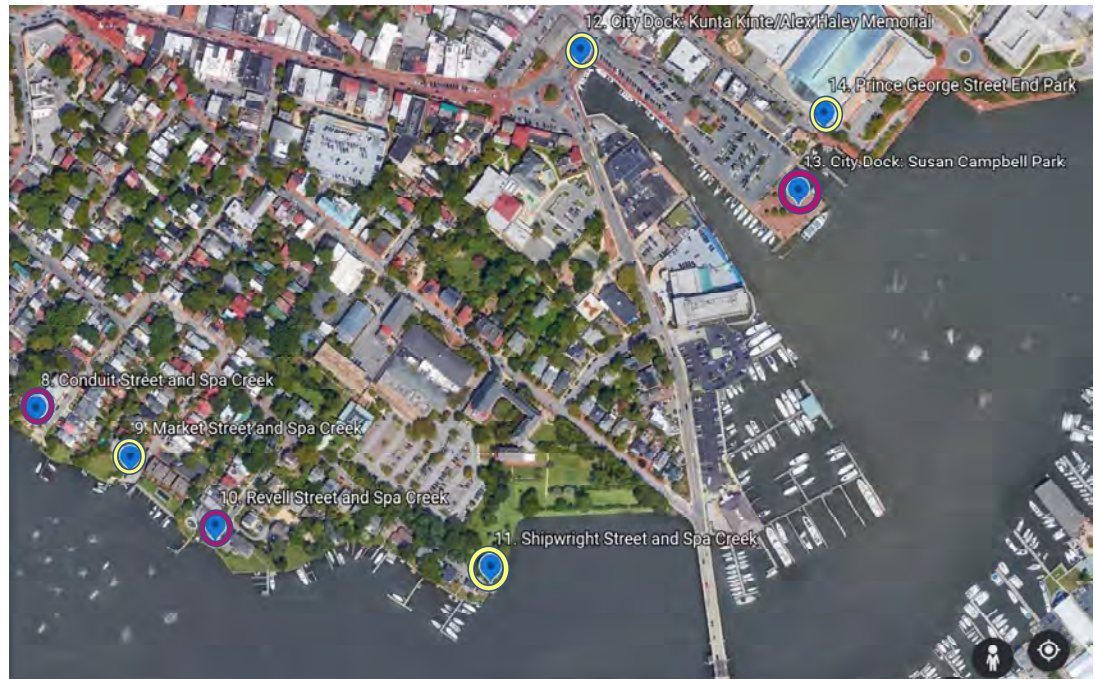
-  Major Improvements Needed for Better Paddle Access (such as installing a floating dock or clearing away vegetation)
-  Only Minor Improvements Needed (such as installing a garbage can or somewhere to lock up a canoe or kayak)



Map of the Parks around Downtown Annapolis



Map Key

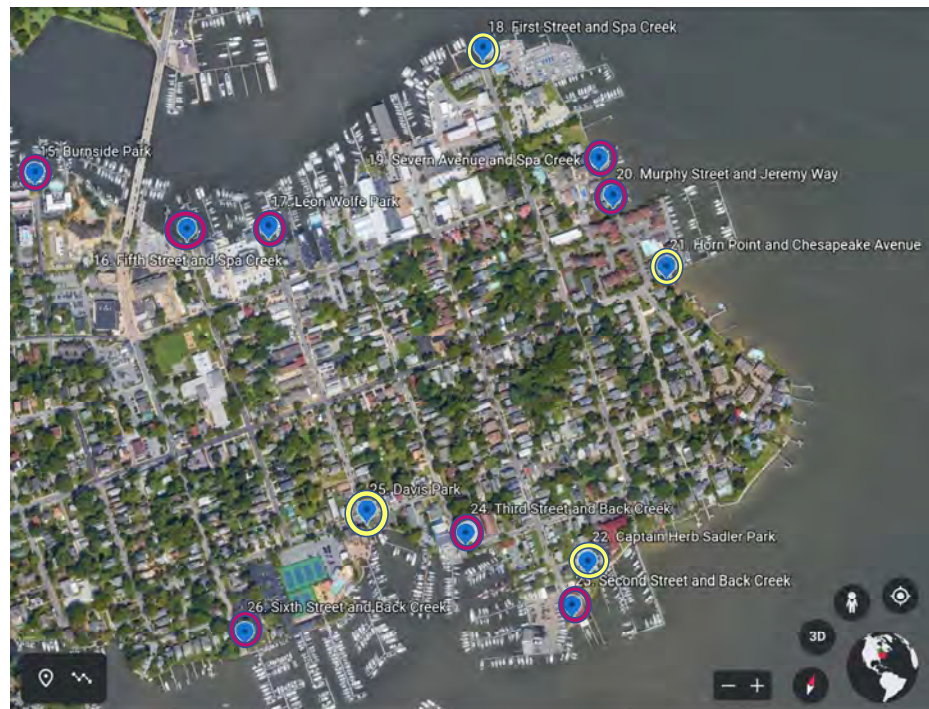
-  Major Improvements Needed for Better Paddle Access (such as installing a floating dock or clearing away vegetation)
-  Only Minor Improvements Needed (such as installing a garbage can or somewhere to lock up a canoe or kayak)



Maps of the Parks Around Eastport

Map Key

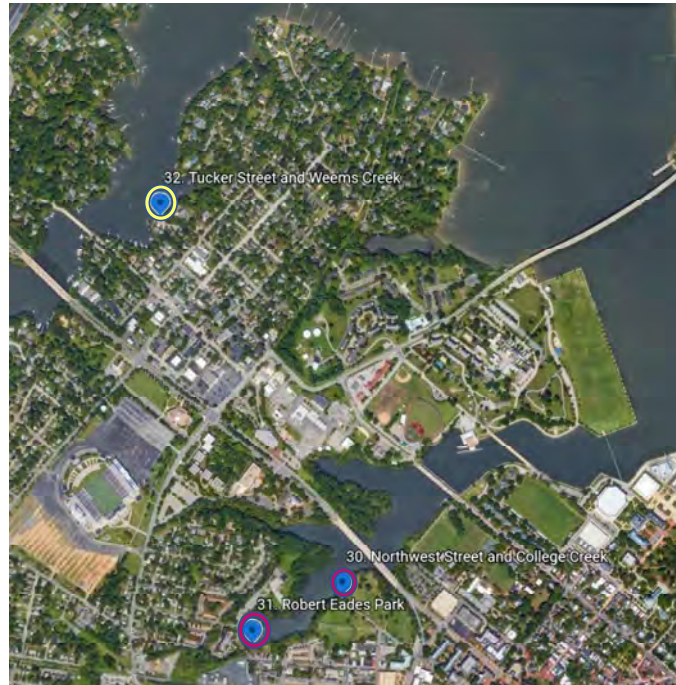
-  Major Improvements Needed for Better Paddle Access (such as installing a floating dock or clearing away vegetation)
-  Only Minor Improvements Needed (such as installing a garbage can or somewhere to lock up a canoe or kayak)



Maps of the Parks Around College Creek and Weems Creek

Map Key

- Major Improvements Needed for Better Paddle Access
- Only Minor Improvements Needed



1. Amos Garrett Park



Current Features

- Amos Garrett Park possesses several components: a dense, forested area, a small beach and a wooden dock extending out into Spa Creek.
- There are benches, garbage and recycling bins, a bike rack for cyclists to park their bikes and a sign at the entrance of the park naming this as a place of historical interest

Recommendations

- There are no significant improvements that need to be made in this park

2. Barbara Neustadt Park



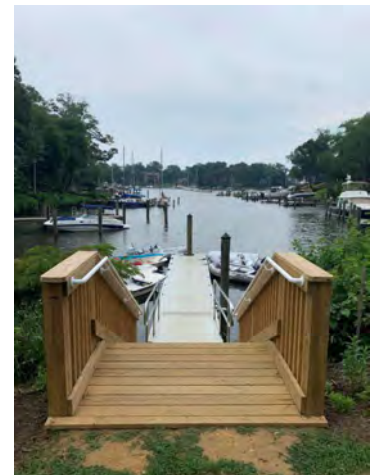
Current Features

- The Barbara Neustadt park contains two sections: first, there is a sunken rectangular basin covered in various types of plants which provides an excellent stormwater management system. Behind it, a grassy field stretches down to the edge of Spa Creek.
- There are numerous benches in the park, as well as garbage and recycling cans

Recommendations

- Install a bike rack so that cyclists can park their bikes when they visit the park
- Install a picnic table in the field for people who want to bring food or drinks for a picnic
- Install a floating dock by the water's edge to make easier for kayakers or canoeists to tie up or launch their boats

3. Lafayette Park



Current Features

- Lafayette Park is a wide strip of land with benches and picnic tables on either end of it. Numerous bushes and trees provide a large amount of shade on its edges.
- In the center, next to an installed bike rack, a wooden staircase leads down to a floating dock.

Recommendations

- Since there is a lot of available space in Lafayette Park, it might be a good idea to install some playground equipment for children to play on

4. Cheston Avenue and Spa Creek



Current Features

- At the end of Cheston Avenue, there is a wide field covered in grass, shrubs and wildflowers.
- The park has an excellent view of Spa Creek.
- There are not many features aside from two white wooden chairs and a doggie bag dispenser.

Recommendations

- Install proper benches or picnic tables in the grassy field
- Install floating docks at the water's edge to make this park better accessible for kayakers or canoeists
- Put up more signage to indicate the existence of this park

5. Taney Avenue and Spa Creek

Current Features

- There is an empty paved area at the end of Taney Avenue. On the right, a wooden staircase leads down to a floating dock by the water's edge, providing easy access to Spa Creek.
- There are trees bordering both sides of the road, and provide quite ample shade



Recommendations

- Install a bench and a garbage can for the use of the people who are tying up or launching their boats from the dock, or people who simply wish to enjoy the view of Spa Creek.
- Install more signage along the street to let people know about the existence of this street end park



6. Southgate Avenue and Spa Creek

Current Features

- Currently, the area at the end of Southgate Avenue is an empty, paved lot with limited shade, but with a great view of Spa Creek.
- However, there is a floating dock that makes it easy to launch a canoe or kayak out onto Spa Creek.

Recommendations

- Install a bench and a trash can for the use of the people who are tying up or launching their boats onto Spa Creek, or for people who wish to enjoy the view of the creek.



7. Acton Cove Park



Current Features

- Acton Cove Park is an extensive piece of land that includes an open grass-covered field, an avenue of trees that provide copious amounts of shade and a boardwalk along the edge of the water. There is a floating dock that make it easy to launch or tie up a dinghy or kayak.

Recommendations

- The numerous features in this park mean that there are very few improvements need to be made. However, it might be useful to install more bike racks for cyclists to park their bikes when they visit the park

8. Conduit Street and Spa Creek

Features

- There is a large, empty asphalt area at the end of Conduit Street with two ladders that lead down to the water's edge.
- A strip of lawn and several small bushes are planted along the lip of the barrier that separates the water's edge from the road



Recommendations

- Install a floating dock so that this street end can become a launching point for canoes and kayaks, and for people to tie up their boats when they wish to visit downtown Annapolis

9. Market Street and Spa Creek

Current Features

- There is a large, empty paved area at the end of Market Street
- A floating dock has been installed by the water's edge allowing for boats, canoes and kayaks to be launched or tied up.

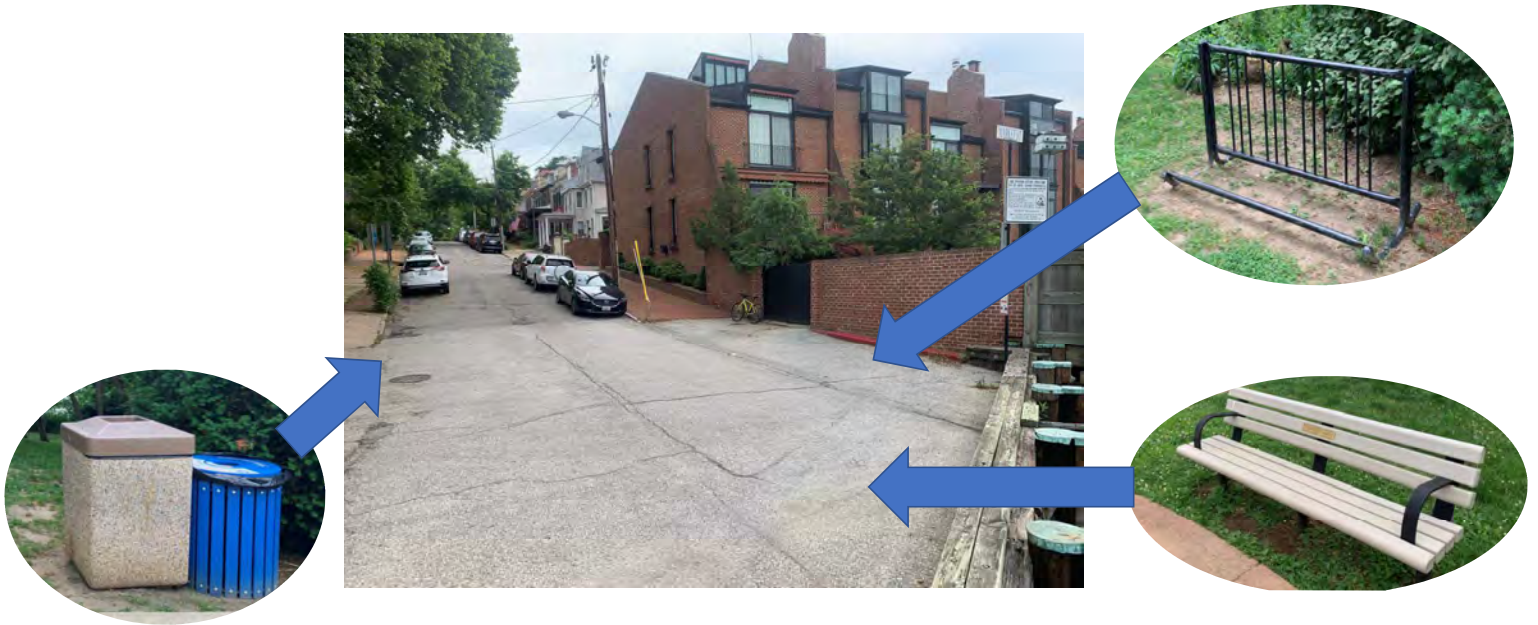


Recommendations

- Install some benches and a trash can for the people using this street end as a place to launch or tie up their boats



Market Street and Spa Creek Overlay



10. Revell Street and Spa Creek

Features

- There is a large, empty paved area at the end of Revell Street with a ladder that leads down to the water's edge.
- However, it provides an excellent view of Spa Creek



Recommendations

- Install a floating dock so that this street end park may become a launching point for canoes and kayaks, and a place for people to tie up their boats when they wish to visit downtown Annapolis

11. Shipwright Street and Spa Creek

Current Features

- There is a large, empty paved area at the end of Shipwright Street
- A large clump of trees on the left side of the road provides some shade
- An abandoned buildings sits on the right side of the road
- There is a floating dock located by the water's edge



Recommendations

- Install a bench or picnic table and a garbage can for people to use while launching or tying up their boats, and to encourage people to come use this area as a leisure spot



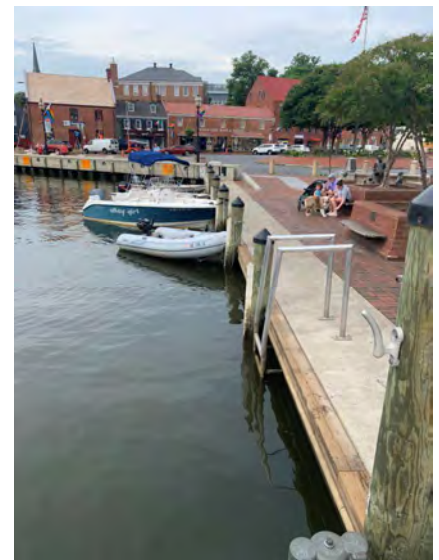
12. City Dock: Kunta Kinte/Alex Haley Memorial

Current Features

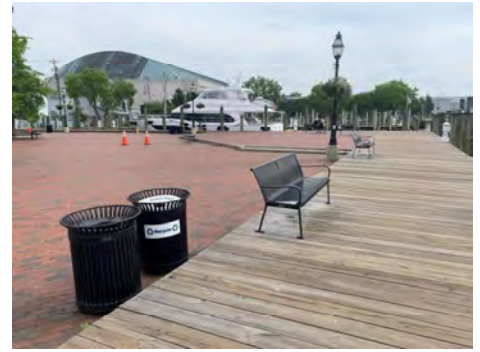
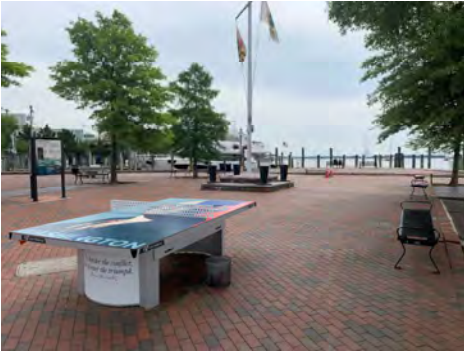
- This is a small park located at the end of Ego Alley. At one end, there is a memorial dedicated to Kunta Kinte, a young African who was sold into slavery upon his arrival in Annapolis in the 18th century. The sculpture features his descendent, Alex Haley, reading to children.
- There are benches built around several potted trees, providing a place to rest in the shade.
- Visitors are able to dock their dinghies, canoes or kayaks at the water's edge

Recommendations

- Expand tree coverage to provide more shade
- Install a bike rack for cyclists who want to explore Main street's shops and restaurants



13. City Dock: Susan Campbell Park



Current Features

- Susan Campbell Park is a wide, paved area next to Ego Alley that looks out onto the Annapolis Harbor and the Bay.
- Features include benches, trees, historical signs that explain the history of the city, and installations such as ping pong tables. A bike rack and water fountain are located at the edge of the park.
- A boardwalk follows the water's edge and provides a pleasant path for visitors to tour the dock area.

Recommendations:

- Install several tables to make it easier for people who have brought food and drinks for a picnic
- Plant more trees, bushes and other forms of vegetation to provide more shade and simultaneously make the park more resilient to natural hazards such as flooding

14. Prince George Street End Park



Current Features

- This park is located next to an entrance to the Naval Academy. On the left side, a row of trees provide a substantial amount of shade.
- Features include a row of benches on either side of the park, a bike rack and two floating docks. In addition to the trees, several potted plants provide additional vegetation

Recommendations

- Put up signage nearby to let visitors know about the existence of this park. Currently, it is difficult to locate this park because it is tucked away behind a building next to the Susan Campbell Park.

15. Burnside Park

Current Features

- Burnside Park is located at the end of Burnside Street, near Bay Ridge Avenue. The bike lane on Bay Ridge Avenue makes the park easily accessible for cyclists.
- Burnside Park looks out on a small marina on Spa Creek. Although there is no floating dock, it is easy to launch a kayak or canoe
- The park has several benches, a trash can and a grass covered area with several bushes

Recommendations

- Plant bushes and trees in order to create more shade
- Install a picnic table for the people who want to bring something to eat or drink.



16. Fifth Street and Spa Creek

Current Features

- This small piece of land at the end of Fifth Street is currently bare of any features. At the moment, it is an empty paved area next to the water's edge with a few bushes along the edges of the street.
- However, it is easy to launch or tie up a dinghy, kayak or canoe here, and gives easy access to the whole of Spa Creek.

Recommendations

- Install some benches or picnic tables to give people somewhere to sit
- Plant lots of vegetation to provide shade and a more permeable surface to drain floodwaters or stormwaters.
- Install a bike rack to give cyclists somewhere to park their bikes while visiting the park



Fifth Street and Spa Creek Overlay



17. Leon Wolfe Park



Current Features

- The Leon Wolfe Park does not have access to the waterfront, but it provides an excellent view of the Annapolis harbor. There is a garbage can, bench and a sign denoting this as a stop along the Eastport walking tour
- There are two sections of the park that are covered in vegetation, shrubs and flowers, which provides an effective system for draining stormwater in an otherwise impermeable space

Recommendations

- Install a bike rack for cyclists who wish to park their park while they visit the park

18. First Street and Spa Creek

Current Features

- This small corner park looks out onto Spa Creek, with a great view of the Naval Academy across the creek.
- Features include a bike rack, a bench, garbage and recycling cans and a sign detailing the history of this area in Eastport.
- The park include a small beach, which can be used to launch canoes or kayaks. Currently, about half the available beach space is covered by a living shoreline.

Recommendations

- Provide some shade by planting additional vegetation



19. Severn Avenue and Spa Creek

Current Features

- There is a small paved area at the end of Severn Avenue with a bench and a trash can.
- There is not much vegetation other than some nearby overhanging trees on the left side of the road
- However, there is a small beach that opens out onto the Severn river and the Bay

Recommendations

- Install some signage to indicate the existence of this park
- The beach and open area of water in front of the park allows for the potential installation of a rack of rentable kayaks or canoes



20. Murphy Street and Jeremy Way



Current Features

- This small park is tucked away behind some houses. It is mainly composed of an open area covered by grass, with a few bushes and trees by the water's edge. There is a rustic wooden bench and a small artistic installation next to it

Recommendations

- Install a floating dock to make this park accessible to canoes and kayaks
- Put better signage out on the street to make people better aware of this park's location

21. Horn Point and Chesapeake Avenue



Current Features

- The park at Horn Point possesses many features: garbage and recycling cans, a lot of vegetation and shade, historical signs designating the park as a place of interest, benches and a picnic table and finally, a wide sandy beach for both swimmers and boaters.

Recommendations

- This would be an ideal location to set up a kayak or canoe renting scheme. The open water and wide stretch of beach would make it easy to install the equipment.

22. Captain Herb Sadler Park



Current Features

- The Captain Herb Sadler Park is tucked away behind the Maritime museum. It features an extensive lawn with shaded areas and a bench.
- The park leads down to Back Creek, where a living shoreline has been planted
- There are several historic boats out on display, and an artistic installation in the living shoreline area
- There is also a small beach to launch canoes or kayaks from

Recommendations

- Install better signage to make this park's location more obvious to people and boaters. Currently, there are no signs that indicate the existence of this park
- Install a picnic table on the lawn for people bringing food and drinks
- Install a bike rack for cyclists who want to park their bike while visiting the park

23. Second Street and Back Creek

Current Features

- This street end park is a small paved area with very bare features: a bench, a garbage can and a recycling bin.
- A small tree in the corner of the park provides some shade, but there is no other type of vegetation
- The park is adjacent to the Maritime museum
- Due to the lack of a floating dock, the docks belonging to the museum are much easier for a boat to use when tying up or launching

Recommendations

- Install a floating dock for canoeists and kayakers or people with dinghies to use if they want to visit the museum
- Install a bike rack for the benefit of cyclists who want to visit the museum



24. Third Street and Back Creek

Current Features

- This area at the end of Third Street has very limited features. It contains a bench, a garbage can and a sign that is part of the Eastport historical walking tour.
- However, there is a great view out onto the boats docked in the marina, and the nearby trees and bushes provide good shade



Recommendations

- Install a floating dock for the use of kayakers and canoeists who wish to dock at the marina.
- Replace the sign from the historical walking tour. The current one has been severely damaged by water and is practically illegible



25. Fourth Street and Back Creek (Davis Park)



Current Features

- Davis Park is located across the road from Davis' Pub, a potential attraction for canoers or kayakers
- The park features a circle of benches around a small stone installation
- There is a fixed wooden dock at the far end of the park that is ideal for kayakers, canoeists and people in dinghies to tie up and sit in the park or visit the pub.

Recommendations

- Install a bike rack for cyclists who come to use the park or eat at the pub across the road

26. Sixth Street and Back Creek

Current Features

- The park at the end of Sixth street features two benches, a bike rack, a trash can and a recycling bin.
- The trees on the right side of the park provide good shade.

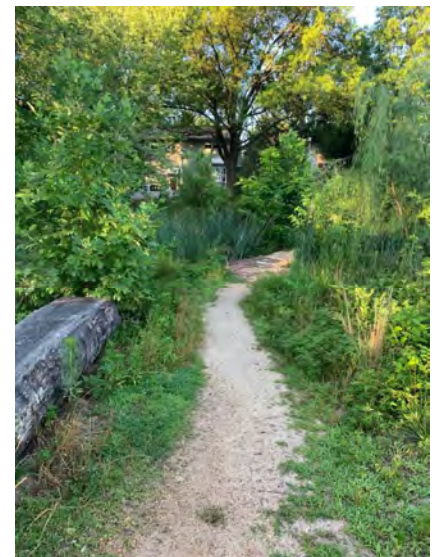
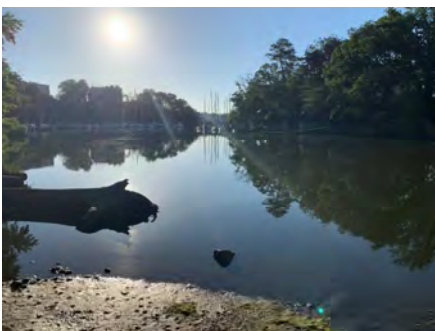


Recommendations

- Install a floating dock down at the water's edge so that it is easier for kayakers or canoeists to launch out into Back Creek. Currently, there is a very steep drop down to the water from the ledge.



27. St Luke's Nature Park



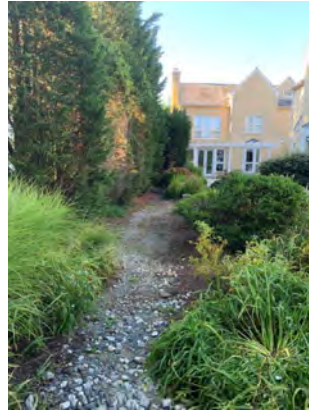
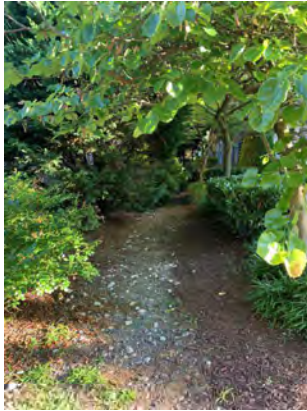
Current Features

- At the end of the nature sanctuary next to St Luke's Church, there is a small beach that leads out to Back Creek
- The beach leads to a network of beautiful trails around the sanctuary

Recommendations

- Clear out the tree trunks and vegetation blocking the shore so that kayakers and canoeists have an easier time docking their boats.

28. Wells Cove



Current Features

- There is an unmarked passage between two houses at the corner of Boucher Street and Jefferson street
- A gravel trail leads to the edge of Spa Creek, where a sign currently warns non-residents from approaching the water

Recommendations

- Install better signage to indicate the existence of this trail as public land.
- Clear away the trees and shrubs to make the trail easier to see from the road
- Remove the trespassing sign!

29. Children's Chesapeake Museum Trail

Current Features

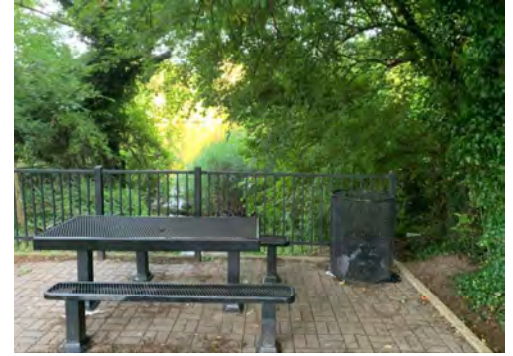
- At the end of Spa Creek, a trail leads from the water's edge up to a wide clearing with several picnic benches
- The water is currently inaccessible by boat due to the water level being extremely low

Recommendations

- Clear out the sediment from the creek to enable boat access
- Install a bike rack for cyclists visiting the park
- The wide clearing would be suitable for installing some playground equipment



30. Northwest Street and College Creek



Current Features

- The park at the end of Northwest street overlooks College Creek. It features two benches, a bike rack, and a picnic table.
- The trees surrounding the park provide excellent shade, to the point that the park may not receive enough sunlight
- A dirt trail next to the park leads down to the creek.

Recommendations

- This is an ideal location for visitors with children (big wide space around the park and access to the creek), so it might be worth installing some playground equipment nearby
- The path down to the water is overgrown and not well marked out. Clearing away the vegetation will make it easier for people to reach the water.

31. Robert Eades Park



Current Features

- Robert Eades Park overlooks the end of College Creek. There is a small paved area with two benches and a trash can by the edge of the water
- Behind the benches is a raised wooden ramp that is unconnected to Clay Street. It seems to exist solely for giving a better view of the Creek

Recommendations:

- Connect the wooden ramp to the road to make the park easier to access. Currently, it is at the bottom of a very steep grassy slope
- Install a wooden or floating dock to make it easier for people to dock their kayaks and canoes.

32. Tucker Street and Weems Creek



Current Features

- The boat launch at the end of Tucker Street also happens to have a bench nearby. A wide beach, some potted flowers and a trash can make this an attractive place to visit even without the intention of launching a boat.

Recommendations

- Install better signage near Tucker Street to let people know about the existence of this boat launch.
- Install a bike rack for cyclists who want to stop and enjoy the scenery
- Potentially install a living shoreline along the far end of the beach

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- p.7 Bert Jabin's Yacht Yard in Annapolis, MD, Courtesy of Bert Jabin's Yacht Yard
- p. 8 Cassandra Ortiz, Courtesy of Unsplash.com
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- p. 10 Bert Jabin Yacht Yard, Courtesy of Bert Jabin Yacht Yard
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- p. 12 Bert Jabin Yacht Yard, looking South. Courtesy of Bert Jabin Yacht Yard
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- p. 33 Annapolis Harbor Boatyard, at the Yacht Haven, Courtesy of Yacht Haven and Clarence Blackwell, <https://yachthavenannapolis.com/marina-boatyard.html>
- p 34 Sail Repair, Courtesy of MVtimes.com and Sam Moore
- p 34 Chandliers, Courtesy of Trevor Kay, Unsplash.com

- p. 34 Fishing boat, Courtesy of Anne Nygard, Unsplash.com
- p. 35 Annapolis Pirate Adventures, Courtesy of Mike Tomasini
- p. 35 Sailboats, Courtesy of Vidar Nordii, Unsplash.com
- p. 35 Fishing Boat, Courtesy of Y-S, Unsplash.com
- p. 36 Boat lifts and boat storage at Bert Jabin Yacht Yard in the WMI District Courtesy of Bert Jabin Yacht Yard and Marinas.com
- p. 37 Background Image, Springsilver Annapolis Canoe & Kayak, Courtesy of Mike Tomasini.
- p. 38 WaterWalker Boat Tours, By Dove Watercraft, Courtesy of Dove Watercraft, <http://www.water-walking.com/>
- p. 39 Kayak and Canoeing Activation, Courtesy of Friends of Kenilworth Aquatic Gardens, kenaqgardens.org
- p. 40 Paddle Board Yoga with Capital SUP, courtesy of Capital SUP, Washington Post, Sean Hetrick
- p. 41 A promenade connects visitors to businesses, cultural destinations and an active port, Courtesy of https://lagerlingsostermalm.se/uncategorized/mexikansk-hetta-pa-skeppsholmen/attachment/torpedverkstan_openingjune13th_4/p.
- p. 41 Fishing at Maritime Museum pier, Courtesy of the Washington Post, washingtonpost.com
- p. 43 Bert Jabin's Yacht Yard in Annapolis, MD, Courtesy of Bert Jabin's Yacht Yard
- p. 44 WME, Back Creek, Annapolis Maryland, Courtesy of Marinas.com, <https://img.marinas.com/>
- p. 46 Paddle Boards, Courtesy of Mike Tomasini
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- p. 51 Sailboat horizon, Jonathan Smith, Courtesy of Unsplash.com
- p. 35 Ibrahim Boran, Downtown Annapolis, Courtesy of Unsplash.com
- p. 38 Fishing at Maritime Museum pier, Courtesy of the Washington Post, washingtonpost.com



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