



Annapolis Ahead COMPREHENSIVE PLAN 2040

**BRIDGING BARRIERS.
CONNECTING COMMUNITIES.**

DECEMBER 2023

DRAFT

ACTION PLAN

ACKNOWLEDGEMENTS

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COVER PHOTO: MAIN STREET LOOKING TOWARD THE CITY DOCK

Source: Jarvin Hernandez / Jarvin Photography



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VIEW OF SPA CREEK AND THE SEVERN RIVER

Source: Marinas.com



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Bridging barriers.
Connecting communities.



GLOSSARY OF TERMS

Acronyms

AACPS: Anne Arundel County Public Schools	Companies
AAMC: Anne Arundel Medical Center	NDZ: No discharge zone
ACAAC: Arts Council of Anne Arundel County	NEA: National Endowment for the Arts
ADA: Americans with Disabilities Act	NFIP: National Flood Insurance Program
ADU: Accessory Dwelling Unit	NHTSA: National Highway Traffic Safety Administration
AiPPC: Art in Public Places Commission	NLC: National League of Cities
AMI: Area median income	NSA-Annapolis: Naval Support Activity Annapolis
APD: Annapolis Police Department	NOAA: National Oceanic and Atmospheric Association
BGE: Baltimore Gas and Electric	NOAH: Naturally occurring affordable housing
BMC: Baltimore Metropolitan Council	NPDES: National Pollutant Discharge Elimination System
BMP: Best management practices	OEM: Office of Emergency Management
BRT: Bus rapid transit	PIAT: Pedestrian Infrastructure Assessment Tool
CDBG: Community Development Block Grant	Q/LOS: Quality/Level of Service
CDC: Centers for Disease Control	RFP: Request for Proposal
CNI: Choice Neighborhood Initiative	RTP: Regional Transit Plan
CNRA: Chesapeake National Recreation Area	SHA: State Highway Administration
COF: Consequence of Failure	SPCA: Society for the Prevention of Cruelty to Animals
CPTED: Crime Prevention through Environmental Design	STR: Short term rental
CRAB: Coast Smart -Climate Ready Action Boundary	SVI: Social Vulnerability Index
CRS: Community Rating System	TMDL: Total Maximum Daily Load
DNR: Department of Natural Resources	USNA: United States Naval Academy
EDA: Economic Development Administration	VAAAC: Visit Annapolis and Anne Arundel County
EMS: Emergency medical services	WEE: West East Express
EPA: Environmental Protection Agency	WRF: Water reclamation facility
ESD: Environmental site design	WTP: Water treatment plant
EV: Electric vehicle	
FEMA: Federal Emergency Management Agency	
HACA: Housing Authority of the City of Annapolis	
HOA: Homeowners association	
HUD: Department of Housing and Urban Development	
IJA: Infrastructure Investment and Jobs Act	
ITS: Intelligent Traffic System	
LPPRP: Land Preservation Parks and Recreation Plan	
MaaS: Mobility-as-a-Service	
MDOT: Maryland Department of Transportation	
MDE: Maryland Department of the Environment	
MGD: Million gallons a day	
MGO: Marylanders Grow Oysters	
MIRR: Military Installation Resilience Response Study	
M.O.R.E.: Mid-Atlantic Off-Road Enthusiasts	
MPDU: Moderately Priced Dwelling Unit	
MPO: Metropolitan Planning Organization	
MTA: Maryland Transit Authority	
NACWA: National Association of Clean Water Agencies	
NASSCO: National Association of Sewer Service	

Key Terminology

Affordable housing: Housing that can be rented or purchased by a household with very low, or moderate income for less than 30 percent of that household's gross monthly income.

Accessory Dwelling Unit: A self-contained living unit (with kitchen and bath), either attached to or detached from, and in addition to, the primary residential unit on a single lot. Sometimes called an "in-law" unit, "second unit," or "granny flat".

Area median income: The median household income for the area adjusted for household size as published and annually updated by the United States Department of Housing and Urban Development (HUD). The 2023 AMI for Annapolis is \$121,700 for a family household of four.

Best practices: Local technologies, operating methods, procedures and strategies that demonstrate progressive thinking, innovative approaches, and state of the art solutions to address challenges shared by multiple communities.

Brownfield: A property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

Buildable land: Acreage that is undeveloped or clearly under-developed, is unencumbered by serious environmental constraints, has the zoning to permit residential development, and is otherwise not actively in use.

Built out: Development of land to its theoretical capacity as permitted under current or proposed planning or zoning designations.

Bus rapid transit: A form of rapid transit using buses but designed to provide higher capacity and operating efficiency, and faster service than conventional buses. Vehicles are often designed to resemble light-rail vehicles, and may operate in their own travel lanes, with amenities such as stations and platforms.

Census Block: The smallest geographic area for which the Bureau of the Census collects and tabulates census data every ten years, are formed by streets, roads, railroads, streams and other bodies of water, other visible physical and cultural features, and the legal boundaries shown on Census Bureau maps.

Circulator: A bus operating on a looped route through a defined area, often connecting residents or visitors to transit, shopping areas, and tourist destinations.

Code of Ordinances: Ordinances are the regulations adopted by the City and all of the ordinances related to building and construction are collected together into a manual commonly referred to as the Code of Ordinances.

Community facility: Facility in which public services for residents are provided, including recreational, health, and cultural services, and services for youth and seniors.

Complete Streets: Streets designed to improve the safety and comfort for all street users, with features such as wider sidewalks, street parking, and bike lanes; improved environmental functions of the street through features such as street trees and rain gardens; and enhanced identity of the street through features such as wayfinding signage and public art.

Context-sensitive: The art of creating public works projects, buildings, additions, etc., which sensitively integrates projects into the context of their setting.

Corridor: Any major transportation route; may also be used to describe land uses along these routes.

Cost Burdened: The designation for households that pay more than 30% of their income on housing. Those that pay 50% or more are considered severely cost burdened.

Creekshed: The area of land which drains into a creek.

Comprehensive Plan: A long-range (20-25 year) plan containing maps and policies to guide the future physical development of a city or county.

Crime Prevention through Environmental Design:

(CPTED) Methods of reducing crime in an area by using urban and architectural design and the management of built and natural environments.

Critical Area: In 1984, to safeguard the Bay from the negative impacts of intense development, the Maryland General Assembly enacted the Chesapeake Bay Critical Area Protection Program, a far-reaching effort to control future land use development in the Chesapeake's watershed. The ribbon of land within 1000 feet of the tidal influence of the Bay was determined to be crucial because development in this "critical area" has direct and immediate effects on the health of the Bay. Development within this zone is regulated by Maryland's Critical Area Commission.

Cultural District: Well-recognized, labeled areas of a city in which a high concentration of arts and cultural facilities and programs serve as the main anchor of attraction.

Density: The number of residential dwelling units per acre of land.

Easement: The right to use property owned by another for specific purposes, such as access to another piece of property, conveyance of stormwater, or transmission of electricity or gas.

Environmental Enhancement areas: Properties that either already offer ecological benefits or should be improved to do so, but are not appropriate to serve as active parkland.

Environmental Justice: The practice of redressing inequitable distributions of environmental burdens (pollution, industry, landfills, freeways, etc.) and access to environmental benefits (clean air and water, parks and open space, etc.) in decision-making.

Equity: (1) The quality of being impartial and fair; (2) the money value of property or an investment.

Fair Housing Act: Federal legislation adopted in 1968 that prohibits discrimination by direct providers of

housing, such as landlords and real estate companies as well as other entities, such as municipalities, banks or other lending institutions and homeowners insurance companies.

Floor Area Ratio: The ratio of gross floor space on a property to the lot area of that property.

Food Desert: An area in which there are no nearby accessible and affordable places to buy fresh and healthy food.

Form based zoning (form based codes): A method of regulating development to achieve a specific urban form. Form-based codes focus on the physical dimensions and design of buildings and public spaces, rather than the land uses that occur within those buildings and spaces.

Green infrastructure: The system of parks, gardens, farms, forests, vegetated lands, and other public and private open spaces in a community.

Greenhouse gas: Gases that contribute to the warming of the atmosphere, including carbon dioxide, methane, nitrous oxide, and ozone.

Greenway: An interconnected area of natural vegetation, often surrounded by urban development.

Greenway Map: A map that depicts all land parcels worthy of conservation, with existing protected areas and potential conservation easements.

Growth Area: The area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is deemed sensible for annexation.

Historic District: Area within a city or county formally recognized by the local, state, or federal government for its concentration of historic or notable structures. A *Local Historic District* is an historic district only recognized by local government.

Historic Preservation: Efforts to safeguard historical and cultural heritage by preserving sites, structures, or districts which reflect the elements of the city's cultural, social,

economic, political, archaeological, or architectural history. For sites, structures, or districts to warrant attention for historic preservation, they must be culturally, architecturally, or historically significant. Historic significance in Annapolis is not limited to the existing Historic District.

Household: All persons occupying a single dwelling unit, including individuals, families, and groups of unrelated individuals.

Household income: The combined income of all persons living in a household, regardless of their relationship to one another.

Household size: The total number of residents in an area living in “households” divided by the total number of households in that area. Average household size excludes persons in group quarters.

Housing affordability: A measure of a household’s ability to afford housing that consumes 30% of their income or less.

Housing choice: The ability of a household to choose the type of unit or location within a city where they can live, rather than have that choice eliminated because of their social and economic status.

Impervious (surface): Surface through which water cannot easily penetrate, such as roofs, roads, sidewalks, and paved parking lots.

Infill: Development of individual small vacant lots or leftover vacant properties within areas that are already developed.

Light industrial (light manufacturing): Any of a variety of manufacturing, assembly, wholesale, distribution, storage, or similar employment activities with minimal off-site impacts.

Living Shoreline: A shoreline with natural wetland plants, which protects shorelines from erosion, develops natural habitats, and rebuilds sandy shorelines that might otherwise be lost due to sea level rise.

Low Income Housing: Housing that is affordable for a household with an aggregate annual income that is below 60% of the area median income.

Low-rise/low-scale: Three stories or less.

Maritime Zoning Districts: Districts whose use is reserved for marine related industries like shipyards, marinas and other services for watercraft.

Mid-rise: Generally referring to structures that are four to seven stories in height.

Mixed use (development): A development type in which various uses, such as office, retail, and residential, are combined in a single building or on a single property.

Micro-mobility: Wheeled, low speed transportation intended for one person. Examples include e-scooters and e-bicycles.

Missing Middle: The diversity of small scale multi-family dwellings that fall between single family homes and large apartment buildings, and have been zoned out of existence in many cities.

Mobility-as-a-Service: A practice that integrates the travel options available and offers them in a single interface, often a single app. Specifically, this often refers to bringing all the mobility options in an area into one app or website.

Moderately Priced Dwelling Unit (MPDU): Residential units where the sale price or rent is below the market rate for other units in the same development and affordable to households with an income that is 100% or less than the median family income for the Baltimore Metropolitan Statistical Area.

Multi-modal (boulevard/corridor): A street which accommodates multiple modes of transportation, such as rail, bus, and streetcar.

Neighborhood context: The overall atmosphere and setting associated with a particular neighborhood, defined by the scale and design of its buildings, the appearance of open spaces and vegetation, and the character of its uses.

Non-family household: A household with either one member or whose members are not related to one another.

Paratransit: On-demand transit services for seniors and those with disabilities unable to use the normal fixed-route service.

Parcel: A unit of land under unified ownership, described in a deed or other legal instrument.

Pedestrian-friendly / Pedestrian-oriented: A form of development that makes the street environment inviting for pedestrians; characterized by special sidewalk pavement, buildings of varied architectural styles with active ground floor uses, surface parking located behind the building or otherwise away from the sidewalk, benches or other pedestrian amenities, residential porches, low fences, pedestrian-scale lighting, and shade trees.

Pipeline (development): Any development that has been approved but is not yet occupied, including structures already under construction and structures approved but not yet started.

Point source pollution: any single identifiable source of pollution from which pollutants are discharged, such as a pipe, ditch, ship or factory smokestack.

Public art: Sculpture, painting, murals and other forms of artwork that are placed in public spaces or in public view to enrich and add visual interest to the built environment.

Public access: The ability of an individual to easily and freely access a particular location, such as the waterfront or a large tract of federal land.

Public housing: Housing that is built, operated, and owned by the Housing Authority of the City of Annapolis and that is typically provided at nominal rent to lower income or special needs households.

Public realm: General term referring to the publicly-owned outdoor spaces in a city, including streets, curbs,

sidewalks, alleys, planting strips and tree wells, plazas, parks, and the grounds of public buildings.

Public transit: Publicly-owned and operated system for the transportation of persons from one location to another, usually along a fixed route. Includes buses, ferries, trains, etc.

Recreational Enhancement Areas: All existing parks and other areas best intended for active recreational open space.

Recreational facility: A structure or open area improved for recreational purposes, especially on public land. Includes playgrounds, sports fields, tennis courts, recreation centers, swimming pools, stadiums, golf courses, etc.

Redevelopment: To demolish existing buildings; or to increase the overall floor area on an existing property, or both, irrespective of whether a change in land use occurs.

Riparian: located on, or relating to, the bank of a creek, river, or other body of water.

Setback: The minimum distance on the interior perimeter of a property line that is required to be kept free of structures, e.g., the required front, rear, and side yards.

Small area plan: Community-driven planning tool used to outline policies, actions, and recommendations for small geographic areas in the city—usually the size of a neighborhood or business district—where particular issues or challenges are present.

Small, local, and minority business: Generally refers to a business with fewer than 50 employees, a business with more than 51% ownership by African-American, Asian, or Latino individuals, or a business that is locally based; formal local and federal definitions may apply.

Short Term Rental: A rental unit rented out for short periods of time, usually to visitors or tourists.

Starter housing: Housing suitable in price and amenities for first-time home buyers.

Street tree: Tree planted in the median or along sidewalks in the public right-of-way intended to enhance the visual quality of a street, provide shade, absorb pollutants and noise, and provide habitat for urban wildlife.

Social Vulnerability: How vulnerable a person or community is to social, economic or environmental risks, as determined by an index created by the Centers for Disease Control (CDC).

Traffic calming: Refers to measures that make permanent, physical changes to streets to slow traffic and/or reduce volumes; also can include education and enforcement measures to promote changes in driver behavior. Typical measures include speed humps, roundabouts, and through-traffic barriers.

Tree canopy: The cover formed by the leafy upper branches of trees in a forest.

Underutilized/underused: A site or structure which no longer represents the highest and best use of that property based on current market conditions. Underutilized sites are characterized by land values that exceed the value of improvements, or by outmoded or obsolete buildings.

Urban forest: Term used to describe trees along streets, in parks, and in yards throughout the City; collectively, these trees form a canopy that supports wildlife and provides environmental benefits.

Urban sprawl: Low density, automobile dependent development located beyond the edge of existing service and employment areas.

Vacancy rate: The percentage of a defined set of housing units (e.g., all rental units, all owner units, all units, etc.) that is unoccupied at any given time.

Vacant land (or building): Land that is not covered by a structure; or a building that is not occupied.

Vision Zero: A planning strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility.

Walkable: Well suited or adapted to walking, based on such factors as topography, distance, safety, pedestrian amenities, and visual features.

Ward: A geographic and administrative division of a city that elects and is represented by an Alderperson on the City Council. Annapolis is organized into eight wards.

Watershed: The land area that ultimately drains into a particular waterway.

Wetland: A lowland area, such as a marsh, that is saturated with moisture all or part of the year. Standards for defining wetland boundaries consider hydrology, vegetation, and soil conditions.

Workforce Housing: (1) rental housing that is affordable for a household with an aggregate annual income between 50% and 100% of the area median income; or (2) homeownership housing that: (i) except as provided in item (ii) of this item, is affordable to a household with an aggregate annual income between 60% and 120% of the area median income; or (ii) in target areas that are recognized by the Maryland Secretary of Housing and Community Development for purposes of administering the Maryland Mortgage Program, is affordable to a household with an aggregate annual income between 60% and 150% of the area median income.

Zoned Development Capacity: The land available and the housing units which could be built within City limits under current zoning rules.

Zoning map: Map that depicts the division of the City into districts or “zones” in which different uses are allowed and different buildings and lot size restrictions apply.

Zoning: A set of locally-adopted regulations which implement the Comprehensive Plan Land Use Map and policies, establish the range of allowable uses in defined geographic areas of a community (districts), set the standards for development in each district, and define the process for gaining approval to develop land or change land uses.

EXECUTIVE SUMMARY

PLAN OVERVIEW

Annapolis Ahead 2040 is the City of Annapolis' Comprehensive Plan update, a citywide plan required by Maryland Land Use Code to be updated approximately every ten years following the release of new Census data. Like previous plans, this plan's essential purpose is to bring about the careful development of the City and conservation of what is most exceptional about it. As a general and city-wide Plan, it does this by guiding public and private decisions that work toward achieving the vision set forth by the City and its residents over the use of land, water and other natural resources; streets and other infrastructure; parks, open spaces and other community facilities; and many other aspects of the city related to development through the year 2040. The guidance within this Plan is a representation of the agreement that Annapolis, as a whole, has come to over long-range goals and outcomes. With it, the City's government has a roadmap to make wise and popular decisions on development proposals, the expenditure of public funds, the City's development code, cooperative efforts, and issues of pressing concern. Likewise, the Plan provides city residents, property owners, business owners, and those looking to invest in the city with a clear view of the city's direction.

This Plan explores conditions as they are today, how these conditions may have changed since the last comprehensive plan, and anticipates what the future may hold. From this analysis, the Plan provides goals, performance metrics, and recommended actions that will guide Annapolis toward a healthy, balanced and harmonious future over the next 20 years.

There are many features of this Plan that distinguish it from prior comprehensive plans and reinforce its

relevance to the Annapolis of today. The most important of these features are the following three themes which are interrelated and guide all goals, performance metrics, and recommended actions of the Plan.

Equity

The Plan's focus on equity is guided by an awareness of longstanding racial inequities in how public and private resources are invested in Annapolis communities. The Plan's includes many goals, metrics, and recommended actions aimed at reversing these decades long trends and ensuring that all residents and communities have access to the opportunities and resources they need to be successful.

Health

The Plan's focus on health is grounded in an appreciation for how the built and natural environment of the city plays an influential role in the physical and mental health of the city's residents and communities. The Plan offers many goals, metrics, and recommended actions aimed at ensuring that our surroundings are designed to improve our health.

Resilience

The Plan's focus on resilience is based on the fact that Annapolis will continue to face challenging environmental conditions driven by climate change which in turn have economic and social consequences. The Plan offers goals, metrics, and recommended actions designed to help the city better prepare for, respond to, and adapt to more frequent storms, increasing flooding, extreme heat, and other climate driven conditions.



FIGURE EX-1: ANNAPOLIS' FIRST ANNUAL JUNETEENTH PARADE IN 2022

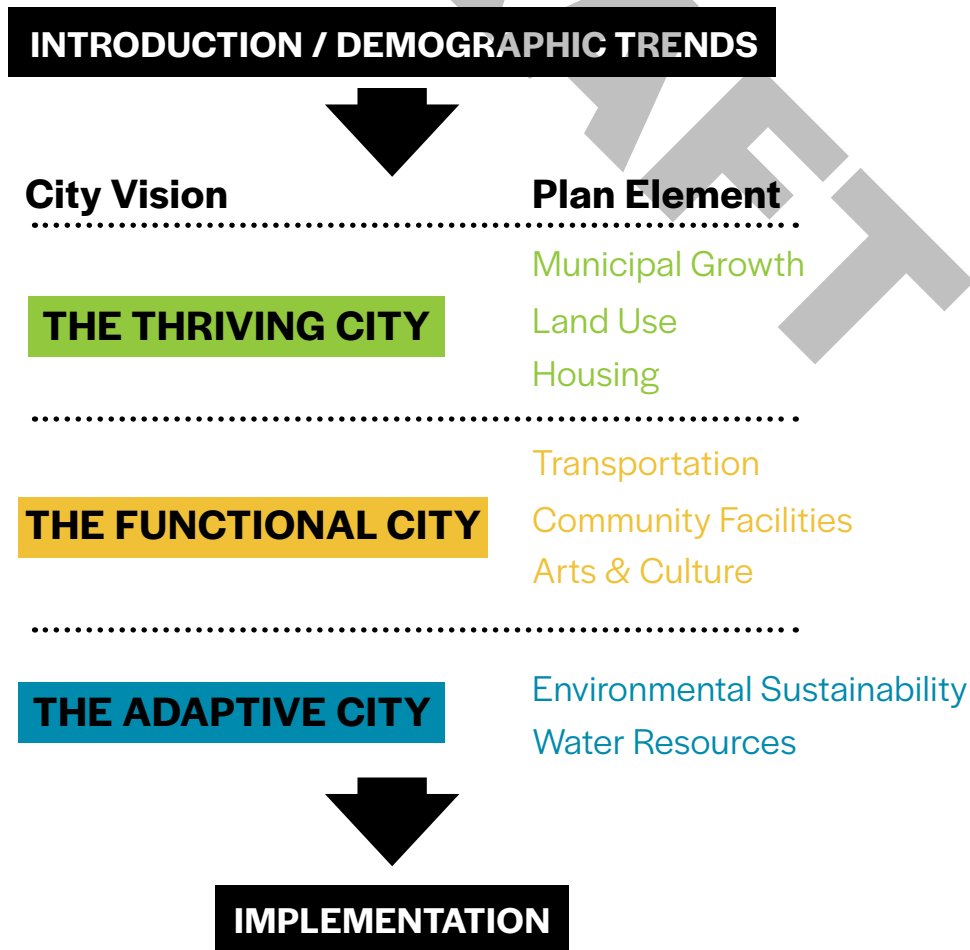
Source: Paul W. Gillespie / Capital Gazette

Plan Structure

While State law outlines the essential and shared focus for comprehensive planning throughout Maryland, it is the City's own vision that gives life and meaning to its ongoing development. The Plan's foundational themes discussed on the previous pages, the structure illustrated below and the guiding principles on the facing page reflect the hopes and concerns of residents who have participated in one or more of the many public involvement activities during the planning process including community surveys, public meetings and work sessions, community association meetings, and the meeting of the City's many citizen boards and commissions. Further discussion of the public involvement activities is provided in this chapter.

The Plan is organized into thirteen chapters with an Executive Summary prior to Chapter 1 and an Appendix following Chapter 13. Chapters 2 through 10 constitute the core content of the Plan and are organized into sections based on three distinct City Visions: *The Thriving City*, *The Functional City*, and *The Adaptive City*. Each of these sections addresses issues specific to its vision and are organized into chapters focused on distinct but interrelated Plan Elements. These elements generally follow the foundational policy areas as defined by the Maryland Land Use Code.

Each chapter contains a brief overview, a description of existing conditions, and a listing of goals, performance metrics, and recommended actions.



How to Use this Plan

In contrast with past comprehensive plans in Annapolis, this Plan has been conceived as resource for not only City staff, elected officials, and other key decision-makers, but also the residents of the city and anyone looking to relocate or invest in the City. The document is written with all of these audiences in mind. Annapolis Ahead 2040 is both the City's guiding vision and its plan of action. It also asserts the values and principles that will be the foundation for the City's evolution over the next twenty years.

The Plan is committed to its role as a community roadmap for the City's leadership, departments, stakeholders, residents, and developers to be able to do three key things integral to realizing the vision of the Plan:

- Easily grasp the clear direction in which the City is heading and how the various Plan elements fit together to form the Plan's vision.
- Make decisions within one's own domain that contribute to or support the desired outcomes of the Plan.
- Measure and track the progress being made toward achieving the goals outlined in the Plan.

As described above in "Plan Structure", this Plan is organized into three City Vision sections, which contain individual chapters focused on specific elements of the city. The chapters each illustrate a distinct aspect of the city, and are interrelated, but they are designed to be consulted individually, as pieces of the larger Plan. Given the Plan's length, it is not meant to be read continuously from beginning to end. More likely is a scenario in which someone may need to consult the Plan for a specific topic, say Housing, and would simply jump to Chapter 5: Housing. After reading that chapter and seeing its many references and cross-listed goals to Chapter 4: Land Use, the same person might then move onto Chapter 4: Land Use. In this sense, the Plan does not need to be read in a linear or chronological way. Rather, it should be read according to a specific topic, interest, or need. Inevitably, one chapter may point to other related chapters.

Are you an Annapolis resident?

Every chapter of this Plan will provide you with a great amount of information about your city, perhaps more than you ever cared to know. If you want to become more engaged in the city, take a look at the Action Matrix within the Implementation chapter to see if there are specific actions that you would like to help advance.

Are you an Annapolis property owner?

You will probably find the chapters focused on Municipal Growth, Land Use, Environmental Sustainability, and Water Resources most relevant. The Action Matrix within the Implementation chapter will tell you what projects or initiatives may impact your property.

Are you a business owner, institution, or someone looking to invest in Annapolis?

While you may need to read all chapters (or at least skim them) to get a complete picture of the City's direction, depending on your interest, individual chapters may suffice. If you have a specific property in mind, the chapters focused on Municipal Growth, Land Use, and Housing will be most relevant. The Action Matrix within the Implementation chapter will tell you what initiatives may impact your project or property.

Planning Process

Annapolis Ahead 2040 is the outcome of a substantial community engagement process which stretched across four years and touched thousands of residents and other stakeholders through in-person and virtual meetings, surveys, and requests for public comments.

The process which guides the preparation of comprehensive plans in Maryland comes from the Land Use Article of the Maryland Annotated Code and states that the city's Planning Commission has the authority and responsibility to prepare a comprehensive plan for its jurisdiction and to present the plan with a recommendation to the local governing body, which is the Annapolis City Council. In addition, the Maryland Planning Visions Law of 2009 created twelve visions for plans to follow reflecting the State's ongoing aspiration to develop and implement sound growth and development policy. These visions and the process outlined in the Land Use Article have guided the process to create this Plan. While City staff managed the process and production of the Plan, regular updates and work sessions were held with the Planning Commission which ultimately approved of the Plan.

The community process to create this Plan formally kicked off with a community workshop in Spring of 2019, where the aim was to collect the advice, opinions and the ideas that would ultimately shape this Plan. Various stakeholder groups including civic associations, business associations, the City's many volunteer Boards and Commissions, as well as the City Council and members of the general public, commented regularly on draft Plan content.

In June 2021, draft goals, performance measures, and recommended actions were released for public comment. Over 200 comments were received. More

COVID-19 Impacts

During the process of making this Plan, the U.S. and the rest of the world instituted necessary measures to try to combat the spread of the SARS-CoV-2 (COVID19) virus. In March 2020, the State began issuing stay-at-home orders for many employees across all industries, effectively shutting down schools and businesses temporarily. As mask-wearing, social-distancing and quarantining became the norm, so too did working-from-home and holding meetings virtually. This Plan not only relied on the continuous feedback of residents, stakeholders and City officials, but also depended on future projections, which, during height of COVID, were very uncertain. The release of the 2020 U.S. Census data which is used throughout this Plan was also delayed. These impacts from the COVID-19 pandemic significantly affected the timeline of the Plan process and the shape of process itself but did not diminish the efforts of City staff to ensure broad opportunities for residents and others to participate in the planning process.

recently in June 2023 when the full Draft Plan was released for a 90-day public comment period, 192 formal comments were received. Approximately 20% of these comments resulted in changes to the Plan.

As part of this planning process, several other special topic plans were also completed including a West Annapolis master plan, a strategic plan for the Maritime industry, a master plan for the revitalization of the Annapolis' largest public housing community, and the city's first ever Public Water Access Plan. These plans informed the content of Annapolis Ahead 2040 and are included in the appendices.

Relationship to Past Plans

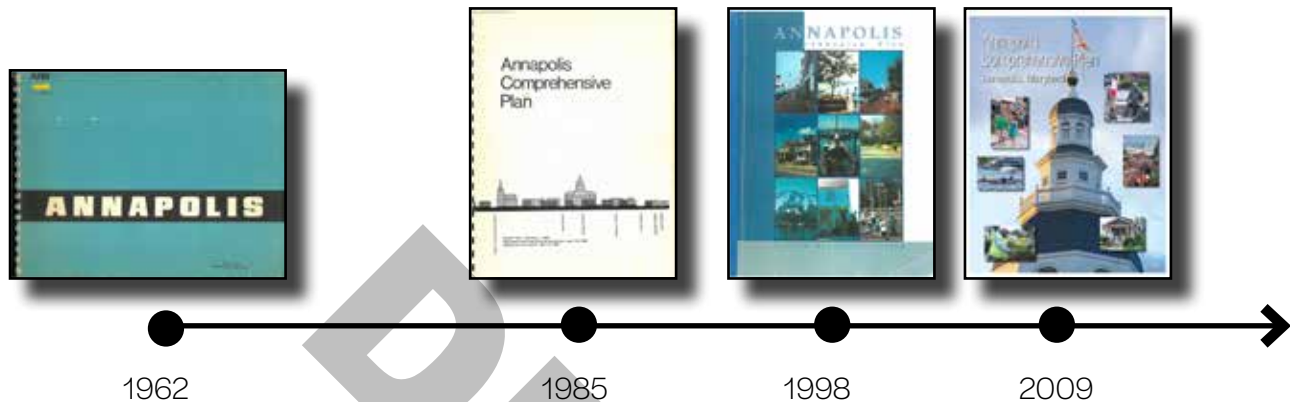


FIGURE EX-2: ANNAPOLIS AHEAD 2040 IS ONLY THE CITY'S FIFTH COMPREHENSIVE PLAN WITH PRIOR PLANS ADOPTED IN 1962, 1985, 1998, AND MOST RECENTLY IN 2009.

Source: City of Annapolis

Annapolis Ahead 2040 is only the City's fifth comprehensive plan since adopting its first plan in 1962. Since then, Annapolis has adopted comprehensive plans in 1985, 1998, and most recently in 2009. Each plan represents a particular moment in Annapolis' evolution as a city: It takes stock of current conditions, needs, challenges, and opportunities in an effort to chart a direction for the City's future. Each plan also reflects the changing perspectives of the current population, City staff, the Planning Commission, and the City Council, who put their imprint on the plan and take ownership of it. Each comprehensive plan ultimately reflects the needs and priorities of the stakeholders who participate in its development. In this respect, an Annapolis comprehensive plan is not so much an update of a prior plan but rather an entirely new plan that must be responsive to the times in which it is created. Annapolis Ahead 2040 reflects this reality.

Annapolis Ahead 2040 does build on the legacy of previously adopted comprehensive plans but when it is adopted, it will supersede the 2009 comprehensive plan. Certainly, each comprehensive plan addresses some continuing challenges that were addressed in a prior plan, but rarely are the same goals and recommendations simply copied from plan to plan. Goals and recommendations are driven by the participants

in the planning process, and generally, by the time a new comprehensive plan is drafted there are very few unimplemented recommendations that are still relevant. Times have changed, the City has changed, and the population has changed, which makes it unlikely that ideas from more than a decade ago still hold sway.

Annapolis Ahead 2040 addresses a number of pressing issues that were already relevant at the time of the 2009 comprehensive plan, namely housing affordability, climate change impacts, safer mobility options, and the protection of critical environmental assets. Yet, in each case, the City's efforts to address the issue have not kept up with the accelerating impacts, and today there is far more pressure to act than in 2009. The issues of housing affordability and climate change in particular have reached a crisis stage for the city. The recommendations to address these issues in the 2009 comprehensive plan appear inadequate in the face of the current conditions.

Annapolis Ahead 2040 must be viewed in the context of today and a response to the challenges and opportunities of tomorrow. Once adopted by the City Council, this Plan will become the primary guide for decision-making on policy initiatives, capital projects, proposed development, and City programs.

ANNAPOLIS TODAY

The area governed by the City of Annapolis has grown substantially since its beginnings as a small English colony on Spa Creek in the 17th century. As illustrated in the map on this page, the city grew outward from what is today the Annapolis Historic District and the city's downtown, and expanded very modestly until the mid-twentieth century. Between 1951 and 1961, the city grew rapidly and annexed Eastport, Parole, West Annapolis, and the other areas along Forest Drive and Bay Ridge Road. Since then, the City has grown in a more piecemeal and strategic fashion, with specific properties annexed that would logically enable improved services through contiguous land area and connected infrastructure, and expand the city's tax base.

In the coming years, the Annapolis city boundary will not change significantly from its current limits reflected in the map on the facing page. The city's Growth Area, which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation, is very modest. Chapter 3: Municipal Growth provides further discussion on the Growth Area.

The boundaries of the City's eight Wards, each represented by an elected Alderperson, are more likely to change over time. Every ten years following the release of the U.S. Census data which documents population change, the Mayor and City Council are required by the City Charter to reevaluate the boundaries of the Wards to ensure that each has approximately the same number of residents and meets the standards of the 1965 Voting Rights Act, among other factors. In 2023, the boundaries of the Wards did change following the recommendations of the Ward Boundary and Redistricting Commission Task Force appointed by the City Council.

FIGURE EX-3: THIS MAP ILLUSTRATES THE GROWTH OF ANNAPOLIS OVER TIME AND WAS PREPARED FOR THE CITY'S 2005 ANNEXATION WORKING GROUP REPORT WITH A MINOR MODIFICATION TO SHOW THE ANNEXATIONS SINCE 2005.

Source: City of Annapolis

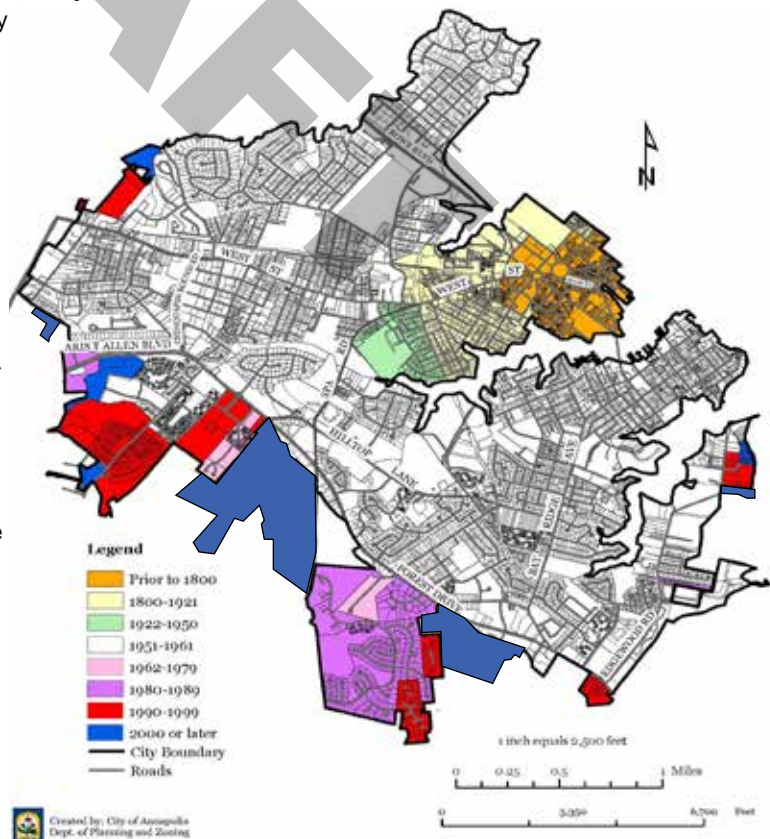


FIGURE EX-4: THIS 1718 PLAN OF ANNAPOLIS BY JOHN STODDERT EXPANDS ON THE CITY'S EARLIEST PLAN BY GOVERNOR NICHOLSON ON 1695

Source: Maryland State Archives



FIGURE EX-5: THE ONGOING CITY DOCK REVITALIZATION AND RESILIENCE PROJECT WILL DRAMATICALLY IMPROVE ANNAPOLIS' MOST IMPORTANT CIVIC SPACE, WHICH IS TODAY ALSO ITS MOST VULNERABLE AREA TO FLOODING AND STORM SURGE EXACERBATED BY CLIMATE CHANGE.

Source: *Marinas.com*

Population Trends

Understanding the factors contributing to a changing demographic is key to planning for a more healthy, resilient and equitable Annapolis. These factors reveal what policies should be implemented and for whom they should be implemented. Like any other City, Annapolis is an ever changing social environment with an influx and outflux of residents and even evolving conditions among long-term residents. The 2020 Census provides a complete picture of the social and economic trends of the populace when comparing to those same variables from ten years ago. The demographic trends in Annapolis over the past 10 years are a product of the demand to locate in the City, new development or redevelopment, and broader trends in the region and nation. This Plan is designed to address the needs of Annapolitans living in the city today as well as the future residents, so it is imperative to understand the composition of the city and the trends which are driving demographic change.

As a historic peninsular city with limited land availability, Annapolis continues to grow at a slower rate than the State and County as a whole. The increase in population between 2010 and 2020 was nearly the same as between 2000 and 2010, but at a slightly slower rate. Unlike at the County and State level, some of this population growth is attributed to an increase in the average household size rather than solely an increase in the number of households, meaning new construction has lagged behind the rate of that outside of Annapolis.

Similar to national and regional trends, Annapolis has an aging and a diversifying population. The fastest growing cohorts are the retirement age households and to a lesser extent new families with children of school age. Recent college graduates and young professionals are one of the few cohorts to decrease in population, meaning more of them are deciding to locate elsewhere. Annapolis continues to diversify. All minority groups experienced an increase in population, with the largest increase occurring in the Hispanic/Latino population, while the proportion of white residents continues to decrease.

Economic trends within the population are also significant as the gap between the high earning and

POPULATION	2010	2020	% CHANGE
City of Annapolis	38,375	40,812	6.4%
Anne Arundel County	537,656	588,261	9.4%
State of Maryland	5,773,552	6,177,224	7.0%
HOUSEHOLDS	2010	2020	% CHANGE
City of Annapolis	16,130	16,751	3.8%
Anne Arundel County	199,378	219,971	10.3%
State of Maryland	2,156,411	2,321,208	7.6%
AVG. HOUSEHOLDS SIZE	2010	2020	
City of Annapolis	2.34	2.40	
Anne Arundel County	2.63	2.63	
State of Maryland	2.61	2.61	

Sources: U.S. Census Bureau via ESRI Business Analyst, 2010 Census, 2021; Maryland State Data Center, Department of Planning, 2020 Census, 2021; BAE, 2021

TABLE EX-1: POPULATION AND HOUSEHOLD GROWTH: 2010-2020

Source: City of Annapolis

low earning households continues to grow. Annapolis has both a relatively large proportion of households at a high income level and households that earn below the regional poverty level. According to the U.S. Department of Housing and Urban Development (HUD), a household is considered housing cost-burdened if it pays more than 30 percent of its gross monthly income for housing costs. Reflecting national trends, a larger proportion of renter households in Annapolis are cost-burdened while a lesser proportion of owner households are cost-burdened. That the amount of owner-occupied housing in Annapolis increased at the same time that renter-occupied housing decreased has likely exacerbated cost-burden among renters. The cost burden is not only worsening among low-income earners, however. More than half of households that are considered moderate-income earners are also cost-burdened.

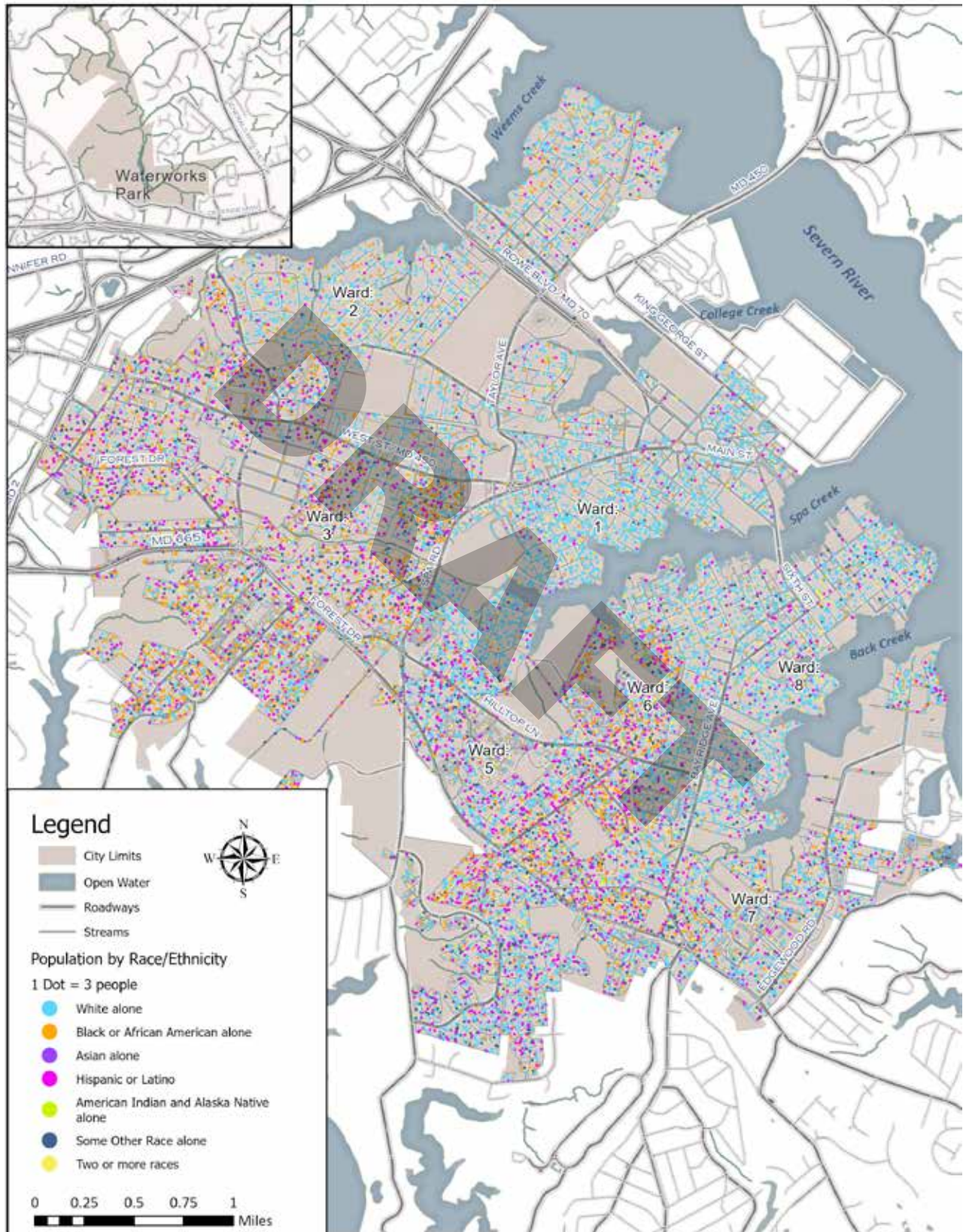


FIGURE EX-6: MAP OF POPULATION BY RACIAL IDENTITY IN 2020 WHICH SHOWS A RACIAL DIVIDE IN THE CITY.

Source: City of Annapolis

Social Vulnerability

To address equitable outcomes for this Plan, a substantial effort is made to understand the city’s population based on need and the metrics that can best define communities in need of additional support.

The segments of the population that are vulnerable to current and future risks whether social, economic or environmental are of particular note. Factors such as socioeconomic status, household composition, minority status, and housing type and transportation are the factors dictating social vulnerability. A methodology created by the U.S. Centers for Disease Control and Prevention (CDC), a person or community’s degree of social vulnerability is measured by 15 Census variables which the CDC includes in its Social Vulnerability Index (SVI). The social vulnerability index is applied to Annapolis in the accompanying map based on Census Block and is included in Chapter 6: Transportation, Chapter 7: Community Facilities, and Chapter 9: Environmental Sustainability. The process for calculating the SVI for Annapolis is based on the CDC’s methodology where each of the 15 variables is weighted evenly and makes up one of two to five variables for each of the four categories as seen below. The sum of the values for each category then produces the overall social vulnerability.

The importance in measuring and tracking social vulnerability in the city lies not only in identifying who is potentially at risk and where the risk is most harmful, but in charting the course for future action to make Annapolis overall healthier and more equitable which in turn will make it more resilient. The four main components of social vulnerability-- socioeconomic status, household composition and disability, housing type and transportation, and minority status and language-- tell each side of the story into a community’s vulnerability while also having correlation between each other.

What Makes a Community Socially Vulnerable?

A distinguishing feature of this Plan in comparison to past comprehensive plans is its emphasis on equitable outcomes. Of course, to be equitable requires an understanding of those communities which are already at a disadvantage due to social circumstances. Many of these communities are historically disadvantaged, meaning that past investment and policies have not helped these communities to succeed. Today these communities are less equipped and more vulnerable to social, economic, or environmental challenges. To create a baseline for where these communities are located in Annapolis, the Plan uses the Center for Disease Control (CDC) Social Vulnerability Index (SVI) which combines Census data from the following fifteen factors to establish levels of social vulnerability.

Socioeconomic Status

- Below Poverty
- Unemployed
- Income
- No High School Diploma

Housing Type + Transportation

- Multi-Unit Structures
- Mobile Homes
- Crowding
- No Vehicle
- Group Quarters

Household Composition + Disability

- Aged 65 or Older
- Aged 17 or Younger
- Older than Age 5 with a Disability
- Single Parent Household

Minority Status + Language

- Minority
- Speaks English “Less than Well”

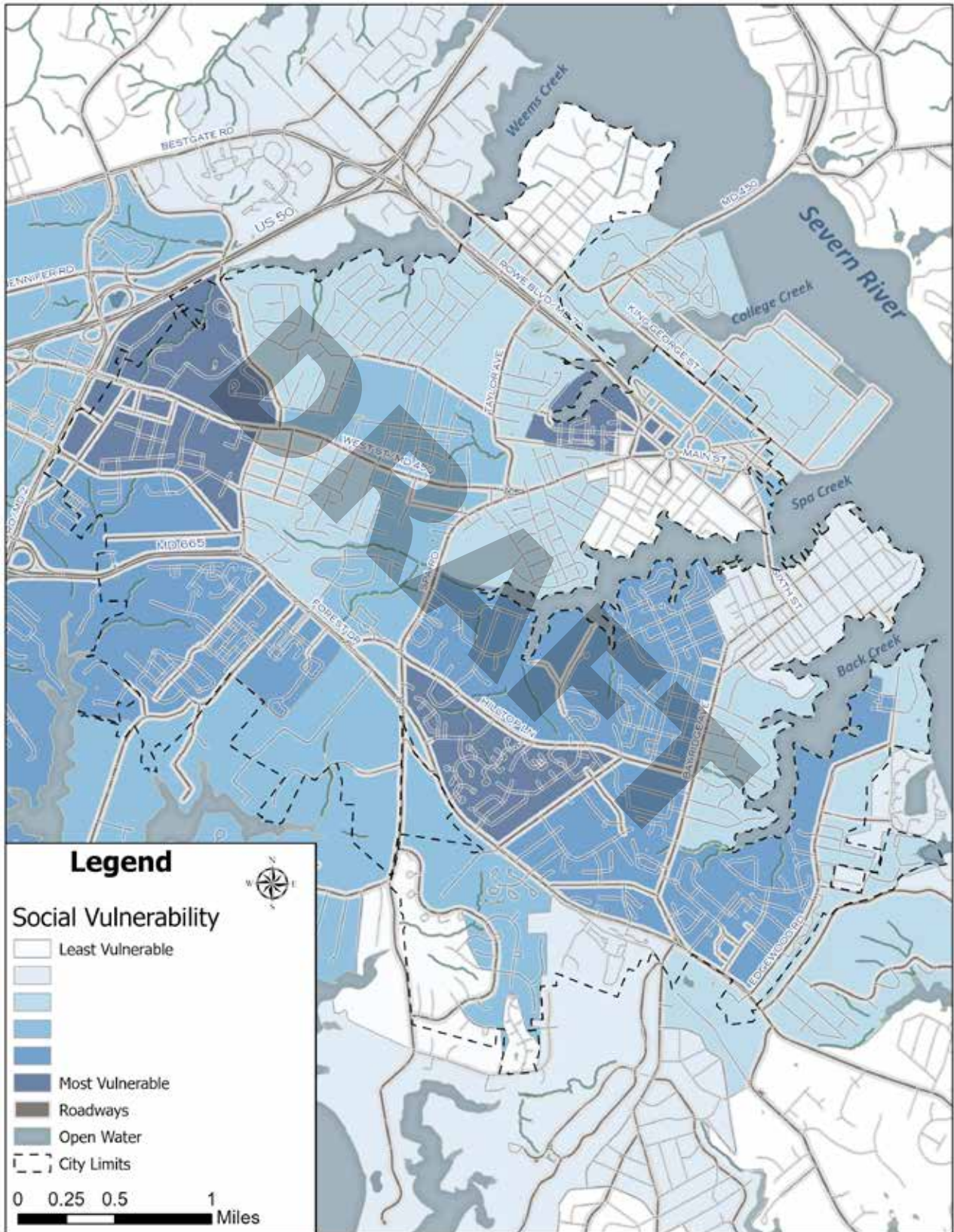


FIGURE EX-7: MAP OF SOCIAL VULNERABILITY FOR ANNAPOLIS CENSUS TRACTS BASED ON THE CENTER FOR DISEASE CONTROL'S SOCIAL VULNERABILITY INDEX FOR 2020

Source: U.S. Census

Projections of Household Growth

A forecast is an essential step in preparing a comprehensive plan. A forecast allows the City to properly anticipate and prepare for the likely impacts and needs that may arise from growth. Understanding the impacts of future growth on community facilities and services helps ensure that adequate facilities are in place to meet future needs.

This Plan recognizes that accurate forecasting for a city like Annapolis located in a growing metropolitan region can be difficult; therefore the Plan evaluates various alternative projections including a projection prepared by the Baltimore Metropolitan Council. It arrives at a selected forecast in light these comparative projections and the goals of this Plan. This Plan does not accept an unrealistic forecast of growth and then “force” a design on the City to accommodate that growth.

Four alternative projections are documented in the table and graph on the facing page. Each represents a possible future track for household growth through 2040. Each begins with the 2020 estimated baseline of 16,407 households.

- Projection 1 is the projection for Annapolis from the Baltimore Metropolitan Council. It assumes an increase of only about 433 housing units over 20 years and probably undercounts actual household growth because the City already has 554 units in the pipeline, 414 of which are under construction. The growth rate under this scenario would be substantially less than recent trends.
- Projection 2 assumes that all the units in the pipeline are built and each of the potential 292 infill capacity units are also built and occupied by 2040. In this scenario the City would add about 850 units and grow at an average annual rate of 0.25 percent, again slower than the past 20 years.
- Projections 3 projects the City will add households at the same rate over the next 20 years as it did between 2000 and 2020. Under this scenario,

YEAR	CITY	COUNTY	% SHARE OF COUNTY
1990	14,1415	149,114	9.7%
2000	15,303	178,670	8.6%
2010	16,136	199,375	8.1%
2020	16,407	216,500	7.6%

2040 SCENARIOS	CITY	COUNTY	% SHARE OF COUNTY
SCENARIO 1	16,843	239,578	7.0%
SCENARIO 2	17,406	239,578	7.3%
SCENARIO 3	17,874	239,578	7.5%
SCENARIO 4	18,160	239,578	7.6%

TABLE EX-2: HOUSEHOLD PROJECTION AS A SHARE OF ANNE ARUNDEL COUNTY POPULATION

Source: City of Annapolis

1,463 units would be added.

- Projection 4 assumes the City maintains its current 7.58% share of County households through 2040. Under the scenario the City would grow at a somewhat higher rate than it did over the previous 20 years and add about 1,753 households.

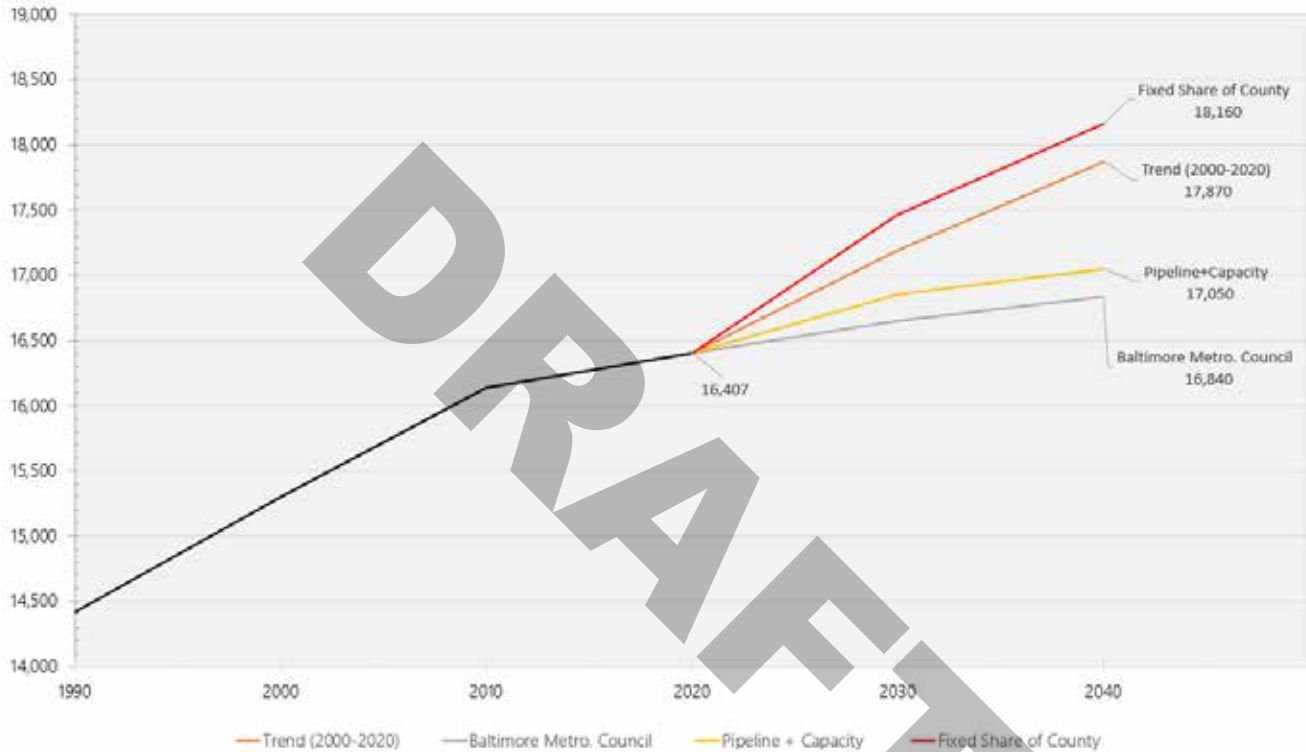


FIGURE EX-8: ALTERNATIVE PROJECTIONS OF HOUSEHOLD GROWTH: 2020 - 2040, GRAPHED

Source: City of Annapolis

PROJECTED SCENARIOS	2020	2040	CHANGE	AVG. ANNUAL RATE OF GROWTH (%)
SCENARIO 1: Baltimore Metropolitan Council	16,407	16,840	433	0.13
SCENARIO 2: Pipeline Development + Capacity	16,407	17,050	643	0.19
SCENARIO 3: Trend (2000 - 2020)	16,407	17,874	1,467	0.43
SCENARIO 4: Fixed Share of County (7.58% of County)	16,407	18,160	1,753	0.51

TABLE EX-3: ALTERNATIVE PROJECTIONS OF HOUSEHOLD GROWTH: 2020 - 2040

Source: City of Annapolis

Environmental Context

Annapolis' location as a peninsula on the Chesapeake Bay with approximately twenty-two miles of waterfront, and twelve different watersheds within eight square miles, defines the city's identity, culture, and economy, but also makes it extremely vulnerable to the impacts from Climate Change. This Plan is highly responsive to this environmental context.

The water which made Annapolis a fitting location for settlement, and the city we know today, continues to be vital to its existence and to the people who choose to live here, work here, and recreate here. Annapolis' complex and dynamic position between the Severn and South Rivers has always meant that any impact on water inside the city's boundaries has impacts downstream and in the Chesapeake Bay. Conversely, the city is easily inundated with tidal impacts from beyond its city limits. These conditions demand that nearly everyone in Annapolis is in some way accountable for the collective stewardship of the city's water resources, whether they know it or not.

Because future development will primarily occur as infill and redevelopment, the city is largely built out, as detailed in Chapter 4, Land Use. Thus the goals for water resources encompass restoration, protection, and conservation. The health of the city's water resources depends on the health of those Sensitive Areas identified in Chapter 9, Environmental Sustainability. Stream corridors, habitat, and forested areas are a critical lifeline to all creeks and rivers and their respective watersheds in Annapolis.

The city's urban tree canopy is another important natural resource that positively benefits water quality through stormwater filtration and slope stabilization, particularly

along the city's many riparian areas. The tree canopy goals of this Plan are based on studies documenting the correlation between urban tree canopy coverage and water quality. Today Annapolis' tree canopy is extremely challenged. Canopy coverage hovers around 41% of the city's land area but new planting and tree preservation are being outpaced by tree loss.

Nearly all water which hits the surface of the Annapolis Neck peninsula, on which the city is situated, drains through the city's riparian areas to the Severn and South Rivers, with Forest Drive representing an approximate dividing line between the two watersheds. The sub-watersheds of Weems Creek, College Creek, Spa Creek and Back Creek, tributaries of the Severn River, contain the majority of the city's population but face varying challenges and opportunities. Likewise, the Crab, Harness, and Aberdeen Creeks, portions of which are in the city, are tributaries of the South River and pose different challenges.

In past plans for Annapolis, it has been common practice to make land use recommendations for neighborhoods, roadway corridors, and other areas of the city based on where there is opportunity for change or for improvement. A major distinction of this plan, as mentioned in Chapter 4, Land Use, and Chapter 9, Environmental Sustainability, is to foreground the important nuances of watershed areas as the basis for future development and improvements to neighborhood quality of life to best meet the needs of residents. If land use decisions at all scales of development from the single family home to a large commercial center are made in the context of the water they will impact, the city will not only get better development but also better maintained natural resources.

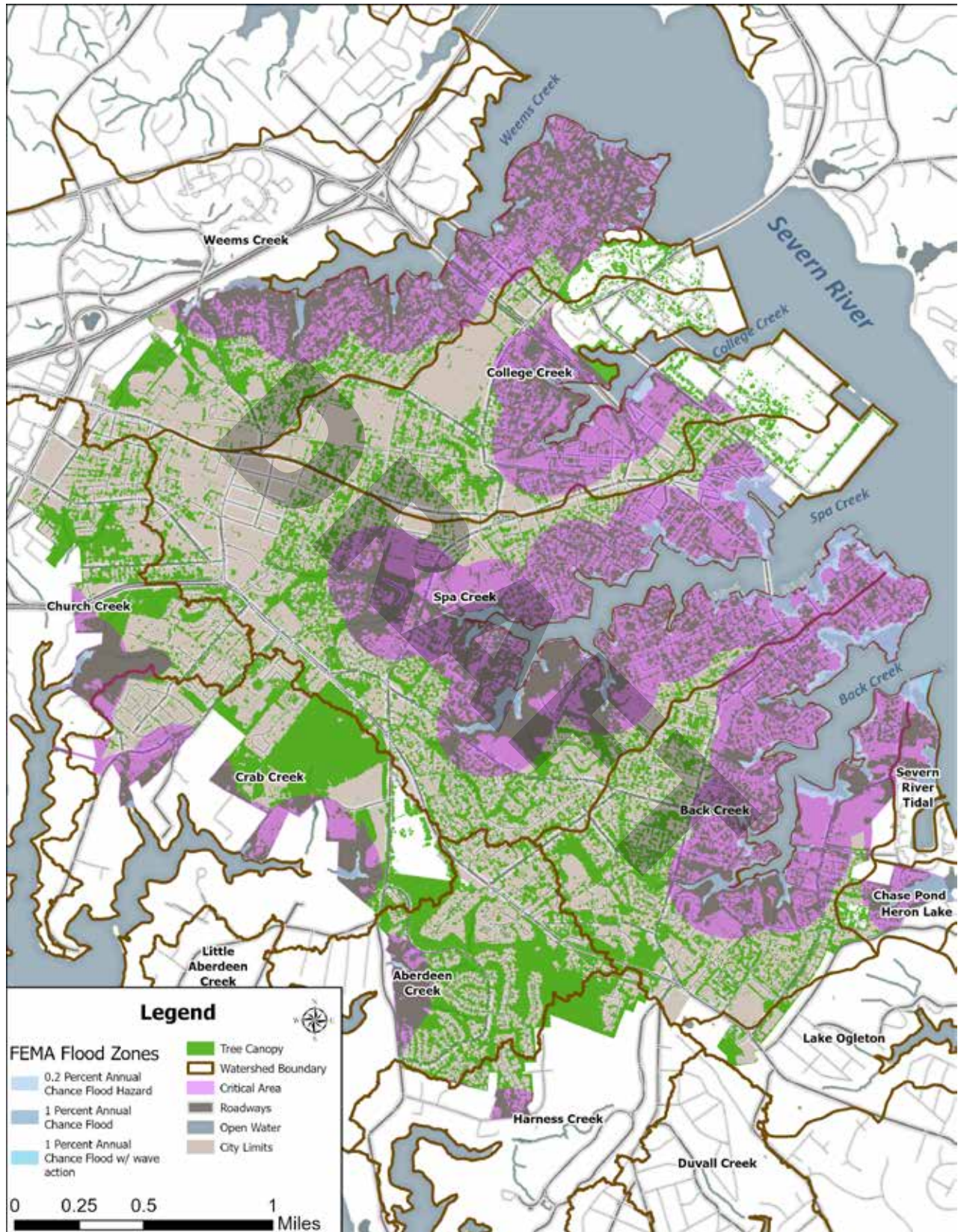


FIGURE EX-9: ANNAPOLIS IS HEAVILY DEFINED BY ITS ENVIRONMENTAL CONTEXT WHICH INCLUDES APPROXIMATELY 22 MILES OF WATERFRONT, TWELVE WATERSHEDS, HUNDREDS OF ACRES IN THE CRITICAL AREA, AND AN URBAN TREE CANOPY THAT COVERS APPROXIMATELY 40% OF THE CITY'S LAND AREA.

Source: City of Annapolis

Land Use

Annapolis' zoning map and the standards associated with the City's zoning districts play a substantial role in guiding land use decisions in the city. Yet, the current zoning system does little to address the city's prevailing goals and needs, and in many cases is limiting the city's potential.

There are in fact 31 separate standalone zoning districts in all, plus the Critical Areas and its three separate zones which cover all land within 1000 feet of the shoreline, the Annapolis Historic District, and other specialized overlay districts. Of the 31 standard districts, thirteen are devoted to residential uses, nine are devoted to commercial uses, three are limited to professional office uses, four to waterfront-maritime uses, and one district dedicated to industrial uses.

There is no limit on the number of zoning districts a community might have, but at some point there is diminishing value in differentiating geographic areas in an otherwise small city. This Plan recommends that a significant consolidation of the zoning districts takes place to align zoning with the Future Land Use Plan presented on the following pages. Because many of the commercial zoning districts allow residential uses to one degree or another, they can readily be consolidated into far fewer zoning districts better implement the mixed use goals articulated in the Plan. Because there is little difference among many of the residential categories, they too can be consolidated without undoing important land use policies. Most of the City's future zoning districts, especially those that may encompass planned mixed use areas, can focus on the physical form that new buildings and sites will take and less on the types of uses that currently is the basis for many of the separate districts.

Zoning Impacts

The relationship between the urban character of Annapolis and its zoning standards cannot be overstated. The city's built environment, including the

look of its buildings and public spaces and the land uses they support, are largely a function of the zoning code which determines what can or can't be built in the city. While on the one hand, zoning has been leveraged effectively to protect the city's maritime districts and industrial zone, it has also inevitably led to commercial corridors dominated by parking lots and is the primary reason for the city's housing shortage.

A stroll through the Historic District reveals that Annapolis was once flush with a diversity of housing options for residents of seemingly any income level. However, present day Annapolis reveals a far different reality where the majority of the city's residential neighborhoods are comprised of one housing type only: single family homes. In fact, more than 60% of the properties in the city zoned for residential use do not permit a simple duplex, meaning two independent housing units on a lot. A large percentage of the city's remaining two, three, and four unit apartment buildings that were once so prevalent in Annapolis could not be built by today's zoning standards. And yet, these are exactly the type of buildings that give the city its unique character and appeal.

The consequence of the city's restrictive residential zoning standards is far reaching. By not being able to produce a more diverse housing stock, Annapolis is limiting who is able to live in the city which ultimately undercuts the City's genuine desire to be diverse and inclusive. It also impacts the city's economy by making it harder for the businesses to find qualified workers, and it impacts the city's environment by forcing workers to commute from farther distances which adds traffic and polluting emissions to the city. The recommended actions in this Plan associated with Municipal Growth, Land Use, and Housing, coupled with the Implementation strategies, provide detail on how the Annapolis can strategically reform its zoning code in the coming years to better address the goals of this Plan.

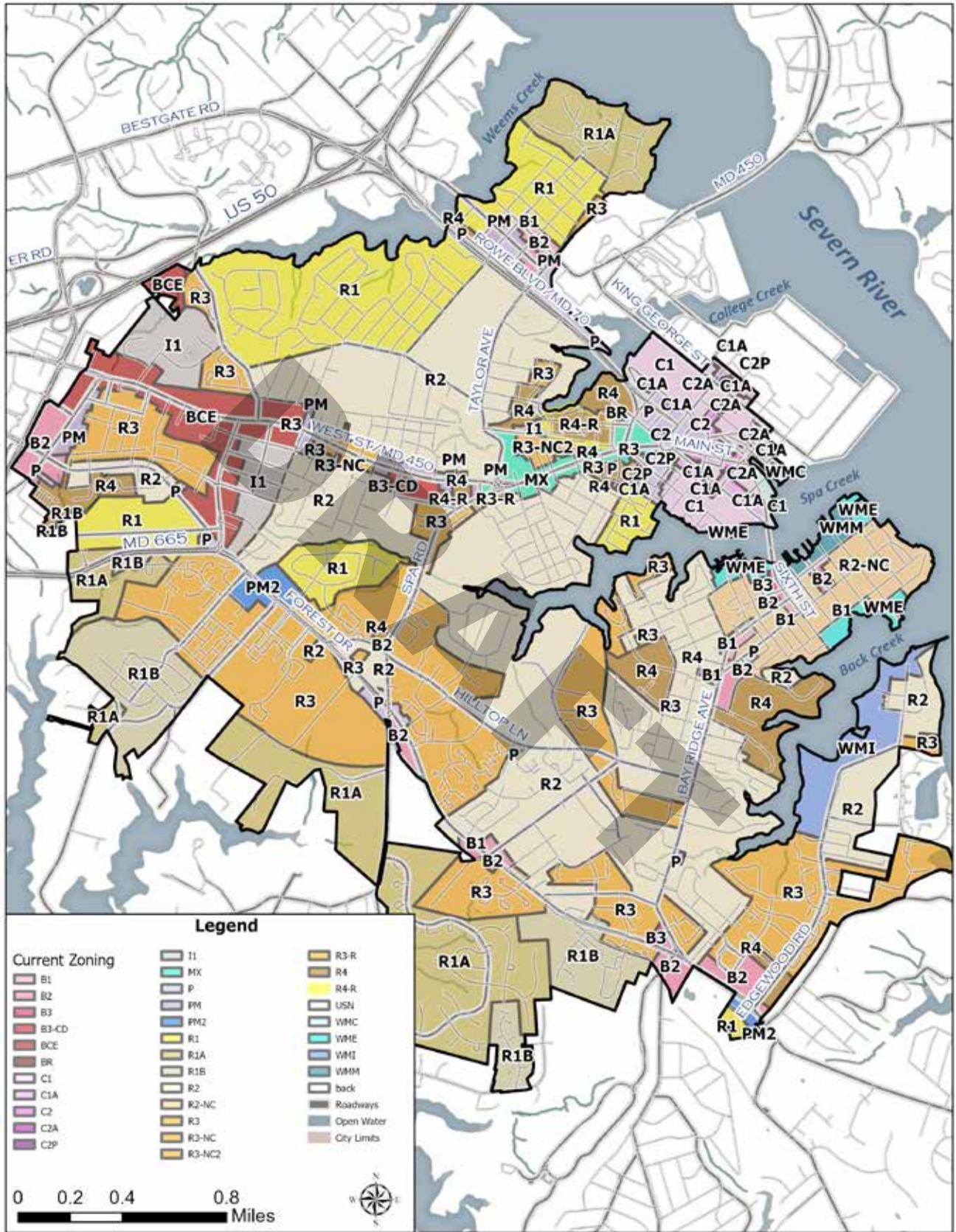


FIGURE EX-10: MAP OF EXISTING ZONING DESIGNATIONS

Source: City of Annapolis

Mobility

Annapolis today is a challenging place to live and be successful without a personal automobile: the sidewalk network has many gaps and obstacles, the bicycle network is fragmented and not connected, and transit service is infrequent and not as reliable as it could be. These inequities have led to rising traffic injuries and fatalities particularly among the most vulnerable road users.

For the last seventy-five years, a disproportionate amount of investment has improved the infrastructure needed for personal automobiles at the expense of other modes of transportation, and this policy has changed very little over the years. Being closely related to transportation, policies guiding land use and housing haven't changed much either. Unfortunately, many of the everyday challenges the city now faces, including housing affordability, traffic congestion and safety concerns, polluted air and water, and inequitable access to opportunities, can be attributed to our interrelated policies guiding transportation, land use, and housing.

The transportation environment in Annapolis is best characterized by its extremes. Downtown Annapolis, Inner West Street, Eastport, and West Annapolis are highly walkable areas, while much of the rest of the city is not. In the less walkable majority of the city, pockets of walkable neighborhoods often lack safe pedestrian connections to adjacent areas, particularly nearby retail conveniences, which then forces residents to drive short distances that could otherwise be accessed on foot or bike.

Solving the challenges of connectivity between Annapolis' diverse communities is straightforward in one respect: there are relatively few major arterial roadways. West Street (MD-450) and Forest Drive are roughly parallel commercial corridors that connect the majority of the city's residential population to retail, services, and major destinations. Forest Drive sees 30,000 vehicles per day (vpd) and up to nearly 60,000 at its west end in the vicinity of its interchange with Solomons Island Road, while West Street is typically hosting 20,000 vpd to 30,000 vpd. Between West Street and Forest Drive are four primary north-south corridors: Old Solomon's Island



FIGURE EX-11: THIS LOCATION ON HILLTOP LANE WHERE A BICYCLIST WAS FATALLY HIT BY AN AUTOMOBILE IN 2023 IS EMBLEMATIC OF A GENERAL CONDITION ON ANNAPOLIS ROADWAYS: THE MAJORITY OF THE SPACE IS DEDICATED AND DESIGNED ONLY TO SERVE AUTOMOBILES.

Source: City of Annapolis

Road, Chinquapin Round Road, Spa Road, and Bay Ridge Avenue. Today, with few exceptions, all of these roads have been designed for one mode of transportation only: the personal automobile. In the coming years, if the City wants to implement the goals of this Plan, it must ensure that its primary roadways form a network of *complete streets*, that is, streets designed to improve the safety and comfort for all street users regardless of whether they are automobile drivers, pedestrians, cyclists, or transit riders.

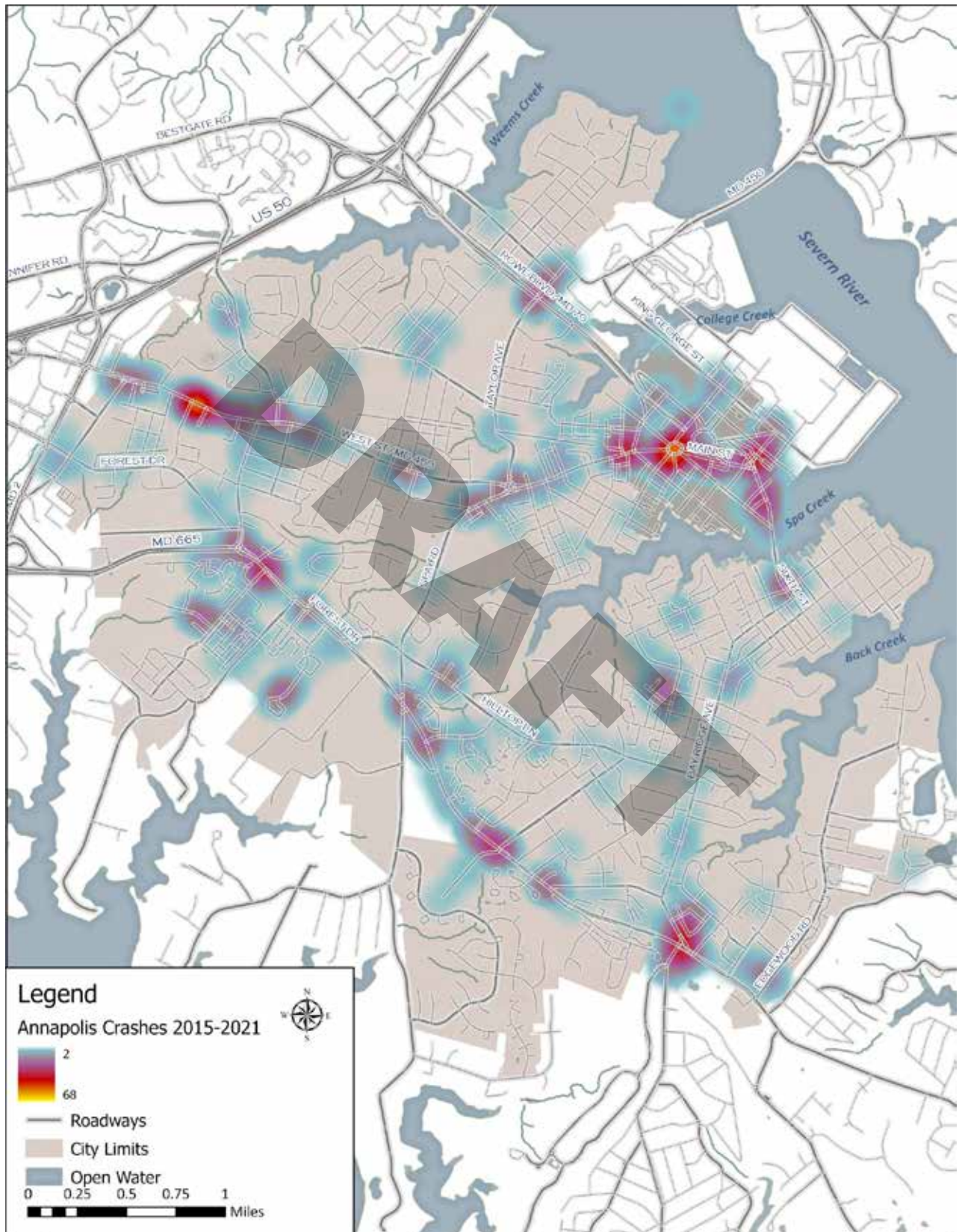


FIGURE EX-12: ANNAPOLIS VEHICLE CRASH MAP (2015-2021)

Source: City of Annapolis

Housing

Housing Supply within Annapolis

Housing supply holds great consequence for Annapolis as it generally determines who is able to live in the city, which in turn has a direct impact on the city's working population, its diversity, its cultural identity, and its economy among other defining features.

An analysis of residential building permits since 2010, when Annapolis' last Comprehensive Plan was adopted, reveals that the vast majority of approved permits have been for single family homes as illustrated by the map on the facing page. In fact, this trend is even further exaggerated by the fact that most of the multifamily permits approved, which include both rental apartments and condominiums, were for two redeveloped public housing communities-- Obery Court/College Creek Terrace and Wilbourne Estates-- where most of the units were simply replaced one for one. This pattern means that the city is not creating a supply of housing options that could accommodate the varying needs of the current resident population not those who might want to relocate to the city. While single family homes can come in many sizes and price points, they are generally considered the least affordable and most inefficient form of housing because they require the most land of all housing types and are the most costly to service in regard to infrastructure.

These common traits of single family homes are in fact exaggerated in Annapolis because the cost of land is extremely high and the city's residential zoning standards privilege single family homes. The consequence of these factors is that single family homes are more commonly built in Annapolis than any other housing type and are generally more expensive than the same homes outside of the city in Anne Arundel County. Housing supply in Annapolis is so limited and disproportionately aimed at higher income population that the idea of a "starter home" for a young household is essentially obsolete within the city's current zoning districts.



FIGURE EX-13: THIS SIGN FOR AN APPROVED PLANNED DEVELOPMENT ON TYLER AVENUE IS EMBLEMATIC OF THE PREDOMINANT HOUSING BEING BUILT IN ANNAPOLIS TODAY: LARGE SINGLE FAMILY HOMES THAT ARE UNAFFORDABLE TO THE MAJORITY OF THE CITY'S HOUSEHOLDS. WITHOUT CHANGES TO THE CITY'S ZONING STANDARDS, THIS TREND WILL CONTINUE.

Source: City of Annapolis

Even a cursory inspection of the housing stock in Annapolis' oldest neighborhoods reveals that the city was once providing a great diversity of housing types to meet its needs. Zoning changes over the years have dramatically limited the city's ability to meet its evolving needs.

For the city to properly address its housing supply needs today and into the future, zoning changes must be prioritized to incentivize more housing options of varying sizes and price points in all areas of city.

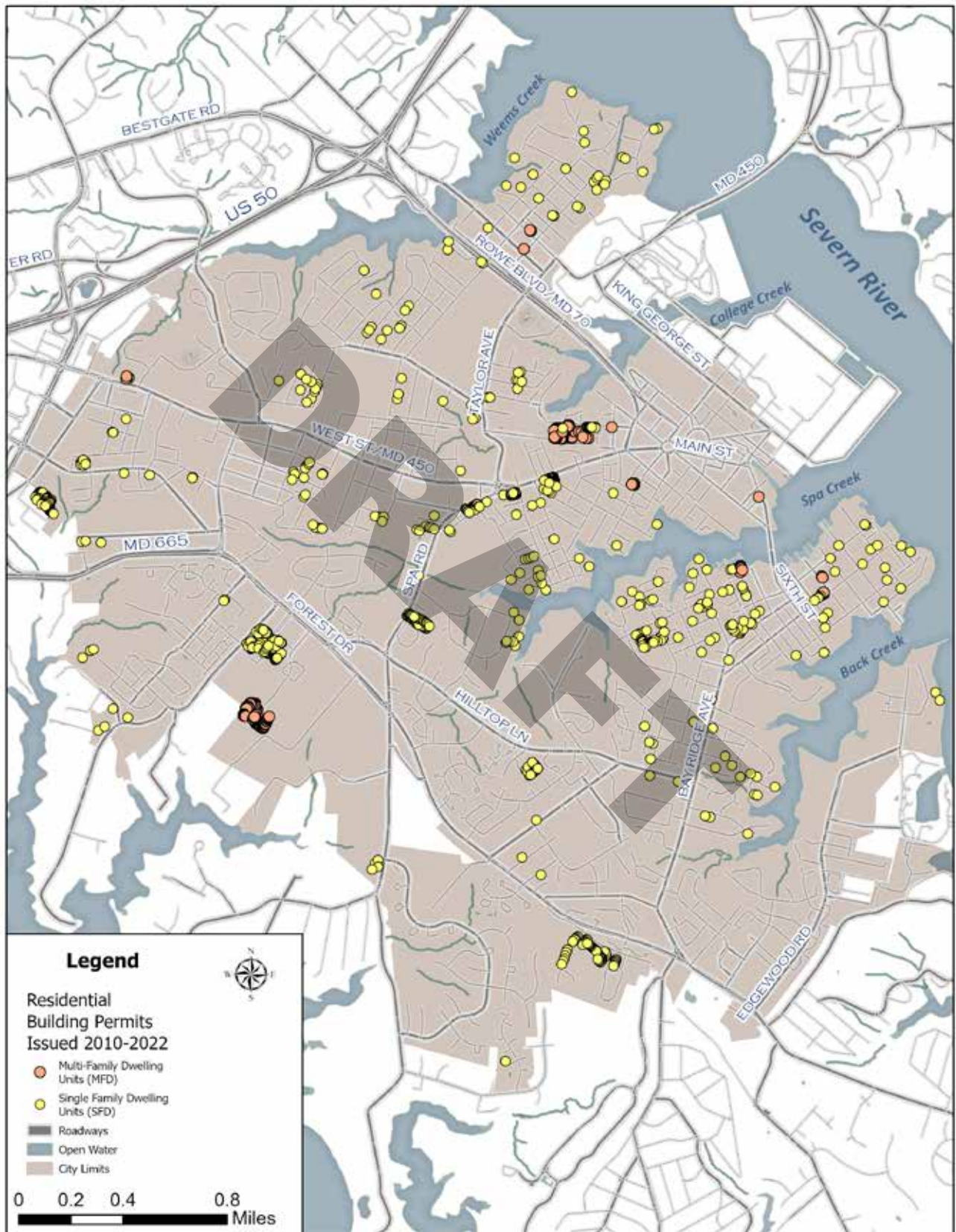


FIGURE EX-14: THIS MAP OF RESIDENTIAL BUILDING PERMITS ISSUED BETWEEN 2010 AND 2022 ILLUSTRATES HOW THE LARGE MAJORITY OF PERMITS ISSUED HAVE BEEN FOR SINGLE FAMILY HOMES.

Source: City of Annapolis

Public Safety

Overall crime remains relatively low in Annapolis in comparison with other jurisdictions of similar size and demographics, and shows a decreasing trend. Violent crime, while also relatively low, is showing signs of an increasing trend and remains a persistent threat with the majority of incidents occurring in and around the City's public housing communities. In these communities, high concentrations of persistent poverty and social vulnerability combined with historic disinvestment and lack of quality public amenities has created conditions very susceptible to crime. To effectively address these conditions, the City must use a more diverse arsenal of social and economic strategies beyond basic policing including targeted investment, partnerships with social service providers, and Crime Prevention through Environmental Design (CPTED) methods that have proven for decades to reduce the likelihood of crime. Many of these strategies are already in motion but must continue. For example, the *Eastport Choice Neighborhood Initiative* profiled in Chapter 5: Housing is leveraging a wide variety of strategies to holistically revitalize the City's largest public housing community where crime is prevalent.

Beginning in 2020, the Annapolis Police Department (APD) has instituted a variety of new social programs and policies aimed at building stronger relationships with the communities it serves and breaking the cycle of repeat offenses. These include a successful ReEntry Program for former offenders, a publicly accessible Homicide and Gun Violence Dashboard which tracks all data associated with violent crime over multiple years, and the ongoing NO HARM community-based violence intervention program in partnership with the Mayor's Office. In partnership with the Housing Authority of the City of Annapolis (HACA), and the City's Office of Community Services, APD established two new substations within the communities of Robinwood and Harbour House-Eastport Terrace to connect those residents to social programs and aim to reduce incidents of violence.

APD currently has a ratio of 2.4 officers per 1,000 residents. This is slightly lower than the national standard used by the International Association of Chiefs of Police



FIGURES EX-15: THE OPENING OF ONE OF THE TWO NEW SUBSTATIONS ESTABLISHED IN PUBLIC HOUSING COMMUNITIES. THE SUBSTATION SERVES AS BOTH A FIELD OFFICE FOR ANNAPOLIS POLICE AND A COMMUNITY RESOURCE CENTER FOR RESIDENTS AND STAFFED BY THE CITY'S OFFICE OF COMMUNITY SERVICES.

Source: City of Annapolis

(2.6 officers per 1,000 residents), and City's current Adequate Public Facilities Ordinance requires 3.2 officers per 1,000 residents. Following this standard, more than 20 additional police officers would be needed to accommodate the approximately 4,000 new residents expected by 2040.

In 2023, to address the ongoing challenge of recruiting additional Police Officers which limited the City's ability to meet its required number of officers, the City Council adopted ordinance O-9-23 which amended the Adequate Public Facilities standards for Police. Through the legislation, if additional police protection is needed to meet the Adequate Public Facilities requirements for a proposed development, mitigation can now be achieved through several new options. Security enhancements can be added including security cameras, the hiring of off-duty police officers, the hiring of private security, the hiring of contractual City Police officers, or other measures approved by the Chief of Police and City Manager. Social services enhancements can also be used to meet the requirements, including the hiring of a private social worker, the hiring of contractual City social workers, or other measures approved by the Chief of Police and City Manager.

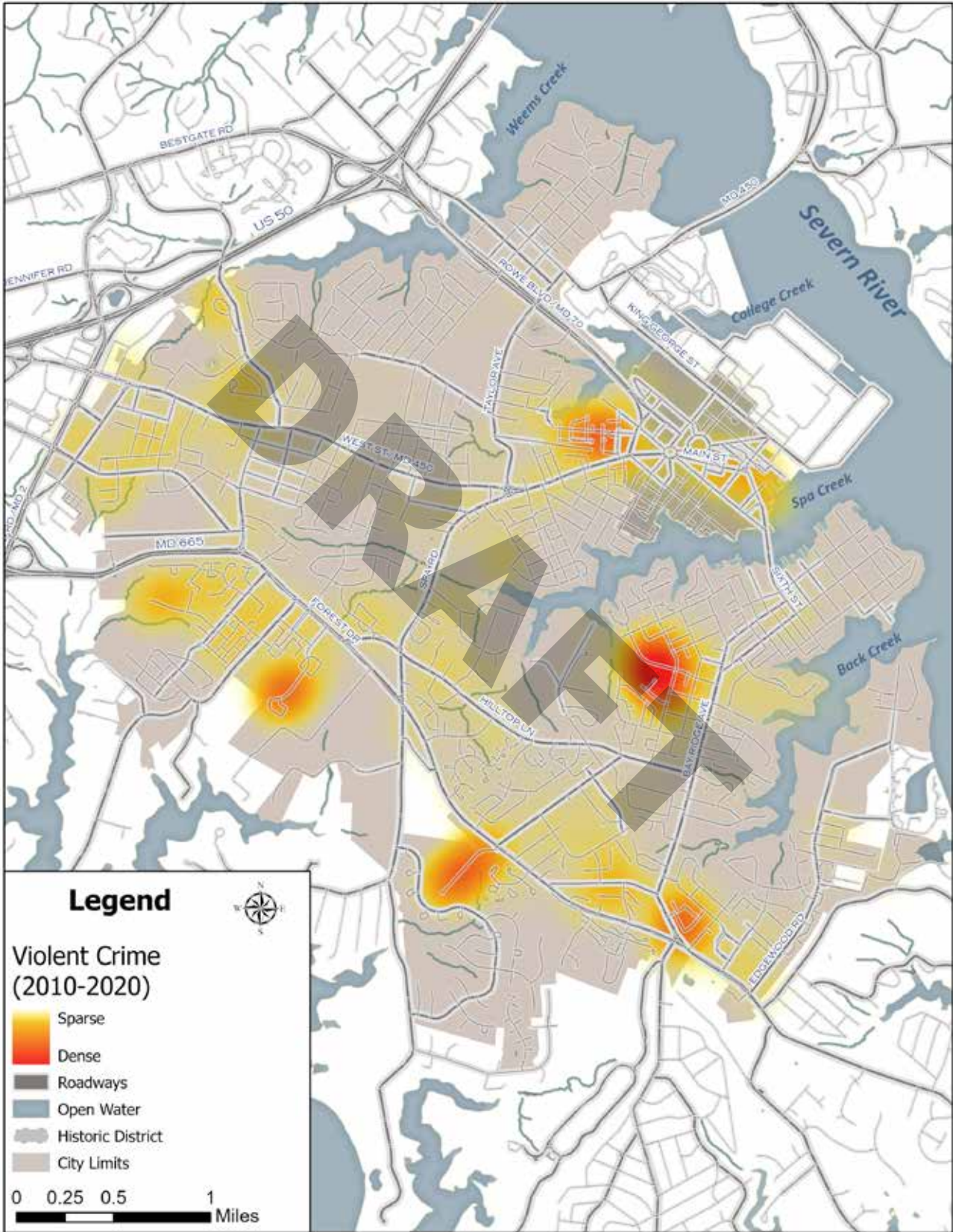


FIGURE EX-16: MAP OF VIOLENT CRIME BASED ON ANNAPOLIS POLICE DATA 2010 -2020

Source: City of Annapolis

THE VISION

In the coming years, Annapolis will be a more equitable, healthy, and resilient city.

It will be a more walkable and connected city where multiple safe and reliable transportation options reduce personal vehicle dependency. It will be a city which prioritizes public investments in its most socially vulnerable communities; a city which expands housing options accessible to residents of all income levels; and a city which grows a community of diverse local entrepreneurs aided by inclusive economic programs and opportunities.

Annapolis will be a city which prioritizes the preservation, restoration, maintenance, and enhancement of its natural resources, particularly when planning for new development. It will be a city which ensures that all residents have access to high quality recreational amenities particularly public water access; and it will be a city which values its cultural life through support for arts initiatives, artists and arts organizations, and citywide historic preservation efforts.

And Annapolis will be climate ready. Its infrastructure will be designed to withstand or adapt to the impacts from climate change. The city will protect its communities and institutions most at risk of climate impacts; And the city will reduce its carbon emissions through a variety of coordinated policies, programs, and investments.



FIGURE EX-17: THE TWO PROJECTS WHICH BEST EMBODY THE VISION OF THIS PLAN ARE THE ONGOING CITY DOCK RESILIENCE AND REVITALIZATION PROJECT AND THE EASTPORT CHOICE NEIGHBORHOOD INITIATIVE PROJECT, WHICH WILL DRAMATICALLY REVITALIZE ANNAPOLIS' LARGEST PUBLIC HOUSING COMMUNITY.

Source: City of Annapolis (Top); Housing Authority of the City of Annapolis (Bottom)

PLAN PRIORITIES

Implementation of this Plan’s vision will rely on multiple coordinated efforts but it begins with goals, performance measures, and recommended actions which reinforce the vision. These priorities also help illustrate what distinguishes this Plan from past comprehensive plans. In the coming years, all City projects, programs, and policies should advance these priorities.

Thriving City

1 Housing Access for All

Expand the range of housing choices that are accessible both in terms of geography and affordability, and are responsive to the needs of renters and owners of low to middle income.

2 Neighborhood Preservation

Promote context-sensitive neighborhood-serving development that reduces blight and physical incongruity while fostering visual harmony and cohesion.

3 Inclusive Economic Growth

Advance policies and programs which expand opportunities for local entrepreneurship and underrepresented groups to contribute to the City’s economic growth.

4 Sustainable Development

Prioritize walkable places, mixed-use development, greenway connections, small area planning oriented to creeksheds, and minimize the negative impacts to environmentally sensitive areas.

Functional City

5 Pedestrian, Bicycle, and Transit Connectivity

Build safe, comfortable, and connected alternative mobility networks to encourage active transportation, alleviate traffic congestion, and reduce automobile dependency.

6 Equitable Public Water Access

Increase the amount and quality of waterfront space that is publicly accessible for a variety of water-based activities, particularly on creeks and in neighborhoods with limited public water access today.

7 Citywide Cultural Programming and Preservation

Expand the reach of arts initiatives and historic preservation through the advancement of inclusive programs, the promotion of the City's diverse history, and expanded cultural opportunities for all residents and in all sectors of the city.

Adaptive City

8 Climate Ready Infrastructure

Mitigate the impacts of climate change through infrastructure adapted to be more resilient to rising sea levels, storm surge, flooding, extreme temperatures, and other climate-induced environmental changes.

9 Lower Carbon Footprint

Reduce carbon emissions in the city through coordinated policies and investment that promote renewable energy, energy efficiency and conservation, carbon sequestration, the application of new technologies, and ongoing monitoring.

10 Prioritized Environmental Assets

Proactively plan for the protection, restoration, enhancement, and maintenance of the City's natural resources as a linked network of greenways that will provide innumerable benefits to residents.

PLAN IMPLEMENTATION

While this Plan aims to be both aspirational and actionable, it will ultimately be judged on the latter, as plans which don't get implemented are quickly replaced. Therefore, clear paths to implementation are critical.

Much of what this Plan recommends is fundamentally about how Annapolis utilizes its land and how the City can leverage as much value and public benefit from its land as possible. To this end, it is worth revisiting a statement from the Introduction of this Plan which articulates the core intent:

Like previous plans, this plan's essential purpose is to bring about the careful development of the City and conservation of what is most exceptional about it. As a general and city-wide Plan, it does this by guiding public and private decisions that work toward achieving the vision set forth by the City and its residents over the use of land, water and other natural resources; streets and other infrastructure; parks, open spaces and other community facilities; and many other aspects of the city related to development through the year 2040.

The Plan distinguishes itself from past comprehensive plans through its three foundational themes-- equity, health, and resilience-- which assert a particular vision woven throughout this document for achieving the Plan's goals toward land use. Yet, as the highlighted statement above makes clear, what ultimately determines the implementation of this vision are the cumulative public and private decisions which together lead to change.

Each chapter of this Plan's core elements, beginning with Municipal Growth and ending with Water Resources, include specific examples of how those foundational themes of equity, health, and resilience can be realized through land use decisions. These decisions need two essential things to have any consequence: a plan of action, which is included on the following pages through the Recommended Action Matrix (and in Chapter 13: Recommended Action Matrix of the full Plan), and actual changes to the City's development regulations which ultimately dictate what can and can't be built in Annapolis. What follows is an outline of the various strategies that will ensure that the necessary changes to the City's development regulations are enacted in the coming years and the vision of this Plan is realized.



FIGURE EX-18: CONCEPT RENDERING OF THE FUTURE CITY DOCK AS PROPOSED IN THE CITY DOCK ACTION PLAN (2020). THE CITY DOCK PROJECT IS PERHAPS THE BEST RECENT EXAMPLE OF HOW LAND USE DECISIONS ARE DRIVEN BY PLANNING VISION.

Source: Annapolis Resilience and Mobility Partners (AMRP)

Implementation Strategies

Role of Comprehensive Plan in Daily Decision-making

There is no exhibit that better summarizes how the various elements of this Plan come together and have bearing on the City's landscape than the Future Land Use Map. Featured in Chapter 4: Land Use, this map is reproduced on the facing page as a reminder of why we plan: to coordinate decision-making among the many individuals and institutions who collectively create the city that we see today and desire for tomorrow. The Future Land Use Map, by clarifying the preferred land use designation for every property in the city, is a critical tool for the coordinated decision-making required to implement this Plan.

Annapolis' comprehensive plan guides many decisions on a daily basis including new development, legislative policies, community programs, and investments in public infrastructure. This Plan should be an essential resource for anyone making a decision that will have any amount of consequence on the city's landscape, its economy, its environment, and its communities and residents. This includes all property owners, business owners, public institutions, government agencies at the local, county, state, and federal levels, and elected officials at all levels.

Coordination Within and between City Departments

City of Annapolis staff across all departments will use this Plan more than anyone else because their work has everyday consequence on how the city looks and functions. The many applications of this Plan in the daily work of City staff include development plan review and platting, decisions to prioritize improvements to infrastructure and how that infrastructure should be designed, the creation of new social and economic programs, and small area plans that will provide greater detail for land use decisions at the neighborhood level. This Plan gives all City departments and offices a shared document to aid in coordination, particularly relevant and necessary to those which guide the physical planning of the city-- the Departments of Planning & Zoning, Public

Works, Transportation, Recreation and Parks, Police, Fire, Office of Emergency Management, and Office of the Harbor Master. Staff in all of these areas have specific mission-driven work but which overlaps with other areas of work and frequently relies on decisions by others, and thus must be closely coordinated.

Coordination with Neighboring Jurisdictions

While all municipalities have relationships with the larger jurisdictions in which they are located and neighboring jurisdictions, the number of overlapping jurisdictions in Annapolis are one of the city's defining features and a quality that makes planning in the city more complex. Annapolis is the County seat for Anne Arundel County, the State Capital for Maryland, the home of the United States Naval Academy and Naval Support Activity - Annapolis. A substantial amount of land within and around the city is owned and managed by these jurisdictions and institutions, which includes major roadways, waterways, buildings, and public spaces. To implement many of the projects in this Plan, the City will need to rely on close relationships and regular coordination with staff and elected officials representing each of these jurisdictions. This is perhaps most consequential in regard to transportation with most of the City's major arterial corridors being State roadways, and the City's transit system funded disproportionately by State and Federal grants.

Capital Improvement Program

Annapolis' annual capital budget and capital improvement program sets the priorities for investment in the city's infrastructure and public realm covering a wide variety of features including parks, roadways, natural resources, and public buildings. The capital budget is perhaps the best representation of what the City values, because it prioritizes how the City desires to allocate its resources, and therefore it should be reflective of the comprehensive plan vision.



FIGURE EX-19: A COMMUNITY EVENT STAGED AT THE PEOPLE'S PARK IN 2023 WAS USED TO SHARE PRELIMINARY PLANS FOR NEW TRAIL PROJECTS AND GATHER COMMUNITY INPUT.

Source: City of Annapolis

In fact, consistency with the comprehensive plan has long been a guiding principle determining capital budget projects. As stated in the most recent capital budget book:

The City recognizes the Comprehensive Plan, Strategic Plan, and master plans are key components of the City's long-term capital planning. These plans forecast the outlook for the City and underscore the alignment between demand generators, capital improvement programs, and funding policies.

In the coming years, the City should use the themes of this Comprehensive Plan-- equity, health, and resilience-- as well as the Plan's emphasis on social vulnerability, to adopt more nuanced criteria for prioritizing capital projects that will help to implement the plan vision.

Community Support

Annapolis is fortunate to have a highly engaged population that contributes heavily in the planning of the city. Residents volunteer their time and insight to serve on Boards and Commissions, they attend community meetings to share input for ongoing projects, they provide testimony that helps to improve development projects and legislation, and they organize campaigns to help promote important issues, needs, and opportunities, among other contributions. Generally, projects, legislation, and programs proposed by City staff and elected officials are better when they have received adequate community input and/or support. City staff regularly explore new methods of engaging with the city's population and ensuring a diverse participation, and this should continue as this Plan is implemented particularly in regard to reaching underrepresented communities.

Implementation Tools

Future Land Use Map

This Comprehensive Plan guides the pattern, distribution, and relative intensity of land uses. The Future Land Use Map embodies the plan and succinctly illustrates its vision. This map, shown on the facing page, is to be used along with the supporting text in this chapter to guide the location, type, intensity and character of development and redevelopment. Every parcel of land is assigned a general land use category.

The City's successive land use plans, adopted nearly every ten years, reflect a long term continuity in development policy. When adjustments are made to that policy, even modestly as recommended in this Plan, they can be understood by comparing the existing plan with the newly proposed plan. Implementing this new plan over the coming years would not reshape or transform the City or alter its essential character. In fact, the adjustments are subtle but important and include:

- Elevating the protection of the City's remaining forests, wetland and natural resource areas, by specifically designating them for conservation as "Environmental Enhancement" areas.
- Removing the standalone "commercial" classification and merging all commercial areas to "mixed-use" which is already established by City zoning. Through the expansion of mixed-use, housing is permitted by right in all commercial areas.
- The conversion to mixed-use of some specific parcels along major corridors currently assigned as residential, institutional, and industrial uses. These are locations which could serve their communities better as mixed use.
- "Recreational Enhancement" replaces "Recreation" as a new land use designation that encompasses all existing parks as well as other open spaces best intended for recreation such as school yard properties which are community open space assets.

Future Land Use vs. Zoning

The Future Land Use Map is not a zoning map, but the terms are often confused. The Future Land Use Map proposes a vision in broad strokes for how the city's land should be best utilized. The zoning map should ultimately reflect this vision but provide far more specific guidance that organizes the broad land use areas using zoning districts and standards to clarify what can or cannot be built in each area of the city. For example, while the Future Land Use Map shows all residential areas as a single color, this does not mean that the zoning map should only have one residential zoning district.

The zoning map is not updated with this Plan. That process must be initiated as a separate action after this Plan is adopted; it must involve additional analysis and community input; and ultimately any zoning map changes must be approved by the City Council. This Plan merely provides guidance for future zoning map changes through the Future Land Use Map in combination with the various goals and recommended actions in this chapter and others, and through the Implementation section of this Plan.

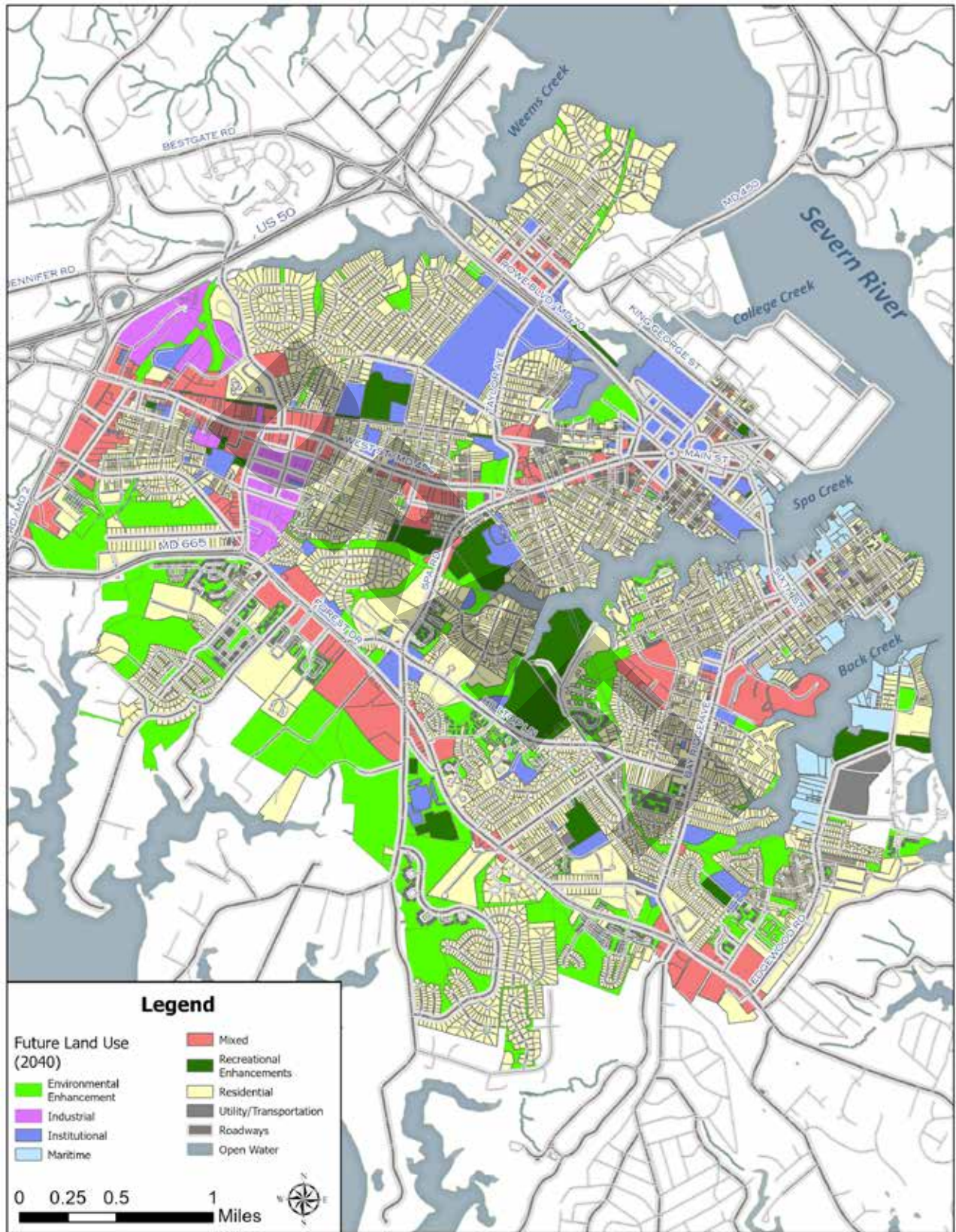


FIGURE EX-20: MAP OF FUTURE LAND USE DESIGNATIONS. THE MAP ALSO INCLUDES PROPERTIES IDENTIFIED IN THE CITY'S GROWTH AREA WHICH IS PROVIDED IN CHAPTER 3: MUNICIPAL GROWTH.

Source: City of Annapolis

Why Mixed Use?

Promoting Mixed Use development is one of the key aspects of this Plan's future land use vision because it is the most efficient use of the city's limited land, allowing for the joining of compatible land uses on smaller development footprints that then require fewer resources to be serviced.

Annapolis has a long history of successful Mixed Use development in Downtown and Eastport, but since the inception of its zoning code in the 1960's, the city has had relatively little area identified specifically as Mixed Use in its future land use map or zoning map. This is primarily due to the suburban expansion of the city which favored strict separation of uses. In developing this Plan, there was a strong consensus among residents that Mixed Use development is needed to better address current goals including more walkable communities, sustainable and resilient natural resources, economic and community development, and cultural preservation. Designating areas for Mixed Use development does not dictate what they will be, or when development might occur. It simply encourages a smarter and resource-efficient development pattern and more flexibility to adapt to changing needs.

Mixed Use Precedents in Annapolis

Despite Annapolis having few areas specifically zoned for mixed use development, mixed use development already exists throughout the city in various forms and locations, and is generally far more compact and efficient in its use of land than comparable development that only includes a single use (such as residential, commercial, office, etc.). Examples of these existing mixed use developments reveal that mixed use is typically designed to be highly compatible with surrounding community character. These developments are neighborhood assets that not only fit well in their community context but also provide amenities and services that respond to community needs.



FIGURE EX-21: OFFICE USE ABOVE RETAIL USE IN EASTPORT

Source: Google

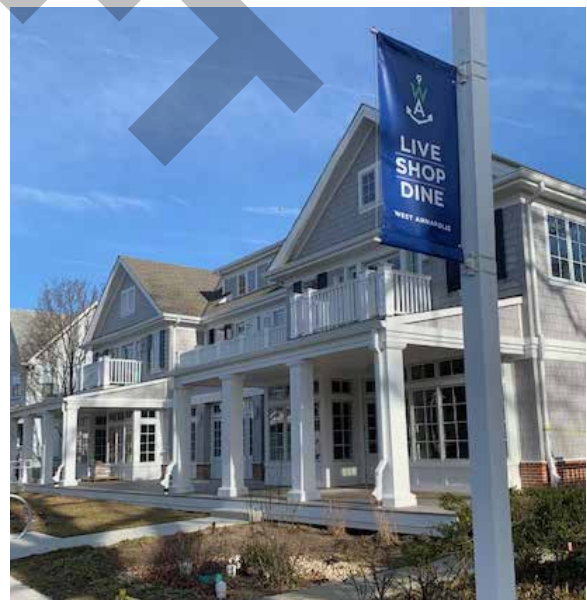


FIGURE EX-22: RESIDENTIAL USE ABOVE RETAIL USE IN WEST ANNAPOLIS

Source: City of Annapolis



FIGURE EX-23: RESIDENTIAL USE ABOVE OFFICE USE IN EASTPORT

Source: Google



FIGURE EX-25: RESIDENTIAL USE ABOVE OFFICE/RETAIL USE ON FOREST DRIVE

Source: Google



FIGURE EX-24: RESIDENTIAL USE ABOVE RETAIL USE IN DOWNTOWN ANNAPOLIS

Source: City of Annapolis



FIGURE EX-26: RESIDENTIAL USE ABOVE RETAIL USE ON WEST STREET

Source: City of Annapolis

Performance Standards for Mixed Use Development

The following standards are provided in the Plan to help clarify the outcomes of good development practices consistent with the goals of this Plan, and to guide decision-making when new development is proposed. These standards should be used by anyone helping to guide future development including community members.

Enhanced Neighborhood Character

- Architecture that harmonizes with an adjacent residential neighborhood through design which references its context.
- Street trees and landscape design that harmonizes with nearby surroundings.
- Distribution of parking into smaller pods and away from primary street frontage.
- Appreciation of local culture through preservation and/or artful design elements.

Enhanced Public Realm

- Public spaces for community gathering such as small parks, plazas, and outdoor dining spaces.
- Architecture that improves the pedestrian experience with active ground floors and facade variation.
- Architecture which creates place through distinctive building features and site elements.

Compact and Connected

- Extension of neighboring land use types to promote continuity and gradual transitions from lower to higher intensity uses and site design.
- Placement of buildings on the street and in arrangements based on patterns that encourage walkability and less dependence on personal vehicle use.
- Buildings are oriented to linked public spaces which help to connect communities.

Connected Street Networks

- Extension of existing streets into and through the site to foster connectivity.
- Extension of existing bicycle and pedestrian connections into, around, and through the site, and/or establishment of new connections.
- Repair and enhancement of needed sidewalks and streetscapes within the nearby neighborhood.

Commercial and Institutional Uses Balanced with Community Needs

- Retain or expand shopping and services to meet everyday community needs.
- Facilitate major civic uses, commercial office, professional services, and community level retail along major thoroughfares.

Green Infrastructure

- Functional use of setback areas for green infrastructure and public use.
- New and preserved tree canopy planted to provide multiple benefits including shade, stormwater management, and habitat.
- Paved areas are broken up with planted areas designed to capture and treat stormwater runoff.
- Innovation in environmental and energy performance.



FIGURE EX-27: THIS BUILDING AT WESTGATE CIRCLE IS AN EXAMPLE OF AN INFILL PROJECT WHICH ADDRESSES MANY OF THE PERFORMANCE CRITERIA FOR MIXED USE.

Source: LoopNet

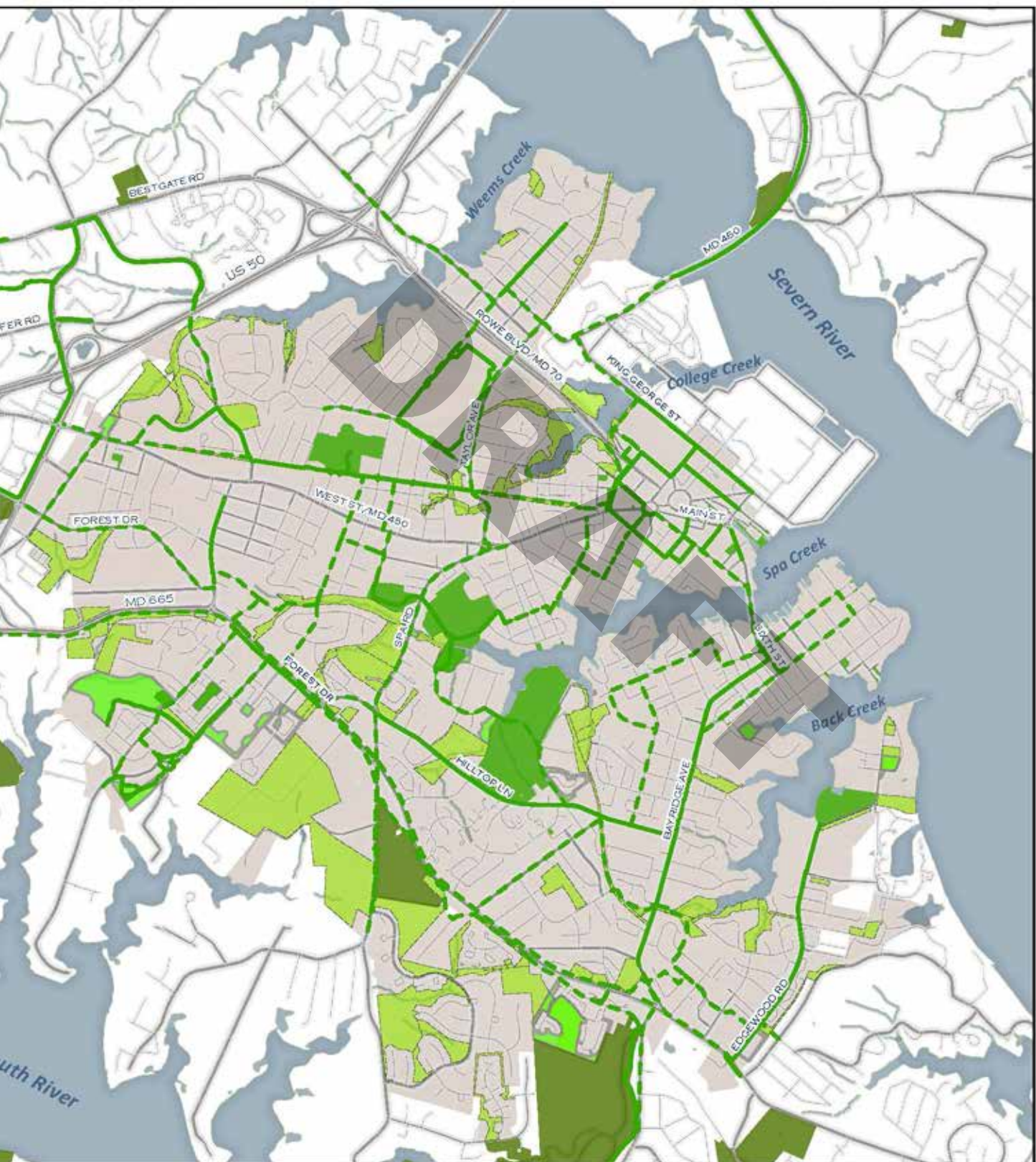
Greenway Map

The intent of identifying Environmental and Recreational Enhancement areas on the Future Land Use map is to better integrate and protect lands of high natural resource or recreational value into the city's comprehensive planning and development process. A primary means of doing this is through a formalized *Greenway Map* that depicts all land parcels worthy of conservation. In many cases, these are areas that are simply not developable for various reasons, perhaps because they lie in the flood plain, or along a riparian corridor, or awkwardly configured remnants of earlier developments. Nevertheless, these lands retain value and can provide significant ecological benefits to the city if managed with intention. These values include providing tree canopy, stormwater management, wildlife habitat, recreational trails, and water access. Moreover, with these ecological benefits come broader economic and public health benefits such reduction in harmful impacts from flood events and other natural hazards. The ultimate goal in identifying, organizing, prioritizing, and visualizing these lands is to create a coherent greenway network which links together these diverse parcels across the city and complementing the built fabric. The Greenway Map featured on the facing page is relevant to other elements of this Plan, and is also addressed in Chapter 7: Community Facilities, Chapter 9: Environmental Sustainability, and Chapter 10: Water Resources.



FIGURE EX-28: GREENWAY MAP SHOWING POTENTIAL CONSERVATION EASEMENTS AND EXISTING PROTECTED AREAS.

Source: City of Annapolis



Creekshed Framework

A defining feature of Annapolis is its location on a peninsula with approximately twenty two miles of shoreline. Land use decisions therefore have a direct bearing on the conditions of the city's creeks, waterfront, and generally its riparian and coastal environments. This particular context, and the value that it provides to the city in terms of environmental and community benefits, property values, cultural heritage, tourism, and other economic opportunities, guides many of the goals and recommendations of this Plan.

Comprehensive planning has traditionally used small area planning as a tool for determining neighborhood scale land use recommendations following the adoption of a citywide comprehensive plan. Whereas small area planning commonly uses established neighborhood boundaries or roadway corridors to define the limits of a plan's focus, a signature strategy recommended by this Plan is to use creekshed boundaries instead. A creekshed is a type of watershed that represents the drainage area to a specific creek and encompass all elements of the built environment within that area. The map on the facing page illustrates that Annapolis has four major creeksheds connected to the Severn River: Weems Creek, College Creek, Spa Creek, and Back Creek. The city also has small portions of five other creeksheds that feed into the South River: Church Creek, Crab Creek, Aberdeen Creek, and Harness Creek.

Although creekshed boundaries in Annapolis do split some established neighborhoods-- for example, half of Eastport drains into Spa Creek and the other half into Back Creek-- a small area plan focused on Back Creek could still address the issues that do not end at the creekshed boundary such as mobility.

A precedent for using the creeksheds as a planning framework can be found nearby in Ellicott City, another small historic city. Following the impact of devastating floods in 2018, the city pivoted its need for a comprehensive plan update into the *Ellicott*



FIGURE EX-29: THE PLANNING FRAMEWORK FROM ELLICOTT CITY'S AWARD-WINNING URBAN WATERSHED MASTER PLAN IS THE MODEL FOR FUTURE SMALL AREA PLANNING IN ANNAPOLIS.

Source: Mahan Rykiel Associates / Ellicott City

City Urban Watershed Master Plan which uses the boundary of the Tiber Hudson watershed and the impacts to it from land use decisions as the foundation for the plan. Common planning issues like transportation, economic development, and community character are addressed through the watershed lens as well as issues of flood mitigation and environmental stewardship which are also highly relevant to Annapolis.

By elevating a creekshed planning framework for the city, the environmental impact of policy decisions can be better calibrated, and residents, property owners, and business owners will become more aware of the impact of their own land use decisions on the city's waterways.

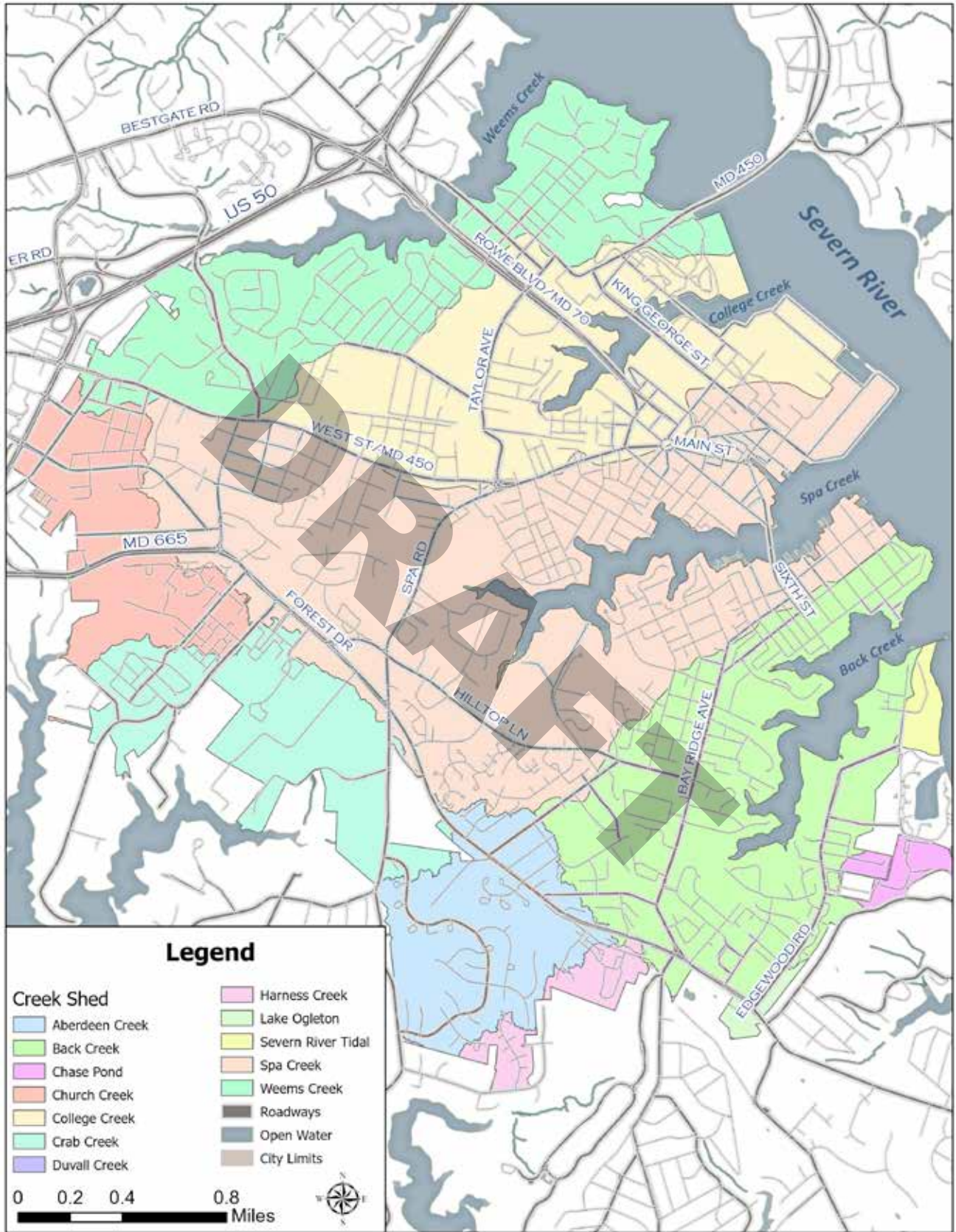


FIGURE EX-30: MAP OF ANNAPOLIS' CREEKSHEDS

source: City of Annapolis

Active Transportation Network

Mobility is a critical element to opportunity and a person’s success as it dictates how the city’s population gets to jobs, to school, to services, to parks, and other key destinations. In today’s Annapolis, safe and reliable mobility options are limited and success is largely contingent upon having a personal vehicle. Improving and connecting more mobility options to city residents and visitors is therefore a matter of equity and a critical piece of this Plan’s vision.

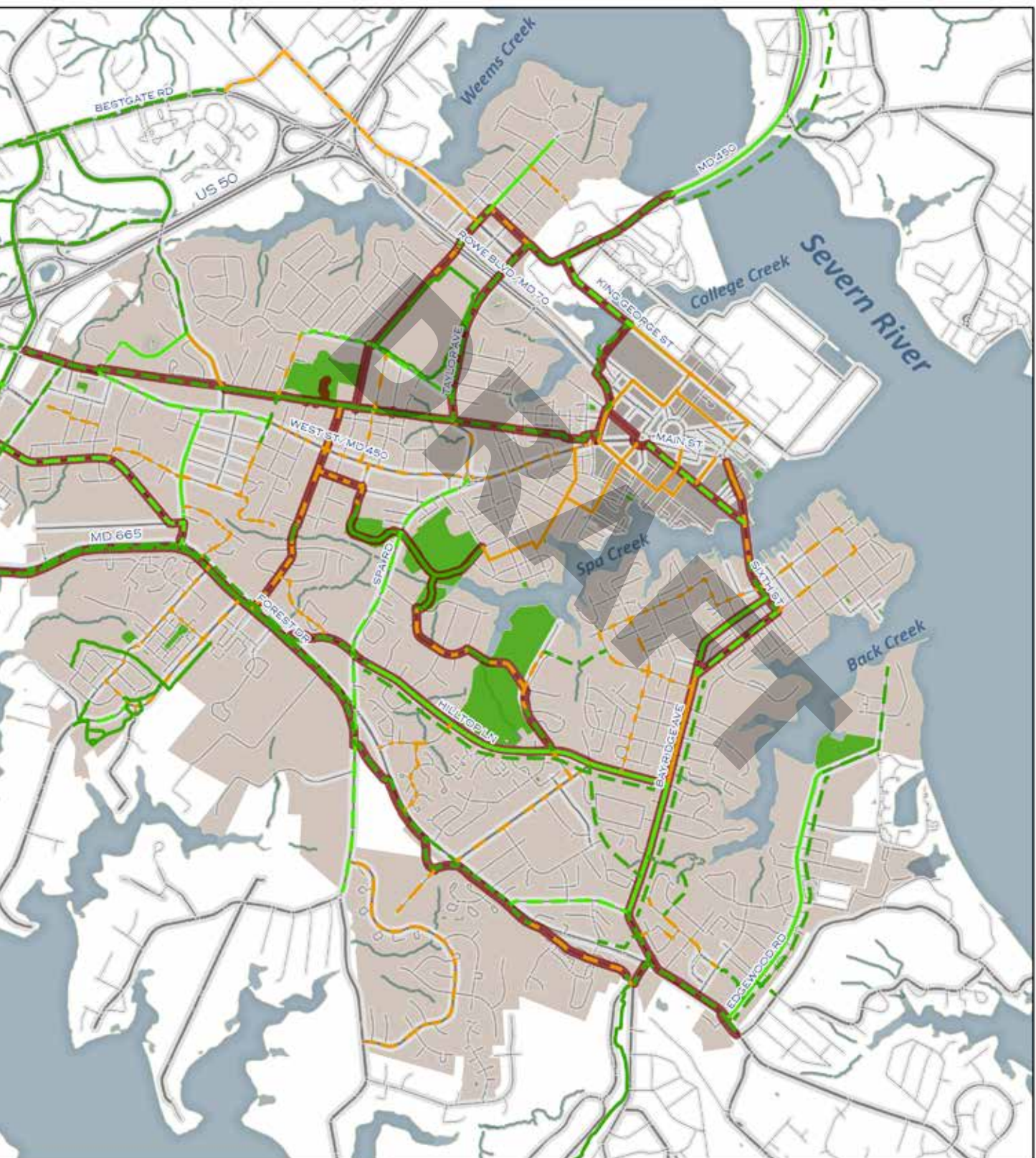
As previously noted, Annapolis’ location on a peninsula and being largely built-out means that it has fewer tools than other places for improving mobility. One tool that it does have, but has yet to fully leverage, is active transportation, which refers to walking and biking as a primary means of transportation. In fact, dollar for dollar, active transportation is the best investment the City can make in improving mobility. When more people choose to walk or bike, not only do they lessen the vehicles on the road, thereby reducing traffic and vehicle pollution, they also improve their own health, stimulate the economy, and make streets safer simply by being present and providing “eyes on the street”. Annapolis’ active transportation network is currently extremely fragmented and not serving the city well.

With traffic injuries and fatalities to pedestrians and cyclists on the rise in Annapolis and nationally, there is urgency to improving the active transportation network. The map in Figure EX-31 shows the existing and planned bicycle facilities, and updates the city’s existing Bicycle Master Plan completed in 2011. The majority of the planned facilities are envisioned as shared use paths separated from vehicle traffic and designed for both cyclists and pedestrians. These include several major active transportation priorities already well into design including the West East Express, College Creek Connector, Hilltop Lane Connector, and the Bay Ridge Avenue Bikeway, which are profiled in Chapter 6: Transportation of the Plan.

FIGURE EX-31: MAP OF EXISTING AND PLANNED BICYCLE FACILITIES INCLUDING PRIORITY ROUTES.

Source: City of Annapolis





Citywide Preservation

In the coming years, this Plan envisions an expansion of the city's historic and cultural preservation efforts beyond the Historic District to more accurately tell the stories of Annapolis in all of their diversity and complexity.

The Historic District will remain a singular asset to the city and a focus of the Plan. It is also a complex and dynamic urban place on the front lines of climate change. In addition to welcoming millions of visitors each year, the District is also an active and evolving residential and commercial area, the seat of State government and County government, Annapolis' central business district and economic center for the region, site of the U.S. Boat Show and dozens of other festivals each year, and home to the U.S. Naval Academy and St. John's College. All of these facets must be considered when guiding the future of the Historic District. For these reasons, in Chapter 8: Arts, Culture & Historic Preservation, the Plan identifies several holistic priorities for the improvements to the Historic District including the ongoing resilience and revitalization of the City Dock, improved mobility options, the undergrounding of utility infrastructure, and the expansion of housing options as a neighborhood preservation strategy.

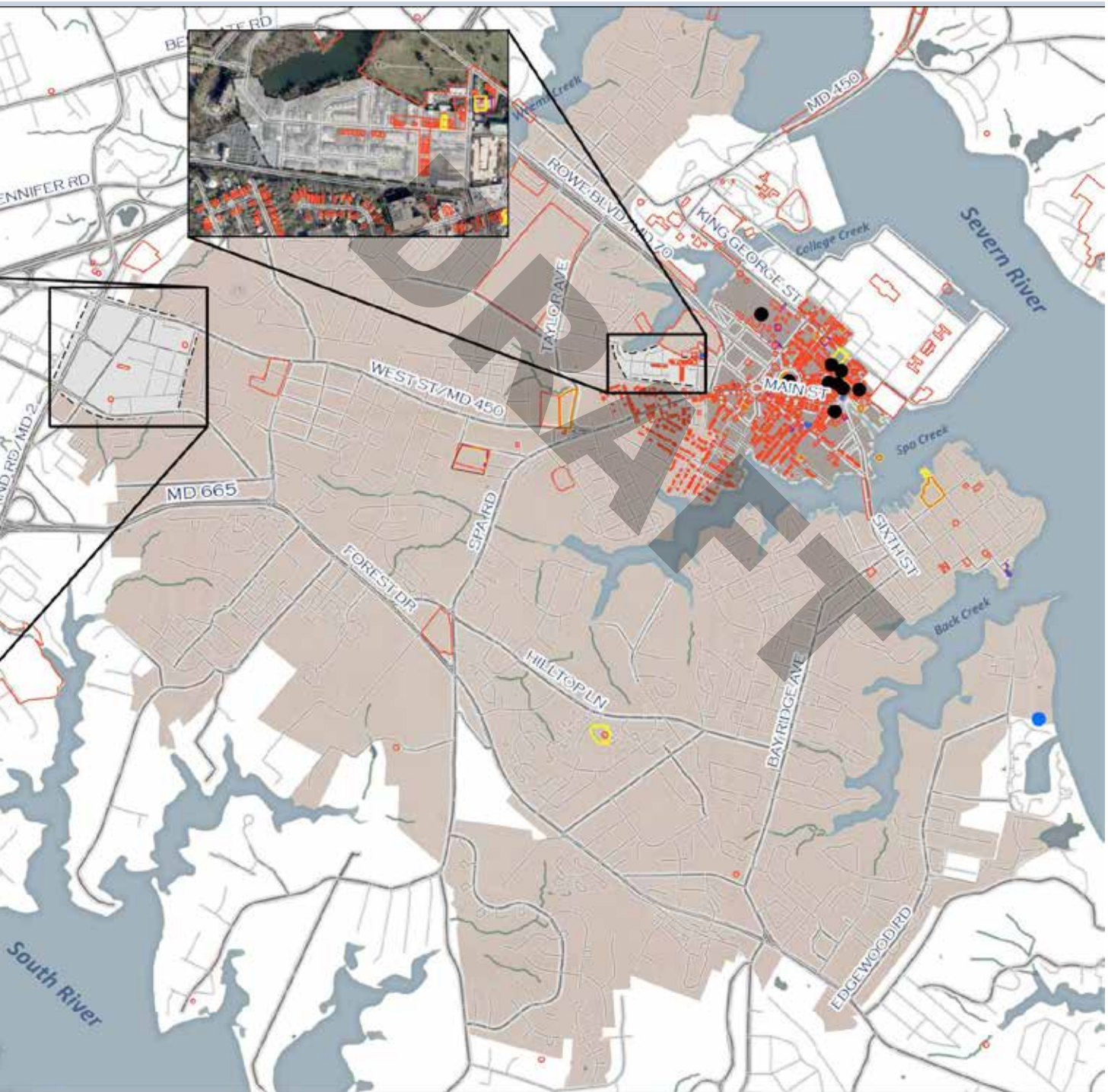
In addition, the Plan proposes two preservation focus areas beyond the Historic District-- the Old Fourth Ward and Parole-- that include numerous important buildings and places that tell the history of Annapolis' African-American community. Many of these sites are already on the Maryland Inventory of Historic Sites including the Rosenwald School, Parole Health Center, and Hoppy Adams House in Parole, and numerous row houses in the Old Fourth Ward. The Stanton Center (formerly the Stanton School) and the Masonic Lodge are also on the National Register of Historic Places. Work is already underway to restore and reactivate many of these sites, and that work will continue within the larger framework of this Plan.

FIGURE EX-32: MAP OF DOCUMENTED HISTORIC SITES CITYWIDE AND PRESERVATION FOCUS AREAS

City of Annapolis

Note: Waterworks Park is owned by the City of Annapolis but located outside of the city limits.





Implementation Priorities

Zoning Reform

Zoning standards (commonly referred to as “zoning code”) are the most encompassing and impactful aspect of development regulations and generally responsible for guiding the look of city’s built environment and land uses allowed. However, despite its relevance as a planning tool, zoning is not well understood by most property owners and with 31 different zoning districts, Annapolis’ zoning is notoriously complex not just for a small city, but for any city. Even a cursory look at the City’s zoning map on the facing page reveals a history of many piecemeal land use decisions accumulated over time which frequently do not reflect any sort of larger vision for the city. A primary goal of this Plan is to ensure that the city’s zoning map better reflects this Plan’s Future Land Use Map in its vision, clarity, priorities, and purpose.

A form-based code is a land development regulation that fosters predictable built results and a walkable public realm by using physical form—rather than separation of uses—as the primary basis and focus for the code and standards. Communities can apply form-based codes at different contexts and scales. Form-based codes are legally-binding regulations, not optional guides, and offer municipalities an alternative to conventional zoning for shaping development.

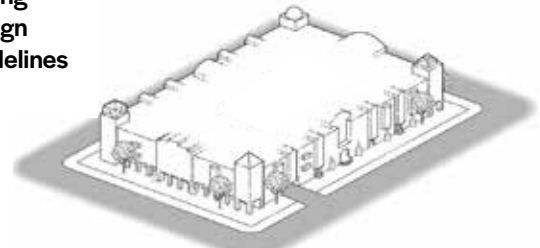
- Form Based Codes Institute

As described in Chapter 4: Land Use, the Plan’s primary approach to improving the city’s zoning is through the use of form-based codes which provide a more effective means of generating context

Conventional Zoning



Zoning Design Guidelines



Form-Based Codes

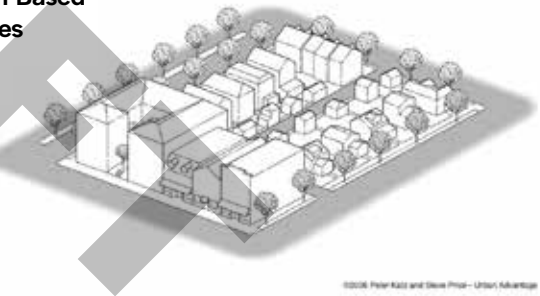


FIGURE EX-33. DIAGRAM OF ZONING STRATEGIES. ANNAPOLIS TODAY IS PRIMARILY CONVENTIONAL ZONING WITH SOME AREAS SUCH AS THE HISTORIC DISTRICT AND NEIGHBORHOOD CONSERVATION ZONES HAVING ZONING DESIGN GUIDELINES.

Source: Peter Katz and Steve Price / Urban Advantage

sensitive development. A form-based zoning code can be calibrated to carry out the vision of this Plan by requiring new development to place appropriate emphasis on building architecture and site design that encourages active streetscapes, walkable places, and leads to built environments which are more prescriptive and tailored to community needs.

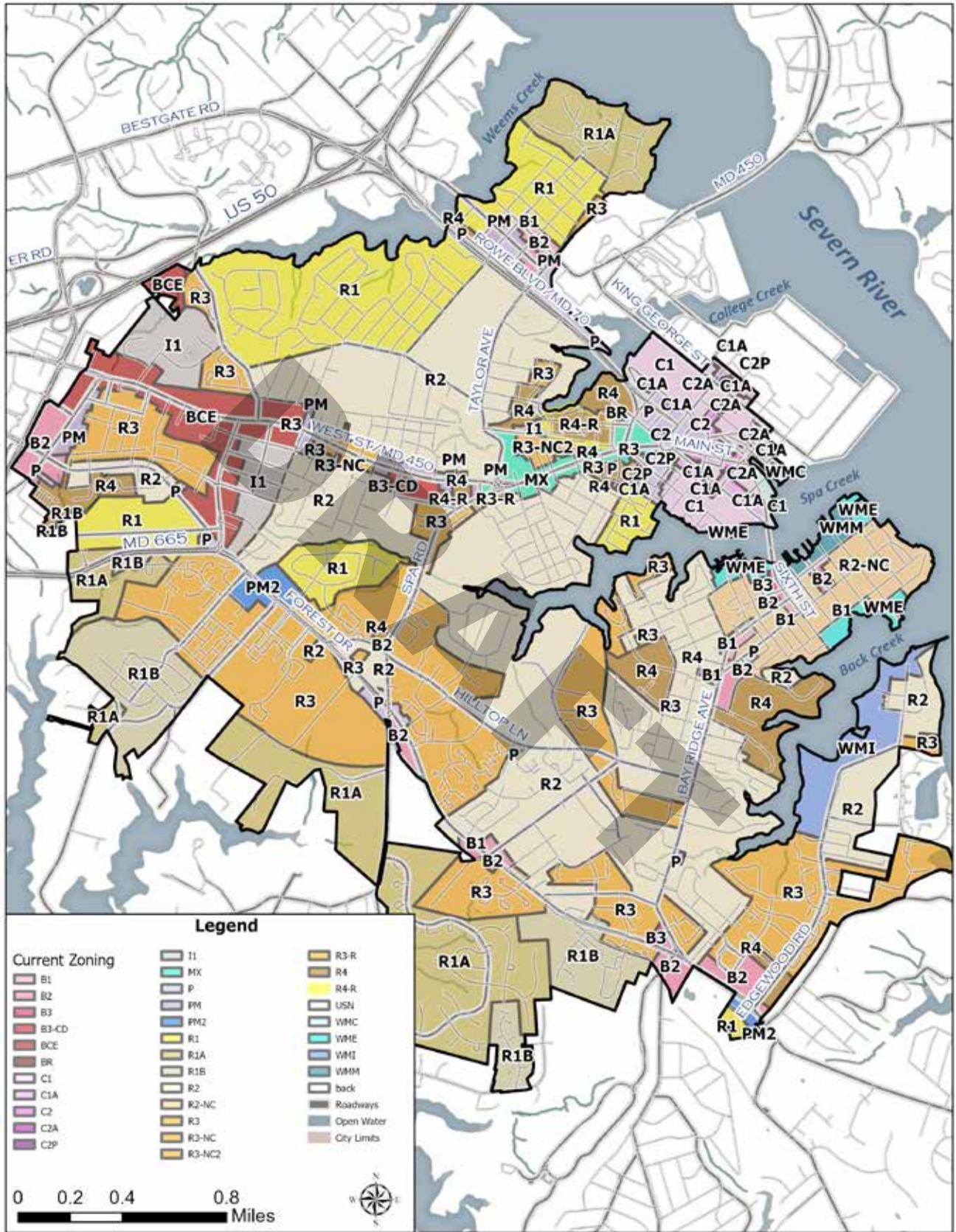


FIGURE EX-34. MAP OF EXISTING ZONING DESIGNATIONS ILLUSTRATES A HISTORY OF HYPER LOCAL LAND USE DECISIONS THAT FREQUENTLY DO NOT REFLECT A LARGER LAND USE VISION FOR THE CITY

Source: City of Annapolis

Districts

Zoning standards, regardless of the type of zoning, are based on districts as the primary organizing unit. Districts have a uniform identity that is reflective of their desired development outcome. Annapolis' current zoning districts are predominantly driven by their land use, such as residential, commercial, professional office, industrial, etc., with building and site standards oriented to the particular use. Alternatively, form-based code districts are defined less by their land use and more by a desired architectural form relevant to the location of the district, which may be appropriate for multiple land uses.

The West Annapolis Master Plan (2021) which is included in the Appendices to this Plan created a conceptual district framework for the commercial area of West Annapolis based on the form-based code principles. The result is a group districts, illustrated in the graphic on the facing page, that respond to local context and defining features of the area, namely the residential neighborhood, Annapolis Street, Rowe Boulevard, and the shopping center. By contrast, the existing zoning districts for the same area have minimal relationship to their context and are driven more by their prescribed land uses, namely convenience commercial, community commercial, professional office, and professional mixed office. The outcome is a puzzle of districts that is not intuitive or convey a larger vision.

Design Standards

Zoning districts rely on design standards for both building design and site design that will yield a desired outcome. Most of Annapolis' current zoning standards are very basic, and simply specify building setbacks, height, and density. Some districts go further such as the Neighborhood Conservation districts, the Conservation districts, and the MX district. Form-based code design standards will go much further in actually shaping how the building and site define the public realm and enhance the surrounding context.

Why Form-Based Code ?

Many cities across the United States have effectively implemented form-based codes to better regulate their built environment, simplify the zoning code, and guide development to be reflective of local context and planning goals. Annapolis can expect to see the following outcomes from a form based code tailored to the city's needs:

- A more walkable city, and areas that are easily accessed on foot, by bike, or by vehicle.
- A high-quality public realm, framed by private development at a scale that is appropriate to the context of the area.
- A more predictable framework for new development (including infill and redevelopment), for developers and the city.
- Economic development opportunities with increased density allowances where feasible.
- Promoting housing choice and affordability by allowing more housing types that are designed in context with their surroundings.
- Integrated green infrastructure with building and site design.
- Context-sensitive urban design and architecture (building heights, massing, setbacks, stepbacks).
- Simplified and consolidated zoning map from the City's 31 current districts.

Planned Development Standards

Planned developments refer to larger projects which typically combine multiple uses or properties to create a more dynamic development project. The city's current planned development standards are unnecessarily complicated and should be completely reconceived in concert with the form-based code districts and design standards.

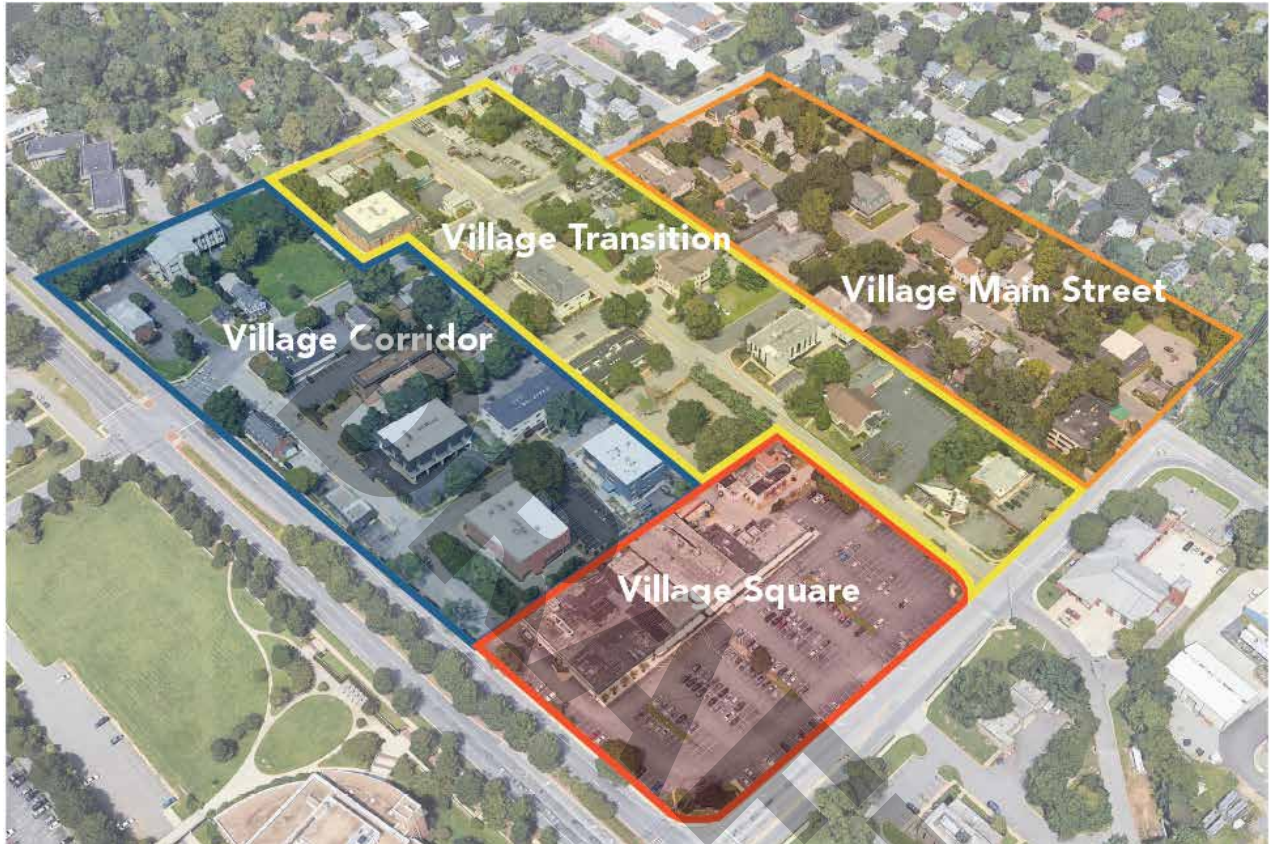


FIGURE EX-35: PROPOSED FORM-BASED ZONING DISTRICTS FOR THE WEST ANNAPOLIS COMMERCIAL AREA FROM THE WEST ANNAPOLIS MASTER PLAN (2021) WHICH IS INCLUDED IN THE APPENDICES TO THIS PLAN. THE CONCEPTUAL DISTRICTS ARE ORIENTED AROUND SIGNIFICANT FEATURES AND ASSETS SUCH THE SHOPPING CENTER, THE RESIDENTIAL AREA, AND ROWE BLVD. THIS FRAMEWORK IS THE MODEL FOR ZONING CHANGES IN OTHER PARTS OF ANNAPOLIS.

Source: City of Annapolis



FIGURE EX-36: THE EXISTING ZONING DISTRICTS OF THE SAME AREA AS ABOVE ARE DRIVEN MORE BY THEIR ALLOWED USES RATHER THAN LOCAL CONTEXT. THE RESULT IS A PUZZLE OF DISTRICTS THAT IS NOT INTUITIVE AND DOES NOT CONVEY ANY TYPE OF OVERARCHING VISION.

Source: City of Annapolis

Zoning Reform Precedent

Kingston, NY, is a small historic waterfront city in the Hudson Valley region of New York which recently adopted a new citywide zoning code ordinance that uses form-based zoning standards to achieve more predictable development outcomes. Annapolis and Kingston are very comparable in size and context with prominent historic, maritime, and natural resource elements. The two cities are also dealing with similar challenges and priorities including housing affordability, safer mobility options, equitable access to amenities, and natural resource conservation. Kingston’s zoning code addresses all of these issues and provides the best recent precedent for what is needed in Annapolis to achieve many of the goals in this Plan. The key elements of Kingston’s zoning code that Annapolis should emulate are the following:

- A zoning map which is simple and straightforward to understand with only twelve zoning districts compared to Annapolis’ thirty-one different districts;
- Zoning districts which acknowledge the varying development patterns of the city while also allowing for incremental changes to occur in each zone;
- Zoning districts which privilege neighborhood character and appearance through the use of architectural standards;
- Building type standards which are specific to the city, acknowledging a variety of traditional building types which have defined the city and which should be prioritized.
- Street frontage standards designed to create more consistent and walkable streetscapes.
- Parking standards which are sensible and encourage a more pedestrian-oriented city.
- Street type standards designed to create complete streets: an accessible, interconnected network of streets that accommodate all ages, abilities, and modes of transportation, including walking, cycling, driving, and public transit.

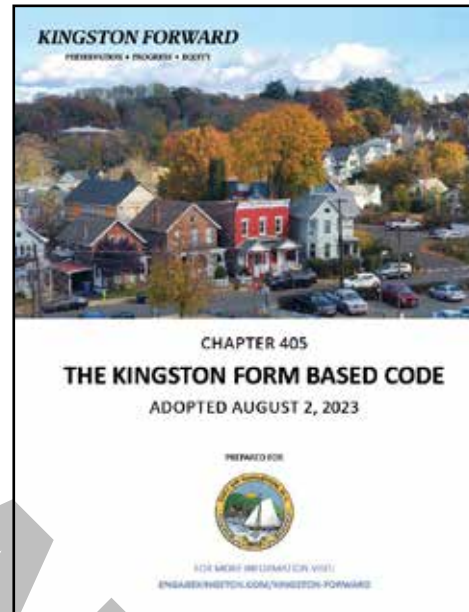


FIGURE EX-37: THE CITY OF KINGSTON, NY, SHARES MANY QUALITIES WITH ANNAPOLIS AND IN 2023 SUCCESSFULLY UPDATED ITS DEVELOPMENT REGULATIONS USING THE PRINCIPLES OF FORM-BASED CODE.

Source: City of Kingston



FIGURE EX-38: KINGSTON’S TEN BASIC ZONING DISTRICTS

Source: City of Kingston

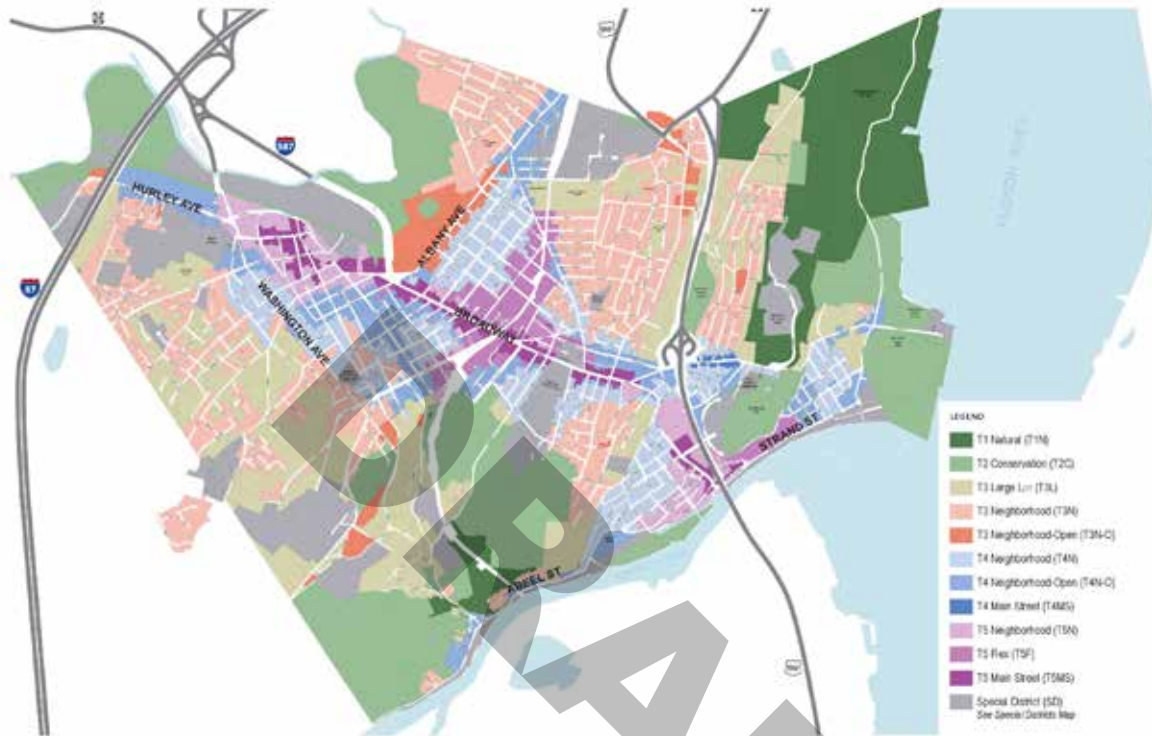


FIGURE EX-39: KINGSTON'S UPDATED ZONING CODE IS BASED ON THIS ZONING MAP INCLUDES JUST TEN BASIC ZONING DISTRICTS, A "FLEX" DISTRICT, AND A SPECIAL DISTRICT CATEGORY, ALL DEFINED BY NEIGHBORHOOD CONTEXT. BY COMPARISON, ANNAPOLIS, WHICH IS APPROXIMATELY THE SAME GEOGRAPHIC SIZE AS KINGSTON, HAS THIRTY-ONE ZONING DISTRICTS TODAY.

Source: City of Kingston

T4 Neighborhood	T3 Neighborhood	T3 Large Lot	T2 Conservation	T1 Natural	SD Waterfront *
T4 Neighborhood & T4 Neighborhood-Open (T4N & T4N-O)	T3 Neighborhood & T3 Neighborhood-Open (T3N & T3N-O)	T3 Large Lot (T3L)	T2 Conservation (T2C)	T1 Natural (T1N)	Waterfront Mixed-Use (SD-WMU)
Intent: To provide a variety of housing choices, in small-to-medium footprint, medium-to-high density Building Types, which reinforce the walkable nature of the neighborhood, support neighborhood-serving retail and service uses adjacent to this zone, and support public transportation alternatives. An Open Sub-Zone provides the same building form but allows for a more diverse mix of uses.	Intent: To protect the integrity of existing, small-to-medium lot detached homes and reinforce their role within walkable neighborhoods and to allow new neighborhoods with this component. An Open Sub-Zone provides the same building form but allows for a more diverse mix of uses.	Intent: To protect the integrity of existing, medium-large lot detached homes and reinforce their role within the City.	Intent: To protect the integrity of existing natural land with low density detached homes as well as areas of steep slopes and natural vegetation, and reinforce their role within the City.	Intent: Preservation of open spaces and natural resources.	Intent: To allow for a walkable, mixed-use destination district that celebrates the rich cultural, historic, and natural resources of the waterfront, and furthers the policies of the Kingston Local Waterfront Revitalization Program (LWRP). District standards shape mixed-use development and public spaces that support a healthy relationship between people and the environment.

Streetscape Standards

Mobility is signature focus of this Plan because it is one the best ways of addressing the Plan's foundational themes of equity, health, and resilience. Dollar for dollar, investments in mobility options that make Annapolis safer and more comfortable for all travelers, yield the highest return on the goals of this Plan. However, the City has few standards or specific transportation plans in place to support the kinds of improvements which are needed. Chapter 6: Transportation provides a substantial overview of the areas of focus that warrant additional planning and ultimately codified standards. These areas of focus are provided below:

Vision Zero

Vision Zero is a global initiative to dramatically reduce traffic crashes and fatalities, if not eliminate them completely. In 2022, Anne Arundel County adopted a Vision Zero Action Plan aimed at making changes in policy, design, and education to address traffic safety. Annapolis must follow suit and either adopt the County's plan or a modified version tailored to Annapolis.

Complete Streets

Creating walkable places is a major goal of this Plan but much of Annapolis is simply not designed for walking. Annapolis has very few guidelines or standards for streetscape design and often defers to Anne Arundel County standards when new street are constructed. With very few new streets built in Annapolis, the bigger issue is how to best retrofit the City's existing streets to improve safety and comfort with the limited right of way and other constraints. Complete Street design guidelines similar to what Baltimore created in 2021 provide a model for Annapolis. Having adopted guidelines in place would simplify the process of making important changes to the city's streets.

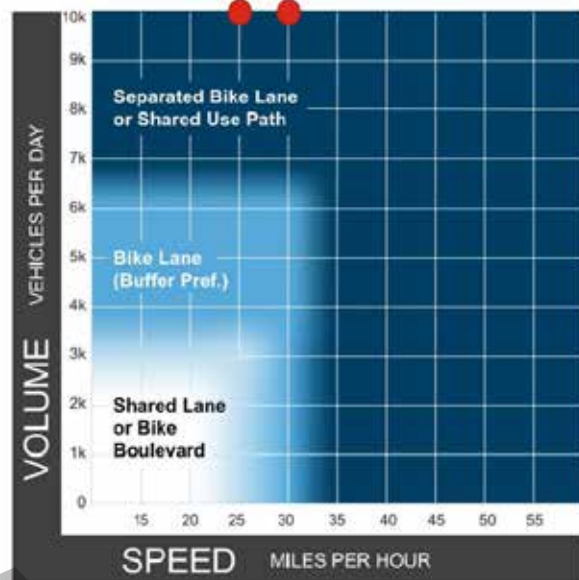


FIGURE EX-40: BIKEWAY DESIGN GUIDANCE FROM THE FEDERAL HIGHWAY ADMINISTRATION. IN RECENT YEARS, SIGNIFICANT RESEARCH HAS BEEN DONE TO FORMALIZE WHERE AND HOW TO BEST IMPLEMENT BIKE INFRASTRUCTURE.

Source: FHWA

Bicycle Infrastructure Standards

The Complete Streets guidelines would integrate with work already underway to create bikeway standards. Through funding from the Baltimore Metropolitan Council, City staff are working with a consultant to develop design standards for implementing bicycle infrastructure, particularly when ideal conditions are not possible. These standards will become an appendix to the City's 2011 Bike Master Plan.

Street Trees

Finally, healthy environments have thriving tree canopy and street trees are a critical component of this. The City has not updated its Street Tree manual in more than 25 years and it is urgently needed to help advance this Plan's tree canopy goals. Updating the Street Tree manual should be part of a more comprehensive Urban Forest Master Plan as recommended in Chapter 9: Environmental Sustainability.



FIGURE EX-41: AN ILLUSTRATION OF A COMPLETE STREET IN A NEIGHBORHOOD CONTEXT.

Source: NACTO



FIGURE EX-42: BIKE FACILITIES RANGE DRAMATICALLY IN REGARD TO HOW SEPERATED THEY ARE FROM VEHICULAR TRAFFIC AND REFLECT THE TYPES OF CYCLISTS WHO WILL FEEL SAFE ON THE FACILITY.

Source: Toole Design

Waterfront



FIGURE EX-43: THE FOUNDATIONAL THEMES OF THIS PLAN - EQUITY, HEALTH, AND RESILIENCE - ALL INTERSECT ON THE CITY'S WATERFRONT WHICH MAKES THE RECOMMENDED ACTION FOCUSING ON THIS AREA AN IMPLEMENTATION PRIORITY.

Source: City of Annapolis

The Annapolis waterfront is a significant focus of this Plan, and numerous ongoing projects are already implementing the Plan's recommended actions, most notably the City Dock redevelopment. In every circumstance, equity, health, and resilience are driving the projects and reshaping the city's waterfront. The four most significant implementation priorities in this Plan that will impact the city's waterfront in the coming years are the following:

- Equitable Public Water Access
- Climate Change Adaptation
- Watershed Restoration, and
- Support for the Maritime Industry

Changes to the waterfront happen in a variety of ways: through new private development or redevelopment, through public infrastructure projects, through programs that activate the waterfront in new ways, and through new management practices. How these

mechanisms are leveraged allows for the priorities mentioned above to have greater impact. For example, in 2021, in an effort to better guide private development, the City Council updated the zoning regulations for the City's maritime zoning districts for the first time in 34 years based on recommendations from a Maritime Task Force. The positive impact of the changes will be primarily seen in the preservation and evolution of the maritime industry and in the expansion of public water access. Additional strategies are provided on the following pages in the Recommended Action Matrix primarily under Land Use, Transportation, Community Facilities, Environmental Sustainability, and Water Resources.

Adequate Public Facilities

Annapolis' Adequate Public Facilities Ordinance (APFO) ensures that the city's infrastructure is equipped to accommodate the impact from new development and it should reflect the goals of the City's comprehensive plan.

As currently defined in the City's Code of Ordinances, all new development or redevelopment greater than ten thousand square feet in area or a residential subdivision of more than eleven lots regardless of the square footage of the development must have a Certificate of Adequate Public Facilities, meaning the City's public facilities or services across the following ten key areas have been proven to be adequate:

- Fire, Rescue, Emergency Medical, and Fire Inspection Facilities
- Police Protection
- Public Maintenance Services
- Water Facilities
- Sewer Facilities
- Recreational Facilities
- Traffic Impact
- Non-Auto Transportation Facilities
- Stormwater Management Facilities
- School Facilities

There are a few ways that the APFO can be calibrated to be consistent with the goals of this Plan. If any of the above facilities or services is not adequate to serve a proposed development, the City's Code of Ordinances stipulates ways that the development can mitigate, meaning invest in the particular facility or service so that it becomes adequate. The guidelines for this mitigation can be widely shaped to address priorities such as equity or resilience, or particular sustainable practices. For example, the APFO mitigation guidelines for Recreational Facilities currently allow

a proposed development to pay a fee to mitigate. The methodology for calculating the fee and the methodology for how it should be used could be far better defined in the APFO to achieve more equitable results.

Additionally, each facility or service has standards which must be met to prove adequacy and it is these standards which should be re-assessed regularly to ensure they are producing the desired outcomes in line with the comprehensive plan. Using Recreational Facilities again as an example, the standard for determining whether there are adequate recreational amenities near a proposed development may change over time as values change. For example, one could interpret from this Plan that access to nature and water are critically important forms of recreation in Annapolis but are not equitably distributed. The APFO standards for Recreational Facilities could address this shortcoming.

The APFO can and should change over time. In 2019, the standards for School Facilities were amended, and in 2023, the mitigation options for Police Protection were amended. The areas of the APFO that could be most influenced by the goals of this Plan are:

- Police Protection
- Recreational Facilities
- Traffic Impact
- Non-Auto Transportation Facilities
- Stormwater Management Facilities

RECOMMENDED ACTION MATRIX

The Recommended Action Matrix on the following pages is designed to consolidate all of the goals, performance measures, and recommended actions from Chapters 3 through 10 into straightforward charts to aid in implementation.

For each recommended action, the following pertinent information has been added:

Timing

The timing of each action is based on an assessment of its relative importance and feasibility for implementation.

Ongoing = this action is already being addressed

Short-Term = 1 - 3 years

Mid-Term = 3 - 6 years

Long-Term = 6+ years

Cost

Cost refers in most cases to labor costs needed to advance a policy, program, or project, or capital cost to design and build a project. Cost does not refer to fiscal impact. Cost varies widely across the recommended actions and in some cases is irrelevant to implementation. Hard costs cannot be calculated for any actions without additional information. The costs are simply relative to the other actions and provide a basis for comparison and coordination.

\$ = cost is minimal

\$\$ = cost is a factor in implementation but not prohibitive

\$\$\$ = cost is significant and will require additional planning to ensure implementation.

Agency

For recommended actions to be implemented there needs to be a lead agency who will be responsible for implementation. In many cases these are City of Annapolis departments in which staff will be assigned. Many of the actions cut across departments or will benefit from contributions by non-City partners.

DPZ = Department of Planning and Zoning

DPW = Department of Public Works

DRP = Department of Recreation and Parks

ADOT = Department of Transportation

FIN = Department of Finance

APD = Annapolis Police Department

OEM = Office of Emergency Management

CM = City Manager's Office

DIT = Department of Information Technology

Related Goals

Many of the recommended actions are cross-listed with other goals and it's valuable to be aware of these relationships when coordinating implementation.

Prioritization strategy

Short-Term (1-3 Years)

- New or ongoing initiatives which do not require additional funding or staff.
- Policy changes not requiring additional study.
- Studies needed to support policy changes.
- Policy changes requiring additional study (may extend beyond Short-Term)
- Projects or tasks required before other changes can occur.

Mid-Term (4-6 Years)

- New initiatives or phases of ongoing initiatives which require additional funding or staff.
- Policy changes requiring additional study.

Long-Term (6+ Years)

- New initiatives which require both substantial additional funding, and/or require policy change by County, State, or Federal government.

In addition to the information on timing, cost, agency, and related goals which are specific to each recommended action, the following are general considerations which are critical to implementation success.

Funding

The majority of the recommended actions in this Plan will not require major fundraising to implement but rather the commitment and time from key City staff, elected officials, and partners. Recommended actions that do require additional funding to implement will be funded generally from one or more of these four sources: the City's General Fund (primarily tax revenue), Enterprise Funds (revenue from city services), Grants from external agencies such as the State of Maryland or Federal government, or Bonds. Generally, only physical infrastructure projects can use bond funding. All of these funding sources are part of the annual budget approved by the City Council which, in the coming years, will prioritize various recommended actions from this Plan.

Monitoring

The degree to which the recommended actions of this Plan are implemented will depend significantly on a process of monitoring by City staff to track progress and prioritize projects. Monitoring can be addressed in a variety of formats, but should ultimately be transparent and accountable to be effective. Two common practices for monitoring include annual or biannual reporting that is shared publicly with the Planning Commission and/or City Council; and online reporting where shorter interval updates are made to a website where the general public can easily follow the progress. A hybrid of the two formats could also be effective. On a practical level, whichever format is selected should be user-friendly and easy to manage to ensure the monitoring gets done. Staff from the Comprehensive Planning division of the Department of Planning & Zoning will lead this effort and develop an appropriate format for monitoring following the adoption of this Plan.

MUNICIPAL GROWTH

GOAL

MG1

Grow in a way that assures public facilities and infrastructure, including both hard infrastructure such as roadways and city services such as police, are adequately sized and equipped to deliver exceptional service to existing residents, institutions, and businesses.

PERFORMANCE MEASURE 1: The levels of service of public facilities documented in this Plan are not reduced over time but instead kept the same or improved.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
MG1.1	Implement a revised Adequate Public Facilities Ordinance which updates and clarifies the requirements for all categories of public facilities.	SHORT TERM	\$	DPZ	
MG1.2	Expand parks and public open spaces and ensure any major land use proposals incorporate open spaces and trails that can help link together the City's public amenities.	SHORT TERM	\$\$	DPZ	LU6 / CF2 / CF3
MG1.3	Maintain disciplined plans for the allocation of water and sewer connections in keeping with State of Maryland Department of the Environment regulations and guidelines (see the Chapter 10: Water Resources).	ONGOING	\$	DPW	
MG1.4	The City will extend no facilities or services to any property without annexation. However, on a case-by-case basis, the City may consider a pre-annexation agreement – a contract requiring the owner to annex when the City is ready to do so.	ONGOING	\$	DPZ	
MG1.5	Work with Anne Arundel County Public Schools (AACPS) to proactively plan for maintaining sufficient capacity at public schools serving Annapolis residents, particularly at Annapolis High School.	ONGOING	\$	DPZ	CF7

GOAL

MG2

Promote exceptional development within the designated growth area that addresses the city’s planning goals and, in particular, contributes to affordable housing options, the creation of good paying jobs, and the fiscal strength of the city.

PERFORMANCE MEASURE 1: Any redevelopment plans for properties annexed into the City will be reviewed and approved by the Planning Commission and be found consistent with this Comprehensive Plan.

PERFORMANCE MEASURE 2: Each annexation approved by the City will be found to make a net positive fiscal impact to the City when comparing the cost of servicing the annexed property to the potential for tax revenue from the property.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
MG2.1	Apply the recommended land use plan designation and appropriate mixed use zoning to each annexation as described in Chapter 4: Land Use.	ONGOING	\$	DPZ	
MG2.2	Require that development proposals in the growth area protect and/or restore sensitive areas such as forests, stream buffers, and wetlands and where possible incorporate these resource areas into the Greenway Map discussed in this Plan. (see Chapter 4: Land Use for more detail on the Greenway Map)	ONGOING	\$	DPZ	LU6 / ES2 / ES3 / ES5
MG2.3	Conduct fiscal impact studies of each proposed annexation.	ONGOING	\$	DPZ	
MG2.4	Explore the potential for State legislation that authorizes the City of Annapolis and Anne Arundel County to work together to rationalize the City’s boundary for the purpose of simplifying and making more efficient service delivery and land use decisions.	SHORT-TERM	\$	DPZ	

MUNICIPAL GROWTH

GOAL

MG3 Growth in the number of households will prioritize increasing workforce and affordable housing.

PERFORMANCE MEASURE 1: The workforce and affordable housing performance measures included in the goals of Chapter 5: Housing will be achieved.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
MG3.1	Require a conceptual development plan and firm commitments to delivering workforce or other affordable housing as a condition of annexation.	SHORT TERM	\$	DPZ	
MG3.2	Study and adopt strategic updates to the zoning code and other city policies that can incentivize workforce housing. These updates might include policies which help to prioritize plan approvals and permits, and reduce fees for workforce housing. (also listed in Chapter 5: Housing under goal H1)	SHORT TERM	\$	DPZ	
MG3.3	Utilize zoning district changes to identify “housing priority” areas where access to transit, jobs, and amenities are already available within a 1/2 mile radius. (also listed in Chapter 5: Housing under goal H1)	SHORT TERM	\$	DPZ	
MG3.4	Remove the barriers in the City’s current zoning regulations that are preventing Annapolis from meeting the Federal Fair Housing Act standards, which include expanding the areas where more “missing middle” workforce housing options are permitted. (also listed in Chapter 5: Housing under goal H1)	SHORT TERM	\$	DPZ	H1
MG3.5	Amend the policies regulating for Short Term Rentals (STR’s) to prioritize local ownership and occupancy as a strategy for housing affordability and neighborhood preservation. (also listed in Chapter 4: Land Use under goal LU3, and Chapter 5: Housing under goal H2)	SHORT TERM	\$	DPZ	

GOAL

MG4

Encourage and incentivize revitalization and redevelopment that best connects residents to retail, services, natural resources, and other amenities.

PERFORMANCE MEASURE 1: The percent of land area in the City zoned for mixed use increases from 8% to 20% by 2030.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
MG4.1	Update the Zoning Ordinance and zoning map to significantly expand the places where mixed-use development is permitted and/or required.	SHORT TERM	\$	DPZ	
MG4.2	Provide expanded technical assistance from City staff to business owners, property owners, and/or developers where new retail and housing opportunities will improve the quality of life for residents, particularly in areas of high social vulnerability (see Chapter 2: Demographic Trends for more detail on social vulnerability)	ONGOING	\$	DPZ	
MG4.3	Explore reductions in parking requirements for redevelopment in areas where direct access to transit, bike, and pedestrian networks already exist, and allow for greater flexibility in utilizing shared parking solutions.	SHORT TERM	\$	DPZ	
MG4.4	Leverage parking districts in the City's most walkable commercial areas, including the expansion of the existing downtown parking district and implementation of a new parking district for Eastport, as a way of better managing limited parking resources and mitigating conflicts.	MID TERM	\$	DPZ	

LAND USE

GOAL

LU1

Simplify the zoning code so that it is easier to develop infill projects that complement the neighborhoods and creeksheds where they are located.

PERFORMANCE MEASURE 1: New zoning standards are adopted for a set of new mixed use place types which help to consolidate and simplify the City’s zoning districts.

PERFORMANCE MEASURE 2: By 2030, the City has an established framework for using creeksheds to guide land use planning.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU1.1	Amend the Zoning Ordinance using form-based code standards, as recommended by this Plan, to bring its requirements into better alignment with the desire for compatibility between new and existing development.	SHORT TERM	\$\$	DPZ	
LU1.2	Prepare small area plans for each of the City’s creek watershed areas that coordinate land use with environmental goals to support both the continued improvement of the City’s waterways and a model for sensible infill development. (also listed Chapter 10: Water Resources under Goal WR3)	MID TERM	\$\$	DPZ	
LU1.3	Create illustrations of acceptable building design principles for all development types addressed in new zoning standards.	SHORT TERM	\$	DPZ	
LU1.4	Specifically promote infill development and redevelopment in the Upper West Street and Forest Drive corridors to facilitate the creation of walkable communities where new housing options and neighborhood commercial uses coexist with, and enhance, the existing communities. (also listed in Chapter 5: Housing under goal H1)	ONGOING	\$	DPZ	

GOAL

LU2 Promote the improvement and re-investment in vacant or underutilized parcels.

PERFORMANCE MEASURE 1: By 2040, the aggregate assessed value of property designated as vacant or underutilized will have increased at a rate at least twice that of the City's overall assessable base

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU2.1	Implement a policy of assertively promoting and incentivizing the repurposing and redevelopment of existing buildings and sites within the City, particularly those with high impervious coverage and no stormwater facilities. This includes removing unnecessary obstacles and delays in the plan review and approval process and overall streamlining of redevelopment applications.	SHORT TERM	\$	DPZ	
LU2.2	Assemble a suite of tax and other incentives to bring about the redevelopment of vacant and underutilized properties especially those projects with designs that create more walkable environments and deliver public benefits within the neighborhoods where they are located.	MID TERM	\$\$	DPZ/FIN	
LU2.3	Utilize the redevelopment priority framework provided in this chapter to map and clarify those properties which should be prioritized for improvement and re-investment.	SHORT TERM	\$	DPZ	
LU2.4	Study and propose reductions to the City's parking requirements for all land uses to incentivize the sensible development of underutilized land, reduce impervious coverage, improve stormwater management performance, and encourage walking, biking, and transit use, among other benefits to the City.	SHORT TERM	\$	DPZ	T3 / ES6

LAND USE

GOAL

LU3 Identify zoning language adjustments to the residential districts that will help to bring about more housing options for workforce and middle-income residents.

PERFORMANCE MEASURE 1: The number of housing units per acre will increase commensurate with the quality of their community design and provided public services and facilities are available.

PERFORMANCE MEASURE 2: The share of total housing units in Annapolis in housing types with two, three and four units will grow from 6% to 15% by 2030 and to 30% by 2040.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU3.1	Explore incremental adjustments to the city’s residential zones to allow for more diversity of housing types such as townhomes and duplexes that are compatible with existing neighborhoods, using architectural standards if needed to ensure compatibility. (also listed in Chapter 5: Housing under Goal H4)	SHORT TERM	\$	DPZ	H4
LU3.2	Explore using zoning incentives and/or regulations to spur the construction of housing types that offer more home ownership opportunities for workforce households. Workforce households, as defined by the State of Maryland, are those which have an aggregate annual income between 60% - 120% of the Area Median Income for home ownership opportunities. (also listed in Chapter 5: Housing under Goal H1)	SHORT TERM	\$	DPZ	H1
LU3.3	Explore using zoning incentives and/or regulations to prioritize long-term rental options for workforce households over short-term rental options. Workhouse households, as defined by the State of Maryland, are those which have an aggregate annual income between 50% - 100% of the Area Median Income for rental opportunities. (also listed in Chapter 5: Housing under Goal H1)	SHORT TERM	\$	DPZ	H1



ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU3.4	Amend the allowed uses and regulations in the residential zones of the Historic District to encourage more multifamily housing options responsive to current housing needs and the preservation of neighborhood character.	MID TERM	\$	DPZ	
LU3.5	Amend the policies regulating for Short Term Rentals (STR's) to prioritize local ownership and occupancy as a strategy for housing affordability and neighborhood preservation.	SHORT TERM	\$	DPZ	MG3 / H2

GOAL

LU4

Support and sustain the expansion of businesses and private sector employment, and the revitalization of the tourism sector (including restaurants, retail, and lodging) which was adversely impacted by the COVID-19 pandemic.

PERFORMANCE MEASURE 1: Between 2020 and 2040, the number of jobs within the City's light industrial sector will increase.

PERFORMANCE MEASURE 2: By 2025 the restaurant and tourism sector will have surpassed its economic productivity levels recorded at the beginning of 2019, before the shut-downs related to the COVID-19 pandemic.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU4.1	Maintain the City's zoning for light industrial use and explore the interest among major industrial landholders for preparing a master plan to promote the expansion of existing firms and the modernization of the industrial district.	MID TERM	\$	DPZ	
LU4.2	Focus the City's economic development efforts on business retention, intensification and expansion within areas zoned for mixed use, light industrial use, and in areas zoned for maritime businesses.	ONGOING	\$	DPZ	
LU4.3	Coordinate with the maritime sector to facilitate its modernization and response to evolving economic conditions in the maritime and tourism industries.	ONGOING	\$	DPZ	
LU4.4	Consider economic development incentives to support the return of businesses into street level storefronts and restaurants.	SHORT TERM	\$	DPZ	



FIGURE EX-44: LIGHT INDUSTRIAL BUSINESSES SUCH AS THIS WHICH ARE ALSO PART OF THE CITY'S MARITIME SECTOR ARE AN ECONOMIC DEVELOPMENT FOCUS IN THIS PLAN.

Source: City of Annapolis

LAND USE

GOAL

LU5 Protect and secure the historic resource values of downtown Annapolis while promoting both its economic vitality and its role as the central civic gathering place for the City’s residents.

PERFORMANCE MEASURE 1: The estimated number of downtown visitors (and hotel occupancy rates) remain at or exceed levels set prior to COVID-19 pandemic through 2040.

PERFORMANCE MEASURE 2: The square footage of leased commercial floor area remains at or exceeds levels set prior to COVID-19 pandemic through 2040.

PERFORMANCE MEASURE 3: Between 2020 and 2040, the population of full time residents within the Historic District will increase.

PERFORMANCE MEASURE 4: The number of apartments above retail in the Historic District will increase each year through 2040.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU5.1	Build the infrastructure needed to protect downtown from both routine nuisance flooding and the flooding associated with sea level rise and storm surge, and facilitate the enhancement of the most at-risk buildings.	SHORT TERM	\$	DPZ	ACHP4
LU5.2	Implement the consensus plan of the City Dock Action Committee. (also listed in Chapter 8: Arts, Culture & Historic Preservation under Goal ACHP4)	SHORT TERM	\$\$\$	DPW	ACHP4
LU5.3	Continue to maintain stringent historic preservation requirements in downtown to protect the City’s architectural and city planning heritage.	ONGOING	\$	DPZ	ACHP4
LU5.4	Ensure that zoning standards for the Historic District are updated to address recommendations from all recent hazard mitigation plans including the Citywide Hazard Mitigation Plan (2022) and Weather It Together: Cultural Resource Hazard Mitigation Plan (2018). (also listed in Chapter 8: Arts, Culture & Historic Preservation under Goal ACHP4)	ONGOING	\$	DPZ	ACHP4

DRAFT

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU5.5	Enact legislation that compels property owners within the Historic District, prioritizing those on Main Street, to update sprinkler systems by 2028. (also listed in Chapter 8: Arts, Culture & Historic Preservation under Goal ACHP4)	SHORT TERM	\$	DPZ	ACHP4
LU5.6	Explore expansion of the current historic tax credit budget, with priority offered to projects that activate upper floors with moderately-priced dwelling units.	SHORT TERM	\$\$	DPZ/FIN	ACHP4
LU5.7	Explore the potential to create a Business Improvement District for the Downtown and Inner West Street areas to augment funding for public realm enhancements, security, and maintenance.	MID TERM	\$	DPZ	

LAND USE

GOAL

LU6 Link the city together with a network formed by the city’s remaining natural areas, improved open spaces, parks, and institutional uses.

PERFORMANCE MEASURE 1: The Greenway Map is updated annually.

PERFORMANCE MEASURE 2: Establish at least one contiguous greenway within each of the City’s creek watersheds by 2030.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU6.1	Design, adopt and implement a Greenway Plan that identifies lands which provide significant environmental, recreation, aesthetic, and/or health benefits and details strategies to maintain the values these lands provide; The plan should be managed jointly by the Annapolis Conservancy Board and the Department of Planning and Zoning, updated annually, and coordinated with Anne Arundel County’s Green Infrastructure Plan. (also listed Chapter 7: Community Facilities under Goal CF1)	SHORT TERM	\$	DPZ	CF1
LU6.2	In the review and approval of infill and redevelopment projects, align parkland dedications and required open space set-asides to promote the interconnection of open spaces across parcels.	ONGOING	\$	DPZ	
LU6.3	Require that public access easements be established within areas set aside for future open space or planted for required forest conservation.	SHORT TERM	\$	DPZ	
LU6.4	Recognizing the innumerable benefits of street tree planting including reducing the heat island effect, air quality improvement, carbon sequestration, wildlife habitat, and traffic calming, design certain streets to be part of the Greenway Plan and elevate the importance of street tree planting and coordinated landscaping along properties with street frontage.	SHORT TERM	\$\$	DPZ	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
LU6.5	Use the City's forest conservation requirements to direct conservation and afforestation in ways that build larger networks of connected forests. (Also listed in Chapter 9: Environmental Sustainability under goal ES2)	SHORT-TERM	\$	DPZ	ES2
LU6.6	Explore opportunities to plant trees on institutional properties within the city limits such as those owned by HACA, Anne Arundel County schools and libraries, State of Maryland offices, and the Navy, for the purposes of meeting mitigation requirements and the general tree canopy goals. (also listed in Chapter 9: Environmental Sustainability under Goal ES2)	SHORT TERM	\$	DPZ	ES2
LU6.7	Amend the zoning ordinance and map to create and apply Environmental Enhancement areas guided by the Future Land Use Map of this Plan. Environmental Enhancement areas are property parcels that either already offer ecological benefits or should be improved to do so, but are not appropriate to serve as active parkland.	SHORT TERM	\$	DPZ	
LU6.8	Enact an agreement with the County that establishes the City's right to direct and use its share of Program Open Space funds for the protection and enhancement of lands within its jurisdiction. Such an agreement should detail the specific uses of the funds.	SHORT TERM	\$	DPZ	
LU6.9	Improve coordination between City departments and City Boards/Commissions tasked with environmental protection, including the Annapolis Conservancy Board, to ensure properties being reviewed for development or permitting are considered in a fuller context, taking into account the property's opportunities for conservation and easements within the property as well as connections to surrounding open space, conservation and trail systems.	SHORT TERM	\$	DPZ	

HOUSING

GOAL

H1 Produce a supply of affordable rental and ownership housing in order to meet current and projected needs.

PERFORMANCE MEASURE 1: The percent of total renter households that are “severely cost burdened” is reduced to 10% by 2040.

PERFORMANCE MEASURE 2: The percent of total home-owner households that are “severely cost burdened” by 2040 is reduced to 6.5%.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
H1.1	Coordinate with Anne Arundel County and the State of Maryland to encourage the development of affordable and moderately priced rental and owner-occupied housing within the greater Annapolis area.	SHORT TERM	\$	DPZ	
H1.2	Specifically promote infill development and redevelopment in the Upper West Street and Forest Drive corridors to facilitate the creation of walkable communities where new housing options and neighborhood commercial uses coexist with, and enhance, the existing communities.	SHORT TERM	\$	DPZ	LU1
H1.3	Use the City’s authority to annex and permit development to promote housing development in the City’s 82.6-acre Growth Area, which is defined as the area outside of the City boundary which meets the guidelines for the State’s Priority Funding Areas and is therefore deemed sensible for annexation.	MID TERM	\$	DPZ	MG2 / MG 3
H1.4	Reevaluate the Moderately Priced Dwelling Unit (MPDU) program and consider how it could be more effective including opportunities to expand the requirement for MPDUs within planned developments and extending the length of time before the units expire.	SHORT TERM	\$	DPZ	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
H1.5	Remove the barriers in the City's current zoning regulations that are preventing Annapolis from meeting the Federal Fair Housing Act standards, which include expanding the areas where more "missing middle" workforce housing options are permitted. (also listed in Chapter 3: Municipal Growth under Goal MG3)	SHORT-TERM	\$	DPZ	MG3
H1.6	Explore using zoning incentives and/or regulations to spur the construction of housing types that offer more home ownership opportunities for workforce households. Workforce households, as defined by the State of Maryland, are those which have an aggregate annual income between 60% - 120% of the Area Median Income for home ownership opportunities. (also listed in Chapter 4: Land Use under Goal LU3)	SHORT TERM	\$	DPZ	LU3
H1.7	Explore using zoning incentives and/or regulations to prioritize long-term rental options for workforce households over short-term rental options. Workhouse households, as defined by the State of Maryland, are those which have an aggregate annual income between 50% - 100% of the Area Median Income for rental opportunities. (also listed in Chapter 4: Land Use under Goal LU3)	SHORT TERM	\$	DPZ	LU3
H1.8	Utilize zoning district changes to identify "housing priority" areas where access to transit, jobs, and amenities are already available within a 1/2 mile radius.	SHORT TERM	\$	DPZ	MG3

HOUSING

GOAL

H2 Preserve the supply of quality housing for low and moderate income households.

PERFORMANCE MEASURE 1: Achieve no net loss in the supply of housing meeting the needs of low and moderate income households.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
H2.1	Formalize a policy of no net loss in quality affordable units to be managed by the Community and Economic Development division of the City's Department of Planning & Zoning.	SHORT TERM	\$	DPZ	
H2.2	Mitigate displacement of low- and moderate-income households by facilitating strategies aimed at reducing the costs of maintenance and property taxes.	SHORT TERM	\$	DPZ	
H2.3	Maintain and regularly update an inventory of naturally-occurring affordable housing (NOAH) in the greater Annapolis area and develop triggers and criteria for preservation actions.	SHORT TERM	\$	DPZ	
H2.4	Give greater preference at the highest level of City staff, in time and resources, to working closely with residents in low and moderate income neighborhoods who may not be formally organized to advance their interests, especially where owner occupied housing is generally affordable.	ONGOING	\$	DPZ	
H2.5	Amend the policies regulating for Short Term Rentals (STRs) to prioritize local ownership and occupancy as a strategy for housing affordability and neighborhood preservation.	SHORT TERM	\$	DPZ	MG3 / LU3
H2.6	Create legislation that helps to preserve the city's existing stock of small scale apartment buildings – including duplexes, triplexes, fourplexes, and other configurations– and limits their consolidation into single family dwellings.	SHORT TERM	\$	DPZ	

GOAL

H3 Plan for changing housing needs over time in relation to both the production of new housing and preservation of existing units.

PERFORMANCE MEASURE 1: Annual reporting on the status of housing affordability in the city coupled with expert recommendations to the Mayor and City Council for improvement.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
H3.1	Formalize a system of regular monitoring and reporting on the production and preservation of affordable housing units.	SHORT TERM	\$	DPZ	
H3.2	On an ongoing basis, postulate and test zoning changes related to density and unit types and select and adopt zoning amendments that reduce regulatory barriers to the production of affordable housing units.	SHORT TERM	\$	DPZ	
H3.3	Formalize a policy of regular coordinated reporting with Anne Arundel County on the production and preservation of affordable housing units in the greater Annapolis area.	SHORT TERM	\$	DPZ	
H3.4	Leverage the insight and support of the Affordable Housing and Community Equity Development Commission to develop and review strategies for the production of new housing and the preservation of existing units.	ONGOING	\$	DPZ	

HOUSING

GOAL

H4 Increase the supply, variety, and quality of housing types throughout the city to meet the needs of a diverse population in regard to income, age, household size, disability, and other factors.

PERFORMANCE MEASURE 1: The percentage of housing units in housing types with two, three and four units will grow from 6% to 15% of the total by 2030, and to 25% by 2040.

PERFORMANCE MEASURE 2: The number of accessory dwelling units will increase by 500 units by 2040.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
H4.1	Explore incremental adjustments to the city's residential zones to allow for more diversity of housing types such as townhomes, duplexes, and triplexes, that are compatible with existing neighborhoods, using architectural standards if needed to ensure compatibility. (also listed in Chapter 4: Land Use under Goal LU3)	SHORT TERM	\$	DPZ	LU3
H4.2	Update the City's Green Building requirements to include new standards for energy efficiency, water efficiency, and site design for all new residential buildings regardless of size; new inspections protocols; and explore the feasibility of a post-occupancy study requirement for larger projects. (also listed in Chapter 9: Environmental Sustainability under Goal ES6)	SHORT TERM	\$	DPZ	ES6
H4.3	Create legislation that incentivizes and removes barriers to building accessory dwelling units.	SHORT TERM	\$	DPZ	
H4.4	Foster new opportunities for mixed income and mixed-use communities including through the redevelopment of the Eastport Terrace and Harbor House communities, and potentially other properties currently owned and managed by the Housing Authority of the City of Annapolis (HACA).	SHORT TERM	\$	DPZ	



FIGURE EX-45: THIS HOUSE IN EASTPORT COULD BE MISTAKEN FOR A SINGLE FAMILY HOME BUT IN FACT CONTAINS THREE APARTMENTS AND IS IN KEEPING WITH THE NEIGHBORHOOD CHARACTER.

Source: Missing Middle Annapolis

TRANSPORTATION

GOAL

T1 Shift the mix of mobility investments towards public transit, micro-mobility / ridesharing, active transportation, and support for telework options to double the usage of these modes by 2040.

PERFORMANCE MEASURE 1: Capital investments in transportation for public transit, walking, biking, and Mobility-as-a-Service (MaaS) will increase from 7% to 15% of General Fund expenditures by Fiscal Year 2025 and 25% by 2030

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T1.1	Complete the Bike network improvements identified in the 2011 Bike Master Plan and this Plan, and regularly track progress on all proposed improvements.	ONGOING	\$	DPZ	
T1.2	Ensure that all approved bike facility recommendations are budgeted and implemented with CIP roadway improvements.	SHORT TERM	\$	DPZ	
T1.3	Prioritize the design and construction of the West East Express (WEE) bike corridor as the spine of the City's bike network.	ONGOING	\$	DPZ	
T1.4	Continue to support and expand micro-mobility options particularly to improve mobility into and through the downtown area, including micro-transit, bikeshare, paddleshare, ridesharing services, carshare, ferries, and an integrated Annapolis Mobility App integrated with Annapolis Transit and Anne Arundel County Transit.	ONGOING	\$	DPZ/ ADOT	
T1.5	Implement a no-fare pilot program for public transit to encourage more ridership and test its feasibility.	SHORT TERM		ADOT	
T1.6	Reimagine Annapolis Transit including its route network, frequency, and vehicle fleet, to provide improved service and expand ridership.	SHORT TERM		ADOT	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T1.7	Implement a micro-transit pilot program to expand ridership and test the feasibility of on-demand service.	SHORT TERM	\$	ADOT	
T1.8	Coordinate and connect Annapolis Transit to regional transit options including park-and-ride stations, Anne Arundel County's planned multi-modal transit center, and MTA's express route stops.	SHORT TERM	\$	ADOT	
T1.9	Work with MTA and private commuter bus services to establish rush hour stops along Forest Drive and explore the feasibility of a dedicated intermodal transit hub in the Bay Ridge/Hillsmere area.	SHORT TERM	\$	ADOT	
T1.10	Implement the planned electric ferry pilot program connecting Eastport to downtown Annapolis and work with regional partners to envision Annapolis as a hub for ferry connections to other destinations.	MID TERM	\$	DPW/ DPZ	

TRANSPORTATION

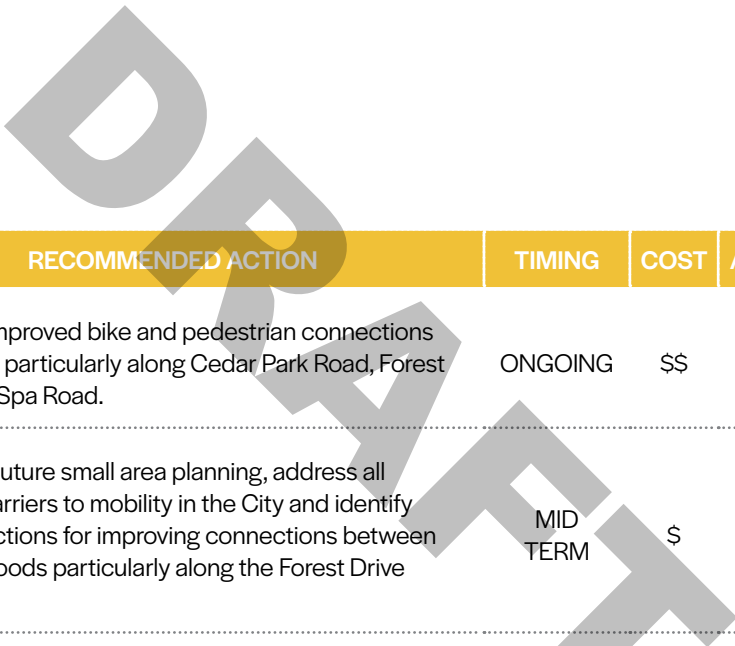
GOAL

T2 Build a policy environment in Annapolis that is mode-neutral, equitable, oriented to safety, and prioritizes connectivity of the city’s streets, sidewalks, and trails.

PERFORMANCE MEASURE 1: Crash rate is lower than rate of population and employment increase by 2030; Reduce serious injuries from car crashes to 3.0 per million Vehicle Miles Travelled (VMT) by 2040.

PERFORMANCE MEASURE 2: Allow no new full-movement driveways on major arterials (and reduce the total number of existing driveway cuts).

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T2.1	Adopt a Complete Street policy and design manual to guide every public and private development project through planning, design, and maintenance.	MID TERM	\$	DPZ/ DPW	
T2.2	Adopt standards for implementing bicycle facility infrastructure that improve safety for cyclists and are tailored to Annapolis.	SHORT TERM	\$	DPZ/ DPW	
T2.3	Revise the Traffic Impact Analysis requirements to incorporate safety assessments and to be fully multimodal, including Quality/Level of Service (Q/LOS) assessments for bike, pedestrian, and transit modes.	SHORT TERM	\$	DPZ	
T2.4	Adopt a Vision Zero policy, which is an initiative aimed at eliminating all traffic fatalities and severe injuries, that includes at minimum coordinated guidance on engineering, education, enforcement, and emergency medical services, and is aligned with Anne Arundel County’s Vision Zero policy.	SHORT TERM	\$	DPZ	
T2.5	Prioritize bike and pedestrian facility improvements to the City’s major thoroughfares, where the highest number of traffic fatalities and injuries currently happen, as means of improving safety, minimizing conflicts between modes of travel, and lessening congestion.	ONGOING		DPZ/ DPW	



ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T2.6	Prioritize improved bike and pedestrian connections to schools, particularly along Cedar Park Road, Forest Drive, and Spa Road.	ONGOING	\$\$	DPW/ DPZ	
T2.7	As part of future small area planning, address all physical barriers to mobility in the City and identify targeted actions for improving connections between neighborhoods particularly along the Forest Drive corridor.	MID TERM	\$	DPZ	
T2.8	Prioritize the hiring of a fulltime transportation engineer for the City's Department of Public Works who will help to accelerate improvements to the City's street network.	SHORT TERM	\$\$	DPW	

TRANSPORTATION

GOAL

T3 Transportation will take a leadership role in creating a greener and healthier Annapolis to sustain the economic, environmental, and social quality of the City.

PERFORMANCE MEASURE 1: Triple the mileage of walking and biking facilities from 2020 to 2040.

PERFORMANCE MEASURE 2: Increase bike and walk mode share to 15% by 2040.

PERFORMANCE MEASURE 3: Expand the number of publicly accessible EV charging stations tenfold by 2025.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T3.1	Adopt “Green Street” design standards that include maximum tree planting, use of silva cells, micro bioretention, permeable pavers, and other integrated stormwater best management practices.	SHORT TERM	\$\$	DPZ	LU6 / ES2 / WR 2
T3.2	Plan for the transition of the City’s fleet vehicles and transit vehicles to zero emissions vehicles with the goal of complete transition by 2030	SHORT TERM	\$\$	ADOT/ DPW	ES6
T3.3	Work with BGE and other partners to establish more public car-charging stations in Annapolis, particularly downtown, as well as incentives to establish charging stations at existing multifamily and commercial developments.	ONGOING	\$\$	DPZ	ES6
T3.4	Revise the City’s parking standards to require car-charging parking spaces for new or redeveloped residential and commercial properties that require major site plan review.	SHORT TERM	\$	DPZ	

DRAFT

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T3.5	Require existing parking lots to include one EV charging unit for every 50 parking spaces.	SHORT TERM	\$	DPZ	
T3.6	Study and propose reductions to the City’s parking requirements for all land uses to incentivize the sensible development of underutilized land, reduce impervious coverage, improve stormwater management performance, and encourage walking, biking, and transit use, among other benefits to the City. (Also listed in Chapter 4: Land Use under Goal LU2, and Chapter 9: Environmental Sustainability under Goal ES6)	SHORT TERM	\$	DPZ	
T3.7	Become a Silver-level bike-friendly and Bronze-level walk-friendly community, designated by the League of American Bicyclists and Walk Friendly Communities, respectively.	SHORT TERM	\$	DPZ	

TRANSPORTATION

GOAL

T4

Expand partnerships with key public and private stakeholders to improve mobility, safety, and connectivity for residents and visitors alike.

PERFORMANCE MEASURE 1: At least one transportation related capital project in conjunction with Anne Arundel County, and one project with SHA, each year through 2040.

PERFORMANCE MEASURE 2: By 2028, the B&A Trail will be connected to downtown Annapolis through current project partnerships with MDOT/SHA, Anne Arundel County, St. John’s College, HACA, and St. Anne’s Parish.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T4.1	Continue to meet quarterly with Anne Arundel County Transportation staff to coordinate and accelerate improvements to Forest Drive which address safety and mobility options, particularly for pedestrians and bicyclists, and at all signalized intersections along the Forest Drive corridor.	ONGOING	\$	DPZ	
T4.2	Work with MDOT/SHA, NSA-Annapolis, and Anne Arundel County to implement the planned MD 450 Bicycle Retrofit project which will provide a safe bike connection from the B&A Trail into Annapolis.	SHORT TERM	\$	DPZ/ DPW	
T4.3	Continue to work with Anne Arundel County and MDOT/SHA to advance and prioritize the redesign of the Chinquapin Round Road intersection at Forest Drive / MD-665 (Aris T. Allen Boulevard).	SHORT TERM	\$	DPZ/ DPW	
T4.4	Work with MDOT/SHA, Anne Arundel County, civic business associations, and private stakeholders to improve wayfinding signage throughout the city; new signage should utilize the City’s approved wayfinding standards to the best degree possible.	MID TERM	\$\$	DPZ/ DPW	
T4.5	Work with partnering agencies including Anne Arundel County, EMS, Fire, and Police to develop advanced routing for bus and emergency response vehicles on Forest Drive.	SHORT TERM	\$	DPW/ OEM	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
T4.6	Partner with MDOT/SHA, Anne Arundel County, NSA-Annapolis, and the Resilience Authority on the design and implementation of an Intelligent Traffic System (ITS) for traffic signals on all evacuation routes as recommended in the MIRR Study.	SHORT TERM	\$\$\$	DPZ/ DPW/ OEM	
T4.7	Partner with St. John's College, St. Anne's Parish and HACA to design and implement the planned College Creek Connector trail between King George Street and Calvert Street.	SHORT TERM	\$\$\$	DPZ/ DPW	
T4.8	Partner with MDOT/SHA, Anne Arundel County, HACA, and private property owners to create the West East Express (WEE), a dedicated bike corridor that extends the Poplar Trail east and west along the former WB&A railroad corridor.	SHORT TERM	\$\$	DPZ/ DPW	
T4.9	Continue to collaborate with Bicycle Advocates for Annapolis and Anne Arundel County (Bike AAA), Mid-Atlantic Off-Road Enthusiasts (M.O.R.E.), Pedal Power Kids, and other biking advocates to plan and implement improved access to the City's bike network, as well as programs for riders of varying skill levels.	ONGOING	\$	DPZ	
T4.10	Work with MDOT/SHA to improve State-owned roadways in the City for multi-modal travel, particularly MD 450 (West Street), MD 435 (Taylor Avenue), and MD 436 (Ridgely Avenue)	ONGOING	\$	DPZ/ DPW	
T4.11	Work with the Naval Academy Athletic Association (NAAA) to explore the feasibility of a transit hub at the Navy-Marine Corps Memorial Stadium where tour buses could park and visitors could be shuttled into downtown via micro-transit options.	MD TERM	\$	DPZ/ ADOT	
T4.12	Continue to work with the MDOT/SHA, Anne Arundel County, and the Baltimore Regional Transportation Board to accelerate the improvement of regional transit options that will better connect Annapolis to the Washington DC and Baltimore areas.	MD TERM	\$	DPZ/ ADOT	
T4.13	As part of the Bay Crossing Study and future design phases of the Bay Bridge expansion, continue to work with the Maryland Transportation Authority, Anne Arundel County, Queen Anne's County, Bike AAA, Visit Annapolis & Anne Arundel County, and other partners to advocate for multi-modal options including a dedicated bicycle and pedestrian trail, dedicated transit lanes and space for future rail service, and coordinated facilities for ferry service.	ONGOING	\$	DPZ / DPW / ADOT	

COMMUNITY FACILITIES

GOAL

CF1

Merge Annapolis’ parks and recreation system with its evolving network of conservation areas and trails to create a comprehensive greenway system.

PERFORMANCE MEASURE 1: The Greenway Map is updated annually.

PERFORMANCE MEASURE 2: The Annapolis Conservancy Board assists the Department of Recreation and Parks with at least one conservation project every two years.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF1.1	Revise the mission of the Annapolis Conservancy Board to include regular coordination with the Department of Recreation and Parks.	SHORT TERM	\$	DPZ	
CF1.2	Refine and publish an official park system map that includes detailed information on access to conservation areas, water access, and trail connections, in addition to updated information on active recreation facilities.	SHORT TERM	\$\$	DRP/ DPZ	
CF1.3	Design, adopt and implement a Greenway Plan that identifies lands which provide significant environmental, recreation, aesthetic, and/or health benefits and detailed strategies to maintain the values these lands provide. The plan should be managed jointly by the Annapolis Conservancy Board and the Department of Planning and Zoning, updated regularly, and coordinated with Anne Arundel County’s Green Infrastructure Plan. (also listed in Chapter 4: Land Use under Goal LU6)	SHORT TERM	\$\$	DPZ/ DRP	LU6
CF1.4	Explore training opportunities for Parks maintenance staff to include habitat restoration, conservation land management, and green stormwater infrastructure maintenance. (also listed in Chapter 10: Water Resources under Goal WR3)	SHORT TERM	\$\$	DRP	WR3
CF1.5	Prioritize the development of a dedicated parks maintenance facility at Truxtun Park, or at another feasible location.	SHORT TERM	\$\$	DRP	
CF1.6	Expand Recreation & Parks staff to include a dedicated trail manager, and two naturalist/park rangers.	SHORT TERM	\$\$	DRP	

GOAL

CF2

Expand parks facilities strategically, and the connections to them, to achieve equitable access for all.

PERFORMANCE MEASURE 1: All residents are within a 10-minute walk of a park space maintained by the City of Annapolis Department of Recreation and Parks.

PERFORMANCE MEASURE 2: The citywide Recreation and Parks Master Plan is updated by 2025 and regularly updated every 10 years.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF2.1	Update the Adequate Public Facilities Ordinance to meet this goal's performance metric of proximity to parks by clarifying the level of service standards, updating the fee-in-lieu structure to reflect current park development costs, and simplifying the process.	ONGOING	\$	DPZ	
CF2.2	Prioritize the update of the 2004 Recreation and Parks Master Plan, with future updates to occur every ten years; The master plan will not only serve to update equitable level of service standards, recreational program priorities, and opportunities for park and trail enhancements, but also opportunities for new diversified funding sources, as well as updated maintenance guidelines and efficiencies.	SHORT TERM	\$	DRP DPZ	
CF2.3	Identify opportunities for enhancements to existing parks, such as at Annapolis Walk Community Park that will expand use to more diverse users and activities.	ONGOING	\$\$	DPZ DRP	
CF2.4	Work with Anne Arundel County Recreation and Parks, and Anne Arundel County Public Schools, to implement enhancements to various Anne Arundel County facilities within the City, or create new facilities, that could help to address equity goals.	ONGOING	\$	DRP	
CF2.5	Include improvements to bike and pedestrian access in all new park projects or investments at existing parks.	ONGOING	\$\$	DRP DPW	

COMMUNITY FACILITIES

GOAL

CF3 Prioritize equitable water access by investing in new and improved public open spaces along the waterfront, and the connections to them.

PERFORMANCE MEASURE 1: The linear feet of publicly accessible waterfront is doubled by 2040 from approximately 10,000 LF to 20,000 LF.

PERFORMANCE MEASURE 2: Funding for ongoing improvements to existing water access infrastructure is a line item in the annual Capital Improvement Program.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF3.1	Continue to work with public and private partners to plan, design, and build the future Elktonia/Carr's Beach Park as a signature investment in the City's public waterfront. (also listed in Chapter 8: Arts, Culture & Historic Preservation under Goal ACHP1)	ONGOING	\$	DPZ	ACHP1
CF3.2	Continue to work with HACA and other community partners to create a community nature park at Hawkins Cove with a living shoreline, restored stream channel, public water access, nature play area, and improved trail connectivity to Truxtun Park. (also listed in Chapter 9: Environmental Sustainability under Goal ES3)	SHORT TERM	\$	DRP/DPZ	ES3
CF3.3	Work with public and private property owners along College Creek to create a parks and trails master plan for the area that will create new and improved water access opportunities, preserve existing open space and cultural sites, restore habitat, and improve bicycle/pedestrian connections throughout the area; Prioritize the development of the College Creek Connector trail and Capital City Gateway Park as central to this effort.	SHORT TERM	\$\$	DPZ/DRP	
CF3.4	Deferred maintenance to the City's existing waterfront parks is addressed through consistent funding in the annual Capital Improvement Program.	ONGOING	\$\$\$	DPW/DRP	WR3

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF3.5	Update the adequate public facilities ordinance to require public waterfront access for all new waterfront development, excluding single family parcels.	ONGOING	\$	DPZ	
CF3.6	Develop a clear and consistent signage program for all public water access sites, including wayfinding, regulatory, and interpretive signage, to clarify access and encourage more public use of the waterfront. As part of this, ensure that clear and consistent public water access signage is required at all future public access easements not maintained by the City.	SHORT TERM	\$\$	DRP DPZ	
CF3.7	Establish an accessible system of paddle share locations at multiple public water access locations in the city. The system would provide storage for paddle craft and a means for residents and visitors to affordably access them.	SHORT TERM	\$\$	DPZ/ DRP	
CF3.8	Update City standards to ensure that all new, replaced, or enhanced stormwater outfall facilities are designed in coordination with public water access so that recreational opportunities are not negatively impacted.	SHORT TERM	\$	DPW	WR3

COMMUNITY FACILITIES

GOAL

CF4 Ensure that recreational program offerings are accessible to all City residents, particularly under-represented populations.

PERFORMANCE MEASURE 1: Recreational program funding per capita is competitive with other cities similar in size to Annapolis.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF4.1	Establish an effective system for tracking who is being served by the City's recreational programs to help target programming and ensure equity.	ONGOING	\$	DRP	
CF4.2	Explore the feasibility of creating a new City park that combines the Bates Athletic Complex, the former Weems Whelan Field, and the site of the former WYRE radio station (currently home to the Chesapeake Children's Museum). As part of this, study the potential return on investment of developing a modern multi-use sports complex on the site as a revenue-generating asset for the City.	MID TERM	\$	DPZ DRP	
CF4.3	Support the creation of an independent parks foundation that can help to aggregate private donations, manage fundraising campaigns, and spearhead new parks initiatives.	ONGOING	\$	DPZ DRP	
CF4.4	Explore new opportunities for revenue-generating concessions within existing parks including paddle craft rentals, food service, and other complementary uses.	ONGOING	\$	DRP	
CF4.5	Prioritize the hiring of the Recreation Associate position at the Stanton Center to allow for additional programming.	SHORT TERM	\$\$	DRP	
CF4.6	Ensure that an updated citywide Recreation and Parks Master Plan includes an emphasis on clear level of service standards and equity in the development of recreational programs.	SHORT TERM	\$	DRP DPZ	

GOAL

CF5 Leverage opportunities for expanded recreational use of Waterworks Park.

PERFORMANCE MEASURE 1: Initiate a plan to restore and program the historic pump house for new uses by 2025.

PERFORMANCE MEASURE 2: Complete all approved bike and pedestrian connections to Waterworks Park by 2030.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF5.1	Continue to work with passionate volunteers such as those from Mid-Atlantic Off-road Enthusiasts (M.O.R.E.) and other partners to expand access to the park for users of all ages and interests.	ONGOING	\$	DPZ DRP	
CF5.2	Continue to work with Anne Arundel County to create the necessary bike and pedestrian facilities to connect the park to nearby residential communities and commercial centers.	ONGOING	\$	DPZ	
CF5.3	Expand the trail network around the Annapolis Solar Park and explore a potential parking area at N. River Road.	SHORT TERM	\$\$	DRP	
CF5.4	Explore using an RFP process to solicit developer interest in the restoration and activation of the historic pump house building.	ONGOING	\$	DPZ DPW DRP	
CF5.5	Expand program offerings at the park to reach more youth who have limited access to the types of activities that happen there such as fishing, hiking, mountain biking, and outdoor education.	SHORT TERM	\$\$	DRP	
CF5.6	Continue to work with Anne Arundel County and nearby property owners to create new parking options that will help to expand park use and eliminate parking conflicts.	ONGOING	\$	DPZ	

COMMUNITY FACILITIES

GOAL

CF6 Improve public safety throughout the city by targeting public and private investment to areas of persistent poverty, crime, and historic disinvestment.

PERFORMANCE MEASURE 1: Improvements to the streetscapes and/or recreational spaces at each of the City’s public housing communities are included in the annual Capital Improvement Program.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF6.1	Ensure that all new residential development follows the principles of Crime Prevention Through Environmental Design (CPTED).	ONGOING	\$	DPZ	
CF6.2	Prioritize public safety as a key criteria in determining and prioritizing capital improvement projects such as street, park, and trail enhancements.	SHORT TERM	\$	DPW DPZ	
CF6.3	Update the Adequate Public Facilities Ordinance to better reflect public safety goals and the various means to achieve them.	ONGOING	\$	DPZ	
CF6.4	Coordinate community programs and leverage community resources of the Annapolis Police Department, the City’s Office of Community Services, and other social service organizations to address the root causes of crime and community conflict.	ONGOING	\$	APD CM	
CF6.5	Work with community partners, Anne Arundel County, and the State of Maryland to advance gun violence intervention programs in communities facing persistent gun violence.	ONGOING	\$\$	APD CM	
CF6.6	Continue to fund and seek partnerships to advance community enrichment programs such as Annapolis United that help to connect youth and families to worthwhile recreation opportunities.	ONGOING	\$\$	DRP APD	
CF6.7	Support and promote the Annapolis Police Homicide and Gun Violence Dashboard as a tool for coordinated neighborhood planning and investment.	ONGOING	\$	APD DIT	

GOAL

CF7 Partner with Anne Arundel County to expand program opportunities and resources for Annapolis residents at public schools, libraries, and health facilities.

PERFORMANCE MEASURE 1: Each public school within the City limits will have a Safe Routes to School plan in place by 2030.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
CF7.1	Work with Anne Arundel County and AACPS to Initiate and advance Safe Routes to School projects at all public schools within the City limits. Safe Routes to School is a federally funded program that helps to advance safe pedestrian and bike connections to public schools.	ONGOING	\$\$	DPZ	
CF7.2	Prioritize bikeway and sidewalk network improvements within the ¼ mile walk radius of each public school within the City limits.	SHORT TERM	\$\$	DPW DPZ	
CF7.3	Expand Annapolis Transit service in coordination with Anne Arundel County Transit to provide access to Annapolis High School and adjacent public facilities along Riva Road including the Arundel Olympic Swim Center, Anne Arundel County Offices, the Anne Arundel County Farmers Market, and the MTA Park & Ride Center.	SHORT TERM	\$\$	ADOT	
CF7.4	Support expanded satellite healthcare programs within underserved low income communities.	SHORT TERM	\$	OEM	
CF7.5	Continue to support the Anne Arundel County Public Library's innovative efforts to reach more Annapolis area residents through pop-up branches, mobile programs, and new services.	ONGOING	\$	DPZ DRP	
CF7.6	Ensure that a future redevelopment of the Eastport Annapolis Neck Library is closely coordinated with other area goals and better connected to adjacent destinations including Quiet Waters Park and the Hillsmere Shopping Center.	MID-TERM	\$	DPZ	

ARTS, CULTURE & HISTORIC PRESERVATION

GOAL

ACHP1

Practice an approach to historic and cultural preservation that is inclusive and equitable and fully acknowledges the diversity of cultures that have created the Annapolis of today.

PERFORMANCE MEASURE 1: Add at least two (2) historic sites outside of the downtown Historic District to the City of Annapolis Local Landmark program and at least one (1) application for National Register status every five years.

PERFORMANCE MEASURE 2: Submit at least one grant application to the State of Maryland’s African-American Heritage Preservation Program every two years.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ACHP1.1	Develop a preservation action plan for all notable historic sites beyond the downtown Historic District, particularly those relevant to African-American heritage.	SHORT TERM	\$\$	DPZ	
ACHP1.2	Work with the National Park Service to implement its Master Interpretation Plan which is taking an expansive and inclusive approach to cultural and historical interpretation.	SHORT TERM	\$	DPZ	
ACHP1.3	Explore African-American cultural district designations for the Parole and Old Fourth Ward neighborhoods that would promote these areas for tourism and unlock access to additional grant funding.	ONGOING	\$	DPZ	
ACHP1.4	Explore the potential for a National Register designation of the Parole Rosenwald School and funding opportunities for preservation.	SHORT TERM	\$	DPZ	
ACHP1.5	Advance the plans for a Hoppy Adams House museum at the former home of the late radio disc jockey and civil rights leader in Parole.	SHORT TERM	\$\$\$	DPZ	

DRAFT

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ACHP1.6	Explore opportunities for the Banneker-Douglass Museum and other organizations to assist with the stewardship of African-American historic sites in the city.	ONGOING	\$	DPZ	
ACHP1.7	Continue to work with public and private partners to plan, design, and build the future Elktonia/Carr's Beach Park as a signature investment in the City's public waterfront. (also listed in Chapter 7: Community Facilities under Goal CF3)	SHORT TERM	\$\$\$	CM DRP DPZ DPW	CF3
ACHP1.8	Budget for the City to add a new Historic Site Manager position who will better manage, curate, and program historic sites owned by the City.	SHORT TERM	\$\$	DPZ/ DRP	
ACHP1.9	Identify funding opportunities for artists, designers, and curators to develop new ways of interpreting historic sites, particularly in advance of restoration.	ONGOING	\$	DPZ	

ARTS, CULTURE & HISTORIC PRESERVATION

GOAL

ACHP2

Expand the reach of the Annapolis Arts & Entertainment District and growth of the creative economy.

PERFORMANCE MEASURE 1: The proposed expansion of the Arts & Entertainment District is approved.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ACHP2.1	Support the expansion of the Annapolis Arts & Entertainment District through City Council legislative action.	ONGOING	\$	CM DPZ	
ACHP2.2	Partner with Maryland Hall and Anne Arundel County Public Schools (AACPS) to create a campus master plan to better coordinate cultural programming opportunities, improved connections to nearby areas, and site improvements for multiple outdoor uses.	MID TERM	\$\$	DPZ	
ACHP2.3	Partner with the Annapolis Art in Public Places Commission (AiPPC), the Arts & Entertainment District, and other arts stakeholders on grant applications for public art opportunities and streetscape enhancements.	ONGOING	\$	DPZ	
ACHP2.4	Partner with AiPPC and the Arts & Entertainment District to continue existing event programming and support additional programming.	ONGOING	\$	DRP	
ACHP2.5	Expand the City's wayfinding signage program within the Arts & Entertainment District to better identify key institutions and destinations including Maryland Hall and the Stanton Center.	SHORT TERM	\$\$	DPZ	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ACHP2.6	Support the infill development of the remaining undeveloped portion of Park Place with arts-oriented uses which complement adjacent uses and the larger Arts & Entertainment District.	MID TERM	\$	CM DPZ	
ACHP2.7	Support the expansion and preservation of artist studio space, artist housing, and/or artist live/work space.	ONGOING	\$	DPZ	

ARTS, CULTURE & HISTORIC PRESERVATION

GOAL

ACHP3 Expand the capacity of the City to initiate and manage formalized cultural programs, public realm enhancements, and support for the city's creative economy.

PERFORMANCE MEASURE 1: A dedicated grant program for local artists is established that provides small grants to at least two local artists each year.

PERFORMANCE MEASURE 2: A full time dedicated position to arts programming is established within the City government.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ACHP3.1	Partner with the ACAAC, AiPPC, Maryland Hall, the Arts & Entertainment District, and other stakeholders to initiate an Arts & Culture Master Plan for the Annapolis area which will address needs and opportunities across all art disciplines and facets of the creative economy.	ONGOING	\$\$	DPZ	
ACHP3.2	Partner with AiPPC on grant funded opportunities for public art, performing arts, place-making, and event programming through staff support.	SHORT TERM	\$	DPZ	
ACHP3.3	Support AiPPC's dedicated programs with staff input from the Departments of Recreation and Parks, Planning and Zoning, and the Mayor's Office, and coordinate on the creation of new programs that can help to activate public places and generate new opportunities for artists.	ONGOING	\$	DPZ DRP	
ACHP3.4	Establish a dedicated small grants fund for local artists of all disciplines that is administered by AiPPC and distributed annually.	SHORT TERM	\$	DPZ	
ACHP3.5	Explore ways of better supporting, leveraging, coordinating, and growing the work of all arts organizations in the Annapolis area that may include: new grant programs, technical assistance by City staff, partnership programs, coordinated scheduling, and marketing.	SHORT TERM	\$	DPZ	

GOAL

ACHP4 Enhance the sustainability of the Historic District through a multi-faceted approach to district-wide improvements.

PERFORMANCE MEASURE 1: The number of full time residents in the Historic District increases each year between 2020 and 2040.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ACHP4.1	Implement the recommendations of the Consensus Plan of the City Dock Action Committee.	ONGOING	\$\$\$	DPW DPZ	LU5
ACHP4.2	Work with business owners to develop updated guidelines for sidewalk seating and shading, parklets, and signage.	ONGOING	\$	DPZ	
ACHP4.3	Work with BGE, Historic Annapolis, State of Maryland, and other partners to develop a strategic plan for burying power lines within the Historic District, coordinated with the construction schedule of City Dock project.	ONGOING	\$\$\$	DPW	
ACHP4.4	Continue to maintain stringent historic preservation requirements in downtown to protect the City's architectural and city planning heritage.	ONGOING	\$	DPZ	LU5
ACHP4.5	Enact legislation that compels property owners within the Historic District, prioritizing those on Main Street, to update sprinkler systems by 2028	SHORT TERM	\$	DPZ	LU5
ACHP4.6	Explore expansion of the current historic tax credit budget, with priority offered to projects that activate upper floors with moderately-priced dwelling units.	SHORT TERM	\$\$\$	DPZ FIN	LU5
ACHP4.7	Ensure that zoning standards for the Historic District are updated to address recommendations from all recent hazard mitigation plans include the Citywide Hazard Mitigation Plan (2022) and Weather It Together: Cultural Resource Hazard Mitigation Plan (2018).	SHORT TERM	\$	DPZ	LU5

ENVIRONMENTAL SUSTAINABILITY

GOAL

ES1 Practice a comprehensive and equitable approach to resilience that is relevant to all residents.

PERFORMANCE MEASURE 1: A Resilience Plan is adopted by the City by 2025 with annual updates on implementation.

PERFORMANCE MEASURE 2: The CIP includes resilience-related projects in all Wards.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES1.1	For the purposes of ensuring equity in resilience investments, utilize the definition of Sensitive Area provided in this Plan that includes not only natural resource areas of significant value but also areas deficient in ecological value. Based on this definition, a place with both high impervious coverage and lacking in tree canopy would be deemed a Sensitive Area.	ONGOING	\$	DPZ	
ES1.2	Complete the City’s Resilience Plan and ensure that it includes an emphasis on equitable resilience for communities with higher social vulnerability.	SHORT TERM	\$\$	CM	
ES1.3	Create a strategy for implementing “resilience hubs” within the City’s most socially vulnerable communities based on the Maryland Energy Administration funding guidelines.	SHORT TERM	\$\$\$	DPZ CM	
ES1.4	Utilize the creekshed small area plans recommended in this Plan as a means to identify specific opportunities for neighborhood-scale resilience investments. (see Chapter 4: Land Use for more detail on the creekshed planning framework.)	MID TERM	\$	DPZ	LU1

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES1.5	Work with Anne Arundel County to leverage the full capabilities of the newly created Resilience Authority to implement projects that not only protect the City from sea level rise and other climate change impacts but also improve ecological functions.	ONGOING	\$	CM OEM DPW	
ES1.6	Work with BGE, Anne Arundel County, NSA-Annapolis, and other partners to implement the recommendations of the Military Installation Resilience Response Study (MIRR), particularly to ensure a strategy is in place for energy resilience.	ONGOING	\$	CM DPW OEM DPZ	
ES1.7	Include the Naval Academy's Sea Level Rise Advisory Council (SLRAC) as a stakeholder in resiliency planning efforts. The SLRAC focuses on sea level rise and coastal flooding impacts on the operational requirements of the Naval Academy and NS-Annapolis and advises Federal leadership on these issues.	ONGOING	\$	CM DPW OEM DPZ	

ENVIRONMENTAL SUSTAINABILITY

GOAL

ES2 Expand the City’s tree canopy particularly within heat islands and along riparian corridors.

PERFORMANCE MEASURE 1: No net loss of tree canopy by 2028.

PERFORMANCE MEASURE 2: Increase the City’s tree canopy to 50% of its total land area by 2040.

PERFORMANCE MEASURE 3: Establish a consistent budget line is introduced in the City’s capital budget for tree planting and proactive tree maintenance.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES2.1	Introduce new city policies that increase tree planting in residential areas of the city, protect heritage trees, control invasive vines, and expand mitigation planting requirements within the Critical Area.	SHORT TERM	\$	DPZ	
ES2.2	Create an Urban Forest Master Plan that includes updates to the City’s Street Tree standards, new guidelines for tree preservation, and priority areas feasible for new tree planting in the public realm.	SHORT TERM	\$\$	DPZ/ DRP	LU6 T3
ES2.3	Initiate a pilot planting and tree canopy management program for Minority-owned businesses based in the communities where the work is targeted.	ONGOING	\$	CM DPZ	
ES2.4	Develop soil amendment and watering guidelines for new street trees to enhance the survival rate of new street trees.	SHORT TERM	\$\$	DPZ	
ES2.5	Promote and expand RePlant Annapolis, a community tree planting initiative in partnership with the Watershed Stewards Academy modeled after the RePlant Anne Arundel program.	ONGOING	\$\$	CM DPZ	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES2.6	Create an online dashboard for tracking the City's tree canopy year by year to ensure the goal of 50% coverage is met by 2040.	SHORT TERM	\$	DPZ DIT	
ES2.7	Continue to utilize fees collected through Critical Area mitigation and Forest Conservation mitigation for new tree planting initiatives across in the City.	ONGOING	\$	DPZ	
ES2.8	Establish a consistent budget line item in the Capital Improvement Program for tree planting and proactive tree maintenance.	ONGOING	\$\$	DPZ	
ES2.9	Explore opportunities to plant trees on institutional properties within the city limits such as those owned by HACA, Anne Arundel County schools and libraries, State of Maryland offices, and the Navy, for the purposes of meeting mitigation requirements and the general tree canopy goals. (also listed in Chapter 4: Land Use under goal LU6)	ONGOING	\$	DPZ	LU6
ES2.10	Support the establishment of a dedicated non-profit advocacy organization focused on tree canopy preservation, enhancement, and expansion.	ONGOING	\$	CM DPZ	
ES2.11	Use the City's forest conservation requirements to direct conservation and afforestation in ways that build larger networks of connected forests. (Also listed in Chapter 4: Land Use under goal LU6)	ONGOING	\$	DPZ	LU6

ENVIRONMENTAL SUSTAINABILITY

GOAL

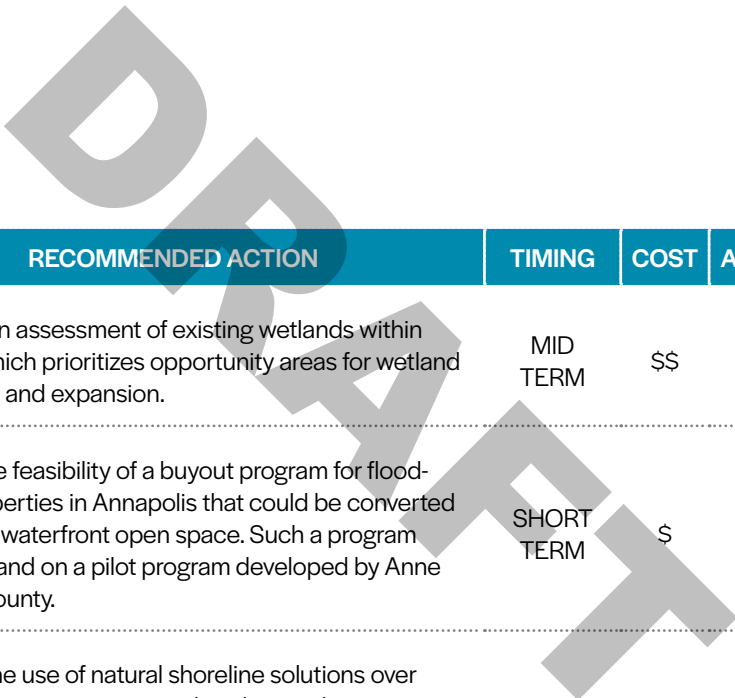
ES3

Reinforce vulnerable shoreline areas by addressing the root causes of soil erosion and natural landscape degradation.

PERFORMANCE MEASURE 1: A comprehensive erosion control and slope stabilization plan is commenced at Truxtun Park by 2023 and completed by 2025.

PERFORMANCE MEASURE 2: At least two living shoreline, stream restoration, or oyster bed restoration projects are implemented by the City or local partners every year.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES3.1	Conduct a flood resilience study for the Eastport Peninsula to identify feasible strategies for flood mitigation.	ONGOING	\$\$	DPZ	
ES3.2	Continue to work with HACA and other community partners to create a community nature park at Hawkins Cove with a living shoreline, restored stream channel, public water access, nature play area, and improved trail connectivity to Truxtun Park. (also listed in Chapter 7: Community Facilities under Goal CF3)	SHORT TERM	\$\$	DPW DPZ DRP	CF3
ES3.3	Develop a comprehensive erosion control and slope stabilization plan for Truxtun Park's waterfront areas including priority actions.	SHORT TERM	\$\$\$	DPZ/ DRP	
ES3.4	Work with local partner organizations and public agencies to augment and maintain existing living shorelines, stream restorations, wetland restorations/creations, and oyster bed restorations/creations, both within the city and along riparian areas that impact city waterways.	ONGOING	\$	CM DPW	



ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES3.5	Conduct an assessment of existing wetlands within the City which prioritizes opportunity areas for wetland restoration and expansion.	MID TERM	\$\$	DPW	
ES3.6	Explore the feasibility of a buyout program for flood-prone properties in Annapolis that could be converted into public waterfront open space. Such a program would expand on a pilot program developed by Anne Arundel County.	SHORT TERM	\$	DRP/ DPZ	
ES3.7	Promote the use of natural shoreline solutions over gray infrastructure to create shoreline resilience to climate change impacts; as part of such efforts, expand public education to property owners of the resilience value of creating natural shorelines and retaining vegetation, particularly trees, on waterfront properties.	ONGOING	\$	DPW	

ENVIRONMENTAL SUSTAINABILITY

GOAL

ES4 Promote a coordinated approach to food access that ensures all residents have access to high quality and locally harvested foods.

PERFORMANCE MEASURE 1: Elimination of food deserts by 2030.

PERFORMANCE MEASURE 2: At least four (4) pop-up events focused on local and/or healthy food organized annually within the City.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES4.1	As part of the City's Resilience Plan, create a map of food deserts and/or healthy food access gaps to help prioritize interventions.	ONGOING	\$	DPZ	
ES4.2	Work with public and private partners to create new opportunities for farmers markets and other healthy food pop-up events within food deserts and other socially vulnerable communities.	SHORT TERM	\$	CM DPZ DRP	
ES4.3	Work with Recreation and Parks staff, Master Gardeners program, and/or other partners to create more opportunities for community gardening education, creation, and stewardship.	ONGOING	\$	DRP	
ES4.4	Work with Recreation and Parks staff and other partners to expand opportunities for recreational fishing and crabbing.	ONGOING		DRP	
ES4.5	Work with the Maryland Department of the Environment and Department of Natural Resources to promote current fish consumption advisories and a program of regular testing of fish from local waters.	SHORT TERM	\$	DRP	WR3

GOAL

ES5

Increase the City’s biodiversity particularly in areas that currently have limited ecological value.

PERFORMANCE MEASURE 1: All new and improved parks and open spaces in the City include plantings or other natural features that will increase biodiversity.

PERFORMANCE MEASURE 2: No net increase in impervious coverage.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES5.1	Prioritize new planting and restoration work to increase biodiversity using the Environmental Enhancement areas identified on the Future Land Use Map in this Plan.	ONGOING	\$	DPZ	LU6
ES5.2	Develop management guidelines for conservation easements, and particularly in regard to parcels identified as Environmental Enhancement areas on the Future Land Use Map in this Plan.	SHORT TERM	\$	DPZ	
ES5.3	Prioritize potential conservation easements on the Greenway Map included in this Plan that are contiguous with existing conservation areas. (see Chapter 4: Land Use for detail on the Greenway Map)	ONGOING	\$	DPZ/ DRP	
ES5.4	Promote the City’s Pollinator Friendly Garden and Certified Wildlife Area programs to increase the population of pollinating insects and birds and wildlife habitat.	ONGOING	\$	CM	
ES5.5	Work with the Annapolis Environmental Commission, the Annapolis Conservancy Board, RePlant Annapolis, Save Our Trees, and other partners to create a comprehensive stewardship guide and training program for city residents aimed at preserving and expanding biodiverse areas.	SHORT TERM	\$	CM DRP DPZ	
ES5.6	Explore amendments to the City’s site design standards that will increase biodiversity.	SHORT TERM		DPZ	

ENVIRONMENTAL SUSTAINABILITY

GOAL

ES6

Shrink the City’s carbon footprint through a comprehensive approach that includes coordinated policies and investment.

PERFORMANCE MEASURE 1: Achieve a 60% reduction in greenhouse gas emissions by 2031, and net-zero emissions by 2045, which is consistent with the State of Maryland’s Climate Solutions Now Act, enacted in 2022.

PERFORMANCE MEASURE 2: A city government greenhouse gas emissions inventory is completed by 2024, and a community greenhouse gas emissions inventory is completed by 2025.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES6.1	Implement the recommendations of the City’s compost study, including a curbside compost pilot project and the development of a City-managed composting facility.	ONGOING	\$	CM DPW	
ES6.2	Plan for the transition of the City’s fleet vehicles and transit vehicles to zero emissions vehicles with the goal of complete transition by 2030 (also listed in Chapter 6: Transportation under Goal T3)	ONGOING	\$\$\$	ADOT DPW	T3
ES6.3	Work with partners to establish more public car-charging stations in Annapolis, particularly downtown, as well as policies to increase charging stations at existing multifamily and commercial developments. (also listed in Chapter 6: Transportation under goal T3)	ONGOING	\$	CM DPW ADOT	T3
ES6.4	Study and propose reductions to the City’s parking requirements for all land uses to incentivize the sensible development of underutilized land (as defined in the glossary of this Plan), reduce impervious coverage, improve stormwater management performance, and encourage walking, biking, and transit use, among other benefits to the City. (Also listed in Chapter 4: Land Use under Goal LU2 and Chapter 6: Transportation under Goal T3)	SHORT TERM	\$	DPZ	T3

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES6.5	Update the City's Green Building requirements to include new standards for energy efficiency, water efficiency, and site design for all new residential buildings regardless of size; new inspections protocols; and explore the feasibility of a post-occupancy study requirement for larger projects. (also listed in Chapter 5: Housing under Goal H4)	MID TERM	\$\$	DPZ	H4
ES6.6	Develop planting guidance for maximum carbon absorption for all public and private properties.	SHORT TERM	\$\$	DPZ	
ES6.7	Complete inventories of greenhouse gas emissions from both city government and community level sources.	SHORT TERM	\$\$	CM	
ES6.8	Create policies to increase solar power and green roofs in all new development projects and for building retrofits.	SHORT TERM	\$\$	DPZ	
ES6.9	Require all new City facilities to include solar power when adequate sun exposure is available, and maximize energy efficiency measures, use of low carbon building materials, adoption of green maintenance practices, as well as conversion of maintenance equipment to electric options.	SHORT TERM	\$	CM DPW	

ENVIRONMENTAL SUSTAINABILITY

GOAL

ES7 Reduce the amount of waste produced in the city by an expansion of existing programs and the implementation of new programs.

PERFORMANCE MEASURE 1: The amount of solid waste by ton produced by the City decreases each year.

PERFORMANCE MEASURE 2: Single-use plastic bags within the City are eliminated by 2024, and all single-use plastics are phased out by 2030.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
ES7.1	Continue to explore the feasibility of a public composting facility including through a partnership with Anne Arundel County.	ONGOING	\$	CM DPW	
ES7.2	Single-use plastic bags within the City are eliminated by 2024 and other plastics within the City's waste stream are phased out through legislation and an educational campaign each year until 2030. (also listed in Chapter 10: Water Resources under Goal WR1)	SHORT TERM	\$\$	CM DPW	WR1
ES7.3	Regularly assess the performance of the City's recycling program to identify opportunities for improved performance, expansion, and educational messaging.	ONGOING	\$	DPW	
ES7.4	Continue to improve and/or expand resident awareness for how and where to properly dispose of waste materials.	ONGOING	\$	DPW	
ES7.5	Establish policies to expand recycling requirements to commercial and multi-family homes.	SHORT TERM	\$	DPW	



FIGURE EX-46: IN 2023 ANNE ARUNDEL COUNTY ADOPTED LEGISLATION TO BAN SINGLE USE PLASTIC BAGS, WHICH FREQUENTLY END UP IN WATERWAYS. ALTHOUGH THE LEGISLATION DOES NOT APPLY TO ANNAPOLIS, A RECOMMENDED ACTION OF THIS PLAN IS TO ELIMINATE THE USE OF SUCH BAGS WITHIN ANNAPOLIS.

Source: Interfaith Partners of the Chesapeake

WATER RESOURCES

GOAL

WR1

Reinforce an ethic of proactive watershed stewardship through all sectors of the city, including residents, businesses, and institutions.

PERFORMANCE MEASURE 1: The number of residential and commercial properties utilizing the stormwater fee incentive policy is doubled by 2030.

PERFORMANCE MEASURE 2: Single-use plastic bags within the City are eliminated by 2024 and all single-use plastics are phased out by 2030.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
WR1.1	Require community engagement, minority subcontracting, and other possible programs to broaden community awareness of stormwater management by all City stormwater contractors	SHORT TERM	\$	DPZ DPW	
WR1.2	Develop an economic development strategy to promote and attract more green jobs in the city, including businesses focused on stormwater management, restoration, blue technology, renewable energy, and green building.	SHORT TERM	\$	DPZ	
WR1.3	Expand the marketing and outreach around a revised incentive policy for the stormwater improvements to encourage more residential and commercial property owners to implement the improvements.	SHORT TERM	\$	CM DPW	
WR1.4	Single-use plastic bags within the City are eliminated by 2024 and other plastics within the City's waste stream are phased out through legislation and an educational campaign each year until 2030. (also listed in Chapter 9: Environmental Sustainability under Goal ES7)	MID TERM	\$\$	CM	ES7
WR1.5	Update the Adequate Public Facilities Ordinance to require all new on-site stormwater Management facilities at multifamily residential, commercial, and institutional projects to include interpretive signage that educates passersby on the value of the facility.	SHORT TERM	\$	DPZ	
WR1.6	Explore ways of better supporting, leveraging, and coordinating the work of watershed organizations in the Annapolis area that may include: changes to the functioning of the Waterways Cabinet; the establishment of a new organization that consolidates the efforts of multiple organizations; and a dedicated fund, among others strategies.	SHORT TERM	\$	CM	

GOAL

WR2 Reduce the City's volume of stormwater runoff, using a wide array of means to do so.

PERFORMANCE MEASURE 1: Meet the TMDL goal of a 20% reduction based on the EPA's Chesapeake Bay pollution diet.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
WR2.1	Revise the incentive policy for the Stormwater improvements to encourage more existing residential and commercial properties to implement the improvements particularly sites that currently have large impervious areas and limited or no stormwater treatment facilities.	SHORT TERM	\$	CM DPW	
WR2.2	Work with local partners such as Chesapeake Bay Trust and Watershed Stewards Academy to develop a dedicated program that encourages Annapolis homeowners associations to implement green infrastructure projects to capture and treat more stormwater on site. Such a program would leverage funds already available through the Watershed Restoration Fund.	SHORT TERM	\$\$	CM DPW	
WR2.3	Work with local partners such as the Chesapeake Bay Trust, the Watershed Stewards Academy, and business associations to develop a dedicated program aimed at Annapolis commercial property owners and stormwater improvements on large impervious areas. Such a program would leverage funds already available through the Watershed Restoration Fund.	SHORT TERM	\$\$	CM DPW	
WR2.4	Utilize the Greenway Plan and assistance from the Annapolis Conservancy Board to prioritize the conservation of undeveloped areas that would have the highest benefit to reducing stormwater runoff.(see Chapter 4: Land Use for details regarding the Greenway Plan)	SHORT TERM	\$	DPZ	
WR2.5	Adopt "Green Street" design standards that include maximum tree planting, use of silva cells, micro bioretention, permeable pavers, and other integrated stormwater best management practices.	SHORT TERM	\$\$	DPZ DPW	T3

WATER RESOURCES

GOAL

WR3

Practice a comprehensive approach toward watershed restoration that reinforces the both ecological and cultural value of Annapolis’ waterways.

PERFORMANCE MEASURE 1: By 2030, all of the City’s major creeks will meet water quality standards for fishing and swimming, and by 2040 all of the City’s major creeks will meet the same standards after a major rain event.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
WR3.1	Prepare small area plans for each of the City’s creek watershed areas that coordinate land use with environmental goals to support both the continued improvement of the City’s waterways and a model for sensible infill development.	MID TERM	\$\$	DPZ	LU1
WR3.2	Leverage the City’s Watershed Restoration Fee to address stream and shoreline restorations that will improve both ecological function and public use.	SHORT TERM	\$	DPW DPZ	
WR3.3	Ensure that the majority of the funds from City’s stormwater fee is used for new restoration projects.	SHORT TERM	\$	DPW	
WR3.4	Ensure that a maintenance strategy is included in the planning, design, and budgeting for all watershed restoration projects, which should include the identification of dedicated funding sources for maintenance.	ONGOING	\$	DPW	
WR3.5	Conduct more regular and comprehensive water quality testing of all waterways in the city by supporting the work of the Spa Creek Conservancy through funding, collaboration, or other means.	SHORT TERM	\$\$	DPW DPZ	

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
WR3.6	Explore training opportunities for Parks maintenance staff to include habitat restoration, conservation land management, and green stormwater infrastructure maintenance. (Also listed in Chapter 7: Community Facilities under Goal CF1)	ONGOING	\$	DRP	CF1
WR3.7	Work with the Maryland Department of the Environment and Department of Natural Resources to promote current fish consumption advisories and a program of regular testing of fish from local waters.	SHORT TERM	\$	DRP DPZ	ES4
WR3.8	Update City standards to ensure that all new, replaced, or enhanced stormwater outfall facilities are designed in coordination with public water access so that recreational opportunities are not negatively impacted. (Also listed in Chapter 7: Community Facilities under Goal CF3)	ONGOING	\$	DPW DRP DPZ	CF3

WATER RESOURCES

GOAL

WR4 Provide high quality, safe drinking water to all customers.

PERFORMANCE MEASURE 1: Field data gathering strategies for input into the City’s water distribution system asset condition assessment model are fully implemented by 2024.

PERFORMANCE MEASURE 2: Identified water distribution system replacement projects as informed by the updated condition assessment and consequence of failure models are completed by 2035.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
WR4.1	Continue to gather water distribution system condition data to inform the projects to be completed.	ONGOING	\$	DPW	
WR4.2	Ensure that the 10-year Water and Sewer Plan continues to be updated regularly.	SHORT TERM	\$	DPW	
WR4.3	Continue to budget for and complete the water pipe replacement projects as identified in the 10-year Water and Sewer Plan and/or as informed by updated condition assessment and consequence of failure models.	ONGOING	\$\$	DPW	

GOAL

WR5

Manage the City’s wastewater infrastructure proactively to mitigate instances of failure, backups, and overflows.

PERFORMANCE MEASURE 1: Complete the baseline inspection of all City sewers per National Association of Sewer Service Companies (NASSCO) standards by 2032.

PERFORMANCE MEASURE 2: Identified sewer replacement or relining projects as informed by the updated condition assessment and consequence of failure models are completed within 2 years of identification.

ACTION #	RECOMMENDED ACTION	TIMING	COST	AGENCY	RELATED GOALS
WR5.1	Continue sewer inspections and ramp up the pace of inspections per NASSCO standards.	ONGOING	\$	DPW	
WR5.2	Ensure that the 10-year Water and Sewer Plan continues to be updated regularly.	SHORT TERM	\$	DPW	
WR5.3	Continue to budget for and complete the wastewater collection system projects as identified in the 10-year Water and Sewer Plan and/or as informed by updated condition assessment and consequence of failure models.	ONGOING	\$\$	DPW	
WR5.4	Explore with Anne Arundel County the feasibility of generating commercial compost using the bio-solids produced at the Annapolis Water Reclamation Facility.	MID TERM	\$\$	DPW	

