

**1<sup>st</sup> DRAFT April 2018**

## **The Forest Drive / Eastport Sector Study**

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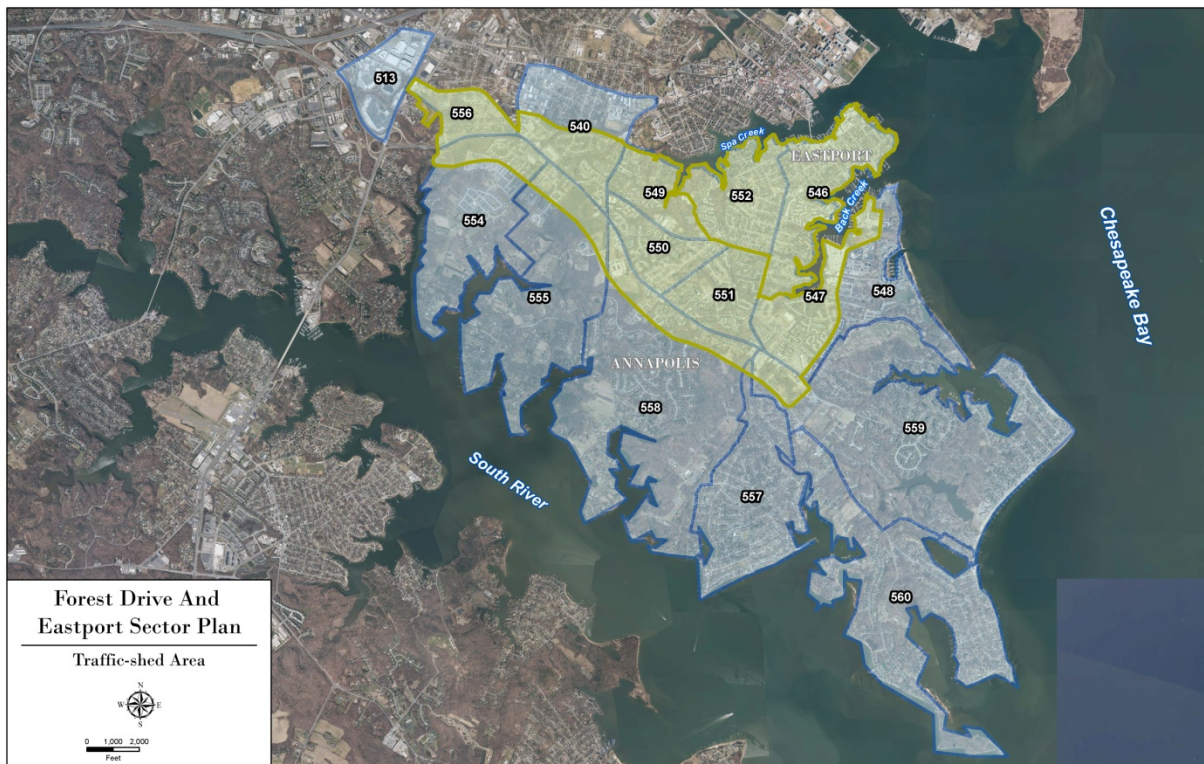
# 1. INTRODUCTION

## 1.1 Study Purpose

The Forest Drive Eastport Sector Study (the study) serves as a supplement to the City's Comprehensive Plan. That Plan recommended preparation of this Sector Study nine years ago as one of its implementation strategies. The Study's purpose is to define a more specific vision for this part of the City and to identify more detailed plans and recommendations to achieve this vision. The planning process is intended to provide an opportunity for the stakeholders in this area to express their aspirations and concerns. Based on a process that includes public engagement with local citizens and businesses, this study will propose new strategies, refined development opportunities and zoning scenario models, and design guidance to achieve the City's Vision. The final approved study will guide the City in implementing the recommendations for this area.

## 1.2 Study Area

The Sector Study planning area is shown in yellow below. It focuses on the south side of the City, primarily the areas along the Forest Drive/Bay Ridge corridor as it passes through the City and those areas of the City that depend on the corridor for access. This includes the Eastport peninsula, Edgewood Road and the southern parts of the City's Parole neighborhood along Forest Drive (from Old Solomon's Island Road).



The Eastport area was recently the subject of the 2106 Eastport Transportation Study. This study largely focuses on the interconnected mobility and traffic issues in the Eastport and Edgewood areas. Likewise, the study touches the areas addressed by

recently completed Upper West Street Sector plan with provides guidance of some the eastern areas of this study. The land-use and zoning recommendations for these areas have been carried forward without change.

To provide context, the study also considers traffic flows of the County portions of the Annapolis Neck Peninsula that are part of the traffic shed served by the County controlled Forest Drive corridor. At the western edge of the City, the study considers the State-controlled Aris T. Allen Boulevard that links the City to the regional road network. The map below shows the larger traffic shed areas considered. The numbered areas represent the thirteen individual Traffic Assessment Zones (TAZs) used in the study to analyze traffic and demographics.

### **1.3 Guiding Principles and Study Background**

This Study is intended to build on and carry forward the policies and aspirations of the adopted 2009 Comprehensive Plan (The Plan). The Plan sets forth the City's desired land use vision through 2030 and provides guiding principles for long-term development for this part of the City. The Plan is built on three themes:

- Preserve and Enhance Community Character
- Maintain a Vibrant Economy
- Promote a "Green" Annapolis

The Plan envisions a future in which the City becomes a much more walkable and bike-able and less auto dependant community with a series of complete neighborhoods that provide destinations within easy distances to residents and workers. It plans for these places to have a distinctive Annapolis character. It foresees a future in which the City provides a high quality of life that builds on its rich history, thriving economy and water front amenities. One in which Annapolis is a special and distinctive place within the state and the country.

The Plan anticipates that the City will add population and jobs in the future but that growth will occur largely within it current boundaries and change will occur largely through renovations and redevelopment of currently built sites as has occurred recently seen in Inner West Street. It focuses on four key opportunity areas for change in the City in order to help implement the vision. It defines the desired type, character, and intensity of added development in the opportunity areas based on three desired types of new development - Urban Center Low, Urban Commercial and Urban Center. Two of the City's four areas four opportunity areas are located in the Corridor. These are the "Bay Ridge" and the "Central Forest" opportunity sites. The Central Forest site includes the largest undeveloped tract remaining in the City. The southern portions of a third opportunity area- the West Street area overlap into this Sector.

The Plan also identifies the Forest Drive corridor as one of the three key access roads that serve the City. It identifies Forest Drive and Eastport two of the six City business districts that generate a large part of the City's annual revenues. The Forest Drive business district is referred to by the business community as SOFO. The 2009 Plan envisions that needed City economic development will occur through renovations and infill in these existing commercial areas in addition to the anticipated mixed commercial

and residential development in the opportunity areas. It foresees that changes in both existing commercial and the opportunity sites are needed to improve the City's tax base and help catalyze increased transit ridership.

The 5 year Comprehensive Plan Update undertaken in 2014 reviews progress to-date. It notes that implementation of the Plan's policies for this sector has been slow. Questions have been raised as to whether the corridor roadway has the capacity to accommodate the amount of city growth envisioned. Concerns have been voiced that traffic congestion in the corridor is growing and if not corrected in a timely way will become a detriment to both quality of life in this sector and a hindrance to a vital city economy. Questions have also been raised as to whether the City might be better served by preserving a larger portion of the mature forests on the undeveloped tracts and by redirecting a greater portion of the envisioned added commercial development to several smaller clusters rather than creating one larger center.

#### **1.4 Other Relevant Studies**

Since 2009, both the City and County have prepared several plans and studies and have adopted several new regulations that are relevant to this effort. These documents provide useful background and help to articulate the Sector's current constraints and opportunities. These documents are available for public viewing on City and County government websites and they include the following.

- 2017 Upper West Street Sector Study (Draft)
- 2016 -2020 Annapolis Economic Development Strategic Action Plan
- 2016 Final Report for 2013 Plan Update Anne Arundel County Major Intersections/Improvement Facilities (MIIF) Study
- 2016 Anne Arundel County Pedestrian and Bicycle Master Plan
- 2016 Eastport Transportation Study, Existing Conditions Report and Eastport Transportation Study, Short-term and Long-term Recommendations Report
- 2015 Forest Drive Corridor Study
- 2014 Annapolis Comprehensive Plan Five Year update
- 2011 Annapolis Bicycle Master Plan
- 2009 Fiscal Impact Analysis on Four Opportunity Sites
- 2009 Annapolis Comprehensive Plan and Appendix

#### **1.5 Planning Process**

This Study's planning process was developed with input from the Planning Commission who has undertaken to provide guidance through a series of monthly work sessions and briefings with the city staff and consultant team. After deliberation, a five-step process was chosen to identify and reflect the expressed concerns and desires of the communities interested and affected by the ensuing document. These steps are as follows.

- Step One: Identify the Issues
- Step Two: Identify Policies and Actions based on Input
- Step Three: Confirm Policies and Possible Solutions
- Step Four: Draft Document "did we get it right?"
- Step Five: Public Adoption Process

The chosen process allows the recorded outcomes from the first three steps to be reviewed and compiled as a part of the draft plan document. The drafted document will reflect collective visions of the residents, businesses, and other stakeholders in the Forest Drive corridor and in Eastport. The document is open to public comment online and in person through a series of public meetings to ensure that everything is accounted for and that residents, business owners, elected officials, and other stakeholders are satisfied with their opportunity to contribute their views. To ensure fair and equitable contribution from city residents, businesses, organizations, community groups, and other stakeholders, the City of Annapolis utilized a variety of techniques to obtain input from the city's constituency and other stakeholders at each step as described below.

#### Step One: Identify the Issues

- Stakeholder interviews. Over 150 representatives of every constituency were invited to attend one of 22 meetings held to help identify issues and aspirations. Over 100 people attended.
- Online Community Survey #1. Over 1200 people provided input and responses to the issues identification survey posted on the city website.
- Website posting feedback. The team compiled lists of the issues heard thus far. These were posted on the City's website. Several people provided added input via email.
- Open House Public Meeting #1. About 75 people attended a public meeting to provide input.

#### Step Two: Identify Policies and Actions Based on Input

- Website posting feedback. A draft list of Policies and Actions was prepared and posted on the city's website.
- Online Survey #2. Over 130 people viewed and responded to the second survey on the city website.
- Public meeting #2. About 37 people attended a public meeting to review the major themes and comment on the draft list of Policies and Actions.

#### Step Three: Confirm Policies and Possible Solutions

- Website posting feedback.
- City County meeting.
- Planning Commission Work Sessions.

#### Step Four: Draft Document, "Did we get it right?"

- Open House Public Meeting #3: Draft Document Review—what did we get right and what did we miss?
- Website posting feedback. The Draft Document Posting online

#### Step Five: Public Adoption Process

- Planning Commission Work Session
- Website posting feedback: Draft Document refinements to be posted online
- Public Hearings at Planning Commission and City Council



## **1.6 Public Engagement Process**

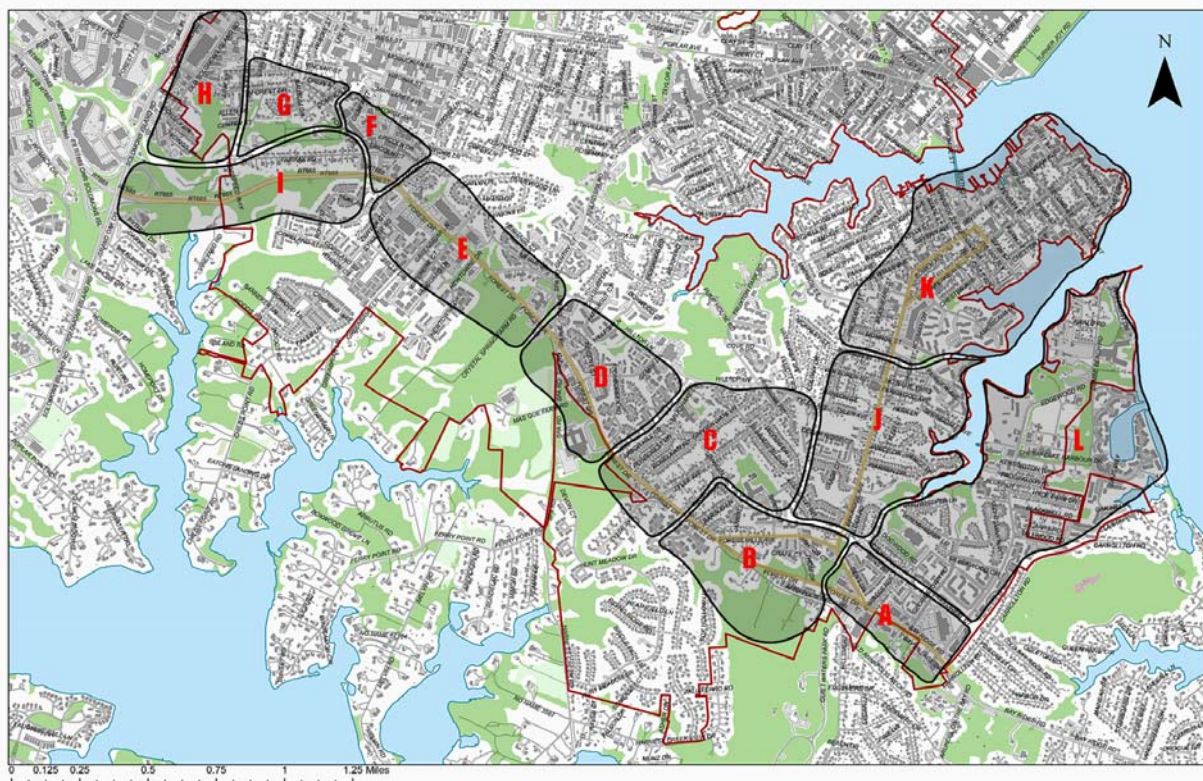
The City established a Study webpage on the City's website upon initiation of the Sector Study in order to disseminate information to the general public and gather comments and opinions as the Study progressed. The webpage was also the avenue used to gather responses to community surveys, which was the primary source of identifying the issues. Public Meetings were announced and held in an "open house", workshop format to allow for substantive public engagement, show transparency, and allow all Study stakeholders the opportunity to roll up their sleeves and contribute towards identifying a future visions and action plan moving forward.

## 2.0 ISSUE IDENTIFICATION AND ANALYSIS

Input received from interviews, surveys, and public meetings was grouped under six major themes:

- Land Use and General Design
- Zoning and Approval Process
- Mobility - Vehicular and Transit
- Mobility - Pedestrians and Bikes
- Greening of Annapolis /Environment
- Vibrant Economy

The issue sheets as well as the survey responses are available for viewing on the City's website. Comments were made on overall Sector area and to specific sub-areas within it. The issue sheets indicate which sub-areas each issue was applied to. As many people have participated in other recent City planning efforts, many of their comments reflect a request to see implementation of those plans. The feedback also included new issues, actions, and suggestions for new more detailed solutions to ongoing issues that have arisen since 2009. Rankings of survey responses are also shown on the City website: Of the 1256 people responding to the step one survey, the most frequent request by a large margin was for more local commercial uses.



## **2.1 Summary of Priority Issues**

A compilation of the most frequently raised hopes and issues are as follows:

1. **MORE LOCAL SHOPS and SERVICES** - We really want more local shops and services in the local business districts of this part of the City. We particularly want more places to eat and buy food. We want to stop driving out of our neighborhoods and out of the city to find food, groceries and services.
2. **WALKABLE and BIKABLE NEIGHBORHOODS** - We want to be able to safely and comfortably walk and bike to the shops, parks, schools, jobs, etc. It's a big part of the Annapolis quality of life. We see this part of the city as having more capacity to accommodate bikes so we should make it a sector asset.
3. **TRANSFORMATIVE CORRIDOR BEAUTIFICATION** - We want the corridor to be more attractive and green, we want Forest to be a pleasant shady boulevard. We want more public art and more place-making in this part of the City.
4. **MORE ANNAPOLIS STYLE and CHARACTER** - Annapolis is a special maritime City with a distinct appeal within the country , we want the corridor and this sector to change so that it looks and feels more like Annapolis - i.e. low scale urban, less suburban and less auto centric. We need transformation not protection of the current character. We don't want to look like Montgomery County. Think Newport, Charleston, Boulder or New Orleans for comparables
5. **LONG TERM MOBILITY** - We want traffic mobility now and in the future both on the corridor and on the connecting city street network. Growth and new development should contribute to, not negatively impact our mobility. Development should help to support more walking, biking and transit, change travel behavior and their fair share of road capacity. To ensure this we need better tools to assess and monitor road capacity and evaluate its ability to support projected growth.
6. **STRONG VISION** - The City needs to set and agree on a clear vision for this part of the City so that a transformative implementation can occur with fewer disputes and delays.
7. **GREENER ANNAPOLIS/CLEAN WATER** - Continue the ongoing City-wide good work on smart growth, green space preservation, tree canopies, forest protection, improved water quality etc. In addition we need in this sector to focus on more street trees and on incentivizing infill or redevelopment on the many impervious commercial sites that have no storm water facilities.
8. **IMPLEMENTATION** - We need strong city leadership, close county cooperation and diligent implementation. We want to see action and follow-through on both on current city plans we have participated in and on this sector plan.
9. **CITY VITALITY and REVENUES** - We need a vital economy both so that the City can pay for the improvements envisioned by these plans and so that there are jobs in the City. This means more commercial uses as a largely residential bedroom community cannot pay for the things we need.
10. **SUPPORTING REGULATORY CHANGES** - We need regulatory changes that enable this plan to be achieved and to remove the current obstacles. This includes

guidelines, zoning text and map, changes, new traffic impact study procedures, possible changes to traffic APF congestion measurements, etc.

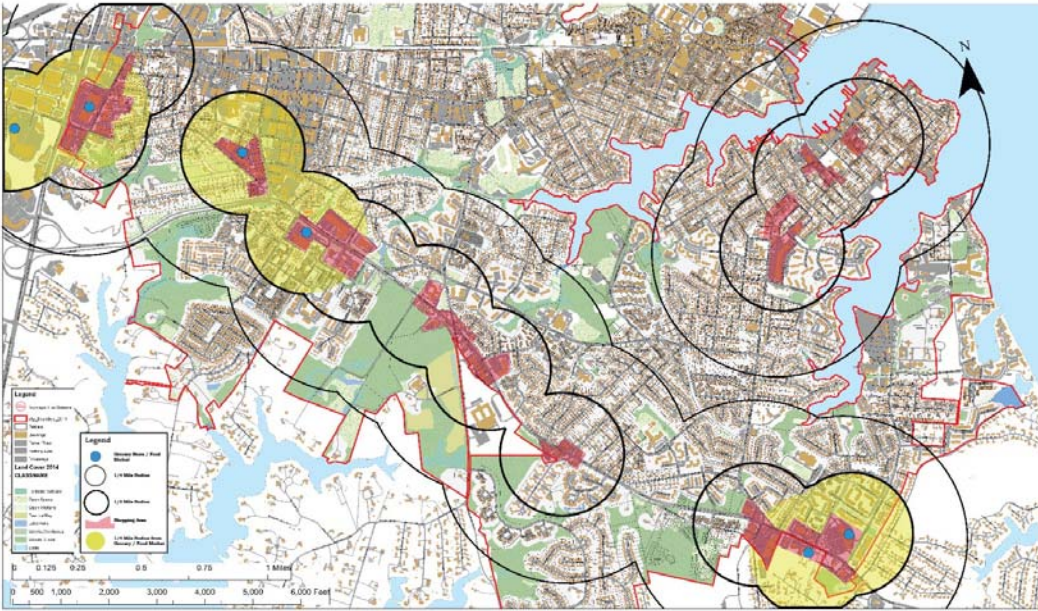
## **2.2 Existing and Currently Planned Sector Conditions Analysis**

The team analyzed various existing conditions and trends within the Study area to investigate topic relevant to the various aspirations, issues and questions raised in Step One. A summary of these investigations are provided here as an aid to understanding the resulting proposed actions.

The area within the sector's traffic assessment zones covers over two thirds of the city's land area. It includes about 70% of the City's population and households, about 66% of the City's resident workers. Its two business districts together (Forest Drive and Eastport) represent more commercial acreage than the rest of the City. However, the area contains only about 27% of all the City's jobs, about 35% of all the City's retail jobs and about 22% of all the City office jobs.

The current built conditions along Forest Drive are much younger than downtown and Eastport. The current built form has a lower density is more suburban in character and more auto-oriented. The streets are typically much wider. The existing residential density and patterns of population and employment located along a main corridor make the area well suited to public bus transit service. The corridor includes a series of office and commercial clusters spaced about 1/2 to 1 mile apart that are surrounded by established residential neighborhoods that straddle the corridor. There are schools, churches and other institutional services all within easy walking distance. The basic land use pattern is well-suited being to achieving the stakeholders' aspirations for a series of complete walkable scaled neighborhoods. The map below illustrates and delineates a ¼ and ½ walking radius from the existing commercial centers. It demonstrates how much of the surrounding residential areas are within easy walking distance of a center.





The map also highlights the existing impervious coverage in the sector areas and illustrates that coverage is significantly less than in the older City sections or in the industrial Design District. Much of this existing pavement was built before stormwater management was required making redevelopment an environmental as well as an economic and quality of life issue. Most of the sector's land area has already been developed or approved for development in some form with the exception of the large wooded areas in the Forest Drive Opportunity Site. Infill development is ongoing in the sector. New housing clusters are being added on larger house lots. Small scale commercial renovations and redevelopment are replacing aging commercial building. The Area has many areas that are susceptible to change in addition to the two opportunity sites identified in The 2009 Plan.

### 2.2.1 Land Use

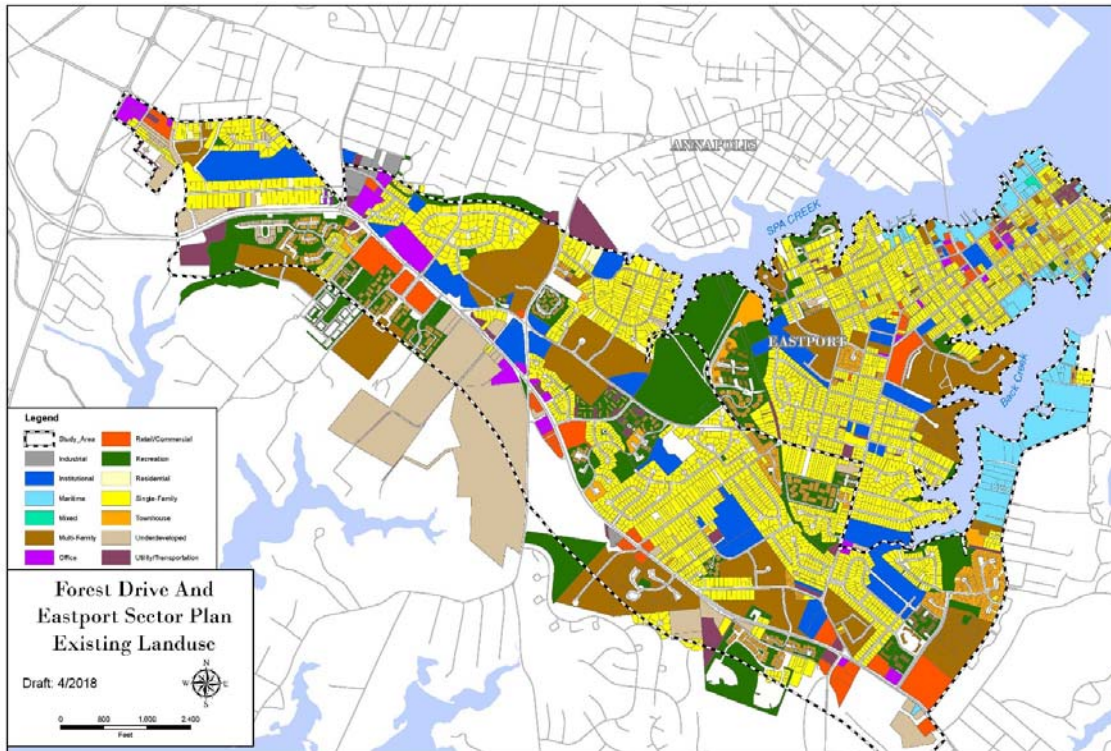
**Commercial, Office and Industrial Uses** - Unlike the Upper West Street corridor that is known for concentrations of auto dealerships and fast food establishments, the sector's commercial areas provide a wide range of retail and service businesses that serve their neighborhoods, the City and the larger peninsula community. This includes three of the city's four existing super market grocery stores. A fourth grocery is being planned in the corridor on land in the County. There are numerous, two and three story office buildings including a 120,000 sq. ft. office building at 1750 Forest now under renovation. The City's thriving Design District located north of the Chinquapin round Rd intersection includes an array of industrial uses.

**Residential Uses** - Many of the sector's residential areas were designed as planned subdivisions. They include a diverse mix of housing types including rental apartments, town homes and single family home communities. There are numerous active Home Owner Associations. Four of the City's public housing areas exist in the sector, two

are in the corridor and another two are in Eastport. Two of these are scheduled to redevelopment soon.

**Institutions** - The sector is home to numerous public and private institutions. The sector contains six schools, three of the City's five public schools as well as two private schools. Additional public and private schools exist in the Outer neck part of the peninsula to the east. There are several large places of worship and two operating assisted living facilities. Additional public institutions include two fire stations and a County library. This part of the city has the advantage of being closest to the city's largest park and its recreation center at Truxtun Park and the park amenities near Maryland Hall as well as to the County's major regional park at Quiet Waters.

**Green Open Space** – A distinctive feature of this part of the city is the amount of green open spaces and forests that have been and will be preserved for public or private use or environmental protection. Large areas have been set aside over the years. New areas have been planned since the 2009 comprehensive plan and additional preservation areas are still anticipated as a part of several recent and pending development projects. These open areas include significant amounts of private green open space and other recreational amenities incorporated into the design of neighborhoods and owned by Home Owner Associations as well as other large green areas such as cemeteries. There many acres of permanent preservation easements held by the City Conservation Board for Forest Conservation and the Back Creek Conservation area and the City and county park lands. There are also several areas of old City and County rights of way and old railroad ROWs that seem underutilized. Together these areas within the City and some in County areas along the corridor already form a substantial connected greenway network that should be considered further by this plan.



### 2.2.2 Community Character

The corridor feature most often identified as appealing are the sections where the road has either a forested or a green open space edge and the street has a shaded green boulevard character with street trees and a central landscaped median. The right of way areas are owned by the County and SHA. Much of the green frontage areas that abut the ROW are owned and managed by Home Owner Associations, Apartment and office propriety managers, local places of worship and the Board of Education.

The corridor feature most often raised as a negative is the aging tired visual character of many of the older commercial properties. While there have been commercial improvements and updates over the last decade, the prevailing perception that stakeholders report is of a series of aging auto oriented suburban strips and pad sites. This perceived lack of vitality and continued re-investment differs from other parts of the City. It is unlike the Inner West Street corridor with its highly walkable lively urban mix of uses and the Upper West street corridor with its continuous commercial development and larger scale uses such as car dealerships that serve the region. It lacks the compact walkable street character the city is known as exists in West Annapolis, Eastport and the Historic District. The City's recent increase in public art has yet to reach this area. With the exception of two small areas, there are no decorative street lights and no wide streetscape improvements as have been occurring in the West corridor. The unattractive character of the corridor is a concern of both by residents and the business community.



Community efforts to organize corridor beautification the corridor have begun but are complicated by the fact that the ROW is owned by the County and current county street standards and maintenance policies prohibit such elements as street trees at the street edge, banners on light poles, added landscape medians, etc.

The Eastport area by comparison has seen widespread commercial and residential improvements and updates over the last decade. The character of its residential areas have been managed by many years by its Neighborhood Conservation zoning designation and guidelines. The prevailing perception that stakeholders report is that Eastport is a very special place in the City and Country.

### 2.2.3 Zoning

The area's current non-residential zoning designations are intended to permit employment and shopping districts oriented to the needs of the city and its neighborhoods. The existing non-residential clusters (excluding maritime areas) are predominantly zoned B2, PM2, and P with some areas of PM, B3 and B1. The Chinquapin Round Rd area includes light industrial (I1) and BCE areas. These zones permit relatively high densities and intensities as well as mixed use buildings as listed below. However, these zones also require a suburban development pattern with buildings well set away from the street and from each other. These standards greatly restrict the design and uses on the corridor's many smaller commercial lots. They conflict with the creation of pleasant compact walkable bike-able streetscapes and low scale urban village-like centers as requested by the sector plan stakeholders and envisioned by the City's Plan.

*P - Professional Office District: (located at Spa Rd and at Chinquapin Round Rd.) is designed to accommodate office and institutional uses of a nature that will be compatible with the character of adjoining residential or business properties. It is not designed for retail or service activities generating customer traffic or delivery of goods. It allows an FAR of up to 3.0 and multi-family residential uses by special exception.*

*PM - Professional Mixed Office district: designed to serve as a transitional zone reducing commercial/office impact on adjoining residential neighborhoods. It allows an FAR of up to 0.75 and multi-family residential uses by special exception.*

*PM2 - Professional Mixed Office Park District: located in central Forest and along Bay Ridge is designed to encourage neighborhood commercial and/or transitional office uses, under parameters designed to maintain a low intensity and impact on surrounding properties. It allows an FAR of up to 2.5 and multi-family residential uses by special exception.*

*B1- Convenience Shopping District: designed for the convenience shopping of persons residing in adjacent residential areas, as well as for some general retail*



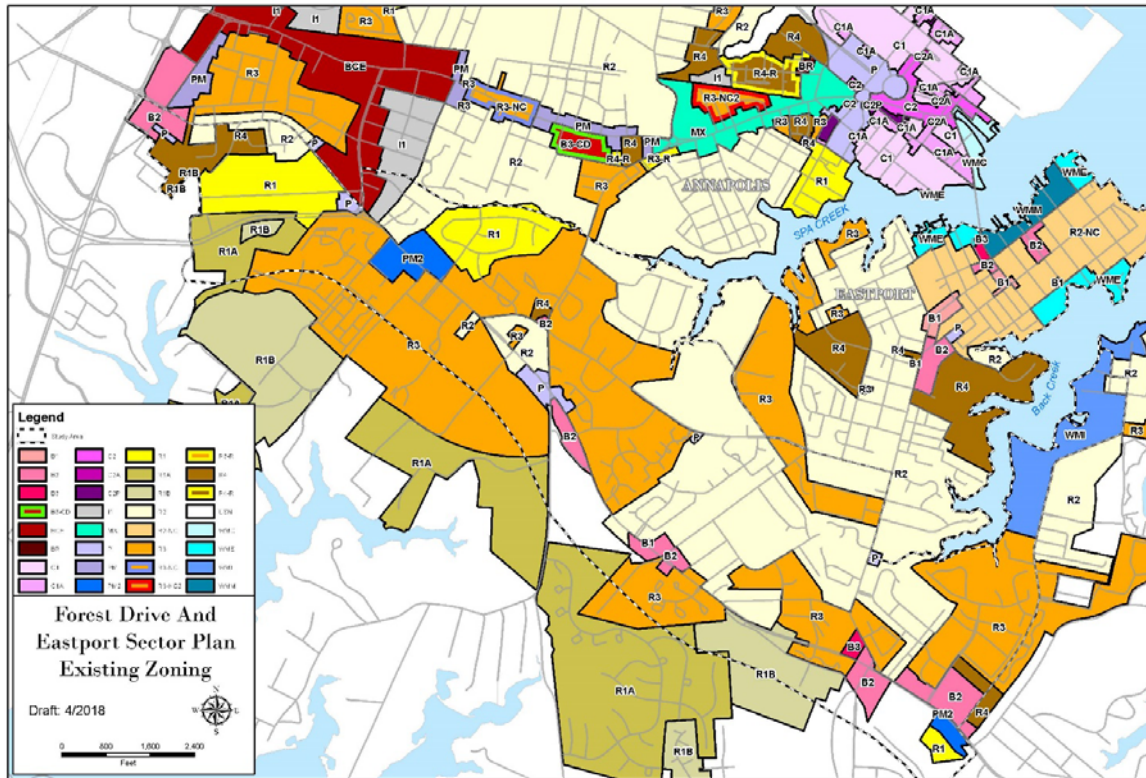
*shopping needs and other compatible uses. It allows multi-family residential uses on upper floors.*

*B2 Community Shopping District: this is the most prevalent commercial zone, its located along Bay Ridge, at Tyler St and Old Forest and in East port. It is designed to accommodate the needs of a large consumer population; thus, a wide range of uses is permitted for both daily and occasional shopping. It allows an FAR of up to 2.0 and DUA of 24 with multi-family residential uses on upper floors.*

*B3 - General Commercial District: is designed to accommodate those commercial activities which may be incompatible with the predominantly retail uses permitted in other business districts; and whose service area is not confined to any one neighborhood or community.*

The residential neighborhoods of the corridor are predominantly zoned R3 and R2 with some areas of R4, R1, R1A, and R1B. Eastport also includes a large area of R2-NC Neighborhood Conservation. These zones permit a mix of detached or attached single family homes as well as multi-family homes. The maximum permitted densities range from two to nine dwelling units per acre. A minimum density 7 DUA or greater is generally considered compact enough for a neighborhood to function as walkable community able with moderate levels of bus transit service. Higher densities are generally considered necessary to support high levels of transit. The standard residential height limitations in these zones is 2.5 stories (35'). In recent years, this limitation has required most of the recently approved town homes in the sector to be approved through the variance process. In addition, many of the existing neighborhoods were created using the optional Planned Development Zones in order to create more compact lot designs with preserved common open spaces.

One other existing City zoning issue that should be addresses through this sector plan's recommendations is the existence of numerous split zoned lots in these areas. This condition is hindrance to change as it complicates both development and approval of new uses for built spaces.



## 2.2.4 Demographics

**Increasing Diversity** – This sector and the City as a whole has a diverse population. Diversity has been increasing for some time and is projected to continue to increase. The number of City residents in all of the racial categories defined by the U.S. Census are increasing with the exception of the White alone category. The City's Latino community continues to show the largest increases. The City is also increasingly international. As of 2017, about 15% of the city's population is foreign born. As a result of these trends the sector's neighborhoods and business clusters boast an increasingly wide range of cultures. The City, the Sector and the Peninsula also include a wide diversity in household incomes. Using the Traffic Assessment Zone (TAZ) Boundaries to define areas the City estimated the 2017 Medium Household incomes in this area to be as listed below.

**Estimated Medium Income  
in 2017**

<b>City Wide</b>	<b>TAZ#</b>	<b>\$</b>	<b>82,481</b>	<b>location</b>
Forest Villa	540	\$	62,256	All in City
Eastport	546	\$	117,544	All in City
Victor Haven	547	\$	46,785	All in City
Lands End	548	\$	80,037	Partially in the County
Primrose Acres	550	\$	84,747	All in City
Tyler Heights	551	\$	61,897	All in City
Colony Hills	552	\$	60,713	All in City
Baytown Village	554	\$	106,498	Partially in the County
Parole/Forest Neighborhood	556	\$	47,601	All in City
Hillsmere Shore	557	\$	110,303	All in City
Annapolis Overlook Census Tract	558	\$	116,256	Partially in the County
Highland Beach Census Tract	559	\$	122,965	Partially in the County
Oakwood Outer Neck Census Tract	560	\$	145,981	All in the County

*Source: BMC regional forecast round 8b and Derived for 2010 census data*

Growth trends from increased Household Size: In 2009, the Comprehensive Plan had reported that the City's an average household size was 2.3 people per household and projected that an ongoing trend toward smaller City households would continue. That trend has since reversed. The City's average household size in 2017 is about 2.32. The 2010 US Census ESRI forecasts project that this will rise to 2.36 by 2022 and will continue to grow. Many of the areas with the largest household sizes are in this part of the City. This trend means that the City's and Sector's population is growing and will continue to grow despite the recent slowdown in new household construction or the current issues regarding seating capacity in the local schools. Based on current trends population growth derived from increased household size may exceed the growth created by the construction of new households.

Growth trends from New Household Construction –based on the rate of construction of new households, City growth has slowed in recent years. The 2009 Plan had projected a growth rate between 2009 and 2030 of 0.60% per year. However, between 2007 and 2016 the City household growth rate actually grew at only 0.22%. Only 362 households were constructed between 2009 and 2016 for an average of 45 each year. These numbers have been taken into consideration in projecting construction rates for future sector growth.

Pipeline Growth. A list and map of the City's current development pipeline projects as of spring of 2018. are provided in Appendix A. This list includes both projects that have been fully approved but not yet constructed as well as pending projects with applications still under consideration. It is worth noting that some of these listed projects have been on the City list for as many as 10 years without construction occurring. Current and past projects have demonstrated that full build-out and occupation takes many years in the City and actual near term construction based on this list is by no means certain or eminent.

City and Sector Workers - The City currently reports that about 22,923 of the city's residents are workers and that approximately 65% of these workers live in the traffic assessment zones of this Sector. The number of City and Sector resident workers is growing as a result both increasing household sizes and added households. The City's resident worker occupations are as follows:

20.2%	Educational services, health care and social assistance
16.4%	Professional, scientific, and management, administration, and waste management services
11.0%	Public administration
10.7%	Arts, entertainment, recreation, accommodation, and food services
7.3%	Retail trade
7.3%	Construction
6.9%	Finance and insurance, and real estate and rental and leasing
6.5%	Other services, except public administration
3.1%	Manufacturing
2.2%	Transportation and warehousing, and utilities
2.1%	Armed Forces
2.0%	Information
1.4%	Wholesale trade
0.1%	Agriculture, forestry, fishing and hunting, and mining

## 2.2.5 **Economy**

City Revenues. The City's primary source of general revenue funds comes from real estate property and personal property taxes. In 2017, these taxes represented 61.64% of general fund revenues. Breaking it down further 53.65% comes from real estate property taxes and 8% comes from the personal property taxes on businesses. Intergovernmental tax sharing provided another 15% in 2017.

As a large portion of the city's land area has tax exempt status, the city's economic development strategy has long depended upon increases in the property values of non tax exempt properties to fund City needs and desires. As a result, the City's future depends on its ability to be competitive and to maintain a vital mix of commercial activities. The table below shows the relative City revenue generation of the various City industry sectors.

1	Retail trade	28%
2	Wholesale trade	15%
3	Banking, Finance / insurance, and real estate, rental and leasing	11%
4	Professional, scientific, and management, administration, and waste management services	9%
4	Arts, entertainment, recreation, and accommodation and food services	7%
5	Educational services, health care and social assistance	7%
6	Construction	6%
7	Manufacturing	5%
8	Other services, except public administration	3%
9	Information	3%
10	Public administration	2%

In recent years, the rate of growth in revenues derived from commercial properties in the City has become a topic of discussion. In addition recent City studies have noted that the value of commercial properties in the Forest Drive corridor in particular are not been increasing at the same pace as other parts of the City.

Businesses and Jobs - In 2017 there were about 3,518 businesses in the City and about 31,000 jobs. About 65 % of the city's jobs are provided by the City's four largest employers – those being the State, County and City governments and the Naval Academy. Another 200 or are provided by the city's fifth largest employer the St Johns College. The City's leading industry sectors, based on the number of people employed, are Public Administration, Retail, Accommodation and Food Services, and Health Care and Social Services. The County's Economic Development Division anticipates that in the near future the greatest opportunities for new jobs will occur in the areas of health care/social assistance and retail.

Within the Sector, the County is the largest single employer as more than 475 people are employed at the four county schools located here. The various private schools are estimated to employ another 200 people. Four the City's top fifteen private employers (i.e. non-tax exempt) are located in this sector. All four are in the health care and food services sectors. Together in 2017, they employed about 610 people. These four are:

- The Spa Creek Genesis Center on Milkshake Lane
- Ken's Creative Kitchens Catering Services in Edgewood Road
- The NMS Health Care Center in Eastport
- The Main Ingredient Catering and events Service, on Forest Drive

The Bay Village Assisting Living Center now under construction near Bay Ridge Road will add a new source of local jobs as will the 120,000 sq. ft. re-purposed former State

Auto Insurance building currently being converted to office space. Other employment opportunities have been proposed as well.

Economic Trends - Appendix B includes a 2018 presentation by the City's Economic Development Director on a number of important national economic trends that are transforming US Cities and will affect this sector. These trends need were taken into consideration in developing the recommendations of this study. These trends include

- Placemaking - A push towards place-making and the creation of livable places" with a high quality of life as a means to stay competitive and attract businesses.
- New approach to Mobility - Cities are becoming denser, less car-dependent. The new vision is one of more walkable and bikeable, denser, neighborhood-based, self-sufficient amenitized communities connected by the smartphone and the network, new technologies and younger generations are bring a new era with less need or desire for a car for normal mobility.
- New Street Designs - Streets will be retrofitted to be more walkable and bikeable these complete multimodal streets twill encourage business activity, generate greater tax revenue per acre and offer a higher return on investment than auto-oriented streets.
- Fewer Parking Lots - Many acres of land now used to store cars with be re-purposed. This shift is being driven by both social and technological change. On the social side, people are increasingly opting to live in urban centers, where they do not need, or want to own a car. They are ride-sharing or using public transit instead. As a result, local governments are creating disincentives for persons to have cars and instead, adapt to the 'New Mobility' environment.
- Updated Zoning Codes –many current zoning codes encourage sprawl and split up land uses into segregated residential, commercial, and industrial zones. They essentially make it either illegal or very expensive to create the walkable mixed-use places people are increasingly looking for. In addition, setbacks, floor-to-area-ratio, density and other codes have become overly complicated, often with layers of fixes and overlays, rendering it nearly impossible to determine what actually can and cannot be built. With outdated zoning code, the process is more difficult, costly and time consuming than it needs to be and it is holding back economic growth and increasing housing costs across America. It often makes good community design more expensive to do than bad design choices. The solution to these issues, may be the creation of a new hybrid zoning code that blends together elements from Euclidean zoning, Form-Based zoning and Incentive Zoning. Form-based zoning focuses on building form and scale as it relates to streetscape and adjacent uses. It encourages mixed use, while also preserving the assets and character of a community. Inclusionary zoning refers to ordinances that require a given share of new construction to be affordable by people with low to moderate incomes (affordable and workforce housing). A hybrid-zoning approach to development can benefit both individual landowners and the entire community.

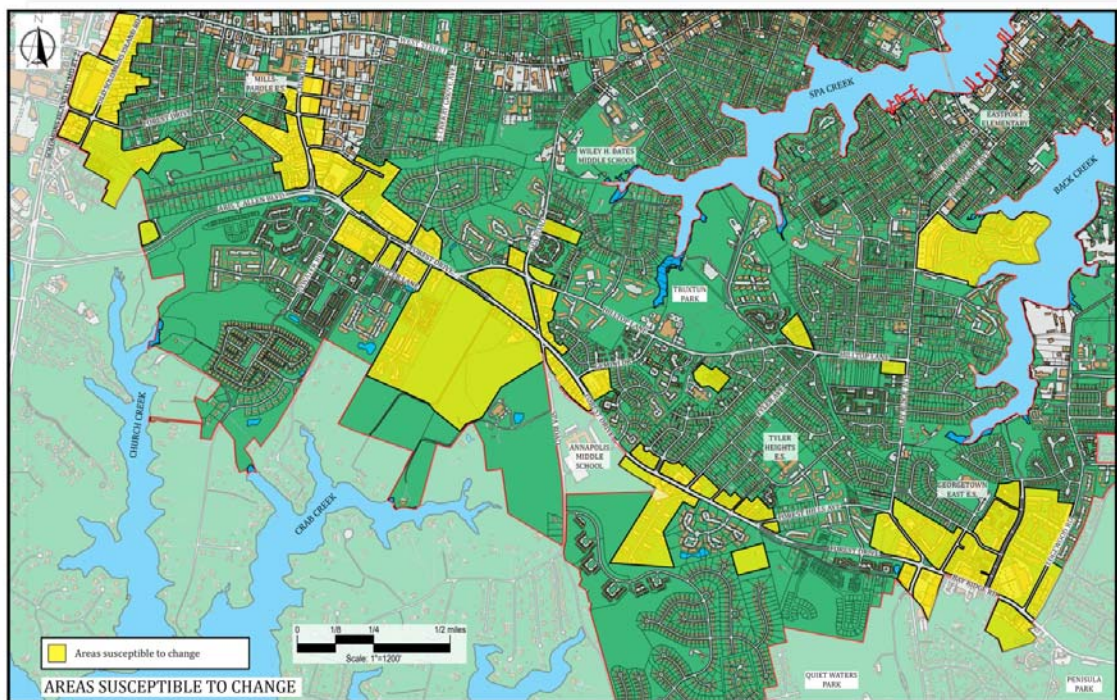
#### 2.2.6 **Areas Susceptible to Change**

Much of the sector represents stable communities and thriving businesses that are not likely to change significantly over the next 10 to 20 years. This study's



recommendations focus primarily on the older commercial areas and the designated opportunity sites, however it also considers areas considered susceptible to change in the next 20 to 30 years based on various factors. These factors included the following:

- Pipeline properties – Those already been approved for change but not fully built and occupied, as well as pending developments not approved but under consideration by the City.
- Designated Opportunity Sites
- Public housing sites identified as planned for renovations or redevelopment by HACA
- Large underutilized properties and vacant structures.
- Properties whose owners have expressed interest in exploring change either through this plan for the development approval process
- Older commercial sites whose buildings or uses may be approaching obsolescence.
- Corridor frontage properties in areas with narrow rights of way widths.
- Properties with access issues such as single family homes with driveways backing directly into the arterial or commercial buildings with curb cuts near arterial intersections.
- Properties with split zoning



## 2.7 Mobility

### 2.7.1 Existing Road Conditions

The Forest Drive and Bay Ridge Road corridor as it passes through the City is owned and managed primarily by Anne Arundel County. The state owns and manages the Aris

T. Allen Boulevard (MD 665), and a small portion of Forest Drive up to the Bywater Road intersection. The County classifies their portion of the Forest Drive corridor from Bywater Road to Hilltop Lane and as a Primary Arterial and classifies the remaining section eastward as a Minor Arterial.

The Primary Arterial section has a right of way width that ranges from 120 feet at the western end (Bywater Road) to 90 feet approaching Spa Road. The Minor Arterial section has a right of way width that varies between 70 feet to 110 feet. The narrowest section of county-owned right of way is near Tyler Street.

The existing Aris T. Allen Blvd. configuration provides two through travel lanes between Solomon's Island Road to Chinquapin Round Road, with an added third lane approaching the Chinquapin Round Road signal. Forest Drive is configured to provide six through travel lanes from Chinquapin Round Road to Hilltop Lane and four through travel lanes between the intersections of Hilltop Lane and Carrolton Road. There are unconnected sections of dedicated turn lanes and central turn lanes the entire length of the corridor. The pavement is striped for travel and turn lanes that are primarily 11-feet wide and consistent with current county standards. Forest Drive within the study area is a 'closed' section (curbs and gutters for drainage). The pavement condition of the roadway and is considered 'good'. The roadway portion between Bywater Road and Spa Road was initially widened by the county in the late 1990's, with further widening, re-pavement and striping completed in 2011 between Hilltop Lane and Chinquapin Road.

A landscaped median is present along Forest Drive in two segments (Hilltop Lane to Chinquapin Round Road and Forest Hills Avenue to Hillsmere Drive). The median is interrupted only by vehicular turning channelization and pedestrian activity at intersections. In several non-median sections along the corridor, there are numerous long standing curb cuts for residential s and commercial business driveways. Current County standards prohibit new residential driveways and restrict curbs cuts along Arterial-classified roadways.

There are eleven signalized intersections along Forest Drive that lies within the City boundary, a twelfth traffic signal exists just to the east of the City line at the intersection of Bay Ridge Road and Arundel on the Bay Road. A thirteenth signal is planned at the entrance to the Park View development. SHA owns three of the signals (Chinquapin Round Road, Bywater Rd. and Spa Rd). All the corridor traffic signals are controlled and maintained by the County under an agreement with SHA, and were recently upgraded to new adaptive / smart technology. This technology allows the County to manage traffic flow better over the course of the day and week to maximize mainline traffic flows along the corridor.

The City owns 3 signals within the Sector Study area, all within Eastport. These are older, pre-timed signals that lack the smart technology needed to manage traffic responsively within a grouped signal network. The City-owned signals do not communicate with the County or State signal systems.



The County is embracing the Complete street approach. They are planning to update their road design standards in the near future to establish new roadway typical sections that are contextual, incorporate complete street concepts and respond to more urban conditions along their edges and allow for more efficient use of pavement. Like the City, the County plans to incorporate Complete Street Principals' into these new standards. The intent of the Complete Streets approach is to design and operation streets that enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time.. The approach allows for site specific conceptual designs and has been shown to improve commercial property values. This design approach often includes lower speeds and narrower travel lanes which can allow improvements to occur with less to no further pavement or ROW widening.

A large part of the stakeholder conversation of road focuses on the lack of the interconnected street network in this part of the City. Traffic focuses down to a single main point of access to the Peninsula via on the Aris T Allen Blvd. and the western end of Forest Drive. There are few other route options available for drivers to take when a traffic obstruction or a City event occurs that causes back-ups. Part of this limitation is caused by the physical constraints of a peninsula land form. Another part is a result of choice. A number of relief road options have been explored but not implemented, several local collector streets have been closed to through traffic and unconnected residential areas have been built. City ordinances did not require street connectivity. Existing through street connections were deliberately closed focusing traffic down to fewer and fewer routes and onto the one corridor. The 2009 Plan called for several new street connections and extensions that would restore the local street network to provide redundancy while calling for traffic calming improvements on through streets that pass through neighborhoods. Stakeholders identified a several additional reconnection and traffic calming projects to add to this effort.

### **2.7.2 Existing Traffic**

Several recent traffic studies have evaluated the current and future traffic capacity in the corridor. The recent County MIFF report, for example, advised that the corridor is and will be adequate through the year 2035 assuming a 1% annual increase in traffic. That report gave this corridor the lowest priority for change among the County's seven major corridors. County traffic staff reports that the recent installation of 12 interconnected smart traffic signals has made a 10 to 15% improvement in the corridor's traffic efficiency as currently operated and that the system has added abilities not yet fully utilized. With these improvements, they report that the corridor mainline moves at the posted speeds and travel through the City typically takes about 6 minutes in non-peak periods.

Stakeholders have expressed concerns that previous studies depended on older trip counts and did not fully reflect the amount of future growth the sector might experience over the next 15-20 years. Stakeholders reported that the western end of the corridor is

experiencing peak hour congestion that delays commuters entering and leaving the City. Growth that contributes to the current directional peak hour commuter flows was mentioned as a concern as well as delays and queuing capacity on the City street approaches to corridor intersections. In Eastport, drivers report difficulty making left turns in several areas and stakeholders on several local streets expressed concerns about the increasing speed and volumes of through traffic.

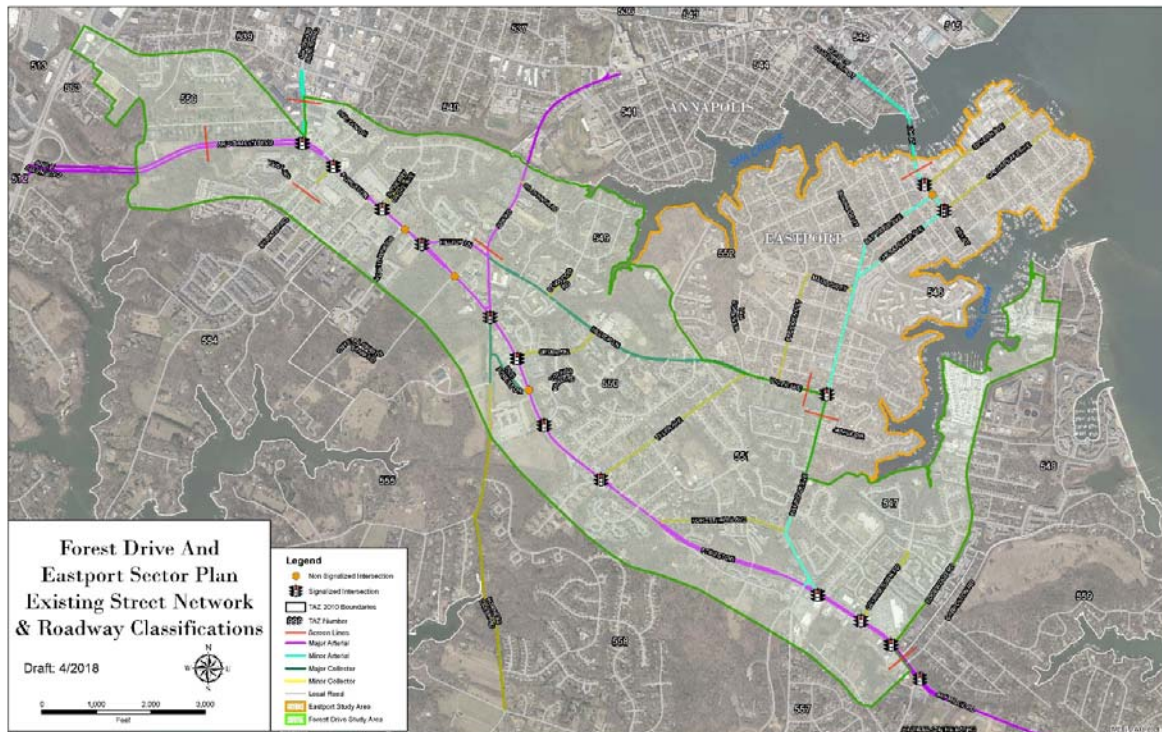
An analysis of the corridor and City street network was requested by the stakeholders to determine whether future land use growth in this sector would require capacity improvements. If needed, the City can recommend where the capacity improvements should and can be implemented. Stakeholders also requested a new review of existing conditions and an assessment of the current capacity using traffic counts taken in 2017. Analyses were therefore conducted at nineteen intersections using current traffic volume turning movement count data collected on a “typical” weekday (during a Tuesday, Wednesday, or Thursday when schools are in session). The nineteen intersections are listed below along with the date that data collection was done.

1. Aris T. Allen Boulevard / Forest Drive at Chinquapin Round Road .....	Wed, May 10, 2017
2. Forest Drive at Bywater Road .....	Wed, May 10, 2017
3. Forest Drive at S. Cherry Grove Avenue .....	Tue, March 21, 2017
4. Forest Drive at Newtowne Drive .....	Thurs, June 1, 2017
5. Forest Drive at Hilltop Lane .....	Thurs, May 11, 2017
6. Forest Drive at Crystal Springs Farm Road .....	Thurs, June 1, 2017
7. Forest Drive at Spa Road .....	Thurs, May 11, 2017
8. Forest Drive at Gemini Drive .....	Tue, May 9, 2017
9. Forest Drive at Old Forest Drive .....	Thurs, June 8, 2017
10. Forest Drive at Youngs Farm Road .....	Wed, May 10, 2017
11. Forest Drive at Tyler Avenue .....	Thurs, May 11, 2017
12. Forest Drive / Bay Ridge Road at Bay Ridge Avenue / Hillsmere Drive .....	Tue, May 16, 2017
13. Bay Ridge Road at Georgetown Road .....	Wed, May 17, 2017
14. Bay Ridge Road at Edgewood Road .....	Thurs, May 18, 2017
15. Bay Ridge Avenue at Tyler Avenue .....	Tue, Nov 14, 2017
16. Bay Ridge Avenue at Madison Street .....	Tue, Nov 14, 2017
17. Sixth Street at Bay Ridge Avenue .....	Tue, Nov 14, 2017
18. Sixth Street at Chesapeake Avenue .....	Tue, Nov 14, 2017
19. Sixth Street at Severn Avenue .....	Tue, Nov 14, 2017

Traffic analyses for the existing condition along Forest Drive were performed using a Synchro/SimTraffic model provided by Anne Arundel County, while the analyses for the existing conditions in Eastport were developed using Synchro/SimTraffic models developed for a previous study of Eastport. Synchro allows for detailed analysis of corridor traffic operations and takes into account traffic volumes, signal timings, and lane configurations. When models developed in Synchro are run in SimTraffic, the simulations allow for further evaluation of traffic conditions based on the effects of queues, platooning, and typical driver behavior. The traffic analysis models for this study were refined to include all of the study intersections, and to reflect queues observed during field visits. These analyses, which were developed to represent the AM and PM peak hour traffic operations under “typical” conditions in 2017, verify observations of existing operations.

Under existing conditions, traffic flows are greatest along westbound Forest drive during the AM peak period and along eastbound Forest Drive during the PM peak period. In the morning, as the majority of commuters are departing the peninsula to go to work,

traffic volumes are generally smallest at the outskirts of the network, increasing along the primary collector routes as they approach Forest Drive, and along Forest Drive as the corridor approaches Chinquapin Round Road – the gateway out of the peninsula. In the evening, as commuters are returning home, the reverse occurs; traffic volumes are highest along Forest Drive at Chinquapin Round Road, then gradually filter out through the peninsula's roadway network.



Traffic entering and exiting the peninsula along Forest Drive does so via Chinquapin Round Road and Aris T. Allen Boulevard. As a result, the section of Forest Drive between Chinquapin Round Road and Bywater Road has become the bottleneck that regulates traffic flow both into and out of the peninsula. Eastbound, in the PM peak period, high volumes of traffic queue along both southbound Chinquapin Round Road and eastbound Aris T. Allen Boulevard, with the majority of this traffic destined for eastbound Forest Drive. The inflow from these two approaches is metered by the traffic signal at Bywater Road; while the traffic signal for eastbound Forest Drive is green at Bywater Road, southbound Chinquapin Round Road and eastbound Aris T. Allen Boulevard provide a constant flow of traffic into the peninsula. However, every time the signal for eastbound Forest Drive turns red to allow traffic to depart Bywater Road, traffic flow along southbound Chinquapin Round Road and eastbound Aris T. Allen Boulevard stops. The constant demand/flow of traffic onto eastbound Forest Drive, east of Chinquapin Round Road, shows that this section of the network, in the peak direction during the PM peak period, is operating at 100 percent capacity.

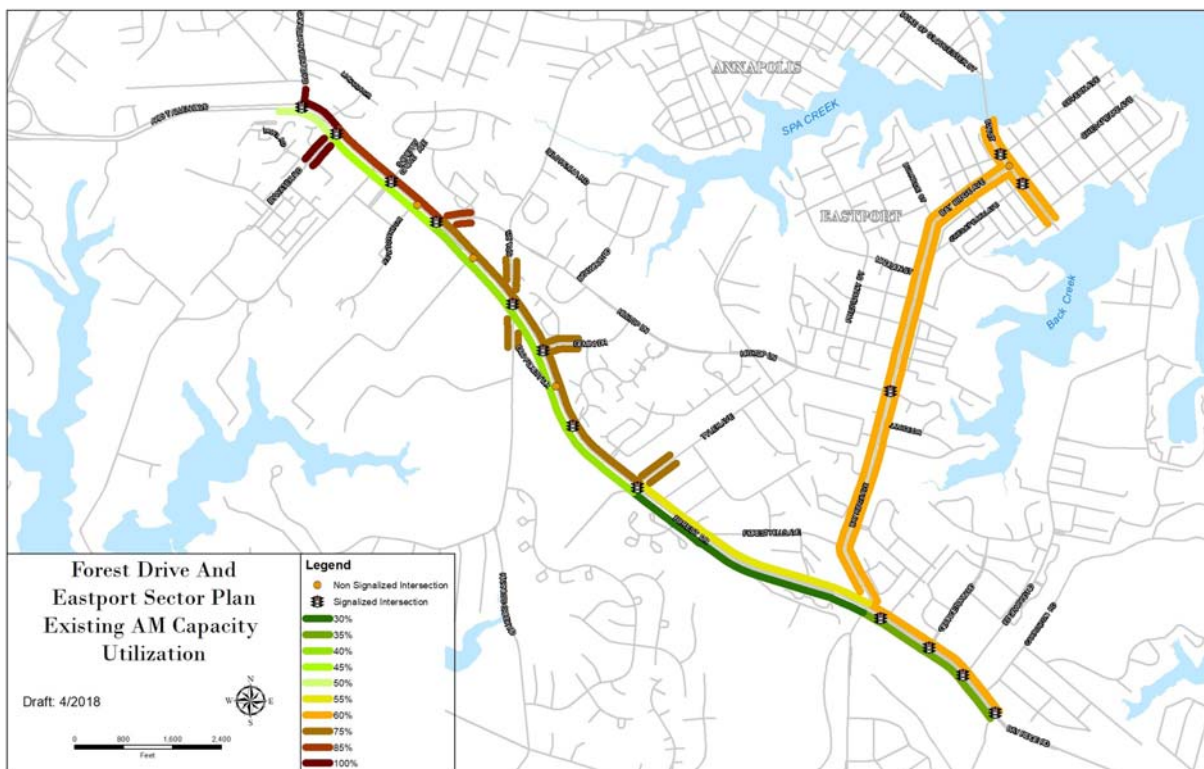
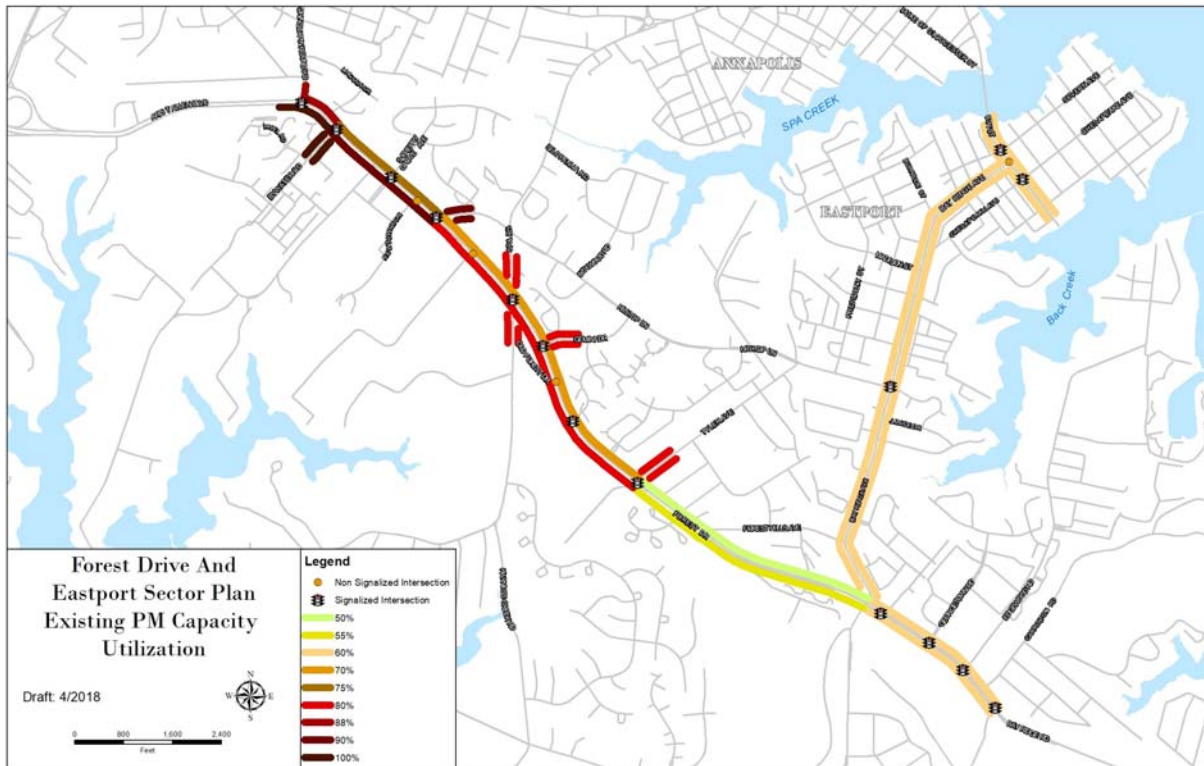
During the AM peak period, a similar condition can be observed along westbound Forest Drive, as traffic flows from northbound Bywater Road compete with traffic flows along westbound Forest Drive to access northbound Chinquapin Round Road and

westbound Aris T. Allen Boulevard. Again, this constant demand/flow of traffic onto westbound Forest Drive shows that westbound Forest Drive, between Bywater Road and Chinquapin Round Road, in the peak direction during the AM peak period, is operating at 100 percent capacity.

The ultimate capacity for each roadway section in the Forest Drive corridor is therefore defined by the peak period volumes, in the peak direction, along Forest Drive between Chinquapin Round Road and Bywater Road, with adjustments made for the number of lanes along other segments of the corridor.

Similar capacity estimates were developed for the roadway network in Eastport. Observations of utilization by the peak directions of traffic at the signalized intersections were used to determine the ultimate capacity of these roadways.

An evaluation of utilized capacity along Forest Drive, Bay Ridge Road, Bay Ridge Avenue, and Sixth Street has been performed based upon these observations. The maps below show the existing AM and PM Peak hour link capacity utilization of the road network, during a typical weekday in 2017, based on the traffic counts and model results.





As discussed previously, the data and analyses show that existing 2017 traffic volumes along Forest Drive are typically much higher along the west end of the corridor, and are relatively minor along the east end of the corridor, with several significant decision points, such as Hilltop Lane, Spa Road, Tyler Avenue, and Bay Ridge Avenue, carrying traffic to and from other areas within the peninsula.

The most significant queues and delays are experienced at critical points along westbound Forest Drive during the AM peak hour, primarily approaching Hilltop Lane and Bywater Road, and along the southbound Hilltop Lane and northbound Spa Road approaches to Forest Drive. During the PM peak hour, congestion is primarily experienced along eastbound Forest Drive, at Chinguapin Round Road, Bywater Road, and S. Cherry Grove Avenue, as traffic first enters the peninsula. Queues and delays are also experienced along southbound Chinguapin Round Road during the PM peak hour. While portions of Forest Drive, particularly at the west end of the corridor, are operating at capacity in the peak direction of travel during both the AM and PM peak periods, capacity is available throughout the corridor in the non-peak direction during each peak period, and along both directions of travel toward the east end of the peninsula. Additionally, east of Bywater Road, the signalized intersections within the system are typically operating well within available capacity during the AM and PM peak periods of a typical weekday, with queues along the minor approaches being able to clear during each signal cycle. The upgraded traffic signal system along the Forest Drive corridor is currently working to optimize traffic flow along the corridor.

Exploration of solutions to existing conditions in the Corridor are under discussion with the County.

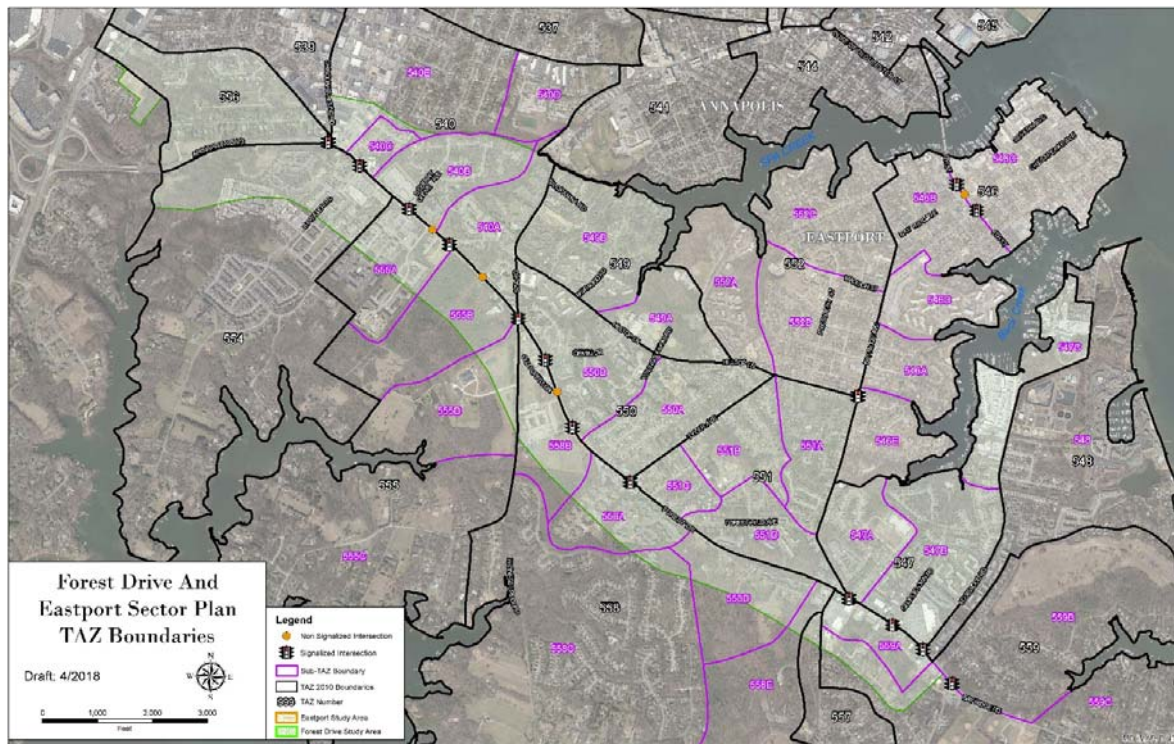
### **2.7.3 Future Traffic with No Change**

To understand the likely future traffic conditions under current roadway and land use conditions, a “Future Baseline” analysis was conducted. The team worked with the Baltimore Metropolitan Council (BMC) staff to assess future travel demand within the Study area, developing a refined Greater Annapolis version of BMC regional travel demand model. The BMC model includes the major roadway network within the City of Baltimore and Baltimore, Harford, Howard, and Anne Arundel Counties. Geographic regions are divided into Traffic Analysis Zones (TAZs), each of which incorporates land use information such as number and size of households or number of office or retail employees operating within its boundaries. The model is based on Census data combined with updated data provided regularly by the participating jurisdictions. The latest/current data round is Round 9.

To better understand local travel patterns a refined street network and refined Traffic Analysis Zones (TAZs) were developed for the sector area. The Forest Drive / Eastport study area includes approximately 13 TAZs in the BMC model. For this study, these TAZs were further refined to divide each existing TAZ into up to five sub-TAZs, allowing more precise allocation of forecasted trips to the local network. Using their Round 9 data, City staff developed distributed growth projections for the sector’s refined TAZs to project population, workers, jobs, household sizes, etc. These land use forecasts reflect

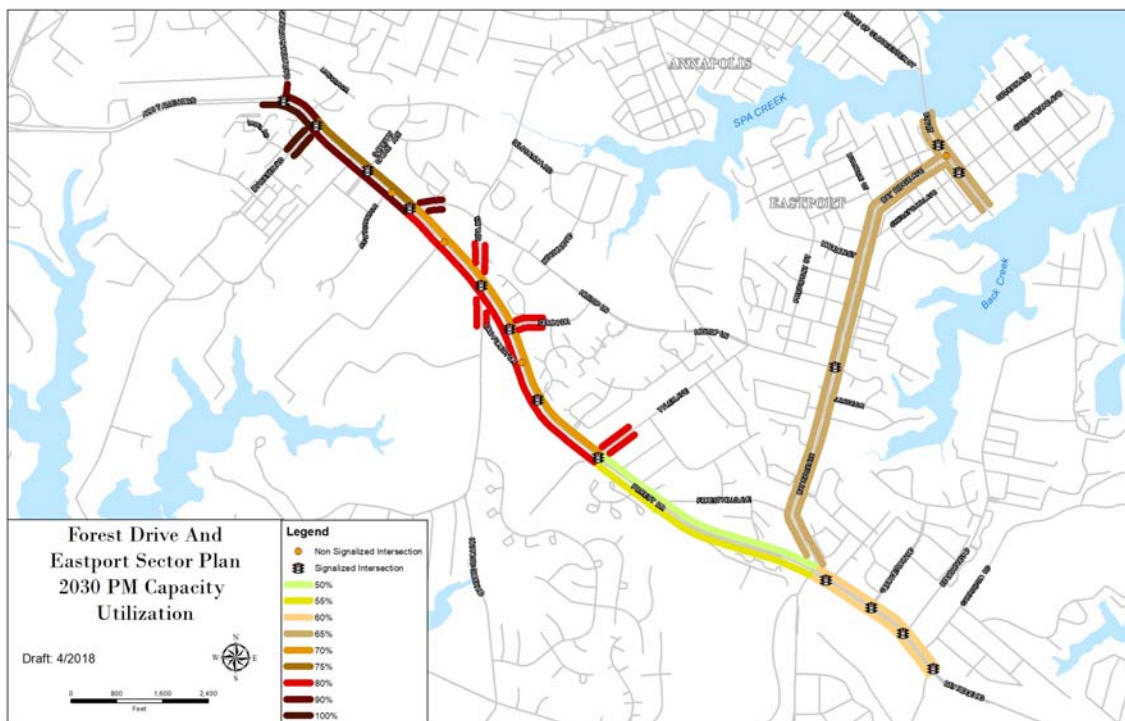
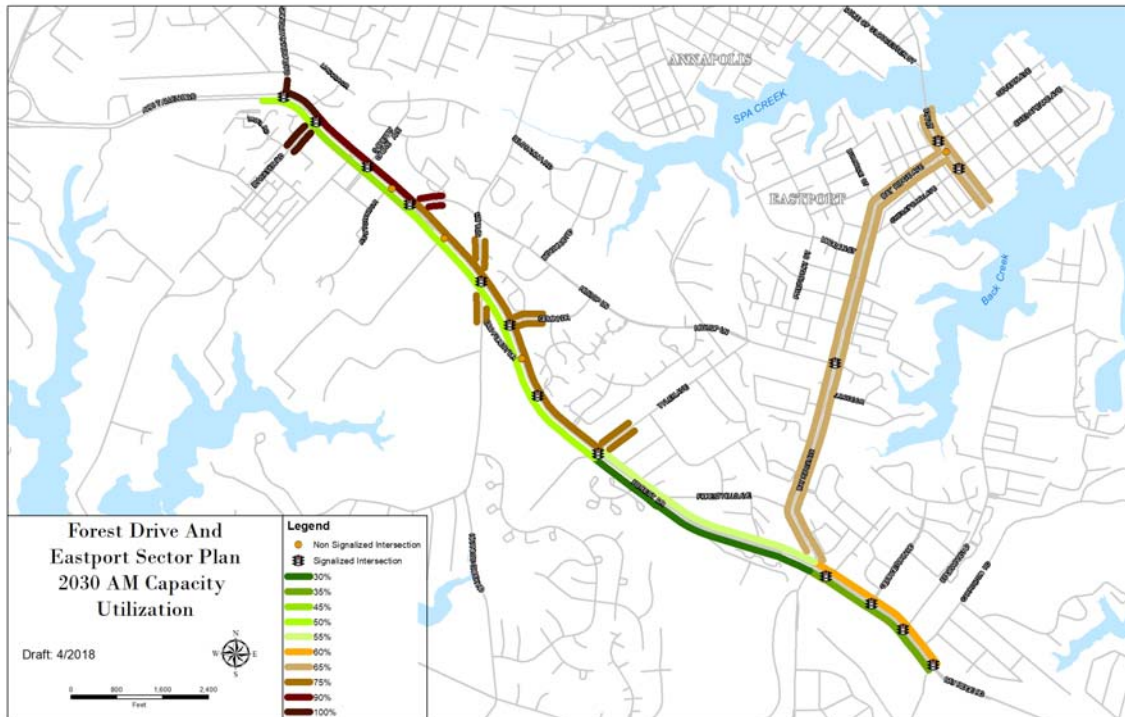
current City growth trends, including current zoning, current approved development, as well as estimates of possible future development on properties that are considered susceptible to change in this period.

The following map shows the refined “baseline” network and TAZs, with TAZ split boundaries.



With this data, future conditions traffic volumes in the sector were assessed for the years 2025 and 2030 to create a baseline view of traffic demand growth projected to occur without any changes resulting from this Sector Study. The refined model was calibrated against the existing traffic data, and run, by BMC, to produce AM and PM peak period traffic volumes, by roadway segment, for the 2017, 2025, and 2030 conditions.

The following maps show the projected sector network road link capacity during the AM and PM peak period in the year 2030.





The resulting analyses show that Forest Drive, between Chinquapin Round Road and Gemini Drive, is expected to experience relatively low average annual growth rates, ranging from 0.2 to 0.7 percent per year between 2017 and 2025, with similar growth rates in both the peak and non-peak directions of travel.

Between Gemini Drive and Bay Ridge Avenue / Hillsmere Drive, Forest Drive is expected to experience moderate growth, ranging in the peak direction of travel between 0.4 and 0.6 percent, and ranging in the off-peak direction of travel between 0.2 and 1.0 percent per year.

East of Bay Ridge Avenue / Hillsmere Drive, Bay Ridge Road is expected to experience minimal growth, between 0 and 0.3 percent between 2017 and 2030. This section of the corridor is therefore expected to keep operating well within the roadway capacity for the foreseeable future, with the current land use assumptions in place.

Analyses for Eastport show that the average annual growth rates are expected to range between 0 and 0.7 percent between 2017 and 2030.

These results show that the growth expected within the peninsula, with land use changes, with new development and redevelopment occurring, is expected to be relatively low. While localized effects of development may be felt at individual intersections, the effects to the network are expected to be minor. In other words,

- traffic entering and exiting the Forest Drive corridor on the west end will continue to experience delays,
- peak hourly traffic volumes at the west end of the corridor will not worsen, because this portion of the corridor, which is the limiting portion of the corridor, is already operating at capacity,
- much of the traffic flow throughout the rest of the corridor is expected to continue to flow relatively smoothly because of the constrained conditions at the west end of the corridor,
- individual segments along the corridor, particularly east of Hilltop Lane, can accommodate additional traffic while still operating under capacity,
- capacity utilization along most sections of Forest Drive, Bay Ridge Avenue, and Sixth Street is not expected to experience much change.

The BMC traffic model presents a conservative view of traffic demand in that it does not yet anticipate a significant change in the travel mode choices that local drivers might make in the future; instead it assumes that the current percentages of commuters who choose to work at home, or to walk, bike, or take transit to work will not increase in the next 18 years. BMC has also not yet attempted to quantify the impacts of travel behavior changes that will result from the introduction of innovations such as ridesharing, self driving vehicles, home deliveries, etc., that effect the number of trips a home or place of work might be expected to generate.

Based on analysis of the existing conditions and the future traffic flows generated by the Round 9 land use data, improvements to the network should be planned in the next 18 years in order to mitigate the current metering effect and to increase the network's

capacity to adequately accommodate projected flows. Based the model the 2030 travel demands would function with the improvements that address existing conditions as now under discussion.

To maximize efficiency of the arterial intersections, flows on the mainline must be given preference. Improvements to the capacity of City streets that intersect with the Corridor must be considered carefully. Modifications to the current APFO mitigation options would allow the City more flexibility in making these decisions and could allow required mitigation efforts to address a multi-modal/complete street approach to adequacy and design. Such a change, for example, would allow improvements to be done elsewhere in the network, and to include bike and pedestrian improvements that change local travel behavior.

#### **2.7.4 Bike and Pedestrian Networks**

Sidewalks are present on the county corridor on both sides of Forest Drive, from Chinquapin Round Road to Carrollton Road. In some areas, the sidewalk directly abuts the back of the curb. In other areas, the sidewalk is separated from the curb by a narrow grass strip, frequently containing above-ground utilities. The sidewalk pavement is in 'good' condition. The sidewalks are primarily ADA compliant, though in a few instances sidewalks are blocked by utility poles and regulatory signage. The section along Tyler Heights is an example of this. The county has installed a number of pedestrian crossing improvements in recent years and very few gaps remain. A new sidewalk section near the Middle school was added in early 2018 to complete the last gap on the County corridor.

The sidewalk network in the Sector's City streets also has gaps and obstructions. The 2010 Eastport study includes maps of these gaps. There a number areas that exhibit evidence of heavy pedestrian activity where walks don't exist. One most visible is a wide dirt path leading from the Crosswalk at Forest and Chinquapin Round Rd to Tripp Creek Court in the Oxford Landing neighborhood.

Neither Aris T. Allen Blvd. nor the county corridor has any existing on street bike lanes, bike shoulders separate on-street bikes from vehicles, nor is there any signage for bikes. A segment of asphalt multi -purpose path exists on the south side of the corridor along the front of the Safeway and Village Green near the Safeway. The County Bike and Pedestrian master plan does not currently plan for any added improvements in the corridor. Numerous stakeholder requests were received to extend this throughout the corridor as recommended by the City's 2010 Bike Master Plan.

The City's 2010 Bike Master Plan provides a review of existing City facilities in the sector. It puts forward a vision for a future city network and provides a prioritized list of improvements some of which are in the sector. The plan does not include a vision for a strong East West bike spine or include some of the other bike connectivity issues raised during this process

Participating stakeholders reported a strong and growing interest in biking as well as walking in and around this part of the City and the peninsula both for recreation as a means to commute shop or reach other local destinations. They report that network gaps and safety issues are preventing users from choosing this mode of travel more often. Numerous observations on the current network vision and facilities were made along with requests for more near term improvements in this sector. This yielded the following list of added projects and priorities:

- A safe North South bike spine is needed down Bay Ridge from Eastport to shopping in Bay ridge and to Quiet Waters Park
- A safer North South connection is needed to Inner West Street and downtown along Spa road from the corridor with a crossing of Forest.
- Improvements are needed to the current East West spine in the near term to offer a more direct route extending from Outer Neck to Parole. This route follows various local streets and private alleys and cuts through several greenway areas.
  - There are several gaps/obstructions that cause bikers to travel way out of the way.
    - Connect Old Annapolis Neck Rd to Cobblestone Rd. as a 8' wide surface
    - Reopen Lincoln Street for at least bike/pedestrians. travel
    - Reopen Victor Parkway for bike/pedestrians. travel
    - Delineate a pedestrian zone in the paved frontage of the Shell station at Bay Ridge and Forest Dr.
    - Extend Old Bay Ridge Rd as a bike/pedestrians. link from Carrollton Rd to Edgewood Rd as a 6' wide surface
  - Speed control is needed to slow cut through traffic on shared lane routes on local streets.
  - Travel at the west end is particularly difficult and several improvements are needed:
    - A multi-use path along Aris T Allen from Chinquapin Round Rd. to Route 2 is needed.
    - A link from the Cherry Grove pedestrian bridge east to Chinquapin Round Rd via the greenway and Lincoln street is needed
    - A shared lane on the old section of Forest Drive from Chinquapin Round Rd. to Route 2 is needed.
- In the mid to longer term road improvements to create a designated East West Bike route in the Forest Drive corridor is needed for year round travel.
- On the 6<sup>th</sup> street Bridge between Eastport and downtown changes are needed to correct conflicts between pedestrians and bikes using the raised sidewalks.

Greenway Trail - Staff has also identified a new off- street Greenway Trail opportunity that could link large parts of the sector's residential neighborhoods to the three large park areas. The route could link the trails in Quiet Waters Park to the trails in Truxtun Park and extend beyond to tie into the existing trails Spa Rd and at the Bates Heritage area Maryland Hall. The route would connect several small existing segments on local streets and greenway areas and would include use of the old RR right of way.

### **2.7.5 Transit Service**

Currently this part of the city has access to a moderate level of local transit service but little direct access to regional service. There are two City bus routes that serve Eastport and four that serve the corridor. There are ten covered bus shelters along the Corridor. The City routes connect to downtown and major County shopping, job and medical Centers. They stop about once an hour on their loop routes. Eastport stakeholders have asked for better bus services between Eastport and the grocery stores in the Bay Ridge area and for the Circulator service to extend into Eastport for events. The City is also served by private on-call taxi companies and by Lyft and UBER services. A commuter bus route to DC is available at the County Park and Ride lot on Riva road although City bus network does not link to the lot. In 2017 a new bus route to downtown Baltimore began service the closest stop for this service is downtown and it can be reached using the city bus. The Recent MIFF study included a preliminary analysis of the peninsula's ability to support a regional bus route. It concluded that the area has sufficient residential density and out-of-city commuter travel patterns that such a route is feasible. As a next step it recommended that an updated origin and destination survey be done to assist in identifying needed local and regional routes based on current dominant destination demands. The Survey might for example quantify the model's indications regarding corridor commuters seeking to reach the design district area.

### **2.7.6 Travel Behavior**

Both the step one comments and the 2009 City Plan recommendation focus a great deal on changing the ways people travel and on the amount of travel frustration involved in living in Annapolis. The 2009 Plan envisions a much less auto-oriented lifestyle in the future, one in which City residents rely less on a private single driver vehicle to get around and spend less time sitting in traffic. Both commuting and general daily travel are an issue here.

Stakeholders asked for new destinations and new sidewalks and bike lanes to help them change their daily travel choices. Many specific gaps were identified. Stakeholders reported a growing tendency to drive out of the peninsula to find shops, food, entertainment etc. that meets their needs. A significant number also reported driving elsewhere to work. The peninsula currently has significantly more resident workers than jobs. It serves as a bedroom community for the city and for areas to the west. This is reflected in the comparative number of trips moving west to Aris T Allen in the morning and returning at night. The additional jobs in the eastern end of the corridor would help with this congestion pattern. Currently Annapolitians largely rely on driving alone in a private vehicle to get to work. The latest data available on the travel behavior of Annapolitan commuters shows the following:

<b>MODE OF COMMUTING TO WORK FOR CITY WORKERS (to employment either in or out of the city)</b>	<b>Est. numbers</b>	<b>% of total</b>
Number of commuting workers 16 years and over	20,408	
Car, truck, or van -- drove alone	14,776	72.4%
Car, truck, or van -- carpooled	1,782	8.7%
Worked at home	1,211	5.9%
Public transportation (excluding taxi-cab)	755	3.7%
Walked	755	3.7%
Other means	613	3.0%
Mean travel time to work (in minutes)	26.4	

Other small US cities have demonstrated these commuter percentages are changeable. Boulder Colorado for example was able to reduce their drive alone percentages to 53% through investments in multimodal infrastructure and various support programs especially those for biking. They now have one of the highest rates of bike commuters in the country. In 2008 they reported that 9.9% biked to work and 8.3% walked. Boulder reported that they were able to achieve a 7.7 percent reduction in their 'drive-alone' work-trip mode over an eight year period. Perhaps Annapolis might set a goal of achieving a 10 to 15 percent reduction in their single-occupant vehicle usage percentages over the next fifteen years. This would result in a drive-alone percentage of 57.4% and a helpful reduction in commuter congestion.

In addition to focusing on creation of new destinations within walking distance and improvements to the bike and pedestrian network, the City might focus on policy changes that support another rapidly growing City and national trend—working at home as least part of the time. The 2017 State of Telecommuting in the U.S. Employee Workforce report, compiled by FlexJobs, reported that the national average for working at home as least part of the time is 2.9% and that the cities or towns with the highest concentration of telecommuters overall are Boulder (8.5%), Corvallis, Oregon (6.9%); and Raleigh, North Carolina (6.2%).

The BMC travel demand model provides data on existing and future travel demands for short TAZ to TAZ trips within the City. This data indicates areas where there is or will be a strong demand for short trips. The changes in this pattern demonstrate the impact that the proposed land use changes should have on local travel behavior. These shorter trips are the ones that may shift to other modes over time. They can be more easily accomplished by other means than a car where safe and attractive pedestrian/bike facilities are in place. This data can be used to help the city refine current bus routes, prioritize bike and pedestrian network improvements.

### 3.0 ACTIONS BY THEMES

Based on the results of Step One and Two surveys and Public Meetings the following actions are proposed for further investigation in order to address issues raised by sector study participants and the action items listed in the Comprehensive Plan. These are organized by the major themes discussed at the meeting with the addition of overall vision statements as proposed by participants. The final compiled Step 2 Issues Sheets are posted on the City Website for the sector study as well.

#### VISION

- Prepare and adopt vision statements for the major sector plan areas—i.e., Forest Drive Corridor, Eastport, Edgewood and the Forest Drive Corridor portion of Parole neighborhood.
- Envision a series of complete walkable bike-able neighborhoods food, shops, services, schools and jobs located in the city and within a  $\frac{1}{4}$  or  $\frac{1}{2}$  mile distance of homes. Envision higher density housing nearest the best local and regional transit service and the neighborhood centers and lower density housing away from the centers and transit.
- Envision local commercial uses oriented to servicing the city and peninsula except to the west near Old Solomon's Rd. and MD Rte 2 and the future intermodal transit center where more regional uses are more appropriate.
- Make sure that the corridor and the street networks flow well at low speeds and the corridor does not become so wide that it divides city neighborhoods and becomes a barrier to safe pedestrian and bike crossings.
- Envision Eastport to stay the special maritime community that is today with more food if possible and continued mobility and better management of events and visitors and working water front areas.

#### LAND USE AND DESIGN

- Change the current land-use and zoning maps, and the current zoning text/design guidelines for the land along the corridor to enable and incentivize a transformation from an aging suburban character to an Annapolis-like low scale urban character. (This should include applying a refined mixed use zone to the corridor and/or revising the B2 zone as well as correcting split zoned lots.)
- Prepare a Development Framework plan for the corridor consistent with the vision
- Prepare a Corridor Concept Plan for the corridor consistent with the vision that creates a Green Urban Boulevard character.
- Create a City Greenway Plan as a key a part of the Framework Plan and a strategy plan to enhance this element.
- Establish a corridor frontage standard and map the applicable areas to guide preservation and futures development

- Create different prototype standards for the residential and commercial sections, plan for ample street tree canopy, greenway elements, water quality improvements, banners and public art and wide walks like Upper West St.
- Establish new city street design standards that incorporate complete street design standards multimodal use, contextual design and the city tree master plan.

## **MOBILITY**

- **CAPACITY ANALYSIS & CONGESTION MANAGEMENT**

1. Develop a sector wide and City-wide traffic model to better understand and project City and peninsula traffic capacity and congestion issues at the network level using a refined version of the Baltimore Metropolitan Council regional model
2. Develop traffic simulations to help demonstrate the modeled traffic flows.
3. Revise the current City traffic study procedures and traffic APF requirements to include:
  - a. the new traffic model,
  - b. assessment of the benefits of multi-modal trips,
  - c. require non-vehicular mitigation,
  - d. allow performance measures,
  - e. supplemental congestion standards for major arterial intersections
  - f. travel demand management options
4. Select and implement improvement solutions that reduce congestion without further widening the road where practicable.

- **SIGNAL & ROAD IMPROVEMENTS**

1. Work with the County and State to select and implement improvement solutions that reduce congestion by managing traffic better without widening the road where practicable.
2. Install smart traffic signals (intelligent transportation systems) on city streets that are capable of better managing congestion, managing event and emergency traffic and of coordination with county and state signals that now provide coordinated management on the corridor.
3. Work with the county and the state for further Improve the Fairfax St./ Chinguapin intersection pair so that people can get in and out of Fairfax and make free rights onto Aris T Allen Blvd.
4. Implement the street connections planned for the Comprehensive plan for the creation of network redundancy and better access management on the main corridor.
5. Improve other local street grids to create network redundancy and route choices

6. Add traffic calming measures on local streets where cut through traffic moves too fast. Tyler Street is one example.
7. Reconnect existing closed streets and cul-de-sacs where possible to allow for bike and pedestrian travel

- TRANSIT SERVICE IMPROVEMENTS

1. Ridesharing and private transit

- a. Work with Anne Arundel County's Rideshare Coordinator to promote ride share and other employer incentives to use transit.
- b. Encourage private transit providers- taxis, online on call systems etc.

2. Local Public transit

- a. Improve local public transit in the Eastport area to better serve tourists and event traffic. Consider extending the Circulator bus to Eastport so that event tourists can be directed to stadium parking.
- b. Improve City bus service from Parole neighborhoods to the Central Forest district
- c. Improve City bus service Forest Drive Corridor -strive for more frequent inexpensive and efficient service
- d. Improve city services with routing and span-of-service info at bus stops and improved bus boarding accessibility
- e. Review the well-used Robinwood bus stop pair to address safety issues, either relocate it to allow pedestrians to cross Forest at the planned to traffic signal nearby rather add a mid block a mid block pedestrian crossing to improve visibility and warnings.
- f. Plan for low-scale transit oriented infill along the corridor and at the 2 opportunity sites to better support greater transit use.
- g. Coordinate City routes and stops with major transit uses destinations in the corridor

3. Regional transit

- a. Work with the state and county to establish a commuter transit bus line for the corridor that can tie to existing and future regional routes. Plan for stops at the two opportunity sites and for a supporting park and ride lot and/or kiss and ride at the eastern end of the corridor.
- b. Work with the state and county to establish an intermodal transit center near the city line adjacent to Parole that can tie into other regional services.
- c. Ensure that the two opportunity areas in this sector help catalyze greater transit service in the City. The 2009 plan states that they should be developed to promote a high demand for public transit on the Corridor routes so as to



encourage the effective provision of transit city-wide. In other words, the development of the opportunity area and its transit demand should have a positive spillover effect on the quality of City transit service. Development should demand service to such a degree that residents elsewhere in the corridor and City benefit by virtue of their proximity to the bus routes serving these two sites.

#### ACCESS MANAGEMENT and CONNECTIVITY IMPROVEMENTS

Incentivize access changes to corridor frontage properties that have driveways that back onto the arterial or that lack access to a side or parallel street in order to reduce congestion from cars backing into traffic or waiting to make left hand turns.

Encourage parcel interconnectivity and shared access points for corridor frontage properties

Revise city ordinances to prohibit the creation of new cul-de-sacs and isolated disconnected community streets except where no practicable option is available.

#### TRAVEL BEHAVIOR CHANGES

The City should set measurable goals for decreasing dependency on single occupancy vehicles and should monitor and report on progress towards this goal on a regular basis. For example a goal of 10% fewer City commuters driving alone within 15 years might be set.

Establish complete street standards for the City and require all future city street improvements to address all modes of travel in their improvements.

Support at the City level use of new technologies and business models that reduce the number of daily trips city households need to make in private vehicles through ridesharing, driverless vehicles, etc.

Envision the City as a series of Ped-shed scaled neighborhoods and districts that area about 1 mile across

Attract and enhance services and businesses that serve the city and peninsula so people need to travel out to County less often.

Incentivize land uses that create neighborhood destinations so that people in the city and the peninsula can easily walk and

bike to shorten and reduce trips for dining, shopping and daily services that travel off the peninsula and out of the city.

Incentivize land uses that provide local jobs within the city to rebalance the current one directional peak commuter rush hour travel pattern.

Provide safe walking routes to schools and encourage private schools to provide bus services to reduce the education rush hour. (routes should be off Forest where practicable)

Incentivize low scale traditional urban mixed use land use patterns that better support, walking, biking and transit use rather than private vehicle travel.

#### BIKE and PEDESTRIAN INFRASTRUCTURE and TRAVEL

The City should make investments in other modes of transportation and make funding for bike and pedestrian infrastructure improvements a higher priority

Prioritize improvement at dangerous intersections and gaps in the network within ¼ mile of major destinations such as public and private schools, parks and neighborhood shopping areas, the rec. center and the library.

Reconnect existing closed streets and cul-de-sacs to allow for bike and pedestrian travel at a minimum. Where possible restore full traffic use. Louis Street is one example of a needed reconnection.

Work with the County to incorporate a continuous East/West bike route along the corridor as a part of the coordinated City County ultimate complete street planning.

At a minimum plan for a continuous multipurpose path on the corridor

Ultimately plan for on street bike lanes

Extend the route from Aris Allen Blvd. at the Route 2 ramp to Edgewood Rd in the East.

In addition, plan for and make improvements to establish a nearer term parallel continuous East/West route through the City neighborhoods using signage on-street lanes or signed shared street section on city roads and off street links as well as an on street link from Eastport to Quest Waters Park.

- **LOCAL STREET USE MANAGEMENT**

Establish traffic calming measures on neighborhood streets experiencing increased through traffic flows to reduce speeding.

Increase funding to the police department for parking and speed enforcement on connecting local streets

Work with neighborhoods to designate and sign certain residential streets as "No Commercial Truck" parking through the residential parking district process.

Improve ordinances and or enforcement to address noise violations caused by idling limos and buses on streets and by late night dumpster service.

## **VIBRANT ECONOMY**

### **MORE JOBS, TAX BASE AND CITY REVENUES**

The City should work towards implementing it's Economic Development Plan strategy and ,

The City should set measurable goals for increasing the City Tax bases and should monitor and report on progress towards this goal on a regular basis.

Monitoring include a report on the by the progress on each of the City's 6 business districts so that this sector's progress can be tracked.

Procedures for review and approval of development projects should include consideration of the project's ability to contribute to the tax base as one important criteria for approval.

The City should set measurable goals for improving the amount of neighborhood retail within the city.

The City should set measurable goals for preserving a jobs to worker balance to ensure that resident workers can work close to home and the City does not slip towards being a bedroom community.

The City should make placemaking a part of its economic development strategy for this part of the City

### **PLACEMAKING, IDENTITY, BEAUTIFICATION and ART**

Add unique streetscape elements to help the Corridor look and feel like a special part of Annapolis. Consider adding special banner poles in appropriate areas along the corridor.

Work with local cultural heritage and arts organizations and community groups bring public art, local cultural activities and events to this sector of the City. Consider holding a competition for special banner art (with poles) in the Corridor– like the "Chickens"

Enhance the City Gateway elements at both ends of the Corridor.

Work with the Greenscape Annapolis initiative to coordinate volunteer improvements in this area.

Encourage HOA groups and Apartment property managers to update and enhance their frontage landscaping and signage as part of a coordinated corridor beautification effort.

Encourage owners of commercial buildings and strip centers to update and enhance their facilities and their signage.

Work with the Board of Education to enhance the street frontages of the Middle School and other schools.

Consider street side public pocket parks enhancements in several areas of extra ROW along the Corridor.

## **GREENING ANNAPOLIS/ENVIRONMENT**

- **GREENWAY PLANNING**

- Create a City Greenway plan, coordinate plan with the County's Green Infrastructure Plan for the area.
- Encourage future development to plan their open spaces and conservation easements that connect into the overall Greenway
- Plan for a park to park Greenway connection in this sector possible using the old Railroad ROW.

## **TREE CANOPY, OPEN SPACE PRESERVATION and FOREST CONSERVATION**

Adjust regulations to allow and encourage street tree and forested buffers along the corridor to create a continuous greenway. (Consider strengthening this as a desired mitigation measure in the City Forest Conservation requirements so that off-site design solutions can be considered )

Use the "developer fund" to plant trees along Forest Drive. Find place to use the fund to plant.

Work with the County to establish a coordinated City/County street tree plan in County Rights of Way.

Continue and expand programs to plant street trees on other City streets such as the Parole Neighborhood.

## WATER QUALITY PROTECTIONS

Continue implementing the 2016 City Watershed Improvement Plan – encourage developers to assist with this effort.

Review City standards to better incentivize the renovation/ redevelopment of sites developed prior to current stormwater management requirements.

Review and update parking requirements to help reduce the requirements for impervious surface parking areas.

## AIR QUALITY PROTECTIONS

Purchase electric or other non-fossil fueled transit vehicles for city use

Support use of new technologies that can help to reduce the number of daily trips city and peninsula households make each day using fossil fueled vehicles.

## 4. RECOMMENDED SOLUTIONS

**4.1 Vision** - The 2009 Plan focuses on the opportunity for change in two opportunity site within this sector while mentioning the existing commercial areas as place likely to change. This Study expands the vision to focus both the opportunity sites, the commercial areas and other areas considered susceptible to change while leaving areas considered to be stable unchanged. It seeks to promote the desired revitalization and reinvestment in this part of the City while enhancing the community's ability to walk or bike to community destinations and to more easily utilize local and regional transit. The expanded vision includes:

### Corridor

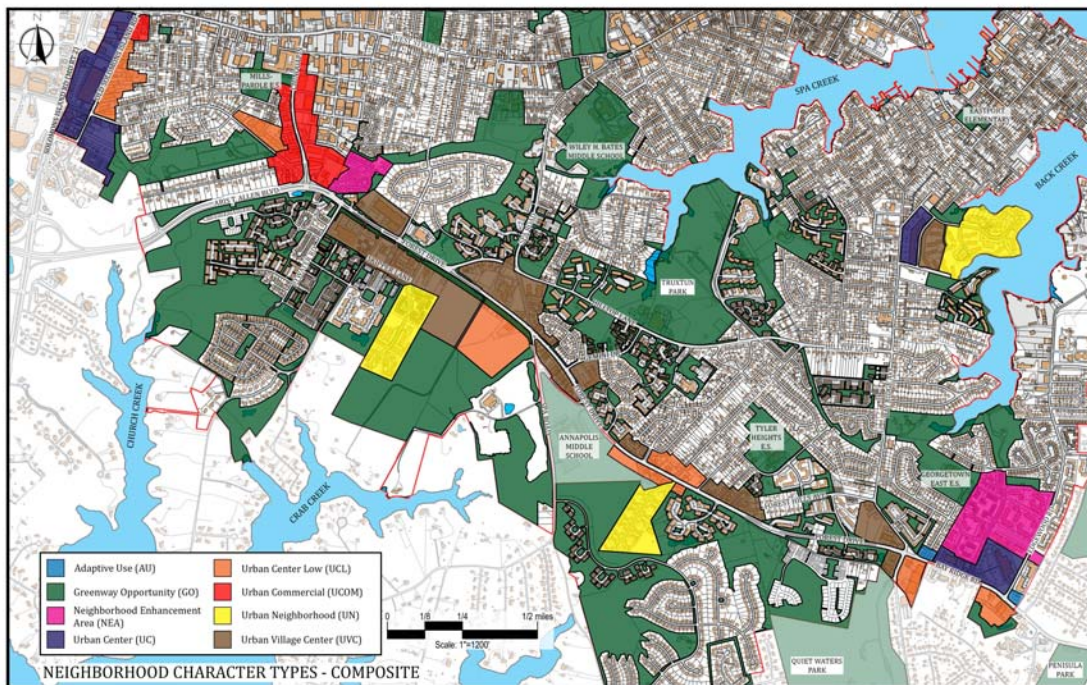
- A shady green boulevard with the capacity to serve the full range of City and County peninsula travel modes and a beautiful distinctive Annapolis character.
- Attractive complete walkable urban neighborhoods interspersed with a connected greenway network
- Attractive low scale compact mixed use commercial centers that create attractive urban village places, provide needed goods, services and jobs within walking distance of neighborhoods, and have an attractive distinctive Annapolis character.

### Eastport

- A special maritime oriented neighborhood with a working water front and several walkable mixed use commercial areas that serve the neighborhood. a beautiful distinctive Eastport character.

**4.2 Development Framework Plan/ Community Character Designations** - The development framework map uses a series of community character designations to further locate and define the recommended changes. The Development Framework Plan is supported by a Street Frontage Plan and a series of recommended Street Typologies. These added elements establish the desired character and orientation along certain streets in order to ensure coordinated placemaking at a neighborhood scale and ensure that the transportation infrastructure will support community mobility in the future.





**1.3 Community Character Designations** – this map applies the proposed vision to the sector locating and defining the desired character of change throughout the sector. It focuses on the areas considered susceptible to change to create a series of mixed use walkable “ped shed” scaled neighborhoods and centers and it incorporates the framework plan recently prepared for Upper West Street.

The character characters sheets provided here describe the desired character of these places using images of other parts of the city and similar places in the US. These designations are designed to help implement the policies of the 2009 plan to direct community character as much as land use.

Three of the character designations used here were established by the City Comprehensive Plan. Two are new designations created in the Upper West Street Sector Plan. Four new designations are added here to describe the places stakeholders have talked about. In total the nine designations used are listed below.

The 2009 Plan designations:

- (UC) Urban Center**
- (UCL) Urban Center Low**
- (UCOM) Urban Commercial**

The Upper West Street Sector designations used:

- (UN) Neighborhood Enhancements**
- (AR) Adaptive Reuse**

The Sector Study adds several additional designations:

- (UVC) Urban Village Center
- (UN) Urban Neighborhoods
- (NEA) Neighborhood Enhancement Areas
- (GC) Greenway Corridor Opportunities

**DESCRIPTION:**

*Community Role* - Large scale mixed use areas that provides retail, dining, office, entertainment, lodging, and housing. It serves as a destination for tourists and residents of the city and surrounding region.

*Land Use Mix* - a mix of commercial and residential uses to create a contained live, work, shop, and play area. Vertically mixed use buildings are encouraged.

*Character* - the Urban Center will have urban streetscapes, limited building setbacks with zero setback building encouraged. The Urban Center will have a traditional urban design with strong connections to surrounding neighborhoods.

*Building Heights* - typically 4 to 8 stories (approx. 96' +/-)

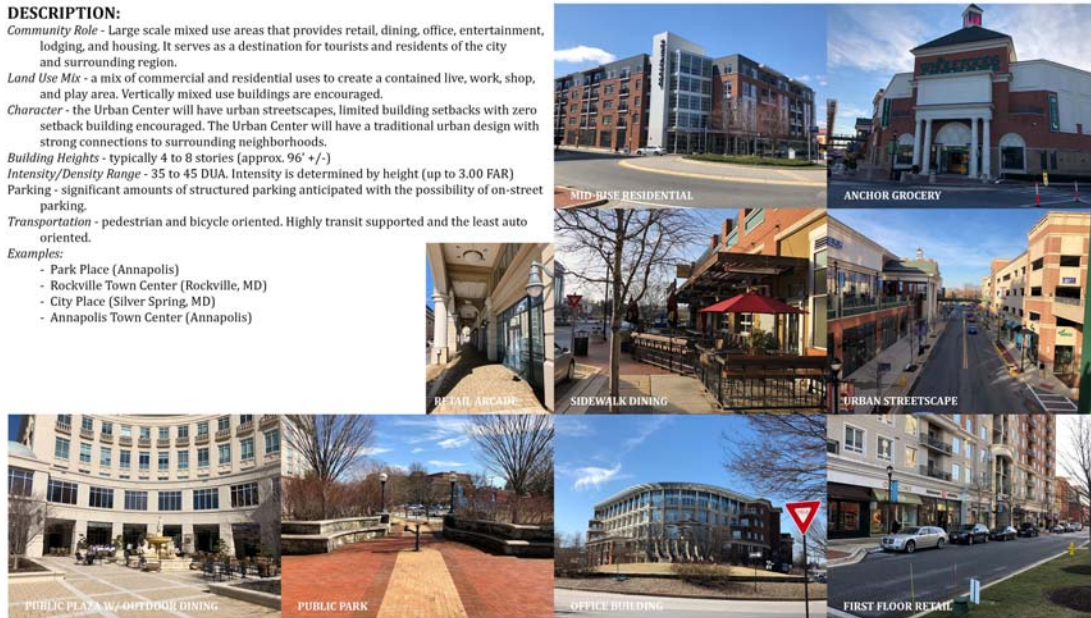
*Intensity/Density Range* - 35 to 45 DUA. Intensity is determined by height (up to 3.00 FAR)

*Parking* - significant amounts of structured parking anticipated with the possibility of on-street parking.

*Transportation* - pedestrian and bicycle oriented. Highly transit supported and the least auto oriented.

*Examples:*

- Park Place (Annapolis)
- Rockville Town Center (Rockville, MD)
- City Place (Silver Spring, MD)
- Annapolis Town Center (Annapolis)



**CHARACTER TYPES**

**URBAN CENTER (UC)**

**DESCRIPTION:**

*Community Role* - provisions for shopping, services, office, entertainment, and/or lodging. It is not intended for ground floor residential uses. It will serve as a destination for the city and the surrounding neighborhoods for shopping, dining, and entertainment.

*Land Use Mix* - a mix of commercial and multi-family residential uses which will include retail, office, restaurants, apartments and condominium units.

*Character* - the Urban Center will have urban streetscapes, limited building setbacks with zero setback building encouraged. The Urban Center will have traditional urban design with strong connections to surrounding neighborhoods.

*Building Heights* - typically 2 to 4 stories (48' +/-)

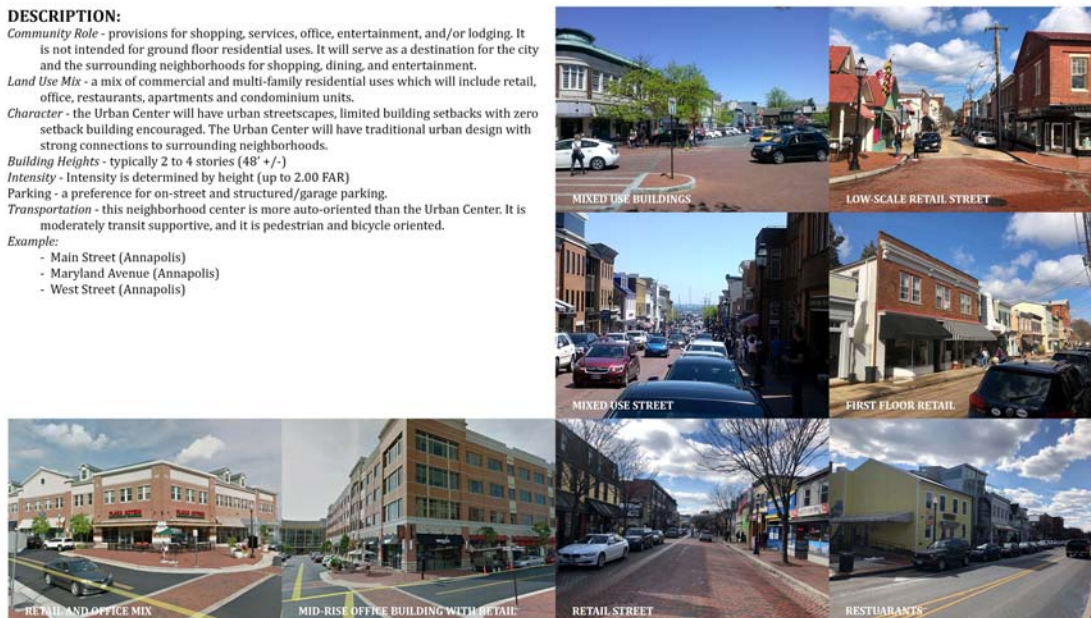
*Intensity* - Intensity is determined by height (up to 2.00 FAR)

*Parking* - a preference for on-street and structured/garage parking.

*Transportation* - this neighborhood center is more auto-oriented than the Urban Center. It is moderately transit supportive, and it is pedestrian and bicycle oriented.

*Example:*

- Main Street (Annapolis)
- Maryland Avenue (Annapolis)
- West Street (Annapolis)



**CHARACTER TYPES**

**URBAN COMMERCIAL (UCOM)**



## DESCRIPTION:

**Community Role** - provisions for shopping, services, employment, and housing for city residents and neighborhoods. Serves as a walkable destination.

**Land Use Mix** - a balanced mix of commercial and residential uses to include retail, office, restaurants and residences. Mixed use buildings are encouraged.

**Character** - the Urban Center Low will have urban streetscapes, limited building setbacks with zero setback building encouraged. The Urban Center Low will have a traditional urban design with strong connections to surrounding neighborhoods.

**Building Heights** - typically 2 to 4 stories (48' +/-)

**Intensity/Density** - 2 to 20 DUA depending on the character. Intensity is determined by height.

**Parking** - a preference for on-street and structured parking.

**Transportation** - this neighborhood center is more auto-oriented than the Urban Center. It is moderately transit supportive, and it is pedestrian and bicycle oriented.

### Examples:

- Washington Street (Alexandria, VA)
- Christies Landing (Newport, RI)
- Mashpee Commons (Mashpee, MA)
- Pacific Avenue (Santa Cruz, CA)
- Lakelands (Gaithersburg, MD)
- King Farm (Rockville, MD)
- Bethesda Row (Bethesda, MD)



## CHARACTER TYPES

## URBAN CENTER LOW (UCL)

## DESCRIPTION:

**Community Role** - provisions for shopping, services, employment, and housing for city residents and nearby neighborhoods. Serves as a complete live/work/shop neighborhood. A "Ped Shed." It shall service a quarter- to half-mile vicinity.

**Land Use Mix** - a mix of commercial, institutional, and residential uses to include retail, office, restaurants, institutions and houses. Mixed use buildings/sites as well as live/work units are encouraged.

**Character** - more traditionally designed with urban streetscapes and strong connections to neighborhoods. Compact lot design standards with zero or limited building setbacks permitted on designated active streets.

**Building Heights** - 1 to 4 stories (48' +/-)

**Intensity/Density** - 7 to 24 DUA with an FAR of 0.5 to 0.75 (excluding parking garages)

**Parking** - a preference for on-street and structured/garage parking (with possible parking rate reductions). On-site surface parking to the side or rear relative to active streets.

**Transportation** - It is moderately transit supportive, and it is pedestrian and bicycle oriented. It shall have a low speed connected street grid.

**Public Amenities** - Public art, public spaces, bus shelters, bike share stations, etc. shall be required for higher intensity/densities.

### Examples:

- Eastport (Annapolis)
- Annapolis Street (West Annapolis)
- Village Green (Annapolis)
- Kentlands (Gaithersburg, MD)
- Nantucket, MA



## CHARACTER TYPES

## URBAN VILLAGE CENTER (UVC)



#### DESCRIPTION:

**Community Role** - largely a residential area with a mix of compact housing types at a density and design that supports walking and transit.

**Land Use Mix** - Current residential use lists for R2, R3, and R4. Plus the ability to add granny flats, home occupation supportive designs, and live/work units.

**Character** - more traditionally designed with compact lot design standards with common open spaces and greenway elements encouraged. Enhanced streetscapes and strong connections to centers, a compact scale with zero- and limited building setbacks from designated active streets. Cul-de-sacs and/or fenced enclaves are not permitted.

**Building Heights** - 1 to 4 stories (48' +/-)

**Intensity/Density** - 7 to 24 dwelling units per gross acre

**Parking** - On-street parking where appropriate. On-site surface parking to the side or rear relative to active streets. Structured and garage parking encouraged.

**Transportation** - It is pedestrian and bicycle oriented with a low speed connected street grid. It has a low to moderate level of transit support.

#### Housing Types:

- Two-family houses
- Row/townhouses
- Live/work units
- Bungalows and patio homes
- Single-family houses on standard lots (40-70 feet wide)



#### CHARACTER TYPES

#### URBAN NEIGHBORHOODS (UN)

#### DESCRIPTION:

**Community Role** - the connection and enhancement of existing residential areas in near centers and corridors.

#### Possible enhancement elements:

- Improved pedestrian and bicycle facilities (including crosswalks)
- Improved connections to retail, employment, schools, parks and other nearby destinations.
- Improved street connectivity and traffic calming on alternate through routes.
- Development of connected greenway networks.
- Street beautification to include street trees, banners, art, pocket parks, etc.



#### CHARACTER TYPES

#### NEIGHBORHOOD ENHANCEMENT AREAS (NEA)

## DESCRIPTION:

**Community Role** - protect, enhance, and connect a greenway element through and between the city's built community elements.

**Land Use** - public and private lands designated for public and or private recreational use and/or forest/environmental protection as well as very low density uses such as cemeteries, etc. Some, but not all, of which may be publically accessible and include a recreational trail.

**Possible areas to include:**

- Conservation areas
- Preservation easements that protect tree canopy, forest cover, wildlife corridors, sensitive elements, and coastal areas.
- Public school and park sites.
- HOA managed private open spaces and buffers that are platted but may not be preserved by easements.
- City and County owned lands along roadways and former railroad right-of-ways.
- Cemeteries



CULTURAL TRAIL - LANDSCAPE



CULTURAL TRAIL - WATER FEATURE



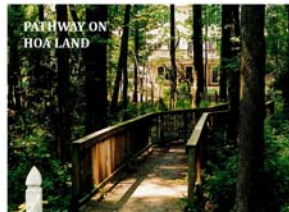
SIGNAGE



ART INSTALLATION



CULTURAL TRAIL - MURAL



PATHWAY ON  
HOA LAND



GREENWAY ON PUBLIC LAND



RAIL TRAIL



PUBLIC CEMETERY

## CHARACTER TYPES

## GREENWAY CORRIDOR OPPORTUNITIES (GCO)

## DESCRIPTION:

**Community Role** - building reuse and rehabilitation that facilitates providing needed goods and services to the local neighborhood.

**Character** - retains the architectural character of the neighborhood.

**Parking** - a preference for on-street structured parking. On-site surface parking to the side or rear relative to active streets.

**Examples:**

- Residential to retail
- Residential to restaurant
- Residential to office
- Residential to lodging
- Residential to public institution (library, community center, etc.)



RESIDENTIAL TO RESTAURANT



RESIDENTIAL TO RETAIL



RESIDENTIAL TO OFFICE



RESIDENTIAL TO RETAIL



RESIDENTIAL TO LODGING



RESIDENTIAL TO FLORIST



RESIDENTIAL TO PUBLIC LIBRARY



RESIDENTIAL TO ANTIQUES

## CHARACTER TYPES

## ADAPTIVE REUSE (AR)



**4.4 Zoning Changes** – We recommend that the City’s Mixed Use (MX) zoning text be amended and be applied to the UC,UCOM. UCL, UVC areas of the development framework map. A varied height overlay should be established for the corridor as well to include the (UN) areas. In addition City residential zoning texts – at least in the corridor- should be revised to permit more compact lot sizes with smaller setbacks and taller (ie 4story) buildings in this area in order to compact designs that support transit and preserve open space and reduce the need for variances.

We recommend that a comprehensive zoning map change process be under taken for the sector to apply new zoning designations and correct the split zone lots. The process should accommodate applications and ideas from interested parties.

We recommend that Mixed Use (MX) zoning text revision consider incorporating the following:

- Require sites to include a public amenity element along the Corridor that is of a scale appropriate to the size of the site. Permitted elements might include art, street furniture, upgraded streetscapes, public spaces, enhanced bus shelters, or other element.
- Review and revise the MX use list to include the permitted uses in the current corridor commercial and office zones and expand add other appropriate current day use needs.
- Revise the design standards element to fit this corridor and comply with new street frontage designations.
- Revise setback requirements allow limited or zero setbacks and buffering requirements except where property lines abut existing built residential properties.
- Require buildings to be placed close to the street to create a more walkable urban design character.
- Require compliance with approved Street frontage designations, complete street standards and approved ultimate street sections.
- Allow site intensity and or density to be established by the height limitations in combination with other environmental requirements such Forest Conservation.
- Require strong interconnection to abutting properties and residential areas, this might include shared access points, alleys, parking lot connections, sidewalks, etc.
- Permit reduced parking with demonstrated justification, encourage on-street, garage and structured parking.
- Encourage but do not require buildings or sites to include a mix of uses, allow a 1story bonus for mixed use buildings
- Require coordination with County and City complete street standards and approves ultimate street sections.

**4.5 Street Frontage Designations.** The Street Frontage Concept map illustrates the desired community character specifically along the frontages of the Forest Drive corridor and other key sector streets. It designates three frontage character types that will help guide city, and county and development placemaking, street improvements. These frontage designations

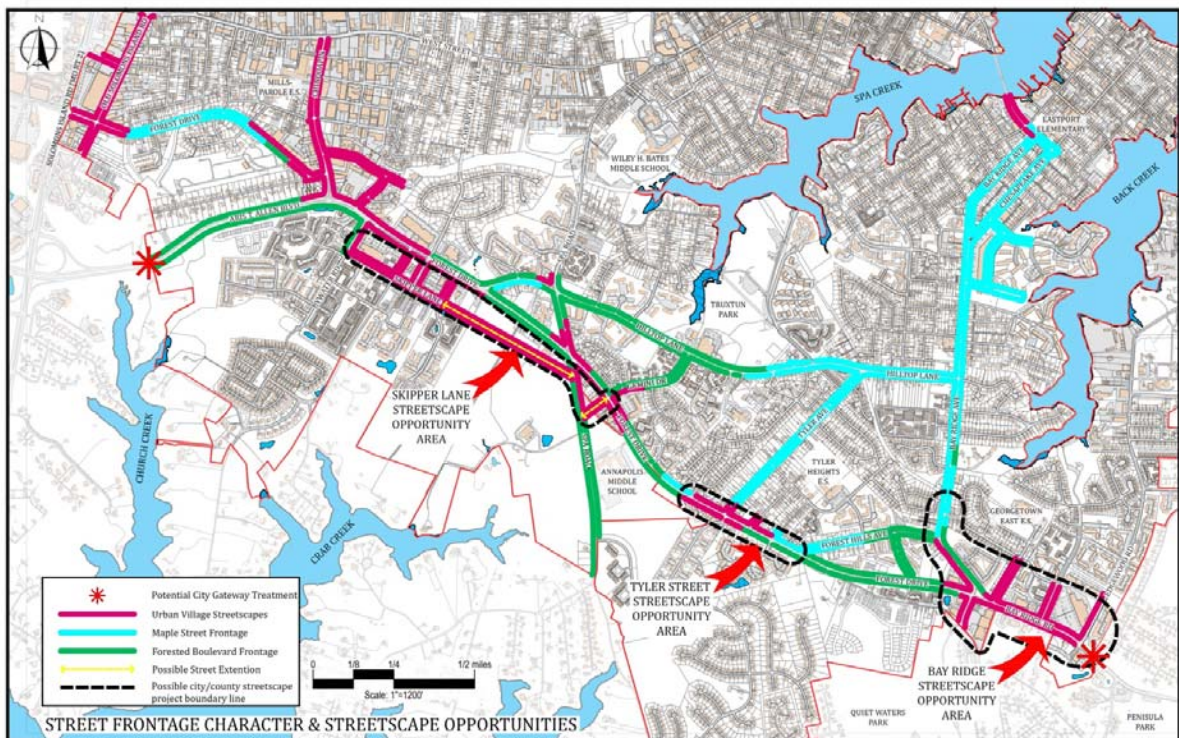


are intended to help to preserve segments of green forested character along the Corridor and transform the proposed urban village areas. These frontage designations should be reflected in the new zoning designations for these areas and in the recommended new City complete street standards. The three frontage character types are:

FGB - Forested green boulevards segments with preserved planted buffers hiding built areas behind

MS – Maple Street segments - with residential styles front yards and buildings setback from but facing the street.

US – Urban streetscape Areas



**4.6 Streetscape Project Recommendations-** In order to catalyze needed private investments and redevelopment in key village centers three public private streetscape projects are recommended. These streetscape projects should follow the street front designations and the for area in the County ROW should follow the County Complete Street Standards and Ultimate street Sections (see 2.6 and 2.7) These projects may require the use of pedestrian easements to minimize the loss of lot depth in areas where the older frontage parcels are shallow and built up close to the current street edge. The three areas are highlighted on the Street Frontage Concept map and include:

Tyler Heights streetscape area- a City/County streetscape project here could help to catalyze redevelopment of home sites with driveways onto the corridor, promote new village scaled commercial and mixed uses facing the corridor, and allow the creation of a wider ROW along with a series of parallel alley segments that redirect parcel access to side streets.

Bay Ridge Road Streetscape area - a City/County streetscape project here is needed to help to unify and catalyze redevelopment of this opportunity area and to create the links needed to enable city and county residents to walk and bike to new shops and businesses. Streetscape should address for Bay Ridge and key side streets on the North side.

Skipper Avenue streetscape area – The creation of a slow speed walkable City street that parallels Forest Drive would create a pleasant Avenue-like destination in this part of the City of equal appeal and economic value as West Annapolis or Inner West Street. The street and its streetscape could be largely created by the private sector. Extension of the current 1 ½ block segment in Village Green from the current Safeway to Spa Road and possibly to Gemini St. is already a recommended action in The Plan. The street should include on-street parking to promote street edge urban village style development.

**4.7 Possible New Cooperative Agreements for the Corridor** - In addition to current county policies and agreements regarding operational management and current City/County coordination efforts, added City county cooperation may require a new Memorandum of Understanding (s) regarding design and implementation of certain elements in the County's corridor s. For example an MOU might address issues regarding ROW acquisition, joint development design review, or cooperative streetscape or beautifications improvements in the Forest Drive corridor. It might include an agreement that allows the City or others to install and maintain certain beautification elements in the county ROW. It might also include an agreement allowing pedestrian easements for streetscapes on abutting private land where full ROW widening could unduly impact abutting lots.

**4.8 Possible State Complete Street designation** - City and County decision makers should request that SHA consider re-designating Aris T Allen Blvd. between Solomon's Island Road and Chinquapin Round Road from a highway to a primary urban boulevard arterial or similar designation if this is determined to be a pre-requisite to the construction of a parallel multi-use trail connection.

**4.9 New City Complete Streets Design Standards/Typologies** - Develop and adopt new Complete City street design standards with a set of Annapolis specific street typologies and a street connectivity requirement.

**4.10 Greenway Strategy** – The Development Framework map illustrates a vision for a greenway in this section of the City much of which already exists.

The term greenway here refers to a connected corridor of undeveloped public and private lands set aside for passive or active recreational use and/or environmental protection, only some such a greenway may be publicly accessible. Accessible segments of greenways may include recreational trails.

The Greenway network shown on the Development Framework map includes areas such as:

- Private lands such as HOA managed parcels and areas in subdivisions that are designated for open space, recreational use and/or environmental protection.
- Conservation and preservation easement areas that permanently protect areas such as forest cover, wildlife corridors, environmentally sensitive elements and coastal areas.
- Public lands such as school and park sites and City and County owned lands along roadways and old Railroad rights of way.
- It also includes private lands with a very low intensity but stable use such as cemeteries, horse farms. etc.

To further develop the vision of a City wide greenway the City should develop GIS mapping of these areas and should work with the County and with City property owners and future developments to in an effort to encourage people to connect the gaps over time. As an incentive for voluntary preservation of existing forest land and open spaces in greenway gap areas, the City might consider amending the Forest Conservation ordinance to permit the creations of off-site forest mitigation credit banks. One City project that should be investigated as part of this effort is the establishment of a Park to Park accessible greenway segment with a trail connection from Quiet Waters Park to Truxtun Park via the old rail road right of way segments between Bay Ridge and Hill top Lane (see notation on the frontage character map.)

**4.11 Beautification Strategy** - The participation of numerous stakeholder groups will be needed to bring about the many enhancements needed to make a timely transformation of the Forest Drive Corridor into a special part of Annapolis. The actions above will help. The proposed new zoning is tended help catalyze change on private commercial properties and promote the inclusion of public amenities in those changes. The recommended new County Street Standards should allow new enhancements in the ROW. The recommended streetscape projects will help create lively new community places. In addition to this a wider community effort is needed. We recommend that the city and community stakeholders organize working committee to organize a multi-year beautification campaign

Participants might include:

The SOFA organization

Local cultural heritage and arts organizations that can bring public art, local cultural activities and events to this sector of the City.

HOA groups and property managers who might update and enhance their corridor landscaping and signage and add new coordinated thematic planting and remove vines and other invasive materials

The Greenscape Annapolis initiative that could help to coordinate annual volunteer improvements in this area.

The State Tree-mendous program who might provide free plant material

The Local Place of worship and the congregations who might improve their frontages and volunteer for community improvements

The local school and Board of Education who might also improve their frontages and volunteer for community improvements

Local businesses and residents who might update and enhance their properties and landscaping.

City staff who might help with matching grants and incentives to promote added plantings etc.

County staff who might help define maintenance easements in certain areas of the County ROW to allow plantings and banners to be installed in County ROW where an entity agrees to install and maintain them.

Possible Projects might include:

A “Chicks for the Boulevard” type temporary installation done in coordination with Maryland hall

A series of special banners on poles in appropriate areas along the corridor with a competition for special banner art (with poles)

Enhanced City Gateway elements at both ends of the Corridor.

Coordinated thematic plantings for seasonal color along the corridor

A series of street side pocket parks enhancements in areas of where wide areas exist of City or County ROW along the Corridor. These areas might also include attractive stormwater management elements for road run-off. Such opportunities might be found at:

- The southwest corner of Forest and Spa.
- At the west side of Hilltop and Forest
- The triangle an Bay Ridge and Forest
- The intersection of Old Annapolis Neck Rd and Forest

**4.12 Sector Study Mobility Strategy** – preservation of vehicular and multi-modal mobility in this City sector requires the coordinated efforts the City, the State, the County, property developers and property owners in order to correct and prevent congestion and manage road capacity in the areas state, county roads and city road network: While much responsibility lies with the County as the owner and manager of the corridor, City land use and policy decisions play a large role as well. Section 2 identified issues that already exist and that may develop in the future without this sector plan. The following strategy identifies needed actions to preserve vehicular and multi-modal mobility assuming this sector plan is adopted and implemented. To aid in this effort the team worked again with BMC using the refined GARM model to analyze of the possible positive and negative travel demand impacts of a mid level and a higher level rate of change based on sector study’s land use

recommendations. These scenarios look out to the year 2030. Both scenarios demonstrated that the network could accommodate the anticipated growth largely and vehicular traffic assuming that improvements designed to address current congestion occurs. The Appendix G provides maps and data on these scenarios. The following actions are recommended as an overall mobility strategy:

#### **4.14.1 Signalization Changes**

##### **Improve City Traffic Signals and Expand Smart Traffic Flow Management:**

Install smart traffic signals and cameras on City streets and link the City signals with the already linked county and state signals in the corridor (the County estimated that this change provided a 10 to 15 percent reduction in peak hour congestion along Forest Drive in both directions)

In Eastport, add a new signal or stop sign at the Madison Avenue or Monroe Street to introduce platooning and wider gaps within the traffic flows along Bay Ridge Avenue so that vehicles can more quickly and safely make left-turns in and out of the intersecting streets or access points

Adjust the cycle times at the current signal at Bay Ridge Road and Tyler Avenue to maximize through travel signal time, significantly reducing the green cycle for the westbound Tyler Avenue approach leg of the intersection.

#### **4.14.2 Roadway Improvement Recommendations**

(Recommended Improvement list to be provided after consultation with County)

#### **4.14.3 General Intersection Improvement Recommendations:**

- Plan for increased queuing capacity with added and /or lengthened turn lanes at key intersection approaches in the corridor

- Establish restricted access areas on intersection approach zones and catalyze removal of existing curb cuts in these areas on both the arterial and approaching side streets

- Establish and plan for ultimate rights of ways in these areas in coordination with the county and adjoining conditions (see roadways)

- Provide policy guidance on improved Pedestrian, bike and ADA access at intersections – (see complete streets below)

- Preserve and enhance pedestrian median shelters at wider intersections

#### **4.14.4 Use Existing ROW More efficiently and Identify and Preserve areas for Future Expansion:**

- Establish complete street urban road standard sections and ultimate ROW widths for city streets.

- Work with the county to establish complete street urban road standards for the corridor with appropriate pedestrian and bike elements

Convert streets to the new urban “ Complete Street” road standards to more efficiently use existing pavement in the corridor and approaching side streets – Considered conversion to ( 10’ wide through lanes and 9’ turn lanes on City streets)

Establish ultimate street ROW widths for the County corridor and approaching streets/ these will vary by segment and will affect setbacks.

#### **4.14.5 Expand Alternate Routes Network:**

Expand the existing connected street network and reconnect existing dead-end streets to provide more alternative travel routes that allow travel when the corridor has obstructions - (GPS, new apps such as WAZE and new car technologies will cause increased use of these networks over time)

Prioritize improvements in those segments where the corridor is currently the only route option.

Provide traffic calming and Ped/bike safety measures on all through residential streets that serve as emergency alternate routes. Traffic circles, curb bump-outs, Chicanes etc

Add connections and traffic calming and Ped/bike safety measures as needed on the following local streets and a:

- Reconnect Louis and Lincoln streets & add bulb-outs or chicanes

- Reconnect Victor Parkway & add bulb-outs or chicanes

- Add bulb-outs or chicanes to Tyler and Silopanna Streets

- Connect Bywater Street to Skipper Lane.

- Connect Skipper lane to Spa Rd

- Connect Gemini Rd to Spa Rd

#### **4.14.6 Improve Access Management on the Corridor:**

Add parallel roads and alleys and connect commercial lots to provide access to frontage properties with less congestion

Restrict mid-block left hand turns into commercial properties where alternatives can be created

Over time seek to close existing residential driveways along Forest Dr and the first block of Hilltop Lane

#### **4.14.7 Implement Travel Demand Management Strategies/Options:**

Add local Annapolis-based jobs and new employment uses to reduce the need for current and future residents to commute off the Forest Drive peninsula and out of the City. This can be accomplished by establishing new employment or employer relocation incentives to operate within City limits.

Centralize mixed-use retail/shopping and recreation uses within the Forest Drive peninsula to reduce the distances current and future residents travel along the corridor.



Work with schools and large employers to implement staggered work days and work hours, shifting peak travel times away from the current AM and PM commuter peak times. Consider targeting new employers that more easily accommodate non-peak travel

Employer-Based Incentives - Work with City and County employers, private schools to create employee sponsored vanpools, rideshare matches, and parking dis-incentives.

Car pool pick-up areas - create designated safe and accessible parking lot locations within the Forest Drive corridor to make carpooling and ridesharing more accessible. Weekday AM and PM peak commute periods are during times when churches are not in service, and therefore offer options for potential carpool parking areas.

Work with ARTMA and other organizations interested in promoting ride-sharing and new technologies to promote greater on-demand ride sharing. Create a marketing campaign that educates the City residents on the overall benefits of alternative modes of transportation and the negatives of single-occupant trips.

#### **4.14.8 Change Travel Behavior and Mode Choices/ Improve Transit:**

Set a City Mode Split Goal. Consider working towards conditions where% to 15% or fewer city residents (or about 58%) choose to travel to work alone in a vehicle by 2035. Strive for a 50/50% mode split goal in 30 years. We recommend that the County make a resolution that commits to a multi-modal complete street approach to city mobility and sets a defined city mode-shift goal in order to formalize and implement City goals for multi-modal mobility and a shift away from driving alone. This resolution should be followed by amendments to the traffic portion of the City APFO ordinance, the City street standards and the current traffic study procedures manual.

Adopt Complete Streets / Multimodal Standards – we recommend that the City replace current conventional street design and operation standards with the more balanced Complete Streets approach as has been adopted by many other US Cities such as Fort Lauderdale, FL, Philadelphia and Alexandria.

Fund City CIP Projects to make road and land use improvements to make pedestrian and bike travel options and work-at-home option easier and more attractive

Regional transit - Improve corridor access to regional transit –Work with MTA to create a new regional bus route serving Forest Drive, possibly extending or relocating the Harry S. Truman Commuter Bus terminus point.

Local I transit - Review existing transit routes to respond to new sector demand patterns – such as Eastport to the grocery store link and make improvements to transit stops and vehicles and improved amenities.

Paratransit. Establish or expand/improve on-demand transit service for persons with disabilities

#### **4.14.9 Modify the text of the current APFO Traffic Ordinance and Traffic Impact Manual Changes:**

Modify the City's current conventional APFO standards and traffic impact study procedures in order to produce results that are much more realistic / practical for the real world in a multimodal city: Changes should be consistent with the Complete Streets approach and ensure that future development projects are evaluated against their contribution to the City transportation performance broadly defined to include safety, transit ridership and cost effectiveness, heavy truck congestion, automobile congestion, bicycle and pedestrian circulation, and the existing nature and purpose of the surrounding road network. Appendix H provides a list of potential modifications for consideration.

#### **4.14.10 Refine and Maintain the Greater Annapolis City Travel Demand Model**

- We recommend that the City work with BMC and the County to expand, further refine and maintain the BMC travel demand forecasting model prepared for this sector study. This refined Great Annapolis Area Model will help the City understand City access issues as well as regional and local travel patterns. It will aid in analyzing and monitoring traffic conditions, travel demand by mode, travel origins and destination patterns etc. at the network level in the Greater Annapolis area. It can provide a better understanding of impacts to the area's transportation performance caused by city and county growth factors such as house size, population, workers, jobs, households and the benefits of future city, county and state and developer network improvements. Specific recommendations include:

- Expand the Sub-TAZ and street network refinements to include the City as a whole
- Continue to refine City demographic and land use data for incorporation into the city and the regional model.
- Collect new data on City origins and destination and incorporate into the model when available.
- Incorporate the planned new BMC activity based modeling tool when it becomes available
- Incorporate new Census data when it becomes available.

#### **4.14.11 Bike and Pedestrian improvements**

In conjunction with Forest Drive capacity improvements, include adequate outside lane widths for safe bicycle operations along Forest Drive where feasible, without the need to purchase extensive right-of-way or cause residential or business displacements. Investigate re-striping options in areas where roadway widening is not warranted or feasible.

Construct a mixed-use trail parallel to Aris T. Allen Blvd. between Chinquapin Round Road and the Solomon's Island Road interchange, with direct access to the Annapolis Festival Shopping Center and other destinations along Solomon's Island Road

Implement a City-wide Bikeshare program

Construct missing sidewalk connections and gaps along both sides of Forest Drive where applicable (near Annapolis Middle School and dense retail areas).

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## 5.0 PHASED IMPLEMENTATION OF ACTION PLAN

Implementation of this plan will require the coordinated efforts of multiple stakeholders over a number of years. The following list summarizes the specific actions recommended by this Study and prioritizes them into near-, mid-, and long-term actions.

### 5.1 Near-Term Actions: 0 to 3 years (2018 to 2021)

1. Zoning Text Changes. Develop and adopt new Mixed Use(MX) zoning text to fit the desired character of the Forest Drive corridor. Develop “community character” as a component of the zoning code.
2. Zoning Map Changes. Undertake a comprehensive zoning map change process for the sector to apply the new zoning designations and correct the split-zoned lots—accommodate applications from interested parties based on the sector vision.
3. Amend Transportation Adequate Public Facilities Ordinance (APFO) and Traffic Impact Analysis Guidelines. Develop and adopt amendments to the City’s transportation APFO and the Traffic Impact Analysis Guidelines to incorporate a multimodal, complete street approach to traffic analysis.
4. New City Street Design Standards/Typologies. Develop and adopt new Complete City street design standards with a set of Annapolis-specific street typologies and a street connectivity requirement. Work with the County to develop complete street standards for the Forest Drive corridor for use by both jurisdictions
5. Road Improvement Escrow Fund. Establish a fund to collect APFO contributions that can be assigned to City CIP projects and joint County-City CIP projects that improve City transportation network capacity in areas impacted by the that project.
6. Corridor Beautification Initiatives. Partner with GreenScape, SOFO, the ECA, the EBA, other HOAs, corridor schools, and centers of worship to beautify the corridor and properties along it. (see text in section 4)
7. Skipper Avenue. Require development applicants in this area to plan for extension of this street as it passes through the various parcels to archive a full link from Bywater Rd. to Spa Rd. The street should include streetscape treatments and on-street parking.
8. HACA Coordination. Coordinate with HACA on redevelopment plans for their sites in the sector study area to ensure their new site designs follow and contribute to the sector vision
9. City Greenway Concept. Incorporate concepts for a City Greenway into the upcoming Comprehensive Plan update, coordinate with County Green Infrastructure plans and the Annapolis Conservancy Board
10. Land Use Database. Institute a regular process to monitor and update land use changes in the City. Include information on the types of jobs and number of people per household.
11. Parking Enforcement Funding. Improve funding for enforcement of neighborhood parking and explore residential parking districts or paid parking in areas with high parking utilization.
12. Near-term CIP Improvement Projects. Implement near-term project list of improvements in the sector

- a. Traffic-calming Measures. Develop and install traffic calming measures on local through streets such as Tyler St. Silopanna Rd., and Georgetown Rd.
- b. Interim Sector Bike Spine. Design and implement a continuous bike route along local streets. Fix existing gaps and providing markings and signage

## **5.2 Mid-Term Actions: 3 to 6 Years (2021 to 2024)**

1. Redevelopment Incentive Program. Through zoning changes, develop and adopt administrative processes that can fast-track redevelopment of older existing corridor commercial sites as well as access-constrained residential frontage sites to help catalyze owners to redevelop or renovate their sites, facades, signage and/or stormwater management. (see text in section X)
2. Regional Bus Route. Work with MTA to confirm feasibility and institute a regional bus route in the corridor
3. SHA/County/City Joint Project Planning. Work with SHA and the County to plan for future capacity improvements to the Aris T. Allen Blvd, Chinquapin Round Rd., Bywater Rd., and the Fairfax St. area.
4. Greater Annapolis Area Model Update. Review model to incorporate 2020 Census data information
5. Intermodal Center. Work with the County and State to develop an Intermodal transit center on or near Old Solomon's Island Rd.
6. Create Forest and Street Tree Bank Option. Supplement the current forest conservation and tree canopy policy to allow the option to create credit banks in the City and Annapolis Neck Peninsula as an incentive both for further preservation and for small site redevelopment. Banks could be located on sites with priority preservation areas, in targeted greenway areas, in the County ROW, etc. Smaller re-development sites in the corridor should be eligible to meet their obligations with off-site mitigation.
7. CIP Project Funding. Develop a budget funding program for near-, mid-, and long-term sector improvements projects such as:
  - a. Bike and Pedestrian Improvement Projects
    - Eastport to Quiet Waters Park Link
    - Trail link from Bay Ridge Rd. to Hilltop Ln.
    - Local links for east/west bike spine route along reconnected local streets (see text in section)
  - b. Signals. Smart city traffic signal conversions throughout the sector
  - c. Road projects.
    - Street reconnection and extension project planning, including Gemini Rd. extension and Louis St. reconnection
  - d. Selected Street Edge Pocket Parks. Possible locations Hilltop Ln. and Forest Dr.; Forest Dr. and Spa Road; and Forest Dr. and Annapolis Neck Rd.

## **5.3 Long-Term Actions: Beyond 6 Years (Beyond 2024)**

1. Gemini Rd. Extension. Develop a final alignment, engineering plans, and acquisition plans as needed for the extension of Gemini Road to Spa Road. Coordinate with property owners and the County.

2. County Corridor Project Planning. Work with County to develop a phased plan funding of design and construction of corridor enhancements and capacity improvements as needed by City and Annapolis Neck Peninsula growth
3. CIP Projects. Implement long-term project list of improvements in the sector study area such as:
  - Bike lanes in Eastport
  - Pedestrian bridge over Solomon's Island Road at Forest Dr. or near Intermodal Center
  - Multi-use paved bike trail along Forest Drive

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