

Sustainable Community Action Plan

City of Annapolis

Amended by City of Annapolis

Date: March 15, 2019

Environment

(Environmental strengths and weaknesses can include but are not limited to quality of land, water, air, watersheds, tree canopy, risk of sea level rise, carbon footprint, energy conservation, access to local foods, green infrastructure, stormwater infrastructure/management, parks, trails and recreation, recycling, water and sewer capacity, etc)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Quality of water: Strength—As the City’s Watershed Improvement Plan (WIP) is implemented, the water quality will improve allowing more residents and visitors to use the waterways recreationally. • Watersheds: Strength—the City has fostered working relationships with local non-profit groups that focus on the health of our watersheds. Together the City has and will continue to work with these groups on various restoration projects. • Tree canopy: Strength—the current tree canopy of the City is at approximately 45%. The City’s goal is to reach a 50% tree canopy. • Risk of sea level rise: Strength—the City has updated its Hazard Mitigation Plan as of 2018, which covers the development of a community profile and hazard identification and profiles for coastal hazards, flood, winter storms, and other natural disasters. • Carbon footprint: Strength—the City’s carbon footprint will be diminished, in part, by purchasing renewable energy from the newly constructed Annapolis Energy Park. The City has also entered into a performance-based contract to reduce energy use by City-owned buildings. Energy efficiency updates have been made to all City-owned buildings where changes could be made. • Stormwater management: Strength—the City has a series of projects that will assist the City in treating 20% of impervious areas in addition to the requirement of stormwater management for all grading permits and working with non-profit groups on stream restoration projects. 	<ul style="list-style-type: none"> • Quality of water: Weakness—there is uncertainty as to how to financially meet the goals of the City’s Watershed Improvement Plan. • Tree canopy: Weakness—the City contains very few areas where tree canopy can be increased. Development continues throughout the City and with it are challenges of retaining the current tree canopy and finding areas to replant trees that are removed due to development. • Risk of sea level rise: Weakness—there is uncertainty as to how to financially meet the goals of the Cultural Resource Hazard Mitigation Plan • Carbon footprint: Weakness—the City of Annapolis should invest in public outreach and education in order to include city residents so they might make choices that decreases their individual carbon footprints. • Stormwater management: Weakness—there is uncertainty as to how to financially meet the goals of the City’s Watershed Improvement Plan.

<p><u>Desired Outcomes and Progress Measures</u></p> <p>Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address.</p> <p>What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? →</p> <p>Progress Measure: Identify how you will know that you have achieved your outcome.</p>	<p><u>Strategies and Action Items</u></p> <p>Identify strategies that will help your community to achieve each identified outcome to the left. If applicable, break down each strategy into specific action items that outline different steps of the strategy.</p> <p>Specify how you are planning to achieve the desired outcomes.</p> <p style="text-align: center;">→</p>	<p><u>Implementation Partners</u></p> <p>Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.</p>
<p>Outcome 1: Treat 20% of impervious areas by 2025</p> <p>Progress Measures: Increase the number of projects completed in the City’s WIP.</p>	<p>Strategy A: Perform the list of projects in the City’s WIP with the assistance of an outside company. The City has negotiated a contract with a company that will work specifically on projects listed in the City’s WIP, as well as on additional projects not listed.</p> <p>Strategy B: Require additional stormwater treatment than the minimum already required. The City Council is working to pass an ordinance outlining the requirements of additional stormwater treatment for redevelopment and new development.</p>	<p>The City needs community buy-in, which can be helped with maintaining current working relationships with local non-profit organizations. It also will need to apply for additional grants to assist with the costs of attaining this goal. The City will continue to work with MDE, DNR; and the Chesapeake Bay Trust.</p>
<p>Outcome 2: Reduce flood risk from and adapt to sea level rise, storm surge and intense rainfall events</p> <p>Progress Measures: Retrofitted repetitive loss properties, flood damage reduction, drainage improvement, infrastructure installment, flood insurance ownership</p>	<p>Strategy A: Complete the Cultural Resource Hazard Mitigation Plan. The plan is in final format. The City’s Office of Environmental Policy (OEP) will implement the plan.</p> <p>Strategy B: Carry out the recommendations of the Cultural Resource Hazard Mitigation Plan such as natural and structural adaptation measures, a City flood adaptation and risk management initiative, and a flood disaster recovery and response plan among others. OEP will facilitate a multidisciplinary team of representatives from various departments across the City to coordinate over specific resilience and adaptation efforts and their appropriate integration into existing and future work.</p> <p>Strategy C: Carry out the flood mitigation strategies and actions of the City’s Hazard Mitigation Plan 2018 Update. Such actions will include:</p>	<p>The Office of Environmental Policy, Department of Transportation, the Office of Emergency Management, the Fire Department, the Department of Planning and Zoning, the Police Department, the Department of Public Works, Information Technology office (MIT), State government, U.S. Naval Academy, FEMA, U.S. Army Corps of Engineers</p>

	<ol style="list-style-type: none"> 1. Applying for participation in the Community Rating System to take advantage of discounted rates for flood insurance for property owners who have installed flood mitigation measures. 2. Installing drainage and nuisance flood improvements like the federal- and State-funded City Dock flood mitigation project that will prevent tidal flooding from impacting businesses, roadways and parking for up to a 10-year storm 3. Continuing to conduct public outreach efforts 4. Implementing and enforcing measures for critical facilities, etc. <p>Strategy D: Continue coordination with partner institutions and agencies like the USNA’s Sea Level Rise Advisory Council as well as Naval Facilities Engineering Command, and the U.S. Army Corps of Engineers’ Climate Preparedness and Resilience Community of Practice, among others, for maximizing capacity to mitigate and adapt to sea level rise and other climate change impacts.</p>	
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Economy

(Economic strengths and weaknesses can include but are not limited to regional accessibility, business attraction/retention, health of the business district and commercial vacancies, workforce/employment and economic drivers, local policies/regulations, marketing, tourism, cultural and historic assets)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Strategic location between the Severn and South Rivers, robust history and historic character, cultural amenities, the State capital of Maryland, and home of the U.S. Naval Academy • Served by 24 airports within 50 miles, rail within 9 miles and interstate access 2 miles away • Low Vacancy Rate – dropped from 7.4% to 4.6% from (2013 - 2017) • Low unemployment rate (currently 2.9%) • Vibrant commercial districts with 3,436 businesses, of which the leading industries were Public Administration, Accommodation and Food Services, Retail, and Health Care and Social Services • 595 businesses opened and/or expanded in Annapolis (2013-2017) • Strong incomes and local homeownership • Highly educated population (52.49% have a college degree) 	<ul style="list-style-type: none"> • The City is generally built out • Business size in the City of Annapolis is heavily weighted to small businesses (<2,500 SF each and 58.96% with only 1-4 Employees) • Limited manufacturing/industrial zones in the City of Annapolis • Federal and State properties do not pay taxes to the City • Housing prices in Annapolis are relatively high • Climate change and sea level rise are increasingly affecting City properties • Limited public parking and transit options • 10.9% of the population continues to live in poverty

Desired Outcomes and Progress Measures →	Strategies and Action Items →	Implementation Partners
<p>Outcome 1: Foster a vibrant City economy that provides sustainable opportunity to a diverse population Progress Measures: Increased Annapolis-business-related media mentions; Decreased poverty and crime rates; Increased annual new firm creation; Increase in ratio of commercial-to-residential property tax revenue; Successful construction progress and completion of new project; Low commercial vacancy rate; Low unemployment rate</p>	<p>Strategy A: Continue to develop a business-friendly culture that fosters entrepreneurship and encourages an increase in the number and diversity of businesses that establish, maintain and expand in all communities in the City by:</p> <ol style="list-style-type: none"> 1. Reviewing the processes/ policies in the City and making necessary changes to increase government efficiency. Examples could include streamlining the permitting process, registering vacant commercial properties, controlling deliveries, reduce short-term rentals’ negative impact on neighborhoods, etc. 2. Enhancing technology infrastructure <p>Strategy B: Foster economic diversity to reduce the City’s vulnerability to a single business sector by:</p> <ol style="list-style-type: none"> 1. Cultivating both high-growth, high-wage employment and smaller, locally owned businesses and startups to serve all residents 2. Attracting and providing assistance to industries that best capitalize on the City’s assets and are most beneficial to employment base, fiscal soundness, and economic diversity 3. Expanding workforce training opportunities in encouraging businesses to apply for workforce training assistance and programs, and facilitating partnerships with other public agencies and organizations <p>Strategy C: Support efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce through:</p> <ol style="list-style-type: none"> 1. Continuing to foster programs and incentives that increase the supply and variety of housing, provide support to underserved populations, attract businesses into targeted redevelopment areas, and expand entrepreneurial, job training and placement opportunities for lower-income 	<p>Downtown Annapolis Partnership, Annapolis Arts District, Maryland Hall, Maryland Theater for the Performing Arts, Anne Arundel Economic Development Corporation, Anne Arundel County Chamber of Commerce, and other local business associations, Visit Annapolis and Anne Arundel County, Anne Arundel Workforce Development Corporation, U.S. Small Business Association, Maryland Small Business Development Centers, Maryland Department of Commerce, U.S. Naval Academy, Latino Economic Development Center, public schools, Anne Arundel Community College and other higher education institutions, nonprofits, and other regional transportation organizations</p>

	<p>residents</p> <ol style="list-style-type: none"> 2. Leveraging Small and Minority Business Development liaison to provide support resources such as increased access to high-quality training opportunities and assistance 3. Facilitating a wide range of minority-business programs 4. Developing and maintaining Annapolis Minority Business list 5. Maximizing Procurement Department’s use of local and minority small businesses <p>Strategy D: Continue to enhance the City’s Economic Development Webpages to support and promote the City’s primary industries by:</p> <ol style="list-style-type: none"> 1. Reconfiguring navigation hierarchy of webpages 2. Highlighting various commercial tax incentives 3. Continually updating website and business manuals 4. Creating and posting a “Why Annapolis” report to attract and retain businesses and investors 5. Producing videos and/or storymaps <p>Strategy E: Support the development and implementation of a department-level strategy to address a rise in sea level and to mitigate other hazards in order to preserve the vitality of the City through:</p> <ol style="list-style-type: none"> 1. Serving on board of local resiliency organization in addition to City’s own resilience working group 2. Exploring the creation of an Industrial Development or Resiliency Investment Authority to better accommodate public-private investments 3. Researching how land is assessed in relation to resiliency and zoning 4. Expanding hazard mitigation/life-safety tax credits 5. Assisting in implementation of resiliency recommendations 6. Evaluating risks specifically economic from sea level rise in decisions made 	
<p>Outcome 2: Enrich the Creative and Green Economies</p>	<p>Strategy A: Foster unique and innovative culture, heritage, arts, entertainment, recreation and technology businesses by:</p> <ol style="list-style-type: none"> 1. Supporting the development of a comprehensive approach 	<p>Downtown Annapolis Partnership, Annapolis Arts District, Maryland Hall, Maryland Theater for the Performing Arts, Anne Arundel</p>

<p>Progress Measures: Increased number of qualified target industry leads; Increased hotel occupancy; Less traffic congestion; Increased job growth in target industry sectors</p>	<p>to Arts/Culture/Entertainment goals</p> <ol style="list-style-type: none"> 2. Assisting with resources and creative placemaking activities in all commercial districts 3. Continuing to provide targeted technical assistance to creative, entrepreneurial and innovative startup and high-growth businesses <p>Strategy B: Raise awareness, participation, and support for Annapolis’ cultural amenities by:</p> <ol style="list-style-type: none"> 1. Promoting Annapolis as a center of excellence for culture, heritage, arts, entertainment, recreation and tech 2. Participating with the A&E District as a liaison, and board or committee member on an ongoing basis 3. Developing Arts Business classes and Arts Appreciation/Arts investing classes 4. Assessing the City’s investment in culture and entertainment and recommending changes in programming and funding <p>Strategy C: Foster the development of new and emerging industries, especially those that are clean and green, in order to diversify the local economy and support the City’s green goals through:</p> <ol style="list-style-type: none"> 1. Conserving and promoting natural and manmade areas important to local character 2. Attracting and retaining the types of businesses and industries that align with goals for health, recreation, environment and hazard mitigation 3. Assisting in promoting existing initiatives that align with these same goals 4. Assessing and supporting the needs of a range of clean energy industries 5. Fostering new types of alternative transportation businesses 6. Encouraging green development/construction throughout 7. Supporting existing planning efforts to complete bicycle and pedestrian network <p>Strategy D: Reduce dependency on the automobile in encouraging mixed use development where people can live, shop</p>	<p>Economic Development Corporation, Anne Arundel County Chamber of Commerce, and other local business associations, Visit Annapolis and Anne Arundel County, Anne Arundel Workforce Development Corporation, U.S. Small Business Association, Maryland Small Business Development Centers, Maryland Department of Commerce, U.S. Naval Academy, Latino Economic Development Center, public schools, Anne Arundel Community College and other higher education institutions, nonprofits, and other regional transportation organizations</p>
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	<p>and work through:</p> <ol style="list-style-type: none">1. Working with transportation and parking stakeholders to develop efficient, dependable public transportation and more fringe parking options2. Encouraging transit-oriented development, transit options and non-auto modes for all residents and workers3. Assisting in publicizing bicycle and pedestrian infrastructure and amenities4. Expanding technology use to promote transportation alternatives5. Better promoting available transportation and parking options	
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Transportation

(Transportation strengths and weaknesses can include access to transit corridors, pedestrian safety and accessibility/sidewalks, alternative modes of transportation, such as bikeways and trails, public transit, such as bus and rail, carpooling, proximity to transportation centers, parking, road conditions)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to two major cities – Baltimore and Washington D.C. – enables greater regional cooperation over transit particularly commuter options. • Annapolis is a member of the Baltimore region’s metropolitan planning organization, the BMC, who has authority over the region’s transportation issues. • Strong enthusiasm among local organizations and resident groups for bicycle mobility and safety. • The entire baroque-layout downtown is very walkable and served by several transit options including a free circulator and State shuttle. 	<ul style="list-style-type: none"> • Many City roads are under the jurisdiction of the State or County leaving the City with an uphill battle to implement some of its desired roadway improvements. • Narrow streets throughout, especially in the Historic Downtown, forcing creativity in enabling safe bicycle mobility. • Geographically, Annapolis is a peninsula meaning it is constrained in its ability to improve roadway connectivity and redundancy (only a handful of routes in and out of the City). This often leads to gridlock during traffic incidents and emergencies. • Parts of the City serve as a commuter corridor, a large portion of residents travelling to and from employment destinations as well as shopping outside of the City (Washington D.C. for employment and Parole for shopping).

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Reduction in local congestion throughout the road network</p> <p>Progress Measures: Decrease vehicle miles travelled (VMT) for new development in the City.</p>	<p>Strategy A: Amend Transportation Adequate Public Facilities Ordinance (APFO) and Traffic Impact Analysis Guidelines. New APFO will consider more modes than the automobile and will measure what we value--safety, trip reduction or demand management, and travel time reliability--not just the mechanics of traffic signal operations.</p> <p>Strategy B: Support expanded use of technology to reduce the number of daily trips in private vehicles, better manage congestion in a coordinated manner via intelligent transportation systems, and expand the refined traffic model city-wide to inform future land use decisions</p> <p>Strategy C: Establish redundancy in the network wherever possible by implementing street network connections and improving other local street grids. If vehicle connections cannot be made, encourage pedestrian and bicycle connections. Consider small connections that would enable bypass operations in the event of an emergency, especially where the geography limits longer vehicular bypass opportunities or relief roads.</p>	<p>Department of Planning and Zoning, Transportation, Public Works, IT, Baltimore Metropolitan Council, Anne Arundel County Office of Transportation, Office of Planning and Zoning, State Highway Administration</p>
<p>Outcome 2: Encourage a shift to alternative modes of transportation</p> <p>Progress Measures: Amount of increase in linear footage for pedestrian and bicycle paths.</p>	<p>Strategy A: Prioritize investments in bicycle and pedestrian infrastructure improvements to achieve a network of continuous bike and multiuse routes</p> <p>Strategy B: Increase transit quality and accessibility by encouraging transit-oriented infill, cooperating with the County on an intermodal transit center, expanding commuter transit, and improving City bus service through economical and efficient service, routing and span-of-service info, and event management</p> <p>Strategy C: Improve bicycle and pedestrian safety with safe walking routes to schools and other community destinations, connections in closed streets and cul-de-sacs, filled in sidewalk gaps, and traffic calming measures.</p>	<p>Department of Planning and Zoning, Transportation, Public Works, Anne Arundel County Office of Transportation, Bicycle Advocates for Annapolis and Anne Arundel County (BikeAAA), MTA, Bike Maryland, Central Maryland Transportation Alliance, National Complete Streets Coalition</p>

Housing

(Housing strengths and weaknesses can include affordability, homeownership vs rental, housing stock diversity, housing condition and value, housing programs, foreclosures, residential vacancies, property values, home sale values)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Affordability – 42% of Multifamily rental developments are subsidized • Housing condition and value • Housing Programs available to low and moderate income residents • No neighborhoods impacted by a significant number of foreclosures • Residential vacancies are low 	<ul style="list-style-type: none"> • Public Housing Units in poor condition • Property values very high • Lack of housing stock diversity by income

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Improved housing conditions in public housing</p> <p>Progress Measures: Number of public housing units improved</p>	<p>Strategy A: Convert Public Housing to public private partnerships</p> <p>Strategy B: Convert Public Housing into project based Section 8</p> <p>Strategy C: Coordinate with the Housing Authority of the City of Annapolis (HACA) and their redevelopment plans for their properties to ensure they conform to broader Sustainable Community goals</p>	<p>Housing Authority and Private nonprofit and for profit affordable housing developers, State Government</p>
<p>Outcome 2: Increase availability of Affordable housing especially for minority and senior populations</p> <p>Progress Measures: Number of units available for households with incomes less than 100% of median family income; Number of rental and for sale MPDU units</p>	<p>Strategy A: Support new construction of Low Income Housing Tax Credit Projects.</p> <p>Strategy B: Improve the effectiveness of the Moderately Priced Dwelling Unit Program (MPDU)</p> <p>Strategy C: Draft and codify legislation to allow Accessory Dwelling Units in certain residential neighborhoods. As common inhabitants of Accessory Dwellings Units, the senior population could benefit the most from such enabling legislation.</p>	<p>State Government, Private nonprofit and for profit affordable housing developers</p>

Quality of Life

(Strengths and weaknesses can include crime, socio-economic demographics, educational opportunities, museums, libraries, historic and cultural assets, civic amenities, faith-based organizations, economic health of households, sense of place, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> • The City has been recognized for its active community and emphasis on fitness with its Healthy Lifestyle initiative. • Burgeoning Arts community with local artists, galleries and venues hosting events and festivals throughout the year to high turnouts. • Lively collection of civic groups and organizations, and many residents take advantage of the variety of civic opportunities. • The culture around the water permeates throughout the City with nationally recognized water-based activities, attractions and businesses. • Annapolis has become a renowned tourist destination with numerous cultural assets due to its rich history. 	<ul style="list-style-type: none"> • Some under-invested areas of the City are a shadow of downtown, experiencing more crime, fewer amenities, and less employment opportunities. • Annapolis has an aging population and has had some difficulty in retaining younger generations. • Attributing to the large tourism industry, certain activities and amenities cater more toward visitors than residents.

Desired Outcomes and Progress Measures	→ Strategies and Action Items →	Implementation Partners
<p>Outcome 1: Residents with equal access to diverse and vibrant array of arts, cultural, heritage, and entertainment opportunities</p> <p>Progress Measures: Future economic impact of Arts District including jobs, wages, tax revenue</p>	<p>Strategy A: Work with local cultural, heritage and arts organizations as well as other community groups to advance public art, local cultural activities, and events, and encourage participation/representation from underserved communities</p> <p>Strategy B: Better promote and involve the cultural, heritage and arts communities broadly and in previously unrepresented areas of City activity and functioning</p>	<p>Downtown Annapolis Partnership, Annapolis Arts District, Maryland Hall, Maryland Theater for the Performing Arts, Annapolis Arts Alliance, Art in Public Places Commission</p>
<p>Outcome 2: Residents have optimal ability to maintain and improve physical and mental wellbeing</p> <p>Progress Measures: Crime and poverty rates, membership at recreational facilities, drug use and overdose statistics specifically opioids.</p>	<p>Strategy A: Serve as a model for public safety in terms of access to quality emergency and non-emergency health care, rescue services, substance abuse services, gun and other weapon safety, targeting those neighborhoods with the highest need</p> <p>Strategy B: Increase access to quality parks and green space and enhance opportunities for recreational and other physical activities at all ability levels, particularly in underserved neighborhoods. Preserve and/or include green space in residential areas with new development.</p> <p>Strategy C: Improve healthy food access, affordability and quality through urban and community gardens, farmers’ markets, CSAs and Co-ops, school nutrition and gardening programs, small groceries and convenience stores</p>	<p>Recreation and Parks, Public Works, Police Department, Fire Department, Office of Emergency Management, HACA, Anne Arundel County Department of Health, Dept. of Social Services, National League of Cities</p>

Local Planning and Land Use

(Strengths and weaknesses in the local planning and land use subject area include but are not limited to zoning, land use, policies, taxes and fees, historical patterns of development, lot sizes and shapes, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> • An abundance of historic properties influenced by colonial design and every style since that has given Annapolis its unique and enduring character. • A mix of vibrant neighborhoods with locally serving businesses • Wealth of amenities and destinations comparable to larger mid-sized cities while maintaining the feel of a small city • Traditional development in parts of the City have become more desirable as people prefer more low-scale urban places with variety of uses all in close proximity. 	<ul style="list-style-type: none"> • The excessive number of zoning classifications applied across the City can complicate specific regulations from place to place. • As a peninsula, land is limited, and much of the land in the City is already built up leaving the majority of future growth to occur through infill development and redevelopment. • Since Annapolis is a capital city, it has an above average amount of institutional property, particularly State-owned, and property owned by the Naval Academy, that do not contribute to property tax revenue. • Waterfront areas of the City like in Downtown and Eastport are subject to heightened restrictions under the State’s Critical Area designations.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Distinct, attractive and cohesive identity across all Annapolis neighborhoods</p> <p>Progress Measures: Number of new and updated zoning ordinances that encourage mixed use development</p>	<p>Strategy A: Preserve and rehabilitate the City’s cultural and historic resources in the Historic District and elsewhere</p> <p>Strategy B: Beautification through community clean-up efforts to increase aesthetic quality and sense of ownership/place, partnerships with local groups and organizations for representative art and branding, and improved pedestrian and vacant spaces.</p> <p>Strategy C: Street design standards</p>	<p>Department of Planning and Zoning, Historic Preservation Commission, Historic Annapolis, Preservation Maryland, Maryland Historical Trust, Recreation and Parks, Office of Environmental Policy, Public Works, Transportation</p>
<p>Outcome 2: More mixed use development that supports multimodality</p> <p>Progress Measures: Number of new mixed-use developments.</p>	<p>Strategy A: Community character supporting infill development and redevelopment in underperforming areas into low-scale mixed-use</p> <p>Strategy B: Comprehensive zoning rework including text/design guidelines with more emphasis on form and function</p> <p>Strategy C: Better efficient and optimized plan review process</p>	<p>Department of Planning and Zoning, Anne Arundel County Office of Planning and Zoning</p>