



**Urban Land  
Institute**

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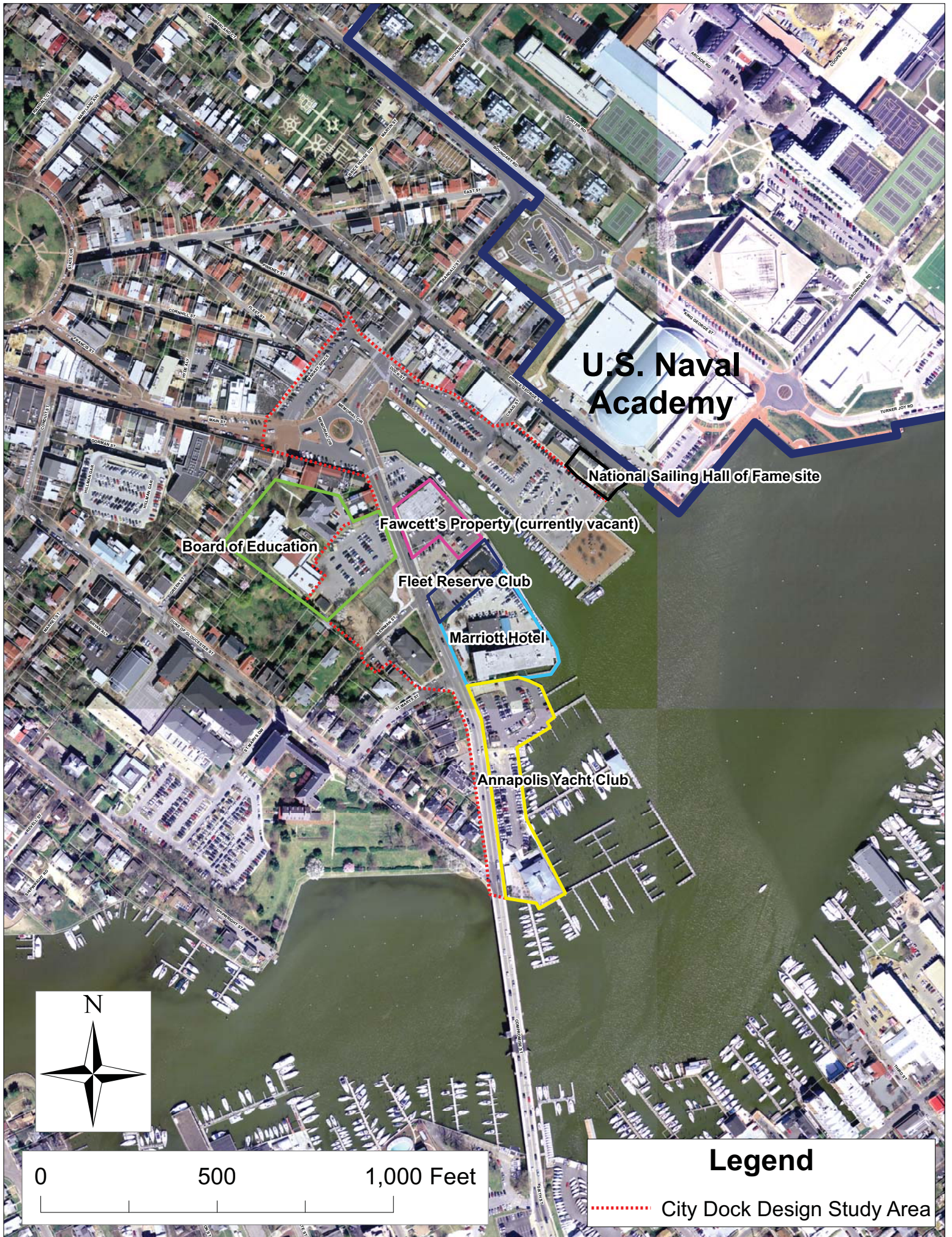
## **A Technical Assistance Panel Report**

### **Annapolis City Dock**

Sponsored by:  
City of Annapolis  
Department of Planning and Zoning

November 9-10, 2010





**U.S. Naval Academy**

**National Sailing Hall of Fame site**

**Board of Education**

**Fawcett's Property (currently vacant)**

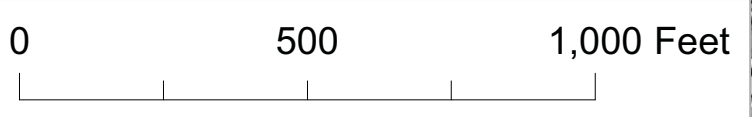
**Fleet Reserve Club**

**Marriott Hotel**

**Annapolis Yacht Club**

**Legend**

..... City Dock Design Study Area





# **Annapolis City Dock**

Annapolis, MD

November 9-10, 2010  
A Technical Assistance Panel Report

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## **About ULI Washington a District Council of the Urban Land Institute**

ULI Washington is a district council of ULI—the Urban Land Institute, a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 30,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better communities.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through its educational programs and community outreach initiatives.

## **About the Technical Assistance Panel (TAP) Program**

The objective of ULI Washington's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and nonprofit organizations in the Washington Metropolitan area. Drawing from its extensive membership base, ULI Washington conducts one and one-half day panels offering objective and responsible advice to local decision makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

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## Acknowledgments

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The panel would also like to thank the Hon. Joshua J. Cohen, Mayor; Iain Banks, Personal Transportation and Parking Specialist; Frank Biba, Chief of Environmental Programs; Jeff Halpern, Architectural Consultant; Lisa Grieco, Civil Engineer; Lily Openshaw, Civil Engineer; Doug Smith, Special Advisor to the Mayor for Development; and Flip Walters, Acting Harbor Master, for also joining the panel during their tour and for their presentations to the panel, which augmented the briefing materials and provided an opportunity for the panelists to ask clarifying questions.

Finally, the panel was also very grateful to have the benefit of input from other stakeholders, residents, business owners, and public officials, who attended the opening and/or closing sessions of the panel, as listed below:

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Joe Budge	Resident
Jon Bullock	Resident / JHU Real Estate Graduate Student
Kate Chabboneau	Resident
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Lee Tawney	National Sailing Hall of Fame
Richard Tierhorst	Property Owner
Peter Trogdon	Weems & Plath
Cindy Wilson	Business Owner in Arnold

Oner Yucel  
Pat Zeno  
Lisa Zimmerman

Andrews, Miller & Associates & DBF, Inc.  
Resident  
Resident



*Panelists meet with area residents and other community stakeholders to gather input at the beginning of the TAP process.*

The findings and recommendations provided in this report are based on the collective expertise of the panel, along with the briefing materials, and information gleaned from the tour, stakeholder presentations, and roundtable discussions conducted during the panel's one and one-half day effort.



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# Foreword: Overview and Panel Assignment

## **Nature of the assignment**

The City of Annapolis draws thousands of visitors every year to explore its rich and vibrant history and architecture, and to its preeminent events such as the in-water boat shows held annually in October. The downtown, and especially the City Dock area, is a very popular place for residents and tourists alike. However, there remains untapped potential in this capital city—and the City of Annapolis government has embarked on a renewed effort to look at City Dock and make improvements to the way this vital space functions. As part of this effort, the City is requesting that the Urban Land Institute assemble a Technical Assistance Panel to examine the ways the City Dock area could be more successful. Please refer to the attached map to see the delineated study area.

## **Key issues and problems**

The key issues in this area are conglomerations of economic, political, visual, and functional concerns. The City has struggled to identify the best ways to showcase this area and how to make it a more diverse and exciting destination. The City is beginning a year-long process to generate a consensus plan regarding the use and look of this space. It is important that City Dock be a place that local Annapolitans can be proud of. It is also important that the City Dock be a place that is economically viable and a continuous source of interest and activity for tourists and residents alike. The City Dock is currently the site of a weekend farmers' market, as well as the location of performances by musicians, jugglers, and other buskers. Ideally, these on-going efforts can be nurtured and encouraged.

## **Brief history**

Annapolis is located on the banks of the Severn River, where it flows into the Chesapeake Bay. For over 300 years, the City has been a waterfront destination and its downtown district was named a National Historic Landmark in 1965. Up until the 1950s, the City Dock area was known as a working port that was integral to the economic well-being of the City. Oyster season was a busy time of year, and City Dock was known for its crowd of skipjacks, tonging, and other working boats. After the 1950s, Annapolis' reputation as a luxury boating center began to grow. Soon, the watermen of the City Dock were no longer the dominant users of this space.

In the last few years, there have been major public works efforts to improve this area, including burying utilities and bricking Main Street. After severe flooding caused by Hurricane Isabel in 2003, there were several building upgrades made to such facilities as the Market House in order to limit flood damage in the future. The City Dock bulkhead replacement was a major capital improvement project that was finished in 2008. The City additionally received the Main Street Designation in 2009 from the National Trust for Historic Preservation.

## **Current Planning Process**

In the past twenty years, there have been various efforts to plan and design the City Dock area. In 1993, the Ward One Sector Study broadly analyzed existing conditions in this area, including land use, transportation and parking, zoning, as well as the existing retail market. The Study made many recommendations regarding streetscape and design improvements. Some of these recommendations were implemented; others were not although many are still referenced as potential ways to enhance City Dock. The Ward One Sector Study essentially represents the last time there was a consensus plan for this area.

While there have been other ad hoc efforts, the 2009 Comprehensive Plan affirmed the need for an updated inclusive plan. The City Dock Citizen Advisory Committee was formed in October of 2010, and participated in the ULI TAP public events. The Department of Planning and Zoning has also begun a study of existing traffic conditions and an evaluation of bicycle, automotive, and pedestrian conflicts. A survey of residents regarding their use and opinions on the City Dock area will also be underway in the next six months. A Study of Flooding Scenarios (to 2100) and possible mitigation measures is nearing completion. These efforts will inform a larger design study that is planned to last over the course of the upcoming year.

The ULI TAP is an early event in this process that will help direct the City's path of inquiry and refine the elements that should be addressed in the design study. It will also advise the City on market indicators that affect the financial viability of this area. Within one year, the City hopes to have a design plan and economic blueprint for this area that can then begin to be implemented.

## **Assignment Questions for the ULI TAP**

### The Visions

1. While there is not a solidified or sole vision for the City Dock area, over the years there have emerged plans for the area that share many elements such as: a destination that is pedestrian-friendly, locally cherished and a source of local pride, with meaningful connections to the water and colonial American history. What investments should the City pursue given the common aspects of these plans?
2. What is the best way to foster a place where there is a large mixture of commercial uses and other attractions that draw economically and culturally diverse groups of people? What is the best way to create a place that is a festive, dynamic, and exciting destination?
3. What are some temporary ways that parts of the City Dock can be transformed for specific events? What kind of festivals and other events would be the most successful here? How can the design needs of these kinds of events be balanced with the needs of the annual boat shows?



### Finance/Economics/Development Potential

4. What is the market potential for the commercial spaces around City Dock?
5. How can these establishments attract both tourists and residents?
6. What is the best way the City can adaptively re-use the building that housed the former Recreation Center, located at 9 St. Mary's Street? (See binder for a history of this building.) Should the City be considering development potential for any other city-owned assets in this area, including the Harbor Master Building, Susan B. Campbell Park, Hillman Garage, or the surface parking lots?
7. What is the role of private businesses like the eCruisers (see binder) that help move people around Annapolis?

### The Role of City Government

8. One often-heard criticism of the City is that there are too many regulations that govern (and potentially stifle) development in the City Dock/Main Street area. These important overlapping regulations include zoning and building codes, the guidelines of the Historic Preservation Commission, and state laws such as the Chesapeake Bay Critical Area. How can the City balance economic development and regulatory goals? What are the ways that the City could alter its regulations to be more flexible considering the ever-changing political / environmental / economic /cultural climates?
9. What division of City resources (such as staff time) should be allocated to forming a comprehensive vision? Toward fostering smaller community-driven efforts?
10. How beneficial in terms of development potential would it be for the City to adopt the International Existing Building Code? Would this Code make it easier to use second and third-story spaces in existing buildings?

### Access to Public Space

11. What are the best ways to make this area more pedestrian-friendly?
12. How can we balance demand for parking with other potential uses of public space?
13. What use of public land and facilities most effectively supports the goals of the City for this area?

## Market Potential

In order to fully understand the market potential of the City Dock, the panelists first spent a significant amount of time touring and critically examining not only the study area, but also the surrounding areas such as Main Street and—farther afield yet nonetheless impactful—the Parole Town Centre and Westfield Annapolis. The panelists also brought to bear their own varied experiences working in different markets throughout the region, including other historic waterfronts. Through this process, they reached the conclusion that, by and large, the study area and the Main Street that feeds into it are in comparatively good shape: the area is vibrant, has character, and most notably a great collection of restaurants. Indeed, many jurisdictions would give anything to have as much going for them as Annapolis.

Refinement and Improvement, Not Reinvention. Of course, the panelists are cognizant of the limitations inherent in their status as outsiders, “parachuting in” for a mere day and a half and thus unable to grasp all the complexities of an area, despite their best efforts and extensive briefing; on the other hand, being outsiders often enables panelists to more clearly see the strengths of an area, instead of merely focusing on what is lacking. Building upon such strengths, rather than trying to outright move the market, is not only far less costly, but also bears a far greater likelihood of success. This is not to say that refinements and improvements can’t and don’t need to be made here. Competitor markets are constantly seeking to improve themselves in order to attract a larger share of the regional economy, including those most sought-after of consumers: tourists and shoppers who require few public services but who do provide essential sales tax and other revenues, and Annapolis must do the same. Similarly, the panel heard clearly from residents that they would like to see more local-serving retail, so that they may more fully use and enjoy the heart of their city. The panel believes that both of these aims may be accomplished through a combination of building upon those strengths that already exist and seeking out those redevelopment opportunities that will bring more residents, workers, and yes, more guests, albeit of the longer-term variety, into the area in order to diversify the retail offerings.

A Regional Dining Destination. Clearly, the massive amount of new regional retail that has been built on the outskirts of Annapolis imposes limitations on what types of businesses can exist in the City Dock area, as there are some types of retailers that will simply prefer the easy-in/easy-out access and predictable store format afforded by the large-scale, highway-adjacent Parole Town Centre. Thus, although it may appear that there is an insufficient diversity of retail within the study area, the panel believes that the merchandising mix is pretty much “where it wants to be” right now, with the existing population and visitor mix. Given the preponderance of restaurants that currently exist, it is clear that the study area and its immediate surroundings constitute a dining destination for the region, with people willing to travel a considerable distance to dine in Annapolis. Restaurants contribute to a lively and well-activated streetscape, providing a greater sense of safety well into the evening, due to the fact that people are most comfortable in parking garages, on the street and in public spaces when there are

sufficient numbers of other people coming and going. Restaurants also have the potential to offer numerous spin-off benefits to other retailers if the patrons can be persuaded to “linger” within the area, although this element appears to be missing currently.

As a result of the reasons cited above, restaurants are often highly sought-after users by both building owners and other jurisdictions, meaning that Annapolis should not take its status as a regional dining destination for granted. As with many different types of retail, though, restaurants like to locate near other restaurants, thus Annapolis is already at an advantage and well-positioned to continue its growth in this sector, and should by all means seek to do so. In the Planning and Design and Implementation sections that follow, the panel offers recommendations that can both buttress this existing strength—in order to ensure the area remains such a destination well into the future—and maximize the potential spin-off benefits from it, with the goal of getting diners to linger in the area as long as possible, and patronize other establishments during their visit.

More Neighborhood-Serving Retail Requires More Neighbors. Embedded within the statement above regarding the merchandising mix being “where it wants to be right now” is the important caveat, “with the existing population and visitor mix.” In order to attain a greater diversity of retail offerings, particularly those that are neighborhood-serving, the balance between visitors and residents patronizing the City Dock area needs to shift, so that there are more “neighbors” within and immediately adjacent to the area who can be served by the type of retail that offers more day-to-day goods and services. While such retail cannot and should not attempt to compete with the offerings of a Parole Town Center, it can nonetheless offer some goods and services within walking distance to both new and existing residents and some visitors, thereby easing both the necessity to get in a car and drive as frequently, and the traffic that results. Fortunately, several redevelopment sites within the study area offer context-sensitive opportunities to bring in new residents, workers, and overnight guests who can add to the market for additional retail offerings.

New Development Potential for Residential, Hospitality and Retail. As discussed in the Implementation section of the report, a great deal more data collection and in-depth market analysis needs to occur in order to determine more definitive market potential for the available redevelopment sites, so the panel limited itself to taking a broader view, based on the information provided and their own observations. For example, as can be seen by the residential property listings and as was described during the community input session, there appear to be few residential options available within or even adjacent to the study area that are in the price range of young professionals and others just starting out. Providing new residential options would allow those who grow up and/or attend college in Annapolis to stay within the area and continue to contribute to the economic and civic vitality of the area. Similarly, new residential product would also allow long-time Annapolitans wishing to downsize from a house and perhaps also shed a car to have a viable and more walkable option to do so, and thereby age in place.



Although the Westin Hotel north of the study area is still quite new, the panel believes additional demand also exists for hospitality uses closer to the City Dock, and unlike day-trippers, hotel guests—be they staying for business or pleasure—are more likely to need retail establishments that offer more than just a souvenir t-shirt. Such guests are also more likely to park their car and leave it for the duration of their stay.

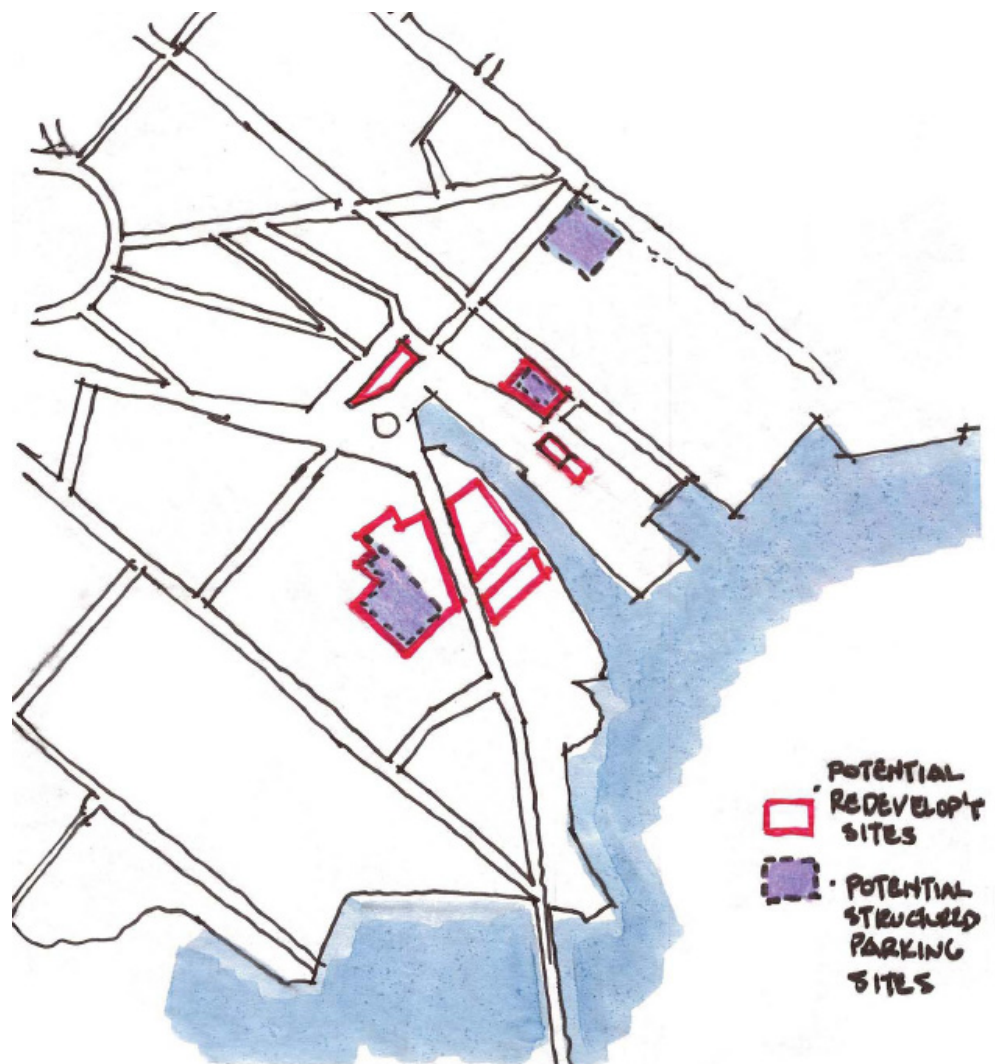
Context-Sensitive Redevelopment. The panel makes note of the preceding facts in order to reassure residents that they are keenly aware of their concerns regarding both parking and other intrusions occurring in the neighborhoods surrounding City Dock. To that end, the panel believes that any such redevelopment should not only provide sufficient parking for its own use, but also allow for some additional public parking, in order to consolidate some of the city-managed lots that are currently scattered around the area and are so negatively impacting the pedestrian experience. When combined with the other parking and traffic management strategies outlined in the Planning and Design section of the report, not to mention the added walkability that would result from providing a wider variety of uses within close proximity to each other, the panel is confident that new development could actually reduce such incursions into surrounding neighborhoods. The panel is also aware of the fact that it was the development of the Marriott (then Hilton)

Hotel in 1964 that helped galvanize the community to pass the first Historic District Ordinance in 1968, and that as such any talk of new residential or hospitality development can set off alarm bells; these concerns are also addressed in the Implementation section of the report.

Illustration 1, to the right, depicts those parcels the panel views as most advantageous for redevelopment, including:

1) the historic Community Services Building, which until recently housed the old Annapolis Recreation Center and which could

*Illustration 1: Potential Redevelopment and Consolidated Parking Sites*



be adaptively reused for hospitality or residential. Although the building could also be used for office space, the panel recommends a hospitality or residential use in order to provide activity throughout the day and evening, which is compatible with the surrounding hotel and residential uses. An office use would be dark in the evening when the workers left, and thus would not add the same level of activity on the street;

2) the Board of Education site and the adjacent city parcel currently used as a plaza and sport court, which the panel recommends putting under the control of one entity, such as an Economic Development Corporation, with redevelopment potential as mixed-use with structured parking component (may require height flexibility);

3) the vacant lot and adjacent non-historic parcels along Dock Street adjacent to the Sailing Hall of Fame, which offer an opportunity for hospitality/residential space; and,

4) the Fawcett's site, which could allow for a hotel if height flexibility is allowed for, or waterfront entertainment/dining retail if not. The panel recognizes that these uses are not allowed under the current zoning, and has been informed by the city that there is a desire to protect maritime uses, so the panel understands this recommendation may require a balancing of interests.

The Market House is also shown on the illustration above, and as it is already in the midst of redevelopment, merits more detailed discussion. The panel recognizes that there are a great many different opinions regarding what to do with the Market House, and that the panel heard only a small sampling of them; in the panel's opinion, however, the best niche for the facility is akin to that which it served historically. Thus, the panel recommends that the Market House operate as an open-air, flexible use space that can be easily changed around to suit different retailing and programming needs, even within the course of a single day. Given the key location of the site and its potential to create a node of activity that better links the end of the dock and water's edge with the restaurants and other retail along Randall Street and Main Streets—and thus draw people between the two areas, which doesn't always appear to happen—the Market House must maintain maximum flexibility. In many ways, there is currently a bifurcated daytime and nighttime retail experience in the City Dock area: families and tourists shop and frequent establishments such as ice cream stores during the day, while the nighttime crowd consists largely of those patronizing restaurants and bars. If the Market House retains sufficient flexibility, it could be used for arts fairs, retail kiosks, or other complementary uses during the day, while at night it could serve as an arts and entertainment venue, thereby helping both types of business during their times of greatest use.

In addition to providing an essential linkage between Randall Street and the end of the dock, the Market House could also provide a much-needed linkage to other retailers in the historic district, as the panel heard a number of residents tell them that tourists do not venture very far up Main Street, and that there is almost a type of invisible boundary that exists as you walk uphill. Perhaps if some Main Street and other historic district retailers had the opportunity to showcase a sampling of their goods at a kiosk in the

Market House, shoppers would be more inclined to seek out their main store. Of course, such a flexible space and abundant programming would require a great deal of management, as shall be discussed in the Implementation section.

Second and Third Stories of Existing Structures can be Utilized for Professional Office and/or Residential. Although just outside the boundaries of the study area, the panel did note that a number of buildings in the historic district have what appear to be vacant second and third stories, which could be converted to small professional office or residential space for which the panel does see market potential. Such adaptive reuse can maximize the output of these structures, providing greater returns to building owners and thus also providing the means and greater incentives to properly maintain them, while at the same time increasing the number and diversity of people in and around the City Dock area during all times of day, which can contribute to the more balanced retail mix discussed previously.



## Planning and Design

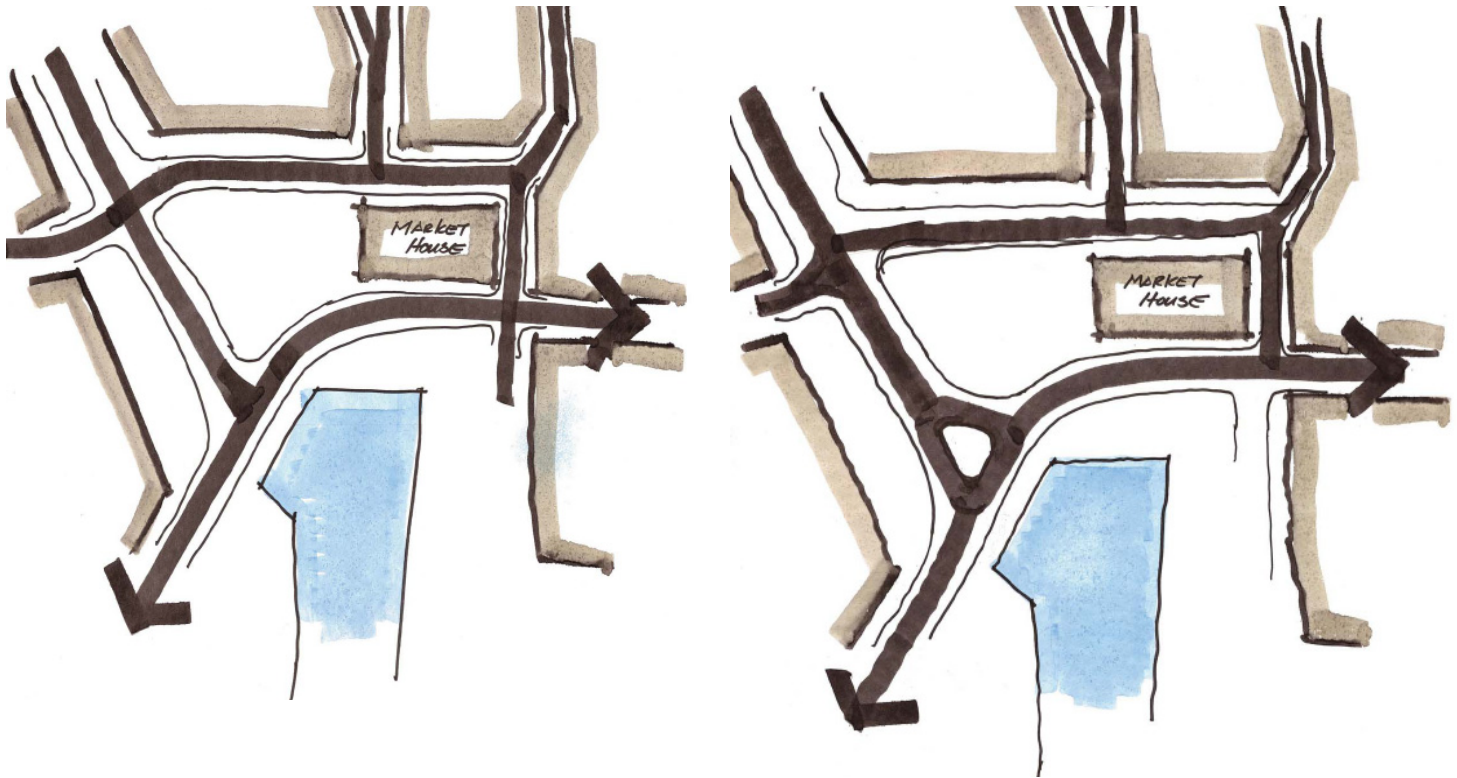
During the public input sessions, the panelists heard from a number of citizens how much they treasure the fact that the City Dock and the area surrounding it is a walkable urban place, and indeed the panelists felt the same during their tour. On the other hand, there were also many sentiments expressed about the need to improve walkability in the area, and of the pedestrian/vehicle conflicts that can occur, particularly on busy summer evenings. The panelists were not in the area during the summer, but they did nonetheless get a sense of how these clashes could occur, as even on a relatively calm Tuesday evening and Wednesday morning, the traffic circle provided for several too close for comfort encounters between the panelists and passing cars. In the image below, one can most clearly see how much driving pavement exists within the area, which sends a definite signal that this area privileges the vehicle over the pedestrian.



Although the traffic circle allows for continual flow, the pedestrian is forced to yield to the vehicle. As Annapolis is a seventeenth century town by design, but has had a twenty-first century circulation and transportation system imposed upon it, the current configuration is not in keeping with the city's character, and the panel believes that it is critical to fix the traffic circle, in order to focus on pedestrian. Similarly, there is a great deal of pavement along Randall Street, and the panel recommends the area be studied to determine if three lanes are indeed needed here.

In Illustrations 2 and 3, below, the panel shows two concepts that allow for shorter distances for pedestrians to cross, one of which removes the circle entirely, while the other uses a smaller triangular island that could calm traffic and maintain a focus on pedestrians. The panel understands that the city has engaged professional consultants to conduct a thorough traffic study, and commends them for this proactive approach. With the benefit of the data they will collect, the city and citizens will be able to critically examine these various options more thoroughly than the panel was able to, but the panel offers these as a starting point for discussion. Similarly, the panel is aware that there was a 1994 “Main Street Route Reversal Study,” and that one alternative that was examined included making Main Street two-way all the way down to the circle. Although the panel understands there were concerns raised about making Duke of Gloucester one-way in the opposite direction, and thus impacting pick-ups and drop-offs at St. Mary’s School, the panel nonetheless believes this option merits further study and discussion, as such a change would offer an alternative route for vehicles coming from Eastport, reducing congestion on Randall Street. This could also allow Randall Street to be closed for events at the City Dock.

*Illustrations 2 and 3: Potential Reconfigurations of Traffic Circle to Enhance Pedestrian Safety*



Parking. Parking came up a great deal in discussions with residents, with many citizens commenting that having surface parking next to the water is not the highest and best use of that precious space, and in large measure the panel agrees. The panel was hampered somewhat by not hearing from business owners who rely on that parking, but the panel can nonetheless imagine what their concerns might be, and for that reason and others the panel cautions that before peremptorily removing parking spaces, the City needs to formulate a comprehensive parking strategy. Elements of such a strategy are:

- 1) Do not build additional garages until a need has been established for them, in particular that the best use is being made of current spaces. The panel could not find any data regarding garage usage at peak and non-peak hours, but the panel suspects that purpose-built garages, such as those that mainly serve state employees, are underutilized at their off-peak hours, which are of course on-peak hours for nightlife. A parking supply and demand analysis is needed in order to determine need and potential areas of excess capacity.
- 2) View on-street spaces as short-term, making sure spaces turn over frequently, be it through pricing or other means, so that longer-term visitors are encouraged to use garages instead.
- 3) In order to maximize garage use, better wayfinding is needed. Panelists heard from a number of citizens that visitors frequently drive directly to the water, and only then look for a place to park, adding to traffic and diminishing the pedestrian experience. Although it is impossible to deter everyone from this approach, the current difficulty in finding existing garages no doubt exacerbates this problem. Nor are roadside signs the only option to convey such available parking information, as the panel understands that such signs can add to visual clutter. iPhone and other smartphone apps, as well as prominent placement of such information on the city and visitor center's websites, can communicate exactly where parking spaces are, while "smart garages" like those at BWI airport can tell people exactly how many open spaces exist in a given area. If visitors can be informed while still on Rowe Boulevard that few if any spaces are open around the City Dock, they will be more likely to divert into a parking garage instead.
- 4) Visitors will also be more likely to park in garages if they can be assured via both signage and experience that circulator buses will be traveling every 10-15 minutes from the garages to destinations in the historic district, with operating hours clearly posted. Such reliable and frequent service, preferably using smaller, differently branded buses, will also be more likely to induce employees to park outside the City Dock area, freeing those spaces up for visiting customers and clients. The panel understands that some such shuttle service does exist, but it does not appear to operate in the evening, or to be well-publicized.
- 5) After the parking supply and demand analysis is complete, ongoing monitoring will be required in order to ensure capacity remains adequate and that neighborhoods are not adversely affected.

6) The panel understands that demand for parking is not only seasonal or related to different times of day, but can also peak significantly due to special events. As a result, the panel tried to provide several design options for the City Dock area and the parking lots that are currently there, which would allow for overflow parking or other “hard space” when needed. Referring back to Illustration 1, the blue areas are places where the panel thought opportunities might exist for additional parking; two of them coincide with potential development sites, and thus could supply parking for both for the redevelopment, and also to consolidate parking in the vicinity. The panel also identified an area on the Naval Academy grounds that has the potential for a garage, although intense skepticism was expressed during the public presentation about the feasibility of this option.

Access to Water by Multiple Modes, Not Just the Car. Although the opportunity to simply be close to the water is what draws many people to the City Dock area, the best access to the water and the most privileged position currently belong to the 198 cars that can park in the two city-managed parking lots on the north and northeastern edges of the City Dock. While the panel recognizes the critical importance of maintaining access to the businesses adjacent to the lots, to the future Sailing Hall of Fame site, and for buses dropping off tour groups near the water, the panel believes that a rebalancing of priorities must occur, such that pedestrians and boaters have just as good of an experience as the parked cars, and that such precious land is truly put to its highest, best, and most sustainable use.

The panel commends the City for the green infrastructure it has already begun to implement on the waterfront, particularly in the realm of storm water management; the panel attempted to build upon these ideas of increasing sustainability, and also upon improving the pedestrian experience, and made several drawings (Illustrations 4 and 5) to show how they could be implemented. These drawings are merely conceptual, and are not intended to serve as a “plan” of any sort; rather, they are simply ways to show how goals might be achieved, in order to address the City’s request “to help direct the City’s path of inquiry and refine the elements that should be addressed in the design study.” Illustration 4 shows a redevelopment that would expand the harbormaster complex or reorient it so other uses can be combined. In Illustration 5, the complex stays where it is, and a plaza is built to the southeast of it to stage for events, or to allow for parking. The other details included in the illustrations are described below, with the panel’s overall intent being a demonstration that there are numerous ways to phase such a reimagining of the area, or to incorporate various parts over time- the process does not need to be all or nothing.

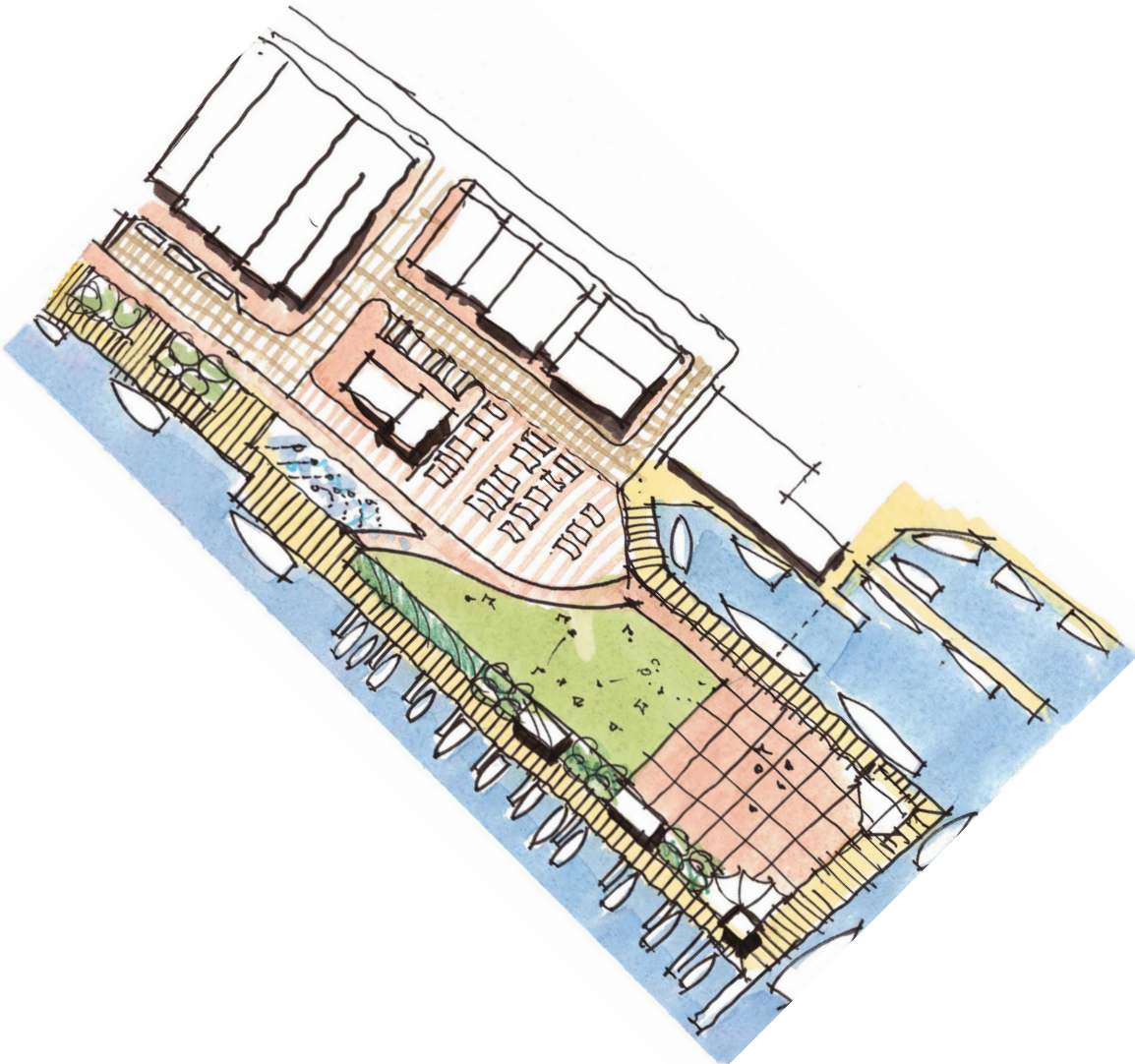


*Illustration 4: Planning and Design Ideas for City Dock Area to Accommodate all Modes of Access and Greater Interaction with Water (also showing potential redevelopment of Harbormaster Complex)*





*Illustration 5: Planning and Design Ideas for City Dock Area to Accommodate all Modes of Access and Greater Interaction with Water (Scenario 2, without Harbormaster Complex redevelopment)*



As can be seen in Illustrations 4 and 5, with future redevelopment, blocks west of the Sailing Hall of Fame could be reconceived, so that there is a narrow pathway for bus traffic or other traffic to come through, allowing them to still get close enough to the water for pick-up/drop-off and to serve the businesses located there, but kept tight to buildings, and not out in the pedestrian space. The panel understands that the parking lots currently serve a dual role, and that maintaining hardscape elements is crucial for major events such as the Sailboat and Powerboat Shows, which provide a major contribution to the local economy. As also shown in the illustrations, however, the panel believes there are ways to balance these competing priorities. In keeping with the panel's views about the potential uses for Market House, flexibility is also key for the spaces currently occupied by parking lots: public spaces must be durable and resilient, and allow for multiple activities that are diverse in scale and intensity, such that smaller groups can have more intimate spaces available for everyday use, but without creating obstacles that would hamper larger-scale programming such as the boat shows. In Illustrations 4 and 5, hard surfaces exist at Susan Campbell Park, as well as another hard surface halfway down, but with a reinforced lawn between; this would still allow for heavy uses to be possible, while also allowing for a variety of experiences, from concerts to sitting on the grass and throwing a Frisbee.

Creative design and materials can also make an important contribution to the pedestrian experience by providing more shade. As currently configured, most places along the water aren't very hospitable in the sun or during winter, and need shade to better accommodate children and the elderly, especially. Sturdy, aesthetically pleasing, yet removable shading devices could be used for this purpose, while still maintaining critical viewsheds. As was discussed with the Market House maintaining such flexibility and ensuring active programming of these spaces will require day-to-day management, to be discussed in the Implementation section.

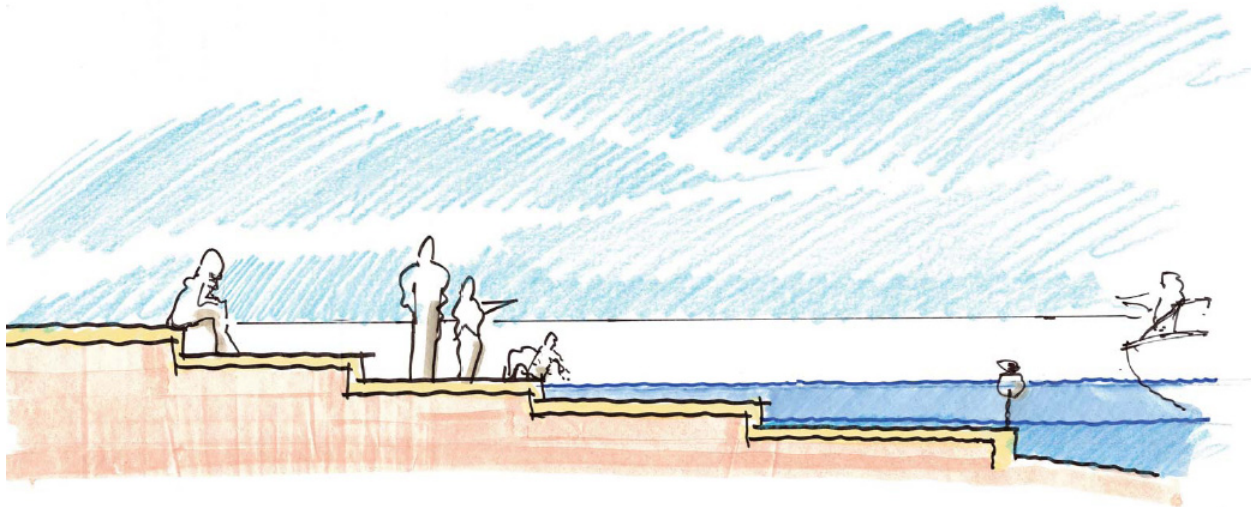
Access by water. In paying attention to all the means by which people access the City Dock and the City of Annapolis, the panelists took note of several citizens' comments that there is frequently not enough space for locals to park boats when attempting to visit by water, which is perhaps the approach by which Annapolis may best be appreciated. Moreover, the panelists themselves confessed to personally having a small sense of disappointment due to the fact that, even when standing at the edge of the dock and surrounded by the water, one still feels disconnected from it- the water seems just out of reach. Considering that the panelists felt this way on a cool fall afternoon, one can only imagine how intense this feeling might be on a hot summer day. And, of course, there is the issue of not currently having continuous accessibility all the way around the dock. The panel thereby focused their efforts on trying to create opportunities for "more water" or "more water's edge," as well as more opportunities to interact with the water, from multiple vantage points and in ways that accommodate all age groups.

More Water's Edge. The panel appreciates the fact that the City Dock bulkheads were reconstructed quite recently, yet in looking towards the future, the panel recommends studying opportunities to add more shoreline edge, and to add more functionality and

capacity. As shown in the concept Illustration 4, one opportunity to do so exists with the small city-managed parking lot next to the Fawcett's Property on the northwestern edge of the harbor, where cutting in to the bulkhead could create another small basin for additional temporary tie-ups, and increase capacity for activity at the edge. Similarly, by the future Sailing Hall of Fame site, Illustrations 4 and 5 depict bringing in the shoreline slightly, in order to give the sense that that facility is itself on water while also creating more room for exhibit space next to it.

Greater Accessibility to and Interaction with Water. Continuous accessibility around the edge of water is essential, thus the illustrations above depict additional walkways, and ensuring that where there are blocked walkways now, private property owners are engaged in a discussion about how redevelopment and design improvements can benefit all owners. Illustration 4 also depicts a floating dock system along the bulkhead, so smaller vessels can tie up; although the tide is not too high, this could still make it easier to do so. In keeping with the discussion above about craving greater interaction with the water, Illustration 6 below demonstrates how reducing the width of Randall Street and taking away extraneous pavement could allow for a terrace leading down to the water, instead of the two steps that exist now, which would allow for people to actually dip their toes into the water. The illustration also depicts buoys, which would be needed to keep boats from grounding themselves. Additionally, a sensitively placed and sized observation deck can offer locals and visitors a new perspective of the waterfront with elevated views out to the Bay and back to the iconic skyline of Annapolis. Referring back to Illustrations 4 and 5, the panel also tried to depict how interactive fountains, such as those seen in Silver Spring and other public spaces, can be incorporated to provide yet another connection to the water (albeit with water from the municipal system, and not from the harbor!)

*Illustration 6: Creating terrace leading down to water where two steps currently exist (with buoys to prevent boats from being grounded)*



Another critical component of interacting with the water is to emphasize interaction with the people, activities and events that took place along the water historically. The significant history of the Annapolis waterfront should inspire and inform the design of the City Dock. More than just through signage or photographs - the evolving heritage, industry, and personalities relevant to the City Dock's past, should be evident in the materials, forms, architecture and activities that define the new City Dock. Historical authenticity is a strength of the Annapolis waterfront and it can be strengthened with state of the art infrastructure and amenities.

## Implementation

As discussed in the Market Potential section of the report, Annapolis clearly has a great many obvious strengths, but one cannot forget that we live in a region with a number of established waterfronts with historic assets, including Baltimore, Alexandria, and Georgetown, as well as revitalizing waterfronts such as the Capitol Riverfront and Southwest Waterfront in Washington, DC, and suburban town centers, all of which are seeking the same residents, shoppers, tourists, employers, and other economic development opportunities, creating an intensely competitive environment in which no jurisdiction can afford to rest on their laurels. Shopping malls and other spaces under common ownership have been particularly adept at programming their spaces to create an environment that encourages people to stay as long as possible, not just to shop, but to have an “experience.” Clearly, Annapolis has much more to offer than a shopping mall- Annapolis is the real thing, and the panel wishes to be clear that it is not calling for any sort of “Disneyfication.” Rather, other historic districts and downtowns across the country have found that they can compete most successfully when they have organized public-private partnerships whose sole mission is the active management and programming of civic spaces and assets, to ensure they are clean, safe, active, inviting, and maximally-utilized at different times of the day and year. Such tasks are too much for a single public department with multiple citywide responsibilities to handle; moreover, they require active and sustained engagement with the private sector, which requires an entity that has permanence through different administrations and shifting political winds.

### Creating a Stand-Alone Entity

The panel understands that since the publication of its initial findings, an Economic Development Corporation (EDC) has been created for the City of Annapolis. Whether the newly-formed EDC is the appropriate body to handle all of the following tasks, whether a Business Improvement District (BID) or Parking Management District for the Historic Downtown and City Dock area is also called for, or whether different responsibilities can be divided among such entities is beyond the scope of the panel, but the panel does recommend that all of the following activities be taken on by such a stand-alone entity, which can focus on the issues like a laser beam.

Enhance Data Collection Pertaining to All Market Segments (Retail, Hospitality, Residential, Office). Before any economic development strategy may be undertaken, more data must be collected regarding existing inventory of spaces, demand studies, and market capacity.

Collect Data for Parking Inventory and Use. As discussed previously, more information needs to be gathered regarding actual use of parking assets, particularly during different times of the day, to determine where excess capacity may exist and thereby guide decision making about circulator shuttles, wayfinding improvements, and potential need for future parking investments.



Manage parking assets. Similarly, comprehensive management of all parking assets would allow for continuous monitoring of supply and demand, testing of different pricing structures to ensure optimal turnover at short-term parking spaces, and providing ample warning and lead-time if new parking assets and/or policy changes are needed, in order to protect surrounding neighborhoods.

Provide Designated Staff for Special Events Programming and Public Space Activation, Marketing and Public Relations, and Retail Recruitment. Maximizing public space assets—their use, upkeep, programming, and spin-off benefits to surrounding businesses—is a full-time job. In order to make the most out of the Market House, Susan Campbell Park, and potential new public spaces in the City Dock areas, someone must wake up every day with their sole purpose being the management and activation of those spaces, with all the added responsibilities of working with surrounding property owners, outreach to various community groups and publicity of upcoming events. Although this is admittedly an added expense, it is one that reaps measurable benefits by creating the type of environment discussed previously: one where people come and linger, patronizing multiple establishments instead of merely coming for a meal, getting in their car, and driving home. At the same time, Annapolitans themselves benefit from more activities and more reasons to stay nearby and spend their dollars close to home, instead of getting in their cars and leaving the jurisdiction.

A separate position may be created for conducting ongoing market research and retail recruitment. Residents commented to the panel that retail spaces turn over frequently, with establishments seemingly opening and closing within short succession. While this is to some extent the nature of new businesses, a BID or other such entity would be able to conduct market research, know what spaces are available and what retail demands are being unmet, and engage both landowners and retailers regarding opportunities. The panel was informed that many property owners do not live in the area, which may complicate matters, but such attempts to develop relationships must occur nonetheless.

Strengthen Coalitions and Partnerships Between Public and Private Stakeholders. Given that the public and private sectors can by necessity be in an adversarial relationship at times, such as when tax assessments, zoning issues, or other regulatory approvals are involved, another benefit of having a stand-alone agency is that it provides a mediating function between the two sectors, as well as between different levels of government (state, county, local) and institutions such as the Naval Academy so that they may all more effectively understand and partner with each other.

Be the Advocate for Downtown and the City Dock Area. Political administrations inevitably change, and with it their priority areas. A BID or other such independent organization has the ability to remain the advocate for an area and its infrastructure needs through such changes, and provide the institutional memory to know what has been tried in the past, what has worked and what hasn't.

## **The Role of City Government**

Finally, the panel was asked to offer recommendations on how the City can best balance economic development and regulatory goals, such as maintaining Annapolis' unique and historic character, which the panel agrees is essential. To that end, the panel recommends the following:

- 1) Ensure that zoning and building codes will allow for mixed-use redevelopment of targeted redevelopment parcels and for the use of second and third floors of existing buildings. The panel noted that a large part of the area is zoned waterfront commercial, but it is important to provide for potential mixed-use that would allow for a combination of parking/residential/retail and the potential for new hotel spaces.
- 2) Review height limitations and the potential to allow for mid-block height increases and keep lower heights at site perimeter. Although the panel endorses height limits, it does recommend studying an allowance for mid-block increases in height, that will maintain consistency with historic structures while also providing the potential to increase height in the center for an increase in density. The panel does not advocate area wide height/zoning modifications but rather spot zoning and variances for specific development sites. The allowed increase in density for specific sites can be offset by requiring that the development provide public amenities.
- 3) Maximize density on identified potential development sites and vacant upper floors. Although the panel understands the concerns expressed by the community regarding density, adding density can be done in a thoughtful manner, and can actually reduce traffic by creating walkable environments that require less dependence on the automobile.
- 4) Assess current building codes and consider drafting historic building codes that will allow relaxed code enforcement for historic buildings. Applying building codes intended for new construction to historic buildings doesn't usually work very well and often results in costs that exceed the value of the improved building along with physical impacts that adversely impact the historic character. Specialized codes for the historic buildings in the district such as those the panel is proposing here could allow for greater incentives and flexibility in reuse of structures.
- 5) Continue to examine and encourage the use of state and federal tax credits for rehab of historic buildings. The panel understands that the city Planning & Zoning department already undertakes this activity and commends them for it; as building ownership may change, the panel encourages continued outreach to help owners understand and use the credits.
- 6) Provide potential for expedited review by HPC and building permitting process. The panel heard concerns voiced about some building owners neglecting to maintain or upgrade buildings in the historic district; on the other hand, the panel recognizes that

the permit and review process can be daunting for a number of people. Additional outreach/assistance to building owners and the provision of an expedited process could encourage better maintenance and rehabilitation.

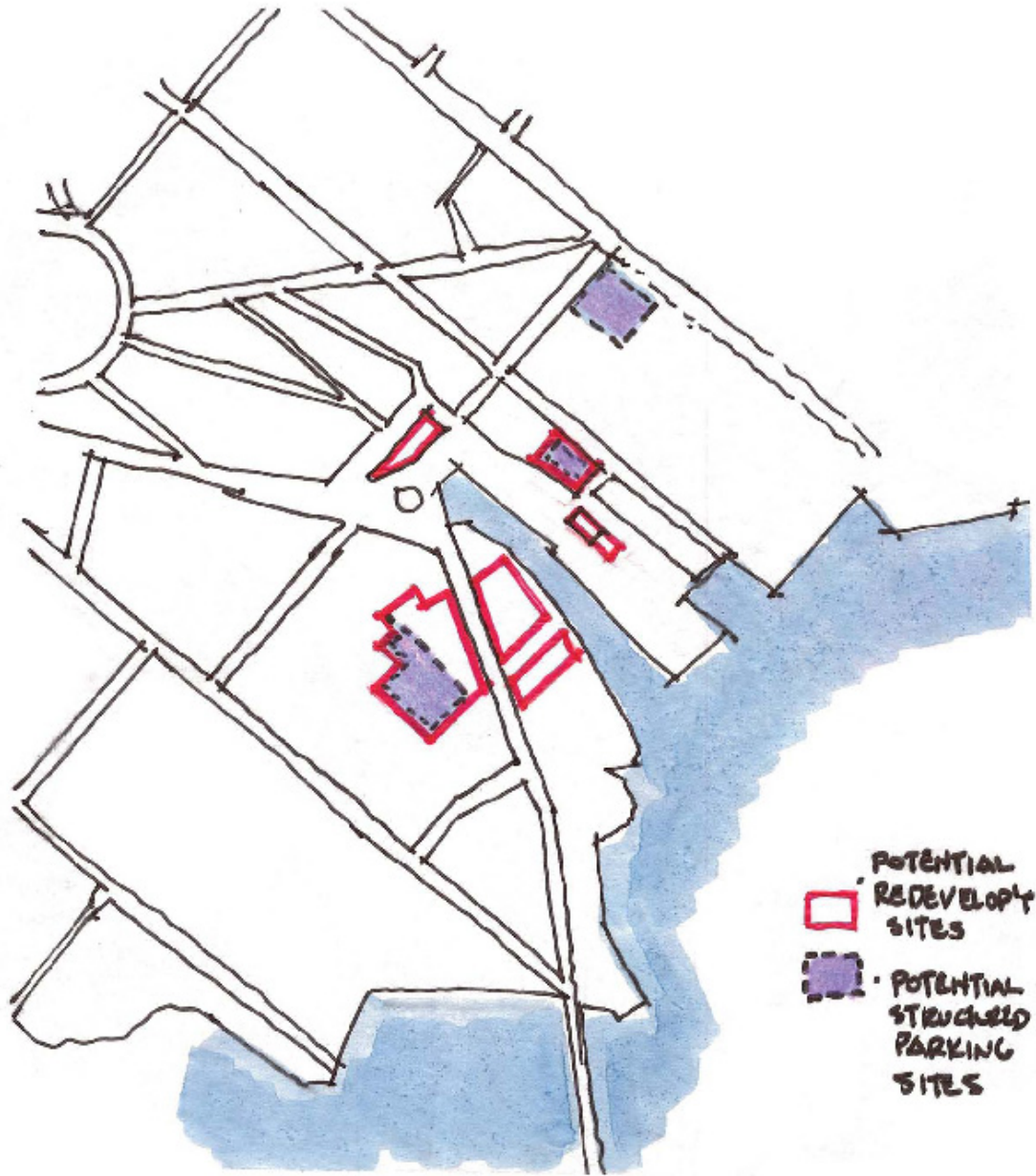
7) Offer deferral on increases in property assessments and property taxes. Other jurisdictions have found that deferral of an increase in assessed value or payment of increased taxes for a period of time can spur property rehabilitation, and have found that the loss of potential income ultimately pays for itself through increased income and business taxes.

8) Offer design or code assistance for property owners who are not familiar with the process. Small property owners frequently struggle with zoning regulations and building codes. Assistance from the city can encourage building maintenance and improvements.

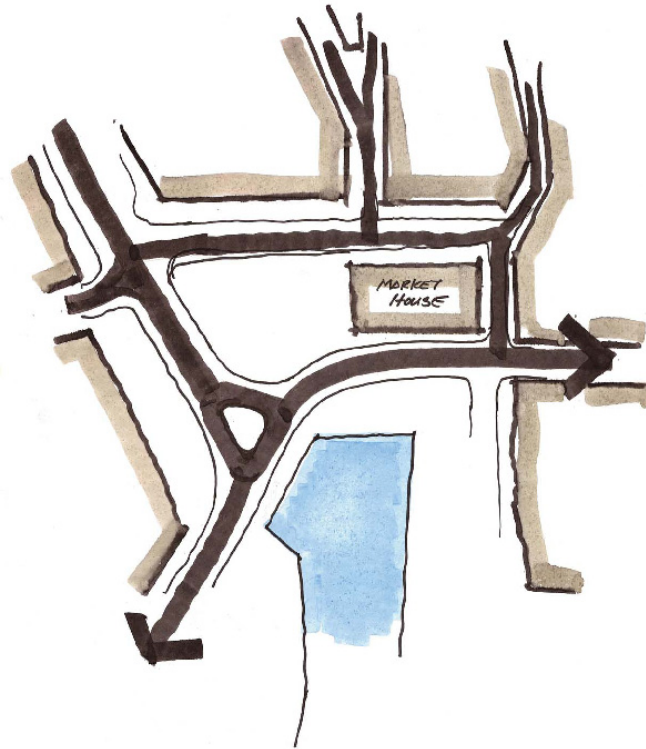
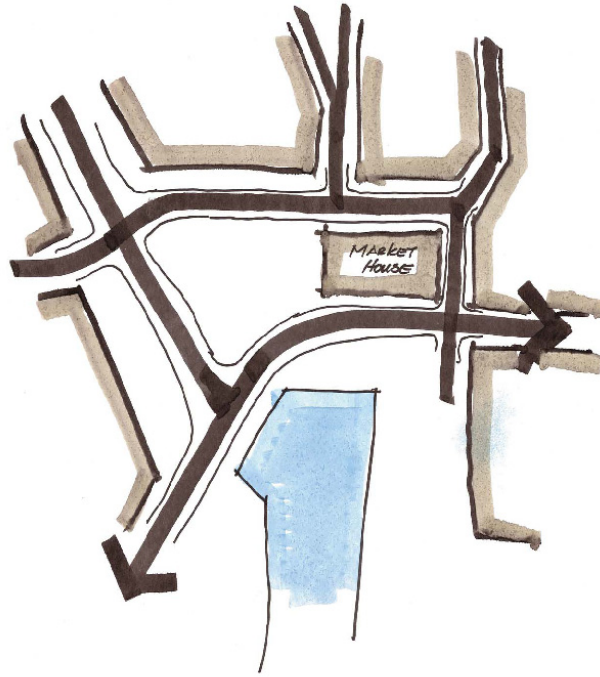
9) Outreach to owners regarding redevelopment opportunities. As discussed above, establishing relationships with property owners is key. Be it through an organization such as a BID or EDC, or directly, working in partnership with owners to help them understand the economic benefits of redeveloping, using upper floors, increasing densities, or mixing use on development parcels is a necessary function. With the benefit of market research, the City will have a better handle on what is possible, what is demand, and what are the potential benefits to the city tax base and to property owners.

# Appendix

*Illustration 1: Potential Redevelopment and Consolidated Parking Sites*

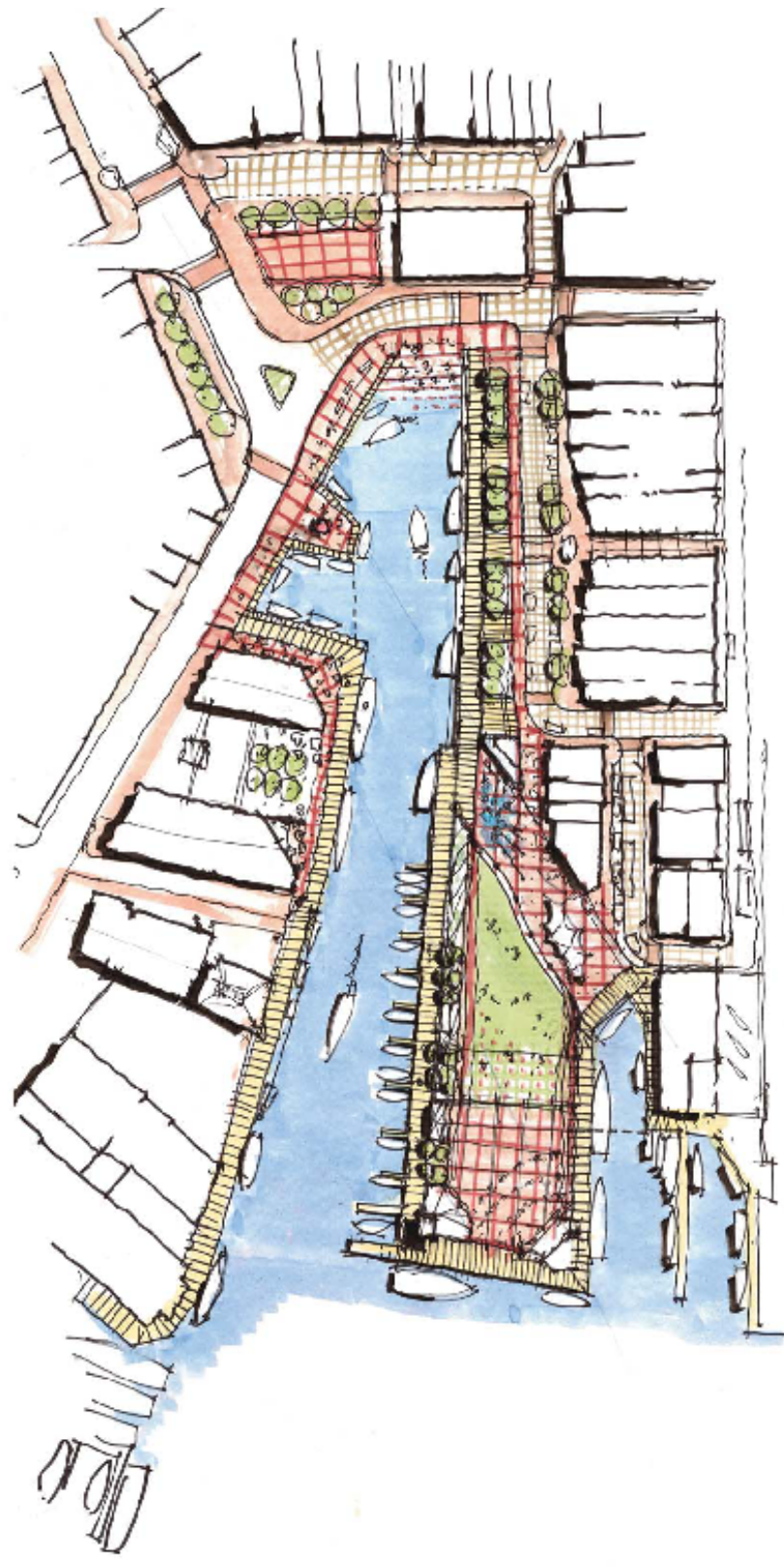


*Illustrations 2 and 3: Potential Reconfigurations of Traffic Circle to Enhance Pedestrian Safety*

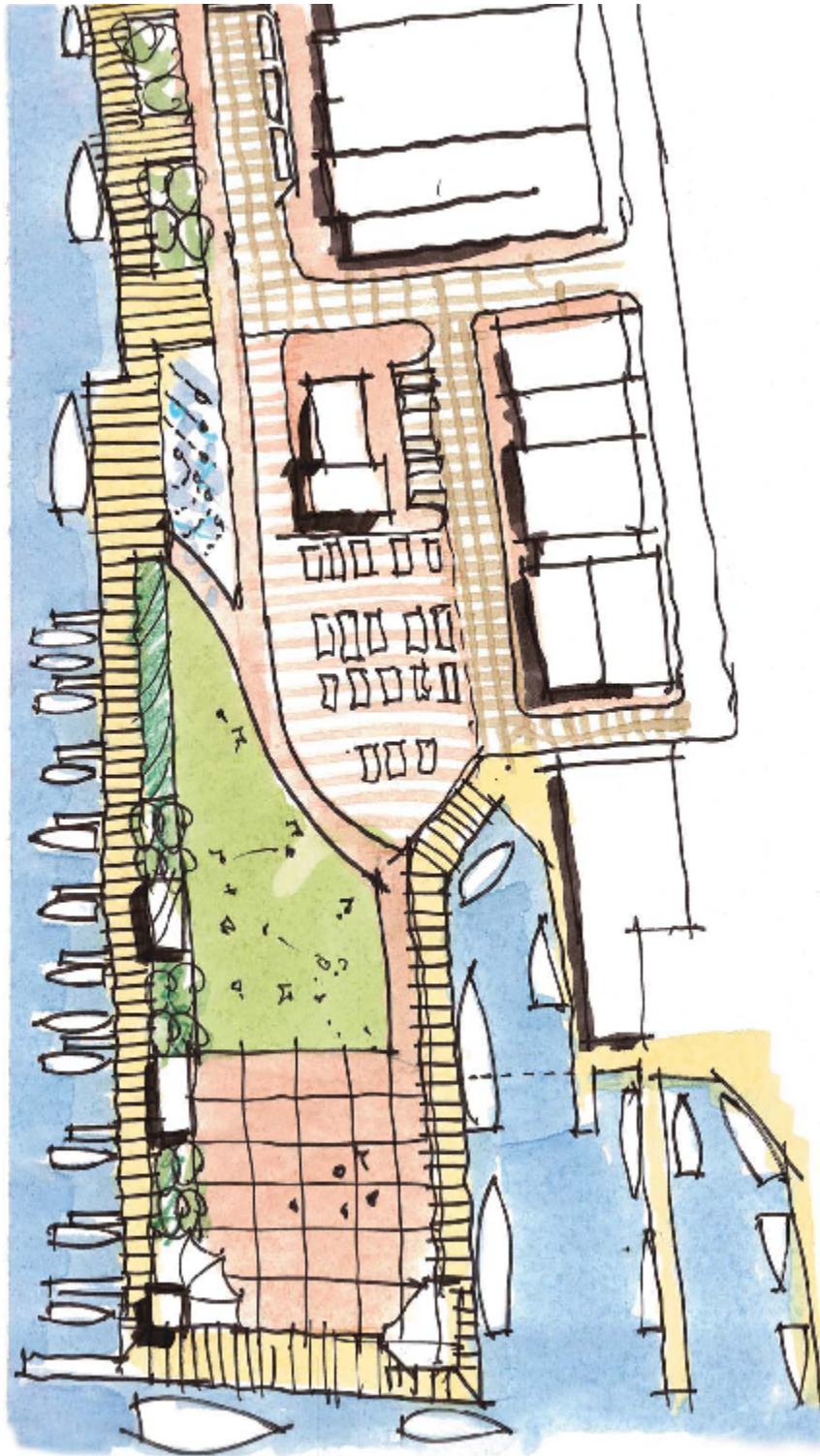




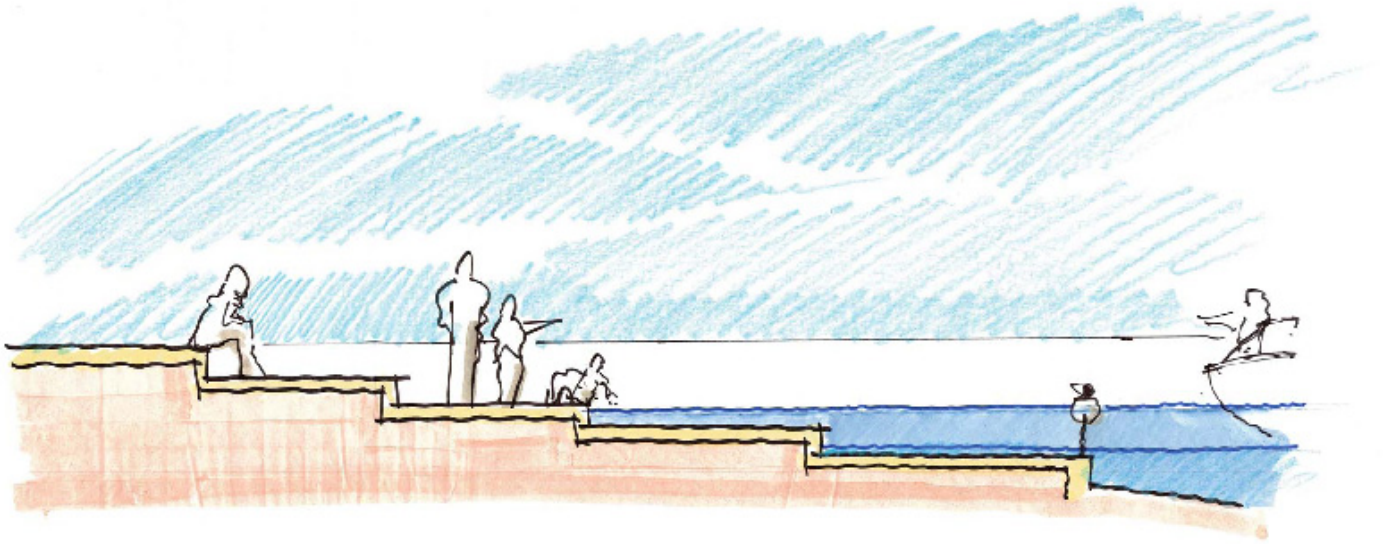
*Illustration 4: Planning and Design Ideas for City Dock Area to Accommodate all Modes of Access and Greater Interaction with Water (also showing potential redevelopment of Harbormaster Complex)*



*Illustration 5: Planning and Design Ideas for City Dock Area to Accommodate all Modes of Access and Greater Interaction with Water (Scenario 2, without Harbormaster Complex redevelopment)*



*Illustration 6: Creating terrace leading down to water where two steps currently exist (with buoys to prevent boats from being grounded)*





## About the Panel

**David Kitchens (Panel Chair)**  
**Cooper Carry**  
**Alexandria, VA**

David Kitchens, AIA serves as Principal-in-Charge of Cooper Carry's Alexandria, Virginia office. In 25 years of service with Cooper Carry, David has led [Mixed-Use](#) design efforts on a variety of award-winning projects including Mizner Park in Boca Raton, Florida. This mixed-use development has been recognized by a variety of organizations including the AIA, which bestowed upon it the Excellence of Design Award. Kitchen's work includes Bethesda Row in Bethesda, Maryland, which was awarded the Best Block in America 2002 by The Congress For The Urbanism, the Excellence Award from the Urban Land Institute and the Maryland/DC NAIOP Award of Excellence for Best Smart Growth Master Plan.

David is a member of the American Institute of Architects (AIA), the Urban Land Institute (ULI), the National Trust for Historic Preservation and serves on a number of committees for the District of Columbia Building Industry. He participates on AIA-sponsored Urban Design Assistance projects, making recommendations to cities for downtown redevelopment. David holds Bachelors and Masters degrees in Architecture from the Georgia Institute of Technology. He is NCARB certified and is registered in a dozen states and the District of Columbia.

**Nat Bottigheimer**  
**Washington Metropolitan Area Transit Authority (WMATA)**  
**Washington, DC**

Nat Bottigheimer is a transportation planner with extensive experience coordinating transportation service and infrastructure planning with local economic and real estate development. As Assistant General Manager, Planning and Joint Development at Metro, Nat oversees the agency's long range planning and land development and disposition functions.

Prior to joining WMATA in 2005, Nat worked at the Maryland Department of Transportation overseeing a group that focused on transportation and land use development planning, particularly transit-oriented development. Nat has also worked as a real estate economics consultant to FTA, EPA, developers, toll authorities, and local governments. He received a Masters in Public Policy from the Goldman School of Public Policy at UC Berkeley, and a Bachelors in Government from Harvard University.

**Ryan Bouma, ASLA, LEED AP**  
**AECOM**  
**Alexandria, VA**

Mr. Bouma is Senior Associate at AECOM, a global consulting firm whose purpose is to enhance and sustain the worlds built, natural and social environments. Mr. Bouma is a Landscape Architect and urban designer with over 10 years experience, the majority of which involving significant master plan initiatives and public realm design within the District of Columbia.

As project manager for the Monumental Core Framework Plan, Mr. Bouma worked with the National Capital Planning Commission and the US Commission of Fine Arts to develop a visionary, yet implementable redevelopment plan for the center city neighborhoods surrounding the National Mall. Along the Anacostia River, Mr. Bouma is leading the development of planning alternatives for the Poplar Point Environmental Impact Statement, he studied improvements to Anacostia Park, the potential redevelopment of RFK stadium and is leading the design and construction of innovative 'green' streetscapes throughout The Yards in the Capitol Riverfront.

Mr. Bouma believes that a site's constraints can become its greatest opportunities. This philosophy enables him to take projects of all scales from concept through construction and to create award winning ideas for both public and private clients.

As a practitioner trained in Crime Prevention Through Environmental Design (CPTED), a member of the American Society of Landscape Architects and a LEED accredited Professional, Mr. Bouma emphasizes artful sustainability and enhancing quality of life.

**J. Martin Lastner**  
**Cross Street Partners LLC**  
**Baltimore, MD**

With more than twenty-five years in the real estate development and management business, Marty Lastner has been nationally recognized as a keen negotiating partner, problem solver, decision maker and community collaborator.

At Cross Street Partners, Marty Lastner directs the property management and retail consulting divisions of the company.

Mr. Lastner has managed some of the country's most acclaimed commercial real estate projects. As Vice President of Operating Properties at Struever Bros. Eccles & Rouse, he directed the property management, asset management, property operations accounting divisions of the company.

He managed the entire portfolio of the company's three million square feet of retail, restaurant, and commercial office space throughout the east coast and 1,800 units in 15 residential properties. Mr. Lastner's retail strength and property management



experience was showcased at Harbor East in Baltimore, Maryland with more than 1.8 million square feet of mixed-use space under his guidance.

Marty Lastner also worked for MMI Realty Services, Inc., an internationally recognized real estate company in Honolulu, Hawaii. During his ten years in Hawaii, he was responsible for managing two million square feet of mixed-use space. Mr. Lastner was also the company's principal broker for all of its commercial properties, and was recognized for increasing sales among MMI's properties from \$250 per square foot to more than \$500 per square foot which nearly doubled the company's cash flow from \$5 million to \$9.4 million.

Mr. Lastner was acknowledged by the International Council of Shopping Centers during his tenure at The Rouse Company for developing and directing a rejuvenating renovation plan for Baltimore's Harborplace and The Gallery adding reputation retailers and category leading restaurants, increasing the mixed-use project's sales from \$450 per square foot to more than \$700 per square foot with nearly 15 million people visiting the waterfront development each year.

Mr. Lastner has a Bachelor of Science degree in business administration from Towson University. He is a CPA and an active member of the International Council of Shopping Centers.

**Bruce Leonard**  
**StreetSense**  
**Bethesda, MD**

Mr. Leonard has over 20 years of experience in designing and executing mixed use projects throughout the United States and Europe. While directing design for Cooper Carry's Main Street office in Alexandria, VA, he played a key role in many important projects such as Mizner Park, Bethesda Row, Santana Row, and Crocker Park. Currently, Mr. Leonard is master planning and producing development strategies for a number of large mixed use projects such as National Harbor, Moorefield Station, and The Village of Valley Forge. The program for these developments totals over 20 million square feet.

Prior to joining StreetSense, Mr. Leonard was a Vice President at Starwood Urban Investments, SUI. While at SUI, Mr. Leonard was responsible for managing and directing the design of all new projects. Mr. Leonard played a key role in evaluating potential development sites in key urban locations, creating development strategies and evolving the strategies into a physical design. Mr. Leonard's other responsibilities included working with the asset management and leasing/tenant construction teams and reviewing all tenant work within the portfolio.

Mr. Leonard maintains an active role in speaking and writing about key urban issues. He recently co-authored the publication Ten Principles for Reinventing America's Suburban Business Districts for the Urban Land Institute and worked on their previous

publication entitled Ten Principles for Reinventing America's Suburban Strips. He is currently co-authoring Ten Principles for Successful Town Centers.

**Timothy F. Madden, ASLA**  
**Morris & Ritchie Associates, Inc.**  
**Laurel, MD**

As Principal-In-Charge of Morris & Ritchie Associates, Inc.'s Laurel office, Tim is ultimately responsible for all site design, land development engineering, and surveying services performed in the Baltimore - Washington Corridor Market area. Tim is a registered landscape architect in Maryland, Delaware, Virginia, and North Carolina. Tim's professional and industry affiliations include: American Society of Landscape Architects; Annapolis & Anne Arundel County Chamber of Commerce; ASLA's Surface Mine Reclamation National Committee; Maryland National Capital Building Industry Association, NAIOP, and ICSC; Maryland Transportation Builders & Materials Association; Greater Baltimore Business Forum; and West County Chamber of Commerce, Committee Chairman - Odenton Now Coalition. Past memberships include: Anne Arundel and Howard County Chapters of the Home Builders Association of Maryland; and Maryland Aggregates Association. In 2001, he was named "Consultant of the Year," by the Home Builders Association of Maryland, Land Development Council. He holds a B.L.A., Environmental Design, from the University of Georgia, and has practiced for over 33 years.

**Karl Moritz**  
**City of Alexandria Department of Planning and Zoning**  
**Alexandria, VA**

Karl Moritz has been the Deputy Director for Long Range and Strategic Planning in Alexandria's Department of Planning and Zoning since August 2008. His specific areas of responsibility include neighborhood planning, community development, demographics and forecasting, and GIS. Alexandria is now in the final months of a comprehensive planning effort for the City's waterfront, working to balance the multiple objectives that are typical in any planning effort and especially in waterfront planning. These include community participation, land development economics; retail and marina markets; flooding, environment, and navigation issues; park and marina design; historic preservation and interpretation; and financing and phasing of improvements.

Prior to joining Alexandria's planning department, Karl was with the Montgomery County, MD planning department (M-NCPPC) where he oversaw work in land development economics, growth management and adequacy of public facilities, agricultural land preservation, and affordable housing. He received a Masters of Urban and Environmental Planning from the University of Virginia, and a Bachelor's in Geography from Johns Hopkins University.

**Donald Nimey**  
**Reznick Group**  
**Bethesda, MD**

Donald Nimey, CFA is a Principal in Reznick Group's *Real Estate Consulting* practice where he has the responsibility for assessing the economic feasibility, structuring, and financing of large and complex real estate projects for developers and investors. These transactions typically involve public/private partnership or economic subsidies such as Historic or New Markets Tax Credits. Previously, Donald was the Director of Finance for Historic Restoration, Inc., and a Senior Consultant in the Corporate Transaction Group of KPMG Peat Marwick. He received a BA in Economics at Washington and Lee University and an MBA in Finance and Accounting at Tulane University. In addition, Donald is a CFA charterholder.

**Mary Oehrlein, FAIA, LEED AP**  
**Oehrlein & Associates Architects**  
**Washington, DC**

Mary Oehrlein, FAIA is a nationally recognized expert in the preservation of historic structures. Her architectural practice is focused on the design and technical aspects of architectural preservation. For 35 years, she has creatively met the special challenges of existing structures through sensitive compatible design, knowledge of historic construction technology, materials, and materials failure, and expertise in the conservation treatment of historic building fabric. Her projects successfully combine the preservation of historic building fabric with modern construction to create safe, usable buildings without compromise of their historic character. Her award winning work has included commercial office, retail, theater, museum, educational and residential projects.

Project experience includes: 1717-1723 Rhode Island Avenue NW, Washington, DC, Rehabilitation; Tudor Place Historic House and Gardens, Washington, DC, Preservation Plan; Dumbarton Oaks, Washington, DC, Preservation Plan/Restoration/Rehabilitation; Patent Office Building (Museum of American Art and Portrait Gallery) Washington, DC, Preservation Plan/Rehabilitation; Smithsonian Castle, Washington, DC, Repair/Replacement Windows and Stone; St. Matthews Cathedral and Rectory, Washington, DC, Restoration/Rehabilitation; Tariff Building, Hotel Monaco, Washington DC, Restoration/Certified Rehabilitation; Food and Retail Kiosks National Mall and Lincoln Memorial, New Construction; Ellipse Visitor Pavilion, White House Ellipse, New Construction; Old Hechts Company, Terrell Place, Washington, DC, Restoration/Rehabilitation; The Jefferson and Clara Barton Buildings, Washington, DC Restoration/Rehabilitation, US Capitol, Stone and Metals Conservation; and Washington Monument, Stone Conservation.

**Michael G. Stevens**  
**Capitol Riverfront BID**  
**Washington, DC**

Mr. Stevens is the executive director of the Capitol Riverfront Business Improvement District (BID) in the southeast waterfront area of Washington, DC – one of the city's most rapidly developing business centers and urban riverfront neighborhoods. He also recently helped coordinate the Center City Action Agenda 2007 – a community planning process that created a new strategic framework to guide development and public investment in downtown DC and its adjacent center city neighborhoods over the next ten years.

Mr. Stevens has been involved in the economic development, urban planning/urban design, and downtown/neighborhood development fields for the majority of his 30-year career. His work experience has included public planning agencies, private architectural and planning firms, nonprofit organizations, and business improvement districts. From 2000-2006 he served as the President & CEO of the Washington, DC Economic Partnership and helped build the organization as a partner in the District's economic development initiatives.

As Vice President of Development for the Center City Commission in Memphis, TN, Mr. Stevens was project manager for numerous downtown development projects including the new AAA baseball ballpark (AutoZone Park), as well as the administration of the agency's financial incentives. While Director of the Office of City Planning he helped create the first BID in Jackson, MS as a part of the implementation agenda of that city's Downtown Redevelopment Plan.

As the City of Dallas' Historic Preservation Officer Mr. Stevens led the effort to create the city's first historic preservation plan and was responsible for the landmark designation of over thirty (30) individual structures as well as seven (7) historic districts. He also participated or led a variety of neighborhood revitalization planning efforts in Dallas.

Mr. Stevens has participated in numerous downtown redevelopment efforts for cities such as Wichita, KS; Lubbock, TX; Dallas, TX; Nashville, TN; Memphis, TN; Jackson, MS; Washington, DC; and San Antonio, TX. He has also served on advisory panels for the Urban Land Institute and the International Downtown Association.

He holds a Master's degree in Urban Planning/Urban Design from Virginia Tech in Blacksburg, VA, and a BA in Urban Sociology from Millsaps College in Jackson, MS.

**Nicole A. White, P.E., PTOE**  
**Symmetra Design**  
**Washington, DC**

Nicole A. White leads the organization's strategic direction with close to 15 years of experience in transportation planning and traffic engineering projects. She brings extensive management skills and expertise ranging from intersection safety and operational studies to parking studies and Transportation Management Plans. She has worked on and directed a variety of project-types including Transit-Oriented Development, medical and educational facilities and major tourist destinations. Ms. White specializes in master planning for Federal Campuses and Universities, as well as revitalization and redevelopment studies for corridors and small areas. Ms. White has significant experience coordinating with and presenting to community groups and local officials. She is a certified Charrette Planner through the National Charrette Institute. Ms. White has been accepted as an expert witness in the Circuit Court of Prince George's County, District of Columbia Zoning Commission, District of Columbia Board of Zoning Adjustment and Montgomery County Hearing Examiner. Ms. White has a Bachelor of Science in Civil Engineering and a Master of Engineering degree (with a Transportation Engineering emphasis), both from the University of Maryland College Park. She is registered as a Professional Engineer in Maryland and as a Professional Traffic Operations Engineer through the Institute of Transportation Engineers.