

**ULI Washington  
Technical  
Assistance  
Panel**

**Annapolis City Dock  
City of Annapolis, MD**

**November 9-10, 2010**



# ULI-the Urban Land Institute

## Who We Are...

- Research and Education Institute
- 30,000 members worldwide
- Offices in Washington, DC, London, and Hong Kong
- 52 District Councils in the Americas
- 14 District Councils in Europe
- Multi-Disciplinary
- Multi-Professional
- Members from 90 Countries

# ULI-the Urban Land Institute

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## Our Mission:

**To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.**

# ULI Washington

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## a district council of the Urban Land Institute

### **ULI at the local level**

Over 1,900 Members—developers, architects, planners, public officials, financiers, students, etc.

### **Emphasis on sharing best practices and providing outreach to communities**

- Technical Assistance Panels

- Urban Marketplace Conference & Expo

- UrbanPlan High School Program

- Smart Growth Alliance Recognition Programs

- Washington Real Estate Trends Conference

- Breakfast Meetings & Case Studies

# ULI Washington

## Technical Assistance Panels (TAPs)

### Recent TAPs

Maryland Dept. of Transportation: Wheaton CBD

WMATA: College Park Metro Station

Premier CDC: Rhode Island Avenue, NE

Port Towns CDC: Bladensburg Town Center Implementation Strategy

Leesburg Downtown Improvement Association: Downtown Revitalization Strategy

Eisenhower Public-Private Partnership: Eisenhower West

Prince George's County: New Carrollton Station Redevelopment

Montgomery County: Retail Strategy for Downtown Silver Spring

M-NCPPC: Redevelopment of the Landover Mall

Fairfax County: Richmond Highway Corridor

M-NCPPC: Redevelopment of Montgomery County Shopping Centers

Montgomery County, Long Branch Commercial Center

Charles Town, WV: Commerce Corridor Revitalization

City of Alexandria: Redevelopment of the Landmark Mall

Prince George's County: Camp Springs

# Annapolis City Dock TAP

## Panel Chair:

- **David Kitchens, Cooper Carry**

## Panel Members:

- **Nat Bottigheimer, Washington Metropolitan Area Transit Authority (WMATA)**
- **Ryan Bouma, AECOM**
- **J. Martin Lastner, Cross Street Partners LLC**
- **Bruce Leonard, StreetSense**
- **Timothy F. Madden, Morris & Ritchie Associates, Inc.**
- **Karl Moritz, City of Alexandria Department of Planning and Zoning**
- **Donald Nimey, Reznick Group**
- **Mary Oehrlein, Oehrlein & Associates Architects**
- **Michael G. Stevens, Capitol Riverfront BID**
- **Nicole A. White, Symmetra Design**

# Annapolis City Dock TAP

## Questions Presented to the Panel

### 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?

# Annapolis City Dock TAP

## Questions Presented to the Panel

### 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?

# Annapolis City Dock TAP

## Questions Presented to the Panel

### 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?

# Annapolis City Dock TAP

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## Questions Presented to the Panel

### 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?

# Annapolis City Dock TAP

## Market Potential

- **“It isn’t broken.”**  
Retail mix is
  - regional retail dining destination;
  - tourist-related retail; and
  - neighborhood goods and services
- **Return Market House to historic state and open it up, to allow for multiplicity of uses during different parts of day/week**
- **Lacking physical and human infrastructure to fully capitalize on major festival and event opportunities**

# Annapolis City Dock TAP

## Market Potential

- **New development potential for residential, hospitality and retail**
  - **Rec building = could work for hospitality or residential**
  - **Get City Park / Board of Education site under control of one entity, such as EDC, with redevelopment potential as mixed-use with structured parking component (may require height flexibility)**
  - **Vacant lot and adjacent non-historic parcels along Dock Street adjacent to Sailing Hall of Fame offer opportunity for hospitality/residential space**
    - **Family-friendly programming in public space can drive retail mix**
  - **Fawcett site = hotel with flexible height, or waterfront entertainment/dining retail if not**
  - **Second and third stories of existing structures can be utilized for professional office and/or residential**

# Annapolis City Dock TAP

## Market Potential



# Annapolis City Dock TAP

## Planning and Design

- Transform area from auto-dominated to pedestrian-focused environment
  - Traffic circle currently designed for vehicular flow, without regard for pedestrians
  - Transform driving pavement to pedestrian pavement along dock area and at Market House
  - Explore lane reductions on Randall in concert with traffic control devices
  - Improve pedestrian connections from Market House area to dock and Main Street
- Reconsider 1994 study's recommendation to allow for two-way traffic on Lower Main Street
  - Allows for potential to close Randall for special events, while still providing circulation

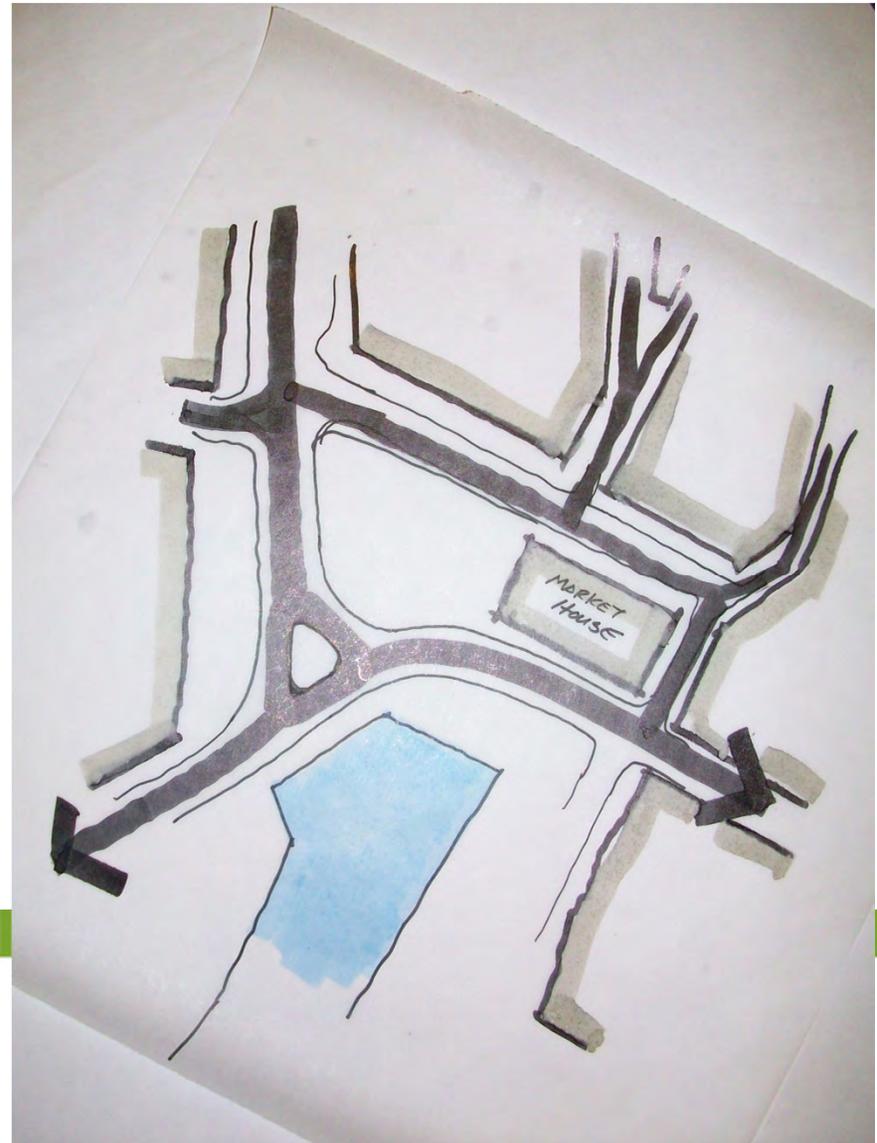
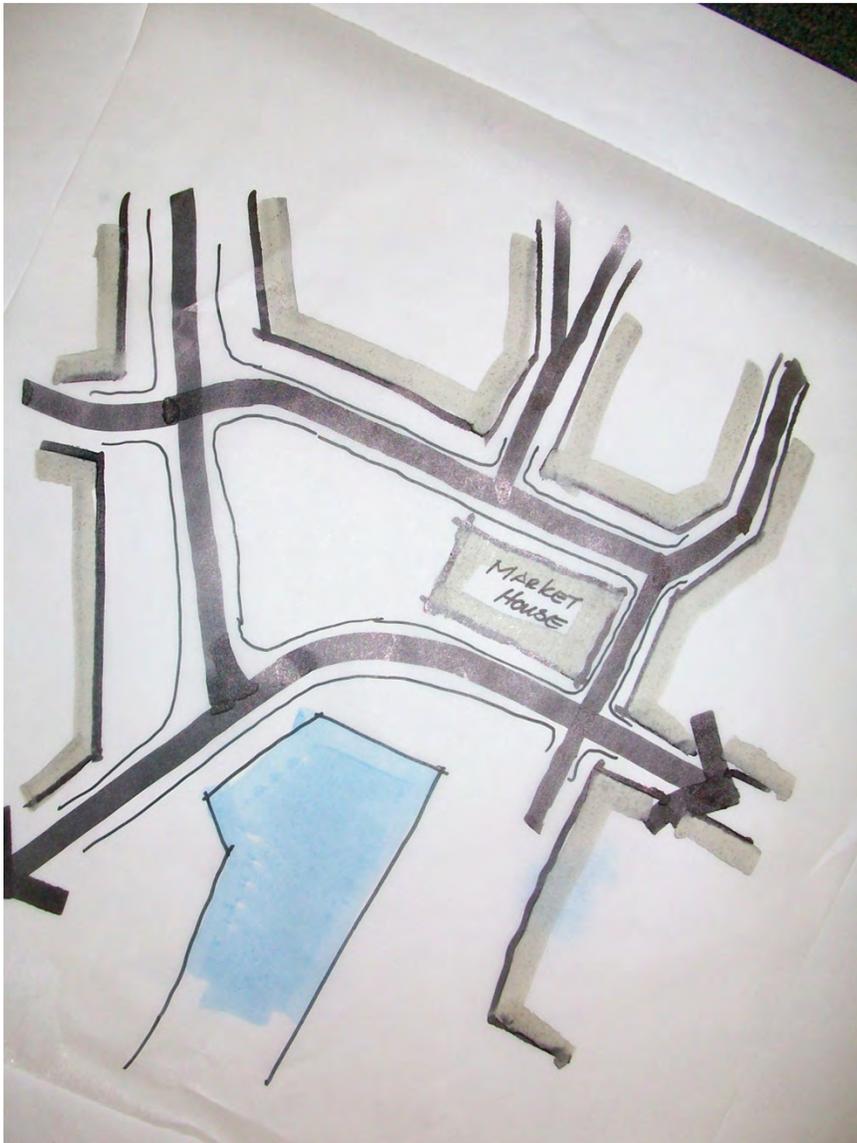
# Annapolis City Dock TAP

## Planning and Design



# Annapolis City Dock TAP

## Planning and Design



# Annapolis City Dock TAP

## Planning and Design

- **Parking strategy**
  - **Single-purpose surface parking lots are not highest and best use of waterfront**
  - **Should not build additional garage spaces until parking supply and demand analysis demonstrates that existing spaces are fully utilized**
  - **On-street parallel spaces are for short-term, high-turnover use. Price accordingly to achieve appropriate level of turnover**
  - **Reduce parking demand through multi-modal alternatives**
  - **Direct long-term parking into garages**
    - **Way-finding, advertising, information technology**
    - **Shared parking strategy**
    - **Pricing**
    - **Circulator shuttle- 15 minute headways, with smaller, branded buses**
  - **Strengthen efforts to divert employees to spaces in locations away from City Dock area**
- **Monitor garage space utilization and neighborhood impacts to periodically re-tune strategy**
- **Create flexible short-term parking strategy for events**

# Annapolis City Dock TAP

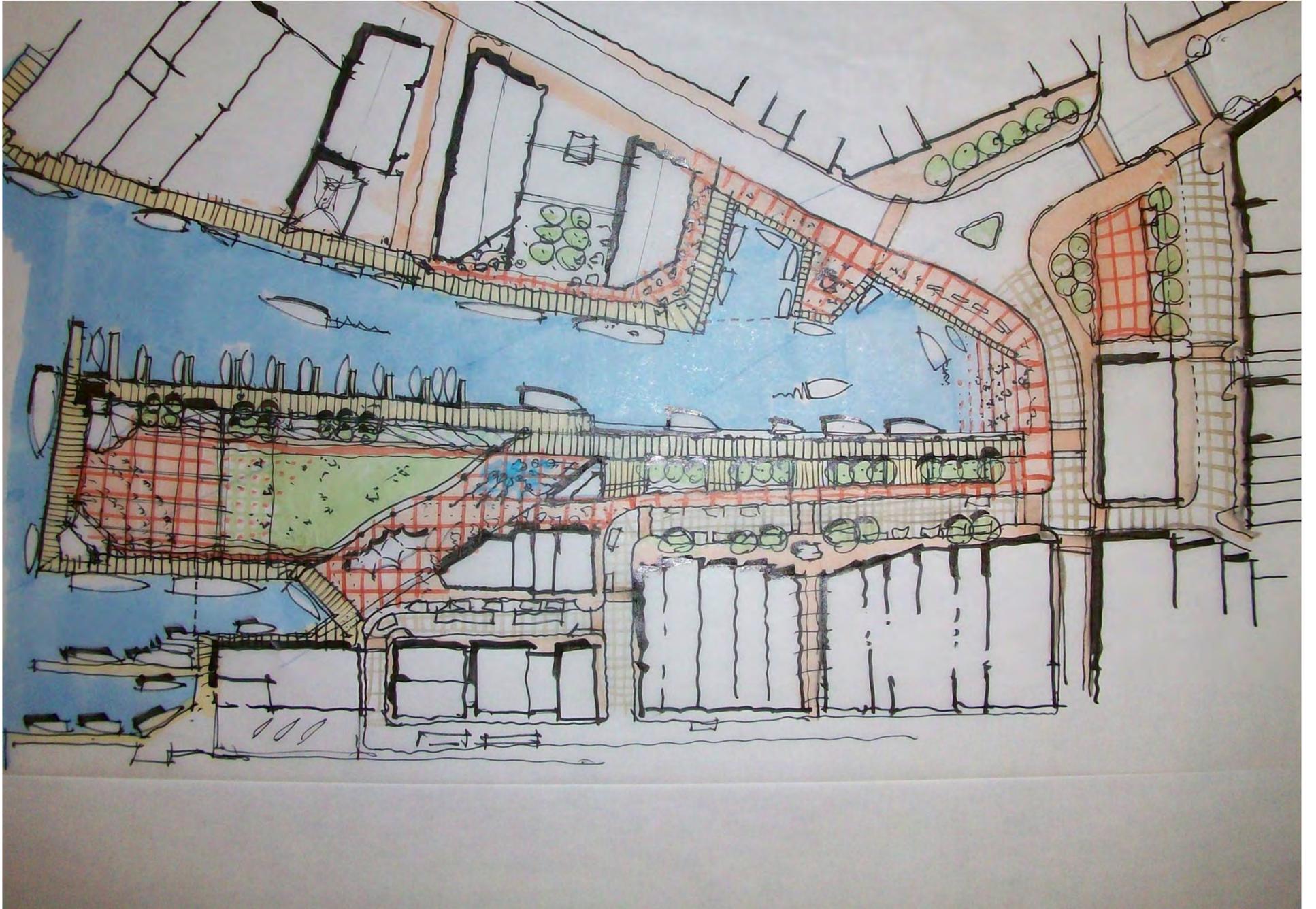
## Planning and Design



# Annapolis City Dock TAP

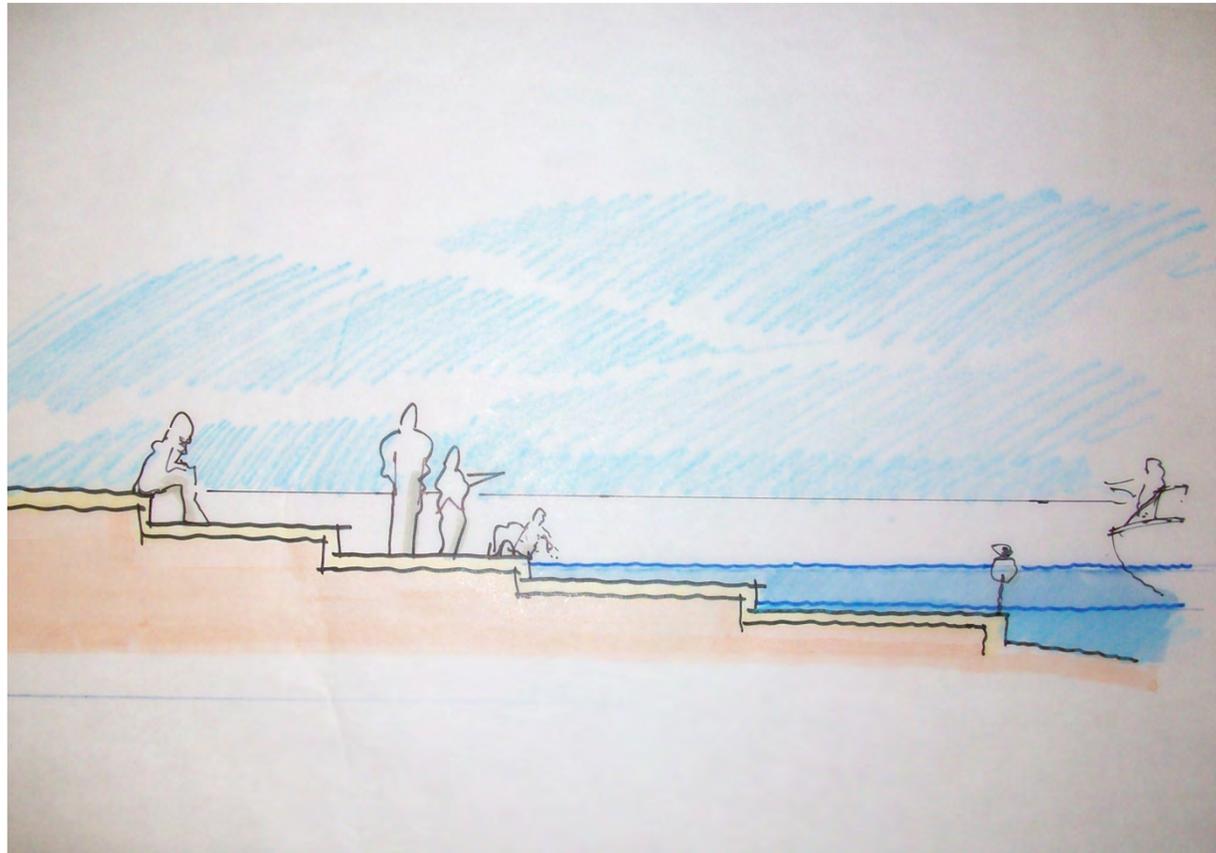
## Planning and Design

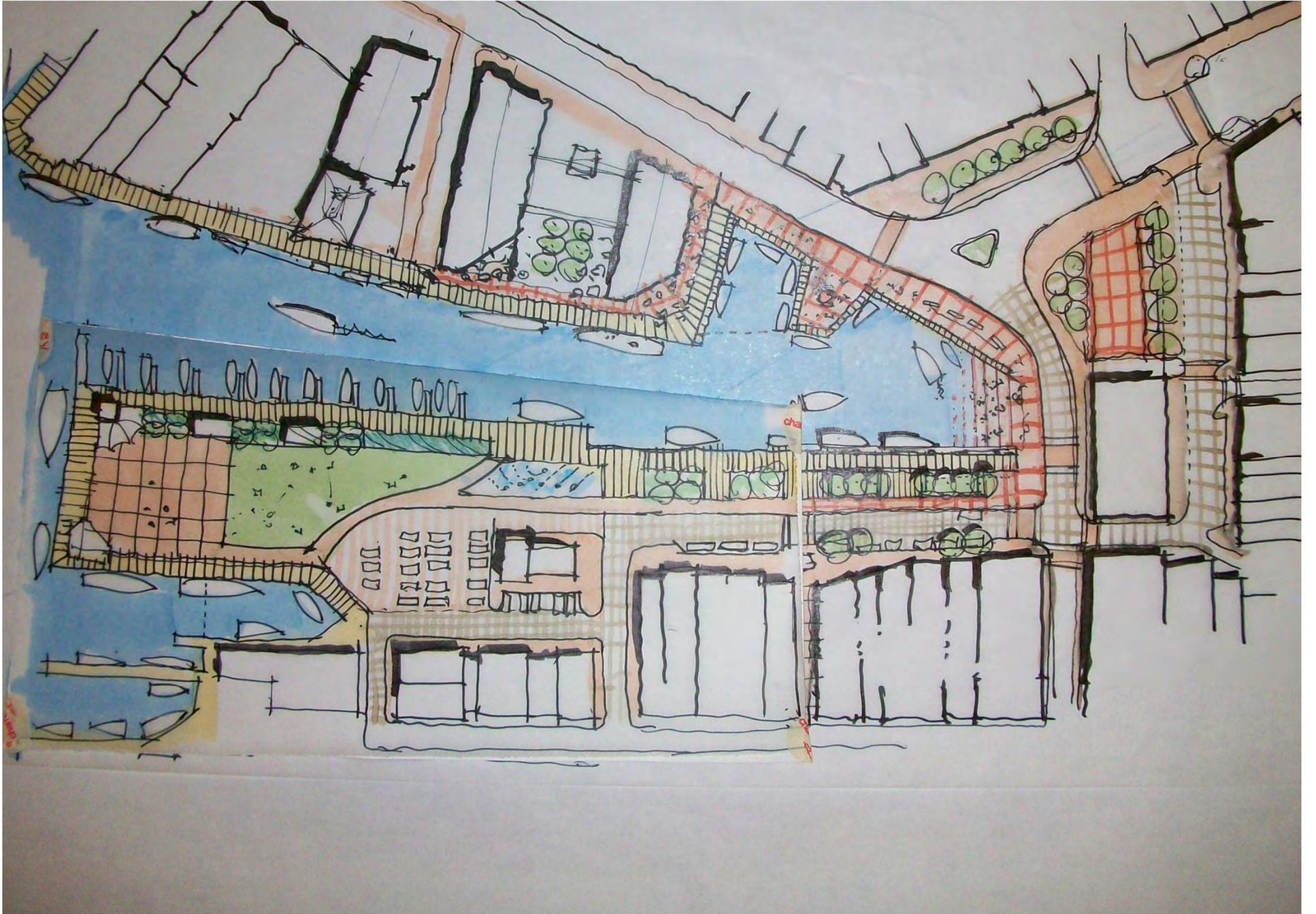
- **Public Realm**
  - **Create more water and water edge to enhance arrival experience from water**
  - **Create continuous public accessibility around City Dock**
  - **Provide opportunities to interact with water**
  - **Design resilient, flexible spaces that allow for a variety of special events (and different scales and intensities) and everyday activities**
  - **Recreate public gathering space associated with Market House**
  - **Integrate interpretation of Annapolis and Chesapeake Bay history**
  - **Protect and enhance critical viewsheds and provide other observation opportunities**
  - **Focus on pedestrian comfort and convenience**
  - **Incorporate context-sensitive opportunities for pick-up and drop-off**
  - **Continue to incorporate green infrastructure**



# Annapolis City Dock TAP

## Planning and Design





# Annapolis City Dock TAP

## Implementation

- **Create stand-alone entity for Historic Downtown and City Dock area (such as BID or EDC) to:**
  - **Enhance data collection pertaining to all market segments (retail, hospitality, residential, office) to include existing inventory, demand studies, market capacity, etc**
  - **Collect data for parking inventory and use**
  - **Conduct market feasibility analysis**
  - **Provide designated staff for retail recruitment, special events programming and public space activation, and marketing and public relations**
  - **Manage parking assets**
  - **Strengthen coalitions and partnerships between public and private stakeholders**
  - **Be the advocate for downtown and the City Dock area**

# Annapolis City Dock TAP

## Implementation

- **Ensure that zoning will allow for mixed-use redevelopment of targeted redevelopment parcels and for second and third floors of existing buildings**
- **Review height limitations and potential to allow for mid-block height increases and keep lower heights at site perimeter**
- **Maximize density on identified potential development sites and vacant upper floors**
- **Assess current building codes and implement historic building code that will allow relaxed code enforcement for historic buildings**
- **Examine state and federal tax credits for rehab of historic buildings**
- **Potential for expedited review by HPC and building permitting process**
- **Deferral on increase in property assessments or other taxes**
- **Potential for offering design assistance or code assistance for property owners who are not familiar with the process**
- **Outreach to owners regarding redevelopment opportunities**
- **Potential loan assistance**

# **Annapolis City Dock TAP**

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## **Five Important Recommendations for Next Steps**

- **Get independent stand-alone entity up and running to accomplish data collection and analysis for future decision-making**
- **Enhance wayfinding/signage system**
- **Fix the traffic circle and pedestrian circulation patterns**
- **Restore the Market House to its historical function and configuration**
- **Improve dock design and pedestrian waterfront access**