

**COMMENTS RECEIVED IN RESPONSE TO DRAFT GOALS, METRICS, AND ACTIONS**

**JUNE 2021 RELEASE**

(names of comment submitters have been withheld to protect privacy)

<b>MUNICIPAL GROWTH</b>	
Referenced Goal, Metric, or Action (if specified)	Submitted Comment
<b>MUNICIPAL GROWTH GOAL 1: Grow in a way that assures public facilities and infrastructure remain adequately sized and equipped to deliver exceptional service to existing residents, institutions and businesses</b>	The word "remain" in the first line should be deleted. The narrative preceding this goal statement must acknowledge that in some locations around the City the existing facilities and infrastructure are not currently adequately sized, maintenance is lacking and the safety of pedestrians and bikers has not been adequately addressed. These areas should be clearly identified and named. Further, it is not clear whether police and emergency services (as distinct from hard infrastructure) are covered by the goal statement. The police department is currently under staffed. Meeting and enforcing the requirements of the APF ordinance should be a key part of this goal. Future growth can then be structured in a way that ensures existing infrastructure shortfalls are being addressed in context with the permitting of new infrastructure proposals.
<b>MUNICIPAL GROWTH GOAL 1: Grow in a way that assures public facilities and infrastructure remain adequately sized and equipped to deliver exceptional service to existing residents, institutions and businesses</b>	The previous fiscal impact study did not specify or quantify levels of service. The study was focused more on whether or how much additional monies might be required to maintain current services in aggregate, not at the actual service level. Clarification is needed for this metric to be useful.
<b>MUNICIPAL GROWTH GOAL 1: Grow in a way that assures public facilities and infrastructure remain adequately sized and equipped to deliver exceptional service to existing residents, institutions and businesses</b>	Why the special emphasis on parks? All the APF topics merit attention.
<b>MUNICIPAL GROWTH GOAL 2: Within the designated growth area-- which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation-- promote exceptional development that addresses the city's planning goals and, in particular, contributes to the creation of good paying jobs and the fiscal strength of the city.</b>	Overall I agree with increasing mixed use zoning throughout the goal and appreciate this focus and Goal 4 has a great metric that realizes success of this idea.
<b>MUNICIPAL GROWTH GOAL 2: Within the designated growth area-- which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation-- promote exceptional development that addresses the city's planning goals and, in particular, contributes to the creation of good paying jobs and the fiscal strength of the city.</b>	Goal 2: Somewhat disappointed to see annexation be a focus of this and other goals in this section. If I understand the issue right, this is annexation of additional land for the city. However, increasing land use, in my opinion, should not be considered until the city uses current space efficiently and increase density in an effort to reduce urban/suburban sprawl, which stretches city services and is inefficient. Additionally, increasing density is better for delivery of city services and reduction of environmental degradation, which are goals of the comprehensive plan. While well meaning statements on annexation are nice, in reality they have no significant limits to sprawl. Please look to implement a legal structure, such as an urban growth boundary process like done in Portland, Oregon, to limit annexation and use our city space more efficiently. This is hinted at in Goal 2 of Land use and should be a priority.
<b>MUNICIPAL GROWTH GOAL 2: Within the designated growth area-- which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation-- promote exceptional development that addresses the city's planning goals and, in particular, contributes to the creation of good paying jobs and the fiscal strength of the city.</b>	One area missing from Municipal Growth is a focus on support for teleworking and commuting workers. Many workers in Annapolis commute to their jobs in Baltimore or Washington, DC and now with the pandemic, this will be more of a reality than an episodic event. With the increase of teleworking, city services (broadband infrastructure and commuter transit options) should be expanded for this mobile workforce. As this comprehensive plan discusses, Annapolis is great destination for people to live and now work, no matter where that job is. The growth in this population should be addressed in the comprehensive plan goals or we will be behind in supporting these types of workers to the city.
<b>MUNICIPAL GROWTH GOAL 2: Within the designated growth area-- which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation-- promote exceptional development that addresses the city's planning goals and, in particular, contributes to the creation of good paying jobs and the fiscal strength of the city.</b>	The Plan should include projections on how much land the city anticipates annexing during the period of the plan, and also indicate the locations and numbers of individual properties/housing units that are projected to be built.
<b>MUNICIPAL GROWTH GOAL 2: Within the designated growth area-- which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation-- promote exceptional development that addresses the city's planning goals and, in particular, contributes to the creation of good paying jobs and the fiscal strength of the city.</b>	How is "net positive impact" determined and analyzed? What criteria will be used? Is there an agreed upon methodology to be used? Who actually does their analysis and who pays for the cost of the analysis?
<b>MUNICIPAL GROWTH GOAL 2: Within the designated growth area-- which is defined as the area outside of the City boundary which meets the guidelines for the State's Priority Funding Areas and is therefore deemed sensible for annexation-- promote exceptional development that addresses the city's planning goals and, in particular, contributes to the creation of good paying jobs and the fiscal strength of the city.</b>	Who pays for the studies? Who reviews the studies? A multi-jurisdictional review is important.
<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing.</b>	This is a cumbersome goal statement. The City cannot control the type of growth that developers are interested in, short of denying permit requests. It can incentivize it. Household growth in the City will come when there are jobs or more housing options. The City does not own most of the land, it can only adjust the zoning, subject to code and owners' concurrence. Another reasonable objective is to prioritize growth, at least in some areas, that would result in the highest fiscal return for the City. This type of growth would aid in paying for services elsewhere. A definition of workforce housing vs affordable housing would be useful, including a statement about income levels to be targeted for each type. This goal statement implies that the types of jobs envisioned in the Plan will only attract individuals that require "affordable" housing. While it is certainly true that some jobs will be low and minimum wage, this is not always the case. The Plan should be more clear in this regard.
<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing.</b>	Performance measures for workforce housing should also be included.

<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing. Action 1</b>	Please clarify if this is going to be a condition for every annexation? Or does the Plan anticipate that every annexation will include housing?
<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing. Action 2</b>	Cross reference with the section on housing.
<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing. Action 3</b>	How is access to transit, jobs, and amenities to be determined? Please indicate the criteria to be used.
<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing. Action 4</b>	Suggest this action also include the criteria to be used to determine compatibility.
<b>MUNICIPAL GROWTH GOAL 3: Growth in the number of households will prioritize increasing workforce and affordable housing.</b>	Add action #5 that describes what the City will do on an ongoing basis to ensure that housing remains affordable for an extended period.
<b>MUNICIPAL GROWTH GOAL 4: Prioritize revitalization and redevelopment that best connects residents to retail, services and amenities.</b>	Suggest change to "Encourage and incentivize revitalization and redevelopment that connects residents to retail, service amenities and natural resources.
<b>MUNICIPAL GROWTH GOAL 4: Prioritize revitalization and redevelopment that best connects residents to retail, services and amenities.</b>	Please explain the basis for 20%. The increase is significant. Is it realistic? Is it too much? What will be the environmental sustainability impacts on this growth?
<b>MUNICIPAL GROWTH GOAL 4: Prioritize revitalization and redevelopment that best connects residents to retail, services and amenities.</b>	The MG4 goal and associated actions sound like what should be a blueprint or business plan for redevelopment. Perhaps this is what the case studies will accomplish. See related observations below in the Land Use chapter.
<b>MUNICIPAL GROWTH GOAL 4: Prioritize revitalization and redevelopment that best connects residents to retail, services and amenities. Action 2</b>	Technical assistance for what purpose and to whom? What does "enhanced" mean?
<b>LAND USE</b>	
<b>Referenced Goal, Metric, or Action (if specified)</b>	<b>Comment</b>
<b>LAND USE GOAL 1: Simplify the zoning code so that it is easier to develop infill projects that complement the neighborhoods and creeksheds where they are located.</b>	I live approximately 2 blocks from the 1300 block of West Street. I'm writing to ask that the comprehensive plan include re-zoning of West Street from 1800 block to Westgate Circle to allow for mixed-use development. This section of West Street is an untapped real estate resource for the city and allowing mixed-use will bring much-needed development to the area. With this development will come a friendlier pedestrian experience (see green space between the sidewalk and West Street at the new Library or the Children's Hospital building as examples) and allow more people to feel comfortable accessing downtown Annapolis by foot.
<b>LAND USE GOAL 1: Simplify the zoning code so that it is easier to develop infill projects that complement the neighborhoods and creeksheds where they are located.</b>	I also ask that you do not name any additional sections of this stretch as historic preservation areas. The architecture of the 1930s is plentiful around Annapolis and the benefits to re-development of some older structures far outweigh any benefit to preserving architecture that is not in danger of disappearance.
<b>LAND USE GOAL 1: Simplify the zoning code so that it is easier to develop infill projects that complement the neighborhoods and creeksheds where they are located.</b>	Suggest specifying how many small area plans and by when prior to 2030; i.e. so that priority locations (however those are determined) are targeted first.
<b>LAND USE GOAL 1: Simplify the zoning code so that it is easier to develop infill projects that complement the neighborhoods and creeksheds where they are located. Action 2</b>	Prior to preparing small area plans, the City should develop a template that is reviewed and approved; and then used as each small area plan is formulated. Do not understand why "sensible infill development" is mentioned. Watershed plans cover land uses in the watershed: the specific type of development should be left to plan design efforts.
<b>LAND USE GOAL 1: Simplify the zoning code so that it is easier to develop infill projects that complement the neighborhoods and creeksheds where they are located. Action 3</b>	Who "creates" these models-- the City? This would be an action step where the City creates and provides incentives for "green" design, low impact design and use of energy conservation, and use of recycled materials.
<b>LAND USE GOAL 2: Promote the improvement and re-investment in vacant or underutilized parcels.</b>	Suggest that the plan identify these parcels using maps.
<b>LAND USE GOAL 2: Promote the improvement and re-investment in vacant or underutilized parcels. Metrics</b>	2040 is a long ways off. Suggest 3 or 5 year metrics, starting with the year the CIP is approved and continuing through 2040. What factors will be used to determine if a property is underutilized? We understand the City is eyeing several locations along Forest Drive for upzoning based on the determination that the parcels are underutilized.
<b>LAND USE GOAL 2: Promote the improvement and re-investment in vacant or underutilized parcels. All Actions</b>	These are difficult to comment on because we do not yet have the "redevelopment priority framework" to be provided in this chapter.
<b>LAND USE GOAL 3: Identify zoning language adjustments to the residential districts that will help to bring about more housing options for workforce and middle income residents</b>	Are middle income residents considered those looking for affordable housing?
<b>LAND USE GOAL 3: Identify zoning language adjustments to the residential districts that will help to bring about more housing options for workforce and middle income residents. Metrics</b>	The metric cannot be quantified. Thus, it will be difficult to determine an outcome.
<b>LAND USE GOAL 3: Identify zoning language adjustments to the residential districts that will help to bring about more housing options for workforce and middle income residents.</b>	See previous comment about the need for a community benefits agreement.
<b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b>	This goal and the actions seem more suited to an economic development strategy/plan. No land use changes are suggested, apart from what may occur from legislation related to the recommendations of the Maritime Task Force. Perhaps only that aspect of land use needs to be addressed in this goal.
<b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b>	By how much are jobs projected to increase? Is there a basis from recent history to suggest an increase will occur? Recommend including 3-5 year targets. Suggest including specific metrics such as employment, gross sales, taxes paid, etc.
<b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic. Actions 2 and 5</b>	Actions 2 and 5 related to economic development are nearly identical and might be consolidated into one action.

<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>I'm a licensed-by-the-city owner-occupied STR and I believe it's imperative to protect, support and work on the ease of getting these licenses. With rising taxes and cost of living, the income I generate and pay taxes on enables me to stay in my home. On top of that, the service it provides is crucial. We are the welcoming committee to this great city for countless visitors who spend money at local stores and restaurants. We might not be a hotel with lots of taxes and lobbying ability, but that's exactly why our houses are booked consistently throughout the year. There is a demand for what we provide and as residents of your town, we ought to be considered.</p>
<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>Rising taxes are a big concern for Annapolitans who want to spend their retirement years in the City they call home. Given that Annapolis draws a lot of visitor as the state capital, home to the Naval Academy and boating mecca. Pitching in to help host these visitors also helps seniors offset the cost of homeownership on a fixed income. I know the Mayor and Council have heard this before, but I have something maybe new to add. I am going into my second year as a senior providing short-term lodging to (mostly) weekend visitors. I am also watching my health, using a wearable to track my activity. My tracker (oura ring) started asking me what my "workout" was when it detected increased activity as I cleaned up the bnb suite and worked in the yard between guests! Wow. Hosting visitors guarantees me 4 hours light to moderate exercise (laundry, cleaning, etc.) and another 4 moderate to intense exercise working in the yard (digging weeds, moving paver, installing twinkle lights etc.) Better than the gym in many ways. My obligation to my guest MAKES me do it. There is no extra cost -- in fact, I could say my exercise is part of what my guests pay for! Finally, as I've noted before, my place looks awesome these days. I am always aware of its appearance and my neighbors out walking their pups always stop and compliment me when I'm working in the front yard. Keeping the STR option viable for Annapolitans as they move to fixed income is an excellent strategy for helping them age in this awesome place our City is!</p>
<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>Hello! I was writing with a quick comment on the 2040 Comprehensive Plan. I would like to suggest that the plan include a sentence or two about the importance of light and friendly regulations for owner-occupied short-term rentals (where the homeowner rents a guest room, or some other part of their home) directly help the homeowner pay for their mortgage and other home repairs, as well as helping them age-in-place as property taxes rise. Additionally, owner-occupied short-term rentals have none of the downsides as non-owner-occupied, investor-owned properties. We are on-site to manage guest behavior, and we are still home to take out our trash, shovel our snow, generally be a part of the community and help find lost cats/borrow sugar/take in packages, etc.</p>
<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>The existing regulations, which include a whole home inspection (covering the home owner's private bedroom, office and bathroom) are too intrusive. Baltimore and other major cities such as Santa Monica, Los Angeles, Portland, New Orleans, don't do this. It is not NECESSARY. According to the Capital Gazette article of 8/27/21 entitled "Ogle Hall developers hope to turn historic Annapolis building into inn for Naval Academy visitors", the August 2021 Host Compliance data shows 353 active short-term rental licenses in the city with another 59 under review or pending revisions. Of those, just 12 are listed as owner-occupied. Twelve. TWELVE.</p>
<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>Owner-occupied STRs have been decimated by the over-reaching regulation of O-26-19. More owner-occupied STRs means more competition for the non-owner-occupied STRs and the cost of lodging will DECREASE, and it will perhaps be less lucrative to short-term rent. This is win/win/win for everyone. More units will turn back to long-term rentals, and more home owners will have access to the lucrative Airbnb revenue stream. Please consider adding a pro-owner-occupied short-term rental sentence to the comprehensive plan! This acknowledges the importance of light regulations (like Baltimore) on encouraging owner-occupied Airbnbs, and the importance of extra income in helping homeowners age-in-place. Also, please mention allowing historic homes to subdivide into individual 1 or 2 bedroom apartments under individual owner-ship. This is done in Washington DC and it will increase units while increasing ownership in the historic district. Thank you for considering my thoughts!</p>
<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>I am a full-time primary resident concerned about being able to "age in place" in the City of Annapolis. I am a retired homeowner who has lived in Ward 1 for 30 years. My present property tax levy (\$8000) consumes 1/3 of my annual SSA benefits. Being able to have a short-term rental income makes it a LOT easier for me to pay the property tax levy and to continue living here. Please add owner-occupied STRs to the 2040 Annapolis Comprehensive plan.</p>
<p><b>LAND USE GOAL 4: Support and sustain the expansion of businesses and private sector employment and the revitalization of the tourism sector (including retail and restaurants) which have been adversely impacted by the pandemic.</b></p>	<p>The income from Short term rental will help us keep our home! We were great affected by COVID and could be in jeopardy of losing our home in Eastport, which my husband purchased 25 years ago. We are trying to refinance right now to help us stay there... but it is proving challenging. Any help from STVR would be hugely helpful</p>
<p><b>LAND USE GOAL 5: Protect and secure the historic resource values of downtown Annapolis while promoting both its economic vitality and its role as the central gathering place for the City's residents.</b></p>	<p>This goal covers historic preservation, environmental sustainability/resiliency and economic performance. The metrics and associated actions could be usefully organized using these three distinct topics.</p>
<p><b>LAND USE GOAL 5: Protect and secure the historic resource values of downtown Annapolis while promoting both its economic vitality and its role as the central gathering place for the City's residents.</b></p>	<p>Suggest having 3 or 5 year targets for all metrics. Also, it's not clear what the full-time resident statement is aimed at. Could the same statement be useful in other words? Is this an obtuse way of aiming at fewer short-term rentals? How will the number of full-time residents increase? Seems like all that will be left by 2040 is short-term rental properties and small apartment units above retail.</p>
<p><b>LAND USE GOAL 5: Protect and secure the historic resource values of downtown Annapolis while promoting both its economic vitality and its role as the central gathering place for the City's residents.</b></p>	<p>I wish to add a target to activate upper floors of Main Street as residential. Offer incentives - we have low interest loans for sprinkler to make code compliant for residents and can prioritize those loans for housing. legal review needed.</p>
<p><b>LAND USE GOAL 6: Link the city together with a network formed by the city's remaining natural areas, improved open spaces, parks and institutional areas.</b></p>	<p>This is redundant with goals and actions in other sections. Adds little to the plan; recommend delete. Metrics could be moved to section on greenways.</p>
<p><b>LAND USE GOAL 6: Link the city together with a network formed by the city's remaining natural areas, improved open spaces, parks and institutional areas. Metrics</b></p>	<p>[Update the Greenway Map Annually] This is an action, not a metric. Suggest having 3 or 5 year targets.</p>
<p><b>LAND USE GOAL 6: Link the city together with a network formed by the city's remaining natural areas, improved open spaces, parks and institutional areas. Metrics</b></p>	<p>[Establish at least one contiguous greenway within each of the city's creek watersheds by 2030] Suggest having 3 or 5 year targets</p>
<p><b>LAND USE GOAL 6: Link the city together with a network formed by the city's remaining natural areas, improved open spaces, parks and institutional areas.</b></p>	<p>The actions should be in line with or could be covered by the environmental sustainability and water resources chapters.</p>

GENERAL COMMENTS	An action under Municipal Growth goal #4 is to update the zoning ordinance. This land use chapter (esp. LU 1) suggest mixed use place type (or form based) zoning should be adopted. Whether under the MG or LU chapters, it would be useful to discuss the process for how a place type or form based zoning approach would be undertaken; e.g. based on the case studies?; in several wards before rolling out to the entire city? How exactly? We also suggest explaining how form based zoning will take the APF ordinance into consideration. In brief, describe where the city is heading with potential zoning changes.
GENERAL COMMENTS	There is redundancy with some of the goals. We suggest that as an organizing principle the material be rewritten in terms of a blueprint or business plan for redevelopment. (Maybe this is what is envisioned by referencing small area plans) Such a blueprint would be framed as a collaborative effort including the current land/property owners, the city, the state and county (as appropriate) and potential new investors/developers. The Comp Plan would describe what the city would do to attract redevelopment capital (private investors) as well as pull in necessary state and county money to supplement city funds for infrastructure.
GENERAL COMMENTS	A blueprint should include maps of the City identifying areas of proposed zoning changes and detailed codification of each new zoning classification created therein. Further mapping to be included can identify underutilized properties, each parcel being prioritized based on redevelopment goals stated in the Comp Plan.
GENERAL COMMENTS	The City and its residents would benefit from adopting a community benefits agreement of the type proposed by the Citizens' Coalition.
GENERAL COMMENTS	Prior to changing the land use code and in cooperation with ward residents, the City needs to make a determination that services and infrastructure conditions meet necessary standards. If they are not met, improvements should be made prior to changing zoning provisions.
<b>HOUSING</b>	
<b>Referenced Goal, Metric, or Action (if specified)</b>	<b>Comment</b>
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs.	I wish to add a target to activate upper floors of Main Street as residential. Offer incentives - we have low interest loans for sprinkler to make code compliant for residents and can prioritize those loans for housing. legal review needed.
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs.	Suggest changing goal to "Produce a supply of lower cost rental and ownership housing to address current and future needs." Clarify what is meant by projected needs by providing data and metrics on the number of housing cost burdened households, which comprise a wide range of income levels. Since the income levels vary, the supply may not only be at the lowest "affordable" level. Therefore, it would be helpful to describe the supply as "lower cost". Also, since it is unlikely the supply produced will fully meet projected needs, the goal should clarify the purpose of the goal is to address the need. Define "affordable".
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs.	Reduced from what percentage? To provide better context, it would be helpful to clarify the percentage to be reduced and corresponding number of units and how you determined the targeted decrease. Specify the factors that will cause the severely cost burdened renters to decrease; e.g. actions to be taken and by whom.
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs. Action 2	Why restrict infill development to Upper West Street/Parole, shouldn't this goal pertain citywide?
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs. Action 3	Would be helpful to provide a location of these areas and expand upon the criteria and process for annexation. Can areas be prioritized regarding potential annexation?
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs. Action 4	Provide more detail about what is meant here, is it to increase the percentage of required units in Planned Development?
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs. Action 5	The use of the term "urban center" denotes high rises incompatible with Annapolis. Therefore, it would be helpful to provide some clarifying language, perhaps refer to the use of form-based code to ensure compatibility with surrounding neighborhood features.
HOUSING GOAL 1: Produce a supply of affordable rental and ownership housing in order to meet current and projected needs. Action 6	Based on previous conversations, I believe this action item does not apply. Please confirm whether you intend to keep this metric and if so, how it comports with the current Annapolis code.
HOUSING GOAL 2: Preserve the supply of quality housing for low and moderate-income households; Action 2	Please clarify how the City would be able to reduce maintenance costs. Presumably, reduction of property taxes would be achieved through PILOT (payment in lieu of taxes).
HOUSING GOAL 2: Preserve the supply of quality housing for low and moderate-income households. Action 4	Why would this effort be aimed only at owner occupied housing? And please expand upon how resident interest would be advanced.
HOUSING GOAL 4: Increase the supply and diversity of housing types and the locations where such housing can be compatibly provided to best facilitate housing that addresses the particular needs of the city's households.	Housing options are changing rapidly and the wealthy will continue to have expanded options while the middle class options will shrink. We should make it a goal to expand housing opportunities for all by allowing seniors to age in place. This is beneficial to our entire community. Some of the ways to create such options is to be flexible with allowing short term vacation rentals and accessory dwelling units. Every effort possible must be considered to make this work well for all residents and I support expansion of short term rentals and use of ADU's.
HOUSING GOAL 4: Increase the supply and diversity of housing types and the locations where such housing can be compatibly provided to best facilitate housing that addresses the particular needs of the city's households.	What are the number of units the percentages represent and how did you determine the targeted increase?
HOUSING GOAL 4: Increase the supply and diversity of housing types and the locations where such housing can be compatibly provided to best facilitate housing that addresses the particular needs of the city's households. Action 3	First, determine the number of existing accessory dwelling units currently within the City, then draft legislation that allows these units to meet standards and incentivizes any additional accessory dwelling units that meet neighborhood compatibility standards.

<p style="text-align: center;"><b>GENERAL COMMENTS</b></p>	<p>Too much emphasis is placed on increasing the density of housing and mixed use zoning without identifying the location and conditions under which it might be appropriate and the locations and conditions where it will have adverse impacts. Blanket statements are made supporting denser developments and loosening regulations such as in Goal 4 Action 1 "Amend the Zoning Ordinance to encourage multiple housing types that can fit compatibly within each of the City's residential zoning districts. As guidance, the following housing types generally fit compatibly with neighboring single-family lots: duplex, triplex, fourplex, courtyard building, and cottage cluster." and Goal 4 Action 2: "Amend the zoning ordinance to provide that one accessory dwelling unit be allowed by right on all single-family lots in all zoning districts subject to a certain lot size, to be determined." In some places, the recommended increased densities might be appropriate. In other areas, such increased density will cause a drastic change in the character of adjacent neighborhoods. Not all Annapolis is urban in nature or wants to be. There is also the question of whether such increased density will be sustainable in the long run because of the increased public services that will need to be provided and the increased amount of impervious surface that will be created.</p>
<b>TRANSPORTATION</b>	
<b>Referenced Goal, Metric, or Action (if specified)</b>	<b>Comment</b>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>Extend the shoulder on the north side of the USNA bridge from the city side of the bridge up to at least Gate 8, and preferably beyond. Now the shoulder disappears near the foot of the bridge and is marked with a no-help "Share the Rad" sign,</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>Improve signage for the trails that pass through the city. The American Discovery Trail, the East CoastGreenway, and the 911 Memorial Trail all intersect, remarkably, at Jonas Green Park, making this the only point in the entire country where they intersect, a phenomena that may become even more remarkable if the Rails-to-Trails' Great American Rail Trail gets extended east from Washington DC to the Atlantic coast, as it may well. They all extend over the USNA bridge and into the city! But following them through the city is not easy.</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>Make the Poplar Trail &amp; WEE a HIGH PRIORITY project.</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>Goal 1 - This goal mentions support for telework options but there are no actions directly linked to telework and it is unsupported throughout the other plan sections. Recommend looking at this perhaps as a cross-cutting goal with transportation and municipal growth.</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>In response to the call for comments on the goals, metrics and actions related to the drafting of the Annapolis 2040 Comprehensive Plan, I would like to encourage the inclusion of a local and regional ferry system proposal in the plan. I understand that a Public Water Access Study will be undertaken shortly in connection with the work of the Annapolis Maritime Task Force in its planning for the enhancement and further development of the maritime districts of the City of Annapolis. This study and the Task Force itself should consider ways in which a ferry system would not only benefit the Annapolis maritime industry, but also contribute to the improvement of the broader transportation systems of the City of Annapolis, Anne Arundel County, and the Chesapeake Bay. I am submitting this comment as a personal recommendation, but with an awareness of local transportation needs gained as a resident of Annapolis and from years of service on the Annapolis Transportation Board.</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>This could become T2, T3, or T4.</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>The Transportation Chapter's goal is to greatly increase alternate mobility, meaning increasing bicycle transportation around the city while doubling telework options by 2040. It does not seem realistic to assume a change in culture and employment where double the amount of people working from home and walk or bike for daily essential activities. What evidence suggests that this goal is achievable?</p>
<p><b>TRANSPORTATION GOAL 1: Shift the mix of mobility investments towards public transit, micro-mobility/ridesharing, active modes and support for telework options to double the usage of these modes by 2040.</b></p>	<p>Annapolis needs to hire a Transportation Engineer and a staff to daily manage transportation issues within the City and Forest Drive with the County and State, and should have done so long ago, but especially for the 2022 budget. This is a recommendation for immediate action.</p>
<p><b>TRANSPORTATION GOAL 2: Build a policy environment in Annapolis that is mode-neutral, equitable, and oriented to safety.</b></p>	<p>What evidence does the City have that a mode-neutral policy is realistic? Please define "mode-neutral" with specifics. Define "equitable" as it pertains to transportation.</p>
<p><b>TRANSPORTATION GOAL 2: Build a policy environment in Annapolis that is mode-neutral, equitable, and oriented to safety.</b></p>	<p>Reducing the crash rate to less than the rate of population increase by 2025 is incompatible with adopting a Vision Zero policy, which aims at zero deaths. This is recommended in T2. Vision Zero, recommended and adopted by the County, needs to be implemented as soon as possible. Annapolis needs to safely increase its traffic flow throughout the City and integrate it with Forest Drive. The purchase and installation of upgraded IT systems for signal lights is a key element of addressing safety. There should also be a requirement for law enforcement to crack down on persistent speeding, tailgating, and aggressive driving.</p>

<p><b>TRANSPORTATION GOAL 2: Build a policy environment in Annapolis that is mode-neutral, equitable, and oriented to safety.</b></p>	<p>I wanted to connect and discuss Silopanna Rd. And connecting the bike path from downtown to Truxton Park. I attached a map showing the specific area that is an obvious connector for two existing bike trail segments. The two segments being the section of the trail behind bates middle school that passes by the children's museum and drops you out at the intersection of Spa Drive and Silopanna Rd. The other section is the labeled portion of the trail on Hilltop Ln.</p> <p>What has prompted me to reach out to you and the city is the increasing hazards associated with pedestrian and bike traffic along this area. Specifically, the below events:</p> <ol style="list-style-type: none"> <li>1) An incident in which a vehicle struck two parked vehicles on this stretch of road, which disabled the vehicle, with the occupants of the vehicle fleeing on foot, occurring on June 25th. Annapolis PD case number 21-19962.</li> <li>2) The fire hydrant in front of the Childrens museum was struck by a young lady in the middle of the day, who fled the scene before police arrived.</li> <li>3) numerous pieces of automobiles of the underside of vehicles that have been found between 47-49 Silopanna rd, from vehicles striking railroad ties that are used as a garden boarder near the edge of the street.</li> <li>4) Personally, witnessing many close calls with cars/bike/pedestrians near the turn on Silopanna Rd.</li> </ol>
<p><b>TRANSPORTATION GOAL 2: Build a policy environment in Annapolis that is mode-neutral, equitable, and oriented to safety.</b></p>	<p>Goal 2 - A lot to like in this goal however, there is little mention of existing sidewalks and the difficulty of using sidewalks in the city. Some areas are dangerous (Forest Drive) to use and other areas have no sidewalks at all or missing connections. Furthermore, the width of several of the city sidewalks cannot support more than one person let alone a stroller to use (e.g., Chesapeake and Bay Ridge Avenues). Recommend some focus on sidewalks in terms of safety and usability be part of the goals' actions.</p>
<p><b>TRANSPORTATION GOAL 2: Build a policy environment in Annapolis that is mode-neutral, equitable, and oriented to safety.</b></p>	<p>With the increase in pedestrian and bicycle use of the Broadneck Peninsula, coupled with higher motor traffic in the area, there is now an increasing likelihood of accidents on shared roads. To increase safety and provide risk mitigation, there should be more development to support joint use of motorized and non-motorized users. Now would be an opportune time to expand bike lanes and broadened road shoulders, specifically along St Margaret's and Pleasant Plains.</p>
<p><b>TRANSPORTATION GOAL 3: Transportation will take a leadership role in creating a greener and healthier Annapolis to sustain the economic, environmental, and societal quality of the City</b></p>	<p>I think there should be a metric for the number of street trees planted. This is such a critical element to increasing the appeal of our roadways.</p>
<p><b>TRANSPORTATION GOAL 3: Transportation will take a leadership role in creating a greener and healthier Annapolis to sustain the economic, environmental and societal quality of the City.</b></p>	<p>Suggest revising the goal statement as follows: Create a greener and healthier Annapolis to sustain the economic, environmental and societal quality of the City. (Transportation itself cannot lead). Define societal quality, as well as how it will be measured. Also, it is not clear how transportation will contribute to societal quality. Explain how EV charging stations sustain societal quality.</p>
<p><b>TRANSPORTATION GOAL 3: Transportation will take a leadership role in creating a greener and healthier Annapolis to sustain the economic, environmental and societal quality of the City. Metrics</b></p>	<p>How many are available currently? Can the tenfold increase be achieved without significant funding from the City and partners? BGE is mentioned but federal, state and county funding will also likely be necessary, additional to the private partnership cited.</p>
<p><b>TRANSPORTATION GOAL 3: Transportation will take a leadership role in creating a greener and healthier Annapolis to sustain the economic, environmental and societal quality of the City.</b></p>	<p>The actions to be taken in the transportation chapter can definitely play a role in a greener and healthier Annapolis. However, in order to achieve the goal, many actions have to be implemented in the near-term. This is all the more reason for a transportation engineer to be hired in the next fiscal year.</p>
<p><b>TRANSPORTATION GOAL 4: Expand partnerships with key public and private stakeholders to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>Goal 4 - The performance metrics in this section (specifically the meetings metric and the bike network) are actions, not measures of successful completion of the outcome or goal. This goal (and others in Transportation) are really focused on reducing the number of cars and providing more non-car transit options. Recommend looking at a performance measure such as Reduction in the number of cars in downtown (or other priority areas in the city) and increase of micro/mass transit users. There are several proxy options for this to get consistent data (number of parked cars at the city parking garages for instance). Over time, if the goals in Transportation are successful, we should see the number of cars reduced and an increase in micro/mass transit use. A ratio could address increased visitors in all modes to ensure an accurate measure.</p>
<p><b>TRANSPORTATION GOAL 4: Expand partnerships with key public and private stakeholders to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>Finally, in Goal 4 - the mention of "improvements" in Action 1 is far too vague for the issues of Forest Drive. Recommend the city put more emphasis on addressing the specific issues the community has with Forest Drive. Action 3 and 5 are great starts but we need more on walking acces for ALL of Forest Drive, safety improvements and speed issues addressed between Spa and Chinquapin Round Roads to include pedestrian crossings to and from both sides, and increased transit options. While this is a county road, we need to have a better partnership with them to solve more specific issues and not look at generic "improvements" through such a vital road.</p>
<p><b>TRANSPORTATION GOAL 4: Expanding partnerships with key public and private stakeholders and citizens to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>This goal should become T1 - the highest priority.</p>
<p><b>TRANSPORTATION GOAL 4: Expanding partnerships with key public and private stakeholders and citizens to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>We agree with all, with the stipulation that coordination meetings should be monthly.</p>
<p><b>TRANSPORTATION GOAL 4: Expanding partnerships with key public and private stakeholders and citizens to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>Detailed planning and implementation meetings need to be monthly, not quarterly. Without the level of detailed planning, the other goals won't be achieved. The other metrics are appropriate.</p>
<p><b>TRANSPORTATION GOAL 4: Expanding partnerships with key public and private stakeholders and citizens to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>Monthly meetings with the State and County to resolve transportation issues need to begin now and continue, not quarterly meetings as the draft recommends. The City is fiscally challenged, tax rates are high and not either sustainable or able to be increased. Any progress on Annapolis' traffic challenges depends on funding from multiple resources, federal, state, County, and City.</p>



<p><b>TRANSPORTATION GOAL 4: Expanding partnerships with key public and private stakeholders and citizens to improve mobility, safety, and connectivity for residents and visitors alike.</b></p>	<p>Add three additional actions: develop multi-jurisdictional implementation plan for previously identified transit capacity improvements in the Forest Drive corridor. Add a commuter transit bus line along the Forest Drive corridor (in the City's plan). Establish an intermodal transit center adjacent to the Annapolis Towne Center and in the Hillsmere/Bay Ridge area (in the County's Plan 2040).</p>
<p><b>GENERAL COMMENT</b></p>	<p>One question or maybe a suggestion, do you have performance measures that will be tied to the goals and objectives? There is some good information in the Healthy CIP document that would be a good addition to the plan. Ideally, it would be good if there were some goals and objectives that are the same as the county could showcase the partnership and coordination for implementation.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Anne Arundel County's 20 Year Comprehensive Plan, Plan 2040, was approved by the County Executive in April 2021. It followed a comprehensive area planning review which did not include the City of Annapolis but everything around it, including Forest Drive. the most dangerous roadway in the County for accidents and fatalities with five failing intersections continually challenged by increasing development in the City and County which must be mitigated as part of a joint strategy to make Forest Drive safe.</p>
<p><b>GENERAL COMMENT</b></p>	<p>The final report recommended amendments to the County's Plan 2040. Fifteen amendments based on its recommendations were submitted to the County Administration and County Council, but the Council only approved 5 and left the balance to the City, stating they were the City's responsibility. The City should with the County, adopt and implement these recommendations.</p>
<p><b>GENERAL COMMENT</b></p>	<p>There are 10,500 people living along Forest Drive. Thousands of children travel to school along Forest Drive daily. Forest Drive has over 40,000 vehicle transits per day. Residents of five wards (3, 4, 6, 7 and 8) regularly use Forest. There is no direct access road across the City from North to South and South to North, even though it was addressed in the 2009 Comprehensive Plan. The result is significant traffic backlogs on Chinquapin Round Rd and its intersection with Forest and Aris T. Allen.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Annapolis's employment is based on small business, the maritime industry, state and local government and the Naval Academy, but thousands of Annapolitans commute daily to the National Security Agency, the Pentagon and Washington DC area as well as Baltimore. This will not change, but only increase, as NSA and other federal agencies' and private sector employment growth continues to increase in this area.</p>
<p><b>GENERAL COMMENT</b></p>	<p>A high percentage of unemployed/underemployed, elderly citizens and those living below the poverty line would benefit from public transport, but significant challenges still carry over from recommendations in the 2009 Comprehensive Plan that have not yet been implemented.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Bicycles and bus routes are not feasible for travel to many areas. Working hours at many locations are not nine-to-five jobs. Multi-modal transportation strategies work with stable work schedules do not work well for many military and civilian public servants who work in these areas. Annapolis's roads are very narrow, parking is scarce, the culture is based on automobiles and the climate year-round does not favor bicycle transportation. Drivers tailgate and speed, which further threatens those commuting on a bicycle or walking for recreation. There is little or no police enforcement of these infractions.</p>
<p><b>GENERAL COMMENT</b></p>	<p>The chapter's focus is to improve how those who live and work here get around the city. It advocates, as a best strategy, improving alternative mobility options to "ensure those who wish to walk, bike, and use public transit, can do so safely and comfortably, and to encourage more people to consider these options." Considering the background above, is this a realistic goal? What data about Annapolis's demographics, employment and traffic patterns do you have that supports this goal?</p>
<p><b>GENERAL COMMENT</b></p>	<p>It is not clear whether the Transportation chapter is sufficiently focused on the geographical area encompassing roads and intersections, including: West Street and Admiral Drive, Chinquapin Round Road and Fairfax Road, and Chinquapin, Aris T Allen and Forest Drive.</p>
<p><b>GENERAL COMMENT</b></p>	<p>State and county traffic data clearly indicates that the intersection of Forest Drive, Chinquapin Round Road and Aris T Allen Boulevard/MD 665 is one of the most travelled intersections on the Southwest boundary of the City. Traffic at this intersection is compounded by West St and Chinquapin Round Road traffic which feeds the Admiral Drive and West St. intersection. Recent traffic studies indicate that more than 16,000 vehicles travel on Chinquapin Round Road daily.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Tremendous delays in traffic are experienced daily between the hours of 2:00 - 7:00 PM, Monday thru Friday, at the intersection of Forest Drive, Chinquapin Round Road and Aris T. Allen.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Improvements to this intersection in the City of Annapolis and AA County should be conducted in accordance with the recommendations of the AA County Parole Mobility Study and the Forest Drive Sector Study.</p>
<p><b>GENERAL COMMENT</b></p>	<p>We recommend that a comprehensive traffic study be performed to ensure that the most appropriate design methods are selected, with the capability of reducing traffic congestion at this intersection. The inclusion of a bike and walking trail should be a requirement for the design and construction of all roadway upgrades and improvements in the Forest Drive, Chinquapin Round Road and Aris T. Allen area. This study should also evaluate the best design required to modernize and improve the intersection of Fairfax Road and Forest Drive - the only ingresses and egresses to the Fairfax community.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Consideration of proposed developments on the North side of MD 665 (Godspeed Way) and an Annapolis approved development on the South side of MD 665 (Rocky Gorge) must be included in all roadway upgrades and construction efforts in this region. These developments are included in the pipeline of both the County and City. They will require ingresses and egresses, approximately 100 feet west of the Chinquapin Round Road and Forest Drive intersections.</p>
<p><b>GENERAL COMMENT</b></p>	<p>Transportation goals and actions seem to be appropriate though some may be difficult to achieve.</p>
<b>COMMUNITY FACILITIES</b>	
<b>Referenced Goal, Metric, or Action (if specified)</b>	<b>Comment</b>

<b>COMMUNITY FACILITIES GOAL 1: Merge Annapolis' parks and recreation system with its evolving network of conservation areas and trails to create a comprehensive greenway system</b>	One of the detractors of Annapolis as a beautiful historic town is the poor condition of the city's sidewalks, especially the brick sidewalks and old curbs. It looks like our city is a poor and distressed city that cannot maintain its infrastructure. I recommend a budget commitment to continually repairing and upgrading out sidewalks so that residents and visitors can enjoy walking a around the city and enjoy its many beautiful features. To make the point, my elderly mother stopped being willing to walk around the city for fear of tripping and falling down. Before we invest in greenways, we must invest in walkways
<b>COMMUNITY FACILITIES GOAL 1: Merge Annapolis' parks and recreation system with its evolving network of conservation areas and trails to create a comprehensive greenway system</b>	Goal 1 - The performance metric is an action, not a measure of success and is the same as Action 2. Recommend focusing on a new metric that measures the amount of new conservation lands added to the park system (greenway system) or the amount increases each year (after the initial year of course).
<b>COMMUNITY FACILITIES GOAL 1: Merge Annapolis' parks and recreation system with its evolving network of conservation areas and trails to create a comprehensive greenway system</b>	If the metric is rewritten as an action it should emphasize the usability and clarity of a park system map should be a priority, easy to use and understand what you are looking for. For instance, the current lack of playground information and relying on a third party app is soemthing the city should provide -- not look for outside option that is subject to disruption and lack of information updates. Also, the arcgis option for parks, while well intended, is not user friendly. These are two examples the city should fix with this action for a new park system map.
<b>COMMUNITY FACILITIES GOAL 2: Expand park facilities strategically to achieve equitable access for all.</b>	Goal 2 - Recommend including linkage of increased walkways/bike paths within this goal to emphasize the interdependence on walking and biking paths. While there are some bike routes that are not pedestrian friendly (e.g. roads) the linkage is importance to access community facilities.
<b>COMMUNITY FACILITIES GOAL 2: Expand park facilities strategically to achieve equitable access for all.</b>	How about access to parks characterized by natural features and suitable only for limited passive recreation?
<b>COMMUNITY FACILITIES GOAL 3: Prioritize equitable waterfront access by investing in new and improved public open spaces and the connections to them.</b>	Goal 3 - Fantastic!
<b>COMMUNITY FACILITIES GOAL 4: Expand recreational program offerings to reach more residents, particularly under-represented populations.</b>	Goal 4 - The performance metric here is an action and specific to action 4. Recommend a performance metric that the Stanton Center (or community center positions in general) remain unfilled no more than X months as a metric. Also, consider another metric that measures the increase in the number of citizens using the programs offered in underrepresented populations or under served communities. While having a director of programs is great, use of the prgrams is the outcome we are after.
<b>COMMUNITY FACILITIES GOAL 4: Expand recreational program offerings to reach more residents, particularly under-represented populations.</b>	I strongly disagree with Action 1.The Public Works Facility site would be better used for affordable housing. The city does need another recreation facility in addition to the Pip Moyer facility, especially that has revenue generation as a major objective.

**ARTS & CULTURE**

Referenced Goal, Metric, or Action (if specified)	Comment
<b>ARTS &amp; CULTURE GOAL 2: Expand the reach of the Annapolis Arts &amp; Entertainment District and growth of the creative economy</b>	I am submitting this suggestion as the Chair of the Maryland Cultural and Conference Center, ("MC3") located at 3 Park Place, Annapolis. In reviewing the Arts & Culture part of the Annapolis Comprehensive Plan for 2040, I noted that Goal #2 is: "Expand the reach of the Annapolis Arts & Entertainment District and growth of the creative economy." This is a great goal, and in reviewing the accompanying map, it certainly looks like the Arts District should be expanded to include Park Place where MC3 is located. That would provide a wonderful opportunity for MC3 to implement its plan for an arts "anchor" with Maryland Hall and others in Upper West Street. I do have one concern, however. Action #2 under this Goal is: "Partner with Maryland Hall to launch a campus master plan to better program and leverage existing open space areas." Currently, this Action #2 solely focuses on Maryland Hall, and seems to exclude other partners in Upper West Street. Would it be possible to reword this Action #2 to be: "Partner with Maryland Hall, the Maryland Cultural and Conference Center, and others to launch a master plan to better program and leverage existing opportunities for Upper West Street." This would help in our efforts to expand the Arts District, bring in more partners to increase synergies within the Arts District, and advance the Goal of the "growth of the creative economy."
<b>ARTS &amp; CULTURE GOAL 2: Expand the reach of the Annapolis Arts &amp; Entertainment District and growth of the creative economy</b>	There is much in the Arts and Culture section on places. There is also a lot on the plastic arts, including very specific goals regarding minimum numbers of grants for artists; but there is nothing on the performing arts. I see this as a major oversight! Our performing arts organizations, including the Annapolis Shapesspeare Co., the Colonial Players, the Annapolis Opera, the Annapolis Symphony, the Annapolis Ballet, the Annapolis Chorale -- these are all powerful economic drivers that greatly assist Annapolis' restaurants, and which greatly improve the quality of life in our city. They deserve MUCH greater visibility in the Arts and Culture section. City involvement is ensuring that performaing arts organizations have adequate performance spaces -- so that they remain in Annapolis--and to encourage the development of new performing arts organizations, should be a high priority in this section.

**ENVIRONMENTAL SUSTAINABILITY**

Referenced Goal, Metric, or Action (if specified)	Comment
<b>ENVIRONMENTAL SUSTAINABILITY GOAL 1: Develop a comprehensive and equitable approach to resilience that is relevant to all residents. Action 1</b>	This is not an action; it needs rewriting or use as introductory material. The City of Annapolis should comply with the definition of "Sensitive Area" as presented by the Maryland Department of Planning in its requirements for a Comprehensive Plan. At this point, the draft document does not include a section on a goal(s) for protection of Sensitive Areas from adverse effects of development. Ideally, these areas would be identified in the Plan and levels of existing threats and protections provided. Also, given the high priority for environmental sustainability and climate resilience, further assessment of adverse impacts of climate change are needed.
<b>ENVIRONMENTAL SUSTAINABILITY GOAL 1: Develop a comprehensive and equitable approach to resilience that is relevant to all residents. Action 2</b>	Definition of the concept Equitable Resilience Framework is necessary. This term is from MEA and provision of energy backup for low wealth and vulnerable communities. While important, such backup capacity should be available for the whole city, being sure the low wealth and vulnerable community are fully incorporated. The recent impact of the Hurricane Ida tornadoes on our area clearly demonstrate the need for upgrading our grid and creation of micro-grid.



<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 1: Develop a comprehensive and equitable approach to resilience that is relevant to all residents. Action 3</b></p>	<p>Many climate resilience plans, including the Boston model (used by P&amp;Z) include: 1) extreme temperatures/heat; extreme precipitation/stormwater flooding; sea level rise/stormwater flooding; and; coastal storms/coastal and riverine flooding. NOAA reports there are two components to sea level rise: 1) the actual rise in water level; and 2) subsidence: A NOAA scientist determined that subsidence is the greater concern for our area. Therefore, it should be included in any metrics and action steps of the Comp Plan. Given the vulnerability of Annapolis to climate change, we suggest the City follow the lead of some planning done in other cities and add: 1) working with BG&amp;E to add backup capacity for the electric grid; and 2) pandemic planning and capacity building, with assumption we will be experiencing more such health emergencies.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 1: Develop a comprehensive and equitable approach to resilience that is relevant to all residents. Action 4</b></p>	<p>We are pleased City staff has incorporated recommendations for inclusion of subwatershed plans for four city creeks. Watershed plans cover both water impacts and land uses as they affect water quality. That said, we are not clear on what "neighborhood scale resilience investments" include and why they are tied only to the creekshed small area plans goal.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 2: Expand the City's tree canopy particularly in communities most impacted by climate change.</b></p>	<p>The benefits provided by Bill 991 passed by the State legislature this year needs to be noted. It provides the funding for the planting of 10 million trees over the next 10 years with 500,000 trees in underserved areas. Such funding may be used to hire personnel to help with the planting of the trees which the City might be used to hire the additional persons that will be needed to achieve its Environmental Sustainability Goals.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 2: Expand the City's tree canopy particularly in communities most impacted by climate change.</b></p>	<p>Expansion should be for the whole city, as we are all impacted by climate change. Action steps should target existing "tree inequity"</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 2: Expand the City's tree canopy particularly in communities most impacted by climate change. Metrics</b></p>	<p>Solid, measurable metric statement. Requires monitoring and compliance measures to prevent previous failure to reach Urban Tree Canopy goal.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 2: Expand the City's tree canopy particularly in communities most impacted by climate change.</b></p>	<p>It would be helpful to have it organized by timeline; i.e. first, second, etc. steps to be taken. Missing are steps on City capacity and financing. With no additional funds available from the City budget and only one person on staff to address resiliency how will all these action steps be implemented? Missing is outreach to major land owners such as USNA, the religious sector, businesses such as those with large parking lots. The City should work with the USNA to either redo the stadium parking lots with installation of trees and low impact development components or install solar panels over the parking area, as has been done at Maryland Environmental Services HQ.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 2: Expand the City's tree canopy particularly in communities most impacted by climate change. Action 2</b></p>	<p>Requiring a 5 year mitigation plan may be appropriate for voluntary tree planting but a perpetual conservation easement to ensure long-term protection for significant forested areas.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 2: Expand the City's tree canopy particularly in communities most impacted by climate change. Action 10</b></p>	<p>There may not be leftover funds from the Resilience Authority available to underwrite tree planting. The State has passed a major funding bill for tree planting. The City should be laser focused on getting funds from this and potential federal infrastructure monies.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 5: Expand the City's biodiversity particularly in areas that currently have limited ecological value.</b></p>	<p>This may be already included within the Environmental Sustainability goal or perhaps elsewhere. Is there a goal that addresses reducing the amount of impervious surfaces, both in new development and exploring options and incentives for existing development? This would help reduce flooding, pollution, heat islands etc. Many benefits. Thinking parking lots, roads driveways - since this plan covers such a great time span, it seems reasonable to assume that even if there aren't affordable options that would work now, there will be in the future. Thanks and great work!</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 4: Promote a coordinated approach to food access that ensures all residents have access to high quality foods, particularly foods which are locally harvested.</b></p>	<p>This goal, metrics and action steps belong in the Communities Facilities section of the Plan, not under sustainability.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 4: Promote a coordinated approach to food access that ensures all residents have access to high quality foods, particularly foods which are locally harvested. Action 5</b></p>	<p>Institute regular testing of fish by the Maryland Department of Natural Resources Fisheries lab, to ensure fish from City creeks are safe from consumption.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 5: Increase the City's biodiversity particularly in areas that currently have limited ecological value. Action 1</b></p>	<p>Suggest rewrite as follows: Prioritize new planting and restoration work to increase biodiversity using the Environmental Enhancement areas identified in the Land Use element.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 6 - Adopt a comprehensive approach to minimizing the City's carbon footprint.</b></p>	<p>What is the basis for these metrics? Does the City have data showing its carbon status in 2021? Do we know what it will cost to achieve the targets? Suggest change to: By 2022 complete the City's greenhouse gas emissions inventory and by 2023 complete a community greenhouse gas emissions inventory.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 6 - Adopt a comprehensive approach to minimizing the City's carbon footprint. Action 6</b></p>	<p>Suggest change to Develop planting guidance for maximum carbon absorption for all public and private properties.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 6 - Adopt a comprehensive approach to minimizing the City's carbon footprint. Action 7</b></p>	<p>No later than 2023.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 6 - Adopt a comprehensive approach to minimizing the City's carbon footprint. Action 9</b></p>	<p>Suggest adding: and maximize energy efficiency measures, use of "green" building materials, adoption of green maintenance practices, as well as conversion of maintenance equipment to electric options.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 6 - Adopt a comprehensive approach to minimizing the City's carbon footprint.</b></p>	<p>Add #10: Obtain and use the EPA App which identifies solar applications and potential sites to promote expansion of solar installations.</p>
<p><b>ENVIRONMENTAL SUSTAINABILITY GOAL 7: Reduce the amount of waste reaching landfills through an expansion of existing and new programs.</b></p>	<p>Suggest change to: Decrease amount of solid waste produced by the City by ___% per year. Suggest change to: Establish a City-managed (and owned?) composting facility by 20__?</p>

ENVIRONMENTAL SUSTAINABILITY GOAL 7: Reduce the amount of waste reaching landfills through an expansion of existing and new programs. Action 3	Suggest change to Biannually assess the performance...
ENVIRONMENTAL SUSTAINABILITY GOAL 7: Reduce the amount of waste reaching landfills through an expansion of existing and new programs.	Suggest adding #5: By the end of 2022 determine whether the trash facility is releasing methane. If found, immediately develop an action plan and secure funding from federal sources for mitigation.
ENVIRONMENTAL SUSTAINABILITY GOAL 7: Reduce the amount of waste reaching landfills through an expansion of existing and new programs.	I'm very happy to see the city considering this goal to reduce the amount of landfill waste through composting and recycling. The cost for residents can also be a factor (in addition to environmental stewardship) as a reason to pursue this approach. I recommend the city look at Seattle's strategies in this area as they have been a leader in reducing the waste going to landfills. 10 years ago they implemented a composting program after finding that a vast majority of the waste in landfills could be composted and it provided a significant savings to the city.
ENVIRONMENTAL SUSTAINABILITY GOAL 7: Reduce the amount of waste reaching landfills through an expansion of existing and new programs.	One critical comment on the performance metric for Goal 7 however, is that just establishing a composting facility is an action (mentioned in action 1), not a way to measure success of the goal. Recommend something to the effect of "Establish a city-managed composting facility that accepts X % of compost waste or Y pounds of compost within its first Z years." Focusing on successful targets of waste reduction to a landfill over an established period will drive actions to achieve success.
GENERAL COMMENT	The Environmental Sustainability chapter covers a wide range of issues impacting the City's environment from tree canopy to waste reduction. At the core of all issues is an attention to resilience, that is, the ability of the City and all residents to sustain and adapt to the environmental and social impacts of climate change.
GENERAL COMMENT	Climate resilience planning, adaptation and mitigation are urgently needed in Annapolis. But it is not sufficient for our times and the increasing threats we face. The City must immediately and actively undertake actions to reduce fossil fuel use locally and participate in County, State and Federal initiatives. These actions must be incorporated into the Comprehensive Plan integrating a broad range of goals and tasks to reduce the cause of climate change- the use of fossil fuels which cause global warming. In the housing chapter, goals should be set to incentivize building of low-energy housing and the use of recycled materials and more LEED buildings. New housing units should be located near transportation hubs. The City should assess its own properties and undertake steps to reduce fossil fuel use and adopt carbon neutral actions.
GENERAL COMMENT	Transportation planning must incorporate commitment by the City to transition its fleet to electric power and encourage other transportation providers- charter services, non-profits, schools and delivery vehicles to do the same. As an action in the Transportation chapter, the City should examine to how best address a phased-in approach to an electric fleet. The study should include the costs, benefits, time required, staffing and maintenance for such a transition. It may be better to extend the life of an existing fleet, and move to the use of more environmentally favorable vehicles over time.
GENERAL COMMENT	The impacts are increasing in frequency and magnitude rapidly and Annapolis is particularly vulnerable to them, which adds particular urgency to the many goals of this chapter.
<b>WATER RESOURCES</b>	
<b>Referenced Goal, Metric, or Action (if specified)</b>	<b>Comment</b>
WATER RESOURCES GOAL 1: Reinforce an ethic of proactive watershed stewardship through all sectors of the city, including residents, businesses and institutions. Metric	Suggest change to: Adopt legislation eliminating single-use plastics in Annapolis by 2023.
WATER RESOURCES GOAL 1: Reinforce an ethic of proactive watershed stewardship through all sectors of the city, including residents, businesses and institutions. Action 1	Suggest change to: When Green Vest and other contracts are renewed, the City will incorporate sections in the contract which integrate community engagement, minority subcontracting and public infrastructure information requirements.
WATER RESOURCES GOAL 1: Reinforce an ethic of proactive watershed stewardship through all sectors of the city, including residents, businesses and institutions. Action 6	Suggest change to: Support reorganization of Watershed Cabinet; include business and institutional partners and integrate with the Conservation Board, Annapolis Environmental Commission and the Maritime Board.
WATER RESOURCES GOAL 2: Reduce the City's volume of stormwater runoff, using a wide array of means to do so. Metric	By 2023.
WATER RESOURCES GOAL 2: Reduce the City's volume of stormwater runoff, using a wide array of means to do so.	The City needs to work with MDE to upgrade its swm standards to account for increased amount of rainfall in the future.
WATER RESOURCES GOAL 3: Adopt a comprehensive approach toward watershed restoration that reinforces both ecological and cultural value of Annapolis' waterways. Metric	By 2040, all of the City's major creeks will meet fishable and swimmable water quality testing standards, and by 2050 all of the City's major creeks will be fishable and swimmable after a major rain event. (Additional language underscored)
WATER RESOURCES GOAL 3: Adopt a comprehensive approach toward watershed restoration that reinforces both ecological and cultural value of Annapolis' waterways. Action 1	Inclusion of the phrase "...and a model for sensible infill development" does not make sense; delete this portion of the statement.
WATER RESOURCES GOAL 3: Adopt a comprehensive approach toward watershed restoration that reinforces both ecological and cultural value of Annapolis' waterways. Action 5	The City of Annapolis cannot directly "expand" WQ testing by local non-profit organizations. It can support, collaborate with, or fund such testing. So, an appropriate action step is framed acknowledging this indirect role. As an example, the City has given the Chesapeake Bay Trust \$300,000 this year to underwrite grants that address storm water runoff. In future years, the City could choose to parallel process which targets water quality and expand the range of data collected.
WATER RESOURCES GOAL 3: Adopt a comprehensive approach toward watershed restoration that reinforces both ecological and cultural value of Annapolis' waterways.	Add new #7: Draft legislative/code changes to ensure stringent controls over applications for new or replacement-build structures constructed on waterways so that they do not crowd out recreational uses or prevent public access where it currently exists.
WATER RESOURCES GOAL 3: Adopt a comprehensive approach toward watershed restoration that reinforces the both ecological and cultural value of Annapolis' waterways.	The performance metric for this goal is fantastic! This is what measuring successful outcomes should look like and I applaud the planning team for creating such a meaningful performance measure to ensure clean waterways throughout the area.

<b>WATER RESOURCES GOAL 4: Provide high quality, safe drinking water to all customers. Metric</b>	Add: by 2035 identify [water distribution system replacement projects...]
<b>WATER RESOURCES GOAL 4: Provide high quality, safe drinking water to all customers</b>	There may be some sites in the City that have high levels of trihalomethanes (THM). If this is correct, mitigation plans and implementation should be undertaken.
<b>WATER RESOURCES GOAL 4: Provide high quality, safe drinking water to all customers</b>	If there are any lead pipes in the City they should be replaced as soon as possible (this would be an action).
<b>WATER RESOURCES GOAL 4: Provide high quality, safe drinking water to all customers</b>	In 2022, work with the Anne Arundel School District to ensure that all water fountains in the City have clean, lead-free drinking water and cooperate in on-going monitoring.
<b>WATER RESOURCES GOAL 5: Manage the City's wastewater infrastructure proactively to mitigate instances of failure, backups, and overflows. Metric</b>	As currently stated the metrics are action steps. New metrics are needed.
<b>WATER RESOURCES GOAL 5: Manage the City's wastewater infrastructure proactively to mitigate instances of failure, backups, and overflows.</b>	Suggest adding #5: Explore options for filtration mechanisms to trap microplastics to limit their release into the Bay.
<b>GENERAL COMMENT</b>	WR6: reduce release of methane in the City's landfill
<b>GENERAL COMMENT</b>	WR7: Expand water access to the City's 4 creeks.
<b>MISCELLANEOUS</b>	
<b>GENERAL COMMENT -- Diversity, Equity, Inclusion</b>	<p>I participated in one of the meetings concerning the City's Comprehensive Plan last month geared towards the environmental component of the plan. Thank you for helping to lead the discussion and answer the many questions.</p> <p>I wanted to touch base on the Plan and how Diversity, Equity, Inclusion and Justice are being incorporated into the plan? I'm a little surprised given all that has happened over the last year that this issue does not get it's own section in the Comprehensive Plan. Given that Annapolis is a wonderfully diverse town and yet we are hyper-segregated, Racial Equity is critical for us as a community to live in harmony with one another. So much harm was done in the name of Urban "Renewal", displacing minority communities with "public" garages and office buildings, resulting in substantial financial loss of land and equity that homeownership provides. This impacts generations.</p> <p>The 2040 Comprehensive Plan could provide a pathway to right some of these wrongs and breakdown barriers that wall off communities from one another. My family, like many others over the last year have participated in numerous Marches, with many of these Marches ending at People's Park on Calvert Street, what was once a thriving minority community with numerous minority owned businesses. The community was removed and public offices were constructed with the massive Whitmore garage constructed to leave what is left of the Old 4th Ward in its shadow. As part of the 2040 Comprehensive Plan, the City must do a feasibility study on the garage and once it is in need of repair, seriously consider removing it and replace with minority owned homes and businesses. Ideally the City would provide these homes and businesses to the families of those that were displaced. Other public garages have been built over time which may satisfy parking needs. Just as the Hillman parking garage was studied for years, the Whitmore garage should start this process. A 2040 Comprehensive plan timeline is a reasonable request to study this.</p> <p>I would ask you as you go through the City's Comprehensive Plan that you to highlight Racial Equity. First understanding what got us to where we are today and then how we move on to support ALL Annapolis citizens. In order to do this, ask these key questions:</p> <p>How did all parties contribute to the development of Government-enforced racial segregation in this City, County or area?          How has serial forced displacement been carried out in this area?          What are the policies, practices, systems and budgets that inflict ongoing historical trauma on redlined Black neighborhoods in this city or area?          What Racial Equity solutions are being implemented, how well did they work, and what future solutions should be deployed?          These questions are from a Morgan State University Professor Dr. Lawrence Brown and are highlighted in his book "The Black Butterfly ; The Harmful Politics of Race and Space in America.</p> <p>They can serve as a guide for Racial Equity as the Comprehensive Plan moves forward.</p> <p>My request concerning Whitmore garage is but one of many ideas and potential solutions to ensure that the City of Annapolis moves in a positive manner to support ALL of its Citizens.</p>
<b>GENERAL COMMENT -- Municipal Growth, Land Use and Housing</b>	These chapters are written based on an assumption of adequately sized public facilities and infrastructure. We believe this is inadvertently misleading and in some cases simply not accurate. The Plan must recognize inadequacies in the locations where they exist and bring infrastructure and services up to the standards required. Also, there is no mention of the public safety issues in some locations before reinvestment in vacant or underutilized parcels will occur. The public safety issue also relates to the City's ability to retain and attract new businesses.
<b>GENERAL COMMENT -- Municipal Growth, Land Use and Housing</b>	Affordable housing is a major thrust of Annapolis Ahead. Land use changes such as more mixed use and 2,3, and 4 plex residential dwellings are a key part of enabling more affordable housing. However, the consequences of increased density and funding for associated infrastructure expansions are not yet clear. We suggest these issues be thoroughly studied, tracked, and graded for each of the four case studies to provide the necessary parameters required of subsequent increased density/land use changes. The communities in the four case study areas must be involved in the discussions and decision making throughout the process.
<b>GENERAL COMMENT -- Municipal Growth, Land Use and Housing</b>	Furthermore, as a result of the increased density goals, it would be useful to address infrastructure additional to transportation/mobility. The discussion (maybe a separate chapter) would address the aging water, sewer, gas lines and communications (overhead lines) infrastructure, as well as identify and incorporate the County and State goals and proposed actions. The Plan should highlight the need for frequent and ongoing collaboration to plan, fund and implement the priorities among the three jurisdictions as well as with the private sector providers.

<p align="center"><b>GENERAL COMMENT -- Transportation</b></p>	<p>Several items drive our detailed observations about this chapter. The recommendations made by the Forest Drive Sector Study should be acted upon. The assumptions behind the goal of shifting mobility investment to public transit and micro-mobility/ride-sharing is questionable and should be examined more thoroughly. It is questionable because of the large number of residents who live in Annapolis but work elsewhere. They will likely continue to require automobiles to reach their places of employment because public transportation cannot effectively provide services to the many different locations of their employers.</p>
<p align="center"><b>GENERAL COMMENT -- Resilience Planning</b></p>	<p>When the City conducted a public survey over a year ago, over 700 citizens responded and listed a resilience plan as a top area of concern. Resilience planning, design, funding and implementation by its nature requires an extended period of time. Consider the many years it took to finish the City Dock plan. Additionally, the longer planning and implementation takes, the greater the costs for adaptive and mitigation measures.</p>
<p align="center"><b>GENERAL COMMENT -- Resilience Planning</b></p>	<p>The Deputy Manager for Sustainability and Resilience is responsible for development of this plan which was originally estimated to be ready by the end of the summer of 2021. Covid no doubt impacted this schedule. An additional factor may be that the Deputy Manager's additional responsibilities have taken far more time than anticipated. The City should consider adding new staff or assign other staff members or outside resources to support the critical and time sensitive work of resiliency planning.</p>
<p align="center"><b>GENERAL COMMENT -- Resilience Planning</b></p>	<p>We believe that the increasing negative and destructive impacts of climate change continue to increase at a much greater pace than in the recent years. The Resiliency Plan should have a very high priority and be a key component of a stand-alone chapter of Annapolis Ahead.</p>
<p align="center"><b>GENERAL COMMENT -- Public Safety</b></p>	<p>This is referred to under Guiding Principles, Functional City: Public Realm designed for safety and comfort. However, the reference seems to relate to safety in the mobility context. The City obviously needs to have a strategy to address gun violence and then take the necessary immediate and longer-term actions. This may be underway; if so, it should be made clear. The principle of a thriving city cannot be accomplished without attention to public safety. We suggest that a goal with metrics and actions be established for this topic.</p>
<p align="center"><b>GENERAL COMMENT -- Plan implementation and accountability</b></p>	<p>Additional to the metrics established for all the goals, we suggest that measures of compliance and accountability be established for all chapters. We believe this is necessary because many of the goals and associated actions will not be the single responsibility of any one department. Buy-in from all city departments will be required. We are concerned that the existing staff may not understand the goals and that procedures are insufficient to coordinate across departments. A true team effort across departments and down to all levels is an essential for implementation. The team effort also needs to include collaboration with County and State partners. Effective implementation requires that City departments be held accountable for the enforcement aspect of their work, as well as for results. Finally, with oversight from the City, property owners must be held accountable for meeting the requirements of the City Code.</p>
<p align="center"><b>GENERAL COMMENT -- Definition of terms</b></p>	<p>A glossary of terminology is needed so that all City officials, departments, commissions, task forces and the public understand the meaning of what unintentionally obscure or unclear terminology.</p>
<p align="center"><b>GENERAL COMMENT -- Paying for Annapolis Ahead</b></p>	<p>Fiscal impact: the impact of growth (costs and benefits) is subject to a separate fiscal impact study. We understand an earlier draft is to be updated, but have not yet seen the revisions. The plan assumes growth is necessary and is good for residents. This assumption has not yet been proven.</p>
<p align="center"><b>GENERAL COMMENT -- Paying for Annapolis Ahead</b></p>	<p>Fiscal soundness: The City's long-term structural challenges have long been talked about, but few actions have been taken to address them. In the FY2022 budget discussions, the Council agreed to undertake a survey of residents' service preferences/priorities. The fiscal aspects of the Annapolis Ahead plan should be one of the guiding principles under Thriving City.</p>
<p align="center"><b>GENERAL COMMENT -- Paying for Annapolis Ahead</b></p>	<p>Sufficiency of the operating and capital improvement budgets: The City historically has not had sufficient funds to pay for the costs of all the proposed actions. There is a need for partnerships with the county, state, non-profit organizations, etc. These partnerships are acknowledged in some chapters, but more emphasis could usefully be placed on partnerships as an underlying theme (or operating principle) for all the chapters. Such partnerships will also bring other resources, such as technical expertise and lessons learned from relevant experiences elsewhere.</p>