



# COMMUNITY PLANNING ASSISTANCE TEAMS

## North Beach Downtown Plan

North Beach, Maryland  
Final Report | November 4, 2015



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# THE PURPOSE OF THE CPAT PROGRAM

The American Planning Association (APA) has created the Community Planning Assistance Team (CPAT) program to serve communities facing limited resources by helping them address planning issues such as social equity and affordability, economic development, sustainability, consensus building, and urban design, among others. By pairing expert urban planning professionals from around the country with residents and other stakeholders from local communities, the initiative seeks to foster education, engagement, and empowerment. As part of each team's goals, a community develops a vision that promotes a safe, ecologically sustainable, economically vibrant, and healthy environment.

APA staff works with the community, key stakeholders, and the host organization(s) to assemble a team of planners with the specific expertise needed for the project. The team meets on-site for three to five days, during which time a series of site visits, focused discussions, and analysis are performed. On the final day, the team reports their results back to the community. A more detailed report is issued to the community at a later date.

## GUIDING VALUES

APA's professional institute, the American Institute of Certified Planners (AICP), is responsible for the CPAT initiative. It is a part of APA's broader Community Assistance Program. Addressing issues of social equity in planning and development is a priority of APA and AICP. The Community Assistance Program, including the CPAT initiative, was created to express this value through service to communities in need across the United States.

Community assistance is built into the professional role of a planner. One principle of the *AICP Code of Ethics and Professional Conduct* states that certified planners shall aspire to "seek social justice by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration." Another principle is that certified planners should aspire to "contribute time and effort to groups lacking in adequate planning resources and to voluntary professional activities."

## PROGRAM BACKGROUND

In recognition of the key role urban and regional planners play in shaping vibrant, sustainable, and equitable communities, the APA Board of Directors established the "Community Planning Team" initiative in 1995. This initiative resulted in a pro bono effort to assist an economically struggling African American community in Greensboro, North Carolina. APA has continued to develop a pro bono planning program that provides assistance to communities in need.

Another Community Assistance Program initiative is the Community Planning Workshop, which is held in the host city of APA's National Planning Conference every year. The workshop is a one-day event that engages community leaders, citizens, and guest planners from around the country (and abroad) in discussing and proposing specific solutions to urban planning challenges. Workshops typically begin with an introduction of individuals involved and a tour of the community, neighborhood, or site. Participants form breakout groups that begin by discussing existing issues, then participants brainstorm new ideas based on community needs and sound planning techniques. Each breakout group "reports out" on its results to the entire group. Facilitators then lead a discussion to form consensus around future goals and ways to achieve these goals. Upon the conclusion of the workshop, the local community composes a final report that incorporates workshop results and specific actions that local officials could take to turn the project vision into reality.

In 2005, program efforts were increased after Hurricane Katrina in the Gulf Coast region to include a number of initiatives and projects in the affected cities of Henderson Point, Mississippi, and Mandeville, Slidell, and New Orleans in Louisiana. Another Gulf Coast recovery project included the Dutch Dialogues, which brought American planners together with Dutch experts to transform the way that Louisiana relates to and manages its water resources.

AICP broadened the scope of the CPAT program with its 2009 project in Buzzard Point, a neighborhood in Southwest Washington, D.C. Over the course of the site visit, the team met with more than 40 neighborhood groups, government agencies, residents, and other stakeholders. The team advised community leaders on long-range strategies to strengthen existing and proposed transit links and increase accessibility, improve affordable housing developments, position the area as a major gateway to the city, and to deal with dominant industrial areas within the neighborhood.

The last several years of completed projects in Matthews, North Carolina; Story County, Iowa; Maricopa, Arizona; Dubuque County, Iowa; La Feria, Texas; Franklin, Tennessee; Lyons, Colorado; and South Hartsville, South Carolina are important landmarks in the development of the CPAT program as an ongoing effort. They mark the inauguration of CPAT as an ongoing programmatic effort. CPAT has become an integrated part of APA's service, outreach, and professional development activities.

More information about APA's Community Assistance Program and the CPAT initiative, including full downloadable reports (including North Beach), is available at [planning.org/communityassistance/teams](http://planning.org/communityassistance/teams).

# CPAT COMES TO NORTH BEACH

## THE TOWN OF NORTH BEACH, MARYLAND

North Beach is located on the western shore of the Chesapeake Bay in Maryland. The area was long inhabited by Native Americans, then by early Europeans starting in the 1600s who most likely grew tobacco there for European markets. The area would have provided a front-row seat to the Chesapeake Theater of the War of 1812.

It wasn't until the 1890s that development of today's coastal community began after a rail line connecting to Washington, D.C., was established in 1899. Boasted as a high-class seashore resort, the town grew into a small, but thriving, summer community with homes, churches, and shops. The early developers of North Beach were largely from Washington, D.C., many of whom were lawyers with railroad, labor, or banking connections.

A number of events greatly impacted North Chesapeake Beach, as it was originally called, including: the closing of the Chesapeake Railway in 1935; a number of major hurricanes (1933, 1954, and 2003); two disastrous fires (1945 and 1975); the repeal of legalized gambling in 1968; and the opening of the Chesapeake Bay Bridge (40 miles north) in 1952.

Despite the town's ups and downs, North Beach continued to grow slowly over the years. Today, it supports a resident population of around 2,000. Still very much a seasonal town, North Beach hosts many summer visitors and programs a variety of well-attended festivals and events on its boardwalk.



Figures 1–3: (Top right) North Beach is approximately 35 miles from Washington, D.C. and 52 miles from Baltimore. (Bottom right) Hurricane Isabel made landfall on the eastern U.S. coast in September 2003. Maryland suffered heavily, particularly from storm surge, with damages in the state totaling \$820 million. The entire state was declared a disaster area by President Bush. (Above left) A view of the Chesapeake Bay Bridge from Sandy Point State Park as it exists today. Built in 1952, the original span was the world's longest continuous over-water steel structure at 4.3 miles. As traffic volumes increased, a parallel span was added that opened in 1973. (Sources: Calvert County; NASA, and Ben Schumin)



*Figure 4: A 1911 Baltimore Sun aerial photo reveals the early days of North Beach. Much of the development, largely summer cottages for people from Washington, D.C., fronted the sandy beach, which extended much farther north than the present day beach. The original pier included a large sign reading "North Beach" atop the structure that connected it to Bay Avenue. (Courtesy Maryland State Highway Administration)*

The town has made many improvements and has good “bones,” including a grid pattern of well-maintained roads and sidewalks, the boardwalk and pier, bike and pedestrian trails, and improved flood control measures. The downtown, however, contains many “holes” of under- and undeveloped land. The town owns several of the key properties and is interested in creating a plan for the downtown that enables all of the town’s goals to work together. It wishes to encourage and enhance the summertime tourism, yet create a better year-round economy for local businesses and a vibrant place for full-time residents.

North Beach, with no planners on staff, came together with the planning commission and other area planners and architects (including the leadership of the APA Maryland Chapter) to request the CPAT program’s assistance. The Team’s objective was (as stated in North Beach’s proposal to the CPAT program) “to create a master plan for the Downtown Business District.”

## CPAT PROJECT OVERVIEW

The town of North Beach submitted a proposal to APA in May 2015 for a CPAT project to prepare a plan for its downtown. The proposal was reviewed and approved by the CPAT staff of the APA and by its Community Planning Assistance Services and Outreach Committee.

Robert Paternoster, FAICP, agreed to volunteer and serve as the leader for the pro bono project. He and Ryan Scherzinger, an APA staff member responsible for the CPAT program, visited North Beach on July 14 and 15 to better understand the proposed project and to determine the types of expertise needed. After the preliminary visit, Paternoster and Scherzinger recruited team members with the specific skills and experience required to successfully undertake the assignment: Philip Franks, AICP, AIA (urban design); Wendy Moeller, AICP (zoning, land-use planning); Kannan Sankaran (hotels/hospitality industry); and Sidney Wong, PhD (economics/demographics). Information on each team member is provided in the “Meet the Team” section of the Appendix.

The Team arrived in North Beach on Thursday, August 20, 2015, and spent three and a half days conducting the study. They were welcomed and thoroughly informed about North Beach by the local ground team consisting of: Planning Commission cochairs Patricia Haddon, AICP, and Michael Hartman, AIA; Maryland State Planner Michael Paone; and Town Engineer/Zoning Administrator John Hoffman. The first day and a half were devoted to reconnaissance. This included detailed inspection of the study area, the town as a whole, and adjacent communities. Team members met with individual stakeholders, including elected officials, developers, business owners, and citizen leaders of volunteer groups. Most importantly, they held two meetings to obtain community input—a large public gathering held on the first evening attended by approximately 60 town residents and business leaders, and a breakfast meeting the following morning with local business owners. A summary of the community’s input from the “mini” visioning session is in Appendix B. The Team enjoyed a special opportunity to witness the Friday night Farmers’ Market, Classic Car Drive-In and Art Fair. The final two days were devoted to intensive planning, culminating on Sunday evening with a presentation of the proposed plan to the mayor and city council and the general public. A detailed schedule of the three-and-a-half-day program is included in Appendix D.



Figure 5: The CPAT held a “mini” visioning session with the North Beach community at the town hall on the first night of their visit. (Photo by Ryan Scherzinger)

Following the visit to North Beach, the Team worked to complete this final report, which was delivered to the town and posted to the North Beach CPAT project page on the APA website.



Figures 6–9: (Top) The CPAT met with local business owners to get their perspective and ideas on improving the retail environment in North Beach. (Above right) The Team experienced the popular farmers market event that brings people to town from around the region. (Above left) A busy day in North Beach can put some strain on existing parking. (Below) The Chesapeake Bay offers a variety of activities, including kayaking, seen here as a man paddles past the pier in North Beach. (Photos by Ryan Scherzinger)





## STUDY AREA

North Beach's CPAT proposal defined the study area (shown below in Figure 11) with the following boundaries: (on the south) First Street; (on the north) Seventh Street, including parcels on the north side of the street — down to Atlantic Avenue; (on the east) Bay Avenue, including Atlantic Avenue up to Seventh Street; and (on the west) Chesapeake Avenue with additions between Third and Fifth Streets up past Dayton Avenue to include the Bayside History Museum, Senior Center, and Boys and Girls Club. The CPAT also included the pier and beach area within the study. The study area includes almost all of the commercial and civic uses in North Beach. One notable exception is the Wetlands Overlook Park, just to the north, at the northern end of Dayton Avenue. Residential neighborhoods are located to the west, extending well beyond the town limits.



Figure 10: A hand-painted sign above the door of Chesapeake's Bounty, a new indoor market, welcomes all to North Beach. Most residents typically refer to the town simply as "The Beach." (Photo by Ryan Scherzinger)



Figure 11: The red outline represents the town limits of North Beach. The blue highlighted area, plus the yellow highlighted area, which the Team included in its analysis, represents the CPAT study area. (Source: Calvert County)

## SUMMARY OF RECOMMENDATIONS

This report consists of three additional chapters. The next chapter (Policies, Values and Research Driving the Plan) outlines the factors which influenced the Team’s recommended plan. The following chapter (The Plan) presents the recommended Downtown Plan. The last chapter (Implementation) discusses the steps necessary toward implementation of the plan.

Following is a summary of the key recommendations of the Team for the Downtown Plan and its implementation.

<b>RECOMMENDATIONS</b>	<b>PAGE #</b>
<b>Plan Recommendations</b>	
Concentrate all local-serving and visitor-serving retail and service establishments in a single, compact walkable Downtown Core focused on the intersection of Fifth Street and Bay Avenue.	16
Complete development of the existing Civic Center area along Chesapeake Avenue in the vicinity of Third Street as a non-commercial district of primarily government and public service facilities.	17
Develop a 50- to 100-room hotel and conference center, as proposed by a local developer, in the Downtown Core along Bay Avenue, south of Fifth Street.	20
Negotiate with Saint Anthony’s Church for public use of its large parking lot on Chesapeake Avenue south of Second Street during special events and at times of peak beach use.	20
Support the development of a Performing Arts Center, and locate it within the new Downtown Core on the northwest corner of Fifth Street and Bay Avenue.	20
Locate all off-street parking to support Downtown Core uses, and all vehicular access thereto, along Chesapeake Avenue, and provide needed additional spaces through the construction of decks over surface parking lots.	20
Make the beachfront in the Downtown Core even more active and attractive through the placement of a performance space on the beach, retail uses on the Boardwalk, and an informal restaurant (or crab shack) at the end of the Pier.	21
Locate the new county branch library (relocated from Chesapeake Beach) on the vacant site on Chesapeake Avenue north of Third Street.	21
Develop the vacant site on Chesapeake Avenue south of Third Street with senior apartments, much like (but with fewer units) the nearby senior housing on the east side of Chesapeake Avenue.	21
Permit and encourage development of bed and breakfast buildings on the small vacant site on Bay Avenue north of Chestnut Avenue.	21
Strengthen the Local Merchants Retail and Arts District to provide a character to Downtown that is unique to North Beach.	21
Raise the elevation of Chesapeake Avenue between Third and Fifth Street to an elevation above flood levels.	21
Upgrade the appearance of Chesapeake Avenue from First Street to Seventh Street through the planting of street trees in new tree wells extending into the parking lane from the curb.	21
Create a new urban streetscape along Fifth Street from Chesapeake Avenue to Bay Avenue, requiring widening of the right-of-way to 60 feet (from the existing 50-foot width).	22

<b>RECOMMENDATIONS</b>	<b>PAGE #</b>
<b>Implementation Recommendations</b>	
Amend the town's Comprehensive Plan to accommodate the recommendations of this report.	29
Amend the town's zoning ordinance to more specifically address the recommendations of this report and to better define the form and character of new and infill development.	31
Support and expand special community events which draw visitors to the community throughout the year.	33
Consider creation of a new local business association composed of all North Beach businesses to meet regularly to discuss issues and opportunities and to represent a united business perspective when working with the town government.	33
Apply to the state for an Arts and Entertainment District designation.	34
Encourage or require the use of hand-painted signs for businesses, especially in the Local Merchants Retail and Arts District, to promote the quaint town character of North Beach.	34
Construct entryway arches at the three major gateways to the town and add night lighting to the town's water tower located adjacent to the wetlands.	35
Enhance the pedestrian experience by stringing festive lighting across the streets (between utility poles or light posts) along Bay Avenue and 7th Street by expanding use of seasonal banners in these areas.	36

## **POLICIES, VALUES, AND RESEARCH DRIVING THE PLAN**

The Downtown Plan for North Beach must be consistent with policies adopted by the town council, be reflective of the values of the community, and be responsive to the limited research which was undertaken in support of the project. This chapter summarized those factors which drove the plan to meet the specific and unique needs of the town of North Beach at this point in time.

### **COMPREHENSIVE PLAN**

The town council adopted the current version of its Comprehensive Plan on August 9, 2012. Although the Downtown Plan may require certain amendments to the land-use section of the Comprehensive Plan, it will not alter, and must be consistent with, the basic policies adopted by the council as part of the Comprehensive Plan. The Team reviewed the document and identified those policies which directly address the Downtown area and form the policy basis for the new Downtown Plan. These policies are listed in Appendix A.

### **COMMUNITY VALUES**

The Team conducted two community meetings to receive resident and business input to the planning process. The meeting with the residents was structured as a mini-visioning session wherein residents could express their vision for the future of North Beach and for its Downtown. Those attending the meeting were asked to identify the most important and unique attributes of the town. They were subsequently asked to identify the greatest problems facing North Beach, and the single most important thing which the town needs to be successful.

The result of this session was a clear identification of the values of the community, which the Team summarizes as follows:

*North Beach is a lovely waterfront community that is family friendly and walkable, and although it is going through a period of revitalization, it will always maintain its small town character and ambiance.*

The four most important problems identified by the community were: (1) lack of retail services; (2) lack of overnight accommodations; (3) lack of a waterfront restaurant; and (4) parking and parking enforcement. The four most important needed things in North Beach were identified by the community as: (1) a performing arts center; (2) a waterfront hotel; (3) a year-round economy; and (4) an arts and entertainment designation by the state. The complete list of the expressed attributes, problems, and needs in priority order are included in Appendix B.

### **PREVIOUS STUDIES**

The Team reviewed numerous previous studies undertaken by the town. The most significant for the Downtown Plan was an Economic Development Strategy for North Beach prepared by the Sage Policy Group in 2014. The strategy recommended six actions to develop and strengthen the local economy:

1. Develop an indoor market
2. Support the hotel proposal
3. Jointly plan festivals and other town events
4. Neighborhood beautification and enlightenment
5. Stepped-up marketing
6. Pursue place-based and creativity and talent cultivation economic development strategies

A two-page summary of the Sage report with a brief explanation of each recommendation is included in Appendix C.

### **LOCAL DEVELOPMENT MARKET**

The Team reviewed several local market studies, including the Sage study cited above and a feasibility study undertaken by REVPAR International in 2011 for a proposed new hotel in Downtown. It also undertook independent research, including an analysis of the current hotel market in southern Maryland, interviews with local realtors and developers, and visiting retail establishments in North Beach and in nearby communities. The Team concluded the following regarding local market conditions:

### **Residential Market**

The strongest segment of the residential market is for short-term seasonal rentals. This market can be met with rental of single-family homes and bed and breakfast establishments.

Although few apartments currently exist in North Beach, it appears that the market for apartments is moderately strong. Reasonably priced modern apartments can attract a younger population to the town.

Finally, the market for condominium units in multifamily buildings has been weak, although this market appears to be recovering.

### **Retail Market**

The market for new convenience retail to serve the resident population is weak due to the competition of such facilities in adjacent Chesapeake Beach and nearby Dunkirk Shopping Center. North Beach residents currently obtain their convenience retail goods and services at these locations. Given the existence of these modern retail facilities, and projections for very slow growth of resident population for the town, it will be extremely difficult to attract similar establishments to locate within North Beach.

The market for visitor-serving retail is strong but seasonal. Retail establishments serving tourists do a booming business during the summer months, but struggle to survive during the remainder of the year. North Beach has developed a unique specialty market of art, antiques, and local Maryland goods and produce which can draw additional shoppers to the town if additional such outlets are developed in a quality, home-grown manner.

The Team believes that a niche retail opportunity exists for the types of uses which are nonexistent in surrounding communities and which serve both residents and tourists. Examples of such uses are a sports bar, a mom-and-pop Italian pizza parlor, and a single-screen movie theater showing art films.

### **Hotel Market**

There is clearly a demand for overnight accommodations, particularly during the peak summer season and throughout the year for wedding celebrations. The market for new bed and breakfast establishments appears to be very strong, as noted above regarding the residential market. The ability of a three- or four-star hotel to survive is problematic, given the seasonal nature of the visitor market. Projections indicate that such a hotel will realize little more than 50 percent occupancy on an annual basis, compared to the minimal standard of 65 percent occupancy necessary for economic success (see Appendix E for analysis of the hotel-resort market in Calvert County).

Fortunately, the proponent of a new hotel in North Beach is a local developer who owns the necessary land. He has proposed a 68-room hotel with approximately 6,000 square feet of ballroom and meeting space and 5,000 square feet of restaurant and retail space. Unfortunately, the high-quality product that he hopes to build does not quite “pencil out” economically. The Team believes that such a hotel can be successfully developed if steps such as the following are taken:

- The developer must include the entire land in his ownership as his equity.
- The developer must “value engineer” his present plans to reduce cost.
- The site must include additional retail and/or office space to boost revenue.
- The town must be prepared to waive development fees and forgive taxes.
- The developer should apply to the Maryland Industrial Development Financing Authority to obtain a credit guarantee for a bank loan or bond purchase.

## **PRESENT CONDITIONS**

The Team carefully surveyed the present conditions of the Downtown area. It noted numerous vacant sites, including vacant land fronting on the Bay (see Figure 12). This reflects the problem of a relatively weak development market, but also offers the opportunity for substantial development without requiring demolition of existing uses. The Team also discovered that major portions of the Downtown area, including some of the vacant sites, are subject to flooding (see Figure 13). Floods occur when there is a combination of high tide, storm surge, and heavy rain. Such flooding may become more prevalent as the level of the Chesapeake Bay rises due to global warming. Development cannot occur in flood prone areas until the elevation of the land and/or its development are raised above the flood level.



Figure 12: The red hash lines represent areas of vacant land in the study area. (Created by Philip Franks, AICP, AIA)

# AREA SUBJECT TO FLOODING



Figure 13: The red hash lines represent areas where flooding poses a threat. The scope of flood hazards is expected to increase with the effects of climate change. (Created by Philip Franks, AICP, AIA)

# THE PLAN

## DESIGN FRAMEWORK

The town of North Beach asked the CPAT to prepare a plan for its Downtown. The town seeks a Downtown that is active, attractive, walkable, and reflective of the special unique character of North Beach.

The Team's initial inclination was that the Downtown should contain two separate and distinct retail centers. The first retail center, along the traditional retail corridor of Chesapeake Avenue, would provide goods and services for the resident population. The second retail center, along Bay Avenue and Seventh Street, would be primarily for the tourist market, serving seasonal visitors to North Beach.

Once the Team better understood the market forces driving the local economy, however, it realized that the market is not strong enough to support two separate commercial centers. In particular, the market for retail which serves the local population is extremely weak, due to the existence of extensive retail services in adjacent Chesapeake Beach and nearby Dunkirk Shopping Center. Those areas are where North Beach residents currently shop, and an effort to develop similar stores and services in North Beach would be extremely difficult, if not futile.

The recommendation of the Team, therefore, is to **concentrate all local-serving and visitor-serving retail and service establishments in a single, compact walkable Downtown Core focused on the intersection of Fifth Street and Bay Avenue.** As noted in the previous chapter, much of the new retail that the market will support can serve both residents and visitors (uses such as a sports bar, an Italian pizza parlor, and a single-screen movie theater showing art films). The obvious location for the Downtown Core is at Fifth and Bay, adjacent to the two major resources which give the Town its unique character—the Bayfront beach and the local merchant commercial concentration.

The Bayfront beach, roughly between Fourth and Sixth Streets (extended), is the active portion of the picturesque waterfront which gives North Beach its identity. The beach is punctuated by the Pier just south of Fifth Street, making the intersection of Fifth Street and the Boardwalk the center of pedestrian activity. It is only logical that the Downtown Core should focus on the intersection of Fifth and Bay.

The intimate fabric of local merchants that extends along Bay Avenue north of Fifth Street and along Seventh Street between Bay Avenue and Chesapeake Avenue is the other important contributor to the unique character of North Beach. The concentration of "mom-and-pop" shops, with their emphasis on the arts and on local Maryland goods, stands in sharp contrast to the chain store mercantile flavor of most other Maryland towns and suburbs. It is these small local businesses that create a special ambiance and character upon which a strong and unique identity can be built for North Beach.

The Design Framework map (see Figure 14) depicts the new Downtown Core as two L-shaped building masses along Fifth Street between Chesapeake Avenue and Bay Avenue and along Bay Avenue approximately 300 feet north and south of Fifth Street. The intersection of Fifth and Bay is the 100 percent corner. Embracing the new portion of the Downtown Core is the smaller scale local merchant fabric, along Bay Avenue to Seventh Street, along Seventh Street to Chesapeake Avenue, and along the west side of Chesapeake Avenue to the south side of Fifth Street. To achieve the dynamic, walkable Downtown that town residents desire, it is important that development along Fifth Street and Bay Avenue (in the building masses shown in red) provide an uninterrupted flow of active uses, primarily retail, along the sidewalks. A nearly continuous street wall of two or three stories should frame the street space in these areas. Residential, office, and/or hotel uses should sit above the ground floor retail uses.

The Design Framework map recognizes (the blue circle) the existence of the less active and less compact civic uses along Chesapeake Avenue, and it is the recommendation of the Team to complete **development of the existing Civic Center area along Chesapeake Avenue in the vicinity of Third Street as a noncommercial district of primarily government and public service facilities.** Although the Civic Center is walking distance from the new Downtown Core, it is clearly not within the Core, but part of a separate important Downtown activity center.



## DESIGN FRAMEWORK



Figure 14: This Design Framework sketch depicts the two L-shaped building masses along Fifth Street between Chesapeake Avenue and Bay Avenue that form the main focal point and 100 percent corner. It also shows the network of small retail stores along Bay Avenue to the north, Seventh Street, and Chesapeake Avenue. The blue circle roughly shows where the civic center area, or sub-downtown, is located. (Created by Philip Franks, AICP, AIA)

## CONCEPTUAL PLAN

The Design Framework, as its name implies, provides a framework and form for the Downtown Plan. The Conceptual Plan builds on that framework by adding content and specificity.

The Conceptual Plan divides Downtown North Beach into three distinct districts as shown on the Conceptual Plan Districts map: the Downtown Core, an active, compact and walkable commercial area serving as the heart of Downtown; the Local Merchants Retail and Arts District, an intimate fabric of small shops focused on the arts and local Maryland goods; and, the Civic Center, a concentration of primarily government and public service facilities (see Figure 15). The specific recommended elements of the Conceptual Plan are shown on the Conceptual Plan map (see Figure 16).

It is the recommendation of the Team to **develop a 50- to 100-room hotel and conference center, as proposed by a local developer, in the Downtown Core along Bay Avenue, south of Fifth Street.** This land is owned by the developer who proposes

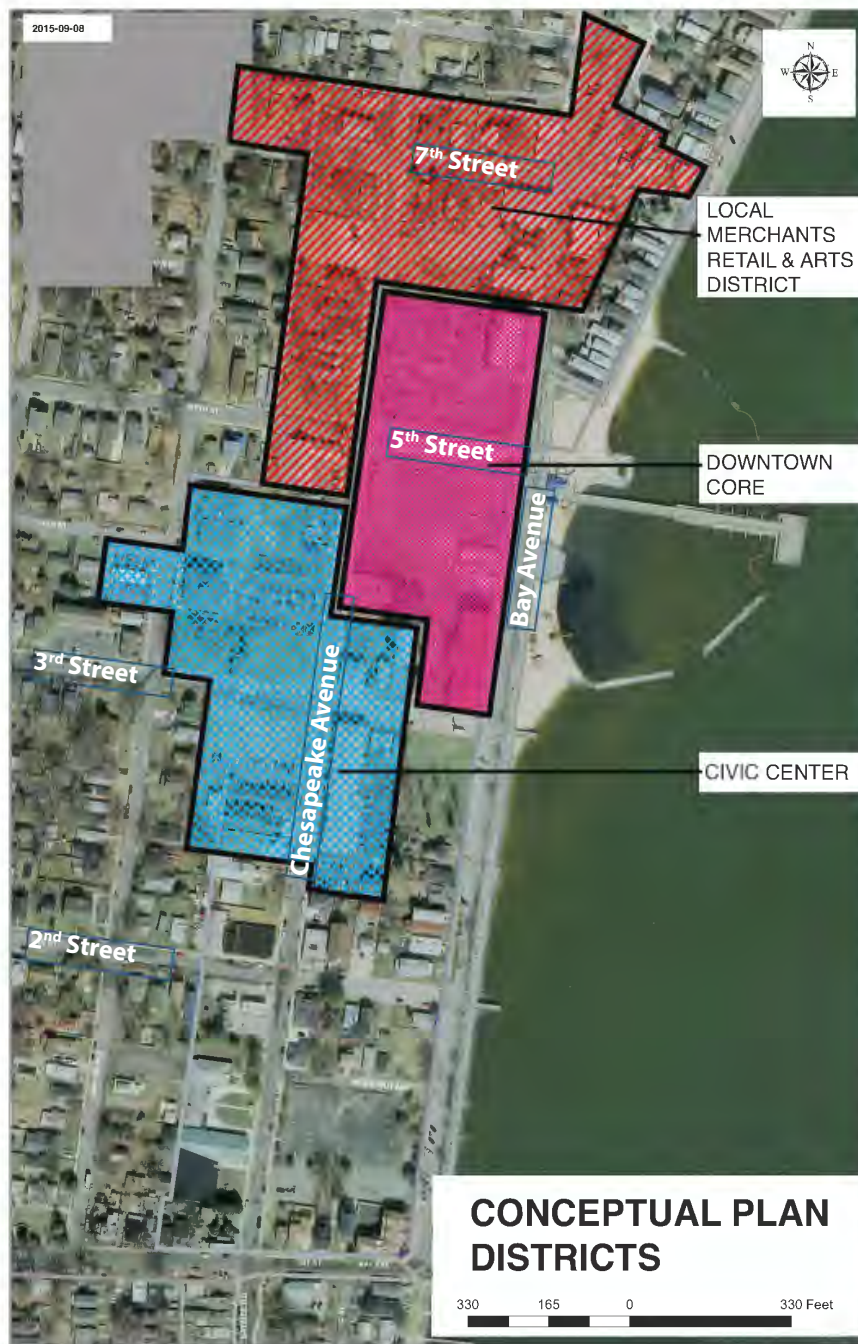


Figure 15: The Conceptual Plan Districts map illustrates the basic physical form of the plan represented by three distinctive districts. A collection of small “mom-and-pop” retail stores front Chesapeake Avenue, Seventh Street, and Bay Avenue in the Retail and Arts District. The downtown core centers around 5th Street and Bay Avenue where the boardwalk extends to the north and south and the pier extends into views of the Bay. The Civic Center is considered a sub-downtown and builds on existing noncommercial uses such as the town hall and the Senior Center. (Created by Philip Franks, AICP, AIA)

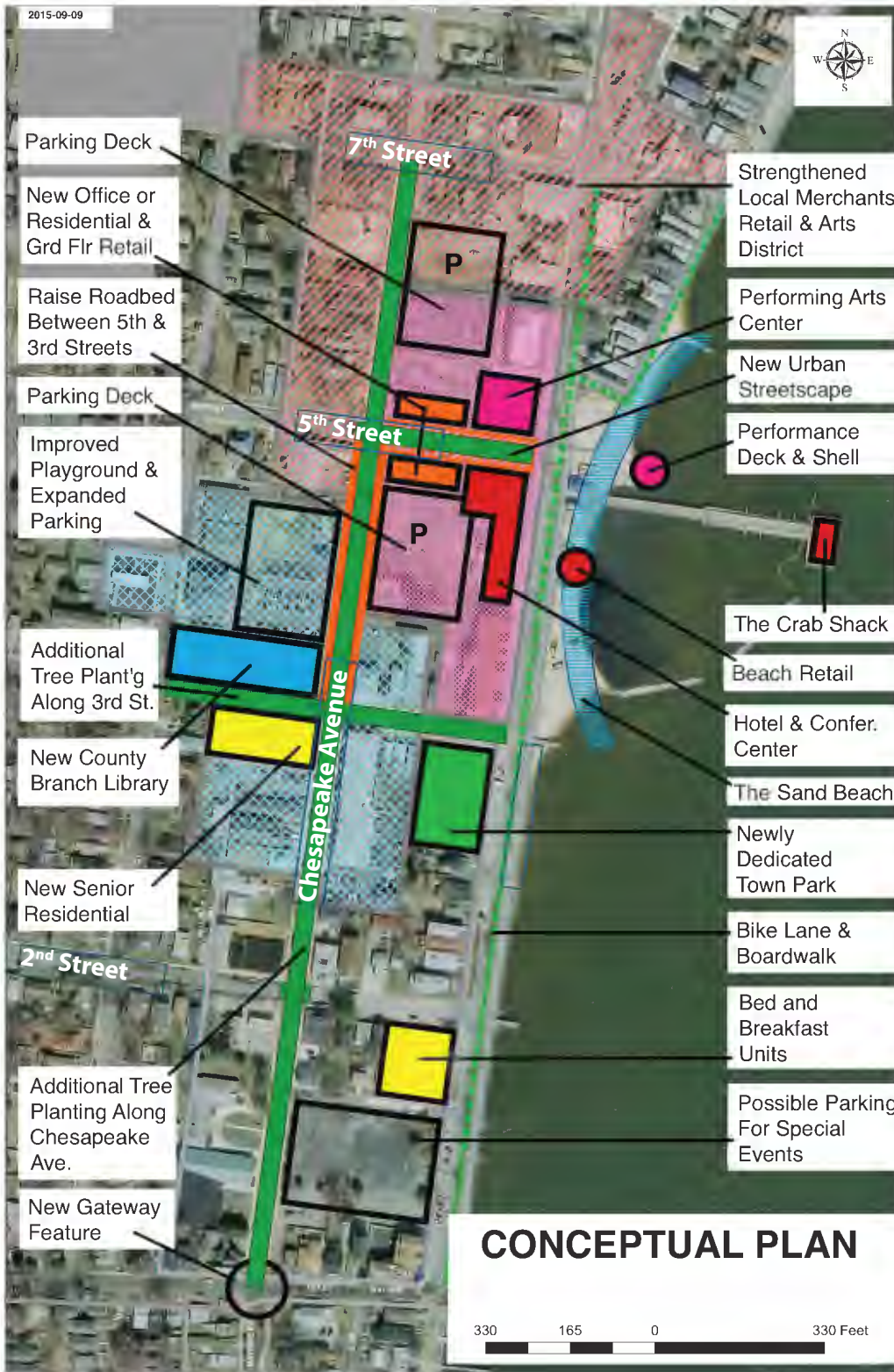


Figure 16: The Conceptual Plan map illustrates the locations of specific developments such as the Performing Arts Center, hotel and conference center, parking deck, a new office or residential building with ground-level retail on 5th Street, additional senior housing, and a library on Chesapeake Avenue. Other features include gateway signage on Chesapeake Avenue from the south (better signage on the north and west is also recommended), trees along Chesapeake Avenue and 3rd Street, a crab shack on the pier and a band shell on the beach, bed and breakfast units near Bay and 2nd, and raising Chesapeake Avenue between 5th and 3rd Streets to combat flooding. (Created by Philip Franks, AICP, AIA)

the hotel, and the Team believes that a three-star hotel with active retail uses on much of the ground level would be a perfect anchor for the southern half of the Core. As presently designed, the hotel building faces Bay Avenue, leaving the western half of Fifth Street as open parking. An additional mixed use building would have to be developed on this portion of the site to extend the continuous street wall all the way to Chesapeake Avenue as proposed in the Design Framework. The South Winds condominium building completes the southern Bay Avenue frontage of this block. Although the ground floor of this building is currently designed as residential, none of the first-floor units have been sold. The property owner should consider converting them to office or retail use to provide more active street frontage.

The development of the hotel will displace an existing surface parking lot of nearly 200 spaces which serves beachgoers and special events, such as the farmers market. The town cannot afford to replace this parking resource with another large surface parking lot or a multilevel parking structure in the Downtown Core, which facility would be used only infrequently during special events or summer weekend beach days. Rather, it is the recommendation of the Team to **negotiate with Saint Anthony's Church for public use of its large parking lot on Chesapeake Avenue south of Second Street during special events and at times of peak beach use.** This large lot is only two blocks south of the existing public lot and is vacant except during mass and other major church events. If the town is unable to obtain use of this lot for public parking on specific days and times, the use of the County Fire Department site in Chesapeake Beach should be considered, with shuttle service provided to the center of the Downtown Core. If

## UPGRADING STREETS: CHESAPEAKE AVENUE & FIFTH STREET

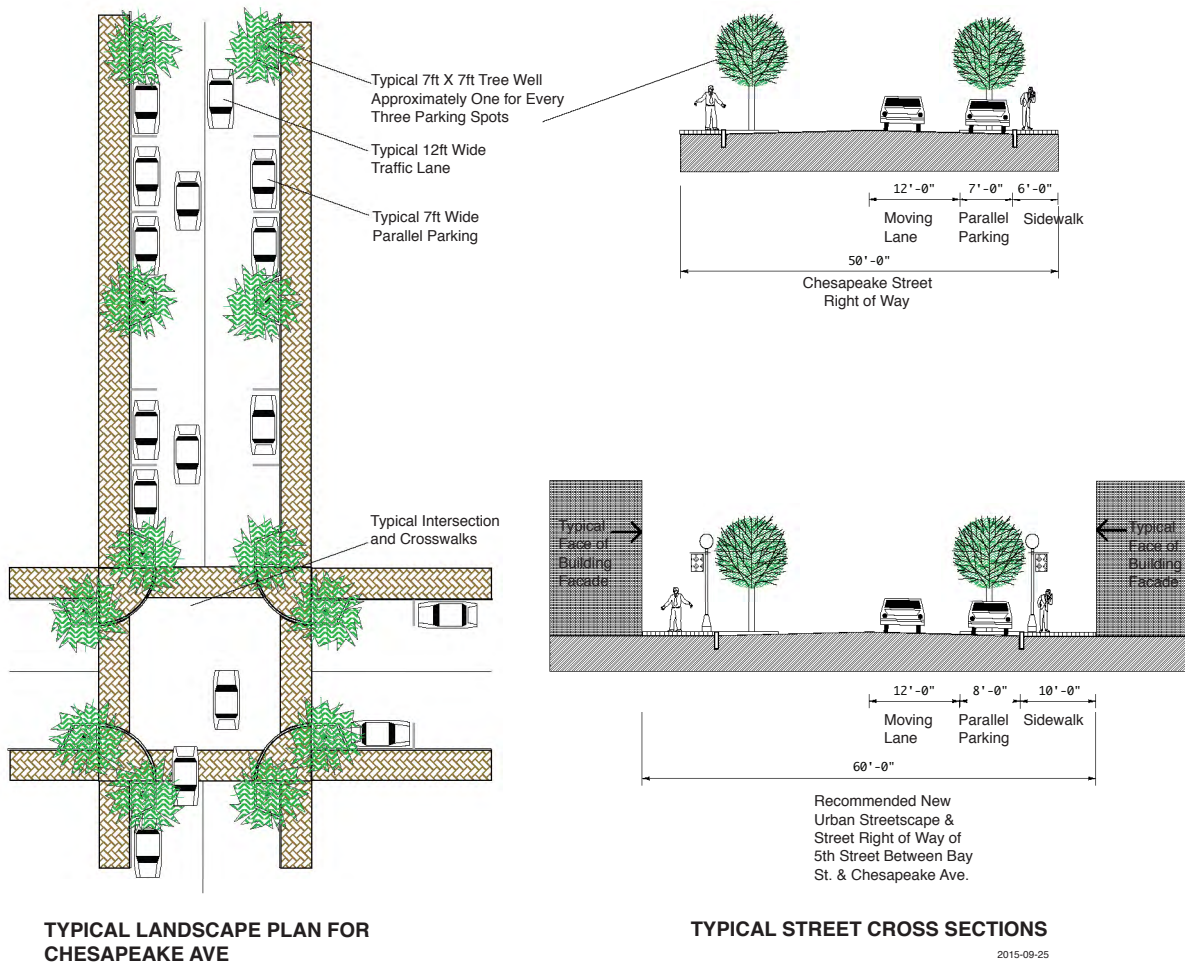


Figure 17: The above diagram illustrates the landscape plan for Chesapeake Avenue between First and Seventh Streets (on left and top right). New tree wells bump out at each intersection and every three parking spots. A new urban streetscape along Fifth Street between Bay and Chesapeake Avenues (bottom right) requires widening the right-of-way to 60 feet. (Created by Philip Franks, AICP, AIA)

that lot is not available, the town would have to consider the substantially more expensive alternative of purchasing a large plot of land on a major highway outside the town and providing shuttle service to the Downtown Core.

The community has proposed the development of a Performing Arts Center to bolster the creative and performing arts which already thrive in North Beach. Discussions regarding the desirable location of such a facility have focused on the vacant site at the northwest corner of Chesapeake Avenue and Third Street, adjacent to the Senior Center and the Boys and Girls Club. The recommendation of the Team is to **support the development of a Performing Arts Center, and to locate it within the new Downtown Core on the northwest corner of Fifth Street and Bay Avenue.** Although the Team recognizes the logic of locating the Center with other civic facilities, it believes that the argument for locating it in the Downtown Core is compelling.

The Performing Arts Center will be a hub of activity, particularly in the evenings, generating pedestrian presence and nightlife in the new Downtown. Those attending a performance can “bundle” their evening activities in the Downtown Core, beginning with a fine dinner, followed by a show, and culminating in an after show-drink at a local pub or cocktail lounge. They can enjoy all of these activities in the Downtown Core without ever moving their car.

On evenings when performances are not scheduled, the theater could serve as a single-screen movie theater, showing Hollywood classics, art films, and foreign films.

The Performing Arts Center building will not take up the entire Fifth Street frontage, leaving room for another mixed use building at the Chesapeake Avenue end of the block. The existing Baywalk condominium building, with retail uses on the ground floor, completes the northern Bay Avenue frontage of this block within the Downtown Core.

The Team believes that it is appropriate to **locate all off-street parking to support Downtown Core uses, and all vehicular access thereto, along Chesapeake Avenue, and provide needed additional spaces through the construction of decks over surface parking lots.** The location of parking facilities along Chesapeake Avenue will allow the frontages along Bay Avenue and Fifth Street to be developed with a continuous street wall and ground-floor retail uses, uninterrupted by open parking lots and driveways. A parking deck is merely one level of parking constructed over a surface parking lot, nearly doubling the number of parking spaces on the site. Access to the deck is achieved via a single up-and-down ramp. Such decked parking lots are much less expensive to construct than multilevel parking structures; they also have the advantage of being able to provide occasional open light wells to bring natural light to the surface parking below. Rising only one level above ground, parking decks are more in scale with existing North Beach than would be a much more massive parking structure.

The Team also recommends to **make the beach front in the Downtown Core even more active and attractive through the placement of a performance space on the beach, retail uses on the Boardwalk, and an informal restaurant (or crab shack) at the end of the Pier.**

Most of the important buildings in the Civic Center area already exist: town hall, the Senior Center, Boys and Girls Club, and Historic Museum. Two addition uses are proposed on the two vacant sites at Chesapeake Avenue and Third Street. It is the recommendation of the Team to **locate the new county branch library (relocated from Chesapeake Beach) on the vacant site on Chesapeake Avenue north of Third Street,** where it can join the Senior Center and the Boys and Girls Club as a cluster of public buildings. A modern public library on this site not only would be convenient for use by North Beach residents, but also would reinforce the arts and culture character upon which North Beach is trying to build its reputation and unique identity. The site for the library is privately owned by a respected North Beach family, and it is hoped that the owners will be willing to sell it for development of this important community facility without the threat of eminent domain. Perhaps a portion of the new building could bear the name of the family if its members were willing to expedite the land transfer to the county at a reasonable price. The Team further proposes to **develop the vacant site on Chesapeake Avenue south of Third Street with senior apartments, much like (but with fewer units) the nearby senior housing on the east side of Chesapeake Avenue.** These new units would benefit from proximity to the existing senior housing, the medical building, and the Senior Center.

The Team proposes to **permit and encourage development of bed and breakfast buildings on the small vacant site on Bay Avenue north of Chestnut Avenue.** Such use would be consistent with the two-story residential character of this portion of the waterfront, and would provide much needed short-term seasonal rentals facing the Bay and Boardwalk. More bed and breakfasts should be considered as demand increases.

An important recommendation of the Plan is to **strengthen the Local Merchants Retail and Arts District to provide a character to Downtown that is unique to North Beach.** Additional small shops owned by local merchants should be placed as infill along

## ILLUSTRATIVE SITE PLAN



Figure 18: The Illustrative Site Plan demonstrates how specific buildings could be designed and placed on the sites. Some examples include: the hotel and conference center fronting Bay Avenue; crab shack at the end of the pier; band shell on the beach, a beach bar/snack shack on the Boardwalk; bed and breakfasts on the southern end of Bay Avenue; hanging street lights and banners in the Local Merchants Retail and Arts District along Bay Avenue and 7th Street; and the new library, senior housing, parking decks, and street trees along Chesapeake Avenue. (Created by Philip Franks, AICP, AIA)

Seventh Street and on sites along the west side of Chesapeake Avenue between Fifth Street and Seventh Street. Tans Cycle Parts on the southwest corner of Fifth and Chesapeake, already a regional attraction, could become a greater tourist attraction if the site and building were attractively refurbished and the model train layout displayed year-round. The designation as an Arts and Entertainment District by the state would support the strengthening of the Local Merchants Retail and Arts District, and the town should support the application to the state for such designation. As recommended in the next chapter on implementation, a local business organization should also be formed to promote the community and to represent local businesses in dealings with the town. The recommendation to utilize only hand-painted business signs in this district would further enhance and distinguish its character.

The Team acknowledges the need to **raise the elevation of Chesapeake Avenue between Third and Fifth Street to an elevation above flood levels**. Adjacent sites would be raised through landfill along this stretch; fortunately, no buildings front on this portion of the street. The Team also encourages the town to **upgrade the appearance of Chesapeake Avenue from First Street to Seventh Street by planting of street trees in new tree wells extending into the parking lane from the curb** (see Figure 17). The extension of the curb to create tree wells in the parking lane is necessary because the right-of-way is only 50 feet in width and the six feet beyond the curb on each side of the roadway is needed for sidewalk. An attractive and stately row of trees on each side of the roadway will greatly enhance the appearance of the town's most heavily traveled street, and will tend to cause drivers to slow down as they proceed through town. This proposal is discussed in more detail in the subsequent chapter. New street trees should also be planted along Third Street from Dayton Avenue to Bay Avenue, enhancing the pedestrian connection from the Civic Center to the waterfront.

The final recommendation involving street improvements is to **create a new urban streetscape along Fifth Street from Chesapeake Avenue to Bay Avenue, requiring widening of the right-of-way to 60 feet (from the existing 50-foot width)**. This block is intended to be the heart of the new Downtown, a new gathering place for the community. Wider sidewalks will accommodate the expected active pedestrian activity; restaurants adjacent to the sidewalk can open up their frontage to provide cafe-style outdoor dining. All development along this block should be required to dedicate five feet of land to the right-of-way. The cross-section of the 60-foot right-of-way could include: 10-foot sidewalks of decorative paving, street trees, and attractive pedestrian scale lighting, and a 12-foot travel lane and an eight-foot parking lane in each direction (see Figure 17).

## ILLUSTRATIVE SITE PLAN

The Team took one additional step to prepare an Illustrative Site Plan (see Figure 18), demonstrating how specific buildings could be designed and placed on the sites recommended in the Conceptual Plan. Although final building designs are bound to vary from the designs shown here, the Site Plan points out some of the most critical considerations in the development of these sites so as to meet the intent of the Conceptual Plan.

### Beach Front Activity Spaces

The Team suggests that the beach front in the Downtown Core be made more active and attractive by placing new activities on the Boardwalk, beach and pier. It recommends that the town allow development of a temporary (summer-only) beach bar and snack shop on the octagonal extension of the boardwalk south of the pier. To maintain control and the quality of such a facility, it is suggested that the space be leased to the hotel for development of its beach bar. In addition, small, temporary (summer-only) kiosks to sell snacks and sundries could be encouraged along the western edge of the Boardwalk in the active beach area through the spaced placement of electrical outlets in these areas and the controlled leasing of these few spaces by the town.

The Team also suggests the placement of an informal restaurant, or crab shack, at the end of the pier over the Bay. The Team realizes that such a development would face critical review and approval by the county and state governments, and by the home owners association holding a view corridor easement. Nevertheless, the views from this spot are nothing less than outstanding, and a restaurant at this location is bound to be successful. The current proposal of the town to hold wedding events on the platform could proceed until a more permanent wedding venue is developed in the hotel, or permanently if approvals for a restaurant are not obtained. The restaurant envisioned would be quite informal, with indoor and outdoor dining, possibly with mobile food preparation equipment (including a crab steamer) and a structure which could be removed if the restaurant is closed during winter months.

Finally, the Team believes that an attractive band shell could be constructed over the storm sewer outlet on the beach north of the pier where performances could be staged on summer evenings (see Figure 19). A substantial beach exists here, and a large audience could relax on blankets or beach chairs; performances could also be enjoyed from the Boardwalk and from the north side of the pier. The band shell should have a vertical element of sufficient height to establish a visual terminus for the view corridor looking down Fifth Street from Chesapeake Avenue.



Figure 19: A band shell over the storm sewer outlet on the beach north of the pier would add to the variety of entertainment and events downtown. (Photo by Ryan Scherzinger)

### **Hotel and Conference Center Block**

The hotel developer has already prepared working drawings for a 68-room hotel with approximately 6,000 square feet of ballroom and meeting rooms on the second level and 5,000 square feet of restaurant and retail space on the street level. The design is attractive and efficient, but is likely to be too costly to obtain financing. Redesign will be necessary for value engineering and to obtain the active and continuous frontage along Fifth Avenue which the Design Framework requires. The Team suggests that the developer consider certain specific changes in the redesign of the working drawings to make the project more consistent with the intent of the Design Framework and to add leasable area which may improve its financial pro forma.

The quality dining facility currently proposed for the first floor should be moved to the second level facing Bay Avenue, where patrons would enjoy outstanding beach and Bay views from window tables and from outdoor tables on a deck parallel to the Boardwalk. The ground floor space vacated by the fine restaurant should be replaced with retail uses (perhaps including a sports bar) facing Fifth Street and Bay Avenue, and by the pedestrian street level entrance to the hotel and restaurant. The other currently proposed restaurant on the first floor to serve hotel guests is likely to be eliminated by value engineering and should be replaced by a coffee shop with entrances from both the hotel and from Bay Avenue, with outdoor tables along the Bay Avenue sidewalk. The parking deck shown in the Illustrative Site Plan moves the hotel entrance and lobby to the second level.

As shown on the Illustrative Site Plan, the conference center wing, consisting primarily of a ballroom on the second level, should be rotated 90 degrees to be parallel to Fifth Avenue, thereby creating a portion of the street wall with continuous ground-level retail frontage required by the Design Framework. The Fifth Avenue street wall should be completed by the development of a three-story office building extending to Chesapeake Avenue, with active retail uses along the Fifth Avenue sidewalk. A driveway would separate the hotel building from the office building, providing truck access to the hotel ballroom and pedestrian access to Fifth Avenue from the parking area.

Because the proposed additional buildings constructed along Fifth Street would eliminate surface parking, the remaining area of the site should be developed with a parking deck to provide the approximately 200 parking spaces needed for the hotel, restaurant, ballroom, and office building. Parking spaces at the top of the deck would be reserved for hotel guests. Spaces on grade under the deck would be accessible via a separate curb cut on Chesapeake Avenue and would be used for valet parking for the ballroom, parking for the office building, and overflow parking for the hotel. If the office building lobby is located at the eastern end of the building, it could have a rear entrance to the lower-level parking. A pedestrian way from the lower-level parking to Fifth Avenue





Figures 20 and 21: The rendering below is an example of what the hotel and conference center on Fifth Street and Bay Avenue might look like. The northern end of the building would have retail, coffee shop, and/or sports bar uses on the ground floor and a quality restaurant with an outdoor dining terrace on the second floor that offers views of the Bay. The sketch (left) portrays street musicians during the Farmers' Market, Classic Car Cruise-In and Art Fair. Better facilities with programs and events will attract more artists. (Drawings by Philip Franks, AICP, AIA)





Figure 21: The rendering above shows what a Performing Arts Center could look like. A corner terrace faces the Chesapeake Bay as well as the activity along Fifth Street and Bay Avenue. The theater is on the second floor with the stage on the western end. Retail is on the first floor fronting both Bay and Fifth. A classroom is included on the first floor behind the retail. An apartment building with additional retail on the first floor would continue the western end of the Fifth Street block. (Drawing by Philip Franks, AICP, AIA)

should be provided mid-block along the truck driveway to the ballroom. Although the Illustrative Site Plan shows a ramp in the center of the deck with an inviting view of the hotel entrance and porte-cochere at the top of the ramp, a more efficient design would place the ramp along the northern edge of the deck. The loss of an unobstructed view of the hotel entrance from Chesapeake Avenue could be overcome by placing an attractive entrance feature at the foot of the ramp and planter boxes along the sides of the ramp.

The Illustrative Site Plan eliminates the wedding garden, but proposes a much expanded landscaped pool area which would enhance views from ground-level hotel room terraces and upper-level balconies. An attractive space for wedding ceremonies could be placed on the second level adjacent to the ballroom (perhaps extending to Bay Avenue for a waterfront setting) or on the roof (see Figure 20).

### Performing Arts Center Block

The Performing Arts Center would occupy the eastern end of Fifth Street, fronting on the beach. The entrance and ticket sales should be at the corner of Fifth and Bay, with active retail uses extending along both Fifth Street and Bay Avenue at the ground level. The theater itself would be on the second level, with the stage at the western end of the building and the lobby with outdoor terrace facing the Bay at the eastern end. A classroom could be included on the ground floor behind retail uses. If a partial third floor

is provided, it could house a jazz club or a dine-and-dance facility with outdoor space facing the Bay.

An apartment building could be constructed on the western end of the Fifth Street frontage, completing the required street wall along Fifth and offering active retail uses on the ground level. The building could be subdivided as condominiums during construction so as to give the apartment building owner flexibility to sell off the building as a condominium project in the future.

Parking for the Performing Arts Center should be provided by a parking deck for approximately 80 cars constructed over the existing town lot serving Seventh Street retail uses and extending over the western two-thirds of the existing surface lot for the Baywalk condominium. The existing Baywalk parking lot has nearly three times as many parking spaces as are required for the condominium units. The town could purchase the westernmost two-thirds of the parking lot, possibly with proceeds from the sale of land for the apartment building, and dedicate the middle third to the apartment building and reserve the western third for public parking. The portions of the present Baywalk lot serving Baywalk and the new apartment building could be accessed via a public alley along the rear of the apartment structure. This alley would also provide truck access to the stage of the Performing Arts Center. No public parking would be accessible from the alley. Public access to the westernmost third of the Baywalk surface parking would be through the town parking lot to the north via the existing driveway.

The deck over the town lot might have to be of extra height to accommodate truck access to the Chesapeake Bounty store rear entrance. The portion of the deck over the westernmost two-thirds of the Baywalk lot should be heavily screened with landscaping to protect the views and privacy of west-facing Baywalk ground floor condominium units.

### **Civic Center District**

The Civic Center District includes the block on which the Senior Center and the Boys and Girls Club are located, the block to the south where the town hall is located, the senior apartment building on the east side of Chesapeake Avenue, and the Historic Museum on the west side of Dayton Avenue. As shown on the Conceptual Plan, the vacant lot north of Third Street should be developed with a two-story county library building facing Chesapeake Avenue. The rear portion of this lot facing Dayton Avenue should be a surface parking lot for the library. The vacant lot south of Third Street should be developed with a senior apartment building similar to but smaller than the existing apartment building on the west side of Chesapeake Avenue. The new senior apartment building should front on Chesapeake and Third, with surface parking in the rear.

The open spaces fronting Chesapeake Avenue in front of the Senior Center and the Boys and Girls Club should be slightly redeveloped as a single parcel. Both of these lots will have to be raised with fill along their Chesapeake Avenue frontage when the elevation of the street is raised. The Team suggests that the fence which presently separates the two parcels be moved to the north on the Boys and Girls Club site, separating a consolidated green playground/exercise area from open public space to the south. This will permit the parking lot in front of the Senior Center to be expanded by approximately 30 parking spots by providing a new row of parking spaces on the north side of the northern parking loop aisle. The existing lot already has many more parking spaces than required to serve the Senior Center; the expanded lot will provide parking for special events and for overflow retail parking when all curbside spaces are full. A tree-lined pedestrian walkway is proposed to be constructed from Fourth Street and Dayton Avenue, between the Senior Center and Boys and Girls Club, with a slight northward jog to Chesapeake Avenue just north of the expanded parking lot. The old fence around the pump station on Chesapeake Avenue should be replaced with a decorative wrought-iron fence and landscaping, allowing views through the facility to the landscaped recreation area beyond.

# IMPLEMENTATION

With any plan, it is important to identify both a vision for the future and the actions necessary to achieve that vision. For this plan, it was clear that there are three major themes for implementing this planning effort: Planning and Regulatory Framework, Community Promotion, and Public Space Enhancements. The following is a brief overview of each of those themes and the related strategies.

## PLANNING AND REGULATORY FRAMEWORK

One of the first actions North Beach will have to consider is whether to **amend the town's Comprehensive Plan to accommodate the recommendations of this report**. As mentioned earlier, one of the core recommendations is to concentrate all local- and visitor-serving retail and service establishments in a core area focused around the intersection of Fifth Street and Bay Avenue, with other portions of the study area targeted for a variety of other uses. To accomplish this, we recommend amending the Comprehensive Plan to divide the study area into the following six planning activity areas:

- **Parks and Recreation**—This area currently includes, and should continue to include, park and recreational areas adjacent to Chesapeake Bay such as the boardwalk, pier, North Beach Welcome Center, and the new Sunrise Garden.
- **Local Merchants Retail and Arts**—This area comprises much of the existing local business fabric of North Beach that should be focused around low-intensity, local businesses that maintain a pedestrian scale consistent with the current character of development.
- **Downtown Core**—This area will be the location of the most intense development that is described in great detail in The Plan chapter of this report. The primary vision for this area is to be the location of a compact, walkable development with a focus on retail, performing arts, and establishments that cater both to the local residents and to visitors.
- **Civic Center**—This area will be where uses should primarily be civic in nature including the Boys and Girls Club, the town hall, Senior Center, and potential site for a new library. This area would also be appropriate for additional senior housing and some limited commercial/office activities.
- **Commercial Mixed Use**—This area will continue to be a place for commercial activity but where the focus will be for low-intensity, auto-oriented uses, again in keeping with the current character and providing an opportunity for additional retail to serve the local residents.
- **Waterfront Limited**—This area of the waterfront will continue to be a primarily residential, walkable neighborhood with some potential for bed and breakfast uses, but at a smaller intensity than the adjacent Downtown Core area.

See the Proposed Comprehensive Plan Amendment map (Figure 21) for a detailed map of the six planning activity areas.

Because Maryland requires consistency between a community's comprehensive plan and zoning, it will be necessary for the town to **amend its zoning ordinance to more specifically address the recommendations of this report and to better define the form and character of new and infill development**. While there is no need to completely rewrite all of the town's zoning regulations, there are some strategic changes the community will have to make to ensure that future development fits within the recommendations of this plan. These changes coincide with the different planning activity areas illustrated in the Proposed Amendment to the Comprehensive Plan map, so much so that the Proposed Amendment to the Comprehensive Plan map could be illustrative of a future zoning map for the study area.

- **Parks and Recreation:** The area that is shown as a parks and recreational area on the Comprehensive Plan map is already primarily zoned as a PR (Parks and Recreation) Zoning District so there is no need for change with the exception of considering the rezoning of the Sunrise Garden park property from W-2 (Waterfront Renaissance) to PR for consistency.
- **Local Merchants Retail and Arts:** The Local Merchants Retail and Arts District is primarily zoned CM (Commercial Mixed Use) with a small area zoned as W-2 (Waterfront Renaissance). Given the desire to maintain the existing small-scale character of the area, the town should consider the creation of a new zoning district that allows for the continuation of any existing residential uses but also allows a broad mix of commercial uses including, but not limited to, retail, office space, restaurants, bed and breakfast establishments, and personal service uses such as hair salons or instructional activities. The key to maintaining the character of the area will be to institute some neighborhood compatibility standards whereby any redevelopment or infill development retains the core characteristics of the area such as similar building footprint size, building setbacks, and the scale and massing of buildings. All of this can be accomplished by documenting the existing conditions and creating regulations that require new activities to reflect the predominant character of this area. These compatibility regulations will help prevent new buildings from being set back significantly from the street and construction of large-scale buildings that are out of character as compared to adjacent properties in this same area.



Figure 21: The Proposed Comprehensive Plan Amendment map illustrates the six planning activity areas recommended for the study area. The CPAT recommends amending the comprehensive plan to divide the study area into the six activity areas shown. (Created by Wendy Moeller, AICP)

- **Downtown Core:** The Downtown Core area is all zoned W-2 (Waterfront Renaissance) but a large portion of the area remains largely vacant and is used for parking related to the beach and local events. The vision for the area is entirely different, focusing on a desire to have a compact area of intense development that can serve as an activity hub for the town. In order to ensure that new development fits into that vision, it will be important to establish clear rules for new buildings with the zoning ordinance. To do that, the town should start with the existing W-2 District as a base with some strategic modifications. First, the focus of any regulations should be primarily about the form of development (i.e., how buildings are designed and sited) rather than a focus on regulating uses. A significant requirement for this area should be that there be a continuous, multistory street wall, with active uses such as storefronts and retail operations on the ground floor on both sides of Fifth Street and along the west side of Bay Avenue. This will help give the area an active pedestrian street life and will also create the appearance of this being the intense downtown core area of North Beach. Other regulations that should be incorporated into the zoning district include:

  1. Parking lots and decks need to be allowed in the area but should only be accessible from Chesapeake Avenue. Furthermore, any parking lots or decks should be screened with attractive landscaping or creative fencing/walls to hide the parking areas as much as possible.
  2. As noted before, it is not as important to focus on the regulation of land uses, but there should be some limitations. For example, any residential uses should be located on upper floors, leaving the first floor of any building for commercial activities that might include retail uses, service uses, restaurants, tourist offices, bars or taverns, and similar uses.
  3. This report does not include a recommendation for a specific architectural style. The illustrative images in this report reflect ideas that have been brought up by interested partners or are prevalent in the town. While a specific architectural style is not specified, the town needs to fully understand that development in the Downtown Core will be highly visible and thus it should carefully review the architectural designs for any new buildings. The town should encourage a design that places a focal point on the two corner properties at the intersection of Fifth Street and Bay Avenue. Furthermore, the town should require that the first building to be constructed at one of these corners be used as a model (compatible but not mirror image) for the other corner so as to create a cohesive appearance when looking on the development from the pier.
  4. This report recommends that the right-of-way of Fifth Avenue between Bay and Chesapeake Avenues be expanded from 50 feet to 60 feet. This should be undertaken through a requirement that any development along this stretch of the street dedicate five feet for right-of-way expansion.
  5. Finally, to ensure that both the town and any prospective developer are on the same page and understand each other's expectations, the town should continue to refine its site plan review policy so that any significant project in this area is accomplished through a collaborative site plan review process and a development agreement. The development agreement can detail any and all requirements that both the town and developer agree to during the review process. As part of that agreement, the town should continue to tie any requirements back to this planning effort and any related future planning efforts in the Downtown Core.
  
- **Civic Center:** The Civic Center district is primarily zoned CM (Commercial Mixed Use) but the majority of uses are public or institutional uses, and this is an ideal use for properties in this area. The other major use is the senior housing located along Chesapeake Avenue that could serve as a model for additional housing options in this area as shown in the Conceptual Plan. While the majority of uses are public or housing, there are still a few commercial uses in this area that should be allowed to continue. In order to implement the Comprehensive Plan, the town should create a new zoning district for the Civic Center area that allows for senior housing options as well as government buildings, nonprofit clubs, community centers, and cultural institutions such as museums and libraries. Furthermore, the town should identify the types of commercial uses that are currently present and allow those uses to continue in the future so as to prevent them from being nonconforming uses. The town is appropriately considering proposed changes to site plan review and the handling of larger scale buildings. That being said, the town should consider requiring that all buildings be oriented to face Chesapeake Avenue, preferably with any parking areas to the west along Dayton Avenue. Parking should not be permitted in the front setback of buildings facing Chesapeake Avenue. Furthermore, any development should have some level of transparency along the streets, either through windows or doors to prevent the presence of a large blank wall along the street. If windows or doors are not feasible, the town should require some level of creative architectural details along such facades.
  
- **Commercial Mixed Use:** This area is already zoned CM (Commercial Mixed Use), which allows for traditional retail and service commercial uses as well as office uses and residential uses on the upper floors. Given that the vision for this area is to continue to allow for similar small-scale, auto-oriented commercial uses, the existing zoning should be maintained. Any proposal for more intense commercial development should be directed to the Downtown Core area. The town might want to consider some enhanced landscaping, architectural, and other design standards to improve on the appearance of any future development since this area is a major gateway into North Beach.

- **Waterfront Limited:** This area of the waterfront is primarily a waterfront residential area and should continue to serve as a residential area. This area is currently zoned W-1 (Waterfront Limited) and should continue to be zoned as such with a few minor changes. First, while this should continue to be a residential area, the town should consider allowing bed and breakfast establishments in this area to provide a needed resource in the community. Second, the zoning should limit building height to two-stories so as to allow the afternoon sun to reach the boardwalk. The size of the lots and the maximum height of two stories will ensure that any future development will not be too intense as to compete with the Downtown Core.

It is important to mention that beyond the zoning regulations outlined above, the entire study area lies within what the state considers a critical area, which is any area that lies approximately 1,000 feet landward from the Chesapeake Bay or any tidal wetlands. Maryland enacted the Critical Area Act in 1984 as one method of reducing the impacts of land development on water quality. While the state established the standards, it is the town that maintains and enforces the rules. The most significant implication of this designation is that any development has to take special steps to reduce the amount of pollutants created by stormwater runoff. The general rule is that any development that changes the amount of pervious surface (a surface that allows water to pass through it to the soil below) must reduce the amount of runoff pollutants by 10 percent from the predevelopment levels. Depending on the size of the development, this may require some additional efforts and costs for developing on-site stormwater runoff treatment but it does not appear that it will be prohibitive to any of the recommendations outlined in this report.

## COMMUNITY PROMOTION

Moving past the planning and regulatory issues, another theme that will be important for the success of this effort is improved promotion of the community. This needs to be a joint and coordinated effort of the town government and the local business community. North Beach is already a host to a large number of fantastic events throughout the year that benefit the community at large. The CPAT had an opportunity to experience the Farmers Market and Car Show, which allowed us to experience the energy and excitement that occurs around this activity. The town should continue to **support and expand special community events which draw visitors to the community throughout the year.** Continuing these efforts will only help build momentum and interest around the community, but in order to garner the most success, it is necessary to establish more cooperation between the town and the local businesses.

As part of the planning process, the CPAT met with the business community during a Friday morning breakfast discussion where over 30 business owners or their representatives showed up to discuss issues and the future of North Beach. This meeting was an opportunity not only to tell the Team what they wanted, but also to have an open discussion with one another. Several people mentioned how it was the first time that such a large group of business representatives gathered together to really talk about the local business needs. It was clear that the local businesses would benefit greatly by continuing this type of interaction. While there are several formal business organizations in the area, some represent areas greater than North Beach or the benefits of joining the organization may not outweigh the costs. For this reason, it may be an easier step to **consider creation of a new local business association composed of all North Beach businesses to meet regularly to discuss issues and opportunities and to represent a united business perspective when working with the town government.** Formation of such an association will give the businesses the ability to find one or two people who can be the voice or champion for businesses when working with the town. Perhaps in the future, this might expand to be something closer to a chamber of commerce but there is little to no cost or effort to get the ball rolling with monthly or quarterly meetings in a less formal setting as occurred during this planning process.

Related to that effort, we also recommend moving forward with the concept identified in the 2014 Economic Development Strategy Report (see Appendix C) that suggested forming an events committee with representation from the town and businesses to jointly collaborate on events. The town already has a Special Events Committee, but there is no organized voice of the businesses involved on that committee. In order to fully promote the community, there is a clear need to find ways to directly involve local business leaders.

Finally, the town should **apply to the state for an Arts and Entertainment District designation.** Such designation would provide certain tax benefits to encourage more artists to live and work in North Beach, strengthening the local arts and crafts image of the town.

## PUBLIC SPACE ENHANCEMENTS

The final implementation item is that of enhancements to the public realm or public spaces. Some of these concepts have already been described in the previous sections of this report but the following is a summary of some improvements the town should consider to truly enhance the sense of place that is North Beach.

- **Streetscape along Chesapeake Avenue**—The town has some beautiful landscaping along the boardwalk and near the entrances of the community that we believe should be extended along other streets. The one area that has heavy pedestrian and vehicular traffic but does not have as extensive a landscape treatment is Chesapeake Avenue. Given the current street configuration, it would be almost impossible to expand the right-of-way to include street trees and landscaping in the more traditional manner where there is a curb, then a landscaped strip for trees, and then a full sidewalk. An alternative that would be far easier to implement would be to create some “bump out” landscaping areas along the existing parking aisles. There would be a loss of a few parking spots, but the entire corridor would have an enhanced appearance (see Figure 17).
- **Painted Signs**—It is the recommendation of the team to **encourage or require the use of hand-painted signs for businesses, especially in the Local Merchants Retail and Arts District, to promote the quaint character of North Beach.** The town could work on this strategy by identifying local artists capable of painting such signs, establishing guidelines for the design of painted signs, or even by supporting a program to help finance special signage.
- **Enhanced Gateways**—The town currently designates its main gateways into the community with the use of basic “Welcome to North Beach” signs and a well-landscaped area. These are very nice entryways into the community but they are not much different from the gateway treatments into other local communities, including Chesapeake Beach. In order to set North Beach apart from other communities, it is the recommendation of the team to **construct entryway arches at the three major gateways to the town and add night lighting to the water tower located adjacent to the wetlands.** This would let visitors know when they have entered “the Jewel of the Chesapeake Bay,” and engender a stronger sense of pride among North Beach residents (see Figures 23 and 24).
- **Street Lighting and Banners**—In order to fully establish that North Beach (particularly the Downtown Core and the Local Merchants Retail and Arts District) is a walkable community, the town should consider a couple of efforts to **enhance the pedestrian experience by stringing festive lighting across the streets (between utility poles or light posts) along Bay Avenue and 7th Street and by expanding use of seasonal banners in these areas.** Banners might even be placed along Chesapeake Avenue to fully surround the Downtown Core area (see Figure 25).



Figure 22: Hand-painted signs, such as the one above for the new indoor market, Chesapeake's Bounty, will add to the unique character of the Local Merchants Retail and Arts District. (Photo by Ryan Scherzinger)



## CONCLUSION

The Downtown Plan for North Beach is ambitious. Its full implementation exceeds the capacity of the town government alone. To be successful, implementation must be a concerted team effort, involving the town government, the business community, local developers, and voluntary citizen organizations.

The business community must become a unified community which can work with the town government to promote North Beach. Developers must be aggressive and willing to take unusual risk in order to move projects like the hotel along quickly to construction. The volunteer group of citizens proposing the Performing Arts Center, and each other such group proposing a similar community serving project, must redouble its efforts to obtain support and funding for their project. The town government must push ahead with needed capital improvements, such as raising the elevation of Chesapeake Avenue above flood level. Equally important, it must encourage and support the endeavors of all of the private stakeholders, and coordinate their efforts toward common community-wide goals.

The CPAT hopes that its contribution will provide the vision and inspiration necessary for North Beach to achieve its goals for community betterment. We wish the people of North Beach success as they polish the "Jewel of the Chesapeake Bay."



Figures 23 and 24: The rendering above is an example of an entryway arch on Chesapeake Avenue at First Street. Striking gateway signage at the three primary entrances to the town would help set North Beach apart from other communities in the region and increase the sense of pride among residents. Adding lights to the existing water tower (left) would also highlight the town to visitors. (Drawing by Philip Franks, AICP, AIA; Photo by Ryan Scherzinger)



Figure 25: Festive lighting across the streets and attractive banners in the Downtown Core and the Local Merchants and Retail Arts District will enhance the experience of visitors and residents of North Beach. (Drawing by Philip Franks, AICP, AIA)



Figure 26: The farmers market was bustling with activity during the CPAT's visit. The popular Friday night Farmers' Market and Classic Car Cruise-In and Art Fair is evidence that North Beach is already viewed as a gem in the region. (Photo by Ryan Scherzinger)

# APPENDIX

## MEET THE NORTH BEACH CPAT TEAM



### **Robert Paternoster, FAICP | Team Leader**

Robert Paternoster has managed public planning and community development agencies throughout his 45-year professional career. He was planning director for the city of Pittsburgh, Pennsylvania, director of planning and building for the city of Long Beach, California, and director of community development for the city of Sunnyvale, California. He is an adjunct professor in city planning at California State Polytechnic University, Pomona. Paternoster earned his bachelor's degree in civil engineering from Lehigh University and his master's degree in city planning from Harvard University. He is a former president of APA's California Chapter and a former member of the APA board. He was among the first 70 planners to be named a Fellow of the American Institute of Certified Planners.



### **Philip Franks, AICP, AIA**

Philip Franks is vice president and CFO of Hurley Franks Associates in Philadelphia. Before that he was a principal for Kise, Franks, and Straw for 25 years. Franks specializes in architecture, urban design, and public infrastructure projects. His career spans over 40 years with more recent projects such as public outreach with the Lower Manhattan Development Corporation for the World Trade Center site, an Access Study for Rehoboth Beach, Delaware Art Museum mediation, and the US 15 Smart Transportation Corridor Improvement Plan in Union County, Pennsylvania. Franks holds a master of city planning and architecture degree from the University of Pennsylvania.



### **Wendy Moeller, AICP**

Wendy Moeller is a principal and owner of Compass Point Planning, a planning and development firm based in Cincinnati. She has worked in the planning field since graduating from the University of Cincinnati with a bachelor of urban planning degree in 1996. Moeller has received a certificate of completion in form-based codes from the Form Based Codes Institute. She has served as a project manager and planner for numerous planning, regulatory, and development projects throughout her career. Moeller is a regular speaker at local, state, regional, and national conferences and is active in the state and local section of APA's Ohio Chapter, where she currently serves as a member of the board of trustees. Moeller also serves on the board of the Signage Foundation.



**Kannan Sankaran**

Kannan Sankaran is a managing director of CBRE Hotels and PKF Consulting USA, a subsidiary of the CBRE Group, Inc. He heads the Washington, D.C., office. With more than 16 years of professional experience in the hospitality industry, he offers expertise in market and economic feasibility studies, strategic asset advisory assignments, acquisition and disposition due diligence, complex asset and business valuation assignments, impact analyses, litigation support, and development and operational planning. His consulting engagements include hotels, resorts, golf courses, marinas, conference/convention centers, and private schools (K–12). Kannan holds bachelor of business administration and master of tourism administration degrees from the George Washington University's School of Business.



**Sidney Wong, PhD**

Sidney Wong is a senior consultant with the World Bank and a senior advisor with Econsult Solution, Inc. He is a specialist in fiscal impact analysis, program evaluation, and policy analysis. Wong has over 20 years of experience in planning practices, teaching, and research. His doctoral dissertation on enterprise zone programs in California and the Mid-Atlantic region was named best planning dissertation by the Association of Collegiate Schools of Planning. He's taught graduate courses in planning at the University of Pennsylvania and Morgan State University. Wong served as a town planner in Hong Kong covering zoning, urban redevelopment, and infrastructural planning and as a consultant with the World Bank's Asian Technical Division. He served on the APA Maryland Chapter's executive committee between 2009 and 2013.



**Ryan Scherzinger | APA Staff**

Ryan Scherzinger is senior outreach associate for the American Planning Association. He's worked extensively on APA's Community Planning Assistance Teams program, providing direct technical assistance to communities around the country with multidisciplinary teams of experts. He has managed myriad programs and special projects for APA for over seven years, including community workshops, case studies, federal grants, symposia and lecture series, study tours, international events, allied outreach and coalitions, and interactive public exhibits.

## PICTURE GALLERY

The following are select pictures from the North Beach CPAT project.



Above: The Wetlands Overlook Park in North Beach is an additional attraction in North Beach that allows visitors to experience the natural beauty of the Chesapeake Bay coastal area, including the migratory fowl that find sanctuary there during their flights up and down the eastern seaboard. Below: On Saturday, August 22, during the Team's visit, Maryland Governor Larry Hogan joined Mayor Frazer, town council members, State Senator Thomas V. Mike Miller, Commissioner Steven R. Weems, and other local elected officials to take part in the ribbon cutting of the beautiful new Sunrise Garden at 3rd and Bay. (Photos by Ryan Scherzinger)





Above: A child is in awe of a huge watermelon at the farmers market. The Farmers' Market, Classic Car Cruise-In, and Arts Fair is a wildly popular event that North Beach organizes every Friday during the summer months. Below left: Classic car owners park along Bay Avenue for residents and visitors who come to enjoy the range of activities along the Boardwalk up Bay Avenue and 5th Street. Below right: Town Clerk Stacy Wilkerson (on left), speaking with Team leader Bob Paternoster, FAICP, in front of the entrance of the pier) and her husband, Donnie, organize the successful weekly event that draws people in from around the region. (Photos by Ryan Scherzinger)





Above: This classic North Beach clock is located on the pier overlooking the the sandy beaches and the Chesapeake Bay. Below: North Beach's Boardwalk is very well maintained, with plentiful benches and attractive landscaping. Small intermittent piers extend from it, which offers additional gathering space. It covers most of the length of the town along the Bay. Many people come to run and walk or relax and take in Bay views along the Boardwalk. (Photos by Ryan Scherzinger)







Top left: Signs encouraging residents and business owners to attend the public meetings were posted around town. Top right: Bob Paternoster, FAICP, and the Team discussed and analyzed a range of issues and factors during the planning study. Bottom right: The local ground team led the CPAT on a walking tour of the study area. Bottom left: Philip Franks, AICP, AIA, served as the Team's designer and generated numerous maps and renderings to accompany the plan. Middle left: The Team met with local developer Ron Russo who shared his plans for a hotel and conference center. (Photos by Ryan Scherzinger)





Above: The Team, along with local ground team members Patricia Haddon, AICP and Michael Hartman, AIA, pose for a photo on the balcony at the town hall. The Team held both public meetings and conducted much of their work there. Below: The Team poses for a photo in the council chambers. From left: Sidney Wong, PhD; Wendy Moeller, AICP; Philip Franks, AICP, AIA; and Robert Paternoster, FAICP (not pictured: Kannan Sankaran). Photos by Ryan Scherzinger



## APPENDIX A: COMPREHENSIVE PLAN POLICIES

The following is a list of policies and implementation strategies from the *Town of North Beach Comprehensive Plan* (2012) that are relevant to the CPAT's Downtown Plan as laid out in this report. The table below includes select policies from the table provided in the Implementation section of the Comprehensive Plan (IM-2 to IM-16). Each is listed under the appropriate category: Land Use, Environment, Community Facilities, Housing, Economic Development, and Transportation. Each also includes a priority level (1=short-term and/or critical; 2=within 10 years; and 3=by 2030) and the main entity that is charged with managing the project and assuring its completion (abbreviations listed below).

DPW	Department of Public Works	M&C	Mayor and Council
ENG	Town Engineer	MD	State of Maryland
CAL	Calvert County	PC	Planning Commission
CCPS	Calvert County Public Schools	POL	Police
FIN	Town Treasurer	TC	Town Clerk

POLICY AND IMPLEMENTATION STRATEGY		PRIORITY	RESPONSIBILITY
<b>Land Use</b>			
LU.2	Enhance design guidelines to provide for safe pedestrian walkways, a signage program, and bicycle racks in parking areas or facilities.	1	TC ENG
LU.10	Promote high-quality mixed use in the Waterfront Renaissance district with a higher residential density while still maintaining viewsheds of the Chesapeake Bay.	1	PC
LU.11	Require developers to partner with the town to fund infrastructure improvements associated with their development and develop and approve developer agreements for all proffers made during the review and approval of their final site plan.	1	M&C
LU.12	Reduce sign pollution by amending land-use regulations to promote the use of monumental signs and avoid pole and temporary signs. Encourage businesses to clear sidewalks of obstacles that impede handicap accessibility.	1	ENG
LU.13	Encourage new development and redevelopment to be compatible with the character of existing or already approved planned development in the neighborhood.	1	PC
<b>Environment</b>			
EN.2.3	Identify properties within the 100-year floodplain and discourage any expansion of existing buildings that are flood prone, and encourage land uses like parking lots with permeable paving surfaces and parkland in these areas.	1	ENG
EN.7.3	During development review, encourage site designs that orient the buildings in the Waterfront district to provide for the best viewsheds of the Bay.	1	PC
<b>Community Facilities</b>			
CF.8	Identify sites and developers who may partner with the town to designate a new library site.	1	M&C TC
CF.14	Continue the community activities and festivals, yard sales, and the like. Partner with other adjacent communities in the area to hold events on the same days to increase attendance.	2	M&C
CF.16	Encourage public art reminiscent of North Beach when developing a site.	1	PC
CF.17	Continue to increase and enhance public access to the beach, shoreline, and wetland's open space.	1	M&C

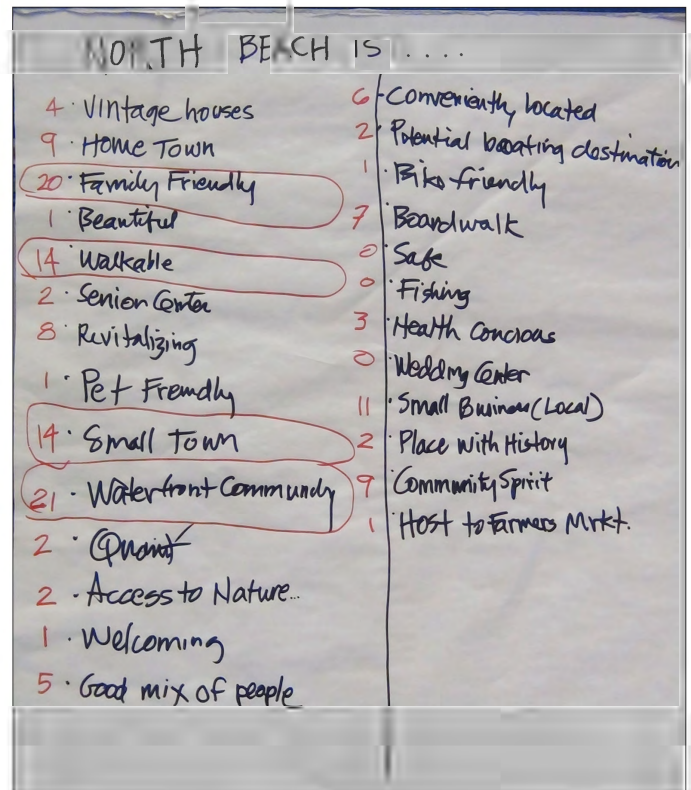
<b>POLICY AND IMPLEMENTATION STRATEGY</b>		<b>PRIORITY</b>	<b>RESPONSIBILITY</b>
CF.17.1	Continue to support a beach nourishment program which would add more sand along the shoreline during an erosion event or expand recreational beach activities.	2	M&C
CF.17.2	Identify areas along the shoreline where recreational activities could be established.	2	TC
CF.18	Continue to provide public facilities along the waterfront to increase the waterfront's recreational facilities and add to the ambience and excitement of this district.	1	M&C
CF.18.1	Redevelopment of the Bayfront area should include restaurants with tables outside or other public places for citizens and tourists to enjoy the Bay view.	1	PC
CF.18.2	Identify space for public parking convenient to the waterfront.	1	M&C
CF.18.3	Identify species of trees compatible with preserving a viewshed in the waterfront area.	2	ENG
CF.18.4	Support additional trolleys to transport citizens and tourists in a shorter time period.	2	M&C
CF.18.5	Continue to apply for state grants to provide public improvements in the waterfront area.	1	TC
CF.18.6	Encourage developers to provide area plans when developing several properties in a unified manner.	1	PC
CF.19	Ensure that there are multiple activities and programs for all residents and tourists that visit the town.	2	M&C
CF.19.2	Develop a unified signage plan in the Zoning Ordinance for business and wayfinding in the waterfront area.	1	ENG TC
CF.20	Update architectural standards for the Waterfront Renaissance Zoning District to include Comprehensive Plan goals, policies, and implementation strategies. Provide criteria for some standards so that they can be applied objectively and consistently.	1	PC
CF.21	Continue to support multimodal transportation to serve the waterfront area.	1	M&C
<b>Housing</b>			
H.1.2	Encourage higher density dwelling units in the Waterfront Renaissance District and development of at least 3.5 dwelling units per acre in the rest of town, in keeping with Smart Growth Initiatives.	1	PC
H.1.3	Encourage upper-floor residential over commercial in the Waterfront Renaissance mixed use district.	1	PC
H.6.3	Support local business that can be accessed by biking or walking.	1	M&C
H.6.4	Promote a pedestrian-friendly, walkable streetscape that has designated crossings at intersections.	1	M&C PC
H.6.5	Provide bicycle racks at public places in the downtown.	2	M&C
H.7.3	Encourage the use of monumental signs and no temporary signage in the Waterfront Renaissance district or when commercial development is adjacent to a residence or a residential neighborhood.	1	PC
<b>Economic Development</b>			
EC.1.2	Explore incentives to attract businesses to locate in downtown. The survey has suggested a small hotel would be desirable and would support tourism.	2	M&C
EC.1.3	Attract services that residents need on a daily basis to promote North Beach's economy and reduce vehicular trips to other communities. The survey had suggested a small grocery store or drug store.	2	M&C

<b>POLICY AND IMPLEMENTATION STRATEGY</b>		<b>PRIORITY</b>	<b>RESPONSIBILITY</b>
EC.1.4	Encourage and attract a retail mix of small businesses and specialty goods and services that contribute to the economic mix while respecting the size, scale, and historic character of the community.	1	M&C PC
EC.2	Strengthen Downtown as a center for culture and arts. Evaluate the requirements to be included in the state's Entertainment District program and work toward making North Beach an Entertainment District during this planning period.	1	M&C PC
EC.3	Continue to promote North Beach as a tourist attraction.	1	M&C
EC.3.1	Continue to promote and support existing tourist attractions by working with the county tourism office.	1	M&C
EC.3.2	Develop additional water-related recreational opportunities, such as rental of canoes, kayaks or paddle boats.	2	M&C
EC.4	Encourage infill development and mixed use projects in the downtown area in the Waterfront Renaissance Zoning District to allow for professional and general office space and commercial establishments.	1	PC
EC.6	During development design and review of new projects or redevelopment, emphasis should be on preserving viewsheds of the Chesapeake Bay for the majority of citizens to enjoy.	1	PC ENG
EC.9	Encourage and assist the private sector in obtaining state funding for neighborhood business revitalization projects that further the objectives of [the Comprehensive Plan.	1	TC
EC.10	Continue to apply for outside sources of revenue for needed capital improvements and maintenance of the same and coordinate major public improvement with adjacent jurisdictions, county, or state to save infrastructure costs.	1	M&C
EC.13	Enhance the gateways to the key corridors with visual improvements.	2	M&C
<b>Transportation</b>			
T.1.4	Explore and identify revenue sources from parking to fund new parking facilities.	1	M&C
T.2	Provide adequate parking for citizens, businesses, and visitors.	1	M&C
T.2.1	Design and construct well-lighted and safe parking areas that are compatible with adjacent residential areas.	1	PC M&C
T.2.5	Install pay-by-space meters.	1	M&C
T.2.7	Require developers to provide an equitable amount of off-street parking or pay a fee in lieu of parking.	1	PC
T.2.8	Improve on-street parking with striping, curb, sidewalks, residential alleyways, and regulatory signage.	1	M&C
T.5.3	Promote bicycling and walking and encourage safe travel habits.	1	M&C
T.5.4	Encourage other communities to plan to connect to the town's bike routes. Safe and convenient bicycle parking should be provided along routes and near shopping and services.	1	M&C

## APPENDIX B: PUBLIC MEETING NOTES

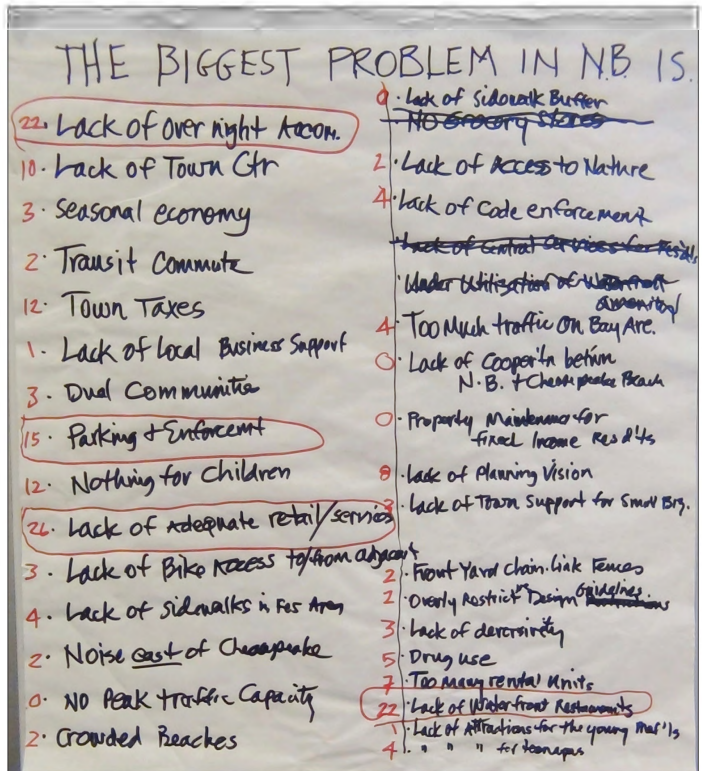
The following is a record of the public meeting held at the town hall in North Beach on Thursday, August 20, 2015, from 6:30 to 8:00 p.m. CPAT members facilitated a “mini” visioning session, whereby residents, business owners, and others in attendance were asked for their input on three different topics. Attendees offered their individual thoughts on each of the specific questions, which were recorded by the CPAT. Then, attendees were asked to vote a set number of times on which ones they felt were most important. Below is a list of all answers provided and the priority each was given as a result of the vote in each category. The top four answers are highlighted in each table.

NORTH BEACH IS . . .	VOTES (3 PER PERSON)
Waterfront Community	21
Family Friendly	20
Small Town	14
Walkable	14
Small Business (Local)	11
Community Spirit	9
Hometown	9
Revitalizing	8
Boardwalk	7
Conveniently Located	6
Good Mix of People	5
Vintage Houses	4
Health Conscious	3
Access to Nature	2
Place With History	2
Potential Boating Destination	2
Senior Center	2
Quaint	2
Beautiful	1
Bike Friendly	1
Host to Farmers' Market	1
Pet Friendly	1
Welcoming	1
Fishing	1
Safe	1
Wedding Center	1



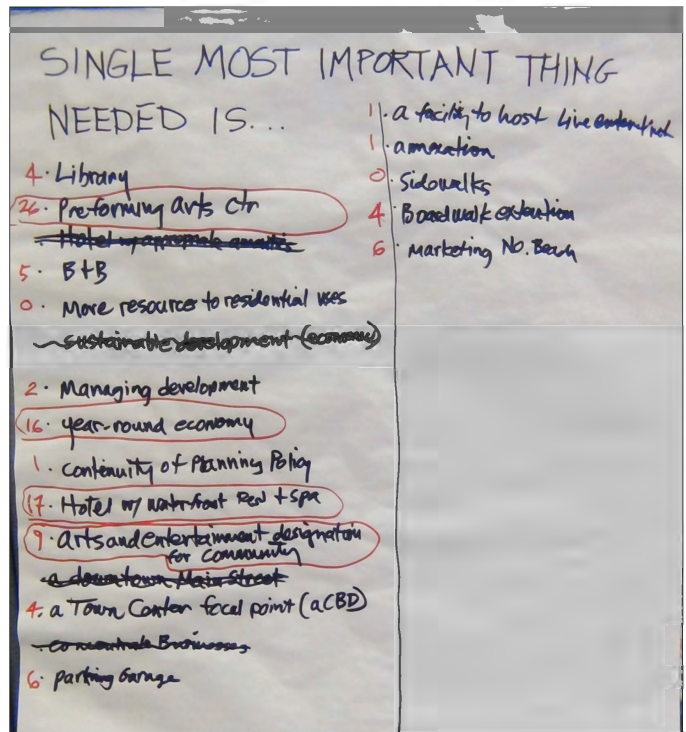
Photograph of the original flipchart sheet used to record attendees' input during the public meeting. (Photo by Ryan Scherzinger)

THE BIGGEST PROBLEM IN NORTH BEACH IS ...	VOTES (3 PER PERSON)
Lack of Adequate Retail/Services	26
Lack of Overnight Accommodations	22
Lack of Waterfront Restaurants	22
Parking & Enforcement	15
Nothing for Children	12
Town Taxes	12
Lack of Town Center	10
Lack of Planning Vision	8
Too Many Rental Units	7
Drug Use	5
Lack of Attractions for Teenagers	4
Lack of Code Enforcement	4
Lack of Sidewalks in Residential Area	4
Too Much Traffic on Bay Avenue	4
Dual Communities	3
Lack of Bike Access to/from Adjacent Communities	3
Lack of Diversity	3
Lack of Town Support for Small Businesses	3
Seasonal Economy	3
Crowded Beaches	2
Front Yard Chain-Link Fences	2
Lack of Access to Nature	2
Noise East of Chesapeake Avenue	2
Overly Restrictive Design Guidelines	2
Transit Commute	2
Lack of Attractions for Young Professionals	1
Lack of Local Business Support	1
Lack of Cooperation Between North Beach & Chesapeake Beach	0
Lack of Sidewalk Buffer	0
No Peak Traffic Capacity	0
Property Maintenance for Fixed Income Residents	0



Photograph of the original flipchart sheet used to record attendees' input during the public meeting. (Photo by Ryan Scherzinger)

THE SINGLE MOST IMPORTANT THING NEEDED IS ...	VOTES (2 PER PERSON)
Performing Arts Center	26
Hotel with Waterfront Amenities	17
Year-Round Economy	16
Arts & Entertainment District Designation	9
Marketing North Beach	6
Parking Garage	6
Bed & Breakfasts	5
Boardwalk Extension	4
Library	4
Town Center Focal Point (Central Business District)	4
Managing Development	2
Annexation	1
Continuity of Planning Policy	1
Facility to Host Live Entertainment	1
More Resources to Residential Uses	0
Sidewalks	0



Photograph of the original flipchart sheet used to record attendees' input during the public meeting. (Photo by Ryan Scherzinger)



## **APPENDIX C: SUMMARY OF 2014 ECONOMIC DEVELOPMENT STRATEGY BY SAGE POLICY GROUP, INC.**

In 2014, Sage Policy Group, Inc. was hired to develop an economic development strategy for North Beach. The report utilized a combination of data analysis, interviews, and focus groups to formulate the strategic recommendations. The CPAT reviewed the report ahead of their study and generally agree with its findings. A summary of the report's primary recommendations are below.

Six recommendations emerged from the Sage report, which are summarized with updates or notes where applicable below:

### **Develop an Indoor Market**

One of North Beach's most significant challenges is the lack of a year-round economy to sustain local businesses. An indoor market would have the ability to create new employment, retain spending power, provide an off-peak seasonal attraction for visitors, create opportunities for local entrepreneurs, and develop new synergies between local businesses.

*Update:* Chesapeake's Bounty, a new indoor market in North Beach, opened officially just after the CPAT's visit in August 2015. Now that the facility is a reality, the other work of maximizing the opportunity are still ahead for the town and the local businesses that may become involved. This recommendation is on track to being fulfilled.

### **Support the Hotel Proposal**

The Sage report found widespread support for the proposed hotel in North Beach. The report agreed with the idea stating that it would serve many purposes, including: "(1) helping to improve community optics from Bay and Chesapeake Avenues; (2) catalyzing plans regarding the establishment of North beach as a destination for weddings; and (3) increasing the length of visitor stays and thereby enhancing spending power during peak and off-peak periods."

The hotel, however, needs several key amenities to generate the kind of impact stakeholders want to see. Those key amenities include: (1) meeting space for conferences (75-100 people); (2) fine dining restaurant with seating that offers views of the Bay; and (3) at least one elegant ballroom for weddings (and other events).

The Town should be willing to offer significant discounts on taxes and fees if a developer's hotel proposal includes the above mentioned amenities. The report suggested a time frame of 10 years for the tax incentives. "The hotel must be developed to be profitable, must be operated in financially responsible ways, and must market itself aggressively. The tax breaks would be largely offered to attract financing, but ultimately the hotel must be financially viable in its own right."

*Update:* A local developer has created plans for a hotel with the amenities described in the Sage report and the CPAT supports (based on "back of the envelope" calculations, i.e., not a full feasibility study) within its proposed downtown plan.

### **Jointly Plan Festivals and Other Town Events**

The Sage report did *not* recommend forming a Chamber of Commerce, but rather a *North Beach Planning Committee*. The suggested structure for the committee would include three town representatives and two local business representatives, noting that the Bay Business Group may be a good source for business representatives due to their regional affiliation. This structure keeps control of event planning with the town, but provides a direct voice for the concerns and ideas of local business operators. The committee would also have the potential to plan larger events that coordinate the efforts and assets of Chesapeake Beach to the south. A joint committee has the potential to establish more trust between local businesses and the town, which only increases the odds of organizing successful events with mutual benefits.

*Note:* The CPAT agrees with the recommendations of the Sage report to establish a Joint Committee with the suggested structure of three town representatives and two business representatives. As of the writing of this report, no joint committee has formed. During the CPAT's visit, a stakeholder meeting was held with North Beach business owners, which, according to the attendees, had never occurred before. The evidence suggests that the business community in North Beach perhaps needs to organize and find common ground in order to express its concerns and ideas more effectively with the town and residents.

### **Neighborhood Beautification and Enlightenment**

There is clearly great focus on the waterfront and commercial center of the town. The residential neighborhoods, however, also need attention. The Sage report suggests beautification programs such as one-year tax breaks for installing white picket fences and flower boxes. The report also points to specific state and federal funding programs designed to improve walkability and bikeability. The report agrees with trying to attract the local library branch and suggests locating it on Chesapeake Avenue. The town should

offer tax breaks if necessary to attract the library.

*Note:* The CPAT agrees with beautification programs in the residential areas and seeking funding to increase connectivity and safety for pedestrians and bicyclists. The CPAT's illustrative site plan proposes the library on Chesapeake Avenue as recommended in the Sage report.

### **Stepped Up Marketing**

North Beach is not very well known in the region, which is not good for business or event-driven revenues. The Sage report describes the importance of "bundling," whereby a package of attractions is necessary to draw more visitors to North Beach. The report recommends hiring a consultant to support a social media campaign that markets the bundle of amenities available in North Beach. The consultant's fees may be expensive, but the model left can likely be utilized again with slight modifications for many more years.

*Note:* The CPAT agrees with stepping up marketing in the Washington, D.C., and Baltimore metropolitan regions.

### **Aggressively Pursue Place-Based and Creativity and Talent Cultivation Economic Development Strategies**

It is a reasonable conclusion to assume that North Beach will not attract high-tech start-ups or manufacturing operations. Under this premise, the Sage report does *not* recommend creation of a local business incubator. Instead, the report suggests a number of measures that may help attract artists and other creative businesses to North Beach, including deeply discounted (if not a total exemption of) vendor fees for original art sales. While more work likely needs to happen before this is a viable initiative, the town may also eventually consider developing housing with artists in mind.

The report also suggests working towards the state's Arts and Entertainment District designation. The report also recommends that the town work on the report's five other recommendations before applying to ensure a stronger application.

*Note:* The CPAT agrees that North Beach will be best served attracting a collection of small creative retail stores that will set it apart from other places. The CPAT also agrees that the town should work on building a strong application for the Arts and Entertainment District designation, which will offer many new benefits to North Beach. The designation has proven successful for a number of other Maryland communities.

## APPENDIX D: NORTH BEACH CPAT PROJECT SCHEDULE

### NORTH BEACH COMMUNITY PLANNING ASSISTANCE TEAM SCHEDULE: AUGUST 20–23, 2015

Day/Times	Activity	Location
<b>Thursday, August 20</b>		
Noon	Meeting with local developer Ron Russo	North Beach Professional Building
2:00 p.m.	Team Meeting	Town Hall
3:00 p.m.	Tour and presentation on local history of North Beach	Bayside History Museum
3:30–5:00 p.m.	Walking tour (with Ground Team)	Study Area
5:00–6:15 p.m.	Dinner	Westlawn Inn Restaurant
6:30–8:00 p.m.	Public meeting (introduction of study and “mini” visioning session)	Town Hall
8:00–9:00 p.m.	Meeting with Town Council	Town Hall
<b>Friday, August 21</b>		
8:30–9:00 a.m.	Meeting with local developer John Scott	Sweet Sue’s
9:00–10:30 a.m.	Breakfast with business community	Plaza Mexico Restaurant
10:30–1:30 a.m.	Meeting with local developer Ron Russo	North Beach Professional Building
11:30 a.m.–2:30 p.m.	Meeting with town engineer and state planning representative on Critical Area Law	Town Hall
12:30–1:00 p.m.	Lunch	Sweet Sue’s
1:00–1:30 p.m.	Meeting with Will Kreamer and Veronica Cristo on new indoor market	Chesapeake’s Bounty
1:30–2:30 p.m.	1) Tour of all retail/service stores 2) Meeting with group about Arts and Entertainment District designation and Performing Arts Center	Town Hall
3:00–3:30 p.m.	Conference call with State Department of Business and Economic Development representatives	Town Hall (phone)
3:30–5:00 p.m.	Tour of Chesapeake Beach	Chesapeake Beach
6:00–7:30 p.m.	Farmers’ Market, Classic Car Cruise-In, and Art Fair	Farmers Market
7:30 p.m.–	Homemade dinner with Ground Team	North Beach rental house
<b>Saturday, August 22</b>		
8:00 a.m.	Team breakfast meeting / Tour of Harrington Harbor facilities	Chesapeake Grill in Harrington Harbor
Morning & Afternoon	Team working session	Town Hall
11:00 a.m.	Ribbon-cutting for new Sunrise Park	3rd & Bay Avenue
Noon	Lunch	Town Hall
7:00 p.m.	Crab feast with Ground Team	Cliff House

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**NORTH BEACH COMMUNITY PLANNING ASSISTANCE TEAM  
SCHEDULE: AUGUST 20–23, 2015**

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**Sunday, August 23**

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8:00 a.m.	Team breakfast meeting	Town Hall
All Day	Team preparation of final presentation/draft of final report	Town Hall
5:00–6:30 p.m.	Public meeting: Presentation of recommendations to the mayor, town council, residents, and stakeholders	Town Hall
7:30 p.m.	Dinner	Local Restaurant

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## APPENDIX E: HOTEL-RESORT MARKET IN CALVERT COUNTY

The following analysis of the hotel-resort market in Calvert County was prepared by CPAT member Kannan Sankaran and his firm, PKF Consulting USA.

### POPULATION

The population of Calvert County has grown moderately from 2010 to 2015, while the population of the state of Maryland is growing at a slightly faster rate, averaging 0.8 percent annually over the 2010 to 2015 period. The overall United States population continues to grow at a similar rate of 0.7 percent on an annual average basis over the same five-year period.

A summary of comparative population trends is presented in the following table.

<b>HISTORICAL POPULATION TRENDS</b>				
<b>Area</b>	<b>2010</b>	<b>2015 Estimate</b>	<b>2020 Projections</b>	<b>CAGR <sup>1</sup></b>
Calvert County	88,737	91,426	94,713	0.6%
Maryland State	5,773,552	5,995,464	6,231,322	0.8%
United States	308,745,538	319,459,991	330,689,365	0.7%

Note:

1 Compound Annual Growth Rate for 2010–2015

Source: CBRE, Inc.

### MEDIAN HOUSEHOLD INCOME

The following table summarizes per capita income and median household income levels within the local area, region, and United States. As the table indicates, residents of Calvert County and Maryland are currently significantly more affluent than the overall national average; of note is that the projection for Calvert County indicates a significant increase by 2020, well above the growth rate for the 2010–2015 period.

<b>HISTORICAL MEDIAN HOUSEHOLD INCOME TRENDS</b>				
<b>Area</b>	<b>2010</b>	<b>2015 Estimate</b>	<b>2020 Projections</b>	<b>CAGR <sup>1</sup></b>
Calvert County	\$92,517	\$93,737	\$101,925	0.3%
Maryland State	\$71,707	\$74,523	\$81,491	0.8%
United States	\$51,771	\$53,229	\$56,513	0.6%

Note:

1 Compound Annual Growth Rate for 2010–2015

Source: CBRE, Inc.

## EMPLOYMENT

The largest employers in Calvert County are identified in the following table. These companies generate varying levels of travel and hotel room nights in the market area from company employees and other business visitors.

<b>MAJOR EMPLOYERS IN CALVERT COUNTY</b>		
<b>Employer</b>	<b>Product/Service</b>	<b>Employment</b>
Calvert Memorial Hospital	Medical services	1,200
Exelon / Calvert Cliffs Nuclear Power Plant	Nuclear power generation	900
Wal-Mart	Consumer goods	500
Giant Food	Groceries	460
Safeway	Groceries	360
Navy Recreation Center	Military recreation facility	290
Chesapeake Beach Resort & Spa	Hotels/Restaurants	270
Asbury Solomons Island	Nursing care	250
Arc of Southern Maryland	Medical and social services	190
DirectMail.com	Printing and fulfillment services	180
McDonald's	Restaurants	180
Calvert County Nursing Center	Nursing care	180
Food Lion	Groceries	170
Stoney's Seafood House	Restaurants	170
The Calverton School	Private school	160
Solomons Nursing Center	Nursing care	160
Recorded Books	Audio books	150
Edward B. Howlin	Concrete manufacturing	140
DynCorp International	Technological services	130
Fantasy World Entertainment	Amusement rental	130
College of Southern Maryland	Higher education	120

*Source: Maryland Department of Business and Economic Development, November 2014*

Recent trends in relevant employment statistics are summarized in the following table. The data indicates the relative health of Calvert County in terms of employment metrics as compared with Maryland and the United States.

## SELECTED LABOR MARKET TRENDS

AREA	2010	2011	2012	2013	CAGR <sup>1</sup>	Dec. 2013	Dec. 2014	% Change
<b>Calvert County</b>								
Labor Force	47.8	48.0	48.0	48.0	0.1%	47.6	47.3	- 0.6%
Employed	44.6	45.0	45.1	45.2	0.5%	45.4	45.2	- 0.4%
Unemployment Rate	6.7%	6.3%	5.9%	5.7%	--	4.7%	4.4%	--
<b>Maryland</b>								
Labor Force	3,071.7	3,092.8	3,122.6	3,127.7	0.6%	3,177.3	3,153.5	- 0.7%
Employed	2,831.1	2,868.2	2,909.5	2,921.9	1.1%	2,961.0	2,948.1	- 0.4%
Unemployment Rate	7.8%	7.3%	6.8%	6.6%	--	6.8%	6.5%	--
<b>United States</b>								
Labor Force	153,889	153,617	154,975	155,389	0.3%	82,806	82,973	- 0.2%
Employed	139,064	139,869	142,469	143,929	1.2%	76,464	78,102	2.1%
Unemployment Rate	9.6%	8.9%	8.1%	7.4%	--	7.7%	5.9%	--

Note:

<sup>1</sup> Compound Annual Growth Rate for 2010–2015

Source: Bureau of Labor Statistics

Labor market trends in Calvert County and Maryland have remained significantly tighter than that of the nation at large over the past three-plus years, with unemployment rates declining to four year lows of 5.7 percent and 6.6 percent in 2013, respectively, as compared to 7.4 percent for the United States.

### Transportation

The main artery serving Calvert County is Maryland Route 4, which begins in Washington, D.C., as Pennsylvania Avenue before crossing into Prince George's County and Anne Arundel County in Maryland. In Calvert County, Route 4 begins at the northern tip of the county at Lyons Creek, then meets Maryland Route 2 to merge as Maryland Route 2-4. Route 2-4 continues south through Prince Frederick, St. Leonard and Lusby. At Solomons, Routes 2 and 4 split, with Route 2 heading toward downtown Solomons and Route 4 crossing the Patuxent River at the Governor Thomas Johnson Bridge into St. Mary's County. Other major roadways in Calvert County include Maryland Route 231, which travels west from Prince Frederick to the Patuxent River, and Maryland Route 260, which starts at the Calvert County-Anne Arundel County border and travels southeast to Chesapeake Beach.

Other highways facilitating travel to the region include Interstate 95 (I-95), the east coast's main north-south roadway, and the Baltimore-Washington Parkway (295). The subject site is accessed by State Route 261 (Bayside Road), located off State Route 260.

The subject site is located within an approximate hour drive-time of three major airports serving the region: Ronald Reagan Washington National Airport (DCA), Washington Dulles International Airport (IAD or Dulles), and Baltimore/Washington International Thurgood Marshall Airport (BWI). Historical passenger counts are summarized in the following table.

**AIRLINE PASSENGER COUNTS  
WASHINGTON, D.C., AREA AIRPORTS**

Year	DCA	IAD	BWI
2009	17,577,359	23,213,341	20,953,615
2010	18,118,713	23,741,603	21,936,461
2011	18,823,094	23,211,856	22,391,785
2012	19,665,440	22,562,833	22,679,887
2013	20,415,085	21,947,065	22,498,353
CAGR <sup>1</sup>	3.0%	- 1.1%	1.4%

Note:

<sup>1</sup> Compound Annual Growth Rate for 2010–2015

Source: Metropolitan Washington Airports Authority

Although rail transportation to and from Calvert County does not presently exist, intercounty access is provided to a limited extent by the Department of Community Resources, who operates seven fixed and four demand-response bus routes to link residents with local shopping, medical, and employment areas.

**COMMERCIAL ACTIVITY**

The office market represents a source of demand for lodging accommodations and a review of recent trends is meaningful.

Calvert County is home to over 1,800 businesses that employ over 17,000 workers, with the majority of business concentrated in the towns of Solomons and Lusby, which are proximate to Naval Air Station Patuxent River. Based on 2013 data collected by the Calvert County Department of Economic Development, the top industries in the county, by percentage employed, are: trade, transportation and utilities; local government; and education and health services. Of note is that the public sector comprises approximately 20 percent of business in the area.

Several industrial and business parks serve as employment centers in the county. Specifically, the Calvert County Industrial Park, which encompasses 226 acres southwest of Prince Frederick, is the largest, with Calvert-Arundel Business Park, North Calvert Industrial Park, and Dunkirk Business Center also occupying large parcels in the area. The Patuxent Business Park, located in Lusby, is Southern Maryland’s first comprehensively planned business campus, offering 650,000 square feet of Class A office and flex space among green space on a 92-acre campus. The campus’s location proximate to Naval Air Station Patuxent River will complement business activity associated with the installation. Construction on the Patuxent Business Park is currently under way.

Naval Air Station Patuxent River, located in adjacent St. Mary’s County, Maryland, is home to Headquarters Naval Air Systems Command, U.S. Naval Test Pilot School, and the Atlantic Test Range, and also serves as a center for test and evaluation relating to naval aviation. As a result of the Base Realignment and Closure Act, the installation absorbed several research and testing facilities from nearby decommissioned installations. The complex now hosts over 17,000 people, including active duty service members, civil service employees, defense contractor employees, and military dependents. The active nature of Naval Air Station Patuxent River and associated business generates lodging demand for area hotels.



## TOURISM

Trends in tourism, visitation, and convention activity offer an indication of the vitality of the local region. The Maryland waterfront, both along the western and eastern shores, is well-known for being an attractive destination for outdoor activities, particularly water sports.

Calvert County operates 10 parks that offer a variety of amenities, including opportunities for boating, sailing, charter boat fishing, crabbing, canoeing, camping, and bird watching, among other activities. Several other attractions along the waterfront, such as the Calvert Marine Museum, Bayside History Museum, Cove Point Lighthouse, and Chesapeake Biological Laboratory Visitor Center, offer visitors additional ways to experience the many miles of Atlantic oceanfront. The Chesapeake Beach Water Park, located in central Chesapeake Beach, is also a summer destination.

Golf is a popular activity in the region. Chesapeake Hills Golf Course, designed by Jim Thompson, features 6,545 yards of golf and first opened in 1968. Other golf courses include Mellomar Golf Park, Twin Shields Golf Club, Breton Bay Golf and Country Club, and Cedar Point Golf Club, located at Naval Air Station Patuxent River.

The Arts Council of Calvert County promotes numerous outdoor theme concerts, theatrical productions, art shows, and craft festivals throughout the year. In addition, special events such as the War of 1812 Reenactment, Solomons Maritime Festival, and Calvert County Fair reflect the rich cultural history in the area and are popular among county residents and visitors alike.

## SELECTED COMPETITIVE SET

We have identified a set of comparable properties for the Subject area in terms of selected hotel and resort properties in the regional market area within relatively close proximity to major demand generators that are serving corporate, leisure, group, and government demand in their respective market areas. The following properties serve as a comparison to the Subject Area.

SELECTED COMPETITIVE SET		
Property	Location	Rooms
Chesapeake Beach Resort & Spa	Chesapeake Beach, MD	72
Hilton Garden Inn Solomons	Dowell, MD	100
Holiday Inn Express Prince Frederick	Prince Frederick, MD	70
Holiday Inn Solomons Conference Center & Marina	Solomons, MD	326
Hyatt Regency Chesapeake Bay	Cambridge, MD	400
SpringHill Suites Prince Frederick	Prince Frederick, MD	87
<b>Total</b>	<b>n/a</b>	<b>1,055</b>

The following table illustrates performance characteristics for the selected competitive set of hotels from 2012 through 2014.

#### HISTORICAL MARKET PERFORMANCE OF THE COMPETITIVE SUPPLY

Year	Annual Supply	Percent Change	Occupied Rooms	Percent Change	Market Occupancy	Average Daily Rate	Percent Change	REVPAR	Percent Change
2012	385,075	0.0%	210,058	--	54.5%	149.73	--	81.68	--
2013	385,075	0.0%	192,773	- 8.2%	50.1%	149.47	- 0.2%	74.83	2.6%
2014	385,075	0.0%	198,971	3.2%	51.7%	148.63	- 0.6%	76.80	- 8.4%
CAAG		0.0%		- 2.7%			- 0.4%		- 3.0%

Source: PKF Consulting USA

The following table presents our projections of market demand through 2016.

#### PROJECTED MARKET PERFORMANCE OF THE COMPETITIVE SUPPLY

Year	Annual Supply	Percent Change	Occupied Rooms	Percent Change	Market Occupancy	Average Daily Rate	Percent Change	REVPAR	Percent Change
2015	385,075	0.0%	204,100	2.6%	53.0%	\$148.00	- 0.3%	\$78.44	2.1%
2016	385,075	0.0%	211,700	3.7%	55.0%	\$153.00	3.5%	\$84.11	7.2%

Source: PKF Consulting USA

The meeting space to guestroom ratios for the selected competitive set of hotels is presented in the following table.

#### MEETING SPACE TO GUESTROOM RATIO ANALYSIS

Property Name	Rooms	Meeting Space (SF)	Meeting Space to Guestroom Ratio (SF/Guestroom)
Chesapeake Beach Resort & Spa	72	5,000	69
Hilton Garden Inn Solomons	100	10,000	100
Holiday Inn Express Prince Frederick	70	1,800	26
Holiday Inn Solomons Conference Center & Marina	326	18,000	55
Hyatt Regency Chesapeake Bay	400	37,000	93
SpringHill Suites Prince Frederick	87	2,000	23
<b>Total / Average</b>	<b>1,055</b>	<b>73,800</b>	<b>70</b>

Sources: PKF Consulting USA; Individual Properties





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