



Town of Leonardtown
**DOWNTOWN
STRATEGIC PLAN**

Shape our
SQUARE 

Leonardtown · MD

MAHAN RYKIEL
ASSOCIATES INC

MASTER PLAN *for the* TOWN OF LEONARDTOWN, MARYLAND

JANUARY 2019

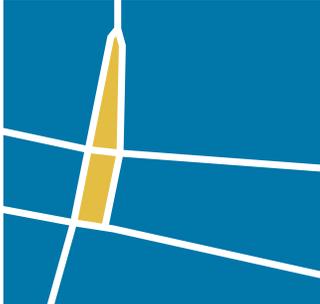
DEVELOPED BY:

MAHAN RYKIEL
ASSOCIATES INC

IN ASSOCIATION WITH:

Arnett Muldrow & Associates
Community Design Solutions

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SQUARE



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ACKNOWLEDGMENTS

CLIENT

TOWN OF LEONARDTOWN

MAYOR

Daniel W. Burris

COUNCIL MEMBERS

Tyler Alt

Hayden T. Hammett

Christy Hollander

J. Maquire "Jay" Mattingly IV

Mary Maday Slade

TOWN ADMINISTRATOR

Laschelle McKay

ST. MARY'S COUNTY

DIRECTOR, ECONOMIC DEVELOPMENT

Chris Kaselemis

ECONOMIC DEVELOPMENT SPECIALIST

Katherine Sturmont

DIRECTOR OF TOURISM

Jason Aul

STAKEHOLDER PARTICIPANTS

The Town, County and Planning and Design Team thank the numerous residents, business owners and property owners who participated throughout the planning process. The input provided was truly valuable in creating a strategic plan that is a “Leonardtowntown Plan” and not a “Consultant Plan”.

PLANNING AND DESIGN TEAM

MAHAN RYKIEL ASSOCIATES

*Urban Design, Planning and
Landscape Architecture*

Tom McGilloway, *Principal*

Jeff Dube, *Landscape Designer*

Megan Griffith, *Associate*

ARNETT MULDROW ASSOCIATES

*Planning and Economic
Development*

Tripp Muldrow, *Vice President*

COMMUNITY DESIGN SOLUTIONS

Architecture

Randy Wilson, *President*

EXECUTIVE SUMMARY

OVERVIEW

Benefiting from sound planning, the Town of Leonardtown is fast becoming a family-friendly, independent business, and restaurant hub in St. Mary's County. Overlooking Breton Bay, Downtown and the square offer a distinct "sense of place" and are centered amidst an array of water, nature and cultural-based amenities. Residential growth continues to occur at a rapid pace. Demand exists, therefore, for unique "in-town" housing options. Continued planning will allow Leonardtown manage and guide continued change for a bright future.

PURPOSE AND SCOPE

The *Leonardtown Downtown Strategic Plan* serves to utilize practical solutions to guide further investment by both public and private partners, maintain a vibrant environment for residents and visitors, and connect existing and future assets—including the Waterfront Park, Tudor Hall, Tudor Hall Farm, the "West Side", and surrounding neighborhoods. The planning effort has been branded,

"Shape our Square" as it serves to be a visionary document that truly shapes the future of Downtown (referred to by residents as "the Square") and the square itself. The scope of this plan includes economic development as well as urban design strategies and recommendations.

ANALYSIS

Downtown Leonardtown has many assets upon which to shape the future.

PHYSICAL ASSESSMENT CONCLUSIONS

- Foster a walkable community
- Increase connectivity (and community walkability) through streetscape, clear development patterns, and wayfinding
- Leverage existing assets—the square, waterfront, etc.
- Emphasize placemaking and temporary interventions prior to permanent investments
- Market the community through a strong brand
- Utilize practical solutions

MARKET ASSESSMENT CONCLUSIONS

- Further reinforce Leonardtown as a dining and independent business destination—as an alternative to chain shopping along Route 235

- Tap potential for Downtown housing—through both owner-occupied and for-rent products
- Exploit potential opportunity for a flagged hotel
- Improve existing assets
- Recognize retail niche for home furnishings and specialty food categories where trade leakage exists
- Continue to evolve as a family-oriented Downtown (does not preclude empty-nesters and young professionals who want to live in a walkable community)
- Update brand and market the community

VISION

Downtown Leonardtown is the seat of St. Mary’s County, a richly historic community where the relationship between downtown and the water is part of the history and future of the community. Downtown is home to the region’s greatest collection of independently-owned shops and restaurants—a place where residents can live within walking distance of our historic Square.

We endeavor to continue to foster this place as a downtown connected to the neighborhoods around us, a place where entrepreneurs can thrive in a vibrant location, where residents have lifestyle options unlike anywhere else in the county, and where the spirit of progress

is represented in the charm and feel of a small town.

Approach: Based upon existing assets, current planning, and stakeholder input, the approach to the Strategic Plan includes four primary goals:

1. Strengthen and activate the core; build upon and fully leverage existing open space and building assets.
2. Ensure strong connectivity among the core, adjacent blocks and Tudor Hall Farm.
3. Strengthen the presence of the waterfront.
4. Effectively Market Downtown Leonardtown.

THEMES

Placemaking and The Public Realm

Building Resources

New Development

Community Branding and Marketing

Wayfinding

STRATEGIES AND RECOMMENDATIONS

1. **THE SQUARE:** Improve the function of the square—Downtown’s premier open space and center of the community—through short-term, temporary “placemaking” interventions, and long-term permanent enhancements.
2. **STREETSCAPE ENHANCEMENTS:** Enhance existing streetscapes within Downtown to provide additional pedestrian comforts, improve visibility of businesses, and strengthen Leonardtown’s walkability. Incrementally implement additional streetscape improvements surrounding Downtown to enhance connections throughout and to nearby neighborhoods and destinations.
3. **FENWICK STREET DISTRICT:** Partner with businesses along this block to reinforce the street as its own “district”. Implement both public and private improvements—temporary and/or permanent. Consider programming (i.e., organized use of the space) and scheduled events to energize the district.
4. **ALLEY NETWORK:** Create a new way to experience downtown by connecting amenities and destinations through an enhanced alley network that links the square, hotel, public parking lot, and Fenwick Street.
5. **LEONARDTOWN WATERFRONT:** Continue to invest in the waterfront with a focus on creating more activity and better connecting the waterfront (both visually and physically) to the Downtown.
6. **CONNECTING TUDOR HALL FARM TO THE SQUARE:** While offering some flexibility on the internal areas of Tudor Hall Farm, continue to require sensitive transitions and connectivity to Downtown and the West Side so that, once developed, Tudor Hall Farms fits appropriately within its surroundings as a natural extension of an established part of the community.
7. **FAÇADE IMPROVEMENTS:** Create a design regulation process that is appropriate for Leonardtown, to the community character, and to the available resources.
8. **COMMUNITY BRAND AND MARKETING:** Establish a brand steering committee to explore updating the community logo and brand. Use this update to extend the brand with a series of marketing materials.
9. **WAYFINDING SYSTEM:** Identify opportunities to create a more robust sign system within Downtown that curates the visitor experience; ensures that visitors know where to park; identifies pedestrian connections among attractions; and, through a cohesive system, ultimately reduces (rather than increases) sign

clutter. Such a system requires a plan and can be implemented over time.

10. **RETAIL RECRUITMENT STRATEGY:** Leonardtown, in partnership with County Economic Development and the Leonardtown Business Association, should launch a business recruitment and retention strategy.
11. **WEST SIDE INFILL:** Continue to implement planning goals included in Leonardtown's *Downtown Plan*, the *Comprehensive Plan*, and *A Concept Vision for the Leonardtown Waterfront* to attract additional mixed-use development and housing (alternatives to single-family homes) in the West Side.
12. **PARKING STRATEGY:** Continue to develop a parking strategy that addresses incorrect perceptions, better manages existing parking resources and plans for flexibility to accommodate additional parking resources in the future.
13. **DOWNTOWN HOTEL STRATEGY:** Expand the existing hotel and continue to plan for a hotel with meeting space as part of the Tudor Hall Farm property.

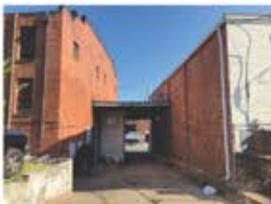
DOWNTOWN STRATEGIC PLAN

This stakeholder-based *Downtown Strategic Plan* builds upon three existing efforts: *Leonardtown's Downtown Plan*, *Comprehensive Land Use Plan*, and *Waterfront Vision Plan*. The *Downtown Strategic Plan* serves to guide further investment, maintain a vibrant environment for residents and visitors, and connect existing and future assets—including the Leonardtown Waterfront Park, Tudor Hall, Tudor Hall Farm, the "West Side," and surrounding neighborhoods.

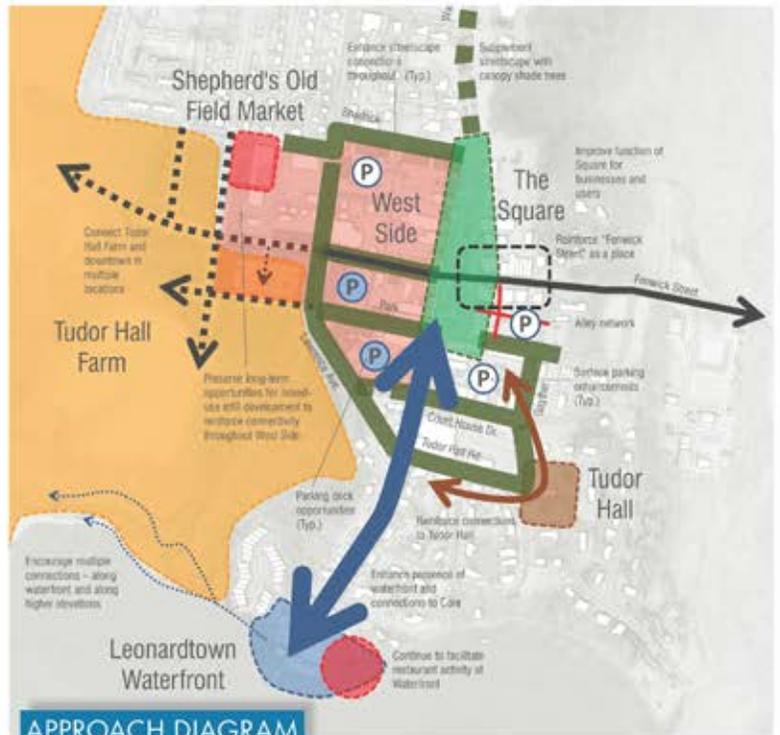
Priorities

While the *Downtown Strategic Plan* includes short-, mid-, and long-term recommendations, the following projects are priorities:

- A. Branding Update:** "Refresh" the existing brand to continually reinforce Leonardtown's family-oriented downtown and to better market Leonardtown to businesses, residents, and visitors
- B. Wayfinding Signage:** Establish a coordinated signage system for motorists and pedestrians to identify downtown gateways and guide visitors throughout districts, historic resources, and the waterfront
- C. Retail Support and Recruitment:** Support existing businesses and attract new retailers—particularly specialty food and home furnishings—to complement the independently-owned retail niche and reinforce downtown as a "dining destination"
- D. Alley Network:** Enhance the visitor experience between parking resources and The Square while creating a network of creative, vibrant outdoor gathering and event spaces
- E. Interim Landscape Enhancements:** Enhance the landscape to accentuate sight lines, provide shade and other comforts for people, and improve functionality of the park space within The Square
- F. Placemaking:** Utilize inexpensive, temporary solutions to activate and increase the size of gathering spaces
- G. Preserve Long-Term Opportunities:** Identify and preserve long-term opportunities for a parking deck along with new, mixed-use infill development that reinforces connections and provides opportunity for additional downtown businesses and residents



ILLUSTRATIVE PLAN



APPROACH DIAGRAM

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TOWN HALL



22670 WASHINGTON STREET

LEONARDTOWN TOWN HALL
LOCATED MARCH 1728
FORMERLY KNOWN AS THE
SCHOOL BUILDING
DONALD W. BERRY
MAYOR
COUNCIL MEMBERS
THOMAS A. COBBLE
WAYDEN T. HAMMETT
WADSWORTH MATTHEW D.
ROBERT A. WATKINS
CHRIS E. ROBERTS
LANCELEIGH S. NEZAY
TOWN ADMINISTRATOR
RAINBOW CONSTRUCTION CORP.
GENERAL CONTRACTOR

UPCOMING EVENTS



INTRODUCTION

OVERVIEW

The *Leonardtown Downtown Strategic Plan* provides an updated vision for Downtown Leonardtown that builds upon previous and still relevant planning studies that include *Leonardtown's Downtown Plan*, *Comprehensive Land Use Plan* and *Waterfront Vision Plan*.

The public presentation from November 29, 2018¹ supplements this report with additional imagery.

STUDY AREA

The *Leonardtown Downtown Strategic Plan* (the "Plan") focuses on the downtown area, roughly defined by Route 5 (Point Lookout Road) to the north, Breton Bay to the south, Town Run to the east, and

the Tudor Hall Farm property to the west. The Plan, however, considers beyond Downtown to include the surrounding context of the entire town as well as St. Mary's County. Downtown Leonardtown plays an important role in both the Town and County and, therefore, should not be considered in a vacuum.

PURPOSE AND SCOPE

The Plan utilizes practical solutions to guide further investment Downtown, maintain a vibrant environment for residents and visitors, and connect existing and future assets—including the Leonardtown Waterfront Park, Tudor Hall, Tudor Hall Farm, the "West Side" and surrounding neighborhoods. The planning effort has been branded, "Shape our Square" as it serves to be a visionary

¹ The presentation file is dated January 9, 2019.

document that truly shapes the future of Downtown (referred to by residents as “the Square”) and the square itself. The scope of the Plan includes:

1. Market analysis and market recommendations;
2. Urban design and planning assessment and recommendations;
3. Architectural façade recommendations (highlights that were included as part of a separate workshop conducted in January 2018); and
4. Implementation Strategy.

PARTNERSHIPS

The planning process was initiated and funded by the Town of Leonardtown; however, planning involved numerous partners, including St. Mary’s County (Economic Development and Tourism), the Leonardtown Business Association, and numerous businesses, property owners, and residents. All participants are partners—not only in the development of the vision but also in the Plan’s ongoing implementation.

PLANNING PROCESS

The planning process was fairly concise and occurred primarily from September 2018 to January 2019. Specifically, the process included the following elements.

FAÇADE AND DESIGN WORKSHOP

This was conducted in January 2018. While members of the planning and design team facilitated this workshop prior to the start of the Plan, the workshop played an important role in engaging business and property owner stakeholders, garnering initial input, and developing specific recommendations for some properties within Downtown. The input and recommendations associated with the façade and design workshop, therefore, helped to inform this strategic plan.



FIGURE 1 Façade and Design Workshop

PHYSICAL ASSESSMENT AND MARKET ANALYSIS

Building upon the façade and design workshop, the planning and design team further assessed Downtown’s physical environment, reviewed existing planning documents, and conducted a market analysis.

VISIONING WORKSHOP

The planning and design team conducted a visioning workshop in September 2018 and met with numerous business and property owners, public officials, and residents to understand issues and opportunities for Downtown. The multi-day work-session culminated in a well-attended public meeting. The

team took this input and coupled it with the physical assessment and marketing analysis to inform preliminary strategies and recommendations.

DRAFT PLAN PRESENTATION

In November 2018, the team returned to Leonardtown to present draft strategies and recommendations to the Town Council and facilitated discussion to inform refinements of the strategies and recommendations.

PRESENTATION TO TOWN COUNCIL

As the entire Town Council was unable to attend the November presentation, the team presented to the Council again in January 2019 and received additional input.

FINAL PLAN

Using all of the input provided upon presenting the draft, the team refined drawings, prepared a summary poster, and prepared this planning report.



FIGURE 2 Assessment and Visioning Workshop

TOWN HALL



22670 WASHINGTON STREET

TOWN TOWN HALL
LATER BUILT THE OLD
MERRY KNOWN AS THE
FOLK'S BUILDING
1870
MAYOR
COUNCIL MEMBERS
THOMAS M. COBLE
ANDREW F. HAMRETT
ROBERT MATTINGLY
JOHN N. MATTINGLY
RALPH T. ROBERTS
SHELLIE S. MCKAY
TOWN ADMINISTRATOR
W. CONSTRUCTION CORP.
GENERAL CONTRACTOR

UPCOMING EVENTS



ANALYSIS

AREA CONTEXT

The Town of Leonardtown is located in Southern Maryland and is the only incorporated municipality in St. Mary's County. The Town is situated on Breton Bay, which feeds into the nearby Potomac River and provides numerous aquatic and nature-based recreational amenities. Primary roadway access is provided by Maryland Routes 5, 4, and 234.

HISTORICAL OVERVIEW

According to the Town of Leonardtown, Leonardtown can trace its origins to the mid-1600's. The Town became official with a designated courthouse in 1708. Originally known as "Newtown," the name was changed to "Seymour Town" when it became official. It became known

as Leonard Town approximately 20 years later, now combine as "Leonardtown". In the period that followed it became a place of official business for local residents. During the 19th Century, Leonardtown served as a busy port and steamboat landing until the early 1900's.

Within the past 15 years, Leonardtown has been experiencing a revitalization which continues today. Today, Leonardtown continues to thrive as a place of business, characterized by a downtown with numerous independently-owned businesses.

BACKGROUND MATERIALS REVIEW

It is important that current planning efforts recognize past planning documents, particularly those that remain relevant and still provide guidance for the Town. With that in mind, the planning and design team reviewed these plans which serve as the foundation for this Plan.

Downtown Plan: Recommendations to Enhance the Character, Quality, and Market Opportunities for Downtown Leonardtown, Maryland, 1999

Downtown Parking Study for Leonardtown, Maryland, 2002

A Concept Vision for the Leonardtown Waterfront, 2006

Comprehensive Plan, Town of Leonardtown, MD, 2010

St. Mary's County, Maryland Property Tax Credit for New and Expanding Businesses, ongoing

Situational Analysis (Tourism Plan), 2016

Strategic Plan to Build an Innovation Driven Economy for St. Mary's County, Maryland, 2017

ASSESSMENT OVERVIEW

To inform the strategies and recommendations outlined in this report, the planning and design team conducted a thorough and multi-layered assessment of Downtown Leonardtown. The assessment included physical reconnaissance, market analysis, background review of existing planning documents (see left), and stakeholder input. The assessment is summarized here.

COMMUNITY ASSETS

There are numerous assets upon which to build in Downtown. In terms of its key assets, Leonardtown:

- Fosters a cooperative spirit between the public and private sectors;
- Demonstrates the value of investing in buildings and façades (see **Figure 3**);
- Benefits from commitment to long-range planning—a lot has been accomplished, and the value of planning is evident;
- Continues to implement sidewalk and trail connections throughout the community;
- Continues to work with developers of surrounding neighborhoods to ensure that there are connections to Downtown;

- Benefits from a significant planned mixed-use development (Tudor Hall Farm) immediately adjacent to the core;
- Enjoys a development community that recognizes the benefit and draw of a strong downtown;
- Is comprised of a strong framework, unique town form, and great scale—a combination that offers a distinct “sense of place”;
- Offers a town square with which few Maryland communities can compete with (**Figure 4**);
- Nurtures an entrepreneurial spirit that has cultivated a collection of unique, independent businesses;
- Benefits from a compact, mostly walkable downtown core;
- Recognizes the value of—and has invested in—its waterfront, particularly the Leonardtown Waterfront Park (**Figure 5**);
- Features a significant historic asset: Tudor Hall;
- Recognizes the importance of programming and activating Downtown; and
- Rises above the adjacent Breton Bay, offering outstanding water views and a distinct relationship to the water that are quite unlike those of towns on the Eastern Shore.



FIGURE 3 Existing Building in Leonardtown

COMMUNITY CHALLENGES

Like any community, Leonardtown wrestles with several challenges, all of which can be overcome. As it relates to challenges, Leonardtown:

- Exhibits frustration from some who aren’t aware of the planning efforts underway;
- Lacks strong development patterns and active uses within blocks just off the square;
- Suffers from perceptions that amenities and some areas of Downtown are further apart than they are in reality due to poorly-defined development patterns further away from the core;
- Lacks strong connections among some of its greatest assets, including the waterfront, Tudor Hall, Shepherd’s Old Field, etc.;
- Suffers from limited awareness and visibility of the waterfront from the core;



FIGURE 4 The Square

- Lacks many pedestrian amenities beyond the core that would be conducive to a walkable environment (including, lighting, crosswalks, active uses, shade, et al.);
- Significantly lacks Downtown tree cover;
- Has over-used small ornamental trees along Washington Street which block views to storefronts and



FIGURE 5 Leonardtown’s Waterfront

- provide limited shade cover (**Figure 6**);
- Has minimal flexibility on how the square itself is used because it is “chopped up” into smaller areas (*see figure*); and
- Lacks a critical mass of complementary uses and attractions, which would provide for an extended stay in Downtown.

STAKEHOLDER MEETINGS AND INTERVIEWS

Discussions with stakeholders confirmed much of the assessments above. Additionally, discussions provided specific feedback during the September 2018 public meeting. Stakeholder responses to a series of questions are listed below:



FIGURE 6 Ornamental Trees Block Views

WHAT DO YOU TREASURE MOST ABOUT THE COMMUNITY?

- Sense of community and convenience; being able to walk places, run and ride bikes; a lot of people doing the same thing—important to keep in mind;
- The square itself gives a sense of place; the fact that the Town kept it is important;
- Sense of community comes from the square and the original façades;
- No chain retail in the square; independent shop owners—you know the owners and have relationships with them;
- Chain retail is contained to one part of the county; Leonardtown can retain its uniqueness;
- Historic buildings and the feeling they give;
- The wharf, and the added value this provides to the community;

- Tremendous potential;
- Walk anywhere; you know folks and people talk to you;
- So glad to see changes occurring here;
- Diversity in Clark’s Rest; different people from different places; and
- Navy folks moving in and changing the place for the better.

“IN 5 YEARS, I WANT TO BE ABLE TO HAVE (IN DOWNTOWN)...”

- Dinner at a restaurant on the wharf;
- More choices of restaurants;
- More outside dining;
- More shaded outside dining areas;
- More restaurant options on Sunday;
- Places to have small private eating area in a restaurant;
- Full date night - nice restaurant, live music and/or other entertainment;
- Higher energy places;
- Also place to go and have quiet;
- Variety; and
- Something for teens to do; a lot of kids living within walking distance of downtown.
- Walking trails; plenty of outdoor opportunities to connect downtown to other areas;
- Trails with exercise spots along the way;
- No derelict buildings (Pennies Bar!);
- More public art;
- More shops, boutiques...more variety;

- Extended business hours;
- A performance space for performing arts - indoor or outdoor;
- Expanded square and more shade on the square;
- More people milling about; places to gather and engage;
- More seating in front of the stores and in the squares;
- Sidewalks for the new neighborhoods connecting to downtown;
- Bike lanes and dual pedestrian/bike lanes;
- Ability to cross Route 5 rather than having to run along it;
- More lighting and crosswalks;
- More variety in restaurant choices and ethnic cuisines;
- A waterfront restaurant that isn't necessarily a traditional waterfront restaurant; and
- Development of the town toward the west, invigorating the Route 5 corridor.

HOW DO YOU CURRENTLY USE THE SQUARE ITSELF? HOW WOULD YOU LIKE TO SEE IT IMPROVED?

- Connect the two parts of the square (upper and lower squares);
- Provide more shade;
- More seating;
- It's the perfect meeting place but there are only benches- not a very sociable arrangement;

- I don't as I feel like I am in the middle of traffic;
- Add a gazebo;
- Connect it with the wharf, the square and Shepherd's Old Field;
- Provide concerts; be able to sit and listen and see into other parts of the park;
- The upper square is used; the lower square is not useable;
- Provide a drinking fountain and dog bowl; and
- Remove the visual barriers.

"WHATEVER YOU DO, DO THIS ... WHATEVER YOU DO, DON'T DO THIS..."

- Moll Dyer Rock...DON'T MOVE THE ROCK;
- Don't lose the Duke Building façade (**Figure 7 Duke Building**);
- Do connect all of the running and biking trails;
- Don't neglect the younger demographic;
- Don't neglect the seniors;
- Do have more accessible restaurants for senior citizens and have more separate meeting rooms;
- Do encourage more restaurants and gathering places;
- Do remove barriers that make pop-up events more challenging and make people aware of these in the permitting process;
- Do preserve historic buildings and façades;



FIGURE 8 Fenwick Street Separates the Upper and Lower Squares

- Do preserve greenery and the right type of greenery;
- Do make visitor-friendly as well as resident-friendly;
- Do provide places for the bus to park and where I can sit;
- Don't redevelop around cars; don't let cars dictate the development but acknowledge that they are part of life;
- Do get the right balance between cars and pedestrians;
- Do redevelop and reuse before building new;
- Do encourage predictable business hours;
- Do encourage a number of shops to be open at the same time;
- Don't over develop; and
- Do ensure that we have downtown lodging.

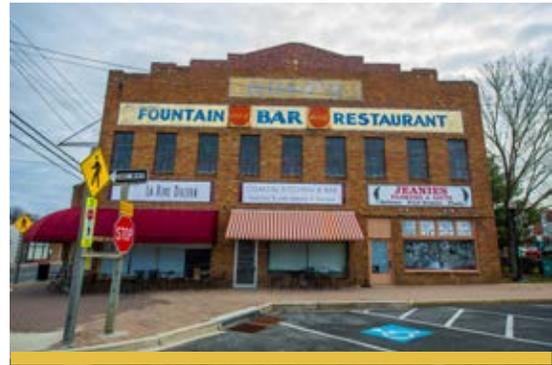


FIGURE 7 Duke Building

IF LEONARDTOWN WERE A PERSON AND PART OF A LARGER FAMILY IN SOUTHERN MARYLAND, WHAT WOULD YOUR DESCRIPTION BE?

- Southern lady;
- Friendly;
- Artistic/educated;
- A gossip;
- Related to everybody;
- On the upswing;
- Likes to invite people over;
- Can be very religious by day and possibly a little less so at night;
- She has a lot of potential;
- She's a little close minded;
- She has a wild side;
- She listens and supports;
- She's got some amazing secrets... once you get to know her;
- She has history;
- She has ghosts;
- She's refined; and
- She likes the water.

MARKET ASSESSMENT

A complete understanding of market and economic conditions is a fundamental underpinning identifying targeted recommendations—be them physical, marketing, policy, or otherwise oriented. Additionally, market understanding helps community partners better understand how to position Leonardtown amidst the economic environment in St. Mary's County and the greater region.

This market snapshot explores the overall economic conditions of Leonardtown. These conditions provide insights into the trade areas that Downtown Leonardtown serves, the characteristics of the people who live in those trade areas, the potential market opportunities for a variety of commercial uses, and opportunities and challenges of the market.

COMPONENTS OF THE ASSESSMENT

The following market snapshot is divided into three parts.

PART I presents Leonardtown's market definition, as based on ZIP Code survey work completed by businesses within Downtown. It also provides insight into the trade area demographics for Leonardtown's primary and secondary trade areas.

Next, **PART II** presents demographic information about Leonardtown's trade areas, giving insight into the community's growing customer base.

PART III presents the market analysis, which shows the potential for a variety of uses. The retail market study examines the retail leakage (or gain) that can identify targeted retail opportunities for Downtown. The housing portion provides insight into the demand and trends for residential uses in Downtown. The hotel analysis is a brief snapshot of national trends and the potential for reinvigorating accommodations in Downtown Leonardtown.

PART I: MARKET DEFINITION

A ZIP Code survey was conducted with Downtown businesses to establish a customer base and identify trade areas for Leonardtown. Using Claritas® Market Analytics, coupled with an understanding of the market through stakeholder interviews, this section provides a geographic definition from which future analytics are completed. A market study of this nature provides a snapshot in time, acknowledges future growth, and recognizes that market dynamics may change.

ZIP CODE SURVEY

The process of identifying the market base for Leonardtown began with a ZIP Code survey of Downtown businesses.

During a survey period of two weeks (September 7TH through 21ST 2018), a total of 14 businesses tracked the home ZIP Codes of their customers.

Participating businesses recorded 909 unique customer visits from 104 unique United States ZIP Codes, 16 states (plus the District of Columbia), and two foreign countries (Australia and England). **Figure 9**, below, presents customer origin, as recorded during the survey. Some key observations are listed here.

- Approximately 12% of tracked customers live in the town limits of Leonardtown while another 16% reside in the 20650 ZIP Code outside of Leonardtown limits.
- Another 28% of customers originated from the 20636 ZIP Code (Hollywood), the 20619 ZIP Code (California), and the 20653 ZIP Code (Lexington Park). This is important, as the data confirms that Leonardtown is indeed serving the broader St. Mary's market.
- Other regional customers comprised another 14% of the customer base.
- Defining the number of true "visitors" can be a bit of a challenge, but it is clear that Downtown Leonardtown attracts a robust visitor market of somewhere between 10% and 15% of the customer base.

TRADE AREA DEFINITION

The number of customer visits provides an overall viewpoint of customer origin, which is a market area. A more precise way to evaluate customer loyalty in the market is by looking beyond market area to consider a community's broader trade areas. This involves defining market penetration (or customer loyalty) rather than simply customers within the market area.

To arrive at a trade area definition, ZIP Code are tracked by the number of customer visits in relation to the population within each ZIP Code. This corrects for ZIP Codes that have exceedingly large or small populations, which might skew the market penetration data. By this measure, the primary and secondary trade areas for Leonardtown can be defined. The primary trade area is the geography where the most loyal and frequent customers for Downtown Leonardtown reside. The secondary trade area represents an area where Downtown Leonardtown can rely on customers but to a lesser degree.

- For Leonardtown the primary trade area is the 20650 ZIP Code, with 17.32 visits per thousand residents.
- The secondary trade area includes the Hollywood and California ZIP Codes of 20636 and 20619, respectively. These ZIP Codes show a drop in customer loyalty to 8.88 and

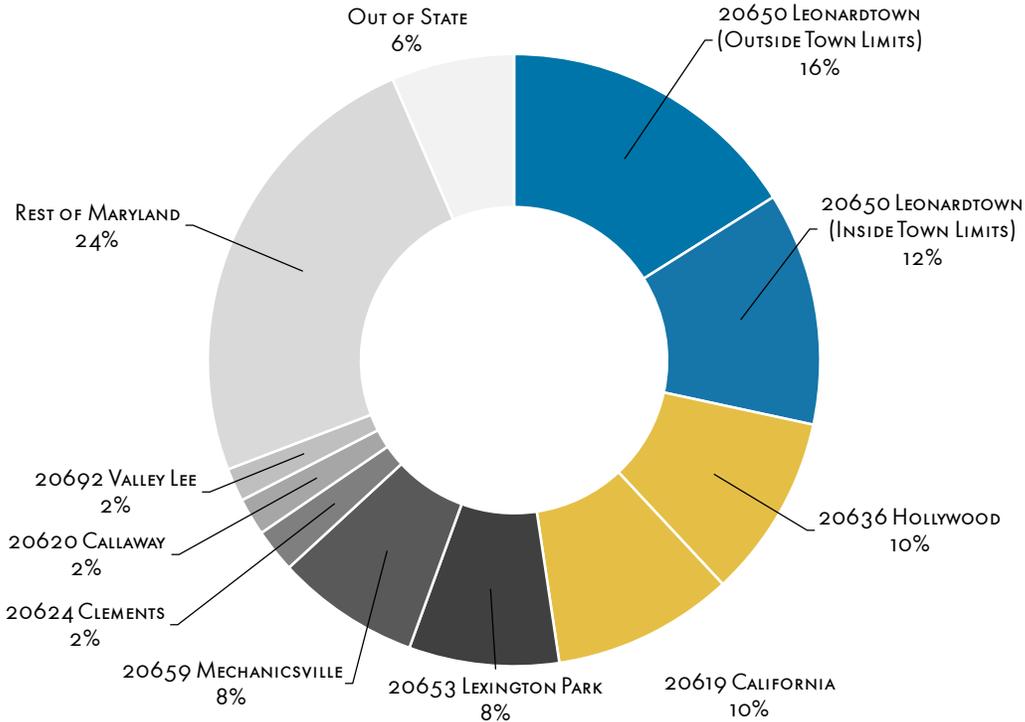


FIGURE 9 Customer Origin

6.85 visits per thousand residents, respectively.

Table 10 illustrates the above findings.

PART II: MARKET DEMOGRAPHICS

With the trade areas defined, the market study can delve into the demographics shaping the market. We begin to see how Leonardtown benefits from a strong and growing market base.

POPULATION

The Leonardtown primary trade area (20650 ZIP Code) has a 2018 estimated population of 14,895. Population in the primary trade area has grown by 36% from 2000 to 2018. Growth is expected to continue over the next five years through 2023 to a population of 15,582 (a 4.6% increase). This represents 255 new households that will locate within the ZIP Code by 2023.

The secondary Trade area (that includes Hollywood and California) has grown at a faster rate. In 2000 the population of the two ZIP Codes was 14,962. By 2018, the estimated population had reached 22,606. Projected growth is expected to be continually robust: a 5.6% increase by 2023, at which point the population will stand at 23,881. This represents 454 new households.

Fundamentally, population growth in the area has been strong and is expected to continue. The rates of growth that have occurred are likely to taper off, however. All told, this represents an excellent position for Leonardtown to be.

AGE

The median age for the primary trade area is 41. This is slightly higher than that of the United States and St. Mary's County. However, the age distribution in the primary trade area is healthy, with

nearly equal representation from Baby Boomers, Generation X, Millennials, and Generation Z. This age distribution allows for Leonardtown to have a mix of shops and restaurants that have a broad base of appeal.

INCOME AND HOUSING VALUE

The median household income in the primary trade area is \$103,858—higher than that of St. Mary's County at \$92,878, Maryland at \$73,538, and nearly double that of the United States median, which stands at \$53,046. This places Leonardtown in the fortunate position of having a customer base with disposable income.

- The overall health of the economy is good, with unemployment standing at a very low 1.83%.
- The median housing value in Leonardtown's ZIP Code is \$316,917, which is slightly higher than that

TABLE 10 Primary and Secondary Trade Areas

ZIP CODE	AREA	2018 POPULATION	VISITS	VISITS/1000 POP
20650	LEONARDTOWN	14,895	258	17.32
20636	HOLLYWOOD	9,913	88	8.88
20619	CALIFORNIA	12,693	87	6.85
20634	GREAT MILLS	7,960	26	3.27
20659	MECHANICSVILLE	25,225	69	2.74
20653	LEXINGTON PARK	26,794	72	2.69
20657	LUSBY	20,313	27	1.33

POPULATION CHANGE 2000-2023

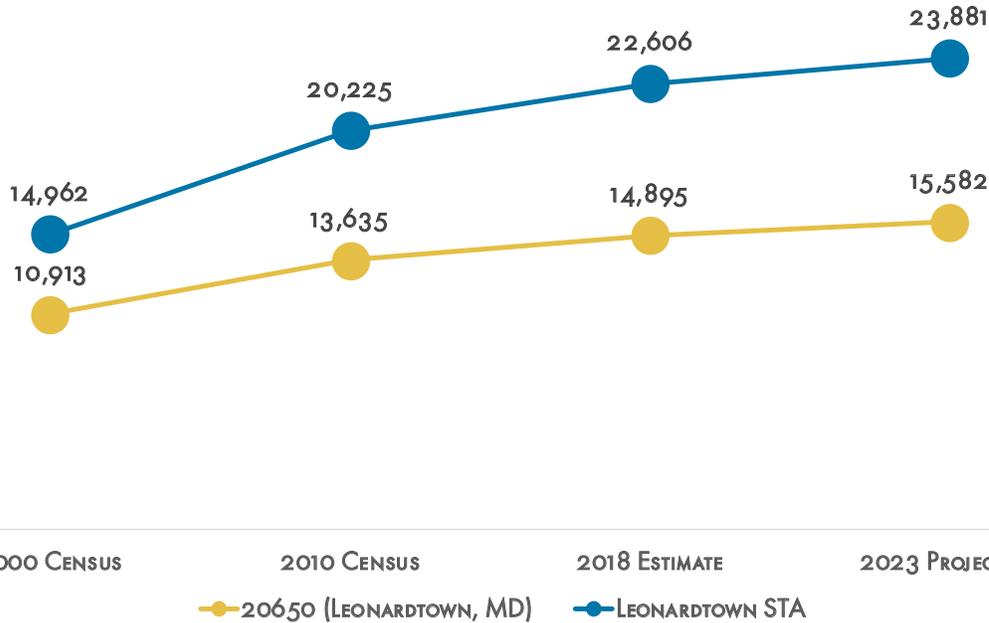


FIGURE 11 Population Change

of the secondary trade area at \$312,530.

- Overall, the proportion of income to housing value in Leonardtown is healthy as compared with regions where housing costs cut into the buying power of higher income households.

TRADE AREA MARKET SEGMENTATION

Figure 14 segments the primary trade area population into lifestage groups, as defined by Claritas®. This type of market segmentation breaks down the

population based on demographic groupings, such as age, gender, income, education, occupation, and ethnic group.

Each segment is classified into one of three lifestage groups based on age: younger life, family life, and mature years. The population in Leonardtown's primary trade area includes larger percentages of family life and mature years lifestage groups (69% and 28%, respectively), and few younger life groups (at only 3% of the primary trade area).

Broad segments on social groups are also classified. The high-income levels and predominance of single-family,

AGE DISTRIBUTION IN THE PTA

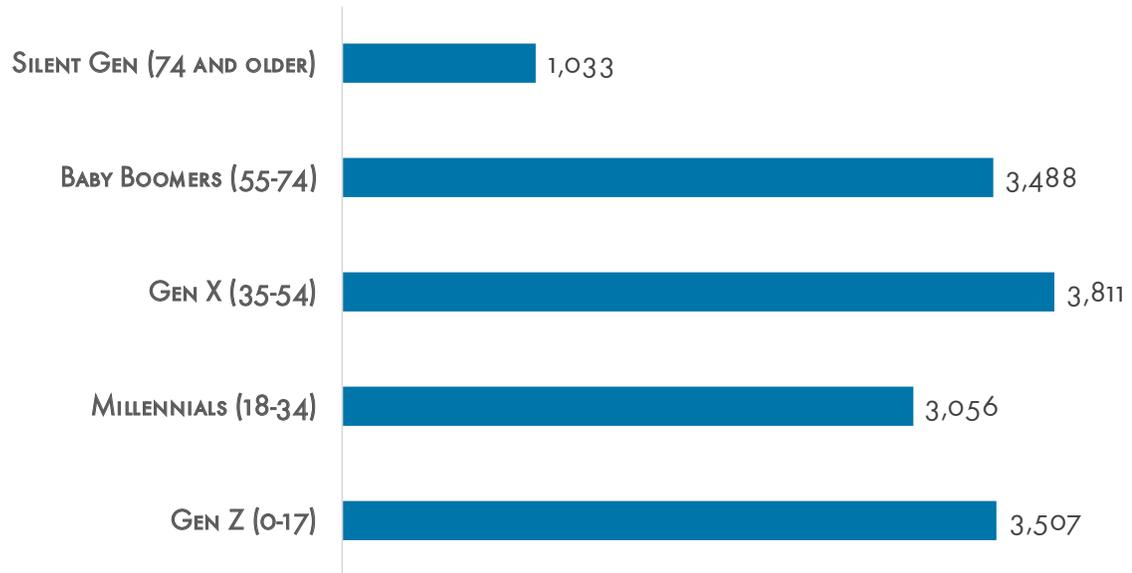


FIGURE 12 Primary trade area Age Distribution

detached households place the majority of households in the “Landed Gentry” social category. According to Claritas®:

These households are “Widely scattered throughout the nation, the five segments in the Landed Gentry social group consist of wealthy Americans who migrated to the smaller boomtowns beyond the nation’s beltways. Many of the households contain Boomer families and couples with college degrees, expansive homes, and professional jobs--they’re twice as likely as average Americans to telecommute. With their upscale incomes, they can afford to spend heavily on consumer electronics, wireless and computer technology,

luxury cars, powerboats, books and magazines, children’s toys, and exercise equipment.

As mentioned, there are additional subcategories of market segmentation. For the primary trade area, 22 of 68 national segments are represented. The most predominant are wealthier households in the following four categories, as described by Claritas®:

- **COUNTRY SQUIRES** (34% of households) / These households are the wealthiest residents in exurban America, which offers an oasis for affluent Baby Boomers fleeing cities for the charms of small-town living. In their bucolic communities—noted for their recently-built homes on

MEDIAN VALUE OF OWNER-OCCUPIED HOUSING (2018)

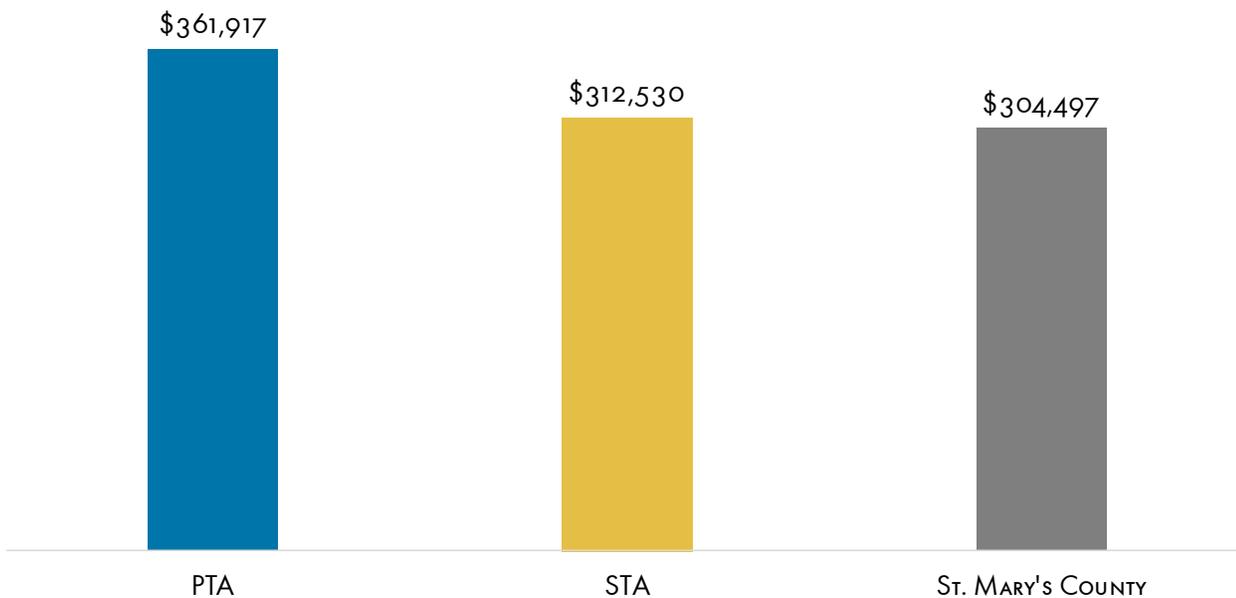


FIGURE 13 Median Value Owner-Occupied Housing (2018)

sprawling properties—the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis, and swimming, as well as skiing, boating, and biking.

- **WHITE PICKET FENCES** (16% of households) / The midpoint on the socioeconomic ladder, residents in *White Picket Fences* look a lot like the stereotypical American household of a generation ago: young, upper-middle-class, and married with children. But the current version is characterized more by modest homes and greater ethnic diversity, including Hispanic and African-Americans households.
- **FAST-TRACK FAMILIES** (10% of households) / With their upscale incomes, numerous children, and spacious homes, *Fast-Track Families* are in their prime acquisition years. These middle-aged parents have the disposable income and educated sensibilities to want the best for their children. They buy the latest technology with impunity: new computers, media players, home theater systems, and video games. They take advantage of their rustic locales by camping, boating, and fishing.
- **BIG FISH, SMALL POND** (10% of households) / These households represent older, upper-class, and

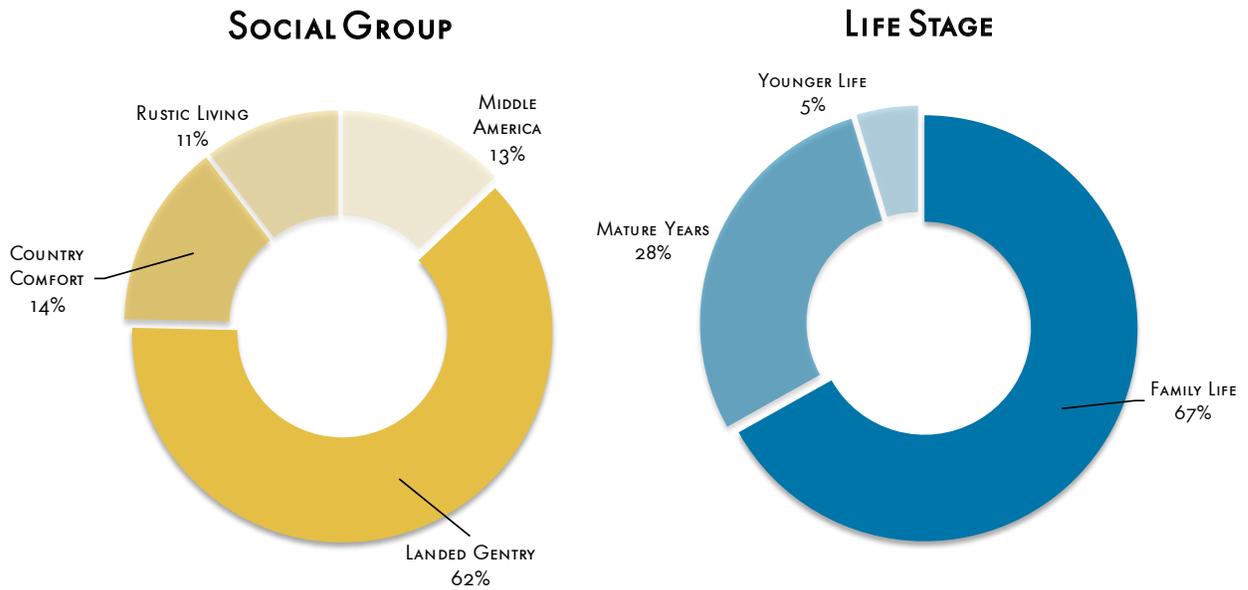


FIGURE 14 Social Group and Life Stage

college-educated professionals. The members of *Big Fish, Small Pond* are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success—including belonging to country clubs, maintaining large investment portfolios, and spending freely on computer technology.

PART III: MARKET ANALYSIS

THE RETAIL MARKET

The retail leakage study quantifies the retail dollars leaving or entering a community from its trade areas, providing an overall market look and combining data-driven research with knowledge of the local market.

A retail leakage study was performed on Leonardtown's primary and secondary trade areas. The study examines consumer demand, retail supply, and the difference between each. Retail leakage occurs when local demand exceeds local sales in the same geography. Conversely, retail gain occurs when local sales exceed local demand.

It is important to note that the market analysis is not an exact science. Some businesses may capture from a larger trade area. Some businesses may cater more to the visiting customer. On the other hand, some businesses may be highly localized. Furthermore, the model allows for some degree of sales and expenditure “allocation”, which may misplace store sales in a geography where they don’t actually exist.

This data is a broad look at the market and is not a replacement for more detailed market research. It does, nevertheless, provide an overall view of the market potential for Downtown Leonardtown. Some important findings are described below.

PRIMARY TRADE AREA LEAKAGE

The market analysis revealed that the primary trade area sold \$206.9 million in goods in 2017, while consumers spent \$340.3 million in goods in the same store types. **This represents \$133.4 million in primary trade area retail leakage each year.**

It is likely that some of that leakage is going to Hollywood and California, other leakage dollars are flowing to the greater Washington, D.C., area, and others still are attributed to consumers buying online in lieu of shopping in a brick and mortar store.

SECONDARY TRADE AREA LEAKAGE

A more interesting finding is that the secondary trade area also leaks sales. Stores sold \$288.6 million in goods while consumers spent \$505.3 million.

The resulting leakage of the secondary trade area is \$216.7 million.

Combined, the two trade areas leak sales of \$350.1 million each year.

This represents significant opportunities for capturing additional dollars to reinforce Downtown Leonardtown as a specialty shopping and dining destination.

KEY MARKET OPPORTUNITIES

The key retail opportunities for Leonardtown are shown in **Figure 15**. It is important to note that, while there is retail leakage in a category such as “Home Centers”, large-scale, national home centers (such as Lowe’s or Home Depot) are not likely to locate in Leonardtown because leakage in the combined trade area is simply too small.

However, other opportunities are clear from the overall market study, such as:

- Leonardtown’s housing potential in Downtown is strong. The growth projections, high income levels, and “on the ground” evidence of residential development indicate an

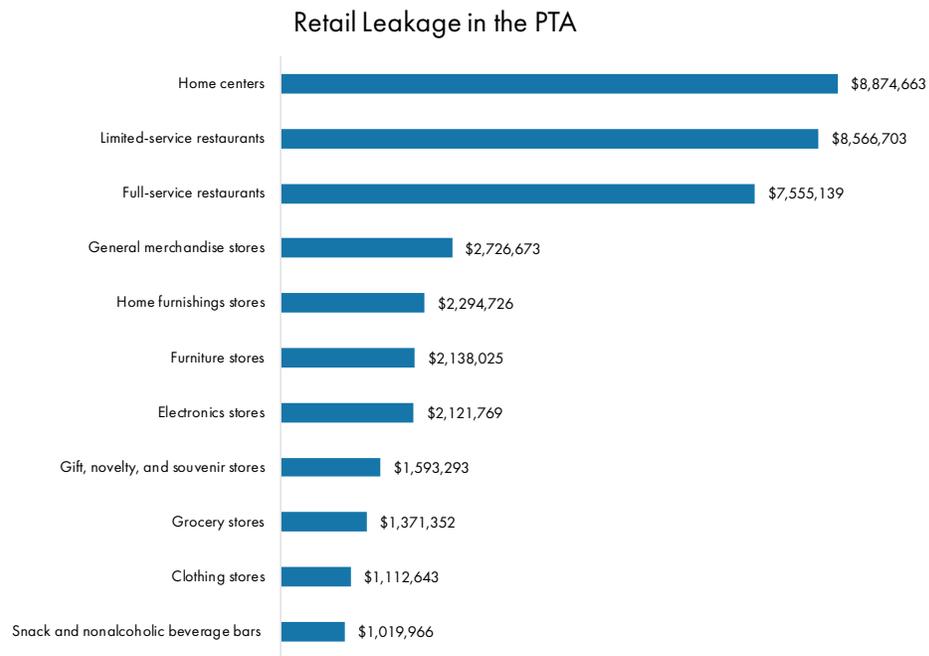


FIGURE 15 Primary Trade Area Retail Leakage Opportunities

- ongoing market for owner-occupied and for-rent product in Downtown.

 - The potential for a “flagged” hotel is also strong. The existing hotel is an asset that would be greatly enhanced with a national affiliation and potential expansion. This does not preclude another convention type hotel that could serve the entire market near Downtown.
 - Leonardtown has the unique position of being a dining destination. Existing, independently-owned restaurants in Downtown create a dining cluster that, coupled with strong demand, can continue to grow.
 - The opportunities for small, independently-owned retail shopping in Downtown Leonardtown are also very strong. Small, independent shops would be an alternative to the chain shopping available along route 235 and would reinforce the entire County’s retail base.
 - Particular retail niches that would be strong in Leonardtown are found in the home furnishings and specialty food categories, where leakage exists in the combined trade area. This leakage—coupled with continued growth in the trade areas—makes such store types ideally-

suited. (Note that home furnishings is a distinct category from furniture).

- Downtown should continue to evolve as a family-oriented location, catering to the strong presence of families in the market. This does not preclude (in fact, it enhances) the opportunity for Downtown to cater to active empty-nesters and young professionals who wish to live in a walkable community.



VISION AND STRATEGIES

VISION STATEMENT

Downtown Leonardtown is the seat of St. Mary's County, a richly historic community where the relationship between downtown and the water is part of the history and future of the community. Downtown is home to the region's greatest collection of independently-owned shops and restaurants—a place where residents can live within walking distance of our historic square.

We endeavor to continue to foster this place as a downtown connected to the neighborhoods around us, a place where entrepreneurs can thrive in a vibrant location, where residents have lifestyle options unlike anywhere else in the county, and where the spirit of progress is represented in the charm and feel of a small town.

APPROACH

Based upon existing assets, current planning, and stakeholder input, the approach to the *Strategic Plan* includes four primary goals:

1. Strengthen and activate the core; build upon and fully leverage existing open space and building assets.
2. Ensure strong connectivity among the core, adjacent blocks and Tudor Hall Farm.
3. Strengthen the presence of the waterfront.
4. Effectively Market Downtown Leonardtown.

Figure 16 illustrates the first four of the five goals as they are applied Downtown. The Illustrative Master Plan provides detail showing how the vision for Downtown can be achieved. Both graphics supplement the narrative strategies and recommendations described on the following pages.

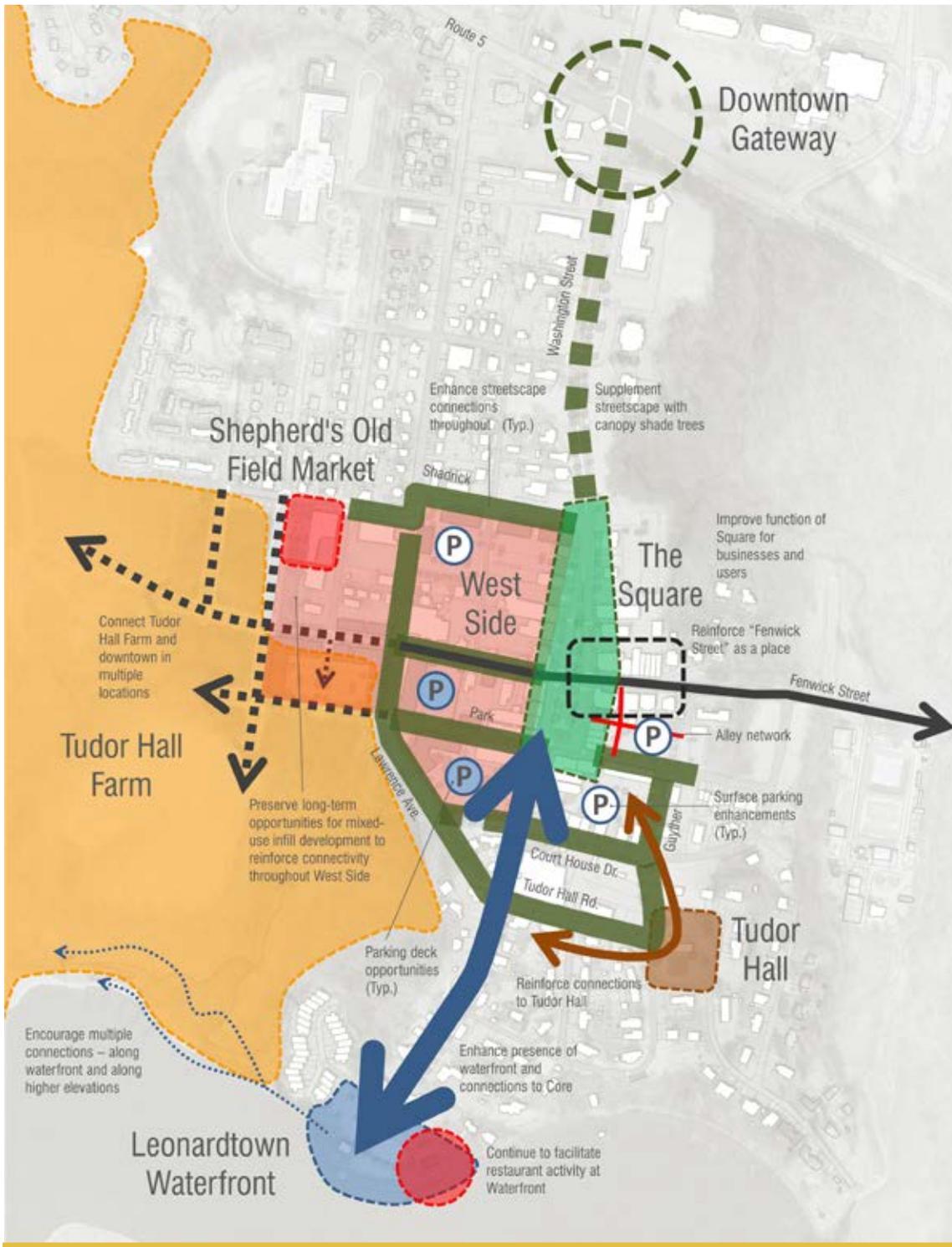


FIGURE 16 Concept Diagram for Leonardtown

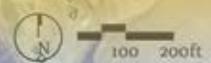
LEGEND

- ① Leonardtown Square Enhancements ("The Square")
- ② Streetscape Enhancements (Shade tree easements, lighting, sidewalks, crosswalks, outdoor dining, and/or wayfinding signs)
- ③ Alley Enhancements
- ④ Waterfront Restaurant/Marina
- ⑤ Waterfront Gateway
- ⑥ Downtown Gateway
- ⑦ Potential Camalier Drive Overlook
- ⑧ Future Trail Connections
- ⑨ Potential Deck (Alternative locations)
- ⑩ Potential Infill Mixed-Use (Oriented to street edges)
- ⑪ Potential Reorganization of Parking Lot to Allow for Future Infill Mixed-use
- ⑫ Reorganized Parking
- ⑬ Parking Lot Reorganization
- ⑭ Potential Multi-Family/Townhouse Infill Development
- ⑮ Potential Hotel Expansion



FIGURE 17 Illustrative Master Plan

BRENTON BAY



THEMES

PLACEMAKING AND THE PUBLIC REALM

BUILDING RESOURCES

NEW DEVELOPMENT

COMMUNITY BRANDING AND MARKETING

WAYFINDING

TABLE 18 Strategy and Theme Overlap

	PLACEMAKING AND THE PUBLIC REALM	BUILDING RESOURCES	NEW DEVELOPMENT	COMMUNITY BRANDING AND MARKETING	WAYFINDING
1. Improve the Function of the Square	◇				
2. Enhance existing streetscapes and Implement new	◇				
3. Create Fenwick Street District	◇				
4. Create Alley Network	◇				
5. Leonardtown Waterfront			◇		
6. Tudor Hall Farm Connectivity t to the Square			◇		
7. Façade Improvements		◇			
8. Community Brand and Marketing				◇	
9. Wayfinding System					◇
10. Retail Recruitment Strategy				◇	
11. West Side Infill			◇		
12. Parking Strategy			◇		
13. Downtown Hotel Strategy			◇		



FIGURE 19 Examples of Placemaking

THE SQUARE

OVERVIEW

The square, consisting of the upper and lower squares, is Downtown Leonardtown's premier open space and the center of the community. Creating more than simply great places for residents and visitors to be, well-activated public spaces add value and help leverage investment for adjacent properties and districts.

RECOMMENDATIONS

Improve the function of the square—Downtown's premier open space and center of the community—through short-term, temporary "placemaking" interventions, and long-term permanent enhancements.

SHORT-TERM

1-A: Remove Clutter:

- Remove the hedges that divide the square into smaller spaces and limit its flexibility.
- Relocate some of the benches within the square to maximize pedestrian flow.

1-B: Expand the Useable Area:

- Expand the useable area of the upper square through the use of planter pots or other temporary barriers to narrow vehicular travel lanes and tighten vehicular turning radii. While expanding

the associated pedestrian areas, this solution will help calm traffic and make the Square friendlier for pedestrians.

- Incorporate “pop-up” cafés in place of some parking spaces along the east side of the Square to expand outdoor dining areas for adjacent restaurants. This can be done on a seasonal basis, after which the pop-up cafés would revert to parking. Utilize wood platforms and planter barriers to raise the area to sidewalk level and separate the café space from travel lanes.

1-C: Plant Appropriate Shade Trees:

- Plant additional high-canopy shade trees along the edges of the upper square to reinforce the space and provide shade. This allows for unobstructed sight-lines into and through the Square. Begin with four canopy trees around the central monument area.
- Consider removing the southern magnolias from each end of the upper square as the new trees get several years of growth and increase in size. Upon removal, replace with high-canopy shade trees that are less dense, as described below. As an alternative, continue to trim limbs from lower branches of the magnolias to improve sight-lines into the square.



FIGURE 20 Examples of Expanding Useable Areas



FIGURE 21 Model View Showing Short-Term Interventions



FIGURE 22 Temporary Improvements for the Square

MID-TERM

1-D: Expand Curb Lines and Connect the squares:

- Capture additional open space within the square by returning the diagonal parking to parallel parking on the east side of the upper square. Expand the curb lines and shift the sidewalk accordingly. Recapture some of this parking by providing parallel parking on the west side of the lower square, where no parking currently exists.
- Utilize tighter vehicular turning radii at the corners of both the upper and lower squares to calm traffic, reduce pedestrian crossing distances, and expand useable space within the squares.
- Accommodate outdoor dining/sidewalk activity, while reducing the roadway area, by creating permanent

sidewalk “bump-outs” in front of the businesses on the east side of the upper square and in front of the old bank building.

- Install a raised intersection treatment at Washington Street and Fenwick Street to calm traffic and better connect the upper and lower squares. The raised intersection should consist of a paving material other than asphalt. It should be transitioned up to the level of the square and should utilize bollards to delineate the boundary between vehicular travel lanes and the permanent sidewalk area.

1-E: Plant Additional Shade Trees

- Remove the four existing magnolia trees on the upper square, if appropriate, and replace with canopy shade trees (offering a filtered shade) once the trees

planted during earlier phases are well-established.

- Replace some of the flowering cherry trees on the lower square with canopy shade trees (at each end of the lower square). This will open sight lines to businesses (beneath the canopies) and provide shade for the proposed seating area, described below. Remove most other cherry trees.

1-F: Provide Accent Planting

- Incorporate low planting beds into the overall design in ways that provide visual interest without impeding the flexibility in use of the overall space within the upper and lower squares.
- Consider large planter pots to provide seasonal interest.

1-H: Provide Seating Areas

- Establish flexible seating areas at each end of the upper square and at the southern end of the lower square. The seating areas should utilize a different paving from what is used along the sidewalks (ideally stone dust, which provides a softer material and is often used in urban parks).
- Within these areas, provide moveable bistro tables and chairs. If necessary, consider running a long cable lock through groupings of tables and chairs to discourage theft without impeding their ability to be repositioned within a limited area. Ideally, the chairs and tables would not have to be secured. Consider bright colors for the furniture to help enliven the square. For some tables, consider umbrellas.
- Consider colorful Adirondack chairs within the lawn areas.



FIGURE 23 Permanent Improvements for the Square



FIGURE 24 Model View Showing Long-term Vision for the Square

- Consider a sponsorship program that allows individuals or businesses to “buy a chair” (or table). This would be an easy way for citizens to participate and increase “ownership” of the square. Small recognition markers could be affixed to the backs of the chairs.

1-I: Consider Opportunity for an Interactive Water Feature

- Explore the feasibility of providing a small interactive water feature at the northern end of the upper square, near a flexible seating area.
- Design the water feature and associated paved area so that it is flexible for other uses when the water feature is not in operation. It should be an extension of the lawn area (during events).
- If the water feature is to be considered for a later phase, incorporate conduit in earlier phases to allow the feature to be easily constructed later.

1-J: Provide Utility Connections

- Incorporate in-ground water hydrants (flush with grade) within the upper and lower squares to facilitate watering any special planting beds or planter pots.
- Provide power outlet connections to accommodate needs during events.

1-K: Provide Lighting

- Existing pedestrian lighting has been installed throughout the square.
- Continue to provide ornamental pedestrian lighting along the perimeter of the squares.
- Consider accent lighting to highlight features within the flexible seating areas. For example, up-lighting or moon lighting can highlight tree planting, or other accent lighting such as low bollards can provide soft illumination.



FIGURE 25 Existing Pedestrian Lighting

STREETSCAPE ENHANCEMENTS

OVERVIEW

Well-designed streetscapes not only improve the image of a community, but they also improve economic vitality. Streetscapes achieve this by connecting neighborhoods and destinations, thereby creating environments residents and visitors want to experience fully.

RECOMMENDATIONS

Enhance existing streetscapes within Downtown to provide additional pedestrian comforts, improve visibility of businesses, and strengthen Leonardtown's walkability. Incrementally implement additional streetscape improvements surrounding Downtown to enhance connections throughout and to nearby neighborhoods and destinations.

SHORT-TERM

2-A: Incorporate Shade Trees

- Replace approximately every fourth ornamental tree (mostly crape myrtles) along Washington Street with narrow, upright canopy trees. The narrow, upright form will minimize conflicts with overhead utility lines while preserving sight-lines to businesses. Additionally, the added height will create a comfortable scale of the overall streetscape.



FIGURE 26 Example of Narrow, Upright Canopy Trees Where Overhead Utilities Are Present

- Introduce high canopy shade trees along other Downtown streets, where feasible.

MID-TERM

2-B: Consider Tree Planting Easements

Establish a tree planting easement policy and process to allow for planting of street trees outside of the right-of-ways (with private property owner approval) where overhead utilities or other space limiting factors create conflicts.

2-C: Establish Tree Planting program

Partner with volunteer organizations and establish a tree planting program to increase the canopy coverage within Downtown, focusing on street trees but including other tree planting as well. Work with and encourage key private property owners to allow street tree planting within their properties. Key streets include the east side of Washington Street (north of Fenwick Street) and Washington Street where it connects Downtown to the Waterfront. Other streets include Park Avenue, Courthouse Drive, Guyther Drive, and Tudor Hall Road. Consider



FIGURE 27 Concept Showing How Larger Canopy Trees Can Be Incorporated into the Streetscape

modeling the program after Baltimore’s “Tree Baltimore” initiative, where the City obtains and provides trees to volunteer organizations who plant and maintain the trees.

2-D: Provide Additional Crosswalks

Where none currently exist, provide crosswalks along Downtown streets and streets connecting Downtown to the Waterfront and surrounding neighborhoods. At a minimum, utilize

bold “continental” crosswalk markings to visually distinguish pedestrian crossings and reinforce that Leonardtown is a walkable community. Consider working with the arts community to incorporate public art into some of the crosswalk markings.

2-E: Relocate Benches in a More Appropriate Arrangement

Re-orient the benches along Washington Street to face each other, encouraging

social interaction. Set the benches within a paved surface.

2-F: Encourage More Outdoor Dining and Displays

In addition to the new sidewalk bump-outs described as part of the improvements to the upper square, work with businesses to encourage outdoor dining and merchandise displays, where sidewalk space allows. Many of the businesses lack large display windows. Outdoor dining and displays reinforce and promote the adjacent businesses while activating the pedestrian environment and experience.

LONG-TERM

2-G: Continue On-Going Implementation of Streetscapes

As infill development occurs within the West Side, and as Tudor Hall Farm is developed, design and implement streetscape improvements (including canopy trees, pedestrian-scale lighting, sidewalks, crosswalks, public art, etc.). Streetscape improvements will help improve connectivity with Downtown and reinforce walkability. Key streets include Lawrence Avenue, Shadrick Street, Park Avenue, and Fenwick Street.



FIGURE 28 Example of How Wide Sidewalks Can Be Activated

FENWICK STREET DISTRICT

OVERVIEW

The block of Fenwick Street between Washington Street and Johnson Lane is level and easily walkable. It includes numerous businesses and is immediately adjacent to the square. Additionally, it is connected to significant parking resources that are accessible by a unique alley network. This block conveys a distinct “sense of place”.

RECOMMENDATIONS

Partner with businesses along this block to reinforce the street as its own “district”. Implement both public and private improvements—temporary and/or permanent. Energize the district through programming (i.e., organized use of the space) and scheduled events.

SHORT-TERM

3-A: Support Façade Enhancements

Continue to support and encourage façade improvements to fully capitalize on the architectural opportunities with the existing buildings. Encourage participation in the program from new businesses and those that have not previously considered the improvement.

3-B: Utilize “pop-up” cafés to expand outdoor seating options

Consider seasonal “pop-up” café areas in place of some parking spaces. Utilize wood platforms and planter barriers

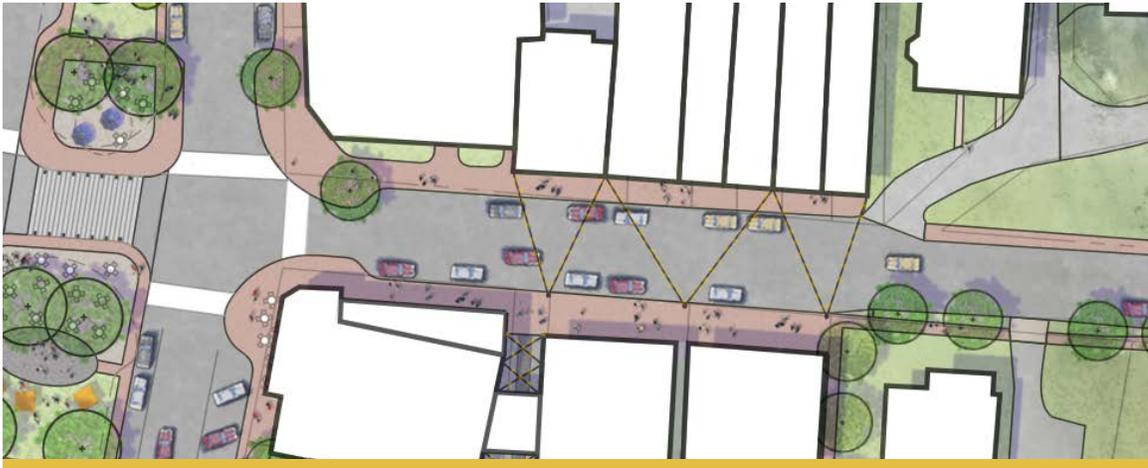


FIGURE 29 Fenwick Street District

to raise the area to sidewalk level and separate the café space from travel lanes. This can be done on a seasonal basis. During colder months, the pop-up cafés would revert to parking. If street trees are provided, as described above, the pop-up cafés and street tree planting can be coordinated to minimize the loss of parking while providing shade for the café areas. The platforms can be designed with flexibility in-mind, allowing for potential relocation and use throughout Downtown.

MID-TERM

3-C: Incorporate Special Lighting

Provide overhead market lighting across the street to create a highly-visible identify for Fenwick Street and distinguish it from other streets. Market lights can be connected to existing buildings on the north side of the street (with property

owner approval). Ornamental poles may need to be installed on the south side of the street to avoid conflicts with the overhead utilities and may be utilized on the north side of the street if it is unfeasible to fasten the lights to existing buildings.

3-D: Consider Street Trees

In addition to the street tree plantings described earlier, consider planting narrow, upright canopy trees on the north side of this block. The narrow, upright form will minimize conflicts with overhead utility lines while preserving sight-lines to businesses. Narrow canopy trees provide shade and visual interest. Additionally, the added height will create a comfortable scale of the overall streetscape. Because the sidewalk is narrow, explore the feasibility of creating tree planting zones within the on-street parking zone.



FIGURE 30 Temporary Seating and Umbrella Tables Can Transform a Space



FIGURE 31 Examples of Overhead Lighting and Strategies for Activating Spaces

4 ALLEY NETWORK

OVERVIEW

Cities and towns throughout the country have recognized the potential of alleys to offer exciting, pedestrian-friendly spaces without compromising their utilitarian function. For example, alleys represent opportunities for public art and enjoyable walking paths, or even as locations for small events.

RECOMMENDATIONS

Create a new way to experience downtown by connecting amenities and destinations through an enhanced alley network that links the square, hotel, public parking lot, and Fenwick Street.

SHORT-TERM

4-A: Develop Detailed Alley Network Plans:

Engage stakeholders and develop detailed alley network plans that provide a blueprint for various partners (e.g., the Town, businesses, arts community, etc.) to implement alley improvements over time. The plans may include:

- Overhead market lighting
- Floodlighting of walls or architectural elements
- Moving light projections as public art
- Murals on blank walls



FIGURE 32 Alley Network Concept

- Special paving to distinguish pedestrian-only alleys from shared pedestrian/vehicular alleys
- Planter pots
- Shade trees (one, well-placed tree can make a significant impact)
- Moveable furniture and games within the vacant green space

4-B: Work with Adjacent Property Owners and Businesses:

Work with and engage adjacent property owners and businesses in the development of the alley network plans described above to help develop partners in implementation and maintenance, a sense of pride and ownership and activation of the alleys as it may relate to their adjacent business.

4-C: Work with Arts Community:

Seek creative art installations—temporary or permanent—by working with and engaging the local arts community in the development of the alley network plans. Encourage funky solutions that are more appropriate to an alley than areas fronting onto streets and the square.

MID-TERM TO LONG-TERM

4-D: Program and Activate:

Once the alley network is constructed, work with all stakeholders to fill and use the alleys in a variety of ways. Experiment with different low-cost activities and program elements to determine those that are most successful. Activation may include:

- Rotating art displays
- Interactive mural/chalk board
- "Movie Night"
- Small concerts/performances
- Temporary beer gardens and/or wine gardens
- Games
- Other



FIGURE 33 Examples of Potential Alley Network Improvements

LEONARDTOWN WATERFRONT

OVERVIEW

People are drawn to the water—whether for recreation, passively enjoying a vista, or investing in the view. Leonardtown is fortunate to have a waterfront with exceptional panoramic views thanks to the topography changes along the water’s edge. With this amenity close to Downtown, Leonardtown has already begun to recognize the importance of its waterfront by investing in a premier waterfront park.

RECOMMENDATIONS

Continue to invest in the waterfront with a focus on creating more activity and better connecting the waterfront (both visually and physically) to Downtown.

SHORT-TERM

5-A: Continue Implementation of the Pier Plan

Continue to work toward implementing the plan to install a pier at the waterfront. This is an important project and provides another way to support businesses by attracting visitors to Downtown.

5-B: Continue to Recruit Restaurant

In addition to the pier, continue to work with restaurateurs to attract a restaurant at the waterfront. A waterfront restaurant will provide another visitor destination and experience that complements offerings from Downtown restaurants. Most importantly, a Downtown restaurant



FIGURE 35 Existing Connections Between the Waterfront and the Square Can Be Strengthened

will help further activate the waterfront on a daily basis.

MID-TERM

5-C: Strengthen Connections along Washington Street

Reduce the perception that Downtown is too far from the waterfront by reinforcing the pedestrian experience between the two destinations. Supplement the existing investment in the sidewalk and ornamental lighting with the following:

- As described earlier, work with private property owners to obtain tree planting easements to allow for street tree planting set back from the overhead utilities. Tall upright trees are important so that they cast shade across the sidewalk and roadway during some parts of the day.



FIGURE 34 Waterfront Area and Tree Easements Along Washington Street

- As part of the branding and wayfinding described later in this report, consider waterfront-themed



FIGURE 36 Potential for Waterfront Gateway

banners to help promote the amenity and direct visitors to the waterfront. This will be particularly valuable in Downtown, where the waterfront isn't always visible. Work with the arts community to develop something distinct for Leonardtown that complements the overall community brand system.

- In addition to banners, provide wayfinding and directional signage connecting Downtown with the waterfront and other attractions. Consider marking the time it will take to reach destinations (e.g., "a one-minute walk") instead of using distance as the unit of measure. Commission and install a distinct metal gateway that spans Washington Street at Court House Drive to visually announce the waterfront district from Downtown.

5-D: Enhance Waterfront Parking Areas

Enhance and define the existing parking areas at the waterfront with additional

shade tree planting to provide relief from the sun and help divide the overall space into smaller "outdoor rooms". While making the daily parking more attractive and comfortable, the trees and resulting definition of "rooms" provide more structure to outdoor event venues at the waterfront.

LONG-TERM

5-E: Implement Camalier Drive Overlook

Implement a modest public overlook and meeting spot along Camalier Drive to take advantage of the panoramic views to Breton Bay afforded from this location.



FIGURE 37 Camalier Drive Overlook



FIGURE 38 Opportunity for Camalier Drive Overlook

CONNECTING TUDOR HALL FARM TO THE SQUARE

OVERVIEW

Not many towns or even small cities have a significant mixed-use community planned immediately adjacent to their downtown districts. Tudor Hall Farms offers the potential to add a significant number of residents within walking distance of Downtown and the waterfront. These residents will further activate these areas as well as support local businesses.

RECOMMENDATIONS

While offering some flexibility on the internal areas of Tudor Hall Farm, continue to require sensitive transitions and connectivity to Downtown and the West Side so that, once developed, Tudor Hall Farms fits appropriately within its surroundings as a natural extension of an established community.

SHORT-TERM

6-A: Preserve Planned Street Connections

Continue to implement recommendations of the *Waterfront Vision Plan* to extend the downtown grid into Tudor Hall Farms. In addition to the planned Fenwick Street connection, extend Park Avenue, Duke Street, and Longmore Street into Tudor Hall Farms. However, to better respond to the natural terrain, additional connections off Lawrence Avenue, south of Park Avenue (as shown in the *Waterfront Vision Plan*) may be avoided.

New development should face onto and address these streets.

6-B: Preserve Planned Waterfront Connections

Continue to require pathway and trail connections between the waterfront and Tudor Hall Farm. These connections may extend along the waterfront and/or parallel to it on slightly higher ground to take advantage of views and connections to adjacent neighborhoods.

6-C: Identify Strategic Land Swaps

Partner with the Tudor Hall Farms developer and identify strategic land swaps between privately-owned land and publicly-owned land (originally dedicated for the golf course), particularly along the western boundary to better facilitate the connectivity with the downtown and West Side. The Town can then hold some of their property to attract the desired uses and reinforce connections that the developer may not be able to accomplish within Tudor Hall Farms.



FIGURE 39 Plan Showing Waterfront Connections Between Tudor Hall and the Square

FAÇADE IMPROVEMENTS

OVERVIEW

Design is essential to the success of Downtown revitalization efforts. Physical organization and character are at the heart of what sets downtowns apart from other commercial districts. Every moment experienced by visitors—form the time they enter Downtown until the time they leave—is influenced by design decisions (or a lack thereof). While downtown design considers all aspects of urban design, (e.g., the design of open spaces, streetscapes, and public art), building design is, perhaps, the most impactful. Good design for new construction and for the renovation of existing and historic structures is critical for Downtown Leonardtown, but it does not need to be onerous.

RECOMMENDATIONS

Create a design regulation process that is appropriate for Leonardtown, appropriate to the community character and to the available resources.

SHORT-TERM

7-A: Assemble a Design Review Committee

Assemble a design review committee to guide property owners in façade renovations and new construction. The review committee should include a balance of skills and knowledge and include at least one architect who can provide guidance on good architectural design principles and immediately recognize successful and unsuccessful applications. The committee may also include:

- Other design professionals (landscape architects, interior designers, artists, etc.)

- Real estate professionals
- Builders and/or developers
- Business owners

Recognizing the challenge of finding a local architect to sit on the committee, consideration could be given to include an architect from another community who may work remotely with the committee. It is important to have the perspective and guidance of an architect who understands small towns and historic communities on the committee.

7-B: Create Design Guide Document

The Town and Design Review Committee should explore various types of design guide documents from other communities and determine a type that is appropriate for Leonardtown. While Leonardtown needs to determine whether it wants to take the “carrot” or “stick” approach, the “carrot” approach seems to be most appropriate for the community. Different types of documents that seem to be appropriate are described below, each serving as guides that encourage (rather than require) adherence. However, when some funding is provided, such as with façade improvement grants, the Town does have some leverage to incentivize certain improvements. Both a Downtown Design Guide and Architectural Character Guide seek the following objectives:

DISCOURAGE:

- Inflexible codes or policies

- Promotion of a “false past” by adopting themes or a single period style
- Unnatural, budget-oriented illusions of craftsmanship
- Gimmicky tricks or façades to reproduce historical character

ENCOURAGE:

- A mindset of civic-altruism and preservation
- Honesty in craftsmanship
- The use of original materials
- Building renovations that last for generations

DOWNTOWN DESIGN GUIDES

This type of document is intended as a collection of best practices in downtown design to help local government, organizations (such as Main Street organizations), and property owners maintain attractive, functional downtown districts and historic areas. The Downtown Design Guides offer a physically and visually inviting business environment. It is not intended to be used as a regulatory document on private property. Rather, it is to provide guidance to property owners on how to address the unique circumstances of each property, whether it is for renovation or new construction. The most effective guides are highly illustrative, using photographs to illustrate what to do and not to do (“Do This”, “Not This”).

ARCHITECTURAL CHARACTER GUIDES

This type of document may supplement other documents, such as downtown master plans or comprehensive plans. Architectural Character Guides are highly illustrative documents that present the predominant architectural styles and elements that define a place. In calling attention to key defining styles and elements, these guides are intended to foster pride in a place while promoting a community-

wide preservation ethic. This type of document is *not* a regulatory device. Rather, it details the characteristics that make a downtown unique. It is intended to be an informative tool for use by public entities and revitalization groups in advising property owners and promoting a dialogue on good urban design. It can be especially effective when used as a tool to help administer façade grants for downtown projects. Illustrative examples should include photographs of existing structures and elements within the community but also illustrate how architectural principles can be translated to new construction without creating a “false past”.

Character guides are often divided into sections that include Architectural Styles (the predominant styles that define a downtown); Architectural Elements (the primary architectural elements that make up individual architectural styles); and Design Principles (broad based design goals that can help guide the perpetuation of distinctive architectural styles and elements—whether through preservation or contemporary interpretation).



FIGURE 40 Building Blocks of a Traditional 20th Century Façade

Regardless of the type of document developed and its level of detail, a few things should be achieved, including:

- A user-friendly format;
- An educational component (outlining why the principles described are important);
- Descriptions of the financial values and economic reasons for good design; and
- A clearly outlined process

Additionally, the documents should specifically include discussion regarding the significance of:

- Proper building proportions (respecting the “base”, “middle” and “top” [see **Figure 40**]);
- Large retail display windows;
- Appropriate applications for signage—including compliance with existing Downtown Sign Ordinance standards; and

- Sensitivity when incorporating contemporary design, which should respect historic patterns of massing, proportion, scale, and materials.

7-C: Evaluate Process

Working with the Design Review Committee, evaluate the façade improvement application process. Consider an annual (or biannual) application period with specific open and close dates. This can help create a sense of urgency among property or business owners to seek funding while it lasts. It

also allows the design review committee to evaluate multiple proposals at once and prioritize funding.

7-D: Continue Façade Improvement Implementation

Continue to work with property owners to implement façade improvements that were prepared as part of the façade design workshop in January 2018. These are mostly modest, but highly impactful improvements.



FIGURE 41 Potential Shepherd's Old Field Market Façade Improvements



FIGURE 42 Opportunities Showing Potential for Further Activation Around Shepherd's Old Field

7-E: Continue to Activate Shepherd's Old Field Market

Shepherd's Old Field Market continues to evolve as a catalyst for the West Side. Continue to work with the property and business owner to explore façade and building improvements that further engage the indoor spaces with the outdoors. Consider roll-up, garage-style glass doors, outdoor dining, and brightly colored umbrellas.

MID-TERM TO LONG-TERM

7-F: Continue Façade Improvements

Over the long-term, continue funding and encouraging property and business owners to participate in the façade improvement program. Continue to evaluate and evolve the process as changing circumstances might warrant.



FIGURE 43 Examples of Proposed Façade Improvements from 2018 Façade Workshop

8 COMMUNITY BRAND AND MARKETING

OVERVIEW

A community brand is a promise made to the people of that place. It is a reflection of history and the embodiment of the aspirations of the community. A community brand is much more than a logo or a tagline, it conveys a feeling and sometimes a call to action.

Leonardtown has successfully deployed a community brand that has followed many of the tenets of quality community marketing. The identity has a logo rooted in the architecture of Downtown, uses consistent colors, has a recognizable and timeless typeface, and benefits from a tagline that is perhaps among the oldest in use for a town in the United States: *A Most Convenient Place*.

This brand has been in use for some time. Now, there is an opportunity

for the identity system to evolve in a way that reflects the opportunities and plans currently underway. The recommendations below should be viewed through the lens of this evolution.

RECOMMENDATIONS

Establish a brand steering committee to explore updates to the community logo and brand. Use this update to extend the brand with a series of marketing materials.

SHORT-TERM

8-A: Establish Brand Steering Committee

The Town, in conjunction with the Leonardtown Business Association, County Economic Development, and

County tourism (among others), should form a brand steering committee that can oversee the update and deployment of a consistent brand refresh and marketing strategy. This committee may continue to meet over time.

8-B: Update Community Logo and Brand

Leonardtown should contemplate conducting a brand “refresh” for the community. This would include reviewing all existing marketing material, meeting with the Brand Steering Committee, and developing a thorough and thoughtful marketing strategy.

8-C: Develop Brand Extension Materials

Brand extension is a way to comprehensively deploy the brand. Tasks to consider for brand extension include (but are not limited to):

- Review of existing logo (and refresh if needed);
- Review and refresh of collateral logos for events and activities;
- Creation of logos for particular destinations in Leonardtown (e.g., the Waterfront and the square);
- Creation of a marketing piece;
- Development of marketing ads to convey what Leonardtown offers to visitors, investors, and locals;
- Creation of brand collateral, including business cards, letterhead, and other materials;

- Creation of popular brand items that may evolve into products for consumers, such as hats, shirts, water bottles, etc.; and
- Incorporation of signage concepts into a wayfinding system.

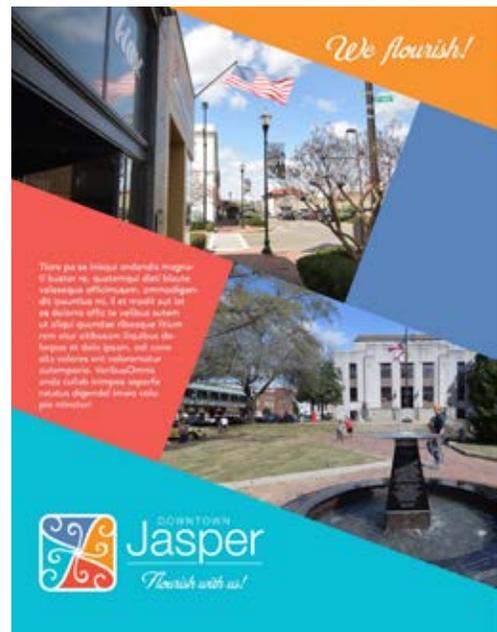
MID-TERM TO LONG-TERM

8-D Establish a Brand and Marketing Strategy Annual Summit

Revisit the brand and marketing strategy at an annual summit. This meeting of partners can reflect on the effectiveness of the marketing and branding strategy and chart a course for the upcoming year. Such a meeting should include partner marketing organizations at the County level.



FIGURE 44 Examples of a Strong Community Brand and its Application



WAYFINDING SYSTEM

OVERVIEW

Downtown Leonardtown is located just off Route 5 (Point Lookout Road). The State of Maryland, through both the Maryland Department of Transportation and a more recently implemented tourism wayfinding system, has installed signs along the route. However, these signs (some of which are federally-required) create visual clutter and do not clearly articulate how to navigate to Downtown.

RECOMMENDATIONS

Identify opportunities to create a more robust and cohesive sign system within that curates Downtown visitor experiences; ensures that visitors know where to park; identifies pedestrian connections between attractions; and ultimately reduces (rather than increases) sign clutter. Such a system requires a plan and can be implemented over time.

SHORT-TERM

9-A: Develop Wayfinding Plan

Develop a Wayfinding Plan that would do the following for Leonardtown:

- Identify existing signs and mark those that may be replaced through a wayfinding system.
- Identify primary and secondary gateways. A secondary gateway is an entryway into Downtown or other particular district within Leonardtown.

Sign Typology Illustration



Figure 9: Sign Typology

- Connect Downtown with Tudor Hall, Tudor Hall Farm, Shepherd’s Old Field, and the Waterfront.
- Connect residential developments throughout Leonardtown to key locations Downtown, and to other attractions (such as the Port of Leonardtown).
- Clearly identify parking locations.
- Utilize “more to explore” signs that encourage pedestrians to stay on foot once parked.
- Incorporates strategies for information kiosks.

MID-TERM

9-B: Launch Wayfinding Pilot Project

Many communities have found that deploying a wayfinding system may need to occur in phases. A pilot project can be deployed in several ways, such as marking a particular route, working from the inside core outward, or signing parking and pedestrian locations first.



FIGURE 45 Wayfinding Examples

LONG-TERM

9-C: Expand Wayfinding System

Allow for expansion of the wayfinding system by setting some guidance for future signs. Expanding the system may include continued phasing of sign implementation or developing new signs as the community continues to grow and change.

10

RETAIL RECRUITMENT STRATEGY

OVERVIEW

The market study identified key retail opportunities for Leonardtown. These opportunities represent market potential for both existing and new businesses. As mentioned in the market study, demand for a retail category is but one reason why a business might succeed. However, every business should do its own comprehensive work to understand its market, provide a sound business plan, and promote itself effectively.

RECOMMENDATIONS

Leonardtown, in partnership with County Economic Development and the Leonardtown Business Association, should launch a business recruitment and retention strategy.

10-A: Develop a Retail Recruitment Package:

Develop a retail recruitment package in both print and digital form. The package should include a vision for the community and the following items:

- Market data
- Available properties
- Incentives
- A strategic plan and the vision for the future

Many communities have found that—from a print standpoint—a simple pocket folder can be useful. This information should also be available on websites at the Town and County level. Fortunately, Leonardtown benefits from a very strong

alliance with the St. Mary's County Department of Economic Development.

10-B: Convene a Retail Recruitment Team

Assemble a retail recruitment team that has a specific focus on Downtown. Recruiting for a downtown is very different from recruiting national chain retailers. It requires hands-on work, the cooperation of many partners, and the curation of a strong relationship with property owners, potential businesses, and real estate professionals. Typically, a retail recruitment team would do the following:

- Inventory existing properties and their availability to understand building size and rent;
- Visit other communities to identify strong businesses that may wish to expand in the region.
- Consider a “pitch plan” for attracting entrepreneurs to launch a business in Leonardtown, with a potential grant-based incentive toward a portion of leasing or startup costs;
- Foster an on-going partnership with St. Mary's County Department of Economic Development to have ongoing relationships when potential businesses are exploring locations in the area; and
- Review potential incentives, such as temporary rent subsidies or rebates, or partnerships with private building owners or other start-up businesses

to allow for expansion from small spaces at retail cooperatives such as Shepherd's Old Field to larger spaces when needed.

WEST SIDE INFILL

OVERVIEW

With the initial success of Shepherd's Old Field and the pending development of the Tudor Hall Farm, Leonardtown's "West Side" has the opportunity to accommodate mixed-use infill development as a means to strengthen connections among the square, Shepherd's Old Field Market, and Tudor Hall Farm.

RECOMMENDATIONS

Continue to implement planning goals included in Leonardtown's *Downtown Plan*, the *Comprehensive Plan*, and *A Concept Vision for the Leonardtown Waterfront* to attract additional mixed-use development and housing (alternatives to single family homes) in the West Side.

SHORT-TERM

11-A: Implement Land Swaps and Work with Existing Property Owners

Proceed with land swaps with Tudor Hall Farm (as described earlier) and market these properties for mixed-use and urban residential development. Additionally, work with existing property owners within the West Side (e.g., the funeral home), to explore opportunities for partnerships should these property owners wish to redevelop. Partner with the fire department to explore how the existing parking lot could be shifted to the rear of their parcel to open development



FIGURE 46 Infill Opportunities for the West Side

opportunities along Shadrick Street and Lawrence Avenue. To open valuable street frontage for infill development, these partnerships should explore shared parking resources or relocated parking resources.

MID-TERM TO LONG-TERM

11-B: Recruit and Guide Mixed-Use Development

Actively recruit mixed-use development for parcels within the West Side, particularly allowing for housing on the upper floors while encouraging uses

for the lower floors, which activate the street. In particular, buildings should be oriented to Shadrick Street, Bathelme Street, Fenwick Street, Park Avenue, and Lawrence Avenue.

11-C: Allow for Future Parking Deck

Plan for future development of a parking deck within the downtown and West Side area. As infill occurs, maintain flexibility and develop in a manner that allows for phased surface parking, which could later accommodate a parking structure. Opportunities for structured parking are described later.

PARKING STRATEGY

OVERVIEW

There is currently sufficient parking within Downtown Leonardtown; however, some perceive a parking shortage. Indeed, as additional uses, residents, and visitors are drawn to Leonardtown, it is important to have a plan for developing structured parking (should it ever be needed). While additional surface parking areas can be provided on sites reserved for future development, surface parking is neither the highest nor best use for land—particularly when the community desires enhanced walkability and connectivity.

RECOMMENDATIONS

Continue to develop a parking strategy that addresses misconceptions about parking, better manages existing parking resources, and plans for flexibility in accommodating additional parking resources in the future.

SHORT-TERM

12-A: Educate the Community Regarding Best Practices for Downtown Parking

Continue to change the mindset that everyone should be able to park directly in front of the business they are visiting. Articulate that there are sufficient parking resources in Downtown, and that an effective business strategy actually encourages visitors to walk past businesses and restaurants between parking resources and their destinations. Having visitors walk from parking encourages “browsing” and, oftentimes,



FIGURE 47 Example Showing Typical Walmart and Its Parking Area Would Cover Multiple Blocks of Downtown

spontaneous visits to multiple businesses, beyond their intended destination.

12-B: Manage the Parking Resources

Manage existing parking resources through wayfinding and physical improvements.

- Name and clearly identify parking lots that are public, as well as lots that are private where parking can be shared at certain times of the day.
- As part of the wayfinding plan, provide signage that clearly

identifies the locations of various parking resources.

- Improve the pedestrian experience between parking lots and destinations. For example, provide shade, good lighting, and public art. The alley network project (described earlier) is a good example of how the pedestrian experience can be improved.



FIGURE 48 Plan Showing Opportunities for Future Structured Parking

12-B: Limit New Surface lots

While new surface parking lots should mostly be planned for temporary purposes (i.e., on future development sites), additional surface parking will likely be incorporated into future mixed-use development. In such instances, these lots should be located to the rear of the site, with development facing the streets.

MID-TERM TO LONG-TERM

12-C: Plan for and Construct Structured Parking

In coordination with the planning for mixed-use infill, as described above, plan for future structured parking resources in one to two locations. Potential locations include:

- Within the existing public parking lot property across from the hotel, utilize the existing grade to access

different levels, as shown in the 2002 Downtown Parking Study, prepared by Keller Co./Desman. Additional parking in this location will be particularly important with expansion of the hotel, described below.

- Within the parcel bounded by Washington Street to the east, Park Avenue to the north, Lawrence Avenue to the west, and Courthouse Drive (extended) to the south. Allow for infill development at the corner of Lawrence and Park Avenues.
- Within a portion of the Lawrence Avenue surface parking lot owned by the funeral home, between Fenwick Street and Park Avenue. Parking for the funeral home could be provided in the parking deck while preserving infill development opportunities along the Lawrence Street frontage.
- Within the future development parcel bounded by Lawrence Avenue to the east, Fenwick Street to the north, Park Avenue (extended) to the south, and Longmore Street (extended) to the west. This could be done in conjunction with mixed-use development, or phased in at a later date.

13

DOWNTOWN HOTEL STRATEGY

OVERVIEW

Leonardtown is fortunate to have a downtown hotel located within walking distance of the attractions and amenities of the community. At the time of this report, this hotel is currently operating independent of a national chain (it was formerly a Best Western flagged property). This status compromises the ability of the property to fully capitalize on its location.

Moreover, as the Tudor Hall Farm property develops, there is an opportunity for an additional full-service conference hotel. This should be examined in greater detail in order to round out hotel options in St. Mary's County.

RECOMMENDATIONS

Expand the existing hotel and continue to plan for a hotel with meeting space as part of the Tudor Hall Farm property.

SHORT-TERM TO MID-TERM

13-A: Enhance the Existing Hotel

Recruit a hotel "Flag" and expand the existing hotel. In today's hotel market, downtown hotels are becoming more and more popular with national brands. In fact, a whole host of hotel brands have been launched that are affiliated with national brands and their standards, but that cater to the traveler who wants a unique experience. Hilton has launched Canopy, Curio, and Tru hotels; Marriott has launched Moxy and Element; and IHG Group has launched Indigo, Even, and Avid. These brands represent opportunities for a flagged hotel in Downtown Leonardtown.

The existing property is likely to need an expansion to at least eighty rooms for such a property to work. Fortunately, there appears to be an easy way for this to happen on the site, with a new wing constructed along Guyther Drive.

13-B: Pursue Hotel/Meeting Space for the Tudor Hall Farm Property

Continue to pursue a full-service hotel in conjunction with the development of the Tudor Hall Farm property. St. Mary's County currently does not have a full-service hotel with adjoining meeting facilities. The opportunity exists to further study the potential of such a hotel in conjunction with the development of the Tudor Farm property.

Encourage a rooftop restaurant/bar to take advantage of long vistas of the water.



FIGURE 49 Potential for Hotel Expansion (with Rooftop Bar/Amenity Area)



IMPLEMENTATION OVERVIEW

OVERVIEW

The *Strategic Plan* is a framework to guide growth and enhancements in the downtown over the next ten years, and beyond. Implementation of the recommendations will occur incrementally by a partnership among many public and private entities and individuals as outlined throughout the report and below. It is important to note that the *Strategic Plan* is intended to be a guiding, yet flexible document. Many of the concepts illustrated will be further refined and vetted as they become real projects. Additionally, it is important to view the plan as a “menu” of projects, particularly as it relates to infill development and redevelopment opportunities. The redevelopment scenarios illustrated may not all happen, certainly within the next 10 years. However, this plan serves as a guide should opportunities arise for particular properties. Similarly, opportunities may arise for properties not illustrated in this

plan. The concepts and goals of the plan, however, can be applied to these properties.

PRIORITIES

The *Strategic Plan* outlines a series of short, mid and long-term recommendations that can be implemented over time. Some recommendations are priorities, however, and should be implemented in the short and mid-terms. The priorities are outlined below. They are not outlined in a specific order as the ability to advance these recommendations will depend upon a variety of factors:

BRANDING UPDATE

“Refresh” the existing brand to continue to reinforce Leonardtown’s family-oriented downtown and better market to businesses, residents and visitors.

WAYFINDING SIGNAGE

Establish a coordinated sign system for motorists and pedestrians to identify downtown gateways and guide visitors among downtown districts, historic resources, and the waterfront.

RETAIL SUPPORT AND RECRUITMENT

Support existing businesses and attract new retailers, particularly specialty food and home furnishings, to complement the independently-owned retail niche and reinforce downtown as a “dining destination”.

ALLEY NETWORK

Enhance the visitor experience between the public parking resources and the square while creating a network of creative, vibrant outdoor gathering and event spaces.

INTERIM LANDSCAPE ENHANCEMENTS

Enhance the downtown landscape—along streets and within open spaces—to improve sight lines, provide shade and comfort for pedestrians and improve functionality of the park space within the square.

PLACEMAKING

Utilize inexpensive, temporary solutions to activate and increase the size of gathering spaces, particularly the upper and lower squares.

PRESERVE LONG-TERM OPPORTUNITIES

Identify and preserve long-term opportunities for structured parking and new, mixed-use infill development that reinforces connections and provides opportunity for additional downtown businesses and residents.

IMPLEMENTATION PARTNERS

The potential implementation partners will vary depending upon the specific project. Most projects will require a partnership among several partners, with one partner serving as the “lead” and having the primary responsibility. Primary implementation partners include:

- The Town of Leonardtown
- St. Mary’s County
- The Leonardtown Business Association
- Private Property Owners
- Business Owners
- Community Organizations
- Community Volunteers

IMPLEMENTATION STRATEGY BOARD

The *Downtown Leonardtown Strategic Plan Implementation Strategy Board*, outlined on the following pages, is a summary of the recommendations and time frames for implementation. The strategy board is organized by the plan themes and identifies the goals that each theme might achieve. The time frames for each are categorized as Short-Term (1-3 years), Mid-Term (3-6 years), and Long-Term (6-10 years and beyond). With this strategy board, it is important to note:

- Recommendations will not be implemented all at once. Rather, they will be implemented in phases over many years.
- The themes are interrelated; therefore, each implementation phase will incorporate recommendations from each of the themes.
- The theme and recommendation order does not imply an order of importance.

As the *Strategic Plan* moves through implementation, partners should continue to meet on at least a quarterly basis to allow for on-going communication, coordination. Ideally, the implementation partners should meet annually to assess progress.

As the plan is implemented, an “Achievements” column can be added immediately following each of the themes. As actions are completed, they can be moved into that column. Ideally, this would occur during an “Annual Strategic Plan Summit” among key partners, using this strategy board as a guide for action. Some communities effectively use the summit to grade their progress—giving themselves an “A” if they completed the action; a “C” if some progress has been made; and an “F” if no progress has been made. It is important to note that an “F” should not necessarily mean failure. In some cases an action might not be completed because other actions became priorities or are necessary to complete prior to making any advancement, or that the dynamics of the particular project had changed. It is, therefore, important that the strategy board remain a fluid document.

THEME	THEME GOALS	STRATEGIES
PLACEMAKING AND THE PUBLIC REALM	Strengthen and activate the Core Ensure strong connectivity	<ol style="list-style-type: none"> 1. Improve the Function of the Square 2. Enhance existing streetscapes and Implement new 3. Create Fenwick Street District 4. Create Alley Network
BUILDING RESOURCES	Strengthen and activate the Core Effectively market Downtown	7. Façade Improvements
NEW DEVELOPMENT	Strengthen the presence of the waterfront Ensure strong connectivity	<ol style="list-style-type: none"> 5. Leonardtown Waterfront 6. Tudor Hall Farm Connectivity t to the Square 11. West Side Infill 12. Parking Strategy 13. Downtown Hotel Strategy
COMMUNITY BRANDING AND MARKETING	Effectively market Downtown	<ol style="list-style-type: none"> 8. Community Brand and Marketing 10. Retail Recruitment Strategy
WAYFINDING	Effectively market Downtown Ensure strong connectivity	9. Wayfinding System

Recommendations

SHORT-TERM (1-2 Years)	MID-TERM (3-5 Years)	LONG-TERM (6-10+ Years)	LEAD	PARTNERS
1A-1C (Temporary Improvements)	1D-1J (Permanent Improvements)		1. Town	1 Businesses, Organizations, Volunteers
2A (Shade Trees)	2B–2C Tree planting easements and program 2D (Crosswalks) 2E Relocate Benches 2F Outdoor dining and Displays	2G (Ongoing streetscapes)	2. Town	2F Businesses
3A Facades 3B Pop Up Cafés	3C Special Lighting 3D Street Trees		3A-B Business and Property Owners 3C-D Town	3A-B Town
4A-C Detailed Plans	4D Program	4D Program	4A -C Town 4D Organizations	4A-C Property Owners, Arts Community 4D Town
7A Design Rev. Com. 7B –C Design Guide and Process 7D-E Façade Implementation	7F Continue Façade Implementation		7A Town 7B-C Design Rev Com. 7D-F Property and Business Owners	7B Town 7D-F Town
5A Pier Plan 5B Recruit Rest.	5C Connections along Washington Street 5E Enhance Parking	5E Implement Camalier Dr. Overlook	5 Town	
6A-C Planning of street and waterfront connections; land swap			6 Town	6 Property Owner/ Developer
11A Implement Land Swaps	11B-C Recruit/Guide Mixed-Use and Plan for Parking Deck		11A-C Town	11B-C Property Owners
12A Parking Educ. 12B Manage Resources, Limit New Surface Lots	12C Plan Deck	12C Construct Deck	12A-C Town	12A-C Property Owners/ Businesses
13A Enhance Existing Hotel	13B Hotel/Meeting Space at Tudor Hall Farm		13A Town 13B Developer	13A County ED. 13B Town, County ED.
8A Brand Committee 8B Update Brand 8C Brand Extension	8D Brand and Marketing Summit	8D Brand and Marketing Summit	8A Town 8B-D Brand Committee	8A LBA 8B-D Town
10A Recruitment Package 10B Retail Recruitment Team			10A-B Town	10A-B County ED and LBA
9A Wayfinding Plan	9B Wayfinding Pilot Project	9C Expand Wayfinding	9A-C Town	9B County, State

