



# St. Mary's County

## Innovation District Master Plan

### Final Report

FINAL REPORT *JANUARY 2, 2020*

**Developed under the Direction of:**

Calvert–St. Mary’s Metropolitan  
Planning Organization

St. Mary’s County Department  
of Economic Development

**Other Key Participants:**

Department of Land Use &  
Growth Management

Department of Public Works & Transportation

St. Mary’s County Regional Airport

TechPort

University System of Maryland

The University of Maryland

IMPAX

*Note: The images and plans contained in this report are master plan concepts and recommendations. They do not represent an approved development plan for The St. Mary’s County Innovation District, or any part thereof. Plans and recommendations do not constitute an offer or commitment to purchase or sell real property.*

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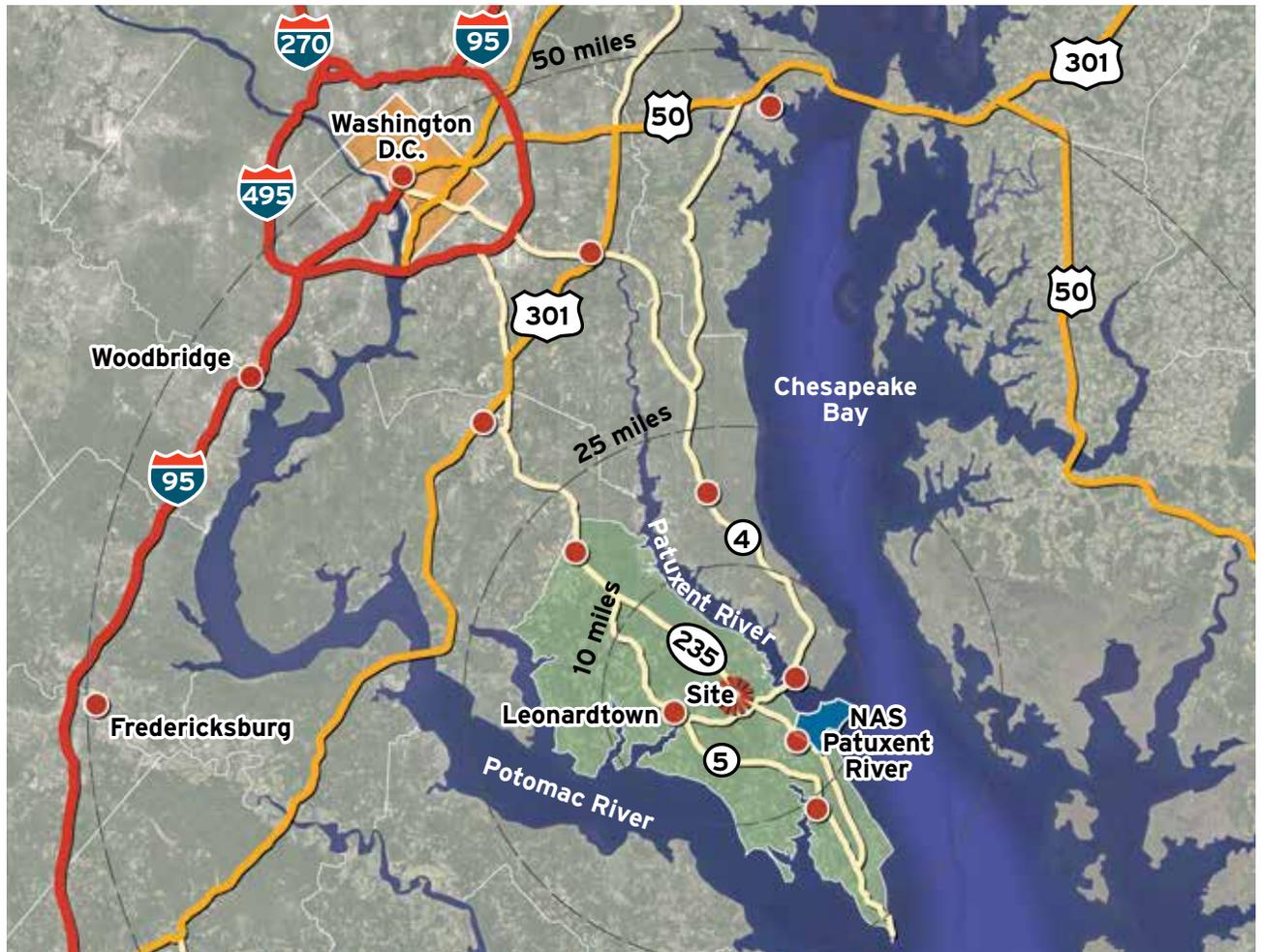
# Executive Summary

## ST. MARY'S COUNTY

From a heritage of farmers and watermen, St. Mary's County has grown into a major high-tech economy, boasting a workforce with the 5th highest concentration of high-tech workers in the US. St. Mary's County is home to Naval Air Station Patuxent River (PAX), driving most of the economic activity. And still, the old and new continue to coexist. Horse-drawn buggies and autonomous aircraft both find a home in St. Mary's County. Protecting the rural heritage from sprawling expansion and accommodating this new economy requires forward-thinking planning and development regulations that

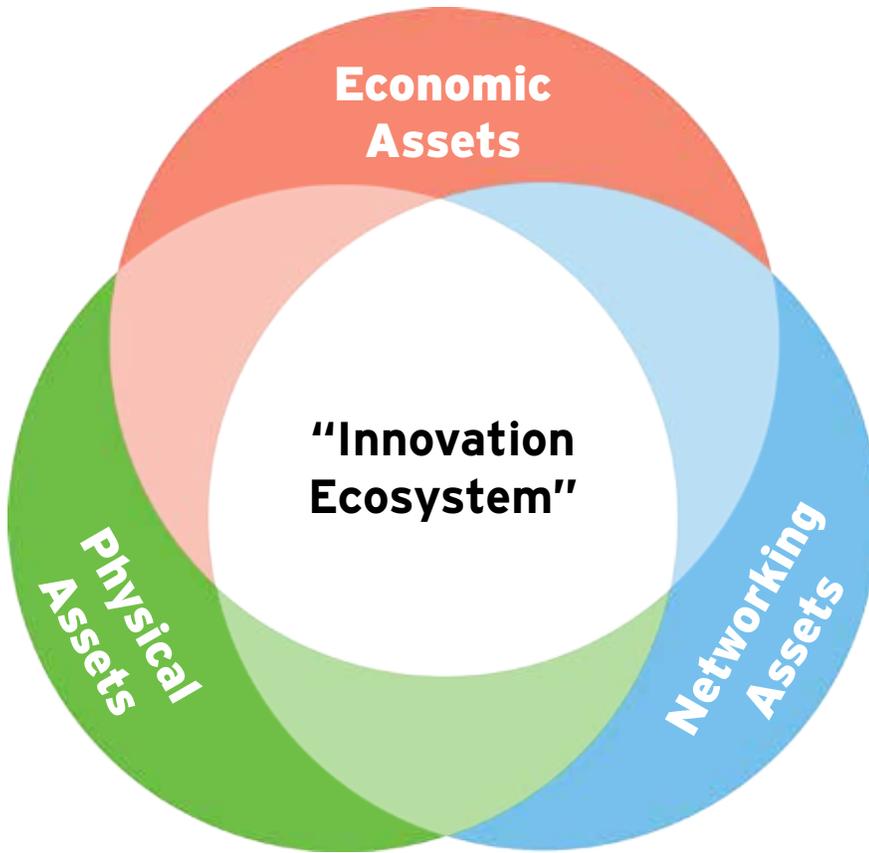
cluster development in dense, walkable centers connected by transit and trails.

In addition to on-base and defense-related contracts, St. Mary's County has a growing innovation-focused commercial aviation sector. Clustered around St. Mary's County Regional Airport, this nascent ecosystem is ready to take flight. The Innovation District Master Plan provides a framework and road map to leverage existing assets to fully realize the potential for innovation, economic development, and increased competitiveness.



Region

Not to Scale 



## INNOVATION DISTRICTS

The new technology and innovation centers of the 21st Century are positioning themselves for the next 50-years to be competitive in attracting the best and brightest of the future generations and to create an environment that fosters interactive communities.

The innovation centers of tomorrow:

- › Facilitate Collaboration
- › Promote Cross Pollination of Ideas
- › Leverage Institutional Relationships
- › Provide Mixed-Use Amenities
- › Enhance Walkability
- › Increase Healthy Behaviors that Reduce Chronic Diseases

- › Create an Environmentally Sustainable Environment
- › Create a Strong Identity & Sense of Place

St. Mary's County is committed to growing an Innovation District centered around the airport and existing innovation assets. This district will support the emerging innovation economy in St. Mary's, growing jobs, diversifying the economy, and attracting and keeping talented workers in the County. With so many existing assets and anchors close by, the Innovation District is already taking shape. This plan provides a framework for policies and programs to fill the gaps and the physical design needed to form the place.

## PUBLIC PROCESS & GOALS

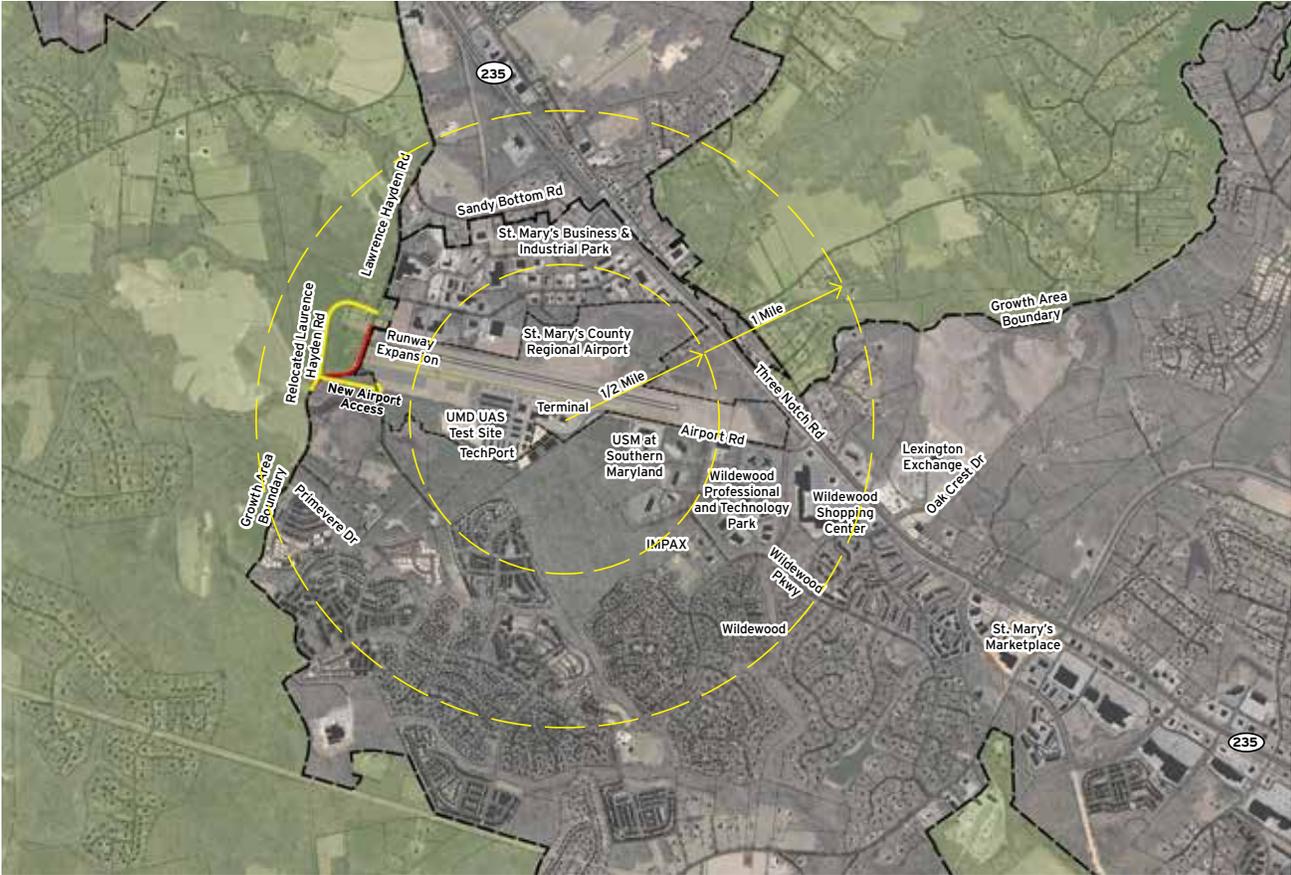
An interactive stakeholder and community outreach process was developed to ensure participation from diverse groups including agency representatives, property owners, business owners, the airport, planning department, elected representatives, residents, and the general public.

The Master Plan process began working with staff to discuss strategic goals for the County followed by an existing conditions analysis. Relevant policy documents were reviewed and summarized, as well. Key stakeholders, elected officials, and residents participated

in small group interviews and provided invaluable insight and direction. Multiple community meetings offered the public a chance to express their hopes, dreams, fears, and advice. This diverse community and stakeholder input provided the foundation for the Innovation District Master Plan.

Alternative plans and ideas were produced, presented, and revised before arriving at the final recommendations.





Site Context

## STRENGTHS AND CHALLENGES

The site has significant strengths. Including:

- › PAX
- › St. Mary's County Airport
- › TechPort
- › IMPAX
- › University of Maryland Unmanned Aircraft Systems Test Site
- › University System of Maryland at Southern Maryland Campus
- › Existing Aerotech Businesses
- › Available Land for Development

There also challenges to creating an Innovation District, such as:

- › Lack of access and visibility for site
- › Traffic issues on MD 235–Three Notch Rd.
- › Limited Transportation system connecting to other destinations
- › Limited amenities and other supportive uses
- › Missing an identity and sense of place
- › Not walkable
- › Limited options for housing

## RECOMMENDATIONS

The Innovation District:

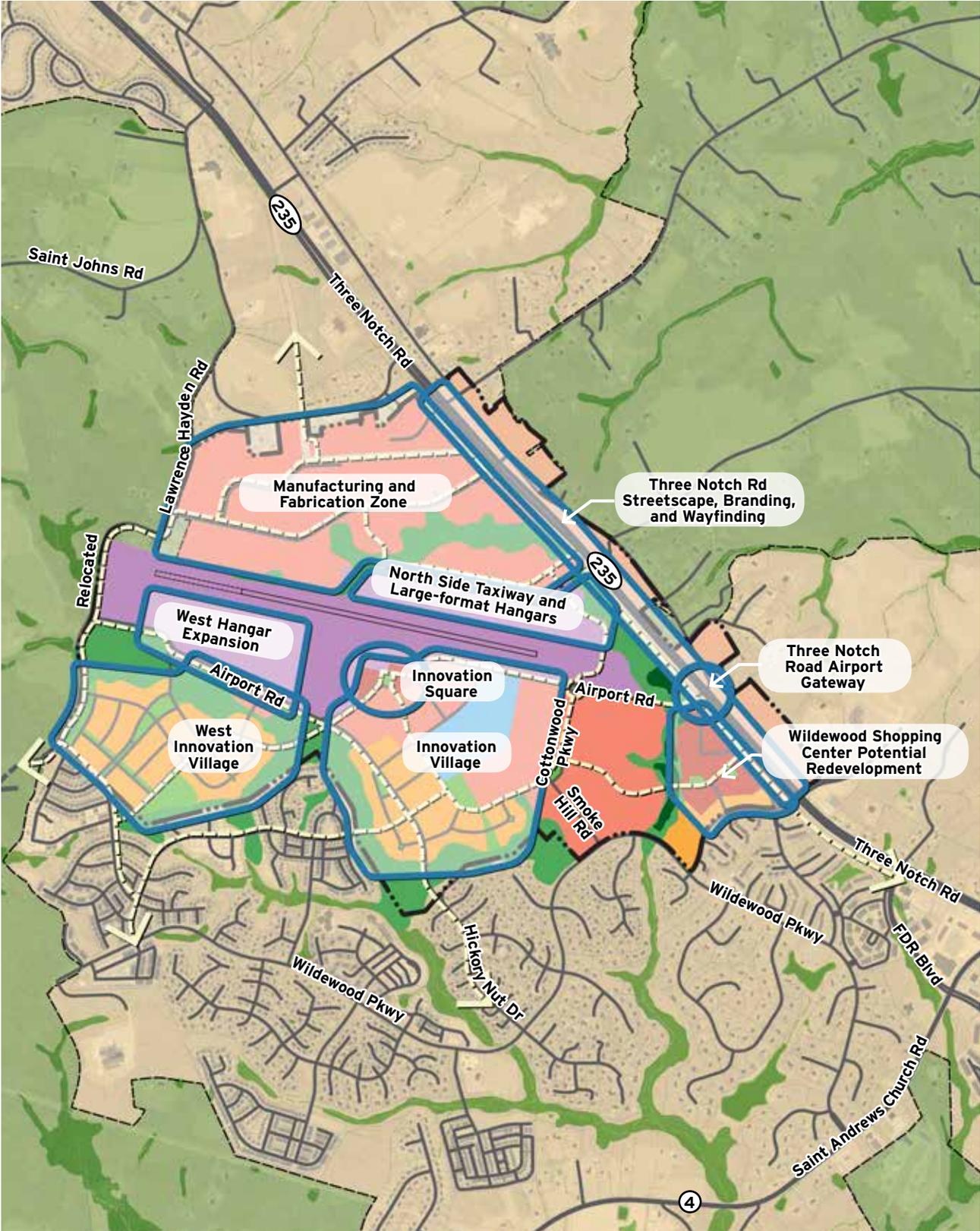
- › Should be developed as a series of interconnected, walkable neighborhoods linked by a network of walking and biking paths.
- › The Airport should be protected and enhanced, increase available land for hangars and create larger to support existing demand.
- › Should have a unified and recognizable identity, both internally and externally.
- › Increase visibility and improve the interface with MD 235 to make an attractive “front door”.
- › Create a compact, mixed-use core to attract top firms, workers, and residents. Multiple options to eat, relax, and live close to work in a variety of housing types is desired. This compact and connected

footprint increases interaction and knowledge-spillover between industries. It also provides for efficient sharing of resources like conference facilities, co-working space, prototyping labs, legal resources, and daily amenities.

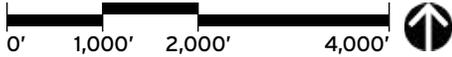
- › Facilitate redevelopment of underperforming retail centers and promote integration into the Innovation District.
- › Provide space for advanced manufacturing and other specialized needs.
- › Provide management and coordination of the Innovation District. An Innovation District Manager is recommended to oversee event planning, management, recruiting, and advertising.

Additional recommendations for specific neighborhoods and features follow in the rest of the document.





Innovation District Framework Plan







# Innovation Districts

## WHAT IS AN INNOVATION DISTRICT?\*

Innovation Districts are defined geographic areas where large institutions and businesses cluster with start-ups and incubators to drive innovation, accelerate product development, and assist with commercialization of new technology. They differ from the typical office park of the past and instead represent the best practices in how we now think about design, planning, social science, learning, and product development.

Rather than being segregated in sterile silos, people and institutions are embracing the exciting and complicated patterns of mixed-use, walkable places. A compact and connected footprint increases interaction and knowledge-spillover between industries. It also provides for efficient sharing of resources like conference facilities, co-working space, prototyping labs, legal resources, and daily amenities. The mix of uses and urban form drives collaboration and knowledge-sharing with serendipitous encounters at the café and “productive collisions” when you run into a colleague on sidewalk.

This diverse group of players - entrepreneurs and big business; start-ups and institution; old buildings and new technology - combines talented people, services, and capital resources to accelerate ideas and produce new technology.

\*Adapted from “*The Rise of Innovation Districts: A New Geography of Innovation in America*” by Bruce Katz and Julie Wagner



### **Economic Assets Drive, Cultivate, Support**

#### **Innovation Drivers: Research Institutions, Large Firms, and Start-Ups**

- > Cutting-Edge Tech, Products, Services
- > High Value and/or Highly Specialized

#### **Innovation Cultivators: Companies and Organizations that Support Growth of Drivers**

- > Incubators, Co-Working, Tech-Transfer, Colleges and Schools
- > Professional Services, Attorneys, Capital

#### **Community-Building Amenities: Services for Workers and Residents**

- > Medical, Retail, Restaurants, Cafés, Hotels



### **Physical Assets Organize, Stimulate, Connect**

#### **Public and Private Assets**

- > Buildings, Streets, Plazas, Parks
- > High-Speed Wired & Wireless Networks
- > Offices, Makerspace, Labs, Retail, Housing

#### **Connections**

- > Bike Paths, Sidewalks, Bikeshare, Transit



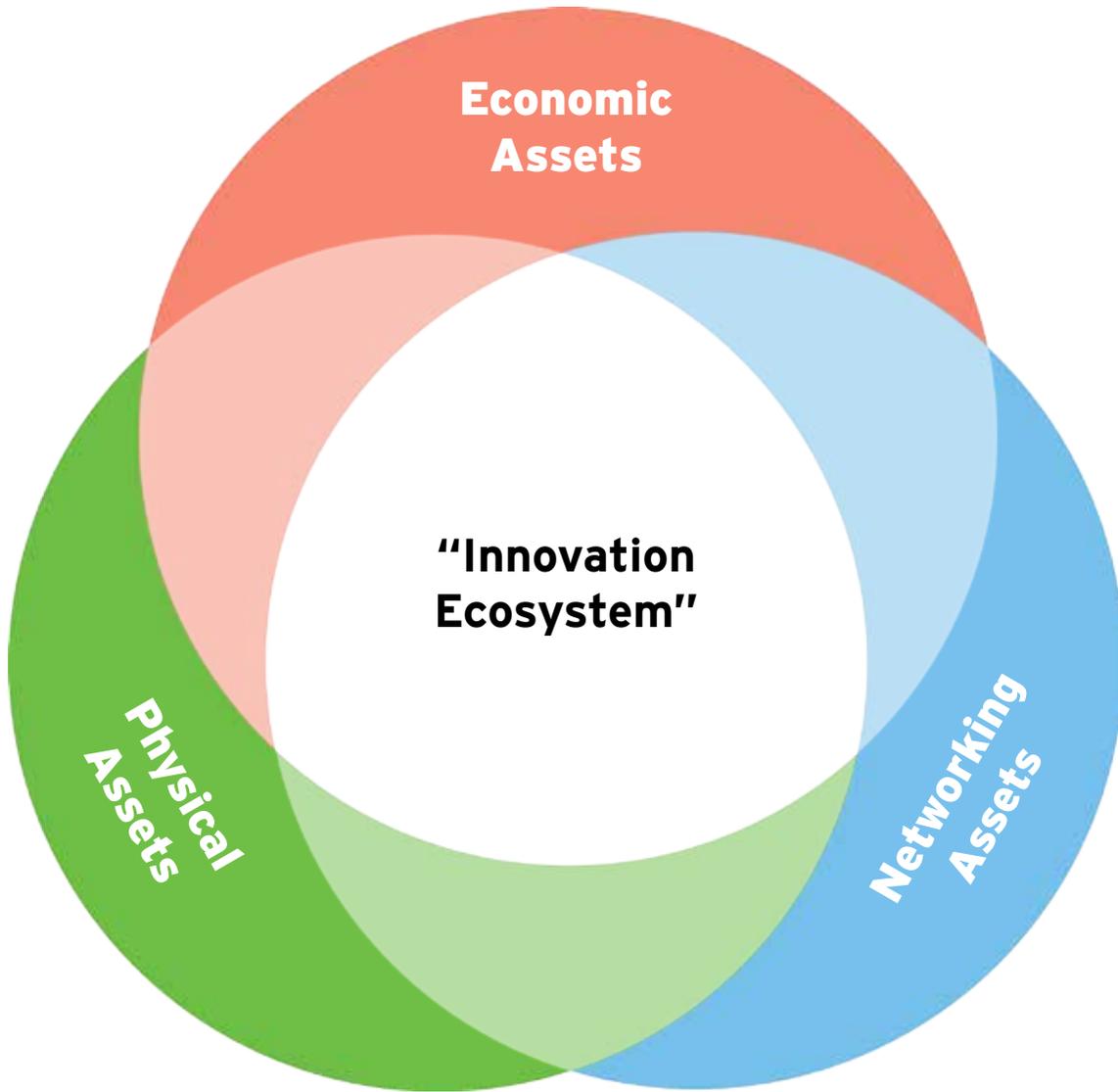
### **Networking Assets Generate, Sharpen, Accelerate**

#### **Building Strong Ties: Strengthen Relationships within Similar Fields**

- > Meetups, Trainings, Conferences

#### **Building Weak Ties: Building New Cross-Sector Relationships**

- > Networking Breakfast, Hackathon, Social Events, Open Space Designed to Encourage Interaction



### THE INNOVATION ECOSYSTEM

Each Innovation District is unique in how it responds to local circumstances, but they all share the basic building blocks of innovation: economic, physical, and networking assets. When these innovation assets are combined within a culture that supports entrepreneurship and risk-taking, an Innovation Ecosystem can emerge. In *The Rise of Innovation Districts: A New Geography*

*of Innovation in America,* authors Bruce Katz and Julie Wagner describe it thus: “a synergistic relationship between people, firms, and place that facilitates idea generation and accelerates commercialization.” Assets may exist in multiple categories, for example a University is both an institutional economic driver as well as a collection of buildings and infrastructure.

## BENEFITS

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- › Grows jobs aligned with disruptive forces in the economy
- › Grows better and more accessible jobs
- › Empowers entrepreneurs creating jobs and economic growth
- › Responds to market trends and preference for mixed-use, compact, walkable places
- › Creates a strong foundation for the commercializing of ideas and creation of businesses
- › Increases competitiveness for economy and talent
- › Promotes knowledge spillover
- › Provides efficient access to and sharing of legal advice, sophisticated equipment, and special facilities
- › Increases efficiency of existing infrastructure
- › Promote behaviors that support a healthy lifestyle
- › Helps increase revenues

## EXAMPLES

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### **Science + Technology Park Baltimore, MD**

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Conceived as a collaboration between Johns Hopkins, the City of Baltimore, and the Annie E. Casey Foundation, the Science and Technology Park at Johns Hopkins is the anchor of an 88-acre revitalization project adjacent to the East Baltimore campus. New public parks, commercial offices, laboratory space, housing, and public schools are being developed to support the existing community members, students, teachers, and employees of Johns Hopkins and the over 40 life-science companies and research institutions that call the district home.



Source: ForestCity - New East Baltimore Partnership

**Research Triangle Park,  
Raleigh-Durham, NC**

One of the world’s first science parks, Research Triangle Park (RTP) realized that their current plan and design needed to evolve. The master plan for RTP sought to meet the changing needs of existing companies while creating a framework to respond to the new challenges and innovation economy of the 21st Century. The plan proposes an innovative knowledge community, designed to attract a new generation of knowledge workers and residents. It combines the social needs of cutting-edge research institutions with the vibrancy of a mixed-use town center.



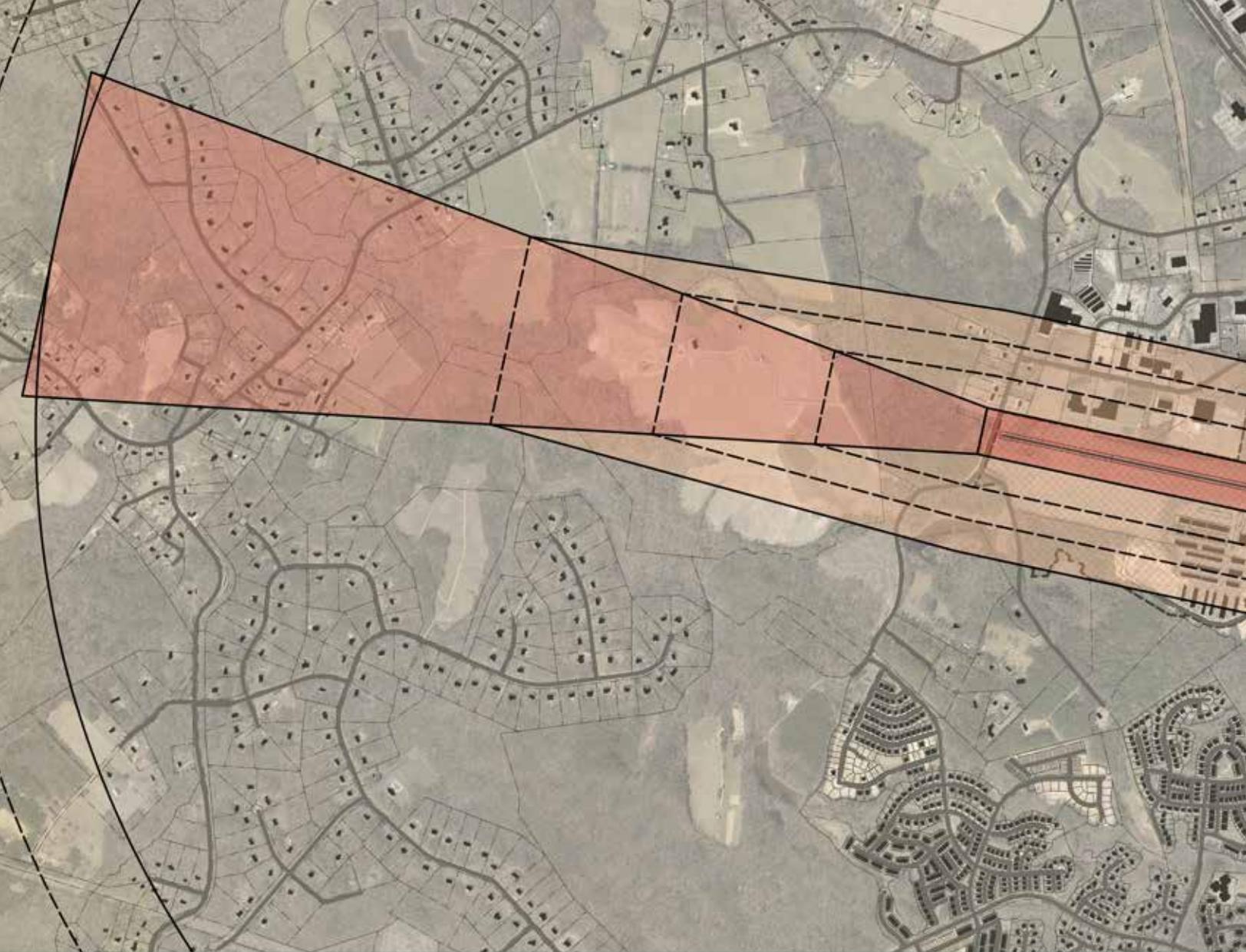
Source: Research Triangle Park Master Plan

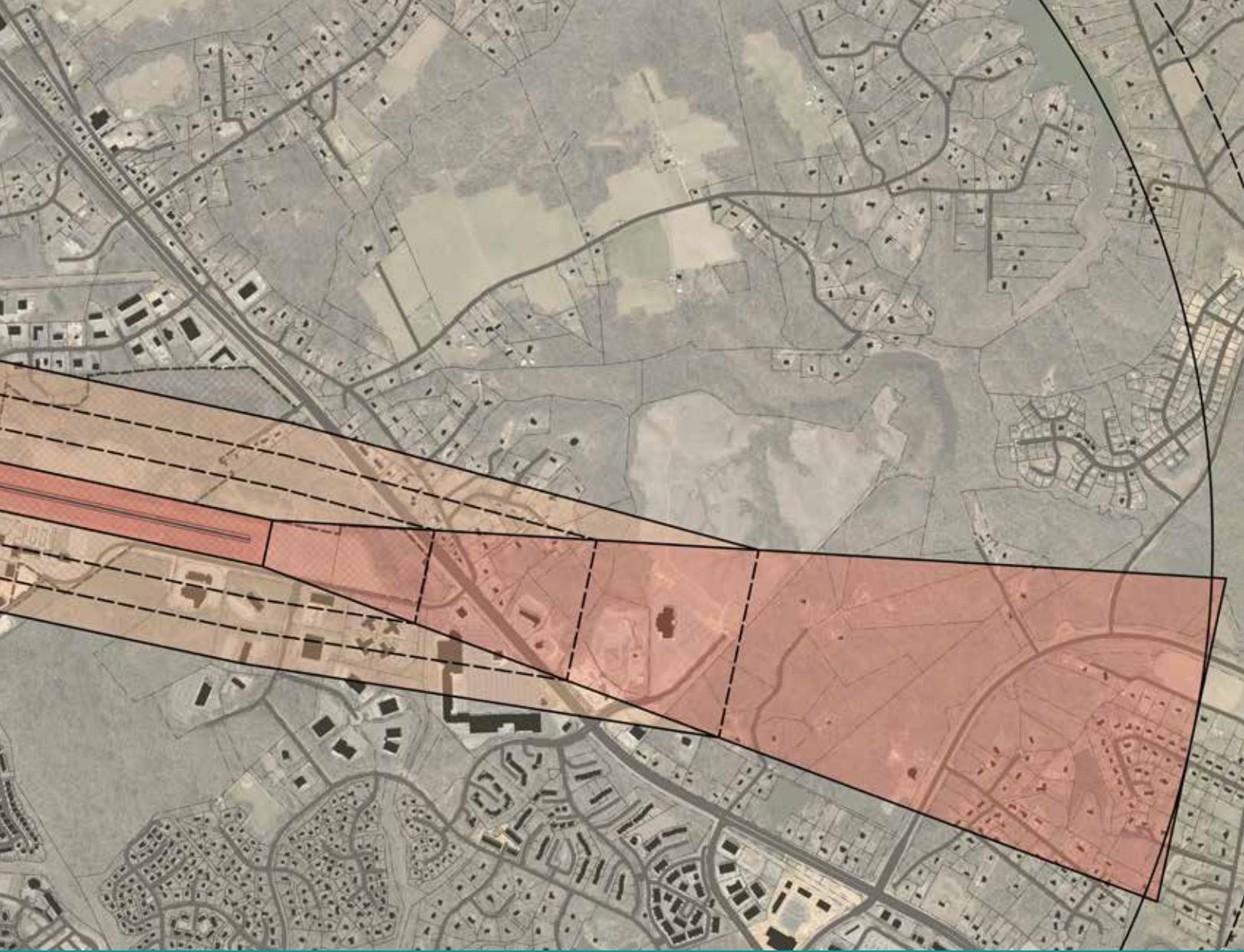
**The North 60, Westchester, NY**

The North 60 is an innovative bioscience, technology and lifestyle campus that expands and enhances Westchester County’s thriving biotech/healthcare sector. The site is adjacent to the Westchester Medical Center, Maria Fareri Children’s Hospital, New York Medical College, and existing biotech/ pharmaceutical companies. The plan features specialized research villages organized around a mixed-use main street providing services and amenities for workers, residents, and hospital visitors. The North 60 will help create career opportunities for students in the bioscience field through partnerships with nearby colleges and universities. Additionally, the Children’s Living Science Center will promote STEAM education and future employment readiness to area students.



Source: Torti Gallas + Partners





# Analysis

## PROCESS, STAKEHOLDER & COMMUNITY MEETING SUMMARY

The Master Plan process kicked-off with an introduction, collaborative meeting with County staff, and area tour. Topics included: reviewing and setting goals for the project; discussing initial thoughts and insight; understanding the relationship of the project to the region; identifying key stakeholders and coordinating interviews; discussing community meeting formats; and, setting a project schedule.

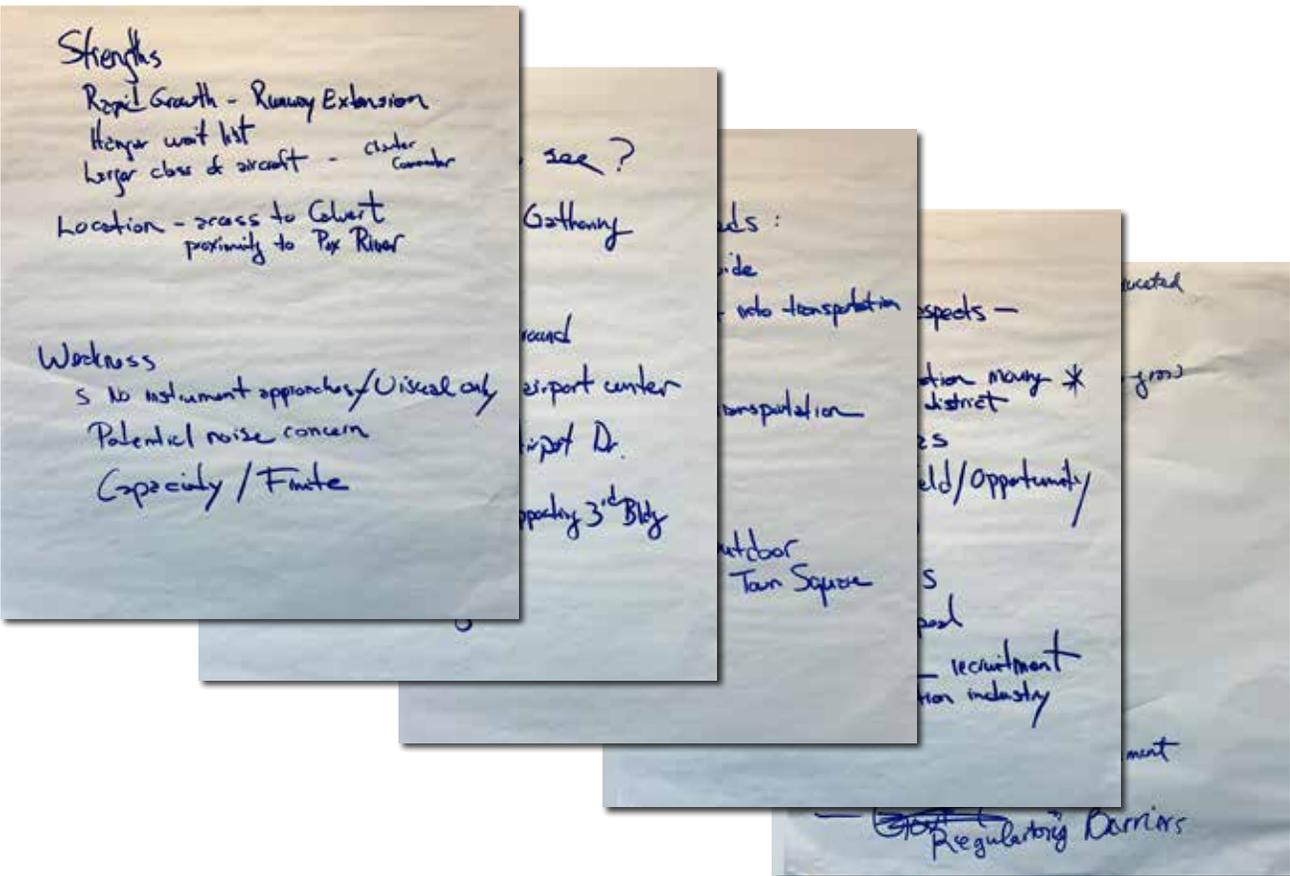
Existing conditions were analyzed and relevant policy documents were reviewed to identify strengths, weaknesses, opportunities, and threats. Graphic representations of important elements and discoveries were created as necessary.

Two days of stakeholder interviews were conducted with County staff, elected officials, representatives of anchor institutions and existing innovation assets, local businesses, developers, property owners, and residents. This was followed by a public community meeting where participants were invited to share their ideas, hopes, fears, and advice.

New insights and ideas were coordinated with previous analysis and a series of plan alternative were developed. Working with the County, plan alternatives were refined and core elements of the plan were developed. A collaborative on-site working session with key stakeholders offered an in-depth review of the options and preliminary master plan ideas. The feedback generated at the on-site work session, shaped the revised plan and presentation.

The revised framework diagram and key recommendations of the Master Plan were presented at a second public meeting. Community members were invited to discuss the plan in detail, ask questions, and offer their ideas at an interactive open house following the presentation. This final Master Plan report represents a collaborative process that captures the vision of the of St. Mary's County leaders and residents and serves as a guide for future development of the Innovation District.





## Strengths, Weaknesses, Opportunities, and Threats

<p><b>S</b> Strengths</p> <ul style="list-style-type: none"> <li>› PAX</li> <li>› St. Mary's County Airport</li> <li>› Runway Expansion</li> <li>› UMD and USM</li> <li>› TechPort</li> <li>› IMPAX</li> <li>› Flight School</li> <li>› Existing Aero-tech and Aviation Businesses</li> <li>› Existing Business, Industrial, Office, and Technology Parks</li> <li>› Available Land, Room to Grow</li> </ul>	<p>Opportunities <b>O</b></p> <ul style="list-style-type: none"> <li>› Innovation District that Facilitates Interaction</li> <li>› Economic Expansion and Diversity</li> <li>› Jobs</li> <li>› Create Expanded USM Campus</li> <li>› Attract and Retain Younger Residents</li> <li>› Improve Quality of Life</li> <li>› Affordable Housing</li> <li>› Improve Transportation</li> <li>› Destination for Non-Tech Community</li> <li>› Commuter Service to DC</li> <li>› Wildewood Shopping Center Redevelopment</li> </ul>
<p><b>W</b> Weaknesses</p> <ul style="list-style-type: none"> <li>› Lacking Cohesive Vision, Identity, and Guiding Master Plan</li> <li>› No On-site Amenities</li> <li>› Limited Food and Services</li> <li>› No Sidewalks</li> <li>› Need More, Larger Hangars with Airport Access</li> <li>› Traffic</li> <li>› Limited Access/ Isolation of Airport</li> <li>› Zoning Barriers to Implementation</li> </ul>	<p>Threats <b>T</b></p> <ul style="list-style-type: none"> <li>› Conflict with Airport, Noise and Safety Issues</li> <li>› Sprawl and Unplanned Urbanization</li> <li>› Lose the Rural Charm of St. Mary's County</li> <li>› Increasing Traffic Problems</li> <li>› MD 235-Three Notch Road Traffic Problems</li> <li>› Need to Maintain Unhindered Airport Operations</li> <li>› Challenged to Attract and Retain Young Professionals</li> <li>› BRAC, Loss of Federal Investment (Unlikely, but possible)</li> </ul>

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## EXISTING AND PLANNED INNOVATION ASSETS

The area surrounding St. Mary's County Regional Airport already enjoys several assets that contribute to the Innovation District. The largest anchor and economic engine for St. Mary's County is Naval Air Station Patuxent River (PAX), drawing major firms and contractors with approximately \$40BB a year in spending. At the same time, there are many smaller companies and start-ups that have formed to fill the gaps in innovation, testing, and prototyping capabilities. Coupled with research institutions like the University System of Maryland and University of Maryland, non-military and commercial product development is occurring, too. These key anchors are responsible for the existing clustering of firms in aviation, technology, and autonomous systems.

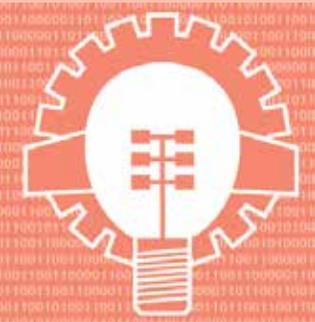
This clustering of aviation technology firms, academic research, and testing activity at the St. Mary's Regional Airport presents a unique opportunity to strengthen and diversify the local economy, expand educational and employment opportunities, and create a world-class research and innovation center.

While there are many existing innovation-focused businesses and research institutions, there are few supporting services and connectors. The site is lacking important neighborhood-building amenities and a physical form that promotes intentional and serendipitous interaction. Retail and entertainment amenities in the surrounding region remain largely unconnected from the site. And while there is housing to the south of

the site, it is disconnected and doesn't provide the wider variety of housing types needed to attract and serve a diverse range of people.

An overview of the existing innovation assets and ecosystem follows.

Existing and Planned Assets
Naval Air Station Patuxent River
St. Mary's County Regional Airport
Three Notch Trail (Planned)
University System of Maryland at Southern Maryland & Expansion
University of Maryland UAS Test Site
TechPort
IMPAX
On-site Aerotech Firms
Business Park
Industrial Park

 Economic Assets	 Physical Assets	 Networking Assets
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## SITE ANALYSIS

### Regional and County Context

St. Mary's County is in rural Southern Maryland, surrounded by water on three sides, where the Patuxent and Potomac Rivers flow into Chesapeake Bay. Many of the roads remain rural in character, with a few major State roads that connect to the north and west.

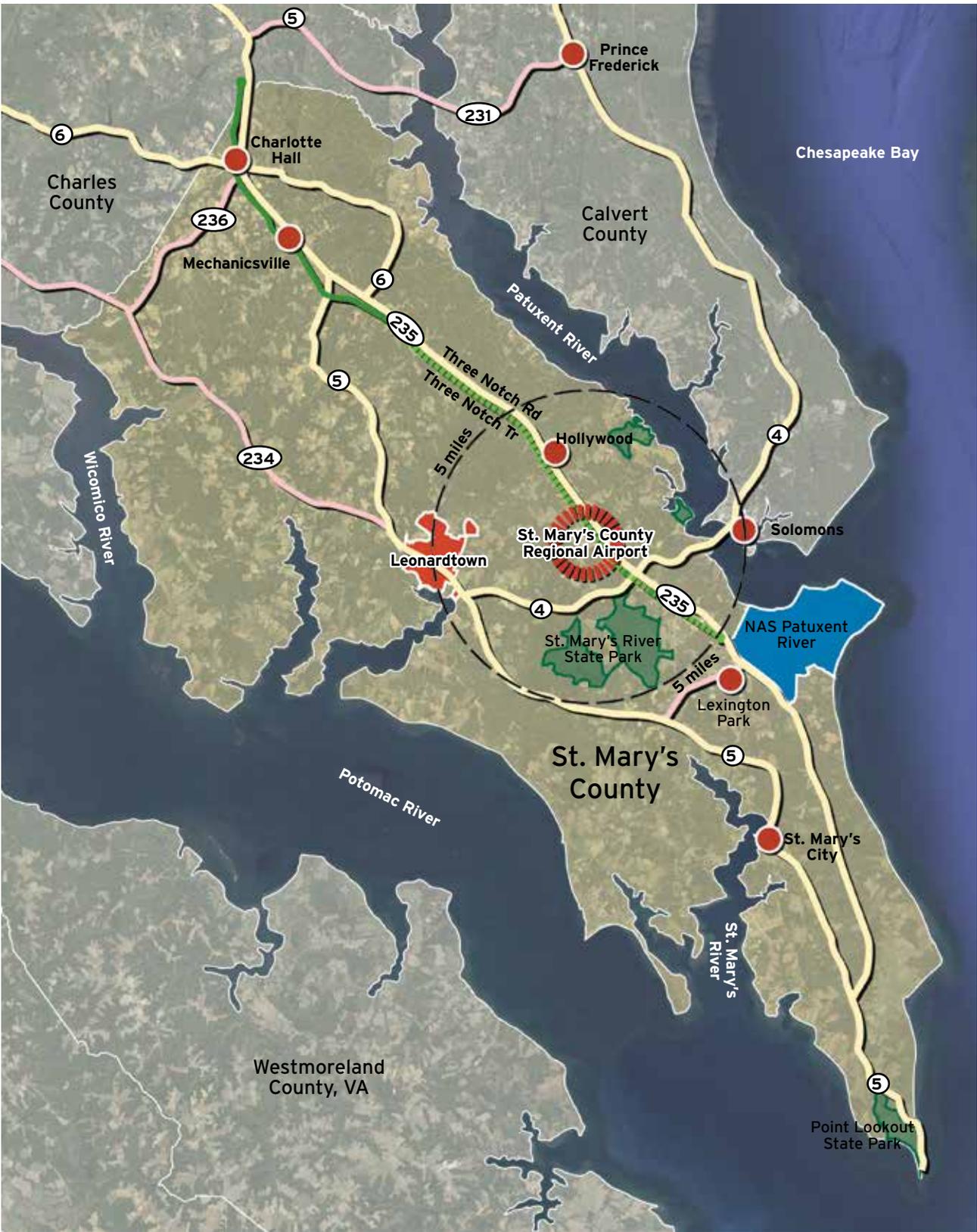
St. Mary's County Regional Airport is centrally located in the county, near the intersection of MD 235 and MD 4. It is approximately 50 miles outside Washington DC and just five miles from Leonardtown, Lexington Park, and Naval Air Station (NAS) Patuxent River.



Region

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County Context

Not to Scale 

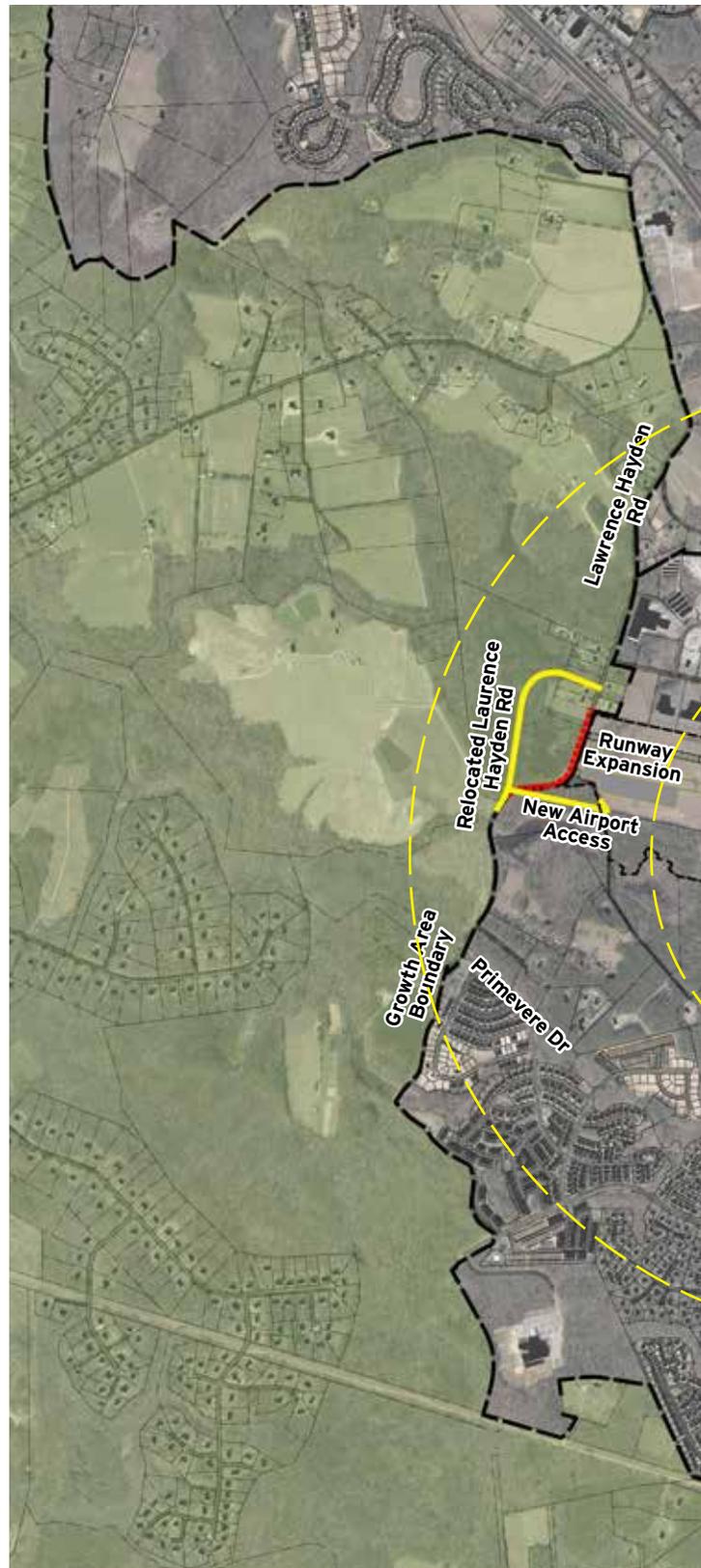
## Site Context

Even though it abuts MD 235–Three Notch Rd, the St. Mary’s County Regional Airport is relatively hidden. Despite this, it is the site of several existing assets and institutions in addition the Airport itself. They include the following:

- › TechPort (the County’s business incubator)
- › University of Maryland Unmanned Aerial System Test Site
- › University System of Maryland at Southern Maryland
- › IMPAX (a partnership between NAWCAD and Georgia Tech Research Institute to facilitate and accelerate technology transfer)
- › A variety of specialized aviation and aero-technology companies.

The Airport has plans to extend the runway to 5200’, which will expand the types and sizes of aircraft which can use the facilities and, as a result, expand the services provided. A planned Airport Rd extension will intersect with a reconfigured Lawrence Hayden Rd and provide connectivity between the north and south sides of the airport.

The Airport is adjacent to Wildewood Professional and Technology Park that provides office space, St. Mary’s Business and Industrial Park that provides office and light industrial space, the Wildewood neighborhood that provides mostly single-family residential, and several old and new shopping centers. The western edge is adjacent to the Development District growth boundary and Rural Preservation District.



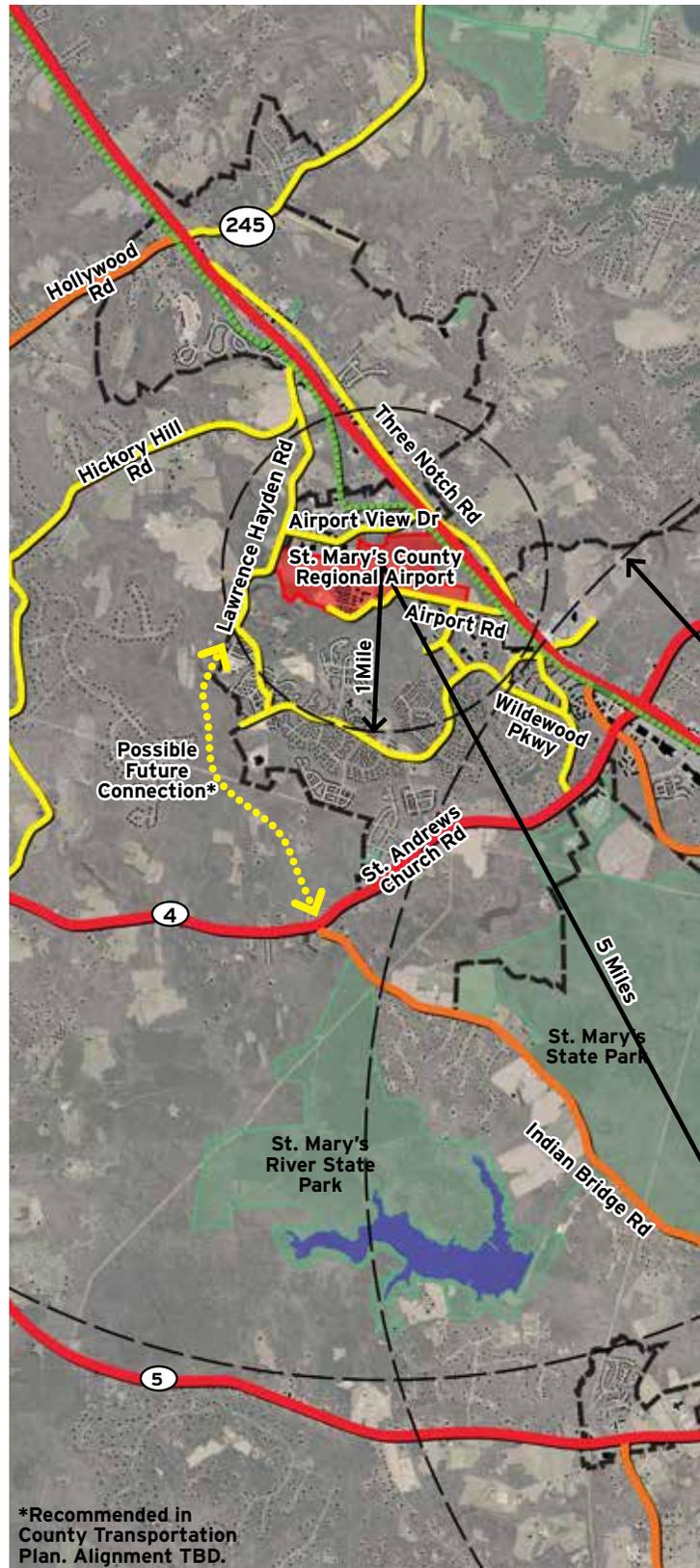
Site Context



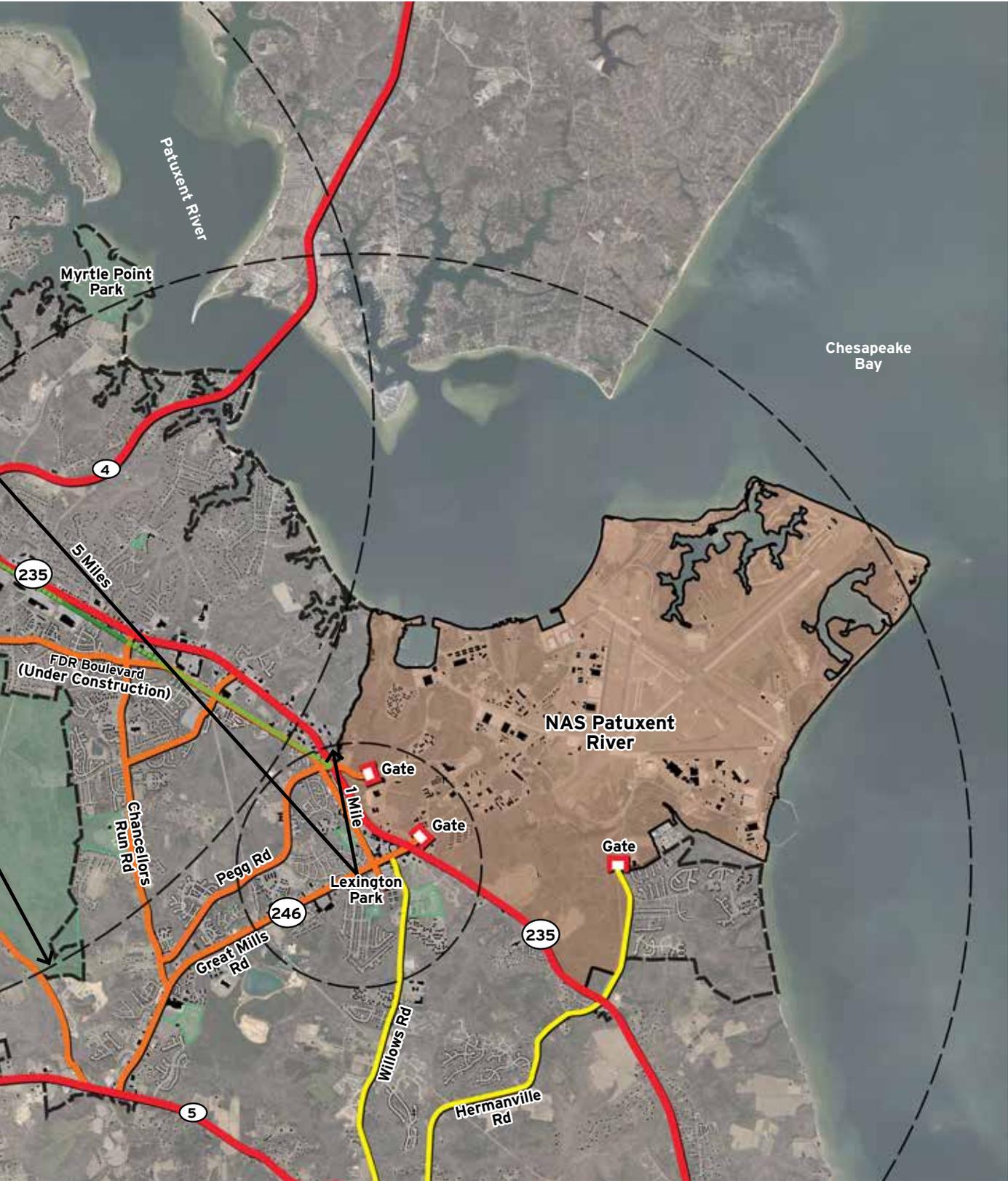
### Surrounding Transportation Context

The airport is generally isolated from the surrounding area, only accessible via Airport Rd. Airport Rd has an intersection with MD 235–Three Notch Rd and connects to Wildewood Pkwy via Cottonwood Pkwy and Smoke Hill Rd. It is also physically disconnected from the Industrial Park to the north of the airport.

Future projects are expected to improve regional connectivity. The site is adjacent to a section of Three Notch Trail (separated recreational path), which is under planning and design, and will eventually stretch 28 miles from Hughesville all the way to Lexington Park and NAS Patuxent River. There are plans to extend Airport Rd west to Lawrence Hayden Rd that will provide connectivity between the north and south sides of the airport. Additionally, a future cross-county connector has been identified in the transportation plan that will extend Lawrence Hayden Rd south connecting with Indian Bridge Rd at the intersection of MD 4–St. Andrews Church Rd. The final alignment for this road has not yet been determined.



Surrounding Transportation Context







# Recommendations

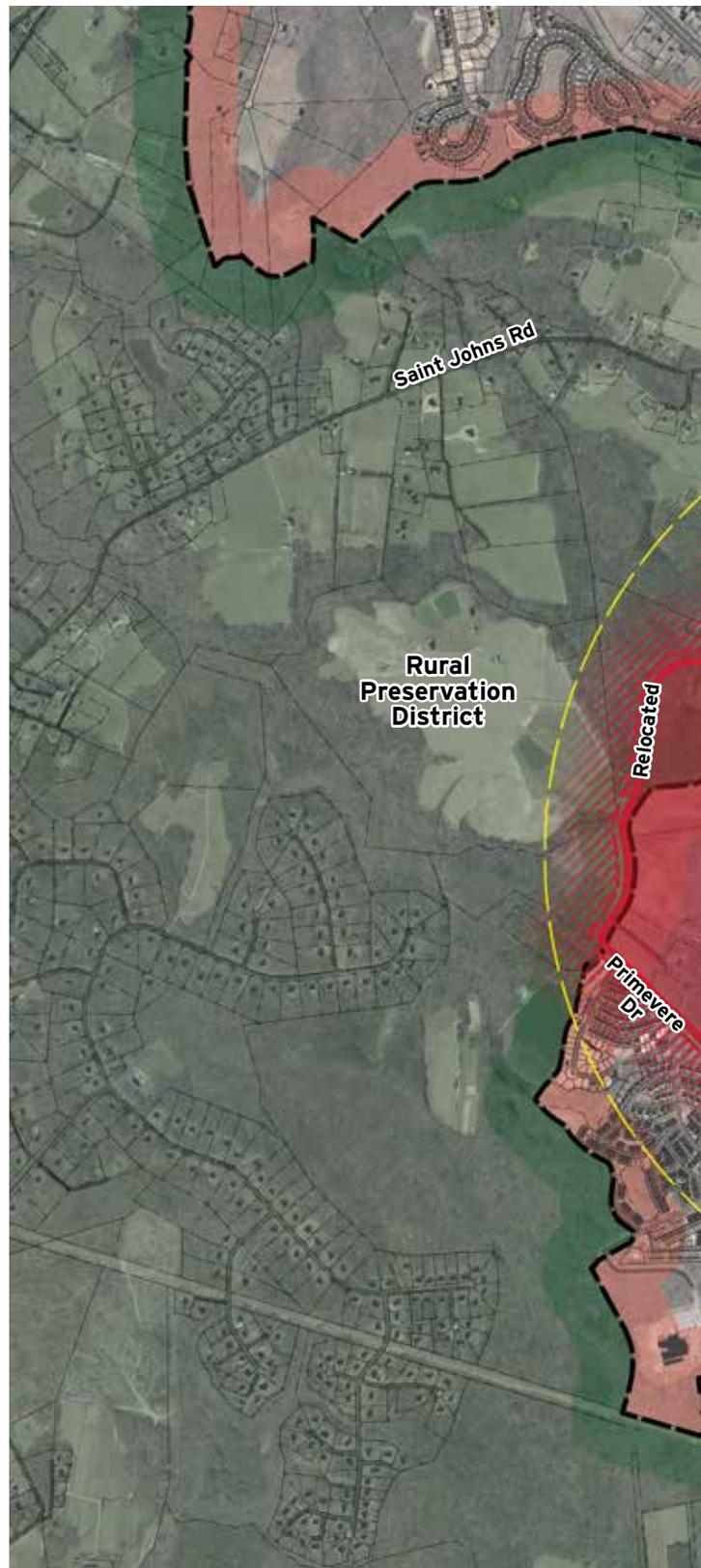
## DISTRICT BOUNDARIES

A series of alternate boundaries were studied and elements of each option were reviewed against the best practices of creating a successful Innovation Ecosystem. The proposed boundary of the Innovation District is illustrated here.

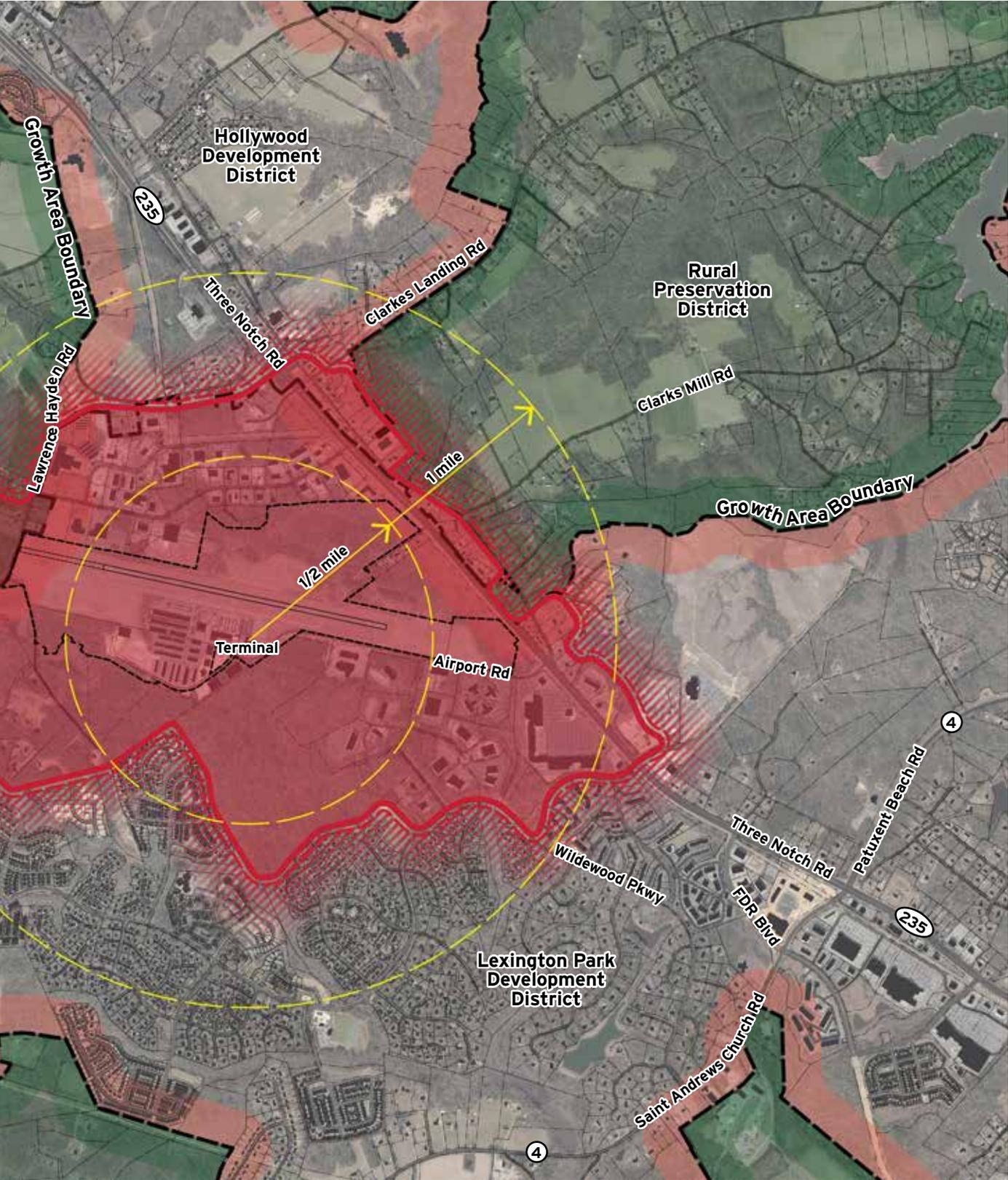
The proposed boundary supports the following objectives of the Innovation District:

- › Gives the Innovation District prominence on MD 235–Three Notch Road with a unified streetscape and identity.
- › Incorporates enough adjacent property for necessary new development and amenities.
- › A relatively small boundary reinforces the place-based, unique identity of the District and maintains its focus on aviation-centered innovation.
- › The compact size is easily traversed with a multi-modal network of sidewalks, trails, bicycles, electric personal transit, and the possibility of an autonomous shuttle route.
- › Compact and connected development creates the proximity effect of knowledge spillover and synergistic innovation.

However, businesses and residents that are outside the boundary will still benefit from adjacency to the Innovation District. The increase in educational and economic activity, improved amenities, and new transportation network support and enhance quality-of-life for the immediate area and entire region.



Proposed Innovation District Boundary



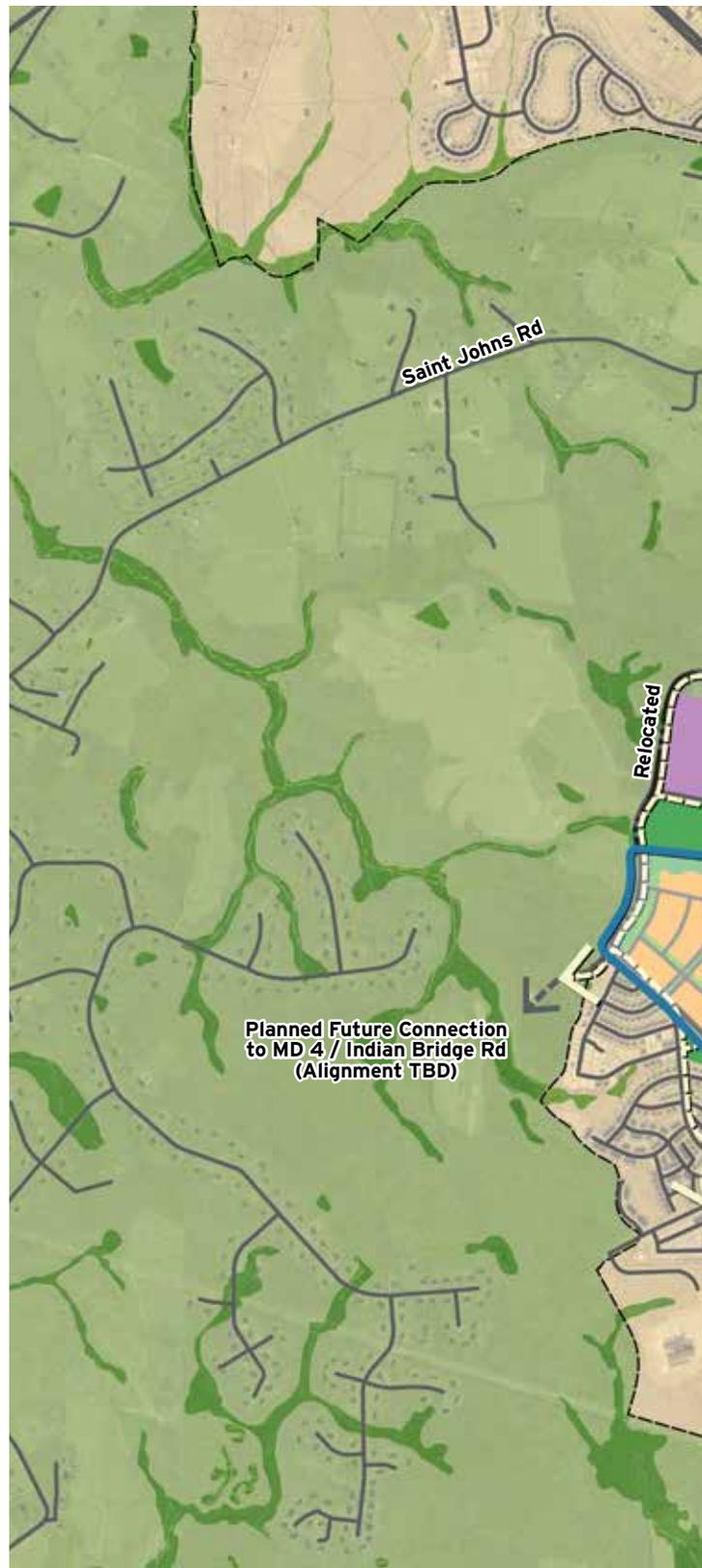
## INNOVATION ECOSYSTEM FRAMEWORK

Building on existing strengths and assets, the St. Mary's County Innovation District Master Plan identifies key sub-districts and proposes a series of recommendations to the physical framework necessary to grow a thriving Innovation Ecosystem.

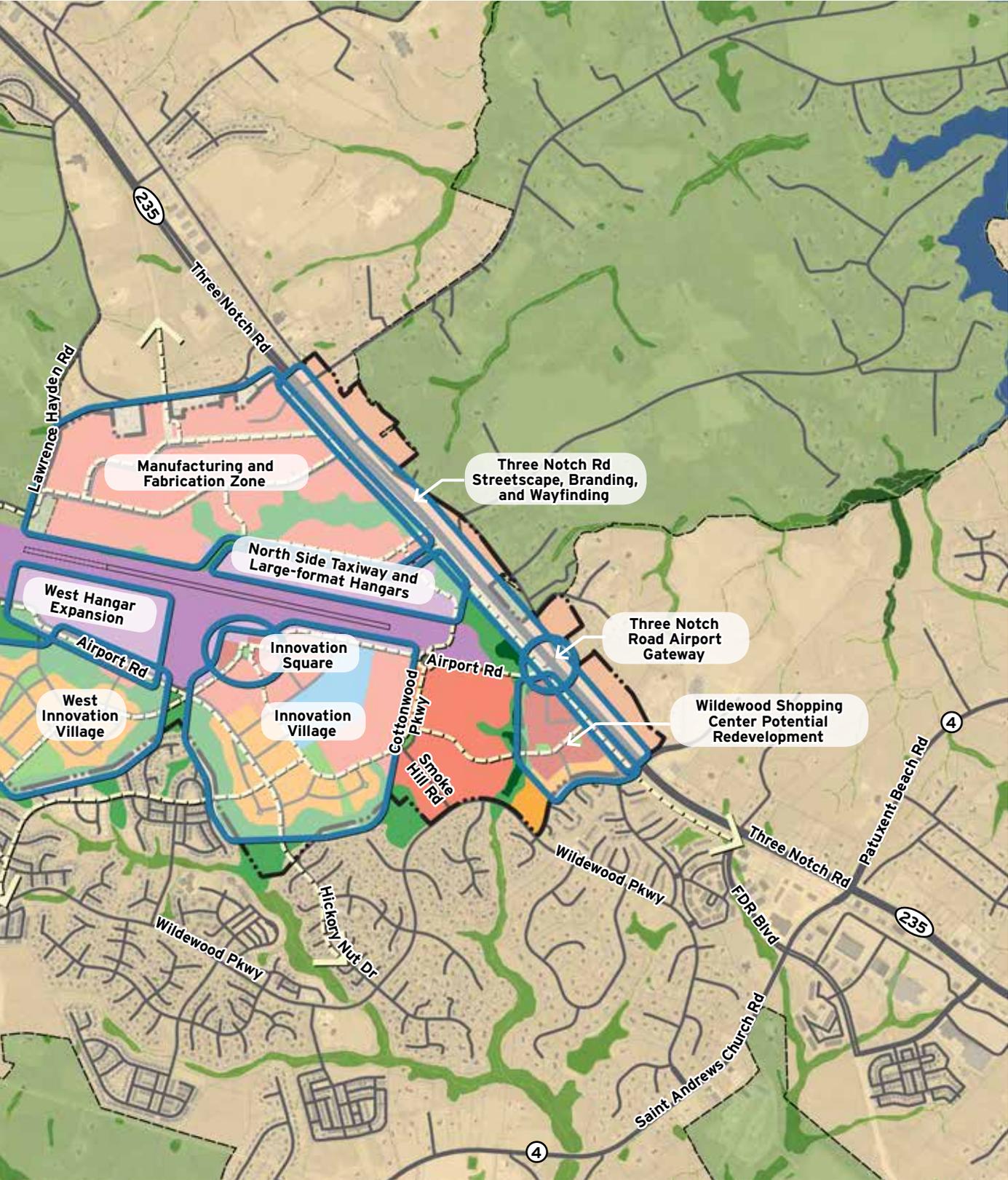
The District establishes a shared vision, comprising a series of interconnected Villages and Anchors joined together by transportation and information networks. The Innovation District will be a place to Innovate, Make, Work, Teach, Learn, Live, and Relax.

The District identifies the necessity of a mix of uses, services, and amenities to create a successful destination, including higher density residential, new hangar space, open space, retail, restaurants, manufacturing and fabrication space, incubator space, education and research space, and an expanded airport.

Equally important, the plan proposes new internal connections that make traveling around the site easier and proposes making new external connections to improve access and to integrate with the surrounding property.



Innovation District Framework Plan

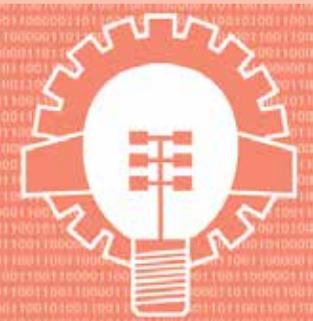


## NEW KEY ELEMENTS

Elements of the St. Mary’s County Innovation District Master Plan are listed on this page and are keyed to specific Innovation Asset categories that they will provide and/or enhance.

Specific recommendations and considerations for each of the listed elements will be discussed on the following pages.

Master Plan New Key Elements	
1	North Side Taxiway and Hangar Expansion
2	Innovation Square
3	West Hangar Expansion
4	Three Notch Road Airport Gateway
5	Three Notch Road Streetscape and Innovation District Branding & Wayfinding Strategy
6	Innovation Village
7	Wildewood Shopping Center Redevelopment Potential
8	West Innovation Village
9	Manufacturing and Fabrication Zone
10	Transportation and Mobility Network
11	Programmatic and Management Activities

 Economic Assets	 Physical Assets	 Networking Assets
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## ILLUSTRATIVE PLAN & KEY

This plan represents the proposed framework and illustrative vision for the Innovation District. It illustrates recommendations on design and form for the key elements and assets of the Innovation District plan. However, these illustrative drawings do not necessarily represent the final physical configuration or development program. The illustrative plan should not be interpreted as placing specific requirements or prohibitions on individual properties; it is expected that private property owners within the District will develop their own market-based program and layout that supports and achieves the Master Plan vision and framework. Further study on specific technical elements is required, and coordination of appropriate changes to Land Use, Zoning, and other regulatory issues will be necessary. The following pages identify and describe specific recommendations for each area in more detail.

### Potential General Uses

	Existing Airport & Hangar
	Proposed Airport & Hangar
	Existing Commercial, Office & Flex
	Proposed Commercial, Office & Flex
	Existing Education
	Proposed Education Expansion
	Retail
	Multifamily Residential
	Medium-High Density Residential (Townhouse, Semi-Detached)
	Medium-Density Residential (Semi-Detached, Single-Family)



Illustrative Plan of the Innovation District Core Area



## SPECIFIC RECOMMENDATIONS

### North Side Taxiway and Hangar Expansion

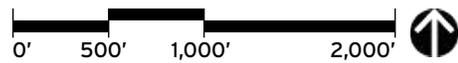
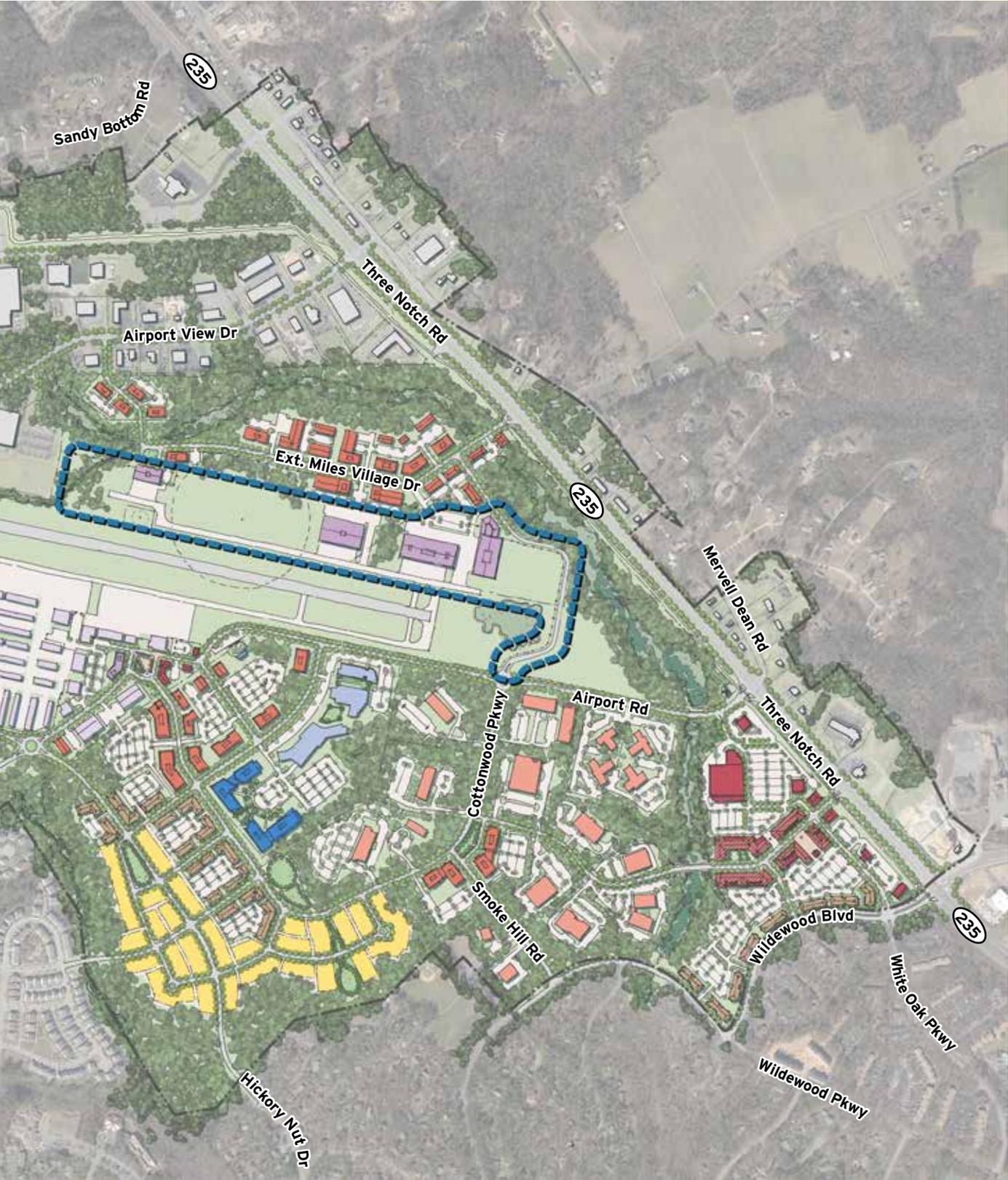


To facilitate current and future demand, there is a desire for more hangar space – especially large hangar space – with direct taxi access to the runway. Adding an additional taxiway on the north side of the airport should be pursued. Feasibility studies for building the taxiway will need to be performed, as well as investigating possible conflicts with airport operations. Moving the existing AWOS is a possible consideration.

The north side of the airport and the St. Mary’s Business and Industrial Park is currently disconnected from activity surrounding the terminal and the Wildewood Professional and Technology Park. A new road network connecting Miles Village Dr to Airport View Rd is recommended to allow access to the north side of the airport. Additionally, a north-south connection to the east of the runway is proposed to create connectivity between the north and south sides of the airport. The alignment will need to be studied, including alternative options that do not impact existing residential properties. These recommendations link the north and south sides of the Airport, and increase transportation options integral to supporting the Innovation District and creating a cohesive place.



Key Plan





Large Hangars, New Taxiway, and north-south Road Connection



Alternate road alignment that does not impact existing residential houses.





Companies have expressed a need for larger hangar space at St. Mary's County Regional Airport

### Potential General Uses

Existing Airport & Hangar
Proposed Airport & Hangar
Existing Commercial, Office & Flex
Proposed Commercial, Office & Flex

## Innovation Square



Innovation Square is envisioned to be the heart, central gathering place, and “front door” of the Innovation District



that will connect the wide variety of people who pass through each day. It is an immediately identifiable place that puts the Innovation



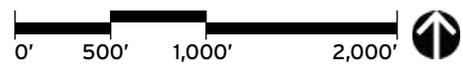
District on the map, while offering opportunities for relaxation, play, special events, learning, teaching, and the productive collisions of chance encounters.

Designed to be the literal and symbolic crossroads of the airport, it is the intersection of aviation, education, businesses, start-ups, students, residents, and visitors alike – combining the assets and people of the Innovation District, St. Mary’s County, Southern Maryland, and beyond.

A description of the specific aspects of Innovation Square follows.



Key Plan





View of activities in and surrounding Innovation Square





Innovation Square Plan



Potential General Uses

	Existing Airport & Hangar
	Proposed Airport & Hangar
	Existing Commercial, Office & Flex
	Proposed Commercial, Office & Flex



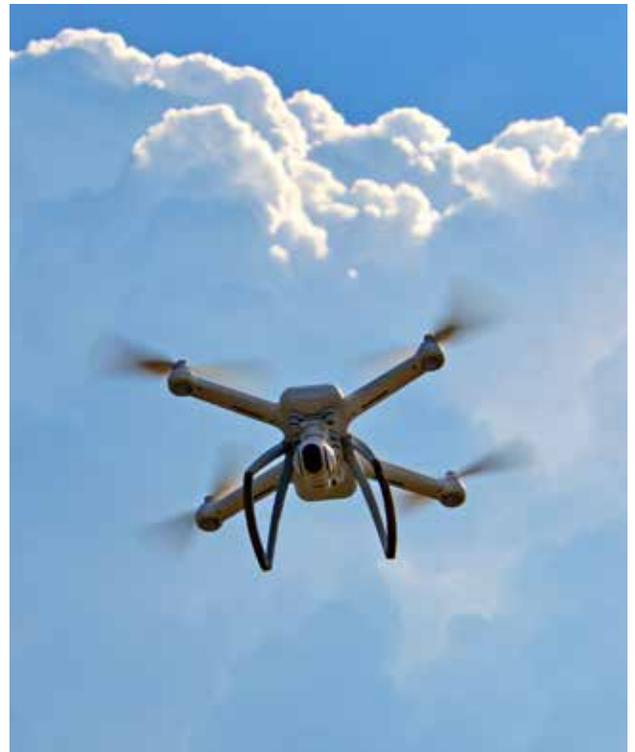
### Observation Area

An observation area is proposed for people to watch planes and the runway. The hillside behind the existing small parking lot takes advantage of topography to give more people an unobstructed view. Additionally, building into the hill allows the space to function as a small amphitheater, able to be used for on-site gatherings or educational groups.



### Museum & Conference Space

A museum and exhibition hall that highlights the history of the Airport, Innovation District, and showcases innovative technologies developed on-site should be created. Introducing children and young adults to exciting new possibilities for the future can help prepare the next generation of innovators, makers, engineers, and skilled workers that are needed to ensure the success of the Innovation District and St. Mary's County. Co-locating additional space for meetings and conferences in the building allows it to be occupied and contribute to the success of the Innovation District year-round.



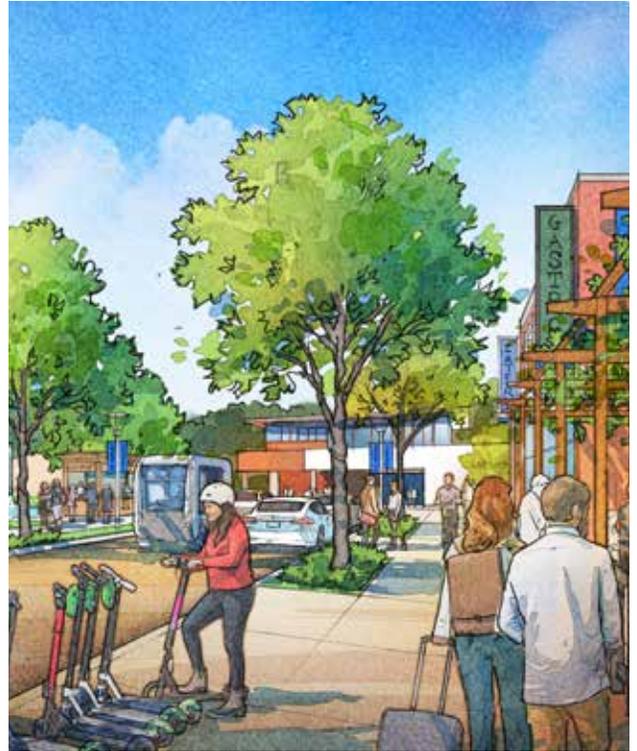
**Dining**

Providing on-site food and drink options for workers, residents, and pilots is an important amenity that is currently missing. In addition to cafés and quick options, a destination specialty restaurant should be targeted as well. A local brewpub or farm-to-table restaurant drawing on St. Mary's heritage of agriculture and aquaculture would serve as a special destination, capable of drawing patrons from the larger region, too.



### Innovation Square

The Square is envisioned as a flexible and programmable space, providing a variety of active and passive experiences. High-speed wireless networking should be ubiquitous in the Innovation District and all public gathering areas. Movable furniture provides a comfortable place to sit, eat, work on your computer, or quickly have ad-hoc meetings. Grassy lawns, shade trees, and comfortable seating along with hardscape plazas and water features work together to create an environment that encourages people to interact with others. Programming and special events are recommended to keep the Square busy and activated throughout the day and on weekends, drawing visitors and District residents alike.



Walkable, urban streetscape



A variety of green and paved surfaces for people to gather.



Programming and group activities activate the space mornings and weekends.



Movable seating provides flexibility for outdoor work or rest.

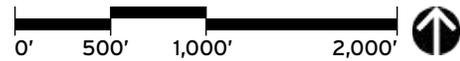
### West Hangar Expansion



The current airport plan calls for an extension of the runway, providing additional hangar space, and extending Airport Rd west to a reconfigured Lawrence Hayden Rd. The Master Plan echoes these expansion plans but makes the following additional and/or clarifying recommendations. To maximize the land area available for more and larger hangars, it is recommended that Extended Airport Rd be constructed as close as practicable to the south airport property line. To provide additional parking for users of the western expansion, it is recommended that Airport road be built with on-street parking and with appropriate sidewalks and bicycle/light-transit facilities.



Key Plan





Western Hangar and Airport Rd Extension





Potential General Uses

	Existing Airport & Hangar
	Proposed Airport & Hangar
	Existing Commercial, Office & Flex
	Proposed Commercial, Office & Flex
	Retail
	Medium-High Density Residential (Townhouse, Semi-Detached)
	Medium-Density Residential (Semi-Detached, Single-Family)

### Three Notch Road Airport Gateway



To increase visibility and create a memorable arrival to the Airport and Innovation District, the intersection of Airport Dr and MD 235– Three Notch Road should be enhanced. A symbolic marker or prominent monument signage, which could include an airplane or unmanned aerial vehicle, should be created.

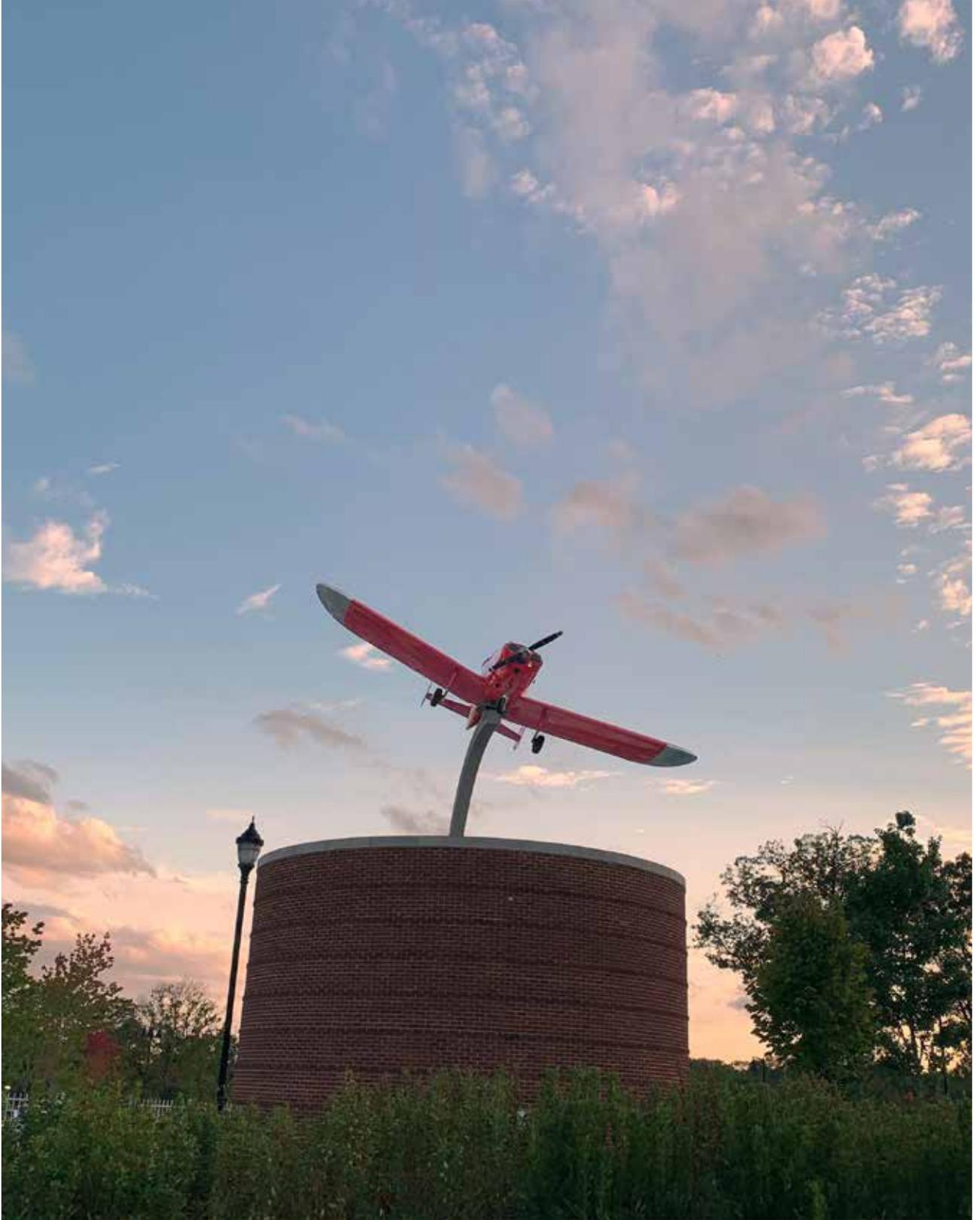
Design improvements to the intersection to increase bicycle and pedestrian safety should be studied.

This is also a connection point to Three Notch Trail, which will ultimately connect from Hughesville all the way to Lexington Park and PAX. This significant recreational and commuter trail should be integrated into the Innovation District. Since this intersection also coincides with the headwaters of the St. Mary’s River, it is recommended that Three Notch Trail be designed with a boardwalk section here that integrates interpretive elements of the ecological system.



Key Plan

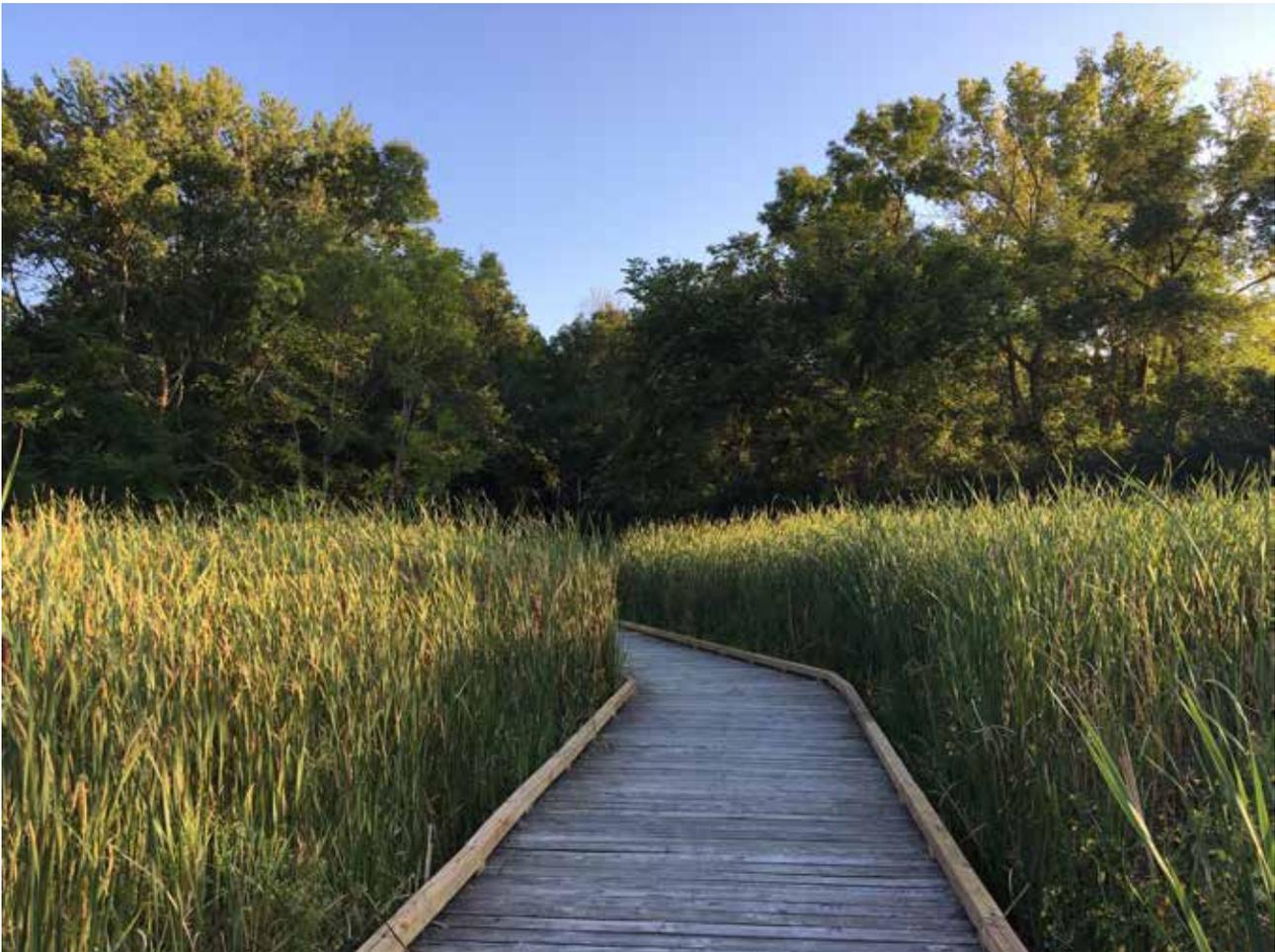




Example of Thematic Gateway Monument



Illustrative Plan



Integrating Three Notch Trail with Wetlands and Ecology Education

### Three Notch Road Streetscape, Branding & Wayfinding Strategy



Three Notch Rd is the most visible face of the Innovation District but there is little there today that communicates to the thousands driving by every day that a high-tech hub exists here. Whether arriving at the Innovation District or only passing by, the Innovation District should be easily recognizable. The streetscape, trails, and crosswalks that are within the Innovation District should be improved and enhanced.

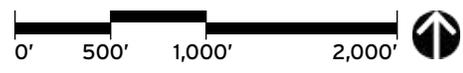
To reinforce the identity, promote branding and advertising, and improve navigation, a comprehensive signage and wayfinding strategy should be developed for the Innovation District. This should include street signs, street furniture, lampposts, banners, monument signs, and directional signs to major destinations within the District.

#### Legend

-  Three Notch Road Streetscape Improvement
-  Innovation District Unified Branding (street lights, furniture, signage, etc.)



Key Plan





Streetscape design in the Innovation District should be unified with matching signage and furniture



Unified signage and Wayfinding should be developed for buildings, trails, and destinations

### Innovation Village



Anchored by Innovation Square, the Airport, the UMD UAS Test Site, TechPort, the University System of



Maryland, IMPAX, the Wildewood Professional & Technology Park, and surrounding residential communities,

the Innovation Village is perfectly located to connect them all. It should be designed and developed with interconnected streets that support walking, biking, and other forms of light individual transit, such as electric scooters and bikes. Private development should be coordinated with any expansion plans of the University System of Maryland to create an integrated research and innovation hub.

Commercial uses, such as professional services, offices, research labs, a hotel, and complementary light-industrial uses are appropriate. A gym, or other indoor recreation space should be considered in addition to outdoor parks. A variety of housing types with diverse price points should be incorporated. Connections to the surrounding residential neighborhoods are also recommended.

The ultimate development program will depend on many factors, but the Innovation Village should provide the physical, economic, and neighborhood-building assets necessary for a thriving Innovation Ecosystem.

### Innovation Park

A new central park provides passive and active outdoor recreation, community gathering space, and potential to host events such as concerts, movies on the green, outdoor classrooms, and public displays.

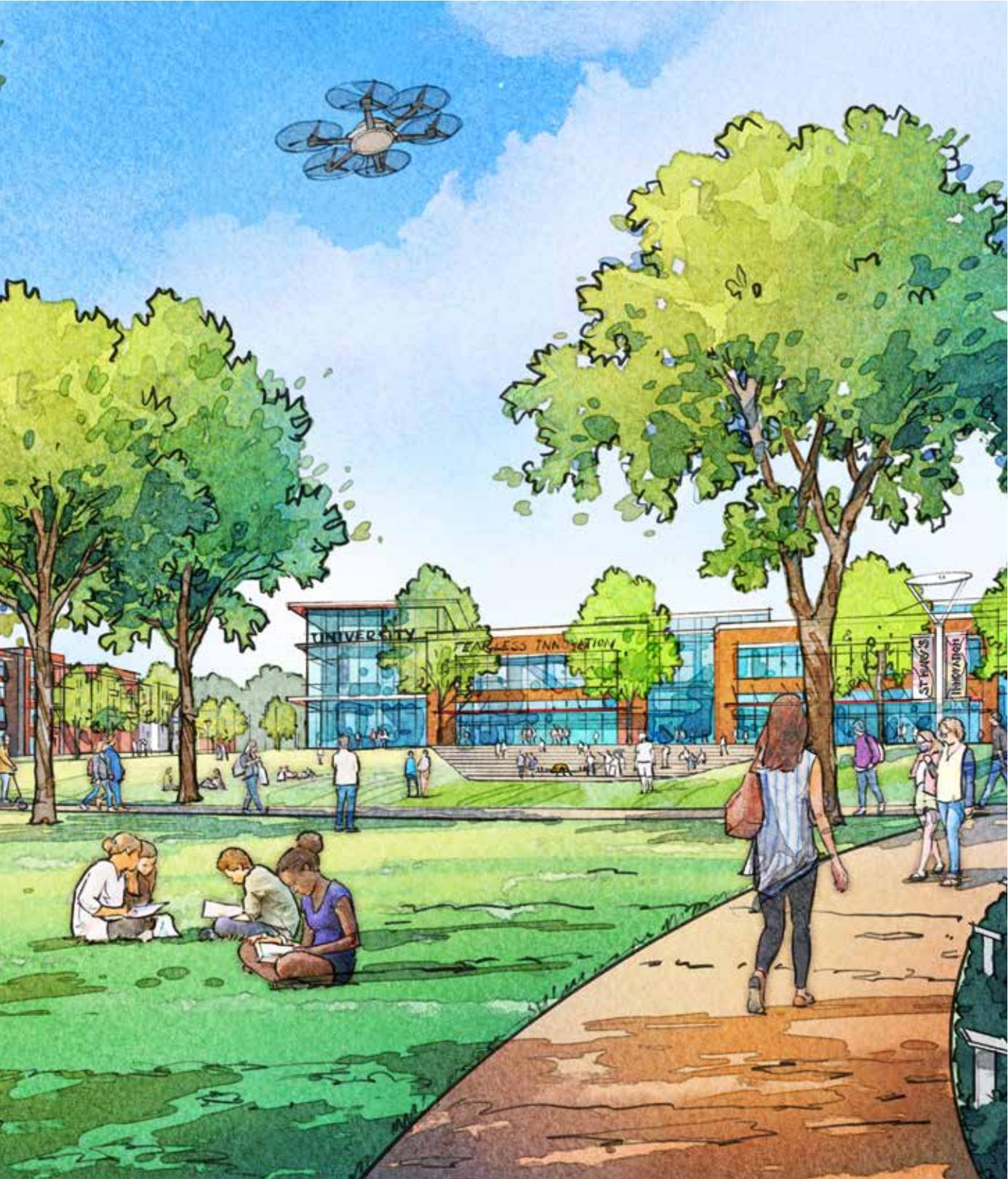


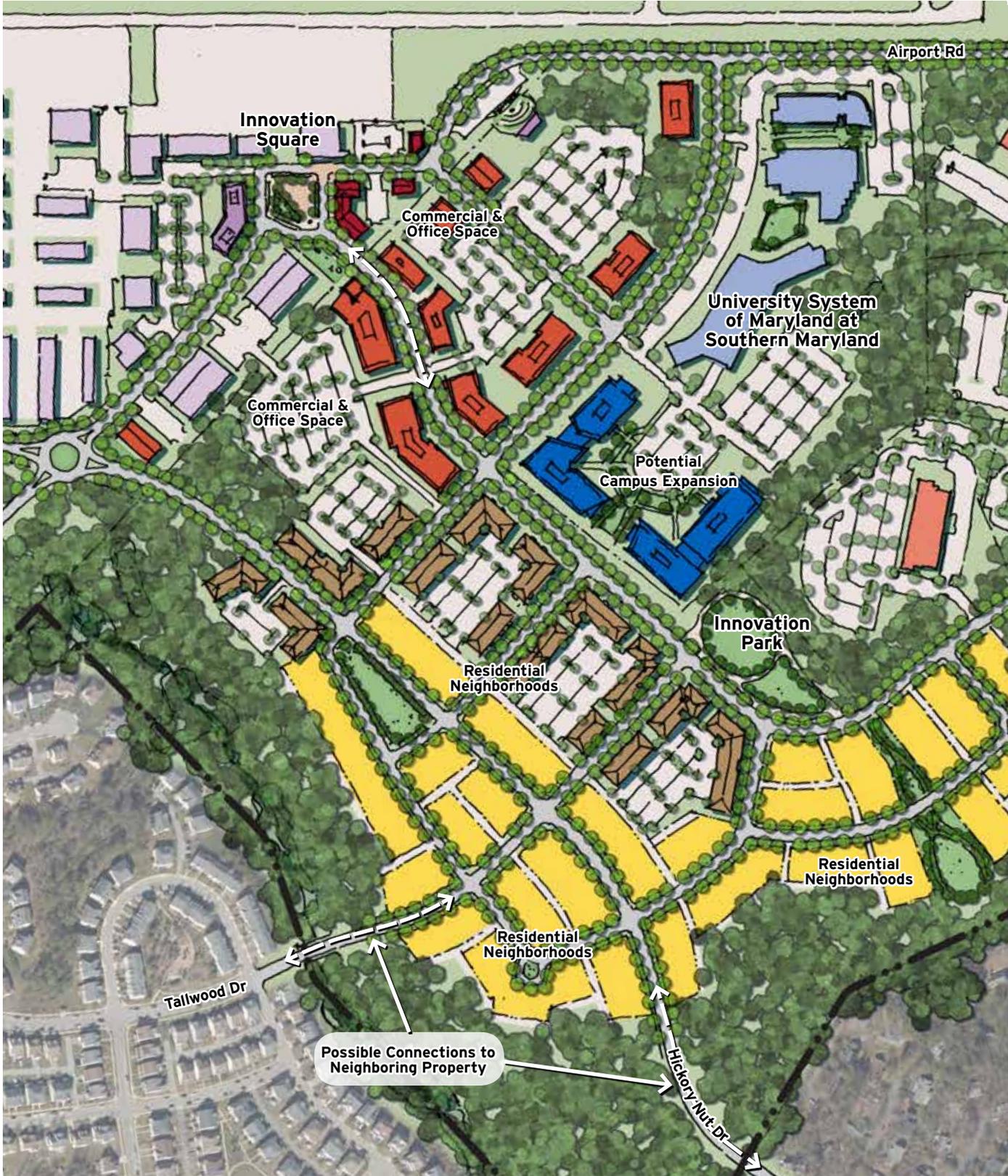
Key Plan





View of Innovation Park





Key Plan



Potential General Uses

	Existing Airport & Hangar
	Proposed Airport & Hangar
	Existing Commercial, Office & Flex
	Proposed Commercial, Office & Flex
	Existing Education
	Proposed Education Expansion
	Retail
	Multifamily Residential
	Medium-High Density Residential (Townhouse, Semi-Detached)
	Medium-Density Residential (Semi-Detached, Single-Family)



The Innovation Village should provide a mix of commercial uses, such as offices, flex buildings, hotels, gyms, and professional services.



Future Campus expansion should be integrated into the Innovation Village. Professors, Researchers, and Students may want to live in the neighborhood.



Higher density housing integrated into the Innovation Village provides choice and affordability to a diverse population.



Residential neighborhoods featuring a variety of medium-density housing types (Semi-detached, Attached, and Multifamily) linked by parks and open space create a walkable district.

## Wildewood Shopping Center Potential Redevelopment



A successful innovation ecosystem needs integrated and accessible retail and services. Successful retail generally requires high visibility and traffic counts; trying to create a large new retail destination



in the center of the Innovation District is inadvisable. The Wildewood Shopping Center occupies an ideal location, but remains disconnected from the Airport and doesn't offer a full range of options. There are tenant vacancies, as well as the possibility of losing some of the "big-box" anchor tenants.

In addition, changing retail markets reflect new trends in design and consumer habits and desires. Redevelopment of the Wildewood Shopping Center is an opportunity to create something unique in the market that is a meaningful participant in the Innovation District and could create a distinct identity for the shopping center. This is also consistent with a county priority to revitalize strip shopping centers on MD 235, as outlined in the Lexington Park Development District Plan.



Key Plan





Existing Site Plan



Two possible redevelopment plans are illustrated, although many other options exist. Both scenarios use a phased approach that allows part, or all, of the existing shopping center to remain operational in early phases. Both scenarios also leave the north side of the shopping center unchanged at full build-out. This portion of the site has restrictions in the Airport Environs overlay that would preclude certain types and heights of development.

All scenarios recommend a new wetland crossing and connection to Pecan Ct. This very important connection creates an additional parallel path into the Innovation District, and enhances walkable, bikeable connections to the revitalized shopping center from Innovation Village.



Scenario 1: Phase 1



**Scenario 1**

Scenario 1 envisions a mixed-use Main Street with a retail plaza. The buildings are residential over retail, with parking lots located to the rear. Existing pad sites along 235 remain. This scenario leaves the existing department store and half the in-line retail operational in phase 1. The plan is designed to deliver a complete, contained plaza in phase 1, instantly creating a sense of place.

Future phases extend Main Street to the new wetland crossing. Additional multifamily development is recommended along the perimeter of Wildewood Boulevard and Parkway.



Scenario 1: Full Build-Out



Potential General Uses

	Retail
	Multifamily Residential
	Residential over Retail



Scenario 2: Phase 1



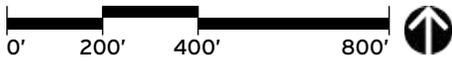
**Scenario 2**

Scenario 2 represents a phased redevelopment that targets the parking lots while leaving the entire shopping center operational. Existing surface lots would be replaced with parking structures, providing replacement parking for existing tenants and new parking for infill development. A mixed-use Main Street is built, with a plaza.

Future phases create a series of streets and smaller blocks, developed as the existing buildings are demolished over time. Multifamily housing is recommended along the perimeter of Wildewood Boulevard and Parkway.



Scenario 2: Full Build-Out



Potential General Uses

	Retail
	Multifamily Residential
	Residential over Retail

### West Innovation Village



The West Innovation Village is separated from the core of the Innovation District and Airport and abuts the Rural Preservation District and existing residential neighborhoods. Due to this location, it is recommended to be developed mainly as a residential community. Residential areas should be built in a walkable, traditional neighborhood pattern with a network of open spaces, streets, and trails that connect into neighboring properties and the Innovation Village. West Innovation Village should also provide space for additional active recreation amenities.

Potential commercial or airport-related development is possible along the extension of Airport Rd but may be constrained due to significant wetlands and forest conservation easements. A full survey and delineation will need to be carried out prior to development plans.



Key Plan



# Recommendations



West Innovation Village Illustrative Plan



Potential General Uses

	Existing Airport & Hangar
	Proposed Airport & Hangar
	Existing Commercial, Office & Flex
	Proposed Commercial, Office & Flex
	Existing Education
	Proposed Education Expansion
	Retail
	Multifamily Residential
	Medium-High Density Residential (Townhouse, Semi-Detached)
	Medium-Density Residential (Semi-Detached, Single-Family)





Neighborhoods should be planned and designed in a walkable pattern.



Higher-density housing frames open spaces in the neighborhood.



Possibility of Commercial and Light Industrial Buildings along Airport Rd



Recreation and Ball Fields provide active recreation opportunities

### Manufacturing and Fabrication Zone



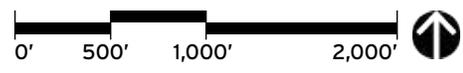
It is recommended that the existing Business & Industrial Park on the north side of the airport be fully integrated into the Innovation District. There are many industries and related businesses that directly support and participate in the Innovation District, but do not require airport proximity or runway access. Ensuring that space is provided for these important functions and incorporating them into the Innovation District is essential for a successful plan. The plan does not suggest that existing, successful non-technical businesses should be moved.

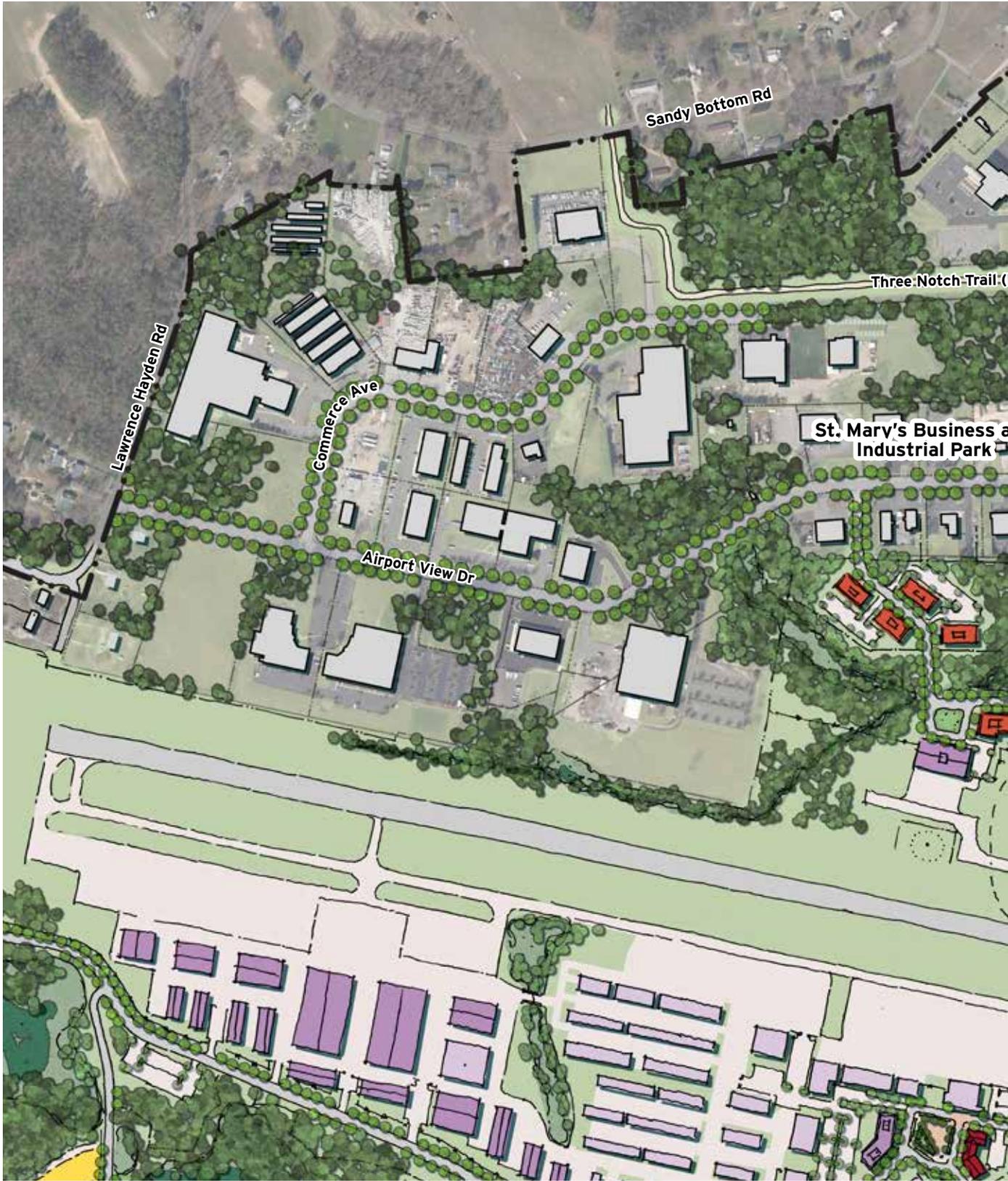


A network of streets, bicycle and micromobility lanes, and/or autonomous shuttles is recommended to ensure a successful integration.

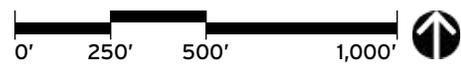
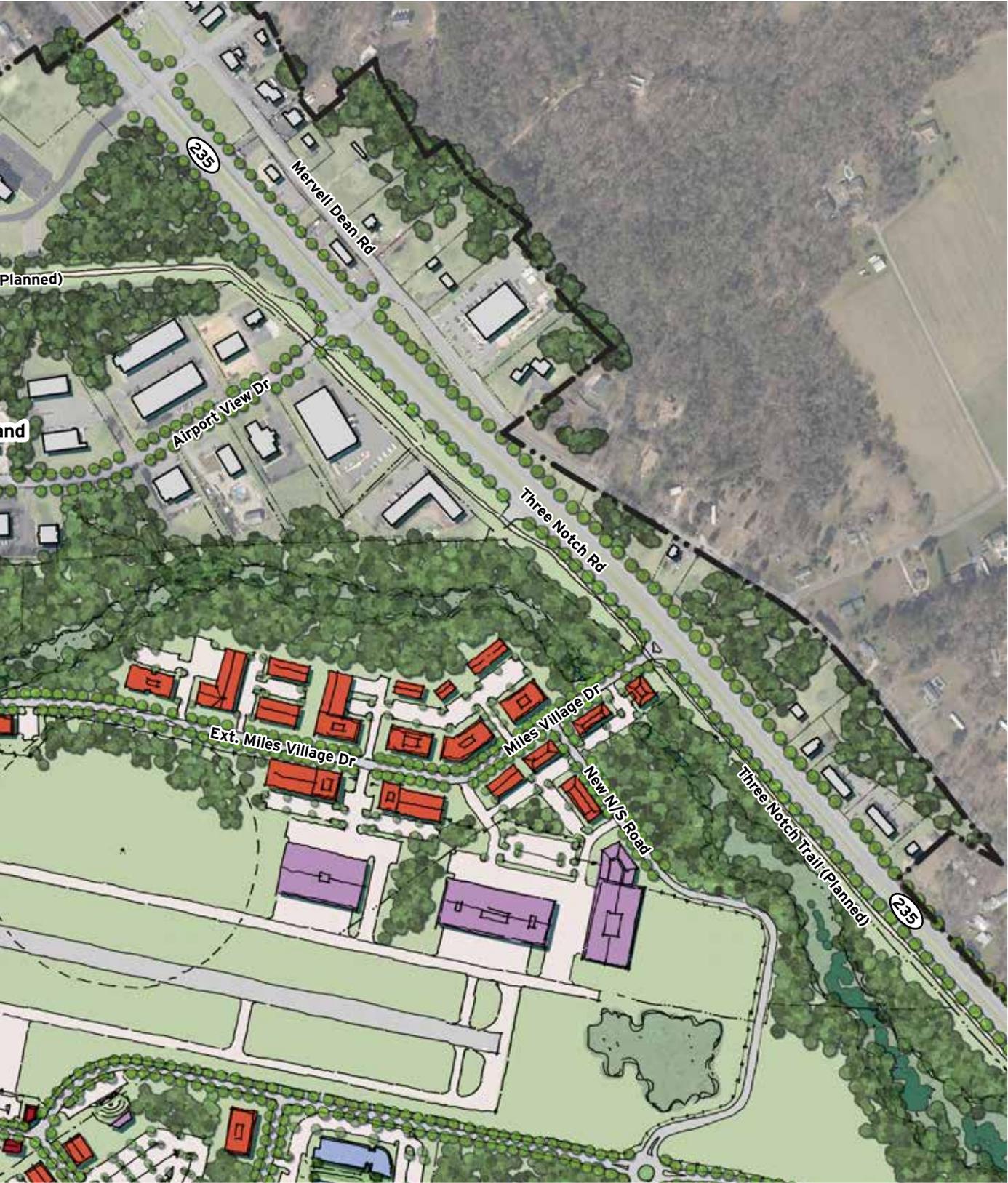


Key Plan





Manufacturing and Fabrication Zone Illustrative Plan



**Mobility Vision**



The mobility vision of the St. Mary's Innovation District is for anyone to be able to easily move from place to place throughout the district in short, five-minute trips—no matter how they choose to travel. Whether hopping on a circulator shuttle, riding a bicycle or scooter, or traveling in a car, a person should be able to fluidly access the district's neighborhoods and amenities. For example, a person could get from the district's shopping center to the airport terminal in a five-minute scooter trip, or from a nearby residential neighborhood to the Innovation District's commercial hangars in a five-minute shuttle ride.

To support this vision, the building blocks of the Innovation District are linked together through roads, trails, pathways, on-street lanes for bikes and other light individual transit, and autonomous shuttle connections. The Innovation District's Multimodal Transportation Network will knit together the

district's walkable activity centers and lead to opportunities for conversation and chance encounters between people mingling on sidewalks and outside buildings. It will provide efficient and sustainable access to the district's destinations, including the mixed-use main street, hangars and business incubator spaces, residential areas, and the St. Mary's Airport.

The Innovation District's transportation vision will be achieved by providing a network of multimodal streets and complimentary bicycle and pedestrian facilities. Together, these will allow people to efficiently reach destinations throughout the district and beyond.

The Multimodal Transportation Network will account for a variety of transportation means, including personal cars, autonomous shuttles, electric scooters, walking, and bicycling. Rather than aspiring to move cars through space quickly, which is a conventional transportation planning goal, the Innovation District's Multimodal Transportation Network's



primary goal is to provide people with the most convenient and direct mobility options for completing their trips and reaching their desired destinations. Moreover, the planned modes—including shuttles, scooters, bikes, and walking—will allow for increased sustainability and reinforce the district’s focus on innovation.

**Tools to Achieve the Vision**

Two examples of specific tools that might be considered for achieving the Innovation District’s mobility vision are autonomous shuttles and shared scooters.

**Autonomous Shuttles**

Existing bus service to and within the Innovation District is limited. Exploring the feasibility of an autonomous shuttle could be a way to improve transit connectivity over the long term. The shuttle could be designed to circulate through the Innovation District and carry passengers from origins such as residential neighborhoods to destinations like the proposed airport museum, or town square.

An additional autonomous shuttle route could connect the airport and Innovation District to regional population centers such as Lexington Park and Johnstown or to Naval Air Station Patuxent River. Since the population density of the area surrounding the Innovation District is not high enough to support frequent traditional bus service, autonomous shuttles could provide a convenient way to get around that is both sustainable and financially practical to implement in the future. An additional benefit is that these shuttles are a real-world demonstration of autonomous technology.

Autonomous shuttles of this type are currently being piloted in Lake Nona, Florida, Peachtree Corners, Georgia, and at Joint Base Myer-Henderson Hall.



Autonomous circulator shuttle concept / Wikimedia Commons

**Shared Micromobility**

Shared micromobility systems allow members of the public to rent small, partially or fully human-powered mobility devices, such as e-scooters and bicycles, for short trips. Micromobility increases local transportation options.

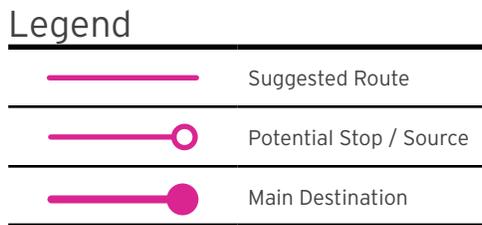
In the Innovation District, shared bicycles and electric scooters could carry people to the district’s diverse destinations.



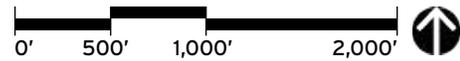
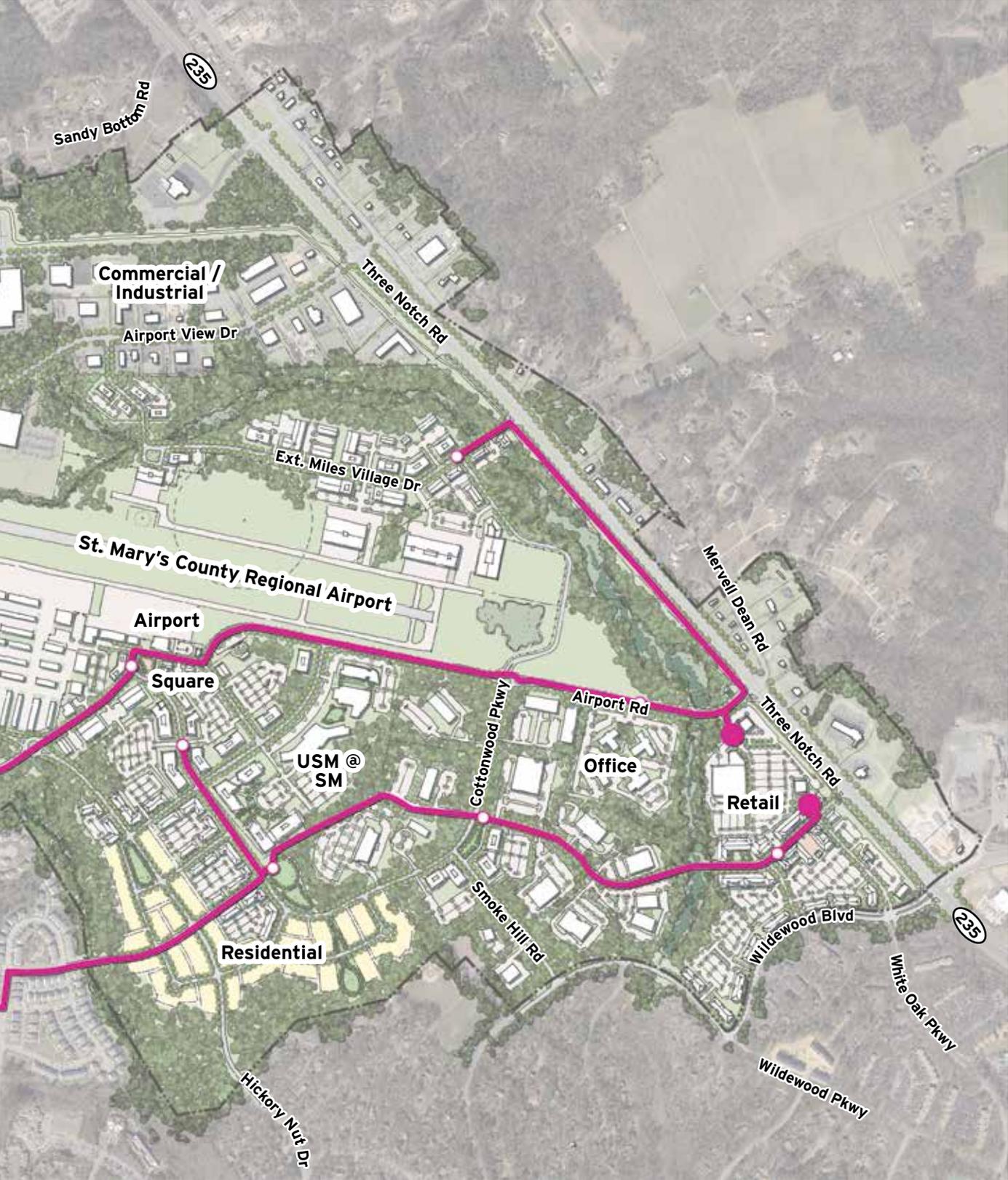
Scooter rider on a trail with a bikeshare station

### Multimodal Transportation Desire Lines Analysis

The Innovation District and potential redevelopment opportunities were analyzed from the perspective of multimodal transportation users, including people walking, biking, riding shared electric scooters, taking an autonomous shuttle that circulates throughout the District, or driving motor vehicles. Multimodal transportation desire lines were explored between existing and planned developments, including the airport, research and development locations, Wildewood Shopping Center, the higher education campus, and residential neighborhoods. This process identified critical routes where enhanced transportation network connectivity would facilitate the continued growth of the Innovation District and guided route and facility selection for the future transportation network.



Multimodal Desire Lines



### Multimodal Network Recommendations

A tight-knit, resilient network of Complete Streets is envisioned to create connections between the destinations within and beyond the Innovation District. The envisioned network will provide more than one route between a given origin and destination, distributing traffic evenly and ensuring travel times and distances are as short as possible, especially for people walking, biking, or using a personal transportation device like a scooter.

New connections to existing neighborhoods to the north and south of the airport will allow people who live in these areas to access all that the Innovation District has to offer. These connections will create a broader, more vibrant community where people can live, work, and play.

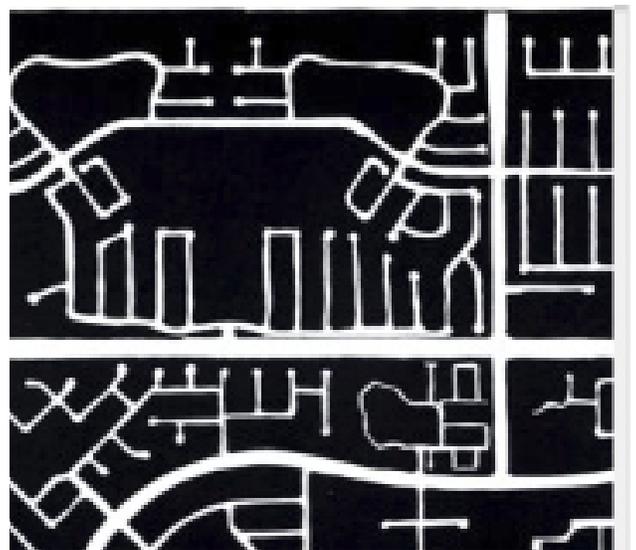
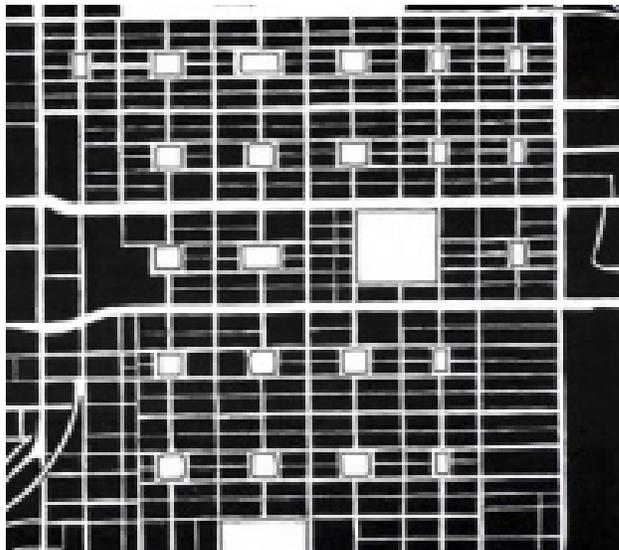
The Multimodal Network will also reduce the barrier effects of the airport by providing additional connections between the north and south sides of the airport. This will tie together the two sides of the Innovation District.

New roadway connections between the Innovation District street network and Three Notch Road will provide access to and from regional destinations.

The transportation network recommendations that follow are intended to support this multimodal vision by:

- › Enhancing the safety and comfort of a variety of road users and modes
- › Facilitating the use of innovative, more sustainable forms of transportation
- › Providing direct connections between destinations

*A connected street network (left) compared to a conventional street hierarchy (right).*





### The Multimodal Network

Proposed street types for the Innovation District account for adjacent land uses and accommodate all transportation modes. Each street serves a different transportation goal, including creating a main street retail corridor, providing access to office spaces, and connecting the Innovation District to nearby neighborhoods and regional roads.

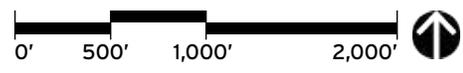
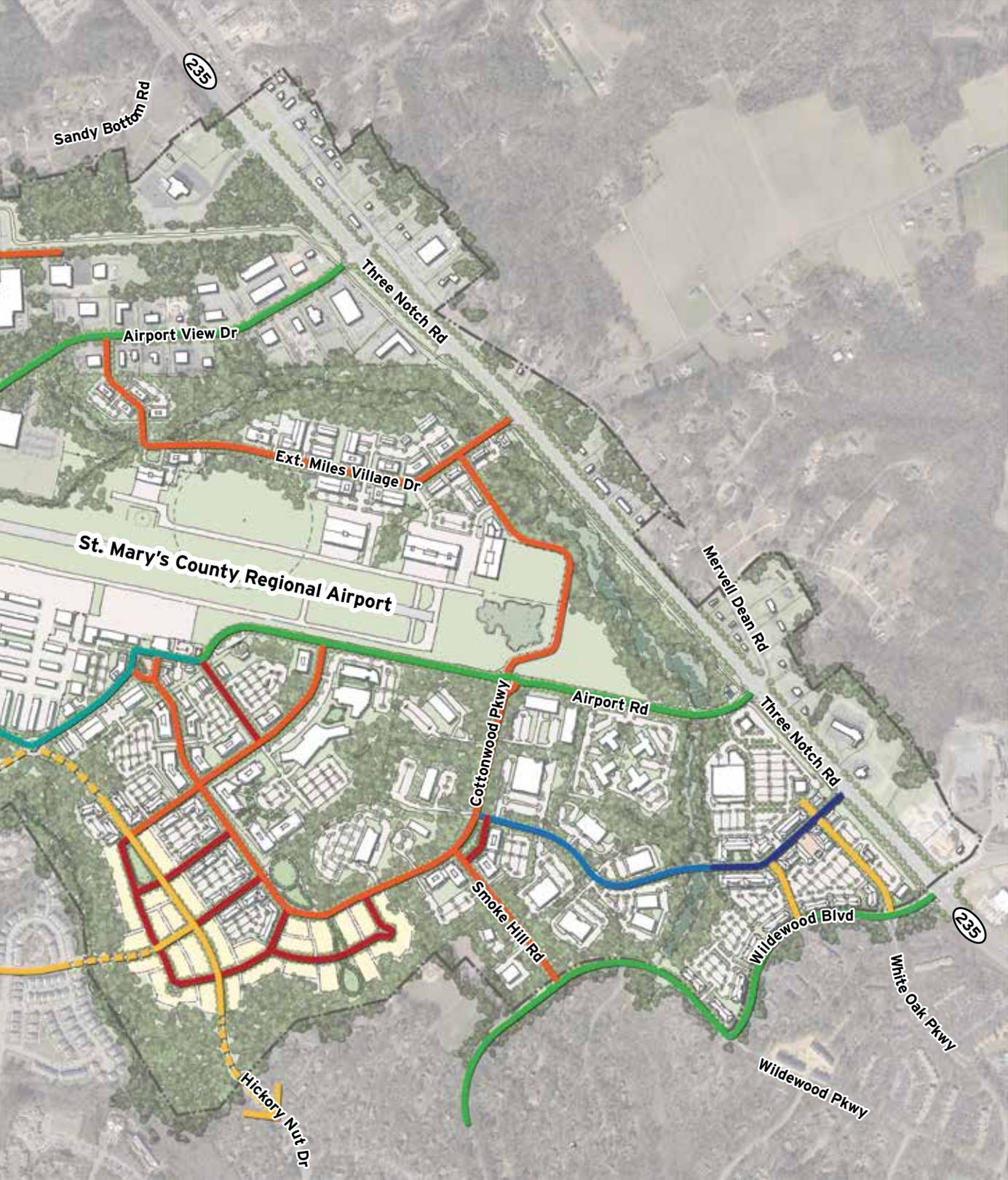
This map illustrates the Multimodal Network's street types and how their alignment in proximity to existing and proposed development creates a dense road network that is easy to traverse. The following pages define the characteristics of each street type in detail.

Legend	
	Retail - Main Street
	Office - Sidewalk
	Perimeter Road - with Parking
	Perimeter Road - without Parking
	Neighborhood Connector* - Trail
	Neighborhood Connector - Bike Lanes
	Neighborhood Connector* - Sidewalk

\* No parking along dashed street type line.

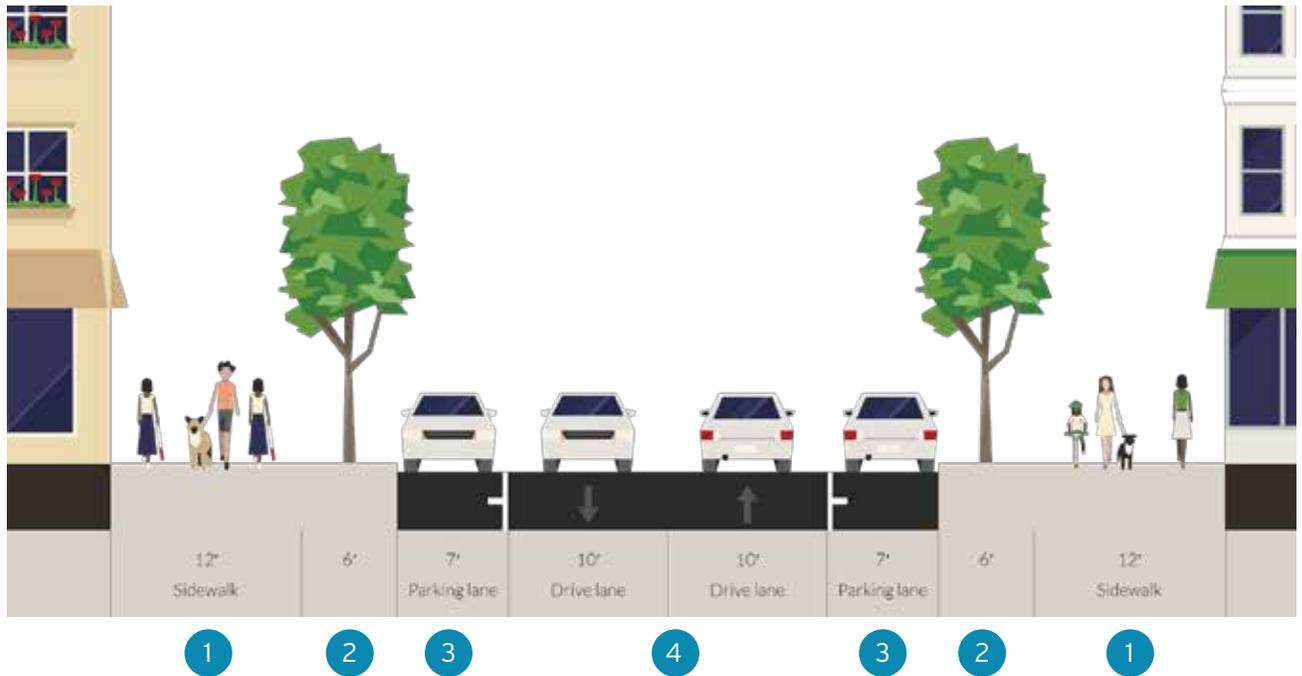


Street Types



**Retail**

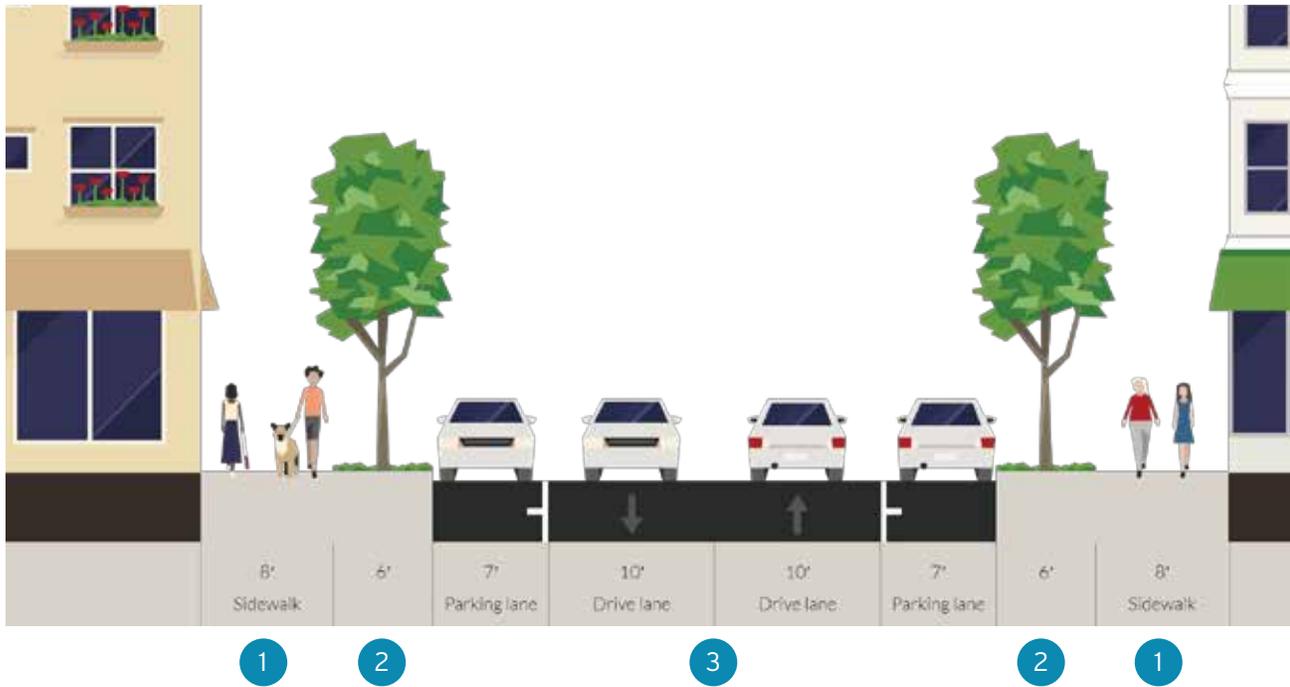
The retail street will be the Innovation District's main street and will facilitate regional connections through its intersection with Three Notch Road. The retail street will be the liveliest in the proposed Multimodal Network, framed by high-density mixed-use development and a pedestrian plaza.



- 1 Buildings will be close to the sidewalk to provide a sense of enclosure.
- 2 12' wide sidewalks will allow higher volumes of pedestrians and people riding bicycles or scooters to pass one another comfortably and access adjacent higher density mixed-use buildings.
- 3 A 6' wide furniture and planting zone between the sidewalk and the street will provide a place for street furniture (such as benches), outdoor cafe seating, mature street trees, green stormwater infrastructure, or bicycle and scooter parking. It will also provide a buffer from motor vehicle traffic.
- 4 Narrow 10' travel lanes and 7' parking lanes will encourage slow vehicle speeds to provide a calm atmosphere and promote safety for everyone using or crossing the roadway.

**Office**

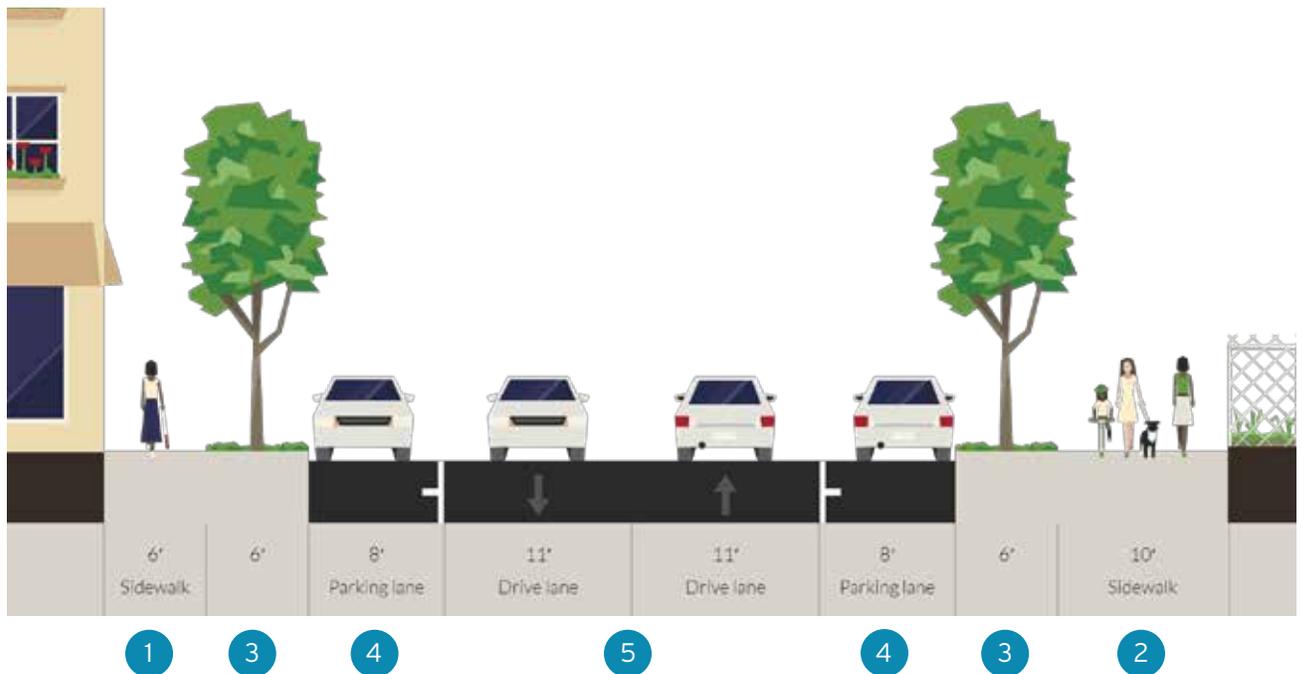
The office street will connect the main street with existing adjacent office buildings. Office workers and others will use this street to access the mixed-use amenities on main street and nearby residential development.



- 1 8' wide sidewalks will allow medium volumes of pedestrians and people riding bicycles or scooters to pass one another.
- 2 A 6' wide furniture and planting strip between the sidewalk and the street will provide a place for street furniture (such as benches), outdoor cafe seating, mature street trees, green stormwater infrastructure, or bicycle and scooter parking. It will also provide a buffer from motor vehicle traffic.
- 3 Narrow 10' travel lanes and 7' parking lanes will encourage slow vehicle speeds to provide a calm atmosphere and promote safety for everyone using or crossing the roadway.

### Perimeter Road with Parking

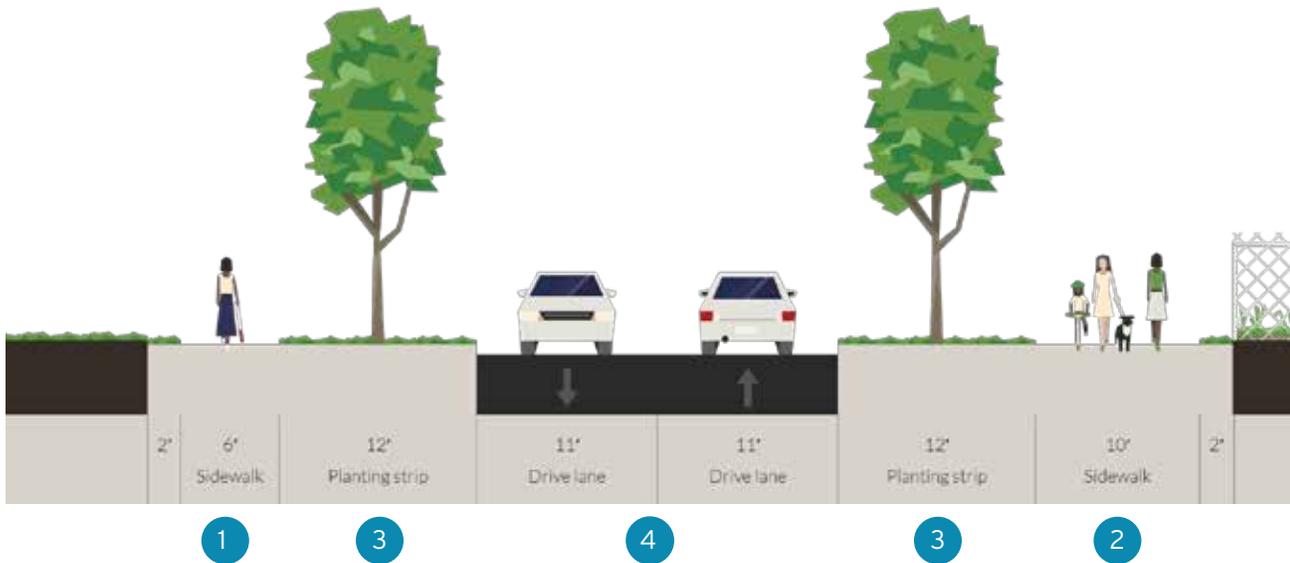
The perimeter road with parking will provide a direct connection between the hangars adjacent to the airport and neighboring road networks and destinations. Parallel parking will be provided on this road. This will maintain the appropriate density of development required to support the Innovation District’s goal of redeveloping to support multimodal access.



- 1 A 6’ wide sidewalk close to the airport hangars will accommodate lower volumes of pedestrians while still allowing people walking, riding a bike, scooter or other form of light individual transportation, or using a wheelchair to pass one another.
- 2 A 10’ wide side path on the other side will provide a more comfortable space for higher speed and longer distance trips by bicycle, scooter, or other form of light individual transportation.
- 3 A 6’ wide furniture and planting strip between the sidewalk and the street will provide a place for street furniture (such as benches), mature street trees, or green stormwater infrastructure. It will also provide a buffer from motor vehicle traffic.
- 4 8’ parking lanes will allow larger vehicles that may service the airport hangars to park.
- 5 11’ travel lanes will accommodate larger vehicles that may require access to the airport or hangars.

**Perimeter Roads without Parking**

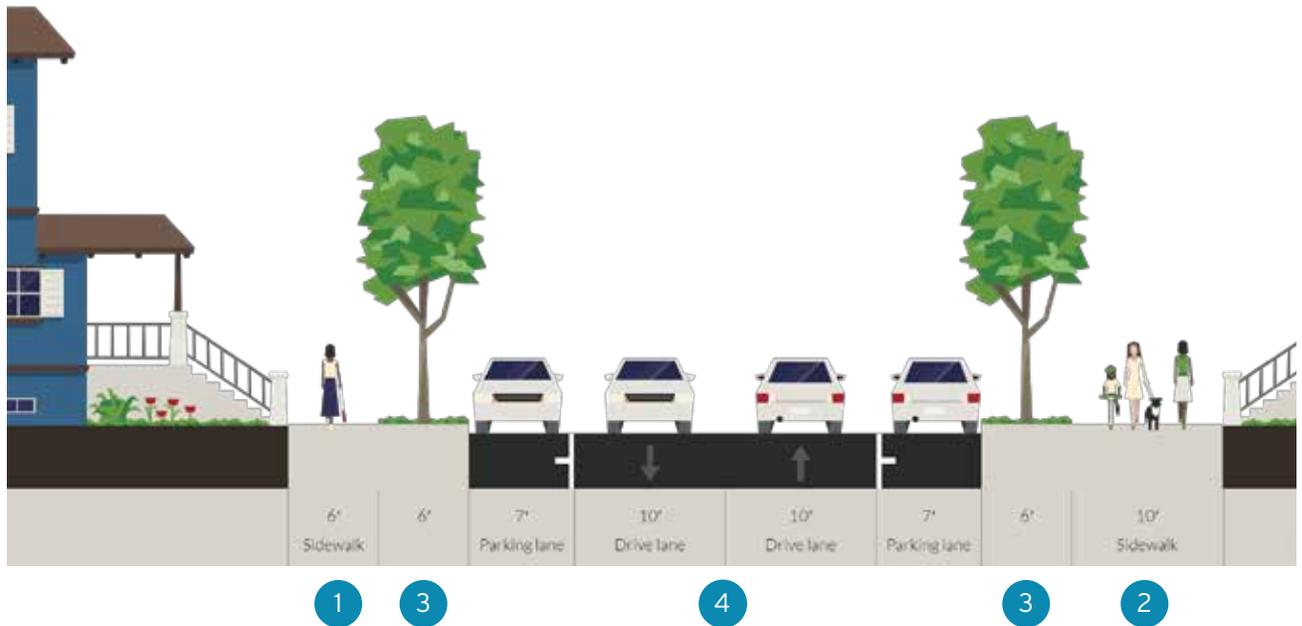
Perimeter roads without parking will provide additional connections between the Innovation District’s activity centers, adjacent developments, and the broader road network. Parking will not be required on these road segments because there are no adjacent buildings in these areas. The lack of on-street parking will allow for a wider planting strip in a typical section of road.



- 1 A 6’ wide sidewalk on one side will accommodate lower volumes of pedestrians while still allowing people walking, riding a bike or scooter, or using a wheelchair to pass one another.
- 2 A 10’ wide side path on the other side will provide a comfortable space for higher speed and longer distance trips by bicycle, scooter, or other form of light individual transportation.
- 3 A 12’ wide furniture and planting strip between the sidewalk and the street will provide a place for street furniture (such as benches), mature street trees, or green stormwater infrastructure. It will also provide a buffer from motor vehicle traffic.
- 4 11’ travel lanes will accommodate larger vehicles that may require access to the airport or hangars.

**Neighborhood Connector with Trail**

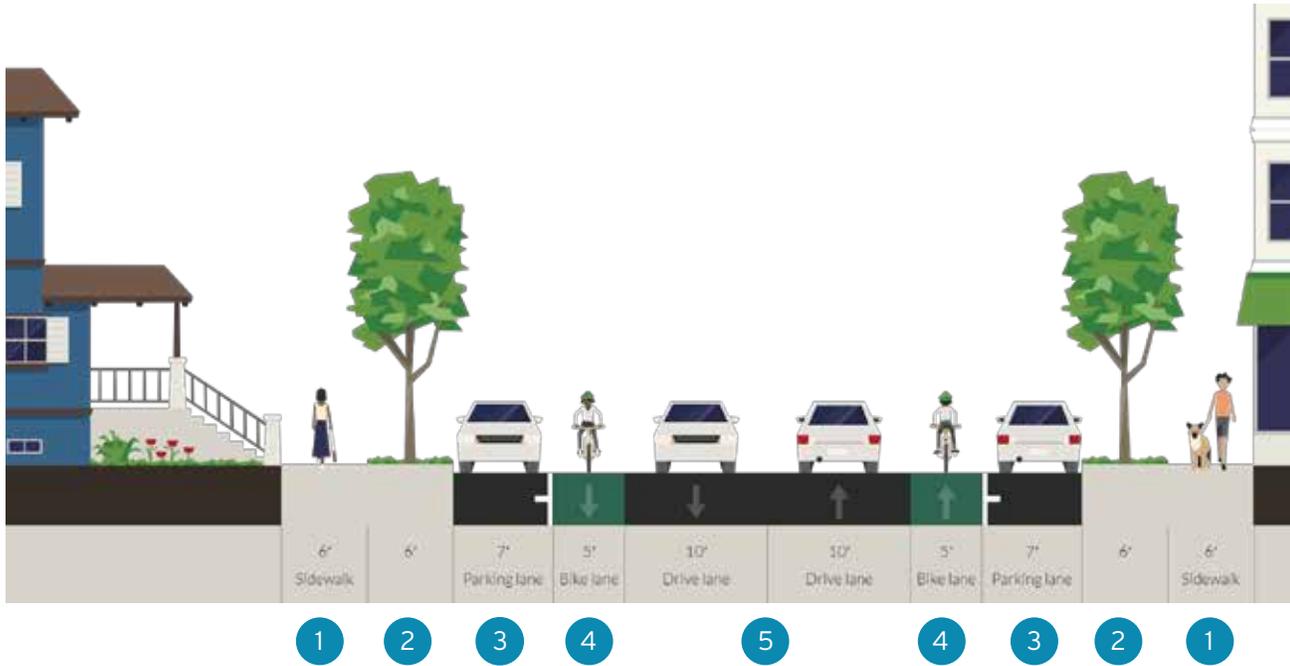
Neighborhood connectors with trails will provide comfortable, separated facilities in residential areas for people to walk, bike, or use other forms of light individual transportation. They will also provide connections for motor vehicle trips and on-street parking to other parts of the Innovation District and the surrounding road network.



- 1 A 6' wide sidewalk on one side will accommodate lower volumes of pedestrians while still allowing people walking, riding a bike or scooter, or using a wheelchair to pass one another.
- 2 A 10' wide side path on the other side will provide a comfortable space for people of all ages and abilities to walk, ride a bike, scooter or other form of light individual transportation, or use a wheelchair.
- 3 A 6' wide furniture and planting strip between the sidewalk and the street will provide a place for street furniture (such as benches), mature street trees, or green stormwater infrastructure. It will also provide a buffer from motor vehicle traffic.
- 4 Narrow 10' travel lanes and 7' parking lanes will encourage slow vehicle speeds to provide a calm atmosphere and promote safety for everyone using or crossing the roadway.

**Neighborhood Connector with Bike Lanes**

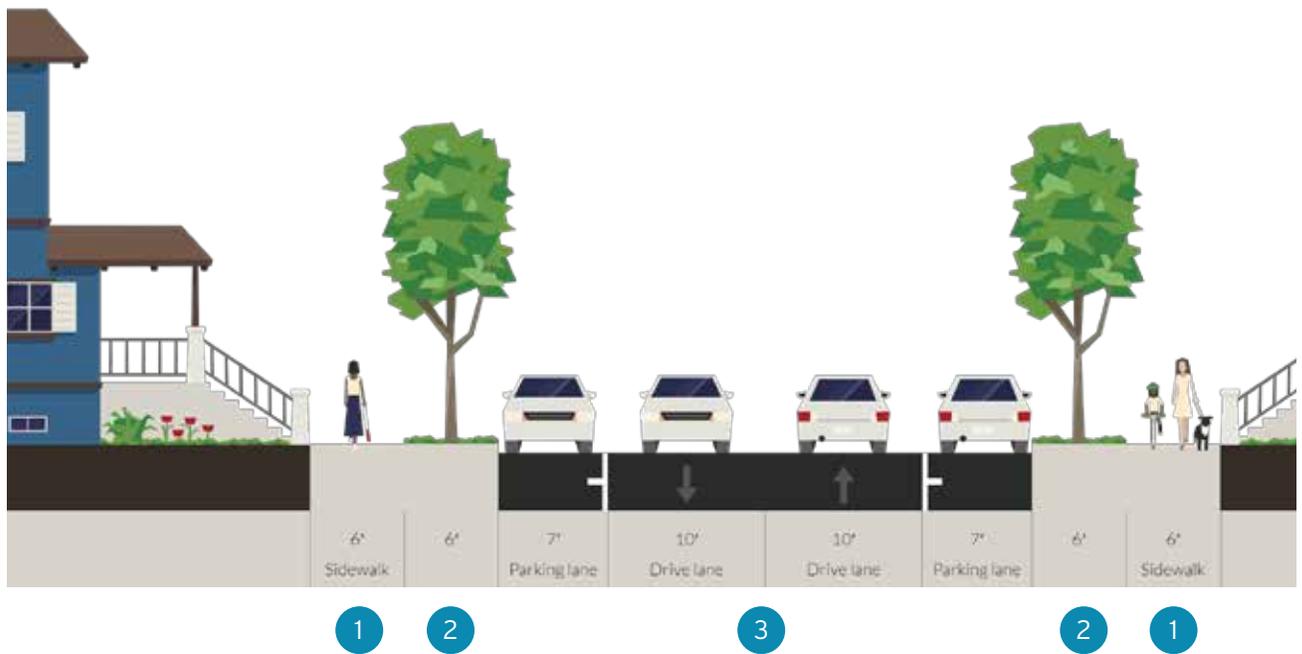
Neighborhood connectors with bike lanes will provide comfortable facilities in residential areas for people to walk, bike, or use a wheelchair or other forms of light individual transportation. They will also provide connections for motor vehicle trips and on-street parking to other parts of the Innovation District and the surrounding road network.



- 1 A 5' wide sidewalk on each side accommodates lower volumes of pedestrians while still allowing people walking or using a wheelchair to comfortably pass one another.
- 2 A 6' wide furniture and planting strip between the sidewalk and the street provides a place for street furniture (such as benches), mature street trees, or green stormwater infrastructure. It also provides a buffer from motor vehicle traffic.
- 3 7' wide parking lanes further buffers the sidewalk and provides a space for motor vehicle storage.
- 4 5' wide bike lanes provide a space for people riding bicycles or using other forms of light individual transportation to ride.
- 5 Narrow 10' travel lanes encourage slow vehicle speeds to provide a calm atmosphere and promote safety for everyone using or crossing the roadway.

### Neighborhood Connector with Sidewalks

Neighborhood connectors with sidewalks will provide places in residential areas for people to walk, bike, or use a wheelchair or other forms of light individual transportation on low-speed streets. On neighborhood connector streets, wider sidewalks, trails, or bike lanes may not be feasible.



- 1 A 6' wide sidewalk on each side will accommodate lower volumes of pedestrians while still allowing people walking, riding a bike or scooter, or using a wheelchair to pass one another.
- 2 A 6' wide furniture and planting strip between the sidewalk and the street will provide a place for street furniture (such as benches), mature street trees, or green stormwater infrastructure. It will also provide a buffer from motor vehicle traffic.
- 3 Narrow 10' travel lanes and 7' parking lanes will encourage slow vehicle speeds to provide a calm atmosphere and promote safety for everyone using or crossing the roadway.



### Bike and Pedestrian Facilities

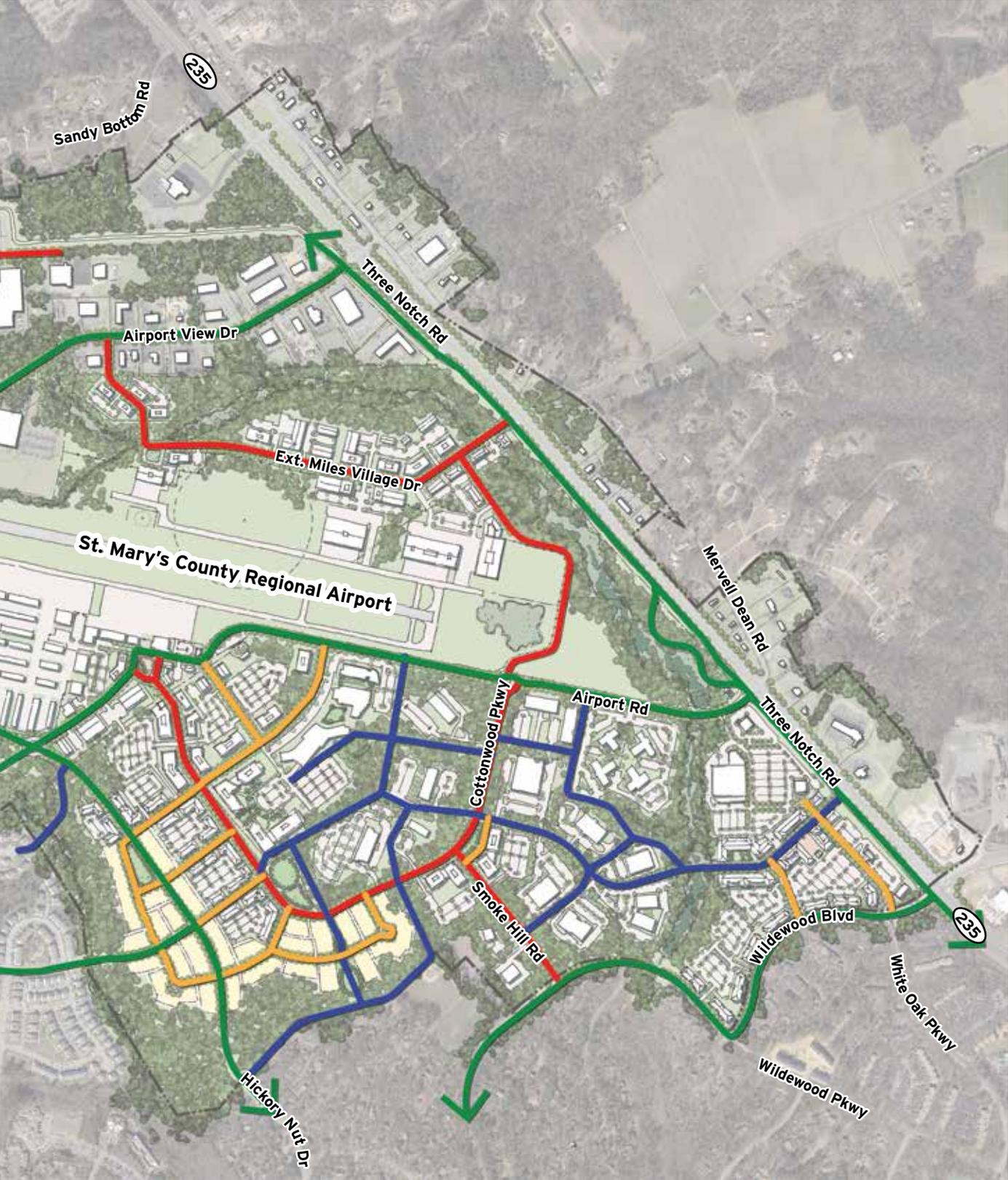
Facilities for people walking, biking, using a wheelchair, or using other forms of light individual transportation include not only those that are part of the broader Multimodal Transportation Network, but also those designed exclusively for these uses.

This map illustrates the bike and pedestrian facility typology. The following page provides more details about each bicycle and pedestrian facility type.

Legend	
	On-Road 5' Bike Lanes
	Off-Road 10' Trail
	8' Pedestrian Path / Sidewalk
	6' Sidewalk



Multimodal Network



**Bike and Pedestrian Facility Typology**

The following types of bicycle and pedestrian facilities are recommended for the Innovation District.

***On-Road 5' Bike Lanes***

Bike lanes are created using pavement markings on asphalt beside motor vehicle travel lanes. They are not physically separated from traffic.



***Off-Road 10' Trail***

Off-road trails provide a comfortable space for the same users as an 8' pedestrian path/sidewalk, but with slightly wider space for passing. They are typically constructed of asphalt, but concrete is another option.



***8' Pedestrian Path/Sidewalk***

Wide pedestrian paths or sidewalks provide space for people walking, biking, using a wheelchair, pushing a stroller, or using other forms of individual transportation. They are typically constructed of asphalt or concrete.



***6' Sidewalk***

Six-foot sidewalks are similar to 8' pedestrian paths or sidewalks but are slightly narrower in width. They can be constructed of asphalt, concrete, or similar durable, non-slip materials.



**Programmatic and Management Activities**



Analysis of other Innovation Districts shows that one of the most important aspects of a successful project is management to ensure the vision is implemented and to direct day-to-day activities. It is recommended that the role of Innovation District Manager be created. This person or entity would be responsible for internal and external planning and marketing.



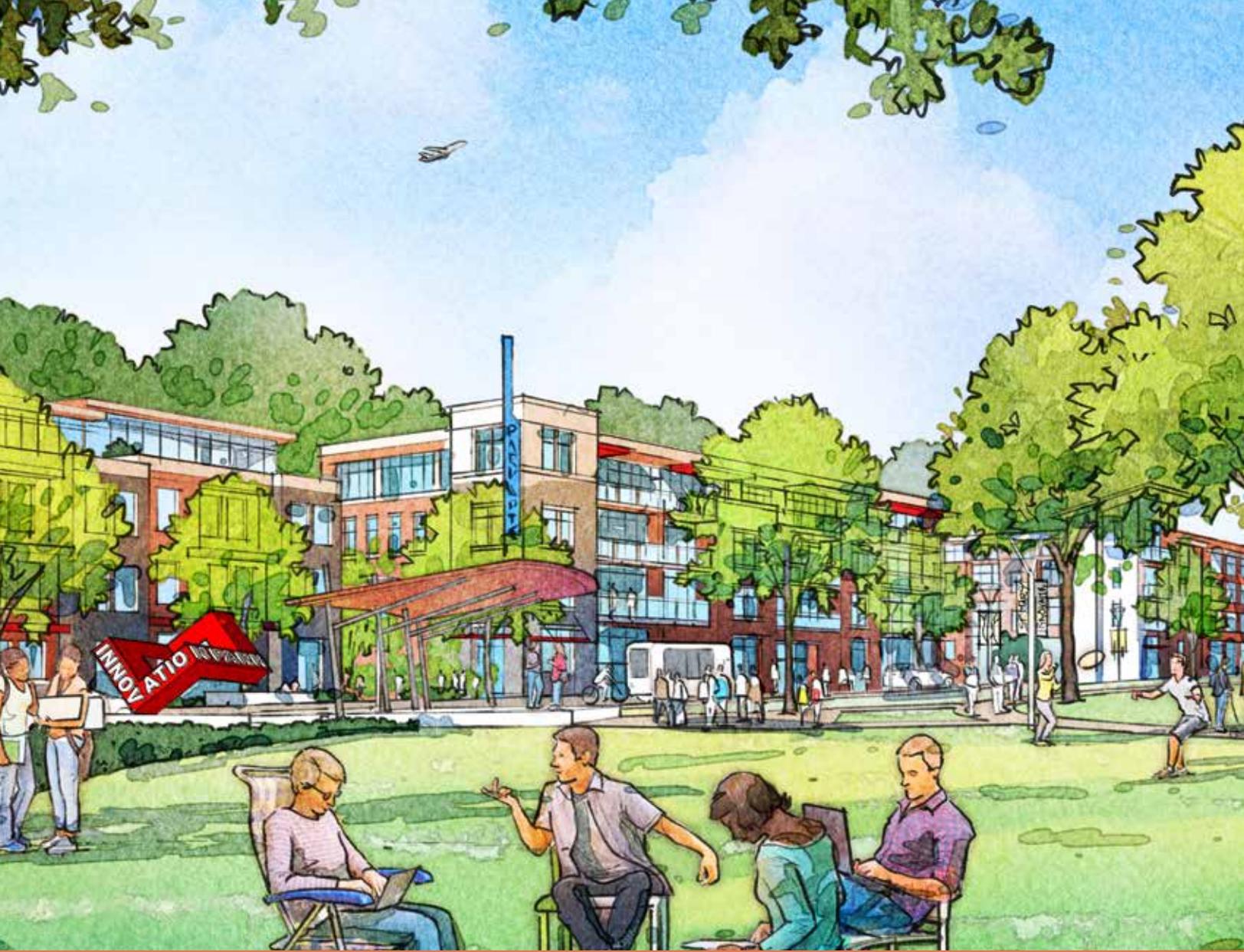
Examples of external programs include the following: general marketing of the Innovation District as a premier place for firms to locate; publicizing major innovations of tenants; organizing events that bring in students to learn about job paths and skills; tours, demonstrations, and tech exhibitions; and, seeking out regional events - professional, educational, or entertainment - that attract new visitors to the District.

Internal events and activities may include the following: regular events to promote cross-collaboration and networking, such as monthly breakfasts or beer nights; hackathons or pitch competitions; and coordinating events like concerts, yoga-in-the-park, or intramural sports.

A Museum focused on unmanned and autonomous flight at St. Mary's Regional Airport could be developed. This functions to bring in visitors, as well as supporting the growth of a new generation of innovators in St. Mary's County.

It is imperative to make sure the necessary digital infrastructure exists in the Innovation District. The district should be linked with high-quality broadband and fiber networks in addition to high-speed wireless networks in parks, squares, and public spaces.







# Implementation

## NEXT STEPS

Implementing the Master Plan for the St. Mary's County Master Plan will require the cooperation and coordination of State Agencies, County Agencies, and private landowners. The Innovation District already has several amazing assets in place, but is lacking the optimal physical framework and design to create a successful Innovation District.

Implementing the Innovation District Master Plan will, in general, require changes to regulations, land use, zoning, and street

design standards. The Department of Economic Development should coordinate with both the Department of Land Use & Growth Management and the Department of Public Works & Transportation to determine the best process. Changes to land use that enable property owners to implement the Master Plan should also be accompanied by a regulatory framework that ensures the development is predictable and consistent with the Plan. Additional specific tasks for plan elements are listed below:



## TASKS

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### 1. North Side Taxiway

- › Feasibility Study / Airport Operations Study of new N/S Road Connecting Airport Drive to Airport View Dr.
- › Coordinate Purchase and/or Easement Agreement with Landowners
- › Coordinate with St. Mary's County Airport AWOS Operations
- › Planning and Engineering of New Road

### 2. Innovation Square

- › Study Options for Observation Area
- › Investigate Developing and Programming UAS Museum / Conference Buildings
- › Undertake Detailed Study and Design of Square and Changes to Traffic Flow and Parking Layout
- › Seek Tenant for Destination Restaurant/Brewery

### 3. West Hangar Expansion

- › Study Engineering Requirements for aligning road along southern property boundary
- › Design streets to coordinate with transportation plan, e.g. On-street Parking, Bike Path, Sidewalks, etc.
- › Determine appropriate size for new hangar construction.

### 4. Three Notch Road Airport Gateway

- › Coordinate with design and construction of Three Notch Trail to integrate with Innovation District trail network.
- › Coordinate with County, Maryland State Highway Administration, and Property Owners to build Monument Gateway signage for Airport.

### 5. Three Notch Road Streetscape, Branding and Wayfinding Strategy

- › Develop Streetscape Improvement Plan for Portion of MD 235 –Three Notch Rd within the Innovation District.
- › Develop District-wide standards for signage, branding, and wayfinding
  - ›› Develop Cohesive Design Language for Signs, Lamp Posts, Street Furniture
  - ›› Can have distinct identities for sub-areas/village but need to share design language and common elements.

### 6. Innovation Village

- › Coordinate with University System of Maryland. Any future expansion plans should be integrated into Innovation Village
- › Study Feasibility of Connections to Wildewood Neighborhoods
- › Implement Necessary Zoning and Development Policies to Allow Mixed-Use Development and Ensure Delivery of Vision

## 7. Wildewood Shopping Center Potential Redevelopment

- › Study Feasibility study for Wetland Crossing and Pecan Ct Connection
- › Discuss redevelopment opportunity with Current Owner
- › Implement Necessary Regulations and Policies to Permit Development and Deliver Vision

## 8. West Innovation Village

- › Carry out wetland delineation and forest conservation easement survey to determine developable areas.
- › Study feasibility of connections to adjacent neighborhoods
- › Implement Necessary Zoning and Development Policies to Allow Mixed-Use Development and Ensure Delivery of Vision

## 9. Manufacturing and Fabrication Zone

- › Coordinate with Transportation Plan and Connections to Three Notch Trail
- › Study Design and Engineering of New Road Connections

## 10. Transportation and Mobility Network

- › Build trail connections between Three Notch Trail and the Innovation District trail network
  - ›› Provides connectivity to the broader region.
- › Plan and engineer a new loop road with multimodal facilities around North Side Taxiway.
  - ›› Connects the northern and southern halves of the Innovation District.
- › Explore the feasibility of and build street and trail connections to existing neighborhoods adjacent to the innovation district.
  - ›› These connections are critical to ensure people can access and patronize businesses within the innovation district using a variety of travel modes.
- › Complete shared use path and sidewalk networks along existing roads.
  - ›› Provides robust connectivity throughout the innovation district for all road users.
  - ›› Can be led by the County to catalyze future development.
- › Build shared use path and road connections to new development within the innovation district.
  - ›› Can be completed as new neighborhoods and developments are built.
- › Study feasibility of autonomous shuttle system

## 11. Programmatic and Management Activities

- › Appoint Innovation District Manager
- › Coordinate with Relevant Authorities to Implement Necessary Regulatory and Policy Changes
- › Amend the Comprehensive Plan to Permit a Full Mix of Uses Consistent with Innovation Districts
- › Implement Form-Based Regulations or Code to Ensure Innovation District is Developed according to the Vision and Master Plan (Lexington Park Development District Master Plan also recommends developing and adopting design guidelines).
- › Develop Calendar for Activities and Social Events
  - » Intra-Industry Events, Internal and External
  - » Inter-industry Events, Internal and External
  - » Outside Draw Events
  - » Educational Events
- › Conduct Infrastructure Services Analysis
  - » Water
  - » Sewer
  - » Transportation
  - » Network
- › Develop Plan for High-Speed Network Infrastructure in Innovation District

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