

# Cambridge Waterfront Development, Inc.

## *Cambridge Harbor: Multimodal Connectivity Plan*

### *Scope of Work*

**FINAL**



Aerial View of Cambridge Harbor, Maryland  
Source: U.S. DOT Volpe Center, June 2024

*Prepared by the U.S. Department of Transportation Volpe National Transportation Systems Center on behalf of the Cambridge Waterfront Development, Inc.*



The Cambridge Waterfront Development, Inc. (CWDI), is a non-profit development corporation formed by the City of Cambridge, Dorchester County, and the State of Maryland for purposes of collaborative planning and development of properties along and adjacent to the Cambridge waterfront. CWDI's mission is to develop the Cambridge Waterfront in partnership with the community to create and sustainably maintain Cambridge Harbor as an inviting, accessible, active, and enjoyable place to live, work, play and visit.



*Financial and technical assistance for this study was provided by the National Park Service Chesapeake Gateways Office, Chesapeake Gateways Program.*

Through Chesapeake Gateways, the NPS Chesapeake Gateways Office inspires and helps people discover, experience, and connect with the natural and cultural heritage and recreational opportunities of the Chesapeake Bay and the rivers, landscapes, and communities across its watershed. NPS Chesapeake Gateways works with people and partners to conserve and steward special places important to communities, visitors, and the nation, for this and future generations. Support through this program is typically in the form of collaborative partnerships, technical assistance, and grants. NPS Chesapeake Gateways provides technical assistance through staff expertise to aid the managers and partners of Chesapeake places and programmatic partners in conserving, restoring, interpreting, and providing access to cultural, natural, and recreational resources within the watershed.



The U.S. DOT Volpe Center was established within U.S. DOT in 1970 to bring technical capability and a future-oriented outlook to pressing national transportation issues. The DOT Volpe Center provides technical expertise and develops solutions to complex transportation challenges in support of U.S. DOT, other Federal, State, and local agencies, non-profit organizations, private entities, and others. NPS Chesapeake Gateways funds an interagency agreement with the DOT Volpe Center to bring transportation and access expertise and technical assistance to aid Chesapeake places and partners.



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## Introduction and Background

This document provides a scope of work for a multimodal connectivity plan that seeks to better connect the City of Cambridge with its waterfront development district. The waterfront development project, led by the Cambridge Waterfront Development Inc. (CWDI), is currently in Phase 1 of development and is expected to be completed by 2028. CWDI is a private nonprofit development corporation led by a volunteer board of representatives appointed individually by the City of Cambridge, Dorchester County, the State of Maryland, and the CWDI team. The purpose of CWDI is to facilitate partnerships and coordinate the redevelopment of this site.

CWDI has partnered with the National Park Service (NPS) Chesapeake Gateways (Chesapeake Gateways) Office and the United States Department of Transportation's (U.S. DOT) Volpe Center to develop a scope of work to diversify transportation accessibility to the waterfront from other parts of the city and even the surrounding region.

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This three-way partnership began regularly meeting in the late Fall of 2023 to begin conversations as to what this project would look like, and this timeline allowed for time to review background materials, such as the Cambridge Harbor Master Plan, the Cambridge Traffic Control Evaluation Study, and the [Cambridge Bikeways Study](#). These materials are essential to establish a foundational context for both transportation challenges and efforts in the community.

To formally initiate this project, the team organized a site visit in January 2024 that included an on-the-ground analysis and a partner kickoff meeting, which invited several identified stakeholders that represented different governmental entities. Those who were invited and/or attended the event are listed here for reference:

- **NPS:** Wendy O'Sullivan, Eddie Gonzalez



- **Volpe:** Katie McLaughlin, Jake Butler
- **CWDI:** Matt Leonard
- **City of Cambridge:** Brian Roche, Carl (Bucky) Jackson
- **State of Maryland:** Robin (Lamont) Goodson
- **Dorchester County:** Jeff Powell, Holly Gilpin, Susan Banks
- **Dorchester Chamber of Commerce:** Bill Christopher
- **State Delegate:** Tom Hutchinson
- **State Senator:** Johnny Mautz
- **Maryland DNR:** Perry Otwell
- **Maryland DOT:** Mark Crampton, John Dodson

The U.S. DOT Volpe Center developed a site visit summary report that discusses the respective activities in depth. The group, led by Matt Leonard, who is also a Cambridge resident, toured the harbor and the surrounding areas, which included developments both within the city limits of Cambridge as well as other notable places in Dorchester County. The inclusion of time for the team to directly observe and understand the geospatial nature of the community through a transportation lens was crucial to begin envisioning alternative tools and techniques.

## Existing Conditions

A city or region with high multimodal connectivity can be defined as having multiple feasible and efficient transportation options for one to travel from Point A to Point B within or outside that space. This includes, but is not limited to, travel via personal vehicles, bicycles, scooters, skateboards, bus transit, rail transit, water vessels, streetcars, and, of course, travel by foot. An example of a multimodal street is shown in Figure 1. This scope of work aims to identify the best ways to increase Cambridge's multimodality, as well as that of the Dorchester County area of Maryland's Eastern Shore. It will explore different opportunities for planning and even the implementation of strategies.





Figure 1: Multimodal Street in Cambridge, MA. Source: U.S. DOT Volpe Center.

## Overview of Study Area

For the purpose of this scope, the Cambridge Study Area requires multiple scales of contextual analysis to understand how multimodal planning will operate in the future. This scope divides the scales as follows:

- Scale 1 as looking at the 35-acre Cambridge Harbor site and immediate surrounding features
- Scale 2 as looking at the City of Cambridge as a whole
- Scale 3 as a regional lens within Dorchester County and Maryland's Eastern Shore
- Scale 4 as inter-regional and statewide

This approach examines how Cambridge Harbor and the City of Cambridge fit into both the local and broader transportation landscape.

### *Scale 1: Cambridge Harbor (Site Level)*

The Cambridge Harbor 35-acre site, shown on a map in Figure 2, is situated on the southern bank of the Choptank River completely within the city limits of Cambridge. It is bounded by U.S. Highway 50 to the east, a four-to-six-lane highway that crosses over the Choptank River, making landfall in Cambridge. The eastbound carriageway of the highway, which at this point is traveling southward, provides access to the eastern terminus of Byrn Street, which is also the southern boundary of the site. This point of access is also the main entrance to the site for those traveling eastbound on U.S. 50, whose main point of attraction is the Dorchester County Visitor Center, which houses free

parking, public restrooms, a playground (known as 'Everybody's Play Place'), a crescent-shaped beach, and information kiosks. This space, which comprises the easternmost three and a half acres of the site, is known as 'Sailwinds Park', which can be seen on the many signs in the area.

Byrn Street, Cambridge Harbor's southern boundary, runs on a roughly east-west axis for four blocks, or approximately a third of a mile, until it meets Hayward Street. The land adjacent to the intersection of these two streets on the western side is home to the Richardson Maritime Museum, which has been purchased by CWDI. The Cambridge Harbor site boundary continues past the museum until it meets Cambridge Creek, which forms the site's western boundary. The western edge of the site meets the northern edge at the mouth of Cambridge Creek, where it empties into the Choptank River, the site's northern edge. The eastern side of the mouth of Cambridge Creek is home to the Yacht Maintenance shipyard, a deep-water port with a 470-foot wharf, and the Cambridge Harbor boat ramp, which are also part of the site.

This boat ramp marks the beginning of a 1/3-mile long shared-use path that parallels the site's shoreline along the Choptank. Along this path one will find the small crescent beach in addition to the other facilities and amenities at the Dorchester County Visitor Center, or Sailwinds Park. The path continues past this area as a boardwalk and travels under U.S. 50 to connect to a 2800-ft fishing pier on the eastern side of the Choptank River Bridge. As discussed in the Site Visit Summary Report, the fishing pier was originally part of the old Choptank River crossing. However, there are recurring conversations about its upcoming demolition and reconstruction location because the current pier is not structurally sound.



Figure 2: Cambridge Harbor Site Map. Source: CWDI.

Before CWDI was formed, the Cambridge Harbor site was home to the former Dorchester Regional Hospital, which occupied most of the land for over 100 years. This hospital has now relocated a



mile away to a predominantly retail area along U.S. 50 and has been renamed to University of Maryland Shore Medical Center at Cambridge due to the affiliation with the University of Maryland Medical System. The old hospital building was demolished in the early 2020s, officially setting the stage for the Cambridge Harbor project.

As of the Spring of 2024, the 35-acre site is in an active state of redevelopment. In 2022, CWDI released an updated site master plan that tells the most recent visual story from a bird's eye view, as is shown in Figure 4. Figure 3 shows the preliminary plan, for reference.



Figure 3: CWDI Master Plan, Preliminary Version with Labeled Parcels. Source: CWDI.





Figure 4: Cambridge Harbor Detailed Site Master Plan. Source: CWDI, 2022.

As shown in Figure 5, the skeletal street network north of Byrn Street has been constructed with fencing surrounding the blocks. This includes the creation of four entire blocks that will be dedicated to mixed-use space, which are labeled on the Site Master Plan (Figure 4) as Parcels B, C, D, and E.



*Figure 5: Recent developments at the Cambridge Harbor site, looking southwest from the Choptank River. Source: CWDI, Jan 2024.*

The new street network serves as a continuation of current north-south streets, which include (from west to east) Franklin Street, Aurora Street, and Dorchester Avenue. Radiance Drive, which is currently a short dead-end street adjacent to the Dorchester County Visitor Center, will be extended as an east-west street. In Figure 5, this can be seen as the second constructed street from the Choptank River shoreline.

Future Development Parcel A, labeled on the Site Master Plan as positioned in between the wharf and the boat ramp, will be home to a privately-owned boutique hotel and restaurant. This hotel will be one of the first structures seen by those traveling to Cambridge by vessel, and its location adjacent to the wharf is ideal for those traveling to the site as a destination in the future. In addition to the hotel construction, a private marina will accompany the space along the waterfront, an added benefit for those traveling via personal vessel. In essence, the economic implications for this space are significant, and its transportation connections are directly tied to its use, especially by water.

In addition to Parcel A's development plans, the land directly south of that space is home to the locally-operated Yacht Maintenance Company (Yacht Maintenance) shipyard, which has a project of its own on the horizon. The Yacht Maintenance expansion project involves the dredging of the adjacent port, which is Maryland's second largest port, with Baltimore being the state's largest. Yacht Maintenance plans to install an 850-ton travel boat lift that will be able to handle large sea-going vessels, which is a quite unique capability as a private commercial shipyard in the region. For reference, the next closest shipyards that have such capabilities are located in Connecticut to the north and South Carolina to the south. This expansion project also includes a private capital investment of \$25 million and will create 25 new jobs.

The Richardson Maritime Museum (RMM) adjacent to the Cambridge Harbor Development is a long-standing community asset dedicated to preserving and promoting local/regional maritime history and heritage. RMM is currently renovating an existing building to accommodate displays, and an existing boat shed to accommodate boat-building living history and education. RMM has acquired the USS Sequoia, the original and historic U.S. presidential yacht used during the administrations of Herbert Hoover through Jimmy Carter, for full renovation. These renovations come to a total of \$15 million and will happen over a five-to-seven-year timeframe, creating 20-30 new jobs. Interestingly, the USS Sequoia first made the voyage to Cambridge carrying then President Franklin Delano Roosevelt to dedicate the original bridge across the Choptank River into Cambridge. It is that original bridge that is the currently condemned fishing pier under consideration for replacement.

Cambridge Harbor is also served by the North Cambridge Route of Maryland Upper Shore Transit (MUST), a fixed-route transit service that travels along a local loop within the northern portion of the city. The route operates hourly and both begins and ends at the Walmart Supercenter along U.S. 50 in Cambridge, a small hub for transit routes in the area. The route has three stops adjacent to the Cambridge Harbor site, which are the following, as labeled in Figure 6:

- Visitor Center
- Byrne Street & Aurora Street
- Byrne Street & Hayward Street

The Cambridge North Route traverses the northern portion of the city, roughly paralleling the Choptank River from east to west, hence why it passes directly by Cambridge Harbor. This is already incredibly useful for this scope, as the lack of transit connections is often a barrier for accessibility. However, the route's low frequency running times and its indirect path make other transportation options, such as driving a personal vehicle, more viable.





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Figure 7: View from U.S. 50 Eastbound carriageway on the Choptank River Bridge. The Cambridge Harbor site is located on the right side of the bridge. Source: Google Street View, 2022.

### Scale 2: City of Cambridge

Cambridge Harbor is situated in an ideal location within the City of Cambridge relative to its surroundings. In addition to its waterfront advantages, this is especially due to its proximity to the city's downtown, known as Historic Downtown Cambridge. This central business district is mainly located along the following corridors:

- Race Street, between Cedar Street and Gay Street
- Poplar Street
- Gay Street
- High Street, between Glasgow Street and Church/Spring Street
- Pine Street

This downtown district can be characterized as having an ideal, typical downtown structure, as shown in Figure 8. It consists of storefronts directly adjacent to sidewalks that utilize large windows to their full advantage, displaying products and artwork. Due to narrow rights-of-way, only 50 feet in some cases, street parking is mostly limited to one side, allowing sidewalk space to almost dominate the streetscape. Cambridge's downtown sidewalks provide sufficient space for pedestrians to safely stroll within this walkable neighborhood. This configuration, along with urban greenery such as street trees and planters, is being replicated in Cambridge Harbor's design model, promoting walkability and densification of a destination corridor. However, while these two districts will thrive on their own, it's the physical "in between" space that must be considered. Maryland Avenue is the dominant transportation connector linking the two sites, and this is mainly due to the presence of Cambridge Creek dividing the two areas. To cross the creek, Maryland Avenue travels over a drawbridge that was built in 1939 at a width of approximately 38 feet, accommodating two five-foot wide sidewalks on either side of the auto lanes. In order to improve the corridor, the Maryland Department of Transportation (MDOT) provided striping in order to calm traffic, but this has not proven to be effective, so a larger solution is necessary. This corridor has the potential to be retrofitted to accommodate more vulnerable road users, in the form of, for example, implementing

a protected path on the north side of the bridge, which could be tested in the form of a demonstration activity.



*Figure 8: Race Street in Historic Downtown Cambridge. Source: Author, 2024.*

Despite the presence of pedestrian infrastructure, a large barrier for those traveling on foot between these spaces is certainly the intersection on the immediate west side of the bridge, also known as the Downtown Cambridge side. This is where Maryland Avenue meets Academy Street and Muse Street at a traffic signal. Interestingly, this intersection was not considered part of the study area in Cambridge's Traffic Control Evaluation Study, which identifies and outlines the ways in which signaled intersection conversions to all-way stops will take place. However, the city is currently conducting another high-level study of this intersection. This intersection has seen minor improvements over the years, but it still has an unsafe fundamental design and appears as a crash hotspot according to 2017-2021 data. This intersection's abnormally large area, at over a third of an

acre, provides an opportunity to make better use of the space from a multimodal perspective. A roundabout design or the elimination of the short turning ramps that promote vehicular acceleration could be considered in future planning efforts, so that both Downtown Cambridge and Cambridge Harbor can have a viable pedestrian-oriented connection.

### Historical Context

Cambridge is quite historically significant in numerous ways, and efforts to preserve and share its stories could be woven into the fabric of expanding multimodal connectivity. In fact, Cambridge's Pine Street Historic District (see Figure 9) is listed on the National Register of Historic Places, as a large portion of it, notably the triangle of Washington Street, High Street, and Pine Street, is a historically African American neighborhood. This area is part of Ward I, which, in addition to Ward III, comprise the Cambridge Historic District, which includes both residential and commercial spaces. Much of the residential development in this district is former homes for Philips Packing House workers, which reflects the working-class tradition that has greatly contributed to the region's cultural legacy. Within this 'triangle', though in a historic district, one can find new homes constructed on Wells Street, which originated with a partnership between Habitat for Humanity and the City of Cambridge. At the intersection of Wells Street and Pine Street, a community market has also recently opened.

In addition to Cambridge's rich African American cultural heritage, the city is home to a network of paper streets, which are defined as rights-of-way that have been legally implemented but never fully constructed (and appear similar to alleys, in varying degrees of condition). These corridors appear on maps but do not appear as obvious corridors on the ground. In Cambridge, residents often use these informal routes as shortcuts across streets or as pedestrian corridors. Paper streets have incredible potential to be utilized as shared-use greenway spaces, as right-of-way acquisition, which is often a barrier in project implementation, is often already established. Through the utilization of these networks, this Pine Street-centered neighborhood could be better connected to community spaces to ensure that underserved populations have safe multi-use infrastructure to use, including the Dorchester County Pool on Cedar Street as well as the planned Leonard's Lane Park, adjacent to a subsidized housing community. Conducting a comprehensive inventory of these corridors will be helpful for future multimodal planning efforts in the city, as well

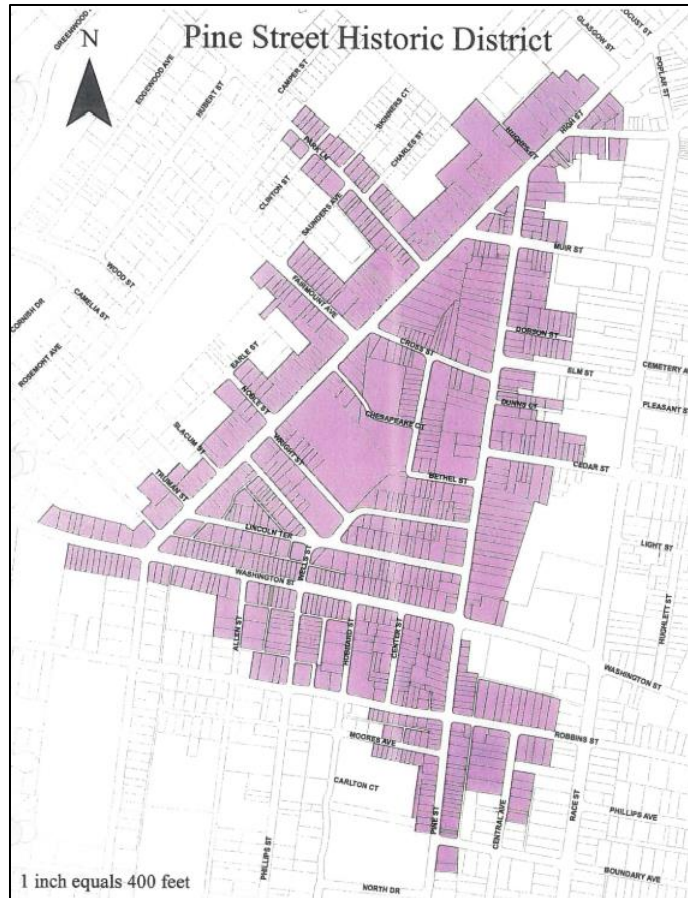


Figure 9: Pine Street Historic District, Cambridge.  
Source: Maryland Historical Trust, 2002.



as working with private homeowners directly adjacent to them. An opportunity presents itself here through signage and educational outreach regarding the historical significance of these corridors. Investing in ways to publicly display historical information about Cambridge's rich history along its corridors will further promote the city as a destination and further strengthen its identity. This is a recurring theme in this scope of work that must always be considered.

### Critical Destinations

In addition to Cambridge's invaluable downtown district, the city, has an array of 'critical destinations', which can be defined as places in the community that provide important functions to residents, including employment, education, entertainment, healthcare, culture, and food service. Examples of these places include schools, supermarkets, museums, hospitals, and parks. Mapping these destinations is helpful for understanding where residents cluster in the community and why transportation trends and patterns exist the way they do. In addition, asset mapping helps identify and emphasize specific corridors that should be targeted for a multimodal retrofit, such as a road diet into a complete street. See Figure 10 for a map of these destinations with corresponding labels in Table 1.



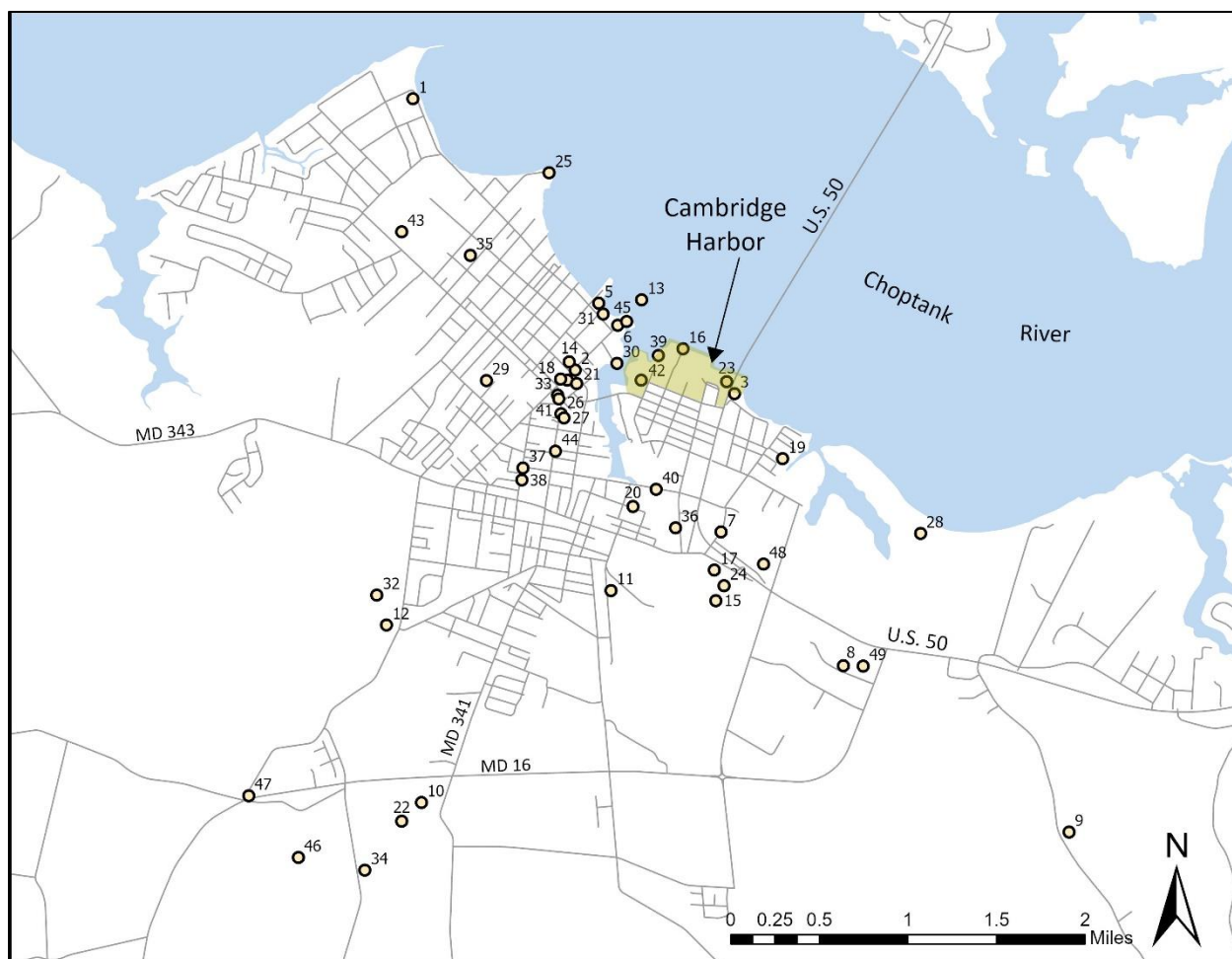


Figure 10: Cambridge MD City Asset Map. Source: U.S. DOT Volpe Center.

Table 1: Asset Map Legend. Each number on the map above corresponds to the numbers in the table.  
Source: U.S. DOT Volpe Center.

Number on Map	Place Name	Number on Map	Place Name	Number on Map	Place Name
1	Annie Oakley Home	17	Department of Public Safety	34	Maple Elementary School
2	Beacon of Hope Tubman Statue	18	Dorchester Center for the Arts	35	Pauline F. & W. David Robbins Family YMCA
3	Bill Burton Fishing Pier	19	Dorchester County Historical Society	36	Phillips Packing House
4	Cambridge Chamber of Commerce	20	Dorchester County Pool	37	Pine St Deli
5	Cambridge City Marina	21	Dorchester County Public Library	38	Pine Street Community Market
6	Cambridge Farmer's Market	22	Dorchester County School of Technology	39	Promenade/Cruise Ship Stop
7	Cambridge Marketplace	23	Dorchester County Visitors Center	40	Rail Trail
8	Cambridge Premium Cinemas	24	Food Lion	41	Rar Brewing
9	Cambridge-Dorchester Regional Airport	25	Launch	42	Richardson Maritime Museum
10	Cambridge-South Dorchester High School	26	Harriet Tubman Birthplace, Museum and Visitors Center	43	Sandy Hill Elementary School
11	Choptank Bowling & Billards	27	Harriet Tubman Mural	44	Simmons Center Market
12	Choptank Elementary School	28	Hyatt Hotel	45	Skipjack Nathan of Dorchester
13	Choptank River Lighthouse	29	J. Edward Walter Park	46	Snow Turns Park
14	Christ Episcopal Church Cemetery	30	J.M. Clayton Seafood Market	47	Stanley Institute Museum
15	Culta	31	Long Wharf Park	48	Cambridge
16	CWDI Boat Ramp	32	Mace's Lane Middle School	49	Walmart Supercenter
		33	Main Street Gallery		

While Cambridge has a multitude of critical destinations, it's worth noting a select few that have implications directly related to the Cambridge Harbor project:

1. **Pauline F. & W. David Robbins Family YMCA:** This YMCA facility is a large community asset that has been discussed as potentially relocating to Cambridge Harbor once construction progresses over the following years. As of the Summer of 2024, there are no further details on these plans. However, whether the YMCA remains in its current location in the northwestern portion of the city or moves to Cambridge Harbor, it will continue to be a transportation node, since the community center serves as a focal point for residents.

2. **Choptank River (Bill Burton) Fishing Pier (Figure 11):** This fishing pier was created when the former alignment of U.S. 50's crossing over the Choptank

was replaced with the current alignment. In recent years, this fishing pier has officially been closed, with plans currently being discussed to rebuild and potentially relocate. If it remains on the eastern side of the Choptank River Bridge, the city should be prepared to address the multimodal limitations of a highway barrier. Currently, a wooden shared-use boardwalk crosses underneath the bridge on its southern end, but it is not friendly to cyclists due to the low clearance. In addition, sea level rise will ultimately flood the boardwalk, meaning an alternative safe crossing of U.S. 50 will be necessary. That being said, it is essential that for the short-term, this critical link is preserved or even enhanced as it is the only existing not-at-grade crossing of U.S. 50.

3. **Hyatt Hotel & Resort (Figure 12):** The Hyatt Hotel & Resort is located approximately two and a half miles by land and one and a half miles by water from Cambridge Harbor. The Hyatt is a large tourist attractor, with 400 total rooms, multiple pools, a



Figure 11: Bill Burton Fishing Pier Map. Source: Google Earth.

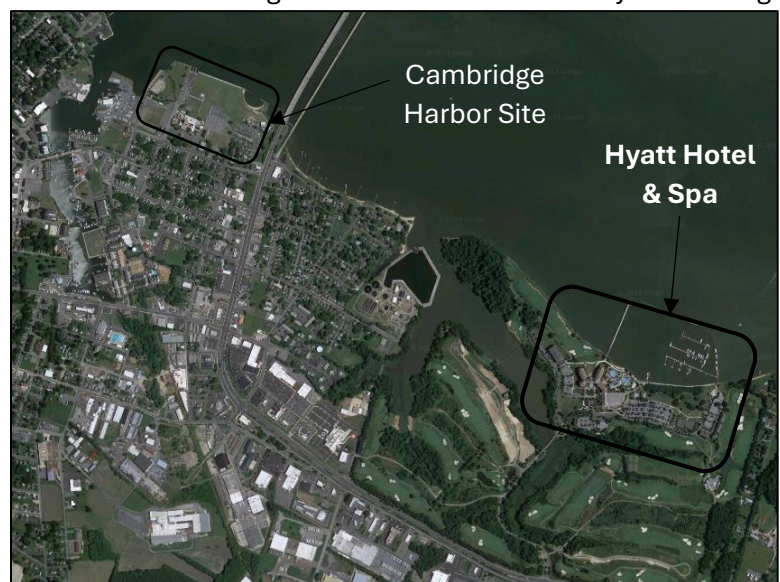


Figure 12: Hyatt Hotel and Spa in context to CWDI. Source: Google Earth.



beachfront on the Choptank, a marina, a spa, a restaurant, a bar, and a golf course. The Hyatt is a critical economic powerhouse for the city of Cambridge and should be well-linked through multimodal connections to Cambridge Harbor as site development progresses. Though a former shuttle between the Hyatt and Cambridge's downtown did not bring enough business to be sustainable, the need may be greater once Cambridge Harbor, like the Hyatt, becomes a larger tourist and economic attractor. Luckily, a shared-use path that parallels the U.S. 50 carriageways already exists in between the Hyatt Entrance and the west end of the Cambridge retail and shopping areas. However, it does not extend past that point, and pedestrians and cyclists are required to cross U.S. 50 in order to travel between Cambridge Harbor and Downtown Cambridge. The City of Cambridge's 2011 Comprehensive Plan does propose a multi-use network that forms a loop to connect the Hyatt to its adjacent waterfront, downtown Cambridge, and legs connecting to education centers in the area. However, further work must be done to determine the best way to connect these sites for vulnerable road users. In addition, water taxi and even ferry connections should be explored as Cambridge Harbor develops, which culturally should be the most desired option of transport, given the maritime influence in the area. Water-based connections also present an opportunity for tourism experiences in the region.

### Existing Easements

Segments of multimodal implementation to connect critical destinations and provide recreational opportunities have already begun in parts of Cambridge. For example, as part of a rails-to-trails project, a 0.3-mile segment of the abandoned Delmarva Rail right-of-way has successfully been converted into a shared-use path, linking Cedar Street and Washington Street. The abandoned rail right-of-way continues southeast to Woods Road, and this segment has been acquired by Dorchester County. The abandoned rail line continues well past Woods Road to Linkwood and beyond, which presents an opportunity of further conversion. This could have strong economic implications due to the presence of the Cambridge-Dorchester Regional Airport along its path. Through future efforts, there is also space to include the historical significance of the railway as part of the rails-to-trails project through signage and educational features.

As a continuation of this converted rail easement on the Cedar Street end, the Cambridge Creek public access easement begins. However, this is not made obvious to pedestrians due to nearby features noting private property, including a large fence that leaves a small opening for public access adjacent to the entrance of the Deep Harbour community. The path continues in the form of a concrete sidewalk that hugs the shoreline of Cambridge Creek until it meets Trenton Street on the north side of Deep Harbour. At this end, a 'private property' sign on the adjacent grass makes the path appear private, though it is required to be (and is) open to the public during daylight hours. Misleading signage and overall curb appeal of a multi-use path are barriers to actual public use that must be addressed when increasing multimodal connections in Cambridge. It's essential that the city work with private communities like this example to explore interconnectivity solutions and ensure they are implemented appropriately. This coordination will help ensure that protected multi-use infrastructure can appropriately link between the new rail trail and the waterfront.

Another opportunity to contribute to the formation of an interconnected system that stems from the rail trail includes examining the feasibility of utilizing transmission rights-of-way in the City of

Cambridge. Working with utility companies and other stakeholders to enhance these spaces for public use could have citywide benefits, as these easements already act as corridors in a system. While this is not a guaranteed solution, in conjunction with the paper street analysis, its examination could be worthwhile.

In August 2022, the Chesapeake Conservancy was gifted 116-acres of forested land in Dorchester County, adjacent to the Cambridge airport. Current efforts are underway to develop a conservation easement on the parcel and then transfer it to Dorchester County to establish a new public nature park. The new park will present an opportunity for shared-use path and trail connections that provide alternatives to U.S. 50 for vulnerable road users.

### Transit Connections Within Cambridge

As previously mentioned, MUST's Cambridge North Route serves the Cambridge Harbor site directly with public transportation. However, this is not the only fixed-route service in Cambridge. The two others that currently exist are:

- Cambridge Central Route (Figure 13):** This connects the Foxtail Crossing apartments and nearby residential areas in the western part of Cambridge to the Walmart Supercenter on U.S. 50. This route has hourly headways and travels through downtown.

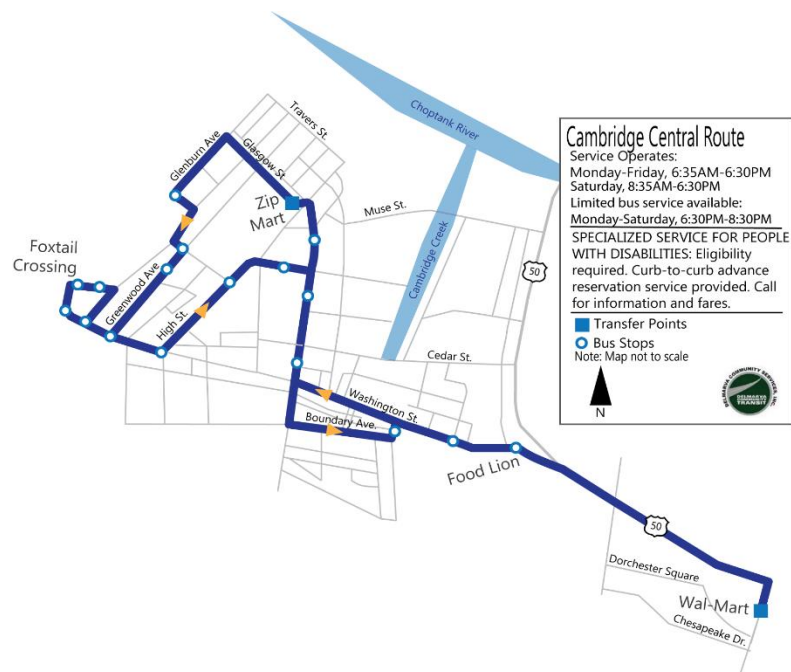


Figure 13: Cambridge Central Route (MUST) Map. Source: MUST.



- Cambridge South Route**  
 (Error! Reference source not found.): This route is different from the Cambridge North and Central Routes in that it forms a rectangular loop that circulates counterclockwise around the southern portion of Cambridge. This loop begins and ends at the Walmart Supercenter and stops at sites including Food Lion grocery, Cambridge Commons Apartments, and the Delmarva Community Transit Bus Depot & Community Center. This route also passes by Cambridge-South

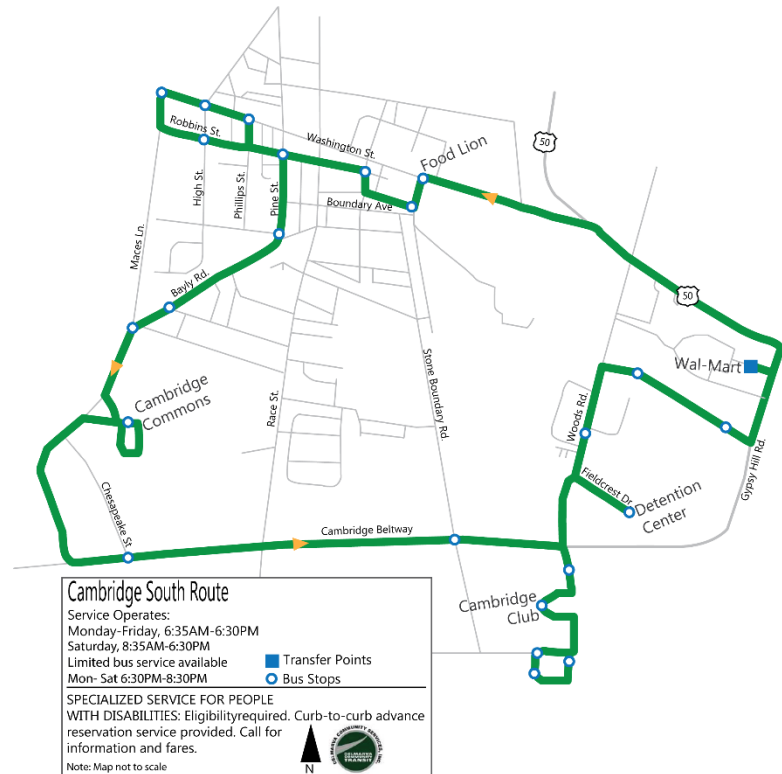


Figure 14: Cambridge South Route (MUST) Map. Source: MUST.

Dorchester High School and Dorchester County School of Technology.

Future multimodal planning efforts must include working with Delmarva Community Transit and Queen Anne County Ride, as these two agencies' partnership has made Cambridge's three fixed routes possible. Though Cambridge Harbor is served by the Cambridge North route, its current service may not be sufficient as the site develops and the number of both residents and jobs grows. Understanding how all three routes work together in a citywide system is helpful to make future projections and plan properly.

### Scale 3: County/Eastern Shore Region

The City of Cambridge certainly acts as a hub, or node, within Dorchester County and Maryland's Eastern Shore Region as a whole. Cambridge Harbor's anticipated prominence within the city will by default create regional significance both in the economy and within the existing transportation network. Near the mouth of the Choptank River, Cambridge Harbor lies only 12 miles from the Chesapeake itself and is deeply connected to the largest estuary in the United States and its regional economy.

### Employment Trends

As discussed in a historical context, from 1920 until it closed in the 1960's, the City of Cambridge was home to the Phillips Packing House, a large employer in the area, and residences of those workers. The packing house is now a community center, and economic trends have shifted over the decades towards other industries. According to the U.S. Census, 'Educational services, and health

care and social assistance’ are the largest industries in Dorchester County, which is not surprising due to the presence of the University of Maryland Shore Medical Center at Cambridge and several educational institutions. However, looking beyond employment statistics, Dorchester County has more shoreline than any other county in Maryland and is the birthplace of one of the most famous abolitionists, Harriet Tubman. This type of information may not appear in the Census, but it is critical to the identity and future of the region and has implications for Cambridge Harbor. The use plans for Cambridge Harbor will continue to respond to that shift.

Tourism is an industry that has been critical to Maryland’s Eastern Shore for decades. Ocean City is generally seen as epicenter of this industry and attracts numerous beachgoers from the Baltimore and Washington, D.C. metropolitan regions. That being said, as Cambridge Harbor begins experiencing its planned development, it will likely become a better-known destination itself. The proportion of local workers in the tourism industry may increase as Cambridge Harbor attracts a clientele of its own. In fact, the variety of housing types that Cambridge Harbor will offer post-construction will attract a diverse group of future residents, potentially diversifying the economy even further. These workers will require reliable transportation to access employment, hence why an analysis of existing infrastructure and service is required.

#### Shared-Use Path Development

As previously mentioned, the abandoned Delmarva Rail right-of-way extends from Cambridge to Linkwood and points east, passing directly by critical destinations such as the former Phillips Packing House and the Cambridge-Dorchester Regional Airport. As Cambridge Harbor increases tourism opportunities and trends in Dorchester County, it is expected that cycling will increase, both as a recreational activity and a mode of commuting for those who are employed in the industry. Opportunities such as this, utilizing an existing right-of-way to expand separated shared-use facilities for cyclists and other non-motorized transportation, should be further considered and scoped in detail using Cambridge as the hub. Separated shared-use paths can help to address safety and mobility concerns for those who do not drive.

#### Critical Destinations on the County Scale

Like the City of Cambridge itself, Dorchester County holds its own set of destinations that are noteworthy for a variety of reasons, including those pertaining to employment, education, entertainment, healthcare, culture, and food access. Figure 15 displays a map of these places (Labeled in Table 2) in and around Dorchester County, with Cambridge labeled for context.

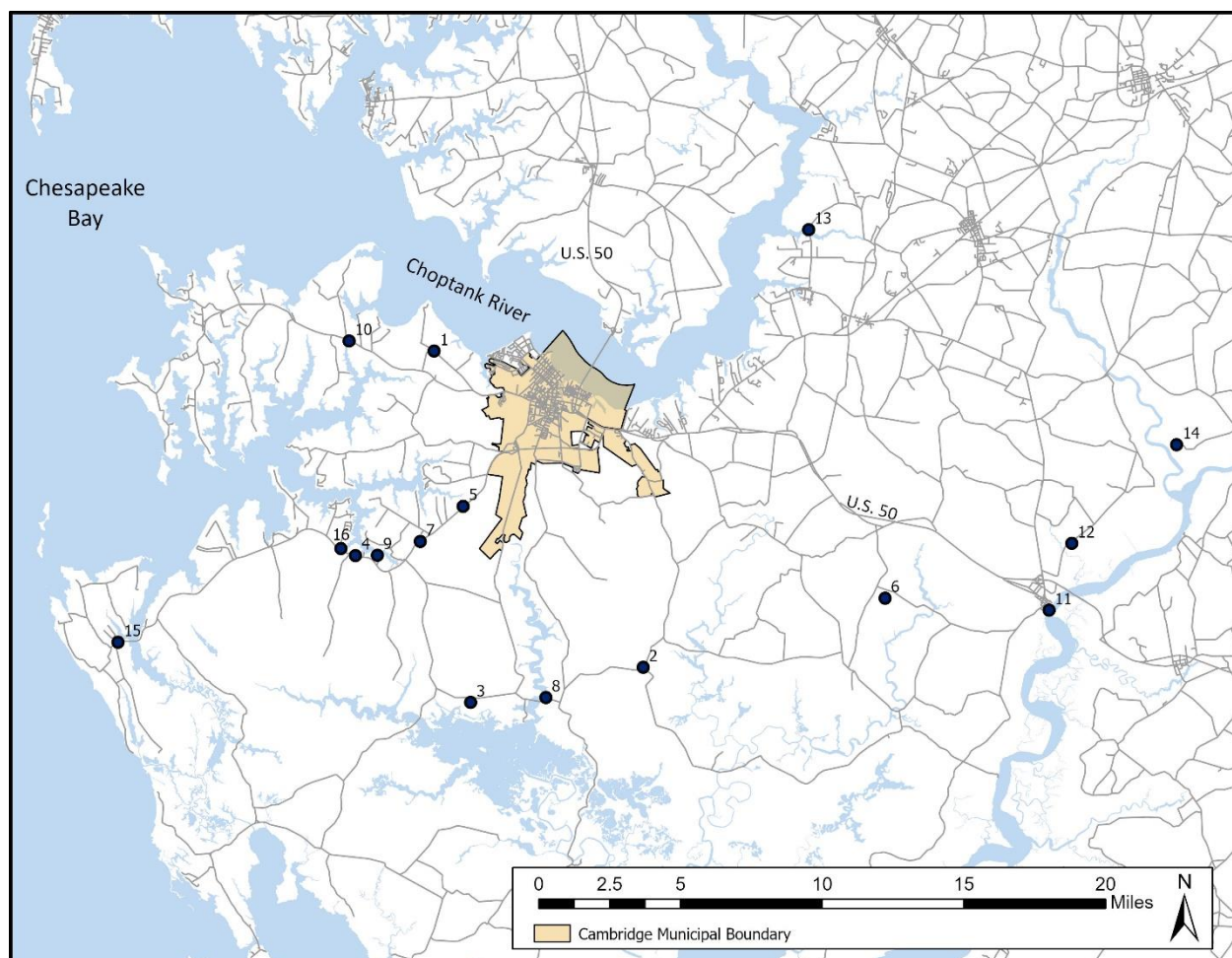


Figure 15: Dorchester County Regional Asset Map, with Cambridge Highlighted in Orange. Source: U.S. DOT Volpe Center.

Table 2: Regional Asset Map Legend. Each number on the map above corresponds to the numbers in the table. Source: U.S. DOT Volpe Center.

Number on map	Place Name	Number on map	Place Name
	Horn Point Environment Research Facility,		
1	University of Maryland	9	Old Trinity Church
2	Bucktown Store	10	Spocott Windmill
3	Blackwater National Refuge	11	Vienna Waterfront Park
4	Woolford Store	12	Handsell House
5	Emily's Produce	13	Suicide Bridge
6	Layton's Chance Vineyard & Winery	14	Henson Scout Reservation
7	Patriot Steel Fabrication	15	Taylors Island
8	Blackwater Adventures	16	Lindy's Seafood

Multimodal connections to Cambridge Harbor should consider these places for multiple reasons. The increase in tourism that Cambridge Harbor will attract is an opportunity to expand connections to places such as the Harriet Tubman Underground Railroad National Historical Park and Blackwater National Wildlife Refuge. These places, along with others, reflect cultural and ecological significances of the region that help tell its story. They have created entrepreneurial

opportunities for education and exploration, such as with small-business outfitters like Blackwater Adventures and Harriet Tubman Tours. However, the area currently lacks the multimodal connections necessary to provide accessible and alternative transportation options, whether it's for workers, tourists, or those recreating outside. Specifically referencing the Harriet Tubman Underground Railroad National Historical Park and Blackwater National Wildlife Refuge as examples, they are located in a rural setting and are only served by two-lane state and county roads. Due to being positioned approximately 12 miles south of Cambridge Harbor, it's unlikely that individuals would choose to bicycle or utilize micromobility to access these places. In exploring ways to provide alternative connections, a shuttle service could be a way to feasibly connect these destinations with Cambridge Harbor and other population centers. A study to look into this further should be conducted by the county, partnering with MUST. In addition to this, simple wayfinding and other tangible marketing implementations are a cost-effective yet practical way to guide visitors and residents alike. For example, this could look like installing signs at major intersections that contain a short list of assets and the distance to each from that particular location. This has already been done to some extent for sites in Cambridge's downtown but could be taken further at the regional or county level.

### Regional Transit Connections

Though certain destinations in Dorchester County lack reliable transit service, transit is certainly not absent in the region entirely. In addition to the three fixed-route services that MUST operates within the City of Cambridge proper, other regional transit routes connect Cambridge to other destinations on the Eastern Shore. They are as follows:

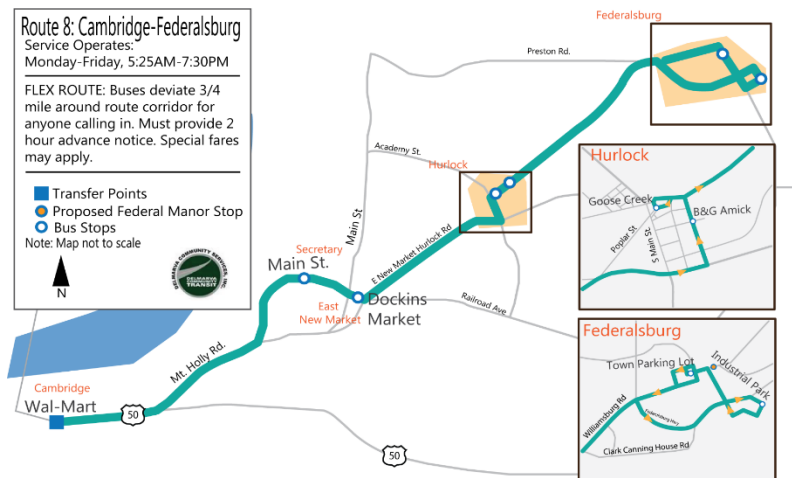


Figure 16: Route 8 (MUST) Map. Source: MUST.

- Route 8 (Figure 16):** This fixed-route service connects Cambridge, Hurlock, Secretary, and East New Market in Dorchester County, and Federalsburg in Caroline County. The route has six trips spread throughout the day between 5:30 AM and 6:30 PM. This bus, like other regional routes, is a deviated fixed route, which means that up to a  $\frac{3}{4}$  mile deviation is permitted for those calling in at least two hours in advance. From Cambridge Harbor, one must ride the Cambridge North Route to access the starting point of the Route 8 service, which is at the Walmart Supercenter in Cambridge. A one-way fare is \$1.50.





- Route 9 (Figure 17):** This fixed-route service connects Cambridge, Trappe, and the City of Easton. Easton is a similarly-sized city to Cambridge, and these two places both play a role of being the hub and county seat of their respective counties. In fact, the majority of Route 9 is in Talbot County, which is located across the Choptank River from Cambridge. The route, like Route 8, has six round trips spread throughout the day, this time between 6 AM and 5:30 PM. This is also a deviated fixed route with the  $\frac{3}{4}$ -mile buffer discussed under Route 8. From Cambridge Harbor, one must ride the Cambridge North Route to access the starting point of the Route 9 service, which is at the Walmart Supercenter in Cambridge. A one-way fare is \$1.50.

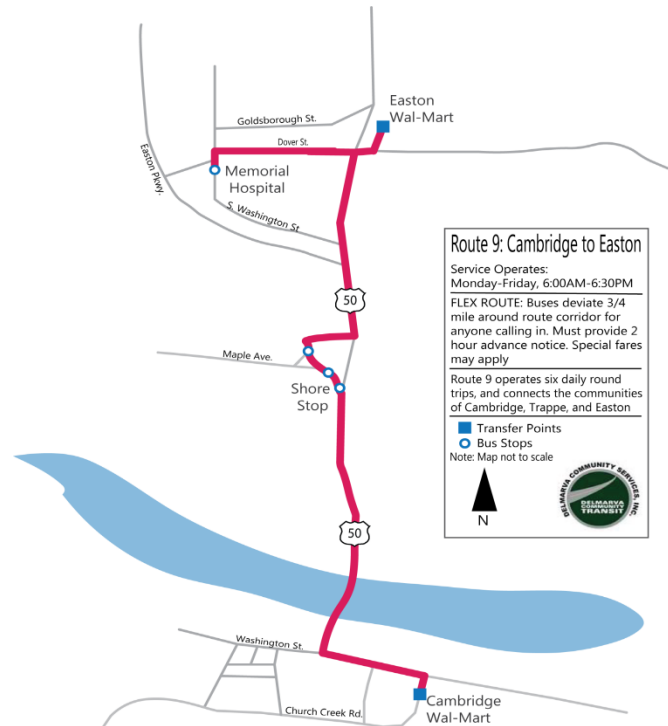


Figure 17: Route 9 (MUST) Map. Source: MUST.

- Route 10 (Figure 18):** This fixed-route service connects Cambridge, Vienna, Mardela Springs, and Salisbury, the largest city on Maryland's Eastern Shore and the second largest on the Delmarva Peninsula. The Route 10 travels through both Dorchester County and Wicomico County, with the route's distances in each routing being roughly the same. This route operates four trips throughout the day. Like Route 8 and 9, this is a deviated fixed route service with a  $\frac{3}{4}$ -mile buffer. From Cambridge Harbor, one must ride the Cambridge North Route to access the starting point of the Route 10 service, which is at the Walmart Supercenter in Cambridge. A one-way fare is \$1.50.
- Route 11 (Figure 19):** This fixed-route service is different than Routes 8, 9, and 10 because it only runs twice per day and is on a loop system, with the morning portion running counterclockwise and the afternoon portion running clockwise. This route connects Cambridge, Secretary, East New Market, Hurlock, Preston, and finally Easton. From Cambridge Harbor, one must

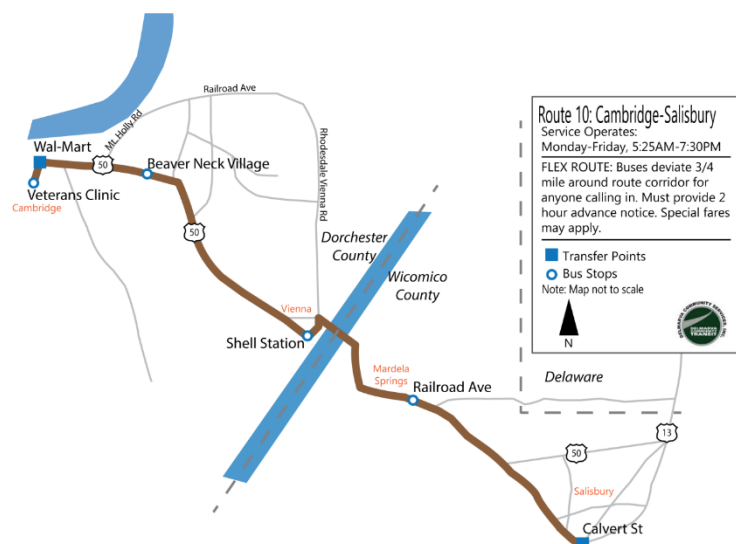


Figure 18: Route 10 (MUST) Map. Source: MUST.



ride the Cambridge North Route to access the starting point of the Route 11 service, which is at the Walmart Supercenter in Cambridge. A one-way fare is \$1.50.

- Routes 9A & 11A:** These special routes do not run at the same frequency as their parent routes, but they supplement each of their respective parent routes. Route 9A, for example, travels between Cambridge and Easton but does not run in the summer months. Route 11A helps the three Cambridge routes transport people to the Walmart Supercenter early in the morning, as this location is a hub for many other routes. However, it has no afternoon segment.

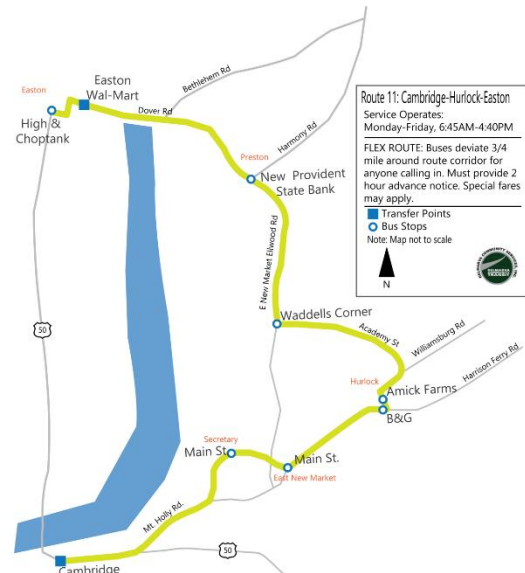


Figure 19: Route 11 (MUST) Map. Source: MUST.

From this summary of fixed-route services that connect Cambridge to other surrounding communities, it's clear that transit is available on the Eastern Shore. To further link Cambridge Harbor to these regional routes, multimodal planning could look into implementing a fixed-route service that more directly connects Cambridge Harbor to the Walmart Supercenter, which is currently Cambridge's hub of MUST transit routes. It could also look like increasing development of a shared-use path system in the U.S. 50 right-of-way or an adjacent one so that micromobility connections are made possible to the transit hub. Discussions between MUST and the City of Cambridge should also address the topic of securing accommodations of bike storage on transit vehicles.

#### Scale 4: Inter-regional/Statewide

Cambridge not only sits in a unique position on Maryland's Eastern Shore, but from a statewide travel perspective, Cambridge has favorable qualities. Its position along U.S. 50 means that the highway's traffic has direct easy access to Cambridge Harbor, and its proximity to the main Chesapeake makes it an ideal ferry stop. The city's geography should be utilized to its full advantage as Cambridge Harbor develops.

#### U.S. 50 Corridor & Airport Presence

Every summer, Marylanders, Virginians, and Washingtonians make their way across the Eastern Shore to access its famous beaches. All automobile and bus traffic funnels across the Chesapeake Bay Bridge, the only crossing of the Chesapeake Bay in Maryland. Often a bottleneck, this chokepoint carries the designation of U.S. 50 (and U.S. 301), which continues across the Eastern Shore of Maryland, passing through Cambridge on its way to the Atlantic Coast. While two main route options exist to connect the Chesapeake Bay Bridge to the Delmarva Beaches, the other being State Route 404, U.S. 50 is the main thoroughfare to Ocean City, the most popular destination on the peninsula that sees up to eight million visitors per year. It's also the main route to Assateague Island National Seashore, whether traveling to the Maryland entrance or the Virginia portion. This highway passes directly through Cambridge and comes within feet of Cambridge Harbor. It is estimated that 11 million cars pass through Cambridge annually, with rates escalating



in the summer months. This is an incredible asset and should be further utilized to Cambridge Harbor's advantage.

As displayed earlier in Figure 7, the Cambridge Harbor waterfront and site can directly be seen from the Choptank River Bridge, which carries U.S. 50 into Cambridge. As one is traveling eastbound (directionally southward) on U.S. 50, likely from the Greater Baltimore and Washington D.C. Region, drivers are greeted with a large 'Welcome to Dorchester' sign on the right-hand side as the bridge meets the land. One can clearly see Sailwinds Park, as this is the closest part of the site to U.S. 50. Immediate signage currently indicates that Cambridge's Visitors Center, Downtown, and Harbor can be accessed via a right-hand turn at the next signal. This sign is large and provides sufficient information, but as Cambridge Harbor develops, increasing visible signage with branding of the site will be important in its marketing. After all, the Dorchester County Visitor Center is only part of the site, and there will be other attractions for road-trippers. These include the small beach, the boutique hotel, and future restaurants and retail. The City of Cambridge and CWDI should work with Maryland DOT to further explore signage and wayfinding opportunities, including implementing signage miles up the highway to notify drivers in advance.

Though Cambridge has an advantage for being situated along U.S. 50, the highway is also a dangerous obstacle for those traveling throughout the community by bike or foot. The City of Cambridge and CWDI should work with Maryland DOT, as well as Maryland DNR, to explore ways to provide an above or below-grade connection across U.S. 50 for vulnerable road users, whose numbers will increase when Cambridge Harbor is finished construction. As previously discussed, the current boardwalk that links the Bill Burton Fishing Pier to Cambridge Harbor travels under the southern end of the Choptank River bridge and is not sustainable. Therefore, it is not reasonable to expect vulnerable road users to rely on this existing connector. Alternative options must be explored and could even be utilized as further marketing techniques. For example, at the stakeholder project kickoff, the idea of a proposed pedestrian crossing over U.S. 50 was discussed, along with how it could house a sign or banner that welcomes drivers to Cambridge. The U.S. 50 and Cedar Street intersection is one of high interest for this crossing.

The U.S. 50 highway also serves as a direct connection between the Cambridge-Dorchester Regional Airport and Cambridge Harbor. There are currently ongoing discussions regarding the expansion of the airport and extending the current runway to accommodate larger planes. As this evolves and progresses, the City of Cambridge and CWDI should evaluate whether this will have implications for Cambridge Harbor.

## Ferry Connections

Cambridge's physical position not only provides advantages for land-based transportation access but also for the feasibility of expanded water-based connections in the greater Chesapeake Bay region. In 2022, Visit Annapolis and Anne Arundel County received a grant from the U.S. Economic Development Administration to conduct a ferry feasibility study. This partnership transformed into a multi-county project, as neighboring counties saw this as an opportunity to participate in a study that could truly lead to results. The other counties who participated were St. Mary's and Calvert in Southern Maryland, as well as Queen Anne's and Somerset on the Eastern Shore.

In the spring of 2024, a consulting team in partnership with the five-county consortium released a map of proposed routes with targeted locations. Though Dorchester County did not directly participate in the development of the study,

Cambridge is still listed as a targeted location on the map, as shown in Figure 20. In August of 2024, the team officially released the feasibility study as public-facing. This study included an analysis of the feasibility of routes and destinations that were proposed in Phase I. Cambridge is proposed to have direct connections to Easton, Oxford, and Chesapeake Beach along Route 4, as well as a direct connection to Solomons Island through Route 6. This study also includes the support of local transit systems to move passengers that exit and enter the ferry systems at its stops. As the study progresses and the effort moves into a planning and eventually implementation phase, Cambridge certainly should have a seat at the table. It's essential that the city and CWDI maintain coordination and communication with those in charge of conducting and implementing the study. If Cambridge and Cambridge Harbor are to become more of a tourist destination, there will be a need to meet the growing demand and desire to travel there, including by water. This new ferry stop could be supplemented with smaller local water taxi services that transport passengers to nearby places such as The Hyatt Hotel and Suicide Bridge, as discussed previously.

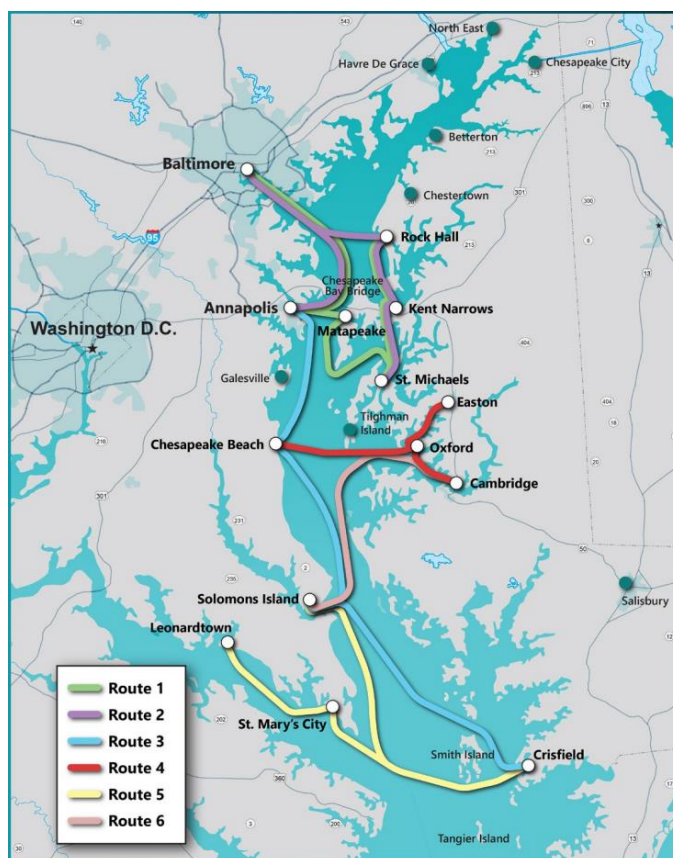


Figure 20: A Map Overview of the Proposed System.  
Source: Chesapeake Bay Passenger Ferry Feasibility Study.

## Summary of Transportation Issues

As discussed in detail in this scope of work, transportation issues that CWDI and the City of Cambridge should continue to examine and address as Cambridge Harbor develops include the following:





- **Bicycle & Pedestrian Connection Limitations:** Cambridge's infrastructure is mostly car-dependent and could improve its support of alternative modes of transportation. A first step could be for the City of Cambridge conduct a sidewalk analysis for the community so that network gaps and areas of improvement can be mapped clearly and thoroughly. This way, the city can prioritize projects in areas with the largest need. An up-to-date paper streets inventory would also supplement this effort, by providing a better understanding of these existing assets and identifying potential corridors to enhance shared-use infrastructure.
- **Fixed-Route Transit Service:** MUST currently operates numerous fixed-route transit services both within Cambridge's city limits and its surrounding region. For a geographic area that is mostly rural, it is impressive that fixed routes even exist, as this is often an issue in rural communities throughout the United States. However, service is relatively infrequent, indirect, and could be more efficient. As Cambridge Harbor develops, close coordination between CWDI, the City of Cambridge, and MUST could help to make sure the site has adequate transit connections to other key destinations in the area.
- **Ferry & Water Taxi Services:** Maritime culture and significance is at the core of Maryland's Eastern Shore's identity. Cambridge Harbor currently lacks regular ferry and water taxi services, though there are opportunities to support future efforts in this space. As the Multi-County Ferry Feasibility Study and implementation progresses, both the city and CWDI would benefit from being in coordination with the five-county team and identifying a liaison to be involved.
- **Automobile-Oriented Development:** While Downtown Cambridge is walkable and vibrant, the development surrounding the community is mostly automobile-oriented. A lack of a comprehensive bicycle and pedestrian system hinders residents and visitors' ability to safely travel to places on foot or by bike. The City of Cambridge could utilize existing rights-of-way or rethink how street space is allocated to accommodate space for these vulnerable road users.
- **Location Hot Spots & Issues:** The City of Cambridge conducted a Traffic Control Evaluation Study that identified intersections to remove signaling. This study could be taken further and used to identify intersections that can be retrofitted to provide for the safety needs of vulnerable road users. Particular focus could be drawn to intersections in between Cambridge Harbor and Downtown Cambridge, which is where pedestrian and bicycle activity is expected to increase as Cambridge Harbor develops.

## Summary of Key Transportation Opportunities

In addition, the following key transportation opportunities have been identified:

- **Updating the City of Cambridge's Comprehensive Plan:** The City of Cambridge released a Master Plan in 2011 that identified how to properly connect notable sites throughout the community. A new comprehensive document that builds off of this work is essential to provide updated language to support transportation investments. An updated plan would be useful for having an overall vision, as well as applying for grants going forward. Updates could also be aligned with the Mid-Shore Regional Economic Development District's



[Comprehensive Economic Development Strategy](#) and other appropriate high level planning efforts in the Eastern Shore.

- **Expansion of Multi-Use Infrastructure:** Through the reallocation of space in existing rights-of-way, a system of shared-use paths and pedestrianized facilities is feasible. A sidewalk analysis would identify major gaps, and a paper streets inventory would identify where rights-of-way are available. This analysis should also prioritize underserved communities within the city to ensure that those who have historically been neglected in the accessibility conversation are provided that infrastructure. The city could take these analyses even further and continue to identify corridors in which trails can be implemented, both for recreation and commuting. This would emphasize the need for increased protected multi-use connections between the new rail trail and the waterfront area. Evolving active transportation should also be taken into account, as modes such as electric scooters, for example, are increasingly becoming present in communities. These alternative modes would directly benefit from safe, reliable infrastructure to utilize.
- **Transit Agency Coordination:** Coordination with the partners that operate MUST is essential to ensuring that Cambridge Harbor continues to have adequate and efficient transit access. Cambridge and CWDI could also explore the feasibility of a micro transit service that connects the site to other local destinations in Cambridge more directly, such as downtown and the Hyatt Hotel.
- **Ferry & Water Taxi Development:** Cambridge and CWDI could be more involved and/or informed regarding the development of the Ferry Feasibility Study and its implementation. The city and Dorchester County could consider conducting their own feasibility study for a water taxi that connects Cambridge Harbor to local destinations along the Choptank as well.
- **Opportunities Through Chesapeake Gateways:** Cambridge was selected as a pilot site as part of the Chesapeake Gateways Program. Through this program, Cambridge Harbor will have access to support and resources directly from the NPS Chesapeake Gateways Communities Initiative. Cambridge has been identified as a key gateway community for the Chesapeake Bay Region. Gateways Communities are where a combination of geography, location, transportation systems, economic uses, and services concentrate people at the Bay, or in this case, along a major tributary. Cambridge has already been recognized for providing inclusive opportunities for visitors and locals and should be able to offer even more as Cambridge Harbor is transformed. Cambridge Harbor will have access to support and resources directly from NPS through this larger effort.

## Tasks

Development of the Cambridge Harbor Multimodal Connectivity Plan outlined in this Scope of Work is expected to involve the following tasks, which are aligned with the proposed sections of the Plan as well as with the transportation planning process graphic shown in Figure 21. These tasks are intended to be general guidelines and may be adjusted by CWDI and any entities supporting the development of the Plan. The tasks below are framed as if a contractor is leading development of the plan; however, CWDI or another organization could alternatively lead development.

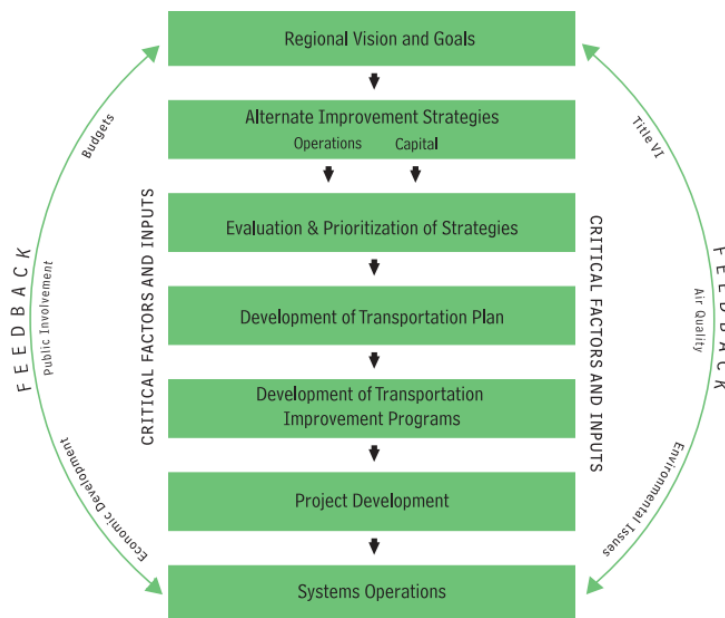


Figure 21: Transportation Planning Process. Source: U.S. DOT.

## Task 1. Project Management

Project and stakeholder management will be the responsibility of the contractor hired to undertake the development of this plan. This will include regular project coordination meetings, likely monthly. These meetings should include progress updates, review of appropriate materials for the context, and planning for specific activities for the future. A project schedule should also be developed within this task, with a reasonable timeline that includes submittals, critical path activities, and project milestones.

### Deliverables will include:

- Official project agreement/contract
- Project schedule and timeline
- Regular meetings with CWDI board, City of Cambridge, and other appropriate partners

## Task 2. Existing Conditions

This task should begin by going through the process of confirming the need to develop the multimodal connectivity plan, through outlining its purpose and background clearly. Creating a defined list of reasons for developing the plan will also be helpful for the development of goals and objectives in Task 3.

Task 2 should be informed by the existing conditions presented in this Scope of Work. From this information, the Existing Conditions section of the Multimodal Connectivity Plan can take the next step of providing an overview of the current transportation system, including analysis for multiple modes on multiple scales. It should also clearly identify and document challenges that the system



faces and opportunities to overcome those challenges, utilizing this SOW document to begin that process.

**Deliverables will include:**

- Draft and final Existing Conditions Section

### Task 3. Goals and Objectives

After developing a list of challenges and opportunities derived from current conditions in the transportation system, this list should be utilized to identify goals and objectives for the plan. These goals can be organized into broad topic areas, such as enhancing accessibility, promoting sustainable practices, and reflecting historical legacies through infrastructural design. Goals will be followed by objectives that provide more specific milestones underneath each goal area. For example, for enhancing accessibility, this could look like eliminating the U.S. 50 barrier for vulnerable road users by providing a not-at-grade crossing or expanding the city's sidewalk network by 5% over the next decade. This is the task in which performance measures should also be discussed and even drafted, but not finalized, as this will be done once the full analysis is complete.

**Deliverables will include:**

- List of Goals and Objectives for the Multimodal Connectivity Plan

### Task 4. Analysis and Assessment

Once the plan's goals and objectives are defined, it will be time to both utilize existing data for analysis and identify gaps that must be filled to properly quantitatively and qualitatively analyze the existing transportation network and community characteristics. For example, this could look like conducting a sidewalk inventory and putting together a GIS layer to visually display the data through maps. For existing data, the plan development team should reference the [City of Cambridge's Bikeways Study](#) and the Traffic Control Evaluation report, along with upcoming specific intersection studies.

In addition to technical data collection methods, stakeholder engagement is also an important step in conducting a community-centric analysis, where project stakeholders will be consulted with and coordinated with on data collection, whether anecdotal or more formal. Critical stakeholder engagement has already commenced throughout the development of the Cambridge Harbor Multimodal Connectivity Plan Scope of Work, with a formal in-person partner kickoff in January 2024. Here, feedback and data were connected to inform the Scope of Work. This group reconvened at the end of July 2024, where discussion consisted of the condition of the scope of work as well as circling back on transportation issues brought up in January, such as the U.S. 50 corridor, paper streets, and access to the fishing pier. Stakeholder engagement should continue throughout the development of the plan, where a committee or an advisory board, for example, meets on a regular basis.

In addition, the list of critical destinations at both the city and regional level was derived from anecdotal community data, and this list should be frequently referenced, amended, and utilized in developing the plan. The city should also partner with CWDI to collect more concrete data that





helps reveal the most frequently traveled to critical destinations in the area to help identify key transportation hubs and corridors. This is also an example of a task that could be included in the City's Safe Streets for All (SS4A) road safety action plan.

**Deliverables will include:**

- GIS maps (where applicable)
- List of gaps in the pedestrian, bicycle, or transit network
- Role and responsibilities of key stakeholders in the plan development
- Lists of critical community destinations on both the regional and city levels

## Task 5. Strategies and Recommendations

From the existing conditions, data collected, and stakeholder input, this task involves the development of the multimodal strategies themselves. For Cambridge Harbor, this could look like, for example, infrastructural modifications at select intersections that do not support active transportation, proposed additional transit stops or route modifications, or even investment in a water taxi service along the Choptank River. The current work through the SS4A funding should be tied to these actions, for both planning and demonstration activities will help inform needs and ideas.

The plan should also include recommendations at the policy level that would help support multimodal connections. This could look like amendments to the zoning code, updated parking policies, and incentives for performing trips without driving an automobile.

**Deliverables will include:**

- Project proposals within the plan, divided by mode

## Task 6. Implementation Plan

This task encompasses the preparation for the implementation stage of projects proposed in the Multimodal Connectivity Plan. This task should propose phased projects and form strategies to apply for funding through project phasing. Each project phase should have its own timeline that includes milestones and deliverables, and a Gantt Chart should be considered to visualize this. The project phases should also include budgets for each task, ready to be submitted for a grant application. Lastly, the implementation stage of the planning process should continue to involve the identified stakeholders, who will be partners for select construction projects or policy changes.

**Deliverables will include:**

- Gantt Chart for implementation milestones and deliverables
- Budget sheet in an Excel or similar format

## Task 7. Monitoring and Evaluation

Once the plan is put in place with implementation strategies and even specific projects or policies identified, the performance monitoring and evaluation of the plan will determine how successful it will be over time. This task involves identifying specifically which elements are metrics, and therefore measurable and change over time in response to planning. For example, the volume of



pedestrians along a given sidewalk corridor in Cambridge, such as the Maryland Avenue Bridge over Cambridge Creek, could be something that is measured over time. The planning team should establish performance targets that can be modified over time if necessary, so that the plan's success is appropriately monitored. The team should identify specific mechanisms that can be used to measure success, such as implementing traffic counters or manual data collection coordination. Developing a template for a progress report is a helpful tool to monitor progress in specific areas over time as well.

**Deliverables will include:**

- Performance measures for different modes
- Methods to measure performance

## Task 8. Public Engagement and Communication

As the plan is in development, the planning team should identify a public involvement strategy to make sure that community members are well informed and can be involved in the planning process. An outreach strategy should outline methods that the planning team will use to conduct the outreach, such as surveying, marketing, workshopping, conducting a focus group, using social media, and others. A website should be built specifically for this plan to be made available online for public comment when that period is appropriate. The planning team should also identify select population groups that are the most important to involve, for example, those residing in Cambridge's Historic District "triangle", as this can help select spaces to hold events or appropriate mechanisms to perform outreach. Stakeholders should also be consistently communicated with and involved in this process as well, as they may be able to assist with the public engagement process.

Another element of the outreach strategy is the way in which the planning team will document the feedback and incorporate it into the plan as best as possible. For example, a point person or a task force should be in charge of collecting and documenting public comments that can be pulled into a summary report of public engagement efforts.

**Deliverables will include:**

- List of methods that will be used to conduct public engagement
- List of population groups that should be prioritized to reach
- Plan for documenting and incorporating feedback into the plan

## Task 9. Risk Management

This task is to develop a list of potential risks associated with this plan and mitigation strategies to address those concerns. Here, contingency plans for future unexpected issues will be important to develop as well. This will especially be helpful for many grant programs, as many of them require a section that discusses risks and mitigation strategies.

**Deliverables will include:**

- List of risks and mitigation strategies
- Contingency plan for unexpected issues



## Stakeholder Engagement

The Cambridge Harbor Multimodal Connectivity Plan Scope of Work has been built based on insightful input from stakeholders. As discussed, this began with a formal kickoff meeting to the project in late January 2024, where feedback was collected through an in-depth discussion. A reconvening of this group of stakeholders took place in July 2024, where the group circled back on specific issues and concerns brought up in the January meeting and further refined in this document.

## Next Steps

This document should be utilized as a guide and reference for developing a comprehensive plan for multimodal connections in Cambridge and the surrounding region.

The project team has also developed a ‘Funding Opportunities Memorandum’ as a guide to identifying funding sources for planning and implementation projects. The findings and content presented in this document can be utilized as appropriate to develop applications for the funding opportunities identified in that memorandum, in order to move these ideas forward and implement this scope of work.

## Expected Impact

Through the steps outlined in this scope of work, the Cambridge Waterfront can help the City of Cambridge further embrace resiliency, conservation, and sustainability as a gateway to the Chesapeake Bay by:

- Increasing equitable access to sites of natural, cultural, historical, and recreational significance.
- Orienting visitors and residents to the full breadth of stories and themes represented by the community.
- Facilitating visitors and residents navigating from site to site through multimodal transit options.
- Capitalizing on the positive economic impact of heritage tourism.



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