

NOVEMBER 2023

ONE EASTPORT FOR ALL: A ROADMAP

CNI TRANSFORMATION PLAN FOR EASTPORT TERRACE-HARBOUR HOUSE

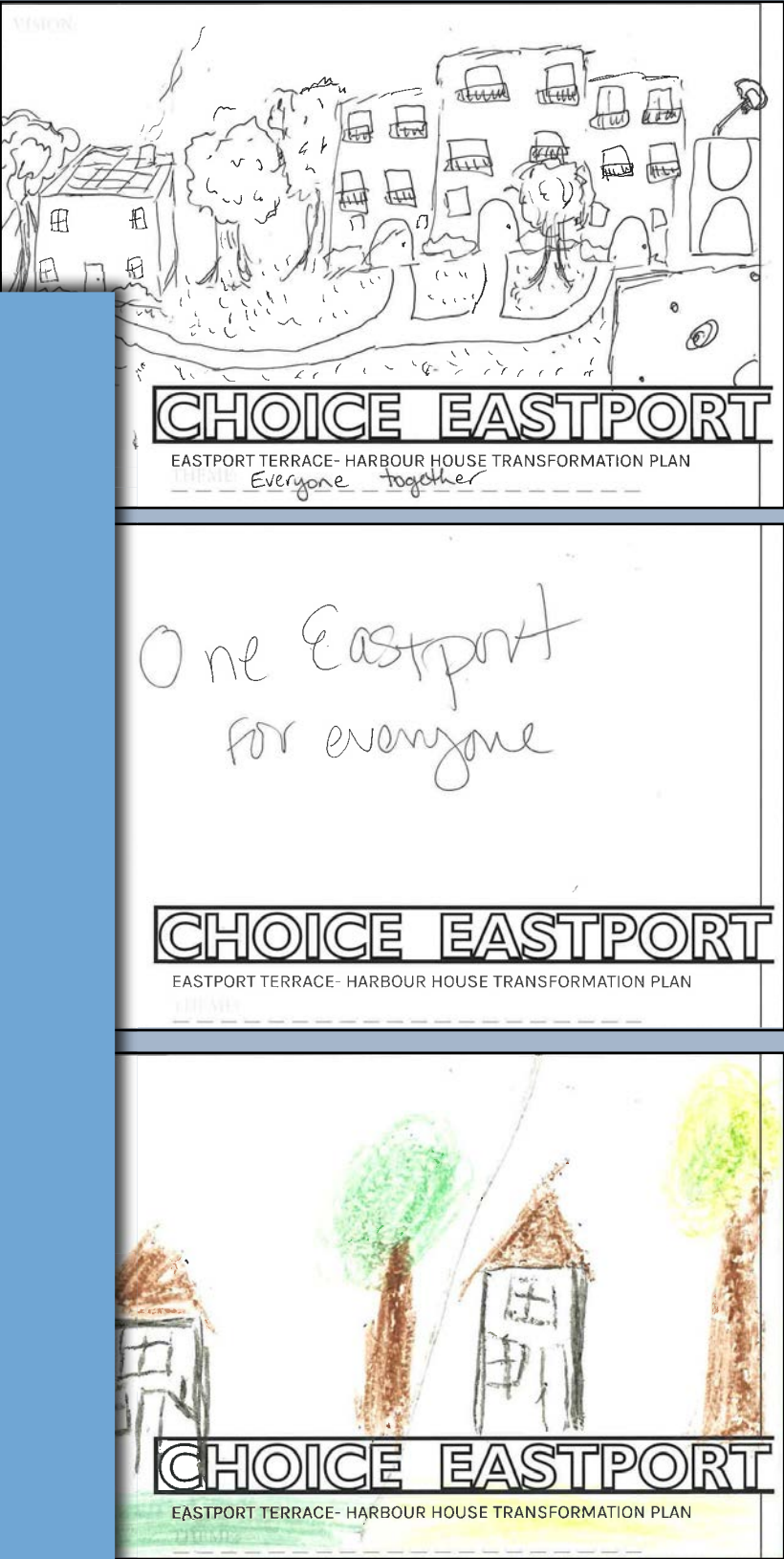


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“
One
Eastport
for
Everyone
”

Postcard from the Future



JOINT MESSAGE

The **Housing Authority of the City of Annapolis (HACA)** and the **City of Annapolis** are proud to present **One Eastport for All: A Roadmap**. This Plan, funded by a U.S. Department of Housing and Urban Development Choice Neighborhoods Planning Grant, is vital to the residents of Eastport Terrace-Harbor House and the surrounding Eastport neighborhood. Happy, healthy, thriving communities benefit all of us and that is what this project is all about.

We began this work nearly two years ago. Over that time our partnering teams have worked together and contributed hundreds of hours of effort in planning, consulting, communicating, and advocating. Most importantly, we’ve convened residents of Eastport Terrace-Harbour House and numerous community residents and stakeholders in community meetings, design charrettes, and meetings with developers and builders. The energy, ideas, and enthusiasm that emerged from this consultation and feedback process have contributed to an exciting and community-centered plan that expands housing options, supports families, and improves the neighborhood conditions to better serve everyone who calls this neighborhood home.

The Transformation Plan for Eastport Terrace-Harbor House and the surrounding neighborhood is about community, environment, mobility, accessibility, and more. It re-imagines housing with modern facilities, beautiful open spaces, and connections to the broader community via trails, paths, roads, and waterways. These kinds of amenities have the potential to change residents’ lives. When we improve the quality of life for one part of our community, we make life better for our whole community!

The City of Annapolis and HACA are committed to making the **One Eastport for All: A Roadmap** plan a reality. This can translate into expedited planning and permitting processes, additional land, funding, infrastructure and services, and obtaining HUD and public-private investor funding and support. We are ready to make the investment and do the work. Other critical City projects such as the renewed Annapolis City Dock and numerous parks, trails, water access, sustainability, and mobility initiatives are currently underway. With a neighborhood with as deep and rich of a history as Eastport, delivering neighborhood transformation for the local community will show that Annapolis not only has a great history but a great future ahead.



Gavin Buckley,
Mayor
City of Annapolis



Melissa Maddox-Evans,
Executive Director / CEO
Housing Authority of
the City of Annapolis



ACKNOWLEDGMENTS

The **One Eastport for All Plan** (The Plan) is the result of a two-year planning process and reflects the vision and dedication of hundreds of people- residents, businesses, employers, educators, community organizations, service providers, state and local agencies, developers and many others. It reflects the hopes, aspirations and vision of the community.

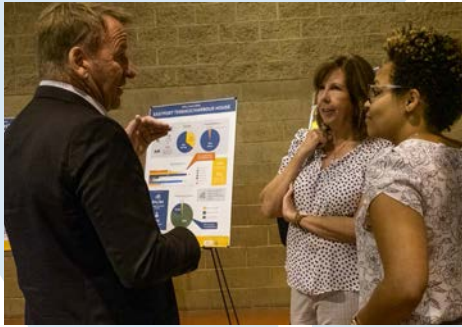
Below is a list of residents, stakeholders, groups, and individuals who contributed to this plan. Affiliations are included as shared by participants. There were countless other individuals and organizations that participated in public meetings, roundtable discussions, and stakeholder interviews. To everyone who took time to participate in the Task Forces, public meetings, and various other activities to ensure that the voice of the neighborhood was heard,

YOU ARE APPRECIATED!

STEERING COMMITTEE

A group of HACA and City staff, public housing residents, and partners provided input and advice on the development of the Transformation Plan. Core members of HACA, the City, Community Action Agency (CAA), and the Planning Coordinator functioned as a working group, meeting regularly to manage the planning process.

- Andre Atkins, Resident of Eastport Terrace-Harbour House, former President of the Harbour House/ Eastport Terrace Tenants' Association and member of the HACA Board of Commissioners
- Antoinette Newton, Director of Asset Management, HACA
- Bridget McLaughlin, Director of Resident Services, HACA
- Cate Pettit, Chief of Staff, Office of the Mayor, City of Annapolis
- Cia Cook, Deputy Executive Director and Chief Financial Officer, HACA
- Denise Ruffin, Affordable Housing Specialist, City of Annapolis
- Eric Leshinsky, Chief of Comprehensive Planning, City of Annapolis
- Julie Snyder, Director of Community Engagement, CAA
- Melissa Maddox-Evans, Executive Director / CEO, HACA
- Michael Mallinoff, City Manager, City of Annapolis
- Michelle Stephenson, Public Information Officer, City of Annapolis
- Theresa Wellman, Community Development Administrator, City of Annapolis
- Victoria Buckland, Assistant City Manager, City of Annapolis
- William Rowel, Senior Advisor, Office of the Mayor, City of Annapolis



COMMUNITY CONNECTORS

Local residents were hired and managed by Community Action Agency to support project outreach, communication, and disseminate information to the community.

- Diesha Contee
- Donna Johnson
- Pantha Stansbury
- ShaJuan Morgan
- Virgil Wells

ELECTED OFFICIALS

- City of Annapolis Mayor Gavin Buckley
- City of Annapolis Alderwoman Eleanor Tierney
- City of Annapolis Alderwoman Karma O'Neill
- City of Annapolis Alderwoman Rhonda Pindell Charles
- City of Annapolis Alderwoman Sheila Finlayson
- City of Annapolis Alderman Brooks Schandelmeier
- City of Annapolis Alderman DaJuan Gay
- City of Annapolis Alderman Rob Savidge
- City of Annapolis Alderman Ross Arnett
- Senator Ben Cardin
- Senator Chris Van Hollen
- Representative. John Sarbanes
- State Senator Sarah Elfreth
- State Delegate Shaneka Henson
- State Delegate Dana Jones
- Anne Arundel County Executive Steuart Pittman
- Anne Arundel County Councilwoman Lisa Rodvien
- Anne Arundel County Public Schools Superintendent Dr. Mark Bedell
- Anne Arundel County Public Schools Board President Dr. Joanna Bache Tobin
- Anne Arundel County Public Schools Regional Superintendent Jolyn Davis

HOUSING TASKFORCE

The Housing Task Force focused principally on the development of the housing plan for Eastport Terrace-Harbour House and was chaired by Melissa Maddox-Evans of HACA.

- Arthur Edwards
- Beth Brush, Arundel County Development Services
- Bill Reichhardt, Eastport Civic Association
- Bowie Maurita, Anne Arundel Connecting Together
- Dana Johnson, Homes for America
- Erin Karpewicz, Arundel County Development Services
- Jess Pachler
- John Wray IV, Oehme, van Sweden & Associates
- Kathy Ebner, Affordable Housing and Community Equity Development Commission
- Michael E. Font Jr, New Harbor Development
- Mike Posko, Habitat for Humanity of the Chesapeake
- Mike Pitchford
- Pat Wagner, The Community Builders
- Patrick Sheridan, Sheridan Consulting, LLC
- Peter Seigel, Landex Corporation
- Randy K. Rowel, Jr.
- Thomas Spiegel, Shearwater Condominium Association
- Yevola Peters, Newtowne CDC

NEIGHBORHOOD TASKFORCE

The Neighborhood Task Force focused principally on the identification of strategies to improve the neighborhood and was chaired by Eric Leshinsky of the City of Annapolis.

- Adetola Ajayi, Office of the Mayor, City of Annapolis
- Alba Moralesgarzon, Anne Arundel County Public Schools
- Amy Clements, Spa Creek Conservancy
- Amy Cruice
- Captain Amy Miguez, Annapolis Police Department
- Anina laCour, Shearwater Condominiums
- Bill Reichhardt, Eastport Civic Association
- Brigid Smith, Office of Congressman John Sarbanes
- Briayna Cuffie
- Carol Yarrow
- Chanel Compton, Banneker-Douglass Museum
- Cynthia Carter
- Diana Garcia
- Frank Larkin
- Franklyn Baker, United Way of Central Maryland
- Harry Lockley
- Jamar Parker, Department of Transportation, City of Annapolis
- Jane Lawrence, Eastport Civic Association/Seeds 4 Success
- Jeanette Beigel
- Jess Pachler
- Jessica Neill
- Judi Olinger
- Karen Jennings
- Kathy Ebner,
- Kimberly Richer, Charting Careers
- Kristy Unruh
- Lisa DeLuna
- Lovell Offer
- Marcia Patrick, Department of Public Works, City of Annapolis
- Michael LaFortune, Shearwater Condominiums
- Mike Tomasini, Eastport Business Association
- Mike Pachler
- Pat Montague
- Paul Rankin, Eastport Civic Association
- Phyllis Tee Adams
- Randy K. Rowel Jr.
- Roslyn Johnson, Recreation & Parks Department, City of Annapolis
- Sally Lockley
- Shelton Willett
- Ted Weber
- Vicki Meade



PEOPLE TASKFORCE

The People Task Force focused principally on the identification of strategies to support Eastport Terrace-Harbour House families and was co-chaired by Andre Atkins, former President of the Harbour House/

- Adetola Ajayi, Office of the Mayor, City of Annapolis
- Amy Cruice
- Amy Taylor, The Y in Central Maryland
- Carlotta Allen, Asbury United Methodist Church
- Charlene Bell, Anne Arundel County Public Schools
- Dr. Charlestine Fairley, Community Action Agency
- Christine Crabbs, Luminis Health
- Deanna Morton, The Y in Central Maryland
- Debbie Odum
- Debra Barrett, The Y in Central Maryland
- Diane Benner, Anne Arundel County Public Library
- Donna Johnson, Community Connector, Eastport Terrace-Harbour House Resident
- Donna Perkins, Anne Arundel County Health Department
- Ellen Bredt, Maryland Department of Labor
- Erica Griswold
- Erin Lee, Office of Community Services, City of Annapolis
- Erin Snell, Charting Careers
- Georgia Noone-Sherrod, Anne Arundel Conflict Resolution Center
- Heather Cassidy, Light House, Inc.
- Heaven White
- Jane Lawrence, Eastport Civic Association/Seeds 4 Success
- Jen Pastrone, Seeds 4 Success
- Jesse Raudales, Operations Industrialization Center of Anne Arundel County
- Julie Snyder, Community Action Agency
- Katara West, Anne Arundel County Public Schools
- Lisa Mondoro, Boys & Girls Club of Annapolis & Anne Arundel County
- Maisha Gillins, Anne Arundel County Public Schools
- Mike Drummond, Arundel Lodge
- Nicola Patterson, B2G Learning Centers
- Odessa Ellis
- Pamela Brown, Partnership for Children, Youth and Families
- Pamela Jordan, Health and Human Services, Anne Arundel County
- Pantha Stansbury, Community Connector, Eastport Terrace-Harbour House Resident
- Patricia Ordonez, B2G Learning Centers
- Rebecca Benner, Anne Arundel Workforce Development Corporation
- Pastor Sheryl Menendez, Restoration CDC
- Shirley Gordon, Street Angel Project, Inc.
- Yevola Peters, Newtowne CDC

SPECIAL THANK YOU

A special thank you to the Young Planners for their keen insight and enthusiastic participation, Julien Jacques from the City of Annapolis TV Studio and photographer Luke Thompson for documenting the community engagement process, Keonna Snowden of Community Action Agency for assisting with meeting facilitation, and the Eastport United Methodist Church for graciously providing the use of their community space for a variety of planning events.



PLANNING COORDINATION TEAM

- **EJP Consulting Group, LLC** – *Lead Planning Coordinator*
(Rhae Parkes, Maggie Merrill, and Lauren Williamson)
- **Hord Coplan Macht** – *Neighborhood Planning & Housing Design*
(Matthew Fitzsimmons and Melanie Ray)
- **Zimmerman/Volk & Associates** – *Residential Market Assessment*



EXECUTIVE SUMMARY

"One Eastport for Everyone."

"Eastport Connectivity."

"Everyone Together."

"Access for All."

"Healthy, Happy, Connected, and Respected People."

- Visioning Workshop and Postcards from the Future

1,100+ PARTICIPANTS

These phrases to the left capture the essence of **One Eastport for All: A Roadmap** – the hope, vision, and desire of the community to develop a plan that more equitably serves all families in Eastport by preserving affordability and diversity, investing in amenities and services, and increasing physical and social connections between Eastport Terrace-Harbour House and the surrounding neighborhood.

Since the Choice Neighborhoods Planning Grant award in 2021, dedicated residents, committed stakeholders, the Housing Authority of the City of Annapolis (HACA), and the City of Annapolis have been hard at work developing a comprehensive plan for the Eastport neighborhood. HACA and the City have engaged over 1,100 participants in a series of planning exercises and community engagement activities that included resident meetings, design charrettes, community workshops and events, Young Planner workshops, resident and neighborhood surveys, and stakeholder interviews. As a result, this plan reflects the shared feelings about the past and present Eastport neighborhood and the hopes and desires about its future.

The comprehensive goals, strategies, and recommendations presented in this plan are grounded in the realities of today and build upon the existing social and physical assets in the community to build a stronger and unified neighborhood with a more equitable and sustainable future. The **One Eastport For All** Plan seeks to address the immediate needs and challenges of current residents and stakeholders and provide a roadmap for further investment that will inform the neighborhood's growth and development to realize the community's vision over time. While this plan provides detailed strategies, recommendations, partners, and time-frames for implementation, it is intended to be flexible, acknowledging that Eastport's transformation will occur over time, requiring sustained, long-term partnerships.

We invite you to join us in creating **One Eastport for All**.



Illustrative View of Proposed Central Park

PLAN GOALS

The **One Eastport For All** Plan is organized around three goals that address the concerns and needs of the community, build on public and private investments, and craft a vision for a new and integrated housing redevelopment:

- 1. **Redevelop Equitably and Sustainably (RES),**
- 2. **Invest in Family Success (IFS),**
- 3. **Reconnect People and Places (RPP).**

The Plan goals embrace and acknowledge the resilience of residents and the community, leverage and align with existing plans, partnerships, and resources, and build upon the collective desire for positive change. While these goals reflect community aspirations and desires, they are also tempered by market reality, financing, and implementation capacity.



Farmers Market Opportunity



PLAN STRATEGIES

REDEVELOP EQUITABLY AND SUSTAINABLY (RES)

- 1. **Expand Housing Options**
- 2. **Ensure Sustainable and Climate-Resilient Design**
- 3. **Improve Neighborhood Housing**

INVEST IN FAMILY SUCCESS (IFS)

- 1. **Improve Access to Health and Wellness Services**
- 2. **Improve Access to Quality Education and Youth Services**
- 3. **Increase Household Incomes and Employment Outcomes**
- 4. **Improve Community Safety**
- 5. **Develop a Comprehensive Marketing / Communication Network**

RECONNECT PEOPLE AND PLACES (RPP)

- 1. **Create a Network of Open Spaces and Recreation Opportunities**
- 2. **Improve Walkability and Street Connectivity**
- 3. **Improve Transit Services**
- 4. **Encourage Social Connections Between Neighbors**
- 5. **Encourage Neighborhood-Serving Retail**

ONE EASTPORT FOR ALL

MASTER PLAN

KEY RECOMMENDATIONS

- 1

Provide a community fitness center, pool and basketball court with redevelopment. Design community spaces to serve as resiliency centers (RES 2.d)
- 2

Activate redevelopment with farmers market plaza (IFS 1.b)
- 3

Reserve space for a food pantry or small-format retailer to provide healthy food options (IFS 1.b)
- 4

Provide space for a community health suite space (IFS 1.a)
- 5

Develop on-site early learning center (YMCA- HeadStart) (IFS 2.a)
- 6

Strengthen partnership with Eastport Elementary School (IFS 2.c)
- 7

Provide on-site community space for youth and adult education and enrichment programs (IFS 2.b, IFS 2.d, IFS 3.a)
- 8

Redevelop Eastport Terrace-Harbour House with a diverse range of housing types for various income levels while preserving all existing affordable units (RES 1.a, RES 1.b, RES 1.c)
- 9

Leverage the City-owned Spa Road property to build new replacement and mixed-income housing units before demolishing existing affordable units (RES 1.d)
- 10

Preserve existing forest buffer (RES 2.b)
- 11

Target incentives and funding to encourage and retain market affordable rental housing (RES 3.a)
- 12

Identify funding sources to encourage homeowners to improve properties and remain in place (RES 3.b)
- 13

Improve Hawkins Cove for public access and ecological functions (RPP 1.a, RES 2.b)
- 14

Construct shared use path between housing site and Truxtun Park (RPP 1.b, RPP 2.b)
- 15

Build pedestrian-oriented streets into the housing site (RPP 2.a, IFS 4.a)
- 16

Develop short-term and long-term streetscape strategies to improve pedestrian connection between housing site and Eastport Shopping Center (RPP 2.b)
- 17

Install sidewalks, crosswalks and other pedestrian safety features to improve pedestrian access between the housing site and Eastport Elementary School (RPP 2.b)
- 18

Install crosswalks and traffic calming measures to improve pedestrian safety along President Street (RPP 2.c)
- 19

Implement and expand bike network infrastructure (RPP 2.d)
- 20

Install a new, highly visible bus stop at the center of housing site (RPP 3.b)
- 21

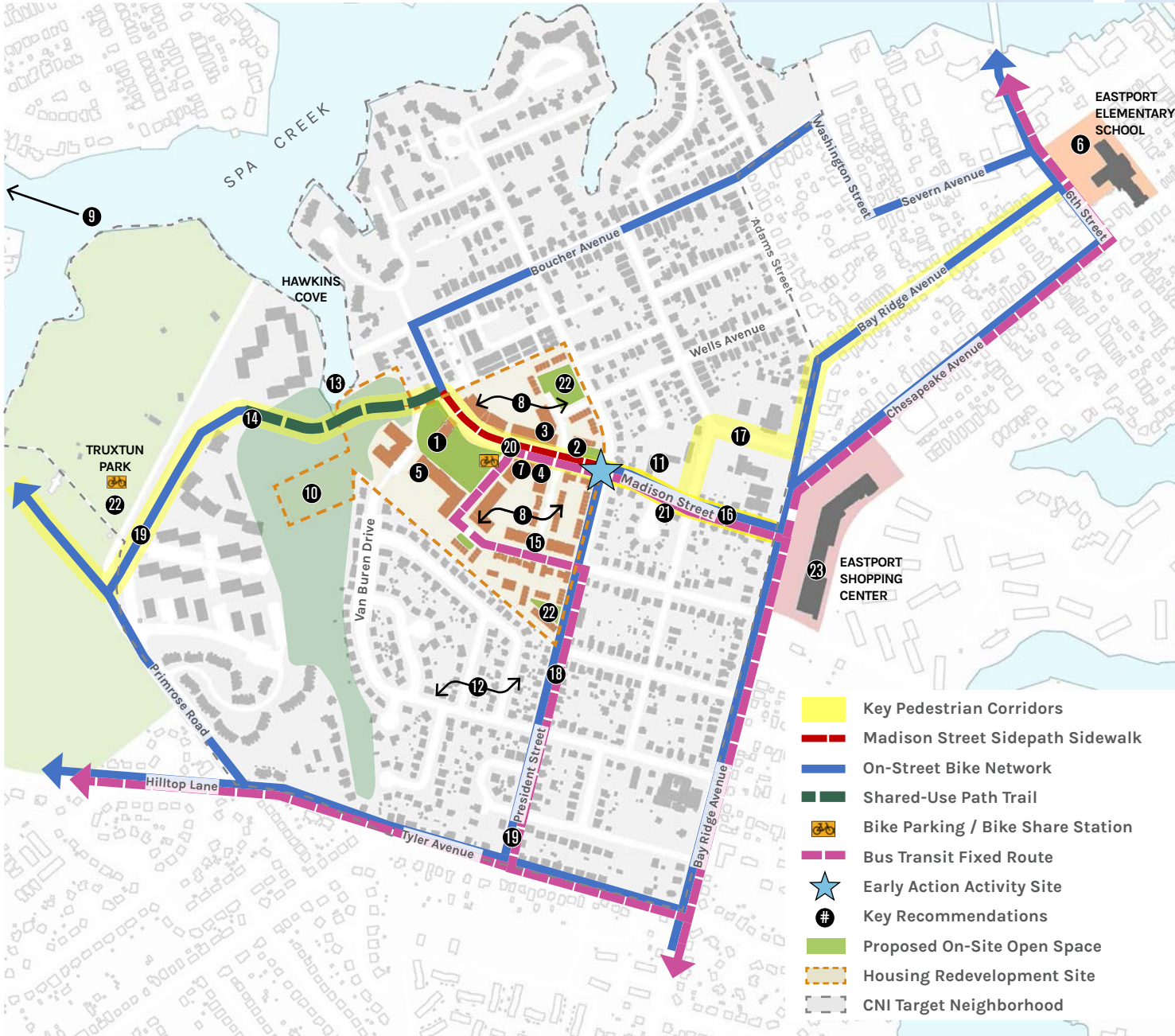
Improve existing neighborhood bus stops to enhance ridership experience (RPP 3.c)
- 22

Locate and create local open spaces to encourage community engagement and social interactions (RPP 4.a)
- 23

Support retail expansion and improvements at Eastport Shopping Center (RPP 5.a)
- 24

Expand shade tree coverage (RES 2.c)

(RES 2.d) references the goal and strategy related to key recommendations. For more information about goals and strategies see Chapter IV.



Neighborhood Improvement Summary Map
(For more information about goals and strategies, see Chapter IV)

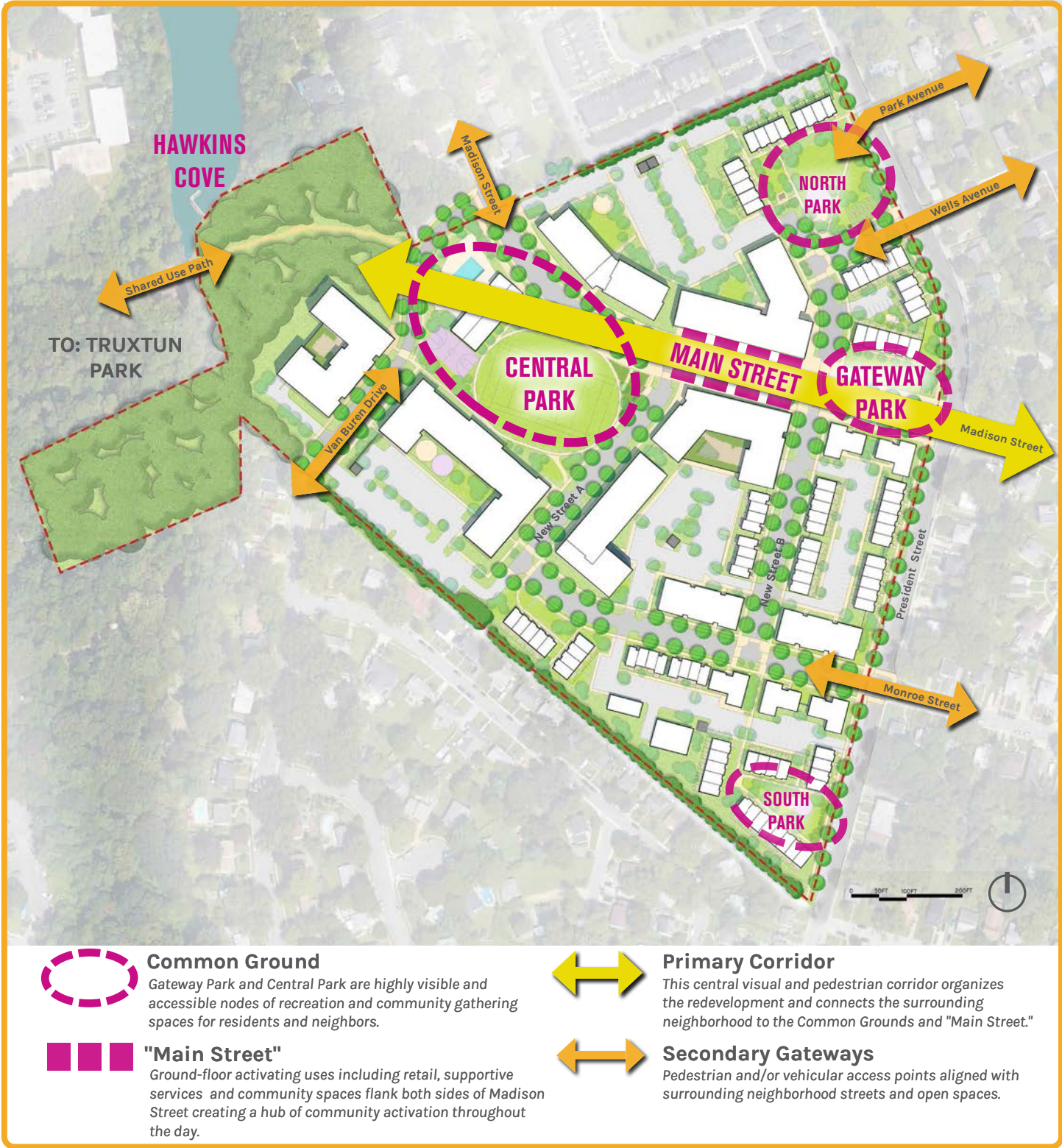
PREFERRED HOUSING CONCEPT

HOUSING REDEVELOPMENT GOALS:

- 1. Replace All Existing Units (1-for-1 Replacement):** The new redevelopment will replace all 357 public housing units at Eastport Terrace-Harbour House with new rental housing reserved for existing residents. Existing residents will have the first right to return to these new units.
- 2. Build First Strategy:** New housing will be built on vacant land at Eastport Terrace-Harbour House and on the Spa Road site, if it becomes available to HACA, to reduce the need for temporary off-site relocation for residents.
- 3. Create a Mixed-Income Community:** The redevelopment will be a mixed-income community incorporating market-rate and affordable housing units. Each building phase of the new development will contribute to a mixed income community.
- 4. Diversity of Rental Housing Types:** The plan presents housing choices to better meet the existing and future families' lifestyle needs, taking into consideration family size, age, and ability.
- 5. Provide High Quality Sustainable Housing:** The redevelopment will provide well-designed and sustainable rental units. All units will contain the same high-quality materials and design standards. Subsidized and unsubsidized dwelling units will be indistinguishable from each other.
- 6. Create a Safe, Well-Connected Neighborhood:** The new redevelopment will incorporate principles of Crime Prevention Through Environmental Design (CPTED) to create a pedestrian-oriented community supported by neighborhood amenities and public space throughout the redevelopment. Pedestrian connections throughout the redeveloped site reknit the neighborhood along a sequence of shared public spaces on Madison Street, building connections between nature and the surrounding neighborhood.



Spa Road Concept Plan (Example of potential off-site housing opportunity)



Framework Plan

PEOPLE PLAN

In addition to the proposed physical improvements, **One Eastport For All: A Roadmap** introduces strategies to improve the quality of life for all Eastport Terrace-Harbour House residents by placing an emphasis on Five primary areas of focus: Access to Health & Wellness, Access to Quality Education & Youth Services, Household Income & Employment, Community Safety, and Connecting Residents with Services. This plan aspires to ensure access to support services that are vital to the well-being of families and their ability to thrive. Via a rich array of partners, HACA will work to actively engage with residents and connect them to supports and services they need and want.

Although the People Plan focuses on providing services and supports to Eastport Terrace-Harbour House families, it also relies on key elements of the Housing and Neighborhood Plans to improve outcomes for those families. Physical assets such as the new central park with a gym and pool, a new on-site early learning center, on-site space programmed for social service provision, and the improved connections to Hawkins Cove and Truxtun Park, Eastport Elementary school, and Eastport Shopping Center provide opportunities for improving health, education, and income and employment outcomes for families while also enhancing community connections.



Illustration of Reimagined Gateway Park

WHAT’S NEXT

With **One Eastport For All: A Roadmap** providing a clear path forward to realize the community’s vision for Eastport Terrace-Harbour House and the surrounding Eastport neighborhood, the focus now turns to implementing the Plan. Implementation will require the coordination and collaboration of many parties and public-private partnerships. Although HACA will be responsible for the overall implementation of this plan, the partnership between HACA and the City of Annapolis is fundamental to the success of the transformation effort. HACA and the City will continue to coordinate various plan elements, including identifying additional implementation resources, solidifying off-site housing opportunities, and engaging partners and stakeholders. HACA will continue to expand its implementation capacity by identifying dedicated leads for various plan elements. The Y in Central Maryland will serve as the early learning partner, and HACA will explore bringing on an overall people lead to coordinate wraparound services and programs for Eastport Terrace-Harbour House residents. HACA will serve as the housing developer for the initial stages of implementation but will procure a master developer to lead the redevelopment of the target housing site. The City of Annapolis, specifically the Department of Planning and Zoning, will continue to coordinate and lead the implementation of the neighborhood plan elements.

Two early action projects in the target neighborhood are building momentum for implementation and will provide opportunities for sustained community and stakeholder engagement: the Hawkins Cove Restoration and Community Gateway Improvements. Bookending the target housing site, these projects will help create a sense of place, reconnect people and places, attract additional investments, and improve neighborhood confidence in the ability of this project to transform the neighborhood for all. The City has selected design consultants for both projects, and robust planning and public participation will begin in late fall 2023 with the Community Gateway installation planned to begin in spring 2024.

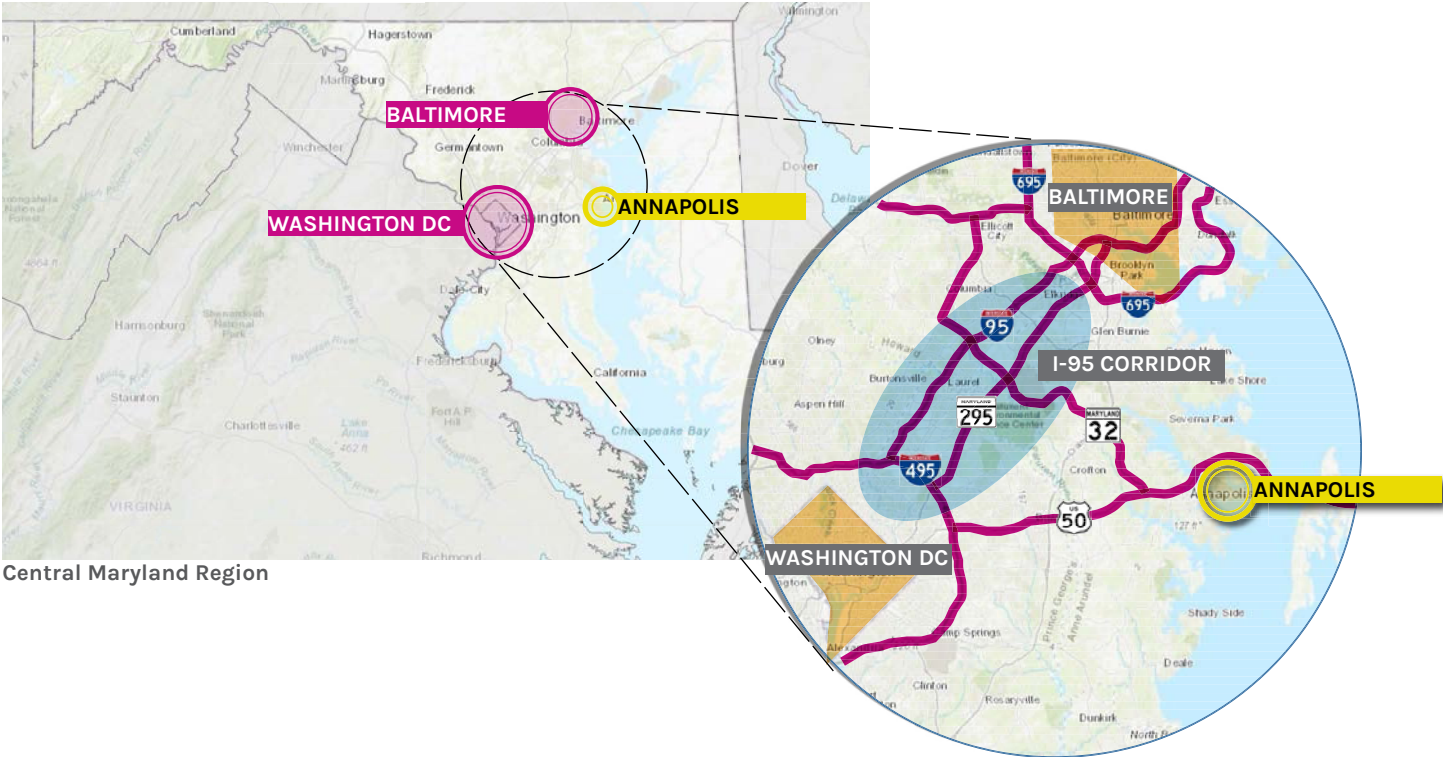
To learn more information about **One Eastport For All: A Roadmap**, track progress as it moves into the implementation phase, or get involved, please visit the project website at:

<https://www.eastportcni.org>



**COMMUNITY
CONTEXT**

OVERVIEW AND CONTEXT



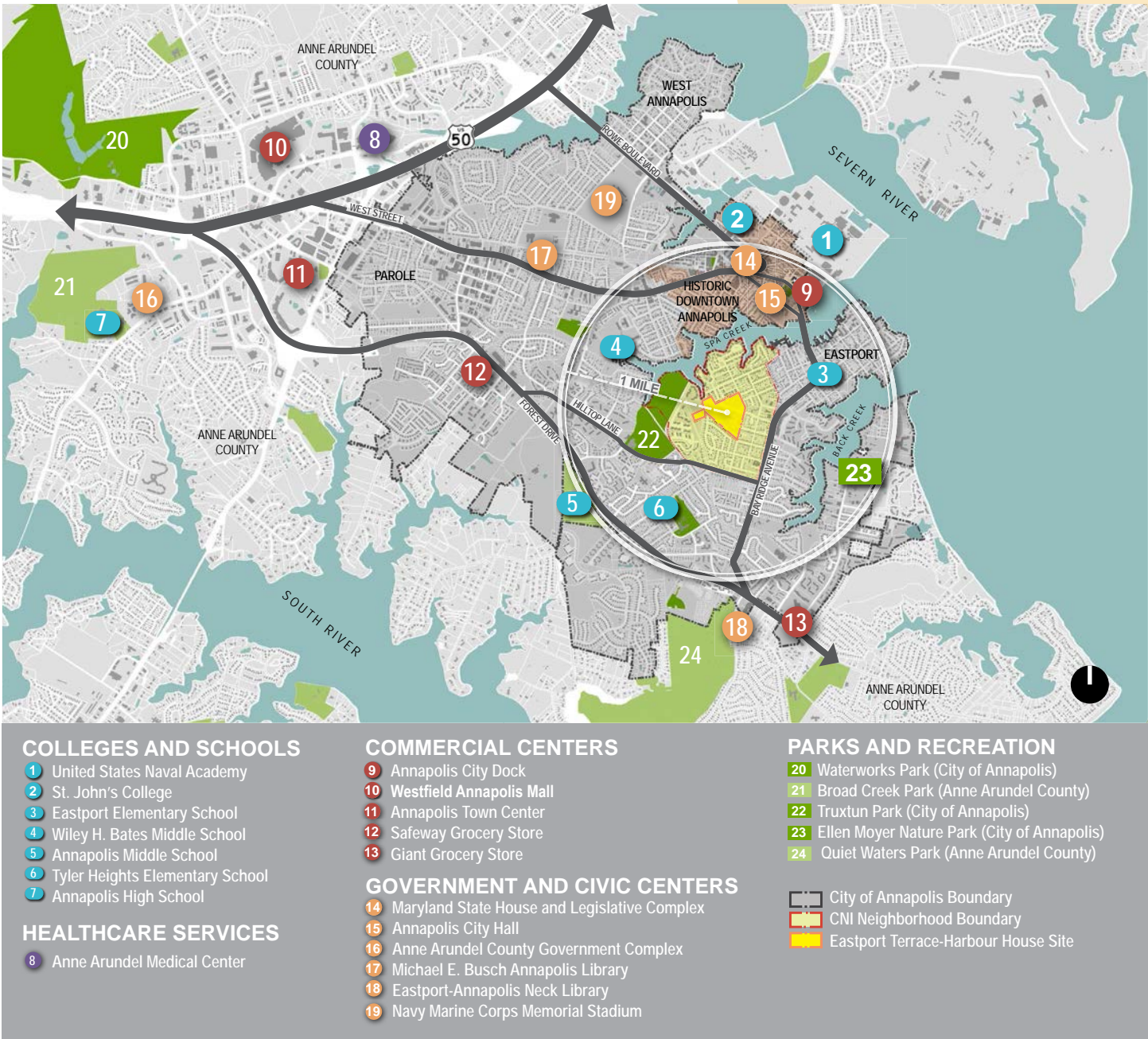
Central Maryland Region

The Eastport Choice Neighborhoods Initiative (CNI) target neighborhood is situated in Annapolis, Maryland’s capital city. The target neighborhood and housing site are south of Spa Creek, less than a mile from the Capitol dome.

The City of Annapolis is in central Maryland and is approximately 20 miles east of the I-95 / Amtrak corridor between Washington, DC and Baltimore. Major regional employers are located along this corridor including Fort Meade, National Security Agency, National Aeronautics and Space Administration, and many other Federal agencies and related industries. The target neighborhood is approximately 25 miles from Washington, D.C. and 16 miles from Baltimore- Washington International Airport. Access to central Maryland and Washington DC is limited to highways and regional commuter bus services.

Annapolis is anchored by the United States Naval Academy and St. John’s College. Anne Arundel Community College is located approximately 6 miles north of the city. West of Annapolis are numerous employment as well as commercial centers that provide jobs and access to goods and services. Anne Arundel Medical Center is the region’s largest healthcare provider and is located north of the city.

Annapolis is a maritime hub and historic port on the banks of the Chesapeake Bay. The Bay gives shape to Annapolis. Many neighborhoods, like Eastport, extend out onto peninsulas surrounded by tidal waters. The Chesapeake is a major economic asset for Annapolis and Eastport through tourism and industries related to sailing.



City of Annapolis Context Map

HISTORY

Eastport is a beloved neighborhood with a rich history and identity. It is known by many as "Maritime Republic of Eastport," though the story of this community is more accurately described as "A Tale of Two Cities." Since the 1980s, Eastport has been increasingly divided into two separate, unequal communities - one rich and White, the other poor and Black or African American. As White affluent professionals, sailors, and tourists were flooding into Eastport, African American families were being forced out by rising rents and property taxes, and the income gap continued to widen. Even today, Eastport housing is becoming increasingly unaffordable for the working class, minority communities are being displaced, commercial amenities are sparse, and access to the waterfront - which surrounds the peninsula of Eastport - is disproportionately allocated to those who own waterfront property.

Despite the racial and economic disparities that currently exist in Eastport, the neighborhood has a history of racial diversity and of being a community of working-class families. Eastport was settled in 1665 and remained mostly farmland until the mid-1800s. With the establishment of the United States Naval Academy (USNA) in 1845, portions of Eastport directly across Spa Creek were developed to house its workers. In 1868, a group of private developers subdivided the peninsula, which was mainly farmland, into about 250 building lots. In the same year, the first bridge connecting Eastport to Annapolis across Spa Creek was constructed, Eastport quickly transitioned from agriculture to industry, mainly boat building and seafood processing. Known as the "working man's Annapolis," Eastport was a stable, racially-mixed community of watermen, teachers, domestic workers, and employees of the USNA. While many White families settled along Spa Creek, a large community of African American families settled along Back Creek in the late 1800s. According to the "African American Voices, Memories, and Places: A Four Rivers Heritage Trail," African Americans acquired property and built homes in Eastport in the late 19th century through mortgages provided by the Workingmen's Savings and Loan. The residents of this tight-knit African American enclave supported themselves as watermen, building and repairing boats and processing local seafood.



1878 Eastport Map (Anne Arundel County, Second District. G.M. Hopkins, 1878.)

The town of Eastport was annexed to the City of Annapolis in 1951. In the 1960s and 1970s, rising costs and development pressures were spreading across Annapolis, and City leaders looked to Eastport as the last bastion of an integrated, working-class community. However, by the 1980s, developers working in Downtown Annapolis moved across Spa Creek to Eastport in search of cheaper land, displacing existing residents and disrupting the neighborhood. At the same time, the City of Annapolis aggressively tried to protect the physical character of Eastport creating a group of maritime zoning districts to preserve what was left of the maritime industry and stave off the hotels and condominium projects that were proposed for the waterfront. While those efforts helped to preserve the character of the area, today, the boat building and seafood processing industries are mostly gone and have been replaced with a waterfront dedicated primarily to leisure boating. Unfortunately those preservation efforts did not protect the racial and economic diversity of the area as the price of real estate has continued to rise.



1944 Eastport Map (USGS)



Seafarer's Yacht Club and Peerless Rens Social Club of Old Eastport (Maryland Archives and Mayor's Office)

TARGET NEIGHBORHOOD



Target Neighborhood Asset Map

The target neighborhood is a subsection of the Eastport peninsula and is contained within a single Census Tract (7064.02). Located just west of the vibrant and historic waterfront of Eastport and south of downtown Annapolis across the Compromise (6th Street) Street Bridge, the target neighborhood is geographically defined by Bay Ridge Avenue and Adams Street to east, Spa Creek to the north, Truxtun Park to the west, and Hilltop Lane and Tyler Avenue to the south.

The people living within the target neighborhood are supported by a diversity of community serving assets. The Eastport Community Center at the gateway to the housing site provides space for community events and service provision, and Eastport Shopping Center provides convenient retail services. Eastport Elementary School is within a short walk from Eastport Terrace-Harbour Hours (ET-HH). Other neighborhood serving assets include a U.S. Post Office, Eastport Fire Station, a maritime museum, and restaurants in old Eastport. Nature is present at Hawkins Cove and St. Luke's Natural Park, and the City was awarded a grant from the Chesapeake Bay Trust in June 2021 to restore Hawkins Cove to a healthy ecosystem and community amenity with community input.

Truxtun Park, which is linked to the housing site by informal trails, is the home of the Pip Moyer Recreation Center, a \$16 million facility completed in 2009 with indoor basketball and volleyball courts, an indoor track, climbing wall, and fitness center. Truxtun Park also houses the Kenneth R. Dunn Municipal Pool, a \$4 million community pool completed in 2020, tennis and pickleball courts, baseball and softball fields, outdoor basketball courts, a skate park, the Truxtun Park boat ramp, and miles of bike and wooded hiking trails. In addition to these assets, the target neighborhood is also home to several high-end and market affordable housing and condominium complexes.

There are significant recent developments adjacent to the target neighborhood, including the expansion of more exclusive marina developments such as the South Annapolis Yacht Center and the Annapolis Yacht Club facilities, which puts further pressure on affordable housing and equitable access to the waterfront. Along with climate change adaptation, affordable housing and equitable waterfront access have become key and timely issues for the City to address.

The pressures of gentrification, and the associated disparities it brings, are being increasingly felt by the residents of the target neighborhood. The richness of assets makes the neighborhood a desirable place to live. However the rising housing costs have created an economic burden for many local residents.



ACCESS AND MOBILITY

The target neighborhood is centrally located, with Historic Eastport and Downtown Annapolis within a 5- to 10-minute walk, respectively. Neighborhood-serving retail, services, and recreational opportunities are located within 1 mile of the housing site. However many essential services such as groceries, medical services, employment centers and banking are not present on the Eastport peninsula. Access to daily needs require vehicular or transit services. This lack of essential services and jobs within walking distance is reflected in the target neighborhood receiving a "Somewhat Walkable" Walk Score classification 54 out of 100 (walkscore.com). For comparison, Downtown Annapolis, with a greater diversity of land uses received a "Very Walkable" score (83 out of 100).

The target neighborhood is generally flat and conducive to low-stress walking and cycling activity. However, physical barriers such as Spa Creek, forested stream valleys, the superblock of the Eastport Terrace-Harbour House as well as the many gaps in the sidewalk network limit greater pedestrian connectivity.

WALKING AND SIDEWALKS

Many local streets lack sidewalks and where sidewalks exist, they are often compromised by narrow dimensions (less than 5 feet), physical barriers (e.g. utility poles in the middle of the sidewalk), missing accessible ramps, or lack of safe refuge space at intersections. These critical barriers force people, particularly wheelchair and stroller users, into the roadway.



Neighborhood Sidewalk Network Map

PATHWAYS AND TRAILS

An off-street, shared use pathway is present from Truxtun Park and moves west towards Silopanna Road, but stairs in the pathway limit access for cyclists and mobility challenged people. An unmaintained dirt trail links Hawkins Cove to Primrose Road. While the trail provides direct pedestrian access to Truxtun Park from the housing site, this ungroomed path contains roots, rocks, undergrowth and a stream crossing. These obstacles limit access to all people. Additionally, this narrow trail lacks a bridge and adequate signage.

BICYCLES

Bike infrastructure is limited to a few corridors at the edge of the target neighborhood, including dedicated and shared bike lanes on Hilltop Lane, Primrose Road, Bay Ridge Avenue, and Chesapeake Avenue.

PRIVATE CARS

13% of neighborhood households do not own a car. When surveyed, walking was cited as a frequent mode of mobility, with 84% of neighborhood respondents and 46% ET-HH residents claiming that they often or always walk. A car-free lifestyle is a choice for a few target neighborhood households given that 4.5% walk to work and 11% work from home.



HOUSEHOLDS WITHOUT CARS
13% Neighborhood
7% Annapolis



POPULATION WHO WORKS FROM HOME
11% Neighborhood
9% Annapolis



POPULATION WHO USES PUBLIC TRANSIT TO GET TO WORK
7% Neighborhood
5% Annapolis

2020 ACS 5-Year Survey



Bikeway (Hilltop Lane at Truxtun Park)

4.5%

of Neighborhood
Population
Walks to Work

2020 ACS 5-Year Survey



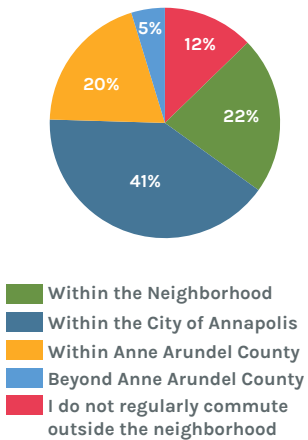
Survey results show public housing residents rely less on private car (42% often or always use their car) in comparison to target neighborhood residents (94% often or always use their car). Conversely, housing residents rely more on public transit (40% often or always use public transportation) than the target neighborhood residents (0% often or always use public transportation).

PUBLIC TRANSIT

Local bus transit is provided by Annapolis Transit (AT) with access to local shopping centers and employment centers in and around Annapolis. Beyond the borders of Annapolis, transit users require multiple transfers onto Maryland Transit Authority (MTA) and/or Anne Arundel Transportation services. Within the target neighborhood, there are bus stops located along President Street adjacent to the housing site as well as at Eastport Shopping Center.

HOUSING RESIDENTS' COMMUTE DISTANCE

(at least 3 days per week)
ET-HH Resident Survey



WHERE PEOPLE ARE GOING

When asked about the distance of their regular commute, the majority (63%) of public housing respondents indicated that their regular commute is within the City of Annapolis, with 22% of respondents commuting within the neighborhood only.

ROADWAY CAPACITY

The geographic limitations of the Eastport peninsula reduce vehicular access to a few corridors such as Bay Ridge Avenue and Hilltop Lane. The Eastport Transportation Study (2016) indicated that the Bay Ridge Avenue corridor has capacity for 300 additional trips, which equates to approximately 850 households. The study recognizes the spatial limitations to expand or add more vehicular capacity and recommends investments be made to alternative modes of transportation (bus, pedestrian, and bikes) and traffic calming to encourage pedestrian mobility.

Common concerns from planning participants include speeding, congestion and pedestrian safety on local streets, particularly on President Street.

LAND USE

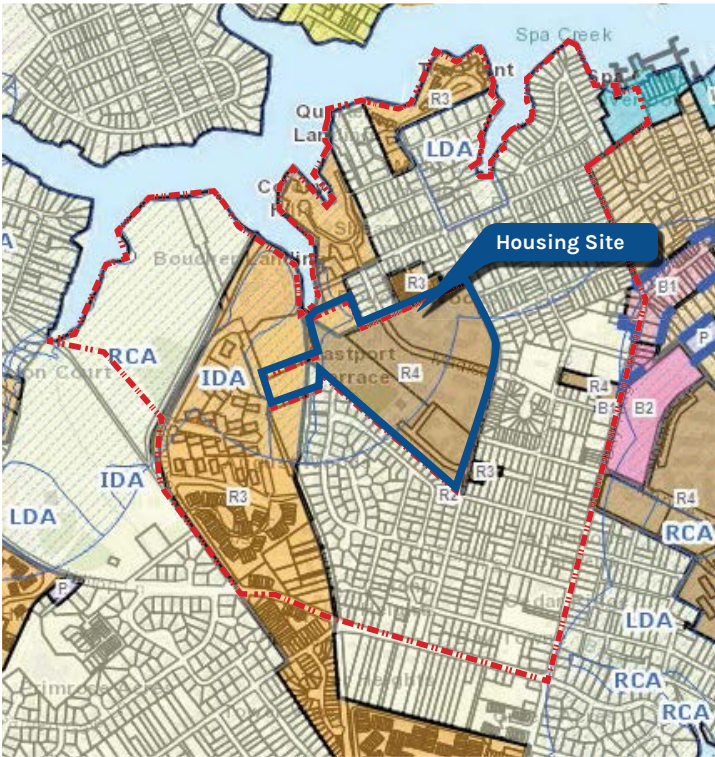
The target neighborhood consists predominantly of single-family homes with a few multifamily communities. Homes are typically one- and two-levels with a few three-level multifamily buildings. There is a wide range of housing styles and types from traditional bungalows and Cape Cods to mid-century garden apartments. Duplexes and townhouses are also present within the neighborhood, such as along Madison and President Streets.

A few non-residential uses are embedded in the residential fabric. They are generally institutions such as churches or the fire house. Retail is clustered at Eastport Shopping Center, along Bay Ridge Road and in the historic center of Eastport.

The neighborhood experienced a building boom after World War II, with nearly three-quarters of the housing stock built before 1990. Much of this housing stock was built before current energy conservation standards were established to improve energy efficiency, comfort, reduce carbon emissions, and save money.

ZONING

The pattern of low-density residential land uses is reinforced by the current zoning map. In general, all properties in the target neighborhood are zoned residential, with most of the land mapped for single-family residence (R-2) and general residence (R-3) up to 8 dwelling units per acre. Only along Bay Ridge Avenue are properties zoned for non-residential uses. The exception is the ET-HH site, which is zoned R-4 to enable multifamily residences with a permitted density of 25.6 to 45.6 dwelling units per acre depending on site and building configuration. The concurrent comprehensive planning process is considering updating the current zoning regulations with a form base code.



Zoning Map

RECREATION & OPEN SPACE

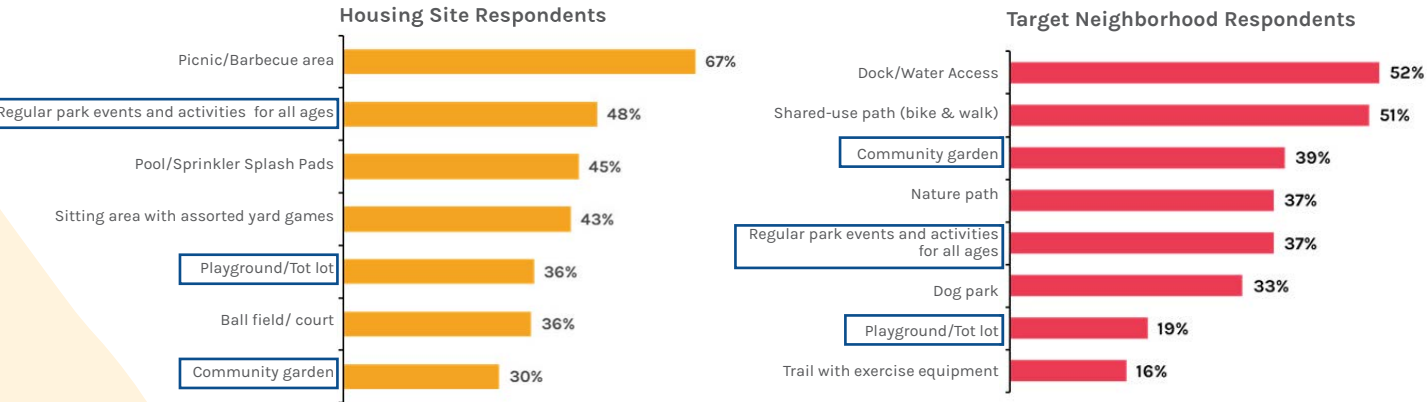
Truxtun Park and the Pip Moyer Recreation Center are the nearest public recreational facilities and are located 1/2 mile from the public housing site. These facilities provide public access to swimming, sports fields, community rooms, indoor athletic facilities, a skate park, and boat launch. A forested stream buffer separates the housing site and most of the target neighborhood from direct access to these recreational facilities.

Public access to the waterfront is limited to Truxtun Park and Hawkins Cove, which is immediately behind the Housing Authority of the City of Annapolis’s (HACA) main office at the back of the housing site. The Hawkins Cove pier needs repair and lacks accessibility. At the time of this report, planned improvements are underway.

The housing site contains an outdoor basketball court, sports fields, picnic areas, playgrounds, a beloved swimming pool, and a community building with an indoor basketball court and community rooms. Since many of the outdoor facilities are located out of sight from public sidewalks, these spaces lack adequate natural surveillance and are used exclusively by the residents.

Community members prefer regular park events and activities, community gardens as well as playgrounds.

PREFERRED OPEN SPACE FEATURES
ET-HH Resident Survey & Neighborhood Survey



Pickleball Courts (Paul W. Gillespie, Capital Gazette)



Baseball Fields



Pip Moyer Recreation Center



Kenneth R. Dunn Municipal Pool



Tennis Courts



Boat Ramp

Existing Target Neighborhood Open Spaces and Facilities at Truxtun Park



Picnic Space



Play Space



Basketball Court



Community Pool



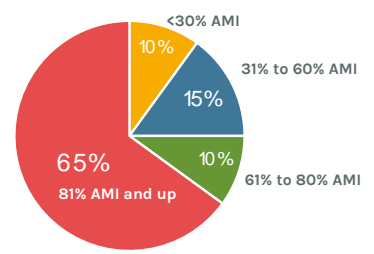
Community Center



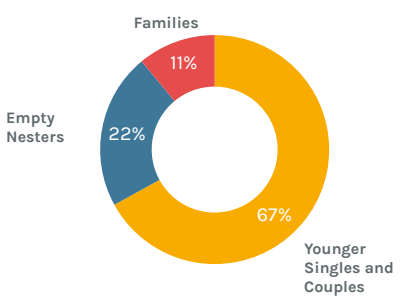
Learning Space

Existing Housing Site Open Spaces

POTENTIAL RENTERS BASED ON INCOME
Residential Market Study, 2022



POTENTIAL MARKET BY FAMILY TYPE
Residential Market Study, 2022

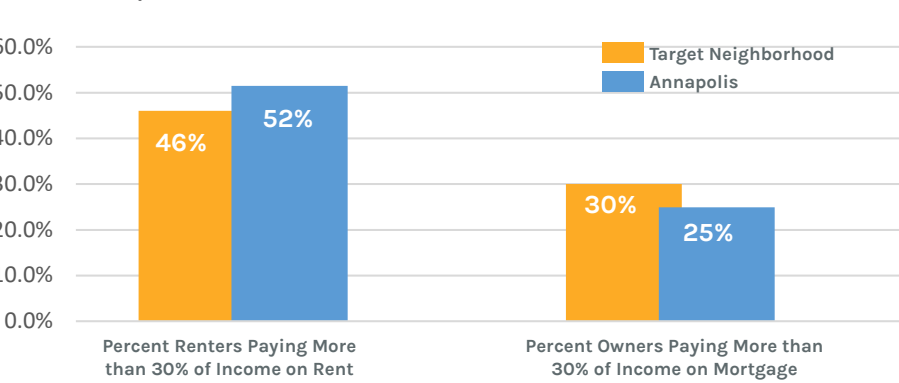


HOUSING DEMAND

There is strong market potential for new households in Eastport and a limited supply of housing. The majority of potential new renters (65%) would have incomes above 80% AMI, with the remaining potential renters requiring a range of affordable housing options. The demographics of potential renters suggest a demand for smaller housing types with new renters comprised of 67% younger singles and couples and 22% empty nesters or retirees. Only 11% of new renters would need family housing accommodations (see Attachment 1: Residential Market Study).

Many target neighborhood households are burdened by housing costs, where 46% of renters and 30% of homeowners pay more than 30% of their income to rent or mortgage. Rising costs are attributed to high housing demand and lack of housing supply in the Annapolis area.

HOUSING COST BURDEN
2020 ACS 5-Year Survey



ALIGNMENT WITH EXISTING PLANS AND PROJECTS

The planning for the redevelopment of Eastport Terrace-Harbour House builds on the goals and investments of current plans and projects.

ANNAPOLIS AHEAD 2040 COMPREHENSIVE PLAN

The Comprehensive Plan identifies goals to protect and enhance neighborhood character and health, supporting inclusive economic growth and diversity and ensuring the local environment is resilient. The draft future land use map depicts the housing site as a blend of mixed-use, environmental enhancements, residential, and institutional uses. This classification aligns with mixed-use and mixed-income goals for the redevelopment of the housing site. This plan addresses the following comprehensive plan goals:

Comprehensive Plan Goals	Transformation Plan Strategies
Housing affordability	Replace 1-for-1 existing deeply affordable housing units and increase housing supply for work-force and market rate housing.
Enhanced neighborhood character	Design will be context-sensitive with a site layout that improves street connectivity.
Compact and connected growth	Redevelopment will be compact and walkable with a mix of uses and shared community spaces.
Bike and pedestrian connectivity	New streets will prioritize pedestrians and cyclists, with traffic calming and pedestrian enhancements for existing streets.
Enhanced public realm	Open spaces and community facilities will be accessible and inviting for residents and neighbors.
Safety	Design will integrate Crime Prevention Through Environmental Design (CPTED) principles to encourage natural surveillance.
Minimize carbon footprint	Redevelopment will prioritize transit and alternative modes of transportation as well as construct buildings to maximize energy conservation and minimize waste.
Improved water quality	Integrated landscape design and storm water management best practices will recharge and filter runoff before reaching Spa Creek.
Preserve and restore environmental assets	Redevelopment will avoid encroachment in the vicinity of Hawkins Cove and preserve existing forest areas west of the housing site.

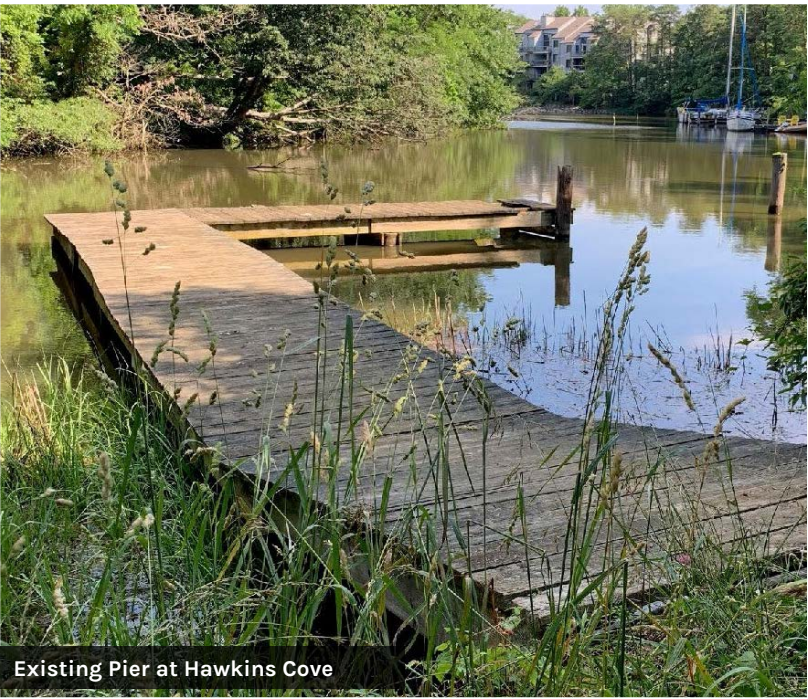
Alignment of Comprehensive Plan Goals and Transformation Plan Strategies



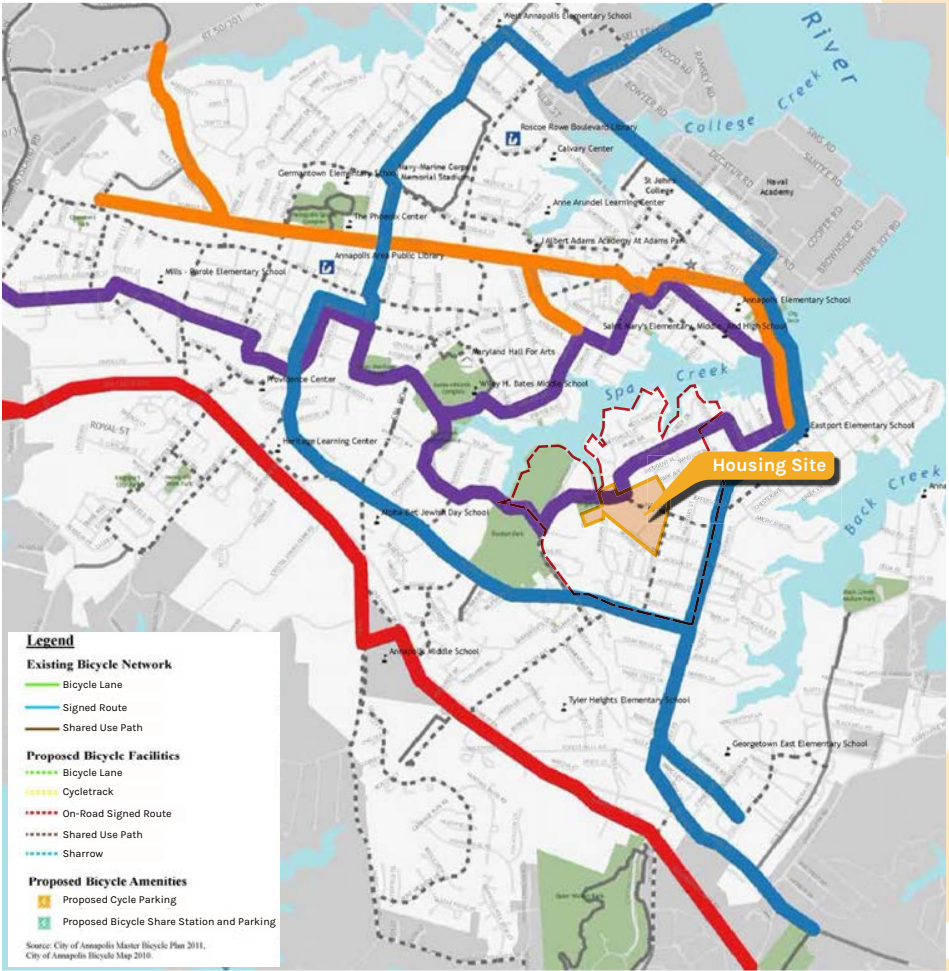
Concept Design for Hawkins Cove

HAWKINS COVE RESTORATION PLAN

The Hawkins Cove Restoration Plan will improve public waterfront access at the housing site. This project is a partnership between the City of Annapolis, HACA, and watershed stakeholder communities. The project focuses on both environmental restoration and improving recreational access to Spa Creek, including a kayak/canoe launch and repairing the pier for fishing. In addition to \$65,000 awarded to this project by the Chesapeake Bay Trust in 2021, the City received a matching \$65,000 from the Denker Family Foundation and was recently awarded a \$500,000 Small Watersheds Grant to install a living shoreline by the Chesapeake Bay Stewardship Fund, a partnership of the National Fish and Wildlife Foundation and the U.S. Environmental Protection Agency.



Existing Pier at Hawkins Cove



Bicycle Master Plan Network Concept

ANNAPOLIS BICYCLE MASTER PLAN 2011

The network concept proposed by the Bicycle Master Plan identifies two corridors through the target neighborhood. The Spa Creek Trail (purple line) consists of on-street and off-street pathways circling Spa Creek, linking Eastport with Downtown Annapolis as well as continuing west to Parole. The West Annapolis/Hilltop/Bay Ridge Loop (blue line) is an on-street outer bicycle loop along Bay Ridge Avenue and Hilltop Road. Internal secondary on-street, bike corridors are identified on Madison Street and President Street, making connections between Spa Creek Trail and West Annapolis/Hilltop/Bay Ridge Loop. Implementing these components of the bicycle network within the target neighborhood enables better connection between the housing site and local amenities such as Truxtun Park and Eastport Shopping Center.

HOUSING SITE



Aerial View of Housing Site

BEDROOM TYPE	DWELLING UNITS (DU)
1-Bedrooms	94 DU
2-Bedrooms	224 DU
3-Bedrooms	28 DU
4-Bedrooms	11 DU
TOTAL:	357 DU

The Eastport Terrace-Harbour House housing site consists of two public housing communities built adjacent to each other. The two housing sites function as a single community, sharing recreation and community spaces. The overall housing site is built on approximately 29 acres of land and includes the following structures:

- 29 residential buildings (381,925 SF)
- 1 community building with gym (12,800 SF)
- HACA office building (19,732 SF)
- Pool house and laundry building (2,000 SF each)



Harbor House Entrance Signage



On-Site Community Facilities

82%

OCCUPANCY RATE
(as of June 2022)

< 5%

ACCESSIBLE UNITS



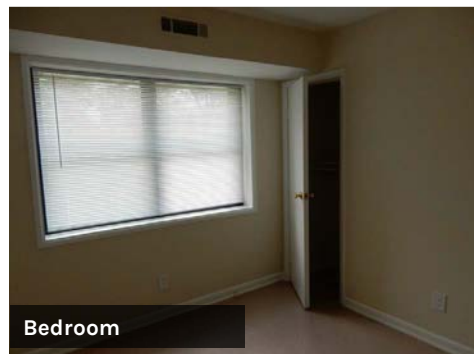
Exterior



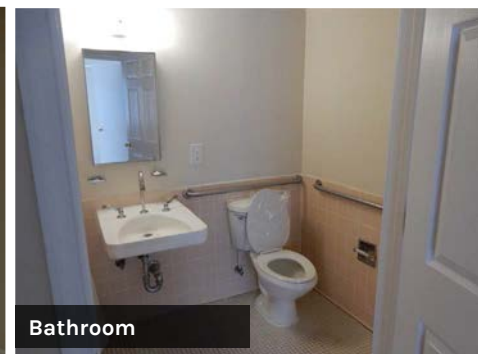
Living Room



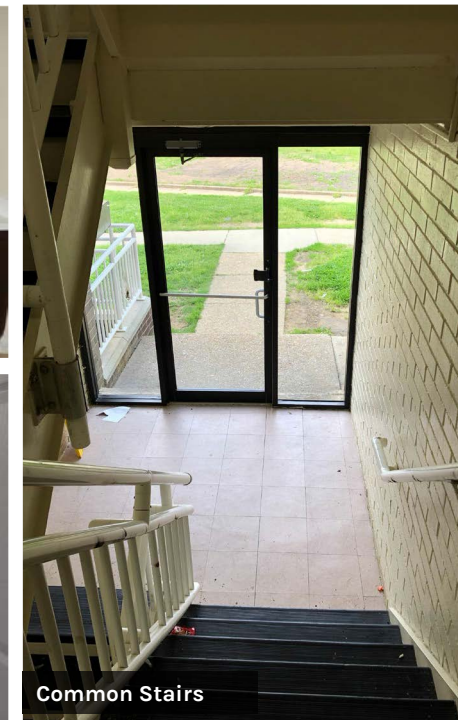
Kitchen



Bedroom



Bathroom



Common Stairs

Harbour House Apartments- Typical Conditions

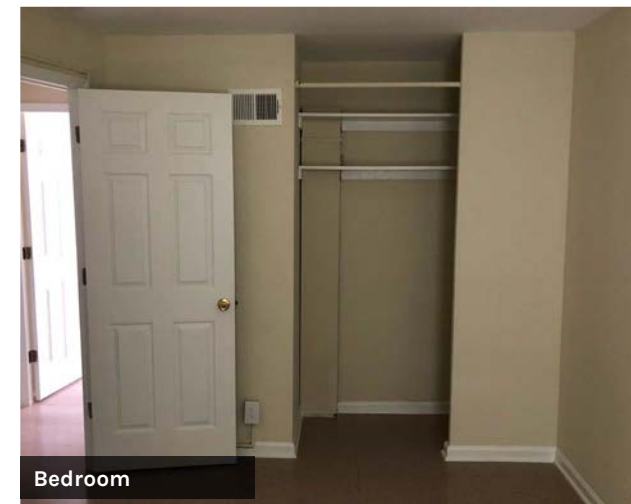
Harbour House, built in 1964, consists of 12, three-level garden apartments clad with brick veneer containing 273 apartments.



Exterior



Townhouse Stairs



Bedroom



Bathroom



Living Room



Kitchen

Eastport Terrace Apartments- Typical Conditions

Eastport Terrace was constructed in 1953 and is composed of 15, two-level residential buildings clad in stucco and vinyl siding containing 84 townhouse and stacked family units.

Lacks sufficient accessible units required

Most ground floor apartments are **not** visitable

Uneven floors and surfaces

Many 1-bedroom apartments are **too small**

Repetitive buildings, do not blend in with surrounding homes

FUNCTIONALLY OBSOLETE

With the repetitive design of both Eastport Terrace and Harbour House, as well as the site configuration and aging facilities, the property is easily identifiable as public housing. The existing inventory of apartment types, predominantly walk-up apartments, lacks diversity of housing choice to support the needs of residents.

ACCESSIBILITY AND VISITABILITY

Th majority of apartments require access by stairs and lack accessibility and visitability. Only 16 apartments can accommodate physically disabled persons, which is less than HUD’s 5% mobility accessibility requirement. The Eastport Terrace accessible units are limited to one-bedroom units, which limits their availability for families. The other Eastport Terrace units cannot be modified to accommodate accessible standards since the bathrooms are located on the second floor. Additionally, these townhouses do not provide a ground floor powder room to even accommodate a disabled visitor. There is currently only 1 dwelling unit modified for sensory accessibility, less than the HUD 2% accessory accessible requirement.

UNIT SIZE, LAYOUT AND FEATURES

One-bedroom apartments at Eastport Terrace are smaller than comparable new apartments and smaller than the minimum sizes (550-600 square feet) established by Maryland Department of Housing and Community Development (DHCD).

With the exception of the primary bedrooms, Harbour House bedroom clothes closets are typically just under 3 feet long, while DHCD encourages a minimum of 4 feet of clothes closet per person in each bedroom.

Apartment units are not provided with washers and dryers. The existing Eastport Terrace laundry facility is located in a separate building, an inconvenience for busy residents. Bathroom and kitchen cabinets, fixtures and finishes are worn out. Exposed ductwork and electrical conduit further gives the appearance of a substandard unit.

BUILDING SYSTEMS

Building settlement and sagging floors present tripping hazards for residents and prevent windows from sealing. Harbour House residents complain about cold drafts in the winter because windows do not properly seal.

Poor bathroom ventilation and air circulation have contributed to mold issues. Between 2020-2021 (at the time of the Physical Needs Assessment), 32 apartments have been inspected for mold and water damage, resulting in costly remedial work.

Roof leaks have contributed to structural damage, particularly in Harbour House buildings, where sloped roofs form a valley between buildings.

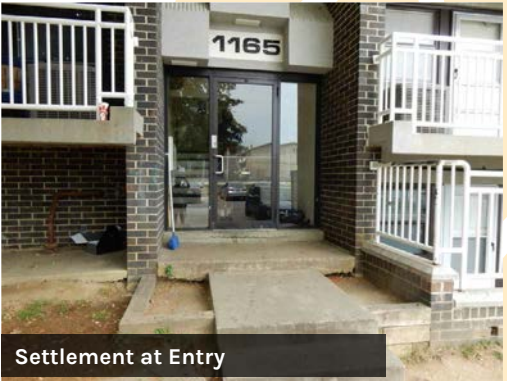
Moisture and water damage was observed in the Harbour House mechanical rooms, which are located in the basement of the buildings. Water damage of structural members may weaken the bearing capacity without remedial work.

Eastport Terrace exterior is constructed of non-durable materials- approximately 50% wood and 50% stucco. DHCD requires at least 75% masonry or other highly durable materials such as fiber cement siding.

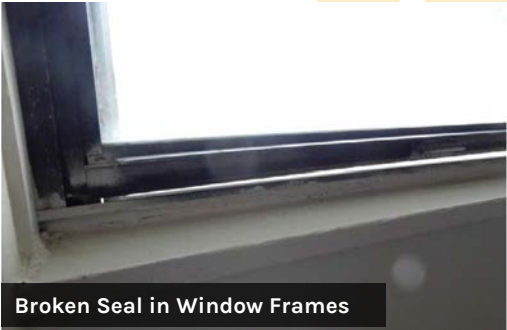
LEAD PAINT

While many units have been abated for lead paint, Eastport Terrace apartments still have lead paint present on interior and exterior surfaces.

Neither Eastport Terrace nor Harbour House has received comprehensive rehabilitation, and at 69 and 58 years old, respectively, building components are nearing the end of their useful life. While the properties remain habitable, the site infrastructure and buildings are of significant age that has resulted in increased maintenance cost which will continue to rise as the properties continue to age. Repairs needed to turn units for re-occupancy become more time-consuming and costly with the age and condition of the property.



Settlement at Entry



Broken Seal in Window Frames



Water Damage from Leaking Roof



Wood and Stucco Siding



Ponding



Exposed Manholes

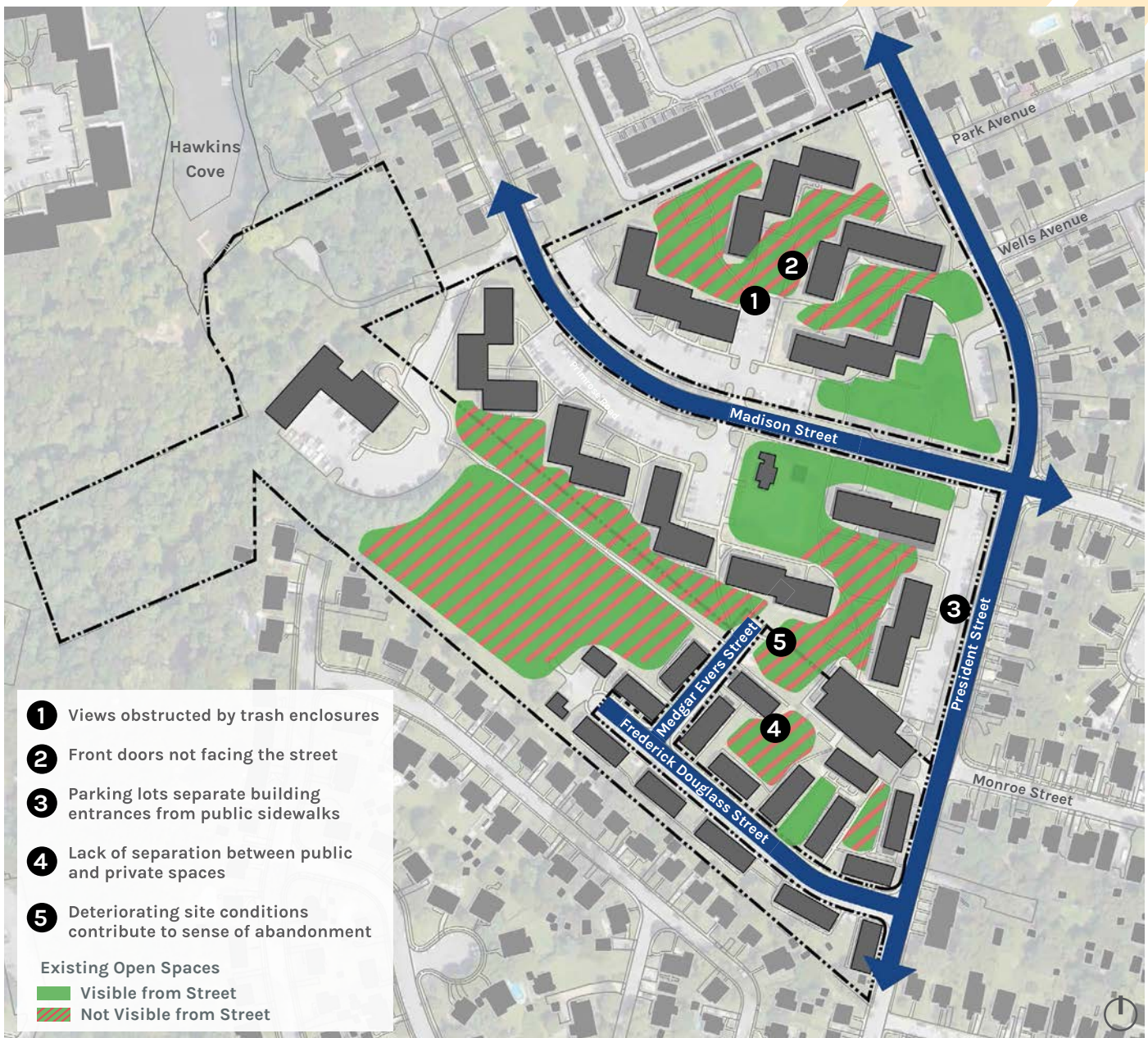
ON-SITE INFRASTRUCTURE

Numerous sewer pipe repairs have been required in recent years, and residents have experienced stoppages in the sanitary sewer lines, which creates a health hazard when sewage backs up into units.

The existing site has numerous locations where ponding and flooding continue to occur. Settlement and deterioration of ground surfaces have led to exposed manholes, a tripping hazard.

SITE CONFIGURATION

The target site is configured as a large superblock only divided by Madison Street. Buildings, particularly at Harbour House, are set far from public streets and do not provide adequate natural surveillance. Recreation and open spaces are tucked away from public view. Access and surveillance are limited and consequently make these areas feel unsafe. Parking lots separate building entrances from the public realm along streets. This distance limits chance social interaction between residents and neighbors. Trash enclosures are poorly located adjacent to play spaces or in front of buildings, making the experience unpleasant.



Housing Site Constraints



ENVIRONMENTAL CONDITIONS

The existing developed portion of the housing site is set back and elevated above Hawkins Cove with an existing wooded buffer providing environmental benefits including natural habitat, shade, groundwater recharge, and rainwater buffering. The remaining developed portion of the housing site has environmental features such as wetlands, floodplains, and steep slopes to restrict the flexibility for redevelopment.

A large portion of the site is located within the Critical Area, a 1,000 FT setback from tidal waters of the Chesapeake Bay. Within the Critical Area there are two land area categories that regulate development. The more restrictive Resource Conservation Area (RCA) protects the existing wooded

area adjacent to Hawkins Cove. The remainder of the Critical Area is classified as Intensely Developed Area (IDA). This area includes the previous developed land east of RCA. The IDA land permits development but with conditions such as limiting maximum lot coverage to 50% and including stormwater management strategies to reduce pollutant loadings by at least 10% below the level of pollution of the site prior to redevelopment.

The existing housing site has few shade trees to help mitigate urban heat caused by the many dark roofs, expansive parking lots, asphalt, and open lawns.

HISTORIC SIGNIFICANCE

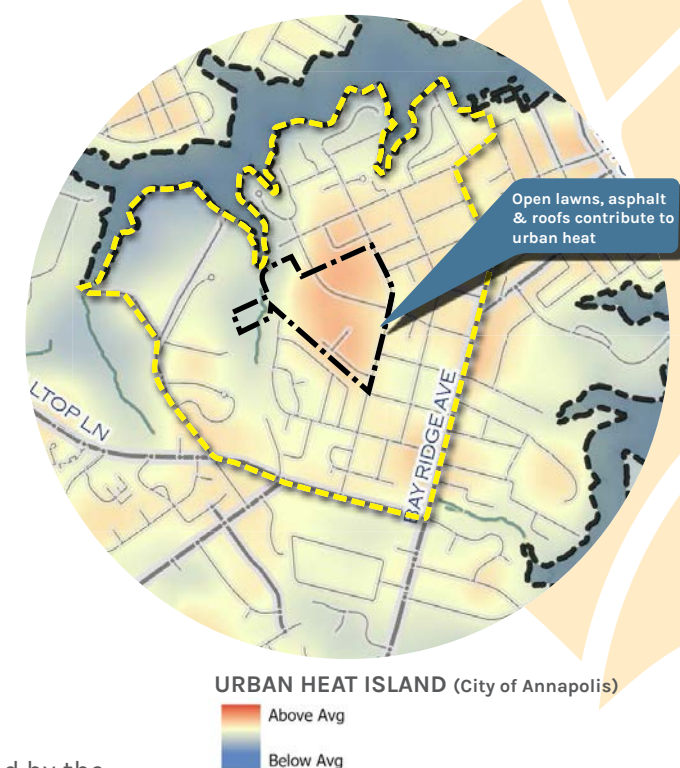
The property is not a contributing historic asset as verified by the Maryland Historical Trust/Maryland State Historic Preservation Office (MHT/MDSHPO) (see Attachment 2: State Historic Preservation Office documentation).

ENVIRONMENTAL REVIEW

The latest Phase 1 Environmental Site Assessment was conducted in 2023. The report recommends limited subsurface investigation to determine whether a former oil pit negatively affected the environmental integrity of the site and also recommends further investigation to determine if former underground storage tanks on-site and in the vicinity have created Vapor Encroachment Conditions (VECs) (see Attachment 3: Phase 1 Environmental Site Assessment).

RELOCATION AND RE-OCCUPANCY PREFERENCES

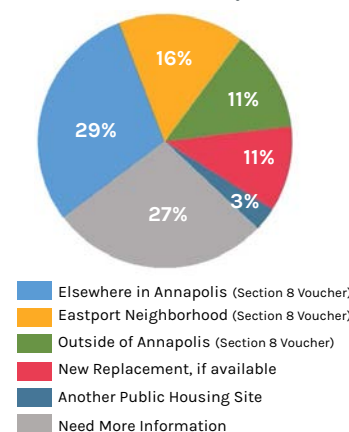
If relocation is deemed necessary for redevelopment, 57% of ET-HH residents prefer to move to a privately owned unit with a Section 8 voucher either in the Eastport neighborhood (15%), elsewhere in Annapolis (29%), or outside of Annapolis (13%). Half of ET-HH residents (50%) would like to return to a new replacement unit at the redeveloped site and 37% need more information before stating a preference.



50%
Residents would like to return to a new apartment

RESIDENT HOUSING PREFERENCE DURING CONSTRUCTION

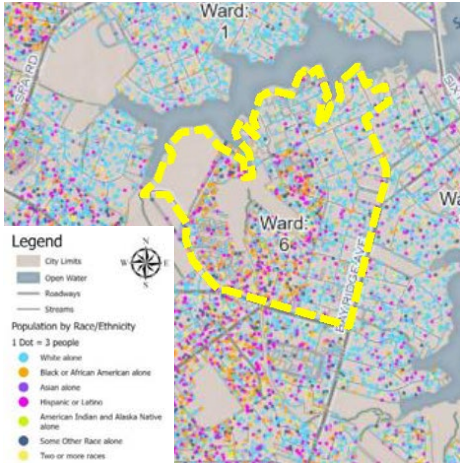
ET-HH Resident Survey



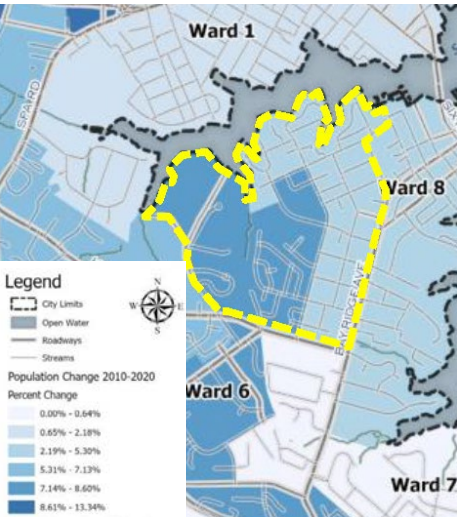
WHO LIVES HERE

3,600
Residents in Target Neighborhood

15%
of Residents live at the Housing Site



Population Density Map (City of Annapolis)



Population Growth (City of Annapolis)

The study area is home to close to 3,600 residents, 15% of which live in subsidized rental housing at the target housing site.

ET-HH households have a higher percentage of children (35%) when compared to the surrounding target neighborhood (21%). The ET-HH population tends to be younger than the surrounding neighborhood with 35% of the population under the age of 18, compared to 17% of the target neighborhood. ET-HH residents are majority Black (96%) with no Hispanic/Latino tenants. The target neighborhood, however, is more diverse with approximately 32% of residents identifying as Black and 13% identifying as Hispanic/Latinos.

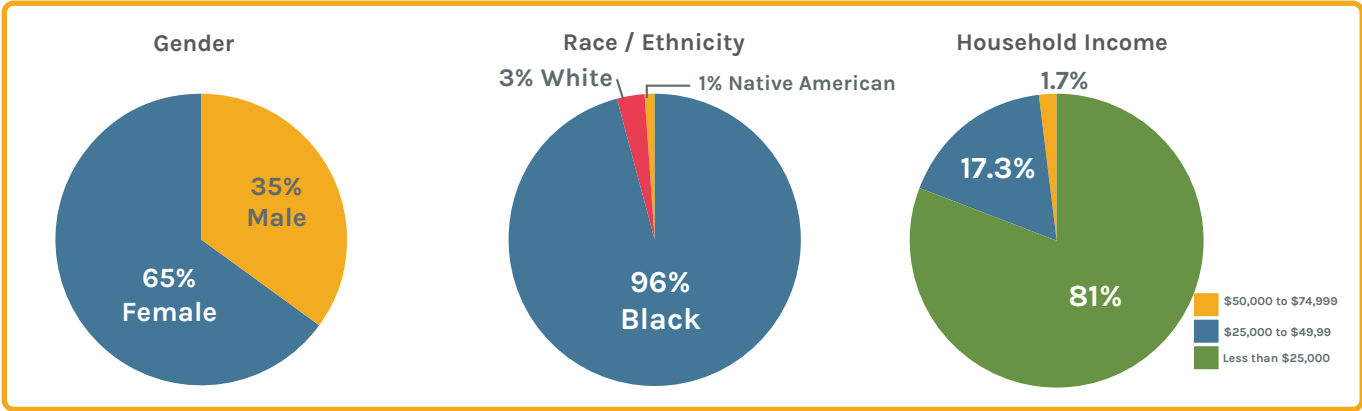
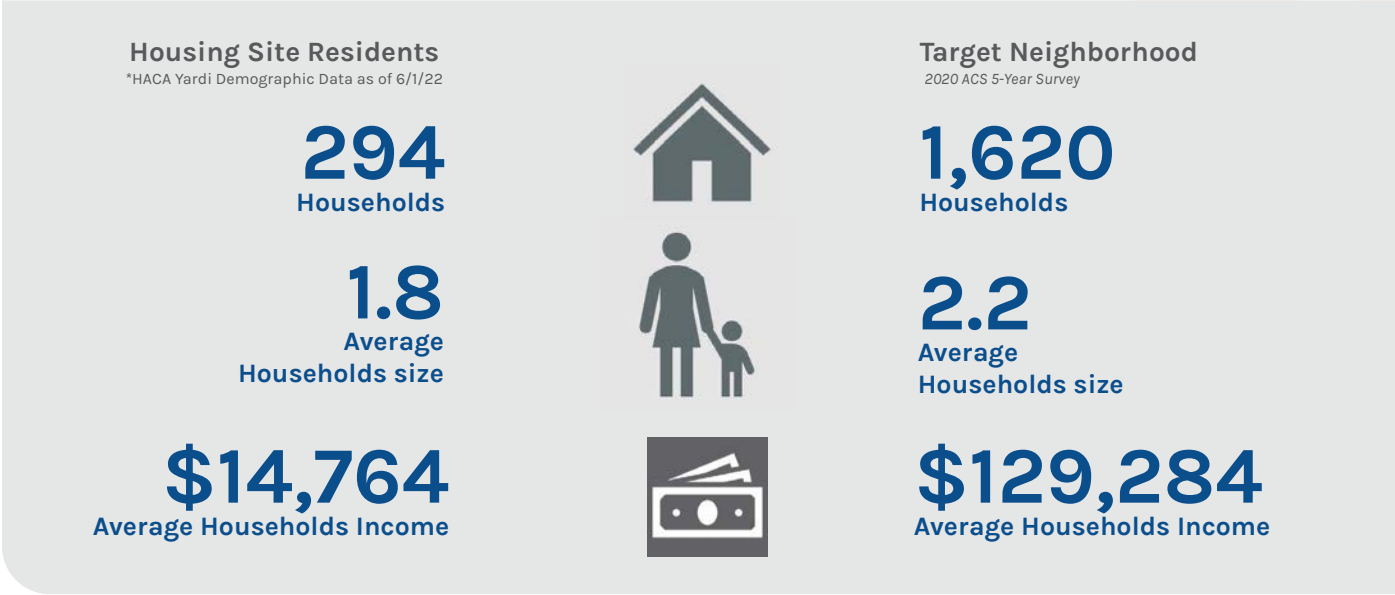
There are large disparities in the target neighborhood in terms of household income. The mean income of families in the target neighborhood (\$129,284) is nearly nine times greater than that of ET-HH households (\$14,764). The majority of ET-HH households (81%) earn less than \$25,000, compared to only 22% in the neighborhood, and most of the ET-HH population (72%) lives below the poverty line compared to 22% of the neighborhood population.

HOUSEHOLD TYPES AND TENURE

Over half of households in the target neighborhood are owner occupied homes (58%). Of the remaining rental units (43%), ET-HH apartments make up 43% of rental units. Other apartments include Spa Cove Apartments, Madison Apartments, and the numerous single-family homes converted to rental properties.

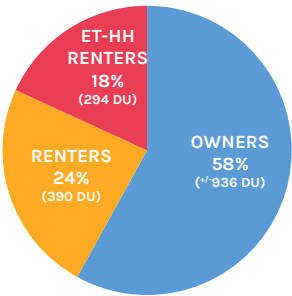
Target neighborhood residents have low turn over compared to ET-HH residents. Only 2% of Eastport target neighborhood households have a tenure of less than 4 years whereas 33% of ET-HH residents have a tenure of less than 4 years¹.

¹ At the time of this planning effort, the Housing Authority of the City of Annapolis (HACA) used this site as a relocation resource for the recently rehabilitated Wilbourn Estates Rental Assistance Demonstration (RAD) conversion.



Eastport Terrace-Harbour House Residents

TARGET NEIGHBORHOOD
HOUSEHOLD TYPES
2020 ACS 5-Year Survey



Demographics	ET-HH	Target Neighborhood (Census Tract 7064.02)	Annapolis
Total Population	528	3,587	39,321
Number of Households	294	1,620	16,291
Percentage of Households with Children Under 18	37%	21%	23%
Average Household Size	1.8	2.2	2.4
Under 5 years	9%	3%	7%
5-14 years	23%	12%	12%
15-17 years	3%	2%	3%
18-24 years	7%	6%	9%
25-44 years	26%	26%	27%
45-64 years	20%	30%	25%
18-64 years	53%	62%	61%
65+ years	13%	20%	17%
Mean Household Income	\$14,764	\$129,284	\$115,079
Percent of Population Living Below Poverty Level	72%	22%	10%

Demographic Comparison



PUBLIC HOUSING FAMILIES

In general, residents at Eastport Terrace-Harbour House (ET-HH) have greater needs and face greater barriers than their neighbors in the target neighborhood and city. The levels of educational attainment and employment of residents are considerably lower than residents of the neighborhood and city. The majority of ET-HH children attend local public schools which are constrained by resources and perform academically lower than peer public schools. Almost all residents have health insurance, but there are no medical or mental health providers in the neighborhood, and there are no healthy food outlets in the neighborhood. A larger percentage of public housing households have a member with a disability (20%), but there is a limited supply of accessible units on-site (<5%). Awareness of services in the neighborhood is low (46%), and utilization of those services is even lower (27%). Crime and safety, both real and perceived, are significant challenges for both residents and the neighborhood. Addressing public safety will help reduce anxiety and stress in and around the housing site, while finding opportunities to connect people more conveniently to the services they need will enhance their quality of life and overcome barriers to success and stability.

EMPLOYMENT

Residents are less likely to be employed and have lower levels of educational attainment than residents in the surrounding neighborhood. Only 38% of adults at the housing site who are eligible to work are employed, which is significantly lower than the 68.5% of the target neighborhood population that is employed. A large percentage of heads of household (77%) indicated that their highest level of education is a high school diploma, GED, or some college or Associates Degree, and only 1% have a bachelor's degree or higher. In comparison, 45% of target neighborhood residents have a bachelor's degree or higher. Excluding retired residents and those unable to work, 16% of ET-HH resident survey respondents stated they face challenges in finding and keeping work. The top barriers to employment indicated by those respondents include lack of job skills/training (33%), lack of affordable childcare (26%), disability (26%), no job opportunities available in the area (26%), and lack of transportation (26%).



38%

Work-able Adults Employed



\$24,152

Average Median Income of Employed Work-able Adults (ages 19-62)

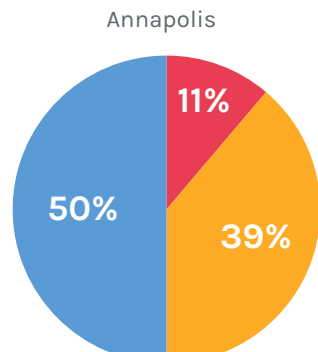
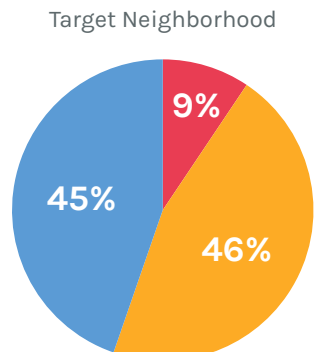
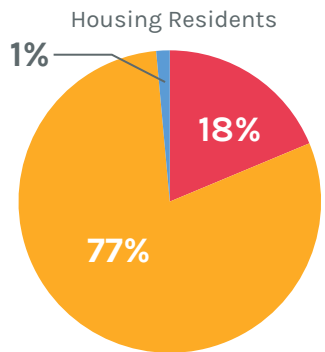


20%

Do Not Have Access to the Internet When They Need It

ET-HH Resident Survey

HIGHEST LEVEL OF EDUCATIONAL ATTAINMENT (age >25)
ET-HH Resident Survey, 2020 ACS 5-Year Survey



■ Less than a High School Diploma / GED
■ High School Diploma / Some College / Associate Degree
■ Bachelor's Degree or Higher



25%
of households
have a member
with a disability

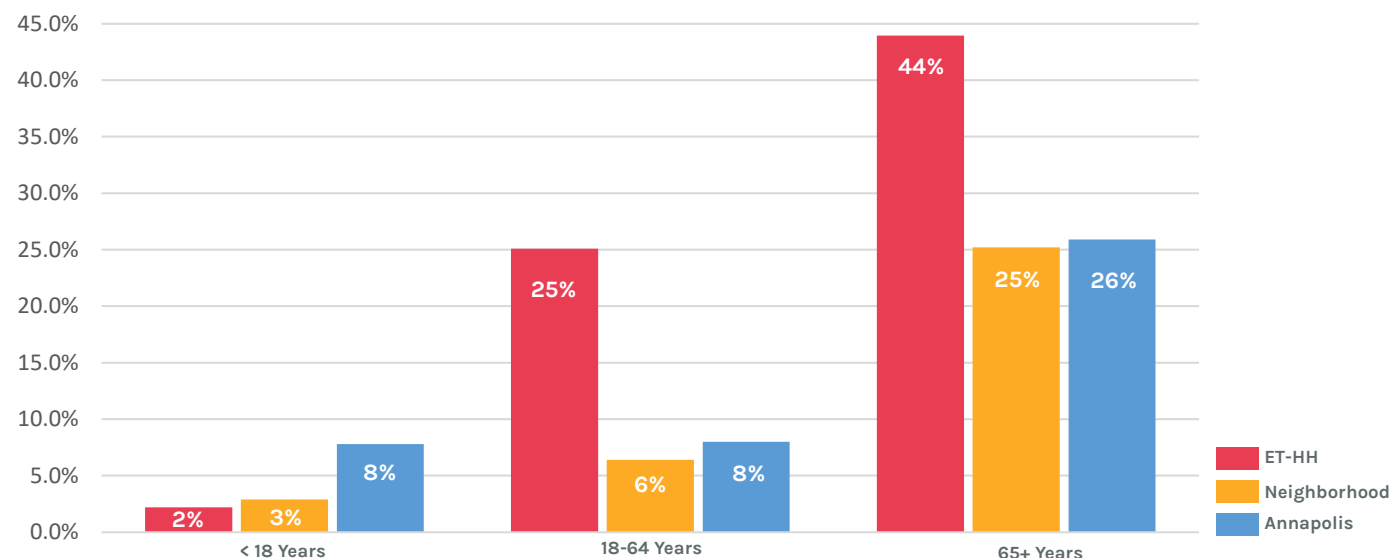
HEALTH AND WELLNESS

One-quarter of ET-HH households have a member with a disability, of which 17% of households reported a child with a special need. The most common special needs reported by households include a Physical Disability (14%), Mental Disability (6%) and Cognitive Disability / Learning Need (5%).

Of the responding households, the top service requested to assist with a disability of any kind was an Accessible Housing Unit (22%), followed by better transportation options (14%). When returning to the redeveloped site, 41% of responding households indicated a need for units with special accommodations. The most frequently cited special accommodations needed include:

- Physical accessibility (46%)
- Hearing accessibility (17%)
- Visual accessibility (9%)
- Other amenities to help with everyday living, such as grab bars, ground floor units, handicap parking (15%)

POPULATION WITH A DISABILITY BY AGE
HACA Yardi Demographic Data as of 6/1/2022, 2020 ACS 5-Year Survey



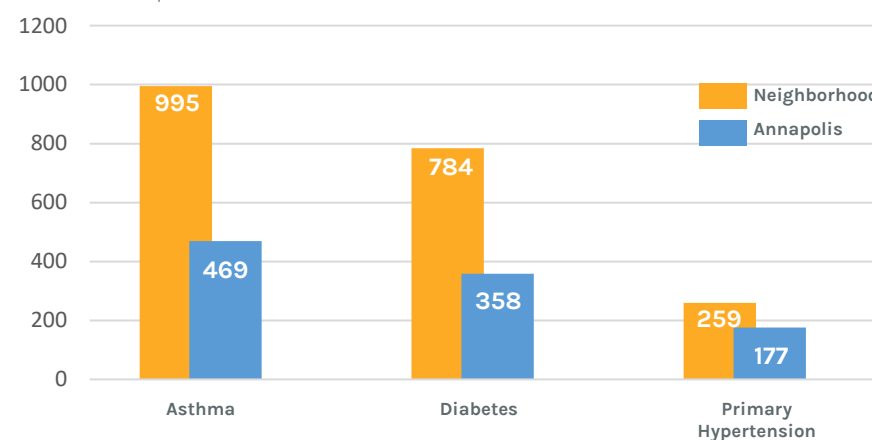
HEALTHCARE AND INSURANCE

Most households report that their healthcare needs are met (67%), with 87% of respondents rating their health care services as good or excellent. There is near universal health insurance coverage for heads of household (97%) and children (96%). 96% of respondents report that they receive annual medical check-ups and 100% of parents say their children receive annual medical check-ups. A family's primary care physician is the first choice (85%) to visit when sick or in need of health advice. Some residents (12%) say they face barriers finding and keeping quality, affordable health care. The top barriers to accessing quality affordable health care are cost (33%), lack of transportation (25%), and long waiting room times (25%).

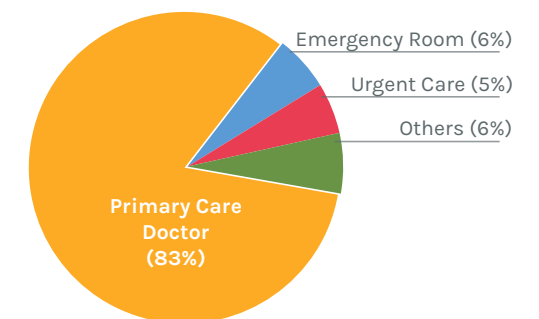
HEALTH CONCERNS AND NEEDS

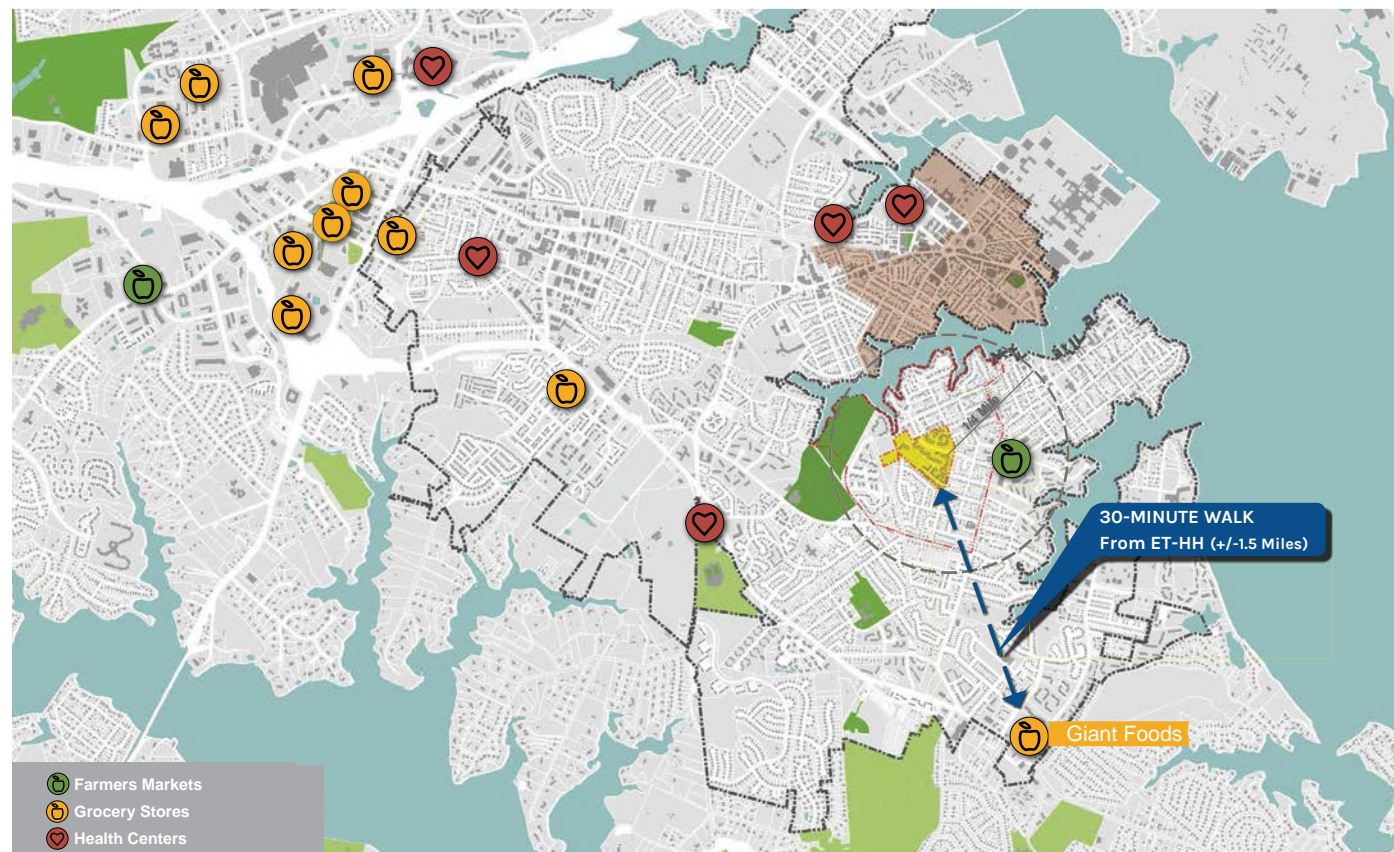
Although 63% of heads of household rated their health as good or excellent, 35% also indicated that at least one adult in their household has high blood pressure/hypertension and at least one adult in 27% of households has asthma. Nearly all parents (97%) rated their children's health as good or excellent, but at the same time, 42% of parents reported that at least one child in their household has asthma. Hospitalizations for asthma and diabetes in the target neighborhood are more than double the rate for the city, and the hospitalization rate for hypertension in the target neighborhood is 1.5 times that for the city. Residents surveyed indicate that dental services represent the greatest unmet healthcare need (13%), followed by mental health counseling and services (8%). Emotional/mental support services were also cited as a "Very Needed" service in the neighborhood by three quarters (76%) of resident survey respondents.

HIGHER RATES OF ILLNESS
HSCRC 2016-2020 Inpatient and ED Visits



FIRST CHOICE FOR CARE WHEN SICK
ET-HH Resident Survey





Fresh Food & Health Centers

ACCESS TO HEALTHY FOOD

The top reported barrier to healthy eating is the cost of fruits and vegetables (41%), with the low quality of fruits and vegetables in local stores as the second highest barrier (22%). Even with those barriers, over half of respondents (55%) stated they eat fruits and vegetables at least 3-4 times per day. Residents are very aware of Food Distribution Sites (61%), and although only 29% of those residents have used them, 44% are satisfied with their service.

The nearest grocery store, Giant Foods, is approximately 1.5 miles away and is used by a majority (69%) of ET-HH residents for their grocery needs. The target neighborhood is classified as a food desert with a high proportion of people living in poverty without a local grocery store.

YOUTH AND EDUCATION

SCHOOLS

The majority of children in the target neighborhood (89%), including public housing children, attend Anne Arundel County Public Schools (AACPS). The local schools zoned for children living in the target neighborhood include Eastport Elementary School, Annapolis Middle School, and Annapolis High School. Children attending the local public elementary and middle schools have lower proficiency in Math and English Language Arts compared to other Anne Arundel County and Maryland public schools.

Eastport Elementary School is located approximately 0.5 mile walk from the housing site. The closest Head Start program is over 1.25 miles away.

Half as many local elementary and middle school students are proficient compared to AACPS and Maryland Schools.

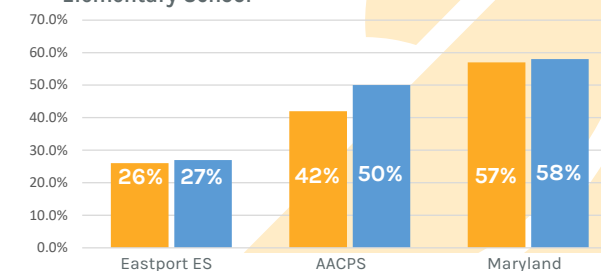


Eastport Elementary School

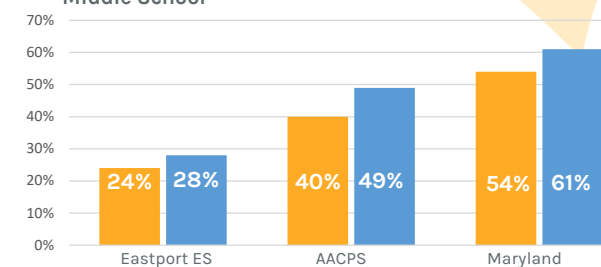
SCHOOL PERFORMANCE

Maryland State Department of Education 2018-2019 School Report Cards

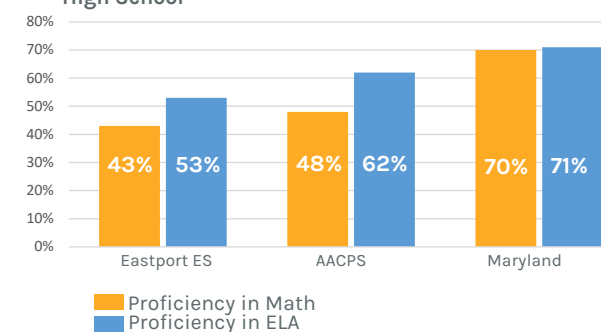
Elementary School



Middle School



High School



89%

Neighborhood Kids Go to Public Schools



Top 5 YOUTH PROGRAMS Your Children Would Participate In

ET-HH Resident Survey

1. **SPORTS AND RECREATION** (64%)
2. **AFTER SCHOOL PROGRAM** (64%)
3. **SUMMER CAMP AND/OR PROGRAMS** (53%)
4. **ARTS/ PERFORMING ARTS / MUSIC PROGRAMS** (51%)
5. **MENTORING** (35%)

YOUTH AND FAMILIES

There are 153 school-aged children living at ET-HH. Of the parents with children between the ages of 0-5 years, 37% have a child in a center-based early learning program including Head Start and Early Head Start, and 41% have a child receiving care in their own home.

More than two-thirds of respondents (71%) report that their children participate in after school activities. These activities include summer camps (38%), youth sports leagues (36%), on-site HACA or outside organization programs (32%), and other school-based after school activities (31%). Of those who do not participate in after school activities, the top barriers to participation include concerns about safety due to the Covid-19 Pandemic (29%) and the hours of the programs do not work with their schedule (26%).

Around half of parents (51%) say that they are involved in the Parent Teacher Association (PTA) or other school activities at their children’s school. The top incentives that would increase parent involvement in their children’s schools include transportation (42%) and childcare (28%).

The survey results indicate that there is a high demand for youth programs in the neighborhood, as 64% of respondents say their children would participate in both after school activities and sports and recreation activities, and over half said their children would participate in summer camps (53%) and arts/performing arts/music programs (51%).

COMMUNITY SAFETY

Crime and safety, especially the perception of crime and safety, are significant challenges at the housing site and the surrounding target neighborhood. While incidents of violent and property crime are going down in the neighborhood (see below), target neighborhood residents have a higher perception of criminal activity.

ACTUAL CRIME

Between 2018-2020, the average Part 1 violent crime rate (per 1,000 residents) in the Eastport target neighborhood was 11.32, which is 1.85 times the rate of Part 1 crimes for the City of Annapolis (6.11). More recent crime data from 2021 and 2022 shows that crime has decreased in the Eastport target neighborhood over the past two years.

Part 1 violent crimes have decreased 30% and property crimes are down 23% from 2021 to 2022. Most ET-HH residents view police in a positive light with 62% of residents seeing the police as a resource to call when they need assistance. However 22% of residents have felt threatened by the police.

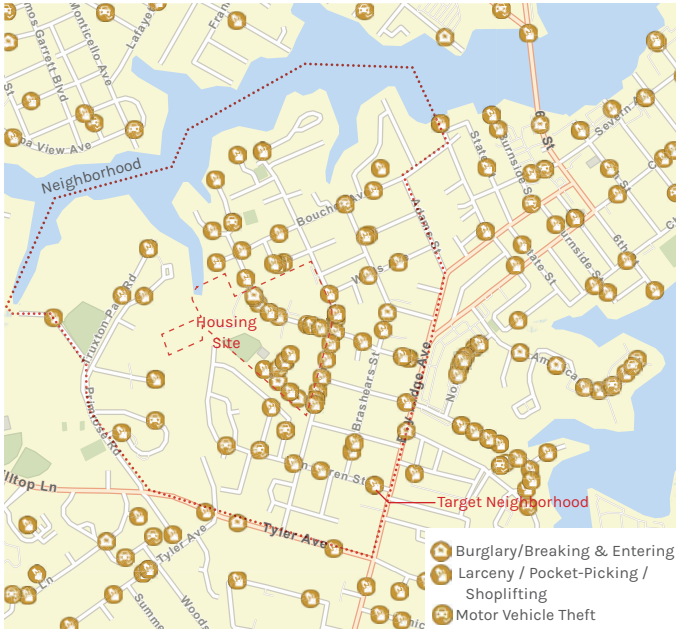
Crime Category	2021 (Annualized)	2022	Change
Crime Against People*	41	29	-30%
Crimes Against Property**	87	67	-23%

*homicide, rape, robbery, aggravated assault (Part 1 Violent Crimes)
** burglary, theft/larceny, motor vehicle theft, arson

Source: City of Annapolis Crime Incident Map



Crime Against People Jan 1, 2022 - April 25, 2023
(<https://annapolis.maps.arcgis.com>, pulled April 25, 2023)

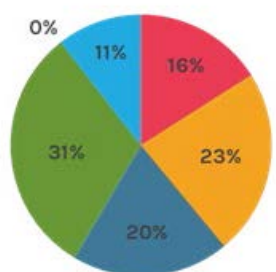


Crime Against Property Jan 1, 2022 - April 25, 2023
(<https://annapolis.maps.arcgis.com>, pulled April 25, 2023)

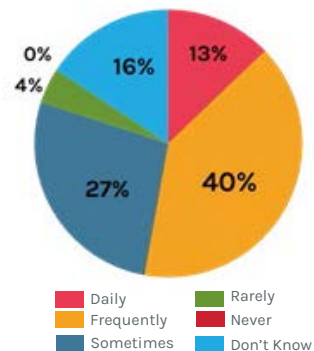
PERCEPTION OF CRIME

ET-HH Resident and Target Neighborhood Survey

Housing Site Respondents



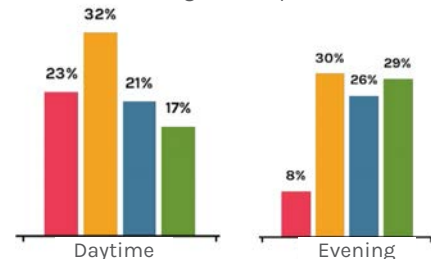
Target Neighborhood Respondents



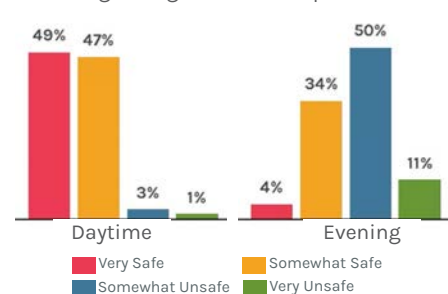
PERCEPTION OF SAFETY

ET-HH Resident and Target Neighborhood Survey

Housing Site Respondents



Target Neighborhood Respondents



PERCEIVED CRIME

Of those surveyed, 53% of target neighborhood residents stated that crime occurs frequently (daily to 1-2 times per week). Conversely, 39% of ET-HH residents stated that crime occurs frequently (daily to 1-2 times per week), but 31% also stated that crime occurs rarely.

Ninety-six (96%) percent of neighborhood respondents feel somewhat/very safe during the day. However, 38% of public housing residents surveyed feel somewhat unsafe and very unsafe during the day. Conversely, only 4% of Eastport target neighborhood residents feel somewhat or very unsafe during the day. Residents at community forums expressed the need to include unit, site, and neighborhood features to reduce crime at the redeveloped site.

Nearly two-thirds of ET-HH residents with children (64%) are somewhat or very unlikely to let their children play outside. However, 57% of ET-HH parents feel that their children are somewhat unsafe walking to/from school/bus stop.

PREFERRED INTERVENTIONS

ET-HH survey respondents identified community violence intervention strategies (i.e. reducing gun violence with tools other than incarceration) as the preferred way to improve community health and safety (54%), followed by community-led safety programs (51%) and addressing barriers to economic opportunities (50%).

Top 5 choices for IMPROVING COMMUNITY HEALTH AND SAFETY

ET-HH Resident Survey

- 1. COMMUNITY VIOLENCE INTERVENTION (CVI)**
(Reducing gun violence with tools other than incarceration) (54%)
- 2. COMMUNITY-LED SAFETY PROGRAMS**
(Street captains, safe passage, community walks, neighborhood notification apps) (51%)
- 3. Address Barriers to ECONOMIC OPPORTUNITIES**
(Good paying jobs, job pipeline) (50%)
- 4. Frequent or VISIBLE POLICE** Patrols (41%)
- 5. More COMMUNITY-BUILDING** Activities (34%)

DATA SOURCES

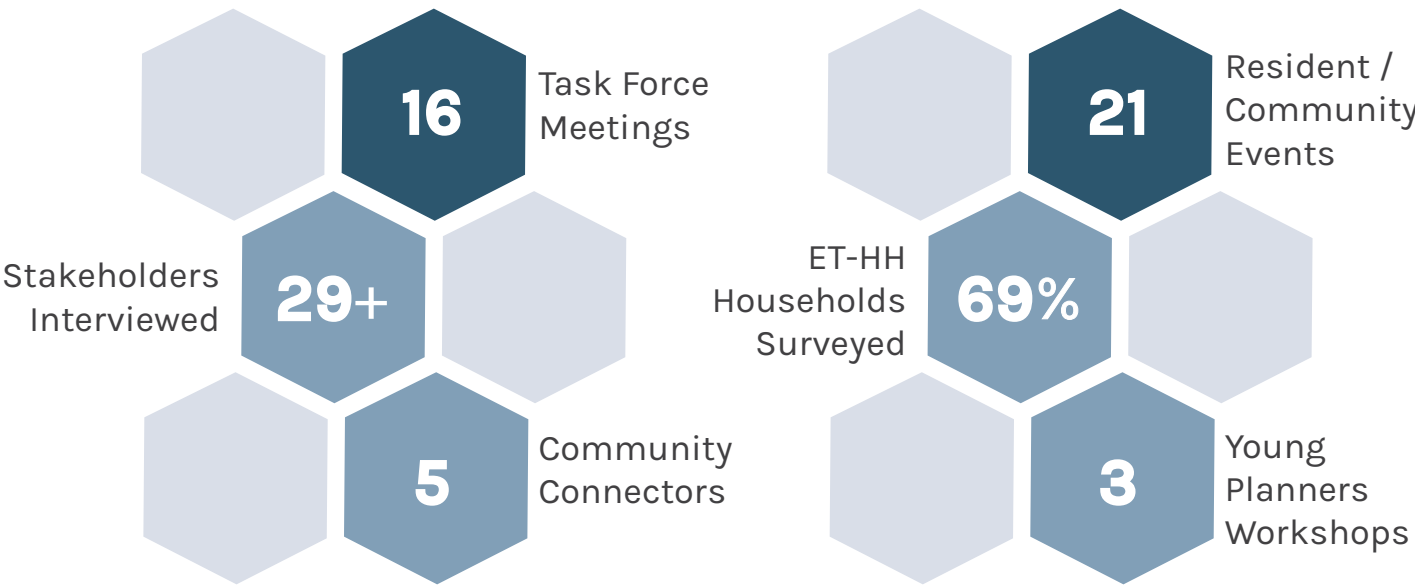
All data in this Community Context section are based on the following sources:

- American Community Survey (2020) 5-Year Estimates
- Annapolis Ahead: Annapolis Comprehensive Plan 2040 (draft)
- Annapolis Bicycle Master Plan (2011)
- Annapolis Transit Development Plan (April 2019)
- Change in Crime 2021 to 2022-Annapolis Police Department (pulled March 6, 2021)
- Eastport Transportation Study, Short-term and Long-term Recommendations Report (September 2016)
- Eastport Terrace-Harbour House Resident Survey (June-September 2022)
- HACA Occupancy Data (pulled June 2022)
- HACA Public Housing Wait List Data (pulled April 2022)
- Maryland Department of Education Data (2018-2019 School Report Cards) (pulled May 2022)
- Maryland Historic Trust / State Historic Preservation Office (April 2022)
- Maryland Health Services Cost Review Commission (HSCRC) 2016-2020 Inpatient and ED Visits
- Neighborhood Survey (October 2022)
- Part 1 Violent Crime Data (2018-2020), City of Annapolis Police Department (pulled May 2021)
- Phase 1 Environmental Site Assessment (August 2022)
- Physical Needs Assessment (June 2021)
- Residential Market Assessment (July 2022)
- Stakeholder Interviews (2022-2023)
- Stakeholder Site Tour (July 2022)
- Youth Site Tour (September 2022)



BUILDING CONSENSUS

BUILDING CONSENSUS



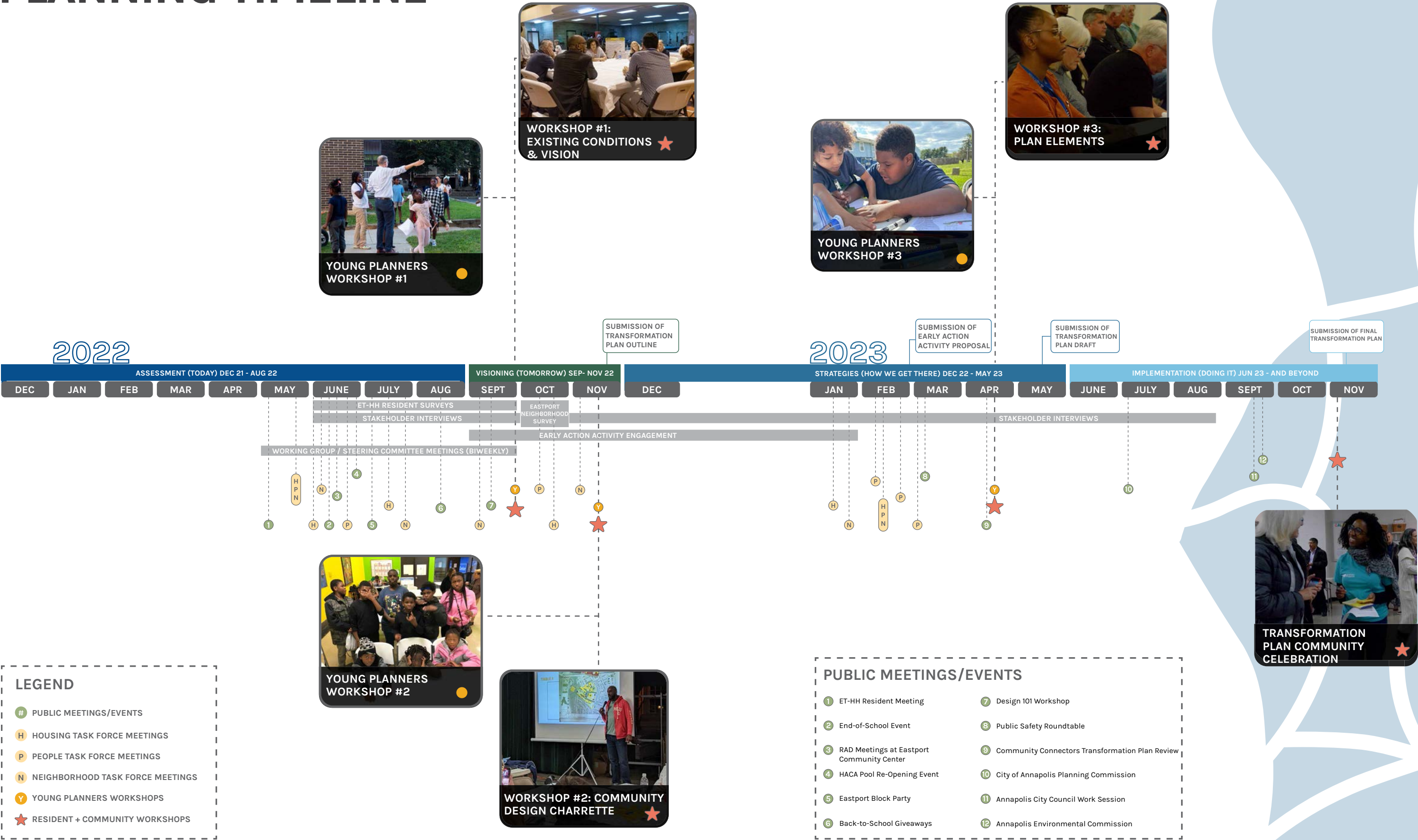
As the Housing Authority of the City of Annapolis (HACA) and the City of Annapolis (City) prepared to embark on the two-year Choice Neighborhood planning journey, the cornerstone of their engagement strategy was to bring public housing residents and the neighborhood, local leaders and other stakeholders, and various public, private, and non-profit organizations together to create and implement a plan that revitalizes the public housing site while complementing and strengthening the connections to and opportunities in the surrounding Eastport neighborhood.

A broad and inclusive engagement strategy was initiated that incorporated traditional and non-traditional approaches and focused on collaboration with residents and neighbors, public/private entities, and civic organizations. The coalition of stakeholders that participated lent a broader perspective, offered subject matter expertise, and fostered partnerships required to actualize the community’s goals and strategies. Several of the engagement activities employed during the planning process are featured throughout this chapter to provide greater detail regarding the people, events, and activities that helped to shape **One Eastport For All: A Roadmap**.



1,100+
PARTICIPANTS

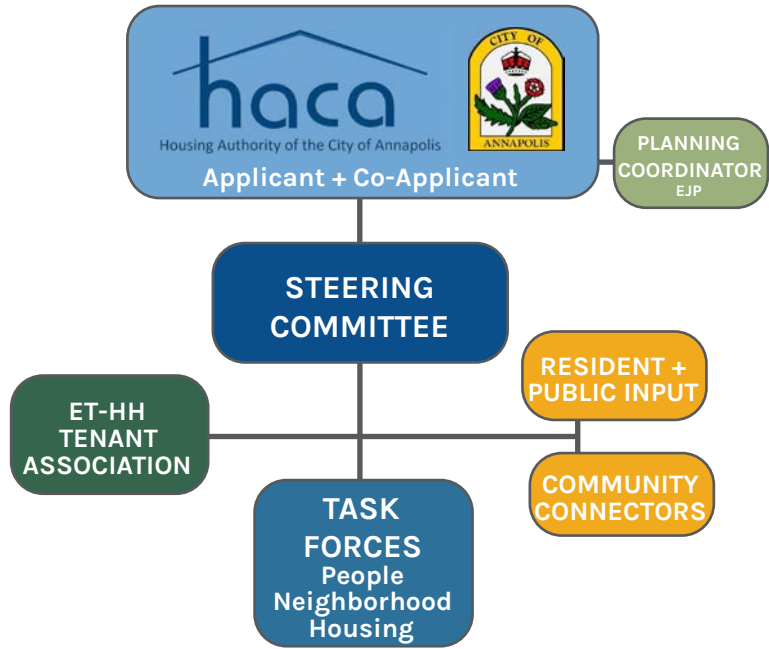
PLANNING TIMELINE



PLANNING TEAM STRUCTURE

The planning effort was led by HACA and the City, with assistance from a Planning Coordinator.

Supporting the development of the **One Eastport For All: A Roadmap** was a Steering Committee comprised of key stakeholders including the City, HACA, and public housing residents. The Steering Committee was responsible for decision-making, guiding vision development, directing engagement strategies, monitoring the planning process, and helping to inform outcomes of the Plan. Additionally, the Steering Committee functioned as a working group, with core members of HACA, the City, and the Planning Coordinator meeting on a regular basis to manage the planning process. Members also served on one or more Task Forces.



In tandem with the Steering Committee, three Task Forces were established to delve deeper into the three core focus areas of the Plan: Neighborhood, Housing, and People/Supportive Services. Chaired by members of the Steering Committee, each Task Force was comprised of residents, community members, stakeholders, City and HACA staff, service providers, developers, local businesses, and other local organizations with interest and/or expertise in each respective area. With assistance from the planning team, each Task Force was charged with reviewing the data and needs assessment findings, articulating priority needs and gaps to be addressed, defining desired goals and outcomes, drawing upon their collective knowledge and expertise to develop specific strategies to achieve the outcomes, and identifying resources and partners needed to carry out the strategies.

METHODS OF ENGAGEMENT

HACA, the City, and the planning team employed multiple methods of engagement throughout the planning effort to ensure that the Plan was informed by and supported by the community. Engagement methods were adapted over time to maximize participation and input from residents, neighbors, and other stakeholders. In addition to the Steering Committee and Task Forces, the planning process included:

Public Housing Resident Survey – Community Connectors (CCs) and HACA Resident Services Staff conducted in-person comprehensive, household-level resident assets and needs assessment surveys between June and September 2022. A total of 203 out of 294 heads of household participated for a 69% survey completion rate. Results from the survey were used to understand resident preferences, priorities, and helped inform Plan goals and strategies.

69%
Survey
Response
Rate

Neighborhood Survey – A neighborhood survey was conducted online during October 2022 to help understand community preferences and priorities. Using a subset of questions from the ET-HH resident survey, the Neighborhood Survey was limited to individuals who live, work, own property, own businesses, or worship in the target neighborhood. Approximately 80 neighborhood surveys were completed, and the results were compared to those from the ET-HH resident survey to understand common themes and shared priorities to further inform the Plan.

+/-80
Neighborhood
Surveys
Competed



Stakeholder Interviews – Twenty nine (29) community stakeholders were interviewed including resident leaders, City department heads and staff, developers, landowners, neighborhood association leaders, neighborhood residents, elected officials, HACA staff and board, and service providers. These targeted conversations provided critical information and insights related to the existing conditions analysis and identification of assets and challenges for the Plan.

Resident Capacity Building – The Community Action Agency of Anne Arundel County (CAA) worked to help build the leadership capacity of Community Connectors (CCs), who are also local residents. Through group meetings and one-on-one coaching, CAA worked with the CCs to advance their knowledge and skills to engage with stakeholders who can influence

or impact the direction of the CN Initiative. In addition, Community Connectors participated in trainings such as Planning 101, the Design Charrette, and presentation of the draft plan elements to the community and helped co-facilitate visioning sessions and Early Action Activities at resident and community workshops.

Resident and Community Meetings - The CN planning team hosted several Resident and Community Meetings to seek input from residents, community members, and stakeholders beyond the Task Force meetings. Community-wide public meetings were held at critical points along the planning timeline to share key findings and proposed plan elements to gather feedback and consensus.



Communications Methods - To ensure a transparent process, the CN planning team posted all meeting announcements, recorded sessions, and presentations from meetings on the dedicated project website, www.Eastportcni.org. The CN planning team also posted reports, Existing Conditions Boards, visioning exercises, calls for Early Action Activities, and photos of events on the project website. In addition, project information was made available via the City and HACA's social media platforms. The City of Annapolis Communications Department also created a project logo, based on input from residents. The City, HACA, and CAA/CCs worked closely together on communications and outreach strategies to increase meaningful engagement and participation by ET-HH residents, surrounding neighbors, and other stakeholders. All meetings and events were advertised via flyers that were distributed throughout the community by the CCs. Advertisements were also posted on the project website, and posted to social media. The City also live-streamed select events.

COMMUNITY CONNECTORS

“
If we keep that
neighborly
love going on,
then success is
definitely going to
blossom here.”
-Shemier Gladden

One of the first steps of the engagement process was hiring a team of Eastport Terrace-Harbour House residents as Community Connectors (CCs) to perform initial and on-going outreach to all residents of the housing site for Choice Neighborhood planning activities. The Community Action Agency of Anne Arundel County (CAA) was engaged by HACA to perform community engagement as a way to increase the diversity of participation and keep residents, neighbors, and stakeholders informed. CAA hired and managed the Community Connectors, who are Section 3-eligible public housing residents. CAA and CCs were embedded members of the planning team. Community Connectors were trained on topics such as Planning 101 and conducting Design Charrettes, and received other capacity-building coaching and trainings to help them become resident leaders and planning partners.

As residents of the housing site, the Community Connectors were able to adapt engagement strategies to engage more residents and neighbors as planning progressed. The Community Connectors were integral to helping with the completion of detailed household-level resident surveys, facilitated discussions at community meetings, and even went out into the community to get resident input on the vision for the redeveloped site and ideas for Early Action Activities at community events and small gatherings.



COMMUNITY CONNECTORS



DONNA JOHNSON
*Community Connector, Advocate,
Resident and Tenant Council President*

Donna used her Donna’s Day of Giving events at Eastport Terrace-Harbour House to increase awareness of the Choice Neighborhood planning process, answer questions, and solicit feedback and input from other residents and neighbors. She was recognized by The Annapolis Times and The Baltimore Times in late 2022 for the impact of her activities in her community.



WORKSHOP #1

EXISTING CONDITIONS REVIEW AND VISIONING



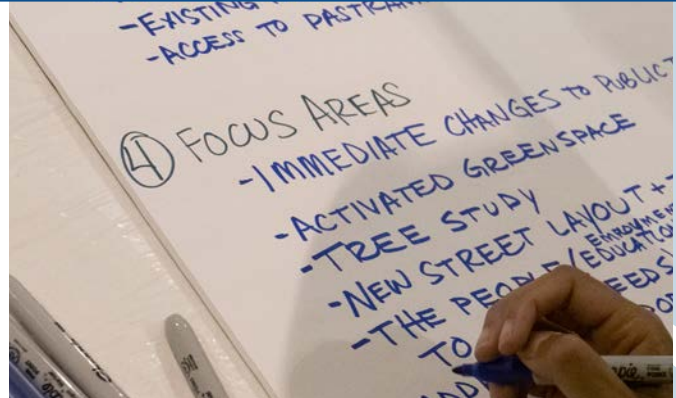
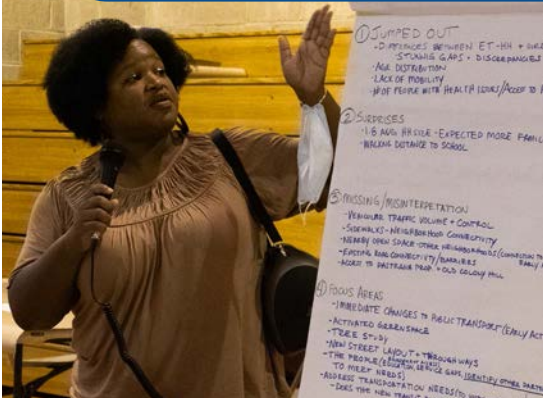
Young Planners Workshop

In September 2022, residents from Eastport Terrace-Harbour House (ET-HH) and the surrounding Eastport neighborhood convened for a series of meetings and workshops to review the Existing Conditions data and to begin the visioning process for transforming the neighborhood. Existing Conditions data was gathered from a range of sources and included preliminary findings from the Public Housing Resident Survey. Two evening sessions were held – the first evening was dedicated to public housing residents, and the second evening welcomed residents and stakeholders from the neighborhood. The agenda, meeting content, and activities were identical for both sessions. After a welcome and brief orientation to the evening, participants conducted a data stroll to review the Existing Conditions data boards. The boards were organized in several categories: Housing, Mobility, Open Space, Neighborhood Features, Public Safety, Education, Health & Wellness, and Who Lives Here. Participants then reconvened in small groups for animated discussions about what stood out to them from the data and what should be prioritized in the Transformation Plan.

Throughout the evening sessions, attendees participated in interactive visioning exercises such as "Postcards from the Future" in which they either wrote or drew images to their future self about how the neighborhood had transformed. Participants also selected and pinned images, wrote ideas, or drew pictures about elements they would like to see in the transformed neighborhood on a "vision wall." Community Connectors worked with residents unable to attend the meetings to collect their vision for the future.



"Everyone Together"



Resident and Community Meetings

WORKSHOP #2: DESIGN CHARRETTE



Design Charrette



Young Planners Design Charrette



In November 2022, residents from the housing site and other participants convened for a Design Charrette to collaborate on a vision for the redevelopment of the housing site. The design charrette was a workshop for ideas, allowing everyone who participated to give input and receive immediate feedback to other participants. Participants also prioritized their preference for Early Action Activities.

This well-attended event was an interactive exercise, with participants divided up into tables and given time to create their own collective site plan following the mission and guidelines provided. Each table was guided and facilitated by members of the Choice Neighborhoods Planning Team. Each table appointed a "Development Spokesperson" who presented their proposed site plan to the entire group. This exercise allowed participants to compare how each approached the mission, note similarities and differences in strategies, and recognize common themes that were woven throughout the development of initial concept plans.

84
Design Charrette
Participants

6
Community
Plans Created

PLAN HIGHLIGHTS

TABLE 1

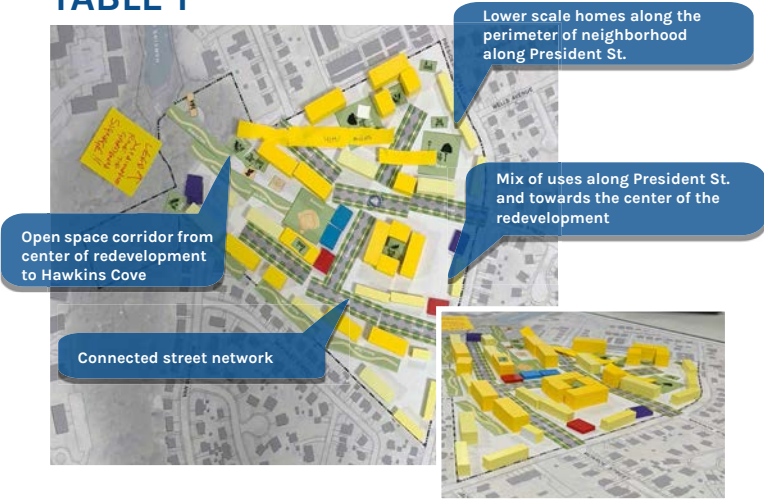


TABLE 4

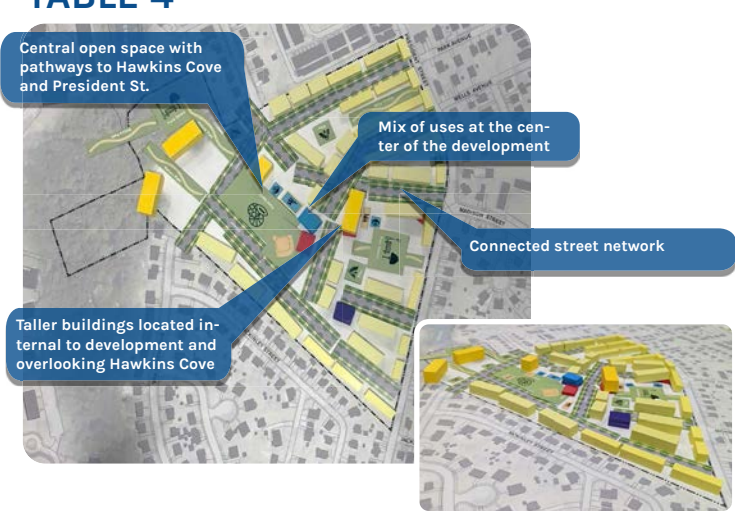


TABLE 2

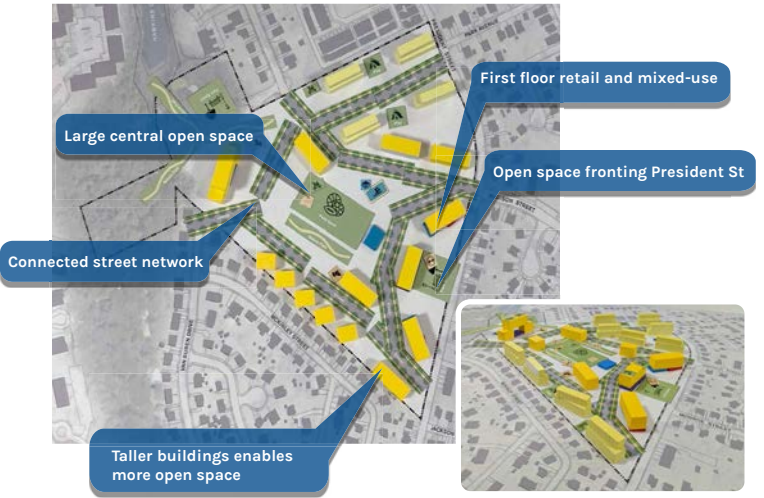


TABLE 5

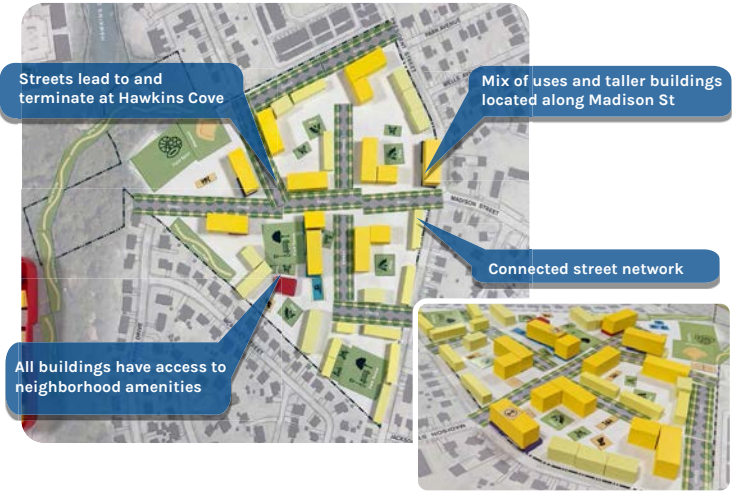
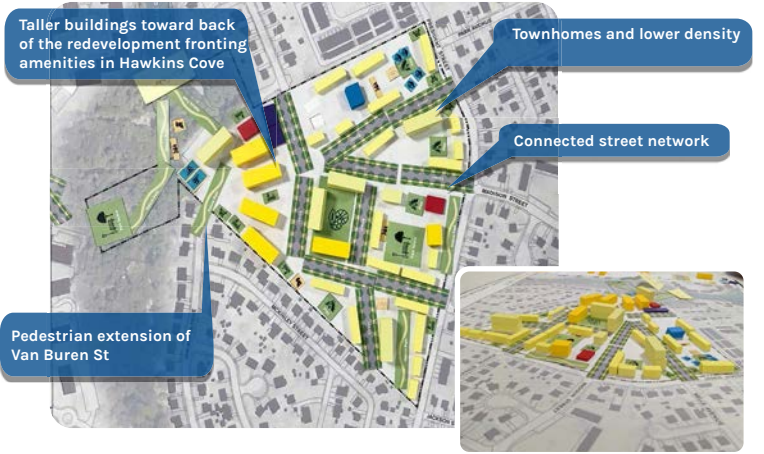
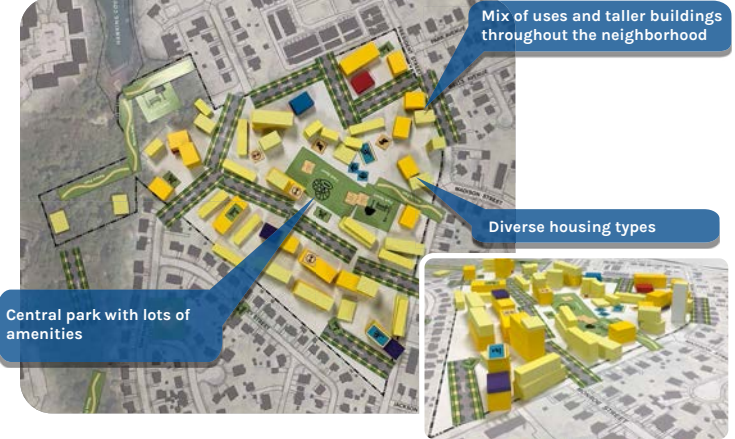


TABLE 3



YOUNG PLANNERS



EARLY ACTION ACTIVITY

Through a collaborative process, ideas for Early Action Activities (EAA) funded by the Choice Planning Grant coalesced around projects at the intersection of President and Madison Streets for their ability to activate that connection between Eastport Terrace-Harbour House and the surrounding neighborhood. At the Community Design Charrette evening session, participants were asked to select their preferences by ‘spending their money’ - participants were given three \$ stickers to place on a large board with images of potential project ideas at the intersection of President and Madison Streets. The frequency of \$ stickers on project images helped prioritize which project ideas were submitted to HUD for approval.

Note: EAA is currently being implemented by the City



WORKSHOP #3

PLAN ELEMENTS



Young Planners Workshop

In April 2023, Task Force members, public housing residents, neighborhood residents and stakeholders were invited to a public meeting to review and comment on Plan Elements for the Eastport CNI neighborhood. Two sessions were held – one in-person and one virtual – to maximize opportunities for participation. The agenda and meeting content were identical in both sessions.

At both sessions, members of the planning team presented the proposed conceptual site plan along with goals and strategies from the Plan, including redeveloping equitably and sustainably, investing in family success, and reconnecting people and places. The Plan Elements represented the synthesis of ideas and strategies that emerged from all of the community engagement and public participation efforts throughout the planning process. Participants at both sessions were then invited to ask questions and give feedback and to affirm if the proposed Plan Elements responded to the residents and the community.



Workshop #3



YOUNG PLANNERS

HACA and the Planning Coordinator organized a series of Young Planner sessions that progressively built on one another and resulted in a site design and community vibe that contributed to the overall Transformation Plan. The Young Planner sessions were marketed and supported by the Community Connectors and HACA staff.



Site Tour / Visioning

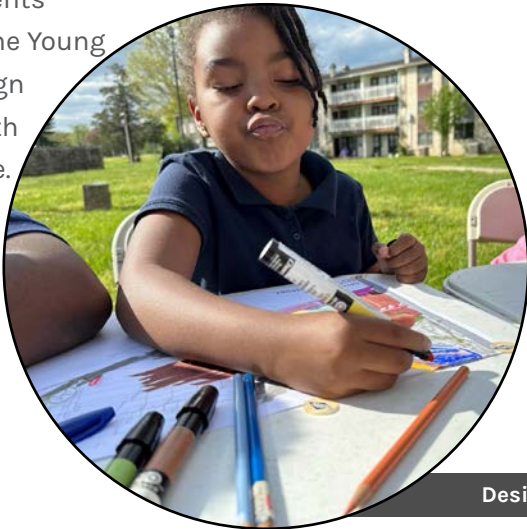
In September 2022, the Young Planners participated in a visioning session and community walk-through where they received an orientation to community planning, indicated physical features on the site that they wanted to keep or improve, and wrote and sketched images of what they wanted to see at the redeveloped site.



Design Charrette

In November 2022, the Young Planners participated in their own interactive design charrette, planning for residential and non-residential uses on the housing site, including streets and infrastructure, housing, non-residential space, green space, trails, recreation space, and other site amenities.

In April 2023, the Young Planners previewed the housing site plan and provided feedback on design elements from their perspective. This interactive exercise had the Young Planners drawing and writing down various design elements that they would like to see included with the redevelopment to create a new sense of place.

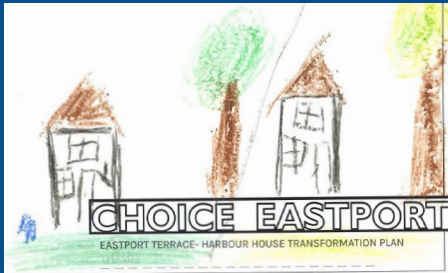


Designing a Place



YOUNG PLANNERS TEAM

Over 30 youth from Eastport Terrace-Harbour House participated in three Young Planners events. Young Planners ranged in ages from elementary school through high school. HACA and Community Connectors secured parental consent prior to participation in each event.





IV. ■

ROADMAP ELEMENTS

ROADMAP ELEMENTS

This chapter provides a roadmap to build a stronger and unified neighborhood. The following goals, strategies, and recommendations address the concerns and needs of the community, build on public and private investments, and craft a vision for a new and integrated housing redevelopment. The recommendations are tempered by market reality, financing, and implementation capacity. The combined effort of reconnecting people and places, investing in family success, and redeveloping equitably and sustainably will help build a resilient, healthy, and thriving community of choice in Eastport.



PLAN STRATEGIES

REDEVELOP EQUITABLY AND SUSTAINABLY

- 1. Expand Housing Options
- 2. Ensure Sustainable and Climate-Resilient Design
- 3. Improve Neighborhood Housing

INVEST IN FAMILY SUCCESS

- 1. Improve Access to Health and Wellness Services
- 2. Improve Access to Quality Education and Youth Services
- 3. Increase Household Incomes and Employment Outcomes
- 4. Improve Community Safety
- 5. Develop a Comprehensive Marketing / Communication Network

RECONNECT PEOPLE AND PLACES

- 1. Create a Network of Open Spaces and Recreation Opportunities
- 2. Improve Walkability and Street Connectivity
- 3. Improve Transit Services
- 4. Encourage Social Connections Between Neighbors
- 5. Encourage Neighborhood-Serving Retail

REDEVELOP EQUITABLY AND SUSTAINABLY

The redevelopment of the Eastport Terrace-Harbour House housing site will create a more fair and resilient community, a place connected with the surrounding neighborhood and the ecology of Spa Creek. This balanced approach seeks to preserve and improve the quantity and quality of affordable and attainable housing within the housing site and the target neighborhood. The redevelopment will build a more climate resilient neighborhood and employ sustainability best-practices to improve the health of the site and families that will live here. The following strategies and recommendations provide a roadmap to redevelop equitably and sustainably.



- 1. Expand Housing Options
- 2. Ensure Sustainable and Climate-Resilient Design
- 3. Improve Neighborhood Housing



Bird's Eye View of the Future Madison Street Corridor
ROADMAP ELEMENTS 91

1. EXPAND HOUSING OPTIONS

The redevelopment of the housing site will create a place of choice to support the diverse lifestyles and needs of existing and future families. High quality design, rich in amenities, will improve the quality of life without reducing the existing quantity of affordable apartments. Additional mixed-income apartments will foster a more integrated and financially stable community.

FRAMEWORK PLAN

The framework plan, forged through an iterative process, illustrates the big idea of the redevelopment. This diagram reknits the neighborhood along a sequence of shared public spaces on Madison Street, building connections between nature and the surrounding neighborhood. The sequence of public spaces includes Gateway Park, Main Street, and Central Park.

- 1. Gateway Park:** This park, located at the corner of Madison and President Streets, builds on the energy of the Early Action Activity to create a welcoming gateway to the redevelopment. New homes and community-serving retail activate and enclose this open space.
- 2. Main Street:** Two mixed-use buildings frame Madison Street for one block, creating a village Main Street experience at the heart of the redevelopment. Community amenities, supportive services, retail, and HACA offices are clustered on Madison Street, providing a hub of synergy.
- 3. Central Park:** This parks expands at the end of Main Street as a hub of recreational and social experiences as well as a serving as a gateway to Hawkins Cove. A community fitness center with pool and an early learning center help activate the park. A flexible lawn enclosed by walkways offers physical and passive recreational activities as well as space for community gatherings such as evening movies. Central Park is edged on three sides by streets welcoming visitors and residents while multifamily buildings overlook the space providing natural surveillance.

Beyond Central Park, the housing site transitions to a restored ecosystem along the banks of **Hawkins Cove**. A shared-use path will link the neighborhood with public access to the shallow tidal waters of Spa Creek, the stream valley, and Truxtun Park. Additional on-site open spaces are dispersed throughout including North Park and South Park.



Framework Plan



CONCEPT A

Based on the Young Planners and Resident and Community Plans, 3 concepts were created that embraced the following themes that emerged from the public process:

1. Extend existing streets into the housing site
2. Interconnect internal streets
3. Anchor public spaces with a mix of uses
4. Provide a variety of housing types
5. Transition building scale and height down to adjacent surrounding homes



CONCEPT B

The initial concept site plans, as shown above, explored neighborhood organization, feasibility of building program, and regulatory requirements.

Concept A emphasized creating a park space shared between the housing site and the neighborhood located at Madison and President Streets. This plan explored the adaptive reuse of the existing HACA office building.

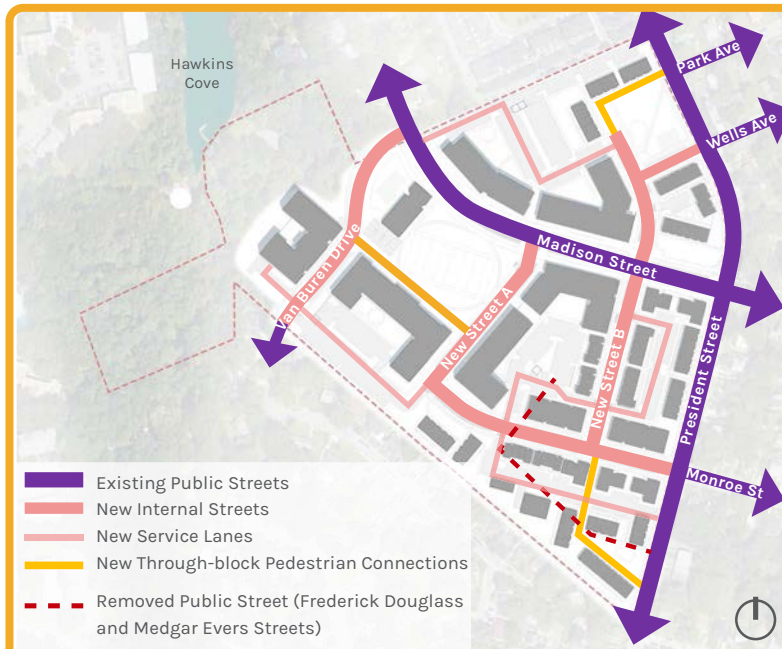
Concept B created a western park space framed by buildings at the edge of Madison Street.



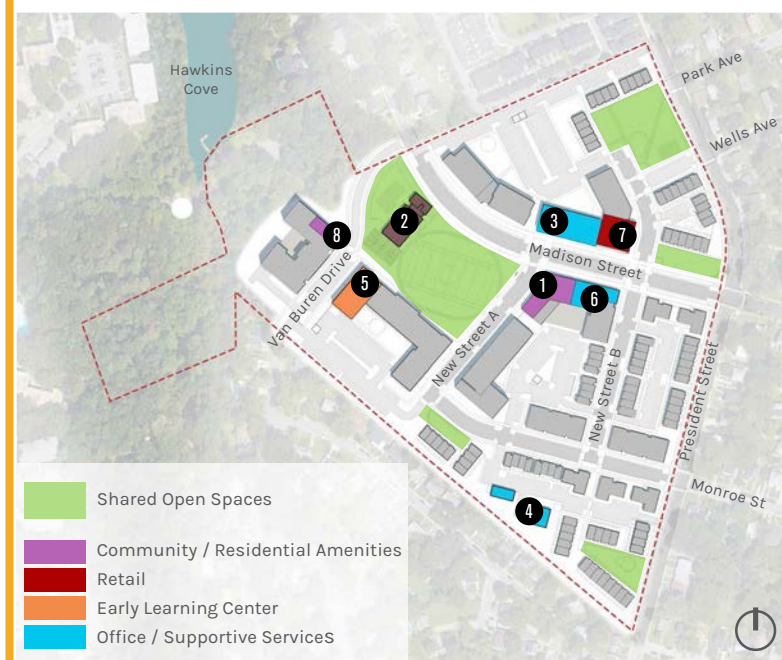
CONCEPT C

Concept C explored realigning Madison Street as a boulevard terminating on an expanded Hawkins Cove park.

The Steering Committee, Housing and Neighborhood Taskforce participants as well as the City of Annapolis planning staff reviewed and provided critical feedback. Comments were incorporated into the Framework Plan.



Street Types



Non-Residential Program

1. EXTEND EXISTING STREETS INTO THE HOUSING SITE

Surrounding existing streets are brought into the housing site improving both physical connectivity and the sense of integration between neighbors.

2. INTERCONNECTED INTERNAL STREETS

Internal walkable streets create short development blocks allowing convenient and safe pedestrian access between buildings and amenities.

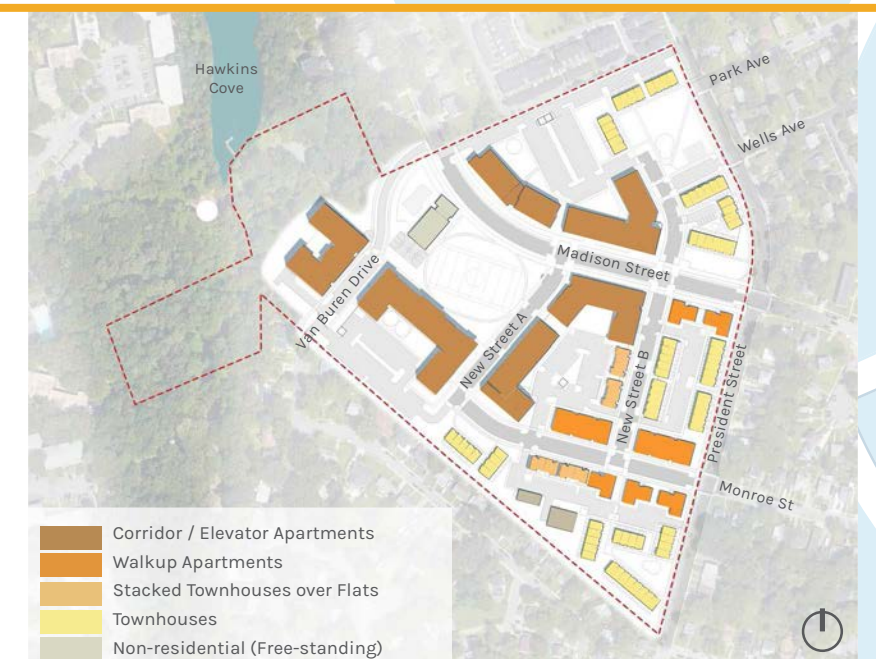
3. MIX OF USES

Non-residential uses complement the residential community. Uses include the following:

1. Community Center
2. Fitness / Pool
3. HACA Offices (replacement)
4. Maintenance Area
5. Early Learning Center (Head Start)
6. Leasing / Supportive Services
7. Community Serving Retail
8. Residential Amenity Space

4. VARIETY OF HOUSING TYPES

A variety of housing types create opportunities for individuals to fit a housing type to their lifestyle needs. The range of housing types include attached single family to multi-family apartment buildings with elevators.



Building Types

5. CONTEXT SENSITIVE SCALE AND MASSING

Building height and scale transition down to the surrounding neighborhood. Townhouses and smaller scale apartment buildings are located along President Street and the adjacent single-family properties.



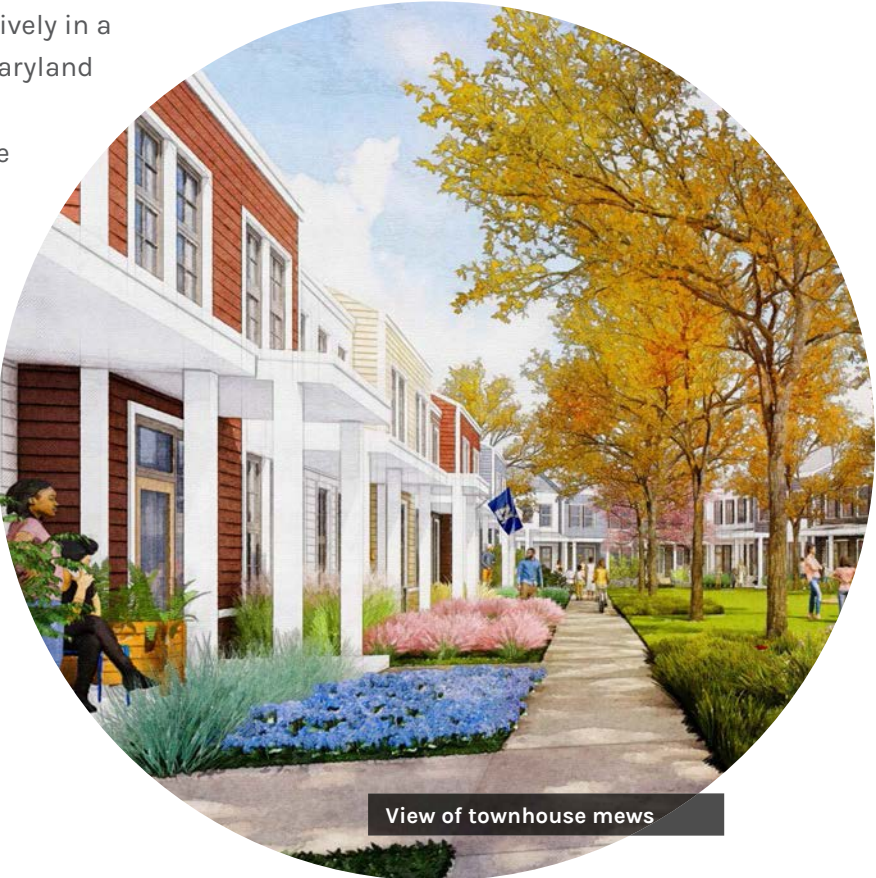
Building Height

Site Design Principles

RECOMMENDATION 1.A: PRESERVE ALL AFFORDABLE HOUSING UNITS

The redevelopment will replace all 357 existing public housing units with new affordable rental housing. Existing residents will have the first right to return to these new apartments.

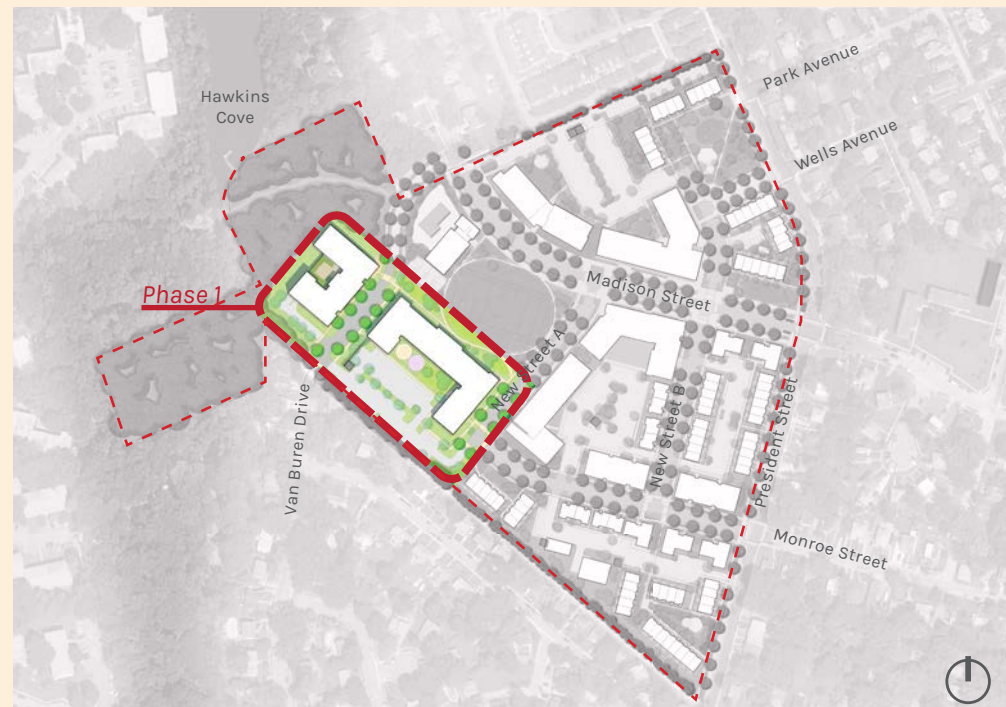
The proposed replacement unit bedroom mix was right-sized to better address the housing needs of existing and future residents using the following: Household sizes of current ET-HH families, HACA’s public housing waiting list, housing market study, and family housing goals established by Maryland Department of Housing and Community Development’s (DHCD) Qualified Allocation Plan (QAP). In summary, the replacement housing bedroom mix increases one-Bedroom units to meet demand. The Plan includes three-bedroom units to position the project to score competitively in a competitive tax credit application per Maryland DHCD’s requirements for family housing units. As redevelopment commences, the bedroom mix may be adjusted to reflect updated Maryland DHCD’s housing goals and changing occupancy needs of current residents.



Replacement Unit Mix					
	1BR	2BR	3BR	4BR	Total
Current Unit Count	94	224	28	11	357
	26%	63%	8%	3%	
Occupied Unit Count	77	183	23	8	291
Vacant Unit Count	17	41	5	3	66
Over + Under-Housed Counts (Occupied Units)					
2BR	70	-70	-2		-2
3BR	4	2	-4		2
4BR	2	1	3	-6	0
Revised O/U Unit Count	153	116	20	2	291

	1BR	2BR	3BR	4BR	Total
Replacement Units ^(1,2,3,4)	154	120	80	3	357
Difference from As-Built Unit Count	60	-104	52	-8	0
Unit Mix	43%	34%	22%	1%	

- Note:
- 1. Over + Under Housed Counts (04/07/2022)
 - 2. Proportion of Wait List (04/07/2022)
 - 3. QAP Preference for Family Units for 1/3 of Overall Units (DHCD 2022)
 - 4. Market Study (7/2022)



Proposed Site Plan



Existing Site Plan

PHASED DEVELOPMENT

The first phase of the redevelopment will build on existing open space, the current HACA office building, and office parking lot. This strategy builds new housing before existing homes are demolished, reducing the potential displacement of existing residents.

Each phase will be scaled to be financially supported through the combination of 9% and 4% low-income housing tax credit (LITHC) sources. Each phase will be mixed-income, and where possible, provide a variety of housing options to comply with Maryland DHCD QAP priorities.



Proposed Illustrative Bird's Eye View



Existing Aerial View

RECOMMENDATION 1.B: INTEGRATE A RANGE OF HOUSING AFFORDABILITY OPTIONS WITH INCLUSIVE DESIGN

The proposed redevelopment may build up to 722 new housing units to create a more stable mixed-income community. At this density, the Plan assumes an affordability mix of 49% replacement units, 31% workforce / LIHTC units and at least 20% market/unsubsidized units. Each building and phase will be a mixed-income development.

The apartments will be well-designed and constructed so that affordable units are indistinguishable from market-rate units. All apartments, regardless of income-status, will be built to market-rate standards. Affordable housing units will not be constructed of inferior quality or segregated to lesser locations than market-rate counterparts. Low income residents will feel integrated in a mixed- income community and not as second-class citizens. Affordable and market rate units will be mixed in all buildings and throughout each phase.

Buildings will use a variety of high-quality and durable materials. Similar to Eastport, these new homes will provide a diversity of forms, materials and fenestration patterns to create a complementary but diverse range of architectural language. This to range of patterns, colors and shapes will avoid recreating the homogeneous and institutional appearance of existing public housing buildings.

The apartments will be equipped and finished to support contemporary living best practices. Apartments will have dishwashers as well as washers and dryers. Units will comply with current electrical needs and be hardwired for internet and cable. Buildings will be energy efficient and provide central heating and cooling.

Unit layouts will be efficient but spacious and seek to maximize natural daylighting and ventilation. Room sizes will be ample enough to accommodate household needs. Bedrooms will have adequate space for standard bedroom furniture and will include adequate closet space. Durable cabinets, shelving and storage spaces will be sized to be comparable to contemporary kitchens of similar unit types, allowing sufficient food, utensil and appliance storage for families.



Examples of Mixed-income Housing Features

RECOMMENDATION 1.C: EXPLORE OFF-SITE OPPORTUNITIES AND STRATEGIC PARTNERSHIPS TO EXPAND HOUSING OPTIONS

The housing site has regulatory and physical constraints that limits the redevelopment’s ability to achieve density in excess of approximately 625 residential units. Therefore the City and HACA are exploring off-site housing options to provide space to achieve the preferred housing goal of 722 total mixed-income dwelling units. Off-site housing opportunities are encouraged to be located within the City of Annapolis or in surrounding Anne Arundel County and meet Choice Neighborhood off-site housing criteria. One site currently being explored is Spa Road, which is owned by the City of Annapolis, less than 1 mile from the target neighborhood. The site may yield up to 96 dwelling units as suggested by the concept plan below.



Spa Road Concept Plan (Example of potential off-site housing opportunity)

RECOMMENDATION 1.D: PROVIDE DIVERSE HOUSING TYPES TO SERVE THE NEEDS AND CHANGING LIFESTYLES OF TENANTS, INCLUDING THOSE WITH PHYSICAL CHALLENGES

The redevelopment plan provides a variety of housing types to support the diverse lifestyles of existing and future households. The housing types include townhouses, stacked townhouses over flats, walkup apartments and low-rise apartment buildings with elevators. This variety of housing choice enables families, empty nesters, and households with special needs, including physical disabilities, to live in proximity to each other enabling multigenerational living.

With a diversity of housing options, residents can right-size their unit size and housing type as their lifestyle changes without leaving the neighborhood. Per the design principles, small-scaled housing types are located along President Street and adjacent to existing single-family homes to be compatible with the surrounding neighborhood. Many of these units are three-bedroom apartments, providing ample space for larger households and families. Multigenerational open spaces are interwoven into the fabric of these two- and three-story homes.

Multifamily and mixed-use buildings with elevators are clustered around the central park. This location allows a greater percentage of accessible and visitable units to take advantage of proximity to services and transportation options. Additionally, each of these buildings provide a variety of residential communal spaces such as but not limited to the following: lobbies, lounges, party rooms, shared kitchens, mail rooms, roof-top decks and courtyards.



View of mixed-use building and townhouses



Townhouses



Two or three-story attached single-family houses. Each apartment has an individual entrance and private outdoor space.



Townhouse over Flats



Two or three-story buildings with multi-level apartments over a ground floor apartment. Each unit has an individual front door.



Walk-up Apartments



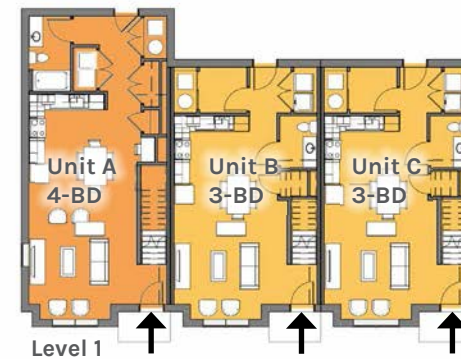
Typically, three-stories with apartments sharing a single common lobby and stair tower. Each building has 9-12 apartments. Residential amenities are often limited to basic features such as a mailroom and lobby.



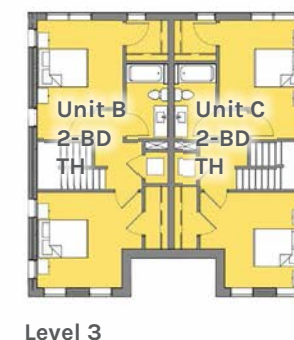
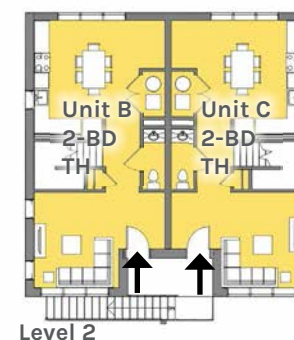
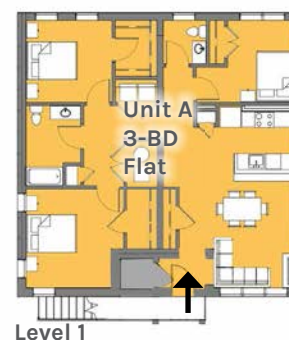
Elevator Apartments



Typically, a four-story building with elevators to enhance accessibility to units. Ground floor retail, community and residential amenities and similar uses may be present to support residents and the surrounding neighborhood.



Typical Townhouse Plan



Typical Townhouse over Flats Plan



1-Bedroom Unit



1-Bedroom Accessible Unit



2-Bedroom Unit



2-Bedroom Accessible Unit



3-Bedroom Unit



4-Bedroom Unit

Typical Multifamily Apartments Plans

HOUSING CHOICE



Illustrative view of buildings along Madison Street

ARCHITECTURAL CHARACTER

Annapolis has a wide range of architectural languages from 19th century urban homes to mid-20th century garden apartments. This new neighborhood draws inspiration from this diversity of materials and patterns while offering a contemporary interpretation. Attention is given to human-scaled details, such as stoops, porches, bays and windows that activate the public realm and give individual identity to homes and buildings. Materials such as masonry and fiber-cement siding add a rich blend of color and textures while enhancing durability. The proposed mixed-use and taller multifamily buildings reinterpret the spirit of Downtown Annapolis buildings, while adhering to the traditional tripartite organization including base, middle and top. Storefront windows with canopies engage the streetscape and articulate the base of the building. Above the ground floor balconies, bays and recessed surfaces, changes in materials and window types add rhythm to the middle of the building, while articulated cornices and material changes cap the top of the building. The vignettes and facades within this plan are illustrative in nature. The composition of building facades and selection of materials will continue to be refined during design development.



Illustrative view of townhouses along President Street



Typical block of townhouses



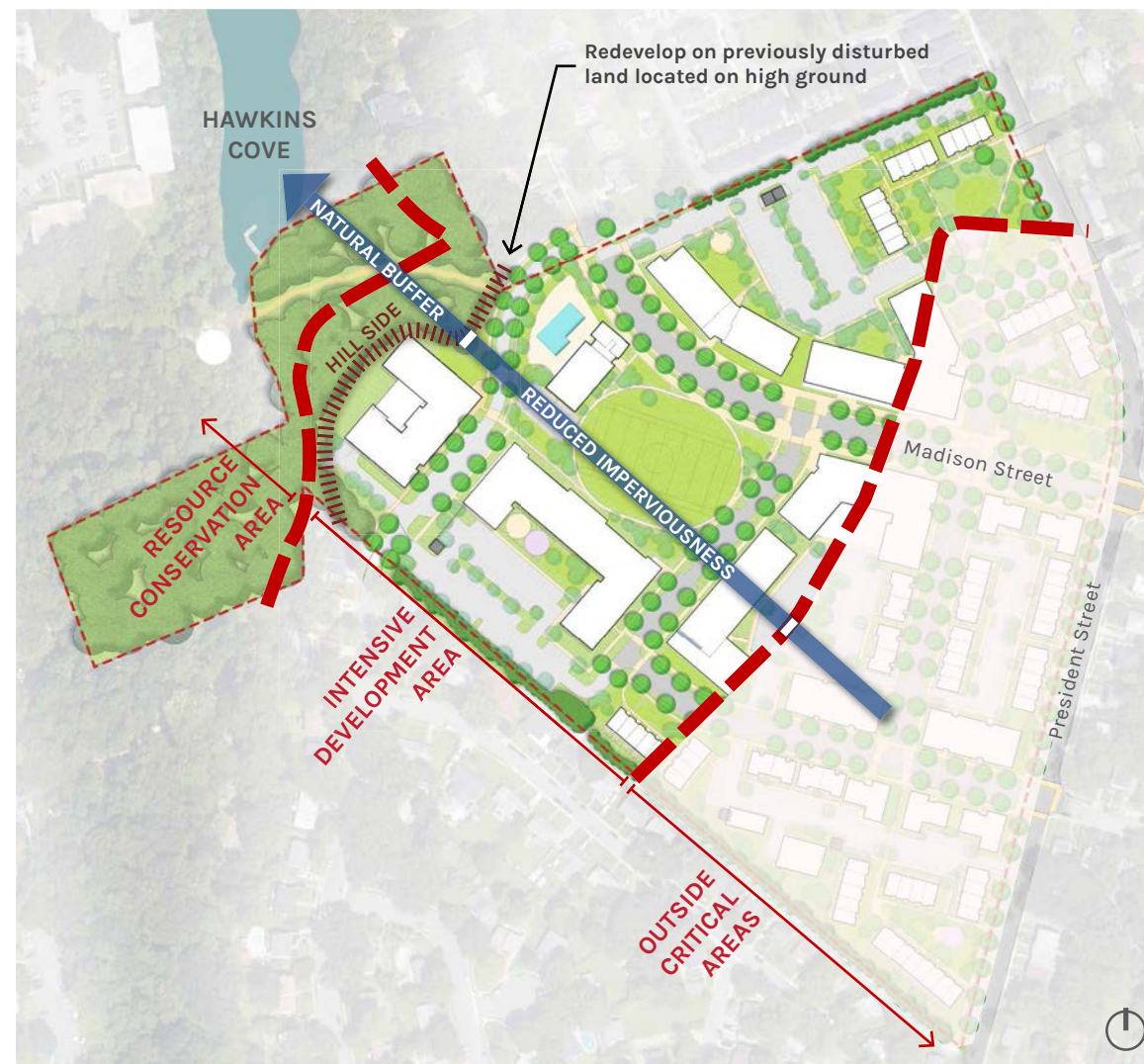
Typical walk-up apartment building on Monroe Street



Mixed-use apartment building on Madison Street

2. ENSURE SUSTAINABLE AND CLIMATE-RESILIENT DESIGN

Heat waves, heavy downpours, and sea level rise are growing challenges for North Atlantic coastal towns, particularly if the neighborhood, such as this target neighborhood, is surrounded by tidal waters. Communities with limited resources face hardship to survive and recover when faced with extreme weather events. This housing redevelopment seeks to build back a sustainable neighborhood to support a resilient and healthy community.



Critical Area Overlay

RECOMMENDATION 2.A: ENSURE DESIGN MEETS OR EXCEEDS GREEN AND SUSTAINABILITY STANDARDS

The City of Annapolis code (City Code 17.14) requires residential and non-residential buildings larger than 7,500 square feet to achieve Leadership in Energy and Environmental Design (LEED) certified-level rating or equivalent energy and environmental design standards, such as EarthCraft, Enterprise Green Communities, or a comparable standard. The redevelopment will be designed to meet or exceed green and sustainability standards.

RECOMMENDATION 2.B: DESIGN TO REDUCE VULNERABILITIES TO THE IMPACTS OF CLIMATE CHANGE, INCLUDING STORM SURGE AND FLOODING FROM EXTREME WEATHER EVENTS

The footprint of the redevelopment will not encroach on the natural area behind the site and is limited to areas previously disturbed by the existing housing site. Where possible, additional buffer depth will be provided between new construction and Hawkins Cove. Existing riparian forest land will be preserved while a partnership with the City of Annapolis will seek to improve the ecological function of the shoreline around Hawkins Cove. These two ecologically functioning systems provide a substantial natural buffer and ground water recharge zone between the built environment and open water.

In addition to a horizontal setback, all habitable spaces within the redevelopment will be located uphill and above the potential reach of storm surge floods. Slightly more than half of the redevelopment is located within the Annapolis Critical Area's Intensive Development Area zone. This zone limits development to 50% maximum building coverage. Open spaces and landscaped areas were purposefully located closer to Hawkins Cove to reduce imperviousness and enhance ground water recharge within 1,000 feet of Hawkins Cove. An integrated landscape design will include stormwater management best practices such as bioretention and rain gardens to reduce pollution run-off at the source of pollution. This network of stormwater management systems will provide visual interest and ecological benefit.



Integrated Stormwater Management Landscape



Bioretention in the Street



Native Street Trees

RECOMMENDATION 2.C: REDUCE URBAN HEAT AND ENHANCE NATIVE HABITAT BY PRESERVING NATURAL FORESTED SPACES AND EXPANDING SHADE TREE COVERAGE WITH A VARIETY OF INDIGENOUS SHADE TREES

The redevelopment will increase shade tree coverage along pedestrian-scaled streets, between buildings, and within parking lots. Street trees will unify the neighborhood while casting a cooling shade throughout the hot summer months.

Native and locally grown plants will be used to greatest extent possible for the redevelopment. Native trees and plants are more adapted to the local climate and require less maintenance, while also enhancing the local ecology of pollinators and wildlife habitat.

The existing forest is in the vicinity of Hawkins Cove and the stream valley and will be restored and protected, providing substantial habitat for wildlife and natural buffer between the redevelopment and Spa Creek.

RECOMMENDATION 2.D: DESIGN COMMUNITY SPACES TO SERVE AS A PLACE OF REFUGE WHEN FACED WITH THE IMPACTS OF A NATURAL DISASTER

Community spaces and supportive services incorporated into the housing redevelopment offer space for residents and neighbors to develop skills, receive care, and engage with their neighbors. Throughout the year these spaces are the heart of the community, and in a time of need, these spaces can play a critical role in supporting a community's recovery. Design of these facilities will take into consideration social and community needs, as well as having building systems maintain operational function during and after a natural disaster event.

The design process should include property management, community members, and service providers to identify needs and resiliency goals for this facility. Key features may include solar power, battery storage, emergency communication systems, and cooling and heating space for people.



Resiliency, Open Space and Stormwater Management Concept Plan

3. IMPROVE NEIGHBORHOOD HOUSING

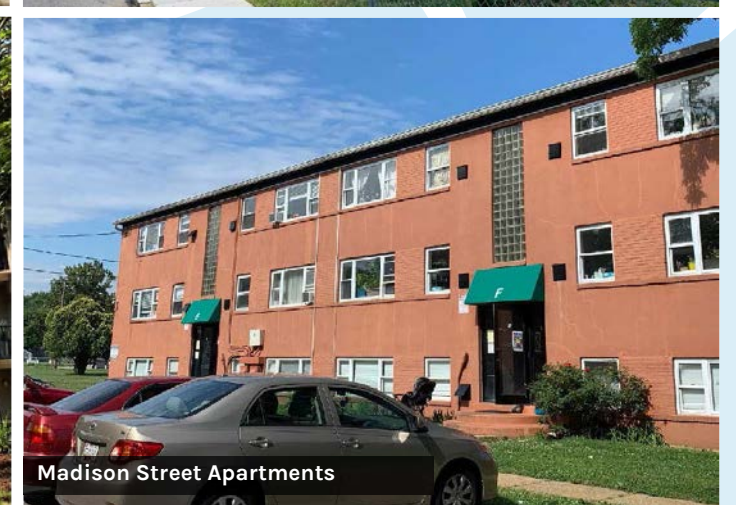
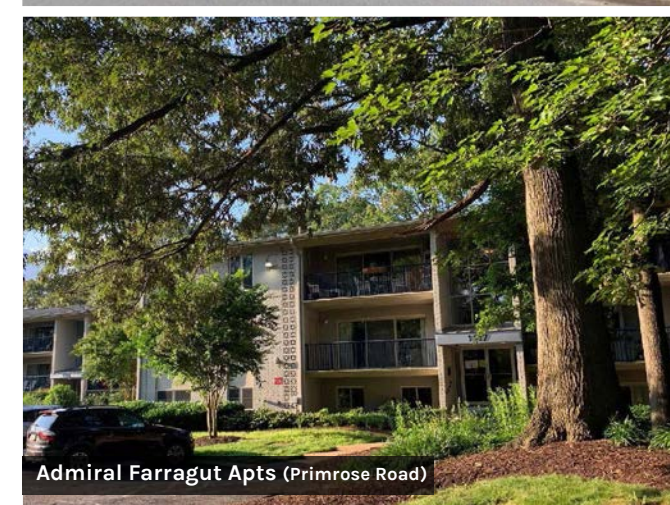
Approximately 72% of the housing stock in the target neighborhood is over 40 years old. These aging structures require continuous maintenance. Furthermore, 46% of renters and 30% of homeowners in the target neighborhood pay more than 30% of their income towards housing expenses. To ensure the neighborhood remains mixed-income and diverse and that existing residents remain in place, the following actions seek to improve access to financial tools to assist local renters, landlords, and homeowners to invest in and maintain their existing properties without increasing their housing expenses.

RECOMMENDATION 3.A: TARGET INCENTIVES AND FUNDING TO ENCOURAGE LANDLORDS TO IMPROVE EXISTING PROPERTIES TO RETAIN MARKET AFFORDABLE RENTAL HOUSING

Throughout the target neighborhood, there are large and small rental properties that provide housing options for working families. These buildings tend to be older and in need of maintenance and upgrades, as many of these structures were built before current building efficiency standards. Expanding access to grant and loan opportunities to reduce building energy costs will enable a healthier and more comfortable home while preserving affordable rents. One example of an available financial tool is Maryland DHCD's Greenhouse Gas Reduction Program. The program provides financial assistance to existing affordable rental communities to improve energy efficiency.

RECOMMENDATION 3.B: IDENTIFY FUNDING SOURCES TO ENCOURAGE EXISTING HOMEOWNERS TO IMPROVE THEIR PROPERTIES AND REMAIN IN PLACE

Maintaining a home is a large financial commitment which is challenging for many low- or fixed-income homeowners. Deferred maintenance often leads to larger, more complex, and costly repairs that homeowners cannot finance particularly when faced with increasing cost of living and property taxes. Helping homeowners gain access to financial incentives, such as DHCD grants and loans for energy efficiency upgrades or getting enrolled in Homestead tax credit to reduce large property tax increases, enables homeowners to remain in place and reinvest in their property.



Views of Neighborhood Housing

INVEST IN FAMILY SUCCESS

Families at Eastport Terrace-Harbour House (ET-HH) have greater needs and face greater barriers than their neighbors in the target neighborhood. Investing in family success means providing programs and resources where residents need them, creating a built environment that improves quality of life and community safety, and connecting families to the services they need to be successful. The following strategies and recommendations provide a roadmap to improve outcomes for families by investing in their success.



Invest In Family Success Opportunity Map

1. IMPROVE ACCESS TO HEALTH AND WELLNESS SERVICES

RECOMMENDATION 1.A: PROVIDE FLEXIBLE LOCATIONS ON-SITE FOR MENTAL HEALTH, MEDICAL/DENTAL, TELE-HEALTH, OTHER MEDICAL SERVICES, AND OTHER ON-DEMAND SUPPORT

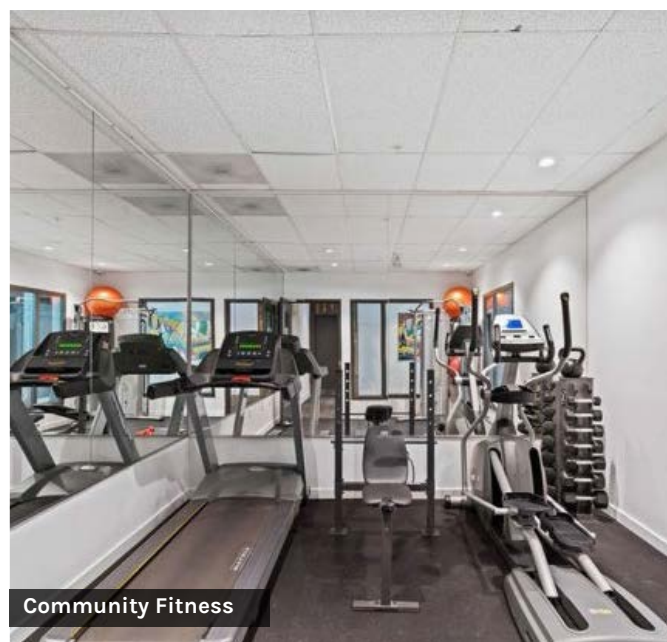


Potential Community Health Space

Target housing residents report high levels of health insurance coverage, annual medical check-ups, and a large percentage of good to excellent health, but chronic diseases such as asthma, diabetes, and high blood pressure/hypertension still affect a disproportionate level of the population. There are no health care centers in the target neighborhood, with the closest hospital approximately 4.5 miles away. Cost, lack of transportation, and long waiting times are the biggest barrier to affordable quality healthcare according to residents, and dental care and mental health/counseling are the biggest unmet health care needs. Residents and stakeholders consistently stated that having space for health services on-site, including mental health providers, was a critical need because of the ability to develop relationships with providers and build trust. The redevelopment will include approximately 1,000 sf of flexible space to support in-person or virtual medical services facilities.



Access to Nature



Community Fitness

RECOMMENDATION 1.B: PROVIDE SPACE ON-SITE TO SUPPORT HEALTHY FOOD OPTIONS, INCLUDING A FARMERS MARKET AND FOOD PANTRY

The target neighborhood is characterized as a food desert, and the majority of target housing residents shop at the Giant Food store approximately 1.5 miles away from the site for their grocery needs which is too far away for walking. Residents consider the high cost and low quality of fruits and vegetables as barriers to eating healthy foods and need a place closer to home to access fresh and healthy foods.

The corner of President and Madison Streets is currently used for informal resident-led food distribution throughout the year. The redeveloped site will include a Gateway Park at the same intersection, which will be designed and configured to specifically host pop-up food distribution events and a farmers market. The housing plan will also include storage space for a food pantry to support the food distribution events. In addition to increasing fresh food options, these spaces will provide an opportunity for increased connection and sense of community between residents of the target housing and their neighbors.



Farmers Market Opportunity

ADDITIONAL HEALTH AND WELLNESS OPPORTUNITIES

The redeveloped site will provide other opportunities for increasing health and wellness through fitness, recreation, and increased social connection. Indoor and outdoor fitness space at the central park, improved trail access to Truxtun Park, and improved access to the waterfront at Hawkins Cove will provide multiple opportunities for exercise, sports, and recreation and encourage community building.

2. IMPROVE ACCESS TO QUALITY EDUCATION AND YOUTH SERVICES

RECOMMENDATION 2.A: DEVELOP ON-SITE EARLY LEARNING CENTER

There are 45 children under 5 years old living at the target housing site. According to the resident survey, 37% of children aged 0-5 attend Early Head Start/Head Start, and 31% attend a public preschool or kindergarten. Although many families have children enrolled in early childcare, the closest Head Start is over 1.25 miles away, and residents indicated in the survey that more childcare and early learning options were "very needed" in the target neighborhood.



HACA is already partnering with the Y in Central Maryland to provide Early Head Start and Head Start slots in an interim space in the Eastport Community Center. To serve more children in a dedicated space, a permanent Early Learning Center and playground will be built on the redeveloped site adjacent to the Central Park. It is currently being designed to accommodate 30-40 slots for children ages 0-5, and HACA anticipates that the Y in Central Maryland will operate Early Head Start and Head Start slots at a permanent space on-site. The program will also provide a classroom space for after- and before-school enrichment, targeted for children ages 5-12. The space could also be used as a gathering space to engage families in evidence-based programs for caregivers and other community-building activities.

RECOMMENDATION 2.B: PROVIDE ACTIVE AND ENGAGING AFTERSCHOOL, SUMMER RECREATION, AND ENRICHMENT PROGRAMS FOR LOCAL YOUTH THAT INCREASE EDUCATIONAL SUCCESS

According to households surveyed, 70% of children currently participate in out-of-school activities including summer camps, youth sports leagues, and other programs. The more robust out-of-school programming that used to be offered by HACA and other partners was interrupted by the COVID-19 pandemic and has been slowly returning to the site and the nearby Pip Moyer Recreation Center.

HACA will work to rebuild and expand partnerships with community-based youth programming providers such as Anne Arundel County Public Schools (AACPS), Anne Arundel County Partnership for Youth and Families, Seeds 4 Success, the Y in Central Maryland, Annapolis Department of Recreation and Parks, and the Anne Arundel County Public Library to provide high-quality afterschool, educational, social, and supportive services to school-age children in order to improve educational outcomes. The redeveloped site will offer ample indoor and outdoor community spaces, parks, and connections to Truxtun Park through improved trail access to accommodate a diverse blend of active and engaging youth programs.

RECOMMENDATION 2.C: PARTNER WITH EASTPORT ELEMENTARY SCHOOL TO EXPAND THEIR COMMUNITY SCHOOL MISSION FOR IMPROVED STUDENT ACHIEVEMENT AND WELL-BEING

Schools are neighborhood buildings blocks, and the Eastport Elementary School is a key asset for the families of Eastport. With 89% of school-aged children in the target neighborhood attending public schools, we can assume that the majority of the 116 elementary school-aged children at Eastport Terrace-Harbour House attend Eastport Elementary, which is a walkable 0.5 miles from the target housing site.

Eastport Elementary School is designated as a Community School by AACPS in accordance with Maryland Law. Given that the educational goals and strategies of this Transformation Plan are so closely linked with Eastport Elementary School's Community School mission, the Plan will coordinate educational partnerships and programs rather than duplicate. HACA will work with the Eastport Elementary School and AACPS to synergistically coordinate wraparound supportive services and programs for elementary school families that promote student achievement and well-being.



"COMMUNITY SCHOOL"

means a public school that establishes a set of strategic partnerships between the school and other community resources that promote student achievement, positive learning conditions, and the well-being of students by providing wraparound services.

Community Schools have a Program Manager who works to connect families with community resources, establish and strengthen community partnerships, and plan programming to support students and their families in the following four areas:

1. Physical health needs of students and their families
2. Social, emotional, and behavioral needs of students and their families
3. Academic enrichment and learning environment needs for students and staff
4. Two-plus generational needs, including family education, workforce development, and early childhood outreach

3. INCREASE HOUSEHOLD INCOME AND EMPLOYMENT OUTCOMES

RECOMMENDATION 2.D: DEVELOP A PATHWAY TO APPRENTICESHIP, VOCATIONAL, AND POST-SECONDARY EDUCATION PROGRAMS

The Plan seeks to position teenagers and young adults for success by providing opportunities for them to explore their career interests, including continuing education. According to the ET-HH households surveyed, their children would participate in job training/employment programs and/ or learning trades/apprenticeships if they were available. Several service providers and partners, including AACPS and Anne Arundel Community College, provide career exploration services and supports for high school students. HACA will work with existing partners and expand its partner network to develop programs – or link families to existing programs – such as apprenticeships, vocational, and post-secondary education programs. Services may include supports to graduate high school as well as supports to provide a pathway to higher education.



RECOMMENDATION 3.A: PROVIDE ACCESS TO TARGETED WORKFORCE DEVELOPMENT TRAINING AND PLACEMENT FOR INDUSTRIES THAT ARE IN DEMAND

Seventy-two percent (72%) of families at ET-HH live below the federal poverty line, with an average household income of \$14,764 (all sources). Of the 38% work-able adults who are employed, their average household income is \$24,152, far lower than those in the target neighborhood with household incomes of \$129,284. Residents at ET-HH list lack of job skills, lack of training, lack of childcare, disability, no job opportunities in the area, and transportation as barriers to employment.

The Plan seeks to connect residents to job training, job development, and job placement services in in-demand industries and careers. Working with partners like the City of Annapolis, Maryland Department of Labor, Anne Arundel Community

College, the Y in Central Maryland, and Anne Arundel Workforce Development Corporation, HACA will identify emerging and in-demand fields and careers in the region and design targeted workforce development training and job placement pipelines.

The redeveloped site will include flexible space onsite that could be used by service providers for workforce training space, soft skills development, mentoring, and other wraparound services. HACA will seek out partners and services that will assist work-able adults to work toward their income, employment, and wealth-building goals. The same tele-health stations used for health and wellness services could also be used for online job training, mentoring, interviewing, and other virtual services.

RECOMMENDATION 3.B: CREATE A HIRING PREFERENCE FOR RESIDENTS WHO LIVE IN THE COMMUNITY FOR ALL JOBS GENERATED BY THE REDEVELOPMENT EFFORT

The redevelopment of the target housing site will generate a significant number of jobs during the construction phases as well as to manage and maintain the new mixed-income community after it is completed. A new commercial/retail space on the Gateway Park will generate ongoing retail jobs, and additional improvement projects in the neighborhood such as the installation of a living shoreline at Hawkins Cove and new or improved sidewalks and streetscapes will also generate jobs.

The recommended workforce development training will target these types of construction, operations, and retail jobs to prepare residents to be able to benefit from the infusion of jobs that will be created by the redevelopment. In order to ensure that the residents benefit equitably from the redevelopment, HACA and the City will create a hiring preference for local residents that will be required for all contractors working on any aspect of the redevelopment effort. The Plan will also seek to cultivate job opportunities for residents at the existing Eastport Shopping Center. Eastport Shopping Center is planning to build a mixed-income housing development onsite and is a job center for various restaurants, retailers, and service providers in the neighborhood.



4. IMPROVE COMMUNITY SAFETY

RECOMMENDATION 4.A: INTEGRATE CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) AND DESIGN NEIGHBORHOOD-FRIENDLY BLOCKS THAT IMPROVE NATURAL SURVEILLANCE

The perception of safety has a real effect on quality of life and sense of wellbeing for residents and target neighborhood respondents. Improvements to the built environment have an impact on both real and perceived safety. The Plan employs the use of Crime Prevention Through Environmental Design (CPTED). By breaking up the existing superblocks at the site, the new walkable blocks with interconnected streets will improve both access and natural surveillance and create a greater connection within the redeveloped site and to the surrounding neighborhood. Front doors, stoops, balconies, and windows that face the adjacent sidewalks will promote "eyes on the street" and discourage unwanted activities. Landscape including low walls, fences, planting beds, and shrubs will provide aesthetic interest while reinforcing the public realm and deterring access to semi-private spaces. The proposed open spaces will be highly visible from the street, well lit, and designed to minimize hiding spaces and escape routes for unwanted guests.



- 1. Visible and articulated building entrances
- 2. Building addresses easy to identify
- 3. Visibility from sidewalk and street
- 4. Buildings, low landscape, and visually permeable site features and fencing define the private zone
- 5. Windows, doors and stoops activate the streets
- 6. Maintained landscape and limbed-up shade trees
- 7. Pedestrian-scaled street lighting

PRIVATE PUBLIC
CPTED Strategies

RECOMMENDATION 4.B: IMPLEMENT A COMMUNITY VIOLENCE INTERVENTION (CVI) PROGRAM

Community Violence Intervention (CVI) recognizes that gun violence is a public health issue, and CVI strategies focus on reducing homicides and shootings by establishing relationships with people at the center of gun violence in communities, acknowledging their capacity to make different choices and resolve conflict in different ways. Residents of Eastport Terrace-Harbour House listed CVI as their top choice for improving community health and safety.

Both the City of Annapolis and Anne Arundel County Department of Health have recently piloted CVI or Violence Interruption Programs (VIPs) in Annapolis. The City’s No Harm program was funded through time-limited COVID-19 funding, and the City Council funded a limited VIP program in another neighborhood in Annapolis. The Anne Arundel County Department of Health recently selected the Eastport neighborhood as the focus of its Cure Violence VIP, in collaboration with Cure Violence Global, and is soliciting community-based organizations to implement the VIP in Eastport. In partnership with the City and County, the Plan will work to identify recurring funding to sustain and expand, as needed, a CVI program in the target neighborhood.

RECOMMENDATION 4.C: SUPPORT RESIDENT AND COMMUNITY-LED SAFETY PROGRAMS, INCLUDING INVESTING IN A TRAUMA/CARE TEAM TO SUPPORT RESIDENTS THAT HAVE EXPERIENCED VIOLENCE

Community-led safety initiatives prioritize community needs to improve the quality of life for everyone. Such initiatives are designed to address the root causes of crime whether it be related to finances, mental health, substance use, or other issues. In addition to CVI programs, community-led safety programs were listed as a top choice for improving community health and safety by resident survey respondents. Potential activities include community walks, safe passage services for residents during the evening hours, or establishing street captains to report and share information with neighbors and the Annapolis Police Department (APD).

Residents and providers alike flagged the high rates of trauma among ET-HH and neighborhood children and adults as a fundamental issue. Trauma affects individuals, families, and communities by disrupting healthy development, adversely affecting relationships, and contributing to mental health issues. In addition to mental health support, residents expressed that when a trauma has occurred, they need someone to check on them to see how they are doing and what help they need to stabilize their families. The Plan will explore investing in a trauma or care team to support residents that have experienced violence to provide rapid, on-site response support when needed to address crime, loss, victimization, etc.

RECOMMENDATION 4.D: ENHANCE COMMUNICATIONS BETWEEN ANNAPOLIS POLICE DEPARTMENT (APD) AND NEIGHBORHOOD RESIDENTS AND BUSINESSES, INCLUDING INCREASED VISIBILITY

All members of the community must be active in the efforts to enhance safety and improve the quality of the neighborhood. Community members must have opportunities and forums to voice their concerns, contribute advice, and take action to address those concerns. Empowerment and accountability are key, as is creating trust, if there is to be true community partnership and problem solving.



PROPOSED STRATEGIES TO BUILD ENGAGEMENT AND TRUST

1. Expand and enhance the use of **neighborhood notification apps** with real-time information for residents.
2. Convene **regular community-based meetings** with APD for information sharing and to strategize about addressing crime issues.
3. Host regular **community-building events** in collaboration with APD such as Eastport Neighborhood Night Out events.
4. Create a **neighborhood watch program** where block captains get information out to the community, take calls from community members, and share information about safety concerns.
5. Create **neighborhood safety walks** to increase the visibility of neighbors, help to connect neighbors from different blocks, and help neighbors to work with APD and other City agencies to identify and problem-solve around specific concerns.

5. DEVELOP A COMPREHENSIVE COMMUNICATION NETWORK TO BETTER CONNECT RESIDENTS WITH SERVICES

The target neighborhood is served by many programs and resources provided by partners in Annapolis and Anne Arundel County that include Arundel Lodge, Seeds 4 Success, Light of the World Ministries, Luminis Health, Center of Help, Charting Careers, the Anne Arundel County (AACo) Partnership for Children, Youth, and Families, AACo Department of Health, Community Action Agency, Opportunities Industrialization Center of AACo, Anne Arundel Workforce Development Corporation, the Y in Central Maryland, Boys &

Girls Club of AACo, City of Annapolis Recreation and Parks, and others. However, there appears to be a gap in matching families to resources and programming and linking programming and resources to eligible families. Forty-six percent (46%) of residents reported some level of awareness of existing supportive services programs, and even fewer residents (27%) reported using those services in the past 12 months. In addition to providing flexible space on-site for service providers, The Plan includes strategies to expand awareness of existing services.



PROPOSED COMMUNICATION STRATEGIES

1. Collaborate with Community Action Agency, the Community Connectors, and community partners to facilitate capacity building workshops and bring information to households improving awareness and access to existing resources in Eastport, Annapolis, and Anne Arundel County.
2. Continue the peer-to-peer engagement that was employed during the planning process by sustaining the Community Connectors.
3. Fund intensive, wrap-around service coordination and supports and work individually with families to connect them to supports and resources.
4. Align service providers and host resource fairs, or leverage other community events, to showcase local programs and leverage capacity of neighborhood organizations.
5. Host resource fairs to showcase local programs and providers in addition to leveraging other community events to continually promote local programming.
6. Design flexible, on-site locations at the redevelopment as outlined in more detail in this section for direct service provision, including pop-up services provided by local partners, which can serve as a bridge to other programming in the community.

RECONNECT PEOPLE AND PLACES

The local geography and development patterns in the target neighborhood have created barriers between people and places. The inward orientation of the existing housing site has created an isolated place distinctively different from the urban fabric of the surrounding neighborhood. A common theme throughout the planning process was the need to build better social and physical connections between people in the target neighborhood.

This goal seeks to create a more complete and walkable neighborhood, supported by accessible public places, and improve access to goods and services to enhance the quality of life for people. Fundamental to these strategies is the goal to build stronger social connections between the diverse population in the target neighborhood, regardless of where they live or their socio-economic status. The following strategies and recommendations provide a pathway to build these connections.

- 
1. Create a Network of Open Spaces and Recreation Opportunities
 2. Improve Walkability and Street Connectivity
 3. Improve Transit Services in the Neighborhood
 4. Encourage Social Connections Between Neighborhoods
 5. Encourage Neighborhood-Serving Retail



Illustrative View of Central Park

1. CREATE A NETWORK OF OPEN SPACES AND RECREATIONAL OPPORTUNITIES



Concept Design for Hawkins Cove

RECOMMENDATION 1.A: IMPROVE CONNECTIONS TO HAWKINS COVE TO ENSURE EQUITABLE PUBLIC ACCESS TO THE WATER AND ENHANCE ECOLOGICAL FUNCTIONS

The Hawkins Cove Living Shoreline project includes shoreline ecological restoration but also improves public access to the water. Restoration features include improving an existing rain garden, adding step pool conveyance water quality treatment to intercept existing storm drains, and creating natural tidal marsh and mudflats at the edge of the water. Tidal marsh and mudflats improve the shoreline’s ability to absorb storm surges and prevent erosion in addition to expanding habitat for native flora and fauna.

Public access to this quiet and natural landscape includes restoring the existing pier, providing a kayak launch, and installing a new trail connected to seating areas.

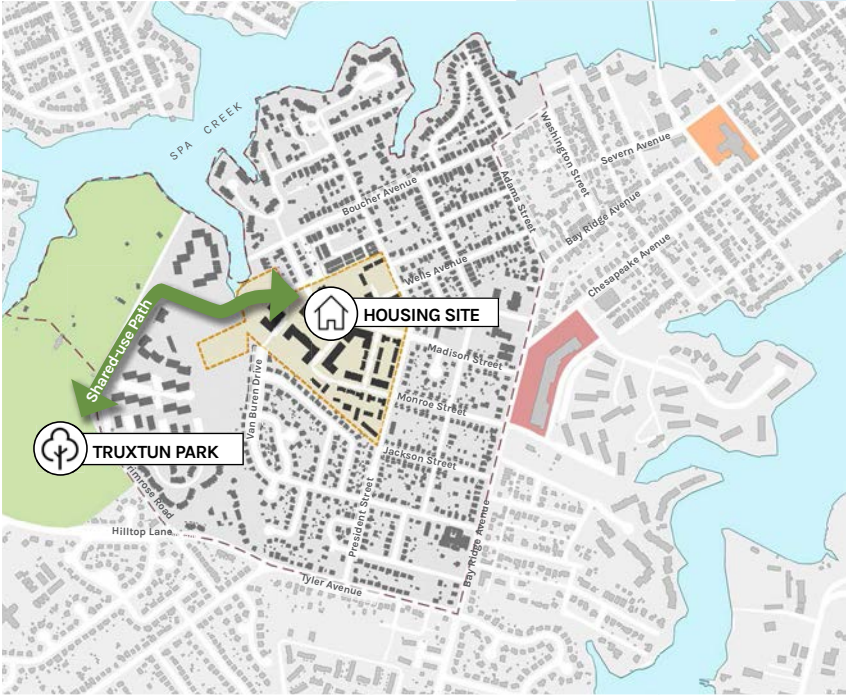
The City of Annapolis selected a landscape design and engineering firm for the initial phase of this Hawkins Cove Restoration project, and public planning and engagement will begin in late fall of 2023.

RECOMMENDATION 1.B: IMPROVE AND CONNECT TO THE EXISTING TRAIL NETWORK THAT LINKS TRUXTUN PARK, HAWKINS COVE, AND THE REDEVELOPED SITE TO ENHANCE PEDESTRIAN ACCESS TO EXISTING RECREATION FACILITIES

An existing informal pathway between Hawkins Cove and Primrose Road snakes through the forested stream valley behind the site. This connection provides a scenic and short walk with the least number of pedestrian-vehicular conflicts between the target neighborhood and the amenity-rich Truxtun Park and Pip Moyer Recreation Center.

This approximately 0.25 mile long trail segment connects with a larger network of trails and recreational opportunities around Spa Creek beyond Truxtun Park. A boardwalk and signed pedestrian corridor along residential streets connect Truxtun Park with The Chesapeake Children’s Museum and an extension of the Spa Creek Trail that links up with the Bates Athletic Complex, Wiley H. Bates Middle School, Maryland Hall, Annapolis Senior Center, and Wiley H. Bates Legacy Center. Furthermore, this corridor connects to the larger East Coast greenway trail system.

As identified in the Annapolis Bike Master Plan, the Hawkins Cove trail segment should be upgraded as a shared-use path for cyclists and pedestrians. The shared-use path will be durable and gently sloped where possible to enhance accessibility for all users. A raised boardwalk elevated above the stream and associated wetlands and flood areas will provide a durable surface and reduce the impact on the natural hydrology and ecology.



Shared-use Path



Example of Shared-Use Path

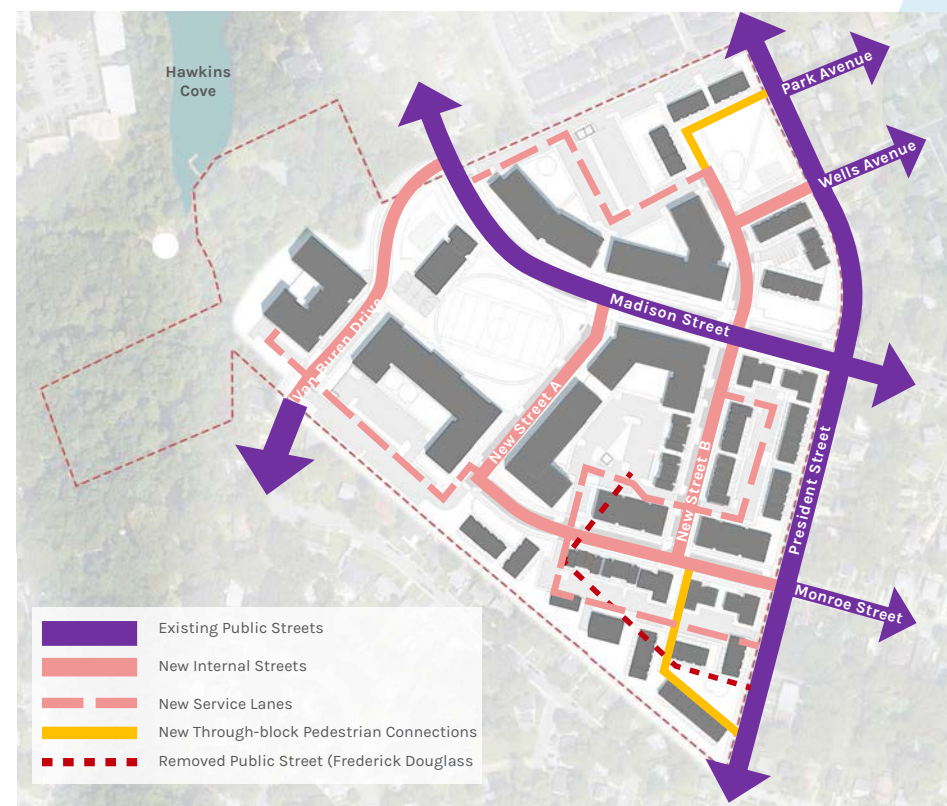
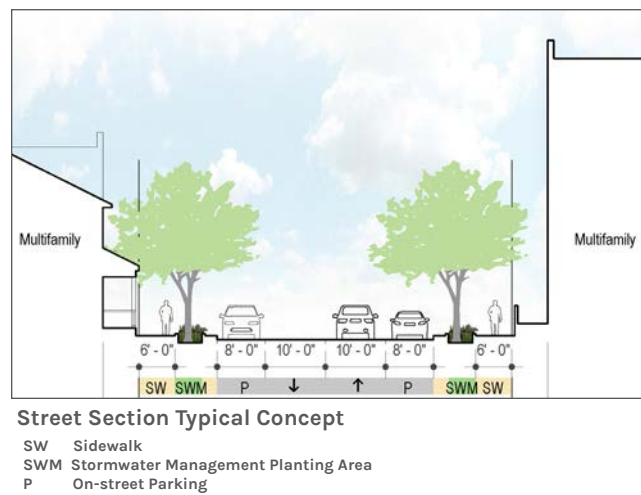
2. IMPROVE WALKABILITY AND STREET CONNECTIVITY

RECOMMENDATION 2.A: EXTEND NEIGHBORHOOD STREETS INTO THE REDEVELOPED SITE TO IMPROVE PEDESTRIAN ACCESS, SOCIAL INTERACTION, AND EXPERIENCE

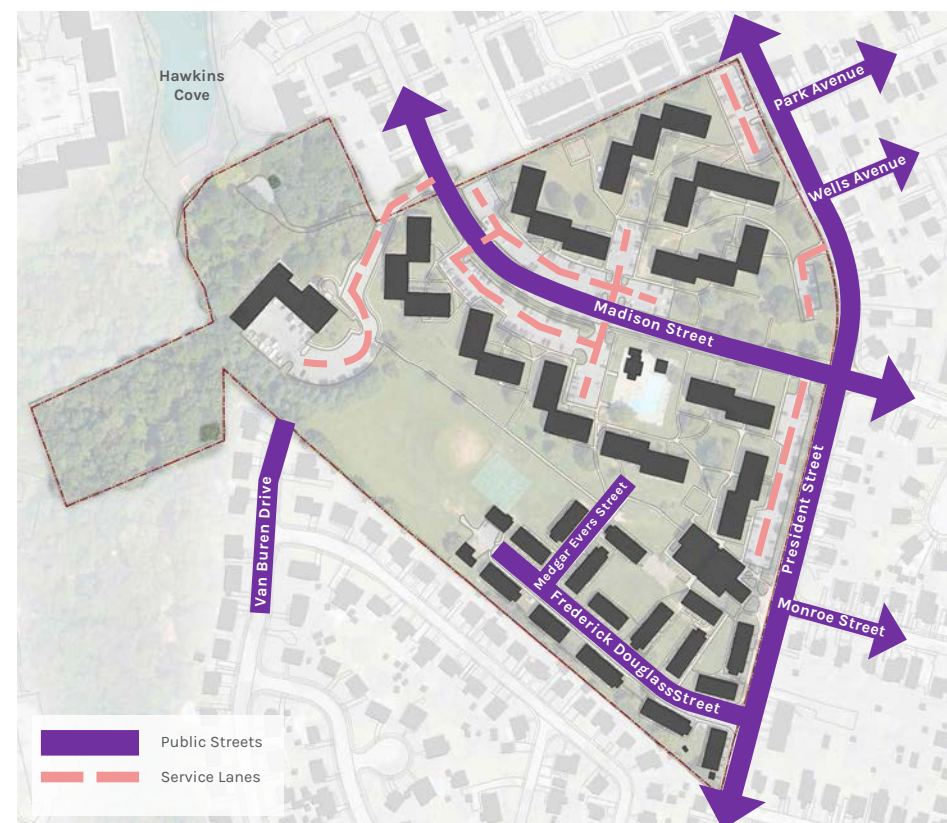
The current superblock configuration of the housing site disrupts the street grid of the surrounding neighborhood, making the existing housing site a place distinctively separated from Eastport. Allowing the street grid of the neighborhood to enter the redevelopment site, as proposed by participants at the Design Charrette, will help physically integrate the redevelopment with the surrounding blocks and homes. The extension of pedestrian scaled streets into the housing site will provide convenient public access in and out of the redevelopment. Additional internal streets will connect with each other to eliminate dead ends, provide alternative access choices, provide frontage to amenity and open spaces, and form pedestrian-scaled neighborhood building blocks. This network of connected streets and open spaces will invite residents and visitors alike to walk throughout the redevelopment and experience the available recreation, retail, community services, and amenities.

Streetscape improvements within the redevelopment will enhance pedestrian comforts. Streetscape features include shade trees, integrated stormwater management, narrow travel lanes with on-street parking, wider, accessible sidewalks, benches and pedestrian scaled lighting, and curb extensions with visible crosswalks at intersections to enhance pedestrian safety.

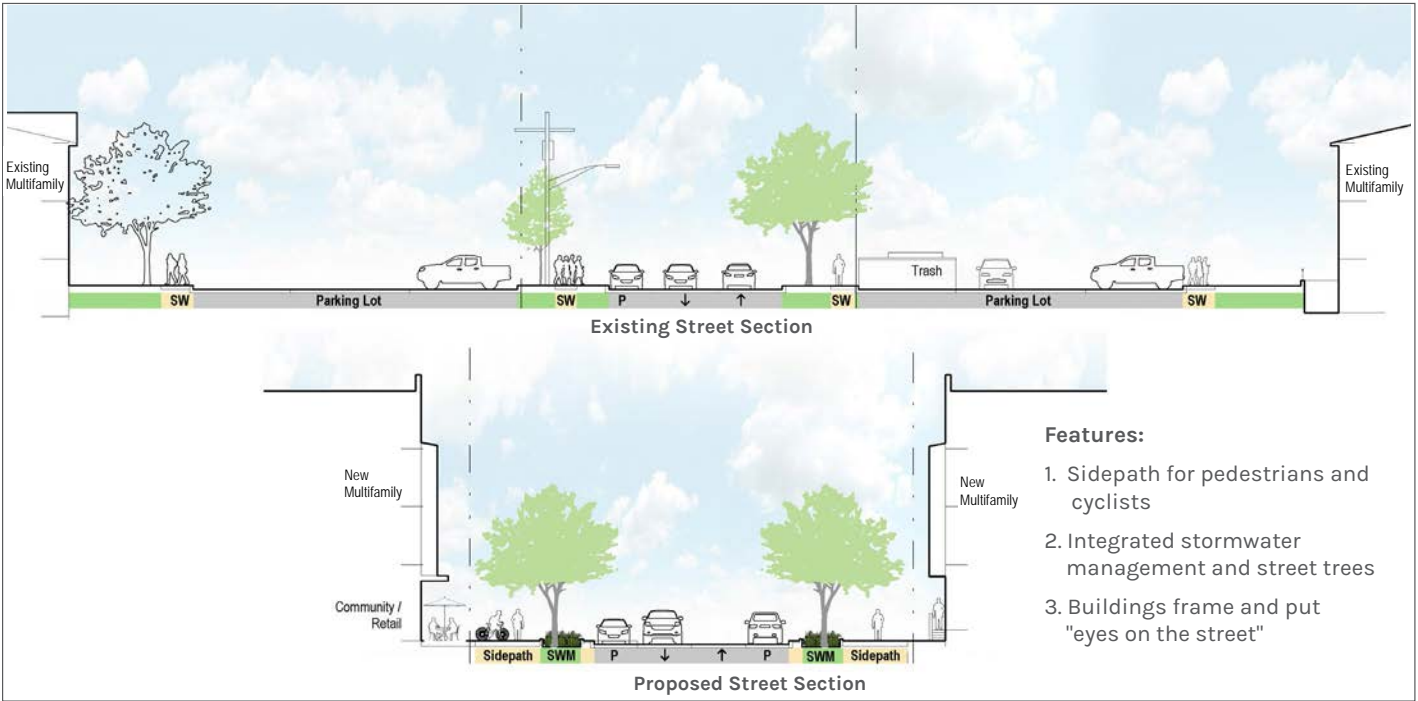
Buildings will be positioned to frame both streets and open spaces to reinforce the separation between public and private spaces. Front doors, windows, and stoops will face the street creating visual interest while engaging people with the public realm for chance interaction and putting "eyes on the street."



Proposed Street Types and Network

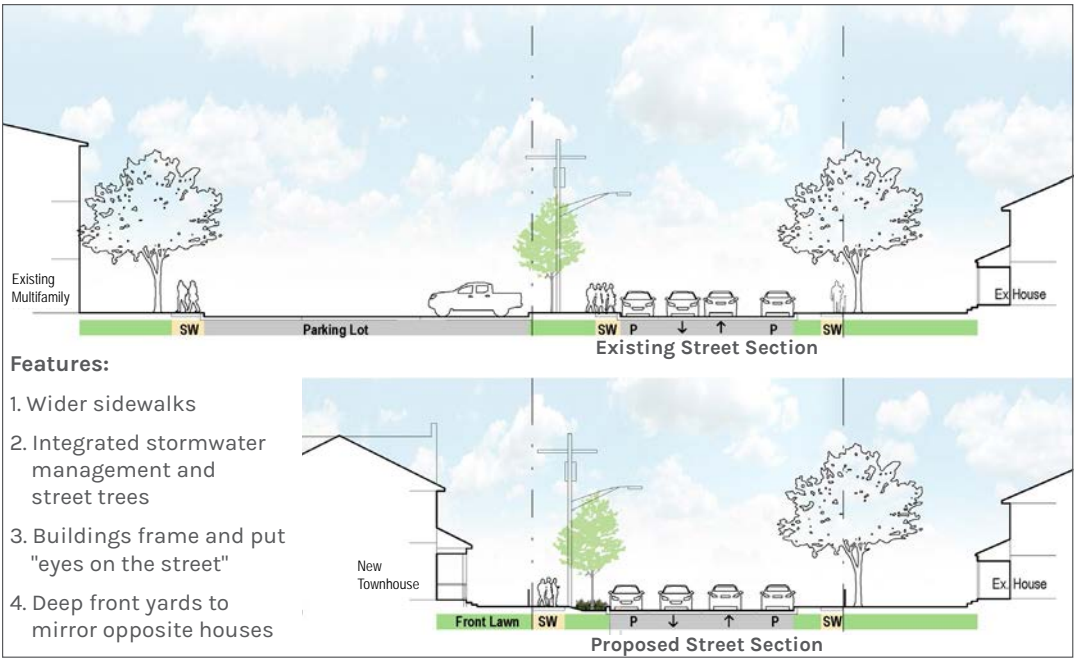


Existing Street Types and Network



Madison Street Concept Section

SW- Sidewalk
SWM- Stormwater Management Planting Area
P- On-street Parking



President Street Concept Section

SW Sidewalk
SWM Stormwater Management Planting Area
P On-street Parking

RECOMMENDATION 2.B: IMPROVE SIDEWALKS IN THE NEIGHBORHOOD, INCLUDING COMPLETING THE MISSING GAPS IN THE EXISTING SIDEWALK INFRASTRUCTURE, INSTALLING ACCESSIBLE CURB RAMPS, WIDENING SIDEWALKS, ADDING STREET LIGHTING, AND RELOCATING UTILITIES

The surrounding residential streets have an intimate neighborhood scale, but they often lack sidewalk infrastructure to provide a safe and accessible pedestrian experience. Improving the missing gaps in the sidewalk network will require further analysis of private ownership patterns, right-of-way dimensions, location of utilities (power and communication poles), street grades, and infrastructure (storm drains). Priority corridors will be investigated and include a route between Eastport Elementary and the housing site and Madison Street between Eastport Shopping Center and the housing site.



Neighborhood Pedestrian and Bicycle Network



Safe Route to School

SAFE ROUTE TO SCHOOL CORRIDOR

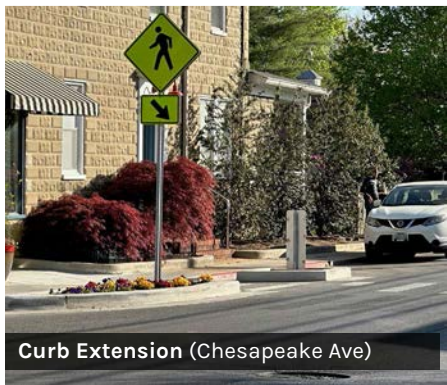
Bay Ridge Avenue between Eastport Elementary School and Chesapeake Avenue has a network of existing traffic calming measures, a dedicated bike lane, and connected sidewalks and crosswalks. Between Chesapeake Avenue and the redevelopment site, children and parents have choices of walking routes. However a corridor along Madison Street, Brashears Street and Jefferson Street connects with multifamily communities, civic institutions and has fewer driveway curb cuts to impede pedestrian safety. Jefferson Street will require sidewalks to complete this network. Fortunately, each side of the street is owned by its own single entity, Eastport Volunteer Fire Department on the north side and Eastport United Methodist Church on the south side. Both civic buildings are set back from the curb with adequate space to install a sidewalk. This sidewalk improvement not only supports kids, but also the larger community who use the firehouse and church for public meetings and events. Where needed, traffic calming devices, highly visible crosswalks, bioretention planting curb extensions, and street lighting will enhance this safe route to school for families.



MADISON STREET CORRIDOR

The two blocks between Eastport Shopping Center and President Street have varying sidewalk conditions. As Madison Street approaches Bay Ridge Avenue, the right-of-way narrows, forcing the sidewalk to transition from being located on both sides of the street to only along the south side of Madison Street. At Bay Ridge Avenue and Madison Street, pedestrians have limited standing space at the corner due to an already narrow sidewalk width and existing utility pole in the sidewalk. Short-term and long-term strategies will explore improvements to pedestrian comfort and safety and reduce reliance on vehicular travel. As an extension of the Early Action Activity goals to enhance the crosswalks at Madison and President Streets, other

short-term strategies could be applied particularly along the south side of Madison Street. Short-term strategies may include protective planter boxes, adding vibrant crosswalks, and temporary curb extensions with flexible bollards to give additional space for pedestrians. In the long-term, designing and constructing a more permanent streetscape between the housing site and Bay Ridge Avenue will help unify the neighborhood with the redevelopment site. Potential enhancements include a wide sidepath sidewalk for bikes, wheelchairs, strollers, and walkers, a planting strip with shade trees along the curb line, and curb extensions and crosswalks at intersections.



RECOMMENDATION 2.C: INSTALL TRAFFIC CALMING MEASURES THAT ALSO ENHANCE CROSSWALK IMPROVEMENTS AND PROMOTE PEDESTRIAN ACTIVITY

Speeding traffic, particularly along President Street, is a common concern among target housing and neighborhood residents. President Street, parallel to Bay Ridge Avenue, gets used for cut-through traffic to and from Tyler Avenue. Traffic calming devices along this street will discourage speeding and potentially enhance pedestrian crossings at intersections.

President Street, at the housing site, has a narrow curb-to-curb dimension, which when parked on both sides of the street reduces through traffic to two ^{+/-} 9-foot travel lanes. Cars not parked tightly to the curb are subject to potential scraping from passing cars. When parking is not present on both sides of the street, the through lanes visually feel expanded which encourages motorists to speed. Incrementally modifying the curb line wider along the housing site will right size parking and travel lanes. Additionally, installing curb extensions at intersections such as chicanes, chokers, islands, or similar traffic calming measures will provide a permanent visual and physical barrier to reduce speeds and prioritize pedestrian safety. Additional traffic calming measures may be applied as needed on streets in the neighborhood.

RECOMMENDATION 2.D: IMPROVE EXISTING AND EXPAND NEW BIKE INFRASTRUCTURE

Advancing the goals of the Annapolis Bike Master Plan encourages an alternative carbon-free mode of transportation on the Eastport peninsula and elsewhere in Annapolis. The Bike Master Plan recommendations include implementing sharrow signage on President Street and Madison Street, a shared-use path between Madison Street and Primrose Road, signed routes along Boucher Avenue, Washington Street, Severn Avenue, and Primrose Road into Truxtun Park, and providing bike share and/or bike parking both at Truxtun Park and locally at the housing site.

Madison Street through the housing site is envisioned as a multi-modal spine with sidepaths – wide sidewalks accommodating bikes and pedestrians – on both sides of the street. The wide sidepaths offer space for bikes removed from the vehicular traffic, which enables children or less aggressive cyclists to bike along Madison Street, separated from moving cars. The sidepath will provide access to proposed community services and amenities as well as to shared open spaces such as Hawkins Cove. In addition, the redevelopment will include bike rooms, bike racks, and repair stations to support the needs of cyclists.



3. IMPROVE TRANSIT SERVICES

RECOMMENDATION 3.A: EXPAND PUBLIC TRANSPORTATION OPTIONS, INCLUDING BUS AND MICRO-TRANSIT SERVICES

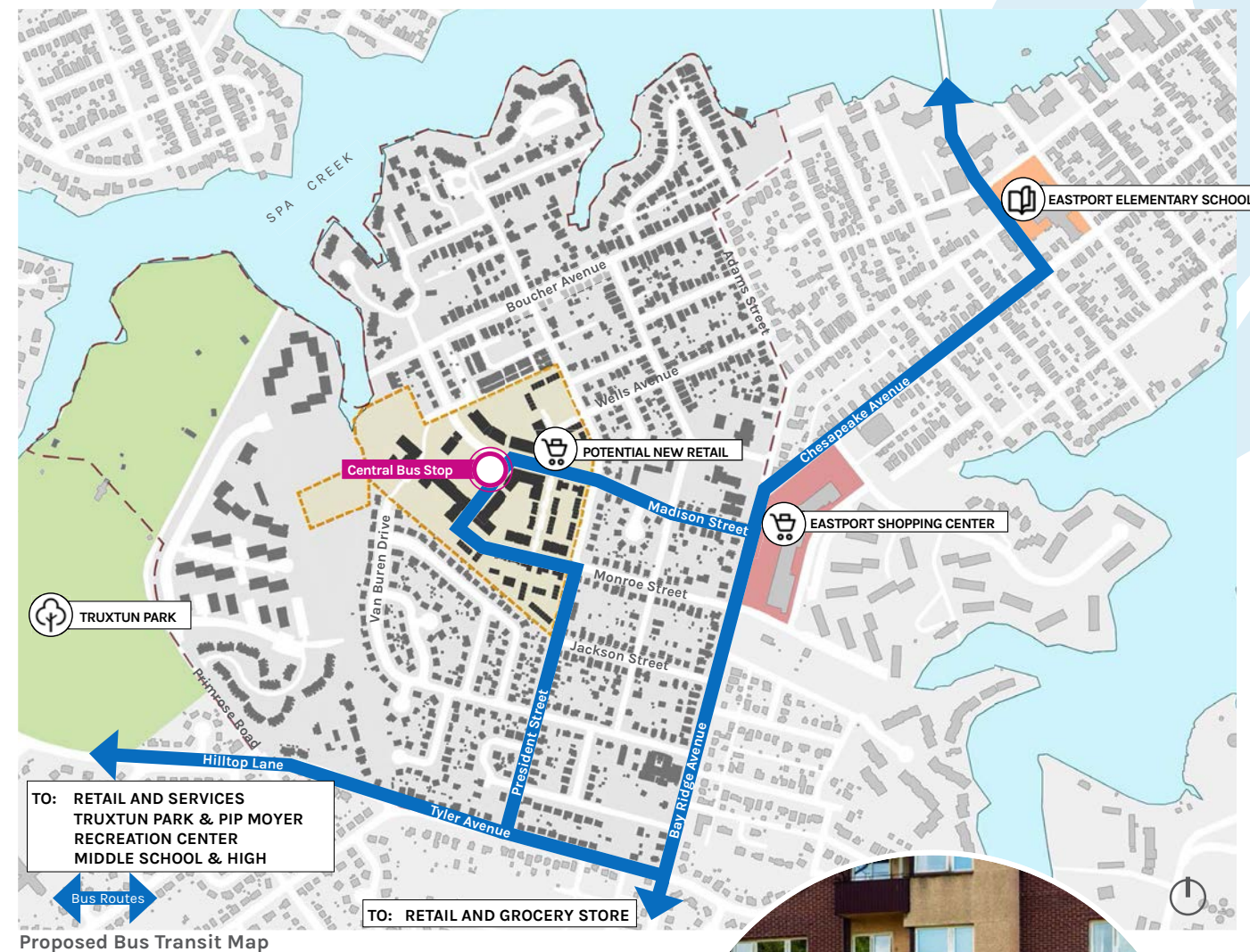
Many goods and services are located off the Eastport peninsula and require transit services to access them. Additionally, many destinations are not easily accessible by a single fixed-route bus trip. To address the limitation of fixed-route services and build on the success of the Annapolis Go program, Annapolis Department of Transportation, at the time of this planning process, will implement a pilot program for an affordable on-demand micro-transit service within Eastport and Annapolis. Like a ride share, this service uses an app to schedule rides with convenient pick-up and drop-off at a fixed price within a designated geographical area. Two nearby grocery stores, located off Forest Drive, are within the proposed transit service area. However, key destinations in the County, such as Annapolis Mall, businesses in Parole, Annapolis High School, Anne Arundel Community College, regional transit park and ride facility on Harry Truman Parkway, and Anne Arundel Medical Campus are located outside of the service area. With 30% of ET-HH residents stating that they use public transportation "all the time," on-going coordination and cooperation are needed between local and regional transit providers to improve transit service between jurisdictions and the greater Central Maryland region to support access to jobs, training, employment, and services not available locally.

RECOMMENDATION 3.B: CENTRALLY RELOCATE THE BUS STOP TO IMPROVE VISIBILITY AND ACCESS

The redevelopment of the housing site will relocate or construct a new bus shelter at the heart of the neighborhood, adjacent to community services, retail, open spaces, and at the center of the residential population. This convenient location places the stop at a highly visible place on Madison Street where riders can access community services on their way to and from the bus stop. Pedestrian lighting, trash receptacles, and adequate seating will improve the comfort and sense of safety for transit patrons particularly in the early morning or late evenings throughout the year.

RECOMMENDATION 3.C: IMPROVE EXISTING BUS STOPS TO ENCOURAGE RIDERSHIP

The City of Annapolis Transportation Department should continue to explore opportunities and partnerships to maintain or improve existing stops within the target neighborhood to encourage ridership. Improvements may include installing or repairing benches or shelters or coordinating with utility companies to improve street lighting. Increasing ridership on public transportation will also help to reduce vehicular traffic in and through the neighborhood.



4. ENCOURAGE SOCIAL CONNECTIONS BETWEEN NEIGHBORS

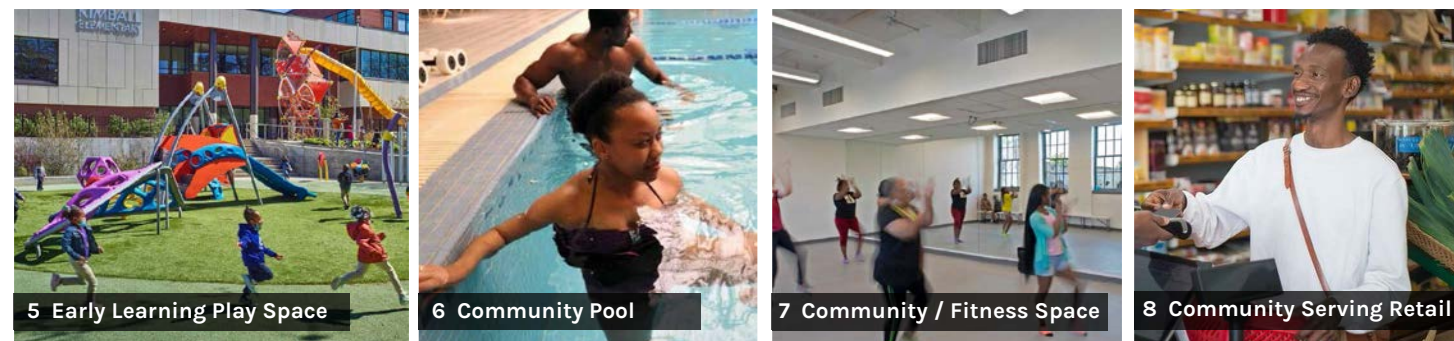


Illustrative Bird's Eye View of the Housing Site

RECOMMENDATION 4.A: DESIGN PARKS AND PUBLIC SPACES TO ENCOURAGE COMMUNITY BUILDING AND REDUCE BARRIERS BETWEEN PUBLIC HOUSING AND NEIGHBORHOOD RESIDENTS

The redevelopment will include new community facilities and open spaces. These spaces will have direct access from a network of pedestrian-scaled streets integrated with the surrounding neighborhood to encourage use by both residents and neighbors. A variety of public spaces will provide a range of active and passive recreational opportunities as well as social spaces for informal or programmed events to support the diverse needs of families and create a more inclusive and multigenerational neighborhood. Possible strategies to forge connections between residents and the neighborhood include hosting a farmers market, food giveaway, or neighborhood festival at the Gateway Park, programming the Central Park for shared recreational programs such as youth soccer practices or evening summertime movies, and locating a community garden on-site near President Street to encourage shared stewardship.





RECOMMENDATION 4.B: SUPPORT RESIDENT AND COMMUNITY LED ACTIVITIES AND PROGRAMMING

Programming community spaces is essential to build stronger neighborhood ties, activate public spaces, and reinforce a sense of stewardship. HACA will collaborate with service providers, residents, neighborhood constituents, and other partners to develop inclusive and desired activities that can meaningfully connect housing residents and neighborhood constituents while satisfying social and recreational needs of residents.

RECOMMENDATION 4.C: INCREASE SPORT AND RECREATION OPPORTUNITIES FOR RESIDENTS AT TRUXTUN PARK

Truxtun Park offers a wide range of recreational opportunities for local residents. Additionally, resident participation in activities at the park encourages stronger social bonds with people from Eastport and the Annapolis community. HACA will coordinate with Annapolis Recreation and Parks to identify programs that support the needs and interests of residents as well as explore funding options to help sponsor participants who cannot afford enrollment. HACA will continue to provide shuttle services between the housing site and Truxtun Park or other key Annapolis Recreation and Parks sponsored programs, such as youth golf.

5. ENCOURAGE NEIGHBORHOOD- SERVING RETAIL

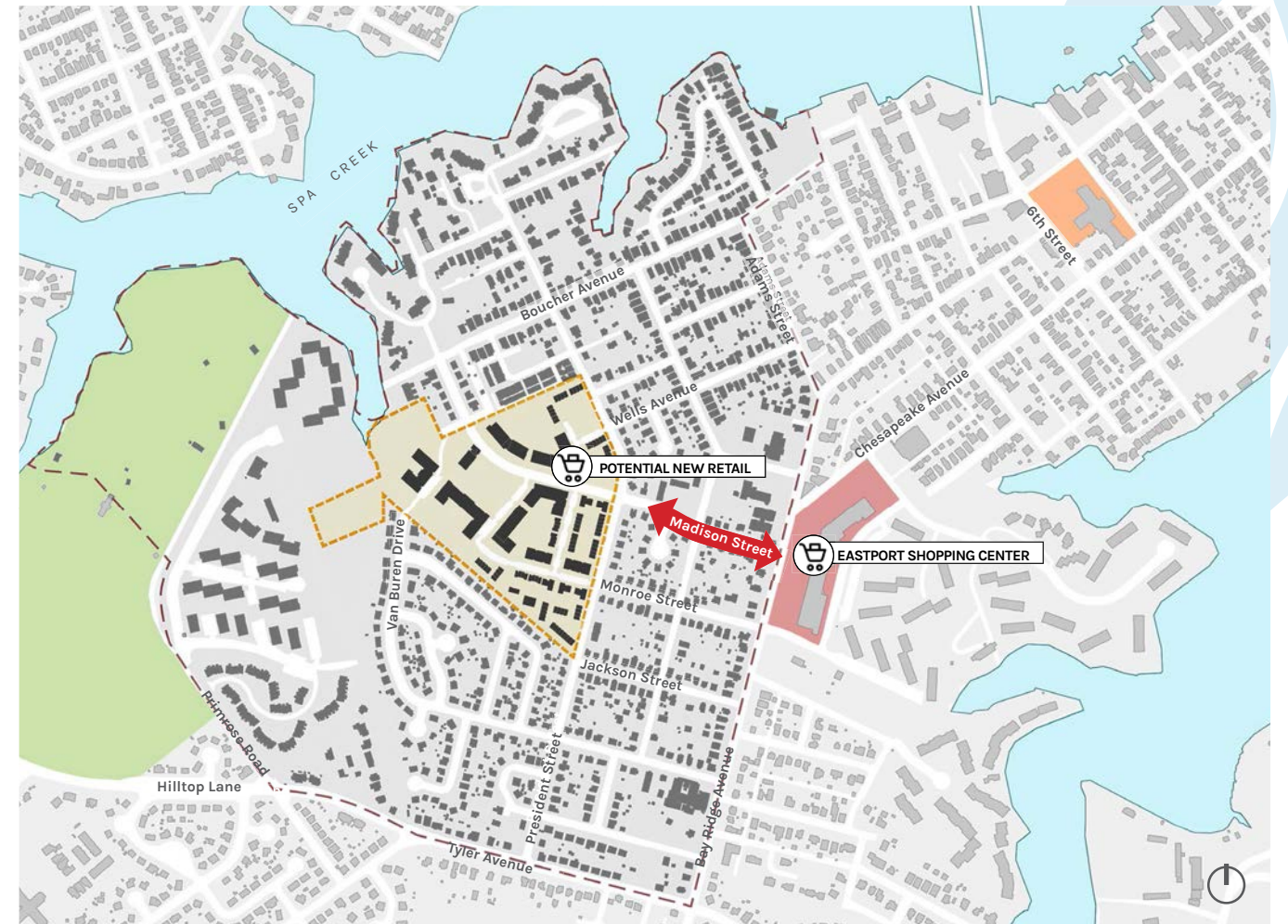
RECOMMENDATION 5.A: SUPPORT RETAIL EXPANSION AND IMPROVEMENT AT EASTPORT SHOPPING CENTER

Eastport Shopping Center is the anchor retail center in the neighborhood. The Plan encourages the City's Office of Economic Development, Anne Arundel Economic Development Corporation, Eastport Business Association, HACA, the housing developer, and the owners of the shopping center to discuss opportunities and strategies to attract future tenants that can better support the daily needs of the neighborhood, such as a bank or food market. Additionally, the plan encourages Eastport Shopping Center to continue to maintain and improve on-site pedestrian walkways to ensure convenient and safe passage between the neighborhood and stores to encourage foot traffic.



RECOMMENDATION 5.B: PROVIDE FLEXIBLE SPACE TO ATTRACT LOCAL NEIGHBORHOOD-SERVING BUSINESSES

The housing site will provide a small retail footprint to support community-serving retail. The concept plan places retail along Madison Street for greater visibility and convenience for residents and surrounding neighbors. Where possible, the retailer will support the daily needs of residents, such as improving access to healthy food. This commercial space will be designed with flexible uses in mind so that it can continue to activate the street and support the needs of the families if the retail space is not leased. Alternative uses may include community-oriented services, a business incubator space, or residential amenities.



Retail Opportunities

RECOMMENDATION 5.C: IDENTIFY FUNDING AND PROGRAMS TO SUPPORT MICRO- AND LOCAL BUSINESSES

Growing the pool of local businesses and employers on the Eastport peninsula creates local jobs within proximity to the housing site, thereby reducing the transportation costs and greenhouse gas emissions. The Plan looks to identify and coordinate supportive programs and/or funding to help entrepreneurs establish their business as well as connect and prepare local residents with local businesses.

The Office of Economic Development is currently implementing a Maritime Investment Fund to recruit business and workers to preserve and support the local maritime industry. This initiative can connect residents to skilled careers in the maritime businesses. Additionally, the City's partnership with Anne Arundel County Economic Development Corporation provides loans for small businesses (i.e., VOLT Fund) and matching grants for workforce training to help grow local businesses.



V ■

IMPLEMENTATION

IMPLEMENTATION PARTNERSHIP

One Eastport for All: A Roadmap will require the coordination and collaboration of many parties and public/private partnerships. Although HACA will have the overall lead responsibility to implement this plan, the partnership between HACA and the City of Annapolis is fundamental to the success of the transformation effort. HACA and the City will continue to coordinate various plan elements, including identifying additional implementation resources and engaging partners and stakeholders.

HACA will continue to expand its implementation capacity by identifying dedicated leads for various plan elements. The Y in Central Maryland will serve as the early learning partner, and HACA will explore bringing on an overall people lead to coordinate wraparound services and programs for target housing residents. HACA will serve as the housing developer for the initial stages of implementation but will procure a master developer to lead the redevelopment of the target housing site. The City of Annapolis, specifically the Department of Planning and Zoning, will continue to coordinate and lead the implementation of the neighborhood plan elements. Multiple other partners have signed on to assist with the transformation effort as detailed in the Timeframe for Implementation.

ONGOING COMMUNITY ENGAGEMENT

HACA and the City are committed to ongoing engagement with the residents of Eastport Terrace-Harbour House and the broader Eastport community, including community stakeholders. HACA, the City, and their implementation partners will utilize the existing networks established through this planning process to regularly engage with and update community members and stakeholders about the ongoing work to implement **One Eastport For All: A Roadmap**. The two early action projects in the community – Hawkins Cove Restoration funded by the Chesapeake Bay Trust and the Denker Family Foundation and the Community Gateway Improvements funded by the Choice Neighborhood Planning Grant – will provide opportunities for sustained community and stakeholder engagement in the coming months and will continue to build momentum and enthusiasm for the Transformation Plan.



PHASING



The phasing plan anticipates four phases. To minimize disruption to residents and their families, the first housing phase is a build-first opportunity and will be constructed on a portion of the site that includes vacant space and HACA’s current central office. HACA’s offices will be relocated to a later phase on-site. If the Spa Road site becomes available to HACA, it will also be used as a build-first opportunity to deliver replacement units as a subset of the first phase. The subsequent phases follow a clockwise rotation of redevelopment around the site, allowing the Eastport Community Center and existing infrastructure to remain operational through the initial phases. The housing plan balances several factors including preservation of affordability, funding, and market potential. However, the phasing plan is subject to change as funding and/or new development opportunities emerge.

RELOCATION AND RIGHT TO RETURN

1. HACA proposes a **build-first strategy** to deliver replacement units for families before they must relocate from their existing units.
2. Relocation will be phased as new replacement housing comes online to minimize off-site moves as much as possible.
3. HACA will work closely with the Eastport Terrace-Harbour House Tenant Council, residents at the target housing site, and the community to develop a Relocation Plan that clearly adheres to all of the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and will strive to make relocation as minimally disruptive as possible.
4. HACA will seek to maximize relocation options for families, ensuring that their transition is as smooth as possible. For households who will be required to relocate as a result of this plan, HACA commits to:
 - Providing a comparable safe, sanitary and affordable temporary or permanent replacement unit.
 - Providing mobility counseling and services to every affected household.
 - Paying relocation expenses for families required to move and for their return to a new replacement unit once the redevelopment is complete and a new unit is available.
 - Every household who is required to move as a result of this plan that is lease-compliant at the time of relocation and remains lease-compliant while relocated will have the **RIGHT TO RETURN** to a new unit at the redeveloped site.
5. When the relocation process starts, all residents will meet individually with a relocation counselor to determine the best relocation option for their family based on individual circumstance. This relocation counselor will work with residents every step of the way, from pre-move until they are re-housed in new units on-site or are permanently relocated. For those who select a Housing Choice Voucher, the relocation counselor will work closely with these households to locate units in areas that best serve their needs.

FINANCING PLAN

A project of this scale and complexity will require a variety of funding sources to make it feasible. HACA and the City, with the support of key partners, are committed to identifying the resources needed to implement the strategies described in this plan, acknowledging that this will be an ongoing challenge. While a financing plan is still in development, it may include any, or all, of the following:

Low Income Housing Tax Credit Equity (LIHTC)	LIHTC equity is expected to be a primary source of funding for all residential development phases. Maximizing the number of phases receiving 9% credits will reduce the need for other funding sources and subsidies.
CN Implementation Grant	Subject to annual appropriations by Congress, HACA intends to pursue a future grant of up to \$50 million.
Conventional Debt	Some residential and commercial/ retail phases might support debt. The plan assumes that taxable and tax-exempt debt will be an important source of financing for the rental housing developments, exclusive of public housing replacement units.
Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP) Grants	AHP grants are awarded through a competitive application process to FHLB members working with housing developers or community organizations to create rental and homeownership units for low-to-moderate income households. These private sector grants typically award up to \$500,000 per project/phase.
New Market Tax Credits (NMTC)	NMTC may be used for the retail/nonresidential components in the Plan. The federal NMTC program provides capital markets funding (equity and/ or debt at below market terms) for economic development projects in low-income communities. NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side in a development.

Deferred and Reinvested Developer Fee	HACA and its future developer may reinvest their developer fee to implement future phases of the housing plan.
Community Development Block Grants (CDBG)	CDBG funds are for activities that benefit low- and moderate-income persons, prevent or eliminate slums or blight, or address community needs for which other funding is not available.
CDBG 108 Loans	Under the Section 108 loan guarantee program, HUD offers communities a source of financing for certain community development activities (e.g. housing rehabilitation, economic development, large-scale development projects, etc.). The City essentially pledges a portion of its current and future CDBG funds as security for a loan guarantee.
HOME Funds	HOME funds can be used to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing for rent or ownership; or for other reasonable and necessary expenses related to the development of nonluxury housing, including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development, and payment of relocation expenses.
Foundation or Other Philanthropic Funding	HACA, the City, and its lead partners will explore partnerships with local and national foundations and philanthropic institutions.
State Housing Programs (Rental Housing Works, Rental Housing Program, Partnership Rental Housing, and State National Housing Trust Funds)	Subject to annual appropriations, these State of Maryland funds finance affordable housing.
Other Funding	Other funding sources may become available over the course of implementation of the Plan. HACA and implementation partners will pursue all opportunities that arise. These may include federal or state grant or tax credit programs, energy conservation-related funding, private grants, and state or local funding programs.

TIMEFRAME FOR IMPLEMENTATION

Based upon the strategies described in Chapter 4, the following implementation matrix identifies the supporting partners and timeframe for implementation of each strategy.

REDEVELOP EQUITABLY AND SUSTAINABLY (RES)

GOALS	STRATEGIES	STRATEGIES CONTINUED	KEY PARTNERS	TIME FRAME
1. Expand Housing Options	a. Preserve all affordable units.	1.a	Developer	Long Term
	b. Integrate a range of housing affordability options with inclusive design.	1.b	Developer	Long Term
	c. Provide diverse housing types to serve the needs and changing lifestyles of families, including those with physical challenges.	1.c	Developer	Long Term
	d. Explore off-site opportunities and strategic partnerships to expand housing options.	1.d	City of Annapolis, HACA, Developer	Short Term
2. Ensure Sustainable and Climate-Resilient Design	a. Ensure design meets or exceeds Green and Sustainability standards, including LEED, Annapolis Green Building Standards, EarthCraft, Enterprise Green Communities, or comparable standards.	2.a	Developer	Short Term
	b. Design to reduce vulnerabilities to the impacts of climate change, including storm surge and flooding from extreme weather events.	2.b	Developer	Long Term
	c. Reduce urban heat and enhance native habitat by preserving natural forested spaces and expanding shade cover with a variety of native shade trees.	2.c	Developer, AACo Watershed Protection and Restoration	Long Term
	d. Design community spaces to serve as a place of refuge when faced with the impacts of a natural disaster, such as power loss or loss of shelter.	2.d	Developer, Annapolis Office of Emergency Management	Long Term
3. Improve Neighborhood Housing	a. Target incentives and funding to encourage landlords to improve existing properties to retain market affordable rental housing.	3.a	Arundel Community Development Services (City Funding)	Short - Medium Term
	b. Identify funding sources to encourage existing homeowners to improve their properties and remain in place.	3.b	Arundel Community Development Services (City Funding)	Short - Medium Term

TIME FRAME: Short Term: 1-2 years Medium Term: 3-5 years Long Term: 6 years or more

INVEST IN FAMILY SUCCESS (IFS)

GOALS	STRATEGIES	STRATEGIES CONTINUED	KEY PARTNERS	TIME FRAME
1. Improve Access to Health and Wellness Services	a. Provide flexible locations on-site for mental health, medical/dental, tele-health, other medical services, and other on-demand support.	1.a	Arundel Lodge, Luminis Health, Light of the World Ministries, Anne Arundel County (AACo) Department of Health, Developer	Long Term
	b. Provide space on-site to support healthy food options, including a farmers market and food pantry.	1.b	Farmers Market TBD, Cornerstone Church (food distribution), Light of the World Ministries, Developer	Short - Long Term
2. Improve Access to Quality Education and Youth Services	a. Develop on-site Early Learning Center.	2.a	Y of Central Maryland, Developer	Long Term
	b. Provide active and engaging afterschool, summer recreation, and enrichment programs for local youth that increase educational success.	2.b	Anne Arundel County Public Schools (AACPS), AACo Partnership for Children, Youth and Families, Y in Central Maryland, Annapolis Department of Recreation and Parks, Seeds 4 Success, AACo Public Library, Boys & Girls Club of AACo, Community Action Agency (CAA) Youth Development Services	Short - Long Term
	c. Partner with Eastport Elementary School to expand their community school mission for improved student achievement and well-being.	2.c	AACPS	Short Term
	d. Develop a pathway to apprenticeship, vocational, and post-secondary education programs.	2.d	AACPS, Charting Careers, Seeds 4 Success, Anne Arundel Community College, Y in Central Maryland, CAA, Anne Arundel Workforce Development Corporation	Short - Medium Term
3. Increase Household Incomes and Employment Outcomes	a. Provide access to targeted workforce development training and placement for industries that are in demand.	3.a	Maryland Department of Labor, Anne Arundel Economic Development Corporation, Y in Central Maryland, Anne Arundel Workforce Development Corporation, Opportunities Industrialization Center of Anne Arundel County, CAA, B2G Learning Centers, LightHouse, Developer	Short - Medium Term
	b. Create a hiring preference for residents who live in the community for all jobs generated by the redevelopment effort.	3.b	Developer, HACA, City of Annapolis	Ongoing
4. Improve Community Safety	a. Integrate Crime Prevention Through Environmental Design (CPTED) and design neighborhood-friendly blocks that improve natural surveillance.	4.a	Developer, Annapolis Police Department (PD), Annapolis Planning and Zoning	Long Term
	b. Implement a Community Violence Intervention (CVI) program.	4.b	City of Annapolis Mayor's Office, AACo Department of Health	Short Term
	c. Support resident and community-led safety programs, including investing in a trauma/care team to support residents that have experienced violence.	4.c	Light of the World Ministries, AACo Mental Health Agency, Arundel Lodge, Annapolis PD Neighborhood Watch Program, AACo Department of Health	Medium Term
	d. Enhance communications between Annapolis Police Department and neighborhood residents and businesses, including increased visibility.	4.d	Annapolis PD, City of Annapolis, HACA	Short - Long Term
5. Develop a comprehensive marketing/communication network to ensure residents are aware of the menu of services that are available.		5	ET-HH Tenant Council, CAA, HACA, City of Annapolis, Eastport United Methodist Church	Short - Long Term

TIME FRAME: Short Term: 1-2 years Medium Term: 3-5 years Long Term: 6 years or more

RECONNECT PEOPLE AND PLACES (RPP)

GOALS	STRATEGIES	STRATEGIES CONTINUED	KEY PARTNERS	TIME FRAME
1. Create a Network of Open Spaces and Recreation Opportunities	a. Improve connections to Hawkins Cove to ensure equitable public access to the water and enhance ecological functions.	1.a	Developer, Annapolis Department of Planning and Zoning, Annapolis Department of Public Works	Medium Term
	b. Improve and connect to the existing trail network that links Truxtun Park, Hawkins Cove, and the redeveloped site to enhance pedestrian access to existing recreation facilities.	1.b	Developer, Annapolis Planning and Zoning, Annapolis Public Works	Medium Term
2. Improve Walkability and Street Connectivity	a. Extend neighborhood streets into the redeveloped site to improve pedestrian access, social interaction, and experience.	2.a	Developer, Annapolis Department of Public Works	Long Term
	b. Improve sidewalks in the neighborhood, including completing the missing gaps in the existing sidewalk infrastructure, installing accessible curb ramps, widening sidewalks, adding street lighting, and relocating utilities.	2.b	Annapolis Department of Planning and Zoning, Annapolis Department of Public Works	Short Term (Study) - Long Term (Implementation)
	c. Install traffic calming measures that also enhance crosswalk improvements and invite pedestrian interaction.	2.c	Annapolis Department of Public Works	Short - Long Term
	d. Improve existing and expand new bike infrastructure.	2.d	Annapolis Department of Public Works, Annapolis Department of Planning and Zoning	Short - Long Term
3. Improve Transit Services	a. Expand public transportation options, including bus and micro-transit services.	3.a	Annapolis Department of Transportation, AACo Department of Transportation (Transit)	Short Term - Ongoing
	b. Centrally relocate bus stop to improve visibility and access.	3.b	Annapolis Department of Transportation, Developer	Long Term
	c. Improve existing bus stops to encourage ridership.	3.c	Annapolis Department of Transportation, Developer	Short - Medium Term
4. Encourage Social Connections Between Neighbors	a. Design parks and public spaces to encourage community building and reduce barriers between public housing and neighborhood residents.	4.a	Developer, Annapolis Department of Recreation and Parks, Annapolis PD (CPTED)	Long Term
	b. Support resident and community-led activities and programming.	4.b	HACA, Developer, ET-HH Tenant Council, Annapolis Department of Recreation and Parks, Eastport Civic Association	Short - Medium Term
	c. Increase sports and recreation opportunities for residents at Truxtun Park.	4.c	Annapolis Department of Recreation and Parks, AACPS, HACA	Short- Medium Term
5. Encourage Neighborhood-Serving Retail	a. Support expansion and improvement at Eastport Shopping Center.	5.a	Annapolis Department of Planning and Zoning (Economic Development), Anne Arundel Economic Development Corporation, Eastport Business Association, Eastport Shopping Center	Medium Term
	b. Provide flexible space to attract local neighborhood-serving businesses.	5.b	Developer, Annapolis Department of Economic Development, Anne Arundel Economic Development Corp.	Long Term
	c. Identify funding and programs to support micro- and local businesses.	5.c	Annapolis Department of Economic Development, Anne Arundel Economic Development Corporation	Medium Term

TIME FRAME: Short Term: 1-2 years Medium Term: 3-5 years Long Term: 6 years or more

BUILDING MOMENTUM

Two early action projects in the target neighborhood are building momentum and community enthusiasm for the planning process and will provide opportunities for sustained community and stakeholder engagement. Bookending the target housing site, these projects will help create a sense of place, reconnect people and places, attract additional investments, and improve neighborhood confidence in the ability of this project to transform the neighborhood for all.



Existing Pier at Hawkins Cove

Hawkins Cove Restoration

Hawkins Cove sits at the back end of the target housing site and provides access to an undisturbed natural recreational area, informal trails that connect to the nearby Truxtun Park, and public access to waterfront on the Eastport peninsula. Hawkins Cove has become silted-in over time, and the current state of the shoreline makes it inaccessible for regular use. This funded project will allow the City to install a living shoreline to improve water quality, habitat, and resilience in Hawkins Cove and improve public access for the surrounding community. This project will engage community members, including residents of the target housing and neighborhood, in its planning, design, and implementation.



Concept Design for Hawkins Cove

Early Action Activity – Community Gateway Improvements



President and Madison Streets (Early Action Activities location)

The planning team conducted a collaborative process to identify projects for the \$100,000 Choice Neighborhood Planning Grant set-aside for Early Action Activity (EAA). The Community Gateway Improvements project stemmed from meetings of the Eastport CNI Neighborhood Task Force, community design workshops, visioning activities and calls for Early Action Activity proposals gathered by Community Connectors (resident outreach workers) throughout the neighborhood and across multiple virtual and in-person meetings. Discussion at these events coalesced around focusing on the intersection of President and Madison Streets on the border of the housing site and the areas immediately adjacent for its ability to act as a gateway to the housing site and a connecting point to the greater neighborhood surrounding it. The improvements are envisioned as a series of coordinated art interventions that will address multiple needs, and include the following activities.

CROSSWALKS AND TRAFFIC-CALMING ART

This activity will improve the safety, visibility, and prominence of the intersection using an art intervention applied to the street and sidewalk pavement. The art intervention would involve painting and/or pavement marking the street surface, curbs, and sidewalks to create a unique site-specific artwork that integrates crosswalks and potentially other pedestrian safety and traffic calming features.



Examples of Crosswalk and Traffic-Calming Art

BUS STOP ART

This activity will improve the functionality, comfort, and visibility of the two existing Annapolis Transit bus stops near the intersection using an art intervention applied to the bus stops. The art intervention may include designed seating, shelter, painted/marked pavement, improved signage, planting, or other amenities that will improve the use and experience by transit users and encourage ridership.

NEIGHBORHOOD SIGNAGE

This activity will improve the identity and visibility of the neighborhood in a way that contributes to community pride. The activity will use a graphic arts intervention, and signage may take the form of fabric banners attached to existing street poles or other methods, materials, and locations intended for high visibility by passing cars, pedestrians, and cyclists and will use low-maintenance materials to greatest extent possible.

HACA and the City submitted the EAA Proposal to HUD in February 2023 and received HUD approval on June 9, 2023. The City issued a procurement for a vendor in Summer 2023 and selected a design consultant to implement the Community Gateway Improvement projects in October 2023. In order to allow a robust planning and participation process and to take advantage of better weather conditions for installation, HUD granted an extension to the grant deadline of November 2023. Project installation is planned for spring 2024.



Example of Bus Stop Art



Examples of Neighborhood Signage



Prepared by EJP CONSULTING GROUP, LLC.



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