



# IV

# ROADMAP ELEMENTS

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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

# 1. EXPAND HOUSING OPTIONS

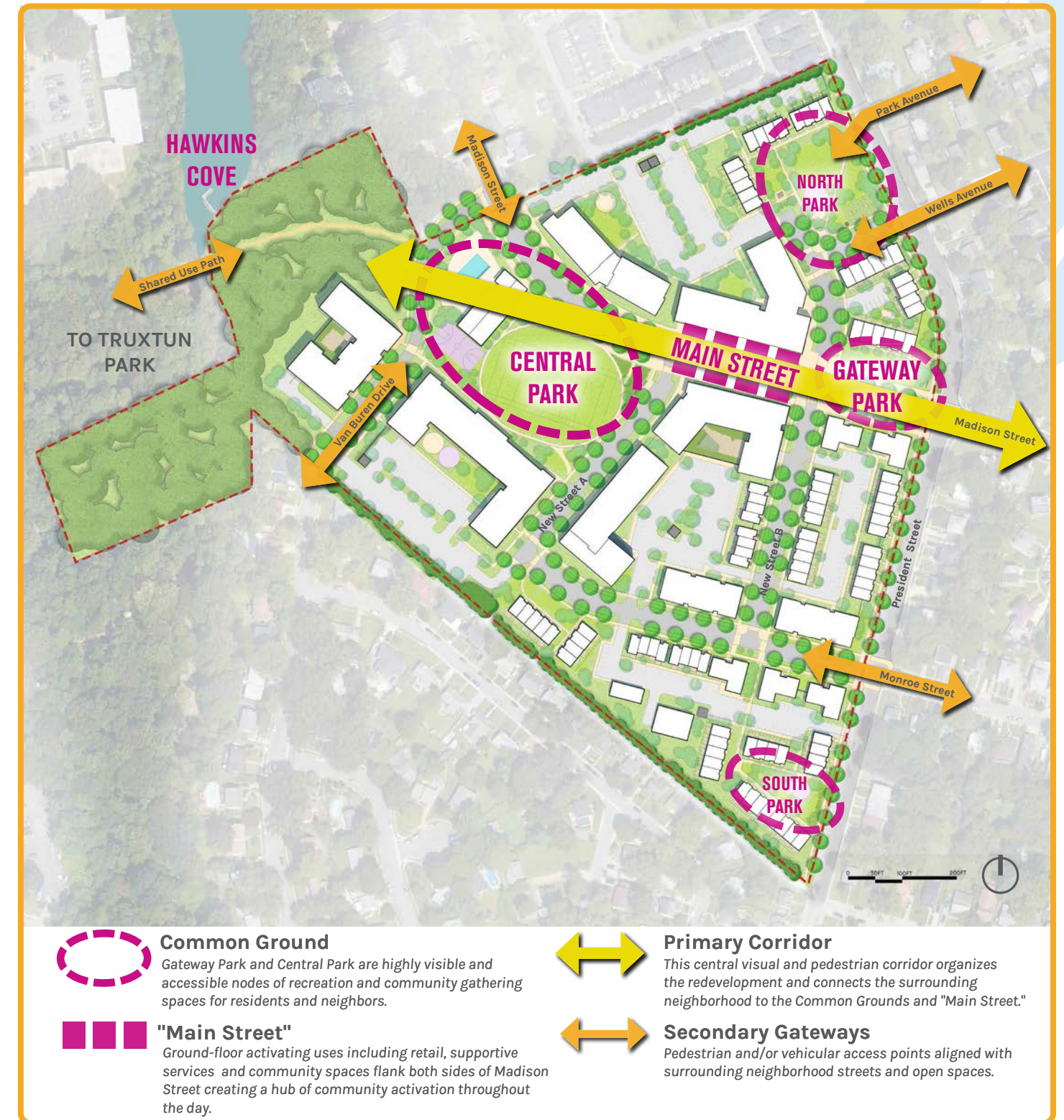
The redevelopment of the housing site will create a place of choice to support the diverse lifestyles and needs of existing and future families. High quality design, rich in amenities, will improve the quality of life without reducing the existing quantity of affordable apartments. Additional mixed-income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



 <p><b>Common Ground</b> Gateway Park and Central Park are highly visible and accessible nodes of recreation and community gathering spaces for residents and neighbors.</p>	 <p><b>Primary Corridor</b> This central visual and pedestrian corridor organizes the redevelopment and connects the surrounding neighborhood to the Common Grounds and "Main Street."</p>
 <p><b>"Main Street"</b> Ground-floor activating uses including retail, supportive services and community spaces flank both sides of Madison Street creating a hub of community activation throughout the day.</p>	 <p><b>Secondary Gateways</b> Pedestrian and/or vehicular access points aligned with surrounding neighborhood streets and open spaces.</p>

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.

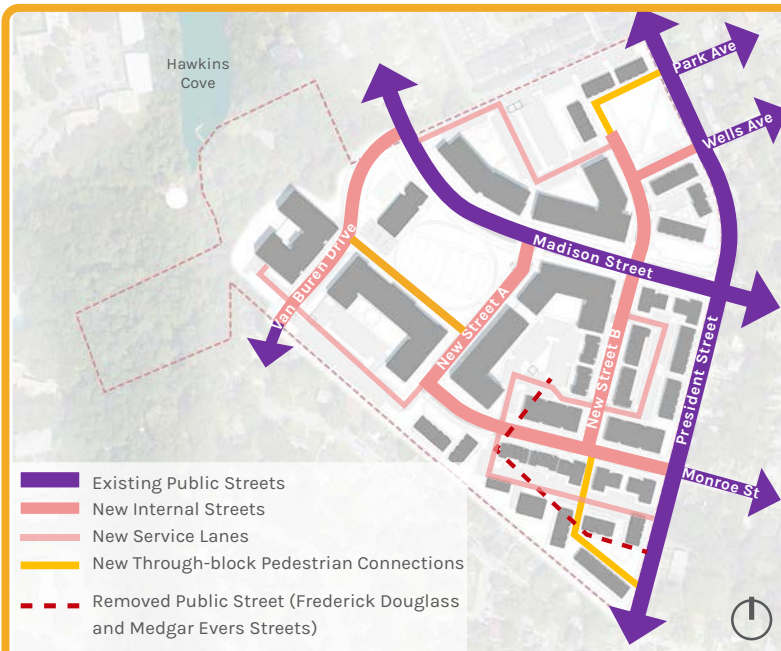


CONCEPT C

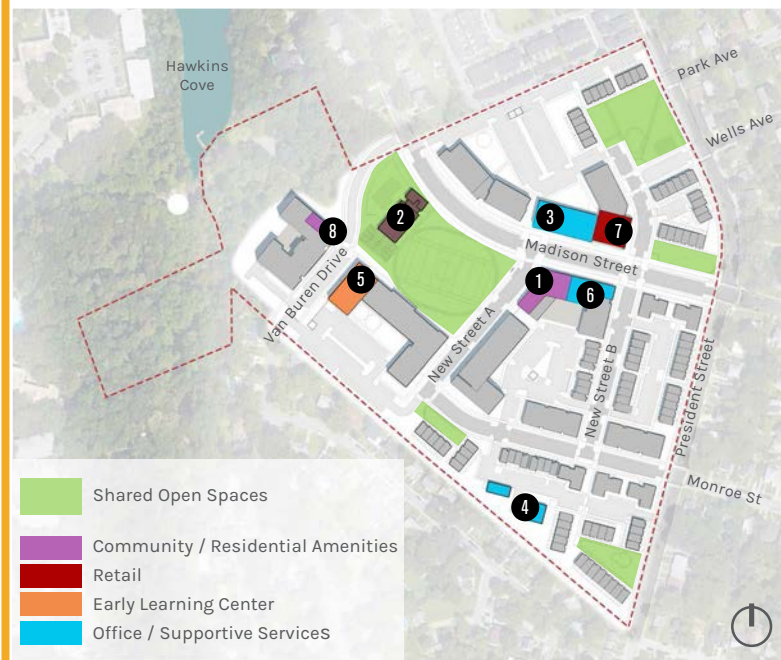
**Concept C** explored realigning Madison Street as a boulevard terminating on an expanded Hawkins Cove park.

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.

Initial Concept Plans



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:

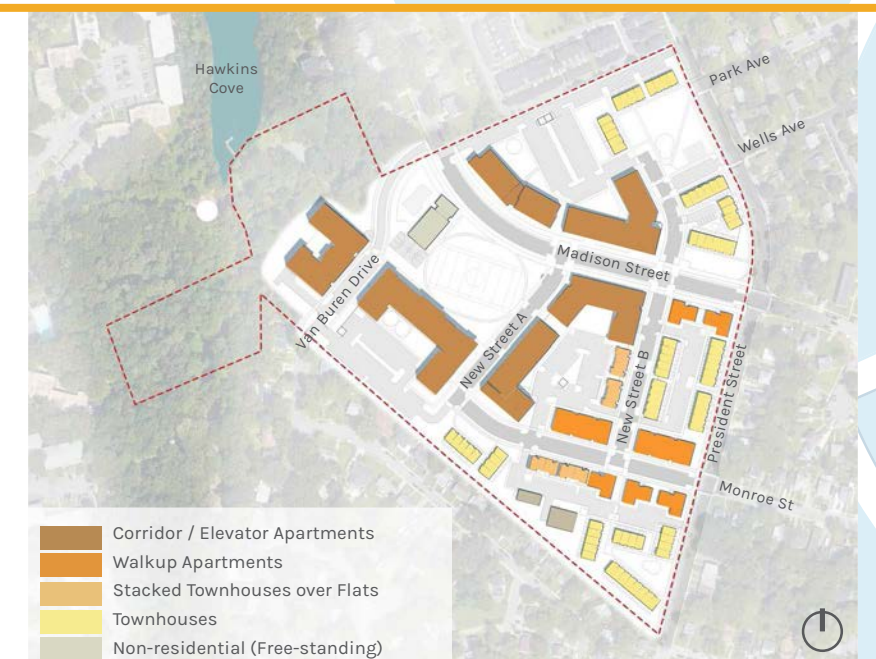
1. Community Center
2. Fitness / Pool
3. HACA Offices (replacement)
4. Maintenance Area
5. Early Learning Center (Head Start)
6. Leasing / Supportive Services
7. Community Serving Retail
8. Residential Amenity Space

### 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.

### 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 Types



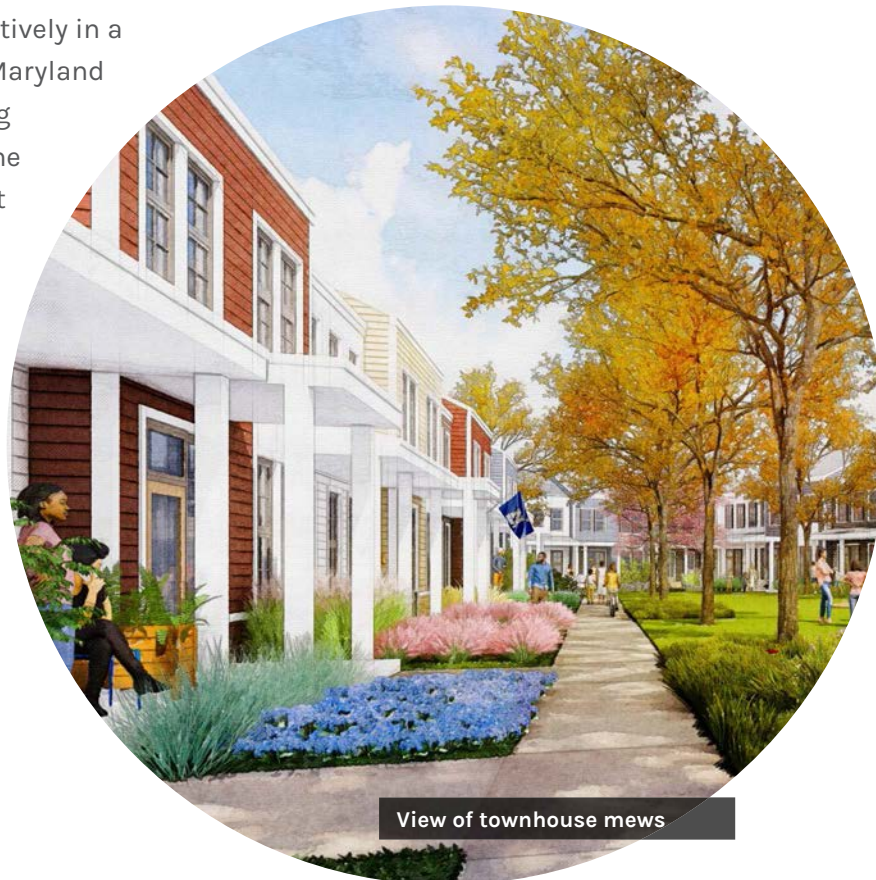
Building Height

## 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
<b>Current Unit Count</b>	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
<i>Over + Under-Housed Counts (Occupied Units)</i>					
2BR	70	-70	-2		-2
3BR	4	2	-4		2
4BR	2	1	3	-6	0
<b>Revised O/U Unit Count</b>	153	116	20	2	291

	1BR	2BR	3BR	4BR	Total
<b>Replacement Units <sup>(1,2,3,4)</sup></b>	154	120	80	3	357
Difference from As-Built Unit Count	60	-104	52	-8	0
<i>Unit Mix</i>	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

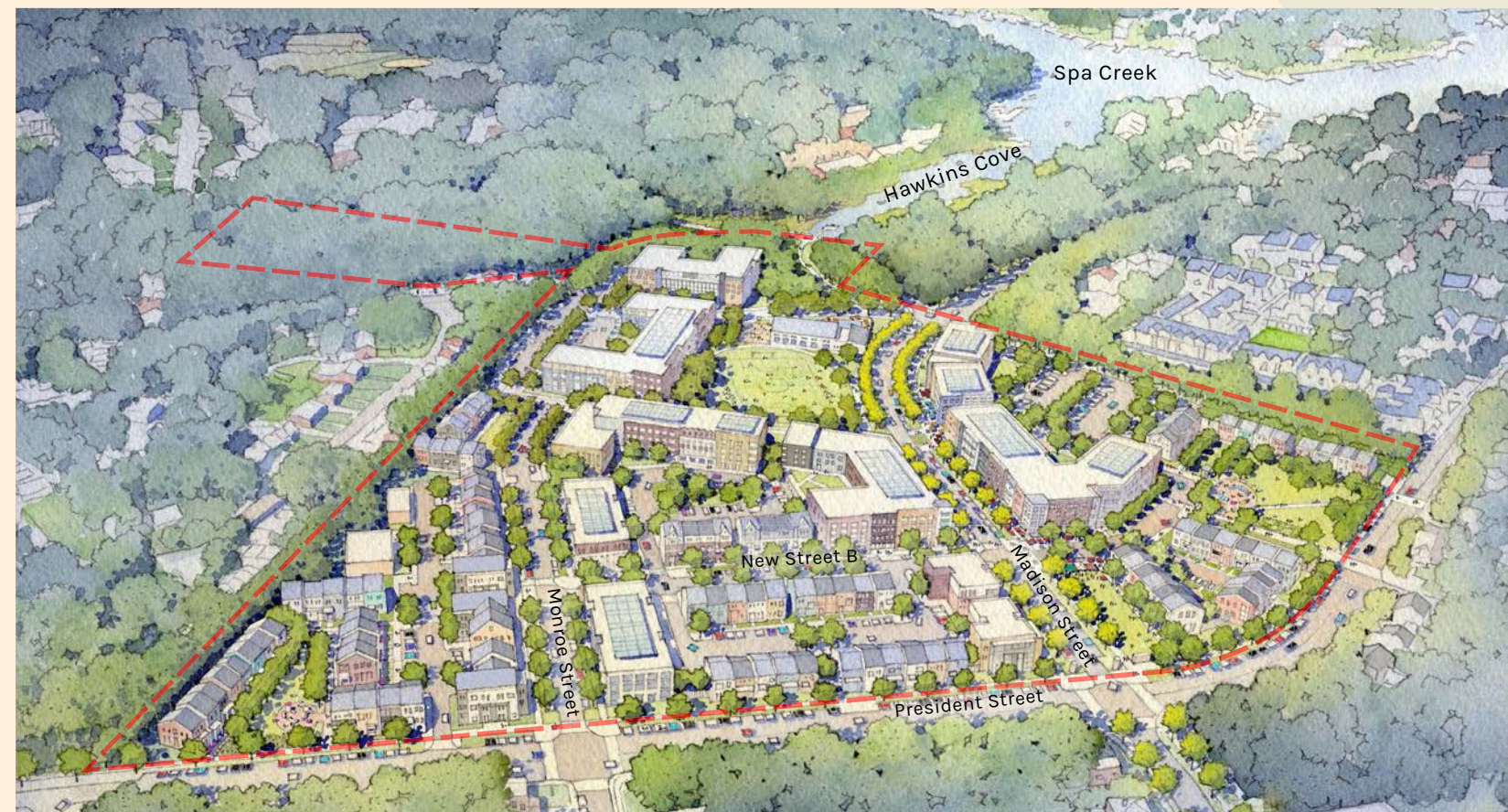


Existing Site Plan

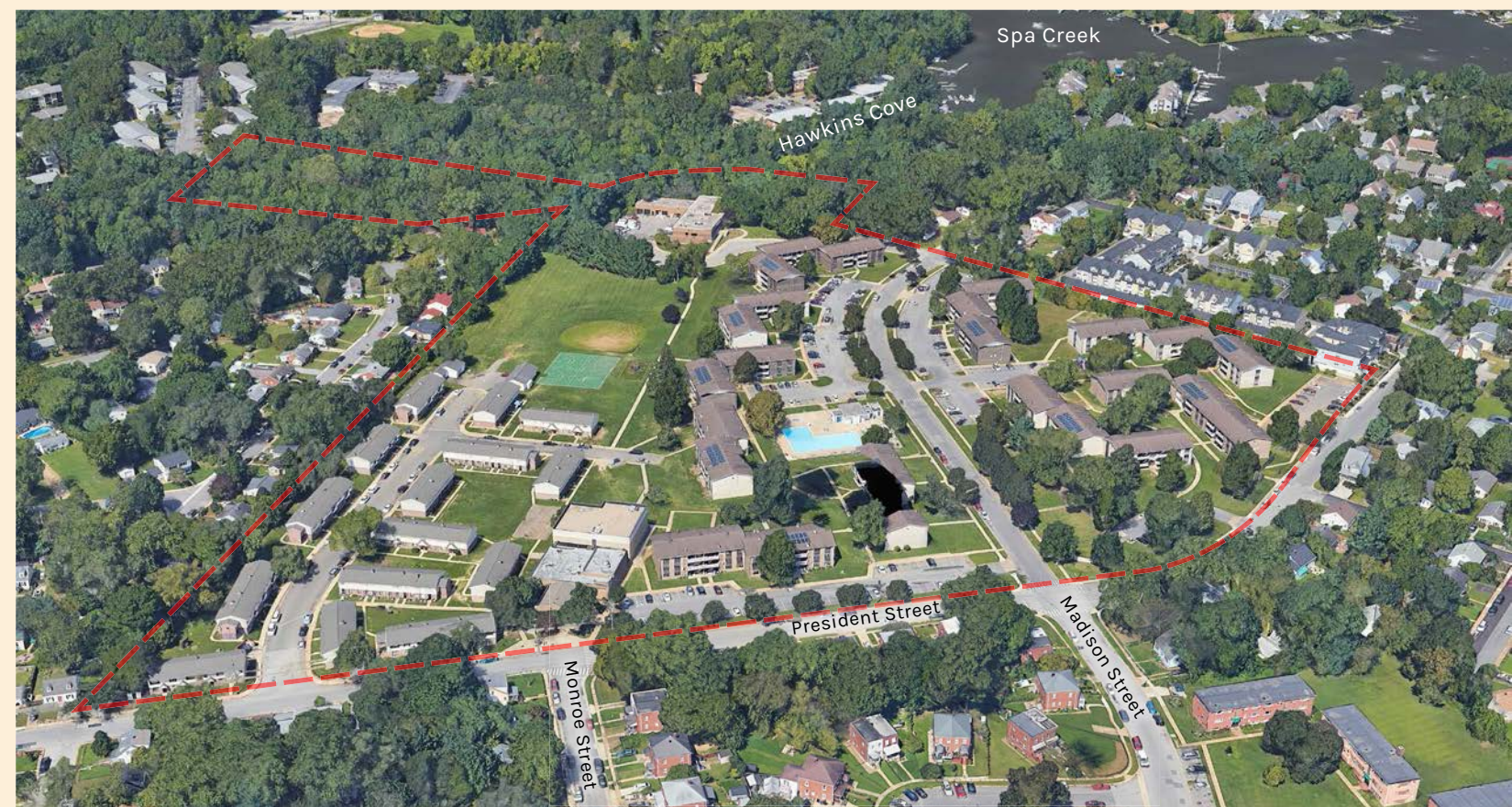
## PHASED DEVELOPMENT

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.





**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.



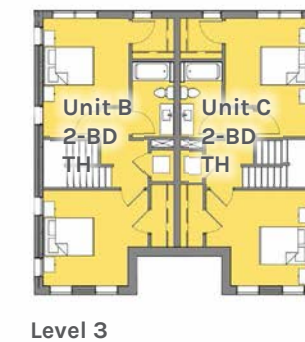
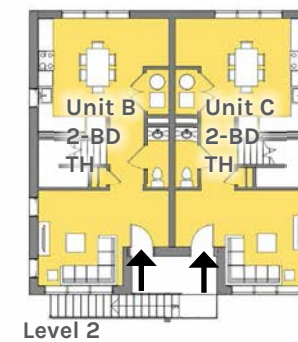
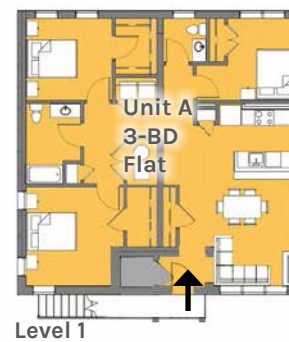
**Elevator Apartments**



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



Illustrative view of townhouses along President 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.



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

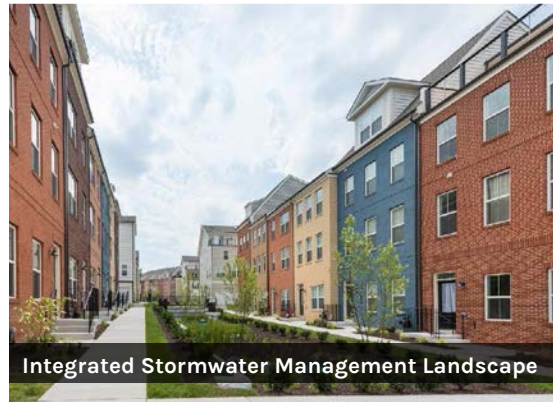
### RECOMMENDATION 2.A: ENSURE DESIGN MEETS OR EXCEEDS GREEN AND SUSTAINABILITY STANDARDS

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.



Duplex homes (Madison Court)



Habitat for Humanity Homes (Hilltop Lane)



Single family homes (Madison Street)



Townhouses (President Street)



Admiral Farragut Apts (Primrose Road)



Madison Street Apartments

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.



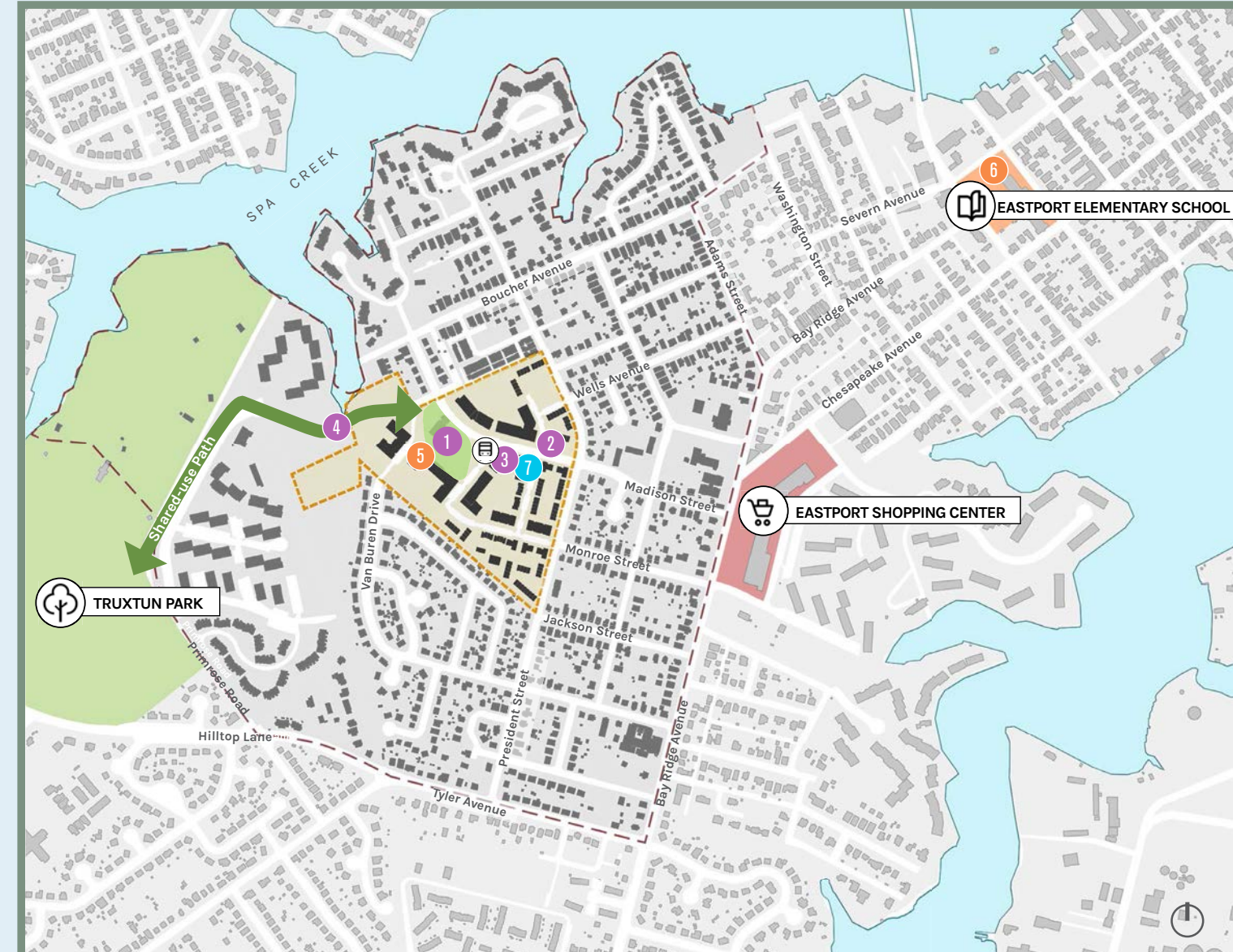
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4. Improve Community Safety

5. Develop a Comprehensive Communication Network



**WELLNESS OPPORTUNITIES**

- 1 Community fitness space
- 2 Farmer's market opportunity
- 3 Swing space for community health suites
- 4 Access to nature and recreation activities

**EDUCATION OPPORTUNITIES**

- 5 Early Learning Center (Head Start)
- 6 Partnership with Eastport Elementary School

**EMPLOYMENT OPPORTUNITIES**

- 7 Potential class / labs for workforce training
- 8 Convenient access to new bus stop

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.

## 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.



Farmers Market Opportunity

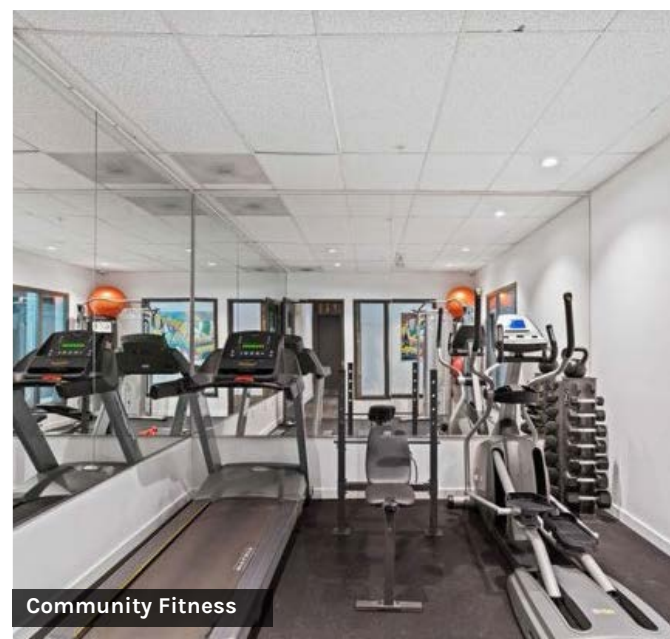
The corner of President and Madison Streets is currently used for informal resident-led food distribution throughout the year. The redeveloped site will include a Gateway Park at the same intersection, which will be designed and configured to specifically host pop-up food distribution events and a farmers 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.

## 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.



Access to Nature



Community Fitness

## 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.



Early Learning Center (Head Start)

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.



Eastport Elementary School

### "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.



Career Exploration



AACC Career Program



Potential Class / Workforce Training Lab

#### 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, AAcCo Department of Health, Community Action Agency, Opportunities Industrialization Center of AAcCo, Anne Arundel Workforce Development Corporation, the Y in Central Maryland, Boys &

Girls Club of AAcCo, 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.

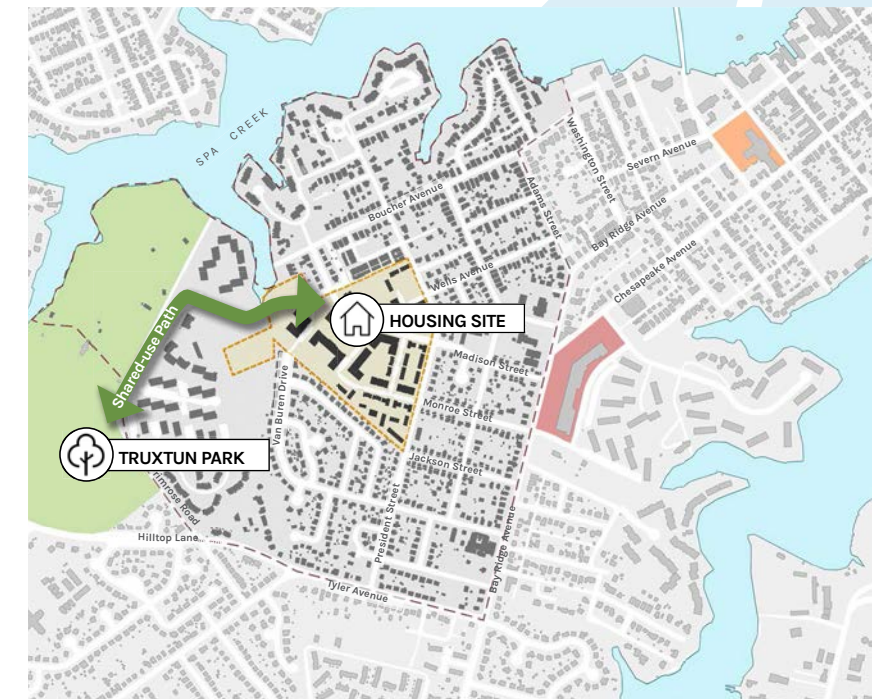
The City of Annapolis selected a landscape design and engineering firm for the initial phase of this Hawkins Cove Restoration project, and public planning and engagement will begin in late fall of 2023.

## 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

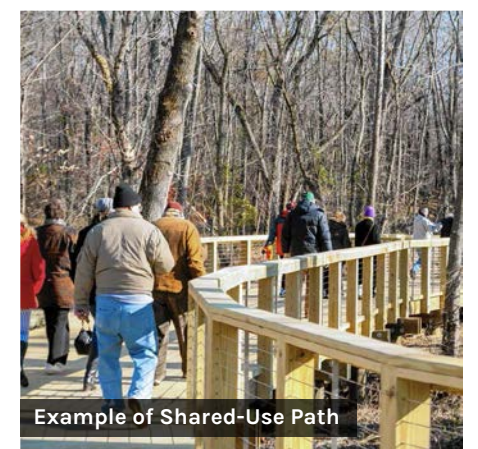
An existing informal pathway between Hawkins Cove and Primrose Road snakes through the forested stream valley behind the site. This connection provides a scenic and short walk with the least number of pedestrian-vehicular conflicts between the target neighborhood and the amenity-rich Truxtun Park and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



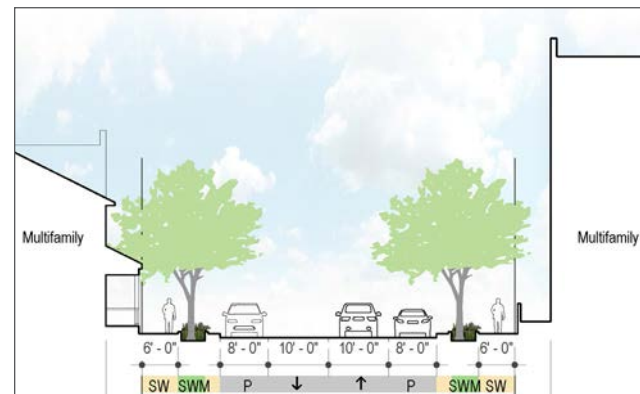
## 2. IMPROVE WALKABILITY AND STREET CONNECTIVITY

### 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.

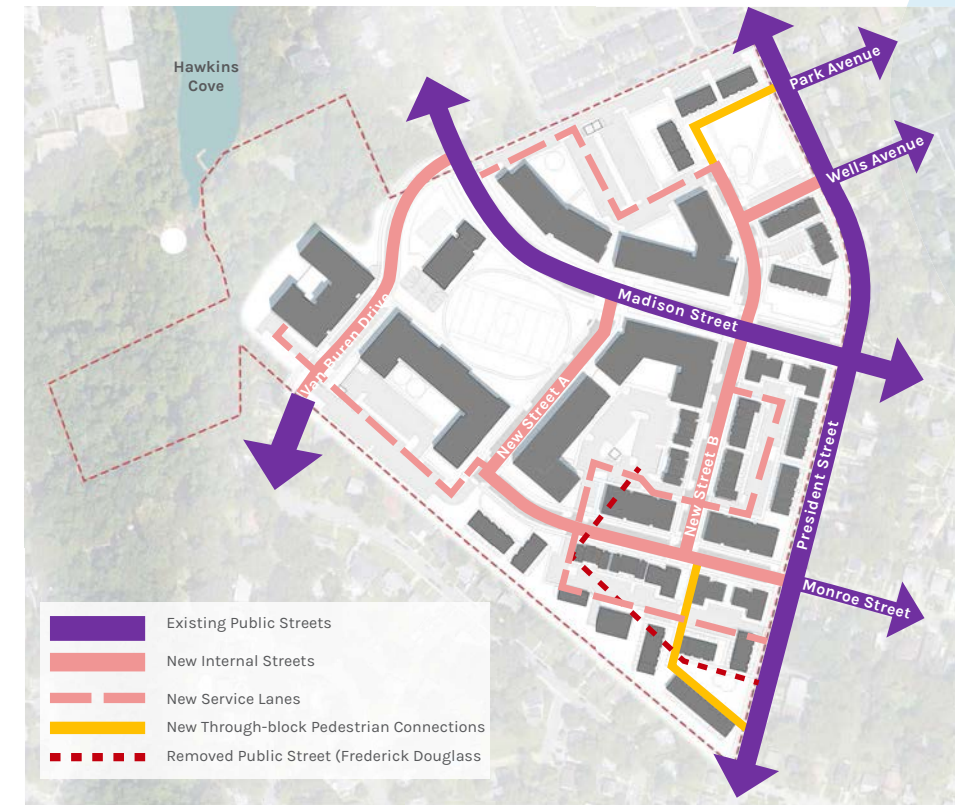
Streetscape improvements within the redevelopment will enhance pedestrian comforts. Streetscape features include shade trees, integrated stormwater management, narrow travel lanes with on-street parking, wider, accessible sidewalks, benches and pedestrian scaled lighting, and curb extensions with visible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

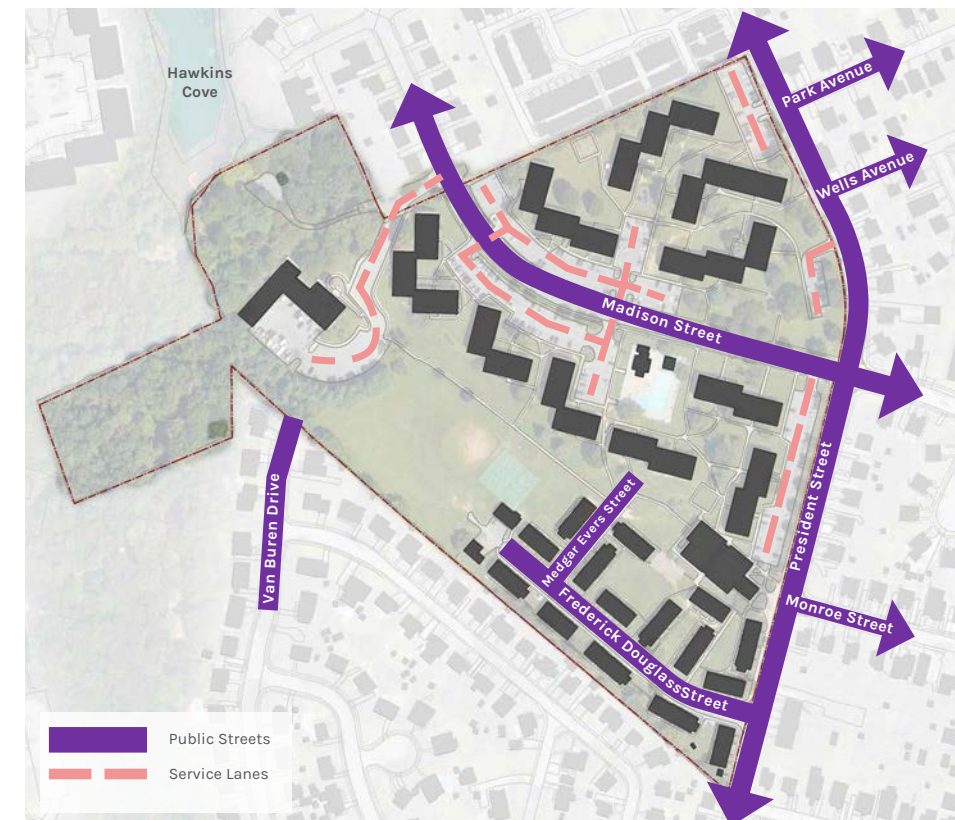


Street Section Typical Concept

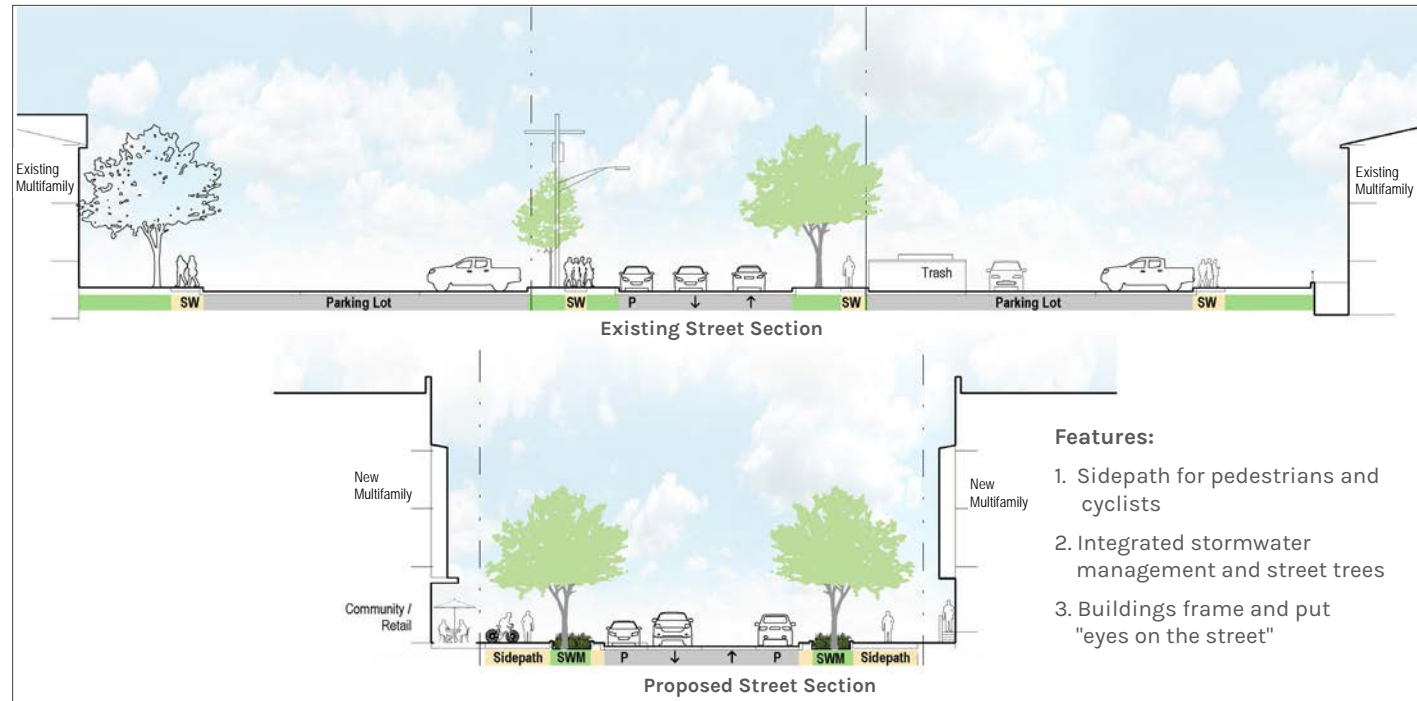
SW Sidewalk  
SWM Stormwater Management Planting Area  
P On-street Parking



Proposed Street Types and Network

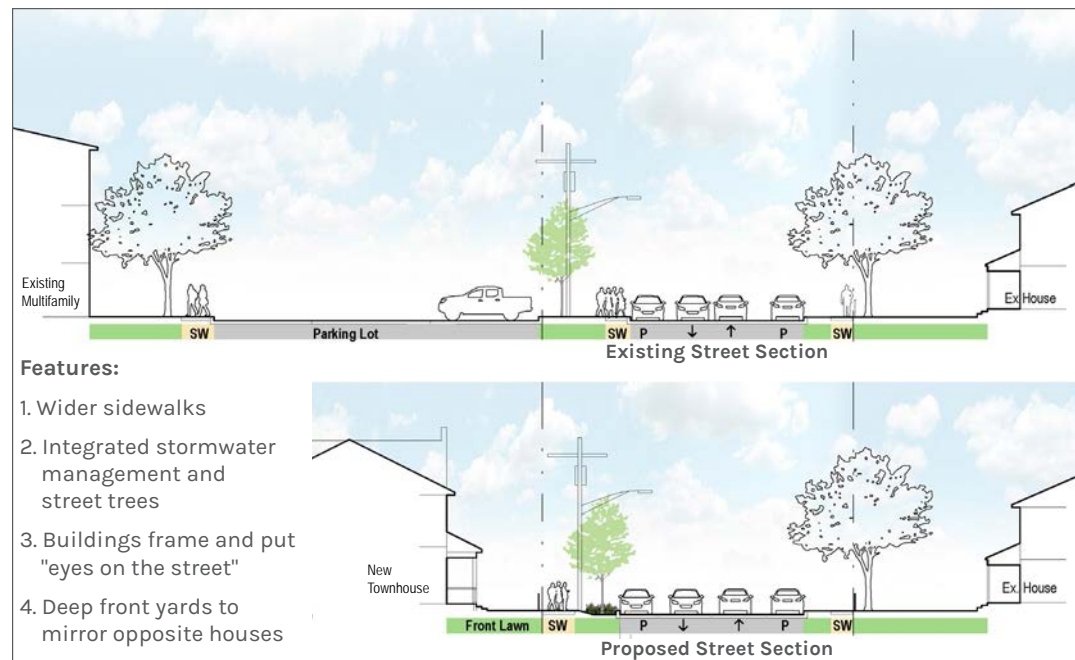


Existing Street Types and Network



**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 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.

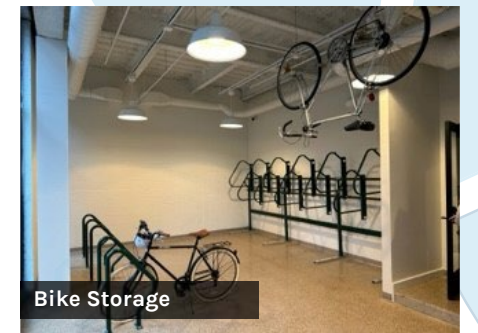
President Street, at the housing site, has a narrow curb-to-curb dimension, which when parked on both sides of the street reduces through traffic to two +/- 9-foot travel lanes. Cars not parked tightly to the curb are subject to potential scraping from passing cars. When parking is not present on both 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

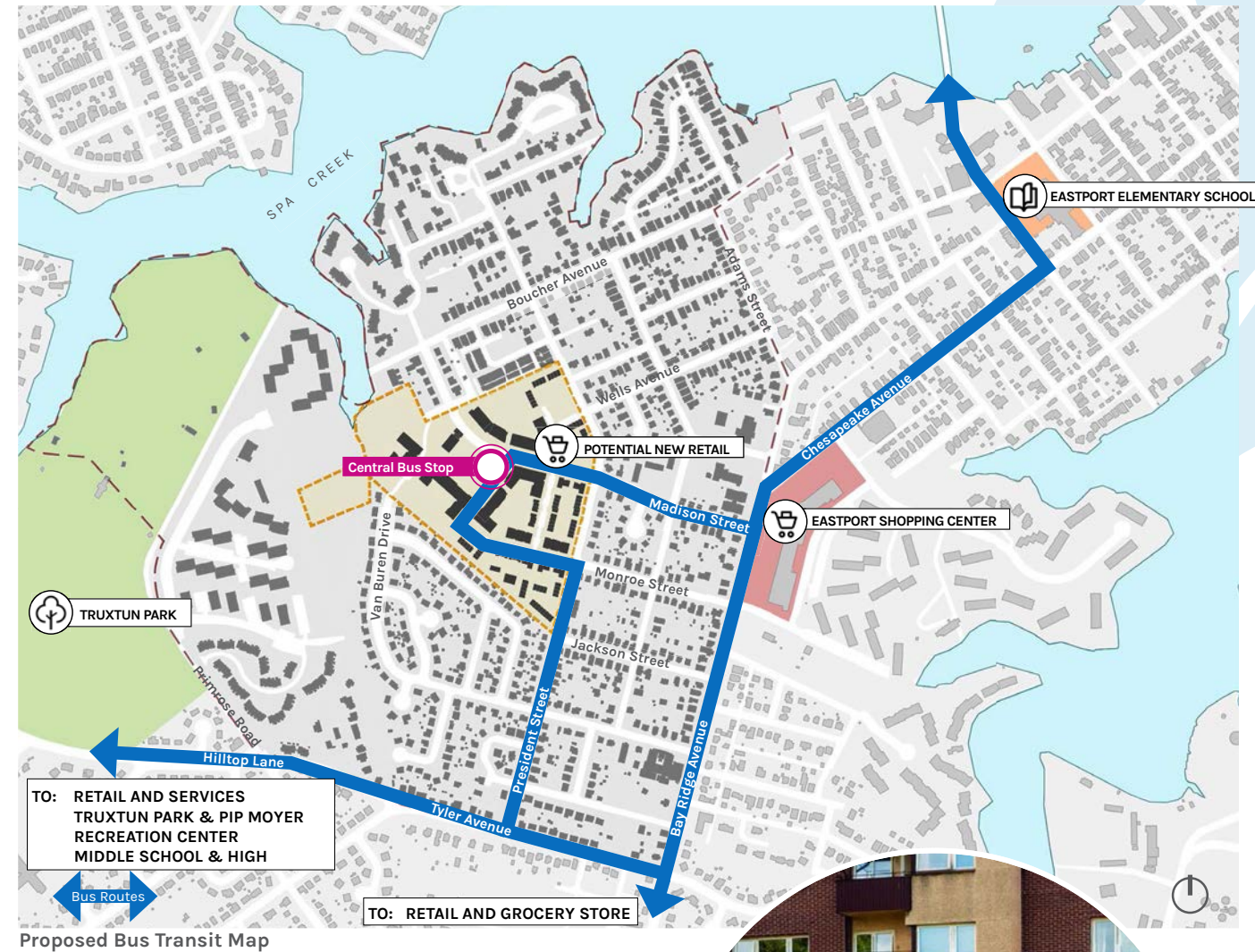
Many goods and services are located off the Eastport peninsula and require transit services to access them. Additionally, many destinations are not easily accessible by a single fixed-route bus trip. To address the limitation of fixed-route services and build on the success of the Annapolis Go program, 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

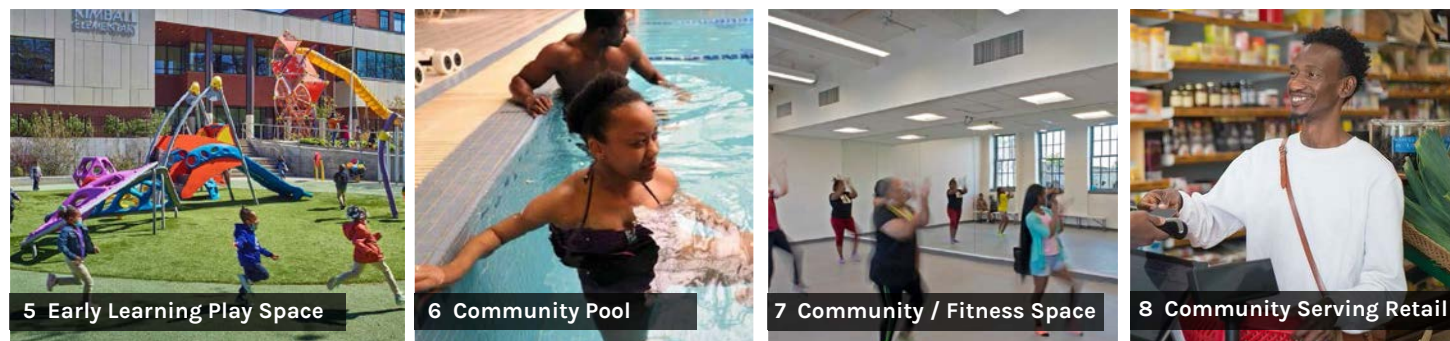
The redevelopment will include new community facilities and open spaces. These spaces will have direct access from a network of pedestrian-scaled streets integrated with the surrounding neighborhood to encourage use by both residents and neighbors. A variety of public spaces will provide a range of active 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.



Illustrative View of Central Park



Illustrative View of South Park



Examples of Recreation Programs

**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

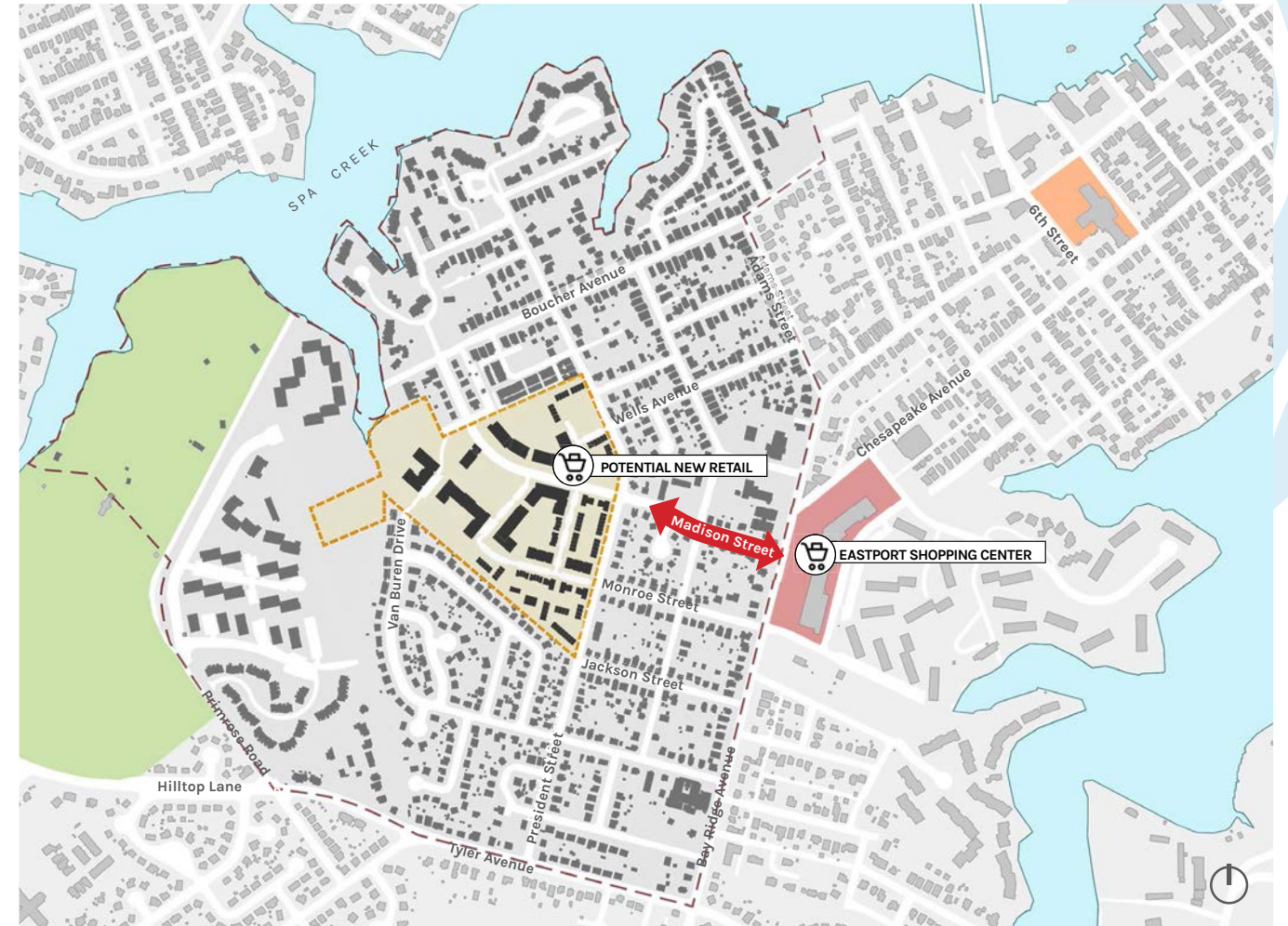
Eastport Shopping Center is the anchor retail center in the neighborhood. The Plan encourages the City's Office of Economic Development, Anne Arundel Economic Development Corporation, Eastport Business Association, HACA, the housing developer, and the owners of the shopping center to discuss opportunities 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



Potential New Retail

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.

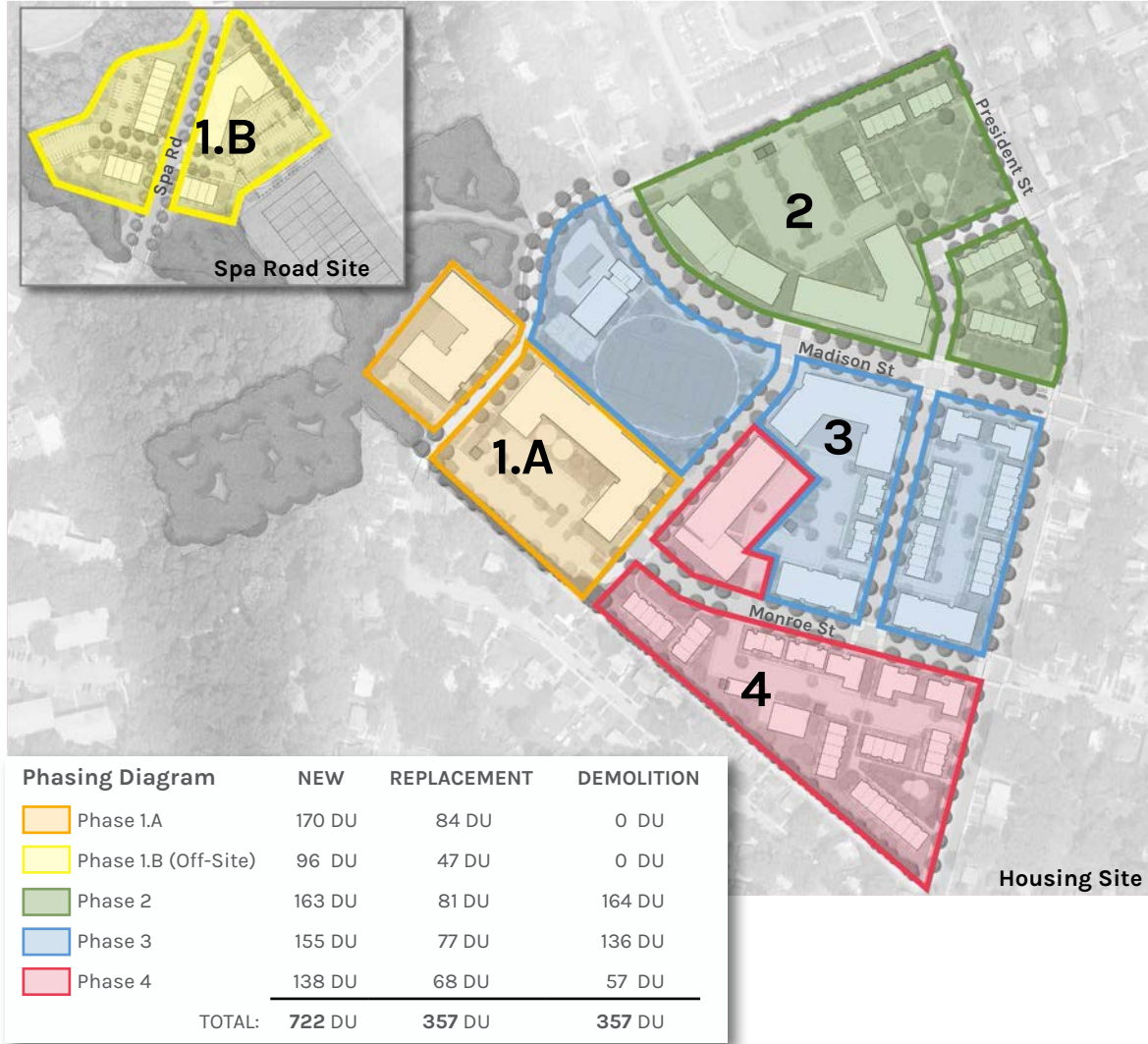
HACA will continue to expand its implementation capacity by identifying dedicated leads for various plan elements. The Y in Central Maryland will serve as the early learning partner, and HACA will explore bringing on an overall people lead to coordinate wraparound services and programs for target housing 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

- HACA proposes a **build-first strategy** to deliver replacement units for families before they must relocate from their existing units.
- Relocation will be phased as new replacement housing comes online to minimize off-site moves as much as possible.
- 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.
- 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.
- 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:

<p><b>Low Income Housing Tax Credit Equity (LIHTC)</b></p>	<p>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.</p>
<p><b>CN Implementation Grant</b></p>	<p>Subject to annual appropriations by Congress, HACA intends to pursue a future grant of up to \$50 million.</p>
<p><b>Conventional Debt</b></p>	<p>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.</p>
<p><b>Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP) Grants</b></p>	<p>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.</p>
<p><b>New Market Tax Credits (NMTC)</b></p>	<p>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.</p>

<p><b>Deferred and Reinvested Developer Fee</b></p>	<p>HACA and its future developer may reinvest their developer fee to implement future phases of the housing plan.</p>
<p><b>Community Development Block Grants (CDBG)</b></p>	<p>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.</p>
<p><b>CDBG 108 Loans</b></p>	<p>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.</p>
<p><b>HOME Funds</b></p>	<p>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.</p>
<p><b>Foundation or Other Philanthropic Funding</b></p>	<p>HACA, the City, and its lead partners will explore partnerships with local and national foundations and philanthropic institutions.</p>
<p><b>State Housing Programs (Rental Housing Works, Rental Housing Program, Partnership Rental Housing, and State National Housing Trust Funds)</b></p>	<p>Subject to annual appropriations, these State of Maryland funds finance affordable housing.</p>
<p><b>Other Funding</b></p>	<p>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.</p>

# 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
<b>1. Expand Housing Options</b>	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
<b>2. Ensure Sustainable and Climate-Resilient Design</b>	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
<b>3. Improve Neighborhood Housing</b>	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
<b>1. Improve Access to Health and Wellness Services</b>	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
<b>2. Improve Access to Quality Education and Youth Services</b>	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
<b>3. Increase Household Incomes and Employment Outcomes</b>	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
<b>4. Improve Community Safety</b>	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
<b>5. Develop a comprehensive marketing/communication network to ensure residents are aware of the menu of services that are available.</b>		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
<b>1. Create a Network of Open Spaces and Recreation Opportunities</b>	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
<b>2. Improve Walkability and Street Connectivity</b>	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
<b>3. Improve Transit Services</b>	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
<b>4. Encourage Social Connections Between Neighbors</b>	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
<b>5. Encourage Neighborhood-Serving Retail</b>	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.



Example of Bus Stop Art

### 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.



Examples of Neighborhood Signage



Prepared by EJP CONSULTING GROUP, LLC.



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