APPENDICES

Appendix A

Community Engagement & Visioning Process Plan

March 30, 2018







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Deliverable 1: Engagement and Visioning Process Plan Contract No. FY2018-001

Submitted by the Honorable James D. Crudup, Mayor, Eagle Harbor Prepared by Ivy A. Lewis, AICP, Project Manager

DISCLAIMER

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Introduction

This Community Engagement and Visioning Process Plan is a key component of the process to create a sustainability plan for the Town of Eagle Harbor. Among the central aims of this process are to help the Town selectively modernize its infrastructure, create a business plan for raising revenues consistent with the values and aims of its 2017 Strategic Plan, and provide a working plan to assist the Town through subsequent administrations and future challenges to preserve its history and heritage.

Community engagement has already played a significant role in the Town of Eagle Harbor's efforts to plan for a sustainable future. Resident and stakeholder engagement through community meetings and surveys informed preparation of the 2017 Town of Eagle Harbor Strategic Plan, which established a vision for this future. It also created a strategic focus on the community's top priorities, including improving overall quality of life; achieving economic development and financial sustainability; building alliances, partnerships and local leadership; preserving Town history; and providing adequate infrastructure. The authors of the plan thought it important to note that its success "depends upon the commitment and actions of the Board [of Commissioners] as well as the buy in of the entire community..." A commitment to engagement and community ownership played out again in the creation of a working group of key stakeholders to help prepare the Town's application for Sustainable Communities designation from the State of Maryland.

This Community Engagement and Visioning Process Plan builds upon these recent planning efforts in Eagle Harbor, including utilizing community engagement strategies and resources already in place which have proven to be effective. The engagement plan is a comprehensive strategy to inform, educate and involve residents, property owners and other key stakeholders in the process to envision a sustainable future for the Town and develop and implement a sustainability plan that stays true to the Town's strategic vision and priorities. It identifies who should participate in the process and how to outreach and engage them in diverse ways throughout each stage. Engagement strategies seek to achieve the goals and objectives listed below.

Community Engagement Goals and Objectives

The goals of community engagement are to:

✓ Inform the community and other stakeholders about the project and process to prepare the sustainability plan for the Town, including major steps and milestones, timeline and their role in the process and desired outcomes;

- ✓ Educate the community with the facts on the impact of coastal flooding now and in the future, shoreline erosion, and stormwater runoff including the potential impact of failing septic systems and also on the benefits of green infrastructure, preservation of cultural and environment resources and other Town assets, capitalizing on existing opportunities and establishing long term partnerships;
- ✓ Identify and involve key community stakeholders at all stages of the decision-making and plan development process.
- ✓ Gain broad-based stakeholder support, involvement and long-term commitment to the aspirations and goals of the sustainability plan and implementation.

The objectives of community engagement are to:

- ✓ Provide up-to-date information on the status of the project and opportunities for community participation, including posting project related documents on the Town's Website;
- ✓ Learn from the community and key stakeholders how best to outreach and engage them in the process and utilize a variety of ways to accomplish this based on those preferences;
- ✓ Use technology and social media to the extent possible, and desired, to inform, educate and establish two-way communication opportunities for stakeholders;
- ✓ Create easy-to-understand, visualization techniques including maps, illustrations, photos and charts to convey complex information;
- ✓ Maintain a list of and involve and consult government officials on issues and recommendations that affect their agencies; and
- ✓ Build upon past communication and engagement strategies utilized by the Town.

Current Community Engagement Efforts

The Town of Eagle Harbor under the leadership of the Mayor and Commissioners uses a variety of approaches to outreach to and engage the community in the day-to-day affairs of the Town and major initiatives, most recently the strategic plan and Sustainable Communities Action Plan and application. The following is a list of these efforts which form the foundation for this engagement and visioning process plan:

- ★ The Town of Eagle Harbor Website on which information is provided on community services, events, documents and quick links;
- ★ Monthly meetings of Commissioners and special meetings called by the Mayor that allow for information sharing and public participation;
- ★ Annual community events including Eagle Harbor Day, Clean-up Day, Annual Crab Feast, Traditional Opening and Closing of the Town and Annual Christmas Party;
- ★ Asset Mapping Workbook to be used to identify and build upon the strengths, resources, services and assets of the Town to meet community aspirations;
- ★ Community surveys, Community Center Bulletin Board, and email blasts; and
- ★ The Eagle Harbor Informer Newsletter and quarterly Mayor's Letter.

Additionally, there is the Eagle Harbor Civic Association established before the Town's incorporation, and whose members are also elected by the community. The association meets monthly following the Board of Commissioners meeting and is committed to promoting the general welfare of the community. It played a key role in the process to prepare the Sustainable Communities application and will be involved in implementing key action items.

Key Participants

As stated in the 2017 Strategic Plan, the success of the plan depends upon the commitment and actions of elected officials in Town and community buy in. The success of *this* process and resulting sustainability plan are also depended upon the active participation of the community. Additionally, it is essential that other elected officials and government agencies with legislative and regulatory authority over affairs in the town participate in the process as well as non-government partners and advocates given the role they currently play or can play is assisting the Town in meeting its priorities. A list of key stakeholders and their roles is provided below.

Key Pa	articipants	Roles	
	ar-round and asonal residents	Provide input on community culture, Town history, concerns, challenges, priorities and aspirations; and, feedback on goals, strategies and implementation activities including the role that residents can play in implementation.	
	n-resident property ners	Provide information on future plans for their property; input on concerns, challenges, priorities and aspirations; and, feedback on project recommendations	
• Tov	wn Commissioners	Share information on current and planned projects in Town, growth policies and plans, existing partnerships and fiscal priorities; provide input on key challenges and concerns; give feedback on project recommendations; enact ordinances to implement recommendations as necessary and appropriate – the Town Commissioners are currently updating several ordinances pertaining to environmental quality	

Ke	ey Participants	Roles			
•	Patuxent Riverkeeper	Provide technical information on environmental issues and assistance on establishing priorities and strategies for protection and preservation; comment on preliminary recommendations; and, identify partnerships and resources			
•	Educational and non- profit organizations (e.g., Prince George's County Public School)	Share information on available resources and ways to support town activities to preserve important community and environmental resources and provide feedback on project recommendations regarding these objectives			
•	Adjacent property owners (residents of Cedar Haven, NRG Energy	Provide input on any current and future plans and opportunities for collaboration on projects and problem-solving strategies to address environmental protection and preservation; and, provide feedback on preliminary plan recommendations			

Other stakeholders might be

identified and invited to participate in the project as their interests align with the aspirations of the Town, or as they may potentially be impacted by proposed improvements.

A Framework for Community Engagement and Visioning

The table provides an overall framework of the engagement program. It summarizes community engagement goals and aligns them with strategies and a toolbox of techniques that can be used to achieve them.

	Inform	Educate	Involve/Consult	Collaborate & Empower
Goal	Keep the community and stakeholders informed about the project: major steps and milestones, timelines, desired outcomes, and progress and their role in the process	Educate the public on existing conditions and strengths, weaknesses, opportunities and threats facing the Town	Involve the community and stakeholders in each component of the project: Visioning and Strategic Planning and Preparation of the Sustainable Plan	Gain broad-based community and stakeholder support for the project and their involvement and long-term commitment to implementation
Strategy	Describe key project components and objectives in writing and create and make available a planning process chart with a schedule and information on engagement opportunities	Utilize technical experts and existing fact-based reports to educate the community on existing conditions and describe current policy and regulatory framework for addressing them	Use diverse approaches to obtain community input on issues of concern, priorities, roles and responsibilities and feedback on vision, goals, objectives and development strategies	Utilize the Sustainable Communities Action Plan Workgroup list to identify important partnerships and roles and responsibilities for plan implementation; develop partnerships and formal agreements
Toolbox	 Website postings of planning process information and public engagement opportunities, meeting notices, etc. Project Fact Sheet/Newsletter available for pick up or direct mailing Project poster to track progress 	 Existing conditions fact sheets Table top discussions at community meetings Website postings of maps and illustrations of existing conditions Facilitated community discussions with technical experts Report summarizing key issues 	 Community asset mapping exercise Word Cloud developed from surveys and/or breakout group feedback Games (for kids and adults developed by the community) Community meetings Advisory Group/Committee 	 Implementation matrix identifying who does what, when and with what resources Public/Private Partnership agreements/MOUs Annual meeting on implementation activities and progress Community events organized around

•	Monthly Commission and Civic Association meetings	Walking tours/site visits	 Polling (dot and/or electronic polling) Surveys (administered at community meetings and/or door to door) Resident and key stakeholder interviews Social Media (Instagram/Twitter) for 	implementation activities Regular web postings on activities and progress Activities posters, including to track progress
			2-way communication	

Visioning and Strategic Planning Process

Eagle Harbor established a community vision as part of its strategic planning process. The vision, "To become the paradise on the Patuxent", reflects the community's desire to improve its social, economic and physical environment and be known as a great place to live and recreate. The visioning process for this project will build upon this goal with thematic vision statements focused on environmental, economic and fiscal sustainability and resilience. The visioning process will consist of the following steps which will consider and reflect work already completed by the community on the strategic plan and Sustainable Community application process:

- 1. Conduct a community survey to assess perceptions on the importance of environment issues facing the town and improvements planned and proposed; use the survey results to begin identifying community priorities and expectations.
- 2. Hold a community meeting(s) to engage stakeholders in a SWOT (strengths, weaknesses, opportunities and threats) and/or PARK (preserve, add, remove and keep out) analysis; organize a community walk to complete an asset mapping exercise; and, compile existing information on existing conditions.
- 3. Present the inventory of existing conditions and draft vision statements, goals, objectives and alternative development scenarios based on this information for community feedback; make information available in different forums, including at a

Commission, civic association and/or general community meeting, via the Town Website and interactive social media platforms, and in hard copy format with feedback cards at the Community Center.

- 4. Compile community feedback and make available on the Town Website and other appropriate medium.
- 5. Finalize vision statements, goals, objectives and preferred development scenarios and present to the civic association (or steering committee if established) and Town Commissioners for preliminary approval.
- 6. Draft and present for community/stakeholder feedback specific action items to achieve community visions and goals, at a community meeting (regular or special), on the Town Website and social media platforms and at the Community Center with feedback cards.
- 7. Draft the sustainability plan and distribute for review.
- 8. Finalize the plan document and present for formal community and Town approvals.

Visioning and Strategic Planning Process Schedule

The table below provides a summary of major process steps, community engagement activities and schedule for each step/milestone.

Process Steps	Community Engagement Activity	Schedule
Inventory of Existing Conditions	 SWOT and PARK analysis and asset mapping Review and comment on existing conditions inventory and key findings Input on vision statements, goals, objectives and development scenarios 	March - May 2018
Community Visioning and Strategic Planning	 Review draft vision statements, goals, strategies and preferred development scenarios and provide feedback and preliminary approval 	June - July 2018
Document Preparation and Community Review	 Review and provide feedback on the draft sustainability plan and implementation program 	July-August 2018
Document Revisions, Completion and Project Wrap up	Final Comment Period	September – November 2018

Appendix B

COMMUNITY SURVEY

Introduction: There were 31 responses to the Community Survey administered between March and July 2018; the results of the survey are summarized below.

1. Eagle Harbor, a waterfront community, is losing inches of shoreline each year and experiencing flooding from the Patuxent River from major storms, even hurricanes, and along Coleman Creek. As such, please indicate how important the following issues are to you (check the appropriate box):

		Very	Important	Of Average	Of little	Not
		Important		Importance	Importance	Important
a.	Flooding from Patuxent River onto private property	24 (77%)	7 (23%)	0	0	0
b.	Flooding from Coleman Creek	21 (68%)	4 (13%)	3 (10%)	0	0
c.	Flooding at Trueman Point	17 (55%)	11 (35%)	1 (3%)	0	0
d.	Damage to the Town from Hurricanes	21 (68)	5 (16%)	2 (6%)	0	0
e.	Stormwater runoff from roads & property into the Patuxent River	18 (58%)	12 (38%)	1 (3%)	0	0
f.	Erosion of the Shoreline	24 (77%)	6 (19%)	0	0	0

g.	Leakage from Failing Septic Tanks into the Patuxent River	23 (74%)	5 (16%)	2 (6%)	0	0
h.	Impact of the Power Plant on the Town (example, air and/or water pollution)	27 (87%)	2 (6%)	0	1 (3%)	0
i.	Water Quality in the Patuxent River	24 (77%)	5 (16%)	0	0	0

2. A number of community improvements are planned or desired, how important is each of them to you? (Check the appropriate box.)

		Very Important	Important	Of Average Importance	Of little Importance	Not Important
a.	Development of Trueman Point – e.g. boat ramp, boat rental, seasonal restaurant	20 (65%)	6 (19%)	1 (3%)	0	0
b.	Community Septic System	22 (71%)	4 (13%)	3 (10%)	0	0
c.	Efforts to increase Town Revenues	21 (68%)	7 (23%)	0	0	0
d.	Housing fixup/renovation/better property maintenance	23 (74%)	6 (19%)	1 (3%)	0	0
e.	New housing construction	9 (29%)	9 (29%)	9 (29%)	0	1 (3%)
f.	Road Improvements	20 (65%)	9 (29%)	1 (3%)	0	1 (3%)

Check the box that applies to you.

3.	I am a:						
	☐ Year-round resident of Eagle Harbor (12/39%)						
	☐ Seasonal resident of Eagle Harbor (8/26%)						
	□ Non-resident property owner (9/29%)						
	☐ Other (explain) (2/6%)						
4.	I have lived in Eagle Harbor:						
	☐ Less than 1 year (0)						
	☐ 1 to 5 years (4/13%)						
	☐ 6 to 10 years (11/35%)						
	☐ More than 10 years (7/23%)						
5.	. In general, how do you prefer to get information about the sustainability project? (Check all that apply)						
	 ☐ Email (25/81%) ☐ Eagle Harbor Website ☐ Other (1/3%) ☐ US Mail (9/29%) ☐ (14/45%) 						
	☐ Social Media (Facebook,						
	Twitter, Instagram (6/19%)						
6.	In general, what method(s) would you prefer to use to provide input on the project? (Check all that apply)						
	☐ Email (18/58%) ☐ Interactive Website (6/19%) ☐ Community/Commission						
	☐ US Mail (14/45%) ☐ Social Media (Facebook, Meeting (9/29%)						
	☐ Written Correspondence Twitter, Instagram (3/10%) ☐ Other (0) (10/32%)						

Appendix C

Preliminary Report on Shoreline Property Owner Interviews (April – May 2018)

Introduction

Phone interviews were conducted with nine of the 22 owners of property along the Patuxent River shoreline to learn about their experiences with flooding and shoreline erosion, improvements they have implemented and/or plan to implement to address these conditions, and to get their reactions on the use of plant-based, green infrastructure solutions that might impact their property. Interviews were also planned for owners of property in Lower Eagle Harbor (west of Dogwood Trail) along Coleman Creek to ascertain their experiences with flooding from the creek, however phone numbers were not readily available. One shoreline property also abuts the creek. That owner shared his experiences and concerns regarding the impact of flooding from the creek on his property. Attempts will continue to be made to contact the balance of property owners, alone the shoreline and creek, through a mail out/mail back survey. The results of the interviews will inform the sustainability plan and restoration project.

Ownership and Land Use on the Patuxent River Shoreline

There are 98 platted lots along the shoreline, grouped within 40 separate tax accounts and held by 22 property individual property owners. For the purposes of this report, the tax accounts will be treated as individual properties. As such, 18 or 45% are single family, 20 or 50% are vacant (one of them has several accessory structures), and one each, or roughly 2.5%, are open space and office, respectively (the latter the Eagle Harbor Community Center).

Interviews

Ten property owners were interviewed during April and May 2018. Eight of the properties are single-family, one has a tenant, and one is vacant land. Of the 10 interviewees, 5 are seasonal residents and four are year-round. One of the year-round residents owns a vacant house along the shoreline.

The following property owners were interviewed.

			Land	
	Property Owner	Address	Use	Tenure
1.	Bertha Guerra	23508 Patuxent Blvd	SF	Seasonal
2.	Harold Bryant (Huggs Property)	23516 Patuxent Blvd	SF	Yr-Round
3.	James Jones	23600 Patuxent Blvd	Vac	Vacant land
4.	Sabrina Littlejohn	Patuxent Blvd (Tax ID # -0840405)	SF	Yr-Round
5.	Joseph Lomax	23510 Patuxent Blvd	SF	Yr-Round
6.	Norma Stewart	23404 Patuxent Blvd	SF	Seasonal
7.	Patsy Huggs	23516 Patuxent Blvd	SF	Seasonal
8.	Commissioner James Green	23116 Patuxent Blvd	Vac	Vacant Land
9.	Ray Savoy	18403 Ash Trail	SF	Yr-Round
10). Walter Henry	18601 Trueman Point Road	SF	Seasonal

Summary of Preliminary Findings

The following are general findings from the interviews:

Property owner experiences with flooding vary depending upon the elevation of their property relative to the shoreline. However, only accessory structures have been damaged overtime by flooding and, for most, flooding usually occurs during major storms and less from high tide. Only one property owner mentioned flooding associated with high tide but noted flooding at high tide is not a normal occurrence.

One property owner recalled several flooding events in 2016 and 2017 that threatened the main structure. Flooding and/or erosion has caused severe cracks and instability in a six-foot-tall retaining wall. There has been an attempt to shore up the wall with large concrete blocks but erosion beneath the blocks will eventual lessen their ability to hold up the wall.



Property owners with piers noted numerous times that water levels reached the platform and few occasions when water covered it. There are nine properties with piers.



Almost all the interviewees attested to the loss of shoreline though the degree of erosion differs across properties. Those with long tenures in the community and who recall sandy areas along their shoreline describe significant erosion. While others with green shorelines describe somewhat less. At least two property owners noted that overtime sand has been deposited on their property essentially extending/rebuilding their shoreline.

Several property owners are at a loss for how to address flooding and/or shoreline erosion affecting their properties. For beach loss, some property owners have attempted to replace the sand only to have it washed away overtime. At least one owner rebuilt an accessory structure and elevated it with stilts. Another property owner brought in gravel help boats to get into and out of the river.



Some property owners shared ideas about what might be done to protect the shoreline and increase resiliency to flooding. They included rebuilding the sea wall, building individual retaining walls, installing bulkheads and river rocks, and promoting plant growth. Most property owners have no immediate plans for their property; one wants to build a home on vacant property; another is contemplating rebuilding on the property. Most discussed routine maintenance.

Almost of the property owners interviewed are interested in learning more about, and believe they can support, nature-based/green infrastructure solutions to flooding and continued shoreline erosion. Several expressed concerned about the potential of blocked views; another questioned whether plant-based solutions are feasible given sandy conditions along some properties.

Detailed responses are provided for each interview.

Appendix D

ASSET MAPPING SUMMARY REPORT

The Eagle Harbor community participated in an Asset Mapping exercise at the Commission Meeting held on June 28, 2018 and at Eagle Harbor Day on August 4, 2017. In today, 26 Asset Mapping Worksheets were completed. All five Eagle Harbor Commissioners completed a worksheet.

Participants were asked to identify up to five top places and amenities in Town, and up to four activities most valued and organizations/individuals important to the Town. Additionally, respondents were asked to identify persons they know that can be beneficial to the Town, economic opportunities that the Town must preserved and protect, and talents and skills they possess that can benefit the town. All responses are provided.

Questions 1: Most Valued Places and Amenities in	Question 2: Most Valued Activities in Town
Town	1. Town of Eagle Harbor Day (26)
1. Patuxent River (23)	2. Annual Crab Feast (18)
2. Heritage and Town History (19)	3. Official Opening and Closing of Town (15)
3. Town Services (17)	4. Commission Meetings (13)
4. Access to & River Recreational Activities and	5. Annual Christmas Party (12)
Historic Trueman Point, (13)	6. Neighborhood Watch (11)
5. Growth Potential on Vacant Land and Town Property (8)	7. Clean-up Day and Hosting Outside Event (6)
6. Small Town/Rural Character (7)	
7. Coleman Creek, Forested Area/Upper Eagle Harbor and Other (6)	
8. Active shoreline (5)	
9. Educational Opportunities Provided by the River,	
Open Space (4)	
10. Trails (1)	
Question 3: Important Organization/Individuals to	Question 4: Known persons beneficial to the
the Town	Town
1. Eagle Harbor Citizens Association (25)	1. Town of Eagle Harbor Commissioners (3)
2. Patuxent Riverkeeper (22)	2. Mayor (3)
3. County and State Elected Officials (14)	- / - (- /

4. State of Maryland Agencies (13)	3. Citizens Association President (2)
5. County Agencies (12)	4. Treasurer (2)
6. Colleges and Universities (4)	5. Mel Franklin (2)
7. Cedar Haven Civic Association and PGC Public Schools (3)	6. County Executive and District Council (1)
Schools (5)	7. County and State Elected Officials (1)
	8. Patuxent Riverkeeper (1)
	9. Secretary (1)
	10. Historian (1)
	11. Security (1)
	12. Property Owner James Jones (1)
	13. Maintenance Commissioner Greene (1)
Question 5: Economic opportunities that must be	Questions: Talents and/or skills property
preserved and protected	owners have that can benefit the Town
1. Trueman Point (8)	1. Leadership (3)
2. Waterfront/Shoreline (4)	2. Outreach (2)
3. Land/Property Value/Development (2)	3. Building skills and mechanics (2)
4. Artesian Well (1)	4. Knowledge of the River (1)
5. Town Upkeep (1)	5. Administrative skills (1)
	6. Activity planning (1)
	7. Time (1)
	8. Talent (1)
	9. Gifts (1)
	10. Volunteerism (1)
	11. Music (1)
	12. Social Media (1)
	13. Management (1)
	14. Planning (1)
	15. Patrolling the town, keeping watch for
	problems (1)
L	1

Additional responses to Question 6 during group discussion at the Commission meeting 16. Good ideas 17. Ability to critique [ideas/situations] 18. Understanding/knowledge of regulations

Appendix E

Town of Eagle Harbor Coleman Creek Restoration Entry Agreement

The Town of Eagle Harbor is under a contract with the Maryland Department of Natural Resources (DNR) and certified and licensed contractors to evaluate/study the flooding problem associated with Coleman Creek. This project will be completed in two stages. Stage one is a study to define the problem and propose solutions. Stage two will include the actual performance of the work needed to correct the flooding problem.

mplementing a proposed solution to the Coleman creek flood	ing and erosion problem.	and
	the commencement of any work on the Property, all surveys, studies, site plans, permits and action with the work to be performed under the terms of this agreement and shall obtain write	
	of property identified by Prince George's County, Property Tax Account to the Town of Eagle Harbor (Grantee), its personnel, partners and contractors to fulfill the go	, ɔals
any rights other than the right of the Town of Eagle Harbor and observation and analyzation purposes, and eventual implement to Grantor's property and will instruct its contractor to do the contractor to restore said property to the same or as similar a contractor.	reyance of real property from one party to the other, nor is it to be construed as the conveyance and/or its contractors to enter that portion of the Grantor's land in which Coleman creek flows tation. Grantee will take all reasonable measures and exercise reasonable effort to prevent damage same. In the event Grantee's contractor damages Grantor's property, Grantee will instruct condition to the original as is possible and reasonable. Grantee requires that its contractors carry, if any, due to or as a consequence of contractor's work pursuant to the construction contractors.	for age t its arry
n acknowledgment of this Agreement, I set my hand this	day of the year 2018	
/		
Printed Name(s) of Grantor/Owner(s) or Representative(s)	Signature(s)	
	Date	

APPROVED FOR THE TOWN OF EAGLE HARBOR, on this _____ day of ______, 2018.

By:	/Authorized Representative, The Town of Eagle Harbor
	[Project Name]
	[Project Number, if applicable]