

Annapolis 2060

Loeb Fellowship Post-Charrette Workshop

Summary Report of the June 5, 2008 Presentation by the
Loeb Fellowship Awardees from the Loeb Fellowship Alumni Association of the
Graduate School of Design-Harvard University

**Co-sponsored on a Loeb Fellowship Grant obtained by Loeb Fellows and Professors Glenn Smith
(Morgan State University) and Miriam Gusevich (The Catholic University of America) and
by Envisioning Annapolis.**

Stephen F. Steele, PhD
Professor of Sociology and Futures Studies, IF @ AACC
Maureen A. Sherer, Professor of Chemistry, IF @ AACC



Institute for the Future at Anne Arundel Community College
IF @ AACC

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Executive Summary

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Stephen F. Steele, PhD
Professor of Sociology and Futures Studies, IF @ AACC
Maureen A. Sherer, Professor of Chemistry, IF @ AACC

Overview -

On June 4 - 5, 2008, six Loeb Fellowship Awardees from the Loeb Fellowship Alumni Association of the Graduate School of Design-Harvard University¹ gathered in a daylong assessment of the 2060 charrettes and citizen feedback gathered in March and April 2008. An estimated 30+ citizens attended a presentation by the Fellows. At least one-half of the citizen attendees responded to an exit survey (n=17).

Summary of Results –

- **Preferred Loeb Ideas**

Proposed by Loeb Fellows

1. Transit-Oriented Development. Deal with transportation network and needs.
2. Waterfront (City Dock) redevelopment to be world class and capitalize on its outstanding universal value.
3. Address public housing conditions and related issues.
4. Establish an integrated leadership system, open lines of communication at all levels with a goal of achieving consensus on major issues that face Annapolis.
5. Enable a green infrastructure (environmentally sustainable).

Proposed by Attendees (in order of frequency)

1. Transit-Oriented Development. Deal with transportation network and needs (22.0%).
2. Public housing conditions and related issues (20.3%).
3. Establish an integrated leadership system, open lines of communication (15.3%).
4. Waterfront redevelopment, especially the City Dock (13.6%).
Other ideas - Business, economic development (6.8%), Focus planning, development strategy (5.1%), Socioeconomic focus (5.1%), Address crime (3.4%).

- **Areas Missed**

Proposed by Attendees

1. Community character - the nature of Annapolis (13.6%).
2. Economic issues (8.5%).
3. Nature of Collaboration, Community involvement and support (6.8%)
Other -Leadership City/County collaboration (5.1%), Transportation- specific types (5.1%), Prior planning (3.4%), Social problems (3.4%), Transportation (3.4%), Environmentally friendly (1.7%), Increase Awareness (1.7%), Parking (1.7%).

- **Strategies.**

Sources of strategies for future change came from two major sources – Loeb Fellows and presentation attendees.

¹ Loeb Fellows included -ALBERT DOBBINS III (LF '90), Deputy Director of Planning, Prince George's County, MD; ANNIE HILLARY, (LF '95), Program Analyst, National Oceanic & Atmospheric Administration; JAIR LYNCH, (LF '06), President, Jair Lynch Development Partners, ROBERT SNIECKUS (LF '95), National Landscape Architect, USDA National Resource Conservation Service; LISA PURDY (LF '97), Lisa Purdy Consulting and RICHARD REINHARD (LF '96), Deputy Executive Director of Planning and Development Downtown DC BID

Proposed by Loeb Fellows

1. Go to the citizens in their home communities to present ideas – and do not control the discussion-true participatory process necessary.
2. Expand publicity for the ongoing discussion and planning:
 - Use *The Capital* and other means) - discuss one major area/month.
 - Create a store front, walk-in urban design center.
 - Use public access television.
3. Find a trusted person to lead gathering of regional leaders to work together, or talk two public officials into working together to get things started.
4. Create a business / technology incubator.
5. Deal with the transportation issue:
 - Improve bus transit.
 - Develop other means of mass transit, including connector routes.
6. Celebrate diversity of Annapolis, reinforce holism and a sense of community.
7. Study other cities with successful strategies.

Proposed by Attendees (survey responses, multiple responses possible, N=17)

1. Hold additional public meetings to flesh out the favorite ideas.	47.1%
2. Hold community presentations on these ideas for feedback from residents.	41.2
3. Request a government-appointed task force.	41.2
4. Create a citizens work group.	41.2
5. Hold community sessions to generate additional ideas.	35.3
6. Survey Annapolitans on the best ideas for implementation.	11.8
Other - please specify here -	
Select local government committed to plan.	23.5
Planning structure and Action Groups.	17.6
Increase publicity.	5.9

- *Envisioning Annapolis...What Direction?*
7 in 10 (69.9%) strongly agreed or agreed that EA should continue to provide sessions on the future of Annapolis.
Three quarters (76.5%) disagreed or strongly disagreed with the notion that EA should disband.
About one half (47.1%) strongly agreed or agreed that they would join EA if it were a dues-supported organization.
- *Who was there?*
More men: 65% male, 24% female, others 'no answer'.
Bimodal: 47% 18-44; 53% 45+ (47% 55 or over).
Live in the City of Annapolis: 29% yes.
Educated: All respondents were college educated. 94% who responded had a bachelors degree or higher.

Conclusions

The Loeb Fellows presented a number of ideas and strategies which could serve as a springboard for further work. The exit survey results give a snapshot of the thoughts and concerns of those who completed the survey on June 5, 2008. Of course we cannot know how generalizable these results are to others who did not attend.

Introduction

On June 4 – 5, 2008, six Loeb Fellowship Awardees from the Loeb Fellowship Alumni Association of the Graduate School of Design-Harvard University gathered in Annapolis to review the Annapolis 2060 Charrette Project and to develop action strategies for the city. The Distinguished Loeb Fellows included:

ALBERT DOBBINS III (LF '90), Deputy Director of Planning, Prince George's County, MD

ANNIE HILLARY, (LF '95), Program Analyst, National Oceanic & Atmospheric Administration

JAIR LYNCH, (LF '06), President, Jair Lynch Development Partners

LISA PURDY (LF '97), Lisa Purdy Consulting

RICHARD REINHARD (LF '96), Deputy Executive Director of Planning and Development Downtown DC BID

ROBERT SNIIECKUS (LF '95), National Landscape Architect, USDA National Resource Conservation Service

Funding for the review process event was co-sponsored by a Loeb Fellowship Grant obtained by Loeb Fellows and Professors Glenn Smith (Morgan State University) and Miriam Gusevich (The Catholic University of America), and by EnVISIONing Annapolis (EA). Fellows were recruited by Professors Smith and Gusevich. Prior to the event, the Fellows had electronic access to a wealth of information about the Annapolis 2060 Charrette Project.

This charrette project itself was sponsored by EA during the week of March 15 – 19, 2008. Teams² of students and professors from the architecture departments of four universities participated in this design project to develop visionary scenarios for Annapolis in the year 2060. Each team concentrated on different aspects impacting the future of Annapolis. The Catholic University of America Team focused on developing a new urban backbone using the historic railroad right of way to connect historic Annapolis to the unincorporated "new Annapolis" near the intersection of Route 50 and Interstate 97. The Morgan State University Team focused on energizing neighborhoods and engaging stakeholders in the development of human and physical systems. The University of Maryland College Park Team focused on the waterfront and the historic district. The Virginia Tech Team focused on light rail transportation and watershed issues, as well as some related matters.

About a month after this design project, the four charrettes were presented to the citizens of the Annapolis community for their feedback. Sponsored by EA and the Institute for the Future at Anne Arundel Community College (IF @ AACC), the event was held at the Maryland Hall for the Creative Arts on April 19. During a one hour plenary session, each university team presented an overview of its charrette. Following this the citizens studied exhibits of the four charrettes. Each exhibit was housed in a breakout room, and team members were on hand to answer citizens' questions and to provide additional details. The focus of these breakout sessions was to engage the citizens in the creative design process, rather than in judging per se. Citizens were encouraged to post comments on wall posters, and to complete questionnaires for each charrette.

The results of the questionnaires were analyzed and reported by IF @ AACC. (The complete *Citizens' Feedback Report* is available on the IF @ AACC website, see <http://www.aacc.edu/future/envisioning1.cfm>). Over 60 citizens attended the event, and 36 citizens responded to the questionnaires. The report preserves the original language of the citizens' comments by charrette, as well as grouped by category and type of idea. Categories include the general approach, automobiles and traffic, the environment and energy, history, neighborhoods, the waterfront, and several others. Ideas were typed as preferable for 2060, ways to enhance the charrettes, creative, and envisioning of daily life in the future. Additionally, the report contains short descriptions of each charrette.

² Team Leaders were Miriam Gusevich (Catholic University), Glenn Smith (Morgan State U.), Garth Rockcastle (U. of Maryland College Park), Paul Emmons (Virginia Tech).

At the June event, the Loeb Fellows had the opportunity to tour Annapolis and its environs, to talk to some city officials, and to study the charrettes and the *Citizens' Feedback Report*. In the evening of June 5, the Fellows presented their assessment and ideas for action strategies to a gathering of over 30 citizens at the Maryland Hall for the Creative Arts. A summary of their presentation follows. Additionally, at least one-half of the citizens attendees responded to an exit survey (n = 17), and the responses are also summarized in this report. These results will provide some immediate feedback for the EnVISIONing Annapolis and IF @ AACC leadership.

Loeb Fellows Assessment and Recommendations

After the Loeb Fellows (LF) completed their study of the Annapolis 2060 Charrette Project, they presented their assessment and recommendations to a citizens' reception at the Maryland Hall for the Creative Arts. The presentation, which may be viewed on the internet in video format,³ was introduced and moderated by Lisa Purdy (LF 1997). She briefly described the study process, which led to the Loeb Fellows ultimately focusing on four main issues and an action methodology. The other Fellows then presented the group's findings in panel discussion format.

The first of these issues, **transportation**, was presented by Albert Dobbins III (LF 1990). He discussed the need for a hybrid transit system whereby activity centers (nodes) would be connected by pathways, roads, railways, and waterways. He referred to the Virginia Tech Charrette's map of transportation routes during his discussion.

The second issue, the **waterfront** – in particularly the City Dock area, was presented by Annie Hillary (LF 1995). She described it as a place with outstanding universal value, and she cited one of the goals of the University of Maryland Charrette – developing a world-class waterfront. She discussed the Fellows' suggestions that the waterfront should become more pedestrian, more green, a gateway for the city by ferry lines, an economic engine for the city, and a focal point for creating a sense of community. As an example of this sense of community, she suggested closing the first block of West Street on Sundays for local festivals.

The third issue, the **population** itself, was presented by Jair Lynch (LF 2006). He described a vision of government serving the needs of the population in a holistic way. Property tax income should serve the population, and a vibrant population is needed to staff the service industry. In particular, the Fellows cited the problems of public housing and its high concentration of poverty. The Fellows suggested that the quasi-government housing authority which runs public housing should have more authority. Additionally, they suggested

- Rehabilitating public housing units to reconstitute for more diversity. For instance, converting 30 units to 10:10:10 units distributed among high to low income groups.
- Bringing educational opportunities to public housing areas (e.g., Anne Arundel Community College).
- Bringing better transportation to these areas.

Decision-making and implementing strategies were presented by Richard Reinhard (LF 1996). As an introduction, he described an inherent misalignment between government and problems and opportunities. While the former is organized as national, state, and local, the latter present themselves as global, regional, or neighborhood issues. Transportation is an issue which needs a multilayered government commitment to effectively address it. Transportation is not just an issue within Annapolis, but the whole region. It needs to be coherently addressed. Additionally, waterfront redevelopment should be dealt with by the coming together of the City, State, U.S. Naval Academy, and major property owners. The Fellows cited the old hospital site and the old Bates High School as good existing examples of redevelopment, and appropriate models for future redevelopment.

The fourth issue, developing a **green infrastructure**, was presented by Robert Snieckus (LF 1995). The Fellows believe in the need for environmentally sustainable development and redevelopment. The water quality of streams and the Chesapeake Bay is enhanced by storm water retention, green space, porous

³ The video is located on Google Video at <http://video.google.com/videoplay?docid=91313921983227.12376%hl=en>

paving, and non-combined sewer systems. While new building should be LEED certified for energy conservation, proposed development sites need to LEED sustainable sites to protect headwaters and streams. This includes landscaping with native trees and plants. Additionally, the development of walk-able communities should be a priority.

Following the formal presentation, there was a **Question and Answer** session. The following is a summary of that discussion:

High speed bus line (rapid transit) on Rt 50; City, state, county must come together: make it an election year issue that officials talk to each other.

Council of Governments includes Washington, Prince Georges, etc, but not AA County.

AA County part of Metropolitan Planning which extends from Baltimore to DE border. AA is an insignificant member.

The Philadelphia to Richmond corridor needs to be addressed coherently.

Need office buildings so there can be jobs locally. Need good public transportation to attract a builder: e.g., GSA will not choose a building unless it is sufficiently close to public transportation.

Water transportation should be part of the transportation solution: also signature characteristic of city & source of joy.

To help people to afford housing near their work is to help get them out of their cars.

Public housing residents cannot get good jobs due to poor transportation.

Revitalizing should not shove poor people away.

Strategies to implement ideas:

- *Need to bring concepts out to community & talk in their area - make sure it is a discussion*
- *Feature one idea a month in the newspaper & then have a public forum*
- *Use an empty storefront as an urban design center w/ a continuous display*
- *Public TV features*
- *Talk two public officials into working together to get things started*
- *Study other successful cities which have art districts, high tech incubation strategies, free mass transit (e.g., Portland, Jackson, Aspen)*

Summary of Loeb Fellows' Presentation:

1. Transit-Oriented Development. Deal with transportation network and needs.
2. Waterfront (City Dock) redevelopment to be world class and capitalize on its outstanding universal value.
3. Address public housing conditions and related issues.
4. Establish an integrated leadership system, open lines of communication at all levels with a goal of achieving consensus on major issues that face Annapolis.
5. Enable a green infrastructure (environmentally sustainable).

Several days later, EA President Gregory Stiverson, gave a speech at a community gathering in which he summarized the big picture presented by the Loeb Fellows. The following is an excerpt from that speech:

“First: Transit-Oriented Development. We too often think of traffic in Annapolis as automobile congestion downtown or on Forest Drive and West Street at rush hour. The Loeb Fellows say that we need to think of transit—including buses, bikes, walking, and water transport—as ways to link more effectively the different neighborhoods in the city as well as to move people more effectively in and out of town. We are being strangled by cars—other cities have effectively addressed the problem; we must do the same.

Second. We need to capitalize on what the Loeb Fellows term our “Oh, Wow!” factor--the waterfront, especially the City Dock area. We need to think about making this area more “green” and much more pedestrian friendly. The City Dock area is what makes Annapolis distinct—it’s what Annapolis Towne Center at Parole will never have—and it should be the economic engine for Annapolis and not, as they termed it, a “habitat for cars.”

Third: We must address more effectively the Annapolis public housing complexes, which are concentrations of poverty within a very wealthy city. The Loeb Fellows believe that we need aggressively to seek ways to integrate public housing into the community as a whole.

Fourth: We must find ways to open lines of communication at all levels with a goal of achieving consensus on major issues that face our town. One of the Loeb Fellows noted that every city has problems, and many have the very same problems that we do. He observed, however, that what distinguishes great communities from failing communities is that in great communities there is public and government consensus on the three or four most important issues that need to be addressed. When that kind of consensus exists, problems are solved and the city moves forward. When it is lacking, the city goes nowhere.”

Exit Survey Results

Citizens attending the June 5, 2008 Presentation of the Loeb Fellows were asked to complete an exit survey. The survey requested feedback on preferred items as well as items missed. A detailed overview of their responses follows. Of those in attendance, 17 responded. Their ideas were captured and are reflected below.

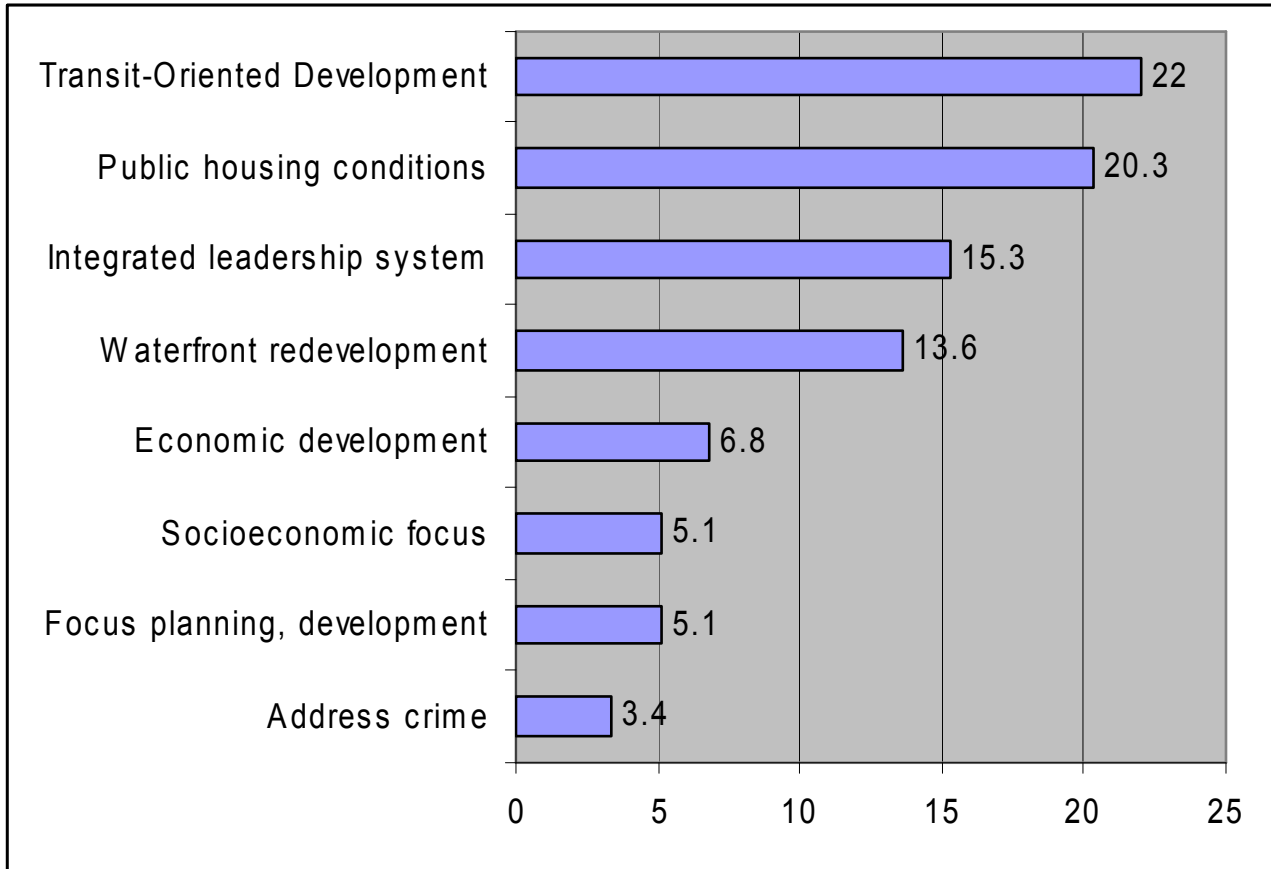
What were the best ideas?

Respondents were asked to identify their top three ideas. In order of frequency their responses were as follows:

1. Transit-Oriented Development. Deal with transportation network and needs (22.0%).
 2. Public housing conditions and related issues (20.3%).
 3. Establish an integrated leadership system, open lines of communication (15.3%).
 4. Waterfront redevelopment, especially the City Dock (13.6%).
- Other ideas - Business, economic development (6.8%), Focus planning, development strategy (5.1%), Socioeconomic focus (5.1%), Address crime (3.4%).

A more detailed view of their findings reflects a breadth of attendee views. These follow:

Best Ideas from Loeb Fellows – Percent Audience Responses, June 5, 2008 (n=17)



Catalog of Loeb Fellow BEST IDEAS (Audience Response, June 5, 2008)

Address crime	
	Crime
	Crime, i.e. education
Business, economic development	
	More robust economy
	Business
	Business development
	Business incubator
Establish an integrated leadership system, open lines of communication.	
	Consensus of officials in jurisdictions
	Research prior attempts for state-county-city collaboration and assess where the +/- of such collaborations were

	I am in a sense overwhelmed by the information shared, especially by the audience, about what is needed in terms of relationship of government officials. I think we need more in depth discussion about all the aspects that were presented. How can the community come together to do this? Or articles in the Capital, an ongoing column that <i>incites?</i> us to question.
	Better inter-jurisdictional communications
	Issues of regional development
	Issues of regional development
	Develop an empirically oriented development process which assesses rather than speculated about employment, income, housing needs
	First and foremost is the need to bring state, local and county into agreement under one umbrella
	Decision making problems-creating partnerships to begin smart growth

Focus planning, development strategy	
	We have an extremely <i>repressive</i> ? Planning and zoning problem that has not been examined by our visitors. We need some daylight on this <i>document</i> ? If we want good development, we should have it. Is "Park Place" the city's answer? I don't think so-but it could have been. Yes, we need the continuation of development, but it should serve the community, not the developer's interests only.
	Cluster development
	Have Annapolis decide what it wants to be when it grows up-a big dense town, a tourist resort, a bedroom community
Public housing conditions and related issues.	
	Mixed income housing without displacement of existing communities
	Network of healthy neighborhoods-distinct and more dense and transit connected
	De-centralizing housing by creating mixed use density (high, low, mid) within the same development
	Give housing authority more input
	Housing
	Housing affordability
	Housing authority issues-fix it
	Public housing
	Public housing
	Public housing enables/causes stagnation of income class/does not demand growth
	Public housing mix
	Public housing-waste of time, money and property. Even giving "them" waterfront property next to SJC didn't help or influence.
	Deconcentrate and diversify public housing pockets
Socioeconomic focus	
	School system is segregated-rich whites or coloreds do not send kids to underperforming schools
	Consciously de-concentrate poverty
	Low income vs. high income problem

Transit-Oriented Development. Deal with transportation network and needs.	
	Use of abandoned rail line
	Co-operative approach to transportation
	Improve transit
	Mass transit is essential
	TOD
	Transit development
	Transit oriented design
	Transit/congestion/cars-valuable prime space used as parking lots
	Transportation
	Transportation
	Transportation – biggest problem-we’re a residential community, not industrial, and want to remain that!
	Transportation improvements-public infrastructure
	Transportation improvements-public infrastructure
Waterfront redevelopment, especially the City Dock area	
	Gateway/waterfront-creating community center around the waterfront-pedestrian centered
	Vital waterfront with public uses and dynamic annual use of significant events and institutions
	Waterfront
	Waterfront – people place
	Waterfront development with state and departments
	Waterfront revitalization
	A gateway/world class waterfront=econ. engine. Take an automobile habitat, turn it into a place for humans
	Green, pedestrian oriented dock as “gateway”

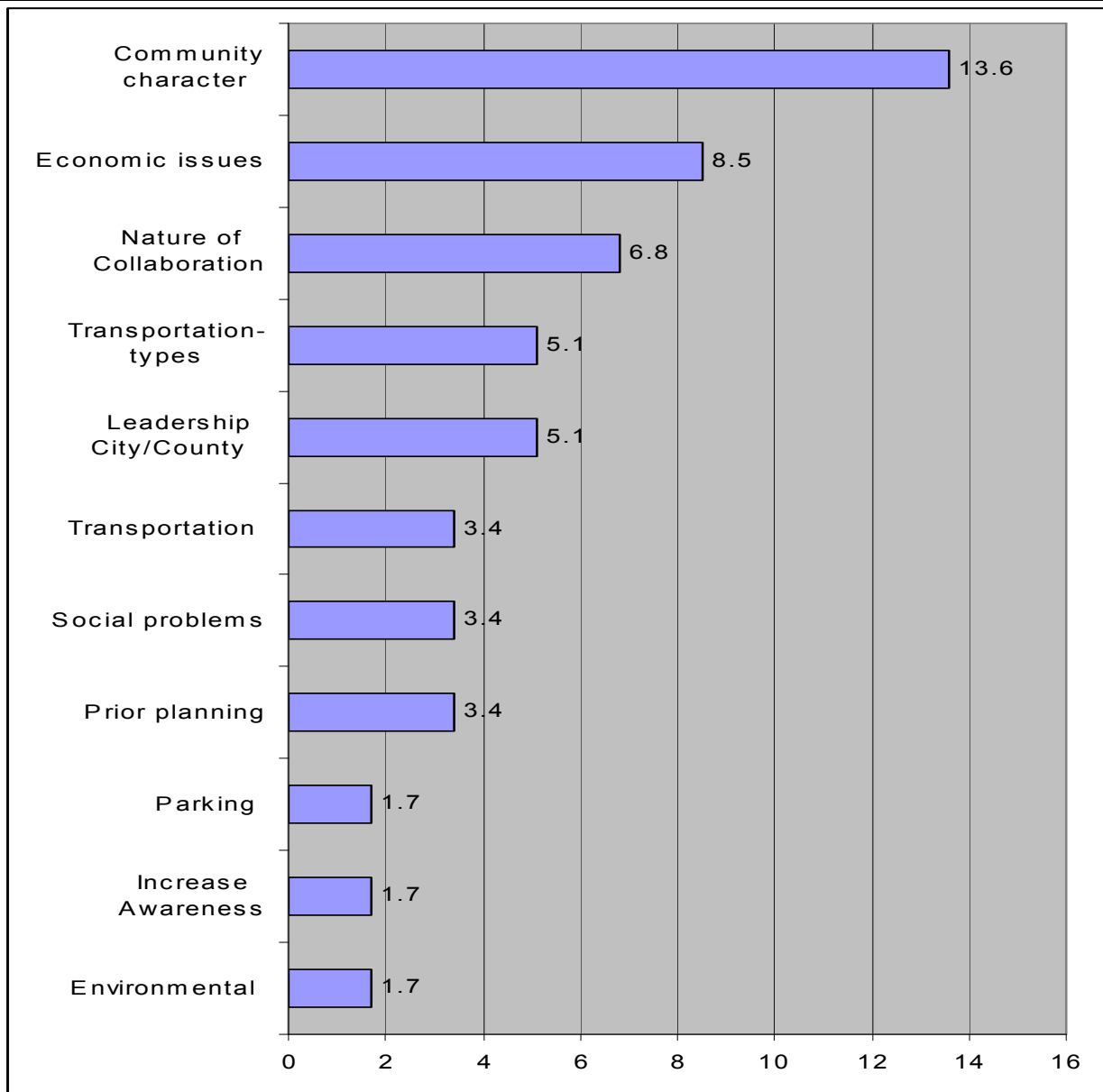
What ideas were missed?

Respondents were asked to identify ideas that the Fellows may have missed or overlooked in their deliberations. In order of frequency their responses were as follows:

1. Community character - the nature of Annapolis (13.6%).
2. Economic issues (8.5%).
3. Nature of Collaboration, Community involvement and support (6.8%)
Other -Leadership City/County collaboration (5.1%), Transportation- specific types (5.1%),
Prior planning (3.4%), Social problems (3.4%), Transportation (3.4%), Environmentally
friendly (1.7%), Increase Awareness (1.7%), Parking (1.7%).

A more detailed view of their findings reflects a breadth of attendee views. These follow:

Ideas Missed – Percent Audience Responses, June 5, 2008 (n=17)



Catalog of Ideas Missed by Loeb Fellow (Audience Response, June 5, 2008)	
Community character – the nature of Annapolis	
	Dealing with the everyday landscape, those areas that are not historic – how can they contribute?
	Community character-independent villages
	Discussions about a tale of 2 cities
	Neighborhood development
	Positive exploitation of historic environment
	I don't know. These were new to me. Maybe, how can we build more communities?
	Revise, diversify and expand historic preservation guidelines promoting adaptive reuse of contemporary architecture permitting
	No one acknowledged the disparity in real estate values in Annapolis. Water front property on par with Manhattan and Malibu. Only a catastrophic natural disaster might alter the current state of waterfront property No one discussed that high income commuters do not want to relinquish their private vehicles
Economic issues	
	Neighborhood shopping areas as income generators
	New job creation within the city
	Employment district – no industrial of <i>distr</i> ----? area
	Well paying middle income jobs
	Money to make this happen
Environmentally friendly	
	Sustainable infrastructure – green building development, energy regulations, etc.
Increase Awareness	
	Use public “events” to generate awareness of development opportunities. “Concert on the waterfront series”, or street fair with plugs into important issues; workshops
Leadership City, County collaboration	
	How can city work with county/state? Or take a role as leader?
	How can the “landed gentry” work with the elected officials to <u>make</u> more stuff happen?

	Overhaul political and professional processes in city-remove fear and provincial minded agents
Nature of Collaboration, Community involvement and support	
	Public/private partnerships
	Need more community involvement: mayor and city council, AA health care, more realtors involvement
	Without business backing, nothing takes place
	How to deal with developers
Nothing	
	I don't think much was missed, though a comprehensive 20 or 30 year plan will solve much
Parking	
	No parking zones in historic core
Prior planning	
	Lack of assessment of prior planning effort
	Lack of clear assessment of citizens attitudes and behavior
Social problems	
	Homelessness
	Solutions to transportation, housing, crime
Transportation	
	Sidewalks
	Bike paths
Transportation- specific types	
	Types of transportation – commuter rails/light rail
	Emphasis on bike transport
	Expand water transportation system (public, affordable and vigorous)

Strategy: What should we do now?

Strategies for implement of ideas came from two sources: the Loeb Fellows and the audience. The fellows identified at least a dozen possible directions for action:

1. Go to the citizens in their home communities to present ideas – and do not control the discussion-true participatory process necessary.
2. Expand publicity for the ongoing discussion and planning:
 - Use *The Capital* and other means) - discuss one major area/month.
 - Create a store front, walk-in urban design center.
 - Use public access television.
3. Find a trusted person to lead gathering of regional leaders to work together, or talk two public officials into working together to get things started.
4. Create a business / technology incubator.
5. Deal with the transportation issue:
 - Improve bus transit.
 - Develop other means of mass transit, including connector routes.
6. Celebrate diversity of Annapolis, reinforce holism and a sense of community.
7. Study other cities with successful strategies.

A video of the Loeb Fellows' Presentation **may be viewed on the web.**³

Respondents were asked to indicate what should be done to move toward implementation. Their responses to a closed ended item in order of frequency follow:

Proposed by Attendees (survey responses, multiple responses possible, N=17)

1. Hold additional public meetings to flesh out the favorite ideas.	47.1%
2. Hold community presentations on these ideas for feedback from residents.	41.2
3. Request a government-appointed task force.	41.2
4. Create a citizens work group.	41.2
5. Hold community sessions to generate additional ideas.	35.3
6. Survey Annapolitans on the best ideas for implementation.	11.8
Other - please specify here -	
Select local government committed to plan.	23.5
Planning structure and Action Groups.	17.6
Increase publicity.	5.9

³ The video may be viewed at <http://video.google.com/videoplay?docid=9131392198322712376&hl=en>

Impressions about *EnVISIONing Annapolis (EA)*

Attendees were informed that *EnVISIONing Annapolis, the co-sponsor of the event, is a non-profit organization that acts as a catalyst for a 'bigger picture' conversation about the future of Annapolis. Respondents were asked their level of agreement about the future of the organization. Their responses follow:*

What Should EnVISIONing Annapolis Do? (in percent) N=17						
	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree	Don't Know No Answer
EA should continue providing sessions on the future of Annapolis.	5.9		17.6	17.6	52.9	5.9
Now that EA has served its purpose it should disband.	29.4	47.1	11.8	-	-	11.8
I would join EA if it were a dues supported organization.	-	-	23.5	41.2	5.9	29.4

Respondent Characteristics

A brief snapshot of the respondents follows. The respondents were –

More men: 65% male, 24% female, others 'no answer'.

Bimodal: 47% 18-44; 53% 45+ (47% 55 or over).

Most did not live in the City of Annapolis: 29% yes.

Educated: All respondents were college educated. 94% who responded had a bachelors degree or higher.

Social and demographic details follow:

Composition of Respondents Loeb Fellow Presentation (percent) N=17	
Gender?	Do you live in the City of Annapolis?
Male 64.7	Yes 29.4
Female 23.5	No 70.6
No answer 11.8	
Age?	Education?
18 to 24 5.9	Community or Junior college degree 5.9
25 to 34 17.6	College Bachelors Degree 35.3
35 to 44 23.5	Advanced College Degree 58.8
45 to 54 5.9	
55 to 64 23.5	
65 and over 23.5	

Conclusions

The Loeb Fellows presented a number of ideas and strategies which could serve as a springboard for further work. The exit survey results give a snapshot of the thoughts and concerns of those who completed the survey on June 5, 2008. While we cannot generalize these results to others who did not attend, there is a noteworthy ranking of respondents' opinion of the best ideas proposed by the Loeb Fellows:

First, deal with transportation issues.

Second, deal with public housing and related issues.

Third, establish an integrated leadership system.

Fourth, address waterfront redevelopment.

The entire charrette process was a notable example of collaborative, creative effort. It engaged students, experts, government leaders, and citizens to think about building a more desirable future for Annapolis.