

**CHECKLIST AND TABLE OF CONTENTS**

**APPLICANT:** City of Hagerstown

**NAME OF SUSTAINABLE COMMUNITY:** Hagerstown

**Please review the checklist of attachments and furnish all of the attachments that are applicable. Contents of the notebook should be tabbed and organized as follows:**

- Section A - Sustainable Community Renewal Applicant Information - Page 1**
- Section B – Sustainable Community Renewal Report (Projects, Strategies and Partners) – Page 5**
- Section C – Sustainable Community Renewal Action Plan Update (Matrix) – Page 19**
- Section D – Sustainable Communities Workgroup Roster – Page 33**
- Section E – Signature Letter (acknowledging Disclosure Authorization and Certification) – Page 37**
- Section F – CD-ROM:** The CD-ROM includes all of the above as well as the following contents:
  - Map of Hagerstown Sustainable Community Area
  - Pictures (jpeg format) of accomplished projects of the approval of the 2012 SC Plan

**I. SUSTAINABLE COMMUNITY RENEWAL APPLICANT INFORMATION**

**Name of Sustainable Community:**

Hagerstown

**Name of Renewal Applicant:**

City of Hagerstown

**Applicant's Federal Identification Number:** 52-6000794

**Applicant's Street Address:** 1 East Franklin Street

**City:** Hagerstown

**County:** Washington

**State:** MD

**Zip Code:** 21740

**Phone Number:** 301-739-8577

**Fax Number:** \_\_\_\_\_

**Web Address:** www.hagerstownmd.org

**Sustainable Community Renewal Application Local Contact:**

**Name:** Alex Rohrbaugh

**Title:** Planner

**Address:** 1 E Franklin St, Suite 300

**City:** Hagerstown

**State:** MD

**Zip Code:** 21740

**Phone Number:** 301-739-8577 x137

**Fax Number:** 301-791-2650

**E-mail Address:** arohrbaugh@hagerstownmd.org

**Other Sustainable Community Contacts:**

**Name:** Jonathan Kerns

**Title:** Community Development Manager

**Address:** 14 N Potomac St, Suite 200A

**City:** Hagerstown

**State:** MD

**Zip Code:** 21740

**Phone Number:** 301-739-8577 x134

**Fax Number:** \_\_\_\_\_

**E-mail Address:** jkerns@hagerstownmd.org

**I. SUSTAINABLE COMMUNITY – General Information**

**A. Please inform us if you want to propose any changes to the existing Sustainable Community Area(s)**

(1) **Provide a description of SC Area boundary modification. How did you determine that these are the most appropriate boundaries for its target area? Describe the methodology for choosing this target area.** The City is not requesting a Sustainable Community boundary adjustment at this time.

(2) **If you are not requesting any changes to your boundary, explain why.** The City is not requesting a boundary adjustment at this time. The Sustainable Community Area established by the 2012 Sustainable Community Plan contains the historic urban core of Hagerstown, which continues to experience the same challenges for redevelopment and continues to be the City’s priority area for revitalization.

(3) Include the following in as an attachment (if requesting a modification to your current boundary):

- a. PDF or JPEG of modified Sustainable Communities boundary map, *A map of the current Sustainable Community Area is included in this submittal*
- b. GIS shapefiles of modified Sustainable Community boundary (mapped to the parcel boundary), *Not Applicable*

(4) Approximate number of acres of entire SC Area: 2,893

(5) Existing federal, state or local designations:

- Main Street  National Register Historic District
- Local Historic Districts  Arts & Entertainment District
- State Enterprise Zone Special Taxing District
- Heart of the Civil War Heritage Area  Priority Funding Area

(6) **Describe the SC Area’s current demographic trends (with respect to age, race, household size, household income, educational attainment, number of housing units, or other relevant factors). How have demographics changed in the last five years?**

According to the American Community Survey, from 2011 to 2015 demographics in Hagerstown have shifted slightly. The median age dropped from 35.5 to 33.8, the number of housing stayed flat or went down slightly, from 18,751 to 18,348 (numbers within a margin of error).

Educational attainment (Adults with High Diploma/Equivalency): 2015 - 83%; 2011 – 80.6%

Hagerstown became more racially diverse from 2011 to 2015 – The percentage of the city population that is white declined slightly, while races such as Black/African American, Asian, and Pacific Islander grew.

**B. Organizational Structure, Experience and Public Input:**

**(1) Describe any changes to the Applicant’s organizational structure. Specifically, how has membership of the Sustainable Communities Workgroup changed in the last five years? Who are/were the leaders, and how will/did the Workgroup advisor or staff manage implementation of the SC Area Plan?**

In 2013, with the assistance of a State grant, the City hired Urban Partners to assist us with an economic analysis of the Sustainable Community Plan and development of an action plan for implementation of the goals of the SC Plan and other goals identified by the community. In early 2014, we pulled together many of the stakeholders from the SC Plan Workgroup and added a large number of new stakeholders to meet with Urban Partners for the purpose of raising awareness of the SC Plan, sharing Urban Partner’s market analysis of our community, and gathering ideas for catalyst projects that would bring greater vitality to the downtown. 89 people participated in seven focus groups. Urban Partners also interviewed individually over 30 stakeholders. This input effort was repeated at a large public meeting at the library in March. Our intent was to build off the SC Plan and create a reality-based roadmap for downtown with catalyst projects that could realistically spur new development and investment. Over 130 hours of public input went into the development of an implementation plan for the 2012 SC Plan. The ten-year implementation plan, The Community’s City Center Plan, was presented to the Mayor and City Council in June 2014 and at another large public meeting at the library in July. The City and its community partners have been implementing various recommendations in The Community’s City Center Plan, particularly student housing projects, the Hagerstown Cultural Trail, expansion of the Maryland Theatre and expansion of USMH.

**(2) What have been the strengths and challenges of the capacity of the Sustainable Communities Workgroup with respect to implementation of the SC Plan?**

Prior to hiring Urban Partners, community awareness of the SC Plan was low and engagement on plan implementation did not extend much beyond City staff. We continued to hear that the City did not have a plan for downtown. The Urban Partners process and unveiling of the community-driven Community’s City Center Plan in 2014 dramatically elevated community awareness of the plan for our downtown and surrounding neighborhoods and sparked active engagement by stakeholders to implement and assist with implementation of the catalyst project recommendations and other supportive projects in the City Center. This entire effort built off the work done by the SC workgroup to develop the 2012 SC Plan. Utilizing a proven expert in downtown revitalization planning and market analyses and incorporating such a large amount of public input and stakeholder engagement was the difference maker.

**(3) How did residents and other stakeholders in the community provide input to the Sustainable Communities Action Plan update? On which existing local plans (comprehensive plans, economic development plans, sector plans, etc.) is the Sustainable Communities Action Plan based?**

The 2017 SC Plan Update is based on the 2014 Community’s City Center Plan and the public input process that went into that effort. The City’s ongoing update to the 2008 Comprehensive Plan incorporates the recommendations of the Community’s City Center Plan.

**(4) Would you like any technical assistance from State agencies to help expand the capacity of your SC Workgroup or implement your SC plan?**

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Since 2014, the City and our partners have reached out to State agencies for assistance on implementation of the Community's Center Plan's recommended catalyst projects and these efforts will continue. The public-private partnership presently working on 'The Urban Improvement Project' (intertwined efforts to develop expansions of the Maryland Theatre, the Board of Education's downtown footprint, and the University System of Maryland's Hagerstown Center) has included our State legislators and engagement of appropriate State agencies. The 2017 SC Plan Update reinforces our community's commitment to implementation of The Community's City Center Plan.

# **SUSTAINABLE COMMUNITY RENEWAL REPORT**

## **PART I: QUALITATIVE ASSESSMENT**

**Descriptive Narrative: Please list the most significant accomplishments that apply.**

### **Accomplishment 1: Enhancing Economic Competitiveness**

**Outcome:** Economic development policies, initiatives, or projects that will improve the economy

**Projects:** The Community's City Center Plan – Accepted by the Mayor & City Council in June 2014. The scope of work for the Community's City Center Plan included not only an economic analysis of Hagerstown's 2012 Sustainable Community Plan, but also a community engagement exercise. This exercise was intended to further develop tactics and strategies to implement the plan's objectives and build community support for our downtown vision and projects intended to catalyze revitalization. As a result of their analysis and the community engagement process, the consultant prepared a cost benefit analysis for eight (8) identified catalyst projects to spark revitalization of Hagerstown's City Center and an implementation plan to achieve the City's vision for downtown.

The eight catalyst projects proposed by the Plan are:

1. New Office Development and Recruitment (New Class A Office Space Downtown)
2. Maryland Theatre Expansion Project
3. USMH Expansion Support (Including Student Housing)
4. Hotel/Conference Center/Heritage Center/Commemorative Park
5. Linking City Park/Washington County Museum of Fine Arts and A&E District with Trail and New Housing
6. Expanded Downtown Arts/Events Programming
7. Expanded Operations of the City Farmer's Market
8. Expanded & Targeted Home Ownership Support

The City launched Main Street Hagerstown with a wealth of volunteer participation in 2015. The five work groups have been working diligently to promote and enhance the downtown for downtown investment and business.

**Partners:** Maryland Department of Commerce - provided City funding to develop Plan

**Impact:** The Plan silenced claims that there was no plan for downtown Hagerstown. It has been accepted by community stakeholder groups including, but limited to, Washington County, Chamber of Commerce, Greater Hagerstown Committee, University System of Maryland Hagerstown (USMH), and Washington County Public Schools.

### **Accomplishment 2: Downtown Private Sector Development facilitated by the City**

**Outcome:** Develop financial incentive programs to spark private sector investment.

**Projects:** The City has facilitated numerous private developments in the Sustainable Community Area, and, more specifically, in downtown. The City leveraged both local and state funding to help facilitate developments, including:

- Rehabilitation and re-occupation of 20 West Washington Street (The Grand Building).
- Renovation of 43 South Potomac Street for multi-family dwelling units.
- Renovation of 47-49 South Potomac Street to support a street-level restaurant use and a large apartment on the third floor.

## Hagerstown Sustainable Community Renewal Application - Section B

- Rehabilitation of 100 North Potomac Street – Converted old boarding house into mixed-use building with street-level retail space with four apartment units on 2<sup>nd</sup> and 3<sup>rd</sup> floors for USMH student housing.
- 22 North Mulberry Street - Renovation of vacant, former industrial building into offices and other commercial spaces.
- Renovation of 138 West Washington Street from vacant building into an office building.

**Partners:** Multiple private real estate investors and developers

**Impact:** Investor interest definitely engaged but public subsidies still necessary to make the numbers work for private investment and financing.

### **Accomplishment 3:** Urban Improvement Project

**Outcome:** Expand cultural and educational enterprises in the City Center.

**Projects:** This project will reconstruct the four story addition in the front of the Theatre, incorporating the courtyard where the original theatre entrance building burned down in 1972. This initiative will allow office and performance space for the Maryland Symphony, performance and dining areas for the general public and school system, office and classroom space for education partners, and a center for other arts related programs. This expansion is being completed in conjunction with the Maryland Theatre and USMH projects, and lies between the Theatre and existing Barbara Ingram School for the Arts.

This complex will facilitate educational program expansion for the Board of Education incorporating specialized opportunities for students in Washington County. BISFA operations will be consolidated in this complex on S. Potomac Street. STEM programming will facilitate construction of wet labs at USMH that will also be used by the USMH for their medical curriculum expansion, reducing their project cost and providing funding for cooperative educational opportunities. USMH's expansion on W. Washington Street will include space for a new hospitality management program at street level and wet labs on the 2<sup>nd</sup> floor. The facilities will be tied through a secure walkway which also serves other functions such as movement of bus staging areas. The Maryland Theatre and USMH components will allow for office space, additional classroom/performance space, student dining areas and other training space for the educational project, reducing overall cost for the educational project itself.

Design will also include the rear of the project area (including rear of the County Office Building) to be reshaped into a multi-use Plaza that allows vehicular traffic as necessary during designated times, pedestrian movement, and group use for scheduling of events. This then gives a multi-faceted approach to the project area, expanding availability for revenue generating productions (wind down Fridays, Blues Fest, etc.) while encouraging additional business engagement. Also tied in with future student housing, this area can become an additional hub of City Center activity. The Plaza will be completed in conjunction with developer participation during construction in the project area.

**Partners:** Washington County, City of Hagerstown, Washington County Board of Education, Maryland Theatre, University System of Maryland at Hagerstown (USMH), State legislators, and Private developers

**Impact:** Unprecedented public-private partnership for this expanded cultural and educational complex. The project will generate additional feet on the street and has sparked additional private investment in acquisition of nearby vacant and under-utilized buildings.

### **Accomplishment 4:** Accommodate new housing types in the Sustainable Community Area.

**Outcome:** Revised zoning regulations to expand housing choices and developed programs to facilitate acquisition/rehab for home-ownership.

**Project:** A number of zoning amendments over recent years were intended to accommodate the expanded house choice outcome. Artist live-work space is allowed in a number of zoning districts. Higher density housing is allowed in the higher density zoning districts. Mansion House apartments are permitted in certain districts with very large historic homes. Non-conforming apartment buildings constructed in certain districts prior to zoning are now permitted uses.

With the assistance of State grants and CDBG funds, the City purchased three residential properties in targeted areas of The Community's City Center Plan for ultimate home-ownership. One large home was sold as-is to a new home-owner on S. Prospect Street. A townhouse downtown was completely updated by the City and is available for home-ownership. A duplex on S. Prospect Street will be renovated and turned into two condos by the City for home-ownership.

With the assistance of State grants and CDBG funds, the City renovated the upper floors of a downtown mixed-use building for four Artist Lofts and provided grants and rent-guarantee (with our USMH partner) for a private developer to create four student housing units downtown.

**Impact:** The artist lofts and student housing units have been popular with residential prospects and tenants. Several models or pilot projects have been created for alternative housing choices to demonstrate to local investors what is possible downtown and in nearby historic districts.

**Accomplishment 5:** Create and recruit features to attract target populations and serve in-place populations.

**Outcome:** Added a number of amenities to make Hagerstown a location of choice to live, work and play.

**Project:** Using a variety of funding sources, the City has created several new pocket parks (Margaret Greenwald Park, Memorial Park, and National Road Park) in our urban neighborhoods, added a dog park to Fairgrounds Park, and built the Cultural Trail to connect downtown with City Park. Events downtown have grown over recent year with private partners also initiating new events.

**Impact:** The pocket parks are a nice feature for nearby residents. The dog park draws patrons from the three-state region. The Hagerstown Cultural Trail along with the Urban Improvement Project are sparking new interest in investment downtown.

**Descriptive Narrative: Please use this section to describe any major outcomes or projects from your last Sustainable Communities Action Plan that have NOT been accomplished and why.**

**Outcome:** Implementation of Parking Plan recommendation for a new parking deck.

**Narrative:** To date, the City or its community partners have not been able to create a third parking deck, of which was recommended by the 2012 Downtown Parking Master Plan. The Parking Master Plan stated that as the economy improves, and, assuming a 20% increase in occupancy of vacant square footage, downtown will continue to have an overall surplus in available parking. With this assumption, however, the Plan also identified that the south and west portions of downtown could experience parking deficits – an outcome in which additional parking structures could be explored. This may become a reality sooner with large downtown projects underway, such as Urban Improvement Project. So far, the community has not been able to obtain funding for implementing this parking recommendation.



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**Outcome:** Encourage creation of small inn or hotel with enough conference space to support small region and State meetings.

**Narrative:** While this has not been accomplished, the project has also been identified in the 2014 Community's City Center Plan as Catalyst Project #4 - Hotel/Conference Center and Heritage Center/Commemorative Park. Adding a successful hotel in Downtown is tied closely to its development with a room-night generator such as a large conference center. The new hotel must also compete in quality with the best in the market or, ideally, establish a new higher standard. Two sites are being considered for this hotel/conference center: the portion of the vacant Meritus/Washington County Hospital site between Antietam and Washington and the current site of the Best Western Grand Venice Hotel/Conference Center farther south along Dual Highway. The hotel development program includes a 200-room "Upper Upscale" hotel (i.e. Sheraton, Wyndham, Hilton) and an adjacent 20,000 SF conference center. Preliminary feasibility analysis suggests that a \$34.4 million investment is feasible with net operating income supporting \$24.4 million in debt and \$6+ million in equity.

At first, it was thought that this project was not feasible for Hagerstown's Sustainable Community Area, but the analysis from the 2014 Community's City Center Plan above proves that would it be and would have a great positive impact. The City plans to continue working on bringing this project to fruition within the next 7 years.

**Outcome:** Facilitate relocation of government offices in the City Center.

**Narrative:** While there are many government offices currently located in the City Center, the State's commitment to remain downtown or to move new offices downtown seems uncertain. In recent years, we have seen one State agency move out into a suburban shopping center (MDE), had heard of planned State agency consolidation plans that would have led to relocation of other State agencies out of the City Center (that appears to have been dropped), and another State agency is expected to relocate to a suburban location in the spring (Comptroller). The City of Hagerstown would appreciate the support of the State in our goals for retention and recruitment of government offices in the City Center. We encourage a policy of the State Department of General Services to prioritize downtown locations in their site selection process where space is available to meet their needs and requirements. Such a policy would create a double bottom line approach: meet the needs of the State for leased space while at the same time contributing to downtown revitalization efforts.

**Outcome:** Explore opportunities to replace/upgrade Municipal Stadium for the Hagerstown Suns.

**Narrative:** Several years ago community stakeholders came together on a plan for a new stadium in the City Center to accommodate the Suns and other performance opportunities. Gaining sufficient financial partnership by the team owner or other private sector sources proved to be a challenge, however. The project was dropped following an election and a change of administration. Significant progress was made on developing the financing strategy for the project, however, a gap in financing remained. The City is committed to retaining professional baseball in Hagerstown and would welcome partnerships to help replace/upgrade Municipal Stadium for the Suns.

## **SUSTAINABLE COMMUNITY RENEWAL REPORT**

### **PART II: QUANTITATIVE ASSESSMENT**

#### **Purpose:**

The purpose of the quantitative assessment is to capture indicators of accomplishments in each Sustainable Community. Indicators should reflect the five year time period since the adoption of the Sustainable Communities Action Plan. Thus, the following questions focus on the common outcomes that were identified in the various Sustainable Community Action Plans approved by the State. The assessment will be grouped in the sections of Environment, Economy, Transportation, Housing, Quality of Life and Land Use.

#### **Please answer the following questions to the best of your knowledge.**

Check “**YES**” if applicable to your community. If you answer “**YES**” please quantify the accomplishment (i.e. Q: Has there been an increase in the number of businesses in your Main Street/commercial district? A: YES 4 new businesses have opened in the past five years). In your answer, be sure to only share the quantifiable changes that have occurred since your Sustainable Communities designation was approved. If necessary, please also provide a short description of the accomplishment.

Please check “**NO**” if the question item did not have any impact on your community. If you answer “**NO**” please briefly summarize what kept you from achieving your plan’s desired outcomes.

Check “**N/A**”, if the question item does not apply to your Sustainable Community.

If there is an issue with which you would like assistance in addressing, please check “**interested in technical assistance**”. State agencies would like to provide assistance to communities in helping them achieve their goals identified in their Sustainable Community Action Plans.

Hagerstown Sustainable Community Renewal Application - Section B

<b>ENVIRONMENT</b>	<b>YES</b>	<b>If YES, specify in quantifiable units and compare values from the last five years</b>	<b>NO</b>	<b>If NO, why not? What kept you from achieving your plan's desired outcomes?</b>	<b>N/A</b>	<b>Interested in technical assistance</b>
1. Has there been an improvement in water quality? <b>If so, explain (1-2 sentences):</b>	X	Since 2011, the City has constructed stormwater retrofit facilities at the Digby parking lot at City Park, along Memorial Boulevard near Park Circle, at Hager Park adjacent to the Central Maintenance Garage, and at the Wastewater Treatment Plant along Clean Water Circle				
2. Has the amount of impervious surface in your Community been reduced? (Amount in SF) <b>If so, explain (1-2 sentences):</b>			X	The City is currently in the process of designing a stream restoration project at the Greens at Hamilton Run golf course, and are developing a Watershed Action Plan for Hamilton Run.		
3. Have there been improvements and/ or additions to your park and/ or recreational green space? <b>If so, explain (1-2 sentences):</b>	X	From 2011 to 2016, the City constructed or added into its system 6 new parks – an increase of 14.1 acres, or 6%.				
4. Did the Sustainable Community implement any recycling or waste reduction programs? <b>If so, explain (1-2 sentences):</b>	X	In 2012 the City implemented the current system of single stream recycling. Also, since 2012, the City also held two electronics recycling events.				
5. Do all residents have access to healthy food options (i.e. fresh food grocery stores, farmers markets etc.) within the Sustainable Community? <b>If so, explain (1-2 sentences):</b>	X	The City continues to operate the City Farmer's Market and is looking to expand it (per the City Center Plan). In 2015 the City opened a Community Garden with 26 plots so that residents can grow produce for personal consumption.				

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<b>ECONOMY</b>	<b>YES</b>	<b>If YES, specify in quantifiable units and compare values from the last five years</b>	<b>NO</b>	<b>If NO, why not? What kept you from achieving your plan's desired outcomes?</b>	<b>N/A</b>	<b>Interested in technical assistance</b>
1. Has there been an increase in the number of new businesses in your Main Street/ Commercial District? <b>If so, explain (1-2 sentences):</b>	X	In fiscal year 2012 we had 28 new business open in the city center and 17 close or move out of the downtown. During fiscal years 2013 to 2016, there was an increase of 43 new businesses in the city center with nine businesses closing or moving out during that four year time frame.				
2. Did the Municipality/ Sustainable Community area receive any designations that support local economic development? <b>If so, explain (1-2 sentences):</b>	X	The City received Main Street Designation in 2014.				
3. Has there been an increase in foot traffic in the Main Street/commercial district? <b>If so, explain (1-2 sentences) – what contributed to the increase:</b>	X	With the increase in new businesses to the downtown as well as added events over the last five years, foot traffic has increased in the downtown.				
4. Have the number of commercial vacancies decreased? <b>If so, explain (1-2 sentences):</b>			X	In the fall of 2011 we had approximately 15 vacant commercial buildings in the city center and in 2016 there were approximately 34 vacant commercial buildings. Effects from the recession were still being felt in the area which impacted property owners as well as business owners.		
5. Has there been an increase in local jobs within the Sustainable Community for its residents? <b>If so, explain (1-2 sentences)</b>			X	There is no information available specifically for the Sustainable Community Area. However, according to the Census Bureau, the citywide civilian-employed population in 2011 was 17,967. In 2015 it was 17,107. Hagerstown continues to struggle with high unemployment and concentration of poverty.		

Hagerstown Sustainable Community Renewal Application - Section B

<b>TRANSPORTATION</b>	<b>YES</b>	<b>If YES, specify in quantifiable units and compare values from the last five years</b>	<b>NO</b>	<b>If NO, why not? What kept you from achieving your plan's desired outcomes?</b>	<b>N/A</b>	<b>Interested in technical assistance</b>
1. Has the amount of bike trails/paths increased? How many linear feet do the trails cover? <b>If so, explain (1-2 sentences):</b>	X	Between 2011 and 2016, the City added about 4,200 linear feet, or 0.8 miles, of shared use paths to its network.				
2. Have there been improvements to the public transit infrastructure? <b>If so, explain (1-2 sentences):</b>	X	Washington County Commuter has added bus shelters at locations, including Noland Drive and Frederick Street.				
3. Has there been an increase in sidewalks? (Amount in linear feet) <b>If so, explain (1-2 sentences):</b>	X	From 2012 to 2016, approximately 6,280 linear feet of sidewalks were added in order to close gaps in the network.				
4. Have there been any roadway improvements that support "Complete" or "Green" streets? <b>If so, explain (1-2 sentences):</b>	X	The City adopted a Complete Streets policy in 2015 which will guide future street improvements.				
5. Has traffic congestion along major roads decreased? (Amount in percent) <b>If so, explain (1-2 sentences):</b>	X	Each year the City optimizes targeted traffic signal systems to improve traffic flow. The City recently worked on Burhans Boulevard, Garland Groh Blvd, and are currently working on Wesel Boulevard.				

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<b>HOUSING</b>	<b>YES</b>	<b>If YES, specify in quantifiable units and compare values from the last five years</b>	<b>NO</b>	<b>If NO, why not? What kept you from achieving your plan's desired outcomes?</b>	<b>N/A</b>	<b>Interested in technical assistance</b>
1. Have any residential facades been improved? <b>If so, explain (1-2 sentences):</b>	X	Data on this topic is limited as the City's permit tracking system may not account for this type of improvement. However, from 2012 to present, at least 19 residential facades were improved using either Community Legacy or CDBG funding.				
2. Has the home ownership rate increased? <b>If so, explain (1-2 sentences):</b>			X	2015 – 39.1% Owner 2011 – 42.6% Owner Persistent challenges in the SCA with poverty and aging/outdated housing stock		
3. Has there been an increase in the number of housing units in the Sustainable Community area? What number and/or percent are affordable? <b>If so, explain (1-2 sentences):</b>			X	Private sector rehabilitation activity by growing network of real estate investors		
4. Has there been demolition of blighted properties? <b>If so, explain (1-2 sentences):</b>	X	Since March 2012, there have been 26 demolitions of blighted properties within the Sustainable Community Area.				
5. Has the residential vacancy rate decreased? <b>If so, explain (1-2 sentences):</b>	X	Estimated housing unit vacancy rate in 2015 ACS citywide is 11.7%, in 2011 it was 12.3%				

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<b>QUALITY OF LIFE</b>	<b>YES</b>	<b>If YES, specify in quantifiable units and compare values from the last five years</b>	<b>NO</b>	<b>If NO, why not? What kept you from achieving your plan's desired outcomes?</b>	<b>N/A</b>	<b>Interested in technical assistance</b>
<p>1. Has there been a decrease in crime rate? <b>If so, explain (1-2 sentences):</b></p>	X	<p>According to City-data.com, Hagerstown had a crime index of 321 in 2015, slightly above the 307.3 reported in 2011. However, it should be noted that index for 2015 is significantly lower than in 2014 (Crime Index of 363.8).</p>				
<p>2. Have there been improvements and/ or additions to your public spaces (i.e. museums, community centers, public plazas)? <b>If so, explain (1-2 sentences):</b></p>	X	<p>In 2016, the City constructed the Hagerstown Cultural Trail, a 0.5- mile with art and natural amenities connecting City Park/Museum of Fine Arts to Downtown Arts &amp; Entertainment district.</p>				
<p>3. Has there been an increase in public art/ arts &amp; entertainment programs/venues (i.e. murals, movie theatre, music events)? <b>If so, explain (1-2 sentences):</b></p>	X	<p>A&amp;E programs grew from approximately 80 events in 2011 to over 100 in 2016, including events that occur multiple times a year such as Second Saturday events and expanded Wind Down Friday events.</p>				
<p>4. How many historic properties were renovated/improved? <b>If so, explain (1-2 sentences):</b></p>	X	<p>From 2012 to 2016, in the City Center, 21 historic buildings were improved, 6 storefronts were upgrades, 22 housing units were upgraded, totally approximately 78,943 square feet.</p>				
<p>5. Are there any residential health and wellness opportunities in place (i.e. athletic facilities, recreational indoor/ outdoor courses or groups)? <b>If so, explain (1-2 sentences):</b></p>	X	<p>In 2016 the City began promoting health and wellness activities through an initiative called "Hagerstown Fit for You". Hagerstown Fit for You's goal is to create healthy and engaging lifestyles for the community by promoting the city's wide range of park amenities and facilities as well as new recreation programs.</p>				

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<b>LAND USE/LOCAL PLANNING</b>	<b>YES</b>	<b>If YES, specify in quantifiable units and compare values from the last five years</b>	<b>NO</b>	<b>If NO, why not? What kept you from achieving your plan's desired outcomes?</b>	<b>N/A</b>	<b>Interested in technical assistance</b>
1. Have there been any infill developments? <b>If so, explain (1-2 sentences):</b>			X	Hagerstown continues to recover from the 2007-09 Recession, especially concerning new residential construction.		
2. Has there been an increase in the amount of preserved/protected land? <b>If so, explain (1-2 sentences):</b>	X	From 2011 to 2016, the City constructed or added into its system 6 new parks – an increase of 14.1 acres – as well as an increase of 4.6 acres in protected forest conservation easements.				
3. Have there been any developments hindered by growth constraints? <b>If so, explain (1-2 sentences):</b>			X	No, Adequate Public Facilities Ordinance (APFO) was repealed in 2014. The City also has adequate levels of water and wastewater capacity to support new city development.		
4. Have there been any zoning or any policy changes that have fostered growth in your Sustainable Community? <b>If so, explain (1-2 sentences):</b>	X	Each year the City assesses its zoning code and make amendments to create and modify ordinance provisions to facilitate Sustainable Community Area growth and revitalization.				
5. Have there been any significant improvements to the municipal infrastructure within the Sustainable Community (i.e. street lighting, water/sewer lines)? <b>If so, explain (1-2 sentences):</b>	X	One of the most significant improvements not already mentioned was the introduction of high-speed broadband service to most of the city's Sustainable Community Area. The City partnered with two private service providers to offer 1GB fiber broadband access. The creation of these networks is vital for economic growth, job creation, and competition in both a local and global market.				



Hagerstown Sustainable Community Renewal Application - Section B

<b>COMPETITIVE FUNDING:</b> Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	<b>Source</b> <b>(federal, state, foundation, etc.)</b>	<b>Amount Received</b>	<b>If no funding was received, what technical or other assistance from the state would help with future applications?</b>	<b>Other Notes</b>
<b>Funding Program:</b> FY2013 Community Legacy award for acquisition of 43-53 West Washington Street	State	\$100,000		
<b>Funding Program:</b> FY2014 Community Legacy award for rehabilitation work on 43-53 West Washington Street	State	\$100,000		
<b>Funding Program: FY2014 and FY2015</b> Community Legacy awards for rehabilitation of 170 West Washington Street	State	\$150,000		
<b>Funding Program:</b> FY2015 Community Legacy award for rehabilitation of 278 South Prospect Street	State	\$100,000		
<b>Funding Program:</b> FY 2015 Community Legacy- USMH Student Housing Project ( <i>grant award transferred to 170 W Washington St Rehabilitation Project due to complications with Maryland Historical Trust (MHT)</i> )	State	\$100,000		
<b>Funding Program:</b> FY 2016 Community Legacy for Acquisition/Rehabilitation of Dwelling for Homeownership	State	\$150,000		
<b>Funding Program:</b> FY 2016 Community Legacy for Renovation of storefronts in Main Street Area ( <i>for City Center Retail/Restaurant Incentive Program</i> )	State	\$50,000		

Hagerstown Sustainable Community Renewal Application - Section B

<b>Funding Program:</b> FY2016 Community Legacy for Student Housing Project in City Center	State	The City did not received for this request; however, the City did receive funding in the next fiscal year.		
<b>Funding Program:</b> FY2016 MHAA Grant for signage along Hagerstown Cultural Trail	State	\$45,980		
<b>Funding Program:</b> FY2017 Community Legacy for Student Housing Project in City Center	State	\$200,000		
<b>Funding Program:</b> FY2017 Community Legacy for Replenishment of Down Payment Assistance for Rehabilitation Program in the Sustainable Community Area	State	\$125,000		
<b>Funding Program:</b> FY2017 Community Legacy for Replenishment of Façade Grant Program for Commercial and Mixed-Use Buildings in the Main Street Area	State	\$25,000		
<b>Funding Program:</b> FY2017 Strategic Demolition Fund for Site development and/or architectural and engineering design for downtown office building	State	The City did not received funding for this project.		

\*Please add more rows if necessary



# Sustainable Community Action Plan

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Hagerstown

**Submitted by the City of Hagerstown**

**4/5/2017**

## Environment

(Environmental strengths and weaknesses can include but are not limited to quality of land, water, air, watersheds, tree canopy, risk of sea level rise, carbon footprint, energy conservation, access to local foods, green infrastructure, stormwater infrastructure/management, parks, trails and recreation, recycling, water and sewer capacity, etc)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>• <b>22% Urban tree canopy, 280 acres of open space</b></li> <li>• <b>located within the Antietam Creek basin</b></li> <li>• <b>Excellent park system</b></li> <li>• <b>Recycling provided</b></li> <li>• <b>Plentiful water and wastewater capacity</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Poor air quality</b></li> <li>• <b>Degraded stream banks</b></li> <li>• <b>Large percentage of City developed prior to adoption of modern stormwater management regulations, and so stormwater runoff in these areas flows directly to streets and stormdrains.</b></li> </ul>

<u>Desired Outcomes and Progress Measures</u>	<u>Strategies and Action Items</u>	<u>Implementation Partners</u>
<p>Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address.</p> <p>What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? →</p> <p>Progress Measure: Identify how you will know that you have achieved your outcome.</p>	<p>Identify strategies that will help your community to achieve each identified outcome to the left. If applicable, break down each strategy into specific action items that outline different steps of the strategy.</p> <p>Specify how you are planning to achieve the desired outcomes. →</p>	<p>Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.</p>
<p><b>Outcome 1: Implement City Tree Canopy Cover Goal</b></p> <p>Progress Measures: <b>Increase City tree canopy cover percentage from 22% to 30% by 2020.</b></p>	<p>Strategy A: <b>Continue street tree planting projects.</b></p> <p>Strategy B: <b>Grow the parks and open space system to give neighborhoods appropriate levels of recreational amenities.</b></p>	<p><b>Chesapeake Bay Trust (grant source), Private developers' contribution to City Forest Conservation Fee-in-Lieu Fund</b></p>

Hagerstown Sustainable Community Renewal Application - Section C

<p>Outcome 2: <b>Improve water quality</b></p> <p>Progress Measures: <b>Reduced amount of non-point source pollution in Antietam Creek watershed</b></p>	<p>Strategy A: <b>Protect sensitive environmental areas, such as stream buffer zones and steep slopes, through conservation, stabilization, and restoration activities.</b></p> <p>Strategy B: <b>Undertake various activities, such as regulation of private development and construction of stormwater retrofits as appropriate, to reduce non-point source nutrient loads and to gain compliance with the upcoming Watershed Implementation Plan for the county.</b></p>	<p><b>Maryland Dept. of the Environment,</b></p> <p><b>Private developers whose new developments will require environmental site plan</b></p>
<p>Outcome 1: <b>Improve air quality</b></p> <p>Progress Measures: <b>Reduction of levels of fine particulate matter and ozone</b></p>	<p>Strategy A: <b>Work to reduce greenhouse gas levels within the city.</b></p>	<p><b>Washington County,</b></p> <p><b>Hagerstown-Eastern Panhandle Metropolitan Planning Organization (HEPMPO)</b></p>

## Economy

(Economic strengths and weaknesses can include but are not limited to regional accessibility, business attraction/retention, health of the business district and commercial vacancies, workforce/employment and economic drivers, local policies/regulations, marketing, tourism, cultural and historic assets)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>• <b>Appears that the supply of smaller office space floorplans in the downtown is more than adequate for its demand.</b></li> <li>• <b>The downtown’s full-service restaurants are a significant concentration of all full-service dining in the County and represent a major strength of the City Center.</b></li> <li>• <b>Downtown workers are an extremely important customer segment for all Downtown retailers. The specialty retailers and full-service restaurants are more of a destination and tend to get the majority of their evening customers from other areas of Hagerstown and the region.</b></li> <li>• <b>Public, cultural and historic buildings clustered in downtown historic district.</b></li> <li>• <b>Dense mixed-use development oriented to sidewalks characterizes the City Center, particularly the historic district.</b></li> <li>• <b>Established Main Street Area and active Work Groups</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Downtown residents are not viewed as a significant share of the customer base by downtown retailers and restaurants.</b></li> <li>• <b>The downtown retail sales market and foot traffic is currently limited and creates uncertainty for existing and prospective new retail merchants.</b></li> <li>• <b>There are limited office opportunities downtown for a business in need of a floorplan larger than 6,000 square feet.</b></li> <li>• <b>Much of the downtown office supply would be considered Class B or lower in quality and pricing.</b></li> <li>• <b>There are limited office opportunities downtown for a business needing a total building size of more than 30,000 sq.ft. in a move-in ready condition.</b></li> <li>• <b>In order for a hotel to be feasible in the downtown it will require its development in association with the parallel development of a hotel room-night generator such as a large conference center or major University expansion.</b></li> <li>• <b>Problems retaining full usage of downtown buildings after people and commercial activity moved to surrounding suburbs.</b></li> <li>• <b>Vacant and marginally used properties can detract from the vitality of Hagerstown. Feel unsafe, look unpleasant, do not contribute to creating a sustainable community.</b></li> </ul>

Desired Outcomes and Progress Measures	<span style="font-size: 2em;">→</span> Strategies and Action Items <span style="font-size: 2em;">→</span>	Implementation Partners
<p><b>Outcome 1: Strengthen City Center’s role as a regional tourist destination.</b></p>	<p>Strategy A: <b>Develop Hotel/Conference Center and Heritage Center/Commemorative Park</b></p> <p>Strategy B: <b>Continue development of heritage interpretative products</b></p> <p>Strategy C: <b>Support expanded downtown arts/events programming.</b></p>	<p><b>State of Maryland, Civil War Trust, Hotel developer, Maryland Theatre, Main Street Hagerstown, Hagerstown Suns, other partners.</b></p>

Hagerstown Sustainable Community Renewal Application - Section C

<p>Progress Measures: <b>Increase levels of foot traffic downtown, Increased tourism dollars in community</b></p>	<p>Strategy D: <b>Explore opportunities for renovation or replacement of Municipal Stadium to retain minor league baseball in Hagerstown.</b></p> <p>Strategy E: <b>Support growth in level of events activity at the Maryland Theatre.</b></p>	
<p>Outcome 2: <b>Reinforce City Center’s role as region’s economic, cultural, and institutional center.</b></p> <p>Progress Measures: <b>Increased confidence in downtown for developers and lenders, Increased foot traffic to support retail and restaurants, Growth in enrollment in USMH and School for the Arts, Increased number of events at Maryland Theatre</b></p>	<p>Strategy A: <b>Support expansion of the Maryland Theatre</b></p> <p>Strategy B: <b>Support expansion for University System of Maryland Hagerstown (USMH)</b></p> <p>Strategy C: <b>Support Board of Education activities and institutions in Downtown</b></p> <p>Strategy D: <b>Facilitate retention and recruitment of government offices in the City Center.</b></p>	<p><b>State of Maryland, Private Developers, USMH, Washington County, Board of Education, Main Street Hagerstown</b></p>
<p>Outcome 3: <b>Enhance the city’s economic competitiveness</b></p> <p>Progress Measures: <b>Demonstrate that downtown can compete with suburban areas, Decreased vacancies in downtown buildings</b></p>	<p>Strategy A: <b>Partner with Private Developer to Develop Class A Office Space Downtown</b></p> <p>Strategy B: <b>Continue City economic development programs and incentives</b></p> <p>Strategy C: <b>Explore ways to replenish funds for the City’s First-Third Grant Program</b></p> <p>Strategy D: <b>Continue the City’s Main Street Program</b></p>	<p><b>State of Maryland, Private Developers, Main Street Hagerstown</b></p>



## Transportation

(Transportation strengths and weaknesses can include access to transit corridors, pedestrian safety and accessibility/sidewalks, alternative modes of transportation, such as bikeways and trails, public transit, such as bus and rail, carpooling, proximity to transportation centers, parking, road conditions)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Pedestrian-friendly Downtown</li> <li>• Increased number of bicycle lanes and trails</li> <li>• City’s proximity to Interstates 70 and 81</li> <li>• City’s proximity to Hagerstown Regional Airport</li> <li>• Downtown County Commuter Transfer Facility</li> <li>• As the ‘hub’ for the region’s transportation network, access to and from downtown is excellent</li> </ul>	<ul style="list-style-type: none"> <li>• Edges of downtown occupied by industry, railroad, auto-dominated development create pedestrian barrier from neighborhoods to downtown.</li> <li>• Many sidewalks leading to City Center within surrounding neighborhoods are narrow with stoop projections making them even narrower which makes them feel uncomfortable for pedestrians.</li> <li>• No trespassing signs or other defensive signs also make these gateway areas feel uncomfortable.</li> <li>• Parking capacity is insufficient to accommodate growth in downtown occupancy</li> </ul>

Desired Outcomes and Progress Measures →	Strategies and Action Items →	Implementation Partners
<p><b>Outcome 1: Implementation of Downtown Parking Master Plan recommendations.</b></p> <p>Progress Measures: Adequate parking capacity to accommodate new growth and occupancy</p>	<p>Strategy A: Secure funding to enable development of new parking deck in the southwest portion of Downtown</p> <p>Strategy B: Develop a parking incentive program for City Center residents where on-site parking is not available to the tenants.</p>	<p>Washington County, State of Maryland</p>
<p><b>Outcome 2: Enhanced Transportation Efficiency and Access</b></p> <p>Progress Measures: Transportation barriers removed for downtown residents, Improved access to job, retail, and medical centers for urban residents</p>	<p>Strategy A: Explore funding opportunities for bus shelters along County Commuter routes.</p> <p>Strategy B: Implement the Bicycle Master Plan recommendations for commuter bike routes.</p> <p>Strategy C: Continue to fill the gaps in the city’s pedestrian network and ensure that all new development includes sidewalks that connect to surrounding network.</p>	<p>Federal Transit Administration, State of Maryland, Railroads, other community partners.</p>

Hagerstown Sustainable Community Renewal Application - Section C

	<p>Strategy D: <b>Ensure adequacy of capacity of roadway network in the community to prevent over-loading of the Sustainable Community Area with the region's through traffic</b></p> <p>Strategy E: <b>Explore creation of "Rail-By-Trail" along little used rail lines in the Sustainable Community Area.</b></p> <p>Strategy F: <b>Ensure city's transportation network meets the mobility needs of its residents, businesses and visitors – including roads, transit, pedestrian, and bicycle facilities.</b></p>	
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## Housing

(Housing strengths and weaknesses can include affordability, homeownership vs rental, housing stock diversity, housing condition and value, housing programs, foreclosures, residential vacancies, property values, home sale values)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The southwestern and northeastern sectors surrounding the City Center are areas commanding the highest price points in the urban core. The areas likely have the most potential for creating additional market-rate housing momentum.</li> <li>• Affordability of housing when compared to areas east of Hagerstown and Washington County.</li> <li>• Diverse housing stock (single-family, duplex, multi-family).</li> <li>• Distinctive architecture for much of the housing stock in the Sustainable Community Area.</li> </ul>	<ul style="list-style-type: none"> <li>• The Sustainable Community Area contains a disproportionate amount of subsidized housing.</li> <li>• Vacant and marginally used properties can detract from the vitality of Hagerstown - feel unsafe, look unpleasant, do not contribute to creating a sustainable community.</li> <li>• Some areas may be underserved by park space. Neighborhoods should be within a five minute walk of parks and open space.</li> <li>• Relatively low home ownership when compared to the rest of Washington County.</li> </ul>

Desired Outcomes and Progress Measures →	Strategies and Action Items →	Implementation Partners
<p><b>Outcome 1: Improve the quality of housing stock and address blighting influences in Sustainable Community Area</b></p> <p>Progress Measures: <b>Increased developer confidence, homeowner confidence, and renter confidence to improve housing stock and healthier neighborhoods.</b></p>	<p>Strategy A: <b>Assist investors and home-buyers in identifying acquisition opportunities and understanding building code requirements for upgrades.</b></p> <p>Strategy B: <b>Continue Rental Licensing program to ensure safe housing for rental population and well-maintained properties for the neighborhood.</b></p> <p>Strategy C: <b>Continue Vacant Structures Program to address blighting influences in neighborhoods.</b></p> <p>Strategy D: <b>Work with stakeholders on faster sales of foreclosure properties.</b></p>	<p>Private developers, Private residents, City-Sponsored Neighborhood 1<sup>st</sup> Groups, State of Maryland,</p>
<p><b>Outcome 2: Continue expanded and targeted homeownership support within the Sustainable Community Area.</b></p> <p>Progress Measures:</p>	<p>Strategy A: <b>Explore opportunities for acquisition/rehabs in targeted areas of relatively strong home-ownership and property values for home-ownership conversions.</b></p> <p>Strategy B: <b>Provide incentives for down-payment assistance for new home-buyers.</b></p>	<p>State of Maryland, private developers, home-buyers.</p>

Hagerstown Sustainable Community Renewal Application - Section C

<p><b>Outcome 2: Encourage adaptation of buildings for alternative housing opportunities.</b></p> <p>Progress Measures: <b>Increased developer confidence in creating appropriate housing products for growing student population, artists, millennials, and empty nesters. Growth in student and artist residency downtown.</b></p>	<p>Strategy A: <b>Create student housing opportunities in Downtown – three projects over 10 years.</b></p> <p>Strategy B: <b>Encourage additional artist live-work space conversions.</b></p> <p>Strategy C: <b>Encourage adaptation of vacant industrial and commercial buildings into loft housing, particularly in the vicinity of the Hagerstown Cultural Trail.</b></p>	<p><b>Private developers, State of Maryland, University System of Maryland-Hagerstown, and other local education partners</b></p>
<p><b>Outcome 3: De-concentration of subsidized housing within City</b></p> <p>Progress Measures: <b>New subsidized housing developments are created within the city, but the Sustainable Community Area</b></p>	<p>Strategy A: <b>Explore opportunities that would lead to de-concentration of subsidized housing within Sustainable Community Area and more even distribution in larger community, particularly within proximity to suburban retail, medical, and job centers</b></p>	<p><b>Hagerstown Housing Authority, other housing providers, private developers.</b></p>
<p><b>Outcome 4: Promote housing and community assets to potential investors and home-buyers.</b></p> <p>Progress Measures: <b>vacant properties are re-occupied and home-ownership conversions increase.</b></p>	<p>Strategy A: <b>Promote assets to wider audience.</b></p> <p>Strategy B: <b>Work with real estate community to promote Hagerstown and recruit new investors and home-buyers.</b></p>	<p><b>Private developers, media, realtors</b></p>

## Quality of Life

(Strengths and weaknesses can include crime, socio-economic demographics, educational opportunities, museums, libraries, historic and cultural assets, civic amenities, faith-based organizations, economic health of households, sense of place, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Public spaces and parks, such as Public Square, University Plaza, and nearby City Park and Fairgrounds Park.</li> <li>Concentration of arts, cultural, education, entertainment facilities in the downtown historic district.</li> <li>Unique historic architecture and walkable neighborhoods.</li> <li>Wide array and plentiful supply of services and retail in suburban areas to serve needs of our county.</li> <li>Fastest growing community college in the state.</li> </ul>	<ul style="list-style-type: none"> <li>Gains in employment have been in low-income jobs.</li> <li>Some areas are underserved by park space.</li> <li>Negative perceptions of crime and safety.</li> <li>Deteriorated condition of many buildings and proliferation of vacant structures in neighborhoods of SCA.</li> <li>Limited amenities and services in downtown areas to serve daily needs of residents.</li> <li>Public transportation options are not as convenient as desired to reach suburban amenities.</li> <li>Negative perception of downtown environment by suburban residents.</li> </ul>

Desired Outcomes and Progress Measures →	Strategies and Action Items →	Implementation Partners
<p><b>Outcome 1: Recruitment of new residents and home-buyers.</b></p> <p>Progress Measures: <b>increased home-ownership in urban neighborhoods.</b></p>	<p>Strategy A: <b>Down-payment Assistance Grant Program.</b></p> <p>Strategy B: <b>Promotion of assets.</b></p> <p>Strategy C: <b>Continuation of Hagerstown Cultural Trail as community asset and linking element between the downtown and City Park.</b></p> <p>Strategy D: <b>Continue code enforcement activities to eradicate blighting influences in urban neighborhoods.</b></p>	<p>State of Maryland,  Main Street Hagerstown</p>
<p><b>Outcome 2: Recruitment of retail and services in downtown to serve daily needs of residents and to draw suburban residents.</b></p> <p>Progress Measures: <b>vacant storefronts filled and increased foot traffic downtown.</b></p>	<p>Strategy A: <b>Expanded hours and offerings at the City Farmers’ Market.</b></p> <p>Strategy B: <b>Retail and Restaurant Grant Program for downtown storefronts.</b></p> <p>Strategy C: <b>Architect assistance in understanding code issues in vacant storefronts and buildings downtown.</b></p> <p>Strategy D: <b>Continued support of Pop-Up Shops events and opportunities downtown.</b></p>	<p>State of Maryland, Washington County, Main Street Hagerstown</p>

Hagerstown Sustainable Community Renewal Application - Section C

<p><b>Outcome 3: Improvement of public’s perception of downtown.</b></p> <p>Progress Measures: <b>increased foot traffic and patronage of Maryland Theatre, library, retail and restaurants.</b></p>	<p>Strategy A: <b>promotion of assets to wider audience.</b></p> <p>Strategy B: <b>continuation of more visible police presence in downtown.</b></p> <p>Strategy C: <b>support enhancement and expansion of cultural and educational anchors downtown.</b></p> <p>Strategy D: <b>support efforts by developers to renovate and fill vacant buildings.</b></p>	<p><b>Main Street Hagerstown,</b></p> <p><b>USMH, Washington County, Board of Education,</b></p> <p><b>Maryland Theatre,</b></p> <p><b>Washington County Free Library.</b></p>
<p><b>Outcome 4: Prepare workforce for employment opportunities in evolving industries.</b></p> <p>Progress Measures: <b>reduced demand for social services by urban residents.</b></p>	<p>Strategy A: <b>support efforts of local educational institutions to provide workforce training programs.</b></p>	<p><b>HCC,</b></p> <p><b>other educational institutions,</b></p> <p><b>Faith-based community</b></p>
<p><b>Outcome 5: Enhance transportation options for urban residents to reach suburban job centers and Hagerstown Community College.</b></p> <p>Progress Measures: <b>reduced unemployment of urban population.</b></p>	<p>Strategy A: <b>support expanded hours on Community Commuter bus routes.</b></p> <p>Strategy B: <b>support supplemental bus programs, such as CAC’s Hopewell Express, to reach suburban job centers.</b></p>	<p><b>County Commuter,</b></p> <p><b>Community Acton Council,</b></p> <p><b>FTA</b></p>

## Local Planning and Land Use

(Strengths and weaknesses in the local planning and land use subject area include but are not limited to zoning, land use, policies, taxes and fees, historical patterns of development, lot sizes and shapes, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Professional City staff and community stakeholders working diligently with Mayor and City Council on initiatives to improve the quality of life in Hagerstown and facilitate economic development in appropriate locations.</li> <li>Strong history of comprehensive planning dating back to the 1960's with updates occurring every 10 years.</li> <li>Local zoning code updated annually to ensure provisions are relevant and fulfilling intent of the code and the comp plan.</li> </ul>	<ul style="list-style-type: none"> <li>Negative perceptions of image and safety of downtown.</li> <li>Large, old buildings are very expensive to modernize.</li> <li>Modern parking demands cannot be met on-site for existing building stock.</li> <li>Fiscal constraints hamper efforts to implement initiatives intended to improve quality of life and recruit investors.</li> <li>Lack of confidence in potential investors and employers in fiscal and socio-economic health of community.</li> </ul> <p>Local investors and contractors inexperienced with renovating old buildings and code requirements.</p>

Desired Outcomes and Progress Measures →	Strategies and Action Items →	Implementation Partners
<p><b>Outcome 1: Facilitate economic development in planned locations.</b></p> <p>Progress Measures: <b>Vacant and under-utilized buildings and property are redeveloped for productive new uses.</b></p>	<p>Strategy A: <b>Seek funding sources to reactivate financial incentive programs that sparked downtown investment, such as the First Third Program.</b></p> <p>Strategy B: <b>Code staff work with investors to facilitate design and permitting process on downtown projects.</b></p> <p>Strategy C: <b>Implement Parking Master Plan recommendation for third parking deck downtown.</b></p>	<p>State of Maryland, County Commissioners, Private developers.</p>
<p><b>Outcome 2: Leverage funding for community projects and priority economic development projects to supplement local public funding base and reduce risk for participants.</b></p> <p>Progress Measures: <b>Implementation of planned projects build community and investor confidence.</b></p>	<p>Strategy A: <b>Develop and strengthen public-public and public-private partnerships, such as in place for the Urban Improvement Project.</b></p>	<p>State of Maryland, County Commissioners, Private developers.</p>

Hagerstown Sustainable Community Renewal Application - Section C

<p>Outcome 3: <b>Promote initiatives in place or underway to enhance image and safety of downtown.</b></p> <p>Progress Measures: <b>Community pride and investor confidence strengthened.</b></p>	<p>Strategy A: <b>promotion of assets and services to wider audience.</b></p> <p>Strategy B: <b>continue wayfinding enhancement efforts to direct visitors to downtown assets and parking.</b></p>	<p><b>Media,</b></p> <p><b>Main Street Hagerstown,</b></p> <p><b>Convention and Visitor’s Bureau,</b></p> <p><b>Chamber of Commerce</b></p>
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## Section D – Work Group Rosters

### Original Sustainable Community Work Groups - 2011

#### HOUSING FOCUS GROUP

Name	Organization	Telephone	Email
Jonathan Kerns	City of Hagerstown	301-739-8577 X 134	jkerns@hagerstownmd.org
Dave Jordan	Washington County Community Action Council, Inc.	301-797-4161 X 124	djordan@wccac.org
David Kump	Hagerstown Housing Authority	301-733-6911 X 142	dkump@hagerstownha.com
Paul Fulk	City of Hagerstown	301-739-8577 X 181	pfulk@hagerstownmd.org

#### TRANSPORTATION / COMMUNITY FACILITIES FOCUS GROUP

Name	Organization	Telephone	Email
Rodney Tissue	City of Hagerstown	301-739-8577 X 128	rtissue@hagerstownmd.org
Chad Criswell	Washington County Public Schools	301- 766-8601	criswcha@wcboe.k12.md.us
Lynda Evans	Neighborhoods 1st	301-992-6943	justlynda59@yahoo.com
Gerry Kendle	CSAFE; Hagerstown Police	240-675-3704	gkendle@hagerstownmd.org

#### ECONOMIC DEVELOPMENT / DOWNTOWN REVITALIZATION FOCUS GROUP

Name	Organization	Telephone	Email
Jill Estavillo	City of Hagerstown	301-739-8577 X 141	jestavillo@hagerstownmd.org
Trey Alter	DynaCorp, Inc.	301-745-1601	treyalter@dynacorpinc.com
Jim Kercheval	Greater Hagerstown Committee, Inc	301-733-8811	jkercheval@myactv.net
Jim Miller	Washington County Chamber of Commerce	301-491-3426	jmiller@afterfiveproductions.com
Christy Blake	City of Hagerstown	301-739-8577 X 822	cblake@hagerstownmd.org
Brien Poffenberger	Hagerstown Washington County Chamber of	301-739-2015 x 102	brien@hagerstown.org
Mary Anne Burke	Washington County Arts Council, Inc.	301-791-3132	maryanneb@washingtoncountyarts.com

## Sustainable Community Renewal Application - Section D

### Main Street Hagerstown Work Groups - Current

#### Organization Workgroup Members

<b>Name</b>	<b>Email</b>	<b>Notes</b>
Katie Mace	<a href="mailto:trentk29@gmail.com">trentk29@gmail.com</a>	
Greg Lloyd	<a href="mailto:grl@jamisondoor.com">grl@jamisondoor.com</a>	
Melissa Rheabold	<a href="mailto:mrea@unitedwaywashcounty.org">mrea@unitedwaywashcounty.org</a>	
Melissa Fountain	<a href="mailto:melissa.fountain@yahoo.com">melissa.fountain@yahoo.com</a>	
Beverly Fairchild	<a href="mailto:mersenich@gmail.com">mersenich@gmail.com</a>	
Monika Wertman	<a href="mailto:monikawertman@wertmanphotography.net">monikawertman@wertmanphotography.net</a>	co-chair
Jeffrey Butts	<a href="mailto:JeffreyButts@spherion.com">JeffreyButts@spherion.com</a>	
Stephanie Bandzak	<a href="mailto:stephaniebandzak@yahoo.com">stephaniebandzak@yahoo.com</a>	
Samantha Taylor	<a href="mailto:diamondhomesmd@yahoo.com">diamondhomesmd@yahoo.com</a>	
Amy Leasure	<a href="mailto:amyleasure@gmail.com">amyleasure@gmail.com</a>	
BaQuya Slocumb	<a href="mailto:brslocumb@gmail.com">brslocumb@gmail.com</a>	Also with Design
Arlene Harkrader	<a href="mailto:aharkrader@wccac.org">aharkrader@wccac.org</a>	
Reginald Small	<a href="mailto:resmall2003@yahoo.com">resmall2003@yahoo.com</a>	
Jeff Gayer	<a href="mailto:jcgey3@gmail.com">jcgey3@gmail.com</a>	

#### Promotions Workgroup Members

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