



# CITY OF HAGERSTOWN, MARYLAND

October 20, 2011

**Bruce J. Zimmerman**  
**City Administrator**  
**(301) 739-8577 x114**

To: Mayor and City Council  
From: Bruce Zimmerman, City Administrator *BZ*  
RE: **HAGERSTOWN'S CITY CENTER**

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*Men do not love Rome because she is beautiful; Rome is beautiful because men love her.*

*~ Leopold Kohr*

I believe this quote has relevance to us and especially to our City Center. The health, appearance, and success of the City Center depends on how all sectors of the community, the government, the private sector, community institutions, and residents view and care for the downtown. The future condition of our City Center will reflect the value and commitment all of us place in our downtown as we move forward.

During the Mayor and Council's October 25, 2011 Work Session staff would like to provide you information regarding the City's efforts and plans for enhancing Hagerstown's downtown. Our goal for downtown is that the City Center serves Hagerstown as a strong employment, cultural, education, commercial, and residential center.

## CONFIDENCE IN THE CITY CENTER

Many city centers, including Hagerstown's, have struggled for some time. Similar to other towns, Hagerstown now faces further hurdles as the full force of the economic recession results in the loss of City Center businesses and increased vacancies. Some in our community view the City Center as losing relevancy, a location that will decline in prosperity. For many, downtown is currently not a location in which they choose to either invest or remain.

Despite these difficulties there are strengths on which we can build. Many people believe in the downtown and are taking positive steps to enhance its future. Some have identified opportunities that will improve the City Center which they are willing to pursue. Many good assets remain in our City Center that will help us in the future. This Mayor and Council have been willing to take new approaches and actions which will strengthen the City Center. We have talented and experienced staff throughout our City departments who are committed to making the City Center a better place.

For these reasons I am confident that the City Center will return as a vibrant and healthy downtown. We have the ability to face the current realities and tackle the real and substantial challenges confronting our downtown with new thinking and approaches. In the future City Center will look and function differently than it has in the past, but there is no doubt the City Center will serve the community in many positive ways and be a source of pride and enthusiasm for our citizens.

## CITY CENTER – A COMMUNITY PARTNERSHIP

Hagerstown's City Center is a product of a community partnership that includes government, community institutions, businesses, non-profit agencies, the media, and citizens. There is no single entity that can solely determine the success of downtown. The decisions and actions of all of these partners have in the past and will continue in the future to create Hagerstown's City Center. The City government will always need to take a strong leadership role to enhance and preserve the City Center. This is a fundamental responsibility of local government, and one we should always hold. Clearly, however, we are not the sole leader for the City Center.

The community depends on the health of our City Center. The finances, operations, and vitality of Washington County, the Board of Education, healthcare providers, churches, social service agencies, and other community institutions are in many ways impacted by the health and condition of our City Center. To both local and out of town developers and business prospects the condition of our downtown influences their view of the entire County's financial health and community vitality. Likewise, the building owners, small businesses, and others with a presence downtown are dependent on the community's willingness to protect and promote the City Center.

We are fortunate to have a number of businesses, developers, and property owners that have embraced strong leadership roles and made significant commitments to support the City Center. They have taken risks, invested their resources, and energized the City Center with their creativity and vision. Likewise, the State of Maryland, Washington County Government, the Board of Education, the Washington County Free Library, the Maryland Theatre, University System of Maryland, community organizations, and downtown churches have all made important contributions to the health of the City Center when faced with the choice of selecting other locations or even eliminating their presence downtown. A key to the future is that that all sectors of the community provide leadership for the City Center through their resources, support, and a commitment to making downtown a premier location for the public, businesses, and property owners.

## THE CURRENT CHALLENGE

The current challenge we face is that our City Center is experiencing a combination of disinvestment and lack of support, which is leading to empty storefronts and buildings, a concentration of low income residents, and a deteriorating public perception. Clearly, as a city government and a community we can neither be satisfied with the current condition of the City Center, nor turn a blind eye to the trends which are harming our downtown.

There is no question that important institutions and businesses have chosen to locate outside of the City Center. Hagerstown's downtown has experienced significant loss of retail businesses and the closure of restaurants. Major employers and institutions with a long term presence in the City Center have relocated, leaving empty and underutilized buildings which create challenges to those remaining downtown. For too many, the City Center does not compete with "suburban style developments" as a viable location for business investment and economic development. On a similar note, downtown is currently not viewed as an attractive residential option for most people with the financial resources to choose other locations. The physical condition, size, and age of many buildings, along with the necessary cost of renovations create major financial hurdles for developers which make downtown revitalization projects unattractive and often unfeasible. The view of the City Center, as an unsafe location with uncomfortable public places, combined with a heavy concentration of low income housing, discourages

private sector investors, shoppers, and restaurant patrons from considering downtown in their plans. The City's Historic Preservation requirements are perceived by some as a major obstacle to City Center revitalization projects. Public Parking is frequently described as insufficient and too costly in our City Center.

These perceptions and realities have led many people to not embrace the City Center as a location in which they can either invest or support, or choose to remain and this is the fundamental challenge we face. We can neither dismiss nor ignore this challenge.

#### CURRENT AND FUTURE PLANS

**The Arts & Entertainment District Plan:** For many years the City has utilized an Arts & Entertainment District Plan developed in partnership with the Chamber of Commerce and other community organizations and citizens. The 2001 LDR report on this plan identified numerous capital projects and other initiatives to support the A&E District as a major focus of the community's downtown revitalization efforts. Nearly all of these initiatives have been successfully completed and have enhanced the City Center. We have included extensive information regarding City Center projects and accomplishments as an attachment. This attachment provides an indication of the City's efforts to support downtown.

**2008 Comprehensive Plan:** Hagerstown's Comprehensive Plan as adopted by Mayor and Council in 2008 includes a Downtown Element, which appears on page 6-1 of the Plan. The goals for downtown as identified in the Comprehensive Plan include: 1) Reinforce downtown Hagerstown's role as the region's government, economic, institutional, and cultural center; and 2) Enlarge the City's share of regional retail and tourist revenue by concentrating specialized businesses and cultural amenities in the downtown.

The 2008 Comprehensive Plan identified five Downtown Implementation Actions:

- Action 6-1. Encourage the continued location and expansion of all levels of government and public uses in the downtown.
- Action 6-2. Encourage revitalized downtown housing development with diversity of price ranges.
- Action 6-3. Continue to work with organizations interested in the downtown.
- Action 6-4. Strengthen downtown's role as a regional tourist destination.
- Action 6-5. Widen sidewalks in appropriate portions of the downtown.

**City of Hagerstown Strategic Plan:** Mayor and Council adopted a Strategic Plan for the City of Hagerstown on September 28, 2010. The Strategic Plan identifies focus areas and goals for the entire City and includes objectives specific to downtown. These objectives include the following:

1. Participate in a community partnership to develop a Parking Master Plan for Downtown.
2. Extend technology assets to attract future business development in the City Center.
3. Complete North Potomac Street Sidewalk Project.

4. Enhance the image of Hagerstown through the use of social networking and current media outlets.
5. Assist and support Washington County in the redevelopment of remaining lands of the Massey Property to compliment expansion of the Washington County Free Library.
6. Complete commercial/residential redevelopment projects in City Center.
7. Evaluate opportunities for establishment of a trolley service from outer edge destinations to City Center.

Other objectives related to the East End, Municipal Stadium, the Fairgrounds Park Grandstand, Biking/Walking trails, City-wide Comprehensive Rezoning, and City/County mutually shared goals also provide strategic direction on projects that are not located in the downtown core, but will certainly benefit the City Center.

**Mayor and Council 2009-12 Initiatives and Direction:** The current Mayor and Council have undertaken a number of initiatives reflecting new approaches to strengthening the City Center. As the Mayor and Council have discussed their priorities, staff has been directed to rethink and restructure operations and staffing. Likewise, Mayor and Council have emphasized the importance of building relationships with other agencies and organizations to enhance economic development in the downtown. This direction from the Mayor and Council is reflected in the following:

#### **INITIATIVES**

1. **Partners in Economic Progress Incentive Program (PEP):** In recognition of the difficulties created by the recession, the Mayor and Council approved the PEP Incentive Program in 2009 to assist downtown property owners and businesses. The intent of the PEP Program is to spur renovation of buildings within the designated PEP Zone through a variety of incentives. To date this program has supported the renovation of two City Center buildings, with four more in the pipeline.

In addition to the property owner incentives, the City can offer Upper Floor Commercial Space Rent Relief to eligible businesses locating in a renovated building within the PEP Zone. To date, this program has provided Upper Floor Commercial Space Rent Relief to six businesses in the City Center including the following:

- ▶ 2<sup>nd</sup> Floor Media
- ▶ d'Vinci Interactive
- ▶ P.C.S. Consulting
- ▶ Sentinel Capital Solutions
- ▶ T.S. Leary and Associates
- ▶ Washington County Leadership Development Program

2. **60 West Washington Street:** To increase foot traffic and improve the streetscape on West Washington Street the City purchased the former CVS building in April, 2011. By August 1<sup>st</sup> the front portion of the building was renovated and began serving as the location of a new downtown business, *Think ReInk*. The remainder of the building will serve as a small business incubator. This incubator project offers the City, in partnership with the University System of Maryland – Hagerstown, the opportunity to provide

support, technical assistance and guidance to businesses that complement our community and the existing downtown business fabric, as well as cultivate the sector of high tech businesses we have in the City's core.

3. 36-40 North Potomac Street: The City purchased this underutilized and deteriorated building in August, 2011. Once renovated, 36-40 North Potomac Street will have four loft-style residential units on the upper floors of the building with a gallery space on the street level for display of resident and community artist's work. The goal of this Artist Live/Work Housing project is to provide attractive City Center housing for artists and to further cultivate the arts community in the Arts & Entertainment District. By creating this space, this project aims to support the continued professional growth of artists, and enhance the cultural and economic vitality of City Center Hagerstown.
4. Code Administration Improvements: In recognition of barriers to redevelopment, the City streamlined the process for plan review and the application of relevant codes and standards. This includes concurrent reviews, relaxed standards for renovation projects and revised historic standards for window replacements. Most importantly is the shift in approach to find innovative solutions to common code problems.
5. Parking Plan: The City Public Works Department is moving forward with contracting a firm to perform a comprehensive evaluation of City Center parking system demand, customer service, finances, operations, and future improvements. This project will provide a parking system plan to support the City Center and serve the public, both in the short term and into the future. This initiative recognizes the crucial importance parking plans in the future vitality of the City Center.
6. Transfer of McBare's Building to Maryland Theatre: The Maryland Theatre draws thousands of people to the City Center and is a major attraction to our Arts & Entertainment District. To support the operations and future vision of the Maryland Theatre, on October 26, 2010 the Mayor and Council approved the transfer of the McBare's Building to the ownership of the Theatre. As long as the Theatre uses the property in keeping with the purposes of the Arts and Entertainment District, the City shall not require any payment from the Theater for the building. The City's willingness to forego its financial interest in the McBare's Building of \$111,088.50 reflects the importance of the Maryland Theatre to the City Center.
7. Funding Support: Despite the loss of annual operating revenue due to the economic recession, the City has continued to devote financial resources to the betterment of the City Center. The Mayor and Council's approved FY 11/12 Budget includes approximately \$500,000 in reprogrammed bond proceeds and an additional \$250,000 in funding in the Economic Redevelopment Fund to support capital projects and initiatives which will enhance the City Center. In addition the City's annual budget includes funding to provide operating support for the Discovery Station, Library, Maryland Symphony Orchestra, Maryland Theatre, Fine Arts Museum, USM Hagerstown Scholarship Program, Contemporary School for the Arts, the Washington County Historical Society, the Hagerstown Municipal Band, and the Choral Arts Society all of whom promote arts and education and in most cases have an active presence in the City Center.

8. Other Downtown Support: In addition to the above projects the Mayor and Council funded the streetscape and sidewalk improvement project on the first block of North Potomac, unveiled Renaissance Way to open the new entrance way to the A&E Parking Deck, authorized the creation of Market Faire as a weekly outdoors farmers market in the Central Parking Lot, approved \$1.5M in City funding for the construction of the new library, approved new legislation related to Bottle Clubs and Entertainment Clubs, supported three new downtown events including the Velo Bike Race, Bike Night, and Thunder in the Square, and approved a new agreement with City funding to enable the Miss Maryland Scholarship Pageant to remain at the Maryland Theatre.

#### **TEAM REORGANIZATION**

1. Department of Community & Economic Development: To strengthen City operations, better maximize the impact of City resources with reduced expenditures, and provide staff greater opportunity for collaborative efforts, the Mayor and Council authorized the establishment of the Department of Community & Economic Development. This new department combined smaller individual operations, reduced staffing and reflected the City's efforts to re-think and redesign its operations
2. Downtown Business Recruitment & Retention Manager: This new position strengthens the City's economic development program. By increasing the City's focus on the recruitment and retention of businesses to the City Center, organizing the business community, and encouraging community support for City Center businesses and events, this position brings additional support to downtown. This position provides additional staff resources dedicated to revitalization of downtown.
3. Communications Manager: The Mayor and Council authorized the use of an existing staff vacancy to create the Communications Manager position. This position was established to strengthen the use of new communications strategies and resources to enhance the City's image and communication with the public. The image of the City Center is a primary focus of this position.

#### **RELATIONSHIP BUILDING**

1. EDC and City Shared Objectives: The City of Hagerstown and the Hagerstown-Washington County Economic Development Commission have developed the following four objectives and five strategies designed to support the goal of enhancing and strengthening Hagerstown's City Center as a business, arts & entertainment, education and residential hub.

##### Objectives

1. Work in partnership with the City of Hagerstown to encourage and foster the renovation and redevelopment of City Center properties. (Strategies: 1, 2)
2. Work in partnership with the City of Hagerstown to attract major, anchor employers to the City Center. (Strategies: 1, 2, 3)
3. Work in partnership with the City of Hagerstown to support entrepreneurial and small business development in the City Center. (Strategy: 4)

4. Work in partnership with the City of Hagerstown to develop a long-range strategic plan to implement strategies to diminish major obstacles to economic development. (Strategy: 5)

Strategies

1. Work with the City of Hagerstown to identify and establish a joint fund and incentives to support the financing of new building acquisitions, renovations, redevelopment, new construction projects and other new projects/programs in the City Center.
  2. Market infill development sites in the City Center to include currently vacant land and possible sites for demolition.
  3. Partner with the City of Hagerstown to attract federal, state and county government agencies to locate in the City Center.
  4. Jointly identify opportunities for creating alternative sources of capital for entrepreneurs and start ups.
  5. Complete a written strategic plan.
2. City Center Partnerships: Working in partnership with businesses and downtown organizations has always been a component of the City's plans for downtown revitalization. We are fortunate to currently be working in close partnership with numerous community based groups on plans and initiatives for the City Center. These groups will help chart the course for the future of the downtown and are bringing talent, passion, and new thinking to various projects, such as shared goals and strategic planning with the EDC, future enhancements to the arts, community sustainability, the creation of a small business incubator, as well as new City Center events for our citizens and businesses. Our City Center partnerships include, but are not limited to:

Arts Organizations: The City has partnered with various arts organizations on City Center studies, initiatives and events.

Downtown Alliance: Working in partnership with downtown restaurants and businesses, the City will continue to support grassroots efforts by the business community to cultivate a viable shopping and entertainment arena for residents and visitors.

Greater Hagerstown Committee (GHC): The GHC Urban Forum works to address City Center issues and initiatives by leveraging the contacts of GHC members.

Sustainable Communities Group: The City has pulled together members of the community to plan for the future of downtown with the intent of using the plan to apply for Community Legacy grant funds in the future.

University System of Maryland at Hagerstown (USMH): As part of the small business incubator project in the City Center, the City will be working with USMH to provide business start-ups with technical assistance, mentoring and overall support.

Washington County Commissioners and Economic Development Commission: The County Commissioners and the EDC have supported the City over the years on numerous City Center projects, and continue to play an active role in advancing the downtown.

## THE CITY CENTER PLAN & STRATEGIC DIRECTIONS

Hagerstown Advance is the City of Hagerstown's economic development initiative. The name represents all of the programs, services and initiatives the City is undertaking to advance the economic vitality of the City and to grow jobs. The website [www.hagerstownadvance.com](http://www.hagerstownadvance.com) is the primary portal by which we communicate information about our efforts.

The City of Hagerstown's plan for City Center encompasses a defined vision, mission and a set of ten strategic directions. The City Center Plan & Strategic Directions are as follows:

### CITY OF HAGERSTOWN THE CITY CENTER PLAN & STRATEGIC DIRECTIONS

#### VISION

*Create a viable City Center for commerce and quality of life.*

#### MISSION

*Enhance and strengthen the City Center as a business, arts & entertainment, education and residential hub for the overall economic health of the region.*

#### STRATEGIC DIRECTIONS

##### Market and Promote the City Center

- Attract patrons to City Center (both residents and non-residents) through existing and reconfigured events and promotions.
- Energize the youth and young professionals to embrace City Center.
- Change the perceptions, community commitment and confidence in City Center.

##### Retain and Expand Current Investment

- Facilitate the retention and expansion of existing businesses in the City Center.
- Encourage and support community organizations in their goals to strengthen City Center.

##### Attract New Investment

- Diversify & grow the resident population in City Center.
- Extend awareness and utilization of incentive programs through outreach to developers and prospective businesses.
- Recruit employment centers expanding the daytime population that will support existing businesses and that will increase the demand for new City Center businesses.

- Support entrepreneurial and small business development in the City Center.

*Improve the Physical Environment*

- Stimulate building renovations and enhancements in public-private partnerships.

**A CALL TO ACTION**

To achieve this vision of creating a viable City Center for commerce and quality of life will require the hard work and commitment of all sectors of the community. City Center needs increased community support that extends beyond what can be provided by the City government. We invite businesses and developers to reconsider the City Center as a choice for their investment and support. We encourage residents to patronize City Center shops and restaurants, attend performances at the Maryland Theatre, participate in the downtown's festivals and events, visit the new Library, and enjoy the downtown. We ask that all sectors of the community, the private sector, media, non-profit organizations, government, and residents to take actions and positive approaches that will improve the condition and reputation of the City Center. We need the community to embrace a positive outlook and to avoid the negative attitudes and comments that can be so damaging to a downtown.

The City Center will reflect the care and value the community places in its downtown. With renewed commitment from all sectors of the community the appearance and vitality of City Center will become a source of pride for everyone.

*Attachments: "Hagerstown's City Center: Accomplishments"*

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# Hagerstown's City Center

## Accomplishments



### *Implementing the A&E District Plan*

City of Hagerstown, Maryland  
Department of Community and Economic Development  
14 N. Potomac Street, Suite 200A  
Hagerstown, Maryland 21740  
October 2011

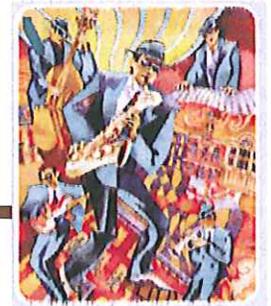


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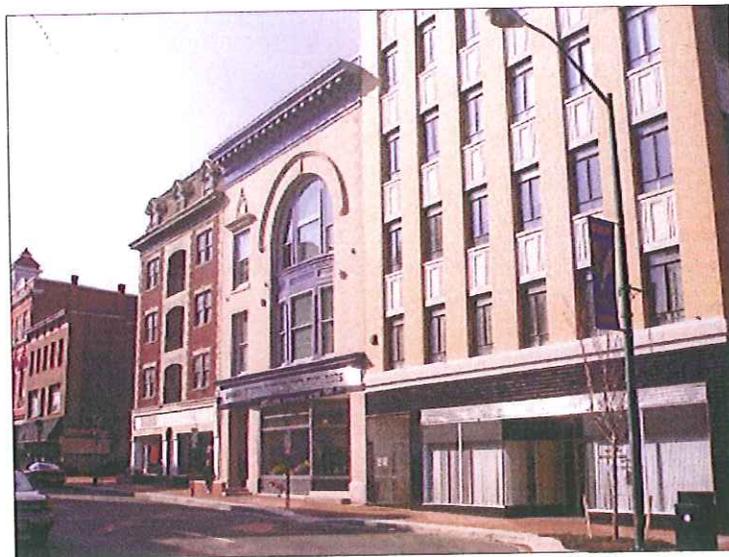
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## Introduction

Since 1996, our community has embraced arts, entertainment, education and culture as a key mechanism to reinvigorate Hagerstown's City Center as a destination in the region. This report explains how this idea evolved and what we have done to accomplish this vision for the City Center.



## Birth of An Idea in 1996

The concept for an Arts & Entertainment District in Downtown Hagerstown was introduced by the Chamber's consultant, LDR International, Inc., in 1996. Cy Paumier of LDR came to Hagerstown, studied our strengths and challenges, and developed a *Downtown Enhancement Plan*. This plan included renderings and schematic layouts for recommended infrastructure enhancements, as well as the idea for an *Arts and Entertainment District* focused on the first block of S. Potomac Street. The goal of this plan was to create an attractive setting for downtown commerce and to continue to concentrate arts and cultural enterprises and restaurants in the vicinity of the Maryland Theatre and Washington County Free Library. If implemented as envisioned, Cy Paumier suggested that Downtown Hagerstown would be reinvigorated as a destination for arts, entertainment, education and culture in our region.

## Turning an Idea into a Plan of Action

- 1997 The City of Hagerstown incorporated the *Downtown Enhancement Plan* into the City's *1997 Comprehensive Plan*.
- 1999 A Chamber sub-committee developed and presented the *A&E District Plan*, as a plan of action for implementing LDR's A&E District concept. The Mayor and City Council and the Washington County Commissioners formally voted to support implementation of the plan.
- 2000 The City and the Chamber rehired LDR International, Inc. in 1999 to develop design concepts for implementing our A&E District Plan. In 2000, the Chamber presented LDR's concept for a Performing and Visual Arts Center focused on the Maryland Theatre and including three buildings adjacent to the theatre. For the next two years, a Performing and Visual Arts Center Implementation/Steering Committee worked on further refinement of this concept and development of an implementation strategy.



- 2001 The City's *Community Legacy Plan* incorporated recommendations from the A&E District Plan. Over the years, the City received a number of Community Legacy grants to implement projects recommended by these planning efforts.

The City of Hagerstown gained *Smart Growth A&E District* designation for a portion of the Downtown from the State of Maryland, based on our A&E District Plan. This designation makes projects to create housing for artists and space for A&E enterprises eligible for property tax credits and makes A&E activities and artists conducting business in the district eligible for other tax incentives. The City will apply for re-designation in Spring 2012.

- 2002 The Board of Education formed a committee to study the concept of creating a Performing and Visual Arts High School in Washington County. Advocacy for our community's A&E District Plan helped make Downtown Hagerstown the logical location for such a facility.

- 2006 The Management Plan for the *Heart of the Civil War Heritage Area* (Washington, Frederick and Carroll Counties) identified an area of the A&E District for designation as a *Target Investment Zone* for Maryland Heritage Area Program funding assistance. Over the years, the City has received a number of heritage grants to implement projects consistent with our A&E District Plan.

- 2008 The City's *2008 Comprehensive Plan* updated the 1997 Plan and continued to incorporate the recommendations of the Downtown Enhancement Plan, the A&E District Plan, and the Heritage Area Plan for Downtown Hagerstown.

- 2010 The Mayor and City Council's *Strategic Plan* included recommended actions to implement the A&E District Plan.

- 2011 The City is working with community representatives on a *Sustainable Community Plan* for Hagerstown which will update our plan of action for the A&E District. This plan will be submitted to the State of Maryland in early 2012 for designation of a portion of the City as a Sustainable Community and thus eligible for State funding assistance to implement our plan for Hagerstown's urban center.

In late October, the Mayor and City Council will consider awarding a contract to create a *Downtown Parking Master Plan*. The purpose of this plan is to study the downtown and develop recommended action items to ensure an efficient parking system and a sufficient supply of parking exists to serve A&E District planning efforts



## Accomplishments in Implementing the A&E District Plan

The City of Hagerstown and our various downtown partners have been working diligently to implement the A&E District Plan's recommendations for Downtown. The following illustrates progress achieved, grouped by the main strategy areas of the Plan:

1. Enhance the Public Realm
2. Increase Public Perception of Safety
3. Improve Public Parking
4. Develop Additional Attractions and Support Existing Anchors
5. Develop Events and Activities to Draw People Downtown
6. Improve the Building Stock and Fill Available Space

### 1. Enhance the Public Realm

Plan Recommendation	Project	Year	City Contribution
Improve quality of Signage	<b>Sign and Facade Grant Program</b> – the City created a matching grant program in the mid-1990's to encourage businesses to improve their signs and storefronts.	On-going	On-going
	<b>Banners</b> – the City created Hagerstown-unique, colorful light post banners for the A&E District using State funds.	2007	\$9,000*
	<b>Directional Signs</b> – the City added directional signs to Visitors' Center. The City added colorful pedestrian directional signs to downtown destinations using State grant funds.	2008	\$10,000*
	<b>Visitors' Center</b> – the City used State funding to create new colorful awnings and signage for the Downtown Visitors' Center (part of N. Potomac Street Sidewalk Enhancement project).	2010	See below
Cleaning of A&E District	<b>Downtown Public Works Team</b> – the A&E District became a priority with assignment of Public Works staff to cleaning the sidewalks and maintaining landscaping in the district.	On-going	N/A



Sidewalk Enhancements	<b>US 40 Enhancement Project</b> – SHA agreed to brick the sidewalks in front of the government properties along E. and W. Franklin Street and W. Washington Street.	1997-2002	N/A
	<b>Public Square</b> – the City used State funding and LDR International, Inc. to redesign the sidewalks in Public Square, which included all new bricks and landscaping.	1998	\$501,000*
Sidewalk Enhancements	<b>Sidewalk Café Areas</b> – the City used State grants and local resources to widen the sidewalks on N. and S. Potomac Street, brick the surfaces, add new landscaping, and repave the streets with decorative paving. The purpose being to enhance the pedestrian environment and to create areas for sidewalk dining.	2007-2010	\$632,000*
Sidewalk and Public Transit Enhancement	<b>Public Transit Center</b> – the County moved the County Commuter transfer station stops from W. Washington Street and created an off-street Public Transit Center on W. Franklin Street.	2011	N/A
Alley Enhancements	<b>District Court Alleys</b> – the City widened the alleys around District Court and created lighted and bricked sidewalks.	2008	\$585,000*
	<b>Renaissance Way</b> – the City widened the alley from E. Washington Street back to the A&E Parking Deck. Improvements included sidewalks, lighting and landscaping.	2009	\$813,802
	<b>N. Potomac Alley</b> – the City used State funds to repave the surface of the alley and add wall-mounted lighting (part of N. Potomac Street Sidewalk Enhancement project).	2010	Included above
Traffic Calming	<b>US 40 Enhancement Project</b> – SHA project included sidewalk bump outs and crosswalk enhancements as means of slowing traffic on Franklin and Washington Streets.	1997-2002	N/A
Decorative Lighting	<b>Historic Street Lights</b> – the City added pedestrian lamp posts to the A&E District.	1992-2008	\$1.5 million
	<b>Twinkle Lights</b> – the City wraps the Public Square trees and the A&E District lamp posts with lights for the holidays.	On-going	N/A
	<b>Spot lighting</b> – the City added spot lights to the clock tower on City Hall. Seasonal color added for holidays.	On-going	N/A



Outdoor Event Space	<b>University Plaza</b> - the City used State funding to create a public park beside USMH as venue for public events and public relaxation. The City is exploring creation of a permanent stage for events.	2005	\$1.5 million*
Encourage Addition of More Flowers	The City has increased the floral accents in the A&E District with more flowers in the planting beds in Public Square and along Potomac Street and with the addition of flower pots to the N. Potomac Street parking deck. The Beautification Advisory Committee created an Adopt-A-Planter program which resulted in 15 flower pots being added at storefront entrances downtown.	On-going	Included in other projects
<b>TOTAL for Enhancing the Public Realm</b>			<b>\$5.55 million</b>

\*Other Public contributions included in total.



2. Increase Public Perception of Safety

Plan Recommendation	Project	Year
Increased Police Presence Downtown	<b>Bike Squad</b> – the City launched a Downtown Police Bike Squad.	1999
	<b>Police Sub-station</b> – the City opened a Police sub-station at USMH.	2005
	<b>Events</b> – the City stepped up a visible Police presence during events at the Maryland Theatre.	2005
	<b>Camera System</b> – the City added a camera system in the downtown to help deter adverse activities and assist HPD investigations.	2006
	<b>Foot Patrol</b> – the City added a Downtown Foot Patrol with the Hagerstown Police Auxiliary in 2011.	2011
Improve Lighting in Alleys and Parking Areas	<b>Central Parking Lot</b> – lighting added as part of construction project.	2000
	<b>Alleys around District Court</b> – lighting added as part of construction project.	2008
	<b>N. Potomac Parking Deck</b> – upgraded internal lighting system.	2010
	<b>Alley between N. Potomac and USMH</b> – wall-mounted lights added as part of streetscape and alley improvement project.	2010



3. Improve Public Parking

Plan Recommendation	Description	Year	City Contribution
Creation of Parking	<p><b>Central Parking Lot</b> – 291-space metered parking lot created between E. Franklin and E. Washington Street with access to N. Potomac Street. Two-way access created on all three streets. Plan included landscaping and lighting.</p> <p><b>W. Antietam Street Parking Lot</b> – 28-space parking lot created off W. Antietam Street to provide public parking for District Court. Plan included landscaping and lighting.</p> <p><b>A&amp;E Parking Deck</b> – 185 space parking structure built behind Bowman’s buildings on S. Potomac Street. Digital ticketing in place from start. Large entrance signs added on E. Washington Street and at alley entrance to deck.</p> <p><b>E. Washington Street Parking Lot</b> – A new 31-space permit parking lot was created on Bowman’s lot on E. Washington Street.</p> <p><b>W. Franklin Street Parking Lot</b> – the County created a 75-space parking lot for its employees as part of the Public Transit Center project.</p>	<p>2000</p> <p>2002</p> <p>2008</p> <p>2009</p> <p>2011</p>	<p>\$1.75 million*</p> <p>\$189,500</p> <p>\$2.4 million*</p> <p>Included in A&amp;E Deck</p> <p>N/A</p>
Improvement of Existing Parking	<p><b>North Potomac Street Parking Deck</b> – Large entrance sign added to N. Potomac Street entrance. Digital ticketing installed for more efficient management of parking fund.</p>	<p>2002, 2009</p>	<p>\$40,821</p>
Promotion of Parking	<p><b>Brochure</b> – identifies all public parking in A&amp;E District area.</p>	<p>2000</p>	<p>N/A</p>
Planning for More Efficient and Plentiful Parking	<p><b>Downtown Parking Master Plan</b> – the City anticipates hiring a consultant in the fall of 2011 to undertake a Parking Master Plan for the downtown.</p>	<p>2011-2012</p>	<p>\$35,000</p>
	<p><b>TOTAL for Improving Public Parking</b></p>		<p><b>\$4.4 million</b></p>

\*Other Public contributions included in total.



4. Develop Additional Attractions and Support Existing Anchors

Plan Recommendation	Project	Year	City Contribution
Theater and Entertainment Complex – Performing and Visual Arts Center	<b>Maryland Theatre</b> – the City purchased the McBare’s Pub building to close a nuisance tavern and support the Performing and Visual Arts Center concept. The Maryland Theatre improved the ground floor of the building for office and lobby support. Building was later transferred to the Theatre for a nominal fee.	2001	\$111,088
Develop New Cultural and Educational Anchors	<p><b>USMH</b> – the City donated the building to the State for development of University System of Maryland Center at Hagerstown. School opened in 2005.</p> <p><b>Barbara Ingram School for the Arts (BISFA)</b> – the City accepted donation of Henry’s Theater for Arts School project and transferred to HNBP for school development project. BOE opened school in 2009. The City passed through four State grants to assist with the project.</p>	<p>2001-2005</p> <p>2003-2009</p>	<p>See below</p> <p>Building</p>
Support Existing Cultural and Educational Anchors	<b>Washington County Free Library</b> – the City contributed funds to assist with land acquisition to support the Library’s expansion project.	2010-2012	\$1.5 million
Develop New Museums	<p><b>Discovery Station</b> – after years of planning, this children’s science and learning center opened in 2005.</p> <p><b>Doleman Black Heritage Museum</b> – the City has been assisting with efforts to move the collection into new museum space. The City matched a State grant to study feasibility of museum plans and to catalogue the collection and administered a Federal grant for museum development planning. The museum is currently assessing site location possibilities.</p>	<p>1995-2005</p> <p>2007-2011</p>	<p>N/A</p> <p>\$15,000</p>
Center to Promote County Museums	<b>Visitors’ Center</b> – the Hagerstown Convention and Visitors Bureau moved the Visitors’ Center downtown in 1996. An upgraded space was created in 2000. The Center promotes all the attractions in the County, as well as provides walking tours of the downtown.	2000	\$10,500

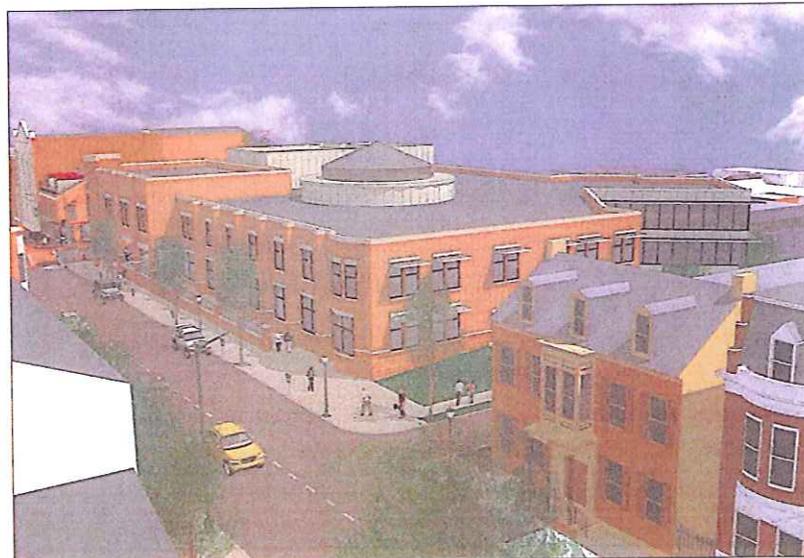


<p>Create Smaller Theaters</p>	<p><b>BISFA</b> – the school includes a small black box theater for musical and dramatic performances.</p> <p><b>Academy Theatre</b> – the City acquired the old Tusing Warehouse with the Central Parking Lot land acquisition. The City sold the building to a developer who created a small theater and catering complex.</p>	<p>2005</p> <p>2008</p>	<p>N/A</p> <p>\$110,000</p>
<p>Art Galleries</p>	<p><b>Just Lookin' Art Gallery</b> opened on Summit Avenue in 1995 and recently purchased their building.</p> <p><b>WCAC Art Gallery</b> – WCAC moved their gallery into larger space in first block of S. Potomac Street in 1998, in support of the A&amp;E District. A subsequent move to larger space in first block of W. Washington Street occurred in 2005. The Arts Council works with business entities to display art in public areas of their facilities. Current example is Taj India.</p> <p><b>Contemporary School for the Arts and Art Gallery</b> opened on W. Franklin Street in 2003.</p> <p><b>USMH "Gallery"</b> – in a cooperative relationship with the Washington County Museum of Fine Arts, USMH displays art on loan from the museum in public areas of center.</p>	<p>1995</p> <p>1998</p> <p>2003</p> <p>On-going</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>
<p>Interpretive Plaques</p>	<p><b>Heritage plaques</b> – the City has used State grant funds to install nearly 50 plaques on our Civil War and general history heritage in and around the downtown.</p>	<p>2006-2011</p>	<p>\$12,000</p>
	<p><b>TOTAL for Developing Additional Attractions and Supporting Existing Anchors</b></p>		<p><b>\$1.75 million</b></p>



5. Develop Events and Activities to Draw People Downtown

Plan Recommendation	Project	Year
Special Events	<p><b>Annual Events</b> – Western Maryland Blues Fest, Augustoberfest, and Mummers Parade are outdoor music and cultural events that draw large crowds to the downtown. City Center Motorcycle Night, Tour of Washington County Bike Race, and Thunder in the Square are examples of smaller annual events that draw nice crowds downtown that were developed in 2011.</p> <p><b>Event Series</b> – Market Faire, Wind Down Fridays, Noteworthy Sundays, and City Center Jazz Night are smaller summer series events that draw people downtown.</p> <p><b>Taste of the Arts</b> and <b>Spring Art Walk</b> are some of our newer arts appreciation events.</p>	<p>1996-2011</p> <p>2007-2009</p> <p>2010</p>
Bring Movies Downtown	Several of our partners have brought movie series downtown, in many cases with City support: Washington County Free Library Family Movie Series, Bridge of Life Family Movie Series, Maryland Theatre Classic Movie Series.	2000's
Outdoor Dining	<b>Sidewalk Café Areas</b> - 2007-2010 sidewalk enhancement projects on N. and S. Potomac Street created space for restaurants to develop sidewalk cafes.	2007-2010
Develop Cooperative Relationships	The Washington County Arts Council and the City have cooperated on a number of initiatives to increase awareness of the arts, assist artists with business planning and promotion, and to develop new arts programs.	On-going



6. Improve Building Stock and Fill Available Space

Plan Recommendation	Project	Year	City Contribution
Development of Incentive Programs	<p><b>Facade Grant Programs</b> – Sign and Facade Grant Program (created in the mid 1990's) and the Facade Restoration Grant Program (State grant funded and now defunct) are examples of City programs that provide small grants to improve facades of buildings downtown.</p>	On-going	\$100,000 approx.
	<p><b>Building Renovation Tax Credit Programs</b> – Enterprise Zone, Smart Growth A&amp;E District Program, and Residential Rehab Program are examples of programs that provide local tax incentives to renovate space and attract desirable enterprises downtown.</p>	On-going	N/A
	<p><b>Revolving Loan Funds</b> – Hagerstown RLF and the Upper Floor Renovations RLF are examples of City loan programs to renovate buildings and set up businesses.</p>	On-going	\$450,000
	<p><b>Partners in Economic Progress</b> – a comprehensive package of fee deferrals and grants to assist with building renovations and recruitment of desirable enterprises.</p>	On-going	\$70,000 in FY 2012
Intervention with Blighted Properties	<p><b>Baldwin House/Routzahn's</b> – City acquired blighted property to influence future re-use or redevelopment. Transferred to State in early 2000's for USMH project.</p>	1994	\$128,000
	<p><b>Elizabeth Hager Center</b> – City acquired blighted properties and undertook an adaptive re-use project.</p>	1995	\$2.2 million
	<p><b>Tri-State Building and Double-T Building</b> – City acquired blighted properties to close problem tavern, demolish deteriorated structure, and influence future re-use and redevelopment. Tri-State Building and frontage of Double-T Building sold to Bowman Development for adaptive re-use and new construction.</p>	1996-2000	\$448,191
	<p><b>Delta Building</b> – City acquired blighted property to influence future adaptive re-use. Building transferred for redevelopment.</p>	1996	\$155,000



Intervention with Blighted Properties	<b>The Roslyn</b> – City acquired blighted property, upgraded structure, and renovated ground floor for office and retail space.	1998-2000	\$1.01 million
	<b>McBare's Pub</b> – City acquired property to close problem tavern and support Arts Center project.	2001	see above
	<b>Community Development Corporation (CDC)</b> – Following the recommendations of the Rocky Wade report, the City established a CDC in 2003 as a mechanism to increase development in downtown through bricks and mortar projects. The City provides annual funding support for the CDC.	2003	On-going
	<b>Alms House</b> – City acquired property to intervene with obsolete building.	2006	Grant
	<b>140 S. Potomac Street</b> – City acquired blighted property to help find new buyer for adaptive re-use project.	2009	\$65,665
	<b>CVS Building</b> – City acquired vacant building for purpose of creating an economic development project - retail space and incubator.	2010-2012	\$917,169
	<b>36-40 S. Potomac Street</b> – City acquired blighted property for purpose of upgrading facade and renovating upper floors for artist housing.	2011-2012	\$720,912
Assistance with Filling Available Spaces	<b>Downtown Retention and Recruitment Manager</b> – new City position created to focus on downtown economic development activities.	2011	N/A
Marketing to Attract Businesses and People	<b>Hagerstown Advance</b> – City created an economic development web-based package.	2010	\$58,000
	<b>Communications Manager</b> – new City position created to promote benefits of conducting business and living in Hagerstown.	2011	N/A
	<b>TOTAL for Improving Building Stock and Filling Available Space</b>		<b>\$6.3 million</b>

Hagerstown Planning Office, October 21, 2011

