

I. INTRODUCTION

The City of Havre de Grace holds a wealth of opportunity in terms of economic development. Assets within the City include a beautiful waterfront and unique downtown business district for specialty shopping and tourism, a strong base of well established industries, and an excellent community hospital with an extensive group of medical affiliates. With direct access to Interstate 95, US 40, major rail lines and employers, the City is ideally positioned for sustained economic growth. Recent initiatives by the City and by Harford County are increasing the focus on the role of Havre de Grace in the County's economic future. These include the establishment of a full-time tourism and marketing manager for the City, the establishment of Small Business Development Center office within the City, and the identification of Havre de Grace as a key component within the Harford County Technology Development Strategic Plan. The City also boasts a well-established Chamber of Commerce and an Economic Development Commission, both of which serve to advance economic development in the City.

Within the corporate limits of the City of Havre de Grace, there are several identifiable geographic areas that serve as current economic generators. The first is the Downtown Business District, which is the heart of the historic City and is located immediately adjacent to the Susquehanna River. Located within the older portion of the City, but distinct in its function, is a medical district centered on Harford Memorial Hospital, a facility of Upper Chesapeake Health System. Medical office uses radiate outward from the hospital location and dominate portions of Union Avenue. The City's industrial center is the Chesapeake Industrial Park and the western end of MD 7/Old Post Road Street in Havre de Grace. Major industries along this corridor are concentrated and easily accessed via US 40 and rail. Lastly, corporate retail and highway commercial uses are found along US 40, a major regional route which bisects Havre de Grace into older and newer communities. These businesses serve the daily retail and service needs of Havre de Grace area residents as well as serving highway customers.

Future economic opportunities include land areas that have been annexed by the City of Havre de Grace designated as Mixed Office/Employment, the availability of small flexible office space for start-up businesses, and the proximity to Aberdeen Proving Ground for attracting technology affiliates. The southeastern quadrant of the I-95/MD 155 Interchange was annexed by the City of Havre de Grace in 2000 and was designated Mixed Office/Employment (MOE) as its zoning classification. The City encourages the development of a corporate or technology office park at this location. As the primary gateway into the City of Havre de Grace and its visibility from I-95, maximizing the site for corporate or technology office park uses is preferable to retail or large distribution uses. It is desired that future uses in the MOE not be in competition with existing retail/service business areas within the City, such as the Downtown Business District or US 40 Commercial Corridor. It is anticipated that Harford County's Technology Development Strategic Plan will increase the City's position in attracting technology affiliates and small, start-up research facilities into the City.

As a part of the 2003 Comprehensive Plan, the addition of this Economic Development chapter

provides the framework for economic growth and development for the City as a whole. All economic development segments are identified and addressed in this chapter so that they work in tandem to propel the City's collective economic growth. These include: Business Support Services, Downtown Business District, Tourism, Medical, Industrial, Route 40 Commercial Corridor, and Corporate/Technology/Research and Development. The primary objectives are to sharpen the competitiveness of business and enterprise within the City and to reduce competition between areas (such as the Downtown Business District, Route 40 Commercial Corridor, and future Mixed Office/Employment). This will be done by defining the various economic segments within the City and by determining the distinct role of each geographic location in terms of the City's total economic future.

It must be noted that the economic development effort for the City of Havre de Grace can not be considered the sole responsibility of any one individual, organization, or government entity. The recommendations in the following section are intended to outline the City's role in advancing economic development and to continue to encourage public/private partnerships within the City and the region. At its best, economic development is truly a partnership between private individuals, business enterprise, and multiple government segments.

II. RECOMMENDATIONS

- Support the Greater Havre de Grace Chamber of Commerce in their role of providing business support services, which include conducting informative business-oriented programs, development of local advertising and marketing strategies, and general networking/information sharing.
- Support the role of the Economic Development Commission in their transition to a not-for-profit Community Development Corporation. Work with them to establish their role in supporting business and community revitalization within the City of Havre de Grace.
- Support the Small Business Development Center in their role of providing business assistance to local businesses, which includes instructional programs on loan packaging, business planning, available funding sources, and local tax incentives. Reinforce the connection of the U.S. Small Business Administration and local institutions of higher learning to provide a consistent flow of business and technology information to local participants through the Small Business Development Center.
- Through this Comprehensive Plan and the zoning code, strengthen the distinct but complimentary relationships of the Downtown Business District with specialty retail/service, Route 40 Commercial Corridor with service, office, and commercial retail uses, and future Mixed Office/Employment as corporate office and technology. The goal is to support existing commercial areas and ensure their future viability by reducing competition between geographic areas.
- Reevaluate the Mixed Office/Employment (MOE), Commercial (C), and Residential Business (RB) zoning classifications, so that allowable uses, site requirements, and building scale are adequately addressed.

- Encourage appropriate development of the commercial and employment areas, including the Downtown Business District, Route 40 Corridor, Chesapeake Industrial Park, other industrial sites, and future Mixed Office/Employment area. Blend incentives and zoning regulation to support and direct appropriate development.
- Continue to work with the Harford County Office of Economic Development to support the business community in the City.
- Continue to work with existing industrial entities within the City to ensure that their respective enterprises are supported, through infrastructure and physical improvements as well as general information and business support.
- Aggressively pursue opportunities for technology, corporate, and research and development facilities to locate in Havre de Grace.
- Support the medical services provided through Upper Chesapeake Health System and the numerous medical offices within the City of Havre de Grace. Develop land use strategies, such as overlay zoning, and incentives for identifying and strengthening Union Avenue as a medical corridor.
- Continue to market the Enterprise Zone Tax Credit as a method of attracting new business and expanding existing projects.
- Continue to develop local small business incentives, such as the Revitalization and Development Loan Program. Investigate the feasibility of local tax incentives for current and prospective business or commercial property owners.
- Continue the physical improvements to the Downtown Business District and waterfront areas for the purpose of community and business revitalization.
- Work with property owners within the Downtown Business District to reassess the uses of their property and promote new upscale utilization of second floor space to such use as apartments, offices, or overnight accommodation facilities. Provide educational information and encourage owners to utilize the Maryland Smart Codes to maintain and improve their property investments.
- Support the development of non-profit Community Development Corporations (CDC) within the City, which will advance projects and/or programs that benefit the community as a whole. It is anticipated that such entities will prove invaluable as a source of fundraising, grant writing, and possible management of a Main Street initiative for the Downtown Business District.
- Analyze existing traffic, transit, and parking conditions within the City.
- Continue to develop and maintain a commercial database of available property and lease space within City limits.

- Introduce the resources of the Harford County Office of Economic Development, The Maryland Department of Housing and Community Development, and the Maryland Department of Business and Economic Development to the business community of Havre de Grace.
- Strengthen and expand the tourism industry in the City. This will be accomplished through the operation of a Visitor Center; advertising campaigns to attract visitors outside of the immediate region; the development of high quality, informative publications that will generate increased visitor activity; improved signage to the City's various attractions; organized promotional events; and general information sharing.
- Target specific businesses that will enhance the City, and encourage the development of office space to increase commercial traffic.
- Encourage the development of entertainment facilities in the Downtown Business District.
- Encourage local banks to provide Community Reinvestment Act (CRA) funding geared to support investment in the City.
- Review local and State government regulations and assess their impact on economic development in the City.
- Support the City's and the region's various museums, recreation areas, and cultural attractions, which contribute to the economic vitality of the region. These include the Lower Susquehanna Heritage Greenway, Susquehanna State Park, Swan Harbor Farm, Bulle Rock Golf Course, the Susquehanna Museum of Havre de Grace, the Havre de Grace Decoy Museum, the Havre de Grace Maritime Museum, the Chesapeake Heritage Conservancy, Inc., and Steppingstone Museum, and various public and private marinas.
- Cultivate strong local consumer support through targeted marketing and promotional events.

III. BACKGROUND

The purpose of the Comprehensive Plan is to provide a roadmap for the community's future growth and development. It also serves as an indicator of the direction for decision-makers to follow over the next six years for the orderly growth of the City. Within this process the economic development of the City of Havre de Grace is an important aspect. To provide a complete approach to the development of the City, the cooperation of public and private entities throughout the community must be secured. The continued revitalization of the Downtown Business District is important, but the inclusion of such areas as the US 40 Commercial Corridor, and the industrial, medical, and future corporate or technology areas located at the I-

95 Interchange are equally significant to the economic vision of Havre de Grace. The unique location of Havre de Grace on the Bay, its proximity to Aberdeen Proving Ground, the Ripken Baseball Stadium, and the easy access to major transportation systems are only a few of the assets available for the City's economic development efforts.

At one time, Havre de Grace had a thriving Downtown Business District which served as the City's main commercial center, but it has had to contend with different forms of competition during the past forty years. Competition was first generated in the 1960's from strip shopping centers and then in the 1970's by large malls in Bel Air, Baltimore, and Wilmington, DE. The 1990's introduced new competition in the form of the major national retailers that caused a steady decline in the strip shopping centers located in the Route 40 Commercial Corridor. The City is, therefore, faced with two commercial districts, both of which used to be competitive and now need economic revitalization.

Several stabilizing factors, however, contribute to the revitalization of the City's economic engine. The strengths present in the City include the waterfront and its historic charm as well as attractions provided by local restaurants, museums, and unique specialty stores. The City can also boast of several major corporations in the Chesapeake Industrial Park and Revolution Street corridor. The addition of several new neighborhoods of medium to high-income housing, such as Canvasback Cove, Seneca Point, and Grace Manor, and planned projects, such as Penns Beach and Bulle Rock Planned Adult Community, contribute in a positive manner to the economic improvement of the City.

Harford County is a diverse community comprised of 226,565 residents, according to 2000 Census statistics. The medium household income of the County is \$54,300 per year and represents \$2,849,430.00 retail dollars spent in Harford County in 2001. Havre de Grace with a population of 11,331 represents 5.2% of the County's population and has a median income of \$41,218. Harford County and the municipalities benefit from over 20,000 employment opportunities provided by its major employers throughout the County, of which 12.5% are located within the City of Havre de Grace. The recent emphasis of the Harford County Technology Development Strategic Plan on proposed technological development in the County, and its promise of new business and employment in Harford County, places Havre de Grace in the position of being a prime location for this type of development.

The future need in the County for convenient, quality office space at reasonable rates is enticing to many communities within the County. The City of Havre de Grace not only provides the quality of life which is most attractive to office development, but has the available land to support this type of use. The availability of approximately 150 acres of land zoned as Mixed Office/Employment adjacent to the I-95 Interchange at the Havre de Grace is a prime asset to meet the challenge. In addition, numerous vacant and underutilized parcels exist along US 40. As a major regional thoroughfare with attractive amenities, such as the Bulle Rock Golf Course, this corridor is ripe for new and better uses.

IV. BUSINESS SUPPORT SERVICES

Business owners have multiple resources immediately available within the City to call upon for business support. These include knowledgeable staff within the Department of Economic

Development and Planning (DEDP), business development programs and individualized assistance through the recently opened Small Business Development Center on Washington Street, the Greater Havre de Grace Chamber of Commerce, and the Economic Development Commission. In addition, Harford County Government through the Office of Economic Development has business support services that include financing, loan assistance, and general business resource information. Both City and County staff representatives work with the Maryland Department of Business and Economic Development to further local business advancement in the State. All businesses are served – regardless of scale and location within the City – through these agencies or organizations.

Specific assistance that the City offers includes information on the established Aberdeen/Havre de Grace Enterprise Zone for new business development or business expansion, low-interest loan opportunities through the City's Revitalization and Development Loan Program, and available space for lease. The City's DEDP administers a low-interest loan program and is finalizing a survey of all commercial lease properties so that potential new business prospects can be matched to available properties, to include office space, storefronts, and industrial uses. The role of staff within DEDP is to attract new businesses into the City, to facilitate the well-being of businesses – established and new – to the extent possible, and to provide information on other available resources.

One excellent resource within this area is the Aberdeen/Havre de Grace Enterprise Zone. The Aberdeen/Havre de Grace Enterprise Zone was established in 1996 through the Harford County Office of Economic Development in conjunction with the Cities of Aberdeen and Havre de Grace. The program provides both property tax and income tax incentives for new businesses and expanding businesses within the Route 40 Commercial Corridor in the southeastern Harford County region. This program has been extremely successful in that it has created \$58 million in new capital investment in Havre de Grace alone through construction, rehabilitation of facilities, and equipment and the equivalent of approximately 600 new jobs. The duration of this incentive program is ten years, and it will expire in 2005.

The Havre de Grace office of the Small Business Development Center (SBDC), which operates through Harford Community College, is a recent addition to the City and opened in March, 2003. This is an ancillary branch of the main campus center and offers assistance to local businesses, including business planning, identification of available funding sources, and instructional programs on loan packaging. The SBDC is charged with small business development services under the U.S. Small Business Administration and is supported through the Harford County Office of Economic Development. In general, the SBDC works in concert with the Service Corps of Retired Executives (SCORE) to assist new entrepreneurs in establishing their respective business and with existing businesses having specific problems related to marketing, finance, or human resources. Classes, seminars, and individualized business services are provided right on site in the Havre de Grace office.

Both the Greater Havre de Grace Chamber of Commerce and the Economic Development Commission have been local connections to business assistance for many years. As the oldest Chamber in Harford County, the Greater Havre de Grace Chamber of Commerce celebrated its seventy-fifth anniversary in September 2003. It has proven successful in conducting informative topic-specific programs, fund-raising through organized events, and general networking and information sharing. Along with the City, the Chamber participates in the distribution of low-interest loans through the established Revitalization and Development

Revolving Loan Fund. Individual committees within the Chamber organize monthly meetings with speakers, fundraisers, the Farmer's Market, business card exchanges, and other networking events. With offices located in the Havre de Grace Visitor Center, the Chamber works hand-in-hand with City staff to promote tourism, festivals, and community events. It is also a participating member in both the Havre de Grace Tourism Advisory Board and the Economic Development Commission. As a primary advocate for local business enterprise, the Chamber will continue to work to advance local business through its numerous activities and through the development of local advertising and marketing strategies.

The Economic Development Commission was established as an advisory commission to Mayor and City Council in 1998. The Commission's role has consistently been to advance the City's position in terms of economic development, and it has worked to foster relationships between the corporations located in the City and City Government. In addition, the Commission retains various speakers from industry, local and State government agencies, and other areas of expertise to give lectures on pertinent, timely, topic-specific subjects. Recently, the Commission has applied for non-profit status as a Community Development Corporation (CDC) for a greater role in charting economic development initiatives. With not-for-profit status, the Commission will be in a position to advance many aspects of economic development in more than an advisory role. Efforts may include obtaining grants to serve their mission, fundraising, implementing physical improvements to the Downtown Business District, waterfront, or other areas of the City, and general economic planning through market studies and other means. Under the not-for-profit CDC, the Commission would be in an excellent position to pursue National Main Street designation and administer its program initiatives, both of which would be beneficial for the City and the Commission.

V. DOWNTOWN BUSINESS DISTRICT

As mentioned in previous chapters, the Downtown Business District is the historic core of the City. Its health and vitality – which include the health and vitality of the individual businesses that comprise it – are paramount to the economic development of the City as a whole. A primary policy of this Comprehensive Plan is to support the downtown by assisting existing businesses, attracting new enterprises, continuing physical improvements such as streetscapes, and marketing the historic charm and unique shopping experience both locally and regionally. A strong partnership between the business community, the Chamber of Commerce, the Economic Development Commission, the Small Business Development Center, and City Government is essential for the advancement of the City's Downtown Business District.

The City's Downtown Business District consists of numerous specialty retail shops, offices, antique stores, and restaurants in a quaint turn-of-the-century commercial setting. Built to a human scale, the structures are attached to each other, have varying facades, and are built right up to the sidewalks. Due to the comprehensive Downtown Revitalization strategy developed in the 1996 Plan, the City has made great strides in infrastructure improvements, to include street re-paving, sidewalks, lighting, and landscaping appropriate to the historic downtown. Continuation of these physical improvements to create an overall design impression will proceed, as funds allow. Specific goals for the physical design and planning established in the 1996 Comprehensive Plan are still valid and are restated here as follows. These improvements are specifically tailored to heighten the beauty and charm of this commercial area and attract more consumers to the downtown.

- Increase waterfront exposure for the public.
- Unify the Downtown into an identifiable shopping district.
- Maintain a small town atmosphere.
- Develop a theme that incorporates traditional planning and design.
- Identify the pedestrian and automobile districts for visual clarity and safety.
- Encourage and facilitate pedestrian traffic throughout the Downtown.
- Improve traffic flow and safety through the Downtown.

In addition, specific design objectives needed to accomplish the goals are as follows:

- Improve water views at street ends.
- Provide accessible and convenient parking.
- Remove overhead wires to improve vision of buildings and reduce clutter.
- Establish guidelines for building improvements to maintain an appropriate sense of scale, color, and design.
- Establish guidelines for signs that relate to existing buildings and are appropriate to the Downtown districts.
- Preserve historic architecture.
- Retain on-street parking as an important element to separate pedestrian traffic from vehicular traffic.

Future public improvements for the Downtown Business District include, but are not limited to, the redevelopment of David R. Craig Park into a permanent Visitor Center facility, better directional signage to and throughout the district, continued improvements to Frank J. Hutchins Park (such as bathroom facilities), additional parking, and increased waterfront accessibility through a Downtown Promenade. In addition, the City is exploring the possibility of constructing a jetty structure that would create a safe harbor for waterfront protection. Through the development of this protective harbor, it will be possible to expand private marinas and create additional public docking, fueling facilities, anchorage, and mooring space to accommodate larger vessels and transient boaters. The economic benefit to the City warrants the continuation and serious consideration of the feasibility of this project.

The City must also evaluate the Historic Preservation Ordinance and develop standards and/or guidelines to sensitively accommodate future Downtown development and revitalization. Facade renovation, sign standards, level of historic replication, and materials are all areas which must be

stringently, yet flexibly, enforced. Care must be taken to balance historic preservation goals against economic revitalization goals in order to preserve the historic character and enhance the economic vitality of the downtown. Developing design standards insures that the Downtown Business District will retain its charm and attraction as a historic commerce center that continues to draw people desiring a pleasant, small-town experience.

The promotion of a strong Downtown Business District is vital to strong economic development for the City. In order to achieve this, the City (through staff or private consultant) should prepare an updated marketing analysis for the business community. This will provide a clear understanding of existing markets and identify the competitive advantage and “niche” for Havre de Grace. The study should provide the following:

- An analysis of how retail sales in the community has changed over recent years.
- Analysis of how the local and regional population have changed in past years and what significance it has to the economy of the City of Havre de Grace.
- Surveys of existing and potential customers and product needs.
- An analysis of real estate values and ownership patterns.
- A study of how commercial buildings are being used and how efficiently.
- An analysis of the quality of life features as they effect the types of businesses or industries in Havre de Grace.

By examining the above information, the City will be able to assist businesses:

- Identify better ways to meet existing customer needs and expand to meet new identified market opportunities.
- Encourage property owners to make gradual physical improvements to their buildings, and help retailers take a fresh look at their merchandise, pricing and sales strategies.
- Help business owners to analyze their advertising and make cost-effective adjustments.
- Look at methods to coordinate promotions within the City for businesses that share the same or similar customers.
- Define the business clusters to take advantage of consumer interest.
- Use the information to recruit new businesses to complement the current mix and boost the City’s share of the marketplace.
- Create targeted marketing campaigns and materials to promote the City and its

appeal to potential entrepreneurs and businesses.

The City will continue to market the Downtown Business District through its tourism efforts, and work aggressively to attract new shops as well as support existing businesses within it. Tourism and the historic downtown naturally go hand-in-hand. In addition to the tourism effort that focuses on marketing to those outside of Harford County, it is extremely necessary to have a more local marketing effort to areas within close proximity, such as the Greater Bel Air area, Harford County (in general), and Cecil County. These are areas that need to rediscover the charm, beauty, and interest of the City, and have populations that are within a half-hours drive which can return repeatedly to patronize shops, restaurants, and other offerings. New and future households within the City should also be reached within the local marketing effort, bringing new residents into the customer base. This local marketing effort may be a shared venture between the City, the Chamber of Commerce, or private interests, but it is absolutely essential to the downtown businesses.

The City will also work to provide better signage to and throughout the Downtown Business District. This includes getting travelers successfully to the district from I-95, US 40, MD 155, MD 7, and future Bulle Rock Parkway. In addition, the placement of directional maps in the downtown and various public attractions is necessary to help those unfamiliar with the City find key points of interest.

Supporting the business community and attracting new businesses are the primary goals of the City's economic development initiative. These efforts include attracting new professional offices, retail shops, restaurants, and entertainment venues into the downtown. The re-use of upper-story space for offices and upscale studio apartments (through State of Maryland Smart Codes) is desired to make the City's historic commercial center truly vibrant. In addition, the City would like to initiate a National Main Street Program which would be administered through a not-for-profit organization. This program opens the opportunity to tap other resources for the City's downtown revitalization efforts.

VI. TOURISM

Havre de Grace has a wealth of attributes that make it a desirable tourist destination. It's waterfront, museum attractions, numerous festivals and events, beauty, and historic charm lend to a pleasant traveler experience. The City's proximity to regional recreational resources, such as Susquehanna State Park, the Lower Susquehanna Heritage Greenway, and Swan Harbor Farm, lends to its regional draw. It is also easily accessible from the transportation networks of I-95 and US 40, and is within a one hundred-mile radius of sixteen million people in the mid-Atlantic region.

For the past twenty years, the City has successfully advanced its tourism efforts through the dedication of volunteers. Many active citizens have and continue to organize signature events, such as the Arts Festival, the Seafood Festival, and the Decoy Festival, and it has been only in recent years that many of the City's museums have had paid staff. For many years, the all-volunteer Tourism Commission was charged with orchestrating tourism activities, including the development of marketing publications and the annual event calendar on behalf of the City.

As of Fall, 2002 however, the City organized a more formal tourism effort with the opening of a Visitor Center on Pennington Avenue and the hiring of a Manager of Marketing and Tourism. The Visitor Center operates through volunteers and staff seven days a week and is located in the heart of the Downtown Business District. The Tourism Advisory Board continues to assist in all aspects of tourism, advising the Tourism Manager. The role of the City staff is to coordinate marketing and tourism effort to those outside of Harford County through advertising, development of publications, the solicitation of travel writers into the City, providing information for bus tours, and operating the Visitor Center. Primary objectives are to increase the number of visitors into the City and to have visitors stay longer in the various overnight accommodations located in the region.

Specific goals of the tourism effort through the City include the following:

- Inspire the travel consumer to choose Havre de Grace as a destination, encourage them to stay longer, and motivate them to return. This is to be done through the development of high quality, informative, and creative publications that will generate increased visitor activity with the tourism industry attractions and retail sectors.
- Define and expand Havre de Grace's destination recognition in the travel marketplace.
- Secure third-party editorial coverage of Havre de Grace as a travel destination through outreach to travel editorial professionals in the media.
- Facilitate communication and business growth with the Havre de Grace tourism industry about programmatic activities and opportunities as well as fostering alliances between industry segments and stakeholders.
- Develop and advertising program that delivers a strong call to action designed to encourage consumers in selected target markets to respond directly to Havre de Grace's marketing message. The success of these messages will be tracked by lead generation from telephone inquiries, web site activity, and reader service labels.
- Increase group travel business in Havre de Grace facilities, attractions, and retailers.
- Increase length of stay and spending of visitors to the Havre de Grace area.
- Demonstrate the benefits of investing in a strong tourism-marketing program.

A coordinated, successful tourism effort for the City of Havre de Grace is directly linked with the Downtown Business District and its specialty shops and restaurants, the waterfront and its amenities like the Promenade and numerous marinas, all museums (the Decoy Museum, Maritime Museum, The Susquehanna Museum of Havre de Grace, and the Concord Point

Lighthouse and Lightkeeper's House, and Steppingstone Museum), and the City's entire historic district. New attractions include the nationally renowned Bulle Rock Golf Course and nearby Ripken Stadium. Major recreational features are the Lower Susquehanna Heritage Greenway, Susquehanna State Park, and Swan Harbor Farm. In addition, two vessels – the Skipjack Martha Lewis and sternwheeler Lantern Queen – are available for charter. Approximately 75 transient slips are available to accommodate nautical guests during the boating season, and opportunities for canoeing and kayaking abound. These individual attributes and their collective presence make the Greater Havre de Grace region an excellent destination in terms of tourist travel.

VI. MEDICAL

The presence of many established medical service providers and Harford Memorial Hospital is a great asset to the Havre de Grace community. The City, through DEDP staff, supports its medical service providers by maintaining an inventory of vacant office space and by assisting in efforts for physician recruitment. In addition, the City supports Upper Chesapeake Health System in their continued investment in the Harford Memorial Hospital facility and their recently acquired office space on Revolution Street. A major employer, Upper Chesapeake Health System has approximately 725 employees at Harford Memorial Hospital, with a payroll of \$22 million.

As an economic development strategy and land use policy, the City will work to strengthen the Union Avenue medical corridor through the establishment of an overlay zone specifically designed to maintain and attract medical service providers. The City supports the development of new services, such as the new Sleep Center and Joint Rehabilitation Center, offered through Upper Chesapeake Health System at the Harford Memorial Hospital location. In addition, the City will explore and encourage the potential for new market opportunities, such as that of a naturally occurring retirement community (or NORC's), and relationships to the established medical resources in this area. With the influx of new age-targeted active adult housing, excellent quality of life, pedestrian accessibility, and public and private amenities, the City can advance its medical community by promoting specialized services targeted to an aging population.

VII. INDUSTRIAL

Primary industrial areas within the City of Havre de Grace are the Chesapeake Industrial Park located just off of MD 7/Revolution Street and the western portion of Revolution Street itself. This is the breadbasket of the City in regard to tax revenue and the support of existing industry and the attraction of new is paramount for the economic balance and employment base of the City and the region. Industries within the City include: Cleaning Solutions Group, Collins & Aikman, Constar International, Cytec, J. M. Huber Corporation, On-Guard Industries, Pepsi-Cola, Smuckers Quality Beverages, and Solo Cup Company, Inc. Limited space is available in the Chesapeake Industrial Park for other industries, and it is anticipated that EFC, Inc. (which is currently located just outside of City limits) will build in the industrial park in the near future.

The City supports existing industry by facilitating and implementing physical improvements in the

industrial areas. Recent physical improvements include the reconstruction of Clark Road in the Chesapeake Industrial Park which was completed in summer, 2003. Continued improvements are necessary for Old Bay Lane, which is the access road to the industrial park, and MD 7/Revolution Street. The City will pursue right-of-way acquisition from the adjoining property owners and funding for reconstruction of Old Bay Lane to continue access improvements into the Chesapeake Industrial Park. Improvements to MD 7/Revolution Street will need to be initiated with State Highway Administration in the future.

The City also works with Harford County Office of Economic Development for attracting or retaining industries and providing information on tax incentives, such as those offered through the Maryland Department of Business and Economic Development, the Aberdeen/Havre de Grace Enterprise Zone, or other sources. City staff members work closely with the Office of Economic Development to attract new industries to vacated buildings, support employee training and job fair initiatives, and provide general information about available business resources.

Within the City, industrial uses are focused in the Chesapeake Industrial Park and large land areas along MD 7/Revolution Street. Additional opportunities for industrial use exist along US 40 both inside and outside of current City limits. Under the City’s Zoning Ordinance, all industrial use has a zoning designation of *C, Commercial*. It would be beneficial to create a separate zoning category, *Industrial*, to differentiate industrial uses from general commercial uses, such as those on US 40, and to apply additional standards in terms of landscaping and site design for commercial development.

The following table indicates current industries within the City and number of employees:

**Table 12.1
MAJOR INDUSTRIAL EMPLOYERS**

Employer	Number of Employees
Cleaning Solutions Group	55
Collins & Aikman	230
Constar International, Inc.	330
Cytec	224
J. M. Huber	160
On-Guard Industries	130
Pepsi-Cola	54
Smuckers Quality Beverages, Inc.	45
Solo Cup Company	102

VIII. ROUTE 40 COMMERCIAL CORRIDOR

The Route 40 Commercial Corridor provides many of the daily retail and service needs of local residents – in both older and newer communities – as well as serving highway users travelling through the area. As a significant commercial corridor, Route 40 offers grocery stores, pharmacies, automotive service, a range of restaurant choices including fast-food varieties, and

commercial strip-retail venues. The City supports the businesses along US 40 and will work through its policies and initiatives to maintain the corridor's viability in the future. The City would like to strengthen the Route 40 Commercial Corridor as an identifiable retail/service/office core that serves as a bridge between the older, historic portions of the City located to the south of US 40 and the newer, developing areas to the north.

The City would like to enhance the Route 40 Commercial Corridor through the attraction of new uses (such as offices) and new businesses, the development of landscaping and site design standards, and improved pedestrian connections to and through the corridor. The State Highway Administration is currently in the process of completing a \$3.2 million streetscape improvement project along US 40 between the Thomas J. Hatem Bridge and Robinhood Road.

This project will improve roadway safety and the aesthetic appeal of the highway through the City of Havre de Grace, and includes pedestrian connections along US 40, signaled pedestrian crosswalks, increased stormwater drainage, landscaping, and monument entrance signs. Specific focus areas for pedestrian improvements are the Ohio/Otsego Streets intersection and the Lewis Lane intersection. These nodes are areas of known pedestrian activity. Future improvements along City roads, such as Lewis Lane Extended and/or Chapel Road will be necessary to complete pedestrian connections to both older and newer portions of the City.

The primary objective of the City for the Route 40 Commercial Corridor is to create a more attractive commercial corridor that will continue to support existing businesses and attract potential new uses. New uses include Class A office space, mixed-use commercial of high quality design, and possible entertainment venues, such as a water park, a private pool, or other privately operated facilities. These uses are not intended to compete with the Downtown Business District but to compliment it. It is also desired that future non-residential uses at the I-95 Interchange be limited in retail so as to not compete with the Route 40 Commercial Corridor or the Downtown Business District.

As the City continues to grow in a westerly direction, the increased strength of this core commercial area is extremely important for both the City of Aberdeen and Havre de Grace. Redevelopment potential is great for under-utilized parcels along US 40, through annexation and the provision of public water and sewer. These properties include the various junkyards and abandoned commercial buildings between the Cities. With the nationally renowned Bulle Rock Golf Course, new residential development, offices, and well-designed commercial uses, the Route 40 Commercial Corridor can be a source of pride for the communities along it and for Harford County in general.

IX. CORPORATE, TECHNOLOGY, RESEARCH AND DEVELOPMENT

The City is in an excellent position to attract corporate offices, technology development, light assembly, and research and development facilities into the area. Directly accessible from I-95, Havre de Grace has an excellent quality of life, offering both natural and cultural amenities as well as excellent housing for bringing new employment opportunities to the region. Proximity to Aberdeen Proving Ground – a major Federal research and testing facility — and the Baltimore/Washington D.C. and Wilmington/Philadelphia metropolitan regions contribute greatly to the potential economic growth of the City.

The City of Havre de Grace featured prominently in the recent Technology Development Strategic Plan, which was completed in 2002 by the Harford County Office of Economic Development. Various partners contributed to the development of the plan, including the City of Havre de Grace. The Technology Development Strategic Plan recognizes the City's excellent quality of life, waterfront amenities, reasonable land costs, and easy access to major communications networks, highways, and rail systems. Harford County is in close proximity of several international airports and numerous world-class educational institutions. Specific opportunities to attract new technology industry exist through Aberdeen Proving Ground, to include private contractual services, research and development, and commercialization of technologies. The plan has defined emerging technology clusters that may be focused in this region, to include advanced materials and testing, information technology, and some biosciences.

Primary locations for the development of corporate offices or technology offices include land tracts at the I-95 Interchange (which is designated as Mixed Office/Employment in its zoning classification) and commercial areas along US 40, both inside and outside of current City limits. Due to future residential projects, such as the age-targeted Bulle Rock Planned Adult Community and others, an estimated three thousand homes will be built in newly annexed areas in the City of Havre de Grace over the next ten to fifteen years. In addition, there are opportunities for some waterfront residential uses and continued gentrification of the City's beautiful, historic housing stock. Based on these projects, the cultural attributes, and recreational amenities, the City is truly in a position to attract corporate offices, technology, and research and development into the region.