

2012-2017

**Havre de Grace's
Strategy for
Revitalization**

**[COMMUNITY
SUSTAINABILITY PLAN]**

A strategic plan for revitalization efforts for The City of Havre de Grace and its Partners. The goals of the plan are to leverage state funding opportunities with private investments to promote sustainable redevelopment practices, preserve the historic quality of the City, and provide adequate housing and transportation options for the citizens of Havre de Grace.

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Introduction



The preparation of the 2012-2017 *Community Sustainability Plan* is an update and expansion of the City's *Community Legacy Plan* and fulfills the requirements of the *Community Legacy Program*, and its successor, the newly established *Sustainable Communities*, that requires designees update their *Plans* every five years in order to maintain funding eligibility.

The *Sustainable Communities Act of 2010* creates an expanded program focusing on transit, walkability, and conservation in order to provide assistance, tax credits, funding and support to at-risk, older, urban communities. Funds are provided to support a wide range of programs from capital improvement projects to community investment strategies. The *Governor's Smart Growth Subcabinet* determines plan and funding eligibility annually. The City of Havre de Grace has been a *Community Legacy Area* since 2001.

The 2012-2017 *Community Sustainability Plan* identifies the major stakeholders in community revitalization in the City of Havre de Grace, delineates the designated areas as well as overlapping complimentary designations, defines the vision and goals for each revitalization area, offers a SWOT analysis of and

recommendations for revitalization, and finally outlines a *Strategic Plan* for the City of Havre de Grace.

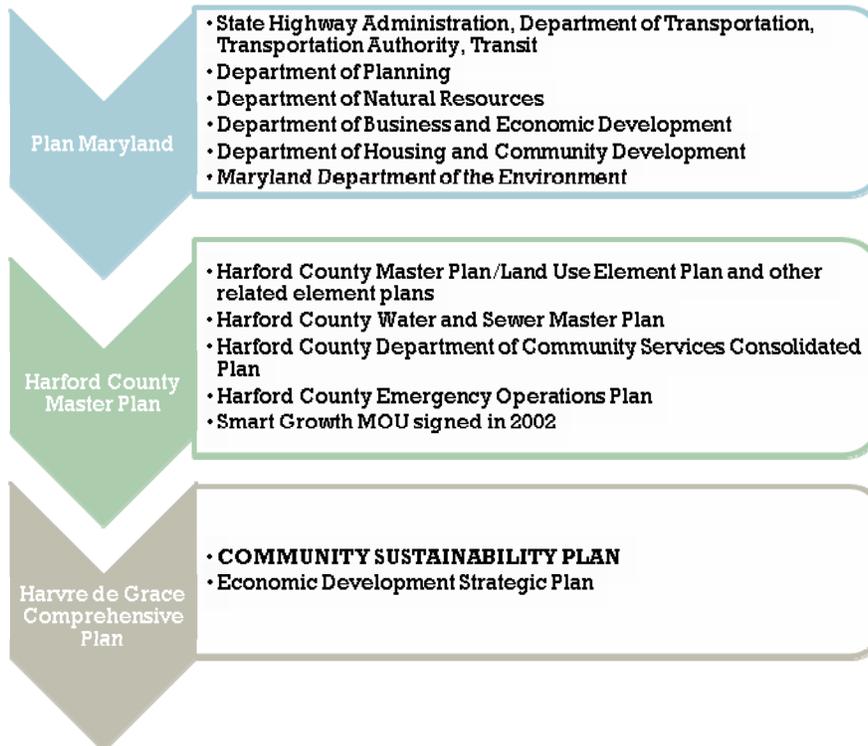
This plan was adopted through the unanimous passage of Havre de Grace Resolution 2012-03 on March 19, 2012 to encompass the entire incorporated limits of the City.

Sustainable Communities are defined as places where public and private investments and partnerships achieve development of a healthy local economy, protection of historic and cultural resources, a mix of land uses, affordable and sustainable housing and employment options, and growth and development practices that protect the environment and conserve air, water and energy resources, encourage recreational opportunities, and where available, create access to transit.

The City of Havre de Grace is the second oldest incorporated city in Maryland located within Harford County. It has an area of 5.4 square miles, of which 4.0 square miles is land and 1.4 square miles or 25.23% is water. The city located at the mouth of the Susquehanna River and the head of the Chesapeake Bay is popular for recreation and tourism. The city yacht basin and park sponsors various events each year. The restored promenade that runs along the shore from the Concord Point Lighthouse to the yacht basin is a favorite place for locals and tourists to walk and enjoy views of the bay. A variety of museums help explain and interpret the city's rich maritime past and present: the Decoy Museum, the Havre de Grace Maritime Museum, Concord Point Lighthouse, the Lockhouse Museum, the *Lantern Queen* paddle steamer, and the skipjack *Martha Lewis*. Havre de Grace also claims a renovated seaplane port. The city has five public schools and Harford Memorial Hospital, the first to be

Havre de Grace's Statement of Sustainability

The City of Havre de Grace has been committed to sustainable efforts for many years. These efforts continue today, and are planned for in the future. The City works closely with partners in Harford County and state organizations such as The Department of Housing and Community Development, State Highway Administration, Maryland Department of Planning, Maryland Historic Trust, Maryland Heritage Area Programs, and Maryland Department of the Environment.



Havre de Grace defines Sustainability in the same way as Harford County's Master Plan: "protecting and preserving economic, environmental, and social resources through their efficient use and reuse for current and future generations".

Havre de Grace's geographic position along the Susquehanna River and the Chesapeake Bay make the citizens of the city stewards of a vast amount of natural resources. A sustainable water resource is fundamental to the public's health and quality of life. It not only provides safe drinking water supply, but also clean water for aquatic life and recreational pursuits. In order to protect water quality in local waterways the land use activities in a watershed must be considered.

Recent Upgrades to the City's Infrastructure include:

- 2007 Upgrades to the Wastewater Treatment Plant from Biological Nutrient Removal (BNR) to the Best Available Technology (BAT) of Enhanced Nutrient Removal (ENR)
- Improvements to the Inflow and Infiltration (I&I) on Erie Street
- Replacement of the sewer line along the 100 block of Bloomsbury Avenue
- Upgrades to the Water Treatment Plant to include replacing the Finished Water Pumps and a generator
- Installment of a solids handling facility for the Water Treatment Plant

Planned Upgrades to the City's Infrastructure:

- \$3.3 million in upgrades to the Water Treatment Plant for compliance with EWST and DDBP Rules.
- Replacement of water mains in SC Area
- Inflow and Infiltration repairs in SC Area
- Repair 7 storm water inlets in SC Area
- Repair 106 clean outs on sewer lines in SC Area

Actions that will lessen the Sustainable Area's Impact on the Environment

- Currently the city's Green Committee is working with residents, businesses, and non-profit organizations to develop sustainability goals and programs.
- Havre de Grace's neighboring city, Aberdeen, has recently passed legislation offering a tax break for LEED certified construction. The city of Havre de Grace staff is considering submitting similar legislation to City Council in order to stay competitive along the U.S. Route 40 corridor.
- As a partner with Harford County, the city participates in a "Buy Local" campaign, which supports the production of local agricultural products in Harford County. In addition to this program, Havre de Grace Main Street, Inc. operates a Farmer's Market every Saturday from April through the end of October. During the "off" season, some of the local producers continue to have a drop off point for pre-orders at the site of the Farmer's Market.
- The City of Havre de Grace has held the designation of Tree City USA for the past ten years. The city has a plant back program for all trees within the historic district of Havre de Grace, and also cares for the population of ancient trees within the city.
- The City of Havre de Grace began offering city-wide residential single stream recycling in 2010 in conjunction with Harford Sanitation

The City's legacy as the second oldest municipality in Maryland means that the citizens are also stewards of a rich past. The City's built environment is its most permanent, lasting investment and symbolizes the values that make the City great. The City encourages mixed use development to combine a variety of compatible land uses while emphasizing multi-modal transportation options to create a connected and accessible community. The increased connectivity promotes the use of existing infrastructure and the conservation of open space while at the same time promoting a sense of community and economic prosperity. Economic opportunity is created through the establishment of new uses, thereby creating jobs and fostering local businesses. Similarly, a mixed-use neighborhood also encourages affordable housing to ensure all residents are engaged within the community.

Sustainability, as defined previously, requires the efficient management of the City's environmental, economic, and social resources which can be a challenge. To this end, the City will continue to work with the Harford County and Maryland to plan accordingly to protect, preserve, and grow Havre de Grace in a sustainable, responsible way.

Partners in Implementation

The *2012-2017 Community Sustainability Plan* is not the function of one group, but a collaborative effort of strategic stakeholders whose combined efforts oversee the implementation of the elements described within the plan.

The City of Havre de Grace Staff



The Planning Department has been and will continue to focus on the development of new zoning codes that will be the most beneficial to economic development. These include the potential for an overlay style zoning for the US Route 40 corridor, as well as creative zoning for the redevelopment in the Waterfront and Historic Areas. The Economic Development staff continues to work on business recruitment, as well as research and apply for specific funding opportunities that relate to planned capital improvements within the City's revitalization zones.

Havre de Grace Tourism

The Tourism Office, along with the many museum boards of directors, will continue to focus on tourism marketing, historical integrity of the City, and promoting the City's destination interests. The Tourism Office will maintain a close working relationship with the Museum Boards, to continue to promote a unified marketing message.



Havre de Grace Main Street, Inc.



The Main Street manager as well as board of directors continues to offer business retention and recruitment opportunities to those businesses within the Main Street District. The Main Street manager also seeks funding opportunities for Main Street initiatives both through competitive grants and fundraising. As a part of the overall sustainability plan, Main Street developed a set of strategic goals they plan to achieve in the next five years, to include policy changes as well as marketing programs, which can be found in the strategic plan section.

Lower Susquehanna Heritage Greenway (LSHG)

The main purpose of LSHG is to create greater trail connectivity between Harford and Cecil Counties. LSHG will distribute funding to communities who enhance the trail connectivity of the area, as well as cultural interpretation using MHAA funding. Strategic linkages such as the continuation of the waterfront promenade, a walking trail linkage across the Susquehanna River, and the utilization of national trails that run through the LSHG geographic area are part of their major initiatives over the next five years.



Past Projects

The City's once thriving downtown has been the focus of revitalization for the past twenty years, as it was the first to contend with different forms of competitions during the past 50 years. With the help of revitalization programs, Main Street, and other volunteer programs, the downtown is making an economic comeback.

For the last fifteen years the City's Route 40 corridor has suffered from the surge of national chains, removing retail interest from strip malls. This has created a need for economic revitalization along the route 40 corridor. The City has therefore been faced with the need for revitalization in two commercial districts, both of which used to be competitive and now need of investment.

The City's investment in public-private revitalization efforts in the Main Street and Old Town revitalization areas are described in the chart below. The Route 40 corridor will be a focus along with the Main Street and Old Town revitalization areas over the coming years.

State, City, and Private Partnerships

Project	Year	Funding Source	Amount Funded	Funding Source	Amount Funded	Total Investment
Streetscapes						
Downtown Streetscapes	2002	DHCD	\$50,000	City	\$50,000	\$100,000
Revolution Street	2003	DHCD	\$115,000	City	\$37,737	\$152,737
Franklin Street	2007	DHCD	\$51,000	City	\$49,592	\$100,592
Pennington Ave	2008	DHCD	\$75,000	City	\$89,323	\$164,323
Roundabout	2008	DHCD	\$40,000	City	\$47,815	\$87,815
St. John Street	2011	DHCD	\$100,000	City	\$57,122	\$157,122
Union Ave	2010	SHA	\$300,000	City	\$--	\$300,000
N. Washington Street	2000		\$--	City	\$180,000	\$180,000
Streetscape Investment Total		State Agency	\$731,000	City	\$511,589	\$1,242,589
Operational/Study		DHCD	\$95,000	---	\$--	\$95,000
Community Parks and Playgrounds						
Todd Field, playground	2006	DNR	48,413	City	\$9,200	\$57,613
McLhinney Playground	2006	DNR	49,913	City	\$8,200	\$58,113
Hutchins Park	2002	DNR	\$375,000	City	\$15,895	\$390,895
Tydings Park/Playground	2004	DNR	\$155,000	City	\$28,500	\$183,500
Community Parks and Playgrounds Investment Total		State Agency	\$628,326	City	\$61,795	\$690,121
Façade Improvement Program	2005-2011	DHCD	\$251,875	Private Investment	\$802,000	\$1,053,875

Another key state funding source that has contributed to the revitalization of the City, but does not funnel through City Hall is Maryland Heritage Area Authority. The City of Havre de Grace is a part of the certified heritage area known as Lower Susquehanna Heritage Greenway (LSHG). As such, the City's museums, trails, pedestrian linkages, and other heritage tourism attractions are eligible for and have received funding from Maryland Heritage Area Authority.

Building on Past Accomplishments

Havre de Grace has aggressively pursued program development to bolster its own economic development activity, largely through the receipt of grant funds or its own regulatory actions. The Office of Economic Development has grown to include:

- Supporting the establishment of the Main Street organization as a 501c3 and continuing to work with them to establish their role in supporting the business community and revitalization of the Main Street district
- Streetscape improvements within the Main Street District
- Creation of a façade improvement program
- Continued grant funding to maintain and create new community playgrounds
- Establishment of a state designated Arts and Entertainment District
- Separation of economic development and tourism from the Planning Department
- Continued City support of the museums, recreation areas and cultural attractions
- Advocating for continued funding of state and federal grant programs
- Efforts to update zoning regulations to promote compatible development
- Selection of a consultant to conduct a market study to better identify the opportunities for economic development in Havre de Grace

Havre de Grace's office of Tourism and Marketing has also grown since its creation in 2002:

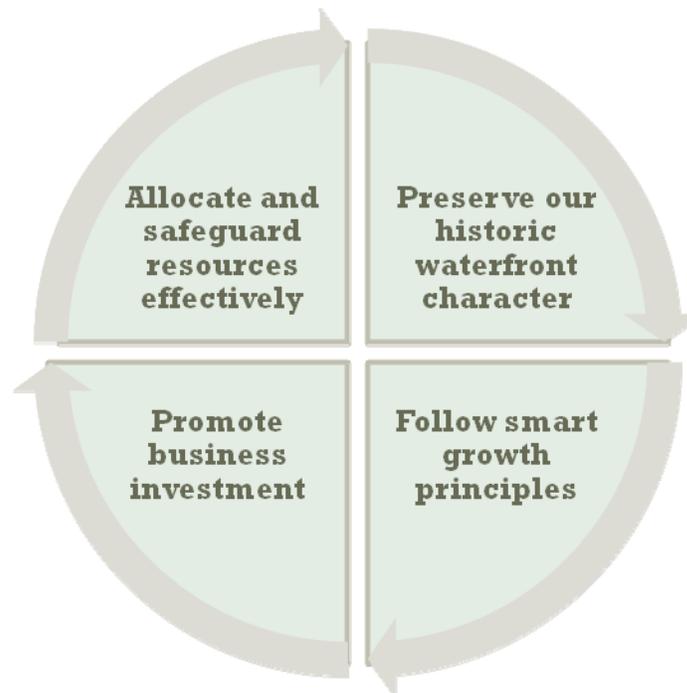
- Creation of a dedicated tourism website
- Creation of a yearly destination brochure, which is distributed across the United States and Canada
- Coordination with museums and Main Street to help facilitate various festivals and activities
- Creation of a tourism advisory board
- Leveraging of grant funding for Havre de Grace's involvement in national trails and the War of 1812 celebrations

Mission, Vision and Goals

City Mission

The mission of Havre de Grace is to maintain and improve the quality of life, services and infrastructure in a fiscally responsible manner and to provide a friendly, safe, economically vibrant, waterfront community while preserving its distinct historic character for residents and visitors.

Core Competencies as it relates to the Sustainable Community



Vision

The vision of Havre de Grace is to be Maryland's premier mid-sized city while keeping the needs of our citizens and visitors in the forefront and preserving our historic personality; and to be on the leading edge of technology and infrastructure, promote responsible and green development, while maintaining the City as a significant regional destination.

Goals for the Sustainable Community Designation

1. Utilize all residential and commercial programs offered by various departments of the State to maximize private investment in the City's revitalization areas.

2. Preserve the Character and sense of historic place in Havre de Grace

3. Continue to establish pedestrian linkages between developed residential communities, public greenspaces, and commercial revitalization areas.

4. Enhance economic competitiveness by providing incentives and policies that encourage redevelopment, revitalization and green development practices

5. Identify and prioritize strategic projects that will yield the greatest impact on economic revitalization

6. Continue to build and maintain strategic partnerships with Havre de Grace Main Street Inc., Chamber of Commerce, Harford County, Lower Susquehanna Heritage Greenway, and all contributing Maryland State departments.

Explanation of Existing State Recognized Designations

Arts and Entertainment District

The State of Maryland, through the Department of Business and Economic Development (DBED), designated Havre de Grace an Arts and Entertainment District in June 2008. This legislation enables the designated A&E district in Havre de Grace to offer tax incentives as provided by law. Beyond tax incentives, there are also small grant opportunities available, as well as the advantage of being able to promote Havre de Grace as an *'Arts and Entertainment District'*.

Benefits:

- ❖ Sales tax abatement to qualifying artists
- ❖ Property tax credit to property owners making bricks and mortar investments to turn commercial buildings into Arts and Entertainment Enterprises.
- ❖ Arts and Amusements tax abatement

Main Street

The State of Maryland, through the Department of Housing and Community Development (DHCD) designated Havre de Grace as a Main Street community in 2005. The program strives to strengthen the economic potential of Maryland's traditional main streets and neighborhoods. Main Street Maryland selects communities who have made a commitment to succeed and helps them improve the economy, appearance and image of their traditional downtown business districts. To accomplish Main Street goals, DHCD has partnered with the National Trust for Historic Preservation's National Main Street Center, which developed the Main Street Four Point Approach for commercial revitalization (Organization, Promotions, Economic Restructuring, and Design). Beginning in 2008, Main Street Maryland programs will also incorporate a Fifth Point: Clean, Safe, and Green. Havre de Grace Main Street has successfully created the following events and programs for the Havre de Grace and the Main Street District:

Benefits:

- ❖ Priority for Community Legacy Funding
- ❖ Other state grant opportunities

Accomplishments

- ❖ First Fridays
- ❖ Graw Days Festival and Gala
- ❖ Façade Improvements
- ❖ Haunted Walking Tours
- ❖ Walking History Tours

The Façade Improvement Program leveraged \$148,000 in loans and grants to drive over \$800,000 of private investment.

Enterprise Zone

The State of Maryland through the Department of Business and Economic Development (DBED) designated the Aberdeen/Havre de Grace Enterprise Zone in 1996 and was renewed in 2006. A total of 8,936 acres have been designated as the Aberdeen/Havre de Grace Enterprise Zone, which offers incentives for capital investments to both property owners and businesses. Property owners may be eligible to tax credits on increased value of properties as a result of capital improvement. Businesses locating in a Maryland Enterprise Zone may be eligible for income tax and real property tax credits in return for job creation and investments.

Benefits:

- ❖ Real property tax credits: Ten-year credit against local real property taxes on a portion of real property improvements. Credit is 80% the first five years, and decreases 10% annually to 30 percent in the tenth and final year.
- ❖ Income tax credits: One-time \$1,000 credit per new worker. For economically disadvantaged employees, the credit is \$6,000 per employee over three years.



42 companies and property owners have been approved to receive benefits in Havre de Grace.

Priority Funding Area (PFA)

The Priority Funding Area Act was enacted by Maryland legislation in 1997 as a part of the Smart Growth Initiative. Priority Funding Areas are locations where the State and local governments want to target their efforts to encourage and support economic development and new growth. For Havre de Grace, the boundaries of this designation are congruent with the current municipal boundaries. Additionally, the PFA overlays all of US Route 40 from Havre de Grace to Aberdeen. The Smart Growth legislation recognizes the important role local governments play in managing growth and determining the locations most suitable for State-funded projects.

Benefits:

- ❖ The PFA can be identified as Growth Areas in the Comprehensive Plan
- ❖ The PFA is exempt from state required “consistency” with the local planning document when it comes to land uses, and densities as to not interfere with local ordinances and resolutions that encourage mixed uses and bonus densities that are not consistent with the jurisdiction’s planning document.
- ❖ The PFA is prioritized for State resources including incentives (example: Enterprise Zone Designation) and SHA project funding for infrastructure improvements.

National Historic District

Havre de Grace Historic District was designated a National Register Historic District in 1982. The total area of the district is approximately 3440 acres, which includes 1,100 properties, of which nearly 800 contribute to the historic and cultural significance of the City. The geographic area of the district is roughly bounded by Chesapeake Bay, Susquehanna River, US 40, Stokes, Juniata and Superior Streets.

10 properties have received a total of \$335,874.72 in tax credits since 1999.

Benefits:

- ❖ Approved projects and properties within the district are eligible for both State and Federal tax credits for rehabilitation projects
- ❖ 20% credit for “certified historic structures” that are owner-occupied, single-family residences
- ❖ 20% credit for “certified historic structures” that are commercial buildings
- ❖ 25% credit for “certified historic structures” that are high-performance commercial buildings
- ❖ 10% credit for non-historic, “qualified rehabilitated structures”

Designated Neighborhood

In 1996 Havre de Grace was designated a Designated Neighborhood. The benefit of this designation is the Neighborhood Business Works (NBW) program which uses small business financing through the state to stimulate job growth in neighborhood businesses. Due to Havre de Grace having its own revolving Loan Fund established through Community Development Block Grant funding, the City has not used NBW to its fullest capacity.

Benefits:

- ❖ Neighborhood Business Works Funding

The City of Havre de Grace has received \$410,000 in grants and loans through Neighborhood Business Works

Community Legacy Area

Havre de Grace was established as a Community Legacy Area in 2001 by the Maryland Department of Housing and Community Development (DHCD). Through this designation, Havre de Grace has gained access to the competitive grant program of Community Legacy. The Community Legacy Program has been the single most influential funding source for neighborhood revitalization in the City of Havre de Grace by funding streetscapes, giving seed money for the Main Street program, funding economic development studies, and making possible a number of other physical improvements to our Main Street District.

Community Legacy has funded nearly \$900,000 in projects and programs in Havre de Grace since 2002.

Benefits:

- ❖ Community Legacy Grant Funding

Maryland Heritage Area (Lower Susquehanna Heritage Greenway)

The Lower Susquehanna Heritage Greenway (LSHG) Heritage Area was established in 1996 through the Maryland Department of Planning (MDP) and Maryland Historic Trust (MHT). The area encompasses nearly 45,000 acres in Cecil and Harford Counties. It is over 12 miles in length, extending from just north of the Conowingo Dam to the head of the Chesapeake Bay along both sides of the Susquehanna River. LSHG has invested state and federal resources into establishing this area as a heritage Tourism Destination. Additionally, the LSHG has been influential in having three national trails converge in the City of Havre de Grace.

National Park Service Trails:

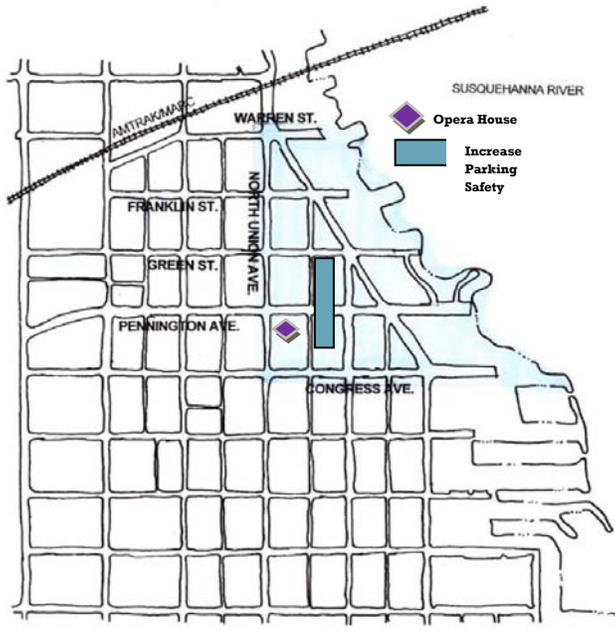
1. Captain John Smith Chesapeake National Historic Trail
2. Washington-Rochambeau Revolutionary Route National Historic Trail
3. Star Spangled Banner National Historic Trail



Revitalization Areas: Explanation and Recommendations

The revitalization areas are all within the sustainable boundaries and will continue to be areas where Sustainable Community funding will be centered. Boundaries for these Revitalization Areas are intended to be generalized and may, in some cases, overlap each other.

Revitalization Area 1 – The Main Street District



Explanation:

The City's Main Street District is situated along the Susquehanna River. It is generally located between the AMTRAK Line and Congress Avenues, and from Union Avenue eastward to the Susquehanna River. The existing zoning is predominantly RB (Residential Business), except for some limited areas along Union Avenue that are zoned RO (Residential Office). The entire Main Street District is within the City's recognized National Historic District.

Its proximity to the waterfront, well-crafted and architecturally detailed historic structures, interesting mix of businesses, and pedestrian friendly streets are what make it such a unique destination. As a historic, traditional downtown, it is a strong center of mixed-use residential/commercial activity (i.e. apartment over shops), largely comprised of specialty retail, restaurants, offices, and financial institutions.

Action Items:

- Upgrade lighting and security of existing parking lot to include Lodge Lane and Visitors Center
- Continue renovation plans for Opera House
- Stenciling of bike lanes and installation of bike racks where appropriate
- Explore Private-Public Partnerships including hotel/conference center and the State Theatre
- Create 2nd Floor Revitalization Incentives
- Develop a Public Arts Master Plan
- Develop a Parking Policy

Recommendations:

- Business retention and new business development
 - Business resource education, develop marketing campaign, attract complementary new businesses
- Streetscape Enhancements will continue in identified areas as funding allows
 - Decorative street lighting, brick edging, street trees and furniture, electric outlets
- Properties in the District are eligible for Sustainable Community Tax Credits
- Develop Design Guidelines
- Sign Study from I-95 Interchange, along major routes MD 155 and US 40, and within the City
- Property owners are encouraged to utilize Façade Improvement Program

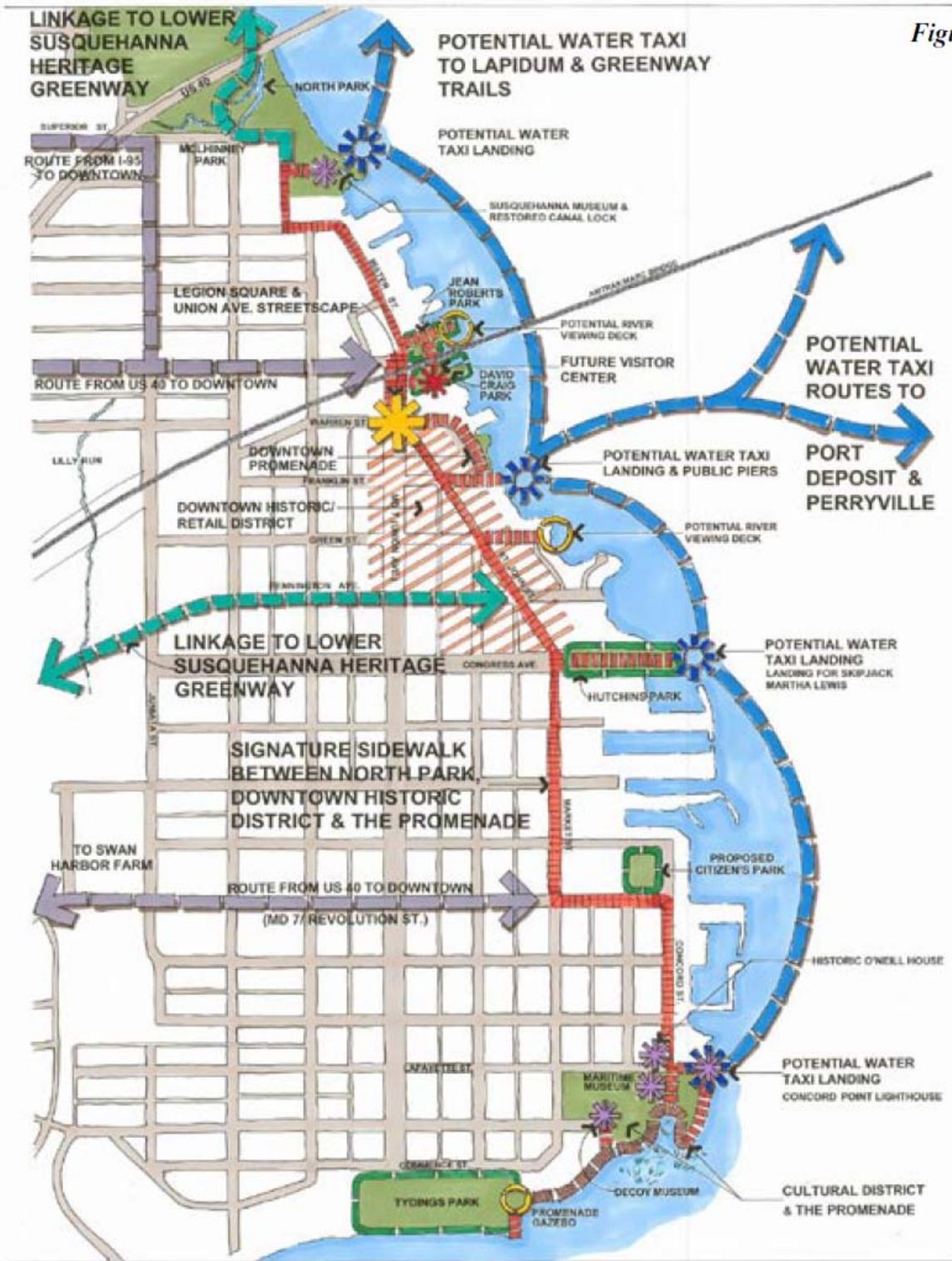


Figure 3.4

HERITAGE CORRIDOR PLAN

Revitalization Area 2 – Waterfront



Explanation:

The City has approximately three and a half miles of shoreline beginning at North Park and ending at the end of Old Bay Lane at the City's municipal border. Generally, the waterfront as a revitalization area is located to the east of Water Street, St. John Street, Market Street and south of Commerce Street to include Tydings Park. Uses along the waterfront are diverse, varying from natural areas at the City's North Park, to dense marinas, buildings of historic significance, public parks and cultural attractions, downtown businesses, and waterfront condominiums. The current zoning in the waterfront area is predominantly RB (Residential Business)

The waterfront is a tremendous City asset for residents and visitors.. Views from Havre de Grace are supremely beautiful. Balancing private development along the City's waterfront with the preservation of public access and open space is the challenge in maintaining the character that is uniquely Havre de Grace. The southern portion of the waterfront should continue to be developed into a rich cultural and recreational base.

Action Items

- Streetscapes: Water Street, 200 block of St. John Street, 100 and 200 blocks of Market Street
- Develop a bio-retention sight to meet TMDL requirements Citizen's Care Park
- Development of Master Plan for the further development of the North Park Trail
- Determine feasibility of and site selection for additional transient boat slips

Recommendations:

- Connections to the LSHG: hiking path around Vulcan Materials Company quarry. Linkages through the City include signature sidewalks, expanded waterfront promenades, and bike routes. Public waterfront promenade, a kayak launch site, a pedestrian bridge from Havre de Grace to Perryville, and transient boat slips in the downtown area are also under consideration. Also, encouragement of private enterprise to make physical connections such as a water taxi.
- Development Opportunity on the vacant parcels along the North waterfront should provide mixed-use opportunities with quality, upscale commercial development, and should incorporate the signature sidewalk linkages along Water Street. Development efforts could also include additional marina capacity; however high and dry facilities are not desired due to height.
- Continued support to the museums for their projects is paramount to the cumulative success of the cultural area.

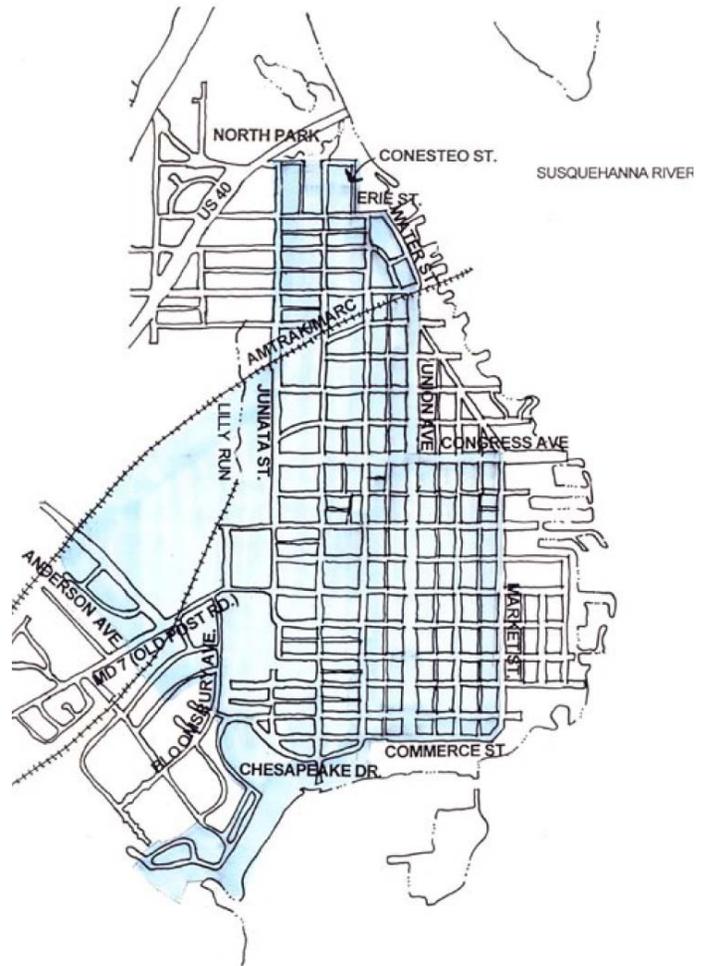


Revitalization Area 3 – Old Town

Explanation:

Old Town is the historic residential area of Havre de Grace, and is generally bounded by North Park to the north, Chesapeake Drive and Commerce Street to the south, Market Street, Main Street District, and Water Street to the east; and Juniata Street to the west. The current zoning in the area is a mix of residential business (RB), residential office (RO), and residential (R-1 and R-2). The majority of this revitalization is within the City's National Register Historic District.

The Old Town area has a wealth of historic buildings set within a traditional grid-pattern street system. Many of the streets are lined with large deciduous trees and have sidewalks. Alleys or lanes provide the opportunity for rear lot, garage and ancillary building access, trash removal, and utility supply infrastructure. As a traditional city, the older portions of Havre de Grace are a blend of small-lot residential development interspersed with commercial uses, places of worship, civic uses, apartments, and multi-story senior housing complexes.



Action Items:

- Stencil bike lanes and installation of bike racks where appropriate

Recommendations:

- Restoration of deteriorating structures, enforcing building and property maintenance codes, educating property owners about historic rehabilitation tax credits, targeting available public sector financial assistance
- Encourage transition from renter to owner-occupied homes
- Encourage reconversion of large historic homes from multi-unit apartments into single-family owner-occupied dwellings
- Establish design guidelines

Revitalization Area 4: Route 40 Corridor



Explanation:

The Corridor consists of the US 40 four-lane divided highway right-of-way and adjacent lands along the thoroughfare. It is generally bounded by the CSX and AMTRAK Rail Lines, and extends in a southwesterly direction from the Susquehanna River to the edge of the current City limits. The majority of this area is designated Commercial (C), with some portions zoned Residential Business (RB) where US 40 approaches the Thomas J. Hatem Memorial Bridge and Susquehanna River. The corridor is dominated by commercial uses, such as restaurants, auto and truck service, community shopping centers, used auto sales, and lodging. There is also some salvage yards and under-utilized parcels within the Havre de Grace portion of this corridor.

Groceries, pharmacies, auto fueling and convenience restaurants are the predominate uses in the corridor within the city limits. In Havre de Grace, the Route 40 Corridor is the dividing line between older areas and the newer communities but serves them equally. Because of this commonality, the Route 40 Corridor could serve as a bridge between these communities. The physical connection of Lewis Lane to Chapel Road will aid in the flow between these two areas.

Action Items:

- Determine feasibility with SHA on creation of a secure ped/bike crossing at Lewis Lane and Rt 40
- Develop incentives to annex and redevelop parcels in growth areas 3 and 4
- Advocate for intersection improvements at Ohio Street, currently low on SHA's capital improvement list
- Develop guidelines and secure funding for a façade improvement program for Rt 40 businesses

Recommendations:

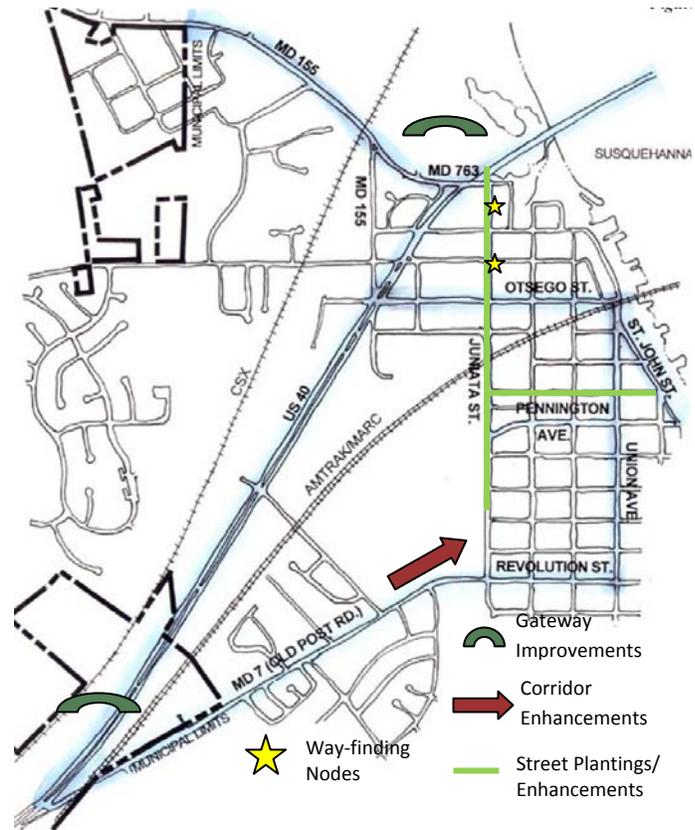
- Property maintenance code enforcement
- Integrated site design
- Visual cohesiveness within the corridor:
 - Screens for unsightly uses (junkyards, equipment yards, and unscreened exterior storage)
 - Existing business signs should be reduced in height, size, and number
 - Design guidelines for both existing and future signs should be prepared and enforced
- Additional junkyards, construction equipment yards, and warehouse uses should not be permitted within this predominantly retail corridor
 - Existing uses of this nature should be required to provide landscape buffers and screening.
- Heavy industrial uses are viewed as incompatible to those already existing or planned
- Encourage high quality, visually appealing highway commercial development with appropriate design, landscaping, and parking patterns

Revitalization Area 5 – Gateway Corridors

Explanation:

The City has several gateways which lead to the older portions of Havre de Grace and the Main Street District. Gateways include: MD 155 to MD 763 to Juniata Street; MD 155/Ohio Street to Otsego Street (MD7); US 40; and Revolution Street (also MD 7). Within Havre de Grace, Pennington Avenue and Juniata Street also serve as gateways to the commercial downtown, waterfront, and museum destinations.

All of the major gateways provide different directional approaches into the City, and all are heavily utilized. From the northwest, MD 155 provides a route from rural Harford County into the City. After a dramatic descent into the older portions of the City, MD 155 diverges into MD 763/Superior street or continues as MD 155/Ohio Street to US 40. To alleviate congestion problems at on MD 144/Ohio Street, the MD 763/Superior Street is now planned to be the gateway route into the downtown for travelers from I-95. Revolution Street allows for the southern approach to Havre de Grace from Aberdeen and southwestern points along US 40. It serves as a primary route into the city and is the major access to the Chesapeake Industrial Park for truck traffic.



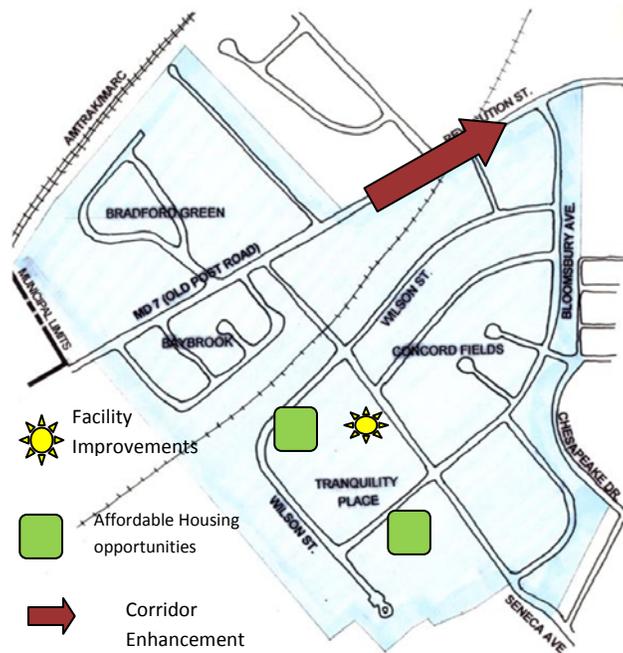
Action Items:

- MD 763/Hatem Bridge Gateway Project: to include painting bridge, sidewalk upgrades, way-finding signs, and landscaping
- Develop plans for safe pedestrian crossing and information node at Juniata and Erie Street
- Create sidewalk linkages where missing between gateway and downtown for MD 763 and Revolution Street Gateways
- Tree plantings along Pennington Ave and Juniata St. to enhance gateway
- Create and install a cohesive signage plan for vehicular and pedestrian traffic from all gateways into the City

Recommendations:

- Positive visual experience
- Planning efforts: visual enhancements, functional improvements, improved signage
- Develop a Revolution Street corridor enhancement strategy
- Enhancements along Pennington Avenue
- Improvements along Juniata Street
- Individual strategies for the gateway routes may include landscaping, site planning criteria, and distinctive public streetscape improvements

Revitalization Area 6 – Revolution Street Residential Communities



Explanation:

Several large residential communities are located along Revolution Street. Offering affordable housing opportunities for Havre de Grace residents, these communities are comprised of older townhomes and one story single-family and duplex homes. Other residences are located along Webb Lane and Revolution Street. In addition to the residential uses, Revolution Street provides a core of commercial uses that serve adjoining neighborhoods and the City in general.

Located on the south side of Revolution Street, Concord Fields, a housing complex built by the Federal government in 1941, Concord Fields War Housing Project was developed as housing for military personnel during the increased activity at Aberdeen Proving Ground. This community is a mix of owner and tenant-occupied homes. The Bay Brook

neighborhood, also located to the south of Revolution Street, is comprised of single-family homes and was built in the 1950's.

Located on the north side of Revolution Street, Bradford Green is a townhouse community of 117-homes and was built in the mid-1970's. The homes are modest townhouse units of which two-thirds are tenant-occupied. Also on the north side of Revolution is a small street called Webb Lane. Predominant uses here are residential; however one industrial use and church are also accessed via Webb Lane. Drainage problems have been noted in this area due to wet soils and limited storm drain infrastructure.

Recommendations:

- Strengthen the neighborhood retail/service uses and residential neighborhoods
 - expansion of low interest loan incentives to the businesses along the corridor
 - incentives for façade improvements
 - redevelopment of existing parcels
- Community reinvestment efforts
 - comprehensive strategy for the Revolution Street corridor as a State Highway roadway
 - improved local and commuter bus services
 - opportunities for homeownership
 - facility improvements in the community recreation areas
- Rehabilitation of some residential structures in this area is encouraged
 - Targeted maintenance code enforcement efforts

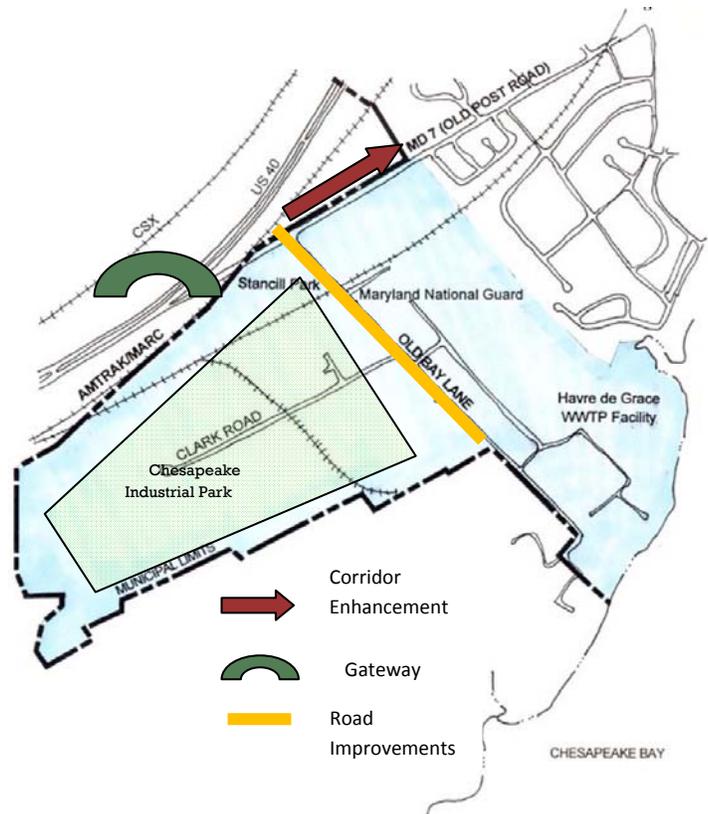
Revitalization Area 7 – Industrial Area

Explanation:

The primary industrial area for the City includes the Chesapeake Industrial Park on Old Bay Lane and Clark Road and the industries along the western length of Revolution Street. The 130 acre Industrial Park was established in the 1970s. Adjacent to the industrial park is a large Maryland National Guard complex that comprises 64 acres along Old Bay Lane.

Action Item:

- Complete the shovel ready project for roadway repaving at Old Bay Lane



Recommendations:

- Annexation of parcels on the north side of Revolution Street adjacent to the Industrial Park
 - future uses be compatible with the surrounding industrial uses
- Enhancing visual appearance of the industrial area
 - roadway widening
 - substrate improvements
 - construction of sidewalks
 - selective landscaping
- Corridor enhancement strategy for Revolution Street

Strategic Plan: Action Items

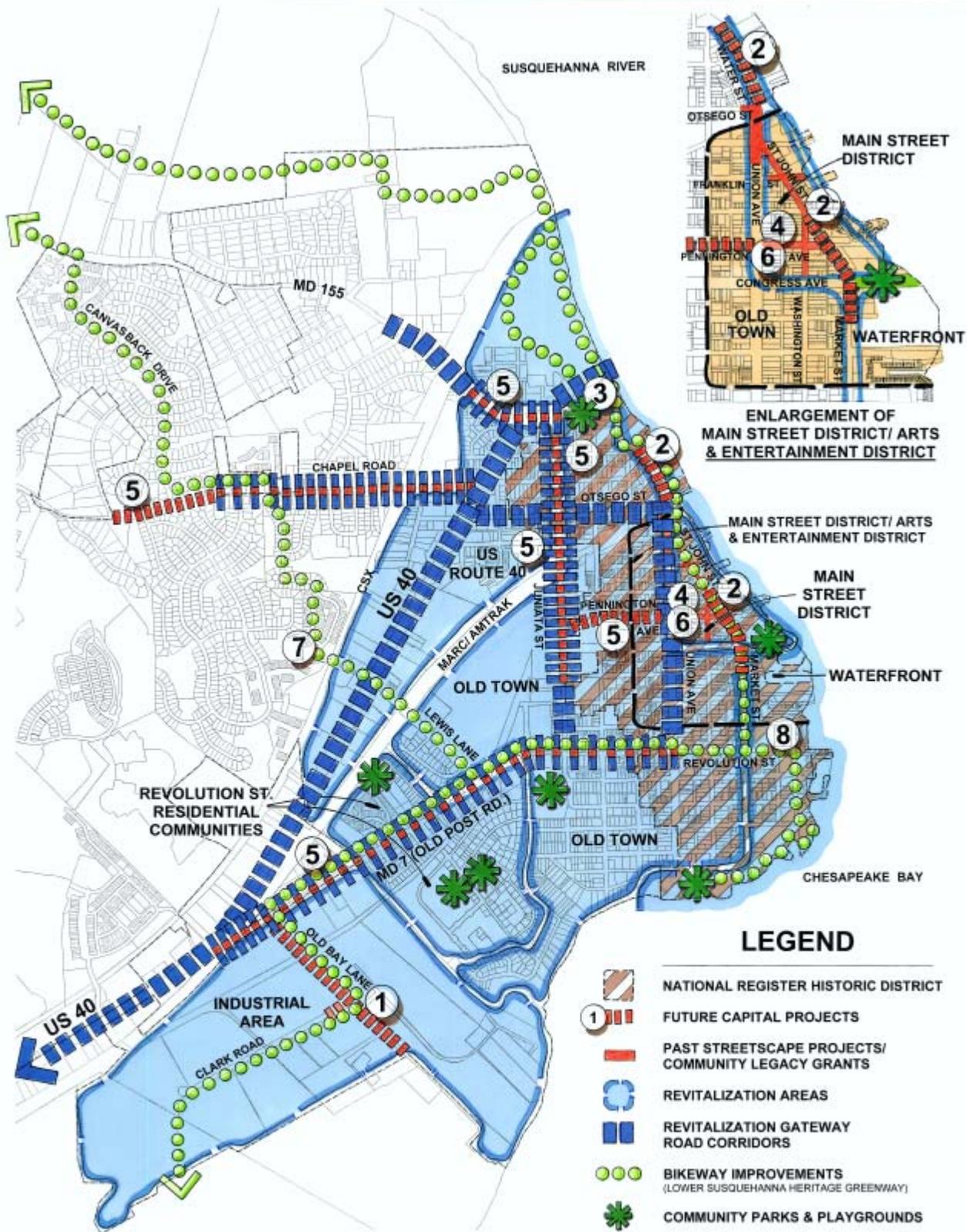
The goals of the Strategic Plan are to:

1. Outline objectives that will be carried forth by specific departments within the City of Havre de Grace over the next five years
2. Develop a prioritized Capital Improvement Projects list denoting what projects are slated for funding in the next five years and currently underway, where those projects' funding will be obtained, and what agency or department will be the lead.
3. Develop a prioritized list of Private-Public Initiatives that would be instrumental to revitalization goals
4. Develop a prioritized list of non-capital projects that need to occur in tandem with the capital improvement projects

This Strategic Plan was developed by coordinating the objectives of the City as found in the prior adopted Comprehensive Plan (2004), the objectives of Havre de Grace Main Street, Inc., and the objectives of The Lower Susquehanna Heritage Greenway (LSHG). These projects, policies, initiatives, and studies were then compiled and evaluated by the Community Sustainability Plan Work Group (Work Group).

The Work Group was comprised of members of City staff from each department, City council members, local business people representing varied industries and areas within the City to include the Industrial Park, Route 40, and Main Street District, the chair of the legislative committee for Havre de Grace Main Street, Inc., the executive director of LSHG.

Over the course of two meetings the Work Group evaluated the content of the plan as well as the specific tables of capital projects, policies, initiatives and studies. The group was given access to the raw data collected at the citizen input session as well as the existing plans that are currently used to guide project development and funds seeking. The main goal was to develop a workable document that would act as an action item list to keep the City and its partners coordinated as various efforts move forward from different agencies.



LEGEND

-  NATIONAL REGISTER HISTORIC DISTRICT
-  FUTURE CAPITAL PROJECTS
-  PAST STREETScape PROJECTS/ COMMUNITY LEGACY GRANTS
-  REVITALIZATION AREAS
-  REVITALIZATION GATEWAY ROAD CORRIDORS
-  BIKEWAY IMPROVEMENTS (LOWER SUSQUEHANNA HERITAGE GREENWAY)
-  COMMUNITY PARKS & PLAYGROUNDS

COMMUNITY SUSTAINABILITY PLAN



Projects to be Completed in Five Years

Capital Improvement Projects

The following Capital Improvement Projects are reflected in the [Sustainable Communities Map](#). These eight projects are targeted for completion in the next five years. Each project number corresponds to the number on the [Sustainable Communities Map](#).

1

OLD BAY LANE REPAVING

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Industrial Park	Right of Way and Engineering Complete. Shovel Ready.	DPW, Planning, OED	Grants, DPW Budget	\$450,000

2

STREETSCAPE IMPROVEMENTS

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Waterfront	200 Block St. John Street	DPW, OED	Grants/City	TBD
Waterfront	Water Street	DPW, OED	Grants/City	TBD
Waterfront	100 and 200 Block Market Street	DPW, OED	Grants/City	TBD

3

NORTH PARK TRAIL CONCEPT PLAN

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Waterfront	Development of a Concept Plan for the further development of the North Park Trail	LSHG, Planning, DPW, OED	Grants (MHAA)	\$100,000

4

PARKING LOT SAFETY UPGRADES

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Main Street	Upgrade Lighting and Security at existing lots, to include Lodge Lane and Visitor Center.	OED, DPW, Police Dept	Grants (DHCD)	TBD

5

GATEWAY IMPROVEMENTS

Project	Action	Involved Organizations	Funding	Estimated Cost
MD 763/Hatem Bridge Underpass	Continue with phases of US 763/Hatem Bridge Underpass to include: Painting Bridge, Landscaping, Sidewalk Upgrades and Way-finding Signs	OED, DPW, SHA, MDTA	Grants (DHCD, MHAA)	\$200,000
Pedestrian crossing and “node” at Juniata and Erie St.	Develop plans for safe pedestrian crossing and information node	OED, DPW, Planning	Grants (DHCD, MHAA)	TBD
Sidewalk Linkages	Create sidewalk linkages where missing between gateway and downtown access. For MD 763 Gateway and Revolution Street Gateway	DPW, Planning, OED	Grants (DHCD, SRP, MHAA)	TBD
Pennington Ave and Juniata Street Improvements	Tree plantings along Pennington Ave and Juniata Street to enhance the gateway	DPW, OED	Grants (DHCD, Tree City, National Parks Service)	TBD
Revolution Street Gateway	Improve gateway appearance through landscaping, sidewalk linkages and replacement of fencing where appropriate	DPW, OED, Planning		TBD
Chapel Road Improvements	Improve the road surface and safety conditions along Chapel Road	DPW, Planning, OED		TBD

6

OPERA HOUSE

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Main Street	Development of Construction plan and Renovation	OED, Main Street, Chamber,	Grants (CDBG)	2 million +

7

BIKEWAY IMPROVEMENTS

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Old Town/ Main Street	Stenciling of bike lanes and installation of bike racks	DPW, Planning, OED, Tourism, LSHG	Grants (DHCD, Parks and Rec, MHAA)	TBD

8

CITIZEN'S CARE PARK

Revitalization Area	Action	Involved Organizations	Funding	Estimated Cost
Waterfront	Develop as a bio-retention sight to meet TMDL requirements	Planning, DPW,	Grants (DCHD, DOE)	TBD

Public-Private Partnership Opportunities: Predevelopment Assistance

Adaptive Reuse

It is necessary to consider the reuse of older building stock. The City Office of Economic Development will target property owners and developers to aid in the adaptive reuse of these structures.

Hotel/Conference Center

The Office of Economic Development will assist where able in the site choice and development of plans for a hotel/conference within the City. Harford County's Office of Tourism has indicated the need for a conference center within Harford County.

State Theatre

The City will assist where able with the public-private redevelopment of the historic State Theatre located in the heart of the Main Street District. The theatre is currently rented by a local church, but could be renovated into a performing arts/cinema theatre.

Non-Capital Projects

Area	Concept	Action	Involved Organizations	Funding	Est. Cost
Waterfront	Transient Boat Slips	Determine feasibility of and site selection for additional slips	OED, DPW, Planning		TBD
Main Street	Public Arts Plan	Complete a Public Arts Master Plan for the District	Main Street, OED, Tourism	Grants (NEA, DHCD, MHAA, MDHC)	\$50,000
Main Street	2 nd Floor Redevelopment Incentives	Develop incentives to improve utilization of 2 nd floor space in Main Street for residential/office use	Main Street, OED	Grants (DHCD)	TBD
Main Street	Parking Policy	Institute a parking fund or other policy to secure funds for future parking needs or land acquisition requirements.	OED, Tourism	n/a	n/a
Waterfront	North Park Trail	Development of a Master Plan for the further development of the North Park Trail	LSHG, Planning, DPW, OED	Grants (MHAA)	\$110,000
Route 40	Ped/Bike Crossing Feasibility (Lewis Lane and Route 40)	Determine feasibility with SHA on creation of a secure crossing	Planning, DPW		TBD
Route 40	Annexation Incentives	For growth areas #3,4 develop incentives to annex in and redevelop parcels	OED, Planning		TBD
Route 40	Advocacy for Intersection Improvements at Ohio Street	Work with SHA (low priority on SHA's capital improvements list)	OED, DPW, Planning, and SHA	SHA Budget	n/a
Route 40	Façade Improvement Program for Route 40	Develop guidelines and secure funding for a façade improvement program for Route 40 businesses	OED	Grants (DHCD, Neighborhood Business Works)	TBD
Gateway	Signage Plan	Create and install a cohesive signage plan for vehicular and pedestrian traffic from all gateways into the City	Planning, OED, Tourism	Grants (DHCD, MHAA) SHA budget (for signs on I-95)	TBD