

Maryland Sustainable Growth Commission
Infill, Redevelopment, and Revitalization Initiative

Report Outline

Example Community Profiles, Best Practices, National Models

Draft Outline

I. Summary

II. Recommendations

Profiles	}	Appearing throughout recommendations where relevant
Best practices		
National models		

III. Toolbox (one-pager explaining it and pointing to online, searchable dbase)

IV. Appendices

- a. Governor/Lt. Governor letter
- b. Interview/meeting list
- c. ULI roundtable discussions summary
- d. TOD roundtable discussions summary
- e. Outreach (press releases/webpage)
- f. Survey summary
- g. Toolbox spreadsheet

Community Profiles

Staff from MDP met with public sector, private sector, and nonprofit leaders in ten communities throughout Maryland to understand their particular goals for, impediments to, and actions taken to attract infill, redevelopment, and revitalization. The interviews illuminated a wide range of challenges, critiques, and approaches and informed the framework of the main body of this document, which is organized according to eight general themes and principles. In addition to the feedback from the interviewees is incorporated in the main body of the document, it is evident that the report will be enriched by including descriptions of the communities' approaches to infill, redevelopment, and revitalization.

Chestertown Historic District Profile

Defined in large part by its charming National Historic Landmark District, Chestertown leaders recognize that future infill and redevelopment in and around the Historic District must maintain and improve its uniqueness, history and architectural heritage. In addition to protecting and improving quality of life for residents, Chestertown also must ensure that visitors consider Chestertown a great destination.

Chestertown leaders welcome careful development in the town's Historic District. From a design perspective, Chestertown wants infill and redevelopment to complement the pattern and scale of existing buildings and contribute to the growth of a green, walkable, aesthetically pleasing downtown. The town has [Historic District Design Guidelines](#) used by the Chestertown Historic District Commission to review development proposals. Both the Planning Commission and Historic District Commission aim to be clear and up front about how the development should look and function within the context of the Historic District.

Recent and upcoming work within the Historic District includes construction of a new education center for the Sultana Education Foundation, which provides land- and water-based education for students of all ages emphasizing the Chesapeake Bay's history, culture and environment. Chestertown is a designated Sustainable Community, Certified Local Government and was one of the first communities in the state to achieve Sustainable Maryland Certified status. The Kent County Arts Council acquired and is renovating the Charles Sumner Lodge Post #25 of the Grand Army of the Republic (G.A.R.), one of only two surviving African American Civil War veterans' lodges in the nation. The Council plans to use the building for educational, artistic and cultural programs related to African American Civil War and local heritage.

A convenience store will soon replace a former gas station at one of the town's most visible gateways; the removal of underground storage tanks and application of Historic District design standards to the convenience store will help achieve the town's goal of improving the environment as well as the



Site of the future Platinum LEED Sultana Education Foundation Education Center

aesthetics of its gateways. Renovations to the town's two shopping centers are also proposed, and the town's connection to Rock Hall is being improved with the conversion of a former truck storage site to a park that will serve as an access point to the Gilchrest Rail Trail.

Chestertown's location on the Chester River is also a major asset; the town's several charrettes led to improvements including a new pedestrian walkway, public landing, an innovative stormwater step-pool conveyance system, rain gardens, and a living shoreline, which is a natural approach to stream bank and shoreline protection. Residents and visitors benefit from the waterfront Wilmer Park, the largest of

Chestertown's parks and the site of many community-wide events such as the annual Downrigging Weekend, Jazz Festival and Taste of the Town. A National Endowment for the Arts grant is being used to create a Public Arts Master Plan for the waterfront, which will lead to additional improvements for residents and visitors.

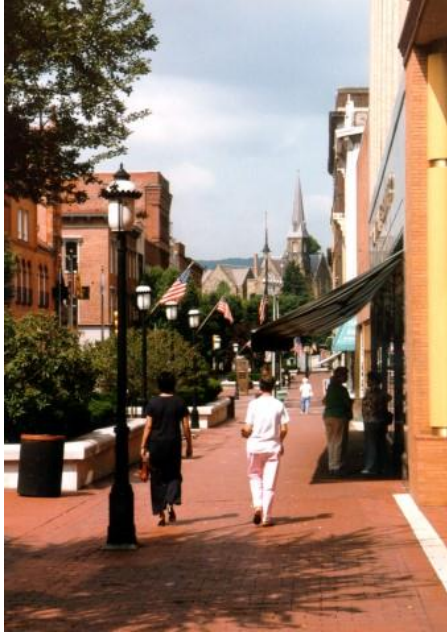
Chestertown is working to improve bicycle and pedestrian connectivity between the historic downtown and surrounding neighborhoods with the 1.2-mile Gilchrest Rail Trail, which opened in 2012 and is currently being expanded with a .6-mile spur.

Chestertown's geographic isolation offers both advantages and disadvantages. To attract and retain more young residents, the town is focusing on access to jobs and improving school performance.

Downtown Cumberland, South Cumberland Profile

With compact building forms, interconnected streets, extensive sidewalk network, buildings that front on sidewalks rather than parking lots, and mingling of businesses and homes, Downtown Cumberland and South Cumberland embody the physical ideal of a mixed-use, walkable community.

Ringed by mountains, Cumberland offers scenic beauty in addition to small town ambiance. Beyond that, it is home to an Amtrak train station and an enviable array of heritage and recreation assets, including the Western Maryland Scenic Railroad, C&O Canal National Historic Park and Towpath, and the Great Allegheny Passage bicycle trail.



Cumberland’s promise as a center for increased infill, redevelopment, and revitalization and the interest of city leaders to build on their assets is reflected in participation in numerous state programs. The city has received designation as a Sustainable Community, Enterprise Zone, local and national historic district, Main Street, Maple Street, Arts & Entertainment District, Certified Heritage Area, and HUB zone, providing the City of Cumberland, nonprofit organizations, residents, business owners, and developers access to a range of incentives.

The city and its partners have used these resources to support the reuse of the upper stories of commercial buildings, events like Cumberland Comes Alive!, and the development of new businesses. In 2013, Be Smart energy incentives and the Neighborhood BusinessWorks program helped support the launch of Creation Laundry, a green laundromat with upper story

residential in South Cumberland. Downtown Cumberland is a special taxing district, meaning that property owners pay an additional fee to support supplementary downtown management services.

Despite its many assets, Cumberland struggles with a soft economy and real estate market and fiscal constraints, making it challenging to attract infill and redevelopment or make some of the necessary investments to do so. Downtown and South Cumberland compete for residential and business growth with West Virginia, Pennsylvania, Allegany County and even some spots within the municipal borders. Cumberland is working to diversify its economic base, supporting both small business owners and institutions such as the Western Maryland Health System and Allegany College of Maryland. The city used federal Community Development Block Grant funds to offer microenterprise grants to business owners who received technical assistance from SCORE (Service Corps of Retired Executives) and the Small Business Technical Development Center to develop business plans. The South Cumberland Business and Civic Association is particularly active in bringing residents, business owners, and elected and city officials together to maintain open lines of communication and promote the business district with events such as the long-running Halloween parade.

To help stimulate infill, redevelopment, and revitalization downtown, Cumberland does not require any off-street parking within the central business district zone, offers zoning and subdivision incentives, and allows developers building new homes to delay paying fees until the houses are sold. Cumberland also established an adaptive reuse floating zone, in which the development process is streamlined for building reuse.

Within South Cumberland’s Virginia Avenue corridor, the city coupled a heightened code compliance effort with small Community Legacy-funded grants to help building owners make necessary repairs.

Downtown Salisbury Profile

Downtown Salisbury, the historic heart of the most populous city on Maryland's Eastern Shore, boasts a location on the Wicomico River, city and county government offices, a pedestrian-friendly historic area, faith-based, social, arts, and business organizations, and ample opportunity for new growth through infill, redevelopment, and revitalization. Downtown Salisbury lies within a Maryland Sustainable Community, Arts and Entertainment District, and Enterprise Zone. A portion of Downtown Salisbury is also designated as a Maryland Main Street and a Targeted Heritage Area Investment Zone.

City officials and business and civic leaders are focused on making downtown a wonderful place to live, work and play. They recognize the downtown's potential to attract the increasing number of people who want to live in vibrant, walkable places; by improving quality of life and branding, they expect more people to choose downtown for living, working and accessing services.



The Wicomico River winds through downtown Salisbury, giving the city a unique and attractive asset.

Though not located within the boundaries of downtown, the Peninsula Regional Medical Center (PRMC) and Salisbury University (SU) feature prominently in downtown revitalization plans and are making their presences known. With the new Salisbury University Art Galleries Downtown Campus, SU recently established its first physical presence downtown, and PRMC plans to expand its medical campus on property immediately adjacent to downtown, in partnership with several educational institutions.

The city highlighted downtown revitalization in its Comprehensive Plan in 2010 and provided more details in *A Plan for Transformation 2012 – 2020*,

which includes specific goals for increasing the number of jobs and residents downtown, among other things. Within the downtown, the city's zoning code allows mixed-use compact development by right and does not require parking for new businesses. The city also may waive Equivalent Dwelling Unit fees in the downtown, has embarked on an ambitious \$8 million streetscape for Main Street, and hired a business district specialist. Recognizing the fact that any development outside downtown creates new competition for jobs and residents, the city amended its annexation policy to require an assessment of the impacts of proposed annexations on neighborhood revitalization. In spring 2014, the city solicited development proposals for three city-owned surface parking lots downtown and is currently negotiating with a developer for a mixed-use project on two of the lots.

With more and more people seeking unique, walkable places to live and work, leaders are striving to enhance pedestrian, bicycle and transit connections between downtown, PRMC, SU, neighboring communities, the Salisbury Zoo, and City Park. The ability of university students to ride their bicycles

safely from the campus to downtown remains a priority. The city and Shore Transit joined forces and expect to introduce a circulator bus system in fall 2014.

To foster entrepreneurship, SU, Salisbury-Wicomico Economic Development, Inc. and the Chamber of Commerce sponsor and engage in activities such as business plan competitions, networking events for university students and entrepreneurs, and Startup Maryland Bus visits to the university.

Special events are also a big part of a community's identity, and downtown Salisbury has an increasingly robust calendar of activities, from Third Fridays, which feature local artisans, live music, and specials at shops and businesses, to the annual Salisbury Festival and the first-ever 2014 New Year's Eve Ball Drop.

Interest in and optimism about downtown revitalization is palpable. Over 100 people took part in "Envision Salisbury," a series of events sponsored by the University of Maryland School of Architecture, Planning, and Design.

The private sector is responding to the city's efforts and the increased energy downtown. New businesses have opened, including a coffee shop, restaurants, and a dance school. A developer is rehabilitating a historic building on the river into retail space, and another developer recently redeveloped 309 E. Main Street, which houses the Office of the State's Attorney and Child Advocacy Center.

Best Practices

Maryland communities employ many recommended best practices, from public private/partnerships to mixed-use zoning, to facilitate infill, redevelopment, and revitalization. While it is impractical to highlight all of them, this document features several communities that have had particular success with a range of best practices.

The Town of Berlin Worcester County

Best practices

- Economic development
- Tourism
- Mixed-use zoning

Summary

Berlin business owners and town leaders undertook a deliberate strategy of reinvestment and economic development to reverse a decline in its agricultural base and flight of businesses from the downtown. In the 1970s, the town in Worcester County had plummeted from a



bustling peach distribution hub at the confluence of two rail lines to a nowhere town. As its population dropped to about 1,200, its Main Street jewel, the historic Atlantic Hotel, fell into disrepair and became an emblem of its descent.

Today, that vision of Berlin is unrecognizable. The charming town, with quaint streets lined by Victorian-era homes and one-of-a-kind businesses, exudes appeal. The town's regular population of 4,500 swells during the summer with spillover beach traffic and throughout the year during a series of popular events and festivals – the Fiddler's Convention, Victorian Christmas, High Heels Race and Bathtub Race.

Yet, it also has become a destination itself. In early 2014, Berlin was named America's Coolest Small Town in a national contest.

Reversing the town's decline began with the business community. In the 1980s, a group of business owners put up money to renovate the Atlantic Hotel, and its revival sparked a domino effect along Main Street. Independent store owners began to invest and businesses opened.

Town leaders decided to invest, too, hiring a part-time economic development director to take a strategic look at how to put Berlin back on the map. He sought and won grant money, conducted an analysis of the town's assets and weaknesses, worked with business owners to promote the town collectively and organized events. The job later became a full time position.

To further encourage the right kind of growth, officials invigorated Berlin's downtown by encouraging property owners to mix uses – establishing dwellings above first-floor commercial uses – and creating the zoning to allow it. A Maryland Arts and Entertainment District designation helped promote the growing arts community.

State programs such as the Community Legacy program boosted sidewalk appeal with façade improvements and helped fund the conversion of downtown warehouses into office/retail uses. The plethora of programs funded projects that rejuvenated pride in downtown thanks to storefront facelifts and sidewalks lined with hanging flower pots.

Berlin's location in Worcester County, which embraces farming with some of Maryland's most effective preservation policies, gives it access to a bounty of farm goods that boosts the draw of its weekly farmers market. Moreover, Berlin is home to a full-production brewery that uses locally grown hops and other ingredients.

The town's historic small-town America look attracted movie production studios, who filmed "Runaway Bride" and "Tuck Everlasting" there.

Programs

Community Legacy (façade improvements)

Arts & Entertainment Program

Main Street Maryland

Pike and Rose

White Flint, Montgomery County

Best practices

- Transit-oriented development (TOD)
- Green features
- Mixed-use

Summary

Mid-Pike Plaza was, like many properties along Rockville Pike, an auto-oriented, single story retail center fronting a massive parking lot. But while the development was fully leased and the uses were profitable, developer Federal Realty Investment Trust saw a bigger opportunity, given the plaza's location in an area targeted by Montgomery County planners as the next best place to remake a car-centric suburban shopping district into a dynamic mixed-use center.

The North Bethesda community was considered an ideal choice to apply smart growth principles thanks to the presence of the White Flint Metro Station. County planners wanted to increase density near transit with a mix of uses – housing, office, retail, entertainment – and create a favorable environment for walking and cycling. For a community straddling the eight-lane, perpetually congested Rockville Pike, that was a tall order.

Located a quarter mile from the White Flint Metro Station, Mid-Pike marked the northern anchor of the larger White Flint redevelopment sector. At build-out, the property, now called Pike & Rose, will feature nine pedestrian-friendly urban blocks with a hotel, movie theater and buildings of varying heights containing 1,500 dwellings, 450,000 square feet of retail and 1 million square feet of office. Parks, plazas and bike lanes totaling nearly two acres will weave through the property.

The plan is for Pike and Rose to be not only a place to live, but also a destination, where a person could spend a good part of a day dining, catching a movie, shopping, relaxing in a park. Many of those visitors would arrive and depart on foot from the Metro or from area neighborhoods using bicycles. Some years in the future, if county plans are realized, they could take bus rapid transit down Rockville Pike.

The nearness to Metro was a strong draw for new residents and store owners. Federal Realty's Rockville Town Center and Bethesda Row, both successful, pedestrian oriented mixed-use projects, provided evidence to potential tenants worried that less parking would discourage shoppers that their businesses could flourish in the new model.

Together with the other major landowners organized as the White Flint Partnership, Federal Realty committed to emphasize non-auto travel, reduce environmental impacts and create a joint financing mechanism to build road infrastructure. The partnership supported the county's new Commercial Residential Zone that allows for higher densities in exchange for providing a range of community

amenities. For redeveloping the site at 1½ times the previously allowed density, Federal Realty agreed to provide public art, green roofs, reduced parking and exceptional design.

Federal Realty also took stock of the site’s environmental challenges. Before Pike and Rose, nearly the entire 24 acres was impervious, with stormwater flowing unimpeded off site. The new development uses a series of bio-swales under sidewalks and parking lots that, combined with green roofs on most of the buildings, will filter stormwater on site.

Programs

Fast Track. This state program expedites state agency review of development projects to promote economic development and smart growth through coordinated permitting and approval processes.

National Models

States, counties, and municipalities throughout the United States are a good source of effective and creative approaches to infill, redevelopment, and revitalization. This document includes models worth considering for adaptation to Maryland.

The Kalamazoo Promise

The [Kalamazoo Promise](#) is a four-year college scholarship awarded to students who graduate from Kalamazoo, MI, public schools. The scholarship covers tuition and mandatory fees at Michigan’s public colleges, universities, and community colleges. The percentage of tuition covered is adjusted according to the number of years the student spends in Kalamazoo public schools; students must attend Kalamazoo public schools beginning in kindergarten in order to receive a full scholarship.

This place-based scholarship program aims to encourage stronger academic performance by guaranteeing more affordable higher education, but because it encourages families with school-age children to live in Kalamazoo, it is also an economic development and community revitalization tool. Similar programs exist in other communities; the Kalamazoo Promise is particularly broad-based, because it is not limited by incomes or academic records, and it has inspired many more communities and academic institutions to establish comparable programs.