

# **Mayor and Council Work Session and Executive Session November 3, 2015 Agenda**

*"A diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods."  
"Providing the most efficient and highest-quality services as the municipal location of choice for all customers."*

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"The poll that matters is the one that happens on Election Day." *Heather Wilson*

## **4:45 PM WORK SESSION**

- 4:45 PM** 1. Oath of Office to Jill Frick, Director of Community and Economic Development
- 4:50 PM** 2. Oath of Office to Kathleen Maher, Director of Planning and Code Administration
- 4:55 PM** 3. Citizens Police Academy Presentation of Certificates
- 5:00 PM** 4. Gold Leaf Award - Presented by Becky Wilson
- 5:05 PM** 5. West Washington Street Park Concept Plan
- 5:20 PM** 6. City Center Residency Initiative and City-Wide Down Payment Program Update
- 5:35 PM** 7. Farmers Market Request for Proposal - Catalyst Project # 7 - Expanded Operations of the City Farmers' Market
- 6:00 PM** 8. Action Report: Update on Implementation of the Community's City Center Plan

## **CITY ADMINISTRATOR'S COMMENTS**

## **MAYOR AND COUNCIL COMMENTS**

## **ADJOURN**

**REQUIRED MOTION  
MAYOR AND CITY COUNCIL  
HAGERSTOWN, MARYLAND**

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**Topic:**

Oath of Office to Jill Frick, Director of Community and Economic Development

**Mayor and City Council Action Required:**

**Discussion:**

**Financial Impact:**

**Recommendation:**

**Motion:**

**Action Dates:**

**REQUIRED MOTION  
MAYOR AND CITY COUNCIL  
HAGERSTOWN, MARYLAND**

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Citizens Police Academy Presentation of Certificates

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MAYOR AND CITY COUNCIL  
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**Topic:**

Gold Leaf Award - Presented by Becky Wilson

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**REQUIRED MOTION  
MAYOR AND CITY COUNCIL  
HAGERSTOWN, MARYLAND**

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**Topic:**

West Washington Street Park Concept Plan

**Mayor and City Council Action Required:**

**Discussion:**

**Financial Impact:**

**Recommendation:**

**Motion:**

**Action Dates:**

**ATTACHMENTS:**

**File Name**

West\_Washington\_Street\_Park.pdf

**Description**

Memo



# CITY OF HAGERSTOWN, MARYLAND

Department of Parks and Engineering

October 29, 2015

TO: Valerie Means, City Administrator  
FROM: Rodney Tissue, City Engineer *RT*  
RE: West Washington Street Park Concept Plan

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1. **Background**

In January of this year, the City Council approved the acquisition of the property at 806 West Washington Street for "...the creation of a public park or open space". The purpose of this acquisition is to improve the livability of the immediate neighborhood, add open space, and remove blighting influence caused by the lot that has been vacant since the market burned in 1998.

2. **Mayor & Council Action Requested**

Staff is requesting that the Mayor & Council review the following:

- A. Review the attached concept plan and provide input to staff.
- B. Discuss developing a theme and name for the park.

3. **Discussion**

A. **Concept** – Attached you will find the concept prepared by our landscape architect for the park, and I will review this packet with Council at the work session. Note the following:

- Two public meetings were held, one on July 23 with low attendance and a follow-up meeting on September 16 with over 50 residents attending
- Residents were asked to give their opinions on the various design elements of the park and also weigh-in on some very preliminary concepts
- The final concept is an interactive-based neighborhood park that incorporates children's play elements, art, shade, and a small gathering area.

B. **Park Name** – Currently we are using a working name of "West Washington Street Park", but that does not seem like a satisfactory name for the park. Staff would like direction from the Council on this. Some suggestions include:

- Name the park for the "historic national road" that followed what is now Washington Street adjacent this park. This could include a plaque about that road's historical significance and some national road-themed playscapes, art, etc..
- Name the park after someone the Mayor and Council wish to recognize

4. **Budget**

Funding for this project is included in CIP 751 with \$250,000 in CDBG funds.

5. **Schedule**

We envision designing and constructing the park with our in-house staff. Our goal would be to complete the design by Spring 2016 with construction during the second half of 2016 with a Spring 2017 ribbon cutting.

Staff will be available on Tuesday to review this project with the Mayor & Council.

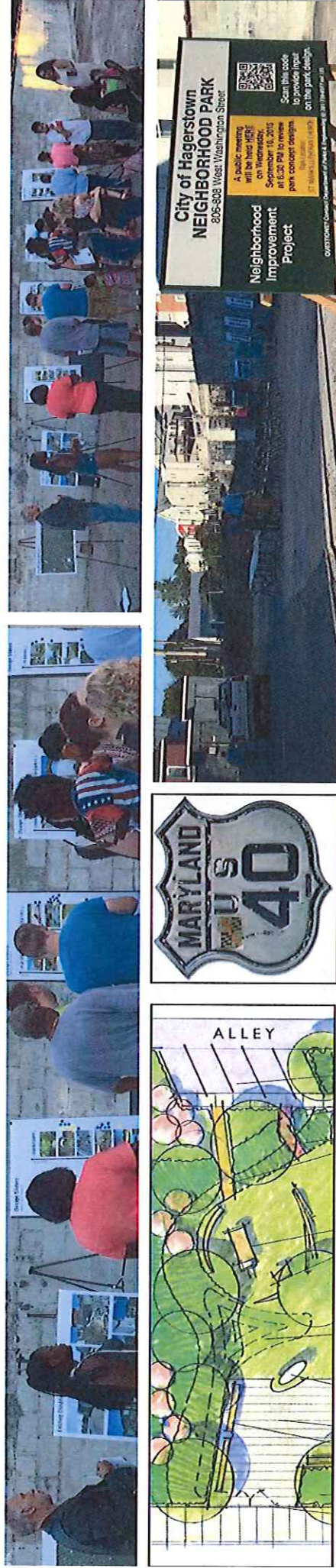
Attachments: \* Concept Package

RAT:jj

c: Junior Mason  
Jonathan Kerns  
Gerard Kendle, HPD  
Sarah Nelson  
Erin Wolfe



# West Washington Street Pocket Park



**MAHAN RYKIEL**  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING

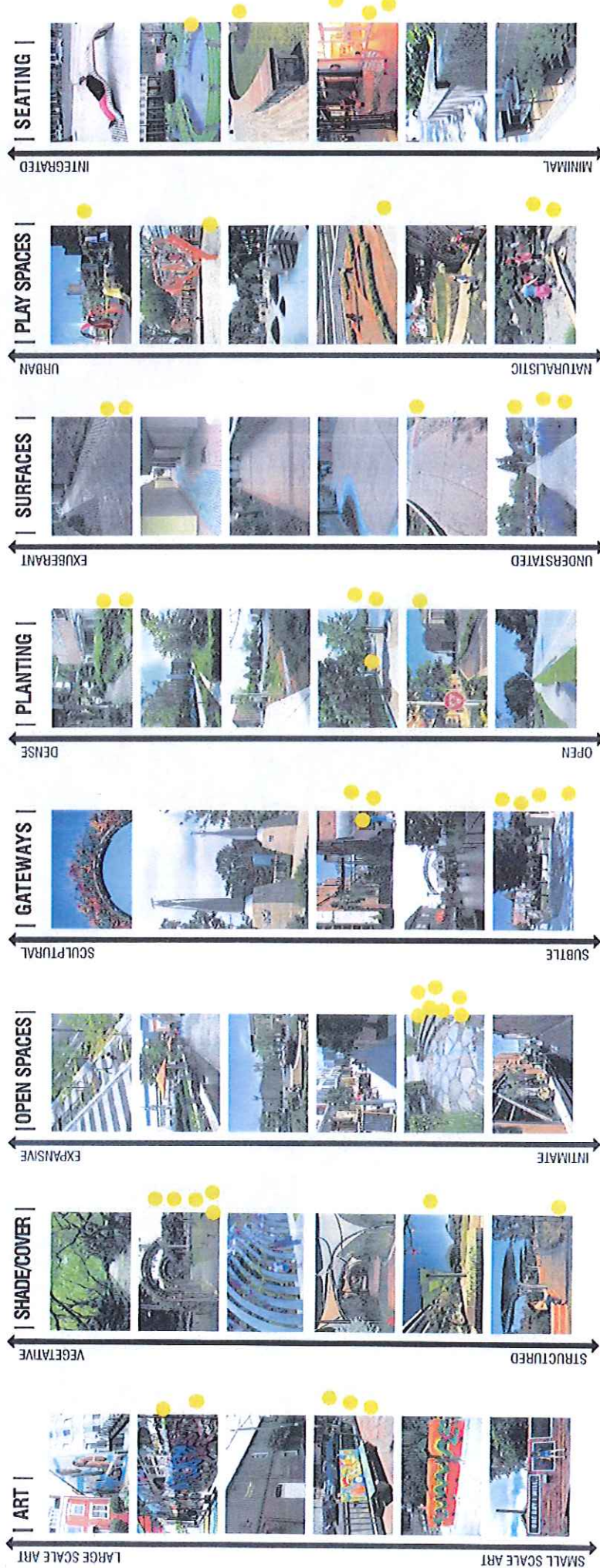


# Community Input | Meeting 1

July 23, 2015

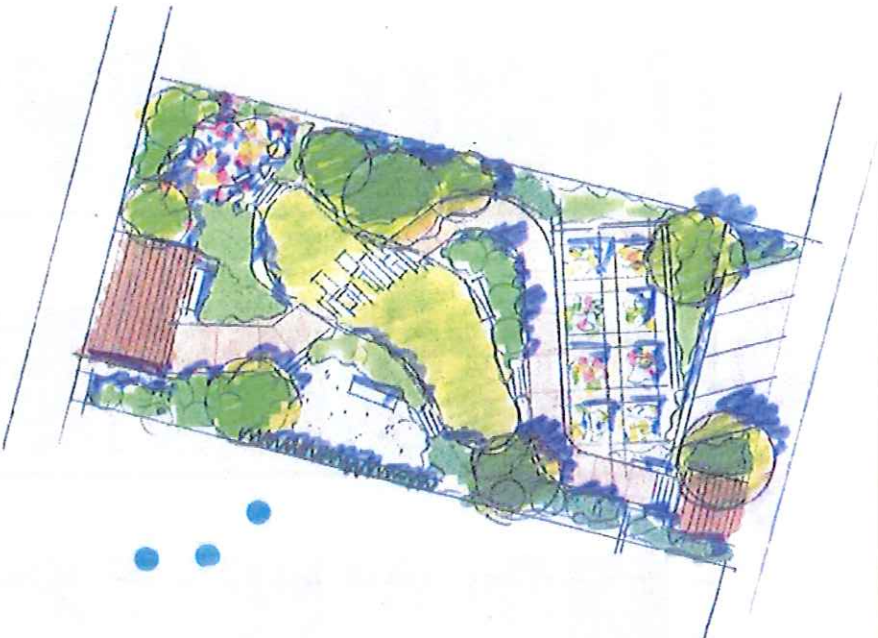


- High vehicular traffic
- Family-oriented neighborhood
- Diversity of ownership and ages
- Train/Rail history
- Desire for play areas for children, and quite places for adults
- Parking
- Seating opportunities
- Considering for safety in lighting and planting design
- Preference for gathering and educational concept designs



**MAHAN RYKIEL**  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING





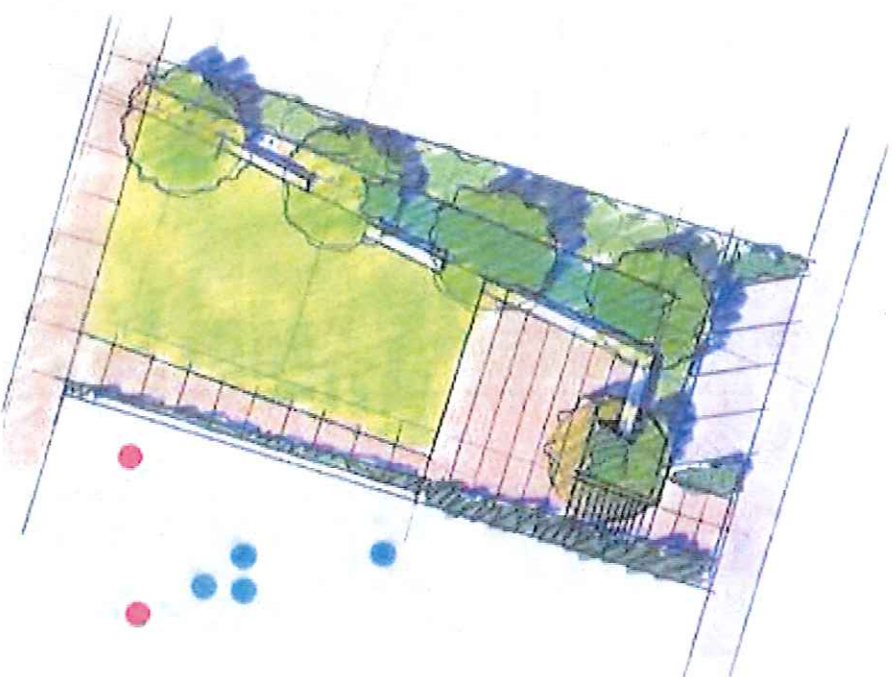
### EDUCATE

COMMUNITY GARDENS, THEMED / INTERPRETIVE,  
LANDSCAPE DISPLAYS, EXPLORATION, DISCOVERY



### PLAY

PLAYSCAPE / PLAY FEATURES, ACTIVE, ENERGETIC,  
MOVEMENT, 3 DIMENSIONAL



### GATHER

PUBLIC, URBAN, PLAZA, EVENT LAWN, OPEN, INVITING

● LIKE  
● DISLIKE

MAHAN RYKIEL  
LANDSCAPE ARCHITECTS  
URBAN DESIGN & PLANNING



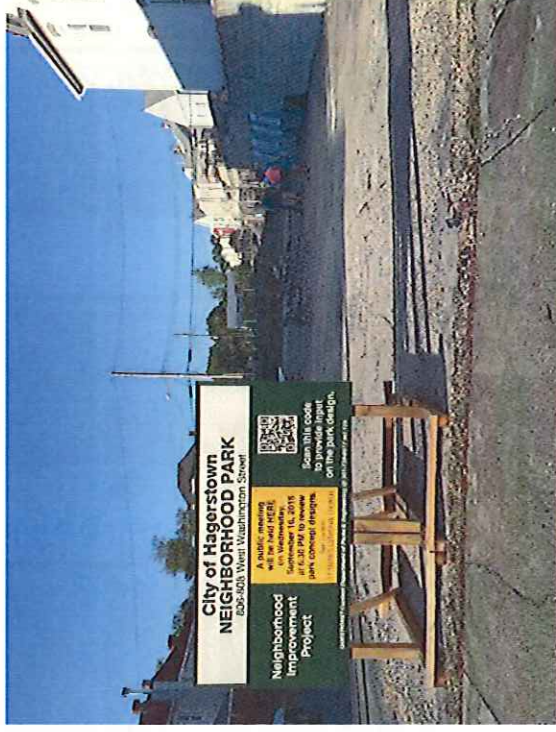


## Community Input | Meeting 2

September 16, 2015

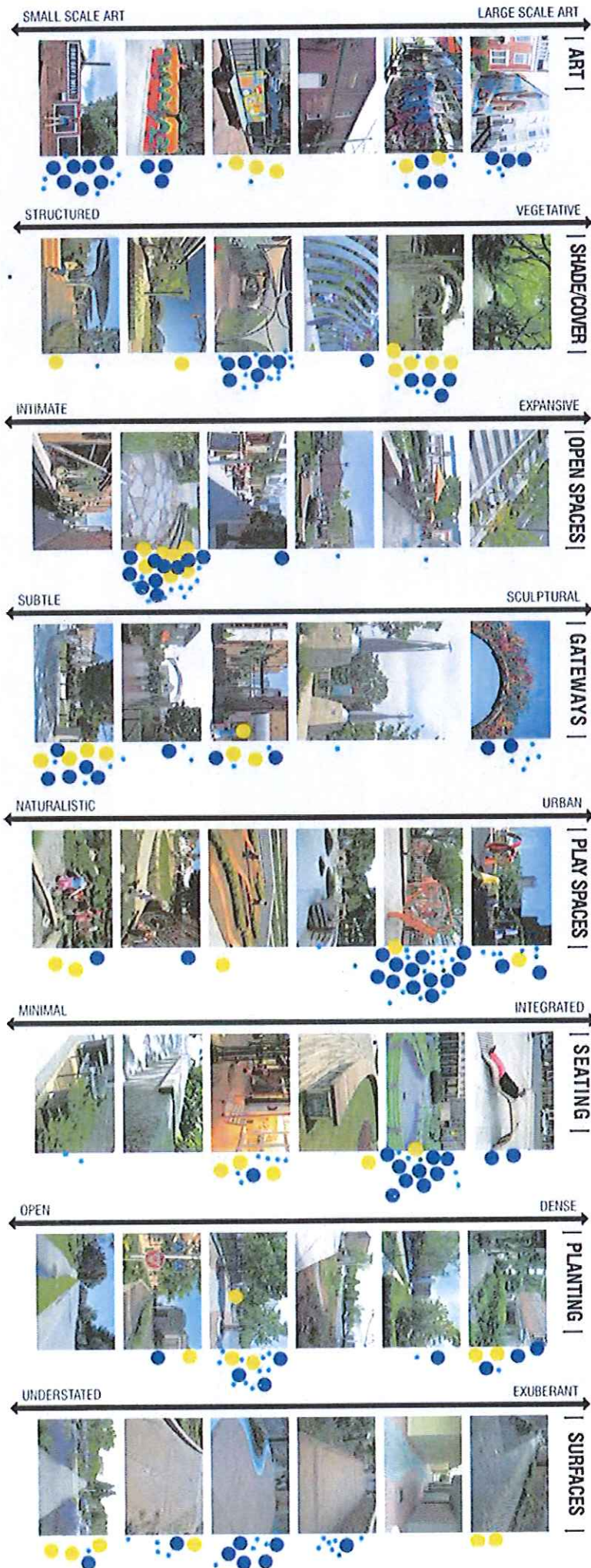
Meeting held on-site

- Strong preference for playground concepts
- Preference for playground features and playful seating
- Appreciation for smaller scale, intimate site elements (paving, gateways, etc.)



MAHAN RYKIEL  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING



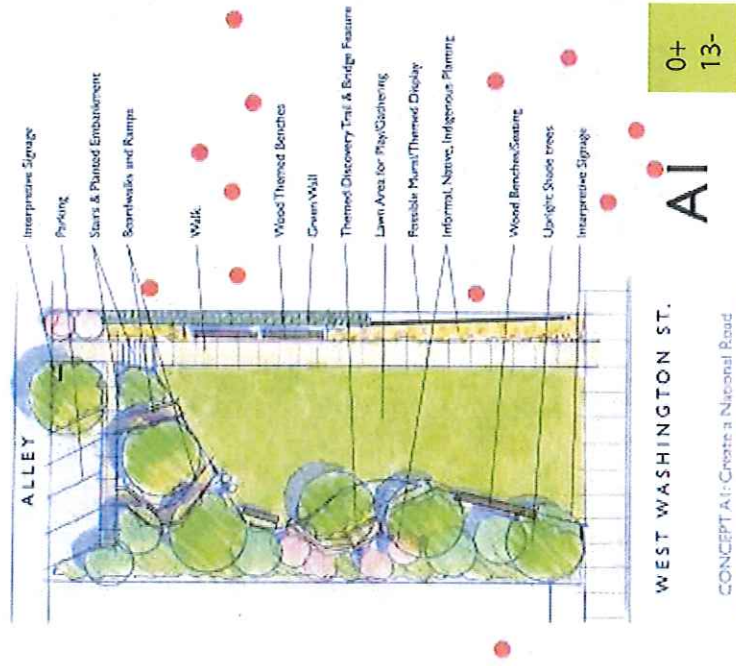


- July 23<sup>rd</sup> Attendees
- September 16<sup>th</sup> YOUTH Attendees
- September 16<sup>th</sup> ADULT Attendees

MAHAN RYKIEL  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING



● LIKE  
● DISLIKE



MAHAN RYKIEL  
 LANDSCAPE ARCHITECTURE  
 URBAN DESIGN & PLANNING





WEST WASHINGTON ST.

B1

1+  
8-

CONCEPT B1: Create an National Road Themed, Interpretive-Based Community Gathering Space, Incorporating.

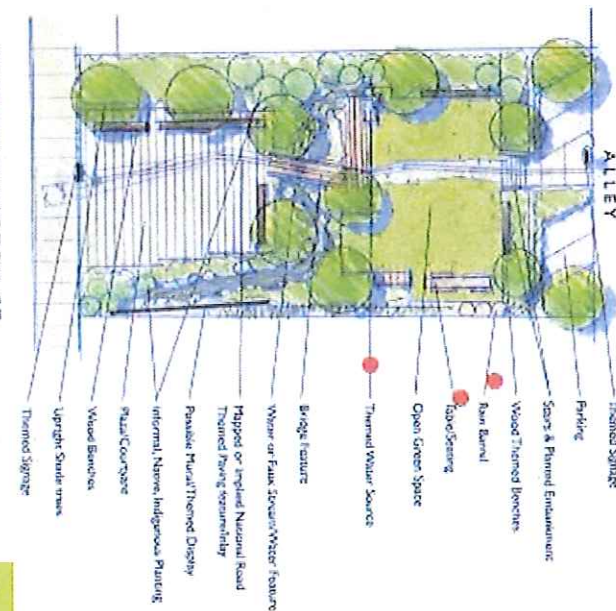


WEST WASHINGTON ST.

B2

13+  
0-

CONCEPT B2: Create an National Road Themed, Interpretive-Based Community Gathering Space, Incorporating.



WEST WASHINGTON ST.

B3

0+  
3-

CONCEPT B3: Create an National Road Themed, Interpretive-Based Community Gathering Space, Incorporating.

● LIKE  
● DISLIKE

MAHAN RYKIEL  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING





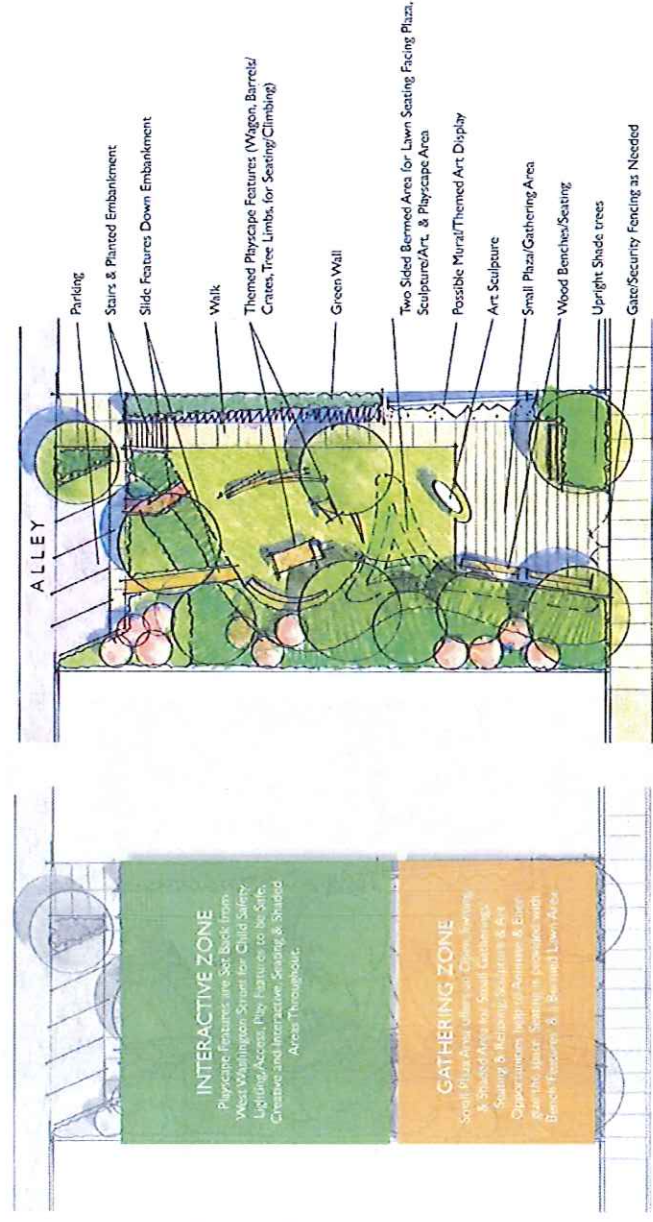
## Final Concept

Create a National Road-themed, interactive-based neighborhood park, incorporating:

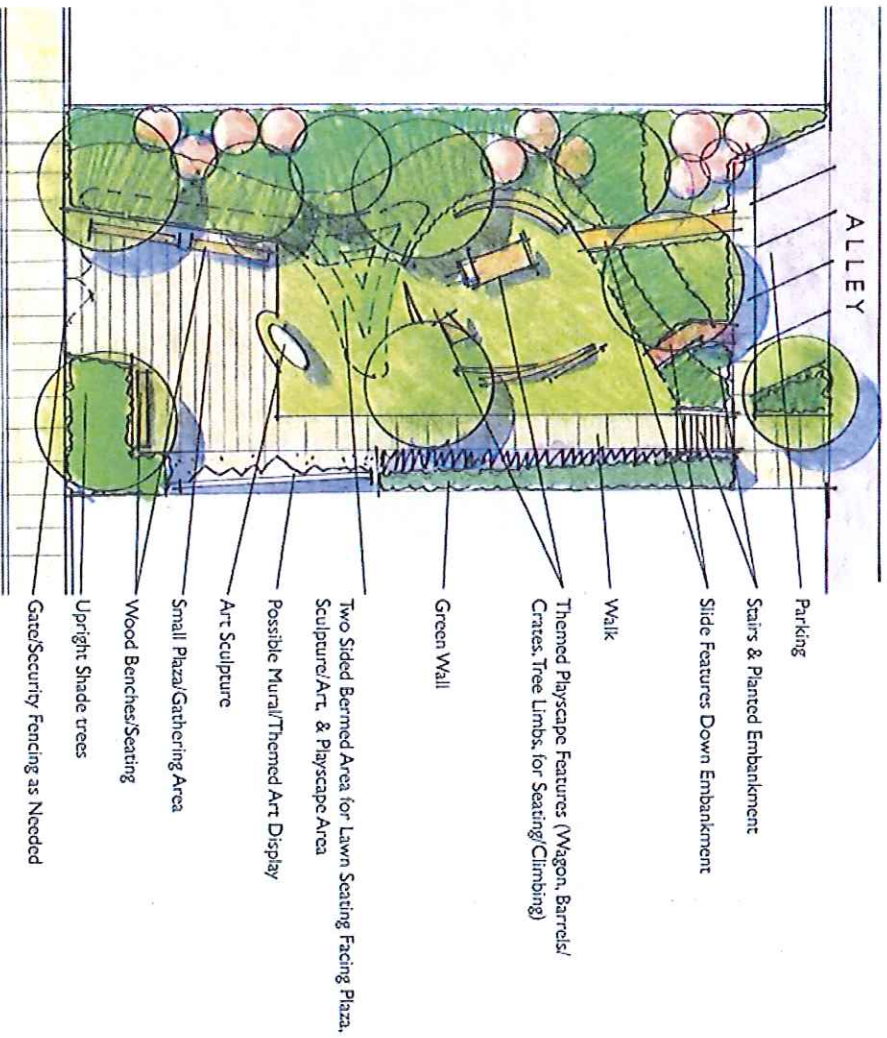
- Playscape elements
- Art/sculpture
- Shade and seating areas
- Small plaza/gathering space

### National Road Theme Opportunities

- Playscape elements: art, play features, wood features, etc.
- Signage—road signs, historic billboard
- Materials—wood, gravel, etc.
- Sculpture



**MAHAN RYKIEL**  
ARCHITECTURE  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING



# **REQUIRED MOTION MAYOR AND CITY COUNCIL HAGERSTOWN, MARYLAND**

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## **Topic:**

City Center Residency Initiative and City-Wide Down Payment Program Update

## **Mayor and City Council Action Required:**

Staff seek direction from the Mayor & Council on continuing the CCRI and City-Wide housing incentive programs in the current and future fiscal years. Staff will be available during the work session to discuss potential funding sources to continue these unique incentive programs.

## **Discussion:**

Staff seek an opportunity to update the Mayor & City Council on the progress of the City-wide Down Payment and Rehabilitation Program and the City Center Residency Initiative (CCRI) Program.

## **Financial Impact:**

### **City-Wide Down Payment/Rehabilitation Program: Background and Update**

In October of 2013, the Mayor & City Council created the City-wide Down Payment and Rehabilitation Program. This program provides a loan to grant of up to \$7,500 for homebuyers to be used for down payment, select home repairs in conjunction with acquisition, or a combination of both. In order to be eligible, applicants must purchase a structure built prior to 1960 that has been vacant for at least twelve (12) months. Homebuyers utilizing the program are required to maintain the structure as their primary residence for a minimum of five (5) years.

The goals of the City-wide Down Payment and Rehabilitation Program include the following:

- Supporting and strengthening City neighborhoods
- Encouraging homeownership
- Inspiring reuse and rehabilitation of existing vacant residential structures

The program was initially funded with \$150,000 from the General Fund reserve. An additional \$30,000, originally budgeted for the CCRI program from General Fund reserve, was transferred to the City-Wide program in May of 2015. To date, twenty-four (24) homebuyers have been assisted through the City-wide Down Payment/Rehabilitation Program and the program funds are now exhausted.

### **City Center Residency Initiative Program: Background and Update**

In 2004, the City Center Residency Initiative was created in order to incentivize housing in the City Center. The CCRI program was previously underutilized. Program edits adopted by the current Mayor & Council have resulted in a significant increase in program

participation. Eligible applicants for the program now include recent college graduates, active members of the military, USMH employees and students, HCC students, government employees, degree-holding professionals, and households with income exceeding 80% of the area median.

The program has two distinct components which offer financial incentives for eligible applicants that choose to reside in the current City Center Residency Initiative area:

Down Payment Assistance Component: Provides a \$10,000 loan to grant for an eligible homebuyer to utilize for down payment, select home repairs in conjunction with acquisition, or a combination of both. The homebuyer is required to maintain the home as their primary residence for five (5) years. After the residency commitment is fulfilled, the \$10,000 loan is forgiven.

Rental Subsidy Component: Provides a \$150.00 per month or \$300.00 per month rental subsidy for an eligible applicant renting a home or apartment in the City Center for one year. The subsidy is in the form of a loan and is forgiven after a one (1) year residency commitment is fulfilled.

Over the previous two fiscal years, the CCRI program was funded from the General Fund reserve. The CCRI down payment budget totaled \$70,000 and the CCRI rental subsidy budget totaled \$50,000. Seven (7) homebuyers have been assisted through the CCRI down payment component and CCRI down payment funds are now exhausted. Sixteen (16) rental households have been assisted through the CCRI rental subsidy component and \$15,000 remains in the FY16 CCRI rental subsidy budget.

**Recommendation:**

**Motion:**

**Action Dates:**

**ATTACHMENTS:**

**File Name**

Packer\_CCRI\_update\_110315.pdf

CDBG\_NHIP.pdf

**Description**

City Center Residency Initiative and City-Wide Down Payment Program Update

CCRI Map





## CITY OF HAGERSTOWN, MARYLAND

Department of Community & Economic Development

TO: Valerie Means, City Administrator

FROM: Jonathan Kerns, Community Development Manager J.K.

DATE: October 29, 2015

SUBJECT: City Center Residency Initiative and City-Wide Down Payment Program Update

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14 North Potomac Street, Suite 200A  
Hagerstown, MD 21740

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**Mayor & Council Action Requested**

Staff seek direction from the Mayor & Council on continuing the CCRI and City-Wide housing incentive programs in the current and future fiscal years. Staff will be available during the work session to discuss potential funding sources to continue these unique incentive programs.

Attachment: Map of Housing Incentive Distribution

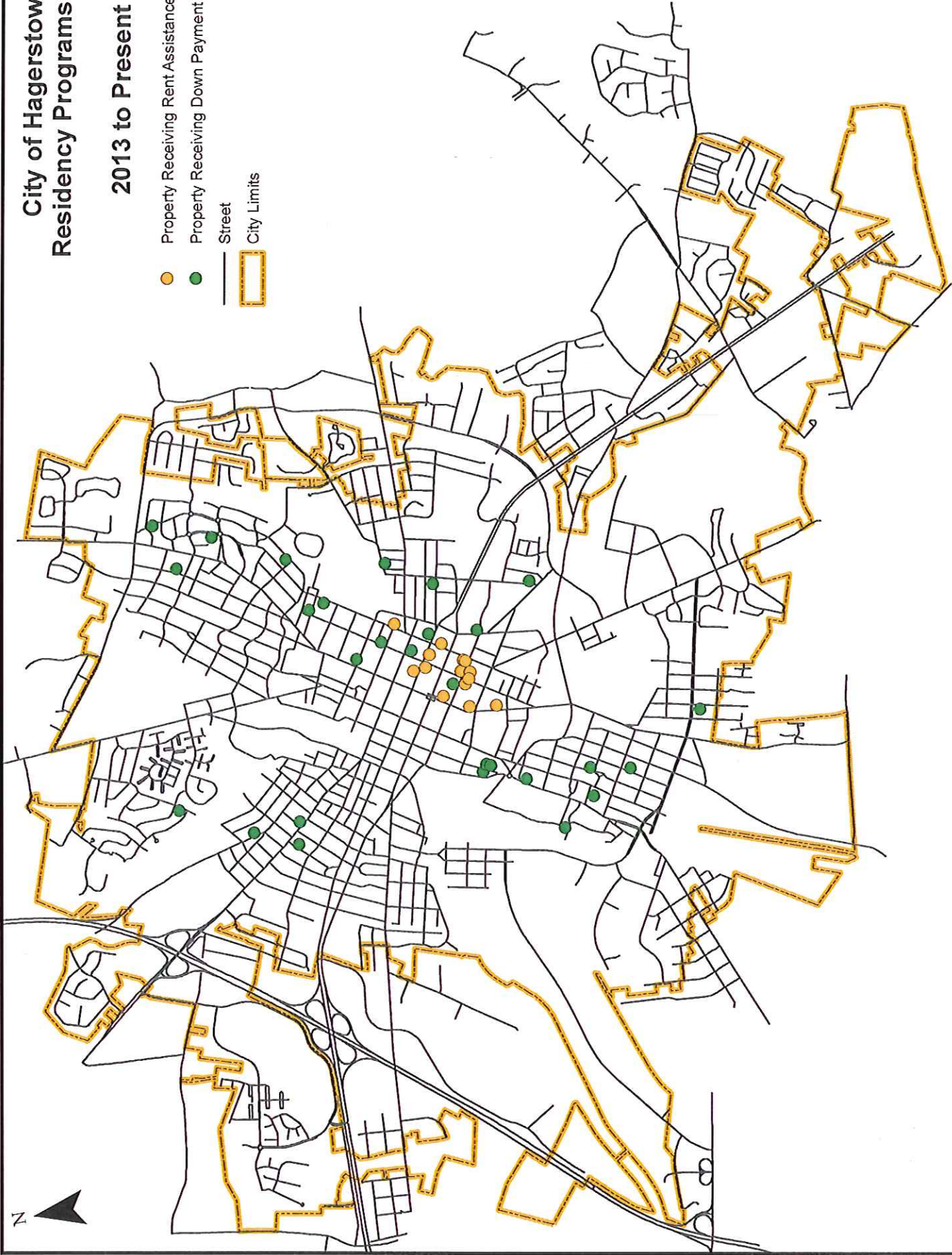
- c. DCED Leadership Team



# City of Hagerstown Residency Programs Map

2013 to Present

- Property Receiving Rent Assistance
- Property Receiving Down Payment Assistance
- Street
- ▭ City Limits



Map Projection: NAD83 State Plane Maryland FIPS (feet)  
Data Sources:  
City of Hagerstown, 2015;  
Prepared By: Hagerstown Planning & Code Admin, 10/29/15



# City of Hagerstown Residency Programs Map

## 2013 to Present

- Property Receiving Rent Assistance
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- Street
- City Limits

0 0.5 1 1.5 2 Miles

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# **REQUIRED MOTION MAYOR AND CITY COUNCIL HAGERSTOWN, MARYLAND**

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## **Topic:**

Farmers Market Request for Proposal - Catalyst Project # 7 - Expanded Operations of the City Farmers' Market

## **Mayor and City Council Action Required:**

Staff will be present at the November 3, 2015 Work Session of the Mayor and City Council to seek approval of the proposed Request for Proposals for a market operator for the Farmers' Market. This project is consistent with the Community's City Center Plan and the recommendations for Catalyst Project #7, Expanded Operations of the City Farmers' Market.

## **Discussion:**

### **Catalyst Project #7 – Expanded Operations of the City Farmers' Market**

The goal of Catalyst Project #7 is expand the hours of operations of the Farmers' Market, increase the number of vendors at the market, and rebrand the market to capture a portion of the estimated \$13 million of unmet demand for specialty foods in our retail market and provide groceries and locally grown produce for City Center residents and restaurants. To implement this initiative, the City intends to place the market under private management.

### **Request for Proposals for a Market Operator**

The RFP begins with an explanation of the Community's City Center Plan and Catalyst Project #7, Expanded Operations of the City's Farmers' Market, and providing information on the process of implementing the plan and on the City Center. Next is a description of the opportunity for proposers to be the market operator for the City's Farmers' Market and an outline of the City's expectations for proposers. The process and criteria for selection are outlined, with qualifications and experience playing a large role in the selection process, as well as approach to management and marketing. A detailed outlined of Submission Requirements is included with a Submission Form matching the outline of requirements. And finally, instructions on submissions. Attached is a summary of the RFP for easy reference.

In the Project Management section, submitters are asked to provide a Business Plan, Operations Model and Financial Model. Submitters are asked to take into consideration a set of "minimum requirements" in developing their responses. Staff have drafted recommendations in this section, and seek additional feedback and ideas from the Mayor and City Council during the work session. This section appears in [blue on pages 3-5](#) of the RFP.

### **Community Input to Process**

In order to gain additional community input on future goals for the Farmers' Market, the City hosted a public input session at the market on August 8<sup>th</sup>. The meeting was facilitated by the

Mediation Center. Approximately 65 people participated in the event. Ideas were generated on how to use the space, new activities and events, new products, and marketing platforms. A report on the input will be attached to the RFP. The RFP indicates that proposals should reflect an understanding of the goals of the City and ideas generated by the community on the future of the market.

### **Proposed Schedule for Selection Process**

Staff propose to distribute the RFP in early November with a submittal deadline of mid-January. A selection review committee will review the proposals in February and check references of the top candidates. Presentation of recommended candidate would be made in March with Mayor and Council approval of vendor in late March.

### **Financial Impact:**

### **Recommendation:**

### **Motion:**

### **Action Dates:**

### **ATTACHMENTS:**

#### **File Name**

110315\_MCC\_Packet\_Farmers\_Market\_RFP.pdf

#### **Description**

Farmers' Market RFP -  
Catalyst Project #7 –  
Expanded Operations of the  
City Farmers' Market



# **CITY OF HAGERSTOWN, MARYLAND**

Department of Community & Economic Development

## **MEMORANDUM**

TO: Valerie Means, City Administrator

FROM: Jill Frick, Economic Development Manager  
Kathleen A. Maher, Planning Director  
Gaela Shoop, Farmers' Market and Event Assistant

DATE: October 29, 2015

SUBJECT: Farmers' Market RFP  
Catalyst Project #7 – Expanded Operations of the City Farmers' Market

### **MAYOR AND COUNCIL ACTION REQUESTED**

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Presentation of recommended candidate would be made in March with Mayor and Council approval of vendor in late March.

### **Attachments**

1. Farmers' Market Budget & Actuals
2. Summary of Request for Proposals
3. Request for Proposals
4. Report on Public Input Meeting

c: Scott Nicewarner, Interim Director, DCED  
Department Managers & Planning Staff  
DCED Leadership Team

City of Hagerstown - Farmer's Market			
<b>Revenues</b>		<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>
	Stall Rentals	\$ 21,054	\$ 34,000
	Garage Rentals	\$ 10,665	\$ 10,800
	Misc Revenue	\$ 630	\$ -
<b>Total Revenue</b>		<b>\$ 32,349</b>	<b>\$ 44,800</b>
<b>Expenditures</b>			
	Contracted Services	\$ 5,244	\$ 3,420
	Advertising & Printing	\$ 6,123	\$ 2,000
	Maintenance & Repair	\$ 5,564	\$ 6,120
	Materials, Supplies & Utilities	\$ 24,776	\$ 30,150
	Wage & OH Allocation	\$ 41,597	\$ 32,000
	Other General Expense	\$ 38	\$ 700
<b>Total Expenditures</b>		<b>\$ 83,342</b>	<b>\$ 74,390</b>
<b>Net Income/Loss</b>		<b>\$ (50,993)</b>	<b>\$ (29,590)</b>

**CITY FARMERS MARKET**  
**REQUESTS FOR QUALIFICATIONS/PROPOSAL (RFQ/RFP)**  
**FOR MARKET OPERATIONS**

**SUMMARY**

**1. Introduction**

- Description of Community's City Center Plan and Catalyst Project #7, Expanding the Farmers' Market.
  - Expansion of Market Hours
  - Need for Specialty Foods in the Downtown
  - Private Management Option
- Attached is the summary of the Community's City Center Plan and the City Center.

**2. Description of Opportunity**

- The City is seeking qualified persons/firms for the operation, management and marketing of the City Farmers Market for a minimum three year period.
- Extensions may be exercised by the City of Hagerstown upon satisfactory performance and negotiation of terms.
- Proposals should reflect an understanding of the City's goals and ideas generated by community on future of the market.
- Attached is information on the Farmers' Market and on the Public Input Meeting on August 8<sup>th</sup>.

**3. Process and Criteria for Selection**

- Selection Process
  - Selection Committee will review submittals and develop a short list of finalists for interviews.
  - Selection Committee will rank candidates and make a recommendation to the Mayor and City Council for their approval.
- Criteria for Selection
  - Qualifications and Experience
  - Approach to Project Management (including operating budget, management philosophy, and vendor recruitment)
  - Approach to Marketing (describing the attracting and retaining vendors and patrons)

**4. Submission Requirements**

- Qualifications and experience - including internal organization and resources, comparable project experience, and knowledge of the Hagerstown community.
- Project management - including legal nature of arrangement, process for selection of market manager, projected operating budget, technical and management philosophy, etc.
- Marketing Plan – provide a marketing plan, approach to marketing to consumers, description of marketing tools.

**5. Proposal/Submission**

- Directions for format of submissions to the City.
- Attached is the Submission Form.

**WHERE TO FIND THE RFP**

<http://www.hagerstownmd.org/> Then "Bids/RFPs" which takes you to <http://bid.hagerstownmd.org/>

<http://www.hagerstownmd.org/CityCenterPlan> Then "Catalyst Project #7-City Farmers Market"

Catalyst Project #7 – Expansion of City Farmers Market  
Request for Proposals for Market Operations  
[\[DRAFT – 10/29/15\]](#)

## **Introduction**

The Community's City Center Plan provides a 10-year roadmap for eight catalyst projects that would spur \$125 million in new investment downtown through partnerships between the public and private sector. Based upon the economic analysis report conducted by our partner firm, Urban Partners, all eight projects are feasible. A summary of the Community's City Center Plan and an Action Report of Implementation Steps completed to date are included as *Attachment 2*. Information about the City Center is included as *Attachment 3*. The full plan can be reviewed on the City web site at [www.hagerstownmd.org](http://www.hagerstownmd.org).

One of the eight catalyst projects, Catalyst Project #7, targets expansion of the hours and operations of the City Farmers Market as a means of filling a gap in the specialty food stores retail market and providing groceries and locally grown produce for downtown residents and restaurants. The 2014 Downtown Hagerstown Market Analysis identified that specialty food stores in the Hagerstown area retail market are only capturing 35% of the \$20 million in demand Countywide for such specialty items. This gap in supply could support 15,000 SF to 20,000 SF of new specialty foods stores in the downtown, including expanded activity at the City Farmers Market, and could provide the basis for a specialty foods district capturing a significant portion of the \$13 million in unmet demand Countywide for specialty food items.

To implement this initiative, the City intends to place the market under private management with the goal of expanding the hours of operation of the market, increasing the number of vendors at the market, and rebranding the market to capture a portion of the estimated \$13 million in unmet demand for specialty foods in our retail market region. The City will make necessary capital improvements to support the expansion through planning discussions with the selected operator.

Through this Request for Proposals, the City of Hagerstown is soliciting the interest of qualified persons/firms for the operation, management and marketing of the City Farmers Market.

## **Description of Opportunity**

The City is seeking qualified persons/firms for the operation, management and marketing of the City Farmers Market for a minimum three year period at 25 W. Church Street, Hagerstown, MD 21740. Extensions may be exercised by the City of Hagerstown upon satisfactory performance of the operator and negotiation of terms with the City. Such extensions will be at the discretion of the City of Hagerstown.

Information about the City Farmers Market is included as *Attachments 4 and 5*. A report of the public input meeting on the Farmer's Market on August 8, 2015 is included as *Attachment 6*.

Proposals should reflect an understanding of the goals of the City and ideas generated by the community on the future of the market. It should also reflect values of transparency in operations, an open and fair selection process for vendors, accountability of market management to the City of Hagerstown and community, and an emphasis on locally grown produce and locally produced goods. Sustainable environmental practices are encouraged.

The successful proposer is expected to comply with all applicable state, county, and local statutes, ordinances, and permit requirements, maintain valid City of Hagerstown licenses and meet the insurance requirements of the City of Hagerstown. The proposal should provide a consumer mix that reaches all aspects of the local marketplace, appeals to adults, youth, and children, and brings a new level of excitement and vitality to the market. Proposals shall include a detailed description and process for how local vendors will be supported and given priority.

## **Process and Criteria for Selection of Market Operator**

### Selection Process

A selection committee will be established for this project. The selection committee will review the proposals and develop a short list of finalists for interviews. Based upon the proposal and interview, the committee will rank the finalists and present a recommended candidate(s) to the Mayor and City Council for their review. The selected candidate(s) should anticipate a public presentation to the Mayor and City Council. The City anticipates awarding a contract to the Proposer whose offer is deemed most advantageous to the City of Hagerstown. The City reserves the right to reject any or all proposals.

### Selection Criteria

Proposals will be evaluated on the following criteria:

1. Qualifications and experience, including internal organization and resources, comparable project experience, and knowledge of the Hagerstown community. A Financial Operation Plan for the Market Operation must be included.
2. Approach to project management, including coordination with City of Hagerstown staff, budget monitoring and quality control, and applicable progress/reporting systems.
3. Approach to marketing. (How you would expand market hours, number of patrons, how you will meet the City of Hagerstown's requirements and the unique needs of the community with respect to the market and how your marketing plan will demonstrate results.)



## **SUBMISSION REQUIREMENTS**

Material to be submitted by Interested Market Operators

Entities interested in being selected as the City Market Operator should submit the following:

### **Qualifications and Experience**

1. The name and legal description of the entity proposing to be the Market Operator. A detailed description of the ownership structure of that entity, identifying all individuals or other legal entities holding 5% or more ownership interest in the proposing entity (“principals”). Resumes for all principals with 5% or greater ownership.
2. A description of the experience of the entity and/or its principals in the operation of farmers markets and/or related community event management experience.
  - a. List the name and location of the farmers' market or similar experience and type of work accomplished. Include reference contact information, as applicable.
  - b. Describe any experience recruiting, retaining, and managing vendors in community event settings.
  - c. Describe any past event management experience including, but not limited to, vendor booth arrangement, traffic flow, parking, market event set-up and take-down, and any other related information or similar community.
  - d. Briefly describe your advertising and marketing philosophy and experience as it relates to farmers' markets and community events.
  - e. Describe your knowledge of and indicate your ability to obtain all regulatory/health permits and licenses applicable to the operation and management of a farmers' market.
3. A description of the experience and/or understanding of the entity and/or its principals of the local environment and culture of the Hagerstown community or similar community.

### **Project Management – Business Plan, Operations Model, Financial Model**

Submitters are asked to provide a Business Plan, Operations Model and Financial Model. In preparing a response to this section, please review and take into consideration the following [minimum requirements](#):

- The City will pay a management fee not to exceed \$\_\_\_\_ per \_\_\_\_month\_\_\_\_ to the private operator. Market occupancy may not fall below \_\_\_\_% of the total booths

proposed. If occupancy falls below \_\_%, then the following penalty will be deducted from the monthly management fee.

\_\_\_% to \_\_\_%            \$\_\_\_\_\_

\_\_\_% to \_\_\_%            \$\_\_\_\_\_

\_\_\_% to \_\_\_%            \$\_\_\_\_\_

\_\_\_% to \_\_\_%            \$\_\_\_\_\_

- The private operator will be responsible for providing performance reports to the City on a monthly basis.
- Hours of operations will be a minimum of 35 hours over a minimum of 3 days. Private operator may consider operating the market either 3 or 4 days per week.
- A market manager must be onsite for all open hours.
- The private operator will be responsible for negotiating and administering contracts/leases with vendors, and will be responsible for billing and collecting vendor fees.
- The private operator will be responsible for the following utility expenses. Current and estimated utility expenses based on hours of operation are as follows:

Utilities – Average per Year

	Current (7 hours)	Estimated (35 hours)
Water/WW	\$1,400 per year	\$7,000 per year
Electric	\$15,500 per year	\$46,500 per year
Gas	\$8,500 per year	\$25,500 per year

- The private operator will be responsible for the following operational expenses:
  - Market manager wages and benefits
  - Advertising, printing, postage, copying, etc.
  - Pest Control, General Maintenance, Cleaning, Janitorial and Janitorial and Maintenance Supplies
  - Trash Removal/Dumpster

- The City will be responsible for the building repair and improvement expenses not to exceed annual limit (to be determined) under normal circumstances.
- 120 parking spaces are available at the City's Market Parking Lot on weekdays and 135 parking spaces on weekends and after 5 pm. 112 parking spaces are available at the Church Street Lot on weekends and after 5 pm. A maximum of \_\_40 (?)\_\_ parking spaces may be considered for "outdoor, seasonal vendors" on Saturday and Sundays only. Prevailing City parking rates apply, and the City retains all parking revenue. Current parking rates are as follows:
  - Weekdays - \$.50 per hour.
  - Weekends and After 5 pm - Free
- The City reserves the right to add additional requirements to the contract with the private operator.

1. Describe in detail the following. Including:
  - a. The legal nature of the arrangement (lease from the City to the operator; management contract; etc.) The term of the agreement. Attach a sample of a legal agreement that you have used in the past.
  - b. The hours, scale and character of the Market operations. Including any ideas for use of exterior space and making the market a more attractive enterprise.
  - c. Plan for branding and promoting the market.
  - d. Plan to attract new vendors including the resources to be used and the anticipated fee structure for vendors.
  - e. Plan for addressing operating and marketing expenses.
  - f. The structure and level of compensation to the market operator.
  - g. The level of capital investment for startup and first three years of operations and the sources of funds for that investment.
  - h. Required parking arrangements.
2. Describe in detail the process for recruiting and selecting a market manager and include a detailed job/duties description for the same as an attachment or if Market Manager is assigned then please provide his or her resume.
3. Provide a projected operational budget for each year of the proposed term. Included projected revenue and detail the proposed booth rates. Include all

sources of revenue including any proposed grant income or sponsorship income. Include costs and services proposed, including but not limited to costs associated with operations, marketing, vendor recruitment, and special events. Provide a description and timeframe of how you would transition existing vendors from the current booth rate structure to a proposed new booth rate structure.

4. Provide a projected timeline for services provided leading up to and including the first day of the expanded hours of the market and operation throughout the year. Describe the number of days needed from being selected as the operator to the start of operating at expanded hours. Describe how you would expand hours and make physical improvements without disruption to continuous operations.
5. Describe how your operations model would accommodate both Full-Time and Part-Time vendors including possible use of outdoor space in addition to the market building. Describe how you will seek input from vendors for continuous improvement in operations (i.e.: advisory groups, etc.)
6. Briefly describe the proposer's technical and management philosophy regarding the successful operation of a farmers' market. Please list previous demonstrated results. Outline tentative plan for rules and regulations for the operations of the Farmers Market. Please also include how you will show values of transparency in operations and accountability of market management.
7. Please describe your insurance coverage. The City would require a Certificate of Insurance of Proof of Insurance listing the City of Hagerstown, Maryland as additional insured. Requirements of coverage will be \$1,000,000 (one million dollars) product liability coverage and \$1,000,000 (one million dollars) personal injury coverage.

### **Marketing Plan**

1. Please provide a Marketing Plan. Describe how you will attract and retain vendors for the market including tools and resources you would use.
2. Describe how you will market City Farmer's Market to consumers. Identify your target customers, identify your competitors and include a brand-positioning statement outlining your strongest competitive advantage.
3. Describe what marketing tools you will use to reach your target consumers. Describe how you will work with the City of Hagerstown's Department of Community and Economic Development to promote the City of Hagerstown's events in coordination with the Farmers' Market.

### **PROPOSAL/SUBMISSION**

The City of Hagerstown will accept sealed proposals up to \_\_\_\_\_ (date) at \_\_\_\_\_ (time). This material shall be submitted to the City Clerk's Office, 1 E. Franklin Street, Hagerstown, MD 21740. Proposals received after that time will not be accepted and will be returned unopened. All proposals become property of the City of Hagerstown upon submission and are subject to Maryland Public Records law.

For questions and clarification of any details of this opportunity, please submit in writing to Jeff Lear in the Finance Department, 1 E. Franklin Street, Hagerstown, Maryland 21740; email: [jlear@hagerstownmd.org](mailto:jlear@hagerstownmd.org). Written responses will be prepared as an addendum to the RFP and distributed to all applicants in advance of the submitted deadline.

### **Attachments – Table of Contents**

- Attachment 1 Submission Form
- Attachment 2 Summary of Community's City Center Plan and an Action Report on Implementation to date
- Attachment 3 About City Center of Hagerstown
- Attachment 4 About City Farmers Market
- Attachment 5 City Farmer's Market Fact Sheet, and Aerial/Parking Map
- Attachment 6 Report on August 8<sup>th</sup> Public Input Meeting on the Future of the Market

**City of Hagerstown**  
Catalyst Project #7 – Request for Proposal  
For Hagerstown’s City Farmers Market Operations

**SUBMISSION FORM**

Entities interested in being considered as the designated developer/partner should submit the following information:

**1. Qualifications and Experience**

- 1.1. The name and legal description of the entity proposing to be the City Farmers Market Operator.

Name  
Title  
Phone  
Email  
Legal Company Name  
DBA Company Name (if different)  
Address  
City/State/Zip

A detailed description of the ownership structure of that entity, identifying all individuals or other legal entities holding 5% or more ownership interest in the proposing entity (“principals”). Attach resumes for all principals with 5% or greater ownership.

- 1.2 A description of the experience of the entity and/or its principals in the operation of farmers markets or related community event management experience
- a. List the name and location of the farmers' market or similar experience and type of work accomplished. Include reference contact information, as applicable.
  - b. Describe any experience recruiting, retaining, and managing vendors in community event settings.
  - c. Describe any past event management experience including, but not limited to, vendor booth arrangement, traffic flow, parking, market event set-up and take-down, and any other related information or similar community.
  - d. Briefly describe your advertising and marketing philosophy and experience as it relates to farmers' markets and community events.

- e. Describe your knowledge of and indicate your ability to obtain all regulatory/health permits and licenses applicable to the operation and management of a farmers' market.
- 1.3 A description of the experience and/or understanding of the entity and/or its principals of the local environment and culture of the Hagerstown community or similar community.

## **2. Project Management – Business Plan, Operations Model, Financial Model**

Submitters are asked to provide a Business Plan, Operations Model and Financial Model. In preparing a response to this section, please review and take into consideration the following [minimum requirements](#):

[\[Same list from front section to be added/repeated here.\]](#)

- 2.1 Describe in detail the following:
- a. The legal nature of the arrangement (lease from the City to the operator; management contract; etc.) The term of the agreement. Attach a sample legal agreement that you have used in the past.
  - b. The hours, scale and character of the Market operations. Including any ideas for use of exterior space and making the market a more attractive enterprise.
  - c. Plan for branding and promoting the market.
  - d. Plan to attract new vendors including the resources to be used and the anticipated fee structure for vendors.
  - e. Plan for addressing operating expenses and marketing expenses.
  - f. The structure and level of compensation to the market operator.
  - g. The level of capital investment for startup and first three years of operations and the sources of funds for that investment.
  - h. Required parking arrangements.
- 2.2 Describe in detail the process for recruiting and selecting a market manager and include a detailed job/duties description for the same as an attachment or if Market Manager is assigned then please put in his or her resume.

- 2.3 Provide a projected operational budget for each year of the proposed term. Include projected revenue and detail the proposed booth rates. Include all sources of revenue including any proposed grant income or sponsorship income. Include costs and services proposed, including but not limited to costs associated with operations, marketing, vendor recruitment, and special events. Provide a description and timeframe of how you would transition existing vendors from the current booth rate structure to a proposed new booth rate structure.
- 2.4 Provide a projected timeline for services provided leading up to and including the first day of the expanded hours of the market and operation throughout the year. Describe the number of days needed from being selected as the operator to the start of operating at expanded hours. Describe how you would expand hours and make physical improvements without disruption to continuous operations.
- 2.5 Describe how your operations model would accommodate both Full-Time and Part-Time vendors including possible use of outdoor space in addition to the market building. Describe how you will seek input from vendors for continuous improvement in operations (i.e.: advisory groups, etc.)
- 2.6 Briefly describe the proposer's technical and management philosophy regarding the successful operation of a farmers' market. Please list previous demonstrated results. Outline tentative plan for rules and regulations for the operations of the Farmers Market. Please also include how you will show values of transparency in operations and accountability of market management.
- 2.7 Please describe your insurance coverage. The City would require a Certificate of Insurance listing the City of Hagerstown, Maryland as additional insured. Requirements of coverage will be a minimum of \$1,000,000 (one million dollars) product liability coverage and \$1,000,000 (one million dollars) personal injury coverage.

### **3. Marketing Plan**

Please provide a Marketing Plan. Include the following details.

- 3.1. Please provide a Marketing Plan. Describe how you will attract and retain vendors for the market including tools and resources you would use.
- 3.2 Describe how you will market City Farmer's Market to consumers. Identify your target customers, identify your competitors and include a brand-positioning statement outlining your strongest competitive advantage.
- 3.3 Describe what marketing tools you will use to reach your target consumers. Describe how you will work with the City of Hagerstown's Department of



Community and Economic Development to promote the City of Hagerstown's events in coordination with the Farmers' Market.

This material should be submitted **by** \_\_\_\_\_ at the:

City Clerk's Office  
City of Hagerstown  
1 E. Franklin Street  
Hagerstown, MD 21740  
Attn: RFSI Catalyst Project #7

For questions and clarification of any details of this opportunity, please submit them in writing to:

Jeff Lear  
Finance Department  
City of Hagerstown  
1 E. Franklin Street  
Hagerstown, MD 21740  
email: [jlear@hagerstownmd.org](mailto:jlear@hagerstownmd.org)

Written responses will be prepared as an addendum to the RFP and distributed to all applicants in advance of the submittal deadline.

## **ABOUT CITY CENTER HAGERSTOWN**

Hagerstown is a city of approximately 40,000 founded in 1762, located at the heart of a suburban metro area with a total approximate population of 90,000. Hagerstown's City Center developed during a booming economic era in the late 19<sup>th</sup> and early 20<sup>th</sup> century and still contains today the civic, mixed-use and commercial architecture of this era in a pedestrian-friendly atmosphere.

As the Hub City, Hagerstown developed with an extensive transportation network with all roads and railroads leading to Hagerstown. Today, freight rail remains active through Hagerstown, two interstate highways (I-70 and I-81) intersect in our metro area, and the Hagerstown Regional Airport is just to the north of us.

Because Hagerstown is the county seat, the City Center maintains a sizeable share of government offices and government-related services. In 2012, there were 3,293 employees working in the City Center with 35% of them in public administration and 21% in professional services.

The City Center area contains the most significant concentration of arts, culture, education, and entertainment facilities in the region, being home to:

- the Maryland Theatre,
- Maryland Symphony Orchestra,
- Washington County Museum of Fine Arts (WCMFA),
- University System of Maryland Center at Hagerstown (USMH),
- Barbara Ingram School for the Arts (BISFA),
- Washington County Arts Council, and
- The Fletcher Branch of the Washington County Free Library.

Additionally, the downtown hosts many popular special events, including the Western Maryland Blues Fest and Augustoberfest (our German heritage festival). Attachment 2 highlights other assets in the City Center.

The City, our downtown partners, and private sector investors have been engaged in much positive activity over the past ten years to make the downtown more vital. This investment activity in the City Center over the past 10 years resulted in \$71.8 million of public and private investment in capital projects completed and \$7.57 million under construction by the end of 2013.

Significant projects include the following:

- University System of Maryland Center at Hagerstown in 2002 to 2005 - \$13.5 million
- Barbara Ingram School of Fine Arts in 2007 to 2009 - \$10.6 million
- Private Building Renovations through the Partners in Economic Progress (PEP) Program - \$9.3 million in completed projects and \$11 million in projects underway. (data through 2014)

- Washington County Free Library Central Branch and Western Maryland Library - \$22 million

As illustrated on Attachment 3, in the past ten years,

- 16 buildings have been renovated,
- six storefront spaces upgraded,
- two hospital buildings demolished for future redevelopment, and
- two blighted properties acquired for future rehabilitation (which included demolition of an old derelict motel).

The renovations created upgraded spaces for:

- seven restaurants,
- two retail shops,
- 27 offices,
- one museum,
- one theater,
- one Church expansion,
- 29 dwelling units.

In addition, several public infrastructure improvements were made including:

- a new parking deck,
- a new parking lot,
- a new public park,
- six streetscape enhancements,
- two alley enhancements, and
- a transit center.

78% of the development activity investment in the City Center was by the public sector in this time period. As a result of the City's more recent financial incentive programs, 96% of the under-construction investments involve public-private partnerships. It is a City goal to see a greater percentage of activity by the private sector in downtown development activity in the future. As a means of facilitating this goal and removing barriers to private sector investment, the City created a rich portfolio of Invest Hagerstown incentive programs and has been increasing activity in acquisitions and building upgrades on blighted properties.

In recognition of the positive actions and planning which have recently taken place in Hagerstown and the momentum we have achieved for positive future success, Hagerstown was recently designated by the State of Maryland as Maryland Main Street Community. Hagerstown was also one of the first communities in Maryland with designation as a Maryland Arts & Entertainment District. The City Center is also a targeted area for funds through the Maryland Heritage Area Program and the Maryland Community Legacy Program.

## **ABOUT CITY FARMERS MARKET**

### **History**

The Hagerstown City Farmers Market is the oldest continuously operating farmers' market in Maryland and is believed to be among the three oldest in the country. Historically, the market had been thought to have started operations in Hagerstown in 1791 (the date the town was incorporated), however recent records indicate that the Market originally began operating on the town square in August, 1783.

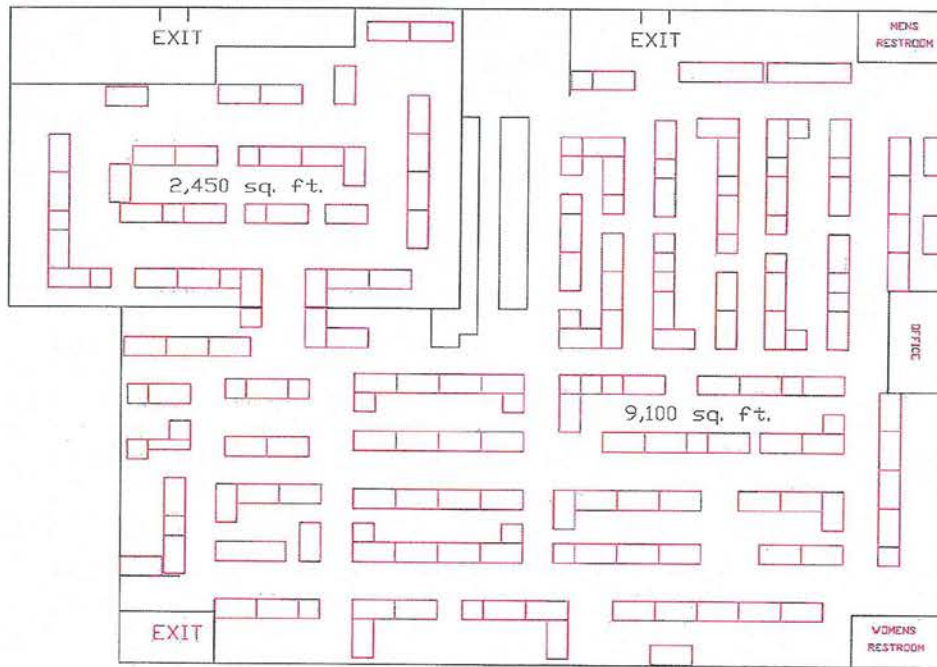
Under new rules in 1792, Market was located in the center of the Public Square under the building that housed the City offices. The building was built so that vendors actually pulled their carts and wagons underneath. Market was started in the morning by the ringing of the Market House bell by the clerk, and anyone trying to purchase before the bell finished ringing was fined 10 shillings.

Currently, the City Market has a footprint of 11,550 square footage and approximately 30 vendors who sell produce, baked goods, handmade crafts, and a variety of other items. The Market also has three breakfast and lunch counters. The current rate chart is attached. The anticipated revenue from stall rentals yearly is \$25,000. Current Fee Structure is in attached.

By the early 1800's Hagerstown had experienced such growth that the small building on the Square was no longer adequate for the Market or City offices. A parcel of land on the same site as the current City Hall was purchased and the new building again housed both Market and City business. Pictures indicate however that this time the building design was different and the Market was actually located in and around a ground floor of the building.

By the 1920's the City needed the entire building at the intersection of Franklin and Potomac Streets to conduct City business, so a separate Market House was constructed at the current location—25 West Church Street. August was chosen as our anniversary date because it is known that this present facility was dedicated in August, 1928. So in August 2003, the Market as an entity turned 220 and the Market at this location turned 80.

While open year-round, the Market currently only operates seven hours per week--Saturdays from 5:00 am to noon. Support for an expanded City Farmers Market in terms of hours and vendors is strong among community stakeholders and the public, particularly as a means for supporting local farmers and as a way to provide basic services for Downtown residents. The community also views expanded operations as a way to increase opportunities for healthier eating, and as a way of supplying area restaurants with locally-produced items.



SCALE:  
1" = 10'







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## Hagerstown City Farmers' Market Stall Rentals

### For 2014/2015

Effective July 1, 2014

REGULAR SPACE RATES	
Current Vendor	NEW VENDOR
<u>Stall size:</u> 6 feet Monthly: \$19 Quarterly: \$57	<u>Stall size:</u> 6 feet Monthly: \$21 Quarterly: \$63
<u>Electric:</u> Monthly: \$11 (minimum) Quarterly: \$33 (minimum)	<u>Electric:</u> Monthly: \$11 (minimum) Quarterly: \$33 (minimum)

PREMIUM SPACE RATES (wall space)	
Current Vendor	NEW VENDOR
<u>Stall size:</u> 6 feet Monthly: \$23 Quarterly: \$69	<u>Stall size:</u> 6 feet Monthly: \$25 Quarterly: \$75
<u>Electric:</u> Monthly: \$11 (minimum) Quarterly: \$33 (minimum)	<u>Electric:</u> Monthly: \$11 (minimum) Quarterly: \$33 (minimum)

*Note: All new vendors begin with at least one 6 foot table and will pay as a new vendor until their one year anniversary as a Farmers' Market vendor. Current vendors will see a change in their billing the quarter it becomes effective.  
Additional space/table fees will be determined as necessary.*

*Additional electric charges may be added to a bill if equipment used generates a need for more electricity i.e. hood use. Electric use also covers the operation of the utilities that all vendors use, i.e. heating system, air conditioning, etc.*



## Hagerstown City Farmers' Market Stall Rentals For 2015/2016

Effective July 1, 2015

<b>Regular Space Rates</b>	
<b>Current Vendor</b>	<b>New Vendor</b>
Stall Size: 6 feet Monthly: \$19 Quarterly: \$57	Stall Size: 6 feet Monthly: \$21 Quarterly: \$63
Electric: Monthly: \$12 (minimum) Quarterly: \$36 (minimum)	Electric: Monthly: \$12 (minimum) Quarterly: \$36 (minimum)

<b>Premium Space Rates (wall space / extended areas)</b>	
<b>Current Vendor</b>	<b>New Vendor</b>
Stall size: 6 feet Monthly: \$23 Quarterly: \$69	Stall size: 6 feet Monthly: \$25 Quarterly: \$75
Electric: Monthly: \$12 (minimum) Quarterly: \$36 (minimum)	Electric: Monthly: \$12 (minimum) Quarterly: \$36 (minimum)

Note: All new vendors begin with a minimum stall space of at least one six foot stall (table or space) and will pay as a new vendor until their one year anniversary as a Farmers' Market vendor. Current vendors will see a change in their billing the quarter it becomes effective. Additional space/tables fees will be determined as necessary.

Additional electric charges may be added to a bill if equipment used generates a need for more electricity i.e. hood use. Electricity use also covers the operation of the utilities that all vendors use i.e. heating system, air conditioning, etc.



## **City Farmers' Market** **Fact Sheet**

**Current Specs:**

- Operations began 1783 --- Noted at the second oldest, continuously active farmers' market in the United States, and the oldest in the State of Maryland
- Location --- 25 W. Church Street, Hagerstown, MD 21740
- Sq. Footage of Market --- 11,500

**Annual Utility Cost (estimated):**

- Pest Control --- \$600
- Trash Removal --- \$2,500
- Gas --- \$8,500
- Electric --- \$15,500
- Water/Sewer --- \$1,400

**Number of Vendors:**

- Current Permanent --- 24
- Current Seasonal --- 2

**Current Hours:**

- 5 a.m. to 12 p.m., Every Saturday  
(except. When Christmas and New Year's Day fall on Saturday)

**Prior Fee Structure:** Effective through June 30, 2015

<b>Regular Space Rates</b>	
<b>Current Vendor</b>	<b>New Vendor</b>
Stall Size: 6 feet Monthly: \$19 Quarterly: \$57	Stall Size: 6 feet Monthly: \$21 Quarterly: \$63
Electric: Monthly: \$11 (minimum) Quarterly: \$33 (minimum)	Electric: Monthly: \$11 (minimum) Quarterly: \$33 (minimum)

<b>Premium Space Rates (wall space / extended areas)</b>	
<b>Current Vendor</b>	<b>New Vendor</b>
Stall size: 6 feet Monthly: \$23 Quarterly: \$69	Stall size: 6 feet Monthly: \$25 Quarterly: \$75
Electric: Monthly: \$11 (minimum) Quarterly: \$33 (minimum)	Electric: Monthly: \$11 (minimum) Quarterly: \$33 (minimum)

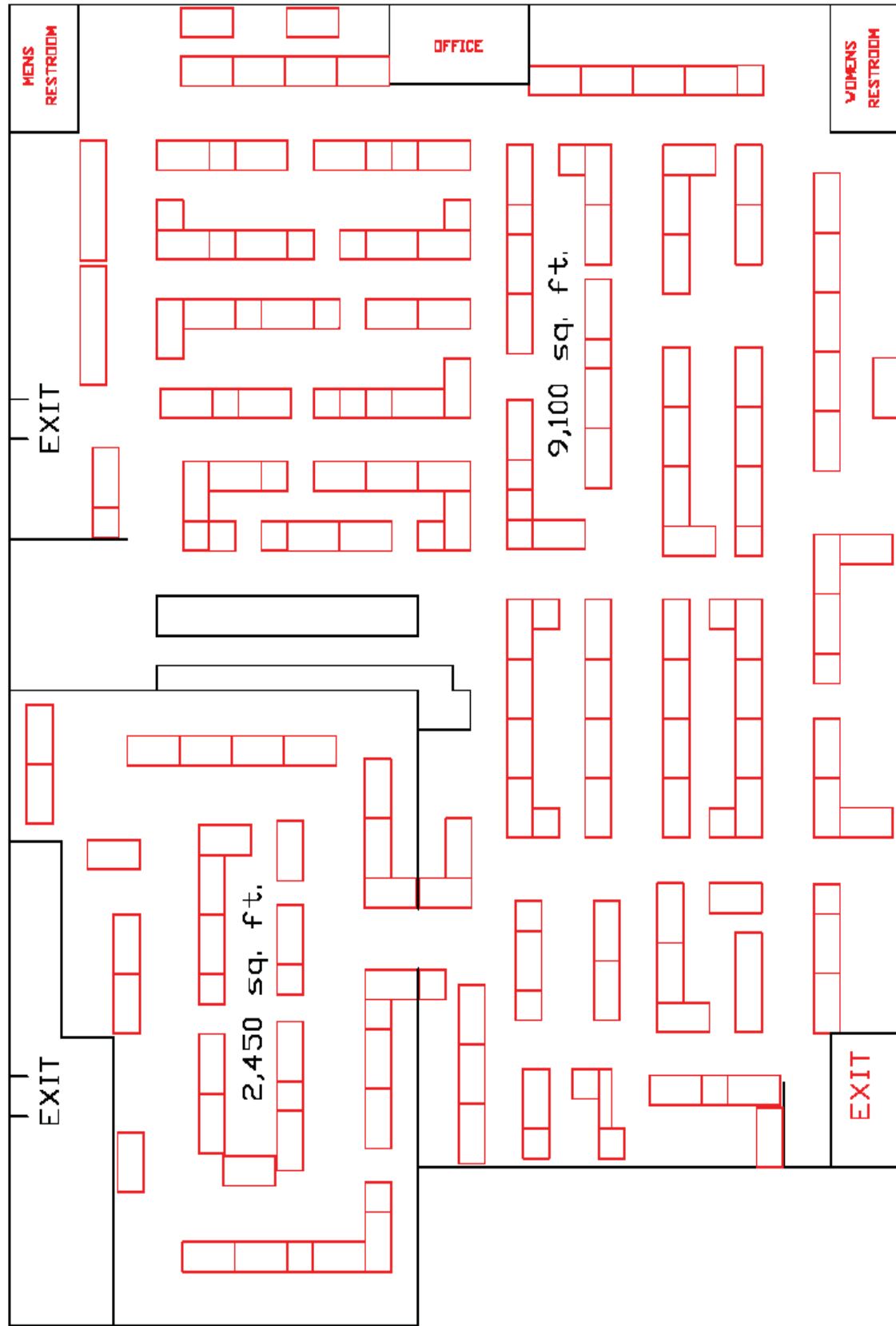
**Current Fee Structure:** Effective beginning July 1, 2015

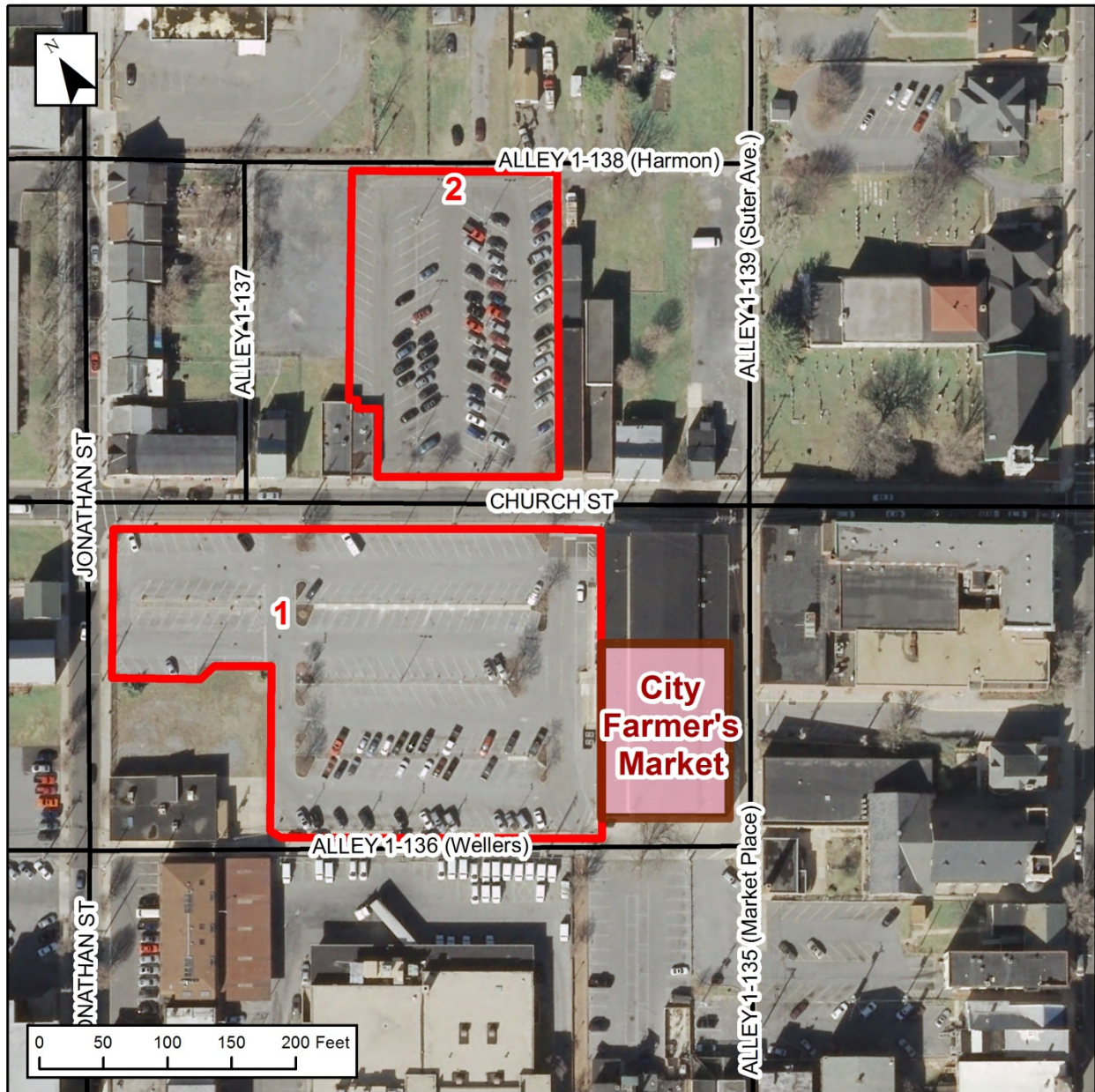
<b>Regular Space Rates</b>	
<b>Current Vendor</b>	<b>New Vendor</b>
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<b>Premium Space Rates (wall space / extended areas)</b>	
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Electric: Monthly: \$12 (minimum) Quarterly: \$36 (minimum)	Electric: Monthly: \$12 (minimum) Quarterly: \$36 (minimum)

**Pieces of Equipment Owned by the City of Hagerstown:**

- One hood
- 2 Triple Sinks, Stainless Steel
- 1 Double Sink
- Multiple utility sinks through out the market





## City of Hagerstown – Farmer's Market Aerial & Parking Map

1 – City's Market Parking Lot

120 parking spaces available – Weekdays until 5 pm

135 parking spaces available – Weekdays after 5 pm and Saturday/Sunday

2 – City's Church Street Parking Lot

112 parking spaces available – Weekdays after 5 pm and Saturday/Sunday

## 8/8/15 Public Meeting on the Farmer's Market - Consensus-o-grams

### Did the Meeting Move the Market Forward?

Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree		Total
17	21	5	2			45
38%	47%	11%	4%			

### Days & Times

	Morning	Afternoon	Evening	All Day		Day totals	
Monday				3		3	2%
Tuesday				2		2	2%
Wednesday	1	1	1	9		12	9%
Thursday				5		5	4%
Friday	5			17		22	17%
Saturday	40	5		29		74	58%
Sunday	1			8		9	7%
<b>Daypart Totals</b>	<b>47</b>	<b>6</b>	<b>1</b>	<b>73</b>			
	<b>37%</b>	<b>5%</b>	<b>1%</b>	<b>57%</b>			
<b>Total Responses</b>	<b>127</b>						

### Connection to Farmers' Market

Vendor	Potential Vendor	Potential Market Manager	Customer/Patron		Total
21	4	1	37		63
33%	6%	2%	59%		

### How Often Do You Come to the Market

First time	Occasionally	Regularly		Total
	15	42		57
	26%	74%		

### Where are You From?

Hagerstown	Washington County	Maryland	4-State Area		Total
46	6	2	8		62
74%	10%	3%	13%		

## 8/8/15 Public Meeting on the Farmer's Market – Breakout Notes

### Products and Vendors

Idea	Count
<b>Local</b>	<b>9</b>
Local Hagerstown groceries (Gordon's, Locust Point)	1
Artisan/local cheeses (incentives perversdors)	3
Local (food) products only (labeling for proof)	5
<b>Production Methods</b>	<b>9</b>
Organic	4
Pesticide-free products	2
Sugar-free products	1
Healthy focus	1
GMO meats (non-GMO?)	1
<b>Types of foods &amp; vendors</b>	<b>42</b>
Attract more vendors	2
Pursue grants to attract vendors	1
Candies	1
Love the produce	1
Baker from G&G Restaurant at Baltimore & S. Potomac	3
Fresh potato chips	1
Specialty coffees & teas ("leafed?")	1
Fresh-roasted peanuts	3
local honey	1
Fresh, local salads; salad bar	2
Soft pretzels	1
Fresh fish & seafood	4
Seaweed	1
Sushi	1
Peaches	1
Fresh deli meats	1
Bulk fresh products - non-packaged	3
Local dairy	1
Cajun	1
grocery - can (?)	1
Wine & beer	1
Diversity / cultural focus (latin, asian...)	1
Diverse, expanded produce	1
Spices	1
Dried goods	1
Vinegar	1
Ice cream	1
Fresh meats	1

Chocolate	1
Fruit	1
Seasonal products	1
<b>Prepared &amp; Ready-to-eat foods</b>	<b>16</b>
Pastries, locally-baked bread, variety	3
Fresh hoagies	2
Lunch counter with take-out options for lunch & dinner	1
Juice bar	1
Coffee shop	1
Prepared foods for lunch/dinner	2
Lunch counter with more days & hours	1
Serving size on-site for to-go items	1
Subway	1
More restaurant space on weekends	1
Lunchtime specials	1
New vendors to offer lunch during the week	1
<b>Non-food items</b>	<b>11</b>
Garden plants	2
Fresh cut flowers	1
Handmade local crafts, local artisan items	3
Homemade pet products	1
Homemade, hand-created, "no-resale" crafts	1
Children's products - no resale	1
Hand-created & hand-crafted art (not flea market)	1
Wooden intems and toys	1
<b>Other Ideas</b>	<b>9</b>
WIC appropriate products	1
Friendly, welcoming vendors - attitude matters	1
Add ATM	4
Credit card access for vendors	1
Make it easier for vendors to accept SNAP program	2

## Use of Space

Idea	Count
<b>Maximizing Use of Space</b>	<b>10</b>
Space for weekend-only vendors	1
More planning about the layout	1
Honor long-term vendors	1
Move vendors who are selling less	1
Place new and different tables inside (more efficient use of space)	1
Allocate space to let more vendors in	1
Make sure vending spaces are in use as much of the time as possible	1

Be flexible in allowing multiple vendors to use spaces (on different days...)	1
Consistency with vendor attendance and hours (to build customer loyalty)	2
<b>Vendor Location</b>	<b>5</b>
Put fresh produce right inside door	1
Add a flea market	2
Put important items towards the back so people have to walk through the building	1
Put grocery items in different area from flea market and prepared items	1
<b>New Uses for Space</b>	<b>3</b>
Create a seasonal product area	1
Have a non-profit/community organization area	1
have an information hub with Hagerstown events & resources	1
<b>Additional Space</b>	<b>5</b>
Move Fire Department out to make room for more vendors	2
Borrow the City lot across the street (where DSS parks during the week)	1
Use vertical space	1
Use the basement space	1
<b>Back Room</b>	<b>12</b>
Do something about the back room wall (restricts traffic, discourages customers)	1
Widen the doorway in the back room wall	1
Put windows in the back room wall	3
Use the back room for designated type(s) of merchandise	1
Add signage (large) for the back room	2
Put produce or garden items in the back room	1
Put items that most customers come to the Farmers market for in the back room	1
Put something other than crafts in the back room	1
Use the back room for in-house eating	1
<b>Outdoors Space</b>	<b>7</b>
Use the outside space for vendors	1
Save some outside space for parking	1
Set up swap meets, etc. in parking lot	1
Place canopies outside (for vendors?) in the summer	1
Have some restaurant vendors in the outdoor space	1
Flexible use of space for swap meets, flea markets, etc.	1
Refresh outdoor space; activities in parking lots	1
<b>Revenue</b>	<b>6</b>
Use flexible leasing to reflect vendor needs & creat more spaces	2
Take bids on seasonal area - charge more than for standard space	1
Question - how is rent allocated? Is it based on the number of a vendor's tables	1
Create a tiered leasing cost structure to bring in more money	1
Tie rent to amount of space usage	1
<b>Parking</b>	<b>3</b>
Charge \$1/car for parking - (perhaps must be stamped so not abused - validation?)	2
Save some outside space for parking	1



<b>Other Ideas</b>	<b>6</b>
Connect new walking trail to Farmers market	1
Put the market on a street where people can see it	1
Improve/update/renovate the whole interior	1
Make the different areas of the market more uniform in appearance	1
Common area for relaxing	2

## Activities and Events

Idea	Count
<b>Classes, Etc.</b>	<b>7</b>
Cooking classes	1
Teaching sessions about Hagerstown & the Market	1
Teaching session about crops & produce	1
Demos	1
Local chefs use vendor ingredients to do food demos	1
Children's cooking classes (with parents)	1
Educational programs through the extension office	1
<b>Children</b>	<b>8</b>
Petting Zoo	2
Children's area	1
Children's activities	2
Children's cooking classes (with parents)	1
Bring school field trips to market	1
Children-centric event once a month	1
<b>Music</b>	<b>8</b>
Music...performance option	4
Local musicians	1
Regularly-scheduled musician performances	1
Music piped in on a regular basis	1
Bands in parking lot	1
<b>Other Performance</b>	<b>5</b>
Puppet Shows	1
Local authors - future with highlight	1
Have outside activity to increase visibility & attract customers (especially on weekends)	1
Circus in the Parking Lot	1
Vlues band in parking lot Saturday morning of Blues Festival weekend	1
<b>Common Area &amp; Wi-fi</b>	<b>5</b>
Install wi-fi	2
No wi-fi	1
Regulated/controlled free wi-fi	1
No loitering to use wi-fi	1
<b>Other</b>	<b>9</b>

Have regular events at the market	1
Seasonal/holiday-themed events	1
Pictures with Santa Claus & Easter Bunny	1
Representatives from service org's (hospice, senior centers...)	1
Auctions	1
Pick-up site for local community-supported agriculture (CSA's)	1
Coordinate events at Farmers market with other downtown events	1
Beer & wine tastings	1
Ox roast in the parking lot	1

## Marketing

Idea	Count
<b>Signage &amp; visibility</b>	<b>20</b>
Better signage	1
Have an "Open" sign	1
Use sandwich signs (stand on ground)	1
Place signs where people can see them	2
Use sandwich sign people	1
Illuminate the items (and market)	1
Leave outside lighting on all the time	1
Signs on highways	4
Signs near "Welcome to Hagerstown" signs	1
Signs in parking spaces	1
Signs on buses	1
Signage around the community	2
Signs in city & county	1
Signs on the building	1
Signs in the parking lot	1
<b>Traditional Media</b>	<b>12</b>
Back page of Herald-Mail	2
TV & radio	2
Video spotlight on vendors	1
Advertise on 1240AM (radio)	1
Get on Herald-Mail TV Channel - regular segment	1
Herald-Mail Thursday Events	1
More advertising	1
Weekly "At the Market" column in Thursday Herald-Mail listing special events	1
Spotlight vendors in Herald-Mail	1
Discount coupons in Herald-Mail - clip-outs for individual vendors	1
<b>Internet &amp; Social Media</b>	<b>15</b>
Use Social media	5
City market website	1

Facebook	1
Update Facebook regularly	1
Website	1
Update website regularly	1
Use Twitter & Instagram for market	1
Update Twitter & Instagram regularly	1
Create links from Hagerstown website to vendors	1
Give vendors the ability to update Website	1
Regular update of social media	1
<b>Advertising Items</b>	<b>2</b>
Branded, reusable shopping bags (large, heavy duty. Sell at market & ????? Center)	1
Magnets, calendars & other marketing items at Visitors Center	1
<b>Branding</b>	<b>4</b>
City market logo for all marketing	1
Rebrand the Market's image	1
Consistency with advertising - hours are differently displayed	1
Create list of vendors updated regularly	1
<b>Partnering</b>	<b>8</b>
Reach out to local restaurants	1
School systems	1
Connect with the Tourism/visitors Center	1
Market during other activities - downtown tie-in	2
Contact bus companies with tour groups (Prime Outlets)	2
Opening for seasonal events like Boonsboro days	1
<b>Historical Perspective</b>	<b>5</b>
Generate the History of the Farmers market	2
Display Farmers Market history photos at market	1
Display Farmers Market history photos on Facebook & website	1
Refresh the community with historical perspective	1
<b>Individual contact marketing</b>	<b>6</b>
Weekly emailed newsletter with recipes, what's in season & weekly specials	1
Use example of Adams County Farmers Market Assoc. newsletter (Gettysburg)	1
Spotlight vendors in Val-Pak	1
Utility bill inserts	1
Create membership group - send out info to members	1
Emails to customer list with specials, what's available, what's in season	1
<b>Other</b>	<b>5</b>
Hire a marketer/Website Manager	1
Gift Certificates	1
Spotlight on vendors	1
Better marketing of what's available	1
Individual vendors do advertising	1

## Miscellaneous

Idea	Count
Maintain continuity in Market management personnel	1
RFP needs vendor input	1
Survey current market customers about what they would like to see	1
Survey the community - attendance	1
Have a police presence for safety and security	1
More security	1
Make it fun	1
Develop program to double SNAP dollars through donations (model is Adams County Farm Market in Gettysburg)	1
(?Online billing as a means to market utility bills?)	1

# **REQUIRED MOTION MAYOR AND CITY COUNCIL HAGERSTOWN, MARYLAND**

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## **Topic:**

Action Report: Update on Implementation of the Community's City Center Plan

## **Mayor and City Council Action Required:**

Review the Action Report on our community's progress in implementation of the Community's City Center Plan.

## **Discussion:**

Work has been progressing on several of the catalyst projects identified in the Community's City Center Plan:

- The first phase of Student Housing was completed since the last update,
- the trail project has been steadily evolving,
- the Maryland Theatre completed their replacement seat and HVAC projects,
- the Main Street work groups are planning new events and projects,
- the enhancements to the neighborhood protection program are in place,
- two properties were acquired in one of the targeted home-ownership support neighborhoods for future home-ownership opportunities,
- an RFP has been drafted for a market operator for the Farmers' Market, and
- the City and Bowman Development are in the exploratory phase on the Class A Office Building project.

The attached Action Report has been distributed to businesses and community stakeholders through email, and is also available on the City's website at [www.HagerstownMD.org/CityCenterPlan](http://www.HagerstownMD.org/CityCenterPlan). Details on the RFP for the market operator for the Farmers' Market will be discussed in greater detail in a separate agenda item on November 3<sup>rd</sup>.

## **Background**

The Community's City Center Plan was released in July of 2014. The plan is a 10-year roadmap for eight catalyst projects that will spur development in City Center. The Community's City Center Plan is the result of broad community input, with the consultants spending more than 130 hours collecting feedback from the community.

The plan includes detailed steps for making the project concepts a reality, bringing an anticipated \$125 million in new investment to downtown over 10 years. This is a public-private partnership, where 75% of the investment will come from the private sector, and the balance from all levels of public resources.

## **Financial Impact:**

## **Recommendation:**

**Motion:**

**Action Dates:**

**ATTACHMENTS:**

**File Name**

**Description**

110315_MCC_City_Center_Plan_Update_Action_Report_4Q2015.pdf	The Community's City Center Plan Action Report
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# CITY OF HAGERSTOWN, MARYLAND

Department of Community & Economic Development

## MEMORANDUM

TO: Valerie Means, City Administrator

FROM: Jill Frick, Economic Development Manager  
Kathleen A. Maher, Planning Director

DATE: October 30, 2015

SUBJECT: Action Report: Update on Implementation of the  
Community's City Center Plan

Staff will present the attached Action Report on our community's progress in implementation of the Community's City Center Plan at the November 3<sup>rd</sup> Mayor and City Council Work Session.

Work has been progressing on several of the catalyst projects identified in the Community's City Center Plan:

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**ATTACHMENT**

Action Report – 4th Quarter 2015

c: Scott Nicewarner, Interim Director, DCED  
DCED Leadership Team  
Department Managers  
Planning staff  
Dave Cotton, Maryland Department of Planning  
Kevin Baynes, Maryland Department of Housing & Community Development



## The Community's City Center Plan

### ACTION REPORT - 4th Quarter 2015

Thanks to support and input from our partners, neighbors, businesses and organizations, the Community's City Center Plan is making positive progress. We want to update you on what has been done with the respective projects to date. Regular Action Reports such as this one track our efforts, progress and success!



Here's how we're moving forward:



#### **Catalyst Project #1 - Office Development and Recruitment:**

**GOALS:** To position downtown to compete for new office development using portions of Central Parking Lot to build 154,000 sf across three buildings.

### ACTIONS COMPLETED

- ✓ Developed concept renderings. (Bushey Feight Morin Architects (BFM))
- ✓ M&T Bank Support - received concept support
- ✓ Search for Developer/Partner - RFQ posted in December 2014 with March 2, 2015 submittal deadline. (City)
  - a. Staff met with submitters of response in Mid-March and April. (City)
  - b. Updated Mayor and City Council in May. (City)
- ✓ City very pleased to receive submission from Bowman Development

### NEXT STEPS:

#### Exploratory Phase

- Site Analysis - City to explore the ability to provide a level of site analysis to determine that the site is suitable for construction. This may include Phase 1 and 2 Environmental Impact Studies; sub-surface investigations to determine soil bearing capacity of the site; and an ALTA survey to determine easement or right of way restrictions on the property.
- Identification of Incentives - Bowman Development and the City will identify and review City, County and State incentive programs that may support the project.
- Cost Outline of the Project - Bowman Development to develop a cost outline of the

project to include the effect of incentives and the estimated rental rates. This pro forma analysis will confirm that the building can be leased at rates that will attract tenants. The pro forma provided by Urban Partners will be used as a guide, and it will be tested and adjusted as needed.

The two goals of this phase of the project are to determine that:

- the site is suitable for the construction of the proposed building; and
- the projected cost outline and incentive impact analysis supports that the building can be leased at rates that will attract tenants.

After these determinations, Bowman Development, in partnership with the City, would be willing to move forward with a series of additional Pre-Development Phase next steps.



### **Catalyst Project #2 - Maryland Theatre Expansion Project:**

**GOALS:** Expand and improve the facility, and grow from 150 to 225 performance days per year, increasing the audience by 60,000 annually.

#### **ACTIONS COMPLETED**

- ✓ New Seating Project complete - included refinishing floors and new carpeting, aisle lights, and hearing loop system. Ribbon cutting on February 12, 2015. (Maryland Theatre)
- ✓ New HVAC units installed - final inspection complete. (Maryland Theatre)
- ✓ Back-of-house facility improvements - completed dressing rooms remodeling (50% complete); updated stage lighting; and modification to artist entry. Theatre was awarded \$175,000 in State Bond Bill funding, which will go towards improvements on rigging, completing the dressing room remodel, fire curtain replacement, etc. Theatre is looking for the necessary match for the bond funds. (Maryland Theatre)
- ✓ Ticketing - availability through TicketMaster is fully functioning and a big improvement. (Maryland Theatre)

#### **NEXT STEPS:**

- ✓ Programming - Currently, hiring a new staff member with a background in advertising, sponsorship, and promotion in order to improve this area of operations at the theater. (Maryland Theatre)



### **Catalyst Project #3 - USMH Expansion Support:**

**GOALS:** Support USMH growth from 500 to 750 students through the addition of new program offerings, and capture student housing opportunities with three (3) upper-floor renovation projects. The three (3) upper-floor renovation projects are planned to be implemented separately, in sequence to each other and throughout the 10 year plan.

#### **ACTIONS COMPLETED**

- ✓ Phase I Student Housing Project
  - a. USMH Partnership - received support from USMH.
  - b. City Funding - reserved \$250,000 from the City's First Third Grant Program and \$100,000 from other City funds. (City Council)
  - c. Developer Partner - invited proposals from property owners near USMH; selected developer partner; development/rental agreement signed by City, USMH, and developer in April.
  - d. Construction Completed on August 12, 2015 - 4 two-bedroom, two-bathroom

- apartments.
- e. Apartments are leased to five students. Space remains available for three more students.

#### **NEXT STEPS:**

##### ✓ New Program Offerings at USMH

- a. It is the intent to bring in a new Hospitality Management program in the Fall of 2016. It is anticipated the program would support 15-18 students per year over a two year completion period. Full enrollment anticipated at about 30 students.
- b. It is the intent to bring in a new Nurse Practitioners program in the Fall of 2018. It is anticipated the program would support 20 students per year over a two year completion period. Full enrollment anticipated at 40 students.
- c. It is the intent to bring in a new Physician's Assistant program in the Fall of 2019. It is anticipated the program would start slowly but within three years admit 35 students per year over a two year completion period. Full enrollment anticipated at close to 70 students. It is anticipated that at least half of those students would move into our area for the 27 month program.

##### ✓ Next Phases of Student Housing Project

- a. It is anticipated that the next phase of student housing would need to be 6-7 units (12-14 students) and be ready for occupation by the Fall of 2017.
- b. By the Fall of 2019, it is anticipated another 6-7 units (12-14 students) will be needed.
- c. By Spring of 2021, it is anticipated that another 6-7 units (12-14 students) will be needed, as the Physician's Assistant program ramps up.
- d. Development of the Request for Proposals for the developer partner for the next phase(s) of the project should occur over the winter/spring of 2016.



#### **Catalyst Project #4 - Hotel/Conference Center and Heritage Center/Commemorative Park:**

GOALS: Construct 200-room "Upper Upscale" hotel (ie: Sheraton, Wyndham, Hilton). Programmed with adjacent 20,000 square-foot conference center. Establish Civil War Heritage Center and Commemorative Park.

#### **ACTIONS COMPLETED**

- ✓ Exploratory conversations to date. Project is much more long-term in nature.



#### **Catalyst Project #5 - Linking City Park/The Washington County Museum of Fine Arts and A&E District with Trail and New Housing:**

GOALS: Construct multi-use trail linking City Park/WCMFA with the Arts & Entertainment District, and add 31 new townhomes along trail and rehab buildings to create 85 loft apartments (in 10 years).

#### **ACTIONS COMPLETED ON THE TRAIL**

- ✓ Funding - plan approved by City Council
- ✓ Public input - charrette in October
- ✓ Design - field surveys and final concept is complete
- ✓ Property acquisition - negotiating with property owners; easement plats in progress
- ✓ Branding and Signs - under development by graphics firm

- ✓ Art along the Trail - issued an RFP and awarded contract for an Art consultant
- ✓ Construction drawings - in-house construction drawings in progress



### **Catalyst Project #6 - Expanded Downtown Arts/Events Programming:**

**GOALS:** Leverage resources to produce more frequent events and build upon atmosphere created by popular downtown events.

#### **ACTIONS COMPLETED**

- ✓ New Pop-Up Shop Events - Augustoberfest weekend, City Tree Lighting event, Black Friday, and Small Business Saturday in 2014. Blues Fest Weekend on May 29-31 and currently planning November 20-22, 2015 event.
- ✓ Sounds of the Square Program - entertainment in Public Square every Friday night for 8 weeks in Fall 2014.
- ✓ Wind Down Fridays - revamped to coordinate with larger events with added features and wrist band system for entire event area.
- ✓ St. Patrick's Day Run - expanded to half marathon in addition to the 5K run and 1K walk.
- ✓ Main Street Hagerstown Designation - Currently more than 50 volunteers are supporting Main Street Hagerstown through five (5) Work Groups:
  - a. Organization Work Group: Fundraising efforts and volunteer management.
  - b. Promotions Work Group: Created new MSH logo and established Second Saturday event series.
  - c. Design Work Group: To highlight downtown architecture, will host a Main Street Area Smartphone Photography Tour this Fall.
  - d. Business Relations Work Group: Creating follow-up business retention and expansion survey. Established Ambassador group to welcome new Main Street businesses during grand opening events.
  - e. Clean, Safe and Green Work Group: Working with City Engineering Division to offer recycling containers around the Main Street area.
- ✓ Engine Room Art Space opened Summer 2015. Currently open Thursday through Sunday with fresh exhibits opening regularly.
- ✓ Downtown Summer Slide Festival held on August 29. A private event that drew hundreds of patrons to the downtown area.
- ✓ Second Saturday Series: Beginning October 10th, a monthly series of themed events focused on Main Street area for family-friendly afternoons and evening activities for adults.



### **Catalyst Project #7 - Expanded Operations of the City Farmers' Market:**

**GOALS:** Expand operations from 7 to 35 hours per week. Implement private management approach. Make necessary capital improvements. Re-brand. Recruit additional tenants.

#### **ACTIONS COMPLETED**

- ✓ Update existing vendors - briefed on the Community's City Center Plan.
- ✓ Capital Improvements - initial adjustments being made to the space and vendor locations to allow for inclusion of new vendors.
- ✓ RFP for Private Management - Request for Proposals for private management approach is under development.



- ✓ Update Mayor and City Council - June 16, 2015.
- ✓ Public input meeting on August 8th.
- ✓ Mayor and City Council review of draft of RFP for Private Management on November 3rd.

## NEXT STEPS

- ✓ Distribution of RFP in November with January deadline for submissions.



## Catalyst Project #8 - Expanded and Targeted Home-Ownership Support:

GOALS: Market home ownership incentives and support Neighborhood 1st programs. Establish annual rental licensing inspections, and continue excessive nuisance enforcement programs.

## ACTIONS COMPLETED

- ✓ Rental Registration Program - adopted amendments - annual exterior inspections to provide additional support to protect neighborhoods.
- ✓ Vacant Structures Program - adopted amendments - program overhauled to provide additional support to protect neighborhoods.
- ✓ Increase Code Enforcement Staffing - authorized addition of 5 full-time staff to help improve the quality of life in our neighborhoods. Hiring complete.
- ✓ Property Acquisition Analysis - underway - assess conditions and acquisition opportunities within the three target neighborhoods.
- ✓ Home-Ownership Program - awarded \$100,000 Community Legacy grant; applied for additional funds in FY 2016. (State)
- ✓ Vacant Structures Registration - 719 blighted and non-blighted vacant properties identified to date (35% blighted). Registration is underway. 123 exterior inspections have been completed to date. Staff are scheduling interior inspections with the owners of the blighted properties and anticipate having those initial inspections completed by the end of the year. (City)
- ✓ Property Acquisition for Home-Ownership Program - The City acquired two properties in the S. Prospect Street historic district for the Home-ownership Program. The property at 261 S. Prospect Street will be renovated to create two condominium units to be sold for home-ownership. The property at 278 S. Prospect Street will be sold through the City's Competitive Negotiated Sales process for a single-family home-ownership opportunity.
- ✓ City Center Residency Initiative - seven homes purchased with down payment assistance and 13 residents renting with rental payment assistance since December 2013.

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## Department of Community and Economic Development

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