

City of Hagerstown - Strategic Plan 2024 - 2028

Vision Statement

The City of Hagerstown will inspire an inclusive, business-friendly, and sustainable community with clean, safe and vibrant neighborhoods

Mission Statement

We are dedicated to creating a thriving community where diversity is celebrated, economic development flourishes, and the quality of life is enhanced through collaborative and consistent representation.

<p><u>Focus Area #1</u></p> <p>AFFORDABLE HOUSING & HOMELESS SOLUTIONS</p>	<p><u>Focus Area #2</u></p> <p>BLIGHT AND URBAN REVITALIZATION</p>	<p><u>Focus Area #3</u></p> <p>WATER / WASTEWATER SUSTAINABILITY</p>	<p><u>Focus Area #4</u></p> <p>DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEIA)</p>
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<p style="text-align: center;">Objectives</p> <ul style="list-style-type: none"> - Evaluations of the pros/cons of rent stabilization. - Explore feasibility of zoning for Accessory Dwelling Units (ADU). - First time homebuyer program to promote home ownership. - Support CHOICE Neighborhoods program to improve the quality of life in under-developed areas. - Examine strategies to reduce homelessness, including work with the Homeless Coalition and getting all stakeholders to the table. 	<p style="text-align: center;">Objectives</p> <ul style="list-style-type: none"> - Examine staffing levels in Planning and Code Administration. - Revisit City Code to identify more modern-day activity. - Develop a checklist of steps for starting a business, including permit applications. - Provide additional help for those starting a business for the first time. - Establish contacts sooner in the development process with developers rehabilitating older buildings. - Continue to identify and provide opportunities to move properties from blight to productive use. - Identify alleys/streets and evaluate lighting improvements for safety. - Continue the implementation of the no-bid tax sale property process. - Examine and implement stronger initiatives to purchase/acquire vacant properties. 	<p style="text-align: center;">Objectives</p> <ul style="list-style-type: none"> - Establish water / wastewater rate model and regularly review and modify if necessary. - Support improvements to the Edgemont Reservoir and other systems. - Secure a long-term supply source for water, including the adequacy of storage. - Increase demand on State agencies related to funding and capacity increases for water and wastewater. - Investigate and possibly implement a rain garden initiative to aid in stormwater renewal. - Examine our wholesale water customer philosophy. 	<p style="text-align: center;">Objectives</p> <ul style="list-style-type: none"> - Establish a DEI program to promote inclusivity, ensure equal access to services, and support diverse populations. - Incorporate Spanish language translation into agenda and meeting broadcasts. - Promote inclusive vendor selection bid process. - Include Accessibility (A) to DEIA initiatives. - Include diversity training and awareness in the employee orientation process and continual education for all staff.
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<u>Focus Area #5</u>	<u>Focus Area #6</u>	<u>Focus Area #7</u>	<u>Focus Area #8</u>
ECONOMIC DEVELOPMENT	PUBLIC SAFETY	SOCIAL ISSUES	CIVIC PRIDE

Objectives	Objectives	Objectives	Objectives
<ul style="list-style-type: none"> - Foster growth of woman owned businesses through initiatives. - Develop programs long-term on how to attract higher paying jobs, diversify portfolio of job opportunities. - Mentorship programs for business development through workshops to increase opportunities for sustainability. - Building closer relationships in the permit process and providing better communication as to how to open a business in Hagerstown. - Understanding of the grants process for small business and providing more opportunities to be involved in grant offerings. 	<ul style="list-style-type: none"> - Improve the direct relationship between public safety and residents. - Expand the Operation Take Back initiative to include more neighborhoods. - Examine the Neighborhoods 1st initiative and look to expand its role in the community. - Evaluate locations for new fire stations in Hagerstown through site analysis and through thoughts on public safety location consolidations. - Look to re-introduce law enforcement in neighborhood substations in various communities to provide better access. - Evaluate sending of fire apparatus and staff outside city boundaries and the funding of those calls to the city. 	<ul style="list-style-type: none"> - Allocate funding to non-profits focusing on addressing social issues, including mental health, homelessness, addiction and family services. - Work to advocate for legislation and reinforce effort for treatment centers and sober homes and work towards public-private partnerships to accomplish the same. - Invest in a youth violence initiative to create positive alternatives for at-risk youth. Broaden into City school system. (ENVY). - Utilize state and federal funding to address social issues happening in our community. - Develop a strategy to use the funds provided by the Opioid Restitution Fund. - Work with community stakeholders and elected officials on legislation related to gang violence, and juvenile crime. 	<ul style="list-style-type: none"> - Celebrate the work of city departments and individual staff members to foster pride in public service and excellence in municipal operations. - Review and adjust the Citizens Academy in HPD to include more focus on City department operations, boards and commissions to foster citizen participation. - Involve the citizens in neighborhood cleanup and conversations related to the well-being and safety of the area in which they live. - Increase youth involvement in City decision making. - Revive the historical recognition of our citizens at Memorial Park.

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Focus Area #9

THE ARTS

Focus Area #10

GREEN SPACE

Focus Area #11

COMMUNITY ENGAGEMENT

Objectives

- Invest in arts and interactive improvement throughout the city, creating vibrant public spaces that promote creativity and community engagement.
- Collaborate with local artists, students, and other stakeholders to install public art along cultural trail and in blighted areas.
- Foster partnerships with local artists and organizations to organize community-driven art events and initiatives that promote local talent and bring people together.
- Enhance the cultural trail with art related to items that had their genesis in Hagerstown and display them either along the trail or in buildings near the trail in a manner similar to Hatter's Plaza.
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Objectives

- Increase options for innovative growing spaces throughout our neighborhoods.
- Research and provide strategies for hydroponic growing initiatives.
- Establish a city-wide community garden initiative to support urban agriculture, offer gardening education, and encourage sustainable food supply.
- Identify vacant or underused properties that could be repurposed into community gardens, ensuring better use of those spaces and contributing to the city's environmental sustainability goals.
- Evaluate long-term areas of land interest to reclaim as green space within the community.

Objectives

- Rotation of Council meetings to allow more involvement of neighborhoods in the legislative process.
- Support the concept of a public safety training center to improve working conditions for public safety and better serve the community.
- Reinstate community resource officers into our communities to improve policing efforts and enhance public safety.