

Implementation

The elements of *visionHagerstown 2035* list numerous implementation actions necessary to transform the City’s goals and visions into reality. This Implementation Element provides a framework for successful implementation. The table below summarizes the implementation actions from each Element, lists the responsible City agency or agencies, and defines the timeframe in which the implementation action will be achieved.

The following abbreviations are used in the “Responsibility” column of this element.

ADM	City Administration	LI	Light
CA	Code Administration	PL	Planning
CD	Community Development	PO	Police
ED	Economic Development	PR	Public Relations
ENG	Engineering	PW	Public Works
F	Finance	PK	Parks and Recreation
FD	Fire	WW	Water and Wastewater
IT	Information Technology	Others	Organizations outside City government

As described in the Plan Introduction, the following definitions are used in the “Timeframe” column in this element:

- 0 – 2 Years (Short-term)
- 3 – 5 Years (Mid-range)
- 6 – 10 Years (Long-Range)

Figure 11-1: Plan Implementation

Implementation Action		Responsibility	Timeframe (Years)		
			0-2	3-5	6-10
Growth Management and Land Use					
2-1	Work with Washington County to coordinate planning efforts and to develop a joint annexation policy, including potential annexation of Washington County Regional Park and Black Rock Golf Course, as well as annexation incentives, as described in Action 2-2.	PL, ED, ADM		X	
2-2	Develop annexation incentives (such as those in Figure 2-5) to encourage developed areas to annex into Hagerstown. Promote the benefits of annexation, such as net financial gain for the landowner, in all annexation discussions.	PL, ED, ADM		X	
2-3	To facilitate economic development, explore, with Washington County, cost-sharing strategies to provide revenue to the City in exchange for not requiring annexation in certain areas as a condition for the provision of municipal water and wastewater service.	ADM, PL, ED	X		
2-4	Monitor the status of vacant and underutilized land within corporate boundaries, and encourage its re-use and revitalization.	ED, PL	X		
2-5	Pursue comprehensive rezoning to make the Hagerstown Zoning Ordinance and Map consistent with Future Land Use categories and the Future Land Use Map.	PL, ADM	X		
2-6	Coordinate with Washington County to ensure that new development is timed to match the availability of public facilities, including schools, roads, emergency services, and water and wastewater service.	PL, ADM	X		
2-7	Pursue land use-related actions listed in other elements of this Comprehensive Plan, especially the Downtown, Housing and Neighborhoods, and Urban Design and Historic Preservation elements.	PL, Others	See other elements		
Economic Development					
3-1	Implement economic development-relations actions of the 2012 Sustainable Community Plan.	ED, CD, PL, Others			X
3-2	Implement the catalyst project recommendations of the Community's City Center Plan.	ED, CD, PL, Others	X		
3-3	Encourage and facilitate development of vacant land and redevelopment of underutilized properties for commercial, industrial, and business employment uses.	ED, PL, ADM		X	
3-4	Pursue regional economic development strategies and programs through continued cooperation with the Hagerstown-Washington County Department of Business Development (including the Enterprise Zone), the Hagerstown-Washington County Industrial Foundation (CHIEF), the Maryland Department of Business and Economic Development, the Hagerstown-Washington County Chamber of Commerce, the Convention and Visitors Bureau, and other appropriate organizations.	ED, PL, ADM			X

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			0-2	3-5	6-10
Economic Development					
3-5	Implement the revitalization and development strategies and actions in the Downtown element of visionHagerstown 2035.	PL, ED, ADM		X	
3-6	Work with the Maryland General Assembly to establish a Community Revitalization Improvement Zone (CRIZ) in the city.	PL, ED, ADM	X		
3-7	Explore public-private partnerships to provide specialized and technical professional training for the local workforce and for high school students.	ED, ADM		X	
3-8	Encourage job creation through the support of entrepreneurship programs and initiatives.	ED, ADM	X		
Water Resources					
4-1	Continue to use and update the Sewer Capacity Allocation Plan (SCAP), as changes in priorities, policies, and regulations occur.	PL, WS, ADM	X		
4-2	Reduce Inflow and Infiltration into the sewage collection system by continuing ongoing repair efforts. Consider providing incentives for private land developers to perform I&I reductions.	WS, ADM	X		
4-3	Renew the Flow Transfer Agreement with Washington County and remove the “sunset” clause to make flow transfers permanent. Work with Washington County to fully implement the Flow Transfer agreement to transfer sewage from City wastewater lines to the County’s Conococheague WWTP.	WS, ADM			X
4-4	Investigate alternate ways to manage wastewater capacity	WS, ADM			X
4-5	Continue to update the Hydraulic Model to determine water system dynamics and deficiencies. Use the model to guide decisions as they pertain to system improvements including, but not limited to, system storage requirements, pumping station upgrades, and distribution system improvements.	WS	X		
4-6	Continue to monitor produced water and billed water to reduce the system water loss to 10 percent or less, per MDE policy.	WS	X		
4-7	Continue to monitor average day and peak day water usage to better predict when it is appropriate to approach MDE for an amendment to the current water allocation of 15 MGD from the Potomac River.	WS	X		
4-8	Implement practices that are protective of the Edgemont watershed and water quality. Continue to work with MDE Dam Safety and MDE Water Supply to ensure long-term viability of a reliable source of water for new development.	PL, WS, ADM	X		

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4-9	Offer to develop cooperative agreements with Washington County on appropriate situations and conditions for the provision of water and/or wastewater services outside the Medium Range Growth Area. In particular, discuss extension of services to the economic development target area, as well as selected residential areas.	PL, WS, ADM			X
4-10	Working with Washington County, identify and prioritize the correction of stormwater “hotspots” in the City and MRGA. Identify and use state, federal, and other funding sources to implement stormwater retrofits in these areas.	PL, ENG, ADM		X	
4-11	Advocate for more flexible state stormwater management standards for redevelopment properties and multi-year phased developments.	PL, ENG, ADM		X	
Transportation					
5-1	Work with Washington County, the towns, the State of Maryland, and the HEPMPO to complete the transportation improvements identified in this Comprehensive Plan.	ENG, ADM, PL		X	
5-2	Work with Washington County to review County Commuter bus service, to evaluate the adequacy of existing routes, adequacy of bicycling features at stations and on buses, transit information, and bus shelters in light of the Growth Management and Land Use element of this Comprehensive Plan.	PL, ENG, ADM	X		
5-3	Work with the Maryland Transit Authority to evaluate the need for expanded commuter bus service and additional commuter bus stops in Hagerstown, making existing stops bicycle and pedestrian friendly and making new stops multi-modal (accessible to roads, sidewalks, and multi-use paths)	PL, ENG, ADM			X
5-4	Expand the City’s pedestrian and bicycle infrastructure.	PL, ENG, PR	X		
5-5	Investigate the feasibility of alternate funding sources for transportation projects.	ENG, PL		X	
5-6	Continue to require new development and redevelopment to include sidewalks that connect to existing sidewalks, especially where continuous sidewalks facilitate access to parks and schools.	PL, ENG	X		
5-7	Work with Washington County and State of Maryland to implement pedestrian safety recommendations for the Dual Highway and at challenging intersections in the study area.	PL, ENG	X		
Downtown					
6-1	Support the implementation of the catalyst projects identified in the Community’s City Center Plan.	ED, CD, PL, Others	X		
6-2	Encourage the continued location and expansion of all levels of government and public uses in the downtown.	ED, PL, ADM	X		

Figure 11-1: Plan Implementation

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6-3	Encourage revitalized and new education, professional offices, and downtown housing development with a diversity of price ranges.	ED, PL, CD	X		
6-4	Continue the City's Main Street Program.	ED, PR, ADM, Others	X		
Downtown					
6-5	Strengthen downtown's role as a regional tourist destination by implementing the Heart of the Civil War Heritage Area recommendations.	PL, ED, ENG, ADM	X		
Housing & Neighborhoods					
7-1	Work with regional partners to create a balanced regional housing approach—with emphasis on encouraging both the city and county to ensure all members of our community have access to quality affordable housing in high opportunity neighborhoods.	CD, PL, ADM			X
7-2	Continue rental registration and code enforcement efforts.	CA	X		
7-3	Continue to protect quality of life in neighborhoods by utilizing the tools listed under the "Neighborhood Revitalization" section of this element, the recommendations in the 2012 Sustainable Community Plan, and other appropriate programs as tools for neighborhood revitalization.	CA, CD, PL	X		
7-4	Continue to support efforts to plant street trees and provide additional neighborhood parking facilities.	CD, ENG	X		
7-5	Revise as necessary the Land Management Code to ensure that the layout, architectural, and other physical design elements of new development are compatible with existing neighborhoods.	PL			X
7-6	In order to facilitate neighborhood revitalization, aggressively promote homeownership incentives and strategic acquisitions in targeted areas surrounding downtown (see Map 7-2)	CD, PL	X		
7-7	Create neighborhood boundaries based on the geographical and physical characteristics to be used as creating identity for neighborhoods which could also serve as a basis for establishing future neighborhood groups (See Map 7-3).	CD, PL, PO		X	
7-8	Explore linkages between city neighborhoods and downtown.	CD, ENG, PL		X	
7-9	Develop Neighborhood Improvement Plans to address property maintenance and blight issues. Neighborhood Improvement Plans should use defined neighborhood boundaries established on Map 7-3.	CA	X		
7-10	Develop and implement a city wide housing and neighborhood strategy which creates specific recommendations for redevelopment and investment to foster sustainable neighborhoods.	ADM, CD, PL	X		

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Urban Design and Historic Preservation					
8-1	Consider extending streetscape improvements throughout the whole downtown and into the city's neighborhoods, to establish a cohesive pedestrian-friendly atmosphere.	ENG		X	
Urban Design and Historic Preservation					
8-2	Consider developing a "pattern book" for the downtown and historic districts, suggesting typical architectural and urban design elements for new development and redevelopment.	PL, ADM		X	
8-3	Reevaluate off-premise signage regulations.	PL, CA	X		
8-4	Consider expanding the city's National Register Historic Districts.	PL, ADM			X
8-5	Actively promote underutilized historic properties that already have wastewater allocations.	ED, PL	X		
8-6	Continue developing marketing programs to tie nearby Civil War resources (including Antietam National Battlefield) to the city's Civil War and other historic resources.	PL, ED	X		
8-7	Promote benefits of historic district designation to existing property owners and to areas currently undesignated.	PL, PR		X	
8-8	Work with the Main Street program work groups on initiatives to enhance the urban design and image of the downtown	ED, PL	X		
Community Facilities					
9-1	Work with Washington County Public Schools to identify potential sites for new schools in the city and Medium Range Growth Area. Consider the potential re-use of existing sites formerly owned by Washington County Public Schools that do not meet current site size criteria. Work with developers on acquisition of school sites when feasible.	PL, ADM		X	
9-2	Develop a comprehensive broadband plan for the city. Key elements for the plan are described in the Broadband section of the Community Facilities element.	ED, IT, PL	X		
9-3	Develop a Parks and Recreation Master Plan that establishes a vision for recreation, parks and open space in the city for the next 10 to 20 years.	PK, CD, PL, ADM		X	
9-4	Develop new parks and open space areas—especially smaller neighborhood parks—in underserved portions of the city, specifically the West End and south of downtown.	ENG, PK, CD, PL			X
9-5	Develop linkages between parks, such as the trails identified in the Transportation Element (see Action 5-4) or greenways and linear parks along Antietam Creek and Marsh Run. Also develop linkages between downtown and the parks.	PK, ENG, PL, ADM			X

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Community Facilities					
9-6	Identify locations and provide boat access to the Antietam Creek Water Trail, including the former Municipal Electric Light Plant (MELP) property.	PK, ENG, PL, ADM	X		
9-7	Investigate potential locations for “pocket parks”—small open spaces with park amenities such as tot lots, seating, and gardens, especially in the downtown.	PK, ENG, PL, ADM			X
9-8	Explore re-use of abandoned institutional uses, such as the former Municipal Electric Light Plant (MELP), hospital, and former Winter Street Elementary School for future park and/or recreational activity.	PK, ENG, PL, ADM	X		
9-9	Consider developing an indoor recreation center with multi-purpose rooms for use by residents and community groups.	PK, ENG, CD, PL, ADM		X	
9-10	Pursue formalized joint-use agreements with Washington County Public Schools to allow continued use of school property (especially recreational facilities) by the public.	PR, PK, ADM	X		
Environmental Resources and Sustainability					
10-1	Develop stream buffer and steep slope regulations to guide future development and redevelopment.	PL, ENG			X
10-2	Encourage strategies to reduce stormwater runoff from buildings (see Page 10-3).	PL, ENG			X
10-3	Set goal of reduce stormwater runoff in Hagerstown and implement by promoting reduction of impervious areas.	PL, ENG		X	
10-4	Encourage (re)development of Leadership in Energy and Environmental Design (LEED)-certified building standards by developers and private property owners.	PL, ED, ENG			X
10-5	Reduce greenhouse gases and the heat island effect by implementing the city’s urban tree canopy coverage goal.	PL, ENG		X	
10-6	Conserve water resources by setting a goal of elimination of potable city water as irrigation source and implement through rainwater harvesting and use of native vegetation.	PL			X
10-7	Implement practices to make Hagerstown more sustainable and also consistent with the Sustainable Maryland Program.	PL, ENG, ADM	X		