ECONOMIC AND REVITALIZATION PLAN

Artwork by Mark Stutzman

GRANTSVILLE, MARYLAND
ECONOMIC AND REVITALIZATION PLAN

ACKNOWLEDGEMENTS
This Grantsville Revitalization Plan was produced through the assistance of the Appalachian Regional Commission (ARC), who contributed 50% ($25,000) matched by a grant through the Maryland Heritage Areas Authority (MHAA), an instrument of the State of Maryland. However, the contents and opinions do not necessarily reflect the views or policies of the Maryland Heritage Areas Authority. The project team would like to specifically thank Robin Douglas (circuit rider), Robin Jones (town manager), Emily Edwards (local business owner), Mark Diehl (Mayor of Grantsville), Paul Edwards (Garrett County Commissioner), and Blake Walker (local citizen).

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ABOUT THIS PLAN
Grantsville is poised for growth. The town boasts numerous national and state historic places: proximity to roadways, a Discovery Center, State Park, new Art District designation and heritage-based events; all of which make up a wealth of assets for creating an attractive and legible landscape for visitors and residents alike. These assets will help achieve economic, cultural and environmental sustainability. Several plans have been developed for Grantsville, such as the 2009 Town of Grantsville Comprehensive Plan, the 2011 Garrett County Heritage Area Management Plan, and the Maryland Historic National Road Corridor Plan. The first step in the planning process to synthesize these plans and use this information to help lead several stakeholder meetings and design charrettes with town stakeholders. These meetings resulted in specific project designs for streetscaping projects, commercial real estate development design options and guidelines, a wayfinding plan, and an economic development strategy and implementation plan.

APPROACH
The project employed an iterative stakeholder-driven process to develop planning goals and develop a list of final products that would be the most useful to the Town of Grantsville. Several stakeholder meetings were held, each of which allowed the project team to explore the opportunities and challenges that exist in Grantsville. Working with stakeholders, the project team was able to identify project priorities, brainstorm development ideas, review concepts, and plan the project process.

To inform the design process, the project team also conducted research and a review of the history and architecture of Grantsville. This review provided a baseline to guide the design concepts, keeping historic tradition aligned with future development. The project planners then developed and presented iterative concepts for the wayfinding, streetscaping, and infill development priorities. Each concept included existing conditions, research of design alternatives and precedents, and concepts for review. The project team gathered and integrated feedback into the design concepts, included in this document. Finally, the team created an implementation plan that includes a series of economic development strategies and recommendations, accompanied by a table of funding recommendations.

This Economic and Revitalization Plan presents the final design concepts and strategies developed through a community centered planning process.
HISTORICAL REVIEW

BACKGROUND
The fate and future of Grantsville was and is tied to transportation networks. Founded at the western edge of the Maryland colony in the mid-18th century, the region was first explored with canoes and then through Native American trails. The area around the Casselman River served as a hunting ground to Native Americans in the region, who, along with the rugged, mountainous terrain, deterred early English settlement. While some settlers braved the wilderness, the general population did not expand greatly until the survey trails of Braddock's expedition introduced soldiers to the region in 1758. This early trail known as Braddock's Road became an unofficial, east-west passage between the wilderness and cosmopolitan cities of the east. For nearly 50 years, this rough uneven trail connected the western expanses of the nation with the eastern seaboard until 1806, when Congress authorized the National Road connecting Wheeling, West Virginia to Cumberland, Maryland.

As the first federally funded road, the National Road construction followed a standardized plan for its width, surface material and shape. This new policy helped create a safer, more modern route which opened up the western region of the United States and brought an increase in population, goods and services to the small towns that began to develop along this narrow stretch of highway.

The community of Little Crossings was the first settlement to develop in the region near Grantsville. Located at the site of the current Casselman Bridge at the Little Youghiogheny (Casselman) River, the community grew once the National Road passed through the region and as a result, gained several commercial businesses including a tavern, blacksmith shop and several mills. The Casselman Bridge became a testament to the importance of the National Road and the linking of the east and the west.

To cater to the growing needs of travelers, enterprising individuals established wagon stops and inns along the road. People, goods, and livestock traveled by the National Road, creating a cacophony which demanded amenities, resulting in many overnight accommodations. At first these inns were just crude shelters of log, but later evolved into frame or brick buildings which struck an imposing appearance along the country road. By the 1840s, Grantsville had several large established inns including the Casselman the National Inn and the Schultz Tavern. As the years passed, a small mill constructed near the Casselman River was expanded into a two story, heavy timber frame mill which serviced the community. The mill's simple industrial design is also reminiscent of the simple vernacular architecture of the area.

The popularity of the National Road decreased slightly once the railroad began its competition to transport people, livestock and materials between the east coast and the western lands. Once the automobile became affordable in the 20th century, however, the National Road saw a resurgence in its popularity.
Local inns and restaurants catered to travelers once again. The National Road continues to serve as a major east-west link and the community of Grantsville continues to thrive on its history of hospitality.

ARCHITECTURAL STYLES

The following is provided as a brief summary of the architectural history of Grantsville. The documentation of the architectural characteristics of the redevelopment area will allow new development to complement the historic fabric and result in a cohesive revitalized district.

The Town of Grantsville is steeped in history with its primary significance stemming from the National Road. The small town has a National Historic Landmark in the Historic Casselman Bridge and several National Register of Historic Places (NRHP) listed buildings. The town, however, is not recommended eligible for listing on the NRHP because of the numerous demolitions and incompatible infill projects. While it is important to celebrate the history of Grantsville -- and future development should be compatible to the community’s past -- it is important to remember that the town is meant to change and develop over time. It is not a community frozen on one period of time. The National Road is an important element and can be celebrated in any new designs. The agricultural significance of the region should also be celebrated as an important feature as to how the town continues to develop.

Design guidelines and standards that are developed can complement the historic character of the town, but should not create a false sense of history. Celebrate what original elements remain, compliment them with new infrastructure and focus on the future of this great town. Grantsville’s history is interwoven with the National Road and many of the architectural styles that populate the town illustrate a national trend. Another trend that exists in Grantsville is the demolition of older buildings and addition of newer structures that cater to a changing demographic.

The earliest shelters consisted of log cabins which provided a basic shelter. Generally rectangular in plan with a side-gable roof, the cabins’ main feature would have been a chimney and a hearth. The logs would have been interlocked with notching at their ends and the space in between the logs would have been chinked with moss, grass or wood and mud daubing. Spruce Village has several log cabins which illustrate the traditional dwellings of the early 19th century which most likely were found along the National Road.

The Town of Grantsville began to grow during the same era that the nascent United States became a democracy. With the election of Andrew Jackson in 1828, a new ideology swept the nation in which hardworking, frugal citizenry could arise to the highest elected office in the land. Individuals could improve their status in life regardless of their birth status and this new philosophy reflected in the Greek Revival architecture. Greek Revival became the first true style to sweep the entire nation which was disseminated through the publication of pattern books by builders such as Asher Benjamin. The style continued with symmetrical gable fronts and columns however, these elements became simpler as the designs moved further west and featured less elaborate elements such as sidelights and entablatures. The Casselman Inn reflects this style of architecture with its side gable roof, paired double end chimneys with parapet and symmetrical facade. The central entrance has a simple Greek Revival style transom and sidelights with a matching design above on the second level. The original three gabled dormers were later transformed by the addition of a shed roof dormer.

A smaller example of a Greek Revival dwelling can be found in the Herring House constructed circa 1850 which is a one and a half story frame dwelling.

Photo by Mills Group

Photo by SpruceForest.org

Photo from Google Earth
with an “L” shape plan. The small frieze windows give away the Greek revival detailing however, other features have been altered during the late 19th and early 20th centuries including the porch and the windows.

The “I” house is also visible on Grantsville’s Main Street. I-houses are two rooms wide and one room deep with side gable roofs. This stylistic form became more popular after the establishment of the railroad which allowed building materials and designs to be more easily disseminated throughout the land. Later additions or modern materials such as vinyl windows and siding may obscure the detailing of an I-house, although its narrow shape and plan are harder to disguise.

As advances in transportation increased the availability of building materials and designs, Victorian buildings became more prevalent in Grantsville. Steeply pitched gable roofs, and decorative brackets accented the newer buildings which were in contrast to their plainer neighbors. Mass produced features added new textures to the buildings which were oftentimes asymmetrical. Blue Moon Antiques is an example of a Victorian influenced building with chamfered porch supports and decorative brackets.

Early 20th century historic photos of Grantsville illustrate a street lined with side gabled, two story buildings with a shed roof porch on their façade. A raised wood plank sidewalk connected the disjointed buildings while several church spires dominate the skyline. New structures were established for Lutheran, Methodist and Catholic congregations. The new century brought about new architectural styles which transformed the landscape. The Victoria Hotel was a three story Dutch Colonial Revival with intersecting gambrel roofs and a wraparound front porch. Other designs included squarish brick buildings with arched windows and hefty stone lintels. The Grantsville Museum, originally the First State Bank was constructed circa 1920 with engaged pilasters and a decorative frieze. The site occupied by Hey Pizza was originally the First National Bank which was a one story building with a hipped roof and front dormer [the building today has a second story which was likely added in the mid-20th century]. These buildings brought a permanence to the community and stood out from the side gabled frame dwellings that previously dotted the main road through Grantsville.

Popular styles also included the American Foursquare which generally had four rooms on the lower level and four rooms on the second level. The square building generally had a hipped roof and a full width front porch. The bungalow was also a popular style along Grantsville’s National Road as it celebrated efficient design and hygienic living. The introduction of the bungalow to the town illustrates a reaction away from a commercial downtown and the introduction of a suburban ideal with a connection with the natural environment. These twentieth century styles also were encouraged through the popularity of the automobile which began transforming the National Road. Businesses catering to the automobile also cropped up in Grantsville including the Miller Garage and the Ford Motor Company. Gas pumps also stood prominently along the Main Street to aid travelers. As the years passed, the economy of Grantsville changed as the community became an exit off of I-68. Historic buildings were demolished to make way for gas stations while others had their uses transformed as they catered to the quick stop traveling public. As the automobile became indispensable, banks were designed to include drive through lanes and surface parking lots became necessary parts of life.

Residentially, dwellings became one-story ranches which stood out from the typical two-story plans from previous years. As Grantsville continues to grow and change, the community remembers its quiet early years as a stop on the National Road.
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DESIGN GUIDELINES

BACKGROUND
Design guidelines are intended to help guide the future development of downtown Grantsville as it grows and transforms into a 21st century community. The goal is to retain the historic elements that give Grantsville its unique character while creating a blueprint for the complementary infill of new buildings. This project will serve as a resource for:

- New Construction
- Façade Renovations
- Design Elements
- Signs and Awnings
- Lighting, Landscaping and Fencing

Grantsville is steeped in its heritage as a community that developed in part due to its location on the National Road. The town has an agricultural economy and close ties to religious communities that encourage heritage tourism. Recognizing this importance, the town leaders requested assistance in developing a plan for sustainable growth through the creation of a master plan, downtown design guidelines and streetscaping efforts.

PURPOSE
The purpose of these guidelines is to provide a basis for the design of new elements and the rehabilitation of existing features and structures in Grantsville’s Town Center District and Main Street. The design shall establish distinct treatment zones and unite the buildings, landscape, and streetscape elements into an inviting and cohesive entertainment district. The main purpose of the commercial area is to attract visitors and businesses, and revitalize the larger downtown Grantsville area.

GOALS
The overall goals of these design guidelines are: 1) to inform developers and designers of the comprehensive design intent and architectural character desired by the Town of Grantsville for the redevelopment area; 2) provide standards by which proposed developments will be evaluated for their compliance with the design intent; and 3) suggest and encourage design approaches that facilitate the realization of the design intent.

APPROACH
The approach to the design guidelines was determined after evaluating the current use and character of the redevelopment area and surroundings. Main Street zoning is regulated by the Town Center District and the Town Residential District, which yielded the decision to create an overlay district to encompass the area from Bittinger Lane to Main Street, and from the Park Forest to
Spring Forest. The redevelopment area has been organized to provide distinct 
a commercial use area with the goal to create an environment that attracts 
retail and business development and provides a lively diverse and dynamic 
atmosphere. The overall goal of the treatment zones is to create a common 
character within the development that defines the area, but allows various levels 
of historic and contemporary elements to coexist as a cohesive district. Thus, the 
treatment zones were determined by the desire to maintain the existing historic 
character along Main Street while encouraging more modern interpretations and 
contemporary architectural expressions within other zones of the development.

GENERAL DESIGN PRINCIPLES
The following guidelines address the overall design intent by identifying the area 
within which the new construction shall take place and the guidelines for designing 
within that area. The Main Street area and the Town Center District are the two 
regions that are led by these General Design Principles. The following suggestions 
have been set to encourage building masses that are well suited for the proposed 
building uses, provide the desired scale for the development, and are compatible 
with the existing historic fabric.

Building Scale and Massing
A critical component of creating the desired scale within the development 
is maintaining the maximum building height and width. Building height also 
determines what can and can’t be seen from different viewpoints and thus the 
appropriate buildable areas. The building height limits refer to the height of 
the eave line of the roof. Generally, each building should be no more than two 
stories in height. The final allowable maximum height for each building should 
be determined through a design review process. If a larger structure must be 
constructed to fill an existing void, the mass of the façade should be segmented 
into smaller, distinct bays as to not overwhelm the existing district.

Building Placement
The following guidelines are intended to establish the approximate building 
placement as proposed in the General Design Principles within the Main Street 
and Town Center areas.

As a minimum setback, new infill buildings shall be aligned to the edge of the 
right of way along Main Street and Springs Street. The maximum setback should 
maintain the line of existing neighboring storefronts at the sidewalk’s edge. This 
placement keeps the line of sight consistent along the streetscape and encourages 
a continual, unified design. The design also encourages safe pedestrian 
movement.

Building Façades
All structures shall be designed to have a similar massing to the existing historic 
buildings along Main Street. Variation within elevation design is encouraged. 
The architectural style is not restricted, however, the new façade must be 
compatible and appropriate to its surrounding buildings without replicating them.

New buildings must respect the scale of existing buildings; therefore, the height 
and width of new buildings should complement the existing buildings. Buildings 
should have a solid foundation to create a visual transition from the sidewalk to 
the edifice. Expanses of glass that extend from the ground to the ceiling are not 
acceptable.

Openings
The doors and windows on a new infill building should complement those found on 
existing buildings and take cues regarding their size, placement, proportion and 
alignment. Windows should be gridded to reflect a 6/6 double hung window
Main entrances should be situated on the Main Street and be readily visible. A secondary entrance may be installed, as needed, on the rear of the building or a secondary façade elevation.

**Roof Forms**
The type of roof for an infill building should be similar to those found on adjacent buildings. Side gable roofs are preferred, although flat roofs with a parapet are also appropriate. Flat roofs should not be visible from street level.

**Building Materials**
Materials used in the construction of new buildings should be similar to the historic materials on neighboring buildings. Brick and wood are the preferred materials. Cementitious siding is also acceptable if it has the appearance (shape and exposure) of historic materials. Aluminum siding, vinyl siding, corrugated fiberglass and metal are not considered acceptable materials. Buildings should contain variation. A variety of building materials and details will avoid monotony.

**Front Porches and Stoops**
Front porches are an integral part of the design concept and are encouraged. Porches should have a low-sloped shed roof and be supported by chamfered wood posts. Balustrades may be required dependent on building codes.

**Mechanical Equipment**
Utility equipment should not be visible from any public right of ways, customer parking or public uses. Such equipment shall be screened from view by materials compatible with the building or with the landscaping. Newly installed utilities shall be underground.

**Details**
Details relate to how materials are assembled and connected to each other. Details should be practical, appropriate and visually pleasing. The following are some principles that will lead to a well-detailed project:

- Minimize the build-up of dirt, snow, and ice on the façade and decorative features.
- Control water run-off and ice build up, especially on sidewalks and at entrances.
- Fasteners should be corrosion resistant.
- Attachments of signs, awnings and other decorative features should not damage or affect façade surface materials.
- Minimize run-off that might discolor adjacent surfaces.
- Minimize surfaces and ledges that support or allow nesting by birds.
- Incorporate details that minimize maintenance.
- Display a sense of human craft, ingenuity and creativity in both the small and large details.
- Avoid faux finishes that will require constant maintenance.
- Design showcase windows that allow the merchandise to be seen during the day and at night.
- Create inviting human scaled entries.

**Miscellaneous**
Additional elements should be considered when constructing an infill building. Side elevations that are visible from the main thoroughfare should receive design consideration. Large waste receptacles (such as dumpsters) should not be visible from public streets and parking areas, although trash receptacles should be easily accessible to pedestrians.
Parking and Streetscaping
Elements of streetscaping will be detailed in chapter X, however, within the
downtown, off-street parking should be obscured from the main thoroughfare
and generally placed behind buildings, although signage should indicate where
parking is available.

Lighting
Lighting is an important design element that is often overlooked. Building lighting
should only be used to illuminate entryways, displays, signage and pedestrian
access and not light the street. It can also be used to highlight significant
architectural features. Preferred fixtures are appropriately scaled modern or
classic designs that are mounted so as to not interfere with pedestrians. Fixture
colors should be muted and coordinate with the overall color scheme of the
building. Use the minimum wattage to avoid nighttime sky light pollution and do
not have exposed electrical conduit on the façade.

Façade Renovations
Numerous historic buildings already line Grantsville’s Main Street, however, over
time, these buildings and storefronts have been altered from their original historic
appearance. Owners are encouraged to restore and maintain their historic
facades which will encourage community and economic development. Several key
features are important to remember when renovating a historic building:

• Original features are to be retained. Historic buildings are identified
  by their craftsmanship and original design elements.
• Do not add features that did not exist originally. Do not create a false
  sense of history.
• Always repair rather than replace original features if possible. Always
  use historic evidence (either physical or documentary) to ground your
  rehabilitation in truth and historical accuracy.
• Do not use abrasive cleaning methods such as sandblasting or high
  pressure water to remove dirt from historic buildings. Such methods may
  destroy the original historic fabric.
• Use signage appropriately for historic buildings.
• These key features are more fully explained in the Secretary of the
  Interior’s Standards for the Rehabilitation of Historic Properties.

Maintenance
A key element to any historic community is to maintain the existing building stock.
Annual cleaning and inspection will allow building owners to identify and address
issues before they become irreversible.

Masonry
Water infiltration is the enemy of historic masonry. Ensure that mortar used in
the construction of the building is not crumbling or missing. Sometimes repointing
joints with new mortar is appropriate, however, it is imperative to match the new
mortar in style, size, hardness, composition, and color. Do not use a modern
packaged mortar on historic buildings without checking the composition as it may
cause more damage. Do not use abrasive techniques to clean historic masonry
which includes water, sandblasting or chemicals. These attempts to quickly clean
historic masonry may destroy the original historic material.

Wood
Exterior woodwork should be retained where possible. Modern epoxy pasts and
consolidants can help repair rotted wood. A carpenter can replicate severely
rotted wood, however, the best way to protect historic wood is to prevent it from
water infiltration. Keep painted wood painted. Ensure gutters and downspouts are in working order.

**Historic Wood Windows and Glass**
Some historic buildings have stained or leaded glass. These elements should be retained and can be rehabilitated with proper craftsmanship to survive another 100 years.

**Sustainable Design Practices**
Transforming downtown Grantsville will also provide an opportunity to incorporate some sustainable design practices including “Green Streets” which is a natural stormwater management system which helps to collect and filter stormwater. Flow-through planters or bioswales are one way to capture the stormwater.

Another way to incorporate sustainable design practices into downtown Grantsville is to reuse existing buildings and use sustainable materials in new construction.

New building construction can be more energy efficient through improved insulation use, building orientation and the maximization of energy efficiency. Passive solar design utilizes the sun’s light and energy to heat spaces. Natural daylight also reduces the need for artificial lighting while light colored surfaces created a brighter environment and reflect daylight. New designs should incorporate natural ventilation as well as an efficient water capture processing system.

**National Building Codes**
The Building Code ensures that new and existing buildings meet a minimum standard of construction to ensure the health and safety of the occupants. Buildings in the study area must follow the national building code model.

**Americans with Disabilities Act**
The ADA is a civil rights act passed in 1990 to ensure that persons with disabilities are not discriminated against at work (Title I), by state or local governments (Title II), by private businesses (Title III), or in communication (Title IV). Titles II and III have the most impact on historic structures, because compliance often involves altering buildings physically. The intent of the law is to allow people with disabilities to engage in everyday activities such as eating at a restaurant, registering their car or buying an item at the store; ADA provides guidance for accommodations and access equal or similar to that available to the general public. In addition to the regulations of the act, there are design guidelines to help with compliance. These are the Standards for Accessible Design, often known as the ADA Accessibility Guidelines (ADAAG) and the Uniform Federal Accessibility Standards (UFAS).

In general, when alterations to an existing building are undertaken, each altered element must comply with the technical requirements of the ADA guidelines.
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INFILL DEVELOPMENT

NEW CONSTRUCTION
Construction of new buildings on vacant lots in downtown Grantsville is encouraged, however, the design and siting of the new building must be carefully planned out so as to enhance, rather than detract from Grantsville’s architectural heritage.

Infill development is new construction to fill in gaps along the main street in town. It is critical that this new construction complement the existing historic buildings and look appropriate to the downtown. Our goal is not to replicate existing historic buildings, but to construct with similar materials, massing and designs to create harmony between old and new buildings.

BUILDING DESIGN
The architectural style of new structures along Main Street shall be predominantly of a mid-19th century vernacular commercial style. This style generally consists of an orderly façade with symmetrical placement of doors and windows. The design of the building generally is a side gable structure with a single story, full width front porch.

Other building styles that are appropriate for downtown Grantsville are typical 20th century storefront designs which would generally have a false front, a three bay façade with a center entrance flanked by two display windows.

This will allow the new development to be complementary to the existing historic fabric and create an overall architectural character that is diverse in regards to time, detail, and style of the buildings.
PROPOSED INFILL DEVELOPMENT MAP
EXAMPLE 1
FORMER CREAMERY SITE

The design for the Creamery location is context sensitive. The goal is to reinstate Grantsville’s sense of place by creating a building that shows a respect for the past while encouraging its future.

Currently, the site is vacant and is used as a surface parking lot with a size of 22,000 square feet.

The corner building design allows for a principle façade and a secondary façade which aids in screening the surface level parking lot behind. This mixed use structure allows for commercial on the first level with either commercial or residential on the second level. The shared parking area behind the building creates a “village square” feeling leveraging common parking and infrastructure to support multiple businesses.

The design creates a building with a size of 7,800 square feet with 44 proposed parking spaces. The parking area also has a sustainable design in that it incorporates bio-swales and stormwater management creating a cleaner, greener Grantsville.
EXAMPLE 2
G&P SITE

At the corner of Main Street and Pennsylvania Avenue, the G&P lot is a vacant lot that is used for surface parking. The building’s design mimics the historic architecture of the early inns of the 19th century. The building is designed to be a mixed use building with commercial elements on the first floor and professional offices on the second floor.

Parking is introduced behind the building with no setback from the street. The full width front porch unifies the separate storefronts while the early addition shows a continuum of time. The design is 6,500 square feet in size on a 20,000 square foot lot. The proposed parking created from this design is 34 spaces.
EXAMPLE 3

BILLY BENDER SITE

The Billy Bender site is reusing an existing industrial building and transforming it into commercial space. By focusing on the building as a creative arts space, the building introduces a key element into the Grantsville economy. The building’s design creates two distinct spatial identities, retains the typical 6/6 design for the new windows and reuses the garage for gallery space. New materials will unite the large building into one cohesive building although the design will present three distinct focal points.

The façade’s design also is indicative of Stanton’s Mill; a neighboring industrial building with a new life in the 21st century.
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STANDARDS FOR REHABILITATION

1. A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.

2. The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.

3. Each property will be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.

4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.

5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.

6. Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.

7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.

8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.

9. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.

10. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.
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The streetscape design of Grantsville unites future progress with cultural history through the fabric of the built landscape. The National Road corridor presents powerful symbolism that, if leveraged, will open a wide array of opportunities to transform the core of Grantsville into an inviting and walkable environment that will invigorate economic development and positive circulation through and beyond the Town’s boundaries.

Grantsville stakeholders expressed an interest in numerous elements of streetscaping design. The project team examined existing streetscaping, researched streetscaping precedents, and defined concepts for review. After examining current conditions, the project team created three examples of streetscaping improvements: 1) The gateway and parklet; 2) parklet and street trees; and 3) sidewalk improvements. The project team introduced the concept of a parklet, which is a “sidewalk extension that provides more space and amenities for people using the street. Usually parklets are installed on parking lanes and use several parking spaces. Parklets typically extend out from the sidewalk at the level of the sidewalk to the width of the adjacent parking space.” These parklets were proposed for the gateway, creating a parklet between Grantsville Liquors and Blue Moon Antiques, which will henceforth be referred to as the “alley park”.

Greenery and accent hardscape was shown as a concept for improving current sidewalk conditions. Specifically, the project team illustrated adding stamped crosswalks or bricks to existing sidewalks. Millstones are a feature throughout the town; it was suggested to interweave this pattern throughout landscaping designs.

**Priorities**
- Encourage pedestrian circulation by creating desirable walking opportunities.
- Connect the existing landscape with future economic development through aesthetic cohesion and an inviting environment.
- Conduct critical analysis of the condition and safety of existing sidewalks and crosswalks.
- Enhance the outdoor experience of visitors and residents by providing opportunities to recreate and dine outdoors within Grantsville’s core.
- Connect the main street with the park, library, and town hall to the north.
- Create a dramatic and lasting first impression through thoughtful design of Grantsville’s main entrance on Maryland Route 495 to Route 40.

**Design Features**
- “Alley Park”: This design feature received the most positive feedback from stakeholders, who believe it is both feasible and likely to have a significant impact. Closing down or limiting access to this alley to traffic and converting it into a park (or outdoor museum) would create a powerful first impression for the vehicular traffic entering from 495 off of Interstate 68. The park would also create an incentive for business
owners to capitalize on pedestrian traffic, emphasizing the positive economic influence of attractive streetscapes.

- Sidewalk Recommendations: The top priority should be addressing the area where there is no clear pedestrian pathway or lack of sidewalk. The proposed embellishments in the hardscape would add to the overall aesthetic without requiring the total replacement of the sidewalks.
- Crosswalk Development: Stamped millstone patterned sidewalks will increase the visual appeal of the streetscape and also encourage pedestrian movement.
- Street Trees: Street trees should be thoughtfully selected and placed to create visual cohesion and softness through town. Planting along the entrance of 495 will help form a sense of entrance as well as signal to drivers that they are approaching a downtown and will want to slow down.

**Alley Park**

The goal of the gateway improvement design is to create a focal point for Grantsville’s main entrance, connecting downtown with the town’s public amenities (park, library, bike path, etc.). The concept calls for creating an outdoor museum to highlight local art through a mural sequence and a parklet that invites people to get out of their car and walk around downtown. Closing this alley to traffic would not inhibit vehicular circulation and would greatly improve pedestrian mobility. However, allowing traffic through the alley park would likely result in a less impactful space, but would encourage flexibility in park development. Grantsville stakeholders placed a higher priority on allowing traffic through the alley, which would cut costs and allow access for adjacent businesses. The design includes a painted mural, wall-mounted signage, wrought-iron gate, and gateway sign relocation would cost an estimated $25,000-$80,000. If the alley was closed to traffic, additional features could be added such as planters, lighting, and other outdoor furniture, increasing the total price by $20,000.
Potential funding sources
Community Legacy Program
MD Department of Housing & Community Development
Garland Thomas
Phone: 410-209-5803
Email: garland.thomas@maryland.gov

Clock Tower Parklet
The clock tower parklet would improve upon existing landscaping and interpretive signage, take advantage of city-owned property, and create a more useable space. Pedestrian safety is a concern here since most parking and amenities are on the opposite side of the road. The property in question is privately owned, so thoughtful coordination with the landowner would be required to ensure the success of the parklet. Estimated costs of $3,000-$8,000 would include paving, street furniture, and planting improvements.

Potential funding sources
Transportation Enhancement Program
Transportation Alternatives Program
Maryland State Highway Administration
Regional and Intermodal Planning Division
707 N. Calvert Street
Baltimore, MD 21202
Phone: 410-545-5675
Email: JShearer@sha.state.md.us

Maryland Heritage Area Authority: Capital Grant (must have interpretative signage incorporated into the design)
Jen Durbin, Heritage Area & Groups Manager
Garrett County Chamber of Commerce
Phone: 301-387-5238
Email: jen@garrettchamber.com
West End Park
To take advantage of prime views and public property (state highways), Grantsville could create a small scenic park on the west end of town. The park could include the placement of a gazebo on the concrete pad, creating small-mounded areas for interest, and adding trees to frame the park. An estimated cost between $19,500-$39,000.

Potential funding sources
Maryland Open Space Program
Department of Natural Resources
John Braskey
 Allegany and Garrett Counties
Phone: 301-777-2030
Email: john.braskey@maryland.gov
Sidewalks and Crosswalk Improvements

Sidewalk enhancements would improve the aesthetic appeal of streetscaping by replacing poorly paved or damaged areas with a brick border. Typical costs are around $4 per square foot. Two thousand linear feet (one side of downtown) would cost between $8,000 and $12,000. To improve attractiveness and pedestrian safety, several crosswalk enhancements could be constructed. The design could compliment the local millstone history and theme. Grantsville selected stamped and dyed concrete that embodies the shape and format of millstones. An opportunity exists to coordinate with MD DOT to install the 495/40 intersection crosswalk free of charge with their dyed and brick-stamped asphalt. The town should follow-up with Joel Resh, Assistant District Engineer. (JResh@sha.state.md.us). Construction of an individual crosswalk will cost $2,000-$3,000, so the proposed 6 crosswalks would require a budget of $12,000-$18,000.

Potential funding sources
Transportation Alternatives Program
Transportation Alternatives Program
Maryland State Highway Administration
Regional and Intermodal Planning Division
707 N. Calvert Street
Baltimore, MD 21202
Phone: 410-545-5675
Email: JShearer@sha.state.md.us
Street Trees
Street trees improve the sense of well-being within a community, create seasonal interest, soften the built landscape, create a sense of place, calm traffic and signal to residents and visitors alike a sense of care and intention. Smaller trees were chosen in order to not interfere with utilities and best utilize small planting pit areas. Alternating tree species along the corridor is advised. As suggested by the stakeholder group, some funding and resources may be available through an urban tree program. Costs nearly reach $1,650 per tree for purchase, proper installation, and maintenance. For a suggested 30-70 trees, total investment would necessarily range from $49,500 to $115,500.

Potential funding sources
MD TREE-Mendous Program
http://dnr2.maryland.gov/forests/Pages/treemendous/Treemendous_Program.aspx
Anne Gilbert
Tree-Mendous Maryland Director
Tawes State Office Building E-1
580 Taylor Avenue
Annapolis, MD 21401
Phone: 410-260-8510
E-Mail: anne.gilbert@maryland.gov

Transportation Enhancement Program
Transportation Alternatives Program
Maryland State Highway Administration
Regional and Intermodal Planning Division
707 N. Calvert Street
Tree Species Suggestions
Botanic Name: Amelanchier sp.
Common Name: Serviceberry
Form: rounded
Growth: slow
Fall color: red/yellow
Tolerances: wet site and shade tolerant
Location tolerances: small tree pit (<3ft)
Suggested cultivars: 'Autumn Sunset,' 'Cumulus,' and 'White Pillar'

Botanic Name: Malus sp.
Common Name: Crabapple
Form: rounded
Growth: slow
Fall color: red/yellow
Tolerances: salt and drought tolerant
Location tolerances: small tree pit (<3ft)
Suggested cultivars: M. zumi , and 'Donald Wyman,' ‘Spring Snow’ is seedless
PROPOSED PLACEMENT OF STREET-TREES
Legend:
- Proposed Bike Trail
- Street Tree
- Proposed Crosswalks
- Arts District
- Open Space

1"=400 feet
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WAYFINDING PLAN

Wayfinding design begins with site analysis, which includes an inventory of existing signs, an analysis the existing circulation patterns that govern the movement of vehicles, pedestrians and bicycles through and around the area in question and an inventory and sorting of the destinations within and outside of the community.

The designer then examined the graphic themes throughout the existing sign inventory. The designer examined how different visitors would enter and move through the community, suggesting new sign locations and elimination of redundant signs. This first draft of a new wayfinding plan was constructed for vehicular traffic only. At the stakeholder meeting where the design concept was presented, the group discussed the upcoming impact of the state wayfinding implementation (TAC), which would cost nothing, but not fully address Grantsville’s wayfinding needs. For the revised design, the team examined the gaps that had been identified by the stakeholder group. Also taken into consideration is the bikeway signage plan put forward by Thrasher Engineering. The focus of the final design was to address the gaps in vehicular signage as well as present a graphic theme that might give Grantsville a sense of character and unity.

Grantsville’s Wayfinding Plan is focused on the planning, design, and documentation of a comprehensive Wayfinding and Signage Program for downtown Grantsville. The Wayfinding Master Plan took a holistic look at all connections between the town of Grantsville and outlining areas, while the design focused on downtown Grantsville.

Wayfinding and signage program will include:

- Town gateways
- Vehicular directional signage
- Pedestrian signage
- Parking signage
- Conceptual branding of Grantsville

The following issues were identified as primary concerns to be addressed by the wayfinding program:

- Capture an individual identity for the town of Grantsville.
- Create an organized hierarchy of information
- Coordinate existing highway signage with wayfinding recommendations
- Establish gateways into the town
- Identify primary vehicular and pedestrian circulation routes and establish connections between adjacent destinations.
- Direct visitors to Parking Facilities and orientation kiosk, establishing a cohesive nomenclature for parking identification
- Analyze existing departure routes
- Coordinate with existing groups working with signage and graphic themes in order to create a unified theme for Grantsville.
Several design solutions were created as part of the wayfinding plan and the proposed signage will take advantage of two parallel programs. First, the proposed signage will dovetail with the State of Maryland Tourist Area Corridor Signing Program (TAC), which will be providing signs to “serve as welcomed guides placed along select State-maintained routes, providing direction and information to reach Maryland recreational facilities and cultural treasures.” These signs will provide vehicular wayfinding from the highway to the destination for the following locations: Blue Moon Antiques, Spruce Village, and Casselman Bridge. Second, new signage will coordinate with the bikeway signage designed by Thrasher Engineering, which will provide pedestrian signage from the town park to Spruce Village and include directional signs to key attractions.

An informational kiosk and map will direct incoming visitors to the “landing zone” and public parking adjacent to the town park. This feature will allow visitors to orient themselves and will list and provide direction to local attractions. The kiosk at the visitor parking should help visitors navigate to commercial attractions, destinations, visitor services, and recreation. Additionally, vehicular (serving pedestrians also) wayfinding signage will address the key attractions that the TAC signage does not without clashing with the TAC sign graphics. Lastly, the gateway signs at the entrances of town will give Grantsville a cohesive and distinguished aesthetic.

The wayfinding plan for Grantsville should highlight gateways, identify the Arts & Entertainment District, and update aging interpretive panels. The most important entrance—from Route 68—should serve as a grand entry, and focal point for thoughtful signage and streetscaping. By showcasing a pedestrian friendly entrance, visitors will be more likely to exit their vehicles and explore longer. Grantsville should coordinate with regional attractions, the Maryland National Road Association, and Garrett Co. Chamber of Commerce on interpretive signage whenever possible. The town should also expect to remove 2 old signs for every new sign installed. Update all websites, brochures and maps to correspond to wayfinding hierarchy and graphics. If budget allows, include highway and street signs in wayfinding graphic design theme. The next steps should include the development of components that focus on town gateways, vehicular directional and parking signage, pedestrian signage, and conceptual branding.

A estimated cost for these elements is $57,000-$103,500. This estimate includes the Gateway signs ($4,000-$7,000 x 3= $12,000-$21,000) and wayfinding signs ($3,000-$5,500 x 15= $45,000-$82,500)

Potential funding sources
Community Legacy Program

MD Department of Housing & Community Development
Garland Thomas
Phone: 410-209-5803
Email: garland.thomas@maryland.gov
Grantsville stakeholders requested that the project team investigate both the feasibility of burying utilities along the main entrance of 495 and the core downtown in order to improve the overall appearance of the streetscape. The stakeholders also wanted to explore the possibility of creating a gas light “district,” which would add to the historic appeal of downtown. The design team conducted background research on gas light streetlamps as well as various alternatives. Research was also conducted on the feasibility and cost of burying utilities. The team coordinated with the power company, Potomac Edison, and the telecommunications company, Frontier, for this research. The team prepared generalized estimates for moving utilities underground and installing gas lights throughout Main Street.

Gaslights
Gas lighting creates a nostalgic glow and ambience that draws people in, but many cities and towns are replacing their gaslights with LED in order to lower maintenance costs, improve air quality, and avoid safety issues that might arise if a lamp were to be damaged. The largest gas lighting network in the world is that of Berlin. With about 44,000 lamps, the network holds more than half of all working gas street lamps in the world. In central London, around 1,500 gas lamps still operate, lighting the Royal Parks, the exterior of Buckingham Palace and almost the entire Covent Garden area. The Park Estate in Nottingham retains much of its original character, including the original gas lighting network. In the United States, more than 2,800 gas lights in Boston operate in the historic districts of Beacon Hill, Back Bay, Bay Village, Charlestown, and parts of other neighborhoods. In Cincinnati, Ohio, some 1,100 gas lights operate in areas that have been named historic districts. Gas lights also operate in parts of the famed French Quarter and outside historic homes throughout the city in New Orleans.

Research revealed that annual running costs for fuel and maintenance ran as much as $700 for some lamp models. The lamps also produce carbon dioxide emissions almost ten times greater than that of an equivalent electric light. These realities add up to strong financial and environmental incentives to replace gas lights with electric alternatives. The energy used by 8,000 gas lamps could power 100,000 electric lights, and replacing them would cut energy costs by 90 percent, reduce carbon dioxide emissions by 9,200 tons per year and save a $1.6 million spent each year just on replacement gas mantles. For these and other reasons, Berlin removed many gas lamps.

LED technology exists that mimics the lighting color of gas lighting while costing much less money to operate and maintain. Many towns and cities have opted for lampposts with historic character that utilize LED bulbs within the light fixtures themselves.
Utility Burial

The project team reached out to engineers from both Potomac Edison and Verizon to create estimates for utility burial. On December 15, 2015, both engineers met with the Grantsville Town Manager to offer a cost estimate of relocating the utilities along the entrance corridor (between Grant Street and Route 40 along 495) and the section of downtown (along Route 40 between Hershberger Lane and Dorsey Hotel Road).

An estimate was developed to bury utilities, which would include wire, traffic management, poles, and trenching. Grantsville would need to seek right-of-way permission from each affected landowner. Costs vary greatly by locality. An area in Washington DC might cost between $500,000 to $3 million per mile. Burying power lines costs roughly $1 million per mile, but the geography or population density of the service area can halve this cost or triple it. After a large ice storm, North Carolina Utilities Commission and the electric utilities explored the feasibility of burying the state’s distribution lines underground and concluded that the project would take 25 years and increase electricity rates by 125%. The project was never begun; the price increase was not seen as reasonable for the consumers. In most instances, local governments require that each landowner incur the costs for running the underground utilities to their house. In one study from the Edison Electrical, they found that many customers were paying between $300 and $2,000 to convert the lines into their homes. If the underground system needs repairs, the cost will be significantly greater than a traditionally suspended system.

Our team was able to develop an estimate to bury a half-mile length of utilities on Grant St. on 495 to Rt. 40 & Hershberger Ln. to Dorsey Hotel Rd. A rough estimate of cost was developed for relocating each utility company’s lines ($300,000-$400,000); excavation ($40,000-$70,000); relocating utilities to 43 property owners at $1,500-$2,000 per property ($64,500-$86,000); and road Resurfacing and sidewalk repair ($500,000-$700,000), totaling between $904,500-$1,256,000.

Potential funding sources:
Transportation Enhancement Program
Transportation Alternatives Program
Maryland State Highway Administration
Regional and Intermodal Planning Division
707 N. Calvert Street
Baltimore, MD 21202
Phone: 410-545-5675
Email: JShearer@sha.state.md.us
In this section, we present a series of strategies and steps to maximize Grantsville’s economic development potential. These recommendations focus on the key elements of a strong business recruitment plan.

**Recommendation #1**  
**Leverage Valuable Vacant Sites for Meaningful Development**  
Grantsville has two vacant site development opportunities. These sites include the former Creamery site and the G & P site. Because the number of vacant buildings and/or sites in the community is limited, care should be taken to promote and ensure the best use of these sites.

It is recommended that the Town of Grantsville acquire at least one of the vacant sites in order to control how it is developed. Following acquisition, the town should identify preferred development standards for the site. The recommendations contained in this report’s design guidelines for infill construction are an excellent start for these development standards. The town may also want to choose one or more priorities such as job creation or the development of a certain type of business. The development standards and priorities should be incorporated into a Request for Proposals that is publicly advertised and available.

Possible sources of funds for acquisition include the Community Legacy program and Community Development Block Grant Program (CDBG) funds.

**Recommendation #2**  
**Explore Options to Attract an Arts and Craft Facility**  
Grantsville’s designation as a Maryland Certified Arts District creates an excellent opportunity for arts related development activity. The benefits to designated districts include:

- Property tax credits for new construction or renovation of certain buildings that create live/work space for artists and/or space for arts and entertainment enterprises;
- An income tax subtraction modification for income derived from artistic work sold by “qualifying residing artists”;
- An exemption from the Admissions and Amusement tax levied by an “arts and entertainment enterprise” or “qualifying residing artist” in a district.

The former Billy Bender building is well situated to be an arts related development site. Its proximity to the Spruce Forest Artisan Village creates a potentially strong arts cluster development. Based on the incentives listed above, the town should assemble a development team to create a public private partnership in order to attract an entity that can redevelop the property into an arts production space with a related gallery and retail operation. The development team should include, at a minimum, the town, a private developer/property owner, and a nonprofit arts tenant.
A private developer/property owner can take advantage of the property tax credits offered through the Arts District program. In addition, the town can make the project more attractive by providing a soft second mortgage that can be tied to project outcomes. The second mortgage could be structured as a forgivable loan if project benchmarks are met, and as such, can be used as equity to leverage a loan from one of the Community Development Financial Institutions (CDFI) in the region such as the Progress Fund or Natural Capital Investment Fund. In order to ensure the stability of the first year of operations, the town could even guarantee the first year’s rent on behalf of the nonprofit tenant.

The town could access funding for the second mortgage and first year’s rent through the Appalachian Regional Commission (ARC), Community Legacy, or CDBG funds, the most flexible of which is the Community Legacy program.

**Recommendation #3**

**General Business Recruitment Recommendations**

Perform a Physical and Business Inventory: All properties and businesses should be inventoried to create a baseline of information on the community’s business assets. This information is very helpful in determining what business clusters exist in Grantsville. Clusters of similar businesses form a strong basis for attracting businesses that are complementary in nature. It is also critical to understand the building infrastructure that is available for lease or sale. By doing an inventory analysis, even if a building is occupied, one might find out that a portion of the building is available that was not previously known. A sample inventory form is attached.

Develop a Market Position Statement: A market position statement provides the reader with an image of the community. It should succinctly capture the community’s strengths and focus attention on the key attributes that the community is trying to sell. The following is a sample position statement that Grantsville could use in its promotional literature:

*Grantsville’s affordable and convenient location makes it a perfect community to live, work and play. Strategically located in the mountains of Western Maryland, Grantsville has safe neighborhoods for families of all sizes, an historic downtown with opportunities for new commercial enterprises driven by a strong tourism market, and the unparalleled recreational amenities associated with the Deep Creek Lake area.*

Determine Types of Businesses to Recruit: In order to effectively recruit businesses, targets should be developed that identify the most viable types of businesses that should be recruited. This can be done by surveying tourists and residents, examining retail sales information (Census of Retail Trade) for the county to determine where retail sectors are strong and where sales are leaking out of the county, and speaking with existing businesses to determine what complementary businesses could be recruited or established in the community.

Because of the town’s designated Arts District, one targeted sector should be artists who can produce their product within the town’s district in order to gain access to the favorable tax benefits. A cursory view of the community suggests that other options for recruitment include businesses that sell: regional arts and crafts, agricultural products, and outdoor recreational equipment and services. In addition, stores that cater to tourists including antiques stores, high end or unique flea markets, and dining establishments are compatible with the county’s strong tourism market. A more detailed analysis may reveal additional types of businesses.
Develop Marketing Materials: The materials to support recruitment should be flexible in nature so that a package can be customized based upon the information needs of the prospect. The following recommendations support the development of user-friendly marketing materials:

Overall Design: Keep the design simple, yet high quality. The purpose of the materials is to attract interest and encourage prospects to take a closer look at Grantsville, not to answer every question. In order to develop cost effective materials, the following suggestions should be considered:

- Use folders to hold the content of the packet; place a sticker with downtown Grantsville’s logo on the front.
- Print content of the packet on sheets with simple desktop publishing software. Select software that can accommodate photographs and the logo design in order to make the sheets more visually attractive.

Package Content: Sheets containing the following information will provide easy to read and useful information:

- Market Position Statement (see above)
- Map of Trade Area: trade area map may include primary trade area boundary, highways, distances to major attractions and institutions; brief narrative description
- Map of Business District: this map may include building footprints; locations of parking, major building, traffic generators, downtown anchors; traffic patterns
- General Demographic and Economic Overview of Area: information should focus on the key strengths of the community such as population growth, income trends, trends in retail sales; tourism visitation and expenditures
- Description of Downtown’s Strengths and Business Mix: focus on strong business mix including types of businesses, historical attributes, Arts and Entertainment District Designation
- Available Sites: develop a sheet for each available property including a photograph, location, current use, lease/sale terms, size, contact information and any other pertinent details
- Quotes and Testimonials: solicit positive comments from existing business owners about the benefits of doing business in Grantsville
- Contact Information: point of contact for any inquiries regarding downtown space
Implementing Recruitment Approaches for Residents and Businesses

There are a variety of strategies to employ when prospecting for downtown tenants. The following recommendations include a variety and provide an array of options for business recruitment. Some are low cost and effective while others may entail the expenditure of more resources.

The common denominator to all strategies is time. It will take personal commitments to implement them. Soliciting local business owners to expand operations with face-to-face meetings and persuasion is the first step. Entrepreneurs in the trade area and those who have benefitted from the Tri-County Revolving Loan Fund, Natural Capital Investment Fund and Progress Fund should be approached in the same manner. Area benevolent, fraternal and alumni organizations and professional associations should not be discounted as prime opportunities for networking with business people, opinion makers and other leaders to make the case for downtown Grantsville.

The second half of this strategy focuses on media appeal. A website is crucial and should be the go-to, follow-up resource available instantly when an entrepreneur wants to evaluate the options in Grantsville. Those entrepreneurs are going to be attracted to the website by advertisements in regional newspapers that target select markets such as Pittsburgh, Washington, D.C., Morgantown, WV or other areas where Grantsville stands to make a mark. Tourists are potential business people also. Take advantage of the informational kiosk and public events with written materials and knowledgeable staff. A public relations campaign incorporating media events, web updates, press packets and other handouts will tie it all together.
Table 1: Implementing Recruitment Approaches

The table below contains resource recommendations for each strategy concept presented in this plan.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>METHODOLOGY</th>
<th>RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicit expansion by businesses within the district.</td>
<td>Personal visits with store owners explaining the opportunity.</td>
<td>Staff time.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Market information to support the case.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Available space.</td>
</tr>
<tr>
<td>Target businesses within the trade area for expansion.</td>
<td>Determine types of businesses that are desirable.</td>
<td>Printed marketing materials.</td>
</tr>
<tr>
<td></td>
<td>Visit similar stores within the area and develop a prospect list of those that are of high quality.</td>
<td>Postage.</td>
</tr>
<tr>
<td></td>
<td>Send marketing materials with cover letter requesting an appointment.</td>
<td>Staff time.</td>
</tr>
<tr>
<td></td>
<td>Follow up with phone call within one week to arrange appointment.</td>
<td>Travel funds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Available space.</td>
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<tr>
<td></td>
<td></td>
<td>Printed marketing materials.</td>
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<td></td>
<td></td>
<td>Postage.</td>
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<td></td>
<td></td>
<td>Staff time.</td>
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<tr>
<td>Provide information to tourists on potential business opportunities.</td>
<td>Set up a booth at tourism functions.</td>
<td>Printed materials.</td>
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<tr>
<td></td>
<td>Provide recruitment materials.</td>
<td>Staff time.</td>
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<td></td>
<td>Have a knowledgeable person man the table.</td>
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<tr>
<td></td>
<td>Develop a process for follow up with leads.</td>
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</tr>
<tr>
<td></td>
<td>Tag all materials with a contact for business development opportunities in Grantsville.</td>
<td></td>
</tr>
<tr>
<td>Advertise in regional publications about business development opportunities in downtown Grantsville.</td>
<td>Target select communities, i.e. Baltimore, Pittsburgh, Morgantown, etc.</td>
<td>Significant advertising revenues for design and placement.</td>
</tr>
<tr>
<td></td>
<td>Create a quality printed advertising campaign that defines the opportunities and promotes Grantsville’s strengths.</td>
<td>Printed materials.</td>
</tr>
<tr>
<td></td>
<td>Respond to all leads with appropriate materials and site visit.</td>
<td>Travel funds.</td>
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<td></td>
<td></td>
<td>Staff time.</td>
</tr>
<tr>
<td>Establish a web site for business recruitment and develop an effective internet based marketing strategy linked to social media.</td>
<td>Include market analysis Downtown strengths Financial incentives Redevelopment opportunities Types of businesses that are being sought Testimonials E-mail inquiries</td>
<td>Web designer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff time for follow up</td>
</tr>
<tr>
<td>Solicit business prospects through area alumni associations.</td>
<td>Gather contact lists Develop communications</td>
<td>Printed materials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Postage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff time for follow up</td>
</tr>
<tr>
<td>Networking functions with realtors, bankers, accountants, developers, media reps, economic development government agencies, and SBDC, to educate them on recruitment efforts.</td>
<td>Organize informational meeting(s) with key professionals. Prepare presentation on downtown’s market niche, recruitment targets, provide materials and contact information. Follow up with individuals to secure their assistance.</td>
<td>Funding to sponsor an event. Power Point presentation. Marketing materials.</td>
</tr>
<tr>
<td>Solicit interest from entrepreneurs that have received loan funds from the Tri-County Revolving Loan fund, Natural Capital Investment Fund, Progress Fund and other lenders</td>
<td>Personal visits with owners explaining the opportunity.</td>
<td>Staff time.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Market information to support the case.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Available space.</td>
</tr>
<tr>
<td>Implement a public relations campaign to inform the public of recruitment program.</td>
<td>Host a media event. Develop press packets with information on recruitment campaign. Post campaign on all pertinent web sites. Monthly updates to media.</td>
<td>Power Point presentation. Marketing materials.</td>
</tr>
</tbody>
</table>
Table 2: Funding Recommendations
A series of funding recommendations in the table below accompany each development concept presented in this plan.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ESTIMATED COSTS</th>
<th>POTENTIAL FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 1</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Clock Tower Parklet            | $3,000 - $8,000  | Transportation Enhancement Program  
(better chance if interpretative signage about the National Road is included in the parklet)  
Transportation Alternatives Program  
Maryland State Highway Administration  
Regional and Intermodal Planning Division  
707 N. Calvert Street  
Baltimore, MD 21202  
Phone: 410-545-5675  
Email: JShearer@sha.state.md.us  
Maryland Heritage Area Authority: Capital Grant  
(must have interpretative signage incorporated into the design)  
Jen Durbin, Heritage Area & Groups Manager  
Garrett County Chamber of Commerce  
Phone: 301-387-5238  
Email: jen@garrettchamber.com |
| Crosswalk Improvements         | $12,000 - $18,000| Transportation Alternatives Program  
Transportation Alternatives Program  
Maryland State Highway Administration  
Regional and Intermodal Planning Division  
707 N. Calvert Street  
Baltimore, MD 21202  
Phone: 410-545-5675  
Email: JShearer@sha.state.md.us |
| Utility Burial                 | $900,000 - $1,300,000 | Transportation Enhancement Program  
Transportation Alternatives Program  
Maryland State Highway Administration  
Regional and Intermodal Planning Division  
707 N. Calvert Street  
Baltimore, MD 21202  
Phone: 410-545-5675  
Email: JShearer@sha.state.md.us |
| **Priority 2**                 |                  |                                                                                                                                                        |
| Alley Park (with Traffic Option) | $25,000-$80,000 | Community Legacy Program  
MD Department of Housing & Community Development  
Garland Thomas  
Phone: 410-209-5803  
Email: garland.thomas@maryland.gov |
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ESTIMATED COSTS</th>
<th>POTENTIAL FUNDING SOURCES</th>
</tr>
</thead>
</table>
| **Sidewalk Enhancements**    | $ 8,000 - $12,000 | **Transportation Enhancement Program**  
**Transportation Alternatives Program**  
Maryland State Highway Administration  
Regional and Intermodal Planning Division  
707 N. Calvert Street  
Baltimore, MD 21202  
Phone: 410-545-5675  
Email: JShearer@sha.state.md.us |
| **Street Trees**             | $ 49,000 - $115,000 | **MD TREE-Mendous Program**  
http://dnr2.maryland.gov/forests/Pages/treemendous/Treemendous_Program.aspx  
**Anne Gilbert**  
Tree-Mendous Maryland Director  
Tawes State Office Building E-1  
580 Taylor Avenue  
Annapolis, MD 21401  
Phone: 410-260-8510  
E-Mail: anne.gilbert@maryland.gov  
**Transportation Enhancement Program**  
**Transportation Alternatives Program**  
Maryland State Highway Administration  
Regional and Intermodal Planning Division  
707 N. Calvert Street  
Baltimore, MD 21202  
Phone: 410-545-5675  
Email: JShearer@sha.state.md.us |
| **West End Park**            | $75,000 - $85,000 | **Maryland Open Space Program**  
Department of Natural Resources  
**John Braskey**  
Allegany and Garrett Counties  
Phone: 301-777-2030  
Email: john.braskey@maryland.gov |
| **Wayfinding**               | $57,000 - $103,000 | **Community Legacy Program**  
MD Department of Housing & Community Development  
**Garland Thomas**  
Phone: 410-209-5803  
Email: garland.thomas@maryland.gov |

**Table 2: Funding Recommendations**  
(Continued)
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ECONOMIC AND REVITALIZATION PLAN

GRANTSVILLE, MARYLAND
2016