

## 7. ECONOMIC DEVELOPMENT AND TOURISM

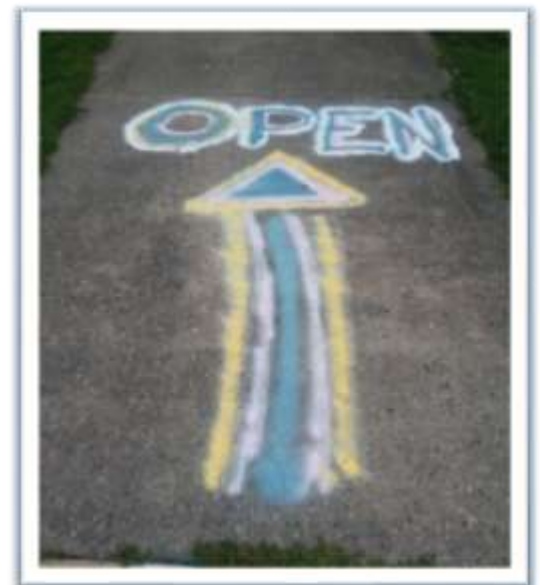
### INTRODUCTION

Economic Development is a key component of ensuring a community is set to thrive in the future. It is one of the three pillars of sustainability – meaning a strong economy makes for a more sustainable community – with the other two being environmental and social sustainability. Although an Economic Development element is not required under the Maryland Land Use Act, it is undeniably crucial to the long-term vision of the City.

Havre de Grace has excellent assets from which to continue and to build its economic base. Its waterfront, its historic character with its unique downtown Main Street district, and small town charm make it a destination for day trips and weddings, meet-ups, and tourism. With its location at the top of the Chesapeake, it has a firm boating and marina niche as well as world-renowned recreational fishing. Many individual artists and organizations are aggressively building on the City’s arts and entertainment focus, and trails and cycling options are expanding the destination aspects of this Upper Bay region. Heritage, arts, and eco-tourism elements are growing as economic drivers as well as building the City’s attraction for new residents.

The City also has an industrial base that provides employment locally and regionally. Approximately 15 industries occupy the Chesapeake Industrial Park, the oldest industrial park in Harford County, and industrial land areas along Revolution and Juniata Streets. Industries such as Dunlop Protective Footwear, Evonik, TruRoots, and the recent expansion of Plastipak add to local employment and tax base revenues. Nearby, the City of Aberdeen and federal Department of Defense Aberdeen Proving Ground (APG) are easily accessed employment centers within 5 miles of Havre de Grace. Aberdeen itself has a wealth of commercial and industrial enterprises as well as the newly opened UM Upper Chesapeake Medical Center Aberdeen and APG is Harford County’s largest employer and one of the largest employers in Maryland.

This chapter was developed through the combined efforts of the Economic Development Advisory Board (EDAB), Planning Commission, and staff from the Department of Economic Development and Tourism and the Department of Planning. Where appropriate, economic development policies have been added through the Comprehensive Plan document. For instance, many development and growth policies in the Land Use Plan come from economic development issues. This section is intended to be informational for current and future residents and businesses as well as be a guide for staff to recommend programs that are helpful for promoting job growth and business development.



The City of Havre de Grace and its Department of Economic Development and Tourism is committed to creating a planned and diversified local economy that creates opportunities for fairly paid employment and a strong local tax base, while respecting the unique quality of life that its residents and business owners treasure. To accomplish this, the City aims to create a proactive community and customer service program to support the vitality of existing businesses and encourage compatible new economic activities. This Economic Development and Tourism component of the Havre de Grace Comprehensive Plan aspires to lay out the means in which to do so.

---

**CITY'S DEPARTMENT OF ECONOMIC DEVELOPMENT  
AND TOURISM**  
<https://havredegracemd.gov/departments/economic-development/>

---

## WHAT IS ECONOMIC DEVELOPMENT?

The American Planning Association released [\*Planning Advisory Service Report Number 541\*](#), entitled *An Economic Development Toolbox: Strategies and Methods* (PAS 541). This publication defines economic development as follows:

*Economic development is the process of improving a community's well-being through job creation, business growth, and income growth (factors that are the typical and reasonable focus of economic development policy), as well as through improvements to the wider social and natural environment that strengthens the economy.*

PAS 541 further looks at 9 different factors that can give a community a comparative advantage in economic development matters. Those factors are listed below:

- Natural resources and supplies
- Building and land supply and markets
- Labor market
- Location relative to market and supplies
- Infrastructure and utilities
- Business clusters
- Amenity and other quality-of-life factors
- Housing costs
- Government policies

These factors are highlighted in Harford County's Economic Development website where 4 sectors are outlined and costs of living are spelled out. Their website shows Harford County as the ***premier location in the U. S. Mid-Atlantic with access to an educated workforce, business ecosystem, and total addressable market.*** Havre de Grace is featured within the Harford County Economic Development website, specifically for the quality-of-life and the images that it captures. It



*NASA/Earth at Night, Harford County location*

speaks to Harford County's industries and sectors, to include: 1). defense and technology; 2). health and medical services; 3). manufacturing, E-commerce, and distribution; and 4). financial and professional services. The Harford County

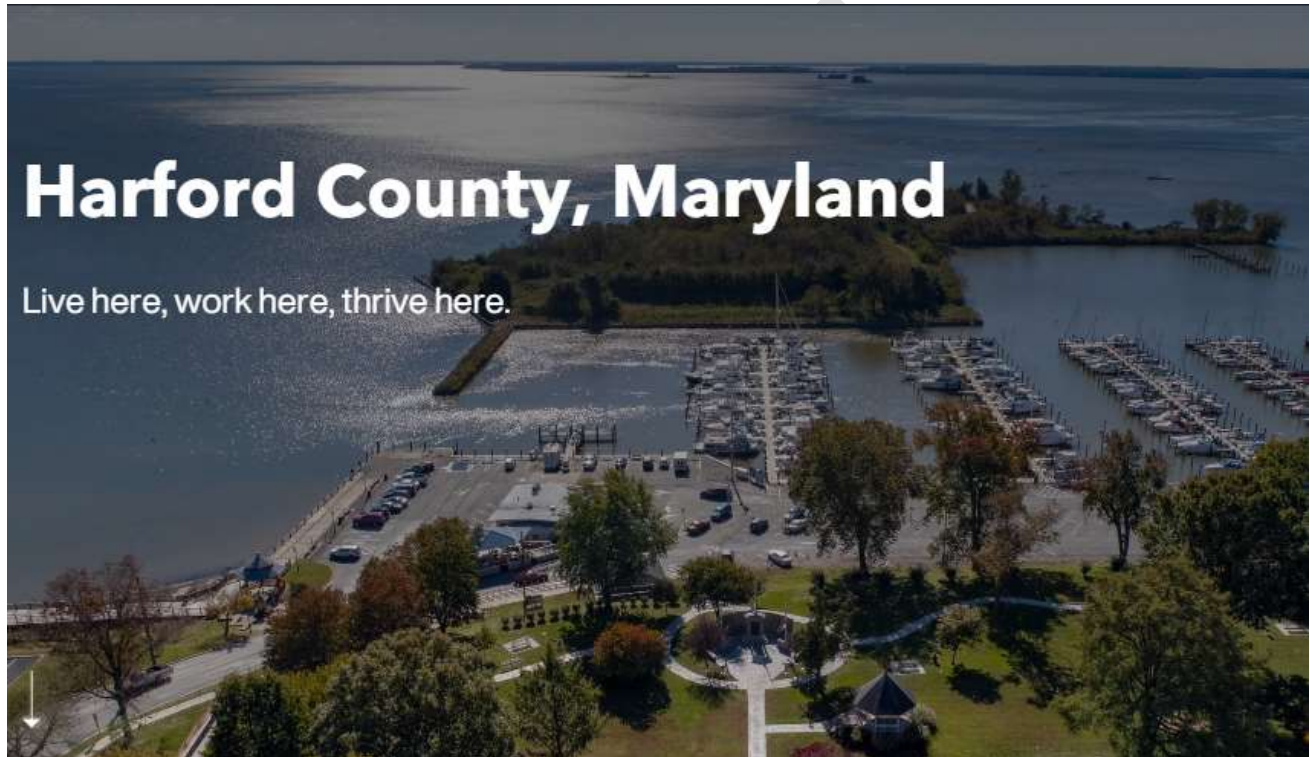
---

**HARFORD COUNTY OFFICE OF ECONOMIC DEVELOPMENT**

<https://www.harfordcountymd.gov/718/Economic-Development>

---

interactive Economic Development website provides an excellent overview for attracting industry and commercial interests, illuminating the region's strengths and assets.



*Online marketing materials for Harford County featuring Havre de Grace*

A more descriptive definition of economic development comes from the International Economic Development Council where:

*Economic development is the intentional practice of improving economic well-being and quality of life of a community and includes a broad-range of activities to attract, create and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy.*

Themes of resilience, pro-growth, and inclusivity are coupled with an intentional practice to improve economic well-being and the quality of life resonate in a human way. This is what the City of Havre de Grace will aspire in growing its economic base. With direct access to I-95, US 40 and major rail lines, the City of Havre de Grace is ideally positioned for sustained economic growth. Initiatives by the City and by Harford County are increasingly focused on the role of Havre de Grace in Harford County's economic future. Looking at the many changes that have occurred within the City of Havre de Grace during the last decade, the City is poised for increased economic and tourist growth.

## AREAS OF FOCUS WITHIN THE CITY

The City's downtown Main Street district is directly tied to its tourism, festival, arts, and entertainment focus. Featured are the City's quaint commercial area, the waterfront, growing and thriving arts venues, and historic district. These are inextricably linked and mutually supportive, ideally creating a critical mass for local shops, restaurants, pubs, and galleries. Capitalizing on the enjoyable backdrop of a picturesque small town, this is a year-round effort for the benefit of the local community residents and its businesses as well as attracting visitors.

The "Three words ..." word graphic to the right was part of a study for the waterfront "Water Market" attractions performed by the Clue Group for the Havre de Grace Business Alliance in 2018. These words are most used to describe the City in a survey, capturing what is best about Havre de Grace. This is placed here to recognize what residents and visitors think about when asked to describe the City and what is important to retain about the City as it evolves over time. These descriptors are what makes Havre de Grace unique and it is the power of uniqueness that is and will continue to be a significant economic driver for the City<sup>1</sup>.

"Three words..."



Study for Havre de Grace "Water Market"  
Clue Group June, 2018

## MAIN STREET DISTRICT

The Main Street District is the historic commercial downtown of Havre de Grace and was designated as a Maryland Main Street community in 2005. This district is replete with restaurants and professional offices – law, financial, insurance, service – providing businesses to meet year-round residents' needs as well as the needs of visitors. Currently, the City is finalizing design for significant infrastructure improvements in the Main Street District which are necessary but will prove to be disruptive for a time. Water and sewer line replacement will be followed by streetscape improvements which will create wider sidewalks and an improved pedestrian experience for the downtown, whether it be for street festivals, outdoor dining, or strolling.

The Main Street District is a core aspect of the City's charm and is a tourism engine of the City. The health of the area is vital for the



<sup>1</sup> Where am I? The power of uniqueness, TEDxJacksonville, Ed McMahon, <https://www.youtube.com/watch?v=qB5tH4rt-x8>



identity of the City and all of its economic development initiatives. Designated as both a state and national Main Street community, the area lacks protections and controls to maintain it for the future. The following map shows the combined Havre de Grace Arts & Entertainment (A&E) and Main Street Districts, which were expanded in 2023.

In order to help ensure the downtown maintains its significance for future generations, the City should consider zoning regulations that focus on the specific historic elements and mixed-use nature of the neighborhood. The City of Annapolis enacted a Neighborhood Conservation District for their Eastport neighborhood that compiles regulations for various activities that should also be considered by the City of Havre de Grace for their downtown. The purpose of this new zoning district should be as follows:

- To preserve patterns of design and development in the mixed-use Main Street District characterized by a diversity of styles and common architectural elements;
- Ensure the preservation of a diversity of land uses, together with the protection of buildings, structures or areas, the destruction or alteration of which would disrupt the existing scale and architectural character of the neighborhoods.
- Protection of the architectural massing, composition and styles as well as neighborhood scale and character;
- Compatibility of new construction and structural alterations with the existing scale and character of surrounding properties;
- Encouragement of existing types of land uses that reflect the mixture and diversity of uses that have historically existed in the community;
- And, the preservation of streetscapes.



*Opening Day, Battery Island Brewery, May 2021*



*First Friday street festival, summer 2023*





## ARTS & ENTERTAINMENT

The City is increasingly focused on arts and entertainment with a goal of becoming a premier arts destination between Wilmington and Baltimore. Fine art ventures include privately-owned galleries, artist cooperatives, and generous arts-centered non-profits such as the Arts Collective and Harmer's Town Art Center. Publicly-supported theatre spaces include the intimate 200-seat Cultural Center at the Opera House and the recently acquired Star Centre, which was the former high school auditorium and gym space that was too valuable to be torn down. The theater space has been modified to have fully compliant ADA seating and 900+ standard seats and has outstanding acoustics to host a wide range of music, dance, and performing arts. A private theatre venue, The State Theater of Havre de Grace, hosts bands, theatrical productions, and comedy in an amazingly intact historic movie theater in the center of the downtown.



*Arts by the Bay Gallery, Arts Collective, photo from website*



*The Cultural Center at the Opera House opened in August, 2017.*

The City is in its second year of a business plan for the Star Centre with the goal of building the City as a destination for the arts. As per the business plan, it is well known that the arts foster economic development, revitalize urban areas, and improve the overall business climate by creating a more desirable community in which to live and work. The Star Centre can host sporting events, conferences, festivals, and trade shows in addition to concerts and theater. This is an asset that the City is maximizing.



*Collage of arts organizations in the City from the Economic Development StoryMap*

**TOURISM**

The City started ramping up its tourism efforts with the hiring of a full-time tourism manager and opening of the Visitor Center on Pennington Avenue in 2002. Tourism was combined with the former Department of Economic Development in 2023 as it is a true economic driver for the City. Staff work directly with Visit Harford, Harford County’s Destination Marketing Organization (DMO), and Havre de Grace is heavily featured as a tourism destination within the County.



Tourism is connected to the City’s Main Street and A&E Districts as well as the beautiful, iconic waterfront where the Susquehanna River becomes the Chesapeake Bay. The City’s tourism efforts are heightened by the value of being part of the Lower Susquehanna Heritage Greenway (LSHG), a Maryland Certified Heritage Area. Havre de Grace benefits greatly from the LSHG partnership which has a focus on creating trail networks, interpretative materials and programming, and grant-funding to preserve historic and cultural resources, all in



the name of heritage tourism. Widened trail connections to Susquehanna State Park to the north and the future Oakington Peninsula Park System to the south will increase access to these tremendous resources directly from Havre de Grace for enhanced eco-tourism in the region. Please see the full chapter, *Relationship to the Lower Susquehanna Heritage Greenway*, for more information.

The Department of Economic Development and Tourism collects metrics on visitor activity which can be accessed through their website. In addition, the Explore Havre de Grace website is a link to all activities within the City at any given time. Tourism is an industry that continues to be cultivated in the City due to the many intersecting layers that attract visitors, whether it be the natural features, historic integrity, or the stories there are to tell.



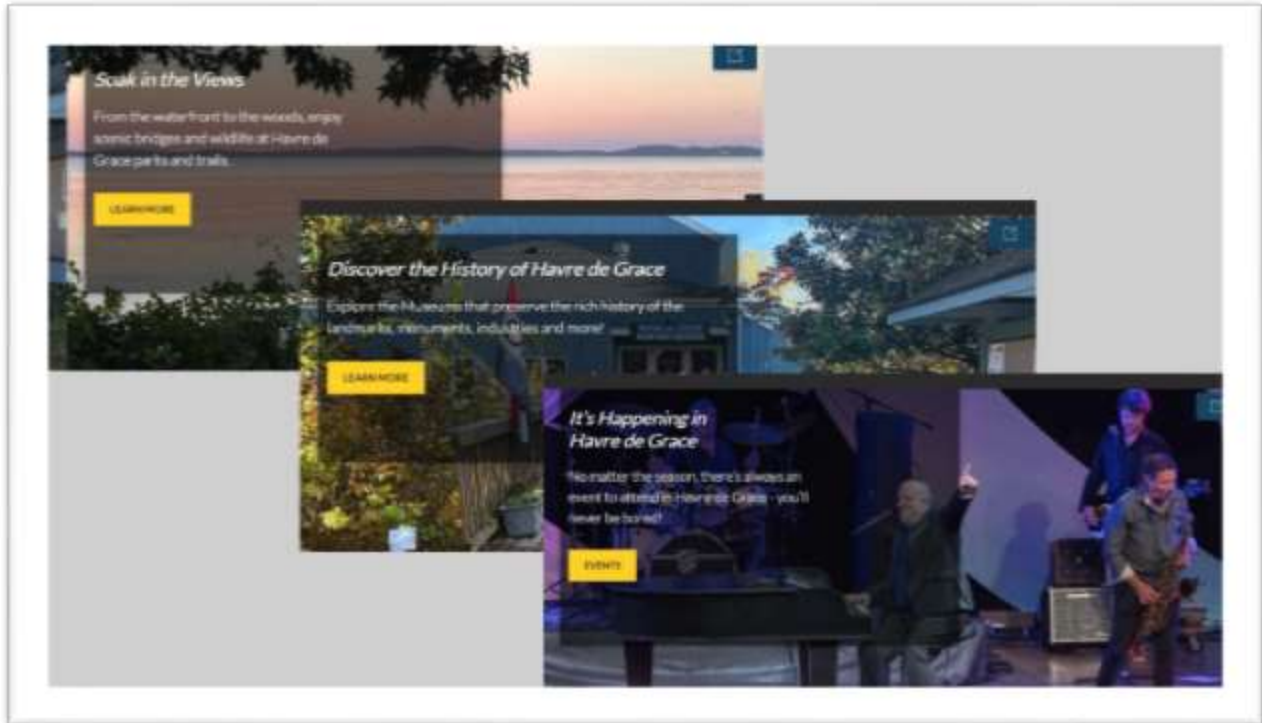
*Pride of Baltimore II in Havre de Grace, summer 2023*

National Historic Trails (NHT) and resources:

- Captain John Smith Chesapeake NHT, <https://www.nps.gov/cajo/index.htm>
- Star-Spangled Banner NHT, <https://www.nps.gov/stsp/index.htm>
- Washington-Rochambeau Revolutionary Route NHT, <https://www.nps.gov/waro/index.htm>
- The September 11th National Memorial Trail, <https://www.911trail.org/>
- East Coast Greenway, <https://www.greenway.org/>



*Images of the Havre de Grace Visitor Center*



*Array of images from the City's Explore Havre de Grace website*

The City has a very active waterfront with boating and private marinas as a niche directly related to tourism. Kayaking and small craft are perfect for the Susquehanna Flats in the Upper Bay and larger boats can access Havre de Grace by a deep channel to the Lower Bay regions. This market is incredibly important for Havre de Grace, expanding the breadth of City's tourism reach. The City should support local business that feed these opportunities for Susquehanna River and Bay access.

---

**EXPLORE HAVRE DE GRACE**  
<https://explorehavredegrace.com/>

---

#### REDEVELOPMENT OF UM HARFORD MEMORIAL HOSPITAL

At the center of the City's National Register Historic District (NRHD) is the site of the former University of Maryland Harford Memorial Hospital (UM HMH) site. The facility closed in February 2024 and all its uses vacated the building with the opening of UM Upper Chesapeake Health Aberdeen location the same day. The closing of this full-service hospital and its associated medical facilities is a huge loss for the City after it being a mainstay in the community and Harford County for over a century.

In advance of its closing, the City – through its Departments of Administration and Planning – have endeavored to create and adopt form-based zoning code changes that specifically address density and appropriate reuse of the site. City zoning at this location and the surrounding neighborhood is designated RO/Residential Office, and the City continues to support medical services that are located here. These continued uses are vital to the community and include offices for specialized medicine along Union Avenue as well as sites along Revolution Street and Lewis Lane.



Through the consultant and with a robust community process, the form-based code is being completed as of this writing. How UM HMH and the associated properties are redeveloped will be instrumental in how Havre de Grace evolves as a regional destination. A mix of housing types at an appropriate density is anticipated at this location, with a recreated RO zoning district that will establish desired density and character of housing that will support the City's iconic NRHD.



*Consultant rendering of future redevelopment of the UM Harford Memorial Hospital site*

## US 40 COMMERCIAL CORRIDOR

US 40 was originally developed as “America’s Main Street” in the 1930’s. What was envisioned a long-time ago as a Route 66-fashioned thoroughfare with hotels, shops, and restaurants has not necessarily turned out that way. This is partially due to a lack of redevelopment along US 40, piecemeal annexation, lack of water and sewer infrastructure, and a lack of property maintenance laws and enforcement.

While redevelopment on US 40 has been slow, new development has occurred over the past decade. New businesses are required to meet the stricter City property maintenance and landscaping standards. MDOT SHA has also greatly improved its requirements for safe access to properties along US 40. Compliance with these new standards can be seen mostly on the west side of US 40.

The east side of US 40 lacks water and sewer infrastructure that is needed for new development. New sewer construction north of Lewis Lane is cost cumbersome with few viable options except to bore underneath US 40 for service. Property owners have been unwilling to do this, leading to many vacant



parcels or minimal redevelopment standards. A small area plan should be considered in coordination with Harford County, the City of Aberdeen, and MDOT SHA that provides solutions to the following issues:

- Comprehensive annexation plan that requires properties to meet the City’s more stringent development standards;
- A coordinated plan to provide improved aesthetics along the road;
- Finalize design and construction of the US 40 Bicycle and Pedestrian Concept Plan between Aberdeen and Havre de Grace developed by the Baltimore Metropolitan Council (BMC);
- Develop practical, but more stringent property maintenance standards, focusing on an improved streetscape, landscaping and screening;
- Examine economic development trends and change allowed uses in the C/Commercial district to promote strong job creation, while preventing competition against businesses located downtown;
- Continue to provide opportunities for affordable housing mixed-use developments near transit options.

#### CHESAPEAKE INDUSTRIAL PARK

The Chesapeake Industrial Park is a major employment center and tax contributor to the City of Havre de Grace. With its location just off of US 40, and outside of the residential areas of Havre de Grace, it provides an employment center in a great location. While there are some vacancy fluctuations in the industrial park, many businesses are long-term occupants. The industrial park has seen growth in the development of a 157,000 SF warehouse for Plastipak’s expansion completed in 2024. In addition, subdivision of 1601 Clark Road to develop a 160,000 square foot industrial space is working through environmental review with the state and Elite Comfort added 75 full-time jobs in a newer mattress facility at 1900 Clark Road.

Although the park is limited in size compared to regional competitors, the Chesapeake Industrial Park serves a very important purpose and provides midsized industrial users the opportunity to operate at a reasonable cost. Additional growth can occur by seeking out new or small/growing businesses to utilize the space similarly to incubator space, with smaller processing facilities utilizing the functionality of the industrial park at their start-up stage.

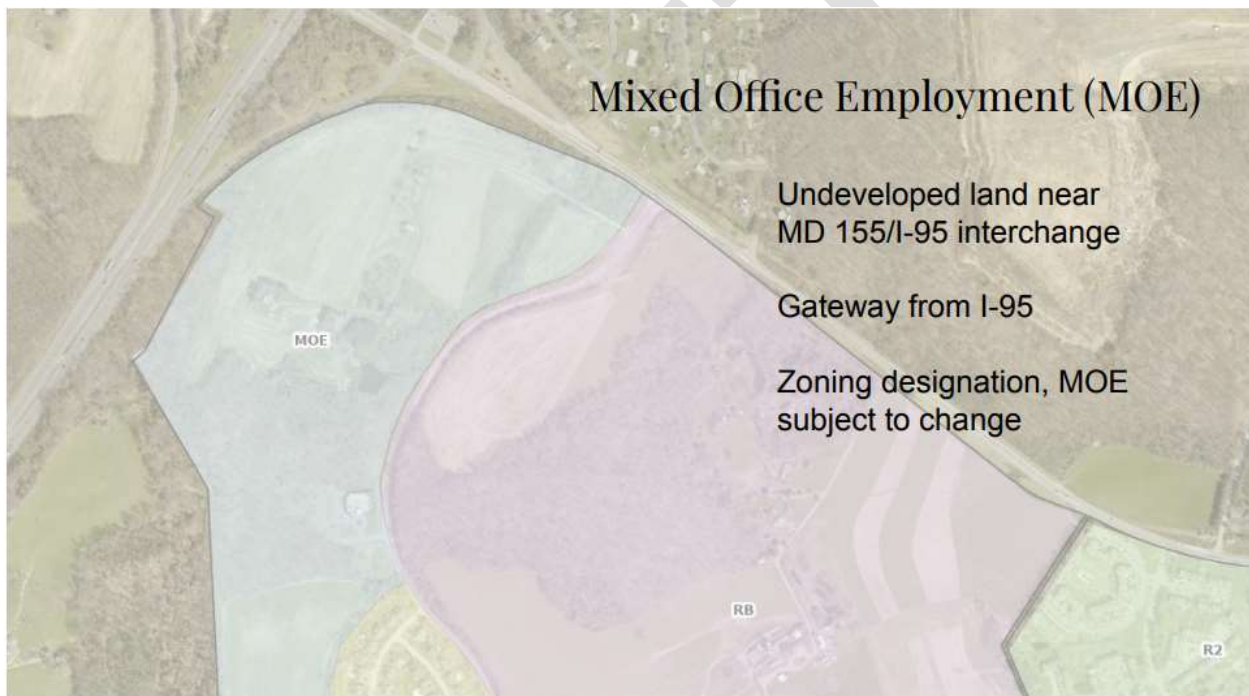


#### MIXED OFFICE EMPLOYMENT AT I-95

The Mixed Office Employment, or MOE, site is property owned by UM Upper Chesapeake Health and an affiliated real estate trust which is in an ideal location for future non-residential development. With the I-95/MD 155 interchange exit located next to the site, highway access can be a major factor for future

commercial, light industry, or other employment uses. The original zoning district for this location was developed to allow for the construction of a new hospital and accompanying commercial businesses in tandem with the primary medical use. However with Upper Chesapeake Medical relocating and expanding in Aberdeen and Bel Air, the original development plans are no longer valid.

A refinement of the MOE zoning may be necessary to accommodate uses that will provide residents of the region well-paying, sustainable jobs. Beyond the change of development plans, the zoning allows for higher intensity office development. With more people working from home after the COVID-19 epidemic, there is an abundance of already constructed, unused office space in the region. An economic study is required to examine future non-residential trends and to seize upon business attraction opportunities. In addition, there is a need for major water distribution infrastructure at or near this location to make it viable for development, to include a new water tower and distribution lines to meet the elevation.



*Location of MOE adjacent to I-95/MD 155 interchange*

## PROXIMITY TO APG

The City's proximity to the federal installation of Aberdeen Proving Ground is a huge benefit, as it is one of Maryland's largest employers with more than 21,000 military, civilian, and contractor employees. Havre de Grace provides nearby living accommodations within an easy 5 miles to the gates and providing offsite opportunities for supporting services to APG. The related Chesapeake Science and Security Corridor (CSSC) Consortium is working to grow the region as a bio-manufacturing hub, bringing skilled manufacturing jobs to Northeastern Maryland. Championing all of these initiatives is the Army Alliance, a non-profit civic organization advocating for the well-being of the programs, people, and missions of Aberdeen Proving Ground. The scale of APG's impact to the region cannot be overstated. As per the Harford County Economic Development website description<sup>2</sup>:



Aberdeen Proving Ground is one of the most diversified military installations in the United States and the work that takes place at this 72,000-acre complex touches almost every aspect of U.S. military operations. Home to the world's leaders in research, development, testing and evaluation of materiel, APG military and civilian personnel have had a profound impact on the way wars are fought.

For much of its 95-year history, APG was known as a test and evaluation facility for the Army and home to ordnance troops. More recently, because of the Base Realignment and Closure Act of 2005 and other factors, APG evolved into a hub of research, development, and test and evaluation activity for the joint services. Not only has the installation grown larger, its role among military bases changed. Considered by military leaders as a "megabase," APG serves as a premiere center for science and technology.

Current information on the role of APG, its importance, and its mission can be found at the following links, as the information is too lengthy to include in this chapter.

- Aberdeen Proving Ground, <https://home.army.mil/apg/index.php>
- Army Alliance – APG, supporting the Chesapeake Science & Security Corridor, <http://www.apg-cssc.org/>
- Doing Business with APG, <https://www.harfordcountymd.gov/1224/Aberdeen-Proving-Ground>

---

<sup>2</sup> From <https://www.harfordcountymd.gov/1224/Aberdeen-Proving-Ground>



## PROPERTY TAX BASE INFORMATION

Property tax information is available for the valuation of property within City-limits. With regard to the City property tax, all real property is currently taxed at the rate of \$0.565 per \$100.00 regardless of the property type. Valuations are performed by the State Department of Assessments and Taxation, or SDAT. Separate property taxes are billed through Harford County at a current rate of \$0.8413 for \$100.00 of assessed value within the City. The general breakdown between types of land use, i.e. industrial, commercial, or residential, and the percentage of property tax generated is outlined in the following table for FY2024.

Unsurprisingly, the property tax base within Havre de Grace is heavily reliant on residential property, with 84.31 % of property tax coming from residential, all types combined. Total property tax as outlined in a FY2024 data report is \$9,987,065. The range for property taxes (total collected each year) over the past 5 years was from \$8,848,978 at its lowest in FY2021 to its highest in FY2024 at \$9,987,065.

Property Type	No. of Properties Taxable, non-exempt	Tax Net Value by Type Land and Improvements	Total Taxes by Type	Percentage of Property Taxes
Industrial	25	\$ 96,474,800	\$ 545,198	5.41 %
Commercial	393	\$ 178,150,268	\$ 1,015,646	10.17 %
Residential	6,203	\$ 1,504,904,638	\$ 8,420,483	84.31 %

*Data from FY2024 Department of Finance report from software utilizing SDAT valuations and tax billing*

Personal property tax collected based on self-reporting businesses for the same year resulted in \$406,972 at \$1.705 per \$100.00 of assessed value of improvements (business equipment, fixtures, etc.). The range of personal property tax over the past 5 years is \$406,972 at the lowest (FY2024) to \$494,572 at the highest the prior year (FY 2023). This is a measure of business investment into their own facilities within the City on a yearly basis.

## ECONOMIC BASE INFORMATION

An important step in examining the strengths and weaknesses of the local economy is to analyze and describe the local economic base. With Havre de Grace being a small city, data are not widely available from state and federal resources on the locality; most economic data exist at the Harford County level. In order to expand on County data, the City needs to work locally to collect data from existing businesses, developers, and stakeholders. A SWOT (strengths, weaknesses, opportunities, and threats) analysis should also be considered to provide a deeper vision on how to utilize information in this section and more detailed information from the community. The subsections below should be used as a building block to further define and sculpt local economic development initiatives.

## ECONOMIC BASE ANALYSIS

The [U.S. Cluster Mapping](#) project was developed by the Harvard Business School to examine how different economic sectors—or clusters—are linked together. Information was collected in 2016 for Harford

County utilizing U.S. Census County Business Pattern data (Havre de Grace local data was not analyzed). The cluster mapping project looks at local clusters and “traded” clusters. Traded clusters serve markets in other regions or nations, and are concentrated in regions that afford specific competitive advantages. Local clusters sell products and services primarily for the local market and are located in every region.

Economic base analysis examines which of those parts of the economy are exported with the idea being that the more goods and services a local economy exports, the more the economy will grow. Identifying economic clusters that are local and traded, exported and potential employment growth can help in developing a strategy for business retention and attraction. This is discussed more in the subsections below.

## ECONOMIC CLUSTERS

The Cluster Mapping project indicates that the Harford County economy is 71% local and 29% traded. The top clusters by employment are:

- Business Services;
- Distribution and Electronic Commerce;
- Education and Knowledge Creation;
- Hospitality and Tourism;
- Transportation and Logistics;
- Financial Services;
- Downstream Chemical Products.

These categories are defined under the North American Industry Classification System (NAICS). With a deeper dive into each of these clusters, more specific employment industries can be discovered. For the purposes of the Comprehensive Plan, this document is examining more summarized industries.

Using Location Quotient (LQ) analysis, and combining that with employment growth potential, we can examine which industries are emerging, which need some assistance and other industries that should be lower on the priority list. The discussion is provided below concerning traded clusters in Harford County.

---

## IMPORTANT GROWTH INDUSTRIES (HIGH LQ/HIGH EMPLOYMENT GROWTH)

Retention and attraction strategies should be developed for the following:

- Distribution and Electronic Commerce (+5,021 jobs 1998 – 2016)
  - Warehousing and Storage
  - Electronic and Catalog Shopping
  - Wholesale of Drugs and Druggists’ Sundries
  - Wholesale of Food Products
  - Support Services

---

## POTENTIAL EMERGING INDUSTRIES (HIGH LQ/LOW EMPLOYMENT GROWTH)

Retention strategies should be the focus of these sectors:

- Processed Chemical Products (Downstream Chemicals)
- Distribution and Electronic Commerce
  - Wholesale Trade Agents and Brokers
  - Wholesale of Professional and Commercial Equipment Sales
- Downstream Metals (+415 jobs 1998 – 2016)
  - Metal Products
  - Metal Containers
  - Fabricated Metal Structures
- Metalworking Technology (+218 jobs 1998 – 2016)
- Inorganic Chemicals (+175 jobs 1998 – 2016)
- Biopharmaceuticals (+165 jobs 1998 – 2016)
- Specialty Foods and Ingredients (+35 jobs 1998 – 2016)

---

## IMPORTANT INDUSTRIES THAT MAY REQUIRE ATTENTION (LOW LQ/HIGH EMPLOYMENT GROWTH)

There were no industries listed in this category for the County.

---

## INDUSTRIES OF LOWER PRIORITY IMPORTANCE (LOW LQ/LOW EMPLOYMENT GROWTH)

The industries below have high employment numbers in Harford County, but are on the decline.

- Music
- Environmental Services
- Plastics
- Footwear

## SHIFT-SHARE ANALYSIS

The [Maryland Regional Economic Analysis Project](#) (REAP) reviews several economic development factors by region. Shift-share analysis examines whether the region is outperforming state and national trends. If the County is outperforming the state and nation in a specific industry, then it is operating more independently of larger economic trends. Economic sectors that follow larger trends are more reliant on the health of the larger economy. Below are some highlights from REAP for Harford County:

- Overall, Harford County's economy grew slightly slower than the national economy (14.8% versus 16.3%);
- Harford County's industry mixed "inclined toward industries with slower growth" and are other industries are underperforming their national counterparts;
- Harford County outperformed the nation in utilities, wholesale trade, transportation and warehousing, forestry, fishing and related industries, mining, and federal civilian employment sectors;



- Harford County underperformed the nation in the management of companies and enterprises, military, real estate rental and licensing and manufacturing sectors.

A good business attraction and retention strategy is to examine the sectors from the location quotient section above that are growth or emerging sectors and comparing them to sectors where the County is underperforming national growth. Identifying and attracting businesses in those sectors and/or examining policies that might be restricting growth in those sectors could help spur local growth.

## LOCAL ECONOMIC DEVELOPMENT STRATEGIES AND RESOURCES

The *Planning Advisory Service* report mentioned earlier identifies these 8 items as being quintessential in any local economic development strategy:

1. Coordinate economic development programs and support services
2. Business development
3. Development incentives and financing
4. Business attraction and retention
5. Workforce education and training
6. Land supply
7. Infrastructure
8. Quality of life conducive to business innovation

Later recommendations discuss the development of a Comprehensive Economic Development Strategy (CEDS). The core of that document should build off these 8 areas. This comprehensive plan document does examine both land supply in the Land Use Element and the Municipal Growth element. The Water Resources Element looks at infrastructure and resources that are available for future growth. Any future economic growth strategies should look closely at these elements.

Further concerning infrastructure, a very important economic strategy is to have potential available land “shovel-ready”. Shovel-ready includes having infrastructure available to land for development, having incentive and financing opportunities prepared and having zoning and development rules in place to reduce unnecessary red tape. Any future strategic plan should not only identify available lands, but look at what gaps exist in order to make development more attractive. Below is a list of resources and incentives that are available for potential business development and expansion.

Resources and Incentives:

Maryland Department of Commerce, <https://commerce.maryland.gov/>

Enterprise Zone Tax Credit Program, <https://havredegracemd.gov/app/uploads/2019/03/EZ-Program.pdf>

Maryland SBDC, <https://www.marylandsbdc.org/>

Northern Region, SBDC, <https://www.marylandsbdc.org/locations/northern-region>

HdG Chamber of Commerce, <https://www.hdgchamber.com/>

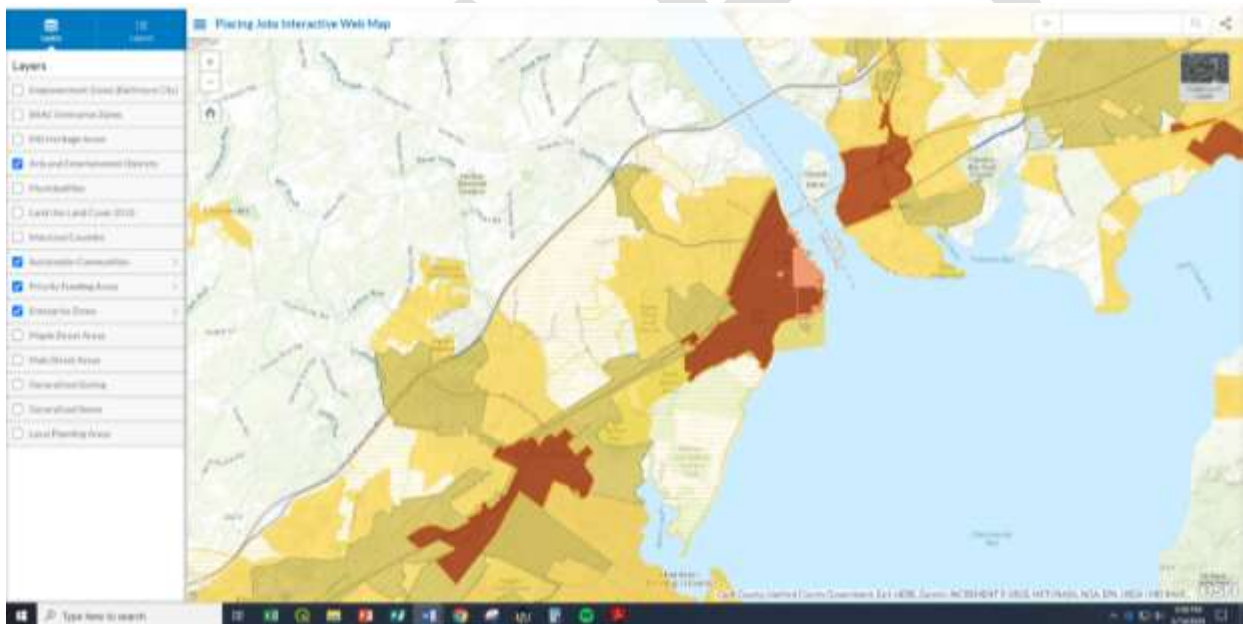
## STATE OF MARYLAND RESOURCES

### PLACING JOBS – MARYLAND DEPARTMENT OF PLANNING INITIATIVE

Maryland Department of Planning's (MDP) **Placing Jobs** initiative assists local communities in developing an outline for economic development analysis and planning. This section utilizes information, data and advice from MDP to complete the various subsections of this element. More information about MDP's **Placing Jobs** initiative can be found [here](https://planning.maryland.gov/Pages/OurWork/placingjobs/jobsindex.aspx) at the following website:

<https://planning.maryland.gov/Pages/OurWork/placingjobs/jobsindex.aspx>

**Placing Jobs** also has an excellent interactive web map that shows various incentive layers related to communities throughout Maryland. A screenshot of this tool shows various layers that Havre de Grace receives benefit from being designated, such as Enterprise Zone, A&E District, Priority Funding Area, Sustainable Communities, and Maryland Heritage Areas, just to name a few. This mapping tool is a great reference for these various program incentives which can be layered to provide grant funding sources.



*Screenshot of Placing Jobs Interactive Web Map centered on Havre de Grace*

## GOALS, OBJECTIVES AND POLICIES

### GOALS AND OBJECTIVES

EDAB and City staff discussed Economic Development throughout the development of this plan. The following goals were discussed during those sessions:

- Work to ensure lower income residents are not pushed out of the City and that Havre de Grace maintains its economic diversity;
- Work to improve infrastructure and find funding resources;
- Examine ways to improve broadband connectivity;
- Develop a small area/gateway plan for Revolution Street to Juniata Street;
- Revisit the Mixed-Office Employment zoning district to encourage development at that site;
- Provide better resident connectivity across US 40 into downtown;
- Investigate opportunities to deal with potential of sea level rise;
- Reconsider creating the Waterfront Overlay zoning district to address issues downtown and along the waterfront;
- Examine redevelopment of underutilized properties;
- Create a regional economic development strategy zone that looks into connecting Havre de Grace with surrounding communities.

Where applicable, these policies have been incorporated into the various elements throughout the Comprehensive Plan. Specific policies are discussed below that should be considered.

### POLICIES AND STRATEGIES FOR ECONOMIC DEVELOPMENT

In order to see the City's future economic vision come to fruition, PAS 541 further states the following strategies should be considered:

- Coordinate economic development programs and support services;
- Engage in business development;
- Provide incentives and financing;
- Engage in business retention and attraction;
- Educate the workforce;
- Ensure an adequate land supply;
- Provide adequate infrastructure;
- Provide a quality of life conducive to business innovation.

The Department of Economic Development and Tourism, with assistance from other City departments and advisory boards engages in many of these strategies on a daily basis. The information provided in this element works as a guide to assist staff with performing its daily functions. The City should consider developing a [Comprehensive Economic Development Strategy](#) (CEDS) or other strategic plan to further guide these efforts.



A CEDS or strategic plan should focus on the following items:

- Providing a regional focus for economic development strategies;
- Examining infrastructure needs and ways to make projects “shovel-ready” for development;
- Provide an economic analysis for the MOE property to utilize in the rezoning process;
- Review the allowed uses in the Chesapeake Industrial Park. Consider zoning changes to allow unique or emerging industries to give the industrial park a competitive advantage over nearby regional industrial parks;
- Developing and incorporating workforce education strategies;
- Create a coordinated approach for executing the strategies listed above.

DRAFT