

# City of Salisbury



MARYLAND

## SALISBURY CITY COUNCIL WORK SESSION AGENDA

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**FEBRUARY 23, 2015**

**CONFERENCE ROOM #306  
GOVERNMENT OFFICE BUILDING**

- 4:00 p.m. Expansion of Arts & Entertainment District – Laura Kordzikowski/Connie Strott/Jamie Heater/Lee Whaley
- 4:30 p.m. Charter Amendment - Decoupling Enterprise Fund Debt from General Fund – Tom Stevenson
- 5:00 p.m. Main Street Masterplan Update – Mike Moulds

*Times shown are approximate. Council reserves the right to adjust the agenda as circumstances warrant.  
The Council reserves the right to convene in Closed Session as permitted under the Annotated Code of Maryland 10-508(a).*

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INTER

OFFICE

# MEMO

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## *OFFICE OF THE MAYOR*

**To:** Tom Stevenson, City Administrator  
**Cc:** Keith Cordrey, Director of Internal Services  
**From:** Laura Kordzikowski, Business Development Specialist  
**Subject:** Arts & Entertainment District Expansion Application  
**Date:** February 4, 2015

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### **BACKGROUND**

The Arts & Entertainment District Steering Committee expressed interest in expanding the boundaries of the Arts & Entertainment District in Salisbury. The existing Arts & Entertainment District covers approximately 72.24 acres of land in the City. The proposed changes to the boundary include the addition of the Rivers Edge Apartments and Studio for the Arts, the City of Salisbury Marina, the Korean Presbyterian Church, Faith Community Church, and property owned by the Wicomico Presbyterian Church. This proposed expansion will increase the existing Arts & Entertainment boundary by 12.92 acres. Attached for review, is a map delineating the existing boundary and the 12.92 acres the Arts & Entertainment Committee would like augment into the existing boundary.

### **PROPERTY TAX BENEFITS**

The Arts & Entertainment District property tax credit is calculated based on the value of improvements made to space renovated for art and/or entertainment use, *not* an entire building. Wicomico County currently provides a Property Tax Benefit for a period of 6 years from the date of an approved resolution. The Property Tax Credit may be granted to new buildings or buildings that have been recently renovated and will need to be reviewed by the Department of Assessments and Taxation on a case by case basis to calculate the amount of the credit. In order to qualify for the Property Tax Credit, the building must be wholly or partially renovated/built for use by a qualifying artist of Arts & Entertainment enterprise. The real property tax credit amount shall be the following percentage of the amount of property tax imposed on the eligible assessment of the property entitled to the credit:

- i. 100% in each of the first 6 taxable years after the calendar year when the property initially is entitled to the credit;
- ii. 0% after the 6th taxable year

## **ARTIST INCOME TAX BENEFITS**

An Income Tax Subtraction Modification is available for income derived from artistic work sold by "qualifying resident artists". Artists who qualify do not pay state or local income tax on income derived from artistic work created and sold within an Arts & Entertainment District

## **EXEMPTION FROM THE ADMISSION AND AMUSEMENT TAX**

An exemption from the Admission and Amusement Tax levied on gross receipts from an admissions or amusement charge levied by an "arts and entertainment enterprise" or "qualifying residing artist" in a district.

Attached for Council approval, is a resolution of support authorizing the administration to submit an expansion application to the Maryland Department of Business and Economic Development (DBED).

If this memo and supporting material are acceptable, I will advance this item to the City Clerk for the February 17<sup>th</sup> Work Session.

Attachment(s):       A & E District Proposed Changes to District Boundary  
                              A & E Expansion Application  
                              Resolution of Support

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RESOLUTION NO.

A RESOLUTION OF THE CITY OF SALISBURY, MARYLAND  
AUTHORIZING AN APPLICATION TO THE MARYLAND STATE ARTS  
COUNCIL OF THE MARYLAND DEPARTMENT OF BUSINESS AND  
ECONOMIC DEVELOPMENT TO EXPAND THE BOUNDARIES OF THE  
EXISTING ARTS AND ENTERTAINMENT DISTRICT

WHEREAS, the City Council is interested in promoting the development and expansion  
of Salisbury’s arts and entertainment venues in our community by attracting new artists,  
entertainers, and developers; and

WHEREAS, the Maryland Department of Business and Economic Development (DBED)  
can assist the City in this endeavor by allowing Salisbury to expand the existing Arts &  
Entertainment District, thereby providing tax credit incentives to qualifying artists and  
developers located within the boundaries of the district as shown on the attached map; and

WHEREAS, under State law, the designation of the Arts & Entertainment District provides:

- A. An income tax subtraction modification for qualifying residing artists under §10-207(v)  
of the Tax – General Article; and
- B. A property tax credit under §9-240 of the Tax – Property Article; and
- C. An exemption from the Admission and Amusement Tax under §4-104 of the Tax –  
General Article.

NOW, THEREFORE, BE IT RESOLVED, that the City of Salisbury agrees to the following:

- 1. The new geographic boundary of the Salisbury Arts & Entertainment District (the  
“District”) shall be as shown on the attached map titled, “Proposed Changes to District  
Boundary;” and
- 2. The Mayor and City Council approve and support the expansion of the District; and
- 3. The Mayor and City Council understand that the income tax subtraction modification  
under §10-207(v) of the Tax-General Article for qualifying residing artists in the District  
might affect the City’s income tax receipts; and
- 4. If the Secretary of DBED approves the District designation, the Mayor and City Council  
shall provide the following incentives to eligible persons in the District:
  - a. During the entire designation period approved by the Secretary, exemption from  
the Admission and Amusement Tax on gross receipts from any admissions or  
amusement charge levied by an arts and entertainment enterprise or qualifying  
residing artist in the District; and
  - b. During the entire designation period approved by the Secretary, a real property  
tax credit described in §9-240 of the Tax – Property Article against the City of  
Salisbury on property tax imposed on the eligible assessment of an eligible

44 building. The real property tax credit amount shall be the following percentage of  
45 the amount of property tax imposed on the eligible assessment of the property  
46 entitled to the credit:

47 i. 100% in each of the first 6 taxable years after the calendar year when the  
48 property initially is entitled to the credit;

49 ii. 0% after the 6<sup>th</sup> taxable year.

50 NOW, THEREFORE, BE IT FURTHER RESOLVED, on this \_\_\_\_ day of \_\_\_\_\_,  
51 2014, that the Salisbury City Council hereby authorizes the submission of the Arts &  
52 Entertainment District application to the Maryland Department of Business and Economic  
53 Development.

54  
55 THE ABOVE RESOLUTION, was introduced and duly passed at a meeting of the  
56 Council of the City of Salisbury, Maryland held on the \_\_\_\_ day of \_\_\_\_\_, 2015 and is to  
57 become effective immediately.

58  
59 ATTEST:

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62 \_\_\_\_\_  
63 Kimberly R. Nichols,  
64 City Clerk

\_\_\_\_\_

Jacob R. Day, President  
Council President

65  
66 APPROVED BY ME THIS:

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68  
69 \_\_\_\_\_ Day of \_\_\_\_\_, 2015

70  
71  
72 \_\_\_\_\_  
73 James Ireton Jr.  
74 Mayor  
75  
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# City of Salisbury Arts and Entertainment District Application



## Submitted To:

Maryland Department  
of Business & Economic Development

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# City of Salisbury Arts & Entertainment District Application Cover Sheet

**Name of Proposed Arts & Entertainment District:** Salisbury Arts & Entertainment District  
**Name of Local Jurisdiction Applying:** City of Salisbury, Maryland  
**Legislative District:** 38  
**Location of Arts & Entertainment District:** Wicomico County  
**Approximate Area of Arts and Entertainment District (total area):** 85.16 acres  
**Approximate Area of Arts and Entertainment District (CURRENT):** 72.24 acres  
**Approximate Area of Arts and Entertainment District (EXPANSION):** 12.92 acres

Contact Person: Assistant City Administrator  
City of Salisbury  
125 North Division Street  
Salisbury, MD 21801  
Office: (410) 548 3100 Ext. 1304  
Fax: (410) 548-3102

Ms. Laura Kordzikowski  
Business Development Specialist  
City of Salisbury  
125 North Division Street Room 104  
Salisbury, MD 21801  
Office: (410) 677-1915  
Fax: (410) 334-3033  
[LKordzikowski@ci.salisbury.md.us](mailto:LKordzikowski@ci.salisbury.md.us)

Web Site: <http://www.ci.salisbury.md.us>

Chief Elected Official: James Ireton, Mayor  
City of Salisbury  
125 North Division Street  
Salisbury, MD 21801  
Phone: (410) 548-3100  
Fax: (410) 548-3102

\_\_\_\_\_  
**Signature of Chief Elected Official**

\_\_\_\_\_  
**Date**

# City of Salisbury



MARYLAND



125 NORTH DIVISION STREET  
SALISBURY, MARYLAND 21801  
Tel: 410-548-3100  
Fax: 410-548-3102

JAMES IRETON, JR.  
MAYOR

M. THOMAS STEVENSON, JR.  
CITY ADMINISTRATOR

TERENCE ARRINGTON  
ASSISTANT CITY ADMINISTRATOR

August 21, 2014

Maryland State Arts Council  
175 W. Ostend Street  
Suite E  
Baltimore, MD 21202

Dear Secretary,

The Mayor and City Council are pleased to endorse the expansion of Salisbury's Arts and Entertainment District. The Arts & Entertainment Steering Committee is excited about this designation and look forward to expanding Salisbury's existing designation. The support my office has received from our arts and entertainment community has been outstanding.

Salisbury offers its residents and visitors the opportunity to participate in many different arts and entertainment related activities. Such as, Arts on the Plaza, 3<sup>rd</sup> Friday Celebration, Salisbury Festival, and many other annual events. We also have the Salisbury / Wicomico Arts Council and the Art Institute and Gallery, which are instrumental in developing arts awareness through educational programs and community outreach for diverse ages and cultures throughout the City.

We are proud to be in a state that recognizes the importance of arts and entertainment to the cultural and economic development of its citizens and their communities. We look forward to your support in our efforts to expand our existing designation.

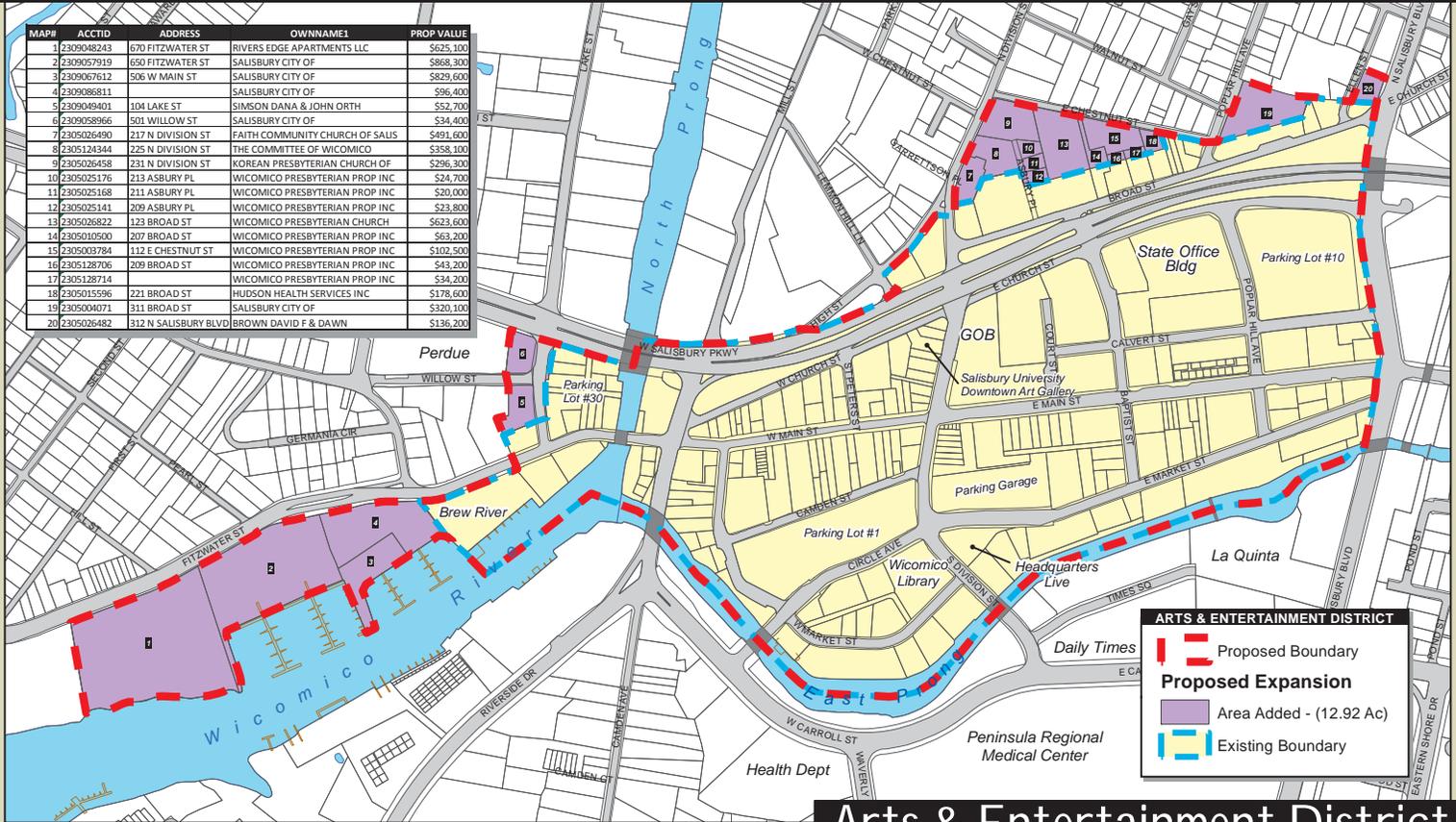
Thank you for consideration of our application.

Sincerely,

James Ireton, Jr.  
Mayor, City of Salisbury

# CITY OF SALISBURY

MAP#	ACCTID	ADDRESS	OWNNAME1	PROP VALUE
1	2309048243	670 FITZWATER ST	RIVERS EDGE APARTMENTS LLC	\$625,100
2	2309057919	650 FITZWATER ST	SALISBURY CITY OF	\$868,300
3	2309067612	506 W MAIN ST	SALISBURY CITY OF	\$829,600
4	2309086811		SALISBURY CITY OF	\$96,400
5	2309094901	104 LAKE ST	SIMSON DANA & JOHN ORTH	\$52,700
6	2309058966	501 WILLOW ST	SALISBURY CITY OF	\$34,400
7	2305026490	217 N DIVISION ST	FAITH COMMUNITY CHURCH OF SALIS	\$491,000
8	2305124344	225 N DIVISION ST	THE COMMITTEE OF WICOMICO	\$358,100
9	2305026458	231 N DIVISION ST	KOREAN PRESBYTERIAN CHURCH OF	\$296,300
10	2305025176	213 ASBURY PL	WICOMICO PRESBYTERIAN PROP INC	\$24,700
11	2305025168	211 ASBURY PL	WICOMICO PRESBYTERIAN PROP INC	\$20,000
12	2305025141	209 ASBURY PL	WICOMICO PRESBYTERIAN PROP INC	\$23,800
13	2305026822	123 BROAD ST	WICOMICO PRESBYTERIAN CHURCH	\$623,600
14	2305010500	207 BROAD ST	WICOMICO PRESBYTERIAN PROP INC	\$63,200
15	2305003784	112 E CHESTNUT ST	WICOMICO PRESBYTERIAN PROP INC	\$102,500
16	2305128706	209 BROAD ST	WICOMICO PRESBYTERIAN PROP INC	\$43,200
17	2305128714		WICOMICO PRESBYTERIAN PROP INC	\$34,200
18	2305015596	221 BROAD ST	HUDSON HEALTH SERVICES INC	\$178,600
19	2305004071	311 BROAD ST	SALISBURY CITY OF	\$320,100
20	2305026482	312 N SALISBURY BLVD	BROWN DAVID F & DAWN	\$136,200



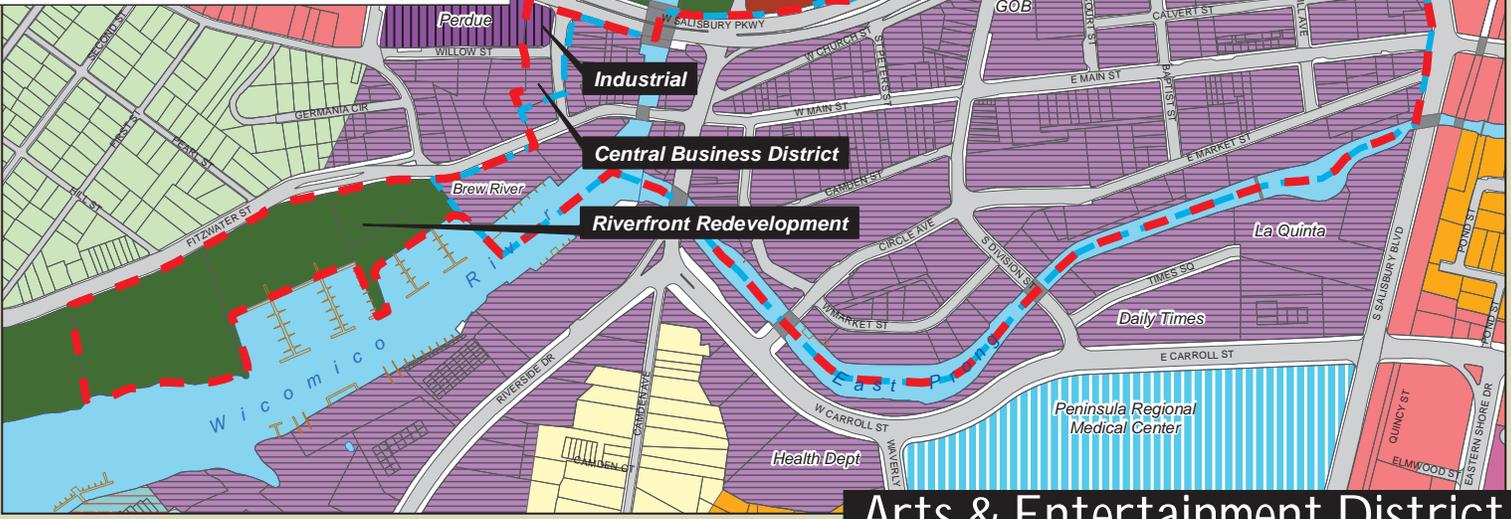
## Arts & Entertainment District Property Index



# CITY OF SALISBURY

## SALISBURY ZONING DISTRICTS

Residential & Conservation Districts	Commercial Districts	Industrial Districts
R-5 Residential	General Commercial	Industrial
R-8A Residential	Central Business District	Industrial Park
R-8 Residential	Light Business & Institutional	Light Industrial
R-8A Residential	Neighborhood Business	
R-10 Residential	Regional Commercial	
R-10A Residential	Select Commercial	
Planned Residential District	Office & Service Highway	
Conservation	Office & Service Residential	
	Planned Government District	
	Riverfront Redevelopment	
	Multi-Use Non-Residential	
Institutional Districts	Overlay Districts	Historic Districts
College & University	Palatkauchal	Center Historic District
Hospital	Waterhead Protection District	Downtown Historic District
	Chesapeake Bay Critical Area	Newtown Historic District
		Resource Protection Districts
		Palatkauchal
		Waterhead Protection District
		Chesapeake Bay Critical Area



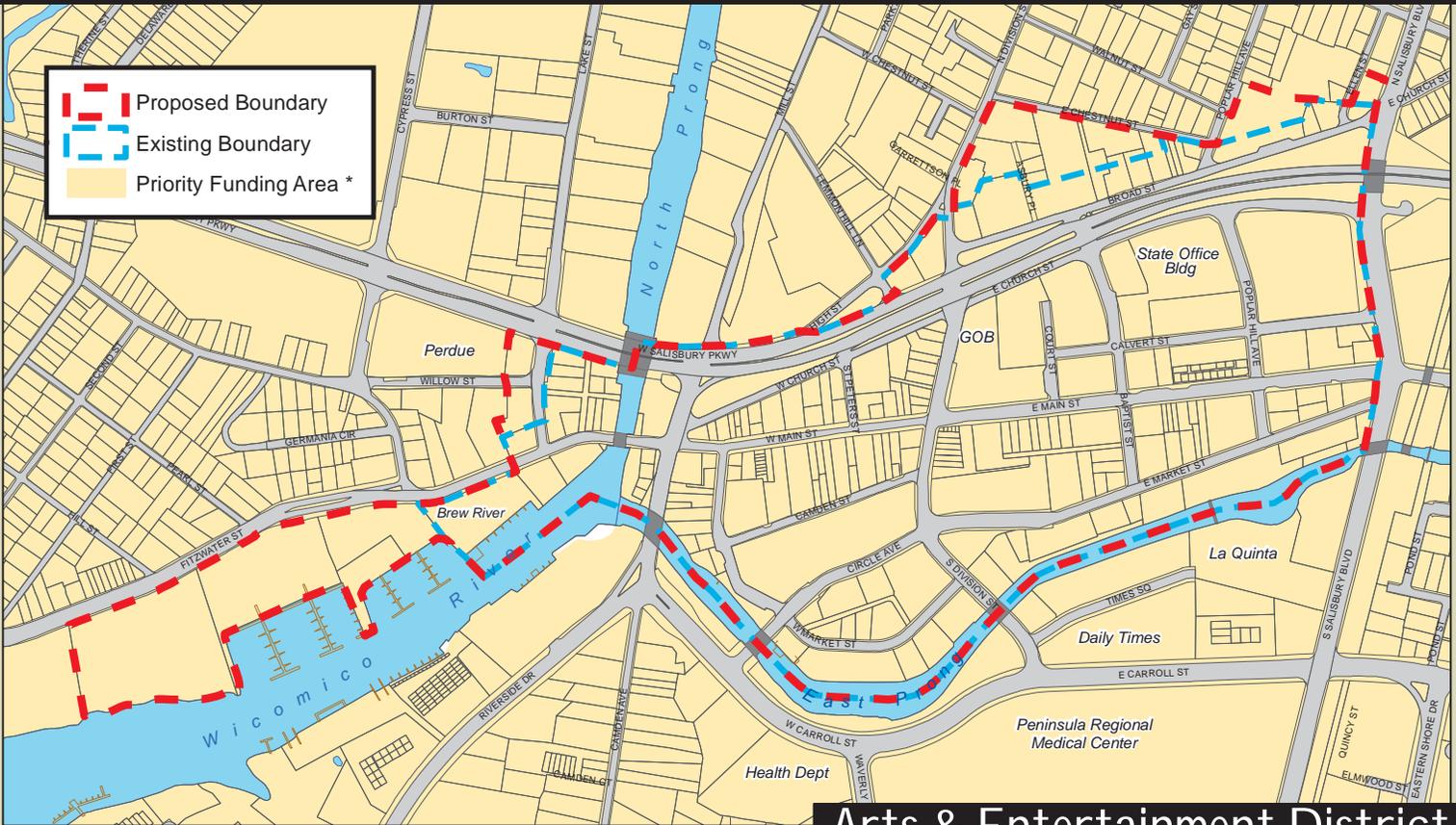
## Arts & Entertainment District

### Salisbury Zoning



# CITY OF SALISBURY

-  Proposed Boundary
-  Existing Boundary
-  Priority Funding Area \*



## Arts & Entertainment District *Smart Growth / Priority Funding Area*



\* Note:  
Smart Growth / PFA Source - Maryland Department of Planning

"The entirety of the proposed Arts & Entertainment District is located within a Smart Growth / Priority Funding Area."



Salisbury Wicomico Planning Office  
Jan 20, 2015

### Property Inventory of the Proposed Expansion Area

	ADDRESS	OWNER NAME	ASSESSED PROPERTY VALUE	PUBLIC OR PRIVATE OWNERSHIP	ZONING	VACANT OR OCCUPIED
1	670 Fitzwater St.	Rivers Edge Apts. LLC	\$625,100	Private	Riverfront Redevelopment	Vacant (under construction)
2	650 Fitzwater St.	City of Salisbury	\$868,300	Public	Riverfront Redevelopment	N/A
3	506 W Main St.	City of Salisbury	\$829,600	Public	Riverfront Redevelopment	N/A
4		City of Salisbury	\$96,400	Public	Riverfront Redevelopment	N/A
5	104 Lake St.	John Orth & Dana Simpson	\$52,700	Private	Central Business District	N/A
6	501 Willow St.	City of Salisbury	\$34,400	Public	Industrial	N/A
7	217 N Division St.	Faith Community Church	\$491,600	Private	Office & Service Residential	Occupied
8	225 N Division St.	The Committee of Wicomico	\$358,100	Private	Office & Service Residential	Occupied
9	231 N Division St.	Korean Presbyterian Church	\$296,300	Private	Office & Service Residential	Occupied
10	213 Asbury Place	Wicomico Presbyterian Church	\$24,700	Private	Office & Service Residential	Occupied
11	211 Asbury Place	Wicomico Presbyterian Church	\$20,000	Private	Office & Service Residential	Occupied
12	209 Asbury Place	Wicomico Presbyterian Church	\$23,800	Private	Office & Service Residential	Occupied
13	123 Broad Street	Wicomico Presbyterian Church	\$623,600	Private	Office & Service Residential	Occupied
14	207 Broad Street	Wicomico Presbyterian Church	\$63,200	Private	Office & Service Residential	Occupied
15	112 E Chestnut St.	Wicomico Presbyterian Church	\$102,500	Private	Office & Service Residential	Occupied
16	209 Broad S.	Wicomico Presbyterian Church	\$43,200	Private	Office & Service Residential	Occupied
17		Wicomico Presbyterian Church	\$34,200	Private	Office & Service Residential	Occupied
18	221 Broad St.	Hudson Health Services, Inc.	\$178,600	Private	Office & Service Residential	Occupied
19	311 Broad St.	City of Salisbury	\$320,100	Public	Office & Service Residential	N/A
20	312 N Salisbury Blvd	David & Dawn Brown	\$136,200	Private	General Commercial	N/A

## Building Inventory

- **Western Expansion Area**

- a. River's Edge Apartments and Studio for the Arts – 670 Fitzwater Street
  - i. These buildings are currently vacant and under construction. The anticipated opening date is Spring 2015
  - ii. No known modifications to the building (other than ongoing construction)
  - iii. This property will provide affordable housing to artists in the area. The community is marketed toward and a preference is given to artists. An artists' preference policy has been created to clearly define an artist and Rivers Edge is being specifically developed to meet the needs of Salisbury, Wicomico County, and the Greater Eastern Shore's artist population. Included in the development plans is an approximate 2,500 square foot art studio and gallery space outfitted with a mobile stage, ample storage for art supplies, lockers for personal use, artwork display area, and tables and chairs to create a comfortable work space for all types of art. This 2,500 square foot space will also be available for multipurpose flex uses as determined by and for community. The developer is also collaborating with United Needs & Abilities to provide housing to people with disabilities. The developer is already putting a wonderful emphasis on interacting with the artist community by offering a Logo Design contest for the community, commissioning locally made art for the property, and regularly communicating with the A&E District committee.
- b. Port of Salisbury Marina - 605 Fitzwater Street, 506 W Main, W Main Street parcel
  - i. No privately owned commercial buildings are present on this property, but approximately 86 boat slips are available for rent through the City of Salisbury
  - ii. With its location contiguous to Rivers Edge Apartments and Studio for the Arts and its scenic waterfront setting, the Port of Salisbury Marina would be an ideal place to host future arts & entertainment events. It would serve as a vital link to connect the proposed expanded area to the heart of the existing arts & entertainment district,
  - iii. The Port of Salisbury Marina will be receiving a substantial makeover. City officials are planning to add a floating dock for use by canoes and kayaks, improved landscaping,

decorative fencing, and are relocating a sewage lift station nearby. Partial funding has come from a \$40,000 award from State Highway Authority and the City has set aside funding for the rest. Another investment proposal would add a boat house where a vendor could rent canoes and kayaks to the public, but that part of the plan is tentative and pending adequate funding.

- c. 104 Lake Street
  - i. No buildings are present on this property
  - ii. This lot is contiguous with the building owned by Dana Simson & John Orth, and provides parking for their building at 501 W Main Street, which houses Chesapeake East Art Gallery, Paint it Yourself Pottery Studio and SunPerks Café. Dana Simson & John Orth are currently in the process of renovating their building to make the second floor into rentable apartments. They recently received a Community Legacy grant from the City of Salisbury & Maryland Department of Housing & Community Development to add energy efficient and historically sensitive windows to these apartments. Chesapeake East is a retailer of original art, local crafts, unique gifts and culturally significant memorabilia. Many patrons also visit the Paint it Yourself studio to paint and create unique pieces. The owner of SunPerks Café is working to make the business into a literary café and currently sells locally made arts & goods.
  - iii. This property is unintentionally dissected by the current A&E District boundary and the District would like for it to be all included
- d. 501 Willow Street
  - i. No privately owned commercial buildings are present on this property
  - ii. Through partnerships with the City of Salisbury, this piece of property could become one of two high traffic gateways to the Arts & Entertainment District. With frontage on the Route 50 thoroughfare, it could be used to connect people with the proposed expanded A&E District. The City is currently engaged in creating a way finding signage plan for the Downtown and Arts & Entertainment District and this parcel could very easily be utilized in accordance with their plans.
- **Northern Expansion Area**
  - a. Faith Community Church – 217 N Division Street
    - i. The historic Faith Community Church is located at this site
    - ii. No known plans for modification of the building

- iii. This historic site was purchased in 1966 by an independent community group and their goal to this day is to restore it as a desirable place to worship and promote Biblical values in the Community. The church hosts an annual Harvest Festival with live music, food, and a silent auction in October. The main objective of this festival is to work with other organizations in town and to use it as a means to do outreach into the community.
    - iv. Built 1900 & within limits of Salisbury's Newtown Historic District
  - b. Korean Presbyterian Church – 231 N Division Street
    - i. This property currently houses the Korean Presbyterian Church
    - ii. No known plans for modification of the existing building
    - iii. The Korean Presbyterian Church is the site of live music, worship opportunities, and folk dancing performances that celebrate the Korean community's cultural traditions.
    - iv. Built 1963 & within limits of Salisbury's Newtown Historic District
  - c. Wicomico Presbyterian Church – 225 N Division Street, 213 Asbury Pl, 211 Asbury Pl, 209 Asbury Pl, 123 Broad St, 207 Broad St, 112 E Chestnut St, 209 Broad St, Broad St
    - i. This collection of parcels & buildings includes the Wicomico Presbyterian Church, their administrative offices, and the recently renovated Langelier Memorial Building – Makemie Hall at 125 N Division Street.
    - ii. The A&E District personnel have spoken with Church leadership and additional planned renovations include fundraising to install an elevator in the Langelier Memorial Building to provide access to the second floor.
    - iii. Church leadership is currently working to restore the Langelier Memorial Building into an organizational meeting space with an emphasis on providing affordable space to arts organizations. The Langelier Memorial Building has banquet space that can accommodate 200, tables & chairs, commercial kitchen, possible non-profit office space, and a stage. It is handicapped accessible. They have completed restoration of the first floor banquet and event space that currently serves as a venue for musical performances by the Peninsulaires & Sweet Adelines. This space will also soon be used for arts related outreach to children at Chipman Elementary School.
    - iv. Church built 1859, Langelier Hall built 1928 & both within limits of Salisbury's Newtown Historic District
  - d. Hudson Health Services – 221 Broad St

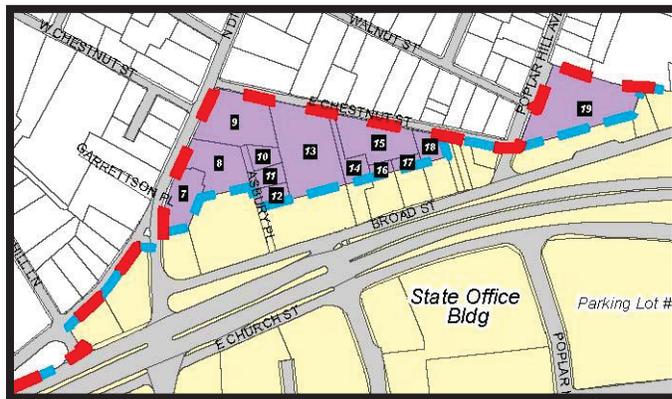
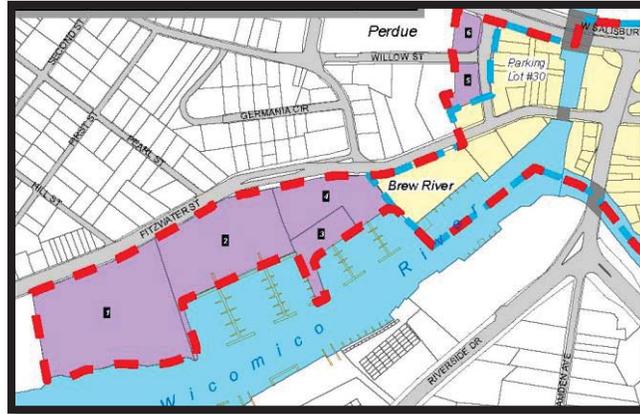
- i. 221 Broad Street is the location of Hudson Health Services' offices. Hudson Health Services provides inpatient treatment for substance use disorders and other co-occurring disorders.
  - ii. No known plans for the modification of this building
  - iii. No known arts & entertainment uses. This property is used as transitional outpatient housing for those receiving counseling from Hudson Health Services.
  - iv. Built 1928 & within limits of Salisbury's Newtown Historic District
- e. Boundless Playground – 311 Broad St
  - i. A playground with swings, slides, climbing apparatus, gazebo, and picnic tables are at this property.
  - ii. No known modifications planned.
  - iii. The playground was designed to preserve the historical significance of the region and it is used by children from all over the area. A portion is already part of the existing arts & entertainment district. It is in close proximity to Chipman Cultural Center and is an ADA accessible location. It was carefully designed to be an inclusive and boundary free playground, specially designed to allow interaction and play between people of all abilities.
  - iv. Built 2008 & within limits of Salisbury's Newtown Historic District
- f. 312 N Salisbury Blvd
  - i. No buildings are present on this property, but there is currently a billboard
  - ii. No known plans for modification
  - iii. Through partnerships with the Clear Channel Media, this piece of property could become one of two high traffic gateways to the Arts & Entertainment District. With frontage on the Route 13 thoroughfare, it could be used to connect people with the proposed expanded A&E District.
  - iv. Within Salisbury's Newtown Historic District

## **Written Narrative**

### *Proposed District Boundaries*

The proposed expanded Salisbury Arts & Entertainment District would maintain the Wicomico River as its Southern boundary, and its Eastern boundary at Route 13. The expanded area includes two proposed expansion areas, the Northern expansion & the Western expansion.

In the Western expansion of the proposed district, the southern boundary of the Wicomico River is extended to include the Port of Salisbury Marina and Rivers Edge Apartments & Studio of the Arts. The boundary follows Fitzwater/ W. Main Street back to Brew River and crosses over the street, as it does in the existing district, but would now include all of Chesapeake East's property and a parcel between Willow Street and Route 50. This new boundary corrects a key property's dissection by the current A&E boundary and adds a gateway property to the expansion area.



The Northern expansion crosses Route 50 at the Wicomico River's North Prong, and follows the existing district boundary until it reaches North Division Street. At North Division the proposed boundary now continues north to include the full block and continuing down East Chestnut Street, correcting previously dissected properties and adding Faith Community Church, the

Langler Memorial Building (recently purchased and renovated by Wicomico Presbyterian for use as an arts & event center), and the Korean Presbyterian Church. Following the natural boundaries of N. Division Street and E. Chestnut Street provide a more logical border, and corrects previously dissected properties.

The proposed boundary continues along E. Chestnut Street to Poplar Hill Avenue where it now turns north along Poplar Hill Avenue, correcting the previous property dissection of The Boundless Playground. The proposed boundary now follows the property line of Boundless Playground, continues along the northern property line of the Chipman Cultural Center before it turns north once more on Ellen Street, to correct a final property dissection of a potential A&E District gateway. Here the boundary meets the existing district boundary of Route 13.

### *Potential for Affordable Housing & Studio/Performance Space*

As the renaissance of Downtown Salisbury progresses, the most critical need within the A&E District is affordable live and work space for artists. Residential space within the District is at capacity and there is limited work space for artists available. The second pressing need is for performance space.

In 2014 the occupancy rate within the District was 77% for storefront space, 97% for residential and 71% for mixed use, an increase in each category over 2013. While Downtown storefront and mixed use space is beginning to fill, the Downtown residential space has always been in short supply and in high demand. Downtown apartments typically rent at a premium versus similar accommodations elsewhere in town. As of January 2015, there were no residential/condominium properties for sale in the current Arts & Entertainment District.

Performance space is also hard to find in the existing district. While there are existing arts organizations that offer their spaces, like The Art Institute and Gallery, Salisbury University Art Galleries Downtown Campus, and the Salisbury Wicomico Arts Council, these spaces are small and not conducive for larger gatherings or performance based events where large open areas are required. The success of 3<sup>rd</sup> Fridays and other A&E signature events have community groups of all kinds seeking to join in the festivities; dance troupes, like Feet of Fire, dance groups, like Salisbury Salsa Social, and school groups, like the STEM magnet program of the Wicomico County Board of Education have all sought larger format spaces to bring special projects downtown. Currently these groups can only be offered outdoor spaces weather permitting, or a vacant building. As the renaissance continues, and the redevelopment of Downtown Salisbury grows, these buildings will become scarcer.

Although the proposed expansion increases the A&E District by only 12.92 acres, it is targeted to address these two specific needs. By including the River's Edge Apartments & Studio for the Arts, the expansion not only provides affordable artist housing within the expanded district, but also artist workspace, performance space and affordable ADA housing. The inclusion of the Port of Salisbury Marina, Korean Presbyterian Church, Wicomico Presbyterian Church and its recently renovated Langelier Memorial Building, Faith Community Church, and the Boundless Playground all add more performance space, meeting space and potential event venues, both indoor and out.

Rivers Edge Apartments & Studio for the Arts is an anchor attraction and will bring 90 affordable apartments to the Western expansion area, of which 10



River's Edge Apartments

would be handicap accessible. Rivers Edge is income restricted; only those who earn 60% or less of the area median income are eligible for residency. One-bedroom apartments range from \$389-\$770 per month. Two bedroom apartments range from \$462-\$832 per month. Three bedroom apartments range from \$729-\$994 per month.

There are also three units specifically reserved for non-elderly, disabled individuals - one 1-bedroom apartment for \$179 per month and two 2-bedroom, 2-bathroom apartments for \$204 per month, through a partnership with United Needs and Abilities. The community center features a cyber cafe, library, theatre, fitness center, warm up kitchen, and 2,500 square feet of art studio and gallery space (that can also be used by the community as multipurpose space). Locally created outdoor sculptures and other arts-related projects are currently underway at the River's Edge property. This high quality art will beautify the property, enhance the public art that currently exists within the District and provide income to the local artists commissioned to create the work. The addition of a cadre of new resident artists in the 90-unit complex will encourage positive economic development, helping nearby shops, businesses, restaurants, and arts organizations, while adding their artistic talent, energy and creativity to an emerging center for the arts. As of January 2015, Rivers Edge has developed a total inquiry list of over 2,000 people, of which 500 are artists. Although still under construction, they are currently working to process 60 applicants, 55 of which are qualified artists.

Sitting adjacent to the River's Edge development, is the Port of Salisbury Marina, second only to Baltimore as the most active seaport in Maryland. The marina grounds have spectacular views and could serve as a wonderful setting for outdoor arts festivals, art and craft markets, and other arts-related events. The A&E Committee has budgeted money towards the creation of two new events, Upstairs Downtown & the Strawberry Festival, and the Port of Salisbury Marina is under consideration as the location for one of them. The City is currently involved in renovations to beautify the site and make it more hospitable to

ecotourism. Plans include adding a floating dock to be used as a launch for kayaks and canoes, improved landscaping, decorative fencing, and the relocation of a sewage lift station nearby. City officials hope to tie these beautification plans to the revitalization and redevelopment of Downtown. Additionally, the City hopes to build a boat house where a vendor could rent kayaks and canoes, but these plans are tentative at this current time.



The Mainlake Building, which currently houses Chesapeake East Art Gallery, SunPerks Café, and the Paint it Yourself Pottery studio; is filled with Salisbury



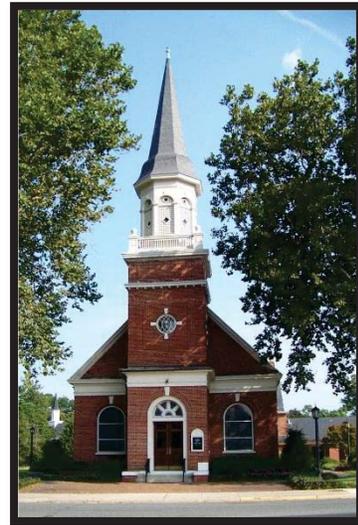
history. Before its current arts & entertainment use, it was previously a maritime sailor's lodge and hotel. It escaped demolition in the later 80's when the Westside riverfront saw vast changes. When Dana Simson and John Orth purchased the building it was in derelict condition and they have worked tirelessly to bring it up to code. In the near future,

they plan on replacing 20 windows on their second floor to make the upstairs comfortable and rentable professional spaces.

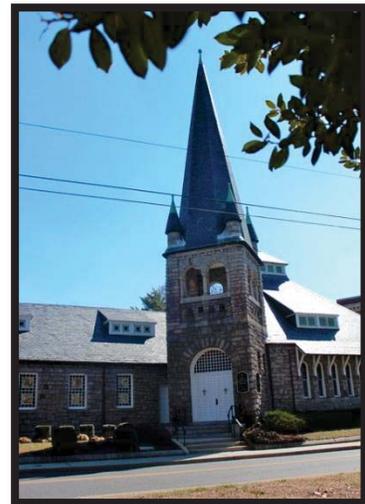
The Northern expansion of the A&E District focuses on an area long known for its tradition of serving as venues for musical performances. Churches in every community often represent gathering places and centers for performing arts, and the churches along Broad Street are an excellent example of that tradition. From jazz, gospel, and theatrical performances at the Chipman Cultural Center (designed to celebrate the region's rich African American heritage) to the Salisbury Community Singer's musical productions, and the Music on Broad Street series at Wicomico Presbyterian Church, this historic corridor has been supporting the performing arts for decades. The proposed expansion of the Arts & Entertainment District cleans up some of the district lines that previously dissected several parcels and now follows the natural lines created by the streetscape. This new boundary will now include the Korean Presbyterian Church, a property adjacent to Wicomico Presbyterian Church that the church recently renovated to be a community events & performing arts venue (the

Langler Building), Faith Community Church, and portions of the Jeannette P. Chipman Boundless Playground, also previously dissected.

Both the Korean & Wicomico Presbyterian Churches have been utilized for musical performances. In particular, Wicomico Presbyterian purchased and renovated a building that is being marketed as performance and meeting space. (The flyer advertising the space is included in the Miscellaneous Support section). The renovations they have done include the creation of a handicapped accessible, banquet/meeting space that can accommodate 200. The building has a commercial kitchen, restroom facilities, stage, and office space on the second floor. In discussions with the Church leadership, fundraising efforts are currently underway to install an elevator to provide access to the offices on the second floor. Their plans for the second floor include office space for non-profits and musical activities that serve the local youth (hand bells, dance lessons). They would also really like to provide affordable rental space for arts organizations and visual and performing arts activities.



Faith Community Church hosts an annual Harvest Festival that began in collaboration with the Newtown Festival. When the Newtown Festival stopped, they continued with the Harvest Festival. This festival's main objective is to work with other organizations (they have worked with the Fire Department in the past) and outreach into the community. The fair includes food, children's activities, and a musical event called "Singing in the Sanctuary". The building that houses Faith Community Church is historically significant and has been a part of Salisbury since 1887.



The inclusion of the full Jeannette P. Chipman Boundless Playground property would bring additional outdoor venue space that is ADA accessible to the Arts & Entertainment District and its proximity to the historic Chipman Cultural Center would only strengthen the proposed expansion area. The Boundless Playground was constructed with the expressed purpose of removing barriers and hindrances for children with disabilities and families from all over the region have been known to visit it.

The City of Salisbury has made significant investments to link the proposed expansion areas to the existing A&E District and Downtown Salisbury. These improvements were part of the Downtown Pedestrian Connectivity Study done in 2003 and have been gradually implemented throughout the years. Near the Western expansion area, a recent improvement project at the intersection of E. Main Street and Mill Street,



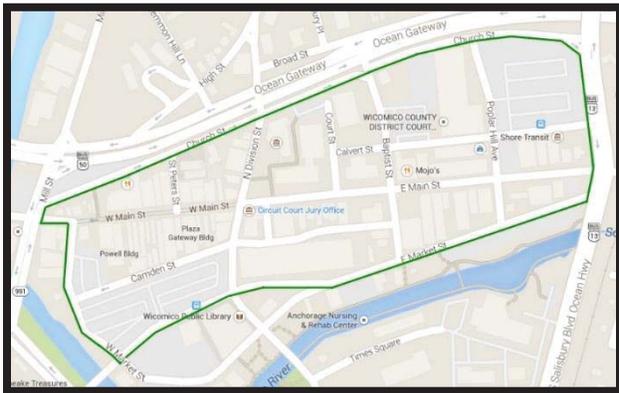
*Screenshot featuring improvements at Mill Street & Main Street from Pedestrian Connectivity Study - 2003*

included sidewalk & curb modifications, ADA compliant ramps, paving improvements, road striping and stop bars, textured / colored crosswalks, pedestrian signalization, signal synchronization, landscaping and planting strips, wheel stops, bicycle storm drain grates, an information kiosk, benches and a trash can. Additional work was done near the Northern expansion area at the intersection of North Division Street and Route 50. Before these improvements were added, there were several deficiencies in pedestrian walkability. In response, the City added many improvements to increase accessibility for handicapped pedestrians. On a whole, these improvements directly connect the heart of the existing A&E district to the Northern and Western expansion areas of the A&E district.

In August 2014, a partnership between the City of Salisbury, Shore Transit, and Salisbury University resulted in the creation of the Downtown Salisbury Trolley. The primary purpose of this Trolley is to bring more people, primarily Salisbury University students and staff, into Downtown Salisbury to invigorate and strengthen the area. Partially funded by a \$50,000 grant from the Maryland Transit Administration, the trolley will run from 7 p.m.-2 a.m. Thursdays - Saturdays during the academic year for a \$1 fare. Once it reaches Downtown, the trolley route goes down the Plaza and crosses Mill Street to the Westside of the A&E District, making a stop at Brew River Restaurant, right next to the Port of Salisbury Marina. The Downtown Trolley ridership doubled from September to October and then again from October to November. Due to the school being closed for Winter Break, the Downtown Trolley took a brief hiatus at the end of December and will resume service in late January 2015. In general, the Downtown Trolley

sees an uptick in ridership on 3rd Fridays, thus increasing the viewership to Downtown and the proposed expanded areas, and enhancing connectivity.

The City of Salisbury has several bike routes that connect the greater Salisbury area to Downtown Salisbury. Take a ride on the Orange or Yellow route that connects Salisbury University to Downtown or ride the trails from the Salisbury City Park & Zoo. In cooperation with SU and Bike-SBY, the City has worked diligently to make the City a bike-friendly town for SU students and the citizens of Salisbury. The recent installation of 'bury bike racks has welcomed cyclists to the downtown area. In preliminary discussions, City Council President Jake Day has suggested that he seeks to pass an ordinance requiring the addition of bike lanes when the Fitzwater Street (Western expansion area) corridor is repaved. Should this occur, it will provide a vital linkage between Downtown and the Western expansion area of Salisbury's A&E District.



In a partnership with the City of Salisbury and the Wicomico Health Department, a Downtown Walking Route was created in November 2014. With permanent marked signage, the walking route is a little over a mile long and circles the heart of Downtown. Along the walking route



are several safe opportunities (traffic light & crosswalk) to cross Route 50 or Mill Street to access the Western & Northern areas of the proposed Arts & Entertainment District expansion.

The City of Salisbury has also begun efforts in maximize usage of Downtown Salisbury's waterfront asset. The waterfront sidewalk that begins at the Eastern side of the District and stretches along the river to the West side is currently underutilized. The City's plan is to link these waterfront improvements to create & connect a living & vibrant shoreline that extends along the heart of Downtown Salisbury into the Westside. The developers at River's Edge have also created a Riverwalk extension for Rivers Edge residents and others to enjoy.

Improvements are also planned for the Port of Salisbury Marina, bolstering another vital water linkage. City of Salisbury Public Works recently accepted a \$40,000 award from the State Highway Authority to help with beautification and upgrades to the facility. The Port of Salisbury is the second busiest commercial port in Maryland, providing direct access to the Chesapeake Bay from the

Wicomico River. Over \$200 million in goods are transported annually, which include, grain, petroleum, and building aggregates. In addition to meeting Salisbury's industrial needs, the Port of Salisbury Marina brings recreational boaters to the downtown area and is open year-round. The delightful setting is equipped with stationary docks surrounding a grassy peninsula, three-quarter length finger piers, and electrical pedestals. The Marina located directly adjacent to the Arts & Entertainment District, has 86 total slips, and offers docking for recreation boaters by the day, month and year, as well as fuel, pump out, laundry and shower facilities and more.

The City of Salisbury's Main Street Masterplan is the largest undertaking the City is working on to encourage Downtown connectivity with the rest of the City. This \$8.5 million project will undertake the complete redevelopment and redesign of the streetscape & infrastructure on Main Street. It will establish Downtown Salisbury as a Public Gathering Place and establish a link to the Marina, Central Greenway, and pedestrian walkways. In January 2015, the engineers produced their 65% plans in order to garner public comments and suggestions. In February 2015, the City adopted the standard for way finding signage that would be used in the Downtown district. In the future, this standard will be used in a larger geographic area to direct and drive people to Downtown.

It is also important to note that Salisbury's A&E District overlaps with several existing revitalization designations. It is in the heart of the Lower Eastern Shore Heritage area along the Blue Crab Scenic Byway, a part of the designated Main Street designation area, a part of the Salisbury Urban Greenway that connects our Downtown with Salisbury City Park, Zoo, and Ward Museum of Wildfowl Art, and also is within our Enterprise Zone.

In regard to the proposed expanded area, there are ADA Accessibility features at several of the properties:

PARCEL	ADDRESS	PROPERTY/OWNER NAME	ADA ACCESSIBILITY FEATURES
1	670 Fitzwater St.	Rivers Edge Apartments	River's Edge is in partnership with United Needs and Abilities. All first floor units are universally designed for conversion to serve residents in need of accessible apartments. There are 10 handicap accessible units, and three apartments will be set aside exclusively for the use of non-elderly, disabled individuals.
2	650 Fitzwater St.	Port of Salisbury Marina	None
3	506 W Main St.		
4			
5	104 Lake St.	John Orth & Dana Simpson	Not applicable
6	501 Willow St.	City of Salisbury	Not applicable
7	217 N Division St.	Faith Community Church	None
8	225 N Division St.	The Committee of Wicomico (Langeler Memorial Building – Makemie Hall)	Handicapped accessible on the first floor (entrance & restrooms). Currently raising money for a proposed addition of an elevator for access to 2 <sup>nd</sup> floor offices
9	231 N Division St.	Korean Presbyterian Church	None
10	213 Asbury Place	Wicomico Presbyterian Church	ADA Accessible
11	211 Asbury Place	Wicomico Presbyterian Church	
12	209 Asbury Place	Wicomico Presbyterian Church	
13	123 Broad Street	Wicomico Presbyterian Church	
14	207 Broad Street	Wicomico Presbyterian Church	
15	112 E Chestnut St.	Wicomico Presbyterian Church	
16	209 Broad S.	Wicomico Presbyterian Church	
17		Wicomico Presbyterian Church	
18	221 Broad St.	Hudson Health Services, Inc.	Not applicable
19	311 Broad St.	Boundless Playground	Soft surfaces, wheelchair accessible, designed for use by children with disabilities
20	312 N Salisbury Blvd	David & Dawn Brown	Not applicable

A high priority is placed on providing easy access for people with disabilities, including curb cuts on sidewalks, handicap parking, accessible restrooms, and wheelchair accessibility on public buildings. The city established the Mayor's Disability Council in 1991 to ensure that citizens with disabilities have an equitable opportunity to participate in, benefit from, contribute to, and relish the opportunities Salisbury provides, including housing, employment, education, transportation, and arts and entertainment. The City of Salisbury will make every effort to remain sensitive to the accessibility needs of people with disabilities as the Arts & Entertainment District continues to grow/expand.

### *Current Status*

Since state designation was granted to the Salisbury Arts & Entertainment District in 2007, the City of Salisbury and its partners have made great strides in cooperative downtown revitalization efforts and the arts are an important & key piece of the economic development puzzle. The City of Salisbury, Salisbury Area Chamber of Commerce, Greater Salisbury Committee, Salisbury Arts & Entertainment District Management Team, Salisbury Wicomico Arts Council, Art Institute & Gallery, Salisbury University, and the University of Maryland School of Architecture have been active in developing an effective strategy for the revitalization of the downtown. With an improving economy and increasing developer interest in the Salisbury Arts & Entertainment District, the city is well positioned to move forward with its revitalization strategy.

A series of signature events created and executed by the A&E District Management Team, have breathed new life into the District. The team currently sponsors 3rd Friday, the newly established 1st Saturday, Arts on the Plaza, Park 'n Flea, and the New Year's Eve celebration. These events have attracted a large crowd, estimated at 1,000 for Third Fridays, 2,500 for New Year's Eve and 3,500 to 4,000 for Arts on the Plaza. A young, enthusiastic cadre of volunteers has stepped forward to assist the A&E team with the planning and execution of arts-related events to keep the momentum going. Strong attendance at these events has encouraged the business community to envision the promising development opportunities and invest in the District.

The A&E District now boasts thirteen bars & restaurants; Salisbury University Art Galleries—Downtown Campus; Art Institute & Gallery; W.O.R.K. (a cooperative artist work space and event venue); Chesapeake East Pottery & Artist Studio with artist work space; a host of new shops & businesses; a new Entrepreneurial Center; a Farmers Market during the warmer months; and arts organizations including the Salisbury Wicomico Arts Council and Cavallaro-Cleary Visual Arts Foundation.



The most recent addition to the A&E District is Headquarters Live, located in an architecturally and historically significant former Salisbury Fire Department headquarters. This mixed-use performance and event venue is creating more energy in the District, while delivering critically needed performance space. The Salisbury Dance Academy and Eastern Shore Ballet Theater will soon relocate to a stately, historic former bank building within the District, creating additional foot traffic with a

significant number of dance classes and performances. Murals, sculptures, and other public art pieces are now emerging within the District, providing visual appeal and a deep sense of creativity.

The Chipman Cultural Center in the existing A&E District has become a flourishing location for special events, community meetings, and cultural activities. It is a historic landmark that was built in 1837 and is the oldest standing African American wood church structure on the Lower Eastern Shore; predating the creation of Wicomico County. It was purchased by Charles and Jeannette Chipman and deeded to the Newtown Association to be used as a cultural gathering place that highlights Salisbury's rich African American heritage. In 2015, they will be adding programming to include a Master's Piece performing artist guild series of cultural performances.

The City of Salisbury has recently undertaken new capital projects to enhance the A&E District. They include a new streetscape/infrastructure project to transform the Downtown Plaza and East Main Street, a bikeway project to create more connectivity between Salisbury University and the A&E District, a wi-fi project providing free wi-fi connectivity within the District, a bulkhead reinforcement project to expand the scenic downtown river walk, and pedestrian connection improvements.

The private sector is also investing and repurposing properties within the A&E District. In addition to the above-mentioned Headquarters Live mixed-use performance and event venue and major renovation of the historic First National Bank of Maryland Building to house the Salisbury Dance Academy and Eastern Shore Ballet Theatre, the former Ethan Allen Building – a keystone property for the A&E District – has been redeveloped for Patsy's Bridal Shop,

which relocated to this larger space within the District to accommodate their expanding business.

An estimated 25 artists reside in the A&E District. The 3<sup>rd</sup> Friday contact list includes 458 artists and 68 musicians or musical groups, and more than 100 artists that have participated in the A&E-sponsored Arts on the Plaza and Riverside Arts & Crafts Market. As previously mentioned, the 2014 occupancy rate within the District was 77% for storefront space, 97% for residential and 71% for mixed use.

Due to this burgeoning success in the Arts & Entertainment District, an expansion would help connect the areas in walking proximity to the existing district, create more spaces where artists could live, perform, and create and create a buzz worthy opportunity for the Salisbury Arts & Entertainment District to re-establish its brand and offerings to the community.

### *Expansion*

In light of all of the positive redevelopment activity in the existing A&E District, it is the general consensus in the community that the City has reached a tipping point in the renaissance of Downtown Salisbury. The arts are playing a leading role in this revival and expansion of the District to include these properties will provide much needed area to continue this redevelopment.

With regard to tourism, the Salisbury Arts & Entertainment District has a close working relationship with the Wicomico County Department of Tourism and the two entities cross-promote their respective special events with positive results. Tourism in the downtown has increased markedly as the number of arts and entertainment activities have increased. With more key attractions to market, that upward trend should continue.

Salisbury University, Peninsula Regional Medical Center, local corporations and small businesses are recruiting young professors, physicians, and other employees who place high value on quality of life and want to live and work in a location that has a strong sense of place and a vibrant inner city. The proposed expansion would greatly enhance what the A&E District and city have to offer, thereby reducing the "brain drain" as our high school and college graduates that we have educated decide to remain and seek employment in Salisbury, and job applicants coming from other locations are attracted to Salisbury's vibrant downtown and decide to relocate to live and work here.

Expansion of the A&E District would immediately address the need for affordable artist housing, workspace and performance space. These parcels and properties link well with the existing District and the Salisbury Arts & Entertainment District Committee is looking forward to including them as part of

our current marketing efforts, and see them as an enhancement to our current offerings. Both the Western and Northern expansion areas add potential gateway properties, that the Salisbury Arts & Entertainment District is excited to explore.

Finally, the expansion of the Salisbury Arts & Entertainment District will serve a more intangible purpose. The recent successful efforts of the Salisbury A&E District Committee have all hinged on the promotion of events. Most locals know about the 3rdFriday, 1<sup>st</sup> Saturday, New Year's Ball Drop, and Park & Flea events – but in comparison, recognition of the Salisbury Arts & Entertainment District as the parent organization of these now wildly popular events remains relatively low. If the proposed expansion is approved, it would bolster the current efforts of the SA&E district to re-brand itself by creating a newsworthy story and dramatically increasing the potency of the effort. The celebration of the proposed expansion would be the perfect time to re-introduce the Salisbury Arts & Entertainment District, its benefits, and its roles in the community. Seizing opportunities like this are vitally important for a volunteer, low budget management team.

#### *Proposed Activities & Timeline*

In the upcoming year, the Arts & Entertainment District has budgeted for two new events. Both are in the conceptual planning processes, but could both be used to highlight the proposed expanded areas and A&E District successes. The first event is proposed as bringing back the Strawberry Festival to the district. \$1,000 is budgeted towards executing this event and the Port of Salisbury Marina is under consideration as a possible location for the event. The second event is "Upstairs Downtown," which would act as a celebration of the Arts & Entertainment District successes. The basic concept is to bring the key stakeholders of the City, real estate agents, and developers to the Arts & Entertainment District to show the progress of the area and create a renewed interest in the activities that are currently going on. This event could easily incorporate a celebration of the proposed district expansion area and the activities that are occurring on the Western & Northern sides, and this celebration will be a pivotal point in the awareness campaign the Salisbury Arts & Entertainment District management team has underway.

River's Edge Apartments and Studio for the Arts has mentioned that they hope to be open by mid-March at the latest. That being said, their opening depends on the weather and timing of the required inspections. Shortly after their opening they plan to have an open house/grand opening for the community at large to see the project. The Arts & Entertainment District currently keeps in touch with the developer to include them in events within the district and would certainly continue to do so after their Grand Opening.

## *Management*

While the City of Salisbury is the entity with ultimate responsibility for the proposed expanded and current district, the Salisbury Arts & Entertainment District is currently lead and managed by a seven member volunteer board, known as the Salisbury Arts & Entertainment District Committee. The SA&ED Committee is the core administrative arm of the Salisbury Arts & Entertainment District.

The SA&ED Committee maintains close coordination with the mayor's office and with other appropriate city and county officials and provides the city with quarterly updates on A&E activity. The City of Salisbury's Mayor and City Council reviews all policy matters. The Business Development Specialist for the City of Salisbury serves as first point of contact for the Committee to direct inquiries to the proper entities. The SA&ED Committee prepares the annual report for submission to DBED & MSAC.

The SA&ED Committee is composed of community and business leaders who are all strong supporters of the arts and downtown revitalization. These individuals offer the professional and volunteer background, experience, expertise and commitment necessary to successfully implement Salisbury Arts & Entertainment District's objectives. Collectively the SA&ED Committee has expertise in areas of economic development, arts administration /education, events management, graphic design, media law, architecture, tourism, government and public relations, television production, mass media broadcasting, advertising and marketing (see bios).

The District Committee meets on a monthly basis, at minimum. The Committee creates and oversees volunteer subcommittees to initiate projects and achieve its objectives. Specific tasks are assigned to each member of the management team and all members donate their time on a volunteer basis.

The objectives of the Salisbury Arts & Entertainment District Committee are:

- 1) Facilitate existing A&E Signature Events: 3<sup>rd</sup> Fridays, New Years Eve etc
- 2) Promote and Support of All In-District Events & Organizations
- 3) Create & Promote New In-District Events & Initiatives: 1<sup>st</sup> Saturdays
- 4) Promote, Oversee & Create Existing/New Public Art Projects
- 5) Outreach & Partnership Development beyond district boundaries with key community stakeholders, institutions and county tourism directors.

### **Leadership Team:**

**Connie Strott** and her husband, George G. Strott, are owners of commercial real estate in the footprint of historical downtown Salisbury. Both Connie and George have been forerunners in the development and historical maintenance

of their properties. Ms. Strott is Past President of Urban Salisbury and the CFO of The Law Firm of George G. Strott P.A. As an officer of Urban Salisbury, Ms. Strott took an active role in overseeing the four-point approach of Main Street, promotional events, corporate sponsorship, and orchestrating volunteers. Ms. Strott is a native to Salisbury and spends the majority of her time with community development. Additionally, Ms. Strott is past-president of the Wicomico Rotary Club and past Assistant Governor for Rotary District 7630. She currently serves on the Board of The United Way of the Lower Eastern Shore and The NABB Center Board. She worked with SA&E leader Lee Whaley to establish 3rd Friday and Arts on the Plaza, two of the Salisbury Arts and Entertainment District's signature events. Ms. Strott currently serves as the co-chair of the Salisbury Arts & Entertainment District Committee.

**Lee F. Whaley** is principal at Lee Whaley & Associates, a consulting firm specializing in government and community relations, strategic communications, protocol and events management. For 23 years she served as Eastern Shore Representative for U.S. Senator Paul Sarbanes and U.S. Senator Ben Cardin, where she was responsible for public relations and outreach activities in eight counties on Maryland's Eastern Shore. Lee's formal training is in communications and marketing, with emphasis on the organization, marketing and promotion of special events. As an adjunct faculty member at Salisbury University, she taught arts administration for 11 years. Prior to her U.S. Senate service, she was heavily involved in the organization and marketing of special events, initially as business/promotions manager for the Wicomico Civic Center and then as president and CEO of Chesapeake Productions, Inc., an events management company. Whaley is a past president of the Rotary Club of Salisbury and past assistant district governor for Rotary International District 7630. She has volunteered with many community organizations including the Salisbury Chamber of Commerce Board of Directors, Salisbury Wicomico Arts Council Board of Directors, MAC Area Agency on Aging Board Chairman, Art Institute and Gallery Advisory Committee, Salisbury Film Society, Deer's Head Hospital, and Salisbury Neighborhood Housing Service. With Dr. Talmadge Reeves, she led the volunteer effort to establish the Salisbury Arts and Entertainment District. She worked with SA&ED leader Constance Strott to establish 3rd Friday and Arts on the Plaza, two of the Salisbury Arts and Entertainment District's signature events. Ms. Whaley currently serves, along with Ms. Strott, as the co-chair of the Salisbury Arts & Entertainment District Committee.

**Michael R. Wigley**, AIA, LEED AP, president of the architectural, engineering and surveying firm of Davis, Bowen & Friedel, Inc., has been personally involved with the arts throughout his 30-year career. To his credit, he served as the project architect for the American Visionary Art Museum in Baltimore's Inner Harbor and

as the principal architect responsible for the design of Salisbury's own Ward Museum of Wildfowl Art. Mr. Wigley has a particular interest in Downtown Salisbury. He served on Urban Salisbury, Inc.'s Board of Directors and served as their Design Committee Chair for a number of years. Urban Salisbury, Inc. was conceived as a means to incorporate ideas from residents and businesses into a cohesive and comprehensive plan to revitalize Downtown Salisbury. As a part of this group, Mr. Wigley had been instrumental in conceptual planning for the downtown's gateways and connectivity, streetscape and plaza improvements, as well as being involved in Urban Salisbury's Vision Planning Committee. He is on the Executive Committee of the Greater Salisbury Committee and a member of the Salisbury Arts and Entertainment District Committee, Salisbury's Central City District Commission, Salisbury Area Chamber of Commerce and the Salisbury Wicomico Arts Council. Mr. Wigley is also affiliated with the Ward Foundation and served as chair of the Dover Main Street's Design Committee.

**Michael Day** was born and raised on the Eastern Shore of Maryland. He received his Bachelors Degree in Photographic Arts & Sciences from the Rochester Institute of Technology in 1969, and worked in the photographic processing industry in Washington D.C until 1977, when he formed Kinetic Artistry, a theatrical supply firm, which he owned and operated until 1983. From 1983 to 2005 he owned and operated Image Preservation Company, a photographic restoration and archival photo lab, while also serving as a part time director for the Chipman Foundation. From 2005 to 2014, Day served as the Director of Economic Development for the Town of Berlin, MD. Under Day's leadership, the Town of Berlin experienced tremendous growth and cultural renaissance, and the Town was crowned "America's Coolest Small Town" in 2014, in Budget Travel's 9<sup>th</sup> Annual National Competition. Day has since retired, but still volunteers his time to variety community initiatives. Day continues to serve as a SA&E board member, and manages Salisbury's Park n Flea Market, a weekly summer season flea market in Downtown Salisbury, and primary funding source for the Salisbury Arts & Entertainment District budget.

**Rachel Terzic** is a local business owner of Pacific East Aquaculture, Inc. a state licensed coral aquaculture facility that supplies livestock/equipment to the saltwater aquarium trade nationwide. There she is responsible for overall business management and accounting responsibilities as well as website marketing and design. Terzic community service in the Salisbury area began as Member/Secretary for the Camden Association from 1994 – 1998 producing newsletters and marketing materials. She then served as board member for Salisbury Neighborhood Housing Services for 3 years. Terzic served as a board member of Urban Salisbury for 8 years, as Secretary for 3 of those years, and volunteered her time producing marketing materials, newsletters, and presentation materials for

Urban Salisbury and 3<sup>rd</sup> Fridays during that time. Terzic is a currently serves as Secretary for the Salisbury Arts & Entertainment District Committee, and is responsible for calling meetings, managing agendas and other marketing functions.

**Susan Holt**, M.F.A is currently the Gallery Director and a Professor of Fine Arts at the University of Maryland Eastern Shore. Over the last 15 years, Holt has served as the Education Director for the Art Institute and Gallery in Downtown Salisbury, as Program Director for an Art Study Abroad Program in Italy, and as an Adjunct Art Professor at both Salisbury University and the University of Maryland Eastern Shore. Holt served as chair of the Urban Salisbury Sculpture Committee from 2001 – 2012 where she coordinated efforts between downtown revitalization stakeholders, donors and art students to create a series of 10 metal sculptures installed around the borders of the current Art & Entertainment District. An acclaimed and awarded artist in her own right, Holt created *Memories of Downtown*, a site specific, interactive multimedia installation that recorded oral histories and memories of Salisbury’s oldest surviving generations, and invites the public to add their own memories, to an online map, and a textile tapestry. *Memories of Downtown* is a continuing project that grows and evolves each year, featured at Salisbury Arts & Entertainment District events and festivals. Holt serves as the chair of the Public Arts Subcommittee of the Salisbury Arts & Entertainment District Committee.

**Jamie Heater**, M.B.A is a Senior Account Executive at WMDT 47-ABC Television, located on the Downtown Salisbury Plaza, working with local and regional advertisers to create, execute and manage campaigns. Originally from Downtown Annapolis, where she managed retail shops, Ms. Heater moved to Salisbury in 2001 to attend college, receiving both her M.B.A and undergraduate accounting degree from Salisbury University. Drawing from her entrepreneurial background, love of the arts, downtowns, and marketing know-how, Ms. Heater has become a key on player for on-the-ground event production, grassroots marketing and the cultural resurgence in Downtown Salisbury. Heater serves as the Head Coordinator for 3<sup>rd</sup> Fridays and the New Years Eve Ball Drop. Heater led the Salisbury Arts & Entertainment District through its recent brand redevelopment and plays a managing role in the marketing and promotion of the Salisbury Arts & Entertainment District.

### **Staff Capacity**

While the expansion area adds 12.92 new acres to the Salisbury Arts & Entertainment District, the addition of these acres will not greatly impact the workload of the Salisbury Arts & Entertainment District management team. In fact, expanding the District to include these two expansion areas will provide

new opportunities for partnerships and more arts and entertainment-related assets for the city and management team to market.

The key properties within the expansion areas all have their own management and marketing arms that run day to day operations and can assist in outreach and promotion. These entities can now celebrate and promote the Salisbury Arts and Entertainment District. Osprey Property Company LLC, developer of the River's Edge project, will handle day-to-day management of the property. The company has opened a temporary rental office within the existing A&E District and has launched an extensive marketing campaign to attract artists to live and work at River's Edge. The City of Salisbury manages and promotes the marina through the Department of Public Works, Salisbury's Main Street Program, and a Marina Commission made up by interested citizens appointed by the city. The churches in the Northern expansion area all have sub-committees tasked with outreach and promotion.

The opportunity to enhance the total number of events, venues, programs, and assets available within the Salisbury Arts & Entertainment District, makes all existing efforts more successful and worthwhile, and more appealing to the cultural consumer. The expansion gives the Committee a logical public relations avenue to enhance brand awareness. The Committee would be thrilled to welcome these new properties, and to continue the work it has set out to do.

### **Budget**

The FY2015 budget for the Salisbury Arts & Entertainment District is attached. The budget only reflects income the SA&ED management team receives from its Park & Flea weekly event.

The City of Salisbury additionally provides \$7,200 annually to support the SA&ED signature event, 3rd Friday. These funds are administered separately and directly to 3rd Friday invoices. If other worthy projects materialize during the fiscal year, they are funded through sponsorships and other fundraising efforts.

The SA&ED also receives significant in-kind support from the City of Salisbury and the business community. In Fiscal Year 2014, the management team received in-kind contributions valued at \$22,620, including over \$10,000 in advertising support from WMDT-Channel 47.

## Arts & Entertainment District

FY2015 Proposed Disbursements

Project	Assigned To	Amount
Public Art	Susan Holt	\$3,000
Riverside Market		\$500
Arts on the Plaza		\$1,500
3rd Friday	Jamie Heater	\$1,000
Upstairs Downtown		\$500
Strawberry Festival		\$1,000
A&E District Advertising/Website		\$500
A&E District Banners		\$700
Quarterly Newsletter		\$250
Volunteer Recognition		\$100
Wine Festival		\$250
	TOTAL	\$9,300

### **Effect on Budget**

The expansion will not significantly impact the SA&ED budget, but the management team will earmark more of its funding for advertising and marketing, which will be devoted to updating its main and events-related websites to include new attractions, including the Port of Salisbury Marina, River's Edge Apartments and & Studio for the Arts and the new performance venues on the north side of the District.

Working in partnership with Osprey Property Company LLC, Salisbury University and the Art Institute & Gallery, the SA&ED management team will actively pursue grants to fund an arts-related after school program for children, to be held at River's Edge Apartments & Studio for the Arts, thereby increased the SA&ED programming budget.

### **Salisbury Arts & Entertainment District Marketing Plan**

The Salisbury Arts & Entertainment District's primary purpose, and recent success, revolves around effective marketing. While tax and other benefits do exist with an A&E Designation, the Salisbury Arts & Entertainment District Committee believes its power as a marketing engine is equally, if not more, powerful.

The expanded district can be easily absorbed into the current marketing framework created by the Salisbury Arts & Entertainment District designation. The additional assets located in the expanded district strengthens the messages and offerings of the existing district, and the entities within the expanded district can now avail themselves of the powerful tools and cooperative efforts that have been developed by the Salisbury Arts & Entertainment District Committee.

The Salisbury Arts & Entertainment District seeks to enhance its overall environment by complementing the existing businesses with an increased number of art and entertainment venues. The local community members along with tourists can enjoy retail businesses, restaurants, antique shops, and restaurants. Downtown Salisbury serves as a tourist destination with unlimited potential. Salisbury Arts & Entertainment District designation and implementation greatly enhances weekend activity and give the nightlife scene the extra boost it needs to attract travelers and enhance the quality of life for locals.

The Salisbury Arts & Entertainment District designation is a marketing tool, that's the District Committee leverages to achieve the following objectives, originally laid out in cooperation with Salisbury University's BEACON program (a division of the Perdue School of Business).

### **A&E District Marketing Objectives**

To enhance overall environment of Downtown Salisbury through a Salisbury Arts & Entertainment District designation, the following objectives must be realized:

- Increase revenues for existing arts related venues while simultaneously increasing traffic to Downtown Salisbury in general.
- Transform the community's perception of the A&E District as strictly a "business hub" into the center for arts and entertainment.
- Create a powerful image of Downtown Salisbury that fosters an appropriate arts and entertainment ambiance.
- Maximize resources for marketing by capitalizing on co-operation agreements.
- Educate business and property owners located in the Downtown area as to the financial benefits associated with the designation.
- Retain existing artists while attracting and recruiting new artists into residency in the A&E District.
- Established outreach programs to involve local grade-level and university students.

### **Defining an Image**

The Salisbury Arts & Entertainment District utilizes an asset-based approach when promoting the designation, and employs four primary tools. These tools include:

**Visual symbols:** With grant funding through the Maryland State Arts council the Salisbury Arts & Entertainment District recently revamped their branding and logos, to capitalize on the strength and recognition being garnered by 3<sup>rd</sup>

Friday. Portions of the logo were mirrored, and a “stamp” version of the larger logo was created, similar to 3<sup>rd</sup> Friday designs, which has become a highly recognizable symbol in the community, and a common sight on local car bumpers.



**Events:** Signature events like 3<sup>rd</sup> Fridays, Arts on the Plaza, New Years Eve and 1<sup>st</sup> Saturday are all developed to attract participation in arts by residents, visitors and community groups. All events reinforce the overall image of the district through similar design.



Salisbury Art & Entertainment District Signature Events incorporate either the full A&E Logo, or the A& E Logo Stamp and tagline into their printed assets, and note the state designation on all forms of advertising for A&E Events.



The emphasis on cohesive design helps create an authentic visual identify for the A&E District and for Downtown Salisbury as a whole.

**Slogan** - "Art. Entertainment. Downtown." This slogan appears on 3<sup>rd</sup> Friday posters, websites, and is heard in television and radio announcements.

**Digital Presence:** Websites and Social Media play a major role in the way the Salisbury Arts & Entertainment District, and its signature events, communicate with the community. Continuity of assets, language and format ease communication, and cross-promotion of the various assets is carefully strategized.

Pages disseminate information in similar formats, and "share" (ie social media), between each other, but also "share" arts & entertainment related information for all the businesses, art institutions and community groups in the District, becoming powerful voices and trusted sources of cultural information.

**Marketing Through Involvement & Co-Operative Efforts:** The Salisbury Arts & Entertainment District's signature event, 3<sup>rd</sup> Friday is a perfect example of how cooperation can catapult fragmented individual efforts into an atmosphere for success. Local artists and vendors are offered vending opportunities at no charge, and local non-profit organizations can also participate at no charge.

Information on participating artists and non-profits are compiled, as well as the art and entertainment offerings of the Downtown Salisbury galleries, art organizations like SWAC, and local businesses. The formula creates a marketing co-op where the participation and promotion from each individual participant adds to the whole, and together achieves what would be impossible for many parties.

- **Artists** stimulate interest and add variety to monthly offerings.
- **Community Groups & Non-Profits** coordinate efforts and activities to occur at or on 3<sup>rd</sup> Fridays. Performance groups find ready-made audiences, non-profits find excellent outreach opportunities to promote their programs and youth groups find an exciting forum to engage their young members.
- **Businesses** plan open houses, sales and special events around 3<sup>rd</sup> Fridays taking advantage of heavy foot traffic and leveraged promotion.
- **Established Attractions** like the Salisbury University Art Galleries Downtown Campus and the Art Institute and Gallery all hold their opening receptions for new exhibitions during 3<sup>rd</sup> Fridays.
- **Creative Partnerships** find the most success. During one 3<sup>rd</sup> Friday a local business hosted a skate deck art show with proceeds benefiting the Salisbury Skate Park initiative. One open house turned into a foot-traffic, art-related, community-minded powerhouse, and was met with resounding success.

## **Advertising and Promotion**

Salisbury Art & Entertainment District advertises and promotes all of its signature events with email newsletters, social media, online listings, as well as, a mixture of traditional mediums, like radio, newspaper, billboards and television. Partnerships with local advertising outlets are maintained to get no-charge and discounted rates, and the outlets enjoy the participation with a buzz-worthy community cause.

## **Marketing the Expanded District: Specific Strategies**

Entities within the expanded district would be able to immediately reap the benefits of existing Salisbury Art & Entertainment District advertising & captive audiences by choosing to participate in events like 3<sup>rd</sup> Fridays. For example,

River's Edge Apartments could immediately receive top-billing on a 3<sup>rd</sup> Friday monthly line-up simply by holding a special event or an open house. Participants are the keys to their own success, and those drawing on community partnerships find the best results.

The Salisbury Arts & Entertainment District management team's marketing efforts to promote the expanded district will include social media, regular Constant Contact updates to a broad audience regarding A&E District events, and distribution of A&E promotional materials at A&E-sponsored and other public events including 3<sup>rd</sup> Friday, 1<sup>st</sup> Saturday, and New Year's Eve events. In addition, the A&E team will continue to advertise its events in print and electronic media. The Salisbury Arts & Entertainment District management team will work closely with the new groups to create ideas and strategies for maximized participation.

The Salisbury Wicomico Arts Council and Salisbury University will include A&E District-related articles and calendar listings in their respective newsletters and social media efforts. SWAC will conduct interviews with artists that live and work within the District as well as arts-related businesses for broadcast on PAC-14, the local Public Access television channel. The SAC television show, Arts for Better Living, is broadcast 40 times monthly and is also available on demand.

The Salisbury Arts & Entertainment District is an active partner in Tourism & Downtown Development (TADD), a broad network of professionals that includes A&E District leadership, tourism directors, arts council directors and economic development directors from Delaware and the Eastern Shore of Maryland and Virginia. The collaborative focus here is the "Eat, Drink, & Buy Art" marketing campaign that encourages visitors from around the East Coast to discover the region's arts districts and frequent our arts events, galleries, museums, and restaurants. The campaign includes promotional brochures with collateral material, a mobile app, website, and a popular Arts & Times calendar that is widely circulated in print and electronically around the East Coast.

As an affiliate of the Salisbury Area Chamber of Commerce, the largest Chamber on Maryland's Eastern Shore, the A&E management team will have a multitude of opportunities to market the District with 500+ member businesses that will attend Chamber meetings, conferences and special events and engage in the Chamber's social media and other outreach efforts.

The Wicomico County Department of Tourism will promote the A&E District in its extensive marketing efforts.

Lastly, looking to the future, if additional funding can be secured, the A&E management team would like to establish an artist relocation program to attract artists from around the Mid-Atlantic region to live and work within the District.

## **Listing of Artists & Entertainment Enterprise and Assets of Expanded Area**

- River's Edge Apartments and Studio for the Arts – 670 Fitzwater Street
  - a. Artist opportunities for affordable housing and work space. Currently processing 60 artist applications for potential housing.
  - b. Performance space
  - c. Gallery space
  - d. Waterfront outdoor event & gathering space
  - e. Public art installations
- Port of Salisbury Marina - 605 Fitzwater Street, 506 W Main, W Main Street parcel
  - a. Scenic waterfront event space
- Chesapeake East - 104 Lake Street
  - a. Artist retail space
  - b. Artist work space
  - c. Literary café
  - d. Future lodging available
- 501 Willow Street
  - a. Potential advertising space for the arts & entertainment district
- Faith Community Church – 217 N Division Street
  - a. Historic landmark
  - b. Event & worship space
  - c. Annual Harvest Festival – October
  - d. Home of singing groups & performance space
- Korean Presbyterian Church – 231 N Division Street
  - a. Event & worship space
  - b. Performance space
- Wicomico Presbyterian Church - 225 N Division Street, 213 Asbury Pl, 211 Asbury Pl, 209 Asbury Pl, 123 Broad St, 207 Broad St, 112 E Chestnut St, 209 Broad St, Broad St
  - a. Event & worship space
  - b. Langelier Building – Makemie Hall – performance, non-profit, artist space
  - c. ADA accessible
  - d. Church choir, music ministry, Peninsulaires (singing group), knitting group, Tintinabulators (hand bell group)
- Boundless Playground – 311 Broad St

- a. ADA accessible
  - b. Event space
- 312 N Salisbury Blvd
  - a. Potential advertising space for the arts & entertainment district

## **Wicomico County & City of Salisbury Support**

### **Proof of Public Hearing**

### **Proof of Priority Funding Area**

### **Miscellaneous Support Pieces**

# Big changes coming to Salisbury Marina

Jeremy Cox, DelmarvaNow 6:10 p.m. EST February 1, 2015



(Photo: Staff photo by Jeremy Cox)

The Port of Salisbury Marina is on the verge of getting a six-figure makeover that city officials hope will make the spartan facility easier on the eyes and more hospitable to ecotourism.

The upgrades should help tie the aging marina into the redevelopment of downtown, City Council President Jake Day said.

"If you look at the physical condition of it, absolutely I think it needs to be beautified and improved," Day said. "If you look at the usage of the land, it's under-utilized; it's a vacant lot."

Plans include a floating dock to be used as a launch site for canoes and kayaks, improved landscaping around the entrance and marina building, decorative fencing and the relocation of a sewage lift station to the site. (That last item may not sound exciting, but the existing station nearby needs to be replaced, officials say.)

The most notable among the new investments may be a new boathouse, where a vendor could rent canoes and kayaks to the public. The city has offered to partner with Salisbury University on turning it into the home for a rowing club.

Such talks "have been preliminary in nature" and are likely to face heavy scrutiny in the face of budget shortfalls at the university, Robby Sheehan, SU's government relations director, said in a statement.

What's more, the university doesn't have a rowing club at present.

Like many of the changes, the boathouse would be financed through state grants. Its expected cost: \$100,000.

The city hasn't applied for the grant yet, so the boathouse is at least a year into the future. The first improvements at the marina could begin as early as this fall with the installation of the canoe and kayak launch.

It's set to be constructed along the southern edge of the property, said city Public Works Director Michael Moulds. None of the 86 boat slips will have to make way for it, he added.

The Maryland State Highway Administration has awarded the city \$40,000 for the project.

Joe Pagliaro is assistant manager at Survival Products in Salisbury, which sells kayaks, among other things. A downtown launch should be popular among paddlers, he said.

Once boats get downstream past the sewage treatment plant and port area, the river "pretty much opens up and then you've got these tributaries," Pagliaro said. "Lots of beautiful houses and wildlife to see in there."



Buy Photo

New signs and landscaping are in store for the Port of Salisbury Marina building. (Photo: Staff photo by Jeremy Cox)

As it stands, the closest non-motorized boat launches are at Johnson Pond and Pemberton Park.

The barges that ply the river already co-exist peacefully with weekend recreation boat traffic, so they should do so as well with paddlers, said Tim Emge of Cato Gas & Oil, one of the river's biggest commercial users.

The city has set aside \$50,000 for a new entrance sign and landscaping as well. The money is coming from unspent funds from a 2003 bond issue.

"As it is now, when you drive down, the entrance to the marina is a little further down," Moulds said.

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THURSDAY, FEBRUARY 5, 2015

# THE DAILY TIMES

## HOGAN TALKS TAX RELIEF

New governor outlines priorities in State of State speech **A2**



● USA TODAY PENTAGON STUDY CONCLUDED PUTIN HAS ASPERGER'S SYNDROME **PAGE B1**



WICOMICO COUNTY

## Elected school board gains steam

Council has proposed bill

COUNTIES

# SEEK TO HELP SMALL BUSINESS THRIVE

## Delmarva governments look to help launch entrepreneurs

RACHAEL PACELLA  
STAFF WRITER

In 2010, Rob Arlett faced the challenge of opening his own business.

Now, as he faces a different one with his first term on the Sussex County Council, he hopes to make government more streamlined and less of a headache for people launching a business in the county.

"I think we need to get back to focusing on one's dreams here in Sussex," Arlett said.

Launching a business can be particularly difficult to do, but in Sussex, Worcester and Wicomico counties folks are working to provide support in innovative ways, connecting entrepreneurs, helping them in the vulnerable starting stages and providing incentives to bring jobs to the area. Arlett understands the struggles of a small business owner through the lens of his real estate compa-

See THRIVE, Page A2



STAFF FILE PHOTO BY LAURA EMMONS

HotDesks, located in the Tri County Council building in Salisbury, aims to give at-home business owners and entrepreneurs a place to network and collaborate.

"It's just a place where people with like-minded goals who want to start their business, or have started their business, come together and bring their ideas."

DAVE RYAN,  
SALISBURY-WICOMICO ECONOMIC DEVELOPMENT

JOANNE COUGHLIN-WALSH/GANNETT ILLUSTRATION

HANNAH CARROLL  
AND PHIL DAVIS  
STAFF WRITERS

Public comment at the Wicomico County Council's meeting Tuesday was almost unanimous: The county should have an elected Board of Education.

The County Council recently proposed new legislation that could possibly make this a reality.

Many people argued the current Board of Education, which controls roughly half of Wicomico County's budget, is accountable to officials in Annapolis, not to the citizens of the county.

David Synder said he strongly supports the idea of an elected board.

"If they have so much control over the county's money," Synder said. "I want some say in who gets that control."

The County Council submitted a letter to the Lower Shore delegation in Annapolis on Jan. 21, which stated that members unanimously supported a school board comprised of five members elected in the existing County Council districts, and two appointed by the county executive with approval by the County Council.

Due to time constraints, the council admitted to having submitted the legislation rather quickly.

"In order to meet guidelines, we had to act," Council President John Cannon said. "We made a decision we thought would be best for the future of the county."

Ken Gaskins said he supported the council's proposal but did not appreciate the submission of legislation without input from the community.

"The public should have a right to speak before that legislation was drafted and sent to Annapolis," Gaskins said. "I hope the council will not continue to conduct business like this in the future."

Mike Dunn agreed with Gaskins. "It should be up to the citizens to decide how we, as a county, should move forward," Dunn said.

If approved by the legislature, a referendum would appear on the 2016 ballot for residents to vote for or against

See BOARD, Page A2

"I want some say in who gets that control."

DAVID SNYDER,  
WICOMICO COUNTY RESIDENT

# Thrive

Continued from Page A1

ny, and now from the government side, he hopes to innovate by streamlining permitting and fees for business owners.

"As a licensed Realtor I have to have a separate business license in each town I conduct business in, even though I'm granted a real estate license from the State of Delaware," Arlett said. "How can one afford to do that? I think we need to figure out how to better serve the business owners and get out of their way."

Arlett said he would also like to see the government offer more programs to bring new businesses into the county.

In Worcester County, there has been success with a small business incubator launched last year, Director of Economic Development Bill Badger said. The facility aims to provide support for companies just starting up, to ultimately diversify the local economy.



GRANT L. GURSKY FILE PHOTO

The Start Up Maryland bus makes a stop on the Ocean City Boardwalk last year. Worcester County hosted the bus, which provides venture funding for startup companies, as part of its efforts to attract businesses to the area.

ger said. The facility aims to provide support for companies just starting up, to ultimately diversify the local economy.

"Since I've been here, three years, we've talked a lot about the importance of small business," Badger said.

The incubator doesn't just provide low-cost space for people looking to launch a small business, but also provides

mentoring from experts in fields like accounting, planning, manufacturing, funding, networking and marketing and sales. Badger said the facility was created through a public-private partnership.

"We're looking for some promising company that has a potential for fast growth," Badger said.

Today there are three small businesses in the incubator, most notably a company called Found, which incinerates poultry litter to produce energy. The businesses' laboratory is in the incubator, while its biomass facility is on a farm.

Badger said the county has also been innovating by hosting the Start Up Maryland bus, which provides venture funding for start up companies.

"We used that to promote entrepreneurship in our community," Badger said.

In Wicomico, the Tri-County Council building

offers a co-work space with an approach similar to an incubator. Hot Desks.org offers a space for people who need office space but aren't ready for an office environment, Dave Ryan of Salisbury-Wicomico Economic Development said.

Ryan said another recent success has been the entrepreneur center recently launched at the main branch of the Wicomico Public Library, which offers an informal gathering point, he said.

"It's just a place where people with like-minded goals who want to start their business, or have started their business, come together and bring their ideas," Ryan said.

Ryan added that the city had been making strides with its arts and entertainment district.

"Improving the sense of place in the downtown area is a draw for businesses as well," he said.

## Langeler Memorial Building—Makemie Hall

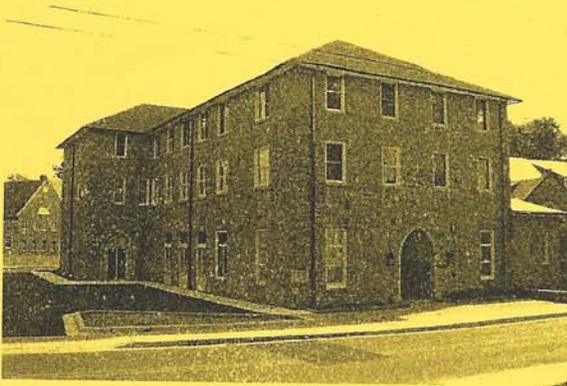
Looking for a place to hold your organization's  
next meeting, reception or event?

To serve community needs Wicomico Presbyterian Church  
is offering affordable facilities in its renovated

Langeler Memorial Building annex  
at a convenient downtown location

225 N. Division Street  
Salisbury, MD 21801

(former Fellowship Hall, gray granite building  
on North Division Street immediately off Rt. 50)



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Contact for details

Denny Mogan: 443-669-3879

# City of Salisbury



MARYLAND



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SALISBURY, MARYLAND 21801  
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KEITH A. CORDREY  
DIRECTOR OF INTERNAL SERVICES

JAMES IRETON, JR.  
MAYOR

TOM STEVENSON  
CITY ADMINISTRATOR

To: Tom Stevenson, City Administrator  
From: Keith Cordrey, Director of Internal Services *KAC*  
Date: February 9, 2015  
Re: Debt Limit

In recent months we have discussed the need to review the existing debt limit that is set forth in the City's Charter. Our review found that there are other local governments with debt limits based on formulas that include only governmental funds. The City has historically budgeted for and imposed fees and charges sufficient to support debt service on projects allocated to enterprise funds from such enterprise funds. The needs of enterprise funds differ from those of governmental funds and vary according to capital outlay requirements and fee based activities. Since enterprise funds are more like a business, their fees and debt are more significantly influenced by market conditions. Having a single debt limit formula that attempts to account for the needs of a variety of fund types and does not take into account the City's historic practice of allocating certain bond-funded projects to enterprise funds makes the formulation awkward and difficult to achieve intended results.

Accordingly, at our request, the City's bond counsel has prepared the attached Charter Amendment Resolution that changes the debt limit provided for in the Charter to exclude general obligation debt allocated to enterprise funds and to make other clarifying changes. A summary of the major revisions to the debt limit follows:

- Enterprise Funds are excluded from the debt limit formula  
*In applying the debt limit provided for in this Section, there shall be excluded from such calculation the principal amount of any outstanding general obligation debt that in the City's records is allocated to be paid from any enterprise fund.*
- Clarifications are provided so that tax increment financing or special taxing district obligations are counted among the bonded indebtedness used to calculate the debt limit only if backed by a pledge of the City's full faith and credit and unlimited taxing power (to date the City has not provided any such back-up pledge), except to the extent a portion of such obligations may be allocated to an enterprise fund because of a pledge

of other applicable revenues. (For example, if the City was to issue TIF or STD bonds to finance a public parking garage and the sources of payment for such bonds included not only incremental tax revenues or special tax revenues (as applicable) but also net operating revenues from the public parking garage as well as the City's general obligation pledge, the City would exclude the portion of debt service allocable to the parking enterprise fund.) The reference to special taxing district obligations is added in order to make clear that such obligations are excluded unless backed by the City's general obligation pledge because the prior debt limit reference to general tax revenues was deleted.

- Clarification that grants, compensated absences, and capital leases (which are typically referenced in the notes to the City's audited financial statements that address outstanding debt) are not counted in the bonded indebtedness use to calculate the debt limit.
- The portion of the total bonded debt for enterprise funds as of 6/30/2014 was approximately \$53.6M or 55 % of the total debt currently available [do you mean available or outstanding?]. The percentage applied to assessments used to compute maximum allowable debt has been reduced by 50% in consideration of the exclusion of debt allocable to enterprise funds. The rate applied to real property in order to calculate the maximum allowable is reduced from 4% to 2% and the rate applied to personal, corp, and utility property is reduced from 10% to 5%.

*((The)) total ((bonded)) principal amount of indebtedness of the City of Salisbury represented by its general obligation bonds, notes or other evidences of indebtedness issued in accordance with this Charter or other applicable Maryland law ("general obligation debt") ((payable from its general tax revenues)) outstanding at the time any such ((bonds are)) general obligation debt is issued shall not exceed an amount which is equal to ((four (4))) (i) two (2) percent of the assessed valuation of all real property subject to taxation by the City of Salisbury plus ((ten (10))) (ii) five (5) percent of the assessed valuation of all personal, corporate and utility personal property subject to taxation by the City of Salisbury.*

An example is provided, as a schedule to this memo, which compares formulas in the debt limit calculations as of when the FY 15 bonds were issued a few months ago to the formula as proposed by this amendment.

The amendments to the debt limit are necessary to pursue finalizing the MDE loans planned to fund the Wastewater Treatment Plant upgrades scheduled later this year.

Please forward this Charter Amendment Resolution to Council for consideration.

**Schedule 1: Debt limit calculated for FY 15 Bonds compared to Proposed**

	FY 15 GOB Bond	Proposed
Assessable valuation of real property subject to City of Salisbury taxation as of July 1, 2014	1,748,436,713	1,748,436,713
4.0% of such basis	69,937,469	
2.0% of such basis		34,968,734
Assessable valuation of personal, corp and utility personal property subject to City of Salisbury taxation as of July 1,	271,134,930	271,134,930
10.0% of such basis	27,113,493	
5.0% of such basis		13,556,747
<b>Maximum allowable debt outstanding</b>	<b>97,050,962</b>	<b>48,525,481</b>
Outstanding obligations subject to Charter limitations at June 30, 2014	70,057,642	
These issues net of bond refunded (A 4,009,000 + B Refunding 2,754,365 less obligations refunded 2,690,000)	4,073,365	
<b>Total outstanding obligations subject to debt limit</b>	<b>74,131,007</b>	<b>20,531,007</b>
<b>Margin of Debt limit over debt outstanding (Max Allowable less Total outstanding obligations subject to debt limit)</b>	<b>22,919,955</b>	<b>27,994,474</b>
Reserve for Emergency per Debt Policy (10% of Max Allowable)	9,705,096	4,852,548
<b>Available</b>	<b>13,214,858</b>	<b>23,141,926</b>

**CHARTER AMENDMENT RESOLUTION NO. 2015-1**

A CHARTER AMENDMENT RESOLUTION OF THE COUNCIL OF THE CITY OF SALISBURY FOR THE PURPOSE OF AMENDING SECTION SC7-48 OF THE CHARTER OF THE CITY OF SALISBURY IN ORDER TO (1) EXCLUDE FROM THE CALCULATION OF THE DEBT LIMIT PROVIDED FOR IN SUCH SECTION THE TOTAL PRINCIPAL AMOUNT OF ANY OUTSTANDING GENERAL OBLIGATION DEBT THAT ON THE CITY'S RECORDS IS ALLOCATED TO BE PAID FROM ANY ENTERPRISE FUND, (2) REDUCE THE PERCENTAGES OF THE ASSESSABLE VALUATION OF REAL AND PERSONAL PROPERTY IN THE CITY AGAINST WHICH THE DEBT LIMIT CALCULATION SHALL BE APPLIED WITH RESPECT TO GENERAL OBLIGATION DEBT THAT REMAINS SUBJECT TO SUCH DEBT LIMIT, (3) CLARIFY THE DEBT THAT IS SUBJECT TO THE DEBT LIMIT, INCLUDING THAT REVENUE BONDS, NOTES OR OTHER SIMILAR INSTRUMENTS ISSUED UNDER SECTION 12-201 ET SEQ. OF THE ECONOMIC DEVELOPMENT ARTICLE OF THE ANNOTATED CODE OF MARYLAND (TAX INCREMENT FINANCING OBLIGATIONS) OR SECTION 21-407 ET SEQ. OF THE LOCAL GOVERNMENT ARTICLE OF THE ANNOTATED CODE OF MARYLAND (SPECIAL TAXING DISTRICT OBLIGATIONS), SHALL NOT COUNT AGAINST SUCH DEBT LIMIT UNLESS BACKED BY A PLEDGE OF THE CITY'S FULL FAITH AND CREDIT AND UNLIMITED TAXING POWER, AND (4) CLARIFY THAT CONDITIONALLY REPAYABLE GRANTS, COMPENSATED ABSENCES, AND CAPITAL LEASE OBLIGATIONS (UNLESS BACKED BY A PLEDGE OF THE CITY'S FULL FAITH AND CREDIT AND UNLIMITED TAXING POWER) SHALL NOT COUNT AGAINST THE DEBT LIMIT; PROVIDING THAT IN CALCULATING SUCH DEBT LIMIT, THE CITY SHALL USE THE MOST RECENT JULY 1 ASSESSED VALUATION FIGURES PROVIDED BY THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OR ANY DEPARTMENT OR AGENCY THAT IS SUBSEQUENTLY CHARGED WITH ASSESSING PROPERTY VALUES FOR THE CITY PURSUANT TO MARYLAND LAW; PROVIDING FOR COMPLIANCE WITH CERTAIN PROVISIONS OF THE ANNOTATED CODE OF MARYLAND PERTAINING TO CHARTER AMENDMENTS; PROVIDING THAT THIS TITLE CONSTITUTES A FAIR SUMMARY FOR PUBLICATION PURPOSES; AND GENERALLY RELATING TO APPLICATION OF SUCH DEBT LIMIT.

RECITALS

WHEREAS, the Charter of the City of Salisbury may be amended as outlined in Sections SC21-1 through SC21-4 of the Charter, which refer to Sections 11 through 18 of Article 23A of the Annotated Code of Maryland; and

WHEREAS, Sections 11 through 18 of Article 23A of the Annotated Code of Maryland have been recodified as Section 4-301 *et seq.* of the Local Government Article of the Annotated Code of Maryland; and

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- Underlining : Indicates material added to this Charter Amendment Resolution by amendment after introduction
- ~~Strike through~~ : Indicates material deleted from this Charter Amendment Resolution by amendment after introduction

WHEREAS, from time to time, City of Salisbury (the “City”) issues general obligation bonds, notes or other evidences of indebtedness for the public purposes permitted by the Charter or other applicable Maryland law; and

WHEREAS, the City (i) to the extent applicable in connection with the issuance of any such general obligation debt, allocates on its records to any applicable enterprise fund or funds the projects to be financed or refinanced from such general obligation debt and the corresponding allocable portion of debt service to be paid from such enterprise fund or funds, (ii) pays all or a portion of the debt service on many of its outstanding general obligation bonds, notes or other evidences of indebtedness in the first instance from applicable enterprise funds, even though the City’s full faith and credit and unlimited taxing power are pledged to payment of such general obligation debt, and (iii) takes into consideration the debt service payable on outstanding general obligation debt allocated to such enterprise funds when imposing any fees or charges to be accounted for in such enterprise funds; and

WHEREAS, the Council desires to amend the debt limit contained in Section SC7-48 of the Charter in order to (i) exclude from the calculation of the debt limit the principal amount of any outstanding general obligation debt that on the City’s records is allocated to be paid from any enterprise fund, (ii) correspondingly reduce the percentages of the assessable valuation of real and personal property in the City against which the debt limit calculation shall be applied with respect to general obligation debt that remains subject to such debt limit, (iii) clarify the debt that is subject to the debt limit, (iv) clarify that conditionally repayable grants, compensated absences, and certain capital leases shall not count against the debt limit, and (v) clarify the source of assessed valuation information to be used in applying the debt limit.

SECTION 1. NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SALISBURY, MARYLAND that pursuant to the authority of Article XI-E of the Constitution of Maryland, as published in the Constitution of Maryland Article of the Annotated Code of Maryland (West 2002 and 2014 Cumulative Supplement), as amended to date, and Section 4-301 *et seq.* of the Local Government Article of the Annotated Code of Maryland (West 2013 and 2014 Cumulative Supplement), as amended to date, Section SC7-48 of the Charter of the City of Salisbury, as published in Municipal Charters of Maryland, Volume 7, 2008 Replacement Edition, as amended to date, is hereby repealed and re-enacted, with amendments, to read as follows:

Section SC7-48. Debt limit.

*Subject to the further provisions of this Section, the ((The)) total ((bonded)) principal amount of indebtedness of the City of Salisbury represented by its general obligation bonds, notes or other evidences of indebtedness issued in accordance with this Charter or other applicable Maryland law (“general obligation debt”) ((payable from its general tax revenues)) outstanding at the time any such ((bonds are)) general obligation debt is issued shall not exceed an amount which is equal to*

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((four (4))) *(i) two (2) percent of the assessed valuation of all real property subject to taxation by the City of Salisbury plus ((ten (10))) (ii) five (5) percent of the assessed valuation of all personal, corporate and utility personal property subject to taxation by the City of Salisbury. In applying the debt limit provided for in this Section, there shall be excluded from such calculation the principal amount of any outstanding general obligation debt that in the City's records is allocated to be paid from any enterprise fund. Any revenue bonds, notes or other similar instruments issued pursuant to the authority of ((Article 41, Sections 14-201 through 14-214)) (i) Section 12-201 et seq. of the Economic Development Article of the Annotated Code of Maryland ((the Tax Increment Financing Act)), as replaced, supplemented or amended ("TIF obligations"), or (ii) Section 21-407 et seq. of the Local Government Article of the Annotated Code of Maryland, as replaced, supplemented or amended ("STD obligations"), shall not be counted in calculating such debt limit unless the City's full faith and credit and unlimited taxing power are also pledged to payment of such TIF obligations or STD obligations ((such bonds are also issued as general obligation bonds in accordance with such Act)). If the City issues TIF obligations or STD obligations that are also backed by a pledge of other revenues in addition to its full faith and credit and unlimited taxing power, there shall be excluded from the debt limit calculation the outstanding principal amount of any such hybrid TIF obligations or hybrid STD obligations that in the City's records is allocated to be paid from any enterprise fund. In addition, (i) any grant that is repayable by the City upon a failure to meet conditions of the grant, (ii) compensated absences, and (iii) capital leases (unless such capital leases are backed by a pledge of the City's full faith and credit and unlimited taxing power) shall not be treated as general obligation debt for purposes of this Section. The City shall calculate the debt limit set forth in this Section using the assessed value of real and personal property as of the July 1 immediately preceding the issuance of the applicable general obligation debt, as determined by the State Department of Assessments and Taxation or any department or agency that is subsequently charged with assessing property values for the City pursuant to Maryland law.*

**SECTION 2.** BE IT FURTHER RESOLVED that the amendments to the Charter adopted by this Charter Amendment Resolution shall become effective upon the fiftieth (50<sup>th</sup>) day after passage of this Charter Amendment Resolution, unless a proper petition for referendum meeting the requirements of Section 4-304 of the Local Government Article of the Annotated Code of Maryland shall be presented or mailed to the Council in accordance with such Section 4-304 on or before the fortieth (40<sup>th</sup>) day after passage of this Charter Amendment Resolution. An exact copy of this Charter Amendment Resolution shall be posted at the main municipal building or other public place for the forty (40) days following its adoption, and the title to this Charter Amendment Resolution, being a fair summary of the amendments to the Charter adopted hereby, shall be published in a newspaper of general circulation in the City at least four (4) times, at weekly intervals, within the forty (40) days after this Charter Amendment Resolution is adopted.

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SECTION 3. BE IT FURTHER RESOLVED that the Mayor shall send or cause to be sent to the Department of Legislative Services of the State of Maryland in accordance with the provisions of Sections 4-109 and 4-308 of the Local Government Article of the Annotated Code of Maryland the following documents or information concerning the Charter amendments: (1) the complete text of the Charter amendments; (2) the date of any referendum held with respect thereto; (3) the number of votes cast for or against this Charter Amendment Resolution by the Council or in a referendum; and (4) the effective date of the Charter amendments.

SECTION 4. BE IT FURTHER RESOLVED that the Mayor is hereby authorized and directed to carry out or cause to be carried out the provisions of Sections 2 and 3 hereof; and as evidence of compliance herewith, the Mayor shall cause to be maintained in the records of the City an appropriate certificate of publication in the newspaper in which the fair summary of the Charter amendments shall have been published or other evidence of publication; provided that, the failure to so maintain the same shall not invalidate the effectiveness of the Charter amendments provided for in this Charter Amendment Resolution.

THIS CHARTER AMENDMENT RESOLUTION was introduced and read at a meeting of the Council of the City of Salisbury held on the \_\_\_\_\_ day of \_\_\_\_\_, 2015, a public hearing on this Charter Amendment Resolution was conducted in accordance with Charter Section SC21-2 at a meeting of the Council of the City of Salisbury held on the \_\_\_\_\_ day of \_\_\_\_\_, 2015, and this Charter Amendment Resolution was duly adopted at a meeting of the Council of the City of Salisbury held on the \_\_\_\_\_ day of \_\_\_\_\_, 2015 .

ATTEST:

\_\_\_\_\_  
Kimberly R. Nichols, City Clerk

\_\_\_\_\_  
Jacob R. Day, City Council President

Effective date: \_\_\_\_\_, 2015 (50<sup>th</sup> day after Charter Amendment Resolution is adopted)

**Key:**

***Italicized text* indicates matter added to the existing Charter.**

**~~((Double parentheses))~~ indicates matter deleted from the existing Charter.**

#170778;58111.001

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~~Strike through~~ : Indicates material deleted from this Charter Amendment Resolution by amendment after introduction

# City of Salisbury



MARYLAND



125 NORTH DIVISION STREET  
SALISBURY, MARYLAND 21801  
Tel: 410-548-3170  
Fax: 410-548-3107

JAMES IRETON, JR.  
MAYOR

M. THOMAS STEVENSON, JR.  
CITY ADMINISTRATOR

TERENCE ARRINGTON  
ASSISTANT CITY ADMINISTRATOR

MICHAEL S. MOULDS, P.E.  
DIRECTOR OF PUBLIC WORKS

TO: Tom Stevenson, City Administrator  
FROM: Michael S. Moulds, P.E., Director of Public Works  
Paul B. Mauser, E.I., Project Engineer  
DATE: January 30, 2015  
SUBJECT: February 17<sup>th</sup> Council Work Session  
Contract No. RFP 04-14  
Main Street Masterplan: Water, Sewer, Stormwater and Streetscape Improvements

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Please find attached to this memo a design package from AMT for the February 17<sup>th</sup> Council Work Session. The design package includes landscape plans and streetscape amenities for the Main Street Masterplan project. SPW has worked with AMT to develop the plans to the 65% level, including the establishment of curb lines, limits of disturbance, phase limits, utility redesign, typical road sections, locations of street trees and street lights, striping plans, traffic control plans, demolition plans, and other technical design items and considerations.

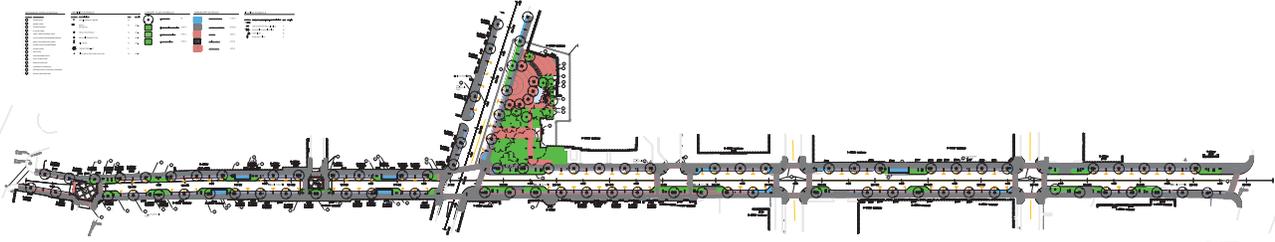
The 65% design was received by SPW on January 15<sup>th</sup> and the 95% design is planned to be received on March 26<sup>th</sup>. During this interim, SPW will be working with AMT to finalize streetscape amenities and all visual treatments for the project which can be more of a qualitative nature. For this reason, SPW is reaching out to City Council to receive input and feedback on selection of streetscape amenities, including:

- Location of outdoor eateries
- Benches
- Bike Racks
- Trash Receptacles
- Wayfinding
- Seat Wall
- Species of Street Trees
- Crosswalk Materials
- Street Lights
- Water Feature
- Raised Table Intersection Materials
- Planters
- Fencing at outdoor eateries
- Brick Pavers

The goal of the Main Street Masterplan is to set the standard for future City projects and development, so it is important to consider how these streetscape selections will synergize with the other areas of the City.

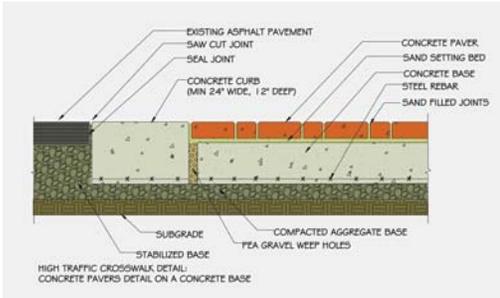
Unless you or the Mayor have further questions, please forward a copy of this memo to the City Council.

Legend	
Green	Green Area
Red	Red Area
Blue	Blue Area
Yellow	Yellow Area
Grey	Grey Area
Black	Black Area
White	White Area
Circle	Circle
Square	Square
Triangle	Triangle
Star	Star
Circle with dot	Circle with dot
Square with dot	Square with dot
Triangle with dot	Triangle with dot
Star with dot	Star with dot
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Square with cross	Square with cross
Triangle with cross	Triangle with cross
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Square with plus	Square with plus
Triangle with plus	Triangle with plus
Star with plus	Star with plus
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Star with dollar	Star with dollar
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Square with at	Square with at
Triangle with at	Triangle with at
Star with at	Star with at
Circle with amp	Circle with amp
Square with amp	Square with amp
Triangle with amp	Triangle with amp
Star with amp	Star with amp



North Arrow  
Scale: 1:1000  
AM





CROSSWALK - PRECAST CONCRETE BRICK PAVERS SET ON A CONCRETE BASE WITH A CONCRETE HEADER CURB  
PAVERS ON CONCRETE SUB-BASE



**CITY OF SALISBURY**  
**PUBLIC WORKS**

121 NORTH DEVENISH ST RM 202  
SALISBURY, MD 21810-4942  
TEL (410) 548-3170  
FAX (410) 548-3100

PRELIMINARY  
NOT FOR CONSTRUCTION

PROJECT TITLE  
**Main Street  
Masterplan  
RFP 04-14**

SHEET TITLE  
**CROSSWALK  
DETAILS**

SCALE: NTS  
DRAWING FILE:  
LAST REVISION DATE:  
DATE: 01/14/15  
DRAWN BY: AMR



DESIGNER: CANTY & ASSOCIATES, INC. 1000 W. BROAD ST. SALISBURY, MD 21801  
DATE: 01/14/15

CITY OF SALISBURY  
DEPARTMENT OF PUBLIC WORKS  
TOMAS A. BOSSER, P.E., DIRECTOR OF PUBLIC WORKS  
DATE: 01/14/15



**CITY OF SALISBURY**  
**PUBLIC WORKS**

121 NORTH DEVENSON ST RM 202  
SALISBURY, MD 21804-4940  
PH: (410) 548-3170  
FAX: (410) 548-3100

PRELIMINARY  
NOT FOR CONSTRUCTION

PROJECT TITLE  
**Main Street  
Masterplan  
RFP 04-14**

SHEET TITLE  
**RAISED  
INTERSECTION  
DETAILS**

SCALE: NTS  
DRAWING FILE:  
LAST REVISION DATE:  
DATE: 01/21/15  
DRAWN BY: AMR

**LS5.8**  
Sheet 65 of 80

RAISED INTERSECTIONS



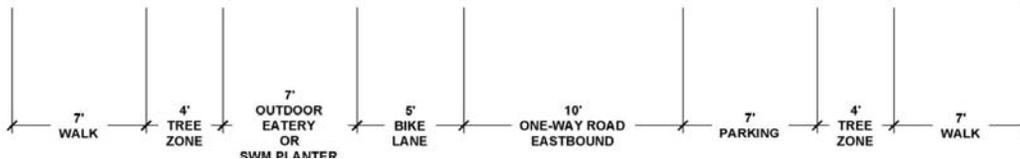
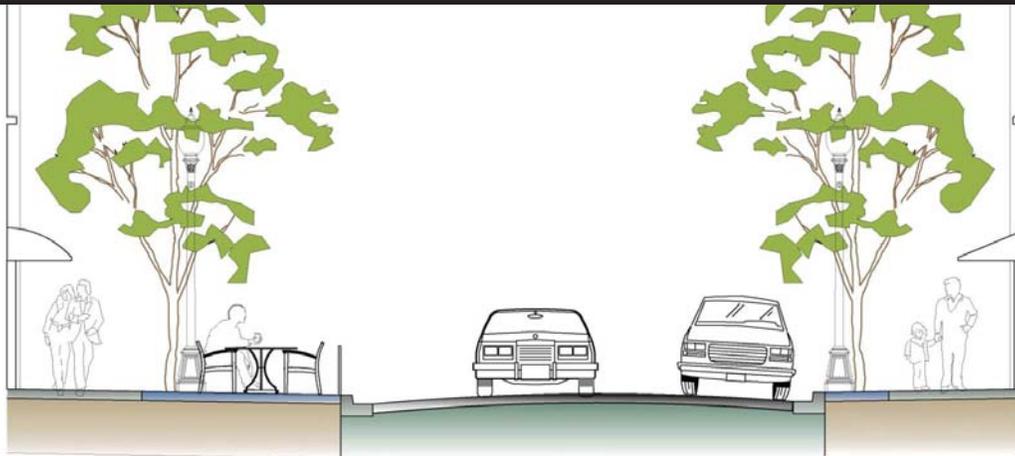
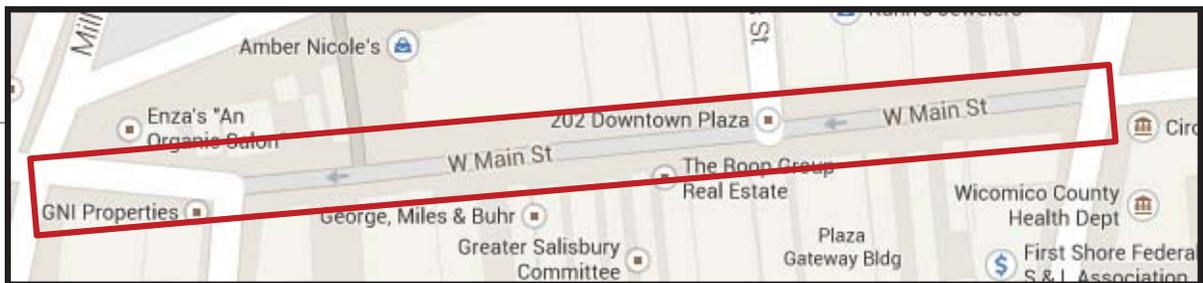
DESIGNER: AMT  
DATE: 01/21/15

CITY OF SALISBURY  
DEPARTMENT OF PUBLIC WORKS  
THOMAS J. GOSSEL, MANAGER  
DATE: 01/21/15  
TERESA A. BOSSER, P.E., DIRECTOR OF PUBLIC WORKS

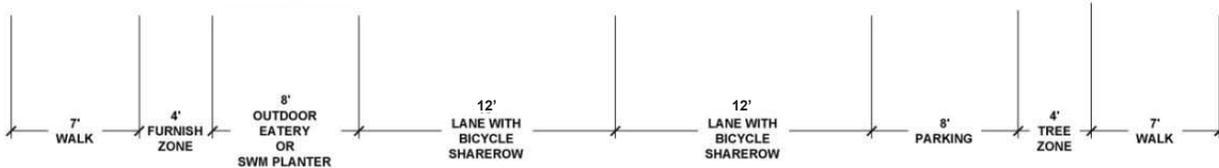
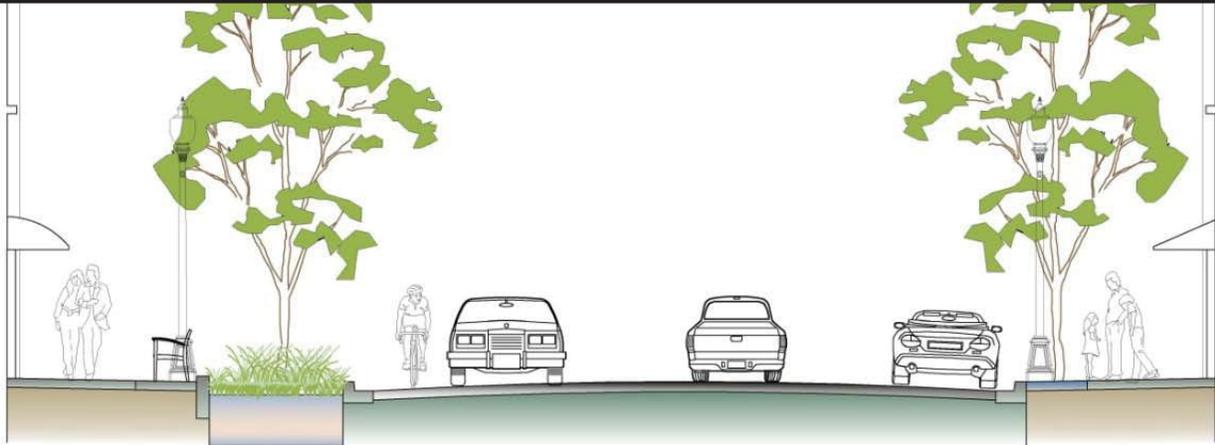
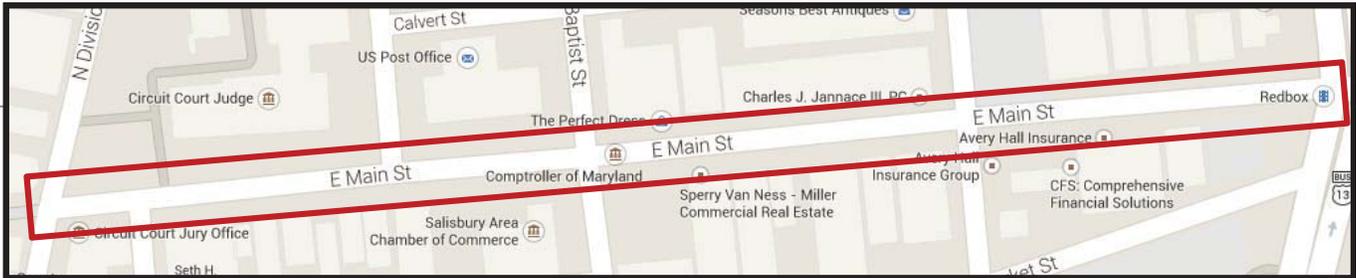
# Parking #



# West Main Street



# East Main Street



# Phasing



# Design Schedule

