
Proposal for the
Economic Development of the Region

Sailwinds Park at Cambridge
Cambridge, Maryland

Submitted by
Sailwinds Park, Inc.

Prepared by
Jeff Middlebrooks and LDR International, Inc.

October 1992

Table of Contents

Section One	A Letter to the Hon. William Donald Schaefer
Section Two	Major Elements of the Plan
Section Three	Capital Plan and Schedule
Section Four	Economic Context
Section Five	Letters of Endorsement
Section Six	Press Clippings



The Honorable William Donald Schaefer
Governor of the State of Maryland
The State House
Annapolis, Maryland 21401

Dear Governor Schaefer:

On September 29, 1992 you came to see us in Dorchester County to see what we were doing and to give us your advice on future economic development. One of the projects we talked about was Sailwinds Park.

You laid down a challenge to us to answer some key questions about how the project can be done. This proposal is an attempt to answer your questions. It includes very detailed information on costs, as well as a very aggressive timetable to build the project.

If you agree that this is the right approach, we are ready to work as hard as is humanly possible to make it work. We believe in the Plan and we hope you will too.

A. Is the Community behind the Plan?

Since we began the planning process in April of 1992, we have insisted upon certain principles.

1. The Plan had to benefit everyone. It was not an end in itself, but rather a way to get Dorchester County moving. Its success will be when jobs are created throughout the County, when new stores open in downtown, when new housing for every income level springs up around the City and the County, and when our children who grow up here, stay here because this is where they want to live and raise their children.

2. The process of planning had to include all segments of the community. An advisory group was immediately formed that represented a very broad cross section of community interests. We had local government officials, business leaders, watermen, farmers, minority groups, university researchers, and ordinary citizens of all backgrounds, income levels and interests. All of the key land owners involved were briefed and invited to participate. Throughout the last six months we have made every effort to keep everyone informed and to seek input from all possible sources. On September 17, 1992 we presented the plan to the public. Well over two hundred people attended and there was not one negative comment - an unheard of outcome in living memory in Cambridge. (see attached news clip)

3. This inclusive planning process would have to end up in a public consensus. We knew that to make this plan a success, the community would have to stay united to be able to convince first itself, and then the world at large, that Dorchester County knew what it wanted and knew how to get it done. Only then would it be possible to convince your government, the Legislature, the foundation community, corporate and individual donors, and the many volunteers that they could invest their money, their time and their credibility into this project.

We believe our record shows that we have made tremendous progress in meeting this goal.

Included in this proposal are letters of endorsement from:

- a. The City of Cambridge
- b. Dorchester County Commissioners
- c. Congressman Tom McMillen
- d. The Dorchester Board of Education
- e. Commercial District Management Authority
- f. Community Revitalization Committee
- g. Chamber of Commerce
- h. Dorchester General Hospital
- i. University of Md. - CEES
- j. The Harriet Tubman Coalition
- k. The Living Classrooms Foundation
- l. Dorchester Co. Family YMCA
- m. The Dorchester Co. NAACP
- n. Cambridge Rotary
- o. The Good Shephard Association
- p. Philips Technologies - Airpax
- q. Coldwater Seafood
- r. Hi-Tech Plastics
- s. Western Publishing

Is the Community behind the Project? **ABSOLUTELY !**

2. Who will develop it ?

On October 20, 1992, we incorporated **SAILWINDS PARK INC.** as a non-profit corporation to develop and manage Sailwinds Park.(see enclosed Articles of Incorporation)

The organization is modeled on Charles Center- Inner Harbor Management (now the Baltimore Development Corporation), that was so successful in the creation of the Inner Harbor. The same processes of public competition for development opportunities, the issuance of negotiating priorities, and the same procedures for the disposition of property will be used. The major difference is that Sailwinds Park Inc. is an independent corporation, not under contract to a local government.

Sailwinds Park is governed on a day to day basis by a five member Executive Committee of the Board of Directors made up of:

1. C. Robert Spedden, Chairman of the Board
President, Spedden and Associates
213 Sunburst Highway
Cambridge, Md. 21613
410-228-2050
2. Ken Richmond, Vice Chairman
President, Dorchester General Hospital
P.O. Box 439, 300 Byrn St.
Cambridge, Md. 21613
410-228-5511
3. Evelyn Townsend, Vice Chairman
President, Harriet Tubman Coalition
512 Poplar Street
Cambridge, Md. 21613
410-228-0401
4. Allan Shepard, Secretary/Treasurer
General Manager, Western Publishing Co., Inc.
Woods Road
Cambridge, Md. 21613
410-228-4000
5. G. Dennis O'Brien, Chairman - Community Development Committee
President and Founder
Living Classrooms Foundation
717 Eastern Ave.
Baltimore, Md. 21202
410-685-0295

Other members of the Board of Directors are:

6. Otto Cheesman - Designee of The City of Cambridge City Council
7. Shirley McWilliams - Designee of the Dorchester County Commissioners
8. Don Bradley - Mayor, Town of Hurlock
9. Harry Turner - President, Dorchester County Chamber of Commerce
10. Dr. Spicer Bell - Superintendent of Schools, Dorchester Co.
11. Dr. Corinda S. Waters - Dorchester County Board of Education
12. George Ames - President, Dorchester Chapter of the NAACP
13. Dr. Edmund Connelly Jr. - President of the Committee of 100
14. Dr. Thomas Malone - Director, Univ. of Md. - CEES - Horn Point
15. Glenn Carowan - Director, Blackwater Wildlife Refuge
16. Joy Staniforth - Director, Dorchester Co. Family YMCA
17. Rev. Linda Wheatly - Director, The Harriet Tubman Coalition
18. Jeff Hurley - Chief, Cambridge Fire and Rescue
19. Steve Wolf - Fraternal Order of Police
20. Robert Jones - Watermen's Representative
21. Steele Phillips - Farmer's Representative
22. Dr. Edmund J. MacLaughin - Dorchester General Hospital
23. Dr. Mark G. Resnick - Dorchester General Hospital
24. Douglas Bennett - CEO, Hi - Tech Plastics
25. Philip Feldman - CEO, G. Philip Feldman Inc.
26. Walter Willey - Manager, Cambridge - C.W. Amos & Co. - C.P.A.
27. Samuel Briscoe - First National Bank of Maryland - Cambridge
28. William Fulton - Rouse Co.
29. Jack Donahue - President and Founder, Visual Concepts
30. Morgan Dilver - Cambridge-Soputh Dorchester High School
31. Barbara Wongus-Woolford - Principal, Maple Elementary School
32. Roy Williams - Office Manager, McFadden Washington, M.D.
33. Addie Eckardt - Eastern Shore State Hospital
34. Jeff Johnson - Realtor, Sewell Mathews
35. Peg Pokrandt - Deaf and Independent Living Association

We would be very pleased if you would like to appoint one or more members to the Board.

Our prime consultant to date has been Mr. Jeff Middlebrooks, Executive vice-president of the Baltimore Development Corporation, serving as a private consultant. Mr. Middlebrooks has agreed to enter into a long term contract to oversee the planning and implementation of Sailwinds Park. Our design team will continue to be LDR International, with Andrews, Miller & Associates, engineers, of Cambridge acting as sub-consultants. Our General Counsel is Miles & Stockbridge and our Accountant is C.W. Amos & Co. We will retain professional construction management services as project construction requires.

We believe we have built a first rate development team that can be relied on for the highest quality professional services. We anticipate building our own professional staff as our income permits and our workload requires. We have a large group of dedicated volunteers who will work on programming projects and events, fundraising for both operating and capital needs, marketing, public relations, etc.

What will it cost?

Included in this proposal is an extremely detailed cost analysis of every element of the conceptual plan. We do not believe it is possible to more thoroughly analyze costs at the conceptual design stage.

Included in 'public' costs are every light pole, park bench, and tree. We have included costs for contingency, design and engineering as well as project and construction management. We are well aware that the credibility of the project and its sponsors depends on accurate cost data. Accordingly, we have been very careful to include all known costs and also provide a reasonable contingency for costs which are not yet identified.

These costs assume that Sailwinds Park will be developed as a first class, public space, at a very high standard of quality. Sailwinds Park Inc. fully expects, and is committed to, seeking in-kind services, volunteer labor, and charitable funding from individuals, corporations, foundations in addition to whatever public funds can be found.

In summary, the total of hard and soft costs for the construction of all elements shown on the enclosed conceptual plan are shown on the table on the next page.

SAILWINDS PARK, INC.

Project Cost Summary

14-Oct-92

<i>Project Components</i>	<i>Cost</i>
1. New Road and Utilities	\$1,861,076
2. Visitor's Center	\$4,518,645
3. Playspace	\$200,571
4. Carosuel	\$495,000
5. Dance Pavillion	\$216,563
6. Sail Sculptures	\$74,250
7. Festival Grounds	\$379,765
8. Beach Area and Stage	\$716,775
9. Land Aquisition (allowance)	\$400,000
10. Stone Breakwater and Edge	\$3,784,949
11. Choptank Marina	\$2,696,822
12. Interim Improvements - Marina Pkg.	\$97,500
13. Interim Improvements - Hotel Site	\$112,500
14. Exhibit Center -- Phase 1	\$644,469
15. Interim Improvemnets - Market Area	\$150,000
16. Wtr. Taxi Landings - Outside Park	\$80,000
17. Maryland Ave. Improvements	\$49,500
18. Hospital Circle	\$106,611
19. Signage - Directional, Interpretive, etc.	\$75,000
20. Exhibition Center - Phase 2	\$1,006,000
21. Permanent Improvements - Dock Area	\$1,486,868
22. Market, Rest. Shell, Office, etc.	\$1,695,739
23. Market Area - Phase 2	\$1,106,600
24. Parking Lot - Md. and Sailwinds Dr.	\$549,079
25. Parking Deck - Md. and Sailwinds Dr.	\$2,755,913
26. Hotel - 150 Rooms	\$8,798,434
27. Marina at Residential Parcel	\$1,503,563
28. Ldy. Md. - Facility & Skipjack	\$160,000
Total	\$35,722,191

Where will the money come from?

Of the \$35,722,191 in total cost, over \$20,000,000 will be spent by developers for privately owned facilities such as the hotel, restaurants, retail shops, etc. The balance of about \$15,000,000 will have to be raised from contributions from private and public sources.

The plan has been designed to be built in stages. How long it will take to complete will depend on how many years it takes to find the funds. Under the very best of circumstances, it might be possible to complete the entire project by the end of 1995 or 1996. It is far more likely though, that it will take considerably longer. (see next section)

As the plan has been developed, we have been in touch with a number of foundations, potential corporate sponsors, and government agencies, but have only now completed the capital budget, and are therefore now in a position to begin to seek specific commitments.

To make the project work, we believe we must have tangible, physical improvements done in time for the 1993 summer season. We must be able to start holding significant public events on the site, including music performances, festivals, consumer shows in the Port Building (Exhibition Center), and anything else we can think of, to build the necessary momentum to make the project happen. To make this possible, we believe several things must happen as quickly as possible.

1. Sailwinds Park Inc. will need at least \$150,000 to \$250,000 to cover costs for the next six months of planning, schematic design, preliminary engineering, surveys, test borings, appraisals, marketing, fundraising materials, office expenses, etc. The amount raised will determine the speed at which we can proceed.

2. If we are to go for a bond bill at the next session of the Legislature, we must begin the campaign at once.

3. We must begin to raise project funds towards the following projects which we hope to have completed in time for as much of the 1993 season as possible:

- a. Boardwalk from Sailwinds Park to Fishing Pier (Included in Visitor's Center budget)
- b. Playspace
- c. Wetlands (Visitors Center)
- d. Flower Garden (Visitor's Center)
- e. Exhibition Center - Phase One
- f. Temporary Improvements - Grade, seed, flowers - total site if possible
- g. Temporary Stage/ Beach - (or permanent if possible)

The sources we have tentatively identified for funding of each one of the projects are:

Project	Possible Sources
1a. Utilities	Local Government
1b. New Road	Local Government, SHA
2. Visitor's Center	Sailwinds Park Inc. - Donors ISTEA DHCD- Hist. & Cult. - H. Tubman Exhibit Bond Bill DNR
3. Playspace	Sailwinds Park Inc. - Donors
4. Carousel	Private Operator
5. Dance Pavilion	Sailwinds Park Inc. - Donors
6. Sail Sculptures	Sailwinds Park Inc. - Donors
7. Festival Grounds	Sailwinds Park Inc. - Donors Bond Bill DNR
8. Beach and Stage	Sailwinds Park Inc. - Donors Bond Bill DNR
9. Land Acquisition	Sailwinds Park Inc. - Donors ISTEA
10. Stone Breakwater and Edge	DNR - State Waterway Improvements
11. Choptank Marina	Private or DNR/Public
12. Temp. Imprv. - Marina Parking	Sailwinds Park Inc. - Donors Bond Bill
13. Temp. Imprv. - Hotel Site	Sailwinds Park Inc. - Donors Bond Bill
14. Exhibit Center - Phs. One	Sailwinds Park Inc. - Donors

EDP - State
Funding - State
DNR - State

	MPA
15. Temp Imprv. - Market Area	Bond Bill
16. Water Taxi - Off site	Sailwinds Park Inc. - Donors
17. Maryland Ave Improvements	Local Government SHA
18. Hospital Circle	Dorchester General Hospital
19. Signage	Sailwinds Park Inc. All Projects
20. Exhibition Center - Phase Two	Sailwinds Park Inc. Public Source - Unknown
21. Dock Area	Bond Bill MPA
22. Market, Restr, Office, Retail	Private - Commercial
23. Market Area - Phase Two	Private Commercial
24. Parking Lot - Md. Ave./New Rd.	Bond Bill
25. Parking Deck - Phase Two	Public - Unknown
26. Hotel - 150 Rooms	Private - Commercial
27. Marina at Residential	Private - Commercial
28. Lady Md. Facility/Skipjack	Sailwinds Park Inc.

The sources shown above are only a beginning. Clearly much will change as we explore the possibilities. We are eager to get your reaction and your counsel on this approach.

How would it be done?

Enclosed in this proposal is a detailed project schedule showing the sequence of design and implementation. The schedule is very aggressive and assumes that funds will be found when needed to keep the project on schedule. Having said that, the program proposed is possible and the sequence has been carefully thought out to create a plan of development that builds on its own momentum.

What about the land?

To make the plan a reality, the following land arrangements must be made.

Enclosed in this document is a proposal to the Maryland Port Administration in the form of a draft disposition agreement. In brief, we propose that the MPA grant Sailwinds Park Inc. a six months right of entry and use, immediately. During the next six months, we would finalize a lease or other form of conveyance to Sailwinds Park. Sailwinds will provide liability, casualty, and fire insurance and indemnify the State.

Gaining site control of the Port property is absolutely essential as a first step. It is not possible to raise funds or fully gain the commitment of any other outside party, without site control.

Upon the granting of the disposition agreement, Sailwinds will conclude a lease with Dorchester General Hospital for the use of their property for inclusion in the Park.

Sailwinds will also finish negotiations with Yacht Maintenance for the use of a portion of their property for the Living Classrooms facility, and for a sub-lease from Sailwinds to the company for their use.

Next will be the acquisition by easement, lease or purchase, of use rights of four small privately owned properties that stretch from Radiance Drive to the Choptank.

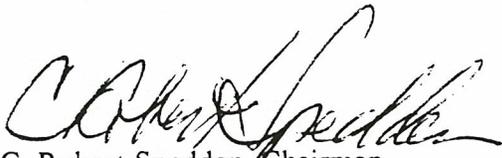
The final piece of property belongs to the Maryland Department of Transportation (adjacent to the Route 50 bridge) which we understand will be first transferred to the Department of Natural Resources. We hope that we can quickly enter into a lease or other use arrangement for this property.

Dorchester General Hospital is in the process of seeking the reversion of its riparian rights from the U.S. Government's Resolution Trust Corporation who inherited certain marina lease rights from a developer. The RTC has been moving very slowly to resolve this situation, but now seems to be willing to proceed.

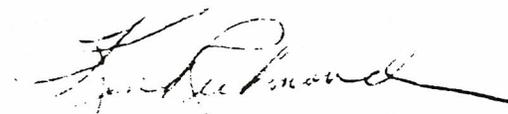
Finally, all of us in Dorchester County and particularly those of us involved in this exciting plan, want to thank you for taking the time to come and talk to us about a new future for Dorchester County and for the Eastern Shore. We believe that Sailwinds Park will spark economic growth not only for Cambridge and Dorchester County, but it will in fact, transform this whole region of the Delmarva Peninsula.

We look forward to your reaction and guidance. We hope we have convinced you that this is a good plan and that the community is ready to make it work. We hope you agree. We look forward to working with you.

Sincerely Yours,



C. Robert Spedden, Chairman



Ken Richmond, Vice Chairman



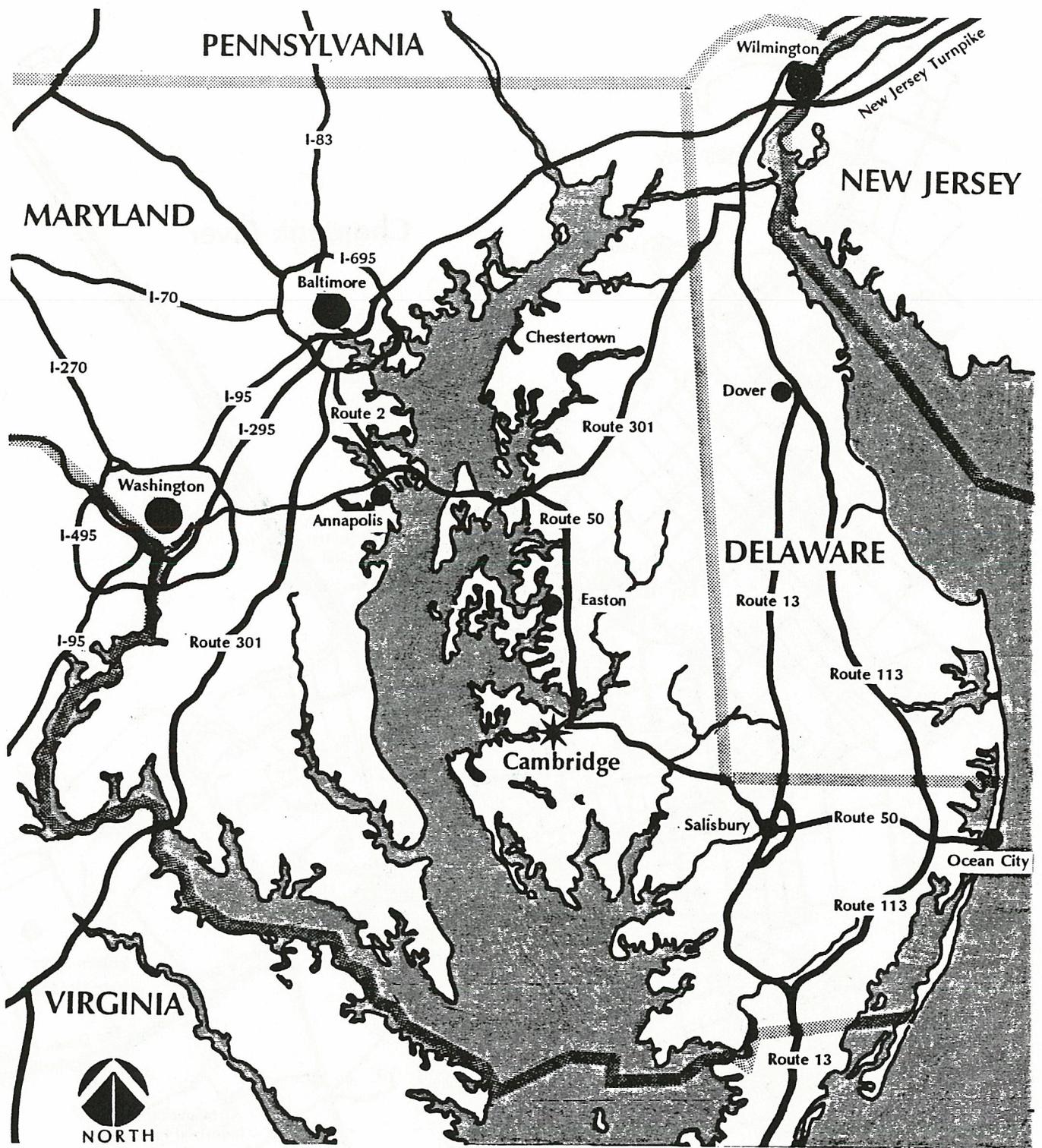
Evelyn Townsend, Vice Chairman



Alan Shepard, Secretary Treasurer



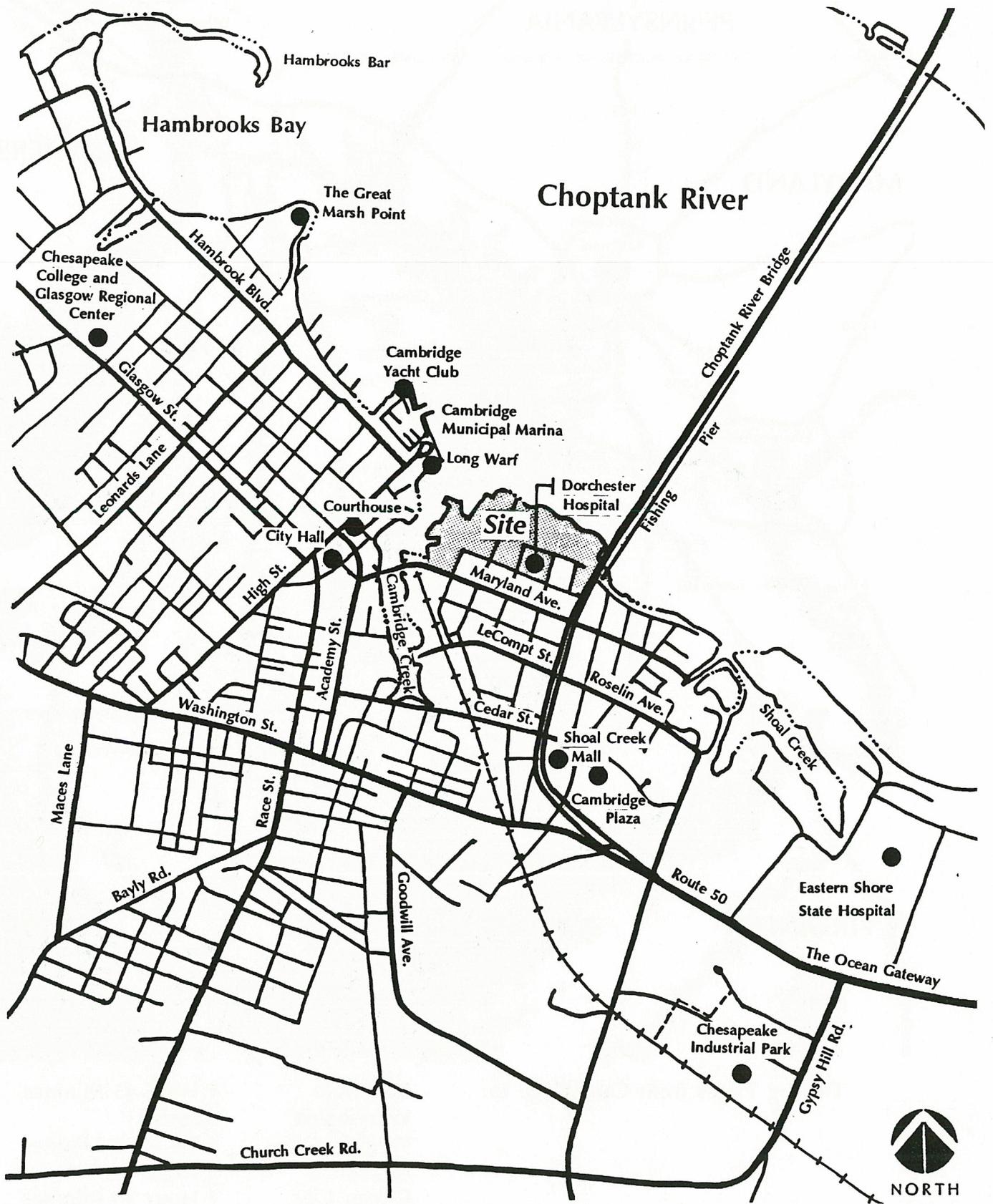
G. Dennis O'Brien, Chairman Community Development



Driving Times from Cambridge to:

Baltimore	1 Hour 45 Minutes
Wilmington	2 Hours
Washington	1 Hour 45 Minutes
Annapolis	1 Hour
Ocean City	1 Hour 30 Minutes

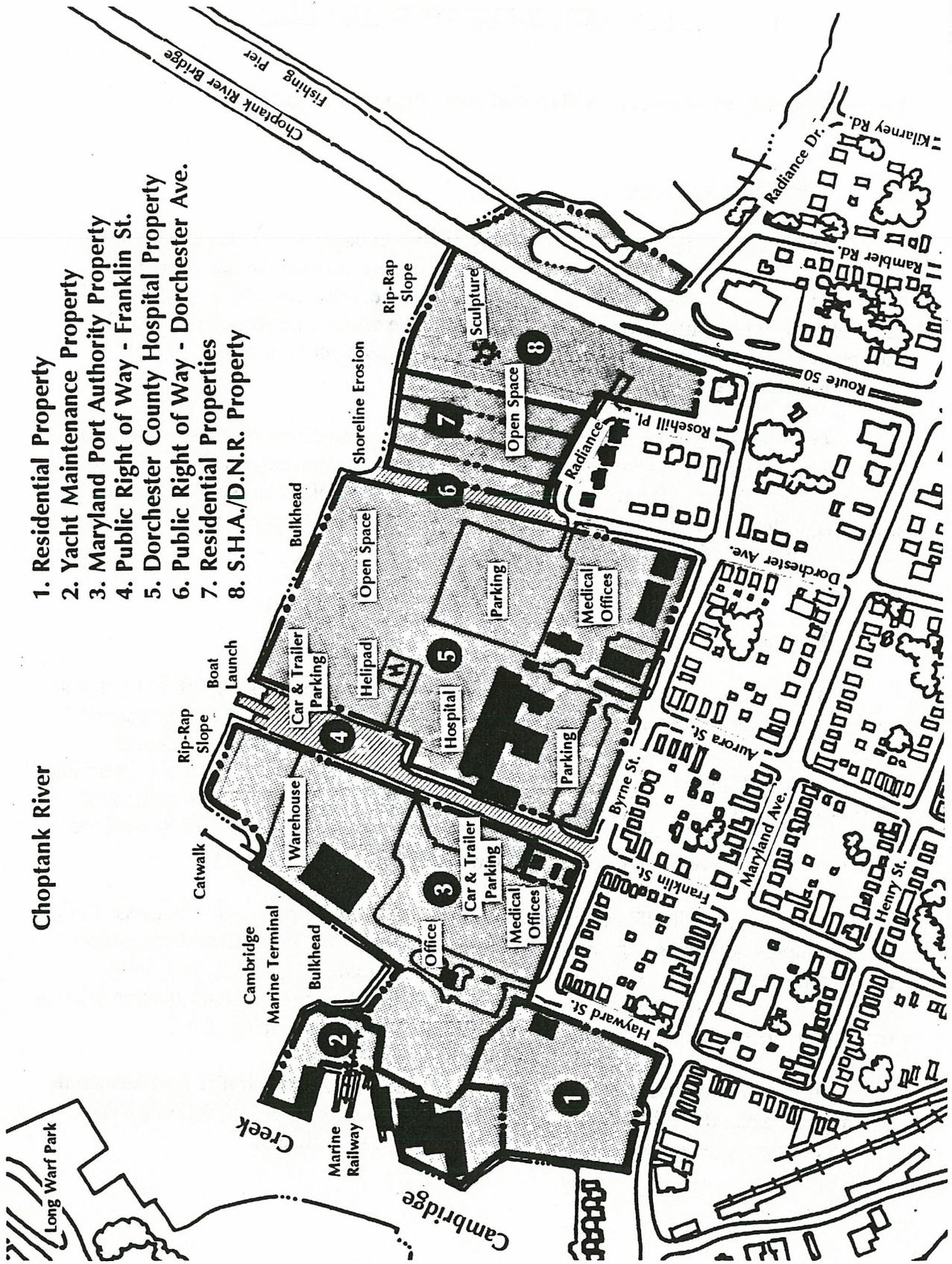
Regional Location Map



Site Context Map

Choptank River

1. Residential Property
2. Yacht Maintenance Property
3. Maryland Port Authority Property
4. Public Right of Way - Franklin St.
5. Dorchester County Hospital Property
6. Public Right of Way - Dorchester Ave.
7. Residential Properties
8. S.H.A./D.N.R. Property



Existing Site Conditions and Generalized Property Boundaries

THE MAJOR ELEMENTS OF THE PLAN

Moving from Route 50 around to Maryland Ave., the major elements are:

First Cluster of Uses

The uses described below consist of a cluster of uses that are designed to attract and capture not only specific destination oriented visitors but also the casual passing family. On the whole the uses are useful, entertaining, educational and largely free. The carousel is a natural attraction for young children, the visitor's center provides useful information (and bathrooms), and the educational and show components are aimed providing value at a very low expenditure.

In effect the group of uses creates a way to draw in visitors to the site either to further explore the offerings of the whole Park and the City beyond or to introduce them to some later offering. (Depending on the scale and quality of the musical or festival offerings, as least a small number of the 7.5 million visitors to Ocean City may be induced to return for a specific event)

Entrance and Major Road

The primary approach to the site will be from the north. It is important to capture visitors before they enter the commercial strip development on Route 50. The current main entrance to Cambridge is Maryland Avenue. It is very difficult to distinguish signage directing the tourist to the City and it is virtually impossible to create a ceremonial entrance given the intense development of the area. Although the entrance to the new road and the Park is shown at the existing turn off on Byrn Street, it would be better to have it to the north of the restaurant, if highway entrance criteria permit.

The new road itself is an essential concept. It provides for a smooth access to the entire complex, giving an organizational unity to the site, provides a clear demarcation between the public domain and the private domain of residences, current and future hospital uses. The road also provides a means to channel visitor traffic away from existing residential areas and provides a high quality ceremonial entrance to the City.

It must be recognized that under current conditions, visitor traffic from the south will have to make the left turn at Maryland Ave. to access the Park. Whether a better solution can be achieved at Byrn Street will have to be investigated.

The Visitors Center

The Visitor's Center will contain a small theater of perhaps 75 seats which will show slide and film presentations. Themes for the presentations may include the County's historic connection to the Bay and its watermen and seafood industries, the beauty and quality of the County's wetlands and sanctuaries, the complexity of the ecosystems and hydrology of the Bay, the diverse but interrelated efforts to restore the quality and productivity of the Bay. Others may include the Harriet Tubman story, promotion of the whole Eastern Shore, etc. Funds to produce the shows will be raised from corporations, foundations, etc. An attempt will be made to work with local colleges to reduce production costs and to further involve as many institutions as possible.

Surrounding the theater will be a series of spaces that can contain a State and/or local tourism office, a gallery for traveling exhibits and a major environmental education exhibit including a small Aquarium, and 'Please Touch' children's exhibits. This use will spill out to a series of outdoor exhibits which may include a small wetland.

It is anticipated that considerable definition of the project will have occurred by the completion of this planning study. The University of Maryland research center at Horn Point (CEES), the Blackwater Wildlife Refuge and the Living Classrooms Foundation have agreed to form an advisory committee to work with the Committee of 100 and experts in environmental education to program and design this component of the facility.

In addition to the environmental exhibition, there will be a major exhibition area that explores the life and accomplishments of Harriet Tubman.

Also included in the Visitor's Center will be small standing exhibits to market all of the existing attractions and museums of Dorchester County. Tour information, excursion boat tickets, sailboat, jet ski and para sailing reservations, hotel and restaurant reservations, and similar services will also be available. Visitors will also be able to acquire tickets and schedules of musical and other performances, festivals and consumer shows to be held in the Exhibition Center as well as other special events.

The Committee has begun an exploration of possible funding sources for the Visitor's Center. One promising source is funding from the recently enacted Intermodal Surface Transportation Efficiency Act. Contact has been made with the State Highway Administration to explore this source. Anticipating the need for a match, other avenues are being explored for other funds. Order of magnitude pricing of the project has begun.

The Flower Garden

Between the Visitor's Center and the water there will be a major Flower Garden. The intention is to create an intense shock of color to draw the eye of the approaching visitor. Plantings will be carefully planned to create an impact throughout the season. The exact location, size and form of the garden will be determined after the environmental education component is pinned down. The existing sculpture will be highlighted and enhanced in the final design.

Carousel and Children's Play Area

On the western edge of this first area will be a traditional carousel and an adjacent area of high quality children's play equipment. An antique carrousel is preferred and owner operators do exist who operate on a percentage rent basis. This arrangement has worked well in Baltimore's Inner Harbor.

The play equipment will be of a standard equal to that used in Sesame Place or Ontario Place and will probably be done by the method invented by Richard Leathers who has helped hundreds of communities develop plans and organize to build play grounds. His method is to come to the community and to get the school children of the area to articulate and draw their ideas for a perfect playground. The child-like concepts of castles, towers etc. are turned into real designs and the parents and children actually build the facility from simple materials such as pressure treated lumber. The community raises the money for the materials (or gets them donated from local businessmen) and is supervised by the Leathers team in a kind of community barn raising event.

This kind of activity will be found throughout the implementation strategy because it makes the Park part of the community.

Picnic Grove and Concessions

Next is a traditional picnic area and associated concession stands for food and beverage operations. The concessions will be designed to look and feel like park uses rather than commercial stands. There will be sufficient concessions here to handle larger crowds but the area will be designed to function at lower levels on off peak times when recreational and performance uses are not active.

Stage, Beach and Pavilion

These three uses taken together are one of the most important concepts in the plan.

The stage will ideally be a fixed structure capable of housing major musical and theatrical performances. The stage will be covered by a simple but dramatic white Teflon coated fabric shelter to protect the performers. Directly in front of, and around the stage will be a swimming area protected from nettles by permanent nets, which also provide a safety barrier for children. Rising up from the beach will be a bowl like land form. On the western edge of the beach will be a large open air pavilion.

During performances, people will be able to stay in the water, sit on the beach in their bathing suits, sit on the terraced bowl on the grass or sit comfortably at chairs and tables inside the open air pavilion. This concept invites a very relaxed and unique approach to open air concerts or other events.

The stage could initially be a floating barge adapted to a stage. This has worked well in Cleveland where the Cleveland Symphony and others perform at the Northcoast recreation area. A barge also has been used successfully in Baltimore's Inner Harbor for special performances in the past. It is particularly suitable for Country and Western or Folk presentations as well as Gilbert and Sullivan, band concerts, etc. The in water stage creates its own theatricality and the beach and water format add a dimension not found elsewhere in any competing venue.

This concept is extremely important for several reasons. The beach will be available at a nominal charge for Dorchester residents thus giving back to the community a real summer resource that is safe and fun. The presence of people on the site is essential to draw visitors, **since people want to be where other people are.** The local base of people must be on the site to make the Park work.

The performance area is also the most powerful driver of visitation from Baltimore, Washington and Wilmington. Name performers of sufficient popularity can easily draw an audience from an hour and a half drive away. The names themselves provide the marketing hook, whereas, for the festivals and consumer shows the marketing effort is to convince a distant public the show is worth the drive. Therefore the ability to carry out music performances is essential to the first phase of development to begin to establish the Park as a destination. The level of amenities does need to be high in the beginning to allow the performances to work.

The Open Air Pavilion

In addition to serving as a place to comfortably listen to a concert or as a relief valve for the audience in case of a sudden shower, the pavilion will be used routinely for dance oriented events. This can be done frequently as an Eastern Shore, regional event with specialized programs such as big band dancing aimed at an older audience such as is done very successfully at the Hyatt in Baltimore or as is done in Ocean City at the Convention Center. Hubcaps dances are currently very popular to a somewhat younger crowd who are nostalgic about the fifties and Square Dancing is an easy sell. This activity can also be scaled up to major event status by created state-wide contests in the various categories with appropriate prizes and publicity.

The economics of these activities are attractive for the nonprofit since name musical performers are not really needed so that amount of risk capital is low and the rewards can be attractive.

The Sail Garden

To the east of the performance area, will be the symbolic logo of the Park. A cluster of tall poles will be fitted with booms and colorful sails in a kind of vertical mobile. Driven by the wind the sails will move largely but not entirely in tandem to create a visual display that will be the unique identifier of the Park. The concept was used once in a temporary exhibition and was a spectacular success. The design of this sculptural element will allow the public to enter into and underneath this kinetic visual and aural attraction. Its success is only a design issue since the cost is very small.

The concept is also important as an additional draw to the casual traveler. Its uniqueness and dynamic nature will make the small side trip from Route 50 attractive to the curious. Moreover this use illustrates an important planning principle for the Park. Visitors must be given significant 'free' experiences to create value satisfaction. People should feel that the Park can be visited and utilized at no cost. Visitors are much more comfortable in spending money in an environment that is user friendly rather than commercially exploitive. A small but effective illustration is the open air seal pool outside the Aquarium in Baltimore that is a 'gift' to everyone but also acts as a teaser.

It is important in creating a new destination that a memorable identity be created for the overall place. Over time Sailwinds Park at Cambridge will become known as a place of continuous activity - a place that is attractive to go to in of itself. Baltimore's Inner Harbor is such a place as is Ocean City in a different way, as is Georgetown in Washington, Fisherman's Wharf in San Francisco, the Village in New York, etc. Visitors go as much to the destination as to specific events or attractions. There is a general sense of the range of experiences that are expected but there is a desire to go to this neat place and wander around.

This concept is particularly important to Cambridge where it is not possible to create a major attraction such as a \$30,000,000 Aquarium, or retail uses on the scale of Harborplace in the near term.

The Second Cluster

The Boat Basin, the Festival Ground, and the Hospital and its proposed expansion uses form the central cluster of uses.

The Hospital

Under new leadership, the Hospital has been transformed from a facility with a relatively poor reputation and one that had suffered losses for many years to a profitable institution that has gained the respect of the general public and the medical community. The hospital is now in the black and is continuing to build its reputation..

The current leadership has been actively involved from the beginning of this project and extremely supportive of the Park. As planning has proceeded the Hospital has identified several expansion needs that have been incorporated into the plan.

The new road creates not only a desirable entrance into the Park and ultimately into Cambridge itself, but it also is the fundamental organizing device dividing the site into the Park and Hospital zones.

The Park will create a very significant increase in value of the Hospital property for development of its land adjacent to the current building.

To the south of the new road at Dorchester Street are two future buildings. The one to the east is for an elderly housing complex with a possible senior citizens center. On the other side of the parking area and connected to the Hospital is a nursing home.

On the western side, also connected to the Hospital is a physical fitness/rehabilitation center. Currently the Hospital does not have access to facilities which allow it to carry a specialty in physical rehabilitation.

As discussions with the planning team began on this facility, the local YMCA became aware of the Hospital's interest. The YMCA had been ready to begin a capital campaign to construct a swimming pool at its current location. Communication began between the Hospital, the team, and the YMCA about a potential winning situation for the relocation of the YMCA to the Hospital site. Although no decision has been made at this point, the concept looks promising.

Conceptually the Hospital would provide the site at one dollar a year and would enter into a contract with the YMCA to use the facility at times that would not conflict with the primary mission of the YMCA. The contract with the Hospital might allow the YMCA to build a modern and complete facility which would otherwise not be possible. There may also be a possibility of the Hotel purchasing block memberships in the YMCA for the use of its guests thereby broadening the amenity package available for its guests without the capital and debt requirements of its own facility.

Talks are continuing.

The Festival Ground

Between the Hospital and the boat basin, is a large oval green. This area will be kept open for major festivals. Tents and portable concession structures will be erected as needed.

Typical festivals would include ethnic festivals (music, crafts, dancing in the pavilion, headliners at night, food and beverage, games, demonstrations, etc.), country fairs, boat shows, antique and craft oriented shows and the like. In some cases these will be primarily outdoor events and in others the open air portion will be subsidiary to the main event in the Exhibit Center and/or the Pavilion.

Breakwater and Boat Basin

The creation of a permanent breakwater enclosing a sheltered boat basin is a key feature of the plan. Earlier concepts for a marina on this waterfront showed a boxy design stretching only from the eastern edge of the existing boat launch to the end of the bulkhead. The marina would have required a very long and expensive breakwater to protect the boats from the very long reach of the Choptank.

This design, the low slip rental charges at nearby public marinas, and the large number of slips planned made this concept unreal and unfinancible as a private commercial venture. The concept was also poorly related to the site both in terms of aesthetics and function.

It is far better to create a different concept that unites this entire area of the waterfront from the hotel to the Pavilion. The basin as shown in the plan now has a graceful and dramatic entrance centered on the Festival Ground and the Hospital. The existing boat launch is incorporated in a larger sheltered area and transient spaces can be well located in the hotel zone where the hotel's pool and other amenities can be marketed to visiting boaters. The basin will also provide a base for character exhibition craft, educational vessels such as those to be operated by the Living Classrooms Foundation (formerly the Lady Maryland Foundation), and other permanently based excursion boats.

The breakwater must be thought of as basic infrastructure created with public fund sources. Regardless of the mix of publicly and privately owned or operated facilities within the basin, the breakwater is essential for functional as well as economic reasons.

The Hotel

The hotel will be the most dominant feature on the site and the most difficult to accomplish. The ability to actually build the hotel is dependent on the reality and the credibility of the overall plan.

The Salisbury market, over thirty miles to the south, is not of primary competitive importance. The dominant market is in Easton some fifteen miles to the north. While there are a number of lodging facilities in the Easton area, only the new Comfort Inn is actually directly competitive.

The Inn at Perry Cabin and the Tidewater are obviously targeted to quite different audiences and the Route 50 roadside facilities are outmoded motels geared to the low end of the market.

The Comfort Inn is a modern facility built only a few years ago. It has interior corridors, a well landscaped and attractive outdoor recreation area with a pool.

It offers a modest but free continental breakfast, and has a well kept, professional ambiance. It does not have a restaurant or facilities suitable for group sales events. Its location on Route 50 is visible and convenient but without any amenity value. Its rates are competitive with nearby lesser facilities and therefore it is a good buy.

The site in Cambridge is excellent for a hotel. It will be highly visible from Route 50 for southbound travelers. Conversely the views from the hotel will extremely good in almost all directions.. The sweep of the Choptank, the views of the Park and of the City are excellent

Access from Route 50 will be intuitive and therefore quite workable. The waterfront amenity outshines any other competitive facility in the entire region. After considerable research, the following specifications are recommended:

- 150 rooms in phase one, expandable to 300
- 4000 to 5000 square feet of function space
- Full service restaurant, lounge and bar with seating for 150 to 175
- 8 small meeting rooms to accommodate 25 persons each -- convertible to sleeping rooms
- In ground pool
- Parking at 1.1 per room ideally
- Major chain affiliation

A chain affiliation, or flag, is essential to success. Independents have an almost impossible task without pre marketed identity and a national reservation system.

At this location and in this market, Holiday Inn is the recommended as the flag of choice. Holiday Inn is not only the largest chain in the United States with very high name recognition, but also has one of the most effective reservation systems in the industry.

The current distribution of name hotels in the region also strongly favors Holiday Inn as the affiliation. This chain has facilities in Salisbury and Annapolis but nothing in between. The Salisbury facility is small and is of the obsolete exterior corridor motel type.

Currently all calls to the national network for Easton, St. Michael's, or Oxford are referred to the Salisbury facility. This very unworkable situation means that a modern high quality hotel in Cambridge would receive all of the Talbot County business derived from the reservation system. This is a very significant advantage to the securing of this flag.

Contact with the national office of Holiday Inn has yielded a very positive response to the Cambridge, waterfront location.

Given the current level of economic activity in Dorchester County, the number of business roomnights is likely to be small. There will be some spillover from Talbot County and the local economy will support some limited demand. The key to the success of the hotel will be group sales and tourism.

The development of the Park will make the hotel a winner from spring through fall --particularly on weekends. But the hotel will have to aggressively market itself to small conferences, meetings and specialized tours.

An excellent model is the Holiday Inn in Solomon's Island. Solomon's and Cambridge are similar in many ways. Both have small local economies and are located some distance from the nearest major population center. However Solomon's has become a destination. The Holiday Inn has successfully exploited the tourist and small meeting and conference business.

Built only a few years ago, the hotel doubled its size recently based on its marketing strength and the growth of the destination. (The tourism growth has occurred in spite of the poor continuity of access to the various attractions and points of interest, the lack of a coherent sense of place, and a location on a road to nowhere.)

In addition to taking advantage of the Park's tourism power, the hotel in Cambridge has some very exploitable assets not available to Solomon's.

The Cambridge site has far superior access to population centers being in reach of Baltimore, and Wilmington in addition to Washington. The location is located on the major road of the region and a significant number of the 7,500,000 visitors to Ocean City pass by the site.

The hotel has a very exploitable asset in the Blackwater Wildlife refuge which already draws over 150,000 visitors per year. Eco-tourism can be exploited with tours to Horn Point, Blackwater, and adventure vacations with a focus on environmental restoration projects, skipjack oystering, etc. The County's reputation as major location for hunting and fishing provides another theme for tour marketing.

Dorchester Hospital is another resource for small medical conferences centered at the hotel. Joint promotion and sponsorship could be very valuable to both institutions.

Finally, the Park amenities make for a perfect setting for small group conferences since the recreational facilities available will give the hotel a very useful marketing advantage over competitors in the region. The key here is the successful development of the Park as a coherent, high quality public destination whose amenities are viewed as part of the hotel package.

The Exhibition Center

The hotel is connected to the Exhibition Center by a direct, enclosed walkway. To the west is the swimming pool with its views of Cambridge Creek and to the east is an enclosed service bay for both the hotel and the Exhibition Center. Loading docks for the Exhibition Center will be built in the service bay and a new public entrance will be constructed on the Park side of the building. A new skin will be added and a mechanical penthouse added to house the HVAC and as importantly, to give some architectural character to an obviously industrial building.

The existing building is well suited to major exhibitions with its clear span design and high ceiling. The sloping floor is the only structural flaw. Of course there will also have to be a basic interior treatment to make it a comfortable environment for consumer shows.

The building is extremely important from an implementation point of view because it allows an immediate ability to create indoor shows. With portable gas infrared heaters, it can even be pressed into service in the first year for Christmas pageants and the like.

While not as large as the Talbot Community Center, its nearest competition, it does not suffer from a split personality as an ice rink and exhibit hall. In addition, its waterfront location and ability to be connected to the hotel on the one side and retail on the other makes for an extremely marketable space.

Operated by the non profit developer of the site, its mission will be generally to draw people to the site and more specifically to support the hotel and other commercial components.

The Retail and Restaurant Area

To the south of the Exhibition Hall will be two retail structures. Initially these will be in the nature of open air sheds on the county fair model occupied by booths and carts. When finances permit, the structures will be enclosed for permanent retail use. The buildings are deliberately oriented at right angles to the water to provide views between the buildings from the public road and parking to the east.

At the head of the berth will the site for a major restaurant. Further around the berth on the Yacht Maintenance property is a site for a open air seasonal food and beverage 'tiki bar.'

The owner of the property has expressed a willingness to develop the facility on a definite schedule in partial satisfaction of the Parks needs and in return for a long term lease or purchase of that part of the Port property required for the shipyards operation.

The Market Area and Park Office

Just south of the retail area is the Market Area which is a relatively small hard surface plaza that will be used for a weekly Farmers Market and similar small scale shows that can supplement the adjacent retail area. The open space also provides a view window from the road. The existing small office building will be used as the operations office of the Park.

The Shipyard

As noted, the owner of the Shipyard has expressed a willingness to cooperate in several ways in accordance with the plan. Preliminary discussions suggest that a package of development responsibilities, a progressive improvement plan tied to the success of the entire Park, and a willingness to cooperate in the establishment of the Eastern Shore branch of the Living Classrooms Maritime Center could be worked out in exchange for land concessions.

The Shipyard is an extraordinary site which in all likelihood will convert to higher uses in the long run.

Residential and Marina

The last major parcel which completes the link to Maryland Ave and the Cambridge Creek development area is proposed to be developed into a new boat basin, residential units, and on the north side, a marine store. The new basin would have its northern edge devoted to transient slips and semi-public uses. A paddle boat concession would be located here to take advantage of the sheltered water of the creek.

Carving out a new basin is relatively inexpensive and yields increased value to the remaining land. The actual water area shown involves a small portion of the Port and the shipyard properties, with the majority created from the existing residential property. The owner of the property endorses the proposal.

In Water Uses and Promenade

Fundamental to the success of a waterfront park is the connectivity provided by a promenade that pulls the visitor along the waterfront from to use to use. One of the most common impulses of the visitor is to stroll along the edge of the water. This experience is in of itself a major attraction. Pedestrian connectivity makes shopping malls work and is the fundamental organizing device of the built environment of Ocean City and of the Inner Harbor.

The Park plan includes a walkway that connects the Fishing Pier all the way to the Cambridge Creek Bridge -- a distance of over 4000 feet, or approximately 3/4 of a mile.

The Water Taxi Service

The water taxi service is an extremely important idea because it provides both a significant attraction in itself and a means of connectivity not only to the various destinations in the Park, but also to the City, destinations in Cambridge Creek, Long Wharf Park, the public marina and the Yacht Club. In time the service may be extended up and down river to new destinations.

Experience at the Inner Harbor has shown the great popularity of water taxi service as much for the boat ride as for transportation purposes. The transportation function has recently taken on more significance in recent years as visitors use the service to access more distant destinations such as Fells Point and the Boston Street developments.

When the success of the Park requires it, the Water Taxi service can also provide the extremely useful function of transporting visitors from off site parking lots to and from the Park.

Excursion Boats

There will be any number of excursion boats that operate from the Park. These will include small sightseeing vessels which operate on an impulse basis, dinner boats, specialized tour boats which market environmental destinations and educational programs, and destination boats that connect Cambridge to such destinations as Oxford and Tilghman Island.

An important activity will also be educational vessels operated by the Living Classrooms Foundation, (formerly the Lady Maryland Foundation). This program is specifically designed for the school children of Dorchester and surrounding counties.

Recreational Rental Boats

Located at various locations inside the boat basin and adjacent to the commercial areas of the Port property, will be a number of concessions to operators of boat rentals.

Included will be a sailing school, a paddle boat concession, small power and sailboat rentals, jet ski and para sail rentals, etc.

Cruise Ships

Currently there are two cruise lines working the Chesapeake Bay that are natural visitors to the Park. The two firms are American Cruise Lines and Clipper Cruise Lines. In essence, these lines have minimal amenities on board and instead market the destinations they serve. This strategy obviously makes the Park a natural destination once it is sufficiently developed.

Visiting Ships

As development proceeds, the non profit will set up a visiting ship program along the lines of Op Sail in Baltimore to attract character ships of various kinds. Visits of military ships, tall ships, and the like, are a natural because of the deep water berth which is unique in the area. Such visits on a routine basis add a dramatic element that will help pull visitors off of Route 50.

Parking

As shown on the Plan, there are approximately 750 to 800 surface parking spaces available to the general public. The parking has been spread out through out the Park in an attempt to disperse vehicles and lessen the effect of a concentrated sea of asphalt. If required by the success of the Park, a parking deck can be built at Route 50 and another at Byrn Street near the commercial area.

Section Three

Capital Plan and Schedule

SAILWINDS PARK, INC.

Capital Budget Plan - October 14, 1992

	Qty.	Unit	Cost	Total
1. NEW ROAD AND UTILITIES				
Remove Pavement	5200	Square Yard	\$4.50	\$23,400
Relocate Medivac Pad		Lump Sum	\$40,000.00	\$40,000
Roadway (at 28 feet)	9300	Square Yard	\$35.00	\$325,500
Curbing	6000	Linear Foot	\$15.00	\$90,000
Sidewalk	28000	Square Foot	\$3.00	\$84,000
Storm Drain Inlets	24	Each	\$2,000.00	\$48,000
Storm Drain Piping	2600	Linear Foot	\$80.00	\$208,000
Sewer Gravity Mains	2400	Linear Foot	\$60.00	\$144,000
Pump Station		Lump Sum	\$150,000	\$150,000
Force Main to Plant	3500	Linear Foot	\$50.00	\$175,000
Bore & Jack Under Route 50	100	Linear Foot	\$400.00	\$40,000
Water Mains	2400	Linear Foot	\$40.00	\$96,000
Entrance Signage and Landscaping		Lump Sum	\$30,000.00	\$30,000
Roadway Modification (Rose Hill)		Lump Sum	\$50,000.00	\$50,000
Subtotal				\$1,503,900
Design, Constr. Mgt., & Contingency (A)				357176.25
TOTAL				\$1,861,076
2. VISITOR CENTER				
Visitors Center - Building	15,000	Square Foot	\$200.00	\$3,000,000
Visitors Center - General Landscaping		Lump Sum	\$50,000.00	\$50,000
Visitors Center - Earthwork for Wetlands	2500	Cubic Yard	\$5.00	\$12,500
Visitors Center - Planting for Wetlands	4700	Square Foot	\$10.00	\$47,000
Boardwalk to Fishing Pier	7200	Square Foot	\$15.00	\$108,000
Wetlands - Interpretive Signage		Lump Sum	\$10,000	\$10,000
Lighting - Bollards/Brdwalk/ Fishing Pier	12	Each	\$1,000.00	\$12,000
Sidewalk	3200	Square Foot	\$3.00	\$9,600
Visitors Center - Special Paving	2000	Square Foot	\$15.00	\$30,000
Sewer Lateral	100	Linear Foot	\$30.00	\$3,000
Water Lateral	100	Linear Foot	\$30.00	\$3,000
Pedestrian Lights	7	Each	\$3,500.00	\$24,500
V.C. Parking	3600	Square Yard	\$35.00	\$126,000
Curbing	1200	Linear Foot	\$15.00	\$18,000
Storm Drain Inlets	10	Each	\$2,000.00	\$20,000
Storm Drain Piping	400	Linear Foot	\$50.00	\$20,000
V.C. Parking - Sidewalk	1000	Square Foot	\$3.00	\$3,000
SWM Facilities		Lump Sum	\$15,000.00	\$15,000
Pedestrian Lights	5	Each	\$3,500.00	\$17,500
V.C. Landscaping		Lump Sum	\$8,000.00	\$8,000
Subtotal				\$3,537,100
Design, Constr. Mgt. & Contingency (C)				\$981,545
TOTAL				\$4,518,645

3. PLAYSPLACE

Playspace Pavillion	1600	Square Foot	\$15.00	\$24,000
Playspace - Equipment		Lump Sum	\$90,000.00	\$90,000
Playspace -Landscaping		Lump Sum	\$12,000.00	\$12,000
Playspace - Site Furniture		Lump Sum	\$6,000.00	\$6,000
Sidewalk	4500	Square Foot	\$3.00	\$13,500
Pedestrian Lights	4	Each	\$3,500.00	\$14,000

Subtotal				\$159,500
Design,Constr. Mgt.&Contingency (B)				\$41,071
TOTAL				\$200,571

4. CAROSUEL

Subtotal		Lump Sum	\$400,000.00	\$400,000
Design,Constr. Mgt.&Contingency (A)				\$95,000
TOTAL				\$495,000

5. DANCE PAVILLION

Subtotal	5000	Square Foot	\$35.00	\$175,000
Design,Constr. Mgt.&Contingency (A)				\$41,563
TOTAL				\$216,563

6. SAIL SCULPTURES

Subtotal		Lump Sum	\$60,000.00	\$60,000
Design,Constr. Mgt.&Contingency (A)				\$14,250
TOTAL				\$74,250

7. FESTIVAL GROUNDS

Festival Grounds - Landscaping		Lump Sum	\$63,000.00	\$63,000
Festival Grounds - Embankment for Berms	3000	Cubic Yard	\$20.00	\$60,000
Festival Grounds - Special Accent Lighting		Lump Sum	\$10,000.00	\$10,000
Festival Grounds - Picnic Area Furnishings		Lump Sum	\$14,000.00	\$14,000
Sewer Lateral	300	Linear Foot	\$30.00	\$9,000
Water Lateral	300	Linear Foot	\$30.00	\$9,000
Sidewalk	11000	Square Foot	\$3.00	\$33,000
Pedestrian Lights	20	Each	\$3,500.00	\$70,000
Lawn Irrigation	85000	Square Foot	\$0.40	\$34,000

Subtotal				\$302,000
Design,Constr. Mgt.&Contingency (B)				\$77,765
TOTAL				\$379,765

8. BEACH AREA AND STAGE

Sewer Lateral	300	Linear Foot	\$30.00	\$9,000
Water Lateral	300	Linear Foot	\$30.00	\$9,000
Beach Area - Offshore Breakwaters		Lump Sum	\$55,000.00	\$55,000
Beach Area - Shoreline Revetment	100	Linear Foot	\$350.00	\$35,000
Beach Area - Embankment for Berms	3000	Cubic Yard	\$20.00	\$60,000
Beach Area - Sand	3000	Cubic Yard	\$10.00	\$30,000
Beach Area - Flagpoles	14	Each	\$3,000.00	\$42,000
Beach Area - Concession Booths	4	Each	\$7,500.00	\$30,000
Beach Area - General Landscaping		Lump Sum	\$15,000.00	\$15,000
Beach Area - Jellyfish Nets		Lump Sum	\$5,000.00	\$5,000
Beach Area Stage and Runway	3000	Square Foot	\$45.00	\$135,000
Floating Fountains	2	Each	\$65,000	\$130,000
Stage Equipment - Basic		Lump Sum	\$15,000.00	\$15,000
Subtotal				\$570,000
Design, Constr. Mgt. & Contingency (B)				\$146,775
TOTAL				\$716,775

9. LAND AQUISITION (allow. +/-)

		Lump Sum		\$400,000
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10. STONE BREAKWATER/EDGE

Stone Breakwater	1500	Linear Foot	\$1,600.00	\$2,400,000
Special Paving	23000	Square Foot	\$20.00	\$460,000
Edge Treatment	1000	Linear Foot	\$50.00	\$50,000
Lights	19	Each	\$3,500.00	\$66,500
Benches	12	Each	\$1,000.00	\$12,000
Trash Receptacles	6	Each	\$650.00	\$3,900
Shade Trees	25	Each	\$500.00	\$12,500
Incidental Furnishings		Lump Sum	\$5,000.00	\$5,000
Subtotal				\$3,009,900
Design, Constr. Mgt. & Contingency (B)				\$775,049
TOTAL				\$3,784,949

11. MAIN MARINA

Main Marina - Slips/ Boardwalk	175	Slip	\$6,430.00	\$1,125,250
Main Marina - Office	2400	Square Foot	\$75.00	\$180,000
Main Marina - Service Building	5000	Square Foot	\$65.00	\$325,000
Main Marina - Trellis Structures	4500	Square Foot	\$20.00	\$90,000
Main Marina - Special Paving	13000	Square Foot	\$15.00	\$195,000
Main Marina - Accent Lighting		Lump Sum	\$6,000.00	\$6,000
Main Marina - Bollard Lighting	48	Each	\$1,000.00	\$48,000
Main Marina Parking - Landscaping		Lump Sum	\$6,000.00	\$6,000
Parking / Driveways - Paving	3300	Square Yard	\$35.00	\$115,500
Sidewalk	2500	Square Foot	\$3.00	\$7,500
Storm Drain Inlets	10	Each	\$2,000.00	\$20,000
Storm Drain Piping	800	Linear Foot	\$50.00	\$40,000
Pedestrian Lights	4	Each	\$3,500.00	\$14,000
Landscaping		Lump Sum	\$7,000	\$7,000
Subtotal				\$2,179,250
Design, Constr. Mgt.&Contingency (A)				\$517,572
TOTAL				\$2,696,822

12. TEMP. IMPRV./MARINA PKNG. 78000 Square Foot \$1.25 **\$97,500**

13. TEMP. IMPRV./HOTEL SITE 90000 Square Foot \$1.25 **\$112,500**

14. EXHIBIT CENTER /PHASE 1

Exhibit Ctr - flr,insul,HVAC,toilts,lighting	16000	Square Foot	\$30.00	\$480,000
Sewer Lateral	150	Linear Foot	\$30.00	\$4,500
Water Lateral	150	Linear Foot	\$30.00	\$4,500
Concrete Pavement	5500	Square Foot	\$3.00	\$16,500
Landscaping		Lump Sum	\$7,000.00	\$7,000
Subtotal				\$512,500
Design, Constr. Mgt.&Contingency (B)				\$131,969
TOTAL				\$644,469

15. TEMP. IMPRV./DOCK AREA 24000 Square Foot \$3.50 **\$84,000**

16. TEMP. IMPRV./MARKET AREA 120000 Square Foot \$1.25 **\$150,000**

17. WTR. TXL LANDINGS (OUTSIDE PK 4 Each \$20,000 **\$80,000**

18. MARYLAND AVE. IMPROVMNT.

Maryland Ave. Sign. & Landscaping		Lump Sum	\$20,000.00	\$20,000
Md Ave. Imprv. - Rt. 50 to Dorchester St.		Lump Sum	\$20,000.00	\$20,000
Subtotal				\$40,000
Design, Constr. Mgt. & Contingency (A)				\$9,500
TOTAL				\$49,500

19. HOSPITAL CIRCLE

Roadway	1050	Square Yard	\$35.00	\$36,750
Curbing	400	Linear Foot	\$15.00	\$6,000
Sidewalk	2000	Square Foot	\$3.00	\$6,000
Storm Drain Inlets	2	Each	\$2,000	\$4,000
Storm Drain Piping	200	Linear Foot	\$50.00	\$10,000
Lawn Area Irrigation	16000	Square Foot	\$0.40	\$6,400
Street Lights	2	Each	\$5,500	\$11,000
Street Trees	12	Each	\$500.00	\$6,000
Subtotal				\$86,150
Design, Constr. Mgt. & Contingency (A)				\$20,461
TOTAL				\$106,611

20. SIGNAGE - DIRCTNL, INTRPR.

		Lump Sum	\$75,000.00	\$75,000
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21. EXHIBIT CENTER - PHS 2

Upgrade to Conference Function	16000	Square Foot	\$50.00	\$800,000
Subtotal				\$800,000
Design, Constr. Mgt. & Contingency (B)				\$206,000
TOTAL				\$1,006,000

22. PERM. IMPROV/DOCK AREA

Dock Adjacent to Exhibit Center	900	Linear Foot	\$600.00	\$540,000
Special Paving	24000	Square Foot	\$20.00	\$480,000
Edge Treatment	1180	Linear Foot	\$50.00	\$59,000
Pedestrian Lights	20	Each	\$3,500.00	\$70,000
Benches	12	Each	\$1,000	\$12,000
Trash Receptacles	6	Each	\$650.00	\$3,900
Shade Trees	25	Each	\$500.00	\$12,500
Incidental Furnishings		Lump Sum	\$5,000.00	\$5,000
Subtotal				\$1,182,400
Design, Constr. Mgt. & Contingency (B)				\$304,468
TOTAL				\$1,486,868

23. MARKET - PHASE ONE

Market Pavillions	7200	Square Foot	\$20.00	\$144,000
Restaraunt - Basic Structure	7200	Square Foot	\$65.00	\$468,000
Office / Retail	7200	Square Foot	\$65.00	\$468,000
Parking and Driveway	1400	Square Yard	\$35.00	\$49,000
Curbing	900	Linear Foot	\$15.00	\$13,500
Storm Drain Inlets	3	Each	\$2,000.00	\$6,000
SWM Facilities		Lump Sum	\$15,000.00	\$15,000
Sidewalks and Plazas	23000	Square Foot	\$3.00	\$69,000
Pedestrians Lights	16	Each	\$3,500.00	\$56,000
General Landscaping		Lump Sum	\$38,000.00	\$38,000
Lawn Area Irrigation	30000	Square Foot	0.4	\$12,000
Site Furnishings		Lump Sum	\$10,000.00	\$10,000
Subtotal				\$1,348,500
Design, Constr. Mgt.&Contingency (B)				347,239
TOTAL				\$1,695,739

24. MARKET AREA - PHASE 2

Upgrade Market Pavillions	14000	Square Foot	\$40.00	\$560,000
Upgrade Pavement	20000	Square Foot	\$15.00	\$300,000
Additional Site Furnishings		Lump Sum	\$20,000.00	\$20,000
Subtotal				\$880,000
Design, Constr. Mgt.&Contingency (B)				\$226,600
TOTAL				\$1,106,600

25. PARK. - NEW RD./MD. AVE.

Paving	7800	Square Yard	\$35.00	\$273,000
Sidewalk	2900	Square Foot	\$3.00	\$8,700
Curbing	2500	Linear Foot	\$15.00	\$37,500
Storm Drain Inlets	18	Each	\$2,000.00	\$36,000
SWM Facilities		Lump Sum	\$30,000.00	\$30,000
Landscaping		Lump Sum	\$34,000.00	\$34,000
Lighting	7	Each	\$3,500.00	\$24,500
Subtotal				\$443,700
Design, Constr. Mgt.&Contingency (A)				\$105,379
TOTAL				\$549,079

26. PARK DK-NEW RD./MD. AVE.

2 Level deck	340	Space	\$6,000.00	\$2,040,000
Surface refurbishment		Lump Sum	\$187,000	\$187,000
Subtotal				\$2,227,000
Design, Constr. Mgt.&Contingency (A)				\$528,913
TOTAL				\$2,755,913

26. HOTEL - 150 Rooms

Hotel Structure		Lump Sum	\$8,250,000	\$8,250,000
Asphalt Paving	7300	Square Yard	\$35.00	\$255,500
Curbing	1900	Linear Foot	\$15.00	\$28,500
Area Lights	8	Each	\$3,500.00	\$28,000
Landscaping		Lump Sum	\$19,000.00	\$19,000
Sewer Lateral	300	Linear Foot	\$50.00	\$15,000
Water Lateral	300	Linear Foot	\$40.00	\$12,000
Storm Drain Inlets	10	Each	\$2,000.00	\$20,000
Storm Drain Piping	800	Linear Foot	\$50.00	\$40,000
SWM Facilities		Lump Sum	\$25,000.00	\$25,000
Subtotal				\$8,693,000
Design, etc. (Parking only - Level A)				\$105,434
TOTAL				\$8,798,434

27. MARINA - AT RESID. PRCL

Marina and Boat Basin	40	Slip	\$18,000.00	\$720,000
Sewer Lateral	350	Linear Foot	\$30.00	\$10,500
Water Lateral	350	Linear Foot	\$30.00	\$10,500
Services Building	5000	Square Foot	\$75.00	\$375,000
Special Paving	2600	Square Foot	\$15.00	\$39,000
Landscaping		Lump Sum	\$4,000.00	\$4,000
Pedestrian Lights	16	Each	\$3,500.00	\$56,000
Subtotal				\$1,215,000
Design, Constr. Mgt. & Contingency (A)				\$288,563
TOTAL				\$1,503,563

28. LDY. MD. (FACILITY & SKIPJACK)

Lump Sum	\$160,000
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COST FACTORS**DESIGN, CONSTR. MGT., CONTINGENCY**

LEVEL A	0.2375
LEVEL B	0.2575
LEVEL C	0.2775

Section Four

Economic Context

ECONOMIC CONTEXT

Dorchester County is a poor county that has not experienced significant population growth in decades. The population of the County was 27,815 in 1950 and had only grown to 30,236 by 1990. During the same period, the Eastern Shore as a whole grew from 210,623 people to 340,745 -- an increase of 62%.

According to Sales & Marketing Management, the median household effective buying income (EBI) of Dorchester was only \$21,944 in 1989. Only Somerset at \$21,333 and Worcester at \$20,549 were lower in the entire state.

A comparison of Dorchester's two neighboring counties on the Route 50 corridor explains a good deal of what has happened and what the future of Dorchester could be.

Wicomico County, the hub of conventional business activity in the area, grew from 64,540 people in 1980 to 74,339 in 1990 -- a total growth of 15.2%. During the same period the State as a whole grew by 13.4%. Talbot County did even better growing from a 1980 population of 25,604 to a 1990 total of 30,549 -- a total growth of 19.3%.

By 1989 Dorchester's population was 30,236 and Talbot's was 30,549 but the economic profile was very different. Fully 47.7% of Dorchester's households had an EBI of less than \$20,000 compared to only 33.6% of Talbot's. At the high end, only 11.8% of Dorchester's households had an EBI of \$50,000 or more compared to Talbot's 23.1%.

<u>EBI Income</u>	<u>Dorchester</u>	<u>Talbot</u>	<u>Wicomico</u>	<u>Maryland</u>
0 - \$9999	20.2%	13.5%	16.7%	11.1%
\$10,000-\$19,999	25.5%	20.1%	21.6%	15.2%
\$20,000-\$34,999	27.5%	27.0%	27.9%	23.4%
\$35,000-\$49,999	14.9%	16.3%	17.4%	19.3%
\$50,000 & Over	11.8%	23.1%	16.4%	31.0%
Median	\$21,944	\$28,840	\$25,717	\$35,185

Current unemployment figures emphasize the difference in the two counties. In May of 1992, the State's unemployment rate was 6.7% while in Talbot, the rate was 5.3%. The rate in Dorchester was 10.7%.

The migration of upper income households to Talbot is driven by many perceived quality of life issues that include the historic nature of Easton, Oxford and St. Michael's and the quality of its waterfront.

There are of course historic roots to the tradition of the wealthy estate owners settling there and the consequent image considerations so evident in current real estate advertisements. Another factor is simply geography -- Talbot is located outside of the intense commercial development of the Route 50 corridor to the north and west, but is still a comfortable drive from both Washington and Baltimore.

Talbot County has benefited from the attraction of high income residents, weekend home owners and affluent visitors both as daytrippers and overnight tourists. Its economy is heavily weighted towards retail trade, services and the professions.

Dorchester County, on the other hand comes from a strong working tradition focused on the Bay, its watermen, seafood packing and agricultural business. It's tourism potential is not yet realized, and the second home and retirement markets are largely unexploited.

During the 1960's and 1970's, the economy of Dorchester shifted towards manufacturing as the economics of transportation and other factors eroded the seafood and agricultural packing industries

According to the 1990 Census, the following was the employment distribution of Dorchester (Employed persons 16 years or older)

Manufacturing, durable goods	2,220
Retail trade	1,921
Manufacturing, non durable goods	1,901
Health Services	1,305
Construction	1,197
Agriculture, forestry, and fisheries	936
Educational services	809
Public Administration	801
Other professional and related services	658
Transportation	614
Wholesale Trade	481
Finance, insurance, and real estate	410
Business and repair services	318
Personal services	316
Communications and other public utilities	292
Entertainment and recreation services	183
Mining	17
<u>TOTAL</u>	<u>14,379</u>

The major employers who remain in the seafood packing and agricultural products categories are:

ConAgra Poultry	812
Coldwater Seafood	400
Chun King	200
Bloch & Guggenheimer	110
<u>TOTAL</u>	<u>1,522</u>

The newer durable goods' manufacturers are:

FIRM	EMPLOYMENT
Airpax	1,100
Cambridge Wire Cloth	400
Western Publishing	250
Cambridge Scientific Instruments	160
Maryland Wire Belts	100
Alphagaz	25
Hi-Tech Plastics	20
<u>TOTAL</u>	<u>2,055</u>

The question then is whether Dorchester should rely on an economic future development policy that is based on attracting manufacturing concerns? Put another way, does Dorchester have any unique attributes that would allow it to compete successfully against alternate locations in the region?

There is industrially zoned land in place, utilities available, a State Enterprise Zone in place in Hurlock, some tax flexibility, good transportation given an Eastern Shore location, a beautiful county, an inexpensive labor force, and one of the few deep water ports on the Eastern Shore.

If all of these are not enough, is there some aggressive strategy that its governments could undertake to accelerate industrial relocation's? If not, should the County look to the development of tourism, retirement and second home housing as a stimulus to a new economy?

NEW DIRECTIONS

Over the last few years a consensus has developed in Cambridge and Dorchester County that a new approach was needed. As a consequence, a committee was formed to study the City's development potential with a particular emphasis on Cambridge Creek.

James Rouse was invited to visit Cambridge to see if the Rouse Company might have an interest in the City. Although the Company itself was not interested, it was suggested that American Cities Corporation, a Rouse subsidiary, be retained to develop a plan and then to act as a development broker. A formula was developed that split the costs between the City, the County, and the private sector.

The eventual result was the Cambridge Creek Development Plan. The Plan used the Creek as the central organizing device. It called for the development of residential, retail and hotel uses.

The promise of the plan encouraged several local investors to begin projects and two townhouse projects were completed as well as a retail mall and a restaurant.

It was thought at the time that developers from out of town would pick up the pace and continue the development but the momentum unfortunately slowed. One outside developer did appear but was unable to actually carry out his announced plans. This failure and other factors created a sense of disappointment and eventually a community wide discouragement.

Several years passed with no new development, and a kind of paralysis set in.

But in January of 1991, C. Robert Spedden, a local businessman wrote a letter to the newspaper calling for a new public, positive attack on the economic development of the County. The eventual result, was the formation of the Committee of 100 of Dorchester County, in February of 1991.

To quote the group's brochure: "The Committee of 100 is a group of Dorchester County citizens who seek to improve the County's economy by developing tourism. Committee members seek to reverse a negative self image in the County by creating a 'can do' spirit as it plans and completes projects." The philosophy of the group was to create relatively small scale projects aimed at both creating attractions for visitors but as importantly to prove to the community at large that it had the ability to transform itself -- that is to establish community wide self confidence to regain the momentum that had been temporarily lost.

Over the course of one year the Committee established sub-committees to tackle such projects as:

- Building a new skipjack
- Building a lighthouse
- Establishing a municipal golf course
- Creating a waterman's museum and environmental education facility
- Developing a downtown historic museum
- Investigating the creation of a power boat hall of fame

Each of the projects is at a different stage of development. The skipjack is fully funded, the Committee having raised \$75,000 for the project. The keelson was laid on June 6, 1992 and work is underway. The lighthouse has been designed through construction documents and a land lease from the City is under negotiation. The golf project is well advanced with public announcements expected in the near future. The watermen's museum and environmental education facility have become a major feature of this plan as is discussed later.

The Port Project

In February of 1992, the Committee invited the author to speak to members of the Committee and the Chamber of Commerce about Baltimore's experience in revitalizing the center city and particularly the Inner Harbor. The author was and is, employed as Executive Vice President of the City of Baltimore Development Corporation, the agency responsible for carrying out the redevelopment of downtown Baltimore for the past thirty years.

After several meetings it became apparent that Baltimore's situation in the late 1960's and early 1970's had much in common with where Cambridge and Dorchester County are today. Many of the principles that emerged from the development of the Inner Harbor had direct relevance to the potential development of Cambridge waterfront and therefore to the economy of the County as a whole.

The opportunity at hand was the decision of the Maryland Port Administration to request proposals for the reuse of the Port property. The Committee had already decided to put in a bid for the property for use as a hotel/conference center site, and during discussions throughout March and April of 1992, a new concept emerged that was both larger in scope than the original concept but was in fact a necessary strategy to make the original idea work.

On April 30, 1992 the Committee retained the author as a private consultant to develop an overall economic development strategy for Dorchester County based on a practical plan for the development of the entire Choptank waterfront in a major visitor's destination.

POTENTIAL USES OF THE PORT PROPERTY

Taking the Port in isolation, what use or uses would be desirable -- achievable or not ?

Residential - It is conceivable that a residential subdivision or more likely a multifamily project could be designed to fit the site, but there are some obvious problems. The site configuration has a relatively small water frontage for, say townhouse or even multistory development. The depth of the property in relation to its frontage makes for an awkward site. In addition, some of the Port property is leased to the Yacht Maintenance Corporation for shipyard use. The shipyard makes a somewhat awkward neighbor for residential use and the Hospital is also not ideal unless elderly housing or a nursing home use was developed. In any case, residential development seems to be counter to any logical appreciation of the particular attributes and value of the site.

Industrial - It is possible that a waterfront industrial user might be attracted to the site because of the deep water berth and the existing warehouse, but such a user would probably have emerged over the years the Port has been closed or even while it was in limited operation. Certainly there is nothing evident in the Dorchester, or even the regional economy that would point to a logical user. There could be an industrial user would could use just the warehouse without a waterfront requirement, but such a use would be of little value to the economy of the City, County or the State.

Office - Even without the current economic climate, there seems to be little demand for an office building location on the Choptank waterfront. An unknown user could exist, but in practical terms that would have to mean that a single user would have to be found that not only wanted to build its own facility but wished to relocate its business to Cambridge since there is no indication that any existing business of any scale in Dorchester is looking for, or would be in any position to finance a headquarters' facility. Speculative office is out of the question in this market and in these times.

Institutional - The site is quite suitable for the development of an institutional use. A college, or major non-profit, or museum or similar institution might well find the site attractive for its visual prominence, and the special nature of the waterfront location. At the present time no such user is evident in the Dorchester community but it is at least possible that some institution has the resources to make a bid for the site. On its face this seems unlikely, and while it is always possible that some institution from outside the region might find the site attractive it would require a relocation or a significant expansion of the user's operation and a significant commitment of resources. As of now, this scenario seems unlikely at best.

Public - While the Maryland Port Administration has no further use for the site, another governmental unit might have a use. Presumably the Port Administration has

already surveyed other State agencies. Neither the City of Cambridge nor Dorchester County has expressed interest in the site for a governmental facility nor would it appear that the capital budget of either government contemplates a major new facility that would require such a site. A federal facility is always possible, but there is no indication that any agency has any interest in the area.

Commercial - The site is functionally very well suited to commercial development including a hotel, conference/exhibition center and retail uses. The prominent location at the junction of the Choptank and Cambridge Creek with its perfect visibility from the Route 50 bridge make the site ideal for a hotel and companion uses. Physically the site is perfect for such development if combined with waterfront development for supporting uses. The neighboring uses of the hospital and the shipyard can be made into assets and the Maryland Ave. residential parcel can also easily be developed in a manor that supports the commercial complex. In fact, its development potential would be very significantly enhanced by the commercial development. The commercial scenario would enhance the value of all the adjacent properties increasing their economic potential by a significant degree. Housing values would also increase in nearby areas and the potential for further development of vacant and underutilized property in the Cambridge Creek planning area would also markedly improve.

However, there are serious barriers to the immediate development of these uses.

Economic Reality

If the Maryland Port Administration were to request proposals for the commercial development of the Port for the commercial uses contemplated in this plan, it is extremely unlikely that it would receive a responsible bid from a developer who could actually implement the program. Developers by their nature are optimists, and experienced developers can convince themselves that if they can get site control they will find some method to finance the project - and in other times and other places this is in fact sometimes true. One of the most important traits of a developer is tenacity. There is also a tradition of speculation in the development world which relies on the ability of the "developer" to obtain an interest in property and to subsequently sell his rights to another party who in turn may or may not be able to actually develop the property. In this case it is certainly not in the interest of the State or the local community to allow such an outcome. Therefore any successful bidder must have a workable strategy to cover the very real barriers to the reuse of the property.

Barriers to Development

Recession and the financing lock out - There has not been a time since the depression when financing for commercial development has been more difficult to obtain. The major factor is not the recession but rather the combination of the recession and the banking crisis which has utterly paralyzed traditional capital markets. Although there are some signs of a faint loosening of the market, banks and other major real estate financing sources remain frozen in immobility. The issue is the trauma of the Savings and Loan collapse and all its ripple effects, followed by the stubborn recession which tumbled commercial real estate entities at a rapid rate. Naturally the severe impact on commercial banks that were heavily involved in commercial real estate projects followed as the spiral continued. This combination of events and the lack of not only consumer confidence but business confidence means that underwriters reviewing a perfectly sound financing proposition are forced to reject it because the regulators, their shareholders and the public believe that commercial real estate is poison. Even after this recession turns around there is likely to be a lengthy overhang of caution. Even foreign capital has become scarce as the recession has affected other economies.

What this means is that to attract financing in this climate, there must be a very special set of circumstances. Typically financing today requires a very heavy contribution of equity -- often 50%, an end user in place for the facility of triple A credit, very strong personal and/or corporate guarantees, collateralization of other assets, government guarantees, gap financing and/or government risk sharing, or some combination of these factors. If the MPA requires that the State retain the fee without subordination, the difficulties in obtaining financing increase even more since every lender's security in the event of default is always the ownership of the land as well as the asset. Leasehold mortgages are difficult to obtain in the best of times.

The Local Market - To date Dorchester County has not had a track record that is likely to give financing entities the kind of automatic comfort that a development would have in Annapolis, Montgomery or Fairfax Counties, or even in Easton, Salisbury or Ocean City. The problem is more the untested nature, and the size of the market rather than any negative track record.

Future Growth - Every lender is ultimately betting on the future of the community. To attract capital to the site, it will be necessary to convince the lender that Cambridge is going to grow economically or that the forces are in place to provide for growth in the customer base for the property. This same credibility is required to attract the developer in the first place -- as well as equity investors. To make the redevelopment of the Port a success, there must be a practical way of stimulating the growth of the City that all can believe in and become responsible for implementing.

TOURISM AS THE CATALYST FOR ECONOMIC DEVELOPMENT

Marginal increases in tourism will have no significant change in the future development of Dorchester County. Only by creating a new major visitor attraction could there be an order of magnitude increase. What is needed is to change the entire perception of Cambridge and thus Dorchester County as a place to visit first and then as a place to vacation, buy a second home and to eventually retire. To accomplish a change of this magnitude given the available resources requires a strategy that can be carried out incrementally by the community itself.

The Choptank Waterfront

Approaching Cambridge from the north across the Route 50 bridge, there is a large sweep of undeveloped land stretching from the bridge east to the mouth of Cambridge Creek. For over a mile and a quarter, this land is in full view, defining the foreground of Cambridge. This great space is unlike any other in the region. Nowhere in the Route 50 corridor traveling from the western shore is there a site with such a dramatic approach.

It is this entire site that is the asset. The site is large enough to create a great public space with both private and public uses where the sum of the parts results in a major visitor destination attracting thousands and thousands of people each year. The Port property is the key property for commercial, high value uses **but will only reach its potential if the entire plan is carried out.** In isolation the Port must depend on existing markets which are small as of now. With the incremental development of the whole waterfront, the ports viability as a major development site increase exponentially.

The Baltimore Analogy

The rebirth of Baltimore started in the late 1950's in an area called Charles Center. After the war, economic conditions had deteriorated for the City as the federal policies of V.A. and F.H.A. mortgages, transportation policy, the baby boom and other factors created the flight to the suburbs. As the people moved the business's followed. Baltimore, like many other cities, lost jobs, stores, people and other business's. New office buildings ceased to be built and existing buildings began to fall in value.

Both because of genuine civic alarm, and a direct sense of self interest, some business leaders began the process that led to the renaissance of Baltimore. Money was raised privately, planners and economists were hired and a plan was devised to rebuild the Charles Center area. Government eventually embraced the plan and provided the essential powers of eminent domain and long term financing at tax free rates.

A partnership between the public and private interests emerged which actually carried out the redevelopment. The business community provided the focus and directed energy to lead the program and the government provided essential tools.

When Charles Center was well underway and clearly likely to be a success, the City turned to the development of the Inner Harbor. Originally intended as a local downtown park, no one foresaw the huge tourist attraction it was to become.

The Inner Harbor was created in the early 1970's as a simple body of water with grass and asphalt parking lots surrounding it. The riots of the late 1960's had exacerbated the City's isolation from the newly created suburbs. Many suburban residents and even City residents had not visited downtown in years. To travelers and tourists, Baltimore was simply a place to get past on the way to Washington or Philadelphia. City morale was very low with a kind of defeated inferiority complex the norm.

The City government after having taken the development lead from the private sector, took on the task of revitalizing the spirit of the community with energy and great wisdom. The City Fair was created to bring people downtown and the surprisingly positive public response led to the strategy for the Inner Harbor.

Essentially with no major attractions, the City set out to make the Inner Harbor a place by promoting endless events at the park. Art shows, bathtub races, ethnic festivals, visiting tall ships, craft fairs, public music performances, sporting events, and many other shows and activities were held in a constant effort to bring the people to downtown.

The strategy succeeded. Eventually there was the Constellation, and then paddle boats and a water taxi, and excursion boats, and a dinner boat, and then the Science Center and then the Hyatt Hotel. Then came Harborplace and the Aquarium and the rest is history.

The Dorchester situation has significant parallels to the Baltimore experience and the solution for the County has parallels as well.

With a great waterfront property and without the resources to build a major attraction, the one practical solution to creating a powerful visitors destination is to start with local recreation and special events and incrementally build the destination.

The Basic Concept

The basic plan is to transform the waterfront from Route 50 to Cambridge Creek into a Great American Waterfront Park. Unlike the hard, intense urban character of the Inner Harbor, the Cambridge waterfront will be softer, greener, and essentially rural in spirit. The core activities will be local and regional recreation, public musical and other forms of performance and special events and festivals. The activities will be continuous throughout the season so that the destination as a whole will be the attraction, not a singular event.

In effect the park will combine the attributes of an extended country fair with an ongoing music festival, the recreational attributes of a major park and, albeit on a much smaller scale, the waterfront, museum and commercial activities of the Inner Harbor.

Throughout the entire development a coherent design vernacular will be maintained. Materials, signage, street furniture, and other design elements will be consistent. While there will be individual ownership and control of sub-elements of the park, the marketing of the project will treat the entire complex as one entity, with a common logo, unified advertising materials, a common marketing strategy, etc.

The entire Park will be controlled by a new non profit entity called *Sailwinds Park Inc.* and all of the public activities will be carried out as not for profit activities. *Sailwinds Park Inc.* will essentially follow the model of Charles Center - Inner Harbor Management - The non profit development corporation that developed the Inner Harbor in Baltimore.. Sites for commercial development will be offered under negotiating priorities which will require performance benchmarks of design, financing, etc. to maintain their validity. Assuming that *Sailwinds* does not acquire fee simple title to any of the land, all sites will be offered for lease.

Sailwinds Park Inc. will enter into leases with its tenants that are tailored to the transaction. In the early stages these will probably take the form of base rent and percentage deals.

Sailwinds will raise the funds for the public improvements from individual and corporate donations, memberships, commercial sponsorships, foundation grants, and public sources.

The plan is designed for a sequential, incremental implementation strategy that 'bootstraps' each element into the next level of critical mass. The overall strategy will be to start with those activities which, while having a minimum cost, have the effect of establishing the Park as a visitor destination.

Economic Development Objectives

The overall goal of this plan is to stimulate the economy of Dorchester County into a pattern of sustained economic growth. The creation of a major visitor destination is only the first step. The intent is to position the County, and Cambridge in particular, as an extremely desirable place for a vacation home, and subsequently as a place to retire. The target market is the middle and upper middle income household. This is not however an end in itself. The intention is to bring new money into the local economy to support current and new businesses, and to provide the tax revenue for the local governments to address the substantive issues of housing, poverty, and other basic needs.

It is essential that from the very beginning of the implementation of this effort that every effort be made to make the park work for the local economy. This means that wherever possible, opportunities must be found to create jobs that directly benefit the economically disadvantaged of Dorchester County. The Park must truly belong to everyone in Dorchester and it must serve to bring opportunities to disadvantaged citizens, provide support for existing local business, and also create the opportunity for the creation of new enterprises for Dorchester residents.

Working as a partner in the creation of economic development programs with *Sailwinds Park Inc.*, will be the Living Classrooms Foundation.

Living Classrooms Foundation

Formerly the Lady Maryland Foundation, the Living Classrooms Foundation will establish Cambridge as its Eastern Shore home. As it has done so successfully in Baltimore for the last seven years, the Foundation will operate a series of programs focused on school children, disadvantaged youth, and at risk students.

School Children - Education programs for school children consist of day long environmental hands-on learning experiences aboard historic vessels that have been built or restored by the Foundation. These vessels will be based in Cambridge and visitors will see thousands of school children each year departing and arriving on these nationally acclaimed voyages.

Disadvantaged Youth - Disadvantaged youth are served through a nine month long job training program that has been featured on the CBS Evening News with Dan Rather. Focusing on young people who have already dropped out of school and gotten into trouble with the law, the Maritime Institute using a 5 to 1 student teacher ratio develops job skills, teamwork and self confidence that lead to real jobs. The Maritime Institute will work in partnership with Yacht Maintenance of Cambridge, sharing a portion of their facilities and providing apprentice labor for on site projects.

At Risk Students - Young people who are in danger of dropping out of school are risking drugs, crime, teen pregnancy, poverty and all of the ills of our society. The Foundation's award winning and proven programs are for students still in school who work at the Maritime Institute one day a week, fixing boats, sailing as apprentice crew, and building new projects. These students agree to performance standards in school in exchange for the privilege of working at the Institute. The Foundation has been able to produce spectacular student turnarounds in truancy, behavior, and academic achievement in these programs.

The Living Classrooms Foundation has a seven year record of success, not only with solutions that work for young people in trouble, but also with fund raising, community development, and bringing together public and private support for new ideas that solve old problems.

Section Five

Letters of Endorsement



City of Cambridge
Cambridge, Maryland 21613

EXECUTIVE DEPARTMENT

October 6, 1992

AREA CODE 301
TELEPHONE 228-4020

The Honorable William Donald Schaefer
Governor of the State of Maryland
State House
Annapolis, MD 21401

Dear Governor Schaefer:

As the Mayor of Cambridge, I want to let you know of my total commitment to the concept of any economic development initiative that will benefit the City of Cambridge. This letter is also unanimously and enthusiastically supported by the Commissioners of Cambridge.

We believe Sailwinds Park is one of several issues currently before us which will have a profound impact on the community. It's good to feel something positive is happening.

Again, thank you very much for your recent visit. Any suggestions or advice you would offer me will be gratefully received.

Sincerely,

David J. Wooten
Mayor of Cambridge

DJW/dc

Blind Copy

THE COUNTY COMMISSIONERS OF DORCHESTER COUNTY

COUNTY OFFICE BUILDING
P. O. BOX 26
CAMBRIDGE, MARYLAND 21613
PHONE 228-1700



SHIRLEY G. MCWILLIAMS, PRESIDENT
THOMAS RUARK, VICE PRESIDENT
LEMUEL D. CHESTER
JACK C. COLBOURNE
ROBERT A. MURPHY

DORIS GOSLIN
ADMINISTRATIVE ASSISTANT
E. THOMAS MERRYWEATHER
COUNTY ATTORNEY
RICHARD D. HARRINGTON
DEPUTY ATTORNEY

October 16, 1992

The Honorable Governor William Donald Schaefer
State House
Annapolis, Maryland 21401

Dear Governor Schaefer:

The County Commissioners of Dorchester County want to assure you that we are ready for a positive change in Dorchester County and we support the concept of the Sailwinds project for development of the Port property in Cambridge. We believe it would be a step in the right direction to encourage the type of growth that the County needs.

Thank you for your interest.

Sincerely,

Shirley G. McWilliams

Shirley G. McWilliams
President

SGM:ct


 COMMITTEES:
 ENERGY AND COMMERCE
 SUBCOMMITTEES:
 TELECOMMUNICATIONS AND FINANCE
 ENERGY AND POWER
 COMMERCE, CONSUMER PROTECTION AND
 COMPETITIVENESS
 SCIENCE, SPACE, AND
 TECHNOLOGY
 SUBCOMMITTEES:
 SPACE SCIENCE
 ENVIRONMENT

Congress of the United States

House of Representatives

 DISTRICT OFFICES:
 THE HORIZONS BUILDING
 8028 RITCHIE HIGHWAY
 SUITE 313
 PASADENA, MD 21122
 410-768-8050/301-261-2008
 6188 OXON HILL ROAD
 SUITE 370
 OXON HILL, MD 20745
 301-567-8212

October 1, 1992

Hon. William Donald Schaefer
 Governor of Maryland
 c/o Governor's Washington Office
 444 North Capitol Street N.W.
 S-315
 Washington, D.C. 20001

Dear Governor:

I am writing to lend my support to the waterfront development project referred to as Sailwind Park in Cambridge, Maryland. When I first learned of Cambridge's efforts to create a tourist destination stop, I was apprehensive about the willingness of Cambridge's people to accept this kind of change. However, after discussing the project with Councilman Otto Cheesman, Commissioner Shirley Gootee and the business leadership in the community, I am convinced that the people of the community are ready for Sailwind Park.

I am impressed by the sense of unity in Cambridge and Dorchester County. The combined efforts of the Harriett Tubman Coalition, the Committee of 100 and the Chamber of Commerce persuade me of their seriousness.

The completion of this project will be an asset to the community, the county and the state and deserves our support. I stand ready to put the full weight of my office behind Sailwind Park. They are prepared for this project and I feel strongly that it is incumbent on us to provide all the support possible.

Sincerely,

Tom McMillen
 Member of Congress

TM/r1j

THE DORCHESTER COUNTY BOARD OF EDUCATION

JOSEPH H. LAYTON, JR., President
BRETT W. WILSON, V. President
RONALD E. BENNETT
MARLENE K. FELDMAN
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SPICER BELL
Superintendent
KATHLEEN M. LINS
Asst. Superintendent
DOROTHY B. NAVE
Asst. Superintendent

P. O. BOX 619

CAMBRIDGE, MARYLAND 21613 - 0619

(410) 228-4747

FAX (410) 228-1847

October 16, 1992

Mr. Robert Spedden, President
Sail Winds Park of Cambridge, Inc.
213 Sunburst Highway
Cambridge, Maryland 21613

Dear Bob:

On behalf of the Dorchester County Public Schools, I am pleased to write in support of the proposed Sail Winds Park project. I am confident that the park will prove to be a real catalyst for our ongoing efforts at community development.

Those of us involved in the public schools are always concerned about providing additional educational and cultural opportunities for our students. The proposed Sail Winds Park will add new avenues for our children. The proposed cooperative effort with the Maryland Living Classrooms Foundation of Maryland, the visitor center, and the possibility of an environmental study area will all be supportive of our goals in public education.

If there is anything that we can do to help to support the project, please feel free to call on us.

Yours very truly,

Spicer Bell
Superintendent of Schools

SB:jh



COMMERCIAL DISTRICT MANAGEMENT AUTHORITY

PO Box 471
Cambridge, Maryland 21613

October 23, 1992

The Honorable William Donald Schaefer
Governor of the State of Maryland
State House
Annapolis, MD 21401

Dear Governor Schaefer:

The Commercial District Management Authority of Cambridge, Maryland would like to thank you for your recent visit to Dorchester County. I wanted to let you know of our support of your efforts to help us improve our area. The Sailwinds Park is an excellent idea that should help us start to move forward.

The benefits Cambridge and Dorchester County would receive from this are many. The Sail Winds Park would not only be beneficial in exposing the area and its resources to tourists through the recreational facility, hotel and conference center; it would also allow for new jobs to be created, therefore benefiting everyone. It would be a step in the right direction to improving the economy of Dorchester County.

Our community is showing some good signs of improvement and we want to do our part to ensure that this is the beginning of long term progress.

Thanks again for your visit. We support you in your leadership of our great state.

Sincerely,

Gene Tolley, President
Commercial District Management Authority

GT:kw

COMMUNITY REVITALIZATION COMMITTEE

435 High Street
Cambridge, Md. 21613

October 23, 1992

The Honorable William Donald Schaefer
State of Maryland
The State House
Annapolis, Md. 21401

Dear Governor Schaefer:

The Community Revitalization Committee is an advisory committee composed of representatives from city & county government, the Dorchester Community Development Corp., the Chamber of Commerce, the Commercial District Management Authority, the NAACP, the Harriet Tubman Coalition, area businesses, banks & private citizens. As the name suggests we have joined together to focus our efforts on the Revitalization of the Cambridge Community.

We believe that the development of the port and surrounding waterfront is key to this revitalization. Rest assured that the CRC fully supports this development effort.

There are striking similarities between Sailwinds and the Inner Harbor effort in Baltimore. You, more than any other individual were responsible for the spectacular success of that revitalization. We respectfully request your personal guidance and support for this project. Please help us marshal the appropriate resources and talents of our State so that we can make Sailwinds a reality.

We are confident that with your guidance and support we will succeed.

Sincerely,

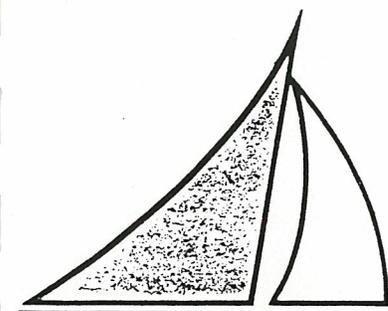


Gene Slear, Acting Chairman
Community Revitalization Committee

DORCHESTER CHAMBER OF COMMERCE, INC.

203 Sunburst Hwy., Cambridge, MD 21613

(410) 228-3575



Discover Dorchester
Chesapeake's Treasure

The Honorable William Donald Schaefer
The State House
Annapolis, Maryland 21401

October 23, 1992

Dear Governor Schaefer:

The purpose of this letter is to let you know that the Dorchester County Chamber of Commerce fully supports the concept of Sail Winds Park as it was presented during your recent visit to Dorchester County.

The Chamber is well aware of the multiplier effect that a visitor-friendly waterfront will have on business and community development. Having accepted the responsibility for operating the official Welcome Center for visitors to the County, we have a solid understanding of the importance of the Sail Winds Park project. We are certain that it will exercise a positive impact on visitors entering Dorchester County; an impact which has been absent for too long. We feel that it will enhance the self image of current residents as well as provide incentive to families, businesses and industries considering the possibility of relocating on Maryland's Eastern Shore.

We want Sail Winds Park to be the catalyst which will trigger responsible economic growth and community awareness in a County which richly deserves its claim to be "Chesapeake's Treasure."

Please give the project your full support.

Cordially,

A handwritten signature in cursive script, appearing to read "Harry A. Turner".

Harry A. Turner
President

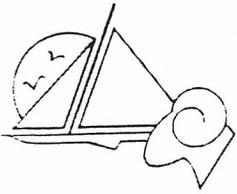
Resolution of the Board of Dorchester General Hospital

Sailwinds Park Proposal
Committee of 100 of Dorchester County

The Board of Directors of Dorchester General Hospital recognizes that it is in the interest of the community that it serves, and therefore in the interest of Dorchester General Hospital, that the economy of the region be developed to provide jobs, opportunities for existing and new businesses, and to bring new economic activity into the region for the benefit of all.

The Board understands that the economic development strategy proposed by the Committee of 100 of Dorchester County, calls for the development of the Choptank waterfront into a public park that is designed to become a major visitor destination for the region and the State. It is understood that the Park is to be operated as a non-profit entity whose purpose is to both provide recreational benefits to the residents of Dorchester County and to draw visitors from throughout the region thereby providing a base of activity for the development of public, non-profit and private, tax paying ventures. It is understood that the development of the Park will have as one of its primary goals the establishment of specific opportunities for disadvantaged residents of the City of Cambridge and of Dorchester County.

Therefore the Board hereby endorses and supports the development of 'Sailwinds Park' and directs its Executive Committee to enter into discussions with the Committee of 100 to develop a specific agreement whereby land owned by Dorchester General Hospital could be developed as part of the overall Park such that the interests of the Hospital and of the community may be mutually served. The Executive Committee is hereby directed to report back to the Board with a draft proposal for review at its next regularly scheduled meeting.



HORN POINT
ENVIRONMENTAL
LABORATORY

Post Office Box 775
Cambridge, MD 21613
(410) 228-8200
FAX (410) 476-5490



Center for Environmental
and Estuarine Studies

Office of the Director

October 23, 1992

The Honorable William Donald Schaefer
State of Maryland
The State House
Annapolis, MD 21401

Dear Governor Schaefer:

As a member of the University of Maryland System's Center for Environmental and Estuarine Studies and as a member of the Cambridge community, we endorse the proposal of Sailwinds, Inc. to develop the Cambridge port and waterfront. We believe that this will contribute to an improvement in the quality of life in Dorchester County, not only by attracting new income and jobs, but also by providing a means of increasing citizens' awareness of the Chesapeake Bay as an important resource to the State. Thus, we seek your support in helping to make this vision a reality.

Sincerely,

Thomas C. Malone
Director

TCM/

The Harriet Tubman Coalition, Inc.

P. O. Box 1164
Cambridge, Maryland 21613-5164

Phone: (410) 228-0401

October 20, 1992

The Honorable William Donald Schaefer
Governor of Maryland
State House
Annapolis, Maryland 21401

Dear Governor Schaefer:

The Board of Directors of The Harriet Tubman Coalition, Inc. support wholeheartly the "Sail Winds Park Development."

If we are to change the unemployment, job skill levels and the rebuilding of our local economy, we must work toward projects such as "Sail Winds Park." This project will provide economic benefits that would evolve into total revitalization of our community. We believe that small business development is the key to stabilizing and providing a solid foundation to our local economies.

We are happy to be active participants in a project of this magnitude!

Sincerely,

Woodrow A. Pinder, Sr.

Woodrow A. Pinder, Sr.
Chairman

cc: Evelyn Townsend, President

"Save Our Children - They Need You, We Need You"

Founding Member Organizations

The Harriet Tubman Association of Dorchester County, Inc. • The Dorchester County Branch NAACP
Good Shepherds Association • Dorchester Community Development Corporation • Sophisticated Brothers
Delta Sigma Theta Sorority - Local Alumni Members • Slow Stokers Auto Club • Cephas Photography
Dorchester Elks Lodge #223 • Pride of Cambridge #50 • The Hurlock Muslim Center • Modernettes Club
Little Totland • The Concerned Citizens of Prospect Heights



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Nicholas Van Sant
James Pirer Bond
Executive Director

October 2, 1992

The Honorable William Donald Schaefer
State House
Annapolis, MD 21401

Dear Governor Schaefer:

The Living Classrooms Foundation is committed to seeing Sailwinds Park become a reality for Dorchester County. We will bring to the project our seven years experience in working with kids, our fundraising skills and our knowledge of how to work within the system to get things done.

I am pleased to serve on the five person executive committee of the development corporation and I promise you that my abilities will be focused on helping everyone in the community working together towards this common goal.

Your enthusiasm and support is the key to moving ahead and I am very proud to be taking on another project that you are behind. As Sailwinds Park unfolds, I personally hope that you will be closely associated with the project in many ways. I have always admired your style of getting things done and am very proud to have had your personal encouragement and support for Lady Maryland, our programs for kids and for my own way of getting the job done.

Very best wishes,

G. Dennis O'Brien
President and Founder

GDO:pc



DORCHESTER COUNTY FAMILY YMCA

201 TALBOT AVENUE

CAMBRIDGE, MARYLAND 21613

221-0505

October 22, 1992

Honorable William Donald Schaefer
Maryland State House
Annapolis, Maryland

Governor Schaefer,

This letter is to ask for your full support in the efforts of The Committee 100 to make the vision Sail Winds Park a reality for the Citizens of Maryland.

As you may know The Dorchester County Family YMCA was the vision of a very similar group of people. This group with great effort was able to over come some opposition and make our YMCA the great place it is today for our citizens.

With this in mind and knowing that their is very strong community support for Sail Winds and the Committee of 100's efforts. The YMCA's Executive Committee takes great pleasure in placing the YMCA's commitment to support the concept and future development of Sail Winds Park. This project will not only be a fun place to be, but will also help the local and state economy in a time that it is needed.

Respectfully Yours,

A handwritten signature in cursive script that reads "C. Wayne Cook".

C. Wayne Cook, President
YMCA Board of Directors

NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE

POST OFFICE BOX 824

CAMBRIDGE, MARYLAND 21613

October 24, 1992

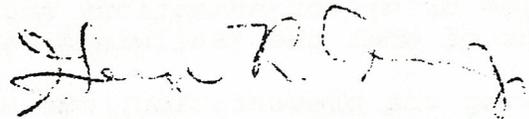
The Honorable William Donald Schaefer
Governor
State Of Maryland
State House
Annapolis, Maryland 21414

Dear Governor Schaefer:

This will confirm our support of the proposed Sailwinds
Project of Cambridge Dorchester County Maryland.

Further, it would be admirable if your office would lend
its support to this project which is a cooperative effort of local Business,
Government and Civic groups within Dorchester County.

Thanks,



George R. Ames Jr.
President

DORCHESTER COUNTY BRANCH

THE CAMBRIDGE ROTARY CLUB



CAMBRIDGE, MARYLAND 21613

October 21, 1992

Governor William Donald Schaefer
State House
Annapolis, Maryland 21401-1955

Dear Governor Schaefer,

Recently you visited our City of Cambridge in Dorchester County. You were given an overview of a planned "Sailwinds Park" project.

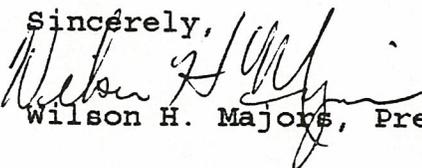
News coverage of that event indicated that you were in search of public opinion about the developments concept.

On Thursday October 1, Harry Turner, President of the Dorchester Chamber of Commerce visited our Rotary luncheon. He presented an overview of his organizations and the local Committee of "100"'s concept of what the "Sailwinds Park" could be.

Following the presentation, our membership asked that the Board of Directors do "everything" we can to support the work of those organizations involved in the planning. At our monthly Board meeting of Friday October 9, the Board of Directors voted unanimously to write you this letter endorsing the Concept of the development of "Sailwinds Park".

Please accept this letter as our whole hearted support for the concept of "Sailwinds Park". The organizations working toward the implementation of the plan can depend on The Cambridge Rotary Club and its 42 members working very hard to see their efforts are a success.

Sincerely,


Wilson H. Majors, President

cc: Committee of "100"
Chamber of Commerce

GOOD SHEPHARD ASSOCIATION

715 BRADLEY AVENUE

CAMBRIDGE, MARYLAND 21613

October 22, 1992

The Honorable William Donald Schaffer
Governor of the State of Maryland
The State House
Annapolis, Maryland

Dear Governor Schaffer:

The Good Shephard Association is a group of ministers organized to assist the needy financially as well as counseling in Dorchester County.

We feel that it is imperative that the Sail Winds Park Project become a reality for the people of Dorchester County. Hopefully it will create new jobs for all segments of our community and increase the flow of tourism into Cambridge. It is our desire that you make this project one of your priorities. It will be greatly appreciated.

Thank you for your attention in this matter.

Sincerely,


Roland Dennis
President

RD/sej



PHILIPS

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October 22, 1992

The Honorable William D. Schaeffer
State of Maryland
The State House
Annapolis, MD 21401

Dear Governor Schaeffer:

Community support has always been a key factor as part of our commitment to our employees and their families.

The proposed use of our downtown and port areas under the direction of Sailwinds Inc. has our full support in the revitalization of our community. We request your personal support of this effort to allow resources of our State government to be utilized in this plan.

Your personal involvement in making this a reality in the near future would be greatly appreciated.

Sincerely,

Dennis Karr
General Manager

/lm



COLDWATER SEAFOOD CORPORATION

October 22, 1992

The Honorable William Donald Schaeffer
State of Maryland
The State House
Annapolis, Md. 21401

Dear Governor Schaeffer:

Coldwater Seafood Corporation has been located in Cambridge, Maryland since 1968, and currently employs over 400 people. As a past user of the Cambridge Port, we have maintained an interest in its development and proposed uses over the years, even though our direct involvement with the Port stopped in the mid-1980's.

The current proposal by Sailwinds, Inc. seems to be a very worthwhile effort and we fully support the direction that this development would mean to Cambridge and surrounding community. Not only would this turn the Port into the asset it should be, but would also have a positive effect on the downtown and waterfront areas.

Coldwater Seafood Corporation would like to lend its voice in support of this project, along with other businesses and individuals, and urge you to also support this plan in order to make it a reality in the near future.

Thank you for your support.

Cordially,

Jay R. Book
Plant Manager

/jh



822 CHESAPEAKE DRIVE • CHESAPEAKE INDUSTRIAL PARK • P.O. BOX 838
CAMBRIDGE, MARYLAND 21613 • PHONE 410-228-0080 • FAX 410-228-0093

October 23, 1992

The Honorable William Donald Schaeffer
State of Maryland
The State House
Annapolis, MD 21401

Dear Governor Schaeffer:

As one of Cambridge, Maryland's growing employers over the last 9 years, we have a strong sense of commitment and support for our community effort to develop our downtown and port areas.

Please know that we fully support the effort and direction of Sailwinds Inc. and their proposed use of our waterfront and port. We urge you to personally support this effort with the hope that the forces and resources of our State government will be fully utilized in making this plan a reality in the near future.

Your involvement, direction, and support of these efforts would be most appreciated.

Sincerely,

A handwritten signature in dark ink that reads 'Douglas D. Bennett'. The signature is written in a cursive style with a large initial 'D'.

Douglas D. Bennett
President

DDB/kp



WESTERN PUBLISHING COMPANY, INC.

October 22, 1992

The Honorable William Donald Schaeffer
State of Maryland
The State House
Annapolis, MD 21401

Dear Governor Schaeffer:

As one of Cambridge, Maryland's leading employers over the last 31 years, we have a keen interest in our community effort to develop our downtown and port areas.

Please know that we fully support the effort and direction of Sailwinds Inc. and their proposed use of our waterfront and port. We urge you to personally support this effort with the hope that the forces and resources of our State government will be fully utilized in making this plan a reality in the near future.

Your involvement, direction, and support of these efforts would be most appreciated.

Sincerely,

A handwritten signature in cursive script that reads "Allan H. Shepard".

Allan H. Shepard
Plant Manager

AHS:bjm

Woman had lived in Cambridge
TV show helps solve mystery, 7A

from page 1a

Vikings score
consecutive

The Dorchester

Vol. 103 No. 41

Wednesday, October 7, 1992

At the county commissioners' office the governor warned that "Eastern Shore people resent what I say because its very blunt. It's not exactly what you want to hear. You have a good plan but how do you implement the plan? Where are you going to get the money?"

The governor said the state can help Sailwinds Park become a reality. "It's an extremely ambitious plan," but he said, "It's do-able." There are state programs which can be used, programs which Dorchester County has not taken advantage of in the past, the governor said but he also warned, "The good times are over," and told local government, "It's going to cost. It isn't going to be a freebee," referring to the infrastructure support that would be required for such a project.

"When I come across the bridge, I get the impression that, 'We'd like you to come over but don't change anything,'" the governor said he had recently visited an area where economic development had caused a drastic change in the lifestyles of the community, something he was bitterly criticized for when he visited a country store there.

"To me, that's going to be the most difficult thing... to get people to understand it's not going to be the same," Schaefer said. "You've got to convince yourself you're ready for a change."

He was also concerned about the potential for disagreements between different segments of the community.

Evelyn Townsend, president of the Harriet Lubman Coalition, told the governor then, "We are ready. We really are sincere in our efforts." She told Schaefer that people are working together in Dorchester County.

"I just have to be convinced," he replied. "I've been hit a little too hard."

But after his walking along Race Street the governor's attitude softened.

"You're well on your way. You've got the desire." He told community leaders, "We're got to take some chances. We can't wait. Every generation that we wait is a lot generation... If we can be a little optimistic. I am optimistic. I really am."

Schaefer has positive vision for Dorchester

By GAIL DEAN

An optimistic and energetic Gov. William Donald Schaefer visited Cambridge and Hurlock last week. It was an attitude also evident among the local government officials, who were pleased with his reaction to the community's plans for brightening its future.

The governor said he was impressed by the Committee of 100's Sailwinds Park proposal, Chesapeake College's plan to move its Cambridge satellite center downtown and Hurlock's industrial park.

His only negative remarks, made to the press at the end of his visit, were about the Maryland Port Administration's efforts to develop a preliminary concept for its property in Cambridge.

"I was not at all impressed... that was not the fault of Cambridge, that was the fault of the state," Schaefer said of the \$40,000 port study.

"I could have done that," the

governor said of the plans created by HOH land planners of Alexandria, Va. It shows three phases of development at the port: initially renovating the port terminal as a festival hall; adding a hotel, and a third phase for the remaining property, labeled "flexible" development.

The Port Administration had planned to use the consultants' study of the port as a reference for writing a request for proposals to develop the property. In early October it had expected to advertise the availability of the property for lease, projecting a 90-day waiting period to receive proposals.

"They are not going to put out any requests for proposals right now," the governor told the press Tuesday afternoon, Sept. 29, before boarding his bus for the trip back to Annapolis. "They are not going to do anything until I have a chance to talk to them."

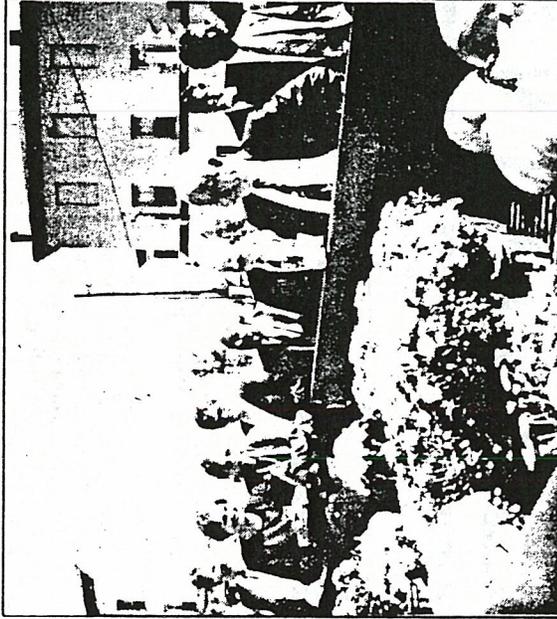
Earlier he had told the county commissioners, "I'll make you an offer. I'll get you the port... I think I can get you the port. I'll

try." In remarks to the press Schaefer said Cambridge is ready to move on the idea of developing itself as a destination for tourists. "Do something now," he said, "Not five years from now, not 10 years from now," which is the message he got from the presentation by the Port Administration.

The governor's day in Cambridge began at 10 a.m. At a briefing with the Dorchester County Commissioners he heard from several community leaders including Committee of 100 President Robert Spedden.

"You've got to convince the governor that you're ready," Schaefer said, issuing an ultimatum to the county commissioners and the Cambridge City Council concerning the Committee of 100's Sailwinds Park project.

He asked the county and city to formally commit to the project. If that happens, "I'll give you a task force," that will include Secretary of Economic and Employment Development Mark



Photos by Gail Dean

Gov. William Donald Schaefer stops to buy some flowers from a vendor at the Dorchester Farmers' and Watermen's Market during his visit to Cambridge Tuesday, Oct. 29.

Wasserman and Secretary of Housing and Community Development Jacqueline Rogers, two of the governor's cabinet members who accompanied him to Dorchester.

The governor also asked Dorchester officials to develop a master plan for revitalizing the community. Later, when asked by the press how this plan could be developed if the port property remains in limbo, the governor said the two are separate issues.

During his visit the governor's

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THE DAILY BANNER

THE EASTERN SHORE'S OLDEST DAILY NEWSPAPER • FOUNDED 1897



BANNER

Friday

September 18, 1992

Cambridge, Maryland

14 pages

Vol. 123 No. 47

Home delivery \$1.50 a week 3!

Sailwinds Park gets enthusiastic welcome

By ANNE HUGHES
City editor

A local tourism/economic development group's plan to revitalize the Port of Cambridge by developing a commercial and recreational park on the Choptank River got a warm reception from about 200 people gathered at for a public meeting at Cambridge-South Dorchester High Thursday.

During the two-hour meeting, Committee of 100 President C. Robert Spedden, Jeff Middlebrooks, executive vice president of the City of Baltimore Development Corp. and a consultant who helped orchestrate the revitalization of downtown Baltimore, John Hall of LDR International, a Columbia-based architectural firm, and Dennis O'Brien of the Living Classrooms Foundation detailed the

Port proposal presented at community meeting by Committee of 100

new plans.

Sailwinds Park would encompass about 30 acres from the Choptank River Fishing Pier to Cambridge Creek. Included in the proposed plan is a 150-room hotel, a marina, a visitors' center and theater, an open air pavilion, children's playground, stage, carousel and beach.

"This ought to be a place that feels like it belongs to you," Mr. Middlebrooks told the audience, stressing that the park would be accessible to everyone.

The committee should submit the plan to the Maryland Port Administration — which owns the port — sometime before the year ends, Mr. Middlebrooks said.

jects.

"Everything done in the park pays for the another element of the park," Mr. Middlebrooks said.

"I didn't see anybody with negative statements," Mr. Spedden said following the meeting, "and there were a whole lot of people here not involved with the Committee of 100."

"I was very impressed," said Dorchester County NAACP President George Ames Jr. "I think it will be a tremendous boon for Dorchester County...I think it could be a tool to bring people closer together."

"It's definitely needed and would be an asset to the community," said June Fowler, who lives along Cambridge Creek. "I like the overall scheme, but I have questions about how certain things (such as financing) will be accomplished."

Initially, the park would be managed by volunteers, Mr. Middlebrooks said. As it becomes more successful, professionals would then be hired.

"The idea is to use a non-profit corporation in conjunction with government and in conjunction with private for-profit organizations," said Mr. Middlebrooks.

The committee plans to form a non-profit organization of about 30 members including members from major organizations in the community. The non-profit body would then apply for grants and solicit funds. As activities, such as festivals, became more lucrative, that money would be put back into the non-profit organization to finance the larger pro-

Section Six

Press Clippings

Opinion

Editorial

A change of heart

Gov. William Donald Schaefer's visit to Cambridge and Hurllock last week may one day be remembered as a turning point in Dorchester County's efforts to make the most of its assets, both its abundance of natural resources and its rich maritime heritage.

It was interesting to watch attitudes change during the governor's visit. As the day went along the governor and his staff became more impressed with efforts to bring change to the county. Local officials also appeared to warm up to Gov. Schaefer and members of his cabinet. After the big bus headed back to Annapolis there were only good comments about what had happened and optimism about the chances of state government working to help realize the goals the community has recently set for itself.

Even the press was surprised by the governor's cheerful greeting as he stopped to pick up a notebook dropped by a reporter. Unfortunately some members of the media did not hang around for the entire visit. Some members of the community were later heard to remark about the harsh words the governor had for local plans at the port, an opinion gathered from brief television coverage of the visit. If the cameras had stayed around to hear the governor's remarks at the Cambridge Yacht Club, it could have been a very different story.

The governor's greatest concern about Dorchester's ability to attract tourists had to do with his perception of the county as a place that wished to remain insular, populated by people who could not extend a hand of greeting to a stranger. After walking through Cambridge's central business district and being greeted with only friendly faces and positive words, the governor evidently had a change of heart.

remarking on the warm welcome he received, Gov. Schaefer also pronounced Cambridge's downtown a fine place. He said he could see the efforts being made by merchants to attract customers. He also said he would like to be able to come back to Cambridge some day to offer suggestions of more ways to make improvements in the city's business district.

Speaking to Cambridge Mayor David Wooten, the governor said being a mayor was the greatest job he ever had because he was able to work closely with people. It was almost as if the governor was looking back into his past, to a time when Baltimore was poised on the verge of a renaissance which has made it the kind of destination for tourists which Cambridge is now striving to become.

The governor was also impressed with Chesapeake College's commitment to expand its satellite center in Cambridge by moving it downtown into the old Leggett department store. This move is expected to bring about 1,000 people into the downtown area on a regular basis, which should mean more business activity there.

Gov. Schaefer also said he is looking for a show of confidence from the county about the Committee of 100s Sailwinds Park proposal. It would seem the county's willingness to be involved in Chesapeake's satellite center project demonstrates its commitment to improving the community's future.

Ultimately the governor is asking for a show of confidence not just from local government representatives but from individuals. It is a message he said the state will soon be sending to all of its citizens, not just those in Dorchester County. Because ultimately it will be up to individuals to make the changes needed to turn the economy around.

Healthy fun for youngsters
Dorchester General plans Youthfest, 3A

Dean, Clark ..
to All-Mid tea

The Dorchester Star

Vol. 103 No. 24

Wednesday, June 10, 1992

Development effort begins in Cambridge

By GAIL DEAN

The blessing of the keelson for a skipjack to be built on the shores of Cambridge Creek was one of a series of activities held Saturday as the starting point of an effort to commercially develop Cambridge's port and its adjacent waterfront.

"The rebirth of Cambridge is going to come from you all," Jeff Middlebrooks told the crowd gathered for the keelson dedication. He is executive director of the City of Baltimore Development Corp., the organization credited with developing Baltimore's Charles Center of office complexes and Harborplace, its waterfront festival park.

Middlebrooks has entered into a four-month, \$25,000 contract with the Committee of 100, to create a proposal for development of the port to be submitted to the state and outline a three-year plan for the committee to accomplish this goal.

Nathan of Dorchester, planned as "an authentic, 45-foot skipjack designed to replicate the working skipjacks used at the turn of the century," is one of the committee's projects.

During the next year and a half volunteers will be working on the boat under the direction of Bobby Ruark, who has been hired to manage the project. They will begin working with lumber from trees donated by Arthur Spicer. Tom Spicer donated the tree used for the keelson. All of that lumber came from Dorchester woodlands, following the region's boat-building traditions.

Whip Abbe, chairman of the Committee of 100's skipjack committee, said the boat should be ready to launch by the autumn of 1993. The keelson was blessed by the Rev. Allan Whatley.

The Rev. Richard Hubbard delivered the invocation. "We know that they are out of date," he said, "we know they have long gone by the board but we know that they were instrumental in making our county prosperous... We're preserving a heritage of wooden boatbuilding."

Tom Flowers, the master of ceremonies, recalled the time when 40 oyster houses filled the shores of Cambridge Creek "and you could walk across the creek on the decks of skipjacks, bugeyes and buyboats." He said



Photo by Gail Dean

Folks enjoyed shrimp and plenty of other food during Saturday's Party at the Port, a fund-raising event for the Committee of 100. The festivities began with an auction, part of an effort to encourage people to visit the port.

the committee's skipjack will help the economy the same way its ancestors did in the past.

Middlebrooks said that when he first came to Cambridge six months ago, Middlebrooks said he could feel the kindling beginning to smolder in efforts the community was making to make the most of its waterfront.

"You could smell the smoke but you still needed the spark. June 6, D-Day, is going to be the start," he said.

To those planning to attend the Party at the Port which was held Saturday afternoon, Middlebrooks said, "Take that ticket and frame it."

"This is a sleeping giant waiting to go," Middlebrooks. Every year 7½ million people travel across the Frederick C. Malkus Jr. Bridge on their way to Ocean City, he said, and are given a sweeping view of Cambridge's waterfront.

"They just don't know the magic that's here and we're going to show it," he said.

"Cambridge is in a place where Baltimore was in the late '50s and

'60s," he said, when the shipyards began to close after World War II and people began moving to the suburbs.

Middlebrooks recalled how the closing of O'Neill's Department Store was a catalyst for Baltimore's revitalization efforts. In 1959, he said, a group of

Baltimore businessmen raised \$250,000 to begin that effort.

But raising money was not the major obstacle in the project, Middlebrooks said, "Trying to get people to believe — that was the biggest problem." He said the group of businessmen behind Baltimore's revitalization effort

made many presentations before community groups to show city residents how the project could be accomplished and its benefits.

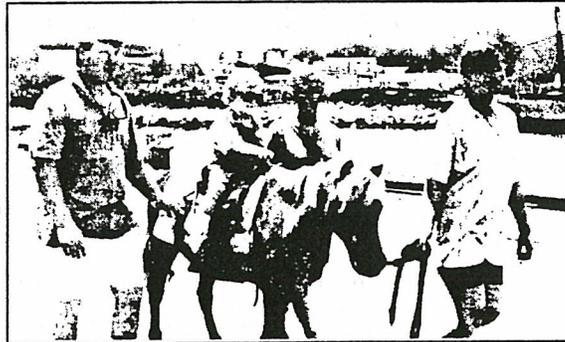
Although the first office building constructed at Charles Center was developed with funds from outside the city, Middlebrooks said local business played a vital role by renting offices in the building.

"The heart and soul of it was the local business that filled it," he said.

"It's going to be a wonderful place," he said of the port, "a great American waterfront park — a place of festivals. The park is going to be open to everyone."

Initially special events will draw people to the port, Middlebrooks said. In time small businesses will become established such as boat rentals and concession stands.

"All of that is low-budget, easy to do," he said. "All it takes is organization and effort. We don't need a rigid plan. You need to have a vision, you need to have a basic idea and you need to have a strategy."



There was something for everyone this past weekend in Dorchester County, including pony rides for youngsters during Saturday's Party at the Port.

Opinion

Editorial Looking good

In the sizzling early June heat Saturday morning, true believers listened to big talk about the future of Cambridge.

They heard enthusiastic words like these:

"This is a sleeping giant waiting to go. They just don't know the magic that's here and we're going to show it. Cambridge is in a place where Baltimore was in the late '50s and '60s."

The words came from Jeff Middlebrooks, executive director of the City of Baltimore Development Corp., the organization credited with developing Baltimore's Charles Center and Harborplace. He has signed a \$25,000, four-month contract with Dorchester County's Committee of 100 to create a proposal for development of the Cambridge port to be submitted to the state and to outline a three-year plan for the committee. The Committee of 100 is a private, non-profit citizens group working to improve Dorchester County's economy by developing attractions for tourists that could also be enjoyed by people living in the region.

Cambridge has weathered tough social and economic times in the last 30 years. Perhaps now it can finally pull itself out of that troubled era and into a new period of social and economic growth.

If the enthusiasm apparent Saturday continues, then Cambridge's chances for redevelopment and rebirth are good. The laying of the keel for a new skipjack, the Nathan Dorchester, drew a healthy crowd for a Saturday morning. The shrimp feast fund-raiser Saturday afternoon drew a crowd, too. Cambridge also was the scene Saturday of a Black Culture/Youth Family Day, the Porch and Garden Tour, concerts, a boat auction and other activities.

This energetic, positive community attitude is an indication that the people of Cambridge and Dorchester County are ready to tackle redevelopment, take advantage of the terrific, picturesque natural setting with which the city is blessed — and succeed.