

I. SUSTAINABLE COMMUNITY APPLICANT INFORMATION

Name of Sustainable Community:

Greensboro, Maryland

Name of Applicant:

Town of Greensboro

Applicant's Federal Identification Number: 52 6010749

Applicant's Street Address: 113 Main Street, P.O. Box 340

City: Greensboro

County: Caroline

State: MD

Zip Code: 21639

Phone Number: 410-482-6222

Fax Number: 410-482-7429

Web Address: greensboromd.org

Sustainable Community Application Local Contact:

Name: Jeannette DeLude

Title: Town Manager

Address: 113 Main Street, P.O. Box 340

City: Greensboro State: MD Zip Code: 21639

Phone: 410-482-6222 Fax:

E-mail Address: jdelude@greensboromd.com

Sustainable Community Contact for Application Status:

Name: Jeannette DeLude

Title: Town Manager

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II. SUSTAINABLE COMMUNITY – General Information

A. Proposed Sustainable Community Area(s):

- (1) Provide a description of SC Area boundaries. How did the applicant determine that these are the most appropriate boundaries for its target area? Describe the methodology for choosing this target area.**

The proposed SC Area boundaries coincide with the current municipal boundaries. In determining the boundaries we decided that the Town is sufficiently compact such that any project or strategy we might implement would have impacts for the whole Town; that our efforts at community engagement would be promoted by not excluding any geographic area or neighborhood from the boundary; and that many of our most ambitious ideas would be located through the entire community.

- (2) Include the following in as an attachment: 1) PDF or JPEG of proposed Sustainable Communities map, 2) GIS shapefiles of proposed Sustainable Community boundary (mapped to the parcel boundary), 3) pictures of proposed Sustainable Community area.**

Included as requested.

- (3) Approximate number of acres within the SC Area: 640**

- (4) Existing federal, state or local designations:**

☐Community Legacy Area ☐ Designated Neighborhood ☐Main Street ☐Maple Street
☐National Register Historic District ☐Local Historic District ☐Arts & Entertainment District
☐State Enterprise Zone Special Taxing District ☐BRAC ☐State Designated TOD
☐Other(s):

The Town was a Community Legacy Area until that designation expired in Maryland.

- (5) Prior Revitalization Investments & Smart Growth:**

(a) List and describe any significant State and local smart growth or revitalization related program investments (for instance, Community Legacy or SC Rehab Tax Credit) that have been invested in the Area since the launching of Maryland's Smart Growth initiative and programs in 1997 (including Housing investment). What impact have these investments made in the community?

None.

B. Organizational Structure, Experience and Public Input:

- (1) Describe the Applicant's organizational structure. Specifically, which organizations are members in the Sustainable Communities Workgroup and who are the respective staff? Who are the leaders, and how will the Workgroup advisor or staff manage implementation of the SC Area Plan?**

The organization structure is layered and collaborative, involving many citizens. In the first place there is the Sustainable Communities Workgroup that we assembled in 2015 to write the Action Plan. That workgroup is composed Town staff, the Caroline County Planning Department, and citizen leaders, led by Jeannette DeLude, the Town Manger. Here are the other members: David Kibler, Director of Town Public Works, Jeff Jackson, Greensboro Police Chief, Helen Malay, Elousia Knight, Parks Board, Kevin Reichart (former councilman and active community leader), Debbie Herr, Caroline County Department of Planning, Cheryl Jones, Chairwoman, Town of Greensboro Planning Commission, and Gale Nashhold, Greensboro Historical Society.

In the second place, there are several new advisory committees that the Town has initiated based on our recently undertaken vision planning workshops. The new committees are designed to engage citizens in an active way to implement the Action Plan. These are:

- The Landscape Committee – focused on planning, designing, planting and maintaining three designated gateways into Greensboro.
- A Beautification Committee –which recognizes that aesthetics are one of the key drivers of community attachment and investment in any community—will focus on tree planting, advice on code enforcement, façade improvements, and streetscapes.
- The Business Development Committee -- composed of local business owners and operators focusing on promoting a vibrant commercial district in downtown and along the Route 313 entrance to the community.
- The Friends of Greensboro Committee will assist in raising funds through individual and corporate charitable giving and in-kind contributions, grant solicitation of private foundation and public agencies, and through other means to being help implement the more visionary parts of our Vision Plan especially related to parks and recreation.

Each of these citizen committees is a part of the Sustainable Communities organization and reflects the attention that Town has paid to structuring an effective and community-engaging strategy to implement revitalization. This was a critical component of our vision planning.

- (2) Describe the Applicant organization's past experience in administering revitalization plans and projects. Describe the roles of the members of the Sustainable Communities Workgroup, including their experience in implementing revitalization initiatives. What are the strengths and challenges of the capacity of these groups with respect to implementation of the SC Plan?**

Greensboro has already undertaken projects that have contributed to the strengths in the community. The community organized under the Friends of the Greensboro Library to raise money and successfully implement the goal of having a new library—the Greensboro Branch of the Caroline County Public Library--built within our Town. We intend to use that experience as a model for taking on projects in our Action Plan (as discussed below). We have also undertaken park investments and rehabilitation projects such as at Ober Park, street and sidewalk projects in Town, and have completed a number of recreational amenities at the Choptank River Park. Most of these projects have been undertaken under the direction of the Town Manager and director of Public Works with assistance of other Town staff. The Town certainly has the capacity to undertake revitalization projects, including the completion of grants, the management of contracts including consulting, engineering, and design contracts, and the coordination and collaboration with State, County and federal agencies and organizations.

C. How did residents and other stakeholders in the community provide input to the Action Plan described below in the next section? On which existing local plans (comprehensive plans, economic development plans, sector plans, etc.) is the Sustainable Communities Action Plan based?

The Action Plan is based on the Comprehensive Plan. It draws from that Plan, is fully consistent with it and is intended to help implement it. The Action Plan is also based directly on our recent work in preparing a vision plan for Greensboro, which began in October 2015 and ended in January 2016.

In terms of background, when we began the work of preparing our SC application, our Workgroup decided that greater participation from the community would help bring about a stronger and more creative Action Plan. We decided that clear goals and an overall strategy and policy direction were required. We engaged Jakubiak & Associates, Inc., a Maryland town planning firm, to lead the Greensboro community in a collaborative vision planning process. The result is reflected in both the organizational structure noted above and in the Action Plan itself including its assessment of strengths and weaknesses.

In preparing the vision plan, we held four monthly workshops that were very well attended from October through January. These events brought in new citizens and business owner participants into the process who had not participated in prior town planning events. The consulting town planner took the community through a series of exercises and group planning conversations designed to explore possible directions and build consensus on both the plan and the methods for implementing projects.

Sustainable Community Action Plan

The Town of Greensboro Sustainable Community

Submitted by the Town of Greensboro, Jeannette Delude, Town Manager

2/5/2016

Environment

(Environmental strengths and weaknesses can include but are not limited to quality of land, water, air, watersheds, tree canopy, risk of sea level rise, carbon footprint, energy conservation, access to local foods, green infrastructure, stormwater infrastructure/management, parks, trails and recreation, recycling, water and sewer capacity, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> • <u>The Choptank River.</u> The River drains the east side of Town providing an invaluable natural function. It is deep enough for pleasure boats, rowboats and canoes and yet shallow enough to sustain a spawning and nursery habitat for the region's fish species that migrate to the Chesapeake Bay and ocean (anadromous species). The Choptank River is a unique and distinguishing feature of Greensboro. • <u>Tidal and non-tidal wetlands.</u> The Choptank River and the Forge Branch are associated with systems of tidal and non-tidal wetlands that attenuate flooding, provide wildlife habitat, and contribute green space and natural beauty within the Town. They are located mostly within the 100-foot Critical Area buffer and can be expected to be a permanent part of the Town's character. • <u>Parks.</u> The Town is blessed with parkland, a defining element of Greensboro's character. From an environmental standpoint, the Choptank River Park in combination with the Fireman's Park—located along Sunset Avenue at the River's edge—is the Town's most significant open space and it provides the direct physical and visual connections to the River. The Park has not yet realized its potential as a year round recreational resource but for now it is important that the land is publicly held, protected, and available for environmental and recreational enhancement. • <u>ENR.</u> The wastewater treatment plan will be upgraded to Enhance Nutrient Removal. 	<ul style="list-style-type: none"> • <u>Outdated stormwater management systems.</u> The stormwater management systems include direct discharge to the Choptank River at certain locations. This unnecessarily contributes nutrient and sediment pollution to the Choptank River. • <u>Proximity of Development to the River.</u> The historic pattern of development along the River has placed burdens on natural water quality as runoff from hard surfaces is directly conveyed to the Choptank River. However, this presents a unique opportunity to secure water quality benefits with modest and inexpensive town wide best management practices (BMP's) such as bio-retention areas, rain barrels, rain gardens, and tree planting programs. Each of these BMP's would add to the Town's "brand" and character as a great residential community in a beautiful natural setting. • <u>Flooding.</u> Flooding is a challenge with over 15% of the area of Greensboro within the 100-year floodplain. Areas most impacted by flooding include properties in single-family residential and, to a lesser extent, commercial use that front or back to the Choptank near the center of Town. • <u>Lack of Engagement with the River and Nature.</u> While the Town has secured ownership of the Choptank River Park, there is little direct or meaningful connection to the Choptank beyond this location. With this one exception, the Choptank courses through the Town almost hidden and residents and visitors alike have little opportunity to engage with this wonderful resource recreationally or educationally. We believe that engagement with the natural resources in our Town will spur greater awareness and desire to protect the River and believe a great model in this regard is the "Railway Trail" in the Town of Chesapeake Beach, MD which has spurred educational programs related to the Bay's health and oyster cultivation.

<p><u>Desired Outcomes and Progress Measures</u></p> <p>Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen?</p> <p>Progress Measure: Identify how you will know that you have achieved your outcome.</p>	<p><u>Strategies and Action Items</u></p> <p>Identify strategies that will help your community to achieve each identified outcome to the left. If applicable, break down each strategy into specific action items that outline different steps of the strategy. Specify how you are planning to achieve the desired outcomes.</p>	<p><u>Implementation Partners</u></p> <p>Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.</p>
<p>Outcome 1: Make the Choptank River a bigger part of the Town experience.</p> <p>Progress Measures:</p> <p>Increased visitation to the Park and to the Town, measured by attendance at events in the park, visits at the Town Hall/visitor center, and web site traffic.</p>	<p>Strategy A: Activate the Choptank River Park with year round activities and beautify it will native species plantings, trees, and gardens.</p> <p>Strategy B: Develop the planned town-wide hiking/biking trail and boardwalk, the highlight of which would be an elevated boardwalk over the Choptank River and its wetlands allowing users to engage in a healthy way with the natural setting of the Town.</p>	<p>Friends of Greensboro with invitations to new corporate partners in Caroline County</p> <p>Greensboro Landscape Committee</p> <p>MD Department of Natural Resources</p> <p>Program Open Space</p> <p>MidShore River Conservancy</p>
<p>Outcome 2: Bring about a greening of the Town that is aligned with its land use program, recognizing Greensboro's unique potential to bring about lasting water quality improvements.</p> <p>Progress Measures:</p> <p>The Maryland nutrient reduction calculator will be used to estimate pollutant reductions associated with each BMP. Over the next decade, the Progress Measure will be the number of trees planted with the target being 700 net new trees by 2025, which is approximately one for every existing household. Beginning in 2025, we will</p>	<p>Strategy A: An overall landscape design plan addressing the coordination of tree planting to connect Main Street to the Choptank River Park, the creation of planted gateways (with rain gardens) and three entry districts, and the coordination of container and flower box plantings on Main St. and Sunset Ave.</p> <p>Strategy B: A street tree-planting program along Sunset Avenue from the Bridge over the Choptank to Main Street (this is our programmed "Park District"). Native species will be planted in the parkland, along the street and with cooperating property owners, on private property, to unify this area and direct visitors to be to the River by a coordinated planting of native species (flowering understory trees and larger canopy trees) and rain gardens.</p> <p>Strategy C: A green streets strategy will be followed to bring about SWM benefits in areas with the greatest potential to improve water quality including Sunset Avenue and Main Street.</p>	<p>Greensboro Beautification and Landscape Committees</p> <p>MidShore River Conservancy</p> <p>Adkins Arboretum</p> <p>University of Maryland School of Landscape Architecture (to be invited)</p> <p>Greensboro Landscape Committee</p> <p>Greensboro Business Improvement Committee</p>

<p>measure canopy coverage and compare with existing canopy indicated on areal imagery dating from 2015.</p>	<p>Strategy D: A town wide strategy to bring about basic BMP's. This will include a tree-planting program to establish tree canopy where it is missing. The program can include free trees for existing residents and for new residents as part of a welcome package. The strategy also includes rain barrels and roof disconnects, and the planting of rain gardens throughout the town.</p> <p>Strategy E. Retrofit stormwater outfalls at the Choptank River using modern techniques to clean the water prior to discharge. A direct discharge is located on Town property at the firehouse on Main Street, which happens to be an envisioned point for public access to the River.</p>	<p>State Highway Administration</p>
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Economy

(Economic strengths and weaknesses can include but are not limited to regional accessibility, business attraction/retention, health of the business district and commercial vacancies, workforce/employment and economic drivers, local policies/regulations, marketing, tourism, cultural and historic assets)

Strengths	Weaknesses
<ul style="list-style-type: none"> • <u>Retail and Service Businesses on Main Street.</u> There are important local Main Street businesses in downtown that serve the greater Greensboro community including the Greensboro Pharmacy and D&R Restaurant (which is a recent addition to Main Street) and create a demand for visiting downtown. • <u>A Mix of Commercial Development.</u> There is a mix of businesses located throughout the Town in the trades, including located near downtown between Main Street and Park Avenue. This provides a modest daytime employee population, which supports lunch and retail establishments in Greensboro. • <u>Good Highway Accessibility.</u> Greensboro has good highway access to regional employment centers, which combined with its pleasant residential character, recreational resources, institutions and amenities, positions the Town to grow its residential base in line with, or at a greater pace than, employment growth in the Mid Shore Region. 	<ul style="list-style-type: none"> • <u>Characteristics.</u> While not necessarily weaknesses, the following are economic-related features of the Town that have implications for development: the Town is not a hub of employment, it is not a tourist destination, and it is not a fast growing community or the only town around. Greensboro will grow because of the special and differential features that make it a great place to live and raise a family. • <u>Main Street Business District.</u> The Main Street business district looks tired. Little investment has been made by the private sector in the modernization of building façades, signage, lighting, or landscaping. • <u>Merchandizing.</u> The merchandising of goods on Main Street, especially as seen through storefront windows, is subpar. • <u>Commercial Vacancies.</u> There are vacant storefronts on Main Street that distract from the vitality of the district. • <u>Poor Urban Design at Sunset and Main.</u> This is our 100% corner—highly visible and traditionally the business center of the Town. However in the southeast quadrant of the intersection, the placement of the gasoline pumps at the mini market near the street and the large setback for the building broke the historic continuity of the streetscape. • <u>Riverside Inn/Hotel.</u> The historic Riverside Inn/Hotel on Main Street is vacant. The property backs onto the Choptank River. It has potential to be part of the revitalization of the Town but it has struggled for decades.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Vibrant business districts especially along Main Street with businesses that animate and activate Main Street.</p> <p>Progress Measures:</p> <p>The business committee is developing a set of performance measures with input from businesses and will report back to the Workgroup. Preliminarily, the measures will likely include “increased sales productivity” as measured in dollar sales for square foot of retail service area, and “total customer visits” counted at key times each season. Irrespective of these more detailed measures, through the next 5 and 10 years, the main indicator will be the amount of active retail and commercial service space on Main Street.</p>	<p>Strategy A: Promote business investment. Develop a loan program to assist property owners and new businesses with those capital costs, which may not be capable of financing through traditional lending sources. Also will be evaluating tax credit programs with the guidance of the Caroline Economic Development Corporation.</p> <p>Strategy B: Promote modernization improvements to the look and vitality of the Main Street business district. Develop a facade rehabilitation assistance program whereby improvements to the building facades in downtown are incentivized through cost sharing.</p> <p>Strategy C: Enhance the ambiance and function of the business district on Main Street. Implement streetscape improvements on Main Street that improve pedestrian accessibility on the 100 block of Main Street, create green areas (such as rain garden pocket parks), provide coordinated container and window box plantings and trees and other landscaping to buffer unsightly views, and provide coordinated commercial signage and street lighting. A professionally developed concept plan would be developed. However the business community could undertake the coordination of container and flower box planting in the near term.</p> <p>Strategy D: Bring about the active use of the Riverside Inn/Hotel property. The first step will be to conduct a real estate feasibility analysis to determine the physical of the property and the market prospects for a new use.</p>	<p>Greensboro Business Improvement Committee</p> <p>Greensboro Beautification Committee</p> <p>State Highway Administration</p> <p>Caroline Economic Development Corporation</p> <p>Maryland Department of Housing and Community Development</p> <p>Salisbury University, Business Economic and Community Outreach Network (BEACON)</p>

Transportation

(Transportation strengths and weaknesses can include access to transit corridors, pedestrian safety and accessibility/sidewalks, alternative modes of transportation, such as bikeways and trails, public transit, such as bus and rail, carpooling, proximity to transportation centers, parking, road conditions)

Strengths	Weaknesses
<ul style="list-style-type: none"> <u>Sidewalk Network</u>. The Town has a good sidewalk network to build on. Downtown is connected to the Choptank River Park along Sunset Avenue with a sidewalk. The Library is connected to downtown via sidewalks. The sidewalks on Sunset Avenue north of Main Street are modern and compliant with ADA standards, as are the sidewalks on Main Street east of Sunset. <u>Highway Accessibility Means Residential Growth</u>. The Town is highly accessible by highways providing very good regional access to employment opportunities on the Eastern Shore. The median commute time for the town labor force is 36.8 minutes and nearly 30 percent of commuters travel 10-24 miles (Source: 2013 US Census, ACS). 	<ul style="list-style-type: none"> <u>Sidewalk Weakness</u>. While in general the sidewalk network is good, there are weaknesses including: a crosswalk is needed at Sunset Avenue to connect the Choptank River Park to the west side of the road so that pedestrians can access the single sidewalk on the Bridge. The sidewalk network breaks down at the new Library and does not continue along the frontage of the property. In the 100 block of Main Street, the sidewalks are narrow and can difficult to navigate for the disabled especially because of utility poles. There is no pedestrian signalization at the Sunset / Main intersection and a cross walk is need over Sunset at the north leg of the intersection. <u>Lack of Bikeways</u>. The Town lacks biking facilities and signage for safe bike routes, though space does exist along Main Street (east) between downtown and the elementary school to provide bike lanes.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Greater pedestrian connectivity and shoring up of gaps in the sidewalk network. Greater biking for functional and recreational travel.</p> <p>Progress Measures:</p> <p>Length of sidewalks completed and, more importantly, an increase in pedestrian activity as measured by planned sensors at key locations to count pedestrian pass by trips.</p>	<p>Strategy A: Target the remaining areas which lack adequate and safe sidewalks and crosswalks and related improvements needed for safe and direct pedestrian circulation through the whole town.</p> <p>Strategy B: Layout a bike network and work to secure improvements so that the key destinations in Town are connected by designated and signed bikeways.</p> <p>Strategy C: Celebrate walking and biking. Greensboro has the basis to become an even more pedestrian friendly town and we want to celebrate progress. Pedestrian and bike sensors will be added to key locations to record the number of pass-by trips. The count will be visible and Town residents can see how biking and walking are taking off. The Town will encourage the development an app that will allow residents to connect to this on their mobile devices.</p>	<p>State Highway Administration</p> <p>Town Parks Board as relates to predestines connection to and though parks, especially at Choptank.</p> <p>Greensboro Branch, Caroline County Library</p> <p>Caroline Economic Development Corporation</p> <p>Program Open Space</p>

Housing

(Housing strengths and weaknesses can include affordability, homeownership vs rental, housing stock diversity, housing condition and value, housing programs, foreclosures, residential vacancies, property values, home sale values)

Strengths		Weaknesses
<ul style="list-style-type: none"> <u>Affordable Housing</u>. The Town has a median home value of \$156,900 (2010-2014 ACS) making it an affordable choice for families, especially young families. <u>Development Plan</u>. The Town has on-the-books a residential development plan approved for 101 new houses and the developer is still in coordination with the Town. <u>Historic Houses</u>. The Town's housing stock includes beautiful historic homes dating to the late 1800 and early 1900's that contribute to the charm and character of Greensboro. 		<ul style="list-style-type: none"> <u>Vacancy and Home Ownership</u>. Of our 800 housing units, 50% were owner occupied, 38% were rental, and 12% were vacant as of the 2010 Census. <u>Foreclosed Properties</u>. Bank foreclosed properties have been difficult to address and present ongoing code enforcement issues.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: We would like to grow the residential base in ways to reduce the number of vacant housing units, which approximate 95 units or 12% of the housing stock and promote greater home ownership.</p> <p>Progress Measures: Reduced vacancy rates and increased homeownership as revealed by the U.S. Census.</p>	<p>Strategy A: Consider using a facade rehabilitation grant program to address housing rehabilitation within certain parts of the community to contribute to the overall appearance and wellbeing of neighborhoods.</p> <p>Strategy B: Initiate ways of incentivizing market rate residential development within the Town especially the homeowner occupancy of presently vacant houses.</p>	MD Department of Housing and Community Development

<p>Outcome 2: Preserve historic buildings and the history quality of the built environment especially along Main Street.</p> <p>Progress Measures: No less of historic buildings. Participation in preservation programs.</p>	<p>Strategy A: Consider creating a historic district and a Greensboro program for historic preservation that incentivizes owners to maintain and improve properties in historically significant and compatible ways.</p> <p>Strategy B: Celebrate the historic qualities of the town and the historic buildings that create the unique and special sense of place in Greensboro.</p>	<p>Greensboro Historical Society</p> <p>Caroline County Department of Planning and Codes</p> <p>Maryland Historical Trust</p>
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Quality of Life

(Strengths and weaknesses can include crime, socio-economic demographics, educational opportunities, museums, libraries, historic and cultural assets, civic amenities, faith-based organizations, economic health of households, sense of place, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> • <u>The Town is growing.</u> Between 2000 and 2014, Greensboro added 230 residents. • <u>Elementary School.</u> The Town is home to the Greensboro Elementary School and the Greensboro Branch of the Caroline County Public Library. • <u>Active Religious and Civic Groups.</u> The community is home to five churches that are active in service in the Greensboro community. (The New Life Wesleyan Church hosted the Greensboro Vision planning workshops.) The community has the Lions Club, the Historical Society, and the Volunteer Fire Company, all of which are active in community life. • <u>Events.</u> The Town celebrates special events annually including the Fishing Derby the Fire Company Carnival, and the launch of Paddlefest each year. • <u>Town Facilities.</u> The Town Hall and the Police Station are conveniently located in downtown. We have a good park system and a Town Parks Board that is active and focused on improving the resources. • <u>Sense of Place on Main Street.</u> Main Street contains a mix of businesses and many elegant, and mostly well-maintained, historic homes. 	<ul style="list-style-type: none"> • <u>No Gateways.</u> The Town lacks designated gateways that announce arrival into the Greensboro, missing an opportunity to beautify the Town and provide a welcome to visitors. • <u>Lack of Strong Connection to River.</u> The Town's connection to the Choptank is confined to Choptank River Park but opportunities exist in Town to make the River a bigger part of the experience of living in and visiting Greensboro, adding to the quality of life and providing health and recreational benefits. • <u>Connecting the School into the Life of Town.</u> The Town has the enviable good fortune to be home to the public elementary school, which is of course a great strength, but it has not yet realized the full potential benefits of this. The Town can be a "laboratory" for students and teachers because of its integral connections to the Choptank River. In the future, students on class trips may have the opportunity to study the natural ecology and history of the Choptank River right in Greensboro.

<ul style="list-style-type: none"> <u>Ober Park</u>. The newly revitalized Ober Park is strength and a popular community amenity and is the new landscaping a Veteran's Park. 	<ul style="list-style-type: none"> <u>Community Engagement</u>. During our recent community vision planning process the community critically reflected on the level of citizen participation and engagement and decided that there was much room for improvement and that citizen engagement was the work and responsibility of the entire community. The strategies (below) and the way we structured the SC Workgroup among other things address this.
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Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Build on the strengths of the Town to improve and sustain the quality of life so that Greensboro is the choice community in which to locate on the Mid Shore.</p> <p>Progress Measures:</p> <p>Increase in development activity as measured by building permits (value and total permits). Increase in the number of occupancy permits issued year over year.</p>	<p>Strategy A: The Town will add gateways at three locations, at the east and west approaches to downtown on Main Street (MD Rt. 480) and at MD 313 and the approach to the Bridge over the Choptank River.</p> <p>Strategy B: The Town will add wayfaring signage to direct visitors to new and existing points to engage with the River.</p> <p>Strategy C: As mentioned in the Environment section, the Town envisions developing a hiker/biker trail that will connect the library and downtown to the River and allow residents and students at the elementary school to access a recreational and educational trail system that will traverse the beautiful natural resources of the community.</p>	<p>Greensboro Beautification Committee</p> <p>Adkins Arboretum</p> <p>MD Department of Natural Resources</p> <p>State Highway Administration</p> <p>Friends of Greensboro</p> <p>Midshore River Conservancy</p>
<p>Outcome 2: An active and engage citizenry focused on the wellbeing of the Town.</p> <p>Progress Measures:</p> <p>Increased wellbeing and happiness of town residents measured through a survey of residents every two years.</p>	<p>Strategy A: Continue outreach to the Hispanic community in Town governance and events.</p> <p>Strategy B: Invest in citizen engagement and use available technologies to engage residents and business people and promote their participation in new, creative, and ongoing ways. For example, conducting on-line and email surveys to solicit ideas and check-in on opinions about progress, making data readily available to residents especially related to our progress on implementation, using on-line applications, email notices, and improving the website.</p>	<p>Maryland Rural Development, Ms. Adella Yeager (for engagement with Hispanic community)</p> <p>Friends of Greensboro</p> <p>Greensboro Branch, Caroline County Library</p> <p>New Life Wesleyan Church</p>

Local Planning and Land Use

(Strengths and weaknesses in the local planning and land use subject area include but are not limited to zoning, land use, policies, taxes and fees, historical patterns of development, lot sizes and shapes, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> <u>Accessibility by Walking:</u> Because of its compact nature and its good mix of land use activities, Greensboro is highly accessible by walking. With exception of several areas, the Town is inherently walkable. Main Street and the Town parks are highly accessible to most residents. <u>Desirable Growth Prospects:</u> The Town faces no substantive limitation on its growth; if market conditions provide, the Town has space and water and sewer capacity to grow. In fact the Town's vision is to be the residential location of choice for families on the Mid Shore. The presence of natural and institutional amenities including the Elementary School, Library, and Town parks are strengths to build on. <u>Programming the Town for Success:</u> Through the vision planning work the community has come to think of Greensboro in programmatic ways and has delineated districts which speak less about zoning and land use and more about the experience one has when one travels through town as a resident or visitor: gateways and entry districts, commercial districts, waterfront districts and the park district. These are organizing concepts for investment in overall revitalization. 	<ul style="list-style-type: none"> <u>Poor Site Design:</u> The site design of the more recently added retail business on the approach to Town along MD Route 313—Save-a-Lot, Dollar General, the Auto Service Center, and the Exxon—has not been well coordinated. The area could benefit from coordinated retrofit of the landscaping, at minimum, and improved signage, lighting, and sidewalks so if feels more like a shopping gateway district within a vibrant municipality.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Investments in streetscape, trails, access to the River, and landscaping are aligned with the towns overall program for revitalization. This requires mapping and monitoring of project qualities.</p> <p>Progress Measures: This measure is qualitative: How well the districts guide investment into each of the program districts.</p>	<p>Strategy A: The Town will consider the function or program of its most prominent areas in making improvements.</p> <p>Strategy B: Re-imagining the MD Route 313 commercial strip gateway to the Town. The Town will present the owners of property at MD Route 313 an opportunity to engage in work toward a unified landscaping and streetscape improvement to enhance the image of this highway oriented shopping area just outside of our historic core. The Town will reevaluate the commercial site plan and landscape standards in the zoning ordinance.</p>	<p>Greensboro Planning Commission</p> <p>Caroline County Department of Planning and Codes.</p>