

I. SUSTAINABLE COMMUNITY APPLICANT INFORMATION

Name of Sustainable Community:

The Town Hebron
Wicomico County, Maryland

Name of Applicant:

The President and Town Commissioners of Hebron, Maryland

Applicant's Federal Identification Number: 520898391

Applicant's Street Address: Town Hall, 100 North Main Street, P.O. Box 299

City: Hebron **County:** Wicomico **State:** Maryland **Zip Code:** 21830

Phone Number: (410) 742-5555 **Fax Number:** (410) 742-2303

Web Address: http://www.hebronmd.com

Sustainable Community Application Local Contact:

Name: [REDACTED] **Title:** Town Manager

Address: 100 North Main Street, P.O. Box 299 **City:** Hebron **State:** Maryland **Zip Code:** 21830

Phone Number: (410) 742-5555 **Fax Number:** (410) 742-2303

E-mail Address: [REDACTED]

Sustainable Community Contact for Application Status:

Name: [REDACTED] **Title:** Town Manager

Address: 100 North Main Street, P.O. Box 299 **City:** Hebron **State:** Maryland **Zip Code:** 21830

Phone Number: (410) 742-5555 **Fax Number:** (410) 742-2303

E-mail Address: [REDACTED]

Approved 3/27/2019

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 Sustainable Community Boundary was determined by the Sustainable Communities Workgroup and supported by the President and Town Commissioners. This area focuses on the core of the Town, which includes the majority of Hebron's older structures and smaller residential lots, as well as its' Main Street and associated commercial uses. The proposed Sustainable Communities Area is entirely within a Priority Funding Area (PFA).

- (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.

The Sustainable Communities Boundary Map and photographs have been included with the application, as well as the GIS shapefiles, on the enclosed CD-ROM.

- (3) Approximate number of acres within the SC Area: 130.74 +/- acres

- (4) Existing federal, state or local designations: NONE

☐ 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):

- (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?

Historically, Hebron has not been the recipient of grants specific to revitalization and Smart Growth efforts. The Sustainable Community

designation will facilitate grant funding through State programs previously not available to the Town. Additionally, the Town is not a Low to Moderate Income (LMI) community, so it does not qualify for Community Development Block Grants. The Town has secured a couple of low interest loans for water and sewer infrastructure projects, but they were through federal funding programs. More recently, a Department of Natural Resources CoastSmart Communities grant for \$55,000 was awarded to the Town to perform a drainage study.

- (6) Describe the SC Area's demographic trends (with respect to age, race, household size, household income, educational attainment, or other relevant factors).

Demographic trends included are for the entire Town and not just for the proposed Sustainable Community area. However, the Town is small and rather homogeneous, so the demographics cited generally apply to the Sustainable Community Boundary area as well.

The following are demographics for the Town from the 2010 Census, unless otherwise noted:

Population: 1,084

Households: 419

Housing Units: 457

Vacancy Housing Units: 38

Owner Occupied: 297

Renter Occupied: 122

Family Households: 285

Average Household Size: 2.59

Average Household Income: \$56,944 (American Community Survey 2010 Estimate)

Racial Makeup: 83.8% White, 13.5% Black or African American, 2.7% other races

Median Age: 36.5

Educational Attainment: 84.1% (American Community Survey 2010 Estimate)

People Below Poverty Level: 9.2% (American Community Survey 2010 Estimate)

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 Town is governed by a President and four Commissioners. They have overseen and implemented various projects involving the continued maintenance

of the public water and sewerage systems, drainage system, streets, and historic and cultural sites within the Town limits.

Through designation of a portion of the Town as a Sustainable Community, it is the President and Town Commissioners' intent to identify those areas that require focused efforts to sustain and improve the Town.

The Town's Sustainable Communities Workgroup met for two months (six times) to prepare this application and included representation from the Town Commissioners, Town staff, members of the community, the Maryland Department of Planning's Salisbury University Senior Student Intern, and the Maryland Department of Planning's Lower Eastern Shore Regional Office staff.

With respect to the Town's capacity to implement the Sustainable Communities Plan, the Town Manager will be the Town's primary resource with support from the Maryland Department of Planning's Lower Eastern Shore Regional Office staff. The Town Commissioners, Planning Commission, and other Town staff (Accounts Receivables, Code Enforcement, Attorney) will also have a supporting role in furtherance of the Sustainable Communities Plan.

- (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?

Historically, Hebron has not been the recipient of grants specific to revitalization and Smart Growth efforts. The Sustainable Community designation will facilitate grant opportunities not previously available to the Town. Additionally, the Town is not a Low to Moderate Income (LMI) community, so it does not qualify for Community Development Block Grants. The Town has secured a couple of low interest loans for water and sewer infrastructure projects, but they were through federal funding programs. More recently, a Department of Natural Resources CoastSmart Communities grant for \$55,000 was awarded to the Town to perform a drainage study.

The Town's implementation of various projects over the years has been accomplished via a combination of hired consultants and community volunteers. The Town Manager will be assisted by the staff of the Maryland Department of Planning's Lower Eastern Shore Regional Office, as well as by the Town Commissioners, Planning Commission, and other Town staff (Accounts Receivables, Code Enforcement, Attorney) as detailed in B.(1) above.

- (3) 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 Hebron Sustainable Communities Workgroup held six (6) work sessions at Town Hall to prepare the draft Action Plan. All meetings were posted and open to the public. The Planning Commission reviewed the Application at its meeting on December 20, 2018, and again at a meeting on January 2, 2019, during which it made a favorable recommendation on the application to the Commissioners of Hebron. Subsequently, the Commissioners of Hebron reviewed the recommended draft of the Sustainable Communities application, Boundary Map, Action Plan, and associated photographs at its regularly scheduled meeting on January 2, 2019. No one in attendance spoke in opposition of the designation or the application.

The Sustainable Communities application, boundary map, and Action Plan was informed by, and based upon, the Town's 2010 Comprehensive Plan, the Town's 1985 Zoning Ordinance and Zoning Map (as amended), and the County's 2010 Comprehensive Water and Sewerage Plan (as amended).

Sustainable Community Action Plan

Town of Hebron

Submitted by the President and Town Commissioners of Hebron

1/16/2019

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)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Hebron is in the Nanticoke watershed, one of the healthiest rivers in the Chesapeake, which provides excellent habitat for threatened and endangered species, and supports the largest concentration of bald eagles in the world • Significant wetland areas and forested buffers exist along Rewastico Creek, which is part of the Nanticoke River watershed • Rewastico Creek has assimilative capacity for WWTP discharge and stormwater runoff since it is not currently listed as “impaired” on the Maryland 303d list and TMDLs have not been established • Rural Buffer/Conservation area outside of Town includes forested areas and stream corridors that form a greenbelt for the Town • While there is no Town recycling program, a Wicomico County Recycling Drop-Off Center is located just outside of Hebron • The Lion’s Club Park, locally known as the “ball park”, consists of approximately 7 acres of land located just outside the Town’s northern boundary and contains a picnic pavilion, ball fields, lights, swings, a seesaw, a jungle gym, a sliding board, and other playground equipment • The Conservation/Open Space land use category in the Comprehensive Plan includes areas intended for conservation, active and passive recreation, greenbelts, and scenic enhancement • The Wastewater Treatment Plant (WWTP) is permitted for a flow of 101,000 gallons per day (gpd) with a monthly average daily flow of about 60,000 gpd • The WWTP’s performance is excellent for all specified effluent contaminant limits except for biochemical oxygen demand (BOD) • The Town has acquired ultrasonic algae control equipment for the WWTP to optimize and improve equipment performance • The Town has recently installed an emergency generator at the Wilson Street Pump Station 	<ul style="list-style-type: none"> • Hebron does not currently provide an abundance of active/passive parks or recreational facilities for its residents; five vacant and underutilized lots on Chestnut Tree Road and East Walnut Street offer potential community park site • The Lion’s Club Park, just outside of Town, needs to be expanded to meet the recreational needs of the Town • There are approximately just 25 equivalent dwelling units (EDUs) remaining at the WWTP and they are dedicated for infill development, so there remains no sewer allocation for future growth and development • WWTP treatment is effective for nitrogen removal, but not for phosphorous • In the past 3 years, the Town has implemented a change to the operation of its’ facultative lagoons and initiated the application of enzymes in the spring and fall to improve biodegradation, minimize turnover, and reduce odor, however it is possible that enzyme addition contributes to elevated BOD • A new lagoon is necessary at the WWTP to increase capacity and facilitate future growth • The water system has a permitted daily average appropriation of 123,000 gpd, and average consumption is approximately 114,000 gpd, therefore water appropriation is a pressing issue well in advance of the need for capacity upgrades to the WWTP • Hebron will need to increase capacity of existing water supply and distribution systems to serve existing undeveloped properties within the Town’s corporate limits and properties in the planned growth area

<ul style="list-style-type: none"> • The Town is preparing a grant/loan request for an up-date to the water system to provide emergency power generation at the site of the existing water tower • The Town has received a Community Resiliency Grant from the Maryland Department of Natural Resources to study the Town's drainage system to determine appropriate corrections and modifications to resolve the existing drainage problems • Participation in the Delmarva Power LED Lights Program for Town Hall 	<ul style="list-style-type: none"> • Construction of a new water tower is needed to increase the capacity of water supply and allow for future growth • The approximate average from the sewer collection system (measured at the Chestnut Street Pump Station) is approximately 80,000 gpd, however on rainy days it can approach 200,000 gpd. suggesting a significant Inflow and Infiltration (I&I) issue in the Town's sewer system • Localized flooding throughout the Town is experienced during moderate to heavy rainfall events and the cause of the flooding is a combination of undersized drainage structures and inadequate outfalls • Hebron's growth area will increase its contribution to sediment loading in the Nanticoke River Watershed
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<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? 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: Minimize adverse impacts to land and to water quality and address localized flooding</p> <p>Progress Measures: Improved water quality in Rewastico Creek and other nearby water bodies; improved land management practices that reduce run-off, and decreased incidences of localized flooding</p>	<p>Strategy A: Explore WWTP options to improve phosphorous removal, reduce BOD contaminants, and increase sewer capacity, (i.e. adding a new lagoon)</p> <p>Strategy B: Upon completion of the grant-funded drainage study, budget and/or seek additional grant funding to implement the study's recommendations to address localized flooding</p>	<p>Maryland Department of the Environment (MDE), Maryland Department of Planning (MDP), Maryland Department of Natural Resources (DNR), Maryland Department of Housing and Community Development (DHCD), USDA</p>

	<p>Strategy C: Use best management practices to mitigate stormwater runoff and to limit non-point source runoff and nutrient loading, encourage environmentally friendly solutions to stormwater issues, and identify streets that are flood prone and assess existing curbs, gutters, and sidewalks in need of repair</p> <p>Strategy D: Endorse a future growth pattern that promotes infill and redevelopment, work to educate citizens and developers on the benefits of non-impervious surfaces and provide incentives for conserving natural areas through density compensation, property tax reduction, and flexibility in the design process</p> <p>Strategy E: Consider the installation of screens on stormwater grates to stop debris from entering the stormdrains</p>	
<p>Outcome 2: Address potable water supply and quality</p> <p>Progress Measures: Upgrade the public water system resulting in greater capacity and quality drinking water</p>	<p>Strategy A: Seek grants and/or low interest loans to upgrade the community water system to increase existing capacity and to add a new water tower</p> <p>Strategy B: Educate and collaborate with residents and businesses on water conservation techniques to decrease the average gallons used per day</p> <p>Strategy C: Install water meters to accurately track water usage and to get a more accurate picture of remaining capacity</p>	<p>Maryland Department of the Environment (MDE), Maryland Department of Planning (MDP), Maryland Department of Natural Resources (DNR), Maryland Department of Housing and Community Development (DHCD), USDA</p>
<p>Outcome 3: Improved design standards, energy efficiency, and ethic of resource conservation</p> <p>Progress Measures: New green buildings in Hebron, recycling centers, LED lighting, numbers of street trees</p>	<p>Strategy A: Consider Zoning Ordinance amendments to require street trees be planted in all new residential developments and that landscaped parking lots be required for all new commercial, institutional, and industrial developments</p> <p>Strategy B: Encourage development design that maintains or enhances “green infrastructure,” incorporates low impact design</p>	<p>Maryland Department of the Environment (MDE), Maryland Department of Natural Resources (DNR), Maryland Department of Planning (MDP)</p>

	stormwater management techniques for water quality and quantity management, and includes “green building” technology that conserves energy and improves indoor and outdoor air quality	
<p>Outcome 4: Preserve the rural heritage in designated surrounding rural / greenbelt / Town Transition areas</p> <p>Progress Measures: Lack of development in greenbelt</p>	<p>Strategy A: Implement the greenbelt concept to protect the rural and environmentally sensitive areas surrounding the Town</p> <p>Strategy B: Encourage and incentivize infill development and demand future growth be located within existing annexation areas and/or designated future growth areas</p>	<p>Maryland Department of the Environment (MDE), Maryland Department of Natural Resources (DNR), Maryland Department of Planning (MDP), Wicomico County Department of Planning, Zoning and Community Development, Wicomico County Department of Recreation and Parks</p>
<p>Outcome 5: Create, preserve, and improve park and recreational facilities, to include a mix of passive and active recreational facilities and amenities</p> <p>Progress Measures: goal of 30 acres of park space for every 1,000 residents (per Maryland’s standard)</p>	<p>Strategy A: Implement conceptual park locations including Rails-to-Trails conversion, parkway pedestrian trail, and Chestnut Tree Road and East Walnut Street community park on vacant lots</p> <p>Strategy B: Require new development and residential annexations to dedicate land to the Town to be used as park space</p> <p>Strategy C: Work with the Wicomico County Department of Parks and Recreation to develop new parks and to expand the Lions Club Park</p> <p>Strategy D: Construct a deck/stage along the Train Depot for potential entertainment opportunities</p> <p>Strategy E: Establish a memorial garden or plaque along a segment of the Railroad adjacent to Town Hall</p>	<p>Maryland Department of Natural Resources (DNR), Maryland Department of Planning (MDP), Wicomico County Department of Parks and Recreation</p>

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)

<u>Strengths</u>		<u>Weaknesses</u>
<ul style="list-style-type: none"> • U.S Route 50 access to job centers in Easton, Salisbury, Cambridge, and Ocean City • Relatively stable population • Existing commercial establishments provide important services to members of the community in proximity of their homes, a grocer, a barbershop and hair salon, a bank, a restaurant, two office buildings, seven warehouses, and one auto service establishment) • Hebron Savings Bank, a regional financial institution with eight branches, has been headquartered in the Town for more than 100 years. • Large plot of developable industrial land • Annual Fireman's Carnival attracts many summer visitors to the Town • Rehabilitated Hebron Train Depot provides heritage-tourism opportunities/events/activities 		<ul style="list-style-type: none"> • No development within Town limits along U.S. Route 50 • Business district small and limited (few commercial spaces) • Some commercial and industrial buildings near the core of Town are in disrepair • Some businesses have very limited hours • Small, rural bedroom community • Most residents travel to other municipalities for employment due to few local opportunities • Economic development is desirable for a gas station, car wash, pharmacy, or medical clinic • No Farmer's Market • Limited tax base weakens Town's ability to improve conditions absent federal and State grants
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
Outcome 1: Utilize the Town's unique location adjacent to the U.S. Route 50 corridor to attract businesses that could increase employment opportunities, serve both local and regional markets, and expand the assessable base of the Town	<p>Strategy A: Promote new commercial activities in the Town Center such as small shops, drug store, variety store, service station, as well as institutional uses</p> <p>Strategy B: Market vacant commercial space throughout County business networks; seek grant funding to construct a spec building</p>	Property and business owners, Lower Eastern Shore Heritage Area, Wicomico County Tourism, Maryland Department of Commerce (Commerce), Maryland Department of Planning (MDP), Salisbury-Wicomico Economic

<p>Progress Measures: Number of new or expanded businesses and/or employment opportunities</p>	<p>Strategy C: Explore incentive programs such as tax incentives or commercial façade improvement grants</p> <p>Strategy D: Discuss the feasibility of Business/Light Industrial Park that could be designated as a State Enterprise Zone</p>	<p>Development (SWED), Maryland Department of Housing and Community Development (DHCD), Small Business Administration</p>
<p>Outcome 2: Encourage improved design of new commercial development as well as the revitalization and rehabilitation of existing commercial areas</p> <p>Progress Measures: Number of new, well designed businesses and number of rehabilitated / revitalized businesses</p>	<p>Strategy A: Develop commercial design standards to ensure that new and rehabilitated commercial structures aesthetically preserve the small town character</p> <p>Strategy B: Rehabilitate commercial buildings or properties through Community Legacy façade improvement grants</p> <p>Strategy C: Utilize technical assistance and grants from SWED, Lower Eastern Shore Heritage Area, Wicomico County Tourism, and State of Maryland Community Development and Commerce Departments to promote economic development</p> <p>Strategy D: Promote Tax Credit Programs for which extra points are available through Sustainable Communities designation (Job Creation Tax Credits, Small Commercial Tax Credits)</p>	<p>Property and business owners, Lower Eastern Shore Heritage Area, Wicomico County Tourism, Maryland Department of Commerce (Commerce), Maryland Department of Planning (MDP), Salisbury-Wicomico Economic Development (SWED), Maryland Department of Housing and Community</p>
<p>Outcome 3: Work with the State and the County to promote heritage-tourism opportunities in and around the Town</p> <p>Progress Measures: Annual increase in heritage-tourism events and number of visitors</p>	<p>Strategy A: Work with Wicomico County Tourism and the Lower Eastern Shore Heritage Council to promote heritage-tourism opportunities in Hebron (Train Depot, biking, birding, Fireman’s Carnival, future entertainment stage at Train Depot)</p> <p>Strategy B: Work with Salisbury and Wicomico County to build upon existing byways, greenways and trails network opportunities (rails-to-trails, existing bike routes, Chesapeake Country byway)</p>	<p>Lower Eastern Shore Heritage Area, Wicomico County Tourism, Maryland Department of Natural Resources (DNR), Maryland Department of Planning (MDP)</p>

<p>Outcome 4: Expand access to healthy food options</p> <p>Progress Measures: Operation of a semi-regular Farmer's Market and/or development of a community garden</p>	<p>Strategy A: Develop opportunities for local farmers to bring and sell fresh produce in Town in a coordinated way or to partner with the local Food Rite to supply them with fresh, local produce</p> <p>Strategy B: Promote a Farmer's Market and/or a community garden concept</p>	<p>Area farmers, Maryland Department of Agriculture (MDA), Maryland Department of Planning (MDP)</p>
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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"> • Easy access to U.S. 50 creates reasonable commutes to other Eastern Shore locales • Existing regional transportation system serving Hebron is generally adequate • Existing system of sidewalks is generally adequate to move people along Main Street, to the Carnival grounds, and to the developed neighborhoods in Town • Abandoned railroad could serve as bike infrastructure • Interest in becoming a greener community with alternate and efficient modes of transportation • Hebron is part of the Salisbury-Wicomico County Metropolitan Planning Organization (S/W MPO) • Hebron has a sidewalk ordinance. 	<ul style="list-style-type: none"> • Deficiencies on local streets include lack of off-street parking, narrow streets, and inadequate signs and signals • A complete sidewalk system does not exist in the Town; some areas do not have sidewalks, other areas have gaps in the system, and some sidewalks need repair, as well as ADA compliance • Need for drainage improvements and curbs / gutters in some portions of the Town • Pedestrian and bike travel within the Town is limited to existing sidewalks and streets; very limited marked bike lanes and walking paths • No public transportation services • There are some interconnectivity problems that will need to be addressed as future properties are developed • No attractive Gateway signage on U.S. Route 50.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Improve transportation patterns and street infrastructure to meet the current and future needs of the community</p> <p>Progress Measures: Completed street grid; street maintenance; linear feet of resurfaced roadways, and new and/or refurbished sidewalks</p>	<p>Strategy A: Work with the State Highway Administration to discuss ingress/egress options for U.S. Route 50 gateway entrances into the Town</p> <ul style="list-style-type: none"> • Exiting Town to go west on U.S. Route 50 is inefficient and dangerous • Explore the option of installing a stoplight at one of the three U.S. Route 50 entrances/exits into Town <p>Strategy B: Monitor the integrity of the minor and neighborhood collector systems to ensure any necessary repairs are taken care of</p>	<p>Maryland Department of Transportation (MDOT), State Highway Administration (SHA), Wicomico County Public Works Roads Division, Salisbury-Wicomico County Metropolitan Planning Organization (S/W MPO)</p>

	<p>proactively; this includes capital improvements budgeting and seeking funding in advance of problems occurring</p> <ul style="list-style-type: none"> • Create a timetable for repairing and maintaining the existing street network • Communicate repair needs along roadways under SHA control to be placed on the HNI report <p>Strategy C: All development in designated future growth areas should be required to provide traffic impact statements for the new development, indicating the increased impacts each development will create and further taking into consideration potential connections to existing street patterns</p>	
<p>Outcome 2: Develop and improve upon pedestrian-oriented streetscapes</p> <p>Progress Measures: Installation of curb and gutter, linear feet of new and/or refurbished sidewalks, ADA compliant sidewalks, decrease in traffic speed, marked bike lanes and walking routes, and street trees</p>	<p>Strategy A: Ensure sidewalk connectivity within the existing municipal boundary is maintained and further expanded as development occurs within the access needs areas</p> <p>Strategy B: Complete streetscaping including curb, gutter, and sidewalk installation or repair, with the possibility of new bioretention features, and ADA compliance</p> <ul style="list-style-type: none"> • Apply for the Sidewalk Retrofit Program • Apply for Safe Routes to Schools 	<p>Maryland Department of Transportation (MDOT), State Highway Administration (SHA), Wicomico County Public Works Roads Division, Salisbury-Wicomico County Metropolitan Planning Organization (S/W MPO), Maryland Department of Planning (MDP), Maryland Department of Housing and Community Development (DHCD)</p>
<p>Outcome 3: Align local transportation plans with that of State and County to improve outcomes for Hebron residents.</p> <p>Progress Measures: Meetings with the State Highway Administration and Wicomico</p>	<p>Strategy A: As development occurs in the growth area, implement the Town Parkway Concept to provide a continuous, low-speed alternative circumferential route that feeds traffic to existing collector roads</p> <p>Strategy B: Link County hiker/biker trail systems to the Town</p>	<p>Maryland Department of Transportation (MDOT), State Highway Administration (SHA), Wicomico County Public Works Roads Division, Wicomico County Recreation</p>

County to discuss mutual transportation goals and concerns		and Parks, Salisbury-Wicomico County Metropolitan Planning Organization (S/W MPO), Maryland Department of Planning (MDP)
<p>Outcome 4: Improve alternative transportation options for Hebron residents</p> <p>Progress Measures: Meetings with Shore Transit, expanded transit network; transit ridership, number of daily transit trips</p>	<p>Strategy A: Work with local and regional transit authorities to provide public transportation options for Hebron</p> <ul style="list-style-type: none"> Determine demand for nearby destinations (Salisbury, Sharptown, or Mardela Springs) Coordinate with public transportation agencies to provide new routes or shuttle service to Hebron <p>Strategy B: Enhance bicycle access within Hebron</p> <ul style="list-style-type: none"> Improve bicycle facilities in Town by installing racks and sharrows 	<p>Maryland Department of Transportation (MDOT), State Highway Administration (SHA), Wicomico County Public Works Roads Division, Wicomico County Recreation and Parks, Salisbury-Wicomico County Metropolitan Planning Organization (S/W MPO), Maryland Department of Planning (MDP)</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"> • Availability of older, inexpensive housing stock • Relatively low annual population increases <ul style="list-style-type: none"> ◦ Median home price (2006-2010 ACS): \$171,900 ◦ Population (2010): 1,084 ◦ Population (2017 Census est.): 1,088 • Relative to other areas of the Eastern Shore, home prices in Hebron have remained stable • High homeownership rate of 78%, which is higher than Wicomico County and all surrounding counties, except Worcester • There is plenty of underutilized residential land • Approximately 511 of the 554 acres of undeveloped land within the corporate limits is designated Planned Neighborhood • A significant number of properties have been identified as historic by the Maryland Historical Trust 		<ul style="list-style-type: none"> • Housing stock is older than that of the County overall (median year built is 1950, nearly 60% of units built before 1940), so need for housing rehabilitation, replacement, and maintenance programs <ul style="list-style-type: none"> ◦ Median value Hebron (2006-2010 ACS): \$74,100 ◦ Median value County (2006-2010 ACS): \$195,100 • Regional shortage of workforce housing • Renter households struggling to meet costs <ul style="list-style-type: none"> ◦ Median rent State (2006-2010 ACS): \$1,091 ◦ Median rent County (2006-2010 ACS): \$936 ◦ Median rent Hebron (2006-2010 ACS): \$508 • Limited multi-family housing
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
Outcome 1: Rejuvenate older neighborhoods by renovating homes and building attractive new homes to replace deteriorating structures on infill sites	Strategy A: Encourage, through both private and public actions, the renovation or removal of substandard or abandoned housing <ul style="list-style-type: none"> • Implement a façade improvement program for homeowners to make subsidized upgrades and repairs to older exteriors • Work with landlords to develop and provide incentives to upgrade rental property in ways which do not cause exorbitant rent increases 	U.S. Department of Housing & Urban Development (HUD), Maryland Department of Housing & Community Development (DHCD), Maryland Department of Planning (MDP), private developers

Commented [LD1]: Can MDP/Town check for accuracy?

Progress Measures: Renovate a specified number of homes	Strategy B: Investigate ways to purchase or seize vacant properties for redevelopment purposes	
<p>Outcome 2: Provide a range of housing types and densities to accommodate a diverse population of age groups and income levels</p> <p>Progress Measures: Create a specified number of new housing units, with a diversity of type and range of price</p>	<p>Strategy A: Explore zoning changes so that multi-family residences can be permitted in appropriate areas</p> <p>Strategy B: Provide medium and low-income families (workforce housing) with information on housing programs that can assist them in purchasing homes within the Town (Maryland Mortgage Program, Maryland Home Financing Programs)</p> <p>Strategy C: Encourage the development of senior restricted housing to meet the demands of Hebron's aging population</p> <ul style="list-style-type: none"> • Allow for age-restricted subdivisions through the Elderly Rental Housing Program 	U.S. Department of Housing & Urban Development (HUD), Maryland Department of Housing & Community Development (DHCD), Maryland Department of Planning (MDP), private developers

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"> • Hebron is a small, family-oriented “bedroom” community • Population is relatively stable • Volunteer Fire Department with modern equipment and adequate staffing to serve the Town; popular annual summer Fireman’s Carnival • Low crime community; no need for municipal police force • Town Hall adequately houses Town staff and accommodates Town meetings • Town has 3 churches and several social institutions, such as the Lion’s Club and the American Legion, which help define the community fabric • Hebron has a Maryland Historical Trust-proposed Historic District, with 230 identified resources; most contributing resources retain a high level of integrity • The Town has its’ own Post Office and the home-based Hebron Savings Bank • Schools that serve Hebron are considered the best in the County • Easy access to regional education facilities, including Worcester-Wicomico Community College, Salisbury University, and the University of Maryland, Eastern Shore • A small in-Town grocer, as well as several nearby farmer’s markets, serve the Town • There is a barbershop, a beauty parlor, and body shop located in Town • Internet and cable service provided to the Town is good 	<ul style="list-style-type: none"> • Expansion of public facilities has limited financing potential • All local public school facilities serving Hebron are operating at enrollment levels at or in excess of the State Rated Capacity • The Town may have little to no allocation available at the water and wastewater treatment plants and would need to expand both to accommodate growth • Historic District is not officially designated • Additional neighborhood parks and community event spaces are desired • The Town does not have any public health facilities, so residents needing health services need to travel to Salisbury, or elsewhere for care • Residents have complete reliance on vehicles for day to day needs and activities as the Town is approximately 10-20 minutes from larger urban areas, which offer products, activities, and services • There exists some pride of ownership and rental landlord issues with respect to blighted housing and unkept yards

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Recognize, protect, and expand the Town's historic, cultural, and recreational resources, as well as its' rural character</p> <p>Progress Measures: Develop and adopt guiding principles; amount of funds secured for maintenance, protection, and expansion of historic, cultural, and recreational resources, and tourism opportunities</p>	<p>Strategy A: Seek grant funding to protect, preserve, and expand upon historic, cultural and recreational assets that uniquely define the community</p> <p>Strategy B: Endorse and promote heritage tourism opportunities</p> <p>Strategy C: Enhance the Towns' Gateways with appropriate signage and landscaping</p>	<p>Maryland Department of Planning, Maryland Historical Trust, Maryland Department of Housing and Community Development, Maryland Department of Tourism, Maryland Department of Transportation, Wicomico County Historical Society, Wicomico County Tourism Convention and Visitor's Bureau</p>
<p>Outcome 2: Ensure that the community is adequately served by a variety of facilities suiting the desires and needs of all citizens</p> <p>Progress Measures: Number of new cultural and civic facilities, businesses and services, health services and facilities / clinics, community improvements</p>	<p>Strategy A: Work with other local communities and the County to expand regional health services</p> <ul style="list-style-type: none"> • Work with Shore Transit to research the potential of a shuttle bus service between Salisbury and other municipalities in the County, providing direct access to Peninsula Regional Medical Center • Support efforts to schedule periodic clinics to provide health services to residents of the area, especially elderly, handicapped and low-income residents in the community. Local facilities could be made available to the local Health Department to increase temporary clinics for citizens, rather than requiring them to travel to Salisbury <p>Strategy B: Promote educational and cultural opportunities</p> <ul style="list-style-type: none"> • Expand the Town's online presence, marketing efforts, and federal, State, and county partnerships • Create links between the Town's history and popular annual events such as the Firemen's Carnival 	<p>Maryland Department of Planning, Maryland Department of Health, Maryland Department of Tourism, Wicomico County Tourism Convention and Visitor's Bureau, Wicomico County Board of Education, SHA Safe Routes to Schools, Peninsula Regional Medical Center, Shore Transit</p>

	Strategy C: Engage with the County Board of Education to help plan and provide for opportunities and sites for future facilities including “Land Banking” for school sites that are community-centered and sized to fit that community as well as improvements to maximize walking and biking to the school	
<p>Outcome 3: Encourage workforce housing, senior housing, and maintain and repair current housing stock</p> <p>Progress Measures: Number of new workforce and senior housing units; number of housing façade improvements</p>	<p>Strategy A: Encourage the development of workforce housing and senior restricted housing to encourage new families to locate in Hebron, while also allowing older persons to age in place.</p> <ul style="list-style-type: none"> • Apply for grant monies to develop a residential façade improvement program • Provide developer incentives to encourage workforce and senior housing projects 	Maryland Department of Housing and Community Development, Maryland Department of Planning

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"> Planning areas specified for conservation, public and open space, Town Center, Neighborhood Conservation and Commercial, and Planned Employment, Development, and Redevelopment Of the Town's 554 undeveloped acres, 511 acres, which are outside of the Sustainable Community area, are included in the Planned Neighborhood category intended for development as new large-scale mixed-use projects that are linked with and made an integral part of the existing Town area The Town has a part time subcontracted code official Little vacant land in Town for infill 	<ul style="list-style-type: none"> Need for added water and wastewater treatment plant capacity Anticipated population increases will have municipal impacts in addition to increased demand for state and county services Additional public works building space may be needed as the Town grows Historic homes are not retaining their historic integrity No adopted Historic District regulations Housing code needs to be updated Comprehensive Plan needs to be updated Zoning and Subdivision regulations need to be updated No rental housing inspection or rental licensing program in place Untagged vehicles are an issue

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
Outcome 1: Explore grant opportunities to update the Town's Comprehensive Plan, Zoning Ordinance, subdivision regulations, and other regulatory ordinances	<p>Strategy A: Research various grant sources to find funding for the 10-year update to the Comprehensive Plan</p> <p>Strategy B: Research various grant sources to find funding for the update of the Town's Zoning Ordinance and subdivision regulations.</p>	Maryland Department of Planning, Maryland Department of Housing and Community Development, Maryland Department of Natural Resources

Progress Measures: Number of planning and regulatory documents updated		
<p>Outcome 2: Development of a Rental Housing Ordinance to address blighted rental units</p> <p>Progress Measures: Adoption of a Rental Housing Ordinance</p>	<p>Strategy A: Research ordinances from other like jurisdictions to help develop a Rental Housing Ordinance that meets the needs of the Town.</p> <p>Strategy B: Research funding sources to hire a consultant to prepare a Rental Housing Ordinance for the Town.</p> <p>Strategy C: Consider the adoption of the International Residential Code, International Building Code, and International Zoning Code to address blight.</p>	Maryland Department of Planning, Maryland Department of Housing and Community Development
<p>Outcome 3: Address blighted housing through rehabilitation, condemnation, and demolition</p> <p>Progress Measures: Number of blighted homes rehabilitated or removed.</p>	<p>Strategy A: Seek a grant to develop and implement a residential façade improvement program for homeowners to make subsidized improvements to their homes</p> <p>Strategy B: Develop a process for condemnation that allows the Town to condemn, and, if necessary, acquire, properties that are beyond repair and in need of demolition</p>	Maryland Department of Planning, Maryland Department of Housing and Community Development
<p>Outcome 4: Increase water and wastewater treatment capacity to meet the needs of existing, undeveloped, and growth area properties</p>	<p>Strategy A: Seek grants and/or low interest loans to upgrade the community water and wastewater systems to increase existing capacity</p>	USDA Rural Development, Maryland Department of the Environment, Maryland Department of Planning, Maryland Department of

Progress Measures: Increased capacity, reduced I&I, system upgrades		Housing and Community Development
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