SUSTAINABLE COMMUNITY APPLICATION

I. SUSTAINABLE COMMUNITYAPPLICANT INFORMATION

Name of Sustainable Community:
Town of Indian Head

Name of Applicant:
Town of Indian Head

Applicant's Federal Identification Number: 52-6013191

Applicant's Street Address: 4195 Indian Head Highway

City: Indian Head	**County:** Charles	**State:** MD	**Zip Code:** 20640

Phone Number: 301-743-5511   **Fax Number:** 301-743-9008   **Web Address:** townofindianhead.org

Sustainable Community Application Local Contact:

Name: Ryan Hicks   **Title:** Town Manager

Address: 4195 Indian Head Highway   **City:** Indian Head   **State:** MD   **Zip Code:** 20640

Phone Number: 301-743-5511   **Fax Number:** 301-743-9008   **E-mail Address:** ryan@townofindianhead.org

Sustainable Community Contact for Application Status:

Name: Ryan Hicks   **Title:** Town Manager

Address: 4195 Indian Head Highway   **City:** Indian Head   **State:** MD   **Zip Code:** 20640

Phone Number: 301-743-5511   **Fax Number:** 301-743-9008   **E-mail Address:** ryan@townofindianhead.org

SUSTAINABLE COMMUNITY APPLICATION

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.

We decided to go with the whole town, with a focus along Route 210 highway. That area is the first area you see when you enter into Town and it is in neglected condition.

(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.

See disc for information.

(3) Approximate number of acres within the SC Area:_800 Acres__

(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):

(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?

The Town received monies to replace water and sewer lines in the Woodland Village Subdivision approximately 10 years ago.

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 a municipal government with a Council, Manager form of government. The Sustainable Communities Workgroup consists of, Mayor Brandon Paulin, Vice Mayor Ron Sitoula, Councilman Curtis Smith, Town Manager Ryan Hicks, Zoning Administrator Richard parks, Erich Hermann Environmental Sustainability Committee Chair, Darleen Andrew Environmental Sustainability Committee member, Cynthia Jackson Parks and Recreation Committee Chair and Gary Hodge

SUSTAINABLE COMMUNITY APPLICATION

Economic Development Consultant. Within the workgroup the Town Council are the leaders and Town Manager Hicks and Richard Parks will manage and implement the Sustainable Communities Area 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?

Town Manager Ryan Hicks, Zoning Administrator Richard Parks, and Economic Development Consultant/Former Charles County Commissioner Gary Hodge have past experience in administering revitalization plans and projects.

(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 Town used parts of the Comprehensive Plana and the new Economic Revitalization Strategy. Community input was given during the process of creating both the Comprehensive Plan and the Revitalization Strategy. The Town had numerous meetings with local and state agencies to help develop the Town's Sustainable Communities Action Plan.

Sustainable Community Action Plan

Indian Head

Charles County, MD

10-23-15

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

- Patapsco Aquifer as a main source of potable water and 6 well sites, provide clean drinking water, yielding 675,000 gallons of water per day which is sufficient supply for the current population.
- 2 elevated ellipsoidal tanks. The total water storage capacity is 300,000 gallons.
- New 200,000 gallon, ground storage tank, #6R, developed in conjunction with well #6.
- Water treatment plant (located on Hailey Road), having an average daily treatment capacity of 500,000 gallons per day.In year 2030, the town will face a deficit of 258,828 gallons of water.
- Central Pump station located in Potomac Woods, Strauss Avenue, Teates subdivision.

Weaknesses

- Well #1 is currently not in use
- Well #2 has sulfur issues, currently shut down
- Well #5 has elevated levels of gross alpha. (Once new well will be installed, well #5 will be abandoned)
- Currently there is no well protection plan that identify the any impurities or contamination of the wells.
- Mission system in place to inform of water distribution issues and leakages.
- The infill development will result in the net increase in impervious cover.

Desired Outcomes and Progress
Measures

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.

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Outcome 1: Protect environmentally sensitive areas including 100 year floodplain, steep slopes, streams, areas from further development (except for water dependent facilities associated with commercial or industrial development).

Progress Measures: Number of projects and activities completed that protect environmentally sensitive areas

Strategies

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.

→

Strategy A: Identify specific steep slopes and streams for stabilization and management.

Strategy B: Devise policies that discourage new development in environmentally sensitive areas.

Strategy C: Restrict new development on steep slopes, greater than 25%, unless demonstrated that the environmental impacts will be mitigated.

Strategy D: Develop a 25 feet stream buffer on each bank of the stream.

Strategy E: Preserve vegetation and conserve habitats in steep slopes and stream buffer areas.

Implementation Partners

Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.

DNR, Natural Heritage Program

	Strategy A: Conduct a study to identify the areas that have stormwater problems.	DNR, Public Works, Charles County
Outcome 2: Reduce impervious cover. Progress Measures: Number of projects and activities completed that reduce impervious cover.	Strategy B: Provide incentives for developers to construct new stormwater management structures in areas that lack stormwater management. Strategy C: Adopt and implement green solutions to manage storm water such as bioretention cells, grassland swales, green infiltration trenches, stormwater planters, rainwater harvesting etc. Strategy D: Develop a master plan highlighting areas of new parking lots where permeable surfaces will be installed and areas of old parking lots where the pervious cover can be changed to the impervious covers.	
Outcome 3: Encourage interaction between people and the natural environment. Progress Measures: Measure the linear distance of new trails added.	Outcome 3, Strategy A: Develop trails along the stream buffers. Outcome 3, Strategy B: Extend boardwalk (12 ft) along river	DNR, Charles County, Mayor's Office, DNR

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
• Navy Base at the end of town peninsula, largest employer in Charles County • Contractors associated with Navy base also provide commercial goods and services to local population • Small businesses (mom and pop restaurants and shops) in business district • Water frontage along the Potomac River on the north and Mattawoman Creek on the south • Proximity to Washington D.C. and the National Harbor • Planned construction of boardwalk and nature walk	• Declining economic base in recent years (competition from major retail chains in nearby development areas) • Drain of local businesses to other economic areas undermines potential of Town • No current industry in Town except the Navy Base, no industrial zoned land within the Town for future development • Located at the end of MD 210 • Vacant storefronts and commercial centers along the Town's major corridor • Most Indian Head base contractors are located on the base and not in town

Desired Outcomes and Progress Measures ⟶	Strategies ⟶	Implementation Partners

Outcome / Progress Measures	Strategy	Responsible Parties
Outcome 1: Enhance visibility of Town and existing businesses	Strategy A: Increase number of Town sponsored events - focusing on events that can have a broader regional reach	Charles County Economic Department, Private businesses, Mayor's office
	Strategy B: Create opportunities for food vendors at town events	
	Strategy C: Establish consistent design standards for town	
Progress Measures: track number of community events as well as attendance or residents and number of visitors	Strategy D: Create signage listing Town businesses and area attractions at key locations	
	Strategy E: Create a marketing slogan for Indian Head	
Outcome 2: Improve Town assets for both visitors and residents	Strategy A: Enhance public facilities on the Village Green, such as picnic pavilions, public restrooms, gazebo and fountain	County Parks and Recreation, Mayor's office and MD Department of Natural Resources
	Strategy B: Provide maximum access to the Potomac and Mattawoman by increasing connectivity — extend boardwalk (12 ft) along Potomac river	
Progress Measures: Completion of boardwalk		
Outcome 3: Improve aesthetic appeal of "Main Street" area (top of the hill)	Strategy A: Improve facades and landscaping of existing buildings by establishing a facade improvement program.	Planning and Zoning, Code Enforcement
	Strategy B: Apply for streetscaping funds from State Highway Administration (SHA)	
Progress Measures: Number of façade improvements and landscape projects completed		
Outcome 4: Encourage commercial redevelopment opportunities and establishment of new businesses	Strategy A: Acquire and demolish dilapidated commercial properties - or enter into MOUs with property owners to demolish vacant dilapidated commercial properties on behalf of property owner	Charles County Economic Department, Private businesses, Mayor's office, Planning and Zoning
	Strategy B: Work with developers to off-set predevelopment costs of larger redevelopment projects	
Progress Measures: Keep track of number of businesses within Town	Strategy C: Waive all fee-based Town permits for commercial properties	
Outcome 5: Explore the feasibility to expand broadband fibers as a public initiative with private partners	Strategy A: Work with State and County to provide broadband/wifi access and fibers to all residents and businesses.	Charles County Economic Department, Private businesses, Mayor's office
Progress Measures: Linear measurement of fiber laid and number of residential and business connections.		

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
• Numerous cross streets	• Incomplete connecting sidewalks and bicycle pathways.
• Some existing sidewalks primarily located in the new subdivisions.	• Through traffic on Route 210, make it difficult for pedestrians to cross the highway.
• Bicycle trails along Route 225, from Route 210 to Route 301.	• No commuter parking lots to support bus service to DC.
• 12 foot wide boardwalk (beginning at the Navy base and extending 1,200 feet	

- east).
- Elevated nature walk along Riverwatch Drive (extending from the board walk to public parking).
- Parking lot for 8 cars in Gering Court at Route 210 and public parking for 26 cars.
- WMATA W19 route and Charles County VanGO System.
- Some streets are too narrow to accommodate pedestrian and vehicular traffic.

Desired Outcomes and Progress Measures ↓	Strategies →	Implementation Partners →
Outcome 1: Slow down speeding vehicular traffic on 210 for pedestrian safety.	Strategy A: Install a speed camera on 210.	State Highway Administration, Engineers, Emergency Personnel
Progress Measures: A drop in speeding tickets on 210		
Outcome 2: Increase parking for new development. Progress Measures: Measure the number of additional parking spots added each year.	Strategy A: Encourage public-private shared parking opportunities for new businesses in "Main Street" area Strategy B: Provide more parking areas in the commercial districts	Charles County Economic Development, Private businesses, Mayor's office
Outcome 3: Develop shared bicycle paths and pedestrian walkways. Progress Measures: number of linear feet of increased paths and walkways	Strategy A: Improve pedestrian and bike connectivity between trails, parks and waterfront. — connect green space to green space — connect town assets Strategy B: Increase recreational use along commercial district and civic campus. — Develop a bikeway improvement plan in which bike paths are identified for construction and/or identification - The Town plans to be strategic in identifying its bike paths to increase ridership through its business district and town assets, such as the Village Green Strategy C: Develop Capital Improvement Program, which prioritizes areas for the sidewalk improvements and completing sidewalk gaps	Mayor's office, DNR, Charles County, Planning and Zoning
Outcome 4: Improve streetscape on 210. Progress Measures: number of streetscape projects completed	Strategy A: Repave sidewalks and make curb improvements. Strategy B: Encourage tree plants and landscaping along roadway to enhance aesthetic appeal of roadway Strategy C: Identify opportunities to improve handicap accessibility throughout Town (coordinate handicap improvements with streetscaping efforts)	SHA, Public Works, DNR, Mayor's office, private businesses, nonprofit organizations

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
• Many houses are well maintained. • There is a considerable number of healthy and stable single family homes. • Rental housing is available and affordable. • Two new high quality residential developments recently completed.	• The housing stock is aging (most built in 1980's and 1990's) and not maintained in some locations.

Desired Outcomes and Progress Measures →	Strategies →	Implementation Partners →
Outcome 1: Increase the amount of owner occupied housing. Progress Measures: Track the number of rental properties and vacancy rate to measure decreases.	Strategy A: Market Maryland Mortgage Program to potential homebuyers, such as employees on the naval base. Strategy B: Provide homeownership educational seminars for renters and first time buyers.	Mayor's office, DHCD, MHT
Outcome 2: Conserve, renovate, and rehabilitate existing housing stock. Progress Measures: # of permits requested for home rehabilitation/renovation	Strategy A: Consider establishment of a grant or low-interest loan program to help income-restricted homeowners address code violations. Strategy B: Educate historic homeowners about repair services and financing opportunities. Strategy C: Consider establishment of residential facade improvement program.	DHCD, MHT, Mayor's office
Outcome 3: Demolition uninhabitable residential units. Progress Measures: # of demolished building per year	Strategy A: Apply for Strategic Demolition and Smart Growth Impact Funds from DHCD.	DHCD, MHT
Outcome 4: Provide more housing. Progress Measures: number of new housing units completed	Strategy A: Consider conducting a market study to learn about housing demand in Town (i.e., who wants to live in Indian Head - seniors, first time home-buyers, young families, etc?) Strategy B: Encourage housing developments in town that attract appropriate market segments	Mayor's office, Charles County

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
• Well maintained and explored parks including the Indian Head Rail Trail, Meekins Park, Francis and Gladys Simmons Park, Mattingly Park, and Charlie Wright Park. • Access to water on both sides of town, Potomac to the west and Mattawoman Creek to the east. • Senior Center at the Village Green.	• No sense of place in downtown. • Lacking programs/activities for young people.

Desired Outcomes and Progress Measures	Strategies	Implementation Partners
Outcome 1: Provide, maintain and upgrade community facilities. Progress Measures: Number of visitors/users of facilities; number of new facilities.	Strategy A: Perform a feasibility study for developing a museum within town - consider possibility of Town-Navy partnership. Strategy B: Construct municipal parking lots. Strategy C: Upgrade Town Hall and Pavilion facilities.	Mayor's office, Charles County
Outcome 2: Preserve open space and provide recreational and cultural program opportunities. Progress Measures: Measure the number of visitors to each facility and/or program, compare if possible to current data.	Strategy A: Develop a plan and schedule for implementation for park and recreational facilities improvements. Strategy B: Increase parking in Mattingly Park Strategy C: Provide recreational, health and social service programs for elderly and handicapped; improve programs for children/teenagers.	Mayor's office, DNR, non-profits, Elementary school
Outcome 3: Develop a sense of place for Indian Head town entrance on 210. Progress Measures: completion of the streetscaping and gateway project at town entrance	Strategy A: Develop a marketing and promotion campaign for/around designated area. Strategy B: Create a map with buildings targeted for facade improvements to implement placemaking investments. Strategy C: Streetscaping and gateway project at town entrance.	Mayor's office, MDP, Charles County

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
• Mixed-used zoning for much of area bordering Route 210 -> residential developments have taken advantage of it • Good use of overlay zones in the business districts • Adequate infrastructure to support additional infill and highway development • Construction of new community center and preparation of Village Green Area plan • Rails to trails project (hiker/biker trails) • Comprehensive plan advocates for Smart Neighborhoods (infill redevelopment, walkability, variety of housing types) • Indian Head is a designated PFA and as such positioned to promote smart growth	• Revise zoning ordinance in order to encourage more mixed-use development • No developer interest at this time in residential or high end commercial development • Inconsistent design standards result into lack of community character

Desired Outcomes and Progress Measures →	Strategies →	Implementation Partners
Outcome 1: Increase development opportunities along Route 210 Progress Measures: Number of businesses/ new housing stock along Route 210	Strategy A: Promote mixed use development along Route 210 - ensure that the comprehensive plan and zoning ordinances provide ample mixed use areas along Route 210. Strategy B: Require sidewalks/ bicycle paths in new developments Strategy C: Encourage Town center type of development along Route 210 in eastern portion of Town Strategy D: Encourage new development/ redevelopment with traditional design standards with buildings in the front, parking areas towards the rear and walkable in design	Mayor's office, Town Council, Private developers or non-profits; owners of vacant properties, Code Enforcement, Planning and Zoning

Sustainable Communities 2021 Renewal Considerations

The Maryland Department of Housing and Community Development (the Department) recognizes that the COVID-19 pandemic has resulted in challenges for local governments in preparing Sustainable Community renewal applications. These may include staff absences as well as difficulty convening public meetings and workgroups needed to prepare renewal applications.

In response to these concerns, during the COVID-19 state of emergency and catastrophic health emergency only, local governments may opt to participate in the COVID-19 abbreviated application for renewal, rather than the standard designation renewal process. Traditionally, the Sustainable Communities workgroup convenes to develop and submit a renewal application, that includes public input. However, the Department recognized that this may not be possible during the state of emergency.

The COVID-19 abbreviated application for renewal will include:
1. A transmittal letter containing the following:
    a. Request to utilize the COVID-19 abbreviated application;
    b. Statement affirming no changes to the previous Sustainable Community Action Plan or boundary (see attached letter template).
2. A copy of the previous Sustainable Community Action Plan.
3. Completed COVID-19 Renewal Summary including assessment worksheet (attached).

Requests for boundary modifications may not come through the COVID-19 abbreviated application. Additionally, if there are significant changes to the community and/or the strategy, the renewal application should be submitted through the traditional Sustainable Communities renewal application process. Please be aware that capital project applications to Community Legacy, Strategic Demolition Fund and others ask how the particular project fits in with the Sustainable Communities Action Plan. If you find that there is a mismatch between capital projects you would like to pursue and the current Sustainable Community Action Plan, we encourage you to pursue the traditional renewal application process and/or plan to submit a plan amendment as soon as you possibly can.

Whichever renewal application is chosen, <u>Regional Project Managers</u> at the Maryland Department of Housing and Community Development will continue to be available to respond to questions and assist local governments with preparation of Sustainable Community renewal applications.

Frequently Asked Questions
Why would a community choose the COVID-19 abbreviated application for renewal?
A: Social distancing due to COVID-19 has made it difficult for local governments to convene Sustainable Communities workgroups to share ideas and develop local plans. Staff absences for health and related issues have made it difficult for staff to complete tasks related to the renewal application process.

Local governments requesting Sustainable Community boundary modification must go through the traditional renewal application process. Local governments making substantial modifications to Sustainable Community plans and strategies may be directed to submit through the standard Sustainable Community renewal application. Determination by DHCD staff may be on a case by case basis and if larger changes need to be made we may work with you on updating through the standard application process. If you are unsure regarding whether your Sustainable Community renewal is appropriate for the COVID-19 abbreviated or standard renewal application process, you are encouraged to contact program staff.

What is the deadline for submission?
A: Sustainable Communities renewal, whether through the traditional or COVID-19 abbreviated process, must be submitted prior to the expiration date. As usual, for communities where there are active capital projects through such programs as Community Legacy, award agreements may not be executed nor can award funds be disbursed until the renewal application has been approved by the appropriate governing body (usually the Smart Growth Coordinating Committee).

When will the special COVID-19 abbreviated application for renewal end?
A: The COVID-19 abbreviated application option will close once the Governor has lifted the Declaring a State of Emergency and Existence of Catastrophic Health Emergency – COVID-19, dated March 5, 2020

https://governor.maryland.gov/wp-content/uploads/2020/03/Proclamation-COVID-19.pdf.
Any Sustainable Communities set to expire between now and three months past the lifted Order may opt to utilize the COVID-19 renewal application process.

How long will the renewed Action Plan be valid?

A: Once approved, Sustainable Community designations regardless of renewal application process will have a term of five years. Local governments will continue to have the opportunity to submit amendments and updates to the application during the five-year term as appropriate. We encourage communities to submit an updated action plan if priorities have shifted and/or new strategies are being pursued.

Does this apply to new designations?

A: No, this policy pertains to renewal designations at risk of lapse only.

COVID-19 Abbreviated Application Assessment and Accomplishments Worksheet

1) Have there been any significant changes to the size of the community, such as population or through annexation?
   a) If yes, please describe:
   No

2) Are there any strategy shifts within an Action Plan component?
   a) If yes, please describe:
   No

3) Do you request any technical assistance from the State in implementing Sustainable Community Action Plan strategies?
   a) If yes, please describe:
   No

4) Have you been awarded any revitalization-related State funds in the past five years? For example, DHCD Community Legacy, DHCD Strategic Demolition Fund, MDOT Community Safety and Enhancement, MDOT Bikeways, MDOT Sidewalk Retrofit, MDE Water Quality Revolving Loan Fund.
   a) If yes, please list the State department, name of the program, description of the project and amount of awarded funds:
   - **Maryland Department of Housing and Community Development (DHCD) – Division of Neighborhood Revitalization – Indian Head Demo Project; $50,000 awarded, $32,500 spent**
   - **Maryland Economic Development Assistance Authority Fund (MEDAAF) – Broadband Project; $211,200 awarded**

5) Have you been awarded any federal CARES Act funding and/or State emergency COVID funds?
   a) If yes, please list name of the program, description of the project and amount of awarded funds:
   Cares Act - $81,346 to date; for PPE, Cleaning, Public Safety, Hazard Pay, and Telework Expense

6) Please list and describe any significant accomplishments over the past five years as a Sustainable Community. Examples may include the launch of a new façade improvement program, number of senior housing repairs, linear feet of sidewalk replaced, etc.

- **Construction of the Boardwalk and Living Shoreline commenced in September 2020 with an anticipated completion date of September 2021. This will offer recreational opportunities for residents as well as draw visitors to the area.**
- **Partnership with United Way of Charles County has brought much needed programs to the area for the Town's seniors, which make up approximately 10% of the Town's population.**
- **Improved stormwater management and green streets have reduced the flooding and improved the quality of stormwater runoff through the construction of bioswales and the addition of green elements.**
- **The Town has been working to increase appeal and development along Route 210. This has been done through revising the Zoning Ordinance to expand the Mixed-Use zone along the entirety of Route 210. Some dilapidated buildings have also been demolished, and the Town has waived all permitting fees for commercial based properties. This has helped with the demolition of the dilapidated buildings as well as bringing more business along the Route 210 corridor, which decreased the number of vacant storefronts.**

7) Have anticipated needs or strategies shifted during the COVID-19 pandemic? Relatedly, has the ongoing pandemic uncovered community needs previously undetected?

   a) If yes, please describe:

   Yes, the pandemic brought to light that there are few outdoor exercise options in Town.