



# SUSTAINABLE COMMUNITIES PROGRAM

## APPLICATION FOR DESIGNATION RENEWAL

### Eligible Applicants:

*Local Governments with a Sustainable Communities  
Designation*

*Local Government Consortiums with a Sustainable  
Communities Designation*

Application must be submitted  
on or before the expiration date of  
Sustainable Communities designation.

Maryland Department of Housing and Community Development  
Division of Neighborhood Revitalization  
2 N Charles Street, Suite 450  
Baltimore, MD 21201  
410-209-5800  
<http://dhcd.maryland.gov/>

LARRY HOGAN  
Governor  
BOYD K. RUTHERFORD  
Lt. Governor  
KENNETH C. HOLT  
Secretary  
OWEN McEVOY  
Deputy Secretary

## **I. SUSTAINABLE COMMUNITY RENEWAL APPLICANT INFORMATION**

<b>Name of Sustainable Community:</b>		<b>City of Salisbury—Sustainable Community Area</b>
<b>Name of Applicant:</b>		<b>City of Salisbury</b>
<b>Applicant's Federal Identification Number:</b>		<b>52-6000806</b>
<b>Applicant's Street Address:</b>		<b>Office of the Mayor—125 North Division Street</b>
<b>City: Salisbury</b>	<b>County: Wicomico</b>	<b>State: MD Zip Code: 21801</b>
		<b>Web Address: <a href="http://www.salisbury.md">www.salisbury.md</a></b>

### **Sustainable Community Application Local Contact:**


### **Sustainable Community Contact for Application Status:**


### **Other Sustainable Community Contacts:**


## **II. SUSTAINABLE COMMUNITY – General Information**

### **A. Sustainable Community Boundary and Description**

- (1) Are you requesting any changes to your Sustainable Community boundary? Describe why or why not? No SC Area boundary modification is being requested.
- (2) If yes, Include the following in as an attachment:
  - a. PDF or JPEG of modified Sustainable Communities boundary map,
  - b. GIS shapefiles of modified Sustainable Community boundary (mapped to the parcel boundary),
- (3) Approximate number of acres of entire SC Area: 2958

(4) Existing federal, state or local designations:

- ☒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): Local Historic District eligible for listing in the National Register (Church St.)

(5) Describe the SC Area's current demographic trends (with respect to age, race, household size, household income, educational attainment, number of housing units, or other relevant factors). How have demographics changed in the last five years?

The 2016-2020 American Community Survey (ACS) 5-year estimates list the total population of the City of Salisbury as 33,050 (an increase of 1167 since 2015), with 46.6 % male, 53.4 % female. The median age is 29.2, which is one year higher than 2015.

The racial breakdown had a few changes in the past five year with those reporting themselves as White as 41% and those reporting as Black or African American at 42% compared to 55.6% and 35.2% respectively in 2015. The percentage reporting as Asian remained approximately the same at 3.7%, and 12.5% of individuals classified themselves as another race or combination of races, which is an increase from 5.5% in 2015. Those reporting themselves as Hispanic or Latino (of any race) increased from 6.9% in 2015 to 9.2% in 2020.

The average household size remained nearly the same at 2.48 persons in 2020. Median household income is \$44,474 and median family income in \$55,764, and per capita income is \$22,866—all an increase in the past five years. Of the population that is 25+years of age, 85.7% are high school graduates or higher (same as five years ago), and 28% have a bachelor's degree or higher (down 1% from 2015). The percentage of families living below the poverty level is 26.8 %, which is a 6% increase from 2015.

**B. Organizational Structure, Experience and Public Input:**

(1) Describe any changes to the Applicant's organizational structure. Specifically, how has membership of the Sustainable Communities Workgroup changed in the last five years? Who are/were the leaders, and how will/did the Workgroup advisor or staff manage implementation of the SC Area Plan?

There have been no changes in the City's organizational structure at the Executive level—it remains governed by a Mayor and five City Council members. At the departmental level, there have been departments restructured to better align with community needs—specifically with the addition of a Sustainability Coordinator, a Transportation Specialist, Community Relations staff, a City Planner, and the creation of the Arts, Business, and Culture Department. The individuals in those new positions are also additions to the Sustainable Communities Workgroup. In the past five years, 10 members from the previous group have been replaced by 12 new members.

## Sustainable Communities Renewal Application - Section A

The current membership is as follows:

Andy Kitzrow--Deputy City Administrator  
Ron Strickler--Director, Department of Housing and Community Development  
Don Hogg--Code Compliance Manager, Department of Housing and Community Development  
Christine Chestnutt--Housing and Homelessness Manager, Department of Housing and Community Development  
Rick Baldwin—Acting Director, Department of Infrastructure and Development  
Brian Soper—City Planner, Department of Infrastructure and Development  
Will White—Transportation Specialist, Department of Infrastructure and Development  
Alyssa Hastings—Sustainability Coordinator, Department of Infrastructure and Development  
John Tull—Chief, Salisbury Fire Department  
Barbara Duncan—Chief, Salisbury Police Department  
Allen Swiger—Director, Arts Business and Culture Department  
Laura Soper—Director, Business Development section of Arts Business and Culture Department  
Cori Cameron—Director, Water Works  
Jana Potvin—Director, Field Operations  
Dave Ryan (as needed)—Director, Salisbury Wicomico Economic Development

The leader of the group is Deputy City Administrator, Andy Kitzrow. He has managed the implementation of SC Area Plan by reviewing plans from past years, breaking the current workgroups down into smaller groups to work on the six different topics of the renewal application, meeting with each group, and reviewing the information that has been submitted.

### (2) What have been the strengths and challenges of the capacity of the Sustainable Communities Workgroup with respect to implementation of the SC Plan?

All of the members of the Sustainable Communities Workgroup bring valuable knowledge and experience to the table, which is a great strength. In addition to knowledge and experience, all of the members bring passion for their area of expertise and dedication to the betterment of the City of Salisbury. The main challenge for the Sustainable Communities Workgroup has been the multi-year COVID-19 pandemic. Another challenge with respect to implementation of the projects proposed in our SC Plan is typically a lack of funding. The number of projects that we would like to accomplish always outweighs the amount of funding that is available to complete them.

The City of Salisbury has many years of experience in implementing grant-funded projects for community revitalization through a wide variety of programs including Community Development Block Grant (CDBG), Community Parks & Playgrounds (CP&P), Program Open Space (POS), Community Legacy (CL), and the Strategic Demolition Fund (SD-SDF).

Projects funded through the CL and SDF programs include:

- Downtown Lighting Analysis
- Pedestrian Connectivity Study

## Sustainable Communities Renewal Application - Section A

- Housing Rehabilitation Revolving Loan Program
- Chipman Cultural Center – Wheelchair Lift
- Boundless Playground – Phase 2
- Rose St. / Lake St. – Redevelopment Ready
- Isabella St. Streetscape – Phases 1 & 2
- Rose St. / Delaware Ave. – Redevelopment Ready
- Homeowner Conversion Grant Program
- Mill St. & W. Main St. Intersection Improvements – Phases 1 & 2
- Chipman Cultural Center – Structural Repairs
- Rehabilitation Grants for Commercial Building Improvements (2014, 2015, 2017, 2021)
- Demolition of the Old Daily Times Building (SD-SGIF – 2015)
- Salisbury Neighborhood Intervention Program (Acquisition / Demolition – 2016)
- Main Street Master Plan, Phase 1 – Streetlights (2018)
- Main Street Master Plan, Phase 1 – Streetlights (formerly Amphitheater, Phase 2) (2019)
- National Folk Festival (NFF 2021) - Operational Funds (2020)

In 2004 Salisbury became a Community Development Block Grant entitlement jurisdiction, and now receives an annual allotment of CDBG funds directly from HUD. The Grants Manager has been with the city for 32 years and has a great deal of experience dealing with these types of projects and programs.

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

The Sustainable Communities Action Plan is based in part on the input received from the community residents during the development of the Salisbury Comprehensive Plan (2010), the City of Salisbury Consolidated Plan (2019-2023), and a variety of other plans.

The Salisbury Comprehensive Plan was adopted by the City Council in July of 2010. As a part of the Comprehensive Planning process, the City of Salisbury held a series of Community Workshops to gather input from the general public on the new Comprehensive Plan. The project team also organized a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis with key City staff and the Salisbury-Wicomico Planning & Zoning Commission.

Other plans that have impacted the goals established in the SC Action Plan include Envision Salisbury, the Main Street Master Plan, the City Park Master Plan, the Zoo Master Plan, the Urban Greenway Master Plan, the Salisbury Bicycle Network Plan, Salisbury/Wicomico Metropolitan Planning Organization's Sidewalk Analysis, the Wicomico County Land Preservation, Parks, and Recreation Plan (LPPRP), Wicomico County Health Department's Walkability Study, the Route 13 Corridor Plan, the Tree Canopy Study, the Port Feasibility Study, and the Sustainability and Resilience Report.

## Sustainable Communities Renewal Application - Section A

Other outreach efforts included administering a public opinion survey hosted on the City of Salisbury website in an effort to reach out to a greater number of citizens. The City, in conjunction with Salisbury University Environmental Studies students, released a survey in April 2022 to gather citizen input about what steps the City should take for future environmental sustainability. The survey covered a range of topics from neighborhood dynamics to desired community sustainability activities. The citizen responses will help the City in planning for the future, and could guide decisions as small as a community event or as big as a major policy change.

As a CDBG entitlement jurisdiction, HUD regulations require that the City of Salisbury develop a new Consolidated Plan every 5 years. The current Consolidated Plan was developed in 2019, and it covers the 2019 to 2023 CDBG program years. During the development of the Consolidated Plan the City of Salisbury held a series of meetings with nonprofits, local housing providers, social service agencies, community and economic development organizations, and City department directors. An online survey was created for stakeholders and residents to complete, which identified needs, gaps in the system, etc. In addition, two public hearings were held to discuss the 5-year Consolidated Plan, the 2019 Action Plan, and the Analysis of Impediments to Fair Housing Choice. Input from the meetings and the online survey were used in the development of specific strategies and priorities for the Consolidated Plan. Each year, as part of the development of the annual CDBG Action Plan, the City is required to conduct at least two public hearings to gather input from local residents on the community development needs of the City of Salisbury, and to report on the status of those projects previously funded through CDBG.

A variety of citizen-staffed stakeholder groups, such as the Bicycle and Pedestrian Advisory Committee, the Disability Advisory Committee, the Sustainability Advisory Committee (Green Team), the Human Rights Advisory Committee, and the Parks & Recreation Committee meet regularly to provide insight on community decision-making and program development within the SC area.

- (4) Would you like any technical assistance from State agencies to help expand the capacity of your SC Workgroup or implement your SC plan? Please describe with which revitalization strategies you would like assistance.

No additional technical assistance is required at this time.

# **SUSTAINABLE COMMUNITY RENEWAL REPORT**

## **PART I: QUALITATIVE ASSESSMENT**

### **Purpose:**

The purpose of this assessment is to capture significant projects/ improvements that have been completed since the approval of your local government's Sustainable Communities designation.

In relation to the goals stated in your local government's Sustainable Community Action Plan, **please highlight at least three major accomplishments from the last five years**, including how you achieved them. When writing your narrative, consider the questions below and refer to the six elements discussed in the General Information section of this document (page iv) – Environment, Economy, Transportation, Housing, Quality of Life, and Land Use/Local Planning.

- 1) **Outcome:** Which outcomes identified in your Sustainable Community plan were you able to achieve?
- 2) **Projects:** Which projects did you implement in order to achieve the outcome? Also indicate when you started and completed these projects.
- 3) **Partners:** With whom (i.e. state agencies, local stakeholders) did you partner to complete projects?
- 4) **Impact:** What kind of measurable impact did the achieved outcome have on your community? Are there other intangible benefits?
- 5) **Photos:** Please also include pictures that depict your accomplishments.

### **[EXAMPLE] Descriptive Narrative: Please list the most significant accomplishments that apply**

#### **Example – Accomplishment 1**

*Outcome: Improved stormwater management*

#### **Projects:**

*Project 1: Stormwater Retrofit Plan – In October 2014, the Town Council approved the Town's stormwater retrofit plan which outlines various strategies and capital budget expenditures over the next five years. Strategies include reducing the amount of impervious surface in the community and improving stormwater management. One of the plan recommendations is to pass an ordinance that assesses an environmental protection fee on municipal permits.*

*Project 2: Green Streets – The Town added green elements to approximately 600 linear feet of roadway that had been experiencing severe flooding. Specifically, bioswales were constructed and trees were planted.*

#### **Partners:**

*Chesapeake Bay Trust – provided technical assistance*

*MD DHCD – provided financial assistance in form of a Community Legacy grant (totaling \$50,000).*

*Impact: The implementation of the projects had a significant impact on the community by improving stormwater runoff. The streets with the newly constructed bioswales no longer experience flooding.*

**Descriptive Narrative: Please list the most significant accomplishments that apply.**

## **Accomplishment 1**

**Outcome:** *Increased the number of recreational and educational opportunities available to local youth.*

**Project 1:** *The Truitt Street Community Center opened in March 2018, the first of several planned community centers in the City of Salisbury's Sustainable Communities area. Truitt Street houses several programs for children and adults and has a garden area on the property that produces fresh food for use by families in the area. The formerly empty warehouse now has gym flooring, basketball hoops, soccer goals, and open space for table activities and community meetings. As other community centers in the area were closing, the Truitt Street Community Center's doors opened, and the center has been offering programs such as after-school tutoring, dance, and life skills seminars for both children and adults. Truitt Street Community Center is managed by the Housing and Community Development Department of the City of Salisbury.*

**Project 2:** *Newton Street Community Center opened in June 2021 after several years of planning, renovations, and delays due to the COVID19 pandemic. The Newton Community Center offers programs to children and adults in the surrounding Camden neighborhood of the Sustainable Communities area. Programs offered include arts and crafts, poetry and creative writing, after-school tutoring, family movie nights, and more. Local law enforcement officers visit on Tuesday afternoons with the purpose creating positive relationships with area youth. The center is equipped with a full kitchen and regularly offers food to its visitors. Newton Street has partnered with Wor-Wic Community College to offer GED and English as a Second Language classes for adults, with the Salisbury Neighborhood Housing Services to host Homebuyer Education classes, and works with several other SC area businesses and agencies to organize and promote a job fair at the Community Center. The Newton Street Community Center is managed by the Housing and Community Development Department of the City of Salisbury.*

**Partners:** *Youth Development Advisory Committee, Greater Salisbury Committee, Junior Achievement, Wicomico County Board of Education, Epoch Dream Center, Community Foundation of the Eastern Shore, Chesapeake Health Care, Wor-Wic Community College, Salisbury Neighborhood Housing Services, Fenix Youth Project, Boys and Girls Club of America*

**Impact:** *The Truitt Street and Newton Street Community Centers in the Sustainable Communities area are providing opportunities for local community engagement through recreational and educational activities and events for both youth and adults. The programs offered through the Community Centers meet social, economic, recreational, academic, nutritional, and relational needs of those whom they serve. Newton Street and Truitt Street Community Centers have helped achieve the goal of the SC Action plan by increasing opportunities for local youth and their families to safely gather, learn, and play.*



## TRUITT STREET COMMUNITY CENTER





## NEWTON STREET COMMUNITY CENTER



# JOB FAIR

March 16, 2022  
11am-2pm  
Location: Newton Community Center  
306 Newton St  
Salisbury, MD 21801

**AGENCIES ATTENDING:**

- City of Salisbury
- Wawa
- Chesapeake Healthcare
- TidalHealth Peninsula Regional
- Dove Pointe
- Wicomico County Public Schools Food and Nutrition Services

**WE ARE HIRING!**

The fair is free to attend and open to everyone!  
Come ready to apply on site!

For more information call or email  
RReed@salisbury.md 410-677-1959

## Accomplishment 2

**Outcome:** *Reduced the amount of biological and enriched nutrients entering the Wicomico River as a result of the Wastewater Treatment Plant (WWTP) upgrade and met our Total Maximum Daily Loads (TMDL) goals.*

**Project 1:** *In September of 2019 the upgrade was completed at the City of Salisbury's Wastewater Treatment Plant, which services the residents of the Sustainable Community area. City leaders worked with state and non-profit organizations to measure the total nitrogen and phosphorous levels from the WWTP's outflow and the Wicomico River as a whole, and a plan was implemented to upgrade the Wastewater Treatment Plant to improve quality of wastewater. The renovations of the WWTP included the installation of four biological treatment trains consisting of pre-anoxic, aeration, and post-anoxic zones with internal recycle, an additional final clarifier, and five cloth media disc filters.*

**Partners:** *Maryland Department of the Environment, Third-party contractors, Grants agencies*

**Impact:** *Prior to the upgrade, the WWTP was discharging an average total phosphorus of .6 mg/L and total nitrogen of 27 mg/L. Post-upgrade in 2021, the average discharge was .01 mg/L for total phosphorus (98% decrease) and 1.14 mg/L for total nitrogen (96% decrease), a drastic decrease in the biological and enriched nutrients entering the Wicomico River. For years to come, the recent upgrades at the new WWTP will continue to play a significant role in improving the quality of the Wicomico River and by extension, the Chesapeake Bay. Total Maximum Daily Loads (TMDL) goals are on track.*



## UPGRADED WASTEWATER TREATMENT PLANT





### Accomplishment 3

**Outcome:** *Improved the level of service and safety at the Riverside Drive 5-points intersection and increased the amount of bike lanes and bike infrastructure City-wide.*

**Project 1:** *On July 27, 2020 the City of Salisbury completed the redesign of the intersection of Riverside Drive, West Carroll Street, Mill Street, and Camden Avenue in the Sustainable Communities area. The project was a result of a traffic study completed to evaluate conditions of the intersection and to provide an alternative to a stop-light directed traffic pattern in order to improve safety, efficiency, and usability. Previously, traffic in this area was controlled by a 5-point intersection that was graded poorly, and the upgrade that began in September 2019 features a circle (roundabout) style intersection. Roundabouts are proven to reduce accidents and to improve pedestrian safety because they force drivers to slow down and keep traffic moving efficiently--especially at high volume times.*

**Partners:** *MDOT, State Highway Administration, Third-party consultants and contractors*

**Impact:** *The roundabout intersection has decreased fatal crashes by 98% and other crashes by 36%. It also eliminates the need for stop and start traffic, which results in a reduction in emissions. The roundabout has helped to alleviate traffic congestion in this particular area and has also provided a safer, improved crossing for pedestrians and bicyclists.*



## RIVERSIDE DRIVE ROUNDABOUT



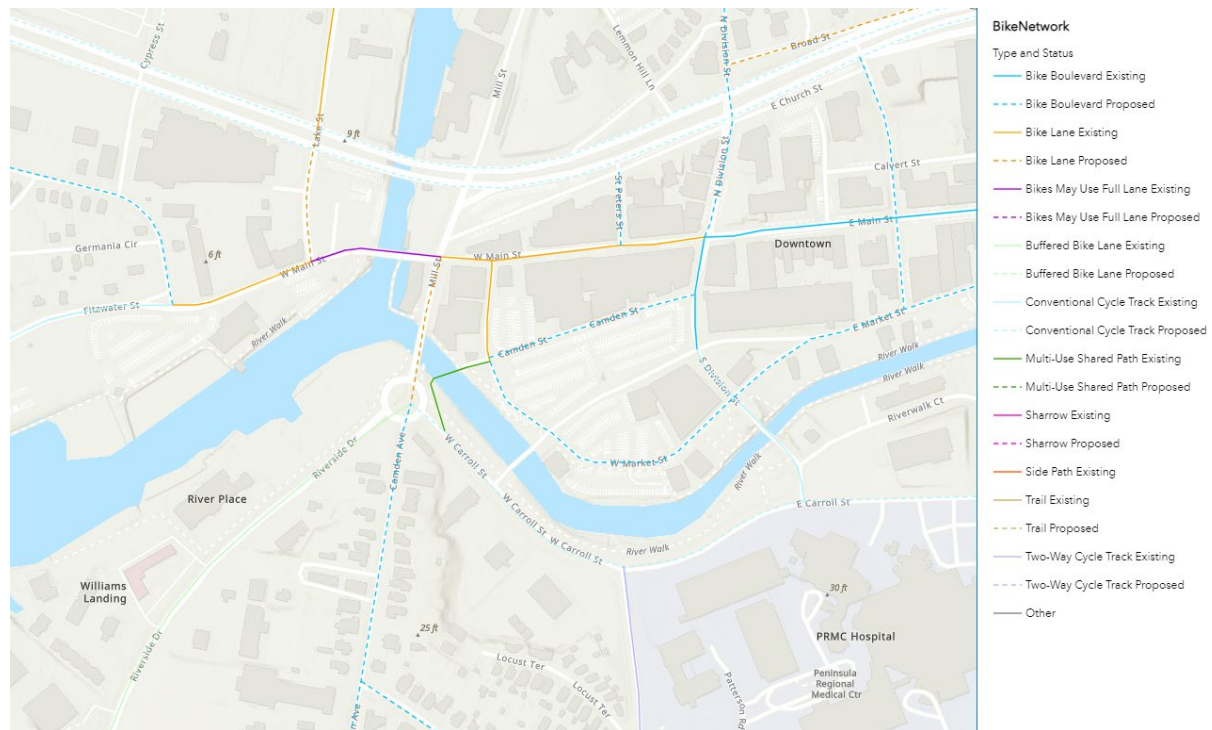
**Project 2:** *The City of Salisbury has continued to increase the number of bike lanes and bike infrastructure in the Sustainable Communities area. The City is committed to creating a regional bike network for citizens and tourists, which means this project is on-going as the City has and will continue to implement the City Bicycle Master Plan. Since 2017 an additional 12.73 miles of bikeways have been constructed, which has more than doubled the number of bikeways and nearly quadrupled the number of on-street bikeways (prior to 2017 most bike routes were off-street paths). Over 12 bike racks have been installed since 2017. Bike lanes are included in all resurfacing projects. During the recent additions of bike lanes, the City installed more infrastructure than what the City Bicycle Master Plan required on certain streets to meet safety goals and to guarantee that the bikeways met the National Association of City Transportation Officials' (NACTO) All Ages and Abilities design guidelines. The City of Salisbury's Bicycle & Pedestrian Advisory Committee (BPAC) advises City officials on the sound development, management, and safe use of the City's pedestrian and bicycle systems in relation to infrastructure, accessibility, and promoting the benefits of these systems.*

**Partners:** *Bicycle & Pedestrian Advisory Committee, Bike SBY, Bike MD, MDOT, State Highway Administration*

**Impact:** *The increase of bike lanes and bike infrastructure in the Sustainable Communities area benefits citizens and tourists of all ages and riding abilities. The addition of bike lanes has led to an increase in cycling as a mode share of 4.33% each year and will continue to grow. Well-designed bike lanes increase public safety for bicyclists, pedestrians, and motorists.*



## BICYCLE MASTERPLAN IMPLEMENTATION



## Sustainable Communities Renewal Application - Section B

**Descriptive Narrative: Please use this section to describe any major outcomes or projects from your last Sustainable Communities Action Plan that have NOT been accomplished and why.**

*Outcome: Decrease the number of Chronically Homeless individuals by 30% in 2020*

*Narrative: While strides are being made to significantly reduce the number of chronically homeless, the pandemic led to a decrease in resources including shelter beds and permanent housing, resulting in a significant increase in homeless individuals in the Sustainable Communities Area.*

*Outcome: Construction of recommended improvements at the City Service Center after the MDE funded Environmental Site Design.*

*Narrative: Lack of funding*

*Outcome: Implement an inclusionary zoning (IZ) plan that either mandates a percentage of affordable housing units, allows for bonus affordable housing units, or offers financial incentives for such units.*

*Narrative: There have not been any significant updates to the Zoning Code in the last five years. This outcome is still under discussion for inclusion in the Zoning Update that is ongoing.*

## **SUSTAINABLE COMMUNITY RENEWAL REPORT**

### **PART II: COMPREHENSIVE ASSESSMENT**

**Purpose:**

The purpose of the comprehensive assessment is to capture indicators of accomplishments in each Sustainable Community. Indicators should reflect the five-year time period since the adoption of the Sustainable Communities Action Plan. Thus, the following questions focus on the common outcomes that were identified in the various Sustainable Community Action Plans approved by the State. The assessment will be grouped in the sections of Environment, Economy, Transportation, Housing, Quality of Life, and Land Use.

**Please answer the following questions to the best of your knowledge.**

Check “YES” if applicable to your community. If you answer “YES” please quantify the accomplishment (i.e. Q: Has there been an increase in the number of businesses in your Main Street/commercial district? A: YES 4 new businesses have opened in the past five years). If necessary, please also provide a short description of the accomplishment.

Please check “NO” if the question item did not have any impact on your community. If you answer “NO” please briefly summarize what kept you from achieving your plan’s desired outcomes.

Check “N/A”, if the question item does not apply to your Sustainable Community.

ENVIRONMENT	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. Has there been an improvement in water quality? Have you completed any projects intended to improve water quality? Ex. impervious surface reduction, stormwater improvements etc.	X			<ul style="list-style-type: none"> <li>• <a href="#">Main Street green street features</a> include 1/5<sup>th</sup> of an acre of new bioretention areas, including 1.55 acres of impervious surface, .10 acres of new trees, and .18 acres of permeable pavers, and .07 acres of new native pollinator-friendly plants</li> <li>• Wicomico Creekwatchers <a href="#">River Reports</a>—we fund \$10,000 towards the Creekwater monitoring program each year. Wicomico Creekwatchers River Reports are a “report card” for river health and help the City monitor progress in improvement of water quality within the SC area</li> <li>• Fully operational Waste Water Treatment Plant (WWTP)—recent Biological Nutrient Removal/Enhanced Nutrient Removal upgrade included installation of 4 biological treatment trains consisting of pre-anoxic, aeration, and post-anoxic zones with internal recycle, and additional final clarifier, and 5 cloth-media disc filters</li> <li>• Implemented Salisbury’s <a href="#">Chesapeake Bay Trust Outreach and Restoration Grant Program</a>—funded \$200,000 of stormwater management projects.</li> <li>• Completed Town Square Phase I redevelopment with associated storm water treatment (.199 acres)</li> <li>• Re-developed Riverside Circle with associated stormwater treatment (.15 acres)</li> </ul>
2. Have you improved wildlife habitat in your community? Ex. native plantings, pollinator gardens, rain gardens	X			<ul style="list-style-type: none"> <li>• Added 2 pollinator gardens at the Salisbury Zoo</li> <li>• Downtown Edible Garden—Created a pocket park in downtown Salisbury featuring native plants, herbs, fruit, and vegetable plans</li> <li>• Field Operations Department plants 40 native trees in city parks each year.</li> <li>• 30 native trees were planted in Lake Street Park in 2021</li> <li>• 20 native Bald Cypress were planted on the banks of the Wicomico River in partnership with the Wicomico Environmental Trust (2021)</li> <li>• <a href="#">Bee City USA</a> designation since 2018</li> <li>• <a href="#">Arbor Day Foundation Tree City</a> designation since 2018—indicating the SC Area meets the program’s four requirements: a tree board/department, a tree care ordinance, an annual community forestry budget of at least \$2 per capita, and an Arbor Day observance and proclamation</li> <li>• <a href="#">Bird City Maryland</a> designation—100<sup>th</sup> affiliate of Bee City USA by committing to conserve native pollinators</li> </ul>

## Sustainable Communities Renewal Application - Section B

3. Have you increased access to green space, parks or outdoor recreational opportunities?	X			<ul style="list-style-type: none"> <li>• Creation of Downtown Edible Garden—250 square feet of new habitat including 3 blueberry bushes, 8 strawberry plants, 10 herb plants, 2 milkweed, 3 purple coneflowers, 4 fig trees, and 4 serviceberries were planted.</li> <li>• Waterside Community Garden</li> <li>• Kayak launch added at Marina and Carroll Street—a new kayak launch has been installed at each location</li> <li>• Completed Skatepark Phase 2</li> </ul>
4. Have you implemented operational sustainability practices (example: town hall enhancements) and/or community-based practices? (ex. Rain barrels or rain gardens at residences, recycling, composting etc)	X			<ul style="list-style-type: none"> <li>• Hired Sustainability Coordinator position in 2019.</li> <li>• Mayor’s Environmental Policy Task Force in 2020—this task force was created in 2020 to establish recommendations for a 10-year Environmental plan</li> <li>• Continuation of ongoing recycling program</li> <li>• Zero Waste efforts at the National Folk Festival (2018-2019)</li> <li>• <a href="#">Tree Canopy Study</a> (2020)</li> <li>• <a href="#">Tree Donation Program</a> (2021)</li> <li>• <a href="#">Pocket Pollinator Meadow Ordinance</a> (2021)</li> <li>• <a href="#">Sustainability Advisory Committee</a> (Green Team) monthly meetings and quarterly community trash cleanups</li> <li>• Green Business Certification Program---19 businesses certified from 2019-2020</li> </ul>

## Sustainable Communities Renewal Application - Section B

<b>ECONOMY</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?</b>
1. Has there been an increase in the number of new businesses in your Main Street/ Commercial District?	X			<ul style="list-style-type: none"> <li>From 2017-2021 approximately 50 new businesses opened in the Main Street District of the Sustainable Communities Area, including a mix of restaurant, retail and office uses</li> </ul>
2. Did the Municipality/ Sustainable Community area receive any designations that support local economic development?	X			<ul style="list-style-type: none"> <li>In 2018 and 2021 respectively, the City of Salisbury and Wicomico County adopted RISE Zone and Horizon Zone legislation to support economic development activities. In addition, the federal Opportunity Zone program covered a portion of the SC Area</li> </ul>
3. Has there been an increase in foot traffic in the Main Street/commercial district?	X			<ul style="list-style-type: none"> <li>The opening of Main Street in 2020 to vehicular traffic along with new storefronts caused a significant increase in foot traffic. In 2017, the annual number of visitors at the Downtown Visitors Center was 1,190. Since then, the approximate annual visitation is 2,500 per year which is largely due to the addition or expansion of downtown special events including concert series, 3<sup>rd</sup> Fridays, parades, the National Folk Festival, and more</li> </ul>
4. Have the number of commercial vacancies decreased?	X			<ul style="list-style-type: none"> <li>New businesses mentioned in Question #1 have decreased commercial vacancies</li> </ul>
5. Has there been an increase in local jobs within the Sustainable Community for its residents?	X			<ul style="list-style-type: none"> <li>New employment opportunities are up marginally from 2017. The pandemic caused significant disruption in the employment market, though the community has recovered previous (pandemic related) losses</li> </ul>

## Sustainable Communities Renewal Application - Section B

				<ul style="list-style-type: none"> <li>The pandemic caused a significant increase in unemployment, but that percentage has since returned to pre-pandemic numbers and is continuing to decrease. New business growth has continued to increase as entrepreneurs open new startups in the SC Area. Unemployment was at 5.5% in 2017 and decreased steadily until the pandemic hit in 2020 when it peaked at 7.58%. The average unemployment rate was 6.15% in 2021 and 5.3% in 2022 thus far</li> </ul>
6. Has there been an increase in workforce development training or other opportunities for connecting potential employees to well-paying jobs?	X			<ul style="list-style-type: none"> <li>Over the last four years, the Lower Shore Workforce Alliance has focused on developing additional vocational skills-training and apprenticeship opportunities that lead to well-paying jobs. They have increased the number of training opportunities and apprenticeships offered to those in the SC Area. Examples of WIOA-funded training opportunities include Metal Fabrication, Physical Therapy Assistant, Medical Front Office Assistant and Administration Specialist, Medical Billing Specialist, Medication Care Coordinator, Pharmacy Tech Specialist, Medical Health Records Specialist, and Professional Coder. The Lower Shore Work Alliance has also helped set up and promote apprenticeships as an Elevator Technician (Delaware Elevator), Plumber (ABC/Wor-Wic Community College, Seaside Plumbing), Plumber/Steamfitter (UA Local 486), Electrician (IBEW Local 24), Marine (MTAM), Carpenter (United Brotherhood of Carpenters), Mason/Bricklayer (BAC Local 1), and Water/Wastewater Youth Apprenticeship (Wicomico County Board of Education)</li> </ul>
<b>OTHER:</b> Certified Gold Green Business Certifications	X			<ul style="list-style-type: none"> <li>19 Certified Gold Green Business Certifications issued since 2019</li> </ul>



## Sustainable Communities Renewal Application - Section B

TRANSPORTATION	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. Has the amount of bike trails/paths increased? How many linear feet do the trails cover?	X			<ul style="list-style-type: none"> <li>The City has constructed an additional 12.73 miles of bikeways since 2017. This has more than doubled the number of bikeways and quadrupled the number of on-street bikeways (prior to 2017 most bike routes were off-street paths)</li> </ul>
2. Have there been improvements to the public transit infrastructure?	X			<ul style="list-style-type: none"> <li>Routes have been adjusted within the last five years to better reflect usage. Bike racks have been installed at a dozen stops within the City and at the University</li> </ul>
3. Has there been an increase in sidewalks? (Amount in linear feet). Were accessibility elements added, such as more ADA-accessible ramps and signage/signals? Has there been a noticeable increased use of these walking places?	X			<ul style="list-style-type: none"> <li>The City has constructed over 14 miles of sidewalk since 2017 – critically, these miles are in-fills of gaps in the existing sidewalk network in low-moderate income areas. Additionally, 273 ADA corner ramps have been upgraded to the latest ADA guidelines. There has been a noticeable uptick in usage of sidewalks and walking paths in the SC Area. The City invested in pedestrian counters last year to be able to quantify this data in future applications but does not currently have enough data to provide year-over-year increases</li> </ul>
4. Have there been any roadway improvements that support “Complete” or “Green” streets?	X			<ul style="list-style-type: none"> <li>Yes, the City has been installing sidewalk and bike lanes as standard fare along all resurfacing projects done in the Sustainable Communities Area. Additionally, Main Street in the Downtown area was recently rebuilt as a Complete Street with stormwater treatment throughout the corridor. Carroll Street is scheduled for implementation of very similar treatments, and the City will be removing over 1 acre of impervious surface on the corridor</li> </ul>

## Sustainable Communities Renewal Application - Section B

5. Has traffic congestion along major roads decreased?	X			<ul style="list-style-type: none"> <li>Along major roads in the SC Area, congestion has been mitigated by the installation of new traffic control measures, including roundabouts, at key points. There are currently 4 operating roundabouts in the City limits</li> </ul>
OTHER:				
<b>HOUSING</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?</b>
1. Have any residential facades or interiors been improved? Has the energy efficiency of any housing units been increased?	X			<ul style="list-style-type: none"> <li>Salisbury's Housing and Community Development Department, specifically the Code Enforcement Division, has identified numerous residential properties throughout the Sustainable Community that are not compliant with code but cannot be addressed by the homeowner due to financial issues or the inability to complete the physical labor required due to age and/or disability. In addition to façade projects, we have initiated and implemented a receivership process for dilapidated/abandoned properties and have successfully transferred ownership of numerous properties that are now thriving. 8 façade and/or interior projects have been completed</li> </ul>
2. Has the homeownership rate increased?		X		<ul style="list-style-type: none"> <li>The Covid-19 pandemic has been a contributing factor in the lack of homeownership increase</li> </ul>

## Sustainable Communities Renewal Application - Section B

3. Has there been an increase in the number of housing units in the Sustainable Community area? What number and/or percent are affordable? How many are within .5 miles of a transit stop?	X			<ul style="list-style-type: none"> <li>Data for the City of Salisbury, but not specifically the Sustainable Communities Area indicates that 808 housing units were built within City limits from 2017 to 2021. The percentage of affordable housing is unknown</li> </ul>
4. Has there been demolition of blighted properties?	X			<ul style="list-style-type: none"> <li>The Housing and Community Development team has identified and completed multiple demolitions of blighted properties throughout the Sustainable Communities Area. Additionally, the City has submitted for and acquired strategic demolition funding to complete some of the various projects. 8 properties have been demolished in the SC Area</li> </ul>
5. Has the residential vacancy rate decreased?	X			<ul style="list-style-type: none"> <li>Through the City of Salisbury's Housing and Community Development Department's Vacant Building Registration Program the community has seen a drastic reduction in the number of vacant properties in the past 5 years. In fact, we have realized a 56% decrease in the number of vacant properties in the Sustainable Communities Area</li> </ul> <p>2018: 238 vacant buildings registered  2019: 200 vacant buildings registered  2020: 193 vacant buildings registered  2021: 158 vacant buildings registered  2022: 106 vacant buildings registered</p>
6. Has the jurisdiction partnered with any community development corporations to improve its housing stock, increase the availability of affordable housing, or support those experiencing	X			<ul style="list-style-type: none"> <li>The Here is Home Initiative has slightly increased housing stock, including some affordable housing and is currently in progress with 67 residential projects equaling 8,049 housing units entered in the program that closed February 28, 2022</li> <li>The City of Salisbury has partnered with the Continuum of Care for the Lower Shore to provide permanent supportive housing for the homeless</li> </ul>

## Sustainable Communities Renewal Application - Section B

homelessness or being threatened with eviction? Has the jurisdiction initiated any of its own programs to do the same?				<ul style="list-style-type: none"> <li>The City has also partnered with HUD to apply for and distribute Emergency Housing Vouchers to homeless population in the SC Area</li> <li>Salisbury has started our own permanent supportive housing program which continues to connect chronically homeless individuals to permanent housing, and we partner with multiple community agencies which receive homeless prevention funding to prevent eviction</li> </ul>
7. Has there been an increase in homeownership counseling services or individuals accessing such services?	X			<ul style="list-style-type: none"> <li>The City of Salisbury partners with Habitat for Humanity and Salisbury Neighborhood Housing Services to help those seeking home ownership</li> </ul>
OTHER:				
<b>COMMUNITY HEALTH &amp; QUALITY OF LIFE</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?</b>
1. How many historic properties were renovated/improved? To your knowledge, did the renovations mitigate certain environmental hazards such as lead and asbestos?	X			<ul style="list-style-type: none"> <li>Since 2017, there have been 73 improvement alterations to historic properties in the Sustainable Communities area</li> </ul>
2. Have there been improvements and/or additions to your public or community available spaces? Examples include museums, community centers, public plazas, murals and public art.	X			<ul style="list-style-type: none"> <li>Since 2017, the City of Salisbury has completed the Main Street Masterplan Redevelopment which includes improvements of sidewalks, benches, and other public amenities—making gathering more comfortable in the SC Area. A food truck parking pad with seating has been added in front of the Parking Garage, and least 6 seating bump outs along Main Street allow for restaurants and cafes to have more outdoor seating. The Riverwalk Amphitheater broke ground in 2018 and was completed in 2019. We have also added an edible garden, the</li> </ul>

## Sustainable Communities Renewal Application - Section B

				<p>Friendship pedestrian bridge, a meditation labyrinth, 27 pieces of public art (19 painted power boxes, 2 sculptures, and 6 murals). Both Truitt Street and Newton Street Community Centers were opened within the past five years, and the Salisbury University Art Galleries renovated a 1- million-dollar art gallery in Downtown. Poplar Hill Mansion has made improvements to the property including an upgraded special events kitchen and an ADA compliant bathroom and door lift</p>
<p>3. Are there opportunities for residents to gather, communicate and celebrate? Do they serve multi-generations and all populations in the community? Examples are wide-ranging and may include fairs, community history days, neighborhood meetings, etc.</p>	X			<ul style="list-style-type: none"> <li>On average the City of Salisbury hosts over 20 special events per year including the National Folk Festival, 3<sup>rd</sup> Fridays, New Year's Eve celebration, farmers markets, parades, and more</li> </ul>
<p>4. Have there been any changes in access to health and wellness services? Examples include mobile clinics, hospitals, telehealth opportunities.</p>	X			<ul style="list-style-type: none"> <li>Implemented Salisbury-Wicomico Integrated Firstcare Team (SWIFT) in 2017 and the SWIFT Minor Definitive Care Now program in 2022.</li> <li>Created the Homeless Outreach Team (HOT) which includes the SWIFT team and other agencies and goes TO the homeless to provide them with medical, addiction, and mental health services</li> </ul>
<p>5. Are there any residential health and wellness opportunities in place (i.e. athletic facilities, recreational indoor/outdoor courses or groups)?</p>	X			<ul style="list-style-type: none"> <li>In the Sustainable Communities area there are more than 20 indoor/outdoor recreational/athletic facilities and over 10 health/wellness/recreation groups</li> </ul>

## Sustainable Communities Renewal Application - Section B

6. Do all residents have access to healthy food options such as fresh food grocery stores, farmers markets, community gardens, etc., within the Sustainable Community?	X			<ul style="list-style-type: none"> <li>The infrastructure is in place for residents to access healthy food options through a variety of means including community gardens near the Newton and Truitt Street Community Centers and in other parks throughout the SC area</li> </ul>																																																
7. Has there been a decrease in crime rate?	X			<ul style="list-style-type: none"> <li>Part One Crime in 2021 was nearly 40% lower than 2017</li> </ul> <table border="1" data-bbox="934 527 1381 974"> <thead> <tr> <th></th> <th>2017</th> <th>2021</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Homicide</td> <td>7</td> <td>3</td> <td>-57.14%</td> </tr> <tr> <td>Rape</td> <td>21</td> <td>28</td> <td>33.33%</td> </tr> <tr> <td>Robbery</td> <td>94</td> <td>48</td> <td>-48.94%</td> </tr> <tr> <td>Aggravated Assault</td> <td>172</td> <td>190</td> <td>10.47%</td> </tr> <tr> <td>Burglary</td> <td>273</td> <td>111</td> <td>-59.34%</td> </tr> <tr> <td>Theft</td> <td>1442</td> <td>825</td> <td>-42.79%</td> </tr> <tr> <td>Vehicle Theft</td> <td>70</td> <td>53</td> <td>-24.29%</td> </tr> <tr> <td>Human Trafficking</td> <td>1</td> <td>0</td> <td>-100.00%</td> </tr> <tr> <td>Arson</td> <td>9</td> <td>4</td> <td>-55.56%</td> </tr> <tr> <td><b>Total Part One</b></td> <td><b>2089</b></td> <td><b>1262</b></td> <td><b>-39.59%</b></td> </tr> <tr> <td>Calls for Service</td> <td>57730</td> <td>40703</td> <td>-29.49%</td> </tr> </tbody> </table>		2017	2021	Change	Homicide	7	3	-57.14%	Rape	21	28	33.33%	Robbery	94	48	-48.94%	Aggravated Assault	172	190	10.47%	Burglary	273	111	-59.34%	Theft	1442	825	-42.79%	Vehicle Theft	70	53	-24.29%	Human Trafficking	1	0	-100.00%	Arson	9	4	-55.56%	<b>Total Part One</b>	<b>2089</b>	<b>1262</b>	<b>-39.59%</b>	Calls for Service	57730	40703	-29.49%
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8. Do all residents have access to the Internet and other basic utilities and services?				<ul style="list-style-type: none"> <li>All residents in the SC area have access to Internet service if they choose to purchase it. Other basic utilities and services (water, sewer, electric, trash, recycling) are accessible to City of Salisbury residents living within the SC area</li> </ul>																																																
<b>OTHER:</b>																																																				

Sustainable Communities Renewal Application - Section B

LOCAL PLANNING & STAFFING CAPACITY	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. Have there been any infill developments?	X			<ul style="list-style-type: none"> <li>• The Ross is a redevelopment of 3 existing parcels on W. Main St. in Downtown. The two buildings will consist of 100 apartments and commercial space</li> <li>• The Powell building on W. Main St. in Downtown was renovated with new apartment units</li> <li>• Various single-family lot development of existing vacant lots and replacement of existing homes</li> </ul>
2. Has there been an increase in the amount of preserved/protected land?	X			<ul style="list-style-type: none"> <li>• In 2018 the City of Salisbury worked with Maryland Environmental Trust and Lower Shore Land Trust to put a permanent conservation easement on 92 acres at Naylor Mill Forest</li> </ul>
3. Have there been any developments hindered by growth constraints? If so, please describe. Example constraints could be inadequate infrastructure, insufficient zoning density/intensity, or lack of buildable land.		X		<ul style="list-style-type: none"> <li>• Projects have not been hindered by any constraints. We have available land zoned for various densities and uses</li> </ul>
4. Have there been any zoning or policy changes that have fostered growth or redevelopment in your Sustainable Community?	X			<ul style="list-style-type: none"> <li>• Here is Home fee reimbursement program to encourage new housing options within the SC Area. The program has 67 residential projects equaling 8,049 housing units entered in the program that closed February 28, 2022</li> </ul>

Sustainable Communities Renewal Application - Section B

				<ul style="list-style-type: none"> <li>HORIZON property tax incentive for new development within the SC Area</li> </ul>
5. Have there been any significant improvements to the municipal infrastructure within the Sustainable Community (i.e. street lighting, water/sewer lines)?	X			<ul style="list-style-type: none"> <li>Main Street Master Plan—2750 linear feet of new water main and sanitary sewer, approximately 3.15 acres of new streetscape including planting areas, new trees, permeable pavers, street lights, benches and trash cans and 1 acre of treated surface and permeable pavers</li> <li>Riverside Circle—Redevelopment of intersection of Camden Street, Mill Street, Riverside Drive, and Camden Avenue from a light controlled intersection to a 120 foot in diameter round-about including a bicycle path, sidewalk, and ADA ramps and treatment of .40 acres of impervious surface</li> </ul>
6. Have you hired any new staff members, reassigned duties, or procured the services of a contractor to increase or better align local capacity? Have you implemented any professional development programs?	X			<ul style="list-style-type: none"> <li>Created the Department of Infrastructure and Development; a one stop shop for engineering, planning and zoning, permits and inspections, transportation, planning, and other development efforts</li> <li>Created a Community Relations Division of the Department of Housing and Community Development which includes Neighborhood Relations Manager and several staff members</li> <li>Created the Arts, Business, and Culture Department</li> <li>Expanded Human Resources Department by 60%</li> </ul>
7. Has your community initiated or completed any planning efforts that will support the Sustainable Community area, including comprehensive planning, small area planning, or planning studies?	X			<ul style="list-style-type: none"> <li><i>Adopted</i> the following <ul style="list-style-type: none"> <li>City Park Master Plan in 2017</li> <li>Route 13 Corridor Plan in 2017</li> </ul> </li> <li><i>Initiated</i> the following <ul style="list-style-type: none"> <li>Zoning Code update task force in 2019</li> </ul> </li> </ul>



Sustainable Communities Renewal Application - Section B

<b>COMPETITIVE FUNDING:</b> Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	<b>Source (federal, state, foundation, etc.)</b>	<b>Amount Received</b>	<b>If no funding was received, what technical or other assistance from the state would help with future applications?</b>	<b>Other Notes</b>
<b>Community Legacy (CL):</b> FY18—Main Street Master Plan, Phase 1 (Plaza)—Streetlights FY19—National Folk Festival—Operational Funds FY19—Main Street Master Plan---Streetlights (originally Amphitheater, Phase 2) FY20—National Folk Festival—Operational Funds FY21—Rehabilitation Grants for Commercial Building Improvements	DHCD	\$100,000  \$100,000 \$100,000  \$100,000 \$50,000		Complete  Complete Complete  Complete Complete
<b>Strategic Demolition Fund (SDF):</b> FY 20—Salisbury Neighborhood Intervention Program (Acquisition/Demo/Rehab) FY22—SALKAP Property—Demolition of Blighted Structures	DHCD	\$50,000  \$200,000		In Progress  In Progress
<b>MD Heritage Area Authority</b> FY19—National Folk Festival FY20—National Folk Festival FY21—National Folk Festival	MHAA/MHT	\$50,000 \$50,000 \$50,000		Complete Complete Complete
<b>Tech Assistance Grant</b> FY18—National Folk Festival FY19—National Folk Festival FY20—National Folk Festival FY21—National Folk Festival	DHCD/OAGP/M IP	\$25,000 \$25,000 \$40,000 \$20,000		Complete Complete Complete In progress

Sustainable Communities Renewal Application - Section B

<b>MD Strong Economic Recovery Initiative (MD-SERI)</b> FY21—Main Street	DHCD	\$183,021		Complete
<b>CFES Mini Grant</b> FY18—SBY on The Table	Community Foundation of the Eastern Shore, Inc. (CFES)	\$1,500		Complete
<b>CFES Community Needs Grant</b> FY20—Salisbury Youth Civics Council	Community Foundation of the Eastern Shore, Inc. (CFES)	\$3,512		Complete
<b>CFES Albert. J. Bailey Wicomico County Fund</b> FY21—Poet Laureate—Poetry Book	Community Foundation of the Eastern Shore, Inc. (CFES)	\$2,000		In progress
<b>Clean Up &amp; Green Up MD</b> FY19—Recycle Right Program & Edible Garden	DHCD/DNR—Maryland Environmental Trust	\$5,000		Complete
<b>Community Parks &amp; Playgrounds (CP&amp;P)</b> FY18—Salisbury Skate Park, Phase 2-A FY19—Waterside Park Improvements FY22—Salisbury Skate Park, Phase 2-B	DNR	\$180,000 \$120,500 \$162,801		Complete In progress In progress

Sustainable Communities Renewal Application - Section B

<b>Program Open Space (POS)</b> <b>FY19—Zoo Special Events Pavilion, Phase 1—</b> <b>Restroom Renovations</b>	Wicomico County/DNR	\$90,000		In progress
<b>MD Dept of Planning/MD Historical Trust</b> Census Outreach Activities	MDP/MHT	\$19,810		Complete
<b>DGS Capital Projects Funds</b> 2017--Salisbury Revitalization—Main Street Master Plan 2018—Salisbury Revitalization—Amphitheater, Phase 1 2019—Truitt Street Community Center— Acquisition 2020—Salisbury Revitalization	MD Dept. of General Services	\$1,000,000  \$500,000  \$100,000 \$1,000,000		Complete  Complete  Complete Complete
<b>Dept of Justice (DOJ)/Office on Violence Against Women (OVW)</b> FY17—Transitional Housing Program—Life Crisis Center	DOJ/OVW	\$349,622		In progress
<b>Economic Development Administration (EDA)</b>	EDA	\$37,500		In progress
<b>MD Bikeways</b> FY20—NW Salisbury Bikeway FY21—Rail Trail—Phase 1 Design FY21—College Ave Bike Facility Design FY22—Northwest Bikeways, Please 2a	MDOT	\$100,000 \$125,958 \$29,608 \$100,000		Complete In progress In progress In progress

Sustainable Communities Renewal Application - Section B

<b>National Fish &amp; Wildlife—Chesapeake Bay Foundation</b> FY21—Tree Canopy Study	NFW/CBF	\$69,867		In progress
<b>MD Smart Energy Communities (MSEC)</b> FY17—Street Light Conversions FY18—Street Light Conversions FY20—Street Light Conversions FY21—Street Light Conversions	MEA	\$35,000 \$27,730 \$50,000 \$55,000		Complete Complete Complete Complete
<b>Critical Area Commission (CAC)</b> FY21—Administration Funds	DHR	\$4,000		Complete
<b>SHA Funds</b> FY21—Naylor Mill Bridge Replacement—Design Services	Maryland State Hwy. Administration	\$377,106		In progress
<b>NAR-CAR Placemaking Micro Grant</b> FY20—Edible Garden	National Association of Realtors (NAR)/Coastal Association of Realtors (CAR)	\$3,300		Complete
<b>FY18 Homeless Solutions Program (HSP) Grant</b>	DHCD	\$101,400		Complete

Sustainable Communities Renewal Application - Section B

<b>FY19 Homeless Solutions Program (HSP) Grant</b>	DHCD	\$28,065		Complete
<b>FY20 Homeless Solutions Program (HSP) Grant</b>	DHCD	\$27,400		Complete
<b>FY21 Homeless Solutions Program (HSP) Grant</b>	DHCD	\$29,400		Complete
<b>FY22 Homeless Solutions Program (HSP) Grant</b>	DHCD	\$37,900		In progress
<b>FY19 Projects for Assistance in Transition from Homelessness (PATH) Grant</b>	SAMSHA-HHS-Wicomico County Health Dept.	\$16,129		Complete
<b>FY20 Projects for Assistance in Transition from Homelessness (PATH) Grant</b>	SAMSHA-HHS-Wicomico County Health Dept.	\$20,219		Complete
<b>FY21 Projects for Assistance in Transition from Homelessness (PATH) Grant</b>	SAMSHA-HHS-Wicomico County Health Dept.	\$34,000		Complete
<b>FY22 Projects for Assistance in Transition from Homelessness (PATH) Grant</b>	SAMSHA-HHS-Wicomico County Health Dept.	\$20,219		In progress

Sustainable Communities Renewal Application - Section B

<b>FY21 ESG-CV2—Rapid Re-Housing &amp; Case Manager</b>	Emergency Solutions Grants—CARES Act (ESG-CV2)-pass through from Somerset County Health Dept. (HALS CoC)	\$117,600		In progress
<b>SFY21 Emergency Housing Program (EHP)—Cold Weather Shelter</b>	DHCD-pass through from Somerset County Health Dept. (HALS CoC)	\$34,000		In progress
<b>FY19 CFES Women’s Fund-Housing First-Hi, Jean! Program</b>	Community Foundation of the Eastern Shore, Inc. (CFES)	\$4500		Complete
<b>FY22 Mental Health Block Grant (MHBG) Critical Time Intervention (CTI) Funds</b>	SAMSHA-HHS-Wicomico County Local Behavioral Health Authority (LBHA)	\$12,562		In progress

# Sustainable Community Action Plan

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SALISBURY, MARYLAND





## Sustainable Communities Renewal Application - Section B

### Example Section

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>Insert bulleted list of strengths (provide some detail as to why and how this is a strength in your community)</li> </ul>	<ul style="list-style-type: none"> <li>Insert bulleted list of weaknesses (provide some detail as to why and how this is a weakness in your community)</li> </ul>

<u>Desired Outcomes and Progress Measures</u> Outcomes should be considered end results of actions and strategies. Based on the strengths and weaknesses, identify the strengths on which you would like to build and the challenges you would like to address. Progress Measure: What will you use to measure success toward outcome? Is it quantifiable or qualifiable?	<u>Strategies and Action Items</u> 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.	<u>Implementation Partners</u> Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.
<p>Example Outcome 1: Code violations and complaints are reduced in the Sustainable Community residential areas.</p> <p>Example Progress Measures: Code violations reduced by 25% in Sustainable Community residential areas</p>	<p>Example Strategy A: Review and revise, as needed, code compliance program to reduce frequency and number of residential code violations.</p> <p>Example Action 1: Complete analysis of code violations over the past five years to determine areas, both geographically and topically, for which code violations are most frequent.</p> <p>Example Action 2: Conduct outreach program to determine barriers to code compliance.</p> <p>Example Action 3: Analyze code compliance program for potential inefficiencies and opportunities for proactive engagement.</p> <p>Example Action 4: Pursue façade improvement funding to assist low-income homeowners overcome barriers to code compliance.</p>	<p>Maryland Department of Planning, Maryland Department of Housing, County Planning Department, local home-owners association</p>

## Sustainable Communities Renewal Application - Section B

### Environment

This section describes projects involving the natural environment, our use of natural resources, and our relationships or access to the natural environment. This category includes projects focusing on (but not limited to): the quality of land, water, and air; tree canopies and green spaces; green infrastructure; habitat improvement, climate change mitigation and adaptation; nuisance flooding;; stormwater infrastructure and management; water and sewer capacity; energy conservation; recycling, pet waste, and organic waste programs; the mitigation of environmental hazards; and parks and recreation improvements.

### Strengths

- Robust commitment to reducing the levels of enriched & biological nutrients entering the Wicomico River.
- Storm water & waste water run off bioretention technologies integrated into our Main Street Master Plan redevelopment.
- Pro-active non-profit environmental organizations—Wicomico Creek Watchers of Wicomico Environmental Trust, Wicomico River Project, and Wicomico Lower Shore Land Trust
- City of Salisbury Sustainability Advisory Committee (The Green Team) meets monthly and advises as council on environmental and sustainable ideas
- Financial support from grantors—Chesapeake Bay Trust, MDE, EPA, DNR
- Certifications: Maryland Sustainable Community, Bee City, Bird City, Tree City
- Environmental Policy Task Force action plan

### Weaknesses

- Highly polluted Wicomico River
- Large amounts of impervious surface in close proximity to the Wicomico River
- Ability to combat sea level rise

## Sustainable Communities Renewal Application - Section B

<ul style="list-style-type: none"> <li>Stormwater utility (fee) which funds street sweeping and provides \$75,000 annually for Chesapeake Bay Trust Outreach and Restoration Grant Program</li> </ul>	
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<u>Desired Outcomes and Progress Measures</u>	<u>Strategies and Action Items</u>	<u>Implementation Partners</u>
<p>Outcome 1: Implementation of Environmental Policy Task Force Action Plan</p> <p>Progress Measures:</p> <p>Increased acreage of park land</p> <p>Increased number of updated and new park amenities</p> <p>Awarded certifications each year of the SC action plan</p>	<p>Strategy A: Improve infrastructure and utilization of parks in the SC area</p> <p>    Action Step 1: Complete city parks and open spaces master plan.</p> <p>    Action Step 2: Increase park access throughout the SC area.</p> <p>    Action Step 3: Update park amenities throughout the SC area.</p> <p>Strategy B: Development of North Prong Park Phase I</p> <p>    Action Step 1: Acquire additional parcels of land.</p> <p>    Action Step 2: Remediate contaminated properties.</p> <p>    Action Step 3: Develop properties to serve the needs/desires of the people in the SC area.</p> <p>Strategy C: Conservation</p> <p>    Action Step 1: Maintain certifications as Bee City, Tree City, Bird City, and Maryland Sustainable Community</p> <p>    Action Step 2: Create legislation to protect natural resources.</p>	<p>Wicomico Environmental Trust, EPA, Tri-County Bird Club, Salisbury Zoo, Chesapeake Bay Trust</p>
<p>Outcome 2: Improve Water and Wastewater Infrastructure</p> <p>Progress Measures:</p> <p>Reduce wastewater collection system infiltration and inflow (measures would be number in parson's inserts installed in manholes, number of manholes lined and linear feet of collection system lined.)</p>	<p>Strategy A: Improve Drinking Water</p> <p>    Action Step 1: Rehabilitate groundwater well</p> <p>    Action Step 2: Replace filters at the Paleo Water Plant</p> <p>    Action Step 3: Construct new Paleo well producing 4500 gallons per minute</p> <p>Strategy B: Improve stormwater</p> <p>    Action Step 1: Design Beaverdam Creek restoration project</p> <p>    Action Step 2: Continue funding CBT Grant Program</p> <p>    Action Step 3: Increase stormwater BMPs</p> <p>Strategy C: Improve wastewater</p>	<p>EPA, Various general contractors</p>

## Sustainable Communities Renewal Application - Section B

<p>Reduce the amount the amount of un-metered water (loss)—tracked yearly.</p> <p>Improve quality (mixing) of water storage (install tank mixing systems to reduce/eliminate layering and reduce water age)</p>	<p>Action Step 1: Upgrade WWPT electrical to increase plant reliability and efficiency</p> <p>Action Step 2: Improve pump station to include multiple lift stations within collection system. Increase the energy efficiency of pumps, replace metal wet wells, implement bypass pumping or backup power</p> <p>Action Step 3: Repair the outfall inspection to include inspection of pipe, manifold, and effluent diffusers from the WWTP outfall into the Wicomico River</p>	
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### Economy

This section is centered on economic growth and management.

Strengths and weaknesses might focus on the following: business attraction & retention; improving and maintaining the health of business districts, downtowns, and main streets; commercial vacancy reduction; workforce attraction and retention; employment/job training; marketing, branding, and tourism; improving or creating economic impact of cultural and historic assets; providing technical and financial assistance to businesses; commercial building acquisition, rehabilitation and/or adaptive re-use; and creating a sense of place and vibrancy through streetscaping and beautification.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>Stable and growing anchor institutions in the Health Care, Higher Education and Poultry/Agriculture sectors</li> <li>Central location at the intersection of two major highways—Rt. 50 and Rt. 13</li> <li>Diversity of the economic base—wide variety of economic sectors represented</li> <li>A strong commitment to the value of place-based economics</li> </ul>	<ul style="list-style-type: none"> <li>Limited variety of residential housing (price point variety and housing for seniors, for example)</li> <li>Limited affordable housing</li> <li>Sparse availability of industrial facilities</li> <li>SC area is within a tertiary market</li> </ul>

## Sustainable Communities Renewal Application - Section B

<ul style="list-style-type: none"> <li>• A multi-million-dollar Main Street Master Plan</li> <li>• Passionate and devoted Downtown business community</li> <li>• A strong regional Chamber of Commerce</li> <li>• Salisbury University, Salisbury Wicomico Economic Development, M4 Reactor, and other Entrepreneurship-supporting Competition</li> </ul>	
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Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Further Diversify the Economic Base</p> <p>Progress Measures:</p> <p>Compare the number of new businesses opening to numbers from previous years to show increase.</p>	<p>Strategy A: Target prospective new employers and focus on entrepreneurship</p> <p>    Action Step 1: Work in partnership with Salisbury-Wicomico Economic Development (SWED)</p> <p>    Action Step 2: Collaborate with Center for Entrepreneurship at Salisbury University (SU)</p> <p>Strategy B: Outreach to existing employers</p> <p>    Action Step 1: Identify “complementary” businesses to our current base</p> <p>    Action Step 2: Utilize existing assets to grow current and new economic sectors</p>	<p>Salisbury-Wicomico Economic Development</p> <p>Salisbury University</p> <p>Wor-Wic Community College</p>
<p>Outcome 2: Enhance workforce development efforts</p> <p>Progress Measures:</p> <p>Managing the list of needs to keep them current on what has been accomplished and what still needs attention</p>	<p>Strategy A: Initiate new programs targeting workforce training</p> <p>    Action Step 1: Outreach to major employers</p> <p>    Action Step 2: Partner with existing training providers</p> <p>Strategy B: Advocate for the deployment of federal funds toward workforce development</p> <p>    Action Step 1: Identify need through collaboration with Salisbury-Wicomico Economic Development (SWED)</p> <p>    Action Step 2: Communicate needs to federal funds deployment agencies i.e. Lower Shore Workforce Agency (LSWA)</p>	<p>Tri-County Council</p> <p>SWED</p> <p>LSWA</p> <p>Maryland Commerce</p>

Sustainable Communities Renewal Application - Section B

Number of new work force training programs created in the next five years		

<b>Transportation</b> This section describes the way people in your community get from place to place.  Strengths, weaknesses and outcomes can focus on: 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; and road conditions.	
Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Shore Transit—a regional public transportation system for the Lower Eastern Shore</li><li>• On-going redevelopment of the Main Street in accordance with the Main Street Master Plan</li></ul>	<ul style="list-style-type: none"><li>• Shore Transit’s limited bus routes and times; inefficient &amp; unreliable transportation system</li><li>• Lack of mass transit system on the Eastern Shore (MD, DE, &amp; VA)</li><li>• Automobile-centered planning</li></ul>

## Sustainable Communities Renewal Application - Section B

<ul style="list-style-type: none"> <li>● Bicycle &amp; Pedestrian Advisory Committee to provide input on the sound development, management, and safe use of the SC area's pedestrian and bicycle systems in relation to infrastructure and accessibility.</li> <li>● Vision Zero Action Plan &amp; growing bike network</li> <li>● Salisbury's designation as a Bike Friendly Community by Bike MD</li> <li>● Salisbury/Wicomico Metropolitan Planning Organization; Long-Range Transportation Plan</li> <li>● Salisbury-Wicomico Regional Airport</li> <li>● Salisbury Port</li> <li>● Bicycle Master Plan; Sidewalk Connectivity Study; Wicomico Walking Plan; Envision Salisbury Plan; Greenway Plan</li> </ul>	<ul style="list-style-type: none"> <li>● Growing bicycle network that still has gaps in key areas</li> </ul>
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Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Eliminate traffic fatalities and serious injuries by 2030</p> <p>Progress Measures:</p> <p>Annual reduction in traffic fatality and serious injury rates</p> <p>Annual increase in number of safety interventions---by mile, square foot, etc.</p>	<p>Strategy A: Continue implementation of the Vision Zero SBY Action Plan</p> <p>    Action Step 1: Work with partners to install traffic calming and pedestrian bike infrastructure along major arterial (controlled by MDOT-SHA)</p> <p>    Action Step 2: Install bike/pedestrian infrastructure and key gaps in the networks</p> <p>    Action Step 3: Continue identification of crash hotspots as traffic patterns adjust over time to new development and Vision Zero safety interventions</p>	<p>MDOT-SHA, MDOT-MVA, Salisbury University, TidalHealth Regional Hospital, Wicomico County Health Department, Wicomico County Roads</p>

Sustainable Communities Renewal Application - Section B

<p>Outcome 2: Decrease Transportation related greenhouse gasses</p> <p>Progress Measures:</p> <p>Annual reduction in VMT by miles</p> <p>Annual reduction in greenhouse gases as measured by air quality indices</p>	<p>Strategy A: Implement a Travel Demand Management Strategy</p> <p>Action Step 1: Work with partners to reduce automobile trips in the Downtown area</p> <p>Action Step 2: Work with Shore Transit to increase transit ridership through improved service &amp; quality</p> <p>Action Step 3: Implement emission reducing infrastructure (bike and pedestrian facilities)</p>	<p>Wicomico County Libraries (developing an internal TDM Plan now), Downtown Business Association, Shore Transit, MDOT-SHA</p>
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## Sustainable Communities Renewal Application - Section B

### Housing

This section focuses on the homes in which people in your community live and efforts which make it easier for them to find and stay in a place to call home.

Strengths, weaknesses and outcomes might focus on the following: affordability; increasing homeownership; increasing rental housing; diversifying the kinds of housing available; improving housing conditions (interior or exterior); housing programs; aging in place; preventing foreclosures; and reducing residential vacancies.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>● Robust financial incentives—Homeowner Conversion Tax Abatement Program; waiver of water &amp; sewer hook-up fees for affordable housing construction; waiver of all building and impact fees for new owner-occupied construction; down payment assistance programs for new homebuyers</li><li>● Strong partnerships with affordable housing developers and agencies; both owner-occupied (Salisbury Neighborhood Housing Services [SNHS] &amp; Habitat for Humanity) and renter-occupied (LIHTC Developers, Wicomico County Housing Authority, local Continuum of Care)</li><li>● Leveraging of available grant funding—CDBG, HOME, ESG, Community Legacy</li><li>● The city of Salisbury’s creation of a 12-housefront Permanent Supportive Housing Program. Began operation in FY17. 29 households served to date</li></ul>	<ul style="list-style-type: none"><li>● Historically low homeownership rate—69.1% (ibid.). As of the 2014 ACD 5-year date, the City of Salisbury had the 7<sup>th</sup> lowest homeownership rate in the nation among principal cities of MSAs</li><li>● Low median household income \$37,705 (DP03, ibid.), only 70% of the national median household income</li><li>● Very high rate of poverty (27.4% ibid.)</li><li>● Comparatively high gross rent (\$997, DP04, ibid.) and thus a high percentage of rental households are cost-burdened (57.5%, ibid.)</li><li>● The low property values and high rates of vacancy decrease local government tax revenues and encourage absentee &amp; speculative buying</li><li>● Tax sale process that encourages speculative buying of abandoned properties, thus complicating the process of securing responsible buyers</li></ul>

## Sustainable Communities Renewal Application - Section B

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Increase Housing Unit Availability</p> <p>Progress Measures:</p> <p>The number of housing units completed in 2025 (multi-family units) and 2027 (single-family units)</p>	<p>Strategy A: Here is Home Program            Action Step 1: Introduce Legislation            Action Step 2: Open for Applications</p> <p>Strategy B: Non-conforming Use Zoning Exemption Program            Action Step 1: Introduce Legislation and Zoning Code Adjustments            Action Step 2: Advertise and open for application            Action Step 3: Effectively Run Program</p>	<p>Greater Salisbury Community Development, Coastal Association of Realtors (CAR)</p>
<p>Outcome 2: Increase housing availability for the chronically homeless</p> <p>Progress Measures: The Homeless Services Team has developed a comprehensive database that will capture the actual data regarding the number of clients we serve, the number of clients who attain housing, and the types of services provided. This database will allow us to collect real time statistics, to ensure those who are chronically homeless receive housing as it becomes available, and to provide data which can be used for grant applications.</p>	<p>Strategy A: Anne Street Village            Action Step 1: Provide 24 transitional dwelling units to house the chronically homes            Action Step 2: Provide access to income opportunities            Action Step 3: Provide access to addiction and/or mental health treatment</p> <p>Strategy B: Work with HUD to increase access to Emergency Housing Vouchers            Action Step 1: Complete and submit applications for qualified applicants            Action Step 2: Assist with locating appropriate housing</p> <p>Strategy C: Increase funding for Permanent Support Housing            Action Step 1: Identify potential grant funding            Action Step 2: Utilize additional City funding</p>	<p>Beyond Your Walls, HOPE Inc., C.O.A.T., H.O.T. (Homeless Outreach Team), HUD, Multiple community partners who plan to donate to Anne Street Village</p>

## Sustainable Communities Renewal Application - Section B

### Community Health and Quality of Life

This section is concerned with public health, community culture, and the day-to-day life of community residents.

This category includes projects focusing on (but not limited to): improvement of public health including improving community design to promote healthy behaviors such as walking and strengthening community support and connectedness through health and wellness programs and facilities that create inclusive communities. These projects may include built environment, indoor spaces, outdoor environments such as increasing community gardens and access to services including educational facilities and programs; health and wellness facilities and programs that serve multi-generations; senior facilities and programs; youth facilities and programs; facilities and programs for the disabled; civic amenities, access to quality food options; collaborations with faith-based organizations; arts and entertainment education; and homelessness prevention, services, and facilities. Projects should include community engagement that includes participation in the selection of strategies and outcomes, progress reports, and evaluation.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>● Robust community policing strategy adopted by the Salisbury Police Department</li><li>● A ten-year low Part 1 crime rate</li><li>● A number of institutions of higher education in close proximity—Salisbury University, Wor-Wic Community College, University of MD Eastern Shore</li><li>● A strong faith-based community with a diversity of religions and sects</li><li>● Two community centers in target neighborhoods</li><li>● A strong branding effort by the City of Salisbury to create a community identity</li><li>● A focused “place-based economics” model that is centered on building up the diversity and appeal of the Downtown</li></ul>	<ul style="list-style-type: none"><li>● Low median household income &amp; high rates of poverty</li><li>● Continued perception of high crime rate</li></ul>

## Sustainable Communities Renewal Application - Section B

<ul style="list-style-type: none"> <li>• Main Street Master Plan; Zoo Master Plan; Bicycle Master Plan; Greenway Plan</li> <li>• Downtown Riverwalk and amphitheater for recreation and leisure activities</li> <li>• Five community gardens and two farmer's markets</li> </ul>	
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Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Decrease in non-emergency EMS/ER use by “high utilizers” and for non-urgent/non-acute care needs of the community</p> <p>Progress Measures: Pre/Post EMS date collection</p>	<p>Strategy A: Develop a plan for “high utilizers” (those calling 911 five or more times in a six-month period).</p> <p>Action Step 1: Meet with each person identified as a “high utilizer” to develop a care plan and to perform a home safety check.</p> <p>Action Step 2: Coordinate with area resources to address the needs of each “high utilizer” so that those needs can be met outside of EMS and ER services.</p> <p>Strategy B: Develop a plan to meet the non-urgent/non-acute care needs of the community outside of EMS/ER use</p> <p>Action Step 1: Using information obtained from the Wicomico County EMS, dispatch a dedicated team of one nurse practitioner and one paramedic to respond alongside traditional EMS to attempt to meet the patient’s needs on scene without transport to the emergency room.</p> <p>Action Step 2: Coordinate with various community resources to address the patient’s needs and to ensure continuity of care, including in contact with primary care provider and initiating specialist referrals.</p>	<p>SFD, THPR, WCHD, City Homeless Coordinator, MAC, Primary care providers, Wicomico County Emergency Services</p>
	<p>Strategy A: Develop programmable public spaces in the downtown area of the Sustainable Community.</p> <p>Action Step 1: Build Riverwalk games parks</p>	<p>Salisbury Arts &amp; Entertainment District, Maryland State Arts Council, Greater Salisbury</p>

## Sustainable Communities Renewal Application - Section B

<p>Outcome 2: Increase the number of recreational and cultural events and encourage more residents to participate in these downtown events.</p> <p>Progress Measures: Compare the number of events and participants from one year to the next</p>	<p>Action Step 2: Increase/improve amenities in existing parks (amphitheater, dog parks, neighborhood parks)</p> <p>Strategy B: Expand cultural events in downtown Salisbury</p> <p>Action Step 1: Host Maryland Folk Festival, SBY River Festival, and craft beer festival.</p> <p>Action Step 2: Collaborate with community partners to produce diverse cultural events, activities, and celebrations.</p>	<p>Committee, Salisbury Area Chamber of Commerce, Wicomico County Parks and Recreation</p>
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### Local Planning and Staffing Capacity

This section is concerned with a local government's ability to plan for the community's future and to meet the current needs of residents.

Strengths, weaknesses and outcomes might focus on the following: updating zoning ordinances or land use; updating municipal/local policies, taxes, fees, etc.; increasing local government staff capacity; and updating planning documents like sector plans or comprehensive plans.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Permissive zoning that encourages development</li> <li>● Waiver of most fees on development—equivalent dwelling units (water &amp; sewer fees), building fees, impact fees, etc.</li> <li>● Robust water &amp; sewer system</li> <li>● Numerous local planning documents &amp; master plans</li> <li>● Selling city-owned properties to developers in order to create mixed-use development</li> <li>● Focus on redeveloping the urban core, particularly the Downtown</li> </ul>	<ul style="list-style-type: none"> <li>● History of sprawling development</li> <li>● Lack of concentration of high-end housing in the urban core</li> <li>● Low return on investment for vertical development</li> <li>● Comparatively high property taxes—lack of tax differential or tax rebate agreement with Wicomico County</li> <li>● Few available large buildable lots in the urban core of the city</li> <li>● Limited affordable housing</li> <li>● Competitive marketplace makes it difficult to recruit and retain “talent”</li> </ul>

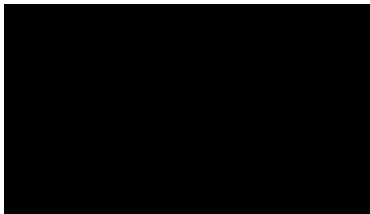
## Sustainable Communities Renewal Application - Section B

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Comprehensive Plan and Zoning Code Update</p> <p>Progress Measures:</p> <p>Completed updates of Comprehensive Plan and Land Use Plan</p> <p>Public record of input from citizens</p>	<p>Strategy A: Comprehensive Plan Update</p> <p>    Action Step 1: Select Consultant</p> <p>    Action Step 2: Plan Development</p> <p>    Action Step 3: Planning Commission &amp; City Council Approval</p> <p>Strategy B: Zoning Code Update</p> <p>    Action Step 1: Adopt new land use plan for consistency with zoning districts</p> <p>    Action Step 2: Continue to work with task force</p> <p>    Action Step 3: Planning Commission &amp; City Council Approval</p> <p>Strategy C: Public Outreach</p> <p>    Action Step 1: Public input on plans and zoning code update</p> <p>    Action Step 2: Community events to reach all individuals</p> <p>    Action Step 3: Continued social media efforts</p>	<p>City Boards, Commissions and Committees, Consultants, Maryland Department of Planning</p>
<p>Outcome 2: Stakeholder Input</p> <p>Progress Measures:</p> <p>Resolutions passed to make necessary changes to City Boards and Commissions</p>	<p>Strategy A: Assessment of and Improvements to City Boards, Commissions, and Committees</p> <p>    Action Step 1: Review structure of City Boards and Commissions</p> <p>    Action Step 2: Work with these groups to development and implement policy</p> <p>    Action Step 3: Continue to work with NGOs on community efforts</p>	<p>City Boards, Commissions, and Committees</p>

## SIGNATURE LETTER

On behalf of [INSERT *Applicant local government full name*], I hereby approve the application for renewal of the Sustainable Communities designation for [INSERT *Sustainable Community Name*]. I understand that the Disclosure Authorization and Certification from the original Sustainable Communities application continues to apply to the applicant local government, and as such the applicant agrees that not attaching an objection constitutes consent to the information being made available to the public, and a waiver of any rights the applicant may have regarding this information under Maryland's Access to Public Records Act, State Government Article, Section 10-611 et seq. of the Annotated Code of Maryland.

I also confirm that I am named or a former holder of my current title is named as an authorized official for the Sustainable Communities designation for my local government in the Local Government Authorization submitted with the original application.



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Authorized Signature

Jacob R. Day, Mayor  
Type Name and Title

5/31/2022

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Date